## CURTISS wriact



## 3Q 2016 Earnings Conference Call

October 27, 2016


NYSE: CW

## Safe Harbor Statement

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## Reflection on 2016 Investor Day



## 2016 Third Quarter Performance and Business Outlook

## 3Q Highlights

- Diluted EPS of $\$ 1.02$, ahead of expectations, reflecting:
- Solid profitability in the Defense and Power segments
- Benefits of ongoing operational improvement and cost control initiatives
- Operating Income up 20\%; Operating Margin up 300 bps to $15.1 \%$
- Net Sales decreased $4 \%$
- Continued industrial and nuclear aftermarket headwinds
- Strong Free Cash Flow (FCF) of \$100M, FCF conversion 218\%


## FY 2016 Guidance Highlights

- Raising full-year Operating Margin guidance to 14.3-14.5\% (+10 bps)
- Expect 100-120 bps of margin improvement YOY
- Improved execution driving margin expansion, despite lower sales
- Maintaining full-year Diluted EPS guidance of \$4.00-\$4.15
- Maintaining full-year FCF guidance of \$300-\$320M


## Third Quarter 2016 End Market Sales

|  | $3 Q ' 16$ <br> Change <br> vs. PY | $\%$ of Total <br> Sales |
| :--- | :---: | :---: |
| Aero Defense | $(5 \%)$ | $15 \%$ |
| Ground Defense | $6 \%$ | $4 \%$ |
| Naval Defense | $4 \%$ | $20 \%$ |
| Total Defense | $\mathbf{2 \%}$ | $40 \%$ |
| Inculung Other Defense | Flat | $19 \%$ |
| Commercial Aero | $3 \%$ | $18 \%$ |
| Power Generation | $(17 \%)$ | $24 \%$ |
| General Industrial | $\mathbf{( 7 \% )}$ | $\mathbf{6 0 \%}$ |
| Total Commercial | $\mathbf{4 \%})$ | $\mathbf{1 0 0 \%}$ |
| Total Curtiss-Wright |  |  |

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## 3Q'16 Results:

- Defense Markets +2\%; Commercial Markets (7\%)


## Key Drivers:

- Aerospace Defense: Lower embedded computing sales on fighter jets and ISR programs
- Ground Defense: Higher sales of ammunition handling systems
- Naval Defense: Higher Ohio-class replacement submarine development revenues, partially offset by lower CVN-79 aircraft carrier production
- Commercial Aerospace: Higher actuation systems sales to Boeing, offset by lower sales of surface treatment services and avionics equipment
- Power Generation: Higher AP1000 revenues, partially offset by deferred maintenance spending in U.S. aftermarket
- General Industrial: Lower sales of valves (O\&G market) and vehicle products (truck market)


## Third Quarter 2016 Operating Income / Margin Drivers

| (S in millions) | 3Q'16 | 3Q'15 | Change vs. 2015 |
| :---: | :---: | :---: | :---: |
| Commercial / Industrial | \$39.1 | \$40.3 | (3\%) |
| Margin | 14.2\% | 13.8\% | 40 bps |
| Defense | 28.8 | 25.5 | 13\% |
| Margin | 25.3\% | 21.7\% | 360 bps |
| Power | 14.1 | 13.5 | 4\% |
| Margin | 12.0\% | 11.7\% | 30 bps |
| Total Segments Operating Income | \$82.0 | \$79.3 | 3\% |
| Corp \& Other | (\$5.4) | (\$15.5) | 65\% |
| Total CW Op Income | \$76.6 | \$63.8 | 20\% |
| Margin | 15.1\% | 12.1\% | 300 bps |

Notes:
All figures presented on a continuing operations basis. Amounts may not add down due to rounding.

## 2016E End Market Sales Outlook* ${ }^{*}$ (Guidance as of october 26, 2016) Updated ${ }_{\text {Intube }}$

|  | FY2016E <br> (Prior) | FY2016E <br> (Current) | \% of Total <br> Sales |
| :--- | :---: | :---: | :---: |
| Aero Defense | Flat | No change | $14 \%$ |
| Ground Defense | $(2-4 \%)$ | No change | $4 \%$ |
| Naval Defense | $0-2 \%$ | $6-8 \%$ | $20 \%$ |
| Total Defense <br> Including Other Defense | Flat | $1-3 \%$ | $38 \%$ |
| Commercial Aero | Flat | No change | $19 \%$ |
| Power Generation | $0-2 \%$ | $(1-3 \%)$ | $19 \%$ |
| General Industrial | $(5-9 \%)$ | $(10-12 \%)$ | $24 \%$ |
| Total Commercial | $(\mathbf{2 - 4 \% )}$ | $(4-6 \%)$ | $62 \%$ |
| Total Curtiss-Wright | $(1-3 \%)$ | No change | $100 \%$ |

* The Company's full-year 2016 guidance reflects growth rates compared to 2015 Pro Forma results, which excludes the one-time China AP1000 fee of $\$ 20$ million recognized in the fourth quarter of 2015. This affects 2016 growth rates for Power Generation, Total Commercial and Total Curtiss-Wright sales.


## 2016E Financial Outlook* (Guidance as of October 26, 2016)

| (S in millions, except EPS) | FY2016E (Prior) | FY2016E (Current) | Growth \% vs 2015 |
| :---: | :---: | :---: | :---: |
| Commercial / Industrial | \$1,130-1,155 | \$1,120-1,145 | (3-5\%) |
| Defense | \$475-485 | No change | 0-2\% |
| Power | \$515-530 | No change | (2) $-1 \%$ |
| Total Sales | \$2,120-2,170 | \$2,110-2,160 | (1-3\%) |
| $\underset{\text { Margin }}{\text { Commerial / Industrial }}$ | $\begin{aligned} & \$ 165-170 \\ & 14.6 \%-14.8 \% \end{aligned}$ | $\begin{aligned} & \$ 158-163 \\ & 14.1 \%-14.3 \% \end{aligned}$ | $\begin{aligned} & (5-8 \%) \\ & (20-40 \mathrm{bps}) \end{aligned}$ |
| Defense Margin | $\begin{gathered} \$ 92-96 \\ 19.5 \%-19.7 \% \end{gathered}$ | $\begin{gathered} \$ 96-100 \\ 20.3 \%-20.5 \% \end{gathered}$ | $\begin{aligned} & \text { (3) }-1 \% \\ & (20-40 \mathrm{bps}) \end{aligned}$ |
| Power Margin | $\begin{gathered} \$ 68-71 \\ 13.2 \%-13.4 \% \end{gathered}$ | $\begin{gathered} \$ 70-73 \\ 13.6 \%-13.8 \% \end{gathered}$ | $\begin{gathered} 27-33 \% \\ +310-330 \mathrm{bps} \end{gathered}$ |
| Corporate and Other | (\$24-25) | (\$23-24) | 32-35\% |
| Total Operating Income CW Margin | $\begin{aligned} & \$ 301-313 \\ & 14.2 \%-14.4 \% \end{aligned}$ | No change 14.3\% - 14.5\% | $\begin{gathered} 4-8 \% \\ +100-120 \mathrm{bps} \end{gathered}$ |
| Diluted EPS | \$4.00-4.15 | No change | 7-11\% |

* The Company's full-year 2016 guidance reflects growth rates compared to 2015 Pro Forma results, which excludes the one-time China AP1000 fee of $\$ 20$ million recognized in the fourth quarter of 2015 from
sales and operating income. Amounts may not add due to rounding.


## 2016E Financial Outlook (Guidance as of october 26,2016 )

## Updated $_{\text {(nntule }}$

| (s in millions) | FY2016E <br> (Prior) | FY2016E <br> (Current) | Growth \% <br> vs 2015 |
| :--- | :---: | :---: | :---: |
| Free Cash Flow ${ }^{(1)}$ | $\$ 300-320$ | No change | $10-18 \%$ |
| Free Cash Flow Conversion ${ }^{(2)}$ | $166-170 \%$ | No change |  |
| Capital Expenditures | $\$ 45-55$ | No change |  |
| Depreciation \& Amortization | $\$ 100-110$ | $\$ 90-100$ |  |

(1) Free Cash Flow is defined as cash flow from operations less capital expenditures. 2016 growth rate is comparable to 2015 adjusted free cash flow of $\$ 272$ million, which excludes the contribution to the Company's corporate defined benefit pension plan of $\$ 145$ million in 2015.
(2) Free Cash Flow Conversion is calculated as free cash flow divided by net earnings from continuing operations.

## Positioned to Deliver Strong 2016 Results

- Strong operating margin expansion, up 100-120 bps to 14.3-14.5\%*
- Mitigating impact of reduced sales
- Benefit of margin improvement and cost control initiatives
- Expect to be in top quartile of our peer group
- Solid growth in diluted EPS, up 7-11\%*
- Strong free cash flow expectations (>\$300 million) driven by new AP1000 order and lower working capital
- Committed to a balanced capital allocation strategy


## Appendix

## 2016 End Market Sales Waterfall (Guidance as of october 26, 2066)

## Updated



## Non-GAAP Reconciliation



Organic Revenue and Organic Operating Income
The Corporation discloses organic revenue and organic operating income because the Corporation believes it provides investors with insight as to the Company's ongoing business performance. Organic revenue and organic operating income are defined as revenue and operating income excluding the impact of foreign currency fluctuations and contributions from acquisitions made during the last twelve months.
Note: Amounts may not add due to rounding


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