





# **Investor Overview**











NYSE: CW



#### Safe Harbor Statement

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# **Curtiss-Wright Corporation**



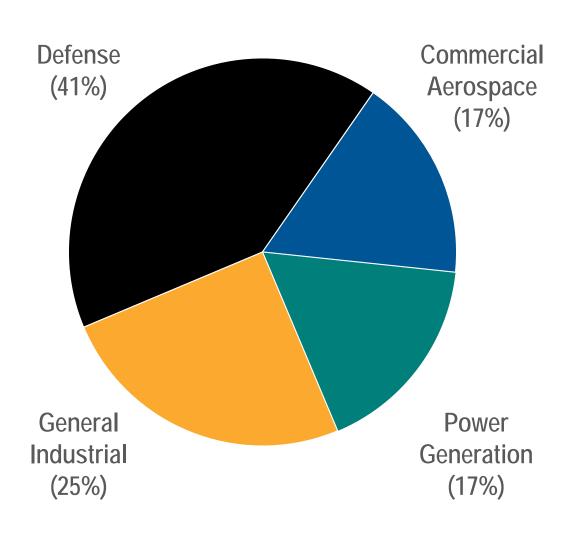
Generation

- ~\$2.47 billion in 2018E sales
- Leadership positions in growing markets
- Severe-service applications
- Enhancing safety, reliability and performance
- One Curtiss-Wright

Global Diversified Industrial Company

Industrial

#### **Broad End Market Diversification**



#### Defense:

- Naval (20%): Nuclear submarine and aircraft carrier programs
- Aerospace (16%): Fighter jet,
   helicopter and UAV programs
- Ground (4%): Domestic and international armored vehicles
- Commercial Aerospace: Critical content on all major OEM platforms
- Power Generation: Current and future generation (AP1000) nuclear operating reactors
- General Industrial: Industrial vehicle, controls and valve products, and surface treatment services

Note: Percentages in chart relate to 2018E sales as of July 25, 2018 and includes the acquisition of the Dresser-Rand government business.



# Why Invest in Curtiss-Wright?





# Top Quartile Financial Metrics

Strong FCF Generation

Balanced Capital Allocation

Enterprise-Wide Focus on Growth

# **Long-Term Financial Goals**

3-5% Organic Sales Growth

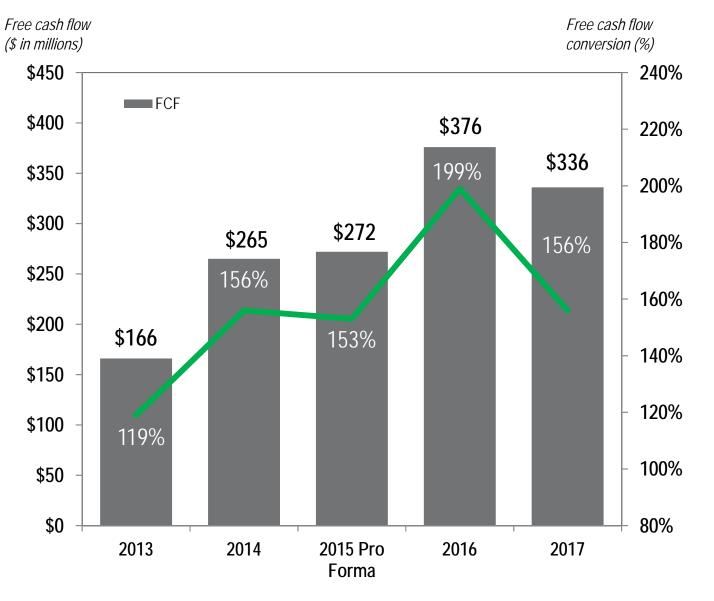
>14% Operating Margin

12% Return on Invested Capital

>110% Free Cash Flow Conversion

Top Quartile Performance in our Peer Group

# Strong Free Cash Flow Generation



#### **Key Drivers:**

- Rigorous working capital management
- More efficient execution and cash flow management
- Focus on highest return CapEx investments

#### Targets:

- >\$250 Million free cash flow
- >110% FCF conversion

Notes: Free cash flow (FCF) is defined as cash flow from operations less capital expenditures. FCF conversion is defined as free cash flow divided by net earnings from continuing operations.

2015 adjusted to remove the \$145 million contribution to the Company's corporate defined benefit pension plan.

# **Balanced Capital Allocation**

- Committed to steady return of capital to shareholders
  - At least \$112M in expected share repurchases in 2018
  - Would increase total repurchases to ~\$625M since 2013
  - Steady and dependable dividends
- Growth through strategic acquisitions
  - TTC (Jan'17)
  - Dresser-Rand Govt. Business (Apr'18)
- Internal investment funds organic expansion



# **ONE Curtiss-Wright**

Leveraging the Scale and Efficiency of an Integrated Global Company

Organic Sales Growth

**Operating Margin Expansion** 

Working Capital Management

**Balanced Capital Allocation** 



**Delivering Long-Term Shareholder Value** 



# **Appendix**

#### Non-GAAP Financial Results

The company reports its financial performance in accordance with accounting principles generally accepted in the United States of America ("GAAP"). This press release refers to "Adjusted" amounts, which are Non-GAAP financial measures described below.

We utilize a number of different financial measures in analyzing and assessing the overall performance of our business, and in making operating decisions, forecasting and planning for future periods. We consider the use of the non-GAAP measures to be helpful in assessing the performance of the ongoing operation of our business. We believe that disclosing non-GAAP financial measures provides useful supplemental data that, while not a substitute for financial measures prepared in accordance with GAAP, allows for greater transparency in the review of our financial and operational performance.

Beginning with the second guarter of 2018, coinciding with the initial reporting of the DRG acquisition, the Company has elected to also present its financials and guidance on an Adjusted, non-GAAP basis for operating income, operating margin, net earnings and diluted earnings per share to exclude first year purchase accounting costs associated with its acquisitions, specifically one-time inventory step-up, backlog amortization and transaction costs for current and prior year acquisitions.

Management believes that this approach will provide improved transparency to the investment community in order to measure Curtiss-Wright's core operating and financial performance, provide quarter-over-quarter comparisons excluding one-time items and show better comparisons among company peers.

Reconciliations of non-GAAP to GAAP amounts are furnished with this presentation. All per share amounts are reported on a diluted basis.

The following definitions are provided:

#### Adjusted Operating Income, Operating Margin, Net Income and Diluted EPS

These Adjusted financials are defined as Reported Operating Income, Operating Margin, Net Income and Diluted EPS under GAAP excluding the impact of first year purchase accounting costs associated with acquisitions for current and prior year periods, specifically one-time inventory step-up, backlog amortization and transaction costs.



### 2018E End Market Sales Growth (Guidance as of July 25, 2018)

#### Updated (in blue)

	FY2018E (Prior)	FY2018E (Current)	% of Total Sales
Aero Defense	8 - 10%	11 - 13%	16%
Ground Defense	0 - 2%	No change	4%
Naval Defense	16 - 18%	20 - 22%	20%
Total Defense Including Other Defense	9 - 11%	13 - 15% (6 - 8% organic)	41%
Commercial Aero	0 - 2%	No change	17%
Power Generation	6 - 8%	2 - 4%	17%
General Industrial	4 - 6%	8 - 10%	25%
Total Commercial	3 - 5%	No change	59%
Total Curtiss-Wright	6 - 8%	8 - 9% <i>(5 - 6% organic)</i>	100%

Note: Amounts may not add down due to rounding.

### 2018E Financial Outlook (Guidance as of July 25, 2018)

#### Updated (in blue)

(\$ in millions)	2017 Adjusted (Non-GAAP) <sup>(1)</sup>	2018 Prior Reported (GAAP)	Operational Changes	2018 Updated Reported (GAAP)	Adjustments <sup>(1)</sup>	2018 Current Adjusted (Non-GAAP) <sup>(1)</sup>	2018 Change vs 2017 Adjusted <sup>(1)</sup>
Commercial / Ind	\$1,163	\$1,193 - 1,213	\$20	\$1,213 - 1,233		\$1,213 - 1,233	4 - 6%
Defense	\$555	\$565 - 575	\$10	\$575 - 585		\$575 - 585	4 - 5%
Power	\$553	\$657 - 667		\$657 - 667		\$657 - 667	19 - 21%
Total Sales	\$2,271	\$2,415 - 2,455	\$30	\$2,445 - 2,485		\$2,445 - 2,485	8 - 9%
Commercial / Ind Margin	\$168 14.5%	\$177 - 182 14.8% - 15.0%	\$6	\$183 - 188 15.1% - 15.2%		\$183 - 188 15.1% - 15.2%	9 - 12% +60 - 70 bps
Defense Margin	\$119 21.4%	\$121 - 124 21.3% - 21.5%	\$3	\$124 - 127 21.5% - 21.7%		\$124 - 127 21.5% - 21.7%	4 - 6% +10 - 30 bps
Power Margin	\$81 14.7%	\$80 - 83 12.2% - 12.4%	\$4	\$85 - 87 12.9% - 13.1%	\$14	\$99 - 102 15.1% - 15.3%	22 - 26% +40 - 60 bps
Corporate and Other	(\$34)	(\$34 - 35)		(\$34 - 35)		(\$34 - 35)	-
Total Op. Income CW Margin	\$335 14.7%	\$343 - 353 14.2% - 14.4%	\$13 +40 bps	\$357 - 367 14.6% - 14.8%	\$14 +60 bps	\$371 - 382 15.2% - 15.4%	11 - 14% +50 - 70 bps

Note: Amounts may not add down due to rounding.

<sup>1)</sup> Adjusted operating income and operating margin exclude first year purchase accounting costs, specifically one-time inventory step-up, backlog amortization and transaction costs associated with the acquisitions of DRG in 2018 (Power segment) and TTC in 2017 (Defense segment).



### 2018E Financial Outlook (Guidance as of July 25, 2018)

Updated (in blue)

(\$ in millions, except EPS)	2017 Adjusted (Non-GAAP) <sup>(1)</sup>	2018 Prior Reported (GAAP)	Operational Changes	2018 Updated Reported (GAAP)	Adjustments <sup>(1)</sup>	2018 Current Adjusted (Non-GAAP) (1)	2018 Change vs 2017 Adjusted <sup>(1)</sup>
Total Operating Income	\$335	\$343 - 353	\$13	\$357 - 367	\$14	\$371 - 382	11 - 14%
Other Income/(Expense)	\$16	\$14	\$1	\$15		\$15	
Interest Expense	(\$41)	(\$36 - 37)	\$1	(\$35 - 36)		(\$35 - 36)	
Provision for Income Taxes <sup>(2)</sup>	(\$88)	(\$77 - 79)	(\$4)	(\$81 - 83)	(\$3)	(\$84 - 87)	
Effective Tax Rate <sup>(2)</sup>	28.3%	24.0%		24.0%		24.0%	
Diluted EPS <sup>(2)</sup>	\$4.96	\$5.47 - 5.62	\$0.28	\$5.75 - 5.90	\$0.25	\$6.00 - 6.15	21 - 24%
Diluted Shares Outstanding	44.8	44.7	(0.1)	44.6		44.6	

Note: Amounts may not add down due to rounding.



<sup>1)</sup> Adjusted operating income and diluted EPS exclude first year purchase accounting costs, specifically one-time inventory step-up, backlog amortization and transaction costs, for current and prior year acquisitions.

<sup>2)</sup> Full-year 2018 effective tax rate guidance includes the impacts of the Tax Cuts and Jobs Act.

(\$ in millions)	2018 Prior Reported (GAAP)	Operational Changes	2018 Updated Reported (GAAP)	Adjustments <sup>(2)</sup>	2018 Current Adjusted (Non-GAAP) <sup>(2)</sup>
Free Cash Flow <sup>(1)</sup>	\$240 - 260	\$10	\$250 - 270	\$50	\$300 - 320
Free Cash Flow Conversion <sup>(1)</sup>	98 - 103%		93 - 98%		112 - 117%
Capital Expenditures	\$50 - 60		\$50 - 60		\$50 - 60
Depreciation & Amortization	\$105 - 115		\$105 - 115		\$105 - 115

#### Targets:

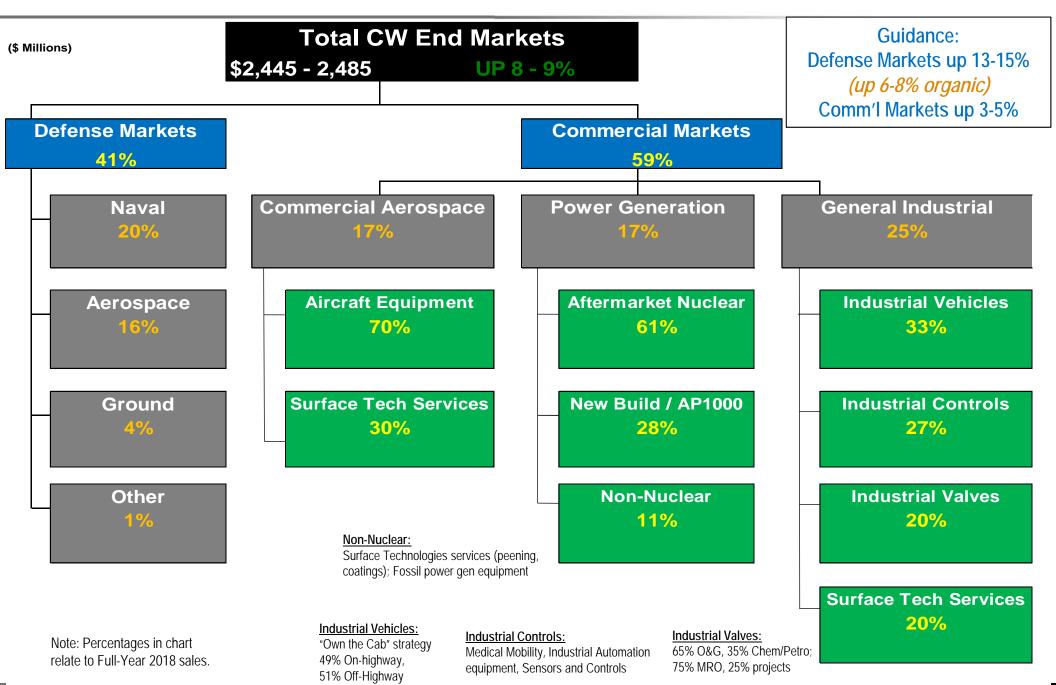
- Minimum free cash flow of \$250 Million (unchanged)
- Average free cash flow conversion of at least 110% (previously >125%)
  - Change due to expectations for higher than expected net income due to reduced corporate tax rate

#### Notes:

- Free Cash Flow is defined as cash flow from operations less capital expenditures. Free Cash Flow Conversion is calculated as free cash flow divided by net earnings from continuing operations.
- Adjusted Free Cash Flow excludes a voluntary contribution to the Company's corporate defined benefit pension plan of \$50 million in 2018. Adjusted free Cash Flow Conversion is calculated as adjusted free cash flow divided by net earnings from continuing operations.



### 2018E End Market Sales Waterfall (Guidance as of July 25, 2018)



# Non-GAAP Reconciliation – Organic Results

#### **Three Months Ended** June 30 2018 vs 2017

	Commercia	l/Industrial	D	efense	Po	ower	<b>Total Curtiss-Wright</b>			
	Sales	Operating income	Sales	Operating income	Sales	Operating income	Sales	Operating income		
Organic	5%	16%	15%	86%	(7%)	(3%)	4%	32%		
Acquisitions	0%	0%	0%	0%	15%	(17%)	4%	(5%)		
Foreign Currency	2%	3%	1%	(3%)	0%	0%	1%	1%		
Total	7%	19%	16%	83%	8%	(20%)	9%	28%		

#### Six Months Ended June 30 2018 vs 2017

		2010 45 2017													
	Commercia	l/Industrial	D	efense	P	ower	<b>Total Curtiss-Wright</b>								
	Sales	Operating income	Sales	Operating income	Sales	Operating income	Sales	Operating income							
Organic	5%	21%	9%	86%	(3%)	(2%)	4%	34%							
Acquisitions	0%	0%	0%	0%	8%	(10%)	2%	(3%)							
Foreign Currency	2%	2%	1%	(5%)	0%	0%	1%	(0%)							
Total	7%	23%	10%	81%	5%	(12%)	7%	30%							

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



#### Non-GAAP Reconciliations – 2Q 2018 Results

(In millions, except EPS)	2Q-2018	2Q-2017	Change
Sales	\$ 620.3	\$ 567.7	9%
Reported operating income (GAAP)	\$ 102.1	\$ 79.7	28%
Adjustments (1)	<u>7.0</u>	<u>5.2</u>	-
Adjusted operating income (Non-GAAP)	\$ 109.1	\$ 85.0	28%
Adjusted operating margin (Non-GAAP)	17.6%	15.0%	260 bps
Reported net earnings (GAAP)	\$ 74.8	\$ 50.7	48%
Adjustments (1)	7.0	5.2	-
Tax impact on Adjustments (1)	<u>(1.6)</u>	<u>(1.6)</u>	-
Adjusted net earnings (Non-GAAP)	\$ 80.2	\$ 54.3	48%
Reported diluted EPS (GAAP)	\$1.68	\$1.13	48%
Adjustments (1)	\$0.16	\$0.12	-
Tax impact on Adjustments (1)	<u>(\$0.04)</u>	<u>(\$0.04)</u>	-
Adjusted diluted EPS (Non-GAAP)	\$1.80	\$1.21	49%



Includes one-time Inventory Step-up, Backlog Amortization and Transaction costs for current and prior year acquisitions.

### Non-GAAP Reconciliation – 2018 Guidance

#### CURTISS-WRIGHT CORPORATION

2018 Guidance (1) (2) As of July 25, 2018

(\$'s in millions, except per share data)

	(	djusted (Non- SAAP)		2018 F	Prio	r Reporte	ed Guidance		2018 Reported Guidance (GAAP)											2018 Current Adjuste (Non-GAA)				
		2017		Low		High	2018 Chg vs 2017 Reported	Op	ease from erational formance		Low	]	High	2018 Chg vs 2017 Adjusted		ljustments n-GAAP) <sup>(3)</sup>		Low		High	2018 Chg vs 2017 Adjusted <sup>(3)</sup>			
Sales:																								
Commercial/Industrial	\$	1,163	\$	1,193	\$	1,213		\$	20	\$	1,213	\$	1,233		\$	-	\$	1,213	\$	1,233				
Defense		555		565		575			10		575		585			-		575		585				
Power		553		657		667			-		657		667			-		657		667				
Total sales	\$	2,271	\$	2,415	\$	2,455	6 to 8%	\$	30	\$	2,445	\$	2,485	8 to 9%	\$	-	\$	2,445	\$	2,485	8 to 9%			
Operating income:																								
Commercial/Industrial	\$	168	\$	177	\$	182		\$	6	\$	183	\$	188		\$	-	\$	183	\$	188				
Defense		119		121		124			3		124		127			-		124		127				
Power		81		80		83			4		85		87	_		14		99		102				
Total segments		368		378		389			13		391		402			14		405		416				
Corporate and other		(34)		(34)		(35)			-		(34)		(35)			-		(34)		(35)				
Total operating income	\$	335	\$	343	\$	353	6 to 9%	\$	13	\$	357	\$	367	7 to 10%	\$	14	\$	371	\$	382	11 to 14%			
Interest expense	\$	(41)	\$	(36)	\$	(37)		\$	1	\$	(35)	\$	(36)		\$	_	\$	(35)	\$	(36)				
Other income, net	J	16	Ψ	14	Ψ	14		Ψ	1	Ψ	15	Ψ	15		¥		Ψ	15	Ψ	15				
Earnings before income taxes		309		322		331					337		347			_		352		361				
Provision for income taxes		(88)		(77)		(79)			(4)		(81)		(83)			(3)		(84)		(87)				
Net earnings	\$	222	\$	245				\$	12	\$	256	\$	263	-	\$	11	\$	267	\$	274				
Diluted earnings per share	\$	4.96		\$5.47		\$5.62	14 to 17%	\$	0.28	\$	5.75	\$	5.90	16 to 19%	\$	0.25		\$6.00		\$6.15	21 to 24%			
Diluted shares outstanding	9	44.8		44.7		44.7	14 (0 17 /0	9	44.6	Ψ	44.6	Ψ	44.6	10 10 1770	9	0.25		44.6		44.6	21 to 2470			
Effective tax rate		28.3%		24.0%		24.0%			77.0		24.0%		24.0%					24.0%		24.0%				
Effective tax rate		20.570		24.070		24.070					24.070		24.070					24.070		24.070				
Operating margins:		1.4.50		14.007		15.001			. 201		15.161		15.001	co . <b>5</b> 01				1.5.101		15.001	co . =01			
Commercial/Industrial		14.5%		14.8%		15.0%			+30 bps		15.1%		15.2%			-		15.1%		15.2%	60 to 70 bps			
Defense		21.4%		21.3%		21.5%			+20 bps		21.5%		21.7%	10 to 30 bps		-		21.5%		21.7%	10 to 30 bps			
Power		14.7%		12.2%		12.4%			+70 bps		12.9%		13.1%			+220 bps		15.1%		15.3%	40 to 60 bps			
Total operating margin		14.7%		14.2%		14.4%			+40 bps		14.6%		14.8%	(10) to 10 bps		+60 bps		15.2%		15.4%	50 to 70 bps			

Note: Full year amounts may not add due to rounding



<sup>(1)</sup> Full-year 2017 and 2018 effective tax rate guidance includes the impacts of the Tax Cuts and Jobs Act.

<sup>(2)</sup> Reconciliations of 2017 Reported (GAAP) results to Adjusted (non-GAAP) results are furnished within this release.

<sup>(3)</sup> Adjustments include one-time inventory step-up, backlog amortization and transaction costs for current and prior year acquisitions.

#### Non-GAAP Reconciliation – 2017 Results

#### CURTISS-WRIGHT CORPORATION

2017 Reconciliation Reported (GAAP)<sup>(1)</sup> to Adjusted (Non-GAAP) <sup>(2)</sup>

(\$'s in millions, except per share data)

	Reported Adjustments 1Q 2017 (Non-GAAP)			Adjusted 1Q 2017		Reported 2Q 2017		Adjustments (Non-GAAP)		Adjusted 2Q 2017		Reported 3Q 2017		ported 2 2017	eported Y 2017	Adjustments (Non-GAAP)		•		
Sales:														_						
Commercial/Industrial	\$	279	\$ -	\$	279	\$	292	\$	-	\$	292	\$	294	\$	298	\$ 	\$	-	\$	1,163
Defense		115	-		115		126		-		126		142		173	555		-		555
Power		130	-		130		150		-		150		132		141	 553		-		553
Total sales	\$	524	-	\$	524	\$	568		-	\$	568	\$	568	\$	612	\$ 2,271		-	\$	2,271
Operating income:																				
Commercial/Industrial	\$	31	\$ -	\$	31	\$	44	\$	-	\$	44	\$	47	\$	47	\$ 168	\$	-	\$	168
Defense		11	5		16		21		5		26		34		44	109		10		119
Power		16	-		16		24		-		24		18		24	81		-		81
Total segments		57	5		62		89		5		94		98		115	359		10		368
Corporate and other		(10)	-		(10)		(9)		-		(9)		(6)		(9)	(34)		-		(34)
Total operating income	\$	48	\$ 5	\$	52	\$	80	\$	5	\$	85	\$	92	\$	105	\$ 325	\$	10	\$	335
Interest expense	\$	(10)	\$ _	\$	(10)	\$	(11)	\$	_	\$	(11)	\$	(10)	\$	(10)	\$ (41)	\$	_	\$	(41)
Other income, net		4	_		4		4		-		4		4		4	16		-		16
Earnings before income taxes		41	5		46		73		5		78		86		99	300		10		309
Provision for income taxes		(9)	(1	)	(10)		(22)		(2)		(24)		(22)		(32)	(85)		(3)		(88)
Net earnings	\$	33	\$ 4	\$	36	\$	51	\$	4	\$	54	\$	64	\$	68	\$ 215	\$	7	\$	222
Diluted earnings per share	\$	0.73	\$ 0.08	\$	0.81	\$	1.13	\$	0.08	\$	1.21	\$	1.43	\$	1.52	\$ 4.80	\$	0.16	\$	4.96
Diluted shares outstanding		44.9			44.9		44.8				44.8		44.7		44.7	44.8			_	44.8
Effective tax rate		20.9%			20.9%		30.3%				30.3%		26.0%		31.8%	28.3%				28.3%
Operating margins:																				
Commercial/Industrial		11.0%			11.0%		15.0%				15.0%		15.9%		15.8%	14.5%				14.5%
Defense		9.7%	+395 bp	s	13.6%		16.7%		+410 bps		20.8%		23.7%		25.2%	19.7%		+170 bps		21.4%
Power		11.9%			11.9%		15.9%				15.9%		13.5%		17.0%	14.7%		-1		14.7%
Power		11.9/0			11.9/0		13.9/0				13.970		13.3/0		1/.0/0	14.//0				

Note: Full year amounts may not add due to rounding

<sup>(2)</sup> Adjusted operating income, operating margin and diluted EPS exclude first year purchase accounting costs, specifically one-time inventory step-up, backlog amortization and transaction costs, associated with the acquisition of TTC in 2017 (Defense segment). First year purchase accounting costs in the third and fourth quarters of 2017 are not material.



<sup>(1)</sup> Reported 2017 results reflect the retrospective impact from the adoption of ASU 2017-07 "Improving the Presentation of Net Periodic Pension Cost and Net Periodic Postretirement Benefit Cost," which results in reclassification of the non-service components of Pension expense from Operating Income to Other Income/Expense effective for fiscal years beginning after December 15, 2017. This accounting change lowers operating income by \$14.6 million and lowers operating margin by 70 basis points for the full-year 2017 period. This change is neutral to earnings per share.