

The background of the slide is a complex wireframe mesh. It features various industrial and military components, including a semi-truck on the left, a tank in the upper center, an aircraft fuselage on the right, and various mechanical parts and structures at the bottom. The wireframe is rendered in a light gray color against a dark background.

**CURTISS -
WRIGHT**

INVESTOR BRIEFING

Second Quarter 2023

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SAFE HARBOR STATEMENT

Please note that the information provided in this presentation is accurate as of the date of the original presentation. The presentation will remain posted on this website from one to twelve months following the initial presentation, but content will not be updated to reflect new information that may become available after the original presentation posting. The presentation contains forward-looking statements within the meaning of Section 27A of the Securities Act of 1933, as amended ("Securities Act"), Section 21E of the Securities Exchange Act of 1934, as amended ("Exchange Act"), and the Private Securities Litigation-Reform Act of 1995. Such forward-looking statements only speak as of the date of this report and Curtiss-Wright Corporation assumes no obligation to update the information included in this report. Such forward-looking statements include, among other things, management's estimates of future performance, revenue, earnings, and free cash flow estimates, our management's growth projections, our management's ability to integrate our acquisitions and execute on our acquisition strategy, and management's ability to produce consistent operating improvements. These forward-looking statements are based on expectations as of the time the statements were made only, and are subject to a number of risks and uncertainties which could cause us to fail to achieve our then-current financial projections and other expectations, including the impact of a global pandemic or national epidemic.

This presentation also includes certain non-GAAP financial measures with reconciliations to GAAP financial measures being made available in the earnings release and this presentation that are posted to our website and furnished with the SEC. We undertake no duty to update this information. More information about potential factors that could affect our business and financial results is included in our filings with the Securities and Exchange Commission, including our Annual Reports on Form 10-K and Quarterly Reports on Form 10-Q, including, among other sections, under the captions, "Risk Factors" and "Management's Discussion and Analysis of Financial Condition and Results of Operations," which is on file with the SEC and available at the SEC's website at www.sec.gov.

THE CURTISS-WRIGHT INVESTMENT STORY

Leveraging the Power of One Curtiss-Wright to Enhance Shareholder Value

1

Strong & Defensible
MARKET POSITIONS

- #1 or #2 market leader
- High barriers to entry
- Deeply embedded customer relationships

2

Aligned with
GROWTH VECTORS
& SECULAR TRENDS

- Aerospace & Defense (A&D) markets (2/3 portfolio)
- Commercial markets (1/3 portfolio)

3

UNIFIED PORTFOLIO
Positioned to
Accelerate Growth

- Cross-over technologies
- Inherent synergies
- Resilient through-the-cycle performance

4

Track Record as
EXCEPTIONAL
OPERATORS

- Strong balance sheet
- Robust FCF generation
- Lean operating structure
- New Operational Growth Platform

5

Executing
PIVOT TO GROWTH
Strategy

- Accelerate organic growth
- Drive growth through operational excellence
- Maintain disciplined capital allocation (prioritizing M&A)

REINVESTING IN THE BUSINESS TO FUEL INNOVATION, PURSUING VALUE-CREATING M&A & DRIVING MARGIN EXPANSION

CURTISS-WRIGHT AT A GLANCE

~\$2.7B+
2023E Sales

~\$6.5B
Market Cap¹

Leading Provider of Highly Engineered & Mission Critical Technologies in Aerospace & Defense, Commercial Power, Process & Industrial Markets

BROAD & INTEGRATED PORTFOLIO

2023E Sales by End Market

AEROSPACE & DEFENSE

67%



*Aerospace, Ground & Naval Defense
(56%)*



*Commercial Aero
(11%)*

COMMERCIAL

33%



*Power & Process
(18%)*

*General Industrial
(16%)*

SYNERGIES AND CROSS-SELLING OPPORTUNITIES ACROSS THE PORTFOLIO

GLOBAL FOOTPRINT

2023E Sales by Geography

77%

N. America

14%

Europe

9%

Asia

90

Countries Served

40

Major Sites (>50 employees)

8.1K

Employees

1.8K

Engineers

¹ Market Cap as of 5/3/2023

Note: Amounts shown for % of Total Sales may not add due to rounding.



OUR AMBITION

To better the world by enabling strong national defenses, energy independence, and sustainable commercial applications through our highly engineered, mission critical solutions.

CORE CAPABILITIES DRIVE SUSTAINABLE COMPETITIVE ADVANTAGES

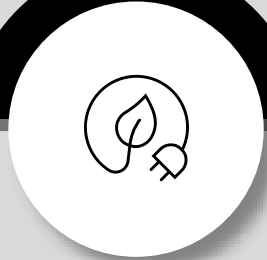
STRONG TECHNICAL EXPERTISE

managing and designing to meet customer needs and reduce risk



DECADES OF KNOWLEDGE TRANSFER

since inception in most of our major markets



GLOBAL FOOTPRINT

engineering, sales, support and manufacturing



LONG-STANDING CUSTOMER RELATIONSHIPS

Deeply embedded in workflows



HIGHLY ENGAGED CULTURE

dedicated to integrity, excellence and innovation



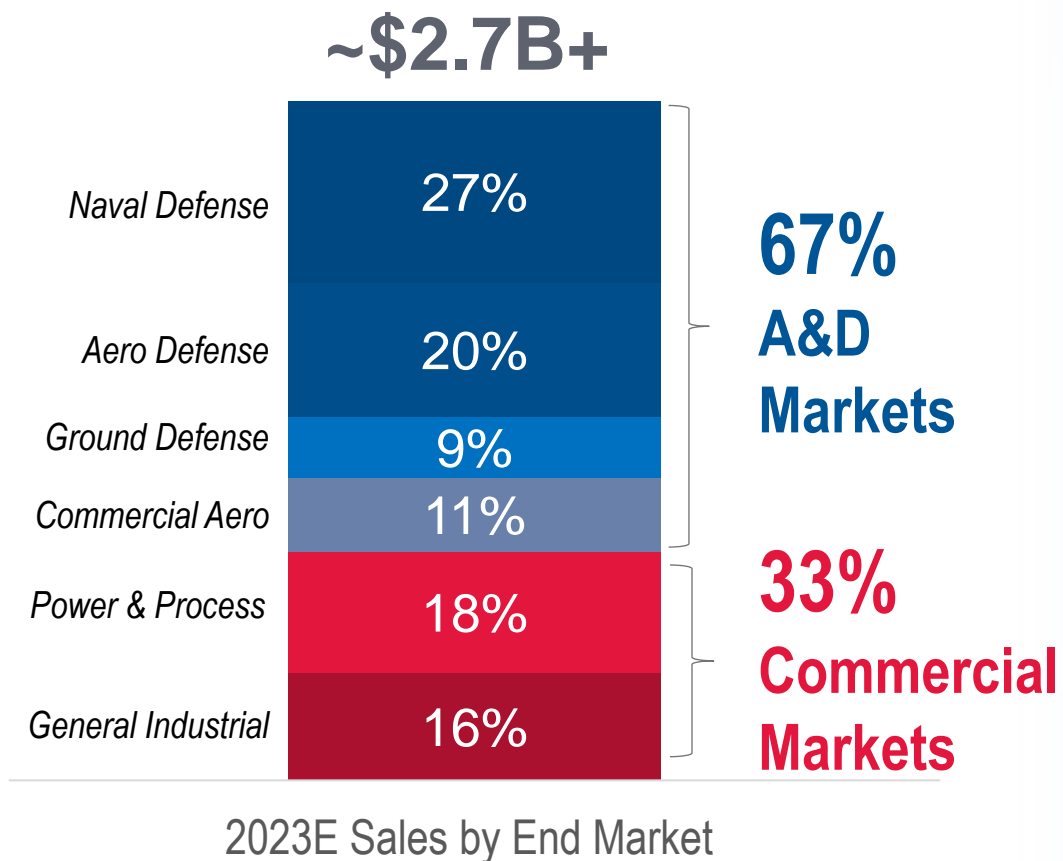
UNIQUE INNOVATIVE SOLUTIONS

High IP to enhance safety, reliability and performance



MARKET LEADER WITH #1 OR #2 REVENUE SHARE ACROSS THE MAJORITY OF OUR CRITICAL NICHE MARKETS

PROACTIVELY TARGETING HIGHEST GROWTH VECTORS IN ATTRACTIVE END MARKETS



Secular Trends Playing to our Strengths:

- Elevated threat environment from U.S. adversaries**
driving urgency for global defense spending and strong global shipbuilding base; “Return to Major Power Competition”
- Advancement of high-tech battlefield**
driving increased demand for more sophisticated technologies
- Move to electrification**
across a broad range of air, land and sea platforms
- Drive to carbon-free energy & energy independence**
promotes need for nuclear innovation and safety, and advanced products to enhance nuclear plant efficiency and reliability

DEFENSE MARKETS

PROVEN ABILITY TO LEVERAGE GROWTH IN GLOBAL DEFENSE SPENDING

STRONG & DEFENSIBLE MARKET POSITION

LT Visibility Across Key Platforms

*Ford-class Aircraft Carrier,
Columbia-class & Virginia-class
Submarines, F-35 Fighter Jet*

Defense Electronics Well-insulated

*325 Platforms, >3,000 Programs
Past 10 Years*

**Numerous Sole Source
Positions and Strong IP
Content** Across Portfolio

ALIGNED WITH LEADING GROWTH DRIVERS

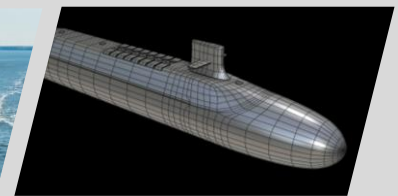
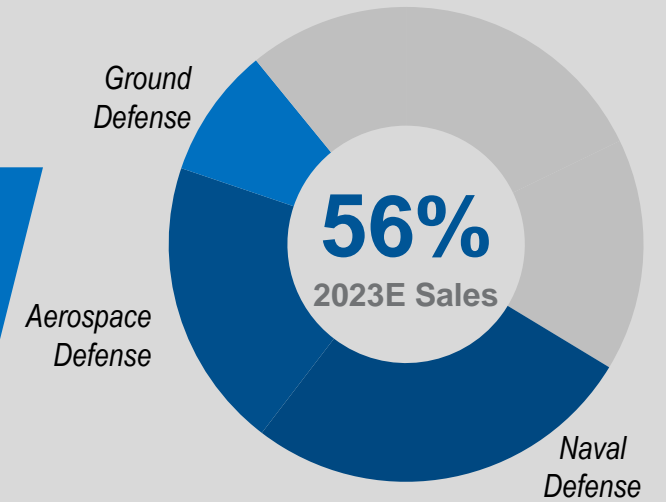
DoD Priorities

Naval Shipbuilding (Columbia Platform is #1 priority), C5ISR, Army Modernization

Technological Trends

Modular Open Systems Approach (MOSA), Cyber, Security, Net-centric Connected Battlefield, Hypersonics, Electrification of Army Vehicles

Increased NATO / FMS Spending



COMMERCIAL AEROSPACE MARKET

OPPORTUNITIES FOR GROWTH BEYOND STRONG OEM FOUNDATION

BROAD & RELEVANT PRODUCT PORTFOLIO

**Strong Presence on Majority of
Commercial Aircraft Programs**

80% OEM / 20% Aftermarket

Portfolio of Highly Relevant Solutions

*Actuation, High Temp and High
Accuracy Sensors, Surface
Treatment Services, Avionics*

ALIGNED WITH LEADING GROWTH DRIVERS

- **Acceleration in Narrowbody
Production through 2025**
- **Emerging Platforms**
 - All-Electric Aircraft
 - Advanced Air Mobility
- **Technological Trends**
 - Electrification
 - Green Initiatives / Emissions
Reduction
 - Fuel Efficiency

Commercial
Aerospace



POWER & PROCESS MARKET

RENEWING THE CORE & ALIGNING TO NEXT-GEN TECHNOLOGIES

STRONG & RELEVANT PRODUCT PORTFOLIO

Enhancing Power Plant Efficiency And Reliability

Long-standing Aftermarket Presence

Critical Supplier to the World's Safest Commercial Nuclear Reactor

*Reactor Coolant Pumps (RCPs) on
Gen III+ Westinghouse AP1000*

Supporting Next-Gen Solutions

*Small Modular Reactors (SMRs),
Advanced Reactors (ARs),
Cryogenic Safety Relief Valves*

ALIGNED WITH LEADING GROWTH DRIVERS

Renewed Interest in Commercial Nuclear Power

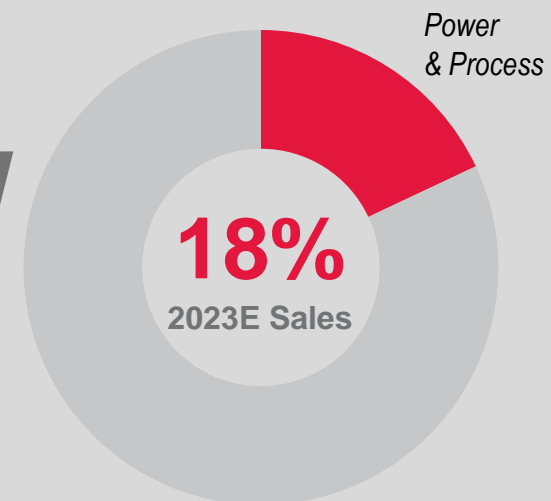
Increasing Focus on Reducing Carbon
Emissions and Energy Independence

Sustainment of Global Nuclear Operating Reactor Fleet

Global Growth in Gen III+ & Gen IV Projects

Subsea Oil & Gas Solutions

Cross-market Demand for Critical Valve Technologies



GENERAL INDUSTRIAL MARKET

TECHNOLOGIES THAT ADVANCE CUSTOMER EFFICIENCY, SAFETY AND REDUCED EMISSIONS

WELL-ESTABLISHED MARKET POSITIONS

Broad Portfolio Of Highly-engineered Products & Services

Promoting Efficiency, Safety, Reduced Emissions & Longevity

Trusted Supplier

Long & Well-Established Customer Relations; "Own the Cab"

ALIGNED WITH LEADING GROWTH DRIVERS

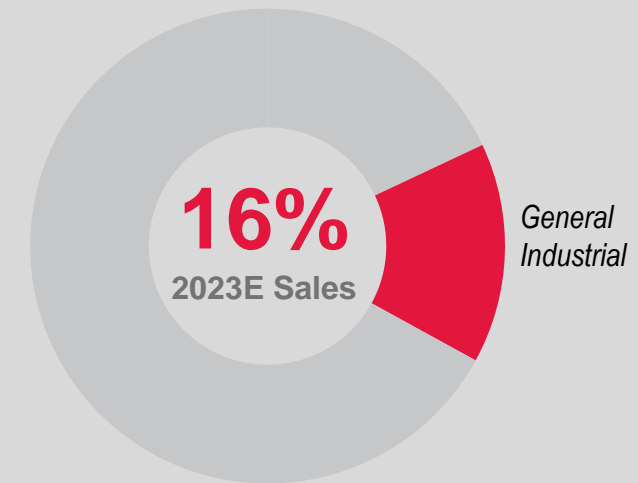
Advancing Green Technologies

Push for Zero / Low-emission Vehicles
Improving Engine Efficiency
Electrification

Electronification of Vehicle Platforms

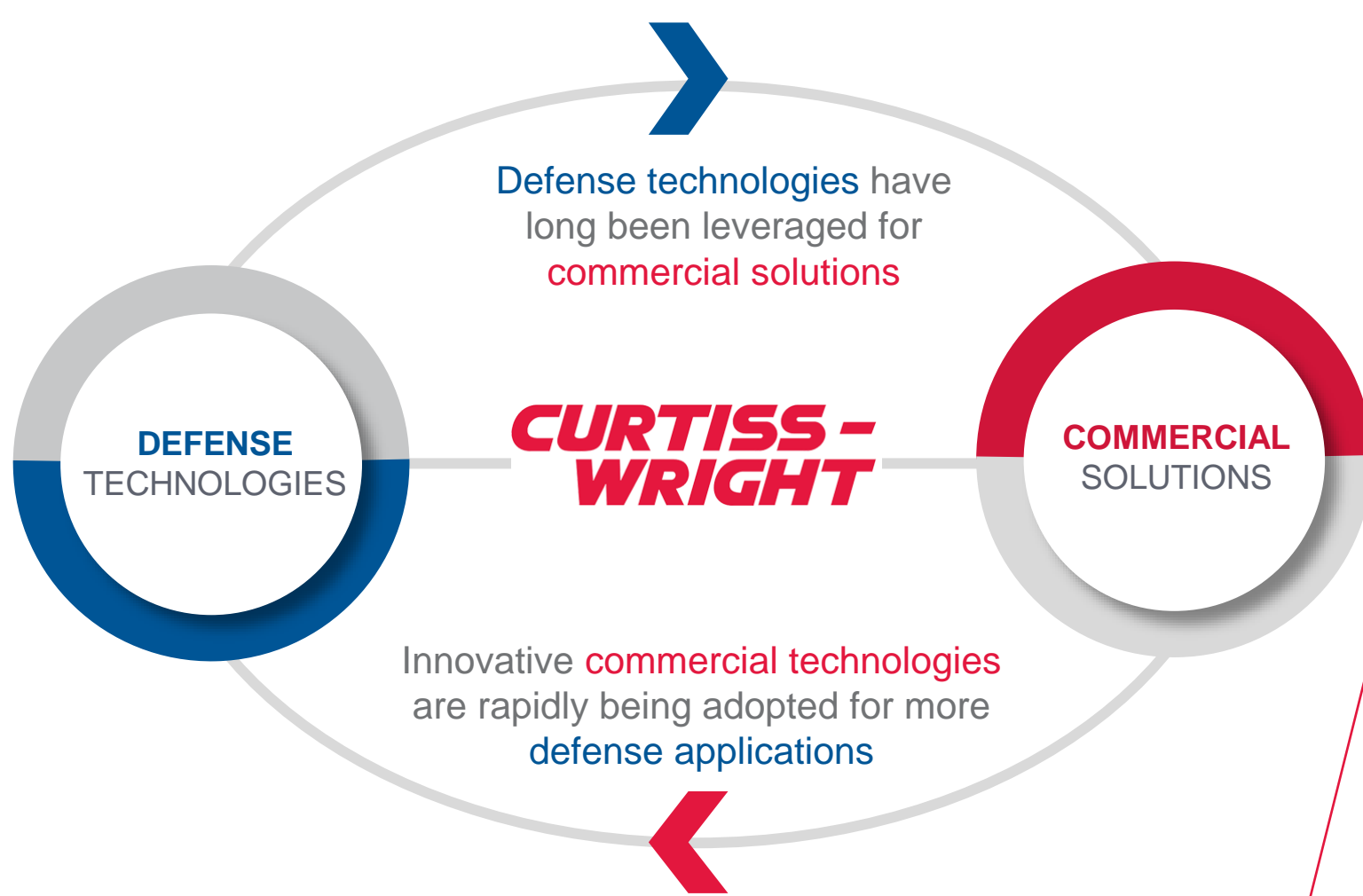
Human Machine Interface (HMI)
Internet of Things (IoT)

Industrial Automation & Robotics

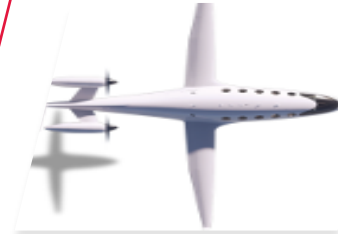


THE POWER OF ONE CURTISS-WRIGHT:

Positioned to Leverage Cross-Over Technologies to Accelerate Growth Across the Portfolio



CROSS-OVER TECHNOLOGY EXAMPLES



Industrial Electrification Applied to Commercial Aircraft / Green Aviation



Flight Data & Cockpit Voice Recorders for Defense Applications Used for Commercial Jets



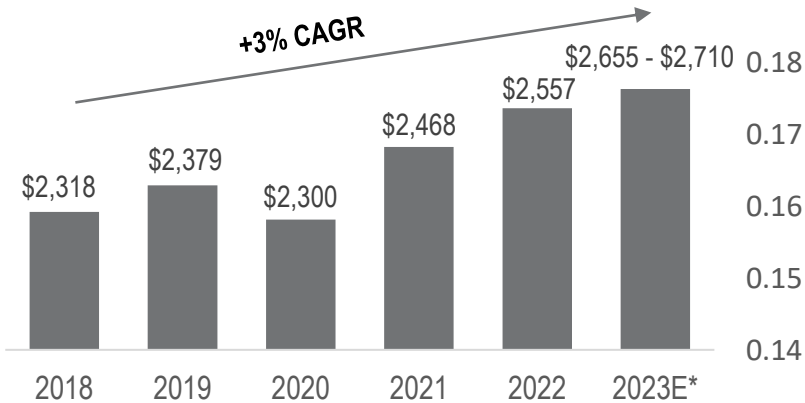
Commercially Developed Surface Treatments to Sustain F-35 Fighter Jets



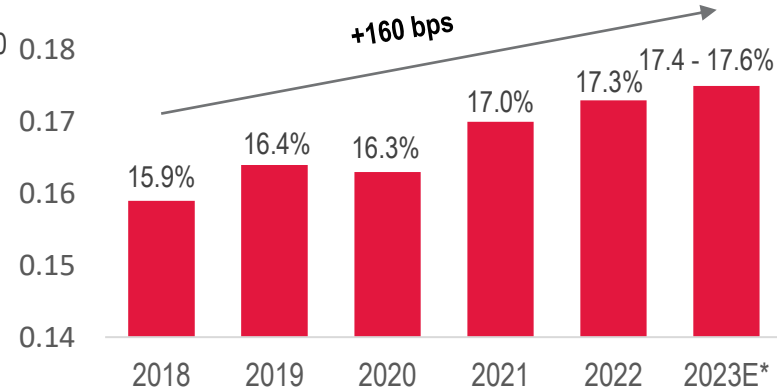
Industrial and Defense Collaboration on Military Ground Vehicle Electrification

STRONG FOUNDATION OF FINANCIAL & OPERATIONAL EXCELLENCE

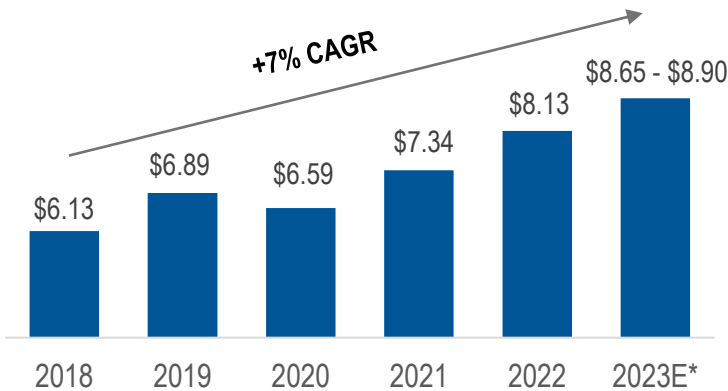
ADJ. NET SALES (\$M)



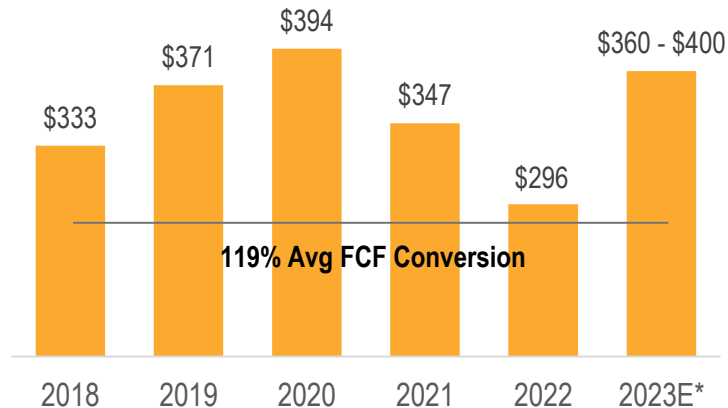
ADJ. OPERATING MARGIN



ADJ. DILUTED EPS



ADJ. FREE CASH FLOW (\$M)



2019-2022 Adjusted financials per Company 8-K filings; 2018 P&L excludes Boeing build-to-print business and Phonix divestiture; Refer to Non-GAAP Financials Results disclaimer for definition of Adjusted Financials

Note: 2022 results included partial year sales contribution from engineered arresting systems acquisition.

2023 GUIDANCE HIGHLIGHTS

- **4% - 6% Sales growth**
 - Driven by increases in nearly all end markets
- **Continued Operating Margin expansion**
 - Expect 10 - 30 bps increase to 17.4% - 17.6%
- **6% - 10% EPS growth**
- **22% - 36% FCF growth**
- **Growing order book and strong backlog**
 - Provide visibility and confidence in long-term outlook
- **Continued line of sight to 3-year financial targets (2021-2023)**

COMMITTED TO ADVANCING OUR ESG EFFORTS

to drive value for our team members, customers, shareholders and communities we serve



ENVIRONMENTAL

- Compiling energy/waste data across CW
- Technology supporting low or zero-emissions energy sources



SOCIAL

- Strive for best-in-class safety performance
- Employee training, development & engagement
- Supply chain management – safety, human rights and product quality
- Corporate philanthropy & giving



GOVERNANCE

- Board oversight of ESG
- Strong Board diversity
- Independent lead director

OUR PROGRESS:

- Long track record of strong governance and safety metrics
- MSCI ESG rating of “A”
- Board / executive oversight
- Created cross-functional ESG council
- Launched Sustainability website
- Company-wide EHS management system

OUR FUTURE COMMITMENTS:

- Disclose baseline energy data by end of 2023
- Establish long term ESG milestones and goals
- Continued transparency with our progress

PORTFOLIO SUPPORTS GREEN TECHNOLOGIES, ENERGY INDEPENDENCE & NATIONAL SECURITY

PIVOT TO GROWTH STRATEGY FOR LONG-TERM PROFITABLE GROWTH

1

**Accelerate
Organic
Growth**

Through Innovation
and Collaboration

2

**Drive Growth
Through
Continued
Operational
Excellence**

3

**Maintain
Disciplined
Capital
Allocation**

Utilize M&A as a
Strategic
Accelerator

Maximizing Revenue And Operating Income Growth For Our Shareholders

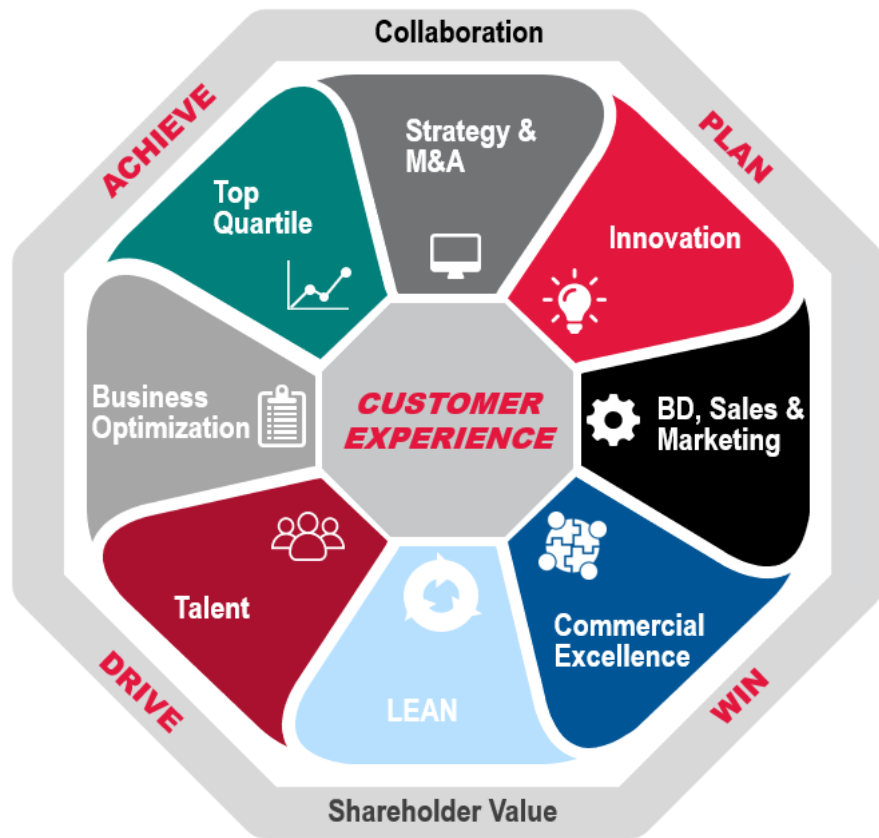


Multiple Growth Levers

- ✓ **LEVERAGING INNOVATION OPERATING SYSTEM**
to drive visibility of ideas & new solutions across CW
- ✓ **MAXIMIZING R&D AND IP COLLABORATION**
to expand our capabilities
- ✓ **TARGETING NEW AND ADJACENT MARKETS**
that play to our strengths and provide attractive growth opportunities
- ✓ **LEVERAGING CROSS-OVER TECHNOLOGIES**
that build upon the strength of combined CW portfolio
- ✓ **REALIGNING INCENTIVES**
to enhance growth focus

Well-positioned for
**LONG-TERM
GROWTH ACROSS
THE PORTFOLIO**

Building on Established Positions in Critical Technologies & Ensuring Technology Leadership



OUR OPERATIONAL GROWTH PLATFORM (OGP)

BENEFITS

- Reinvigorated innovation and collaboration
- New opportunities in commercial excellence and strategic pricing
- Improved business development, sales and engineering collaboration
- Greater customer satisfaction and retention

Driving savings to cover acquisition integration, invest in R&D or result in margin expansion



Use of Cash
2016 – 2022

\$1.4B

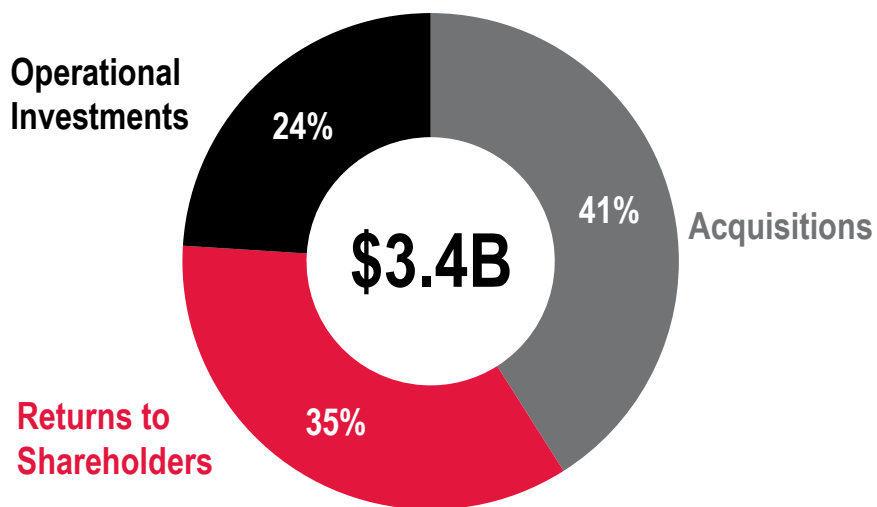
Acquisitions
• 8 Deals • 6 A&D • 2 Commercial

\$1.2B

Returns to Shareholders
• \$1.0B Buybacks • \$195M Dividends
Avg: \$140M+/yr Avg: \$28M/yr

\$0.8B

Operational Investments
• CapEx • Pension funding • Debt repayment



Future Priorities

- M&A remains the top priority
- Seeking operational investments with the highest returns
- Maintain consistent return to shareholders
 - 2021 Repo \$350M **RECORD** (up from \$200M in 2020)
 - 2022 Repo \$50M (offset dilution)
 - 2022 Dividend \$29M (increases in-line with LT sales growth; **6th straight YR**)
 - 2023 Repo \$50M Min

ENABLED BY STRONG AND FLEXIBLE BALANCE SHEET AND CONSISTENT FREE CASH FLOW GENERATION



STRATEGIC FILTERS

Unique, High-Value IP

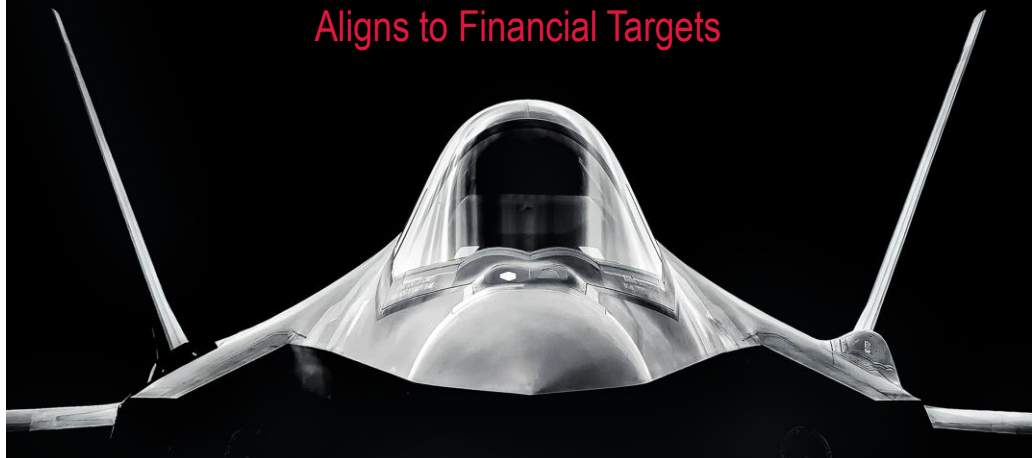
Market, Customer, Product Alignment

Operations and Supply Chain Alignment

Clear Synergies, Leverages CW's Operational Excellence

High Barriers to Entry

Aligns to Financial Targets



FINANCIAL FILTERS

- Long-term Sustainable Organic Growth
- Operating Income Growth > Revenue Growth
- Supports Corporate-wide Top Quartile Financial Performance
- Adjusted EPS¹ Accretive in Year 1
- FCF Conversion > 100% (Average)
- ROIC > Cost of Capital by Year 3

¹ Excludes first year purchase accounting costs

BUILDING ON SUCCESSFUL M&A TRACK RECORD



DRG Business
(SAS and Fleet)



STRATEGIC FILTERS

Acquisition Close	January 2017	April 2018	December 2019	March 2020	November 2020	June 2022
Annual Sales Added ¹	\$65M	\$95M	\$48M	\$25M	\$120M	\$70M*
Unique, High-Value IP	✓	✓	✓	✓	✓	✓
Market, Customer, Product Alignment	✓	✓	●	✓	✓	✓
Operations and Supply Chain Alignment	✓	●	✓	✓	✓	✓
Clear Synergies, Leverages CW's Op. Excellence	✓	✓	✓	✓	✓	✓
High Barriers to Entry	✓	✓	✓	✓	✓	✓
Tracking to Financial Targets	✓	✓	✓	●	✓	*
Acquisition Impact / Market Capabilities	<ul style="list-style-type: none"> Increased breadth of product portfolio (flight test instrumentation) Geographic expansion Ability to cross-sell 	<ul style="list-style-type: none"> Increased footprint (expanded nuclear naval shipset content) Aftermarket fleet services Ability to cross-sell 	<ul style="list-style-type: none"> Increased breadth of naval product portfolio (ruggedized shipboard enclosure solutions) Increased footprint Ability to cross-sell (non-nuclear vessels) 	<ul style="list-style-type: none"> Increased breadth of industrial valve portfolio Enhanced our leadership position Ability to cross-sell (nuclear market) 	<ul style="list-style-type: none"> Increased breadth of embedded computing portfolio; proprietary software Ability to cross-sell: CW (intra-platform) + PacStar (inter-platform) 	<ul style="list-style-type: none"> Increases breadth of global defense portfolio Establishes CW as leading global supplier of fixed-wing aircraft recovery and arresting systems

1. As disclosed at time of acquisition ✓ = Meets Expectations ● = Continued Opportunity

*On June 30, 2022, Curtiss-Wright completed the acquisition of the Safran aerospace arresting systems business.

ON TRACK TO ACHIEVE 3-YEAR FINANCIAL TARGETS (2021-2023)



5-10%
Total Revenue
CAGR
(3-5% Organic)



Operating
Income
Growth >
Revenue
Growth



Top Quartile
Margin
Performance¹



≥ 10%
Adj. EPS
CAGR



> 110%
Free Cash
Flow
Conversion

CONTINUED LINE OF SIGHT TO 3-YEAR FINANCIAL TARGETS (2021-2023)

CHANGING DYNAMICS SINCE 2021 INVESTOR DAY

Tailwinds:

- Strong bipartisan support for U.S. Defense budget + FMS
- Positive government legislation (Infrastructure, IRA)
- Rising pro-nuclear sentiment and need for energy independence (Gen III+ AP1000, Gen IV SMRs/ARs)
- Faster than expected recovery in industrial vehicles and process markets

Headwinds:

- Ongoing global supply chain disruption (semiconductors, electronic components, freight and delivery)
- Macro-level headwinds (Rising inflation / interest rates, higher USD, recessionary concerns, COVID)
- Defense: FY22 impacted by 180-day CR and slower outlays
- Commercial aerospace market slower to recover
- IRC Sec. 174 - R&D tax amortization



FAVORABLE OUTCOMES

- Delivering value through disciplined acquisition strategy (PacStar, Engineered Arresting Systems)
- Record order book – positioned for solid organic growth
- Growing strategic R&D funding to drive innovation
- Cross-over technology wins across the portfolio
- Success in driving operational and commercial excellence initiatives (OI Growth > Revenue Growth)

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Appendix

NON-GAAP FINANCIAL INFORMATION

The Corporation supplements its financial information determined under U.S. generally accepted accounting principles (GAAP) with certain non-GAAP financial information. Curtiss-Wright believes that these Adjusted (non-GAAP) measures provide investors with improved transparency in order to better measure Curtiss-Wright's ongoing operating and financial performance and better comparisons of our key financial metrics to our peers. These non-GAAP measures should not be considered in isolation or as a substitute for the related GAAP measures, and other companies may define such measures differently. Curtiss-Wright encourages investors to review its financial statements and publicly filed reports in their entirety and not to rely on any single financial measure. Reconciliations of "Reported" GAAP amounts to "Adjusted" non-GAAP amounts are furnished within the Company's earnings press release.

The following definitions are provided:

Adjusted Sales, Operating Income, Operating Margin, Net Earnings and Diluted EPS

These Adjusted financials are defined as Reported Sales, Operating Income, Operating Margin, Net Earnings and Diluted Earnings per Share under GAAP excluding: (i) the impact of first year purchase accounting costs associated with acquisitions in the prior year, specifically one-time inventory step-up, backlog amortization, deferred revenue adjustments and transaction costs; (ii) the sale or divestiture of a business or product line; (iii) pension settlement charges; and (iv) significant legal settlements, impairment costs, and costs associated with shareholder activism, as applicable.

Organic Sales and Organic Operating Income

The Corporation discloses organic sales and organic operating income because the Corporation believes it provides investors with insight as to the Company's ongoing business performance. Organic sales and organic operating income are defined as sales and operating income, excluding contributions from acquisitions made during the last twelve months, loss on divestiture of the German valves business, and foreign currency fluctuations.

Free Cash Flow and Free Cash Flow Conversion

The Corporation discloses free cash flow because it measures cash flow available for investing and financing activities. Free cash flow represents cash available to repay outstanding debt, invest in the business, acquire businesses, return capital to shareholders and make other strategic investments. Free cash flow is defined as net cash provided by operating activities less capital expenditures. Adjusted free cash flow excludes: (i) payments associated with the Westinghouse legal settlement in both the current and prior year periods and (ii) executive pension payments in the prior year period. The Corporation discloses adjusted free cash flow conversion because it measures the proportion of net earnings converted into free cash flow and is defined as adjusted free cash flow divided by adjusted net earnings.

EBITDA

EBITDA is defined as Net Earnings before Interest, Tax, Depreciation and Amortization.

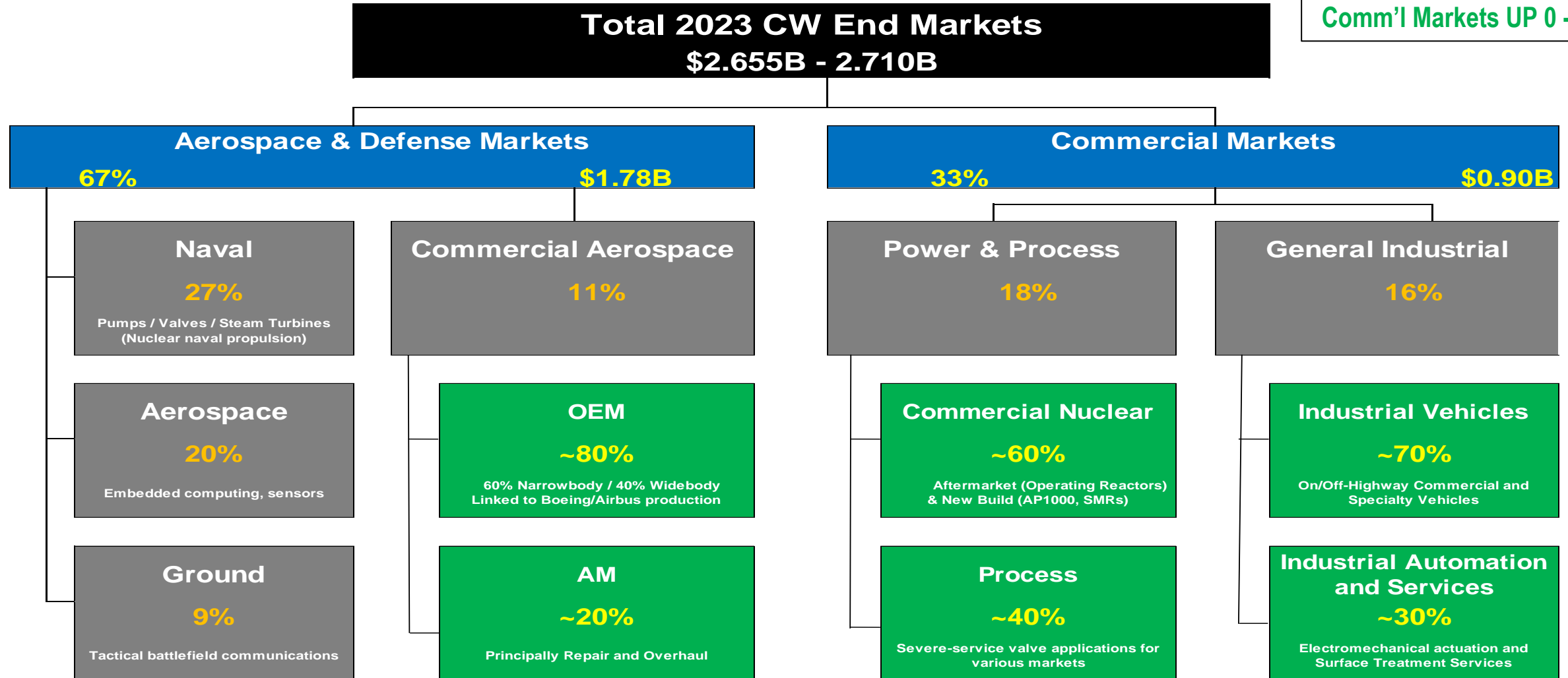
2023E END MARKET SALES WATERFALL (as of May 3, 2023)

FY'23 Adjusted Guidance:

Overall UP 4 - 6%

A&D Markets UP 6 - 8%

Comm'l Markets UP 0 - 2%



Note: Amounts shown for % of Total Sales may not add due to rounding.

- Power & Process market sales concentrated in Naval & Power segment
- General Industrial sales concentrated in Aerospace & Industrial segment

2023 END MARKET SALES GROWTH GUIDANCE (As of May 3, 2023)

	2023E Growth vs 2022	2023E % Sales	
Aerospace Defense	9% - 11%	20%	<ul style="list-style-type: none"> ▪ Solid organic growth in defense electronics revenues on various C5/ISR programs; Contribution from arresting systems acquisition
Ground Defense	4% - 6%	9%	<ul style="list-style-type: none"> ▪ Higher tactical communications equipment revenues
Naval Defense	4% - 6%	27%	<ul style="list-style-type: none"> ▪ Solid revenue growth on Columbia-class and CVN-81 aircraft carrier programs, partially offset by lower CVN-80 aircraft carrier revenues
Commercial Aerospace	5% - 7%	11%	<ul style="list-style-type: none"> ▪ Solid growth in OEM (narrowbody and widebody); Up 7% - 9% excl. FX impact
Total Aerospace & Defense	6% - 8%	67%	Strong backlog driving steady growth in Defense markets
Power & Process	Flat <i>[Up >5% excl CAP1000]</i>	18%	<ul style="list-style-type: none"> ▪ Solid MSD growth in both Commercial Nuclear (U.S. aftermarket and Gen IV SMRs) and Process (valves and subsea pump development to oil & gas market) ▪ Growth offset by lower CAP1000 program revenues (wind down)
General Industrial	2% - 4%	16%	<ul style="list-style-type: none"> ▪ Solid growth in industrial vehicles and surface treatment services; Up 3% - 5% excl. FX
Total Commercial	0% - 2%	33%	Continued solid demand, up 3% - 5% excl. CAP1000
Total Curtiss-Wright	4% - 6%	100%	Organic sales of 3% - 5%

2023 FINANCIAL GUIDANCE (As of May 3, 2023)

(\$ in millions)	2023E Adjusted	Change vs 2022 Adjusted	
Aerospace & Industrial	\$845 - 860	1% - 3%	<ul style="list-style-type: none"> ▪ Solid demand in Commercial Aerospace mainly offset by reduced Defense (timing of programs) and FX (1%)
Defense Electronics	\$725 - 750	5% - 9%	<ul style="list-style-type: none"> ▪ Strong Defense market growth driven by record backlog; Expecting supply chain improvement in H2'23 ▪ Higher Aerospace Defense (embedded computing) and Ground Defense (tactical communications)
Naval & Power	\$1,085 - 1,100	5% - 7%	<ul style="list-style-type: none"> ▪ LSD Naval Defense growth driven by Columbia-class submarine and CVN-81 aircraft carrier programs ▪ MSD growth in Commercial Nuclear and Process, partially offset by wind down on CAP1000 program ▪ MSD sales growth contribution from arresting systems acquisition
Total Sales	\$2,655 - 2,710	4% - 6%	Organic sales of 3% - 5%, driven by strong growth in A&D markets
Aerospace & Industrial Margin	\$143 - 148 17.0% - 17.2%	4% - 7% 50 - 70 bps	<ul style="list-style-type: none"> ▪ Favorable absorption on Commercial Aerospace and General Industrial sales, partially offset by timing of defense revenues ▪ Benefit of ongoing commercial and operational excellence initiatives
Defense Electronics Margin	\$165 - 172 22.7% - 22.9%	7% - 11% 30 - 50 bps	<ul style="list-style-type: none"> ▪ Strong absorption on higher A&D revenues
Naval & Power Margin	\$190 - 194 17.5% - 17.7%	(1)% - 1% (90 - 110) bps	<ul style="list-style-type: none"> ▪ Favorable absorption on organic sales (Defense, Commercial Nuclear and Process) ▪ Solid contribution from acquisition (Expected to be in-line with overall CW operating margin) ▪ Profitability offset by wind down on CAP1000 program and shift to development contracts (subsea pump)
Corporate and Other	(\$35 - 38)	8% - 15%	<ul style="list-style-type: none"> ▪ Principally due to lower pension and FX
Total Op. Income CW Margin	\$463 - 477 17.4% - 17.6%	5% - 8% +10 - 30 bps	Delivering Operating Margin expansion while continuing to grow engineering spend

2023 FINANCIAL GUIDANCE (As of May 3, 2023)

(\$ in millions, except EPS)	2022 Adjusted	2023E Adjusted	Change vs 2022	
Total Sales	\$2,557	\$2,655 - 2,710	4% - 6%	Operating Income Growth > Sales Growth (aligns w/ Investor Day)
Total Operating Income	\$443	\$463 - 477	5% - 8%	
Other Income	\$17	\$27 - 28		<ul style="list-style-type: none"> Higher pension income
Interest Expense	(\$47)	(\$52 - 54)		<ul style="list-style-type: none"> Impact of higher interest rates
Diluted EPS	\$8.13	\$8.65 - 8.90	6% - 10%	Line of sight to achieve 3-year target of double-digit growth
Diluted Shares Outstanding	38.6	~38.5		Min. \$50M share repurchase in '23
Free Cash Flow	\$296	\$360 - 400	22% - 36%	Strong FCF from Operations, incl. Supply Chain Management
FCF Conversion	94%	>110% (at midpt)		<ul style="list-style-type: none"> Continued solid FCF conversion
Capital Expenditures	\$38	\$50 - 60		<ul style="list-style-type: none"> Expect return to more normalized levels Average ~2% of Sales (over time)
Depreciation & Amortization	\$112	\$110 - 115		

LONG-TERM REVENUE GROWTH ASSUMPTIONS (As of May 2021 Investor Day)

End Markets	ORGANIC REVENUE CAGR (2021-2023)
Aerospace Defense	LSD
Ground Defense	Org (LSD) + PacStar (HSD)
Naval Defense	LSD (up 22% in '20)
Comm'l Aerospace	MSD (Expect narrowbody recovery end of 2023; Widebody by end 2025)
Power & Process	Nuclear: LSD (Excluding new AP1000 orders) Process: MSD-HSD (Expect full recovery by 2023); Achieved in 2022
General Industrial	Industrial Vehicles: HSD (Expect full recovery by 2022); Achieved in 2021 Industrial Automation and Services: MSD
Total CW	Organic: 3-5% CAGR Base (Organic + PacStar): Min. 5% CAGR Base + M&A: Opportunity for 10% CAGR