

Goodrich Corporation 2007 Investor Conference

New York City
October 31, 2007



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Agenda

- 12:00 p.m. – 1:00 p.m. Registration & Lunch**
- 1:00 p.m. – 4:00 p.m. Introductory Comments - Paul Gifford**
Goodrich Overview - Marshall Larsen
Actuation & Landing Systems - Jack Carmola
Nacelles & Interior Systems – Cindy Egnotovich
Electronic Systems - Jerry Witowski
~ Break ~
Operational Excellence & Technology - John Grisik
Financial Review - Scott Kuechle
Panel Q&A - All Presenters
Closing Remarks - Marshall Larsen



Goodrich Corporation Presenters

Marshall Larsen

Chairman, President and Chief Executive Officer

Jack Carmola

Segment President, Actuation & Landing Systems

Cindy Egnotovich

Segment President, Nacelles & Interior Systems

Jerry Witowski

Segment President, Electronic Systems

John Grisik

Executive Vice President, Operational Excellence & Technology

Scott Kuechle

Senior Vice President & Chief Financial Officer

Paul Gifford

Vice President, Investor Relations



Marshall Larsen
Chairman, President and Chief Executive Officer

Marshall Larsen is Chairman, President and Chief Executive Officer of Goodrich Corporation. He was named to his current position in October 2003.

Marshall joined the company in 1977 as an Operations Analyst and Financial Manager. In 1981, he became Director of Planning and Analysis and subsequently Director of Product Marketing. In 1986, he became Assistant to the President and later served as General Manager of several divisions of the company's aerospace business. In 1994, he was elected a Vice President of the company and was named a Group Vice President of Goodrich Aerospace. In 1995 he was appointed Executive Vice President of the company and President and Chief Operating Officer of Goodrich Aerospace. In February 2002 Marshall was named President and Chief Operating Officer of Goodrich Corporation. He was appointed President and Chief Executive Officer in April 2003.

Marshall received a Bachelor of Science degree in engineering from the United States Military Academy, West Point, N.Y., in 1970. He received a Master of Science degree from the Krannert Graduate School of Industrial Management at Purdue University in West Lafayette, Ind., in 1977.

Marshall is a member of the Board of Governors and Executive Committee of the U.S. Aerospace Industries Association, and a member of the Board of Directors of the Charlotte Regional Partnership. He also serves as a Director of the Lowes Company, and Becton, Dickinson and Company.

**Jack Carmola****Segment President, Actuation and Landing Systems**

Jack Carmola is Segment President, Actuation and Landing Systems. The strategic business units within this segment are Actuation Systems, Aircraft Wheels and Brakes, Aviation Technical Services, Engine Components, and Landing Gear.

Jack joined Goodrich in 1996 as President of the Landing Gear division. He continued in this role after the Coltec merger was completed in 1999, and was responsible for the integration of Goodrich and former Menasco Landing Gear businesses. He was named President, Engine Systems, in November of 1999, and subsequently promoted to Group President. In January 2002, Jack was named Group President, Electronic Systems; in December 2002, he was named Segment President, Engine Systems; and in June 2005, he was named Segment President, Airframe Systems. He was named to his current position in January 2007.

Prior to joining Goodrich, he spent 19 years with General Electric, starting with its corporate manufacturing management program, and progressing through assignments in manufacturing, engineering, quality and services with GE Aircraft Engines. His last assignment was as General Manager, Marine Business.

Jack has a Bachelor of Science degree in Mechanical and Aerospace Engineering from the University of Rochester, and an MBA in Finance from Xavier University.



Cindy Egnotovich
Segment President, Nacelles and Interior Systems

Cindy Egnotovich is Segment President, Nacelles & Interior Systems. The strategic business units within this segment are Aerostructures, Customer Services, and Interiors.

Cindy began her career at Goodrich in 1986 as a Financial Analyst. She was appointed Controller in 1993, Director of Operations in 1996, and then Vice President and General Manager, Ice Protection Systems Division in 1998. In 2000, she was appointed Vice President and General Manager of Commercial Wheels and Brakes. She was named Group President, Engine and Safety Systems in April 2002, Segment President, Electronic Systems in December 2002, and Segment President, Engine Systems in June 2005. She was named to her current position in January 2007.

A native of Simpson, Pennsylvania, Cindy holds a Bachelor of Business Administration in Accounting from Kent State University and a Bachelor of Science in Biology from Immaculata College near Philadelphia Pennsylvania.



Jerry Witowski
Segment President, Electronic Systems

Jerry Witowski is Segment President, Electronic Systems. The strategic business units within this segment are Engine Control and Electrical Power Systems, Optical and Space Systems, and Sensors and Integrated Systems.

Jerry began his career at Goodrich in 1978 as a Marketing Engineer in the Sensor Systems business. He was promoted to Vice President of Marketing and Sales in 1988 and was named Vice President and General Manager for the Commercial Transport Business Unit of Sensor Systems as well the head of Goodrich's Test System Business Unit in New Century, Kansas in 1997. In January of 2001, he was named President and General Manager of Sensor Systems. He was appointed to his current position in March 2006.

Prior to joining Goodrich, Jerry spent 10 years on active duty in the U.S. Navy where he was a commissioned officer and pilot. He is a graduate of the United States Naval Academy, Annapolis, MD where he obtained his Bachelor of Science degree. He received a Master of Arts degree in Management and Human Relations from Webster University.

**John Grisik**

John Grisik was appointed Executive Vice President, Operational Excellence and Technology in March of 2006. In this role, he leads an organization with responsibility for the implementation of operational improvement activities such as Lean, Six Sigma, and Global Supply Chain Management across the enterprise. The organization is also responsible for corporate-wide technology development, information technology, and strategy. Prior to this assignment, he served as Segment President of several of Goodrich's operating segments.

John joined Goodrich in 1991 as General Manager of Ice Protection Systems. He became General Manager of Landing Gear in 1993 and Group Vice President of Safety Systems in 1995, and then Sensors and Integrated Systems in 1996. He was named Group President, Landing Systems in 2000; Segment President, Airframe Systems in December 2002, and then Segment President, Electronic Systems in June 2005.

Before joining Goodrich, Dr. Grisik spent 22 years with General Electric primarily in the Aircraft Engine Group where he started his professional career as a materials and processes engineer. He held numerous positions of increasing authority, including Engine System Manager and Head of Strategic Planning.

John holds Bachelor's, Master's and Doctor's of Science degrees in metallurgical engineering from the University of Cincinnati, and a Master's degree in Management from Stanford University Graduate School of Business. He is inventor/co-inventor of nine U.S. patents.



Scott Kuechle
Senior Vice President and Chief Financial Officer

Scott Kuechle is Senior Vice President and Chief Financial Officer of Goodrich Corporation. He was promoted to this position in August 2005.

Scott joined Goodrich in 1983 as a financial analyst and held subsequent management positions in financial analysis. In 1988 he became Assistant to the President. From 1989-1994, he had responsibility for Accounting, Information Technology, Human Resources and Purchasing for one of the company's operating subsidiaries. In 1994, he was promoted to Director of Finance and Banking, and in 1998 was elected Vice President and Treasurer of the Corporation. He became Vice President and Controller in September 2004.

Scott holds a Bachelor of Business Administration from the University of Wisconsin – Eau Claire and a Master of Science in Industrial Administration from Carnegie-Mellon University. Scott is a member of the Standard & Poor's Corporate Ratings Group CFO Issuers' Council. He is also active with numerous community organizations and is a member of the Board of Trustees of Communities in Schools. Scott is also Treasurer of The Weddington High School Band Boosters.

**Paul Gifford****Vice President of Investor Relations**

Paul Gifford is Vice President of Investor Relations, a position he has held since October 1999. Paul is responsible for developing and executing a strategy to inform, attract and retain investors through the company's overall communication with the investment community and relationships with buy and sell-side analysts. To accomplish this, he provides information to investors to enable them to more fully understand the company, its strategies and its prospects. Before joining Goodrich, Paul spent 22 years in Finance and Investor Relations at Boeing.

Paul has completed the Executive MBA program at the University of Washington, and received his undergraduate degree in Finance from Washington State University. He has served as the Chair of the School of Business and Economics Advisory Committee at Washington State University, and has been active in many community activities, including the annual fundraising for the Pacific Science Center in Seattle, and Washington State University. Paul is on the national Board of Directors of the National Investor Relations Institute (NIRI).



Forward Looking Statements

Certain statements made in this presentation are forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995 regarding the Company's future plans, objectives and expected performance. The Company cautions readers that any such forward-looking statements are based on assumptions that the Company believes are reasonable, but are subject to a wide range of risks, and actual results may differ materially.

Important factors that could cause actual results to differ include, but are not limited to: demand for and market acceptance of new and existing products, such as the Airbus A350 XWB and A380, the Boeing 787 Dreamliner, the Embraer 190, the Dassault Falcon 7X, and the Lockheed Martin F-35 Lightning II and F-22 Raptor; the health of the commercial aerospace industry, including the impact of bankruptcies and/or mergers in the airline industry; global demand for aircraft spare parts and aftermarket services; and other factors discussed in the Company's filings with the Securities and Exchange Commission and in the Company's October 25, 2007 Third Quarter 2007 Results press release.

The Company cautions you not to place undue reliance on the forward-looking statements contained in this presentation, which speak only as of the date on which such statements were made. The Company undertakes no obligation to release publicly any revisions to these forward-looking statements to reflect events or circumstances after the date on which such statements were made or to reflect the occurrence of unanticipated events.

Goodrich Overview

Marshall Larsen
Chairman, President and CEO



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- **Review of Recent Accomplishments**
- **Company Status and Conference Overview**

What we said in December 2005:

- **Objectives for 2009-2010**
 - **Airframe margin improvement toward 10%**
 - **Sustained, high Engine margins**
 - **Mid-teens Electronics margins**
 - **Total Company segment OI margins of 15%**

What we did through Oct. 2007:

- **Accomplishments**
 - **Actuation and Landing Systems margins improved from 5.2% to 10.3%**
 - **Nacelle and Interior Systems margins improved from 18.6% to 24.9%**
 - **Electronic Systems margins improved from 12.3% to 13.2%**
 - **>15% segment OI margins in 2007**

**Achieved key margin goals two years early.
Solid foundation for sustained, rapid EPS growth.**

- **Review of Recent Accomplishments**

- **Company Status and Conference Overview**



Company Overview - Goodrich

GR Portfolio Attributes

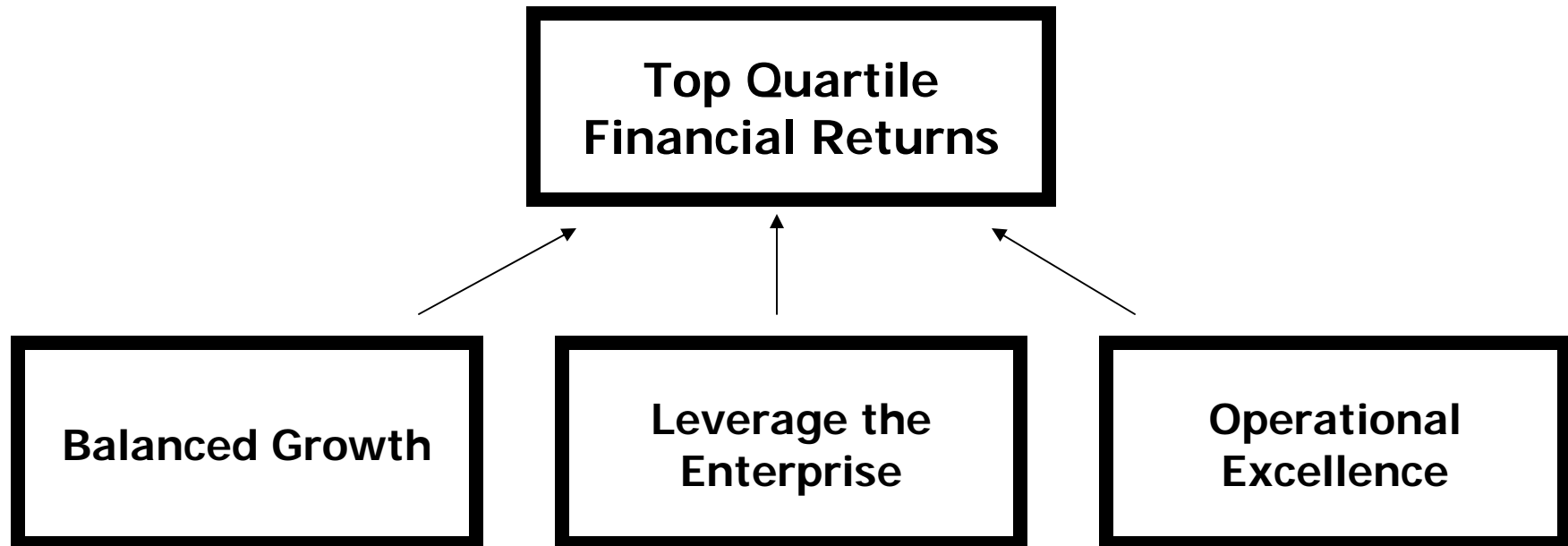
- Proprietary products
- Non-discretionary repair/ replacement cycles
- Large installed base drives aftermarket sales
- Participation on every large commercial and regional jet platform
- Significant defense & space presence



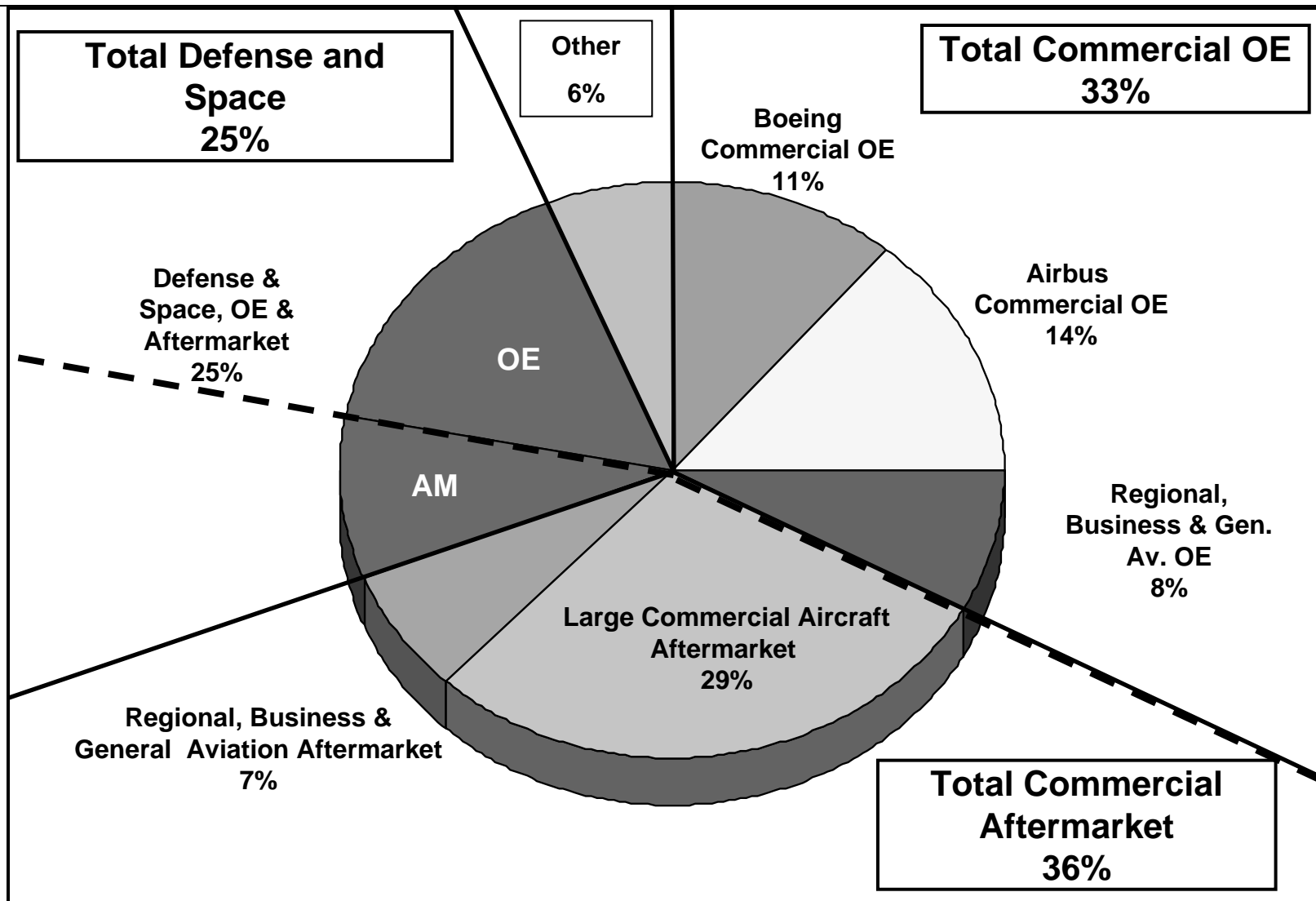
Results

- More predictable revenue and income growth
- Sustainable leadership positions
- Diverse product portfolio and balanced customer base
- Sustainable EPS and cash flow growth





Our strategy has delivered consistent, positive results



Balanced business mix; aftermarket represents > 45 of total sales



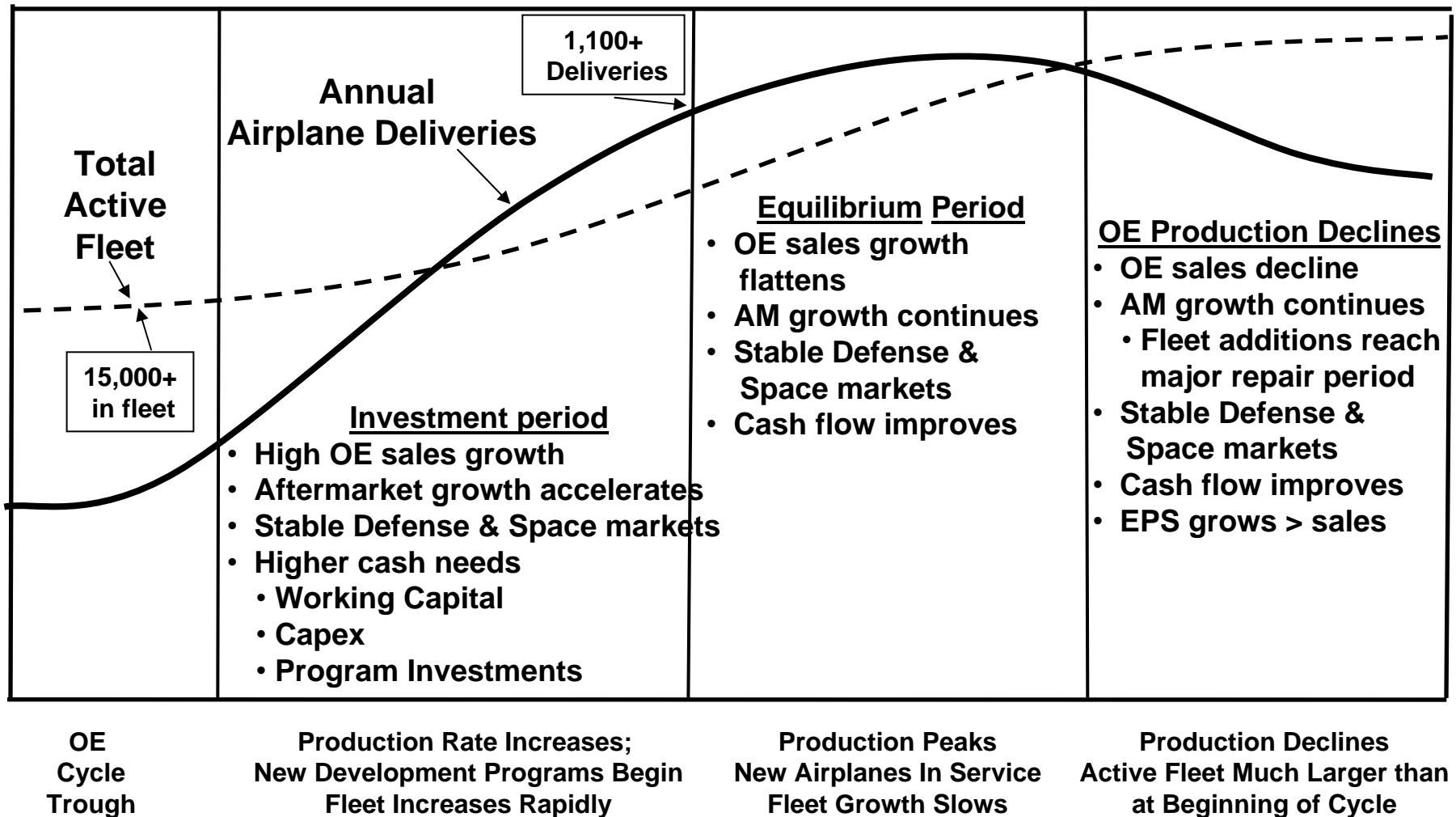
2007 & 2008 Sales Expectations By Market Channel

Full Year 2006 Sales Mix	Market	2007 Goodrich Growth	2008 Goodrich Growth	Market expectations - 2009 and beyond
9% <u>17%</u> 26%	Boeing OE Del. Airbus OE Del. Total (GR Weight)	~9%	~20%	Growth continues for 737, 777, A320; A380, 787 and A350 introductions support deliveries past normal peak
7%	Regional/Bus/GA OE (Weighted)	~17%	~13%	CF34-10 Engine Nacelles and tail cone on EMBRAER 190 support continued growth through the cycle
35%	Aftermarket (Commercial/ Regional/Bus/GA)	~17%	~8 - 10%	Airbus AM growing faster due to fleet aging, excellent product positions plus outsourcing trend support higher than market growth rate
26%	Defense and Space OE and Aftermarket	~10%	~5 - 8%	<u>OE</u> - Positions on funded platforms worldwide, new products provide stable growth <u>Aftermarket</u> - Platform utilization, upgrade opportunities support long-term growth
6%	Other	~10%	~10%	Mostly Commercial Helicopter and IGT
100%	Total	12 - 14%	~11%	

- **Commercial Aircraft Original Equipment Production**
 - New orders at, or near, record levels
 - Strong sales for new models entering production, especially Boeing's 787 Dreamliner
 - Deliveries expected to increase through 2011; rates expected to remain high beyond the peak

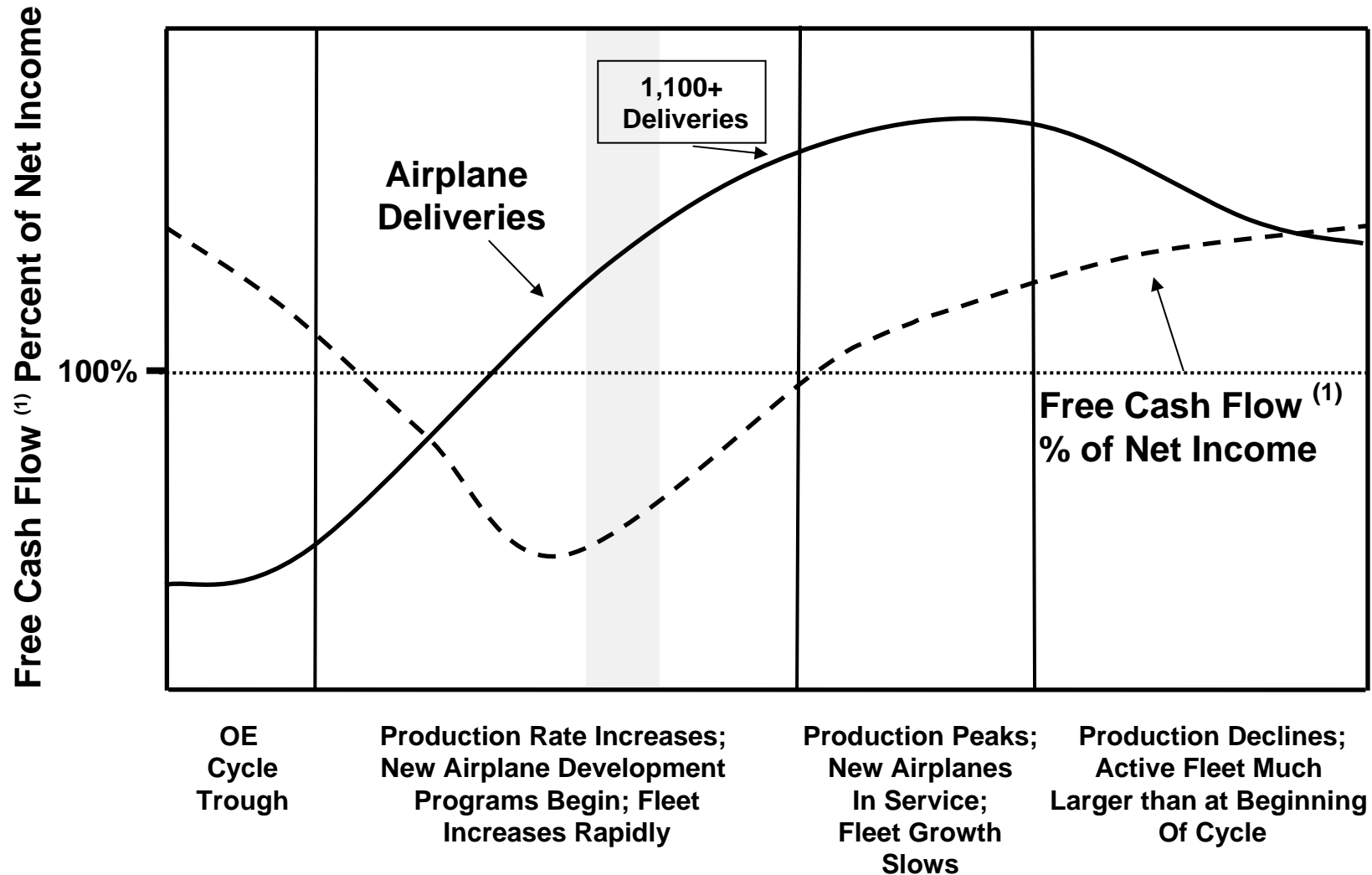
- **Commercial Aircraft Aftermarket Products and Services**
 - Worldwide growth in available seat miles supports demand for replacement parts and repair and overhaul services
 - Expect 4 – 5 percent base volume growth over the long-term
 - Consistent and predictable over the cycle
 - Aging aircraft fleet drives additional growth for many popular models of aircraft

- **Defense and Space Products and Services**
 - Defense spending at record levels
 - Strong demand for products supporting platforms
 - Good growth in helicopter programs
 - Original equipment and aftermarket
 - Good positions on newly funded platforms (e.g. Black Hawk helicopters, F-35)
 - New opportunities for mission equipment and intelligence, surveillance and reconnaissance (ISR) products





Cycle Dynamics and Potential Impact on Goodrich Notional Impact on Free Cash Flow



(1) Net cash provided by operating activities *minus* Capital Expenditures

- **Leadership positions and growing market share**
 - Leads to sustainable growth in high margin aftermarket
- **Above market organic growth in sales**
 - Original equipment - increased share on new programs
 - Aftermarket – growing content, worldwide MRO footprint
 - Military – F-35 (JSF), ISR and helicopter platforms
- **Aftermarket expected to drive margins and earnings growth after OE cycle peaks**
- **Cash flow improving and robust over the cycle**
- **Demonstrated ability to execute**

Goodrich is uniquely positioned for sales, earnings and cash flow growth

- **Actuation & Landing Systems Segment**
 - **Commercial Original Equipment Markets**
 - **Nacelles & Interior Systems Segment**
 - **Aftermarket**
 - **Electronic Systems Segment**
 - **Defense and Space Markets**
 - **Operational Excellence & Technology**
 - **Financial Review**
- Jack Carmola**
- Cindy Egnotovitch**
- Jerry Witowski**
- John Grisik**
- Scott Kuechle**

Actuation & Landing Systems

Jack Carmola
Segment President



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Actuation Systems



Aircraft Wheels & Brakes



	Sept 2007 YTD
Sales	\$1,764M
OI	\$182M
% OI/Sales	10.3%
	2006
Sales	\$2,084M
OI	\$137M
% OI/Sales	6.6%

Engine Components



Landing Gear



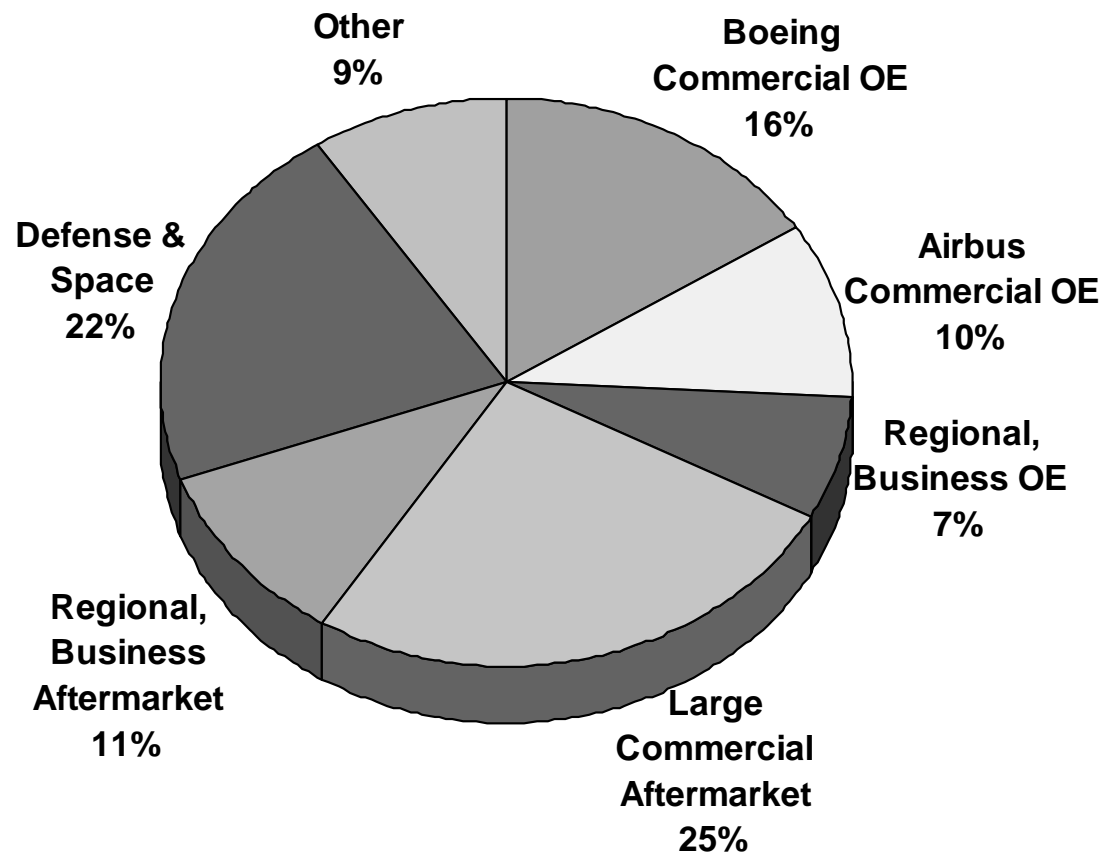


Actuation & Landing Systems Key Market Positions

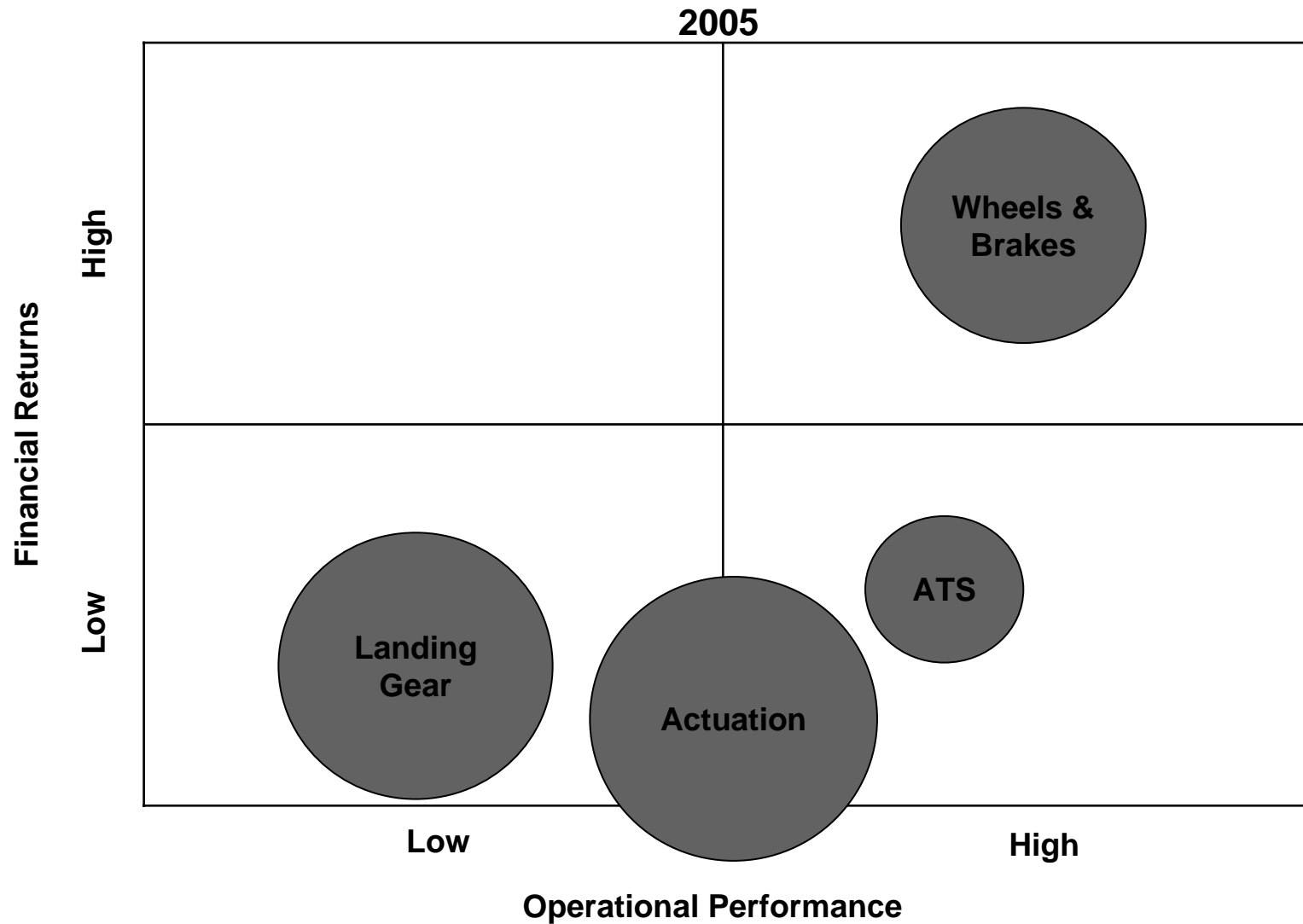
Business	Key Products	Market Position	Key Customers
Actuation Systems	Primary & Secondary Flight Controls, Nacelle Actuation	#1	EADS, Boeing, MOD, Bombardier, Lockheed
Aircraft Wheels & Brakes	Wheels, Braking Systems	#1/2	Global Airlines, Commercial & Military OEMs
Landing Gear	Landing Gear	#1/2	Boeing, Airbus, Bombardier, Lockheed
Engine Components	Fuel Nozzles, Airfoils & Rotating Assemblies, Power Transmission Systems	#1/2	Rolls-Royce, Honeywell, DOD, GE, UTC, Caterpillar, Sikorsky, Bell Helicopter

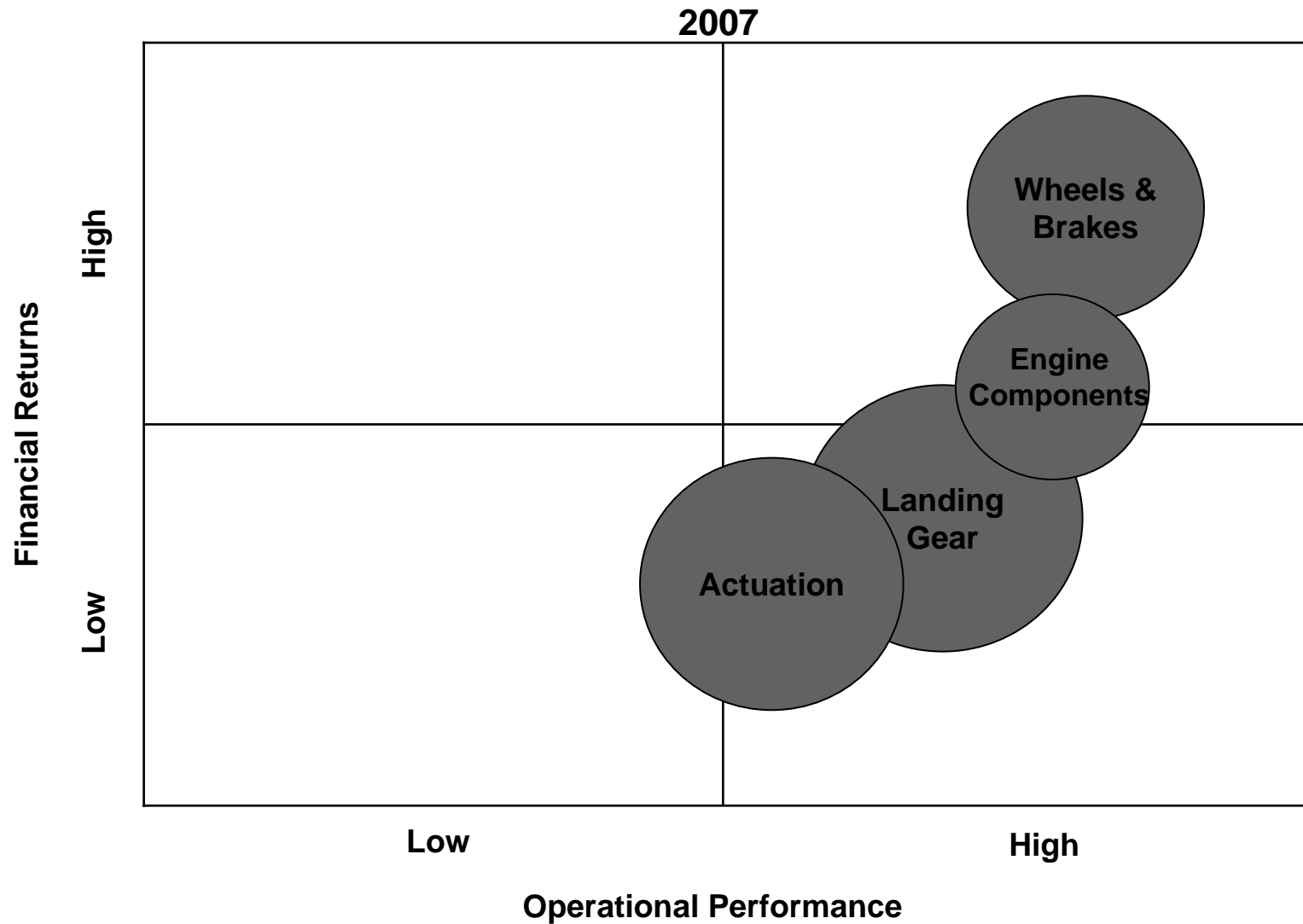
Great market positions, strong customer base

Sales by Market Channel
3Q YTD 2007



- **Good Balance**
 - Airbus and Boeing
 - Commercial & military
 - High aftermarket content
- **OE cycle driving top line growth**
- **A380, 787, JSF wins add layer of growth beyond current cycle**
- **A320 and new platform content expected to enhance future aftermarket growth**



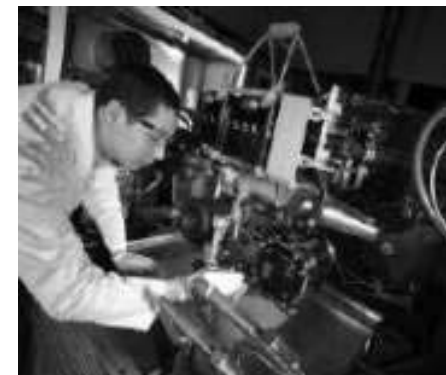


- **Balanced Growth**
 - Leverage the commercial OE upturn
 - Pricing actions to recover rising raw material costs
 - Landing Gear Boeing long-term agreement renewal
 - Execute on new platform positions (e.g. 787 Wheel & Brake)
 - Leverage and grow aftermarket

- **Operational Excellence**
 - Cost reduction for margin expansion
 - Low-cost country sourcing
 - Manufacturing expansion in low-cost facilities
 - Continuous Improvement/Lean initiatives
 - Working capital improvement targets – management incentives

- **Leverage the Enterprise**
 - Focus on supply chain organization to drive cost reduction
 - Leverage electronics design capability (EHA actuation, electric brake, brake controls, combustion control)
 - Implemented SAP in Wheels & Brakes; Landing Gear in 2008

- **Landing Gear Boeing long term agreement renewed**
 - **\$2+ billion sales value over 6 years (2007-2012)**
 - **Exclusive agreement for assigned programs**
- **Other contractual escalations negotiated**
- **Pursuing base price increases for marginal programs**
- **Selective catalogue price increases**



787 Wheels & Electric Brake

- **Qualification and systems integration testing progressing**
- **System weight below target**
- **Currently exceeding 70% market share**
 - **Airline competitions won so far:**
 - Qantas - 65 firm orders
 - All Nippon - 50
 - Japan Airlines - 35
 - Northwest - 18
 - China Southern - 10
 - Shanghai - 9
 - Lot - 8



- **Wheel & Brake**
 - Product upgrades improve competitiveness and reduce cost
 - Growing service network
 - 737NG carbon, 747-8

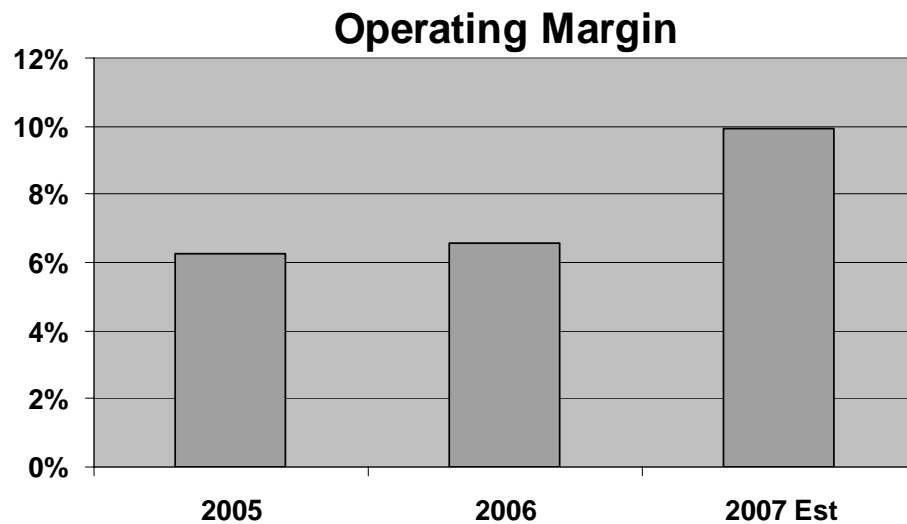
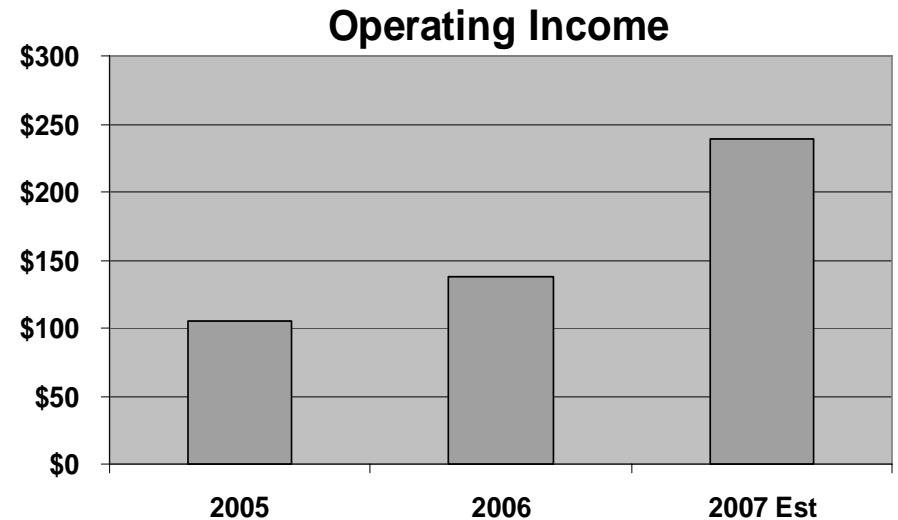
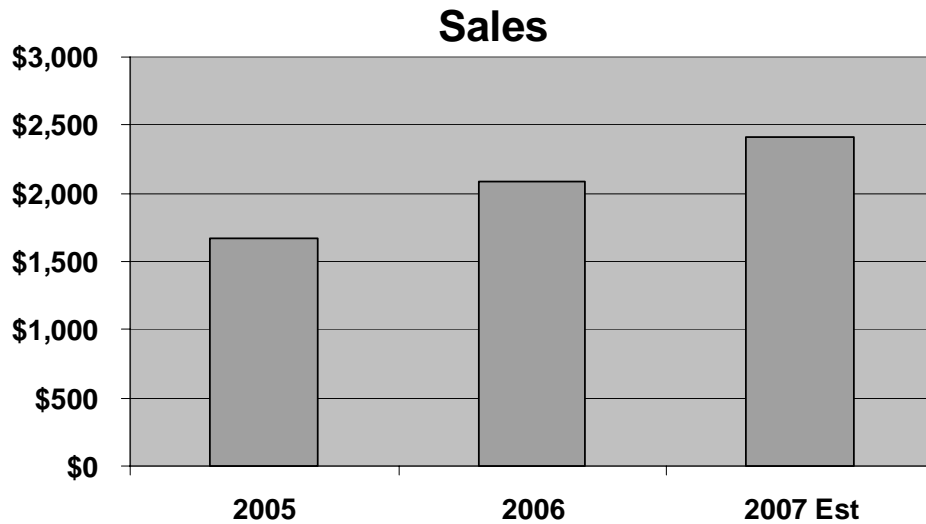
- **Actuation Systems**
 - MRO efficiency improvements to capture share
 - Develop and sell product improvements

- **Landing Gear**
 - Working with Boeing for licensing to expand spares market access
 - Service business growth
 - Capturing 737NG MRO work





Segment Profitability 2005-2007



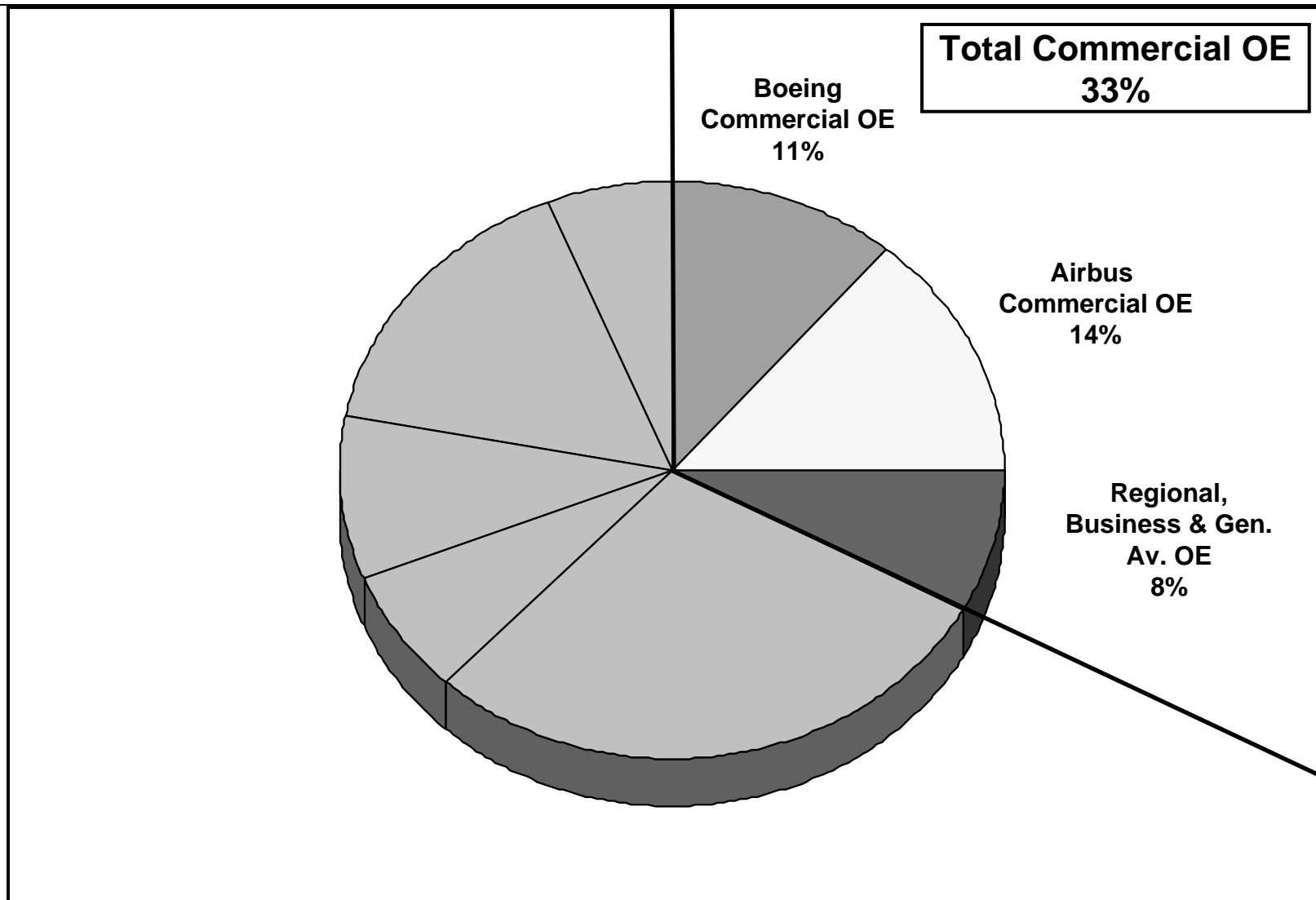
2005-2007 margin improvement factors:

- + Base volume growth
- + Product pricing
- + Supply chain & productivity savings
- Raw material prices
- OE free-of-charge volume
- FX



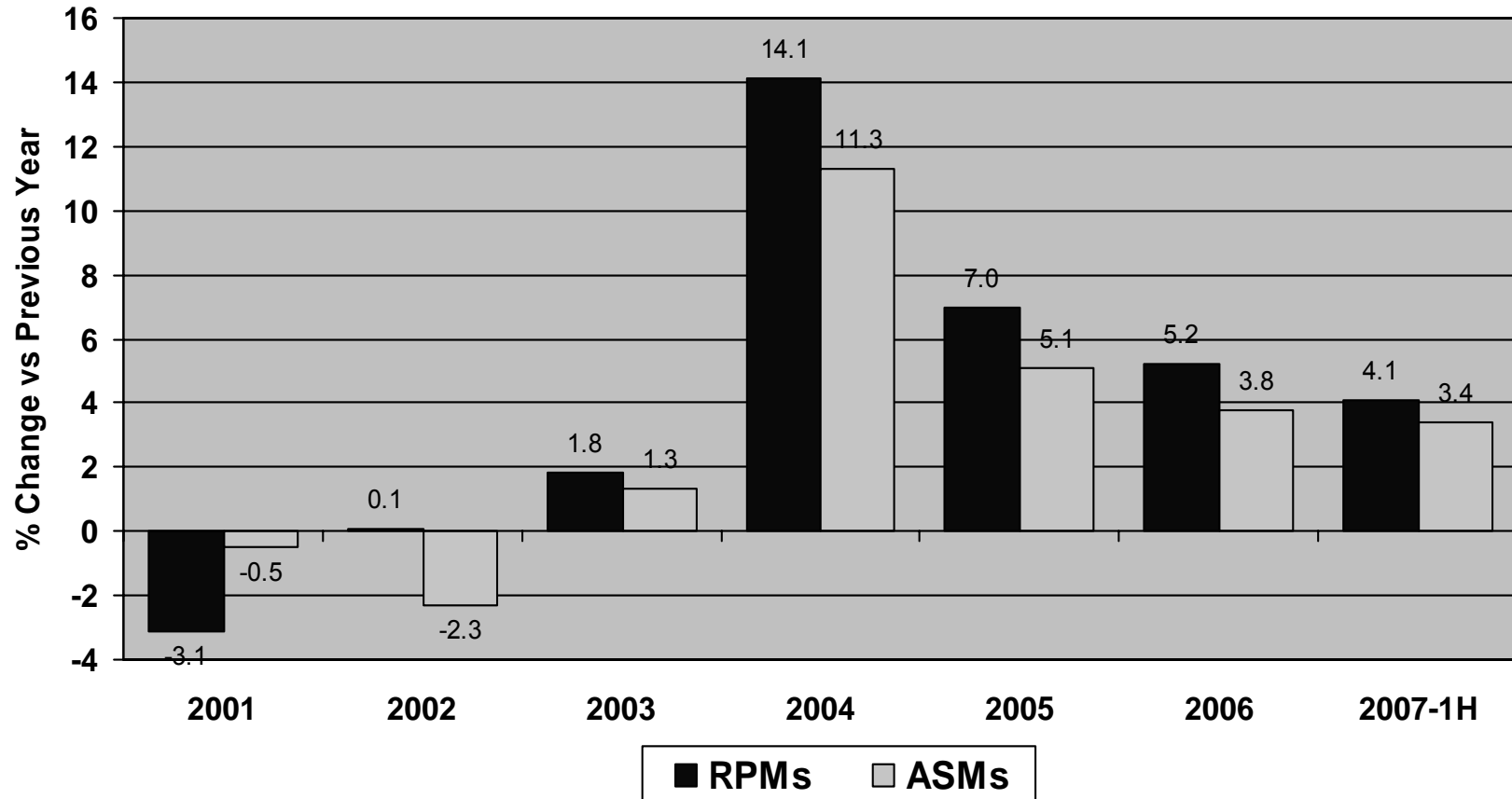
Commercial OE Market

Sales by Market Channel 2007 YTD



- **World GDP: macro driver**
- **World revenue passenger mile (RPM) growth**
- **Airline profitability**
- **Aircraft retirements**
 - **Driven by aircraft age and fuel burn efficiency**
- **New influence: The “Green” movement**
 - **May slow traffic growth**
 - **Emissions regulations may accelerate replacement of old aircraft**



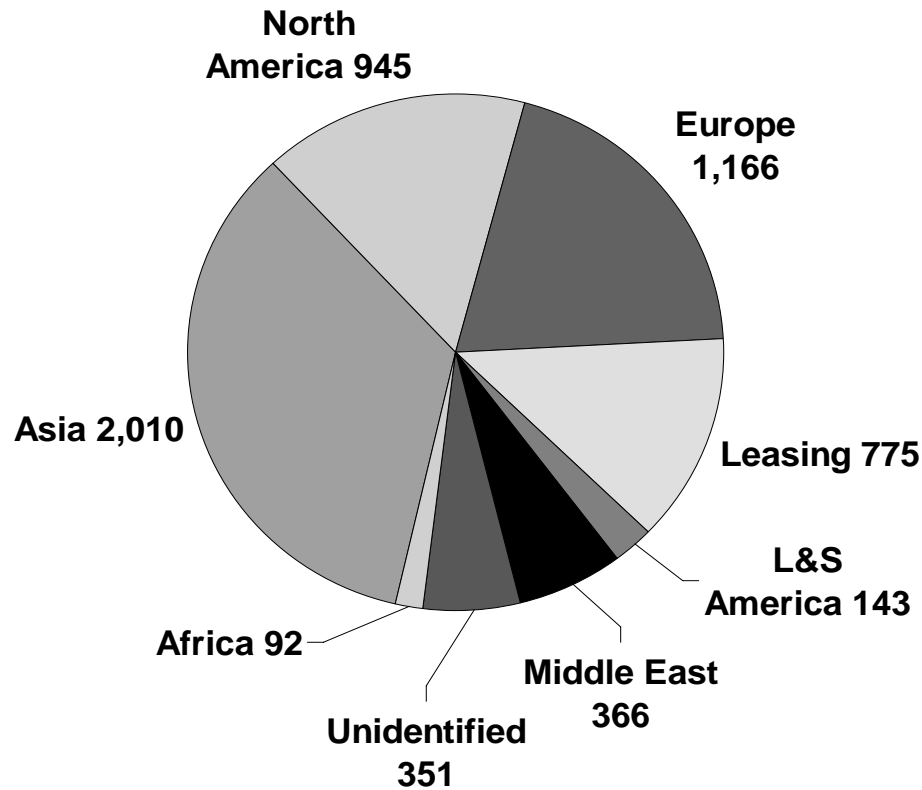


Demand for air travel continues to outpace added capacity

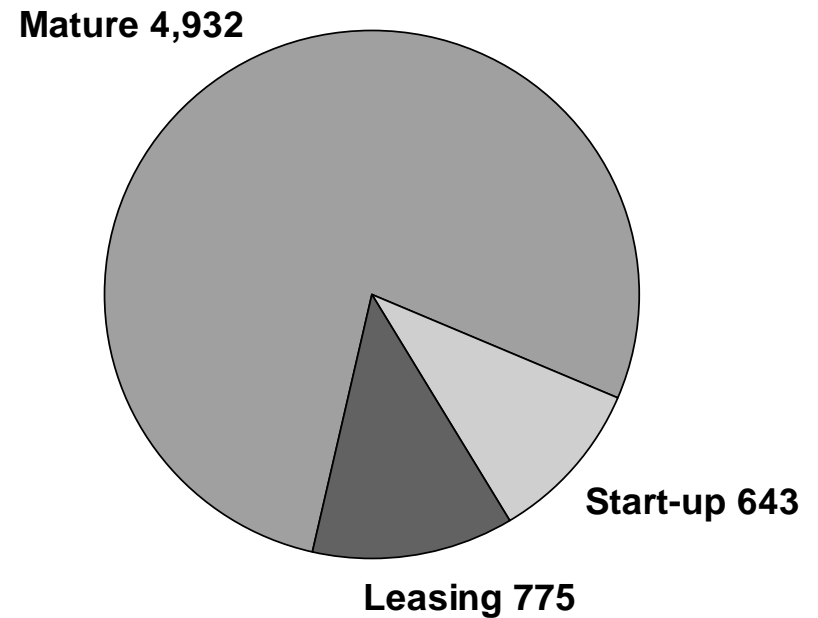


Large Commercial Aircraft - On Order Distribution

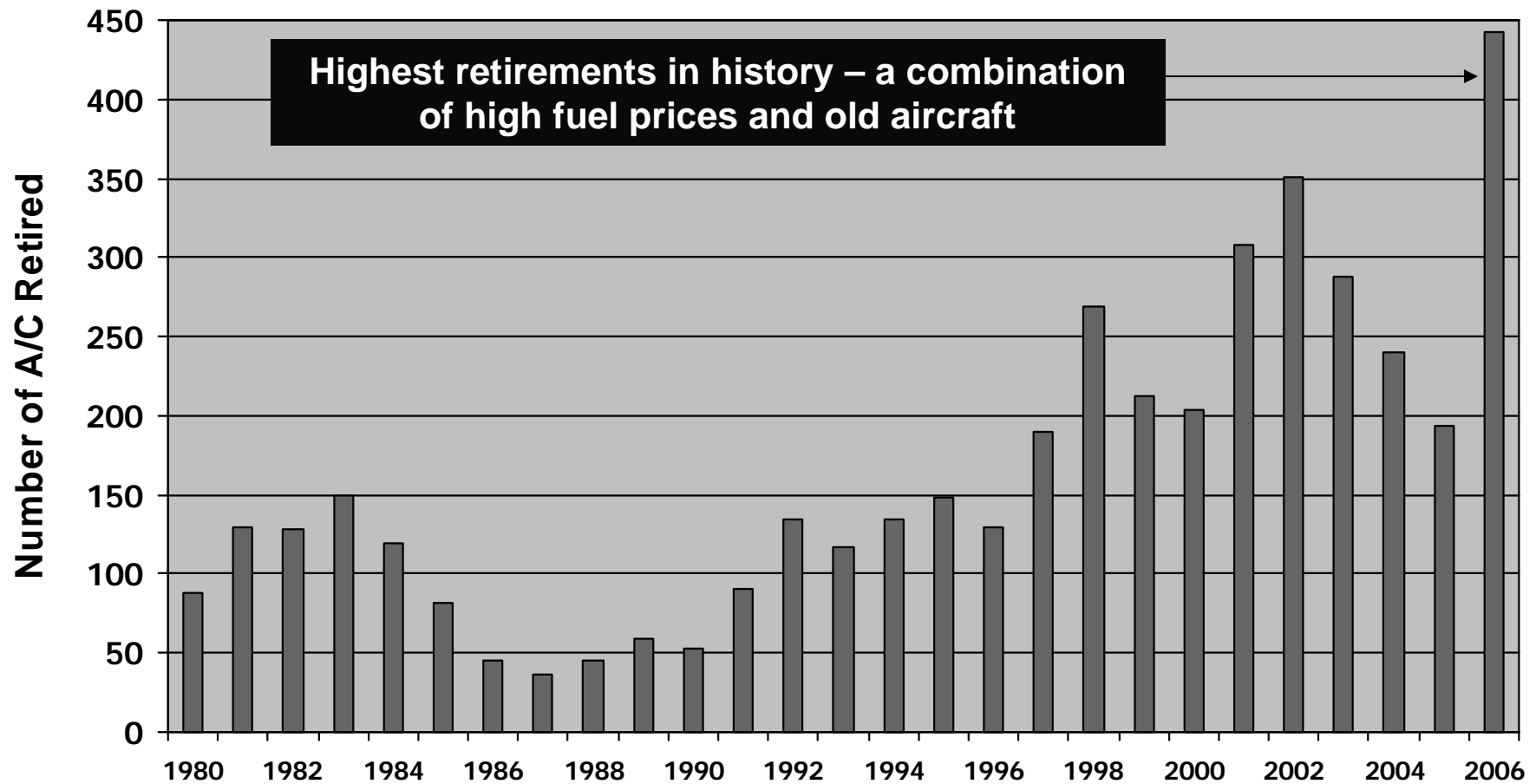
By Region



By Customer Type



Backlog is well-balanced by region and customer type

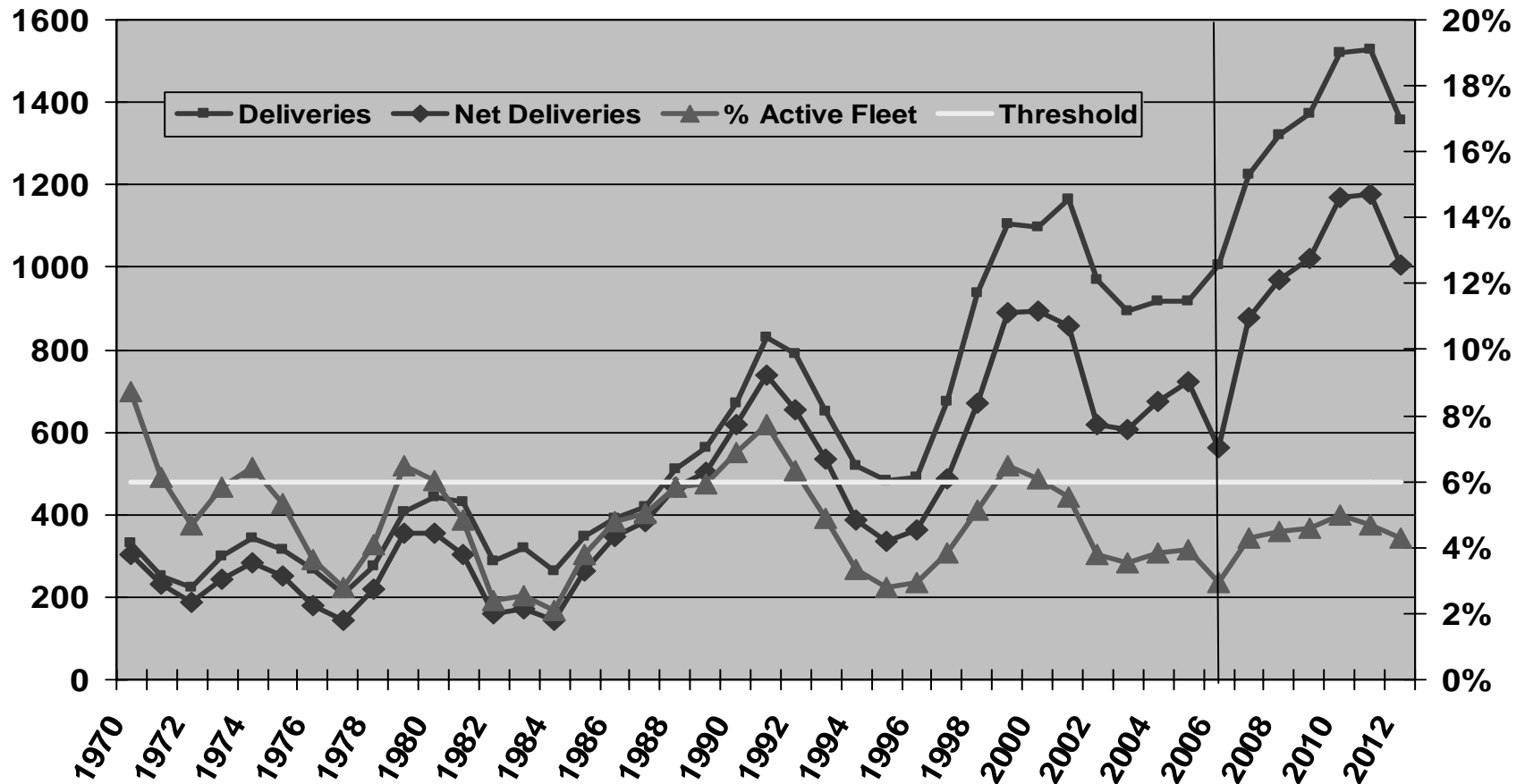


Minimal Goodrich content on retired aircraft

Source: The Airline Monitor



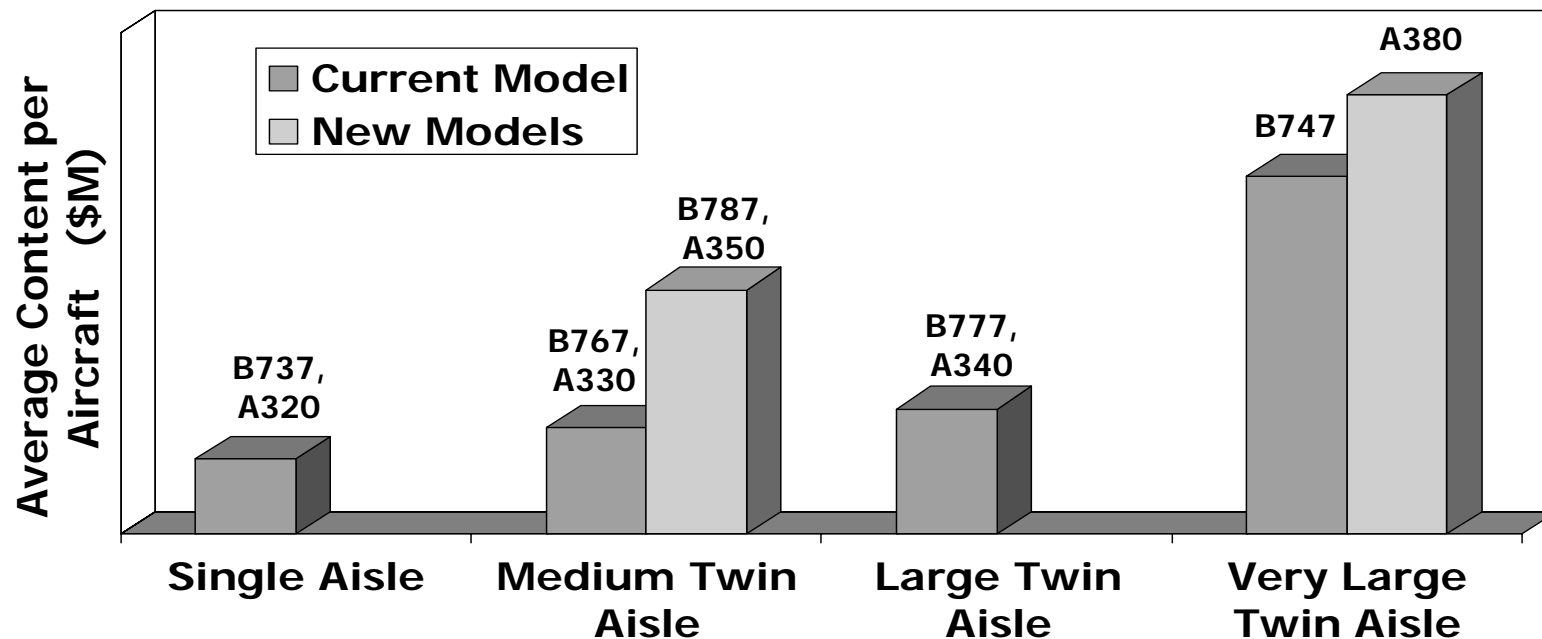
Large Commercial Aircraft Deliveries



Deliveries in the current cycle do not seem excessive relative to the total fleet

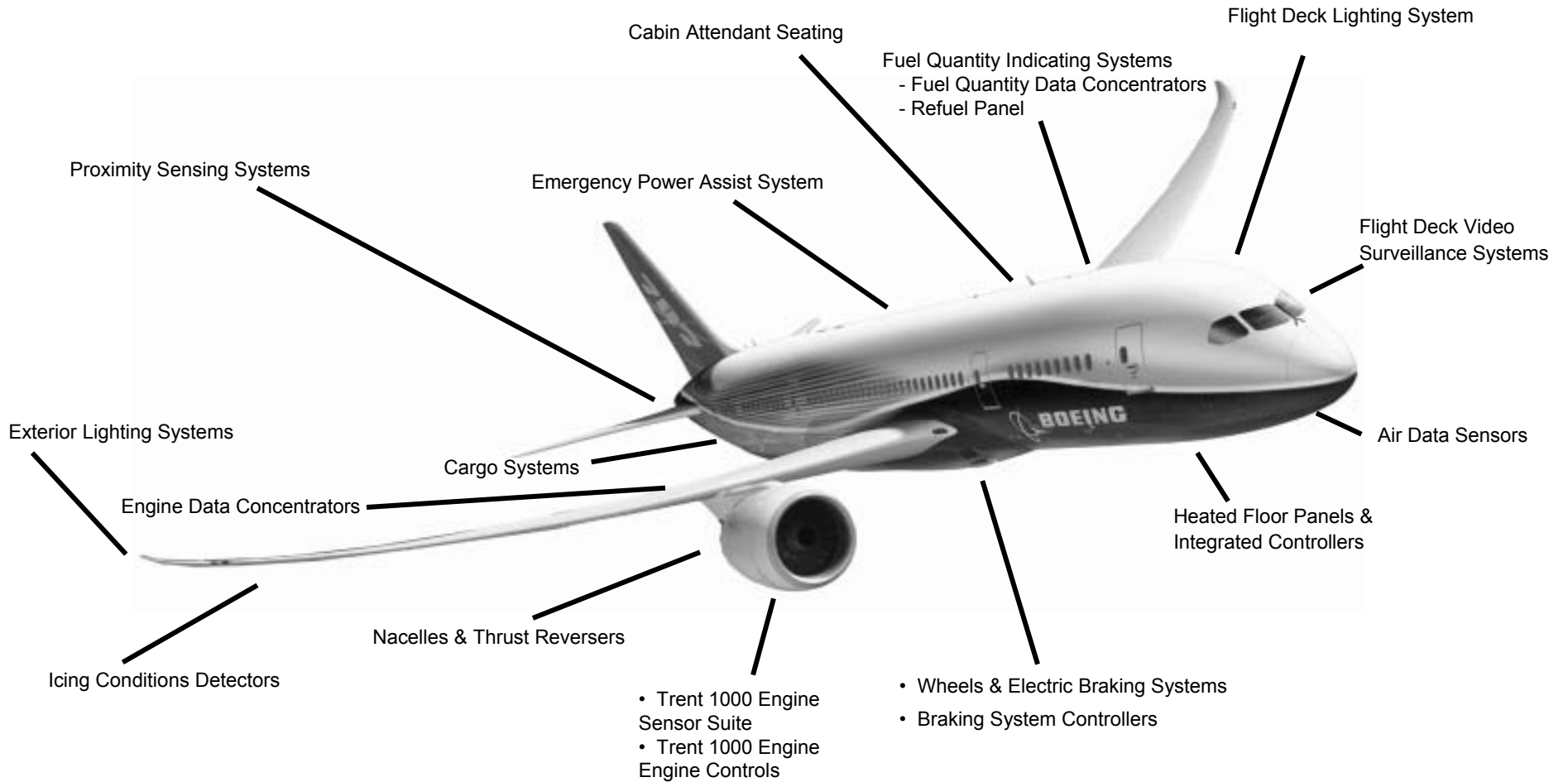
Source: The Airline Monitor

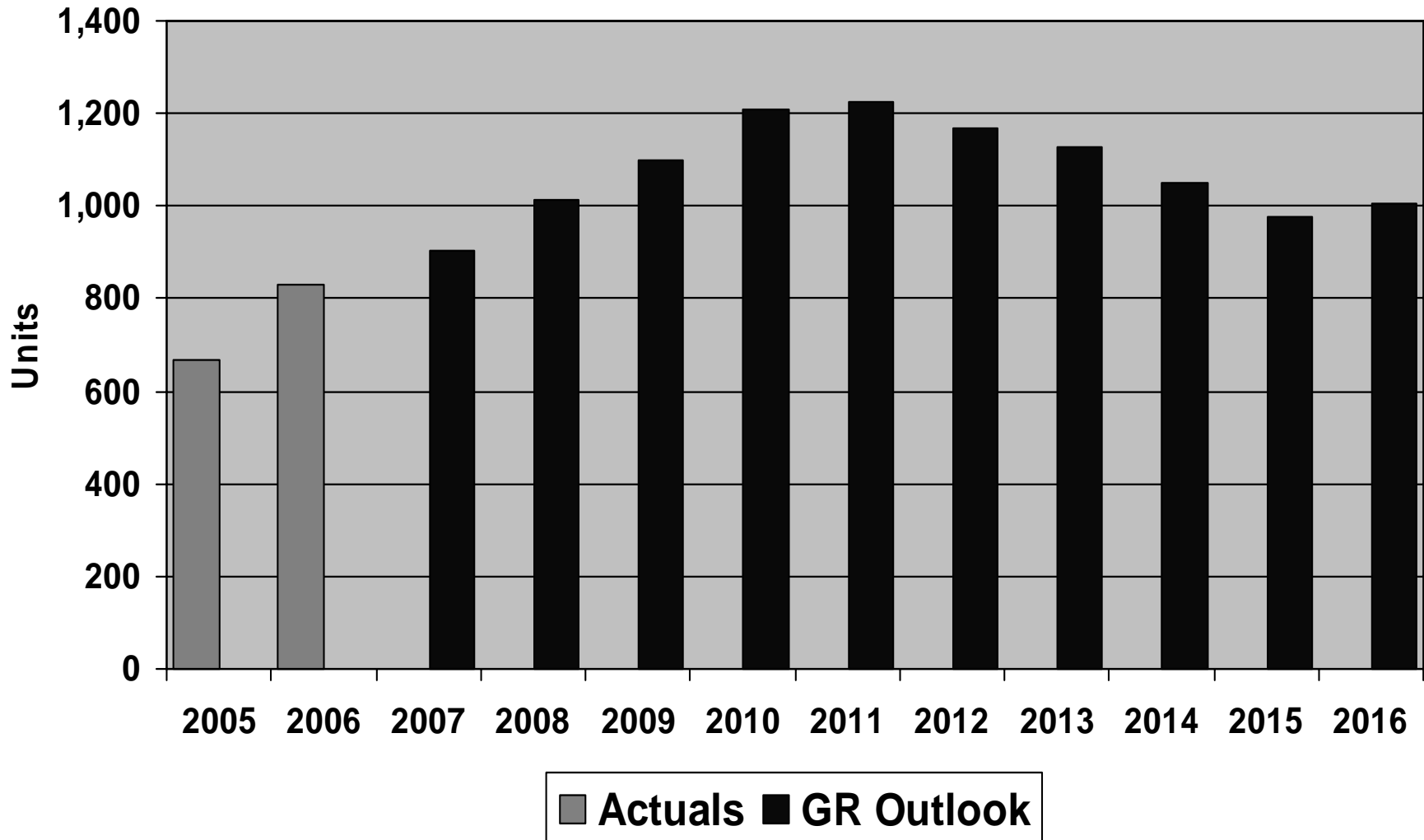
- **Original Equipment Production**
 - High Airbus content – on high growth platforms
 - Aircraft introductions between now and 2013 will help support higher production/delivery levels later
 - A380, 787, 747-8, A350



Higher Goodrich content on new aircraft than on aircraft being replaced

Goodrich Positions - Boeing 787 Dreamliner





- **Well positioned during current OE upturn**
 - OE cycle driving top line growth
 - Increasing market share with new platform positions
- **Current platform positions sustaining aftermarket volumes**
- **Margin improvement focus paying dividends**
 - Pricing strategy
 - Cost reduction actions
- **Executing on new programs**
 - A380
 - 787
- **Commercial cycle looks sustainable through 2011**



Nacelles & Interior Systems

Cindy Egnotovich
Segment President



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Nacelles & Interior Systems Key Products

Aerostructures



	Sept 2007 YTD
Sales	\$1,626M
OI	\$405M
% OI/Sales	24.9%
	2006
Sales	\$1,984M
OI	\$418M
% OI/Sales	21.1%

Interior Products - Slides



Interior Products - Cargo



Interior Products - Lighting



Customer Services





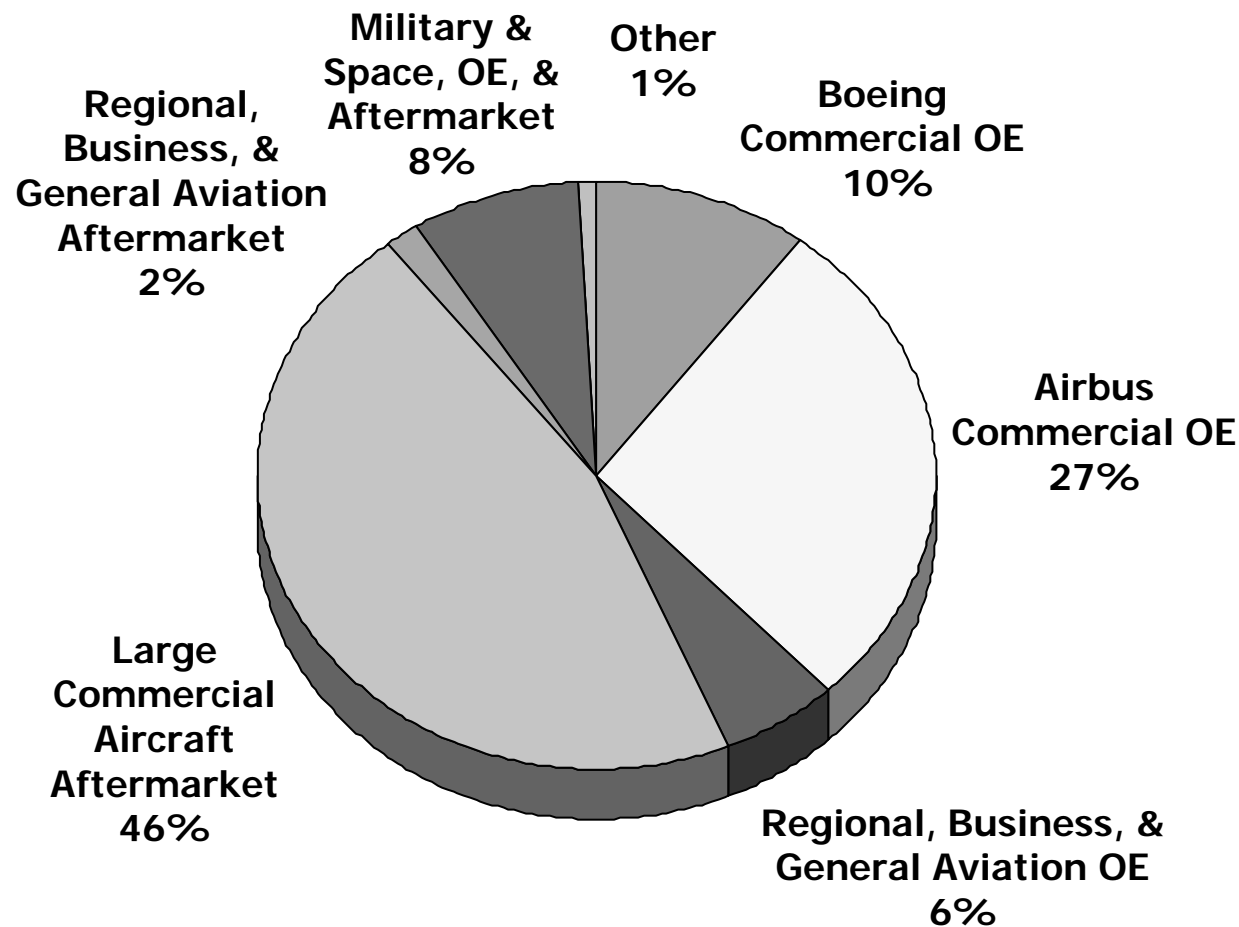
Nacelles & Interior Systems Key Market Positions

Business	Key Products	Market Position	Key Customers
Aerostructures	- Nacelle System Structures	#1	Airbus, Boeing, Engine OEs, DOD, Airlines
Interior Products	- Inflatable Slides, Hardware & Pack Boards	#1	Airbus, Boeing, Embraer, Airlines
- Seating Products	- Pilot & Crew Seats	#1	USAF, Boeing, Airbus, Cessna, Airlines
- Lighting Systems	- Internal & External Lighting Systems	#2	Airbus, Bombardier, Boeing, Military, Airlines
- Cargo Systems	- Mechanical, Electronic Cargo Systems	#1	Boeing, Airbus, Airlines

High percentage of business #1, #2 in market, strong customer base

Sales by Market Channel

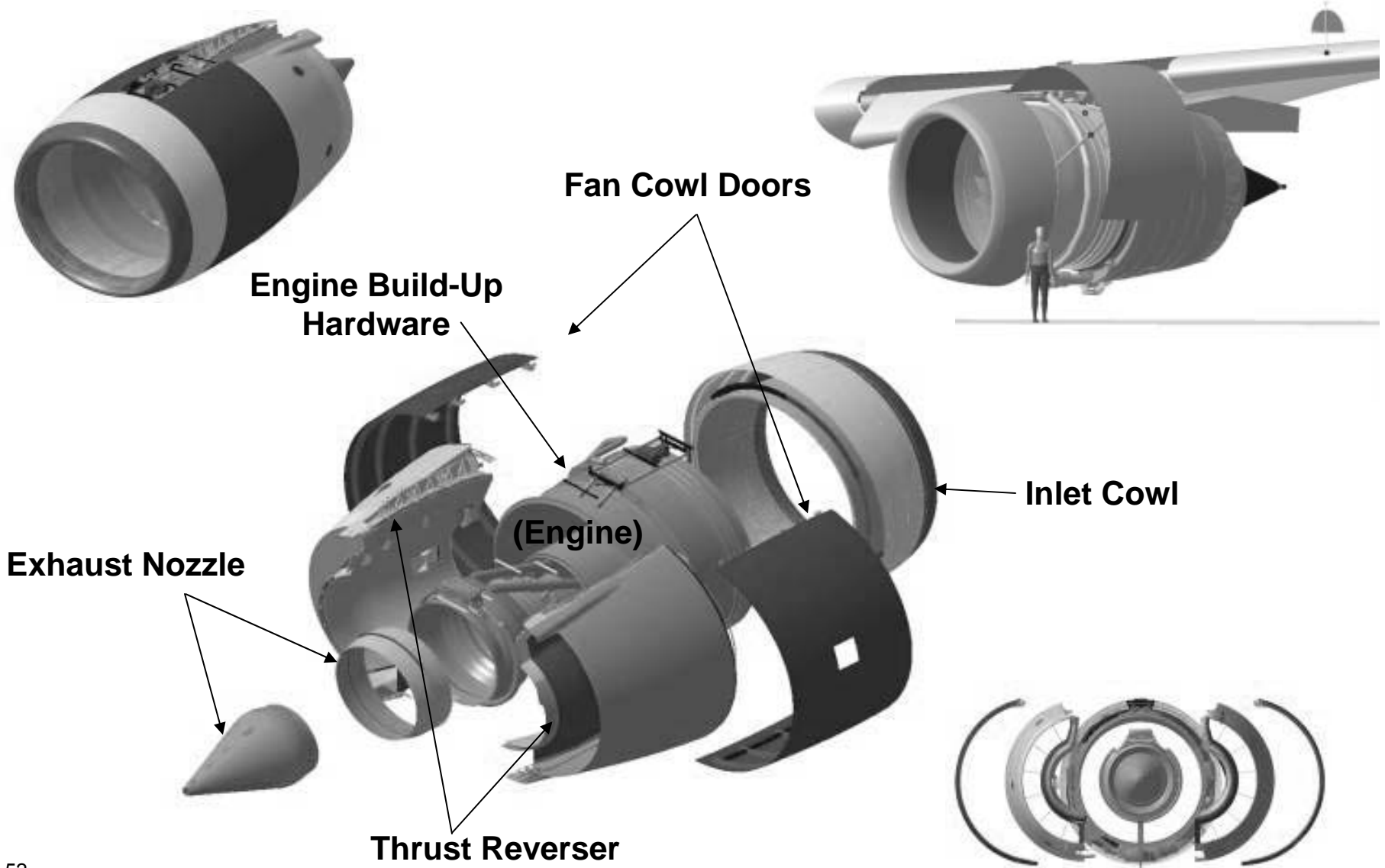
3Q 2007 YTD Actual



- Largest Total Aftermarket Content (> 50%)
- Strong & Growing Commercial Aftermarket
- Largest Airbus Commercial OE
- Position on A320 Provides Future Commercial OE & Aftermarket Growth

Key Performance/Margin Drivers:

- **Balanced Growth**
 - Capitalize on new program wins (787, A350, Regional Programs)
 - Leverage and grow aftermarket opportunities
 - Position proprietary technologies for new business opportunities
- **Operational Excellence (Margin Protection)**
 - Deliver new programs on schedule and on budget
 - Continue emphasis on operational performance and Continuous Improvement
 - Working capital improvement targets – management incentives
 - Execute low-cost manufacturing strategy (Mexicali and Bangalore)
- **Leverage the Enterprise**
 - One-Face-to-the-Customer key initiatives
 - Consistent application of aftermarket strategy
 - Leverage Enterprise Supply Chain initiative





Nacelle Components & Technology

- **Inlet Cowl**
 - Air intake to the engine
- **Fan Cowl**
 - Large access doors to the engine
- **Thrust Reverser**
 - Deploys to reverse engine fan thrust
- **Exhaust Nozzle**
 - Engine exhaust
- **Engine Build-Up Hardware**
 - Hydraulic, pneumatic, and electrical system interface with the engine



Inlet Cowl



Fan Cowl Doors



Thrust Reverser

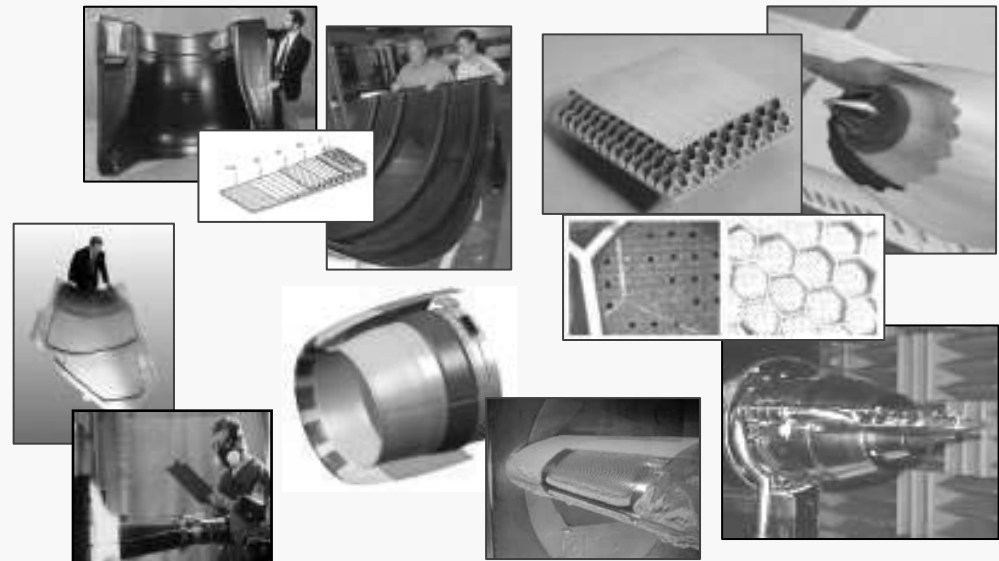


Exhaust Nozzle



Engine Build-Up Hardware

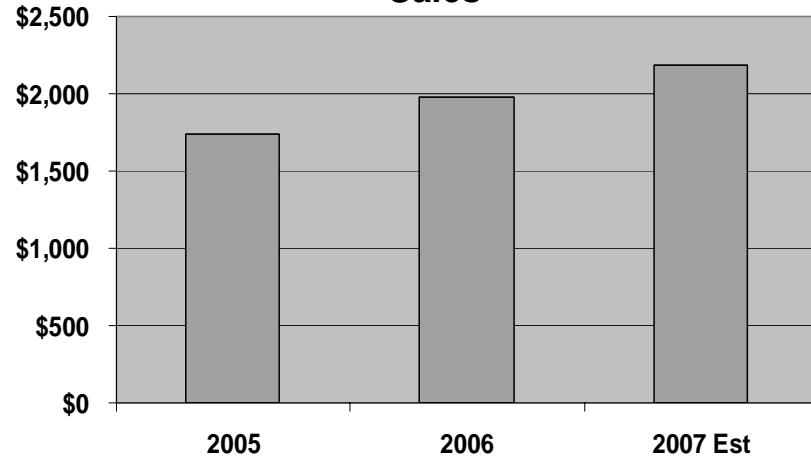
- **Advanced Composites, Large Structures**
 - Carbon fiber laminates, composite, and metallic honeycomb structure
- **Acoustic, Noise-Absorbing Materials**
 - Honeycomb sandwich, perforated skins
- **Anti-Ice Systems**
 - Thermal systems, guards ice ingestion
- **High-Temperature, Lightweight Materials**
 - Titanium, inconel, aluminum alloys
- **Durable, Lightweight Construction**
 - Hot, high-vibration environment requires optimized weight with long service life



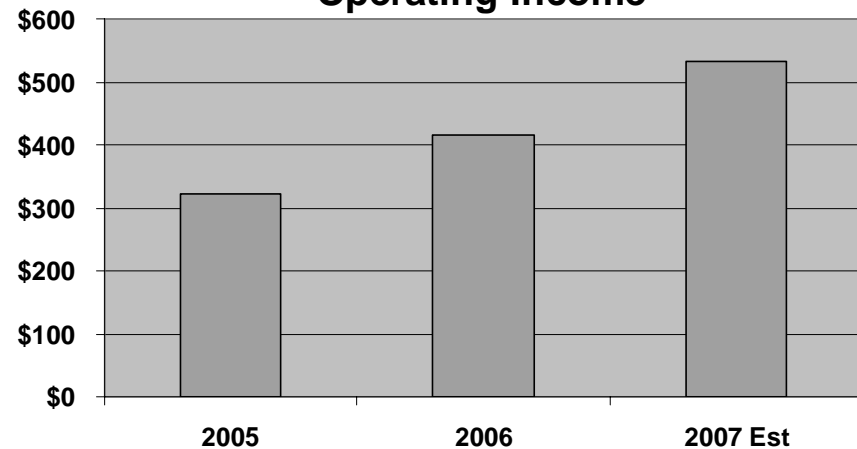


Nacelles & Interior Systems Segment Profitability 2005-2007

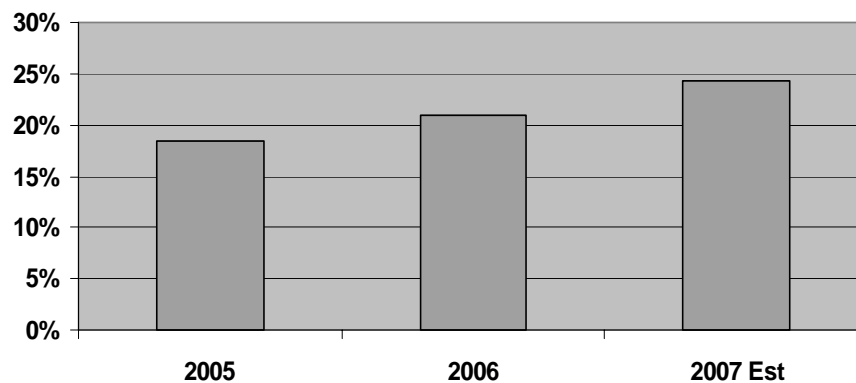
Sales



Operating Income

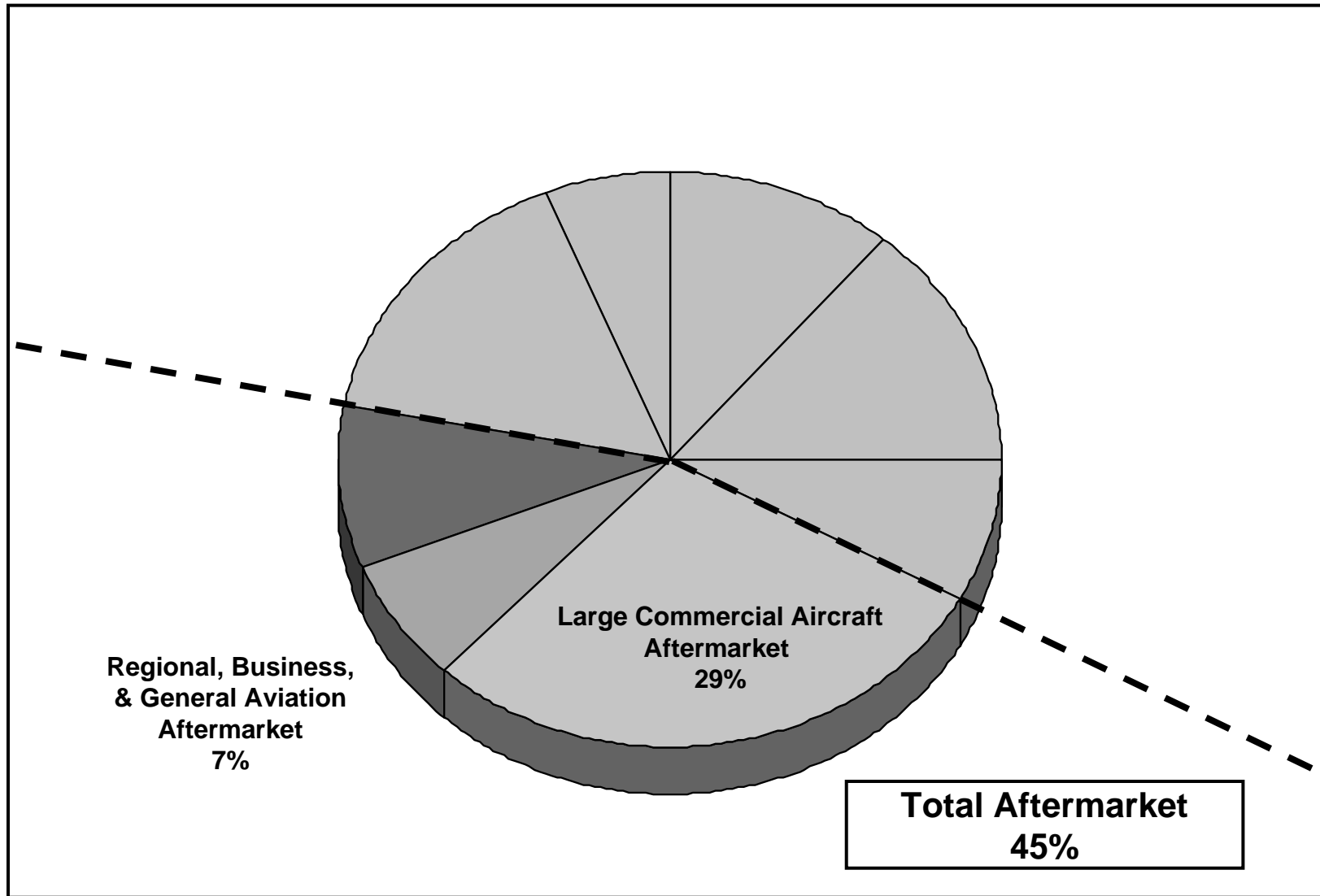


Operating Margin



2005 - 2007 Margin Improvement Factors:

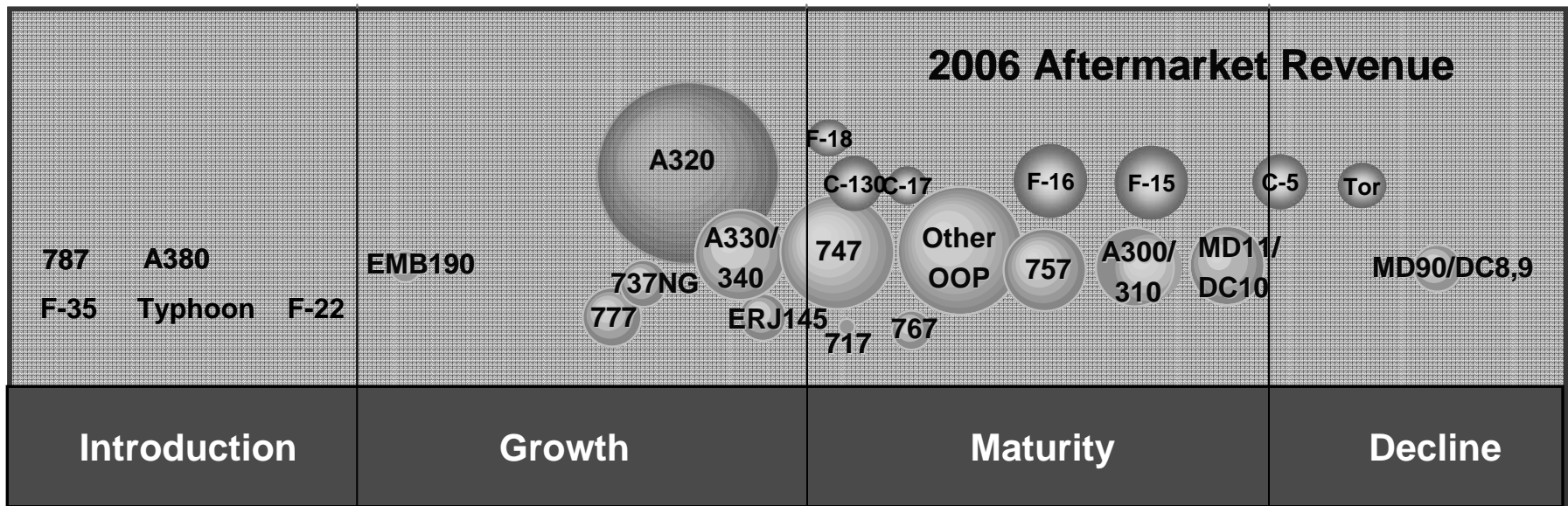
- + Volume growth, especially aftermarket
- + Process improvements
- + Supply chain and productivity savings
- Higher R&D
- Raw material pricing



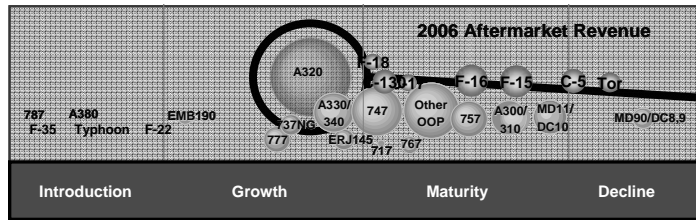
- **How can Goodrich achieve top-quartile aerospace returns?**
 - By **LEVERAGING** and **GROWING** our aftermarket positions

- **In this context, aftermarket means:**
 - **Spares Sales & Income**
 - **Maintenance, Repair, & Overhaul (MRO) Sales & Income**
 - **Flight Hour/Asset Management Contract Sales & Income**
 - **Information – Technical Data, Intellectual Property, etc.**
 - **Commercial & Military Markets**

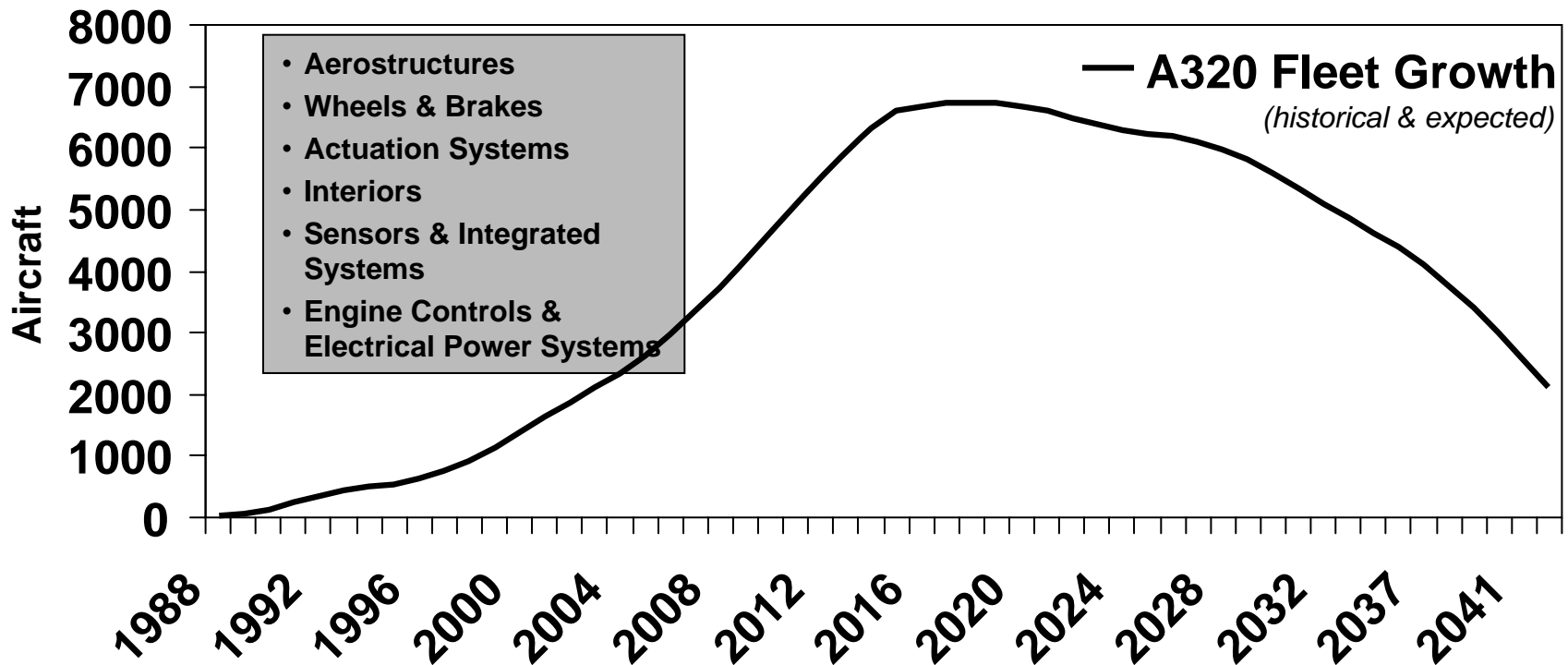
Success linked to leveraging aftermarket profits long term



Importance of Key Aircraft Platforms



- A320 Airline Fleet
- 2006 = 3,350 aircraft 2018 = 6,700 aircraft
- 6 SBUs/700 Part Numbers
- \$3-7M Potential Aftermarket Lifecycle Revenue Per A320

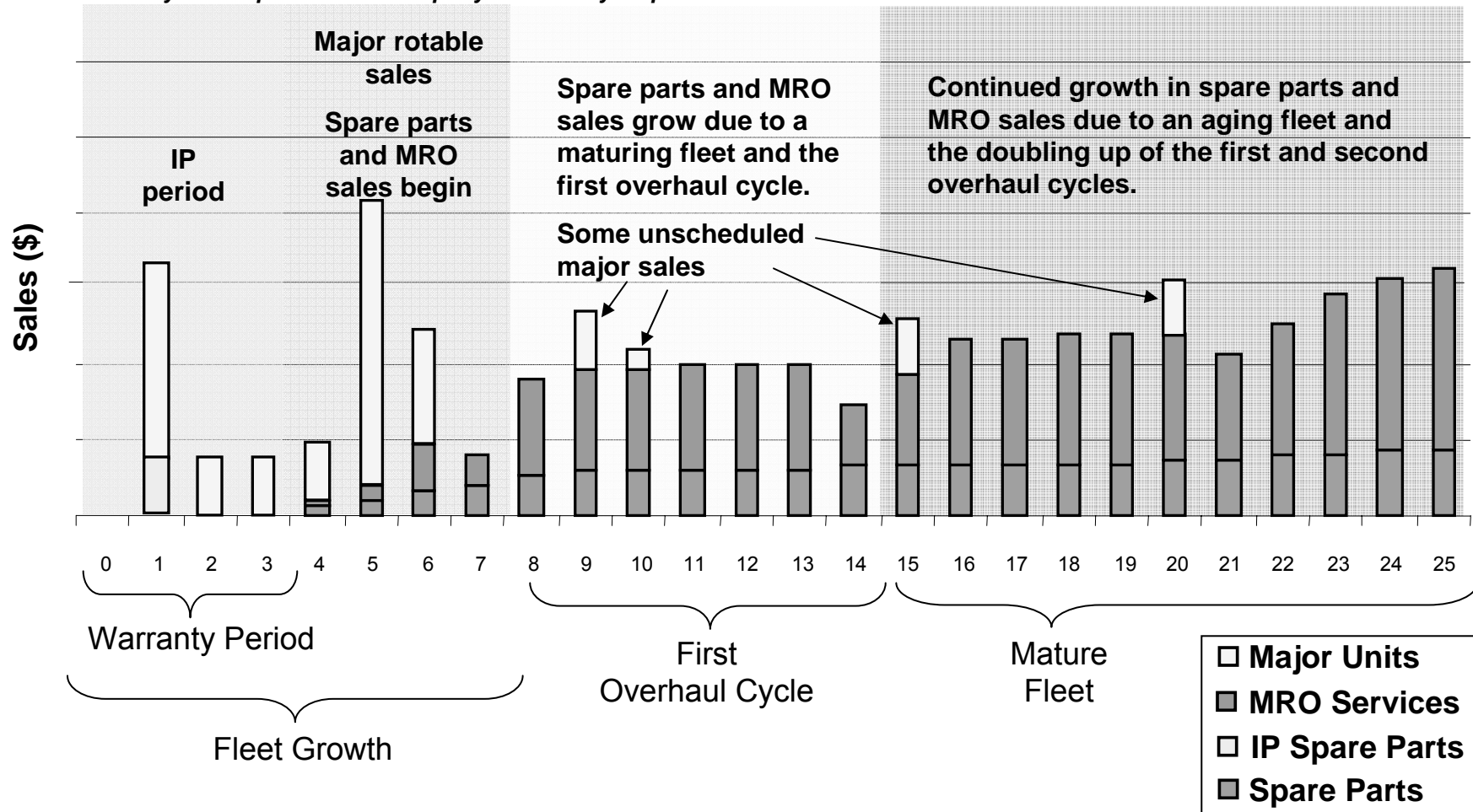


Significant Goodrich content and fleet size drive A320 aftermarket growth



Aftermarket Nacelle Revenue Stream 20-Aircraft Fleet

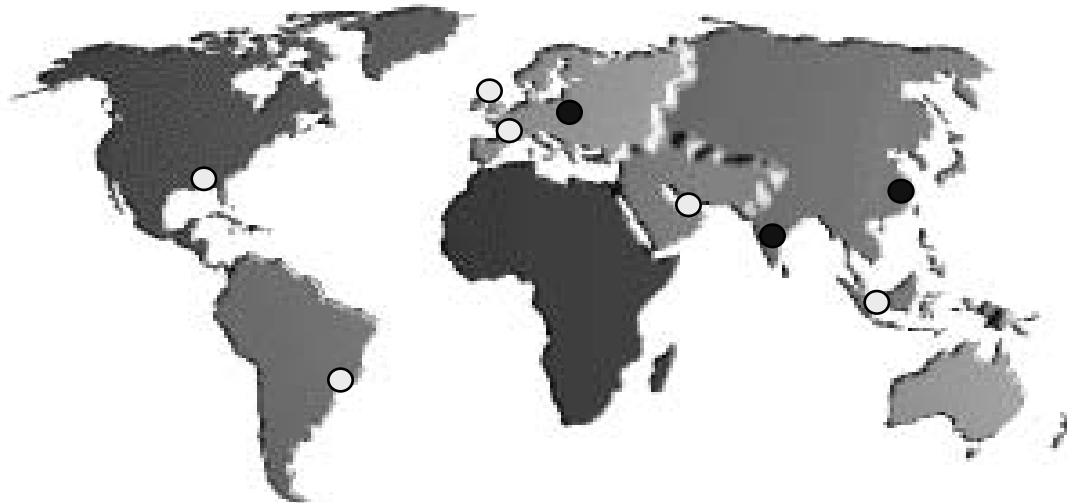
Delivery Assumption - 4 aircraft per year over 5-year period



Consistent long-term revenue and cash stream

Implement consistent service center “franchise” design

- Global ERP MRO design - Link all OEM and MRO locations
- Multiple product capability
- Repair engineering design capability
- Global logistics provider linkage
- Best-in-class operational performance



MRO Expansions

- Foley, AL & Prestwick, Scotland
- Singapore Goodrich MRO sites combined into one campus with greater capacity
- Dubai, UAE – New site in high growth region

MRO Expansion by 2008 ~ 100%

- Major Expansions
- Growth Areas

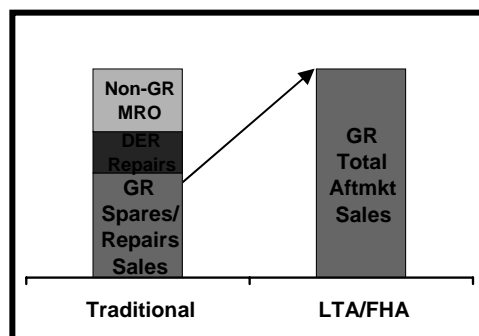
Global MRO network optimized to grow spare parts sales

Market Drivers

Customer Needs:

- Simplified supplier interfaces
- Leaner purchasing and logistics organizations
- Reduced investments in assets
- Lower administrative costs
- Higher aircraft dispatch

Sales Per Aircraft



Prime Solutions

Opportunities

Internal Goodrich Drivers:

- Capture MRO maintenance events
- Promote use of Goodrich parts for repair
- Increase services provided
- Leverage exchange pools for higher margins
- Cost reductions (repairs, parts)
- Efficient, centralized contract management

LTAs and asset management programs are opportunities for Goodrich



Total Goodrich – Aftermarket Sales

- **Goodrich-installed base of aftermarket products provides excellent growth opportunity**
- **A320 fleet will exist for another 30 to 35 years**
- **New program wins position Goodrich for future aftermarket growth**
- **MRO capacity in place to support growth**
- **Driving operational excellence – speed & ease**

Building a best-in-class, integrated system to leverage and grow aftermarket business

Electronic Systems

Jerry Witowski
Segment President



right attitude/right approach/right alongside
www.goodrich.com

GOODRICH

Intelligence, Surveillance & Reconnaissance Systems



	Sept YTD 2007
Sales	\$ 1,335M
OI	\$ 176M
% OI/Sales	13.2%
	2006
Sales	\$ 1,652M
OI	\$ 219M
% OI/Sales	13.2%

Sensors and Integrated Systems



Engine Controls & Electrical Power Systems





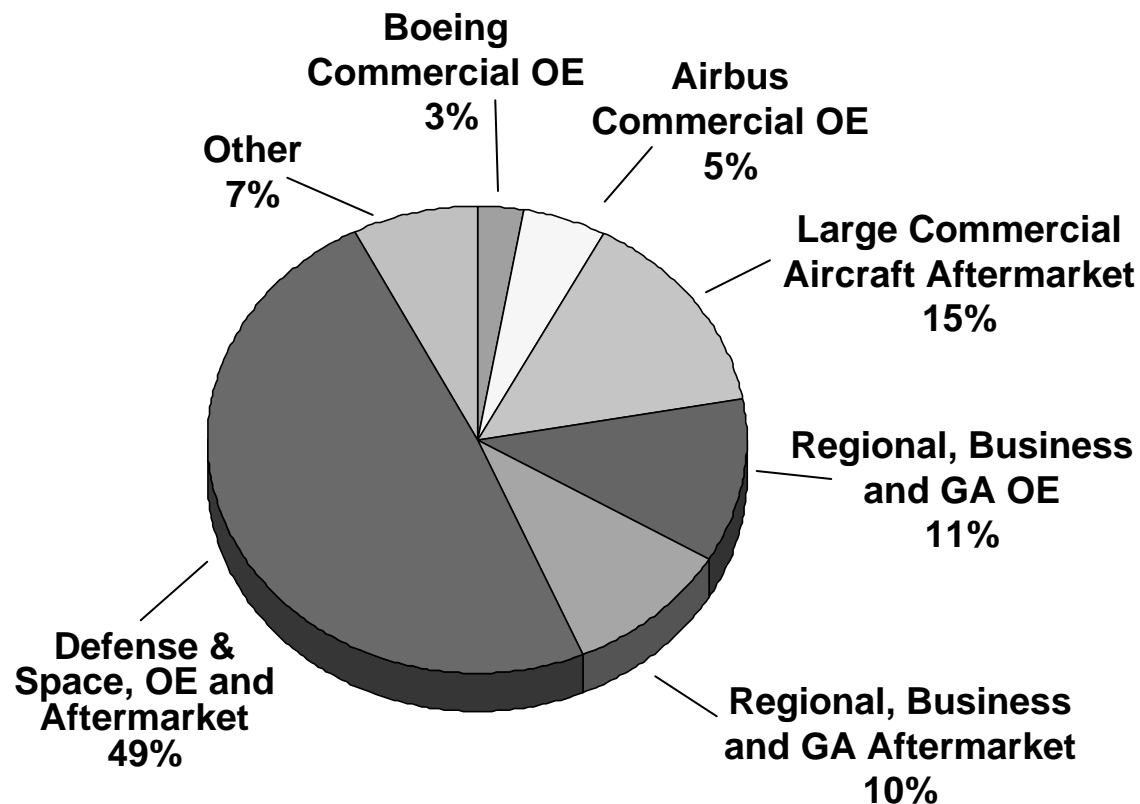
Electronic Systems Key Market Positions

Business	Key Products	Market Position	Key Customers
Sensors & Integrated Systems	Air Data & Engine Sensors De-icing Products Fuel Management, HUMS Hoists and Winches	#1 #1 #1 #1	Lockheed Martin, Bombardier, DoD, Boeing, Sikorsky
Intelligence, Surveillance & Reconnaissance Systems	High Altitude Cameras Laser Warning Systems Space Optical Systems	#1 #1 #2	US & Allied Governments, Government Labs, DARPA
Engine Controls & Electrical Power Systems	Small Engines Large Engines Electrical Power	#1 #2 #2	Rolls Royce, Honeywell, Turbomeca, Airbus, Dassault, GE

Great market positions and a diverse customer base

Sales by Market Channel

3Q YTD 2007



- **Protectable Product and Subsystem Niches**
 - Technology and speed to market are keys to new business
 - Moderate R&D costs are offset by Government funding but no “big” bets

- **Military Sales are a major component of total segment revenue**

- **Regional and Business aircraft market channels are growing in significance**

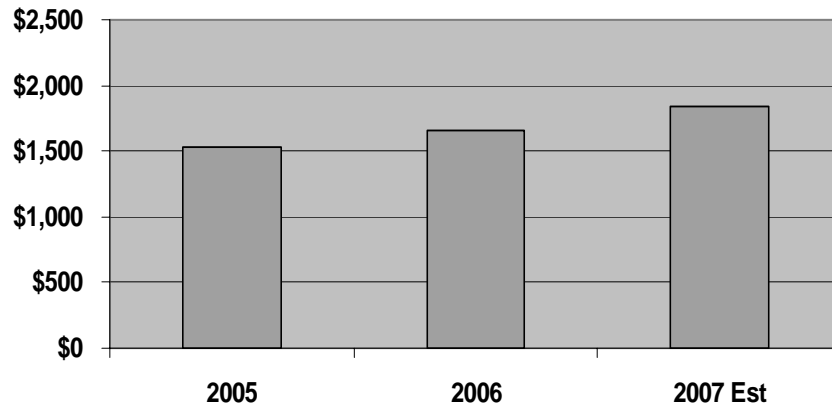
Key Performance/Margin Drivers:

- **Balanced Growth**
 - Maximize Shipset Content on New Programs
 - Pursue Retrofits and Technology Upgrades
 - Introduce New Products
- **Operational Excellence**
 - Lean Product Development
 - Improved Sales and Operations Planning
 - Supply Chain Continuous Improvement
- **Leverage the Enterprise**
 - Strong Linkage with Enterprise Technical Centers
 - X-SBU Program Pursuits
 - Electronic Design Excellence
 - Customer Service Strategies

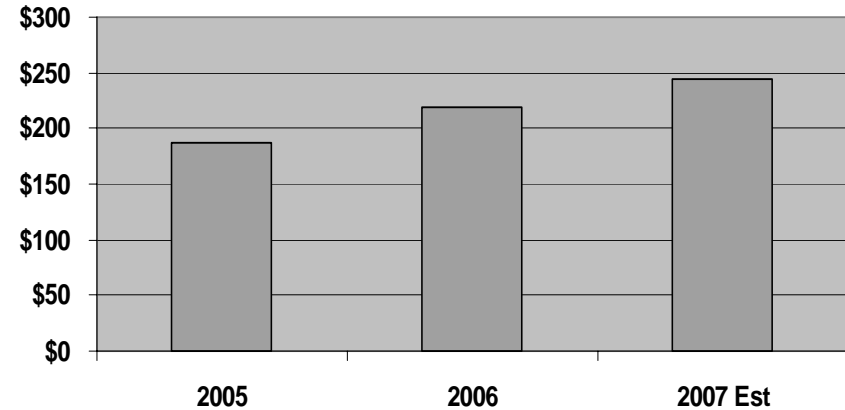


Electronic Systems Segment Profitability 2005-2007

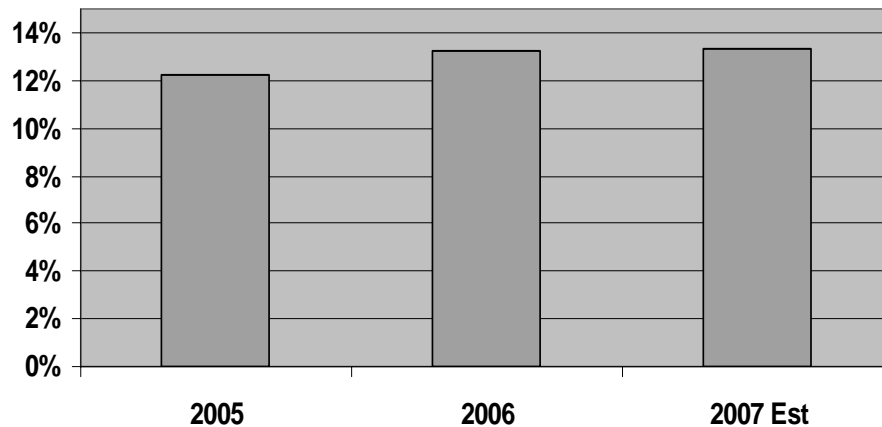
Sales



Operating Income



Operating Margin

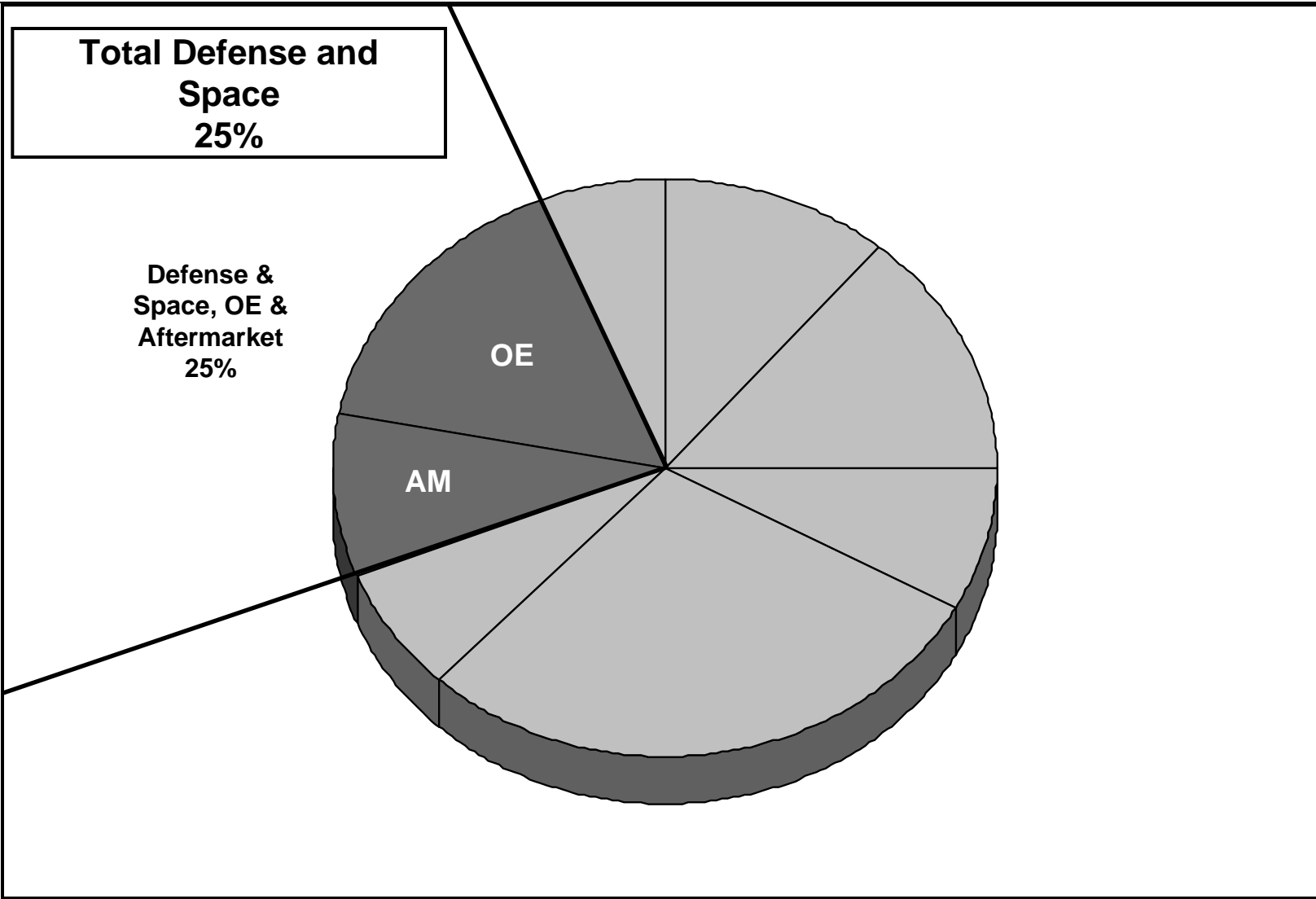


2005-2007 margin improvement factors:

- + Execution on development programs
- + Productivity and supply chain savings
- + Sales volume leverage
- Program funding
- FX



Defense and Space Markets



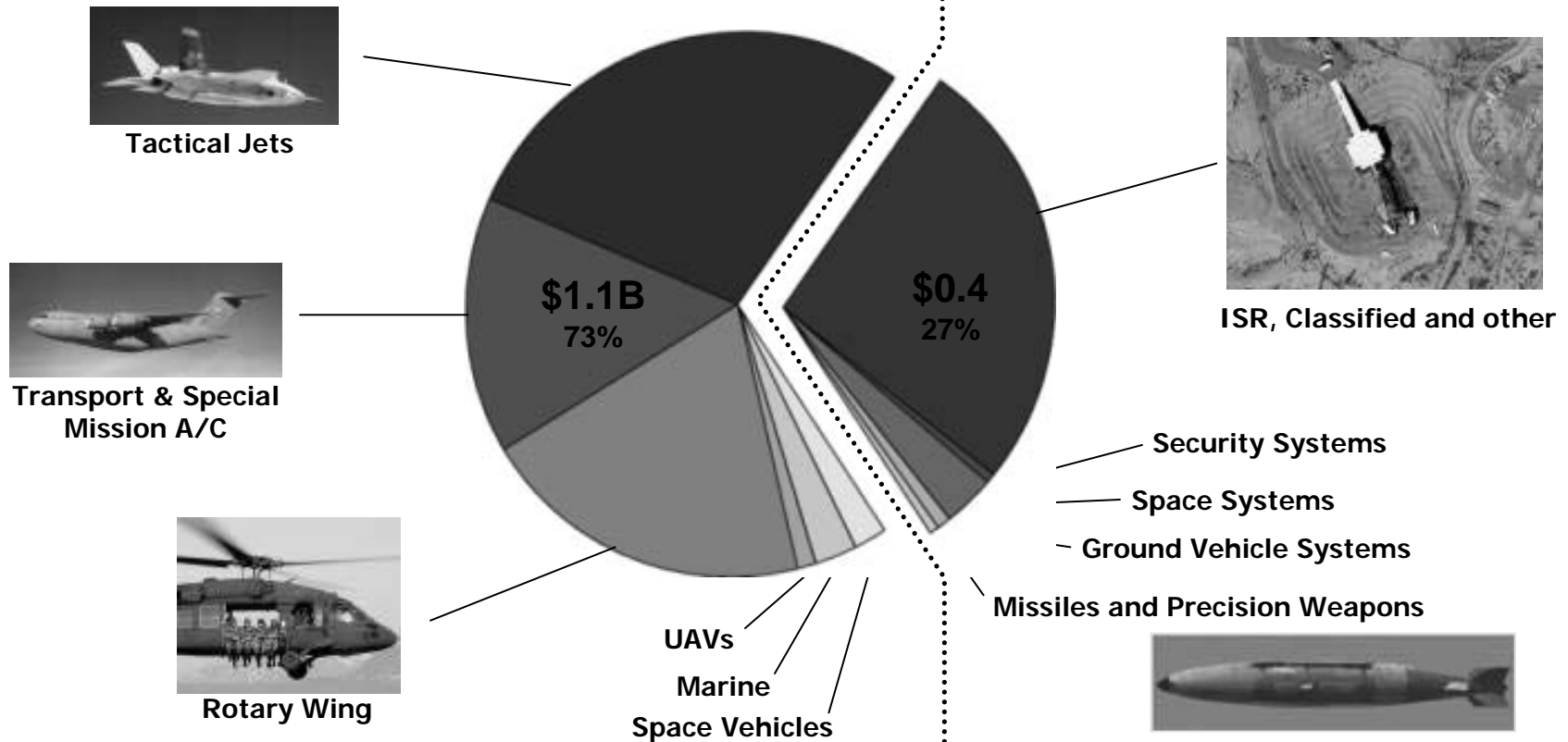
- **Focused pursuit of Military Market is key to our Balanced Growth Strategy**
- **We have significant opportunities for growth within a flat Military spending environment**
- **Spending in Goodrich related accounts is robust**
 - **ISR Investment**
 - **Helicopters**
 - **Aftermarket**



Platforms

2006 SALES
\$1.5B

Payloads



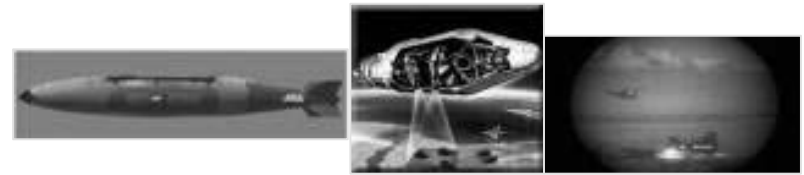
Strong position in platforms

Payload area offers strong growth

Platforms

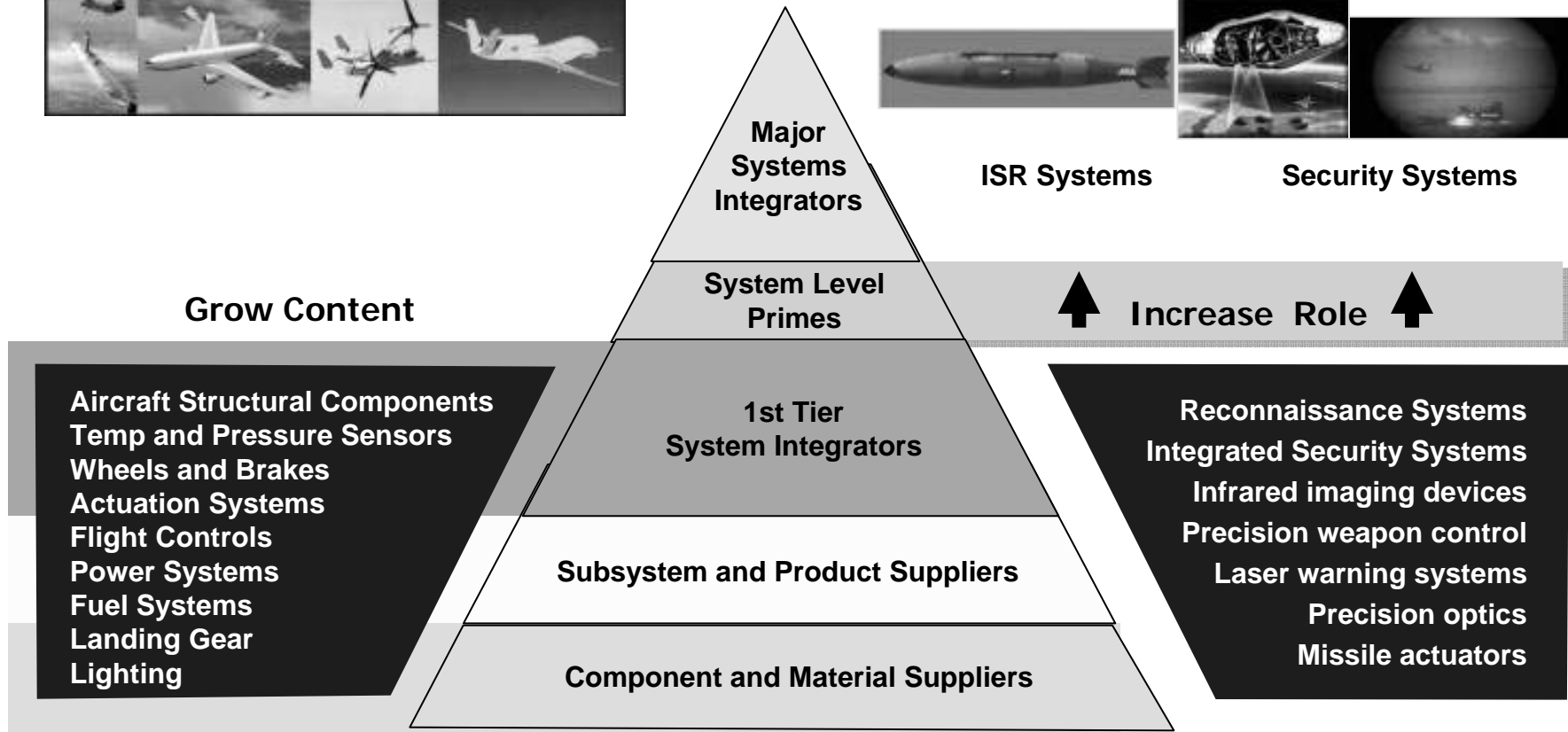


Payloads



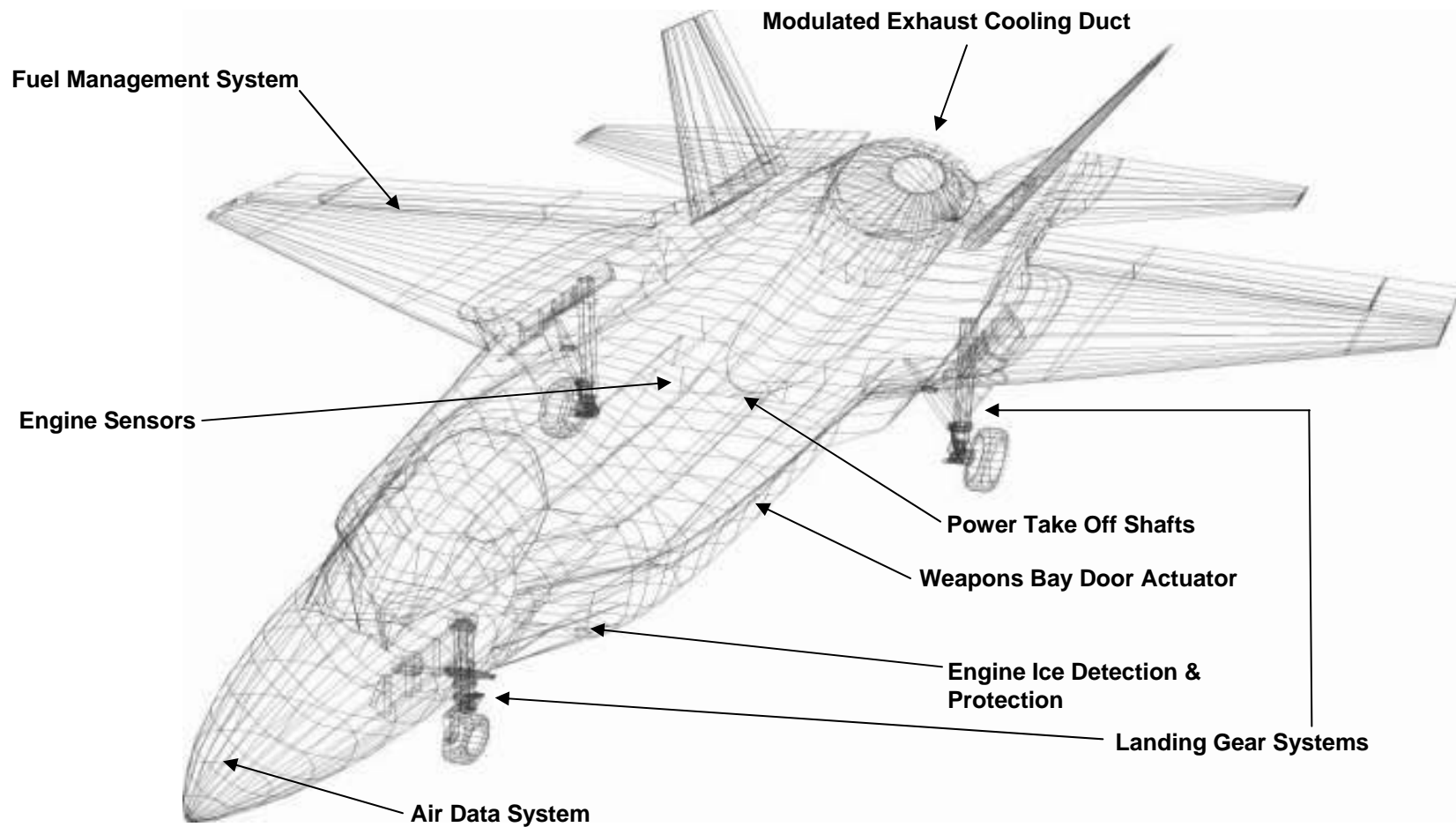
ISR Systems

Security Systems

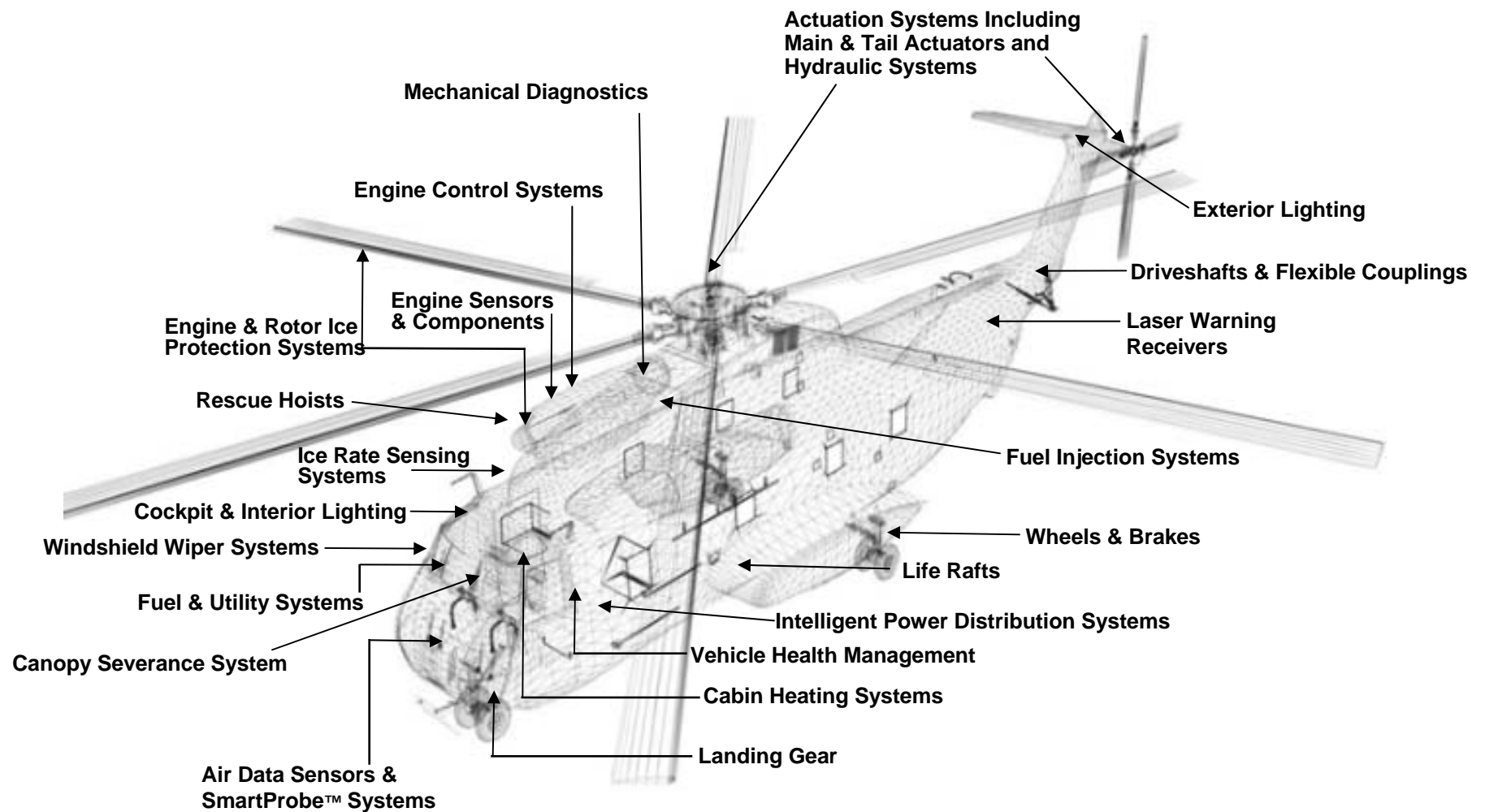


Improve tier one positions
grow aftermarket

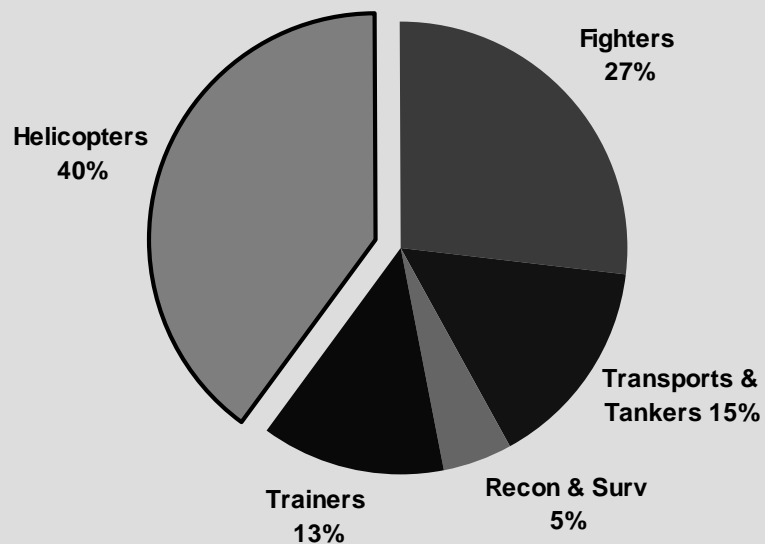
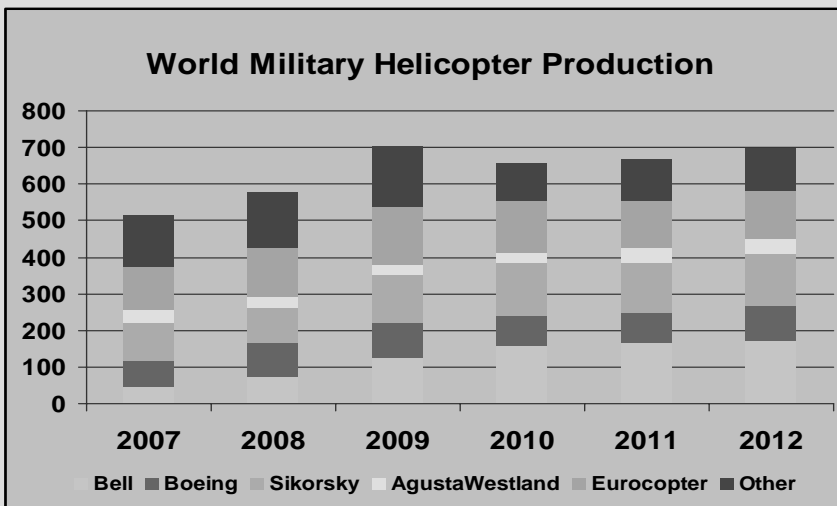
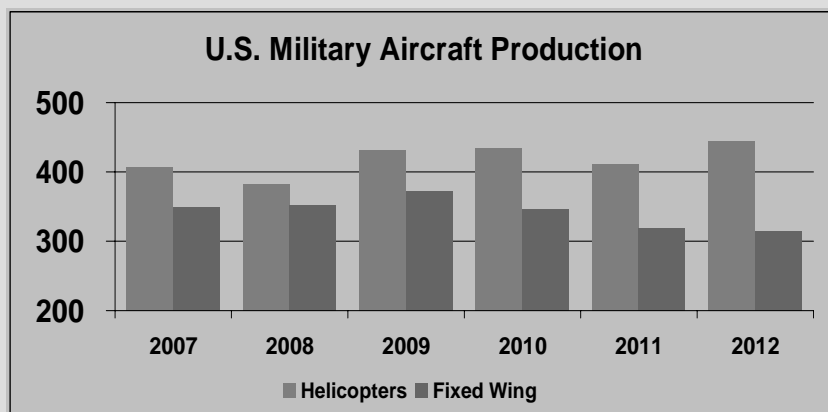
Leverage competencies into
prime and integrator roles



\$3M Goodrich Content



Goodrich potential content: \$1.5 - \$2.0 per shipset



Major Programs		
Platform	QTY	Prime
▪ UH-60M	1200	Sikorsky
▪ CH-53K	227	Sikorsky
▪ CH-47F	513	Boeing
▪ AH-64 Block III	639	Boeing
▪ ARH	512	Bell
▪ LUH	322	EADS

¹ Data from Forecast International, Teal Group, DoD Budgets

Helicopters are 55% of future production and 40% of current inventory



Historically
\$300 to \$500K Shipset



Target
\$1.5 to \$2M Shipset

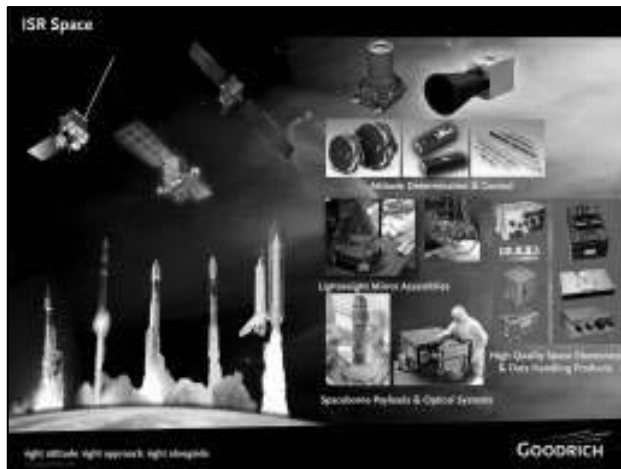
Approach

- Leverage Strong Customer Positions
- Increase Content on Existing Platforms
- Maximize Content on New Entrants

- Electric Power Generation & Distribution
- Drive System
- Lighting System
- Cargo Hold System
- Data Concentrator
- Utility Management System
- Integrated Vehicle Health System
- Proximity Sensors
- Air Data System
- Solid State Inertial Systems
- Integrated Fuel System

Enterprise approach increases revenue opportunities

- “Optical and Space Systems” now “ISR Systems”
- Products, competencies and investments are aligned with growth strategies for Space, Airborne and Ground ISR



Goodrich ISR target market is \$10B over 5 years

- **ISR is a priority for military budgets worldwide**
 - **Global War On Terrorism (GWOT)**
 - **Transition to UAV platforms**
 - **Upgrade tactical reconnaissance cameras from film to digital**
 - **Operationally Responsive Space (ORS)**
- **Goodrich products, competencies and investments well positioned**



GWOT

*U2 product
utilization at all
time high*



UAV

*Growing Operational
Need within US and
UK for DB110*



Film to Digital

*DB-110 has captured
90% of international
awards*



ORS

*Under contract to
modify U2 camera
for Space*

(1) Establish DB-110 as the premiere, long-range, tactical Recce sensor

- ✓ UK Tornado
- ✓ Poland F-16
- ✓ Greece F-16
- ✓ Unannounced F-16
- ✓ Japan P-3



(2) Position for large UAV platforms

- ✓ Demonstrate capability on Predator B
- ✓ Con-Ops to quantify the advantages....

“DB-110 extended coverage enables MQ-9 to image targets in 58% less time and fly 57% fewer miles”

- ✓ Growing operational need for US and UK



- **Focused pursuits and advanced technology are keys to growth**
 - **Space**
 - **Airborne**
 - **Ground**
- **Goodrich well positioned in aircraft platform content**
 - **New Programs, Upgrades, Aftermarket**
- **Payload area offers significant growth potential**
 - **ISR Systems – GWOT, UAV, ORS**



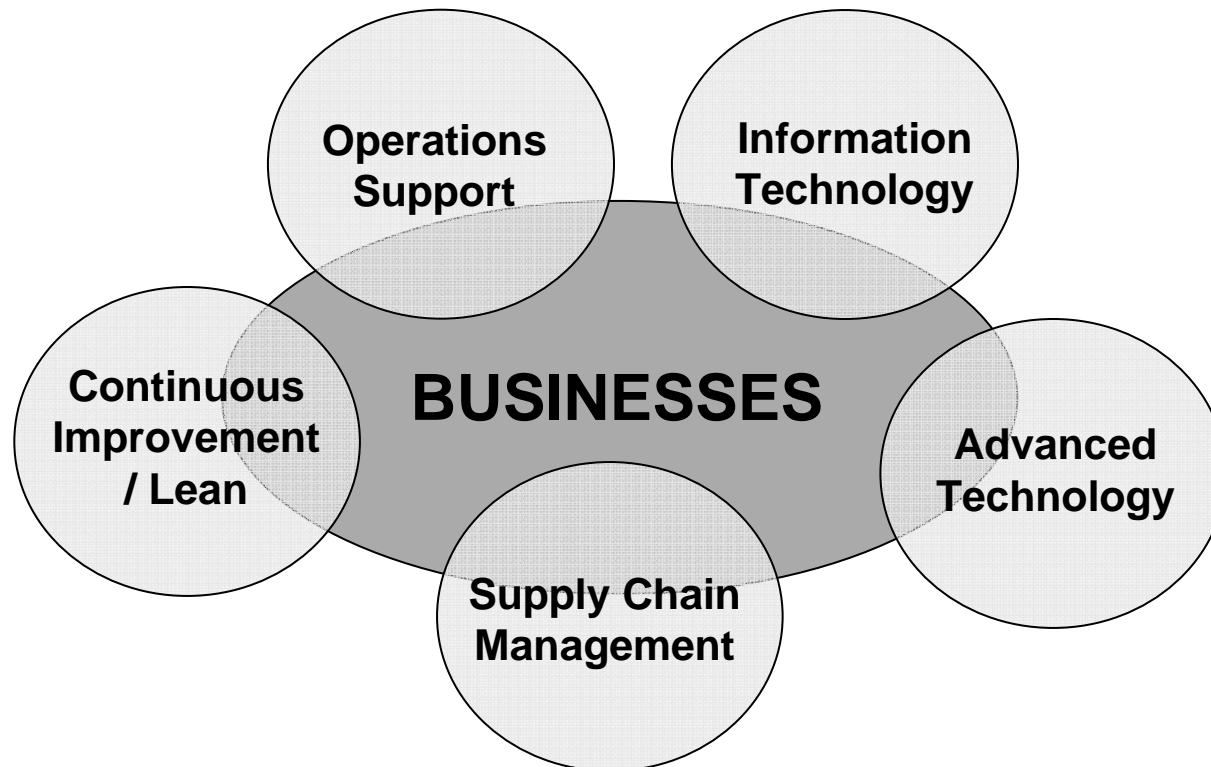
Operational Excellence & Technology

John Grisik
Executive Vice President



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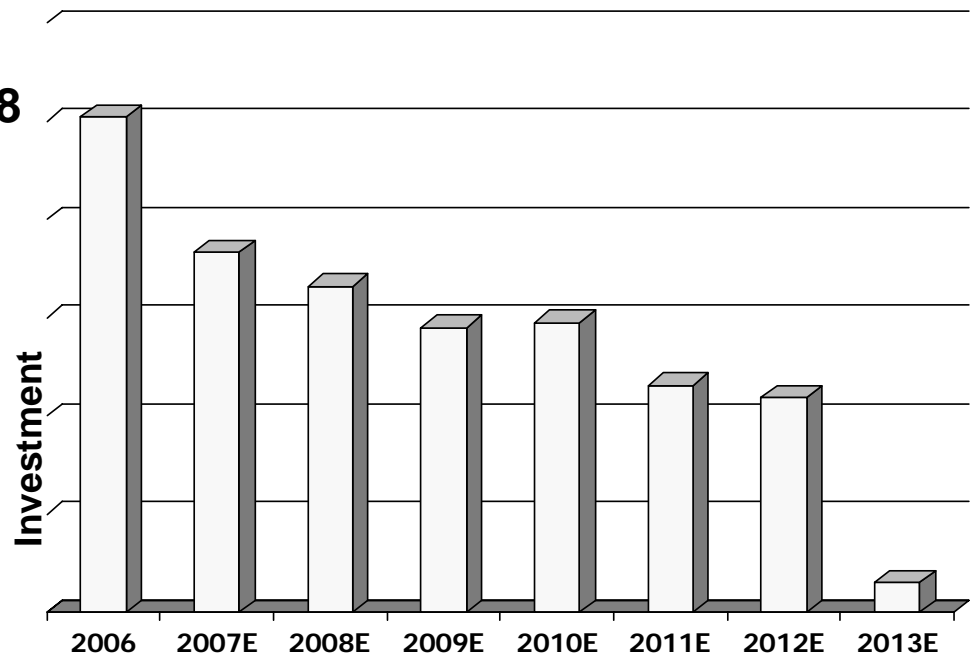


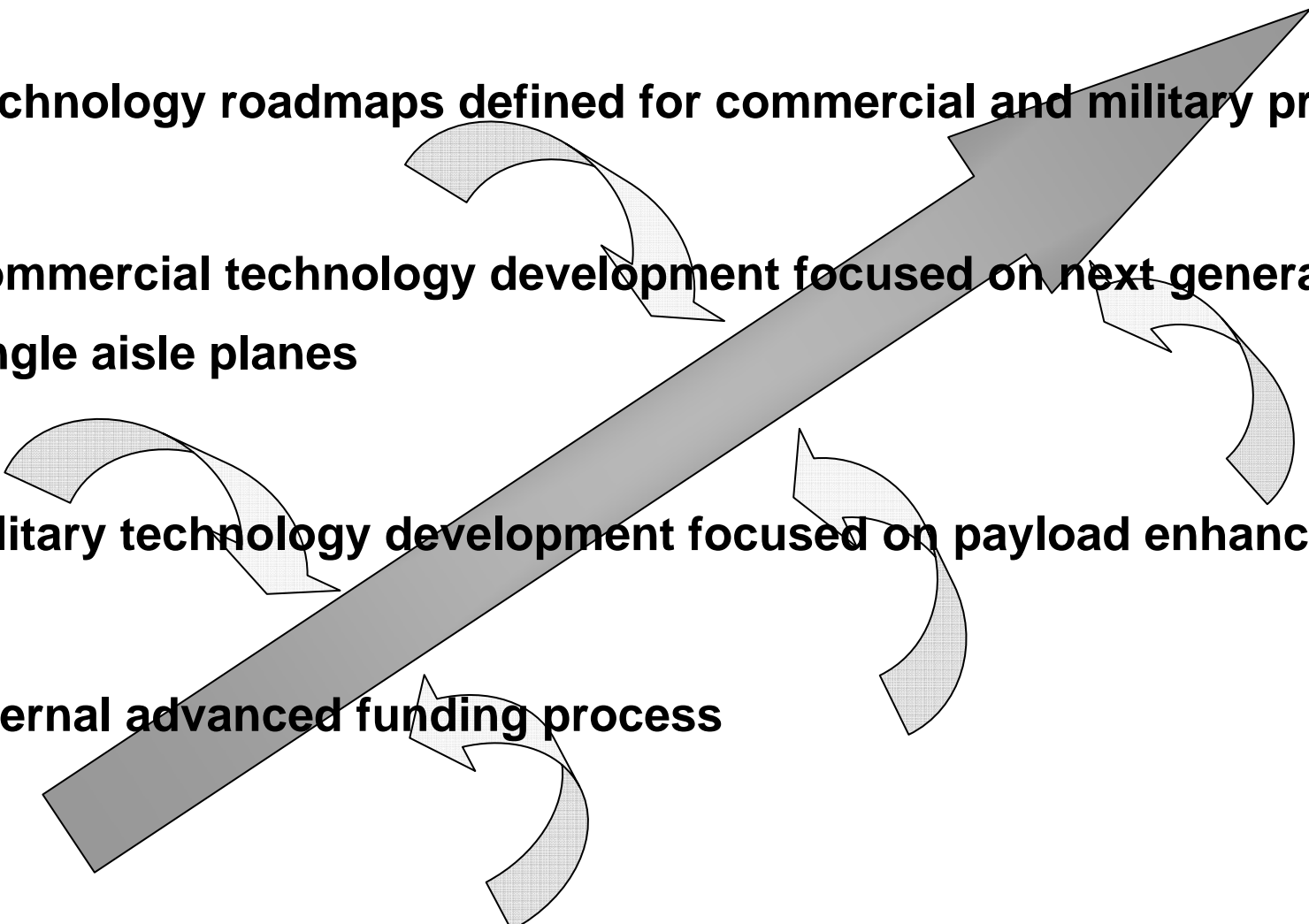
GOALS

- Accelerate improvement in on-time delivery and quality
- Reduce cost of poor quality
- Introduce infrastructure to leverage Goodrich
- Accelerate move to LEAN and CI culture
- Support consolidation and rationalization
- Focus technology development

SAP chosen for installation across Goodrich

- Program introduced business by business
- Schedule accelerated one year – 2013 completion
- Progress to date excellent
- >50% of sales covered by Q4 2008



- 
- **Technology roadmaps defined for commercial and military products**
 - **Commercial technology development focused on next generation single aisle planes**
 - **Military technology development focused on payload enhancement**
 - **Internal advanced funding process**

What is it that makes the Goodrich Continuous Improvement Process robust and stand out from the many others?

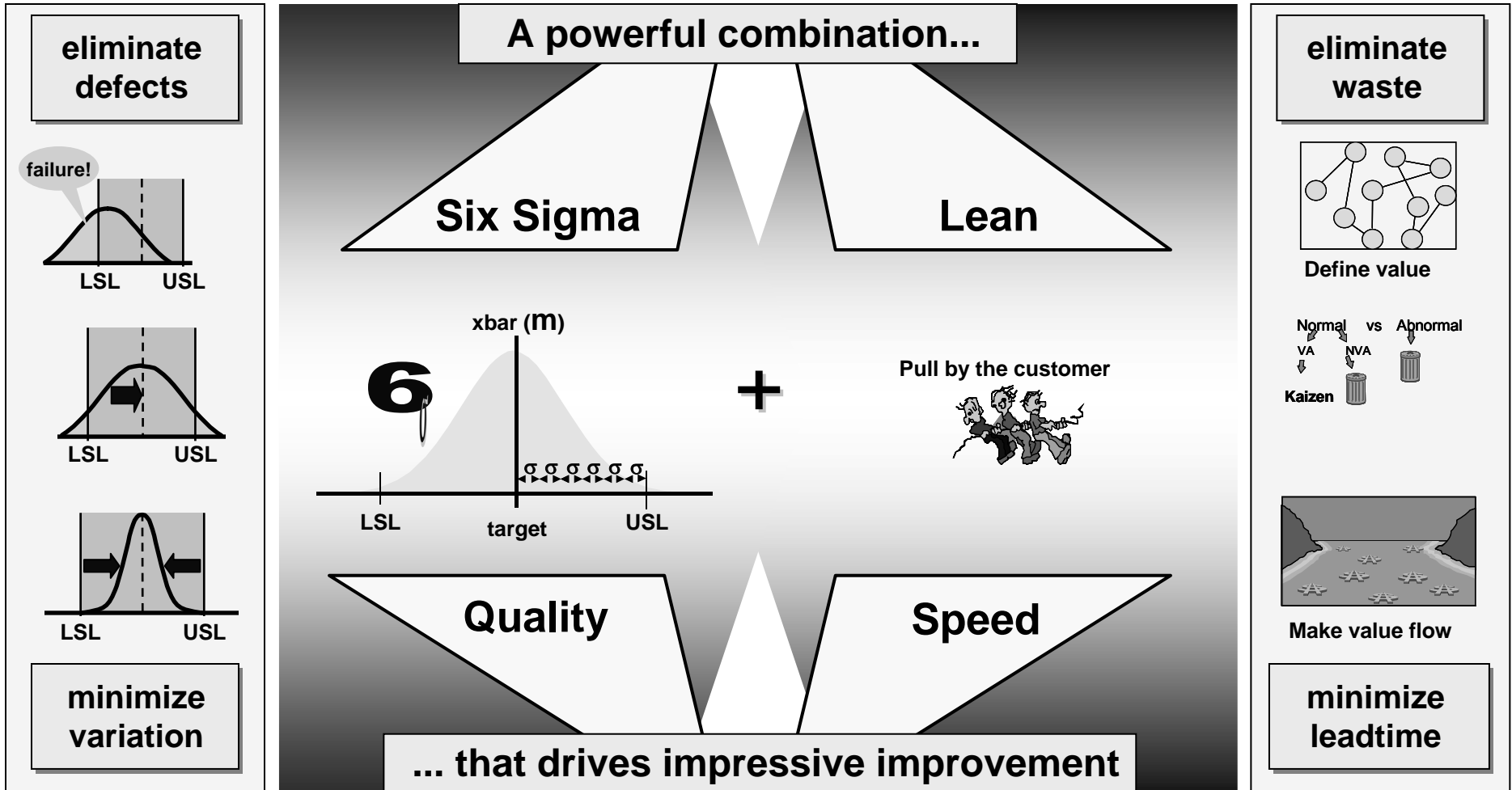
It is a closed-loop CI process that is an integral element of the business plan applied to all business processes:

- New product introduction
- Manufacturing
- Administrative & support

Driven by the ‘Voice of the Customer’ and focused on driving results of importance to our business and customers. Goals include:

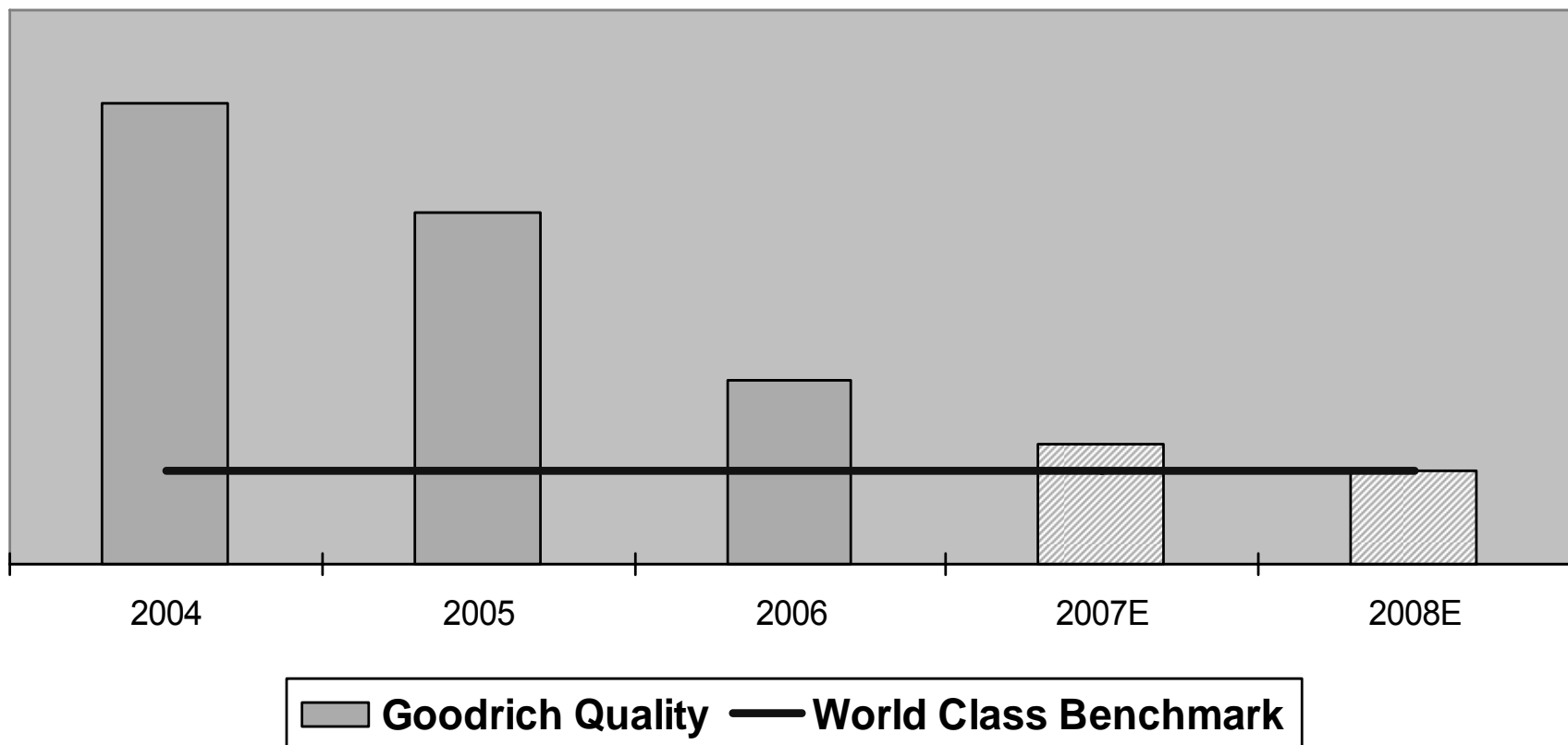
- Product quality
- On time delivery
- Product cost reduction
- Development cost reduction
- Time to market

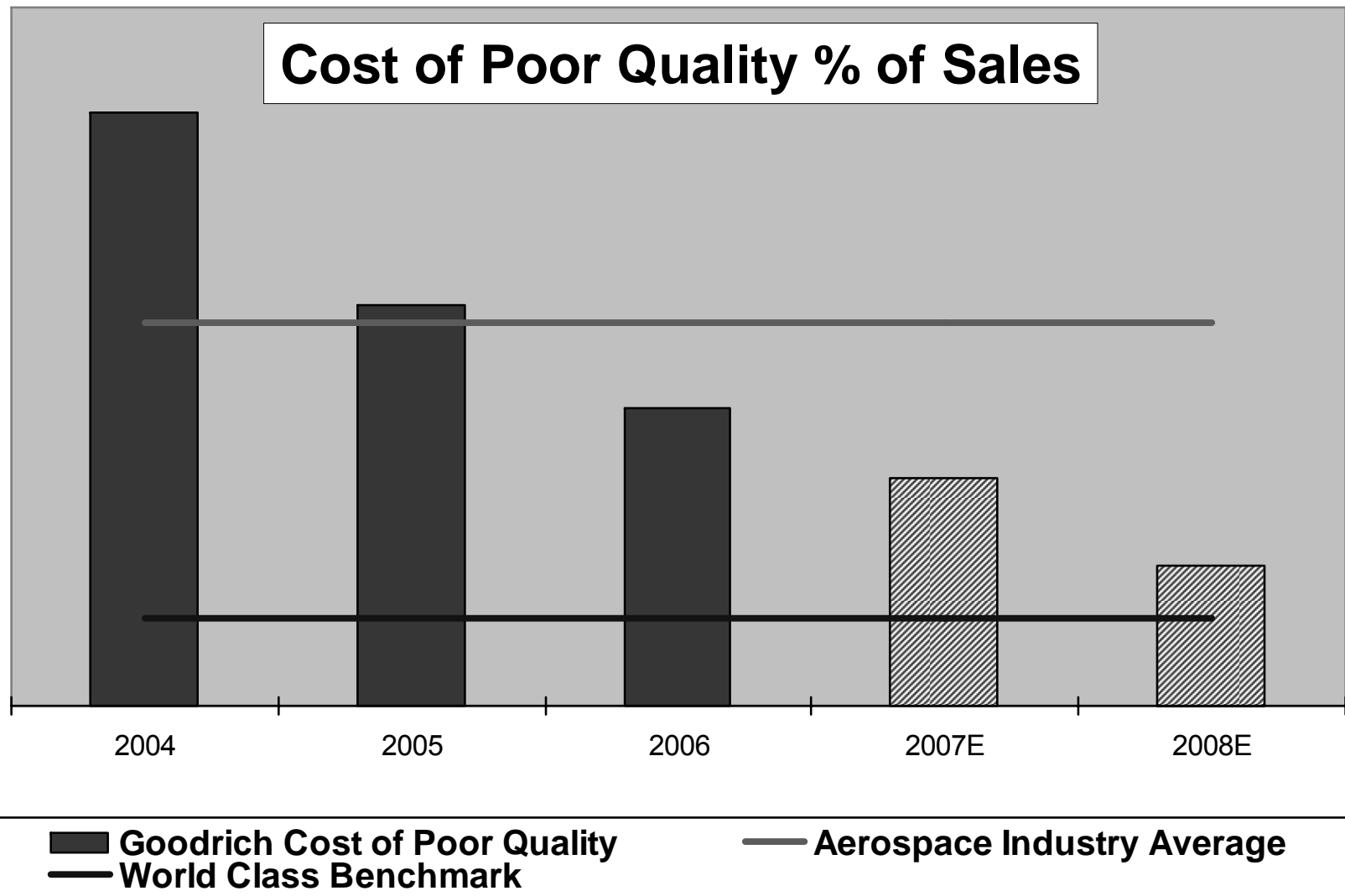




Lean & Six Sigma are complementary tools for reducing cost & improving customer service

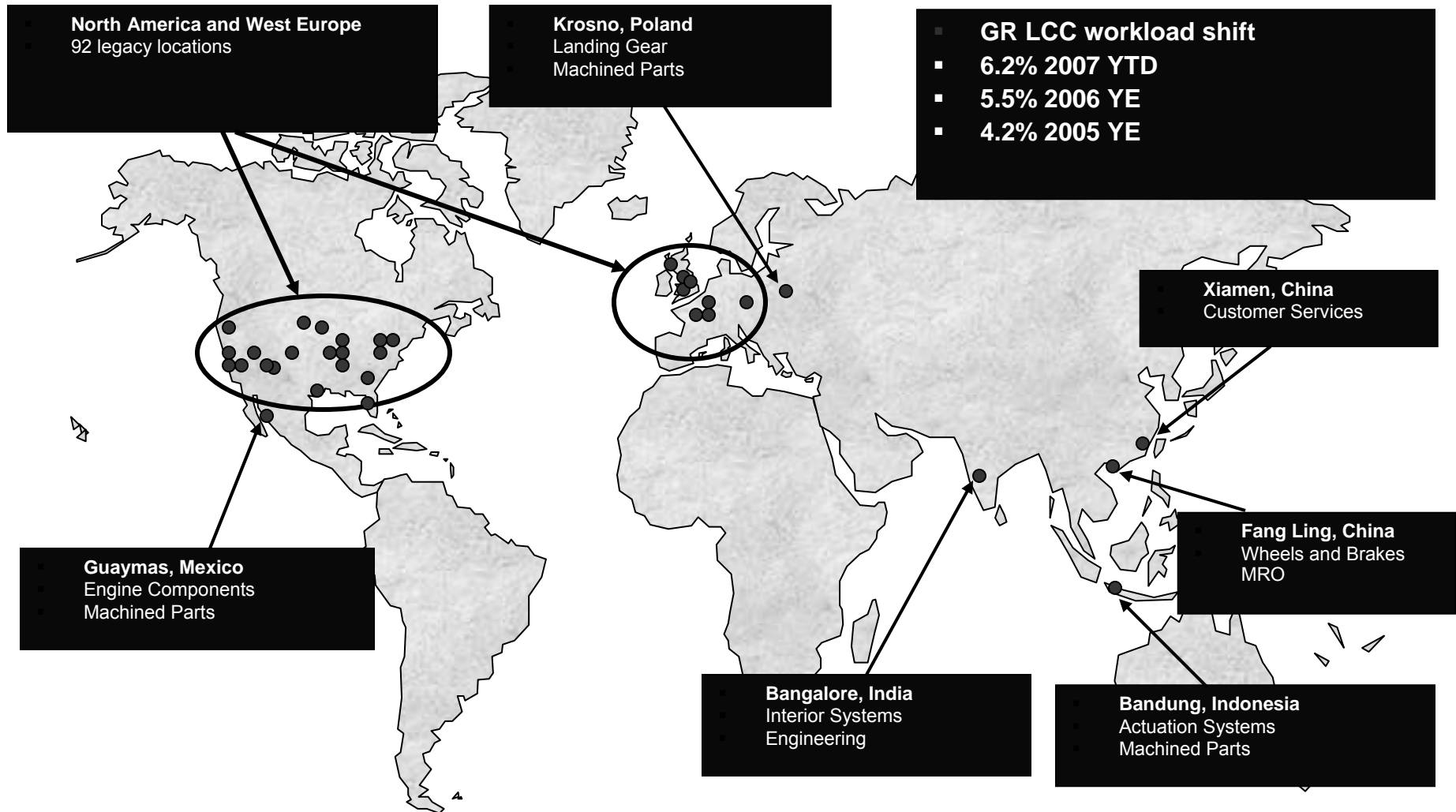
QUALITY DEFECTS (parts per million defect)



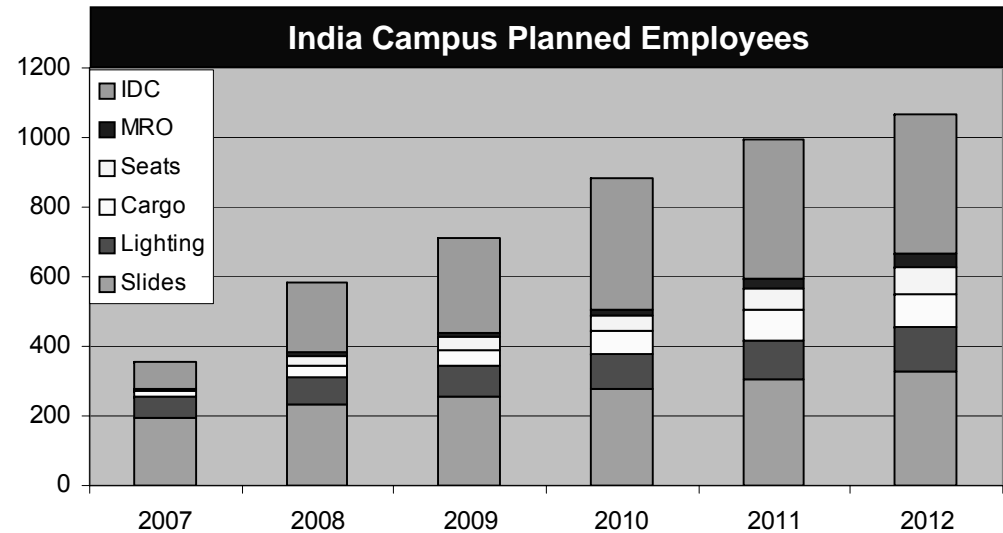
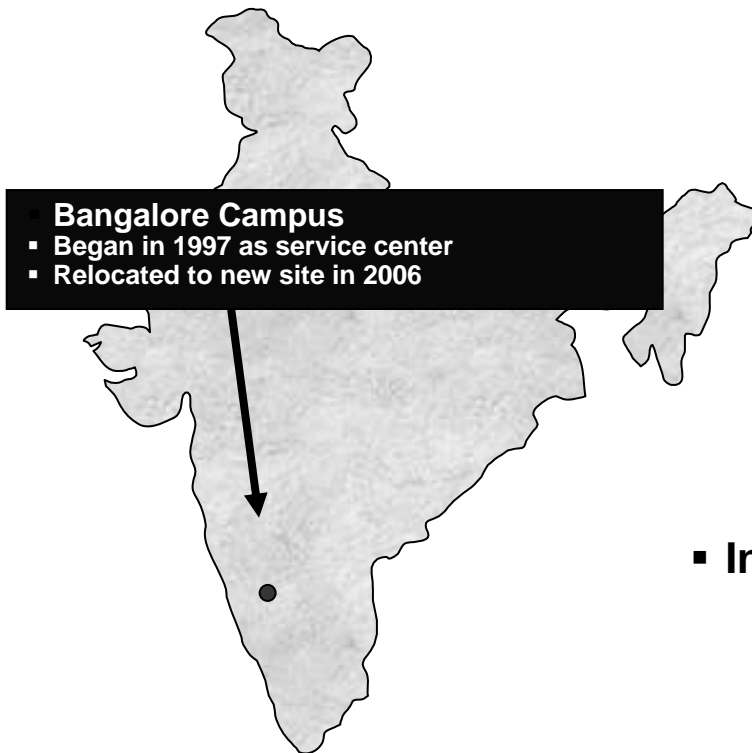




Low Cost Manufacturing Current Progress



Accelerating growth at existing low cost country campuses



India Manufacturing Experience

- 40% cost reduction
- 20% productivity improvement
- Quality equal or better

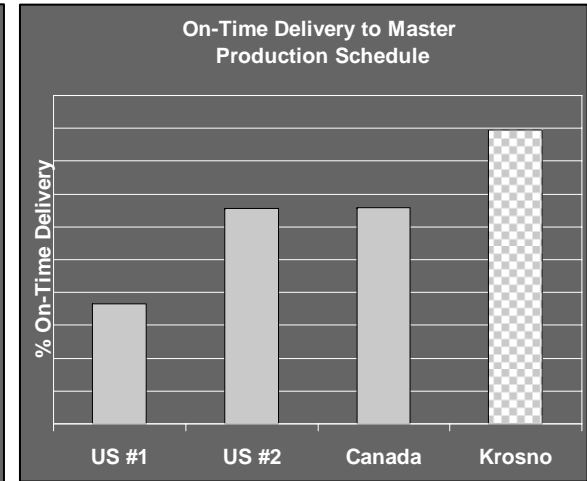
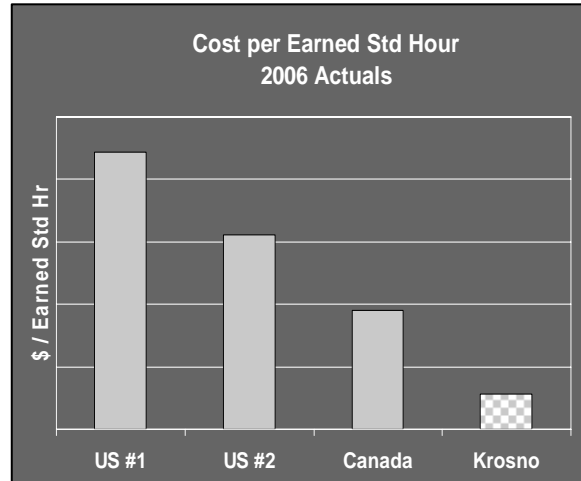
India Design Center launched in 2006

- At 130, expanding to 400 people: 80% savings
- All SBUs with commercial OE engaged

Solid management of growth with good delivery, quality and cost



Low Cost Manufacturing Krosno, Poland



- **Krosno**
 - Established 1975, 1996 Coltec JV
 - 1999 GR acquire, 2003 full LG assembly
- **Capabilities**
 - Area – 108K sq. ft.
 - Full plating, heat treat processes
 - Very good use of lean tools
 - F-35 (JSF) production site
- **Successful Operation**
 - Solid local management
 - Skilled local workforce



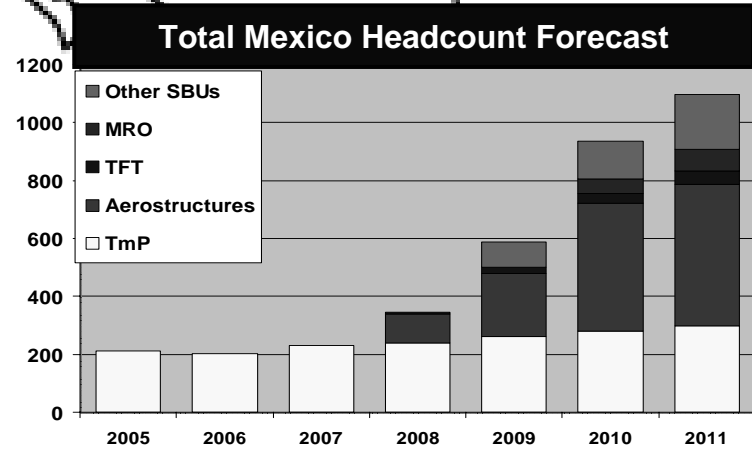
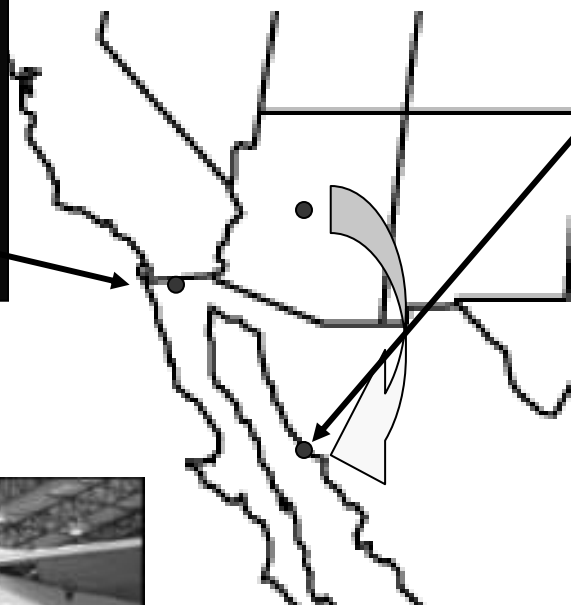
World class machining facility



Low Cost Manufacturing Mexico

- Aerostructures Mexicali**
- 787 nacelle components
 - SPF/Hot Size, cold forming, core cowl
 - 350K sq. ft. facility construction
 - 350 employees worth of work
 - Startup in 2008
 - Area for other SBUs

- Engine Components Guaymas**
- Precision ground airfoils
 - Double the size and consolidate in the US
- 



Progressive build of aerospace skill base via US support

Supply chain challenges

- **Build rates at an all time high**
- **Industry capacity is limited and constrained**
- **Direct material escalations continue, but at a slower rate**
- **Indirect materials reductions offsetting direct material escalations**
- **Process improvements critical to business performance and savings**

Process to assess current supply base started

- **Introducing a standard process for businesses to assess supply base risk**
- **Enterprise support teams to address identified risks**

Supply chain savings approach

- Focused on total cost of procurement
- LCC generally 40%+ price reductions but two years to transfer and long supply lines
- No specific goal for percent LCC procurement; it's about total cost
- “Same guy – new price and performance” is preferred solution
- High cost suppliers with poor quality and delivery records – first area of focus
- We are 25% of the way on our journey in supply chain and accelerating



Low-Cost Country Sourcing Example Actuation and Landing Systems

Asia

- **Developing several Chinese aerospace suppliers for simple to complex purchased machined parts**
 - **2007 progress: ~1,200 part numbers, \$18M spend, \$9M savings**
 - **2008 target: ~\$13M savings**

Eastern Europe

- **VSMPO Russian titanium long term supply agreement and rough machining for competitive market pricing and capital avoidance**
- **Move 200K machining hours from Actuation Western Europe facilities to China/Poland supply bases: 2007-2009**

- **Continuous Improvement and LEAN becoming ingrained in culture across all functions; benefits are growing**
- **Focused technology development positioning us for next generation single aisle competition and increased military payload content**
- **Global manufacturing and procurement strategy defined and on track**
- **Supply Chain capacity and capability remains a concern that will be followed closely, even as we drive for continued savings**
- **Implementing the processes and infrastructure for cross-enterprise collaboration**

Financial Review

Scott Kuechle
Senior Vice President and CFO



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- **Delivering Results**
- **Capital Structure Objectives**
- **2007 and 2008 Outlook**



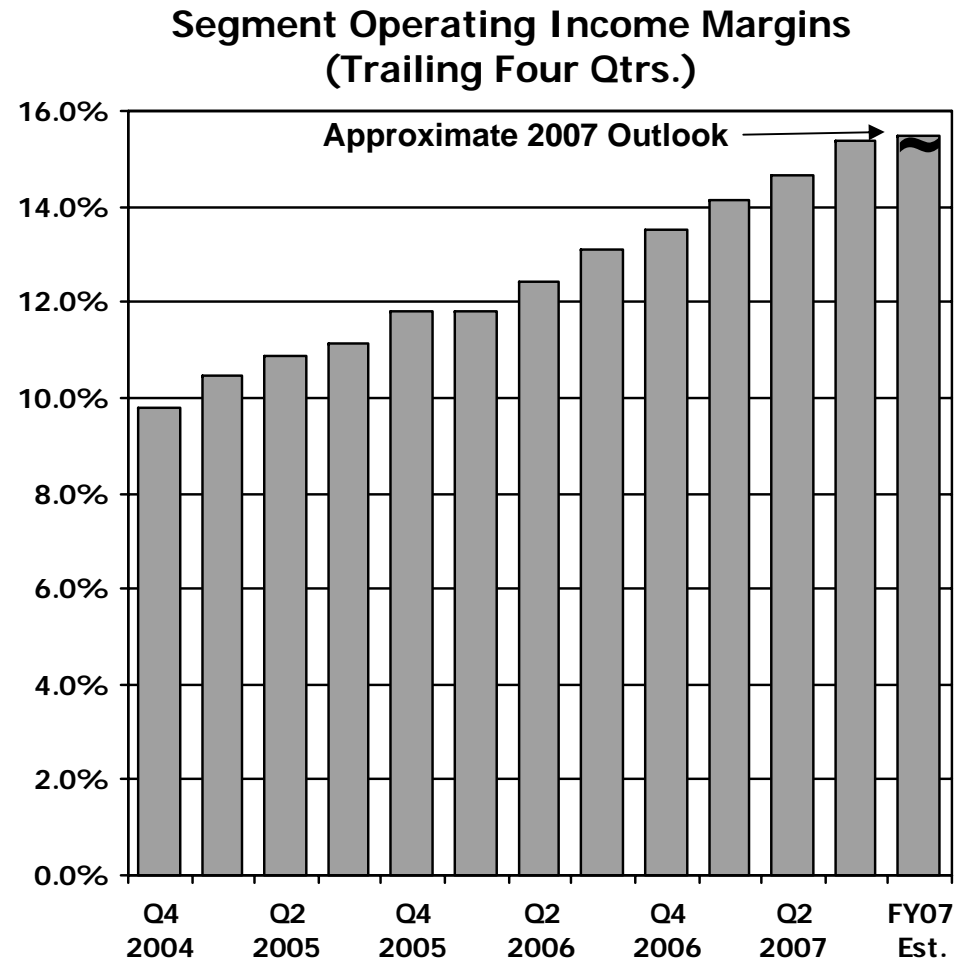
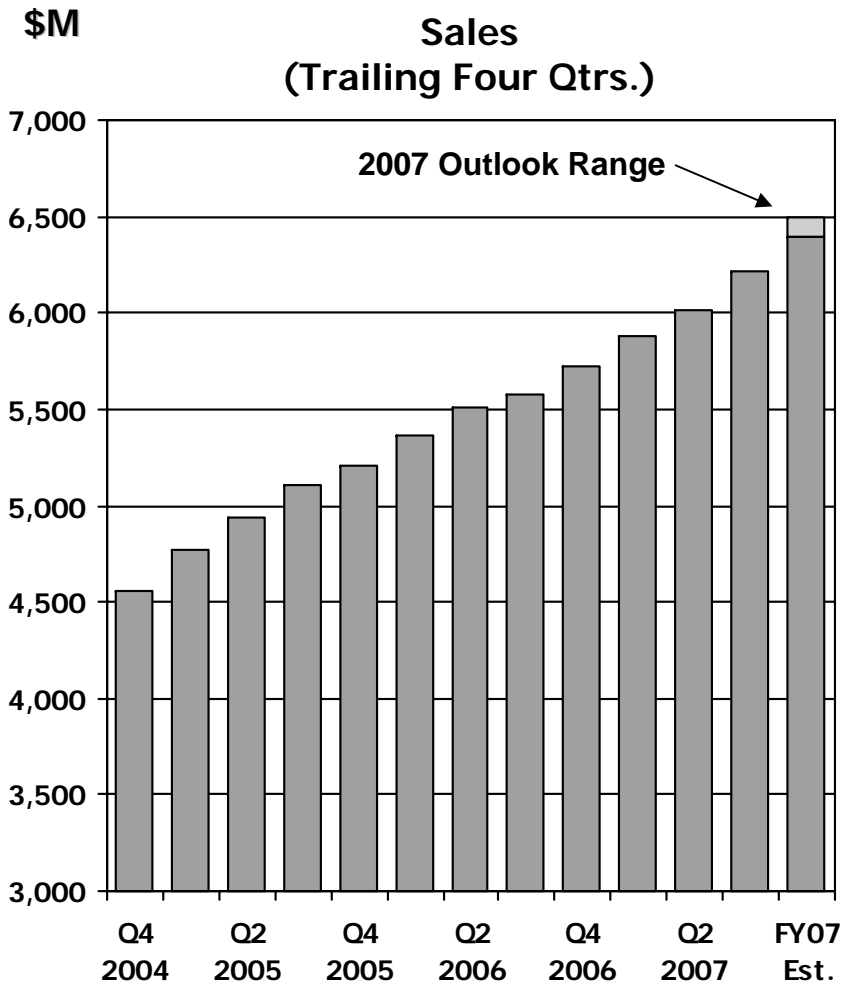
Financial Results Delivering on Commitments

Financial Metric	12/05 Goals	Status
Sales Growth	6-7% per year	10-12% per year
Margins	15% by 2009 or 2010	~15.5% in 2007
EPS Growth	10-25% per year	~40% per year
Cash Conversion %*	50-75%	60-75%
Leverage	Debt/EBITDA of 2.0-2.5	Debt/EBITDA of 1.6x
Dividends	Grow into Payout	Increased 12.5%
Share Repurchases	None	\$300M program ~ 2.7M shares purchased through 3Q07

101 * Net cash provided by operating activities *minus* Capital Expenditures/Income from Continuing Operations



Delivering Sustained Sales Growth and Margin Expansion



- **Delivering Results**
- **Capital Structure Objectives**
- **2007 and 2008 Outlook**

Balance Sheet Goals

- Mid/upper BBB/Baa
- Debt/EBITDA ~ 2.0-2.5x

Dividend Policy

- Competitive payout
- Review periodically
- Generally track expected earnings/cash flow growth

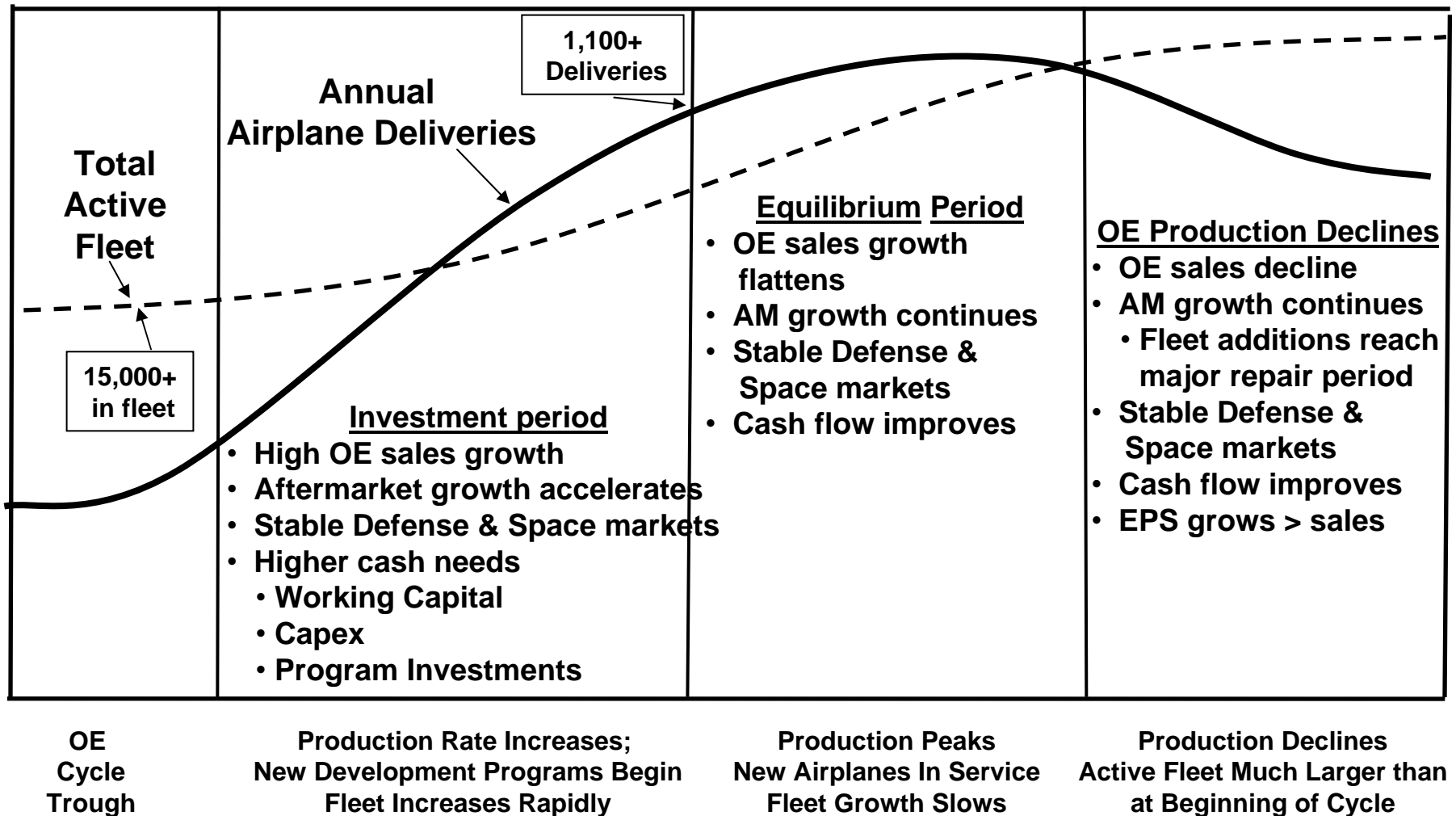
Reinvestment/Acquisitions

- First choice for excess capacity
- Disciplined
 - Good value
 - Bolt-ons

Share Repurchases

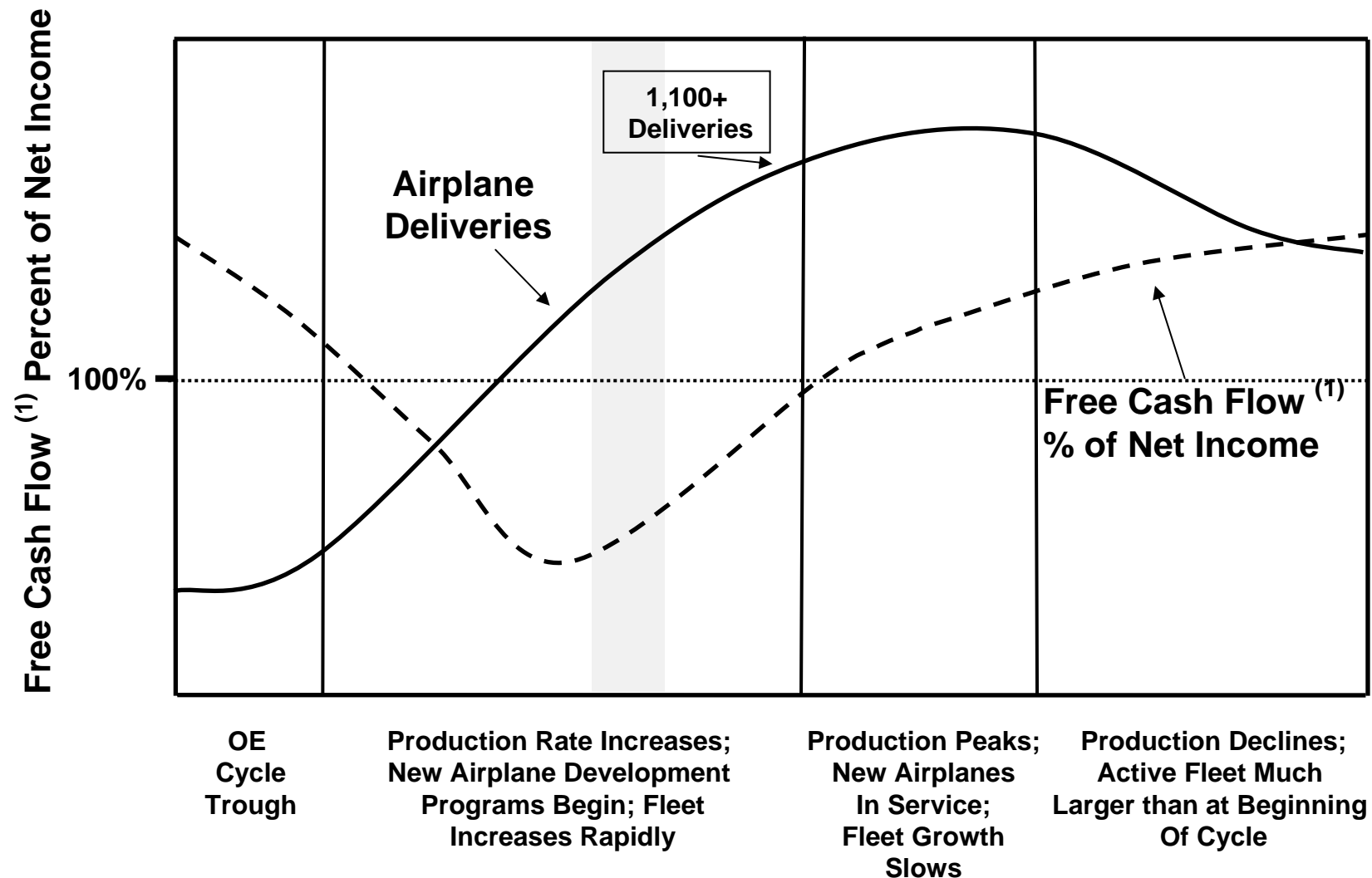
- Minimum - maintain share count
- Consider larger program if value-add acquisitions unavailable

- **Delivering Results**
- **Capital Structure Objectives**
- **2007 and 2008 Outlook**





Cycle Dynamics and Potential Impact on Goodrich Notional impact on Free Cash Flow



(1) Net cash provided by operating activities *minus* Capital Expenditures



2007 Financial Outlook

	Actual Nine Months	Implied Q4	2007 Outlook
Sales	\$4,724M	~\$1,675M	~\$6,400M
<u>Diluted Earnings Per Share:</u>			
- Continuing Operations	\$2.84	\$0.81-0.86	\$3.65-3.70
- Net Income	\$2.75	\$0.80-0.85	\$3.55-3.60
Free Cash Flow ⁽¹⁾	\$246M	\$50-100M	\$285-350M
Conversion % ⁽²⁾	68%	50-100%	60-75%

⁽¹⁾ We define "Free Cash Flow" as: Net cash provided by operating activities *minus* Capital Expenditures

⁽²⁾ Free Cash Flow/Income from Continuing Operations

2007 outlook increased October 25

Note: See appendix for detailed calculation and reconciliation of Free Cash Flow and Conversion as of the dates indicated.

- **Continued robust growth in all market channels**
- **Stable margins >15%**
 - + Continued aftermarket and defense/space growth
 - - Rapid sales growth in new lower margin 787/A380 programs
- **EPS growth of 12-17% to \$4.15-\$4.30**
 - Stronger if aftermarket grows more than 10%
 - Impacted by higher tax rate in 2008 (-\$0.15)
- **Free cash flow conversion improved to >75% conversion**



2008 Outlook P&L Summary (\$M)

	Estimate 2007	Estimate 2008	B/(W)
Sales	~\$6.4B	\$7.1-\$7.2B	~11%
Segment Income	~\$1000	\$1100-1125	~11%
Margin %	~15.5%	~15.5%	~ Flat
Effective Tax Rate (%)	31-32%	~33-35%	(2.5 pts)
Income-Cont. Ops.	\$465-475	\$530-550	~ +15%
EPS (Diluted)			
- Continuing Operations	\$3.65-\$3.70	\$4.15-\$4.30	+12-17%
- Net Income	\$3.55-\$3.60	\$4.15-\$4.30	+15-20%
Diluted Shares	~128M	~128M	

Strong Sales and EPS growth



2007 to 2008 Earnings Bridge

Item	<i>(Dollars in Millions)</i>		Diluted EPS - Continuing Operations
	Sales	After-tax Income from Continuing Operations	
Continuing Operations – 2007 Outlook (Mid-Range)	~\$6,400	~\$470	~\$3.68
- Operations	~\$750	~\$86	~\$0.66
- Foreign Exchange		~(\$21)	~(\$0.16)
- Corporate Costs and Other Expenses		~\$25	~\$0.20
- Effective Tax Rate Increase		~(\$20)	~(\$0.15)
Continuing Operations – 2008 Outlook (Mid-Range)	~\$7,150	~\$540	~\$4.23



2008 Outlook Free Cash Flow (\$M)

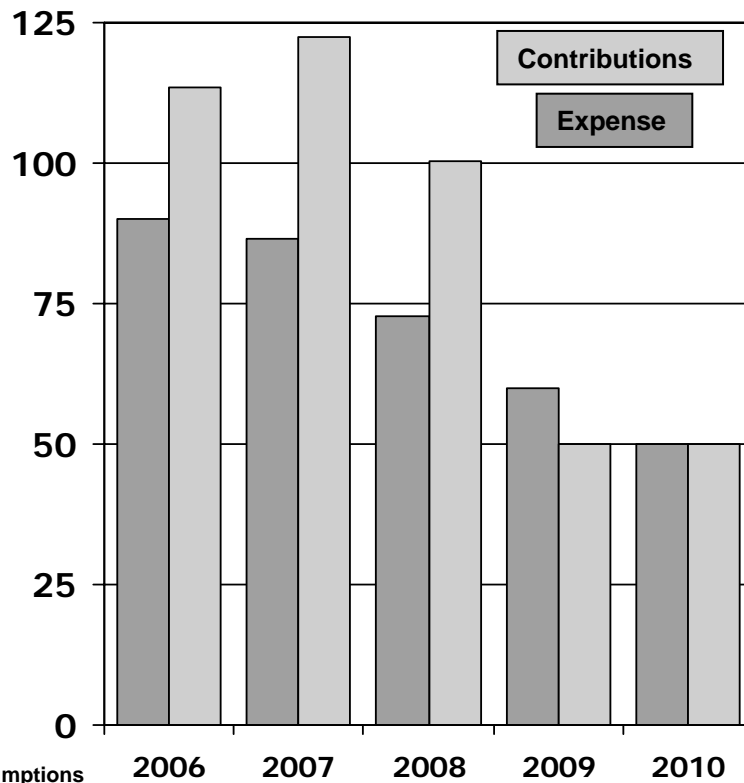
	Estimate 2007	Estimate 2008	2008 Highlights
Income from Cont. Ops.	~\$470	~\$540	- Middle of Range
Deprec. & Amort.	~\$250	~\$275	
Working Capital			
-- Non-Product Inventory	~(\$130)	~(\$110)	- Nacelle program investments (787/A350)
-- Other	~(\$110)	~(\$50)	- Improvement in working capital management
Income Taxes/Other	~\$110	~\$60	
Cash Flow-Operations	~\$590	~\$715	~20% improvement
Capital Expenditures	~(\$280)	~(\$265)	
Free Cash Flow ⁽¹⁾	~\$310	~\$450	
Conversion ⁽²⁾	60-75%	>75%	- Target 100% over Cycle

(1) We define "Free Cash Flow" as: Net cash provided by operating activities *minus* Capital Expenditures

(2) Free Cash Flow/Income from Continuing Operations

Continued improvement in cash flow

\$ Mil Worldwide Pension Expense/Contributions



- Expense trending down as interest rates increase
- Contribution requirements decline as plans become fully funded
- Expense sensitivity
 - Measurement date 12/31
 - 25 bps interest rate increase = \$11M lower pretax expense
 - 1% higher asset return = \$5M lower pretax expense

US Plan Assumptions

	2006	2007	2008	2009	2010
Discount Rate-Expense	5.64%	5.89%	6.00%	6.25%	6.25%
Discount Rate-Funded Status	5.89%	6.22%	6.25%	6.25%	6.25%
Asset Returns	9.0%	9.0%	9.0%	9.0%	9.0%
ABO YE Funded Status	90%	97%	100%	100%	100%

- **~11% sales growth**
- **Stable margins >15%**
- **~15% growth in EPS from continuing operations**
- **Free cash flow conversion improving to >75%**

Solid growth in earnings and cash flow while building the value of the franchise

- We define "Free Cash Flow" as: Net cash provided by operating activities *minus* Capital Expenditures
- Free cash flow conversions equals: Free Cash Flow/Income from Continuing Operations

Appendix



right attitude/right approach/right alongside

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EXPOSURE

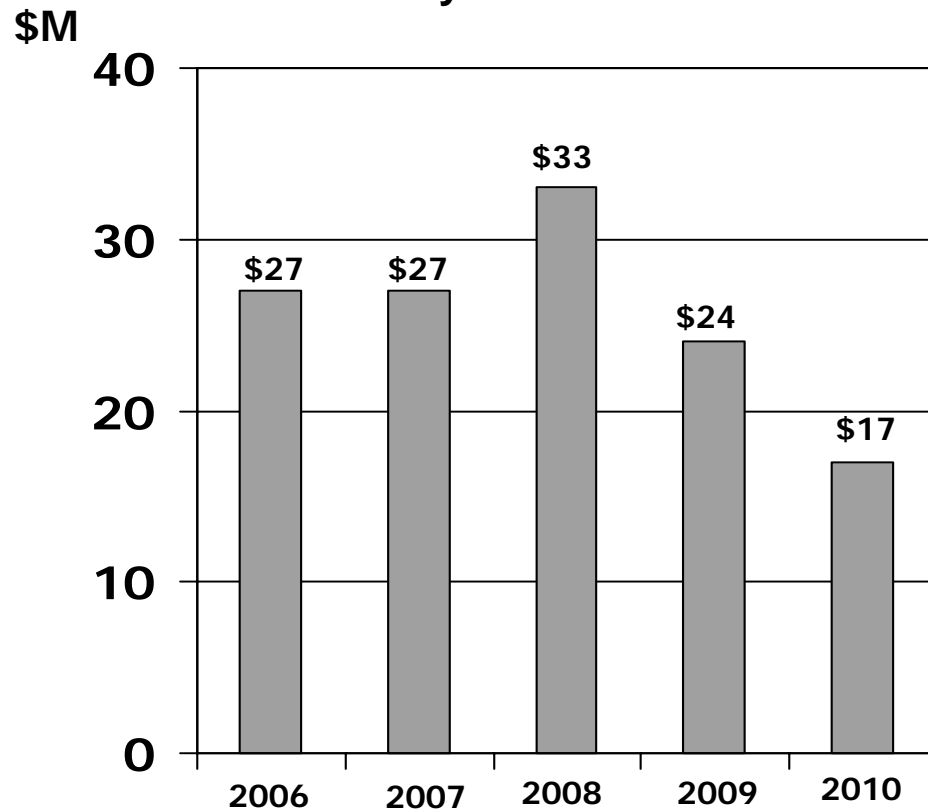
- ~ \$800M equivalent net cost position in £/€/CAD
 - ~90% of sales in US\$
 - ~75% of pre-tax costs in US\$
- Exposure driven by European manufacturing presence
- Active programs to reduce exposure
 - Outsourcing
 - Contract terms

HEDGING PROGRAM

- Purpose is to reduce earnings and cash flow volatility
- Hedge 5 years on declining basis
 - 80-100% next 12 months
 - 60-85% 13-24 months
 - 40-65% 25-36 months
 - 25-50% 37-48 months
 - <30% 49-60 months
- Range provides discipline while allowing judgment

- Understand exposure
 - Active programs to reduce exposure
 - Effective hedge program to reduce volatility

Additional Year-Over-Year Expense if Rates Stay at 9/30/07 Levels



Over 50% of impact is in Actuation and Landing Systems Segment

Sensitivity to Rate Changes

- Minimal change in 2008 due to 95% hedge position
- Each 1% increase in dollar strength ~\$4M pretax income in 2008

FX pressure consistent with levels experienced the last several years



Reconciliation of Free Cash Flow and Conversion % to Cash Flow Statement Line Items

(Dollars in Millions)

	Actual Nine Months	Implied Q4	2007 Outlook
Net cash provided by operating activities	\$406	\$180 - \$210	\$585 - \$620
Minus: Capital expenditures	<u>(\$160)</u>	<u>(\$110-\$130)</u>	<u>(\$270-\$290)</u>
Equals: Free Cash Flow	\$246	\$50-\$100	\$285-350
Divided by: Income from continuing operations	<u>\$363</u>	<u>\$100-110</u>	<u>\$465-\$475</u>
Conversion %	68%	50-100%	60-75%

This presentation may use the non-GAAP financial measures of “free cash flow” and free cash flow “conversion %”. We define free cash flow as “net cash provided by operating activities” minus “capital expenditures. “Conversion %” is defined as “free cash flow” divided by “income from continuing operations”. Free cash flow is a liquidity measure that provides useful information to management about the amount of cash available for investment in our business, funding strategic acquisitions, repurchasing stock and other purposes. We believe that “free cash flow” provides management and investors with a more complete understanding of our operating results and trends. Our presentation of non-GAAP financial measures is intended to supplement investors’ understanding of our operating performance. These non-GAAP financial measures are not intended to replace “cash flow” or other GAAP measures. These non-GAAP financial measures may not be comparable to similar measures used by other companies.

Closing Remarks

Marshall Larsen
Chairman, President and CEO



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GOODRICH

- **Leadership positions and growing market share**
 - Leads to sustainable growth in high margin aftermarket
- **Above market organic growth in sales**
 - Original equipment - increased share on new programs
 - Aftermarket – growing content, worldwide MRO footprint
 - Military – F-35 (JSF), ISR and helicopter platforms
- **Aftermarket expected to drive margins and earnings growth after OE cycle peaks**
- **Cash flow improving and robust over the cycle**
- **Demonstrated ability to execute**

Goodrich is uniquely positioned for sales, earnings and cash flow growth