

**Citi 21<sup>st</sup> Annual Global Industrial  
Manufacturing Conference  
New York City**

**Marshall Larsen  
Chairman, President and CEO  
Goodrich Corporation**

**March 4, 2008**

right attitude/right approach/right alongside

[www.goodrich.com](http://www.goodrich.com)



**GOODRICH**



## 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 January 31, 2008, Fourth 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.*



## Company Overview - Goodrich

### GR Portfolio Attributes

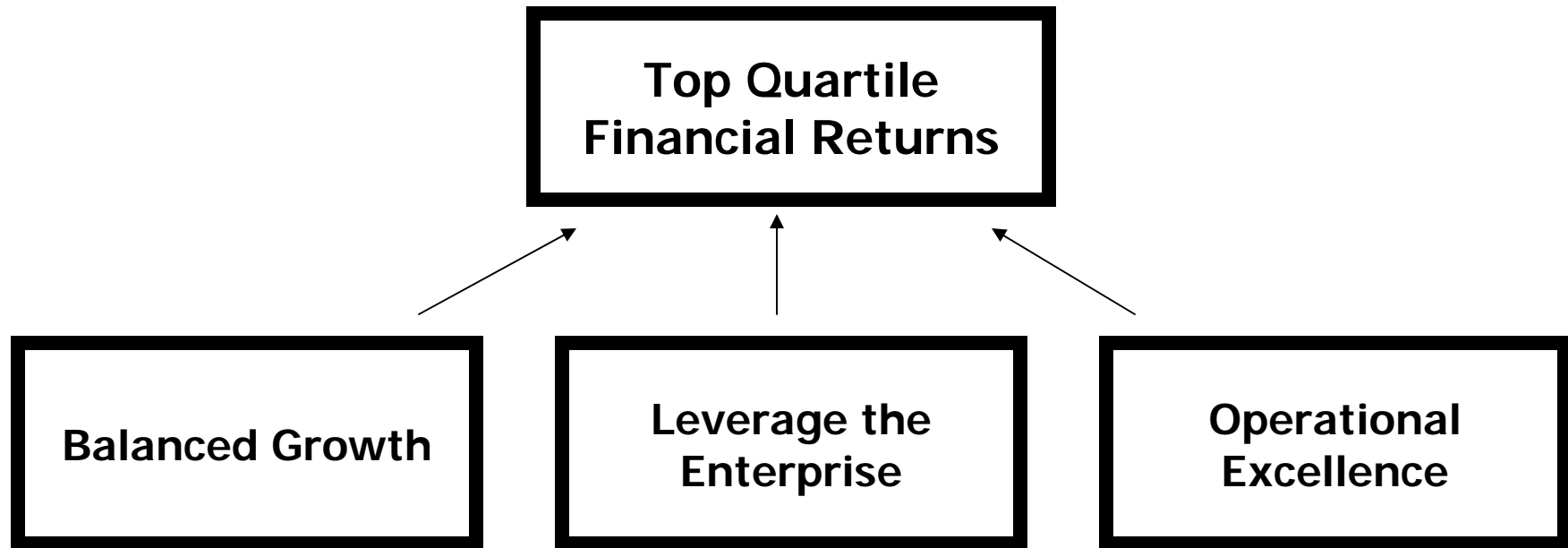
- Proprietary products
- Non-discretionary repair/ replacement cycles
- Large installed base drives aftermarket sales
- Participation on every large commercial and regional jet platform
- Significant defense & space presence



### Results

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



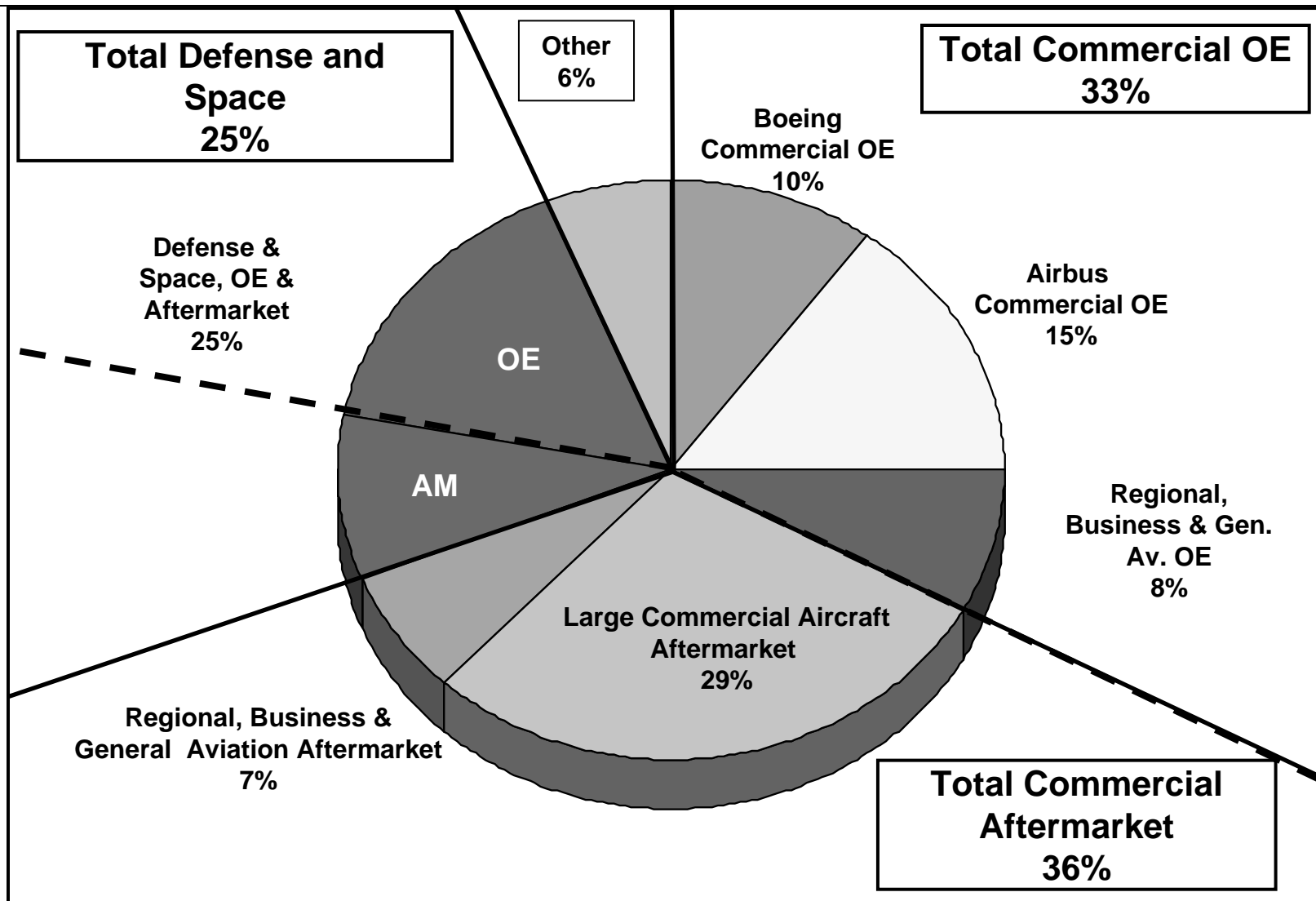


**Our strategy has delivered consistent, positive results**

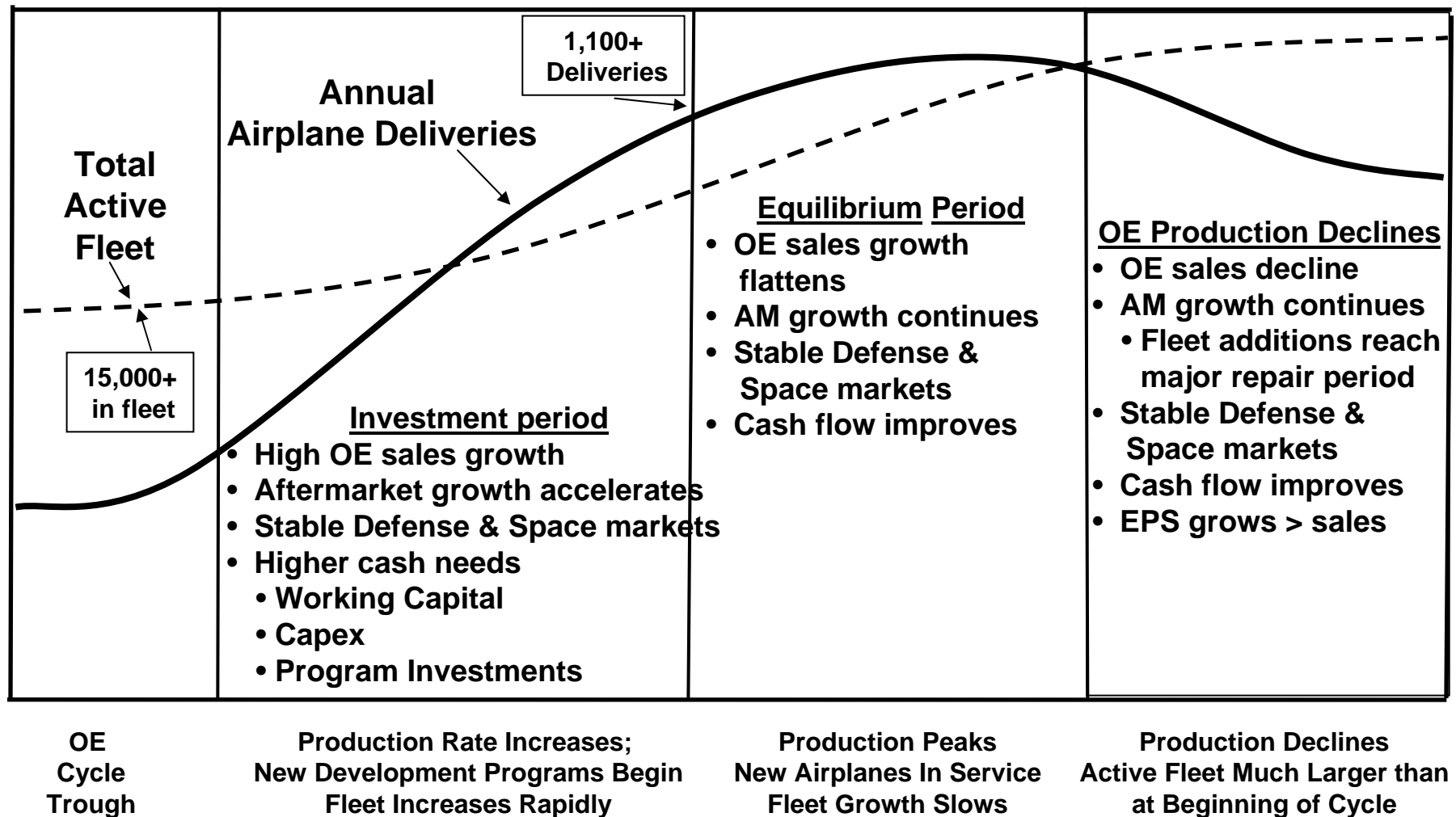


# Full Year 2007 Sales by Market Channel

## Total Sales \$6.4 Billion

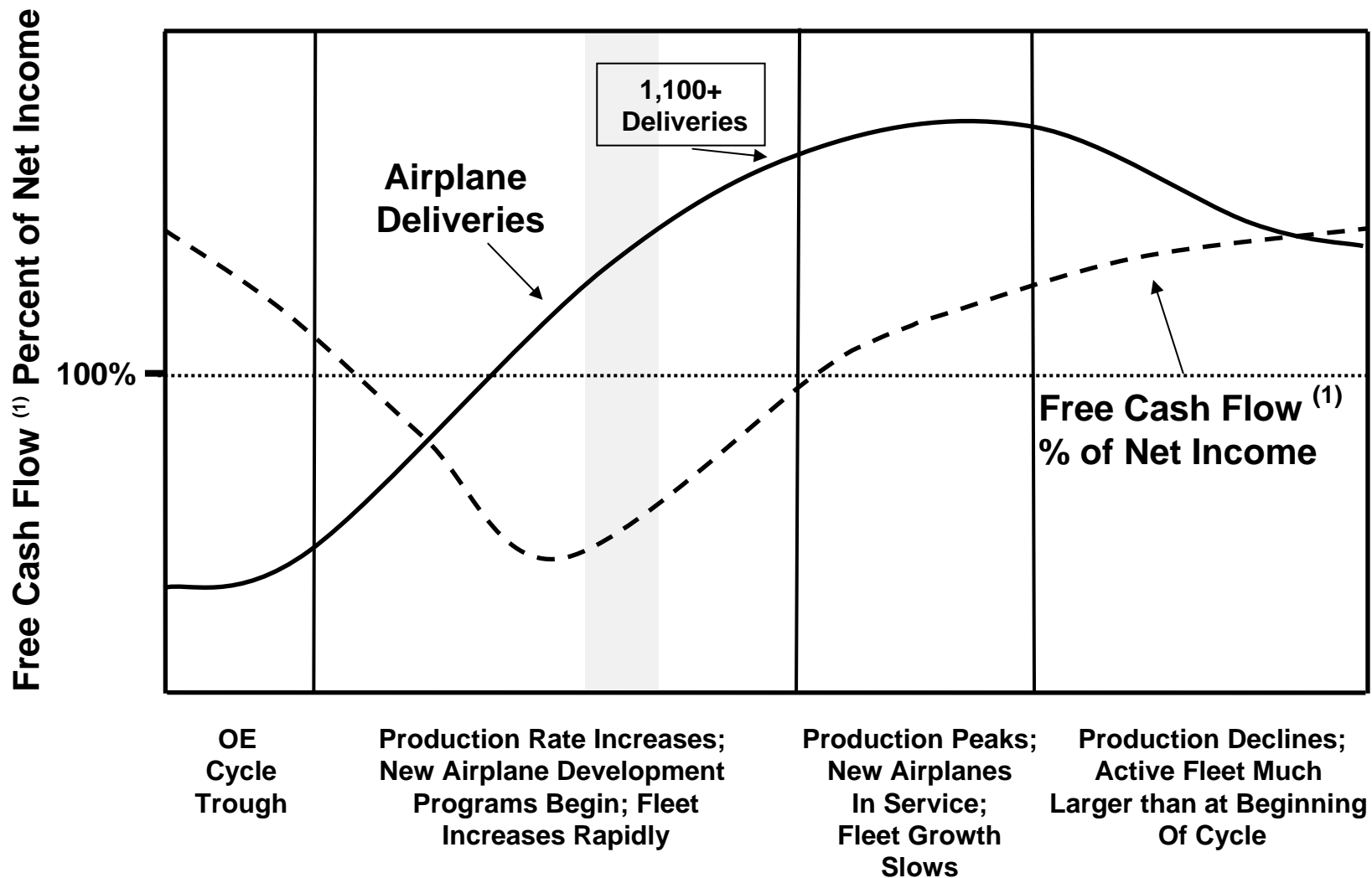


Balanced business mix; aftermarket represents 45% of total sales





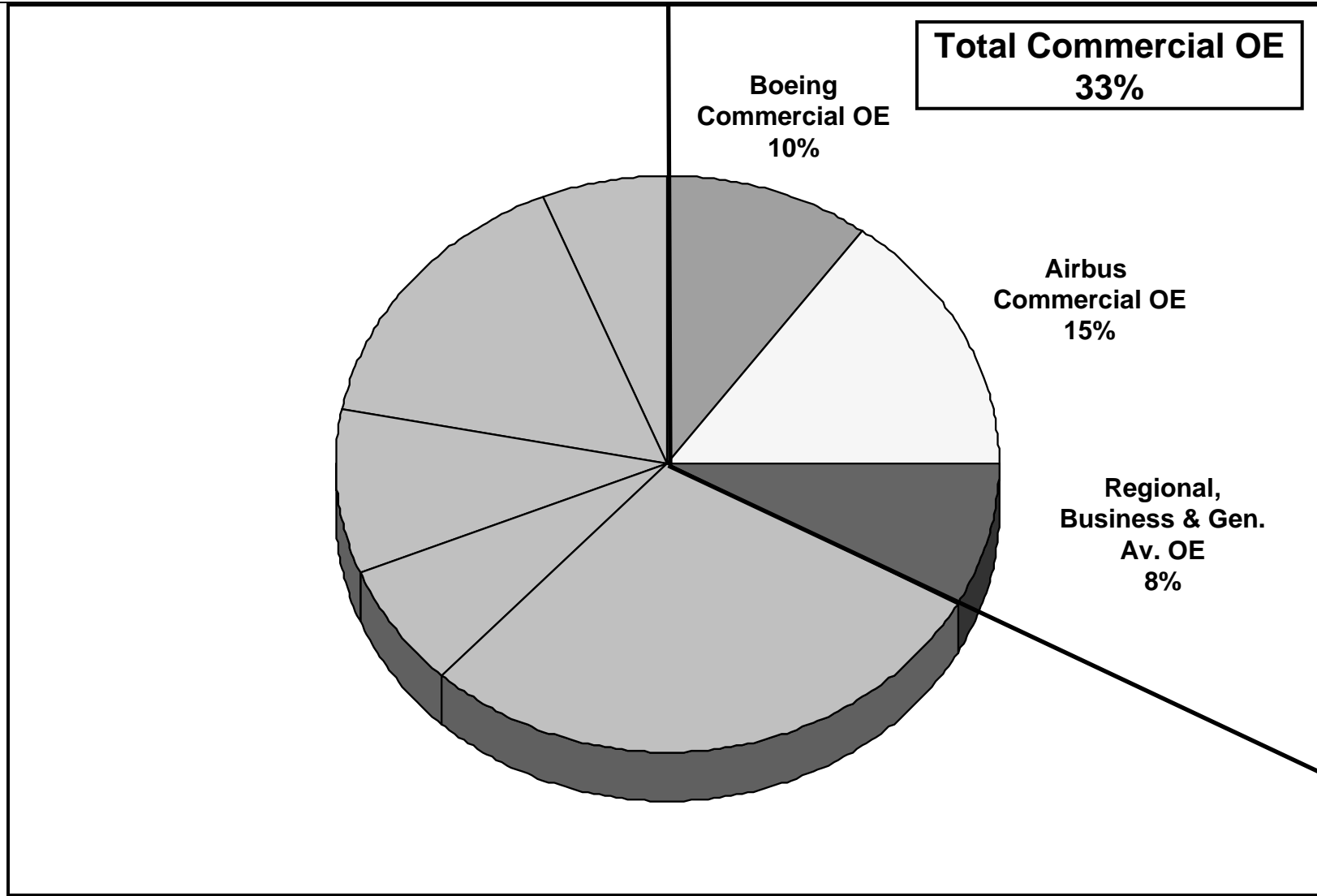
# Cycle Dynamics and Potential Impact on Goodrich Notional Impact on Free Cash Flow



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

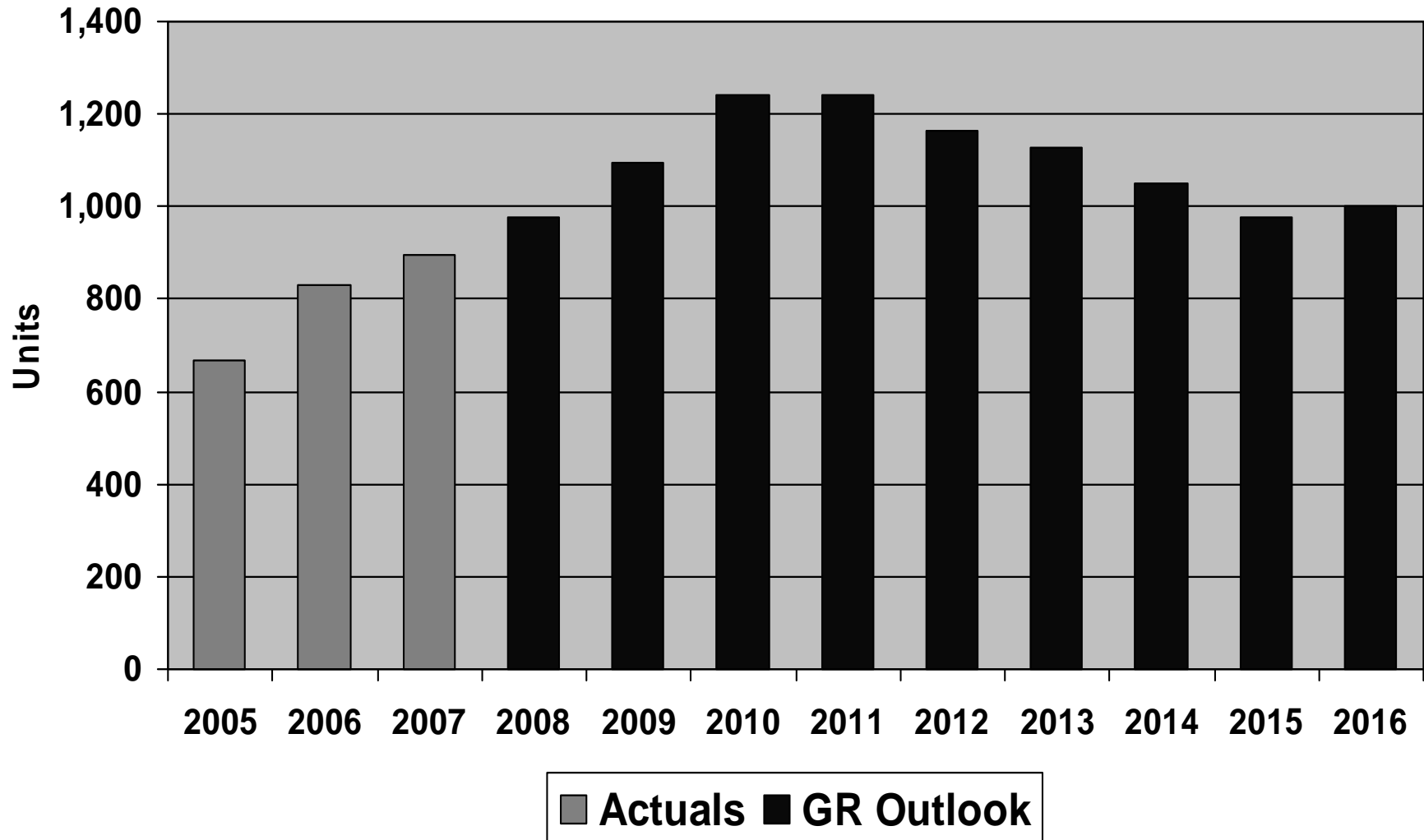
- **Commercial Aircraft Original Equipment Production**
  - Record levels of new orders for commercial airplanes in 2007
  - Expect more orders than deliveries in 2008 – book-to-bill greater than 1
  - Manufacturers continue to raise production rates
  - Strong orders for new models entering production, especially Boeing’s 787 Dreamliner and Airbus A350 XWB
  - Deliveries expected to increase through 2011 with slight drop in 2012
  - Continued strong demand for larger regional jets
  
- **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**
  - Strong demand for products supporting platforms
    - 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

# Commercial Original Equipment



- **World GDP: macro driver**
- **World available seat mile (ASM) and revenue passenger mile (RPM) growth**
- **Airline profitability**
- **Aircraft retirements**
  - **Driven by aircraft age and fuel burn efficiency**



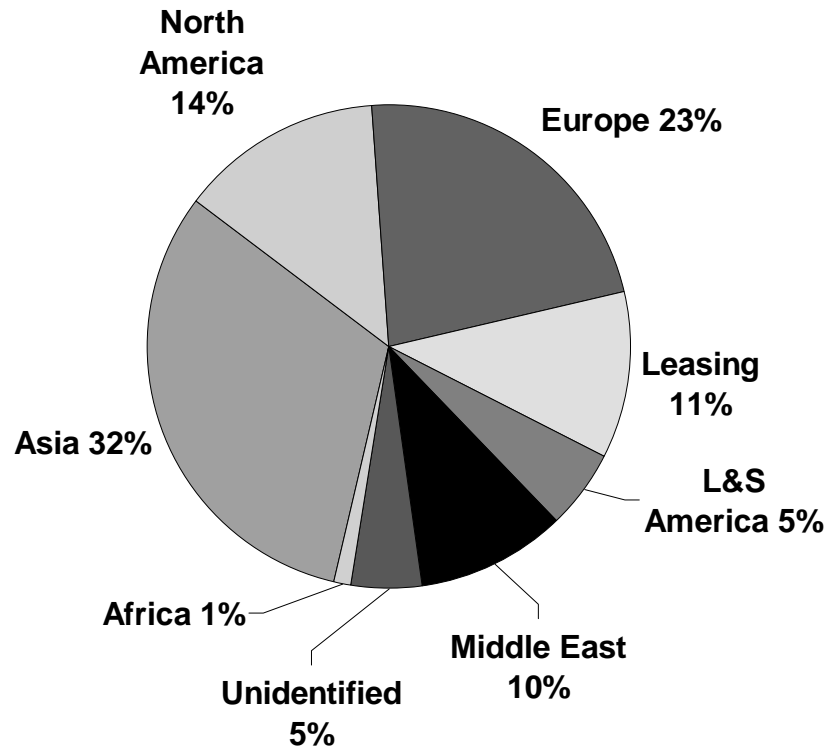




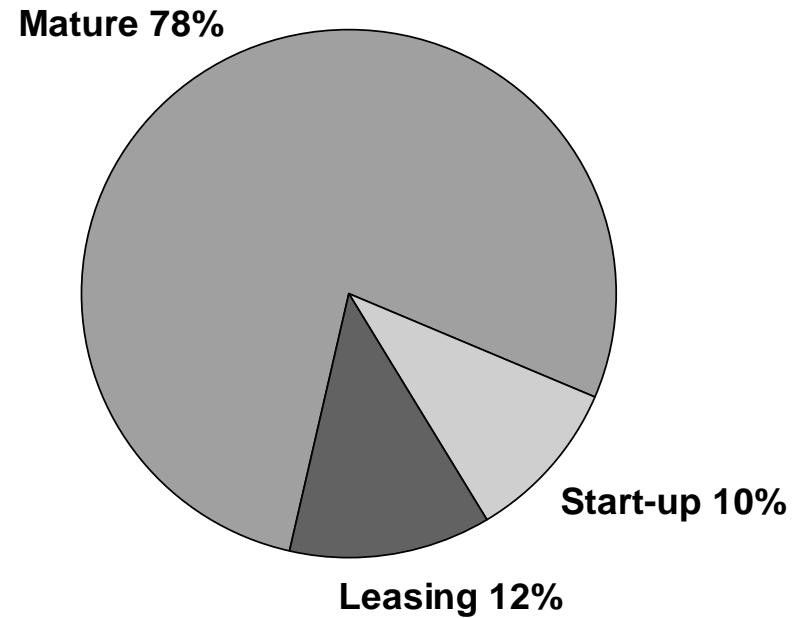
## Large Commercial Aircraft - On Order Distribution

Total Backlog as of Dec. 31, 2007 - >6,800 large commercial airplanes

### By Region



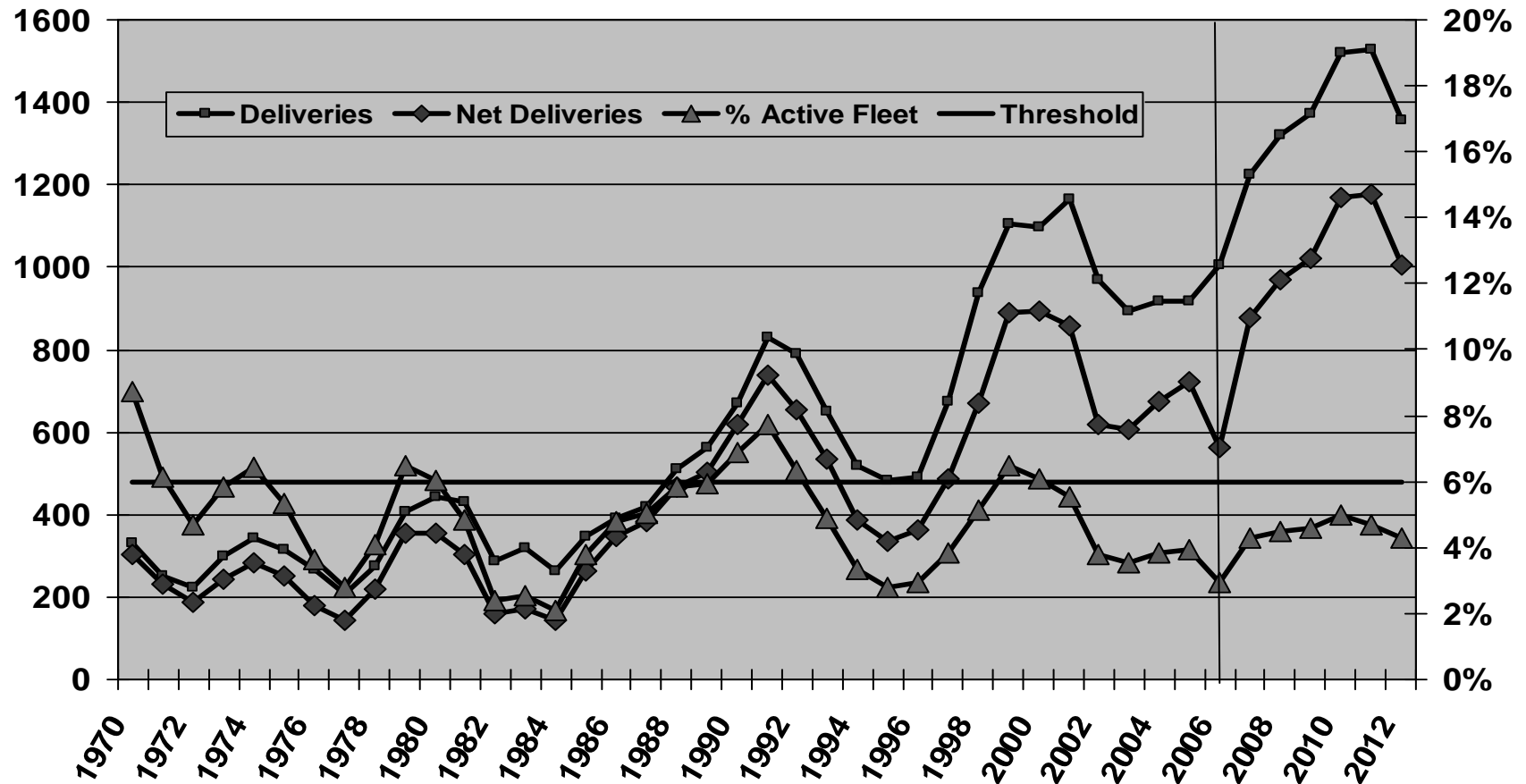
### By Customer Type



**Backlog is well-balanced by region and customer type**

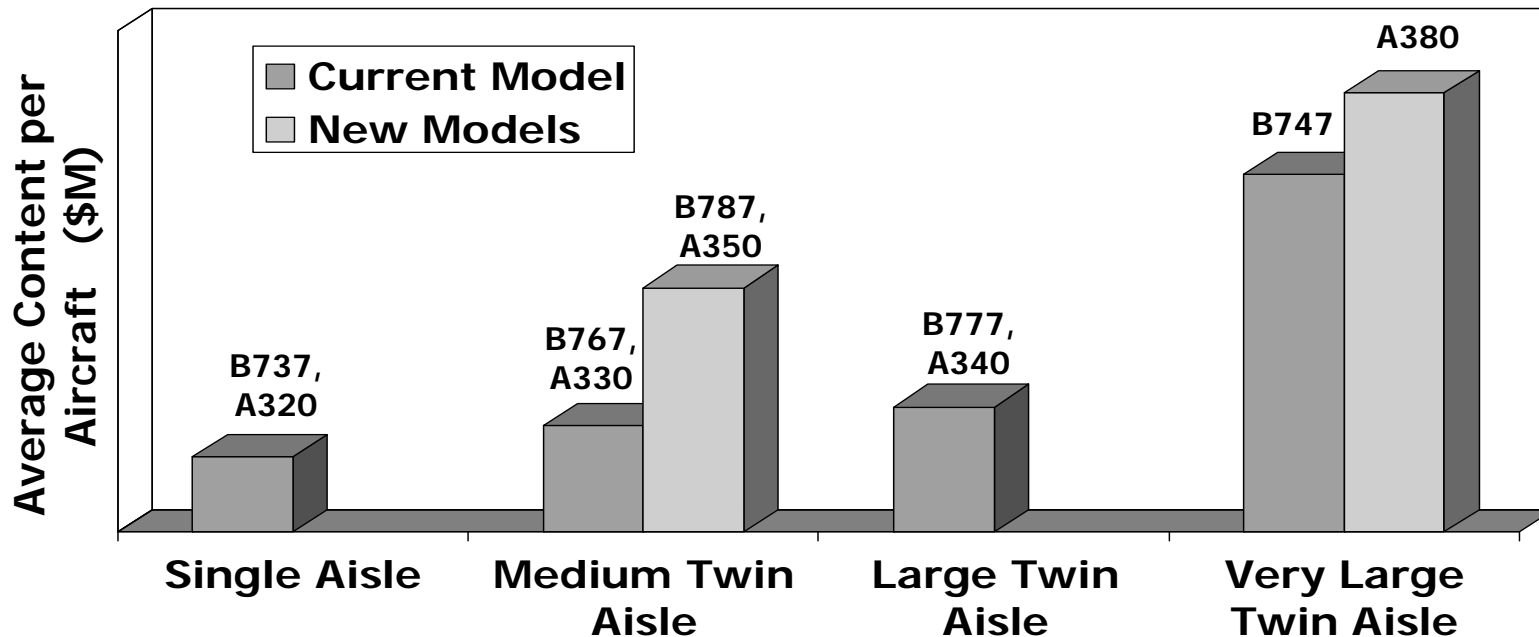
Source: Boeing, Airbus, Ascend CASE

## Large Commercial Aircraft Deliveries

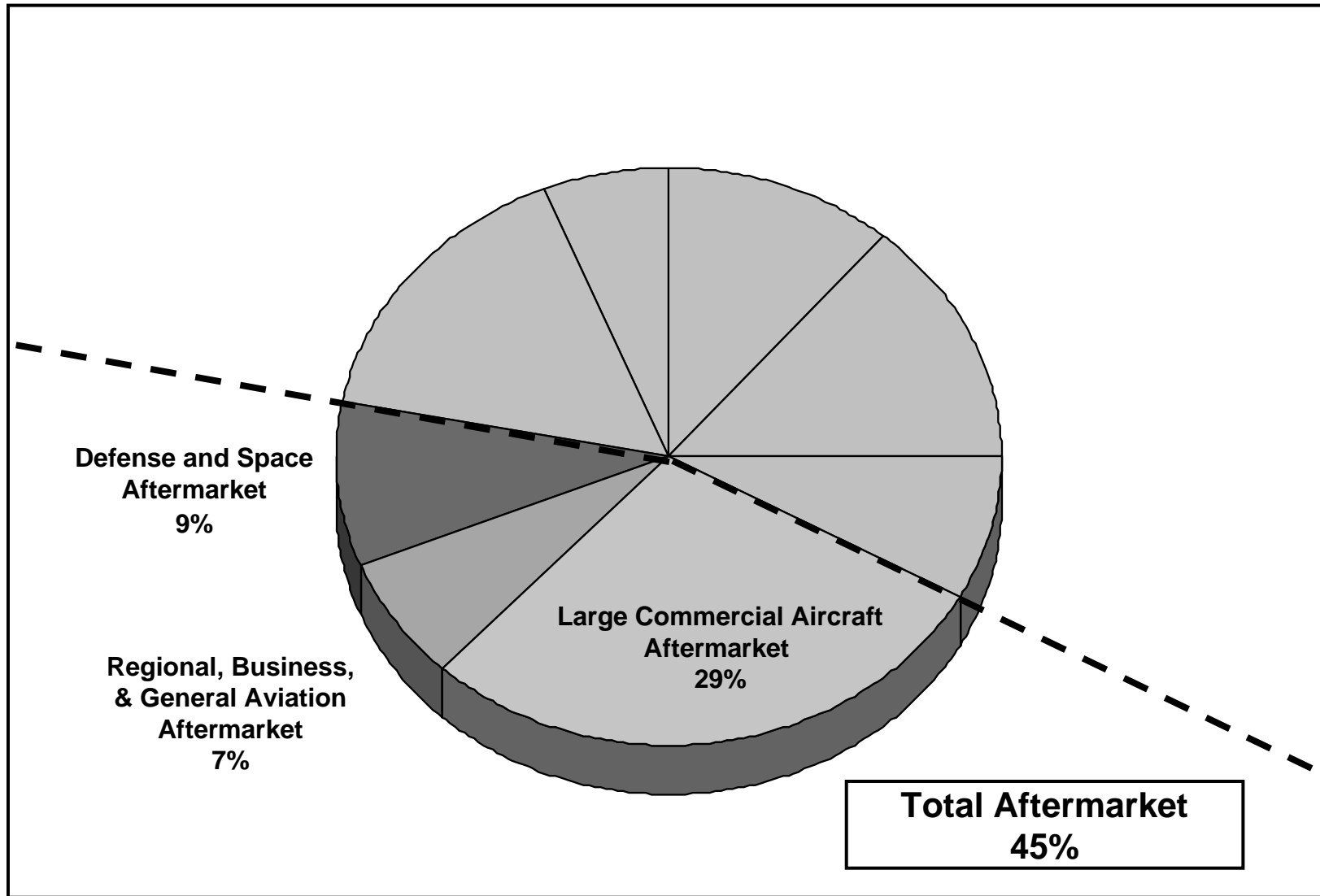


**Deliveries in the current cycle do not seem excessive relative to the total fleet**

- **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

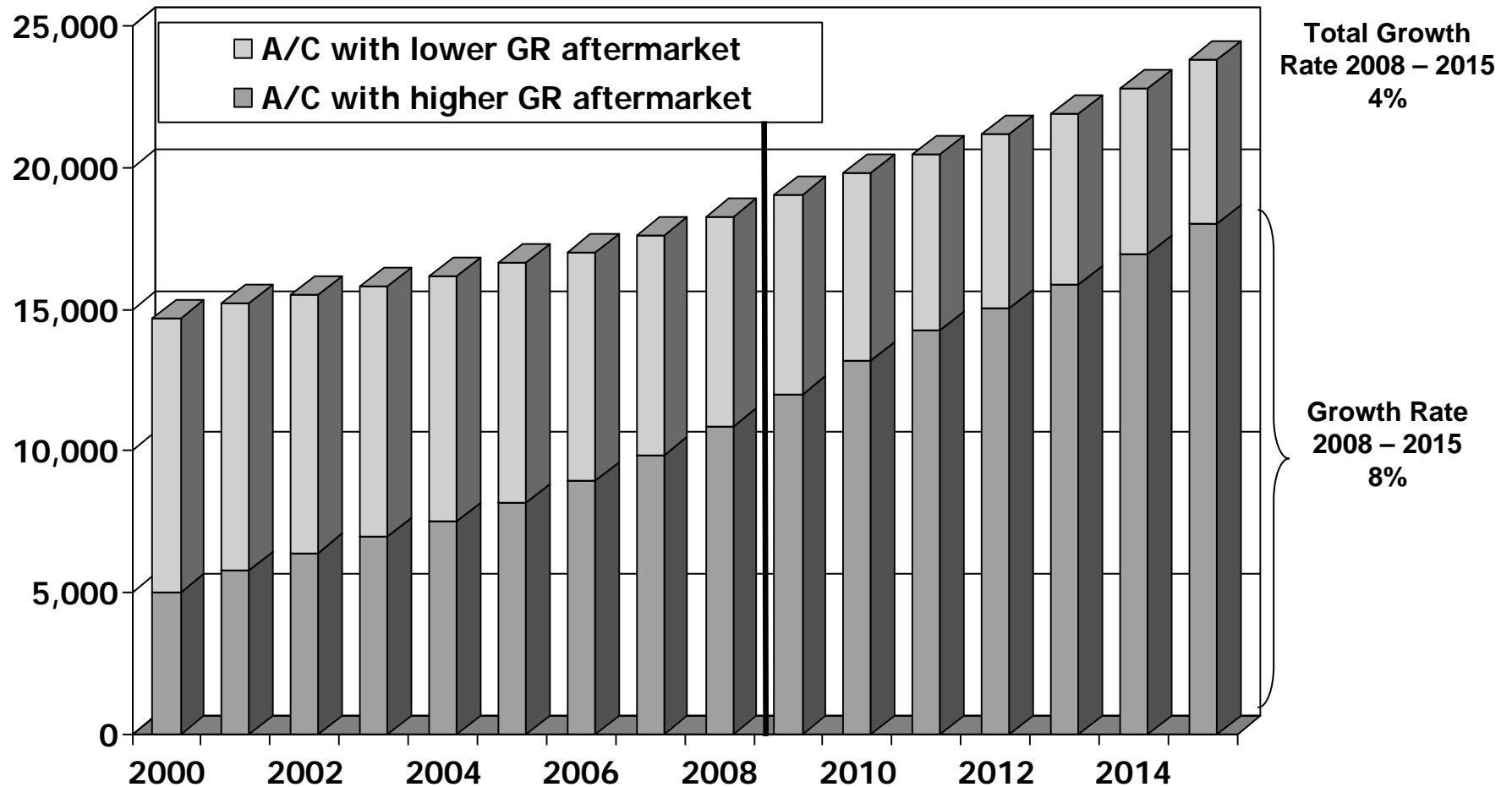


**Higher Goodrich content on new aircraft than on aircraft being replaced**





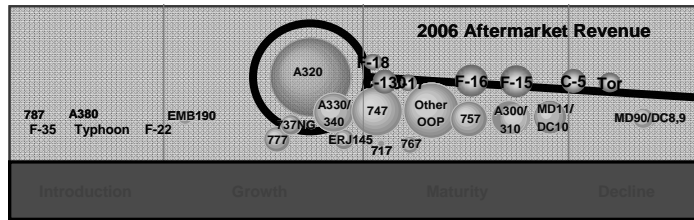
## Goodrich Content on Forecast In-Service Fleet



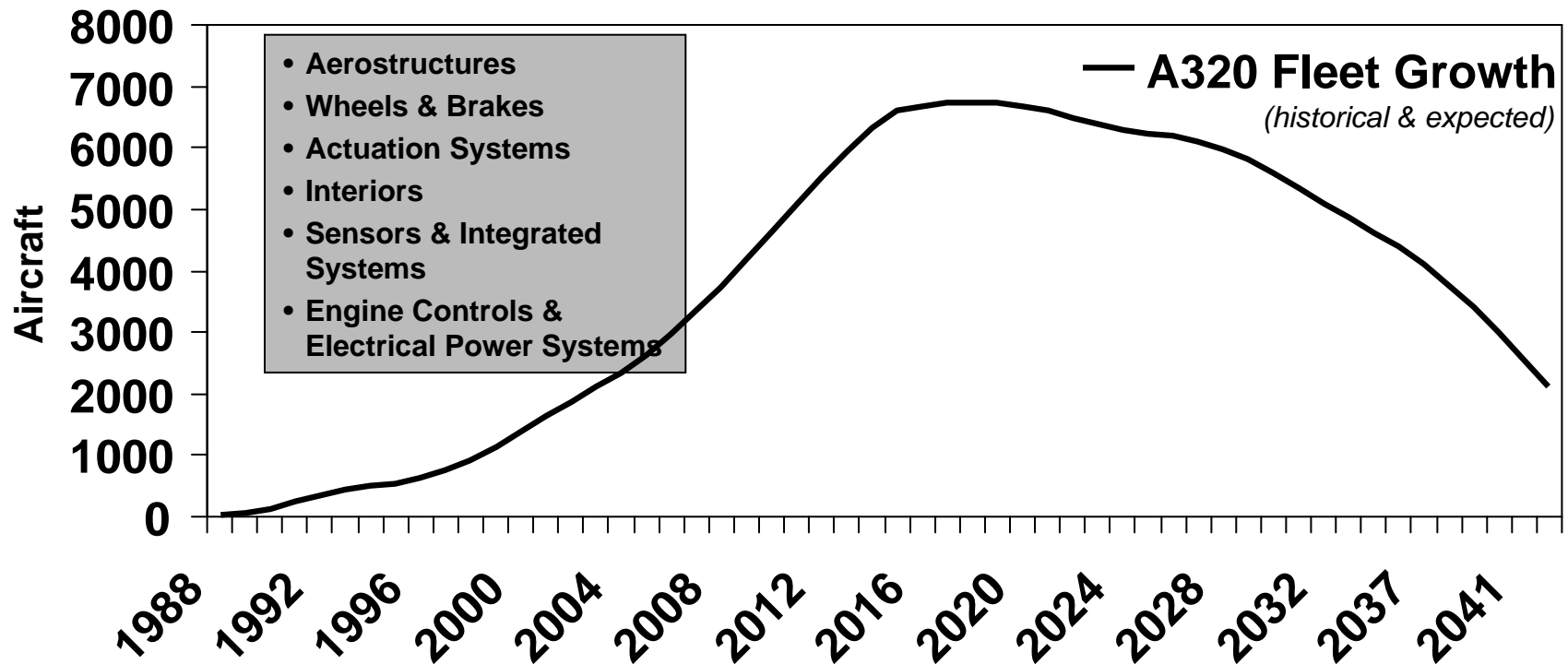
**Goodrich has higher aftermarket content on airplanes least likely to be retired, expected to help continue above market growth rate for aftermarket sales**



## Importance of Key Aircraft Platforms



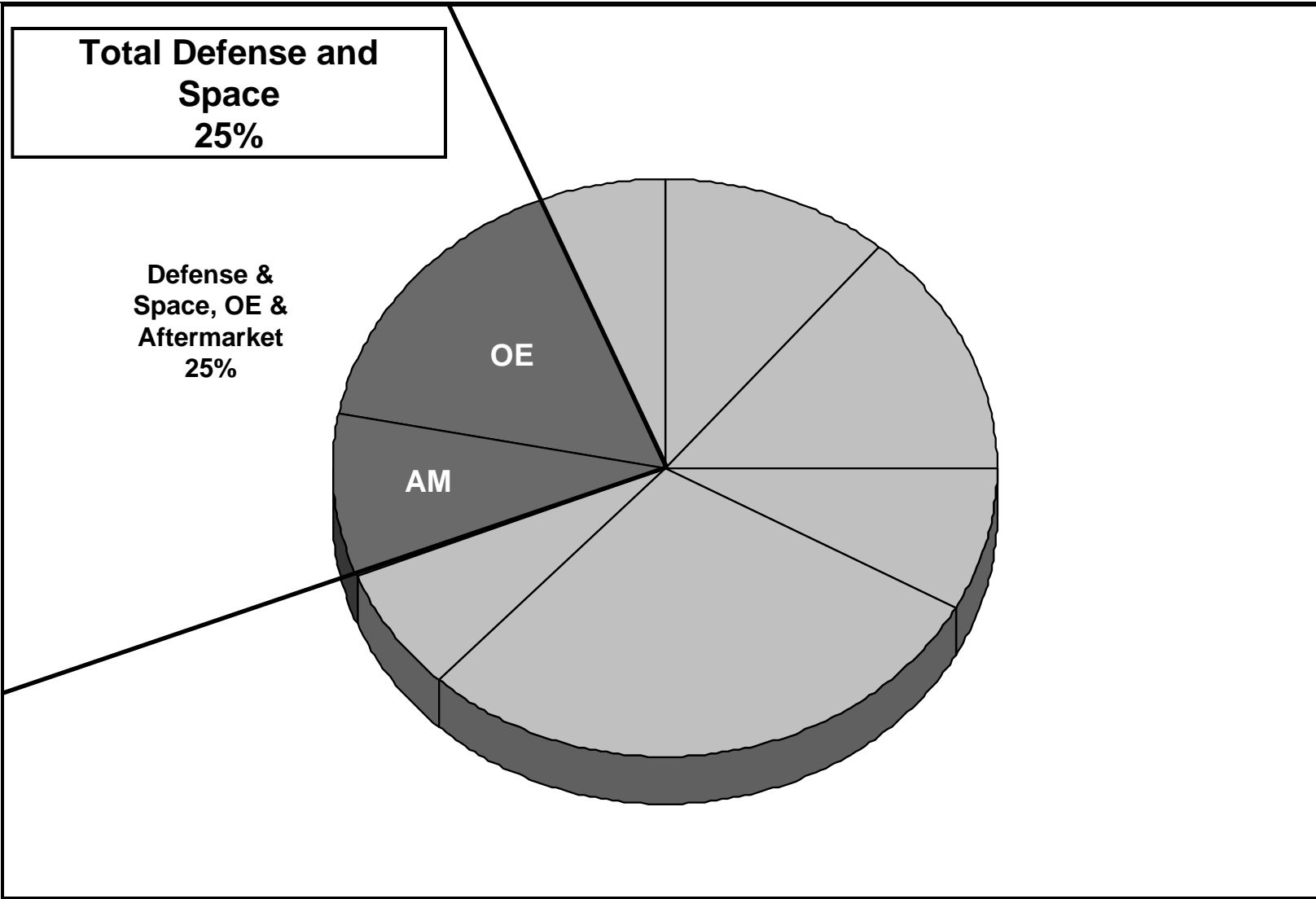
- A320 Airline Fleet
- 2006 = 3,350 aircraft      2018 = 6,700 aircraft
- 6 SBUs/700 Part Numbers
- \$3-7M Potential Aftermarket Lifecycle Revenue Per A320



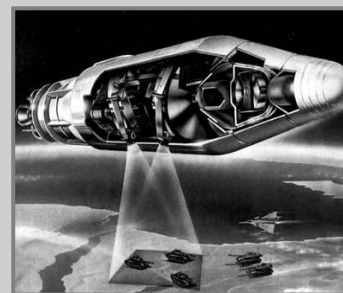
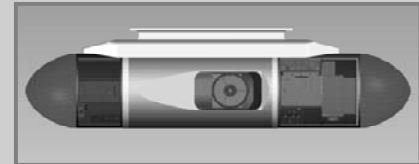
**Significant Goodrich content and fleet size drive A320 aftermarket growth**

- **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**



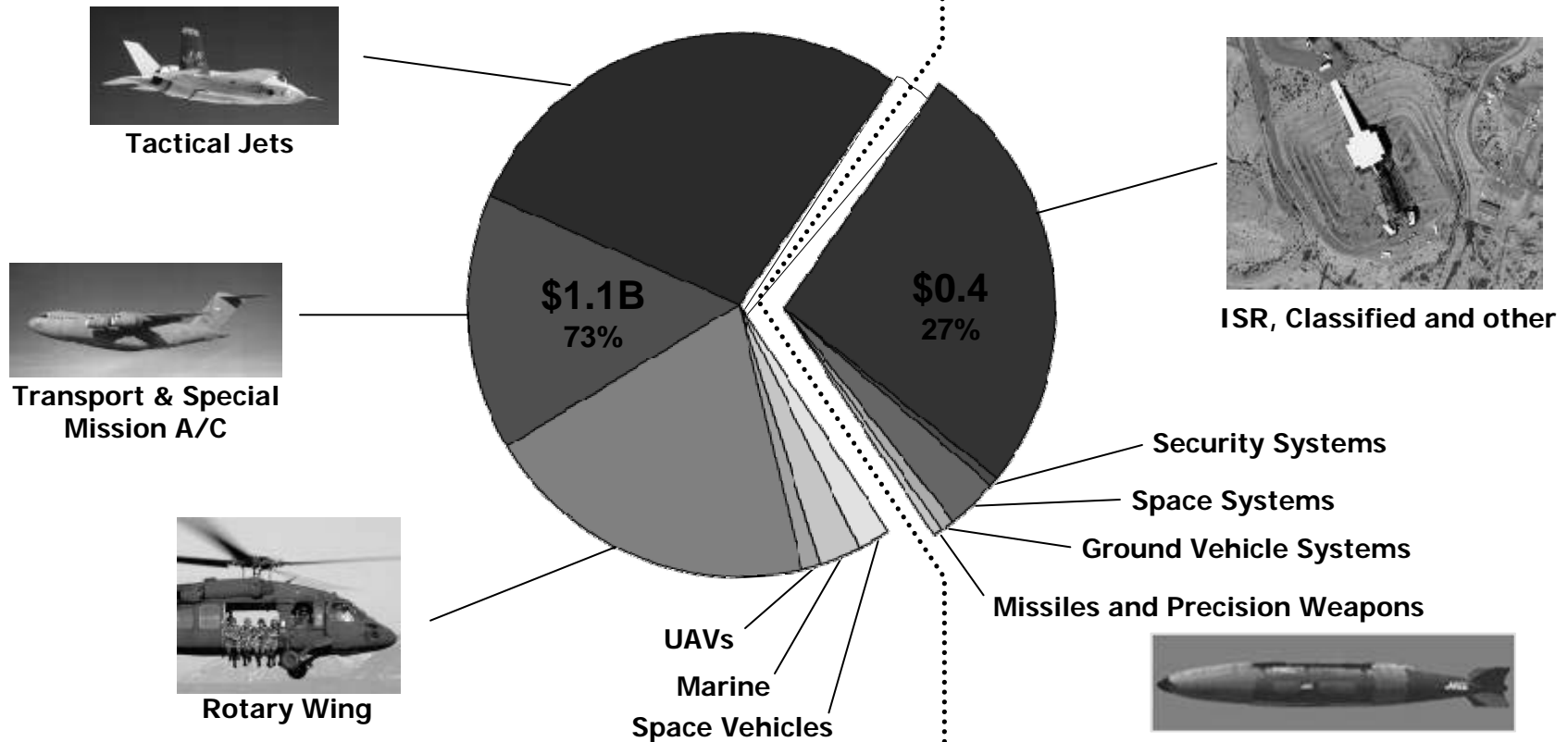
- Focused pursuit of Military Market is key to our Balanced Growth Strategy
- We have significant opportunities for growth within a flat Military spending environment
- Spending in Goodrich related accounts is robust
  - ISR Investment
  - Helicopters
  - Aftermarket



## Platforms

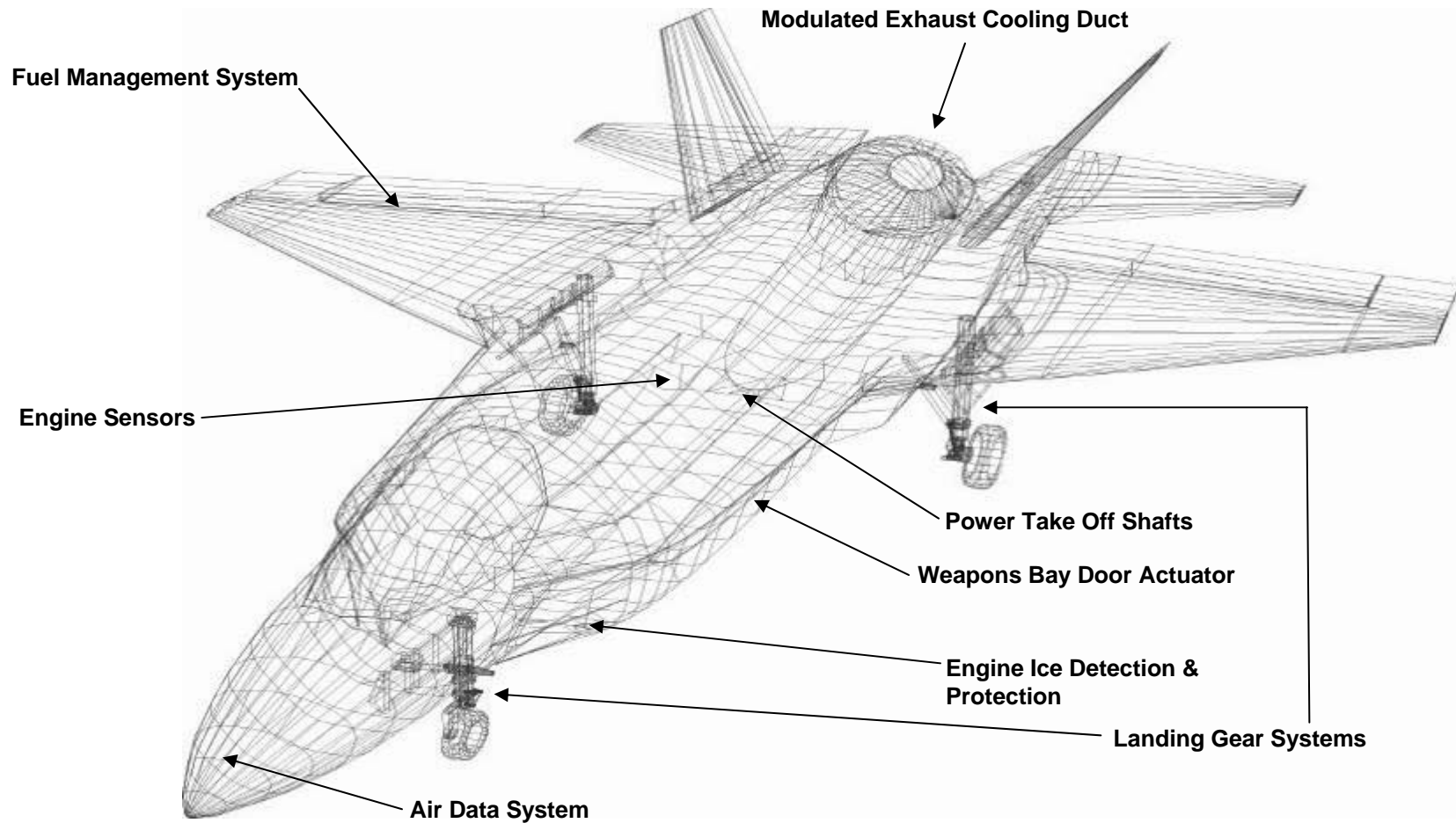
**2007 SALES**  
**\$1.6B**

## Payloads

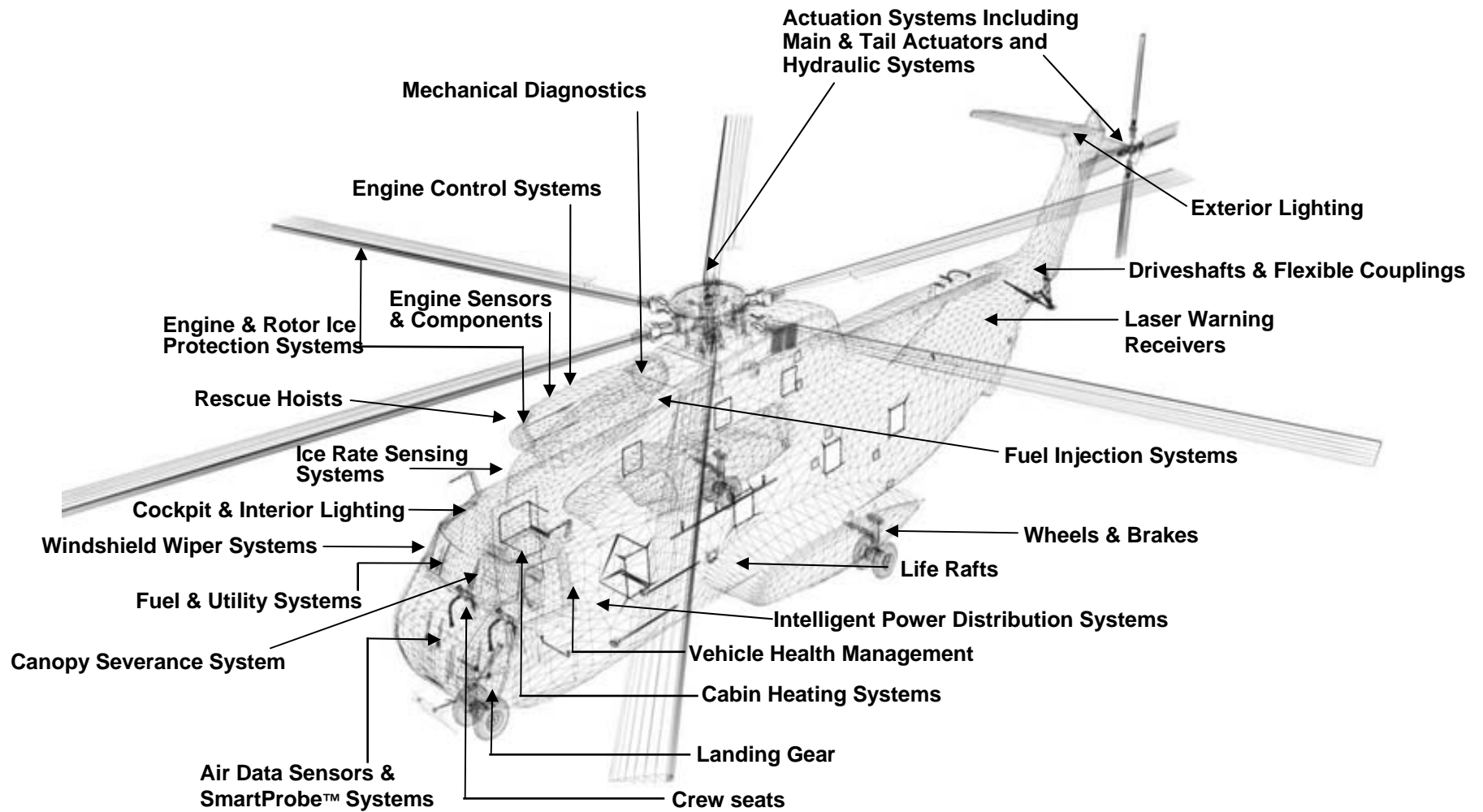


**Strong position in platforms**

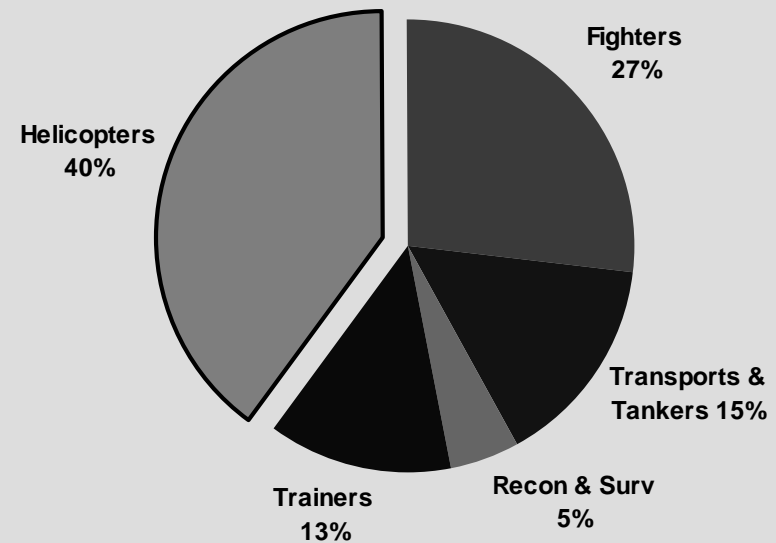
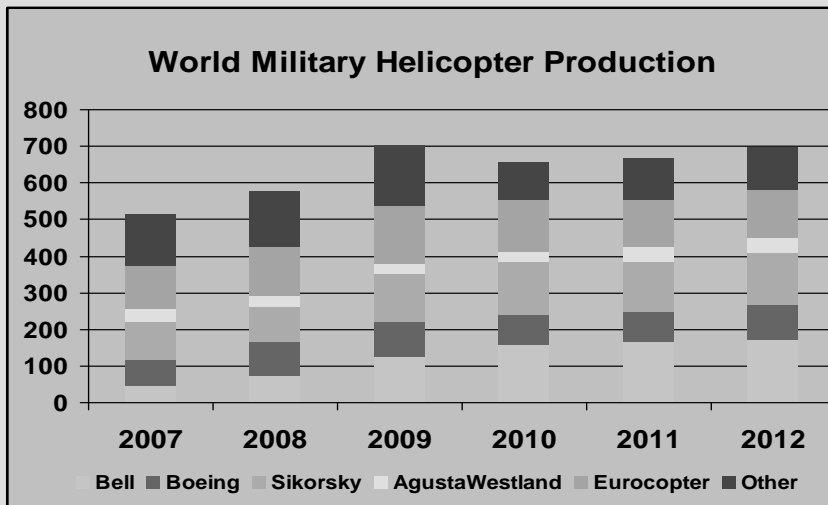
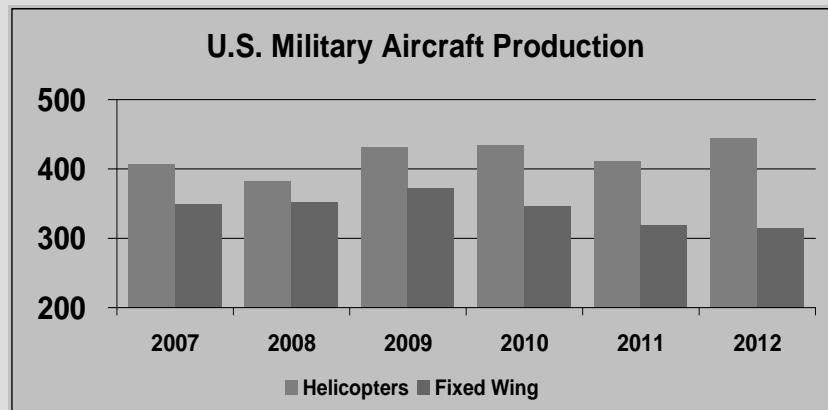
**Payload area offers strong growth**



**\$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

<sup>1</sup> Data from Forecast International, Teal Group, DoD Budgets

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

- **ISR is a priority for military budgets worldwide**
  - **Global War On Terrorism (GWOT)**
  - **Transition to Unmanned Aerial Vehicles (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*



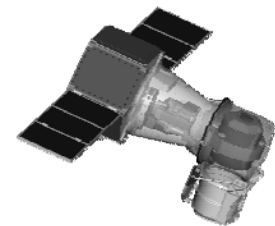
**UAV**

*Growing Operational  
Need within US and  
UK for DB110*



**Film to Digital**

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



**ORS**

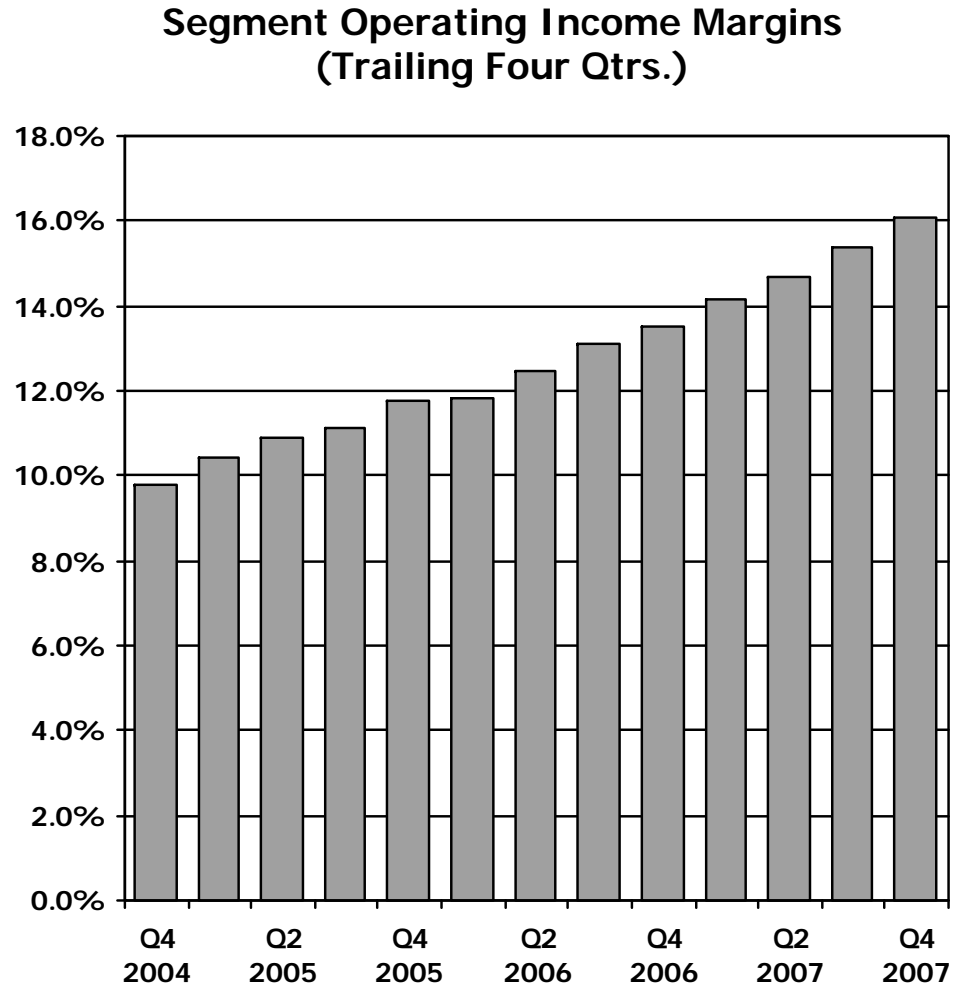
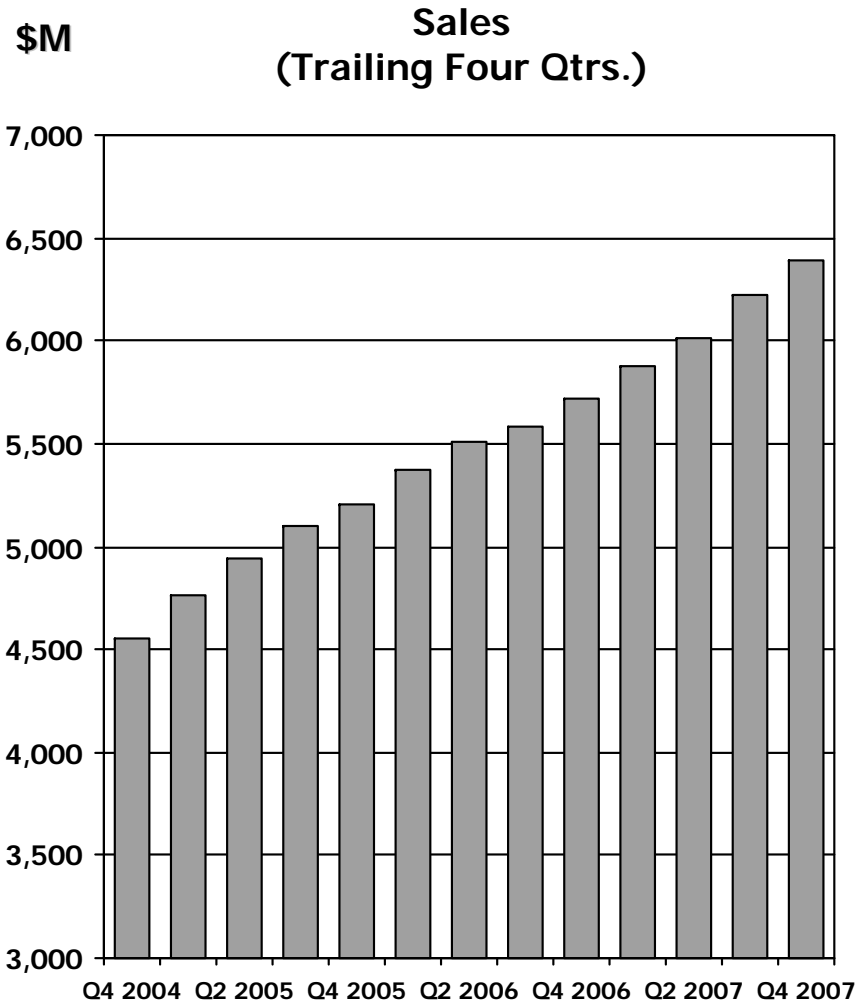
*Under contract to  
modify U2 camera  
for Space*

- **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**





## Delivering Sustained Sales Growth and Margin Expansion





## 2008 Sales Expectations By Market Channel

Full Year 2007 Sales Mix	Market	2007 Goodrich Actual Growth	2008 Goodrich Expected Growth	Market expectations - 2009 and beyond
10% <u>15%</u> 25%	Boeing OE Del. Airbus OE Del. Total (GR Weight)	8%	~20%	Growth continues for 737, 777, A320; A380, 787 and A350 introductions support deliveries past normal peak
8%	Regional/Bus/GA OE (Weighted)	20%	~13%	CF34-10 Engine Nacelles and tail cone on EMBRAER 190 support continued growth through the cycle
36%	Aftermarket (Commercial/Regional/Bus/GA)	16%	~8 - 10%	Airbus AM growing faster due to fleet aging, excellent product positions plus outsourcing trend support higher than market growth rate
25%	Defense and Space OE and Aftermarket	7%	~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	14%	~10%	
100%	Total	12%	~11 - 13%	



## 2008 Outlook P&L Summary (\$M)

	Actual 2007	Estimate 2008	B/(W)
<b>Sales</b>	<b>\$6.4B</b>	<b>\$7.1-\$7.2B</b>	<b>~11 - 13%</b>
<b>EPS (Diluted)</b>			
<b>- Continuing Operations</b>	<b>\$3.89</b>	<b>\$4.15-\$4.30</b>	<b>~7-11%</b>
<b>- Reported</b>	<b>\$3.79</b>	<b>\$4.15-\$4.30</b>	<b>~10-14%</b>
<b>Net cash provided by operating activities, minus capital expenditures, as a percent of net income</b>	<b>64%</b>	<b>&gt;75%</b>	<b>N/A</b>
<b>Capital Expenditures</b>	<b>\$283</b>	<b>\$250 - \$270</b>	<b>\$13 - \$33</b>
<b>Effective Tax Rate</b>	<b>31%</b>	<b>33 – 35%</b>	<b>+2 - 4%</b>

**Strong Sales and EPS growth, improved cash flow and lower 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**