GENERAL DYNAMICS

Investor Conference

September 8, 2011

GD

Investor Conference 2011
Conference Schedule

8:30 am	Welcome Remarks and Introduction of Chairman & CEO
8:35 am	Introductions and Overview: Jay Johnson, Chairman and Chief Executive Officer
8:45 am	Dave Heebner, Executive Vice President, Combat Systems
9:35 am	Phebe Novakovic, Executive Vice President, Marine Systems
10:25 am	Break
10:50 am	Jerry DeMuro, Executive Vice President, Information Systems & Technology
11:40 am	Joe Lombardo, Executive Vice President, Aerospace
12:30 pm	Conference Wrap-up

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Investor Conference 2011
Forward Looking Statements

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GENERAL DYNAMICS

Investor Conference

September 8, 2011

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GENERAL DYNAMICS

Combat Systems

GD

Combat Systems

Armament and Technical Products
Charlotte, North Carolina

European Land Systems
Madrid, Spain

Land Systems
Sterling Heights, Michigan

Ordnance and Tactical Systems
St. Petersburg, Florida

Developing, Producing, Supporting and Sustaining Combat Systems

Combat Systems
North American Locations

GDLS Headquarters
Sterling Heights, MI

GD-OTS Canada

GDLS - Canada

GD-ATP Headquarters
Charlotte, NC

GD-OTS Headquarters
St. Petersburg, FL

- Armament and Technical Products
- Land Systems
- Ordnance and Tactical Systems
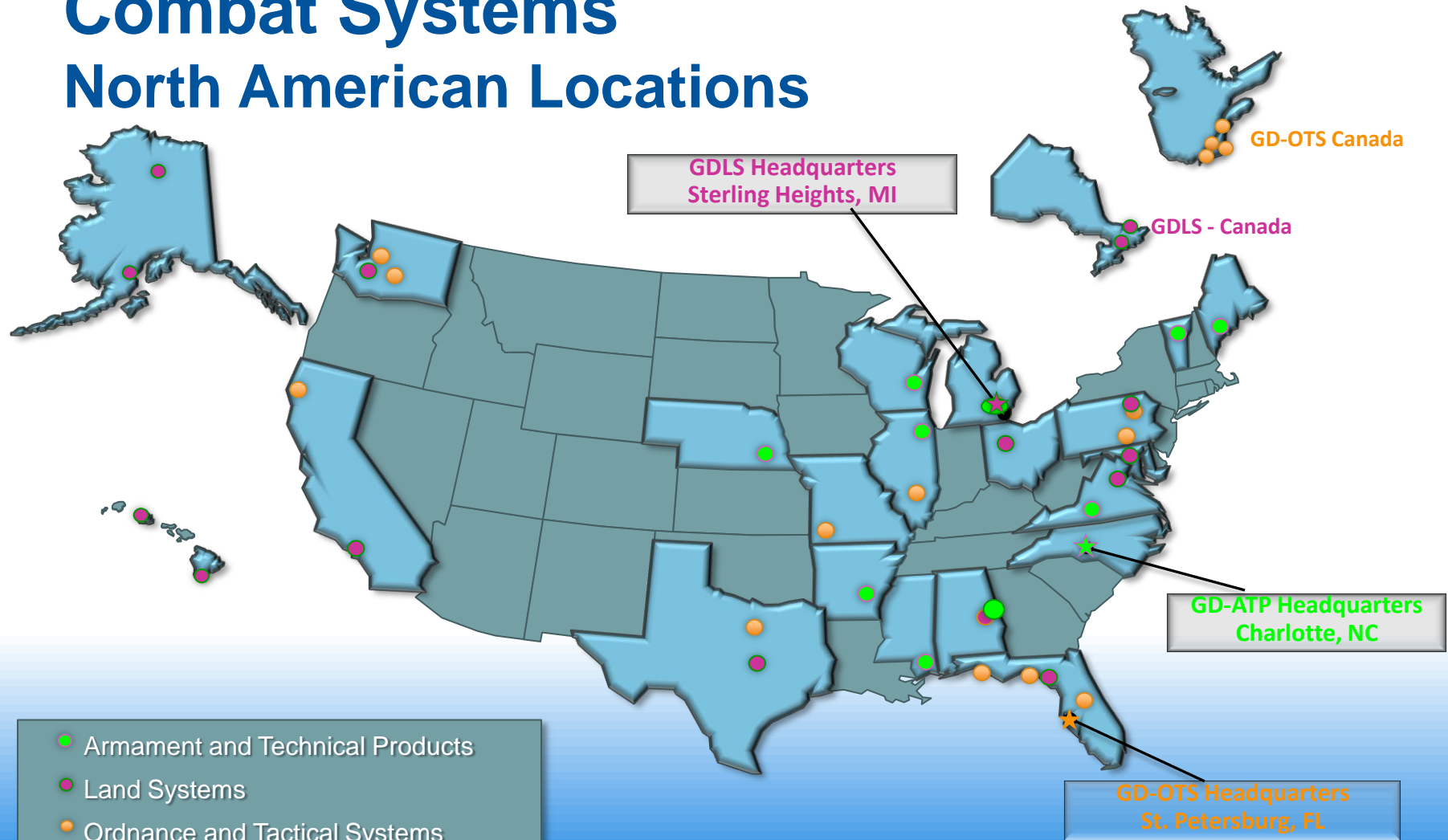
Combat Systems
European Locations

Combat Systems
International Locations

Combat Systems
Core Capabilities

- Experienced leadership focused on execution and continuous improvement

- Well-positioned portfolio that includes mature, diverse and technologically-advanced franchise products

- World-class leader in ground and amphibious platform design, engineering, integration, production and sustainment

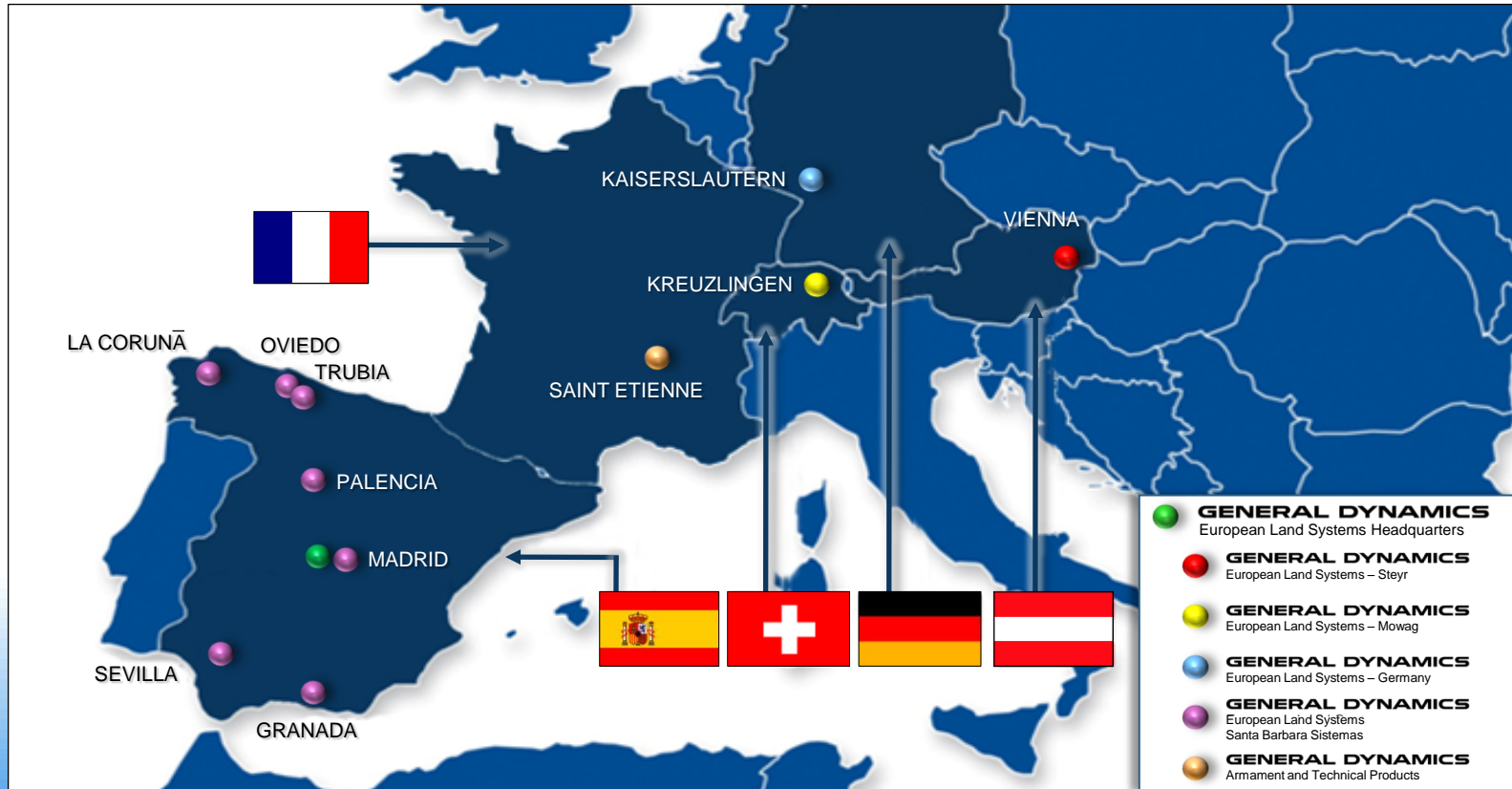- Leading provider of suspension and drive-train systems

- Advanced ammunition, armament and ammunition-handling systems

- Group collaboration in developing innovative solution sets through the Maneuver Collaboration Center (mc^2) and Survivability Center

Combat Systems
Driving Trends
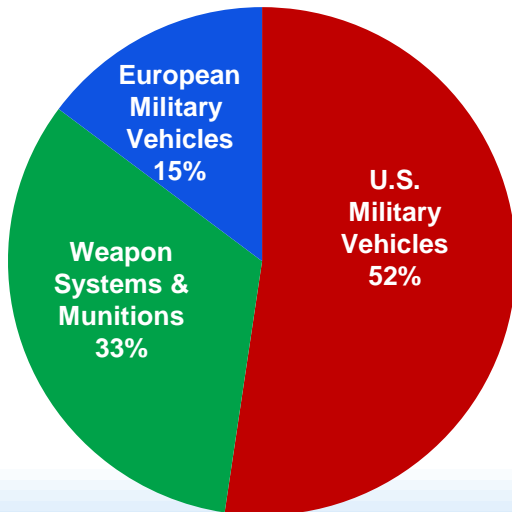
- Declining domestic defense budgets

- Expanding international and foreign military sales opportunities

- Increasing competition for defense market share, with a focus on program execution and affordability

- Higher demand for mature technology, with shorter development cycles

- Greater need for support and sustainment services at a lower cost

Combat Systems
Business Dimensions
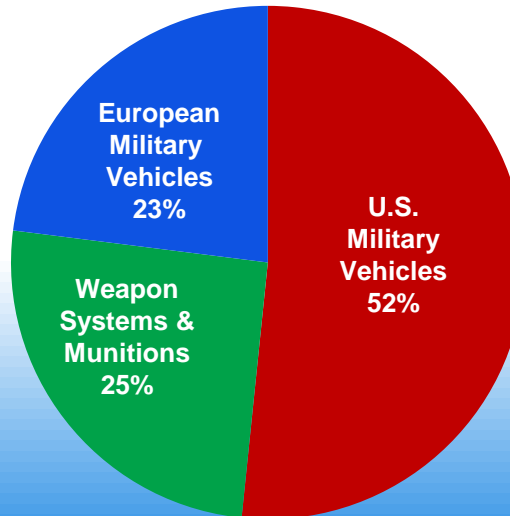
Combat Systems
Business Portfolio – 2011 Estimated

BUSINESS MIX

- Drive-train Components & Other 9%
- Wheeled Combat Vehicles 44%
- Tanks/ Tracked Vehicles 18%
- Munitions / Propellant 18%
- Rockets/ Gun Systems 7%
- Engineering & Development 4%

CONTRACT TYPE

- Cost Plus 23%
- Fixed Price 77%

CUSTOMER

- Commercial 8%
- International 20%
- USMC 5%
- USAF 2%
- U.S. Navy 3%
- U.S. Army 62%
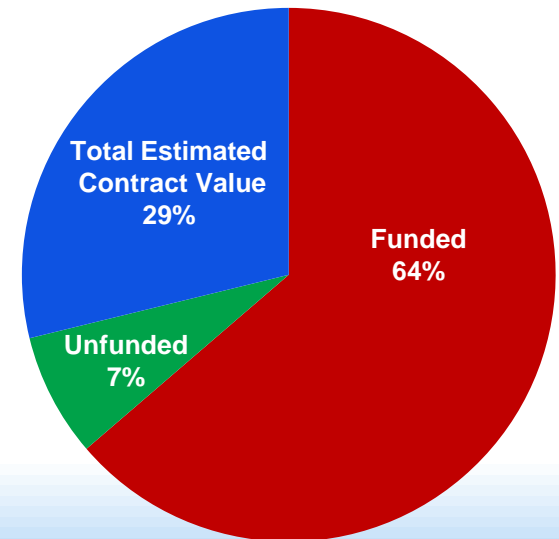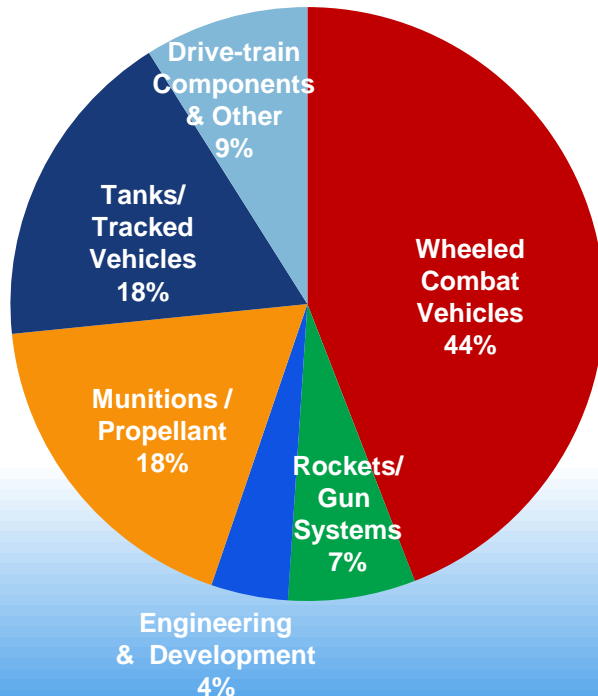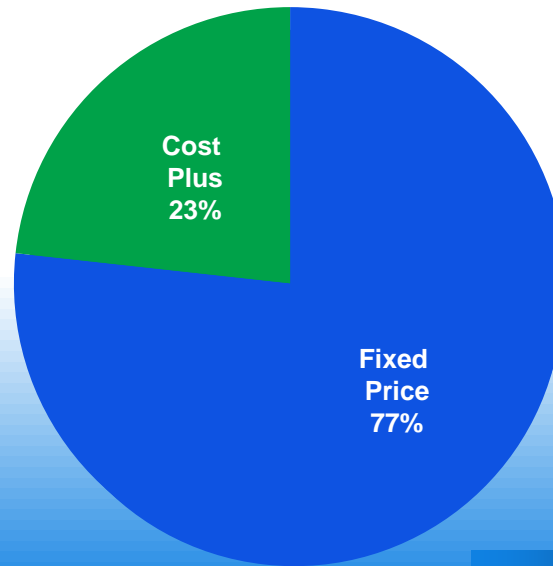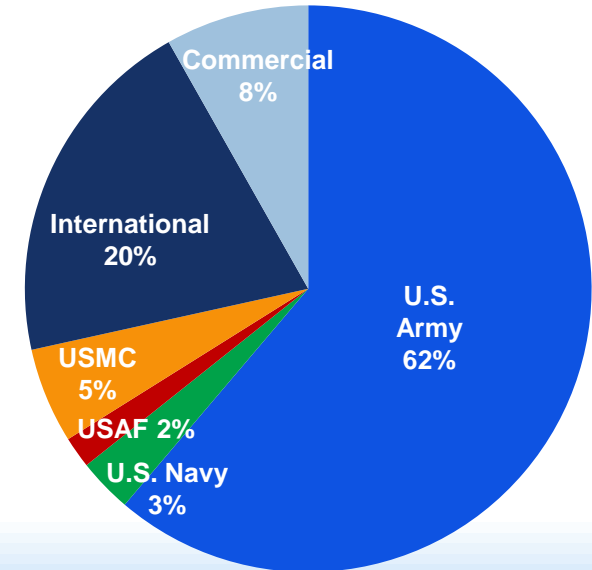
Combat Systems
International Sales Trend 2008 - 2011
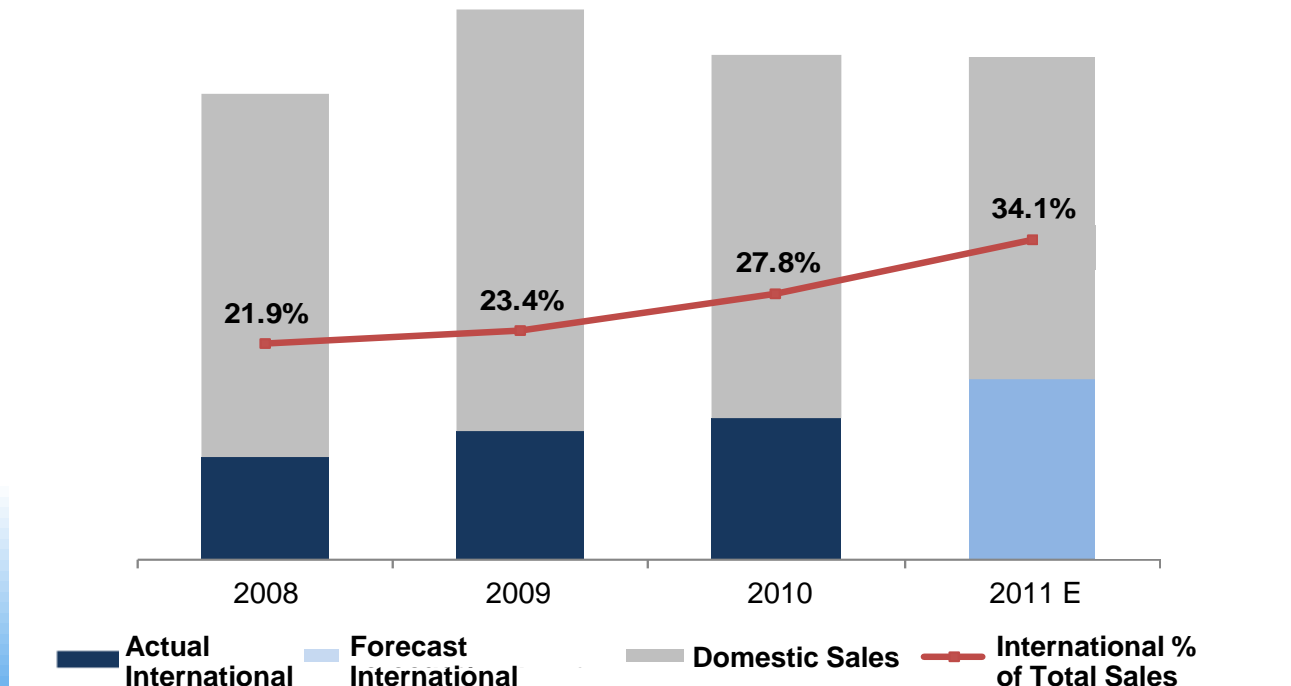
Combat Systems – Business Profile
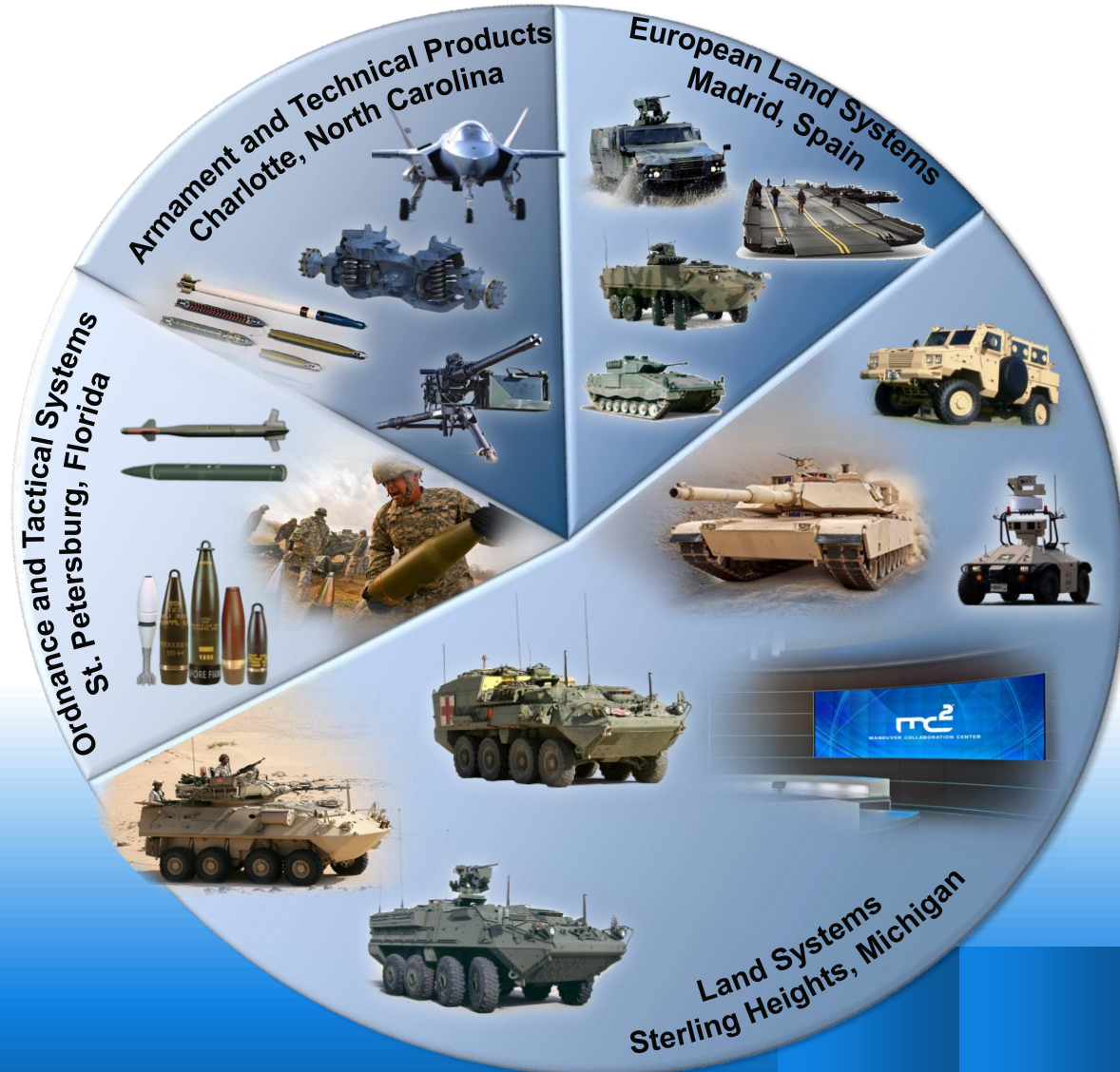
Armament & Technical Products
Key Programs

Weapon and Gun Systems
- Hydra 70 - more than 4 million rockets, motors and warheads
- Passive and active vehicle protection systems
- Guns on all U.S. armed aircraft and select helicopters
- Crew-served weapons (M2, MK-47 and XM806)
- Ammunition storage and handling systems

Advanced Materials
- Aircraft radomes, engine and aerospace components, rocket motor cases and pressure vessels
- Components for PAC-3 missiles, F/A-18 and F-35 aircraft
- Lightweight shelters

Axles/Suspension
- Defense and commercial suspensions and drive-trains
- MRAP independent suspension upgrades

Ordnance and Tactical Systems
Key Programs

Munitions

- USMC Expeditionary Fire Support System (EFSS)
- Canada munitions supply program
- Large, medium and small caliber – U.S. and International
- Munitions and rocket demilitarization

Precision Systems

- Excalibur subsystems
- Warheads, control actuation, aerostructures
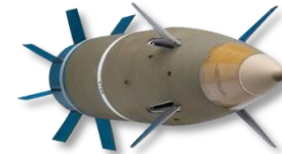
St. Marks Powder

- 23 million pounds per year
- 50% military, 50% commercial

EFSS

European Land Systems
Key Programs

Wheeled Combat and Tactical Vehicles

- Piranha family of 8x8 vehicles
- Pandur 8x8 and 6x6 vehicles
- Eagle 4x4 and DURO 6x6 tactical vehicles

Tracked Combat Systems

- ASCOD infantry fighting vehicle
- Leopard main battle tank

Bridge Systems

- Broad product line: Man-portable infantry bridges to heavy armored vehicle systems
- Established programs in U.S., Singapore and Germany

Combat Support and Service Support

- Large worldwide installed base

Piranha

ASCOD

Medium Trackway Bridge

Recovery Vehicle

Land Systems
Key Programs

Ground Combat Systems

- Abrams main battle tank
- Stryker Double V Hull (DVH)
- Autonomous systems
- Ground Combat Vehicle (GCV)

U.S. Marine Corps/Navy

- Light Armored Vehicle (LAV)
- USMC Amphibious Combat Vehicle (ACV)

Combat Services and Support

- MRAP survivability kits
- Dynamic Sustainment, Inc: Off-platform markets

Land Systems
Key Programs - International

- Saudi Arabia
  - Upgrade of 330 Abrams main battle tanks underway
  - National Guard LAV 4th and 5th brigades in production
  - Army LAV contract awarded, more expected
  - Maintenance and support of ground combat and security forces ongoing

- Canada
  - LAV III fleet upgrade engineering ongoing; production contract imminent
  - Executing 25-year armored/tactical vehicle support contract

- Egypt - Increment 11 approved for M1A1 Abrams

- Australia - Support contract for Army combat vehicles

- Israel - "Namer" Armored Personnel Carrier

Combat Systems
Key Opportunities

Core Markets

- Abrams, Stryker, LAV and Piranha modernization
- USMC Amphibious Combat Vehicles
- Multiple precision munitions and gun programs

Adjacent Markets

- Light tactical vehicle programs
- Joint Assault Bridge and Bridge Erection Boat
- Composite structures for commercial aircraft

International Markets

- Saudi Ministry of Defense and Aviation LAV
- Egypt Abrams Increment 12
- UAE, Spain and Brazil Piranha 8x8
- Australia Land 121 Tactical 4x4
- Canada Tactical Armored Patrol Vehicle (TAPV) and Close Combat Vehicle (CCV)
- Bomb, tank, artillery and medium caliber ammunition
- Heavy construction industry drive-trains world-wide

Combat Systems
Leadership Focus

- Protecting core businesses in a resource-constrained budget environment

- Driving organic growth through adjacencies, strategic alliances and acquisitions

- Leveraging international indigenous footprint and export opportunities to grow global market share
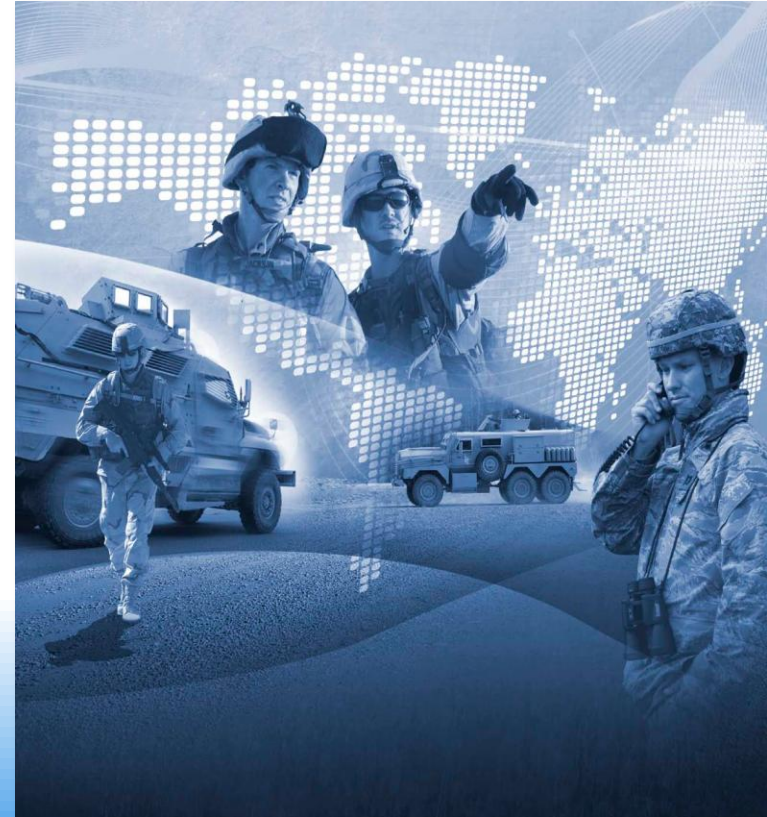
Marine Systems
Core Capabilities

- Lowest cost, highest quality in Naval:
  - Engineering and design
  - Construction
  - Systems integration
- Leader in naval ship repair
- Leader in Jones Act ship construction and design

VIRGINIA-Class Attack Submarine

Marine Systems Footprint

Full-Service Shipyard
Repair/Services

Bangor Submarine Base & Bremerton Naval Ship Yard

Kesselring Milton, NY

BIW Bath, ME

EB Groton, CT/ Quonset Pt, RI

Norfolk Naval Ship Yard

NASSCO San Diego, CA/ Mexicali, MX

Kings Bay Submarine Base

Pearl Harbor Naval Ship Yard

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Marine Systems
Value Drivers

- Backlog
  - $18.4B and growing

- Operational performance
  - Margins: Mid 9% to mid 10%
  - Efficiency Goal: Improved cost performance ship over ship

- Cash generation
  - Average cash 100% of net income

- Strong contracting
  - Good terms and conditions
  - Balanced mix of cost-plus and fixed-price contracts

- Customer intimacy

Execution

Marine Systems: Performance

- OHIO-Class 86.5% learning curve

- SSGN underrun

- VIRGINIA-Class submarine underrun

- T-AKE 79.8% learning curve

- 100% of T-AKE delivery incentives achieved

- 98.3% NASSCO average repair award fee

- DDG-51 last 7 ships underrun

- DDG-1000 lead ship construction on target at 50% complete

All GD Marine Ship Construction On / Ahead Of Schedule

Marine Systems
Business Dimensions (2011 Estimated)
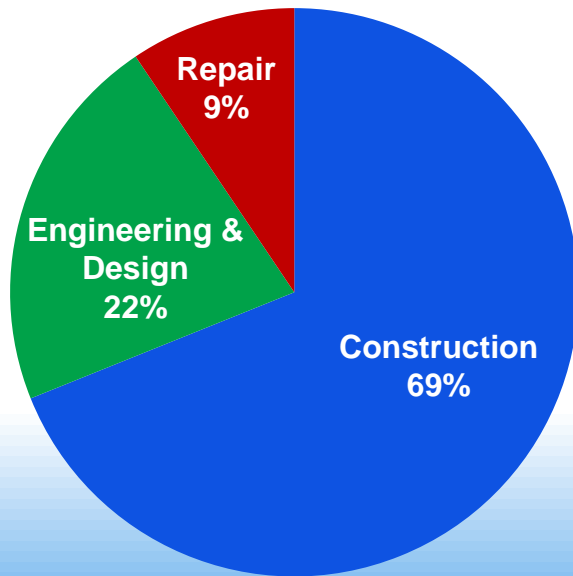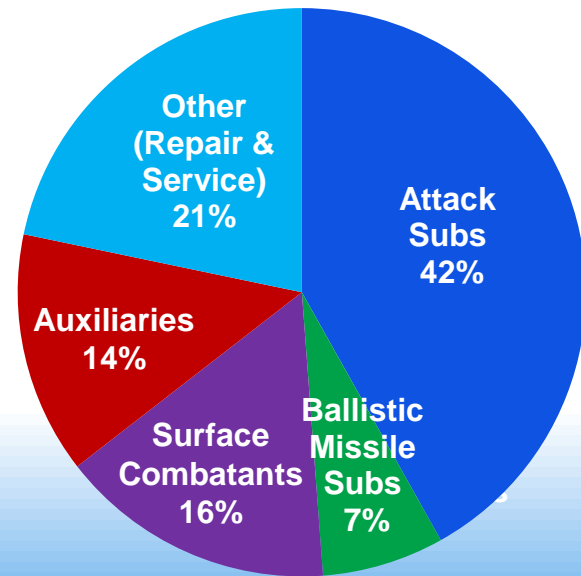
Marine Systems
Business Portfolio

BACKLOG – 2Q11

- Repair 4%
- Engineering & Design 16%
- Construction 80%

CONTRACT TYPE

- Cost Plus 41%
- Fixed Price 59%
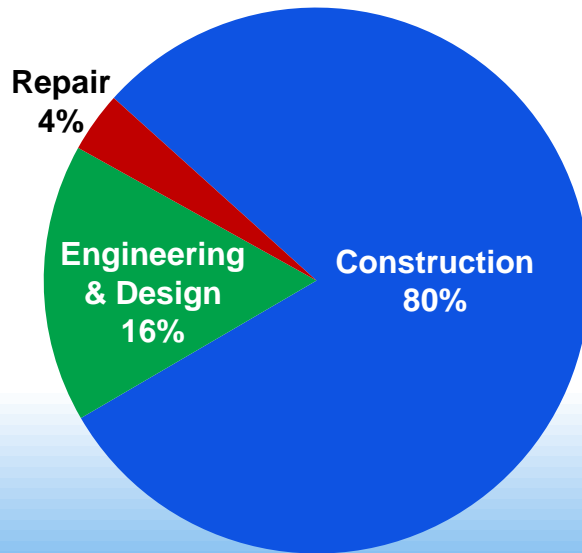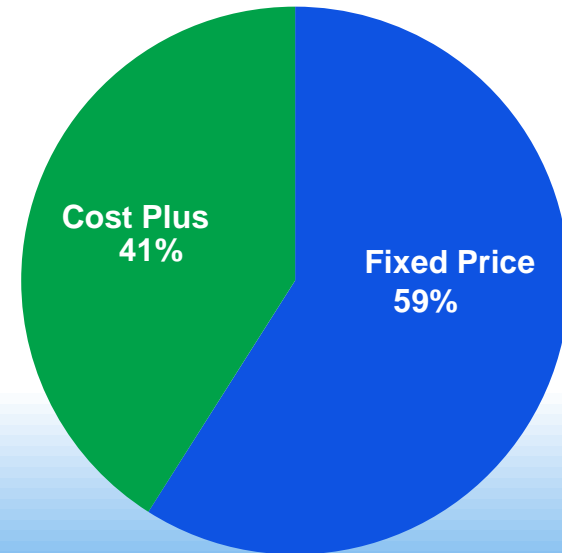
Marine Systems
Key Program: VIRGINIA – Class SSN

- Attack submarine program: 30 ships, $93B

- Mature program in serial production

  – Block I (4 Subs) 100% complete, $7B

  – Block II (6 Subs) 92% complete, $9.2B

  – Block III (8 Subs) 11% complete, $14.1B

  – Lead-design yard

  – Design for affordability

- Opportunities

  – Block IV (9 subs) award in 2014, $18.2B

  – Block V & Follow-on attack submarine (~31 subs, $168B)

VIRGINIA-Class Attack Submarine construction

Marine Systems
Key Program: Ballistic Missile Submarines

- OHIO replacement program, $147B over 30 years
  - Engineering and design funding in 2010
    - GD is the design agent
    - $13B through 2025

- Lead-design yard
  - OHIO-Class

- Opportunities: OHIO Replacement
  - On-going design and engineering
  - Construction in 2019 ($134B through 2040)
  - Design for affordability
  - Lead-design yard

SSBN(X) Missile Compartment prototype

Marine Systems
Ballistic Missile Submarine Production

Propulsion Plant Components

Nuclear Propulsion Plant Equipment

Strategic Weapons Systems

Combat Systems

Propulsor

Notional
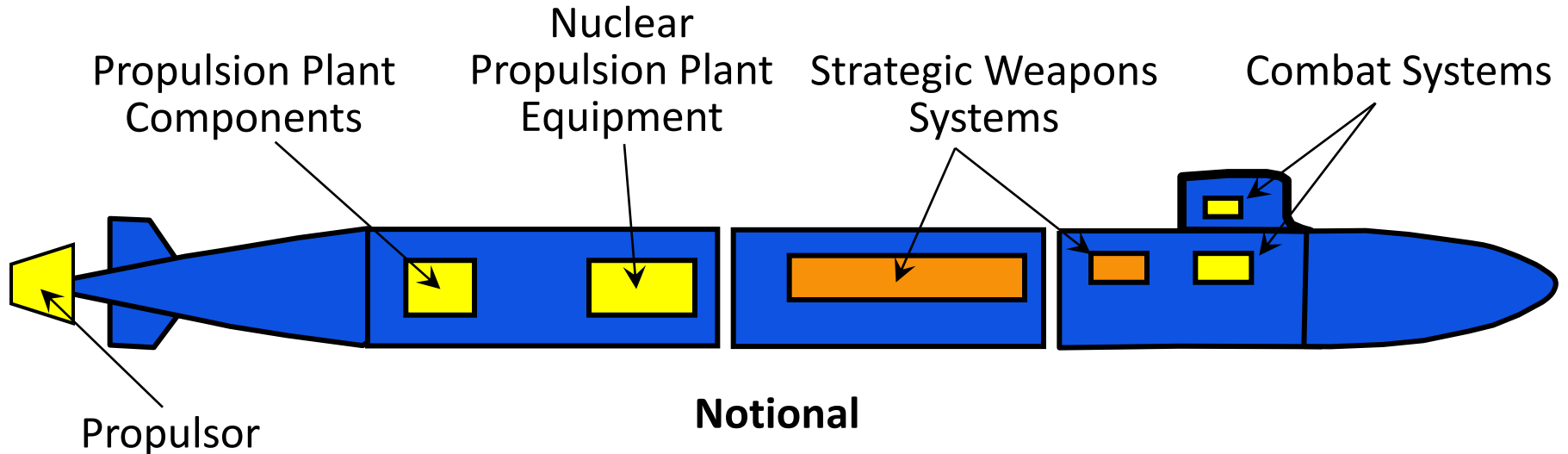
EB **GFE** **Electronics**

Marine Systems
Key Program: ZUMWALT Class (DDG-1000)

- 3-ship program, SCN $11.3B (FY05-15)

- Engineering and design
  - Assumed total ship design late 2009
  - Design is 98% complete

- Ship construction (BIW scope)
  - DDG-1000, 52% complete
  - DDG-1001, 12% complete
  - DDG-1002, Spring 2012

- Shipyard deliveries 2014 - 2018

- Lead-design yard

DDG-1000 construction

Marine Systems
DDG-1000 Program Production
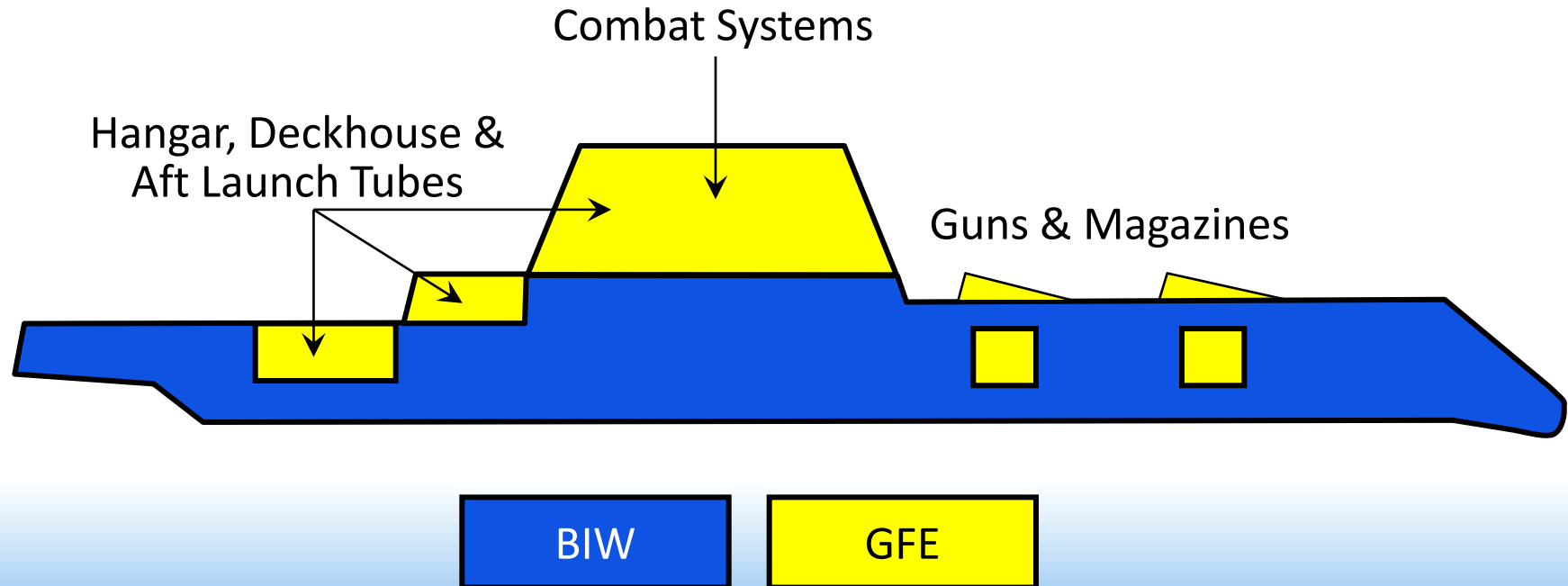
Marine Systems
Key Program: (DDG-51) BURKE Class

- Mature, stable, long-term program
  - BIW built 34 ships
  - BIW built 6 of last 10-ship block buy

- BIW lead-design yard through life of program

- Opportunities:
  - DDG-51
    - 55 ships, $204B (est.) FY2010 – 41
    - Flights III and IV
  - DDG-51 Restart Competition
    - DDG-115 BIW
    - DDG-116 competed

DDG-51 BURKE-Class Destroyer

Marine Systems
Key Program: Auxiliary Ships

T-AKE

MLP

T-AO(X)

- T-AKE: mature program
  - 14-ship class, $6.5B program (FY01-12)
  - NASSCO lead-design yard

- Mobile Landing Platform (MLP)
  - 3-ship class, $1.3B program
  - Lead-design yard
  - Delivers 2013 - 2015

- Opportunities
  - Fleet Oilers (T-AO(X))
    - 19-ship class, $14.5B program
    - Funding for 1st ship expected 2014
    - Build 1/yr, 2014 - 2032
  - Amphibs
  - Jones Act ships

Marine Systems
Submarine Repair

- Repair (Est. $100-250M/yr)
  - USS HARTFORD: $100M+ Eng. and Const.
    - o Delivered 2011
  - Ongoing maintenance and modernization:
    - o Scheduled repair
    - o Sub base/Naval Shipyard support
    - o Land-Based Naval/DOE Nuclear Site support
- Opportunities
  - Submarine maintenance
  - VIRGINIA-Class scheduled repair
  - Naval shipyard support
  - Submarine modernization
  - Submarine base New London support

USS HARTFORD Sail

EB Shipyard Graving Docks

Marine Systems
Surface Ship Repair

- Repair (Est. $350-450M/yr)
  - West Coast Ports Surface Ship repair
    - Scheduled
    - Emergent
  - On-going and upcoming major jobs
    - Amphibs
    - Frigates
    - Destroyers
- Opportunities
  - Frigates
  - Large Surface Combatants
  - Small Surface Combatants
  - Amphibs

Frigates in NASSCO's Drydock

Marine Systems
Market Trends: Construction & Engineering

- Navy Shipbuilding (GD Programs)

  - Attack Submarines: Stable, mature program and funding

  - Ballistic Missile Replacement Submarines: Undersea deterrent an inviolate national strategic priority

  - Large Surface Combatants: Increasing clarity and funding stability (DDG-1000, DDG-51 restart)

  - Auxiliaries: Compelling short and mid-term established need

  - Life-cycle engineering and support for multiple ship classes

- Jones Act

  - Half fleet (~46 ships) average age > 30 years; must be replaced

Marine Systems
Market Trends: Naval Ship Repair

- Mature, growing market

  – Number of ships scheduled to increase

  – Average ship age 18 years, reaching 19 in 2015

  – Repairs increasingly complex

- Majority of work through cost-plus award/incentive-fee contracts

  – One to seven year duration

  – In-yard & off-site repair and modernization

Amphib maintenance at NASSCO

Marine Systems
Leadership Focus

DDG-1000

- Strong and enduring backlog

- Breadth of shipbuilding programs

- Depth of commitment to operational excellence

T-AKE
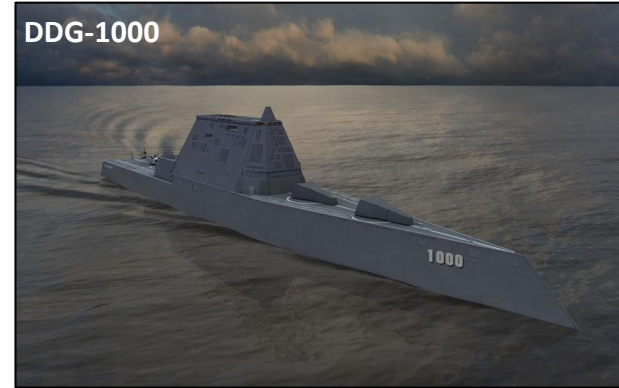
GENERAL DYNAMICS

Investor Conference - 25 minute break

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Information Systems & Technology (IS&T)

ADVANCED INFORMATION SYSTEMS

Cyber, ISR and Mission Integration and Services

GENERAL DYNAMICS UNITED KINGDOM

Tactical Communications, Systems Integration, Specialized Electronics and Avionics, Public Safety and Border Security

SECURE THE NETWORK

C4 SYSTEMS

Communications, Command and Control, Information Assurance and Mobile Computing

GENERAL DYNAMICS INFORMATION TECHNOLOGY

IT, Professional and Technical Services in the Federal Market Place

Applied to

IS&T
Core Capabilities

- Full-spectrum systems integration

- Mission-critical C4ISR
  - Dedicated systems
  - Integrated platforms
  - Stand-alone products

- Intelligence collection, exploitation and cyber systems

- IT, professional and technical, healthcare and training services

IS&T
Market Trends

- Extensive Department of Defense (DoD) and Federal/Civilian (Fed/Civ) network infrastructure and Command and Control (C2) modernization

- Acceleration of cloud computing model and data center consolidation

- Continuing need for Intelligence, Surveillance and Reconnaissance (ISR) exploitation, analysis and dissemination

- Persistent and dynamic cyber threat

- Growth in healthcare, public safety and critical infrastructure protection needs

- Parallel demands in international markets

IS&T
Footprint

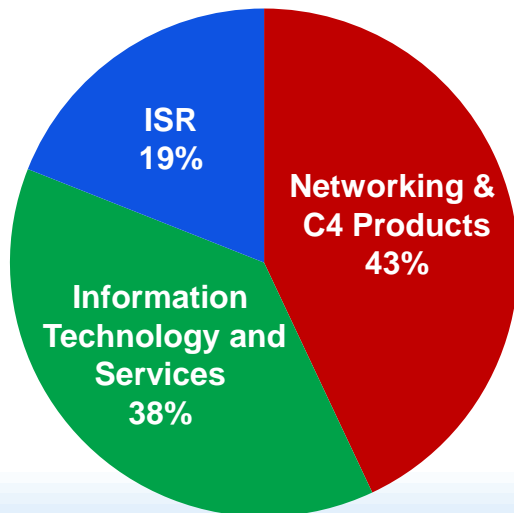Presence in all 50 states and more than 30 countries outside the U.S.

IS&T
Business Dimensions

SALES – 2011 Estimated

ISR
19%

Networking &
C4 Products
43%

Information
Technology and
Services
38%

BACKLOG – 2Q11

ISR
17%

Networking &
C4 Products
48%

Information
Technology and
Services
35%
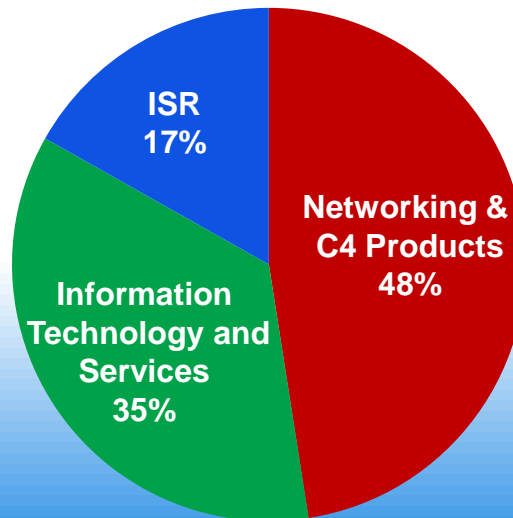
TOTAL POTENTIAL
CONTRACT VALUE - 2Q11
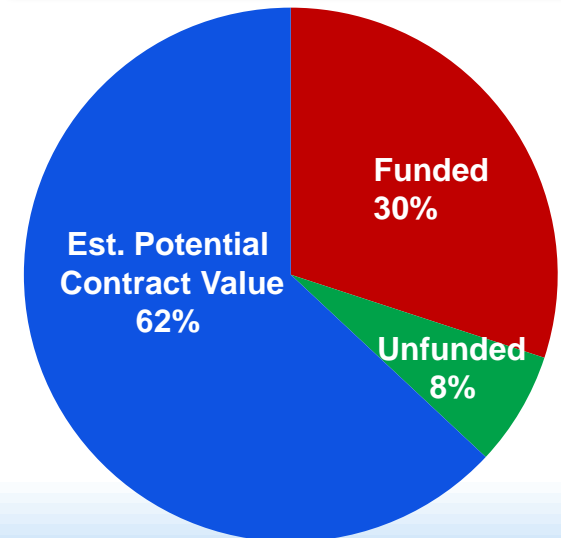
Funded
30%

Est. Potential
Contract Value
62%

Unfunded
8%

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IS&T
Business Portfolio – 2011 Estimated

BUSINESS MIX

- Systems Integration 38%
- IT Services 18%
- Products 27%
- Engineering Services 17%

CONTRACT TYPE

- Fixed Price 49%
- Cost Plus 37%
- T&M 14%

CUSTOMER

- DoD 43%
- Intel/Restricted 24%
- Civil Agencies 18%
- International 10%
- Commercial 5%

GD
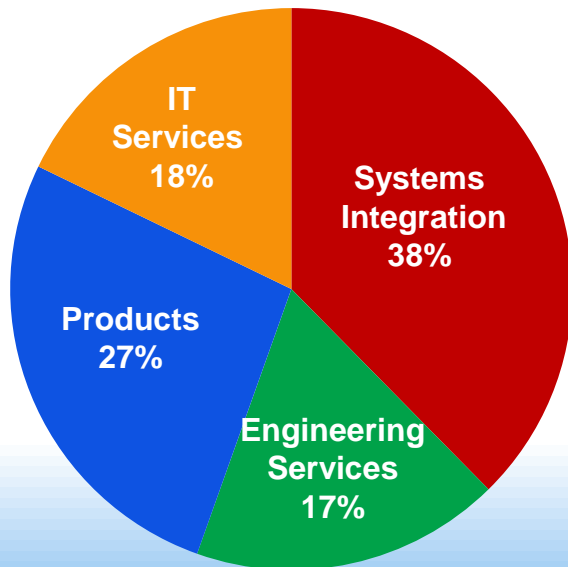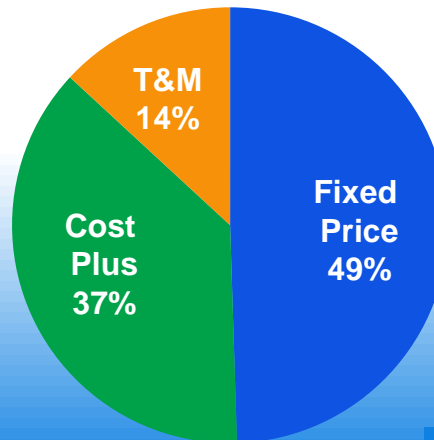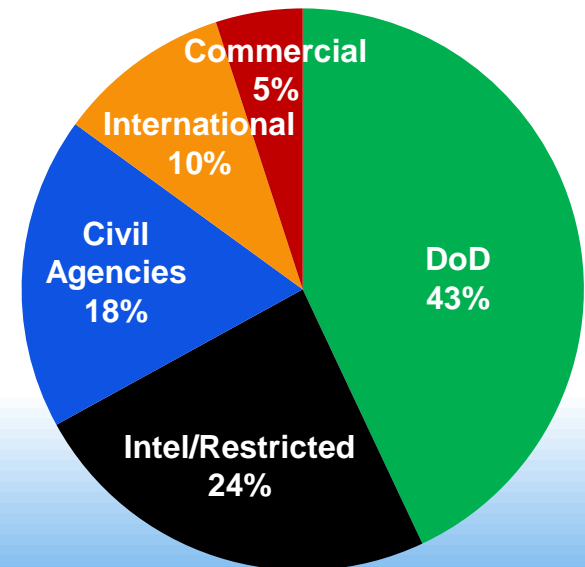
IS&T
Market Focus Areas

- Information Technology (IT) and Mission Services
  - IT systems, communication network upgrades and healthcare IT
- Intelligence Services
  - Operations support for intel and classified customers
- Intelligence, Surveillance & Reconnaissance (ISR)
  - Intelligence products and services - Tactical to Strategic
- Command, Control, Communications and Computing (C4)
  - Secure communication products and information systems, battle management technologies and platform/mission system integration
- Cyber
  - Full-spectrum network defense and operations support

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IS&T
IT & Mission Services

- Business model evolution to managed services

- Large market driven by consolidation for efficiency

  - Data center consolidation and cloud computing

  - All aspects of enterprise IT acquired as a service

- Leverage strong IT infrastructure integration pedigree to continue facilities consolidation and renovation

- Growing demand for healthcare IT services and support

- Over 100 Indefinite Delivery, Indefinite Quantity (IDIQ) contracts provide access to broad array of customers across the government space

IS&T
IT & Mission Services Capabilities/Programs

Infrastructure Modernization

- **Dept. Homeland Security Relocation (St. Elizabeth Campus):** Consolidation of IT, telecommunications, physical security, and building management
- **Network-Centric Solutions (NETCENTS):** Networking equipment and systems engineering, integration and operations services
- **Headquarters Building:** Consolidated IT infrastructure and cyber security for a national intelligence agency headquarters

Health IT

- **Dept. Health & Human Services:** Medicare and Medicaid claims processing
- **Retiree Drug Subsidy System:** Maintain and operate system for processing, payment and appeals
- **Defense Electronic Health Records:** Partnered with a leading healthcare IT provider to bring electronic health records to DoD
- **Health Payer Solutions:** Commercial Off-the-Shelf (COTS) software products and services used to fight fraud and improve quality of healthcare
- **Walter Reed Medical Center:** Initial outfitting of new facilities and transition of existing medical personnel and operations

IS&T
Intelligence Services

- Global threats and instability creating demand across the entire intelligence spectrum

- Need for increased efficiency resulting in data center consolidation, technology refreshes and cloud computing in the Intelligence Community

- Strong mission needs:

  – Volumes of data generated at unprecedented rates

  – Open source intelligence analysis

  – Cyber security

- Scale and access to multiple contract vehicles key success factors

IS&T
Intelligence Services and Programs

IT Infrastructure

- **Distributed Common Ground Station**
- **C4I Warfighter**
- **Multi-national Battlefield Information Collection & Exploitation**
- **Special Operations Forces Information Technology Enterprise Contracts**
- **Distributed Information Intelligence Enterprise**
- **Solutions in Intelligence Analysis**
- **Information Assurance/Computer Network Defense**

Mission Services

- **NRO Security Services Contract**
- **UNITED**
- **Misty Waters**
- **Misty Sapphire**
- **Pyramid**
- **National Media Exploitation Center**
- **Information Solutions Integrated Development**
- **Counter Intelligence Integration Contract**

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IS&T
Intelligence, Surveillance & Reconnaissance (ISR)

- Ongoing operations still driving market near-term

- Market driven by increased demand for near real-time actionable data

  – High demand for data collection and exploitation

  – Explosive growth in volume of data creates access and management challenges

- Budget constraints effect buying approach

  – Forcing cost and capability trade offs

  – Evolutionary vs. revolutionary

- Positioned well across ISR value chain: tasking collection, processing, exploitation and dissemination

IS&T
ISR Capabilities/Programs

Imagery

- **Axsys and Kylmar:** Imaging intelligence products and systems
- **NGA Airborne Exploitation Capabilities (AEC):** Imagery and video exploitation system, operation and support
- **Imagery Exploitation Support System (IESS):** Development and deployment of analyst workflow and data dissemination management
- **Data Collection System:** Special mission radar imaging system
- **Full Motion Video:** Advanced algorithm development for visualization and exploitation

SIGINT

- **Prophet Enhanced:** Enables tactical commanders to securely and accurately identify, locate and deter signal emissions on the battlefield
- **Classified:** Custom collection systems and devices for undersea, land, air and space missions – tactical and strategic

Multi-INT

- **Multi-INT Analysis and Archive System (MAAS):** Capture, exploit, disseminate and archive full motion imagery
- **Distributed Common Ground Station – Army (DCGS-A):** Processing system for tactical, theater, and national level assets
- **Intelligence & Electronic Warfare Tactical Proficiency Trainer (IEWTPT):** ISR training and simulation system for commanders, analysts and operators

IS&T
Command, Control, Communications & Computing (C4)

- User demand driving need for near-ubiquitous high bandwidth communications capability
  - Radio Frequency (RF) communications in austere environments
  - Widely dispersed forces
- Technology refresh will leverage mix of Government-Off-the-Shelf (GOTS) and Commercial-Off-the-Shelf (COTS)
- Broad portfolio of products and programs at the core of the Defense and Fed/Civ network modernization
  - Leading defense programs in U.S., U.K. and Canada
  - Federal Aviation Administration (FAA) - NextGen
- Relevant to international and adjacent markets

IS&T
C4 Capabilities/Programs

Systems Integration

- **Littoral Combat Ship:** Design and integration of complex open systems architecture combat and seaframe control systems
- **Warfighter Information Network - Tactical (WIN-T):** Army's on-the-move, high-capacity backbone communications network
- **BOWMAN**: Tactical communications system for U.K., Netherlands, Romania
- **Pentagon Renovation:** Enterprise IT infrastructure renovation and C2 systems integration to support daily operational activities for DoD
- **Space Ground Segment Sustainment:** Global system for satellite management and high speed data conversion, processing and distribution
- **Joint High Speed Vessel:** Integration of ship's electronic systems, including an open architecture computing infrastructure

Command & Control (C2)

- **Ballistic Missile Fire Control Systems**: U.S. and U.K. submarines
- **Command Post of the Future (CPoF) and Tactical Ground Reporting (TIGR) System:** Map-based C2 and collaboration tools

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IS&T
C4 Capabilities/Programs (cont.)

Communications

- **Joint Tactical Radio System (JTRS) Handheld, Manpack, Small Form Fit (HMS**): Next generation software defined radio
- **Rescue 21**: Nationwide rescue system for the Coast Guard
- **SATCOM:** Leading provider of Very Small Aperture Terminal (VSAT), fixed, fly-away and on-the-move systems
- **Global Communication Suite (GCS):** Two-way broadband communication for voice, data, video and imagery via satellite
- **Mobile User Objective System (MUOS):** Narrowband satellite communications providing voice, video and data for warfighters on the move

Computing

- **Common Hardware System (CHS-4):** IDIQ contract for ruggedized hardware and networking equipment
- **GD300:** Android-based, rugged smartphone
- **Rugged Computing:** Design and produce rugged mobile computing and secure thin client devices for Fed/Civ and blue-chip commercial customers

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IS&T
Cyber

- Growing market driven by intensity and nature of attacks on government and critical infrastructure

- Cyber threat is real, pervasive and expanding

- Attacks are dynamic and sophisticated and require an equally dynamic and rapid response

- Compliant may not be secure

- GD brings full-spectrum cyber capabilities from defensive capabilities and systems engineering to information operations: defend, exploit, NetWar, and integration

IS&T
C4 Capabilities/Programs

Defend

- **Network Encryption Devices:** Market leader in Type-1 network encryption
- **Forensics:** Breach analysis and remediation
- **US Computer Emergency Readiness Team (CERT)/National Cyber Protection System (NCPS):** National level threat identification, analysis and response
- **Defense Cyber Crime Center:** DoD and Intel incident response and forensics

Exploit

- **Intelligence Community:** Work with classified customers to identify and provide actionable intelligence on U.S. adversaries' networks
- **Network Intelligence:** Attack sensing and warning, reverse engineering

NetWar

- **Classified Customer Support:** Long heritage of support for offensive operations

Integrate

- **Infrastructure Protection:** Cyber security incorporated in all network infrastructure programs (design, integrate, operate and maintain)
- **Classified**: Design and maintain systems using multi-level security technology for multinational and intelligence operations
- **Digital Mainspring/Cyber CoMotion:** Event correlation and cyber situational awareness toolsets for managing enterprise network threats

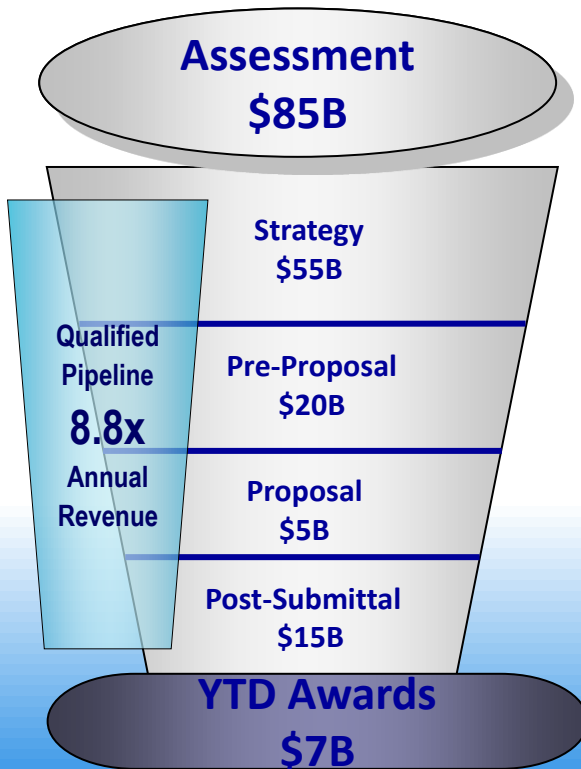GD

IS&T
Opportunities

- Cross leverage existing positions and products
  - Infrastructure and border protection
  - Critical infrastructure/key resources
  - Vehicle C4ISR systems
- Extend core capabilities to new customers
  - Public safety, international
- Bring new capabilities to existing customers
  - FAA, NASA, other agencies
- Leverage broad international footprint to extend presence outside the U.S.

Targeted Growth Markets
- Cyber security
- Critical infrastructure protection
- International tactical networks
- International SIGINT
- Data center consolidation
- Healthcare IT
- Vehicle integration/electronic architectures
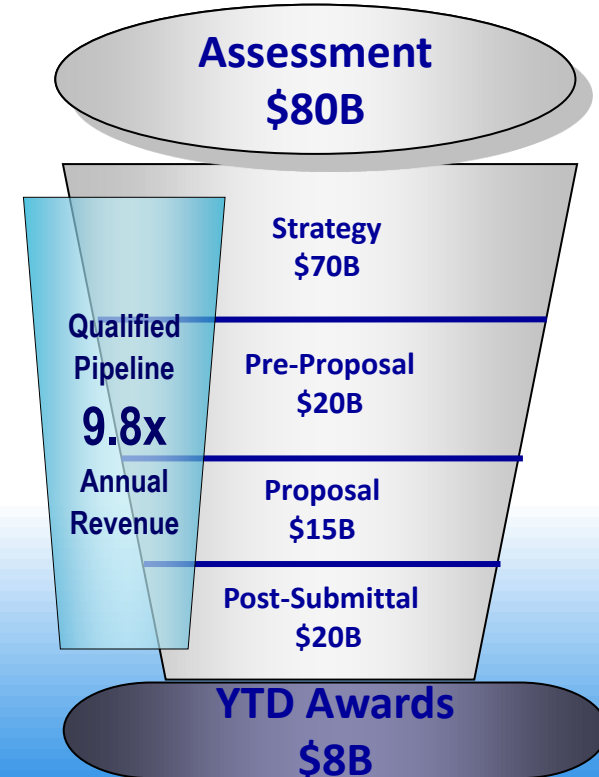- Border security

Opportunity Pipeline

2009

Assessment $85B

Strategy
$55B

Qualified Pipeline
8.8x
Annual Revenue

Pre-Proposal
$20B

Proposal
$5B

Post-Submittal
$15B

YTD Awards $7B

+14%

Robust opportunity set

2011

Assessment $80B

Strategy
$70B

Qualified Pipeline
9.8x
Annual Revenue

Pre-Proposal
$20B

Proposal
$15B

Post-Submittal
$20B

YTD Awards $8B

IS&T
Leadership Focus

- Focused expansion into adjacent markets

- Deliberate international growth

- Driving portfolio relevance for near and long-term

GENERAL DYNAMICS
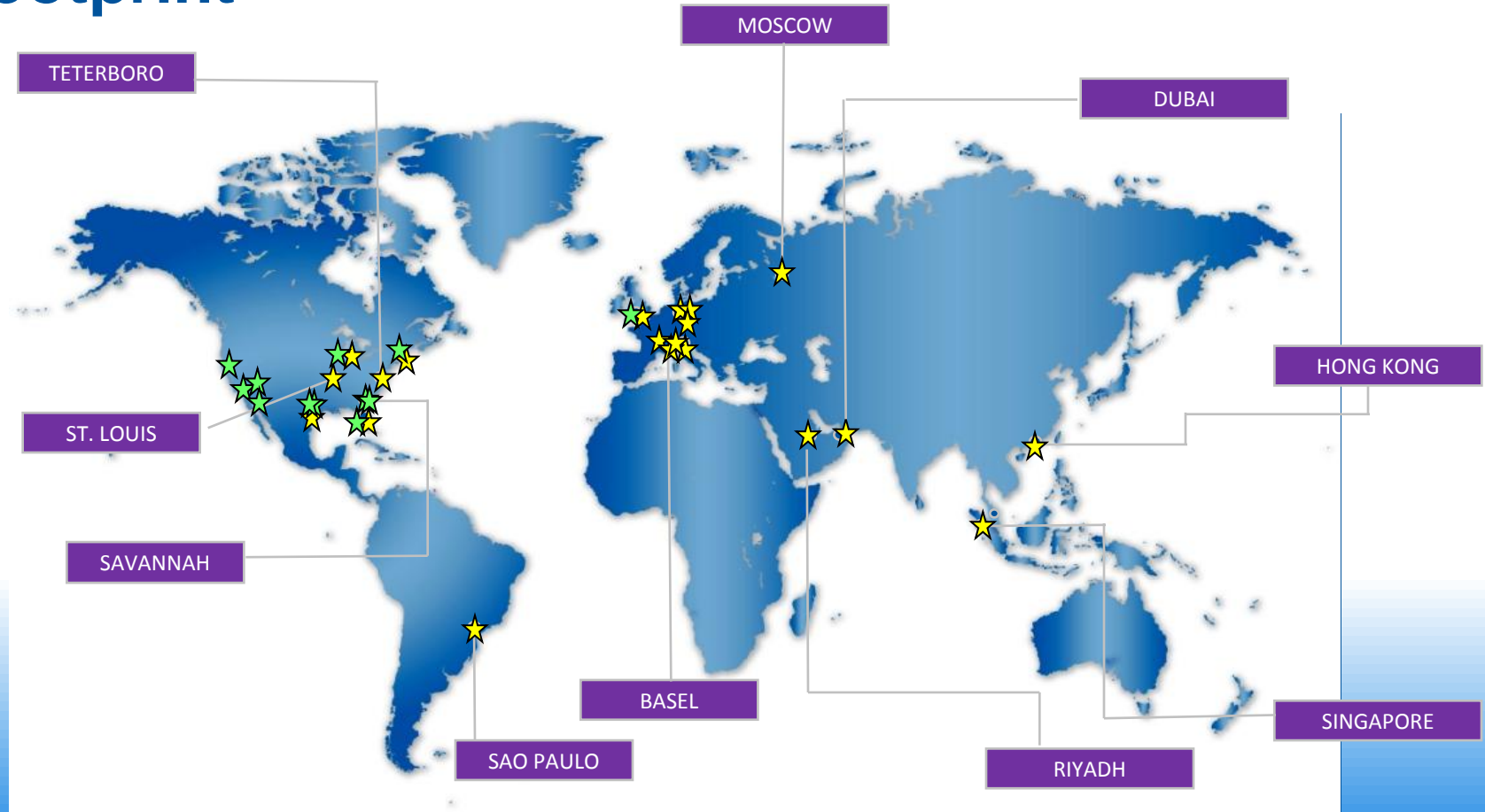
Aerospace

GD

AEROSPACE
Core Capabilities

- Engineering and advanced technologies

- Manufacturing and outfitting

- Aircraft services

- Flight services

- Global reach

AEROSPACE
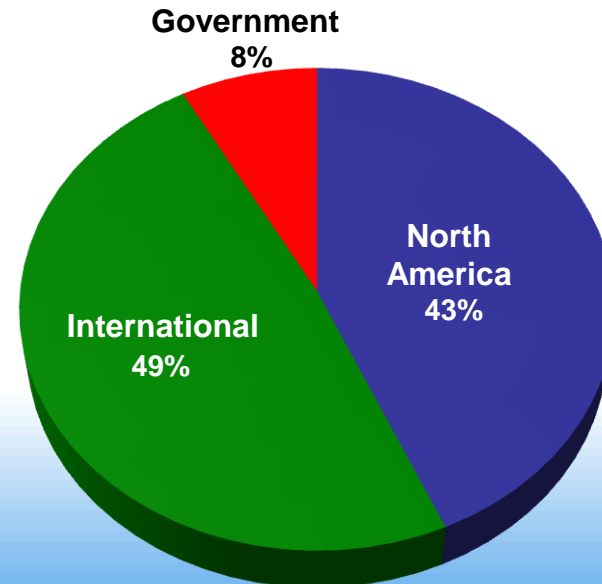## Footprint

Gulfstream Facilities
Jet Aviation Facilities

TETERBORO
MOSCOW
DUBAI
HONG KONG
ST. LOUIS
SAVANNAH
BASEL
SINGAPORE
SAO PAULO
RIYADH

AEROSPACE
Business Dimensions

SALES – 2011 Estimated

- Pre-owned Aircraft 1%
- Aircraft Services 25%
- Aircraft Manufacturing and Outfitting 74%

CUSTOMER

- Government 8%
- North America 43%
- International 49%

GULFSTREAM
Driving Trends

- International markets

- World economic conditions

- Fleet growth = services opportunities
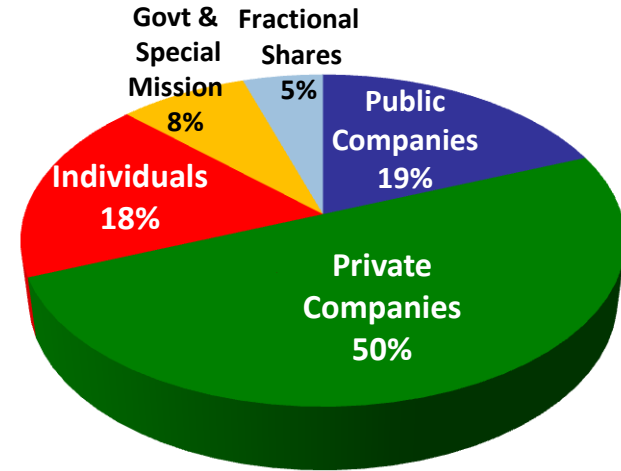
- New product development

- Regulatory environment

GULFSTREAM
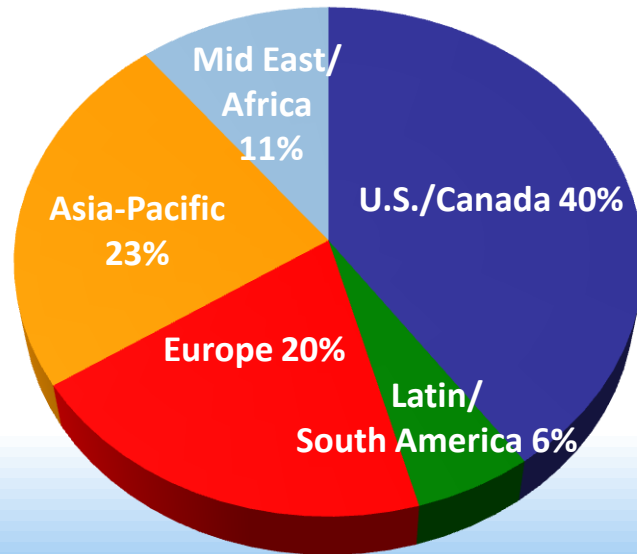## Installed Fleet Distribution

BY REGION

International 31%

U.S./Canada 69%

BY CUSTOMER TYPE

Govt & Special Mission 8%

Fractional Shares 5%

Public Companies 19%

Individuals 18%

Private Companies 50%
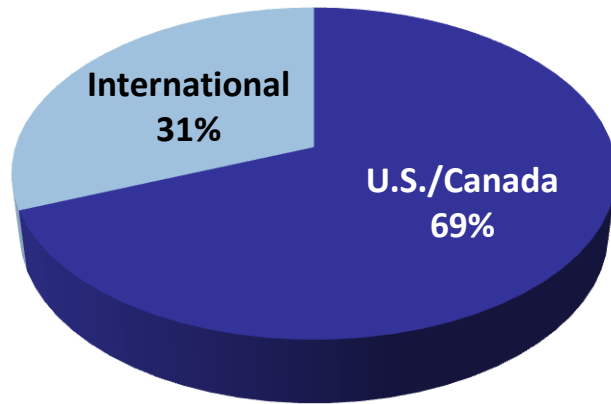
1,950+ Gulfstream aircraft in-service worldwide

GD
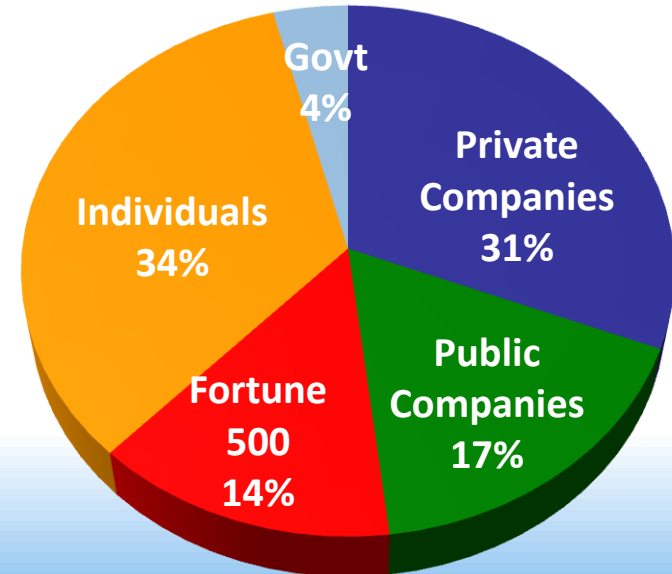
GULFSTREAM
Products
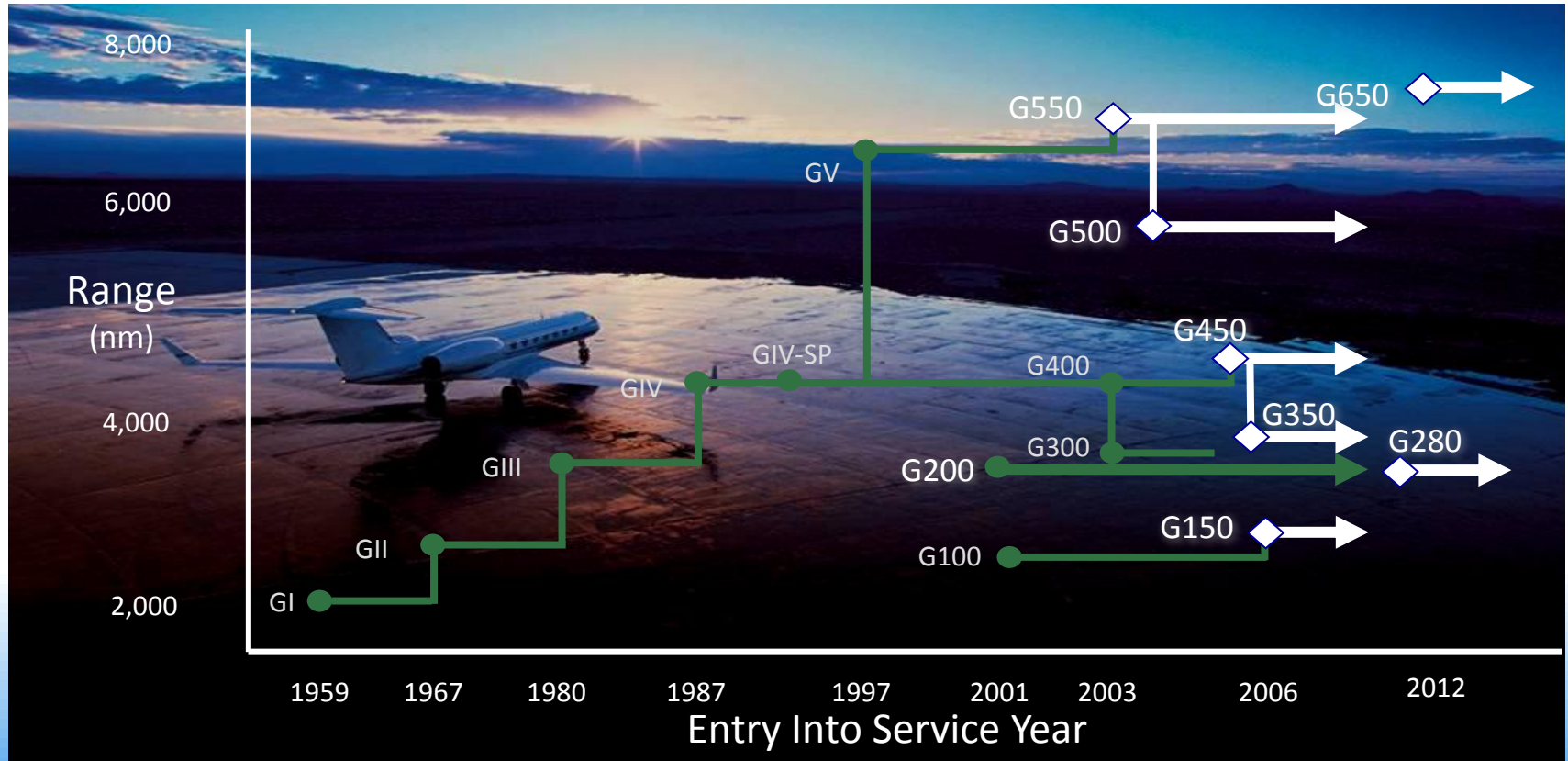

G150

G280

G450

G550

G650

GULFSTREAM
Product Evolution

Over 2,000 aircraft delivered with over 14 million flight hours and 8 million landings

GULFSTREAM
G650 Program Update

- Longest range at fastest speed in class

- Four aircraft in flight test

- Rolls Royce BR725 engine received FAA/EASA certification

- Completed 550 flights and 1800 flight hours

- Over 200 orders in backlog

- 14 planes in manufacturing cycle to date

- Certification planned for 2011

- Entry into service planned for 2012

G650 Production

GD

GULFSTREAM
G280 Program Update

- Longest range at fastest speed in class

- Three aircraft in flight test

- Honeywell HTF250G engine received FAA/EASA certification

- Completed over 600 flights and 1600 flight hours

- First production aircraft in Dallas for outfitting and paint

- Certification planned for 2011

- Entry into service planned for 2011

G280

GD

GULFSTREAM
Investing for the Future

- $500M+ campus expansion over seven years

- Focused on long-term outlook for new products and services

- New facilities and renovations

- Expansion of research and development capabilities

- Creating more than 1,000 jobs

GULFSTREAM
First-Class Service Organization

- Worldwide support network

- 9 company-owned service centers

- 24-hour technical support

  - Over 140 technical and parts sales personnel

  - Over 55 worldwide field service employees

- Ranked #1 in customer service by Aviation International News and Pro Pilot

- Aircraft dedicated to servicing AOG customers

JET AVIATION
Driving Trends

- Growth of installed fleet

- World economic conditions

- Growth opportunity in emerging markets

- OEM requirements for service and outfitting
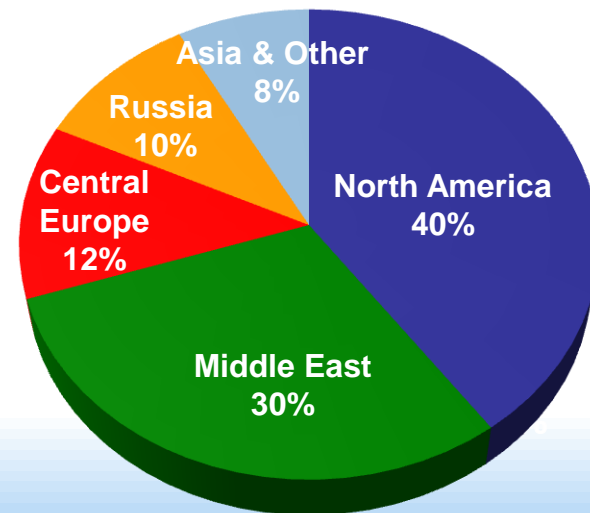
- Basel, Switzerland completions

JET AVIATION
Completions

- Two principal centers: St. Louis and Basel

- Restructuring business to meet current workload with Basel as the principal focus

  - Organizational realignment

  - Implementing strict adherence to operational disciplines

  - Right-sizing the facility's resources

  - Reducing overhead

- Minimizing impact of lower OEM volume

JET AVIATION
MRO/FBO Services

- Twenty centers around the world

- Multiple OEM maintenance authorizations

- Emerging markets a focus

- Shared synergies with Gulfstream

JET AVIATION
Flight Services

- Aircraft management and charter in U.S. and internationally

- Provides feeder network to other lines of businesses including maintenance and completions

- Consistent business results provide good case for expansion in emerging regions

AEROSPACE
Leadership Focus

- Leveraging premiere brand on a global scale to capture international market demands

- Executing new product development

- Capturing installed fleet growth through global flight services and MRO opportunities, both organically and through acquisition