

Headquarters:
Bellevue, WA**Ticker:**
NYSE, ESL**Founded:**
1967**Employees:**
4,500, including
over 550 engineers**Web site:**
www.esterline.com

Esterline is a specialized manufacturing company serving aerospace and defense markets.

Operations and Companies

Esterline is an active operating company of nine subsidiaries trusted for high-quality products for aerospace and defense customers, and known as a "go-to-supplier" for tough problems.

Avionics & Controls



Technology interface systems including lighted switches and displays, and pilot grips and wheels for commercial and military aircraft and military vehicles. Companies in this segment also manufacture technology products for secure communications systems, specialized medical equipment, and other high-end industrial applications.

Korry Electronics
*Seattle, WA***Mason Electric**
*San Fernando, CA***Advanced Input Devices**
Coeur d'Alene, ID

Sensors & Systems



High-precision temperature and pressure sensors, fluid and motion control components, and other related systems principally for aerospace and defense customers.

Auxitrol Technologies
*Saint-Cloud Cedex, France***Muirhead Aerospace**
*London, England***Fluid Regulators**
Painesville, OH

Advanced Materials



Process-related technologies including high-performance elastomer products used for military and commercial aerospace purposes, and combustible ordnance and electronic warfare countermeasure products.

Kirkhill-TA
*Brea, CA***Armtec Defense Products**
*Coachella, CA***Hytek Finishes**
Kent, WA

News Highlight

May 22, 2003**Esterline/Weston Combination Creates New Market Leader for Jet Engine Sensors**

Esterline announced an agreement to acquire the outstanding stock of UK-based Weston Group from The Roxboro Group Plc. The transaction significantly enhances Esterline's position in high-end aerospace sensors, making it a market leader to the world's jet

engine manufacturers, and boosting its Sensors & Systems segment sales by nearly 50%. Weston is the leading supplier of high-end sensors for large thrust jet engines, complementing Esterline's leading position in similar sensors for medium thrust jet engines.

Business Fundamentals

Esterline's breadth and depth of market and customer coverage is a fundamental strength.

- No single customer represents more than 10% of total revenue; no program more than 5%
- #1 or #2 market share in target niches
- Financially stable – solid balance sheet and strong banking relationships
- Focus on highly engineered products that are essential to our customers

Balanced Mix

A 40%

B 40%

C 20%

A Commercial Aerospace 40%

B Defense/Space 40%

C Industrial Applications 20%

Acquisition Strategy

Esterline is a leading consolidator of Tier 3 suppliers to the aerospace/defense industry.

- Over twenty companies and/or product lines
- Divested all holdings that did not fit aerospace/defense core capabilities
- After first-year integration, all acquisitions have been accretive to earnings
- Not an "acquisition" machine; every deal must make sense to customers and shareholders

Acquisition Highlights

Jan 03

BVR Aero Precision,
maker of gear assemblies
and electronic data
concentrator

Aug 02

BAE SYSTEMS,
Electronic Warfare Passive
Expendables Division

June 02

Janco Corporation,
an aerospace custom
switch company

May 02

Burke Industries'
Engineered Polymers
Group

Lean Manufacturing

All Esterline companies embrace lean manufacturing practices.

- Savings from lean activities fund competitiveness
- Enables us to absorb acquisitions more readily
- Leverages the "brain power" of our 4,500 employees
- Gets people involved at all levels of employment

Seasoned Management

Esterline has six officers who average 16 years working together.

Officer	Position	Tenure
Robert W. Cremin	Chairman, President, & CEO	27 Years
Stephen R. Larson	Vice President of Strategy & Technology	25 Years
Larry A. Kring	Group Vice President	25 Years
Marcia J.M. Greenberg	Vice President of Human Resources	10 Years
Robert D. George	Vice President, CFO, Secretary, and Treasurer	6 Years
Stephen E. Barton	Group Vice President	5 Years