

Market Overview

- Growth forecasts by segment and region
- Defense spending
- Mergers and acquisitions
- Commercial aircraft sector
- Air travel demand
- Passenger traffic forecast
- Aircraft production
- Global commercial aircraft demand
- Global security threats and cyber-attacks
- DoD budget and defense products
- India defense sector
- China defense sector
- Japan defense sector
- Middle East defense sector
- UK defense sector
- France defense sector
- Europe defense sector

Airbus

- Overview
- Story of transformation
- Senior management
- Know-how
- High customer switching costs
- Efficient scale
- Entrenched position in Europe
- Secure position within top three
- Helicopters business
- Backlog
- Transport aircrafts
- International corruption probe
- Divestitures
- Management changes

BAE Systems

- Overview
- UK market
- US market
- F-35 Lightning II Program
- Competitive position
- Relationship with the British government
- Dominating U.S. land combat vertical markets

- Platforms and services
- Cyber and intelligence systems
- Board of directors and senior management

Boeing

- Overview
- Commercial aircraft
- 2016 acquisitions
- Services business
- KLX acquisition
- Wide-body and narrow-body markets
- 777X program
- Senior management and the Board

GE Aviation

- Overview
- GE's crown jewel
- Wide-body and narrow-body space
- Razor-and-blade model
- Engines and associated equipment customer integration
- Powers and renewables
- GE Capital liability
- Reputation for quality and service
- Latest senior management changes

Leonardo

- Overview
- Completed portfolio restructuring and divestitures
- Kuwait and Qatar contracts
- Helicopter business
- EDS division
- Strengths and Know-how
- Competition
- Service revenue
- Aeronautics division
- Simulation and training courses
- International space programs
- Five-year revenue forecast
- Senior management and the Board

Lockheed Martin

- Overview
- Aeronautics segment
- Rotary and mission systems
- Missiles, fire control and space systems
- Franchise programs
- Governmental regulatory know-how
- Leadership position in combat aircraft, missiles, and helicopters
- F-35 program
- Sikorsky helicopters
- Senior management

Northrop Grumman

- Overview
- Aerospace systems
- Mission systems
- Technology services
- Innovation systems /Orbital ATK acquisition
- Mix shift toward cost-plus programs
- Engineering expertise
- F-35, B-2, and B-21 programs
- Senior management

Raytheon

- Overview
- Mergers and acquisitions of the late 1990's
- Engineering strength and product knowledge
- Integrated defense systems segment
- Patriot missile defense system
- Space and airborne systems segment
- Radars and airborne processors
- Intelligence, information, and services segment
- Forcepoint business
- Management team

Safran

- Overview
- Aerospace propulsion division
- Significant investments in R&D
- Leading position in narrow-body market
- GE joint venture
- Second-largest manufacturer of braking systems and engine nacelles

- Strong competitive positions in civil and military aerospace
- Aftermarket maintenance and repair
- Aircraft equipment segment
- Zodiac Aerospace acquisition
- Senior management and the Board

United Technologies

- Overview
- Pratt & Whitney division
- Rockwell Collins acquisition
- GTF engines
- Otis business
- Climate, controls, and security business
- Aerospace businesses
- Expanding aerospace systems service business
- CCS' HVAC/Carrier business
- Fire and security products
- Rockwell acquisition
- Senior management and portfolio review

Table 1: Airbus Sales and Operating Profit Growth

Table 2: Airbus Estimated Worldwide Sales by Division

Table 3: Airbus Estimated Worldwide Sales by Geographic Region

Table 4: BAE Systems Sales and Operating Profit Growth

Table 5: BAE Systems Estimated Worldwide Sales by Division

Table 6: BAE Systems Estimated Worldwide Sales by Country

Table 7: Boeing Sales and Operating Profit Growth

Table 8: Boeing Estimated Worldwide Sales by Division

Table 9: Boeing Estimated Worldwide Sales by Country

Table 10: GE Aviation Sales and Operating Profit Growth

Table 11: GE Aviation Estimated Worldwide Sales by Division

Table 12: GE Aviation Sales and Operating Profit Growth

Table 13: GE Aviation Estimated Worldwide Sales by Geographic Region

Table 14: Leonardo Sales and Operating Profit Growth

Table 15: Leonardo Estimated Worldwide Sales by Division

Table 16: Leonardo Estimated Worldwide Sales by Geographic Region

Table 17: Lockheed Martin Sales and Operating Profit Growth

Table 18: Lockheed Martin Estimated Worldwide Sales by Division

Table 19: Lockheed Martin Estimated Worldwide Sales by Customer Category

Table 20: Northrop Grumman Sales and Operating Profit Growth

Table 21: Northrop Grumman Estimated Worldwide Sales by Division

Table 22: Northrop Grumman Estimated Worldwide Sales by Customer Category

Table 23: Raytheon Sales and Operating Profit Growth

Table 24: Raytheon Estimated Worldwide Sales by Division

Table 25: Raytheon Estimated Worldwide Sales by Customer Category

Table 26: Safran Sales and Operating Profit Growth

Table 27: Safran Estimated Worldwide Sales by Division

Table 28: Safran Estimated Worldwide Sales by Geographic Region

Table 29: United Technologies Sales and Operating Profit Growth

Table 30: United Technologies Estimated Worldwide Sales by Division

Table 31: United Technologies Estimated Worldwide Sales by Geographic Region