INVESTOR BRIEFING

INTEGRATED MISSION SYSTEMS

SPACE & AIRBORNE SYSTEMS

COMMUNICATION SYSTEMS

AVIATION SYSTEMS

CALENDAR 2019 Q4 RESULTS REPORTED FEBRUARY 4, 2020
Forward-Looking Statements

Statements in this presentation that are not historical facts are forward-looking statements that reflect management's current expectations, assumptions and estimates of future performance and economic conditions. Such statements are made in reliance on the safe harbor provisions of Section 27A of the Securities Act of 1933 and Section 21E of the Securities Exchange Act of 1934. Forward-looking statements in this presentation include but are not limited to: revenue, earnings per share, margin, free cash flow and other guidance calendar 2020; statements regarding strategic priorities, including regarding seamless integration, value creation, targeted cost synergies, margin expansion, operational excellence, best-in-class margins, performance culture, growing revenue, industry-leading research and development investments, differentiated technology and innovation, being well positioned for continued growth, being well aligned with growing DoD budget line items, reshaping the portfolio, high margin and high growth businesses, maximizing cash flow, shareholder friendly capital deployment, potential dividend increases, share repurchase amounts, debt repayment and mergers and acquisitions; trends supporting long-term growth; potential program and contract opportunities and awards and the potential value and timing thereof; statements regarding the company’s solutions or capabilities; statements regarding the L3Harris integration and anticipated benefits therefrom, including working capital improvement opportunities and potential revenue synergies; and other statements regarding outlook or that are not historical facts. The company cautions investors that any forward-looking statements are subject to risks and uncertainties that may cause actual results and future trends to differ materially from those matters expressed in or implied by such forward-looking statements. The company's consolidated results, future trends and forward-looking statements could be affected by many factors, risks and uncertainties, including but not limited to: risks related to disruption of management time from ongoing business operations due to the combination of L3 and Harris; risks related to the inability to realize benefits or to implement integration plans and other consequences associated with the combination; the risk that any announcements relating to the combination could have adverse effects on the market price of the company’s common stock; the risk that the combination could have an adverse effect on the company’s ability to retain customers and retain and hire key personnel and maintain relationships with suppliers and customers, including the U.S. Government and other governments, and on its operating results and businesses generally; the loss of the company’s relationship with the U.S. Government or a change or reduction in U.S. Government funding; potential changes in U.S. Government or customer priorities and requirements (including potential deferrals of awards, terminations, reductions of expenditures, changes to respond to the priorities of Congress and the Administration, budgetary constraints, debt ceiling implications, sequestration, and cost-cutting initiatives); a security breach, through cyber attack or otherwise, or other significant disruptions of the company’s IT networks and systems or those the company operates for customers; the level of returns on defined benefit plan assets and changes in interest rates; risks inherent with large long-term fixed-price contracts, particularly the ability to contain cost overruns; changes in estimates used in accounting for the company’s programs; financial and government and regulatory risks relating to international sales and operations; effects of any non-compliance with laws; the company’s ability to continue to develop new products that achieve market acceptance; the consequences of uncertain economic conditions and future geo-political events; strategic transactions, including mergers, acquisitions, divestitures and spin-offs and the risks and uncertainties related thereto, including the company’s ability to manage and integrate acquired businesses and realize expected benefits, the potential disruption to relationships with employees, suppliers and customers, including the U.S. Government, and to the company’s business generally and potential tax, indemnification and other liabilities and exposures; performance of the company’s subcontractors and suppliers; potential claims related to infringement of intellectual property rights or environmental remediation or other contingencies, litigation and legal matters and the ultimate outcome thereof; downturns in global demand for air travel and other economic factors impacting our commercial aviation products, systems and services business; risks inherent in developing new and complex technologies and/or that may not be covered adequately by insurance or indemnity; changes in the company’s effective tax rate; significant indebtedness and unfunded pension liability and potential downgrades in the company’s credit ratings; unforeseen environmental matters; natural disasters or other disruptions affecting the company’s operations; changes in future business or other market conditions that could cause business investments and/or recorded goodwill or other long-term assets to become impaired; and the company’s ability to attract and retain key employees, maintain reasonable relationships with unionized employees and manage escalating costs of providing employee health care. Further information relating to these and other factors that may impact the company’s results, future trends and forward-looking statements are disclosed in the company’s filings with the SEC. The forward-looking statements contained in this presentation are made as of the date of this presentation, and the company disclaims any intention or obligation, other than imposed by law, to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise. Persons receiving this presentation are cautioned not to place undue reliance on forward-looking statements.
L3Harris Technologies overview

L3Harris Technologies is an agile global aerospace and defense technology innovator, delivering end-to-end solutions that meet customers’ mission-critical needs.

Creating a leading global defense technology company

**Diversified business mix**
- Prime: 63%
- Sub: 37%
- Fixed Price: 24%
- Cost Plus: 76%

**Strong customer relationships**
- International: 22%
- DoD: 58%
- Other: 20%
- U.S.: ~20

**Talent and culture of innovation**
- Engineers ('000s): ~20
- Cleared personnel ('000s): ~24

**Global reach...serving 130 countries**

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1. CY19 combined reported financials, on the basis described in the Basis of Preparation paragraphs on the last slide of this presentation.
2. EBIT = earnings before interest and taxes adjusted to exclude discontinued operations and deal and integration costs.
3. Operating cash flow less net capital expenditures, excluding deal and integration costs.
4. CY19 second half
Segment descriptions

**Integrated Mission Systems**

**ISR:** Advanced COMINT, ELINT and targeting mission systems

**Maritime:** Electrical and electronic systems and integration for large naval platforms

**Electro Optical:** Advanced Electro-Optic / Infrared (EO/IR), laser imaging and targeting sensor systems

**Space & Airborne Systems**

**Space:** Payloads, sensors, and full-mission solutions

**Intel & Cyber:** Situational awareness, optical networks and advanced wireless solutions

**Avionics:** Sensors, hardened electronics, release systems, data links and antennas

**Electronic Warfare:** Multi-spectral situational awareness, threat warning and countermeasures capabilities

**Communication Systems**

**Tactical Comms:** Radio communications, SATCOM terminals and battlefield management networks

**Broadband Communications:** Secure mobile networked equipment and integration

**Integrated Vision Solutions:** Full suite of helmet and weapon mounted integrated systems

**Public Safety:** Radios, applications and equipment for critical public safety and professional comms

**Aviation Systems**

**Defense Aviation Products:** Precision weapons and components; small/tactical UAVs; antennas; RF & microwave devices

**Commercial Aviation Products:** Aircraft avionics products

**Commercial & Military Training:** Aviation simulation, training and pilot academy

**Mission Networks:** Critical infrastructure communications and networking solutions

For non-GAAP reconciliations reference other quarterly earnings materials and the L3Harris investor relations website.

Refer to "Basis of Preparation" slide 48 regarding combined financial information in prior periods.

Strategic priorities

1. Execute seamless integration…$300M net / $500M gross in cost synergies

2. Drive flawless execution and margin expansion…e3 operational excellence

3. Grow revenue…invest in differentiated technology and innovation

4. Reshape portfolio to focus on high margin, high growth businesses

5. Maximize cash flow with shareholder friendly capital deployment
Execute seamless integration...

**Cost Synergies**

- **~$300M net (~$500M gross)**
  - Expanded shared services for IT and Finance
  - Leverage scale for lower employee benefits cost

- **$65M net (~$100M gross)**
  - Merged CHQ headquarters
  - Consolidated 6 to 4 operating Segments (and 28 to 19 sectors and 95 to 64 divisions)

- **CY19 savings**
  - Leverage combined $7B+ in purchasing power
  - Rationalize footprint of >400 locations, 28M square feet

- **2021 savings**
  - about 1 year ahead of plan
...and drive operational excellence to achieve ‘best-in-class’ margins

Margin expansion...

...through operational excellence and flawless program execution

Every employee engaged in sustained, continuous improvement delivering better business performance and improved customer satisfaction

- Enterprise-wide…every employee, every function
- Common language, processes, metrics and tools
- Top down accountability for performance improvement

*Total L3Harris margin represents adjusted earnings before interest and taxes (EBIT) margin. For non-GAAP reconciliations, reference other quarterly materials and the L3Harris investor relations website.
Maintain industry leading R&D investments with focus on core capabilities…

Technology | % of R&D spend | Advanced Capabilities | Growth Franchises
---|---|---|---
Spectrum Superiority | 40% | Technology used to operate, obstruct, observe and obscure across the electromagnetic spectrum | Command & control, electronic warfare, tactical radios
Actionable Intelligence | 30% | Full spectrum sensors, data analytics & tools to capture, distribute, process & analyze intelligence | Space-enabled mission solutions, precision optics, ISR
Warfighter Effectiveness | 20% | Technologies to enable successful missions, platform systems integration, unmanned systems, weapons & integrated support | Platform missionization, robotics, networked systems, avionics, maritime
Safe & Secure Skies | 10% | Simulators, trainers and service offerings for military and commercial customers | Flight simulators, training centers, FAA next-gen

Well positioned for continued growth
...well aligned with growing DoD budget line items

4 year CAGR (GFY18-22)

<table>
<thead>
<tr>
<th>Category</th>
<th>2018-22 CAGR</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>DoD Budget $666B to $727B</td>
<td>2%</td>
<td>~$130B gap between investment account budgets and outlays over the past three years...driving sustainable growth over medium-term</td>
</tr>
<tr>
<td>F-35 Qty 90 to 94 A/C</td>
<td>1%</td>
<td>Executing against multi-year block buy and expanding content...$2.6M to $3M+ per shipset</td>
</tr>
<tr>
<td>Aircraft Missionization $2,415 to $2,895M</td>
<td>5%</td>
<td>Strategic ISR aircraft missionization supporting large military missions (Compass Call, Javaman, Rivet Joint)</td>
</tr>
<tr>
<td>Next Gen Avionics $277 to $432M</td>
<td>12%</td>
<td>Investing in innovation to expand content on next gen platforms...T-X trainer and MQ-25</td>
</tr>
<tr>
<td>GPS $726 to $1,562M</td>
<td>21%</td>
<td>40+ year history of GPS innovation...fully digital solution for GPS III 11-32</td>
</tr>
<tr>
<td>Electronic Warfare $164 to $388M</td>
<td>24%</td>
<td>Leveraging position on long term platforms while developing future EW systems for next-gen platforms</td>
</tr>
<tr>
<td>Tactical Radios $673M to $1,577M</td>
<td>24%</td>
<td>Beginning of multi-year modernization cycle across the services, strong incumbency</td>
</tr>
<tr>
<td>Night Vision (including IVAS) $183M to $1,320M</td>
<td>64%</td>
<td>Incumbent position on Army and Marines ENVG-B multi-year modernization program</td>
</tr>
</tbody>
</table>

1 Based on GFY20 President’s Budget Request
2 Assumes SOCOM GFY22 = GFY20 President’s Budget Request
Shareholder friendly capital deployment

Robust free cash flow\(^1\)...

\(\text{Dividends}^\)  
Increased 10% in Q3 CY2019...additional increase to be evaluated in Q1 CY2020

\(\text{Share repurchases}^\)  
$1.5B in share buyback completed post merger...on track for an additional ~$3B in 2020 (including proceeds from announced divestitures)

\(^1\) Free cash flow = combined operating cash flow less net capital expenditures, excluding deal and integration costs. Combined results on the basis described in the "Basis of Preparation" on the last slide of this presentation.
Integrated Mission Systems
Overview of Integrated Mission Systems

Segment financials and key customers

($million) 12.9% 13.00 – 13.50%
non-GAAP operating margin

Revenue

CY19 CY20 Guide*

Electro Optical

ISR

U.S. Department of Defense

- Air Force
- Army
- Navy
- SOCOM

International governments

- Australia
- Canada
- UK
- Singapore
- Taiwan

Industry trends supporting long-term growth

Geopolitical conflict driving strong budget support...increasing global demand for intelligence, surveillance and reconnaissance (ISR)

Advances in missionized Biz-jets opening new markets

Increased focus on multi-mission, multi-modal, configurable sensor systems

Strong growth in US and international ship building

Global shift to unmanned maritime; supported by strong budgets

Increased demand for resilient, protected and adaptive communications

For non-GAAP reconciliations reference other quarterly earnings materials and the L3Harris investor relations website.
Refer to "Basis of Preparation" slide 48 regarding combined financial information in prior periods.
Expanding aircraft missionization & modernization

<table>
<thead>
<tr>
<th>Maintain incumbency on core platforms</th>
<th>Expand platforms within the DoD</th>
<th>Grow international presence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop, deliver, and sustain the highest performing &amp; responsive multi-mission ISR and communications systems</td>
<td>Unmanned</td>
<td>• Increasing threats with pressure to boost spending</td>
</tr>
<tr>
<td>Compass Call Cross Deck</td>
<td>Transport</td>
<td>• Lack of complex mission integration and high quality airborne SIGINT capabilities, presenting opportunity to fill gap</td>
</tr>
<tr>
<td>Javaman</td>
<td>Fast Jet</td>
<td>• Customers seeking a mix of US capabilities integrated with European technologies and industrial participation</td>
</tr>
<tr>
<td>Rivet Joint</td>
<td>USAF “Blue &amp; Whites”</td>
<td></td>
</tr>
</tbody>
</table>
Strong position in fast growing Electro-Optic & Infrared Systems market

Global surveillance needs driving market expansion

LHX has grown into a market leader...

- Best in class performance and reliability
- Consistent reputation as technology innovator
- More than 4,700 fielded units
- Aggressive cost management to maintain competitive pricing
- Flexible supply chain and production to shorten lead times and delivery
- Global reach and aftermarket support

...and well positioned to continue outperformance

- Continuously invest in new technologies to maintain performance advantage
- Relentless focus on industry-leading services and customer support
- Leverage global installed base to enable new market expansion
**Domain leader for secure, effective and resilient maritime operations**

**Expand core…**

Leading manufacturer & integrator of maritime integrated C5, electronic & electrical products & systems…

- Virginia class
- Multi-mission surface combatant
- Columbia class
- DDG-51 class

…and next-gen solutions

- Future Surface Combat

**…invest in unmanned as the next franchise…**

Create the next generation franchise

**…deliver readiness via integrated services…**

Position as holistic maintenance provider

**…and expand internationally**

Leverage in-country capabilities to expand content in new and existing countries

<table>
<thead>
<tr>
<th>Addressable Unmanned Budget (US Navy)</th>
<th>2018</th>
<th>2019</th>
<th>2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>($millions)</td>
<td>386</td>
<td>475</td>
<td>1740</td>
</tr>
</tbody>
</table>

**US Navy USV Programs**

Awarded Phase I

- Bloodhound

**Classified**

<table>
<thead>
<tr>
<th>Parts Provider</th>
<th>Service Provider</th>
<th>Holistic Provider</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transactional spares &amp; repairs</td>
<td>Maintenance &amp; upgrades</td>
<td>Open architecture Onboard health &amp; usage</td>
</tr>
</tbody>
</table>

In-country presence

[Images of flags from various countries: Italy, India, Canada, Australia, China]
Space & Airborne Systems
Overview of Space & Airborne Systems

Segment financials and key customers

<table>
<thead>
<tr>
<th>Segment</th>
<th>CY19</th>
<th>CY20 Guide*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>4,661</td>
<td></td>
</tr>
<tr>
<td>non-GAAP operating margin</td>
<td>18.5%</td>
<td>18.50 – 19.00%</td>
</tr>
<tr>
<td>up 5.5 - 7.5%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Industry trends supporting long-term growth

- Space transition from safe-haven to theater-of-war... need for dis-aggregated solutions
- Strong intelligence budget support... merging of DoD and IC budget line items
- DoD's affordability initiative driving a shift towards low-cost solutions and shorter technology cycles
- Innovating to improve SWaP and support converging multi-mission capabilities
- Continuing F-35 ramp and desire to add new capabilities opening competitive window
- Electronic warfare capability in “near-peer” countries approaching U.S. – driving modernizations and multi-domain capabilities
- Increased demand for offensive/defensive cyber

For non-GAAP reconciliations reference other quarterly earnings materials and the L3Harris investor relations website. Refer to “Basis of Preparation” slide 48 regarding combined financial informational in prior periods.

Capitalize on strong demand for L3Harris broad solutions in a robust classified environment

Increasing threats driving higher intelligence budgets

($billions)

- 50-year trusted partner with Intelligence Community
- Developing most advanced sensor technology… with data processing and analytics
- Moving from component provider to sub-systems to full mission solutions…new small-sats franchise

Focus and execute on high-value programs…

...supporting command and control, missile warning, defense, and space surveillance missions…

...across the value chain

...and strengthen position in exquisite space systems
Leveraging capabilities from exquisite payload provider to small sat end-to-end solutions

**Exquisite Payloads & Subsystems**
- Deployable mesh reflectors
- Telescopes and other space electronics
- Specialized manufacturing processes and infrastructure for mission-enabling technologies

**Hosted Payloads**
- RF Payload, Mission Mgmt. Payload Command & Control
- Specialty sensors and antenna/RF subsystems
- Telescopes with supporting electronics
- Penetration in ISR, Weather, GPS and Communications missions
- Won contract for 81 hosted payloads; expanded to 230 by selling excess SWaP
- Expanded launch options shift responsive market to SmallSats...
- L3Harris recognized shift occurring
- Flawless on-orbit performance of 232 payloads on Iridium constellation

Responsive Satellite
End-to-End Solutions

- Fully integrated modular RF SmallSat and supporting ground station
- Expanding responsive satellite franchise...>$400M in pathfinder awards
- Today

1960’s

1970’s

2012

Today
Accelerate growth in Avionics

Strong position on F-35...

- Smart Weapon Racks
- Infrastructure Components
- Multifunction Advanced Data Link (MADL)
- Carriage and Release Weapon Racks
- Cockpit Display Unit, Fast Steering Mirror
- Panoramic Cockpit Display EU, Advanced Memory Sys
- Crypto

Won

- F/A-18
  - LAUNCHING SYSTEM FOR SDBII
- P-8
  - SONOBUOY LAUNCHING SYSTEM
- KF-X
  - SINGLE STATION RACKS AND SMART MULTIPLE CARRIAGE
- F-16
  - SMART MULTIPLE CARRIAGE

...and global leadership in carriage and release systems

Program is at the onset of production ramp...executing against multi-year block buy and expanding content per shipset
Extend electronic warfare position on long term platforms and develop next-generation technology

50-year history; strong incumbency on platforms with long modernization tails...

...while investing in future EW systems for variety of platforms

**Platforms**

- **Fixed Wing**
  - **International F-16**
  - **F/A-18E/F**
  - **B-2**

- **Rotary**
  - **MH-47**
  - **CV-22**
  - **MH-60**

- **Gen 5 refresh**
  - **F-22**
  - **B-2**
  - **F-35**

**ANALOG**

- Hardware Defined
- Stove-Piped
- Standalone
- Single Mission
- Static Techniques

**Custom legacy systems**

- Integrated Defensive Electronic Countermeasures (F/A-18)
- Advanced Integrated Defensive Electronic Warfare Suite (F-16)

**Software-defined open EW**

- Multi-Function Array
- Software Defined EW

**Small size, weight, power systems**

- Disruptor SRx™

**Down-selected: LHX revenue synergy**

- Domestic F-16
  - AN/ALQ-211 AIDEWS
  - Modernization
- B-52
  - ALQ-172

- International F-16
  - AN/ALQ-211 AIDEWS

Opportunity $M

- Domestic F-16
  - $1,500+
  - ~$2,500
- International F-16
  - ~$1,000
- F/A-18E/F
  - ~$1,000
- B-2
  - ~$500 combined
- MH-47
  - ~$500 combined
- CV-22
  - ~$500 combined
- MH-60
  - ~$500 combined
- F-22
  - ~$1,000
- B-2
  - ~$1,000
- F-35
  - ~$2,500
- F-35
  - ~$2,500
- F-35
  - ~$2,500
- F-35
  - $1,500+
Communication Systems
Overview of Communication Systems

Segment financials and key customers

($million)

<table>
<thead>
<tr>
<th>Category</th>
<th>CY19</th>
<th>CY20 Guide*</th>
</tr>
</thead>
<tbody>
<tr>
<td>non-GAAP operating margin</td>
<td>4,277</td>
<td>up 6.5 – 8.5%</td>
</tr>
<tr>
<td>Revenue</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public Safety</td>
<td></td>
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<tr>
<td>Integrated Vision Systems</td>
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<tr>
<td>Tactical Comms</td>
<td></td>
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<tr>
<td>Broadband Comms</td>
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<td></td>
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<tr>
<td>U.S. Department of Defense</td>
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<tr>
<td>Air Force</td>
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<tr>
<td>Army</td>
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<td>Marines</td>
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<td>Navy</td>
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<td>SOCOM</td>
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<tr>
<td>International governments</td>
<td></td>
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<tr>
<td>Australia</td>
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<td>Poland</td>
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<td>Iraq</td>
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<td>Ukraine</td>
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<tr>
<td>UAE</td>
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</tbody>
</table>

Industry trends supporting long-term growth

Global security issues; increased focus on warfighter readiness supported by strong budget growth

Transforming voice-centric legacy equipment with information-driven, fully-connected air/ground networks

Converging ISR and communications into a single tactical device

U.S. and international modernizations underway

- Multi-billion dollar U.S. DoD modernization
- International modernizations

For non-GAAP reconciliations reference other quarterly earnings materials and the L3Harris investor relations website. Refer to “Basis of Preparation” slide 48 regarding combined financial informational in prior periods.

Global leadership

Historical growth in LHX tactical...

...led to LHX as #1 provider in DoD and international

Source: 10K and company estimates.
#1 position driven by commercial model

Commercial business model... ... enabled competitive edge

1. **Global customer intimacy**
   - Anticipating and driving requirements
   - Extensive distribution network
   - Large installed base

2. **Continuous innovation**
   - Investment of internal R&D resources
   - Leverage common platform
   - Broadest, combat proven product portfolio
   - Unmatched portfolio of waveforms

3. **Cost excellence**
   - Product cost reduction while increasing capabilities
   - Footprint consolidation into one world-class manufacturing facility
   - Global supply chain
Executing on well-funded DoD modernizations...

DoD Tactical Radio-related budget increased to ~$7B over the next 5 years, up $1B versus GFY19 FYDP...

$million

...with LHX awarded positions on all major U.S. tactical radio contracts

GFY19 PBR

COTS

SOCOM

Air Force

Marines/Navy

Army

Army and USMC modernization driving growth

Army Rifleman Radio

1-channel, 2-channel Leader radio

Army HMS Manpack

2-channel multiband manpack

Navy and USMC tactical radios

HF and next-gen 2-channel radios

SOCOM Tactical Comms (STC)

2-channel multiband handheld

SOCOM Tactical Comms

2-channel multiband manpack

$390M IDIQ

Single-award

$255M IDIQ

Single-award

$765M IDIQ

Multi-vendor

$3.9B IDIQ

Multi-vendor

$12.7B IDIQ

Multi-vendor

*SOCOM GFY21-24 equal to GFY20 President’s Budget Request
...and maintaining international leadership

L3Harris’ growing share of the international installed base...

(Thousands of tactical radios)

...increasing baseload revenue over time

Revenue mix

Growth strategy

Penetrate new customer segments, increase share...Special Forces to Army, Air Force

Expand footprint...Asia, Europe

Grow into systems...Australia, U.K

>50% of radios today are voice only...

Leverage incumbency and higher penetration of radios per soldier leads to continuous upgrades and growing installed base

LHX’s large and growing installed base in over 100 countries will continue to add stable and repeatable revenue

*Excludes trade restricted countries and the U.S.
Expand into near adjacencies

Tactical radio segments

Ground

Airborne

Network Systems

Growing addressable segment by 2x

Airborne radios and ISR

- Growing demand for manned and unmanned aerial platforms
- Leverage position on legacy Exelis ARC-201 platform
- Interoperability with L3Harris ground tactical installed base
- Manufacturing scale and commonality with ground tactical radio technology platforms
- One of two contractors down selected to replace the USAF’s AN / ARC-190 airborne HF radio

Integrated network systems

- Target key standardization programs by leveraging incumbency, customer intimacy and strength of installed base
- Add/integrate command and control (C2) and network mgmt. capabilities into ground tactical network
- Differentiate solution by combining systems engineering expertise with market leading tactical radio networking technologies

Source: company estimates
Strong incumbency position and technology in Broadband Communications…

Leverage strong incumbent position in networked communications and integration…

Primary platforms driving ~$1B in annual revenue

Grey Eagle/Predator

Apache

Rover 6

Global Hawk

U-2

…to drive spectrum superiority

Assured Communications
Advanced tactical datalinks, networked-collaborative weapons, free-space optics (FSO)

Weapons datalinks
Contested comms
Strategic/tactical FSO

Spectrum Convergence
Convergence of communications, electronic warfare, cyber and ISR

Next Generation Jammer
Low-Band

Mission Networks
Advanced software defined networking ensure connectivity autonomously using all available resources across all domains (space, air, land, sea, cyber)

Senior leader communications
Advanced battle management

and investment in innovation…

Waveforms and advanced networking
adaptive low probability of detect, intercept and anti-jam waveforms

Next generation modems
High rate data transfer, software upgradable, autonomous capability

Multi-domain capabilities
Multi-path resilient system solutions providing multi-role capacity & interoperability

Advanced software defined networking ensure connectivity autonomously using all available resources across all domains (space, air, land, sea, cyber)
...and integrated & networked vision market

Strong market at the beginning of a modernization cycle

LHX has grown into an industry leader...

- Leading edge Night Vision technology
- Full suite of EO/IR day/night fighting equipment for the dismounted warfighter
- Bundled portfolio solutions for US DOD, federal law enforcement and trusted allies
- Integrated warfighter solutions including wirelessly connected sensors, lasers and near-eye displays
- Large installed base and global reach
- Strong lifecycle support

...and expanding market share by capturing solid positions on strategic programs

- ENVG-B ($1.2B sole source award for Phase I)
- KSA Campaign ($240M)
- Land 53 Tranche 2 ($150M)
Aviation Systems
Overview of Aviation Systems

Segment financials and key customers

($million)

<table>
<thead>
<tr>
<th></th>
<th>CY19</th>
<th>CY20 Guide*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>3,917</td>
<td></td>
</tr>
<tr>
<td>non-GAAP operating</td>
<td>12.4%</td>
<td>13.75 – 14.25%</td>
</tr>
<tr>
<td>margin</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Industry trends supporting long-term growth

- Emerging near-peer threats driving demand for next generation weapon systems
- Heightened global terrorism driving increased security requirements
- Commercial passenger growth and expanding airline fleets
- Commercial and military pilot supply and demand
- Evolving FAA regulations and mandates
- Committed FAA budget supporting NextGen Airspace requirements...expanding internationally

For non-GAAP reconciliations reference other quarterly earnings materials and the L3Harris investor relations website. Refer to “Basis of Preparation” slide 48 regarding combined financial information in prior periods.

Defense Aviation Products driving technology for the future battlefield

Increasingly contested environments driving need for precision engagement technologies…

Lower SWaP (Size weight & power)
RF spectrum resiliency
Greater standoff

Assured PNT
(Precision Navigation and Timing)

Multi-Function Apertures

Tactical UAS

Contested environments require resilient PNT Solutions
LHX: 1st DoD certified M-Code system provider
• Provider of critical mounted and dismounted positioning technology for the warfighter

Next Gen Radar
• Converges Radar, EW, SIGINT & Communications
• Enterprise-wide applications
• Leader in defining the open system standards for these systems and developing enabling critical technology

Key long endurance Vertical Take Off and Land technology (VTOL)
• LHX patented Hybrid Quadcopter technology
• Awarded Army IDIQ for Future Tactical UAS
• Pioneering U.S. commercial BVLOS (Beyond Visual Line of Sight) UAS operations

Source: Peter W. Mac and David J. DiFilippo, “Multifunction RF Systems for Naval Platforms”
Strong position in growing commercial aviation market

Strong passenger growth...

- 2017: 8 billion
- 2040: 21 billion

Source: ACI - WAFT

...and significant new pilot demand (2019 – 2038)

- North America: 212,000
- Europe: 48,000
- Russia & C. Asia: 27,000
- Middle East: 68,000
- Africa: 29,000
- Asia - Pacific: 266,000

Source: Boeing

Niche position in avionics...

- Recorders
- Traffic Collision Avoidance (TCAS)
- Transponders
- Standby Systems

...and pilot training

- Training Solutions: Simulation, Airline Training, Cadet Academy
Leveraging 25-year trusted FAA partnership to grow air traffic management franchise

**Strong performance on FAA Telecommunications Infrastructure (FTI)…**

- Early FAA successes led to FTI cornerstone win – July 2002
- Nationally air traffic telecommunications network providing critical voice, data, video
- L3Harris owned and operated
- Excellent performance
  - 99.999% network availability
- Connects 4,400+ FAA, DoD facilities
- 27,000+ services supporting 50,000+ users

**…and FAA NextGen programs…**

- **DATA COMM**
  - Enables digital text-based messages in the cockpit
  - Deployed at all 62 Datacom tower sites
  - Since initial deployment in 2016…
    - Saved 1.23M minutes of radio time
    - Cleared 4.4M+ flights
    - Served 614M passengers
    - Prevented 59K+ readback errors
    - Prevented 6.8M kgs of CO₂ emissions

- **ADS-B**
  - Harris owned and operated
  - Largest air traffic control surveillance network in world; aircraft broadcast position to ground
  - 650+ radio stations across US
  - Covering 4 million sq mi of U.S. airspace with 1,100 surveillance sensors
  - FAA equipage mandate beginning 2020

**…positions us well for…**

1. **FTI program recompete, FENS (FAA Enterprise Network Services)**

2. **International expansion**

3. **Commercial Aviation Synergies**

   NextGen Infrastructure and NextGen Avionics
   Leverage Infrastructure, aircraft and training data analytics to enhance safety and efficiency
   Unique relationships with airspace and security regulators, airlines, airport authorities and OEMs
Integration
Significant working capital improvement opportunities exist

LHX working capital by sector
(as of Dec 2019)

Reduced working capital by 37 days post Exelis acquisition

4Q19 LHX at 64 days...reduction opportunities

**Inventory (~73 days)**
- Reduce cycle times
- Enhance forecasting accuracy
- Implement vendor managed inventory programs
- Improve supplier delivery performance
- Increase advanced payment position
- Reduce billing cycle time

**Receivables (~24 days)**
- Disciplined negotiation of contract terms

**Payables (~34 days)**
- Standardize and extend vendor payment terms
- Implement shared service business model
Potential revenue synergies

Avionics
Multi-function open architecture

Electronic Warfare
Advanced EW solutions supporting multiple platforms

Responsive Sats
End-to-end Small Sat solutions

Penetrate new markets
Enhanced resource usage, lower SWaP and interoperability
Strengthens offering for existing refresh opportunities and next-gen platforms

Expand addressable market
Leverage L3 manned & unmanned platforms to pull-through HRS EW solutions
Offering unique solution to address unmet customer need

Increase customer stickiness
Combined expertise in optical and RF payloads, SATCOM and mission knowledge
Expands portfolio of mission offerings and fills critical capability gaps

Submitted 23 revenue synergy proposals...down-selected on 5 with ~$2B potential lifetime opportunity
Optimizing best-in-class R&D spend

Analyzed combined R&D spend…

- Redeployed ~10% of R&D spend
  - ~1/2 from overlapping projects
  - ~1/2 from alternate funding and strategic realignment
- Reduced number of R&D projects by 30% (from 380 projects)
- Implemented CheckPoint investment decision process on 70% of portfolio

Increase efficiency through Dev Ops…

- DevOps adoption driving accelerated and cost effective innovation
  - Reduced cycle time
  - Increased deployment frequency
  - Decreased project management
  - Decreased defect rework

...and instrumenting the business to improve performance

Build engineering standard work

- Enterprise metrics
  - Engineering metrics
- Program metrics
  - Dashboards
  - Technical maturity metrics
- Workforce
  - Demand forecasting
  - Resource planning
Created significant value by focusing on operational excellence...

**EXELIS Case Study**

1. **Night Vision…transformational turnaround**
   - **Top line**: Declining revenue → Up mid teens guidance
   - **Quality**: ~65% yield rates → ~90%
   - **Profitability**: Break even → Mid teens ROS

   **Sold for $350M**

2. **SENSOR…retained sole source position**
   - Revenue up 24%
   - Improved customer satisfaction...well positioned on recompete

3. **Electronic Warfare…reduced lead time**
   - 20+ year relationship on the F-18 platform...$2B in orders

4. **GPS…extended franchise**
   - Reached a production cadence on GPS space vehicle navigation payloads...lean production and value stream mapping
   - Delivered SV1-7...SV1 operational on orbit, SV-2 launched
   - Developed a fully digital Mission Data Unit (MDU)
### Exelis Case Study

...and improving working capital

<table>
<thead>
<tr>
<th>At Exelis Acquisition (2015)</th>
<th>78</th>
<th>~40 day gap between Harris and Exelis working capital</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inventory/unbilled</td>
<td>25</td>
<td>Strengthened sales and operational planning process</td>
</tr>
<tr>
<td>84 to 59 days</td>
<td></td>
<td>Implemented vendor managed inventory programs</td>
</tr>
<tr>
<td>Payables</td>
<td>11</td>
<td>Improved advanced payment position</td>
</tr>
<tr>
<td>33 to 44 days</td>
<td></td>
<td>Reduced billing cycle time by ~7 days</td>
</tr>
<tr>
<td>Receivables</td>
<td>1</td>
<td>Implemented shared service business model</td>
</tr>
<tr>
<td>27 to 26 days</td>
<td></td>
<td>Standardized vendor payment terms</td>
</tr>
<tr>
<td>FY19 Actual</td>
<td>41</td>
<td>Disciplined negotiation of contract terms</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Proven track record...replicate success with L3Harris</td>
</tr>
</tbody>
</table>

Reduction in working capital:
- Receivables: 27 to 26 days
- Payables: 33 to 44 days
- Inventory: 84 to 59 days

The shared service business model and standardization of vendor payment terms have contributed to the reduction in working capital by 37 days from 78 days to 41 days.
Key investment themes

- Stronger platform for long-term revenue growth
  - Creates scale with a well-balanced portfolio
  - Accelerates innovation and time to market
- Shared operating philosophy to continue driving margin expansion
  - Focus on operational excellence and structural cost reduction
  - Meaningful value creation from cost synergies…history of over-achievement
- Strong and experienced leadership team with proven track record
- Generate robust free cash flow…return cash to shareholders through dividends and buybacks
Fourth Quarter Calendar 2019 Results
Strong 4Q19, 2H and CY19 combined financials

($million, except per share amounts)

Non-GAAP EPS and adjusted earnings before interest and taxes (EBIT) and EBIT margin figures exclude, as applicable, merger deal and integration costs, amortization of acquisition-related intangibles, gains on sale of divested businesses and other prior-period items. For non-GAAP reconciliations reference other quarterly earnings materials and the L3Harris investor relations website.

Adjusted FCF (free cash flow) = operating cash flow less capital expenditures, adding back cash flow for merger deal and integration costs and pension pre-funding and excluding operating cash flow from discontinued operations in prior periods.

Refer to “Basis of Preparation” slide 46 regarding combined financial information in prior periods.

1Non-GAAP EPS and adjusted earnings before interest and taxes (EBIT) and EBIT margin figures exclude, as applicable, merger deal and integration costs, amortization of acquisition-related intangibles, gains on sale of divested businesses and other prior-period items. For non-GAAP reconciliations reference other quarterly earnings materials and the L3Harris investor relations website.

2Adjusted FCF (free cash flow) = operating cash flow less capital expenditures, adding back cash flow for merger deal and integration costs and pension pre-funding and excluding operating cash flow from discontinued operations in prior periods.

Refer to “Basis of Preparation” slide 46 regarding combined financial information in prior periods.
## CY 2020 guidance

<table>
<thead>
<tr>
<th>Total L3Harris</th>
<th>By Segment</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong>¹</td>
<td><strong>Revenue</strong>¹</td>
</tr>
<tr>
<td>up 5.0 - 7.0%</td>
<td>up 5.0 - 7.0%</td>
</tr>
<tr>
<td><strong>Margin</strong>²</td>
<td></td>
</tr>
<tr>
<td>17.00 - 17.50%</td>
<td></td>
</tr>
<tr>
<td><strong>EPS</strong>²</td>
<td><strong>FCF</strong>³</td>
</tr>
<tr>
<td>$11.35 to $11.75</td>
<td>$2.6 - $2.7B</td>
</tr>
</tbody>
</table>

¹Compared with L3 and Harris combined consolidated or applicable segment revenue for CY2019. Refer to “Basis of Preparation” slide 46 regarding combined financial information in prior periods.

²Non-GAAP EPS and adjusted earnings before interest and taxes (EBIT) margin figures exclude, as applicable, merger deal and integration costs, amortization of acquisition-related intangibles and gains on sale of divested businesses. For non-GAAP reconciliations reference other quarterly earnings materials and the L3Harris investor relations website. Segments represent operating margin.

³Adjusted FCF (free cash flow) = operating cash flow less capital expenditures, adding back cash flow for merger deal and integration costs and pension pre-funding and excluding operating cash flow from discontinued operations in prior periods.
Basis of Preparation

As supplemental information to aid with year-over-year comparability following the L3Harris merger, this presentation includes combined financial results, with "combined" meaning, in the case of prior-year results, L3 and Harris combined results for the applicable prior-year period on the basis described in the paragraphs below, including regarding adjustments for certain items; and in the case of full year and first half 2019 results, including L3 results for the first half of 2019 on the same basis.

Specifically, this presentation includes L3Harris has included certain unaudited combined L3 and Harris historical financial information, which combines L3 and Harris historical operating results as if the businesses had been operated together prior to the merger on the basis of the combined company’s four segment structure effective following the merger, but excluding the operating results of Harris’ Night Vision business (also excluded for Q3 of calendar year 2019 for comparability) and L3’s divested businesses, allocating Harris’ corporate department expense to the new segment structure and excluding Harris historical deal amortization (primarily related to Exelis) (the “Supplemental Unaudited Combined Financial Information”). L3Harris current-period adjusted results exclude, and L3Harris intends to continue to exclude in future-period adjusted results, all deal amortization (including L3 historical deal amortization). The Supplemental Unaudited Combined Financial Information have no impact on L3’s or Harris’ previously reported consolidated balance sheets or statements of income, comprehensive income, cash flows or equity.

For avoidance of doubt, the Supplemental Unaudited Combined Financial Information also was not intended to be, and was not, prepared on a basis consistent with the unaudited pro forma condensed combined financial information in Exhibit 99.7 to L3Harris’ Current Report on Form 8-K filed July 1, 2019 with the U.S. Securities and Exchange Commission (the “Pro Forma 8-K Filing”), which provides the pro forma financial information required by Item 9.01(b) of Form 8-K, or other pro forma financial information prepared in accordance with Rule 11 of Regulation S-X that may be included in L3Harris periodic reports filed with the SEC (collectively with the pro forma information in Exhibit 99.7 to the Pro Forma 8-K Filing, the “Pro Forma Financial Information”). For instance, the Supplemental Unaudited Combined Financial Information does not give effect to the L3Harris merger under the acquisition method of accounting in accordance with Financial Accounting Standards Board (“FASB”) Accounting Standard Codification Topic 805, Business Combinations (ASC Topic 805”), with Harris treated as the legal and accounting acquirer, and was not prepared to reflect the merger as if it occurred on the first day of any of the fiscal periods presented. The Supplemental Unaudited Combined Financial Information has not been adjusted to give effect to pro forma events that are (1) directly attributable to the merger, (2) factually supportable, or (3) expected to have a continuing impact on the combined results of L3 and Harris. More specifically, other than excluding the operating results of Harris’ Night Vision business and L3’s divested business, allocating Harris’ corporate department expense to the new segment structure and excluding Harris historical deal amortization (primarily related to Exelis), the Supplemental Unaudited Combined Financial Information does not reflect the types of pro forma adjustments in the Pro Forma Financial Information. Consequently, the Supplemental Unaudited Combined Financial Information is intentionally different from, but does not supersede, the Pro Forma Financial Information.

In addition, the Supplemental Unaudited Combined Financial Information does not purport to indicate the results that actually would have been obtained had the L3 and Harris businesses been operated together on the basis of the combined company’s four segment structure during the periods presented, or which may be realized in the future.

Amounts Adjusted for Certain Items - The Supplemental Unaudited Combined Financial Information includes amounts adjusted for certain items, including revenue, earnings per diluted share from continuing operations, earnings before interest and taxes ("EBIT") and EBIT margin, and cash flow, in each case as adjusted to exclude merger-related deal and integration costs, amortization of Harris acquisition-related intangibles and certain other items previously reported by L3 or Harris, as applicable, for prior periods. Such amounts should be viewed in addition to, and not in lieu of, revenue, earnings per diluted share from continuing operations, EBIT and EBIT margin, cash flow and other financial measures on an unaudited basis. Other quarterly earnings materials and the L3Harris investor relations website provide a reconciliation of adjusted amounts with the most directly comparable unaudited amount. L3Harris management believes that these adjusted amounts, when considered together with the unaudited amounts, provide information that is useful to investors in understanding period-over-period operating results separate and apart from items that may, or could, have a disproportionate positive or negative impact on results in any particular period. L3Harris management also believes that these adjusted amounts enhance the ability of investors to analyze trends in L3Harris’ business and to understand L3Harris’ performance. In addition, L3Harris may utilize adjusted amounts as guides in forecasting, budgeting and long-term planning processes and to measure operating performance for some management compensation purposes. Adjusted amounts should be considered in addition to, and not as a substitute for, or superior to, unaudited amounts.