INVESTOR BRIEFING

CALENDAR 2019 Q4 RESULTS REPORTED FEBRUARY 4, 2020

INTEGRATED MISSION SYSTEMS

SPACE & AIRBORNE SYSTEMS

COMMUNICATION SYSTEMS

AVIATION SYSTEMS

L3HARRIS
FAST. FORWARD.
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, dispositions 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%
- Cost Plus: 76%
- Fixed Price: 24%

Strong customer relationships

- U.S.: 58%
- DoD: 22%
- Other: 20%
- International: 22%

Talent and culture of innovation

- Engineers ('000s): ~20
- Cleared personnel ('000s): ~24

Global reach...serving 130 countries

Revenue¹: $18.1B
EBIT¹²: $3.0B
FCF¹³: $2.5B

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

### Financials

<table>
<thead>
<tr>
<th>Segment</th>
<th>CY19</th>
<th>CY20 Guide*</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue ($million)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>non-GAAP operating margin</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ISR</td>
<td>12.9%</td>
<td>13.00 – 13.50%</td>
</tr>
<tr>
<td>Maritime</td>
<td>18.5%</td>
<td>18.50 – 19.00%</td>
</tr>
<tr>
<td>Electro Optical</td>
<td>22.3%</td>
<td>22.50 – 23.00%</td>
</tr>
<tr>
<td>Defense Aviation</td>
<td>12.4%</td>
<td>13.75 – 14.25%</td>
</tr>
</tbody>
</table>

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

*Guidance updated February 4, 2020 – refer to 4Q 2019 quarterly earnings and related materials on the L3Harris investor relations website.*
Financial profile

Leading margin with expansion opportunity...

<table>
<thead>
<tr>
<th></th>
<th>2020 adjusted margin¹</th>
<th>LHX</th>
<th>Peers</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>17.3%</td>
<td>15.0%</td>
<td>13.8%</td>
</tr>
<tr>
<td>2020</td>
<td>12.6%</td>
<td>12.0%</td>
<td></td>
</tr>
</tbody>
</table>

...and high cash conversion versus peers

<table>
<thead>
<tr>
<th></th>
<th>2020 FCF conversion²</th>
<th>LHX</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>107%</td>
<td></td>
</tr>
</tbody>
</table>

Healthy balance sheet...

<table>
<thead>
<tr>
<th></th>
<th>2019 funded ratio %</th>
<th>LHX</th>
<th>Peers³</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>1.9x</td>
<td>1.1x</td>
<td>1.9x</td>
</tr>
<tr>
<td>2019</td>
<td>2.1x</td>
<td>2.3x</td>
<td></td>
</tr>
</tbody>
</table>

...with pension relatively well-funded

<table>
<thead>
<tr>
<th></th>
<th>LHX</th>
<th>Peers³</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>84%</td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>82%</td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>73%</td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>73%</td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>72%</td>
<td></td>
</tr>
</tbody>
</table>

¹Based on 2020E consensus EBIT data, adjusted for pension
²Based on 2020E consensus FCF and net income
³Reflects RTN pension funding and Raytheon Technologies 2019E pro-forma financials for all other comparisons
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**

- **$65M net ($100M gross)**
  - CY19 savings

- **~$300M net (~$500M gross)**
  - Functional efficiencies, OH reduction & shared services
  - Corporate and segment consolidation
  - Supply chain and footprint rationalization

- **2021 savings**  
  - about 1 year ahead of plan

- Expanded shared services for IT and Finance
  - Leverage scale for lower employee benefits cost

- Merged CHQ headquarters
  - Consolidated 6 to 4 operating Segments (and 28 to 19 sectors and 95 to 64 divisions)

- Leverage combined $7B+ in purchasing power
  - Rationalize footprint of >400 locations, 28M square feet
...and drive operational excellence to achieve ‘best-in-class’ margins

Margin expansion…

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EBIT margin*

<table>
<thead>
<tr>
<th>CY18</th>
<th>CY19</th>
<th>CY20 Guide</th>
<th>Medium Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>15.0%</td>
<td>16.6%</td>
<td>17.0 – 17.5%</td>
<td></td>
</tr>
</tbody>
</table>

...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…

R&D spend as a % of revenue

- LHX: ~3.8%
- Peer: 2.8%, 2.5%, 2.2%, 1.2%

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

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

<table>
<thead>
<tr>
<th>DoD Budget</th>
<th>4 year CAGR (GFY18-22)</th>
<th>~$135B gap between investment account budgets and outlays over the past three years…driving sustainable growth over medium-term</th>
</tr>
</thead>
<tbody>
<tr>
<td>DoD Budget</td>
<td>$691B to $759B</td>
<td>2%</td>
</tr>
<tr>
<td>F-35 (Qty)</td>
<td>90 to 94 A/C</td>
<td>1%</td>
</tr>
<tr>
<td>Next Gen Avionics</td>
<td>$277 to $431M</td>
<td>12%</td>
</tr>
<tr>
<td>Night Vision</td>
<td>$145M to $245M</td>
<td>14%</td>
</tr>
<tr>
<td>GPS</td>
<td>$726 to $1,306M</td>
<td>16%</td>
</tr>
<tr>
<td>Aircraft Missionization</td>
<td>$680 to $1,348M</td>
<td>19%</td>
</tr>
<tr>
<td>Electronic Warfare</td>
<td>$164 to $371M</td>
<td>23%</td>
</tr>
<tr>
<td>Tactical Radios</td>
<td>$673M to $1,662M</td>
<td>25%</td>
</tr>
</tbody>
</table>

1Based on GFY21 President’s Budget Request where available
Portfolio shaping is progressing well

**Providing clarity on portfolio shaping**
- 8-10% of revenues to be divested over time with ~1/3 completed
- Sale of Airport Security and Automation assets for ~$1B, representing ~$500M in annual sales
- 2020 will be an active year...transactions will be announced as they occur with proceeds used predominantly for share repurchases

**Criteria for evaluation intact**
- High-margin, high-growth, technology differentiated businesses...
- ...where we can win and generate attractive returns
Shareholder friendly capital deployment

Robust free cash flow\(^1\)… …and capital returns

<table>
<thead>
<tr>
<th></th>
<th>CY17</th>
<th>CY18</th>
<th>CY19</th>
<th>CY20 Guide</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dividends</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increased 10% in Q3 CY2019…additional increase to be evaluated in Q1 CY2020</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Share repurchases</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$1.5B in share buyback completed post merger…on track for an additional ~$3B in 2020 (including proceeds from announced divestitures)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

\(^1\) 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

5,387 up 5.0 - 7.0%

Electro Optical

ISR

Maritime

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.
*Guidance updated February 4, 2020 – refer to 4Q 2019 quarterly earnings and related materials on the L3Harris investor relations website
Expanding aircraft missionization & modernization

Maintain incumbency on core platforms
Develop, deliver, and sustain the highest performing & responsive multi-mission ISR and communications systems

- Compass Call
- Cross Deck
- Javaman
- Rivet Joint
- Royal Air Force Airseeker
- Constant Phoenix
- USAF “Blue & Whites”

Expand platforms within the DoD

- Unmanned
- Transport
- Fast Jet

Grow international presence

- Increasing threats with pressure to boost spending
- Lack of complex mission integration and high quality airborne SIGINT capabilities, presenting opportunity to fill gap
- Customers seeking a mix of US capabilities integrated with European technologies and industrial participation

[Map of international presence with flags of Denmark, Poland, UK, and Italy]
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

- US Navy Unmanned Programs
  - UUV (IVER)
  - USV

…and invest in unmanned as the next franchise…

Create the next generation franchise

Addressable Unmanned Budget (US Navy) ($millions)

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>UUV</td>
<td>386</td>
<td>475</td>
<td>1,012</td>
<td>1,131</td>
</tr>
<tr>
<td>USV</td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

…and deliver readiness via integrated services…

Position as holistic maintenance provider

- Parts Provider
  - Transactional spares & repairs

- Service Provider
  - Maintenance & upgrades

- Holistic Provider
  - Open architecture
  - Onboard health & usage

…and expand internationally

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

- In-country presence
Space & Airborne Systems
Overview of Space & Airborne Systems

Segment financials and key customers

- Revenue
- Electronic Warfare
- Avionics
- Intel & Cyber

CY19 CY20 Guide*

- Cybersecurity
- Commercial
- Electronic Warfare
- Avionics
- Space

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 information for prior periods.

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

Increasing threats driving higher intelligence budgets

<table>
<thead>
<tr>
<th>Year</th>
<th>DoD/Military</th>
<th>Intelligence agencies</th>
</tr>
</thead>
<tbody>
<tr>
<td>08</td>
<td>70</td>
<td></td>
</tr>
<tr>
<td>09</td>
<td>76</td>
<td></td>
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<tr>
<td>10</td>
<td>80</td>
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<td></td>
</tr>
<tr>
<td>19</td>
<td>82</td>
<td></td>
</tr>
<tr>
<td>20*</td>
<td>86</td>
<td></td>
</tr>
<tr>
<td>21*</td>
<td>85</td>
<td></td>
</tr>
</tbody>
</table>

($billions)

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

- 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 responsive satellite franchise

*Preliminary budget
Leveraging capabilities from exquisite payload provider to small sat end-to-end solutions

**Exquisite Technology Enablers**
- Deployable mesh reflectors
- Telescopes and other space electronics
- Specialized manufacturing processes and infrastructure for mission-enabling technologies

**1960’s**

**1970’s**

**Exquisite Payloads & Subsystems**
- Specialty sensors and antenna/RF subsystems
- Telescopes with supporting electronics
- Penetration in ISR, Weather, GPS and Communications missions

**2012**

**Hosted Payloads**
- RF Payload, Mission Mgmt., Payload Command & Control
- 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
- Expanding responsive satellite franchise...>$400M in pathfinder awards

**Responsive Satellite End-to-End Solutions**
- Fully integrated modular RF SmallSat and supporting ground station
- Today
Accelerate growth in Avionics

Strong position on F-35…

Potential opportunities

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

Won

- F/A-18
- P-8
- KF-X
- F-16

…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
  - AN/ALQ-211 AIDEWS
  - $1,500+

- F/A-18E/F
  - ALQ-214 IDECM
  - ~$2,500

- Domestic F-16
  - USAF EW Modernization
  - ~$1,000

- B-52
  - ALQ-172
  - ~$1,000

Down-selected: LHX revenue synergy

Rotary

- MH-47
  - ALQ-211
  - ~$500 combined

- CV-22
  - ALQ-211

- MH-60
  - ALQ-211

Gen 5 refresh

- F-22
- B-2
- F-35

= opportunity $M

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™

DIGITAL

Software Defined Modular
Networked Multi-Function Adaptive
Communication Systems
Overview of Communication Systems

Segment financials and key customers

($million)  
non-GAAP operating margin  
Revenue  
Public Safety  
Integrated Vision Systems  
Tactical Comms  
Broadband Comms  
CY19  
CY20 Guide*  

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 information in prior periods.

Historical growth in LHX tactical…

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

($billion)

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 ~$8B over the next 5 years, up $1B versus GFY20 FYDP…

($million)

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

SOCOM Tactical Comms (STC)
2-channel multiband handheld

$390M IDIQ
Single-award

SOCOM Tactical Comms
2-channel multiband manpack

$255M IDIQ
Single-award

Navy and USMC tactical radios
HF and next-gen 2-channel radios

$765M IDIQ
Single-award

Army Rifleman Radio
1-channel, 2-channel Leader radio

$3.9B IDIQ
Multi-vendor

Army HMS Manpack
2-channel multiband manpack

$12.7B IDIQ
Multi-vendor

Army and USMC modernization driving growth

LHX CY DoD Revenue

GFY21 President’s Budget Request

GFY

'17 '18 '19 '20 '21 '22 '23 '24 '25

GFY20 PBR

COTS

SOCOM

Air Force

Marines/Navy

Army

GFY20

GFY21

GFY22

GFY23

GFY24

GFY25

*SOCOM GFY21-25 equal to GFY20 President’s Budget Request
...and maintaining international leadership

L3Harris’ growing share of the international installed base...
(Thousands of tactical radios)

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

Revenue mix

HRS Share* 21% 31%

Growth strategy

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

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
…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

<table>
<thead>
<tr>
<th>Products Budget</th>
<th>Calendar Year</th>
<th>2015</th>
<th>2019</th>
<th>medium term</th>
</tr>
</thead>
<tbody>
<tr>
<td>($billion)</td>
<td></td>
<td>0.7</td>
<td>0.9</td>
<td></td>
</tr>
</tbody>
</table>

DoD Modernization

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

Segment financials and key customers

($million)  

<table>
<thead>
<tr>
<th>Segment</th>
<th>CY19</th>
<th>CY20 Guide*</th>
</tr>
</thead>
<tbody>
<tr>
<td>non-GAAP operating margin</td>
<td>12.4%</td>
<td>13.75 – 14.25%</td>
</tr>
<tr>
<td>Revenue</td>
<td>3,917</td>
<td>up 3.5 – 5.5%</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

Defense Aviation Products enhance the battlefield

Supporting the battlefield today…

- Weapons Sensors
- Range and Test Solutions
- Radar Systems
- GPS & Navigation Systems

...and driving future capability

Multi-Function Apertures

- Converges Radar, EW, SIGINT & Communications
- Enterprise-wide applications
- Leader in defining the open system standards and enabling critical technology

Tactical UAS

- LHX patented Hybrid Quadcopter technology
- Awarded Army IDIQ for Future Tactical UAS

Increasingly contested environments driving need for precision engagement technologies
Strong position in growing commercial aviation market

Strong passenger growth…

Niche position in avionics…

…and significant new pilot demand
(2019 – 2038)

…and pilot training

Source: ACI - WAFT

Source: Boeing

212,000
North America

48,000
Europe

27,000
Russia & C. Asia

68,000
Middle East

266,000
Asia - Pacific

29,000
Africa

54,000
Latin America

Source: Boeing

Recorders
Traffic Collision Avoidance (TCAS)

Transponders
Standby Systems

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

Nationwide 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

A Model Public-Private Partnership

...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

...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

Reduced working capital by **37 days** post Exelis acquisition (to 41 days)

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%
  (to ~360 projects)
• Implemented CheckPoint investment decision process on 70% of portfolio

Increase efficiency through Dev Ops...

...and instrumenting the business to improve performance
Created significant value by focusing on operational excellence

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…prime award on next-gen contract**
   - Revenue up 24%
   - Improved customer satisfaction
   - Awarded competitive recompete, MOSSAIC $1B+

3. **Electronic Warfare…reduced lead time**
   - F18 IDECM (Cycle Time)
   - Lead Time (months): 13.5 → 6
   - Systems / Month: 5 → 6
   - • 20+ year relationship on the F-18 platform…$2B in orders

4. **GPS…extended franchise**
   - GPSIII MDU average total build and test hours (000s of hours)
   - SV 1-4: 67
   - SV 5-8: 28
   - SV 9-10: 22
   - GPS SV11-32
   - • 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)
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)

Revenue

<table>
<thead>
<tr>
<th></th>
<th>4Q18</th>
<th>4Q19</th>
<th>2H18</th>
<th>2H19</th>
<th>CY18</th>
<th>CY19</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>4,382</td>
<td>4,832</td>
<td>8,392</td>
<td>9,240</td>
<td>16,404</td>
<td>18,074</td>
</tr>
<tr>
<td>Revenue</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>+10%</td>
</tr>
</tbody>
</table>

EBIT and Margin

<table>
<thead>
<tr>
<th></th>
<th>4Q18</th>
<th>4Q19</th>
<th>2H18</th>
<th>2H19</th>
<th>CY18</th>
<th>CY19</th>
</tr>
</thead>
<tbody>
<tr>
<td>EBIT</td>
<td>654</td>
<td>835</td>
<td>1,266</td>
<td>1,601</td>
<td>2,456</td>
<td>2,995</td>
</tr>
<tr>
<td>EBIT margin 1</td>
<td>14.9%</td>
<td>17.3%</td>
<td>15.1%</td>
<td>17.3%</td>
<td>15.0%</td>
<td>16.6%</td>
</tr>
</tbody>
</table>

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.

Adjusted Free cash flow

<table>
<thead>
<tr>
<th></th>
<th>4Q18</th>
<th>4Q19</th>
<th>2H18</th>
<th>2H19</th>
<th>CY18</th>
<th>CY19</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>987</td>
<td>831</td>
<td>1,264</td>
<td>1,449</td>
<td>1,929</td>
<td>2,460</td>
</tr>
<tr>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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.

Refer to “Basis of Preparation” slide 47 regarding combined financial information in prior periods.
**CY 2020 guidance**

### Total L3Harris

<table>
<thead>
<tr>
<th>Revenue¹</th>
<th>Margin²</th>
</tr>
</thead>
<tbody>
<tr>
<td>up 5.0 - 7.0%</td>
<td>17.00 - 17.50%</td>
</tr>
</tbody>
</table>

### EPS²

<table>
<thead>
<tr>
<th>FCF³</th>
</tr>
</thead>
<tbody>
<tr>
<td>$2.6 - $2.7B</td>
</tr>
</tbody>
</table>

### By Segment

<table>
<thead>
<tr>
<th>Revenue¹</th>
<th>Margin²</th>
</tr>
</thead>
<tbody>
<tr>
<td>IMS</td>
<td>up 5.0 - 7.0%</td>
</tr>
<tr>
<td>SAS</td>
<td>up 5.5 - 7.5%</td>
</tr>
<tr>
<td>CS</td>
<td>up 6.5 - 8.5%</td>
</tr>
<tr>
<td>AS</td>
<td>up 3.5 - 5.5%</td>
</tr>
</tbody>
</table>

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¹Compared with L3 and Harris combined consolidated or applicable segment revenue for CY2019; Refer to “Basis of Preparation” slide 47 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.
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 Article 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 unadjusted basis. Other quarterly earnings materials and the L3Harris investor relations website provide a reconciliation of adjusted amounts with the most directly comparable unadjusted amount. L3Harris management believes that these adjusted amounts, when considered together with the unadjusted 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, unadjusted amounts.