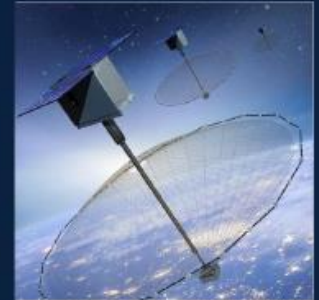


INVESTOR BRIEFING



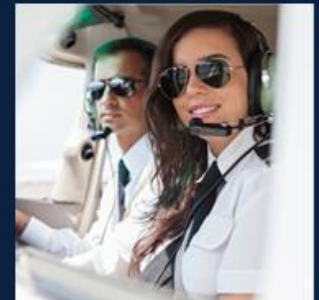
INTEGRATED MISSION
SYSTEMS



SPACE & AIRBORNE
SYSTEMS



COMMUNICATION
SYSTEMS



AVIATION SYSTEMS

CALENDAR 2020 Q3 RESULTS
REPORTED OCTOBER 30, 2020



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, segment and other guidance for 2020; cost synergies, integration expenses, tax rate, average shares outstanding, capital expenditures and other supplemental financial information for 2020; statements regarding strategic priorities, including regarding seamless integration, targeted cost synergies, synergies status for 2020, flawless execution, margin expansion, operational excellence, growing revenue, building blocks for mid-single-digit revenue growth, potential revenue synergies, opportunities to expand internationally, well aligned portfolio and investment in innovation, maximizing cash flow, shareholder friendly capital deployment, potential share repurchase amounts and timing, confidence in free cash flow targets and growth thereafter, working capital stability, reshaping the portfolio, high margin and high growth businesses and future sale transactions; program, contract and order opportunities and awards and the value or potential value and timing thereof (including from 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: actual impacts related to the COVID-19 pandemic; 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 reading this presentation are cautioned not to place undue reliance on forward-looking statements.

L3Harris Technologies overview



L3HARRIS™

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

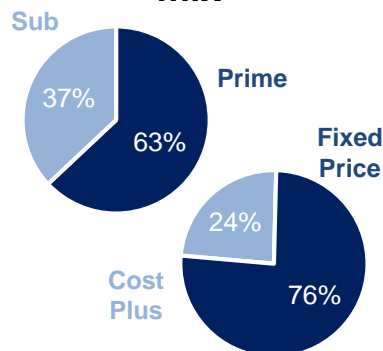
Revenue¹:
\$18.1B

EBIT^{1,2}:
\$3.0B

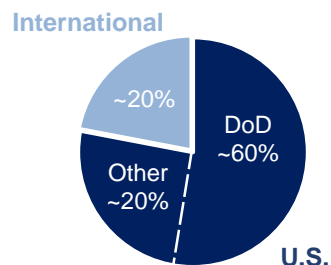
FCF^{1,3}:
\$2.5B

Creating a leading global defense technology company

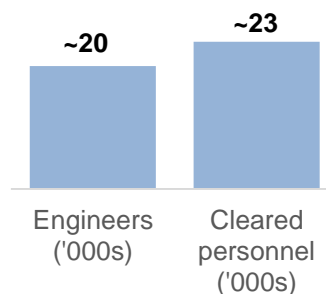
Diversified business mix⁴



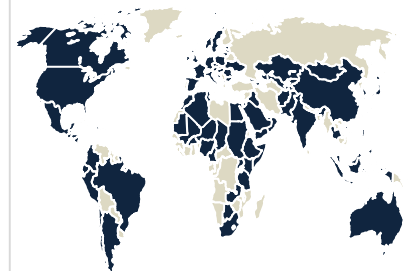
Strong customer relationships⁴



Talent and culture of innovation



Global reach...serving over 100 countries



¹For CY19 first half, reflects pro forma results included in L3Harris' Current Report on Form 8-K filed May 4, 2020; and for EBIT, adjusted as indicated in non-GAAP financial measure reconciliations in quarterly earnings materials or on the L3Harris investor relations website.. 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; for CY19 first half, reflects separate company reported results on combined basis. ⁴Reflects 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

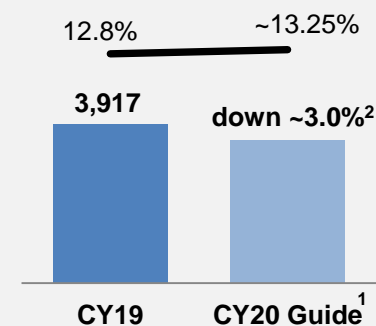
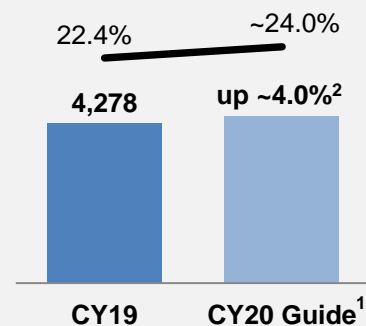
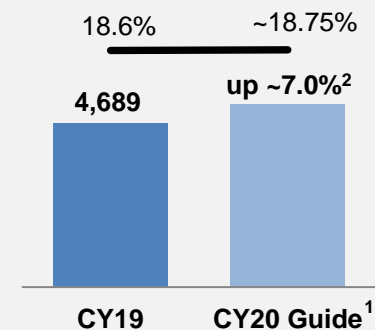
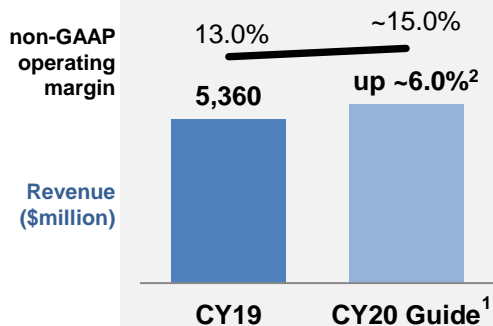


Defense Aviation Products: Precision weapons and components; small/tactical UAVs; antennas; RF & microwave devices

Commercial Aviation Products: Aircraft avionics products

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

Mission Networks: Critical infrastructure communications and networking solutions



For CY19 first half, reflects pro forma results included in L3Harris' Current Report on Form 8-K filed May 4, 2020, and for non-GAAP operating margin, adjusted as indicated in non-GAAP financial measure reconciliations in quarterly earnings materials or on the L3Harris investor relations website.

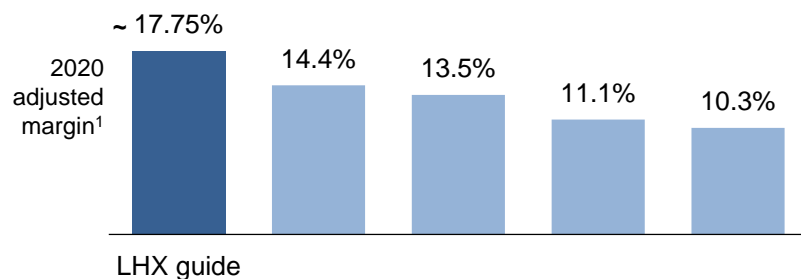
¹Guidance updated October 30, 2020 – refer to 3Q 2020 quarterly earnings and related materials on the L3Harris investor relations website.

²Organic revenue growth excludes revenue attributable to each divested business for the portion of the prior-year period equivalent to the portion of the current-year period following the date the business was divested; refer to non-GAAP financial measure reconciliations in quarterly earnings materials or on the L3Harris investor relations website.

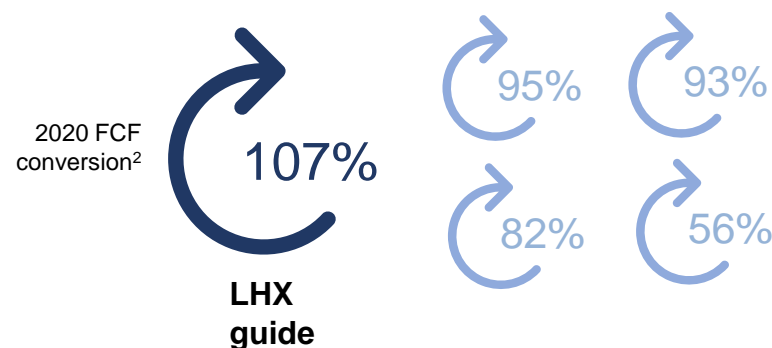
Financial profile



Leading margin with expansion opportunity...



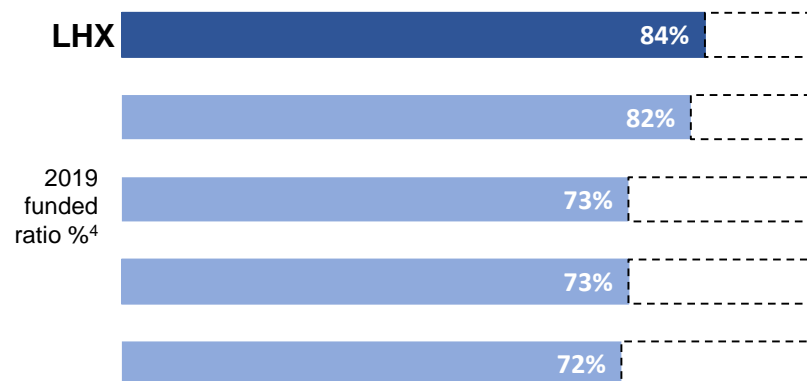
...and high cash conversion versus peers



Healthy balance sheet...



...with pension relatively well-funded



¹Peers based on 2020E consensus revenue and pre-tax profit, adding back net interest, LHX based on guidance

²Peers based on 2020E consensus FCF and net income, LHX based on guidance

³Reflects Raytheon Technologies 2019E pro-forma financials

⁴Reflects RTN pension funding

Strategic priorities

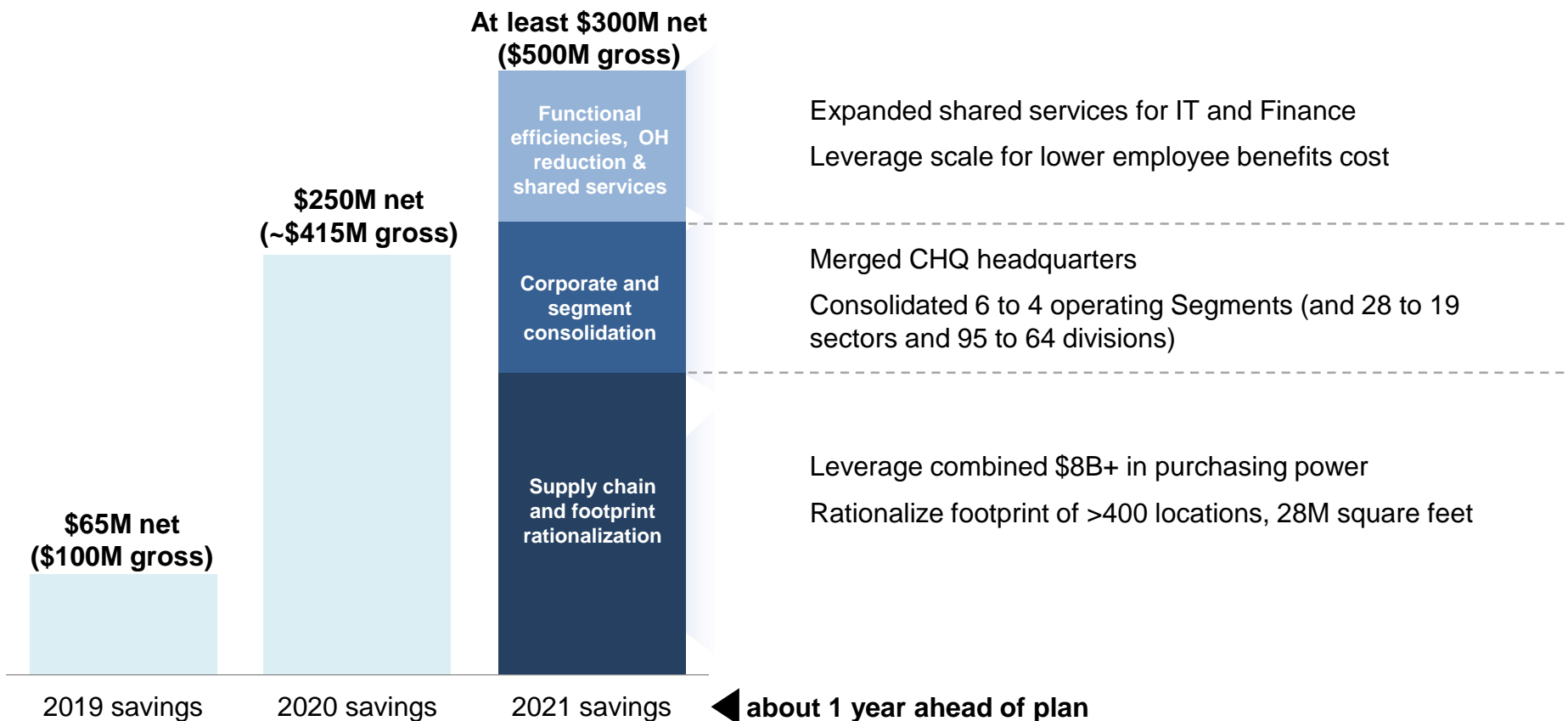


- ▶ **Execute seamless integration...at least \$300M net / \$500M gross in cost synergies**
- ▶ **Drive flawless execution and margin expansion...e3 operational excellence**
- ▶ **Grow revenue...well aligned portfolio and investment in innovation**
- ▶ **Reshape portfolio to focus on high margin, high growth businesses**
- ▶ **Maximize cash flow with shareholder friendly capital deployment**

Execute seamless integration...



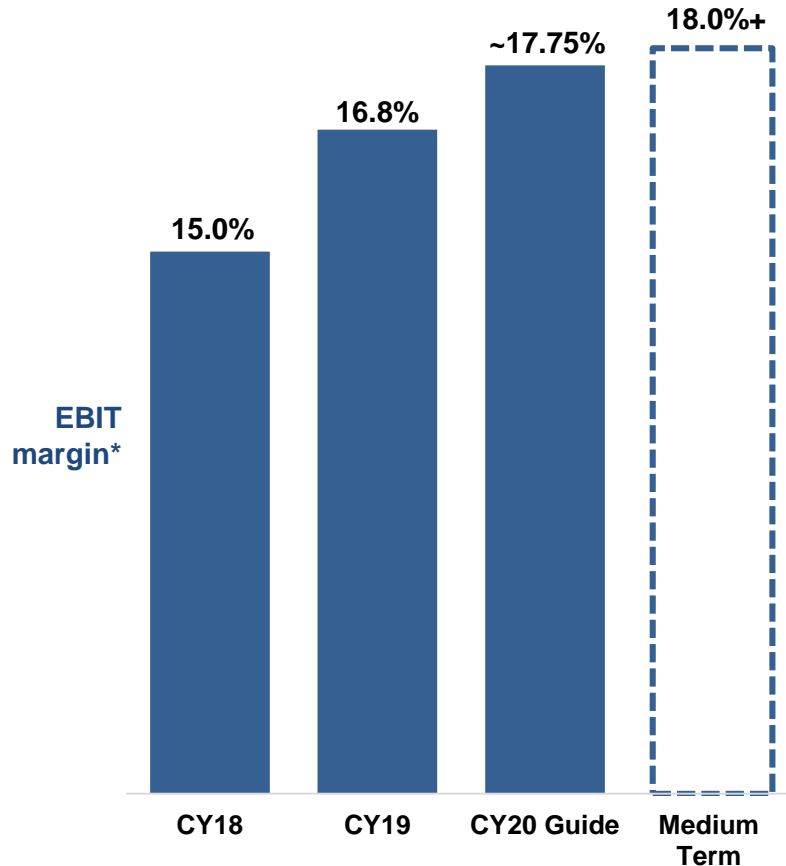
Cumulative Cost Synergies



...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



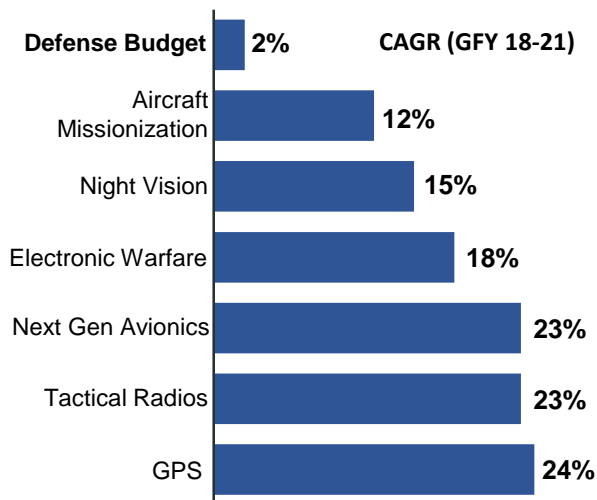
- Enterprise-wide...every employee, every function
- Common language, processes, metrics and tools
- Top down accountability for performance improvement

*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.

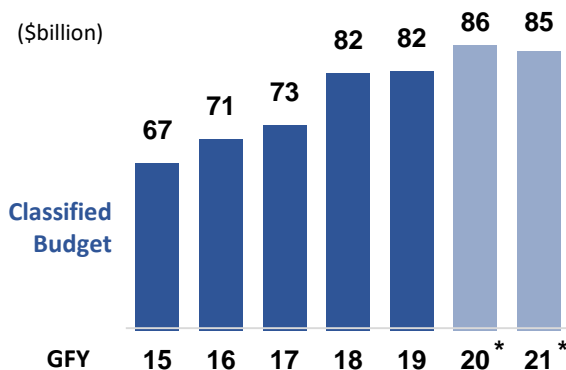
Building blocks for mid-single-digit revenue growth



Well positioned in DoD portfolio...



...as well as Classified priorities



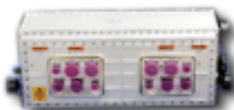
*Represents preliminary budget



Revenue synergies

- Multi-billion-dollar pipeline
- 79 proposals submitted...down-selected on 25 of 37 awards
- Over \$300M awarded to-date

Avionics



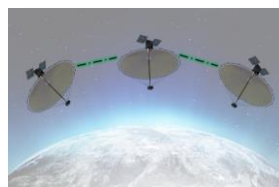
Electronic Warfare



Maritime

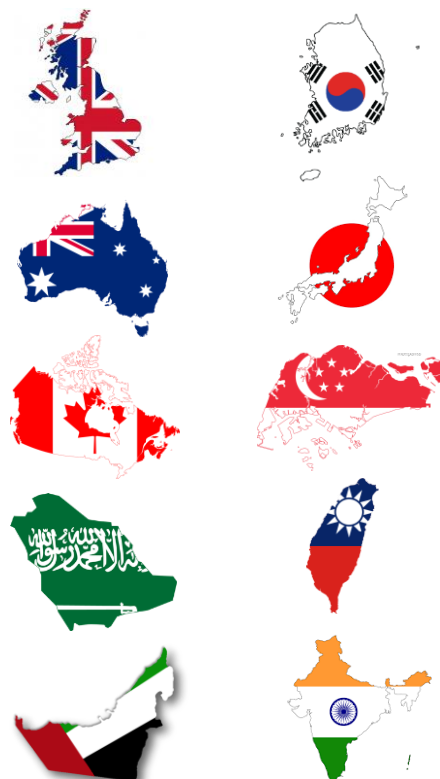


Space



International expansion

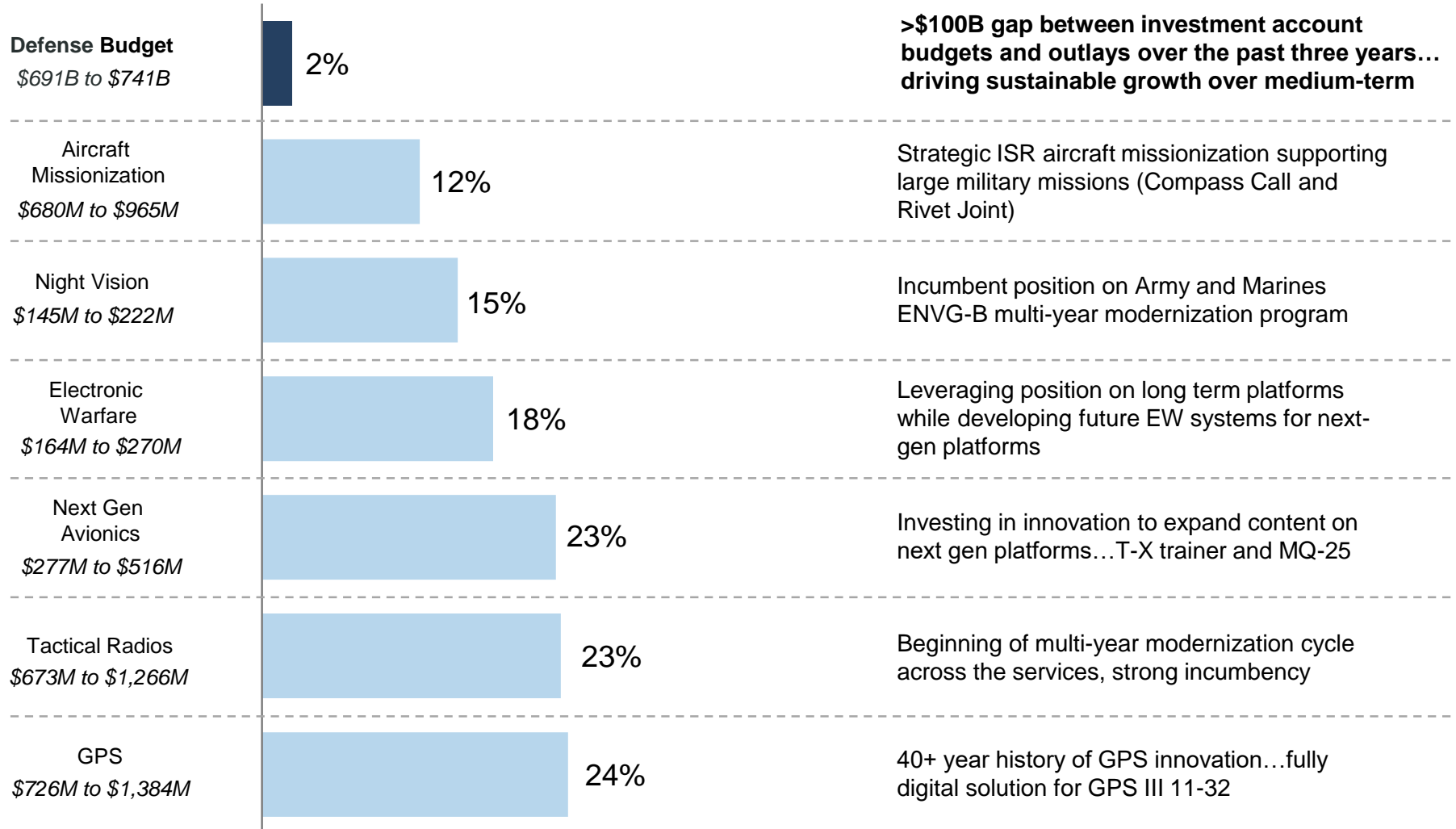
- Leverage scale and domestic position...
- ...supporting global modernization efforts with integrated solutions
- 10 focus countries



Well aligned with growing DoD budget line items



3 year CAGR (GFY18-21)¹



¹Based on GFY21 President's Budget Request where available

Potential revenue synergies



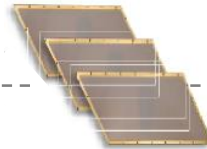
Avionics

Multi-function
open architecture

HARRIS



Open systems processor



Multi-function phased array

Penetrate new markets

Enhanced resource usage, lower SWaP and interoperability

Strengthens offering for existing refresh opportunities and next-gen platforms

Electronic Warfare

Advanced EW
solutions supporting
multiple platforms



Software defined EW



Manned and unmanned
platform missionization

Expand addressable market

Leverage L3 manned & unmanned platforms to pull-through HRS EW, comms and cyber capabilities

Offering unique solution to address unmet customer need

Allows capture of more complex systems integration roles

Maritime

Enabling distributed
maritime operations



Comms, EW, Cyber



Vessel integration, SIGINT

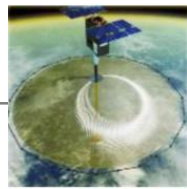
Increase customer stickiness

Combined expertise in optical and RF payloads, SATCOM and mission knowledge

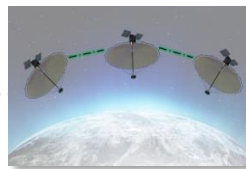
Expands portfolio of mission offerings and fills critical capability gaps

Space

End-to-end
solutions



Satellite pathfinders



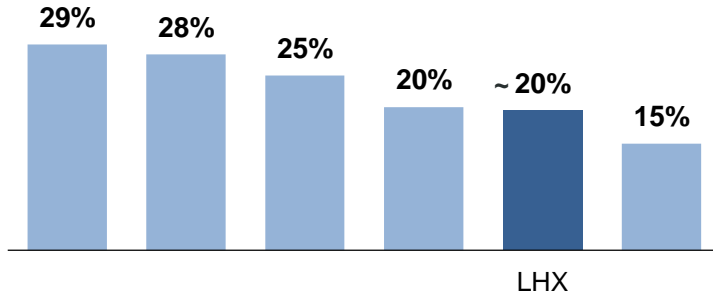
Datalinks and sensors

Down-selected on 25 of 37 awards and building on a multi-billion-dollar pipeline

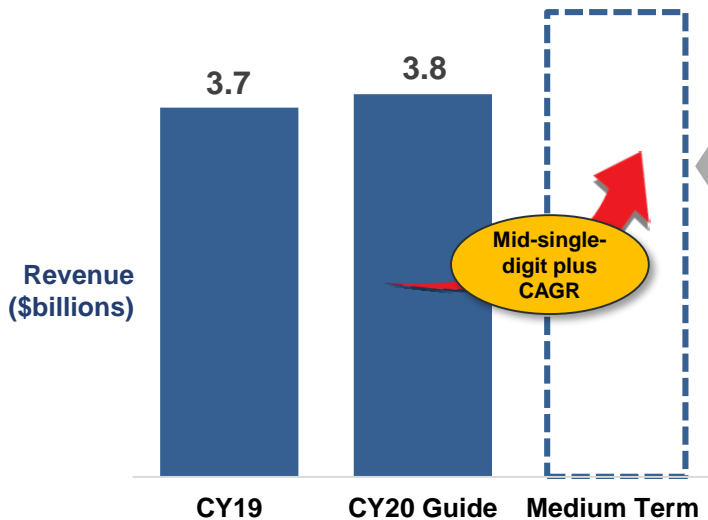
Opportunities to expand internationally



LHX underpenetrated internationally
vs. peers¹...

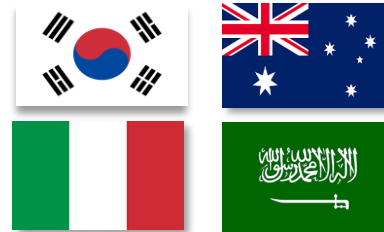


... with focused leadership
driving growth

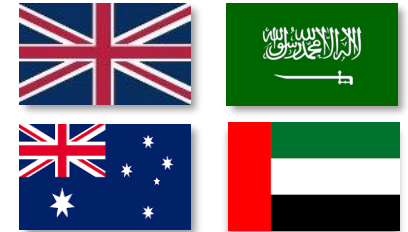


¹Peers based on 2019 financials; LHX reflects CY19 second half.

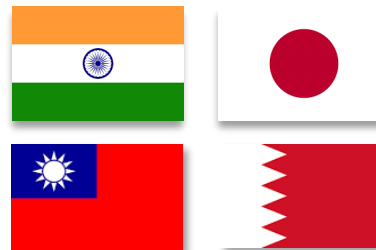
Aircraft Missionization



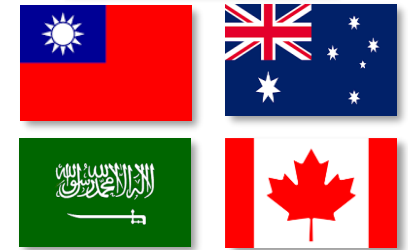
Communication Modernization



Fighter Platform Expansion



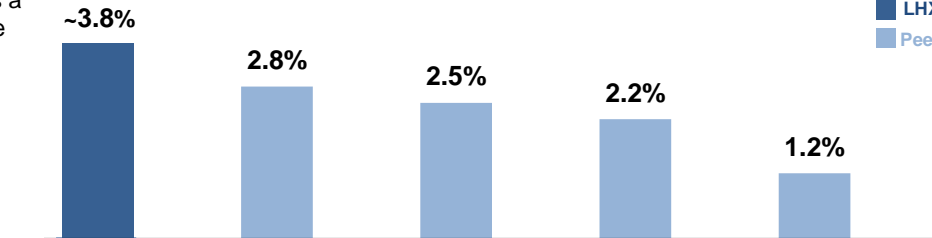
Maritime Platform Expansion



Maintain industry leading R&D with focus on core capabilities and open systems



R&D spend as a % of revenue

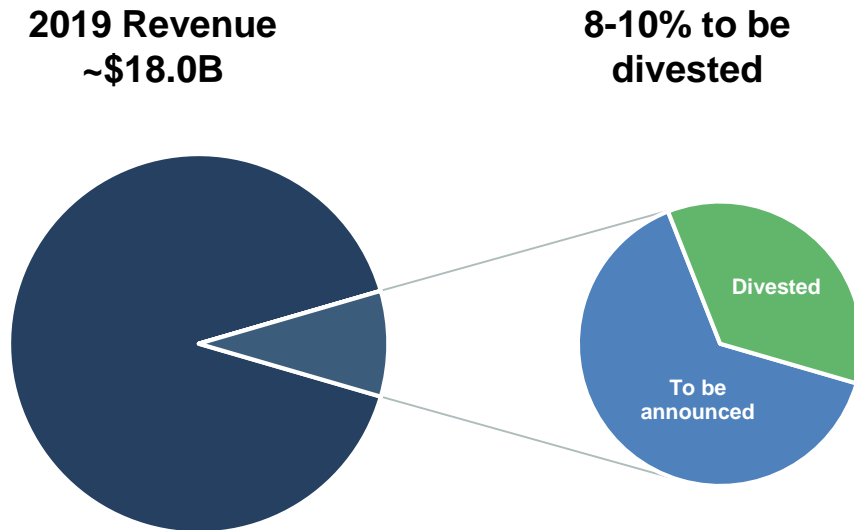


■ LHX
■ Peer

Technology	% of R&D spend	Advanced Capabilities	Growth Franchises
Spectrum Superiority	~40%	<i>Technology used to operate, obstruct, observe and obscure across the electromagnetic spectrum</i>	Command & control, electronic warfare, tactical radios
Actionable Intelligence	~35%	<i>Full spectrum sensors, data analytics & tools to capture, distribute, process and analyze intelligence</i>	Space-enabled mission solutions, precision optics, ISR
Warfighter Effectiveness	~20%	<i>Technologies to enable successful missions, platform systems integration, unmanned systems, weapons and integrated support</i>	Platform missionization, robotics, networked systems, avionics, maritime
Safe & Secure Skies	~5%	<i>Next generation avionics, air traffic systems, and training architecture for commercial and government customers</i>	Aircraft safety, FAA next-gen, military training

Well positioned for continued growth

Portfolio shaping is progressing well



Providing clarity on portfolio shaping

- 8-10% of revenues anticipated to be divested over time with ~1/3 complete
 - Airport Security and Automation assets closed May 4, 2020 for ~\$1B, representing ~\$500M in annual sales
 - EOTech closed on July 31, 2020 and Applied Kilovolts and Analytical Instruments closed on May 15, 2020, for a combined ~\$55M, representing ~\$75M in annual sales
- Effort is ongoing...transactions will be announced as they occur

Criteria for retaining businesses

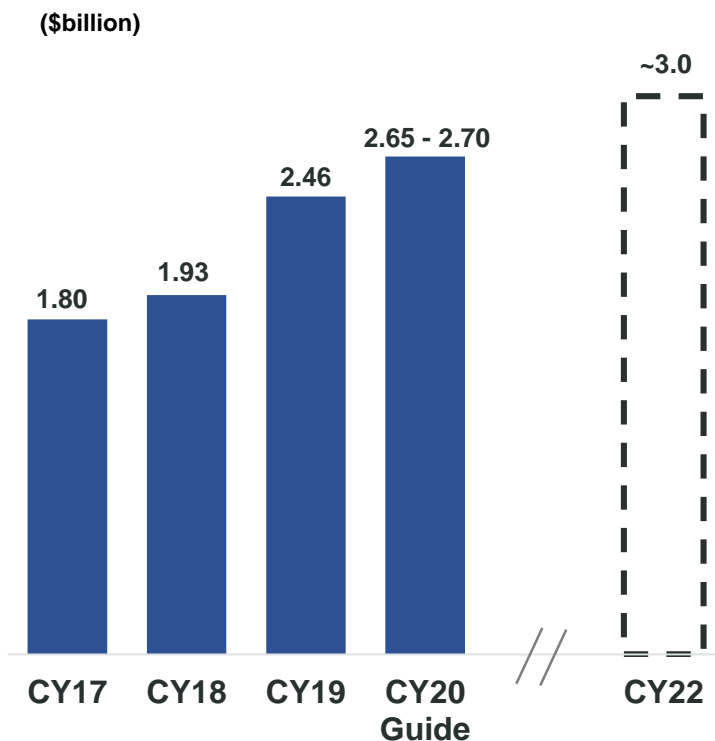
- High-margin, high-growth, technology differentiated businesses...
- ...where we can win and generate attractive returns

Shareholder friendly capital deployment



Robust free cash flow¹...

...and capital returns



Dividends

Increased ~25% since merger, including 13% in Q1 2020

Target payout of 30-35% of FCF

Share repurchases

~\$2.2B share buyback forecasted in 2020 with similar levels expected over the medium term
...further supplemented by portfolio shaping

No further debt repayment and no M&A unless a strategic 'must-have'

¹Free cash flow = operating cash flow less net capital expenditures, excluding deal and integration costs; for CY19 first half and prior years, reflects separate company reported results on combined basis.

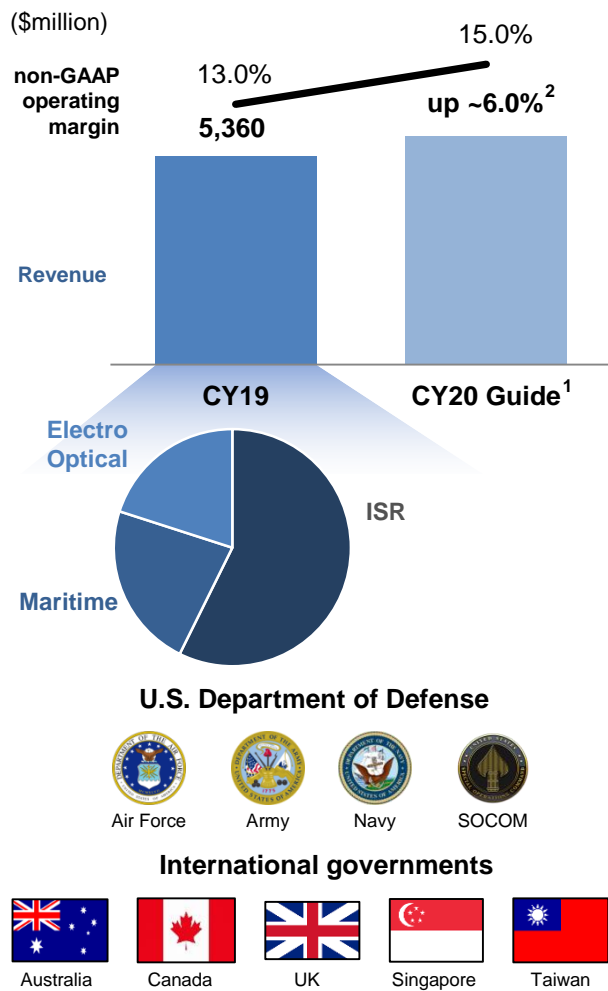


Integrated Mission Systems

Overview of Integrated Mission Systems



Segment financials and key customers



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

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¹Guidance updated October 30, 2020 – refer to 3Q 2020 quarterly earnings and related materials on the L3Harris investor relations website.

²Organic revenue growth excludes revenue attributable to each divested business for the portion of the prior-year period equivalent to the portion of the current-year period following the date the business was divested; refer to non-GAAP financial measure reconciliations in quarterly earnings materials or 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



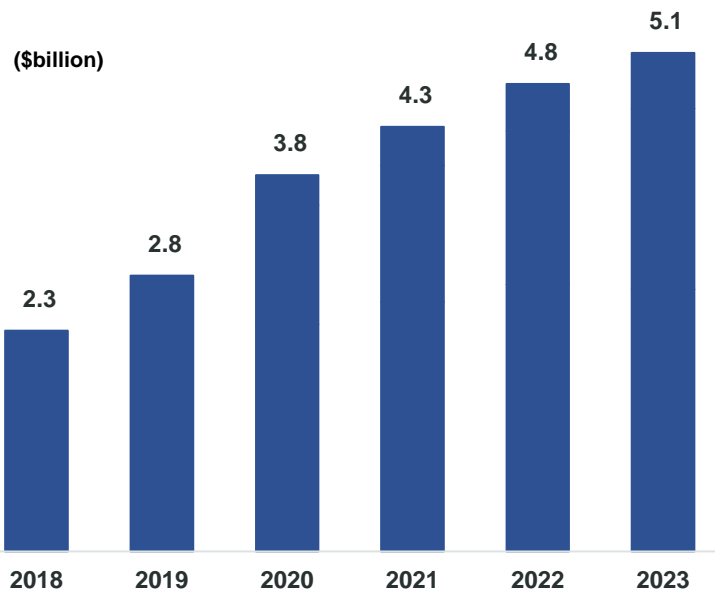
- Increasing threats with pressure to boost spending
- Need for complex mission integration and high quality airborne SIGINT capabilities, presenting opportunity to fill gap
- Domestic and international partnering in support of interoperability and advanced solutions

Strong position in fast growing Electro-Optical & Infrared Systems market



Global surveillance needs driving market expansion

EO/IR Sensor
Addressable Market



LHX has grown into a market leader...

- Best in class performance and reliability
- Consistent reputation as technology innovator
- More than 5,000 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

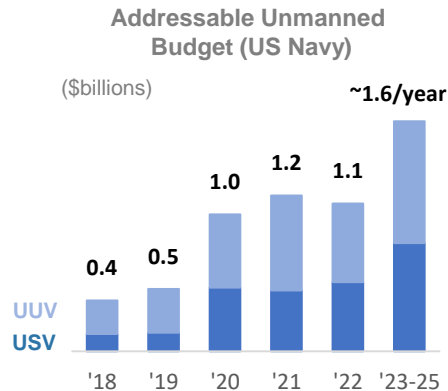
...and next-gen solutions



FFG(X)

...invest in unmanned as the next franchise...

Create the next generation franchise



US Navy Unmanned Programs

UUV (IVER)



USV



...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



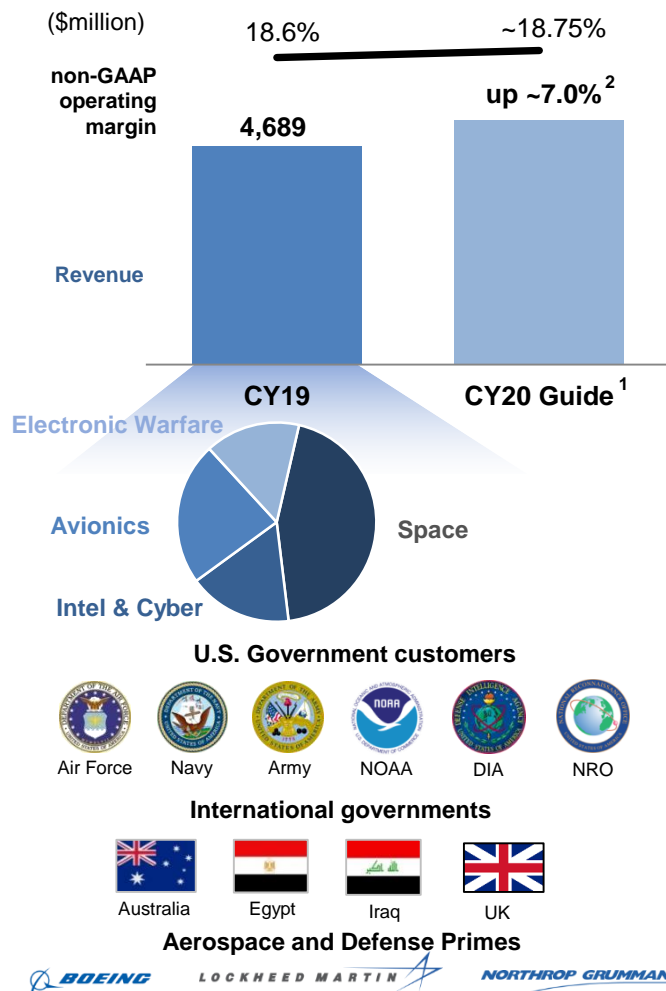


Space & Airborne Systems

Overview of Space & Airborne Systems



Segment financials and key customers



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

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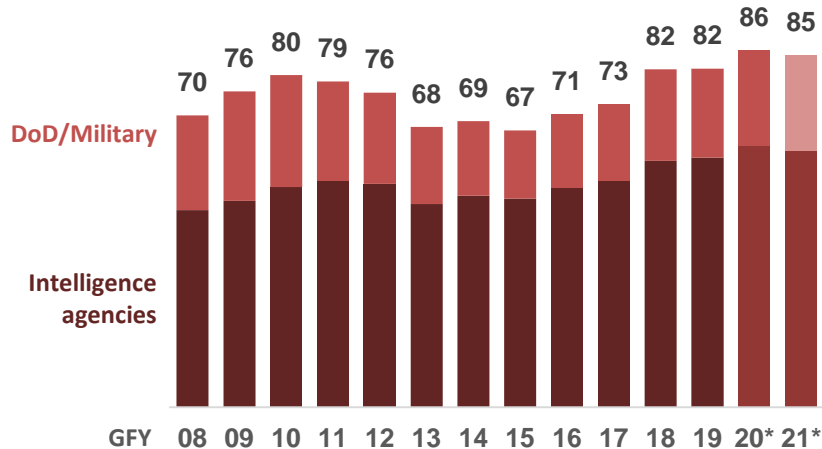
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Capitalize on strong demand for L3Harris broad solutions in a robust classified environment

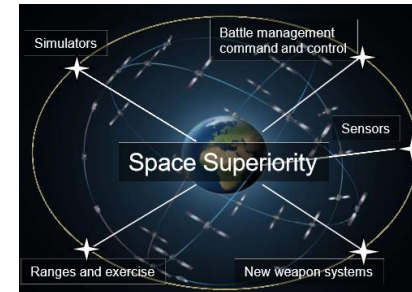


Increasing threats driving higher intelligence budgets

(\$billions)

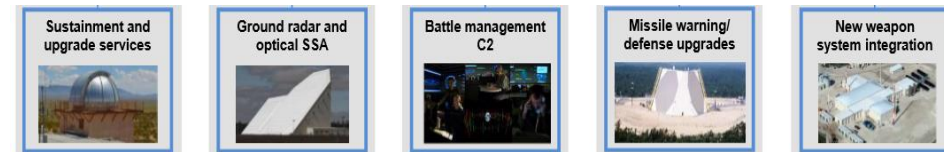


Focus and execute on high-value programs...

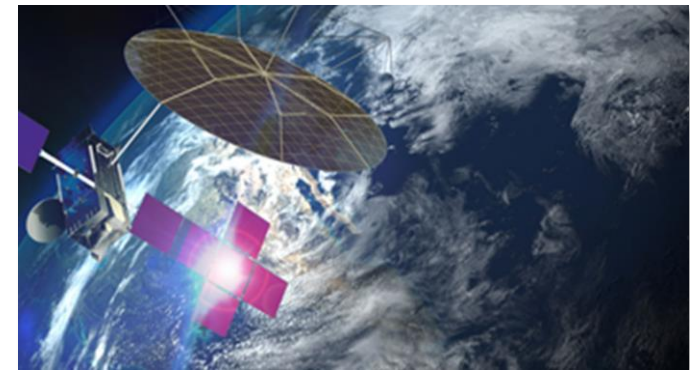


...supporting command and control, missile warning, defense, and space surveillance missions...

...across the value chain



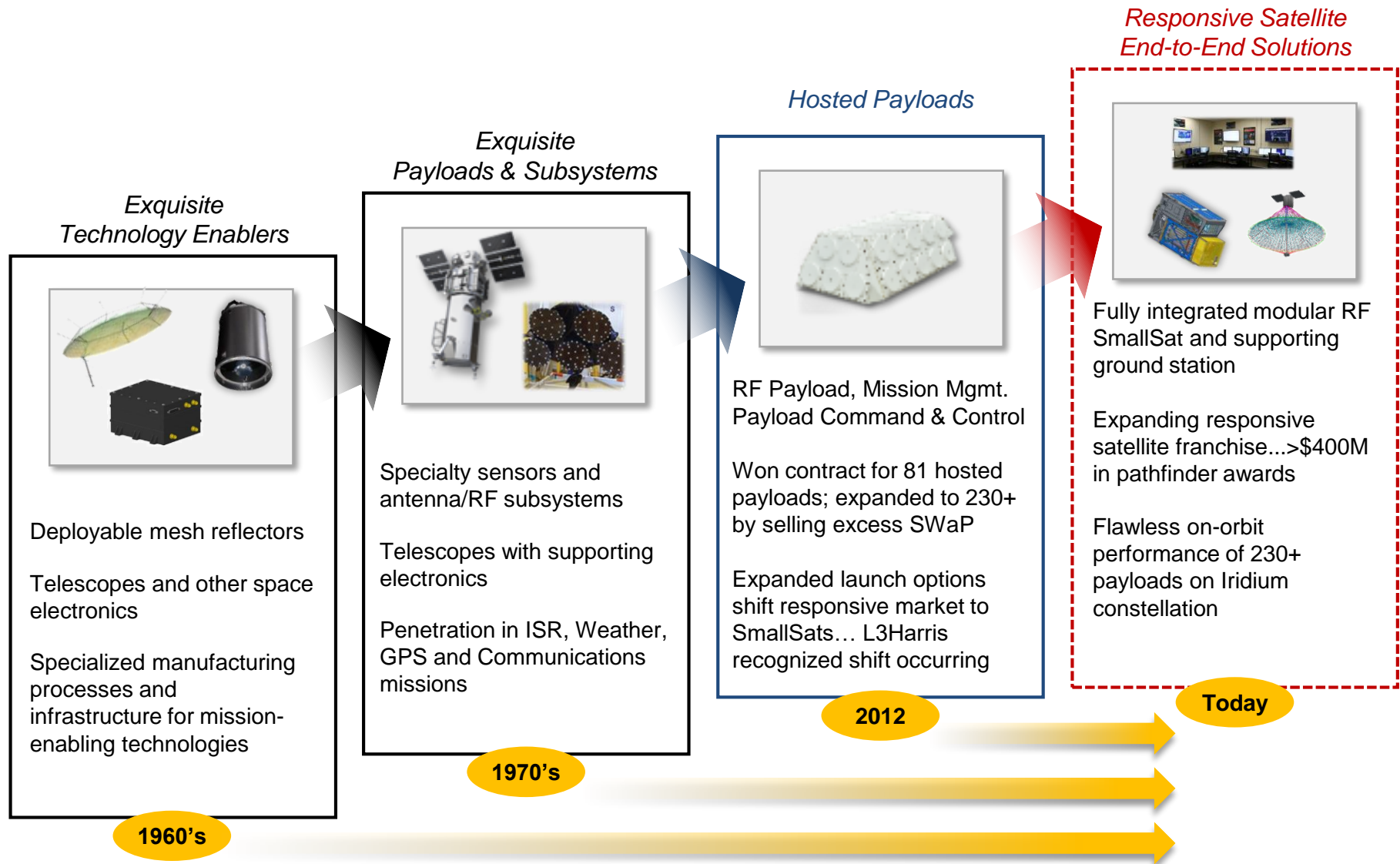
...and strengthen position in exquisite space systems



- 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, with exception of 2020 MIP appropriation

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

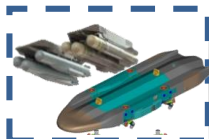


Accelerate growth in Avionics



Strong position on F-35...

Potential opportunities



Smart Weapon Racks



Infrastructure Components



Multi-function Advanced Data Link (MADL)

Won



Carriage and Release Weapon Racks



Classified



Open Systems



Cockpit Display Unit, Fast Steering Mirror



Panoramic Cockpit Display EU, Aircraft Memory System



Crypto

Program is at the onset of production ramp...executing against multi-year block buy and expanding content per shipset

...and global leadership in carriage and release systems

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



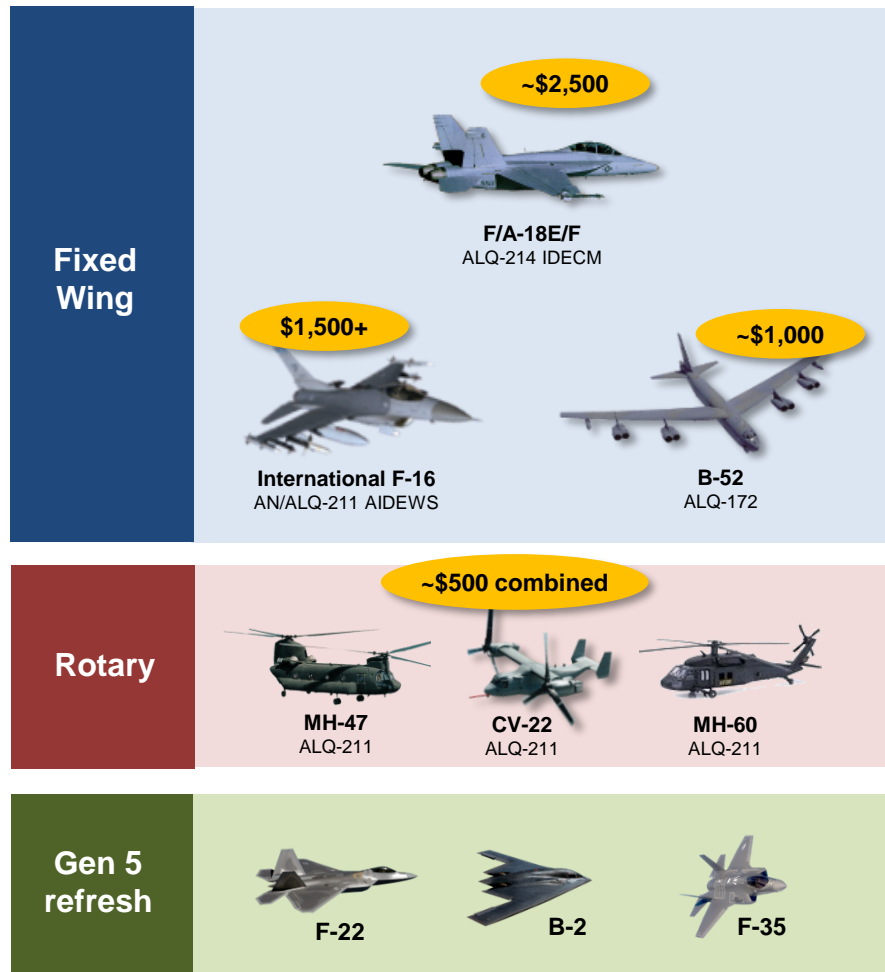
Extend electronic warfare position on long term platforms and develop next-generation technology



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

 = opportunity \$M

Platforms



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

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

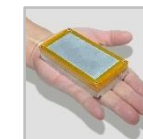


Multi-Function Array



Software Defined EW

Small size, weight, power systems



Disruptor SRx™

DIGITAL

Software Defined
Modular
Networked
Multi-Function
Adaptive



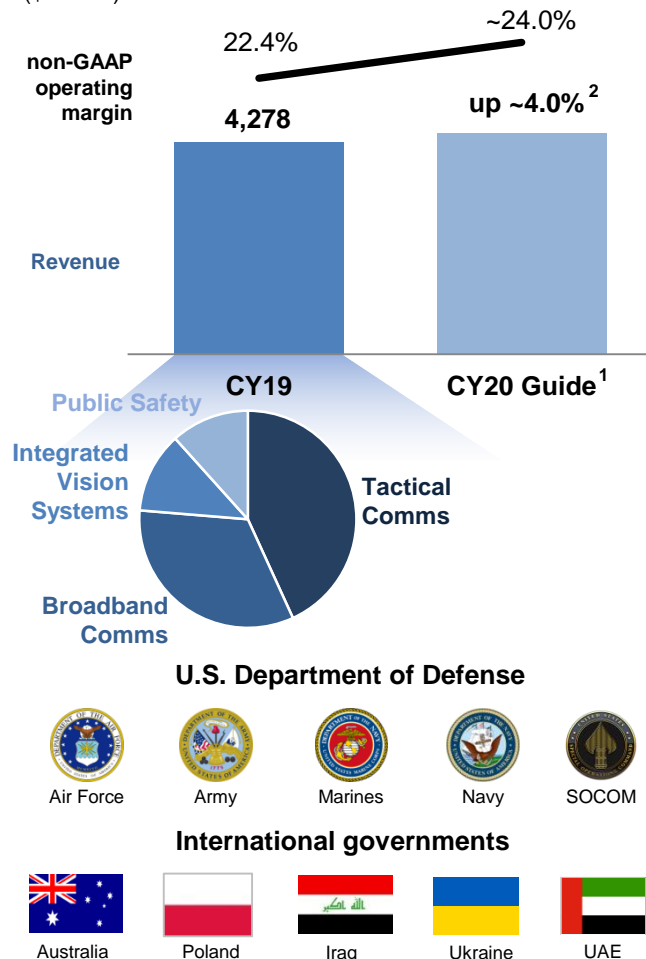
Communication Systems

Overview of Communication Systems



Segment financials and key customers

(\$million)



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

Managing budget and operational constraints in international and Public Safety caused by COVID-19...positioned for growth once environment normalizes

For CY19 first half, reflects pro forma results included in L3Harris' Current Report on Form 8-K filed May 4, 2020, and for non-GAAP operating margin, adjusted as indicated in non-GAAP financial measure reconciliations in quarterly earnings materials or on the L3Harris investor relations website.

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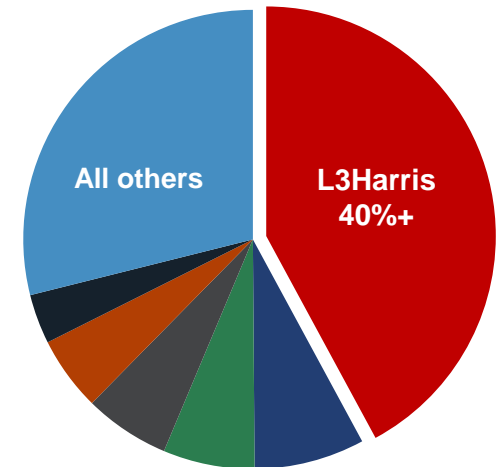
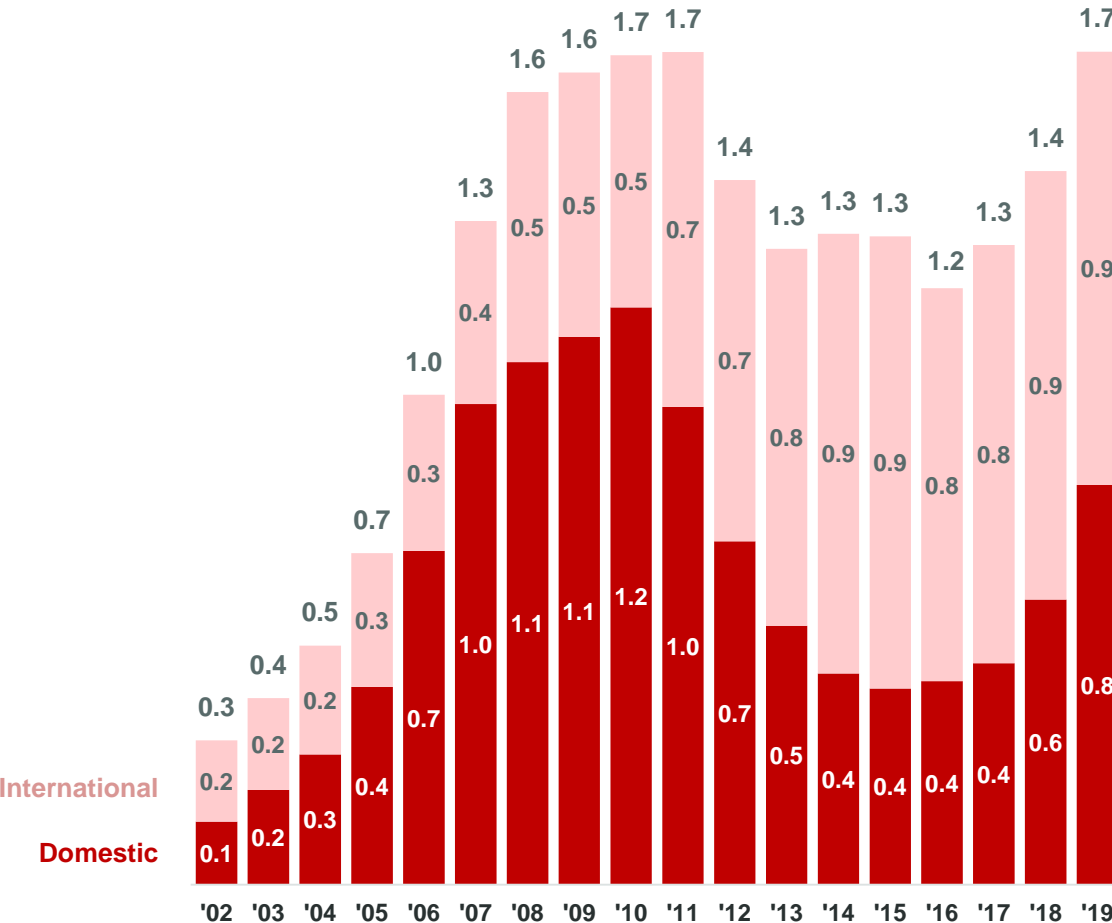
Global leadership



(\$billion)

Historical growth in LHX tactical...

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



\$3.4B CY2019
ground tactical segment

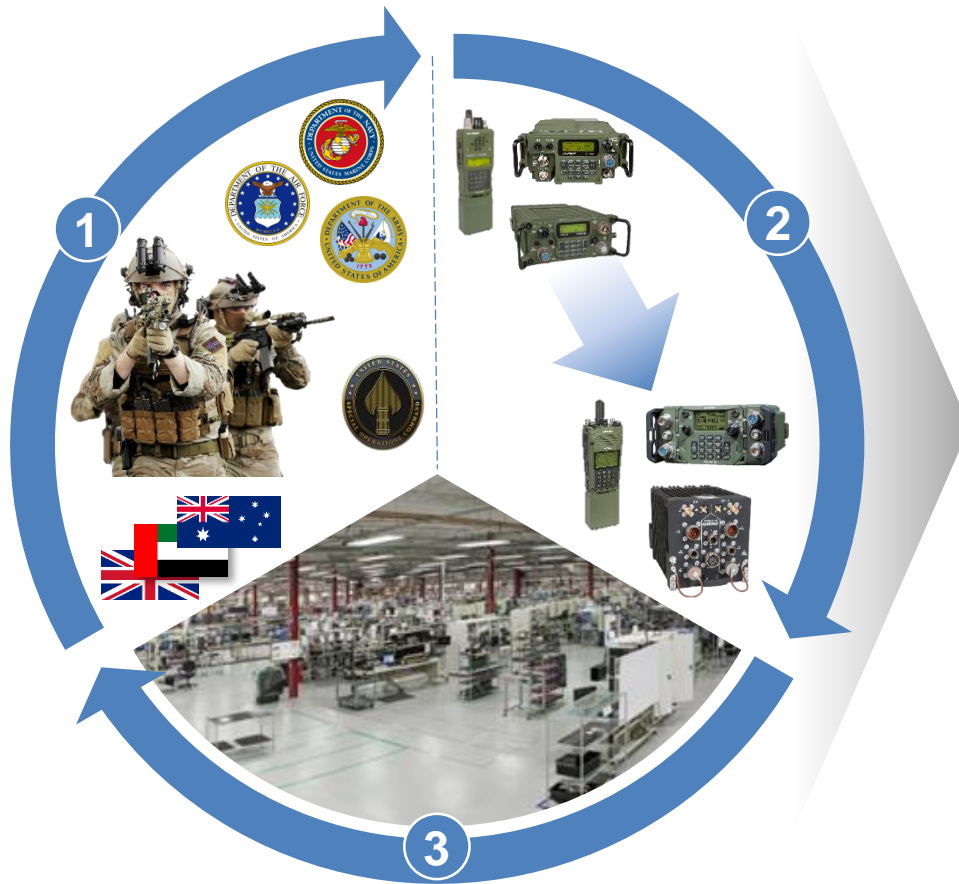
Source: 10K and company estimates.

#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

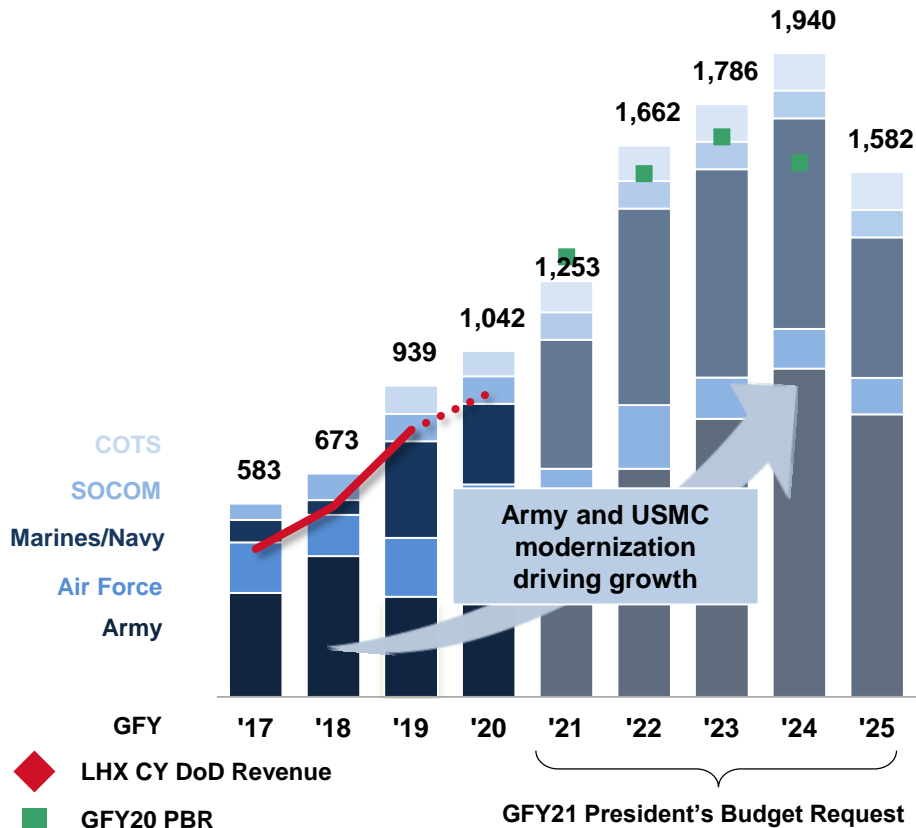
- Product cost reduction while increasing capabilities
- Footprint consolidation into one world-class manufacturing facility
- Global supply chain

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

\$390M
IDIQ
Single-award



SOCOM Tactical Comms (STC)
2-channel multiband handheld

\$255M
IDIQ
Single-award



SOCOM Tactical Comms
2-channel multiband manpack

\$765M
IDIQ
Single-award



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

\$383M
IDIQ
Single-award



USMC tactical radios
Long Range HF Manpack

\$3.9B
IDIQ
Multi-vendor



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

\$12.7B
IDIQ
Multi-vendor



Army HMS Manpack
2-channel multiband manpack

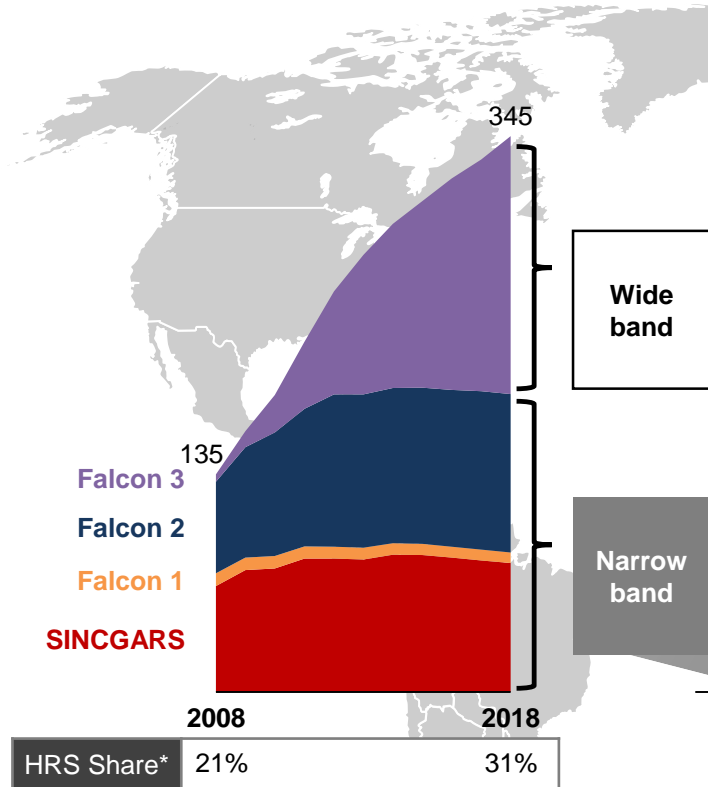
*SOCOM GFY21-25 equal to GFY20 President's Budget Request

...and maintaining international leadership



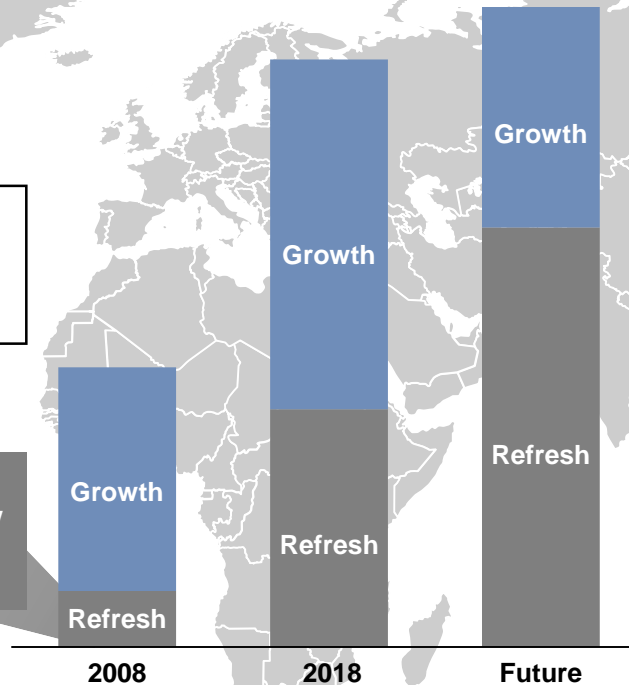
L3Harris' growing share of the international installed base...

(Thousands of tactical radios)



...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

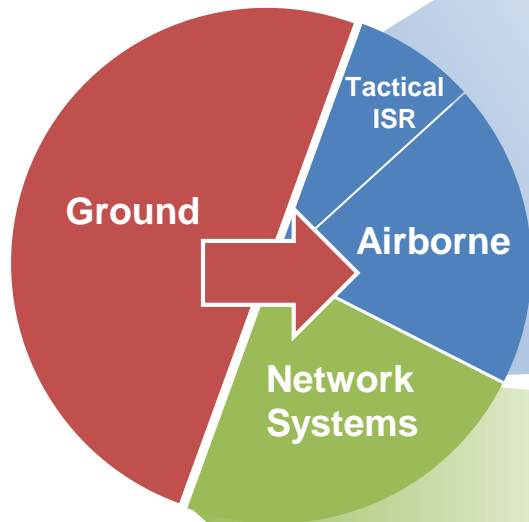
LHX's large and growing installed base in over 100 countries will continue to add stable and repeatable revenue

*Excludes trade restricted countries and the U.S.

Expand into near adjacencies



Tactical radio segments



Growing addressable segment by 2x

Airborne radios and ISR



Manned



Unmanned



Small Tactical Radio



Small Secure Data Link



ARC-201 SINCGARS



Embedded Modular Radio

- 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

Strong incumbency position and technology in Broadband Communications...



Leverage strong incumbent position in networked communications and integration...

Primary platforms driving ~\$1B in annual revenue



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

...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

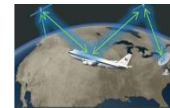
Convergence of communications, electronic warfare, cyber and ISR



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)

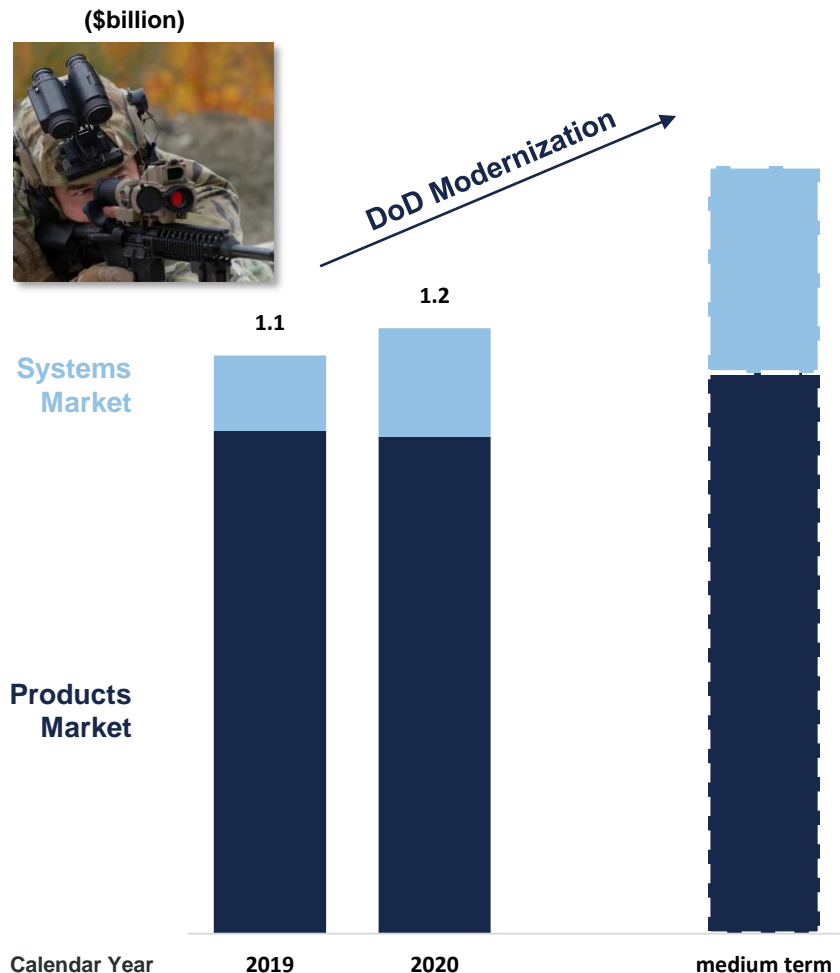


Senior leader communications
Advanced battle management

...and integrated & networked vision market



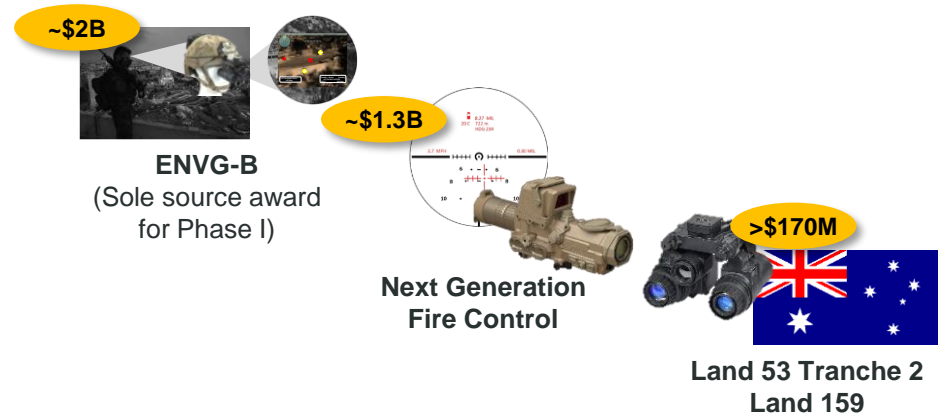
Strong market at the beginning of a modernization cycle



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



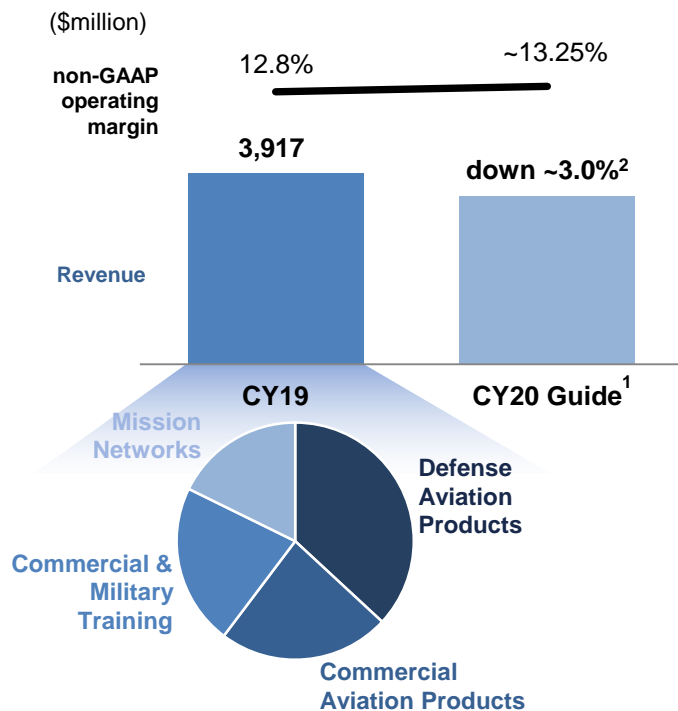


Aviation Systems

Overview of Aviation Systems



Segment financials and key customers



U.S. Government customers



Commercial customers



Industry trends supporting long-term growth

Emerging near-peer threats driving demand for next generation weapon systems

Heightened global terrorism driving increased security requirements

Evolving FAA regulations and mandates

Committed FAA budget supporting NextGen Airspace requirements...expanding internationally

Military pilot supply and demand

Managing downturn in Commercial Aerospace caused by COVID-19

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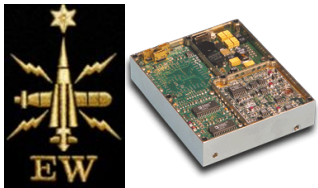
Defense Aviation Products enhance the battlefield



Supporting the battlefield today...

...and driving future capability

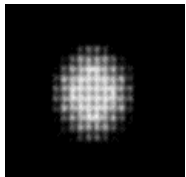
**Weapons
Sensors**



**Range and Test
Solutions**



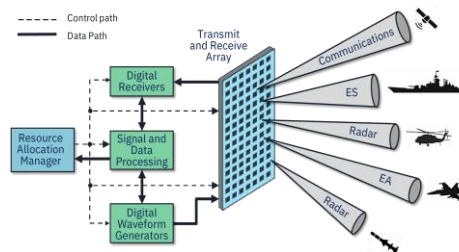
**Radar
Systems**



GPS & Navigation Systems



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

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



20-year, \$5B

Nationwide air traffic telecommunications network providing critical voice, data, video

L3Harris owned and operated

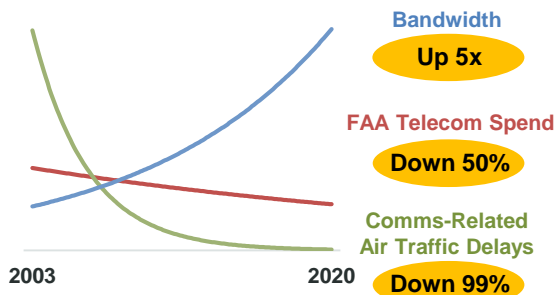
Excellent performance

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...

(select programs)



DATA COMM



Enables digital text-based messages in the cockpit

Completed deployment at 62 tower sites; enroute deployment started in 2019, currently operational at 3 centers

Key enroute deployment statistics:

Completed 2.6M+ transactions

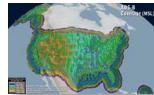
Saved 180K+ minutes of radio time

Prevented 47K+ readback errors

Serviced 22 aircraft types with 17 operators



ADS-B



L3Harris owned and operated network

Largest air traffic control surveillance network in world; broadcasts aircraft 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 requiring ADS-B in all controlled airspace effective January 2020

...positions us well for...

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



2. FAA surveillance upgrades and modernization

Wide-Area Multilateration (WAM) deployments provide additional spectrum efficient capability where radar is limited

Space-Based ADS-B deployment with initial support for oceanic routes



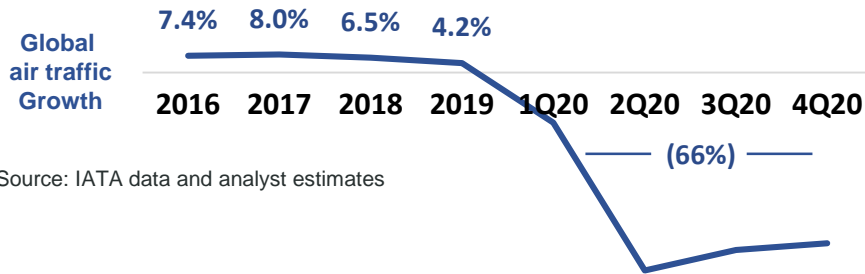
3. International expansion



Managing the downturn in Commercial Aerospace



Significant downturn forecasted for air traffic...



...however, LHX well positioned to manage headwinds

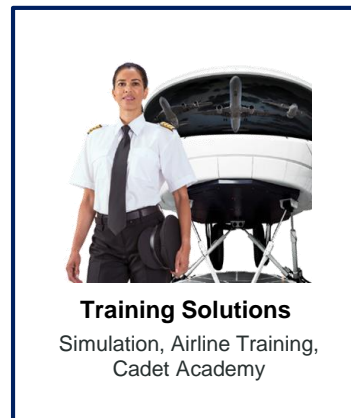
- Top tier growth in defense portfolio
- Accelerating merger related cost synergies
- Driving revenue synergies across the enterprise
- Optimizing cost structure

...driving pressure on modest LHX commercial aviation exposure...

Reduced revenue by ~40% to ~\$450M in 2020



Products ~60% of revenue



Training ~40% of revenue



Integration

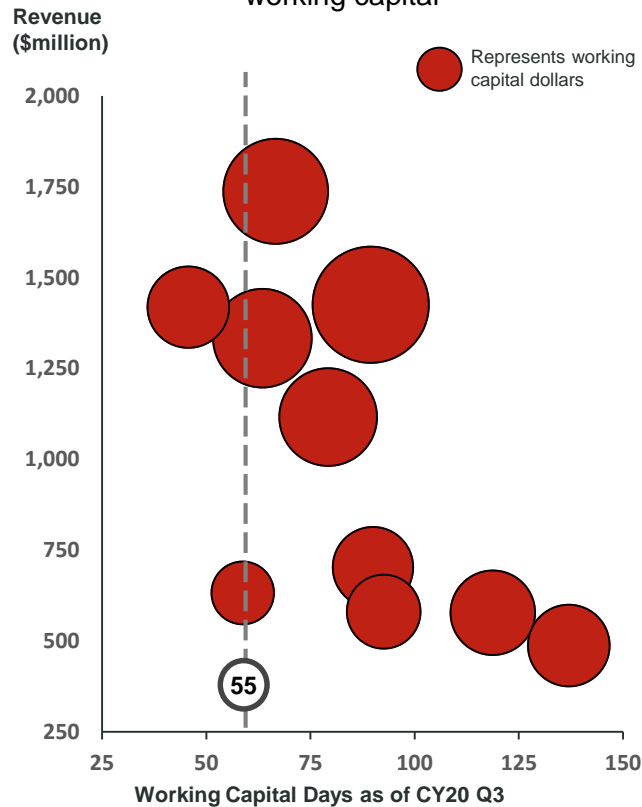
Significant working capital improvement opportunities exist



Roadmap of opportunities...

...to drive best in class working capital

10 businesses drive ~75% of working capital



Path to 40 - 50 days in 2022 and beyond

Inventory (55 - 65 days)

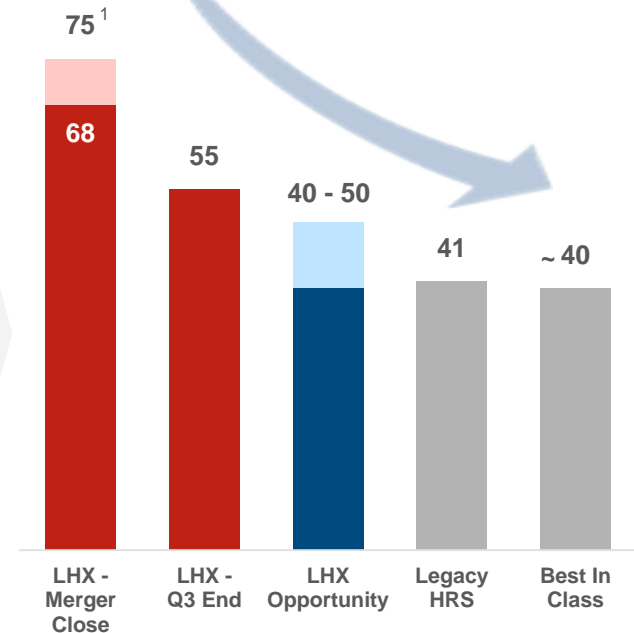
- Reduce cycle times
- Enhance forecasting accuracy
- Implement vendor managed inventory
- Improve supplier delivery performance
- Increase advanced payment position
- Reduce billing cycle time

Receivables (20 - 30 days)

- Disciplined negotiation of contract terms

Payables (35 - 45 days)

- Standardize and extend vendor payment terms
- Implement shared service business model

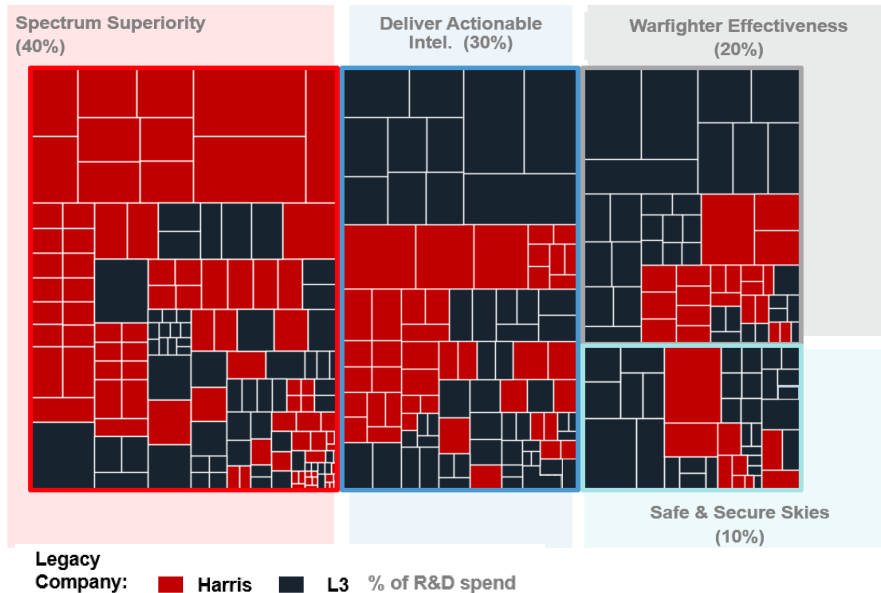


¹Excludes impact of divestitures and accounting related adjustments

Optimizing best-in-class R&D spend



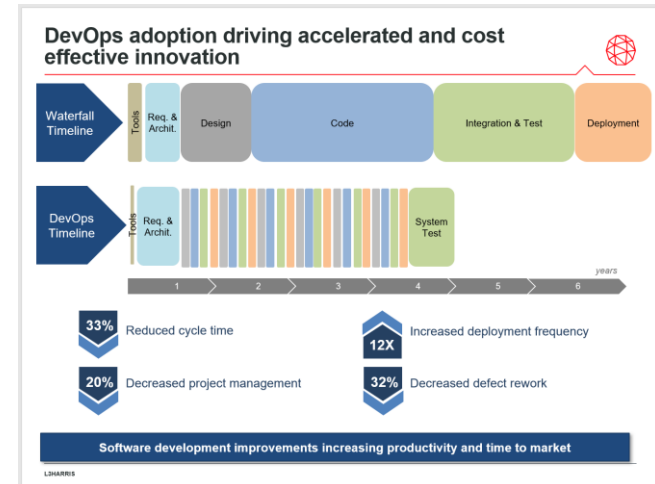
Analyzed combined R&D spend...



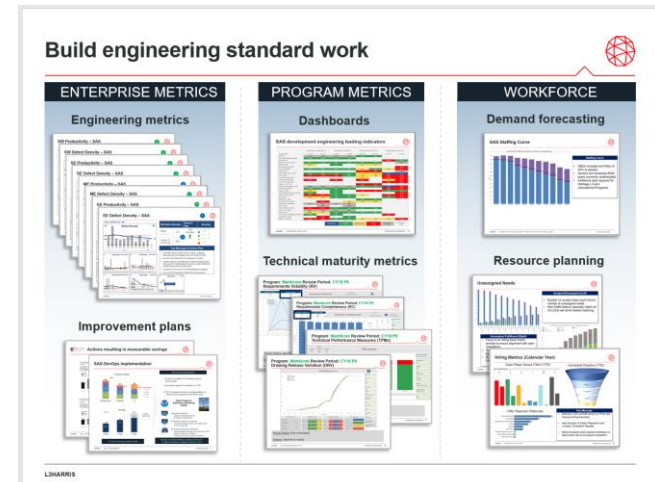
...to improve effectiveness

- 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 ~330 projects)
- Implemented CheckPoint investment decision process on 100% 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

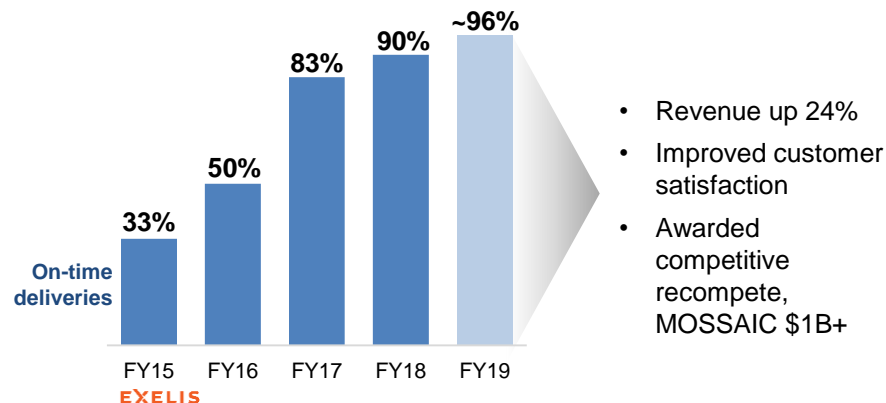
EXELIS

HARRIS

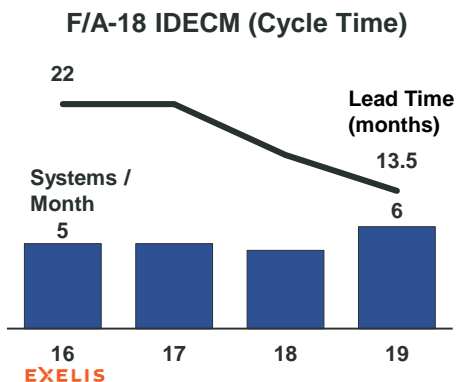
Top line	Declining revenue	➔	Up mid teens guidance
Quality	~65% yield rates	➔	~90%
Profitability	Break even	➔	Mid teens ROS

Sold for
\$350M

2 SENSOR...prime award on next-gen contract



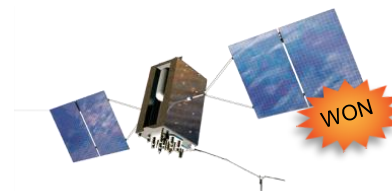
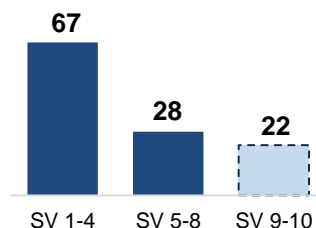
3 Electronic Warfare...reduced lead time



- 20+ year relationship on the F-18 platform...\$2B in orders

4 GPS...extended franchise

GPS III MDU average
total build and test hours
(000s of hours)



GPS SV 11-32

- Reached a production cadence on GPS space vehicle navigation payloads...lean production and value stream mapping
- Delivered SV 1-7...SV-1 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
- Drive double-digit earnings and free cash flow growth, post capital returns

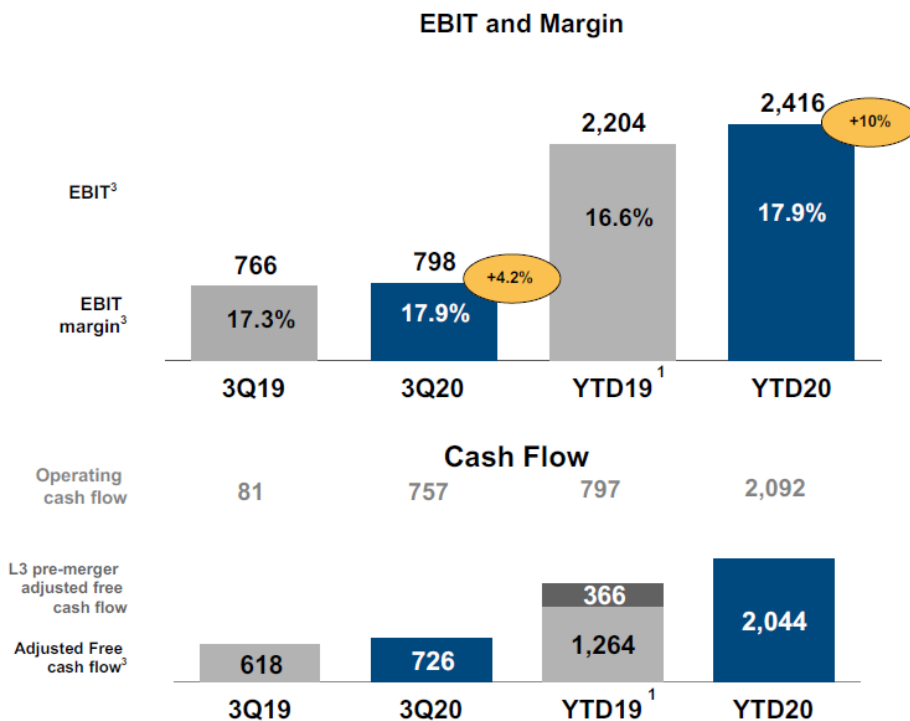
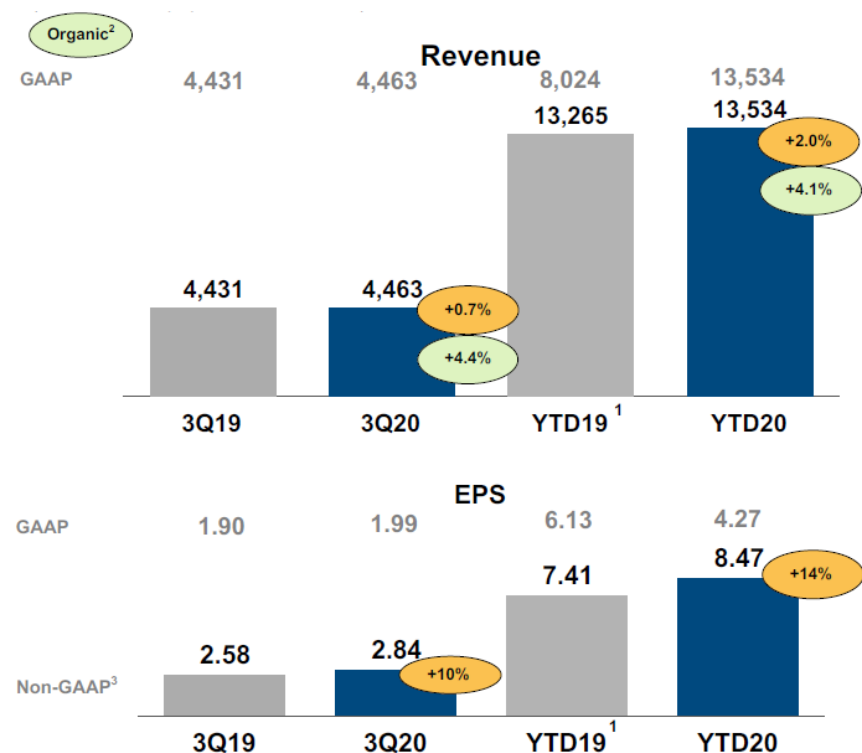


Third Quarter Calendar 2020 Results

Solid 3Q20 financials



(\$million, except per share amounts)



¹Represents pro forma or adjusted pro forma results, combining actual GAAP result for 3Q19 with corresponding results for 1Q19 and 2Q19 in pro forma condensed combined income statement information (prepared in a manner consistent with Article 11 of Regulation S-X) included in L3Harris' Current Report on Form 8-K filed on May 4, 2020; with "adjusted" referring to such result as adjusted for certain item(s) indicated in non-GAAP financial measure reconciliations in quarterly earnings materials or on the L3Harris investor relations website.

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³Adjusted EBIT, adjusted EBIT margin, non-GAAP EPS and adjusted free cash flow (FCF) are non-GAAP financial measures; refer to non-GAAP financial measure reconciliations in quarterly earnings materials or on the L3Harris investor relations website.

2020 full-year guidance



Total L3Harris

Organic revenue¹

up ~4.0%

(vs. up 3.0 - 5.0%)

Margin²

~17.75%

(vs. 17.50%+)

EPS²

~\$11.55

(vs. \$11.15 - \$11.55)

FCF²

\$2.65 - \$2.70B

(vs. \$2.6 - \$2.7B)

By Segment

Organic revenue¹

Margin²

IMS

up ~6.0%

(vs. up 5.5 - 7.0%)

~15.00%

(vs. 13.50%+)

SAS

up ~7.0%

(vs. up 6.0 - 7.5%)

~18.75%

CS

up ~4.0%

(vs. up 3.5 - 5.0%)

~24.00%

(vs. ~23.75%)

AS

down ~3.0%

(vs. down 1.0 - 5.0%)

~13.25%

¹Compared with pro forma revenue for 2019, combining actual GAAP revenue for 2H19 with revenue for 1Q19 and 2Q19 in pro forma condensed combined income statement information (prepared in a manner consistent with Article 11 of Regulation S-X) included in L3Harris' Current Report on Form 8-K filed on May 4, 2020, and then excluding revenue attributable to each divested business for the portion of 2019 equivalent to the portion of 2020 following date business was divested; refer to non-GAAP financial measure reconciliations in quarterly earnings materials or on the L3Harris investor relations website.

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As communicated in connection with the company's prior releases of quarterly financial results for 2020, the ongoing COVID-19 pandemic and attempts to contain it, such as mandatory closures, "shelter-in-place" orders and travel and quarantine restrictions, have caused significant disruptions and adverse effects on the U.S. and global economies, such as impacts to supply chains, customer demand, international trade and capital markets. L3Harris' response has involved increasing its focus on keeping its employees safe while striving to maintain continuity of operations, meet customer commitments and support suppliers. For example, the company instituted work-from-home (for employees who are able to work remotely) and social distancing arrangements; canceled travel and external events; procured personal protective equipment for employees; implemented health screening procedures at all facilities; staggered work shifts, redesigned work stations, implemented stringent cleaning protocols and initiated more detailed safety precautions and protocols for on-site work, such as daily health assessments and mandatory face coverings, which currently remain in effect. The company has also maintained an active dialog with key suppliers and developed plans to mitigate supply chain risks. The company has allowed certain essential business travel to resume and continues to expect to utilize a phased approach based on local conditions for transitioning employees from work-from-home arrangements to on-site work. The U.S. Government response to the COVID-19 pandemic has included identifying the Defense Industrial Base as a Critical Infrastructure Sector and enhancing cash flow and liquidity for the Defense Industrial Base, such as by increasing progress payments and accelerating contract awards. As a part of the Defense Industrial Base, these actions have enabled the company to keep its U.S. production facilities largely operational in support of national security commitments to U.S. Government customers and to accelerate payments to small business suppliers, which it expects to continue while the U.S. Government's responsive actions remain in effect.

Although the company believes that the large percentage of its revenue, earnings and cash flow that is derived from sales to the U.S. Government, whether directly or through prime contractors, will be relatively predictable, in part due to the responsive actions taken by the U.S. Government described above, the company's commercial, international and public safety businesses are at a higher risk of adverse impacts related to the COVID-19 pandemic. For example, the severe decline in global air traffic from travel restrictions and the resulting downturn in the commercial aviation market and its impact on customer operations has significantly reduced demand for flight training, flight simulators and commercial avionics products in the company's Aviation Systems segment's Commercial Aviation Solutions sector. As a result, the company temporarily closed some of its flight training facilities, initiated restructuring and other actions to align its resources with the outlook for the commercial aviation market (including workforce reduction and facility consolidation) and also has recognized \$397 million of charges for impairment of goodwill and other assets and other COVID-19-related impacts in the first three quarters of 2020.

The company's updated 2020 guidance reflects the company's current expectations and assumptions regarding disruptions and other impacts related to the COVID-19 pandemic and associated containment actions, including on the U.S. and global economies. These assumptions continue to include a measured assessment of the downturn in the commercial aerospace business and in demand for public safety solutions, as well as additional potential risks from facility shutdowns, supply chain disruptions and international activity weakness. The company's current expectations and assumptions could change, which could negatively affect the company's outlook. The extent of these disruptions and impacts, including on the company's ability to perform under U.S. Government contracts and other contracts within agreed timeframes and ultimately on its results of operations and cash flows, will depend on future developments, including the severity and duration of the pandemic and associated containment and mitigation actions taken by the U.S. Government, state and local government officials and international governments, and consequences thereof, and global air traffic demand and governmental subsidies to airlines, all of which are uncertain and unpredictable, could exacerbate other risks described in the company's filings with the SEC and could materially adversely impact the company's financial condition, results of operations and cash flows.