



**L3HARRIS**

FAST. FORWARD.

## **L3HARRIS OVERVIEW**

January 2022

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# 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: statements regarding synergies, synergy or free cash flow targets, value creation or cash flow growth; statements regarding shareholder friendly capital allocation, including dividend and share repurchase expectations; statements regarding organizational model or leveraging cross segment capabilities; statements regarding revenue growth or margin expansion; statements regarding the company's solutions or capabilities; other statements about the combination of L3 and Harris and anticipated benefits therefrom, including estimated synergies, the effects of the combination, including on future financial and operating results, and the integration of operations; 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 acquisitions and divestitures and the risks and uncertainties related thereto, including the company's ability to manage and integrate acquired businesses and realize expected benefits and the potential disruption to relationships with employees, suppliers and customers, including the U.S. Government, and to the company's business generally; 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; 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; 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; and potential tax, indemnification and other liabilities and exposures related to Exelis' spin-off of Vectrus, Inc. and Exelis' spin-off from ITT Corporation. 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. Person receiving this presentation are cautioned not to place undue reliance on forward-looking statements.

# L3Harris – a technology innovator



**Chris Kubasik**

Vice Chair and Chief Executive Officer

“ We are proud of our ability to deliver innovative solutions for our customers’ mission-critical challenges while helping to make the world a safer place. Our 47,000 talented and dedicated employees are committed to creative problem solving and continuous improvement in everything we do. ”

– Chris Kubasik



# L3HARRIS™

L3Harris Technologies is an agile global aerospace and defense technology innovator, delivering end-to-end solutions that meet customers' mission-critical needs. The company provides advanced defense and commercial technologies across space, air, land, sea and cyber domains. [L3Harris.com](https://www.l3harris.com).

| Diversified business mix  | Strong customer relationships                                    | Talent and culture of innovation   | Global scale in more than 100 countries |
|---|--|--|---|
| <div><p>Sub</p><p>Prime</p><p>Cost Plus</p><p>Fixed Price</p></div> | <div><p>International</p><p>DoD</p><p>U.S.</p><p>Other</p></div> | <div><p>~19.0</p><p>~24.0</p><p>Engineers &amp; Scientists ('000s)</p><p>Cleared personnel ('000s)</p></div> | <div></div>                             |

# Three mission-aligned segments



## Integrated Mission Systems

**\$6.8B**



**Sean Stackley**  
President,  
Integrated Mission  
Systems

Leading technology integrator to U.S. and international militaries for complex ISR airborne and maritime platforms, and provider of advanced avionics and training solutions for commercial markets

**Headquarters**  
Palm Bay, Florida



## Space & Airborne Systems

**\$5.8B**



**Ed Zoiss**  
President,  
Space & Airborne  
Systems

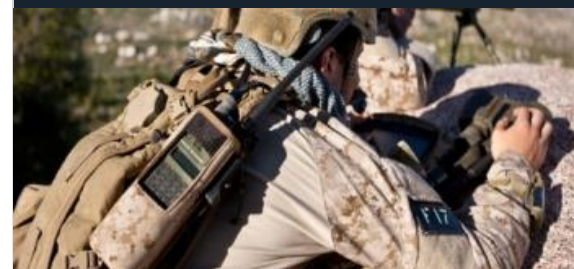
Mission solutions and networked systems for space and airborne domains with defense, intelligence and commercial applications

**Headquarters**  
Palm Bay, Florida



## Communication Systems

**\$4.4B**



**Dana Mehnert**  
President,  
Communication  
Systems

Secure ground and airborne communications and network systems for U.S. military, international forces and commercial customers

**Headquarters**  
Rochester, New York





# Global footprint\*



300  
LOCATIONS



CUSTOMERS IN  
MORE THAN  
100  
COUNTRIES



~47K  
EMPLOYEES



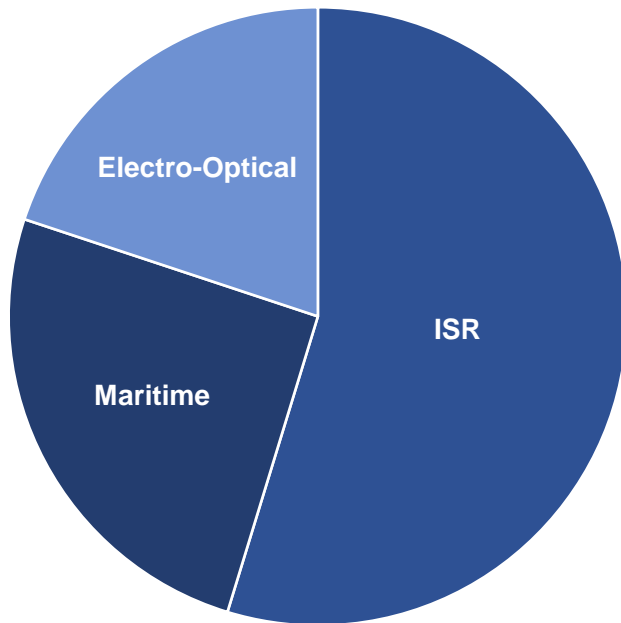
\*LOCATIONS IN  
~30  
COUNTRIES

# Integrated Mission Systems



2020  
Revenue  
**\$6.8B**

2020  
Op Margin  
**~13.1%**



## ISR

Advanced integrated communications intelligence (COMINT), electronic intelligence (ELINT) and targeting mission systems for strategic and tactical aircraft platforms



## 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



## Commercial Aviation Solutions

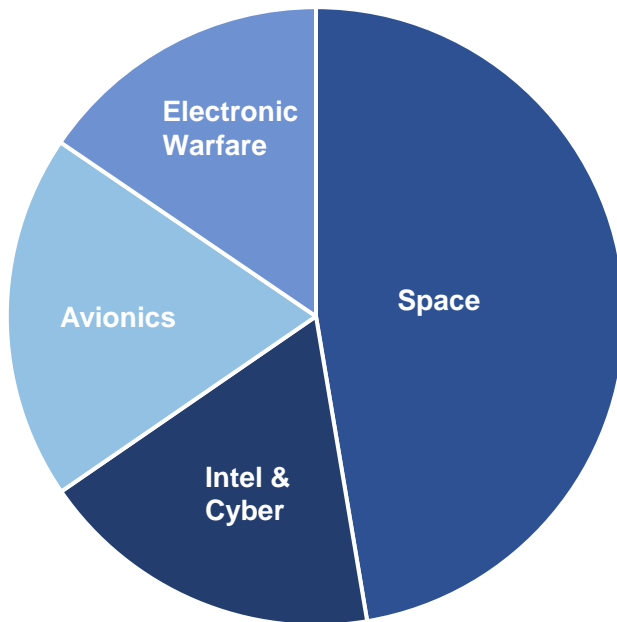
Aircraft avionics products, aviation simulation, training and pilot academy

# Space and Airborne Systems



2020  
Revenue  
**\$5.8B**

2020  
Op Margin  
**~15.5%**



## Space Systems & Solutions

Payloads, sensors and full-mission solutions for classified, civil and commercial customers



## Intel and Cyber

Situational awareness, optical networks and advanced wireless solutions



## Mission Avionics

Sensors, hardened electronics, release systems, data links and antennas supporting fixed wing and rotary platforms



## Electronic Warfare

Multi-spectral situational awareness, threat warning and countermeasures capabilities for airborne and maritime platforms



## Mission Networks

Communications and networking solutions for air traffic management

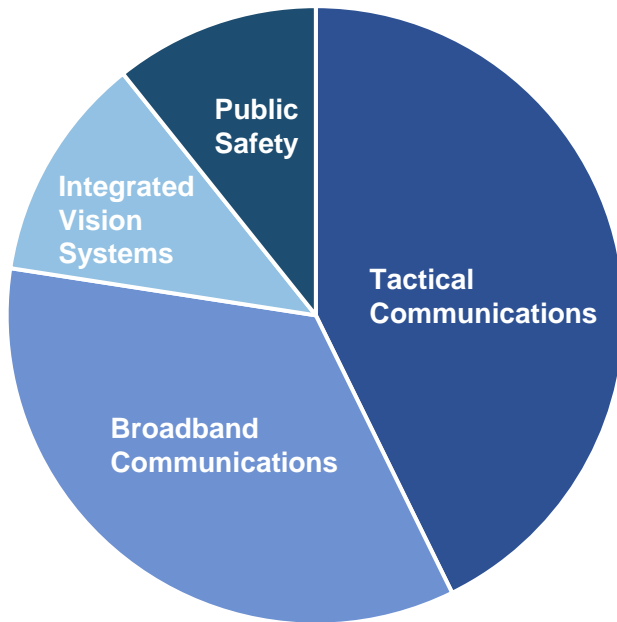


# Communication Systems



2020  
Revenue  
**\$4.4B**

2020  
Op Margin  
**~23.9%**



## Tactical Communications

Radio communications, SATCOM terminals and battlefield management networks for U.S. and international defense customers



## Broadband Communications

Secured mobile networked communication equipment and integration



## Integrated Vision Systems

Full suite of helmet and weapon-mounted integrated systems for U.S. and international customers



## Public Safety

Radios, applications and equipment for critical public safety and professional communications

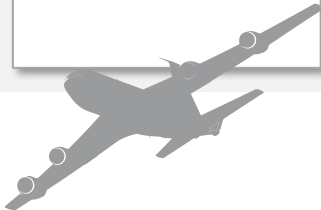
# Technology leadership



## ACTIONABLE INTELLIGENCE

Full spectrum sensors, data analytics & tools to capture, distribute, process and analyze data.

- Surveillance
- Signal Intelligence
- Integrated ISR
- Optical tracking
- EO/IR Sensors
- Small satellites
- Exquisite RF & Optical sensors
- Satellite imaging
- Electronic Warfare



Our Signals Intelligence systems have delivered customers with near real-time intelligence for more than 50 years

## SPECTRUM SUPERIORITY

Technology used to operate, obstruct, observe and obscure across the electromagnetic spectrum.

- Integrated Battle Management
- Sensors
- Electronic Warfare
- Power Distribution
- Protected / Contested Comms
- Data Links
- Tactical Comms
- Networking
- Space protection
- Transceivers
- Public Safety Systems

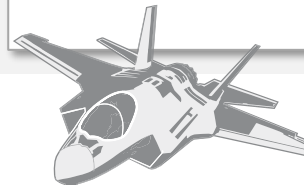


More than **one million** tactical radios delivered to military personnel around the world

## WARFIGHTER EFFECTIVENESS

Technologies to enable successful missions. Platform systems integration; unmanned systems, weapons and integrated support.

- Unmanned Systems
- Counter UAS
- Integrated Battle Management
- Robotics
- Avionics
- Cyber intelligence
- Soldier systems
- Precision Weapons



Delivered more than **two million** components for the F-35

## SAFE AND SECURE SKIES

Simulators, trainers and service offerings for military and commercial customers. Security and detection systems.

- Network management
- Ground/Air communication
- Weather
- Air Traffic Tracking & Surveillance
- Pilot Training



More than **1.5 million** Flight Minutes saved through FAA Datacomm system

# An agile innovator

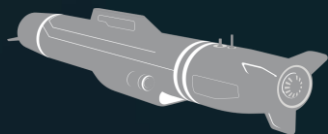


Developed the WESCAM MX Series sensors, which are the “eyes” of over 360 different types of platforms across the air, land and sea domains

Pioneered the high-energy beam director for every major U.S. Directed Energy system



Awarded over 2.5K patents to L3Harris engineers and scientists



Delivered more than 300 autonomous unmanned undersea vehicles (UUVs) to our customers, expanding the reach and mission capability of remotely operated vehicles

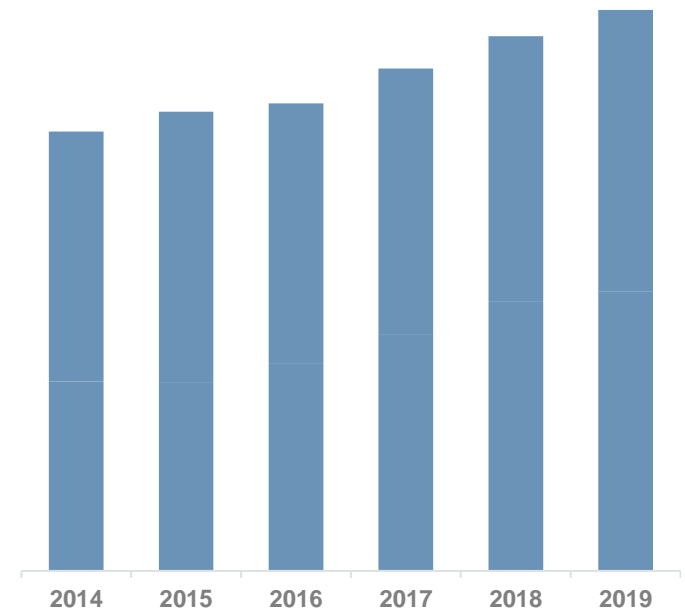
## IRAD

IRAD as a % of revenue

2.9%

~3.8%

\$679M



# Our values



## Integrity

- Accountable
- Ethical
- Honest

## Excellence

- Flawless Execution
- Customer-Focused
- Innovative

## Respect

- Safe & Sustainable
- Community-Minded
- Inclusive

# Our operating principles



## One company

- › One team – common goals, objectives and values
- › Empowered, accountable and transparent people
- › A clearly articulated strategy
- › Leading in core growth markets and technologies

## The power of the enterprise

- › Strategic investments in innovation
- › Enterprise-wide systems, processes and policies
- › Talent is a company-wide asset
- › Use scale to drive efficiency and growth
- › Best practices shared company-wide

## Committed to speed and excellence

- › Unwavering focus on customer quality and on-time delivery
- › Continuous improvement as a way of life
- › Fact-based decision-making





# Our people



# Our community



**L3Harris is committed to driving positive change in our communities through strategic giving and volunteerism**

## **Giving in focus areas:**

- STEM – inspiring the next generation of scientists and engineers
- Mission-Aligned – supporting our customers' mission, including first responders, veterans and their families
- Community – being active citizens in our local communities

## **Employee volunteerism:**

L3Harris supports employee volunteer efforts in the communities where we live and work.



# Conclusion



## Aerospace & Defense Leader

L3Harris is a leading aerospace and defense technology innovator – with the scale and ability to deliver world-class systems and drive cost savings to provide customers with advanced, integrated mission solutions

## Customers' First Choice for Mission Solutions

Industry-leading R&D investment. Innovative, affordable solutions delivered with agility, speed and flawless precision

## Enterprise Excellence

Consistent enterprise-wide systems, processes and policies. Fact-based decision-making with a relentless focus on continuous improvement. Commitment to our values of Integrity, Excellence and Respect

## High-Performance Culture

A diverse and inclusive work environment with career opportunities. Rewards aligned with performance and contributions. Committed to sustainability and supporting the community

## Industry-Leading Returns to Shareholders

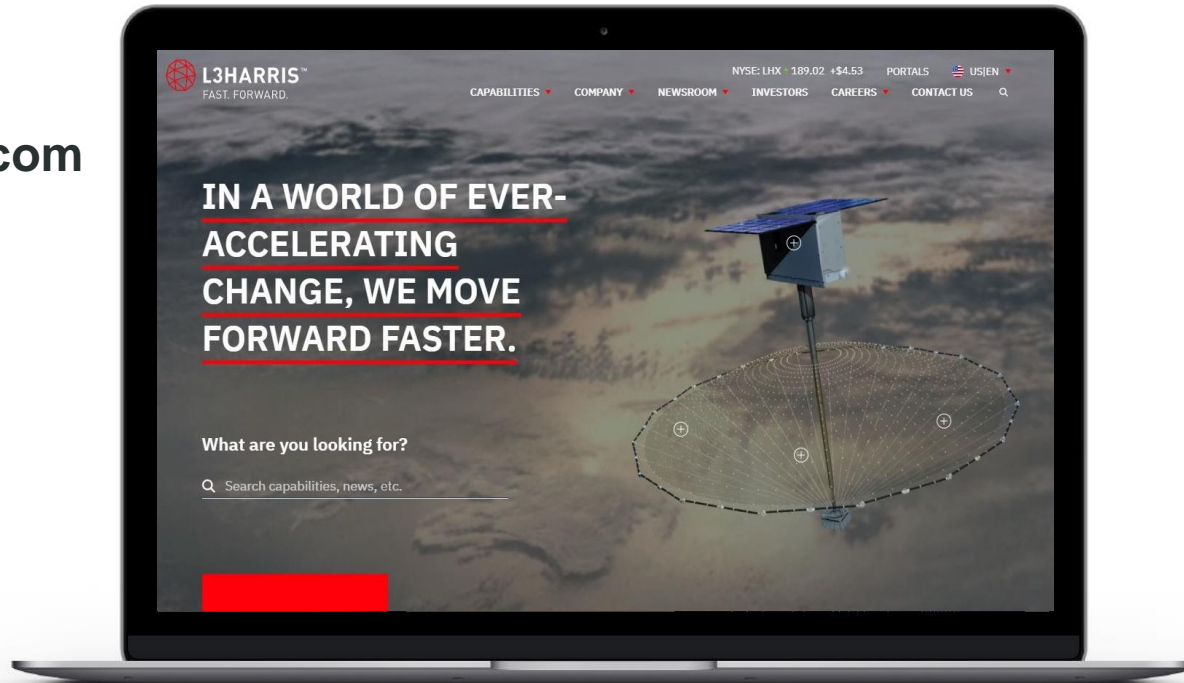
Strong financial outlook and returns to shareholders. Robust cash flow. Disciplined stewards of capital



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