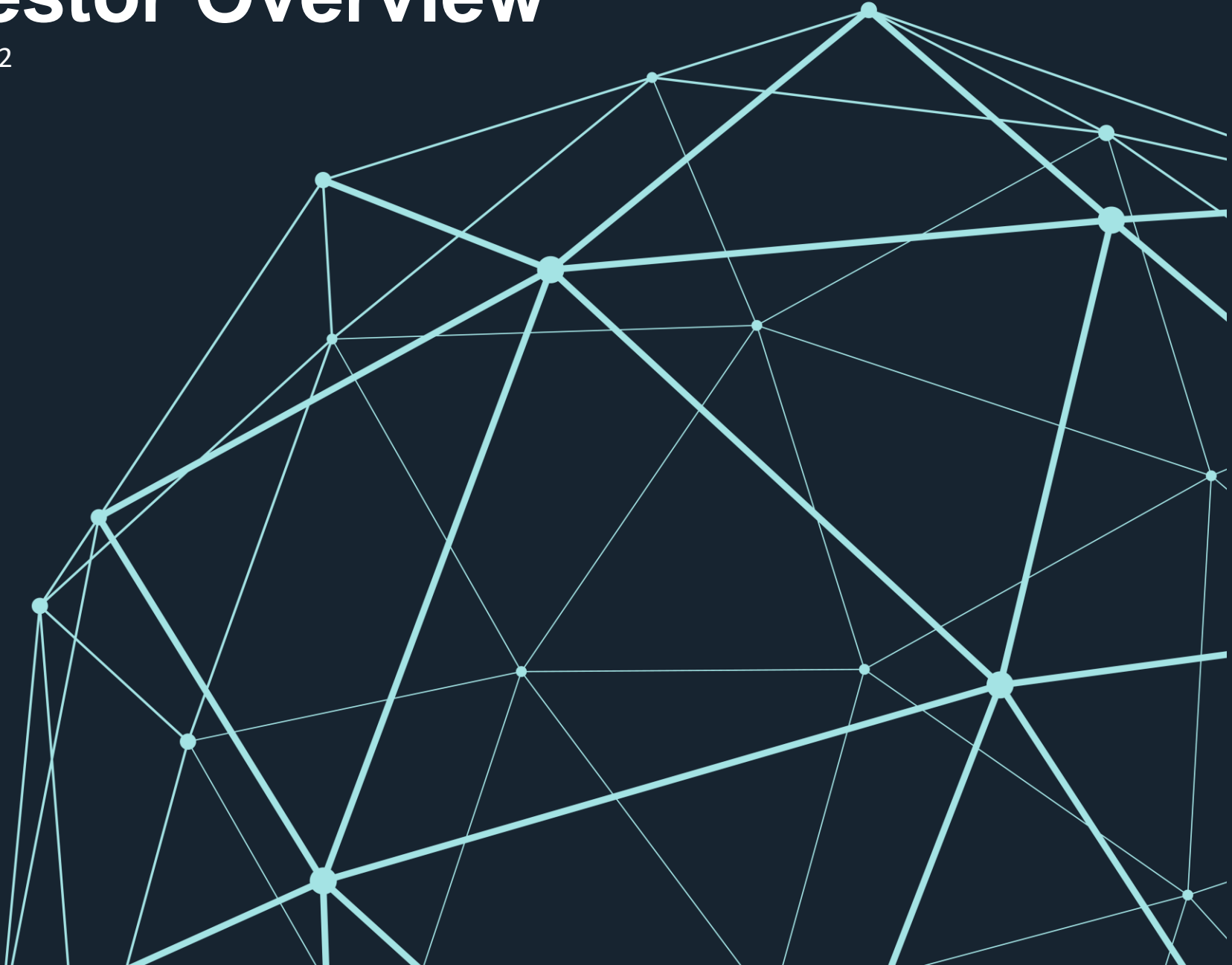


# Investor Overview

August 2022



# 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: the company's plans, strategies, focus areas, priorities, and objectives for future operations or results, including revenue and EBIT growth, driving a high performance culture, and margin expansion, disciplined allocation of capital, and company, segment, and other guidance for 2022; cash generation, share repurchases, dividends, opportunistic M&A, multiple levers for growth and value creation, threat, budget and revenue environments, demand for capabilities and solutions, research and development spend, pipeline, guidance, trends, drivers supporting medium-term outlook and cost opportunities, and supply chain disruptions and related impacts and expectations; new products, services or developments; future economic conditions or performance; the outcome of contingencies; program, contract and order opportunities and awards and the value or potential value and timing thereof; expected pension contributions, 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: 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, debt ceiling implications, budgetary constraints, government shut down, and continuing resolution impacts, 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, fluctuations in the price of raw materials, or a significant increase in or sustained period of inflation; 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, including supply chain disruption impacts and resource shortages; 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 the company's 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, including due to the U.S. Government's failure to modify or repeal the provisions in the Tax Cuts and Jobs Act of 2017 that eliminate the option to immediately deduct research and development expenditures in the period incurred; 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 and maintain reasonable relationships with unionized employees. The level and timing of share repurchases will depend on a number of factors, including the company's financial condition, capital requirements, cash flow, results of operations, future business prospects, and other factors. The timing, volume, and nature of share repurchases also are subject to business and market conditions, applicable securities laws, and other factors, and are at the discretion of the company and may be suspended or discontinued at any time without prior notice. 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.

Revenue<sup>1</sup>:  
**\$17.2B**

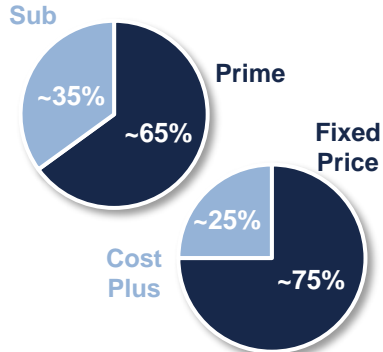
Segment  
operating margin<sup>2</sup>:  
**16%**

Adjusted EBIT<sup>2</sup>:  
**\$3.4B**

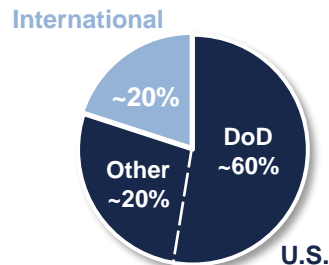
Adjusted FCF<sup>2</sup>:  
**\$2.75B**

**Creating a leading global defense technology company**

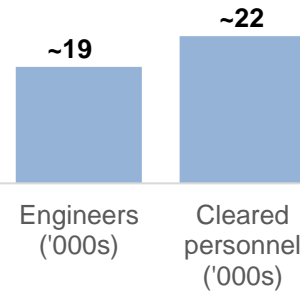
## Diversified business mix<sup>1</sup>



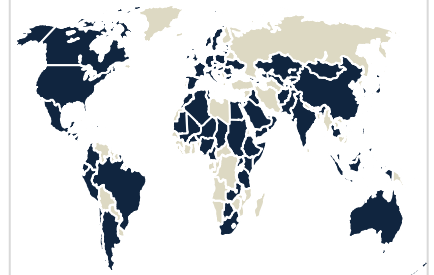
## Strong customer relationships<sup>1</sup>



## Talent and culture of innovation



## Global reach...serving over 100 countries



Refer to endnotes on slides 45 and 46

# Three well-positioned segments



## Integrated Mission Systems



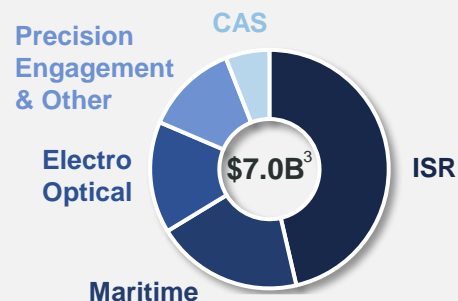
**ISR:** Advanced integrated signals, communications and electronic intelligence and targeted mission systems for aircraft platforms

**Maritime:** Power, electrical, imaging, communication and sensor systems for manned platforms; integrated unmanned vessels (surface and undersea)

**Electro Optical:** Advanced Electro-Optic / Infrared, laser imaging and sensor systems

**Precision Engagement & Other:** Precision weapon systems and components, tactical UAVs and next-gen systems

**Commercial Aviation Solutions (CAS):** Commercial aircraft avionics and pilot training



## Space & Airborne Systems



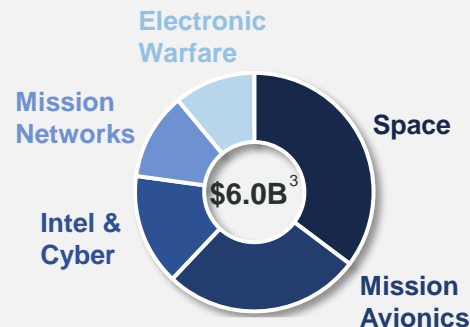
**Space:** Payloads, sensors and full-mission solutions for intelligence, surveillance & reconnaissance, missile defense, positioning, navigation & timing and weather; ground-based space surveillance networks

**Mission Avionics:** Sensors, processors, hardened electronics, release systems and antennas for aircraft platforms

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

**Mission Networks:** Communications and networking solutions for air traffic management

**Electronic Warfare:** Threat warning and countermeasures for airborne, ground and maritime platforms



## Communication Systems



**Tactical Communications:** Tactical radios for U.S. and international defense customers 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 and equipment for public safety and professional communications

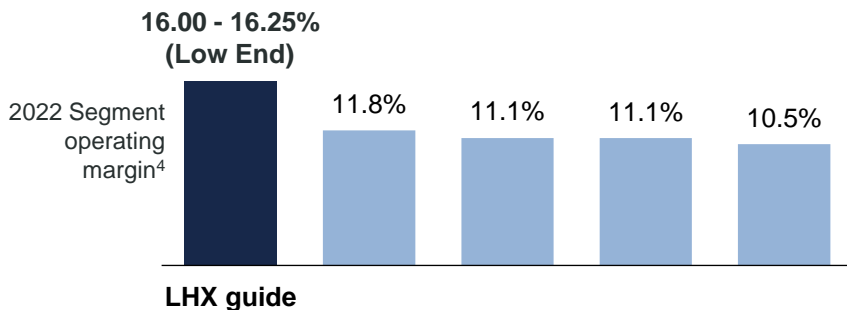


Refer to endnotes on slides 45 and 46

# A leading financial profile



## Leading margin with expansion opportunity...



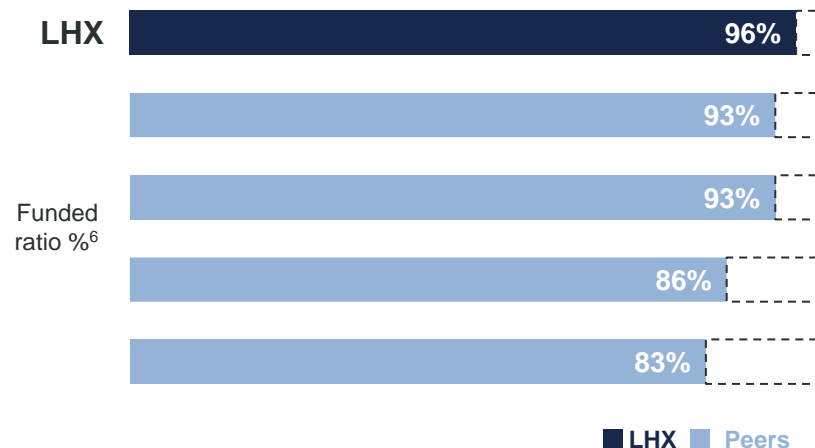
## ...and among the highest cash conversions versus peers



## Strong balance sheet...



## ...with pension relatively well-funded



Refer to endnotes on slides 45 and 46

# Strategic focus areas



**Grow revenue...innovate, disrupt and expand**



**Drive high performance culture and expand margins**



**Disciplined allocation of capital**



Refer to endnotes on slides 45 and 46

# A growing need for L3Harris offerings...

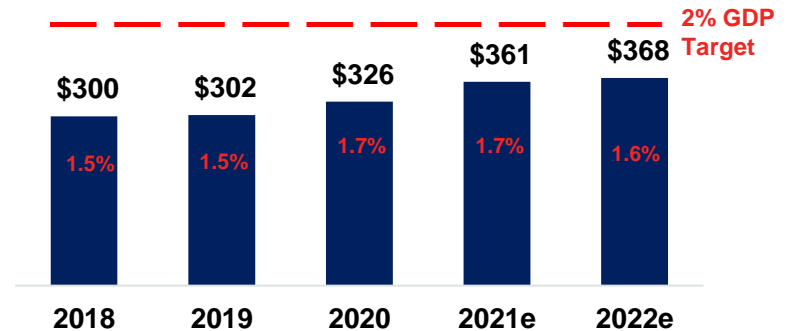


Threats accelerating...

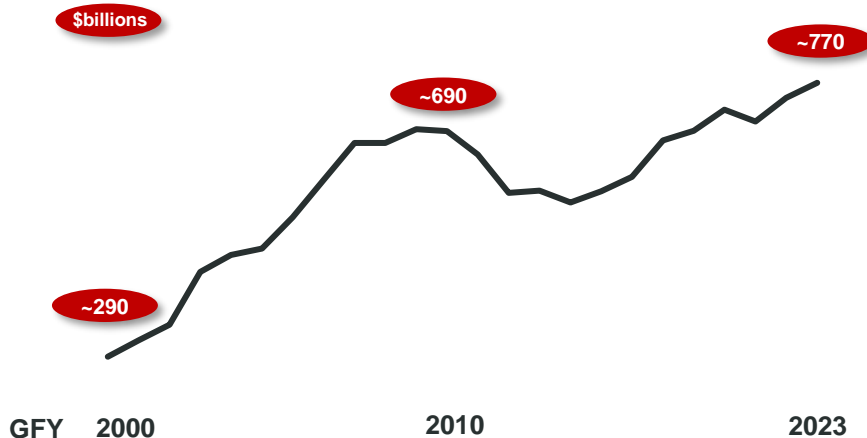


...and in key international markets...

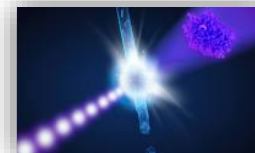
NATO Budget<sup>9</sup> excluding U.S. (\$B)



...with budgets<sup>8</sup> rising domestically...



...driving demand for agile, advanced and affordable solutions



Resilient Communications



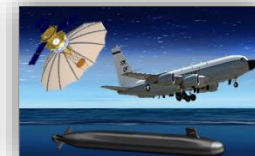
Resilient Space



Networked and Multi-Function Systems<sup>10</sup>



Survivability



ISR capabilities



Autonomy

Refer to endnotes on slides 45 and 46



# ...As “The Trusted Disruptor” with leading positions in all domains



2021 Organic Revenue



- Signals intelligence (SIGINT)
- Electro-Optical / Infrared turrets
- Unmanned aircraft
- Multi-function processing
- Electronic warfare
- Datalinks and waveforms



- Radio communications
- Battle management systems
- Night vision systems
- SATCOM terminals
- Fuzing & ordnance systems



- End-to-end responsive satellite systems
- Exquisite payloads
- Hyperspectral sensors
- Space control & situational awareness
- Space warfighting effects



- Power and electrical distribution systems
- Integrated bridge & navigation
- Communication and sensor systems
- Unmanned vessels (surface & undersea)



- Complex mission solutions
- Specialized communications
- Global intelligence and cyber solutions



Networks and multi-domain operations

Refer to endnotes on slides 45 and 46



# Positioned to navigate a shifting revenue environment



## Invest in innovation

Industry-leading R&D investments driving internal capabilities...

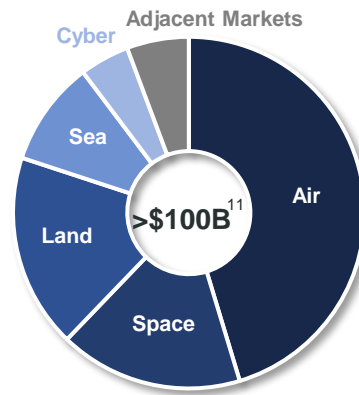


## Bid, win and “prime” more programs

Broad and advanced capabilities...



...create a large opportunity set

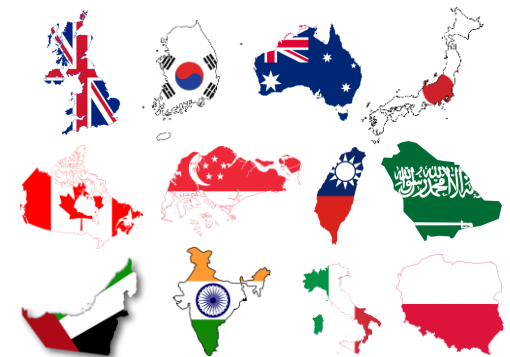


## Expand internationally

Demand for L3Harris capabilities...



...supporting global modernization with integrated solutions in 12 focus countries



...while also investing in partnerships and companies



SHIELD  
CAPITAL



Drives differentiated and sustainable growth

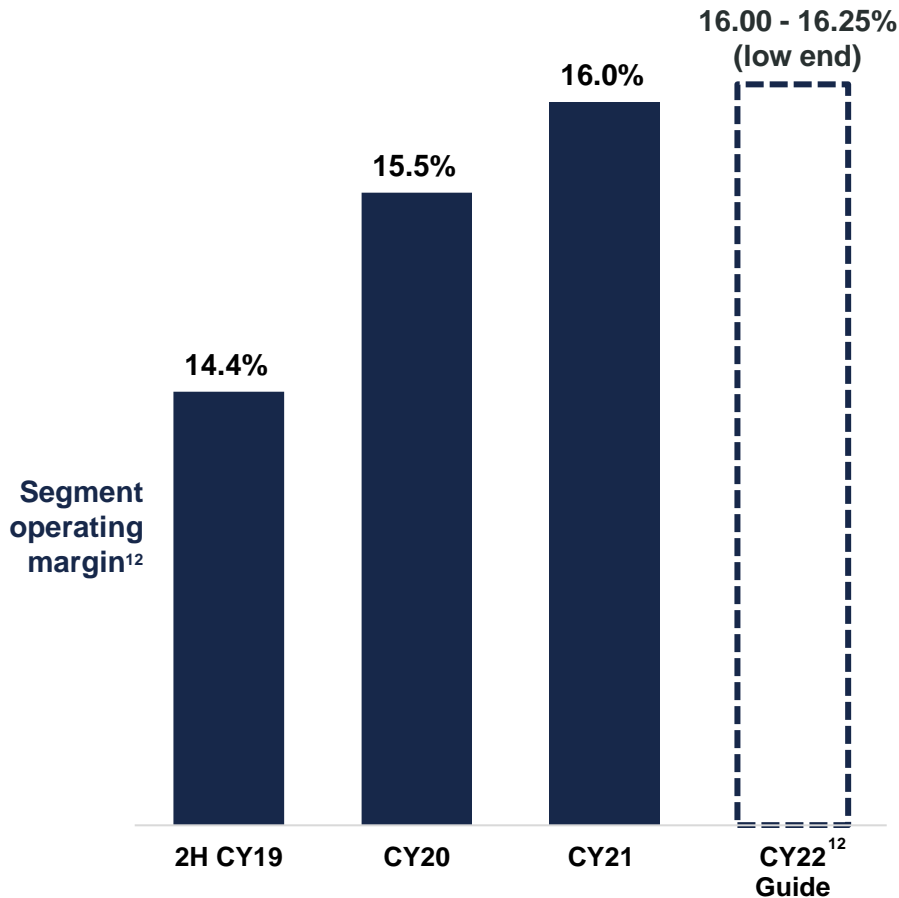
Refer to endnotes on slides 45 and 46

# Stable and rising margins ahead



Upward trajectory to-date...

...with e3 driving next phase of cost opportunities

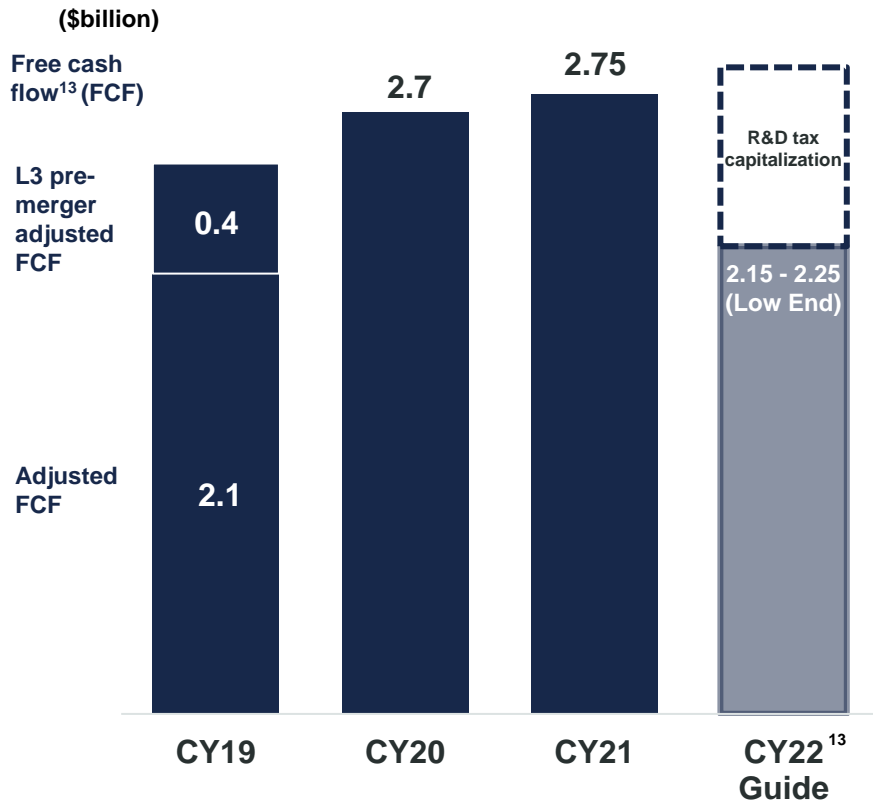


Refer to endnotes on slides 45 and 46

# Cash generation to remain robust



## Efficient cash conversion...



Maintain FCF conversion of 100%+

## ...with supportive outlook

- Continued EBIT growth
- Opportunity to reach ~40 days of working capital from 52 at CY21 year-end...focus on optimizing inventory management and terms
- CapEx discipline...~2% of revenue
- Pension well-funded at 96%...no expected contributions<sup>14</sup> over medium-term

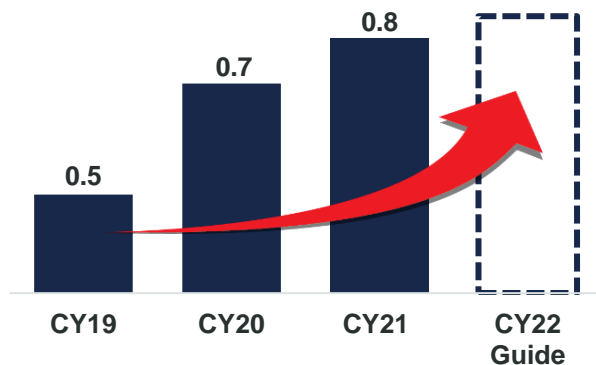
Refer to endnotes on slides 45 and 46

# Disciplined allocation of capital



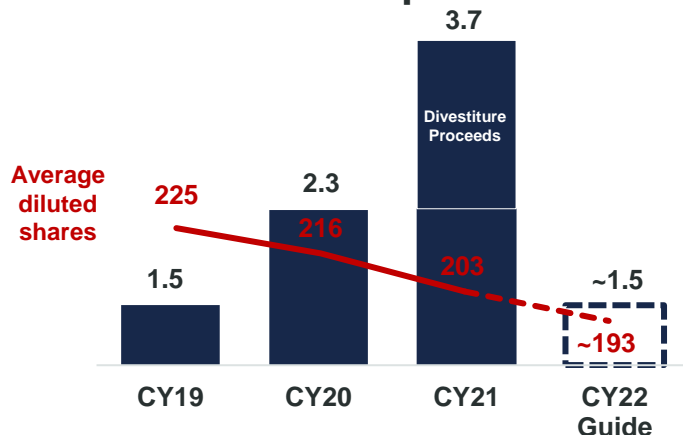
(\$billion, except share count in millions)

## Dividends



- Announced 10% increase in February 2022...4th raise since merger
- Target dividend at 30-35% payout of FCF over medium-term
- Further dividend increases ahead

## Share Repurchases<sup>15</sup>



- \$6B share repurchase authorization in January 2021...
- ...majority consumed through 2022 from cash generation and divestiture proceeds...
- ...enabled by strong leverage at 1.6x Net Debt / EBITDA<sup>7</sup> and no expected pension funding<sup>16</sup>

Will be opportunistic with portfolio and M&A...ample balance sheet capacity

Refer to endnotes on slides 45 and 46

# Multiple levers for growth and value creation



## Top-line growth

- R&D spend driving internal innovation
- Investments in external partnerships / companies
- Bidding, winning and “priming” more programs
- International expansion

Differentiated and sustainable growth

## Margin expansion

- Operational excellence acceleration
- Facility optimization
- Engineering excellence
- Supply chain improvement
- Overhead management

Best in class margins

## Cash generation and efficient capital allocation

- Continued EBIT growth
- Working capital and capex discipline
- Capital returns...share repurchases and dividends
- Balance sheet optionality

Focused on FCF<sup>13</sup> growth and deployment

Execution on strategic focus areas to drive bottom-line growth

Refer to endnotes on slides 45 and 46

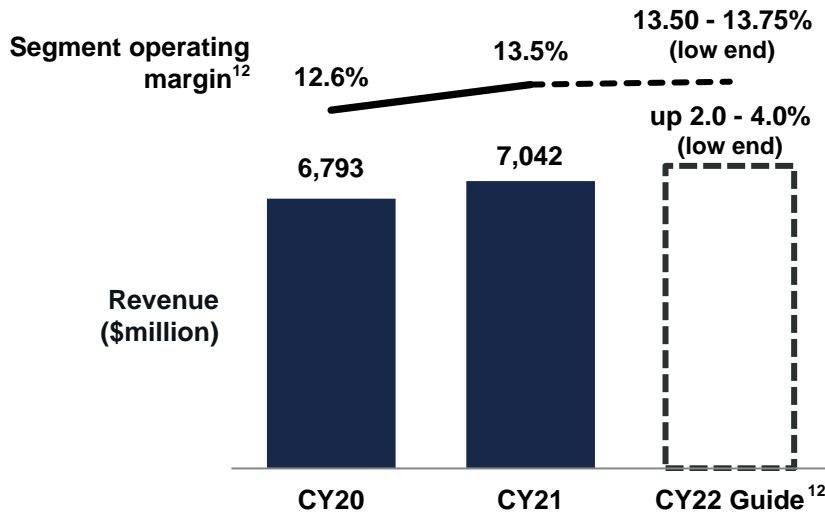
# Integrated Mission Systems



# Integrated Mission Systems overview



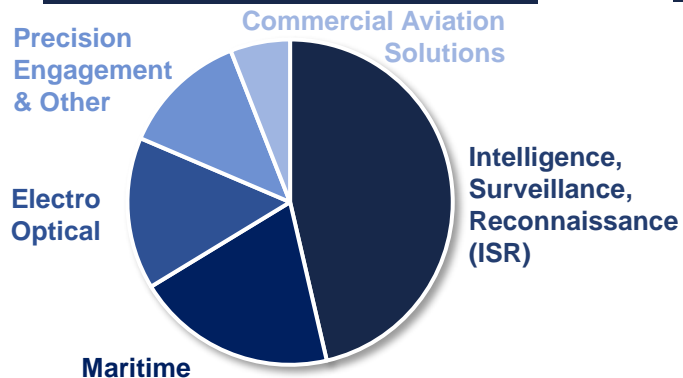
## Segment financials<sup>17</sup>



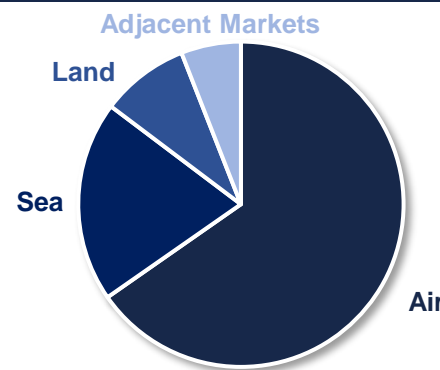
## Drivers supporting medium-term growth

- Geopolitical conflict and tighter budgets increase global demand for affordable ISR solutions
- Advances in missionized business jets and greater focus on multi-mission, multi-modal, configurable sensor systems
- Strong growth in U.S. and international shipbuilding, supplemented by shift to unmanned platforms
- Ability to leverage leading Electro-Optical position in air to expand into land and sea domains
- Near-peer threats driving demand for next-gen weapon systems
- Managed downturn in Commercial Aerospace caused by COVID-19...right sized cost for recovery

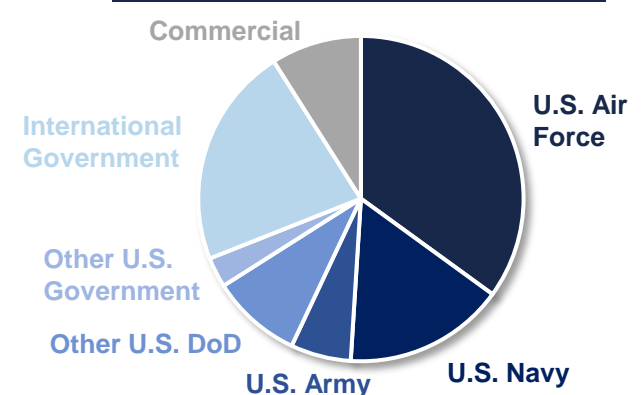
### Businesses



### Domains



### Customers



Refer to endnotes on slides 45 and 46



# Discriminating signals intelligence, communications and modernization capability



## *The world's most advanced ISR Aircraft*



RC-135  
USAF Rivet Joint



Special Purpose Aircraft



International

~25 Aircraft

\$800M-\$1B/  
year

Rivet Joint Signals Intelligence

## *The nation's highest priority missions*



VC-25  
Air Force One



C-40  
Executive Transport



E-4B  
Nuclear Command, Control & Communications



E-6B

~50 Aircraft

\$300M-\$400M/  
year

National Command Authority Communications

## *The world's most prolific transport aircraft*



EC-130H  
Compass Call



C-130J  
USCG, USMC



C-130H  
Global Maintenance



C-130H  
Avionics Modernization  
Program

100s of  
Aircraft

\$125M/  
year

C-130 Maintenance & Modernization

60-year enterprise programs providing foundation for future growth

Refer to endnotes on slides 45 and 46

# Expanding airborne ISR...building off leading position



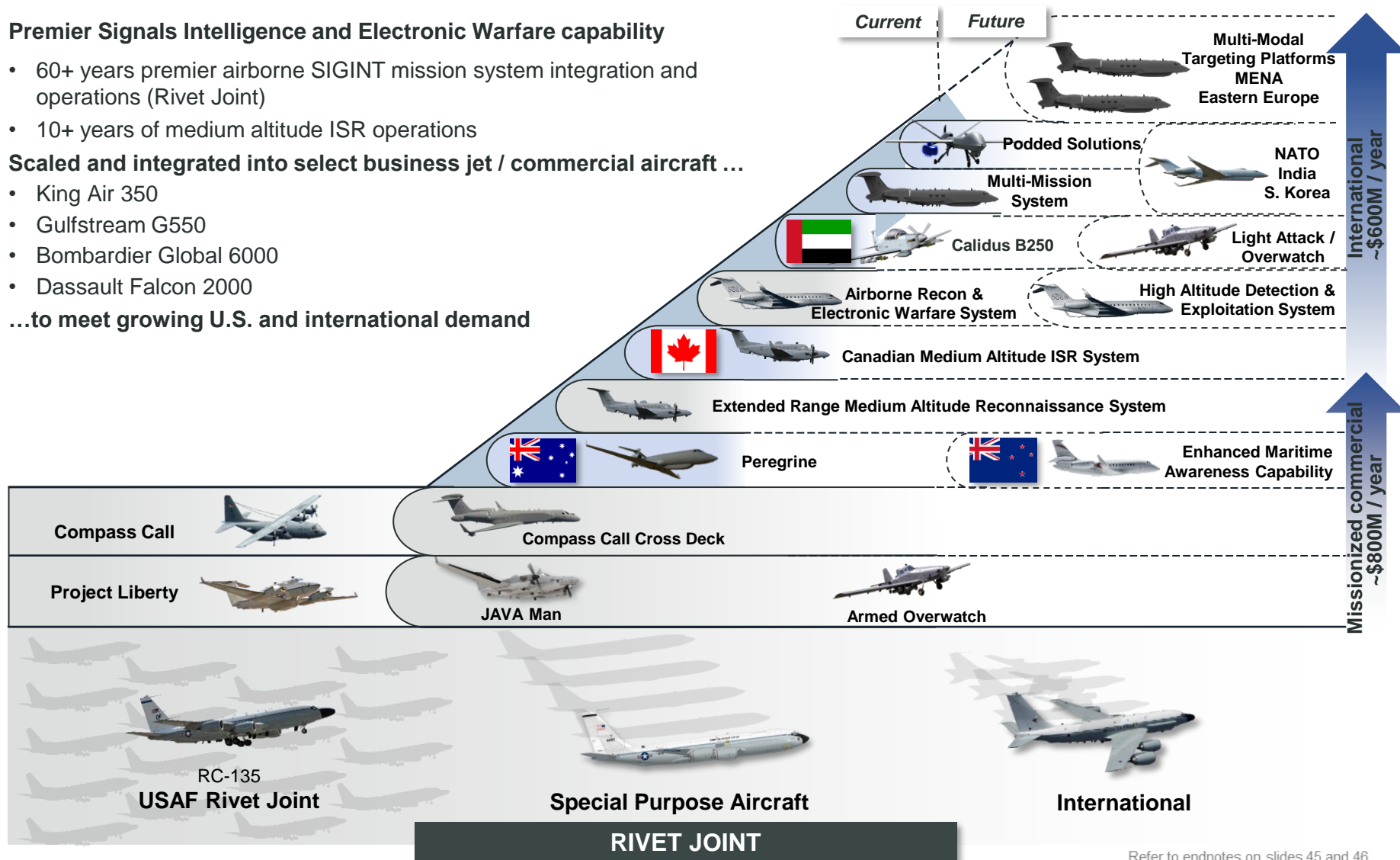
## Premier Signals Intelligence and Electronic Warfare capability

- 60+ years premier airborne SIGINT mission system integration and operations (Rivet Joint)
- 10+ years of medium altitude ISR operations

## Scaled and integrated into select business jet / commercial aircraft ...

- King Air 350
- Gulfstream G550
- Bombardier Global 6000
- Dassault Falcon 2000

...to meet growing U.S. and international demand



Refer to endnotes on slides 45 and 46

# A range of offerings within the sea domain



Communication Systems



Mast Mounted Sensors



Flight Deck Equipment



Integrated Bridge & Navigation



Acoustic Sensors

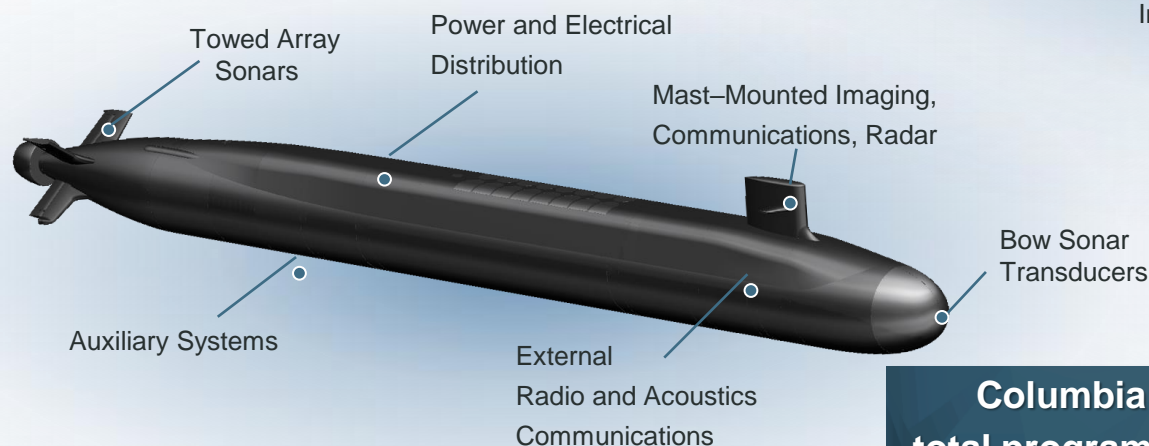
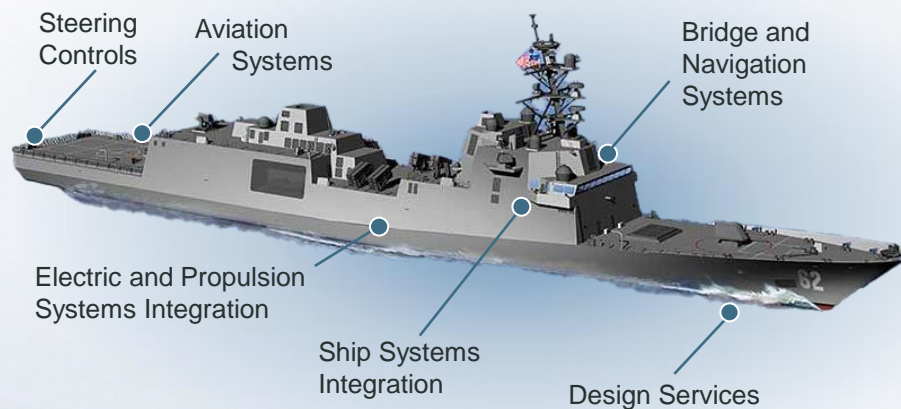


Power Management



Hybrid Electric Drive

**Constellation-class Frigate**  
total program value: **~\$1B**  
20 ships + development + services



**Columbia Submarine**  
total program value: **~\$2.5B**  
12 ships + development + services

Refer to endnotes on slides 45 and 46

# Systems provider to systems integrator on maritime platforms...



## Maritime opportunity driven by:

- Higher content on new ship classes
- Evolving Systems Integrator role
- Growth in size of U.S. Navy
- International expansion
- Airborne ISR to Maritime



Saudi Future Frigate



Indigenous Defensive Submarine



Canadian Surface Combatant



SEA 5000 Frigate



Taiwan Frigate

Leveraging strength of U.S. programs for international growth



SSBN-826  
Columbia



FFG-62  
Constellation

Key system provider / integrator on U.S. Navy's newest programs

On every new construction Naval platform



SSN-774  
Virginia



DDG-51  
Arleigh Burke



CVN-78  
Ford



LCS  
Freedom



LCS  
Independence



LHA-8  
America

Airborne ISR networked across naval platforms

Refer to endnotes on slides 45 and 46



# ...with unique unmanned, seabed acoustics and network capabilities



## Discriminating capability:

- Over 100 L3Harris USV's operating around the world in survey, maritime security and mine counter measures
- Commanding lead in autonomy
- Strong competitive position for next-gen
- Prime for undersea test ranges and seabed systems in growing market



## Next-gen unmanned and network links

## Seabed Acoustic Systems provider



Seabed Systems



Undersea Tracking and Training Ranges

## Key provider of unmanned capability to U.S. and international Navies



Medium Unmanned Surface Vessel



Maritime Mine Counter Measures



Iver 4 Unmanned Undersea Vehicle



XLUUV

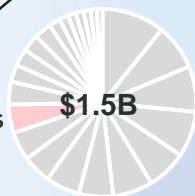
Refer to endnotes on slides 45 and 46

# Expanding reach of Electro-Optical capabilities



## Driving growth through:

- Differentiating capabilities: Extensive service footprint, proven reliability, superior performance and global product portfolio
- New platform captures
- Capitalizing on L3Harris synergies
- Strengthening relationships
- Displacing incumbents on current platforms
- Expanding in land and sea domains as well as internationally



Highly fragmented with significant growth opportunity



Saudi High-Speed Interceptor (HSI) Vessels Upgrade



Shipboard Panoramic Electro-Optical Infrared



Tactical Reconnaissance System (Switzerland)

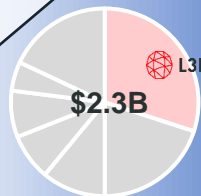


Optionally Manned Fighting Vehicle



IM-SHORAD Air Defense

Investing to capture sea and land domains



Industry leading airborne sensor provider



MX Product line  
World class Electro-Optical technology



Future Attack Reconnaissance Aircraft



Future Tactical Unmanned Aerial System



MQ-9B



AC-130J Gunship



Special Operations



Shadow Unmanned

Refer to endnotes on slides 45 and 46

# Precision Engagement provides leading capabilities



## Supporting the battlefield today...

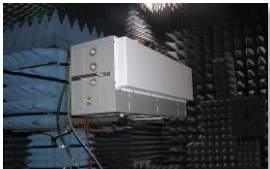
**Weapons Sensors**



**High Performance ISR Sensors**



**Radar Systems**



**GPS and Navigation Systems**

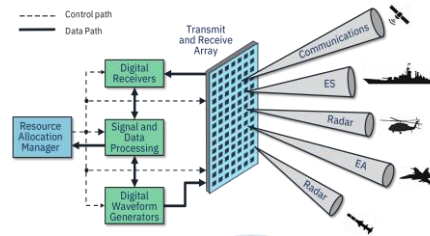


**Unmanned Systems**



## ...and driving future capability

### Advanced Mission Systems



#### Multi-Function Apertures

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



#### Distributed Aperture Systems

#### Infrared Search and Track Systems

### Advanced Weapon and Unmanned Systems



- Precision guided munitions
- Air-launched multi-effects unmanned systems
- Advanced tactical unmanned systems

Increasingly contested environments driving need for precision engagement technologies

Refer to endnotes on slides 45 and 46



# Stabilizing commercial aerospace exposure



Significant downturn for air traffic in 2020,  
with modest recovery to date...

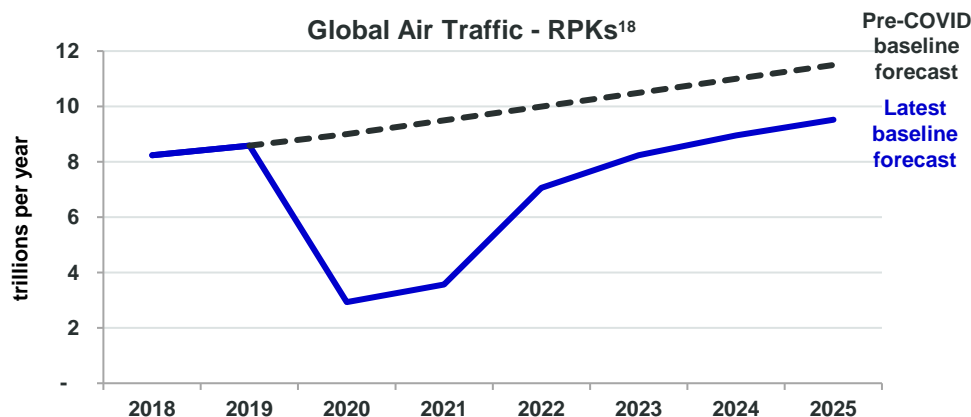
...LHX managed headwind via right-sized cost  
structure to position for continued recovery

Revenue of \$450M+ on a LTM basis



Products ~60% of revenue

Training ~40% of revenue



- Optimized cost structure...facility consolidation and overhead reduction
- Revenue growth in double-digits over last twelve months
- Growth over the medium-term expected to align with market recovery...
- ...with margin expansion following revenue improvement

Refer to endnotes on slides 45 and 46

# Space & Airborne Systems



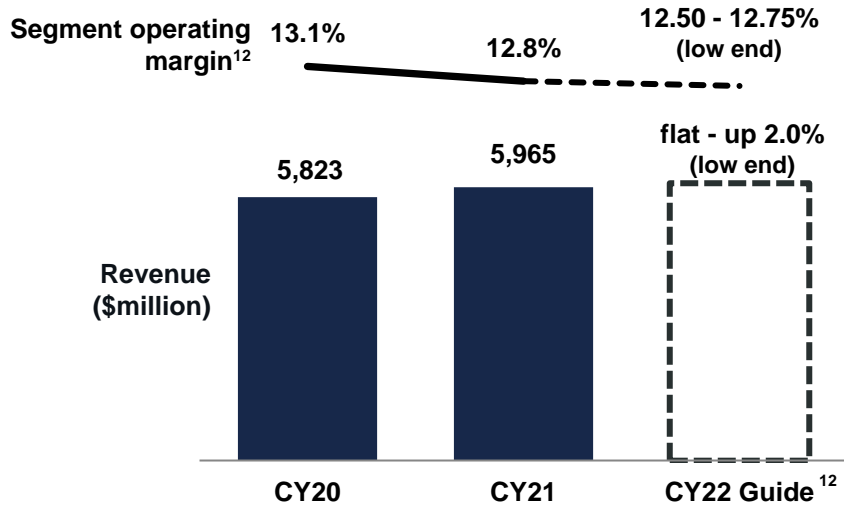
L3HARRIS



# Space & Airborne Systems overview



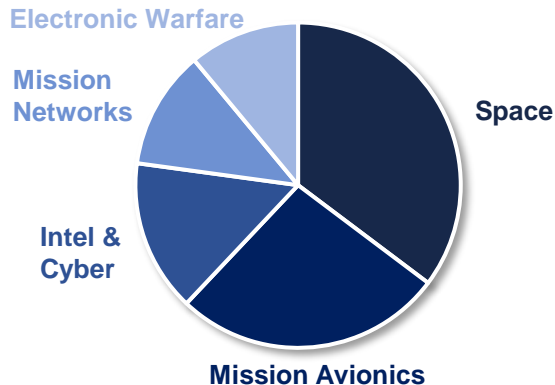
## Segment financials<sup>17</sup>



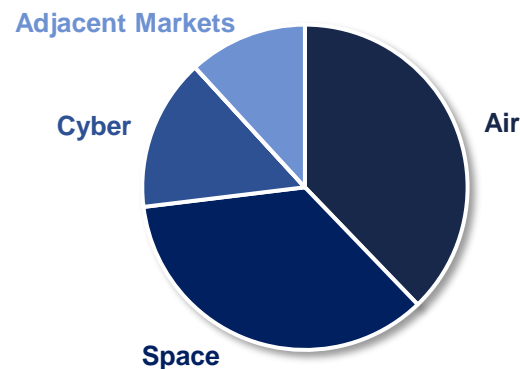
## Drivers supporting medium-term growth

- Space, air and cyber domains remain priorities to counter near-peer threats
- Space transitioning to warfighting domain...enhanced focused on leading payload and full-mission solution capabilities
- Wins on key prototype satellites...positioned to convert into multi-billion-dollar constellations
- Air shifting from permissive to contested environment...open-architecture and multi-function solutions for next-gen platforms
- Increased demand for cyber warfighting capabilities
- Evolving FAA regulations and mandates for next-gen airspace...positioned to expand into other U.S. branches and internationally

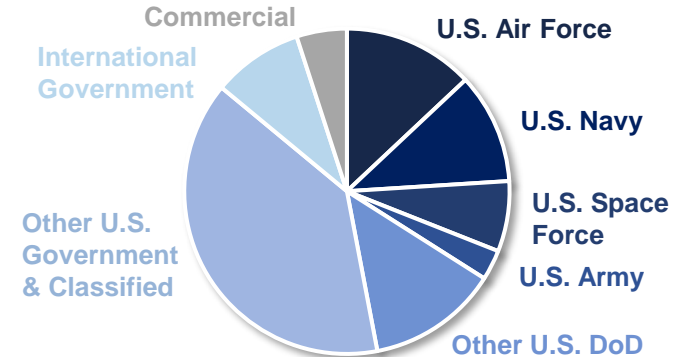
## Businesses



## Domains



## Customers



Refer to endnotes on slides 45 and 46

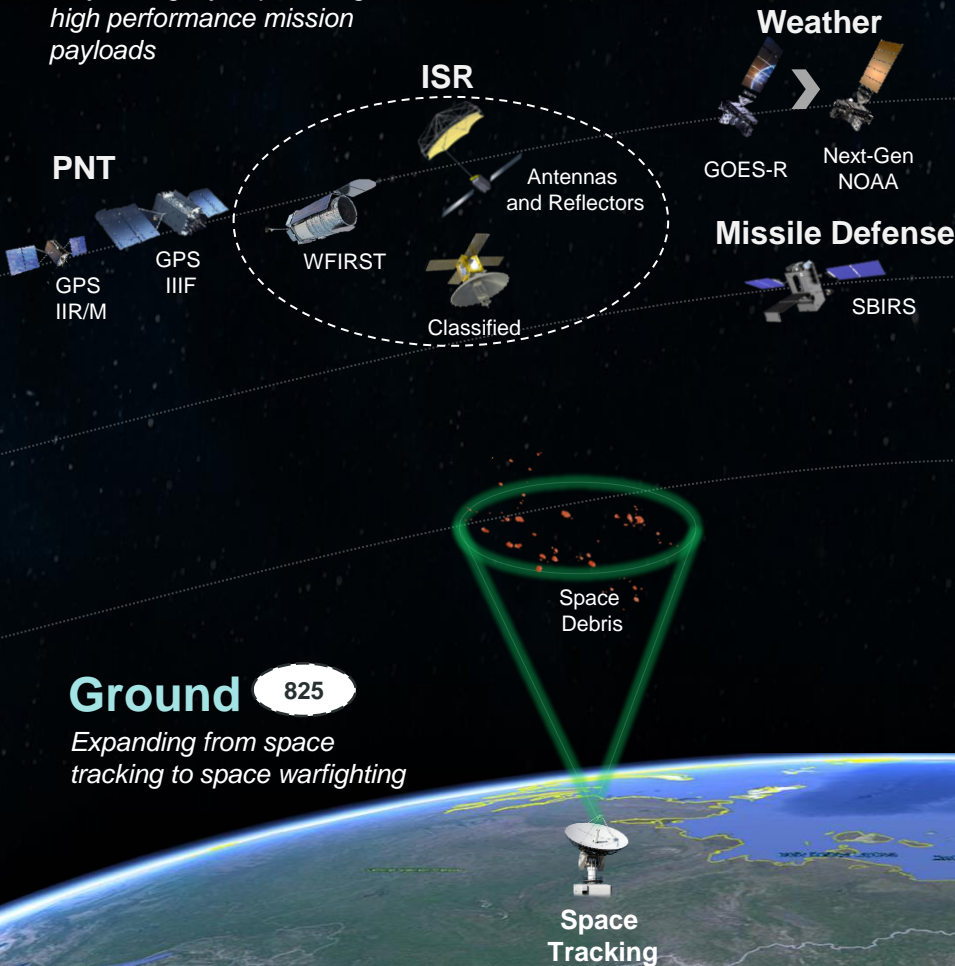
# Space threats require a resilient and responsive architecture



## Exquisite Solutions

750

60-year legacy of providing high performance mission payloads



550

## Responsive Solutions

Augmenting Exquisite Systems with rapid delivery of end-to-end mission solutions



2021 Revenue (\$millions)

Refer to endnotes on slides 45 and 46

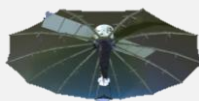
# Customer acquisition strategies centered on selecting the mission capabilities, not the platform



## INTELLIGENCE, SURVEILLANCE, & RECONNAISSANCE

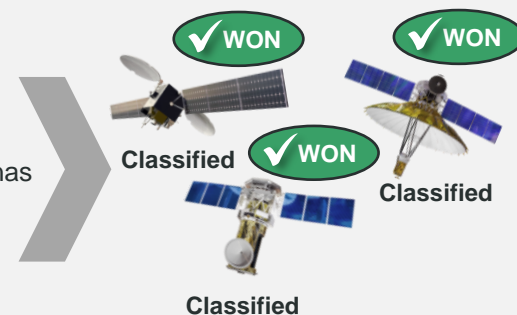


Optical Telescope  
Assembly



Phased Array  
Fed Reflector

- Over 60 years delivering high priority mission solutions
- Leading EO/IR and RF mission payload provider
- Leading provider of reflector and hybrid phase array antennas
- Space Domain Awareness provider to USSF
- Delivered USSF's first operational space control system



## POSITION, NAVIGATION, & TIMING



Mission  
Data Unit



L-Band Transmitter,  
TT&C Transponder

- Over 40 years developing advanced GPS technologies
- Payloads and components on every U.S. GPS satellite
- Provide the heart of the system – the Mission Data Unit
- Recently awarded GPS IIIF SV 11-16 all digital payload



## WEATHER & MISSILE DEFENSE

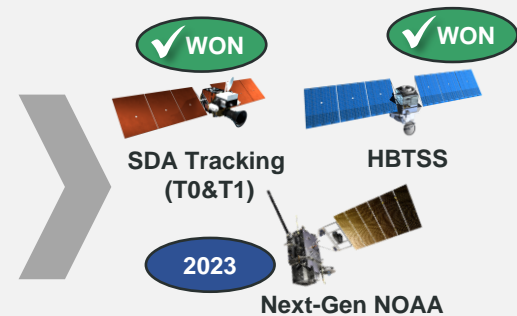


Advanced Baseline  
Imager (ABI)



Cross-Track  
Infrared Sounder (CrIS)

- Over 55 years delivering EO/IR solutions for weather
- 75+ weather and climate payloads...advancing with recent study awards
- Advanced mission algorithms and open architecture
- Purposeful R&D to transition EO/IR capability to missile tracking mission set



13 prime awards in the last 24 months

Refer to endnotes on slides 45 and 46

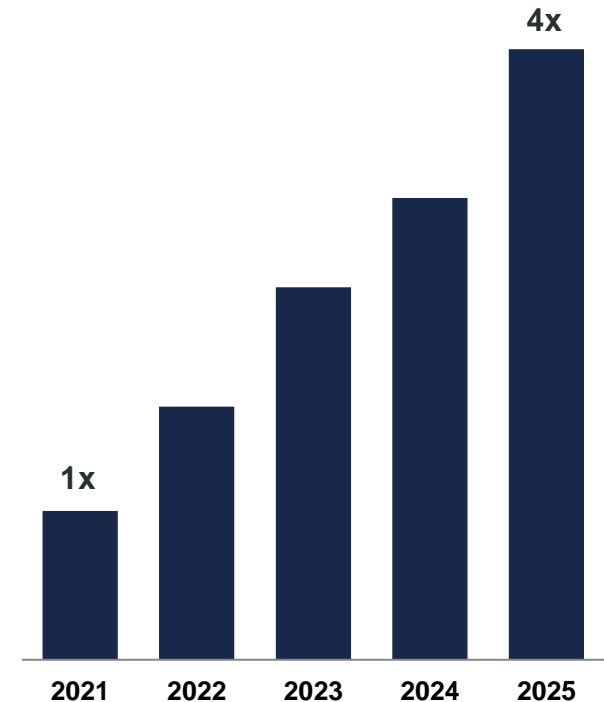
# Driving to full operational constellations and rapid factory production



## INTELLIGENCE, SURVEILLANCE, & RECONNAISSANCE



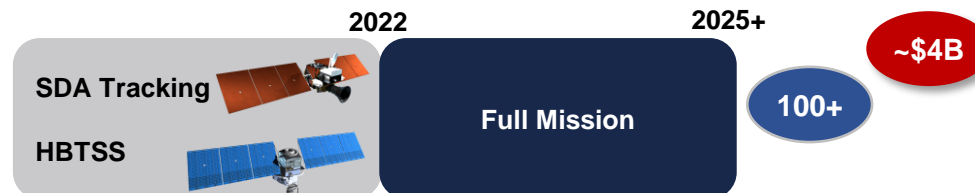
## SATELLITE DELIVERIES PER YEAR



## POSITION, NAVIGATION, & TIMING



## MISSILE DEFENSE



*Factory business model with constellations on 3-5 year technology refresh cycle*

Phase 1 Prototype
  Potential Value
  Operational Constellation
  Number of Satellites

Refer to endnotes on slides 45 and 46



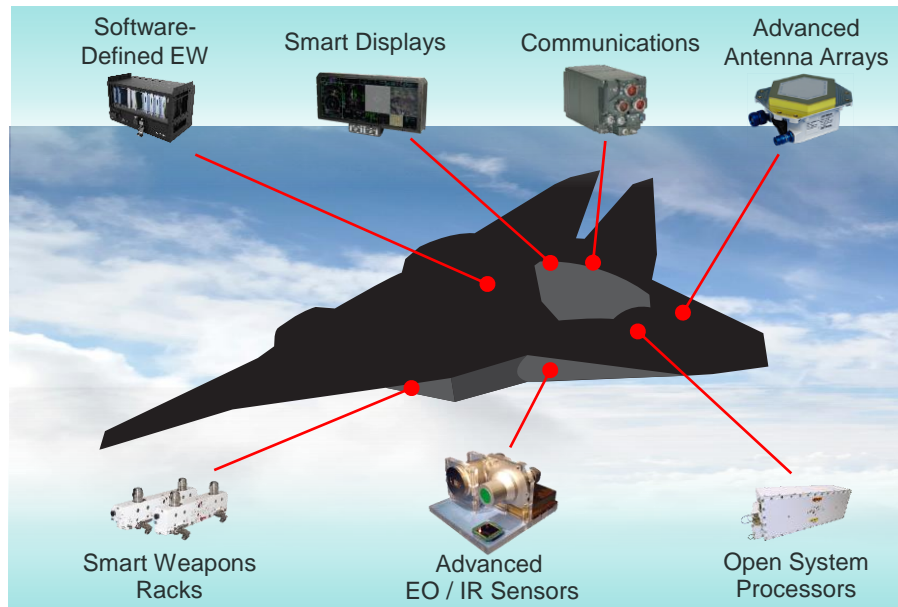
# Modernizing existing platforms and creating and integrating advanced capabilities for future platforms



## NEXT-GENERATION EXQUISITE PLATFORMS

\$6B+

Open architecture modular, advanced and integrated electronics



## INTEGRATED RESPONSIVE AIR SOLUTIONS

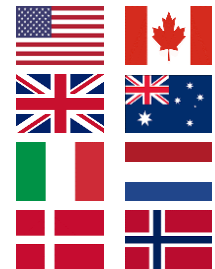
\$3B+

Small form electronics enabling distributed, novel operations



## Modernization of key in service platforms

Maintaining relevance for the future fight



● Potential Value  
● Future Revenue

F-35

\$5B+

F/A-18

\$2B+

F-16

\$3B+

B-52

\$2B+

Refer to endnotes on slides 45 and 46



# Cyber capabilities to counter hardened problem set



## Strategic Missions

Complex mission solutions for classified customers



## Tactical Missions

Advanced RF solutions for specialized communications



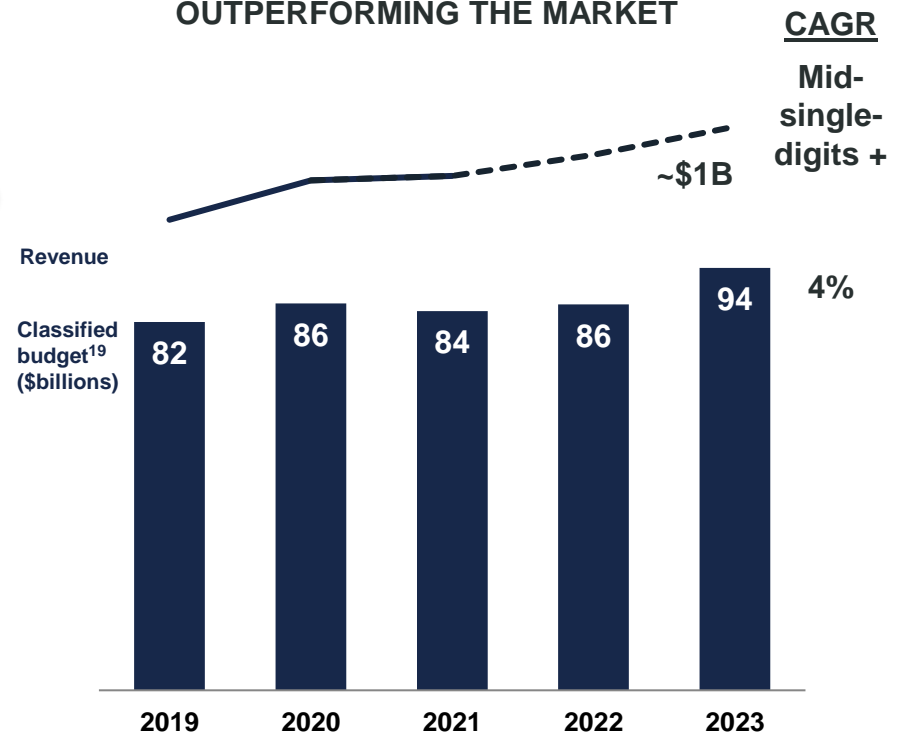
## International

Specialized solutions for national defense customers

**Design, build and operate solutions for the most complex cyber and intelligence needs**

- 2,500 employees, 5 countries
- 30 years mission experience
- Intelligence, defense and law enforcement

## CYBER BUSINESS OUTPERFORMING THE MARKET



Refer to endnotes on slides 45 and 46

# Leveraging trusted FAA partnership and performance



**20+ years delivering resilient and secure infrastructure “as a service”...**

*LHX owned and operated infrastructure*



Dual optical backbone, dark fiber interconnections



Nation-wide surveillance network, 700+ ground sites



24/7/365 redundant network and security operations centers

**...and proven performance on programs...**

*Sustained revenue from portfolio of long-term programs*

## FAA (domestic)



FAA Telecom Infrastructure



Surveillance Broadcast System Services



Data Comm Integrated Svcs



System Wide Information Mgmt



Common Support Services - Weather



Voice Switch and Control System



Operational and Supportability Implementation System

## International



Enterprise Modernization Program (Australia)



India FTI

**...combine to enable growth**

*Strong pipeline of opportunities*

## COMMUNICATIONS

**FTI recompetes, FENS (FAA Enterprise Network Services)**

**DoD cross-domain strategic networks**



## SURVEILLANCE

**SBS on-contract growth** – Wide-area Multilateration (WAM), space-based ADS-B

**Surveillance expansion** into low-cost non-cooperative services for FAA, DoD, DHS

**SBS recompetes, SBIS (Surveillance Broadcast Information Services)**

## INFORMATION MANAGEMENT

**FAA Vision 2030+** driven evolution to info-centric enterprise and trajectory-based operations

**Sensor agnostic data fusion, management, and distribution**

Refer to endnotes on slides 45 and 46

# Communication Systems



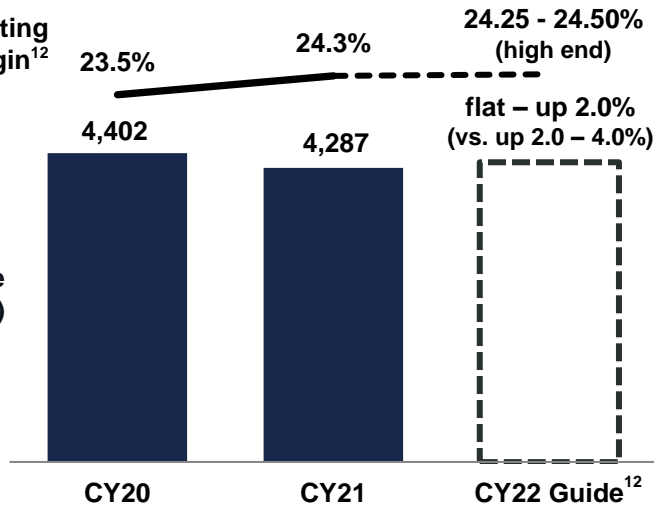
# Communication Systems overview



## Segment financials<sup>17</sup>

Segment operating margin<sup>12</sup>

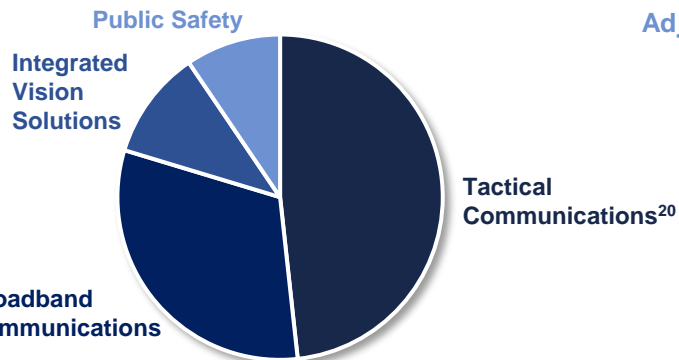
Revenue (\$million)



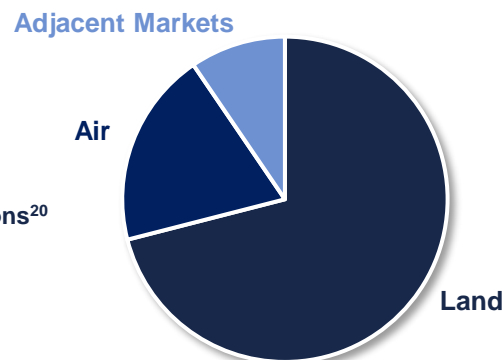
## Drivers supporting medium-term growth

- Increased focus on warfighter effectiveness and resilient communications
- Ramping multi-billion-dollar U.S. DoD and international radio and night vision modernization
- Demand for connected air and ground information networks... leverage incumbent position to drive spectrum superiority
- Managing delivery delays stemming from global supply chain disruptions...easing in 2022 with stability in 2023

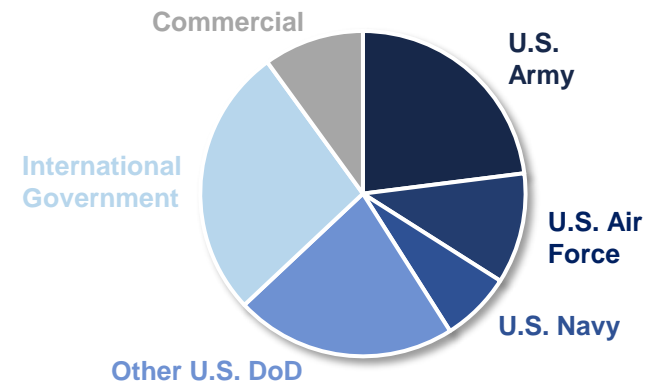
## Businesses



## Domains



## Customers



Refer to endnotes on slides 45 and 46

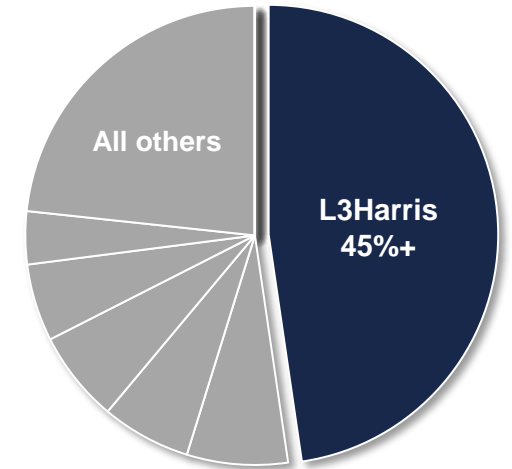
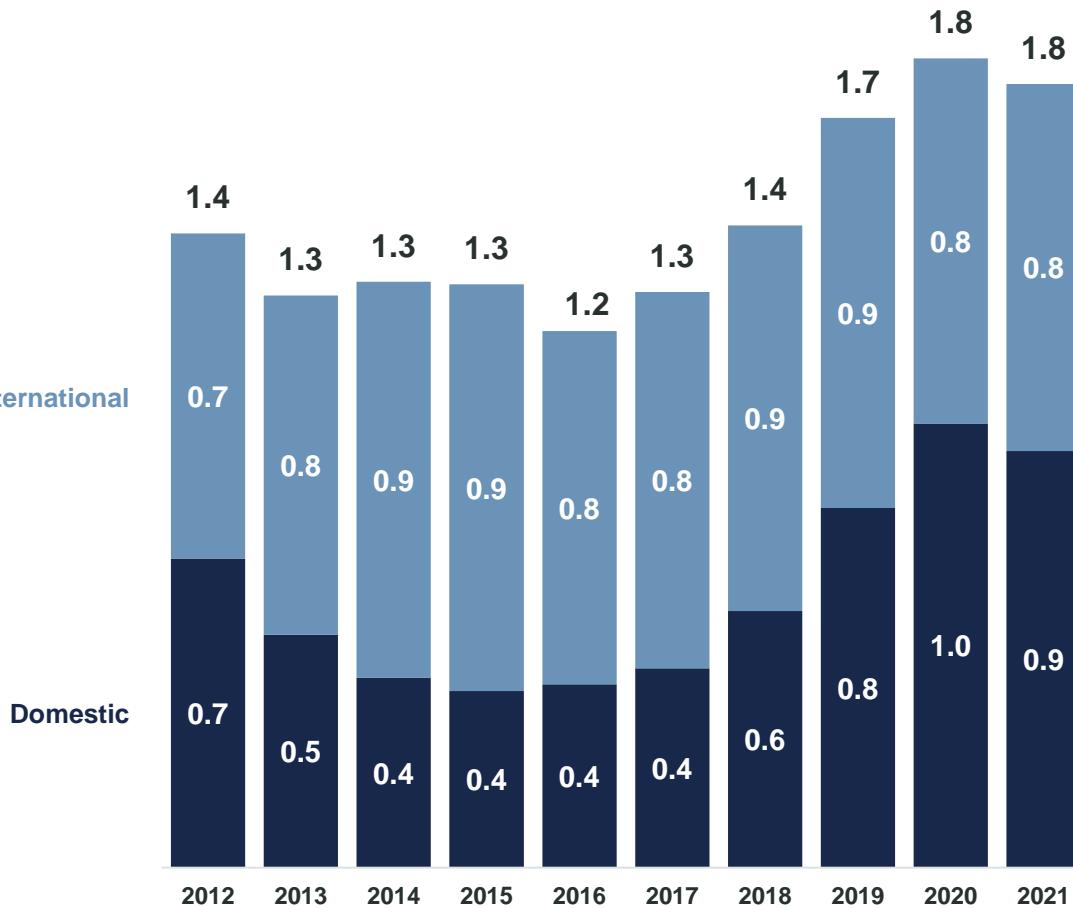
# Global leadership



(\$billion)

## Historical growth in L3Harris Tactical Communications<sup>21</sup>...

...led to L3Harris as **#1** provider globally



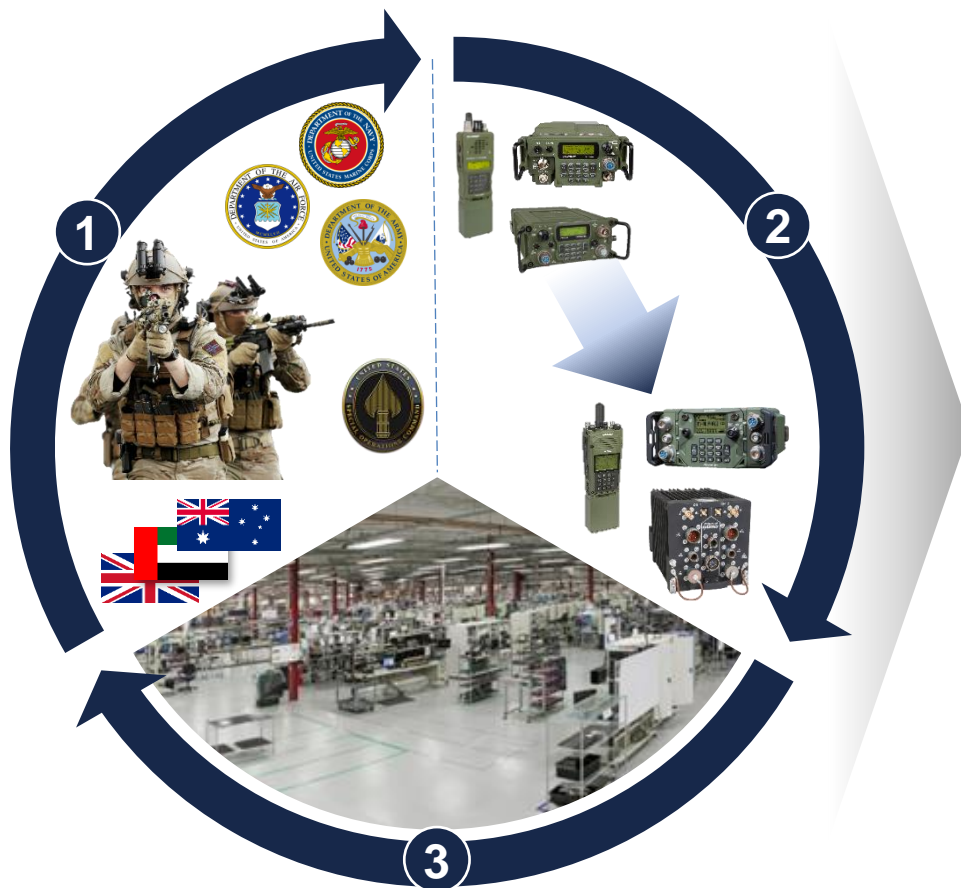
**~\$3.5B**  
Ground Tactical  
segment<sup>21</sup>

Refer to endnotes on slides 45 and 46

# #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...supports opportunities to expand into adjacencies
- 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

Refer to endnotes on slides 45 and 46

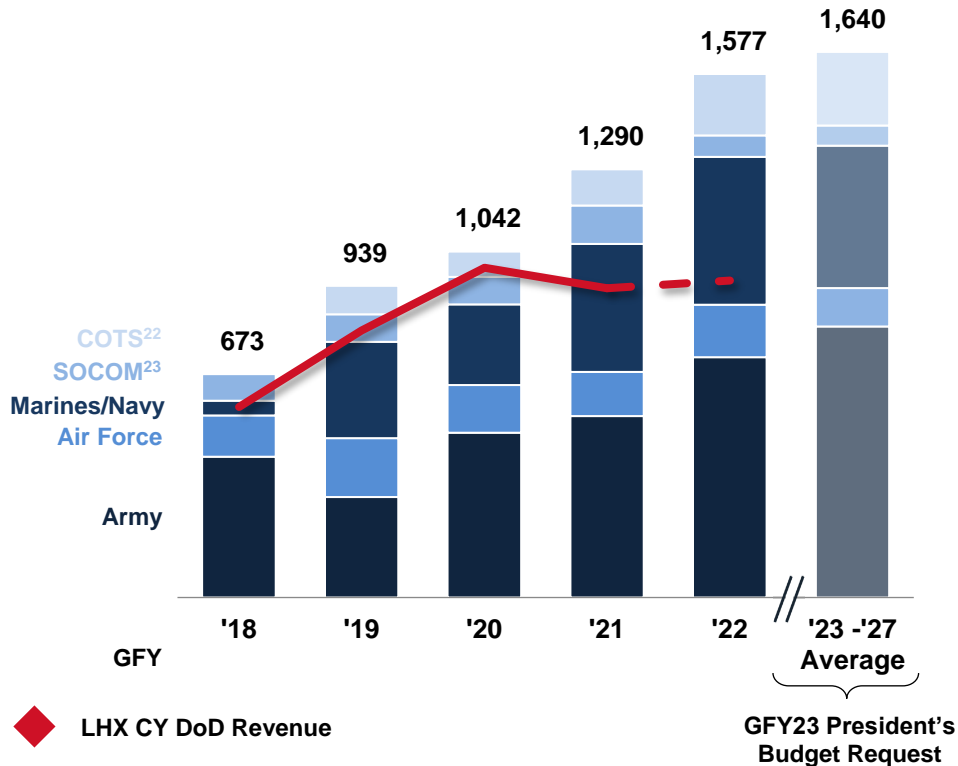
# Executing on well-funded DoD modernization priority...



DoD Tactical Radio modernization spend set to be ~\$8B through mid-decade...

...with LHX awarded positions on all major U.S. tactical radio contracts<sup>24</sup>

(\$million)



\$390M IDIQ  
Single-award



**SOCOM Tactical Comms**  
2-channel multiband handheld

\$552M IDIQ  
Single-award



**SOCOM Tactical Comms**  
2-channel multiband manpack

\$3.7B IDIQ  
Single-award



**Navy / Multi-Service tactical radios**  
HF, multiband and next-gen 2-channel radios

\$750M IDIQ  
Single-award



**USMC tactical radios**  
2-channel multiband handheld

\$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

\$6.1B IDIQ  
Multi-vendor



**Army SINCARS Radio**  
1-channel ground / air radio

\$12.7B IDIQ  
Multi-vendor



**Army HMS Manpack**  
2-channel multiband manpack

Refer to endnotes on slides 45 and 46



# ...and maintaining international leadership

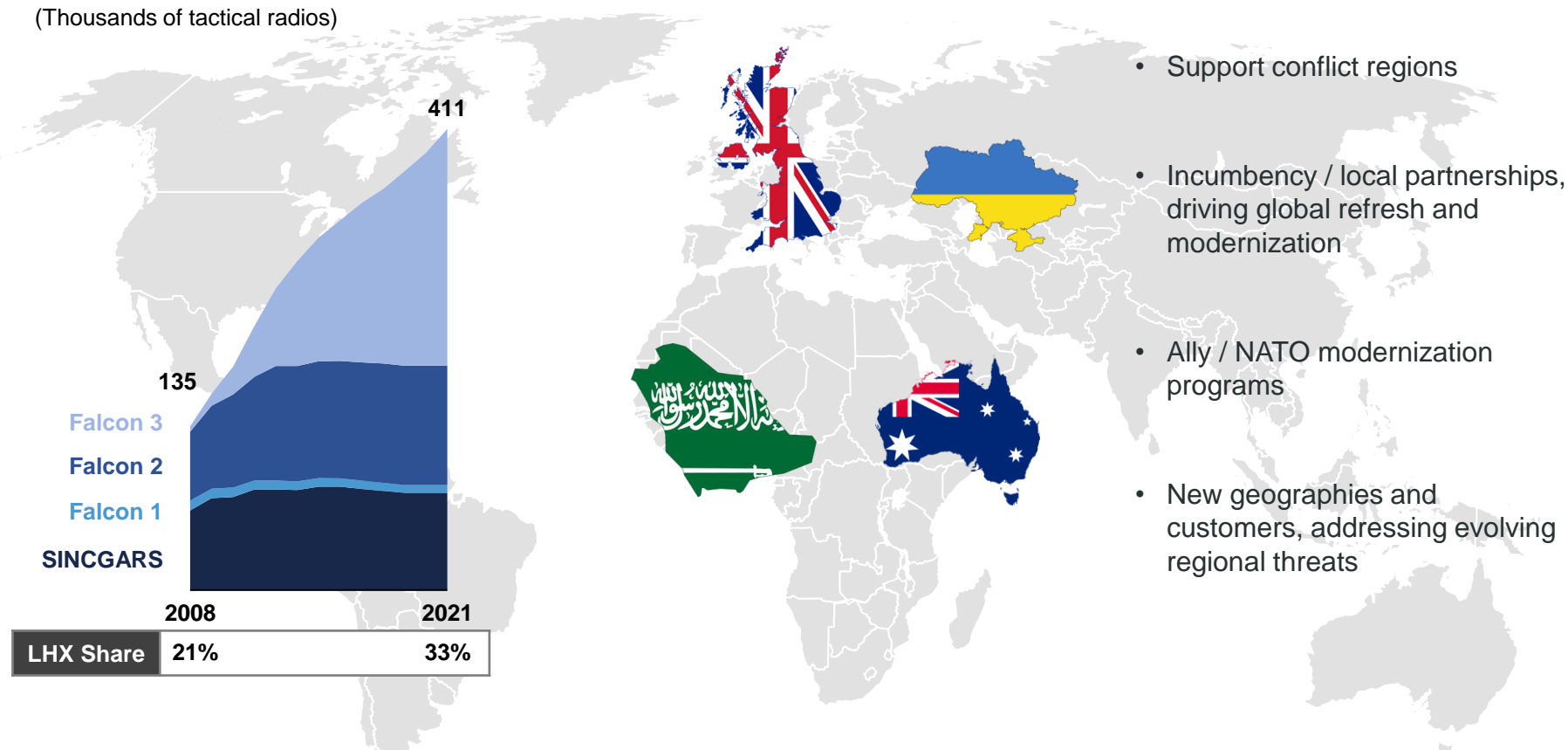


## L3Harris' growing share of the international installed base<sup>25</sup> ...

(Thousands of tactical radios)

## ...with multi-billion-dollar pipeline<sup>25</sup>

## Focus areas



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

Refer to endnotes on slides 45 and 46

# Tightly managing supply chain delays



## Global supply chain disruptions creating shortages for electronic components...



- Sourcing environment for global electronic components deteriorated significantly in late Q3'21...
- ...forcing delivery delays in product-based businesses, and primarily at Tactical Communications
- Normalization in the broader electronic component market not expected until mid to late 2022

## ...and impacting 2021 and 2022 financial results...



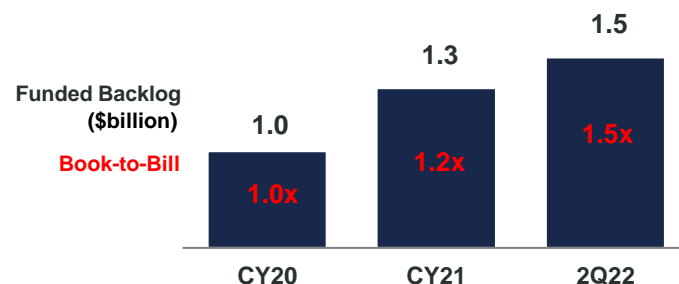
- ~\$200M revenue impact to LHX in 2021
- ~\$150M LHX revenue impact in 1H'22, easing in 2H'22, with stability in 2023...
- ...resulting in an incremental ~\$200M impact for 2022



- Delivering higher e3 performance to offset volume impacts
- Met deliveries on all key U.S. DoD modernization programs...expect this trend to continue

## ...but outlook reinforced by strong backlog<sup>26</sup> ...

- Demand for LHX products remains strong...no anticipated impact to bookings nor win-rates at Tactical Communications



## ...while LHX aggressively working mitigation actions

- Increasing visibility into lower tiers of supply chain
- Establishing longer-term agreements with key suppliers
- Working with U.S. Government as well as international partners to establish defense-priority designations
- Engaging in supplier relationship management at all levels, including C-suite
- Redesigning and reworking products with alternative components, where possible
- Selectively holding higher levels of inventory to meet demand

Refer to endnotes on slides 45 and 46

# 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 and autonomous capability



### Multi-domain capabilities

Multi-path resilient system solutions providing multi-role capacity and interoperability

## ...to drive spectrum superiority

### Assured Communications

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



Expeditionary Advanced Ground Link (EAGL)

### Spectrum Convergence

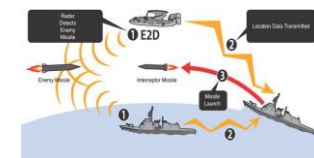
Convergence of communications, electronic warfare, cyber and ISR



Next Gen Jammer Low-band

### Mission Networks

Advanced software defined networking across all domains



Cooperative Engagement Capability (CEC)

Refer to endnotes on slides 45 and 46

# ...and integrated & networked vision market



## L3Harris has grown into an industry leader...

- Leading edge Night Vision technology
- Full suite of electro-optic / infrared day / night fighting equipment for the soldier
- Bundled portfolio solutions for U.S. DoD and trusted allies
- Integrated warfighter solutions including wirelessly connected sensors, lasers and near-eye displays
- Large installed base and global reach with strong lifecycle support

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



**ENVG-B**

(Sole source award for Phase I,  
and majority share award on  
Program of Record)



**Land 53 Tranche 2  
Land 159**



**Aviator Night Vision  
Imaging System III IDIQ**

Refer to endnotes on slides 45 and 46

# ESG



# L3Harris committed to ESG



## Environmental

### 2026 Goals<sup>27</sup>



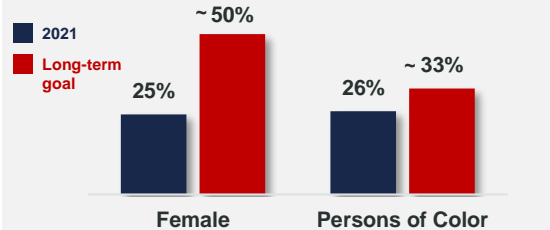
Long-term renewable energy power purchase agreement achieved commercial operation

- Up to 100 megawatts of capacity
- Lowers GHG emissions



## Social

Dedicated to fostering a diverse and inclusive work environment...



...and committed to our global communities through STEM education, mission-aligned programs and community development



105,000 volunteer hours in 2021, exceeding the company's goal



## Governance

Board of Directors elected annually by shareholders

- 13 of 14 directors are independent
- Diverse mix of backgrounds, skills and experience

Unwavering commitment to the highest ethical standards...underpinned by core values:



### ESG

Executive steering committee...elevating our focus on sustainability

**100%**

score on the Human Rights Campaign Corporate Equality Index 2020

**100%**

of employees trained on anti-corruption policies and procedures

Refer to endnotes on slides 45 and 46

# Second Quarter Calendar 2022 Results

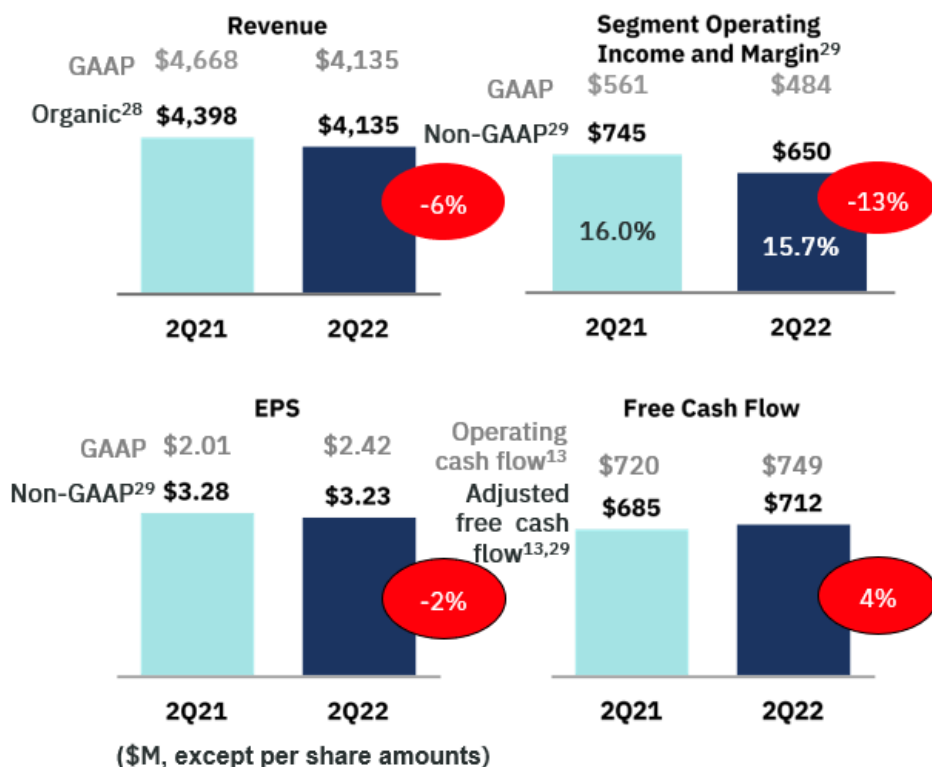




# L3Harris 2Q22 financials and full-year 2022 guidance



## 2Q22 Financials



## 2022 Guidance (Low End)

Revenue	\$17.3B - \$17.7B
Organic revenue growth <sup>28</sup>	up 1.0% - 3.0%
Net income margin	12.00% - 12.25%
Segment operating margin <sup>29</sup>	16.00% - 16.25%
GAAP EPS	\$10.75 - \$11.05
Non-GAAP EPS <sup>29</sup>	\$13.35 - \$13.65
Operating cash flow <sup>13</sup>	\$2.4B - \$2.5B
Adjusted free cash flow <sup>13,29</sup>	\$2.15B - \$2.25B
<i>(Reflects \$600M - \$700M R&amp;D capitalization impact)</i>	

Refer to endnotes on slides 45 and 46



# Endnotes



<sup>1</sup>2021 organic revenue, business mix (Prime / Sub, Cost Plus / Fixed Price) and customer revenue (DoD, International, Other) exclude revenue attributable to divested businesses in 2021; refer to non-GAAP financial measure (NGFM) reconciliations and disclosures in quarterly earnings materials available on the L3Harris investor relations website

<sup>2</sup>2021 segment operating margin, adjusted EBIT and adjusted free cash flow (FCF) are NGFMs; refer to NGFM reconciliations and disclosures in quarterly earnings materials available on the L3Harris investor relations website

<sup>3</sup>Revenue figures reflect 2021 results and are reclassified to reflect the new business segment structure effective for fiscal 2022; refer to L3Harris' Current Report on Form 8-K/A filed January 18, 2022 and disclosures in 4Q 2021 earnings materials available on the L3Harris investor relations website for additional information

<sup>4</sup>Peers based on 2022E consensus revenue and segment operating profit (updated post 2Q22 earnings); LHX based on current guidance

<sup>5</sup>Peers based on 2022E consensus FCF excluding R&D tax capitalization and net income (updated post 2Q22 earnings); LHX based on current guidance excluding R&D tax capitalization

<sup>6</sup>Represents LHX, NOC, GD, RTX and LMT 2021 pension funded status

<sup>7</sup>2021 net-debt-to-EBITDA is a NGFM; refer to NGFM reconciliations at the end of this investor overview

<sup>8</sup>Source: U.S. Department of Defense; GFY 2023 represents the March 2022 OMB President's Budget Request (PBR)

<sup>9</sup>Source: North Atlantic Treaty Organization

<sup>10</sup>Graphic source: U.S. DoD

<sup>11</sup>3-year pipeline

<sup>12</sup>Segment operating margin is a NGFM; refer to NGFM reconciliations and disclosures in quarterly earnings materials available on the L3Harris investor relations website

<sup>13</sup>Operating cash flow and adjusted FCF guidance (2022) assumes a provision in the Tax Cuts and Jobs Act of 2017 that went into effect on January 1, 2022 requiring companies to capitalize and amortize R&D expenditures over five years (~\$2 billion) rather than deducting such expenditures in the year incurred is not modified, repealed or deferred beyond 2022, resulting in additional cash income tax payments of \$600 million to \$700 million; adjusted FCF excludes cash income taxes paid or avoided related to taxable gains and losses resulting from sales of businesses and also reflects the types of adjustments and/or exclusions presented in the FCF and Adjusted FCF NGFM reconciliation in the tables accompanying the quarterly earnings materials; refer to the disclosures in the non-GAAP section of the quarterly earnings materials available on the L3Harris Investor Relations website for more information

<sup>14</sup>Excludes moderate pension contributions for international plans

# Endnotes (continued)



<sup>15</sup>CY19 average diluted shares is on a pro-forma basis; CY22 guidance initially provided January 31, 2022; refer to quarterly earnings and related materials on the L3Harris investor relations website

<sup>16</sup>Cash flow excludes moderate pension contributions for international plans

<sup>17</sup>Segment financials are reclassified to reflect the new business segment structure and new segment reporting and accounting policies for pension and OPEB income and expense effective for fiscal 2022; refer to L3Harris' Current Report on Form 8-K/A filed January 18, 2022 and disclosures in earnings materials available on the L3Harris investor relations website for additional information

<sup>18</sup>Source: IATA and Jefferies Revenue Passenger Kilometers (RPK) estimates

<sup>19</sup>Represents U.S. intelligence budget including National Intelligence Program (NIP) and Military Intelligence Program (MIP). 2023 represents the PBR

<sup>20</sup>Tactical Communications includes the Global Communications Solutions business

<sup>21</sup>Source: 10-K and company estimates; excludes Global Communications Solutions business

<sup>22</sup>Commercial off the shelf (COTS)

<sup>23</sup>SOCOM GFY24-27 equal to GFY23 PBR

<sup>24</sup>IDIQ's represent the maximum potential spend over the duration of the contractual period of performance, and budget cap may not be met

<sup>25</sup>Source: 10-K and company estimates

<sup>26</sup>Represents funded backlog and includes impact of foreign currency translation

<sup>27</sup>Over a baseline year of 2019

<sup>28</sup>Organic revenue and organic revenue growth (decline) exclude the impact of completed divestitures; refer to NGFM reconciliations in the tables accompanying the quarterly earnings materials and to the disclosures in the non-GAAP section of the quarterly earnings materials available on the L3Harris Investor Relations website for more information

<sup>29</sup>Segment operating margin, non-GAAP EPS and adjusted free cash flow (FCF) are NGFMs; refer to NGFM reconciliations in the tables accompanying the quarterly earnings materials for applicable adjustments and/or exclusions and to the disclosures in the non-GAAP section of the quarterly earnings materials available on the L3Harris Investor Relations website for more information

# Regulation G Disclosures



To supplement our condensed consolidated financial statements presented in accordance with U.S. generally accepted accounting principles (GAAP), we provide additional measures of income from continuing operations per diluted common share, net income, net income margin, net cash provided by operating activities, revenue, and segment operating income (loss), adjusted to exclude certain costs, charges, expenses, and losses or other amounts. L3Harris management believes that these non-GAAP financial measures, when considered together with the GAAP financial measures, 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 disproportionately positive or negative impact on results in any particular period. L3Harris management also believes that these non-GAAP financial measures enhance the ability of investors to analyze L3Harris' business trends and to understand L3Harris' performance. In addition, L3Harris may utilize non-GAAP financial measures as guides in its forecasting, budgeting, and long-term planning processes and to measure operating performance for some management compensation purposes. Any analysis of non-GAAP financial measures should be used only in conjunction with results presented in accordance with GAAP. A reconciliation of the non-GAAP financial measures not contained in the most recent earnings materials available on the L3Harris investor relations website with the most directly comparable financial measures calculated in accordance with GAAP follows:

# Reconciliation of Non-GAAP Financial Measures – Net Debt to Adjusted EBITDA Ratio



## Net Debt to Adjusted EBITDA Ratio

(Dollars in millions)

	December 31, 2021
Short-term debt	\$ 2
Current portion of long-term debt, net	11
Long-term debt, net	7,048
Total debt	7,061
Less cash and cash equivalents	941
Net debt	\$ 6,120
Income from continuing operations before income taxes	\$ 2,283
Net interest expense	265
Depreciation and amortization	967
EBITDA	\$ 3,515
Net Debt to EBITDA ratio	1.7
Adjustments:	
L3Harris Merger integration costs	128
Business divestiture-related gains	(220)
Impairment of goodwill and other assets	207
Other items	71
Non operating income adjustments	36
Total adjustments	222
Adjusted EBITDA	\$ 3,737
Net Debt to Adjusted EBITDA ratio	1.6