The Company at a Glance

Our mission is to empower our customers with the tools and technologies necessary to face the future with confidence.

- Founded in 1966
- $5.3Bn revenues, $13.7Bn order backlog*
- Publicly traded (NASDAQ, TASE)

More than 18,000 employees, of which ~ 50% are engineers

Headquarters in Haifa, Israel

Subsidiaries in numerous countries

*2021
Organizational Structure

President & CEO

Corporate HQ
- Marketing & BD
- R&D
- Finance
- Human Resources
- M&A & Project Finance
- Global Operations
- Legal & Compliance

Aerospace

Land

C4I & Cyber

ISTAR & EW

BOD

Elbit Systems of America

Additional subsidiaries
A Leading Company in Israel

~13,000 Employees

Dozens of R&D and manufacturing sites

Supporting additional 30,000 jobs across supply chain

30 Israel Defense Prizes

- Tel Hai
- Kiryat Shmona
- Carmiel
- Nof Hagalil
- Yokneam
- Haifa
- Caesarea
- Netanya
- Raanana
- Ramat HaSharon
- Rosh HaAyin
- Tel Aviv
- Jerusalem

- Airport City
- Holon
- Rehovot
- Ramla
- Ashdod
- Yavne
- Ashkelon
- Sderot
- Hazor
- Beer Sheba
- Arad
- Ramat Beka
Global presence | Subsidiaries

- Australia
- Austria
- Belgium
- Brazil
- Canada
- France
- Georgia
- Germany
- Hungary
- India
- Israel
- Mexico
- Romania
- Sweden
- Switzerland
- UK
- USA
- United Arab Emirates

*Elbit Systems has subsidiaries, facilities and representative offices in additional countries and locations.*
The U.S. is a Key Market

- 3,600 employees
- Sites in 10 states
- $1.6Bn revenues*

* North American Revenues in 2021
A Comprehensive Portfolio
Air & Space Portfolio

Aircraft systems
- Avionics
- Helmet Mounted Displays
- Head-Up Displays
- Enhanced Vision Systems
- Immune GPS Systems

Airborne C4ISR
- Electro-Optical Intelligence Systems
- Terrain Dominance Solutions
- Laser Designators
- ELINT, COMINT, ESM
- Radio & Communications
- Command & Control

Airborne Self Protection
- Warning Systems
- DIRCM Systems
- Chaff & Flair
- Electronic Counter Measures

Aerostructures
- Parts Manufacturing
- Assemblies

Space Applications
- Space Cameras
- Nano Satellites
- Electro-Optical Instrumentation

Training & Services
- Flight School Operation
- Embedded Virtual Training
- Mission Training Center
- Fleet Operations

Airborne Munitions
- Missiles & Rockets
- Bombs
- Guidance Kits
- Seekers
- Fuses

Integration & Upgrades
- Fixed & Rotary-Wing
- Air Lifters
- Trainers
- Mission Aircraft
Land Portfolio

- **Weapon Systems & Munitions**
  - Artillery
  - Missiles & Rockets
  - Launchers
  - Ammunition
  - Guidance Kits
  - Loitering Munitions
  - Immune GPS for Munition

- **Land C4ISR**
  - Command & Control
  - Communications
  - Imaging & Night Vision
  - Terrain Dominance
  - Soldier Equipment

- **Combat Vehicle Systems**
  - Fire & Turret Control
  - Optronics
  - Weapon Stations & Turrets
  - Warning & Self-protection

- **Land EW & SIGINT**
  - COMINT & COMJAM
  - ELINT
  - Ground Surveillance Radar
  - Anti-drone Protection

- **Bridges**
  - Personnel Bridge
  - Assault Crossing System

- **Training Systems**
  - Live & Constructive Platforms Training
  - Training Academy
Naval Portfolio

Surface Warfare
- C4I & Combat Management Systems (CMS)
- Communications
- Unmanned Surface Vessels
- Electro-Optical Payloads
- Weapon Systems & Munitions

Underwater Warfare
- Sonar Systems
- Anti-Submarine Sonobuoys
- Acoustic Communications
- Processing & Analysis

Services & Solutions
- Systems Integration & Upgrade
- Training & Simulation
- Coastal & Strategic Assets Security

Naval EW & SIGINT
- ESM, ELINT, COMINT
- Jammers
- Counter Measures
Unmanned Portfolio

Aerial
- MALE Unmanned Aircraft Systems (UAS)
- Tactical UAS
- Loitering Munition Systems
- Vertical Take-Off and Landing mini–UAS

Maritime
- Unmanned Surface Vessels
- Ship-borne UAS

Ground
- Robotic Autonomous Suites
- Unmanned Ground Vehicles
- Border Patrol Vehicles
Networked Warfare Portfolio

Air
- Airborne Software Defined Radios
- Air Picture Systems
- Digitally-Aided Close Air Support
- Airborne Command & Control

Joint & Land
- HQ Solutions
- Battle Management Systems
- Soldier Systems
- Artillery Command & Control

Maritime
- CMS
- Costal & Maritime Protection Solutions
- Naval Command & Control
- Software Defined Radio Systems

Framework & Network
- Distribution & Streaming
- Interoperability Solutions
- Fusion Engines
- Routing Technologies
- Radio Over IP

Autonomy
- Mini – UAS VTOL
- Unmanned Ground Vehicles
- Unattended Autonomous Sensors
- Autonomous Management & Platform Management
Cyber Portfolio

> Intelligence
- Big Data Intelligence Solutions
- Tactical Mobile Solutions
- Forensics
- Weblnt

> Training & Simulation
- Real-world Simulators
- Virtual Learning Environment

> Cyber Defense
- Detection, Response, Automation and Orchestration
Homeland Security Portfolio

Observation, Surveillance, Detection
- EO Systems
- Detection & Sensing Systems
- Anti-Drone Systems
- Unmanned Systems

Training
- Live Training
- Incident Command Training
- Simulators
- Training Academy

Enterprise Communications
- Crisis Management System
- Mobile C2
- Networking Systems

Integrated Solutions
- Border Defense Systems
- Compound & Infrastructure Protection
- Safe / Smart City

First Responders
- Airborne Firefighting
- Communications
Commercial Portfolio

▶ Commercial Aviation
  ▪ Flight Management Systems
  ▪ Enhanced Flight Instrument Systems
  ▪ Data Communications, Data Recorders
  ▪ Enhanced Flight Vision Systems

▶ Medical
  ▪ Automated Medical Instrumentation
  ▪ Elderly Care Home Observation

▶ Cyber Security
  ▪ Training & Simulation
  ▪ ICS/SCADA Security & Continuity
  ▪ SOC Automation & Orchestration
  ▪ End Point Detection & Response

▶ Aerostructures
  ▪ Components Manufacturing
  ▪ Assemblies
M&A is Part of Our Growth Strategy | Major Acquisitions

- **ELISRA**
  - Electronic Warfare
  - 2000

- **TADIRAN**
  - Communications & C4I
  - 2005

- **SOLTAM**
  - Artillery
  - 2007

- **IMI**
  - Land Systems & Munitions
  - 2010

- **NICE CYBER AND INTL.**
  - Cyber
  - 2015

- **SPARTON**
  - Undersea Warfare
  - 2018

- **UNIVERSAL**
  - Commercial Avionics
  - 2019

- **HNV**
  - Night Vision
  - 2021

**EL-OP**
- Electro-Optics
- 2000
Focus on Innovation

**R&D**
Investing approximately 9%* of revenues in R&D

*~8% self-funded and ~1% customer funded R&D in 2021

**Open Innovation**
Incubating deep-tech start-ups and collaborating with commercial technology entrepreneurs

**Collaboration**
Maintaining an extensive range of collaborations with academic institutions & research bodies

**Spin-Offs**
Leveraging technology assets to develop commercial applications
Growth & Geographical Balance

SALES & BACKLOG ($ Billions)

- Revenues ($Bn)
- Backlog ($Bn)

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenues</th>
<th>Backlog</th>
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<tbody>
<tr>
<td>2015</td>
<td>3.1</td>
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<td>2017</td>
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<tr>
<td>2018</td>
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<td>2019</td>
<td>4.5</td>
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<td>5.3</td>
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<tr>
<td>2021</td>
<td>13.7</td>
<td></td>
</tr>
</tbody>
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SALES BY GEOGRAPHICAL REGION (2021)

- North America: 31%
- APAC: 27%
- Europe: 17%
- LATAM: 2%
- Other: 2%

2021 Revenues $5.3Bn
Commitment to Environmental, Social & Governance Best Practices

Ethical Conduct

- Zero tolerance for corruption
- Receiving “Platinum+” ranking on the Maala Social Sustainability Index, 15th year in a row
- Elbit Systems of America attained Ethisphere Inside Certification
- Membership in International Forum of Business Ethical Conduct (IFBEC)

Caring for our communities

- More than 5,000 of our employees volunteered in their communities in 2021
- Taking part in dozens of volunteer programs in several countries

Protecting the environment

- Consistently reducing our consumption of water, energy and paper, and the generation of waste & emissions
- Participation in Carbon Disclosure Project
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