



# Company Presentation

2022

# The Company at a Glance



Founded  
in 1966



\$5.3Bn revenues,  
\$13.7Bn order backlog\*



Publicly traded  
(NASDAQ, TASE)

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



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

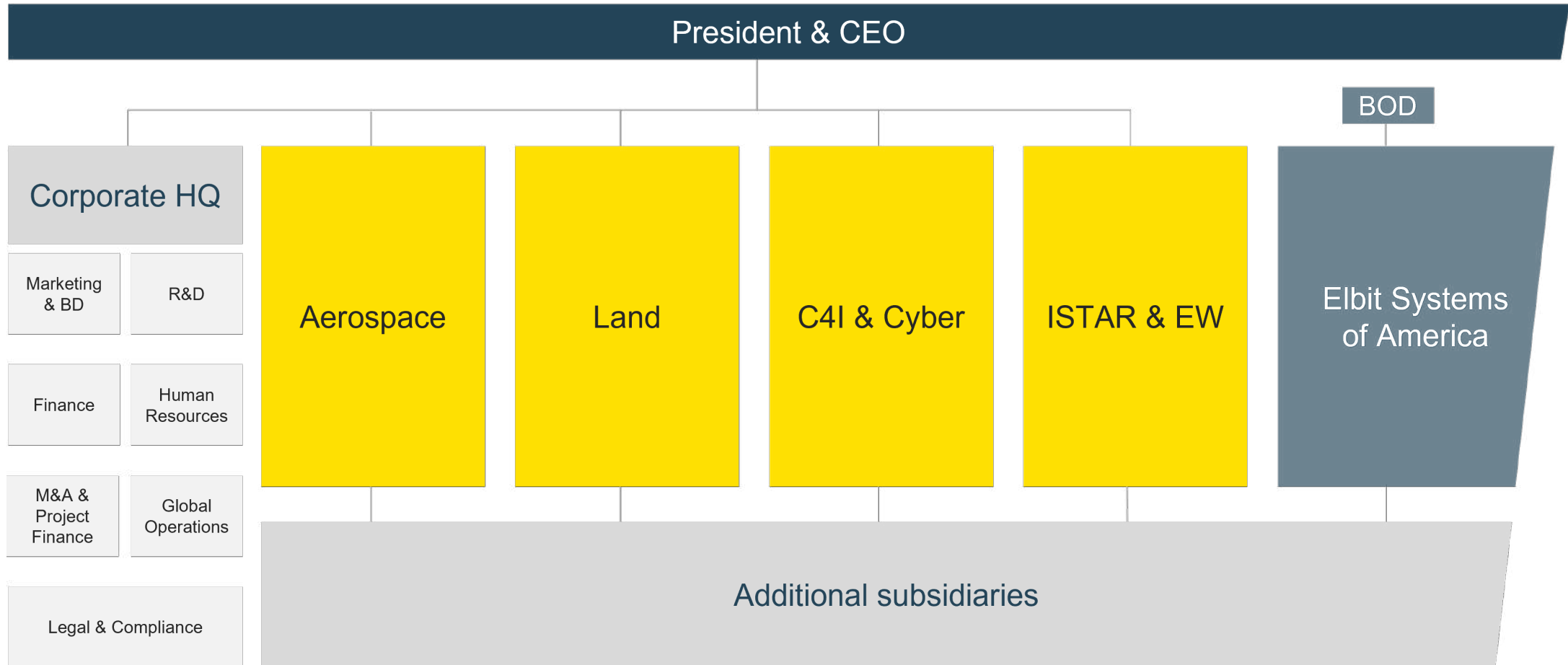


Headquarters in  
Haifa, Israel



Subsidiaries in  
numerous countries

# Organizational Structure



# A Leading Company in Israel



~**13,000**  
Employees



Supporting additional  
**30,000** jobs across  
supply chain



**Dozens**  
of R&D and  
manufacturing sites



**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



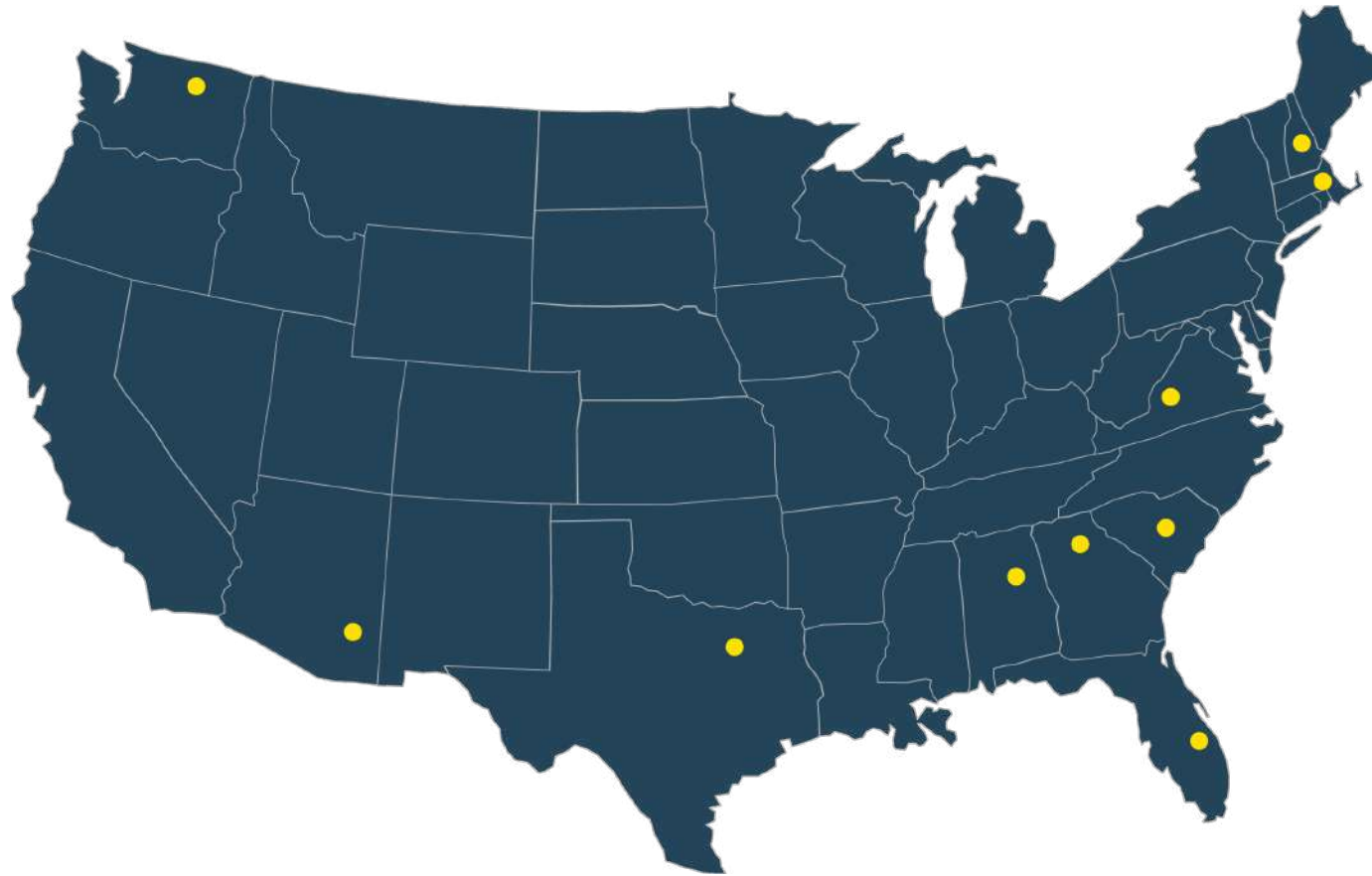
**3,600**  
employees



Sites in  
**10** states



**\$1.6Bn**  
revenues\*



\* North American Revenues in 2021

# A Comprehensive Portfolio



> AIR & SPACE



> LAND



> NAVAL



> UNMANNED



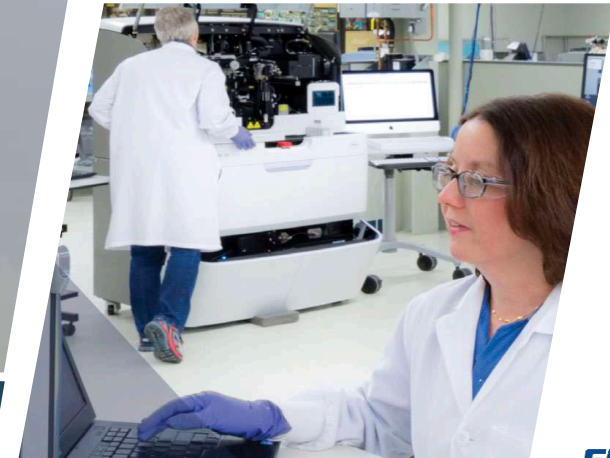
> NETWORKED WARFARE



> CYBER



> HOMELAND SECURITY



> COMMERCIAL

# Air & Space Portfolio

## > Aircraft systems

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

## > Airborne Self Protection

- Warning Systems
- DIRCM Systems
- Chaff & Flair
- Electronic Counter Measures

## > Space Applications

- Space Cameras
- Nano Satellites
- Electro-Optical Instrumentation

## > Airborne Munitions

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

## > Airborne C4ISR

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

## > Aerostructures

- Parts Manufacturing
- Assemblies

## > Training & Services

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

## > 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
- Solider Systems
- Artillery Command & Control

## > Maritime

- CMS
- Coastal & 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
- WebInt

## > 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

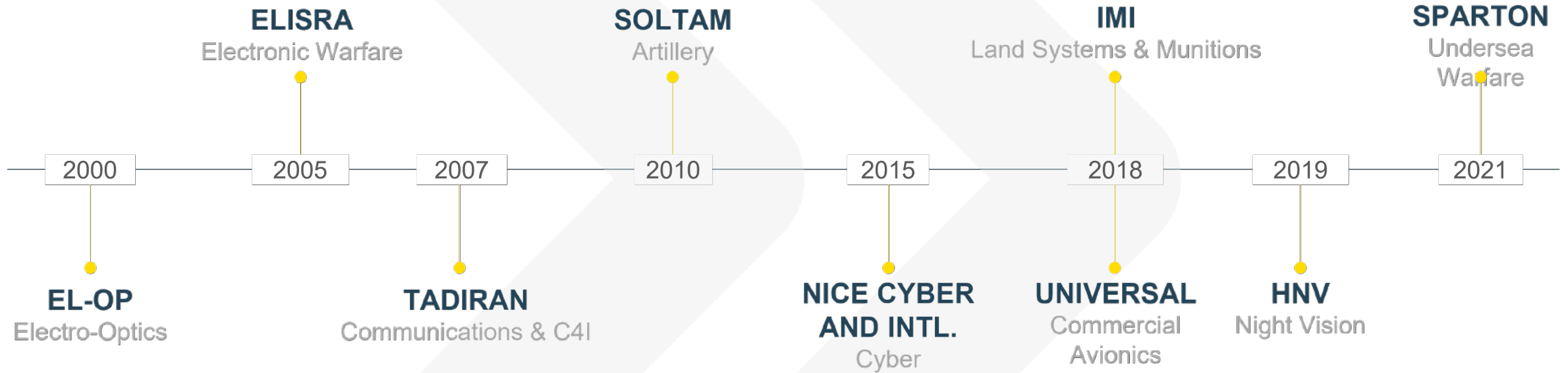
- Training & Simulation
- ICS/SCADA Security & Continuity
- SOC Automation & Orchestration
- End Point Detection & Response

## > Aerostructures

- Components Manufacturing
- Assemblies



# M&A is Part of Our Growth Strategy | Major Acquisitions





# Focus on Innovation



## R&D

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



## Collaboration

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



## Open Innovation

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



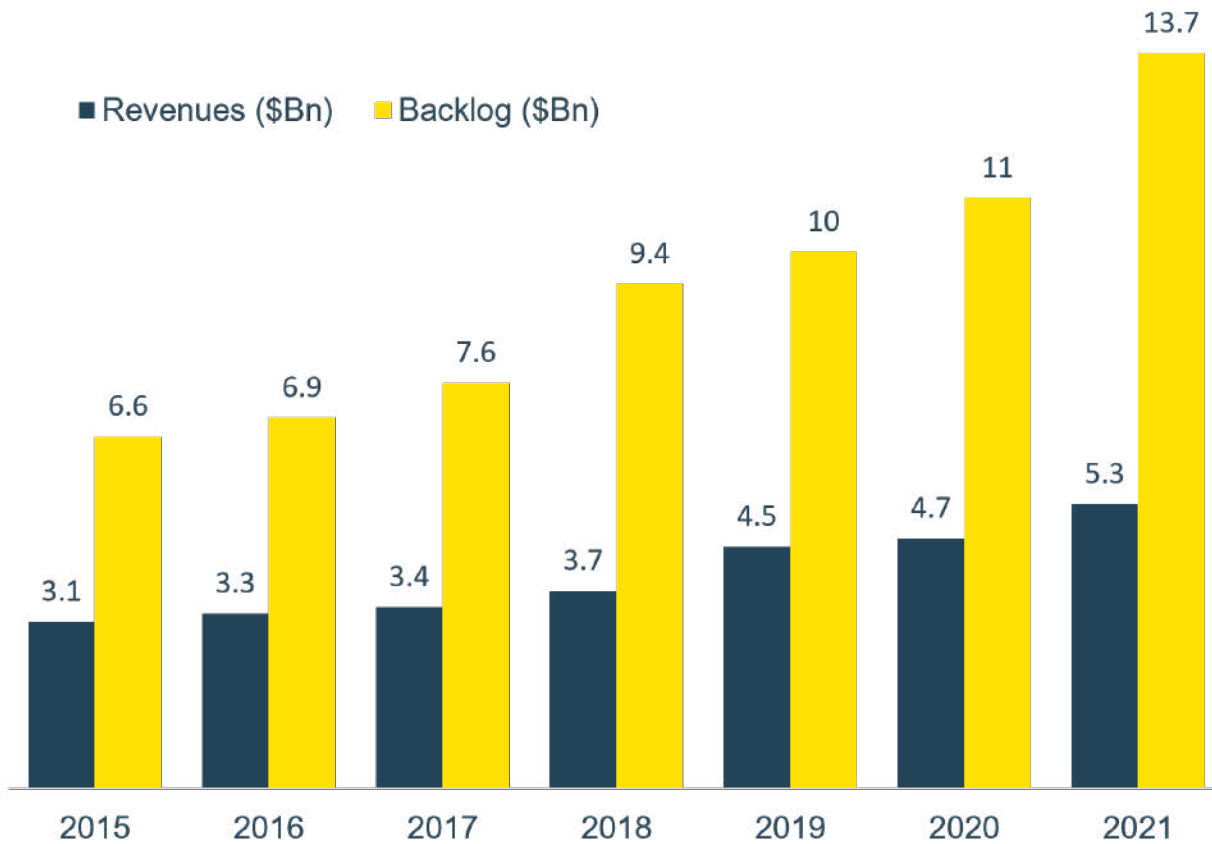
## Spin-Offs

Leveraging technology assets to develop commercial applications

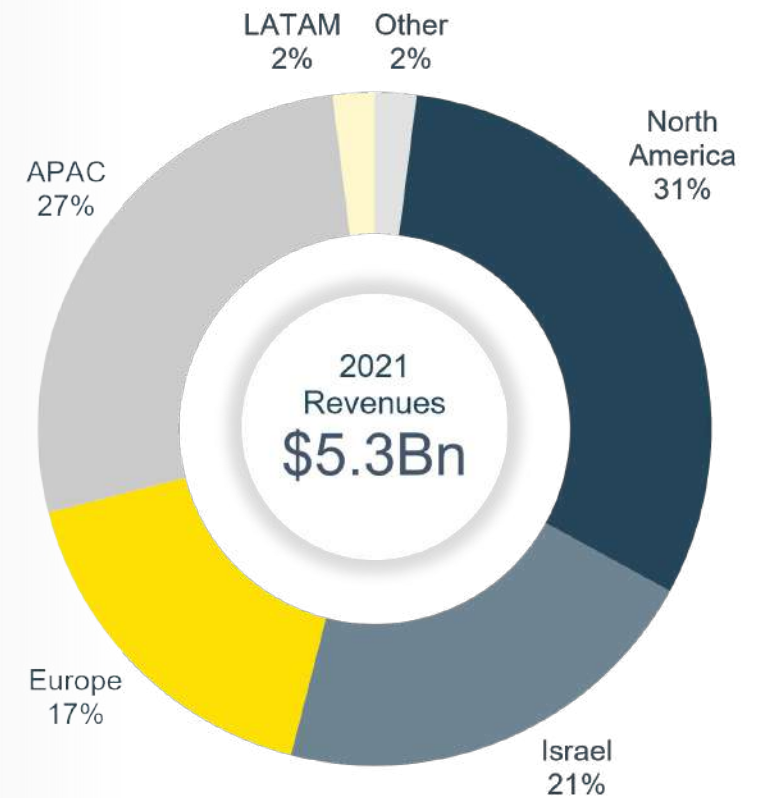
\*~8% self-funded and ~1% customer funded R&D in 2021

# Growth & Geographical Balance

## SALES & BACKLOG (\$ Billions)



## SALES BY GEOGRAPHICAL REGION (2021)



# 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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