



Investor Conference 2025



Luke Savoie ■

CEO Elbit Systems of America

NEW ADMINISTRATION ALIGNMENT

FMF UPSIDE

Programs like ROEM secure



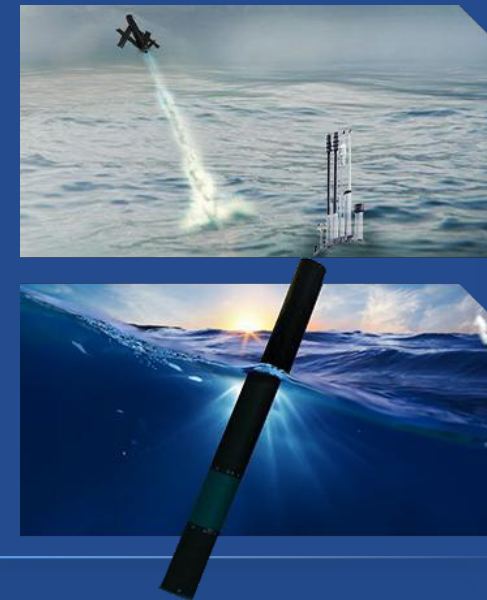
SCALE WITH PLATFORM PRODUCTION

NATO F-35, Apache, and F-16 acquisitions pull Elbit content and sustainment for each platform. 4th and 5th Gen Aircraft Incumbencies Secure.



MARITIME SENSING

One of two US producers of Sonobuoys with long history of subsurface sensing



SOLDIER LETHALITY

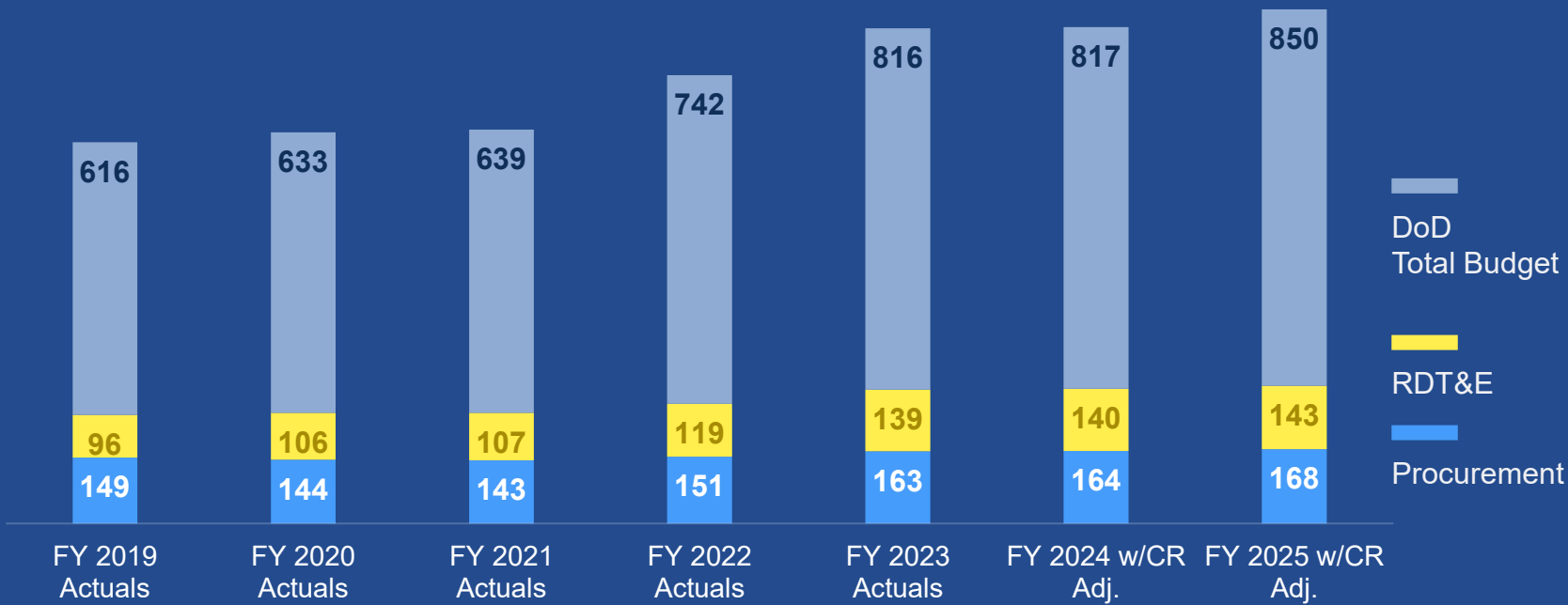
Advance soldier sensing systems to include augmented reality for day and night operations



// AGILE, INNOVATIVE, RELEVANT Core to Elbit is mission focus and agility to warfighter needs. New SECDEF has experienced firsthand company agility with operations with IDF. In our DNA at ESA is the same mindset with our customers that ESL has locally.

US DEFENCE SPENDING

US DOD BUDGET - INVESTMENT ACCOUNTS \$ Billions



US DEFENSE BUDGETS

Growing to Address the Evolving Threat Environment

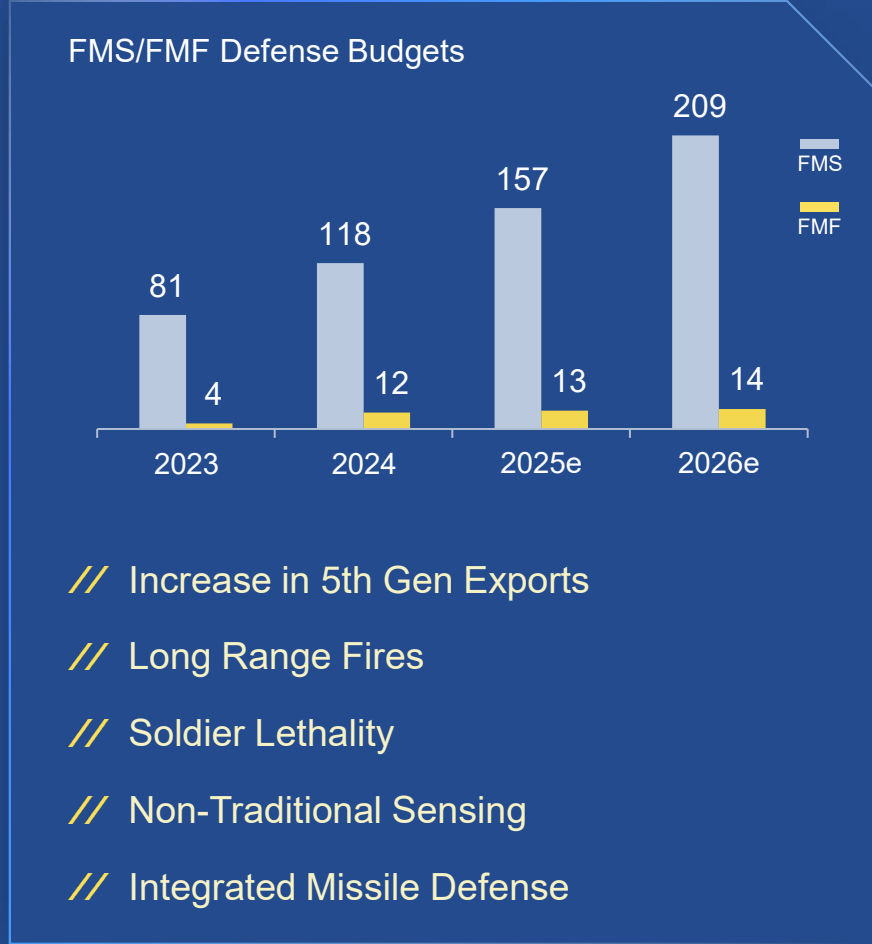
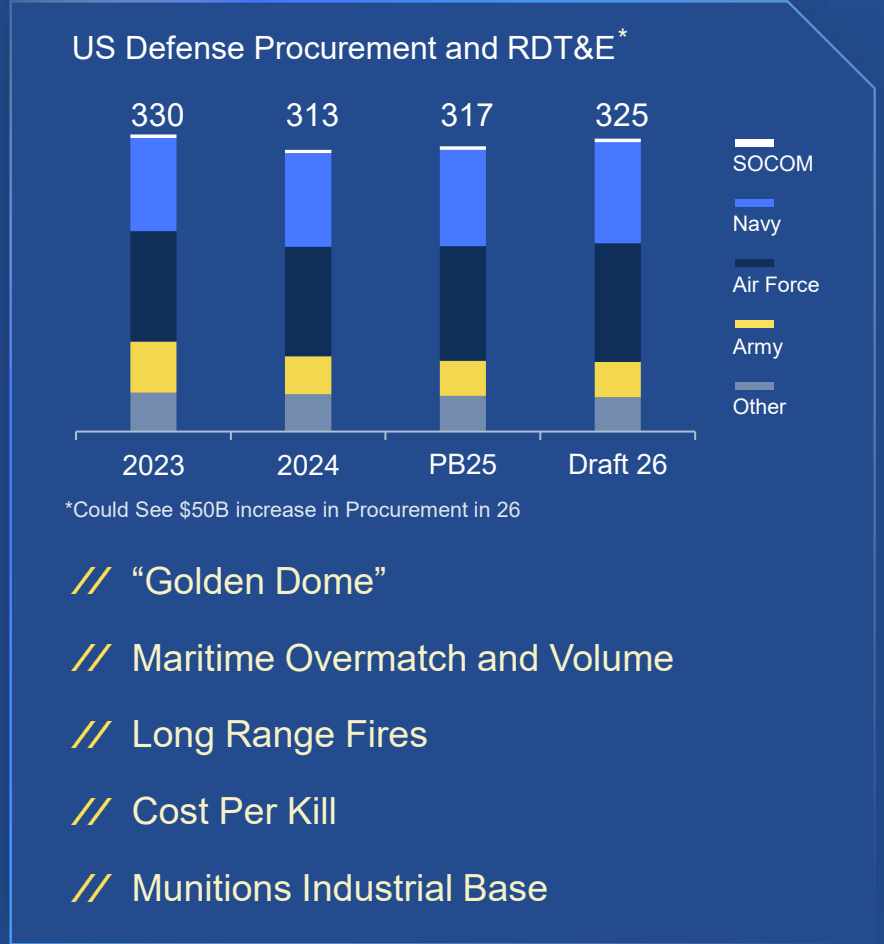




DEFENSE MARKET CHANGES WITH NEW ADMINISTRATION

// NEW MISSION PRIORITIES

Protect the Homeland, Deter and Repel an Attack on Taiwan, and Enable Allies to Defend Themselves in Europe





ELBIT SYSTEMS OF AMERICA

CEO VISION

To be recognized as a trusted partner in the US Defense Industrial Base and where applicable be a leader in delivering solutions direct to the military

EXECUTION ON COMMITMENTS IS OUR #1 PRIORITY



3,300
People



8
Sites



\$1.5Bn
Revenues



4+1 Divisions



// ELBIT HAS CONTRIBUTED \$8B IN THE US DEFENSE INDUSTRIAL Base in last 10 years, second only to BAE

ELECTRONIC SYSTEMS

■ Delivering situational awareness and sustainment solutions on all major US military aircraft

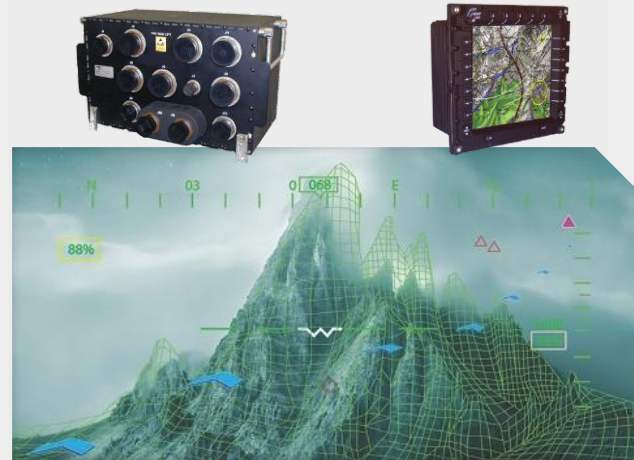
Fixed Wing Avionics

Situational awareness capabilities on majority of US military platforms; world leader in Helmet Mounted Displays.



Rotary Wing Mission Systems

Mission processing solutions to rotorcraft (helicopters and tilt-rotor)



Aftermarket Component Repair

Repair and sustainment of aviation equipment.



INTEGRATED SOLUTIONS

Offering world class targeting solutions for main line weapon systems

Targeting Systems

Long Range Precision Fires is the Army's #1 investment priority.



Artillery Manufacturing

ROEM production in Charleston is paving the way and reducing risk for the US Mobile Tactical Cannon competition. This opportunity is greater than \$6B.



WARFIGHTER SYSTEMS

- Global market leader positioned to take advantage of favorable market conditions fueled by global warfighter modernization efforts

Passive Sensors

Strong market position as one of two US manufacturers and recognized global leader in Night Vision Sensors.



Vision Systems

Night vision goggle and daytime display systems for today's global military forces.



Next Gen Soldier Augmented Reality

Advanced digital helmet mounted display systems. "Video game" like capabilities for the future battlefield.



MARITIME SYSTEMS

■ One of two main suppliers in maritime launched acoustic sensors.

Sonobuoys

Primary ASW (Anti-Submarine Warfare) tool for the US and International Navies deployed from fixed-wing and rotary-wing aircraft



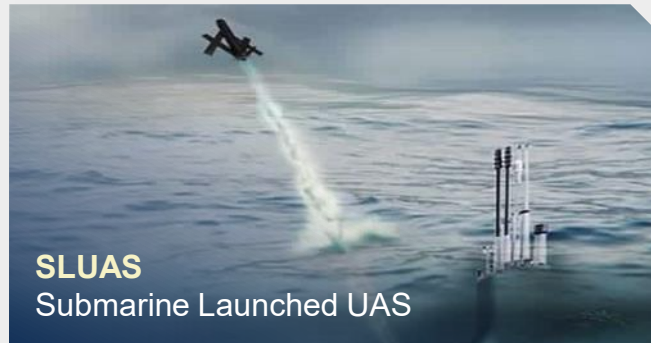
AN/SSQ-36B AN/SSQ-53G/H AN/SSQ-62F/G AN/SSQ-101B AN/SSQ-125/A MK-84SUS

Naval Launched Effects

Off-board sensors and effectors allow Navies to understand and shape the battlespace to the advantage of maritime forces



ADC Mk5
Torpedo Countermeasure



SLUAS
Submarine Launched UAS

Navy Autonomous Systems

Autonomous (crewless) systems enable maritime forces to operate in access-denied areas while protecting warfighters



Seagull USV w/ TRAPS
Towed Reelable Active
Passive Sonar

ESA IN REVIEW



Focus is Consistency and Margin Improvement with Predictable Cash Flow



+3,800BPS
Margin Improvement

+8.3%
Top Line growth

YoY comparisons based on unaudited 2024 results

