



Detect and Protect.

Welcome to the HENSOLDT Capital Markets Day 2021

Detect and Protect.

HENSOLDT

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The company assumes no liability whatsoever to update these forward-looking statements or to adjust them to future events or developments.

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Business update

Thomas Müller - CEO

Happy

2000th



Birthday Moritz Carl Hensoldt

We walked the talk and delivered on our plan

€87m

R&D spend in 2020A
+75% since 2017

19

Independent sale
offices established

c. 300

measures
Implemented



**Modern
Product portfolio**

**Global
presence**

**Adj. GM up
>500bps since carve-out**

**Stronger capabilities
from eight acquisitions**

**Record
order backlog**





Successful

IPO

in Frankfurt



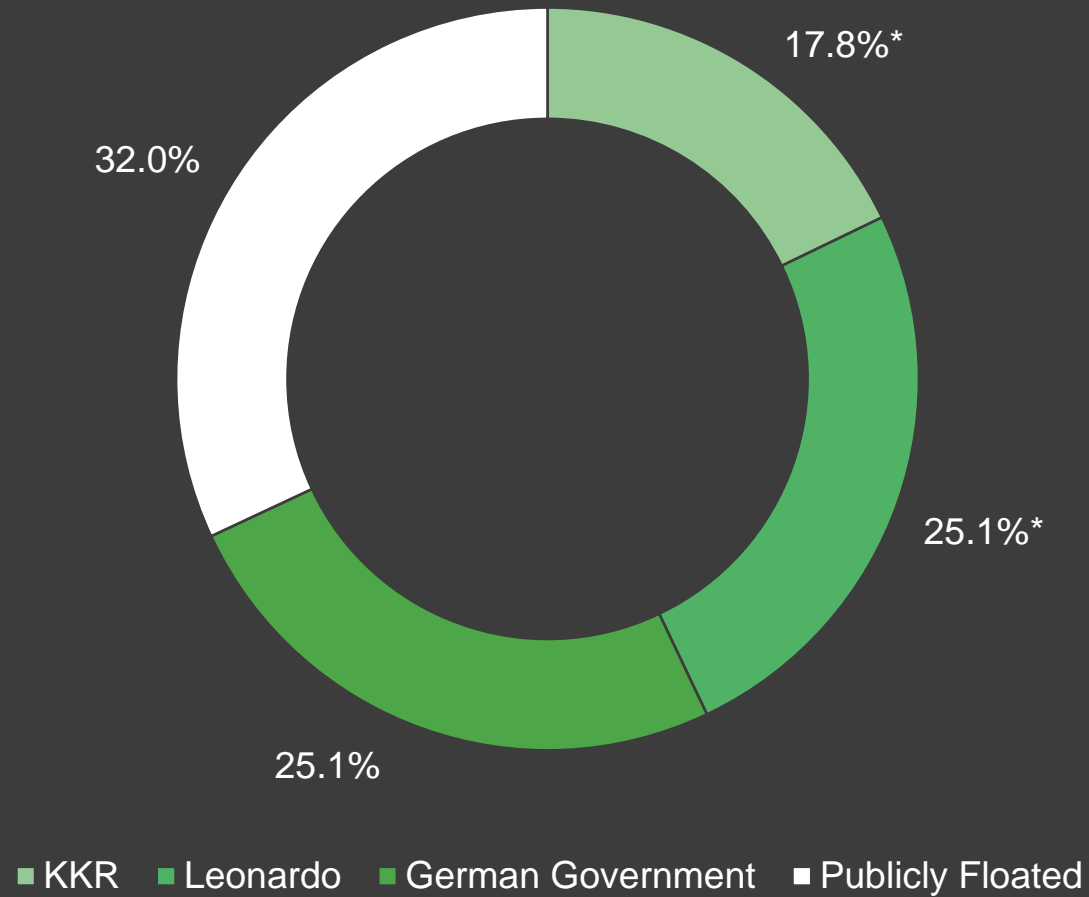


Member of

SDAX

Two important anchor shareholders on board

Pro-forma shareholder structure

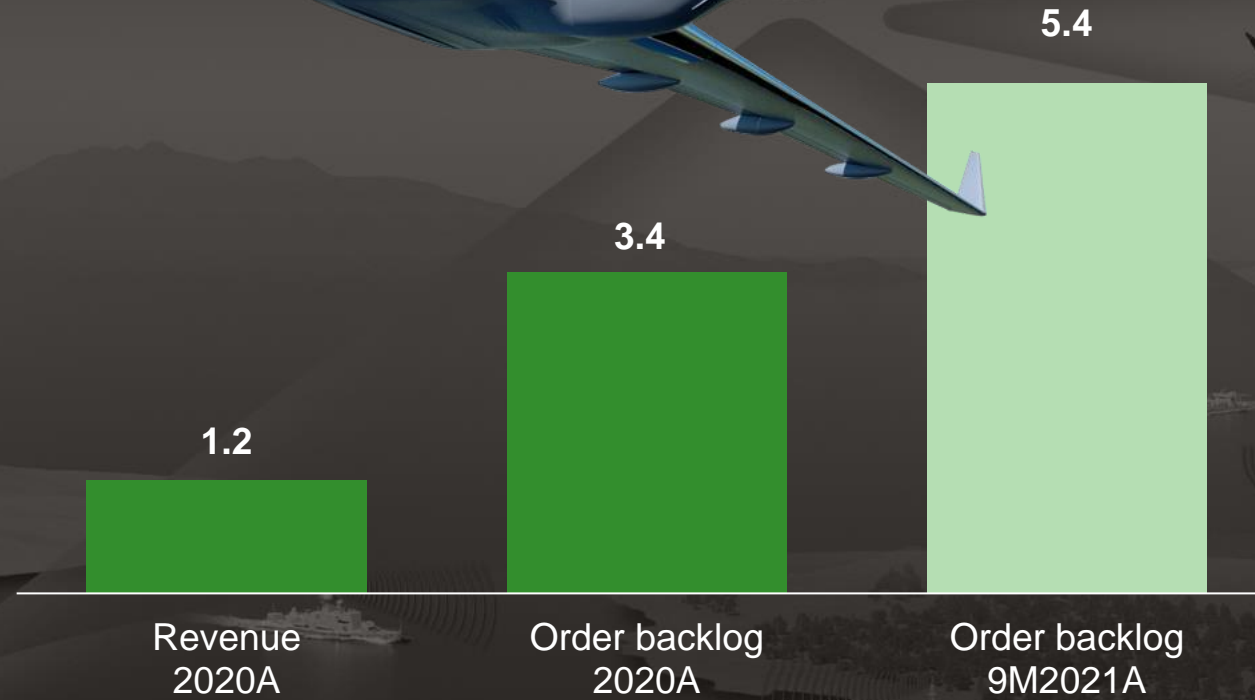


*: Pending closing of sale of shares by KKR to Leonardo



Leonardo to become an important shareholder in HENSOLDT AG

Excellent revenue visibility and record order backlog



Track record of successful M&A execution continues



Celia Pelaz appointed as member of the Management Board:
Strengthening business development and strategic growth



Pipeline successfully transformed into order intake

**EF Quadriga
Radar and
self-protection**

**TRS-4D/LR
Long-Range Radar
for F-124 and German
Air Surveillance**

**NH 90 TTH
EW System
Upgrade**

U212 CD

**Radio
Reconnaissance
System**



~€330m
booked in 2021

Replacement of Thales
SMART-L-Radar and
4 HADR systems in
cooperation with ELTA

Integration of
AMPS/Kalaetron on
12 German NH 90 TTH
with potential for entire
fleet (82 HC)

Twin Optronic Mast
systems OMS150 and
OMS 300 for new
German/Norwegian
submarines

Mobile system for tactical
radio reconnaissance to
two NATO countries
providing comprehensive
situation picture

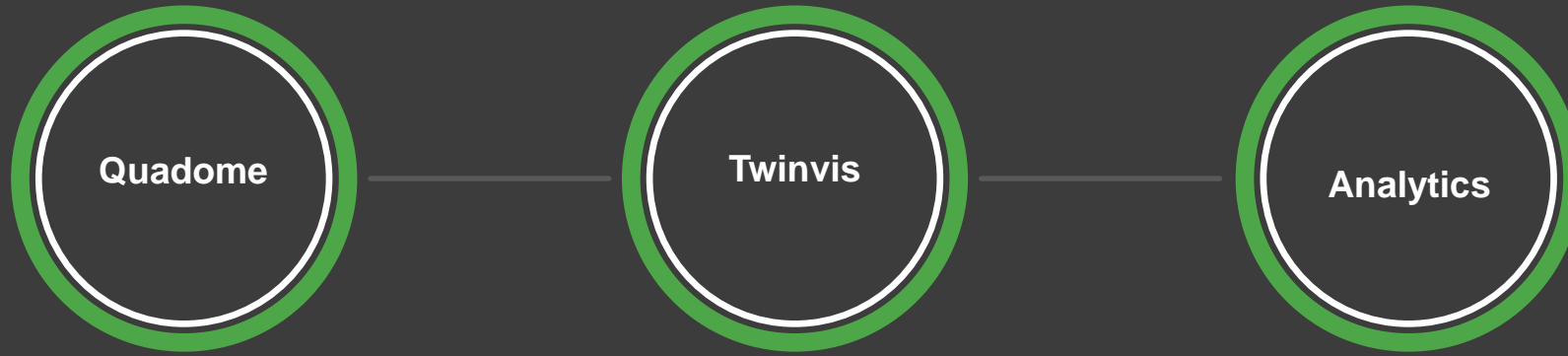
Continuously strong order pipeline

Pipeline (€bn)

~10

Pipeline 2022E-2024E as of Nov 2021

Cutting-edge technologies will drive additional growth



HENSOLDT *Go!* Achievements



SUSTAINABILITY



DEMONSTRATE INTEGRITY EMBRACE HUMAN POTENTIAL
PROTECT WITH OUR PRODUCTS FIGHT FOR OUR PLANET
STRENGTHEN SOCIETAL ENGAGEMENT

ESG Targets, Measures, KPIs

Group ESG Strategy 2026



15 Targets



103 Measures

(for both, internal management and external communication)

HENSOLDT takes action!



A scenic landscape at sunset. The sun is low on the horizon, casting a warm, golden glow over a range of mountains. The foreground is filled with lush, green grass. The sky is filled with soft, colorful clouds in shades of orange, yellow, and blue.

Security is the
foundation

A close-up, low-angle shot of vibrant green grass, likely a meadow or field. The grass blades are long and thin, and the overall color is a rich, saturated green. The lighting is soft, suggesting a bright but slightly overcast day.

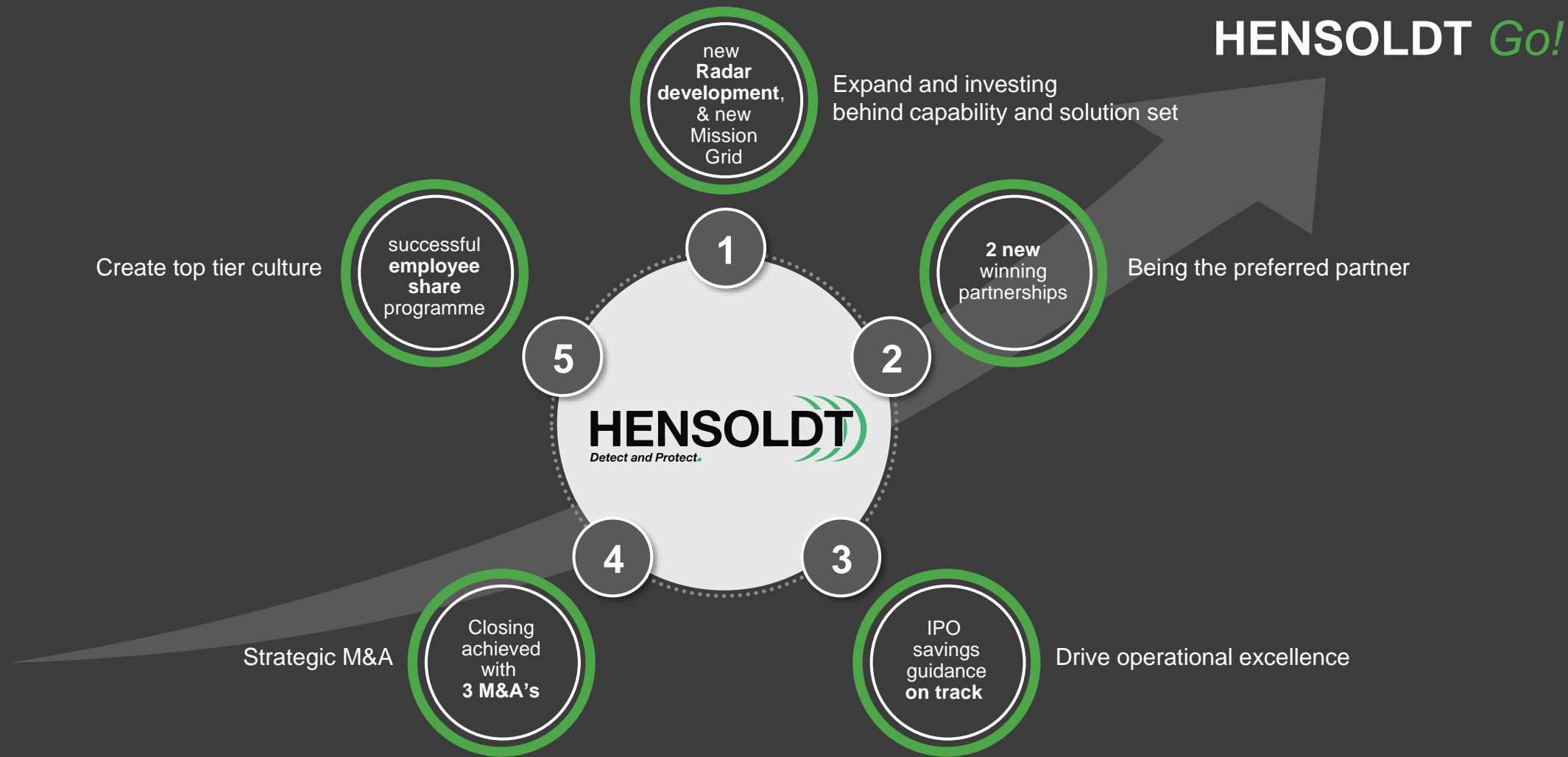
for a sustainable future

An aerial, grayscale view of a coastal city and harbor. In the sky, several military aircraft are visible, including a large transport plane in the center, a helicopter on the left, and a smaller jet on the right. The city skyline is visible in the middle ground, with a large body of water in the foreground. Several ships are docked at the harbor, and a large industrial or port facility is visible in the lower right. The overall scene is overlaid with a semi-transparent dark gray layer.

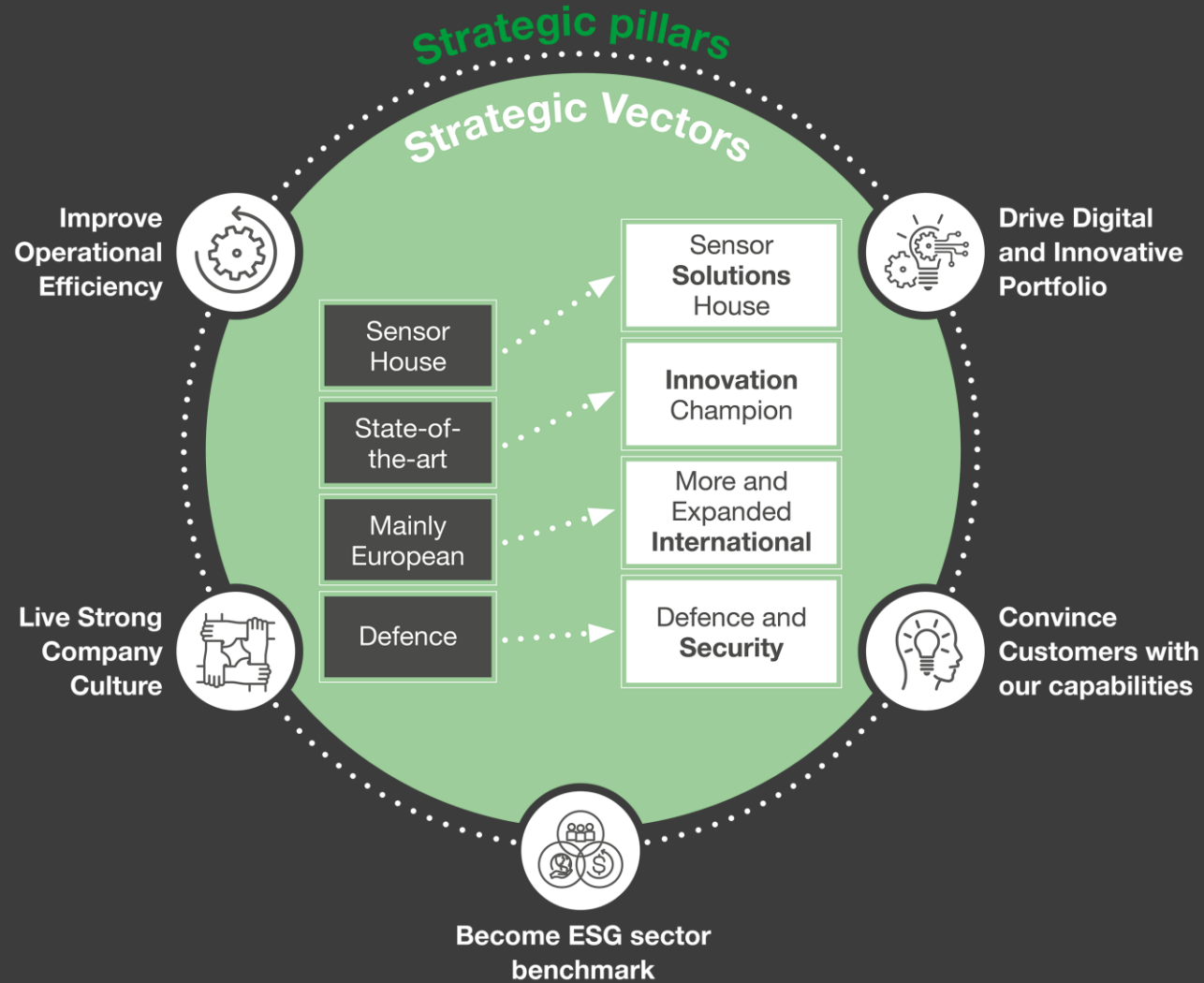
Strategy

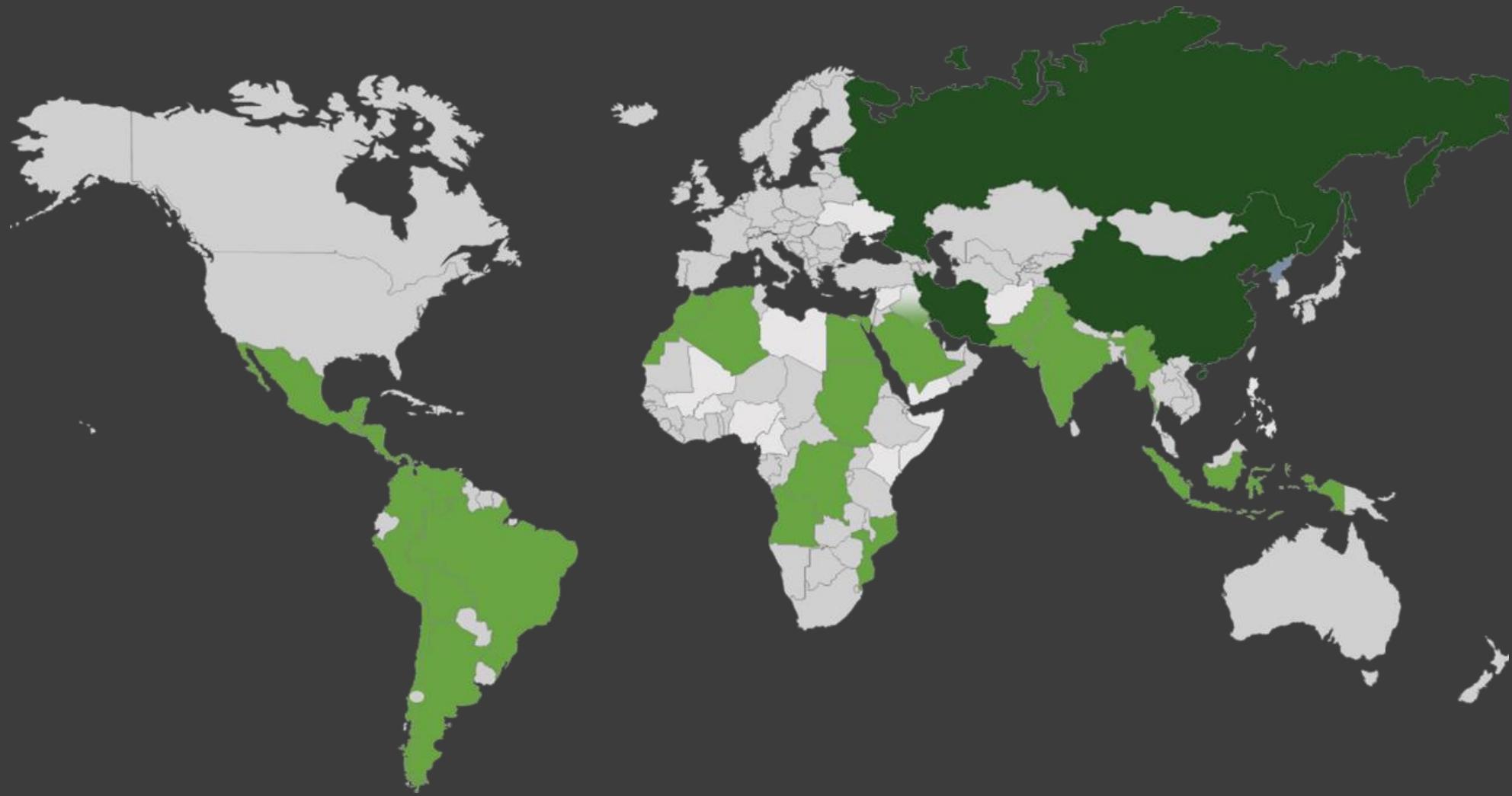
Celia Pelaz - CStO

Achievements since IPO



Refreshed Strategic Framework





■ Conventional Forces ■ Civil Unrest & Movement of People ■ Asymmetric Conflict ■ Global Cyber Threat

SWaP

Sensor fusion

Edge computing

Digitization

AI / Machine Intelligence

Cyber protection

More cooperation

Sovereignty

Hybrid operations

Our Vision for Growth



SOLUTIONS

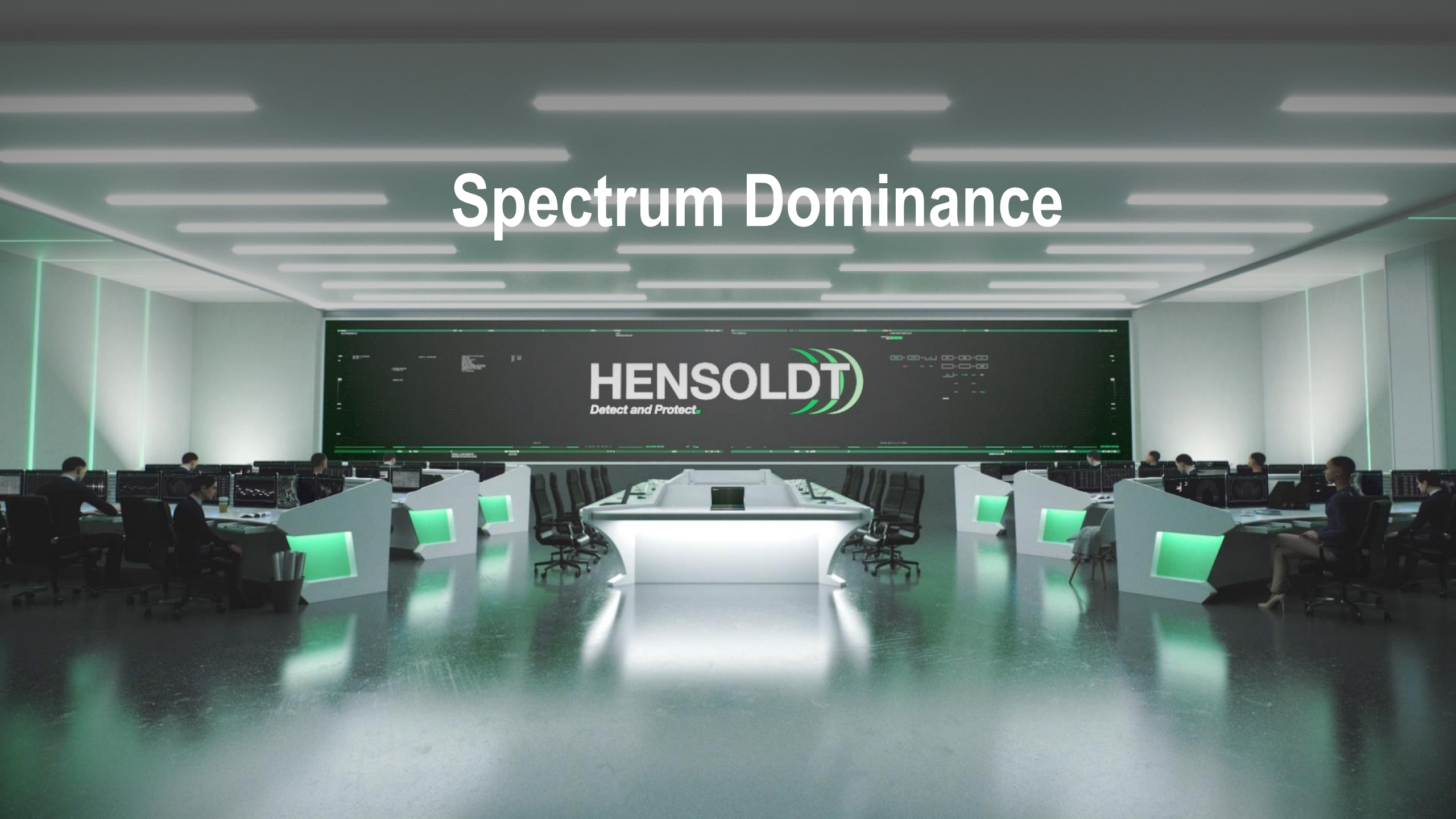


Airborne Solutions



Spectrum Dominance

HENSOLDT
Detect and Protect



ATM/UTM Solutions



Land Solutions



Security Solutions

JAMMING COMMS

QSA
0008734-235/79
□ S // 46.12

SPEEDBOAT

SHIP

MPA

Maritime Patrol Aircraft



Naval Solutions

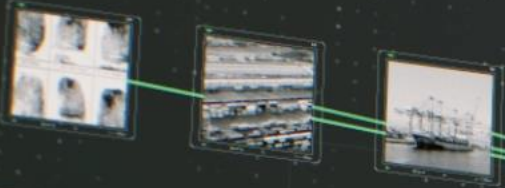


INNOVATION

The image features a dark, high-tech background. On the left, a large, glowing green gear-like structure is partially visible, with a bright green globe at its center. The globe is surrounded by various data visualization elements, including circular charts, bar graphs, and abstract patterns of light. The overall aesthetic is clean, modern, and futuristic, with a strong emphasis on green and blue tones. The word "INNOVATION" is prominently displayed in the center in a bold, white, sans-serif font with a slight glow.

HENSOLDT ANALYTICS

RETRIEVING DATA...



NAME	STATUS	TYPE	DATE	TIME	LOCATION
ALAN	ONLINE	PERSON	2013-01-15	14:30	NEW YORK
BOB	OFFLINE	PERSON	2013-01-15	10:15	NEW YORK
CHARLIE	ONLINE	PERSON	2013-01-15	09:45	NEW YORK
DAVE	ONLINE	PERSON	2013-01-15	11:20	NEW YORK
EVE	OFFLINE	PERSON	2013-01-15	13:00	NEW YORK
FRANK	ONLINE	PERSON	2013-01-15	12:45	NEW YORK
GRACE	ONLINE	PERSON	2013-01-15	15:10	NEW YORK
HEIDI	OFFLINE	PERSON	2013-01-15	16:30	NEW YORK
IAN	ONLINE	PERSON	2013-01-15	17:00	NEW YORK
JANE	ONLINE	PERSON	2013-01-15	18:15	NEW YORK
KEN	OFFLINE	PERSON	2013-01-15	19:45	NEW YORK
LUCAS	ONLINE	PERSON	2013-01-15	20:30	NEW YORK
MARY	ONLINE	PERSON	2013-01-15	21:15	NEW YORK
NICK	OFFLINE	PERSON	2013-01-15	22:00	NEW YORK
OLIVIA	ONLINE	PERSON	2013-01-15	23:30	NEW YORK
PETER	ONLINE	PERSON	2013-01-15	00:15	NEW YORK
QUINN	OFFLINE	PERSON	2013-01-15	01:45	NEW YORK
Rachel	ONLINE	PERSON	2013-01-15	02:30	NEW YORK
STEVE	ONLINE	PERSON	2013-01-15	03:15	NEW YORK
TIM	OFFLINE	PERSON	2013-01-15	04:00	NEW YORK
URSULA	ONLINE	PERSON	2013-01-15	05:30	NEW YORK
VICTOR	ONLINE	PERSON	2013-01-15	06:15	NEW YORK
WALTER	OFFLINE	PERSON	2013-01-15	07:00	NEW YORK
Xavier	ONLINE	PERSON	2013-01-15	08:30	NEW YORK
Yvonne	ONLINE	PERSON	2013-01-15	09:15	NEW YORK
Zoe	OFFLINE	PERSON	2013-01-15	10:00	NEW YORK

MM 1720

SOCIAL MEDIA ANALYTICS

stop that pigeon,
Soaring through all the galaxies,
in search of Earth,
flying in to the night,
like a bolt of thunder
from the blue.
80 days around the world,
we'll find a pot of gold just sitting
where the rainbow's ending.



Time -- we'll fight against
the time, and we'll fly on the
white wings of the wind.
Every day and night
fight, with all your friends in tow,
wishing for The Cities of Gold



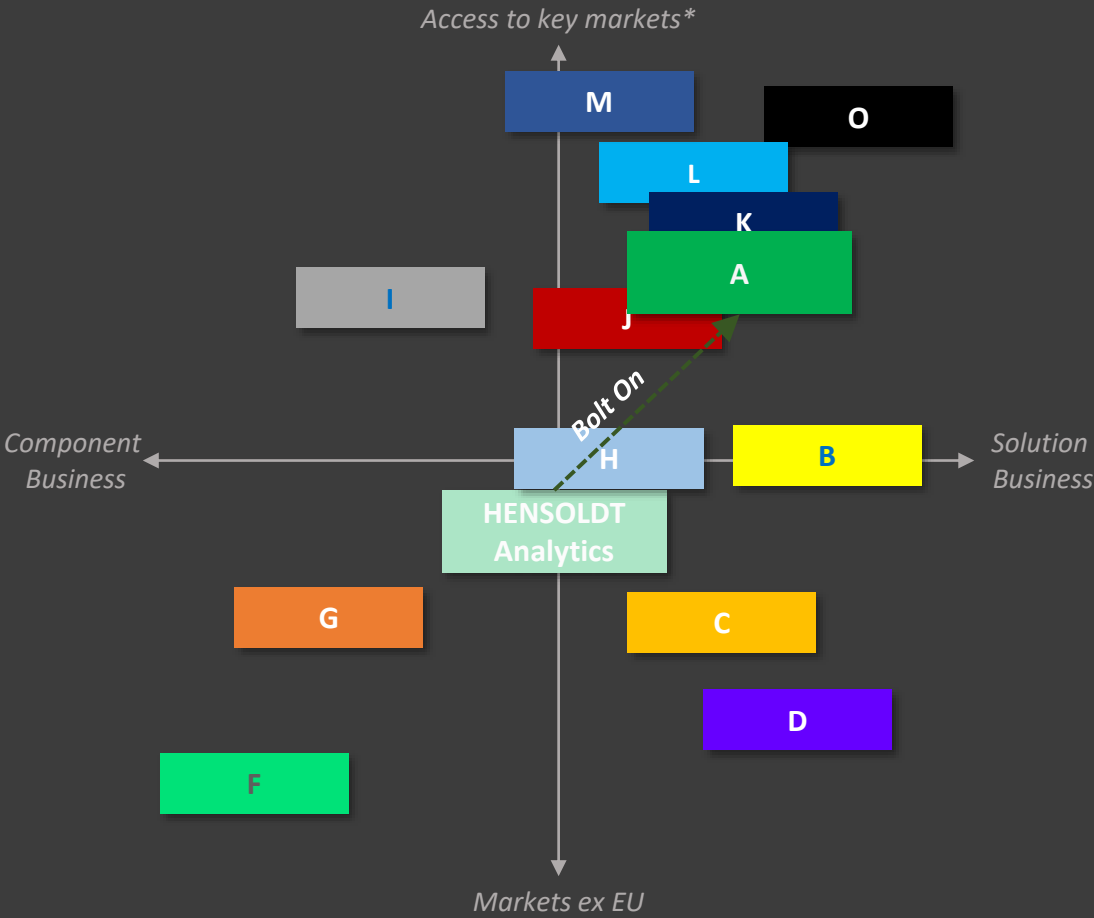
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CONNECTING 202.202.202.202 // 01.1  
CONNECTING 198.198.198.198 // 01.2  
CONNECTING 157.157.157.157 // 01.3  
CONNECTING 137.137.137.137 // 01.4  
CONNECTING 117.117.117.117 // 01.5  
CONNECTING 97.97.97.97 // 01.6  
CONNECTING 77.77.77.77 // 01.7  
CONNECTING 57.57.57.57 // 01.8  
CONNECTING 37.37.37.37 // 01.9  
CONNECTING 17.17.17.17 // 01.10
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HENSOLDT

AD224

We will build the leading Data Analytics Player in Europe



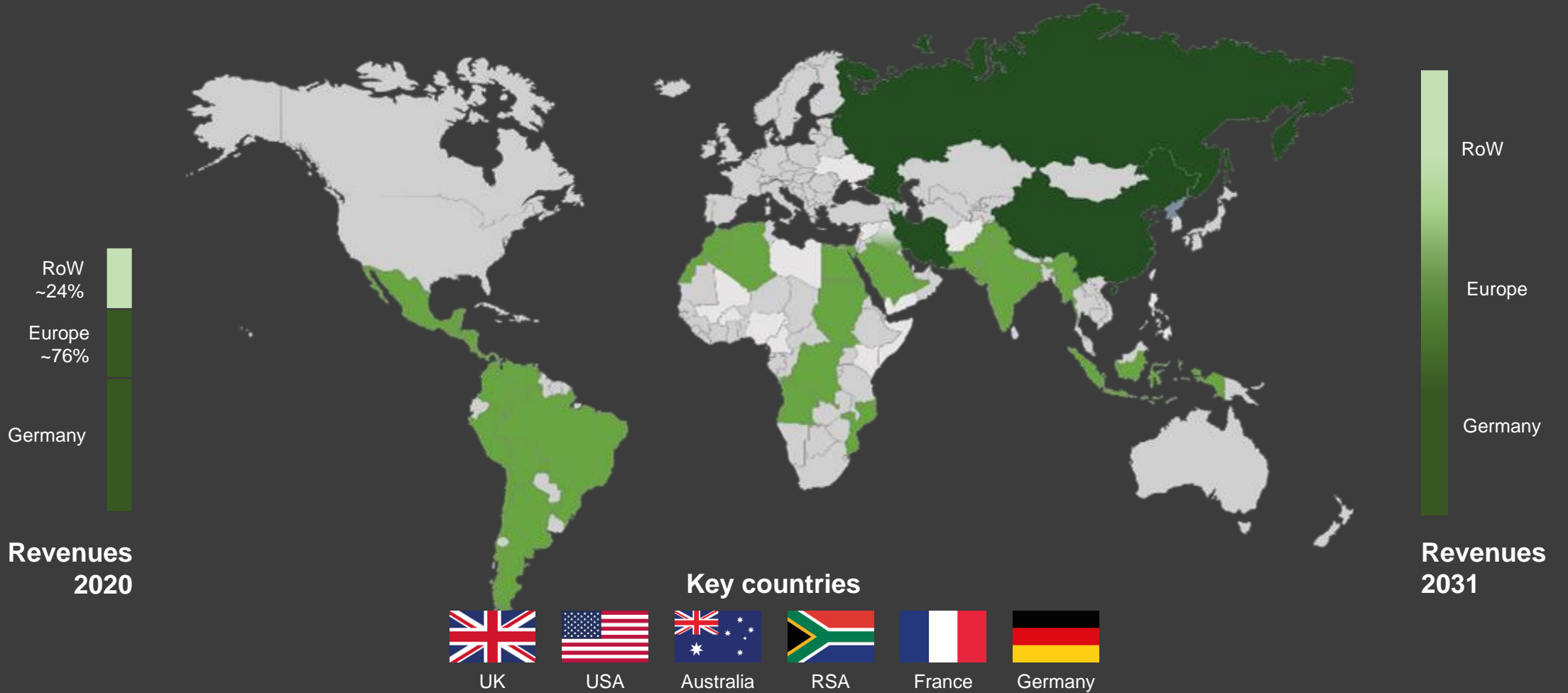
Establish HENSOLDT Analytics as the dominant big data analytics player in Europe



A stylized world map in shades of blue and grey, overlaid with a network of glowing blue dots and dotted lines representing global connectivity. The map is centered on the Atlantic Ocean. The word "INTERNATIONAL" is written across the center in large, bold, white capital letters.

INTERNATIONAL

Our international footprint is growing ...




We master the European Cooperation Game

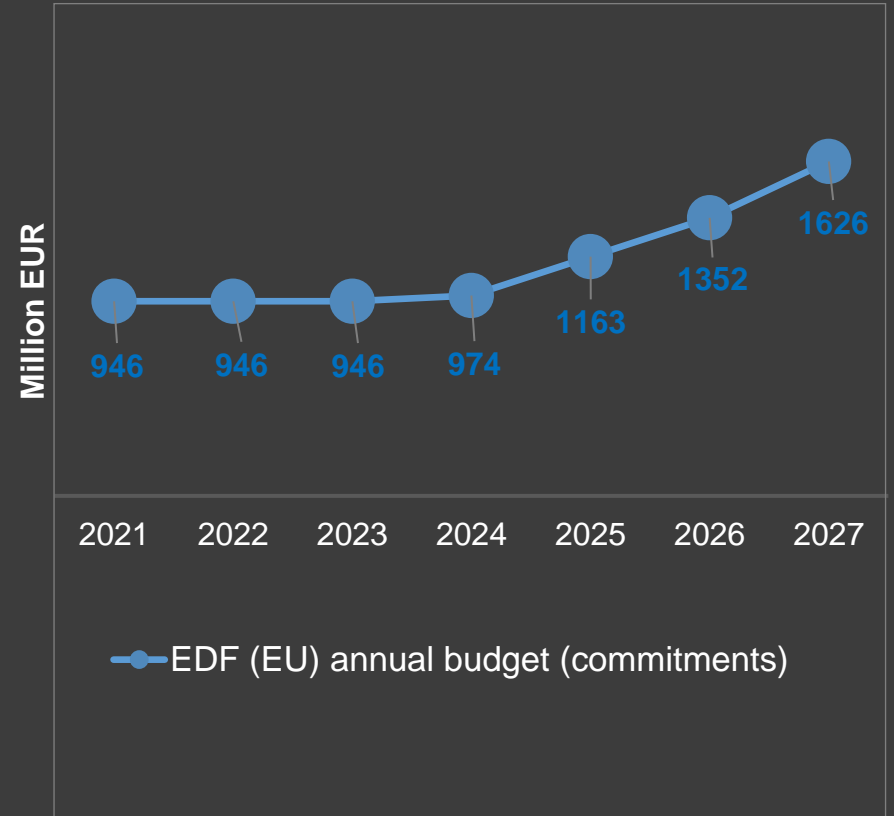
Key Drivers

Technological sovereignty
Investment requirements vs. Budgets
Collective defence / Increased interoperability requirements
Defence industrial policy

Example European programs

FCAS Future Combat Air Systems	€300bn Total expected lifecycle value ⁽¹⁾⁽²⁾	
MGCS Main Ground Combat System	€100bn Total expected lifecycle value ⁽¹⁾	
Euro-drone		

EDF fund 2021 - 2027



SECURITY



Hydrogen, Security Solutions and Unmanned Systems will enrich our portfolio



- Top player in mobile energy provision to civil customers
- Platform independent H2 solution supplier to manufacturers of dual use platforms



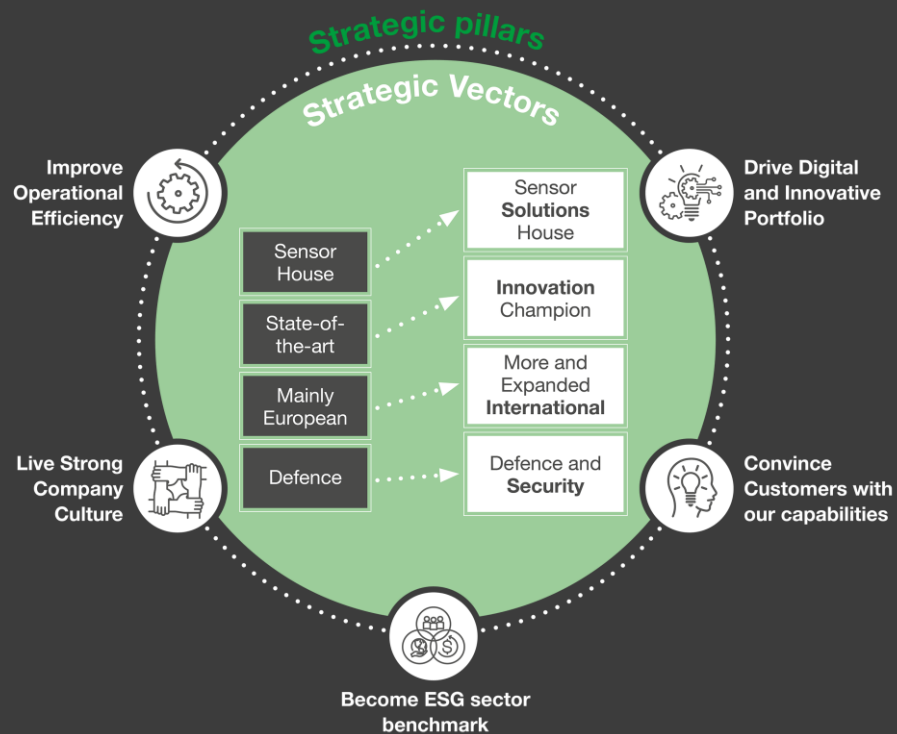
- Market leading supplier of high-performing CUAV systems for military and civil applications
- Recognized player for border, coastal and infrastructure protection



- Market leading supplier for UAM electronics, especially computer, but not limited to

Dedicated to deliver on our vision and mission

Detect & Protect



An aerial, grayscale view of a coastal city and harbor. In the sky, several military aircraft are visible, including a large transport plane, a helicopter, and a fighter jet. The city skyline is visible in the middle ground, and the harbor contains several ships. The foreground shows a large industrial or port facility with various structures and vessels.

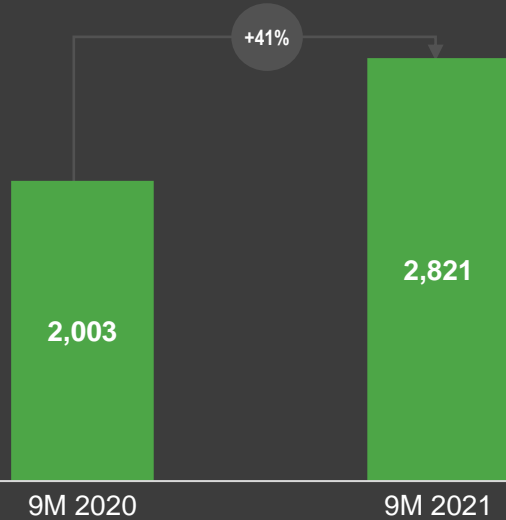
Financials

Axel Salzmann - CFO

9M 2021 – growth in top line sustains

in €m

Order intake develops further

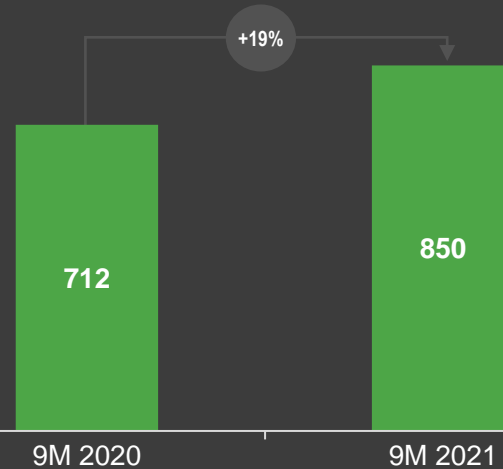


Order intake

PEGASUS and Eurofighter Quadriga as significant drivers in H1

Q3 driven by modernization of F-124 frigates and twin-optronic mast systems for U212 CD

Sustainable conversion into revenues

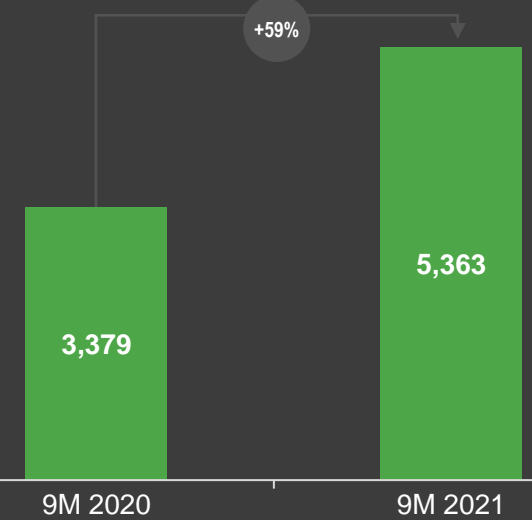


Revenue

Revenue increase driven by both segments

Development of key programs as expected

Again record level in order backlog



Order backlog

Visibility of revenues further increased

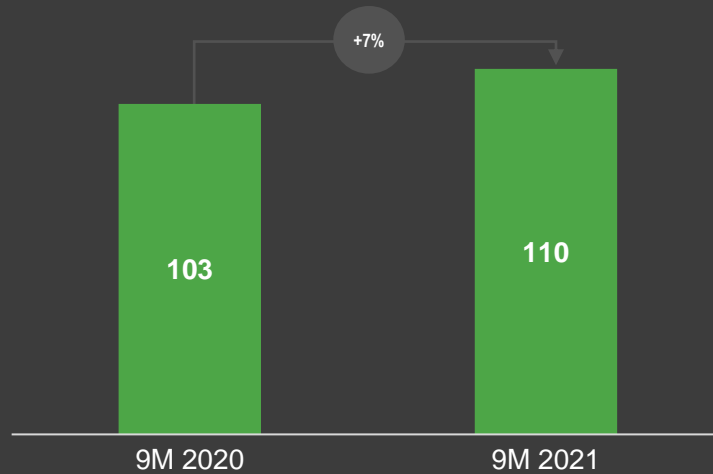
Book-to-bill at 3.3x

Firm order backlog at €5.4bn covering guided revenues 2021 >3,5x

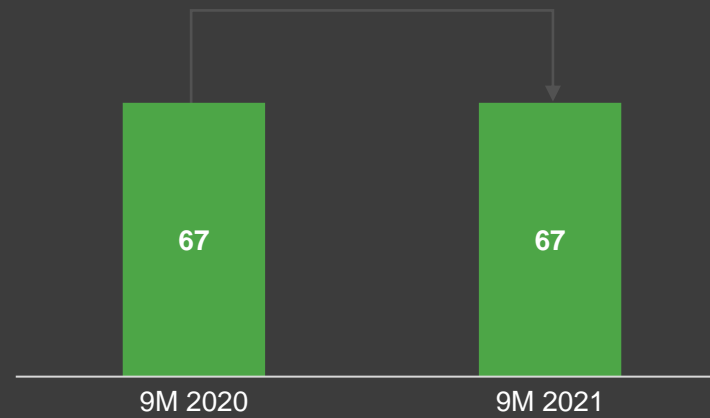
9M 2021 – bottom line follows top line development

in €m

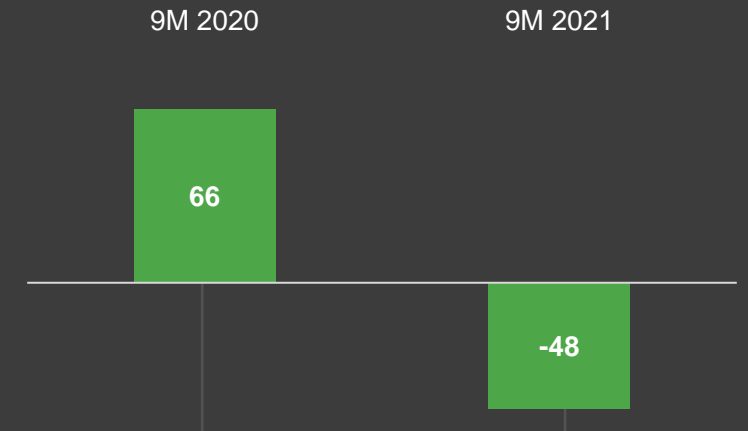
Further increase of profitability



Adj. EBITDA



Adj. EBIT



Adj. pre-tax unln. FCF

Profitability follows higher volumes
partly offset by pass-through business and projects in early stage of life-cycle

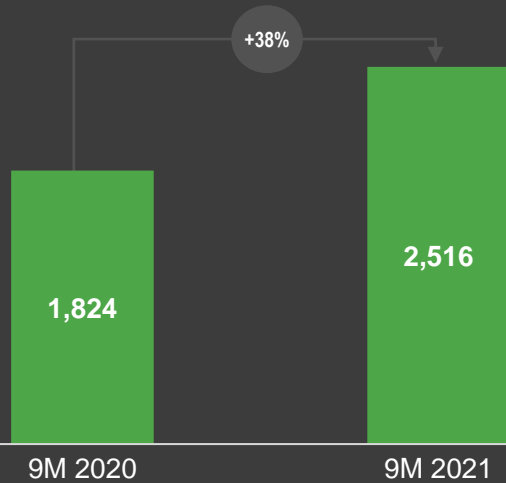
Investments in bid budget and self-funded R&D ensure further growth

Liquidity within our expectations following
investments in working capital to prepare
Q4 revenues

9M 2021 – Sensors segment

in €m

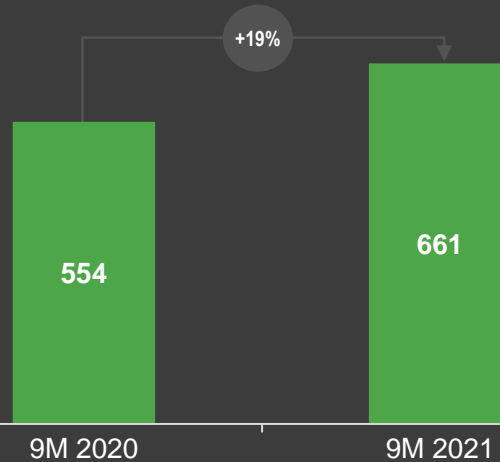
Order intake again on significant level



Order intake

Q3 driven by contracts for the modernization of F-124 frigates, the delivery of long-range radars for the German airspace surveillance and a mobile system for tactical radio reconnaissance to two NATO countries

Sustainable growth

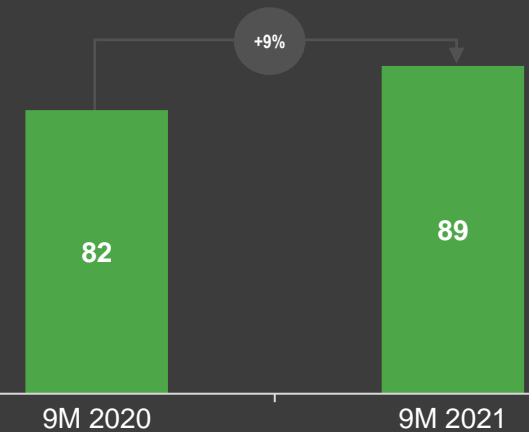


Revenue

Main drivers are key programs EF Captor MK1 and PEGASUS in Radar and Spectrum Dominance divisions

Customer service business on comparable level with high long-term growth visibility

Increase of absolute margin



Adj. EBITDA

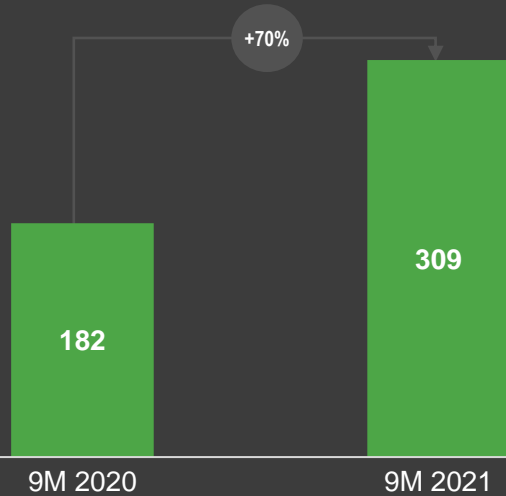
Volume drives margin uplift

Pass-through business and projects in early stage of life-cycle with low margin profile develop as planned

9M 2021 – Optronics segment

in €m

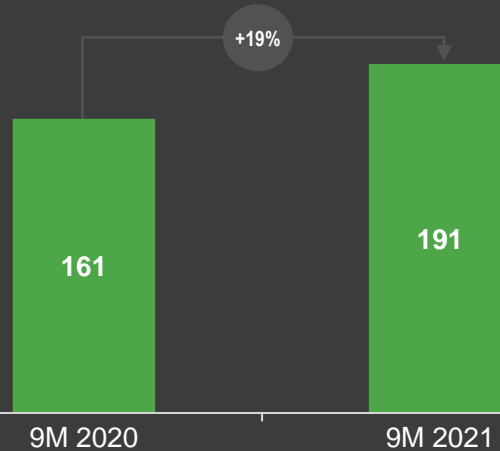
Uplift in order intake



Order intake

Main drivers are
BAII Fennek NL, U212 CD (GE/NOR),
and FFM (High performance optics)
accompanied by long-lasting programs

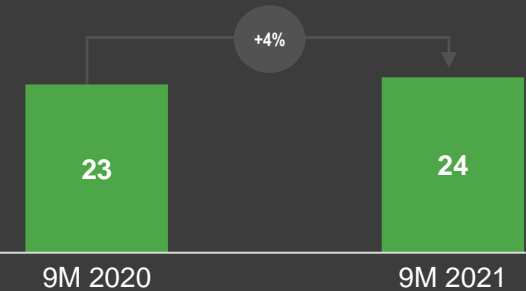
Sustainable growth



Revenue

Entire business develops as planned with revenue drivers
in Ground Based Systems and
High performance optics

Investments in new programs



Adj. EBITDA

Ramp-up of production and new businesses
(e. g. Security Solutions, South Africa)
impact margin temporarily

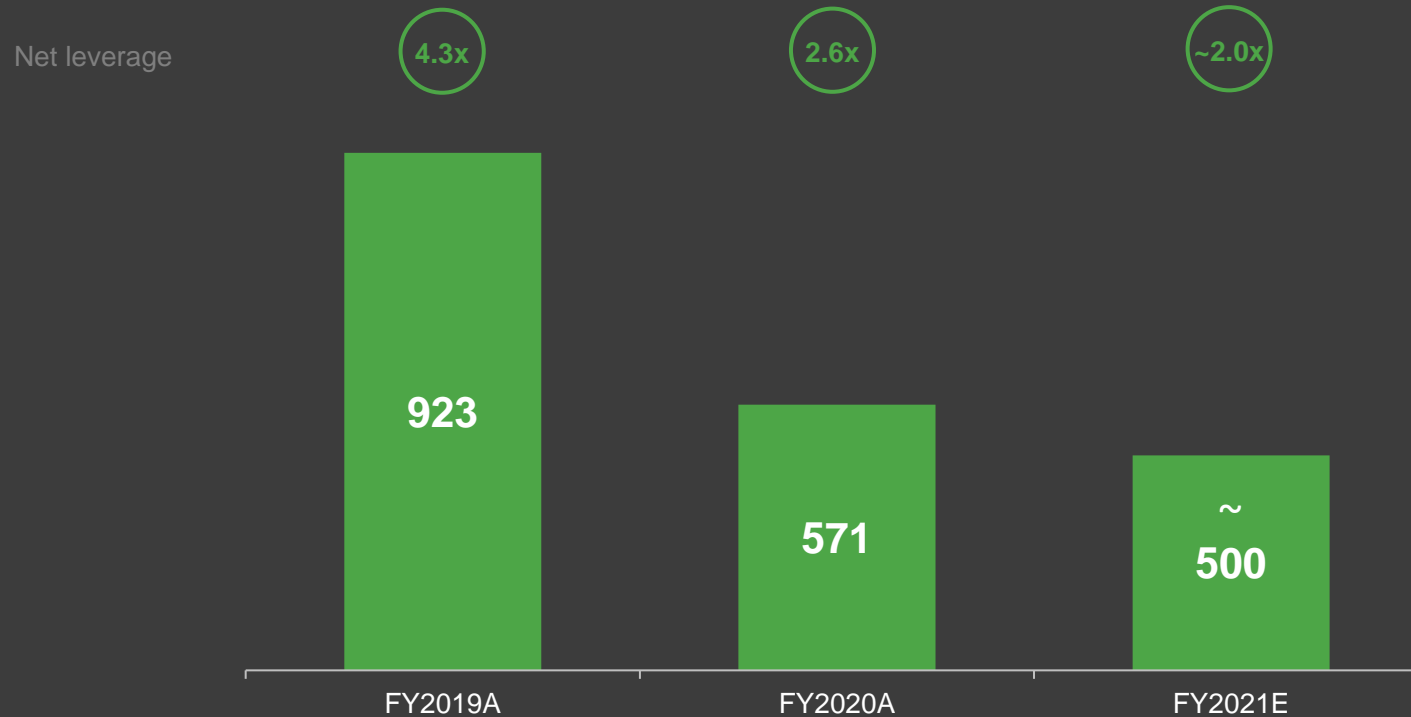
We will fully deliver our FY2021 KPIs and beyond

Short- and medium-term guidance confirmed

	Change vs. 2020	vs. guidance
Order backlog of ~€5.2bn	+€1,8bn	<i>Book-to-bill improved</i>
Book-to-bill ratio of 2.2x	+0,1x	
Revenues ~€1.5bn	+24%	
Adjusted EBITDA margin at >18%* <small>*Excl. pass-through revenues</small>	<i>same level</i>	
Adjusted pre-tax unlevered FCF at 70% on adjusted EBITDA	-€20m	
Net leverage ~2x	-0,6x	
Dividend up to 20% of Adjusted Net Income		

Deleveraging from FY2019 to Guidance 2021 in €m

Net debt from FY2019 to Guidance 2021



Deleveraging **on track**

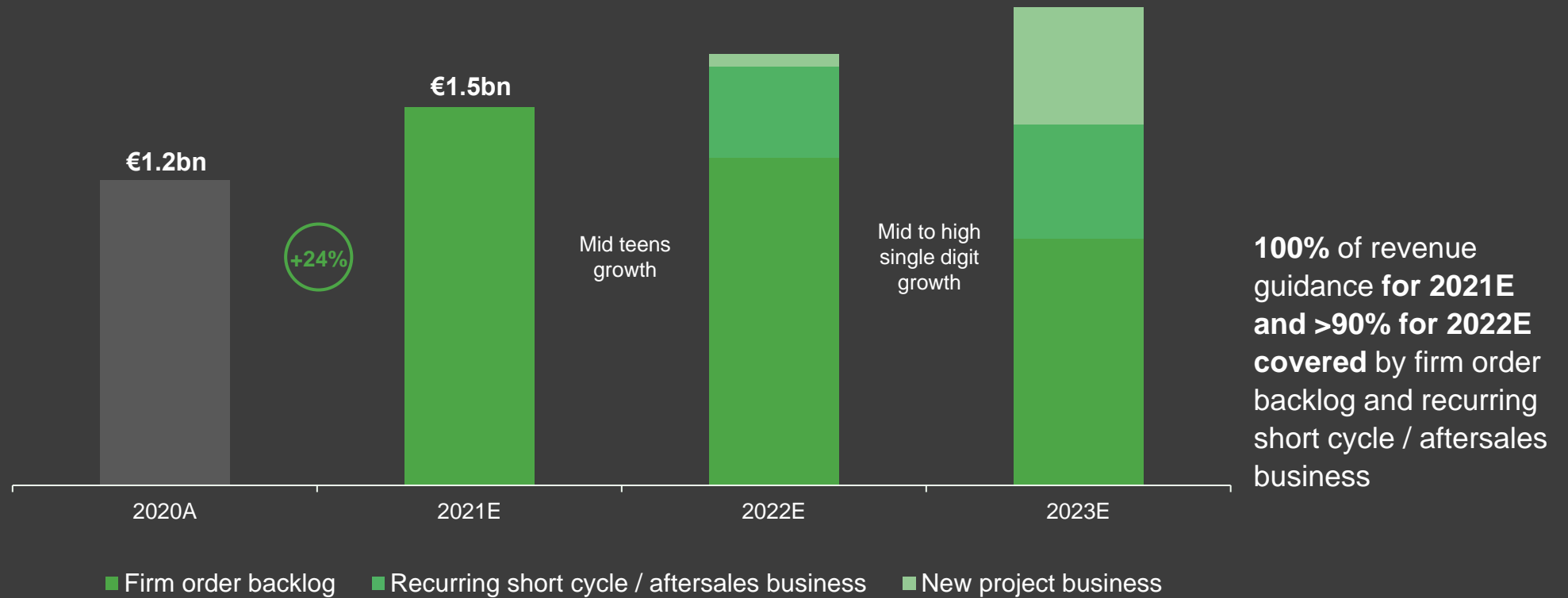
Continuous improvement of net leverage

Strong cash-flow generation in Q4/2021

Beneficial margin ratchets for TLB and RCF in place

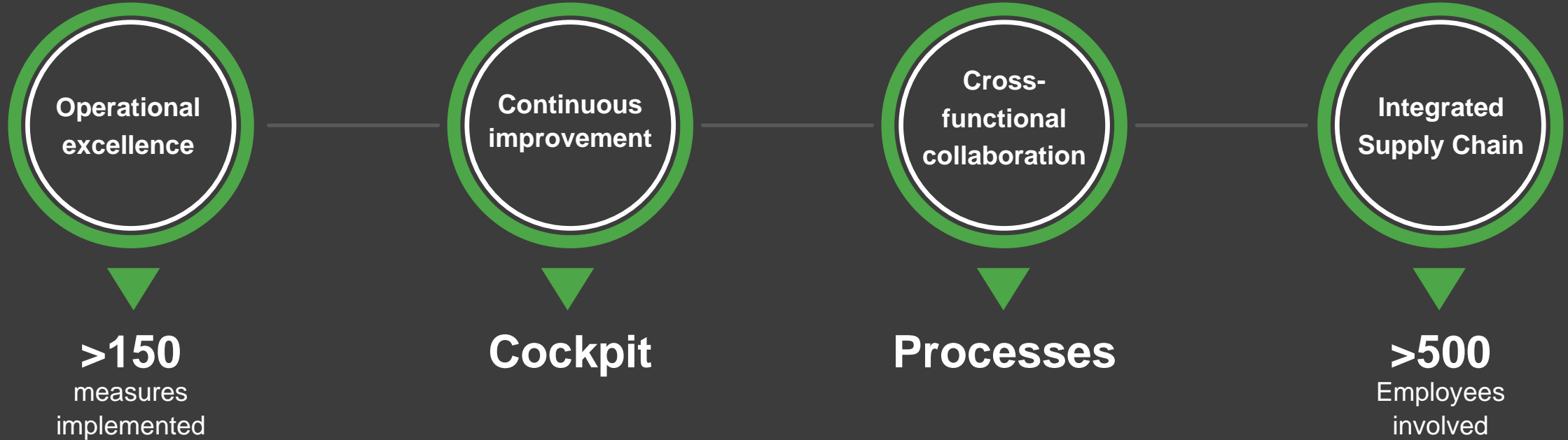
High growth visibility based on OBL per 9M2021

Revenue coverage 2021E - 2023E

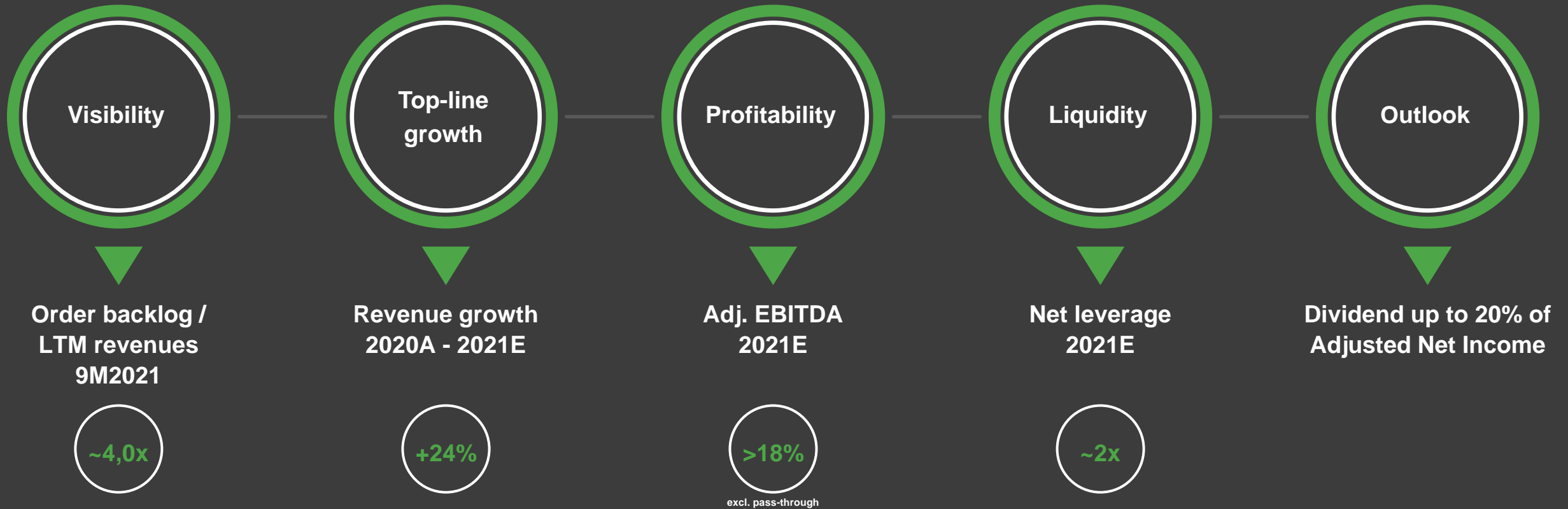


HENSOLDT *Go!* Wave 2 Improvement Program

Overview



Key financial takeaways



An aerial, grayscale photograph of a coastal city and harbor. In the sky, several military aircraft are visible, including a large transport plane in the center, a helicopter on the left, and a smaller jet on the right. The city skyline is visible in the middle ground, with a large body of water in the foreground. The overall scene is dimly lit, suggesting dawn or dusk.

ESG

Peter Fieser - CHRO

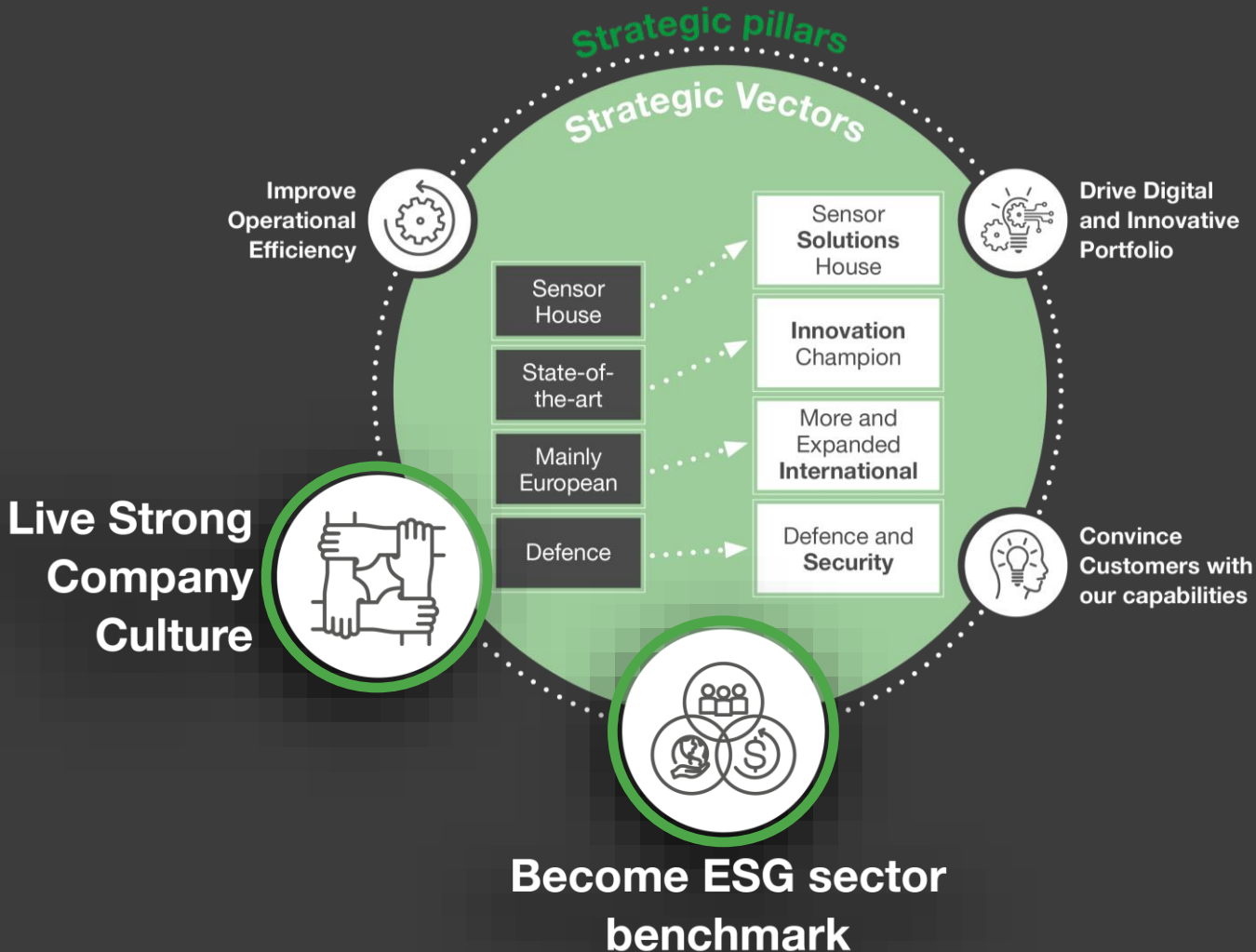
The Transformation of Society towards Sustainability.



- Protect all kind of species worldwide.
- Secure the freedom and future of our planet, our nature, and our lives.

- Captivate the pioneers of tomorrow
- Minimize our ecological footprint and conserve our resources
- Embed sustainability in our business and products

ESG Fully Embedded within New HENSOLDT Corporate Strategy.



Status Quo – Facts and Figures.

People Development



AWF FTE
5,807

As of 30 Sept 2021



New Employees*
570

01 Jan - 30 Sept 2021
*FTE w.r.t. Hires and M&A



People trained
3,000+

01 Jan - 30 Sept 2021

Diversity

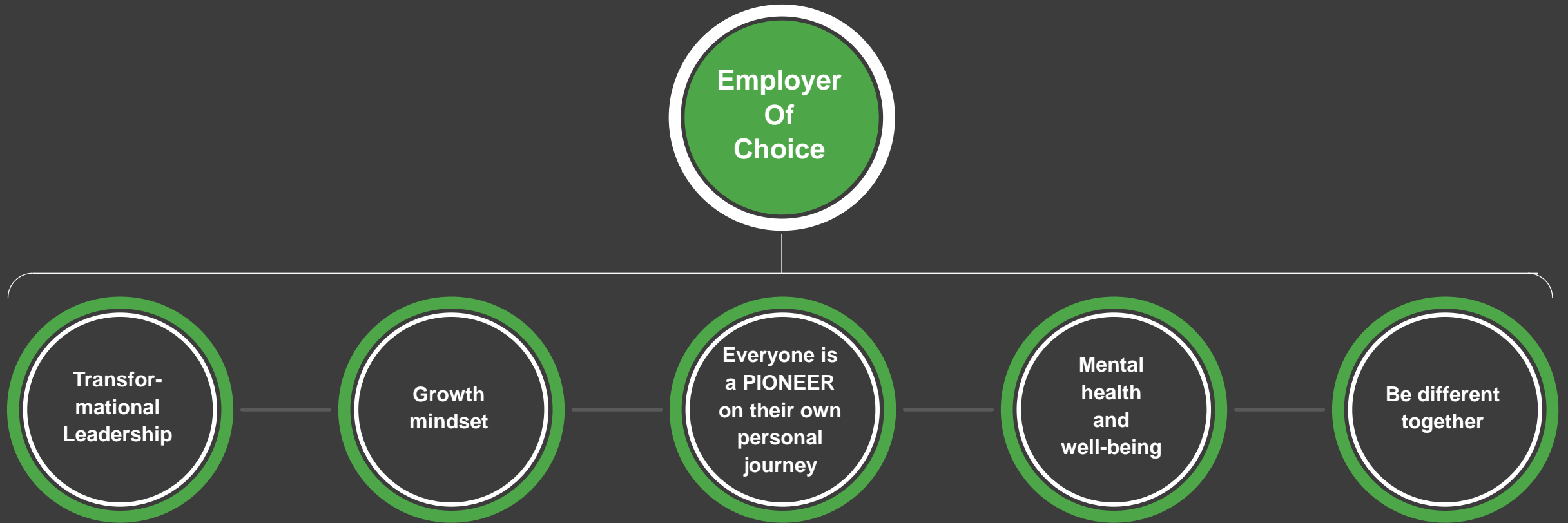


Females among AWF
20%



Diversity Targets 2024:
ExCo 35%
LT 25%

HENSOLDT to be Employer of Choice.





Echo: 3,755

Employees Become
HENSOLDT Shareholders.

Health and Well-Being in Times of Covid-19.

Foresighted
Team spirit
Resilience

Go Live of Group ESG Strategy Program 2026

Materiality Analysis and
UN Sustainable
Development Goals



15 Targets



103 Measures



120 KPIs

(quantitative and qualitative)

We Want to Become ESG Sector Benchmark!

ESG Committee

Group Sustainability Manager

Cross-functional ESG Team

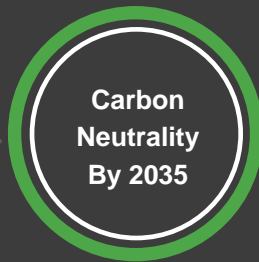
Success Stories



Finance



Wildlife



Climate

Monitoring and Reporting



KPI Tracking via
Sustainability
Data
Management Tool

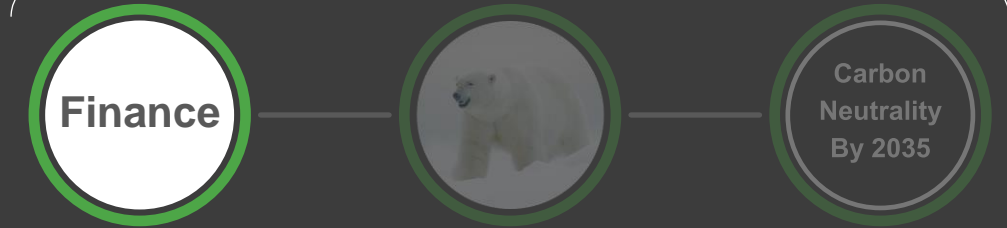


Implementation
of initiatives
monitored by
ESG Team



Continuous
progress reports
to ESG
Committee

HENSOLDT takes action!

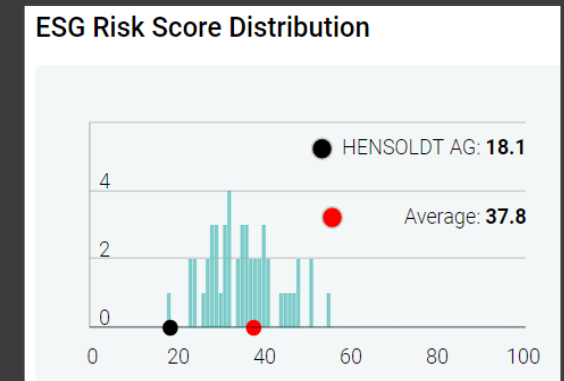
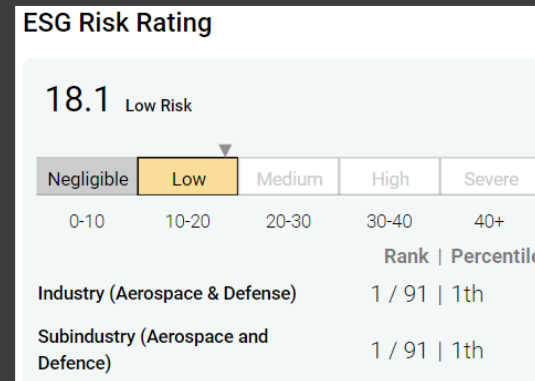


SUSTAINALYTICS
a Morningstar company

RATED

Score 18.1

- HENSOLDT ranks #1 in Aerospace and Defense

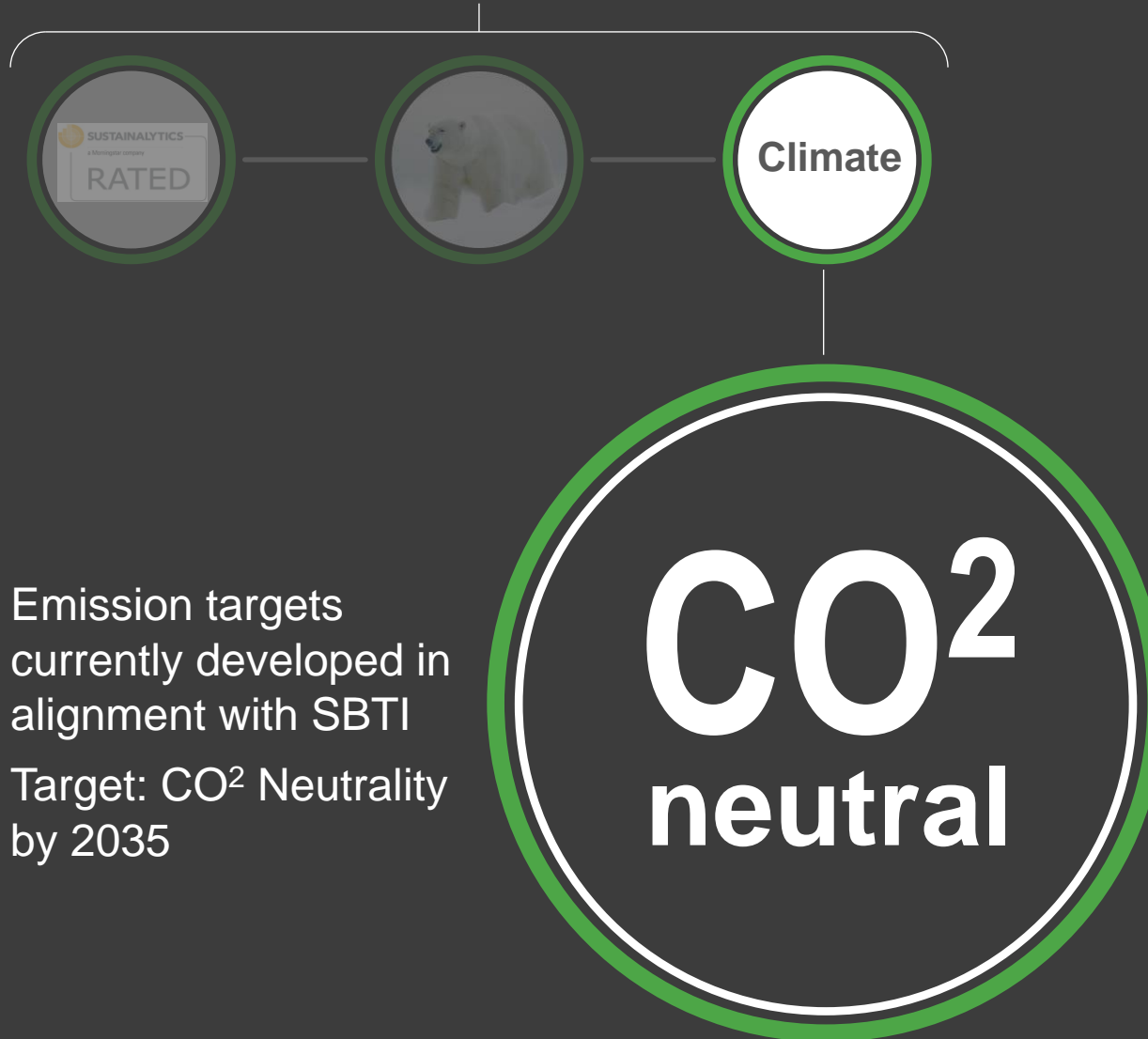


HENSOLDT takes action!



- Project PoWR launched in Canada

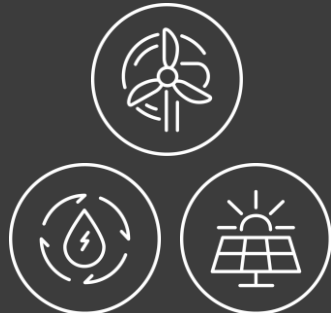
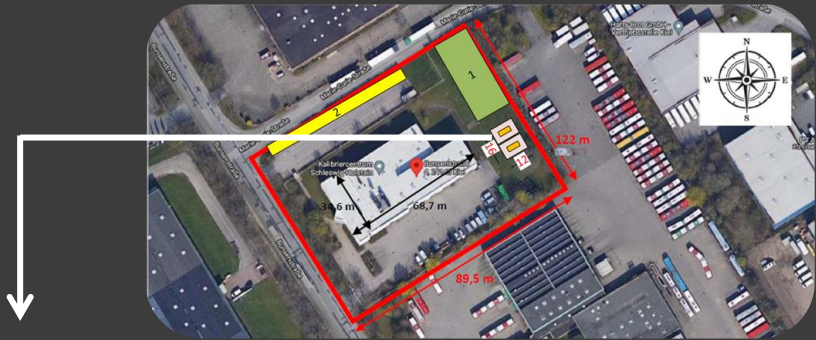
HENSOLDT takes action!



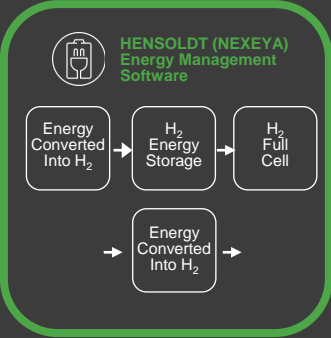
- Emission targets currently developed in alignment with SBTi
- Target: CO² Neutrality by 2035

Hydrogen Power is becoming a HENSOLDT business.

HENSOLDT (NEXEYA)
Energy Management
Software



HENSOLDT Site
Kiel, Germany



Summer 2022

HENSOLDT Energy Storage System + photovoltaic + wind (option) to operate Kiel site mainly autonomously as valuable ESG contribution

A scenic landscape at sunset. The sun is low on the horizon, casting a warm, golden glow over a range of mountains. The foreground is filled with lush, green grass. The sky is filled with soft, colorful clouds in shades of orange, yellow, and blue.

Security is the
foundation

for a sustainable future