



# 7th CEO Conference Mediobanca

—  
23rd June 2021





# Agenda

- > **Key messages**
- > 1Q 2021 Results
- > Sector Results
- > Appendix



# Key Messages

- We have successfully navigated the Group through 2020 and 1Q2021, resilient performance
- Taking actions on optimising the portfolio for growth in our core businesses
- Addressing challenges in businesses exposed to civil aeronautics
- Strong foundations and core fundamentals give us confidence in both short and medium/long term
- Well positioned for post Covid opportunities

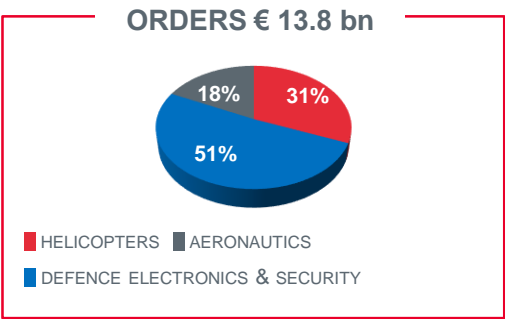
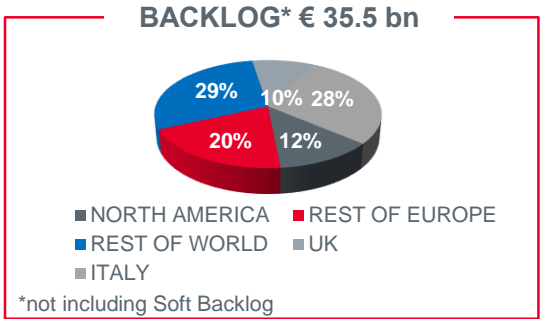


# We successfully navigated 2020 with a strong, solid & resilient business performance

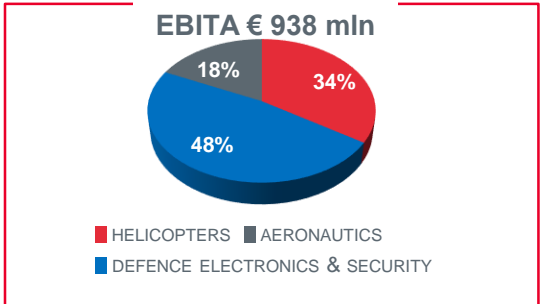
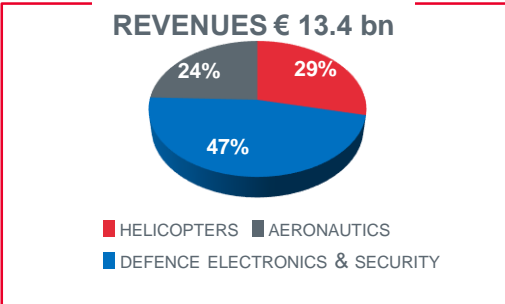
We delivered on Q4 as we said we would

## COMMERCIALLY STRONG

- Continued momentum despite civil slowdown
- Strong support from military / governmental domestic customers
- Resilient customer support and training



## SOLID RESULTS



**ROS 7%**

**7.9%**  
Excluding pass-through

**ROIC\***

**11.3%**

- FOCF € 40 mln**
- Strong performance considering the pressure on civil aeronautics
  - Aerostructures absorbed more than 300 million of FOCF during the year

## STRONG LIQUIDITY AND FINANCIAL FLEXIBILITY

- Strong cash generation in Q4
- No need for additional liquidity
- No refinancing needs until 2022

\*ROIC (Return on Invested Capital) = EBITA / Average Net Invested Capital



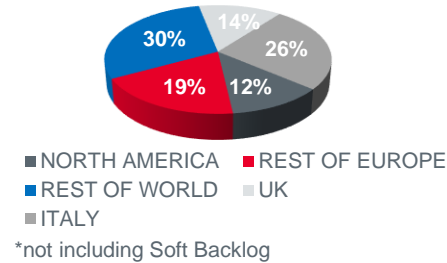
# Solid start to the year: progressing well with our plans

## First step to achieve our FY2021 Guidance

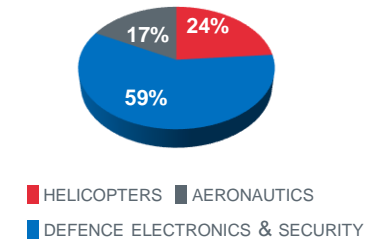
### LEVERAGING OUR BACKLOG IN A COMPLEX GLOBAL CONTEXT

- Benefitting from the resilience of military/governmental and demand in export markets

### BACKLOG\* € 36.4 bn

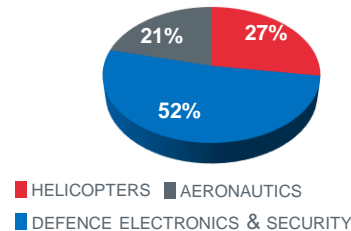


### ORDERS € 3.4 bn



### SOLID RESULTS CONFIRMING OUR GROWTH PATH

### REVENUES € 2.8 bn +8% YOY



### EBITA € 95 mln

- 130% YOY

### ROS 3.4%

- Higher profitability across the Group besides Aerostructures

- FOCF at - € 1.4 bn reflecting usual seasonality
- Strong liquidity and financial flexibility

### WELL POSITIONED IN THE MEDIUM-LONG TERM

- Although the first quarter is the smallest contributor to YE results, it represented a solid start
  - Military and defence markets remain robust
  - Cautious on the speed of recovery on the civil side
  - Continuing to make good strategic progress in important areas
  - Progress towards ESG goals: ESG targets proposed as part of both short term and long term incentive plan



# Strategic progress update

## Taking actions on portfolio

### AEROSTRUCTURES REVIEW

- Proactive review of options to accelerate transformation and address structural issues
- Including rationalising industrial sites; investing to increase efficiency/flexibility; headcount reduction

### HENSOLDT ACQUISITION

- Further cooperation in complementary businesses across geographies product and end markets
- Establishes a strategic long term presence in the fast growing German defence market

### EVALUATING POTENTIAL DISPOSALS (e.g. Automation)

- Critical product portfolio “reshaping”, focusing capital on lines of business where we have strongest capabilities
- Will contribute to maintaining a solid capital structure

### DRS IPO POSTPONEMENT

- Strong investor interest during roadshow but adverse market conditions did not allow adequate valuation of DRS
- Fully committed to transaction when market conditions are more favourable so as to highlight the embedded value of DRS



# Strategic progress update

## Addressing post Covid challenges in civil Aeronautics

### AEROSTRUCTURES

#### Taking action to address issues: clear roadmap

- Rationalise industrial sites towards programmes and technologies
- Continue investing to increase efficiency/flexibility
- Headcount reduction
  - Early retirements (NPV positive)
  - Upskilling/Reskilling and redeployment within the Group
  - Working on ways for additional retirements to achieve the target
- Addressing issues and taking steps
  - Enhance new composite collaboration (i.e Solvay)
  - Diversifying site production (i.e. EuroDrone)
  - New contract setup for A220 (benefits from 2H2023)

### ATR

#### Reinforcing leadership in regional market

- Turboprop market to recover earlier vs entire civil aeronautics
  - 2020 bottom year (10 deliveries)
- Leader in regional market
  - ATR fleet flying
  - 6 Gross orders
  - 85 New roots opened
- Good market opportunities (i.e. a/c replacement)
- Industrial efficiency plan
  - Profitability improvement
  - Enlarging portfolio (STOL)
  - Delivering new Cargo version



# Strategic progress update

## Leonardo and HENSOLDT Strategic partnership

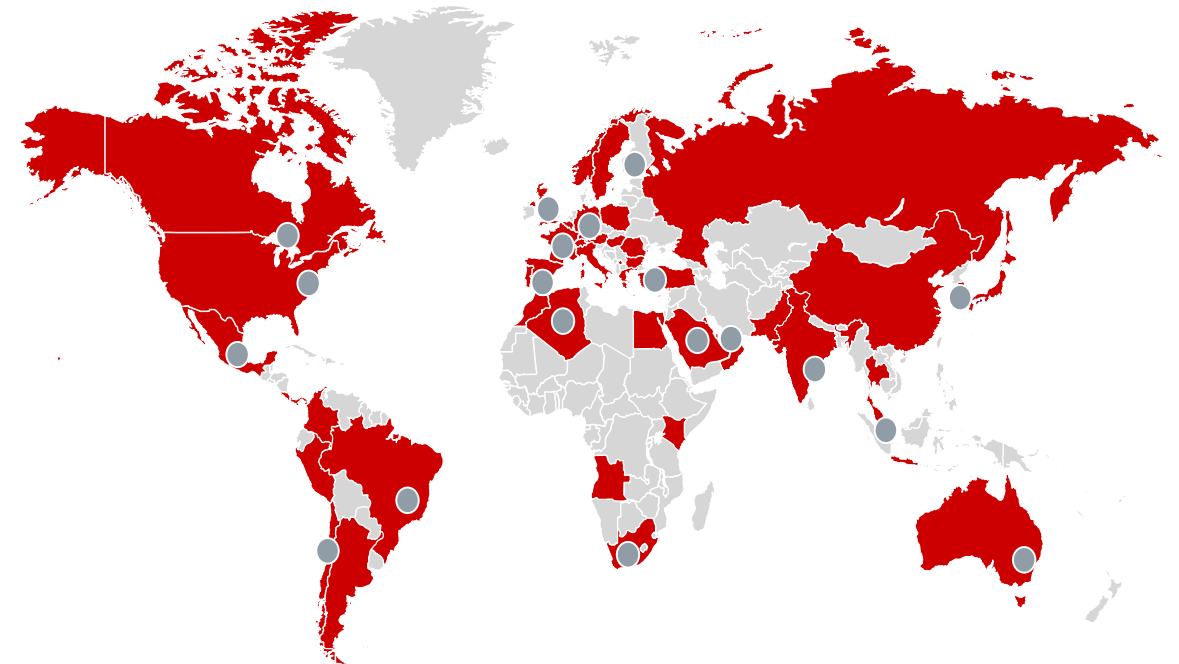
### Key transaction terms

- Leonardo to acquire a **25.1% stake in German HENSOLDT** from KKR
- Total purchase consideration of **€606 million**
- Establishment of a new strategic partnership to optimise ongoing cooperation and maximise future opportunities
- Closing of transaction expected for 2nd half of 2021, subject to customary closing conditions
- Solid capital structure will be maintained also through disposals and DRS listing

### Strategic partnership shared objectives

1. Enhancing our combined access to the German, Italian and UK domestic markets
2. Leveraging respective commercial networks to accelerate growth in international markets
3. Leveraging complementary portfolios to offer comprehensive products and solutions to customers
4. Build foundations for common basic future technologies

### Access to a wider international customer base



■ Countries with Leonardo local presence

● HENSOLDT presence through sales offices / production facilities





# Key business strengths

Confidence in the medium and long term potential in our main businesses

## Helicopters



- Demonstrated strength in current conditions
- Well balanced in military and civil with attractive customer support
- Solid backlog and leading product portfolio
- Continue to invest and build for the future (i.e. Kopter acquisition, AW609, Hero, AW169)

## Defence Electronics



### Electronics

- Strong order book
- Long-term customer relationships
- Won positions on attractive long-term opportunities (e.g. EFA fleets and Tempest)
- Programmes transitioning from development to more mature phases

### DRS

- Top line growth confirmed, well positioned towards US DoD key priorities
- Margin expansion driven by programmes moving from development to production

## Aircraft

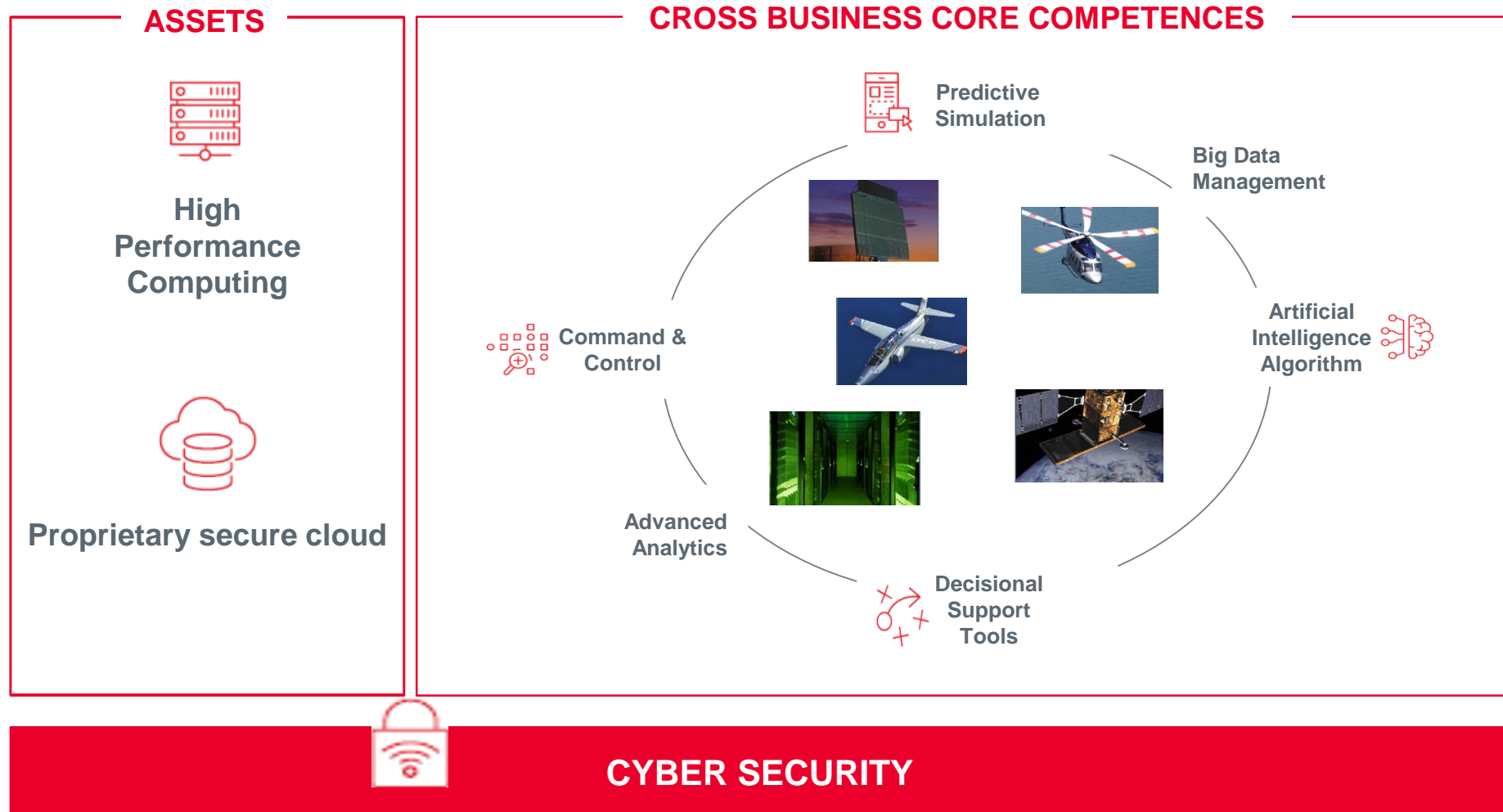


- Structurally strong business
- Well positioned on key long-term programmes (i.e. EFA)
- Best in class profitability
- Growing on all metrics in absolute terms
- Investing in Trainers as a opportunity for growth



# New opportunities post COVID

Leveraging existing assets, capabilities and technologies to support Italian and European Next Gen





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- > Key messages
- > **1Q 2021 Results**
- > Sector Results
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# FY 2020 results

## 2020 targets met and exceeded at Order intake and FOCF level

- Successfully navigated 2020 with a strong, solid & resilient business performance

### COMMERCIAL STRATEGY

- Orders **€ 13.8 bn**  
(€ 12.5 - 13.5 bn Guidance\*)
- Revenues **€ 13.4 bn**  
(€ 13.2 - 14.0 bn Guidance\*)

### OPERATING PERFORMANCE

- EBITA **€ 938 mln**  
(€ 900 - 950 mln Guidance\*)
- RoS **7%**
- Net Result **€ 243 mln**

### CASH GENERATION AND FINANCIAL STRATEGY

- FOCF **€ 40 mln**  
(“heading to neutral” Guidance\*)
- Group Net Debt\*\* **€ 3.3 bn**  
(in line with Guidance\*)

### TRANSPARENCY INTERNATIONAL

Ranked first in the **Transparency International's** Defence Company Index 2020 for transparency and anti-corruption, reaching the A band.

Member of  
**Dow Jones Sustainability Indices**

Powered by the S&P Global CSA

Confirmed **Industry Leader in Aerospace & Defence** of the Dow Jones Sustainability Indices for the 2nd year in a row, included for the 11th consecutive year.



- A score in **CDP**, recognized for leadership in sustainability, securing a place on prestigious ‘A List’ for tackling climate change
- Included for the first time in the Gender Equality Index by Bloomberg

\* 2020 Guidance revised in July 2020

\*\*Including IFRS16 effect, Dividend paid and Kopter acquisition



# 1Q 2021 highlights

## Confirming growing path

- **Continued strong demand for our products supports growing top line**
  - Backlog at € 36.4 bn
  - Order intake of € 3.4 bn, flat YoY, with no jumbo orders included
  - Revenues at € 2.8 bn, up 7.7% YoY
- **Recovery in profitability**
  - EBITA at € 95 mln, more than double 1Q20, notwithstanding Aerostructures issues
- **FOCF in line with plan**
  - FOCF at € -1.4 bn, reflecting usual seasonality
- **Strong liquidity position confirmed; no material refinancing due in 2021**



# Order Intake

**Commercially strong, reflecting continued strength of domestic military / governmental business**

|                      | € mln        | Δ % YoY   |  |
|----------------------|--------------|-----------|--|
| <b>1Q2020A</b>       | <b>3,421</b> |           |  |
| HELICOPTERS          | 855          | -42.6%    | YoY performance decrease due to IMOS contract booked in 1Q20. New orders in 1Q21 for the supply of 36 TH-73A (AW119) for the US Navy |
| ELECTRONICS EUROPE*  | 1,544        | +79.1%    | EFA Germany and equipment for two U212 Near Future Submarines (NFS). In Cyber, SICOTE phase 4  |
| LEONARDO DRS*        | 593          | -3.6%     | Mounted Family of Computer Systems (MFoCS) for US Army and IM-SHORAD (Initial-Maneuver-Short Range Air Defense)                      |
| AIRCRAFT             | 595          | +15.5%    | Finalisation of a major export contract for M-346  |
| AEROSTRUCTURES       | 36           | -75.0%    | Affected by lower demand from ATR (no aircrafts vs 14 in 1Q20) and from Airbus (A220 and A321)                                       |
| ELIMINATIONS & OTHER | -188         |           |  |
| <b>1Q2021A**</b>     | <b>3,420</b> | <b>0%</b> |  |

\* Excluding € 4 mln of Defence Electronics & Security eliminations

\*\* Including ca. € 122 mln of negative forex



# Revenues

## Solid performance confirming growing path

|                      | € mln        | Δ % YoY      |   |
|----------------------|--------------|--------------|---|
| <b>1Q2020A</b>       | <b>2,591</b> |              |   |
| HELICOPTERS          | 792          | +12.5%       | Ramp-up in military/governmental (NH90 Qatar and TH-73A US Navy)      |
| ELECTRONICS EUROPE*  | 931          | +10.0%       | Strong increase across all business areas                             |
| LEONARDO DRS*        | 565          | +8.0%        | Considerable increase despite a negative impact of the USD/Euro forex |
| AIRCRAFT             | 510          | +18.3%       | Increase driven by M-346 trainers                                     |
| AEROSTRUCTURES       | 111          | -51.3%       | B787 and ATR production slowdown                                      |
| ELIMINATIONS & OTHER | -107         | +1.2%        |   |
| <b>1Q2021A**</b>     | <b>2,790</b> | <b>+7.7%</b> |   |

\* Excluding € 2 mln of Defence Electronics & Security eliminations

\*\* Including ca. € 105 mln of negative forex



# EBITA and Profitability

Improving profitability across the business; COVID-19 affecting Aerostructures

|                    | € mln (RoS) | RoS         | Δ % YoY        |   |
|--------------------|-------------|-------------|----------------|---|
| <b>1Q2020A</b>     | <b>41</b>   | <b>1.6%</b> |                |   |
| HELICOPTERS        | 31          | 3.9%        | +72.2%         | Higher volumes and improved industrial efficiency   |
| ELECTRONICS EUROPE | 79          | 8.5%        | +71.7%         | Higher volumes and improved industrial efficiency   |
| LEONARDO DRS       | 48          | 8.6%        | +41.2%         | Higher volumes and margin expansion   |
| AIRCRAFT           | 47          | 9.2%        | +80.8%         | Higher volumes and improved industrial efficiency   |
| AEROSTRUCTURES     | -46         | -41.4%      | -76.9%         | Drop in volumes and under utilization of production sites   |
| ATR                | -14         | n.a.        | +17.6%         | Increase due to actions taken to reduce costs (no delivery in 1Q21)   |
| SPACE              | 3           | n.a.        | 250.0%         | higher volumes and improved profitability in manufacturing segment; satellite services confirmed a good performance |
| CORPORATE & OTHER  | -53         |             | -39.5%         |   |
| <b>1Q2021A*</b>    | <b>95</b>   | <b>3.4%</b> | <b>+131.7%</b> |   |

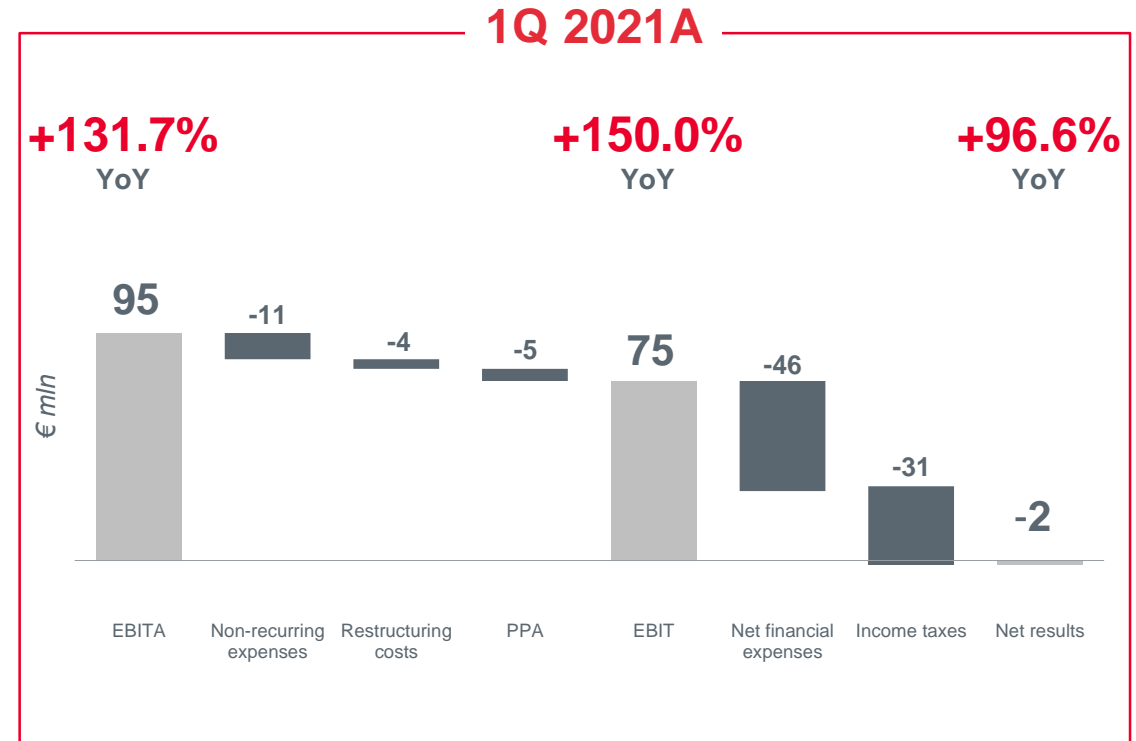
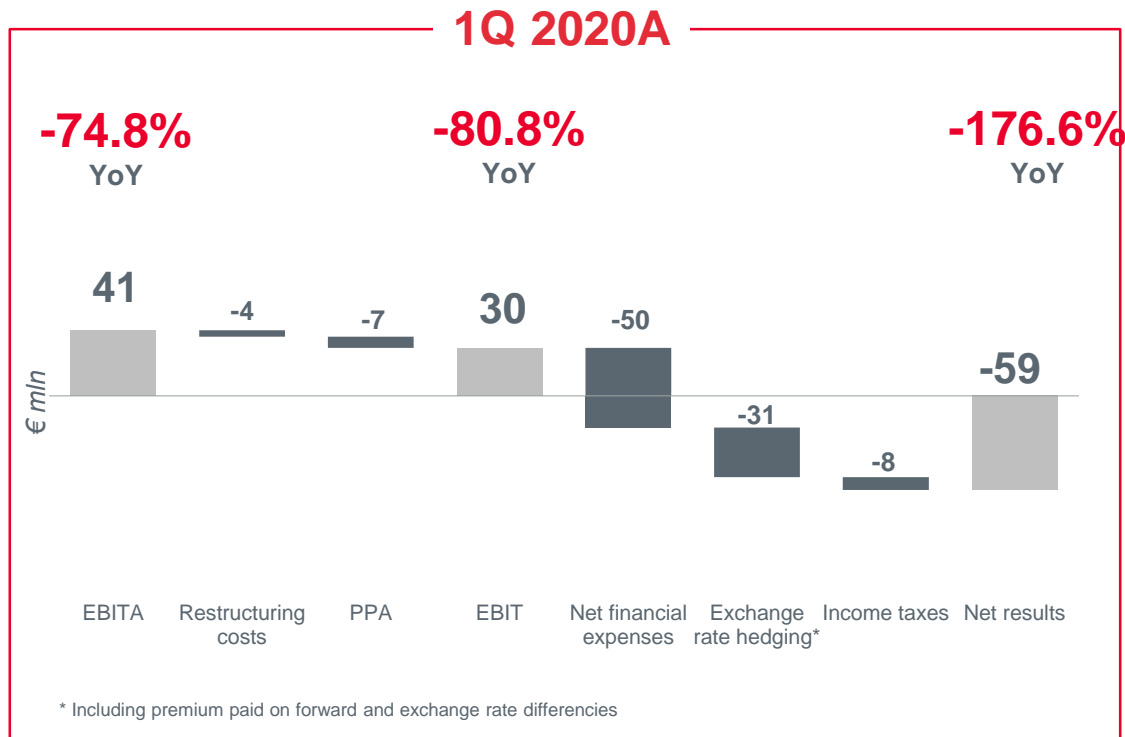
\* Including ca. € 21 mln of negative forex





# From EBITA to Net Result

## Net Result benefitting from EBITA increase

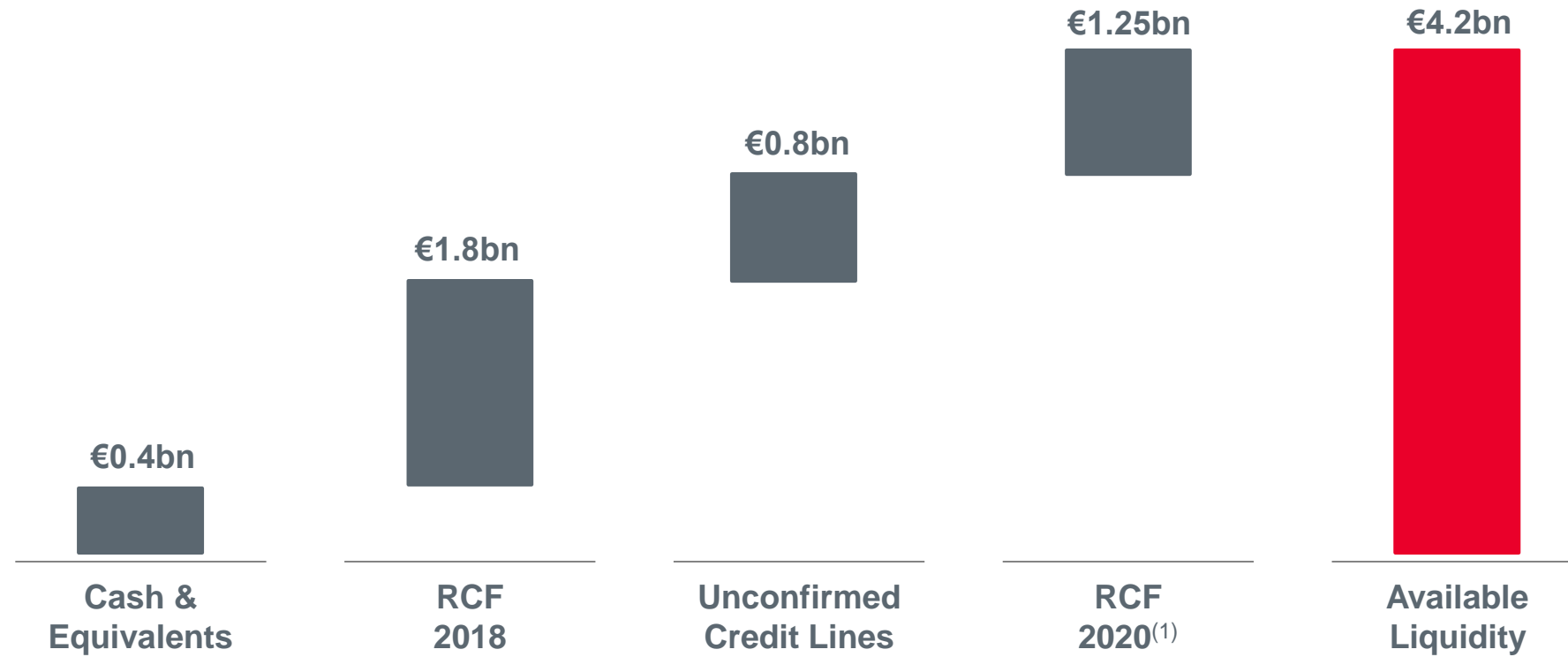


- EBIT up 150% due to EBITA increase
  - Net Result mainly benefitting from EBITA increase, with lower FX charges and higher taxes
- 
- 1Q21 FOCF at -€1.4bn in line with plan, reflecting usual seasonality



## Strong liquidity position at ca. € 4.2 bn

- Cash availability and credit facilities ensure a Group's liquidity above € 4.2 bn
  - Existing credit lines (confirmed and unconfirmed) equal to € 2.6 bn
  - Credit Line signed in May 2020 equal to € 1.25 bn<sup>(1)</sup>



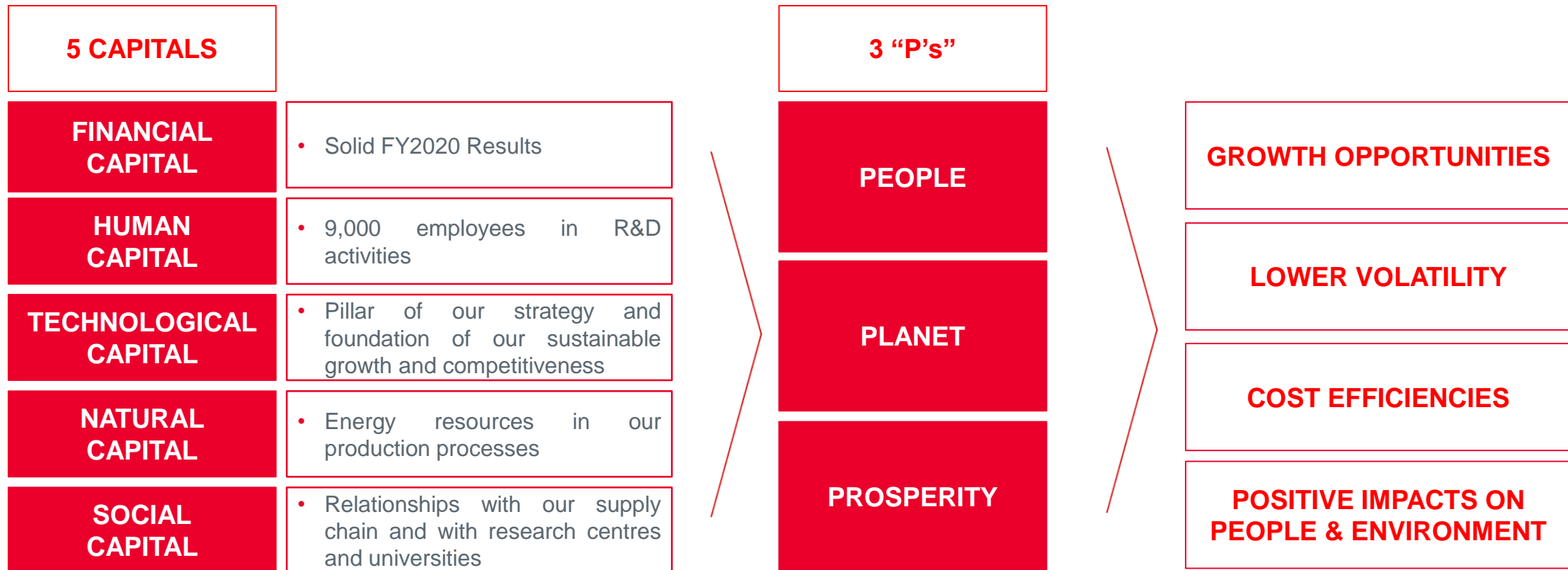
(1) €750mIn Term Loan fully cancelled at the end of 2020 following the bond issuance and EIB financing



# True believers ESG enhancing our future performance

## Key results achieved

- ESG is forefront of our minds and its been part of our journey for 10 years now





# Leonardo contributes to the SDGs through investments and innovation

## First Integrated Reporting in 2020

- In 2021-2022, Leonardo invests on yearly average around € 600-700 mln<sup>(1)</sup>
- Leonardo commits to around 50% of SDGs-aligned investments
- The initiatives mainly impact SDG 9 “Industry, Innovation & Infrastructure” followed by SGD 8 “Decent work and economic growth” and SGD 11 “Sustainable Cities & Communities”

### SDGs-aligned investments



■ SDGs-aligned Investments      ■ Other Investments

(1) Including Gross Capitalized R&D, Capex, Tooling and Other Immaterial

(2) Includes SDG 6; SDG 14 and SDG 15

### Our main contribution to the SDGs

|  |  |  |
|--|--|--|
|  |  | Ensuring resilient infrastructures, increasing efficient and digital processes and developing technologies with green impact |
|  |  | Improving resources efficiency and productivity by innovation & promoting safety at work                                     |
|  |  | Supporting safe and resilient cities, preventing disasters and intervening in emergency situations                           |
|  |  | Enhancing skills & competencies  |
|  |  | Promoting waste reduction, recycling, reuse and therefore reducing the impact on environment                                 |
|  |  | Improving energy efficiency and increasing the share of renewable energy   |
|  |  | Enhancing awareness and human/institutional capacity to mitigate, adapt and prevent climate change                           |
|  |  | Other (2)  |



## 2021 Guidance confirmed

**Assuming progressive improvement in the global health situation through the year with consequent normalization of operating / market conditions**

|                       |         | FY2020A | FY2021 Guidance |
|-----------------------|---------|---------|-----------------|
| <b>New Orders</b>     | (€ bn)  | 13.8    | ca. 14          |
| <b>Revenues</b>       | (€ bn)  | 13.4    | 13.8-14.3       |
| <b>EBITA</b>          | (€ mln) | 938     | 1,075-1,125     |
| <b>FOCF</b>           | (€ mln) | 40      | ca. 100         |
| <b>Group Net Debt</b> | (€ bn)  | 3.3     | ca. 3.2*        |

### 2021E

- Military/governmental business robust and resilient driving top-line growth, improving profitability and FOCF generation
- Civil Aeronautics expected to continue to be impacted by COVID related market downturn

\*Assuming no dividend payable for 2020 results

2021 exchange rate assumptions: € / USD = 1.18 and € / GBP = 0.90



## Closing remarks

- Continued good commercial progress with continuous order intake distributed across the Group
- Confirmed growth path in revenues
- Solid industrial performance
- Robust profitability
- Cash flow in line with plan
- Progress towards ESG Goals: ESG targets proposed as part of both short term and Long Term Incentive Plan



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- > 1Q 2021 Results
- > **Sector Results**
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# Helicopters

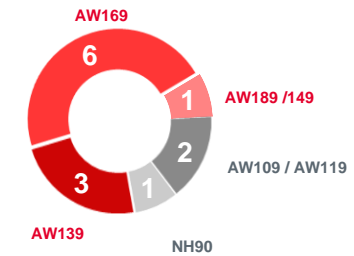
| € mln    | 1Q 2021 | 1Q 2020 | % Change  | FY 2020 |
|----------|---------|---------|-----------|---------|
| Orders   | 855     | 1,486   | -42.5%    | 4,494   |
| Revenues | 792     | 704     | +12.5%    | 3,972   |
| EBITA    | 31      | 18      | +72.2%    | 383     |
| RoS      | 3.9%    | 2.6%    | +1.3 p.p. | 9.6%    |

## REVENUES BY CUSTOMER / SEGMENT

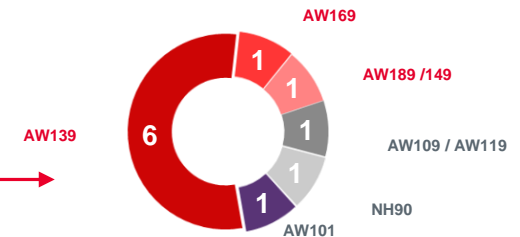


## DELIVERIES BY PROGRAMME

1Q2021 = 13 new units



1Q2020 = 11 new units



## 2021 OUTLOOK\*

- Growth driven by military/governmental business offsetting COVID related civil softness
- Profitability supported by efficiencies initiatives and impacted by prime contractorship margin dilution

\*In absence of further worsening of the pandemic and consequent additional restrictions which may compromise current scenario





# Defence Electronics & Security

## ELECTRONICS – EU

|          | 1Q 2021 | 1Q 2020 | % Change  | FY 2020 |
|----------|---------|---------|-----------|---------|
| € mln    |         |         |           |         |
| Orders   | 1,544   | 862     | +79.1%    | 4,710   |
| Revenues | 931     | 846     | +10.0%    | 4,147   |
| EBITA    | 79      | 46      | +71.8%    | 360     |
| RoS      | 8.5%    | 5.4%    | +2.6 p.p. | 8.7%    |

## LEONARDO DRS

|          | 1Q 2021 | 1Q 2020 | % Change  | FY 2020 |
|----------|---------|---------|-----------|---------|
| \$ mln   |         |         |           |         |
| Orders   | 715     | 678     | +5.5%     | 3,054   |
| Revenues | 681     | 576     | +18.2%    | 2,757   |
| EBITA    | 58      | 37      | +56.8%    | 202     |
| RoS      | 8.5%    | 6.4%    | +2.1 p.p. | 7.3%    |

Avg. exchange rate €/€ @ 1.12056 in 1Q2021

Avg. exchange rate €/€ @ 1.1023 in 1Q2020

## 2021 OUTLOOK\*

- Slight growth in revenues recovering 2020 pandemic slow down
- Profitability improvement supported by efficiency despite pass through and programmes under development

\*In absence of further worsening of the pandemic and consequent additional restrictions which may compromise current scenario



# Aeronautics

## AIRCRAFT

|          | 1Q 2021 | 1Q 2020 | % Change  | FY 2020 |
|----------|---------|---------|-----------|---------|
| € mln    |         |         |           |         |
| Orders   | 595     | 515     | +15.5%    | 2,031   |
| Revenues | 510     | 431     | +18.3%    | 2,634   |
| EBITA    | 47      | 26      | +80.8%    | 355     |
| RoS      | 9.2%    | 6.0%    | +3.2 p.p. | +13.5%  |

## AEROSTRUCTURES

|          | 1Q 2021 | 1Q 2020 | % Change   | FY 2020 |
|----------|---------|---------|------------|---------|
| € mln    |         |         |            |         |
| Orders   | 36      | 144     | -75.0%     | 581     |
| Revenues | 111     | 228     | -51.3%     | 819     |
| EBITA    | -46     | -26     | -76.9%     | -86     |
| RoS      | -41.4%  | -11.4%  | -30.0 p.p. | -10.5%  |

## ATR

|       | 1Q 2021 | 1Q 2020 | % Change | FY 2020 |
|-------|---------|---------|----------|---------|
| € mln |         |         |          |         |
| EBITA | -14     | -17     | +17.6%   | -69     |

## 2021 OUTLOOK\*

- Aircraft production increase driven by EFA Kuwait, F35 and proprietary products (M-345, M-346)
- Aerostructures and GIE-ATR still heavily impacted by the civil market downturn caused by COVID

\*In absence of further worsening of the pandemic and consequent additional restrictions which may compromise current scenario



# Space

|       | € mln | 1Q 2021 | 1Q 2020 | % Change | FY 2020 |
|-------|-------|---------|---------|----------|---------|
| EBITA |       | 3       | -2      | +250.0%  | 23      |

## 2021 OUTLOOK\*

- Volumes and profitability expected to increase supported by gradual recovery of manufacturing
- Confirmed solid performance of satellite services

\*In absence of further worsening of the pandemic and consequent additional restrictions which may compromise current scenario

# APPENDIX





# 1Q 2021 Results

## Group Performance

|  | € mln              | 1Q 2021 | 1Q 2020 | % Change  | FY 2020 |
|--|--------------------|---------|---------|-----------|---------|
| New Orders                                   |                    | 3,421   | 3,421   | -         | 13.754  |
| Backlog                                      |                    | 36,414  | 37,000  | -1.6%     | 35.516  |
| Revenues                                     |                    | 2,790   | 2,591   | +7.7%     | 13.410  |
| EBITA  |                    | 95      | 41      | +131.7%   | 938     |
|  | <i>RoS</i>         | 3.4%    | 1.6%    | +1.8 p.p. | 7%      |
| EBIT   |                    | 75      | 30      | +150%     | 517     |
|  | <i>EBIT Margin</i> | 2.7%    | 1.2%    | 1.5 p.p.  | 3.9%    |
| Net result before extraordinary transactions |                    | -2      | -59     | +96.6%    | 241     |
| Net result                                   |                    | -2      | -59     | +96.6%    | 243     |
| EPS (€ cents)                                |                    | -0.003  | -0.103  |           | 0.419   |
| FOCF   |                    | -1,422  | -1,595  | +10.8%    | 40      |
| Group Net Debt                               |                    | 4,640   | 4,396   | +5.6%     | 3.318   |
| Headcount                                    |                    | 49,780  | 49,180  | +1.2%     | 49.882  |

Free Operating Cash-Flow (FOCF): is the sum of the cash flows generated by (used in) operating activities (which includes interests and income taxes paid) and the cash flows generated by (used in) ordinary investment activity (property, plant and equipment and intangible assets) and dividends received



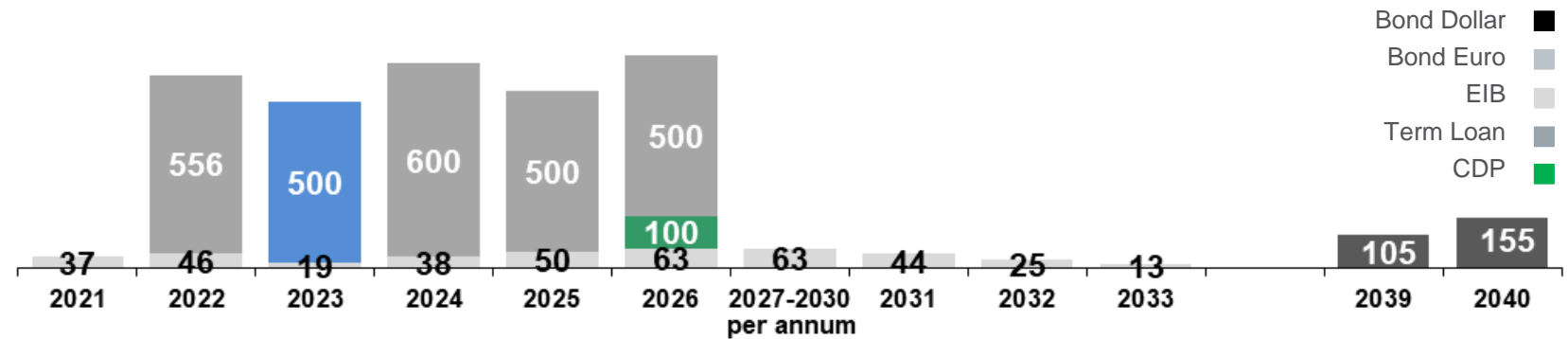
# Balanced debt maturity profile

**No refinancing needs until 2022**

**DEBT MATURITY**  
Average life: ≈ 4,7 years



In € mil



## CREDIT RATING

|                | As of today                    | Before last review            | Date of review |
|----------------|--------------------------------|-------------------------------|----------------|
| <b>Moody's</b> | Ba1 / <i>Stable Outlook</i>    | Ba1 / <i>Positive Outlook</i> | October 2018   |
| <b>S&amp;P</b> | BB+ / <i>Stable Outlook</i>    | BB+ / <i>Positive Outlook</i> | April 2020     |
| <b>Fitch</b>   | BBB- / <i>Negative Outlook</i> | BBB- / <i>Stable Outlook</i>  | May 2020       |



## Development costs capitalised as intangible assets as at 31 December 2020

| <i>€ mln</i>                           | Self Funded National Security | Self Funded Other | Total        |
|--|-------------------------------|-------------------|--------------|
| <b>01 January 2020 Opening Balance</b> | <b>1,805</b>                  | <b>503</b>        | <b>2,308</b> |
| Gross R&D capitalised                  | (18)                          | 121               | 103          |
| Depreciation and write offs            | (56)                          | (88)              | (144)        |
| Disposals                              | -                             | (2)               | (2)          |
| <b>Subtotal</b>                        | <b>(74)</b>                   | <b>31</b>         | <b>(43)</b>  |
| Other Changes (*)                      | (21)                          | 179(**)           | 158          |
| <b>Net R&amp;D capitalised</b>         | <b>(95)</b>                   | <b>210</b>        | <b>115</b>   |
| <b>31 December 2020</b>                | <b>1,710</b>                  | <b>713</b>        | <b>2,423</b> |

(\*) Movements w/o cash and PL effects

(\*\*) Kopter



# Covenant

|                              | FY2020A<br>Post IFRS 16 |
|------------------------------|-------------------------|
| EBITDA*                      | € 1,378 mln             |
| Net Interest                 | € 168 mln               |
|                              |                         |
|                              |                         |
| <b>EBITDA / Net Interest</b> | <b>8.2</b>              |
| <b>THRESHOLD</b>             | <b>&gt; 3.25</b>        |

|                                | FY2020A<br>Post IFRS 16 |
|--------------------------------|-------------------------|
| Group Net Debt                 | € 3,318 mln             |
| Leasing (IFRS 16)              | - € 555 mln             |
| Financial Debt to MBDA         | - € 663 mln             |
| Group Net Debt for Covenant    | € 2,100 mln             |
| EBITDA*                        | € 1,378 mln             |
| <b>Group Net Debt / EBITDA</b> | <b>1.5</b>              |
| <b>THRESHOLD</b>               | <b>&lt; 3.75</b>        |

\* EBITDA net of depreciation of rights of use










# New opportunities post COVID .... key role to play in Italy's recovery

## Leonardo Technological Enablers






(Cloud computing – High Performance Computer – AI – Predictive Simulation – Decision Support – C2 – Cyber)



### Project Streams

|  |   |   |   |   |
|--|---|---|---|---|
|  <p><b>GLOBAL MONITORING</b><br/>Continuously monitoring and securing Country's critical infrastructure</p> <ul style="list-style-type: none"> <li>• Satellites Earth Obs.</li> <li>• Multilevel control room</li> <li>• Drones</li> <li>• Fire Fighting Aircrafts</li> </ul> |  <p><b>SMART CITIES</b><br/>Increase safety and resilience of cities by promoting sustainable mobility and direct communication with citizens</p> <ul style="list-style-type: none"> <li>• Satellites Earth Obs.</li> <li>• Sensors in urban environment</li> <li>• Intelligent transportation system</li> </ul> |  <p><b>HEALTH SYSTEMS</b><br/>Contribute to the development of an efficient and interconnected health system</p> <ul style="list-style-type: none"> <li>• Big Data Secure Mgmt.</li> <li>• Virtual Augmented Reality</li> <li>• Autonomous Transp. Systems (Drones)</li> </ul> |  <p><b>DIGITAL PA</b><br/>Promoting the provision of easily accessible, efficient and secure digital public services</p> <ul style="list-style-type: none"> <li>• Scalable and modular platforms</li> <li>• Blockchain Technology</li> <li>• Satellite services</li> </ul> |  <p><b>LOGISTICS</b><br/>Contributing to a connected, automated and safe multimodal logistics for people, vehicles and goods</p> <ul style="list-style-type: none"> <li>• National Data Lake</li> <li>• Big Data Secure Mgmt.</li> <li>• Port and Airport Systems</li> </ul> |
|--|---|---|---|---|

### Italian Government priorities

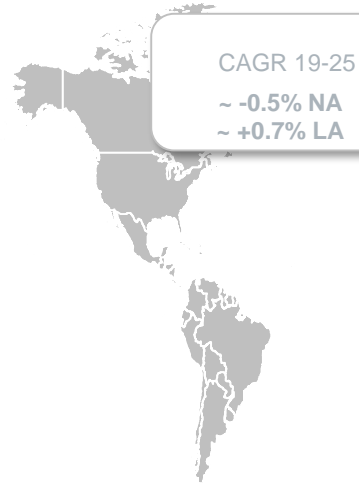
|   |   |   |   |   |   |
|---|---|---|---|---|---|
|  Digitalization, innovation and competitiveness | ✓ | ✓ | ✓ | ✓ | ✓ |
|  Green revolution and ecological transition    | ✓ | ✓ |   |   | ✓ |
|  Mobility infrastructure                      | ✓ | ✓ |   |   | ✓ |
|  Education, training, research and culture    |   |   |   | ✓ |   |
|  Social, gender and territorial equity        |   |   |   | ✓ |   |
|  Health                                       |   |   | ✓ |   |   |



# Defence Budget perspectives

## USA

- USA: the main defense spender worldwide (> 700B \$ in 2020)
- Return to growth expected from 2026



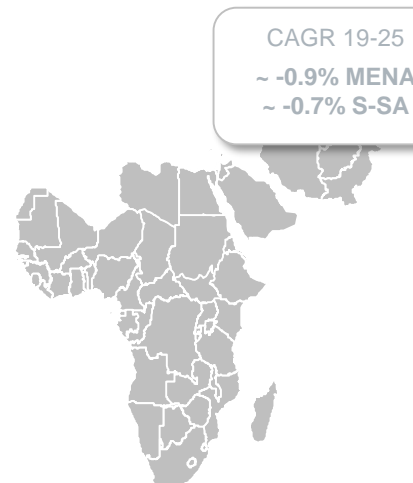
## Asia Pacific

- China the main spender
- Significant Defense budgets in South Korea, India and Japan, with annual values > 50B \$
- Australia Defense Budget <30B \$
- In Southeast Asia, defense budgets ranging between \$ 5B and \$ 11B per year



## Middle East - Africa

- Contraction of Defense Budget due to the Covid crisis: from \$ 160B in 2020 to \$ 150B in 2021, up to \$ 140B in 2022.
- Modest recovery expected starting from 2023
- Slowdown in defense spending also due raw materials price and Covid-19



## Europe

- Germany: Defense Budget increased in 2021 (~ € 47B)
- France: Defense Budget increased in 2021 (~ € 39B)
- UK: Defense Budget up +17B £ over the next 4 years
- Italy: at 25.6B in 21-22 (1.4% GDP, still below NATO target)

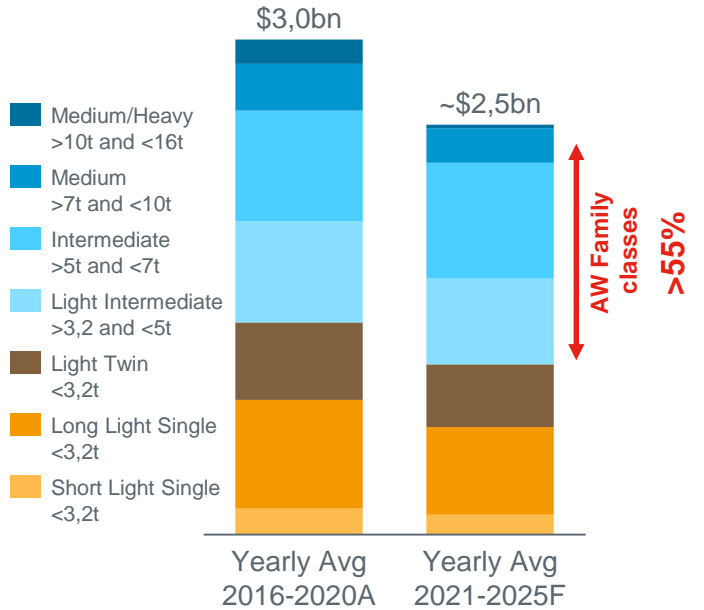




# Current estimations on Helicopter market

## CIVIL REFERENCE MARKET

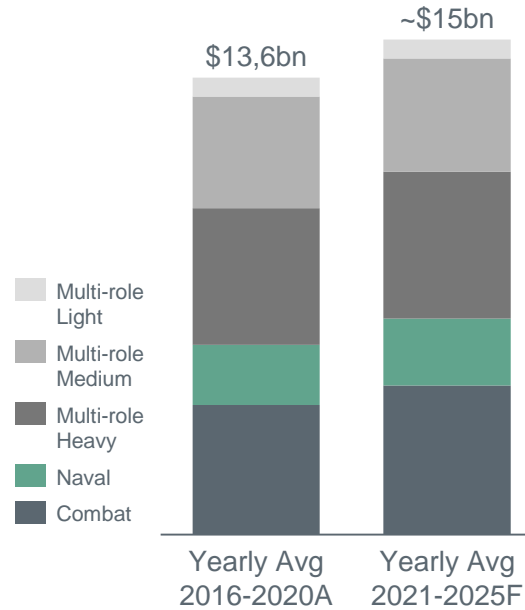
Market value of new western-built\* helicopters (\$bn)



- **Decrease** of civil demand in 2020 due to pandemic, but **less than expected**
- Civil market expected to **grow again, reaching pre-Covid level by 2024-2025**

## GLOBAL MILITARY MARKET

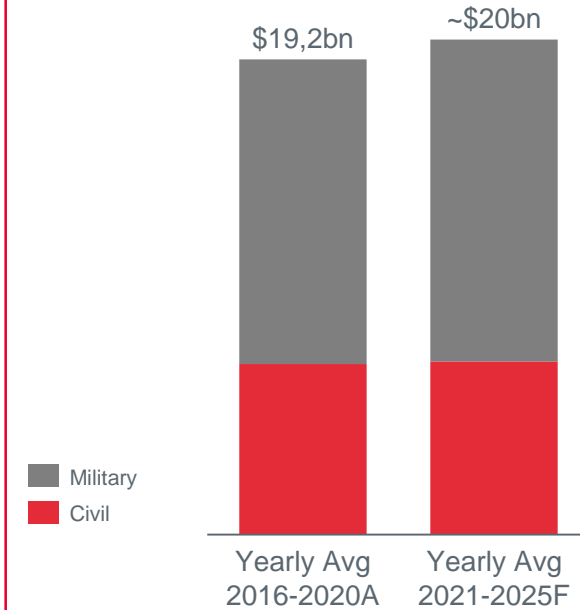
Total market value (\$bn)



- Opportunistic market, **more resilient** and **less impacted by the pandemic**
- Expected increasing importance of **military variant of dual use helicopters**, especially for multirole segment
- Leonardo **addressable market is around ~40%**

## GLOBAL CS&T MARKET

Total market value (\$bn)



- Global **CS&T** market, includes **all OEMs** and **main MRO service providers** (Engine, Avionics, etc); **Upgrades** (~\$2bn per year) are **excluded**
- **Growth** in 2021-2025 mainly driven by **military programs**
- Leonardo **addressable market is the one related to LH fleet only (~10% of total fleet)**

**Note(\*)**: excluded eastern-built helicopters (Russian H., Avicopter, HAL, KAI and TAI); **Source**: LH Internal analysis (based on deliveries evaluated at standard prices, Economic Conditions 2020).



# SAFE HARBOR STATEMENT

NOTE: Some of the statements included in this document are not historical facts but rather statements of future expectations, also related to future economic and financial performance, to be considered forward-looking statements. These forward-looking statements are based on Company's views and assumptions as of the date of the statements and involve known and unknown risks and uncertainties that could cause actual results, performance or events to differ materially from those expressed or implied in such statements. Given these uncertainties, you should not rely on forward-looking statements.

The following factors could affect our forward-looking statements: the ability to obtain or the timing of obtaining future government awards; the availability of government funding and customer requirements both domestically and internationally; changes in government or customer priorities due to programme reviews or revisions to strategic objectives (including changes in priorities to respond to terrorist threats or to improve homeland security); difficulties in developing and producing operationally advanced technology systems; the competitive environment; economic business and political conditions domestically and internationally; programme performance and the timing of contract payments; the timing and customer acceptance of product deliveries and launches; our ability to achieve or realise savings for our customers or ourselves through our global cost-cutting programme and other financial management programmes; and the outcome of contingencies (including completion of any acquisitions and divestitures, litigation and environmental remediation efforts).

These are only some of the numerous factors that may affect the forward-looking statements contained in this document.

The Company undertakes no obligation to revise or update forward-looking statements as a result of new information since these statements may no longer be accurate or timely.



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