



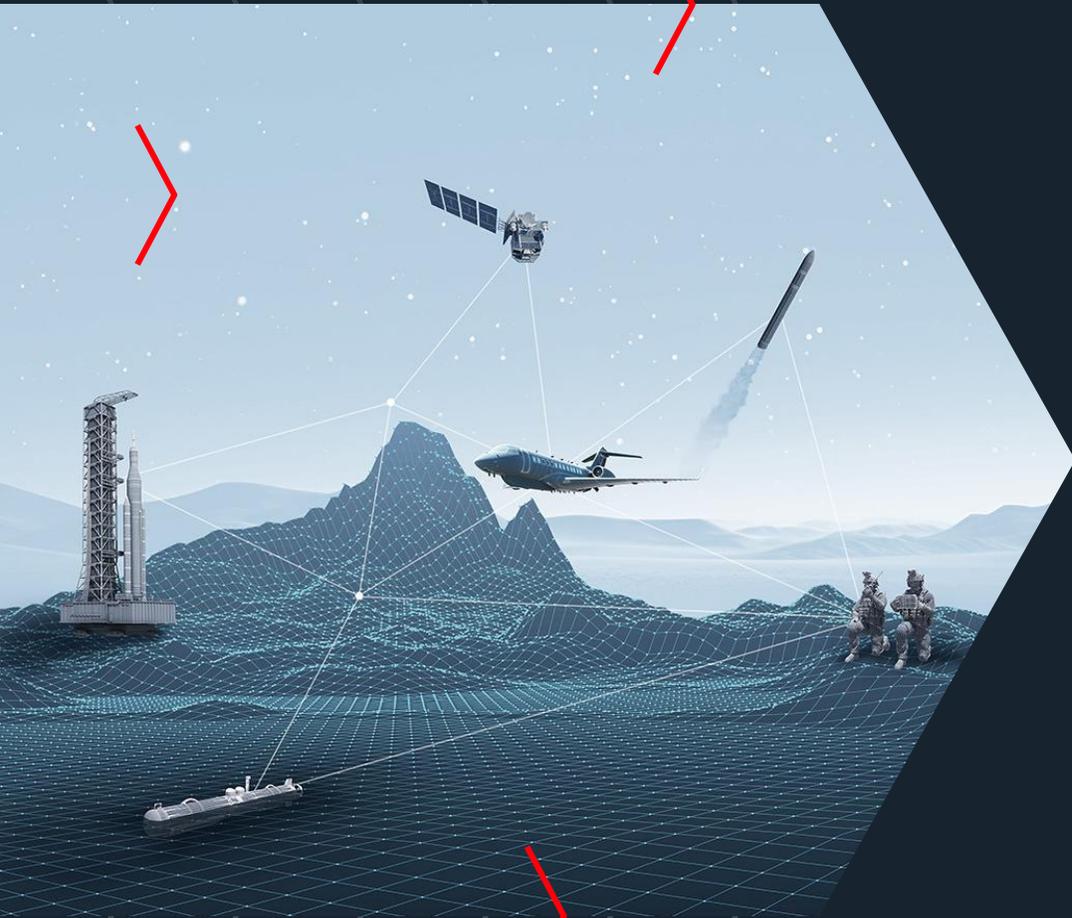
L3HARRIS[®]

FAST. FORWARD.



INVESTOR DAY 2026





TONY CALDERON

Vice President of Investor Relations
& Corporate Development

AGENDA



INTRODUCTION

TONY CALDERON
Vice President of Investor Relations
& Corporate Development

COMPANY & STRATEGIC UPDATE

CHRIS KUBASIK
Chairman and CEO

GOVERNMENT & CUSTOMER RELATIONS

TANIA HANNA
Vice President, Government
& Customer Relations

MISSILE SOLUTIONS (MSL)

KEN BEDINGFIELD
Senior Vice President and CFO
and President, MSL

BREAK

COMMUNICATIONS & SPECTRUM DOMINANCE (CSD)

JON RAMBEAU
President, CSD

SPACE & MISSION SYSTEMS (SMS)

SAM MEHTA
President, SMS

2028 FINANCIAL FRAMEWORK

KEN BEDINGFIELD
Senior Vice President and CFO
and President, MSL

BREAK

Q&A

ALL

CONCLUSION

CHRIS KUBASIK
Chairman and CEO

FORWARD-LOOKING STATEMENTS



Statements in this presentation reflecting management's current expectations, assumptions and estimates of future performance and economic conditions that are not historical facts are forward-looking statements made in reliance on the safe harbor provisions of the Private Securities Litigation Reform Act of 1995. Forward-looking statements include but are not limited to: 2026 guidance; DoW investment, which contemplates an IPO to accelerate missile solutions capability (the “Partnership”); international revenue growth; capacity and production expansion and outsized growth; growth durability and full rate revenue expectations; our pipeline and the domestic and international demand growth environment, including the U.S. DoW budget and international spending; counter-drone system, communications and sensing deliveries and investment; program, contract and order opportunities, future production opportunities, awards and program ramps, and the value or potential value and timing thereof, including related to missionized business jets; technology capabilities and program timing; long-term targets, including 2028 framework financial objectives and growth projections and drivers thereof; margin durability; strategic transactions; estimated capital deployment and capital allocation strategy, including return of cash to shareholders; investments to scale production; and other statements regarding the business outlook and financial performance guidance that are not historical facts.

Forward-looking statements are subject to risks and uncertainties that may cause actual results and future trends to differ materially from those matters expressed in or implied therein. Consolidated results, future trends and forward-looking statements could be affected by many factors, risks and uncertainties, including but not limited to: U.S. Government spending priorities; changes in contract mix; risks relating to the divestiture of our Space Propulsion and Power Systems (SP&PS) business, including satisfaction of closing conditions; the termination, failure to fund, or negative audit findings for U.S. Government contracts; the impact of any legal challenge, protest, investigation or reaction to the Partnership or to any transactions in connection therewith; any unexpected tax, accounting or regulatory treatment of the Partnership or to any transactions in connection therewith; the availability of government funding; any adverse impacts on L3Harris other businesses or relationship with its customers, its suppliers or other contractors for whom L3Harris is a subcontractor or supplier; uncertain economic conditions; the consequences of future geo-political events; the impact of government investigations; the risks of doing business internationally; disputes with prime contractors, subcontractors or key suppliers, or their inability to perform or timely deliver our components, parts or services; risks related to other strategic transactions, including divestitures. Further information relating to these and other factors that may impact the company's results, future trends and forward-looking statements are disclosed in the company's filings with the SEC. The timing, volume and nature of share repurchases are at the discretion of the company and subject to business and market conditions, applicable laws, regulations, policy and other factors and may be suspended or discontinued at any time without prior notice. The forward-looking statements contained herein are made as of the date hereof, and the company disclaims any intention or obligation, other than imposed by law, to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise. Persons reading this presentation are cautioned not to place undue reliance on forward-looking statements.



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FAST. FORWARD.

**INVESTOR
DAY 2026**





ADAPT FAST, SCALE SMART, ACCELERATE GROWTH

CHRIS KUBASIK

Chairman and CEO

BUILT FOR CUSTOMER SUCCESS. DELIVERING SHAREHOLDER VALUE.



✓ DELIBERATE
PORTFOLIO SHAPING

✓ AGILE APPROACH:
ACQUIRE, PARTNER,
AND INVEST

✓ FOCUSED PORTFOLIO
DELIVERING KEY WINS

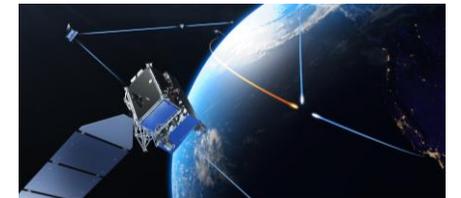
M&A



PARTNERSHIPS



KEY BUSINESS WINS



L3HARRIS INVESTMENT CASE



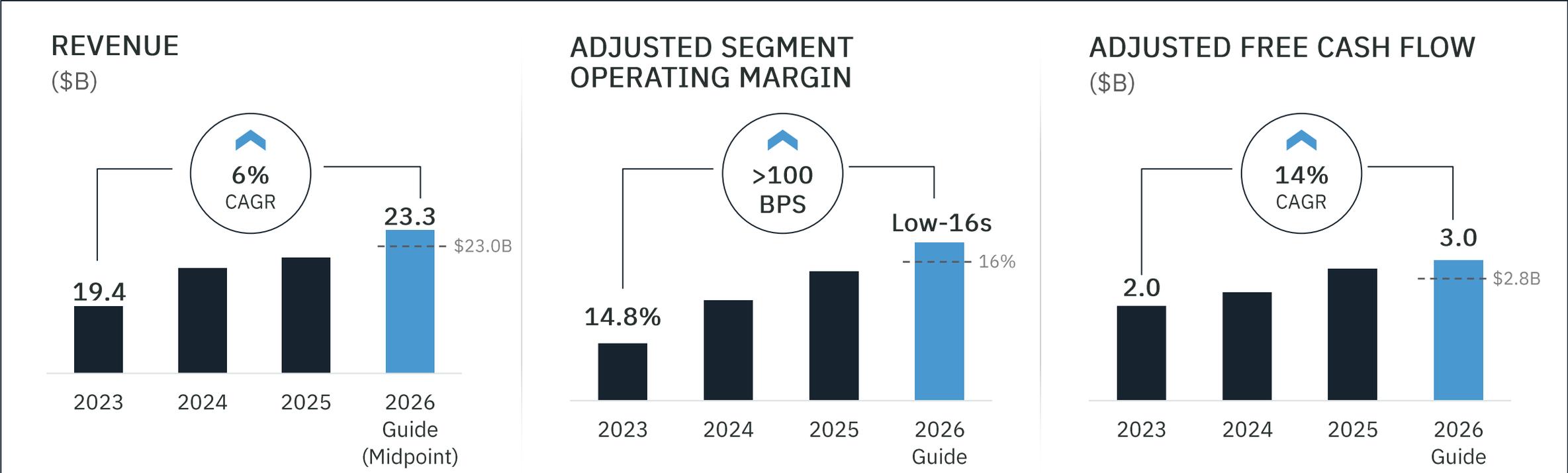
- 01 **TRACK RECORD**
of delivering on commitments
- 02 **UNIQUE, FOCUSED STRATEGY**
portfolio built for the future of warfare
- 03 **WORLD-CLASS LEADERSHIP TEAM**
with deep operating expertise and proven results
- 04 **STRONG FINANCIALS**
market-leading growth, margins and free cash flow

DELIVERING STRONG PERFORMANCE



2026 guidance exceeds financial framework set 3 years ago

----- 2026 financial framework set at Dec-23 Investor Day



20,000+ Employees with Clearances | **>20% & Growing** International Revenue | **Strong FCF Conversion**



ADAPT
Fast

SCALE
Smart

ACCELERATE
Growth

OUR STRATEGY FOR INDUSTRY-LEADING PROFITABLE GROWTH

OUR STRATEGY IN ACTION



ADAPT Fast

\$1B

DoW investment and IPO to accelerate missile solutions capacity

>70

Venture Capital investments / partnerships to pull technology into our solutions

>\$3B

Annual revenue acquired and divested since merger



SCALE Smart

1M

Tactical radios in use today

56

SDA tracking layer satellites delivered / in production

~2M

SqFt additional capacity new / under construction



ACCELERATE Growth

2x

MSL revenue doubling by the end of the decade

10x

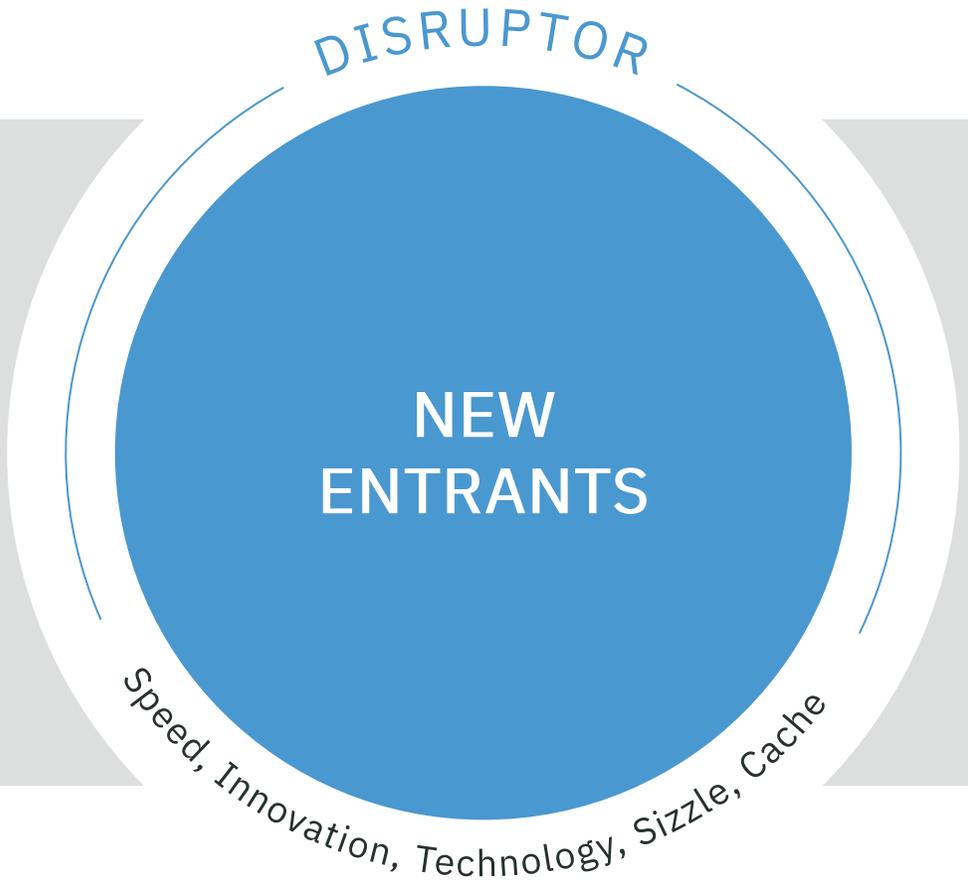
Improvement in air traffic network capacity

>100

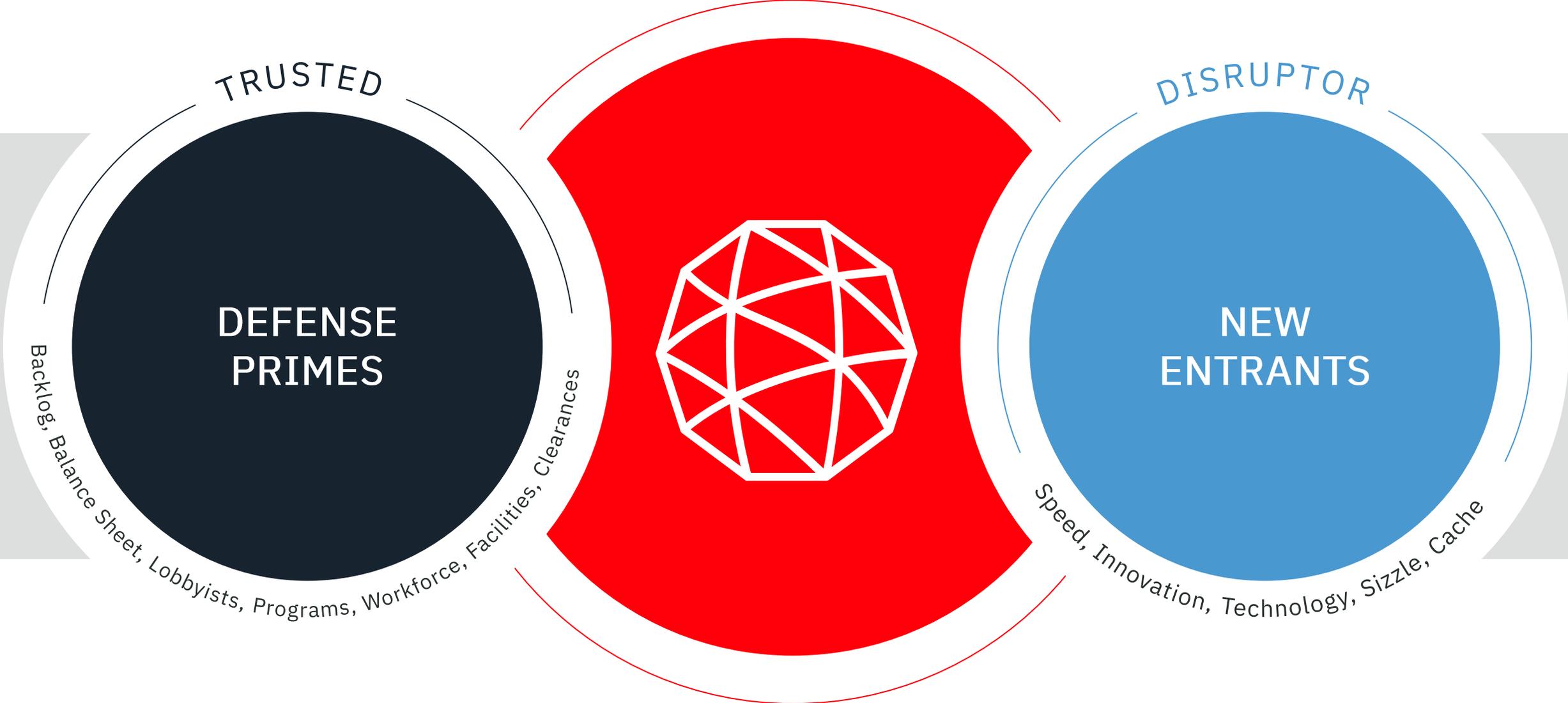
Missionized business jets delivered



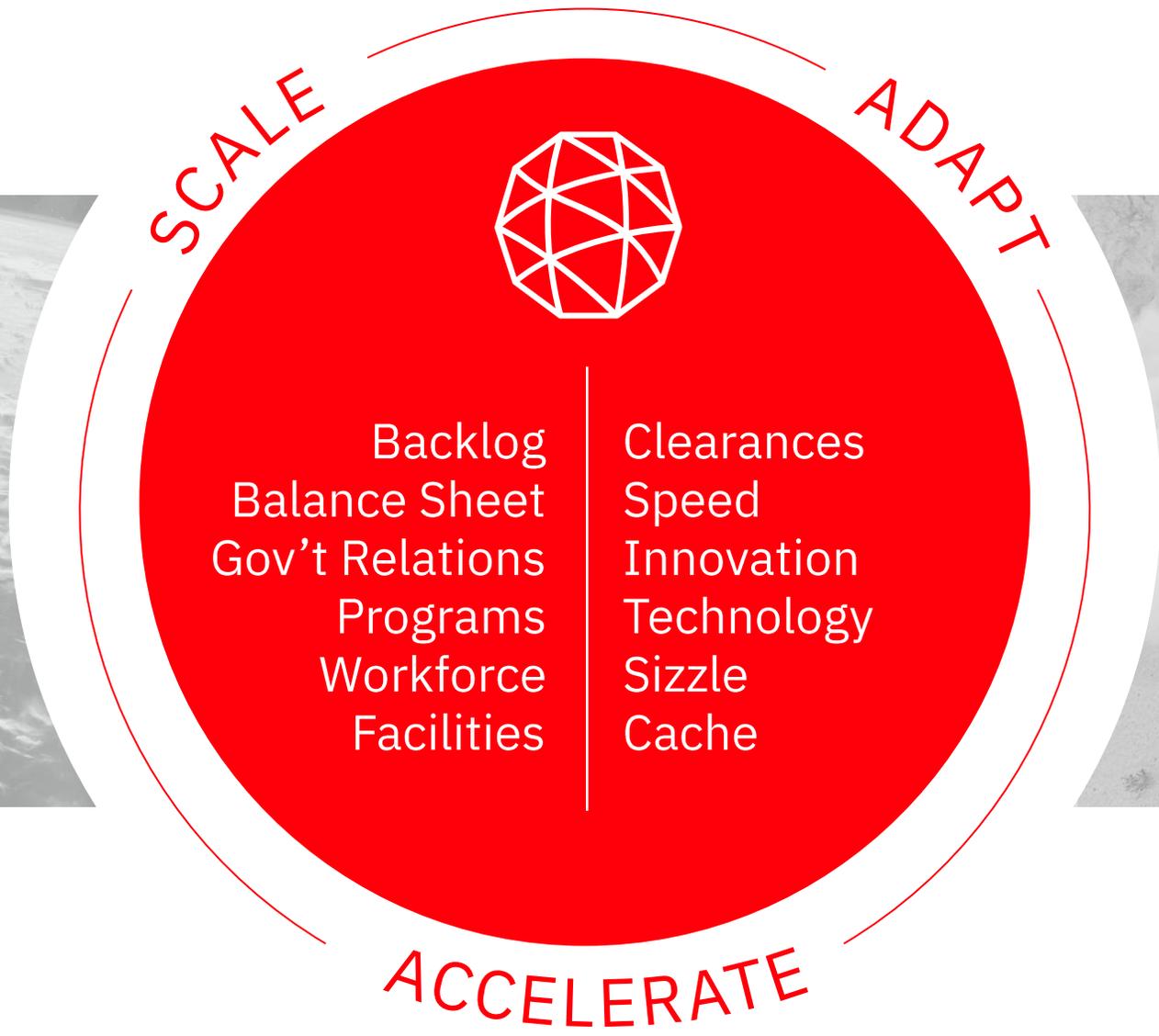
DESIGNED FOR DISRUPTION



DESIGNED FOR DISRUPTION



DESIGNED FOR DISRUPTION



PORTFOLIO BUILT FOR THE FUTURE OF WARFARE



SMS
Multi-Domain
Defense Solutions



CSD
Spectrum
Solutions



MSL
Missiles Propulsion/
Advanced Effects

WE LISTEN. WE DECIDE. WE ACT.



EXAMPLES: ADAPTING FOR SPEED AND GROWTH

Innovating capability
to the greatest
customer need



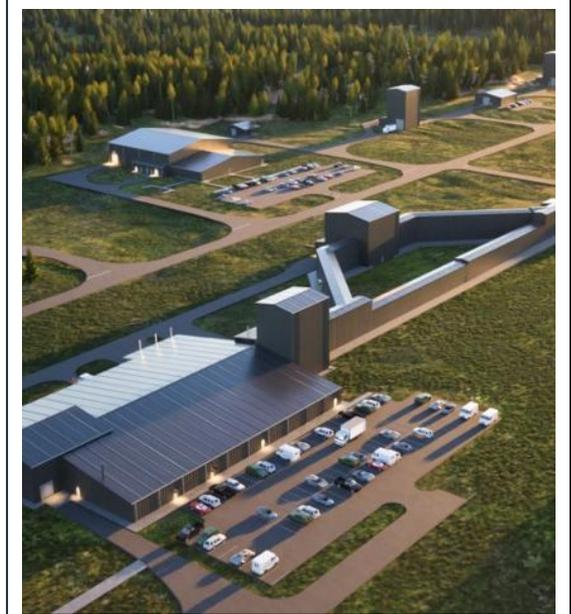
SMS Missile Warning / Missile Defense

Rapidly developed the premier low-earth orbit tracking satellite, delivering operational capability in half the time



CSD Over-the-Air Radio Software Upgrades

Commercial business model enabled the delivery of software-defined radio updates in weeks, not years



MSL Revitalized a National Asset

Implemented a vision to modernize Aerojet Rocketdyne into the premier provider of solid rocket motors

REVISED SEGMENTS ALIGN CAPABILITIES FOR STRONGER GROWTH AND EXECUTION



Expected % of 2026-2028

Space & Mission Systems (SMS)

50%
OF REVENUE

Strong Growth
Enduring Platforms

Communications and Spectrum Dominance (CSD)

50%
OF PROFIT

Commercial Margins

Missile Solutions (MSL)

50%
OF GROWTH

Growth Engine

FORWARD-THINKING LEADERS



Chris Kubasik
Chairman and CEO



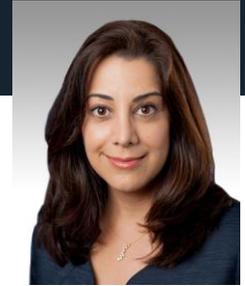
Ken Bedingfield
Senior Vice President,
CFO & President,
Missile Solutions



Sam Mehta
President, Space &
Mission Systems



Jon Rambeau
President,
Communications &
Spectrum Dominance



Tania Hanna
Vice President,
Government & Customer
Relations



Christoph Feddersen
Senior Vice President,
General Counsel & Secretary



Kim Mackenroth
Vice President & Chief
Information Officer



Mel Rakita
Vice President & Chief
Human Resources Officer



Heidi Wood
Vice President &
Chief Transformation Officer



Dave Zack
Vice President, Operations &
Program Excellence



Ed Zoiss
Vice President, Engineering
& Innovation

MISSILE SOLUTIONS: UNLEASHING THE ARSENAL OF FREEDOM



Creating a pure play missile solutions company with a portfolio across entire domestic inventory:

- › Solid Rocket Motors
- › Low-Cost Extended Range Effects
- › Munition Fuzes
- › Weapons Release Systems



SUCCESSFUL TRACK RECORD OF INVESTING AHEAD OF THE MARKET TO CREATE THE NEXT GROWTH ENGINES



Missile Solutions investment follows successful investment programs

MSL FOLLOWS
SUCCESSFUL
INVESTMENT
PROGRAMS



10+ YEARS AGO
Tactical comms
CSD



5 YEARS AGO
Satellites
SMS



TODAY
Missiles
AJRD → MSL

ENTERPRISE
GROWTH
POWERHOUSE



ONE COMPANY.

ONE FOCUS.

PROFITABLE
GROWTH.



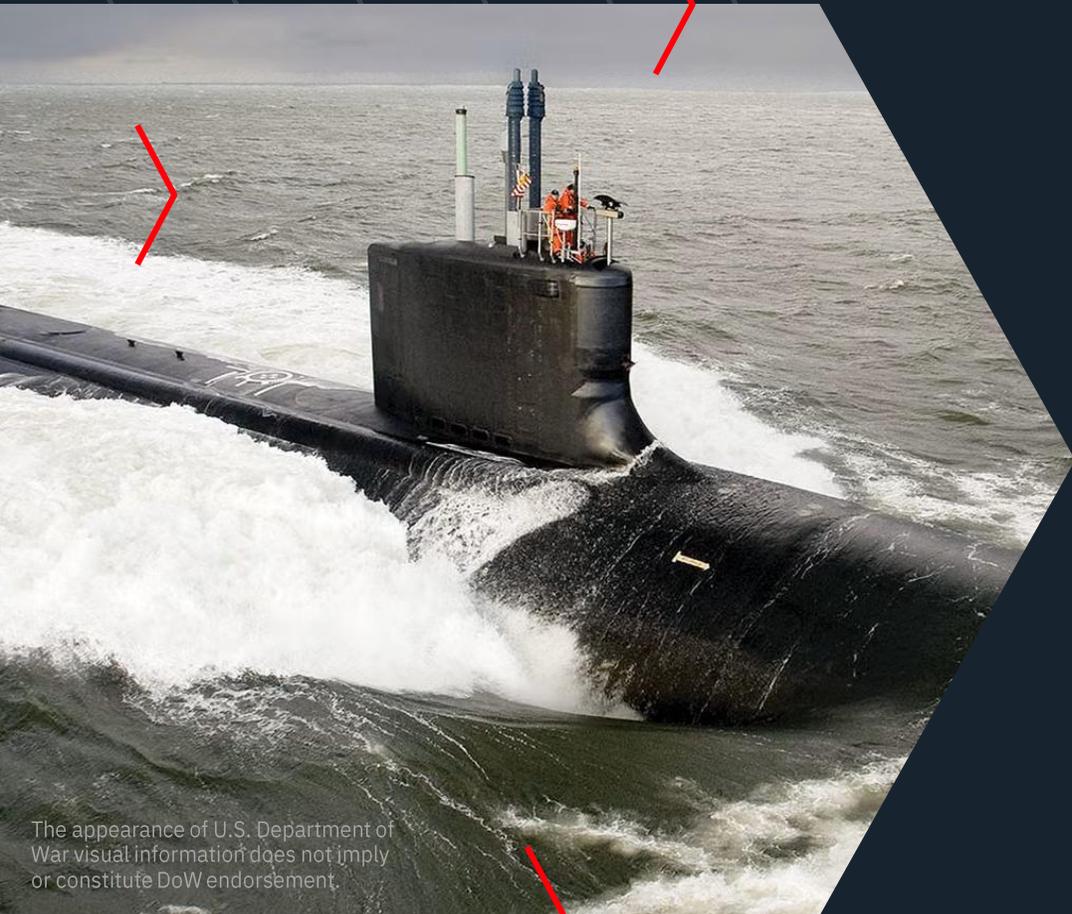
**BUILT FOR
CUSTOMER SUCCESS.
DELIVERING
SHAREHOLDER VALUE.**

Our customers are demanding change...
WE LISTEN. WE DECIDE. WE ACT.

Helping our customers **ACHIEVE PEACE
THROUGH STRENGTH** against adversaries

We are in a race... **WE INTEND TO WIN**





TANIA HANNA

Vice President, Government & Customer Relations

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DURABLE GLOBAL DEMAND

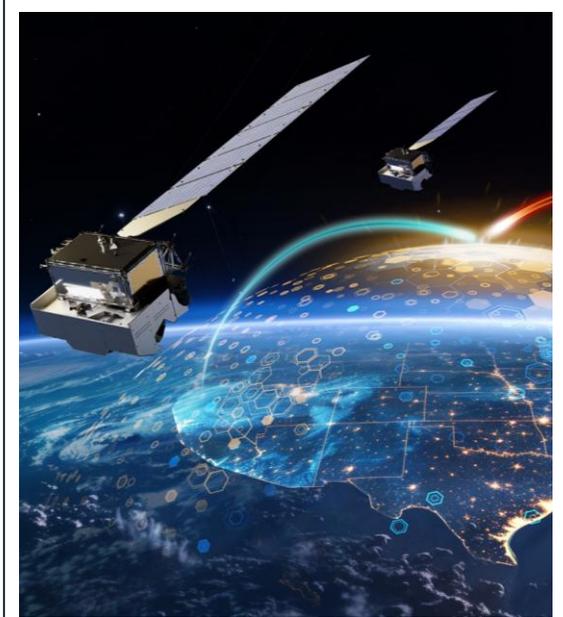
Accelerating global threats aligned to LHX capabilities



**Rebuilding
defense
industrial base**



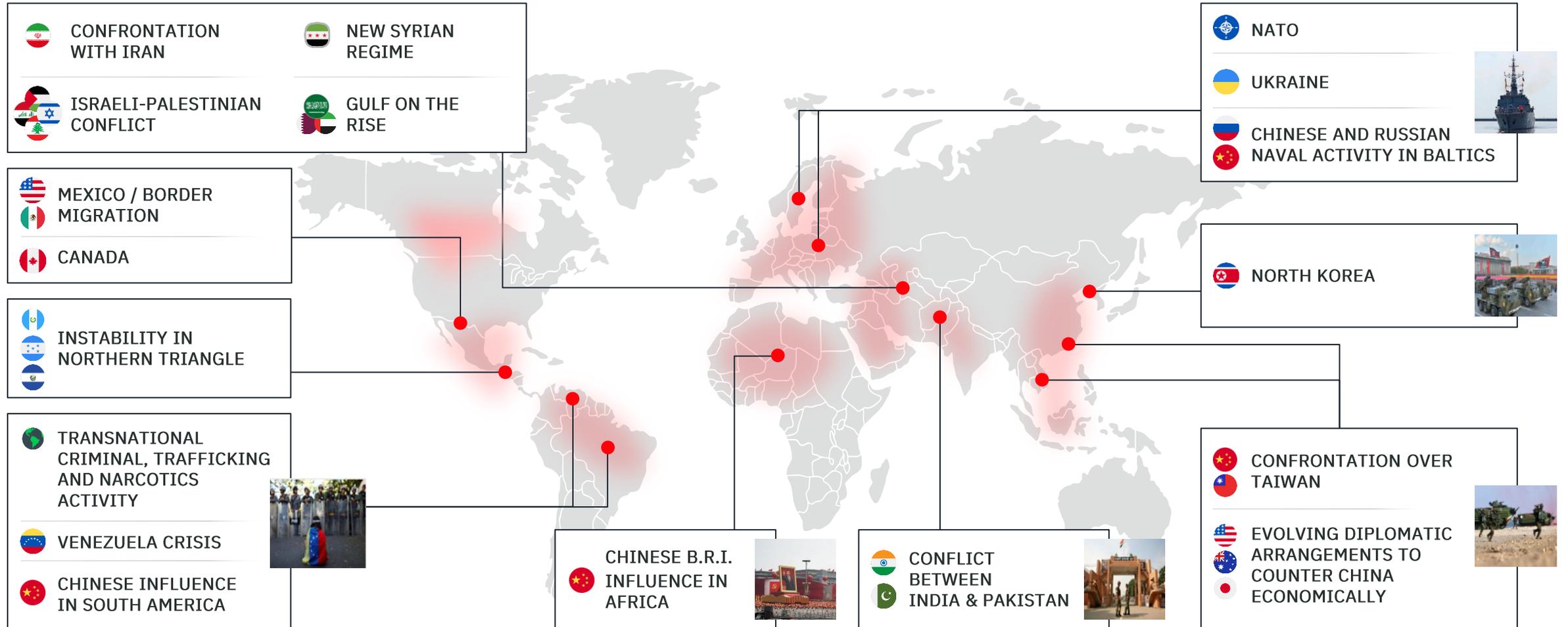
**Allied burden
sharing**



**Prioritization
of advanced
capabilities**

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GEOPOLITICAL ENVIRONMENT IS DYNAMIC & VOLATILE

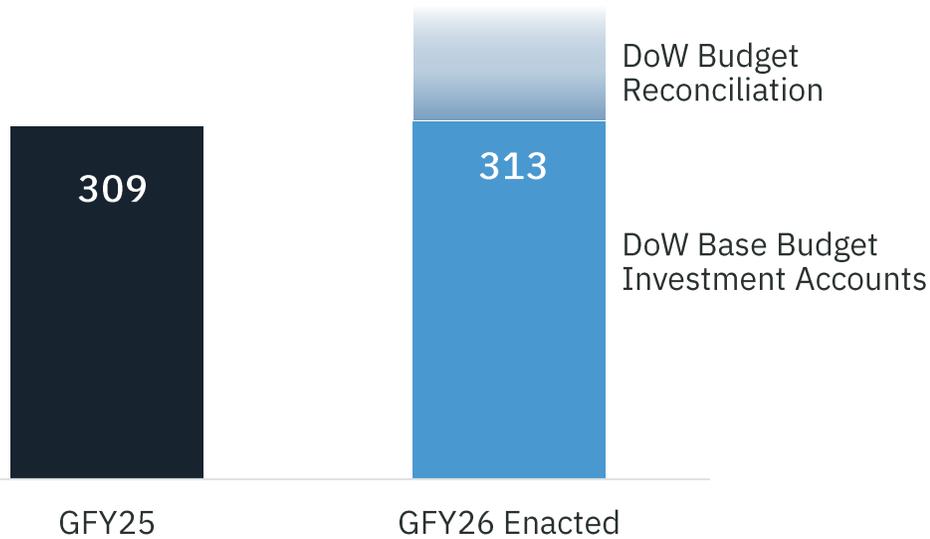


UPDATES TO NATIONAL DEFENSE STRATEGY INFLUENCE FUNDING PRIORITIES ALIGNED TO LHX CAPABILITIES



RECONCILIATION BOOSTS US DoW INVESTMENT ACCOUNT FUNDING

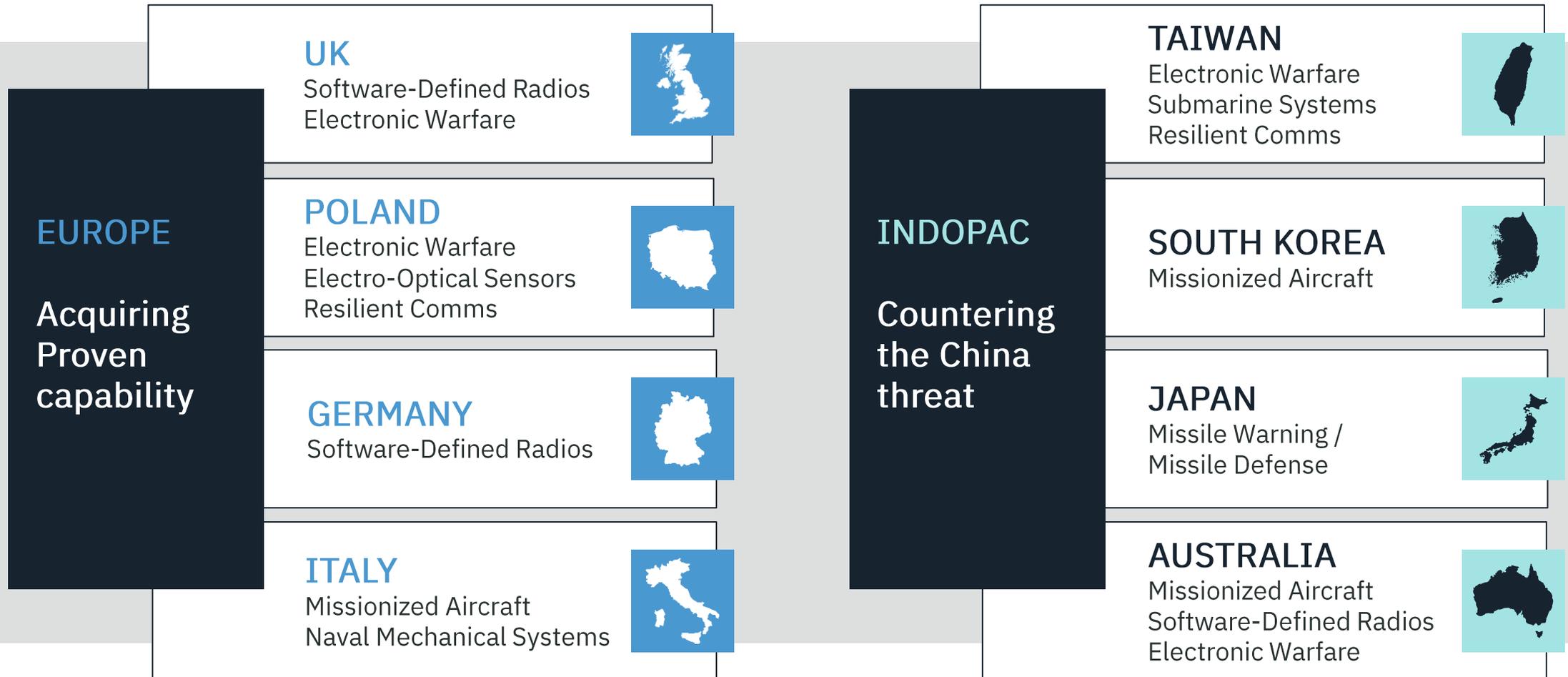
\$B



BUDGET GROWTH AREAS

- Space
- Missiles/Munitions
- Resilient Communications
- Missionized Aircraft

GROWTH IN KEY MARKETS AND EXPANDING PRODUCTION IN MAJOR LHX PRODUCT LINES





KEN BEDINGFIELD

Senior Vice President, CFO and
President, Missile Solutions

MISSILE SOLUTIONS (MSL)

Strengthen the Arsenal of Freedom by creating a pure play missile solutions company with unparalleled alignment to the entire domestic arsenal

BUSINESS MODEL

**DEFENSE /
COMMERCIAL**

STRATEGIC PORTFOLIO CHARACTERISTICS

- ▶ Durable high-teens growth
- ▶ Focused investment to expand capacity

CAPABILITIES



Solid Rocket Motors

Advanced Technologies,
Seekers, Divert and
Attitude Control Systems

Munition Fuzes and
Ignitors

Air Launched Effects,
Hypersonics, Advanced
Weapons Racks

GROWTH DRIVERS

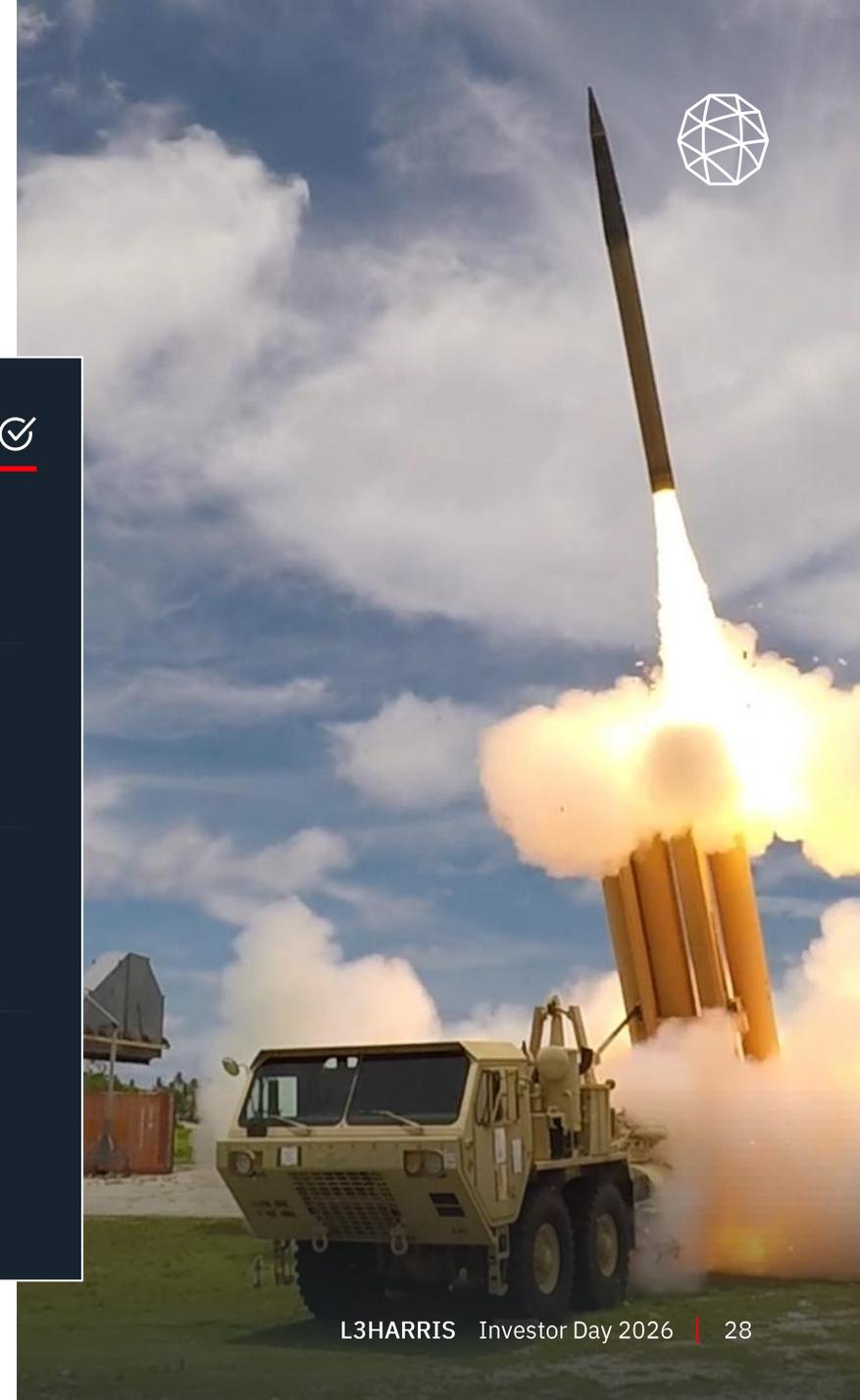


Multi-Year Missile and
Munition Growth

Golden Dome
Interceptor Ramp-Up

Large Solid Rocket
Motors

Low-Cost Extended
Range Effects

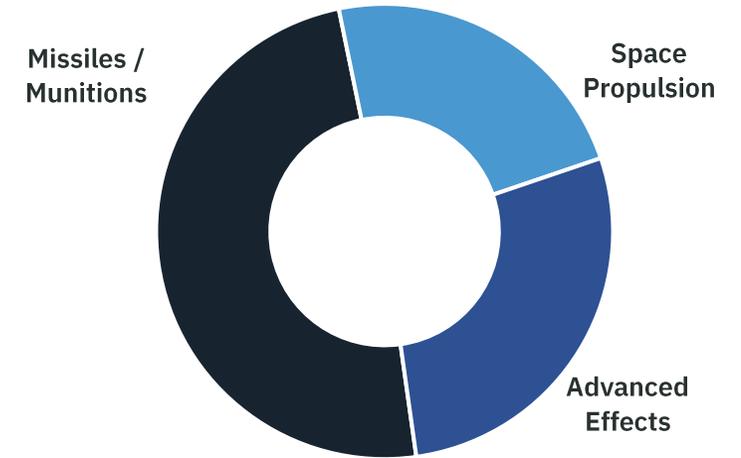


MSL AT A GLANCE

Discriminating capabilities across the most critical elements of the missiles value chain



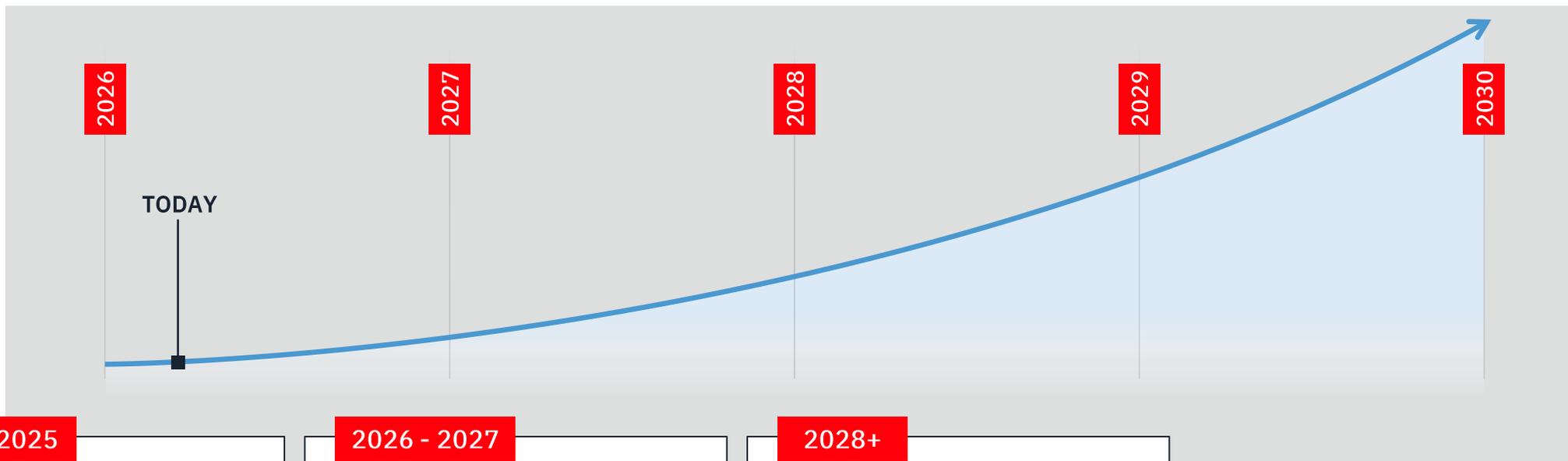
2025 Revenue by Capability



2026 Rev Guidance	~\$4.4B
2026 Margin Guidance	mid 12%
Missile Positions	>30

The appearance of U.S. Department of War visual information does not imply or constitute DoW endorsement.

CREATING A HIGH-GROWTH, END-TO-END MISSILE TECHNOLOGIES COMPANY



2024 - 2025

Operational turnaround; Initial capacity investments

- › Acquisition synergies
- › Bolstered talent base
- › Rebuilt customer confidence

2026 - 2027

Intentional Portfolio Shaping to Unlock Synergies

- › Aligned all LHX missiles assets into one business
- › Monetizing majority stake in space propulsion to focus on high-growth missile solutions
- › Access equity markets for capital expansion project

2028+

Capacity Expansion to Drive Outsized Growth

- › 60 buildings / 1M sq ft of new factory floor space
- › Positions for high-teens growth through end of decade

ALIGNING PORTFOLIO WITH DoW'S HIGHEST PRIORITY PROGRAMS

INVESTING TO DELIVER ON GENERATIONAL DEMAND

A LEADER IN MISSILE SOLUTIONS

Positioning for unprecedented, durable missile demand



GENERATIONAL DEMAND

DoW requires 3-4x increase in key MAC interceptors; MSL is supplier on majority of these programs

MARKET-LEADING

MSL is on 75% of all domestic missiles currently fielded

DIVERSIFIED, ENTRENCHED POSITIONS

On >30 missile programs; ~80% sole source

DIFFERENTIATED GROWTH OUTLOOK

Durable high-teens growth

SCALE ADVANTAGE

Delivering production capacity faster than anyone in industry

MARGIN EXPANSION OPPORTUNITY

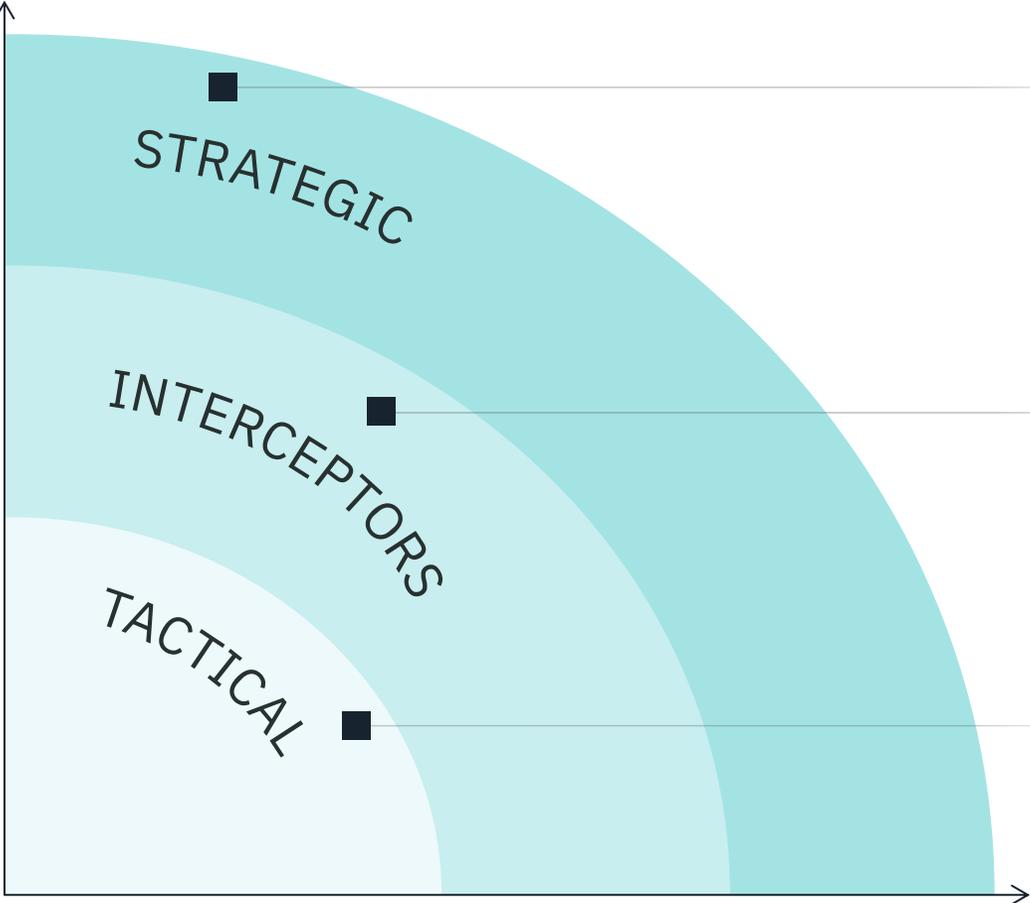
Strong margins today with opportunity to expand as production ramps



EXPOSURE TO FULL SPECTRUM OF MISSILE VALUE CHAIN



Investments in capacity and capabilities unlock generational growth



INCREASING SIZE, RANGE, CAPABILITY

COMPLETE DEVELOPMENT AND SCALE PRODUCTION

NGI, Sentinel and Zeus
Construction underway
Full-rate revenue expected in 2030+

SCALING TO ACCELERATE HIGH-GROWTH INTERCEPTOR AND STRIKE MISSILE PRODUCTION

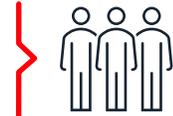
Expanding production for PAC-3, THAAD and Standard Missile
Construction underway; 2029 completion with full rate in 2030

NEAR-TERM GROWTH DRIVERS

GMLRS, Javelin, Tomahawk and Munition Fuzing
Advanced Effects / Classified



COMPETITIVE MOAT OF TALENT, MISSILE POSITIONS, AND SCALE



PEOPLE

- › MSL “*artisans*” are the source of unique process knowledge and proprietary manufacturing expertise
- › 400M+ hours of manufacturing experience



PORTFOLIO

- › Diversified, entrenched positions across Army, Navy, MDA, and Air Force
- › SRMs on 8 out of the 13 Mmunition Acceleration Council programs



PRODUCTION

- › Building state-of-the-art manufacturing facilities, scalable to meet demand, while enhancing quality and safety
- › 200+ buildings, 4,000+ acres, embracing robotics and automation

CAPACITY IS THE NEW CAPABILITY



ADAPT
Fast

Deploying technology for next-gen franchises – Large Solid Rocket Motors, Air Launched Effects, Hypersonics



SCALE
Smart

Investing \$3B to scale SRM production to capture visible, durable demand



ACCELERATE
Growth

2028 REVENUE
~\$6.3B





SCALING TO MEET >3X GROWTH IN SRM PRODUCTION VIA NEW FACILITIES AND MODERNIZED MANUFACTURING



ALABAMA

- › Advanced Manufacturing Facility
- › Inert SRM components



ARKANSAS

- › Advanced Propulsion Facility 1
- › Medium and Large SRM



VIRGINIA

- › Advanced Propulsion Facility 2
- › Medium and Large SRM



CALIFORNIA

- › Canoga Park campus expansion
- › Divert and Attitude Control Systems

DELIVERING PEACE THROUGH INDUSTRIAL STRENGTH

CLEAR VISIBILITY DRIVING CAPACITY EXPANSION



GEOPOLITICAL DRIVERS



ADVERSARY THREAT



GOLDEN DOME



REPLENISH STOCKPILES AND INCREASE INVENTORIES

DURABLE DEMAND SIGNAL DRIVING CAPACITY EXPANSION

MAC PRIORITY PROGRAM GROWTH



THAAD
Missile Defense



Standard Missile
Air & Missile
Defense



PAC-3
Air & Missile
Defense



Tomahawk
Strike

CURRENT ANNUAL DELIVERIES

150

250

700

200

EXPECTED DEMAND GROWTH¹

~3x

~2x

~3x

~5x

¹Growth projections reflect management's expectations based on estimated long-term market opportunities.

MAC – Department of War's Munitions Acceleration Council

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KEY PRIORITIES

01

EXPAND COMPETITIVE MOAT
in people, portfolio, and production to
drive incremental value

02

SCALING FOR GENERATIONAL DEMAND
for missiles & munitions

03

MEET CUSTOMER DELIVERY COMMITMENTS
as production scales

04

COMPLETE CAPITAL RAISE FOR SRM PROJECT
in the second half of 2026



10 min

BREAK



JON RAMBEAU

President, Communications & Spectrum Dominance

COMMUNICATIONS & SPECTRUM DOMINANCE (CSD)

Dominating the spectrum across sensors, communications and effects



BUSINESS MODEL

COMMERCIAL

STRATEGIC PORTFOLIO RATIONALE

- ▶ Mid-Single Digit Growth
- ▶ Commercial Margins

CAPABILITIES



Resilient, Software-Defined Radios and Waveforms

Passive Sensors

Weapons / Unmanned Data Links

Counter-Drone Systems

Electronic Warfare

GROWTH DRIVERS



DoW and International Communication Modernization

Operations in Contested Environments

Drone Proliferation and Associated Defense



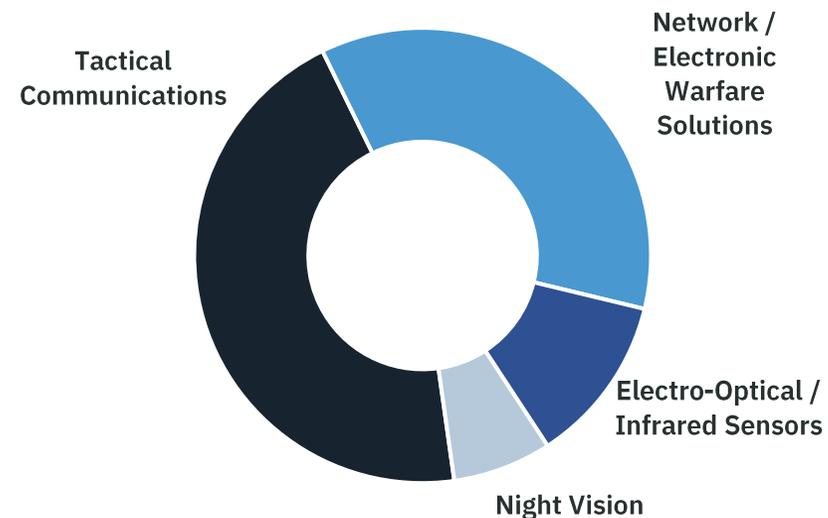
CSD AT A GLANCE

Delivering Electromagnetic Spectrum Solutions at Scale



2025

Revenue by Capability



2026 Rev Guidance

~\$8.0B

2026 Margin Guidance

~25%

Commercial Model

80%



COMMERCIAL MODEL FUELS COMPETITIVE MOAT



DEPTH

- › Market-leading positions across sensors, comms and effects
- › Next-gen, secure technologies
- › Solutions across land, sea, air, space and cyber domains



BREADTH

- › 12,000+ employees worldwide
- › 10 global business and production hubs
- › Millions of systems fielded across 130+ countries



SPEED

- › Agile, high-capacity production
- › Self-funded R&D delivers next-gen capabilities ahead of need
- › Customer feedback incorporated quickly to refine products



ADVANCED THREATS DRIVE DEMAND

Offensive and defensive electromagnetic spectrum solutions provide battlefield options



TARGETED INVESTMENTS IN GROWTH PRODUCT LINES



Investing in commerciality and capacity to meet demand for CSD capabilities

✓ COUNTER-DRONE SYSTEMS PRODUCTION EXPANSION WITH MSL

✓ NEW ELECTRO-OPTICAL / INFRARED SENSING SYSTEMS FACTORY

✓ 40% EXPANSION OF PRODUCTION CAPACITY IN GROWTH PRODUCT LINES

RESILIENT COMMS

- Delivering 140K+ radios in 2026
- Monetizing 30+ waveforms

PASSIVE SENSING

- Delivering 600+ turrets in 2026
- Installations across 120+ platform types

COUNTER-DRONE SYSTEMS

- Deliveries increase 4x by 2028
- Investment set to match demand

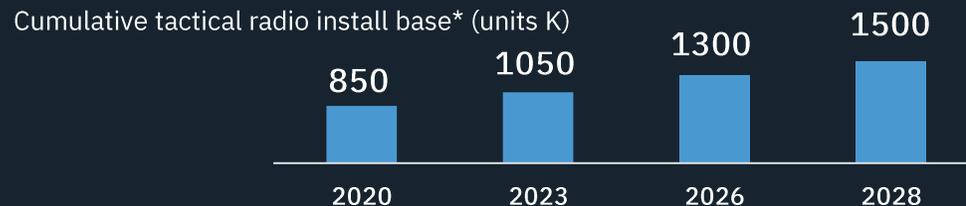


TOPLINE GROWTH DRIVEN BY ADVANCING THREATS



Global security environment driving strong demand in core products

RESILIENT COMMS



PASSIVE SENSING



COUNTER-DRONE SYSTEMS



SUBSTANTIALLY INCREASING DELIVERIES OVER THREE YEARS

*Figures rounded for presentation



KEY PRIORITIES

Accelerating global growth
at commercial margins

01

STRENGTHEN AND EXPAND IN CORE MARKETS
by filling customer capability gaps

02

DRIVE GROWTH
across sensors, communications and effects

03

MAINTAIN INDUSTRY-LEADING MARGINS
by leveraging the commercial business model

04

POSITION FOR THE FUTURE
through flexible capacity and discriminating technology



SAM MEHTA

President, Space & Mission Systems

SPACE & MISSION SYSTEMS (SMS)

Leveraging differentiated capabilities to drive revenue and growth



BUSINESS MODEL

DEFENSE

STRATEGIC PORTFOLIO RATIONALE

- ▶ Upper-single digit growth
- ▶ Defense margins

CAPABILITIES



Space-based Missile Defense Solutions*

Missionized ISR Aircraft, Military Avionics*

Maritime Power, Control, Sensing Solutions

Intel Products and Solutions*

Mission-Critical Networks

GROWTH DRIVERS

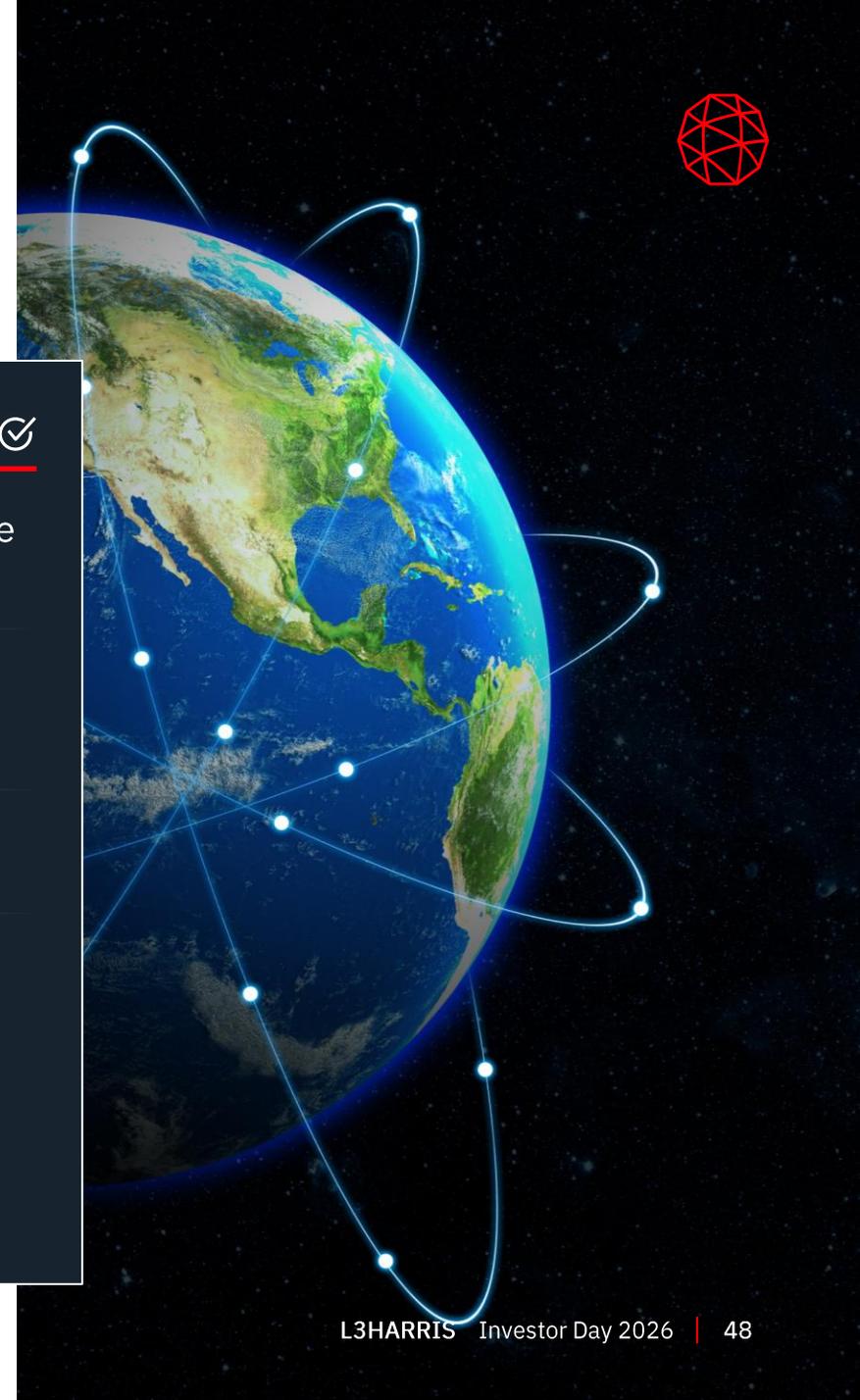


Missile Warning / Missile Defense

International ISR and Aircraft Missionization

International

Maritime



* Includes significant classified capabilities

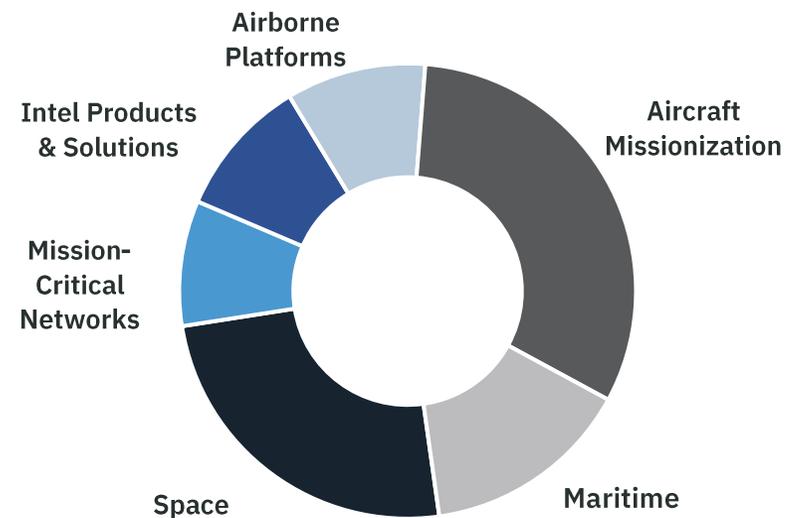
SMS AT A GLANCE

Delivering multi-domain mission-critical defense solutions



2025

Revenue by Capability



2026 Rev Guidance

~\$11.5B

2026 Margin Guidance

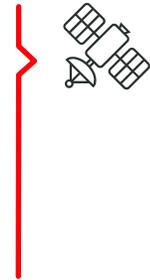
mid 10%

Classified

>30%

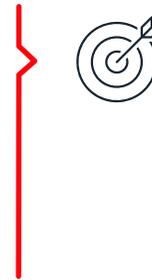


COMPETITIVE MOAT OF CAPABILITY, AGILITY, MISSION APPLICATION



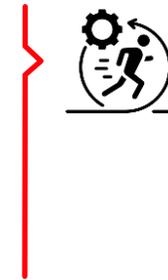
CAPABILITY

Differentiated technical depth and intellectual property expand industry leadership in growing markets



MISSION PROVEN

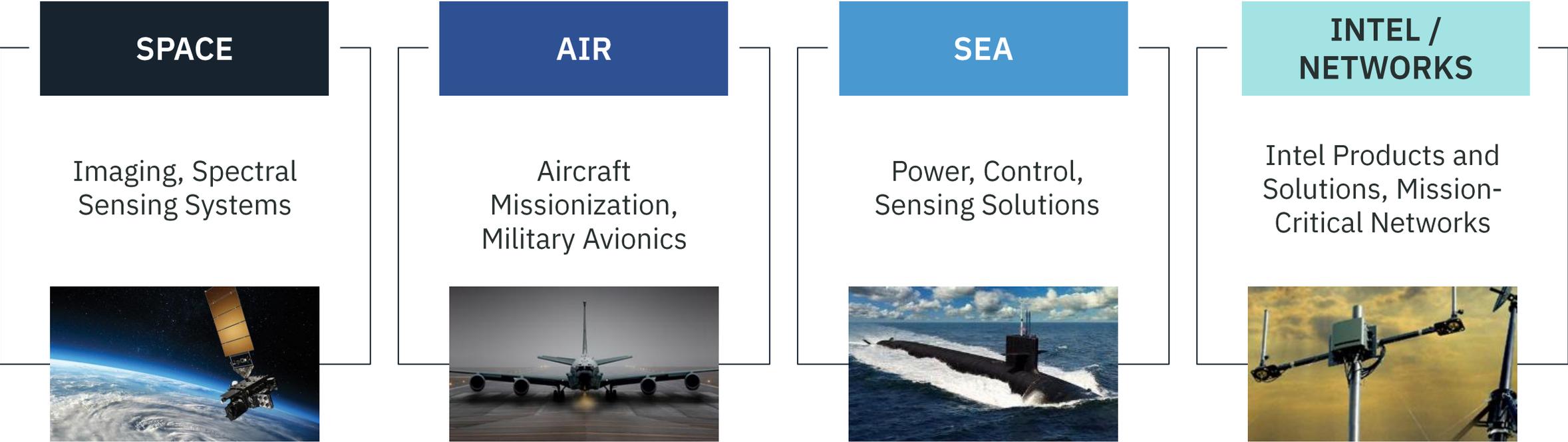
Legacy of customer intimacy and delivery of mission-critical solutions



AGILITY

Flexible business model, investment ahead of need, and optimization to maximize return

FOUNDATION FOR GROWTH



50% OF LHX ANNUAL REVENUE

The appearance of U.S. Department of War visual information does not imply or constitute DoW endorsement.

DEPLOYING MULTI-DOMAIN CAPABILITIES AT SCALE



ADAPT
Fast

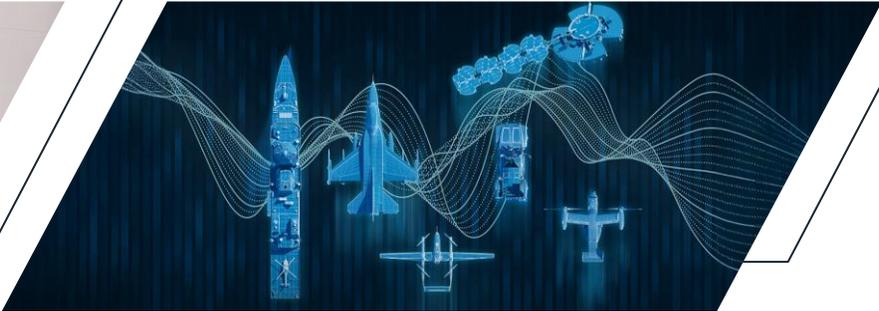
SCALE
Smart

ACCELERATE
Growth

Deployed differentiated foundational capabilities to new space, air missions

Expanded capacity and efficiency to meet customer demand

2028 REVENUE
~\$13B





WELL-POSITIONED FOR OUTSIZED GROWTH IN MISSILE DEFENSE AND AIRCRAFT ISR

Product portfolio and capabilities deployed to address critical opportunities



\$4B+

(Opportunity Pipeline)

MISSILE WARNING / MISSILE DEFENSE

- › Missile threats outpacing legacy warning and defense architectures
- › Adapted space-based weather monitoring to create premier MW/MD solution
- › US Homeland defense elevated as core pillar of deterrence



\$20B+

(Opportunity Pipeline)

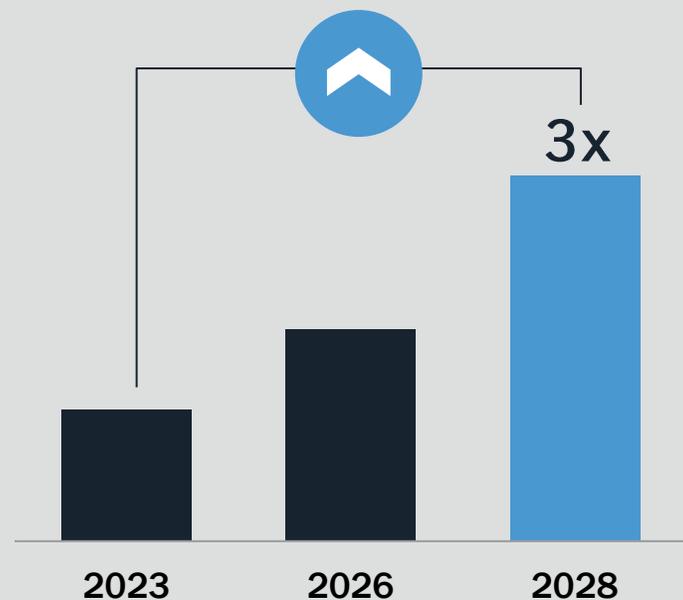
MISSIONIZED BUSINESS JETS

- › Localized threats expanding at an unprecedented pace
- › Signaled increase demand for international ISR and Early Warning missions
- › Developed lower acquisition and lifetime cost solution than legacy E-7 offering

RAMPING CAPACITY TO MEET STRONG DEMAND GROWTH AND MAINTAIN LEADERSHIP POSITION



SPACE SATELLITE PRODUCTION RATE



80
satellites delivered /
on contract



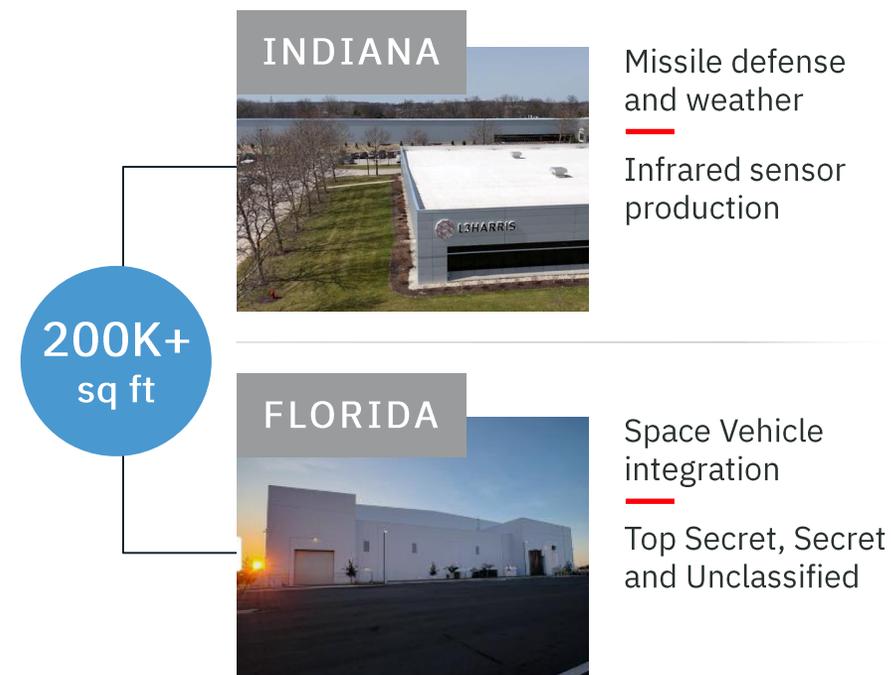
2x
production rate
increase in 2 years



Record space
backlog



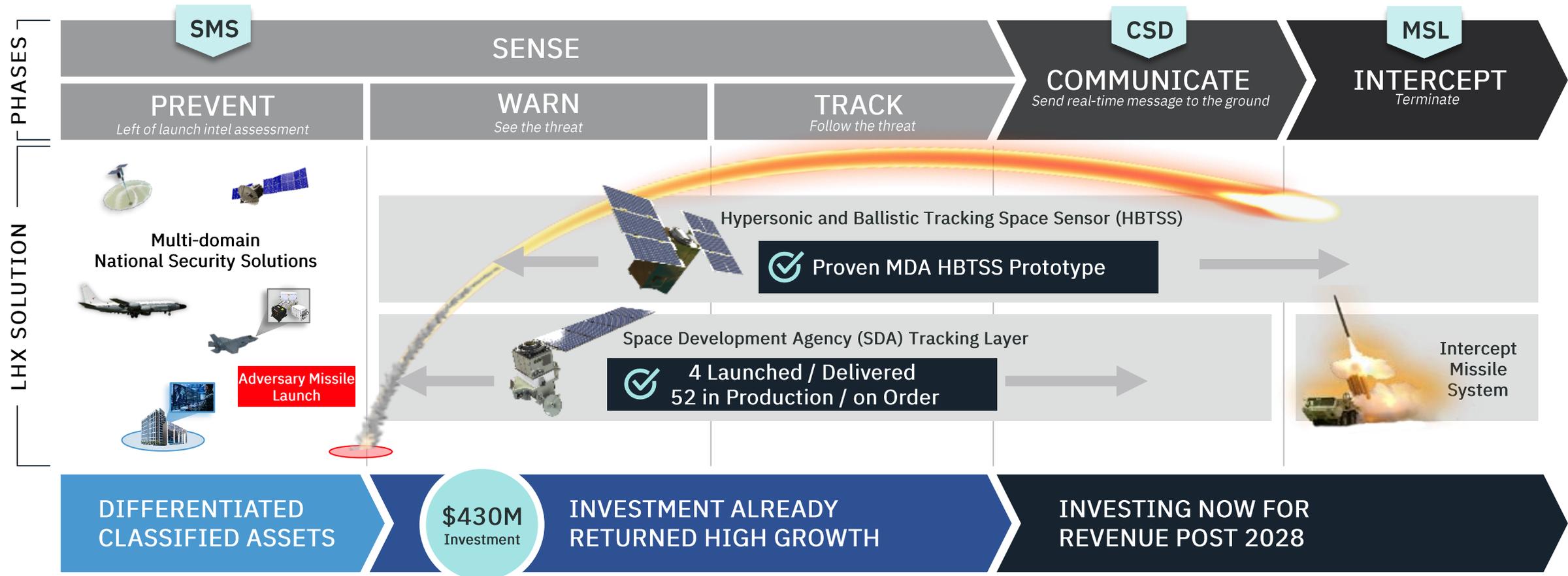
STATE-OF-THE-ART SPACE FACILITY EXPANSIONS





MISSILE WARNING/MISSILE DEFENSE SATELLITE PORTFOLIO DRIVES LONG-TERM GROWTH

Investing in capabilities across the value chain

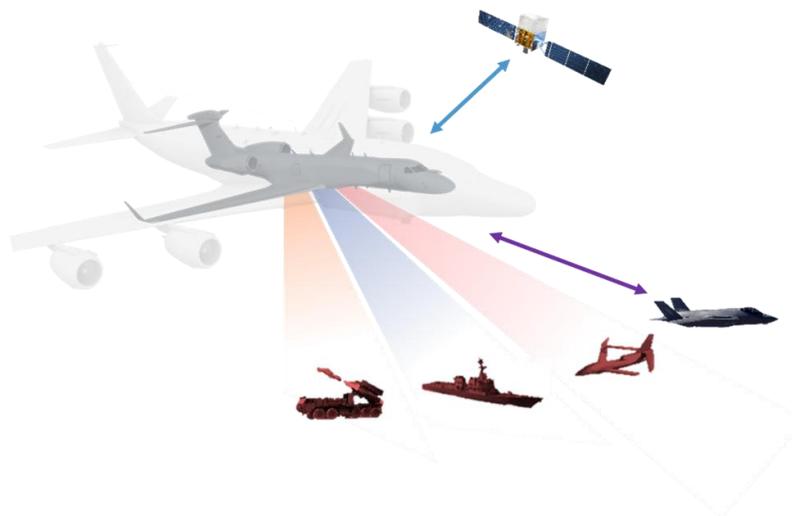


INNOVATE TO GROW MISSIONIZED BUSINESS JETS



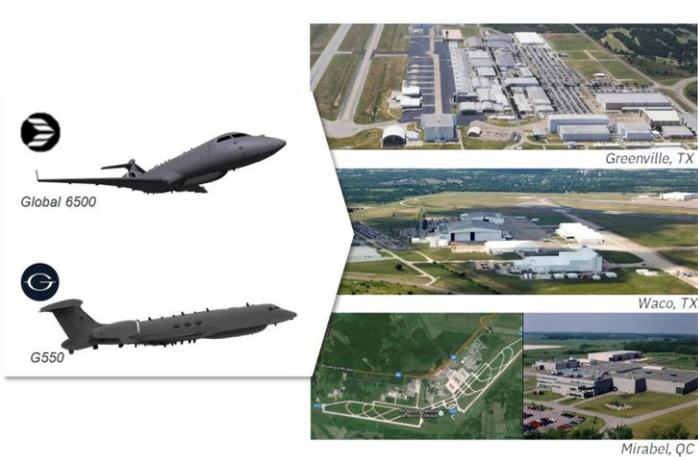
STRONG MARKET DEMAND

For missionized aircraft that deliver differentiated, tailored ISR, EW, and Early Warning capabilities



DISCRIMINATING PRODUCTION CAPACITY

Through repeatable, scaled, advanced manufacturing processes



POSITIONED FOR OUTSIZED GROWTH

By winning Korea AEW&C to unlock large international franchise

\$3B+

Awarded Since Q4 2025



\$20B+

New Opportunities Unlocked



KEY PRIORITIES

01

CONTINUE TO INVEST

in capacity, technology, and modernization to deliver advanced capability at speed and scale

02

PARTNER with defense industry and new entrants to provide comprehensive, mission-level capabilities

03

EXECUTE, EXECUTE, EXECUTE

Maintain customers' trust with predictable, reliable execution and delivery...to grow

04

REMAIN FOCUSED AHEAD OF INDUSTRY

on strategic capability and talent to outpace competitors



KEN

BEDINGFIELD

Senior Vice President, CFO and
President, Missile Solutions

L3HARRIS FINANCIAL OVERVIEW



COMMITMENT

2028 Financial
Framework



UNLOCKING VALUE

Strategic transactions



CAPITAL DEPLOYMENT

Investing for growth;
competitive capital
returns



MEETING COMMITMENTS

Delivering on 3-yr Financial Framework set at Investor Day in December 2023



FINANCIAL FRAMEWORK AND GUIDANCE



	2023 Actuals	2026 Financial Framework	2026 Guidance	
Revenue	\$19.4B	\$23B	\$23.0B - \$23.5B	✓
Segment Operating Margin	14.8%	16%	low 16%	✓
Free Cash Flow	\$2.0B ¹	\$2.8B	\$3.0B	✓

CATALYSTS DRIVING FINANCIAL FRAMEWORK OUT-PERFORMANCE

- Portfolio focused on highest growth priorities
- Delivered on customer commitments
- Bid rigor enabling win and execution
- Improved program execution

¹Represents Adjusted Free Cash Flow



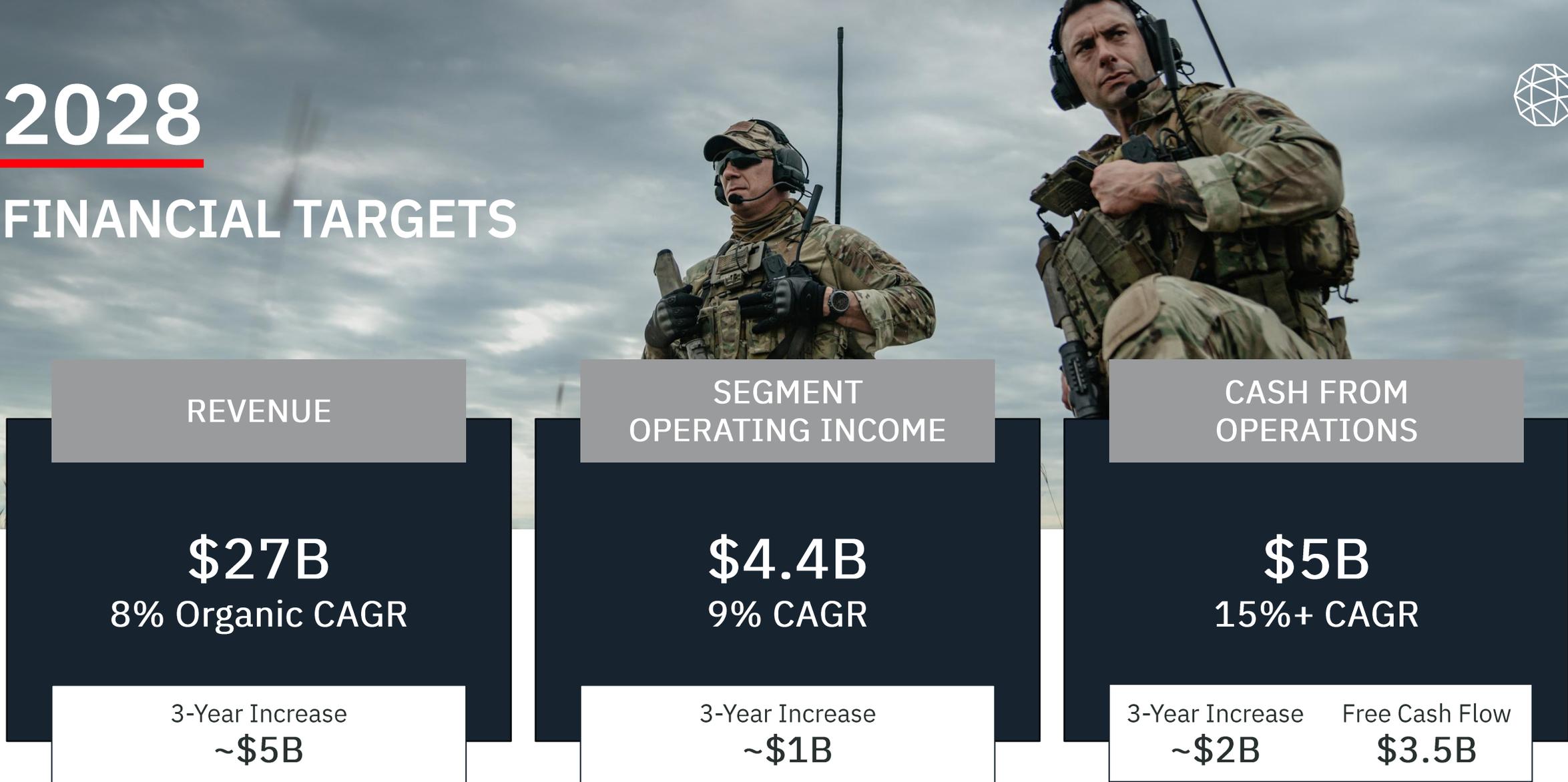
2026 SEGMENT FINANCIAL GUIDANCE

	2025		2026E	
	Sales	Operating Margin	Revenue	Operating Margin
SMS	\$10.7B	9.8%	~\$11.5B	mid 10%
CSD	\$7.6B	25.4%	~\$8B	~25%
MSL	\$3.8B	11.8%*	~\$4.4B	mid 12%

*Operating margin at MSL is adjusted for segment impairment of goodwill

2028

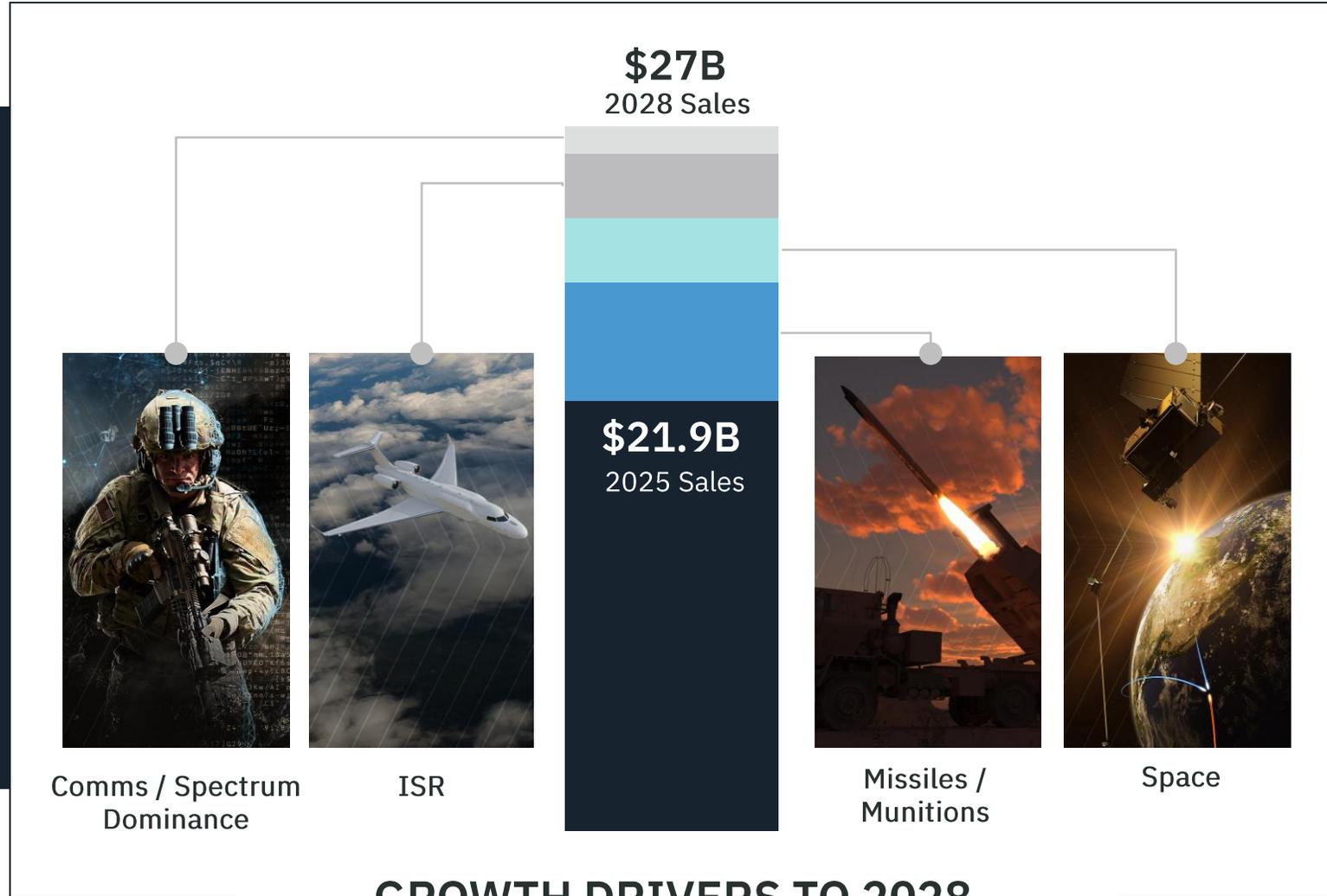
FINANCIAL TARGETS



On Jan. 5, 2026, we announced the sale of a majority stake in our Space Technology disposal group; the financials of this business are included in our 2026 guidance and 2028 financial framework. We expect the transaction to close in the second half of 2026 at which time our guidance will be updated.

Compound annual growth rate (CAGR) calculated over the 3-year period commencing with fiscal year 2025 actual results, as reported in our SEC filings.

GROWTH ALIGNED TO KEY CUSTOMER PRIORITIES



GROWTH DRIVERS TO 2028

2028 SEGMENT REVENUE*

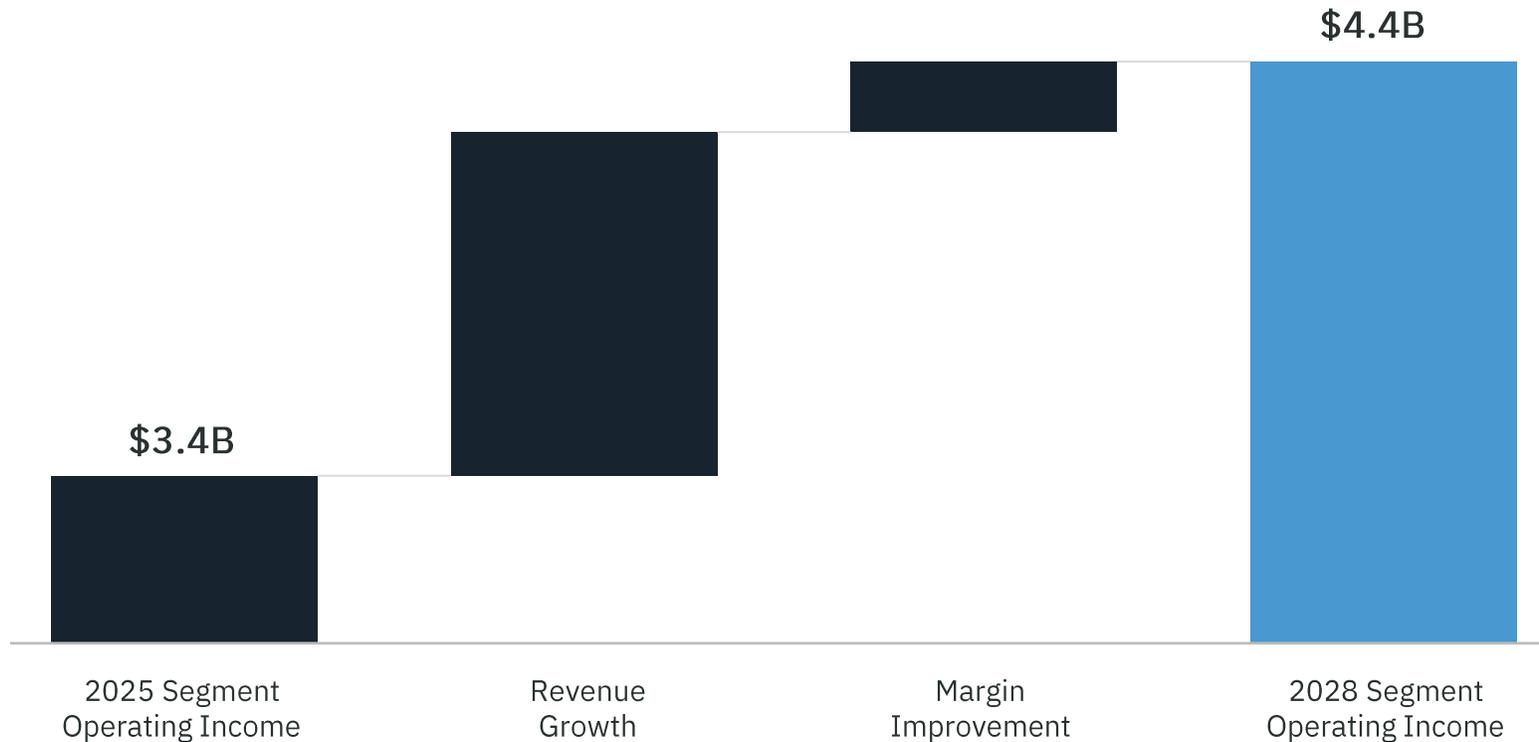
SMS	~\$13B
CSD	~\$9B
MSL	~\$6.3B

*Segment revenue includes intra-company sales that are eliminated at the company level

SEGMENT OPERATING INCOME DRIVEN BY SALES GROWTH AND EXECUTION IMPROVEMENTS



DRIVERS OF OPERATING INCOME TO 2028



- 01** Revenue growth
Aligned to fastest growing customer priorities
- 02** Margin Improvement
Continued positive EAC momentum;
Increased international / commercial sales

STRUCTURALLY ATTRACTIVE FREE CASH FLOW



CAPITAL ALLOCATION STRATEGY FOCUSED ON DELIVERING LONG-TERM VALUE CREATION



INTERNAL INVESTMENT

Baseline Capex 2%
- 2.5% of sales

Missile Solutions
investment ~\$3B

PRESERVE FLEXIBILITY

Strong balance
sheet

Well-aligned
portfolio, drives
disciplined
decisions on future
structural changes

RETURN TO SHAREHOLDERS

Maintain
competitive
dividend

Share repurchases
offset dilution



UNLOCKING SHAREHOLDER VALUE



2026 STRATEGIC TRANSACTIONS

✔ Customer aligned

✔ Focused Segments

✔ Investing for growth

SEGMENT REALIGNMENT

- ▶ Segments with common capability and business models
- ▶ Tightly aligned technology roadmaps and investment priorities
- ▶ Aligns with DoW key demand signals



SP&PS MAJORITY STAKE SALE

- ▶ Enables investment focus on SRM expansion
- ▶ Our partner has deep experience in commercial space and positioned to invest in next gen space propulsion franchise
- ▶ Participate in long-term value with minority stake

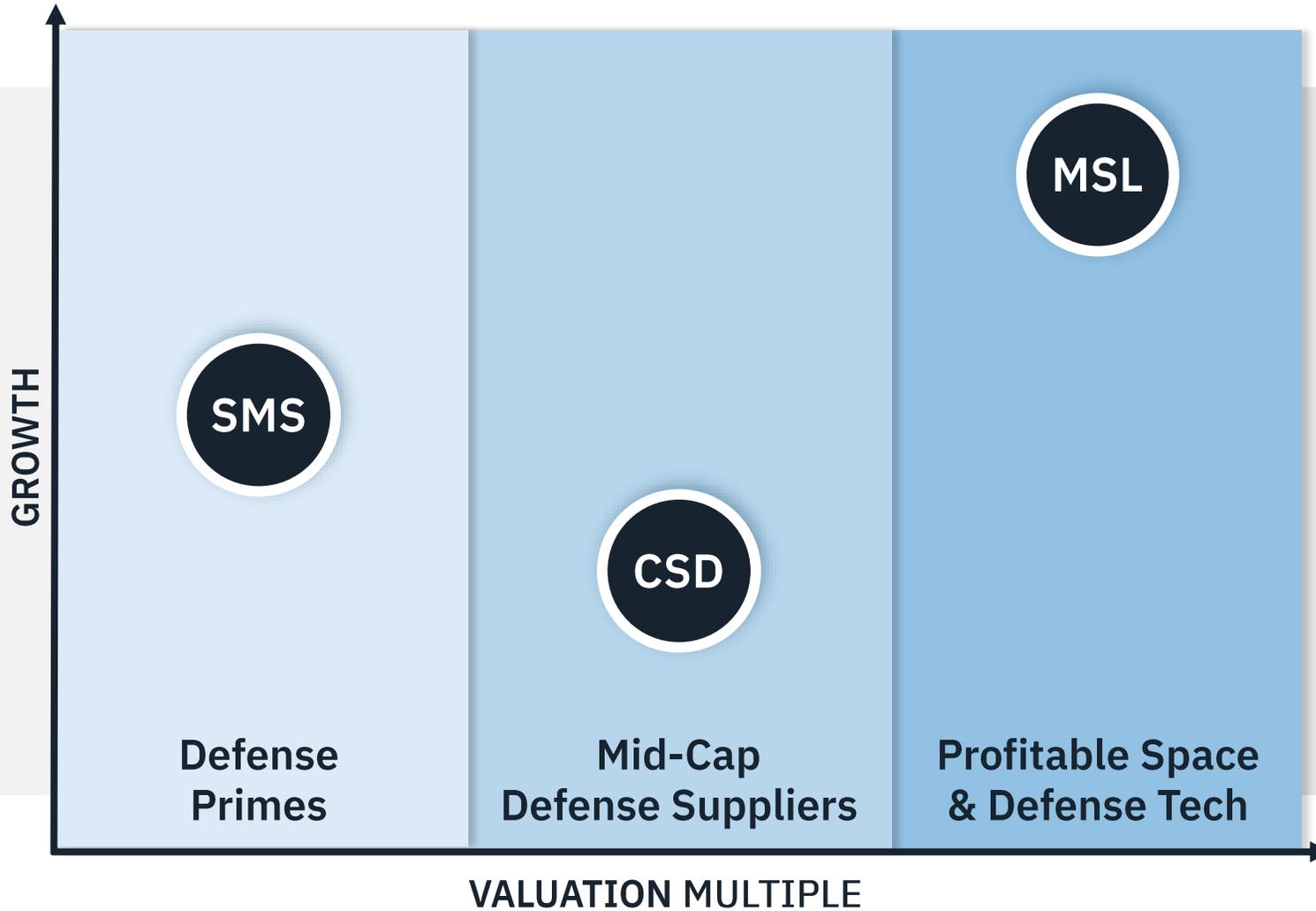


MISSILE SOLUTIONS TRANSACTION

- ▶ Provides investment for capital expansion
- ▶ Aligns incentives with our customer
- ▶ Maintains flexibility for core business
- ▶ Unlocks a high-growth, pure-play missile business



A PORTFOLIO POSITIONED TO DELIVER SHAREHOLDER VALUE



ENTERPRISE GROWTH POWERHOUSE

- SMS**
Strong growth across suite of multi-domain mission-critical solutions
- CSD**
Delivers profitability with commercial margins and market-leading positions across sensors, comms and effects
- MSL**
Fuels future momentum on pace with high growth defense tech peers



10 min

BREAK



Q&A

Q&A PANELISTS



Chris Kubasik
Chairman and CEO



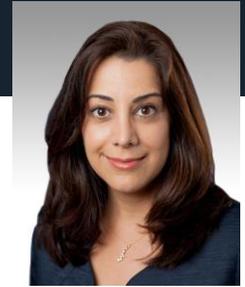
Ken Bedingfield
Senior Vice President,
CFO & President,
Missile Solutions



Sam Mehta
President, Space &
Mission Systems



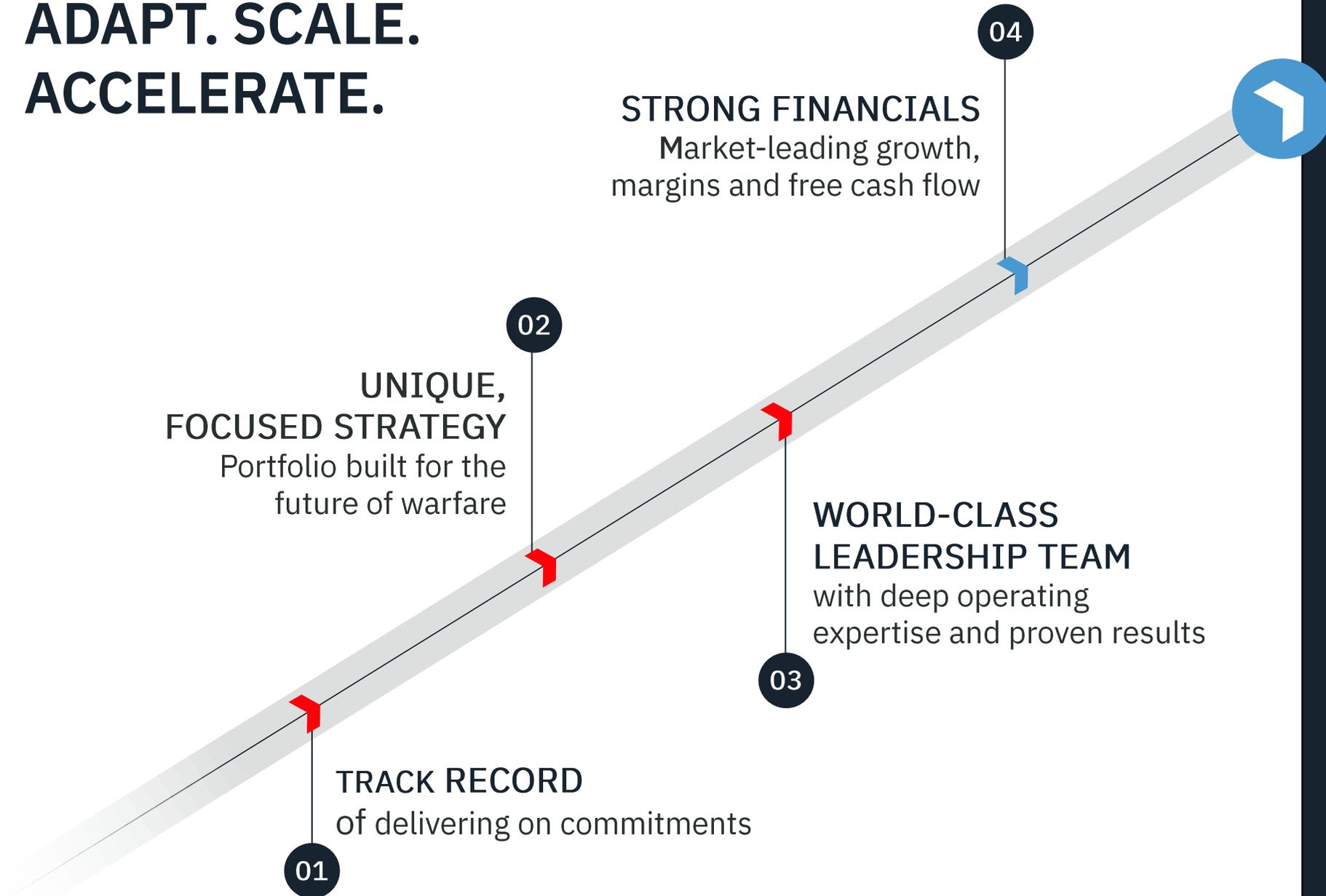
Jon Rambeau
President,
Communications &
Spectrum Dominance



Tania Hanna
Vice President,
Government & Customer
Relations

Moderated by Tony Calderon, VP Investor Relations & Corporate Development

ADAPT. SCALE. ACCELERATE.



2028 FINANCIAL FRAMEWORK

SALES

\$27B

SEGMENT OPERATING INCOME CAGR

\$4.4B

CASH FLOW FROM OPERATIONS

~\$5B



L3HARRIS®

FAST. FORWARD.



INVESTOR DAY 2026

