



Investor Presentation

May 2025



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This presentation may contain forward-looking statements (within the meaning of Section 27A of the Securities Act of 1933, as amended, Section 21E of the Securities Exchange Act of 1934, as amended, and the Israeli Securities Law, 1968) regarding the Company, to the extent such statements do not relate to historical or current facts. Forward-looking statements are based on management's current expectations, estimates, projections and assumptions about future events. Forward looking statements are made pursuant to the safe harbor provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements are not guarantees of future performance and involve certain risks, uncertainties and assumptions about the Company, which are difficult to predict, including projections of the Company's future financial results, its anticipated growth strategies and anticipated trends in its business. Therefore, actual future results, performance and trends may differ materially from these forward looking statements due to a variety of factors. Further information is contained in Elbit Systems' annual report on Form 20-F. All forward looking statements speak only as of the date of this presentation. Although the Company believes the expectations reflected in the forward-looking statements contained herein are reasonable, it cannot guarantee future results, level of activity, performance or achievements.

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Unless otherwise indicated, all numbers in this presentation are as of 31 December 2024. The Company does not undertake to update this presentation or publish any of the data contained therein in the future.

ELBIT SYSTEMS AT A GLANCE



~\$18bn Market cap¹ - NASDAQ & TASE listed



\$23.1bn order backlog²



\$6.8bn revenues in 2024 (\$6.0bn in 2023)



~20,000 employees³



Headquarters in Haifa, Israel



Subsidiaries in numerous countries

O U R V I S I O N

To be a
world-leading source
**of innovative,
technology-based
systems**

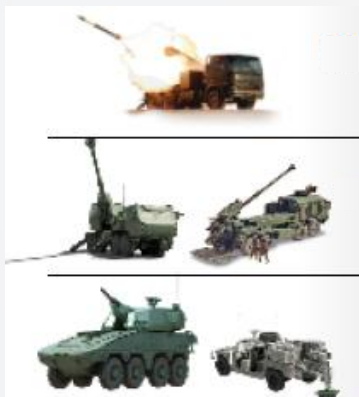
for diverse defense
and civilian applications

¹ As of May 20, 2025

² As of March 31, 2025

³ As of December 31, 2024

ELBIT SYSTEMS' STRATEGIC PILLARS



**BROAD PORTFOLIO
AND VERTICALLY
INTEGRATED**



**BEING GLOBAL
WHILE BEING
LOCAL - GLOCAL**



**INNOVATIVE AND
COMPETITIVE
ADVANTAGE**



PEOPLE



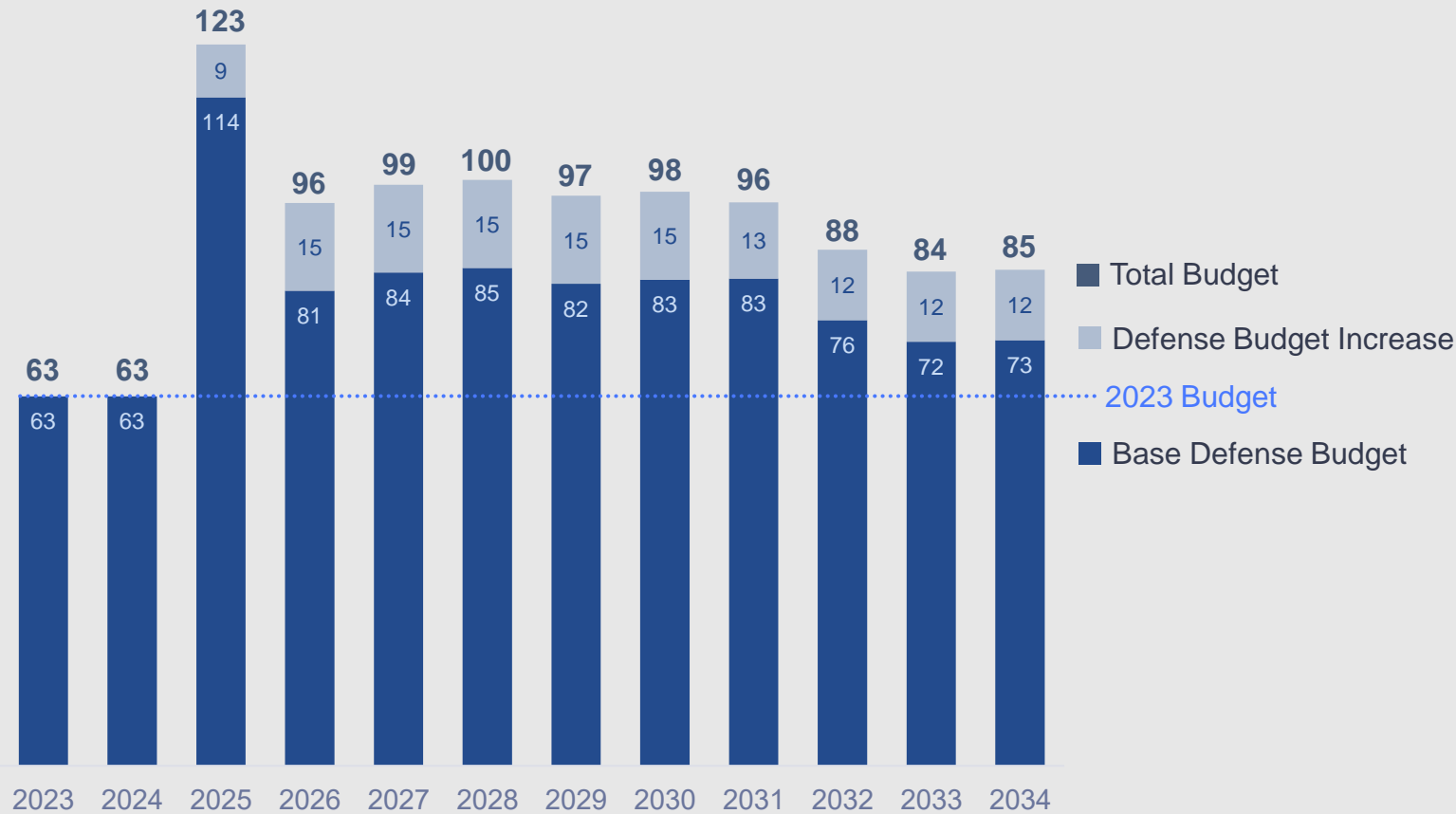
RANKED 22ND IN DEFENSE NEWS GLOBAL 100 DEFENSE COMPANIES IN 2024

THE ISRAELI DEFENSE PRIME



■ Billion NIS

DEFENSE BUDGET PROPOSAL - "NAGEL" COMMITTEE^{1,2}



ELBIT SYSTEMS REVENUE IN ISRAEL



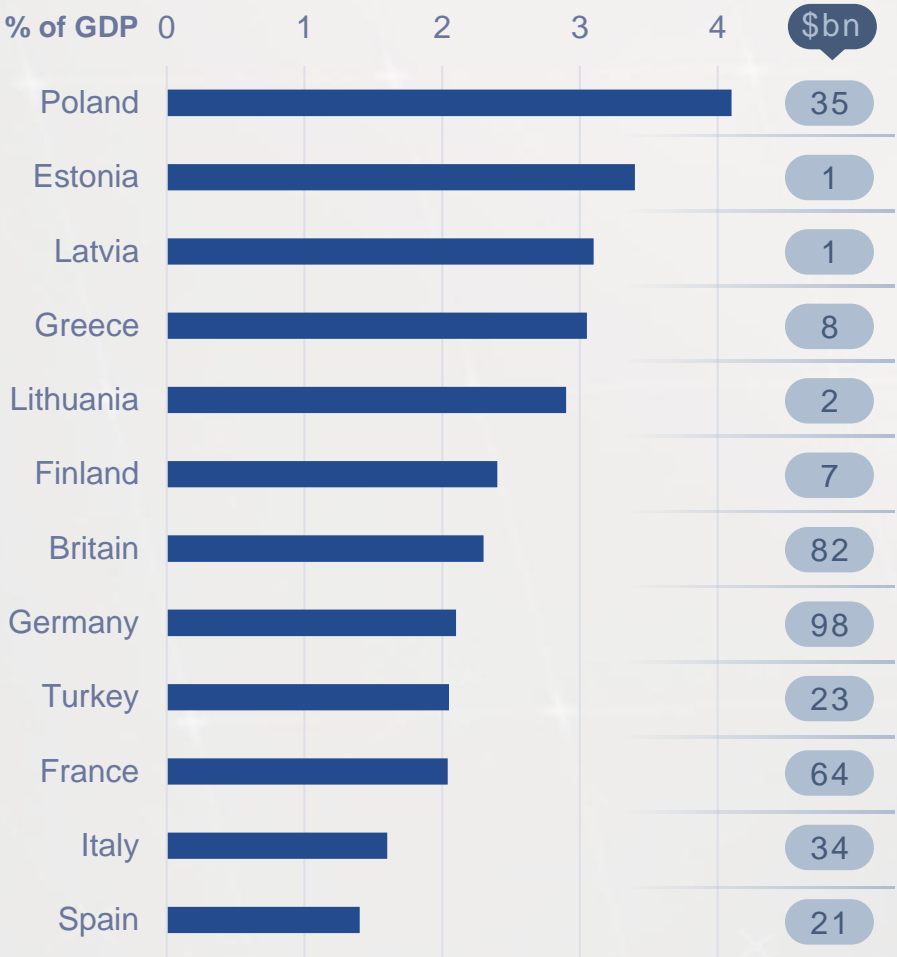
Source: Committee to Examine Israel Defense Budget and IDF Force Build-Up Led by Brigadier General Professor Jacob Nagel (December 31, 2024)

¹ Israel's Budget for 2025 was approved on March 23, 2025, the total defense budget approved for 2025 was NIS 136 billion.
² Some of the recommendations of the Nagel Committee were implemented as part of Israel's 2025 defense budget, but full implementation of the recommendations is still under discussion between the Ministry of Finance and the Ministry of Defense.

EUROPE DEFENCE SPENDING CONTINUES TO INCREASE



European NATO Members, Defence Spending, % of GDP | 2024 Estimate, Selected Countries



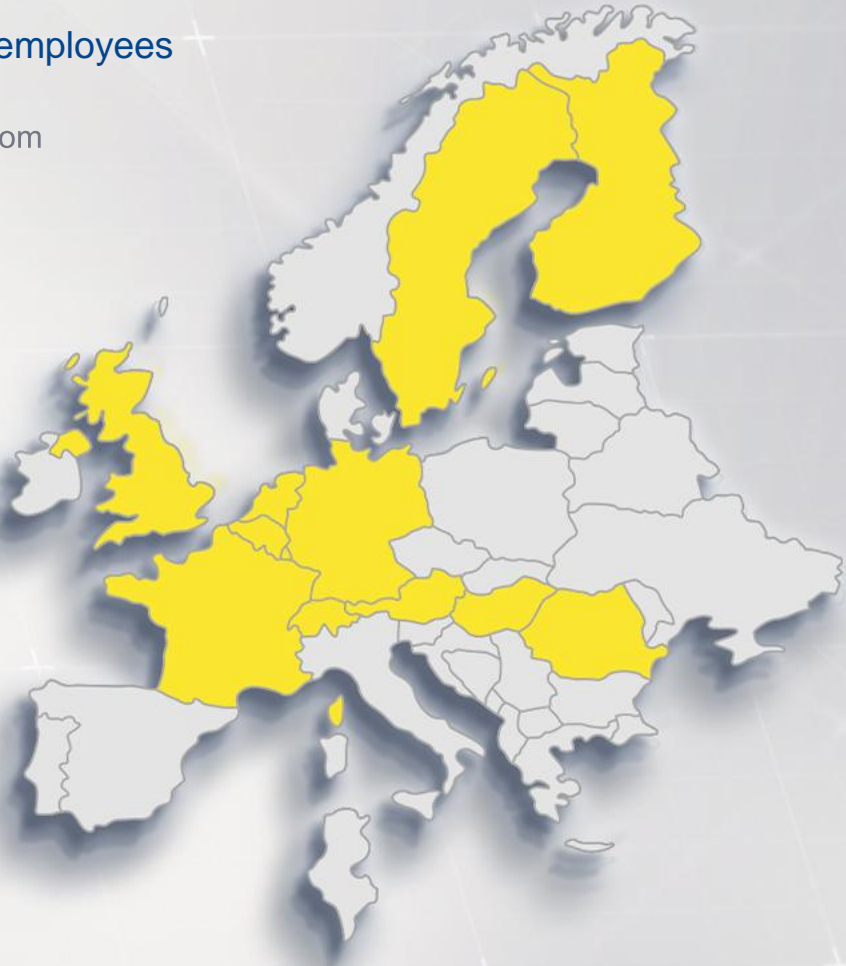
Increase of European defense from 2% → 3% of GDP, translates into potential additional annual spending of **\$280bn** for European NATO member countries

Source: Economist

ELBIT SUBSIDIARIES ACROSS EUROPE

~1,900 employees

- United Kingdom
- Germany
- Romania
- Sweden
- Switzerland
- Austria
- Belgium
- France
- Hungary
- Netherlands
- Finland



■ US PRESIDENT TRUMP: “NATO SHOULD BE AT 5% GDP”

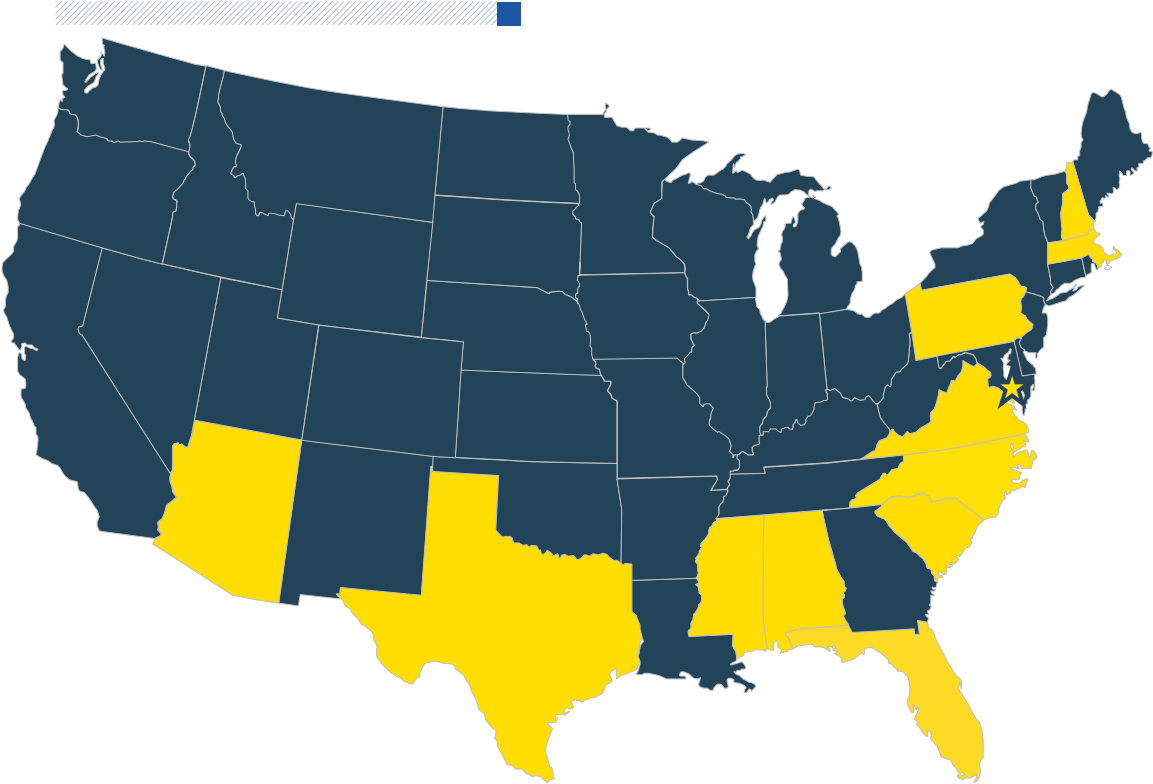
■ ESL REVENUE IN EUROPE GREW BY 106% FROM \$885mm IN 2021 TO \$1.82bn IN 2024



European Land Systems



USA | A STRONG PRESENCE IN A STRATEGIC MARKET



\$1.5bn¹
Revenues



3,300
Employees



10
States

MARITIME SENSING

One of two US producers of Sonobuoys



FMF UPSIDE



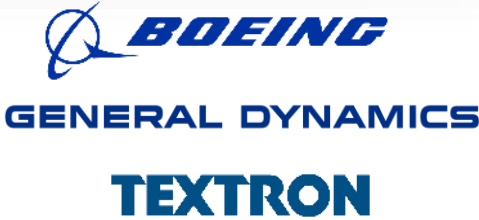
SOLDIER LETHALITY

Sensing systems for augmented reality for day and night operations



SCALE WITH PLATFORM PRODUCTION

NATO F-35, Apache, and F-16



■ Elbit Systems America is an integral part of the US Defense Industrial Base

¹Represents revenues in North America (U.S. and Canada), as of December 31, 2024

A COMPREHENSIVE AND RELEVANT PORTFOLIO



AIR & SPACE



LAND



NAVAL



UNMANNED



NETWORKED
WARFARE



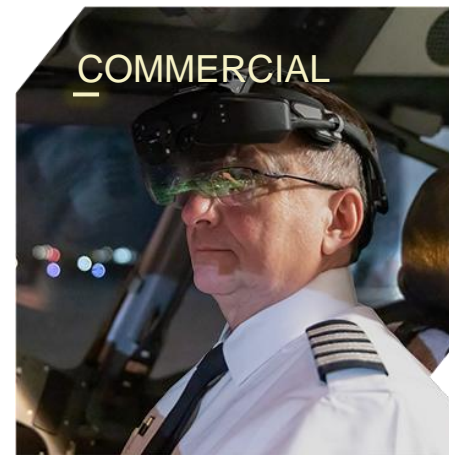
CYBER



HOMELAND
SECURITY



COMMERCIAL

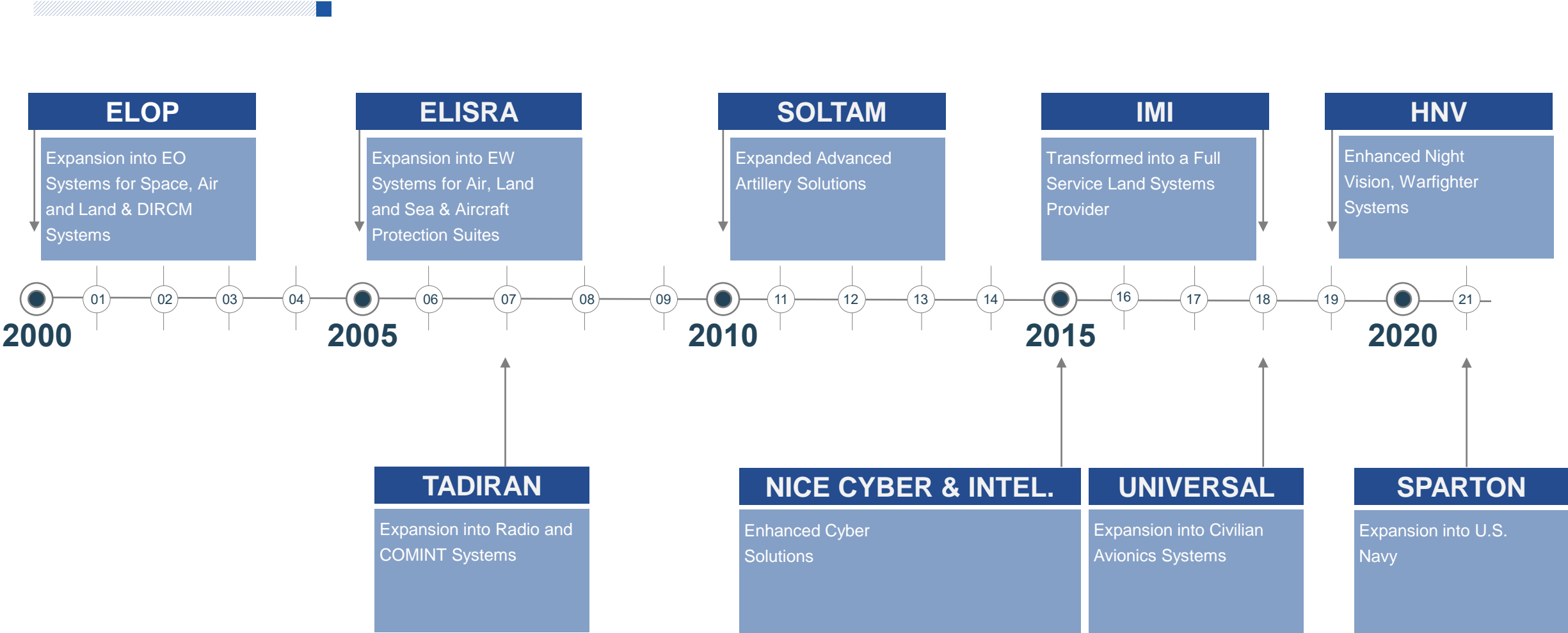


HPL





VALUE CREATING M&A | MAJOR ACQUISITIONS



■ Multiple bolt on acquisitions since 2000 to acquire technologies and market positions





2024 FINANCIAL HIGHLIGHTS¹

+14% Revenues



+\$393mm Free Cash Flow²



+23% Non-GAAP Operating Income^{2,3,4}



+31% Non-GAAP Diluted Net EPS^{2,3,5}



+370% Net Cash Provided by Operating Activities



+27% Backlog



¹ Percentage changes approximate due to rounded figures
² Free Cash Flow, Operating Profit and non-GAAP diluted net EPS are non-GAAP financial metrics
³ Please see appendix for an annual reconciliation of Non-GAAP metrics to the most directly comparable GAAP measure
⁴ GAAP Operating Income: \$489mm (2024) | \$369mm (2023) | 33% YoY
⁵ GAAP diluted net EPS: \$7.18 (2024) | \$4.82 (2023) | 49% YoY



Q1 2025 FINANCIAL HIGHLIGHTS¹

+22% Revenues



\$1.9bn

\$1.6bn (Q1 2024)

+\$247mm Free Cash Flow²



\$161mm

\$(86)mm (Q1 2024)

+36% Non-GAAP Operating Income^{2,3,4}



\$165mm

\$122mm (Q1 2024)

+42% Non-GAAP Diluted Net EPS^{2,3,5}



\$2.57

\$1.81 (Q1 2024)

+\$190mm Net Cash Provided by Operating Activities



\$184mm

\$(6)mm (Q1 2024)

+14% Backlog



\$23.1bn

\$20.4bn (Q1 2024)

¹ Percentage changes approximate due to rounded figures

² Free Cash Flow, Operating Profit and non-GAAP diluted net EPS are non-GAAP financial metrics

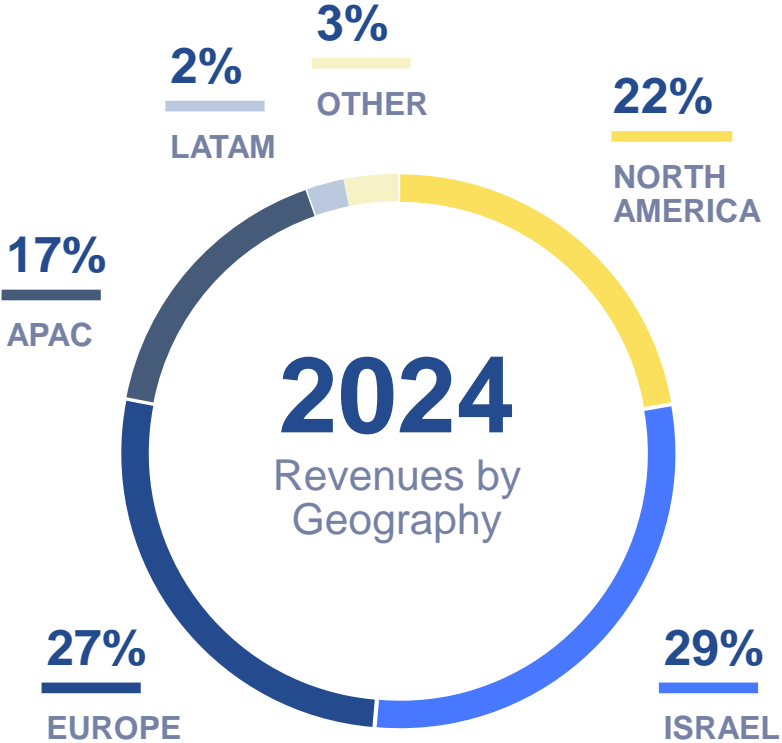
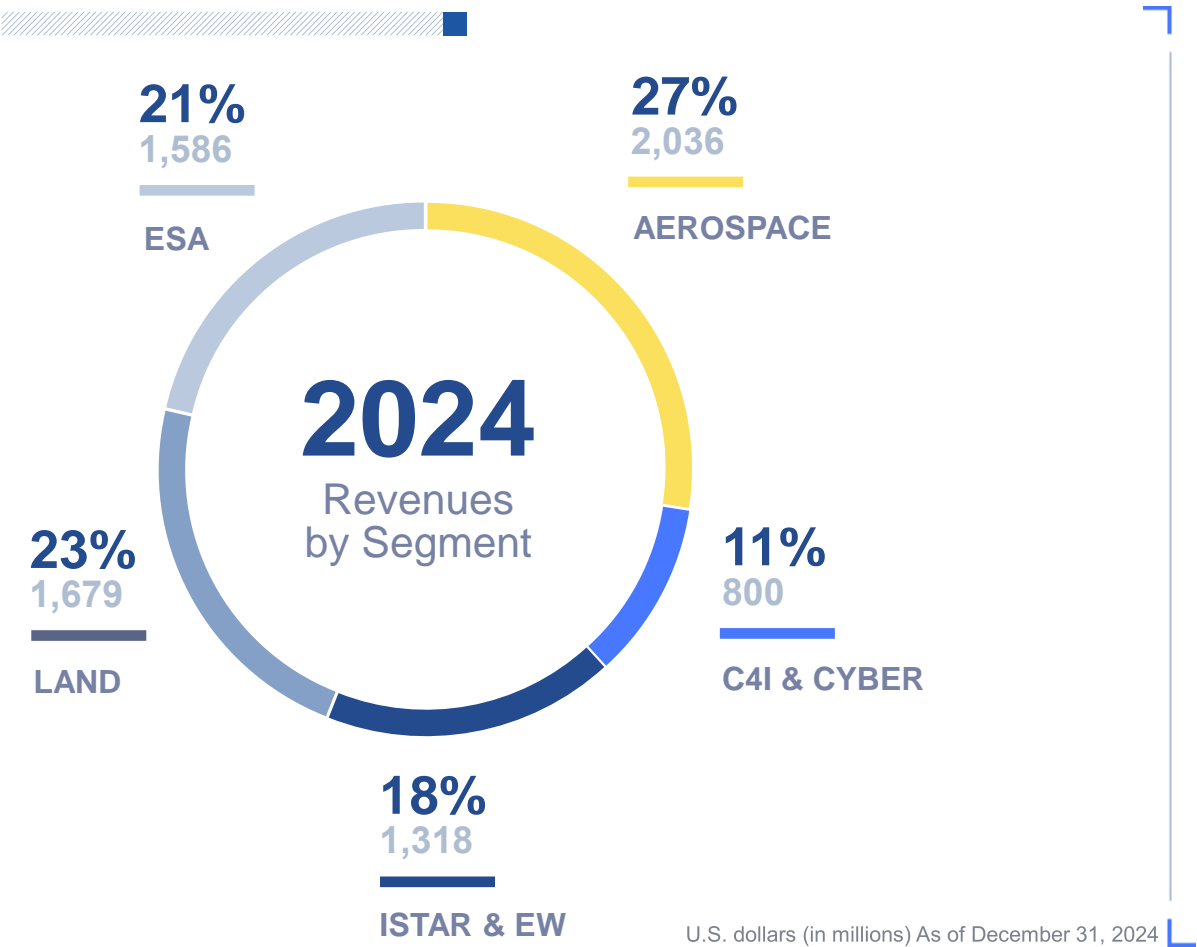
³ Please see appendix for a reconciliation of Non-GAAP metrics to the most directly comparable GAAP measure

⁴ GAAP Operating Income: \$150mm (Q1 2025) | \$105mm (Q1 2024) | 43% YoY

⁵ GAAP diluted net EPS: \$2.35 (Q1 2025) | \$1.65 (Q1 2024) | 42% YoY

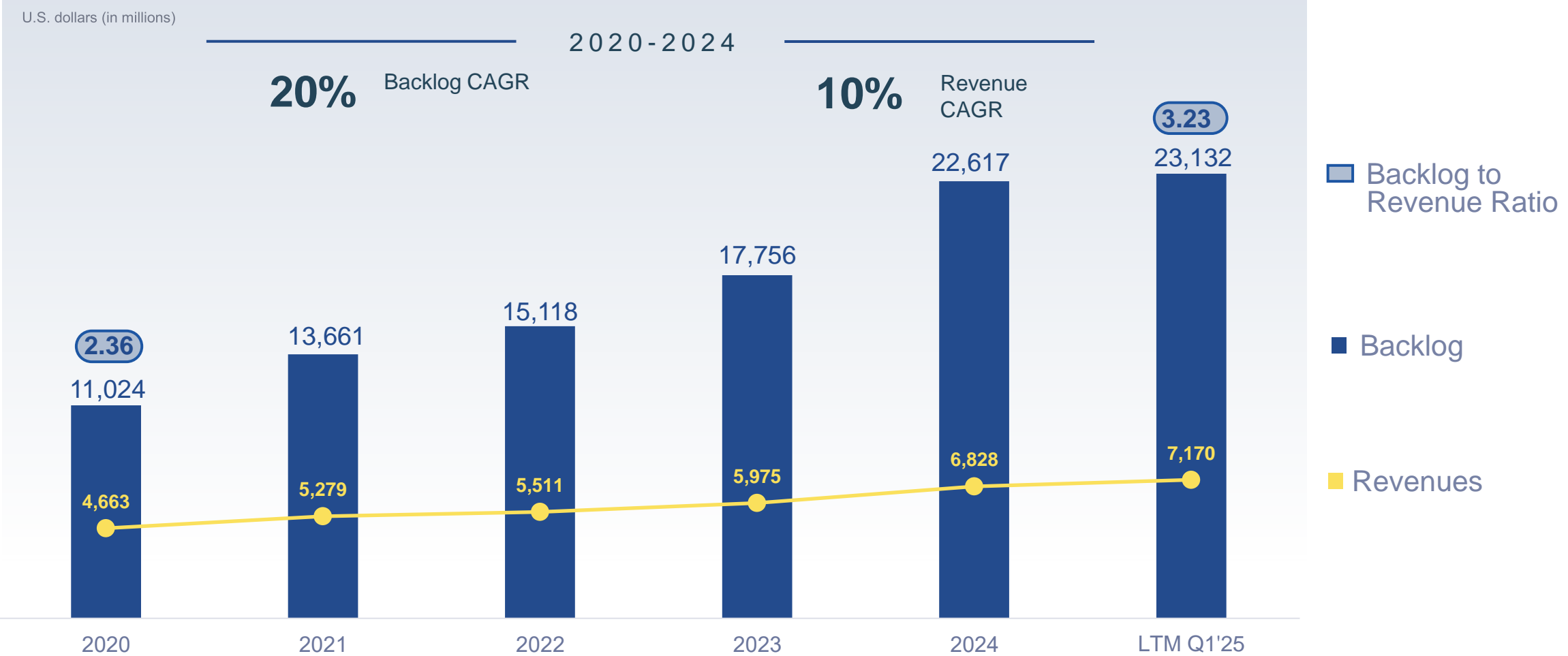


2024 RESULTS | REVENUE BREAKDOWN



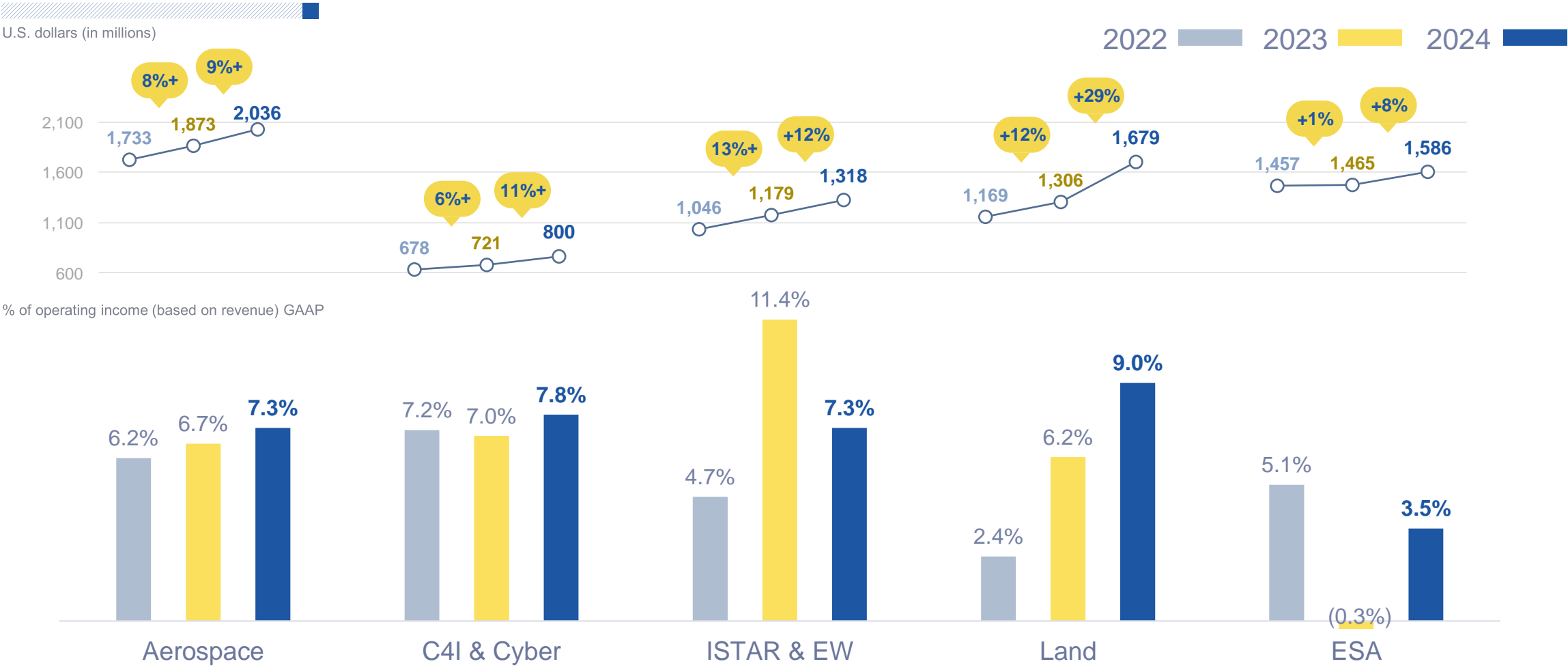


ORDER BACKLOG & REVENUE | ACCELERATED GROWTH





BUSINESS SEGMENTS | ANNUAL REVENUE & OPERATING INCOME

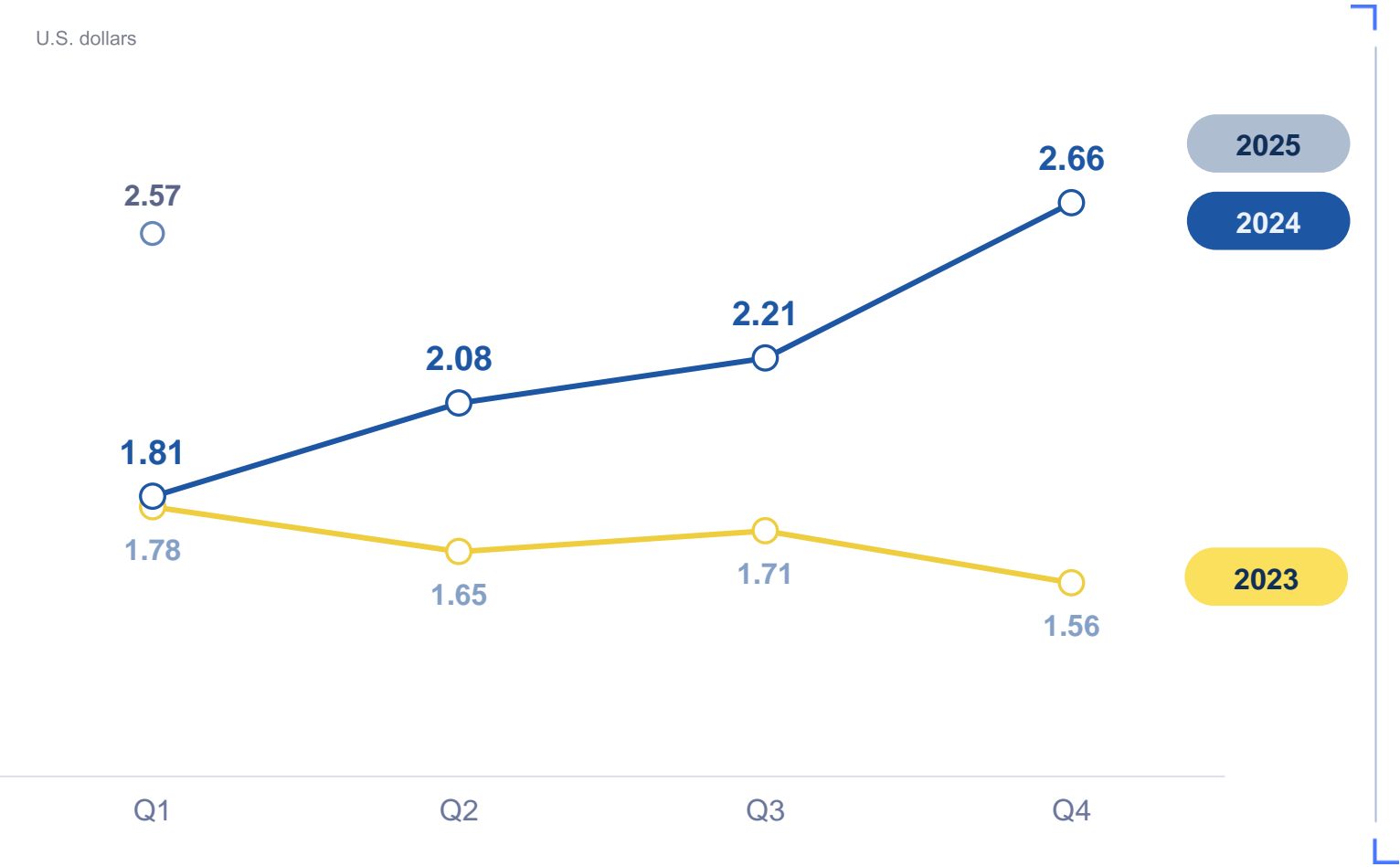




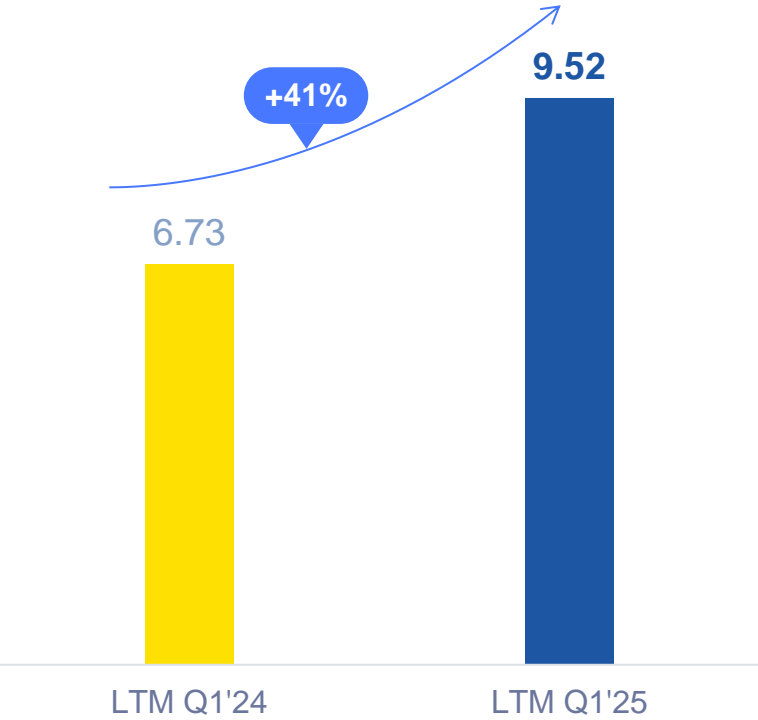
NON-GAAP DILUTED NET EPS¹



U.S. dollars



NON-GAAP DILUTED NET EPS¹ YoY INCREASE



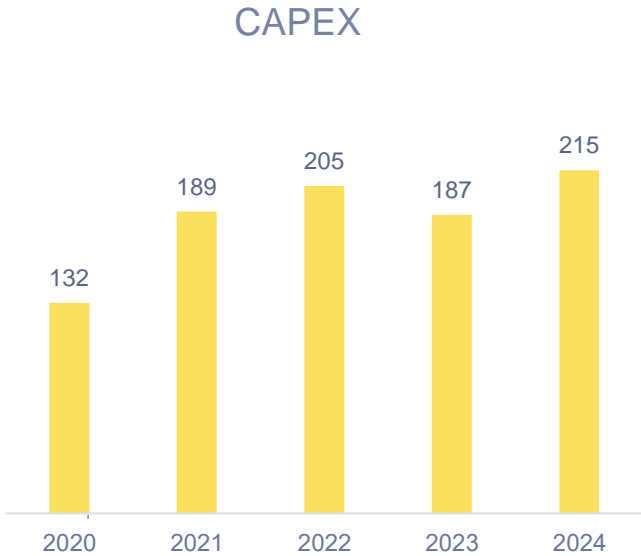
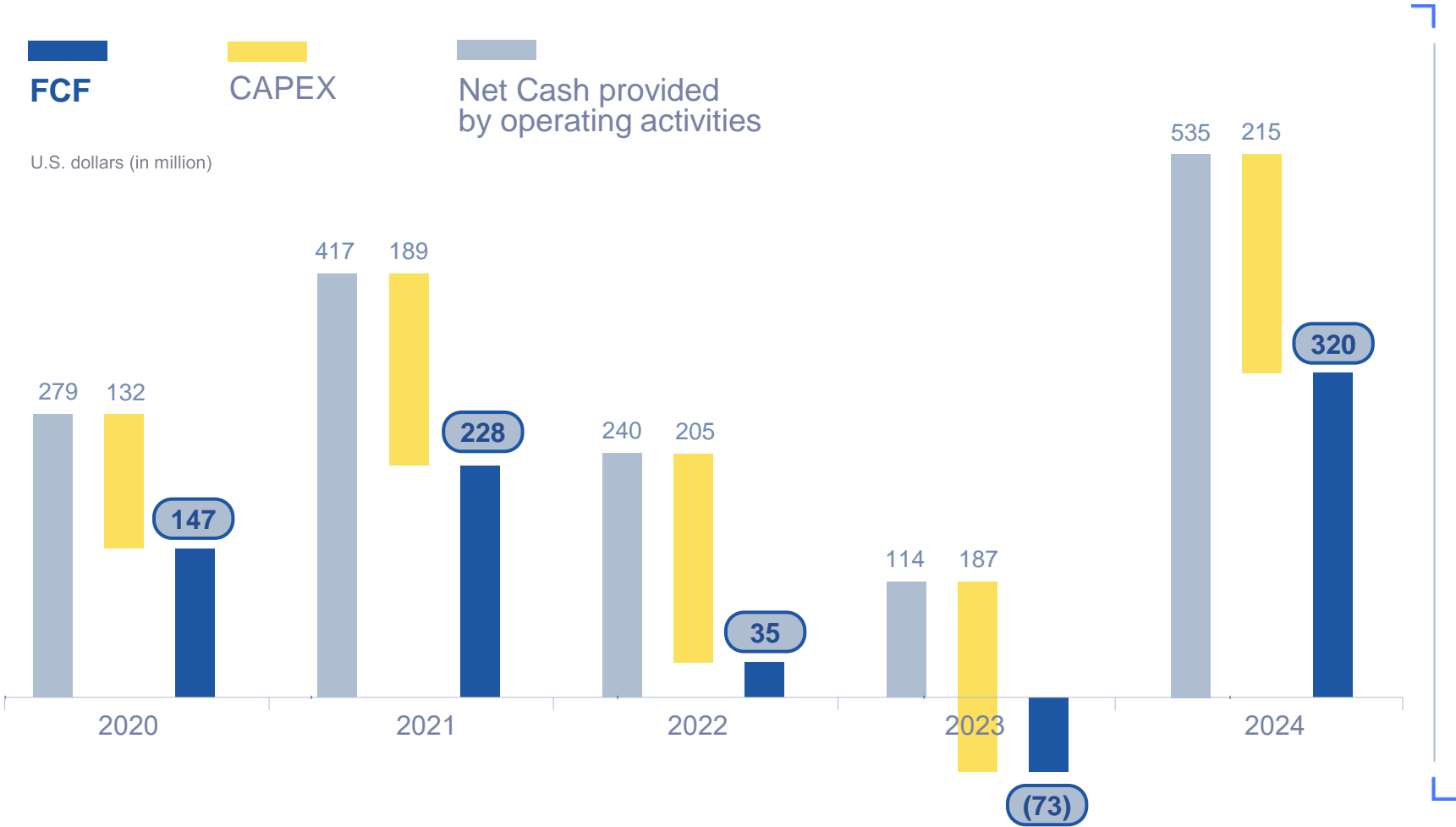
¹ Non-GAAP diluted net EPS a non-GAAP financial metrics. Please see appendix for a reconciliation of Non-GAAP metrics to the most directly comparable GAAP measure



FREE CASH FLOW¹



U.S. dollars (in million)

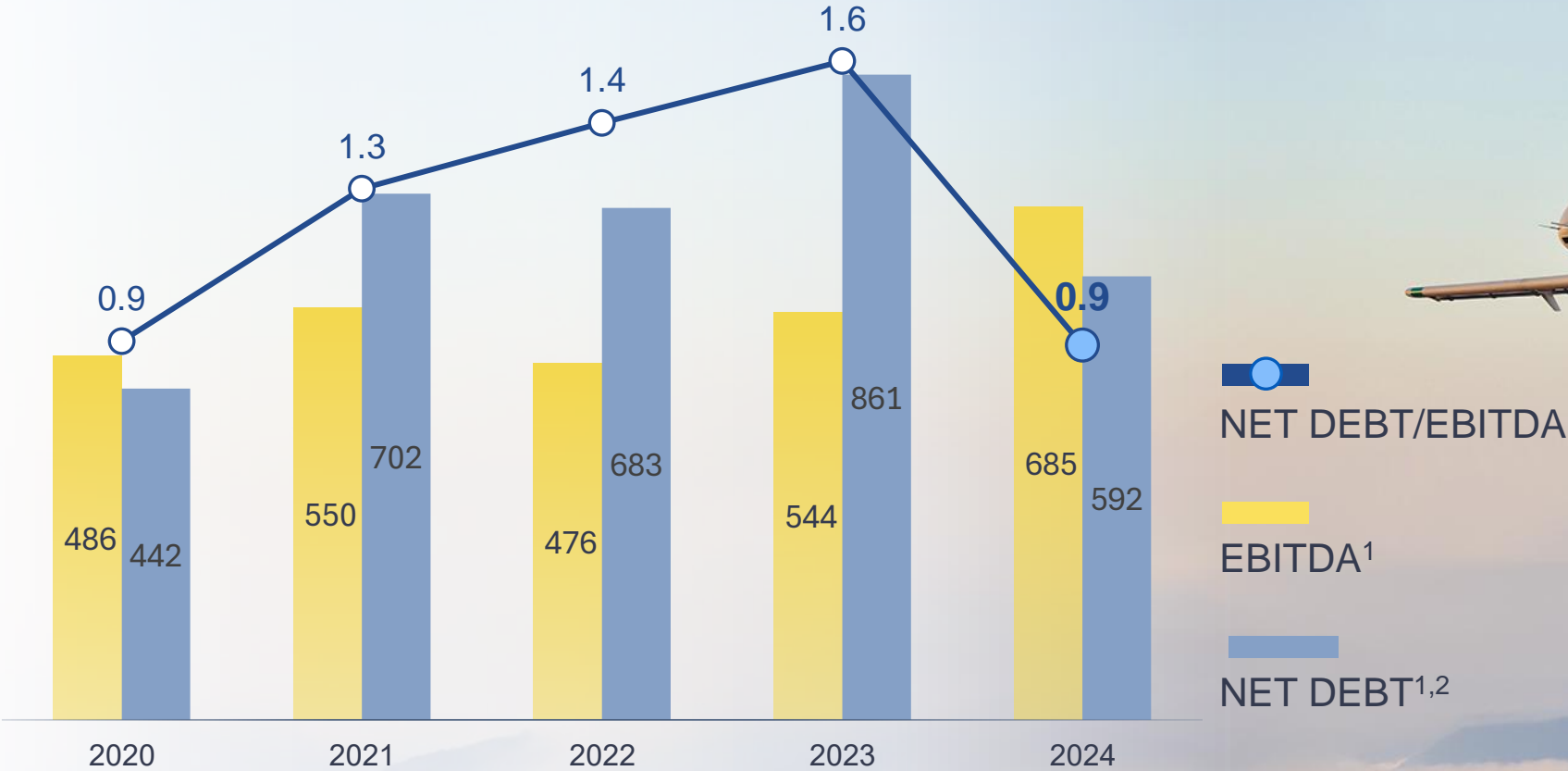


FCF GENERATION IMPROVED ALONGSIDE INCREASED CAPEX INVESTMENT TO SUPPORT GROWTH

¹ Free Cash Flow is non-GAAP financial metrics



NET DEBT / EBITDA



LOW FINANCIAL LEVERAGE

¹ Net Debt and EBITDA are non-GAAP financial metrics
² Includes swap derivatives

CAPITAL ALLOCATION FRAMEWORK

INVESTED IN ORGANIC GROWTH



R&D
\$466mm in 2024



CAPEX
\$215mm in 2024

CONSISTENTLY RETURNED CASH TO SHAREHOLDERS



\$89mm dividends distributed to
shareholders in 2024

■ IN Q1 2025 QUARTERLY DIVIDEND INCREASED TO 60 CENTS FROM 50 CENTS IN Q4 2024

APPENDIX | NON-GAAP FINANCIAL DATA



The non-GAAP financial data, including Adjusted gross profit, Adjusted operating income, Adjusted net income, and Adjusted diluted earnings per share, is presented to enable investors to have additional information on our business performance as well as a further basis for periodical comparisons and trends relating to our financial results. We believe such data provides useful information to investors and analysts by facilitating more meaningful comparisons of our financial results over time. The non-GAAP adjustments exclude amortization expenses of intangible assets related to acquisitions that occurred mainly in prior periods, capital gains related primarily to the sale of investments, restructuring and discontinued activities, uncompensated costs related to "Swords of Iron" war, non-cash stock based compensation expenses, revaluations of investments in affiliated companies, non-operating foreign exchange gains or losses, one-time tax expenses, and the effect of tax on each of these items. We present these non-GAAP financial measures because management believes they supplement and/or enhance management's, analysts' and investors' overall understanding of the Company's underlying financial performance and trends and facilitate comparisons among current, past, and future periods.

Specifically, management uses Adjusted gross profit, Adjusted operating income, and Adjusted net income attributable to the Company's shareholders to measure the ongoing gross profit, operating profit and net income performance of the Company because the measure adjusts for more significant non-recurring items, amortization expenses of intangible assets relating to prior acquisitions, and non-cash expense which can fluctuate year to year.

We believe Adjusted gross profit, Adjusted operating income, and Adjusted net income attributable to the Company's shareholders are useful to existing shareholders, potential shareholders and other users of our financial information because they provide measures of the Company's ongoing performance that enable these users to perform trend analysis using comparable data.

Management uses Adjusted diluted earnings per share to evaluate further adjusted net income attributable to the Company's shareholders while considering changes in the number of diluted shares over comparable periods.

We believe adjusted diluted earnings per share is useful to existing shareholders, potential shareholders and other users of our financial information because it also enables these users to evaluate adjusted net income attributable to Company's shareholders on a per-share basis.

The non-GAAP measures used by the Company are not based on any comprehensive set of accounting rules or principles. We believe that non-GAAP measures have limitations in that they do not reflect all of the amounts associated with our results of operations, as determined in accordance with GAAP, and that these measures should only be used to evaluate our results of operations in conjunction with the corresponding GAAP measures.

Investors are cautioned that, unlike financial measures prepared in accordance with GAAP, non-GAAP measures may not be comparable with the calculation of similar measures for other companies. They should consider non-GAAP financial measures in addition to, and not as replacements for or superior to, measures of financial performance prepared in accordance with GAAP.



APPENDIX - RECONCILIATION OF GAAP TO NON-GAAP (UNAUDITED) SUPPLEMENTAL FINANCIAL DATA

(US Dollars in millions, except for per share amounts)

	Year Ended December 31, 2024	Year Ended December 31, 2023	Year Ended December 31, 2022
GAAP gross profit	1,641.8	1,483.0	1,373.3
<u>Adjustments:</u>			
Amortization of purchased intangible assets ^(*)	18.9	27.3	31.7
Restructuring of a subsidiary's activities	—	17.5	—
Uncompensated labor costs related to "Iron Swords" war	7.9	4.3	—
Stock based compensation	2.4	1.8	1.6
Non-GAAP gross profit	<u>1,671.0</u>	<u>1,533.9</u>	<u>1,406.6</u>
Percent of revenues	24.5 %	25.7 %	25.5 %
GAAP operating income	489.1	369.1	367.5
<u>Adjustments:</u>			
Amortization of purchased intangible assets ^(*)	34.2	43.9	49.2
Restructuring of a subsidiary's activities	—	17.5	—
Stock based compensation	15.8	12.1	10.5
Capital gain	—	—	(31.5)
Non-recurring gain related to grants	—	—	(28.6)
Uncompensated labor costs related to "Swords of Iron" war	11.3	6.1	—
Non-GAAP operating income	<u>550.4</u>	<u>448.7</u>	<u>367.1</u>
Percent of revenues	8.1 %	7.5 %	6.7 %

(US Dollars in millions, except for per share amounts)

	Year Ended December 31, 2024	Year Ended December 31, 2023	Year Ended December 31, 2022
GAAP net income attributable to Elbit Systems' shareholders	321.1	215.1	275.4
<u>Adjustments:</u>			
Amortization of purchased intangible assets ^(*)	34.2	43.9	49.2
Restructuring of a subsidiary's activities	—	17.5	—
Stock based compensation	15.8	12.1	10.5
Capital gain	(2.0)	—	(20.5)
Revaluation of investment measured under fair value option	19.4	3.0	10.2
Non-recurring gain related to grants	—	—	(28.6)
Non-operating foreign exchange losses	(0.6)	12.0	(10.5)
Uncompensated labor costs related to "Iron Swords" war	11.3	6.1	—
Tax effect and other tax items	(7.7)	(10.9)	(6.3)
Non-GAAP net income attributable to Elbit Systems' shareholders	<u>391.5</u>	<u>298.8</u>	<u>279.4</u>
Percent of revenues	5.7 %	5.0 %	5.1 %
GAAP diluted net EPS	7.18	4.82	6.18
Adjustments, net	1.58	1.88	0.09
Non-GAAP diluted net EPS	<u>8.76</u>	<u>6.70</u>	<u>6.27</u>

^(*) While amortization of acquired intangible assets is excluded from the measures, the revenue of the acquired companies is reflected in the measures and the acquired assets contribute to revenue generation.

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(**) Stock based compensation is excluded from the measures since the expense is non cash. For consistency, the company adjusted its stock based compensation expenses in previous periods as well

APPENDIX - RECONCILIATION OF GAAP TO NON-GAAP (UNAUDITED) SUPPLEMENTAL FINANCIAL DATA



(US Dollars in millions, except for per share amounts)

	Three months ended March 31, 2025	Three months ended March 31, 2024	Year ended December 31, 2024
GAAP gross profit	\$ 454.3	\$ 374.1	\$ 1,641.8
<u>Adjustments:</u>			
Amortization of purchased intangible assets ^(*)	4.0	6.4	18.9
Stock based compensation	0.9	0.4	2.4
Uncompensated labor costs related to "Swords of Iron" war	1.4	2.5	7.9
Non-GAAP gross profit	\$ 460.6	\$ 383.4	\$ 1,671.0
<i>Percent of revenues</i>	<i>24.3%</i>	<i>24.7%</i>	<i>24.5%</i>
GAAP operating income	\$ 149.7	\$ 105.4	\$ 489.1
<u>Adjustments:</u>			
Amortization of purchased intangible assets ^(*)	7.7	10.3	34.2
Stock based compensation	5.7	2.4	15.8
Uncompensated labor costs related to "Swords of Iron" war	2.0	3.5	11.3
Non-GAAP operating income	\$ 165.1	\$ 121.6	\$ 550.4
<i>Percent of revenues</i>	<i>8.7%</i>	<i>7.8%</i>	<i>8.1%</i>

(US Dollars in millions, except for per share amounts)

	Three months ended March 31, 2025	Three months ended March 31, 2024	Year ended December 31, 2024
GAAP net income attributable to Elbit Systems' shareholders	\$ 107.1	\$ 73.7	\$ 321.1
<u>Adjustments:</u>			
Amortization of purchased intangible assets ^(*)	7.7	10.3	34.2
Stock based compensation	5.7	2.4	15.8
Uncompensated labor costs related to "Swords of Iron" war	2.0	3.5	11.3
Capital gain	—	—	(2.0)
Revaluation of investment measured under fair value option	—	—	19.4
Non-operating foreign exchange (gains) losses	(4.1)	(7.5)	(0.6)
Tax effect and other tax items, net	(1.2)	(1.7)	(7.7)
Non-GAAP net income attributable to Elbit Systems' shareholders	\$ 117.2	\$ 80.7	\$ 391.5
<i>Percent of revenues</i>	<i>6.2%</i>	<i>5.2%</i>	<i>5.7%</i>
GAAP diluted net EPS	\$ 2.35	\$ 1.65	\$ 7.18
Adjustments, net	0.22	0.16	1.58
Non-GAAP diluted net EPS	\$ 2.57	\$ 1.81	\$ 8.76

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APPENDIX - RECONCILIATION OF GAAP TO NON-GAAP

EBITDA Q1 2025



(US Dollars in millions, except for per share amounts)

Q1 2025	Three months ended March 31, 2025
GAAP operating income	\$149.7
Other income, net	4.9
Depreciation	34.1
Amortization of purchased intangibles assets	7.7
Stock based compensation	5.7
EBITDA	\$202.3

(US Dollars in millions, except for per share amounts)

Q1 2025	Three months ended March 31, 2025
Non-GAAP operating income	\$165.1
Other income, net	4.9
Depreciation	34.1
Adjusted EBITDA	\$204.2

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THANK YOU. ■



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