

Investor Conference 2025



Bezhael (Butzi) Machlis ■

President and CEO

IN MEMORY OF OUR EMPLOYEES



Avichai Amsalem
30 years old
Radio engineer

Omri Roth
25 years old
SW QA

Liav Atiya
25 years old
Security

Ohad Ashur
23 years old
Drone pilot

Nitai Meisels
30 years old
Experimental engineer

Mordechai Haim Amoyal
42 years old
Supply chain planner

Benjamin Destawo Nagosa
28 years old
Security



ELBIT SYSTEMS' STRATEGIC PILLARS



**BROAD AND
INNOVATIVE
PORTFOLIO**



**STRONG
WORLDWIDE
PRESENCE**



**INNOVATION -
COMPETITIVE
ADVANTAGE**



PEOPLE



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

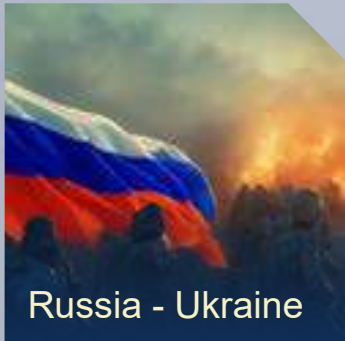


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THE DEFENCE MARKET ■

GLOBAL GEOPOLITICAL CONFLICTS



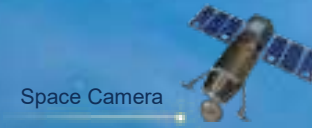


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ELBIT PORTFOLIO ■

AIR & SPACE



Space Camera



- EW Self Protection
- Avionics
- DIRCM
- ALE



- EW Self Protection
- VISINT
- DIRCM
- HMDs

- Mission Computer
- SAR
- Airborne SDR and DL
- Armaments



- High Power Laser
- Aerostructure
- EW Self Protection
- HMDs
- HUDs
- Avionics
- Armaments
- Airborne SDR and DL
- Embedded Training



- F-35 HMDs
- LAD
- Aerostructure (doors)



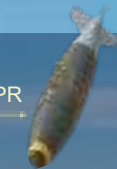
- EW Self Protection
- VISINT / WAPS
- SIGINT&EW
- Airborne SDR and DL



Fire-Shield



Rampage



MPR



Lizard



GATR

ARMAMENTS

MISSION TRAINING CENTERS



FLIGHT ACADEMY



LAND



- PULS Ammunition
- "SkyStriker" Rocket
- Torch-X™ Fires

Skylark™ I-eVTOL
 Skylark™ 3

- Iron Fist
- COAPS
- IronVision™
- RCWS Turret

Crossbow
 Light Turret
 Mortar System

C-UAS

ENVG-B

Soldier Systems

- Armored Fighting Vehicle Optronic Suites
- Torch-X™ Mounted
- E-LynX™ SDR

- SIGMA
- Torch-X™ Fires



Rocket Artillery

Mortars Shells

Artillery Munition

Tank Ammunition

ARMAMENTS

TRIDENT (TADS)

Torch-X™ JATC

E-LynX™ SDR

- THOR
- TerminaTHOR™
- Autonomous Management - Dominion-X
- Data Links



NAVAL



- Combat Management System (CMS)
- Naval Communication Systems
- Naval EW & SIGINT
- ASW Sonar Systems
- Deseaver MK II - DCLS
- RCNW Station

SPARK
VISINT / WAPS



Sea to Shore
Rocket System

Skylark™ I-eVTOL
Airborne SDR and DL

VISINT
DAiR™ - Tactical Radar

Sonobuoy

Seagull™
Uncrewed Surface Vessel (USV)
Sonars

Strategic
ASW barrier

TRAPS - Towed Reelable
Active Passive Sonars



INTELLIGENCE



Remote Sensing Solutions

ISTAR & EW Aircraft



Condor-MS™



On-Prem

VISINT / WAPS

ELINT & COMINT



DAIR™ - Tactical Radar

ELINT & COMINT

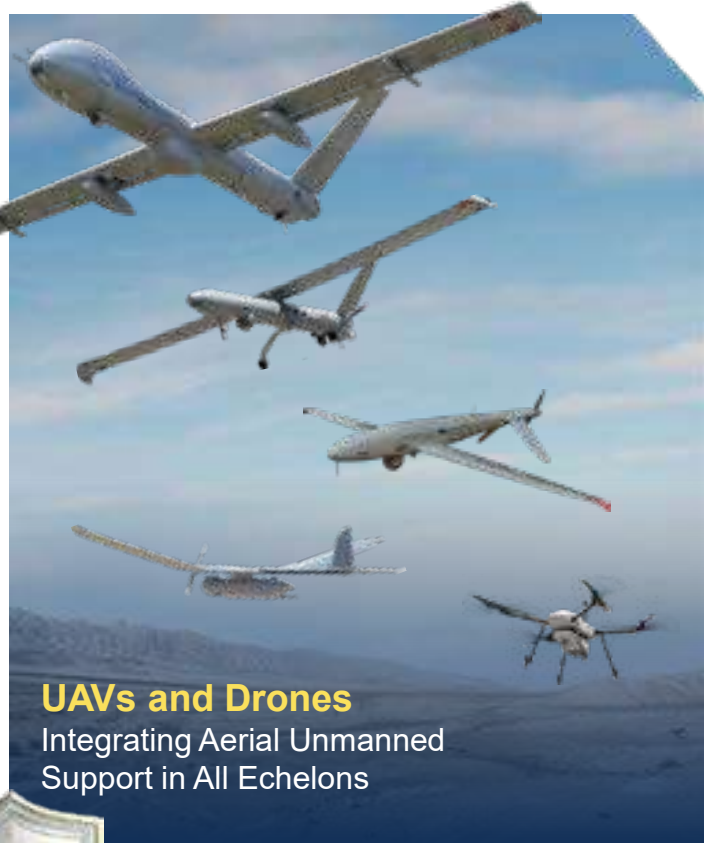




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ISRAEL ■

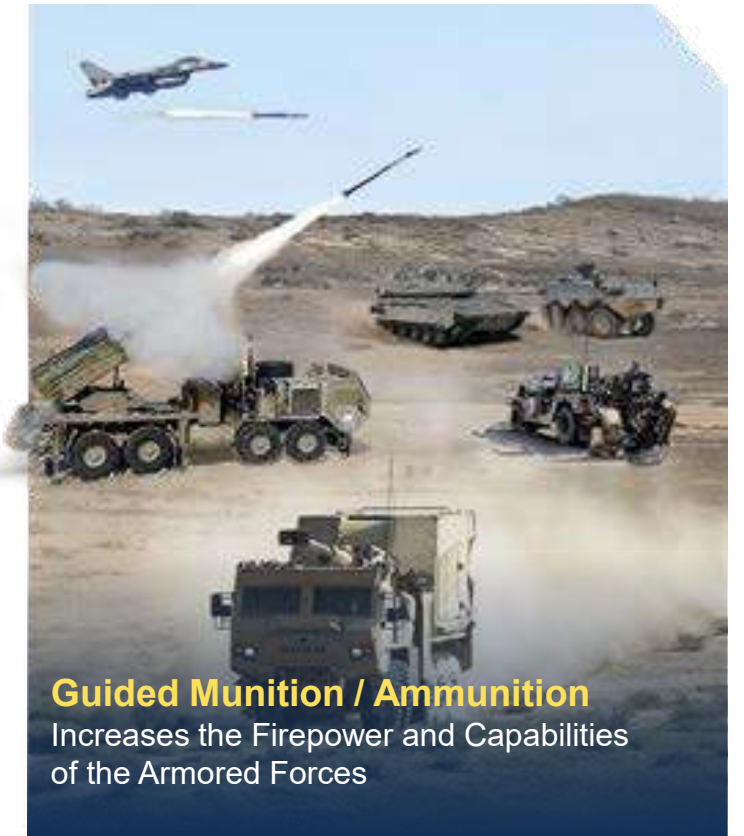
ELBIT PRODUCTS OPERATIONAL PROVEN IN "SWORDS OF IRON"



UAVs and Drones
Integrating Aerial Unmanned
Support in All Echelons



ISTAR & EW
Multi-Spectral Payloads



Guided Munition / Ammunition
Increases the Firepower and Capabilities
of the Armored Forces



The 2024 Israel Defense Prize for Three separate Innovative Defense Technological Systems

ELBIT PRODUCTS OPERATIONAL PROVEN IN "SWORDS OF IRON"



Integrated Command & Control - Allowing IDF Maneuver
Net Centric Warfare, DAP 750



The 2024 Israel Defense Prize for Three separate Innovative Defense Technological Systems

ELBIT SOLUTIONS MATURED DURING “SWORDS OF IRON”



SkEye WAPS™
Wide Area Airborne Persistent
Video Surveillance



Air Armament
Long-Range Supersonic Air-to-
Ground Precision Strike Missile



Rocket Artillery
Precision Guided
Munition Launchers



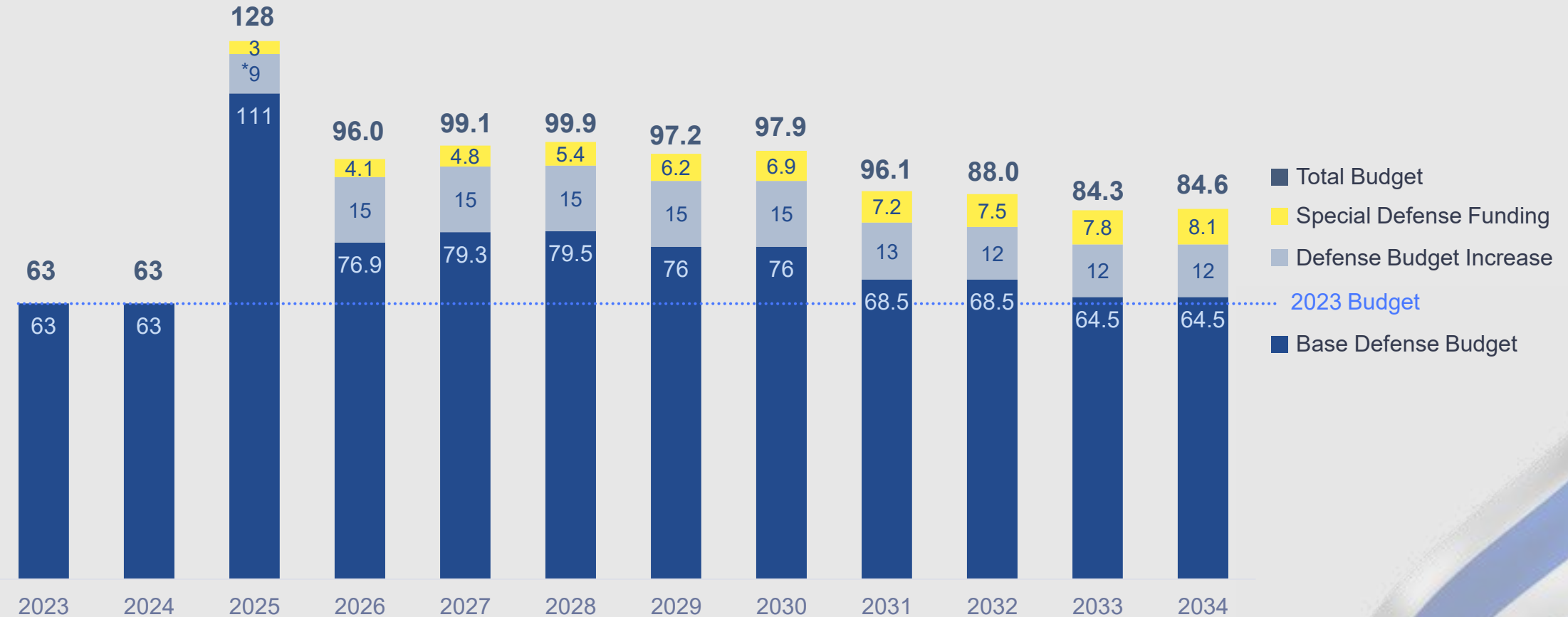
ReDrone
Advanced Defense
Modular C-UAS



BUDGET INCREASE IN ISRAEL

■ Billion NIS

DEFENSE BUDGET PROPOSAL - "NAGEL" COMMITTEE



* In 2025 NIS 3 Bn. were allocated from the defense budget resulting in a net addition of NIS 6 Bn.

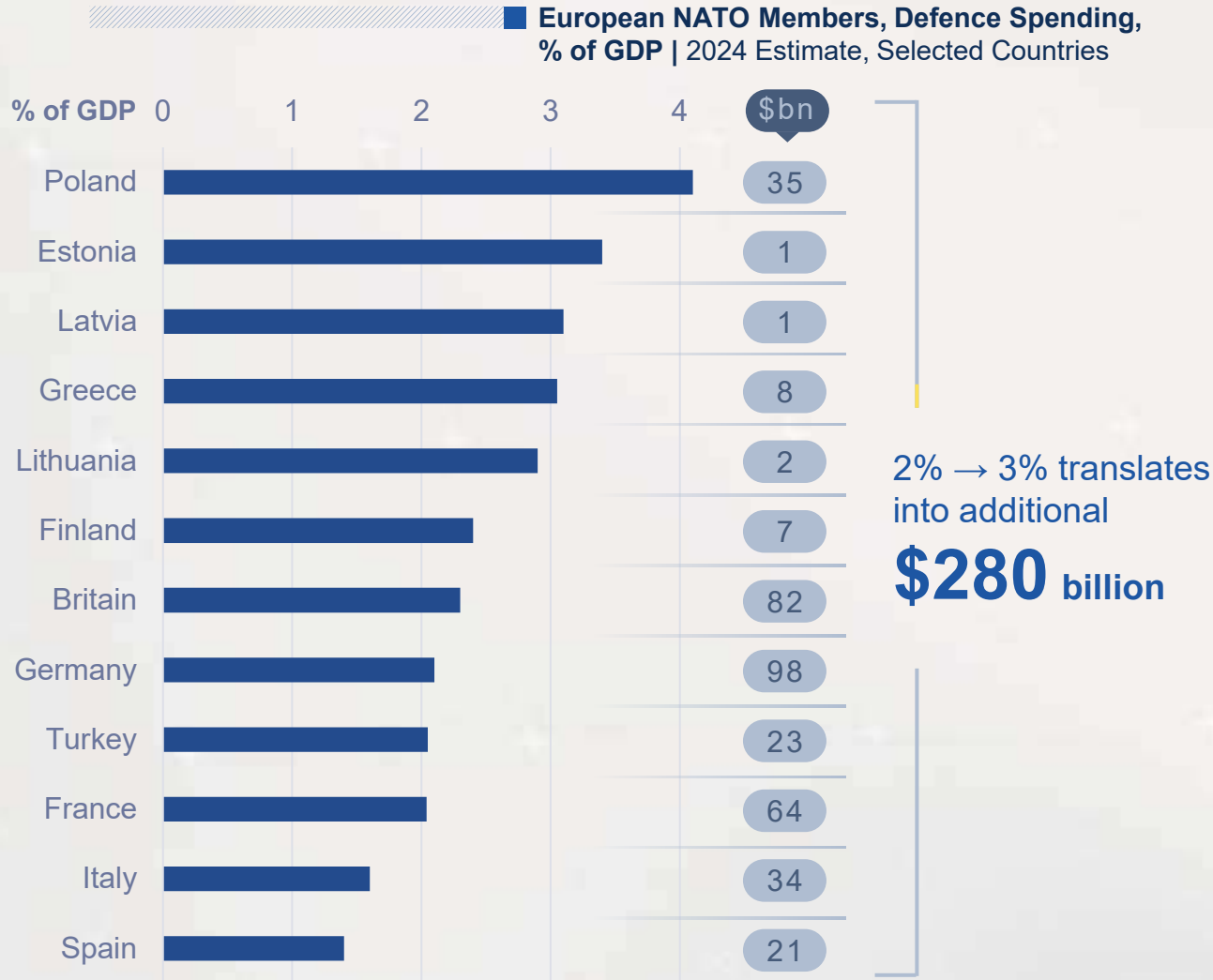


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EUROPE



EUROPE DEFENCE SPENDING CONTINUES TO INCREASE



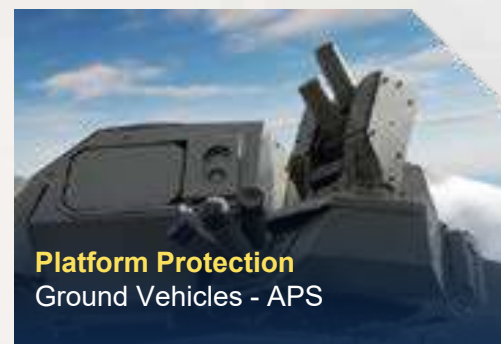
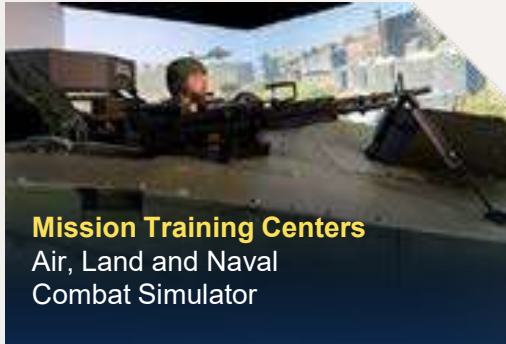
ELBIT SUBSIDIARIES ACROSS EUROPE

~1,900 employees

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



EUROPE - A GROWING MARKET



SALES GREW BY OVER **106%** FROM \$885M IN 2021 TO \$1.82B IN 2024



STRATEGIC AUTONOMY



“ **... A new financial EU instrument to support Member State in boosting their defense capabilities**

A new EU instrument will be established under Article 122 of the TFEU to provide Member States with loans backed by the EU budget. With **up to EUR 150 billion**, this instrument would strongly support EU efforts to achieve a rapid and significant increase in investments in Europe's defence capabilities - now and over this decade...

Ursula von der Leyen, European Commission President





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ASIA PACIFIC ■

ASIA PACIFIC



Taiwan and China will 'surely be reunified' says Xi in New Year's Eve address



By Yvette Tan
1.2025 | **BBC NEWS**

North Korea's Kim says armed conflict becoming reality because of US

1.2024 | **REUTERS**

Japan's Defence Budget Grows but Dependence on Imports Remains

By Gordon Kirby | February 1, 2025



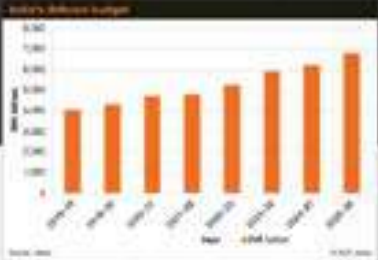
The JAOP's F-2 fleet will be replaced by Global Combat Air Programme platforms. This is a major international cooperative venture for Japan.

Japan's government is now increasing defence expenditure in the face of growing threats, but its own defence industry still falls short of developing 'home grown' solutions.

2.2025 | **ASIAN MILITARY REVIEW**

India announces 9.5% increase in 2025-26 defence budget

By Jon Grewitt | 03 February 2025



Year	Defence Budget (INR billion)
2019-20	~3,500
2020-21	~3,800
2021-22	~4,100
2022-23	~4,400
2023-24	~4,700
2024-25	~5,000
2025-26	~5,475

In nominal terms, and before the effects of inflation, India's defence budget has grown steadily in recent years to reach INR6.81 trillion in 2025-26 (Janes).


India's Ministry of Defence (MoD) announced on 1 February a 2025-26 defence budget of INR6.81 trillion (USD78.4 billion).

3.2025 | **JANES**

Japan's defence budget to hit record US\$55 bil, government to develop new counterattack capabilities

December 30, 2024 - 09:33

Japan's defense spending for fiscal next year will increase to a record high of 8.7 trillion yen, up 9.4 per cent from the previous year.

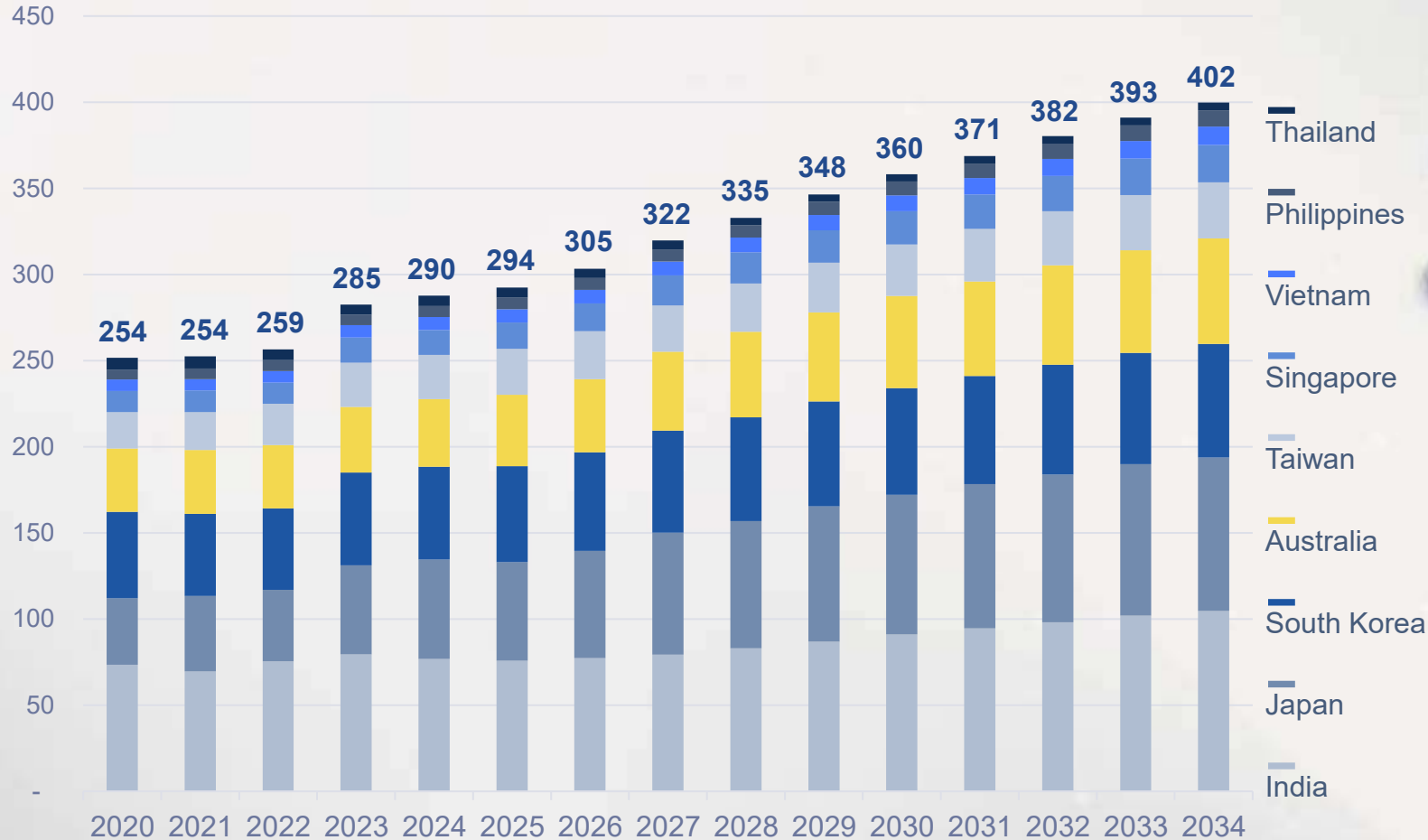


12.2024 | **Việt Nam News**

ASIA PACIFIC



ASIA - PACIFIC DEFENSE SPEND | USD billion

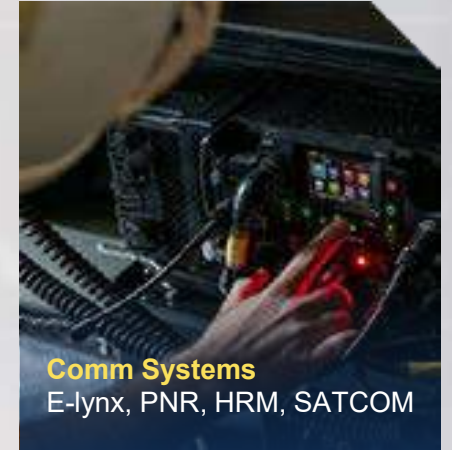
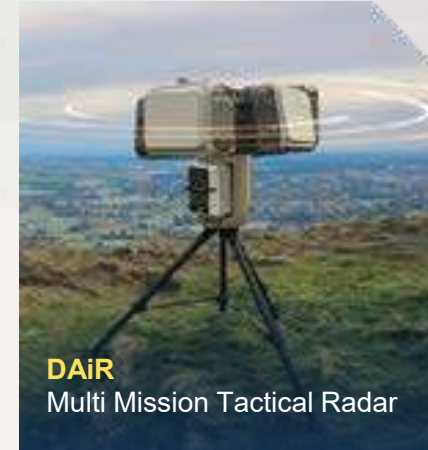
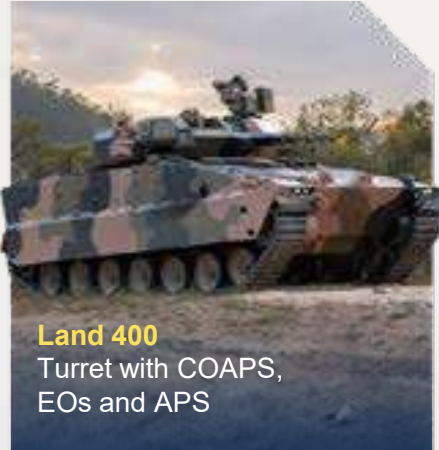


ELBIT SUBSIDIARIES ACROSS APAC



Source: Janes Estimates

ASIA PACIFIC



R&D SPEND ENABLES TECHNOLOGICAL SUPERIORITY

7% OF SALES IN R&D



Autonomous Systems



Directed Energy Weapons

CONTINUING TO BUILD AND UPGRADE NEW ADVANCED FACILITIES IN ISRAEL



 ISRAEL - Center | 20,000 sqm
UAV DEVELOPMENT AND PRODUCTION



 ISRAEL - Ramat Beka | 80,000 sqm
AMMUNITION PRODUCTION

INCREASE THROUGHPUT | IMPROVE EFFICIENCY | ENHANCE QUALITY | SHORTEN LEAD-TIMES

SIGNIFICANTLY INCREASING CAPACITY



■ investing in advanced automation in our facilities



Robotics for Forging



Robotics for Heat Treatment



Modular Munitions



AI Solution for Sorting Bullets

EXPANDING NEW FACILITIES AND PRODUCTION LINES AROUND THE WORLD



US - South Carolina | 12,600 sqm
**HEAVY MANUFACTURING
| COMPLETE**



UK - Bristol | 5,000 sqm
**DEVELOPMENT AND
PRODUCTION - COMPLETE**



Holland - Utrecht
RADIO REPAIR CENTER



ROMANIA | Additional 10,000 sqm
**PRODUCTION MMACHING,
ELECTRONICS, UAVS**

ACCELERATING THE MOVE TO ADVANCED AUTOMATION IN OUR FACILITIES



ELBIT KEY TAKEAWAYS

Growth in All Financial Parameters in 2024

Strategy Focus on Diverse and Innovative Portfolio

Operating Via Local Subsidiaries, Increasing Global Reach

Tested and Operational Proven Solutions During “Swords of Iron”

Our People are Our Strength and Most Valuable Resource

Focus on Execution as Demand Continues to Grow





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QUESTIONS & ANSWERS ■



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THANK YOU ■

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