Agenda

- Key messages
- Industrial review
- FY22 results & outlook
- 1Q23 results
- Sector results
- Appendix
A Stronger Leonardo

DELIVERING ON PROMISES

- Continuing to deliver and making the Group stronger, more resilient, sustainable
- Set up to capture best growth opportunities

FY22 RESULTS

- Meeting or exceeding Guidance
- Growing order book across all divisions at € 17.3 bn (+21.0%¹ YoY), Book-to-bill at 1.2x
- Revenues: € 14.7 bn, + 4.7%¹ YoY
- EBITA: € 1.2 bn, + 14.9%¹ YoY vs FY21 restated². RoS at 8.3%, +0.8 p.p. vs FY21 restated²
- FOCF: € 539m, more than doubling FY21

1Q23 RESULTS

- Order intake of € 4.9 bn, up 29.3%³ with no jumbo orders included, Book-to-bill at 1.6x
- Revenues: € 3.0 bn, up 2.6%³ YoY
- EBITA: €119⁴ mln, up 4.4%⁵ in divisions and Leonardo DRS; strategic JV -€ 21 mln YoY. RoS at 3.9% in divisions and Leonardo DRS
- FOCF: € -0.7 bn, up almost 400 million YoY

FINANCIAL STRATEGY

- Continued deleveraging, with 1Q23 Net debt down 1.1bn vs 1Q2022
- Confirming € 3 bn FOCF generation over 2021-2025
- Dividend of € 0.14 p.s.
- Moody’s upgraded Leonardo to Investment Grade

PROGRESS ON ESG

- Committed to SBTI; Strengthening decarbonisation plan; Achieving results in diversity and inclusion;
  Demonstrating our commitment to sustainable finance with 55% of sources of funding linked to ESG

NEW MANAGEMENT APPOINTED

- BoD appointed Roberto Cingolani as Chief Executive Officer and General Manager, Lorenzo Mariani as Co-General Manager and Stefano Pontecorvo as Chairman

1) Adjusted perimeter to exclude the contribution of Global Enterprise Solutions (August-December 2021); 2) Restatement to include covid costs within EBITA as previously accounted below the line; 3) Adjusted perimeter to exclude the contribution of Global Enterprise Solutions and including the contribution of Hensoldt in 1Q22 that was not included due to financial calendar misalignment; 4) Adjusted perimeter to exclude the contribution of the strategic JVs and Hensoldt; 5) Adjusted perimeter to exclude the contribution of Global Enterprise Solutions, the strategic JVs and Hensoldt
Stepping up cash flow generation and disciplined financial strategy leading to Investment Grade

MOODY’S UPGRADED LEONARDO TO INVESTMENT GRADE

• On 3 May, 2023 Moody’s upgraded Leonardo to Baa3, outlook stable
• The Investment Grade upgrade reflects
  • Leonardo’s strong execution through the pandemic
  • Solid growth prospects for the Defence business
  • Track record of material deleveraging with a commitment to further delever the balance sheet, whilst maintaining a stable shareholder remuneration and strong growth prospects
A Stronger Leonardo: Successful Delivery of 2018-2022 Industrial Plan

- Delivering results in line or exceeding yearly Guidance
- Emerging stronger commercially and financially with a more resilient and sustainable business model
- Successfully navigating a period of unprecedented global challenges

### Orders (€bn)

<table>
<thead>
<tr>
<th>Year</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022 **</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CAGR 18-22</strong>: 3.4%</td>
<td>15.1</td>
<td>14.1</td>
<td>13.8</td>
<td>14.3</td>
<td>17.3</td>
</tr>
</tbody>
</table>

### Revenues (€bn)

<table>
<thead>
<tr>
<th>Year</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CAGR 18-22</strong>: 4.7%</td>
<td>12.2</td>
<td>13.8</td>
<td>14.1</td>
<td>14.7</td>
<td>14.7</td>
</tr>
</tbody>
</table>

### EBITA (€mln)

<table>
<thead>
<tr>
<th>Year</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CAGR 18-22</strong>: 2.1% (excl. Aerostructures: 4.9%)</td>
<td>1.157</td>
<td>1.262</td>
<td>1.024</td>
<td>1.326</td>
<td>1.218</td>
</tr>
</tbody>
</table>

### FOCF (€mln)

<table>
<thead>
<tr>
<th>Year</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CAGR 18-22</strong>: 12.5% (excl. Aerostructures: 7.8%)</td>
<td>336</td>
<td>241</td>
<td>40</td>
<td>209</td>
<td>539</td>
</tr>
</tbody>
</table>

* €3 bn NH90 Qatar
** €1.4bn AW149 Poland

© 2022 Leonardo - Società per azioni
Significant progress delivering against our roadmap towards the future

**STRENGTHEN OUR CORE**
Reinforce the core business and core activities

**TRANSFORM TO GROW**
Leveraging digitalisation to capture new opportunities

**MASTER THE NEW**
Create advanced technological solutions to drive innovation

---

**Increasing critical mass in strategic areas and strengthening global footprint**

- Continued momentum in International co-operation programmes e.g. GCAP
- Acquisition of 25.1% stake in HENSOLDT
- Leonardo DRS & RADA merger
- Acquisition of KOPTER

**Making the business more modern and agile to meet customer needs**

- Leonardo Production System Programme
- Aerostructures recovery plan - confirming target to breakeven by end-2025
  - Re-skilling and upskilling of 3,100+ colleagues
  - Focused on supply chain

**Innovate and create new technologies and new high-tech markets**

- Leonardo Labs at the core of innovative R&D technologies
- DAVINCI-1 HPC unique edge
- Enabling capabilities in Digital Twin, Big Data, Cloud and AI
Core business growing stronger
Helicopters and Aircraft

**Helicopters**

- 2022 Backlog €13.6bn
- 2018-2022 Revenues*: +4.5%
- 2018-2022 EBITA*: +4.0%

- Continued strong commercial momentum; €6 bn of new orders in 2022
- Global market leading product portfolio
- Defence/governmental, customer support & training core strengths, accelerated recovery in civil
- Continue to invest to capture future opportunities

**Aircraft**

- 2022 Backlog €8.6bn
- 2018-2022 Revenues*: +12.4%
- 2018-2022 EBITA*: +12.2%

- Strong performance, programme delivery and best in class profitability
- Partner in world class international cooperation programmes, e.g. next-gen GCAP
- A strong order book, product portfolio and significant contribution from customer support & training, providing good visibility for future performance

* CAGR
Core business growing stronger
Electronics and Leonardo DRS

**Electronics**

- Technology leadership in key focus areas i.e. sensors, radars, electro-optical and combat management systems driving solid revenue and profitability growth
- Strategic presence across Air, Land and Sea, maximizing market opportunity
- Well positioned to capture upgrading and restocking demand from customers
- Exciting partnership with Hensoldt

<table>
<thead>
<tr>
<th>2022 Backlog</th>
<th>€ 12.4 bn</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018-2022 Revenues*:</td>
<td>+4.1%</td>
</tr>
<tr>
<td>2018-2022 EBITA*:</td>
<td>+9.0%</td>
</tr>
</tbody>
</table>

**Leonardo DRS**

- Successful business transformation and portfolio restructuring
- World class supplier of advanced sensing & computing solutions & integrated mission systems
- Positioned on key DoD priority programmes
- Combination with RADA strengthening market position

<table>
<thead>
<tr>
<th>2022 Backlog</th>
<th>€ 2.7 bn</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018-2022 Revenues*:</td>
<td>+6.6%</td>
</tr>
<tr>
<td>2018-2022 EBITA*:</td>
<td>+18.5%</td>
</tr>
</tbody>
</table>

* CAGR
Customer, Support & Training providing resiliency, solid revenue stream & long-term visibility

- ~4,000 Helicopters flying
- >1,000 Aircrafts flying
- ca. 10 years Electronics useful life of equipment

CUSTOMER SUPPORT & TRAINING

<table>
<thead>
<tr>
<th>Year</th>
<th>% of Group revenue</th>
<th>% of 2022 Group revenue and backlog</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>&lt;20%</td>
<td></td>
</tr>
<tr>
<td>2022</td>
<td>&gt;25%</td>
<td>&gt;28%</td>
</tr>
</tbody>
</table>

CS&T REVENUE CONTRIBUTION OF KEY DIVISIONS

- Helicopters: 35-40%
- Aircraft: 30-35%

- ~48,000 hours of training through flight simulators
- Over 13,000 helicopter and aircraft pilots and operators trained
- Ranked #1 in ProPilot’s Aftersales Service Quality Ranking (since 2018)

- Net cash present value embedded in customer support of existing fleet for next 30 years equal to ca. € 5.5 bn
Interoperability and strategic presence across all domains

Strategic presence as leader across Helicopters, Simulation & Training and EU Defence Electronics
Key player in European Cooperation Programmes, Safety and Security partner for Institutions

Strong and unique portfolio to address multidomain solutions

Synergies in R&D and product innovation capabilities

Challenging traditional business models with digitalisation capabilities

Driver of innovation and development in a digital and sustainable way
## Important progress towards ESG milestones in 2022

### Progress on environment and climate change
- -15% CO$_2$ Scope 1 & 2 emissions** vs 2021
- -7% intensity* of energy consumption vs 2021
- -4% intensity* of waste produced vs 2021
- -13% intensity* of water withdrawals vs 2021

### Commitment to sustainable finance
- >50% of investments SDG-aligned
- 55% of financial sources ESG linked

### Progress on social impact and people
- >4,900 new hires
  - 24% women, 59% hold a STEM qualification, 44% under 30
  - 22% women hires with STEM degree on total hires with STEM degree
  - 19% of female managers on total managers

### Recognition by third-parties
- Highest score in the A&D sector in the DJSI
- Leadership band of CDP - Climate Change
- Confirmed in the Bloomberg gender equality index
- A rating from MSCI
- Highest score in Transparency International’s assessment

* On revenues  ** Market-based
Agenda

- Key messages
- **Industrial review**
- FY22 results & outlook
- 1Q23 results
- Sector results
- Appendix
Strong fundamental drivers of commercial outlook over medium term
Positive market outlook in our core defence markets

- A,D&S market CAGR over the next 5 years: ca. 6%
- A,D&S annual average market value: ca. €800 bln
- Leonardo’s addressable market: ca 15% of the global A,D&S market

Defence spending as % of GDP

- Italy: Expected to reach 2% NATO spending target* in 2028
- UK: Increasing spending towards 3% of GDP by 2030
- Poland: Increasing spending towards 4% of GDP in 2023

* In 2006, NATO Defence Ministers agreed to commit a minimum of 2% of their Gross Domestic Product (GDP) to defence spending to continue to ensure the Alliance’s military readiness.
Positive order intake momentum providing long-term visibility
Well positioned to capture future opportunities

ORDER INTAKE 2018-2022
Cumulative value: Ca. €75 bln

LEVERAGING ON GROUP STRENGTHS
- Strong position in key domestic markets
- Enhanced strength across international export markets
- Partner on large, long-term international programmes
- Unique ability to combine interoperable and multidomain capabilities across the group

OPPORTUNITIES ACROSS THE BUSINESSES
- Opportunities in
  - Short-term Helicopters pipeline
  - Proprietary Aircraft programmes (incl. Trainers)
  - International programmes
  - EFA follow-on activity in the pipeline for Aircraft, Electronics and Customer Support offering
- Italian National Recovery Fund
  - Cloud digitization (National strategic hub)
  - Global Monitoring (Critical infrastructures, environmental, ..)

2022-2026 OUTLOOK IMPROVED
Cumulative value Ca. € 90 bln (prev. ca. € 80 bln)

© 2022 Leonardo - Società per azioni
Well positioned to capture opportunities in Global Monitoring

Our strengths

- Expertise in **control room** creation and management, both in civil and defence markets
- **Secure-by-design** solutions and predictive analysis-based integration of data from several sources
- **Computing and storage** platform (e.g., predictive analysis, big data analytics, machine learning)
- **Modular solutions**
- Integrating **data and systems from third parties** (e.g., Smart Road, Road Asset Management)
Innovation is the key for our future
Group capabilities and technological innovation to drive long-term growing commercial success

DAVINCI-1 HPC IN HELICOPTERS

- Digital Twin application for predictive maintenance
- Improving flow field accuracy and minimizing experimental needs and computing time
- Reducing development costs and risks

© 2022 Leonardo - Società per azioni
Innovation is key for our future: Global Combat Air Programme (GCAP)

Groundbreaking ‘System of Systems’ connecting all domains

- ALL DOMAIN
- CONNECTIVITY
- AUTOMATION
- AI, BIG DATA
- DIGITAL TWIN
- SECURE BY DESIGN

LEAD SYSTEM INTEGRATORS

BAE SYSTEMS

MITSUBISHI HEAVY INDUSTRIES

LEONARDO
**Aerostructures recovery plan on track**
Confirming breakeven by end of 2025

### ACTION PLAN

**AIRBUS**
- Increasing volumes of A220 & A321 programmes
- Investment in state-of-the-art A220 assembly line complete

**ATR**
- Clear strategy to strengthen leadership in regional market, providing sustainable and affordable configurations
- New state of the art assembly line reducing production times and assuring higher quality level standard

**BOEING 787**
- 2022 production rate < 2/m while expected increase in activity to 4-5 shipsets per month in 2023, rising to 10/m within 2025
- Breakeven from fuselage delivery n. 1,406 due to rate profile and pricing per contract

**DEFENCE**
- Robust and profitable Eurofighter and JSF production
- EuroMALE providing significant industrial impacts in Grottaglie and Foggia plants

### PROGRESS SO FAR

- Reduced headcount by 20%
- Reducing cost through automation and digitalization
- Final phase our investment plan to achieve manufacturing efficiency gains
- Pursuing new opportunities

### AEROSTRUCTURES BREAKEVEN

**Confirmed end of 2025**
Agenda

- Key messages
- Industrial review
- FY22 results & outlook
- 1Q23 results
- Sector results
- Appendix
## FY22: Making the Group stronger, resilient and sustainable

Delivering above FY22 guidance

<table>
<thead>
<tr>
<th></th>
<th>2021A¹</th>
<th>Original 2022 Guidance</th>
<th>Updated 2022 Guidance</th>
<th>2022A</th>
<th>% Δ</th>
</tr>
</thead>
<tbody>
<tr>
<td>ORDERS (€bn)</td>
<td>14.3</td>
<td>ca. 15.0</td>
<td>ca. &gt;16.0</td>
<td>17.3</td>
<td>+21.0%</td>
</tr>
<tr>
<td>REVENUES (€bn)</td>
<td>14.1</td>
<td>14.5-15.0</td>
<td>14.4-15.0</td>
<td>14.7</td>
<td>+4.7%</td>
</tr>
<tr>
<td>EBITA (€mln)</td>
<td>1,060</td>
<td>1,180-1,220</td>
<td>1,170-1,220</td>
<td>1,218</td>
<td>+14.9%</td>
</tr>
<tr>
<td>FOCF (€mln)</td>
<td>209</td>
<td>ca. 500</td>
<td>ca. 500</td>
<td>539</td>
<td>+186.7%</td>
</tr>
<tr>
<td>NET DEBT (€bn)</td>
<td>3.1</td>
<td>ca.3.1²</td>
<td>ca.3.0²</td>
<td>3.0²</td>
<td>-3.4%</td>
</tr>
</tbody>
</table>

(1) 2021 Adjusted perimeter to exclude the contribution of Global Enterprise Solutions

(2) Including the acquisition of 25.1% stake in Hensoldt net of divestitures

- Continuing on our track record of execution
- Strong growth in new orders with book-to-bill of 1.2x
- Backlog of € 37 bn providing confidence of continued revenue growth momentum
- Acquisition of 25.1% stake in Hensoldt entirely self-funded, while decreasing debt
## Order Intake

**Continued strong commercial momentum**

<table>
<thead>
<tr>
<th></th>
<th>€ mln</th>
<th>∆ % YoY</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2021A**</td>
<td>14,267</td>
<td></td>
</tr>
<tr>
<td>HELICOPTERS</td>
<td>6,060</td>
<td>38.7%</td>
</tr>
<tr>
<td>ELECTRONICS</td>
<td>5,628</td>
<td>4.4%</td>
</tr>
<tr>
<td>LEONARDO DRS</td>
<td>2,997</td>
<td>36.6%</td>
</tr>
<tr>
<td>AIRCRAFT</td>
<td>2,800</td>
<td>4.9%</td>
</tr>
<tr>
<td>AEROSTRUCTURES</td>
<td>420</td>
<td>15.1%</td>
</tr>
<tr>
<td>ELIMINATIONS &amp; OTHER</td>
<td>-639</td>
<td></td>
</tr>
<tr>
<td>FY2022A*</td>
<td>17,266</td>
<td>21.0%**</td>
</tr>
</tbody>
</table>

32 AW149 Poland; modernization of AW101/CH-149 “Cormorant” fleet; US Navy TH-73A (AW119); 20 AW119Kx, 10 AW139, 4 AW169 LUH for Italy; 6 AW189 China; 5 AW119Kx Israel; MLU of 1 AW101; 4 AW609; various AW139 Commercial

Export orders in Defence Systems mainly naval. Combat systems for German Navy and logistic support for Special and Diving Operations - Submarine Rescue Ship (SDO-SuRS). 20 EFA Spain

Growing across advanced sensing, network computing, force protection and electric power and propulsion

20 EFA Spain; 1 C-27J for MoD Slovenia; first phase Euromale order, modernization of C-27J fleet for AMI, JSF and EFA logistics support

Orders for A220 and A321. Euromale Programme

*Including ca. € 404 mln of positive forex

**Adjusted perimeter to exclude the contribution of Global Enterprise Solutions (August-December 2021).
## Revenues
Growing top line and continued strong programme delivery

<table>
<thead>
<tr>
<th></th>
<th>€ mln</th>
<th>Δ % YoY</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FY2021A</strong></td>
<td>14,050</td>
<td></td>
</tr>
<tr>
<td>HELICOPHTERS</td>
<td>4,547</td>
<td>9.4%</td>
</tr>
<tr>
<td>ELECTRONICS</td>
<td>4,712</td>
<td>4.3%</td>
</tr>
<tr>
<td>LEONARDO DRS</td>
<td>2,558</td>
<td>5.1%</td>
</tr>
<tr>
<td>AIRCRAFT</td>
<td>3,085</td>
<td>-5.6%</td>
</tr>
<tr>
<td>AEROSTRUCTURES</td>
<td>475</td>
<td>7.5%</td>
</tr>
<tr>
<td>ELIMINATIONS &amp; OTHER</td>
<td>-664</td>
<td></td>
</tr>
<tr>
<td><strong>FY2022A</strong></td>
<td>14,713</td>
<td>4.7%**</td>
</tr>
</tbody>
</table>

*Including ca. € 351 mln of positive forex
** Adjusted perimeter to exclude the contribution of Global Enterprise Solutions (August-December 2021).

- **Ramp-up in defence/governmental (NH90 Qatar and TH-73A US Navy); AW169, Customer support and training**
- **Delivery on backlog and capturing new opportunities globally; Higher volumes in EU, mainly UK. Pass-through activities**
- **Some softness due to supply chain. Positive FX effect**
- **Lower production on EFA Kuwait and shifted export contracts partially offset by volumes increase on JSF and Airlifter programs other than starting activities on Euromale. EFA Kuwait ramp up in 2021**
- **Increased deliveries to ATR consortium and orders by Airbus**
## EBITA and Profitability

### Improving Profitability

<table>
<thead>
<tr>
<th></th>
<th>€ mln</th>
<th>RoS</th>
<th>Δ % YoY</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FY2021A</strong></td>
<td>1,114</td>
<td>7.6%</td>
<td></td>
</tr>
<tr>
<td><strong>FY2021 Restated</strong></td>
<td>1,060**</td>
<td>7.5%**</td>
<td></td>
</tr>
<tr>
<td><strong>HELICOPTERS</strong></td>
<td>415</td>
<td>9.1%</td>
<td>2.2%</td>
</tr>
<tr>
<td><strong>ELECTRONICS</strong></td>
<td>553</td>
<td>11.7%</td>
<td>14.0%</td>
</tr>
<tr>
<td><strong>LEONARDO DRS</strong></td>
<td>252</td>
<td>9.8%</td>
<td>15.6%</td>
</tr>
<tr>
<td><strong>AIRCRAFT</strong></td>
<td>421</td>
<td>13.6%</td>
<td>-2.4%</td>
</tr>
<tr>
<td><strong>AEROSTRUCTURES</strong></td>
<td>-183</td>
<td>-38.5%</td>
<td>9.9%</td>
</tr>
<tr>
<td><strong>ATR</strong></td>
<td>-6</td>
<td>75.0%</td>
<td></td>
</tr>
<tr>
<td><strong>SPACE</strong></td>
<td>31</td>
<td>-50.0%</td>
<td></td>
</tr>
<tr>
<td><strong>CORPORATE &amp; OTHER</strong></td>
<td>-265</td>
<td>-3.9%</td>
<td></td>
</tr>
<tr>
<td><strong>FY2022A</strong></td>
<td>1,218</td>
<td>8.3%</td>
<td>14.9%**</td>
</tr>
</tbody>
</table>

**Higher volumes with higher pass-through contribution**

**Increase across all business areas and all domains**

**Confirmed margin expansion primarily driven by the transition of development programmes into production. Lower volumes offset by FX.**

**Confirming strong profitability driven by fighter business line**

**Increased asset utilisation**

**Increase driven by higher customer support and contractual renegotiation with customers**

**Decrease due to risk provisions on a contract related to Russia, in addition to the unfavorable comparison base (tax benefit accounted in 2021)**

*Including ca. € 27 mln of positive forex
** vs FY21 restated
*** Adjusted perimeter to exclude the contribution of Global Enterprise Solutions (August-December 2021)
From EBITA to Net Result
Stronger bottom line thanks to EBITA increase

FY 2021A

FY 2022A

- Net Result benefitting from EBIT increase, with lower impact from income taxes, despite the “make-whole” charges related to bond buy-back by Leonardo US Holding, and the gain from the sale of GES and AAC accounted for in “Discontinued operations”
On track with our commitment to improve cash flow

2018-2025e FOCF

Main drivers

- Mid-single digit revenue growth
- High single digit EBITA growth
- Continued cash discipline in core
- Consistent contribution from JVs
- Aerostructures breakeven in 2025

Focus on deleveraging

Achieved all targets set on 2022 cash flow generation

- ca. 70% cash flow conversion excl. Aerostructures
- Slightly lower cash absorption from Aerostructures vs 2021
- ca. 55% Group cash flow conversion
Leonardo investments for innovation, growth and sustainability
Strongly aligned to SDG goals

50% of SDG-aligned investments

Yearly Average 2022-2024 € 700-800mln

SDG-aligned Investments
Other Investments

Our main contribution to SDG(2)

- Improving resources efficiency and productivity by innovation & promoting safety at work
- Ensuring resilient infrastructures, increasing efficient and digital processes and developing technologies with green impact
- Supporting safe and resilient cities, preventing disasters and intervening in emergency situations
- Improving energy efficiency and increasing the share of renewable energy
- Improving water efficiency, reuse and water networks
- Promoting waste reduction, recycling, reuse and therefore reducing the impact on environment

(1) Including Capitalized R&D, Capex, Tooling and Other Immaterial
(2) The initiatives mainly impact SDG 9 "Industry, Innovation & Infrastructure" followed by SGD 8 "Decent work and economic growth" and SGD 11 "Sustainable Cities & Communities"
55% of Leonardo funding sources now are “ESG linked"

ESG linked financial transactions

- €2.4 bn ESG linked Revolving Credit Facility (RCF)
- €600 mln ESG linked Term Loan (to refinance January 2022 debt maturing)
- €260 mln EIB Loan

Financing sources

- ~€6,0bn
- 55% ESG linked
- 2022

KPIs selected fully aligned with ESG strategy and Long-Term Incentive Plan

- Reduction of CO₂ emissions
- Employment of women with STEM degree
- Computing power per capita

© 2022 Leonardo - Società per azioni
Reduced debt by ca. 35% and decreased cost of funding by ca. 45%

Focus on deleveraging

- Important deleveraging achieved in 2022 vs 2016
  - In 2022 full redemption of 2039 and 2040 bonds and early repayment of term loan
- Cost of funding materially reduced from 5.4% to 3.0% in 2022 (70% fixed)
- Debt decreased notwithstanding strategic acquisition and continued investment in competitiveness
Capital allocation – Deleveraging is written on the cards

- Cash flow generation will be devoted to
  - Deleveraging: Priority No. 1
  - Maintaining shareholder returns constant
## 2023 Outlook

<table>
<thead>
<tr>
<th></th>
<th>2022A</th>
<th>2023E¹</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ORDERS (€bn)</strong></td>
<td>17.3</td>
<td>ca.17</td>
</tr>
<tr>
<td><strong>REVENUES (€bn)</strong></td>
<td>14.7</td>
<td>15-15.6</td>
</tr>
<tr>
<td><strong>EBITA (€mln)</strong></td>
<td>1,218</td>
<td>1,260-1,310</td>
</tr>
<tr>
<td><strong>FOCF (€mln)</strong></td>
<td>539</td>
<td>ca. 600</td>
</tr>
<tr>
<td><strong>NET DEBT (€bn)</strong></td>
<td>3.0</td>
<td>ca. 2.6²</td>
</tr>
</tbody>
</table>

2023 exchange rate assumptions: € / USD = 1.10 and € / GBP = 0.87

1) Based on the current assessment of the effects deriving from the geopolitical situation on the supply chain and the global economy and assuming no additional major deterioration
2) Assuming dividend payment of € 0.14 p.s. and new leases for ca 100 mln

- Continued solid commercial momentum, with book-to-bill>1x
- Successfully navigating inflationary pressures
- Continued improvement in FOCF and focus on deleveraging
**Confidence in the medium-term**
Based on strong fundamentals of our businesses

**KEY ESG PRIORITIES**

| SUPPORTING OUR KEY COMMERCIAL AND INDUSTRIAL GOALS |
| ENABLING SUSTAINABLE GROWTH BY INNOVATION AND TECHNOLOGY |
| MEETING AND ANTICIPATING CUSTOMER PRIORITIES |
| PARTNERING WITH OUR SUPPLIERS |
| ENHANCING HUMAN CAPITAL AND SKILLS FOR THE FUTURE |
| TRANSPARENCY AND INTEGRITY AT OUR CORE |
| DRIVING CAPITAL ALLOCATION AND LONG-TERM RETURNS |

### 2023 – 2027 TARGETS

| ORDERS | 2022-2026 Cumulated ca € 90 bn (€ 80 bn vs previous plan) Book to bill >1 |
| REVENUES | Confirming Mid Single Digit CAGR 2023-2027 Cumulated ca € 85 bn |
| EBITA | Confirming High Single Digit CAGR RoS growing, at double digit at Plan end |
| FOCF | Confirming ca. € 3 bn cumulated in 2021-2025 (including Aerostructures) |
| CASH FLOW CONVERSION | ca. 70% in 2022, excluding Aerostructures ca. 70% by 2025, including Aerostructures |
| ROIC | ca. 13% in 2025 |

---

1) Based on the current assessment of the effects deriving from the geopolitical situation on the supply chain and the global economy and assuming no additional major deterioration

© 2022 Leonardo - Società per azioni
Agenda

- Key messages
- Industrial review
- FY22 results & outlook
- 1Q23 results
- Sector results
- Appendix
# 1Q 2023 Highlights

- Strong commercial activity
- Continued strong demand for our products supports growing top line
- Solid profitability from all divisions with expected lower JVs contribution
- FOCF up almost € 400 mln YoY
- Moody’s upgrade to Investment Grade

<table>
<thead>
<tr>
<th></th>
<th>1Q2022A</th>
<th>1Q2022 Adj.¹</th>
<th>1Q2023</th>
<th>% Δ¹</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ORDERS (€bn)</strong></td>
<td>3.8</td>
<td>3.8</td>
<td>4.9</td>
<td>+29.3%</td>
</tr>
<tr>
<td><strong>REVENUES (€bn)</strong></td>
<td>3.0</td>
<td>3.0</td>
<td>3.0</td>
<td>+2.6%</td>
</tr>
<tr>
<td><strong>EBITA (€mln)</strong></td>
<td>132</td>
<td>121</td>
<td>105</td>
<td></td>
</tr>
<tr>
<td>of which Divisions and DRS</td>
<td>114</td>
<td>119</td>
<td></td>
<td>+4.4%</td>
</tr>
<tr>
<td>of which Strategic JVs and Hensoldt</td>
<td>7</td>
<td>-14</td>
<td>n.m.</td>
<td></td>
</tr>
<tr>
<td><strong>FOCF (€mln)</strong></td>
<td>-1.080</td>
<td>-1.081</td>
<td>-688</td>
<td>+36.4%</td>
</tr>
<tr>
<td><strong>NET DEBT (€bn)</strong></td>
<td>4.8</td>
<td>4.8</td>
<td>3.7</td>
<td>-22.7%</td>
</tr>
</tbody>
</table>

1) Adjusted perimeter to exclude the contribution of Global Enterprise Solutions and including the contribution of Hensoldt in 1Q22 that was not included due to financial calendar misalignment
## Order Intake

Confirming commercial success

<table>
<thead>
<tr>
<th></th>
<th>€ mln</th>
<th>Δ % YoY</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1Q2022A</strong>*</td>
<td>3,765</td>
<td></td>
</tr>
<tr>
<td>HELICOPTERS</td>
<td>1,889</td>
<td>118.9%</td>
</tr>
<tr>
<td>ELECTRONICS EUROPE</td>
<td>1,624</td>
<td>9.1%</td>
</tr>
<tr>
<td>LEONARDO DRS</td>
<td>698</td>
<td>5.0%</td>
</tr>
<tr>
<td>AIRCRAFT</td>
<td>731</td>
<td>-6.4%</td>
</tr>
<tr>
<td>AEROSTRUCTURES</td>
<td>126</td>
<td>34.0%</td>
</tr>
<tr>
<td>ELIMINATIONS &amp; OTHER</td>
<td>-200</td>
<td></td>
</tr>
<tr>
<td><strong>1Q2023A</strong></td>
<td>4,868</td>
<td>29.3%</td>
</tr>
</tbody>
</table>

*Adjusted perimeter to exclude the contribution of Global Enterprise Solutions

- **1Q2022A***: 18 AW169M LUH for Austria; 3 AW159 MLU; 2 AW101 export; 13 MH-139 for the US Air Force; other orders in civil, mainly AW139
- **GROWING IN ALL BUSINESS AREAS**: i.e. modernization of terrestrial multi-domain C2 Capacities in Italy, defense systems and logistic support for Philippines, Joint Operational Command of the Joint Forces (JOC-COVI) Cyber order
- Integrated electric propulsion components for Columbia-class and infrared countermeasures for the US armed forces
- **1Q22 benefitted from Euromale design phase. In 1Q23, EFA logistic support and further orders for JSF**
- **Mainly driven by new orders for B787**
Revenues
Strong program delivery driving top line growth

<table>
<thead>
<tr>
<th></th>
<th>€ mln</th>
<th>(\Delta %) YoY</th>
</tr>
</thead>
<tbody>
<tr>
<td>1Q2022A*</td>
<td>2,958</td>
<td></td>
</tr>
<tr>
<td>HELICOPTERS</td>
<td>880</td>
<td>-4.7%</td>
</tr>
<tr>
<td>ELECTRONICS EUROPE</td>
<td>1,046</td>
<td>9.5%</td>
</tr>
<tr>
<td>LEONARDO DRS</td>
<td>530</td>
<td>-2.8%</td>
</tr>
<tr>
<td>AIRCRAFT</td>
<td>559</td>
<td>-2.1%</td>
</tr>
<tr>
<td>AEROSTRUCTURES</td>
<td>151</td>
<td>22.8%</td>
</tr>
<tr>
<td>ELIMINATIONS &amp; OTHER</td>
<td>-132</td>
<td></td>
</tr>
<tr>
<td>1Q2023A**</td>
<td>3,034</td>
<td>2.6%</td>
</tr>
</tbody>
</table>

- Phasing effect and expected lower contribution from NH90 Qatar
- Growing volumes in Defence
- Up YoY excluding GES. 1Q22 benefited from non-recurring step-up on the Columbia-Class program
- 1Q22 benefitted from higher EFA Kuwait contribution due to phasing
- Driven by B787 programme rate increase

* Adjusted perimeter to exclude the contribution of Global Enterprise Solutions
** Including ca. € 5 mln of negative forex
EBITA and Profitability
Continued solid profitability from all divisions, with growing EBITA and expected €21mln lower contribution from JVs

<table>
<thead>
<tr>
<th></th>
<th>€ mln</th>
<th>RoS</th>
<th>Δ % YoY</th>
</tr>
</thead>
<tbody>
<tr>
<td>1Q2022A*</td>
<td>121</td>
<td>4.1%</td>
<td></td>
</tr>
<tr>
<td>HELICOPTERS</td>
<td>38</td>
<td>4.4%</td>
<td>5.6%</td>
</tr>
<tr>
<td>ELECTRONICS EUROPE</td>
<td>88</td>
<td>8.4%</td>
<td>17.3%</td>
</tr>
<tr>
<td>LEONARDO DRS</td>
<td>31</td>
<td>5.8%</td>
<td>-43.6%</td>
</tr>
<tr>
<td>AIRCRAFT</td>
<td>54</td>
<td>9.7%</td>
<td>+3.8%</td>
</tr>
<tr>
<td>AEROSTRUCTURES</td>
<td>-40</td>
<td>-26.8%</td>
<td>+13.0%</td>
</tr>
<tr>
<td>STRATEGIC JVs AND HENSOLDT</td>
<td>-14</td>
<td>n.m.</td>
<td></td>
</tr>
<tr>
<td>CORPORATE &amp; OTHER</td>
<td>-52</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1Q2023A*</td>
<td>105</td>
<td>3.5%</td>
<td>-13.2%</td>
</tr>
</tbody>
</table>

* Solid performance driven by programme mix
* Confirming strong profitability in core divisions
* Lower profitability, as expected, due to business mix. 1Q22 benefited from non-recurring step-up on the Columbia-Class program
* Strong profitability driven by EFA export
* Higher asset utilisation due to higher production volumes
* Lower contribution from Strategic JVs and Hensoldt, as expected
* Flat year on year despite growing activities

* Adjusted perimeter to exclude the contribution of Global Enterprise Solutions and including the contribution of Hensoldt in 1Q22 that was not included due to financial calendar disalignment
** Including ca. € 2 mln of negative forex
From EBITA to Net Result
Net Result in line with last year adjusted for GES, Hensoldt and strategic JVs

• Net Result in line with last year, including the perimeter adjustment and excluding the performance of JVs accounted for in EBITA

• Stepping up cash flow: 1Q 2023 FOCF at € - 688 mln, up 36.4% vs 1Q 2022 (€ - 1,080 mln)

• Continuing the strong deleveraging process with Net Debt down €1.1bn vs 1Q2022

*Excluding the contribution of Global Enterprise Solutions, Hensoldt and Strategic JVs
** Excluding the contribution of Hensoldt and Strategic JVs
*** Reflecting the performance of equity holdings
Agenda

• Key messages
• Industrial review
• FY22 results & outlook
• 1Q23 results
• Sector results
• Appendix
Helicopters
Confirmed strong performance

2018-2022 Results

Orders (€ mln)

Revenues (€ mln)

EBITA (€ mln) and Profitability

1Q23 Results

<table>
<thead>
<tr>
<th></th>
<th>1Q 2022</th>
<th>1Q 2023</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Orders</td>
<td>863</td>
<td>1,889</td>
<td>+118.9%</td>
</tr>
<tr>
<td>Revenues</td>
<td>923</td>
<td>880</td>
<td>-4.7%</td>
</tr>
<tr>
<td>EBITA</td>
<td>36</td>
<td>38</td>
<td>+5.6%</td>
</tr>
<tr>
<td>RoS</td>
<td>3.9%</td>
<td>4.3%</td>
<td>+0.4 p.p.</td>
</tr>
</tbody>
</table>

2023 Outlook(*)

- Strong level of order intake expected both in civil and governmental; confirming increasing revenues and deliveries
- Good level of profitability supported by structured actions to offset inflationary pressure

(*) Based on the current assessment of the effects deriving from the geopolitical situation on the supply chain and the global economy and assuming no additional major deterioration
**Electronics**

**Strong commercial performance**

**2018-2022 Results**

- **Orders**
  - Electronics - EU (€ mln): 4,409, 4,449, 4,710, 5,392, 5,628

- **Revenues**
  - Electronics EU (€ mln): 2,339, 2,729, 2,757, 2,879, 2,693
  - Leonardo DRS ($ mln): 1,411, 1,489, 1,518, 1,549, 1,587

**EBIT and Profitability**

- 2018: Orders 1,489, Revenues 1,411, EBITA 951, RoS 10.0%
- 2019: Orders 1,624, Revenues 1,518, EBITA 911, RoS 9.5%
- 2020: Orders 1,046, Revenues 1,549, EBITA 911, RoS 9.5%
- 2021: Orders 891, Revenues 1,587, EBITA 911, RoS 9.5%

**2023 Outlook**

- Growing volumes and profitability driven by improving execution of backlog and investments
- Market dynamics still reflecting inflationary pressure and supply chain

---

* Avg. exchange rate €/$ @ 1.12 in 1Q22; Avg. exchange rate €/$ @ 1.07 in 1Q23
** Based on the current assessment of the effects deriving from the geopolitical situation on the supply chain and the global economy and assuming no additional major deterioration
Aircraft
Solid profitability

2018-2022 Results

Orders (€ mln)

Revenues (€ mln)

EBITA (€ mln) and Profitability

2023 Outlook(*)

• Growing export market for proprietary platforms
• Confirming strong contribution from Fighter business lines (F-35 and Eurofighter)

1Q23 Results

<table>
<thead>
<tr>
<th>1Q 2022</th>
<th>1Q 2023</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Orders</td>
<td>781</td>
<td>731</td>
</tr>
<tr>
<td>Revenues</td>
<td>571</td>
<td>559</td>
</tr>
<tr>
<td>EBITA</td>
<td>52</td>
<td>54</td>
</tr>
<tr>
<td>RoS</td>
<td>9.1%</td>
<td>9.7%</td>
</tr>
</tbody>
</table>

1Q23 Revenues by platform

OE: 57%
CS&T: 43%

* Based on the current assessment of the effects deriving from the geopolitical situation on the supply chain and the global economy and assuming no additional major deterioration.
Aerostructures and ATR
Recovery on track

2018-2022 Results
Orders (€ mln) Revenues (€ mln)

<table>
<thead>
<tr>
<th>Year</th>
<th>Orders</th>
<th>Revenues</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>925</td>
<td>1,020</td>
</tr>
<tr>
<td>2019</td>
<td>948</td>
<td>1,125</td>
</tr>
<tr>
<td>2020</td>
<td>581</td>
<td>819</td>
</tr>
<tr>
<td>2021</td>
<td>365</td>
<td>442</td>
</tr>
<tr>
<td>2022</td>
<td>420</td>
<td>475</td>
</tr>
</tbody>
</table>

2018-2022 Results
EBITA (€ mln) and Profitability

<table>
<thead>
<tr>
<th>Year</th>
<th>EBITA</th>
<th>RoS (p.p.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>97</td>
<td>-3.4%</td>
</tr>
<tr>
<td>2019</td>
<td>53</td>
<td>1.0%</td>
</tr>
<tr>
<td>2020</td>
<td>69</td>
<td>10.5%</td>
</tr>
<tr>
<td>2021</td>
<td>24</td>
<td>-203</td>
</tr>
<tr>
<td>2022</td>
<td>-6</td>
<td>-38.0%</td>
</tr>
</tbody>
</table>

2023 Outlook(*)

- Increasing volume driven by increasing production rate by Airbus and Boeing 787
- Better profitability driven by higher asset utilisation
- GIE-ATR expected increase deliveries

1Q23 Results

<table>
<thead>
<tr>
<th>Aeronautical Systems</th>
<th>1Q 2022</th>
<th>1Q 2023</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Orders (€ mln)</td>
<td>94</td>
<td>126</td>
<td>34.0%</td>
</tr>
<tr>
<td>Revenues (€ mln)</td>
<td>123</td>
<td>151</td>
<td>22.8%</td>
</tr>
<tr>
<td>EBITA (€ mln)</td>
<td>-46</td>
<td>-40</td>
<td>13.0%</td>
</tr>
<tr>
<td>RoS (%)</td>
<td>-37.4%</td>
<td>-26.5%</td>
<td>10.9 p.p.</td>
</tr>
</tbody>
</table>

1Q23 Revenue by programme

- B787: 23%
- B767: 13%
- Airbus: 33%
- ATR: 20%
- Military: 10%

(*) Based on the current assessment of the effects deriving from the geopolitical situation on the supply chain and the global economy and assuming no additional major deterioration
Space

Manufacturing slowdown and confirmed solid performance of Satellite services

2018-2022 Results

EBITA (€m)

<table>
<thead>
<tr>
<th>Year</th>
<th>EBITA</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>58</td>
</tr>
<tr>
<td>2019</td>
<td>39</td>
</tr>
<tr>
<td>2020</td>
<td>23</td>
</tr>
<tr>
<td>2021</td>
<td>62</td>
</tr>
<tr>
<td>2022</td>
<td>31</td>
</tr>
</tbody>
</table>

1Q23 Results

<table>
<thead>
<tr>
<th>Quarter</th>
<th>EBITA (€m)</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>1Q 2022</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>1Q 2023</td>
<td>1</td>
<td>-85.7%</td>
</tr>
</tbody>
</table>

2023 Outlook(*)

- Growing volumes driven by solid and increasing backlog
- Satellite business confirmed strong fundamentals in Europe and Latin America with top line and EBITA increase

* Based on the current assessment of the effects deriving from the geopolitical situation on the supply chain and the global economy and assuming no additional major deterioration
Agenda

- Key messages
- Industrial review
- FY22 results & outlook
- 1Q23 results
- Sector results
- Appendix
FY22 Revenue and Backlog diversification

<table>
<thead>
<tr>
<th>REVENUES</th>
<th>NEW ORDERS</th>
<th>ORDER BACKLOG</th>
<th>EBITA</th>
</tr>
</thead>
<tbody>
<tr>
<td>€ 14.7 BN</td>
<td>€ 17.3 BN</td>
<td>€ 37.5 BN</td>
<td>€ 1.2 BN</td>
</tr>
</tbody>
</table>

REVENUES AND BACKLOG BY BUSINESS
- Defence Electronics: 35%
- Helicopters: 39%
- Aircraft: 23%
- Aerostructures: 3%

REVENUES AND BACKLOG BY GEOGRAPHY
- Italy: 27%
- UK: 14%
- US: 29%
- Rest of Europe: 14%
- Rest of World: 13%
## 1Q 2023 Results

### Group Performance

<table>
<thead>
<tr>
<th>Metric</th>
<th>1Q 2022</th>
<th>1Q 2023</th>
<th>% Change</th>
<th>FY 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Orders</td>
<td>3,789</td>
<td>4,868</td>
<td>28.5%</td>
<td>17,266</td>
</tr>
<tr>
<td>Backlog</td>
<td>36,278</td>
<td>39.126</td>
<td>7.9%</td>
<td>37,506</td>
</tr>
<tr>
<td>Revenues</td>
<td>3,006</td>
<td>3,034</td>
<td>0.9%</td>
<td>14,713</td>
</tr>
<tr>
<td>EBITA</td>
<td>132</td>
<td>105</td>
<td>-20.5%</td>
<td>1,218</td>
</tr>
<tr>
<td>RoS</td>
<td>4.4%</td>
<td>3.5%</td>
<td>-0.9 p.p.</td>
<td>8.3%</td>
</tr>
<tr>
<td>EBIT</td>
<td>123</td>
<td>93</td>
<td>-24.4%</td>
<td>961</td>
</tr>
<tr>
<td>EBIT Margin</td>
<td>4.1%</td>
<td>3.1%</td>
<td>-1.0 p.p.</td>
<td>6.5%</td>
</tr>
<tr>
<td>Net result before extraordinary tasks</td>
<td>74</td>
<td>40</td>
<td>-45.9%</td>
<td>697</td>
</tr>
<tr>
<td>Net result</td>
<td>74</td>
<td>40</td>
<td>-45.9%</td>
<td>932</td>
</tr>
<tr>
<td>EPS (€ cents)</td>
<td>0.129</td>
<td>0.063</td>
<td>95.5%</td>
<td>1.623</td>
</tr>
<tr>
<td>FOCF</td>
<td>-1,080</td>
<td>-688</td>
<td>36.4%</td>
<td>539</td>
</tr>
<tr>
<td>Group Net Debt</td>
<td>4,788</td>
<td>3,699</td>
<td>-22.7%</td>
<td>3,016</td>
</tr>
<tr>
<td>Headcount</td>
<td>50,106</td>
<td>51,627</td>
<td>3.0%</td>
<td>51,392</td>
</tr>
</tbody>
</table>

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.
Solid Group liquidity ensures adequate financial flexibility

- Available credit lines
  - ESG Credit Line signed in October 2021 equal to €2.4 bn
  - Existing unconfirmed credit lines equal to €0.9 bn
  - Commercial Paper, signed in August 2022, equal to €1.0 bn
  - New «Sustainability-Linked» EIB loan equal to €0.3 bn

Together with the Revolving Credit Facility signed in November 2022 by Leonardo DRS, following the merger with RADA, available for $0.05 bn (nominal value $0.3 bn) and cash in-hands ensure a Group’s liquidity of approx. €5.7 bn.
Balanced debt maturity profile

Debt maturity
Average life: ≈ 3 years

CREDIT RATING

<table>
<thead>
<tr>
<th></th>
<th>As of today</th>
<th>Before last review</th>
<th>Date of review</th>
</tr>
</thead>
<tbody>
<tr>
<td>Moody's</td>
<td>Baa3 / Stable Outlook</td>
<td>Ba1 / Positive Outlook</td>
<td>May 2023</td>
</tr>
<tr>
<td>S&amp;P</td>
<td>BB+ / Positive Outlook</td>
<td>BB+ / Stable Outlook</td>
<td>May 2022</td>
</tr>
<tr>
<td>Fitch</td>
<td>BBB- / Stable Outlook</td>
<td>BBB- / Negative Outlook</td>
<td>January 2022</td>
</tr>
</tbody>
</table>
Capex initiatives that align our portfolio with SDGs represent 50% of the total

**New initiatives increasing industrial process efficiency**

- **Energy efficiency**
  - Transition to LED technology for most industrial plants

- **Water efficiency**
  - Reduction of consumption through modernisation of water networks and correct recovery of wastewater

- **Re-industrialization projects**
  - Implementation of automated equipment and digital solutions in order to increase competitiveness and product reliability for both existing and upcoming programs (ATR and EuroMALE)

- **Barrel production line**
  - Production line improvement with machines substitution in order to increase production rate and to reduce waste in the process

- **Digitalization**
  - Digitalization of manufacturing and engineering processes driven by upgrade applications (such as SAP and Product Life-cycle Management) in order to reduce waste and improve quality

**New products included in our SDGs-aligned portfolio**

- **M-346 and M-345**
  - Our trainers through a greater use of simulation systems allow a reduction of the flight-hours resulting in benefits on carbon footprint and emissions

- **AW609**
  - First civil tiltrotor to be certified which will represent and enabler technology for prosperity and progress combining into one aircraft the benefits of helicopter and fixed-wing aircraft

- **AW169**
  - Light Intermediate helicopter with class-leading technology that guarantees the highest performance also representing a solution for a healthier planet along with operating capability in the most challenging conditions

- **Integrated Sensors Suite**
  - New AESA multifunctional radars suite for naval platforms with state-of-the-art technologies. The new materials and manufacturing process for AESA antennas reduce power consumption and increase sustainable production

- **Falco Xplorer**
  - RPAS designed for persistent multi-sensor strategic surveillance with situation awareness capability. The increase in performance in terms of persistence allows to reduce the number of missions and to optimize the flight profiles, leading to carbon footprint reduction.

© 2022 Leonardo - Società per azioni
Development costs capitalised as intangible assets as at 31 December 2022

<table>
<thead>
<tr>
<th>€ mln</th>
<th>Self Funded National Security</th>
<th>Self Funded Other</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>01 January 2022 Opening Balance</td>
<td>1,760</td>
<td>849</td>
<td>2,609</td>
</tr>
<tr>
<td>Gross R&amp;D capitalised</td>
<td>98</td>
<td>133</td>
<td>231</td>
</tr>
<tr>
<td>Depreciation and write offs</td>
<td>(85)</td>
<td>(40)</td>
<td>(125)</td>
</tr>
<tr>
<td>Disposals</td>
<td>-</td>
<td>(1)</td>
<td>(1)</td>
</tr>
<tr>
<td>Subtotal</td>
<td>13</td>
<td>92</td>
<td>105</td>
</tr>
<tr>
<td>Other Changes (*)</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Net R&amp;D capitalised</td>
<td>14</td>
<td>94</td>
<td>108</td>
</tr>
<tr>
<td>31 December 2022</td>
<td>1,774</td>
<td>943</td>
<td>2,717</td>
</tr>
</tbody>
</table>

(*) Movements w/o cash and PL effects
## Covenant FY2022

<table>
<thead>
<tr>
<th>EBITDA*</th>
<th>FY2022A Post IFRS 16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Interest</td>
<td>€ 1,671 mln</td>
</tr>
<tr>
<td>Net Interest</td>
<td>€ 104 mln</td>
</tr>
<tr>
<td>EBITDA / Net Interest</td>
<td>16.1</td>
</tr>
<tr>
<td>THRESHOLD</td>
<td>&gt; 3.25</td>
</tr>
</tbody>
</table>

*EBITDA net of depreciation of rights of use

<table>
<thead>
<tr>
<th>Group Net Debt</th>
<th>FY2022A Post IFRS 16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leasing (IFRS 16)</td>
<td>- € 570 mln</td>
</tr>
<tr>
<td>Financial Debt to MBDA</td>
<td>- € 713 mln</td>
</tr>
<tr>
<td>Group Net Debt for Covenant</td>
<td>€ 1,733 mln</td>
</tr>
<tr>
<td>EBITDA*</td>
<td>€ 1,671 mln</td>
</tr>
<tr>
<td>Group Net Debt / EBITDA</td>
<td>1.0</td>
</tr>
<tr>
<td>THRESHOLD</td>
<td>&lt; 3.75</td>
</tr>
</tbody>
</table>
Defence Budget perspectives

**USA**
- USA: the main defense spender worldwide (> 780B $ in 2022)
- Return to growth expected from 2026 (>840 B $ expected in 2023)

**Asia Pacific**
- Asia Pacific: > 570B $ in 2022
- China the main spender
- Significant Defense budgets in South Korea, India and Japan, with annual values> 50B $

**Middle East - Africa**
- Iran and Saudi Arabia are the major spenders
- Defence budget in this area started decreasing from 2017, due to lower crude oil price
- Growing tensions in the area are expected to change this trend

**Europe**
- Germany: € 57B – target 2% in 2023
- France: € 60B - target 2% in 2025
- UK: € 70B - target 3% in 2030
- Italy: € 33B - target 2% in 2028
- Poland: € 13B - target 4% in 2023

CAGR 22-27:
- Asia Pacific: ~ +4.4%
- USA: ~ -0.3% NA, ~ +2.0% LA
- Middle East - Africa: ~ +2.7% MENA, ~ -0.3% SSA
Important progress towards ESG from 2018

2018 – 2022 progress

-37% intensity* CO₂ Scope 1 & 2 emissions location based
-24% intensity* of energy consumption
-26% intensity* of waste produced
-30% intensity* of water withdrawals
75% of employees work at sites with certified environmental management systems (from 66% in 2017)

+14% workforce growth vs 2017
>22,000 people hired
Under 30 employees from 8.2% in 2017 to 11.2% in 2022
Female managers on total managers from 15% in 2017 to 19% in 2022
Injury rate reduction by 53% vs 2017
80% of employees work at sites with certified health and safety management systems (from 56% in 2017)

* On revenues

Data baseline 2017
# Our main ESG achievements in 2022

| LEONARDO RATING | SCALE (low | high) | LEONARDO RANKING in the sector | SECTOR Score average |
|----------------|-------------|--------------------------------|----------------------|
| MSCI | A | CCC|AAA | Top 10 | BBB |
| SUSTAINALYTICS | 21.2 medium risk | 40+| 0 Severe - Negligible | 2\textsuperscript{nd}/99 | 34.9 |
| S&P | 87 | 0|100 | 1\textsuperscript{st}/92 | 22 |
| CDP | A- | D-|A | - | C |
| MOODY’S ESG | 62 | 0|100 | 3\textsuperscript{rd}/19 | 41 |
| ISS ESG | C | D-|A+ | Decile 1 | D+ |

**Confirmed for the third time in Bloomberg’s Gender Equality Index (GEI).**

**Confirmed in the MIB ESG Index, including the best 40 Italian listed companies for ESG performance.**

**Included in band A, the highest in the Defence Companies Index on Anti-Corruption and Corporate Transparency.**

© 2022 Leonardo - Società per azioni
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.
CONTACTS

Valeria Ricciotti
Head of Investor Relations and Credit Rating Agencies
+39 06 32473.697
valeria.ricciotti@leonardo.com

Leonardo Investor Relations and Credit Rating Agencies
+39 06 32473.512
ir@leonardo.com