

HENSOLDT

FY 2022 Preliminary Results – Analyst & Investor Presentation

Taufkirchen, 23rd of February 2023

Thomas Müller, CEO

Christian Ladurner, CFO

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We have fully delivered on our FY2022 guidance

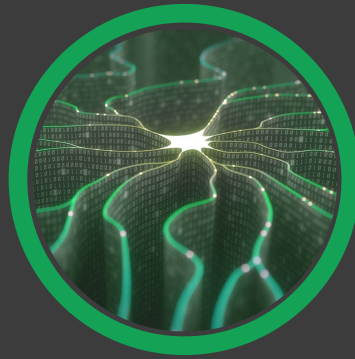
	2022 preliminary	Change vs 2021	vs guidance
Book-to-bill ratio⁽¹⁾	1.2x	-1.0x	
Revenue	€1,707m	+16%	
Adjusted EBITDA⁽²⁾	€292m	+€31m	
Adjusted EBITDA margin⁽³⁾	20.4%	+1%-point	
Adjusted pre-tax unlevered FCF⁽⁴⁾	€219m	-€33m	
Net leverage⁽⁵⁾	1.2x	-0.5x	

(1) Book-to-Bill ratio is defined as order intake / reported revenue for the relevant period, (2) Adjusted EBITDA is defined as EBIT adjusted for depreciation and amortization (including non-recurring effects on earnings from purchase price allocations), as well as certain non-recurring effects relating to transaction costs, IPO related costs and other non-recurring effects / reported revenue for the relevant period, (3) Excl. pass-through revenue, (4) Adjusted Pre-Tax Unlevered Free Cash Flow is defined as free cash flow adjusted for non-recurring operating effects as well as interest, tax and M&A activities. The free cash flow is defined as sum of the cash flows from operating and investing activities as reported in the consolidated cash flow statement, (5) Net financial leverage including lease liabilities, excluding pensions.

Key Strategic Achievements 2022



Updated guidance for 2023 and mid-term released at CMD in December 2022



Strategic cooperation with **21strategies** on development of AI for next generation defence systems



Successful transition of Management Board with Christian Ladurner as new CFO
Lars Immisch as new CHRO

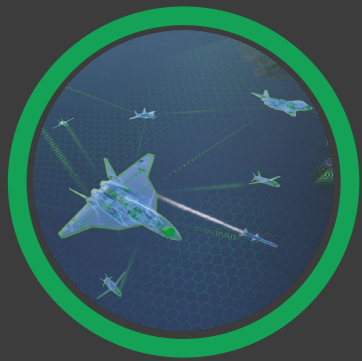


Sustainalytics ranks HENSOLDT AG again #1 in Aerospace and Defence

Further improvement of previous rating achieved

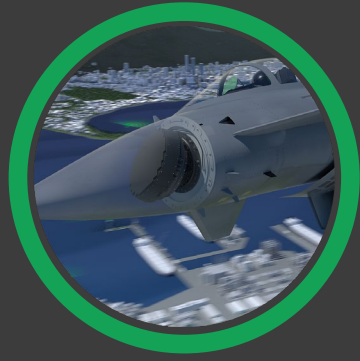
Only company rated “low risk”

Strategic orders received in 2022



FCAS

Contract for Demonstrator
Phase 1B
booked in December
€96m



Halcon

Radar and self-protection
system for Spanish EF
'Halcon' booked in September
€175m



EF C3 Phase 2

Long-term service contract
for Eurofighter booked in Q1
€270m



F126

Order for 4 TRS-4D radars
for F126 received in Q1
€168m



M1 Abrams ELRF

Additional batches of the
laser range finder for
the M1 Abrams tank received
€29m

HENSOLDT supports German Government with deliveries for Ukraine



COBRA
Artillery Detection Radar

One unit delivered to Ukraine in Q3



TRML 4D
Air Defence Radar

4 units for IRIS-T SLM air defence system in Ukraine ordered
Mid double digit m€ order intake booked in Q4

2 additional units ordered by Ukraine in January 2023

Proposed for European Skyshield Initiative



Leopard 2
Main Battle Tank

HENSOLDT equips the Leopard 2 with:

- **Peri 17 A3** Gyrostabilized commander periscope
- **ATTICA GL** Gunner thermal camera
- **SPECTUS** multispectral sight for driver

We consistently implement our strategy



Drive digital and innovative portfolio

05/22: successful **Kalaetron Attack** field tests, Artificial Intelligence demonstrated



Convince customers with our capabilities

10/22: Teaming agreement with **RAFAEL** on integrated EW offering for German Airforce



Become ESG sector benchmark

04/22: Publication of **Sustainability Report**



Live strong company culture

2022: **551 new hirings**, adding up to a 6,463 people workforce



Improve operational efficiency

11/22: **HENSOLDT GO!** efficiency program **Wave 3** launched for 2023

HENSOLDT *GO!* Wave 3 to be rolled out between 2023 and 2025

HENSOLDT *GO!* Wave 1

- Finalize carve-out from Airbus
- Drive topline growth
- Improve organizational efficiency within individual functions
- Optimize capital productivity with special focus on cash cycle



Optimizing individual organization

HENSOLDT *GO!* Wave 2

- Keep momentum to transform HENSOLDT
- Optimize HENSOLDT organization end-to-end
- Further optimize capital productivity with special focus on cash cycle



End-to-end optimization across all functions

HENSOLDT *GO!* Wave 3

- Drive internationalization
- Improve supply chain robustness and increase inflation resilience
- Increase efficiency further, especially for:
 - Engineering
 - Cost & overhead
 - Working capital

End-to-end optimization across all regions

OneERPnow – the efficient way to handle growth



Digital products & services



Digital enterprise



Digital work and culture



Digital foundation



Better data at the right time
to best serve our customers



Increased efficiency
and analytics capabilities



Managing upcoming growth
through seamless
ERP system

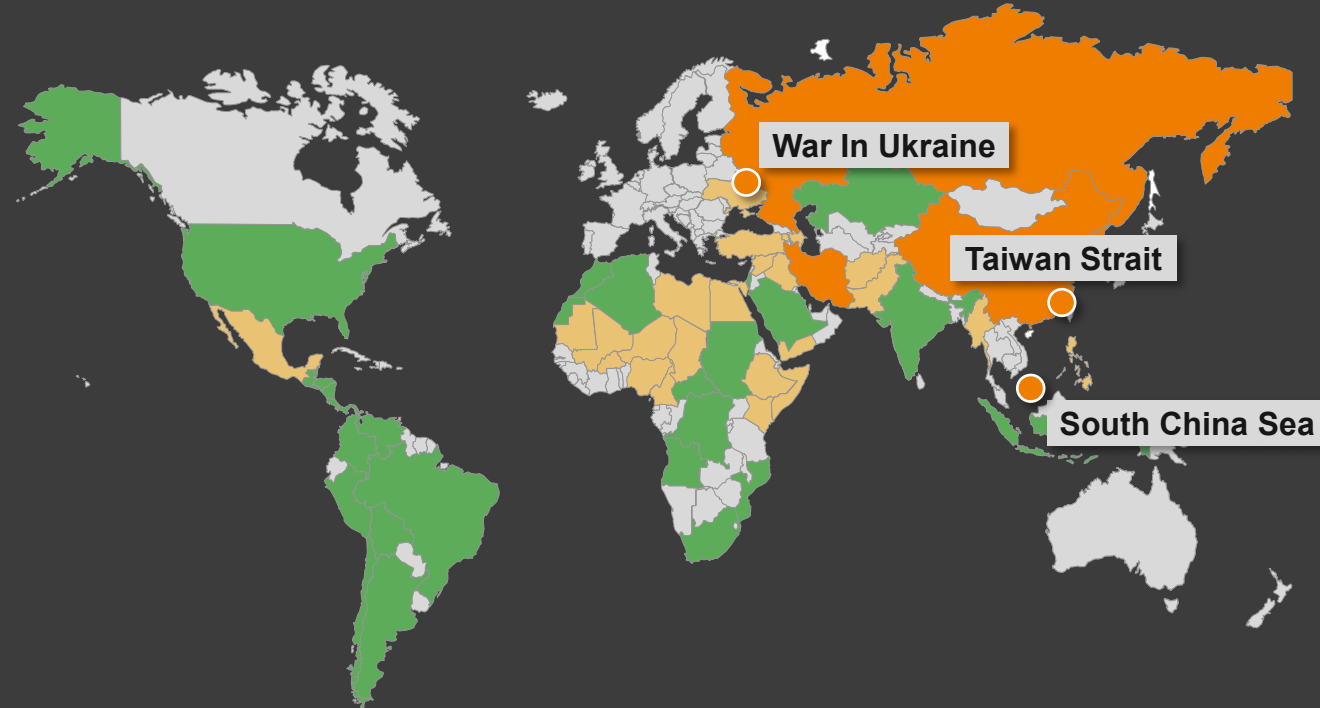


Enhanced business insights
& value creation

We find ourselves in a new defence environment

Threat Environment

- Significant uptick of threat environment in Europe through Russia's war against Ukraine
- Military tensions rise in both the South China Sea and the Pacific
- Rise in new forms of warfare such as cyber attacks and covert threats to economic infrastructure



Source: Renaissance Strategic Advisors

Civil Unrest

Asymmetric Conflict

Conventional Adversaries

Conflict / Area of Tension

Implications

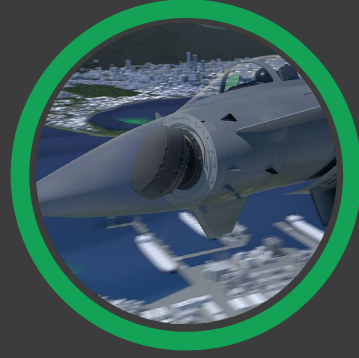
- Clear shift in global security perception
- Higher commitment to defence budgets and NATO targets
- In Europe, focus on increasing conventional capabilities, especially on land
- In APAC, strong demand to increase maritime capability
- Increasing push towards future capabilities including smart sensors, electronic warfare, data fusion and analytics

Top 5 orders expected in 2023



PUMA

▼
Sensors for commander and gunner sights and self-protection system MUSS



Eurofighter

▼
Radars and self-protection systems



TRML-4D

▼
For Ukraine, domestic and export customers



NNbS

▼
Radars for future German short range and very short range protection air defence system



U212 CD

▼
Twin Optronic Mast systems OMS150 and OMS 300 for additional submarines



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Financials

FY 2022 – strong performance in top line

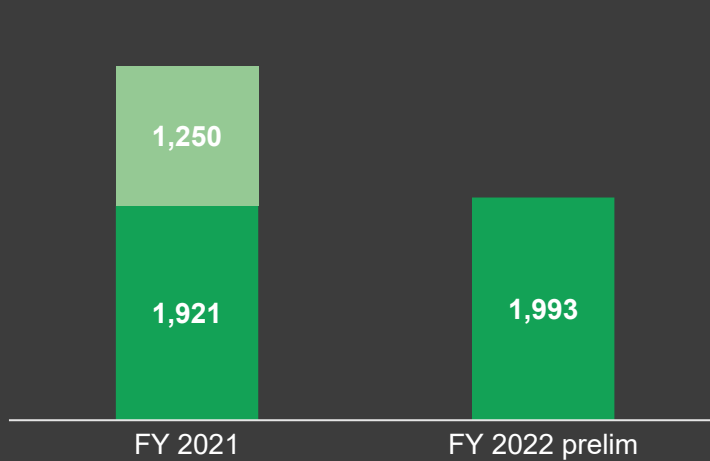
in €m

Order intake in line with guidance

Excellent conversion into revenue

Order backlog further increased

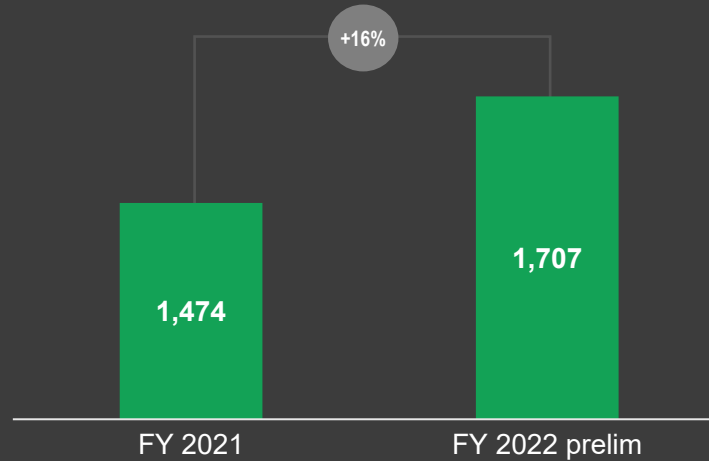
■ Baseline ■ Pegasus



Order intake⁽¹⁾

Strong order intake driven by all divisions:
C3 EF support contract, F126, Halcon, FCAS and
laser range finders for Abrams tanks

Previous year included record order for PEGASUS

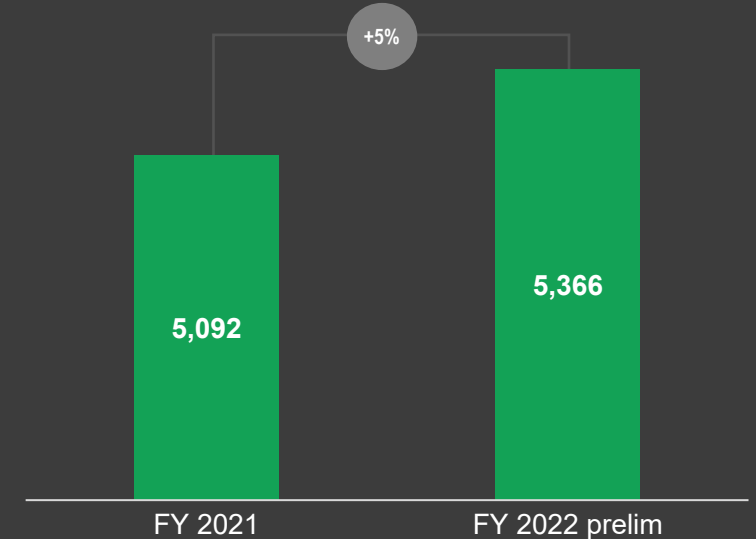


Revenue

Increase in revenue
driven by Sensors segment

Major milestones achieved in key projects

Sustainable growth also in baseline business



Order backlog⁽²⁾

Book-to-bill ratio at 1.2x per FY22

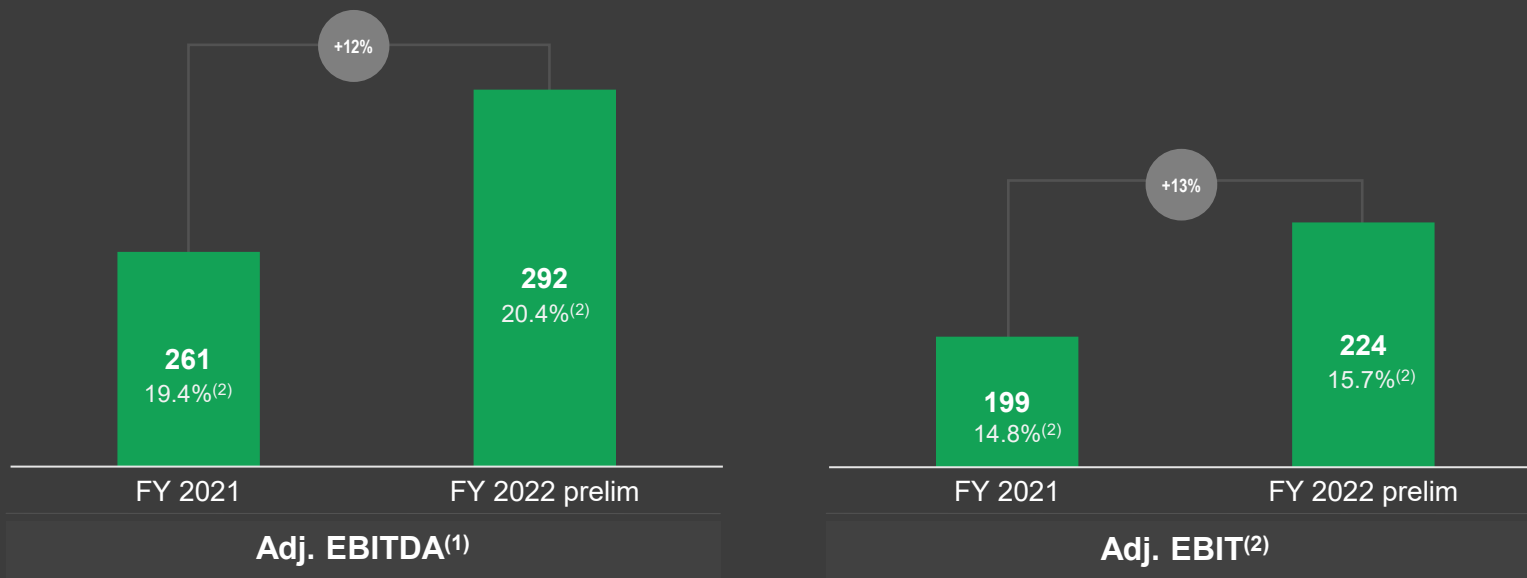
Strong order backlog provides excellent visibility

(1) Order intake is defined as orders where the corresponding selling contract becomes effective and enforceable in accordance with the terms and conditions of the contract. (2) Order backlog is defined as the value of the order book at the respective reporting date by keeping record of customer orders starting from the opening stock and taking into account revenue and adjustments for the respective reporting period, and ending with the final stock.

FY 2022 – strong growth in bottom line

in €m

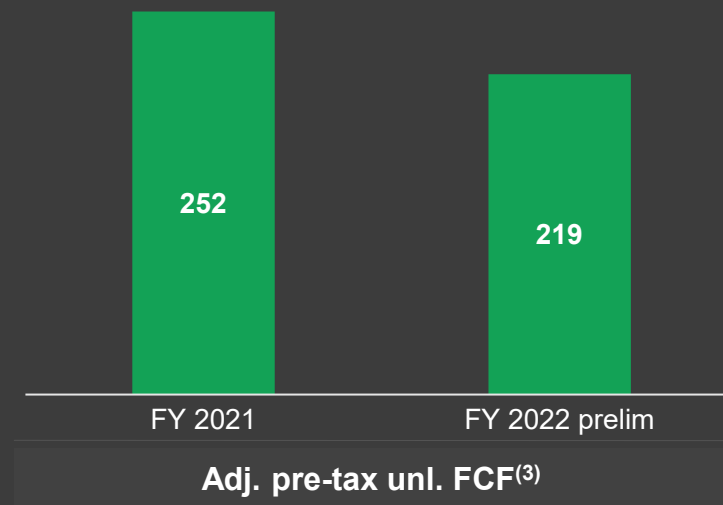
Further increase of profitability



Profitability follows higher volumes and favourable product mix partly offset by pass-through business

Investments in bid budget and self-funded R&D ensure further growth

Cash conversion exceeds guidance



High cash generation from operating activities supported by achievement of major milestones

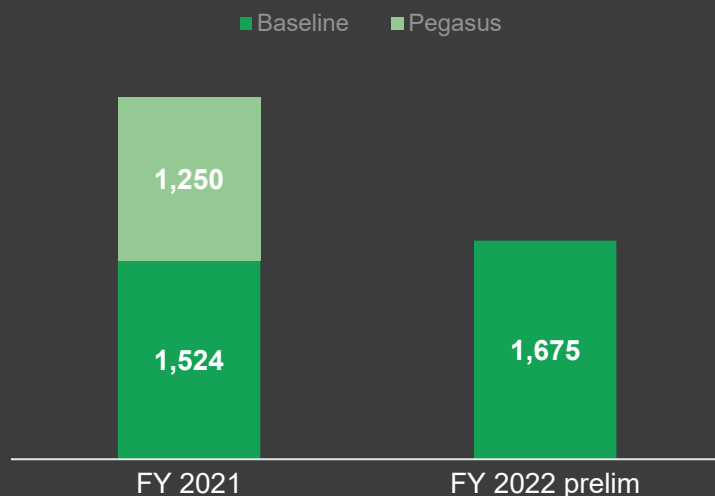
Continuous investments in working capital to support upcoming growth and secure supply chain

(1) Adjusted EBITDA is defined as EBIT adjusted for depreciation and amortization (including non-recurring effects on earnings from purchase price allocations), as well as certain non-recurring effects relating to transaction costs, IPO related costs and other non-recurring effects. (2) Adjusted EBIT is defined as EBIT adjusted for certain non-recurring effects relating to effects on earnings from purchase price allocations, transaction costs, IPO related costs and other non-recurring effects. (3) Excl. pass-through revenue (3) Adjusted EBIT is defined as EBIT adjusted for certain non-recurring effects relating to effects on earnings from purchase price allocations, transaction costs, IPO related costs and other non-recurring effects. (4) Adjusted Pre-Tax Unlevered Free Cash Flow is defined as free cash flow adjusted for non-recurring operating effects as well as interest, tax and M&A activities. The free cash flow is defined as sum of the cash flows from operating and investing activities as reported in the consolidated cash flow statement.

FY 2022 – Sensors segment

in €m

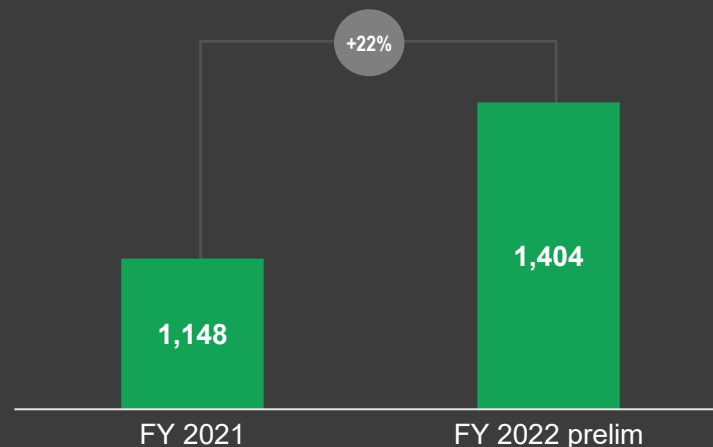
Strong order intake



Order intake⁽¹⁾

Growth in Sensors mainly driven by C3 EF support contract, radars for the F126 frigate, radars and self-protection systems for the Spanish Halcon as well as the contract for the FCAS Phase 1B

Sustainable growth

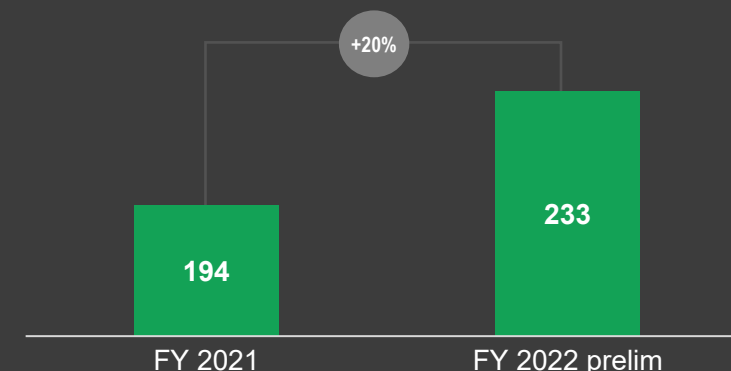


Revenue

Main drivers are key programs EF Captor MK1 and PEGASUS in Radar and Spectrum Dominance divisions

Considerable growth also of baseline business

Increase of absolute margin



Adj. EBITDA⁽²⁾

Volume and favorable product mix drive absolute margin uplift

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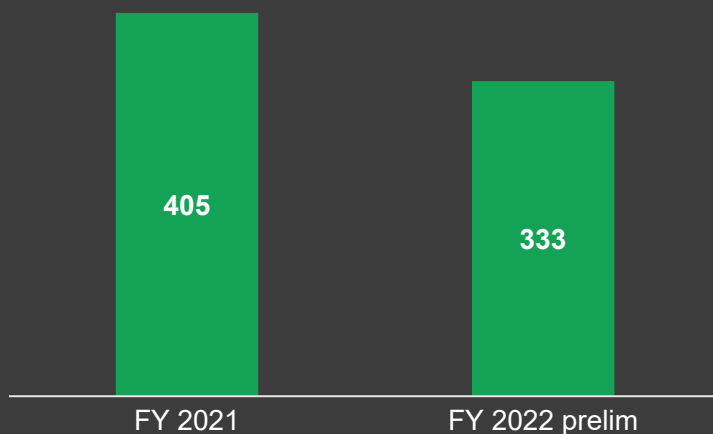
FY 2022 – Optronics segment

in €m

Further order intake secured

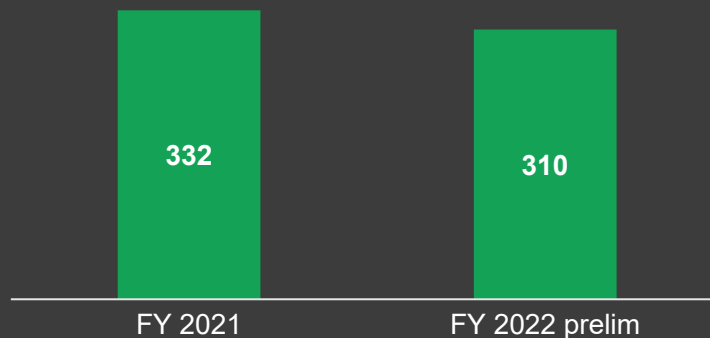
Temporary shortage of supply chain

Investments in new programs



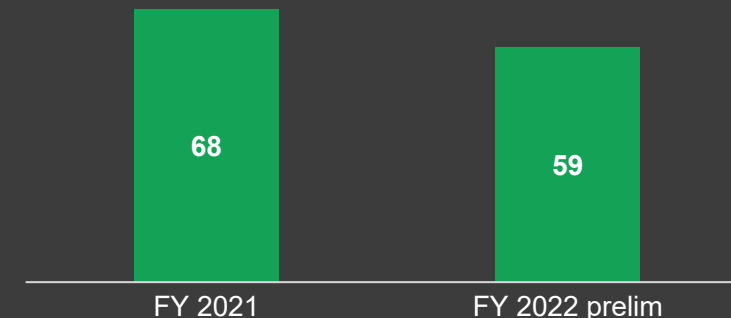
Order intake⁽¹⁾

Main drivers are Abrams M1 ELRF, Argos II gimbals, SERO430/OMS150 for DAKAR submarines and FFM (High performance optics)



Revenue

Main drivers are FFM, periscopes and optronic mast systems for submarines as well as the Abrams M1 ELRF
Shift of revenue to 2023 due to temporary shortage of supply chain



Adj. EBITDA⁽²⁾

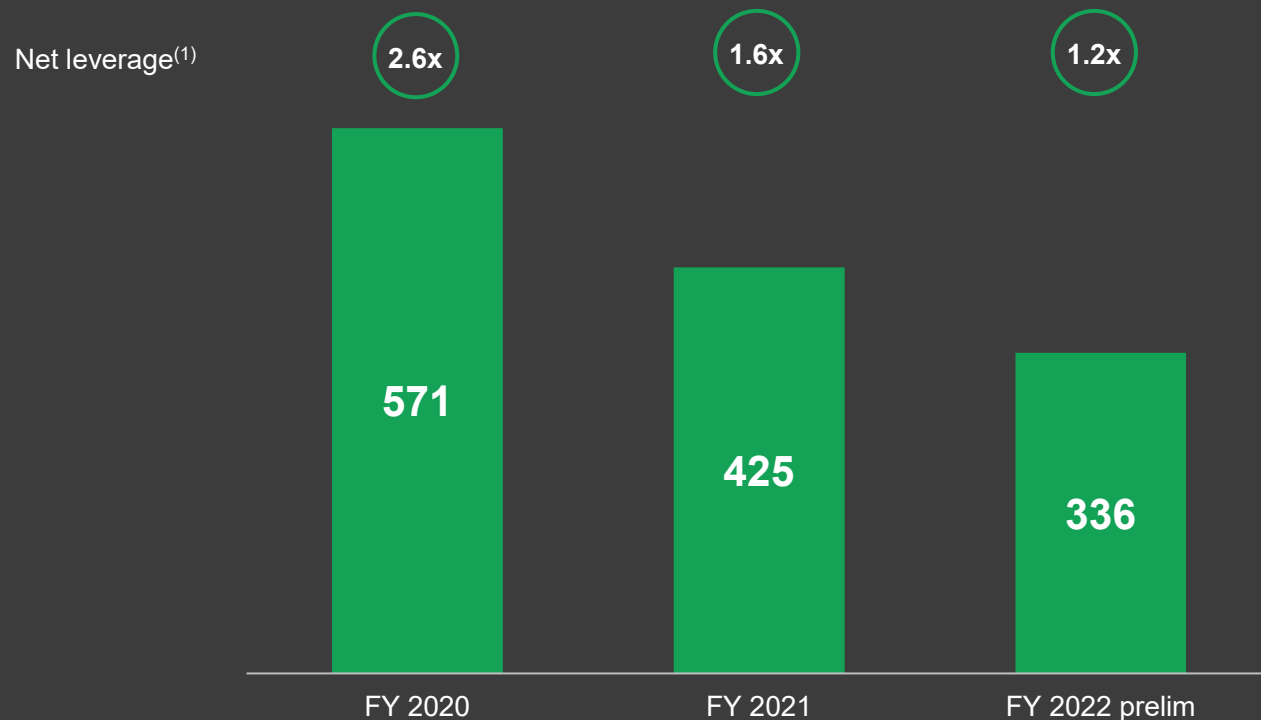
Margin impacted by revenue shift to 2023 due to supply chain shortage as well as ramp-up of production and new business

(1) Order intake is defined as orders where the corresponding selling contract becomes effective and enforceable in accordance with the terms and conditions of the contract. (2) Adjusted EBITDA is defined as EBIT adjusted for depreciation and amortization (including non-recurring effects on earnings from purchase price allocations), as well as certain non-recurring effects relating to transaction costs, IPO related costs and other non-recurring effects

Deleveraging from FY 2020 to FY 2022

in €m

Net debt development YoY



Deleveraging on track

Continuous improvement of net leverage

Strong cash flow generation in Q4/2022

RCF fully repaid in 2022

High visibility of financing cost due to hedging of 3 months EURIBOR

(1) Net leverage including lease liabilities, excluding pensions.

Dividend proposal 2022



Guidance outlined
a dividend
of up to 20%
of adjusted net income 2022



Increased profitability
reflected in
adjusted net income of
€124m preliminary



Due to the excellent business
development, the management board
intends to propose to the **supervisory
board and the AGM** a dividend per
share of **€0.30**

Updated guidance 2023

	Old 2023 target ⁽⁵⁾	New 2023 target
Book-to-bill ratio	>1x	1.1 - 1.2x
Revenue growth⁽¹⁾	Mid to high single digit	7 - 10% ⁽⁶⁾ with stronger growth in core revenue excl. pass-through
Adjusted EBITDA margin⁽²⁾	~19% before pass-through revenue	~19% before pass-through revenue
Adjusted pre-tax unlevered FCF⁽³⁾	NWC: stable, falling slightly as % of revenue Cash tax rate: 28.3%	~70% conversion on adjusted EBITDA
Net leverage⁽⁴⁾	<1.25x	<1.0x
Dividend	30 - 40% of adjusted net income	30 - 40% of adjusted net income

(1) Average share of pass-through revenue of total revenue was ~10% between 2020A and 2022E; pass-through share of total revenue is expected to be in the mid single-digit percentage range between 2023E and 2025E; (2) Adjusted EBITDA margin excluding certain non-recurring effects such as OneERPnow costs. (3) Adjusted Pre-Tax Unlevered Free Cash Flow is defined as free cash flow excluding certain non-recurring effects such as OneERPnow costs as well as interest, tax and M&A activities; (4) Net leverage includes lease liabilities, but excludes pensions; (5) predated Russian war against Ukraine and announcement special fund by German Government; (6) excluding material M&A

Updated increased medium term guidance

	Old medium term target ⁽⁴⁾	New medium term target
Order intake	Orders to grow faster than revenue Book-to-bill ratio >1x	Orders to grow significantly faster than revenue
Revenue growth⁽¹⁾	Mid single digit	10%⁽⁵⁾ average annual growth
Adjusted EBITDA margin⁽²⁾	~19% before pass-through revenue	>19% before pass-through revenue
Adjusted pre-tax unlevered FCF⁽³⁾	NWC: stable, falling slightly as % of revenue Cash tax rate: 28.3%	70-80% average conversion on adjusted EBITDA
Dividend	30 - 40% of adjusted net income	30 - 40% of adjusted net income

(1) Average share of pass-through revenue of total revenue was ~10% between 2020A and 2022E; pass-through share of total revenue is expected to be in the mid single-digit percentage range between 2023E and 2025E; (2) Adjusted EBITDA margin excluding certain non-recurring effects such as OneERPnow costs; (3) Adjusted Pre-Tax Unlevered Free Cash Flow is defined as free cash flow excluding certain non-recurring effects such as OneERPnow costs as well as interest, tax and M&A activities; (4) predated Russian war against Ukraine and announcement special fund by German Government; (5) excluding material M&A

Capital allocation



Fund our growth



Dividends



M&A

While preserving a conservative financial debt profile

Key financial takeaways

Visibility	<ul style="list-style-type: none"> • Strong order intake in all divisions • High revenue coverage from firm order backlog 	Order backlog⁽¹⁾ / LTM revenue FY2022⁽²⁾ 3.1x
Top-line growth	<ul style="list-style-type: none"> • Again excellent conversion into revenue 	Revenue growth 2021 – 2022 preliminary +16%
Profitability	<ul style="list-style-type: none"> • Relative margins on high level • High positive Net Income • Further investments in bid budgets and R&D covered 	Adj. EBITDA⁽³⁾ 2022 preliminary 20.4% <small style="margin-left: 10px;">excl. pass-through</small>
Liquidity	<ul style="list-style-type: none"> • Strong operating cash generation • Deleveraging ahead of plan 	Net leverage⁽⁴⁾ 2022 preliminary 1.2x
Outlook	<ul style="list-style-type: none"> • Short- and medium term guidance updated for top and bottom line • Dividend policy confirmed 	Proposal for €0.30 per share +20% compared to FY2021

(1) Order backlog is defined as the value of the order book at a respective reporting date by keeping record of customer orders starting from the opening stock and taking into account revenue and adjustments for the respective reporting period, and ending with the final stock. (2) Calculated as FY2022 order backlog divided by LTM revenue. (3) Adjusted EBITDA is defined as EBIT adjusted for depreciation and amortization (including non-recurring effects on earnings from purchase price allocations), as well as certain non-recurring effects relating to transaction costs, separation costs, IPO related costs and other non-recurring effects // reported revenue for the relevant period. (4) Targeted net financial leverage including lease liabilities, excluding pensions.



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Q&A session

Detect and Protect.

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An aerial, grayscale photograph of a coastal city and port. In the foreground, a large cargo ship is docked at a pier. The middle ground shows a city built on a peninsula with mountains in the background. The sky is filled with several aircraft, including a large transport plane and smaller jets. The overall scene is industrial and maritime.

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Financial Section

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Consolidated Income Statement

in € million	Fiscal year	
	2022 (preliminary)	2021
Revenue	1,707	1,474
Cost of sales	-1,314	-1,144
Gross profit	393	330
Selling and distribution expenses	-107	-99
General administrative expenses	-92	-83
Research and development costs	-36	-31
Other operating income	21	29
Other operating expenses	-21	-18
Share of profit/loss from investment accounted for using the equity method	–	-2
Other result from investments	8	–
Earnings before finance result and income taxes (EBIT)	166	126
Interest income	9	4
Interest expense	-44	-42
Other finance income/costs	-1	-3
Finance result	-37	-41
Earnings before income taxes (EBT)	130	85
Income taxes	-49	-22
Group result	80	63
<i>thereof attributable to the owners of HENSOLDT AG</i>	78	63
<i>thereof attributable to non-controlling interests</i>	2	-0

Consolidated Statement of Financial Position – Assets

in € million	31 Dec.	
	2022 (preliminary)	2021
Non-current assets	1,335	1,326
Goodwill ⁽¹⁾	658	658
Intangible assets	384	385
Property, plant and equipment	121	108
Right-of-use assets	140	141
Investments and other financial assets ⁽²⁾	23	22
Other non-current assets	2	3
Deferred tax assets	6	11
Current assets	1,644	1,629
Other ⁽³⁾	30	10
Inventories	516	444
Contract assets	182	170
Trade receivables	323	309
Other current assets	133	167
Cash and cash equivalents	460	529
Total assets	2,979	2,956

(1) Adjustment of previous year's figures due to a purchase price adjustment after the measurement period by €+ 6 million.

(2) Includes Other investments and other non-current financial assets and Non-current other financial assets.

(3) Includes Other non-current financial assets, due on short-notice, Other current financial assets and Income tax receivables.

Consolidated Statement of Financial Position – Equity & Liabilities

in € million	31 Dec.	
	2022 (preliminary)	2021
Share capital	105	105
Capital reserve and other reserves ⁽¹⁾	554	471
Retained earnings ^{(1) (2)}	-55	-171
Equity held by shareholders of HENSOLDT AG	604	406
Non-controlling interests	13	11
Equity, total	616	417
Non-current liabilities	1,160	1,284
Non-current provisions	282	497
Non-current financing liabilities ⁽³⁾	621	622
Non-current contract liabilities	11	12
Non-current lease liabilities	140	139
Other non-current liabilities	11	10
Deferred tax liabilities	94	4
Current liabilities	1,203	1,255
Current provisions	181	188
Current financing liabilities ⁽⁴⁾	16	176
Current contract liabilities	488	500
Current lease liabilities	18	16
Trade payables	379	269
Other current liabilities	101	94
Tax liabilities	19	11
Total equity and liabilities	2,979	2,956

(1) Adjustment of previous year's figures for cash flow hedges by +€5 million in other reserves and by -€5 million in retained earnings

(2) Adjustment of previous year's figures due to a purchase price adjustment after the measurement period by €+ 6 million.

(3) Includes Non-current financing liabilities and Other non-current financial liabilities.

(4) Includes Current financing liabilities and Other current financial liabilities.

Detect and Protect.

Consolidated Statement of Cash Flows (1/2)

in € million	Fiscal year	
	2022 (preliminary)	2021
Group result	80	63
Depreciation and amortisation	103	126
Financial expenses (net)	27	33
Change in		
Provisions	-22	31
Inventories	-75	-44
Contract balances	-25	111
Trade receivables	-13	-22
Trade payables	110	107
Other assets and liabilities	42	-83
Interest paid	-24	-36
Income tax payments (-) / refunds (+)	-11	-9
Other ⁽¹⁾	52	22
Cash flow from operating activities	244	299
Acquisition / addition of intangible assets and property, plant and equipment	-95	-102
Acquisition of associates, other investments and other non-current financial assets	-5	-7
Acquisition of subsidiaries net of cash acquired	-1	-12
Other ⁽²⁾	0	4
Cash flow from investing activities	-101	-117

(1) Includes impairments/reversals of impairments of inventories, trade receivables and contract assets, Profit / loss from disposals of non-current assets, Share of profit in entities recognized according to the equity method, Other non-cash expenses/income and Income tax expense/income.

(2) Proceeds from sale of intangible assets and property, plant and equipment, Disposal of associates, other investments and other non-current financial assets and Other cash flows from investing activities.

Consolidated Statement of Cash Flows (2/2)

in € million	Fiscal year	
	2022 (preliminary)	2021
Cash flow from operating activities	244	299
Cash flow from investing activities	-101	-117
Proceeds/repayment of financing liabilities ⁽¹⁾	-169	-263
Payment of lease liabilities	-19	-16
Dividend payments	-26	-14
Dividends on non-controlling interest	-0	-0
Transaction costs paid on issue of equity	-	-3
Other	0	-
Cash flow from financing activities	-214	-297
Effects of movements in exchange rates on cash and cash equivalents	2	-1
Net changes in cash and cash equivalents	-69	-116
Cash and cash equivalents		
Cash and cash equivalents on 1 January	529	645
Cash and cash equivalents on 31 December	460	529

(1) Proceeds / repayment from financial liabilities, Change in other financial liabilities

Reconciliation to group figures

in € million	Fiscal year	
	2022 (preliminary)	2021
Order intake	1,993	3,171
Sensors	1,675	2,774
Optronics	333	405
Elimination/Transversal/Others	-15	-8
Revenue	1,707	1,474
Sensors	1,404	1,148
Optronics	310	332
Elimination/Transversal/Others	-7	-5
Adjusted EBITDA⁽¹⁾	292	261
Sensors	233	194
Optronics	59	68
Elimination/Transversal/Others	-	-2

(1) Adjusted EBITDA is defined as EBIT adjusted for depreciation and amortization (including non-recurring effects on earnings from purchase price allocations), as well as certain non-recurring effects relating to transaction costs, IPO related costs, OneSAPnow related non-recurring effects and other non-recurring effects.

Overview of EBITDA and EBIT adjustments

EBITDA adjustments	Fiscal year	
	2022 (prelim.)	2021
in € million		
EBIT	166	126
(+) Depreciation	44	44
(+) Amortisation	59	82
EBITDA	270	252
(+) Transaction costs	0	0
(+) IPO related costs	–	1
(+) OneSAPnow related non-recurring effects	1	–
(+) Other non-recurring effects	21	8
Adjusted EBITDA	292	261

EBIT adjustments	Fiscal year	
	2022 (prelim.)	2021
in € million		
EBIT	166	126
(+) Effect on earnings from purchase price allocations	36	64
<i>thereof intangible assets</i>	36	63
<i>thereof property, plant and equipment</i>	0	1
<i>thereof inventories</i>	–	–
(+) Transaction costs	0	0
(+) IPO related costs	–	1
(+) OneSAPnow related non-recurring effects	1	–
(+) Other non-recurring effects	21	8
Adjusted EBIT	224	199

Reconciliation of reported to adjusted pre-tax unlevered FCF

in € million	Fiscal year	
	2022 (preliminary)	2021
Cash flow from operating activities	244	299
Cash flow from investing activities	-101	-117
Free cash flow	143	182
(+) Transaction costs	19	0
(+) IPO related costs	–	4
(+) OneSAPnow related non-recurring effects	0	–
(+) Other non-recurring effects	15	8
(+) Interest ⁽¹⁾ , income taxes ⁽²⁾ and M&A-activities ⁽³⁾	41	58
Adjusted pre-tax unlevered free cash flow	219	252
Cash flow from financing activities	-214	-297

(1) Defined as 'Interest paid' as reported in the consolidated cash flow statement.

(2) Defined as 'Income taxes payments / refunds' as reported in the consolidated cash flow statement.

(3) Defined as sum of 'Share of profit in entities accounting for using the equity method', 'Proceeds from sale of intangible assets and property, plant and equipment', 'Acquisition of associates, other investments and other non-current investments',

'Disposal of associates, other investments and other non-current financial assets', 'Acquisition of subsidiaries net of cash required' and 'Other cash flows from investing activities' as reported in the consolidated cash flow statement.

Reconciliation of reported to adjusted net income

in € million	Fiscal year	
	2022 (preliminary)	2021
Group result	80	63
(+) Effect on earnings from purchase price allocations	36	64
(+) Transaction costs	0	0
(+) IPO related costs	–	1
(+) OneSAPnow related non-recurring effects	1	–
(+) Other non-recurring effects	24	11
Adjusted net income pre-tax adjustment	141	139
(+) Tax adjustments ⁽¹⁾	-17	-21
Adjusted net income	124	117

(1) Includes tax adjustments for Effect on earnings from PPA, OneSAPnow related non recurring effects and other non-recurring effects

Q4 Financial Overview HENSOLDT Group

in € million	Fourth quarter	
	2022 (preliminary)	2021
Order intake	616	351
Book-to-bill ratio ⁽¹⁾	1.0x	0.6x
Revenue	607	625
Adjusted EBIT ⁽²⁾	149	132
Adjusted EBITDA ⁽³⁾	166	150
Adjusted EBITDA margin	27.3 %	24.0 %
Adjusted pre-tax unlevered free cash flow ⁽⁴⁾	268	300

(1) Book-to-Bill ratio is defined as order intake / reported revenue for the relevant period

(2) Adjusted EBIT is defined as EBIT adjusted for certain non-recurring effects relating to effects on earnings from purchase price allocations, transaction costs, IPO related costs, OneSAPnow related non-recurring effects and other non-recurring effects

(3) Adjusted EBITDA is defined as EBIT adjusted for depreciation and amortization (including non-recurring effects on earnings from purchase price allocations), as well as certain non-recurring effects relating to transaction costs, IPO related costs, OneSAPnow related non-recurring effects and other non-recurring effects

(4) Adjusted pre-tax unlevered free cash flow is defined as free cash flow adjusted for non-recurring operating effects as well as interest, tax and M&A activities. The free cash flow is defined as sum of the cash flows from operating and investing activities as reported in the consolidated cash flow statement



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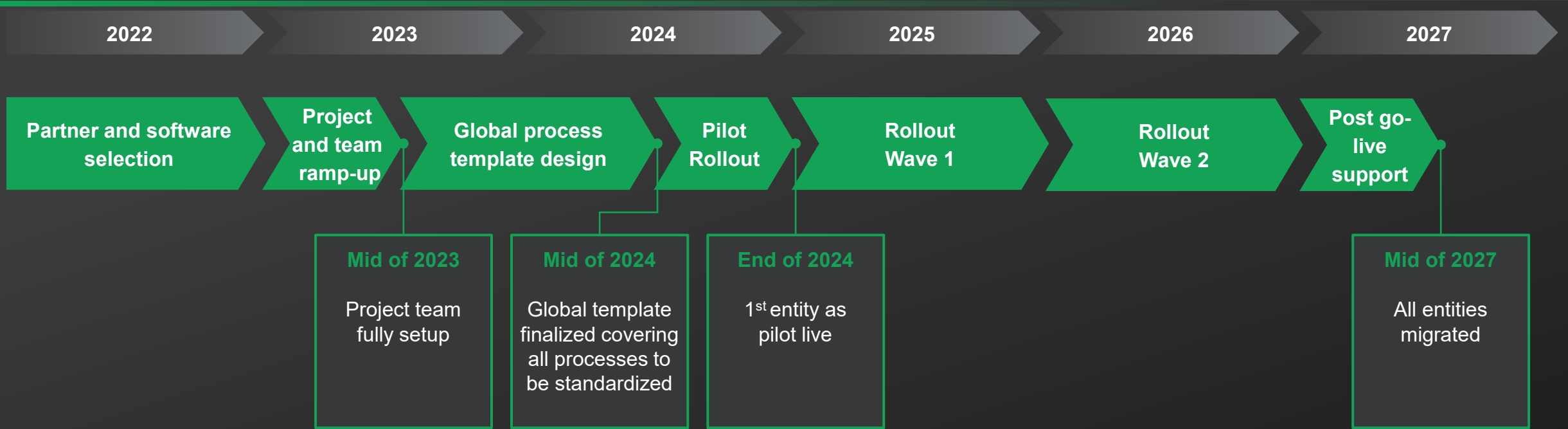
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OneERPnow rollout in waves to de-risk process



Total cost: €120 – 140m
~65% capex

Our phased approach distributes costs, risks and workload over the next 5 years

Source: HENSOLDT AG. OneERPnow to be accounted for as non-recurring effect in P&L

Upcoming IR events*



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