Rheinmetall Group
Corporate Presentation
May 2020
Rheinmetall Group

Mobility and security form the DNA of the business model

RHEINMETALL GROUP
INTEGRATED TECHNOLOGY GROUP FOR SECURITY AND MOBILITY

Automotive "Our heart beats for your engine"
- Tier 1 supplier
- High-tech products for global markets
- Gaining powertrain neutrality

Defence "Force protection is our mission"
- System house for land based operations
- Leading provider of innovative solutions
- Internationalization focused on home markets

Business Model

Market driver

- Megatrend mobility
- Growing demand for clean mobility
- Global LV production with growth
- Increased regulation

- Increasing demand for security
- Geostrategical powershifts
- Constantly changing conflict situations
- Rising defence/security budgets
Rheinmetall Group
Highlights

Group performance indicator

** RHEINMETALL GROUP **

**AUTOMOTIVE** Our heart beats for your engine

<table>
<thead>
<tr>
<th>Op. margin</th>
<th>Sales</th>
<th>Order backlog</th>
<th>Headcount**</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.7%</td>
<td>€2,736m</td>
<td>€447m</td>
<td>51%</td>
</tr>
<tr>
<td></td>
<td>€184m</td>
<td>11,405</td>
<td>49%</td>
</tr>
</tbody>
</table>

**DEFENCE** Force protection is our mission

<table>
<thead>
<tr>
<th>Op. margin</th>
<th>Sales</th>
<th>Order backlog</th>
<th>Headcount**</th>
</tr>
</thead>
<tbody>
<tr>
<td>9.8%</td>
<td>€3,522m</td>
<td>€10,399m</td>
<td>51%</td>
</tr>
<tr>
<td></td>
<td>€343m</td>
<td>12,100</td>
<td>12,100</td>
</tr>
</tbody>
</table>

* Short-term; **Headcount at capacities;
Rheinmetall Group

Financial overview - Growth in all relevant KPI

Sales, operating result and operating margin

<table>
<thead>
<tr>
<th>Year</th>
<th>Sales</th>
<th>Operating Result</th>
<th>Operating Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>5.183</td>
<td>5.5%</td>
<td>287</td>
</tr>
<tr>
<td>2016</td>
<td>5.602</td>
<td>6.3%</td>
<td>353</td>
</tr>
<tr>
<td>2017</td>
<td>5.896</td>
<td>6.8%</td>
<td>400</td>
</tr>
<tr>
<td>2018</td>
<td>6.148</td>
<td>8.0%</td>
<td>491</td>
</tr>
<tr>
<td>2019</td>
<td>6.255</td>
<td>8.1%</td>
<td>505</td>
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Earnings and dividend per share

<table>
<thead>
<tr>
<th>Year</th>
<th>Sales (€m)</th>
<th>Operating Result (€m)</th>
<th>Operating Margin (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>3.88</td>
<td>1.10</td>
<td>28.4%</td>
</tr>
<tr>
<td>2016</td>
<td>4.69</td>
<td>1.45</td>
<td>30.9%</td>
</tr>
<tr>
<td>2017</td>
<td>5.24</td>
<td>1.70</td>
<td>32.4%</td>
</tr>
<tr>
<td>2018</td>
<td>7.10</td>
<td>2.10</td>
<td>29.6%</td>
</tr>
<tr>
<td>2019</td>
<td>7.77</td>
<td>2.40</td>
<td>30.9%</td>
</tr>
</tbody>
</table>

Operating FCF and operating FCF to Sales

<table>
<thead>
<tr>
<th>Year</th>
<th>Operating FCF (€m)</th>
<th>Operating FCF to Sales (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>29</td>
<td>0.6%</td>
</tr>
<tr>
<td>2016</td>
<td>161</td>
<td>2.9%</td>
</tr>
<tr>
<td>2017</td>
<td>276</td>
<td>4.7%</td>
</tr>
<tr>
<td>2018</td>
<td>-35</td>
<td>-0.6%</td>
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<tr>
<td>2019</td>
<td>314</td>
<td>5.0%</td>
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</table>

Net financial debt and Net debt to EBITDA

<table>
<thead>
<tr>
<th>Year</th>
<th>Net Financial Debt (€m)</th>
<th>Net Debt to EBITDA (%)</th>
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</thead>
<tbody>
<tr>
<td>2015</td>
<td>-81</td>
<td>-100%</td>
</tr>
<tr>
<td>2016</td>
<td>19</td>
<td>30%</td>
</tr>
<tr>
<td>2017</td>
<td>230</td>
<td>0.04x</td>
</tr>
<tr>
<td>2018</td>
<td>-30</td>
<td>-52%</td>
</tr>
<tr>
<td>2019</td>
<td>-52</td>
<td>0.07x</td>
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Payout Ratio

<table>
<thead>
<tr>
<th>Year</th>
<th>Payout Ratio (%)</th>
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</thead>
<tbody>
<tr>
<td>2015</td>
<td>30 - 35% of EPS</td>
</tr>
<tr>
<td>2016</td>
<td>30 - 35% of EPS</td>
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<tr>
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<td>30 - 35% of EPS</td>
</tr>
<tr>
<td>2019</td>
<td>30 - 35% of EPS</td>
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Rheinmetall Automotive
Products per division

MECHATRONICS
- PUMP TECHNOLOGY
- AUTOMOTIVE EMISSION SYSTEMS
- SOLENOID VALVES
- COMMERCIAL DIESEL SYSTEMS
- ACTUATORS

HARDPARTS
- SMALL BORE PISTONS
- BEARINGS
- LARGE BORE PISTONS
- CASTINGS

AFTERMARKET
- HARDPARTS
- MECHATRONICS
WEAPON AND AMMUNITION
- MID & LARGE CALIBER AMMO
- MID & LARGE CALIBER WEAPONS
- PROTECTION SYSTEMS
  - ACTIVE
  - PASSIVE
  - SOFTKILL

ELECTRONIC SOLUTIONS
- INTEGRATED ELECTRONIC SYSTEMS
- AIR DEFENCE & RADAR SYSTEMS
- TECHNICAL PUBLICATIONS

VEHICLE SYSTEMS
- TACTICAL VEHICLES
- LOGISTIC VEHICLES
- HX-FAMILY
  - Heavy tracked
  - Medium tracked
  - Medium wheeled

Rheinmetall Defence Products per division
One Rheinmetall

Realization of growth in changing market conditions

- Positioning as integrated technology group for Mobility and Security
- Realization of growth potentials in changing market environments
- Leveraging strengths by bundling and channeling our expertise and competencies, e.g. different technologies
- Change perception and increase attractiveness as an employer

One Rheinmetall
Phase I
Initiatives addressing culture and cooperation 2016-2018

One Rheinmetall
Phase II
Focus on technologies 2018 ff.

One Rheinmetall
Phase III
Commercialization starting 2021
Automotive – A changing world
Automotive
Leading technology and market positions

**Key Figures 2019**

- Sales: €2.7bn
- Op. result: €184m
- Op. margin: 6.7%
- Op. FCF: €73m
- R&D: €143m
- Capex: €163m
- Headcount: 11,405

**Sales by division***

- Aftermarket: 13%
- Hardparts: 33%
- Mechatronics: 54%

**Sales by region**

- Asia: 18%
- USMCA: 16%
- Germany: 19%
- RoW: 4%
- Europe w/o Germany: 43%

**Sales Total Management View**

- China JV-Sales in €bn: 1.1
- Consolidated Sales: 2.7

**Sales by customer**

- Other: 23%
- >10% Ford, VW: 17%
- 2-5% Daimler, DAF, Volvo, PSA, BMW, CAT/Perkins: 44%
- 5-10% Renault/Nissan, GM, FCA: 16%

**Operating result by division***

- Aftermarket: 19%
- Hardparts: 26%
- Mechatronics: 64%

**Global set up**

- Sites per continent: 12, 27, 4, 3, 12

*unconsolidated
Automotive
Leading technology and market positions

<table>
<thead>
<tr>
<th>Sales driver</th>
<th>Segment Structure</th>
<th>Key Competitor</th>
<th>Differentiator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Megatrend mobility</td>
<td>Hardparts</td>
<td>Hardparts Mahle, Nemak, GGB, Tenneco</td>
<td>Strong brand</td>
</tr>
<tr>
<td>Growing demand for clean mobility</td>
<td>Bemotronics Pump Technology</td>
<td>Tenneco (Federal Mogul), Dong Yang</td>
<td>Global footprint</td>
</tr>
<tr>
<td>Global LV production with further growth</td>
<td>mechatronics Auto. Emission Systems</td>
<td>Magna, Bosch, Denso, Valeo, Schaeffler</td>
<td>Strong partnerships</td>
</tr>
<tr>
<td>Increased regulation</td>
<td>Hardparts</td>
<td>Aftermarket Tenneco (Federal Mogul),</td>
<td>(Hasco, Shriram, Riken, ZYNP)</td>
</tr>
<tr>
<td></td>
<td>Pistons</td>
<td>Mahle, Nemak, GGB, Tenneco (Federal Mogul), Dong Yang</td>
<td>Wide technology portfolio</td>
</tr>
<tr>
<td></td>
<td>Castings</td>
<td></td>
<td>Extensive product Know-How</td>
</tr>
<tr>
<td></td>
<td>Bearings</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Mechatronics</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Pump Technology</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Auto. Emission Systems</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Commercial Diesel Systems</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Solenoid Valves</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Actuators</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Aftermarket</td>
<td>Hardparts</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Mechatronics</td>
<td></td>
<td></td>
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</table>
Automotive overview
Product portfolio by division and engine type
Drivers for growth
Rising global fleet and regulatory restrictions are supporting our growth

LV production forecast*

<table>
<thead>
<tr>
<th>Year</th>
<th>Electric</th>
<th>Plug-in hybrid</th>
<th>Full hybrid</th>
<th>Gasoline mild hybrid</th>
<th>Diesel mild hybrid</th>
<th>Diesel</th>
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<tbody>
<tr>
<td>2019</td>
<td>75%</td>
<td>14%</td>
<td>8%</td>
<td>10%</td>
<td>17%</td>
<td>15%</td>
</tr>
<tr>
<td>2020</td>
<td>71%</td>
<td>20%</td>
<td>25%</td>
<td>20%</td>
<td>15%</td>
<td>17%</td>
</tr>
<tr>
<td>2025</td>
<td>46%</td>
<td>25%</td>
<td>34%</td>
<td>20%</td>
<td>8%</td>
<td>10%</td>
</tr>
<tr>
<td>2030</td>
<td>108</td>
<td>34%</td>
<td>14%</td>
<td>10%</td>
<td>8%</td>
<td>7%</td>
</tr>
</tbody>
</table>

Further regulatory pressure**

- Next regulation deadline approaching in 2020
- Real driving emission (RDE) testing will create further pressure to reduce emissions by hardware installation
- First city ban for diesel engines announced in Germany

Automotive sales distribution by engine type**

- Core Diesel
- Fuel independent products
- Others
- Truck
- Large-Bore Pistons
- Gasoline

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* IHS 02/2020 and company estimates
** Rheinmetall Automotive sales FY 2019
*** 95g = 4.1l Gasoline or 3.6l Diesel, 2030 estimates based on Regulation (EU) 2019/631
Automotive Market trends
The growth drivers remain strong

Efficiency
(CO₂ Reduction)

Emission
(Reucntion)

Electrification

Outside powertrain

The innovation pipeline is packed!
Efficiency
CO2 - reduction with Automotive products – gasoline engine vehicle

*Reference: 1.4L 4-cylinder. TC DI gasoline engine (115kW), approx. 138 g CO2/km in NEDC

130 g CO2/km 2015

95 g CO2/km 2021

-1 g CO2/km
Variable oil pump

-3 g CO2/km
Tribology system

-3 g CO2/km
Electr. control valve and variable coolant pump

-7 g CO2/km
Variable valve train

-2 g CO2/km
Electr. EGR system

-2 g CO2/km
Lightweight design parts

*Reference: 1.4L 4-cylinder. TC DI gasoline engine (115kW), approx. 138 g CO2/km in NEDC
Facing technological disruption
Rheinmetall needs to manage the transition
Electrification

Rheinmetall Automotive products

**ELECTRIFICATION**
Peripheral system and components

**CAR**
(HV) 400V\(^{PLUS}\)
50-125KW

**FIRST-/LAST-MILE**
48V
15-20KW

**MICRO E-DRIVE SYSTEM**
48V
0,25-0,7KW

Life time order value of €1.3bn booked*

* Rheinmetall Automotive and Joint Ventures, incl. BEV and Hybrid
Mechatronic Innovation pipeline
Innovative products for a variety of applications

Estimated Market potential in 2025

- High Voltage Contactor
- El. Vapor Pump
- El. Climate Compressor
- El. Cooling Pumps
- High Voltage Recirculation Blower
- Multi Purpose Valve
- Compact Door Actuator

- Book to bill ratio

1.5x
1.5x
1.5x
1.7x
1.9x

- >€0.6bn
- €700m until 2026
- > €2.5bn
- >€1.5bn
- >€1.5bn
- >4m vehicles
- >50% of order intake for new business

Examples
Micro Mobility
Starting with competitive product into a booming market

High growth market
- European market with **10% CAGR** between 2018 and 2030
- **High market concentration** with Bosch representing almost 50% of market share
- **E-bike market price averaged at €3.000** last 3 years

Development cost of € ~30m until 2022

Start of Production

Start of Production

CAGR 2018-30: +10%

2018 2019 2020 2021 2022 2023 2024 2025 2026 2027 2028 2029 2030
2.9 3.3 3.8 4.4 4.9 5.4 5.9 6.4 6.9 7.4 8.0 8.5 9.0

Unique Selling Proposition
- Smooth phasing of engine support
- Excellent freewheeling
- Low weight and compact build
- Low noise emission
- High thermic stability
- Interesting connectivity features
- Speedy service concept

European e-Bike sales forecast [mUnits]
Diversification
Increasing portfolio for non-LV applications

- Trucks
- Large bore pistons
- Bearings & continuous casting
- Aftermarket

Diverse portfolio for truck applications
E.g. ship and locomotive pistons
Sanitary application
Global supply of spare parts
Trucks

Diverse portfolio for truck applications

HARDPARTS
- Permaglide bearings for truck compressors and truck hydraulics
- Aluminum pistons
- Steel pistons
- Piston rings cooperation with Riken
- Bushings for injection pumps
- Main-bearings
- Connecting rod bearings
- Bearings for seat adjustments and doors

MECHATRONICS
- Coolant valves
- Electrical oil pumps
- Auxiliary coolant pumps
- Electrical valves
- Exhaust gas flaps
- Hydraulic valves
- Cylinder bore coating
- Variable valve Control

Diagram:
- CAGR +4%
- EGR cooler modules and mixer modules
- EGR reed valves
- Dual poppet valves
- Permaglide bearings for truck compressors and truck hydraulics
- Aluminum pistons
- Steel pistons
- Piston rings cooperation with Riken
- Bushings for injection pumps
- Main-bearings
- Connecting rod bearings
- Bearings for seat adjustments and doors
New Markets Telecommunication
Diversification into new growth areas

5G-Data safety:
Major production contract for manufacturing aluminum housings for 5G network

- Rheinmetall JV with HASCO in China is the leading supplier of die-casting capacities in China
- High technological competence
- Great opportunity to diversify in growth markets

Contract value of €150m for six-digit number of boxes in 2020
Additional demand for 10.000.000 boxes until 2030 creates further potential
Automotive China
Outperforming the market

- Partner of local big players SAIC and HASCO (50/50 joint ventures)
- Biggest casting capacities in China – technology leader
- Regulation (China 6) – provides substantial growth potential for mechatronics division
- Strong demand for NEV products
- China Story on track: product pipeline supports growth ambitions
- Demand for Mechatronics products key driver

### Highlights

#### Sales China

- 2012: €401m
- 2013: €528m
- 2014: €681m
- 2015: €871m
- 2016: €934m
- 2017: €972m
- 2018: €1,003m
- 2019: €1,149m

CAGR +9%

#### Sales China by division

- 2016: €30m
- 2017: €37m
- 2018: €53m
- 2019: €53m

#### EBIT China

- 2012: €71m
- 2013: €76m
- 2014: €79m
- 2015: €76m
- 2016: €76m
- 2017: €76m
- 2018: €76m
- 2019: €76m

CAGR +9%
Defence – Managing the “super cycle”
Defence
Leading supplier with an increasing international presence

### Key Figures 2019

<table>
<thead>
<tr>
<th>Metric</th>
<th>Value</th>
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</thead>
<tbody>
<tr>
<td>Sales</td>
<td>€3.5bn</td>
</tr>
<tr>
<td>Op. result</td>
<td>€343m</td>
</tr>
<tr>
<td>Op. margin</td>
<td>9.8%</td>
</tr>
<tr>
<td>Op. FCF</td>
<td>€266m</td>
</tr>
<tr>
<td>R&amp;D</td>
<td>€75m</td>
</tr>
<tr>
<td>Capex</td>
<td>€166m</td>
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<tr>
<td>Headcount</td>
<td>12,100</td>
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### Sales by division*

<table>
<thead>
<tr>
<th>Division</th>
<th>Sales %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vehicle Systems</td>
<td>48%</td>
</tr>
<tr>
<td>Electronic Solutions</td>
<td>25%</td>
</tr>
<tr>
<td>Weapon and Ammunition</td>
<td>27%</td>
</tr>
</tbody>
</table>

### Sales by region

<table>
<thead>
<tr>
<th>Region</th>
<th>Sales %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Germany</td>
<td>41%</td>
</tr>
<tr>
<td>USMCA</td>
<td>3%</td>
</tr>
<tr>
<td>Asia / Middle East</td>
<td>23%</td>
</tr>
<tr>
<td>Europe</td>
<td>20%</td>
</tr>
<tr>
<td>RoW</td>
<td>1%</td>
</tr>
<tr>
<td>RoW</td>
<td>1%</td>
</tr>
<tr>
<td>Germany</td>
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<td>Europe</td>
<td>28%</td>
</tr>
</tbody>
</table>

### Operating result by division*

<table>
<thead>
<tr>
<th>Division</th>
<th>Result %</th>
</tr>
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<tbody>
<tr>
<td>Vehicle Systems</td>
<td>60%</td>
</tr>
<tr>
<td>Electronic Solutions</td>
<td>19%</td>
</tr>
<tr>
<td>Weapon and Ammunition</td>
<td>21%</td>
</tr>
<tr>
<td>Other</td>
<td>35%</td>
</tr>
</tbody>
</table>

### Order backlog by region

<table>
<thead>
<tr>
<th>Region</th>
<th>Backlog %</th>
</tr>
</thead>
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<tr>
<td>Germany</td>
<td>60%</td>
</tr>
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</tr>
<tr>
<td>Weapon and Ammunition</td>
<td>21%</td>
</tr>
</tbody>
</table>

### Global set up

- Sites per continent:
  - 9 in Europe
  - 80 in Asia / Middle East
  - 1 in USMCA
  - 5 in RoW

*unconsolidated
## Defence

### Leading technology and market position

<table>
<thead>
<tr>
<th>Sales driver</th>
<th>Structure of Corporate Segments</th>
<th>Key Competitor</th>
<th>Differentiator</th>
</tr>
</thead>
</table>
| Increasing demand for security | Vehicle Systems  
  - Tactical Vehicles  
  - Logistic Vehicles  

Weapon and Ammunition  
  - Weapon and Munition  
  - Protection Systems  
  - Propulsion Systems  

Electronic Solutions  
  - Integrated Electronic Solutions  
  - Air Defence and Radar Systems  
  - Technical Publications | Vehicle Systems  
  General Dynamics, BAE, KNDS, Scania, Iveco, Hanwha  

Weapon and Ammunition  
  Nammo, Northrop Grumman, Plasan, Eurenco, GD, Kongsberg  

Electronic Solutions  
  R&S, CAE, Saab, Thales, Rafael, Elbit Systems, Safran, Hensoldt | Reputation as trustful and reliable company  
 | International footprint  
 | Broad product portfolio  
 | International presence  
 | System integrator  
 | Modular and open architecture  
  - Weapon and sensor platforms  
 | Excellent engineering  
  Know-How & capabilities |
Defence

Managing the super cycle

- 1990: Downscaling of forces and armament
- 2014: Annexation of Crimea
- Inflection point
- 2% target commitment
- Return to treaty and territorial defence
- Upscaling of forces and modernization
- Increase of global defence budgets
- Demand for next generation systems

Declining budgets

Out of area missions
Defence super cycle
Successful internationalization provides diverse sources of growth

<table>
<thead>
<tr>
<th>Our home markets</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Germany</strong></td>
</tr>
<tr>
<td>- Largest customer</td>
</tr>
<tr>
<td>- Budget increase: Commitment to 1.5% in 2024</td>
</tr>
<tr>
<td>- 100% Equipment level</td>
</tr>
<tr>
<td>- More personnel</td>
</tr>
<tr>
<td><strong>Australia</strong></td>
</tr>
<tr>
<td>- Established &quot;home market&quot;</td>
</tr>
<tr>
<td>- Land 400 program as demand driver</td>
</tr>
<tr>
<td>- Ammunition framework contract</td>
</tr>
<tr>
<td><strong>United Kingdom</strong></td>
</tr>
<tr>
<td>- JV with BAE serves &quot;home market&quot;</td>
</tr>
<tr>
<td>- MIV and Challenger LEP program</td>
</tr>
<tr>
<td>- Ammunition framework contract</td>
</tr>
<tr>
<td><strong>Eastern Europe</strong></td>
</tr>
<tr>
<td>- Modernization to NATO standards</td>
</tr>
<tr>
<td>- VJTF participation</td>
</tr>
<tr>
<td>- IFV tender pipeline</td>
</tr>
</tbody>
</table>
Defence tender overview
High demand could lead to promising super cycle

**UK**
- MIV Boxer
- Challenger

**France**
- Trucks
- MGCS

**Germany**
- Trucks
- IDZ
- VJTF Puma
- Leopards
- Load Handling System
- Heavy transport helicopter
- 2. Puma lot
- 2. IDZ lot
- Boxer variants
- Ammunition
- Fox
- TEN (D-LBO)
- Indirect fire
- MGCS

**Eastern Europe**
- Lithuania: Boxer
- Poland: Leopard II
- Hungary: Leopard, Howitzer, IFV (wheeled/tracked)
- Czech Rep: IFV (wheeled)
- Slovakia: IFV
- Bulgaria: IFV (wheeled)
- Romania: IFV (wheeled)
- Slovenia: APC (wheeled)

**USA**
- Ammunition
- Fuzes
- OMFV

**International Customers**
- MENA
- South-East Asia
- Algeria

**Australia**
- Land 17 1 C.2
- Land 121 3a, 5b
- Land 400 II
- Land 400 III
- Lynx
- Simulation
- M1

**Ammunition**
- USA
- UK
- France
- Germany

**Green**: booked business / **black**: potential

---

Corporate Presentation May 2020 28
German defence
NATO commitment key driver for German demand

<table>
<thead>
<tr>
<th>Bundeswehr</th>
<th>‘19</th>
<th>‘23</th>
<th>‘27</th>
<th>‘31</th>
<th>‘32+</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>VJTF’19</td>
<td>VJTF’23 (1 Brigade)</td>
<td>1x Division (3x Brigade)</td>
<td>3x Division (8x Brigade)</td>
<td>3x Division (10x Brigade)</td>
</tr>
<tr>
<td>04/2018</td>
<td>~2,200 vehicles</td>
<td>~9,000 vehicles</td>
<td>~30,000 vehicles</td>
<td></td>
<td></td>
</tr>
<tr>
<td>09/2018</td>
<td>Concept Bundeswehr</td>
<td>Capability profile</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

100% equipment and digitization
German defence budget

Investment expenses and Rheinmetall-share - budgets become sizeable

in €m

Expense increase based on 3 pillars:

- **More budget**, investment share increased by 36% from 2018 to 2019: if political 1.5% commitment is to be achieved in 2024 this could lead to €~12 bn investment spend

- **More personnel**, return to ~200,000 soldiers

- **More equipment** (100% equipment level)

NATO and VJTF commitments as strong drivers for budget increase

*based on BMWi GDP forecast Oct. 19; assumption 20% of German defence budget investive

Corporation Presentation May 2020
German Defence

Additional structural demand of German armed forces

### Vehicles

- **Fox**
  - (>500 vehicles)

- **Boxer**
  - (~150 vehicles)

- **Trucks**
  - (>10,000 vehicles)

- **Puma**
  - (~250 vehicles)

- **Leopard 2**
  - (>200 vehicles)

### Programs and ammunition

- **NNBS**
  - (Short range air defence)

- **TLVS/Next Gen. Patriot**
  - (Tactical air defence)

- **DLBO TEN**
  - (former MoTaKo)

- **Ammunition**
  - Long term doubling potential

- **Military Camps**
  - Build, operate and rebuild
Australia

Successful establishment of a new “home market”

2013
TRUCKS
LAND 121 Phase 3B / 5B
1st & 2nd order
Delivery 2016-2024,
€2bn & 0.4bn

2017
Supashock
49% Rheinmetall
„Brain-Trust“

2017
JV Rheinmetall NIOA Munition
51% Rheinmetall

2018
Land 17: 155mm Munition
Framework Contract:
EUR 60m p.a.
2018-2023

2018
BOXER
Land 400 Phase 2
Delivery 2019 - 2026
EUR 2.1bn
(SOP Australia 2021)

2020
MilVehCoE
Military Vehicle Center of Excellence

2022/2023
LYNX
Land 400 Phase 3
2019 Down selected
Delivery exp. 2023-2032
EUR 5.6bn

Corporate Presentation May 2020
United Kingdom - Joint Venture with BAE
Creating a new “home market” and strengthening our position

**LEGACY BUSINESS**
- BAE UK business
- Armoured engineering vehicles and bridge-laying tanks
- AS 90 self-propelled artillery system
- Force protection components
- Services
  - 7,500 MAN vehicles under service

**EXPANSION OF PRODUCT PORTFOLIO**
**Future**
- Boxer Mechanized Infantry Vehicle (MIV)
  - 500 vehicles @ € 1.4bn
- Challenger 2 Life Extension Program
  - potential order size 148 MBT @ € 0.8-1.2bn
- Next generation of battle tanks
System house for land based operations

Integrating components to systems

Key Components
- Lance turret
- Protection
- Ammunition
- Laser opto-sensoric

Platforms
- Puma
- Gladius

Systems
- System house Armored Infantryman

System-of-Systems
- VJTF

From components to systems
Total life cycle potential
Platform sales are just the tip of the iceberg – success creates opportunities

1X SALES OF PLATFORM

2X LIFECYCLE SPENDINGS
Rheinmetall creates additional business opportunities over the entire life cycle of 50 years

- Ammunition
- Spare parts
- Service & Maintenance
- Training & Simulation
- Technical Documentation
- Upgrades (Life time extension)
FINANCIALS
Corona update:
All action taken to protect, secure and support

- **Protect our employees**
  - Maximum protection on shop floor level
  - Mobile office for all eligible staff
  - Daily monitoring of global developments

- **Secure our supply chains**
  - Supply chains in both segments tightly managed
  - Business continuity safeguarded

- **Committed to our communities**
  - Utilization of our global network to source protection equipment
  - Supply of disinfectants from existing production infrastructure
  - Development and manufacturing of components for medical equipment used in intensive care units

- **Support our customers**
  - Production ramp down in Automotive closely aligned with customers
  - Ready for the restart

Watch your distance!
Wear your mask!
Stay on top of developments!
Corona update:  
Majority of production plants fully operational at the end of Q1 2020

<table>
<thead>
<tr>
<th>Production Americas</th>
<th>31.3. A/D</th>
<th>30.4. A/D</th>
</tr>
</thead>
<tbody>
<tr>
<td>Normal</td>
<td>5/5</td>
<td>3/5</td>
</tr>
<tr>
<td>Reduced</td>
<td>3/0</td>
<td>3/0</td>
</tr>
<tr>
<td>On Hold</td>
<td>1/0</td>
<td>3/0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Production Europe + ME</th>
<th>31.3. A/D</th>
<th>30.4. A/D</th>
</tr>
</thead>
<tbody>
<tr>
<td>Normal</td>
<td>12/35</td>
<td>7/41</td>
</tr>
<tr>
<td>Reduced</td>
<td>5/1</td>
<td>12/0</td>
</tr>
<tr>
<td>On Hold</td>
<td>6/5</td>
<td>6/2</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Production South Africa</th>
<th>31.3. D</th>
<th>30.4. D</th>
</tr>
</thead>
<tbody>
<tr>
<td>On Hold</td>
<td>5</td>
<td>5</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Production China JV</th>
<th>31.3. A</th>
<th>30.4. A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Normal</td>
<td>-</td>
<td>12</td>
</tr>
<tr>
<td>Reduced</td>
<td>12</td>
<td>-</td>
</tr>
<tr>
<td>On Hold</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Production Aus + Asia</th>
<th>31.3. A/D</th>
<th>30.4. A/D</th>
</tr>
</thead>
<tbody>
<tr>
<td>Normal</td>
<td>4/4</td>
<td>5/6</td>
</tr>
<tr>
<td>Reduced</td>
<td>1/0</td>
<td>0/1</td>
</tr>
<tr>
<td>On Hold</td>
<td>3/0</td>
<td>3/1</td>
</tr>
</tbody>
</table>

Only production sites!  
A: Automotive  
D: Defence  

Corona update:
Pandemic with global impact, especially on light vehicle markets

- Global LV market collapsed almost 23%* in Q1
  - Automotive outperformance of 1% compared to relevant non-China market growth of -15%*
  - Production in China back on track after initial governmental lockdown
  - Europe and Americas with first impacts in Q1, but bigger hit expected for Q2

- Defence with expected resilience in Q1
  - Sales increased almost 18%
  - Strong order intake
  - Export bans still burdened

*IHS Markit: 4 May 2020; global LV growth adjusted for China
Q1 2020 Group: Highlights
Robust Defence helped to weather crisis ridden quarter

- **Order backlog**: €10.3bn (+13%)
- **Sales**: €1.4bn (+1%)
- **Operating result**: €34m (-37%)
- **Order intake**: €1.2bn
- **Earnings per share**: €0.30 (-59%)
- **Operating FCF**: €-188m (-46%)
**Q1 2020 Group: Key financial data**

**Results impacted by pressure on Automotive business**

**Sales in €m**

- Q1 2019: 1,342
  - Operational: +1%
  - FX: -0.3%
  - M&A: +1.8%
- Q1 2020: 1,358

**Operating result in €m**

- Q1 2019: 54
  - Operational: -37%
  - FX: -41.1%
  - M&A: +2.5%
- Q1 2020: 34

**Earnings per share in €**

- Q1 2019: 0.74
  - -59%
- Q1 2020: 0.30

Operational M&A FX
Q1 2020 Group: Operating Free Cash Flow
OFCF held back by CTA funding and working capital built-up in Defence

- Operating free cash flow per quarter in €m
- Operating free cash flow bridge in €m

- OFCF on normal level despite lower results
- Slight increase of D&A
- €42m CTA funding
- Operational built-up of working capital solely in Defence
- Changes in others driven by higher increase of other short-term provisions and lower decrease of other liabilities
- Higher Defence capex offset by Automotive invest freeze
Q1 2020 Group: Group key financials
Balance sheet and financing remain rock solid

- **Equity and Equity ratio** in €m and %
  - Equity ratio remains on solid level
  - No material maturities in ’20/’21
  - Net debt and KPI with normal seasonality
  - Cash on balance €705m
  - Undrawn credit lines of €0.9bn per end of Q1
  - Investment grade rating with stable outlook

- **Net financial debt and Net financial debt/EBITDA (LTM)** in €m and ratio

- **Maturity profile** in €m
  - Summary: ▶ $973
  - Promissory notes: ▶ $402
  - EIB loan: ▶ $250

<table>
<thead>
<tr>
<th>Year</th>
<th>Promissory notes</th>
<th>Other &amp; Leasing</th>
<th>Bank loans</th>
<th>EIB loan</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020-2021</td>
<td>$402</td>
<td>$207</td>
<td>$114</td>
<td></td>
</tr>
<tr>
<td>2022</td>
<td></td>
<td>$136</td>
<td>$73</td>
<td>$45</td>
</tr>
<tr>
<td>2023</td>
<td></td>
<td></td>
<td>$250</td>
<td>$114</td>
</tr>
<tr>
<td>2024</td>
<td>$28</td>
<td></td>
<td>$250</td>
<td>$207</td>
</tr>
<tr>
<td>2025</td>
<td></td>
<td></td>
<td>$402</td>
<td>$250</td>
</tr>
<tr>
<td>2026 ff.</td>
<td></td>
<td></td>
<td></td>
<td>$310</td>
</tr>
</tbody>
</table>

- **Maturity profile in €m**
  - $973

- **Cash on balance**
  - €705m

- **Undrawn credit lines**
  - €0.9bn per end of Q1
Q1 2020 Highlights: Automotive
Positive result despite market collapse

- Lower order intake reflects muted environment
- Sales decline of -13.5% vs relevant non-China market of -14.7%*
- Operating result under strong pressure, but still positive
- Successful cash management in place

Quarterly sales and margin development

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Order intake (€m)</th>
<th>Sales (€m)</th>
<th>Operating result (€m)</th>
<th>Operating margin in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1 2019</td>
<td>736</td>
<td>714</td>
<td>49</td>
<td>6.9%</td>
</tr>
<tr>
<td>Q1 2020</td>
<td>442</td>
<td>618</td>
<td>10</td>
<td>1.7%</td>
</tr>
<tr>
<td>Δ</td>
<td>-39.9%</td>
<td>-13.5%</td>
<td>-79.6%</td>
<td>-520 bp</td>
</tr>
</tbody>
</table>

*IHS Markit: 4 May 2020; global LV growth adjusted for China
Q1 2020 Highlights: Automotive
Result remained in positive territory

Sales Automotive in €m

Q1 2019

<table>
<thead>
<tr>
<th>Margin</th>
<th>Q1 2019</th>
<th>Operating result Automotive in €m</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.9%</td>
<td>49</td>
<td></td>
</tr>
<tr>
<td>7.6%</td>
<td>31</td>
<td></td>
</tr>
<tr>
<td>5.1%</td>
<td>13</td>
<td></td>
</tr>
<tr>
<td>8.8%</td>
<td>8</td>
<td></td>
</tr>
</tbody>
</table>

Q1 2020

<table>
<thead>
<tr>
<th>Margin</th>
<th>Q1 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.7%</td>
<td>10</td>
</tr>
<tr>
<td>2.7%</td>
<td>9</td>
</tr>
<tr>
<td>4.9%</td>
<td>4</td>
</tr>
<tr>
<td>1.6%</td>
<td>0</td>
</tr>
</tbody>
</table>

Mechatronics
- Decrease in market volumes aggravated by negative ramp up

Hardparts
- Market decline especially in European small bore pistons
- First cost savings offset by negative at-equity results

Aftermarket
- Sales less affected, but results impacted by first time consolidation of micro-mobility
Q1 2020 Highlights: Automotive
Very slow non-LV sales created additional burden

- Sales split LV/ Non-LV in €m / in %
  - Q1 19: LV 252, Non-LV 210, LV: 66%
  - Q1 20: LV 177, Non-LV 618, LV: 65%

- Sales split Non-LV in €m / in %
  - Q1 19: Total 210, LV: 210, Non-LV: 252
  - Q1 20: Total 252, LV: 177, Non-LV: 618

- Delta absolute in %
  - Diesel: -25, -14.1%
  - Gazoline: -23, -9.0%
  - Other LV: -7, -18.7%
  - LV Business: -54, -11.7%
  - Truck: -27, -24.6%
  - Large Bore: -6, -29.1%
  - Other: -7, -19.4%
  - Aftermarket: -2, -2.4%
  - Non-LV Business: -42, -16.8%
Automotive: regional consolidated sales split
Europe and USMCA performance clearly better than the market

-20%

Q1 19 Q1 20

Q1 19 Q1 20

Q1 19 Q1 20

-22%

-23%

-24%

-21%

-14%

-15%

-14%

-10%

+2%

Germany

Europe (excl. Germany)

Global IHS LV production

Global IHS LV production*

Automotive sales

USMCA

Q1 19 Q1 20

Q1 19 Q1 20

Q1 19 Q1 20

Q1 19 Q1 20

Q1 19 Q1 20

Q1 19 Q1 20

Q1 19 Q1 20

Q1 19 Q1 20

Q1 19 Q1 20

Greyish columns: IHS global LV production, 4 May 2020
Blueish columns: Automotive consolidated Q1 sales
* IHS data adjusted for China volumes to match Automotive regional sales split; ** China consolidated sales
Q1 2020 Automotive: China performance
Sales decline less pronounced

- Sales decline of -34% compares to a market collapse of -47% (IHS Markit 4 May, 2020)
- Hardparts and Mechatronics both strongly affected
- Cost saving measures helped to limit result effect

*Including 100% figures of 50/50 JV, consolidated at equity
Q1 2020 Automotive: Monthly development

Corona started to impact consolidated topline from mid-March onwards

- **China monthly sales @100%**
  - in €m (JV and WOFE)

- **Automotive monthly sales**
  - in €m

### Key Points:

- February with highest sales impact due to Chinese New Year and beginning of governmental shutdown.
- Recovery already visible in March.
- Normalization expected in the course of Q2.

- Automotive with only minor decline in first two months despite China shutdown.
- March showed strongest decline with Corona reaching Europe and North America.
- Deterioration of monthly performance expected in Q2.
### Q2 2020: IHS outlook

**Impact shifts from China in Q1 to western world in Q2**

#### Q1 LV growth in %

- Europe: -20%
- US: -10%
- China: -47%
- World: -23%

#### Q2 expected LV growth in %

- Europe: -61%
- US: -71%
- China: -11%
- World: -47%

*Source: IHS 4 May, 2020*

**Automotive topline impact already visible, but China effect mainly in associates**

**Direct hit on Automotive topline will be worse in Q2 due to regional sales exposure (80% of sales in Europe and Americas)**
Q1 2020 Highlights: Defence
Strong Q1 performance with high leverage

- Strong order intake
- Sales increase driven by ES and VS with M&A support
- Operating result improved materially
- Higher level of working capital and capex

### Quarterly sales and margin development

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Order Intake*</th>
<th>Sales</th>
<th>Operating Result</th>
<th>Operating Margin in %</th>
<th>Operating Free Cash Flow</th>
<th>Operating FCF / Sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1 2019</td>
<td>564</td>
<td>629</td>
<td>9</td>
<td>1.4%</td>
<td>-93</td>
<td>-14.8%</td>
</tr>
<tr>
<td>Q1 2020</td>
<td>731</td>
<td>740</td>
<td>29</td>
<td>3.9%</td>
<td>-152</td>
<td>-20.5%</td>
</tr>
</tbody>
</table>

*Order intake is reported on the basis of booked business

### Comments on quarterly performance

- Strong order intake
- Sales increase driven by ES and VS with M&A support
- Operating result improved materially
- Higher level of working capital and capex
Q1 2020 Highlights: Defence

Strong sales increase helped to triple Q1 results

**Sales Defence**
- Q1 2020: €446m (35% increase)
- Q1 2019: €329m (35% decrease)

**Operating result Defence**
- Q1 2020: €29m (10% increase)
- Q1 2019: €11m (200% increase)

**Margin Q1 2019**
- Sales Defence: 1.4%
- Operating result Defence: 200%

**Margin Q1 2020**
- Sales Defence: 3.6%
- Operating result Defence: 8.1%

**Weapon & Ammunition**
- Sales still held back by export restrictions

**Electronic Systems**
- Solid order execution and favorable product mix

**Vehicle Systems**
- Excellent order execution in logistical and tactical vehicles
Q1 2020 : Defence

Strong Q1 order intake led by international customers

Order intake by division
in €m

Order backlog profile
in €m

<table>
<thead>
<tr>
<th>Division</th>
<th>31.03.2019</th>
<th>operativ</th>
<th>FX</th>
<th>M&amp;A</th>
<th>31.03.2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weapon and Ammunition</td>
<td>8,615</td>
<td>1,664</td>
<td>-358</td>
<td>113</td>
<td>10,034</td>
</tr>
<tr>
<td>Electronic Solutions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vehicle Systems</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consolidation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

-30% change in order intake

-358 €m FX adjustment

2,486 €m 2020E
2,059 €m 2021E
5,489 €m 2022E ff.
2020 : Defence resilience
Defence demand more resilient in times of crisis

- **German demand**
  - List of German €25m proposals unchanged

- **International demand**
  - Czech Republic tender not cancelled yet, decision expected for H2 2020
  - East European IFV tender under negotiation, contract signing expected Q2/Q3 2020
  - Start of Land 400 III virtual roadshow in Australia
  - Bradley replacement process reinitiated, new timeline starts 2021 and development budget expected around 300USDm
  - Challenger LEP decision still scheduled for Q4 2020
  - Discussion of budget prioritization has started in some countries

- **Export regulation**
  - Export regulation in Germany, Italy and South Africa remain in place

---

**Corona-induced administrative delays likely**
Management aims to provide best possible orientation for 2020

- Given the current volatility in the Automotive markets and the potential effects on supply chains and demand, any forecasting statements are subject to increased levels of risk.
- It is currently not possible to provide an estimate regarding the duration and the further development of the coronavirus pandemic, nor in respect to the potential containment measures.
- We anticipate that the coronavirus pandemic will have an impact on our business, but we currently cannot forecast the full impact.
2020 Overview
Management aims to provide best possible orientation for 2020

**Trading update Q2**
- Double digit sales decline around 50% to 55% expected, operating leverage for Q2 expected to be between 35 to 40%
- Topline expected to increase high single digit with an operating margin around 9%

**FY 2020 Guidance**
- Management refrains to provide a FY guidance in light of the current uncertainty regarding the potential development of our relevant Automotive end markets
- March guidance confirmed for 2020
  - Defence sales growth expectation of 5-7% and operating margin of 9-10%
Appendix
Sustainability

ESG @Rheinmetall

**E**

2040

- CO$_2$ neutral

Automotive Product portfolio actively reduces CO$_2$ emission
- Reduction energy intensity (MWh/EUR m revenue) 2015: 229,4 | 2019: 157,2
- Reduction THG intensity (tCO$_2$/EUR m revenue) 2015: 101,2 | 2019: 65,7
- Revenue coverage ISO 14001 72,4 %
- Revenue coverage ISO 50001 84,4 %
- Environmental issues | Part of Business Partner Check

**Social Responsible**

- Transparency in the Supply Chain | Suppliers EU-registered: PM: ~ 60 % and NPM: ~ 56 %
- Human Rights | In-house DD 2019 as per DIHR | Part of Business Partner Check since 2019
- Health & Safety | ISO 45001 | 14 companies certified
- Diversity | Goals 2020-2025 | Women in management development programs
- Corporate Citizenship | Sponsoring 2019: EUR 876k | Donations 2019: EUR 486k

**G**

- Compliance Management System - IDW PS 980 approved | Extensive training
- Data Privacy | Set-up of network infrastructure as part of CMS
- Strict regime | 2019: 33,529 entries in War Weapons Book | 104 export licenses german weapons of war control act (KWKG) | 752 export licenses Foreign Trade and Payments Ordinance (AWG)
- Product responsibility
- Reporting | Contribution to SDGs & GRI Reporting | Annually from 2020 onwards
- CSR Ratings | 10 agencies

Corporate Presentation May 2020
Active board remuneration schemes

Current and new remuneration policy for contracts starting in 2020

### Current policy

**Fixed annual remuneration**
- 60% over 12 months, including fringe benefits

**Variable performance payment**
- **STI**
  - 40% modifier
  - EBT: 50% + ROCE: 50%
  - Threshold:
    - ≤70%: 0%
    - 100%: 200%
  - Payout (linear): (cap) 0%

**LTI**
- 3 years ØEBT
  - (100% at €200m, cap at €300m)
  - Individual factor
  - Payout (50% shares (4 years deferred) + 50% cash + 20% of share value in cash)

**Special bonus** in exceptional cases at the discretion of the supervisory board

### New policy

**Fixed annual remuneration**
- 60% over 12 months, including fringe benefits

**Variable performance payment**
- **STI**
  - 40% modifier
  - EBT: 50% + ROCE: 50%
  - Threshold:
    - ≤80%: 0%
    - 100%: 250%
  - Payout (linear): (cap w/o Modifier) 0%

**LTI**
- 3 years ØEBT
  - (100% at €500m, cap at €750m)
  - Individual factor
  - Payout (50% shares (4 years deferred) + 50% cash + 20% of share value in cash)

**Special bonus** in exceptional cases at the discretion of the supervisory board

---

1) Calculated on target achievement 100%
Governmental shareholding restricts room for cross-border consolidation

Big common armament programs could be catalysts for further consolidation

Rheinmetall’s approach:

JV partnerships with companies in different nations instead of “putting all eggs in one basket”

Sufficient organic growth potential, but suitable M&A transactions are possible
Capital allocation

Our capital allocation policy is geared towards further growth

- Funding of growth (organic and M&A)
- Dividend to shareholders (Payout ratio 30-35%)
- Improvement of pension funding via CTA (target level 50-60%)
## Select key data: outlook 2020

<table>
<thead>
<tr>
<th>Rheinmetall Group</th>
<th>Automotive</th>
<th>Defence</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Holding cost</strong></td>
<td>€20-25 (PY: €25m)</td>
<td>Around 5.5% (5.5%)</td>
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<td><strong>Tax rate</strong></td>
<td>Comparable level (PY: 26%)</td>
<td>5.5-6.0% (5.9%)</td>
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<td><strong>Interest result</strong></td>
<td>~-€45m (PY:-€35m)</td>
<td>Around 6% (5.9%)</td>
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**Capex (w/o IFRS 16)**

**D&A**

**R&D**
(self-funded)
## Group 2015 – 2019: **Key figures** (as reported)

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### Key figures

#### Automotive

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#### Hardparts

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#### Vehicle Systems

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<td>Employees (Dec. 31) according to capacity</td>
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#### Weapon & Ammunition

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<td>Employees (Dec. 31) according to capacity</td>
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Corporate Presentation May 2020  66
FY 2019: Capex
Segmental growth path reflected in different capex development

- **Automotive with diligent capex approach**
  - in €m and in (% of sales)
  - 2018: 142
  - 2019: 115

- **Defence preparing for growth**
  - in €m and in (% of sales)
  - 2018: 83
  - 2019: 89

IFRS 16 (non-cash)
- Capitalized development costs
- Capital expenditure
FY 2019: R&D
Innovation remains key in both segments

**Automotive**
- in €m and in (% of sales)

- **2018**
  - (6.6%)
  - Customer-financed R&D: 12
  - Capitalized development costs: 36
  - Self-financed R&D: 145

- **2019**
  - (7.7%)
  - Customer-financed R&D: 17
  - Capitalized development costs: 39
  - Self-financed R&D: 210

**Defence**
- in €m and in (% of sales)

- **2018**
  - (4.4%)
  - Customer-financed R&D: 4
  - Capitalized development costs: 68
  - Self-financed R&D: 143

- **2019**
  - (4.1%)
  - Customer-financed R&D: 23
  - Capitalized development costs: 70
  - Self-financed R&D: 145

Corporate Presentation May 2020
Continuing ROCE improvement

- ROCE in %

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11.0% Group
Next events and IR contacts

Next Events

- dbAccess Berlin Conference
- UBS Pan European Small and Mid-Cap Conference 2020
- Berenberg Conference USA 2020
- SG CIB - the VIRTUAL NICE CONFERENCE

Annual Stockholder’s Meeting Rheinmetall AG
19 May 2020

H1 2020 Earnings call
6 August 2020

Q3 2020 Earnings call
6 November 2020

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Corporate Presentation

Interim Reports

Annual Reports
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