Capital Markets Day | 13-14 June 2012

International Technology Group
for Defence and Automotive
### Consolidated income statement

<table>
<thead>
<tr>
<th>€ million</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>4,005</td>
<td>3,869</td>
<td>3,420</td>
<td>3,989</td>
<td>4,454</td>
</tr>
<tr>
<td>EBITDA</td>
<td>438</td>
<td>411</td>
<td>180</td>
<td>464</td>
<td>538</td>
</tr>
<tr>
<td>EBIT</td>
<td>270</td>
<td>245</td>
<td>15</td>
<td>297</td>
<td>354</td>
</tr>
<tr>
<td>EBIT margin (%)</td>
<td>6.7</td>
<td>6.3</td>
<td>0.4</td>
<td>7.4</td>
<td>7.9</td>
</tr>
<tr>
<td>Group net income</td>
<td>150</td>
<td>142</td>
<td>-52</td>
<td>174</td>
<td>225</td>
</tr>
<tr>
<td>Earnings per share (€)</td>
<td>4.15</td>
<td>4.09</td>
<td>-1.60</td>
<td>4.23</td>
<td>5.55</td>
</tr>
<tr>
<td>Dividend per share (€)</td>
<td>1.30</td>
<td>1.30</td>
<td>0.30</td>
<td>1.50</td>
<td>1.80</td>
</tr>
<tr>
<td>Amortization / depreciation</td>
<td>168</td>
<td>166</td>
<td>165</td>
<td>167</td>
<td>184</td>
</tr>
<tr>
<td>Employees (Dec. 31)</td>
<td>19,185</td>
<td>21,020</td>
<td>19,766</td>
<td>19,979</td>
<td>21,516</td>
</tr>
</tbody>
</table>

### Consolidated balance sheet

<table>
<thead>
<tr>
<th>€ million</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total assets</td>
<td>3,448</td>
<td>3,612</td>
<td>3,835</td>
<td>4,460</td>
<td>4,832</td>
</tr>
<tr>
<td>Total equity</td>
<td>1,059</td>
<td>1,080</td>
<td>1,134</td>
<td>1,355</td>
<td>1,546</td>
</tr>
<tr>
<td>Net liquidity</td>
<td>-236</td>
<td>-205</td>
<td>+44</td>
<td>-76</td>
<td>-130</td>
</tr>
<tr>
<td>Pension accruals</td>
<td>522</td>
<td>577</td>
<td>610</td>
<td>677</td>
<td>729</td>
</tr>
</tbody>
</table>

### Consolidated cash flow statement

<table>
<thead>
<tr>
<th>€ million</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash Flow</td>
<td>352</td>
<td>308</td>
<td>120</td>
<td>344</td>
<td>402</td>
</tr>
<tr>
<td>Free operating cash flow</td>
<td>21</td>
<td>118</td>
<td>186</td>
<td>-39</td>
<td>93</td>
</tr>
</tbody>
</table>
# Agenda

## Wednesday, 13 June 2012

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>16.30</td>
<td>Individual arrival and hotel check-in</td>
<td>Innside Hotel Derendorfer Allee 8 40476 Düsseldorf</td>
</tr>
<tr>
<td>17.00</td>
<td>Management presentation</td>
<td>Rheinmetall AG Röchling Auditorium, Rheinmetall-Platz 1 40476 Düsseldorf</td>
</tr>
<tr>
<td></td>
<td>Klaus Eberhardt, CEO, Rheinmetall AG</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Management presentation</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Helmut P. Merch, CFO, Rheinmetall Defence</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Q&amp;A</td>
<td></td>
</tr>
<tr>
<td>19.30</td>
<td>BBQ dinner with common viewing of the football match Germany vs. Netherlands</td>
<td>Innside Hotel</td>
</tr>
</tbody>
</table>

## Thursday, 14 June 2012

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>07.45</td>
<td>Bus transfer to Düsseldorf Airport</td>
<td>Bus stop: in front of the Innside Hotel</td>
</tr>
<tr>
<td>09.00</td>
<td>Flight: Düsseldorf – Paris (Charles de Gaulle)</td>
<td>Düsseldorf Airport Terminal  A, counter 140</td>
</tr>
<tr>
<td>10.30</td>
<td>Bus transfer to Eurosatory fairground</td>
<td>Bus stop: departure level between exit 32 and 34</td>
</tr>
<tr>
<td>11.00</td>
<td>Welcome address</td>
<td>Eurosatory Paris Nord Villepinte Exhibition Centre</td>
</tr>
<tr>
<td></td>
<td>Armin Papperger, Member of the Executive Board, Rheinmetall AG</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Guided tour across Rheinmetall’s fair booth</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Dr. Daniel Berger, Arno Ehlers</td>
<td></td>
</tr>
<tr>
<td>13.30</td>
<td>Lunch</td>
<td></td>
</tr>
<tr>
<td>14.00</td>
<td>Bus transfer to Paris (Charles de Gaulle)</td>
<td>Bus stop: t.b.a.</td>
</tr>
<tr>
<td>15.00</td>
<td>Flight: Paris (Charles de Gaulle) – Düsseldorf</td>
<td>CDG Airport, Terminal 1, departure level, hall 4</td>
</tr>
<tr>
<td>16.30</td>
<td>Bus transfer to Rheinmetall AG, Innside Hotel and railway station</td>
<td>Düsseldorf Airport Terminal A</td>
</tr>
</tbody>
</table>
People

Attending members of the Boards

Klaus Eberhardt  
CEO  
Rheinmetall AG

Dr. Herbert Müller  
CFO  
Rheinmetall AG

Armin Papperger  
Member of the Executive Board  
Rheinmetall AG  
CEO  
Rheinmetall Defence

Helmut P. Merch  
CFO  
Rheinmetall Defence

Investor Relations Team

Peter Rücker  
Head of Corporate Communications and Investor Relations  
Rheinmetall AG

Franz-Bernd Reich  
Head of Investor Relations  
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Mobile: +49 (0) 173 294 73 67

Rosalinde Schulte  
Investor Relations Assistant  
Rheinmetall AG

Dr. Jens Winter  
Investor Relations Manager  
Rheinmetall AG  
Mobile: +49 (0) 162 268 89 21
Leading supplier for land systems

Capital Markets Day 2012  |  Düsseldorf, 13 June 2012
Klaus Eberhardt, CEO, Rheinmetall AG

Agenda

1. **Streamlining Rheinmetall Group**
   - IPO of Rheinmetall Automotive

2. **Rheinmetall Defence**
   - Innovative products
   - New markets penetration
   - New orders received
   - Joint ventures

3. **Rheinmetall’s positioning on global defence markets**

4. **Internationalization of Rheinmetall Defence**

5. **Performance of Rheinmetall Defence**

6. **The story of Rheinmetall goes on...**
Streamlining Rheinmetall
Focusing on core competences and divesting non-core business units

Sales 1999: € 4.5 billion
Sales 2004: € 3.4 billion
Sales 2011: € 4.5 billion

Sales € million

Results: Strong profitable growth

CAGR +4.3%
Streamlining Rheinmetall

Results: Considerable value generation

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>2002</td>
<td>103</td>
<td>197</td>
<td>119</td>
<td>204</td>
<td>217</td>
<td>225</td>
<td>215</td>
<td>270</td>
<td>245</td>
<td>15</td>
<td>297</td>
<td>354</td>
</tr>
</tbody>
</table>

* Including extraordinary earnings from divesting Heimann Systems

Streamlining Rheinmetall

Increasing earnings per share and improving payouts to shareholders

<table>
<thead>
<tr>
<th>Earnings per share (€)</th>
<th>Dividend per share (€)</th>
<th>Payout ratio (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000</td>
<td>0.89</td>
<td>9</td>
</tr>
<tr>
<td>2001</td>
<td>0.64</td>
<td>37</td>
</tr>
<tr>
<td>2002</td>
<td>0.56</td>
<td>28</td>
</tr>
<tr>
<td>2003</td>
<td>0.44</td>
<td>28</td>
</tr>
<tr>
<td>2004</td>
<td>0.64</td>
<td>28</td>
</tr>
<tr>
<td>2005</td>
<td>1.72</td>
<td>28</td>
</tr>
<tr>
<td>2006</td>
<td>2.64</td>
<td>28</td>
</tr>
<tr>
<td>2007</td>
<td>3.19</td>
<td>29</td>
</tr>
<tr>
<td>2008</td>
<td>3.41</td>
<td>31</td>
</tr>
<tr>
<td>2009</td>
<td>4.15</td>
<td>32</td>
</tr>
<tr>
<td>2010</td>
<td>4.09</td>
<td>32</td>
</tr>
<tr>
<td>2011</td>
<td>4.23</td>
<td>32</td>
</tr>
</tbody>
</table>

* Including extraordinary earnings from divesting Heimann Systems
Streamlining Rheinmetall
Improving the financial stability

Equity % of total assets

Cash credit facilities € million

<table>
<thead>
<tr>
<th>2000</th>
<th>2010</th>
<th>2011</th>
<th>03/31/2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>15.4</td>
<td>30.4</td>
<td>32.0</td>
<td>~1,500</td>
</tr>
</tbody>
</table>

- Bilateral bank facilities (up to 1 year)
- Syndicated loan (due December 2016)
- Promissory notes (due 2013/14)
- Bond (4% coupon, due 2017)

Rheinmetall Automotive

Preparing the IPO of Rheinmetall Automotive
Opening new strategic chances

- Motivation: providing both Automotive and Defence with greater strategic flexibility
- Intention: creating a solid basis for sustainably improving shareholder value of both Rheinmetall and KSPG
- Process: Rheinmetall will initially remain majority shareholder in KSPG, but intends to give up control of the company in steps
- Timing: before summer break 2012, utilizing the utmost flexibility, but dependent on further development of capital markets
The advantages of an Automotive IPO for Rheinmetall

- Rheinmetall would be the only pure-play listed defence company in Continental Europe
- As a “pure player” in defence, Rheinmetall could benefit from the discontinuation of the conglomerate discount and attractive Defence multiples
- Rheinmetall would be in a position to shape actively the impending industry consolidation process
- Rheinmetall will maintain its investment grade rating through well-improved financial ratios

Rheinmetall as a pure defence player
Unlocking the conglomerate discount

<table>
<thead>
<tr>
<th>Peer Group Defence</th>
<th>PER (current FY)</th>
<th>PER (next FY)</th>
<th>EV/EBITDA</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>as of: 12/04/02</td>
<td>12/05/02</td>
<td>12/06/04</td>
</tr>
<tr>
<td>ATK (US)</td>
<td>6.47</td>
<td>6.88</td>
<td>7.41</td>
</tr>
<tr>
<td>Chemring (EU)</td>
<td>7.21</td>
<td>7.03</td>
<td>5.71</td>
</tr>
<tr>
<td>Cobham (EU)</td>
<td>10.78</td>
<td>10.41</td>
<td>9.98</td>
</tr>
<tr>
<td>Finmeccanica (EU)</td>
<td>9.67</td>
<td>7.06</td>
<td>5.93</td>
</tr>
<tr>
<td>GD (US)</td>
<td>10.00</td>
<td>9.39</td>
<td>8.77</td>
</tr>
<tr>
<td>SAAB (EU)</td>
<td>9.89</td>
<td>9.03</td>
<td>8.95</td>
</tr>
<tr>
<td>Thales (EU)</td>
<td>9.81</td>
<td>9.09</td>
<td>8.10</td>
</tr>
<tr>
<td>Average</td>
<td>8.91</td>
<td>8.28</td>
<td>7.69</td>
</tr>
<tr>
<td>Rheinmetall</td>
<td>8.12</td>
<td>7.76</td>
<td>6.05</td>
</tr>
</tbody>
</table>

Source: Reuters
Innovative products with excellent market positions  
**Basis of future organic growth**

**Infantry fighting vehicle (IFV) Puma**
- Latest technology in IFV segment worldwide
- Reduction of ordered number in Germany will not seriously affect P&L
- Considerable export market potential when being on duty

**Multi-role armoured vehicle Boxer**
- First vehicles delivered to German forces
- In H2 2012 start of serial production in the Netherlands
- Excellent market opportunities since being combat-proven in Afghanistan

**Multi-role armoured vehicle Fox**
- “Experiencing its second life”
- Upgrade program in Germany and the US
- Latest generation Fox 2 for UAE and Algeria

**Protection systems**
- Strongly growing market
- Rheinmetall as a full-range provider: softkill, passive and active protection
- Outstanding market potential due to the revolutionary ADS technology

**C-RAM (MANTIS)**
- Final testings recently successfully passed
- Worldwide unique in counter-RAM technology
- Substantial market potential for military sites, camps and critical national infrastructure

**Rapid obscuring system ROSY**
- Generating smoke screens for self-protection or riot control
- Installed in vehicles, reacting faster than competitive products
- Interest of German forces, first fundings budgeted (2012-2015)
Innovative products with excellent market positions
Basis of future organic growth

Electro-optical components
- Strengthened by the acquisition of Simrad
- Stronger marketing position by being integrated into new organizational structure

Turret system Lance
- Medium-calibre turret available in a two-man configuration and as a remote control system
- Attractive component solution even chosen by competitors

Ammunition
- Traditional core competence with high margin potential
- Long-term partnering agreements with UK forces and the Netherlands

New markets penetration
Securing future growth by large-scale orders in new markets

Industrial cooperation with Algeria
- Contract for 54 vehicles signed in 2011 (€ 175 million)
- Order for education of Algerian workers booked in Q2 (€ 35 million)
- Further deliveries as well as license contracts in negotiation
- Expected term: about 10 years

Market entry in Russia
- Contract for one combat training center signed (> € 100 million)
- Further training centers planned
- Market entry for mobile joint operation centers achieved

Military logistic vehicles for Australia
- Down-selected as preferred bidder for military logistic vehicles (more than 2,000 units)
- Negotiations recently started, order expected in 2013
Outstanding order situation
Medium-sized orders recently received or presently expected

Air Defence systems and services for Asian countries
- Two orders received in Q2, another one almost fixed
- Containing radar systems, fire guns, services and training
- Total volume: > € 200 million

Future soldier system for German forces
- Order of 300 future soldier systems (including an option of further 600)
- Expected volume: € 45 million (plus option: € 70 million)

Service provider contract for unmanned aerial vehicles
- Prolongation of the service provider contract for Heron drones in Afghanistan
- Expected volume: € 62 million

Quarterly order intake
Considerable improvement compared to previous year

Order intake Q1 2011 vs. Q1 2012 € million
- Q1 2011: 316
- Q1 2012: 432
- Increase: +37%

Order intake Q2 2011 vs. expected Q2 2012 € million
- Q2 2011: 537
- Expected Q2 2012: 700-800
Continuation of the acquisition and the joint venture policy
Success by both national and international acquisitions

1990 - MaK System (100%), Mauser-Werke (100%), Nitrochemie Wimmis (55%)
1995 - Buck Neue Technologien (100%)
2000 - Demerger STN Atlas (Naval Systems)
2005 - Merger of MaK, Henschel and KUKA Wehrtechnik
2010 - Demerger STN Atlas (Naval Systems)

Combining two coherent know-hows
Full consolidation of RMMV by Rheinmetall from 2012 on

- May 2010: Combination of development and marketing activities (400 employees)
- December 2011/January 2012: Integration of production plants Vienna and Kassel (additional 930 employees)
Strengthening the business with a strong partner
Contract on joint venture with Cassidian signed

- Consolidation of national capabilities
- Formation of a supplier offering the full spectrum of unmanned aerial vehicles
- Strengthening of the international competitive situation and of international sales
- Enlargement of development resources

Capturing new international markets for tank ammunition
Contract on joint venture with General Dynamics signed

- Combination of Rheinmetall’s and General Dynamics’ know-how in tactical tank ammunition
- Joint marketing efforts, workshare remains with parent companies
- Advantage for Rheinmetall: access to potential international markets considerably enlarged
Creating a strong partnership with a domestic company in Asia
Competence for manufacturing and assembling electronic systems

- One of Malaysia’s leading electronic systems manufacturing and service company
- Sale of majority stake to Malaysian industrial holding Bousted Corp. in June 2010
- Intention: capturing the Asian markets together with a domestic partner

Defence industry in a challenging environment
Global defence budgets will continue to grow, but differently by regions

**Expected global defence spending and procurement US$ billion**

<table>
<thead>
<tr>
<th></th>
<th>2012e</th>
<th>2013e</th>
<th>2014e</th>
<th>2015e</th>
<th>2016e</th>
</tr>
</thead>
<tbody>
<tr>
<td>Procurement</td>
<td>318</td>
<td>310</td>
<td>319</td>
<td>334</td>
<td>348</td>
</tr>
<tr>
<td>Other</td>
<td>1,246</td>
<td>1,232</td>
<td>1,218</td>
<td>1,243</td>
<td>1,275</td>
</tr>
</tbody>
</table>

Source: IHS Jane’s (May 2012)
Budget cuts in the US and in many European countries...  
...but strong growth in other strategically important regions

Change in expected defence spending 2016 vs. 2012

<table>
<thead>
<tr>
<th>Region</th>
<th>Change 2016 vs. 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>USA</td>
<td>-12%</td>
</tr>
<tr>
<td>Brazil</td>
<td>+30%</td>
</tr>
<tr>
<td>Argentina</td>
<td>+26%</td>
</tr>
<tr>
<td>Russia</td>
<td>+19%</td>
</tr>
<tr>
<td>UAE</td>
<td>+15%</td>
</tr>
<tr>
<td>South Korea</td>
<td>+14%</td>
</tr>
<tr>
<td>India</td>
<td>+21%</td>
</tr>
<tr>
<td>Singapore</td>
<td>+20%</td>
</tr>
<tr>
<td>Indonesia</td>
<td>+56%</td>
</tr>
<tr>
<td>Australia</td>
<td>+18%</td>
</tr>
<tr>
<td>UAE</td>
<td>+15%</td>
</tr>
<tr>
<td>Brazil</td>
<td>+30%</td>
</tr>
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<td>Argentina</td>
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<td>India</td>
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</tr>
<tr>
<td>Singapore</td>
<td>+20%</td>
</tr>
<tr>
<td>Indonesia</td>
<td>+56%</td>
</tr>
<tr>
<td>Australia</td>
<td>+18%</td>
</tr>
</tbody>
</table>

Source: IHS Jane's (May 2012)

Focus on domestic market
Domestic market not hit by severe austerity measures

Top down defence budget planning of Department of Treasury € billion

- German defence budget will remain almost stable until 2016
- Defence budget cuts of € 8 billion and above – as previously concerned – are not part of the budget plannings any longer
International ranking

Rheinmetall is no. 4 worldwide in the land systems industry

Sales 2011 USD million

Source: Rheinmetall team analysis, DefenceNews

Rheinmetall share of international army procurement

Growth potential by expanding positions in low-percentage countries

Rheinmetall share of army procurement in %

Source: Jane’s Defence Budgets 2012
Almost three quarters of order intake from abroad
Non-domestic sales will grow further

Sales 2011 by region in %

Order intake 2011 by region in %

* MENA = Middle East/North Africa

Almost three quarters of order intake from abroad
Non-domestic sales will grow further

More than 80% of future orders expected from abroad
Defence will become more independent from budget restrictions
Consequent expansion of non-domestic business

Strategy of internationalization will provide further growth opportunities

- Sales total:
  - €0.5 billion (12%)
  - €0.6 billion (18%)
  - €1.6 billion (48%)
  - €2.0 billion (66%)
  - €3.0 billion (80%)

- Large-scale internationalization
- Product-specific internationalization
- National consolidation

National player

<table>
<thead>
<tr>
<th>1990</th>
<th>1995</th>
<th>2000</th>
<th>2010</th>
<th>Mid-term target</th>
</tr>
</thead>
</table>

Defence shows a strong financial performance

Strong order backlog secures future growth and profits

- Order backlog € million:
  - 2007: €2,868
  - 2008: €3,307
  - 2009: €4,590
  - 2010: €4,772
  - 2011: €4,541

- Sales € million:
  - 2007: €1,757
  - 2008: €1,814
  - 2009: €1,898
  - 2010: €2,007
  - 2011: €2,141
  - 2012e: €2,500

- EBITDA € million:
  - 2007: €211
  - 2008: €237
  - 2009: €263
  - 2010: €297
  - 2011: €303

- EBIT € million:
  - 2007: €160
  - 2008: €194
  - 2009: €215
  - 2010: €234
  - 2011: €223
  - 2012e: €223

* Revised and adjusted by €150 million due to the reduction of the number of Puma vehicles
Defence shows a strong financial performance

**Double-digit EBIT margin for the fourth time in a row**

![Graph showing sales and EBIT margin over years](image)

<table>
<thead>
<tr>
<th>Year</th>
<th>Sales (€ million)</th>
<th>EBIT Margin (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000</td>
<td>1,642</td>
<td>2.1</td>
</tr>
<tr>
<td>2001</td>
<td>1,614</td>
<td>3.8</td>
</tr>
<tr>
<td>2002</td>
<td>1,677</td>
<td>4.3</td>
</tr>
<tr>
<td>2003</td>
<td>1,605</td>
<td>4.3</td>
</tr>
<tr>
<td>2004</td>
<td>1,384</td>
<td>5.6</td>
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<tr>
<td>2005</td>
<td>1,401</td>
<td>6.9</td>
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<tr>
<td>2006</td>
<td>1,445</td>
<td>7.7</td>
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<tr>
<td>2007</td>
<td>1,757</td>
<td>9.1</td>
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<td>2008</td>
<td>1,814</td>
<td>10.7</td>
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<tr>
<td>2009</td>
<td>1,898</td>
<td>11.3</td>
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<tr>
<td>2010</td>
<td>2,007</td>
<td>11.7</td>
</tr>
<tr>
<td>2011</td>
<td>2,141</td>
<td>10.4</td>
</tr>
</tbody>
</table>

Source: Defense News (2011)

Rheinmetall performs on the same profitability level as US companies

<table>
<thead>
<tr>
<th>Company</th>
<th>EBIT Margin 2011 (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Raytheon</td>
<td>11.5</td>
</tr>
<tr>
<td>Nexter</td>
<td>11.5</td>
</tr>
<tr>
<td>L-3 Comm.</td>
<td>10.5</td>
</tr>
<tr>
<td>Rheinmetall Defence</td>
<td>10.4</td>
</tr>
<tr>
<td>Boeing</td>
<td>9.9</td>
</tr>
<tr>
<td>BAE Systems</td>
<td>9.7</td>
</tr>
<tr>
<td>KMW*</td>
<td>9.5</td>
</tr>
<tr>
<td>Lockheed Martin</td>
<td>8.6</td>
</tr>
<tr>
<td>Northrop</td>
<td>7.9</td>
</tr>
<tr>
<td>Grumman Dynamics</td>
<td>7.7</td>
</tr>
<tr>
<td>General Esterline</td>
<td>7.7</td>
</tr>
<tr>
<td>Thales</td>
<td>6.6</td>
</tr>
<tr>
<td>Diehl**</td>
<td>6.2</td>
</tr>
<tr>
<td>EADS Cassidian</td>
<td>5.7</td>
</tr>
<tr>
<td>Patria*</td>
<td>1.9</td>
</tr>
</tbody>
</table>

* Figures 2010
** Figures 2009
Mid-term targets
Further growth and double-digit profitability

Sales in € million
EBIT margin in %

2,141  ~ 2,500  ~ 3,000
223

2011  2012e  2013e  2014e

Mid-term targets
Sales (CAGR): 12%
EBIT margin: ≥ 10%

Highlights
The story of Rheinmetall goes on...

- IPO of Automotive segment for providing both segments with the utmost flexibility
- Always strong focus on shareholder value
- Automotive at a record level, Defence preparing for future growth
- Excellent products and market positions continue to be important growth drivers
- Strategy of internationalization in Defence in order to utilize market shifts
- Ambition: being prepared for an accelerated consolidation of the European defence industry
Focusing forces for the future

Capital Markets Day 2012  |  Düsseldorf, 13 June 2012
Helmut P. Merch, CFO, Rheinmetall Defence

Rheinmetall Defence

New structure since January 2012
Leading European Defence Company

Rheinmetall Defence

Combat Systems
Sales: € 1.1 billion
- Combat Platforms
- Infantry
- Protection Systems
- Propulsion Systems
- Combat International

Electronic Solutions
Sales: € 0.8 billion
- Air Defence Systems
- Defence Electronics
- Electro-optical Equipment
- Simulation and Training

Wheeled Vehicles
Sales: € 0.3 billion
- Logistic Vehicles
- Tactical Vehicles

Sales figures fiscal year 2011, Inter-company sales consolidated, Consolidation of Logistic Vehicles since 2012, Employees per year’s end
Advantages for the reorganization of Rheinmetall Defence

- Improved **customer and market orientation** with clearly defined business units in order to strengthen the **competitiveness of the Defence group**
- Maintaining the principle “**Entrepreneur within the company**”
- Modular structure of the divisions allows a faster and smoother **integration of further acquisitions**, joint ventures and cooperations
**Combat Systems**

**Competitive Landscape (1)**

**Sales in USD billion**

- **GD**
- **BAE**
- **KMW**
- **CS**
- **Patria**
- **Oto Melara**
- **Nammo**
- **ATK**

**EBIT-Margin**

- 5%
- 10%
- 15%

**Combat Systems (CS)**

- Leading and one of the most profitable suppliers of combat systems in Europe
- Leading European supplier of propellants
- Most diversified (Softkill, Hardkill, Passive) protection portfolio

* w/o US sales

**Competitive Landscape (2)**

**Sales**

- **Combat Platforms**
- **Infantry Systems**
- **Protection Systems**
- **Propellants**

**Combat Systems**

- **BAE Systems – Land Platforms/Ammunition**
- **KMW**
- **Nexter Systems**
- **Patria**
- **Nammo**
- **Oto Melara**
- **ATK – Armament Systems**

**Capabilities**

- Tracked Vehicles
- Cannons/Turrets
- Large/Medium Calibre Ammunition
- Infantry Mortar and 40mm Ammunition
- Special Equipment
- Infantry Weapon Systems
- Softkill
- Hardkill
- Passive

* w/o US sales
Combat International

**Targets and tasks**

- More effective coordination of the international business activities of Combat Systems
- Managing production sites in Italy, Canada, USA, South Africa
  - Target: link the international plants and create synergies
- Steering sales offices for Europe (Scandinavia, UK, Netherlands), Asia and South America
  - Target: implement additional hubs in growth markets

Combat Platforms

**Targets and tasks**

- Safeguarding the no 1 market position in Europe and no 3 worldwide in the medium and large caliber weapon and ammunition business
- Securing a smooth ramp-up of the serial Puma production
- Marketing the Lance turret, presently the most advanced manned medium-caliber turret system
- Enlarging the international service business
- Shaping the profile and securing competitiveness by a fast and focused restructuring process of the tracked military vehicle business
Infantry

Targets and tasks

- Creating a one-stop-shop for state of the art - soldier equipment
- Extending global systems leadership for 40mm weapons and ammunition, mortar systems, fuse-technology including ABM (air-burst ammunition)
- Continuation of the smart acquisition strategy by taking over businesses in profitable niches

Propulsion Systems

Targets and tasks

- Maintaining the no. 1 position in Europe as a supplier of powders for artillery and tank ammunition
- Stabilizing the profitable medium-term business with four major customers: Germany, Switzerland, France, United Kingdom
- Developing new international markets outside of Europe: South Korea, South America
Protection Systems

Targets and tasks

- Securing the unique market position as a full range supplier of highly innovative and profitable products for softkill-solutions (flares, fogs) and for passive protection (Chempro, Verseidag)

- Expanding the active protection business (ADS) and turning the unique technology into a profitable market

- Enhancing marketing activities in the growing protection market

Combat Systems

Financial targets 2012-2014

<table>
<thead>
<tr>
<th>Year</th>
<th>Sales (€ million)</th>
<th>EBIT (€ million)</th>
<th>EBIT margin (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>1,197</td>
<td>144</td>
<td>12%</td>
</tr>
<tr>
<td>2012e</td>
<td>1,400</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2013e</td>
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<tr>
<td>2014e</td>
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</tbody>
</table>

Mid-term targets:

- Sales (CAGR): \( \geq 5\% \)
- EBIT margin: \( \geq 12\% \)
Division Electronic Solutions

**2011**

- Sales: € 0.8 billion
- Order intake: € 0.6 billion
- Employees: 3,100

**Sales 2011**

- Air Defence
- Defence Electronics
- Simulation and Training
- Technical Publications
- Electro-Optical Equipment

**Electronic Solutions Competitive Landscape (1)**

**Sales in USD billion**

- Finmeccanica (loss)
- Raytheon
- Thales Defence
- Cassidian
- MBDA
- Saab
- IAI
- Elbit
- ES

**Electronic Solutions (ES)**

- Global market leader short range air defence (40 countries)
- No. 1 in Europe for live-simulation (CTC) and naval applications
- Niche supplier for defence electronics components
Electronic Solutions
Competitive Landscape (2)

<table>
<thead>
<tr>
<th>Sales</th>
<th>Air Defence</th>
<th>Simulation and Training</th>
<th>Defence Electronics</th>
<th>Electro-optical Components</th>
</tr>
</thead>
<tbody>
<tr>
<td>Raytheon</td>
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<td></td>
<td></td>
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<tr>
<td>Finmeccanica</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Thales Defence &amp; Security</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cassidian</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MBDA</td>
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<td></td>
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<tr>
<td>IAI</td>
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<td>Saab</td>
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<td>Elbit</td>
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<td>Flir</td>
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<tr>
<td>Electronic Solutions</td>
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<tr>
<td>CAE Defence</td>
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<tr>
<td>Aselsan</td>
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</tbody>
</table>

Capabilities

Air Defence
Targets and tasks

- Extending the worldwide marketing of C-RAM as a powerful solution for threats in military operations as well as for protecting civil installations
- Increasing the orderbook by marketing the high competence as a fully integrated systems supplier (sensor, shooter, ammunition) for short range air defence
- Expanding the existing radar technology as a component business
Simulation and Training

Targets and tasks

- Implementing the Combat Training Center for Russia (order > € 100 million) and gaining further orders for live-training
- Increasing orders for virtual simulation for army, air force and navy applications
- Improving market positions for military simulation; mid-term goals:
  - defending no. 1 position in Germany
  - becoming no. 1 in Europe (presently no. 2)
  - advancing to the first five suppliers in the world (presently no. 6)

Defence Electronics

Targets and tasks

- Implementing the Gladius project (Future Soldier System) in the German forces after winning the serial order, expected in June/July 2012
- Marketing an array of innovative products for fast detection and elimination of immediate threats: e.g. reconnaissance systems, sniper localization
- Expansion of business in the product segment intelligence
- Closing of the joint venture with EADS Cassidian, expected for the end of June 2012
Electro-optical Equipment

Targets and tasks

- Combining excellent product know-how for electro-optical sensor components in Germany with the international business potential obtained through the acquisition of Simrad in 2010
- Using the close relationship with Kongsberg (Norway) as the world leader for remote controlled weapon stations to generate further international orders
- Gaining access to new markets by highly specialized components with an excellent price-performance ratio: fire control systems, night vision equipment, camera systems

Electronic Solutions

Financial targets 2012-2014

<table>
<thead>
<tr>
<th>Year</th>
<th>Sales (€ million)</th>
<th>EBIT Margin (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>800</td>
<td>11%</td>
</tr>
<tr>
<td>2012e</td>
<td>86</td>
<td></td>
</tr>
<tr>
<td>2013e</td>
<td>86</td>
<td></td>
</tr>
<tr>
<td>2014e</td>
<td>900</td>
<td></td>
</tr>
</tbody>
</table>

Mid-term targets:
- Sales (CAGR): ≥ 4%
- EBIT margin: ≥ 12%
Division Wheeled Vehicles

2011

- Sales*: € 0.6 billion
- Order intake*: € 0.4 billion
- Employees: 1,200

* Figures 2011 pro forma; logistic vehicles were not consolidated in 2011. Reported figures: Sales € 255 million, order intake € 327 million.

Rheinmetall MAN Military Vehicles

Competitor Overview

### European Competitors

<table>
<thead>
<tr>
<th>Company</th>
<th>Sales USD billion</th>
</tr>
</thead>
<tbody>
<tr>
<td>RMMV</td>
<td>0.78</td>
</tr>
<tr>
<td>Iveco</td>
<td>0.64</td>
</tr>
<tr>
<td>GOELIS</td>
<td>0.59</td>
</tr>
<tr>
<td>Nexter</td>
<td>0.41</td>
</tr>
<tr>
<td>KMW</td>
<td>0.37</td>
</tr>
<tr>
<td>Patria</td>
<td>0.34</td>
</tr>
<tr>
<td>Renault Trucks Defence</td>
<td>0.2</td>
</tr>
<tr>
<td>Mercedes</td>
<td>0.14</td>
</tr>
<tr>
<td>Panhard</td>
<td>0.14</td>
</tr>
<tr>
<td>Scania</td>
<td>0.14</td>
</tr>
</tbody>
</table>

### US and European Competitors

<table>
<thead>
<tr>
<th>Company</th>
<th>Sales USD billion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oshkosh</td>
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</tr>
<tr>
<td>GD Wheeled</td>
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</tr>
<tr>
<td>Navistar</td>
<td>2.10</td>
</tr>
<tr>
<td>RMMV</td>
<td>0.78</td>
</tr>
<tr>
<td>Iveco</td>
<td>0.64</td>
</tr>
<tr>
<td>Nexter</td>
<td>0.41</td>
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<td>0.2</td>
</tr>
<tr>
<td>Mercedes</td>
<td>0.14</td>
</tr>
</tbody>
</table>

Source: DefenseNews, Rheinmetall estimates, Wheeled Defence Revenues 2010 in USD billion
Logistic vehicles

New and different business model

**Fundamental structure:**
- Business model characterized by assembly production with low working capital and low capex requirements; value-added lower than in the tactical vehicle business
- ROCE satisfactory; focus lies on raising the earnings level
- Earnings-leverage for other Rheinmetall business units by supplying high margin components to RMMV (protected cabins, weapon stations and others)
- The acquisition of at least one or two large orders every two or three years is a must for the profitability of the logistic vehicles segment

**Improving profitability:**
- Establishing a competence center for specialized civil vehicles in the Vienna plant (mid-term production of up to 1,500 units p.a. with a sales volume of € 100-130 million)
- Exploiting the potential for service business, based on the life cycles of military vehicles (20-30 years)
- Intensifying cost management and creating synergies by combining Rheinmetall- and MAN-sales forces

Logistic Vehicles

**Targets and tasks**

- Enhanced focus on the integration of two different business models and corporate cultures after the formation of RMMV on 1 January 2012
- Negotiating the order as sole supplier for Land 121 project in Australia; order intake expected in 2013
- Marketing of two new products: HX2 (advanced HX-version) and light multi-purpose vehicle (LMPV) Amarok M, a militarized version of the civil Amarok pick-up
- Successful acquisition of further large tenders, i.e. Canada, Scandinavia, Singapore, Netherlands
Tactical Vehicles

Targets and tasks

- Securing basic capacity utilization in the coming ten years by the ongoing Algerian project
- Smoothly ramping up the serial production of the Boxer tank for the Netherlands (2013-2017)
- Enhancing acquisition efforts for the Boxer in other countries, supported by the successful deployment of the tank in Afghanistan
- Selling the highly protected AMPV (Armored Multi-Purpose Vehicle) to the German army and starting the international marketing campaign

Wheeled Vehicles

Sales contribution of Fox and Boxer

Sales volumes of Fox and Boxer 2010-2020 € million

- Fox Algeria
- Fox Algeria (in negotiation)
- Boxer NL
- Boxer D

- Fox Algeria
- Fox Algeria (in negotiation)
- Boxer NL
- Boxer D
Wheeled Vehicles
Financial targets 2012-2014

Sales/EBIT in € million
EBIT margin in %

Mid-term targets:

Sales: ≥ € 700 m
EBIT margin: ≥ 5%

* Figures 2011 pro forma; logistic vehicles were not consolidated in 2011. Reported figures: Sales € 255 million
Rheinmetall Defence
High order backlog and strong book-to-bill ratio

- Order backlog on a high level
- Book-to-bill ratio levels out around 1.0

![Graph showing order backlog and book-to-bill ratio]

### Volumes of top orders by year 2010-2020 € million

- **Fox Algeria** (in negotiation)
- **Puma**
- **Boxer NL**
- **Boxer D**

Total order volume: € 2.2 billion

![Graph showing volumes of top orders]
Rheinmetall Defence
Financial targets 2012-2014

Sales/EBIT in € million
EBIT margin in %

Mid-term targets:
Sales (CAGR): 12%
EBIT margin: ≥ 10%

Rheinmetall Defence
Quarterly development

Order intake € million
Sales € million

EBIT € million
EBIT margin in %

* Including one-off due to PPA ADS (+ € 11 million)
** Including an extraordinary write-down for a wheeled armored vehicle program (- € 11 million)
Rheinmetall Defence
Quarterly development Q1 2012 - sales and earnings bridge

Sales bridge Q1 2011 to Q1 2012 € million

EBIT bridge Q1 2011 to Q1 2012 € million

Q1 2011  PPA ADS  Logistic vehicles  Volume effect  Product/project mix  Q1 2012

Rheinmetall Defence - Financial figures

Rheinmetall Defence
Distribution of sales and EBIT over the last ten years

2002-2011
Ø Share of sales per quarter in %

2002-2011
Ø Share of EBIT per quarter in %

2002-2011
Ø EBIT margin:
H1: 4.5%
H2: 10.8%
FY: 8.3%
Rheinmetall Defence

Improving operating free cash flow in 2012

- EBIT and net profit slightly below the 2011 figures
- Capex on the same level as in the previous years (3.5 - 4 %)
- Depreciation without major changes
- Significant working capital reduction will be achieved

➔ Clear target: considerable increase of operating free cash flow (2011: € 62 million)

Rheinmetall Defence

The story goes on...

- Based on a successful restructuring of the tracked vehicle business,
- based on the successful integration of MAN logistic military vehicles
- and being the spearhead of ground forces technology...

... Rheinmetall Defence will be able to return to double-digit EBIT margins within the next three years...

...benefitting from the wide range of excellent product developments which you will see at the Eurosatory Fair in Paris!
Visit to the largest Defence exhibition worldwide

**Eurosatory**

**Capital Markets Day 2012** | Paris, 14 June 2012
Armin Papperger, CEO, Rheinmetall Defence

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**Eurosatory: Facts and Figures**

- Largest Defence-Exhibition worldwide, taking place every 2 years
- Focused on land systems
- Exhibition surface: 143,000 m²
- Exhibitors: more than 1,300 from 54 countries
- Visitors: 54,000 from 130 countries
- Rheinmetall is the largest foreign exhibitor
**Eurosatory: Importance for Rheinmetall Defence**

- Meet our customers from all over the world
- Show our products, most of them are new and innovative!
- Prove our high standard of performance and unique engineering skills
- See our competitors and observe their activities
- Talk to the media and to the defence press
- And last but not least….meet our analysts

**Rheinmetall Defence: Present situation**

- **Sales:** From 2008 to 2011 steady growth from € 1.8 million to € 2.1 million
- **Earnings:** EBIT-margin above 10%
- **M&A:** 14 domestic and international acquisitions
- **Working Capital:** Influenced by large projects
- **Capital employed:** Increased from € 949 to € 1,399 million
- **Order backlog:** Increased from € 3.3 billion to € 4.5 billion
- **Product portfolio:** Innovative and „front-loaded“ in terms of life-time
Rheinmetall Defence: Clear targets for 2014

- **Growth**: Faster than the global economy
- **Sales 2014**: €3 billion
- **Profitability**: EBIT-ROS ≥ 10%
- **Operating Free Cash-Flow**: Increasing, > 5% of sales

Rheinmetall Defence at Eurosatory 2012: Exhibition Highlights
Overview Paris Nord Villepinte Exhibition Centre

Rheinmetall Defence
approx. 2000 m²

Outdoor Exhibition Exposition Extérieure

Rheinmetall at Eurosatory 2012: Exhibition Highlights

Soldier System
Large and Medium Calibre Ammunition
Electro-optical Components

Protection System
Lance Turret
Electronics
Weapon Stations and Machine Guns

Short Range Air Defence Systems
AGSAS Surveillance System

HX 8 x 8 Hooklift UK
HX 6 x 6 Cargo
HX 8 x 8 Recovery
Boxer Command Vehicle

Amarok M
AMPV
Armoured Mortar System
Marder APC
Marder Medium MBT
MBT Revolution
HX 8 x 8 Hooklift UK

- The HX is a versatile all-wheel-drive truck, custom-developed for tough logistics challenges in military service.
- HX 8 x 8 Hooklift, gross weight: 36 t; engine: 324 kW/440 HP
- More than 7,000 HX- and SX-vehicles worth € 1.6 billion ordered by the British MoD 2005 and 2006, including long-term service contract
- RMMV selected as preferred bidder from Australian MoD for more than 2,000 vehicles

HX 6 x 6 Cargo and HX 8 x 8 Recovery

- The newly developed HX 6x6 cargo is based on the theatre proven HX series (equipped with the ADS active hard-kill system); gross weight: 33t
- HX 8x8 Recovery vehicle; gross weight: 36t, engine: 324 kW/440 HP
Boxer Command Vehicle

- Unique concept of exchangeable mission modules according to different requirements
- Highly protected 8x8 vehicle; weight: 35 t; transport vehicle for up to 11 persons
- High tactical and operational mobility; air transportable in the A400M
- Safety cell: High protection against mines, bomblets and artillery fragments
- Serial orders for Rheinmetall: 85 units for Germany and 200 units for the Netherlands; original order volume: € 775 mill.; start of production 2009

AMPV Armoured Multipurpose Vehicle

- New vehicle in the 5 to 9 ton class
- Highly protected cabin; 53mm-95mm strong pane; protection modules allow quick adaptation to varying threats
- Run-flat tires allow to leave the danger zone quickly after incident
- Developed together with KMW
- Testing phase started 2009
- Final decision of the German government as possible launching customer expected in 2012
Marder Evolution Family

- New developments based on existing fleet of Marder tanks (more than 2,100 vehicles delivered to the German army since 1971); with the combat-proven Marder as platform, Rheinmetall offers an entire new vehicle family for high requirements:
- Marder APC (Armoured Personnel Carrier) with RCWS (Remote Controlled Weapon Station) M 151 Protector; gross weight: 33t; excellent ballistic protection, superb defence against mines, IEDs (Improvised Explosive Devices) and RPGs (Rocket Propelled Grenades)
- Marder Medium MBT (Main Battle Tank) with 105mm Oto Melara Turret; gross weight: 43t, calibre 105mm
- Potential for international orders

MBT Revolution

- The MBT (Main Battle Tank) Revolution modular upgrade significantly enhances current capabilities, ensuring that tanks remain a match for current operational scenarios.
- Flexible in concept, comprehensive protection against all presently known threats
- Completely new digital turret concept; remote control weapon station
- Excellent C4I and network-enabled capabilities; 360° Situational awareness system; high-performance climate control; auxiliary power unit
- Weight: MLC (Military Loading Class) 70
- Latest 120 mm HE and KE ammunition
- Full range of services and embedded logistics
Skyshield® Air Defence System

- MANTIS (Modular Automatic and Network capable Targeting and Interception System) formerly: C-RAM (Counter Rockets, Artillery, Mortars)
- System consists of: ground control system, 2 sensor elements (radars, electro-optic sensors), 6 automated Oerlikon 35 mm “Millennium guns” capable of firing 1,000 rounds per minute
- Ammunition: programmable "Ahead" ammunition, developed by RHM Weapon and Munitions; each round carries a payload of 152 tungsten projectiles weighing 3.3g each
- Potential for international orders; suitable for the protection of military and civil infrastructure, for seaports and off-shore installations

AGSAS surveillance system

- The AGSAS (Air/Ground Surveillance and Alert System) is an electro-optical reconnaissance and target tracking system
- Automatic detection, alert, verification and track of ground, sea and airborne targets the lower airspace from the ground up to heights of a few kilometers
- Covering a surveillance gap left by traditional radar surveillance chains
- Visually-monitored safety barrier which cannot be penetrated unnoticed
- Suitable for: protection of units at sea and vital infrastructure; protection of the lower airspace; e.g. against rapid, low-flying rockets or small drones; border surveillance
Large calibre, medium calibre and mortar ammunition

- Extensive array of tank-, artillery- and medium-calibre ammunition, high-performance propellants and fuzes
- Joint venture “Defense Munitions International (DMI)” with General Dynamics recently signed, considerably enlarging Rheinmetall’s access to potential international markets
- Unique performance characteristic of the DM11 cartridge: programmable time-delay fuse, also available as a lower-cost variant (HE SQ)
- Order for HE SQ cartridges from Denmark in Q2 2012 received

Special Ammunition and Field Equipment

- Intention: Becoming a system house for infantry
- Offering 40 mm cartridges of all types including a wide selection of special forces ammunition
- Meeting the requirements of modern missions: illumination devices, impulse cartridges
- Currently under way: grenade launchers Cerberus and Hydra
- Order from Canada for weapon systems (CASW) in 2010 and 2011 received, consisting of a Heckler & Koch grenade launcher, a Vingmate fire control unit and ammunition
Infantry Systems: Gladius – the leading soldier system

- New development of the complete armament of an infantry soldier
- Modular configuration with high flexibility; real-time access to decisive information
- Features: e.g., network capability; real time interlinked operations; friend-foe identification
- One system is designed for a group of 10 soldiers
- Rheinmetall gained orders (expanded version-V2) against competition from EADS (basic version-V1)
- First serial order from Germany for 30 systems, (300 soldiers) with an option for further 60 systems (600 soldiers); expected volume: € 45 million (plus option: € 70 million)

Electro-optical components

- Rheinmetall has concentrated its activities in the field of electro-optical components into a new business unit and offers now an innovative array of state-of-the-art electro-optical equipment.
- Observation and fire control units
- Products for dismounted soldiers
- Sensor products
Product line remote weapon station - family and variants

Light weight weapon station
Amarok

Medium weight weapon station
Qimek

Medium weight weapon station
Nanuk

Medium weight weapon station
Arrows

Medium weight weapon station
609M

Protector Super Light,
Cooperation with Kongsberg

Protector Light,
Cooperation with Kongsberg

M 151 Protector,
Cooperation with Kongsberg

Remotely operated weapon stations and machine guns

- In cooperation with Kongsberg, Rheinmetall Defence offers a family of fully stabilized remotely operated weapon stations that can be integrated on various vehicle platforms.

- The newly developed 12.7mm cal. machine gun RMG.50 is an advanced version of the classic multifunctional machine gun, capable of firing conventional and enhanced performance ammunition; advantage: weight only 25 kg incl. remote control

Muzzle break
Barrel
Barrel guide
Weapon drive
Ammunition feeding
Lance Turret System

- State-of-the-art Rheinmetall medium-calibre turret system. It can be configured for manned operation or serve as a remote control turret.
- Easy to operate, handled almost intuitively, soldiers can train nearly any scenario imaginable to improve their skills – and continue in the same combat compartment for real fighting.
- Lance training demonstrator mounted on a Boxer vehicle presented on the Eurosatory 2012; also at this fair MOWAG shows a Lance turret mounted on a Piranha APC.
- Internally funded development; launching customer: Spain; order volume: € 11 mill. for 4 turrets; further market potential in various European countries, Middle East and North America.

Protection Systems

Rheinmetall’s comprehensive protection concept is based on a multilevel approach:

- Rheinmetall Chempro und Rheinmetall Verseidag Ballistic Protection Systems are the Group’s experts for passive protection products. These are made of lightweight, high-performance materials, designed for inclusion in tactical vehicles, helicopters or ships for protecting passengers and crew.
- “Softkill” solutions offer excellent protection for ground vehicles as well as fixed-wing aircraft helicopters and ships. Smoke/obscurant systems like “Rosy” make vehicles invisible to the enemy in the event of an ambush, etc.
- Active protection systems such as Rheinmetall’s ADS neutralize incoming projectiles before they reach their target.
Rheinmetall Group

### Automotive – Segment report

<table>
<thead>
<tr>
<th>€ million</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
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</thead>
<tbody>
<tr>
<td>Sales</td>
<td>2,249</td>
<td>2,055</td>
<td>1,522</td>
<td>1,982</td>
<td>2,313</td>
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<tr>
<td>EBITDA</td>
<td>237</td>
<td>184</td>
<td>-70</td>
<td>183</td>
<td>254</td>
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<tr>
<td>Amortization / depreciation</td>
<td>117</td>
<td>123</td>
<td>117</td>
<td>102</td>
<td>103</td>
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<tr>
<td>EBIT</td>
<td>120</td>
<td>61</td>
<td>-187</td>
<td>81</td>
<td>151</td>
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<tr>
<td>EBIT margin (%)</td>
<td>5.3</td>
<td>3.0</td>
<td>-12.3</td>
<td>4.1</td>
<td>6.5</td>
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<tr>
<td>Capital expenditures</td>
<td>148</td>
<td>146</td>
<td>70</td>
<td>96</td>
<td>104</td>
</tr>
<tr>
<td>Employees (Dec. 31)</td>
<td>11,895</td>
<td>11,682</td>
<td>10,339</td>
<td>10,816</td>
<td>11,548</td>
</tr>
</tbody>
</table>

### Defence – Segment report

<table>
<thead>
<tr>
<th>€ million</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>1,757</td>
<td>1,814</td>
<td>1,898</td>
<td>2,007</td>
<td>2,141</td>
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<tr>
<td>Order intake</td>
<td>1,804</td>
<td>1,723</td>
<td>3,153</td>
<td>1,977</td>
<td>1,831</td>
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<tr>
<td>Order backlog (Dec. 31)</td>
<td>2,868</td>
<td>3,307</td>
<td>4,590</td>
<td>4,772</td>
<td>4,541</td>
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<tr>
<td>EBITDA</td>
<td>211</td>
<td>237</td>
<td>263</td>
<td>297</td>
<td>303</td>
</tr>
<tr>
<td>Amortization / depreciation</td>
<td>51</td>
<td>43</td>
<td>48</td>
<td>63</td>
<td>80</td>
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<tr>
<td>EBIT</td>
<td>160</td>
<td>194</td>
<td>215</td>
<td>234</td>
<td>223</td>
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<tr>
<td>EBIT margin (%)</td>
<td>9.1</td>
<td>10.7</td>
<td>11.3</td>
<td>11.6</td>
<td>10.4</td>
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<td>Capital expenditures</td>
<td>53</td>
<td>53</td>
<td>74</td>
<td>93</td>
<td>102</td>
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<tr>
<td>Employees (Dec. 31)</td>
<td>7,175</td>
<td>9,217</td>
<td>9,304</td>
<td>9,037</td>
<td>9,833</td>
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Financial Diary

<table>
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<tr>
<th>Date</th>
<th>Quarter</th>
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<tbody>
<tr>
<td>August 10, 2012</td>
<td>Q2 2012</td>
</tr>
<tr>
<td>November 9, 2012</td>
<td>Q3 2012</td>
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