

A photograph of a modern building facade with a grid of windows. A dark blue horizontal bar with a white square on the left contains the text 'RHEINMETALL AG' in white, sans-serif font. The building's facade features a large, dark blue stylized 'R' logo, similar to the one in the top right corner.

RHEINMETALL AG

INTERNATIONAL PARTNER
FOR SECURITY AND MOBILITY

Corporate Presentation / January 2014

Rheinmetall Group

Consolidated income statement

| € million | 2008 | 2009 | 2010 | 2011 | 2012 |
|-----------------------------|--------|--------|--------|--------|--------|
| Sales | 3,869 | 3,420 | 3,989 | 4,454 | 4,704 |
| EBITDA | 411 | 180 | 464 | 538 | 495 |
| EBIT | 245 | 15 | 297 | 354 | 301 |
| EBIT margin (%) | 6.3 | 0.4 | 7.4 | 7.9 | 6.4 |
| EBT | 193 | - 46 | 229 | 295 | 239 |
| Group net income | 142 | - 52 | 174 | 225 | 190 |
| Earnings per share (€) | 4.09 | - 1.60 | 4.23 | 5.55 | 5.00 |
| Dividend per share (€) | 1.30 | 0.30 | 1.50 | 1.80 | 1.80 |
| Amortization / depreciation | 166 | 165 | 167 | 184 | 194 |
| Employees (Dec. 31) | 21,020 | 19,766 | 19,979 | 21,516 | 21,767 |

Consolidated balance sheet

| € million | 2008 | 2009 | 2010 | 2011 | 2012 |
|------------------|-------|-------|-------|-------|-------|
| Total assets | 3,612 | 3,835 | 4,460 | 4,832 | 4,899 |
| Total equity | 1,080 | 1,134 | 1,355 | 1,546 | 1,461 |
| Net liquidity | - 205 | + 44 | - 76 | - 130 | - 98 |
| Pension accruals | 577 | 610 | 677 | 729 | 920 |

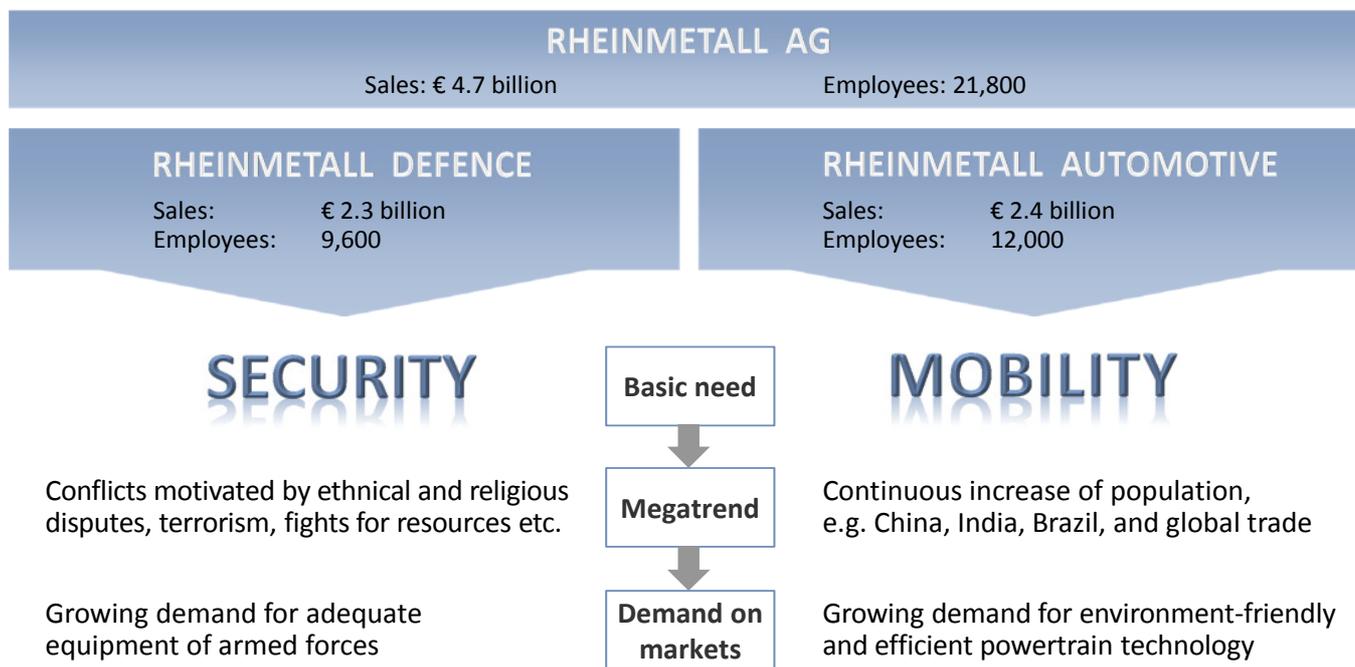
Consolidated cash flow statement

| € million | 2008 | 2009 | 2010 | 2011 | 2012 |
|--------------------------|------|------|------|------|------|
| Cash Flow | 308 | 120 | 344 | 402 | 372 |
| Free operating cash flow | 118 | 186 | - 39 | 93 | 125 |



International partner for security and mobility

Addressing the basic needs and megatrends in Defence and Automotive



All figures FY 2012



A brief review

What were the main topics in 2013?





Group outlook 2013

Strong performance in Automotive, weakness in Defence

| | Sales <i>in € billion</i> | EBIT <i>in € million</i> |
|--------------|------------------------------|-----------------------------|
| Group | 4.7 - 4.8 | 180 - 200* |
| | Restructuring costs | 75 - 85 |
| Defence | 2.3 | 60** |
| | Restructuring costs | 40 - 50 |
| Automotive | 2.4 - 2.5 | 140 - 150** |
| | Restructuring costs | 35 |

▶ Preliminary figures will be presented on February 19, 2014.

* Including holding costs, before restructuring costs

** Before restructuring costs



Mid-term strategy program “Rheinmetall 2015”

The way forward

Two pillars

- Defence and Automotive with good growth potential
- Risk diversification for the Group

Internationalization



- Higher proportion of business outside of Europe in both segments
- JV in Russia founded, sales office in Saudi Arabia opened
- Subsidiary for large-bore pistons in China launched, production site in Mexico expanded

Growth by products and innovation



From 2015 organic growth of 3-5% (CAGR), normal business cycle provided

Cost efficiency



Restructuring program: all measures booked in 2013 (€ 75-85 mn), full savings effect from 2015 (€ 60-75 mn p.a.)



RHEINMETALL DEFENCE



The divisional structure of Defence Broad range of technologically leading products



Defence: € 2.3 billion

| Combat Systems € 1.1 billion | Electronic Solutions € 0.7 billion | Wheeled Vehicles € 0.6 billion |
|--|--|--|
| Combat Platforms | Air Defence & Naval Systems | Logistic Vehicles |
| Infantry | Mission Equipment | Tactical Vehicles |
| Protection Systems | Simulation and Training | |
| Propulsion Systems | | |
| Combat International | | |

Rheinmetall International Engineering

Sales figures FY 2012, intra-company sales not eliminated



New joint venture with Ferrostaal started January 2014 Door opener and accelerator for further internationalization



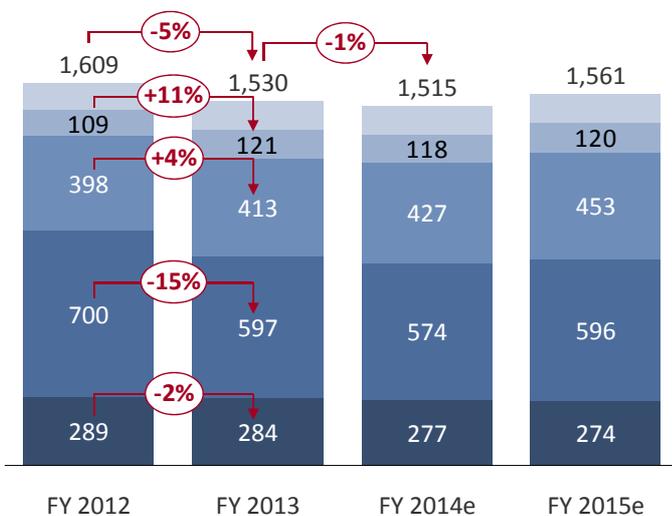
Medium- and long-term **benefits for Rheinmetall**

- 1 Accelerating the internationalization** of Rheinmetall Defence, especially in markets to which Rheinmetall Defence had only limited access before, e.g. Latin America, Northern Africa
- 2 Meeting the growing demand for local defence technology infrastructure**, esp. in emerging markets (e.g. turn-key plant)
- 3 Improving Rheinmetall's capacities and capabilities in project management** by experienced project managers



Looking at the markets Attractive growth prospects in Asia and Middle East

Defence spending by region in US\$ billion



- Global defence spending **decreased** in 2013
- **Important customers** of Rheinmetall **affected** by budget cuts and troop withdrawals
- Stagnating established markets, but **attractive growth prospects in Asia and Middle East**

Rest of the World Asia Europe
MENA* North America

* MENA = Middle East and Northern Africa
Source: IHS Jane's (January 2014), Rheinmetall team analysis



Major orders New international customers for tanks and ammunition



Indonesia

Leopard 2 tanks, Marder tanks, ammunition and services

Order volume: € 216 million



Qatar

Leopard 2 components, self-propelled howitzers PzH 2000, ammunition and services

Order volume: € 475 million



Major orders Future sales growth for trucks and ammunition



Australia

Military trucks, almost half of the vehicles equipped with Rheinmetall's protected cabin

Order volume: € 1,100 million



MENA country

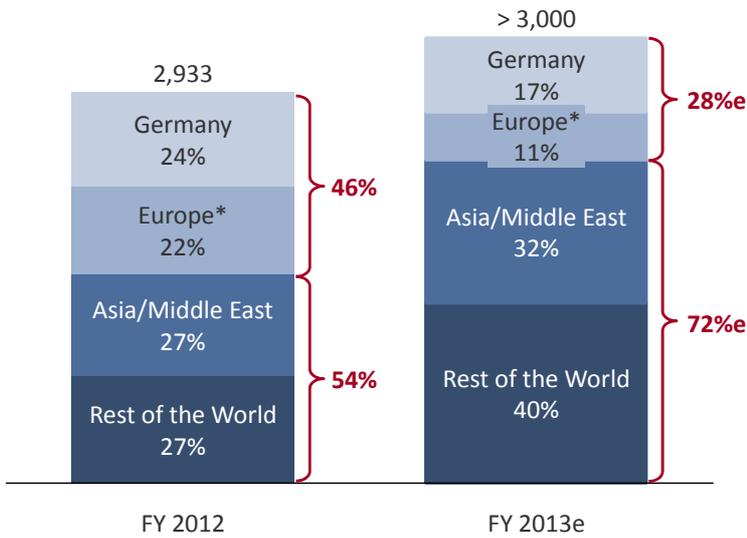
Naval ammunition in various calibers

Order volume: € 320 million



Increasing share of orders received from growth regions Order backlog at a high level

Order intake by region in € million resp. %



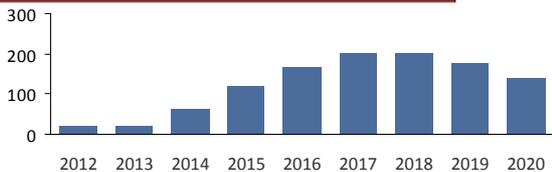
Order backlog achieved a high level of more than € 6 billion.

* Excluding Germany

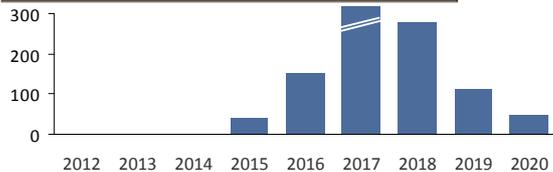


Turning order backlog into sales Sales development for top projects per division

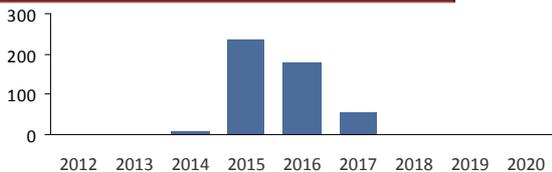
Puma series contract (€ 1.1 billion*)



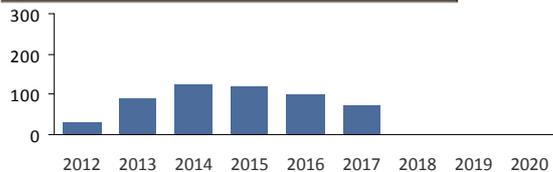
Military trucks Australia (€ 1.1 billion*)



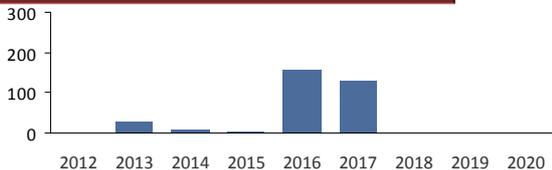
Leopard2 / PzH2000 Qatar (€ 475 million*)



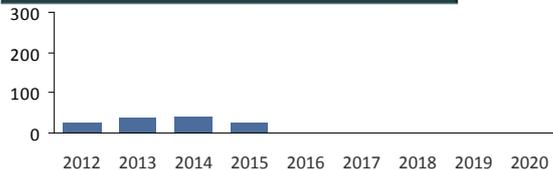
Boxer Netherlands (€ 550 million*)



Naval ammunition MENA (€ 320 million*)



Training center Russia (> € 100 million*)

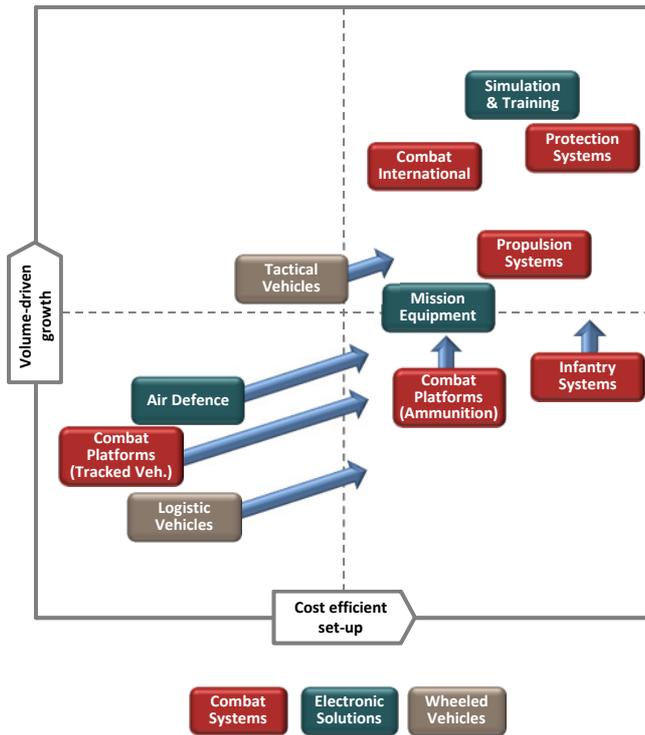


* Figures refer to order volume



Drivers for increasing profitability

Achieving break-even in the vehicles business and in Air Defence



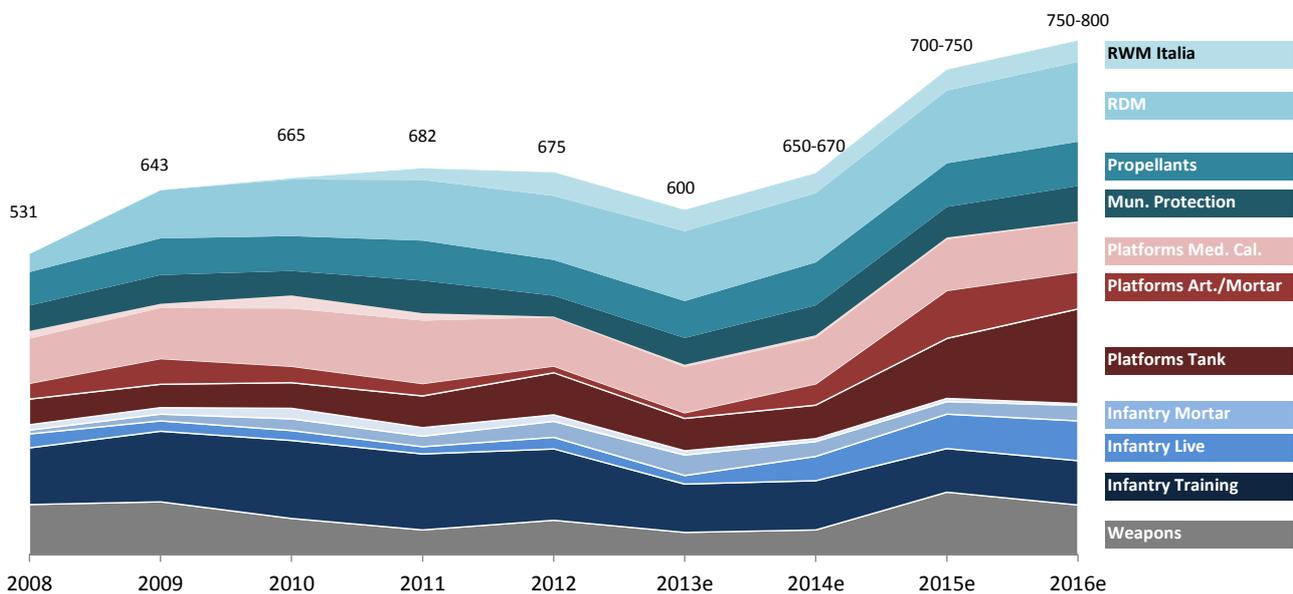
- 1 System orders will generate increasing sales, e.g.
 - Boxer Netherlands and Fox Algeria (Tactical Vehicles)
 - Puma for German forces and tanks for Qatar and Indonesia (Tracked Vehicles)
 - Australian order (Logistic Vehicles)
 - Air Defence systems for Asian customers
- 2 Restructuring measures will improve cost efficiency, esp. in Air Defence, Tracked Vehicles and Logistic Vehicles
- 3 In addition, the weapon and ammunition business is expected to recover



Recovery of weapon and ammunition business

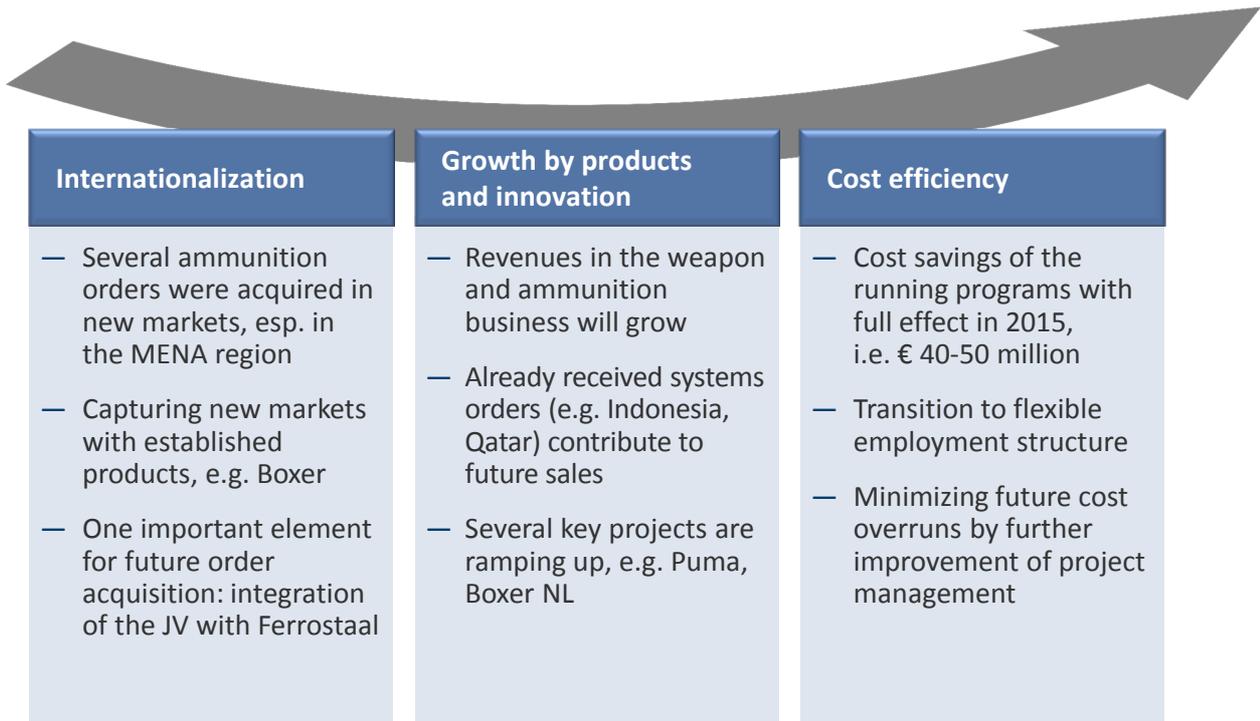
Sales growth from 2014 on, mainly driven by booked orders

Sales of weapon and ammunition business in € million





Mid-term strategy program “Rheinmetall 2015” Path to improved profitability in Defence



Shaping the future Strategic perspectives for Defence



- **Safeguarding global technological leadership** in the ammunition business, e.g. by newly developed fuzes
- Concentrating on **combat training centers** to boost the simulation business
- **Developing a new medium-heavy platform and an amphibious vehicle** for the demand of international customers
- **Integrating missile technology** in order to expand the product range of Air Defence



RHEINMETALL AUTOMOTIVE



The divisional structure of Automotive **Focused on the attractive segment of powertrain technology**



Automotive: € 2.4 billion

| Hardparts € 1.1 billion | Mechatronics € 1.1 billion | Motor Service € 0.3 billion |
|----------------------------|-------------------------------|--------------------------------|
| Pistons | Pierburg | International |
| Aluminum Technology | Pierburg Pump Technology | Domestic |
| Bearings | | |
| Large-bore pistons | | |

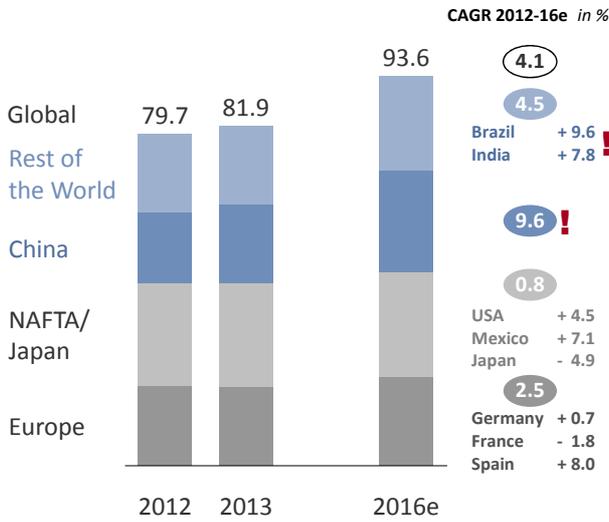
Sales figures FY 2012, intra-company sales not eliminated



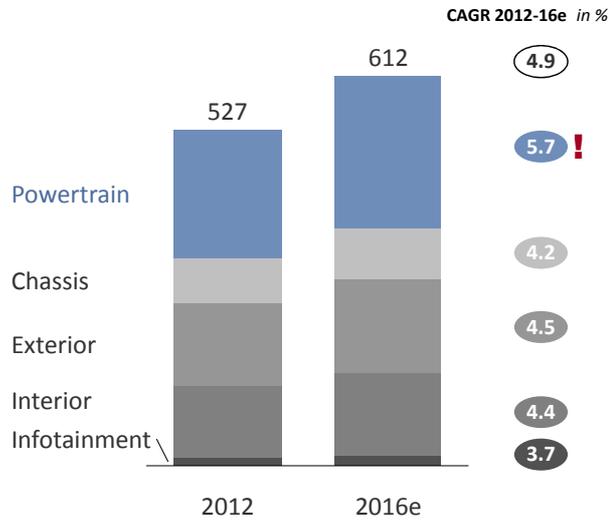
Looking at the markets

Growth signals for light vehicles and components

Expected production of light vehicles by region
in million units



Global automotive component market
in € billion



▶ Long-term global growth especially driven by emerging markets

▶ Powertrain segment with strongest growth

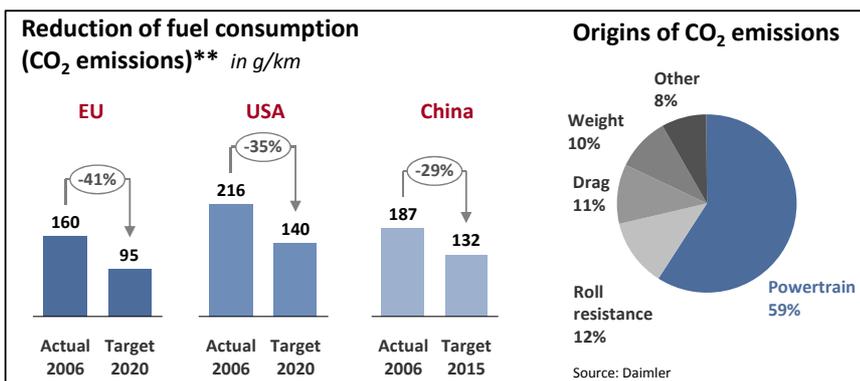
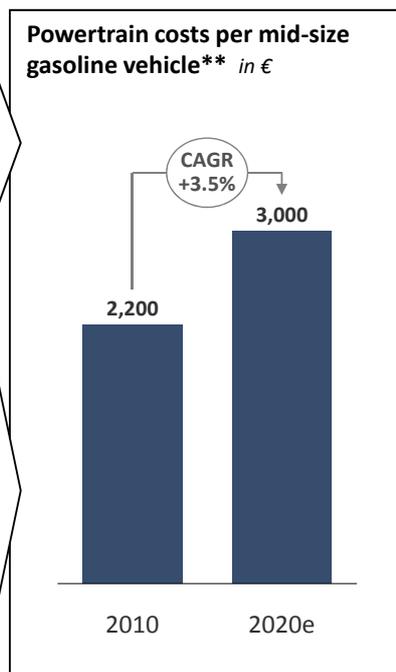
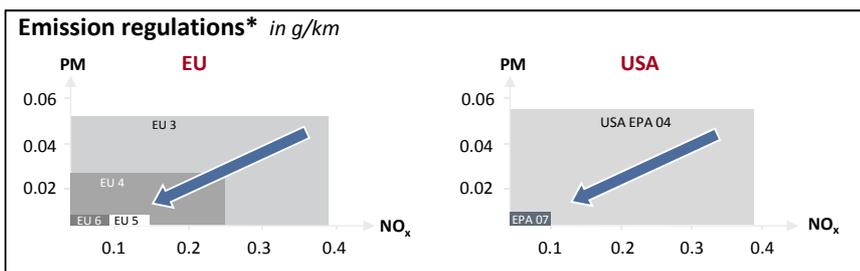
Source: IHS Automotive (December 2013)

Source: IHS Autolnsight 2012



Megatrend environmental protection

Growth in powertrain technology by reducing emissions and fuel consumption

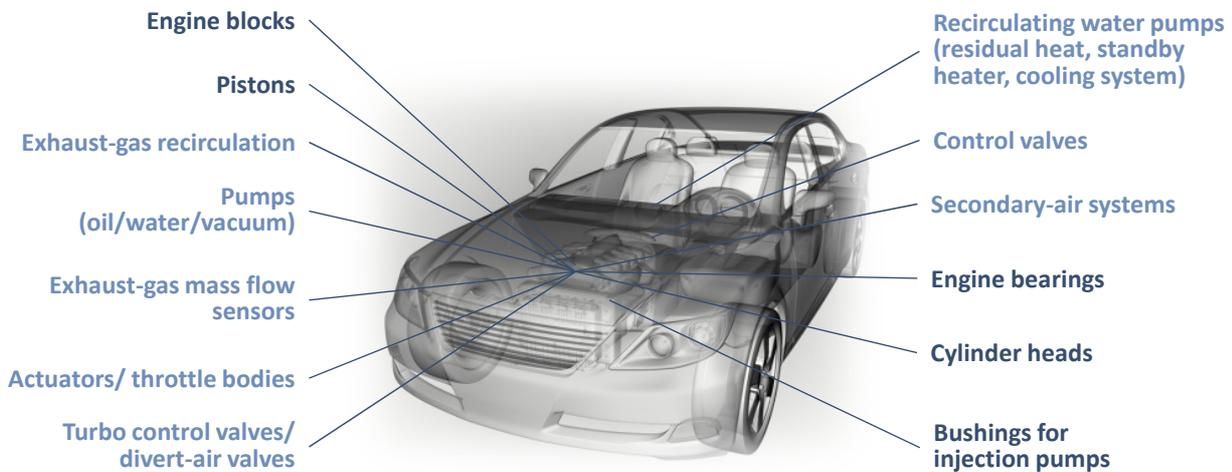


* Source: DieselNet; PM (particulate matter): g/km; NO_x (nitrogenous oxide): g/km

** Source: Roland Berger (2010/2011)



Growth market powertrain technology Automotive well-positioned with broad range of products

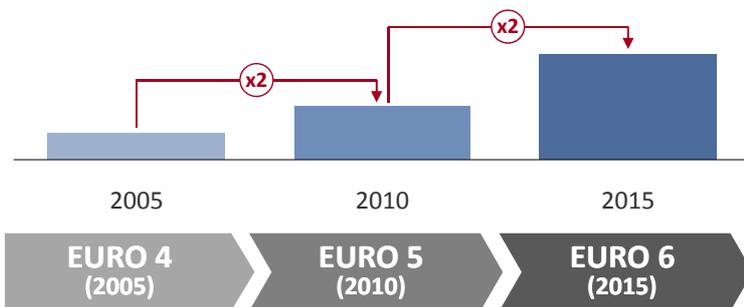


Mechatronics Hardparts



Stricter emission regulations Increasing importance of Mechatronics products

Estimated value-added of Rheinmetall Automotive per vehicle for EGR products



Truck business expected to follow



EGR valve



EGR cooling module



Double EGR cooling
High/low pressure

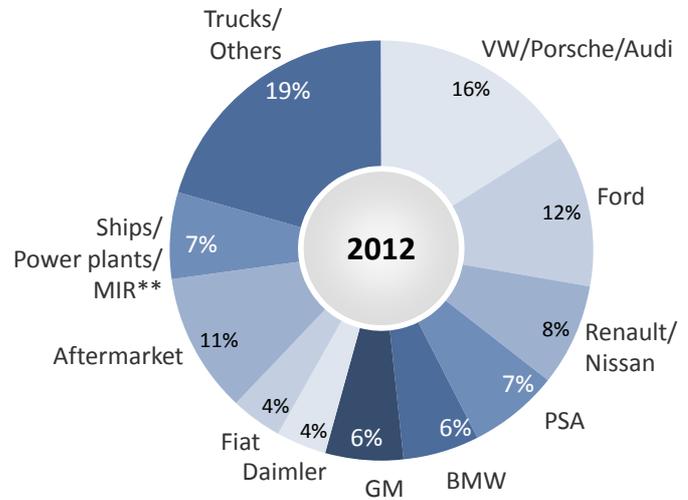
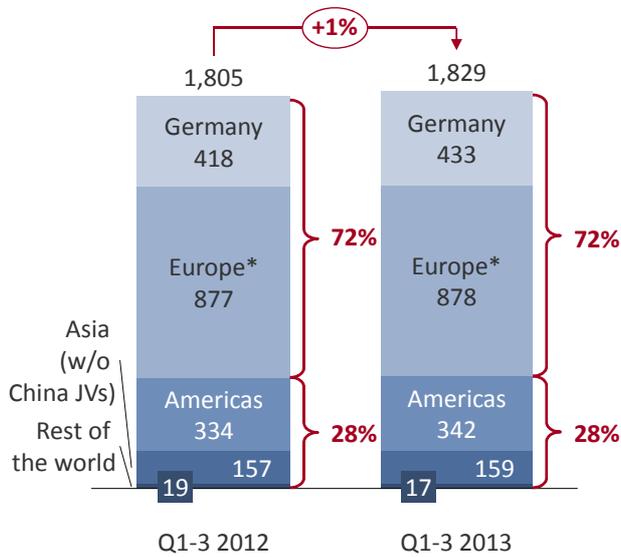
* EGR = Exhaust gas recirculation



Slight sales growth due to German and American markets Automotive benefits from balanced customer base

Sales by region in € million

Sales by customer in %



* Excluding Germany

** MIR = Marine, Industry, Recreation



Growth market China Significant extension of the footprint in 2013

3 Joint Ventures (50 : 50)



KPSNC
Shanghai Loutang (Head office)
Cylinder heads, engine blocks and structural body parts



KPSNC
Kunshan
Cylinder heads and engine blocks



KPSNC
Yantai Fushan
Cylinder heads



KPSNC
Shanghai Waigang
Machining of engine blocks



KSP
Shanghai Anting
Pistons



PHP
Shanghai Yuepuzhen
Electrical & mechanical pumps
SOP 2014

3 Wholly Foreign-owned Enterprises



Pierburg China
Kunshan
AGR modules, Electric throttle bodies



KS Large-bore pistons
Kunshan
SOP 2013



MS Motor Service Asia Pacific
Shanghai Waigaoqiao, Kunshan
in free-trade area

Subsidiary of a JV



Pierburg Mikuni Pump Technology
Shanghai Zhangjiang
Water- & oil pumps

KSPG House



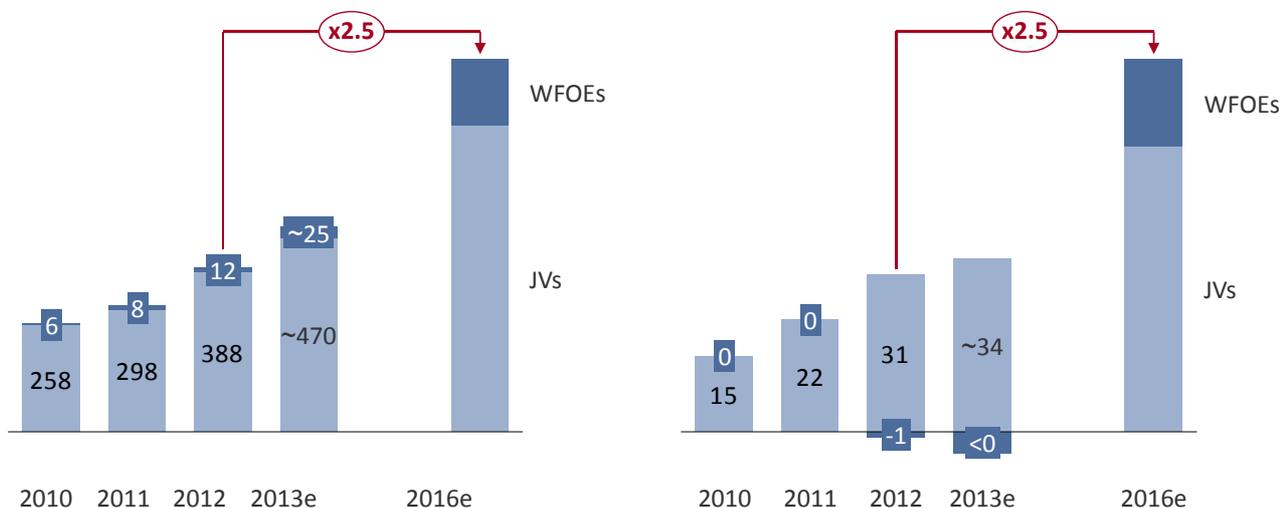
Head office
Shanghai Zhangjiang
Head office for all 100% subsidiaries



Growth market China Strong increase of sales and earnings expected

Sales in € million

EBIT in € million



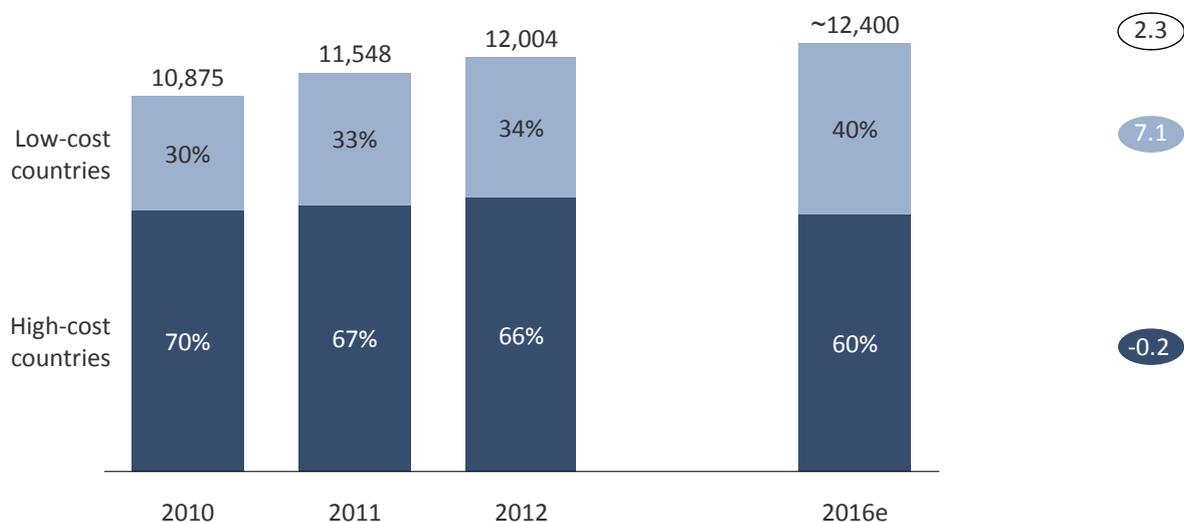
* Rheinmetall Automotive owns 50% of the joint ventures, consolidated at equity



Internationalization strategy Headcount in low-cost countries continuously increases

Split of headcount by high cost- and low-cost countries in FTE* resp. %

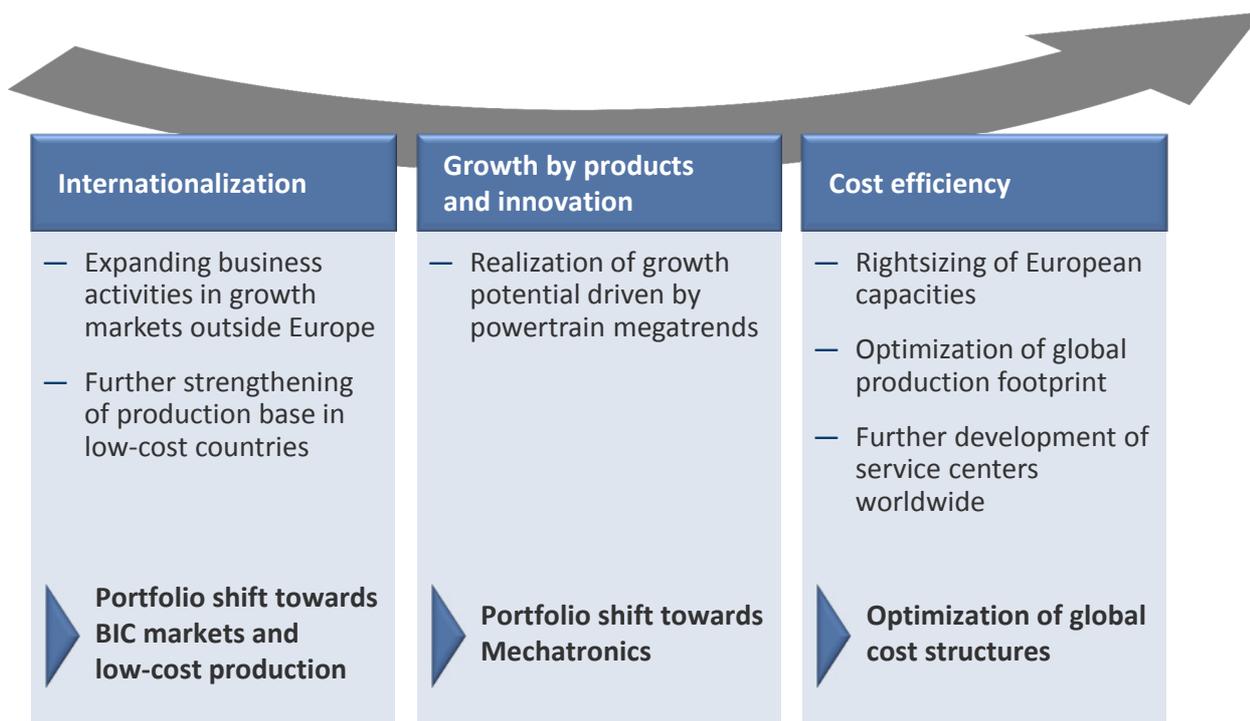
CAGR 2010-16e in %



* FTE = Full-time equivalents



Mid-term strategy program “Rheinmetall 2015” Path to improved profitability in Automotive



Shaping the future Strategic perspectives for Automotive



- Intensifying the **internationalization of the Mechatronics** business
- **Transferring light vehicle know-how to the truck business**, e.g. steel pistons, variable pumps, EGR products
- **Optimizing the portfolio**, e.g. by suitable acquisitions/divestments
- Developing **products for alternative engine technology**, e.g. range extender, heat exchanger



SUMMARY



Key takeaways

- For **Rheinmetall**, 2013 was a year of transition to regain strong profitability from 2015 on
- The comprehensive **restructuring program** to be executed from 2013 to 2015 will be an important milestone in both segments
- In **Defence**, profitable sales growth will be achieved in the medium term
 - due to the excellent order situation
 - due to adjusted cost structures
- In **Automotive**, further growth and increased profitability will be achieved
 - due to the recovery of the European car market and the strong international market trends
 - due to the improved cost structure

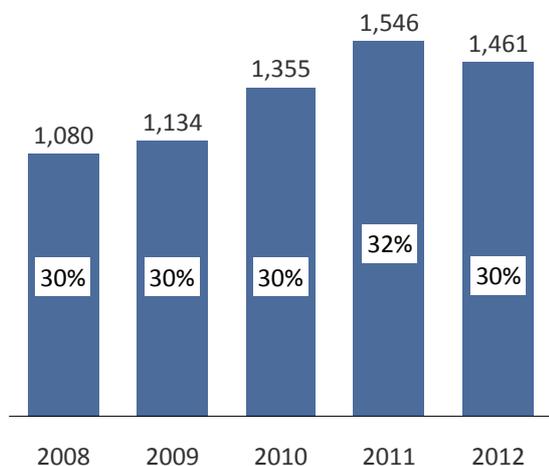


APPENDIX GROUP

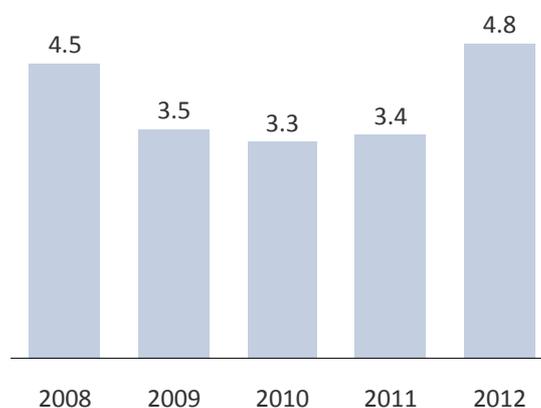


Finance Sound equity ratio

Equity (at year-end) in € million
Equity ratio in %



Rheinmetall – own shares (at year-end) in %

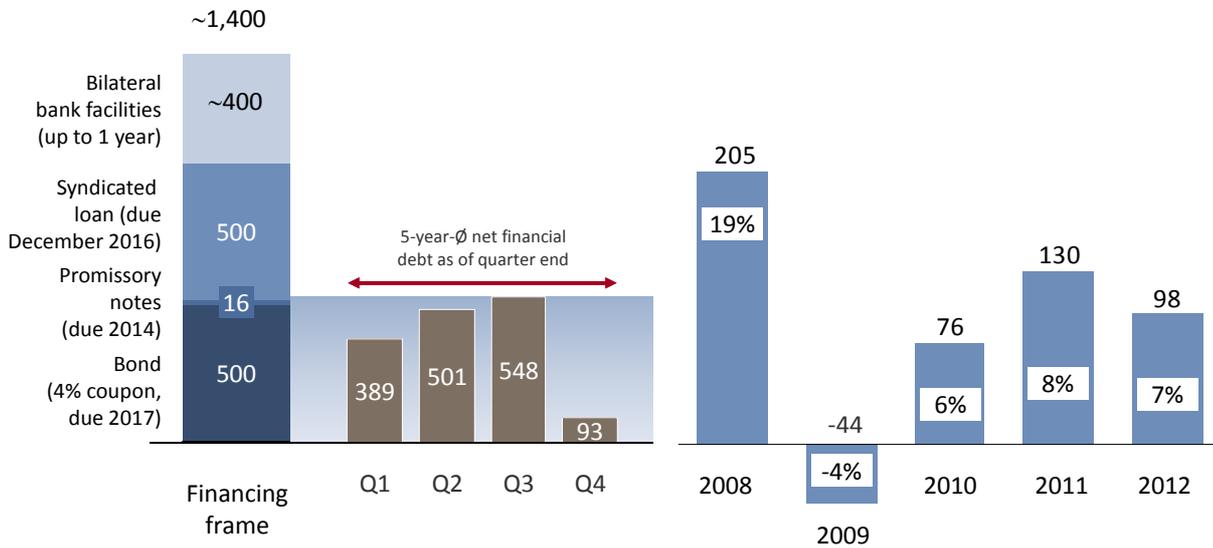




Solid balance sheet High cash credit facilities and low financial debt

Cash credit facilities (as of September 30, 2013)
in € million

Net financial debt (at year-end) in € million
Net gearing in %



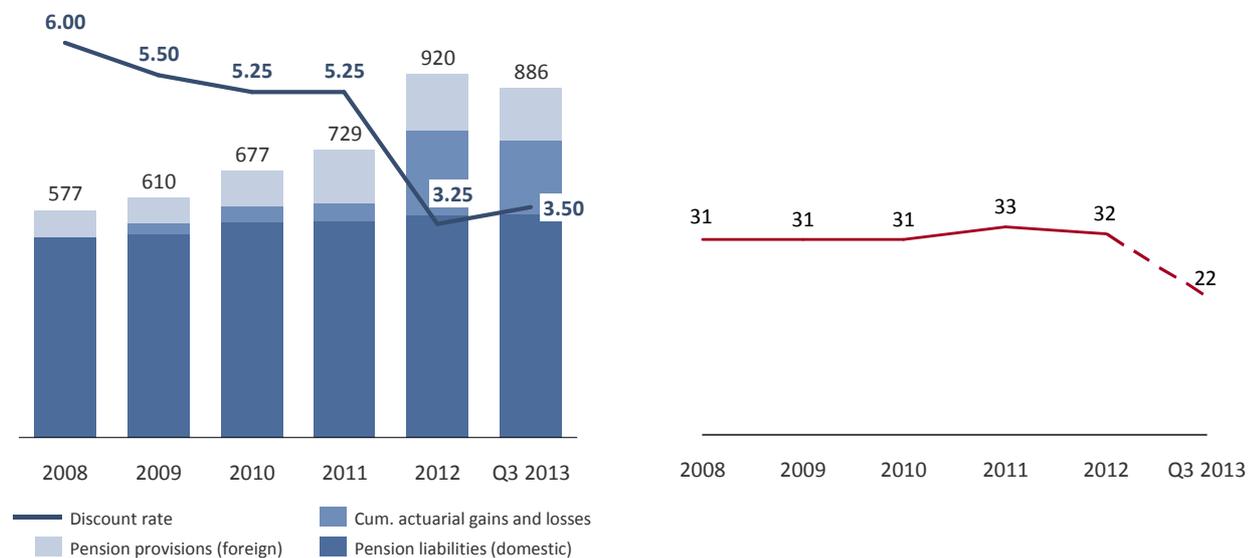
* Net debt in % of equity



Solid balance sheet Rising pension liabilities, but current expenses stable

Pension liabilities and discount rate*
in € million resp. in %

Domestic pension payments in € million



* Discount rate for German pension liabilities of Rheinmetall



Q1-3 2013 Financial highlights

| Rheinmetall Group <i>in € million</i> | Q1-3 2012* | Q1-3 2013 | Δ Q1-3 2013/ Q1-3 2012 |
|--|------------|-----------|---------------------------|
| Sales | 3,275 | 3,092 | - 183 |
| Operational earnings (EBIT before special items) | 122 | 60 | - 62 |
| Special items (one-offs, restructuring costs) | 48 | - 60 | - 108 |
| EBIT (reported) | 170 | 0 | - 170 |
| Group net income | 93 | - 47 | - 140 |
| Earnings per share <i>in €</i> | 2.66 | - 0.63 | - 3.29 |
| Cash flow | 226 | 97 | - 129 |
| Free cash flow from operations | - 382 | - 359 | + 23 |
| Employees | 21,731 | 21,525 | - 206 |

- Decline in sales and earnings due to **weak Defence performance**
- **Free cash flow from operations improved**
- **Holding and other costs remain at a low level**

* 2012 figures restated for retrospective application of IAS 19 Employee Benefits (revised 2011)

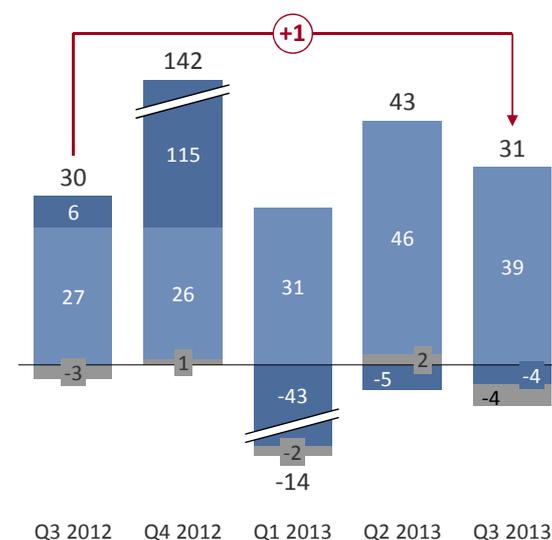


Quarterly development

■ Sales *in € million*



■ Operational earnings* *in € million*



■ Defence ■ Automotive ■ Consolidation/Others

* 2012 figures restated for retrospective application of IAS 19 Employee Benefits (revised 2011)



Update on restructuring programs

Reducing capacities in order to handle changed market environment

| | Costs 2012 | Costs 2013 | | Total reduction of employees until 2015 | Expected savings 2014 | Full annual savings from 2015 |
|--|------------|------------|--------|---|-----------------------|-------------------------------|
| | | Q1-3 | Q4e | | | |
| Combat Systems (esp. Tracked Vehicles) | 17 | 10 | 2 - 12 | 150 - 170 | ~15 | 40 - 50 |
| Electronic Solutions (esp. Air Defence Zurich) | 3 | 3 | | 100 - 130 | | |
| Wheeled Vehicles (esp. Logistic Vehicles) | 0 | 25 | | 250 | | |
| Total Defence | 20 | 38 | | 500 - 550 | | |
| Hardparts (esp. Pistons Thionville/Neckarsulm) | 0 | 15 | 13 | 440 | ~10 | 20 - 25 |
| Mechatronics (esp. merging Neuss/Nettetal) | 0 | 7 | | 100 | | |
| Total Automotive | 0 | 22 | | 540 | | |

Booked in Q3:

| | | |
|------------|----------------------|-------------|
| Defence | Combat Systems | € 9 million |
| | Electronic Solutions | € 3 million |
| Automotive | Hardparts | € 1 million |

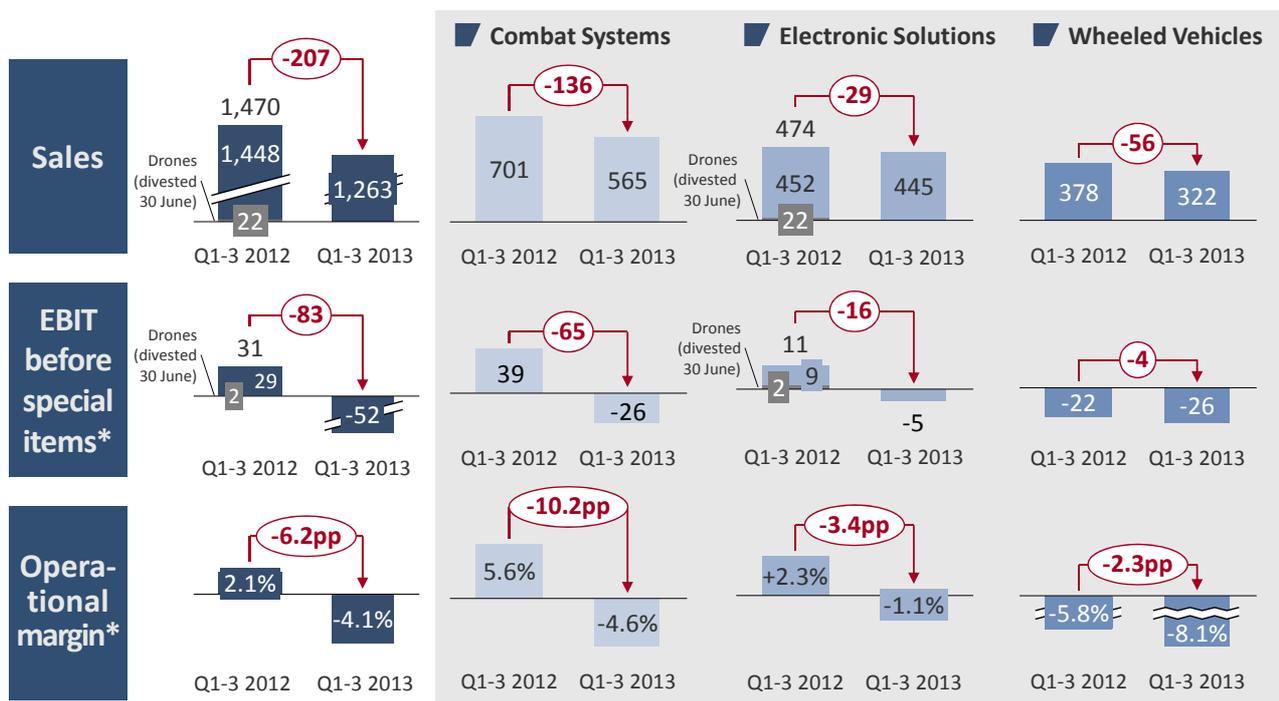
Costs and savings in € million



APPENDIX DEFENCE



Key figures Defence by division (operational before special items)



Figures before intrasegmental consolidation

* 2012 figures restated for retrospective application of IAS 19 Employee Benefits (revised 2011)



Q1-3 2013 - Defence in a transition year

Good order situation, sales still below previous year's level

| Rheinmetall Defence in € million | Q1-3 2012* | Q1-3 2013 | Δ Q1-3 2013/ Q1-3 2012 |
|--|------------|-----------|---------------------------|
| Order intake | 1,578 | 2,644 | + 1,066 |
| Order backlog | 4,528 | 6,285 | + 1,757 |
| Sales | 1,470 | 1,263 | - 207 |
| Operational earnings (EBIT before special items) | 31 | - 52 | - 83 |
| Special items (one-offs, restructuring costs) | 48 | - 38 | - 86 |
| EBIT (reported) | 79 | - 90 | - 169 |
| Employees | 9,700 | 9,355 | - 345 |

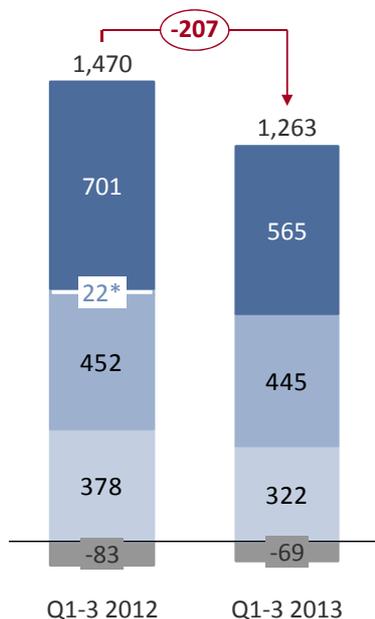
- **Order backlog grew by 39%** compared to previous year
- **Sales** continue to be **weak in all three divisions**, sales of Wheeled Vehicles stabilizing
- **Restructuring program** already **impacting headcount**

* 2012 figures restated for retrospective application of IAS 19 Employee Benefits (revised 2011)

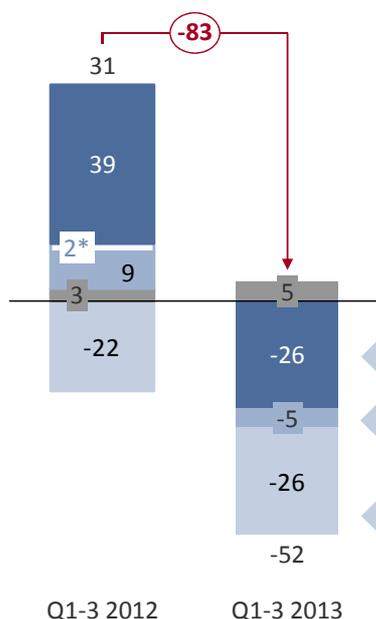


Q1-3 2013 - Weak operational performance Earnings impacted by lower sales and cost overruns

Sales Defence in € million



Operational earnings Defence in € million



- Combat Systems
- Electronic Solutions
- Wheeled Vehicles
- Consolidation/Others

Reasons for earnings development

Combat Systems

- Lower sales in tracked vehicles and ammunition
- Cost overruns

Electronic Solutions

- Lower sales in Air Defence
- Cost overruns

Wheeled Vehicles

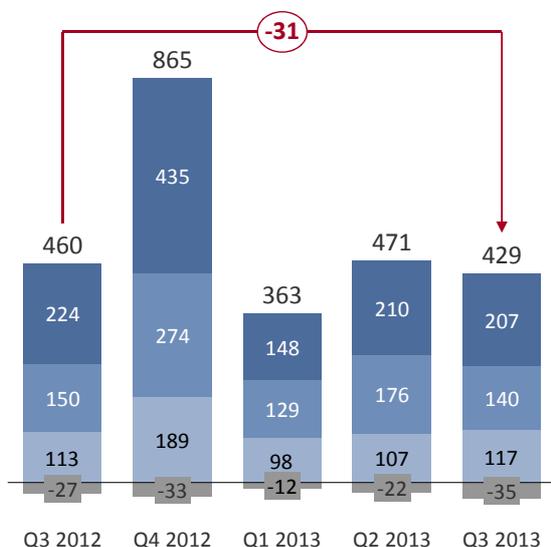
Loss mainly generated in H1, Q3 indicates improvement

* 51% of drone business divested in Q2 2012

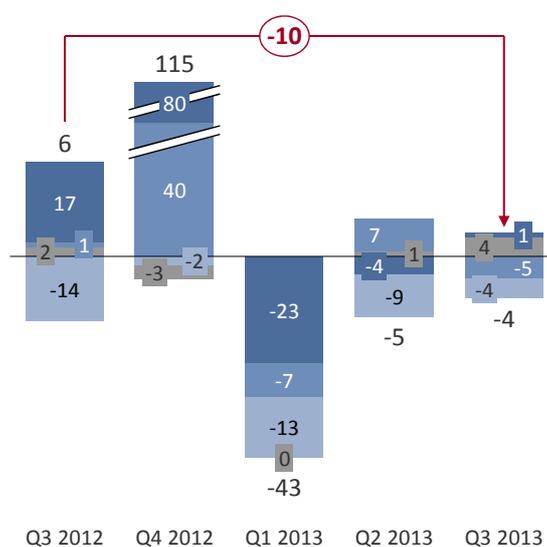


Quarterly development

Sales Defence in € million



Operational earnings Defence* in € million

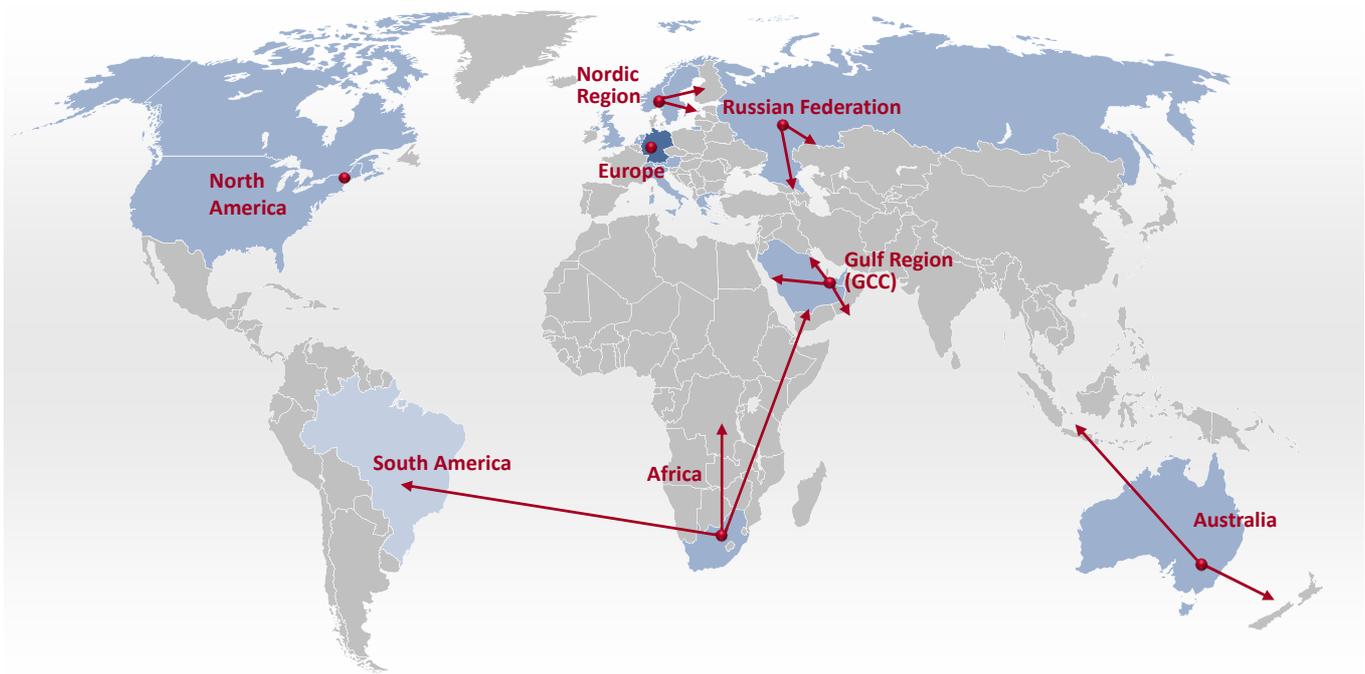


- Combat Systems
- Electronic Solutions
- Wheeled Vehicles
- Consolidation/Others

* 2012 figures restated for retrospective application of IAS 19 Employee Benefits (revised 2011)



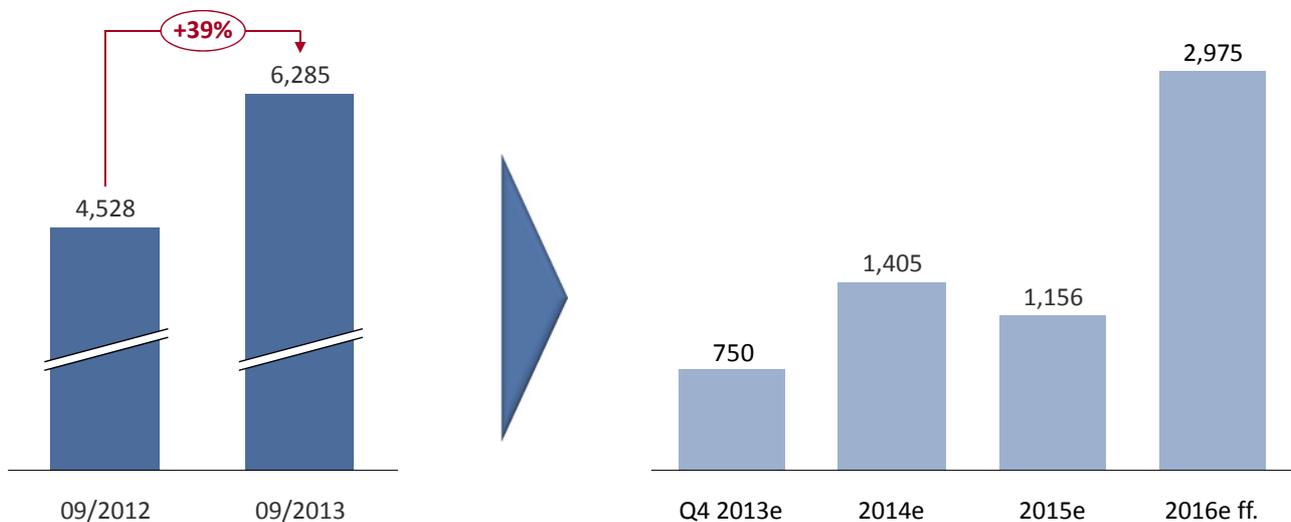
“Rheinmetall 2015” Acquisition of new markets by hub strategy



Order backlog Backbone for top line growth in the medium term

Order backlog September 2013... in € million

...turning into sales in € million





Weapon and ammunition business

Orders worth € 750 million from the MENA* region in the past 15 months

| Project | Received in | € million |
|--|-------------|------------|
| Naval ammunition contract | 11/2012 | 320 |
| Tank and artillery ammunition | 06/2013 | 174 |
| 155mm & plant engineering (Rheinmetall Denel Munition) | 05/2013 | 72 |
| Weapons for Leopard 2 and self-propelled howitzer PzH 2000 | 06/2013 | 69 |
| MK 83 bombs | 12/2012 | 63 |
| 120mm ammunition (Rheinmetall Denel Munition) | 07/2013 | 54 |
| | | 752 |

* MENA = Middle East and North Africa



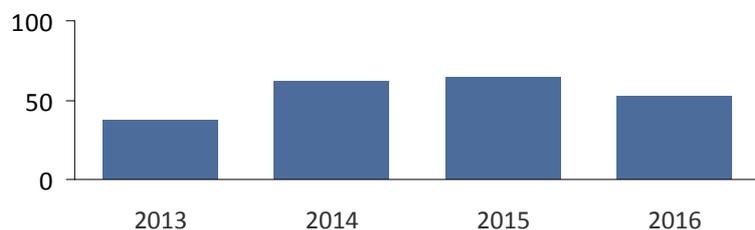
Recent order intake

Large-scale contract for Tracked Vehicles, booked in Q4 2013



- **Indonesia as a new international customer** for Tracked Vehicles
- **Delivery of 156 refurbished and upgraded tracked vehicles, e.g. Leopard 2 and Marder, in different configurations until 2016**
- **Additional delivery of ammunition and provision of services in Indonesia**
- **Order volume** of € 216 million
- **Vehicles will be refurbished and upgraded in Germany**

Expected split of sales by years in € million





High order backlog of more than € 6 billion Strong backbone for future sales



Combat Systems

- Puma: order volume > € 1 billion
- Tank howitzers, Leopard 2 components and ammunition for Qatar (order volume € 475 million)
- Naval ammunition order from a MENA country (order volume € 320 million)

Electronic Solutions

- Air Defence equipment for Asian customers and Brazil (order volume € 284 million)
- Combat Training Center for the Russian Federation (order volume > € 100 million)
- Weapon stations for CROWS III (USA) (sales potential up to US\$ 100 million)

Wheeled Vehicles

- Military trucks for Australia (order volume € 1.1 billion)
- Boxer Netherlands: roll-out (order volume ~ € 500 million)
- Fox Algeria: continuation of the order (~ € 200 million already booked)

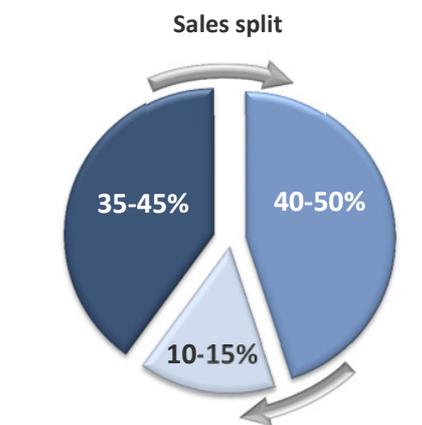


“Rheinmetall 2015” Extension of systems- and service business

Components

- Turrets and weapon stations
- Weapon and ammunition
- Active and passive protection
- Propellants
- Electro-optical components

- Sustainable business with small and medium-sized orders
- Low technological risk, but high margins
- Mainly not affected by budget cuts



Service/Support

for systems and components

- Profitable follow-up business
- Independent of budget restraints

Systems

- Tracked vehicles
- Wheeled vehicles
- Simulation and training
- Air defence

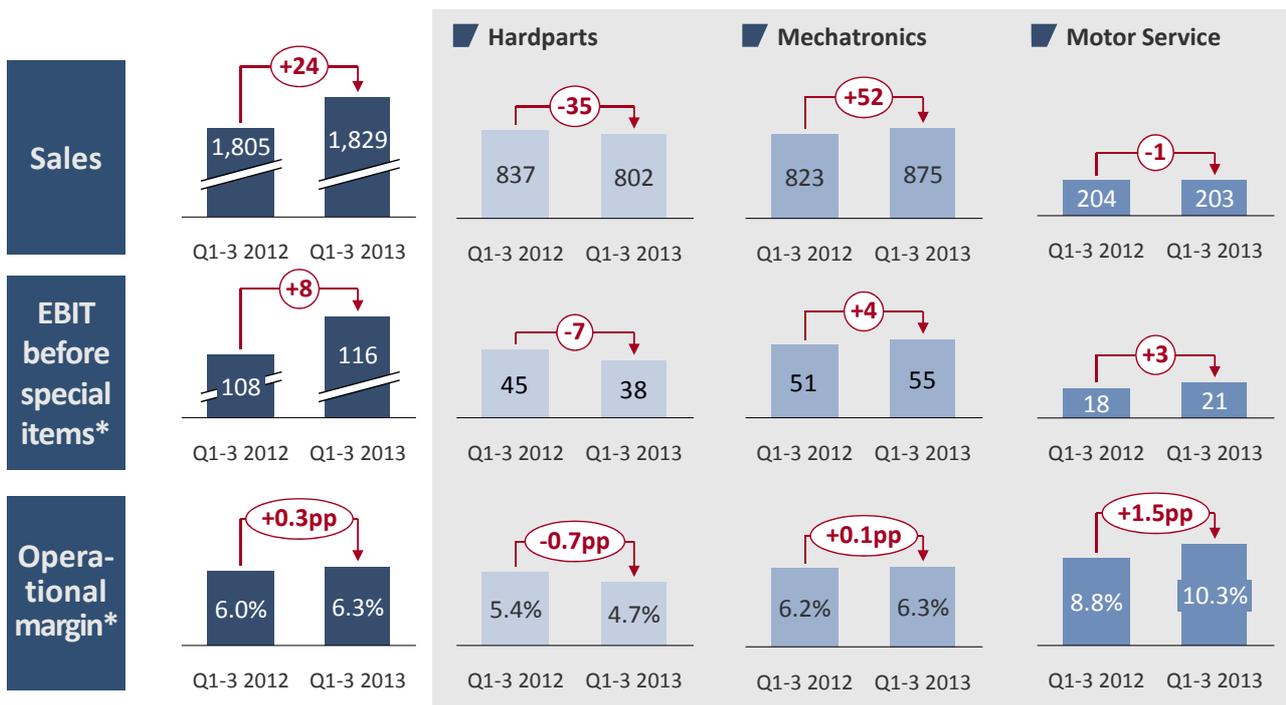
- Large-scale project business
- Long-running contracts
- Project risk management
- Order volume and timing often affected by budget situation



APPENDIX AUTOMOTIVE



Key figures Automotive by division (operational before special items)



Figures before intrasegmental consolidation

* 2012 figures restated for retrospective application of IAS 19 Employee Benefits (revised 2011)



Q1-3 2013 – Slight increase in sales

Operational earnings improved despite a weak European market

| Rheinmetall Automotive <i>in € million</i> | Q1-3 2012* | Q1-3 2013 | Δ Q1-3 2013/ Q1-3 2012 |
|--|------------|-----------|---------------------------|
| Sales | 1,805 | 1,829 | + 24 |
| Operational earnings (EBIT before special items) | 108 | 116 | + 8 |
| Special items (one-offs, restructuring costs) | 0 | - 22 | - 22 |
| EBIT (reported) | 108 | 94 | - 14 |
| Employees | 11,892 | 12,022 | + 130 |

- Sales increased by 7% in Q3, leading to a slight growth of Q1-3 revenues
- Operational margin Q1-3 improved from 6.0% to 6.3%
- Additional R&D costs of € 12 million lowered earnings
- Q4 2013e: based on current market forecasts, we expect a **stable business performance**

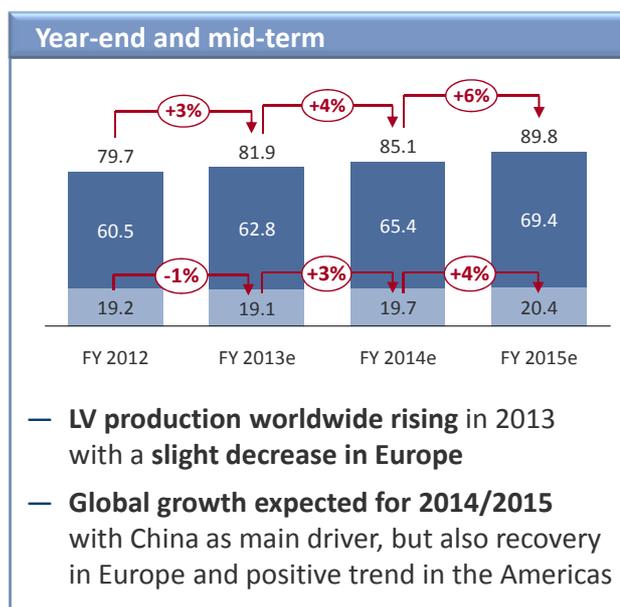
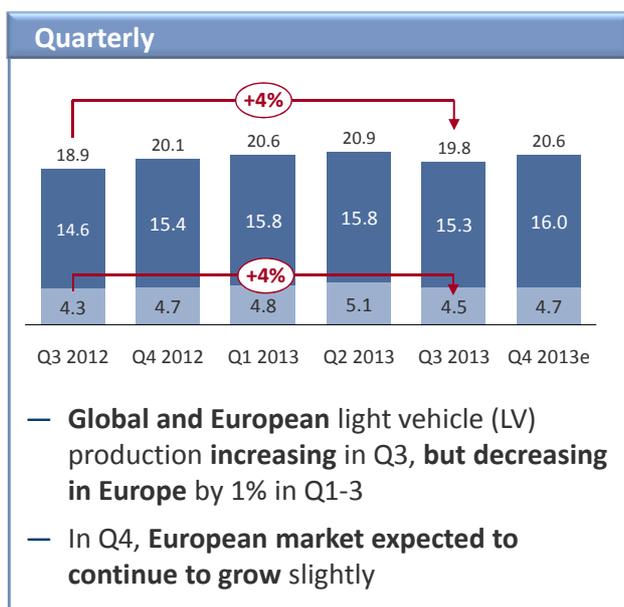
* 2012 figures restated for retrospective application of IAS 19 Employee Benefits (revised 2011)



Looking at the markets

Global growth expected for FY 2013, encouraging mid-term prospects

Global and European production of light vehicles (LV) *in million units*

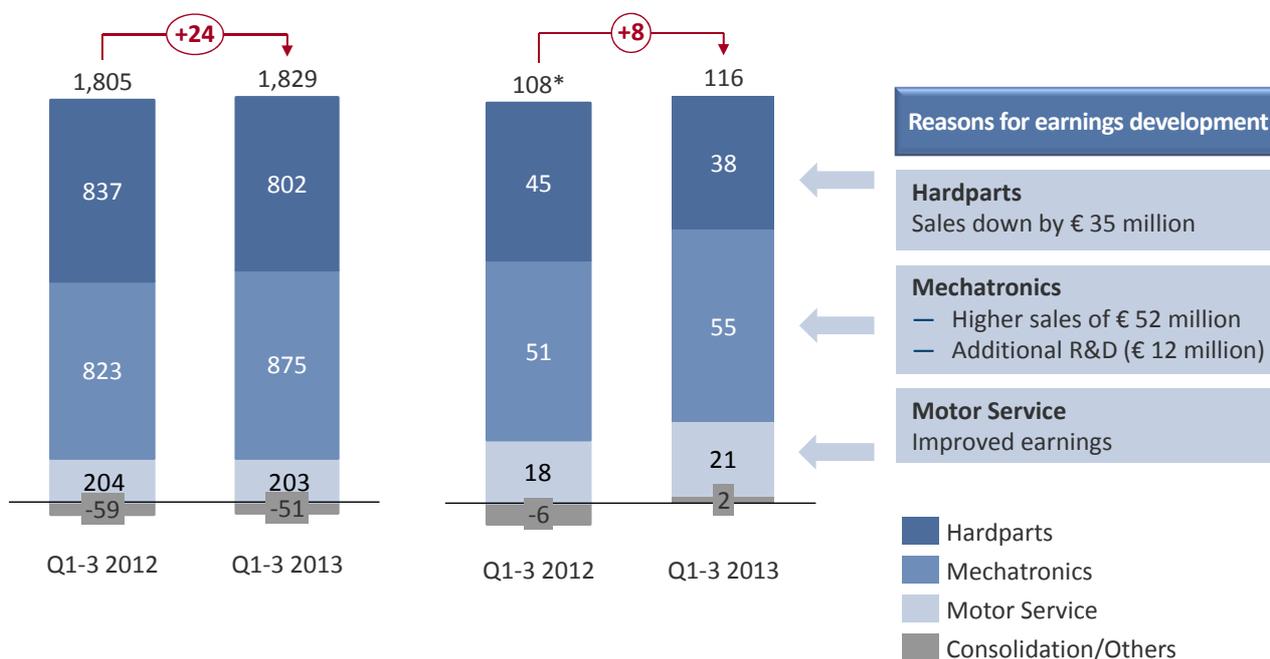




Q1-3 2013 - Top and bottom line growth Positive development of sales and operational earnings

Sales Automotive in € million

Operational earnings Automotive in € million



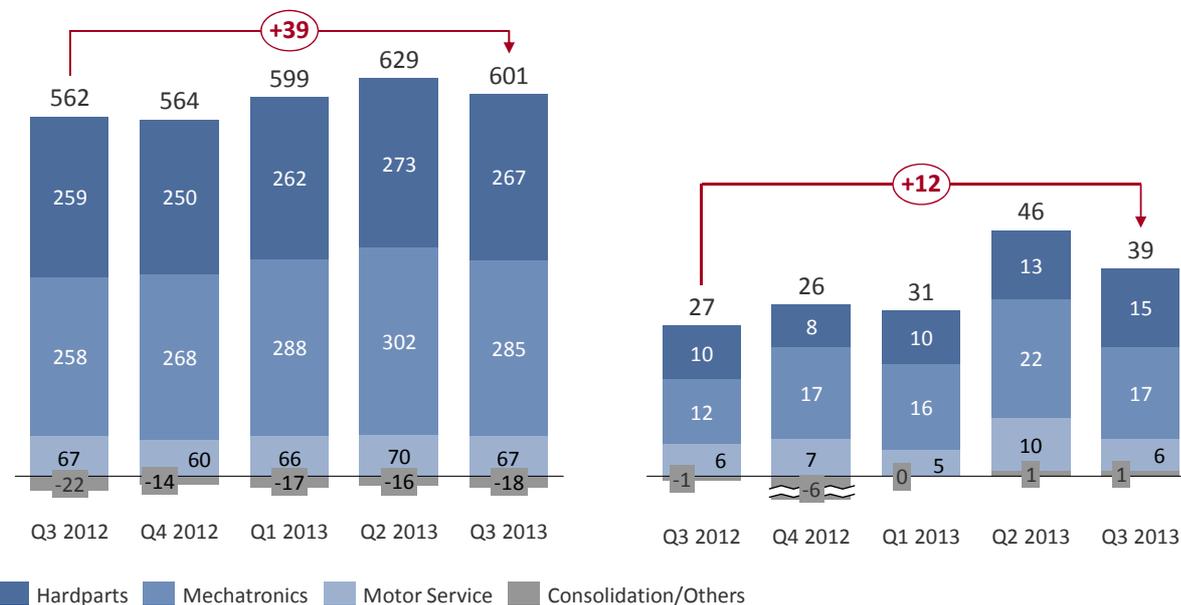
* 2012 figures restated for retrospective application of IAS 19 Employee Benefits (revised 2011)



Quarterly development

Sales Automotive in € million

Operational earnings Automotive* in € million



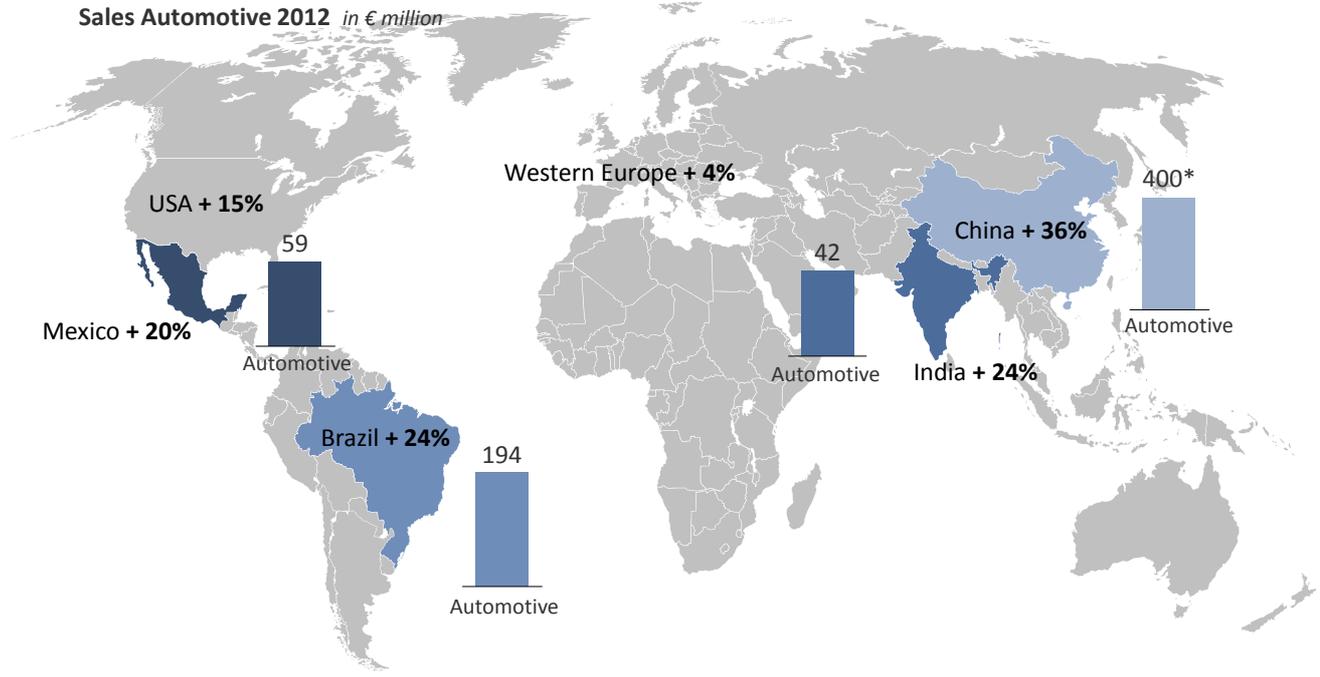
* 2012 figures restated for retrospective application of IAS 19 Employee Benefits (revised 2011)



“Rheinmetall 2015”

Disproportionately high growth in emerging markets with local production

Expected change of LV production 2015 vs. 2012 in %
Sales Automotive 2012 in € million



* Including 100% of sales of joint ventures

Source: IHS Automotive (September 2013)



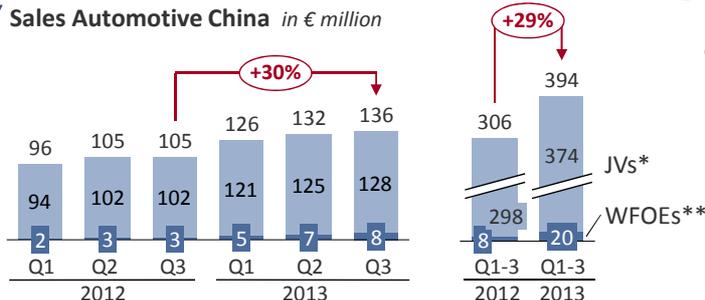
China still a booming market for mobility

Joint ventures heading for another successful year

LV production China in € million



Sales Automotive China in € million



Source: HIS Automotive (December 2013)



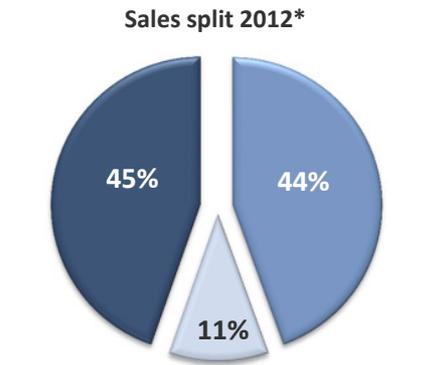
“Rheinmetall 2015”

Automotive well-positioned with large product portfolio

Mechatronics

- Exhaust gas recirculation
- Solenoid valves
- Actuators
- Water-, oil- and vacuum pumps

- Strict regulations as growth driver
- Strong position in Europe, especially in Diesel markets
- High degree of innovation and well filled order pipeline



Motor Service

Engine parts for own products and third parties

- Global presence in 130 countries
- Large product portfolio with spare parts and services

Hardparts

- LV- and truck pistons
- Large-bore pistons
- Bearings
- Continuous casting
- Engine blocks

- High degree of internationalization with strong position in growth markets
- Good position in prospective markets for gasoline engines
- Capital intensive business model in mature product markets

* Before consolidation

Rheinmetall Group

Automotive – Segment report

| € million | 2008 | 2009 | 2010 | 2011 | 2012 |
|-----------------------------|--------|--------|--------|--------|--------|
| Sales | 2,055 | 1,522 | 1,982 | 2,313 | 2,369 |
| EBITDA | 184 | - 70 | 183 | 254 | 247 |
| Amortization / depreciation | 123 | 117 | 102 | 103 | 104 |
| EBIT | 61 | - 187 | 81 | 151 | 143 |
| EBIT margin (%) | 3.0 | - 12.3 | 4.1 | 6.5 | 6.0 |
| Capital expenditures | 146 | 70 | 96 | 104 | 148 |
| Employees (Dec. 31) | 11,682 | 10,339 | 10,816 | 11,548 | 12,003 |

Defence – Segment report

| € million | 2008 | 2009 | 2010 | 2011 | 2012 |
|-----------------------------|-------|-------|-------|-------|-------|
| Sales | 1,814 | 1,898 | 2,007 | 2,141 | 2,335 |
| Order intake | 1,723 | 3,153 | 1,977 | 1,831 | 2,933 |
| Order backlog (Dec. 31) | 3,307 | 4,590 | 4,772 | 4,541 | 4,987 |
| EBITDA | 237 | 263 | 297 | 303 | 263 |
| Amortization / depreciation | 43 | 48 | 63 | 80 | 89 |
| EBIT | 194 | 215 | 234 | 223 | 174 |
| EBIT margin (%) | 10.7 | 11.3 | 11.6 | 10.4 | 7.4 |
| Capital expenditures | 53 | 74 | 93 | 102 | 90 |
| Employees (Dec. 31) | 9,217 | 9,304 | 9,037 | 9,833 | 9,623 |

Financial Diary

| | |
|-------------------|-----------------------------|
| February 19, 2014 | Preliminary figures FY 2013 |
| March 19, 2014 | Annual report 2013 |
| May 6, 2014 | Annual General Meeting |
| May 8, 2014 | Q1 2014 |

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