

The background image shows a cityscape at night with a grid of green sensor beams or radar waves emanating from a central point. Overlaid on this are several wireframe models of vehicles, including a large commercial airplane, a fighter jet, a helicopter, a small propeller plane, a truck, a car, and a boat. These models are highlighted with green dots and lines, indicating detection or tracking points.

3M 2026 Results Analyst & Investor Presentation

Taufkirchen, 6th May 2026
Christian Ladurner, CFO

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Strategic topics update



Deliver at scale

- **UMS order** for 900,000 Gallium-Nitride semiconductors by 2030, strengthening radar capacity
- **Build-to-print manufacturing** via automotive suppliers to scale production efficiently
- **Acquisition of Nedinsco** to enhance tech capabilities and secure supply chain



Pioneer Software-Defined Defence

- **SDD “BattleLab“** commissioned
- **Joint demonstration of sovereign defence cloud** with Schwarz Digits at ILA Berlin
- Cooperation with Helsing **moving from strategic framework to operational programs.** Multiple German projects currently under negotiation



Grow with focus

- New **innovation hub in Ukraine** to enhance operational availability by combining local presence with rapid innovation and industrial execution
- Substantially **increased demand for integrated air defence** and Counter-UAS in Middle East as long-term potential



Lead our team into the future

- **New CHRO** Inka Tews took up her position on May 1st
- **Cooperation agreements** with **Aumovio** and **Voith** in place, opening up opportunities for skilled workers

Acquisition of Nedinsco – geared to deliver at scale

Closing in preparation

Further securing supply chain and expanding production capacity



Supply chain & capacity support



Geographical expansion



Portfolio & Tech



Innovation

Selected product offerings

Land



Driver vision system



Pan & tilt

Naval



Gun camera



Periscopes

Other

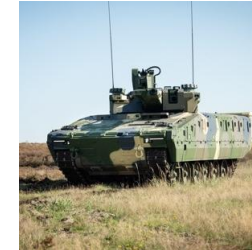


Semicon. inspection tool

Selected product platforms



Boxer



Lynx

KNDS



PzH2000



Leopard 2A8



CV90



Frigate



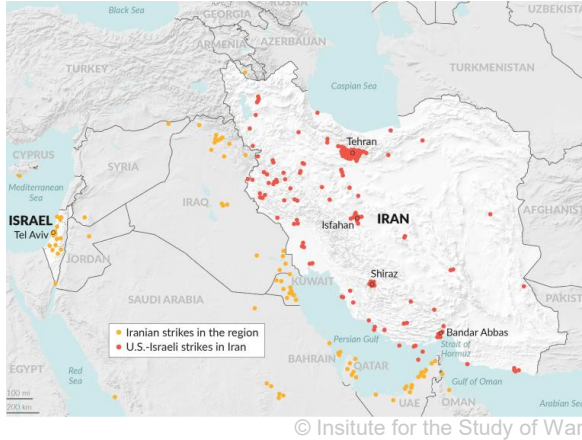
Puma & Schakal

■ Supplier to platform OEM

■ Supplier to system provider

Iran conflict: accelerating demand for integrated air defence

Air domain superiority extends beyond drones



Operational reality

- Hybrid, high-volume air warfare is **challenging existing defence systems** through combined use of missiles and drones
- Operational environment is becoming **faster, more complex** and **increasingly data-driven**

Structural findings

- Air defence remains **structurally underequipped** for sustained saturation scenarios
- Fragmented architectures limit **cross-domain effectiveness**
- **Availability and scalability** are becoming critical constraints

Implications for HENSOLDT

- **Multi-sensor to multi-effector integration** becomes mission-critical
- Shift towards **software-enabled defence architectures** aligns with HENSOLDT portfolio
- Strong positioning creates **mid-term upside opportunity** in a structurally expanding market

New German military strategy

Further validation of HENSOLDT's long-term growth thesis



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The new strategy in a nutshell

- Capability-driven expansion beyond platform-centric procurement
- Prioritisation of air defence, EW, information superiority and sovereign digital architectures
- Shift towards integrated, multi-domain capability architectures
- Stronger focus on software enablement and rapid innovation cycles
- Emphasis on industrial scalability and “efficient mass”
- Long-term Bundeswehr build-up extending planning visibility to 2039+

Implications for defence market & HENSOLDT

Capability architectures

Defence demand increasingly shaped by capability architectures – directly validates **Neo-System House** positioning

Air defence & EW priority

Strategic prioritisation fully aligns with **HENSOLDT's core growth platforms**

Software & innovation focus

Sovereign software moving from differentiator to mission-critical requirement - **Software-Defined Defence** as durable value driver

“Efficient mass” & 2039+ horizon

Deliver at scale investments validated as structural moat; long build-up timeline enhances market visibility

We are seeing not just higher spendings but a favourable shift in demand composition

Operations update

Disciplined capacity expansion and scalable industrial setup

Capacity expansion on track

Executed:

- New production building Optronics
- Third electronics production line

In preparation:

- Capacity expansion radar production
- Repair centre for MRO business

New:

- Expansion for central functions
- Warehouse expansion for slow movers

NEW

Industrializing production

- More than **100 industrialization measures** in progress
- **First successes:**
 - Test process optimisation cuts production lead times of key products significantly
 - First Pass Yield improvements achieved across key electronics components
 - Build-to-print approach expanded
- **Next-generation products:** Prototype & pre-series process implemented

Workforce scaling

- Focus on workforce ramp-up and production flexibility
- Strategic partnerships supporting industrial scaling:



Aumovio

Structured talent transfer



Voith

Scalable industrial talent pipeline

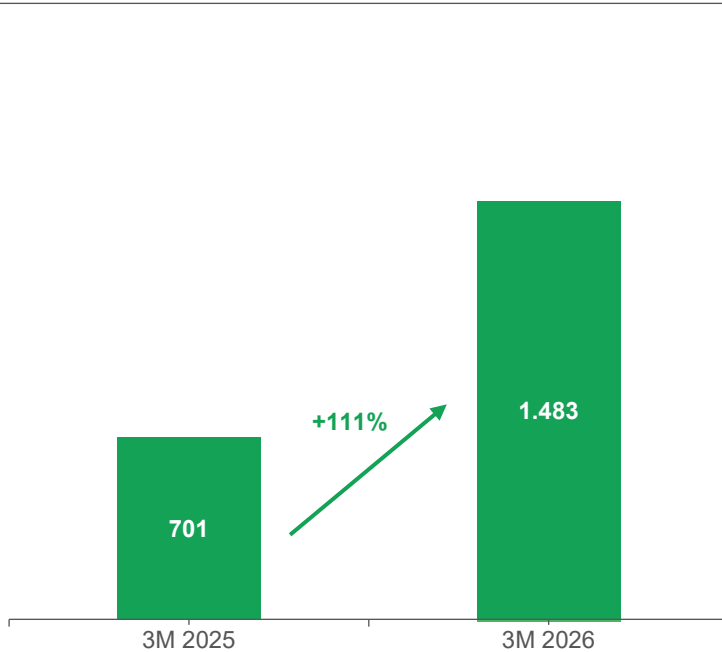
Major infrastructure decisions taken, industrial ramp-up progressing as planned

HENSOLDT Financials

3M 2026 – record first quarter for HENSOLDT

in €m

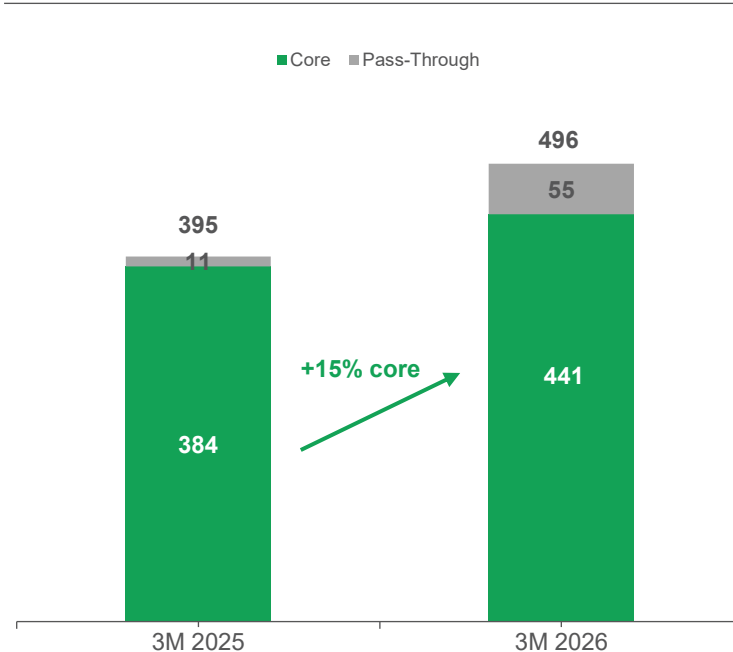
Order intake more than doubled



Order intake

- Strong defence procurement dynamics further materialize
- Key orders for Schakal, Puma and Eurofighter MK1 booked
- Book-to-bill ratio of 3.0x

Revenue execution well on track



Revenue

- Significant growth building momentum for FY 2026
- Increase driven by acceleration in Optronics as well as key programs Eurofighter MK1 and PEGASUS
- Pass-through revenue develops as planned

New record level of ~€10 billion



Order backlog⁽¹⁾

- Substantial increase driven by major procurement programs for armored vehicles and air domain
- Strong visibility further increased with orders well extending to the 2030s

(1) Order backlog is defined as the value of the order book as of the respective reporting date by recording customer orders starting with the opening backlog, taking into account revenue and adjustments for the respective reporting period, and ending with the ending backlog.

3M 2026 – high profitability with improved cash flow

in €m

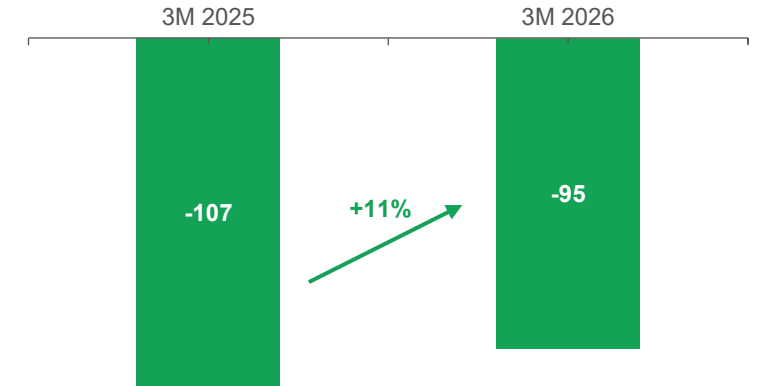
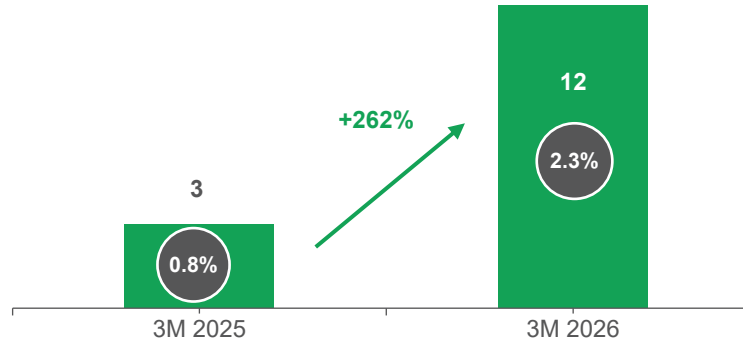
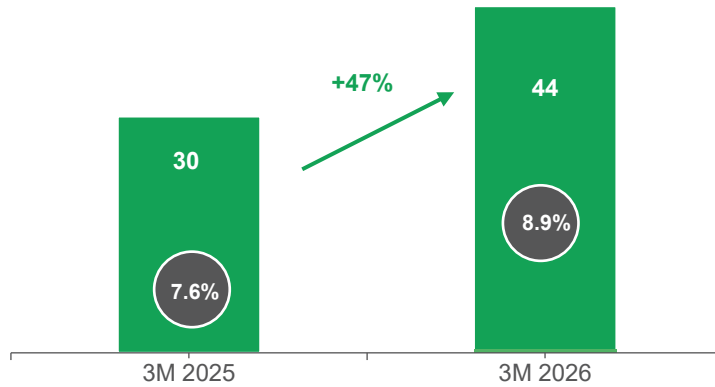
Strong bottom line performance

Adj. EBITDA⁽¹⁾

Adj. EBIT⁽²⁾

Free cash flow develops as planned

Adj. FCF⁽³⁾



- Excellent margin performance in first quarter
- Strong growth driven by higher volumes especially within the Optronics segment
- Increasing volume in Sensors segment, partly compensated by higher pass-through and R&D investments

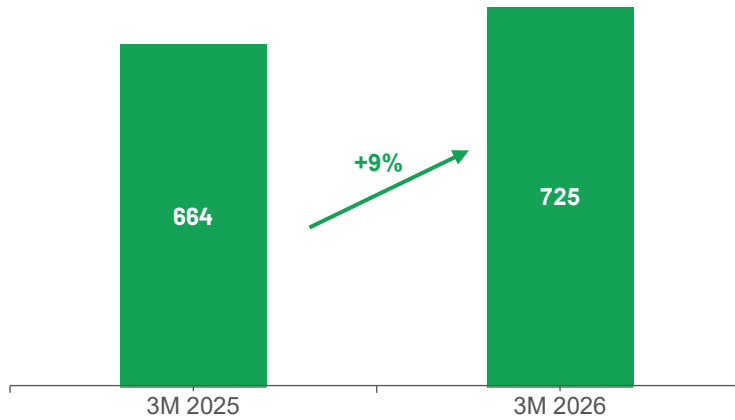
- Cash follows seasonal profile
- High levels of advance payments support investments in working capital

(1) Adjusted EBITDA is defined as EBIT adjusted for depreciation and amortization (including effects on earnings from purchase price allocations), as well as certain special items relating to transaction costs, OneSAPnow-related special items as well as other special items.
(2) Adjusted EBIT is defined as EBIT adjusted for certain special items relating to effects on earnings from purchase price allocations, transaction costs, OneSAPnow-related special items as well as other special items.
(3) Adjusted Free Cash Flow is defined as free cash flow adjusted for special items as well as M&A activities.

3M 2026 – Sensors segment

in €m

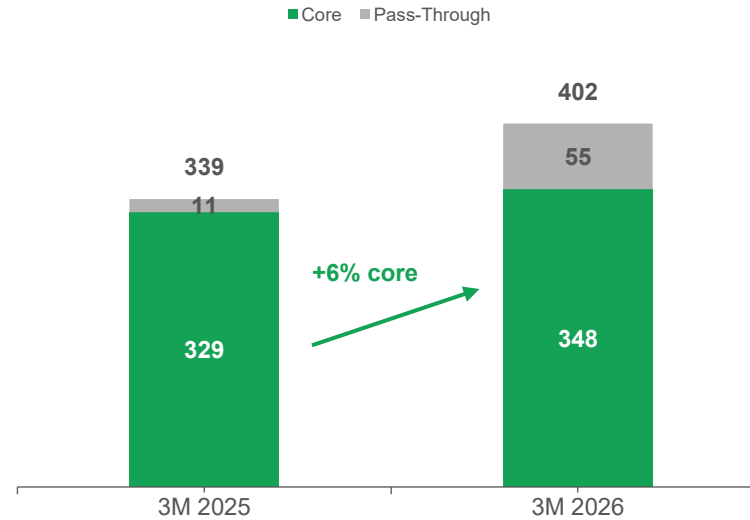
Sustained high level of order intake



Order intake

- First quarter in 2026 mainly driven by order intake for the Eurofighter program

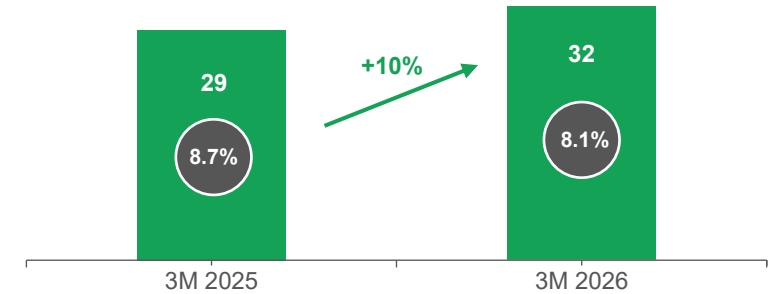
Solid revenue execution



Revenue

- Successful milestone achievements in Eurofighter MK1 program drive revenue development
- Pass-through revenue develop as planned

Sustained profitable growth



Adj. EBITDA⁽¹⁾

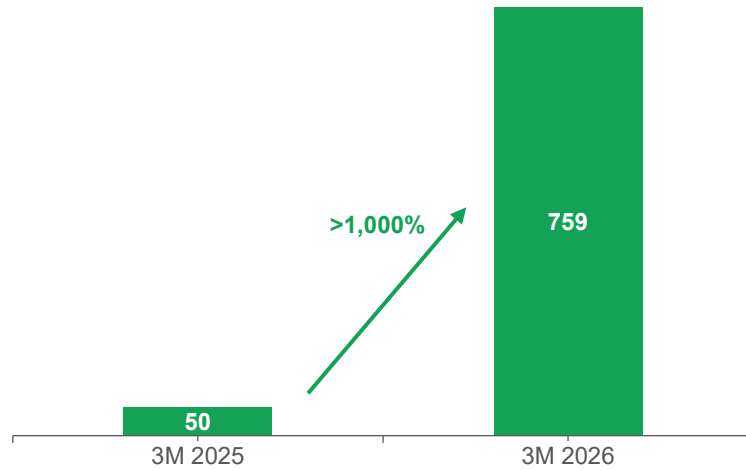
- Double-digit increase
- Margin development as expected, reflecting temporary dilution from pass-through and R&D investments

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

3M 2026 – Optronics segment

in €m

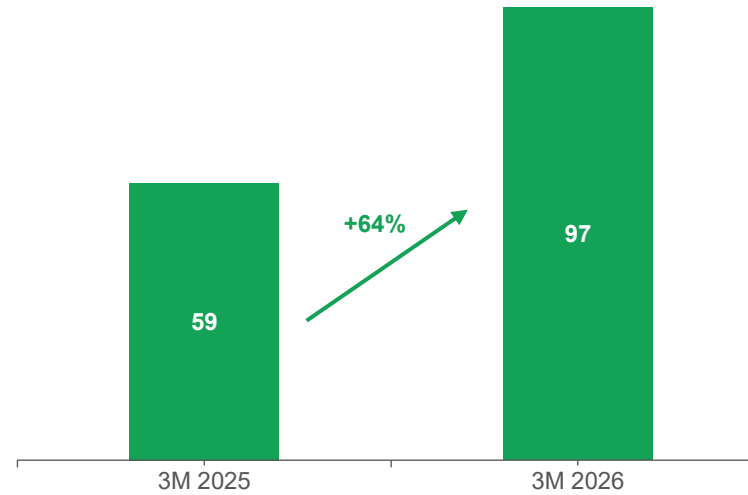
Record level for first quarter



Order intake

- Record order intake driven by major armoured vehicle procurement programs, including Schakal and PUMA 2nd batch

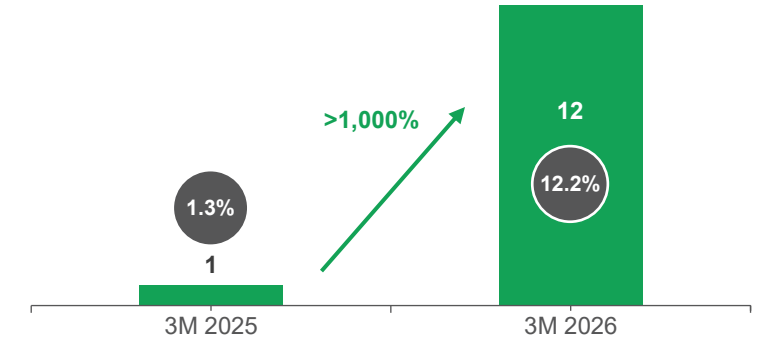
Revenue momentum further accelerating



Revenue

- Excellent top line development supported by ramp up of production capacities
- Early anticipated investments pay off
- Software-Defined Defence revenues materializing

Excellent margin development



Adj. EBITDA⁽¹⁾

- Significant margin improvement including economies of scale
- Higher volume drives bottom line

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

Update on key orders 2026 – Sensors Segment

Pegasus



Second batch PEGASUS
for Germany

~ €900m

Eurofighter



**Spanish Halcon program
and EF Turkey,**
re-baseline contract series
and spare parts

~ €500m total volume
~270m€ booked in Q1

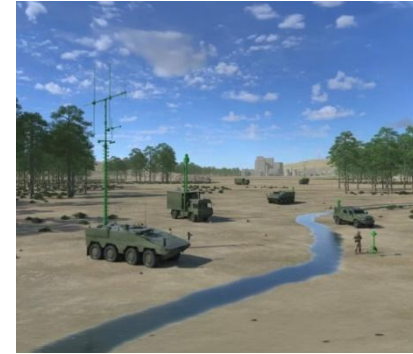
TRML-4D



TRML-4D radars
within ESSI and Ukraine
support as well as
for export customers

~ €300m

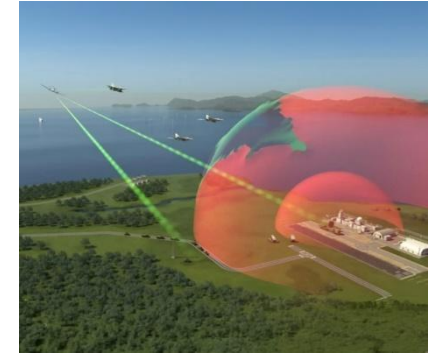
Knifefish



Land EW systems
for the Netherlands
and other
European customers

~ €300m

IuWES



Airborne Electromagnetic
Attack for German Air Force

Update on key orders 2026 – Optronics Segment

Schakal



**Commander and gunner sight,
self-protection system**

**~ €450m total volume
~ €350m booked in Q1**

Puma



**Commander and gunner sight,
self-protection system**

~ €350m booked in Q1

Leopard 2



**Thermal imager for gunner sight,
commander sight and driver sight**

**~ €180m total volume
~ €20m booked in Q1**

Guidance 2026 confirmed

	2026 guidance
Order intake / Book-to-Bill	1.5x – 2.0x
Revenue growth ⁽¹⁾	~€2,750m
Adjusted EBITDA margin ⁽²⁾	18.5% – 19.0%
Adjusted FCF ⁽³⁾	~40% average conversion on adjusted EBITDA
Net leverage ⁽⁴⁾	~1.5x
Dividend	30 – 40% of adjusted net income

Before M&A.

(1) Pass through share of total revenue is expected to be in the mid-single digit percentage range in 2026E.

(2) Adjusted EBITDA margin excluding certain special items relating to transaction costs, OneSAPnow-related special items and other special items.

(3) Adjusted Free Cash Flow is defined as free cash flow excluding certain special items as well as M&A activities.

(4) Net leverage including lease liabilities, excluding pensions and liabilities from the agreement for payment services.

Zeitenwende 2.0 is further materializing

Achievements

- Record **order backlog of nearly 10 billion EUR** provides high visibility
- **Strong revenue development** provides tailwind for FY 2026 guidance
- Excellent **profitability** increase driven by higher volumes especially in Optronics
- Main **strategic decisions** to Deliver at Scale have been taken to support future growth

Outlook

- Further expected orders 2026 of **major contracts** confirmed – high order intake level to be sustained
- Closing of Nedinsco acquisition in preparation
- Major cooperation agreements with automotive suppliers signed

Q&A Session

Back-up

HENSOLDT content on key armoured vehicles

Luchs 2



CERETRON Sensors Suite

BAA IV
(surveillance and reconnaissance sensors)

SETAS
(See Through Armour System)

MUSS L
(self-protection system)

RDF
(Radio Direction Finder)

Leopard 2



Peri RTWL
(commander periscope)

EMES OPO
(laser range finder)

ATTICA GL
(thermal imaging system for the gunner)

FERO Z18
(gunner auxiliary sight)

SPECTUS
(driver's sight)

Schakal



Peri RTWL
(commander periscope)

WAO
(long-range electro-optical target acquisition system)

MUSS 2.0
(self-protection system)

Puma



Peri RTWL
(commander periscope)

WAO
(long-range electro-optical target acquisition system)

MUSS 2.0
(self-protection system)

Skyranger



Spexer 2000 MKIII
(three antennas per vehicle)

RCH 155



SETAS
(all-round vision system)

HENSOLDT C-UAS Portfolio

Comprehensive, field-proven solutions across the full detect–react–protect chain

ELYSION C-UAS – Integrated System Solution

① DETECT

Multi-sensor 24/7 detection

② REACT

Command & control with AI-driven data fusion

③ PROTECT

Scalable effector mix – soft to hard kill



- **Mission Core** – C2 software: sensor fusion & automation
- **Flexible Site Protection** – rapidly deployable, scalable sensor kit
- **Shelterised Asset Protection** – hardened, all-weather fixed installation

Enabling Sensor Technology

SPEXER 2000 Radar Family

- Multi-range surveillance: ground, sea & low-altitude air targets
- Automated detection & classification of sUAS



TAROSS Optronic Sighting System

- Target acquisition & reconnaissance for C-UAS verification
- High-performance EO/IR optics for day/night operations



Platform Integration

Skyranger 30 (Rheinmetall)

- SPEXER radar as core sensor in Rheinmetall Air Defence system



HENSOLDT

Financial Section

Consolidated Income Statement

in € million	First three months	
	2026	2025
Revenue	496	395
Cost of sales	-427	-339
Gross profit	68	56
Selling and distribution expenses	-31	-32
General administrative expenses	-31	-32
Research and development costs	-13	-8
Other operating income	8	5
Other operating expenses	-6	-7
Share of profit / loss from investments accounted for using the equity method	1	1
Earnings before financial result and income taxes (EBIT)	-4	-16
Interest income	11	6
Interest expense	-28	-25
Other finance income / costs	0	-4
Financial result	-16	-22
Earnings before income taxes (EBT)	-20	-38
Income taxes	0	7
Group profit / loss	-20	-31
<i>thereof attributable to the owners of HENSOLDT AG</i>	<i>-19</i>	<i>-30</i>
<i>thereof attributable to non-controlling interests</i>	<i>-1</i>	<i>-1</i>

Consolidated Statement of Financial Position – Assets

in € million	31 Mar. 2026	31 Dec. 2025
Non-current assets	2,619	2,562
Goodwill	1,117	1,117
Intangible assets	721	703
Property, plant and equipment	255	242
Right-of-use assets	431	413
Investments accounted for using the equity method	6	6
Other investments and non-current other financial investments	45	42
Non-current other financial assets	7	11
Non-current other assets	36	29
Deferred tax assets	1	1
Current assets	2,928	2,865
Inventories	999	878
Contract assets	450	424
Trade receivables	447	436
Current other financial assets	25	22
Current other assets	162	145
Income tax receivables	25	26
Cash and cash equivalents	820	933
Total assets	5,547	5,427

Consolidated Statement of Financial Position – Equity & Liabilities

in € million	31 Mar. 2026	31 Dec. 2025
Share capital	116	116
Capital reserve	439	439
Other reserves	134	128
Retained earnings	290	309
Equity held by shareholders of HENSOLDT AG	979	991
Non-controlling interests	10	11
Equity, total	989	1,002
Non-current liabilities	2,103	2,091
Non-current provisions	286	287
Non-current financing liabilities	1,165	1,163
Non-current lease liabilities	433	416
Non-current other financial liabilities	5	9
Non-current other liabilities	14	17
Deferred income	38	34
Deferred tax liabilities	163	166
Current liabilities	2,455	2,334
Current provisions	254	253
Current financing liabilities	17	20
Current contract liabilities	1,272	1,146
Current lease liabilities	38	35
Trade payables	576	591
Current other financial liabilities	118	38
Current other liabilities	147	219
Income tax liabilities	32	32
Total equity and liabilities	5,547	5,427

Consolidated Statement of Cash Flows (1/2)

in € million	First three months	
	2026	2025
Group profit / loss	-20	-31
Depreciation, amortisation and impairments of non-current assets	43	38
Impairments (+) / reversals of impairments (-) of inventories, trade receivables and contract assets	2	2
Share of profits in investments accounted for using the equity method	-1	-1
Financial expenses (net)	12	16
Other non-cash expense / income	2	1
Change in		
Provisions	8	9
Inventories	-125	-102
Contract balances	103	-23
Trade receivables	-10	101
Trade payables	-14	-36
Other assets and liabilities	-31	-43
Interest paid	-17	-20
Interest received	3	3
Income tax expense (+) / income (-)	-0	-7
Income tax payments (-) / refunds (+)	-4	-4
Cash flows from operating activities	-49	-97
Acquisition / addition of intangible assets and property, plant and equipment	-63	-37
Proceeds from sale of intangible assets and property, plant and equipment	0	1
Payments for investments in non-consolidated affiliates, joint ventures, associates, other investments and other non-current financial assets	-3	-0
Dividends received from investments accounted for using the equity method, non-consolidated affiliates, joint ventures, associates and other investments	1	-
Other	-0	0
Cash flows from investing activities	-65	-37

Consolidated Statement of Cash Flows (2/2)

in € million	First three months	
	2026	2025
Cash flows from operating activities	-49	-97
Cash flows from investing activities	-65	-37
Change in other financing liabilities	10	-1
Payment of lease liabilities	-9	-8
Other	–	0
Cash flows from financing activities	1	-9
Effects of changes in exchange rates on cash and cash equivalents	1	1
Net changes in cash and cash equivalents	-113	-142
Cash and cash equivalents		
Cash and cash equivalents on 1 January	933	733
Cash and cash equivalents on 31 March	820	591

Order intake, segment revenue and adjusted EBITDA

in € million	First three months	
	2026	2025
Order intake	1,483	701
Sensors	725	664
Optronics	759	50
Elimination/Transversal/Others	-1	-13
Segment revenue	496	395
Sensors	402	339
Optronics	97	59
Elimination/Transversal/Others	-4	-4
Adjusted EBITDA	44	30
Sensors	32	29
Optronics	12	1
Elimination/Transversal/Others	–	–

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

Overview of EBITDA and EBIT adjustments

EBITDA adjustments in € million	First three months	
	2026	2025
EBIT	-4	-16
(+) Depreciation	20	16
(+) Amortisation and impairments of non-current assets	23	22
EBITDA	39	22
(+) Effects on earnings from purchase price allocations	0	0
(+) Transaction costs	–	0
(+) OneSAPnow-related special items	4	3
(+) Other special items	1	5
Adjusted EBITDA	44	30

EBIT adjustments in € million	First three months	
	2026	2025
EBIT	-4	-16
(+) Effect on earnings from purchase price allocations	10	11
<i>thereof intangible assets</i>	10	11
<i>thereof property, plant and equipment</i>	0	0
(+) Transaction costs	–	0
(+) OneSAPnow-related special items	4	3
(+) Other special items	1	5
Adjusted EBIT	12	3

Reconciliation of reported to adjusted FCF

in € million	First three months	
	2026	2025
Cash flows from operating activities	-49	-97
Cash flows from investing activities	-65	-37
Free cash flow	-115	-134
(+) Transaction costs	–	0
(+) OneSAPnow-related special items	13	14
(+) M&A and other activities ¹	3	-0
(+) Other special items	4	13
Adjusted free cash flow	-95	-107
Cash flows from financing activities	1	-9

⁽¹⁾ Defined as sum of “Proceeds from sale of intangible assets and property, plant and equipment”, “Payments for investments in non-consolidated affiliates, joint ventures, associates, other investments and other non-current financial assets”, as well as “Other cash flows from investing activities” as reported in the Consolidated Statement of Cash Flows.

Reconciliation of reported to adjusted net income

in € million	First three months	
	2026	2025
Group profit / loss	-20	-31
(+) Effects on earnings from purchase price allocations	10	11
(+) Transaction costs	–	0
(+) OneSAPnow-related special items	4	3
(+) Valuation effect of embedded derivative	2	–
(+) Other special items	1	5
Adjusted net income pre-tax adjustment	-2	-12
(+) Tax adjustments ⁽¹⁾	-5	-5
Adjusted net income	-7	-17

⁽¹⁾ Includes tax adjustments for effects on earnings from purchase price allocations, OneSAPnow-related special items, valuation effects of embedded derivatives as well as other special items.

Special items

in € million	FY 2025 (preliminary)
Effect on earnings from purchase price allocations	-45
EBIT adjustments	-45

2026	mid-term
~(40)	~(40)
~(40)	~(40)

in € million	FY 2025 (preliminary)
Special items (Transaction Cost, One SAP now related items, Other special items)	-60
EBIT adjustments	-60

Special items are driven by
 - Move to new site Oberkochen
 - S4HANA implementation

2026	mid-term
~(35)	further ramp-down
~(35)	further ramp-down

Special items are driven by
 - S4HANA implementation

in € million	FY 2025 (preliminary)
Special items (Transaction Cost, One SAP now related items, Other special items)	-50
EBITDA adjustments	-50

Special items are driven by
 - Move to new site Oberkochen
 - S4HANA implementation

2026	mid-term
~(35)	further ramp-down
~(35)	further ramp-down

Special items are driven by
 - S4HANA implementation

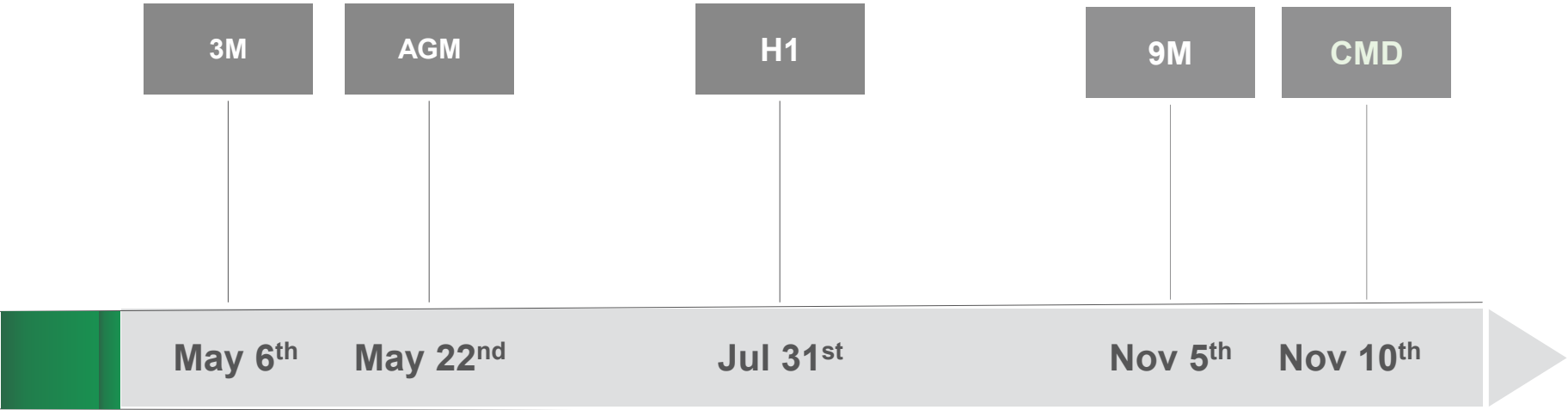
in € million	FY 2025 (preliminary)
Special items (Transaction Cost, One SAP now related items, Other special items)	-101
FCF adjustments	-101

Special items are driven by
 - Move to new site Oberkochen
 - S4HANA implementation

2026	mid-term
~(60)	further ramp-down
~(60)	further ramp-down

Special items are driven by
 - S4HANA implementation

Upcoming IR events



IR Contacts

Contact

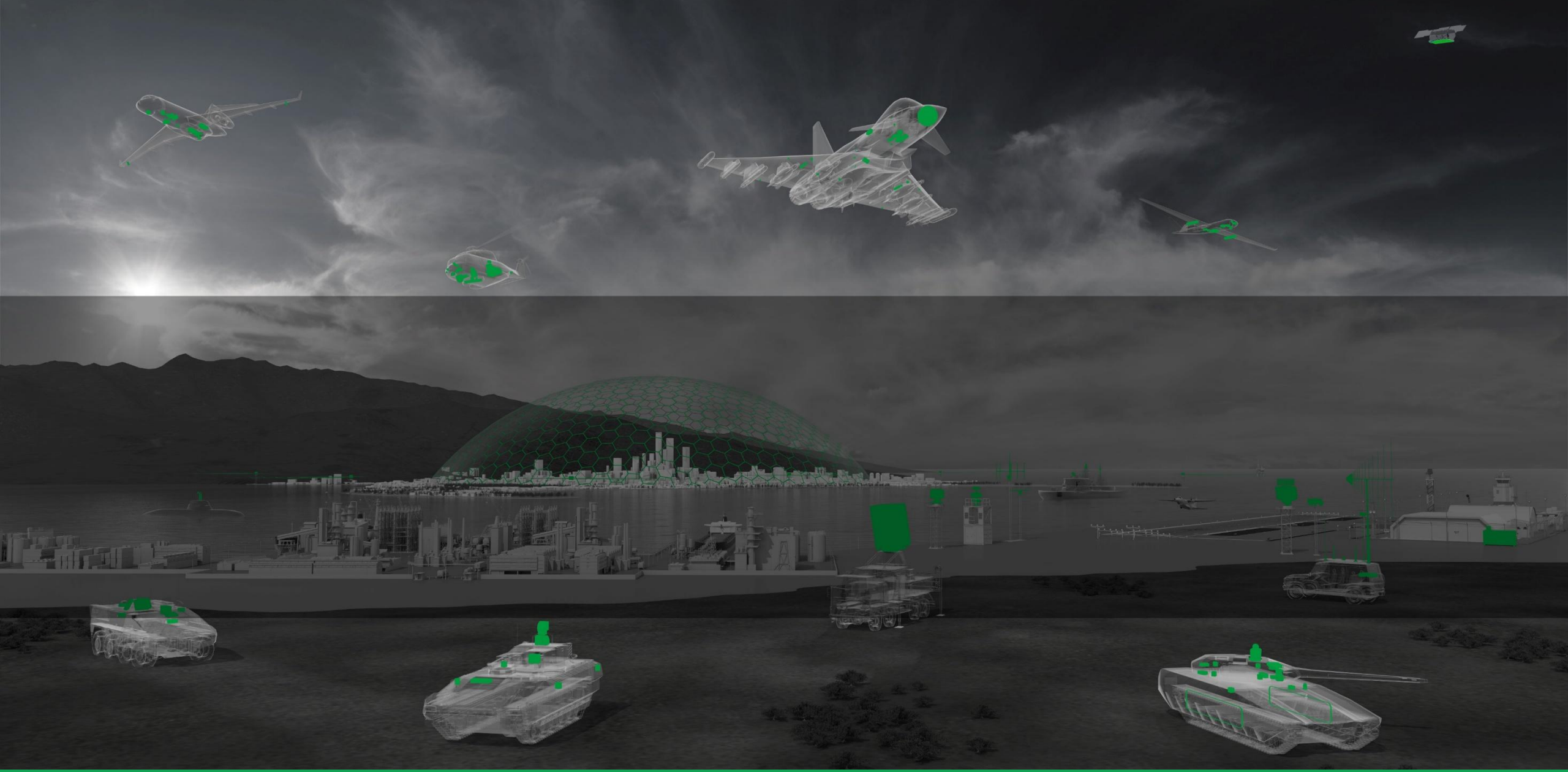
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HENSOLDT share

- **Type of share:**
Bearer shares
- **Stock Exchange:**
Frankfurt Stock Exchange
- **Security reference number:**
ISIN DE000HAG0005

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