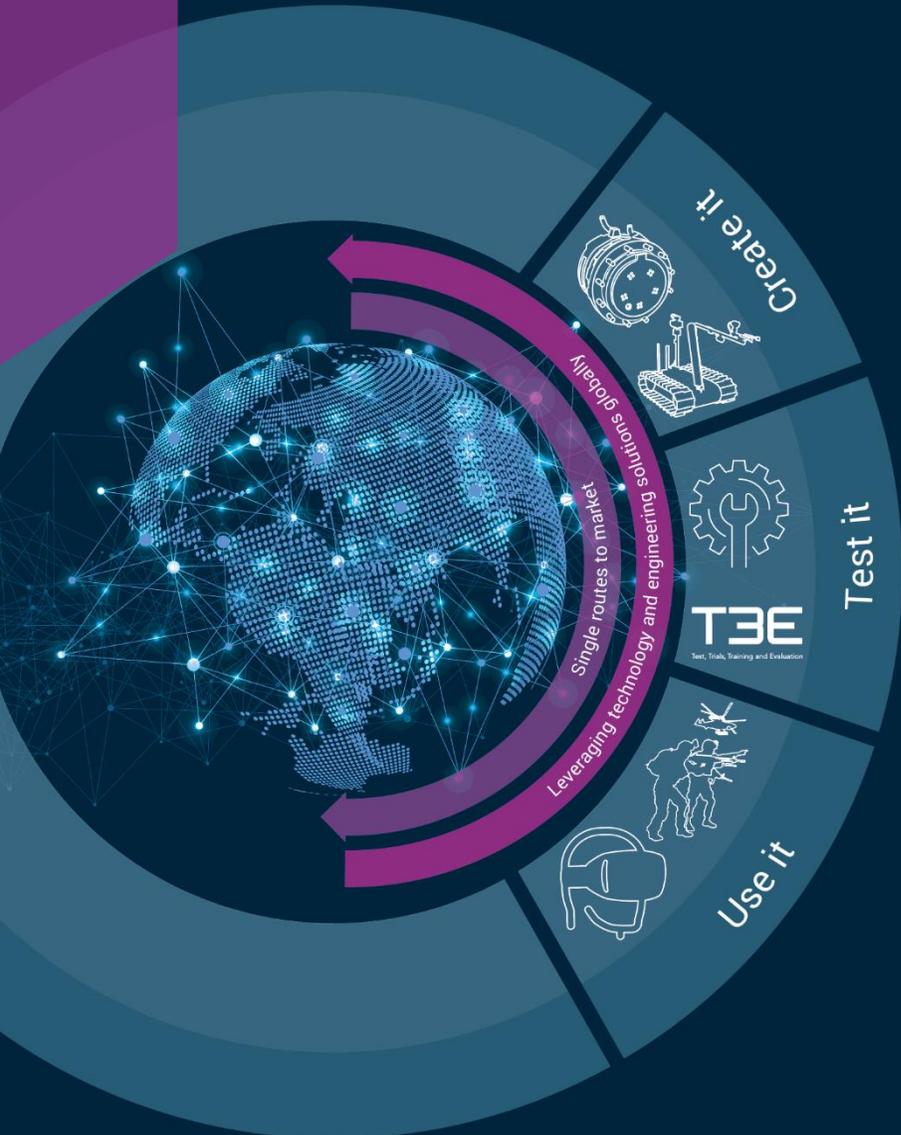


Delivering our global ambition



QinetiQ Group plc
Investor Seminar

27 April 2022

QINETIQ

Delivering our global ambition

- Defence and security context heightens market needs for our offerings
- Increased ambition to grow to more than £2.3bn revenue over next 5 years
- Strategy increasingly relevant to respond to market dynamics
 - Leadership Team with skills and experience to deliver global strategy
- Well positioned to more than double our Australian and US businesses
- Clear financial strategy and compelling investment case

Growing our global company to deliver enhanced shareholder returns



Agenda

1 Welcome and strategic context

2 Heightened global market opportunity

3 Growth in Australia

4 Growth in the United States

5 Financial strategy

6 Plenary Q&A

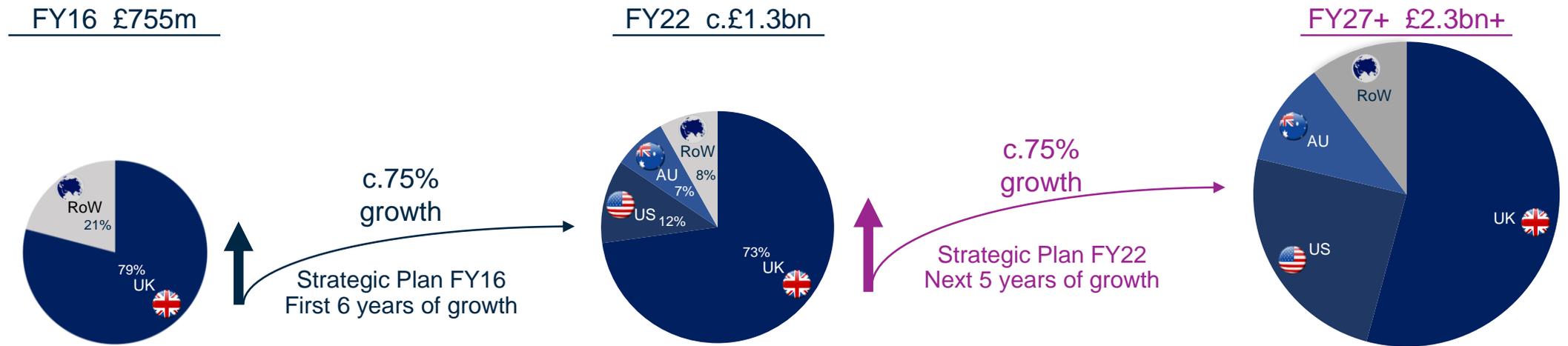
Strategic context

Steve Wadey
Chief Executive Officer



Defence and security context heightens market needs for our offerings

- Growing customer demand for our differentiated technology, test and training solutions with agility and pace
- Significant growth potential with >£20bn addressable market driven by increased threat context
- Major focus on three home countries with shared security mission as reinforced by AUKUS¹ alliance



Increased ambition to deliver c.75% sustainable growth over next 5 years

¹ Australia, United Kingdom and United States

Our strategy is increasingly relevant to respond to market dynamics



Leadership Team with skills and experience to deliver global strategy



Group
Chief Executive Officer
Steve Wadey



Group
Chief Financial Officer
Carol Borg



Chief Strategy
Officer
Neville Salkeld



Chief Technology and
Operating Officer
Mike Sewart



Chief People
Officer
Amanda Nelson



Chief Enterprise Services
Officer
Vicky Weise



Chief Growth
Officer
Sam Lewis



President & CEO
United States
Shawn N. Purvis



Chief Executive
UK Intelligence
James Willis



Chief Executive
UK Defence
Nic Anderson



Chief Executive
International
Andy Thorp

Focused and committed to delivering the next phase of profitable growth

Today's main speakers



- Joined QinetiQ in 2021
- Responsible for Group Business Development
- Industry experience
 - President & Chief Operating Officer, Spatial Integrated Systems
 - Senior Vice President, Automation & Digital Services, Siemens Government Technologies
 - Corporate Strategy and Development, Serco
- Other positions & qualifications
 - Surface Warfare Officer, US Navy
 - Graduate of the U.S. Naval Academy and Naval War College



- Joined QinetiQ in 2014
- Responsible for Australian business
- Industry experience
 - Defence and Government Services Director, KBR
 - Part owner of Catalyst Interactive
 - Officer, Australia Regular Army
- Other positions & qualifications
 - WGEA Pay Equity Ambassador
 - Graduate of Australian Institute of Company Directors



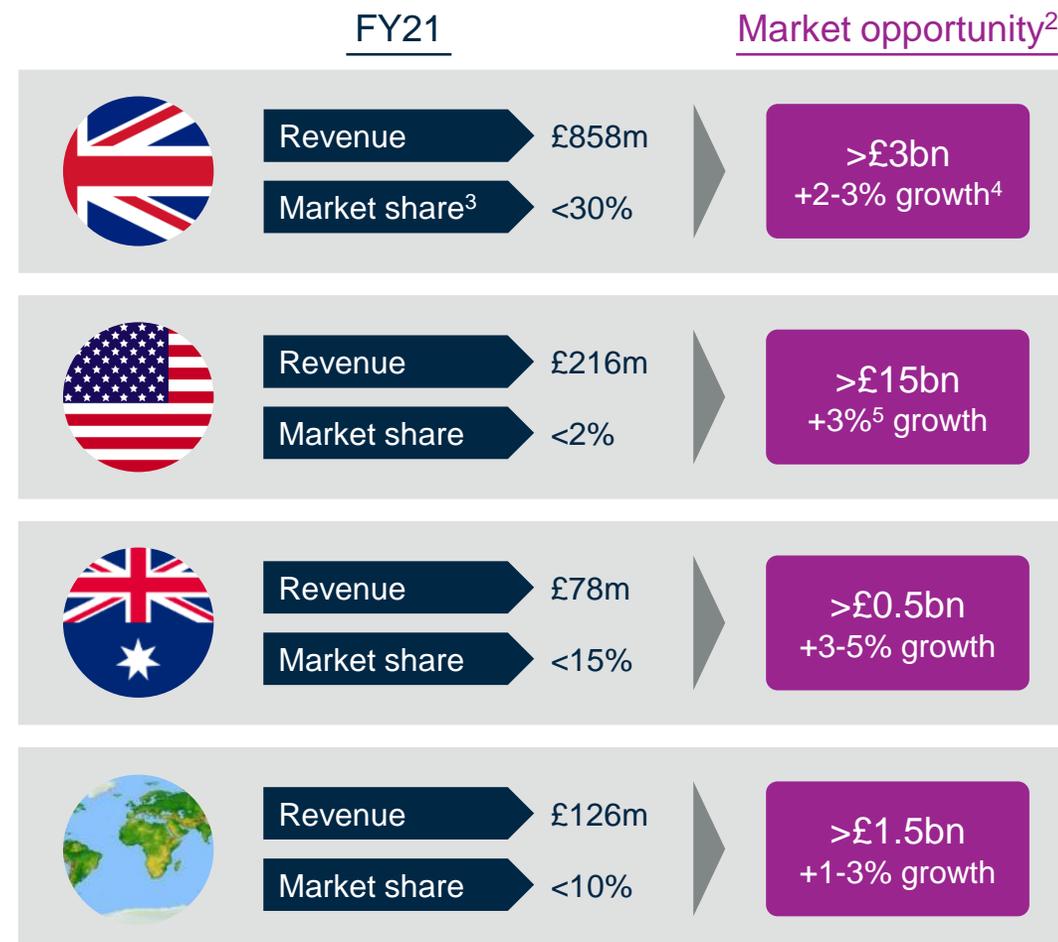
- Joined QinetiQ in 2022
- Responsible for United States business
- Industry experience
 - Corporate Vice President, Enterprise Services Sector, Northrop Grumman
 - Vice President, Chief Information Officer, Northrop Grumman
 - Senior Vice President, General Manager (P&L)
- Other positions & qualifications
 - Multiple Alumni Award winner
 - Held multiple board positions within Technology, Business Management and Engineering businesses

Heightened global market opportunity

Sam Lewis
Chief Growth Officer

Addressable market enables our next phase of growth

- Following 6 years of growth we are creating greater focus on our three home countries
 - Pursuing coherent customer opportunities across nations
 - Allies increasingly collaborate, noting AUKUS, we have far greater potential to drive growth than previously possible
- Market opportunity >£20bn per year
 - UK and Australian market remain attractive due to latest needs and increased commitment to defence
 - US RDT&E¹ market remains strategically important
- Global growth through implementation of multi-domestic strategy focused on high priority growth segments
 - Leveraging offerings and capabilities across the Group



Significant growth potential with >£20bn addressable market

¹ RDT&E: Research & Development and Test & Evaluation. ² Sources: Jane's Market Budget Forecast April 2021, UK MOD and US DOD forecasts for RDT&E, Australia Defence publications and QinetiQ estimates.

³ Market share based on FY21 revenue. ⁴ CAGR: Compound Annual Growth Rate. ⁵ Higher growth rate than US market due to focus on high priority growth segments.

Our six distinctive offerings



Experimentation and technology



Test and evaluation



Training and mission rehearsal



Information and sensing



Engineering and support



Autonomous systems and robotics

Creating a global leader in high-value solutions to national defence & security challenges

Global leverage

- Aligned research and development
 - Internal R&D investment aligned to address similar customer challenges across our Home Countries
- Extending the reach of our global campaigns
 - Leveraging core capabilities to create significant market opportunities in Test & Evaluation, Training & Mission Rehearsal, Information Advantage and Autonomous Systems & Robotics
- Growing ‘Single Routes to Market’ success
 - Notable international sales of our technologies and solutions, aligned with sovereign industry capability priorities



Global leverage to provide mission-led, innovative solutions for the current and future warfighter

Q&A

Growth in Australia

Greg Barsby
Managing Director,
QinetiQ Australia

The Australian defence environment

- Instability in the region remains high
 - Chinese Communist Party systematically exerting pressure on Australia: trade embargoes, freedom of movement, cyber-attacks and challenging regional relationships
 - Similar pressure being felt by regional neighbours
- Alliances and relationships viewed as key
 - Steady improvement in regional relationships
 - AUKUS is strategically important
- Australian Government is committed
 - Defence budget being increased to 2.2% GDP plus: \$270bn+ over 10 years
 - Supply Chains must be more resilient to maintain operational capability
 - Australian Industry Capability (AIC) being mandated
- Positioning to provide strategically important capabilities
 - 14 Government Sovereign Industrial Capability Plans with Implementation Plans and capability development strategies



Brig. Jason Blain, Army Robotics Expo, Brisbane 2021 with QinetiQ's MAARS

Our customer is operationally focussed – “Be prepared to fight tonight”

QinetiQ Australia at a Glance

- Growing Australia wide footprint – over 650 Australian employees
- Core capabilities across Advisory and Engineering Services:
 - Advisory Services supporting Acquisition and Sustainment Programs
 - Engineering and Technical Services across Structural Integrity, Explosive Ordnance, Design and Prototype capability, Research and Experimentation, Software Development.
 - Experimentation and Technology
- Developing positions in Test & Evaluation, Training & Mission Rehearsal and Autonomous Systems & Robotics



Our distinctive offerings in Australia



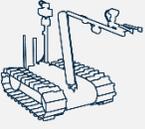
Experimentation & Technology



Engineering & Support



Training & Mission Rehearsal



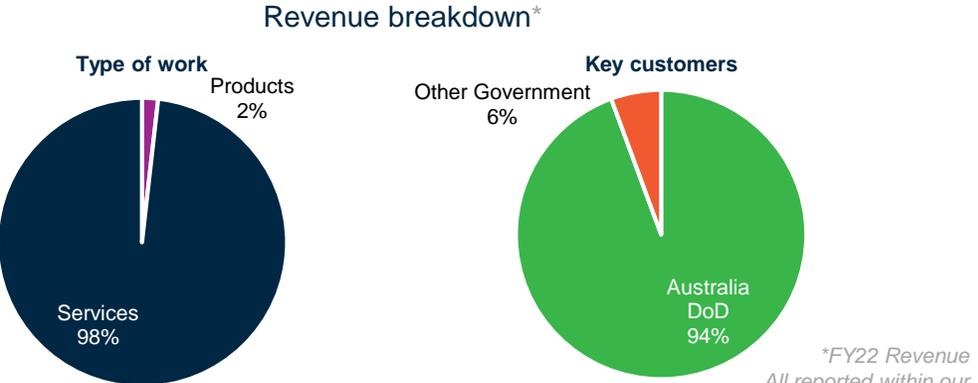
Autonomous Systems & Robotics



Test & Evaluation



Information Advantage & Sensing



Great track record of growth in Australia – another record year

Our foundations and strategy for growth

- Foundations

- Stable senior leadership, investing in the team for further growth
- Mature business operations
- Long term customer and industry partnerships

- Advisory Services

- Significant growth through Major Service Provider (MSP) Contract
- Leveraging acquisition of Rubikon
- Selling our offering to adjacent customers

- Engineering and Technical Services

- Track record of winning new contracts, re-competes and extensions
- Higher value contracts combining our expertise and infrastructure operations
- Leveraging our capability into Test & Evaluation, Training & Mission Rehearsal and Autonomous Systems & Robotics



QinetiQ team at DST's Design & Prototype Workshop at Fishermans Bend, Melbourne

Mature base business to support our new growth

Our distinctive offerings delivering for customers

Engineering & Support



Mine Warfare Maintenance Facility

Sustainment services for exercise training mines



Long term, repeatable business

Test & Evaluation



Queensland Flight Test Range

Unmanned Aerial Systems Flight Test Range



Leveraging core Group capability

Autonomous Systems



Land Robotic Platforms

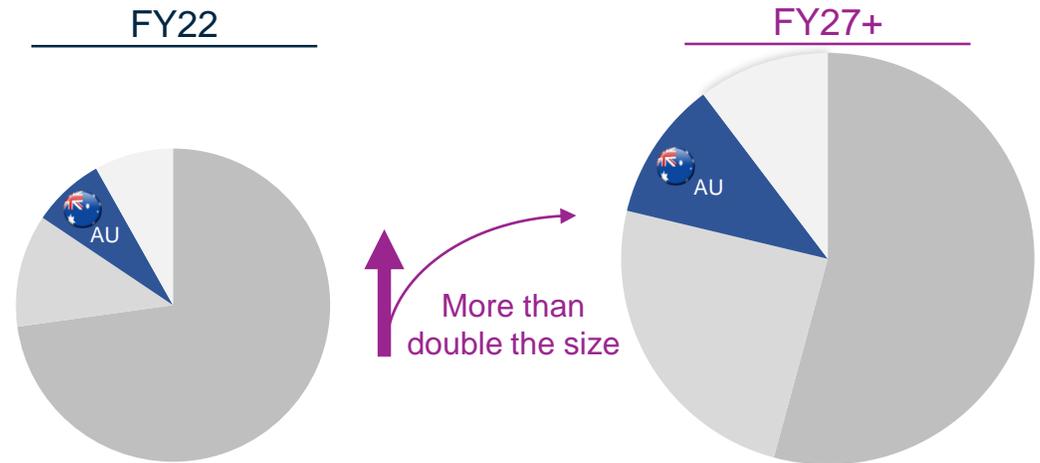
Bid LAND154-4 Counter Improvised Explosive Device Fleet replacement



Single Route to Market

Our ambition for growth in Australia

- Test and Evaluation / Training and Mission Rehearsal
 - Queensland Flight Test Range, AIR6500, Guided Weapons and Explosive Ordnance, SEA 5012, Maritime T&E
 - leading to potential T&E Strategic Partner to Defence
- Autonomy
 - LAND154-4, LAND 1508, Light Autonomous Combat Vehicle
 - leading to LAND 125 Tranche 1 Unmanned Ground Vehicle - Light
- Investing to support growth
 - Technology and Engineering Centre
 - Sovereign T&E Skills and other capability investments
 - M&A activities targeting strategic capabilities



Land 154-4 Remote Positioning Vehicle Replacement Program



Queensland Flight Test Range

Successfully leveraging our Australian business and core group capabilities

Q&A

Growth in the US

Shawn N. Purvis
President & CEO,
QinetiQ US

The US defense environment

- Temporary market challenges
 - Delays in early 2022 caused by Continuing Resolution
- Current defense budget provides strong growth across portfolio
 - Continued mission pivot to address the threat of near-peer adversaries – recent geo-political events will accelerate this strategic shift
 - Current budget for defense is \$782bn; \$50bn higher than projected
- Galvanised political commitment
 - Anticipate future budget expected to increase, amplified by recent events
 - Focus is deterrence, cyber security, defense R&D and supply chain and industrial base
- Positioned on programs that underpin US modernisation
 - Well-positioned through our technological advances in robotics & autonomous systems, sensing, protection systems, electrification

Rep. Adam Smith, House Armed Services Committee Chair states:

The fiscal 2023 defense budget is 'going to have to be bigger than we thought ... the Russian invasion in Ukraine fundamentally altered what our national security posture, what our defense posture needs to be'
3rd March 2022

QinetiQ portfolio is aligned with renewed US investment

QinetiQ US at a glance

- Provider of technologically advanced services and products to the US Department of Defense and national security agencies, positioned to deliver key aspects of the modernisation required to address our customers' pivot to counter near peer adversaries.
- Experts in robotics & autonomous systems, sensing, protection systems and electrification – delivering into air, land and maritime market sectors
- Over 600 employees, based in Virginia, Massachusetts and Pittsburgh
- Leadership and pipeline focused on profitable growth



Our distinctive offerings in the US



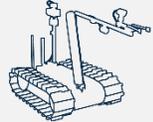
Experimentation & Technology



Engineering & Support



Training & Mission Rehearsal



Autonomous Systems & Robotics

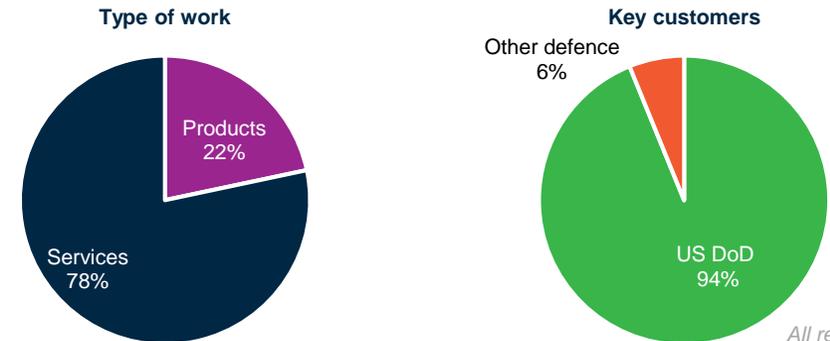


Test & Evaluation



Information Advantage & Sensing

Revenue breakdown*

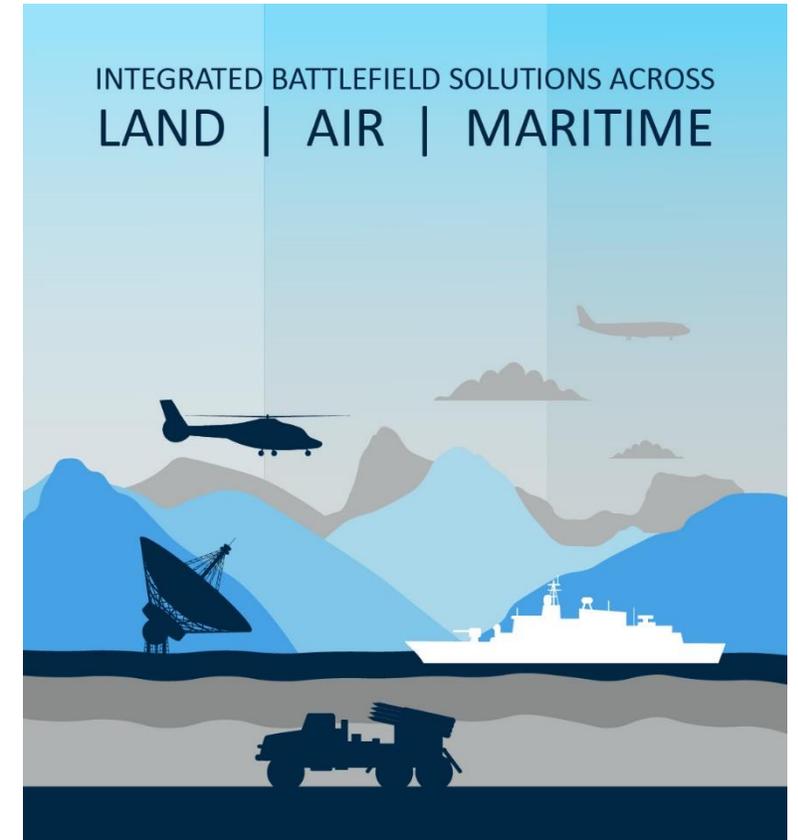


*FY22 Revenue
All reported within our
Global Products division

Applying our technologically advanced capabilities to enhance vital US air, land and maritime programs

Our foundations and strategy for growth

- Market dynamics
 - US customers' mission pivot to address near peer threat
 - Integrated, interoperable battlefield solutions across land, air and maritime
- Market positioning
 - Investment in multi-domain services and products
 - Organic growth supported by strategic acquisitions
 - Targeted use of high value industrial partnerships
- Foundations
 - Leadership and technical community upgraded to align to next growth phase
 - Transformation of digital engineering and supporting systems
 - Leveraging global capability through 'Single Route to Market'



Migrating to become a leading multi-domain mission-led innovation partner

Our distinctive offerings delivering for customers

Experimentation & Technology



Light Weight Armor provider

LAST Armor® affords high performance ballistic protection – in a lightweight, detachable format



Viable option for
Future Vertical Lift programs

Autonomous Systems & Robotics



Lead integrator for robotic, autonomous & C5ISR systems

Next gen of unmanned ground combat vehicle, RCV-Light



Pathway being created to
Program of Record

Information Advantage & Sensing



Provider for an airborne surveillance sensing system

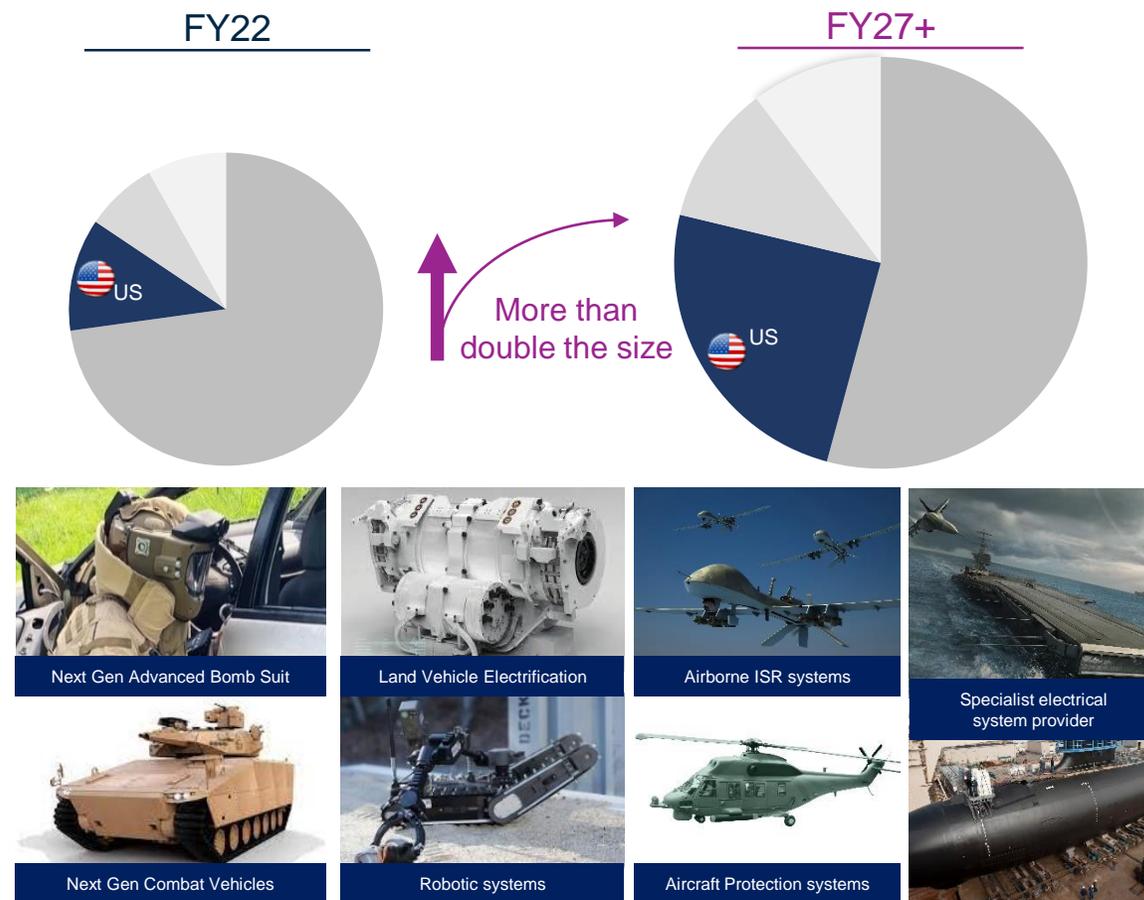
Technology that improves stand-off performance and situational awareness for the warfighter



Mission enhancing capability for surveillance communities

Our ambition for growth in the US

- Market and customer position
 - Coherent offerings and partnerships relevant to the US 'mission pivot' and the evolving needs of current and future US warfighters
- Scale of our ambition
 - Leveraging our multi-domestic defence and security capabilities.
- Opportunities for growth
 - Land, Next Gen Combat Vehicles program, e.g. RCV-L, OMFV, soldier systems, e.g. NGABS, and robotics, e.g. international sales
 - Air, future airborne ISR and aircraft protection systems
 - Maritime, services on Ford Class carrier and Virginia submarine platforms
- Positioned for sustained, profitable growth in partnership with our core customers in government and industry



Committed to increasing our US presence through organic growth and acquisitions

Q&A

Financial strategy

Carol Borg
Chief Financial Officer

Key Financial characteristics

1. Revenue growth

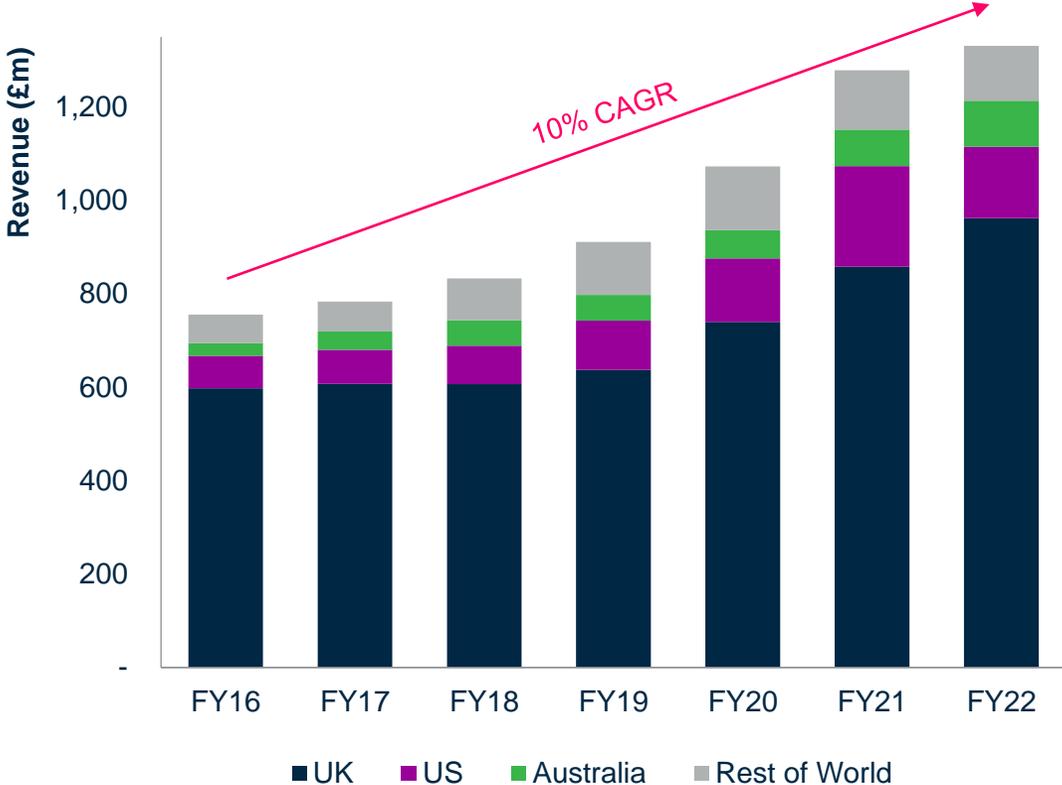
- Recent events have driven heightened demand for our differentiated capabilities
- Consistent track-record of delivering organic revenue growth (10% CAGR)
- Concentration and focus on three home countries (AUKUS)

2. Stable & attractive margins

- Asset-light & cash generative business model: supports investment to drive future growth
- Niche capabilities and skills support attractive margins
- Transition to larger long-term contracts improves revenue visibility & margin stability

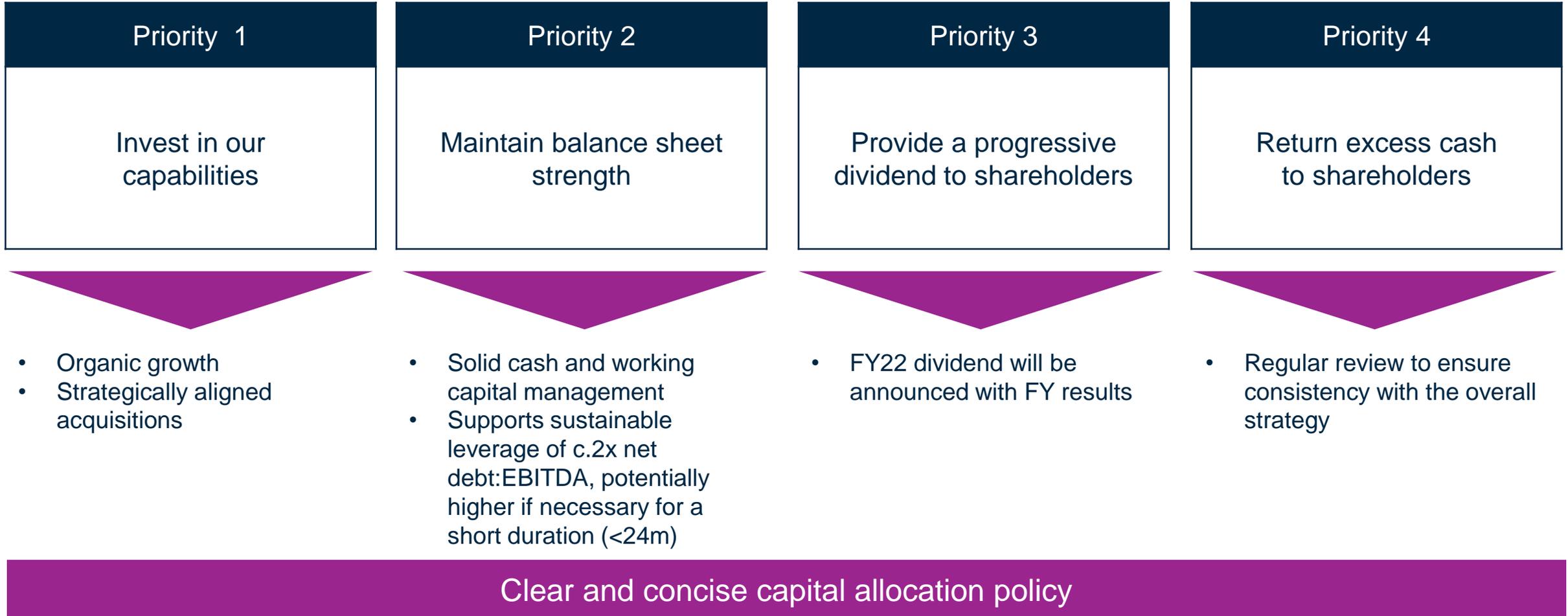
3. Strong returns

- Efficient & effective use of capital structure (strong balance sheet)
- Clear framework for evaluating organic and M&A opportunities
- Delivering appropriate return on capital to shareholders

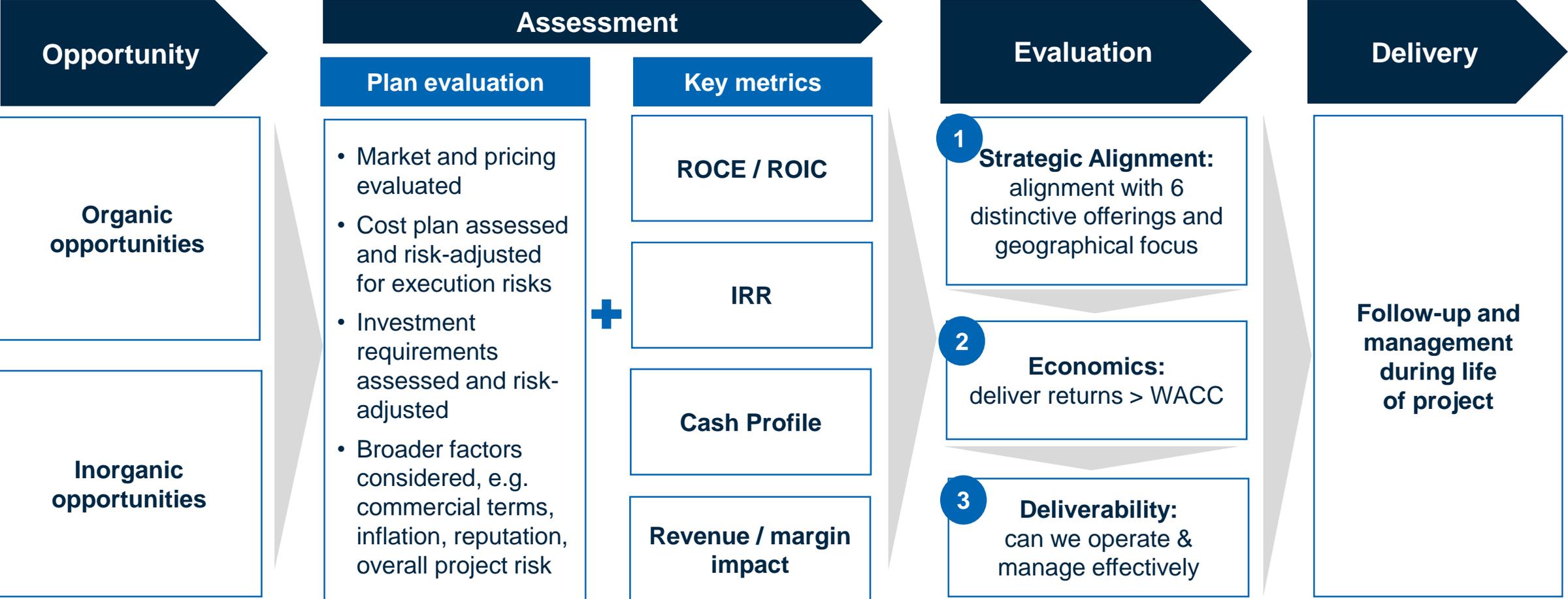


Deliberate focus on sustainable performance

Financial Framework



Rigorous investment appraisal process



The QinetiQ investment case



A) Attractive markets

- Global defence & security rising up geo-political agenda
- Defence budgets expected to grow globally
- >£20bn total addressable market
- Growing demand for our differentiated capabilities



B) Unique capabilities and relevant offerings

- Unique position with 6 distinctive offerings
- Key partner to nations with shared defence & security interests: (eg AUKUS)
- Relevant offerings for emerging & future threats
- Significant opportunity for global leverage of our capabilities



C) Strong financials & shareholder return

- Asset-light & cash generative business model
- Strong revenue growth and visibility
- Attractive margins at the upper end of defence services contracting
- Delivering appropriate return on capital to shareholders



D) ESG at the heart of our business

- Defence plays a vital role in keeping society safe
- Early adopter & communicator:
 - SBTi aligned targets
 - Active leadership in defence forums*
 - Rated AA by MSCI
- Net Zero plan published
- *'Best practice'* approach to autonomous systems

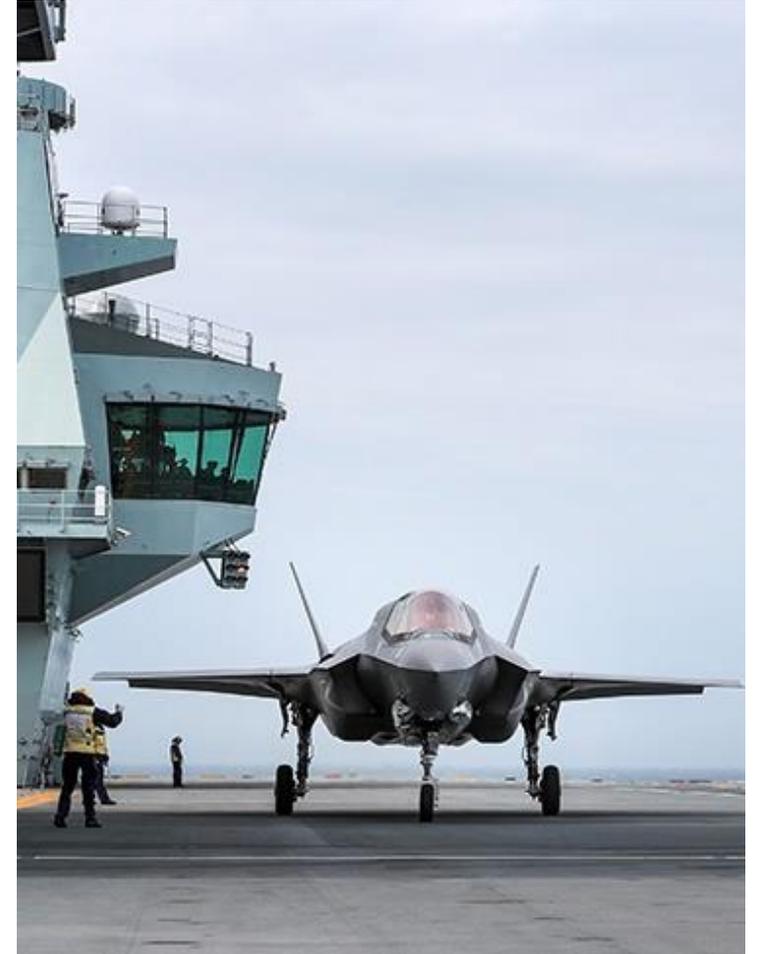
Conclusion

Steve Wadey
Chief Executive Officer

Delivering our global ambition

- Defence and security context heightens market needs for our offerings
- Increased ambition to grow to more than £2.3bn revenue over next 5 years
- Strategy increasingly relevant to respond to market dynamics
 - Leadership Team with skills and experience to deliver global strategy
- Well positioned to more than double our Australian and US businesses
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Growing our global company to deliver enhanced shareholder returns



Q&A

QINETIQ

Glossary

- AUKUS – Trilateral security pact between Australia, the United Kingdom and the United States
- C5ISR – Command, Control, Computers, Communications, Cyber-defence (C5), Intelligence, Surveillance, and Reconnaissance (ISR)
- ESG – Environmental, Social and Governance
- GWEO – Guided Weapons and Explosive Ordinance Enterprise
- CIED – Counter improvised explosive device
- IR&D – Internal Research and Development
- ISR – Intelligence, Surveillance, and Reconnaissance
- NGABS – Next Generation Advanced Bomb Suit
- OMFV – Optional Manned Fighting Vehicle
- RCV-L – Robotic Combat Vehicle Light
- T&E – Test and Evaluation
- UGV – Unmanned Ground Vehicle
- WGEA – (Australian) Workplace Gender Quality Agency