



The UK Experience:

*A successful track record in
integrating acquired assets and in
establishing a strong domestic
footprint*

Alberto de Benedictis, CEO

Finmeccanica in the UK: A well established domestic supplier



SELEX
Communications
A Finmeccanica Company

- **Basildon**
- **Christchurch**
- **Bristol**
- **Liverpool**
- **York**

FINMECCANICA
○ **London**

VEGA
○ **Bristol**

AnsaldoSTS
A Finmeccanica Company
○ **London**

SELEX GALILEO
A Finmeccanica Company
○ **Basildon**
○ **Luton**
○ **Edinburgh**

AgustaWestland
A Finmeccanica Company

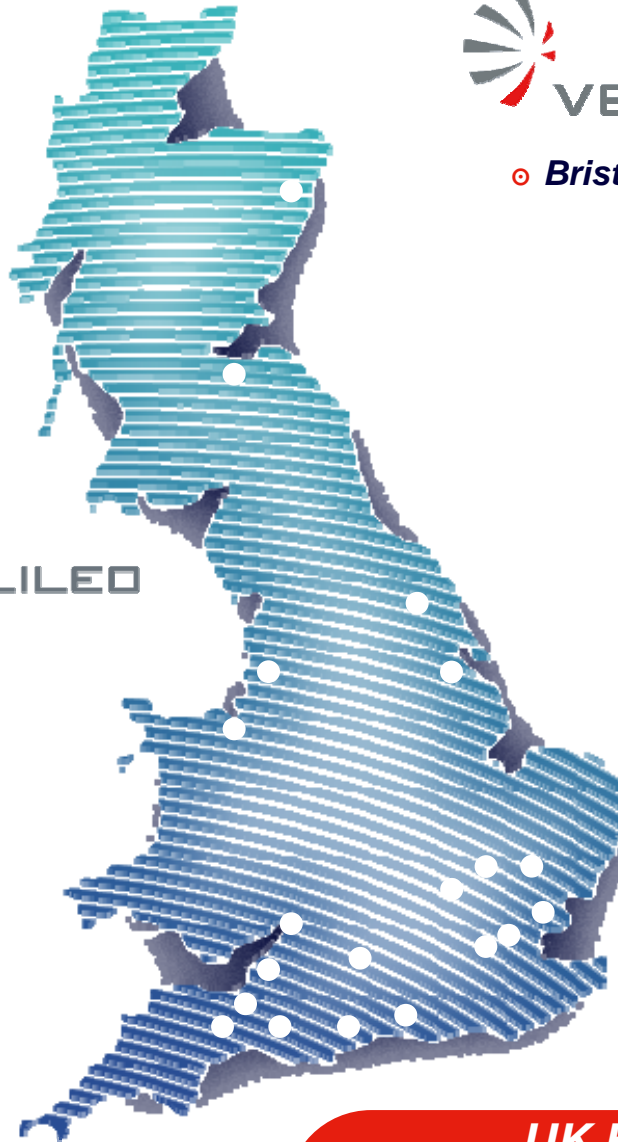
- **Yeovil**
- **Farnborough**

SELEX
Systems Integration

- **London**
- **Welwyn Garden City**
- **Portsmouth**

DRS
TECHNOLOGIES
○ **Farnham**

MBDA
MISSILE SYSTEMS
○ **Stevenage**
○ **Bristol**



UK Employees: 10,000+
UK Revenues 2008: £2 bln (£400 mln export)
2nd largest supplier to UK MOD

The evolution of Defense: A globalized industry

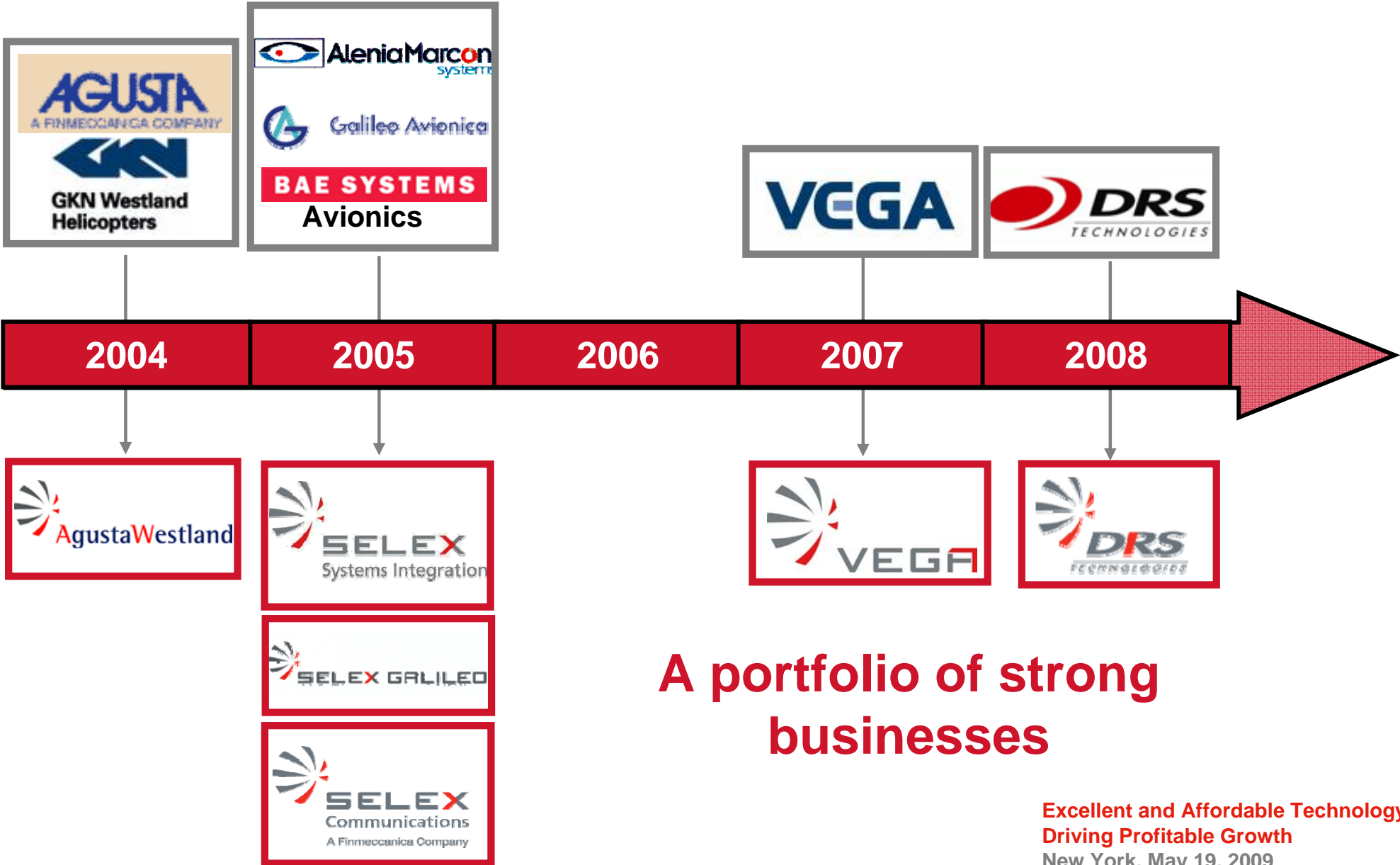


- ✦ **Industrial globalization driven by:**
 - ✓ Increased coalition operations
 - ✓ Need to access a broader technology base
 - ✓ Customer intimacy & focus on sovereignty

- ✦ **Finmeccanica response**
 - ✓ Expand business into strategic markets

- ✦ **UK selected because**
 - ✓ Open, technologically advanced market
 - ✓ Inward investment actively embraced
 - ✓ Established defence relationships
 - ✓ Pushes defence business model envelope
 - ✓ Operationally active
 - ✓ Politically supportive of exports

Finmeccanica in action in the UK



A portfolio of strong businesses

**Excellent and Affordable Technology
Driving Profitable Growth
New York, May 19, 2009**

Primary Objectives

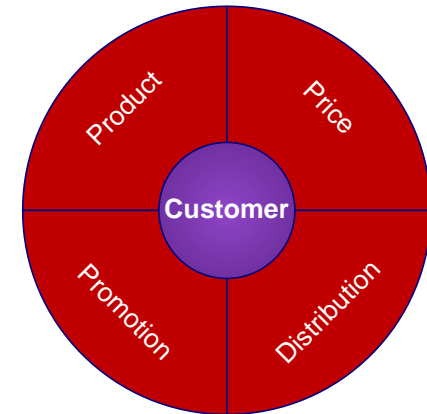
- ✓ Improve operational performance
- ✓ Demonstrate national commitment
- ✓ Enhance business value
 - Re-position companies in the supply chain
 - Diversify market access
 - Develop through life business models / opportunities
 - Maintain and grow capability

A Phased Integration Approach



☼ Evaluation of business operations

- ✓ Manufacturing
- ✓ Procurement & Commercial
- ✓ Sales & Marketing
- ✓ Facilities



☼ Identification and implementation of best practise

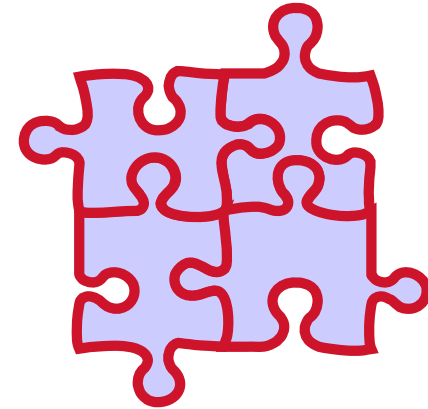
☼ Alignment of back office systems

☼ Portfolio reorientation to maximise efficiency / market reach

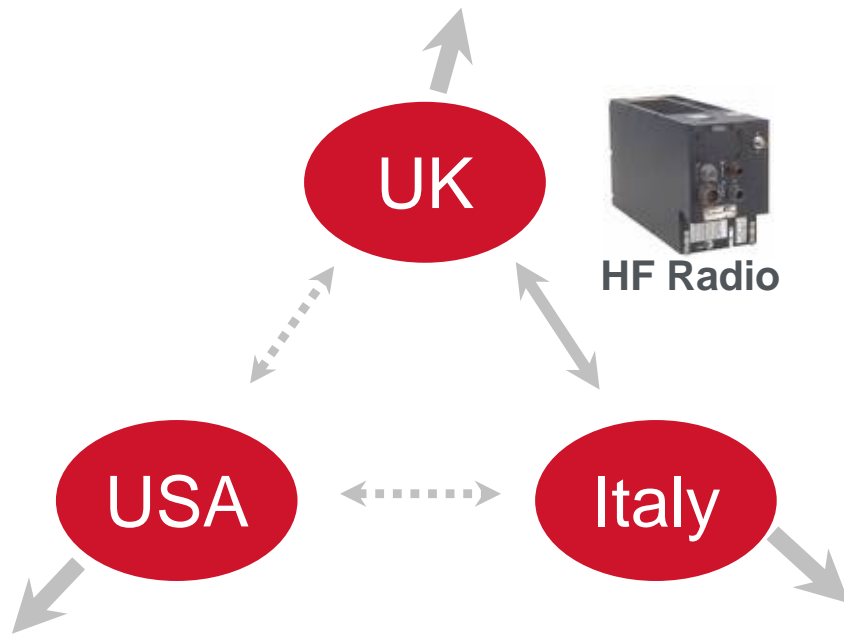
- ✦ Initial portfolio analysis
 - ✓ Maximizing return on investment
 - ✓ Aligning architectures

- ✦ Establishment of Centers of Excellence
 - ✓ Building on and growing domestic priorities (sovereign capability)
 - ✓ Deepening capability focus areas (such as EW, ESCAN, Thermal Imaging)

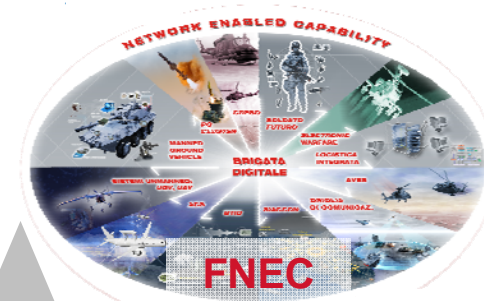
- ✦ Integrated, market driven investment plans
 - ✓ Planning against customer priorities
 - ✓ Maximizing customer funding



Focus areas: Market expansion



- ✦ Cross fertilization of products / technology
- ✦ Co-ordinated focus on exports



- ✦ Broaden companies capability base
- ✦ Enhanced positioning in the supply chain



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Remaining agile: Responding to the market dynamics

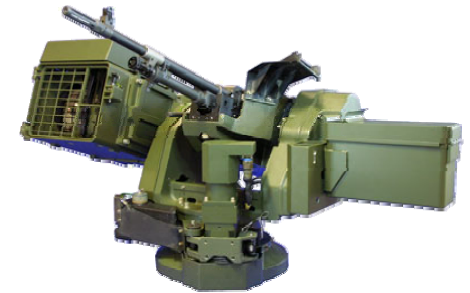


A successful track record



Customer Perspective

- ✓ All regulatory requirements met / exceeded
- ✓ Established and matured stakeholder relationships
- ✓ Strategic dialogue with Government across the group
- ✓ Partnership in the Rotary Wing sector – Future Lynx contract
- ✓ Continued demand / support given to operations



Enforcer

Business Perspective

- ✓ Sustained domestic growth
- ✓ Increased export penetration
- ✓ Business, technology and market expansion
- ✓ Enhanced value chain positioning



Future Lynx



Typhoon

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- ✦ UK Core budget remains under pressure
- ✦ Continuing focus on current operations / repatriation
- ✦ Spearheading availability based contracting
- ✦ Recognition that electronics and systems offer capability multiplier

And this means

- ✦ UK customer relationship continues to strengthen
- ✦ Growing recognition of role in land / battlespace
- ✦ Significant market opportunity as a result of DRS Technologies
- ✦ UK/US trade links remain strong
- ✦ Continued focus on export business

The Anglo / Italian / US triangle is a recipe for sustained growth