FINMECCANICA

Full Year 2011 Results Presentation

Giuseppe Orsi | Chairman and CEO
Alessandro Pansa | COO - CFO

London, 28 March 2012

SAFE HARBOR STATEMENT

NOTE: Some of the statements included in this document are not historical facts but rather statements of future expectations, also related to future economic and financial performance, to be considered forward-looking statements. These forward-looking statements are based on Company's views and assumptions as of the date of the statements and involve known and unknown risks and uncertainties that could cause actual results, performance or events to differ materially from those expressed or implied in such statements. Given these uncertainties, you should not rely on forward-looking statements.

The following factors could affect our forward-looking statements: the ability to obtain or the timing of obtaining future government awards; the availability of government funding and customer requirements both domestically and internationally; changes in government or customer priorities due to programme reviews or revisions to strategic objectives (including changes in priorities to respond to terrorist threats or to improve homeland security); difficulties in developing and producing operationally advanced technology systems; the competitive environment; economic business and political conditions domestically and internationally; programme performance and the timing of contract payments; the timing and customer acceptance of product deliveries and launches; our ability to achieve or realise savings for our customers or ourselves through our global cost-cutting programme and other financial management programmes; and the outcome of contingencies (including completion of any acquisitions and divestitures, litigation and environmental remediation efforts).

These are only some of the numerous factors that may affect the forward-looking statements contained in this document.

The Company undertakes no obligation to revise or update forward-looking statements as a result of new information since these statements may no longer be accurate or timely.

Presentation Outline

Giuseppe Orsi, Chairman & CEO

- **Group 2011 Results and Exceptional Charges**
- **Strategic Priorities**

Alessandro Pansa, COO & CFO

- **Sector Results and Guidance**
- **2012 Guidance and 2013 Trends**

Q&A

Appendix







FINMECCANICA
Proven performance. Worldwide

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2011 Key Data

Finmeccanica Group €Mln (except per share data)	2010	2011		
	FY	9M	4Q	FY
Orders	22,453	10,638	6,796	17,434
Backlog	48,668	44,811		46,005
Revenues	18,695	12,252	5,066	17,318
EBITA*	**1,589**	**565**	**313**	**878**
ROS%	**8.5%**	**4.6%**	**6.2%**	**5.1%**
"Above EBITA" exceptional charges		**-753**	**-341**	**-1,094**
EBITA Adjusted	**1,589**	**-188**	**-28**	**-216**
"Below EBITA" exceptional charges	**-169**	**-307**	**-1,518**	**-1,825**
"Below EBITA" restructuring charges	**-103**	**-44**	**-217**	**-261**
PPA	-86	-64	-20	-84
EBIT	**1,232**	**-603**	**-1,783**	**-2,386**
Net Income after minorities	493	-358	-1,987	-2,345
EPS	0.854	-0.620	-3.441	-4.061
DPS	0.410			0**
FOCF	443	-1,567	1,209	-358
Net financial debt	3,133	4,665		3,443
Headcount	75,197	71,050		70,474

**Ebita: Adj EBITA as defined by Finmeccanica before exceptional non-recurring charges above it*
***No dividend to be proposed by BoD for FY2011*

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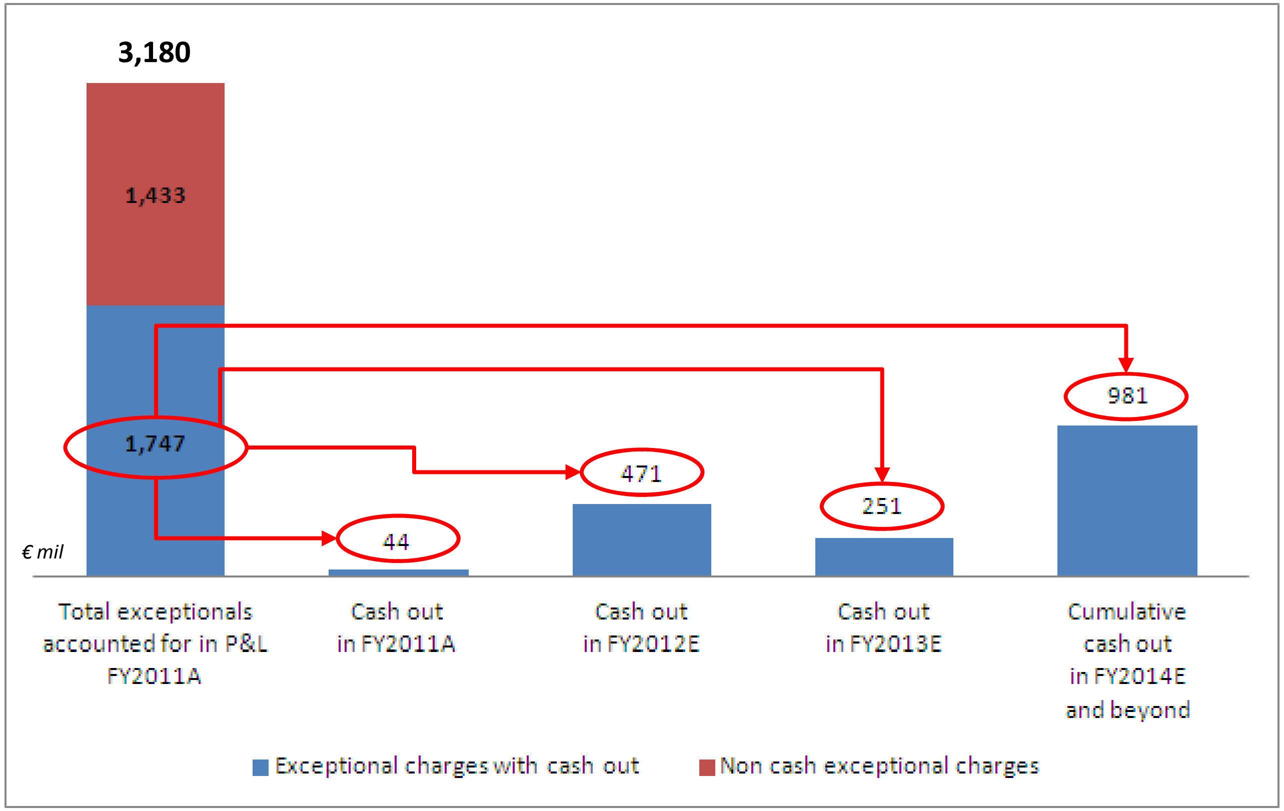
DETAILS OF 2011 EXCEPTIONAL CHARGES

€Mln	TOTAL	Aeronautics	Defence Electronics & Security	Helicopters	Space	Defence systems	Transport	Energy	Other
Total charges	**3,180**	**1,445**	**1,052**	**4**	**54**	**34**	**510**	**45**	**36**
Of which " Non Cash" Charges	*1,433*	*259*	*982*	*0*	*15*	*21*	*151*	*0*	*5*
Of which "Cash" Charges	*1,747*	*1,186*	*70*	*4*	*39*	*13*	*359*	*45*	*31*
Total above EBITA	**1,094**	**800**	**168**	**0**	**50**	**29**	**47**		
Of which main items		*B787: 753* *C27J: 47*	*SSI: 131* *ENAV: 37*		*Gokturk (67%): 34* *Write-offs (67%): 16*	*WASS*	*"No quality costs": 47*		
Total below EBITA	**2,086**	**645**	**884**	**4**	**4**	**5**	**463**	**45**	**36**
Business Reorganisation and Exiting	*965*	*461*	*101*				*383*		*20*
Restructuring costs	*261*	*184*	*45*	*4*	*4*	*5*	*19*		
Impairment/Write offs	*804*		*738*				*61*		*5*
Other	*56*							*45*	*11*

- As per Finmeccanica accounting policy:
  - "*above*" includes all the cost items which, although included within the ordinary operations of the companies (i.e. within Adjusted EBITA), are "exceptional" in nature
  - "*below*" includes all the non recurring items - like lay off, impairment and costs related to programmes which are part of business lines we have decided to exit from (reflected in EBIT)

CASH OUT PROFILE OF EXCEPTIONAL CHARGES







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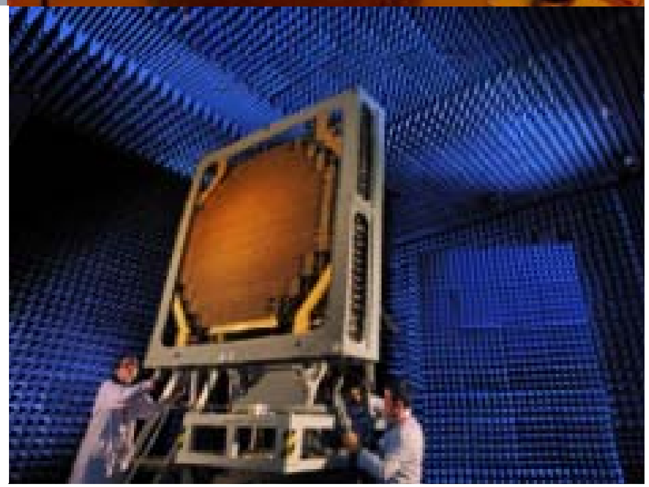

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BACK TO BUSINESS, KEEPING THE PACE

15° NOVEMBER PRESENTATION

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RECONFIRMING MANAGEMENT PRIORITIES

Strategic consolidation of Group businesses, accelerating focus on Aerospace, Defence Electronics and Security, improving operational performance by:

- Deconsolidation process and restructuring of Rolling Stock
- Industrial restructuring of Aeronautics (3R- Restructure, Reorganise, Relaunch)
- Further consolidating Defence Electronics and Security companies
- Strengthening international competitiveness of Defence Systems businesses – Land and Underwater – by achieving the right size through partnerships
- Improving contract execution and operations
- Optimising Investments with sharper focus on financial sustainability and capital returns
- Reducing G&A throughout the entire Group including HQ
- Disposing of assets, selecting from Group disposable activities, with the specific goal to reduce debt

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BUILDING THE NEW FINMECCANICA

Strategic evolution of business portfolio to achieve sustainable shareholder value

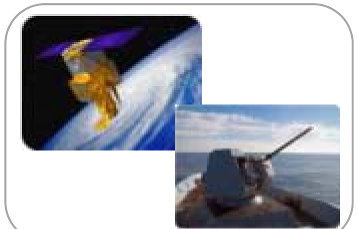
Strategic Sectors

Helicopters

Aeronautics

Defence Electronics and Security

International Partnerships



Space, Defence Systems

Manage for Value

Energy, Transportation

Business portfolio focused on those activities with better exploitation of our core competencies, with a sustainable scale on the long term

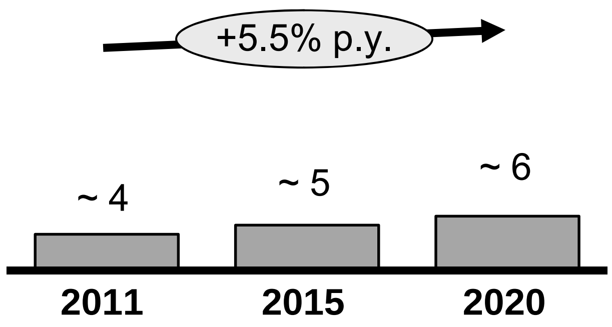
FINMECCANICA

HELICOPTERS

Vision

“Leader” on the global market leveraging on a technologically advanced and diversified product portfolio

World market for commercial helicopters
€bn



Source: Forecast International , Finmeccanica estimates

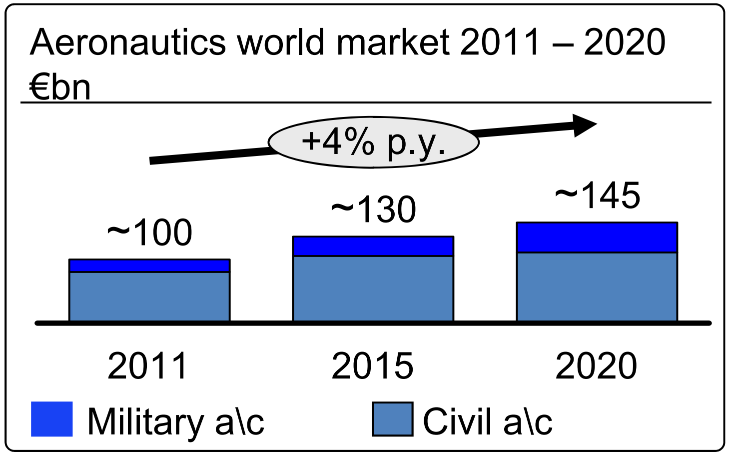
- Developing a new family of commercial helicopters based on common platforms and systems
- Continuing to invest in advanced tilt rotor technology and extend it to UAVs and commercial transports
- Rationalising production in our domestic markets
- Expanding industrial presence in growth markets
- Strengthening our global support network to address our growing installed base



AERONAUTICS

Vision

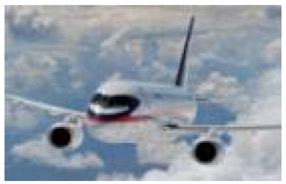
“Player of choice” at global level, leveraging on proprietary products (civil and military), with excellences in selected business areas (e.g. Regional TP, Trainers, EFA) and partnerships (aerostructures and UCAV)



Source: intl sources, Finmeccanica estimates

- **Trainers:** recent market win has confirmed growing opportunity
- **Regional Turboprop (ATR)**: shareholders discussion to leverage product success into next generation platform
- **Regional Jet (Superjet)**: review collaboration scheme to optimise our involvement in the programme
- **Military Transport Aircraft (C27J)**: will define strategic options within the year
- **Aerostructures:**
  - achieve optimal setup for carbon fibre manufacturing
  - confirmed sole source of B787 dash 8 and derivatives (co-production for dash 9 stabiliser) – become Boeing partner of choice in the future
  - possible partnership for traditional aerostructures

UCAV / MALE: pursuing joint programmes in Europe

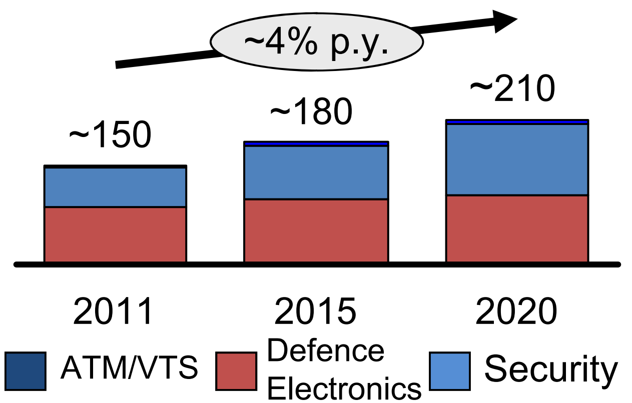


DEFENCE ELECTRONICS AND SECURITY - EUROPE

Vision

"Player of choice" at global level, with transnational industrial footprint (Italy and UK) and product excellences in selected business areas

DE&S World market 2011 – 2020, €bn



- On plan to merge SELEX companies by end of 2012
- Transition team in place to deliver restructuring and operating plan in the next few months
- Site consolidation has commenced
- Technology and product portfolio optimisation plan being completed
- Better exploitation of core capabilities (data fusion, real time processing, etc.) in new adjacent growth applications (i.e. Smart Solutions, Cyber Security)
- Leverage core technology, products & capabilities to extend our business into adjacent civil markets capturing the fast growing demand for sustainable and smart infrastructures

Source: Jane's, Teal Group, Finmeccanica estimates







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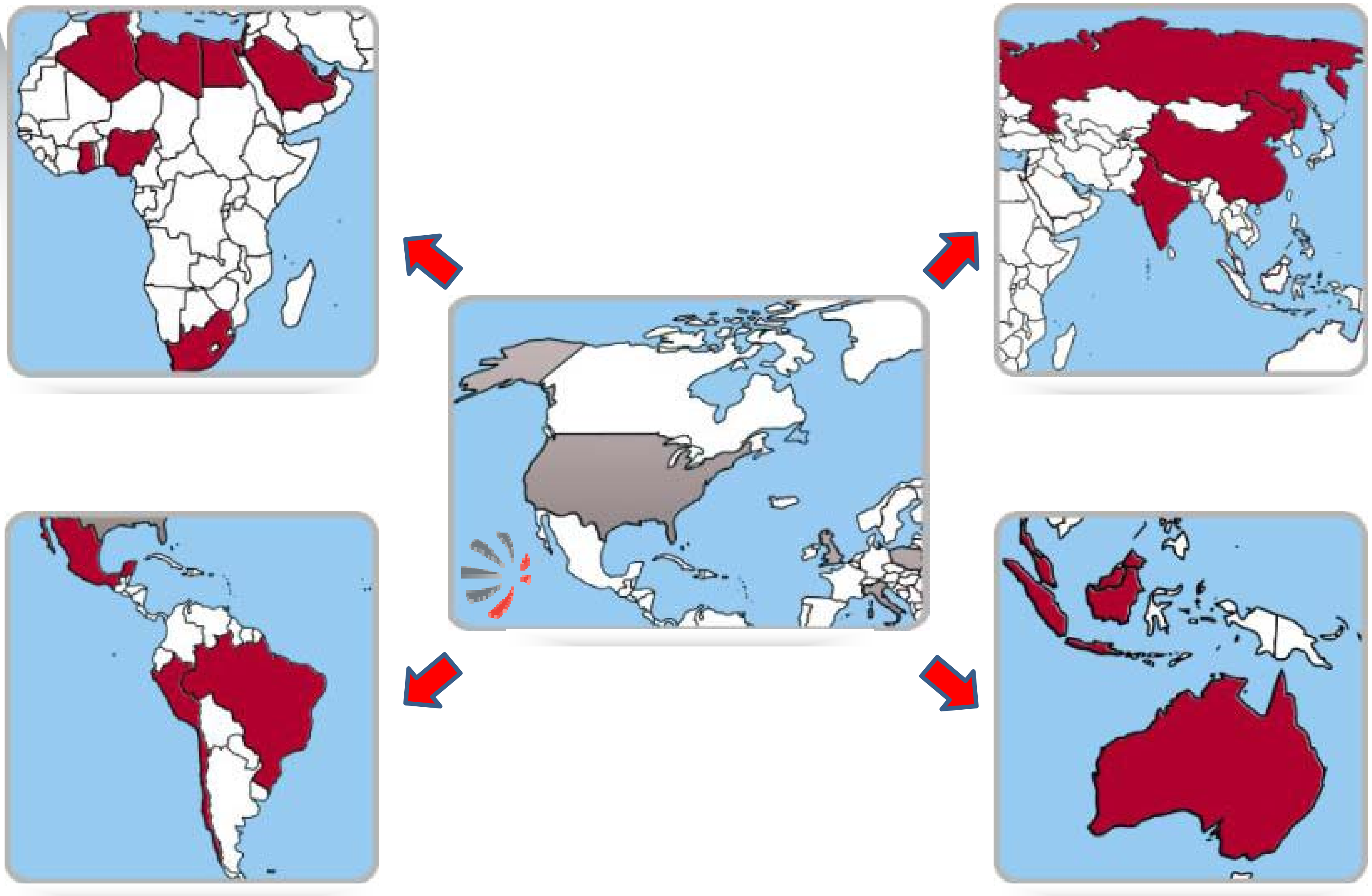
LEVERAGING OUR TECHNOLOGIES INTO NEW APPLICATIONS

"Sustainable Smart Solutions"

TECHNOLOGY

LEVERAGING ON OUR POSITION TO GAIN NEW MARKETS



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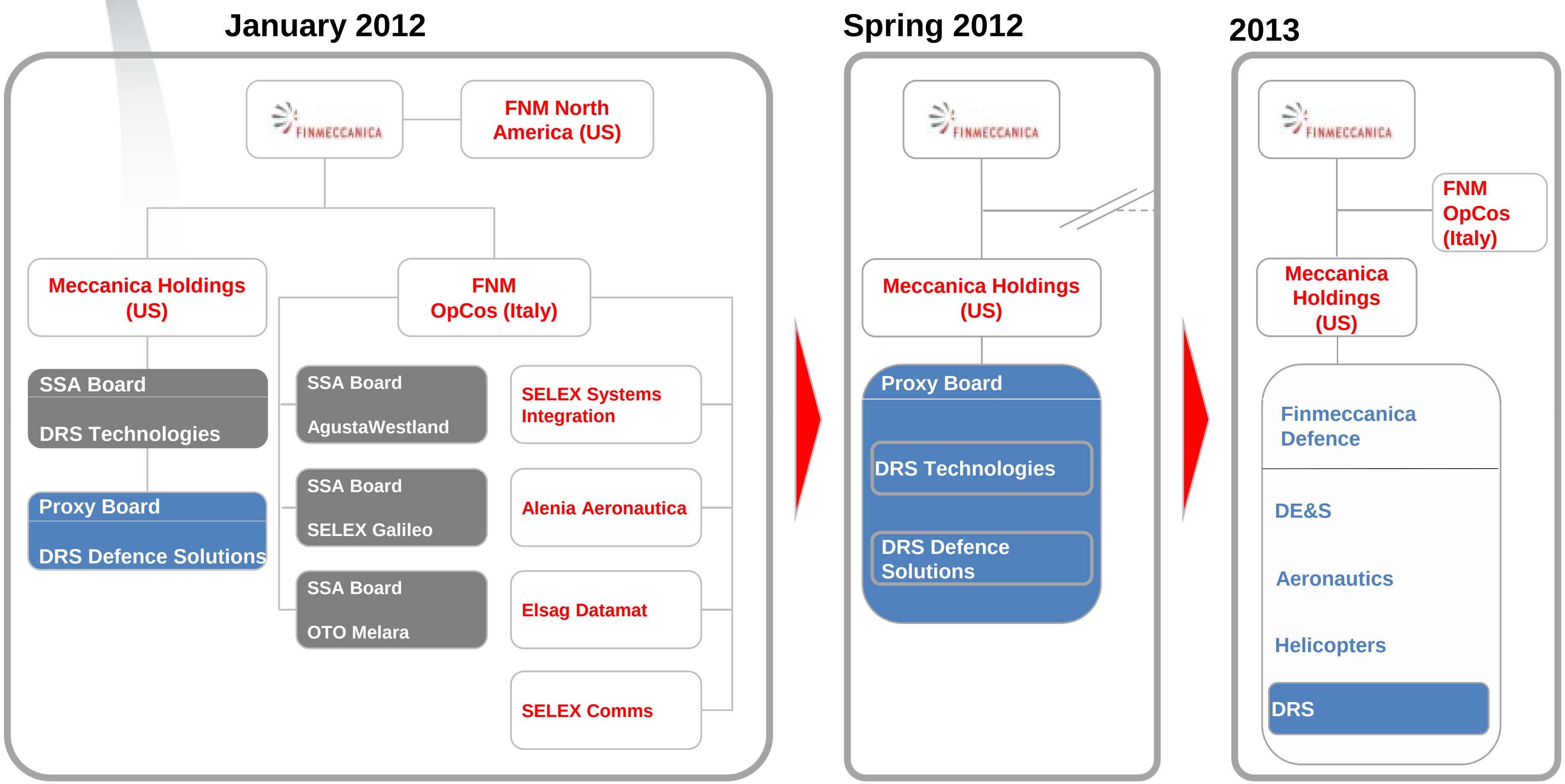
DRS and FINMECCANICA IN THE USA







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Presentation Outline

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Drivers of the current 2 year budget (2012 – 2013)

Strong focus on recovery of a sustainable long term profitability and cash flow generation, without leveraging on growth, through the execution of a portfolio restructuring plan

- Profitability recovery: based on
  - competitiveness, efficiency improvement – both at process and cost level - and industrial restructuring plans launched in every Company of the Group, with particular focus on Aeronautics and Vehicles
  - plans already kicked off, progressing according to the schedule with a strict monitoring

- Cash flow generation recovery: based on
  - a tighter control of operating working capital
  - a more selective investment policy focused on fewer higher return product lines

- To support the implementation of this plan a Group and Companies bi-annual budget has been prepared
- New financial incentives tied not only to performance targets for 2012 budget but also for 2013 budget at Group and company level

- Renewed commercial effort aimed at booking high quality orders in priority strategic geographies, also leveraging on a stronger Italian Government support

Increase competitiveness of the Group; Align economic results to cash

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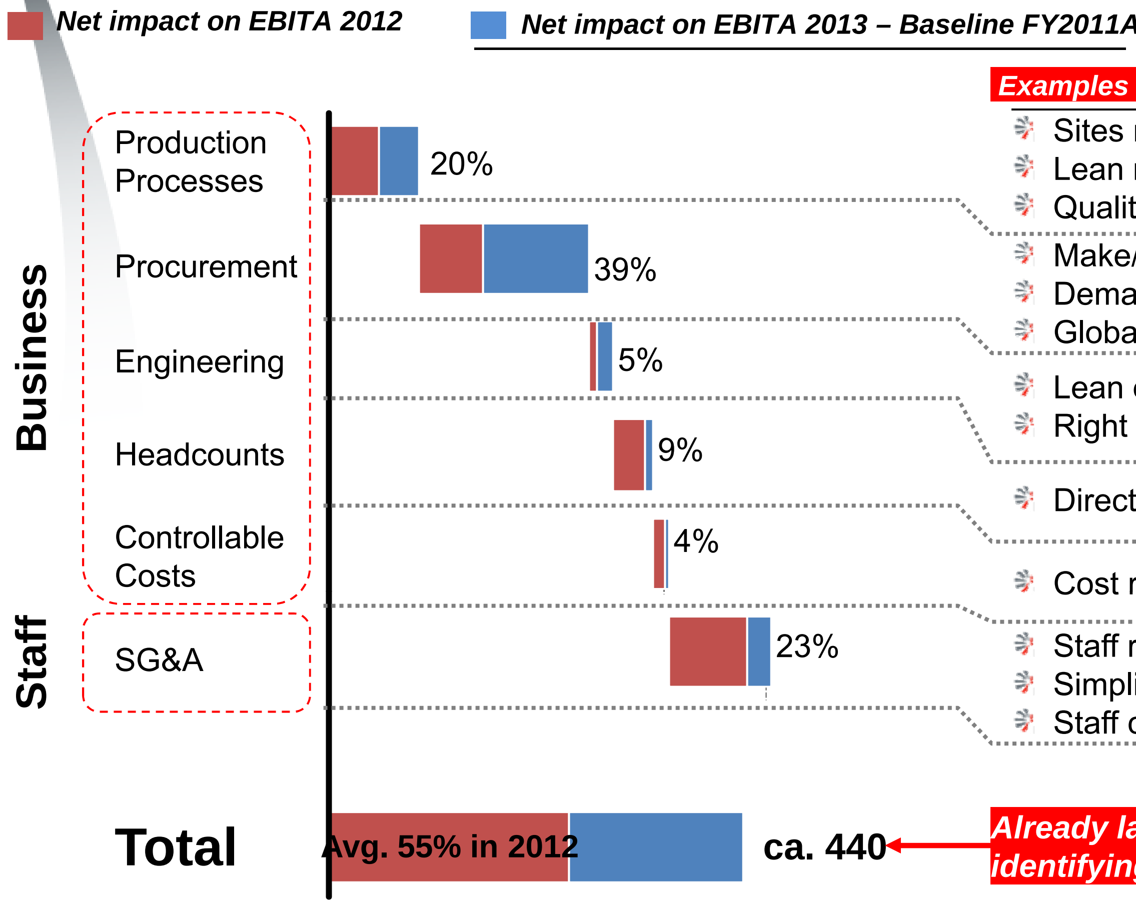
OUR MARKET ENVIRONMENT

- Growing pressure on domestic defence budgets (Italy, UK, and USA) from 2010 and cuts expected till 2015
- Our addressable business in non domestic high spending markets steadily growing, although in a tighter competitive environment
- Stronger attention to “affordability”, performance and long term lifecycle costs by customers
- Our budget plan do not foresee order and revenue growth but a strong commercial effort aimed at
    - Booking high quality orders, in line with Group profitability target (FY2012E orders ca.€17.5bn, with Book to bill remaining solidly above 1)
    - Growing our positioning in Rest of the World markets (expected orders in 2012 and 2013 solidly above 35% of the total annual orders)

- Renewed commercial effort to address the **Domestic** Markets
    - developing strategic partnerships with our domestic government customers (i.e. UK and IT MoD) for a coordinated approach to capture international businesses for mutual benefits
    - Identifying transnational business avenues, such as those available with International Organizations (e.g. NATO, UN, EU, EDA), in partnership with other groups and companies
    - an overhaul of our presence in the USA

    - L/T positioning in **priority strategic geographies** (Brazil, Russia, India, Persian Gulf and North Africa) systems portfolio, where we have total commercial campaigns in the near future for more than €10bn
    - Balancing commercial and military product /contract portfolio
    - Leveraging on “dual use” characteristic of product/solutions to get access to European funds (VII framework programme, Horizon 2020)

Competitiveness, efficiency improvement and industrial restructuring plans for profitability recovery



Examples of initiatives

- Sites rationalisation
- Lean manufacturing
- Quality improvement

- Make/buy rationalisation
- Demand management
- Global sourcing

- Lean engineering
- Right sizing

- Direct/ indirect rationalisation

- Cost reduction

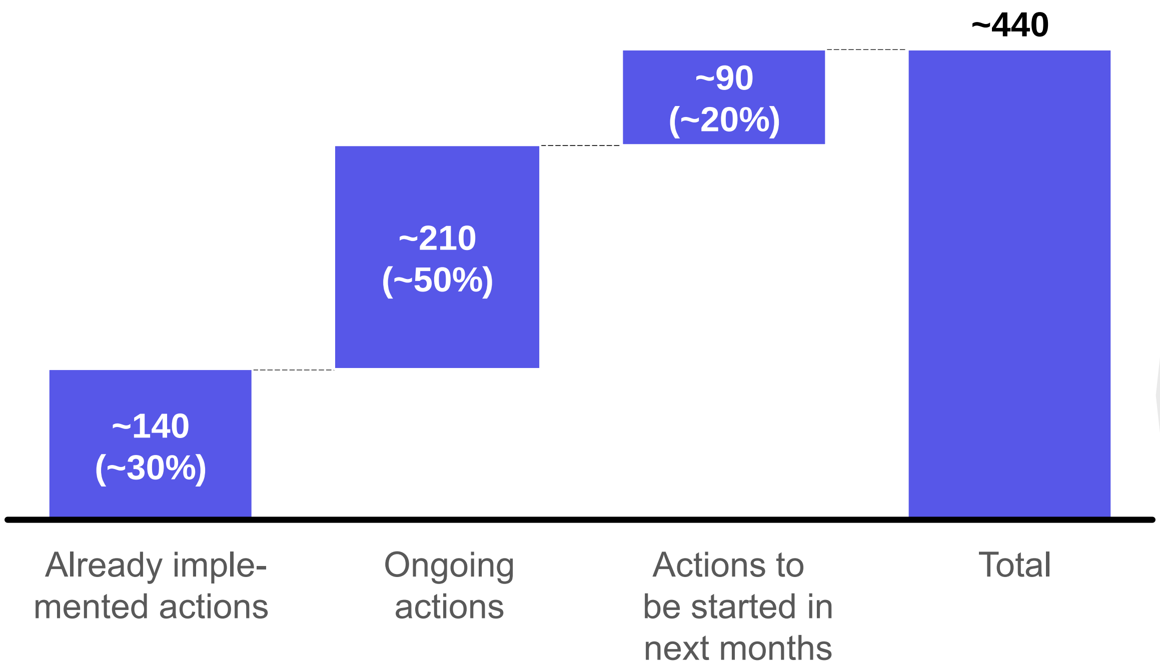
- Staff right sizing
- Simplification of companies
- Staff cost reduction

Already launched group-wide project for identifying additional improvement opportunities

First "physical" signs of impact already visible

Competitiveness, efficiency improvement and industrial restructuring – status of implementation

Net impact on EBITA 2013
Million of Euros, percent



Already implemented actions	Ongoing actions	Actions to be started in next months	Total
~50	~110	~40	~200

Number of projects

Projects equivalent to ~30% of the expected savings already implemented

Key results so far

- Almost 200 projects (with more than 5,000 initiatives)
- Each project with a defined activity plan, with clear milestones and owners
- All functions/BUs/main actors of the supply chain involved
- Monitoring tool with main industrial and economic KPIs already in place
- Corporate working with the companies:
  - Periodic meetings to check status of actions, achievement of results and define eventual mitigation plans
  - Process of best practices sharing launched

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OUR PATH TO STRUCTURALLY IMPROVE CASH FLOW GENERATION

- 2012 a transition year where a strong improvement in cash inflow at operating WC level, mainly concentrated in DE&S and Helicopters, is significantly offset by cash out for provisions taken in 2011 P&L, especially in Aeronautics and Vehicles

From 2013 onwards a material improvement in FOCF generation is expected driven by:

- Partial translation of profitability benefits, due to process and cost efficiency programmes, into higher Operating CF
- Further improvement of operating working capital, due to better procurement processes reduced lead times
- Reduced cash out for provisions (reducing by 220mln euro 2013/2012)
- More selective investments focused on fewer product lines/programmes with higher returns
- Technology and product portfolio critical analysis throughout the entire Group, including the Unified Selex, aimed at reviewing and selecting areas where
  - to invest for growth or to maintain minimum investments for core business protection
  - to rationalise in order to get more focused critical mass or to divest/outsource
- Similarly and subsequently to technology portfolio optimisation, there are opportunities for operational benefits from site rationalisation along with re-organisation through focused technology/manufacture centres of excellence

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Aeronautics

€mln	2010A 4Q	2010A FY	2011A 9M	2011A 4Q	2011A FY	FY2012E
Revenues	952	2,809	1,866	805	2,670	2,700-2,800
EBITA	**134**	**205**	**-15**	**-88**	**-103**	**~70**

- Orders up 15% mainly driven by civil (ATR, B787, A380). EFA accounts for ca. 39% of total backlog, B787 ca18%
- Revenue decrease mainly due to EFA production slowdown, partially offset by ATR, M346 and JSF
- Lower profitability mainly due to lower industrial efficiency in certain production processes, higher costs required to complete several orders (i.e. A380, Falcon ATR, G222, ATR special versions) and different production mix
- 2012 a transition year versus recovery
- 2013 and beyond: larger benefits from efficiency measures and restructuring execution – specifically in aerostructures (i.e. B787, A380) - support a decisive path towards sustainable profitability and CF generation

AERONAUTICS – UPDATE ON RESTRUCTURING PLAN

- 3R Plan execution – Restructure, Reorganise and Relaunch – progressing in line with schedule
- Agreements with Unions signed in Nov2010 and in Nov2011 to reduce headcount for >1,800 in 2011-2014 , of which >800 already terminated
- Merger effective on January 1st 2012 with Staff rationalisation by centralising HQ function (HR, AFC, Legal, External Relation) and other central activities through outsourcing (Book Keeping, Warehouse, Security,)
- Site rationalisation with closure of three sites under execution: Casoria to be completed by Q2 2013, Venice by beginning 2013 and Rome HQ will be completely moved to Turin by end 2012
- Industrial efficiency actions under implementation bearing first concrete evidence: i.e. hourly cost of operations to be improved by 12% by 2014 (baseline 2011), with 1/3 of the target already achieved by the end of 2012
- Important efficiency actions focused on B787, where a “stable process/stable output” has been achieved, manufacturing efficiency ratio improving from 65% to 72% by year end (2012)
- Procurement: actions fully implemented to confirm 100% of 2012 savings. Negotiations in progress regarding 2013 procurement objectives.

Net benefits to EBITA of ca. €170mln by 2013 and annual ca. €270mln from 2015 onwards

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DRS ($mln)

	2010A		2011A			FY2012E
	4Q	FY	9M	4Q	FY	
Revenues	1,069	4,062	2,445	903	3,348	2,790-2,940
EBITA	**117**	**452**	**221**	**178**	**399**	**~295**

- Good productivity and profitability maintained in 2011 while facing planned reduction in revenues
- Most of volume reduction in 2011 was expected due to winding down of equipment supplies for urgent battleground operational requirements in particular Driver Vision Enhancements, Movement Tracking Systems and Improved Bradley Acquisition Subsystems
- Further volume reduction came from unexpected delays on delivery of the heavy trailer programme M1000
- Revenues expected to stabilize from 2013 onwards, maintaining double digit profitability

DRS: ACTIONS TO INCREASE COMPETITIVENESS IN US

- Elimination of cost duplication, simplification and site rationalisation
  - **HQ optimisation**
  - **Group actions**, including elimination of redundant functions, consolidation of back office activities
  - **Company reductions**, including integration and consolidation of businesses, reductions in staff and consolidation in back office functions
- The optimised DRS will also be in the position to address wider business opportunities, delivering incremental benefits in terms of additional bookings and volume increase in the M/L term
- Further opportunities in business consolidation and cost savings to support increasing profitability in the mid term

Selex electronic Systems (pro-forma Unified Selex)

€mln	2010A		2011A			FY2012E pro-forma
	4Q	FY	9M	4Q	FY	
Revenues		4,074	2,553	1,077	3,630	3,550-3,650
EBITA		**387**	**110**	**75**	**185**	**~260**

- **Selex Galileo**: Lower orders due to large EFA wins booked in FY2010. Key revenues include EFA DASS, avionic radars and equipment, equipment for helos/Space programmes and customer support. Profitability remains high single digit despite pressure on volumes

- **Selex Sistemi Integrati**: Key orders include Large Systems for defence and Security (i.e. Italian armed forces protection in Afghanistan) and export contracts in C&C. Decrease in Revenues mainly due to lower activities in ATC and postponements and lack of expected orders in Libya. Lower profitability due to revenue decrease and worse mix of activities

- **Selex Elsag**: key orders include Integrated communication network and systems and IT&Security. Key revenues include Tetra, postal automation and security. Lower profitability due to cost overruns on specific orders and delays on new orders with better margins. Benefits from reorganisation expected beyond 2011

DEFENCE ELECTRONICS AND SECURITY - MILESTONES OF UNIFIED SELEX PROJECT

Starting from 2013 a Single European Entity in the Defence Electronics and Security sector, having:

- One single strategic plan (Marketing & Sales Plan, Integrated innovation and R&D plan) based on activities and accomplishments of a dedicated Transition Team
  - Identification of key countries: Brazil (Naval Systems, Major Events Security), India (Border Control, ATC), Saudi /UAE (Naval System ,Border Control)
  - Identification of other programs to enhance unified capabilities and further increasing order intake
  - Assessment of 40 key technologies for each Company contributing to overall positioning
  - Analysis of 12 common Technology Platforms and Areas to achieve/strengthen critical mass and economy scale and assessment of ca. 150 laboratories related to the identified Technology platforms and areas
  - Identification of opportunities to improve Procurement and Supplier management (savings, timing and quality)
  - Identification of "best practice" to align Quality, Security and ICT processes
  - Reduction of production sites
- One single budget plan to be ready by the end of 2012
- Merger improvements impacting several fields:
  - Procurement
  - Manufacturing (centers of excellence)
  - Quality (select R&D, R&T, centers of excellence)
  - adoption of a single interoperable ICT across different sites of the merged companies

Integration benefits not already factored into 2012-2013 budget

AnsaldoBreda

€mln	2010A 4Q	2010A FY	2011A 9M	2011A 4Q	2011A FY	FY2012E
Revenues	167	609	470	125	595	650-750
EBITA	**-2**	**-25**	**-76**	**-79**	**-155**	**(50)-(30)**

- Lower orders due to large win booked in FY2010 (50 high-speed trains for Italy). Key orders include driverless metro line for Honolulu, Milan metro Line 5 and Service
- Key revenues include trains for the Danish, Dutch and Belgian railways, double-decker train cars for Italy; trains for the Milan, Riyadh (Saudi Arabia), Rome Line C and Fortaleza (Brazil) metros; Sirio tram for Goteborg (Sweden) and various service programmes
- Profitability affected by the results of the analysis performed on the estimates made for contracts in progress, which revealed losses in gross margin on services, various Sirio contracts, and certain mass transit programmes nearing completion
- Legacy contracts (Denmark IC4 and Belgium Holland) deliveries expected to be completed by beginning 2013. Thorough process review and contracts heavily provisioned in FY2011. Revenues for both contracts falling sharply in 2012 and will be negligible by 2014

VEHICLES – UPDATE ON RESTRUCTURING PLAN

- Restructuring plan launched by the Company new management for improving Efficiency and Total Cost of Quality going ahead in line with schedule

- Agreement reached with all major Trade Unions for implementation of restructuring plan

- Relentlessly restoring competitiveness in operations through industrial :
  - efficiency: reduction of indirect activities/resources; enhancement of planning process and tools to reduce waiting for material/work; increase of available hours (reducing absenteeism, dispersions, ecc)
  - effectiveness: reshape of plant layout to improve cycles; review of production tools and techniques; monitoring and removal of waste causes; design to cost, concurrent engineering to optimize and enhance cycle times

➔ target to improve cost of operations by 18% by 2014 (baseline 2011), of which 5% in 2012

- New organization structure completely implemented; new performance evaluation system started; Staffing and Bidding processes design completed

- Approx 40% of our 2012 target achieved so far through identified and fully implemented activities

Benefits of approx. €40mln in 2012 and €90mln annual by 2014 confirmed, including both Efficiency and Total Cost of Quality

Helicopters

€mln	2010A 4Q	2010A FY	2011A 9M	2011A 4Q	2011A FY	FY2012E
Revenues	1,088	3,644	2,750	1,165	3,915	~4,000
EBITA	**161**	**413**	**287**	**130**	**417**	**~425**

- Results confirming sustained growth, maintaining double digit profitability
- Revenues up 7% mainly driven by customer support (+19% YoY)
- New orders for almost 200 helicopters; backlog equal to ca. 3 years of production
- Investing in key programmes able to sustain future growth, while maximising efficiency and cost reduction
  - AW189: firm orders for >50 helicopters
  - AW169: first prototype on final assembly line
  - AW609: full ownership acquired

2012E/2013E: confirming and strengthening role of cash flow contributor through more focused investments

Space

€mln	2010A 4Q	2010A FY	2011A 9M	2011A 4Q	2011A FY	FY2012E
Revenues	309	925	699	302	1,001	~1,000
EBITA	**24**	**39**	**27**	**41**	**68**	**~70**

- Decrease in Orders mainly due to large wins booked in FY2010 (Iridium NEXT)
- Revenues up 8% driven by both Manufacturing and Satellite Services
- Improved profitability mainly due to higher volumes in both segments and higher profitability in Manufacturing

2012E/2013E:good performance expected both in Manufacturing and Service, after Gokturk contract review

Defence Systems

€mln	2010A 4Q	2010A FY	2011A 9M	2011A 4Q	2011A FY	FY2012E
Revenues	408	1,210	811	411	1,223	~1,300
EBITA	**46**	**107**	**65**	**52**	**117**	**~140**

- Slight decrease in Orders mainly due to Land, Sea and Air weapons systems, partially offset by increase in Missiles
- Revenues in line with 2010; Land, Sea and Air weapons systems revenues increase offsetting decrease in Underwater
- Higher profitability mainly driven by higher volumes in Land, Sea and Air weapons systems and increased deliveries in Missiles, offsetting lower revenues in Underwater

Ansaldo STS

€mln	2010A 4Q	2010A FY	2011A 9M	2011A 4Q	2011A FY	ASTS Guidance FY2012E
Revenues	405	1,284	842	370	1,212	1,200-1,300
EBIT	**50**	**137**	**77**	**39**	**116**	
ROS% (EBIT/ Revenues)	12.4%	10.7%	9.2%	10.5%	9.6%	~9.5%

Energy 100%*

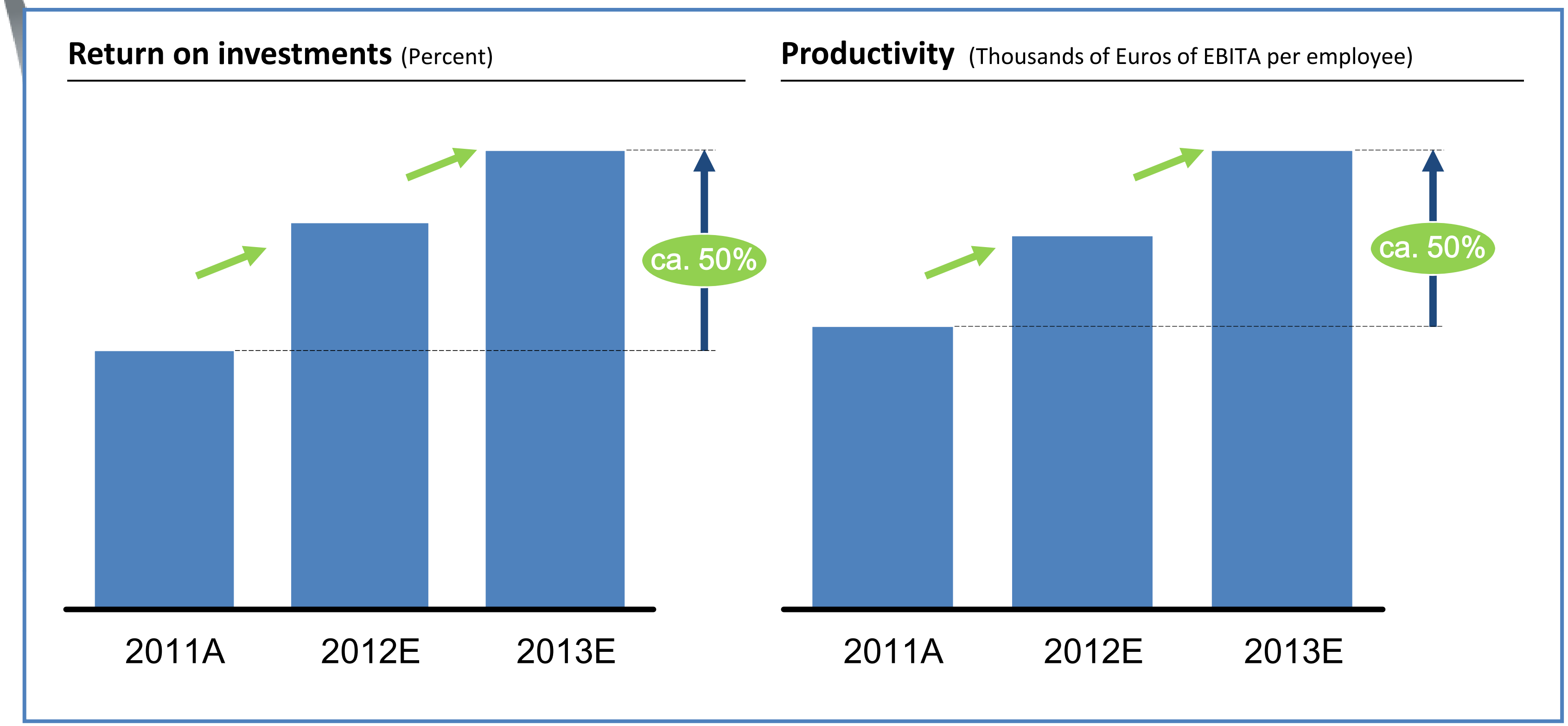
€mln	2010A 4Q	2010A FY	2011A 9M	2011A 4Q	2011A FY	FY2012E *(proport. consolidat. at 55%)*
Revenues	419	1,413	848	479	1,327	~800
EBITA	**53**	**145**	**64**	**63**	**127**	**~70**

- *All comments below referred to like for like variations*

- Order increase mainly due to Plants and Components
- Service accounts for ca. 59% of total backlog, plants and components for ca. 37%
- Decrease in Revenues due to lower production activities in Service (Solution and Repair); increase in Renewables revenues
- Profitability impacted by lower volumes and product mix

(*) Proportional consolidation of 55% Ansaldo Energia starting from 2H2011 .

MUCH HIGHER RETURN ON INVESTMENTS AND PRODUCTIVITY



- Improvement rely upon: much more efficient business portfolio; more focussed and marketable product portfolio
- Upside from optimisation of DRS and Unified Selex not included in the current budget
- Contributing to achieve: a stable financial situation allowing to remain investment grade; a sustainable debt repayment plan

FINMECCANICA

2012 GUIDANCE AND TRENDS FOR 2013

Finmeccanica Group

€min	FY2011A	FY2012E	Trends for 2013
Orders	17,434	ca. 17,500	Book to bill > 1
Revenues	17,318	16,900 – 17,300	Low single digit growth
EBITA	**878**	**ca. 1,100**	**EBITA margin >7%**

FOCF	-358	>0	Materially growing YoY
Net Financial debt	3,443	ca. 3,400 before disposals	Decreasing YoY before disposals

Disposal strategy

- As part of our strategy aimed at rationalising, focussing and maximizing value of our business portfolio, we reconfirm our commitment to dispose of less strategically placed assets
- Disposals will also support debt reduction and strengthen balance sheet, pending recovery in cash flow generation growth, due to restructuring plans under execution

➔ Increased sustainability of business portfolio accompanied by structurally lower debt and an even more robust balance sheet

Disposal update

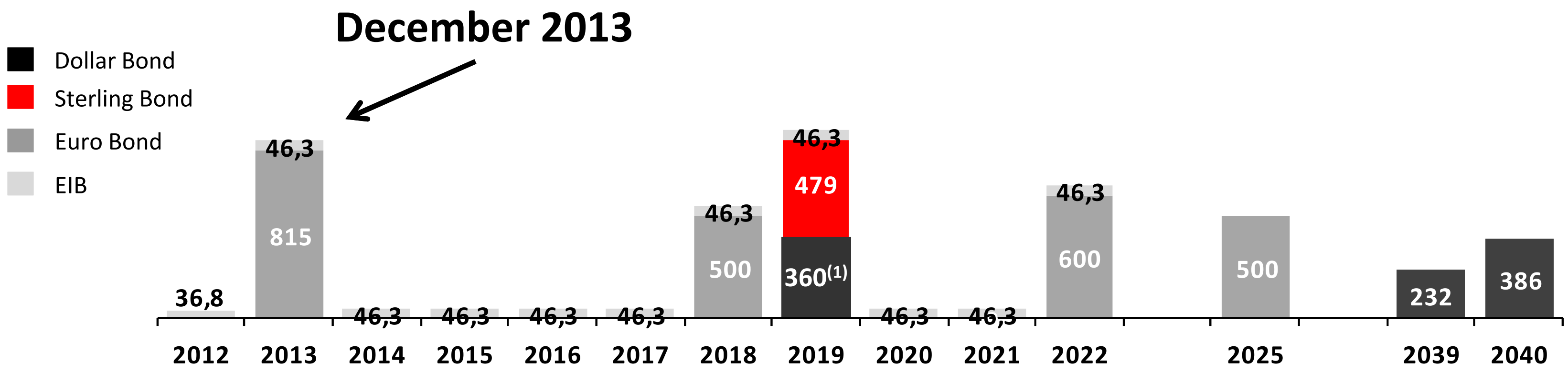
- List of potentially disposable assets for a total value of >€2bn, out of which we have identified assets disposable in order to achieve net proceeds of €1bn

Ongoing processes in:

  - Transport and Energy sector
  - Minority shareholdings

DEBT BALANCES

- Finmeccanica's current financial structure is built on €4,604 million equity and €3,443 million total debt
  - The debt/total capitalisation ratio is therefore 43%
- The debt has an average life of ca.10 years, thanks to a strategy over the last two - three years of extending the duration of instruments
- The Group's financial robustness is supported by:
  - Long average life of the debt, which is aligned to the Group's investment activities
  - No need "to issue paper" to refinance securities maturing till end of 2013
  - Availability of liquidity lines, such as the €2.4 billion revolving credit facility and other bilateral lines of credit, sufficient to deal with expected operating cash requirements
- Finmeccanica bonds have no financial covenants nor pricing grids for rating downgrades
- Revolving credit facility also has no financial convenants



(1) In the first quarter 2012 Finmeccanica early repaid $35mil of the 2019 USD bond.

STABLE FINANCIAL OUTLOOK UNDERPINNING INVESTMENT GRADE

Solid liquidity profile

- In order to cope with possible volatilities in financial needs, Finmeccanica can leverage:Year end cash balance of €1.3Billion
  - Credit lines worth €3.1 Billion, fully available at December 31th 2011 to finance cash absorptions deriving from working capital
    - A new revolving credit facility was signed September 2010 with a pool of leading Italian and foreign banks for a total of €2.4 Billion with maturity in September 2015
  - Signature loans of roughly €2.2 Billion to support the execution of bidding and orders' activities

Financial stability

- Average residual financing term of ca.10 years
- First bond repayment: ~815 million in December 2013
- Over the first quarter 2012 Finmeccanica through Meccanica Holding Inc. bought back $35 million of 2019 US bond issue

Maintaining investment grade

- At present Moody's (Baa2), S&P (BBB-) and Fitch (BBB-) on a negative outlook, post rating review in October - December
- Key element for maintaining investment grade category with the three agencies is based on achieving the Group's restructuring, re-organisation and divestment plans

Increased sustainability of financial structure accompanied by structurally lower debt and an even more robust balance sheet

RECONFIRMING MANAGEMENT PRIORITIES

Strategic consolidation of Group businesses, accelerating focus on Aerospace, Defence Electronics and Security, improving operational performance by:

- Deconsolidation process and restructuring of Rolling Stock
- Industrial restructuring of Aeronautics (3R- Restructure, Reorganise, Relaunch)
- Further consolidating Defence Electronics and Security companies
- Strengthening international competitiveness of Defence Systems businesses – Land and Underwater – by achieving the right size through partnerships
- Improving contract execution and operations
- Optimising Investments with sharper focus on financial sustainability and capital returns
- Reducing G&A throughout the entire Group including HQ
- Disposing of assets, selecting from Group disposable activities, with the specific goal to reduce debt

- ***Delivery of 2012-2013 operating plan***
- ***Execution of portfolio restructuring***
- ***Acquisition of contracts***

Presentation Outline

Giuseppe Orsi, Chairman & CEO

- Group 2011 Results and Exceptional Charges
- Strategic Priorities

Alessandro Pansa, COO & CFO

- Sector Results and Guidance
- 2012 Guidance and 2013 Trends

Q&A

Appendix

Presentation Outline

Giuseppe Orsi, Chairman & CEO

Group 2011 Results and Exceptional Charges

Strategic Priorities

Alessandro Pansa, COO & CFO

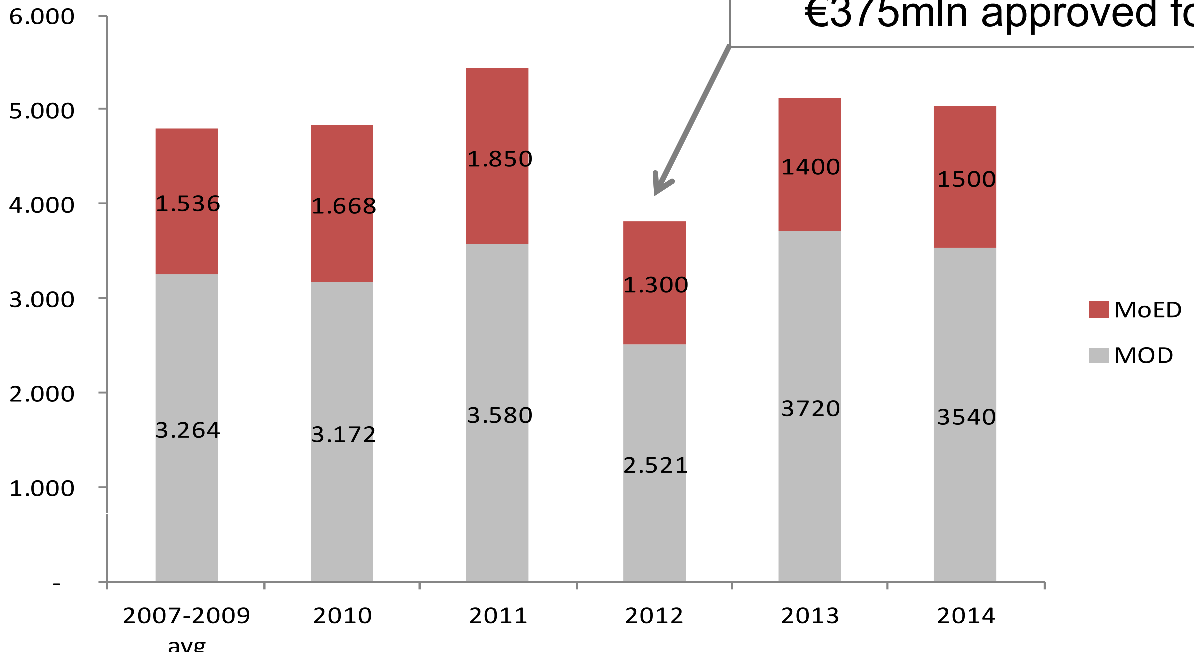
Sector Results and Guidance

2012 Guidance and 2013 Trends

Q&A

Appendix

ITALIAN MOD AND MOI DISCLOSURE



- Additional funding of €375mln approved for 2012

- Italian government 3 year plan now approved as shown in November presentation
- Total defence funding 2012 increased by €375mln to 4.2bn thanks to refinancing of L.421/96
- Key international programmes intact (Eurofighter, FREMM and VBM) some stretch out in schedules
- New program starts unlikely
- Orders will be under more pressure than revenues
- No additional L.808/85 funding for 2012, but previously approved funding will continue
- Likely impact on Finmeccanica difficult but manageable
- Italian Defence Minister committed to rebalancing defence spending in favour of investments in M-Term

FINMECCANICA

2011 (EUR million)	Helicopters	Defence Electronics and Security	Aeronautics	Space	Defence Systems	Energy	Transport	Other Activities	Eliminations	Total
Revenues	3,915	6,035	2,670	1,001	1,223	981	1,877	305	(689)	**17,318**
EBITA(**)	**417**	**471**	**(103)**	**68**	**146**	**91**	**(63)**	**(149)**		**878**
EBITA margin	*10.7%*	*7.8%*	*-3.9%*	*6.8%*	*11.9%*	*9.3%*	*(3.4%)*	*-48.9%*		*5.1%*
EBITA Adj (*)	**417**	**303**	**(903)**	**18**	**117**	**91**	**(110)**	**(149)**		**(216)**
EBITA Adj (*) margin	*10.7%*	*5.0%*	*-33.8%*	*1.8%*	*9.6%*	*9.3%*	*(5.9%)*	*n.a.*		*(1.2%)*
EBIT	**404**	**(654)**	**(1,548)**	**14**	**110**	**46**	**(573)**	**(185)**		**(2,386)**
Depreciation and amortisation	144	232	121	36	37	20	24	56		**670**
Investment in non-current assets	467	240	263	30	32	23	22	20		**1,097**
Research and development costs	472	823	326	77	247	23	46	6		**2,020**
New orders	3,963	4,917	2,919	919	1,044	1,258	2,723	319	(628)	**17,434**
Order backlog	12,121	9,591	8,656	2,465	3,656	1,939	8,317	256	(996)	**46,005**
Headcount	13,303	27,314	11,993	4,139	4,066	1,872	6,876	911		**70,474**

2010 (EUR million)	Helicopters	Defence Electronics and Security	Aeronautics	Space	Defence Systems	Energy	Transport	Other Activities	Eliminations	Total
Revenues	3,644	7,137	2,809	925	1,210	1,413	1,962	243	(648)	**18,695**
EBITA(**)	**413**	**735**	**205**	**39**	**107**	**145**	**97**	**(152)**		**1,589**
EBITA margin	*11.3%*	*10.3%*	*7.3%*	*4.2%*	*8.8%*	*10.3%*	*4.9%*	*n.a.*		*8.5%*
EBITA Adj (*)	**413**	**735**	**205**	**39**	**107**	**145**	**97**	**(152)**		**1,589**
EBITA Adj (*) margin	*11.3%*	*10.3%*	*7.3%*	*4.2%*	*8.8%*	*10.3%*	*4.9%*	*n.a.*		*8.5%*
EBIT	**379**	**566**	**143**	**37**	**103**	**115**	**41**	**(152)**		**1,232**
Depreciation and amortisation	136	230	154	29	43	26	25	20		**663**
Investment in non-current assets	175	258	327	45	40	37	53	24		**959**
Research and development costs	409	810	369	68	260	38	69	7		**2,030**
New orders	5,982	6,783	2,539	1,912	1,111	1,403	3,228	105	(610)	**22,453**
Order backlog	12,162	11,747	8,638	2,568	3,797	3,305	7,303	113	(965)	**48,668**
Headcount	13,573	29,840	12,604	3,651	4,112	3,418	7,093	906		**75,197**

(*) Operating result before:
- any goodwill impairment;
- amortisations of intangibles acquired under business combination;
- restructuring costs of major, defined plans;
- other extraordinary income and expenses, i.e. relating to particularly significant events unconnected with the ordinary operations of the company's core businesses.

(**) Ebita: Adj EBITA as defined by Finmeccanica before exceptional non-recurring charges above it

FINMECCANICA

4Q 2011 (EUR million)	Helicopters	Defence Electronics and Security	Aeronautics	Space	Defence Systems	Energy	Transport	Other Activities	Eliminations	Total
Revenues	1,165	1,744	804	302	412	261	505	108	(235)	**5,066**
EBITA(**)	**130**	**204**	**(88)**	**41**	**81**	**37**	**(53)**	**(38)**		**313**
EBITA margin	*11.2%*	*11.7%*	*-10.9%*	*13.6%*	*19.7%*	*14.2%*	*(10.5%)*	*-35.2%*		*6.2%*
EBITA Adj (*)	**130**	**36**	**(135)**	**(9)**	**52**	**37**	**(100)**	**(39)**		**(28)**
EBITA Adj (*) margin	*11.2%*	*2.1%*	*-16.8%*	*-3.0%*	*12.6%*	*14.2%*	*(19.8%)*	*n.a.*		*(0.6%)*
EBIT	**123**	**(773)**	**(648)**	**(12)**	**48**	**(8)**	**(438)**	**(75)**		**(1,783)**
Depreciation and amortisation	38	59	29	12	14	4	8	16		**180**
Investment in non-current assets	337	97	98	12	8	6	9	10		**577**
Research and development costs	179	341	107	34	61	7	13	2		**744**
New orders	1,956	1,470	761	405	561	211	1,577	52	(197)	**6,796**

4Q 2010 (EUR million)	Helicopters	Defence Electronics and Security	Aeronautics	Space	Defence Systems	Energy	Transport	Other Activities	Eliminations	Total
Revenues	1,088	2,159	952	309	408	419	589	84	(237)	**5,771**
EBITA(**)	**161**	**309**	**134**	**24**	**46**	**53**	**40**	**(34)**		**733**
EBITA margin	*14.8%*	*14.3%*	*14.1%*	*7.8%*	*11.3%*	*12.6%*	*6.8%*	*n.a.*		*12.7%*
EBITA Adj (*)	**161**	**309**	**134**	**24**	**46**	**53**	**40**	**(34)**		**733**
EBITA Adj (*) margin	*14.8%*	*14.3%*	*14.1%*	*7.8%*	*11.3%*	*12.6%*	*6.8%*	*n.a.*		*12.7%*
EBIT	**145**	**205**	**73**	**22**	**45**	**23**	**(15)**	**(34)**		**464**
Depreciation and amortisation	44	55	47	7	12	9	6	8		**188**
Investment in non-current assets	61	97	117	15	16	13	20	11		**350**
Research and development costs	124	302	130	29	71	13	14	2		**685**
New orders	3,017	1,548	953	1,150	450	793	1,202	37	(176)	**8,974**

(*) Operating result before:
- any goodwill impairment;
- amortisations of intangibles acquired under business combination;
- restructuring costs of major, defined plans;
- other extraordinary income and expenses, i.e. relating to particularly significant events unconnected with the ordinary operations of the company's core businesses.

(**) Ebita: Adj EBITA as defined by Finmeccanica before exceptional non-recurring charges above it

FINMECCANICA

Development Costs Capitalised as Intangible Assets at 31 December 2011

€ mln	Self Funded National Security	Self Funded Other	Total
1 Jan 2011 Opening balance	710	673	**1,383**
Gross R&D Capitalised	208	78	**286**
Depreciation and write offs	-145	-205	**-350**
Other Changes	-57	23	**-34**
Net R&D Capitalised	6	-104	**-98**
31 Dec 2011	716	569	**1,285**

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