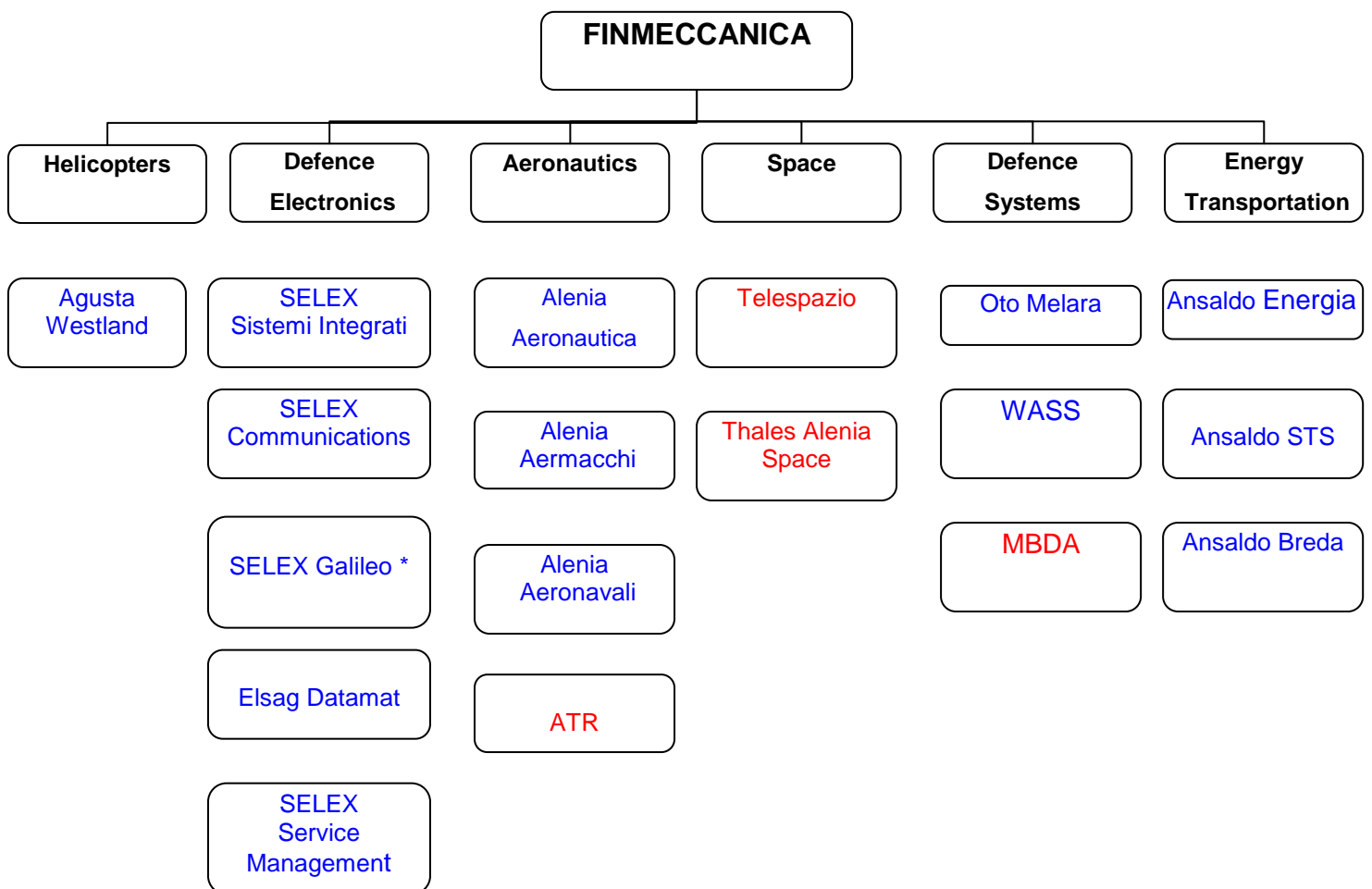


THE STRUCTURE OF THE FINMECCANICA GROUP


* The new brand which, from 2008, regroups on the market **SELEX Sensors & Airborne Systems** and **Galileo Avionica**

 100% Finmeccanica

 Joint Ventures

Finmeccanica is Italy's leading high-tech company, operating in the design and manufacture of helicopters, defence electronics, civil and military aircraft, aerostructures, satellites, space infrastructure and missiles. It plays a leading role in the European aerospace and defence industry, and participates in some of the biggest international programmes in the sector through well-established alliances with European and American partners. Finmeccanica also boasts significant manufacturing assets and skills in the transport and energy sectors. The group is listed on the Milan stock exchange and operates in Italy and abroad through subsidiaries and joint ventures. It employs over 58,000 staff in total, including 9,000 in the United Kingdom, 3,500 in France and 1,600 in the United States. As part of its drive to maintain and build on its technological expertise, Finmeccanica spends the equivalent of over 14% of its revenues on research and development.

The current structure of the Finmeccanica Group is the result of a business restructuring drive beginning in the late 1990s that transformed the group from an industrial conglomerate into a high-tech company specialising in aerospace, defence and security. Previously structured into divisions, the Group's activities have now been organised into homogeneous and coherent operating companies each with its own international development strategies, thereby leaving Finmeccanica free to focus on strategic and industrial management and control. In parallel with the restructure, the Group also laid the foundations for the agreements and joint ventures that would result in Finmeccanica's current international partnerships.

1995: WASS, a Finmeccanica company, is created from the merger of the underwater systems division of Whitehead SpA and Elsag Sistemi Navali.

1996: Ansaldo Signal is created from Ansaldo Trasporti, and takes on all the Group's railway signalling assets.

1998: Finmeccanica and GKN establish **AgustaWestland**, a 50-50 joint venture combining the two Groups' helicopter businesses. **Elsag** is launched, a new company, taking over the business activities of the former Elettronica San Giorgio, and specialising in Information & Communication Technology. **Alenia Marconi Systems (AMS)** is established, a joint venture combining the radar systems, land and naval command and control systems, and air traffic control systems assets of Finmeccanica and UK partner BAE Systems.

2000: Finmeccanica's space division is re-branded as **Alenia Spazio** and its helicopter division becomes **Agusta**.

2001: Finmeccanica's internal avionics systems and armaments divisions are re-branded as **Galileo Avionica** and **OtoMelara** respectively. **AnsaldoBreda** is formed through the merger of the Ansaldo Trasporti unit that produces vehicle and onboard electronic equipment with Breda Costruzioni Ferroviarie, one of the world's leading mechanical manufacturing companies. The assets of the systems business of the former Ansaldo Trasporti are transferred to **Ansaldo Trasporti Sistemi Ferroviari**. Note also the third company, **Ansaldo Energia** (already active in the energy production plants sector since 1991). Lastly, a joint venture between Finmeccanica, EADS and BAE Systems results in the creation of **MBDA**, active in the missiles sector. The **ATR Integrated** consortium, operating in the aeronautics sector was created, pooling the assets of Alenia Aeronautica and EADS ATR in the turbo-propelled aircraft construction.

2002: Finmeccanica's internal aeronautics division becomes **Alenia Aeronautica**, which, in turn, acquires the entire control of Officine Aeronavali Venezia, a company active in aeronautical overhaul and maintenance and within Finmeccanica since 1981. The Group also acquires **Marconi Mobile** and **OTE** (subsequently merged into Selenia Communications) and **Telespazio**. Finmeccanica acquires **Aermacchi** in the trainer aircraft sector and 30% of Fiat Avio (now the **Avio Group**, the rest of which is owned by the Carlyle group) in the aircraft engines sector.

2003: In the radio-mobile communications sector Selenia Communications acquires **MMA (Marconi Mobile Access)**, a centre of excellence for the development of radio-mobile technologies and applications.

2004: Finmeccanica signs definitive agreement with GKN for the acquisition of GKN's 50% interest in the helicopter joint venture **AgustaWestland N.V.** The world's leading helicopter business is thus now completely owned by Finmeccanica.

2005: An agreement signed with BAE Systems results in the creation of Finmeccanica's defence electronics subsidiary. Included in the new company are: **SELEX Sistemi Integrati** (the former AMS joint venture now once again fully-owned by Finmeccanica), the world leader in command and control systems and ATC systems; **SELEX Sensors and Airborne Systems** (75%-owned by Finmeccanica and 25% by BAE Systems), pooling Finmeccanica's UK avionics assets – re-grouped in **SELEX Sensors and Airborne Systems Ltd** - and those of **Galileo Avionica**; **SELEX Communications**, adding the military and secure communications assets of BAE Systems, now integrated within Selenia Communications. **Elsag** is then also integrated within the company, along with its expertise in information technology and systems integration for the security sector. Also that year **SELEX Service Management**, a company managing security networks and supplying security-related services and applications to both the public and private sectors, is established. Lastly, the assets of Finmeccanica's former international naval systems division are transferred to **Orizzonte – Sistemi Navali**, an affiliated company owned 50% by Fincantieri and 50% by Finmeccanica that produces ship-borne systems.

2005 also marked the start of the Space Alliance: the two joint ventures established by Finmeccanica and Alcatel Space to operate their respective space activities become operational in July. **Alcatel Alenia Space** (67%-owned by Alcatel and 33% by Finmeccanica) brings together the manufacturing activities of Alcatel Space and Alenia Spazio. **Telespazio** (67%-owned by Finmeccanica and 33% by Alcatel) pools the space services businesses of Telespazio and Alcatel Space Services and Operations.

In October 2005 **Datamat** is incorporated into the Group's defence electronics division, along with its expertise in Information & Communication Technology systems and solutions.

Major changes also take place in the transport business. In November Finmeccanica establishes **Ansaldo STS**, to which Ansaldo Signal's signalling activities and Ansaldo Trasporti Sistemi Ferroviari's systems business are transferred. Immediately afterwards 60% of the company is floated on the stock market.

2006: Officine Aeronavali Venezia and SIA – Società Italiana Avionica (which have been part of the Finmeccanica group since the 1980s) change their names to become, respectively, **Alenia Aeronavali** and **Alenia SIA**. Aermacchi becomes **Alenia Aermacchi**.

2007: Thales acquires the participation of Alcatel Lucent in the Space Alliance established in 2005. The joint venture Alcatel Alenia Space becomes **Thales Alenia Space** (Thales 67% and Finmeccanica 33%), while Telespazio maintains its name and the related stakes (Finmeccanica 67% and Thales 33%).

In 2007 Finmeccanica acquires the remainder 25% of Selex **Sensors & Airborne Systems SpA** and brings to 100% its participation in Datamat, which now forms an integrated group with Elsag with the new name of **ELSAG DATAMAT**.

2008: the new brand **SELEX Galileo** regroups on the market the two companies SELEX Sensors & Airborne Systems and Galileo Avionica.