



Financial Outlook: annual report 2006



Main Financial Highlights

Euro MIn	2006	2005	Δ 2006 vs 2005
Revenues	1.908	1.789	119
EBIT	203	166	37
ROS	10,6%	9,3%	1,3%
Net Invested Capital	268	264	4
Net Financial Position	542	456	86
Orders	2.634	3.230	(596)
Backlog	7.538	6.865	674
Employees	12.135	11.198	937

Financial Outlook: first quarter 2007



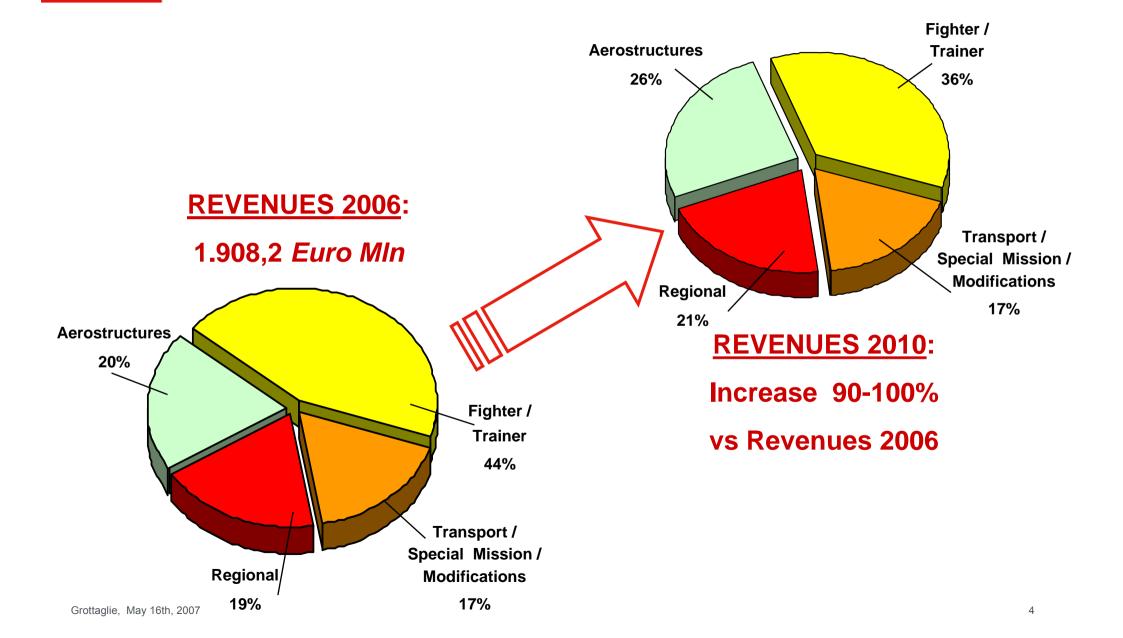
Main Financial Highlights

Euro MIn	March 31th 2007	March 31th 2006	Δ I° Q 2007 vs 2006
Revenues	412	409	3
EBIT	20	15	5
ROS	4,9%	3,8%	1,1%
Net Invested Capital	745	645	99
Net Financial Position	68	106	(38)
Orders	667	430	238
Backlog	7.866	6.936	930
Employees	12.687	11.364	1.323

Revenues Breakdown and Target

Actual 2006 and Forecast 2010





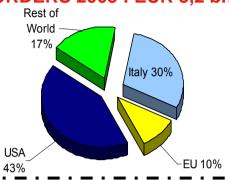
Highlights: Orders and Backlog becoming global...



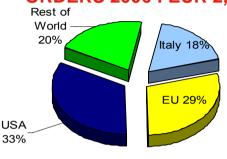
ORDERS 2004 : EUR 3,3 bn



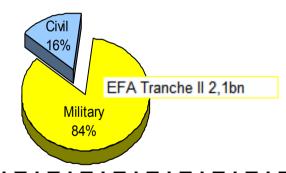
ORDERS 2005: EUR 3,2 bn



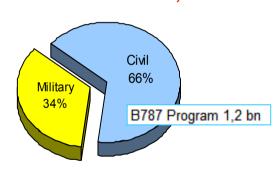
ORDERS 2006: EUR 2,6 bn



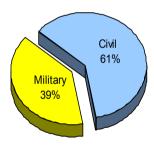
ORDERS 2004: EUR 3,3 bn



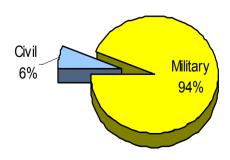
ORDERS 2005: EUR 3,2 bn



ORDERS 2006: EUR 2,6 bn



BACKLOG 2004: EUR 5,4bn



BACKLOG 2005: EUR 6,9bn



BACKLOG 2006: EUR 7,5 bn



Efficiency programs of Finmeccanica Group



Roadmap for achieving improved performance



Review of industrial processes and launch efficiency programmes for procurement, production & logistics

Complete integration plans

Simplify Group structure and review G&A processes

Increase profitability

Reduce working capital

Reduce industrial and SG&A costs

> Self-fund product investment

Reductions in G&A. IT, commercial costs etc

> Focus on winning high margin orders

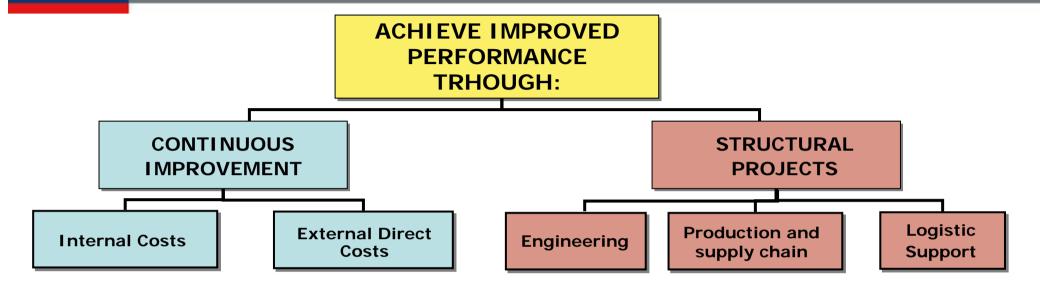
Reduce industrial costs and maximise sales to consolidate gross margins and cash flows

Extend procedures to cover entire life cycle of contract

Cost efficiencies to drive MBO remuneration across Group

Guide-line of improvement in Aeronautics





- Reduce G&A, IT and commercial costs
- Reduce industrial costs (a new performance bonus for blue and white collar introduced starting 1.1.2007)
- Reduce work in progress

- Renegotiation of contracts
- Limit the expected growth of raw materials market index

- Review processes, systems and competences to manage a new plan of make or buy
- Review of make/buy policy, to front volume increase and improve the profitability of programs
- Review/Rationalization of production support activities (Logistics....)
- Integrated/centralized management of the logistical support to the different C27J air fleets