

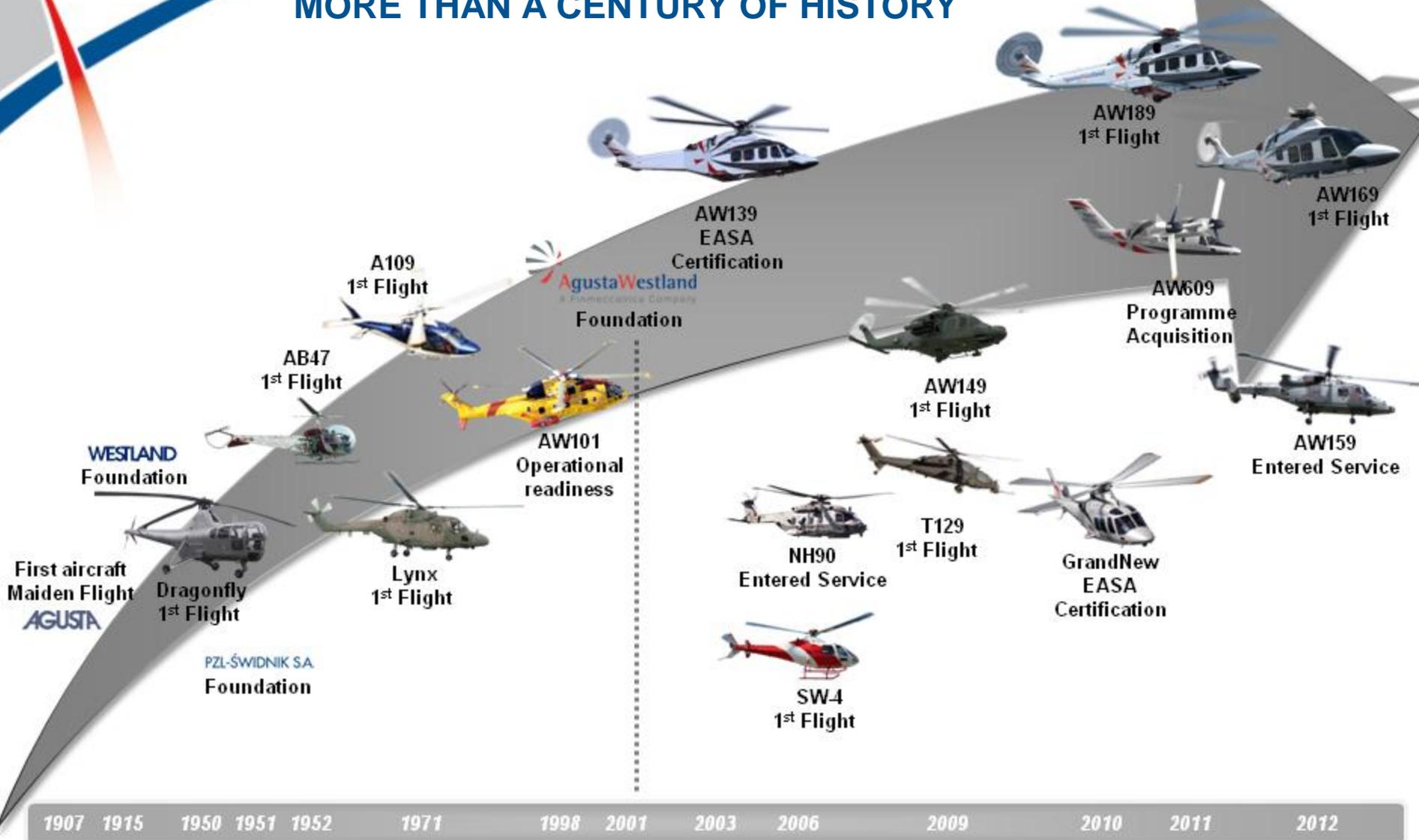


AgustaWestland
A Finmeccanica Company

Programme Management

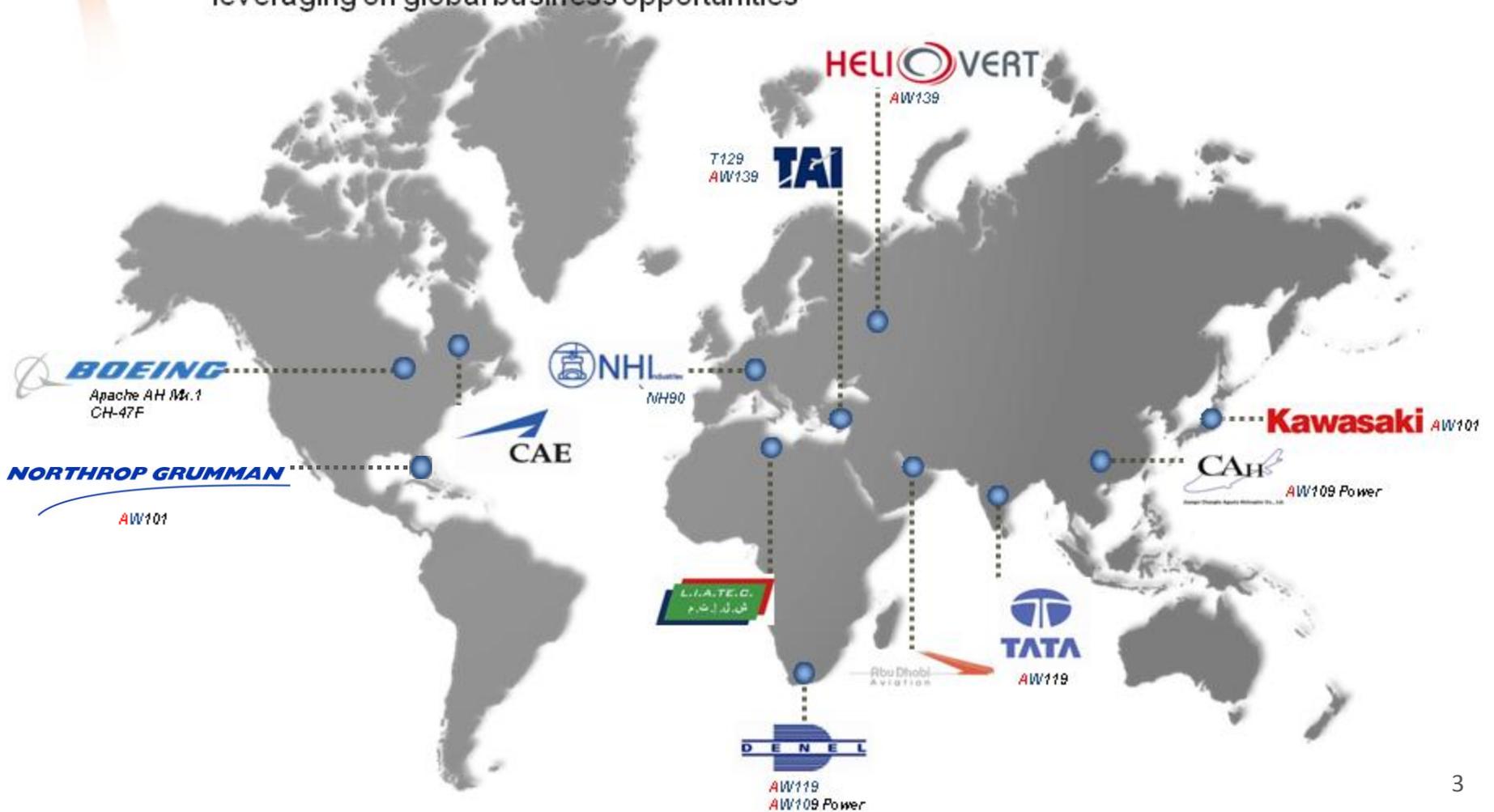


MORE THAN A CENTURY OF HISTORY



INTERNATIONAL PARTNERSHIPS

Expanding number of JVs and collaborations, increasing market penetration and leveraging on global business opportunities



WORLDWIDE PRESENCE

Strengthening global support network to better serve our customers

**> 4800
HELICOPTERS**

105 COUNTRIES

**4 TRAINING
ACADEMIES**

**> 1400
CUSTOMERS**

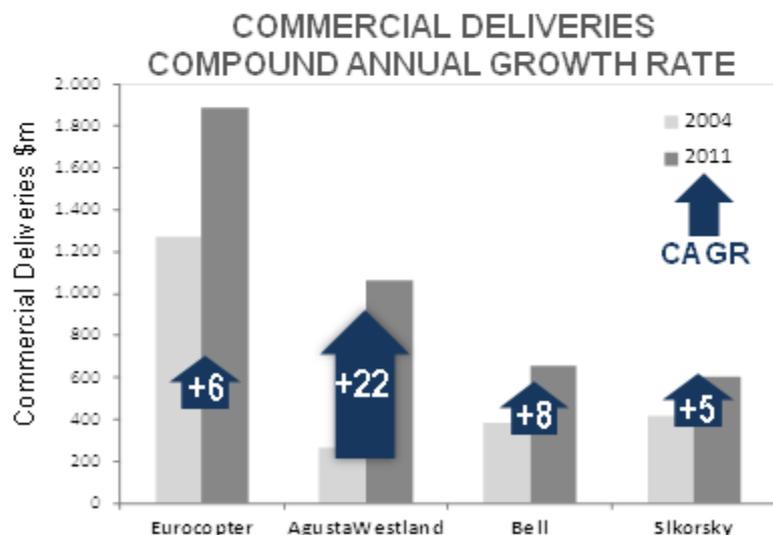
**75 SERVICE AND
SUPPORT CENTRES**

● Authorized Service Center ◆ Training Academy

AGUSTAWESTLAND 2011 KEY DATA

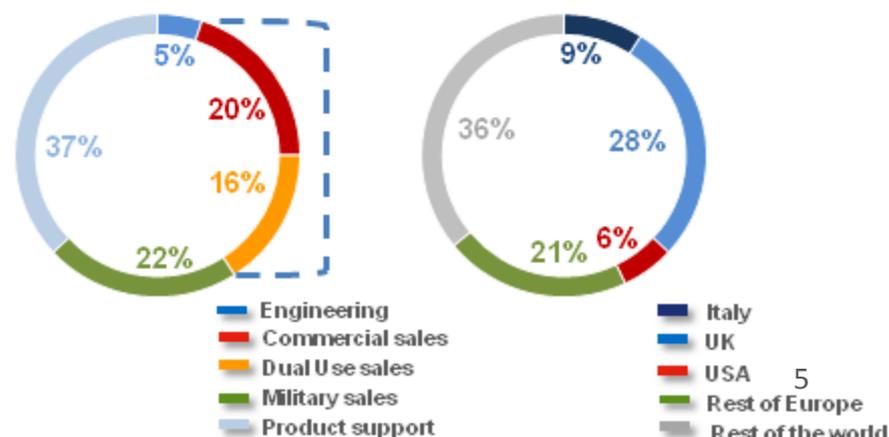
- Significant increase of revenues for 2011 confirming the growth of AgustaWestland market share
- Double digit EBITA and Margin (ROS)
- Order backlog equal to 3 years of production sustained by an order intake greater than 2011 revenues
- Continued expansion of commercial helicopter business and increased market share

(Euro mil)	FY 11
Revenues	3,915
EBITA Adj	417
Margin	10.7%
Orders	3,963
Backlog	12,121



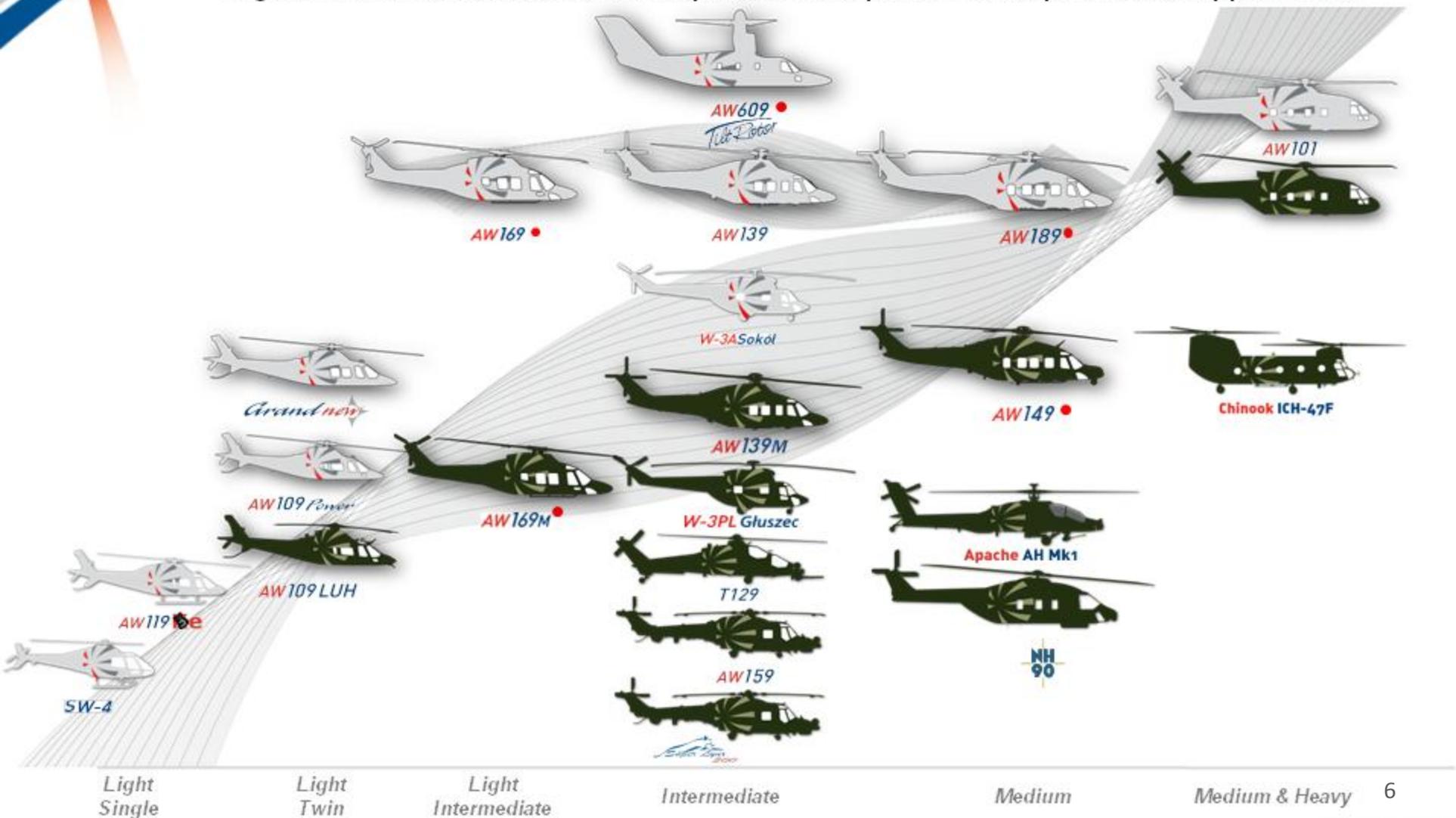
Russian Helicopter OEM Excluded

2011 REVENUES BY SEGMENT & REGION



SERVING THE GLOBAL MARKET

Significant acceleration of the development of new products to exploit market opportunities



INNOVATION FOR GROWTH

Continuing to invest in advanced tilt rotor technology, dual use helicopters and UAVs

More than 1700 engineers involved in Research & Development and Design & Development activities

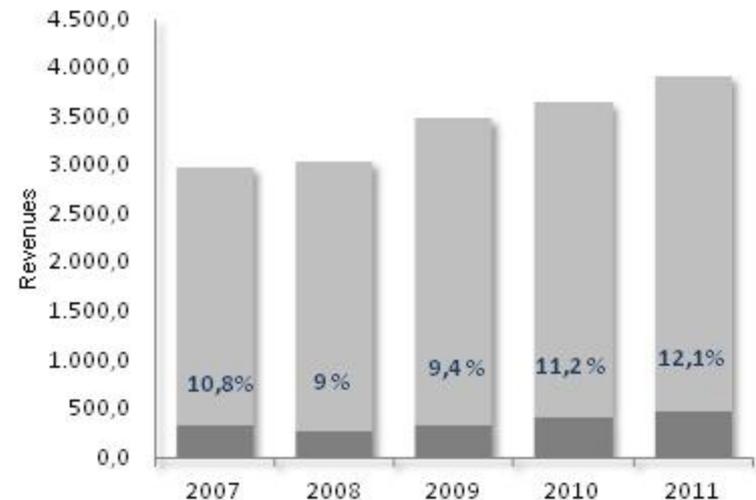
PARTNERSHIPS WITH KEY RESEARCH AND TECHNOLOGY STAKEHOLDERS WORLDWIDE (i.e. Universities and research centres)

Active on several technology programmes such as CLEAN SKY GREEN ROTORCRAFT, NICETRIP, OPTIMAL and FRIENDCOPTER

More than 12% OF TOTAL 2011 REVENUES INVESTED IN R&D



R&D SPENDING



AW PM Organization

Chief Operating Officer



PROGRAMMES
Directorate



PRODUCTS
Directorate



Engineering



Production



Procurement



Product
Support



Training



ICT

PMO

PROGRAMME



ICH-47F

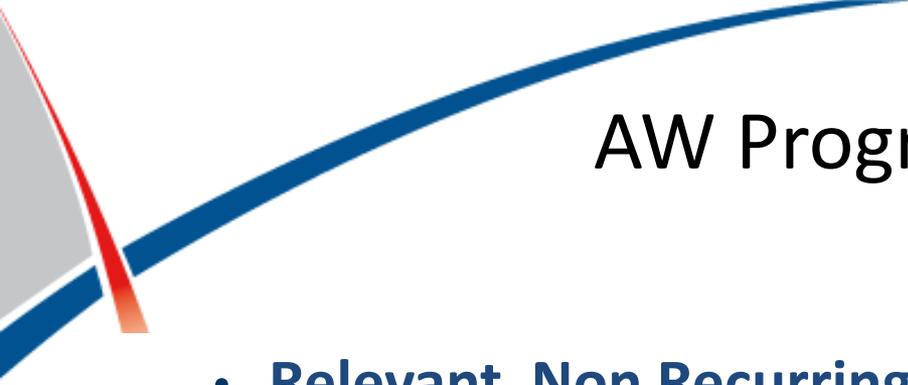
T129 ATAK

NH90

AW609

AW 101 I-CSAR

BIDS

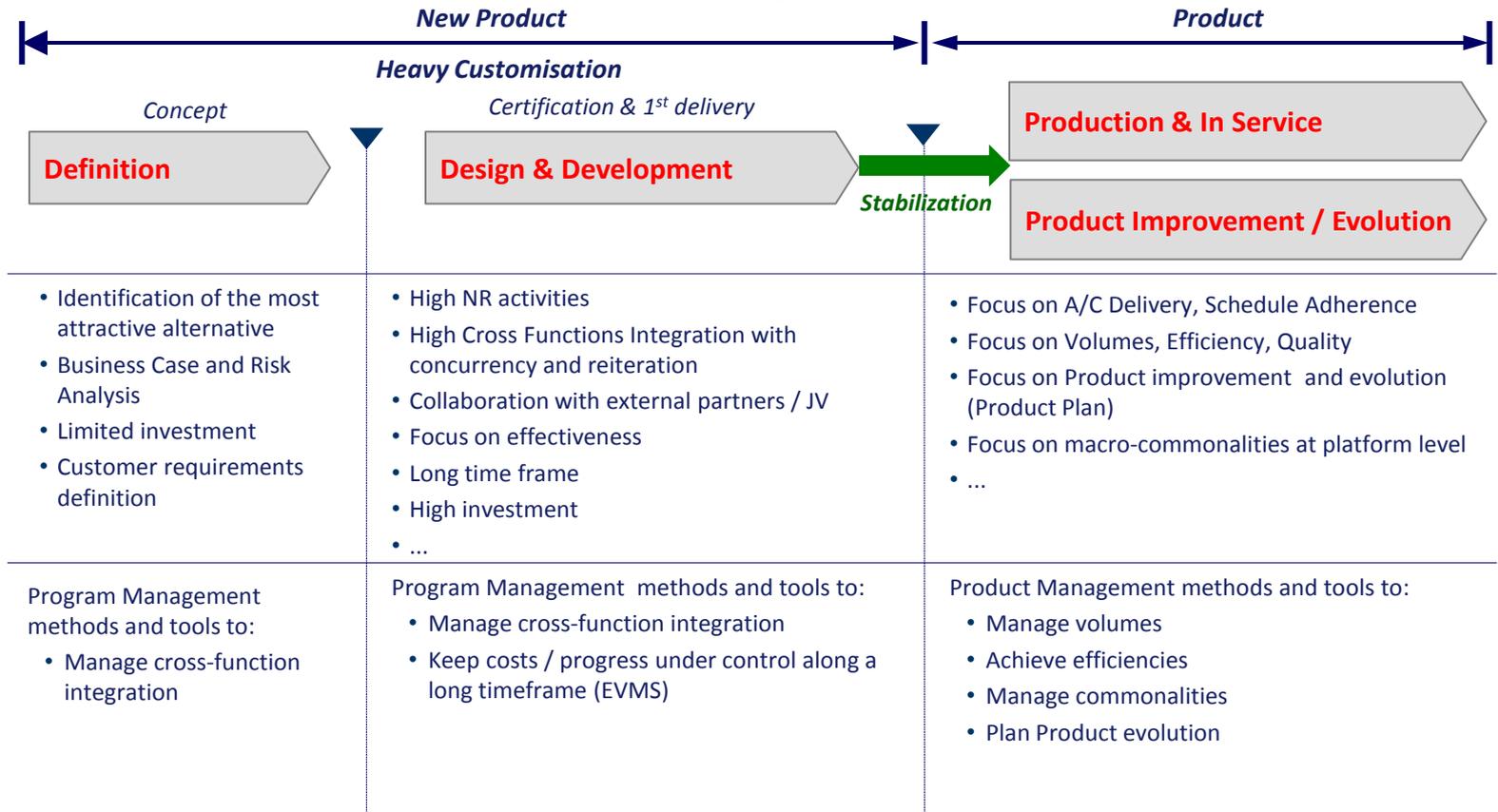


AW Programmes

- **Relevant Non Recurring activities**
- **Heavy customization**
- **High integration among AW Functions**
- **Executed in conjunction with other Companies (either through Joint Ventures or dedicated Partnerships)**

Programmes Vs Product Organizations Operating Models

Each phase of the Product Lifecycle requires appropriate operating models, management methodologies and skills depending upon its characteristics and complexity



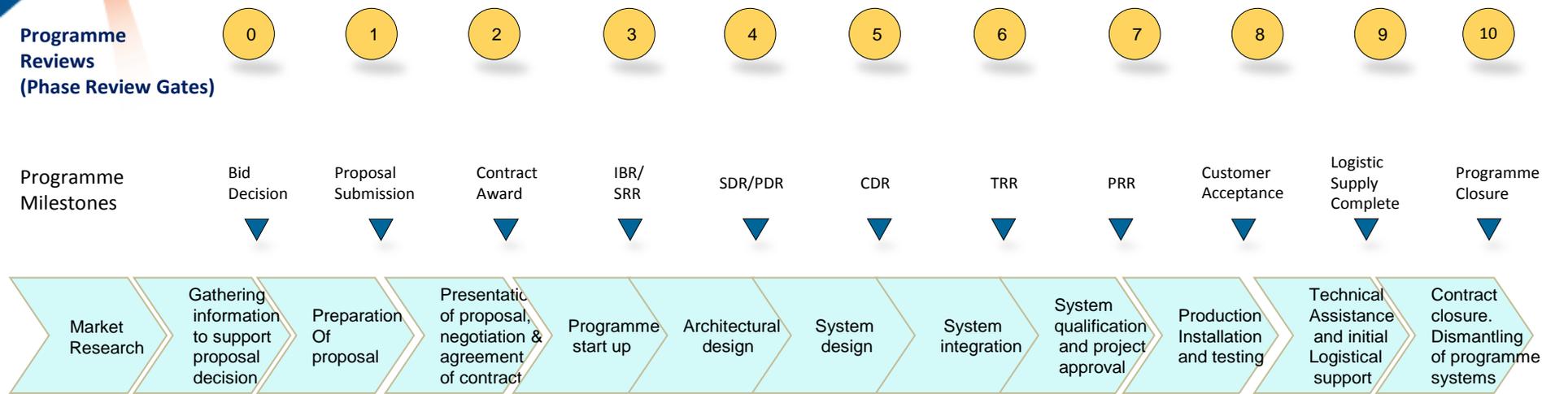


PMO Role in AW

- Support to Functional Areas for planning and control (Cost & Schedule Analysts and Integrated Master Schedulers)
- Provide standard programme performance reporting
- Define and maintain the AW Programme Management Methodology and Processes
- Provide training
- Ensure a continuous process improvement
- Release Programmes Budget and Forecast

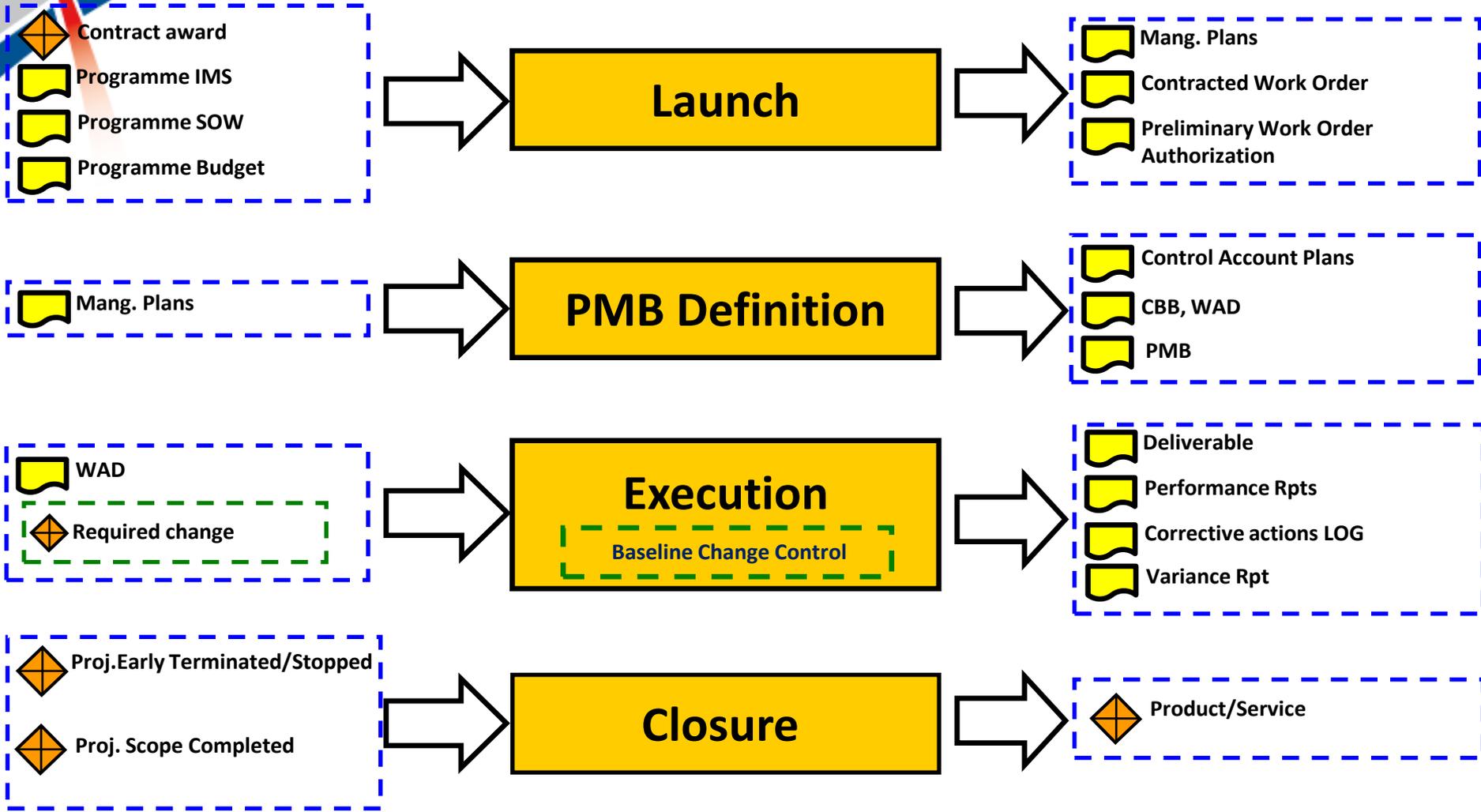
PM Processes vs Programme Life Cycle

Programme Life Cycle



Programme Management Processes

PM Processes



Background: the VH71 Programme

Contract Award January 2005

- Contract (Cost Plus) required full application of Earned Value Management System across the entire Programme
- Companies involved needed to be EVMS Certified
- AW committed to apply EVMS to all Programmes

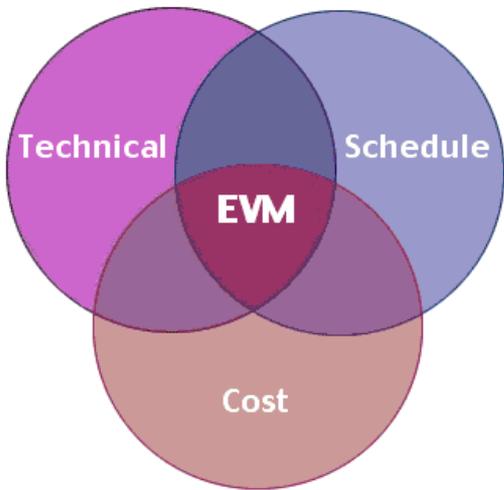




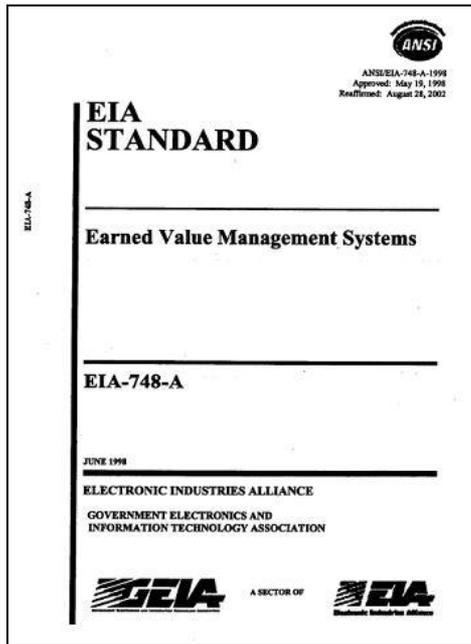
EVMS Challenges

- No previous practical experience
- Traditional 'silo' approach among functions
- New organizational model (Integrated Product Teams, Control Account Manager) to be implemented expanding sense of ownership

EVMS Requirements



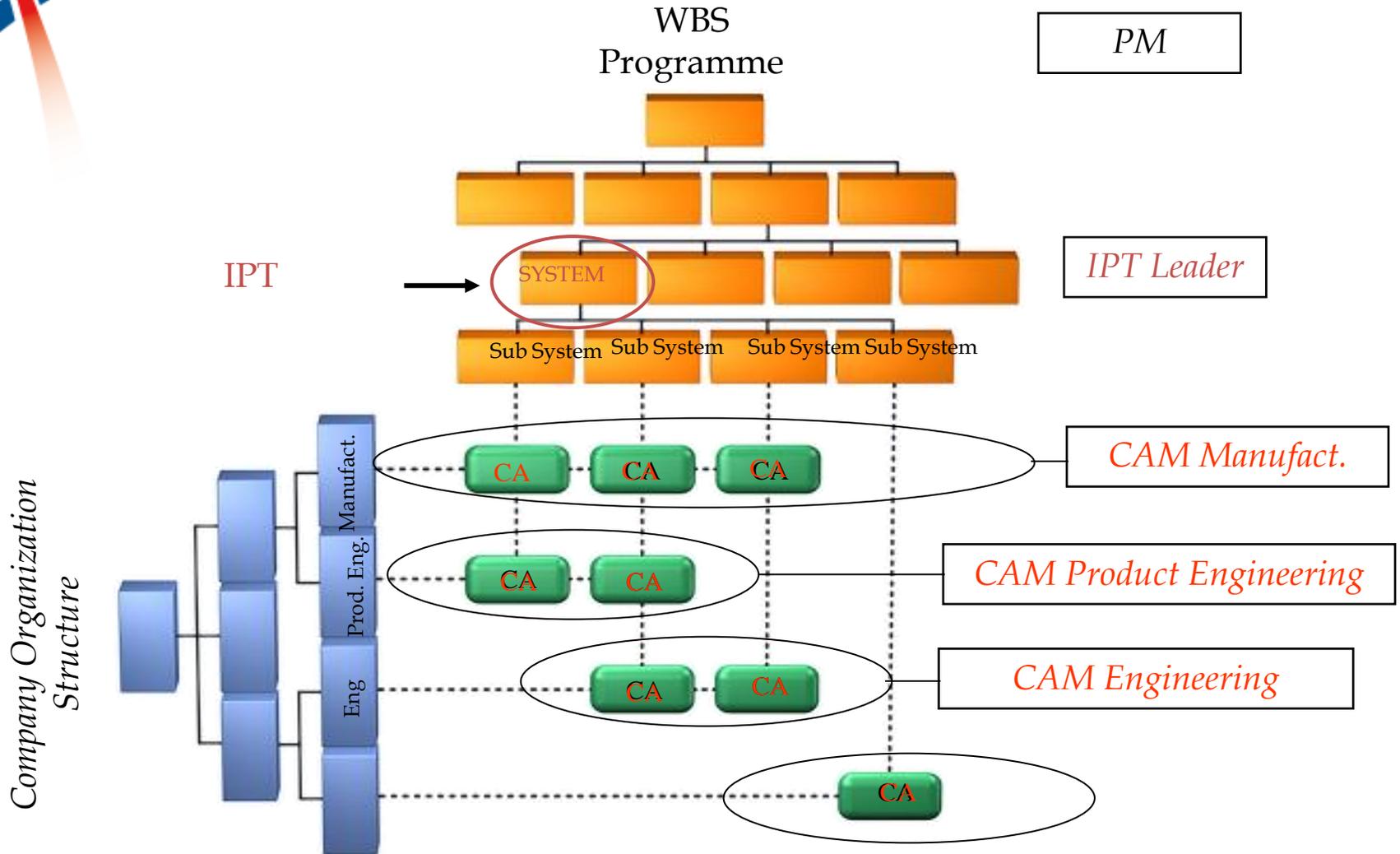
ANSI/EIA-748-A-1998
standard



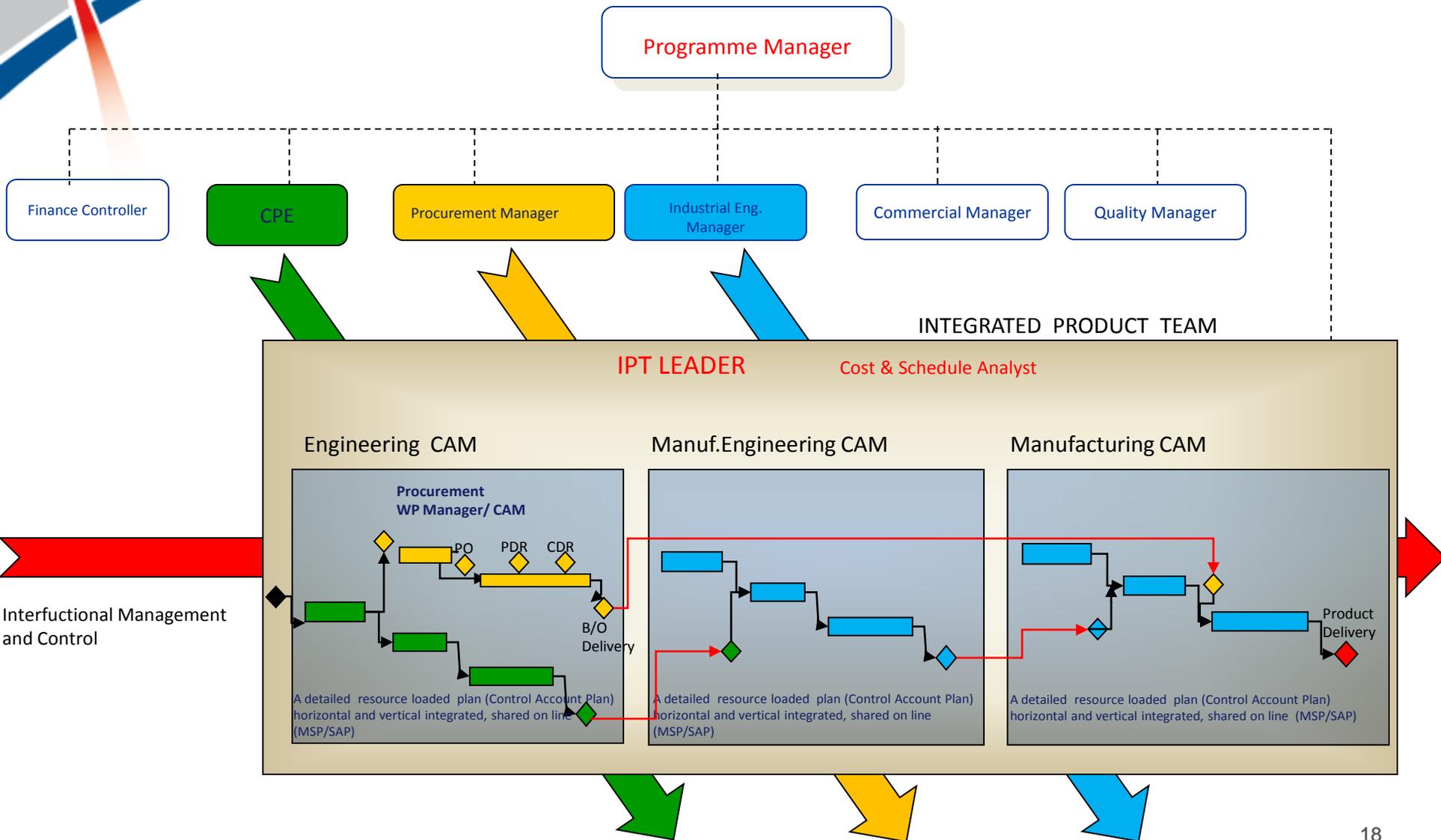
Finmeccanica Life Cycle
Management



Organizational Breakdown Structure

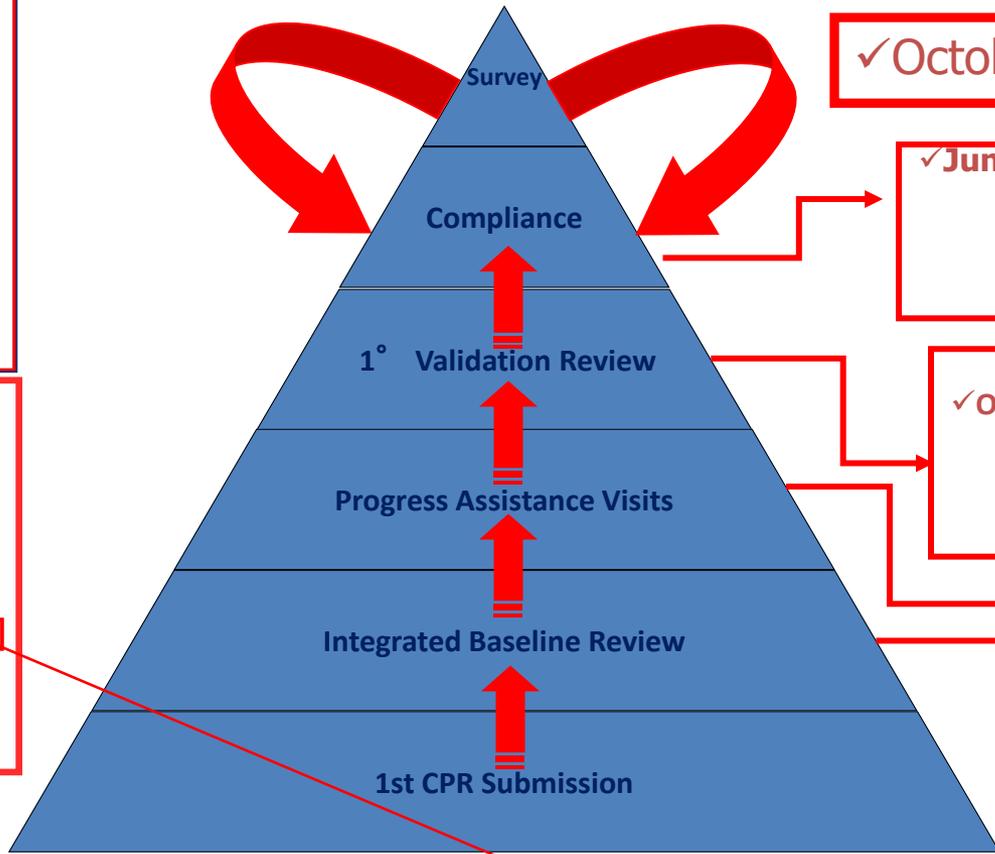
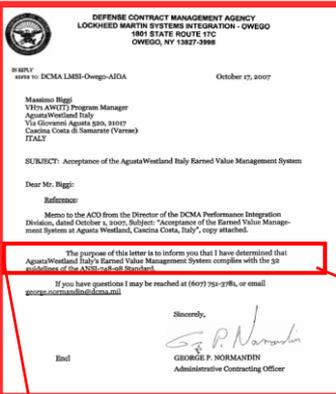
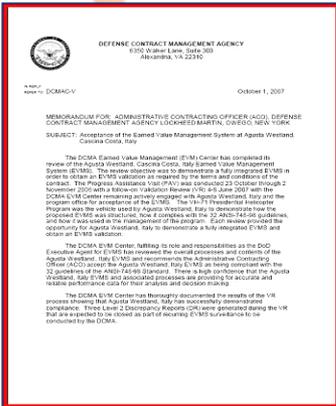


PM Operating Model



EVMS Certification steps in AW

AW(IT) has been certified ANSI STD by US Defense Contract Management Agency



✓ October 2007

✓ June 2007
 ✓ 3 Discrepancies
 ✓ 0 Major
 ✓ 3 Minor

✓ October 2006
 ✓ 41 Discrepancies
 ✓ 5 Major
 ✓ 36 Minor

✓ Dec. 2005/July 06

✓ June 2005

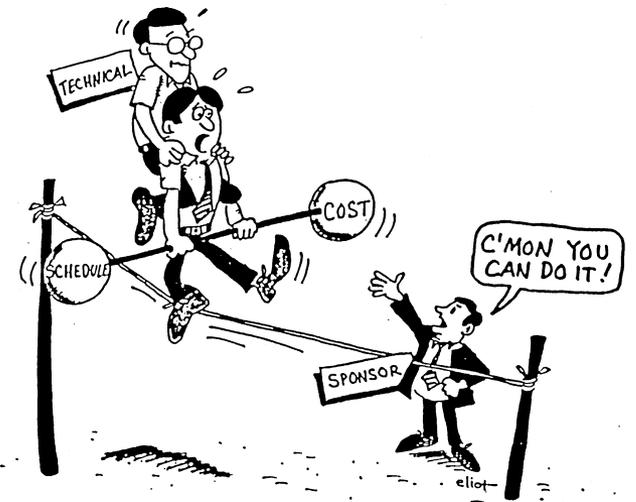
✓ March 2005

The purpose of this letter is to inform you that I have determined that AgustaWestland Italy's Earned Value Management System complies with the 32 guidelines of the ANSI-748-98 Standard.

EVMS implementation

Lessons Learned

- Get the Top Management endorsement to have the “Company” commitment and priority
- Define and empower an EVMS Design & Implementation Team led by the Programme Manager
- CAM/IPT Role assignment: importance to choose the right people able to ‘drive’ and not only to report
- Building a good enterprise tool set
- Using C&S Analysts (assigned at IPT level) to support CAM in the “beaurocratic” part of EVMS system



EVMS: Main Benefits

- Defines a solid and shared baseline in terms of cost, schedule and scope (Performance Measurement Baseline)
- Supplies timely and relevant information on programmes performance using common metrics
- Timely highlights the Cost & Schedule variances in order to implement the corrective actions and support management decisions.
- Defines a more accurate Estimation At Completion.