GIOVANNI DE GENNARO – CHAIRMAN

Director elected by the Shareholders' Meeting on 15 May 2014 from the list presented by the shareholder Ministry of Economy and Finance

He was born in Reggio Calabria on 14 August 1948. He is the Chairman of the Board of Directors of Finmeccanica from 4 July 2013. He took a Degree in Law at the University of Rome "La Sapienza". After fulfilling his national service obligations as a reserve officer for the Italian Army and a short period of work at the Italian Ministry of Finance, he entered the Ministry of the Interior holding various positions as a Public Security Officer ("*Funzionario di Pubblica Sicurezza*"). He spent most of his career in the Public Security Administration until 1994, when he was appointed "*Prefetto di Prima classe*" (Prefect). In 2000 became Chief of the Police – Director General of Public Security. In 2007 he was appointed Head of the Ministerial Staff of the Internal Affairs. During his mandate, because of the exceptionally serious crisis related to the waste disposal in Campania, the Italian Government assigned Mr De Gennaro the temporary management of the emergency for 120 days and appointed him Extraordinary Commissioner. In 2008 he held the position of Director General of the Italian Security Intelligence Department (DIS – *Dipartimento per le Informazioni per la Sicurezza*), with the additional task of implementing, from a regulatory and organisational standpoint, the complex reform of the intelligence services called for by the Parliament in 2007. In 2012 he was appointed Under Secretary to the Italian Prime Minister's Office with powers over the intelligence and security services, by the Council of Ministers. As Government representative he participated in the process of approval, unanimously voted by the Parliament, of another partial reform of the laws governing the intelligence services, with particular regard to the sensitive issue of the State Secret. Mr. De Gennaro was bestowed the Knight of Grand Cross ("*Cavaliere di Gran Croce*") of the Order of "Merit of the Italian Republic" in the year 2000".

He is the Chairman of the Center for American Studies and from May 2014 he is the Chairman of the Ansaldo Foundation.

MAURO MORETTI - CHIEF EXECUTIVE OFFICER AND GENERAL MANAGER

Director elected by the Shareholders' Meeting on 15 May 2014 from the list presented by the shareholder Ministry of Economy and Finance

He was born on 29 October 1953 in Rimini. He was appointed Chief Executive Officer and General Manager of Finmeccanica on 15 May 2014. He has graduated in electrical engineering from Bologna University. In 1977 he won a competitive state examination for management positions in the Azienda Autonoma Ferrovie dello Stato, the former Italian State Railways Corporation. Since then he has held a number of positions in various business sectors and in various Ferrovie dello Stato Group companies, where he was appointed Chief Executive Officer in 2006. In 2005 he was awarded an Honorary Degree in Mechanical Engineering by the University of Cassino, while in 2010 he was honoured with the title of Cavaliere del Lavoro, i.e. Knight of Labour, an Italian order of merit for labour. He has been the Honorary Chairman of AIAD (the Italian Aerospace, Defence and Security Industries Federation) since June 2014. He has also held a number of position at international level, such as Chairman of the European Management Committee of the UIC (Union Internationale des Chemins de Fer, International Union of Railways), as well as Vice Chairman and a member of the world Board of the same association, and is currently Co-Chairman of the Italian Egyptian Business Council. He held the position of Chairman of the CER (Community of European Railway and Infrastructure Companies) from January 2009 to December 2013. At national level, he is a member of the Board, the Steering Committee and the Europe Technical Committee of Confindustria (the Italian Federation of Industrialists) and of the Board and the Steering Committee of Assolombarda (the industry association of the Lombardy Region), as well as a member of the Steering Committee of Unindustria (an Italian association of entrepreneurs); he is the Vice Chairman of the Naples Unione Industriali (an industry association), with delegated powers for Large Infrastructures, as well as the Chairman of the CIFI (Board of Italian Railway Engineers) and of the Council for the FIGI (Engineering Faculty and Large-sized Enterprises) project of La Sapienza University in Rome; he is a member of the Board of ANIE (National Federation of Electrotechnical and Electronic Industries) and is a General Counsel to the SLALA (Logistics System of the Northern/Western Italy) Foundation. He is also a member of the Scientific Committee of the Polytechnic Institute Foundation of Milan, of the Board of Directors of the non-profit CIVITA Association, of the Committee of Honour of the Roman Polyphonic Chorus of Oratorio del Gonfalone and of the Steering

Committee of the Association of Amici dell'Accademia dei Lincei. He teaches and lectures in various postgraduate Master's courses and university courses and, finally, is the author of a large number of publications regarding transport techniques, technology and economics.

GUIDO ALPA - DIRECTOR

Director elected by the Shareholders' Meeting on 15 May 2014 upon the proposal of the shareholder Ministry of Economy and Finance

He was born in Ovada (Province of Alessandria) on 26 November 1947. He has been a Director of Finmeccanica since 15 May 2014. He has graduated in Law from Genoa University. He has been Full Professor at the Faculty of Law at Genoa University (Civil law, Comparative private law and Comparative legal systems). He has been Full Professor at the Faculty of Law at La Sapienza University in Rome since 1991 (Civil law and Comparative private law) and the director of the Master's course in European Private Law since 2004. He has been a Visiting Professor at the School of Law of Oregon University and at the University of California (Berkeley), the University of London, the International Faculty of Comparative Law in Mannheim, Trento and Coimbra, the University of Barcelona, the University of Granada and the University of Oxford. He has also taught at the Malta University Summer School, at the Summer School of the Institute of Advanced Legal Studies in London, at the Summer School of the King's College in London. He has been a member of the National Bar Association since 1995 and the Chairman of this Association since May 2004. He is a member of the Steering Committee of the Italian Arbitration Association, of the Steering Committee of the Italian Comparative Law Association, of the national Steering Committee of the International insurance law association and a member of the Scientific Committee of "Bancaria" (the Italian Bankers' Association's monthly magazine), as well as the Chairman of the Italian Civil Lawyers. Furthermore he is also a member of the Advisory Council of the Institute of European Comparative Law at the University of Oxford and has been a member of the Board of Directors of the Cesar Foundation. He has been the Chairman of the Users' Advisory Council and a board member of ISVAP (the Italian Insurance Supervisory Authority). He has been a member of the Board of Directors of Banca Carige, the Chairman of Carige Assicurazioni S.p.A. and Carige Vita Nuova S.p.A., as well as a member of the Board of Directors of the Carige Foundation and a member of the Board of Directors of of Grandi Navi Veloci S.p.A.
He has received prestigious awards including that of the Knight of Grand Cross ("Cavaliere di Gran Croce") of the Order of Merit of the Italian Republic, Knight of the Equestrian Order of the Holy Sepulchre and Commander of the Order of St Gregory the Great. Finally, he is the author of a large number of publications.

MARINA ELVIRA CALDERONE – DIRECTOR

Director elected by the Shareholders' Meeting on 15 May 2014 upon the proposal of the shareholder Ministry of Economy and Finance

She was born in Bonorva (Province of Sassari) on 30 July 1965. She was appointed Director of Finmeccanica by the Shareholders' Meeting of 15 May 2014. She has graduated in International Business Economics. She acquired experience in human resources management in medium- to large-sized companies. In 1997 she began to act as a Director of Category, first at local level, supporting the creation of the Cagliari Provincial Office of the ANCL (National Labour Consultants Association) and afterwards at national level in holding the position of member of the National Executive Council and National Councillor. She has served on various boards of the National Labour Consultants Council and of its Studies Foundation since 2000. She has been the Chairman of the National Labour Consultants Council since 2005. She is the Chairman of the European Labour Law Practice Association based in Brussels since 2006. She has been the Chairman of the Permanent Single Committee of Professional Associations and Boards since 2009.
She is the author of books devoted to Italian labour market issues and prospects.

PAOLO CANTARELLA – DIRECTOR

Director elected by the Shareholders' Meeting on 15 May 2014 from the list presented by a group of assets management companies and institutional investors

He was born in Varallo Sesia (Vercelli) on 4 December 1944. He was appointed Director of Finmeccanica at the Shareholders' Meeting of 4 May 2011 and his mandate was renewed at the Shareholders' Meeting of 15 May 2014. He has a degree in Mechanical Engineering from the Politecnico University in Turin. He started

his career as the General Manager for Turin companies operating in the automobile components industry. In 1977 he joined Fiat S.p.A. in the Automobile Components division at first assisting the head of this division and then as the Sales Manager of AGES S.p.A. (components production). In 1980 he was appointed assistant to the Chief Executive Officer of Fiat SpA as well as head of the Interdivision Industrial Coordination of the Group. In 1983 he was appointed Chief Executive Officer of Comau, a company in the Fiat Group operating in the production resources and systems division. In 1989, he joined Fiat Auto where he was responsible for Purchasing and Logistics. In 1990 he was appointed General Manager of Fiat Auto, then, Chief Executive Officer of the same and manager of the Automobile Division of the Fiat Group. From 1996 to 2002, he held the position of Chief Executive Officer of Fiat S.p.a., Chairman of Fiat Auto S.p.A and Chairman of IVECO B.V.. From 2000 to 2001, he was Chairman of ACEA (European Automobile Manufacturers' Association). In 1997 he was appointed Knight of Labour (Cavaliere del Lavoro) He was a member of the Managing Committee of Confindustria and a Member of the Board of Directors of Mediobanca, HdP (holding company of Partecipazioni Industriali SpA), Alcatel, CNH, Polaroid, Terna, TOROC (Turin Olympics 2006) and IREN S.p.A.. At present, he is a member of the Board of Directors of Recchi SpA and of the Teatro Regio of Turin.

MARTA DASSU' – DIRECTOR

Director elected by the Shareholders' Meeting on 15 May 2014 upon the proposal of the shareholder Ministry of Economy and Finance

She was born in Milan on 8 March 1955. She was appointed Director of Finmeccanica by the Shareholders' Meeting of 15 May 2014. She has graduated in Contemporary History from Florence University. She has taught Sociology of International Relations and International Journalism at La Sapienza University in Rome. She has held the following positions: Director of CeSPI (Research Centre for International Politics) in Rome from 1989 to 1999, Councillor for International Relations for the Italian Prime Minister from 1998 to 2001, Councillor for the Presidency of the Republic from 2004 to 2005, head responsible for the Strategy Reflection Group of the Ministry of Foreign Affairs from 2006 to 2007, Member of the Scientific Committee of Confindustria (the Italian federation of Industrialists) from 2008 to 2011, as well as Director General for International Affairs at the Aspen Institute in Italy from 2001 to 2011, Deputy Minister for the Ministry of Foreign Affairs from 2001 to 2014. She is a leader writer for La Stampa.

She currently holds the following positions: Director General for International Affairs at the Aspen Institute in Italy, Member of the Scientific Committee of the School of Government at LUISS University in Rome, Board Member of the International Institute for Strategic Studies in London, Member of the Advisory Council of the European Policy Centre in Brussels, Member of the Steering Committee of the International Affairs Institute in Rome. She was awarded the French *Légion d'Honneur* of the French Republic in 2003.

ALESSANDRO DE NICOLA - DIRECTOR

Director elected by the Shareholders' Meeting on 15 May 2014 upon the proposal of the shareholder Ministry of Economy and Finance

He was born in Milan on 23 October 1961. He was appointed Director of Finmeccanica by the Shareholders' Meeting of 15 May 2014. He is a lawyer who graduated in Law at the Milan Catholic University of the Sacred Heart. He worked for the Nicoletti Law Firm from 1985 to 1987, for the Pavia – Ansaldo Law Firm from 1987 to 1988 and for the Carnelutti Law Firm from 1988 to 1989. He joined the Targa – Di Paco – Pagani – Vichi Firm (the correspondent firm of KPMG Peat Marwick) from 1989 to 1992. He held the position of Managing Partner for Legal Affairs of SALT (the Law and Tax Firm of Ernst & Young) from 1992 to 2003. He held the position of Managing Partner of the Italian Orrick firm offices from 2003 to 2010, Partner responsible for the European Corporate Department from 2006 to 2009, while he currently holds the position of Senior Partner of the Italian offices and Deputy Corporate Leader at worldwide level. He was a Member of the Scientific Committee of Confindustria (the Italian Federation of Industrialists) from 2002 to 2004 and a Member of the Office of the President of the Council of Ministers working group for the diffusion of biotechnologies from 2003 to 2004. He was a Member of the Scientific Committee of ANIA (National Association of Insurance Companies) from 2005 to 2011. He has held various positions in companies and associations: he was a member of the Board of Directors of Fiera Milano, of the Scientific Institute for the study of Public Administrations, of Ernst & Young Corporate Finance S.r.l. (1996-1998), of

Hiatus S.p.A. (Impregilo Group) from 1998 to 2002, of Bentos Assicurazioni S.p.A., of Molmed S.p.A. (2008-2013), as well as an independent member of the Steering Committee of Assogestioni (Italian Asset Management Association) (2007-2013). He is currently a member of the Scientific Committee of FeBAF (Bank, Insurance and Finance Federation) and an independent member of the board of directors of Amundi SGR. He is also the Chairman and a member of a number of Supervisory Boards of leading Italian companies. He has been a Lecturer in Commercial Law since 2000 and, since 2011, a Lecturer in Comparative Business and European Law at Bocconi University in Milan and Scientific Coordinator of the Master's course in Commercial and Company Law at the Il Sole 24 Ore Business School.
He has been the President of the Adam Smith Society (a non-profit cultural association, a point of reference in Italy for economic operators interested in studying and spreading market economy, competition and free enterprise principles) from 1993. He is the author of books and other scientific publications. He is a leader writer for La Repubblica and L'Espresso and has written for a number of other daily newspapers and for many weekly publications, including Il Sole 24 Ore, Il Mondo and Panorama.

DARIO FRIGERIO – DIRECTOR

Director elected by the Shareholders' Meeting on 15 may 2014 upon the proposal of a group of investment management companies and of other institutional investors

He was born in Monza on 24 June 1962. He was appointed Director of Finmeccanica at the Shareholders' Meeting of 4 July 2013, and his mandate was renewed at the Shareholders' Meeting of 15 May 2014. He has a degree in Political Economy from the Bocconi University in Milan. He started his professional career in 1991 at Credito Italiano Bank as financial analyst where he dealt with the Bank's own investment portfolio and the asset liability management. In 1996 he was appointed Investment Manager in Milan and Dublin by the Unicredit Group. In 2001 he was appointed Chief Executive Officer of Pioneer Investment (Unicredit Group). After a new reorganisation of the Unicredit Group, in 2004 Mr Frigerio became in charge of the Private Banking unit and was appointed Deputy General Manager of the UniCredit Group, assuming also the role of Chief Executive Officer of Unicredit Private Banking. He was also appointed member of the Executive Committee of the Unicredit Group. Following the acquisition in 2006 of the German HVB Group and the Austrian Bank Austria Group and in 2007 of Capitalia, he took on the responsibility for the Group's Wealth Management business at international level. He also held the chairmanship and vice-chairmanship of various banks and asset management companies in Italy and abroad (such as Pioneer Global, Pioneer Sgr, Activest Germany, Fineco, Xelion and Dat). He was member of the Supervisory Board of HVB in Germany and Bank Austria in Austria. From 2010 to 2011 he was Senior Advisor of Citigroup in the asset management segment for Europe, Middle East and Africa. From November 2011 to February 2013 he was Chief Executive Officer of Prelios SGR.
At present, he is an Independent Director of listed and unlisted companies (Sogefi S.p.A. and Objectway S.p.A.); moreover he is senior advisor to various asset management and private banking companies.

FABRIZIO LANDI – DIRECTOR

Director elected by the Shareholders' Meeting on 15 May 2014 upon the proposal of the shareholder Ministry of Economy and Finance

He was born in Siena on 20 August 1953. He was appointed Director of Finmeccanica by the Shareholders' Meeting of 15 May 2014. He graduated from Biomedical Engineering at the Polytechnic Institute in Milan. In 1979 he started his professional career in Miles Italia, a Bayer Group company, as a manager responsible for the Life Science Instruments division. In 1981 he joined the Ansaldo Group in Genoa, as a Manager responsible for the Strategic Marketing in the biomedical electronics sector. He was in managerial roles with various responsible positions in Esaote from 1984 to January 2013, until he took on the post of Chief Executive Officer and General Manager. In 2009 he handled the ownership restructuring which determined the Esaote Group's present structure. After having held various positions as Chairman and Director of the Esaote Group companies, he has also held the position of Member of the Boards of Directors of some North-American and Asian companies operating in the medical high tech sector. He has also been a Director of Sviluppo Genova S.p.A.. He is a member of the Board of Directors of Elesta in Calenzano. He is a member of the Board of Directors of Menarini Diagnostics, Firma and Silicon Biosystem that belong to the Menarini Group in Florence, as well as of the Board of Directors of Banca CRF in Florence. He is a member of the

Steering Committee and of the Board of Confindustria in Florence, as well as of the Presidency Committee, with delegated powers for start-ups, business networks and the establishment of new companies. He is the president of the TLS Foundation in Siena. He acts as Business Angel in a number of Italian and foreign start-ups. He collaborates with Italian and foreign universities in the biomedical engineering, healthcare and business management areas.

SILVIA MERLO – DIRECTOR

Director elected by the Shareholders' Meeting on 15 May 2014 from the list presented by a group of assets management companies and institutional investors

She was born in Cuneo on 28 July 1968. She was appointed Director of Finmeccanica by the Shareholders' Meeting of 4 May 2011; her appointment was renewed by the Shareholders' Meeting of 15 May 2014. She has graduated in Business Economics from the Carlo Cattaneo (LIUC) University in Castellanza (Varese). She is Chief Executive Officer of Merlo S.p.A. Industria Metalmeccanica, as well as of Tecnoindustrie Merlo S.p.A.. Currently she also holds positions in the Boards of Directors of other companies in the Merlo Group. She has also been a Director of Banca Nazionale del Lavoro S.p.A. since 2012 and of Gruppo Editoriale L'Espresso S.p.A. since 2013.

MARINA RUBINI – DIRECTOR

Director elected by the Shareholders' Meeting on 15 May 2014 from the list presented by a group of assets management companies and institutional investors

She was born in Verona on 16 April 1969. She was appointed Director of Finmeccanica by the Shareholders' Meeting of 15 May 2014. She is a lawyer who graduated in Law at the "Sacro Cuore" Catholic University of Milan and obtained a postgraduate law degree (master of Laws) with honors at the Northwestern University School of Law in Chicago (USA). From 1995 to May 2005 she improved her professional experience collaborating with important law firms in Italy and abroad, such as: Bonelli Erede e Pappalardo in Brussels, PricewaterhouseCoopers in Milan and Gianni, Origoni, Grippo & Partners in Rome. From June 2005 to December 2013, she held the following positions: Manager responsible for the Corporate Area within the Department of Legal Affairs of Tamoil Italia S.p.A.; Manager responsible for the Corporate, Compliance, Antitrust and Commercial Contracts areas within the Department of Legal and Corporate Affairs of Bayer S.p.A.; Head of Legal & Compliance Italy and Southern Europe Cluster of Novartis Vaccines and Diagnostics S.r.l. She has been a member of the Board of Directors of Banca Monte dei Paschi di Siena S.p.A. since November 2013. Her curriculum was included in the database "1000 Curricula Eccellenti" (1000 excellent curricula) of the Bellisario Foundation which comprises the best curricula of women with excellent professional profiles.