

Leonardo Company overview



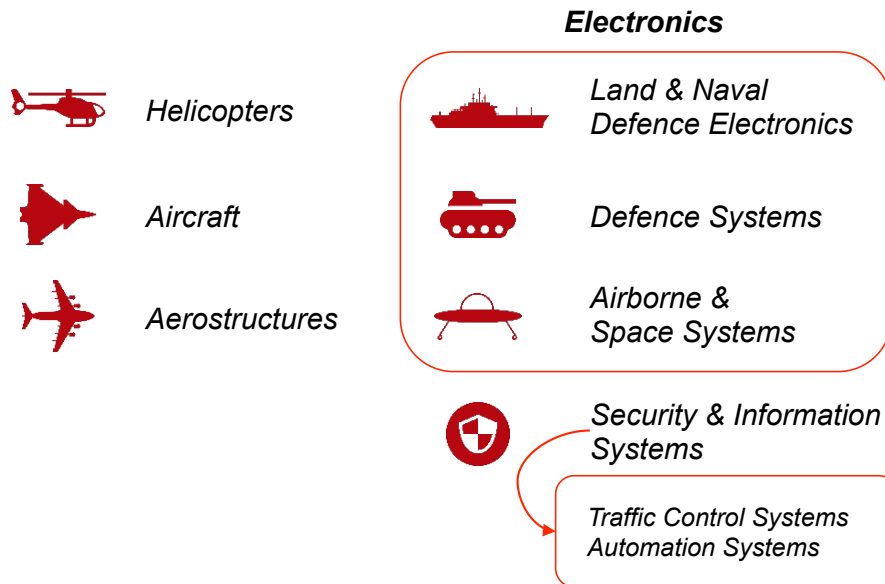
—
Florence – 2019.09.11



LEONARDO COMPANY

- Leonardo is one of the key actors in Aerospace, Defence and Security offering products, services and integrated solutions covering every possible operative scenario: Air and Land, Naval and Maritime, Space and Cyberspace.

DIVISIONS

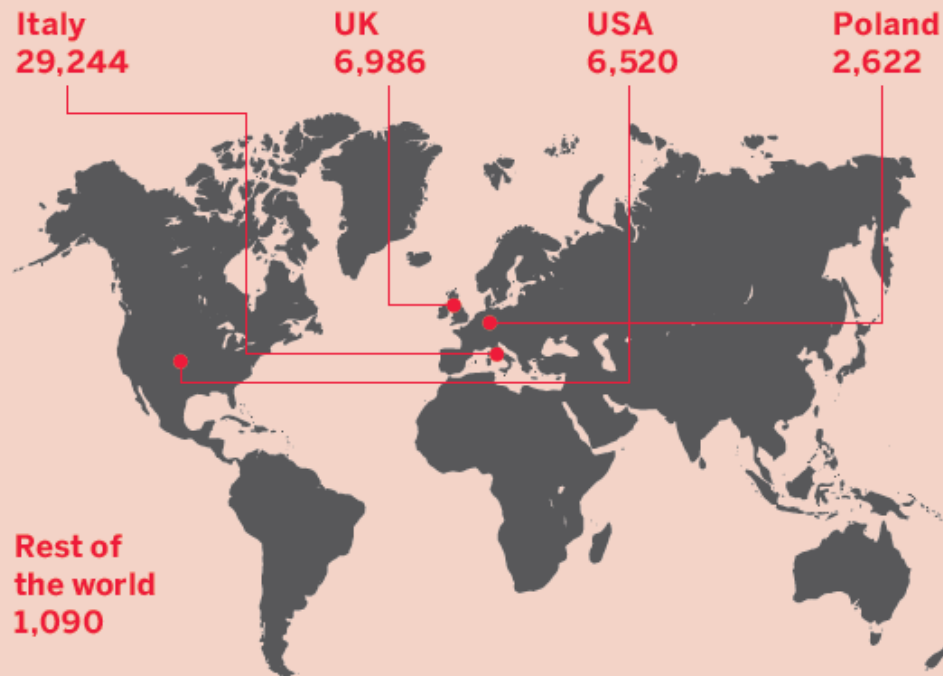


MAIN SUBSIDIARIES & JOINT VENTURES

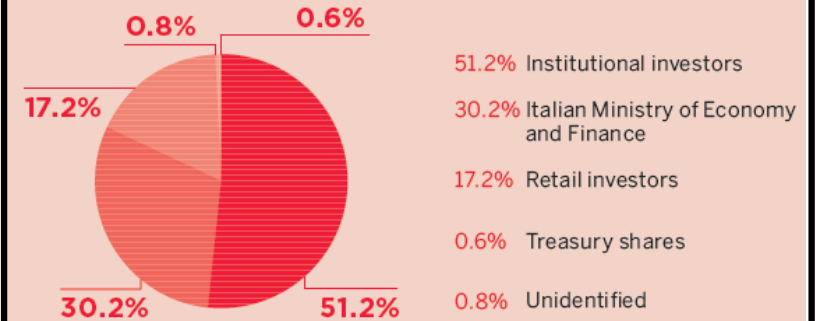




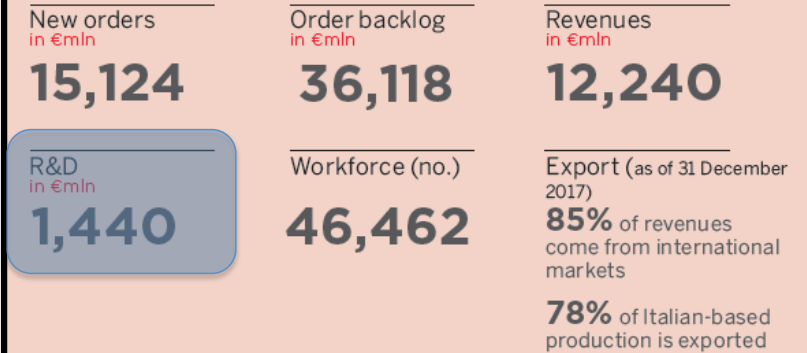
Leonardo - headquartered in Italy - has a strong industrial presence in four domestic markets: Italy, the United Kingdom, the United States and Poland. Products, solutions and services made by Leonardo are in use in more than **150 countries worldwide**.



TOTAL SHAREHOLDER COMPOSITION



2018 KEY FIGURES





INNOVATION

For Leonardo, innovation is both a **constant and dynamic value**, characterizing the company's DNA, history and evolution.

It represents our **first factor of competitiveness**, the key to the success that has allowed us to become a world technological leader.

Thanks to the skills and abilities of our people, as well as the **constant investment in Research and Development (R&D)**, Leonardo transforms ideas into new products, services and solutions to meet the needs of society and markets.

At the base of all this is our culture of innovation, which is based on a **continuous and integrated process of collaboration** with universities, institutes and research institutions, customers, suppliers and start-ups to develop new technologies and new products that ensure efficiency, reliability, competitiveness, accessibility, safety and environmental sustainability.

This what innovation means to Leonardo:

- far-sightedness and vision
- a continuous and complex process that involves all of the company's resources and is essential for our growth
- having the courage to take on innovative projects in order to achieve the most challenging goals
- demonstrating knowledge and ability to use both our human and technological resources
- working in teams and partnerships, because cooperation is a critical factor when it comes to achieving success
- supporting the continuity between generations of engineers, promoting young talents under the guidance of senior engineers, who in turn benefit from their creative energy.

For more information and suggestions please write to: innovation@leonardocompany.com



HOW TO SUPPORT INNOVATION (1/2)

In support of product and technology innovation, Leonardo invests about **12% of its revenues in R&D (€1.44 billion in 2018)**, ranking, respectively, as the Aerospace, Defence and Security company investing the 3rd largest amount in Europe and 4th largest in the world in R&D.

Over 9,000 employees work in Research and Development activities at Leonardo, from the departments of engineering and technological and product innovation, and there are **more than 10,000 engineers**, most of them working within the fields of aeronautics/aerospace, electronics, mechanics, IT and telecommunications.

33% of Leonardo's employees have university degrees and 50% of them have diplomas, mostly in STEM disciplines (Science, Technology, Engineering, Mathematics).



4°

Group in the world and the 3° largest in Europe in terms of investment in R&D in the Aerospace and Defence sector



12%

of revenues invested in Research & Development in 2018



over
200

collaborative research projects



over
90

universities and research centres worldwide collaborated with Leonardo in 2018



over
9.000

people involved in Research & Development (**20%** of total employees)



a
5%

compound annual growth rate (CAGR) of the patent portfolio in the last decade



HOW TO SUPPORT INNOVATION (2/2)

Leonardo adopts a **centrally coordinated** network of skillsets, laboratories and experts located within the divisions. This is in parallel to an “**external network**” of relationships with stakeholders, universities, research centres, industrial partners, customers, etc. within a framework of Open Innovation.

Internal Technological Communities are focused on key technological areas at Group level. Teams of experts create synergies and value, operating according to Open Innovation model.

To date, three communities have been activated: **Artificial Intelligence**; **Additive Manufacturing**; **Graphene**.

Leonardo has developed a solid network with research institutions, universities and SMEs in an ecosystem of innovation.

Over **200 projects and research partnerships** with more than **90 universities and research centres** around the world (about 50 in Italy).

Framework agreements and contracts are used to strengthen the partnerships with a selection of priority academic partners, building **structured and long-term relationships on key issues** that cover Leonardo’s main areas of technological development (e.g. Polytechnic Universities of Milan and Turin, the Sapienza University of Rome, etc.).

Collaborations are carried out both through research contracts, aimed at **technological scouting activities** or the study of solutions to **specific problems**, and through joint participation in major international research projects (e.g. SESAR, CLEAN SKY, etc.).

In addition, Leonardo’s Italian scientific network consists of the main Research Centres and Consortia: **CNR**, **CIRA** (Italian Centre for Space Research), **ENEA**, **INGV** (National Institute of Geophysics and Volcanology), **CINI** (National Inter-University Consortium for Computer Technology) and **CNIT** (National consortium for Telecommunications).



ELECTRONICS DIVISION

Contacts

Francesco Pacini

Electronic Division – Defence Systems BU – Underwater systems LoB

T +39 0586 840526

francesco.pacini@leonardocompany.com



leonardocompany.com

ELECTRONICS DIVISION



**THANK YOU
FOR YOUR ATTENTION**

leonardocompany.com

Company General Use