

**FINCANTIERI**  
The sea ahead

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**FINCANTIERI**  
**Company Profile**

## Safe Harbor Statement

This Presentation contains certain forward-looking statements. Forward-looking statements concern future circumstances and results and other statements that are not historical facts, sometimes identified by the words "believes," "expects," "predicts," "intends," "projects," "plans," "estimates," "aims," "foresees," "anticipates," "targets," and similar expressions. The forward-looking statements contained in this Presentation, including assumptions, opinions and views of the Company or cited from third party sources, are solely opinions and forecasts reflecting current views with respect to future events and plans, estimates, projections and expectations which are uncertain and subject to risks. Market data used in this Presentation not attributed to a specific source are estimates of the Company and have not been independently verified. These statements are based on certain assumptions that, although reasonable at this time, may prove to be erroneous. By their nature, forward-looking statements involve a number of risks, uncertainties and assumptions that could cause actual results or events to differ materially from those expressed or implied by the forward-looking statements. If certain risks and uncertainties materialize, or if certain underlying assumptions prove incorrect, Fincantieri may not be able to achieve its financial targets and strategic objectives. A multitude of factors which are in some cases beyond the Company's control can cause actual events to differ significantly from any anticipated development. Forward-looking statements contained in this Presentation regarding past trends or activities should not be taken as a representation that such trends or activities will continue in the future. No one undertakes any obligation to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise. Market data used in this Presentation not attributed to a specific source are estimates of the Company and have not been independently verified. Forward-looking statements speak only as of the date of this Presentation and are subject to change without notice. No representations or warranties, express or implied, are given as to the achievement or reasonableness of, and no reliance should be placed on, any forward-looking statements, including (but not limited to) any projections, estimates, forecasts or targets contained herein.

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## Declaration of the Manager responsible for preparing financial reports

The executive in charge of preparing the corporate accounting documents at Fincantieri, Felice Bonavolontà, declares that the accounting information contained herein correspond to document results, books and accounting records.

## *Table of Contents*

- Section 1** Who we are
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Section 1

## Who we are



# Fincantieri at a glance

## We are an Italian Group with a global footprint

**Our figures**

€ 5.8 bn  
FY19 revenues

€ 31.8 bn  
Total backlog<sup>(2,3)</sup>






**Our global reach**

20  
shipyards

4  
continents

~ 19,800  
employees



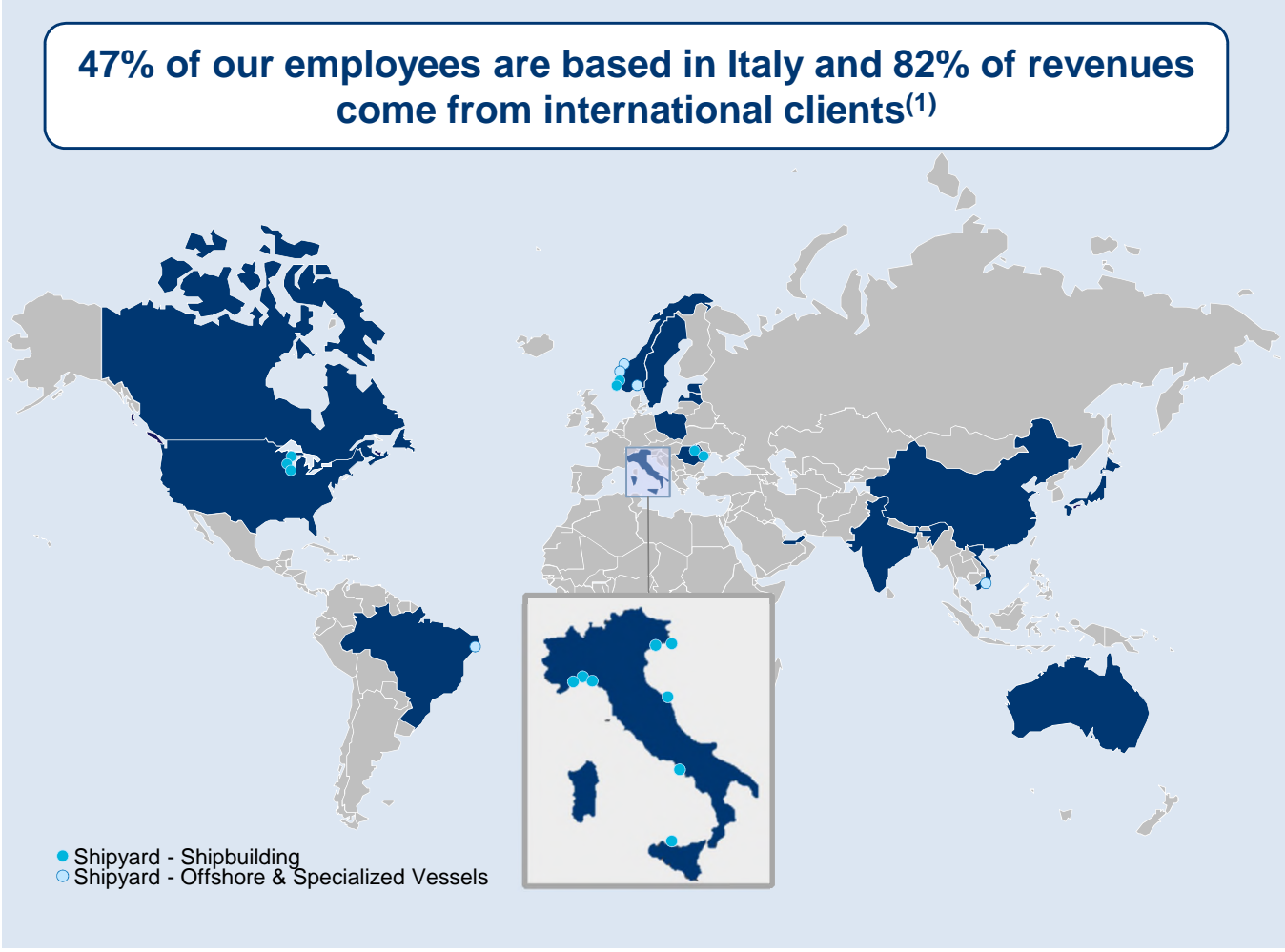
> 80,000  
subcontractors

**Our impact**

4.5x  
Economic multiplier<sup>(4)</sup>

5.9x  
Employment multiplier<sup>(5)</sup>

**We are the #1 Western designer & shipbuilder<sup>(6)</sup> with 230 years of history and over 7,000 ships built**

(1) At December 31, 2019  
 (2) At March 31, 2020;  
 (3) Sum of backlog and soft backlog; soft backlog represents the value of existing contract options and letters of intent as well as contracts in advanced negotiation, none of which yet reflected in the order backlog  
 (4) Value generated for each euro invested in shipbuilding according to the CENSIS "5th Report on the Economy of the Sea" (2015)  
 (5) Fincantieri valuation according to Censis methodology based on Italian operations  
 (6) By revenues, excluding naval contractors in the captive military segment. Based on Fincantieri estimates of shipbuilders' revenues in 2016

# Products, clients and backlog

## Diversified product portfolio with a wide client base and strong backlog

		Main products	Key clients	Revenues 2019 <sup>(1)</sup>	Backlog <sup>(2)</sup>
Shipbuilding	Cruise	<ul style="list-style-type: none"> <li>All cruise ships:                             <ul style="list-style-type: none"> <li>Luxury/Niche<sup>(3)</sup></li> <li>Upper Premium</li> <li>Premium</li> <li>Contemporary</li> </ul> </li> </ul>			€ 25,857 mln (78 ships)
	Naval	<ul style="list-style-type: none"> <li>All surface vessels (also stealth)</li> <li>Support &amp; Special vessels</li> <li>Submarines</li> </ul>			
	Other	<ul style="list-style-type: none"> <li>Similar businesses to our core ones where we operate opportunistically (e.g. Mega Yachts, Ferries...)</li> </ul>			
Offshore & Specialized Vessels		<ul style="list-style-type: none"> <li>OSV</li> <li>Fishery</li> <li>Ferries</li> <li>Offshore wind</li> <li>OPV</li> <li>Special vessels</li> </ul>			€ 813 mln (14 ships)
Equipment Systems & Services		<ul style="list-style-type: none"> <li>Marine systems, components &amp; turnkey solutions</li> <li>Ship interiors</li> <li>Naval services</li> <li>Ship repairs &amp; conversion</li> </ul>			€ 2,008 mln

(1) Before eliminations and consolidation adjustments

(2) At March 31, 2020

(3) Terminology used in the cruise sector to indicate smaller, more intimate cruises with fewer guests dedicated to more exploratory destinations (e.g. Alaska or polar regions)

(4) Parent company of several brands, among which our clients are: Carnival Cruise Lines, Costa Crociere, Cunard, Holland America Line, P&O Cruises, Princess Cruise Lines and Seabourn Cruise Lines


(5) Parent company of several brands: Norwegian Cruise Line, Oceania Cruises, Regent Seven Seas Cruises





# Markets and positioning

## Leadership in high-potential reference markets and solid track record

	End markets	Market Trend	Main Drivers	Track record
Shipbuilding	<b>Cruise</b> 	<ul style="list-style-type: none"> <li>• <b>Record order levels in 2019</b></li> <li>• Significant impact of <b>COVID-19</b>, affecting Cruise operators' liquidity and operations</li> </ul>	<ul style="list-style-type: none"> <li>• To be reviewed once the effects of COVID-19 will be quantifiable</li> </ul>	<ul style="list-style-type: none"> <li>• <b>World leader</b> in the design and construction of vessels for all segments of the cruise industry</li> <li>• <b>95 ships delivered</b> from 1990 to 2019 (4 delivered in Q1 2020)</li> </ul>
	<b>Naval</b> 	<ul style="list-style-type: none"> <li>• <b>Stable high margin business</b> in the low double-digit range</li> <li>• <b>Focus on accessible markets</b></li> <li>• <b>Large programs under development</b> (Italian Navy fleet renewal program, LCS program, Qatari Navy program, FREMM program)</li> </ul>	<ul style="list-style-type: none"> <li>• Defence budgets for accessible markets</li> <li>• Global geopolitical situation</li> <li>• Naval fleet renewals</li> </ul>	<ul style="list-style-type: none"> <li>• <b>128<sup>(1)</sup> ships</b> delivered from 1990 to 2019</li> <li>• 1 vessel delivered in Q1 2020</li> </ul>
Offshore & Specialized Vessels		<ul style="list-style-type: none"> <li>• <b>O&amp;G sector crisis and postponements of E&amp;P projects</b> caused a slowdown in related equipment industry (PSV, AHTS)</li> <li>• <b>Segment diversification strategy</b> (Fishery, Aquaculture, OPV, Special vessels, Renewable energies)</li> </ul>	<ul style="list-style-type: none"> <li>• Oil price and E&amp;P investments</li> <li>• Demand of special purpose vessels for marine infrastructure and exploitation of marine resources</li> <li>• New business opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• <b>414<sup>(2)</sup> ships</b> delivered from 1990 to 2019</li> <li>• 3 vessels delivered in Q1 2020</li> </ul>
Equipment Systems & Services		<ul style="list-style-type: none"> <li>• <b>High potential and high margin business</b></li> <li>• Result of the <b>insourcing of strategic activities</b></li> <li>• <b>A minor, but growing, share</b> of the total company's turnover</li> </ul>	<ul style="list-style-type: none"> <li>• Shipbuilding programs ongoing</li> <li>• Fleet ageing and development of new technologies</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Strong revenue growth to € 899 mln in 2019</b> (2016-2018 CAGR: +20.40%)</li> </ul>




(1) Includes other products delivered by Naval business unit. Includes US subsidiaries pre Fincantieri acquisition, excluding 174 RB-M delivered since 2002  
 (2) Includes other products delivered by Offshore & Specialized Vessels business unit. Includes VARD and predecessor companies

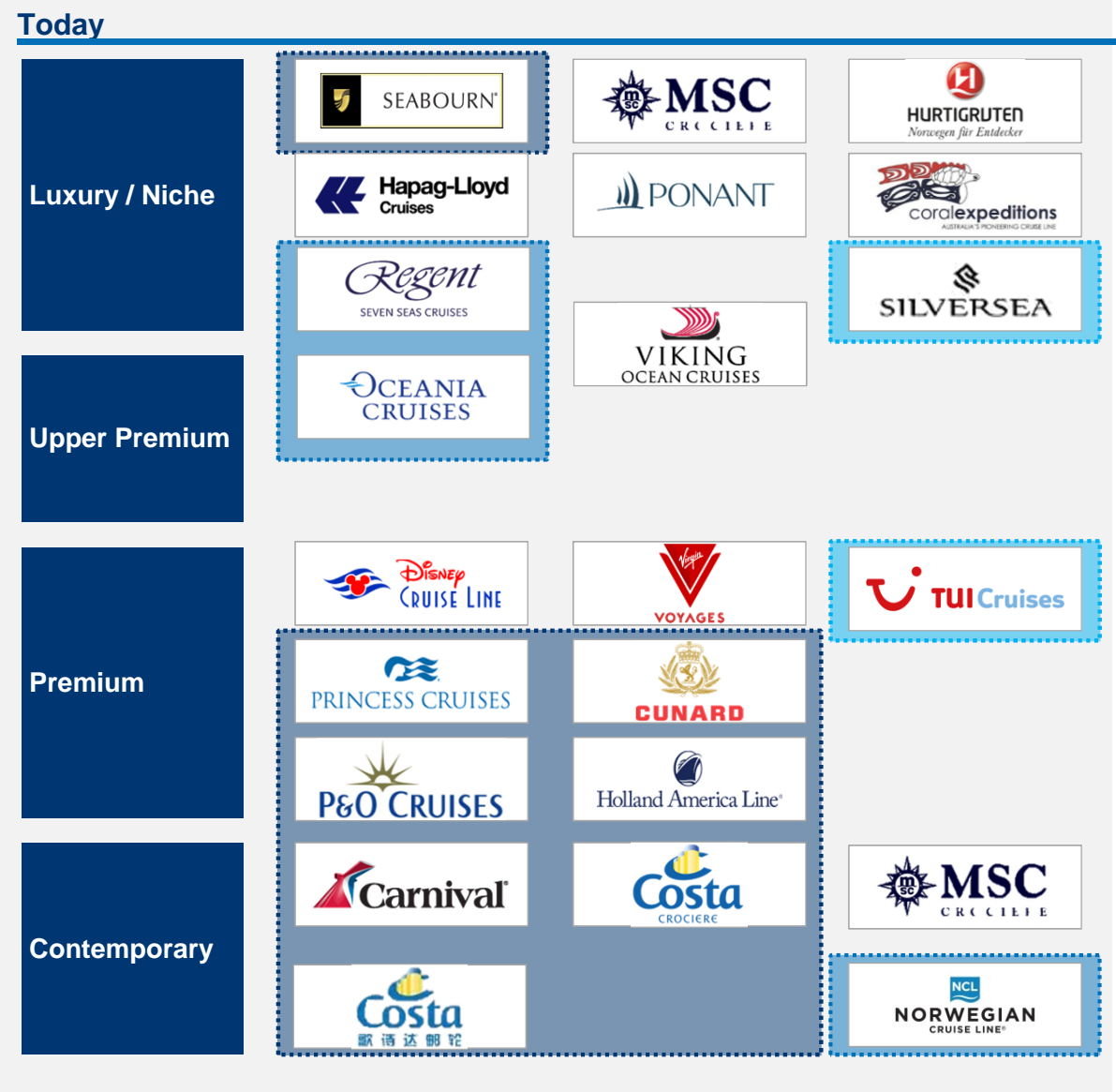


# Focus: cruise client portfolio

## Consolidated capability to acquire new clients and diversify product portfolio....



-  Carnival brands
-  Norwegian Cruise Lines brands
-  Royal Caribbean brands





# Key competitive strengths

## Consolidated leadership, high diversification and flexible global production network

### 1 Consolidated leadership in diversified markets and sizeable backlog



- Leader in cruise market and in naval segment
- Cruise visibility influenced by Covid-19 impacts
- Sizable order book and total backlog<sup>(1)</sup> amounting to approximately 5.5 years of work if compared to 2019 revenues

### 2 High diversification in terms of end market, geography and client portfolio



- Focus on high complexity and high value-added segments
- Most diversified shipbuilder with a broad range of clients with both long-term relationships and strategy of extending its customer base



### 4 Technological leadership



- High innovation capacity and system integrator capabilities (coordination of whole product lifecycle as prime contractor), with ~ 100 prototypes delivered in the last 15 years
- Strong commitment to R&D and proven track record of on-time and on-budget deliveries, with an expenditure > € 500 mln for the period 2015-2019

### 3 Flexible and global production network



- Integrated production model to control entire production process and aftermarket
- Flexible and global integrated network of 20 shipyards and almost 20,000 employees located in both emerging and Western countries

(1) At March 31, 2020



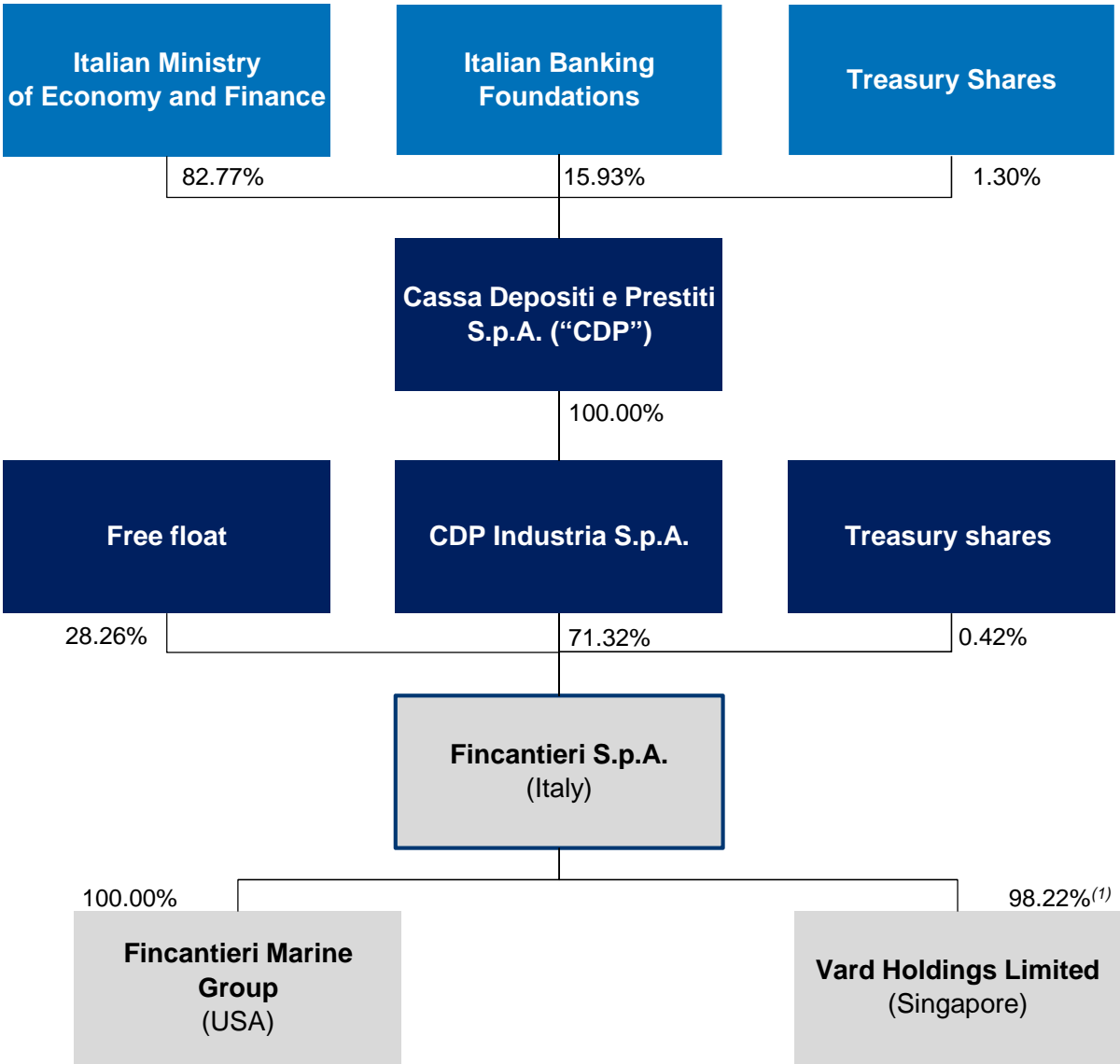
# Ownership and Group structure

## A listed company with strong reference shareholders

### Brief description of the Group structure

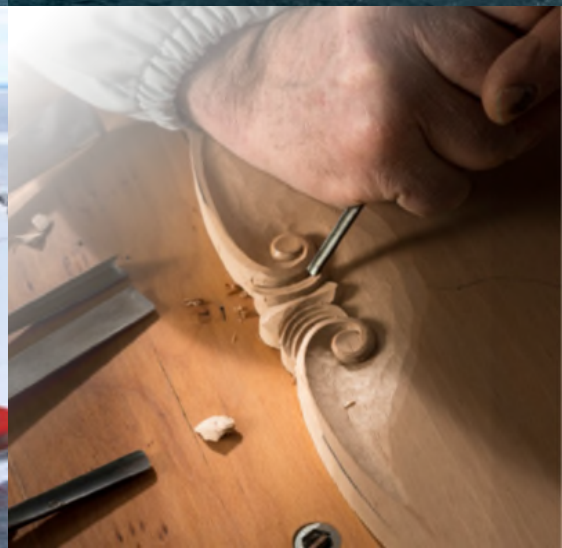
- Fincantieri shares are listed on the Milan Stock Exchange since July 3, 2014
- Fincantieri’s reference shareholder is CDP Industria S.p.A., a holding company fully owned by CDP, owning 71.32% stake
- CDP is an Italian state-owned National Development Institution holding major stakes in several listed / non listed strategic Italian companies like ENI, Snam, Terna, Sace, Saipem and Poste Italiane
- Fincantieri S.p.A. is the Holding company of the Group
- Fincantieri Marine Group (“FMG”) is the US subsidiary controlling the three American yards (among them, Marinette Marine participated by Lockheed Martin with a minority stake)
- Vard Holdings Limited is the holding company for the VARD Group, recently delisted from the Singapore Stock Exchange

### Simplified ownership and Group structure



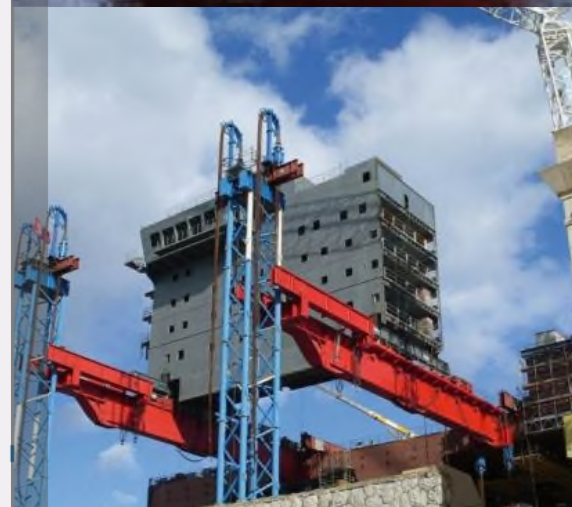
(1) Ownership as of December 2019

# FINCANTIERI



Section 2

## Products & end markets





# 1.1 Shipbuilding – Cruise

## Products

### Luxury / Niche



- Cruise ships (10 – 60,000 Gross Tonnage) expressly designed for exclusive cruises operated on less popular routes (e.g. high cultural / environmental value) and for niche markets (e.g. expedition cruise)

### Upper Premium



- Cruise ships (40 – 90,000 Gross Tonnage and 750 – 1,500 passengers) dedicated to destination-oriented cruises with upscale on board service on route / destinations out of reach for premium / contemporary ships

### Premium



- Large cruise ships (90 – 180,000 Gross Tonnage and 1,500 – 4,300 passengers) dedicated to a wide range of cruise routes with higher on board standards and services than contemporary ships

### Contemporary



- Largest cruise ships (over 130,000 Gross Tonnage and over 3,600 passengers) for mainstream cruises with standard routes and on board features representing the destination itself

## Target Market / Positioning

- Targeting worldwide cruise ships market
- Global leader with presence in all cruise market segments and the most diversified client portfolio

## Client Portfolio

### Luxury / Niche



### Premium



### Upper premium



### Contemporary



## Shipyards<sup>(2)</sup>

### Italy:

- Monfalcone
- Marghera
- Sestri Ponente
- Ancona

### Norway:

- Langsten
- Søviknes

### Romania:

- Tulcea
- Braila

(1) One cruise ship below 10,000 Gross Tons delivered and one under construction

(2) In addition to the shipyards dedicated to cruise shipbuilding activities, Fincantieri also uses other production sites for support activities related to cruise shipbuilding (e.g. Castellammare di Stabia, Palermo)



# 1.2 Shipbuilding – Naval

## Products

### Aircraft carriers



- Air operations, air power projection and dual use operations for disaster relief

### Destroyers



- Other ships defense in multi threats environments

### Frigates



- Multi-mission vessels with anti-surface and anti-submarine warfare

### Corvettes



- Fast vessel for coastal defense, sea patrol, search and rescue

### Patrol vessels



- Littoral missions, sea patrol, search and rescue, anti pollution and fishery control

### Submarines



- AIP<sup>(1)</sup> unit for surveillance and open sea operations

## Target Market / Positioning

- Sole supplier of the Italian Navy<sup>(2)</sup> and one of the major mid-sized vessel suppliers of US Navy and US Coast Guard
- Pursuing opportunities in foreign accessible markets
- Signed ~ € 4.0 bln program with Qatar Emiri Naval Forces
- FMM awarded with the FFG(X) program by the US Navy

## Client Portfolio

 ITALIAN NAVY	 ITALIAN COAST GUARD	 US NAVY	 US COAST GUARD
 QATAR EMIRI NAVAL FORCES	 UAE NAVY	 IRAQI NAVY	 INDIAN NAVY
 PERUVIAN NAVY	 TURKISH COAST GUARD	 ALGERIA NAVY	 BANGLADESH COAST GUARD
 KENYA NAVY	 ARMED FORCES OF MALTA	 SAUDI ARABIA NAVY	

## Shipyards

### Italy

- Riva Trigoso - Muggiano

### USA

- Marinette
- Green Bay
- Sturgeon Bay<sup>(3)</sup>

<sup>(1)</sup> Air independent propulsion

<sup>(2)</sup> For all the large ships and excluding minesweepers and small ships below 45 m in length

<sup>(3)</sup> Focused on the construction of offshore support and other specialized ships

## 1.3 Other Shipbuilding – Mega-Yachts

### Products

Serene (134 m)



Victory (140 m)



- **Large luxury customized mega yachts** resulting from a special synergy of advanced technical, design and construction capabilities of the Group

### Concept

Fortissimo (145 m)



Mars (92 m)



Xvintage (99 m)



Ottantacinque (85 m)



### Target Market / Positioning

- Worldwide mega yachts market (> 80 m)
- First Fincantieri mega yacht (Serene, 134 m) delivered in 2011 and awarded with “World Superyacht Award 2012”



- In December 2014 Fincantieri delivered “Victory” (140m), the largest yacht ever built in Italy and one of the ten largest motor yachts in the world

### Commercial strategy

- Clients: Ultra High Net Worth Individuals on worldwide basis

### Shipyards

#### Italy

- Riva Trigoso - Muggiano

## 1.3 Other Shipbuilding – Ferries

### Products

#### Dual Fuel Ferries



- Mixed diesel and LNG (Liquefied Natural Gas) propulsion

#### Cruise Ferries



- Ferries with high comfort level for the transportation of passengers

#### Ro-pax



- Vessels built for freight vehicle transport along with passenger accommodation

### Target Market / Positioning

- Large ferries (length > 150 m) dedicated to the European market (Mediterranean Sea, Baltic Sea and North Sea)
- Innovative ferries adopting the most advanced solutions in terms of energy saving and low environmental impact (LNG ferries, electric and hybrid ferries)

### Client Portfolio



### Shipyards

#### Italy

- Castellammare di Stabia
- Ancona

#### Romania

- Braila

#### Norway


- Brevik



## 2 Offshore & Specialized Vessels


### OSV<sup>(1)</sup>

#### AHTS




- Anchoring and moving drilling and offshore production units

#### PSV



- Transporting cargo/people to/from offshore rigs and platforms

#### OSCV




- Highly complex vessels performing subsea operations and maintenance

### Products


#### Drilling units

#### Drillships



- Deep/ultra deep water drilling units


#### Semi-sub



- Mid/deep water drilling rigs


#### Others

#### Special vessels




- Heavy lift, icebreakers, research vessels, LPG

#### Offshore wind




- Wind Service Operation Vessels for offshore wind farms

#### Aquaculture




- Fisheries and other vessels

#### OPV



- Offshore Patrol Vessels

#### Ferries

























- Dual-fuel, LNG powered ferries with hybrid gas-electric propulsion

### Target Market / Positioning

- Among global leaders in high-end OSVs, supplier of complex vessels
- Diversification in ferries, fishery, aquaculture, offshore wind and offshore patrol vessels segments
- Innovation capability with dual-fuel and hybrid vessels, (e.g. order for the first autonomous, electric-driven container vessel in the world by Yara Norge)
- Order for 3 Offshore Patrol Vessels for Norwegian Coast Guard

### Client Portfolio

### Shipyards

<h4>Norway</h4> <ul style="list-style-type: none"> <li>• Brattvaag</li> <li>• Aukra<sup>(2)</sup></li> <li>• Brevik<sup>(2)</sup></li> </ul>	<h4>Brazil</h4> <ul style="list-style-type: none"> <li>• Promar</li> </ul> <h4>Vietnam</h4> <ul style="list-style-type: none"> <li>• Vũng Tàu</li> </ul>	<h4>USA<sup>(3)</sup></h4> <ul style="list-style-type: none"> <li>• Sturgeon Bay</li> </ul> <h4>Italy<sup>(3)</sup></h4> <ul style="list-style-type: none"> <li>• Palermo</li> </ul>
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<sup>(1)</sup> AHTS = Anchor Handling Tug Supply, PSV = Platform Supply Vessels, OSCV = Offshore Subsea Construction Vessels

<sup>(2)</sup> Under disposal

<sup>(3)</sup> For reasons connected with the organization of production and the proximity of market/customers the Group's Italian (Palermo e Ancona) and US (Sturgeon Bay) yards also offer offshore products



### 3 Equipment, Systems and Services

#### Products / Services

##### Systems & Components

##### Stabilization, propulsion, positioning and generation syst.



- Retractable/fixed stabilization systems, propellers, thrusters, engines

##### Automation systems



- Platform automation, navigation and dynamic positioning systems

##### Steam turbines



- Energy generation and naval application

##### Electric & Electronic Systems



- Integrated electric and electronic packages

##### Interiors



- Design, refitting and delivery of turnkey cabins, public areas and complete accommodation solutions

##### Services

##### Naval services



- Life Cycle Management (ILS & ISS)

##### Ship repairs & conversions



- Repairs, conversions & refitting

#### Target Market / Positioning

- One of the reference players in the design, construction and service of marine systems, components and turnkey solution in cruise, offshore and naval sectors
- One of the reference providers of after sales services (mainly naval vessels) and repairs & conversions
- Worldwide major player in ship interiors segment

#### Client Portfolio


#### Plants / Subsidiaries

- Riva Trigoso – Muggiano
- Palermo
- Trieste
- Fincantieri Infrastructure
- Delfi S.r.l.
- Sturgeon Bay
- Fincantieri Services US
- Seastema S.p.A.
- FMSNA Inc.
- Fincantieri Services Middle East
- Issel Nord
- Fincantieri SI
- Isotta Fraschini Motori S.p.A.
- Marine Interiors

# Equipment, Systems & Services: interiors, electric & electronic systems, infrastructures



- **Marine Interiors**, established to enable Fincantieri to **integrate the cabin design and production** into its design and construction flow, is specialized in **designing, refitting and delivering turnkey cabins**
- Further expansion into **complete accommodation and after-sales services**



- **Fincantieri SI** activities are focused on the design, production and supply of **innovative and integrated electrical, electronic and electromechanical systems**, allowing Fincantieri to take advantage of the integration with its mechanical capabilities
- Marine and Navy solutions, Land solutions, Smart power management and energy storage solutions



- **Fincantieri Infrastructure** is specialized in the **design, fabrication and installation of steel structures** for large-scale projects such as bridges, stadiums, port facilities, industrial, commercial and institutional projects
- Contractor with **unique project management, engineering and construction skills** developed also in the complex shipbuilding sector



## Section 3

# Technological and operational excellence



Skandi Africa  
DOF  
Ship of the Year 2015

# Technological leadership: unique technological and operational excellence

# FINCANTIERI



## A Global and flexible production network

- Global engineering and production network with 20 shipyards
- State-of-the-art facilities
- Flexible capacity



## B High flexibility

- Highly customized products
- Flexible utilization of resources globally
- Tailored project set-up to meet client needs



## C Superior system integrator capabilities

- Ability to coordinate a broad network of specialized suppliers (more than 3,000 just in Italy)
- Integrated production model
- Proven track record of on-time deliveries



## D Technological leadership

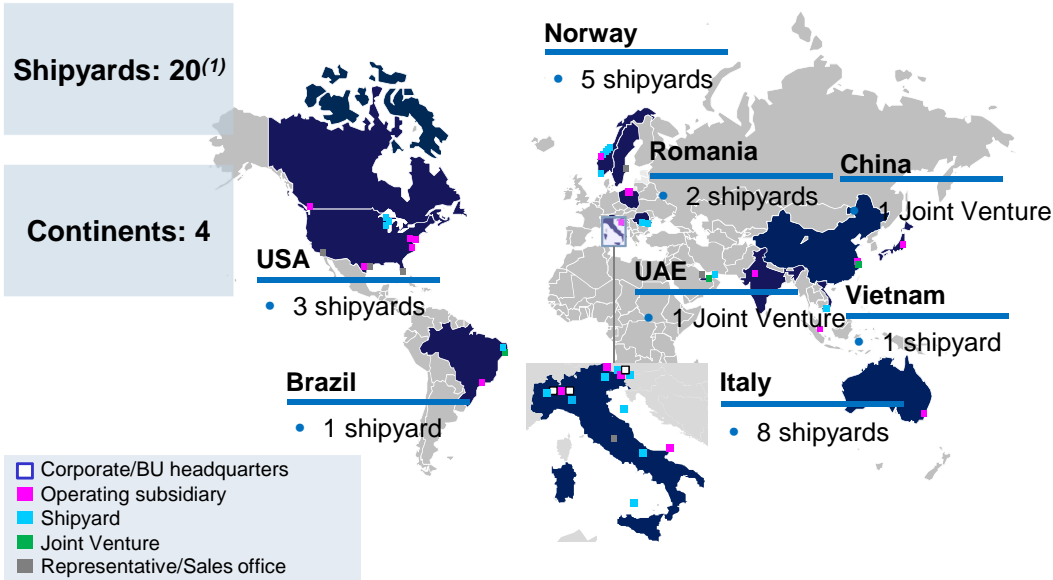
- Best-in-class know-how and leadership in high-end vessels
- Strong commitment to R&D
- Innovation across full product offering



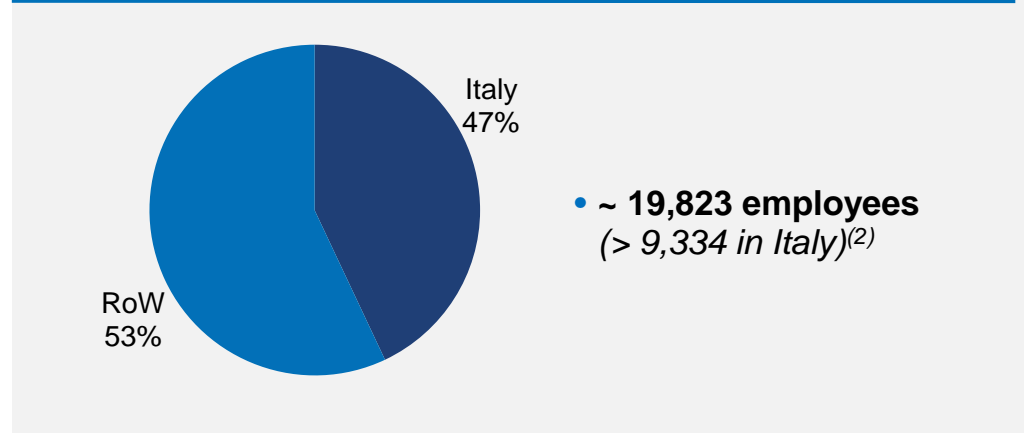


# A Global and flexible production network

## Global presence to exploit local opportunities



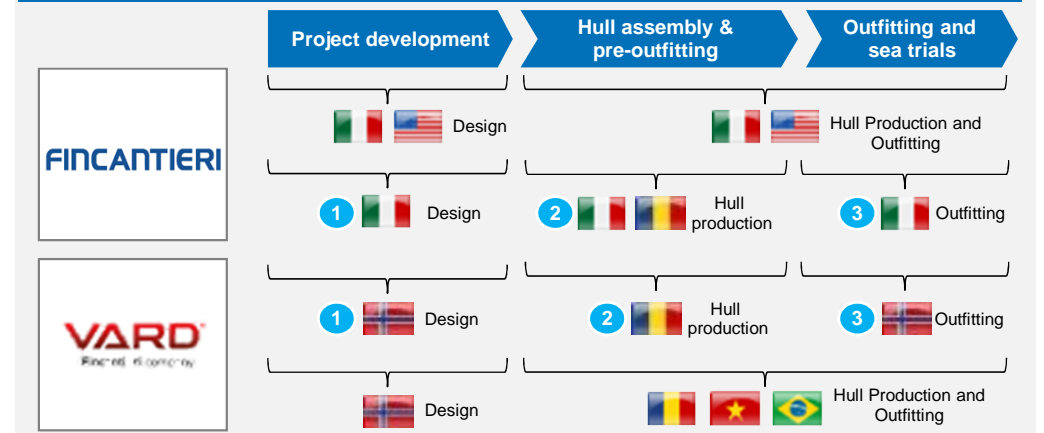
## Employees by location



## Flexible engineering / production network



## Supply chain



Source: Company information at December 31, 2018

(1) Excluding one shipyard through the joint venture in UAE with Al Fattan Shipyard Industry Est and Melara Middle East FZCO. Including Aukra & Brevik to be closed in 2020

(2) At December, 31 2019

## B High flexibility

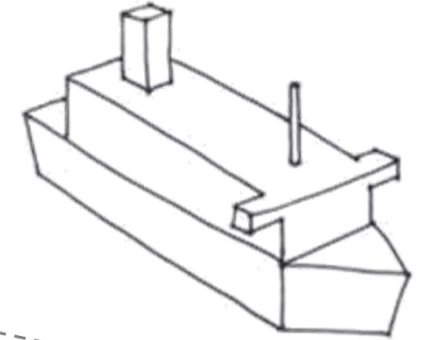
### Owner's concept



### DESIGN OF A CRUISE SHIP



### Shipyard dream



### Owner inputs

Guidelines e.g.:

- # of cabins / passengers
- Speed
- Operative profile
- ...

### Basic design

- General arrangement plan
- Mid-ship section
- Ship specification
- ...

### Functional design

- Keel design
- Static / Dynamic calculations
- Plants design
- Structure dimensioning
- Technical specifications for supply
- ...

### Coordination and shop drawings

- Hull construction drawings
- Installation plans
- ...

- **Due date defined since order**
- **Any delay would significantly penalize the shipbuilder (e.g. penalties, reputation)**

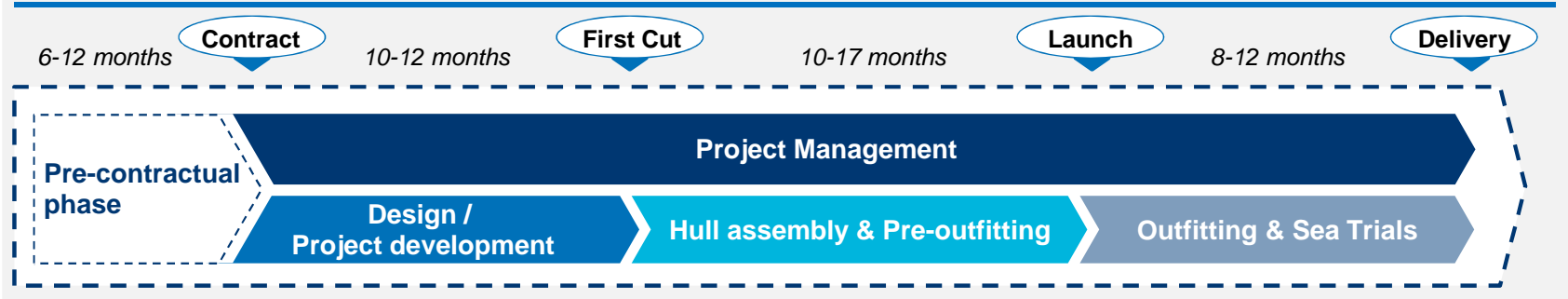


# C Superior system integrator capabilities

“Prime / General contractor” role with:

- **Direct development of design & engineering** (starting from ship configuration in close cooperation with shipowner, ensuring high flexibility also during construction)
- **Project management of whole construction** (sole interface & coordinator of all parties involved interacting with suppliers for engineering and production)
- **Hull construction + integration of parts & components provided by suppliers** (active management of make-or-buy strategies)
- **Responsibility of project performance and results**

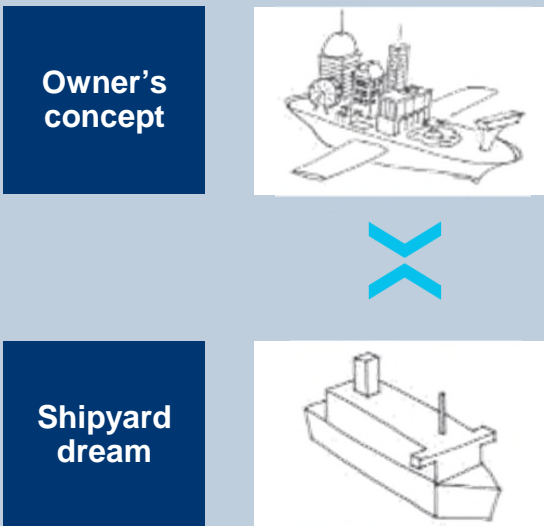
## Example of a cruise ship



**Engineering:**  
responsible of overall project

**Hull:**  
direct construction  
in Group shipyards

**Outfitting:**  
integration & coordination in Group shipyards  
of a large number of suppliers with dynamic  
management of any modification



Source: Company information

# D Technological leadership

## Main achievements

- **Strong commitment to energy savings, emission reduction, high performance and high quality**
- **Strong technological know-how and design skills:** more than 100 prototypes in just over 15 years
- **R&D:**
  - ~90 projects ongoing
  - 2019 expenditure € 134 mln
  - Best-in-class R&D center (*CETENA*) in charge of developing new marine technologies across business units and for third parties

## Example of innovative projects delivered / ongoing

### Cruise



- *Carnival Vista*: “**ECO Notation**” by Lloyd’s Register for exceeding environmental regulatory standards
- *Royal Princess*: **1st cruise ship fully compliant with new regulations**
- *Costa Luminosa & Costa Pacifica*: **Guinness World Record** for joint-christening of 2 cruise ships
- Contract with Ponant for the **first electric hybrid cruise icebreaker** with dual fuel propulsion (high-capacity batteries and LNG storage)

### Naval



- **More than 20 prototypes developed** over the last fifteen years
- *Aircraft Carrier Cavour*: **world’s most powerful non-nuclear propulsion system**
- *LCS Freedom*: **world’s fastest steel frigate**
- *FFG(X)*: **first-in-class guided missile**

### Offshore & Specialized Vessels



- Contract for the **most advanced and capable Cable Layer** in its market for Prysmian<sup>(1)</sup>
- *Normand Maximus*: **largest offshore vessel ever built in Norway**
- *Skandi Africa*: “**Ship of the Year 2015**”<sup>(2)</sup>
- *AMC Connector*: **world’s largest cable layer**<sup>(3)</sup>
- Contract for a **new-generation fish farming unit** for P/F Akraberg
- Contract for a **Service Operation Vessel** (the first for the Asian market) for Ta San Shang Marine<sup>(4)</sup> to be operated by Ørsted

### ESS



- **Completed the steel span of the Genoa bridge** in record time: 1 year from the steel cutting ceremony on March 11, 2019

Source: Company information

(1) Award instituted by the major Nordic shipping magazine *Skipsrevyen*

(2) In terms of loading capacity (2011)

(3) In terms of bollard pull at the date of construction (423 tonnes) (2009)

(4) JV between Mitsui O.S.K. Lines and Ta Tong Marine