



# **FINCANTIERI**

## **Update post 9M 2017 Results**

**November, 2017**

**FINCANTIERI**  
The sea ahead



# 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

Pursuant to art. 154-BIS, par. 2, of the Unified Financial Act of February 24, 1998, the executive in charge of preparing the corporate accounting documents at Fincantieri, Carlo Gainelli, declares that the accounting information contained herein correspond to document results, books and accounting records.



## *Table of Contents*

**Section 1** Introduction

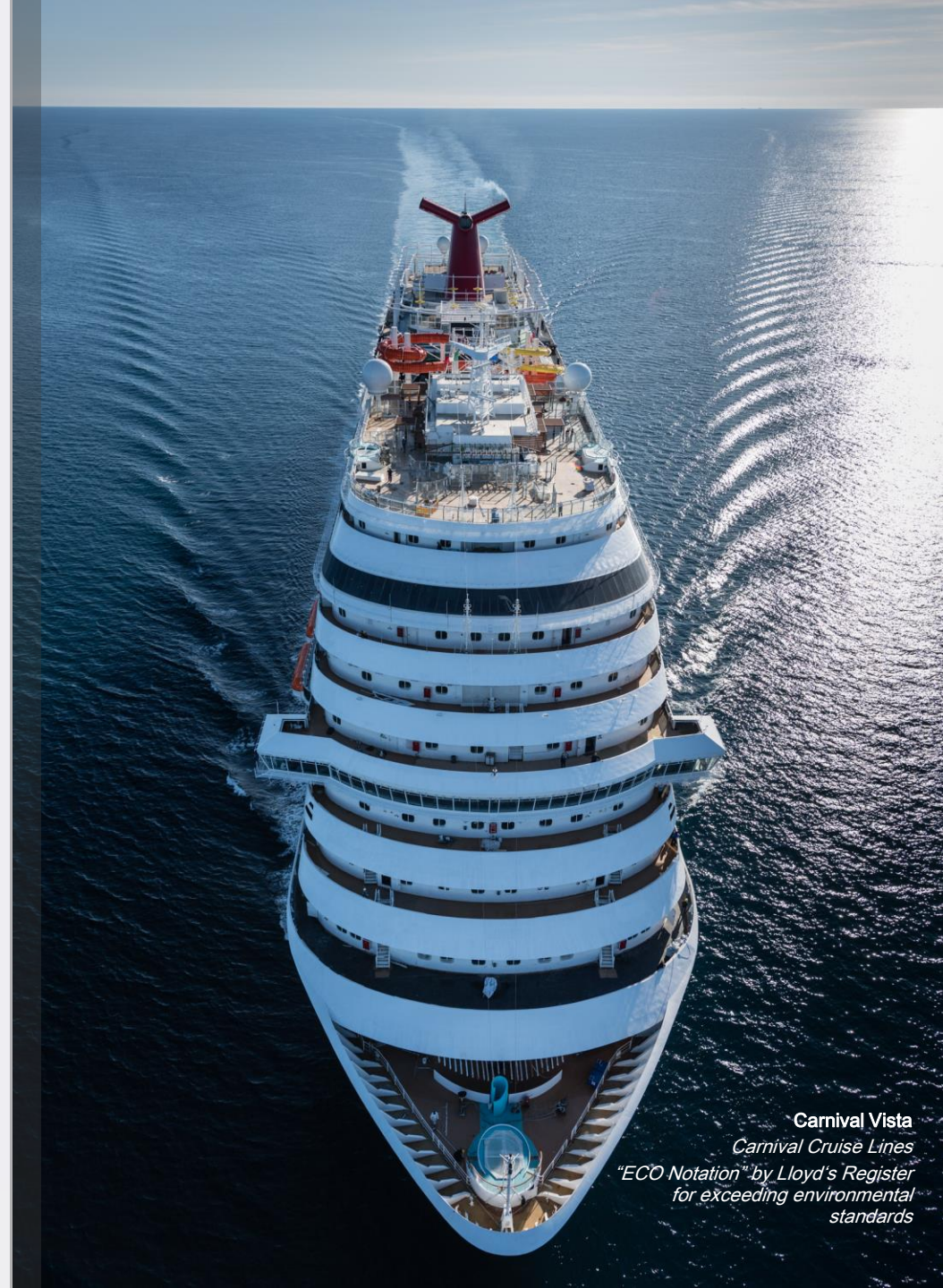
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**Section 2** 9M 2017 results and outlook

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**Section 3** Appendix - Historical financial performance

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**Carnival Vista**  
*Carnival Cruise Lines*  
"ECO Notation" by Lloyd's Register  
for exceeding environmental  
standards



## Section 1

## Introduction



**FREMM "Alpino"**  
*Italian Navy*  
*Best in class in terms of endurance*

# Fincantieri at a glance

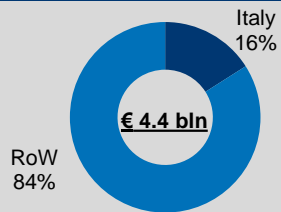
#1 Western designer & shipbuilder<sup>(1)</sup>  
with 230 years of history & >7,000 ships built

€ 4,429 mln revenues

~ € 25.3 bln total backlog<sup>(2,3)</sup>

- € 20.3 bln backlog
- € 5.0 bln soft backlog

## Revenues by geography



USA

- 3 shipyards

Brazil

- 1 shipyard

Norway

- 5 shipyards

Romania

- 2 shipyards

China

- 1 Joint Venture

UAE

- 1 Joint Venture

Vietnam

- 1 shipyard

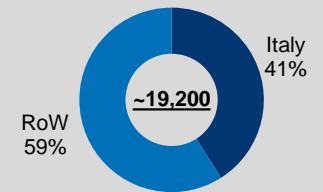
Italy

- 8 shipyards

20 shipyards  
4 continents

~ 19,200 employees  
~ 80,000 subcontractors

## Employees by location



Note: all figures reported at December 31, 2016, except for backlog and soft backlog which are referred to 9M 2017 (at September 30, 2017)

(1) By revenues, excluding naval contractors in the captive military segment. Based on Fincantieri estimates of shipbuilders' revenues in 2015



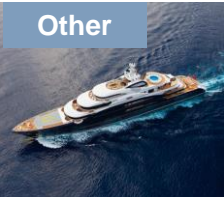


(2) At September 30, 2017

(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

- Corporate/BU headquarters
- Shipyard
- Joint Venture
- Operating subsidiary
- Representative / Sales office

**FINCANTIERI**  
The sea ahead

# Business units, products and positioning

	End markets	Main products	Positioning	Revenues 2016 <sup>(4)</sup>	Backlog <sup>(5)</sup>
Shipbuilding	 <b>Cruise</b>	<ul style="list-style-type: none"> <li>• All cruise ships (from contemporary to luxury)</li> </ul>	<ul style="list-style-type: none"> <li>• #1 worldwide (~45% market share<sup>(1)</sup>)</li> </ul>	<b>€ 2,078 mln</b> (44.2% on total)	<b>€ 18,572 mln</b> (56 ships)
	 <b>Naval</b>	<ul style="list-style-type: none"> <li>• All surface vessels (also stealth)</li> <li>• Support &amp; Special vessels</li> <li>• Submarines</li> </ul>	<ul style="list-style-type: none"> <li>• Leader:               <ul style="list-style-type: none"> <li>– #1 in Italy<sup>(2)</sup></li> <li>– Key supplier for US Navy &amp; Coast Guard<sup>(3)</sup></li> <li>– Key supplier for Qatar Emiri Naval Forces</li> </ul> </li> </ul>	<b>€ 1,156 mln</b> (24.6% on total)	
	 <b>Other</b>	<ul style="list-style-type: none"> <li>• High tech ferries</li> <li>• Large mega-yachts</li> </ul>	<ul style="list-style-type: none"> <li>• Leading player:               <ul style="list-style-type: none"> <li>– High tech ferries</li> <li>– Large mega-yachts</li> </ul> </li> </ul>	<b>€ 12 mln</b> (0.3% on total)	
Offshore		<ul style="list-style-type: none"> <li>• OSV</li> <li>• Drilling units</li> <li>• Fisheries/aquaculture</li> <li>• Offshore wind</li> <li>• OPV</li> <li>• Expedition cruise</li> <li>• Special vessels</li> </ul>	<ul style="list-style-type: none"> <li>• Leading player in high-end OSVs</li> </ul>	<b>€ 960 mln</b> (20.4% on total)	<b>€ 1,300 mln</b> (41 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; conversions</li> </ul>	<ul style="list-style-type: none"> <li>• Leading player worldwide</li> </ul>	<b>€ 495 mln</b> (10.5% on total)	<b>€ 1,227 mln</b>

(1) By oceangoing cruise ships > 10,000 gross tons ordered in the 2004 – June 2017 period (including VARD). Source: Fincantieri analysis based on IHS Lloyd's Fairplay – Shippax data and Company press releases

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





(3) For medium size ships, e.g. patrol vessels and corvettes

(4) Breakdown calculated based on revenues gross of consolidation effects

(5) At September 30, 2017



# Track record, clients and technological leadership

		1 Track record	2 Clients	3 Technological leadership
Shipbuilding	Cruise	<p><b>Ship deliveries</b></p> <ul style="list-style-type: none"> <li>1990 – 2001 <b>23</b></li> <li>2002 – 2016 <b>52</b></li> </ul> <p>• <b>Twofold increase in activity</b></p>		<ul style="list-style-type: none"> <li><i>Carnival Vista</i>: “ECO Notation” by Lloyd’s Register for exceeding environmental standards</li> <li><i>Royal Princess</i>: 1<sup>st</sup> cruise ship fully compliant with new regulations</li> <li><i>Costa Luminosa &amp; Costa Pacifica</i>: <b>Guinness World Record</b> for joint-christening of 2 ships</li> </ul>
	Naval	<p><b>Ship deliveries</b></p> <ul style="list-style-type: none"> <li>1990 – 2001 <b>51<sup>(1)</sup></b></li> <li>2002 – 2016 <b>58<sup>(1)</sup></b></li> </ul> <p>• <b>Steady, low risk business</b></p>		<ul style="list-style-type: none"> <li><i>LCS Freedom</i>: <b>world’s fastest steel frigate</b></li> <li><i>Aircraft Carrier Cavour</i>: <b>world’s most powerful non-nuclear propulsion system</b></li> <li><b>More than 20 prototypes developed</b> over the last fifteen years</li> </ul>
Offshore		<p><b>Ship deliveries</b></p> <ul style="list-style-type: none"> <li>1990 – 2001 <b>72<sup>(2)</sup></b></li> <li>2002 – 2016 <b>292<sup>(2)</sup></b></li> </ul> <p>• <b>Acquired VARD in 2013</b></p>		<ul style="list-style-type: none"> <li><i>Normand Maximus</i>: <b>largest offshore vessel ever built in Norway</b></li> <li><i>Skandi Africa</i>: “Ship of the Year 2015”<sup>(4)</sup></li> <li><i>AMC Connector</i>: <b>world’s largest cable layer</b><sup>(5)</sup></li> <li><i>Far Samson</i>: <b>most powerful offshore vessel</b><sup>(6)</sup></li> </ul>
Equipment Systems & Services		<p>• <b>Strong revenue growth to € 495 mln in 2016</b></p> <p>• <b>Start-up in 2005</b></p>		<ul style="list-style-type: none"> <li>Innovative and technologically advanced products in terms of <b>performances, lifecycle cost reduction and environmental standard</b></li> <li>Full product lifecycle management with unique capacity to support vessels’ <b>maintenance and repair all over the world</b></li> </ul>

(1) Includes other products delivered by Naval business unit. Includes US subsidiaries pre Fincantieri acquisition, excluding 174 RB-M delivered since 2002, of which 28 in 2014 and 3 in 2015  
(2) Includes other products delivered by Offshore business unit. Includes VARD and predecessor companies  
(3) Parent company of several brands: Carnival Cruise Lines, Costa Crociere, Cunard, Holland America Line, P&O Cruises, Princess Cruise Lines and Seabourn Cruise Lines

(4) Award instituted by the major Nordic shipping magazine Skipsrevyen  
(5) In terms of loading capacity (2011)  
(6) In terms of bollard pull at the date of construction (423 tons)

## Section 2

## 9M 2017 results



Skandi Africa  
DOF  
Ship of the Year 2015



# 9M 2017 Key Messages

- **9M 2017 results in line with Business Plan 2016-2020 targets:** revenues up 10.7% vs 9M 2016 and EBITDA margin at 6.5% vs 5.7% 9M 2016
- **Total backlog<sup>(1)</sup> at € 25.3 bln covering ~6 years of work if compared to 2016 revenues:**
  - **Backlog at € 20.3 bln** (97 ships) up from € 19.0 bln in 9M 2016 thanks to the **conversion of soft backlog into firm orders**
  - **Soft backlog<sup>(2)</sup> at € 5.0 bln** (€ 2.8 bln in 9M 2016)
- **Further commercial developments in cruise business** with the conversion into order of a MoA for one cruise ship for the Princess Cruise brand, an order with Silversea for one cruise ship, a MoA with Carnival for one cruise ship for the luxury brand Cunard, **for a total of 14 cruise ships** (including options) acquired in 2017, in addition to a contract for the lengthening of the Silver Spirit ship
- **Good operating performance confirmed with the delivery of nine units in the Shipbuilding segment:**
  - Four cruise ships: "Viking Sky", "Majestic Princess", "Silver Muse" and "Viking Sun"
  - Three naval vessels: FREMM "Rizzo", submarine "Romeo Romei" for Italian Navy and the LCS 9 for US Navy
  - Two ATB units (Articulated Tug and Barge) for the transport of goods in the chemical/petroleum sector
- **The cooperation agreement reached between the Italian and French governments will lead to the creation of a global leader in civil and military shipbuilding**

(1) Sum of backlog and soft backlog

(2) Soft backlog which 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

# 9M 2017 main orders

Orders acquired in Q3

	Vessel	Client	Delivery
Shipbuilding		4 cruise ships	Norwegian Cruise Line
		1 cruise ship	Holland America Line (Carnival Corporation)
		1 cruise ship (sixth “Royal Princess” class vessel)	Princess Cruises (Carnival Corporation)
		1 cruise ship	Silversea Cruises
Offshore		1 krill fishing vessel	Aker BioMarine
		1 live fish transportation vessel	Fjordlaks Aqua
		1 research expedition vessel	Rosellinis Four-10 (wholly-owned by the industrialist Kjell Inge Røkke)
		1 expedition cruise vessel	Coral Expeditions

# 9M 2017 main deliveries (1/2)

Deliveries in Q3

## Vessel

## Client

## Delivery

### Shipbuilding



Cruise ship "Viking Sky"

*Viking Ocean Cruises*

Ancona



Cruise ship "Majestic Princess"

*Princess Cruises  
(Carnival Corporation)*

Monfalcone



Cruise ship "Silver Muse"

*Silversea Cruises*

Sestri Ponente



FREMM "Rizzo"

*Italian Navy*

Muggiano



Submarine "Romeo Romei"

*Italian Navy*

Muggiano



Cruise ship "Viking Sun"

*Viking Ocean Cruises*

Ancona



Littoral Combat Ship "Little Rock"  
(LCS 9)

*US Navy*






Marinette



## 9M 2017 main deliveries (2/2)

Deliveries in Q3



Vessel	Client	Delivery
	OSCV “Skandi Buzios”	Techdof
	OSCV “Far Superior”	Farstad
	OSCV “Skandi Vinland”	DOF
	2 Module Carrier Vessels	Topaz Energy and Marine
	2 Module Carrier Vessels	Kazmortransflot
		Vard Søviknes
		Vard Vung Tau
		Vard Langsten
		Vard Vung Tau
		Vard Braila

# Overview of financial performance indicators<sup>(1)</sup>

€ mln	FY 2014	FY 2015	FY 2016	9M 2016	9M 2017
<b>Order intake</b>	<b>5,639</b>	<b>10,087</b>	<b>6,505</b>	<b>6,308</b>	<b>5,485</b>
<b>Total backlog</b>	<b>14,814</b>	<b>18,721</b>	<b>24,031</b>	<b>21,777</b>	<b>25,299</b>
<i>Of which backlog</i>	<b>9,814</b>	<b>15,721</b>	<b>18,231</b>	<b>18,977</b>	<b>20,299</b>
<i>Of which soft backlog</i>	<b>5,000</b>	<b>3,000</b>	<b>5,800</b>	<b>2,800</b>	<b>5,000</b>
<b>Revenues</b>	<b>4,399</b>	<b>4,183</b>	<b>4,429</b>	<b>3,230</b>	<b>3,575</b>
<b>EBITDA</b>	<b>297</b>	<b>(26)</b>	<b>267</b>	<b>185</b>	<b>233</b>
<i>As a % of revenues</i>	<b>6.8%</b>	<b>-0.6%</b>	<b>6.0%</b>	<b>5.7%</b>	<b>6.5%</b>
<b>EBIT</b>	<b>198</b>	<b>(137)</b>	<b>157</b>	<b>-</b>	<b>-</b>
<i>As a % of revenues</i>	<b>4.5%</b>	<b>-3.3%</b>	<b>3.5%</b>	<b>-</b>	<b>-</b>
<b>Net result before extr. and non recurring items<sup>(2)</sup></b>	<b>87</b>	<b>(252)</b>	<b>60</b>	<b>-</b>	<b>-</b>
<i>Attributable to owners of the parent</i>	<b>99</b>	<b>(141)</b>	<b>66</b>	<b>-</b>	<b>-</b>
<b>Net result for the period</b>	<b>55</b>	<b>(289)</b>	<b>14</b>	<b>-</b>	<b>-</b>
<i>Attributable to owners of the parent</i>	<b>67</b>	<b>(175)</b>	<b>25</b>	<b>-</b>	<b>-</b>
<b>Net fixed assets</b>	<b>1,417</b>	<b>1,453</b>	<b>1,590</b>	<b>1,577</b>	<b>1,723</b>
<b>Net working capital<sup>(3)</sup></b>	<b>69</b>	<b>251</b>	<b>265</b>	<b>322</b>	<b>71</b>
<i>Of which construction loans</i>	<b>(847)</b>	<b>(1,103)</b>	<b>(678)</b>	<b>(833)</b>	<b>(868)</b>
<b>Equity</b>	<b>1,530</b>	<b>1,266</b>	<b>1,241</b>	<b>1,274</b>	<b>1,293</b>
<b>Net financial position</b> <i>Net cash/ (Net debt)</i>	<b>44</b>	<b>(438)</b>	<b>(615)</b>	<b>(625)</b>	<b>(501)</b>
<b>Employees</b>	<b>21,689</b>	<b>20,019</b>	<b>19,181</b>	<b>-</b>	<b>-</b>

(1) With the aim to provide a meaningful index to measure the Group financial results, the Group adopts an EBITDA definition which normalizes the trend of results over time, and increases the level of comparability of the same results by excluding the impact of non recurring and extraordinary operating items; for the same reason, the Group also monitors Net Income before non recurring and extraordinary items (both operating and financials)

(2) Excluding extraordinary and Non Recurring Items net of tax effect

(3) Construction loans are accounted for in Net working capital, not Net financial position, as they are not general purpose loans and can be a source of financing only in connection with ship contracts

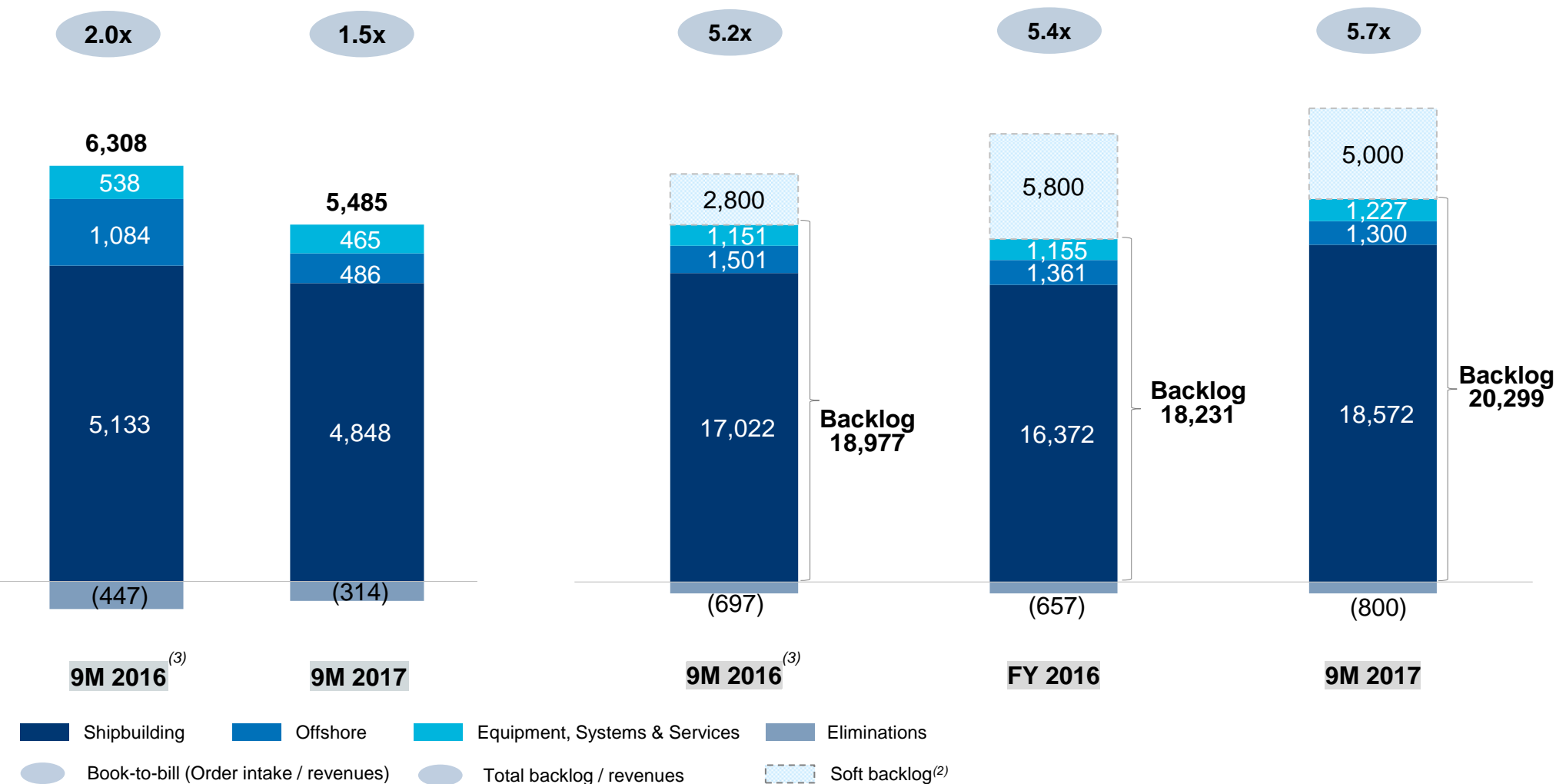
# Order intake and backlog – by segment

## Order intake

€ mln

## Total backlog<sup>(1)</sup>

€ mln



(1) Sum of backlog and soft backlog

(2) 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

(3) For comparison purposes, 9M 2016 figures are restated following the redefinition of operating segments. Following the operational reorganization carried out in November 2016, the repair & conversion services, cabins & public areas business, as well as integrated systems business, all previously included in the Shipbuilding segment, have been relocated to the Equipment, Systems & Services segment starting from FY 2016 results.

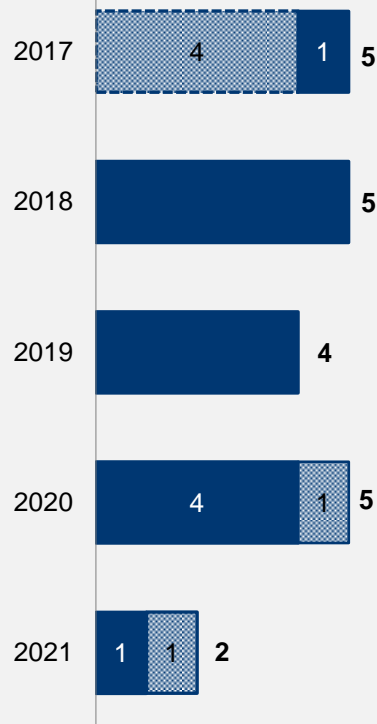


# Backlog deployment

## Shipbuilding

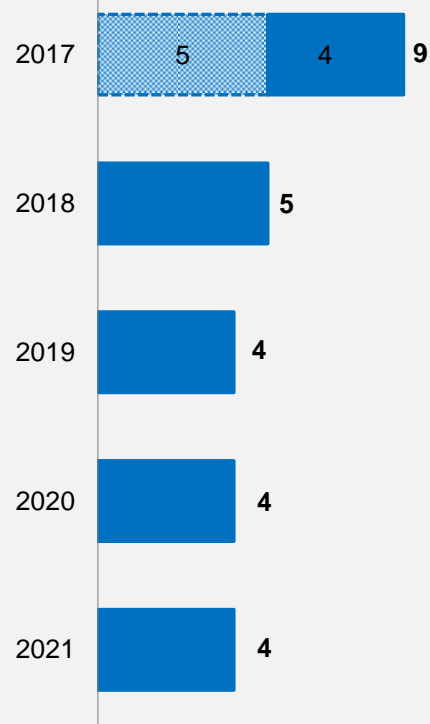
# ships deliveries<sup>(1)</sup>

### Cruise



- Additional 6 units scheduled after 2021
- **23 vessels**
- Deliveries up to 2025, stretching to 2027 in case of confirmation of the option for 2 ships for Norwegian Cruise Line

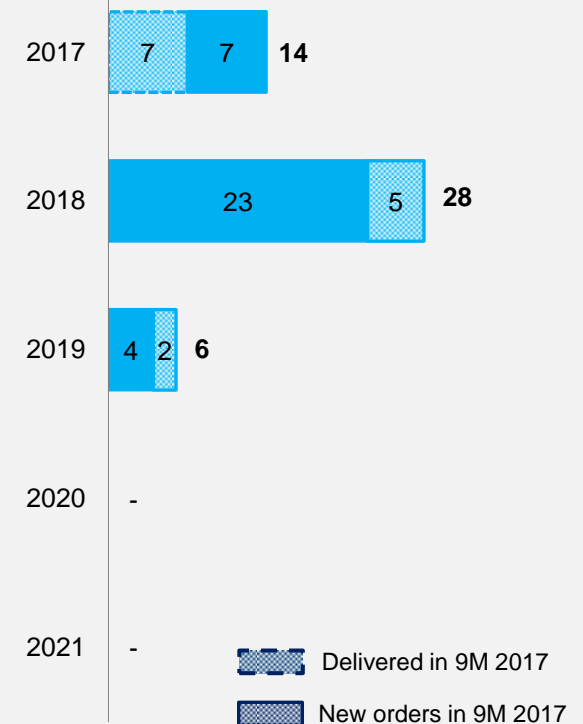
### Naval<sup>(2)</sup>



- Additional 12 units scheduled after 2021
- **33 vessels**
- Deliveries up to 2026

## Offshore

# ships deliveries



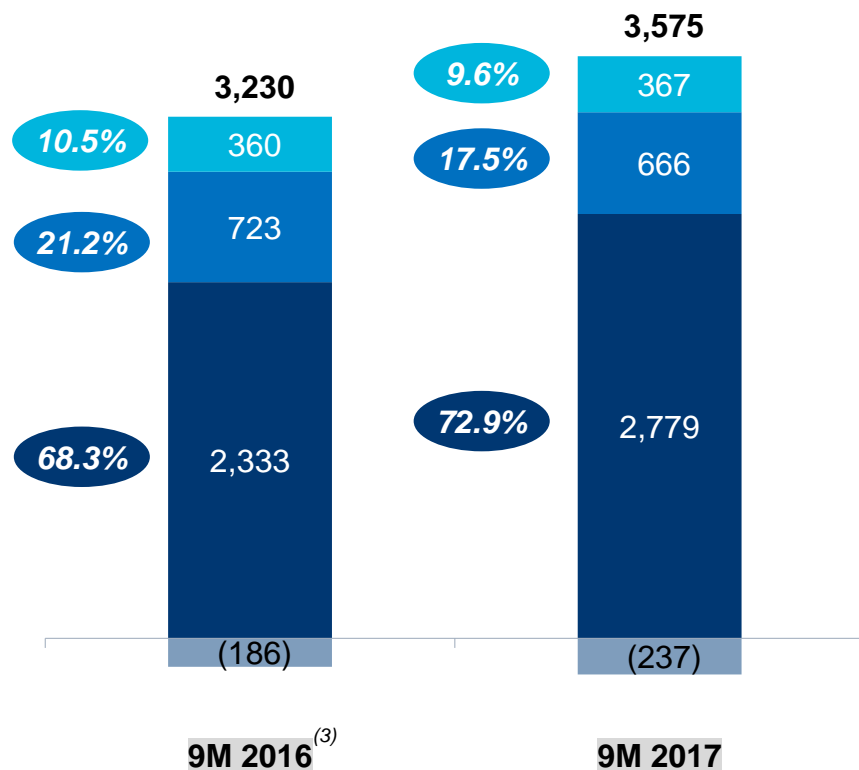
- **41 vessels**
- 7 expedition cruise vessels in backlog

(1) Articulated Tug Barge (ATB) is an articulated unit consisting of a barge and a tug, thus being counted as two vessels in one unit  
 (2) Ships with length > 40 m

# Revenues and EBITDA<sup>(1)</sup> – by segment

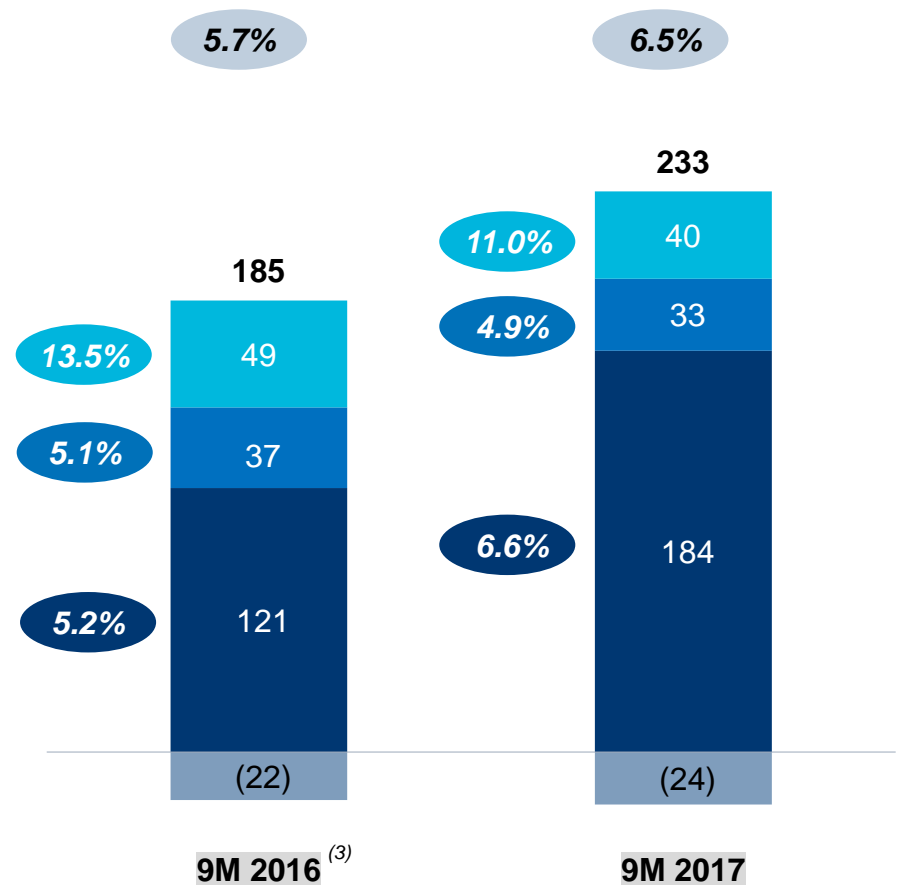
## Breakdown by segment<sup>(2)</sup>

€ mln



## EBITDA and EBITDA margin

€ mln



Shipbuilding Offshore Equipment, Systems & Services

Eliminations % Total

Shipbuilding Offshore Equipment, Systems & Services

Other activities<sup>(4)</sup> % of Revenues

(1) EBITDA is a Non-GAAP Financial Measure. The Company defines EBITDA as profit/(loss) for the period before (i) income taxes, (ii) share of profit/(loss) from equity investments, (iii) income/expense from investments, (iv) finance costs, (v) finance income, (vi) depreciation and amortization, (vii) wages guarantee fund – Cassa Integrazione Guadagni, (viii) expenses for corporate restructuring, (ix) accruals to provision and cost of legal services for asbestos claims, (x) other non recurring items

(2) Breakdown calculated on total revenues before eliminations

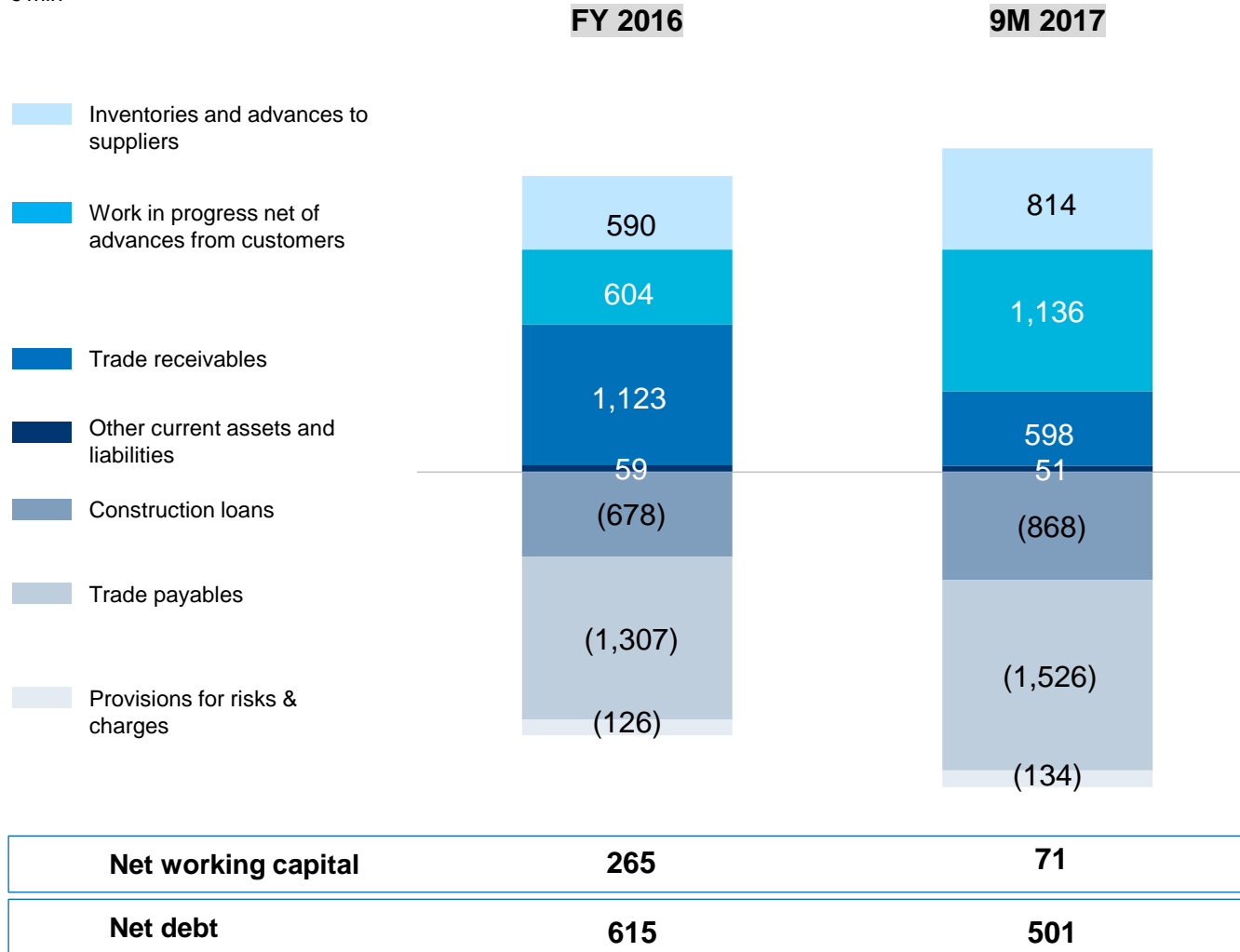
(3) For comparison purposes, 9M 2016 figures are restated following the redefinition of operating segments. Following the operational reorganization carried out in November 2016, the repair & conversion services, cabins & public areas business, as well as integrated systems business, all previously included in the Shipbuilding segment, have been relocated to the Equipment, Systems & Services segment starting from FY 2016 results.

(4) Other costs

# Net working capital and net debt<sup>(1)</sup>

## Breakdown by main components

€ mln



## Comments

- Net working capital and net debt dynamics related to the production volumes in cruise and the cash-in of the final installments for the cruise ships delivered during the period
- Construction loans at € 868 mln of which € 615 mln related to VARD and € 253 mln related to Fincantieri
- Most of the Group's debt is related to the financing of current assets associated with cruise ships construction and therefore consistent with net working capital changes

(1) Construction loans are committed working capital financing facilities, treated as part of Net working capital, not in Net financial position, as they are not general purpose loans and can be a source of financing only in connection with ship contracts



## Shipbuilding

- **Further increase of revenues in the last quarter of 2017**
  - Delivery of a prototype for MSC, the largest ship ever built in Italy
  - **Italian Navy's fleet renewal program fully operational**
  - Full swing of design activities related to the Qatari order

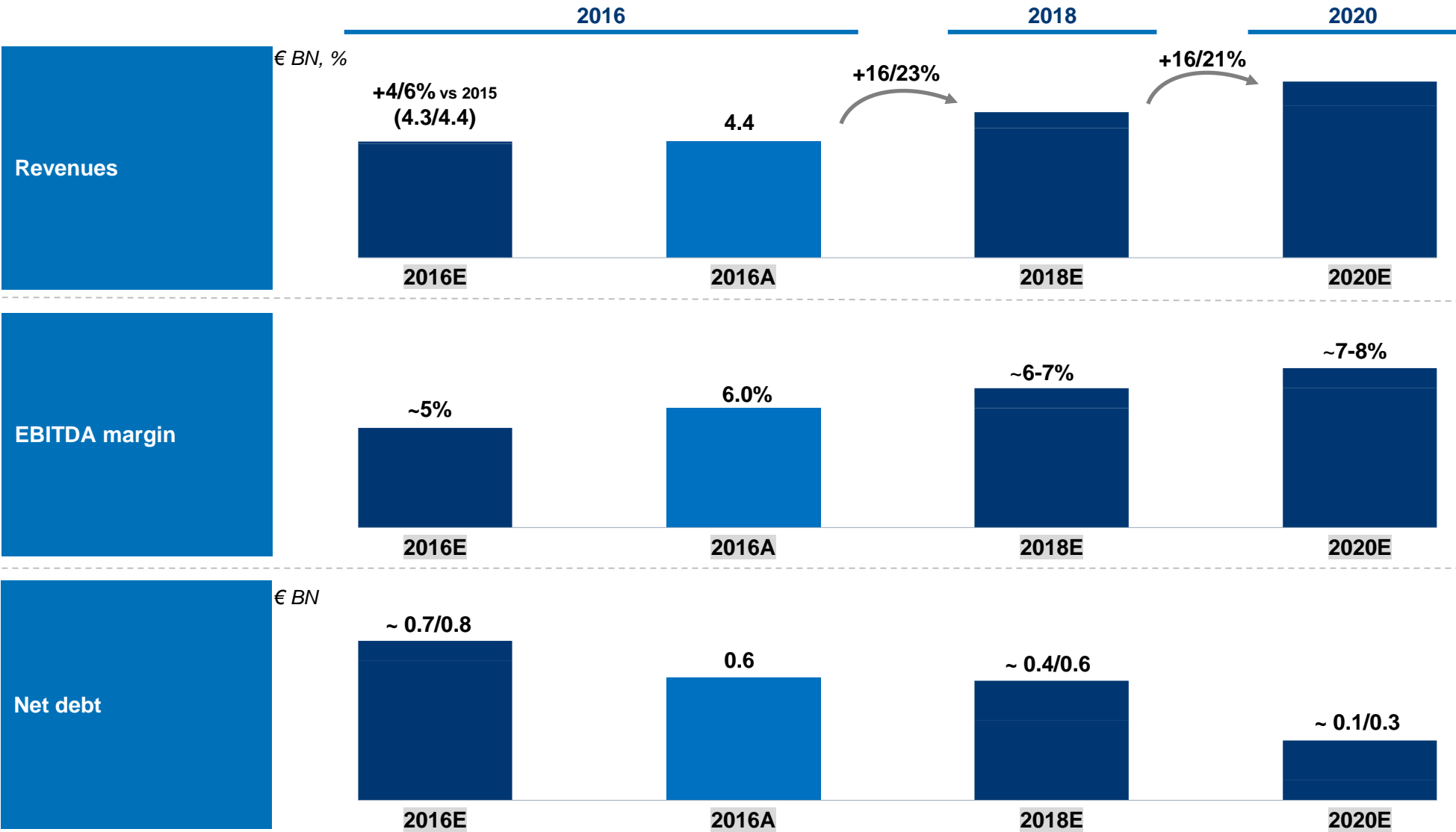
## Offshore

- Crisis persisting in the Oil&Gas sector, although the first signs of a recovery in E&P investments
- **VARD continues to implement the diversification actions already begun, as well as focusing on the products with greatest potential in its reference markets**

## Equipment, Systems & Services

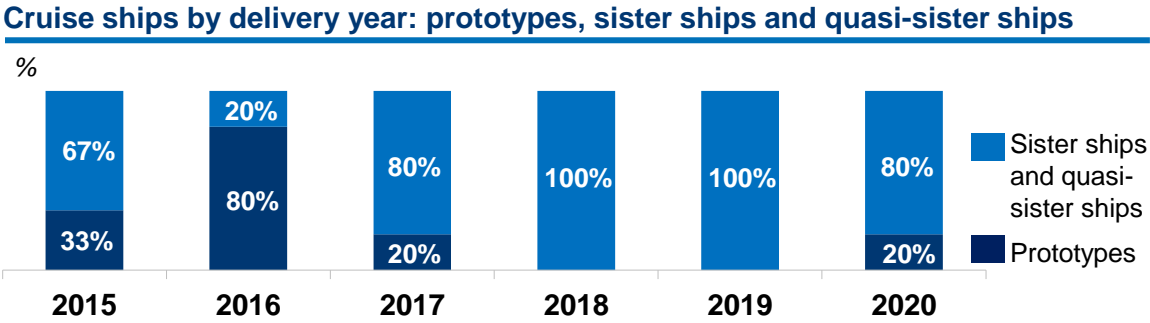
- **Further increase of revenues in the last quarter of 2017**
- **Deployment of the significant backlog** related to the Italian Navy's fleet renewal program and to the Qatari order
- **Commercial and organizational actions will be implemented to ensure stronger foothold and development of the after sales business** in the cruise ship segment and in the most important geographical areas

# Short and medium term financial targets



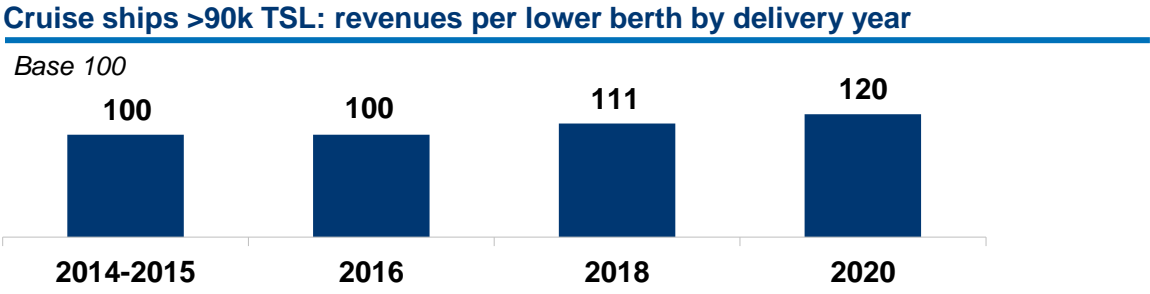
# Shipbuilding: quantifying main drivers of growth and increasing profitability

Cruise: mix prototypes/sister ships and quasi-sister ships



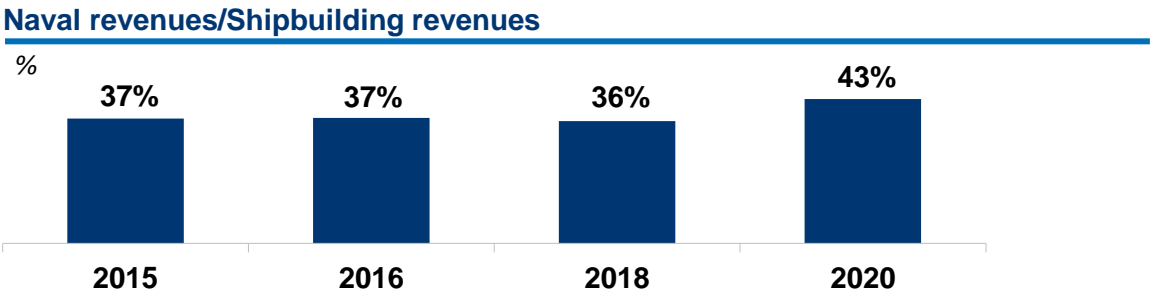
- Fewer prototypes to be delivered from 2017: lower execution risks, better margins

Cruise: pricing trends



- Positive trend due to progressive kick-in of ships acquired after the crisis

Naval revenues/Shipbuilding revenues



- Increase towards the end of Business Plan horizon thanks to the Italian Navy program and development of opportunities abroad

## Section 3

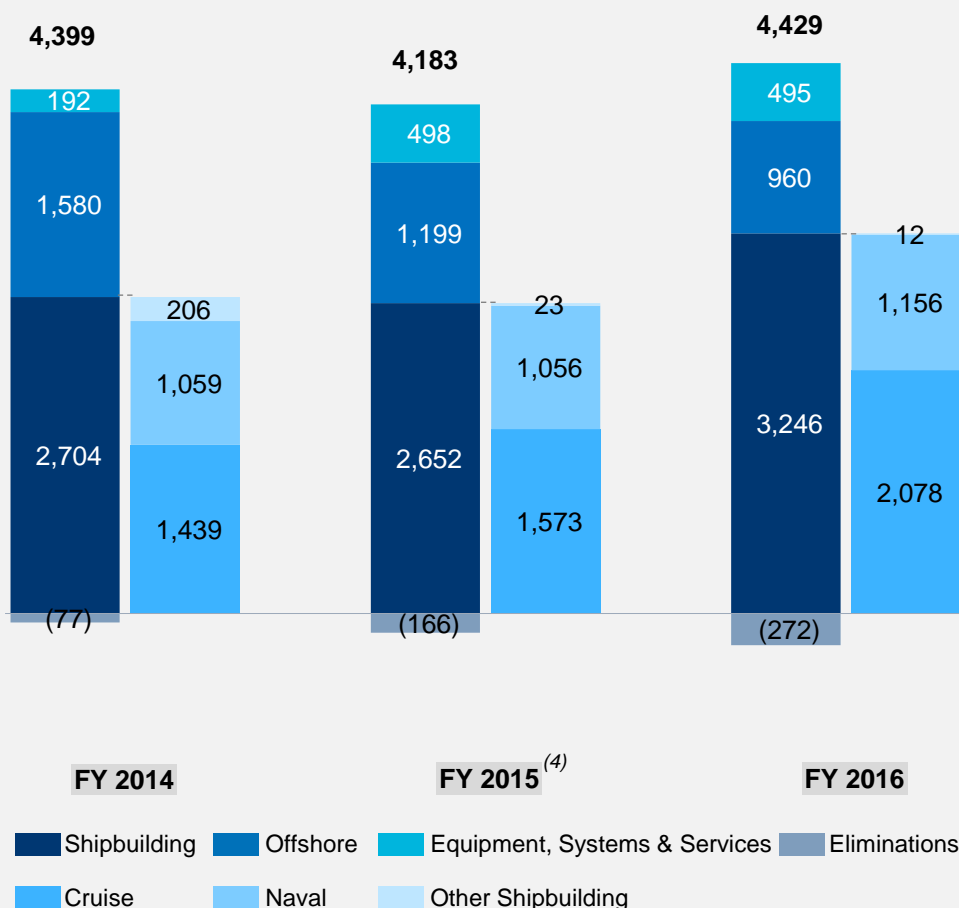
## Appendix Historical financial performance



# Financial performance

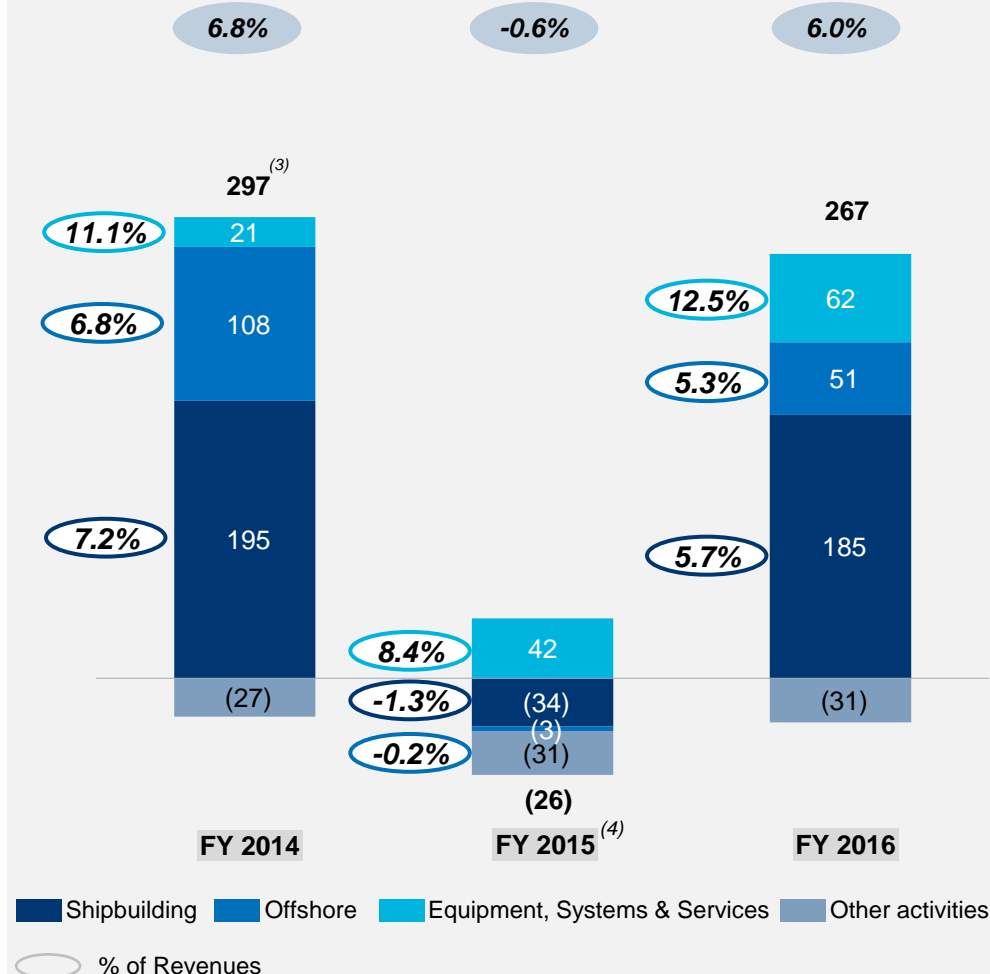
## Revenues<sup>(1)</sup>

€ mln



## EBITDA / margins<sup>(2)</sup>

€ mln



(1) Breakdown calculated gross of consolidation effects

(2) EBITDA is a Non-GAAP Financial Measure. The Company defines EBITDA as profit/(loss) for the period before (i) income taxes, (ii) share of profit/(loss) from equity investments, (iii) income/expense from investments, (iv) finance costs, (v) finance income, (vi) depreciation and amortization, (vii) extraordinary wages guarantee fund - Cassa Integrazione Guadagni Straordinaria, (viii) expenses for corporate restructuring and other non-recurring personnel costs, (ix) accruals to provision and cost of legal services for asbestos claims, (x) other non recurring items. EBITDA breakdown are referred only to operating segments

(3) Including the release of orders risk fund referred to the provisions accrued at VARD business combination for expected losses on construction contracts in Brazil (€ 35 mln in 2014)

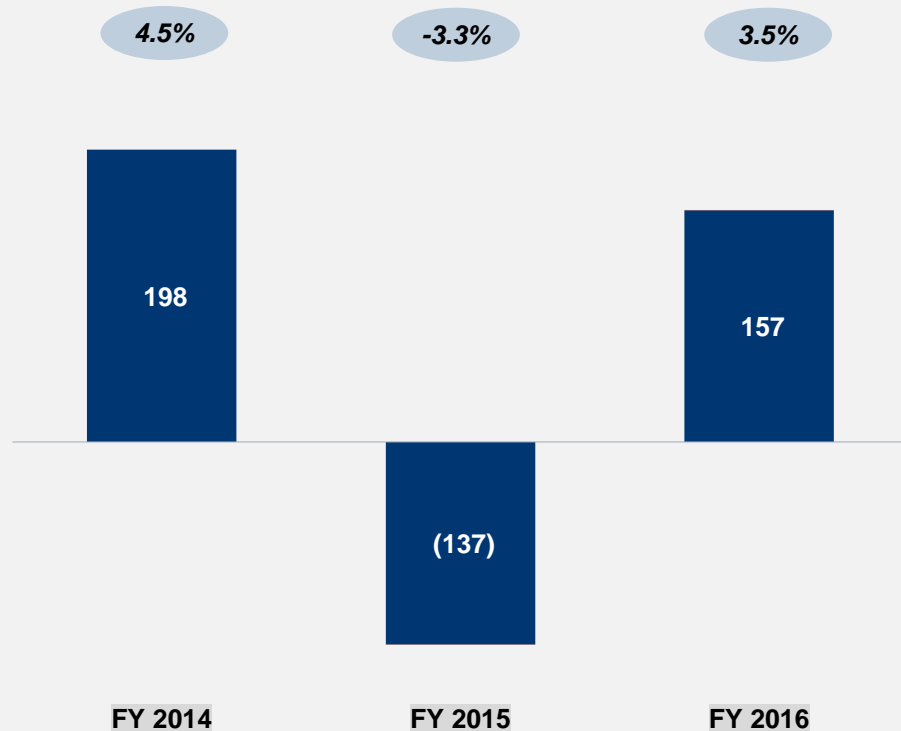
(4) For comparison purposes, 2015 figures are restated following the redefinition of operating segments. Following the operational reorganization carried out in November 2016, the repair & conversion services, cabins & public areas business, as well as integrated systems business, all previously included in the Shipbuilding segment, have been relocated to the Equipment, Systems & Services segment starting from FY 2016 results.



# Financial performance

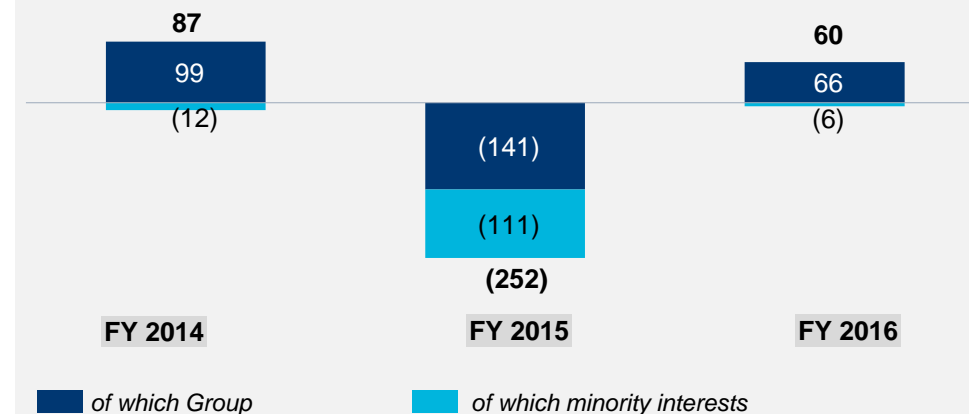
## EBIT / margins

€ mln



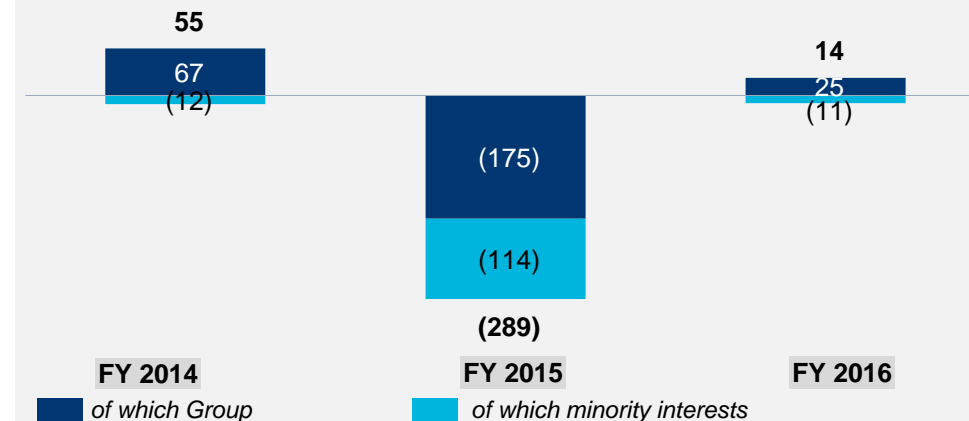
## Net result before extraordinary and non recurring items<sup>(1)</sup>

€ mln



## Net result

€ mln

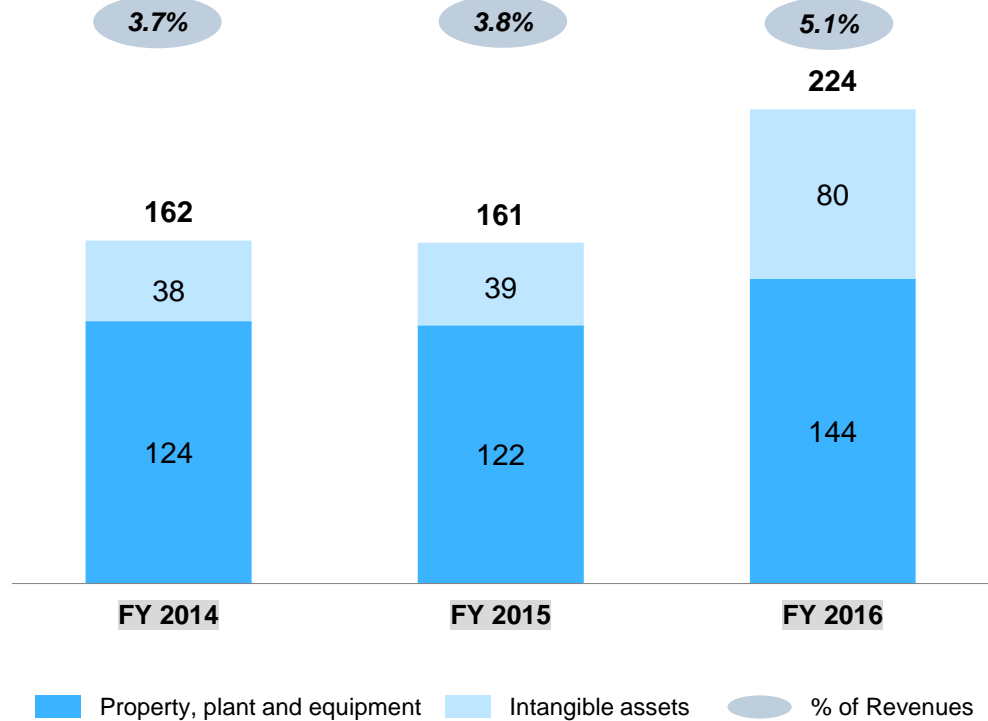


(1) Extraordinary and non recurring costs net of tax effect amounted to € 32 mln in 2014, € 37 mln in 2015, € 46 mln in FY 2016

# Capex

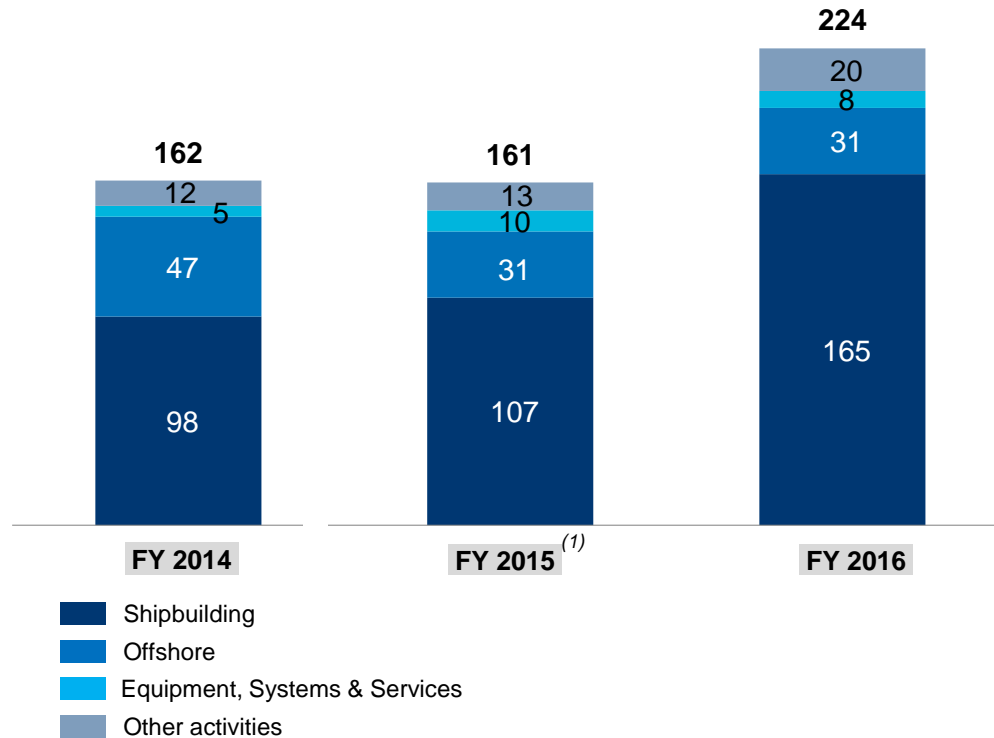
## Capex evolution

€ mln



## Capex by segment

€ mln



### • 2015 and 2016 Capex mainly related to:

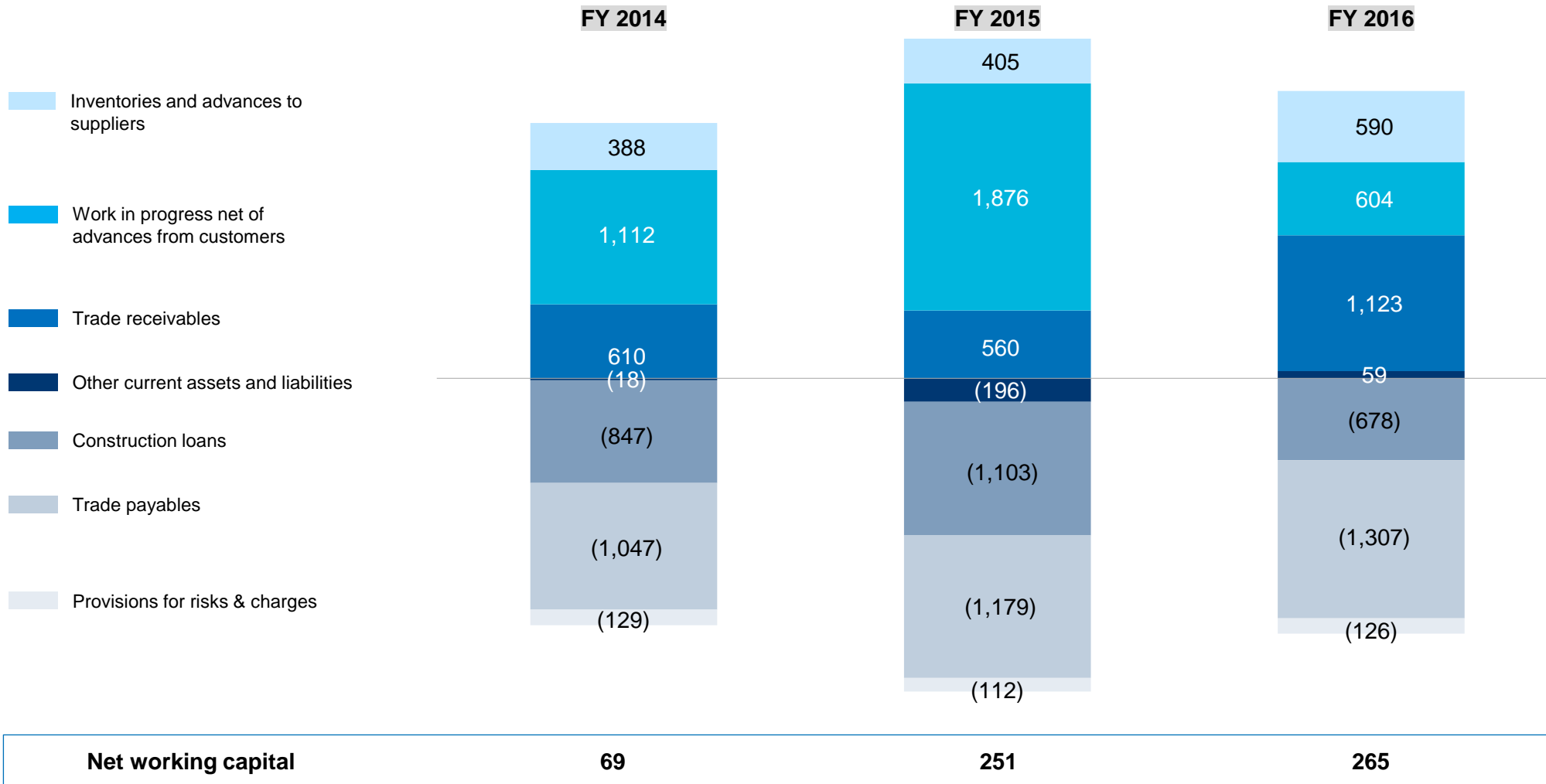
- Property, plant and equipment - aimed at supporting the development of production volumes and improving safety conditions and compliance with environmental regulations within the production sites
- Intangible assets – mainly related to the development of new technologies for cruise business and IT systems

(1) For comparison purposes, 2015 figures are restated following the redefinition of operating segments. Following the operational reorganization carried out in November 2016, the repair & conversion services, cabins & public areas business, as well as integrated systems business, all previously included in the Shipbuilding segment, have been relocated to the Equipment, Systems & Services segment starting from FY 2016 results.

# Net working capital<sup>(1)</sup>

## Breakdown by main components

€ mln

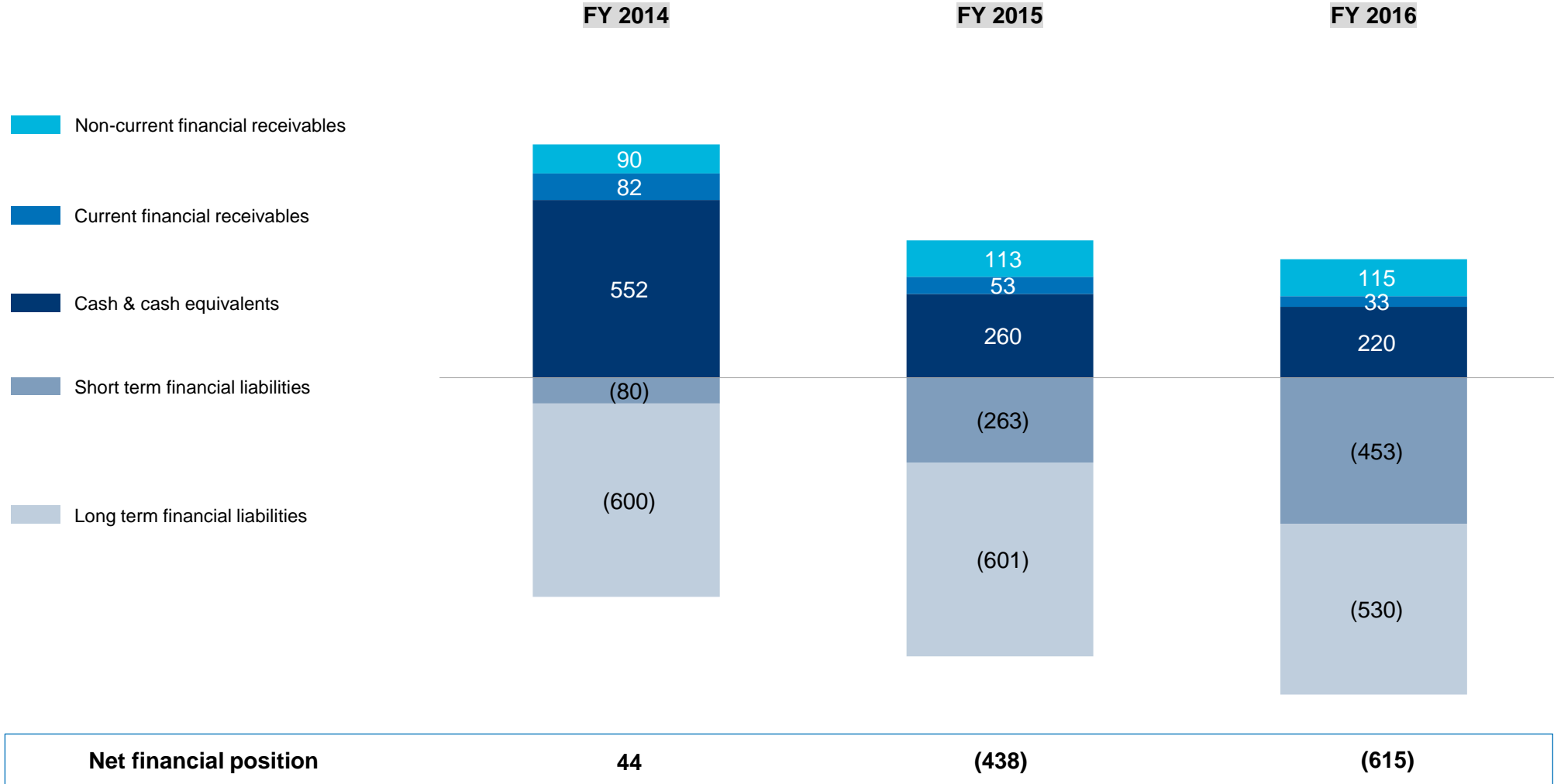


<sup>(1)</sup> Construction loans are committed working capital financing facilities, treated as part of Net working capital, not in Net financial position, as they are not general purpose loans and can be a source of financing only in connection with ship contracts

# Net financial position<sup>(1)</sup>

## Breakdown by main components

€ mln – Net cash / (Net debt)



<sup>(1)</sup> Net financial position does not account for construction loans as they are not general purpose loans and can be a source of financing only in connection with ship contracts

# Working capital dynamics

## Indicative payment terms

## Main phases of the shipbuilding process<sup>(1)</sup>



## Impact on net working capital

### Cruise



- 20% during construction
- 80% on delivery

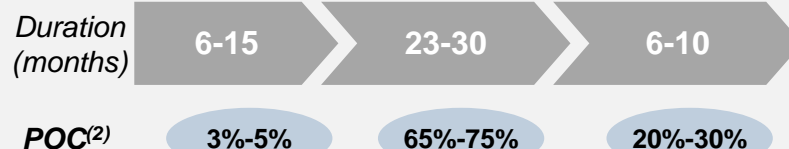


- Increases during construction
- Impact on net debt

### Naval<sup>(3)</sup>



- According to % of completion

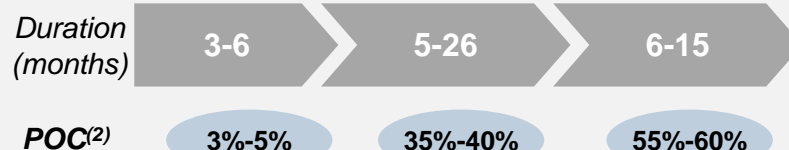


- Neutral profile

### Offshore<sup>(3)</sup>



- 20% during construction
- 80% on delivery



- Increases during construction
- VARD generally uses construction loans (guaranteed by the ship as collateral)

<sup>(1)</sup> Phases and durations may be subject to changes depending on circumstances, regions and vessels specificity, production geographical area and type of construction

<sup>(2)</sup> Percentage of Completion

<sup>(3)</sup> Illustrative for frigates and support vessels



# Profit & Loss and Cash flow statement

<b>Profit &amp; Loss statement (€ mln)</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>
<b>Revenues</b>	<b>4,399</b>	<b>4,183</b>	<b>4,429</b>
Materials, services and other costs	(3,234)	(3,337)	(3,291)
Personnel costs	(843)	(865)	(846)
Provisions <sup>(1)</sup>	(25)	(7)	(25)
<b>EBITDA</b>	<b>297</b>	<b>(26)</b>	<b>267</b>
Depreciation, amortization and impairment	(99)	(111)	(110)
<b>EBIT</b>	<b>198</b>	<b>(137)</b>	<b>157</b>
Finance income / (expense) <sup>(2)</sup>	(66)	(135)	(66)
Income / (expense) from investments	6	(3)	(10)
Income taxes <sup>(3)</sup>	(51)	23	(21)
<b>Net result before extraordinary and non recurring items</b>	<b>87</b>	<b>(252)</b>	<b>60</b>
Attributable to owners of the parent	99	(141)	66
Extraordinary and non recurring items <sup>(4)</sup>	(44)	(50)	(59)
Tax effect on extraordinary and non recurring items	12	13	13
<b>Net result for the period</b>	<b>55</b>	<b>(289)</b>	<b>14</b>
Attributable to owners of the parent	67	(175)	25
<b>Cash flow statement (€ mln)</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>
<b>Beginning cash balance</b>	<b>385</b>	<b>552</b>	<b>260</b>
Cash flow from operating activities	33	(287)	73
Cash flow from investing activities	(157)	(172)	(237)
<b>Free cash flow</b>	<b>(124)</b>	<b>(459)</b>	<b>(164)</b>
Cash flow from financing activities	303	167	115
<b>Net cash flow for the period</b>	<b>179</b>	<b>(292)</b>	<b>(49)</b>
Exchange rate differences on beginning cash balance	(12)	-	9
<b>Ending cash balance</b>	<b>552</b>	<b>260</b>	<b>220</b>

(1) The line "Provisions and impairment" has been modified in "Provisions" and includes provisions and reversal for risks and writedowns. It excludes impairment of Intangible assets and Property, plant and equipment, which is included in "Depreciation, amortization and impairment" (previously "Depreciation and amortization"). This change had no effect on the comparative information.

(2) Includes interest expense on construction loans for € 26 in FY 2014, € 36 mln in FY 2015 and € 34 mln in FY 2016

(3) Excluding tax effect on extraordinary and non recurring items

(4) Extraordinary and non recurring items gross of tax effect

# Net result before extraordinary and non recurring items<sup>(1)</sup>

Net result before extraordinary and non recurring items (€ mln)	FY 2014	FY 2015	FY 2016
<b>A</b> Net result before extraordinary and non recurring items <sup>(1)</sup>	87	(252)	60
Attributable to owners of the parent	99	(141)	66
<b>B</b> Extraordinary and non recurring items gross of tax effect	(44)	(50)	(59)
– Of which extraordinary wages	(10)	(3)	(1)
– Of which restructuring costs	(9)	(17)	(12)
– Of which asbestos claims	(21)	(30)	(27)
– Of which other non recurring items	(4)	-	(19)
Tax effect on extraordinary and non recurring items	12	13	13
<b>C</b> Net result for the period	55	(289)	14
<b>A + B + C</b> Attributable to owners of the parent	67	(175)	25

- **Extraordinary wages** - costs related to CIG (Cassa Integrazione Guadagni) for employees in temporary layoff
- **Restructuring costs** - extraordinary costs, such as severance, related to workforce reduction under the Reorganization Plan in Italy and Vard
- **Asbestos claims** - provisions or costs for asbestos related to claims by employees
- **Other non recurring items** - mainly write-downs; in 2014 IPO related costs; in 2016 related to a provision for an ongoing litigation with a Mega Yacht owner

(1) Extraordinary and non recurring items net of tax effect

# Balance sheet

<b>Balance sheet (€ mln)</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>
Intangible assets	508	518	595
Property, plant and equipment	959	974	1,064
Investments	60	62	58
Other non-current assets and liabilities	(48)	(44)	(69)
Employee benefits	(62)	(57)	(58)
<b>Net fixed assets</b>	<b>1,417</b>	<b>1,453</b>	<b>1,590</b>
Inventories and advances	388	405	590
Construction contracts and advances from customers	1,112	1,876	604
Construction loans	(847)	(1,103)	(678)
Trade receivables	610	560	1,123
Trade payables	(1,047)	(1,179)	(1,307)
Provisions for risks and charges	(129)	(112)	(126)
Other current assets and liabilities	(18)	(196)	59
<b>Net working capital</b>	<b>69</b>	<b>251</b>	<b>265</b>
<b>Assets held for sale including related liabilities</b>	<b>-</b>	<b>-</b>	<b>1</b>
<b>Net invested capital</b>	<b>1,486</b>	<b>1,704</b>	<b>1,856</b>
<i>Equity attributable to Group</i>	<i>1,310</i>	<i>1,137</i>	<i>1,086</i>
<i>Non-controlling interests in equity</i>	<i>220</i>	<i>129</i>	<i>155</i>
<b>Equity</b>	<b>1,530</b>	<b>1,266</b>	<b>1,241</b>
Cash and cash equivalents	(552)	(260)	(220)
Current financial receivables	(82)	(53)	(33)
Non-current financial receivables	(90)	(113)	(115)
Short term financial liabilities	80	263	453
Long term financial liabilities	600	601	530
<b>Net debt / (Net cash)</b>	<b>(44)</b>	<b>438</b>	<b>615</b>
<b>Sources of financing</b>	<b>1,486</b>	<b>1,704</b>	<b>1,856</b>

