



FINCANTIERI BANCA AKROS – VIRTUAL ROADSHOW

November 24, 2021

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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, Felice Bonavolontà, declares that the accounting information contained herein correspond to document results, books and accounting records.



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SECTION 1

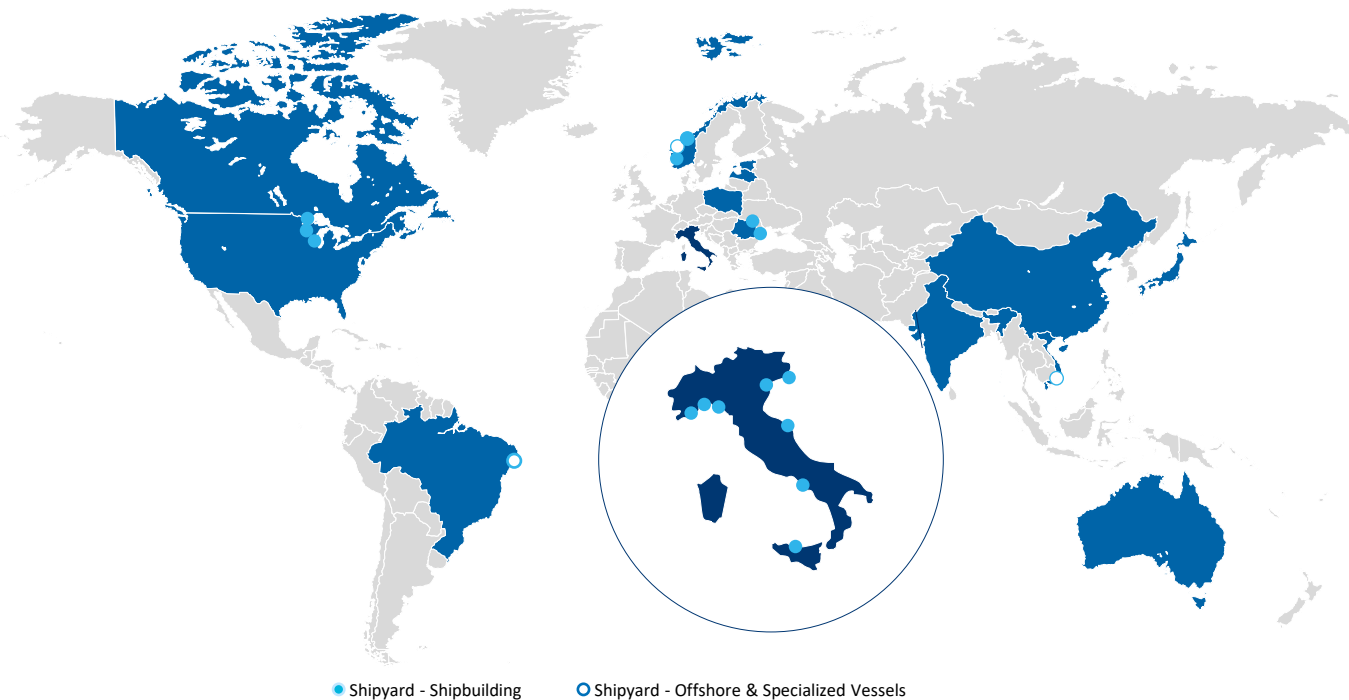
DESCRIPTION OF THE GROUP



Fincantieri at a glance

We are an Italian Group with a global footprint

49% of our employees are based in Italy and 87% of revenues come from international clients⁽¹⁾



OUR FIGURES

- ~ € 5.9 bn Revenues in FY2020, 87% of which come from international clients
- € 36.0 bn Total Backlog^(2,3)



OUR GLOBAL REACH

- 18 shipyards in 4 continents
- >20,000 employees, 49% of which are based in Italy
- ~ 90,000 including subcontractors



OUR IMPACT

- 4.5x Economic multiplier⁽⁴⁾
- 5.9x Employment multiplier⁽⁵⁾



#1 Western designer & shipbuilder⁽⁶⁾ with 230 years of history and over 7,000 ships built

(1) At December 31, 2020

(2) At September 30, 2021

(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

One of the most diversified product portfolio in the world combined with a wide client base and a strong backlog

		Main products	Key clients	Revenues 2020 ⁽¹⁾	Backlog ⁽²⁾
Shipbuilding	Cruise	<ul style="list-style-type: none"> All cruise ships: <ul style="list-style-type: none"> Luxury/Niche⁽³⁾ Upper Premium Premium Contemporary 		€3,281 m 50.1%	€ 23,072 m (67 ships)
	Naval	<ul style="list-style-type: none"> All surface vessels (also stealth) Support & Special vessels Submarines 		€1,938 m 29.6%	
	Other	<ul style="list-style-type: none"> Similar businesses to our core ones where we operate opportunistically (e.g. Mega Yachts, Ferries...) 		€7 m 0.1%	
Offshore & Specialized Vessels		<ul style="list-style-type: none"> OSV Fishery Ferries Offshore wind OPV Special vessels 		€389 m 5.9%	€ 995 m (25 ships)
Equipment, Systems & Services		<ul style="list-style-type: none"> Marine systems, components & turnkey solutions Ship interiors Naval services Ship repairs & conversion Infrastructures 		€937 m 14.3%	€ 3,515 m

(1) At December 31, 2020, before eliminations and consolidation adjustments

(2) At September 30, 2021





(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	Cruise 	<ul style="list-style-type: none"> Significant impact of COVID-19, affecting Cruise operators' liquidity and operations 	<ul style="list-style-type: none"> A successful rollout of vaccination campaigns will be key to industry recovery Expected pent-up demand when operations are resumed Disposal of older vessels Environmental regulations 	<ul style="list-style-type: none"> World leader in the design and construction of vessels for all segments of the cruise industry 102 ships delivered from 1990 to 2020
	Naval 	<ul style="list-style-type: none"> Stable high margin business in the low double-digit range Focus on accessible markets Large programs under development (Italian Navy fleet renewal program, LCS program, Qatari Navy program, US Navy FFG-62⁽¹⁾ program) 	<ul style="list-style-type: none"> Defence budgets for accessible markets Global geopolitical situation Naval fleet renewals 	<ul style="list-style-type: none"> 128⁽²⁾ ships delivered from 1990 to 2020 4 vessels delivered in 9M 2021
Offshore & Specialized Vessels		<ul style="list-style-type: none"> O&G sector crisis and postponements of E&P projects caused a slowdown in related equipment industry (PSV, AHTS) Segment diversification strategy (Wind Offshore, Fishery, Aquaculture, OPV, Special vessels, Renewable energies) 	<ul style="list-style-type: none"> Oil price and E&P investments Demand of special purpose vessels for marine infrastructure and exploitation of marine resources Demand for renewable energies 	<ul style="list-style-type: none"> 422⁽³⁾ ships delivered from 1990 to 2020 3 vessels delivered in 9M 2021
Equipment, Systems & Services		<ul style="list-style-type: none"> High potential and high margin business Result of the insourcing of strategic activities A minor, but growing, share of the total company's turnover 	<ul style="list-style-type: none"> Shipbuilding programs ongoing Fleet ageing and development of new technologies Development of national critical infrastructure programs 	<ul style="list-style-type: none"> Strong revenue growth to € 937 m in 2020

(1) Former FFG(X) program

(2) Includes other products delivered by Naval business unit. Includes US subsidiaries pre Fincantieri acquisition, excluding 174 RB-M delivered since 2002

(3) Includes other products delivered by Offshore & Specialized Vessels business unit. Includes VARD and predecessor companies

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⁽¹⁾ amounting to approximatively 6.9 years of work if compared to 2020 revenues

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 expenditure ~ € 700 m for the period 2015-2020



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

3.

Flexible and global production network

- Integrated production model to control entire production process and aftermarket
- Flexible and global integrated network of 18 shipyards and more than 20,000 employees located in both emerging and Western countries

(1) At September 30, 2021

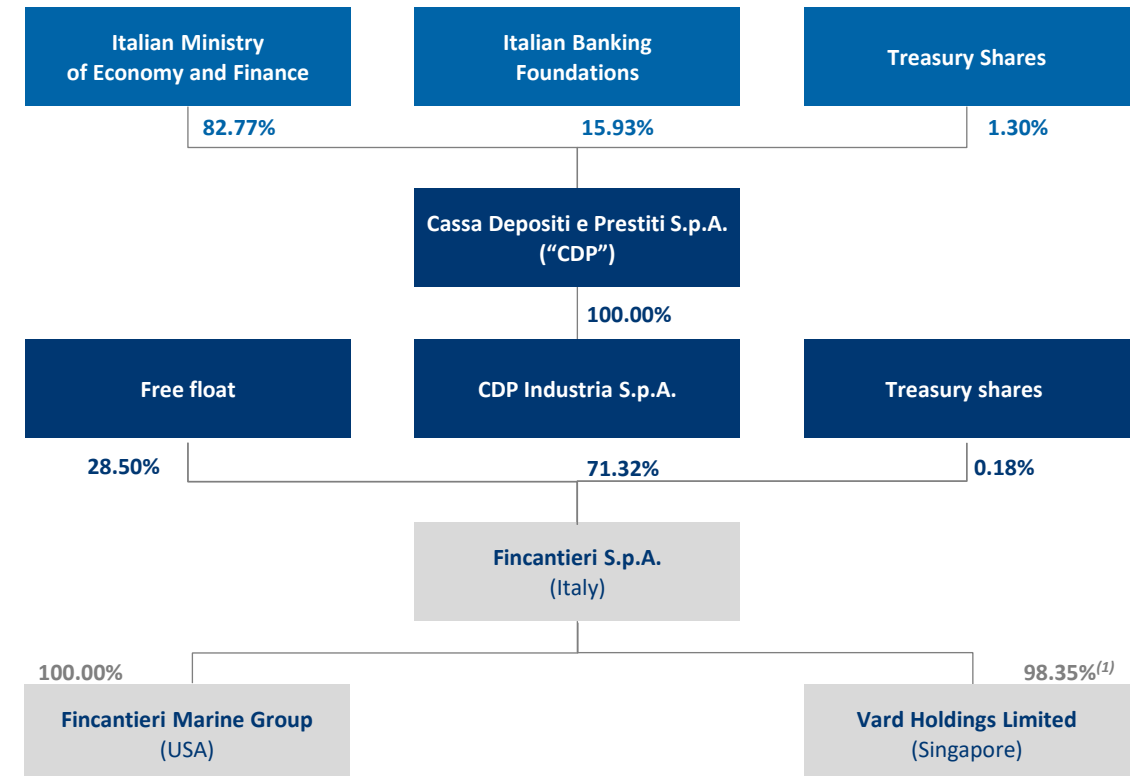


Ownership and Group structure

A listed company with strong reference shareholders

- 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, delisted from the Singapore Stock Exchange in 2018

Simplified ownership and Group structure



(1) Ownership as of November 2021



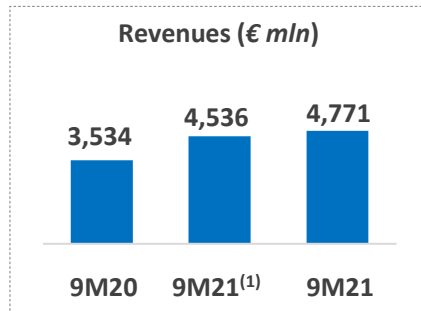
SECTION 2

FINANCIAL OVERVIEW

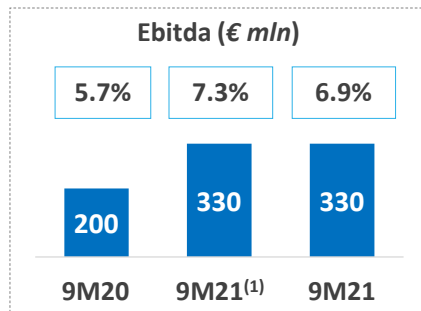


Executive summary

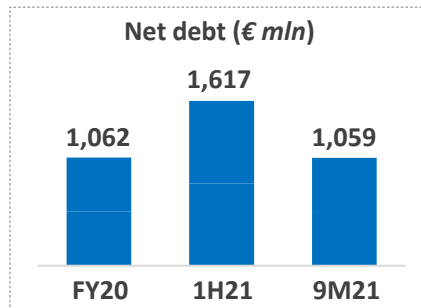
Revenues up by 28% and EBITDA +65%, Backlog at €36 bn, 2021 guidance fully confirmed



REVENUES EXCLUDING PASS-THROUGH ACTIVITIES +28.3% YOY



EBITDA AT €330 MLN AND EBITDA MARGIN AT 7.3% EXCLUDING PASS-THROUGH ACTIVITIES



NET DEBT CONSISTENT WITH EXPECTED DELIVERY SCHEDULE AND IN LINE WITH FY 2021 GUIDANCE

NET DEBT AT €1,059 BN IN LINE WITH FY 2020

- **FY 2021 guidance fully confirmed** with revenues expected to reach +25-30% YoY and EBITDA margin over 7%
- **Total backlog with 110 units** at €36.0 bn, 6.9x 2020 revenues: backlog with 92 units at €26.6 bn and soft backlog at €9.4 bn
- **Order intake** at €2.3 bn
- **Record-high production volumes** with 12.3 mln production hours at Italian sites, +34% YoY
- **13 ships** successfully **delivered** from 10 different shipyards, of which **3 cruise ships** delivered in July
- **Operating cash flow** more than compensates Capex needs, also after €350 mln repayment of construction loans
- **COVID-19** managed effectively

(1) Excluding the effect of pass-through activities

Business update

Positive business operating performance across all segments

CRUISE

- **Sound operating performance with 4 units delivered in 3Q:**
 - Valiant Lady, the second of four ships ordered by Virgin Voyages
 - MSC Seashore, the **largest cruise ship** ever built in Italy
 - Rotterdam, third unit of the class for Holland America Line
 - Le Commandant Charcot, **electric hybrid** exploration vessel propelled with LNG, for the French shipowner Ponant

DEFENCE

- **Program for the Qatari Ministry of Defence:**
 - launch of the third corvette «Al Khor»
 - delivery in October of the first corvette of the «Al Zubarah» class
- **Program for the Italian Navy**
- **Program for the US Navy:** LCS 23 «Cooperstown» delivered, 10th unit of the class
- **MoU with Navantia** to boost collaboration in the naval and maritime fields within the **European Defence** framework

OFFSHORE AND SPECIALIZED VESSELS

- Confirmed VARD positioning in the **offshore wind sector**, with 8 SOVs in the portfolio, of which 4 ordered this quarter, out of 18 overall units ordered worldwide, becoming market leader

EQUIPMENT, SYSTEMS AND SERVICES

- **Infrastructure:** launch of construction activities for the new **MSC Cruise terminal** at **PortMiami**
- **Fincantieri NexTech:** finalized the acquisition of **IDS group**, which operates in the realization of high-tech products in both civil and defence fields



Sustainable strategy

Tireless effort to become a model of excellence



(1) Rating related to the engagement of the supply chain on sustainability and climate change topics

New orders

New orders across all segments amount to € 2.3 bn

Segment	Vessel	Client	Expected Delivery
■ Shipbuilding	FFG-62 frigate	US Navy	Beyond 2025
	Somnio	Somnio Superyachts	2024
■ Offshore & Specialized Vessels	3 Service Operation Vessels	North Star Renewables	2023
	2 Service Operation Vessels ⁽¹⁾	Rem Offshore	2023-2024
	2 Service Operation Vessels ⁽¹⁾	Norwind Offshore	2022-2024

Main deliveries

13 ships successfully delivered from 10 different shipyards in 3 different continents

Segment	Vessel	Client	Shipyard
■ Shipbuilding	LSS “Vulcano”	Italian Navy	Muggiano (ITA)
	Viking Venus	Viking Cruises	Ancona (ITA)
	Hanseatic Spirit	Hapag-Lloyd Cruises	Langsten (NOR)
	LCS21 USS Minneapolis St. Paul	US Navy	Wisconsin (USA)
	FREMM		Riva Trigoso (ITA)
	Valiant Lady ⁽²⁾	Virgin Voyages	Sestri Ponente (ITA)
	MSC Seashore ⁽²⁾	MSC Cruises	Monfalcone (ITA)
	Rotterdam ⁽²⁾	Holland America Line	Marghera (ITA)
	Le Commandant Charcot ⁽²⁾	Ponant	Sjøviknes (NOR)
	LCS23 USS Cooperstown ⁽²⁾	US Navy	Wisconsin (USA)
■ Offshore & Specialized Vessels	Cruise ship “Coral Geographer” ⁽³⁾	Coral Expeditions	Vung Tau (VNM)
	Fishing Vessel	Luntos	Vung Tau (VNM)
	Leonardo da Vinci ⁽²⁾	Prysmian	Brattvag (NOR)

(1) Ordered in Q3

(2) Delivered in Q3

(3) For reasons connected to the organizational responsibility of VARD yards split between Cruise and Offshore, “Coral Geographer” for Coral Expeditions delivered in Q1 2021 is included in the Offshore & Specialized Vessels deliveries

Backlog deployment

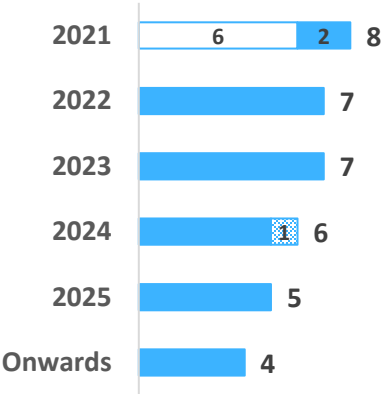
Well-balanced visibility both in Cruise and Naval, 4 new orders in Offshore and Specialized Vessels in 3Q

Shipbuilding

ship deliveries

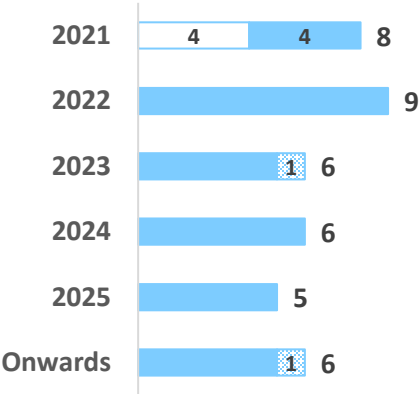
CRUISE

31 VESSELS



NAVAL

36 VESSELS ⁽¹⁾

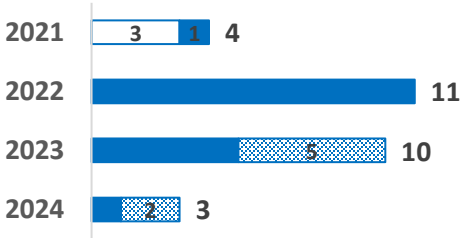


Offshore & Specialized Vessels

ship deliveries

OSV

25 VESSELS ⁽²⁾



Delivered in 9M 2021 New orders in 9M 2021

- 1 new unit ordered in 9M
- Visibility up to 2027
- 2 new units ordered in 9M
- 6 units to be delivered from 2026 to 2029
- 7 new units ordered in 9M
- Visibility up to 2024

13 units delivered, 10 new units, 92 ships in backlog and 110 ships including soft backlog

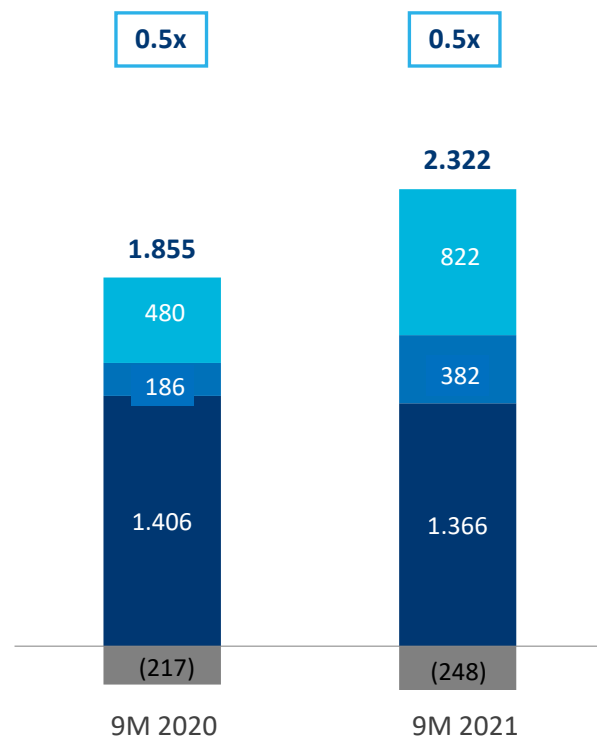
(1) Articulated Tug Barge (ATB) is an articulated unit consisting of a barge and a tug, thus being counted as two vessels in one unit
(2) The Offshore & Specialized Vessels business generally has shorter production times and, as a consequence, shorter backlog and quicker order turnaround than Cruise and Naval

Order intake and backlog

Solid order intake and hefty soft backlog

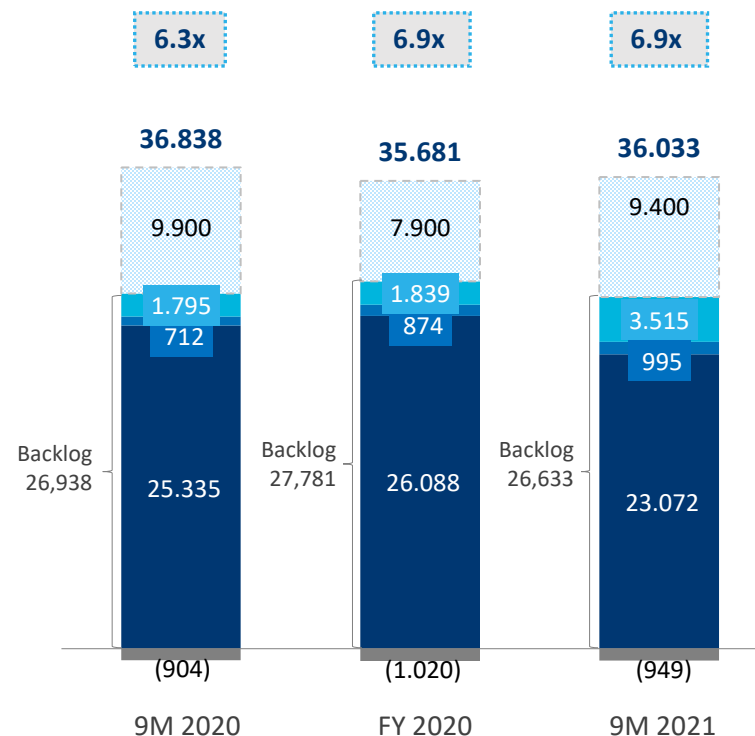
Order intake breakdown by segment

€ mln



Total backlog breakdown by segment⁽¹⁾

€ mln



- **No orders cancellation**
- **Sizeable order intake** at € 2.3 bn, thanks to the positive impact of Offshore & Special Vessels and ESS
- **Soft backlog** includes the agreement of Fincantieri as prime contractor for the supply of 6 frigates to the Indonesian Navy
- **Total backlog** represents 6.9x 2020 revenues

■ Book-to-bill⁽²⁾
■ Total backlog / Revenues ex pass-through
 ■ Shipbuilding
 ■ Offshore & Specialized Vessels
 ■ Equipment, Systems & Services
 ■ Eliminations
 ■ Soft backlog⁽³⁾

(1) Total backlog is the sum of backlog and soft backlog

(2) Order intake/revenues

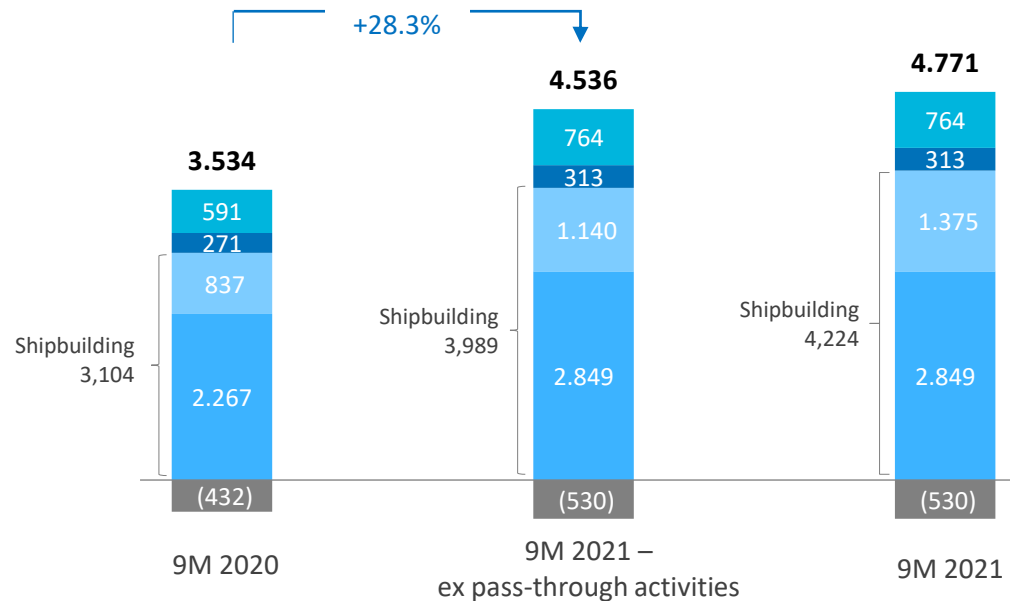
(3) Soft backlog represents the value of existing contract options and letters of intent as well as contracts in advanced negotiation, none of which yet reflected in the order backlog

Revenues

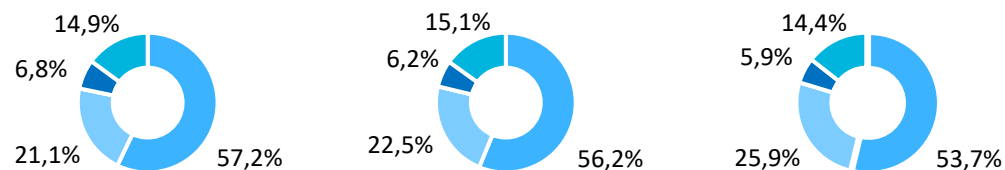
Revenue growth in line with 2021 guidance, with positive contribution across all segments

Revenues breakdown by segment⁽¹⁾

€ mln



% of Total revenues



■ Cruise ■ Naval ■ Offshore & Specialized Vessels ■ Equipment, Systems & Services ■ Other activities and Eliminations

Revenues excluding pass-through activities are up **28.3% YoY** thanks to **record-high production volumes** in the 9M 2021 (**12.3 mln production hours**)

- Shipbuilding up 28.5% YoY thanks to the programmed production ramp-up
- Offshore & Specialized Vessels up 15.3% YoY
- Equipment, Systems & Services up 29.1% YoY mainly related to the complete accommodation business area

88% of revenues from international clients

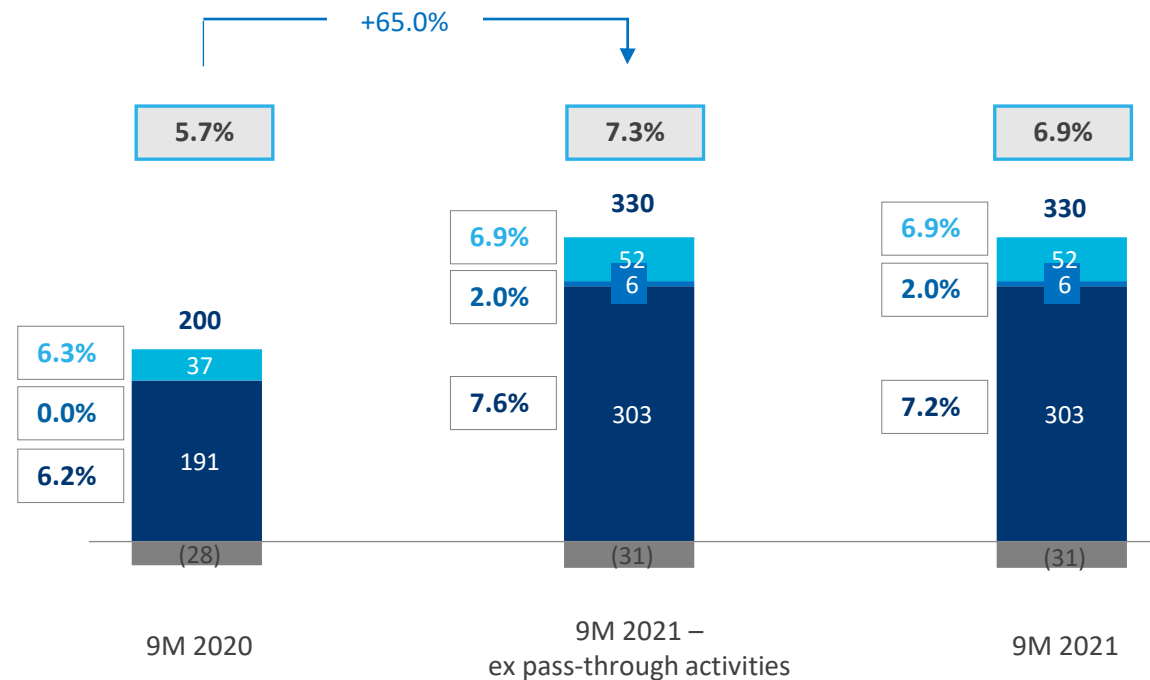
(1) Breakdown calculated before eliminations

EBITDA

Remarkable increase in volumes and margins

EBITDA breakdown by segment⁽¹⁾

€ mln



EBITDA margin at 7.3% excluding pass-through activities mainly thanks to the positive contribution from Shipbuilding despite the impact from increased steel prices

- Shipbuilding EBITDA is up €112 mln YoY with margin at 7.6%
- Offshore EBITDA is up €6 mln YoY thanks to the effective repositioning strategy in more promising sectors
- ESS EBITDA is up €15 mln YoY despite the lower Ship Repair and Conversion margins

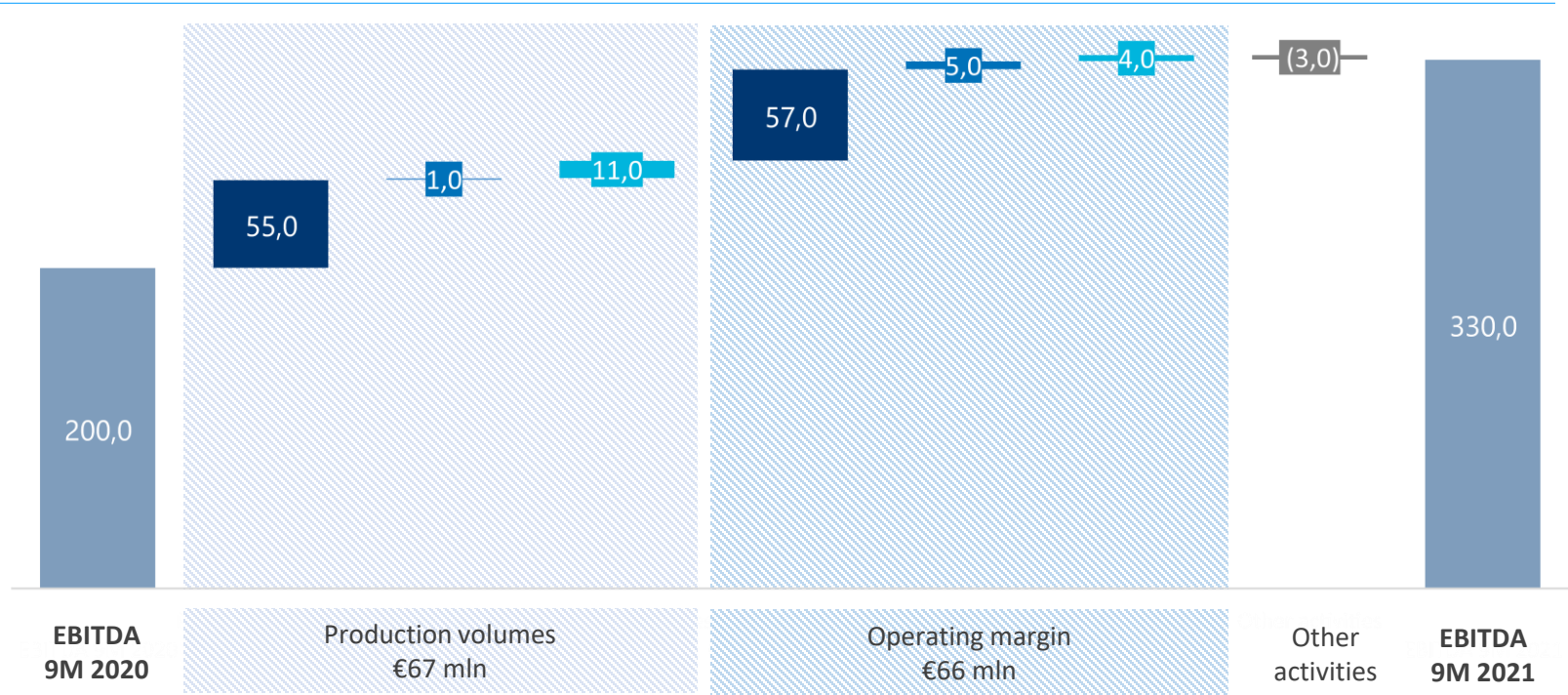
■ EBITDA Margin as % of total revenues
■ Shipbuilding
 ■ Offshore & Specialized Vessels
 ■ Equipment, Systems & Services
 ■ Other activities and Eliminations

(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) expenses for corporate restructuring, (viii) accruals to provision and cost of legal services for asbestos claims, (ix) other non recurring items

EBITDA growth

Better operating margin thanks to higher production volumes and improved margins

EBITDA breakdown by segment



- **Shipbuilding:** EBITDA improvement driven by higher production volumes and improved operating margin
- **Offshore and Specialized Vessels:** increased EBITDA thanks to higher operating margins
- **ESS:** positive effect brought about by higher production volumes and better margins

■ Shipbuilding ■ Offshore & Specialized Vessels ■ Equipment, Systems & Services ■ Other activities and Eliminations



Capex

Significant investments creating further efficiencies in engineering and production scenarios

Capex by segment

€ mln

□ % of Revenues

■ Other activities

■ Equipment, Systems & Services

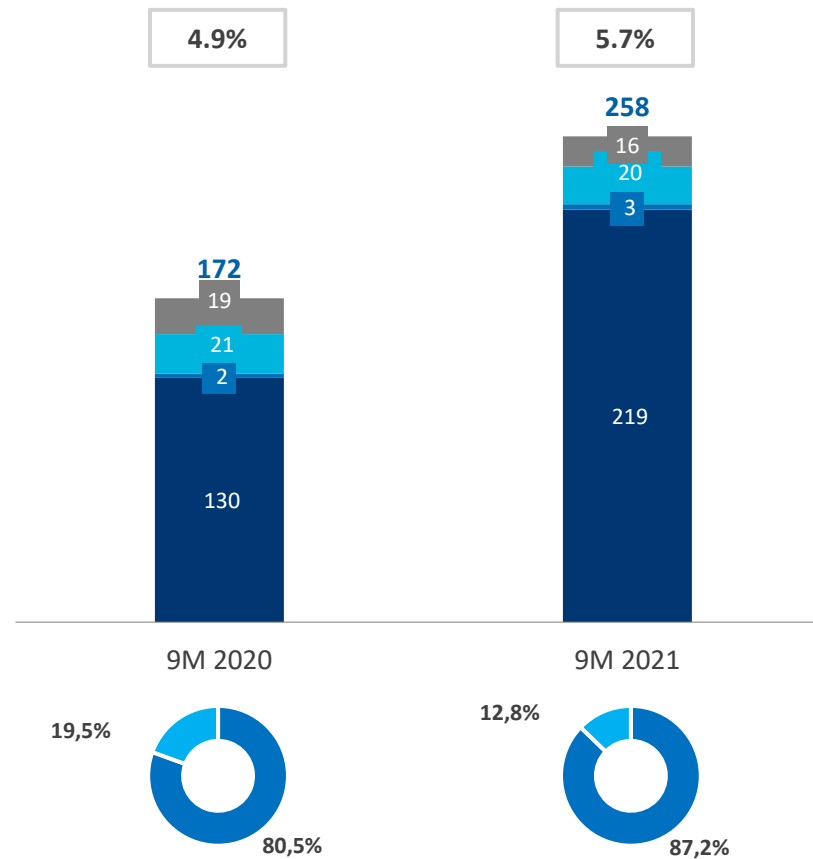
■ Offshore & Specialized Vessels

■ Shipbuilding

% of Total Capex

■ Tangible

■ Intangible

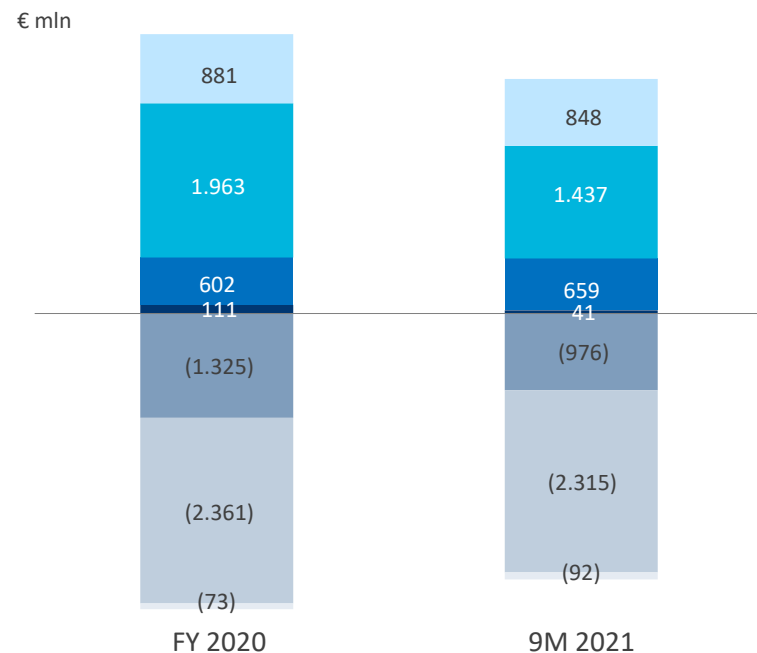


- Capex up 50% vs 9M 2020 to support **shipyards upgrade** and further **efficiencies** to address new productive scenarios
- Investments breakdown as follows:
 - Intangible activities for €33 mln, in line with 9M 2020
 - Tangible activities for €225 mln
- **Solid coverage** of industrial fixed costs structure, allowing **greater cash generation** and **progressive deleveraging**

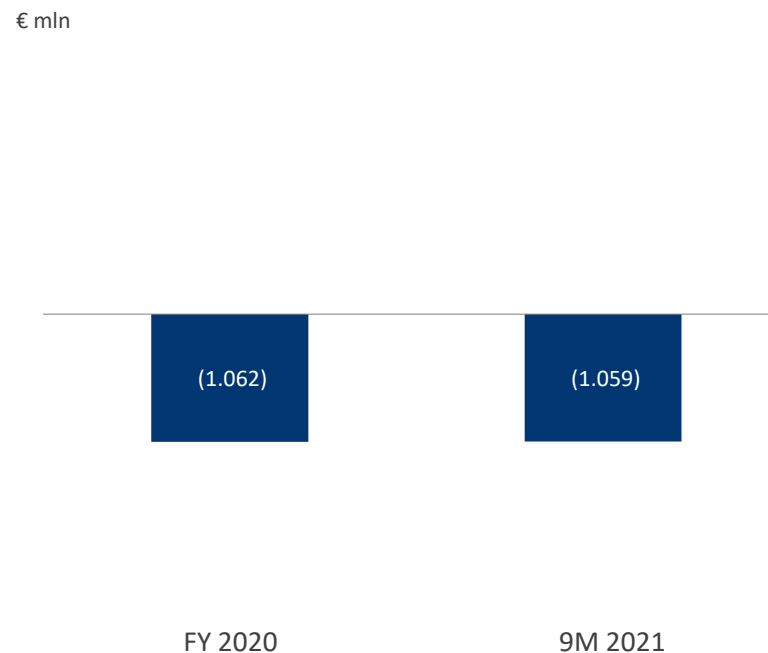
Net working capital and net financial position

NFP in line with expectations with 2 cruise units to be delivered in 4Q

Net Working Capital breakdown by component



Net Financial Position breakdown by component⁽¹⁾



- **NWC** negative at €398 mln, - € 196 mln vs FY 2020, mainly due to the deliveries in the period
- **Net debt** at €1,059 mln in line with FY 2020 and FY 2021 expectations
- **NFP** still affected by the strategy of deferrals granted to clients (€ 298 mln), with cash-in to occur in 4Q and in 2022
- **Operating cash flow** more than compensates the Capex needs, allowing also €350 mln repayment of construction loans

- Inventories and advances to suppliers
- Trade receivables
- Construction loans
- Provisions for risks & charges
- Work in progress net of advances from customers
- Other current assets and liabilities
- Trade payables

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

SECTION 3

STRATEGY & OUTLOOK



Update on cruise

Around 57% of the global fleet in service with 65 brands already operating by the end of October

CRUISE RESTART

- The Conditional Sailing Order will expire in January 2022; After January 15, CDC will transition to a voluntary program in coordination with cruise ship operators
- **Pent up demand** reflected in **strong bookings for 2022**, even though uncertainty related to the Delta variant persists
- **Occupancy levels** vary across and within the main operators' brands, constantly improving quarter by quarter
- **Carnival**: occupancy in the third quarter of 2021 was **54%**, growing consistently from 39% in June to 59% in August

FINANCIAL MARKETS RESPONSE

- **Carnival**: Successful closing of private offering of secured notes⁽¹⁾ of \$2.3 bn at 4% due 2028, replacing existing debt of \$2.0 bn at 11.5% due 2023 (savings up to \$135 mln interest/year)
- **TUI Group** has announced further strengthening of its balance sheet via fully underwritten €1.1 bn capital increase. The Company intends to use the net proceeds of the offering to reduce interest costs and net debt by reducing current drawings, in line with the Group's goal to rapidly repay government loans

FORECASTS

- The **big 3 cruise groups** should have roughly **65-80% of their capacity back in operation by the end of 2021**
- **Carnival**: about 65%⁽²⁾ of total operating capacity back in service by year-end, with full fleet sailing at the end of the first half 2022⁽³⁾
- **Booking trends** for 2022 are in line with 2019 levels; for some operators even higher, with no reduction on ticket prices

(1) First-Priority Senior Secured Notes

(2) Carnival Corporation on Pace to Restart Over 50% of Fleet Capacity by October (<https://www.carnivalcorp.com/news-releases/news-release-details/carnival-corporation-pace-restart-over-50-fleet-capacity-october>)

(3) Carnival 3Q 2021 Business Update ([3Q 2021 Business Update - Final PDF \(1\).pdf \(carnivalcorp.com\)](#))

Business outlook

Confirmed FY 2021 guidance

EXPECTED FINANCIAL PERFORMANCE IN 2021

- **Revenues +25%-30% YoY** and **EBITDA margin over 7.0%** despite the surge in commodity and energy prices
- **FY 2021 net debt to be in line with FY 2020 levels**

MEDIUM TO LONG TERM EXPECTATIONS

- **Backlog preservation** with production activities at full speed, thanks to the solid coverage of industrial fixed costs structure, allowing greater cash generation and progressive deleveraging
- Increased commodity prices mitigated by the positive effect of planning and design processes' revision, by the important Capex plan in both production and technology and by human capital investments

FOCUS ON ESG

- Development of **technological solutions** able to satisfy clients' needs, while **reducing emissions** and **raising energy efficiencies**
- Promotion of growth, enhancement and training of **human capital**, with a particular focus on highly motivated people, in particular youth, able to spread an **inclusive and innovative company culture**
- **Reduction of CO₂ and other pollutant emissions** in order to fight against climate change also by purchasing energy from renewable sources





APPENDIX

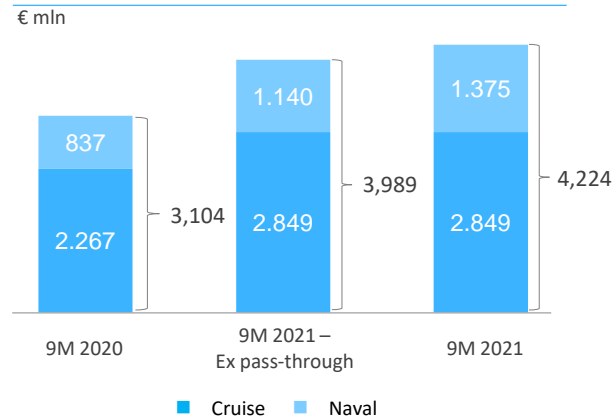


Financial overview – Shipbuilding

Orders, backlog and deliveries

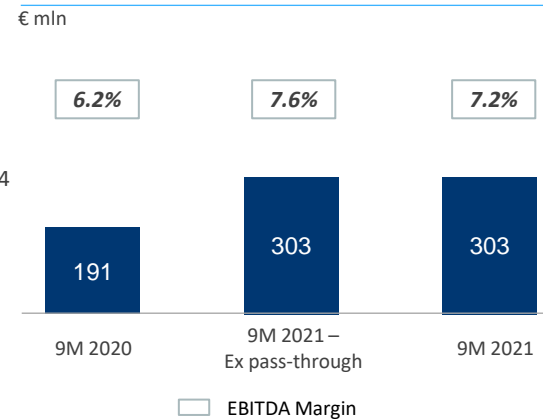
- **Orders:** €1,366 mln (€1,406 mln in 9M 2020)
 - Residential yacht Somnio
 - Second Constellation-class frigate to the US Navy
- **Backlog:** €23,072 mln (€25,335 mln in 9M 2020)
- **Deliveries⁽¹⁾:**
 - 1 Logistic Support Ship (LSS)
 - 4 cruise ship
 - 2 Littoral Combat Ship (LCS)
 - 1 FREMM frigate
 - 2 luxury-niche unit

Revenues



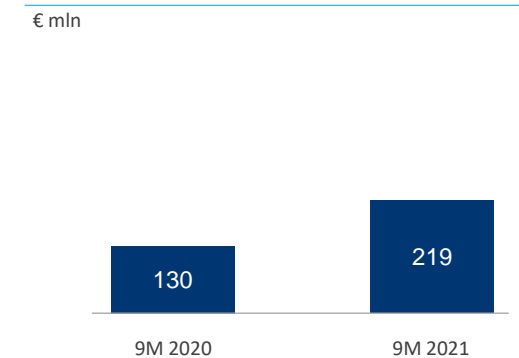
- **Revenues:** €235 mln pass-through activities are included in 9M 2021 Naval revenues

EBITDA



- **EBITDA:** €303 mln (vs € 191 mln in 9M 2020)
- EBITDA margin 7.6% excluding pass-through activities and 7.2% including pass-through activities (vs 6.2% in 9M 2020)

Capex



- **Capex:** €219 mln

(1) LSS "Vulcano" to the Italian Navy, "Viking Venus" to Viking, LCS 21 "USS Minneapolis St. Paul" to the US Navy, 1 FREMM frigate to the Egyptian Navy, "Hanseatic Spirit" to Hapag-Lloyd, "Valiant Lady" to Virgin Voyages, "MSC Seashore" to MSC Cruises, "Rotterdam" for Holland America Line, "Le Commandant Charcot" for Ponant, LCS 23 "US Cooperstown"

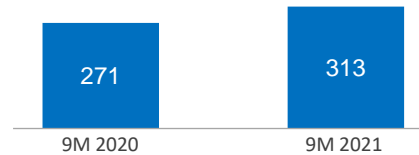
Financial overview – Offshore & Specialized Vessels

Orders, backlog and deliveries

- Orders: €382 mln (€186 mln in 9M 2020)
- Backlog: €995 mln (€712 mln in 9M 2020)
- Deliveries⁽¹⁾:
 - 1 expedition cruise vessel
 - 1 fishery unit
 - 1 cable layer

Revenues

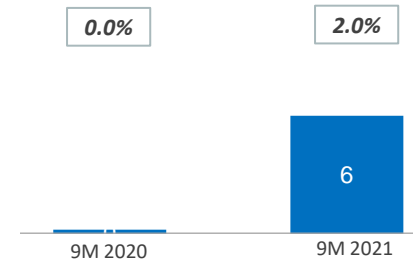
€ mln



- Revenues: €313 mln, i.e. +15.3% YoY
- Offshore & Specialized Vessels revenues represent 6.2% of total revenues excluding pass-through activities

EBITDA

€ mln



- EBITDA: €6 mln with margin at 2.0%

Capex

€ mln



- Capex: €3 mln

(1) Expedition cruise to Coral Expedition; fishery unit to Luntos, cable layer Leonardo da Vinci to Prysmian

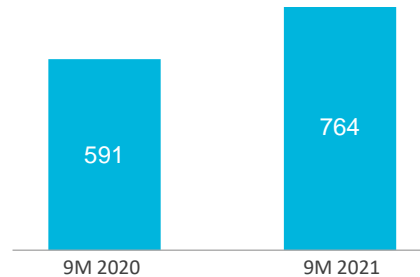
Financial overview – Equipment, Systems & Services

Orders, backlog and deliveries

- Orders: €822 mln including new MSC cruise terminal at PortMiami (vs €480 mln in 9M 2020)
- Backlog: €3,515 mln vs € 1,795 mln in 9M 2020

Revenues

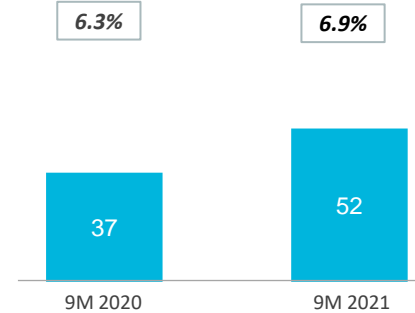
€ mln



- Revenues: €764 mln vs €591 mln in 9M 2020
- ESS revenues represent 14.4% of total revenues

EBITDA

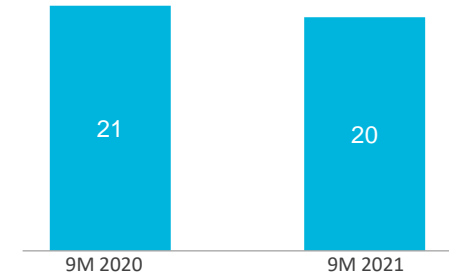
€ mln



- EBITDA: €52 mln (vs €37 mln in 9M 2020) with margin at 6.9%

Capex

€ mln



- Capex: €20 mln