

FINCANTIERI
The sea ahead

FINCANTIERI

Banca IMI Construction & Engineering Day 2016

Milan, November 15, 2016

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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.

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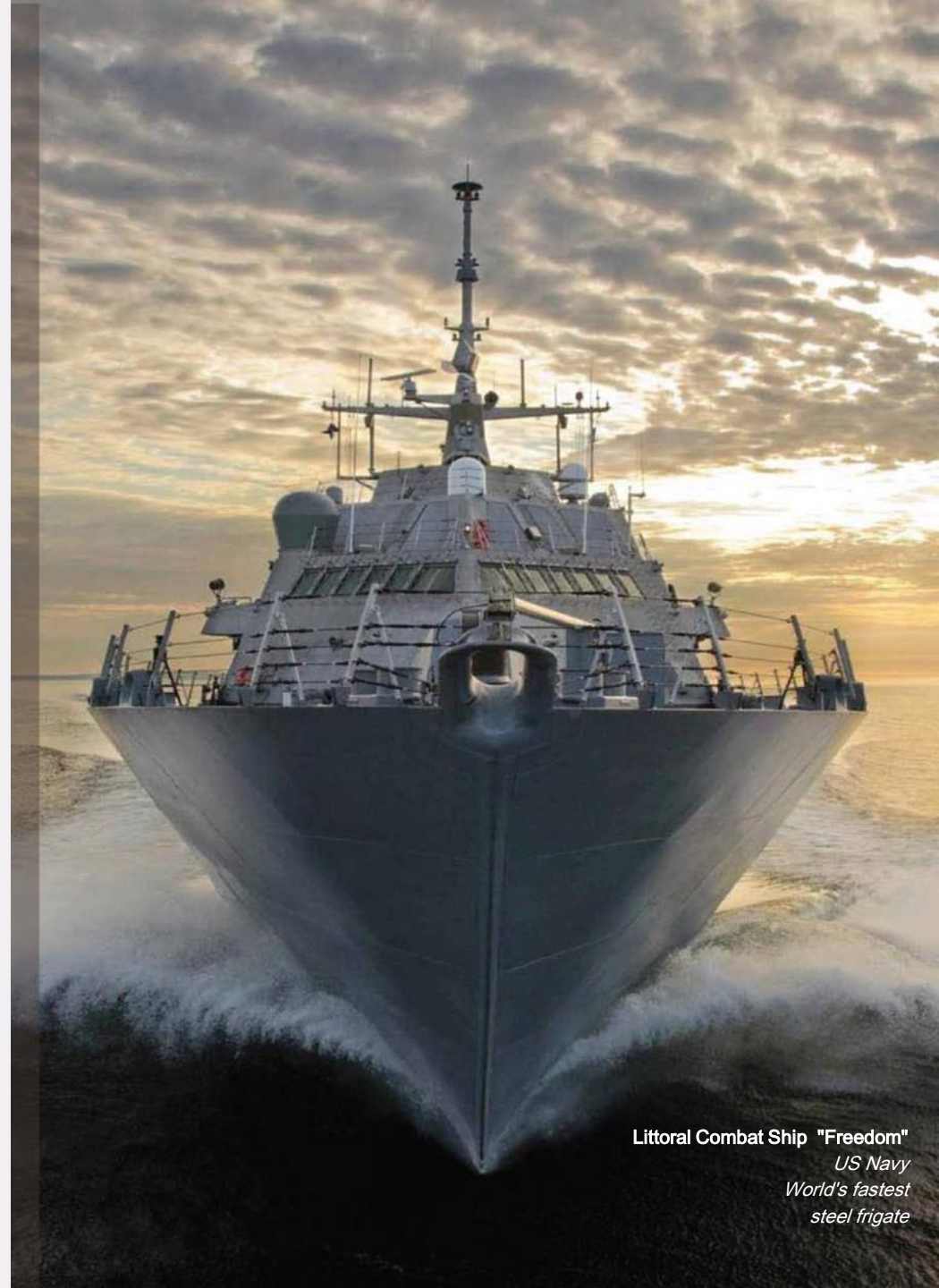
Q&A



Royal Princess
Princess Cruises
1st cruise ship fully compliant
with the new safety and
environmental rules

Section 1

Introduction



Littoral Combat Ship "Freedom"
US Navy
World's fastest
steel frigate

Fincantieri at a glance

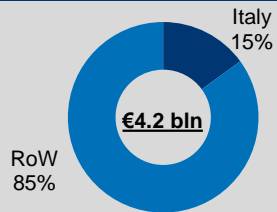
#1 Western designer & shipbuilder⁽¹⁾
with 230 years of history & >7,000 ships built

€ 4,183 mln revenues

~ € 21.8 bln total backlog^(2,3)

- € 19.0 bln backlog
- € 2.8 bln soft backlog

Revenues by geography



USA

- 3 shipyards

Brazil

- 1 shipyard

Norway

- 5 shipyards

Romania

- 2 shipyards

UAE

- 1 Joint Venture

Vietnam

- 1 shipyard

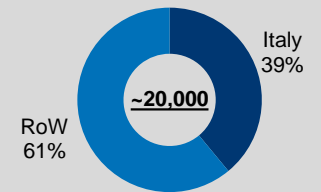
Italy

- 8 shipyards

20 shipyards
4 continents

~ 20,000 employees
~ 80,000 subcontractors

Employees by location



Note: all figures reported at December 31, 2015, except for backlog and soft backlog which are referred to 9M 2016 (at September 30, 2016)

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

(2) At September 30, 2016



(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

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Products and end-markets

■ = Key area

	SHIPBUILDING			OFFSHORE	EQUIPMENT, SYSTEMS & SERVICES
	Cruise	Naval	Others		
End markets	Leisure 	Defence 	Transportation / Luxury / Maintenance 	Oil & Gas / Other 	Equipment / Life Cycle Management 
Main products / Services	<ul style="list-style-type: none"> • All cruise ships (from contemporary to luxury) 	<ul style="list-style-type: none"> • All surface vessels (also stealth) • Support & Special vessels • Submarines 	<ul style="list-style-type: none"> • High tech ferries • Large mega-yachts • Ship repair & conversion services 	<ul style="list-style-type: none"> • Offshore Support Vessels • Drilling units • Fisheries/aquaculture • Offshore wind • Offshore Patrol Vessels • Expedition cruise • Special vessels 	<ul style="list-style-type: none"> • Marine systems, components & turnkey solutions • After sales services
Positioning	<ul style="list-style-type: none"> • #1 worldwide (~50% market share⁽¹⁾) 	<ul style="list-style-type: none"> • Leader: <ul style="list-style-type: none"> – #1 in Italy⁽²⁾ – Key supplier for US Navy & Coast Guard⁽³⁾ – Key supplier for Qatar Emiri Naval Forces 	<ul style="list-style-type: none"> • Leading player: <ul style="list-style-type: none"> – High tech ferries – Large mega-yachts – Repair & conversion 	<ul style="list-style-type: none"> • Leading player in high-end OSVs 	<ul style="list-style-type: none"> • Leading player worldwide
2015 Revenues (% on total) ⁽⁴⁾	€ 1,649 mln (39%)	€ 1,056 mln (25%)	€ 142 mln (3%)	€ 1,199 mln (28%)	€ 226 mln (5%)
9M 2016 Backlog	€ 17,054 mln			€ 1,501 mln	€ 908 mln

(1) By oceangoing cruise ships > 10,000 gross tons ordered in the 2004 – 2015 period. Source: Fincantieri analysis based on IHS Lloyd's Fairplay – Shippax data (2015) and Company press releases

(2) For all the large ships and excluding minesweepers and small ships below 45 m in length (2015)

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

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

Track record, top clients and technological leadership

SHIPBUILDING

Cruise

• 1990 – 2001	23
• 2002 – 2015	47
• 9M 2016	4

Naval

• 1990 – 2001	51 ⁽¹⁾
• 2002 – 2015	50 ⁽¹⁾
• 9M 2016	6

OFFSHORE

• 1990 – 2001	72 ⁽²⁾
• 2002 – 2015	279 ⁽²⁾
• 9M 2016	9

Track record ships deliveries

Top clients

Technological leadership

- Carnival Group⁽³⁾
- MSC Crociere
- Prestige Cruise Holdings
- Silversea Cruises
- Viking Ocean Cruises
- Ponant
- Virgin Cruises



- Italian Navy and Coast Guard
- US Navy
- Qatar Emiri Naval Forces
- United Arab Emirates Navy
- Algerian Navy
- Indian Navy



- Topaz Energy and Marine
- Technip
- DOF
- Solstad Offshore
- Island Offshore
- Farstad



- *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



- *LCS Freedom*: world’s fastest steel frigate



- *Normand Maximus*: largest offshore vessel ever built in Norway
- *Skandi Africa*: “Ship of the Year 2015”⁽⁴⁾
- *AMC Connector*: world’s largest cable layer⁽⁵⁾
- *Far Samson*: most powerful offshore vessel⁽⁶⁾



(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

Financial performance



AMC Connector
AMC Connector / Ezra
World's largest cable layer

Overview of financial performance indicators⁽¹⁾

€ mln	FY 2014	FY 2015	9M 2015	9M 2016
Order intake	5,639	10,087	4,852	6,308
Backlog	9,814	15,721	11,558	18,977
Soft backlog	5,000	3,000	8,200	2,800
Revenues	4,399	4,183	3,032	3,230
EBITDA	297	(26)	6	185
<i>As a % of revenues</i>	<i>6.8%</i>	<i>-0.6%</i>	<i>0.2%</i>	<i>5.7%</i>
EBIT	198	(137)	(74)	105
<i>As a % of revenues</i>	<i>4.5%</i>	<i>-3.3%</i>	<i>-2.4%</i>	<i>3.3%</i>
Net result before extr. and non recurring items⁽²⁾	87	(252)	(169)	30
<i>Attributable to owners of the parent</i>	<i>99</i>	<i>(141)</i>	<i>(73)</i>	<i>35</i>
Net result for the period	55	(289)	(195)	7
<i>Attributable to owners of the parent</i>	<i>67</i>	<i>(175)</i>	<i>(96)</i>	<i>16</i>
Net fixed assets	1,417	1,453	1,427	1,577
Net working capital⁽³⁾	69	251	454	322
<i>Of which construction loans</i>	<i>(847)</i>	<i>(1,103)</i>	<i>(995)</i>	<i>(833)</i>
Equity	1,530	1,266	1,375	1,274
Net financial position <i>Net cash/ (Net debt)</i>	44	(438)	(506)	(625)
Employees	21,689	20,019	20,868	18,727

(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)

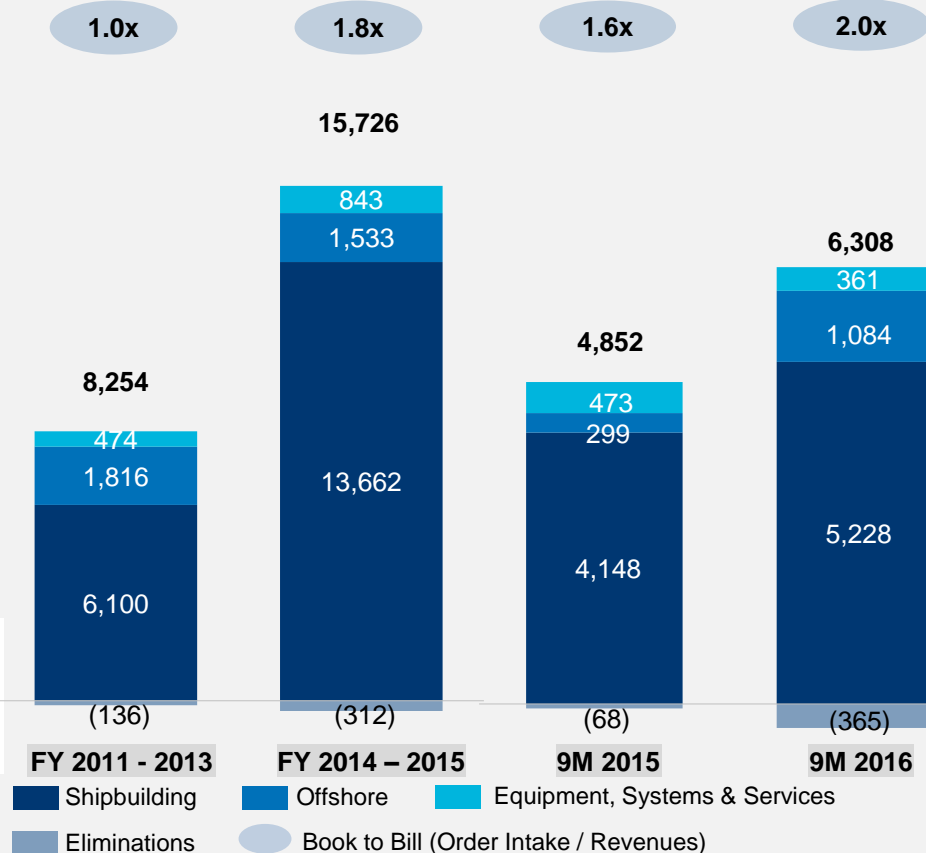
(2) Excluding extraordinary and Non Recurring Items net of tax effect

(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

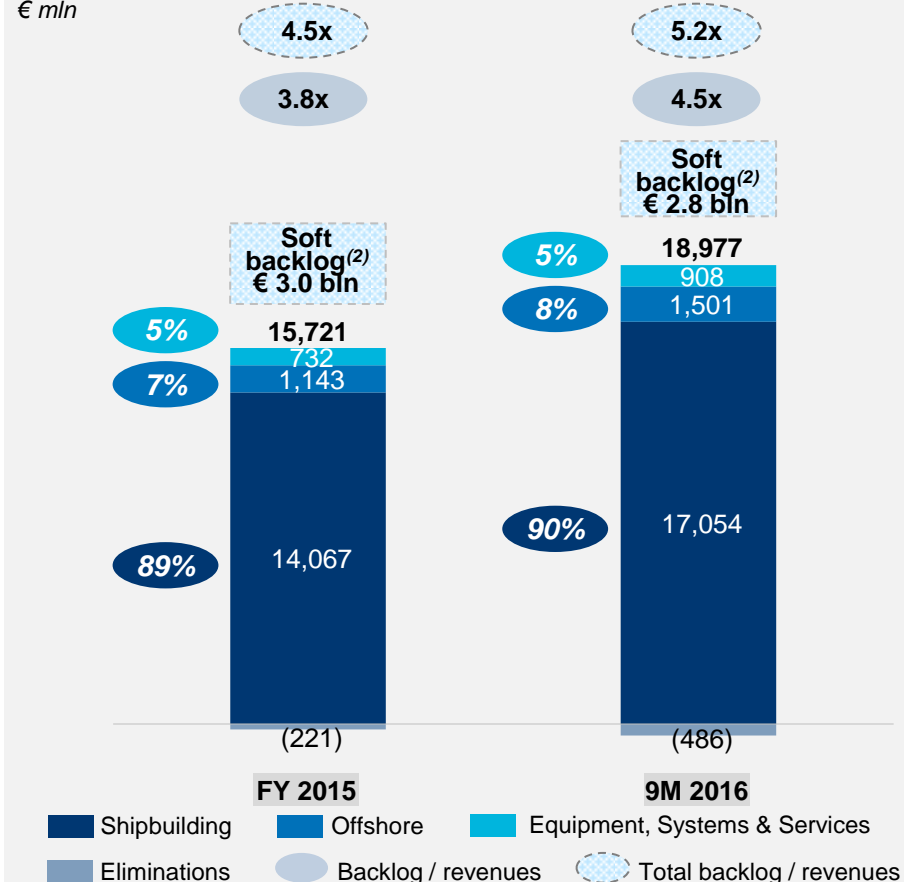
Order Intake

€ mln



Backlog⁽¹⁾

€ mln



- **Total backlog⁽³⁾ at September 30, 2016 represents ~ 5.2 years of work** in relation to revenue generated in 2015 – Group's ability to finalize contracts under negotiation, contract options and commercial opportunities and to transform them into backlog

(1) Breakdown calculated based on total backlog (after eliminations)

(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

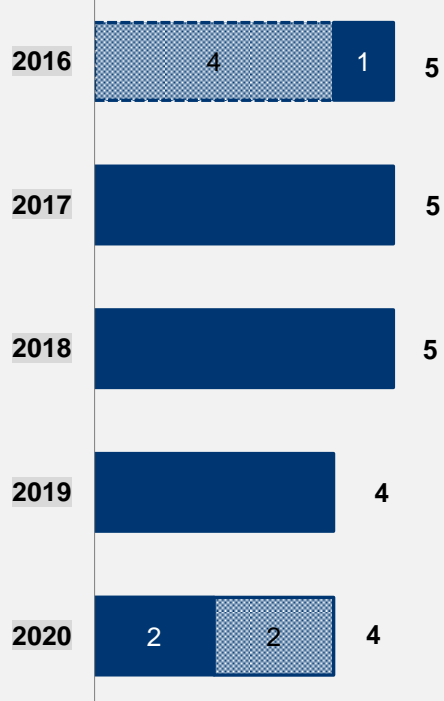
(3) Sum of backlog and soft backlog

Backlog deployment

Shipbuilding

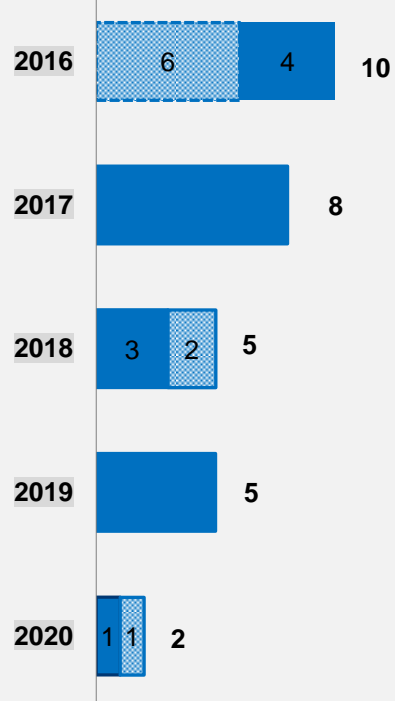
ships deliveries⁽¹⁾

Cruise



- Additional 2 units scheduled after 2020
- **21 vessels in backlog**
- Visibility of deliveries up to 2022

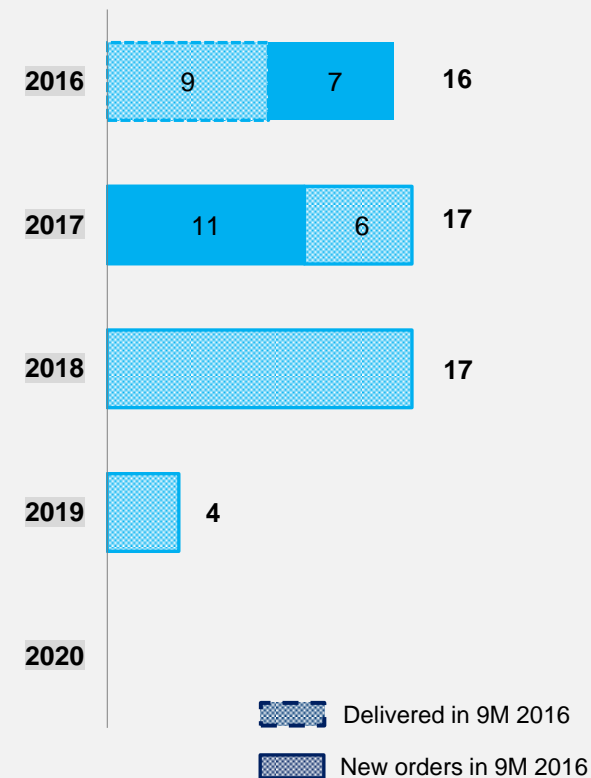
Naval⁽²⁾



- Additional 16 units scheduled after 2020
- **40 vessels in backlog**
- Visibility of deliveries up to 2026

Offshore

ships deliveries



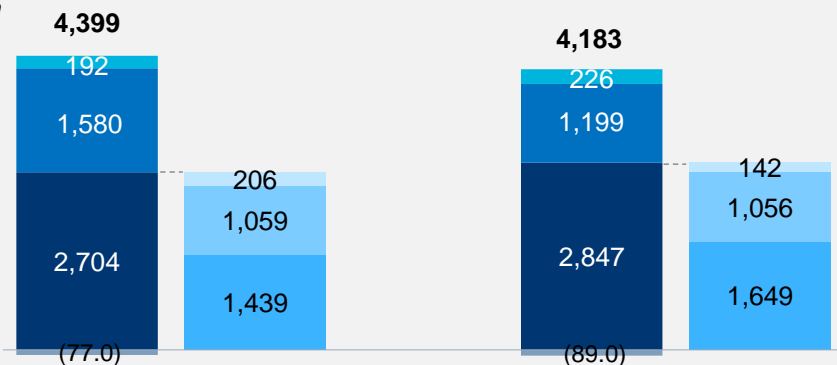
- **45 vessels in backlog**

(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

Financial performance

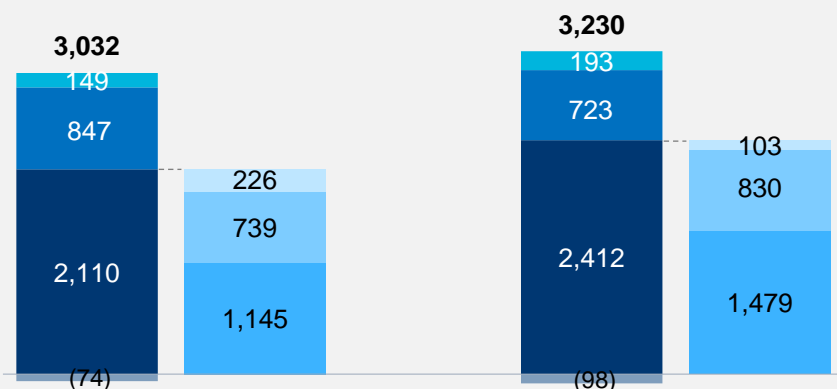
Revenues⁽¹⁾

€ mln



FY 2014

FY 2015



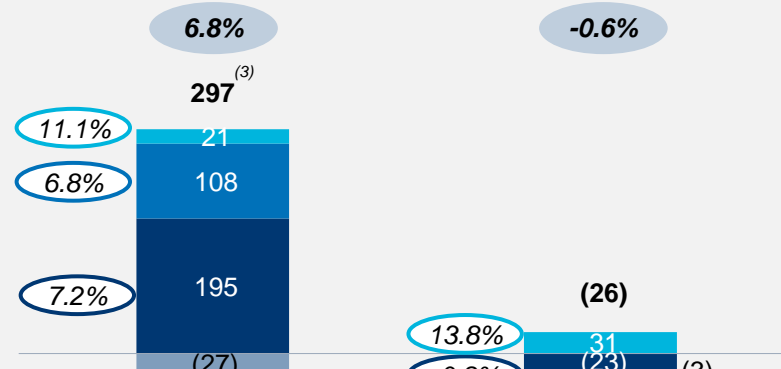
9M 2015

9M 2016

Shipbuilding Offshore Equipment, Systems & Services Eliminations
Cruise Naval Other Shipbuilding

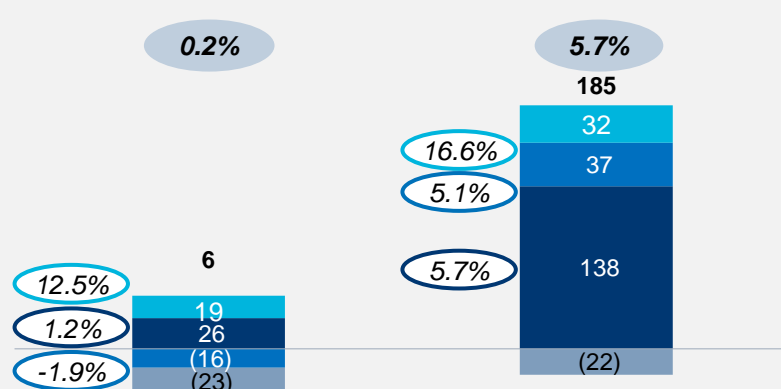
EBITDA / margins⁽²⁾

€ mln



FY 2014

FY 2015



9M 2015

9M 2016

Shipbuilding Offshore Equipment, Systems & Services Other activities
% of Revenues

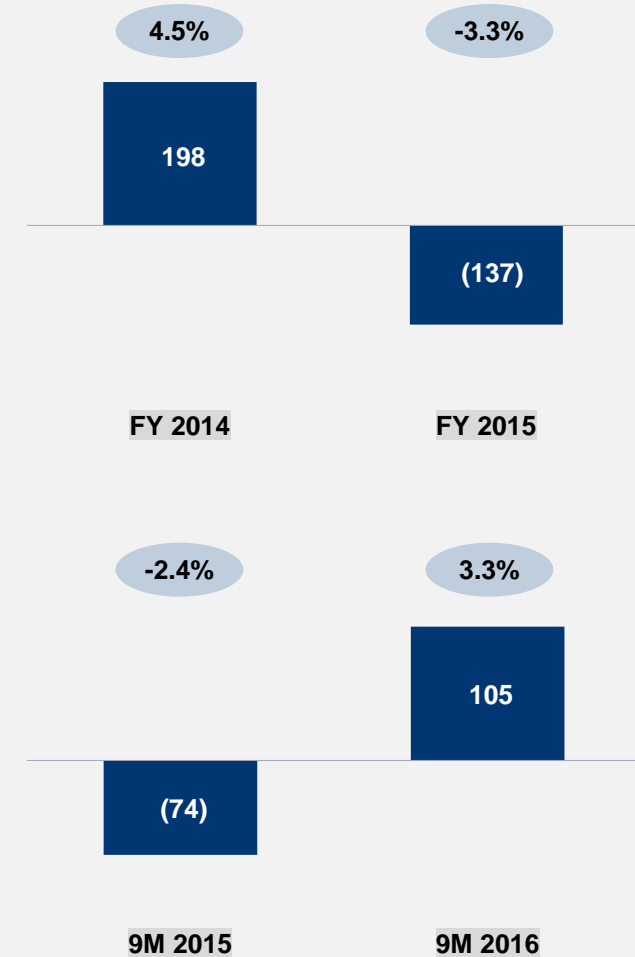
(1) Breakdown calculated gross of consolidation effects
(2) EBITDA is a Non-GAAP Financial Measure. The Company defines EBITDA as profit/(loss) for the period before (i) income taxes, (ii) share of profit/(loss) from equity investments, (iii) income/expense from investments, (iv) finance costs, (v) finance 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)

Financial performance

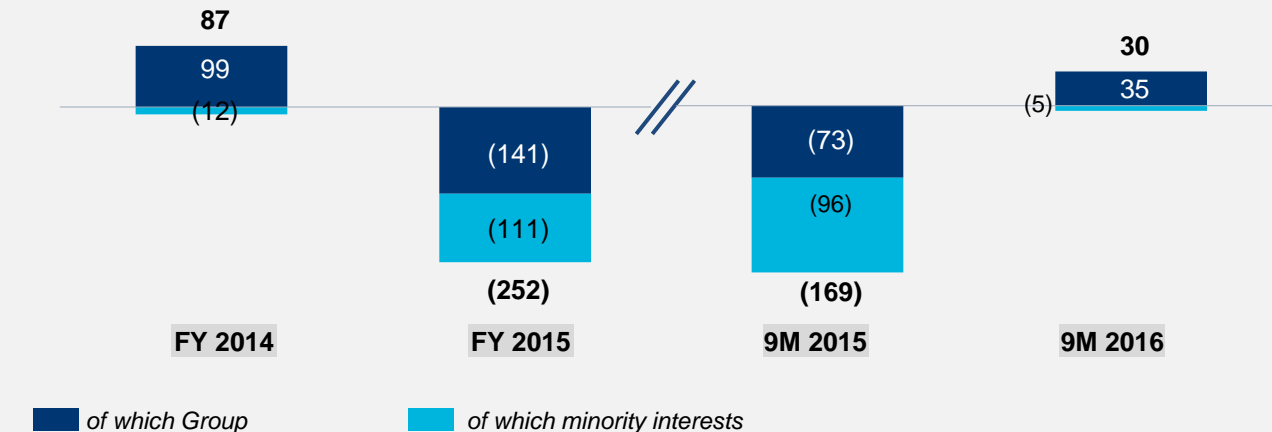
EBIT / margins

€ mln



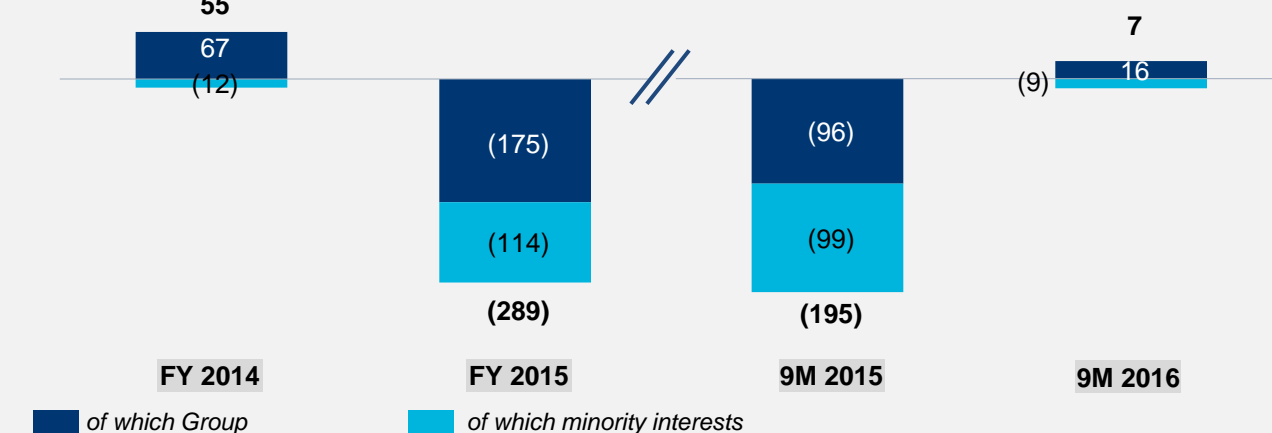
Net result before extraordinary and non recurring items⁽¹⁾

€ mln



Net result

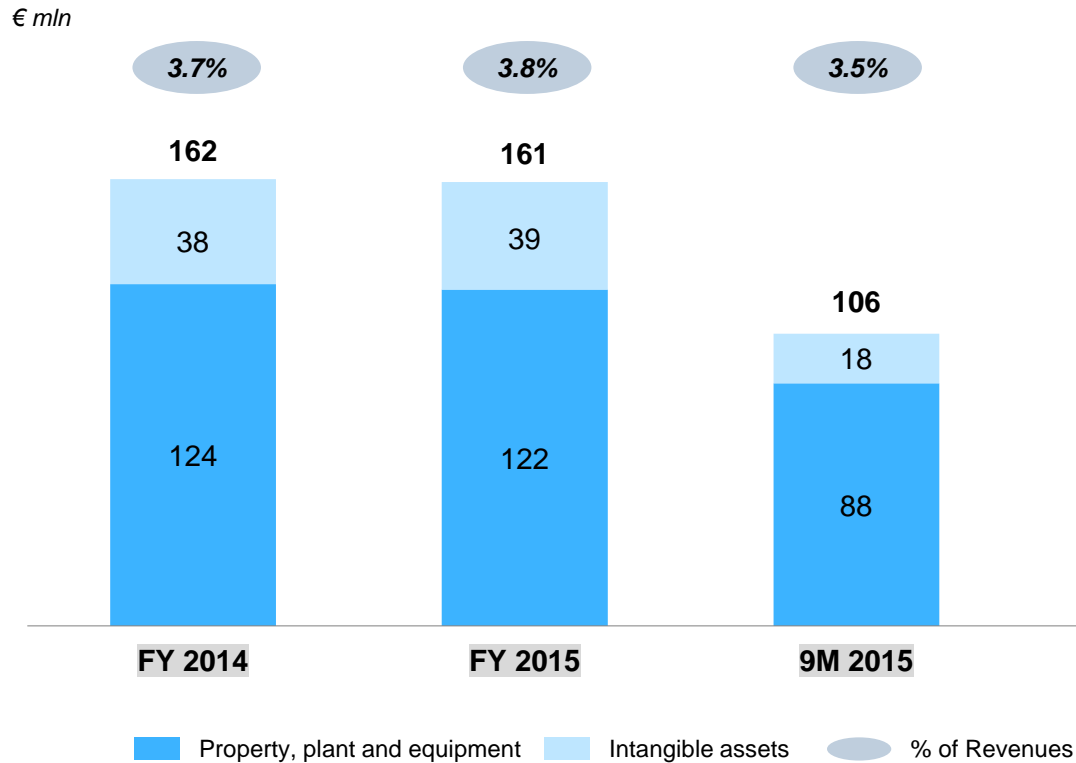
€ mln



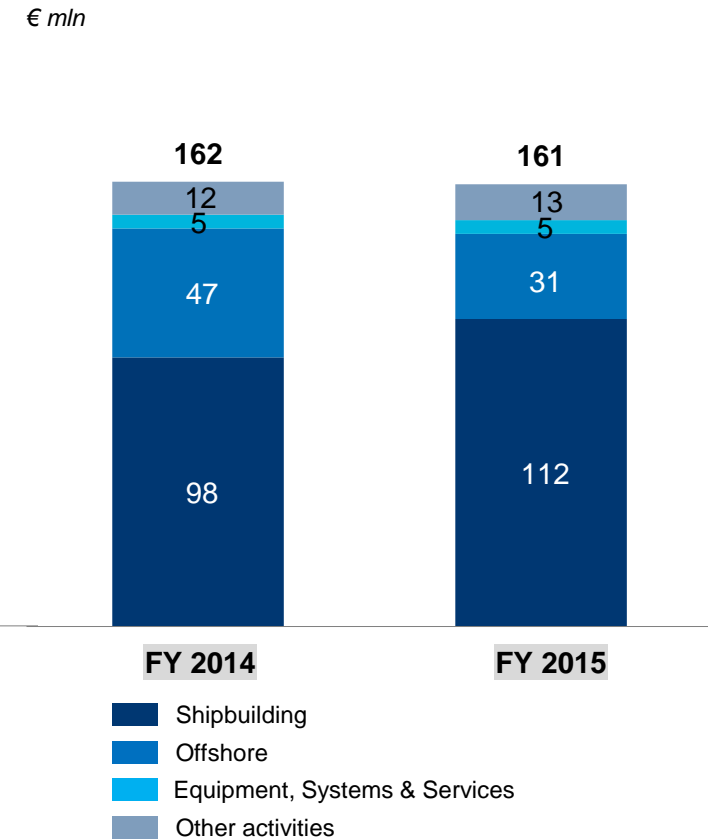
(1) Extraordinary and non recurring costs net of tax effect amounted to € 32 mln in 2014, € 37 mln in 2015, € 26 mln in 9M 2015 and € 23 mln in 9M 2016

Capex

Capex evolution



Capex by segment



- **2014 and 2015 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

Section 3

Working capital, Net financial position and key ratios



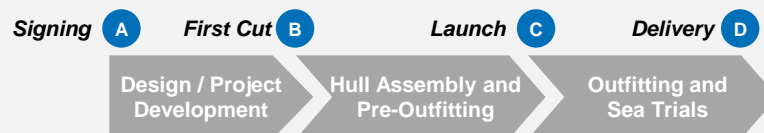
Serene

*Private owner
2012 World Super
Yacht Award
(134 meters)*

Working capital dynamics

Indicative payment terms

Main phases of the shipbuilding process⁽¹⁾

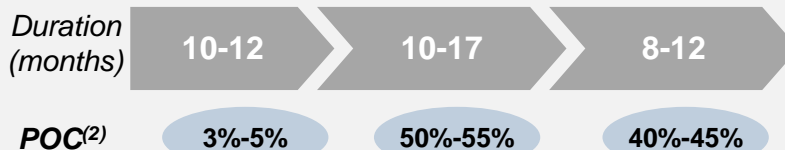


Impact on net working capital

Cruise



- 20% during construction
- 80% on delivery

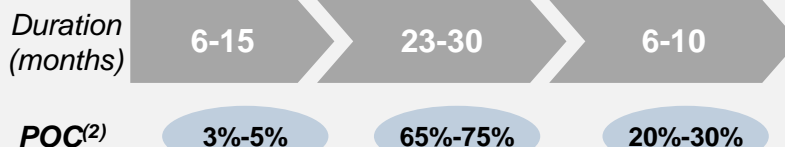


- Increases during construction
- Impact on net debt

Naval⁽³⁾



- According to % of completion

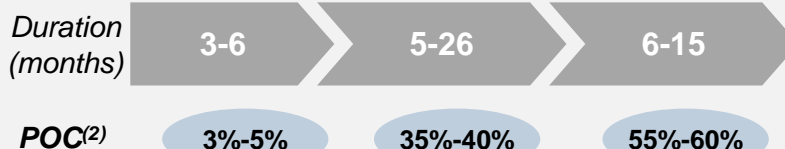


- Neutral profile

Offshore⁽³⁾



- 20% during construction
- 80% on delivery



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

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

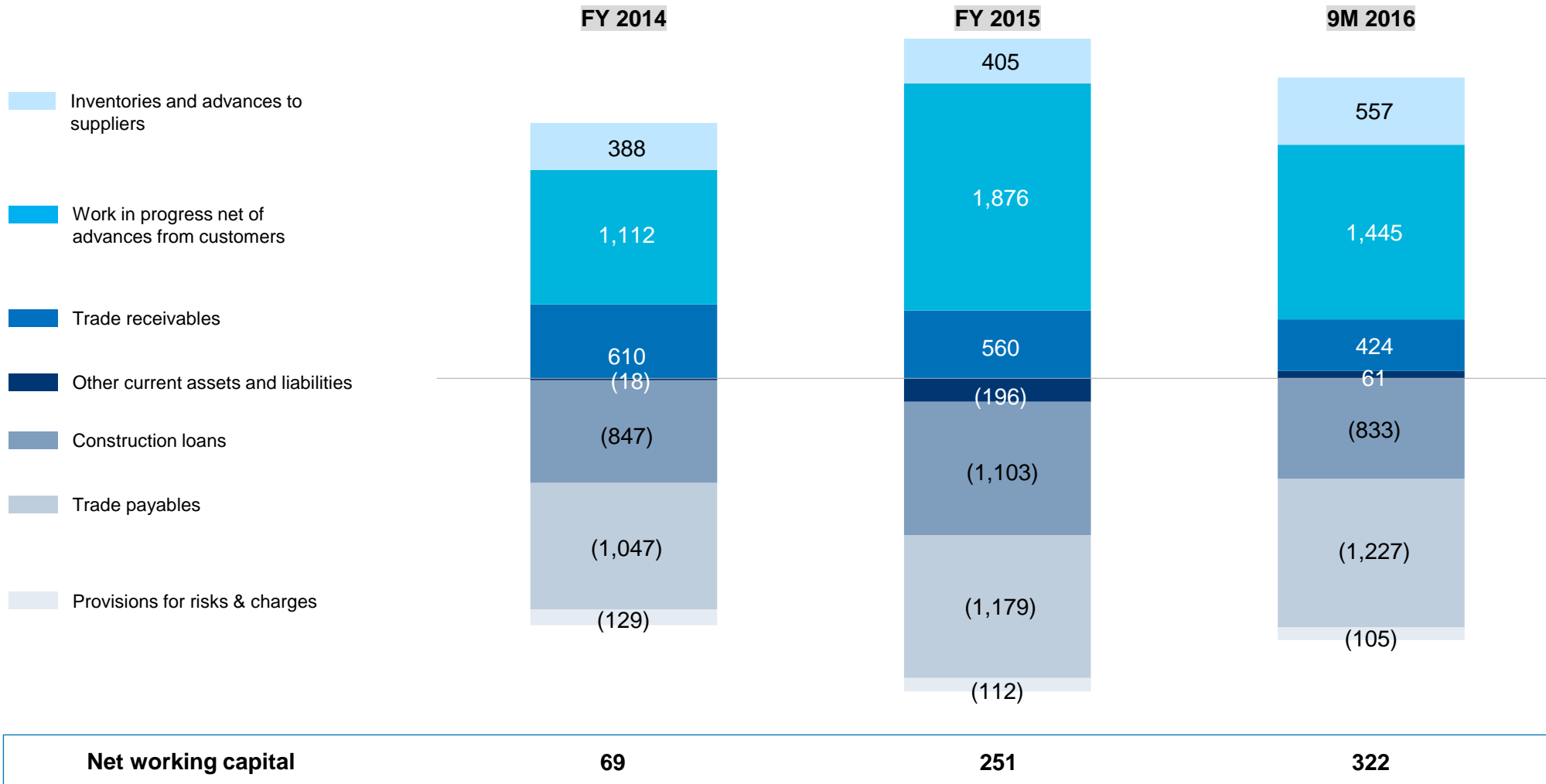
⁽²⁾ Percentage of Completion

⁽³⁾ Illustrative for frigates and support vessels

Net working capital⁽¹⁾

Breakdown by main components

€ mln

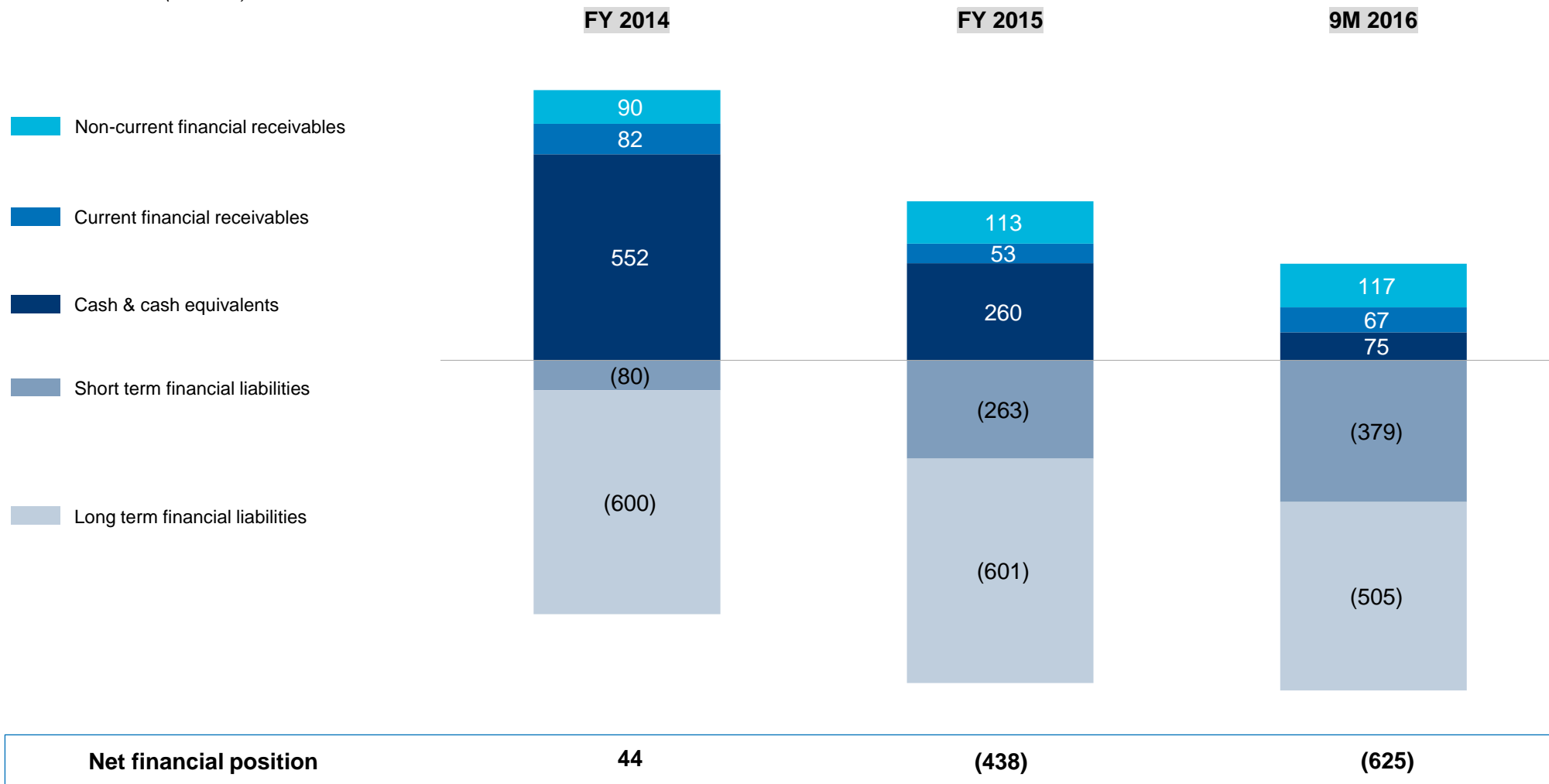


⁽¹⁾ Construction loans are committed working capital financing facilities, treated as part of Net working capital, not in Net financial position, as they are not general purpose loans and can be a source of financing only in connection with ship contracts

Net financial position⁽¹⁾

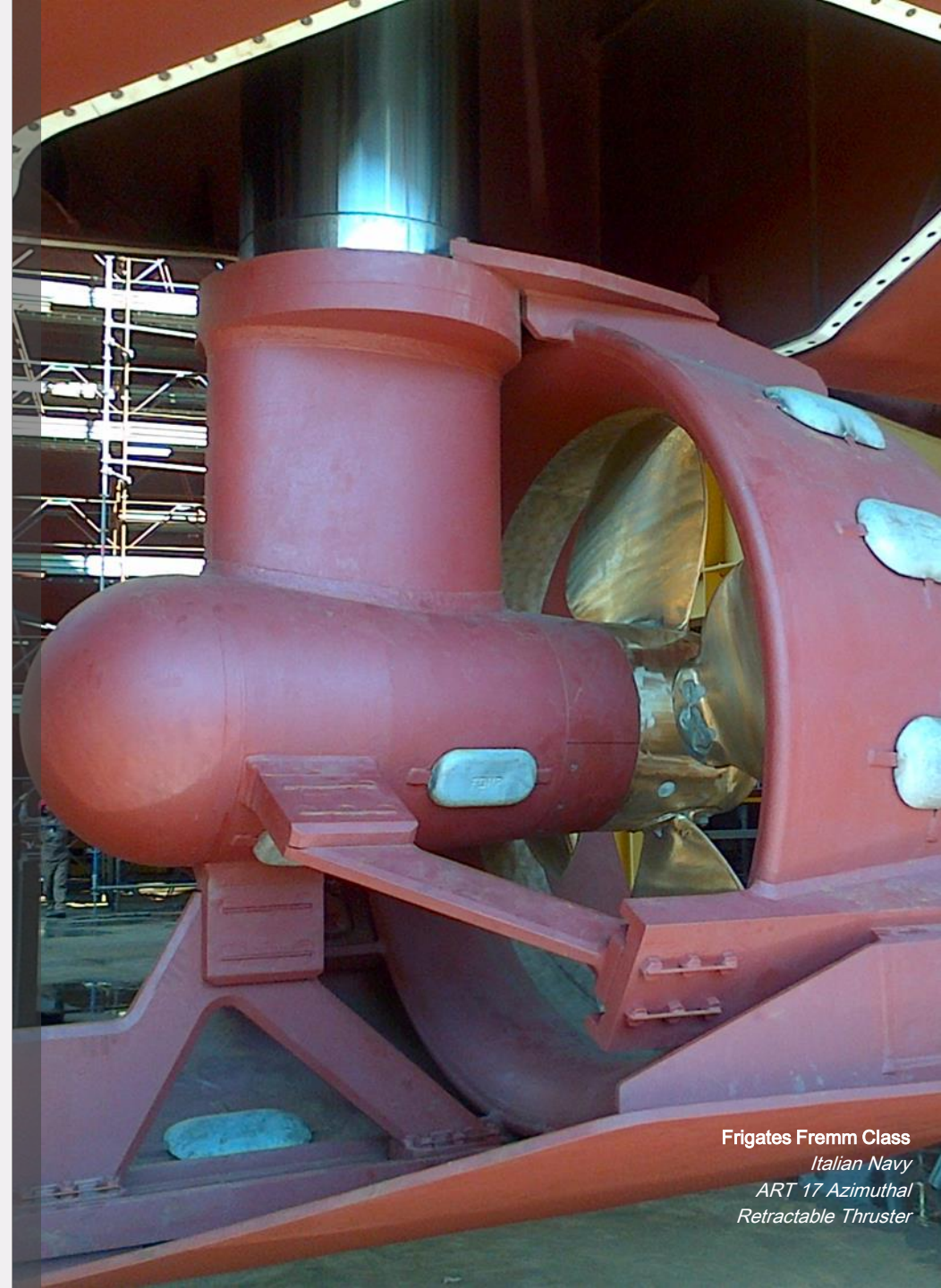
Breakdown by main components

€ mln – Net cash / (Net debt)



(1) 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

Q&A



Frigates Fremm Class
Italian Navy
ART 17 Azimuthal
Retractable Thruster

Appendix 9M 2016 results



Amerigo Vespucci
Italian Navy
One of the most ancient training ships

9M 2016 Key Messages









- **Business plan targets confirmed:** 9M 2016 results, with 5.7% EBITDA margin and positive net result at € 7 mln, mark a substantial improvement compared with 9M 2015 (EBITDA margin 0.2%) and are in line with the targets set out in the Business Plan 2016-2020
- **Total backlog⁽¹⁾ at € 21.8 bln covering ~ 5.2 years of work if compared to 2015 revenues; backlog at € 19.0 bln** (€ 11.6 bln in 9M 2015 and € 15.7 bln in FY 2015) **with 106 ships in orderbook and soft backlog⁽²⁾ at € 2.8 bln** (€ 8.2 bln in 9M 2015 and € 3.0 bln in FY 2015)
- **Successful implementation of VARD Business Plan:** shut down of Vard Niterói yard and increase of the stake in Vard Promar to 95.15% in Brazil, along with the progress of the diversification strategy with the award of 6 expedition cruise vessels; yards in Romania well utilized and now hiring again
- **Contract with the Qatari Ministry of Defense: a true commercial milestone.** The contract value is close to € 4.0 bln and includes the supply of 7 naval vessels and support services for 15 years after delivery. It is the largest order in naval business acquired by Fincantieri over the last 30 years
- **New supplementary labor agreement:** approved by the trade unions and by the workers, entered into force in July 2016. The agreement, based on incentive tools linked to individual performance and overall Company results, represents a key step towards greater efficiency

(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 2016 main orders

Orders acquired in Q3

	Vessel		Client	Delivery
Shipbuilding		1 ultra-luxury cruise ship ("Seven Seas Explorer" sister ship)	Regent Seven Seas Cruises (Norwegian Cruise Line Holdings)	2020
		1 Littoral Combat Ship	US Navy	2020
		1 cruise ship (fifth "Royal Princess" class vessel)	Princess Cruises (Carnival Corporation)	2020
		7 new generation surface vessels (4 corvettes, 1 amphibious vessel, 2 Offshore Patrol Vessels)	Qatari Ministry of Defense	after 2020
Offshore (Vard)		1 Stern Trawler	Havfisk ASA	2018
		4 expedition cruise vessels	Ponant	2018 - 2019
		2 expedition cruise vessels	Hapag-Lloyd Cruises	2019
		20 Module Carrier Vessels ⁽¹⁾	Topaz Energy and Marine/ Kazmortransflot	2017 - 2018

(1) 15 ordered in Q2 2016 (for Topaz Energy and Marine), 5 ordered in Q3 2016 (2 for Topaz Energy and Marine and 3 for Kazmortransflot)

9M 2016 main deliveries (1/2)

Deliveries in Q3

Vessel

Client

Shipyard

Shipbuilding



Cruise ship “Viking Sea”

Viking Ocean Cruises

Ancona



**Cruise ship “Koningsdam”
(prototype)**

*Holland America Line
(Carnival Corporation)*

Marghera



**Cruise ship “Carnival Vista”
(prototype)**

Carnival Cruise Lines

Monfalcone



**Cruise ship “Seven Seas
Explorer”
(prototype)**

*Regent Seven Seas Cruises
(Norwegian Cruise Line
Holdings)*

Sestri Ponente








Submarine “Pietro Venuti”

Italian Navy

Muggiano

9M 2016 main deliveries (2/2)

Deliveries in Q3

	Vessel		Client	Shipyard
Shipbuilding		Littoral Combat Ship “USS Detroit” (LCS 7)	US Navy	Marinette
		FREMM “Alpino”	Italian Navy	Muggiano
Offshore (Vard)		OSCV “Skandi Açú”	Techdof Brasil	Vard Søviknes
		AHTS “Skandi Paraty”	DOF	Vard Niterói
		3 LPG carriers “Barbosa Lima Sobrinho”, “Darcy Ribeiro” and “Lucio Costa” ⁽¹⁾	Transpetro	Vard Promar

(1) One delivered in Q1 2016, one in Q2 2016 and one in Q3 2016

Outlook

Guidance	<ul style="list-style-type: none"> • Guidance 2016 confirmed <ul style="list-style-type: none"> – Revenue increase 4-6% vs. 2015 – EBITDA margin approx. 5% – Positive net result – Net debt at approx. € 0.7-0.8 bln* 	<ul style="list-style-type: none"> • Guidance 2018 confirmed <ul style="list-style-type: none"> – Revenue increase 16-23% vs. 2016 – EBITDA margin approx. 6-7% – Net debt at approx. € 0.4-0.6 bln* 	<ul style="list-style-type: none"> • Guidance 2020 confirmed <ul style="list-style-type: none"> – Revenue increase 16-21% vs. 2018 – EBITDA margin approx. 7-8% – Net debt at approx. € 0.1-0.3 bln*
Shipbuilding	<ul style="list-style-type: none"> • Delivery of 1 prototype remaining for 2016 (4 ships already delivered) and focus on activities related to the delivery of 3 cruise ships in the first three months of 2017 • Continuing effort, on track with expectations, to develop significant production synergies with VARD through the utilization of Tulcea shipyard to support Italian facilities • Ongoing construction of the first unit of the Italian Navy's fleet renewal program and beginning of the design activities related to the Qatar order will lead to gradual increase in naval volumes going forward 		
Offshore	<ul style="list-style-type: none"> • OSV market continuously monitored, but no significant rebound in demand expected in the near term: working with clients on cost-effective solutions without compromising innovation, performance and quality • Continuous implementation of the diversification strategy and reorganization measures already started, including leads in aquaculture business, offshore wind and OPV markets 		
Equipment, Systems & Services	<ul style="list-style-type: none"> • Expected confirmation of positive results achieved in 9M 2016 with the consolidation of the growth trend both in terms of revenues and margins 		

* Net debt partly used to finance net working capital

Shipbuilding

Highlights

€ mln	FY 2015	9M 2015	9M 2016	
Order intake	9,262	4,148	5,228	<ul style="list-style-type: none"> 1 cruise ship for Princess Cruises 1 cruise ship for Regent Seven Seas Cruises (Norwegian Cruise Line Holdings) 7 naval vessels for Qatar Emiri Naval Forces 1 LCS unit for US Navy 1 ATB unit to be built in US
Order book	18,540	13,817	20,993	
Backlog	14,067	9,437	17,054	
Revenues	2,847	2,110	2,412	
EBITDA	(23)	26	138	
% on revenues	-0.8%	1.2%	5.7%	
Capex	112	74	118	
Ships delivered	9	7	10	

Delivery of 1 prototype remaining for 2016 (4 ships already delivered) and focus on activities related to the delivery of 3 cruise ships in the first three months of 2017

Continuing effort, on track with expectations, to develop significant production synergies with VARD through the utilization of Tulcea shipyard to support Italian facilities

Ongoing construction of the first unit of the Italian Navy's fleet renewal program and beginning of the design activities related to the Qatar order will lead to **gradual increase in naval volumes going forward**

Comments

- Orders: order intake at € 5,228 mln taking backlog to € 17,054 mln
- Revenues: at € 2,412 mln, up 14.3%
 - Growth of volumes in cruise (13 units under construction vs. 11 in the same period of 2015)
 - Decrease in other activities primarily due to the lower contribution of repairs and conversions
- EBITDA at € 138 mln, margin at 5.7%
 - Gradual margin recovery with the delivery of highly complex prototypes
 - Positive performance of naval business unit, in particular on ships delivered in Q3 2016
- Capex: at € 118 mln

(1) 4 cruise ships (Viking Sea for Viking Ocean Cruises, Koningsdam for Holland America Line, Carnival Vista for Carnival Cruise Lines and Several Seas Explorer for Regent Seven Seas Cruises), 1 semisubmersible floating platform (Itarus for the Russian RosRAO), 1 submarine (Pietro Venuti for the Italian Navy), 1 LCS (LCS 7 "USS Detroit" for the US Navy), 1 FREMM (Alpino for the Italian Navy) and 2 vessels for petrol-chemical transportation

Highlights

€ mln	FY 2015	9M 2015	9M 2016
Order intake	402	299	1,084
Order book	2,729	2,975	2,778
Backlog	1,143	1,589	1,501
Revenues	1,199	847	723
EBITDA	(3)	(16)	37
% on revenues	-0.2%	(1.9)%	5.1%
Capex	31	24	19
Ships delivered	12	11	9

- 4 expedition cruise vessels for Ponant
- 2 expedition cruise vessels for Hapag-Lloyd
- 17 module carrier vessels for Topaz Energy & Marine
- 3 module carrier vessels for Kazmortransflot
- 1 Stern Trawler for Havfisk ASA

OSV market continuously monitored, but no significant rebound in demand expected in the near term: working with clients on cost-effective solutions without compromising innovation, performance and quality

Continuous implementation of the diversification strategy and reorganization measures already started, including leads in aquaculture business, offshore wind and OPV markets

Comments

- Orders: order intake at € 1,084 mln taking backlog to € 1,501 mln
- Revenues: at € 723 mln, down 14.6%
 - Revenue decrease driven by the reduction of activities at VARD yards in Europe and in Brazil, where phasing out of Niterói yard has been completed and key resources were relocated to Promar
 - Negative effect of NOK/EUR exchange rate (€ 43 mln)
- EBITDA: at € 37 mln, with margin at 5.1%
 - De-risking of activities in Brazil in line with business plan: delivery of 4 vessels, shut down of Niterói yard and increase of the ownership stake in Vard Promar to 95.15%
 - Margins in Europe affected by order slowdown started in Q4 2014 pending the effects of the diversification strategy
- Capex: at € 19 mln

Equipment, Systems and Services

Highlights

€ mln	FY 2015	9M 2015	9M 2016
Order intake	639	473	361
Order book	1,181	1,083	1,450
Backlog	732	634	908
Revenues	226	149	193
EBITDA	31	19	32
% on revenues	13.8%	12.5%	16.6%
Capex	5	4	2

Expected confirmation of positive results achieved in 9M 2016 with the consolidation of the growth trend both in terms of revenues and margins

Comments

- Orders: order intake at € 361 mln taking backlog at € 908 mln
- Revenues: up to € 193 mln
 - Increase of volumes in after sales services for naval vessels, but also in sales of automation systems and other naval equipment
- EBITDA: at € 32 mln with margin at 16.6%
 - Continuing positive trend in all business areas

Financial Appendix



Destriero

*World record for the fastest
crossing of the Atlantic Ocean
without refueling
(58 hours at an average speed
of 53.1 knots)*

Profit & Loss and Cash flow statement

Profit & Loss statement (€ mln)	FY 2014	FY 2015	9M 2015	9M 2016
Revenues	4,399	4,183	3,032	3,230
Materials, services and other costs	(3,234)	(3,337)	(2,368)	(2,403)
Personnel costs	(843)	(865)	(658)	(626)
Provisions ⁽¹⁾	(25)	(7)	-	(16)
EBITDA	297	(26)	6	185
Depreciation, amortization and impairment	(99)	(111)	(80)	(80)
EBIT	198	(137)	(74)	105
Finance income / (expense) ⁽²⁾	(66)	(135)	(109)	(52)
Income / (expense) from investments	6	(3)	-	(5)
Income taxes ⁽³⁾	(51)	23	14	(18)
Net result before extraordinary and non recurring items	87	(252)	(169)	30
Attributable to owners of the parent	99	(141)	(73)	35
Extraordinary and non recurring items ⁽⁴⁾	(44)	(50)	(34)	(29)
Tax effect on extraordinary and non recurring items	12	13	8	6
Net result for the period	55	(289)	(195)	7
Attributable to owners of the parent	67	(175)	(96)	16
Cash flow statement (€ mln)	FY 2014	FY 2015	9M 2015	9M 2016
Beginning cash balance	385	552	552	260
Cash flow from operating activities	33	(287)	(406)	(20)
Cash flow from investing activities	(157)	(172)	(117)	(152)
Free cash flow	(124)	(459)	(523)	(172)
Cash flow from financing activities	303	167	149	(18)
Net cash flow for the period	179	(292)	(374)	(190)
Exchange rate differences on beginning cash balance	(12)	-	(8)	5
Ending cash balance	552	260	170	75

(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 € 28 mln in 9M 2015 and € 27 mln in 9M 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⁽¹⁾

Net result before extraordinary and non recurring items (€ mln)	FY 2014	FY 2015	9M 2015	9M 2016
A Net result before extraordinary and non recurring items ⁽¹⁾	87	(252)	(169)	30
Attributable to owners of the parent	99	(141)	(73)	35
B Extraordinary and non recurring items gross of tax effect	(44)	(50)	(34)	(29)
– Of which extraordinary wages	(10)	(3)	(3)	(1)
– Of which restructuring costs	(9)	(17)	(9)	(9)
– Of which asbestos claims	(21)	(30)	(22)	(19)
– Of which other non recurring items	(4) ⁽²⁾	-	-	(0)
C Tax effect on extraordinary and non recurring items	12	13	8	6
A + B + C Net result for the period	55	(289)	(195)	7
Attributable to owners of the parent	67	(175)	(96)	16

- **Extraordinary wages** - costs related to CIGS (Cassa Integrazione Guadagni Straordinaria) 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

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

⁽²⁾ Mainly IPO related costs

Balance sheet

Balance sheet (€ mln)	FY 2014	FY 2015	9M 2015	9M 2016
Intangible assets	508	518	504	569
Property, plant and equipment	959	974	958	1,032
Investments	60	62	65	58
Other non-current assets and liabilities	(48)	(44)	(43)	(21)
Employee benefits	(62)	(57)	(57)	(61)
Net fixed assets	1,417	1,453	1,427	1,577
Inventories and advances	388	405	479	557
Construction contracts and advances from customers	1,112	1,876	1,726	1,445
Construction loans	(847)	(1,103)	(995)	(833)
Trade receivables	610	560	500	424
Trade payables	(1,047)	(1,179)	(975)	(1,227)
Provisions for risks and charges	(129)	(112)	(116)	(105)
Other current assets and liabilities	(18)	(196)	(165)	61
Net working capital	69	251	454	322
Net invested capital	1,486	1,704	1,881	1,899
<i>Equity attributable to Group</i>	<i>1,310</i>	<i>1,137</i>	<i>1,223</i>	<i>1,108</i>
<i>Non-controlling interests in equity</i>	<i>220</i>	<i>129</i>	<i>152</i>	<i>166</i>
Equity	1,530	1,266	1,375	1,274
Cash and cash equivalents	(552)	(260)	(170)	(75)
Current financial receivables	(82)	(53)	(58)	(67)
Non-current financial receivables	(90)	(113)	(97)	(117)
Short term financial liabilities	80	263	232	379
Long term financial liabilities	600	601	599	505
Net debt / (Net cash)	(44)	438	506	625
Sources of financing	1,486	1,704	1,881	1,899