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# FINCANTIERI FUTURE ON BOARD

## Investor Presentation

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[www.fincantieri.com](http://www.fincantieri.com)

**FINCANTIERI**

January 2025

# Agenda

1. Fincantieri Group
2. 9M 2024 financial highlights and FY 2024 guidance
3. Business and markets overview
4. The Underwater opportunity for Fincantieri
5. Concluding remarks

# A leading global Group with widespread international presence

- Leading player in Shipbuilding with a strong competitive positioning thanks to technology, innovation and best-in-class execution

- Growth led by organic diversification, global production capacity and wide client base

● Shipyards



€ 7.7 bn revenues and other income<sup>1</sup>



€ 40.1 bn total backlog<sup>2</sup>



18 shipyards  
in 3 continents



+22,000 employees  
52% in Italy

1. FY23 revenues

2. Value as of September 30, 2024. 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 backlog

# Europe's largest shipbuilder with a vision to provide a comprehensive service proposition for the life-cycle of green and digital ships

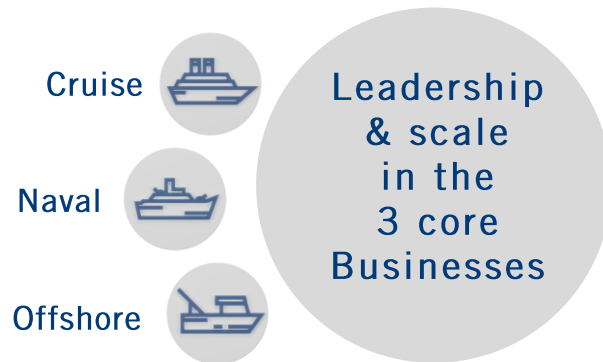
Shipbuilding		
Cruise	Defence	Offshore
<ul style="list-style-type: none"> <li>▪ &gt; 40% global market share</li> <li>▪ Diversified client base and complete segment coverage</li> <li>▪ &gt; 120 deliveries from 1990 to 2023</li> </ul>	<ul style="list-style-type: none"> <li>▪ Sole supplier to the Italian Navy</li> <li>▪ Main partner for the US Navy</li> <li>▪ Partner of choice of leading navies worldwide</li> <li>▪ &gt; 140 deliveries from 1990 to 2023</li> </ul>	<ul style="list-style-type: none"> <li>▪ Prime mover in Offshore Wind SOVs</li> <li>▪ &gt; 30% market share for orderbook for CSOVs and SOVs<sup>1</sup></li> <li>▪ Historical leadership in O&amp;G OSVs<sup>2</sup></li> </ul>
DIGITAL ENABLING TECHNOLOGIES		
Digital integration to turn into a Digital Design Authority with artificial intelligence and data analytics competences		
MARINE SYSTEMS AND COMPONENTS		
Leader in the green transition toward net zero emissions thanks to a consolidated know-how and a continuous R&D		

## Infrastructure

Infrastructure capabilities in sectors adjacent to shipbuilding

1. CSOV: Construction Service Operations Vessel; SOV: Service Operation Vessel  
 2. OSV: Offshore Service Vessel

# Fincantieri has unique competitive strengths to meet customer needs



- Scale and cross-fertilization of competencies enabling the digital and zero-emissions ship
- **Cruise:** > 40% market share serving all leading cruise players globally
- **Naval:** strategic partner of the Italian Navy and US Navy, referenced leadership in frigates, established exporter
- **Underwater:** leading role as technological aggregator in the underwater domain
- **Offshore & Specialized Vessels:** leadership through VARD for vessels supporting the growth of the renewable energy industry



- End-to-end design authority to deliver the digital and green ship
- Complete ship outfitting including new propulsion systems and automation and data management platforms
- 360° offering: "cradle to grave", "stern to bow" and "onboard-ashore"



- Capability to address geopolitical demand with a global know-how & local capabilities
- **Global production network** in 3 continents leveraging on end-to-end supply chain
- Meeting client needs to manage complexity, technical support and cost efficiencies

# Consistent track record in exceeding targets thanks to ongoing operational, financial and strategic transformation

## Strategic transformation initiatives



Innovation, digitalization, and energy transition solutions with benefits on margin



Focusing on a new 5-year Strategic Plan with challenging KPIs and targets



Solid commercial pipeline upholding a significant backlog and strong order intake, despite challenging macro-economic headwinds



Benefiting from fast-growing wind offshore market, reaching Vard breakeven already in 2023



Back to profitability in the Infrastructure business



Consistent deleveraging path coupled with a solid and sustainable financing structure

## 2023 strong guidance beat






	Business Plan 2023	FY 2023	
Revenues	~ € 7.6 bn	€ 7.7 bn	↑
EBITDA margin	~ 5.0 %	5.2 % (+20bps)	↑
NFP/EBITDA	7.0-7.5x	5.7x	↓

## 2024 on track to exceed Business Plan

	Business Plan 2024	FY 2024 Guidance	
Revenues	~ € 8 bn	> € 8 bn	↑
EBITDA margin	~ 6 %	~ 6 %	✓
NFP/EBITDA	6.0-7.0x	4.5-5.0x <sup>1</sup>	↓↓↓

1. Improved from 2024 guidance of 6.0-7.0x (Strategic Plan 2023-2027), further revised in FY23 between 5.5-6.5x, in 1H24 between 4.5-5.5x and in 9M24 between 4.5-5.0x

# Business Plan revenues at c. € 10 bn in 2027, not including the strategic M&A initiatives' contribution

	ACTUAL			REVISED	BUSINESS PLAN	
	FY 2019 <sup>1</sup>	FY 2022	FY 2023	FY 2024	FY 2025	FY 2027
Revenues (€)	5.8 bn	7.4 bn	7.7 bn	> 8.0 bn 	~ 8.8 bn	~ 9.8 bn
EBITDA margin	5.5%	3.0% <sup>2</sup>	5.2%	~ 6.0% 	~ 7.0%	~ 8.0%
NFP/EBITDA	5.5x	11.5x <sup>2</sup>	5.7x	4.5-5.0x <sup>3</sup>   	4.5-5.5x	2.5-3.5x
Contribution of Remazel and UAS to the Group (not included in the Plan) <sup>4</sup>				Revenues Remazel (€)	0.11 bn	0.12 bn
				Revenues UAS (€)	0.19 bn	0.24 bn
				EBITDA % Remazel	~ 15.0%	~ 13.0%
				EBITDA % UAS	~ 22.0%	~ 21.0%

- Higher margins leading to net profit from 2025 and significant deleveraging up to 2.5-3.5x NFP/EBITDA in 2027
- Cruise revenues expected at ~ €4 bn in 2027, with further growth primarily driven by Defence and Offshore
- 2023-2027 Business Plan underlying the guidance provided to the financial community refers to Fincantieri stand-alone and does not incorporate the effects of the acquisitions of Remazel and UAS or the related share capital increase and further recapitalizations of the Issuer

1. FY 2019 figures are exposed for the sole purpose of a pre-COVID performance benchmark

2. As the result of a one-off strategic project review

3. Improved from previous 2024 guidance of 6.0-7.0x (Business Plan 2023-2027), further revised in FY23 between 5.5-6.5x, in 1H24 between 4.5-5.5x, in 9M24 between 4.5-5.0x

4. 2025 and 2027 EBITDA margin of the entities subject to acquisition forecasted based on the financial information available at the time, provisional data were calculated and deemed consistent by the Fincantieri as at the date of the Prospectus

# 9M 2024 financial highlights

9M 2024

Revenues

€ 5,583 mln

**+3.7%** vs 9M 2023

with an acceleration expected in Q4 2024, in line with FY Guidance

EBITDA

€ 328 mln

**+19.0%** vs 9M 2023

EBITDA margin

5.9%

**+80 bps** vs 9M 2023

Net financial position

€ 2.44 bn

Excluding effect of rights issue  
(€ 2,059 mln including rights issue)



# 9M 2024 key commercial highlights

9M 2024

Order intake

€ 8.5 bn

More than double 9M 2023  
Book-to-bill 1.5x

Backlog

€ 26.4 bn

**+14.3%** vs FY 2023

Total backlog

€ 40.1 bn

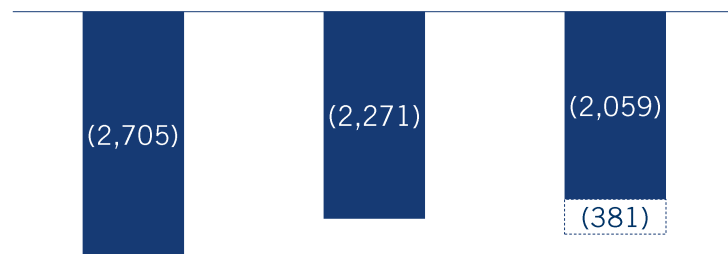
**5.2x** FY 2023 revenues

# Solid and sustainable capital structure

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

(€ mln)

9M 2023      FY 2023      9M 2024



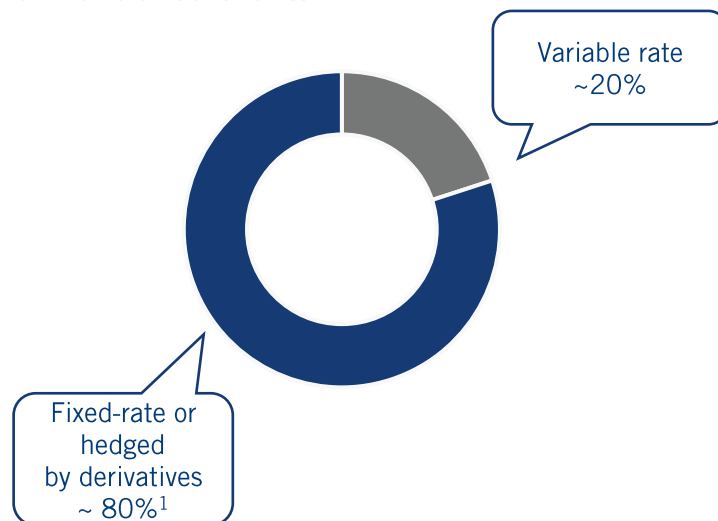
NFP (2,705)      (2,271)      (2,440)

■ ESMA net financial position

□ Capital increase effect

## Group's interest-bearing debt<sup>1</sup> structure

- No significant MLT bank debt maturities until 2027
- No financial covenants

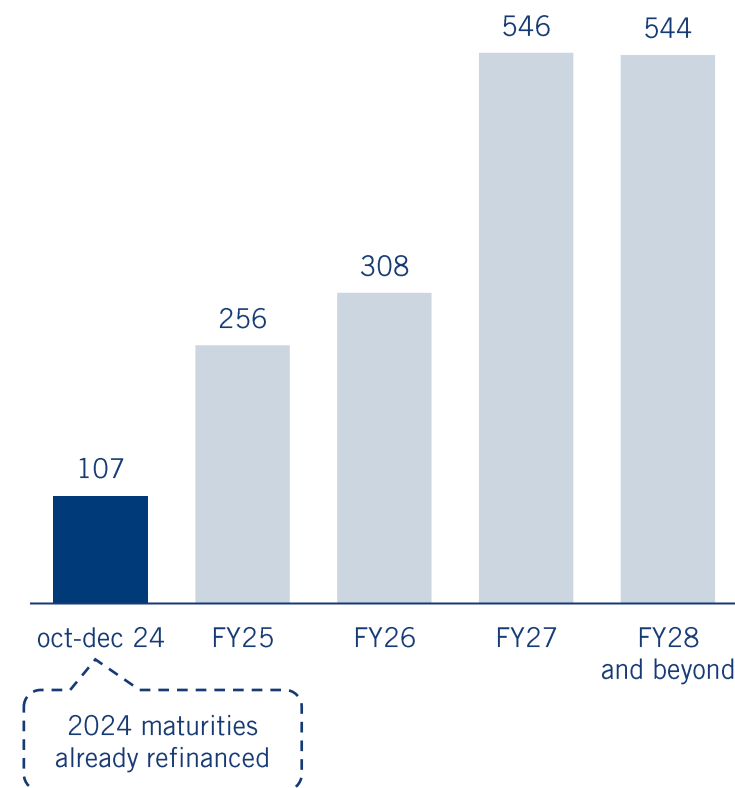


~ 4.3% Average interest rate in the Business Plan horizon 2023-27 (from 3.5% FY23 to 4.8% FY27)

~ 48% ESG linked / Green credit line<sup>2</sup>

## MLT bank debt maturity profile

(€ mln)



1. Group Net financial position has been aligned with ESMA guidelines and it includes (i) construction loans, (ii) non-current financial liabilities on hedging instruments and (iii) liabilities for fair-value options investments that were previously excluded, furthermore, it excludes non-current financial receivables

2. As of September 30, 2024

# Strong commercial pipeline driving order intake

## Cruise

### LNG-powered mega-cruise ships



- Three new mega-cruise ships for the Carnival Cruise Line brand
- The value of the agreement is subject to financing finalization and other typical terms and conditions to be completed later this year
- Deliveries are expected in 2029, 2031 and 2033
- The order is for a new class of LNG-powered vessels, the largest ships ever built by an Italian shipyard (over 3,000 guest cabins, 8,000 passengers at full capacity)

Major commercial agreements,  
further extending top line visibility

## Naval

### FREMM EVO frigates



- Two new FREMM EVO frigates<sup>1</sup> assigned to Orizzonte Sistemi Navali and OCCAR (Organization Conjointe de Coopération en matière d'Armement) for the Italian Navy for a total value of ca. € 1.5 billion
- The first unit will be delivered in 2029 and the second one in 2030
- These units will ensure high operational performance, the latest anti-drone capabilities and the capacity for operational management of unmanned systems above the surface, on the sea and below the surface, in line with UW strategy

Overseeing and developing  
the best defence naval skills

## Offshore

### OECV



- Second hybrid-powered Ocean Energy Construction Vessel and option for two sister vessels for Island Offshore designed and built by VARD
- These new units will be based on the VARD 3 25 design and the delivery is expected in Q1 2027
- The vessels will include hybrid propulsion and heat Recovery Systems, and two LARS (Launch and Recovery Systems) for ROV (Remotely Operated Vehicles) operations, making more versatile cable laying and trenching activities

Supporting new building demand  
in the sector

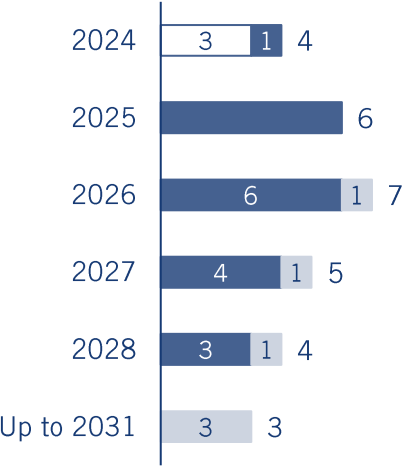
1. €1.5 billion contract for two FREMM EVO frigates for the Italian Navy not included in 9M 2024 order intake

# Extensive order book with visibility up to 2032 and beyond

## Backlog

Total backlog<sup>1</sup> of € 40.1 bn, equal to 5.2x FY 2023 revenues<sup>2</sup>  
Soft backlog at € 13.7 bn, further supporting the commercial pipeline

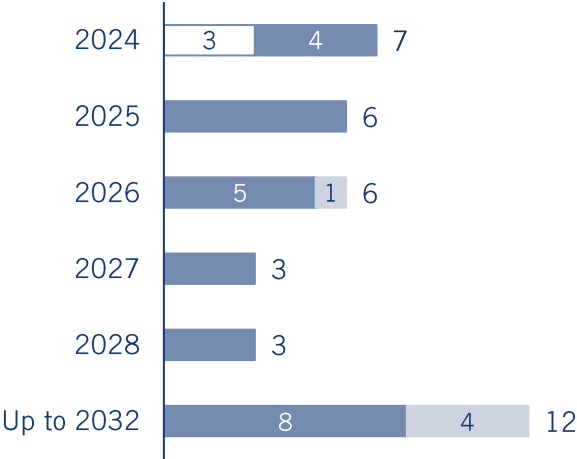
Shipbuilding – Cruise  
#ship deliveries



3 mega-cruise ships for the Carnival Cruise Line brand extend the timeline to 2033

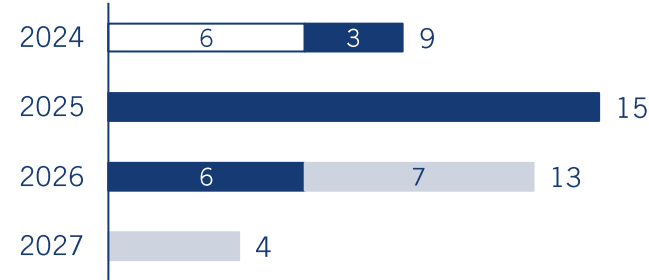
- Delivered in 9M 2024
- Expected deliveries
- New orders in 9M 2024

Shipbuilding – Naval  
#ship deliveries



- Delivered in 9M 2024
- Expected deliveries
- New orders in 9M 2024

Offshore and Specialized vessels  
#ship deliveries



- Delivered in 9M 2024
- Expected deliveries
- New orders in 9M 2024

12 units delivered (6 Offshore, 3 Cruise and 3 Naval), 95 ships in backlog and 24 ships in soft backlog

1. Total backlog is the sum of backlog and soft backlog  
2. Backlog coverage calculated as total backlog / previous year revenues

# Overview of the Cruise business line

Fincantieri offers a comprehensive portfolio of cruise ships...

## Products

### Luxury / Niche



Cruise ships designed for **exclusive cruises**

### Upper Premium



Cruise ships dedicated to upscale **destination-oriented cruises**

### Premium



Dedicated to a **wide range of cruise routes** with higher on-board standards

### Contemporary



Largest cruise ships for **mainstream cruises**

## Target market / positioning

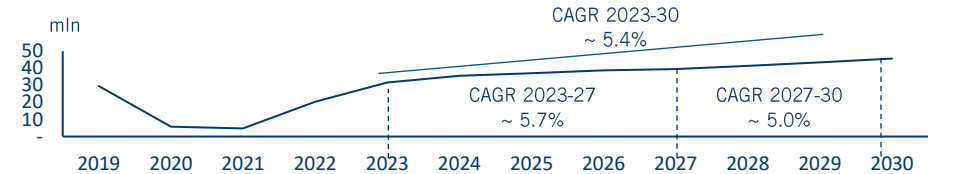
- Global leader in cruise market, **most diversified client portfolio**

## Shipyards<sup>1</sup>

Italy	Romania
Monfalcone	
Marghera	
Sestri Ponente	
Ancona	
	Tulcea
	Braila

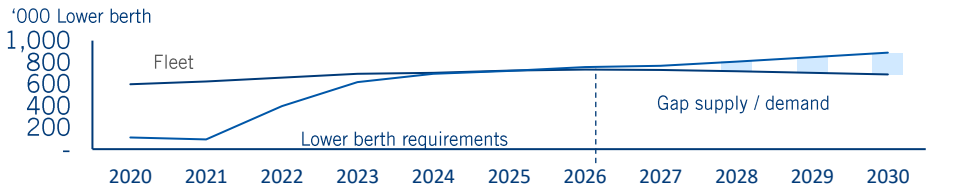
...and is supported by a market recovery exceeding expectations in 2023 and an anticipated further growth by 2030 (+ 5.4% yearly passenger growth rate)

## Cruise passengers



- Substantial rebounding in cruise activities: yearly passenger growth rate of c. 5.4% until 2030, reaching c. 39.5 mln passengers by 2027 and c.46 mln by 2030<sup>2</sup>

## Evolution of the lower berth supply and demand<sup>3</sup>



- Average age of **tier-1 cruise fleet** stands between **11 and 15 years**
- Gap between supply and demand of vessels** expected starting from 2026, with a revamp of new orders and negotiations from 2024 already observed, affecting both the luxury and mainstream market

## Focus on Business Plan

Improve earnings quality

Focus on sustainability

Enhance cash flow visibility through order stocking

Steadying working capital

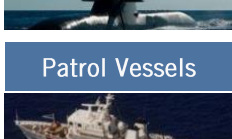
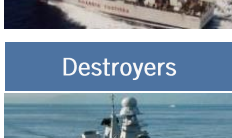
Revenues stabilisation at approx. € 4 bn

1. In addition to the shipyards dedicated to cruise shipbuilding activities, Fincantieri also uses other production sites for support activities related to cruise shipbuilding (e.g. Castellammare di Stabia, Palermo)  
2. Cruise Lines International Association, 2024  
3. Fincantieri analysis

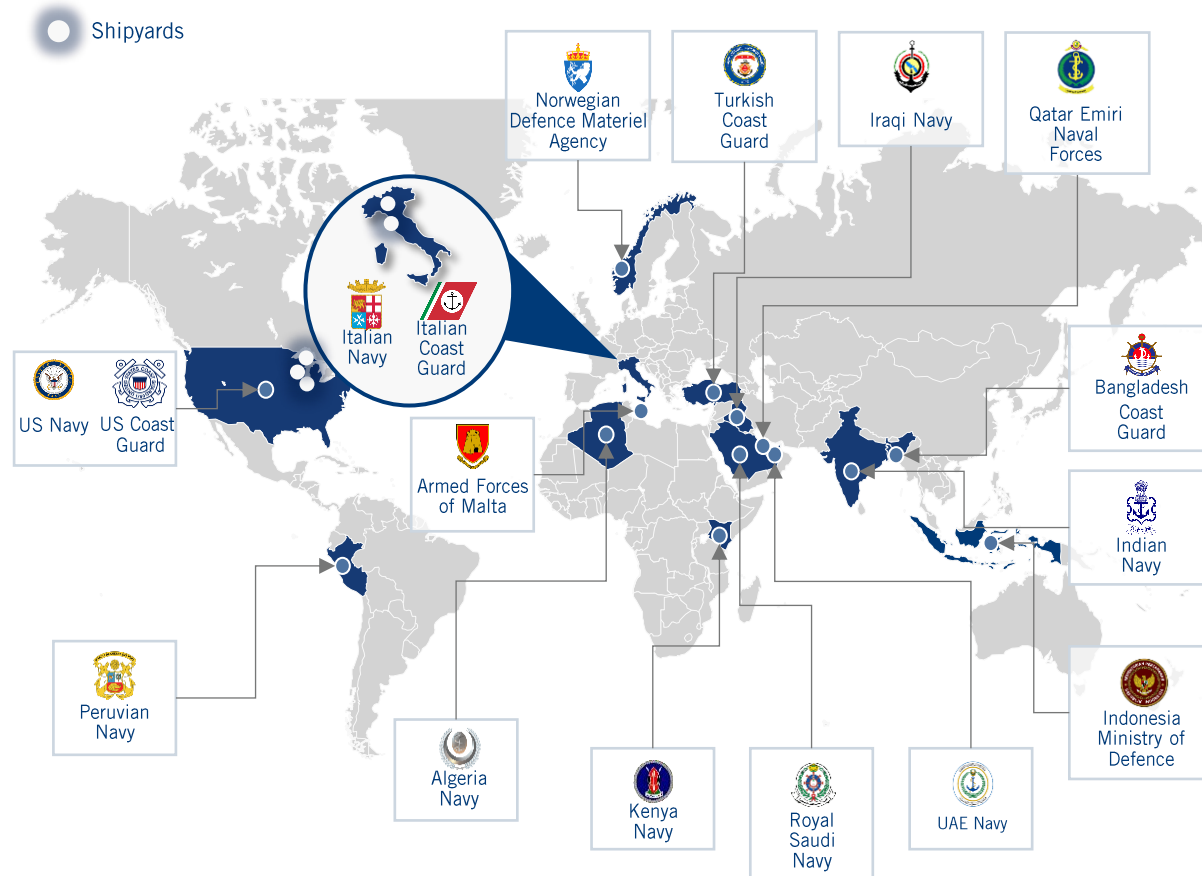
# Overview of the Defence business line

Fincantieri manufactures high-end naval solutions for Tier 1 customers...

## Products

	<b>Frigates</b> Multi-mission vessels with anti-surface and anti-submarine warfare
	<b>Corvettes</b> Vessels for coastal defence, sea patrol, search and rescue
	<b>Submarines &amp; underwater domain</b> AIP <sup>1</sup> unit for surveillance and open sea operations
	<b>Patrol Vessels</b> Littoral missions, sea patrol, search and rescue, anti-pollution and fishery control
	<b>Destroyers</b> Other ships defence in multi threats environments
	<b>Aircraft Carriers</b> Air operations, air power projection and dual use operations for disaster relief

## Global client portfolio



...Supporting the Italian and US Navy fleet renewal and expansion

## Italian Navy

- Fincantieri is the strategic partner of the Italian Navy with more than 50 deliveries since 1990
- Given the current geopolitical scenario and Italy's strategic role of the Mediterranean Sea, whereby it is a key member of NATO, potential demand from the Italian Navy is expected to grow in the next few years

## United States

- The Constellation frigates program for the US Navy is expected to continue

## Middle-East & Asia

- Contracts awarded in Indonesia, Saudi Arabia, UAE and Qatar

## Shipyards

### Italy

Riva Trigoso  
Muggiano

### United States

Marinette  
Green Bay  
Sturgeon Bay<sup>2</sup>

1. Air independent propulsion  
2. Focused on the construction of offshore support and other specialized ships



# Growth in naval spending globally

Defence and Naval budgets increased in 2023 and expected to grow in the following years

Increasing Defence Budgets

Defence spending expected to reach \$ 2.45 trillion in 2024 (+0.6% vs 2023) and \$ 2.59 trillion<sup>1</sup> in 2027. The Italian Government recently submitted the 2025 draft budget law to the Parliament, which included the highest annual increase in Defence spending of € 2 billion (7% YoY), according to an analysis made by MIL€X, to more than € 31 billion

More than 6%  
*Allocated to navy procurement*

In 2024 approximately 6.3% (over \$ 150 bn) of Defence Budget is expected to be allocated to navy procurement, expected to grow until 2027 reaching over \$ 170 bn (6.6% of total budget)<sup>1</sup>

Ongoing geopolitical tensions

Ongoing geopolitical tensions may require further investments for the protection of the maritime domain in Middle-East and South-East Asia

EU Defence Framework

Increased scrutiny on potential creation on EU Defence Framework, by member states, overcoming the fragmentation of European Defence Industry

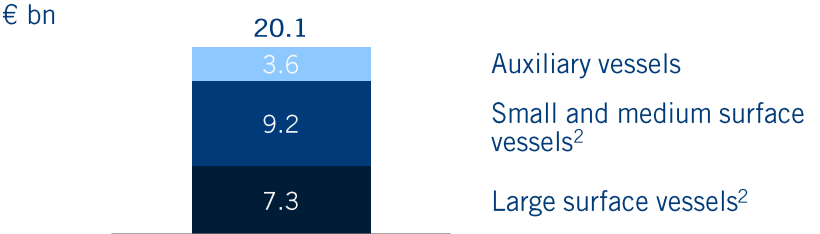
Growing importance of underwater domain

Growing importance of the underwater domain to ensure security of subsea infrastructure

Fincantieri will be able to consolidate its leading position in Naval and Defence

- Fincantieri consolidated and recognised expertise in frigates, corvettes and submarines:
  - Italian FREMM, US Navy Constellation-class and Qatari Ministry of Defence
- Fincantieri's competitive edge enhanced by:
  - Local production capability
  - Shortening and utilizing local supply chains
  - Adapting to new geopolitical paradigm and customer requirements
  - Track record acting as prime contractor, integrating mission capabilities
  - Add-on operation and maintenance contracts agreed with customers, following delivery of ship

2023-2027 accessible programs for € 20 bn



1. Source: Global Defence Budget, Janes, October 22, 2024 (inflation-adjusted real terms data)  
2. Large surface vessels: destroyers, frigates; medium and small surface vessels: patrolers, corvettes

# Overview of Offshore and Specialized Vessels business line

Market leader in the construction of SOVs / CSOVs and diversification in cable layers, OPVs, robotics and energy construction segments  
Innovation capability with dual-fuel, hybrid and service operation vessels

## Products<sup>4</sup>

### Energy



**CSOV/SOV:** offshore wind commissioning/support vessels

**Cable/pipe-laying Vessels:** high-precision cable/pipe positioning, underwater heavy-duty ploughs

**OECV:** tailored to support a wide range of subsea operations, including IMR, infrastructure construction and installation

**AHTS:** anchoring and moving drilling and offshore production

**PSV:** transport vessels serving offshore rigs and platforms

**Robotic Vessels:** multi-purpose units allowing for onshore remote control, light crewed or uncrewed operations

### Defence and other



**OPV:** offshore patrol vessels for naval and security operations in all weather and sea conditions

**Customized vessels:** including research vessels and icebreakers designed for ferry systems, navies and cruise lines

**Fishery:** high-tech and environmentally friendly vessels for fishery and aquaculture

## Growing opportunity driven by increasing demand for offshore wind

- **Offshore Wind Demand:** total installed capacity expected to rise from 73.7 GW to 258.3 by 2030 and to 566.6 GW by 2040 worldwide<sup>1</sup>
- **Orderbook:** as of September 30, 2024, the fleet of SOVs and CSOVs consists of 51 units, worldwide order backlog amounts to 60 units, excluding vessels from Chinese owners, with Fincantieri accounting for approximately 1/3 of the market<sup>2</sup>
- **Multipurpose Supply Vessels:** demand for multi-purpose vessels suitable for working on both wind and oil & gas projects. Fincantieri successfully signed orders for 3 vessels out of 13<sup>3</sup>
- **Sustainability:** governmental support to green transition, simplification of authorization process for new wind park, inflation slowdown suggest accelerating investments from 2028, doubling the average GW installed per year
- **Technological Progress:** reflecting demand to manage costs and secure emissions targets, VARD's offering includes systems using alternative fuels and automation
- **Shipyards:** Norway (Brattvaag, Søviknes, Langsten), Brazil (Promar), Vietnam (Vũng Tàu) and Romania (Tulcea, Brăila)



1. POP database 3Q 2024, 4COffshore

2. 4COffshore Service Vessels Database as at End September 2024; Fincantieri analysis

3. Clarksons, Fincantieri analysis

4. AHTS = Anchor Handling Tug Supply; PSV = Platform Supply Vessels; OECV = Ocean Energy Construction Vessels; SOV = Service Operation Vessel; CSOV = Commissioning Service Operation Vessel; IMR= Inspection, Maintenance and Repair

5. VARD's client is Windward Offshore, a joint venture consortium currently under establishment and led by ASSC's offshore arm SeaReEnergy Group in Germany



# Underwater is a complex ecosystem with multiple technologies involved, with non-conventional UW representing a relevant share

## Market trends driving ...



Underwater communication and energy infrastructures are essential but poorly protected from external threats



Growing geopolitical tension, with the Mediterranean and Red Sea increasingly under threat as the crossroads of three continents



Technological innovation is a key factor in developing products and systems adapted to the inherent complexities of the underwater domain

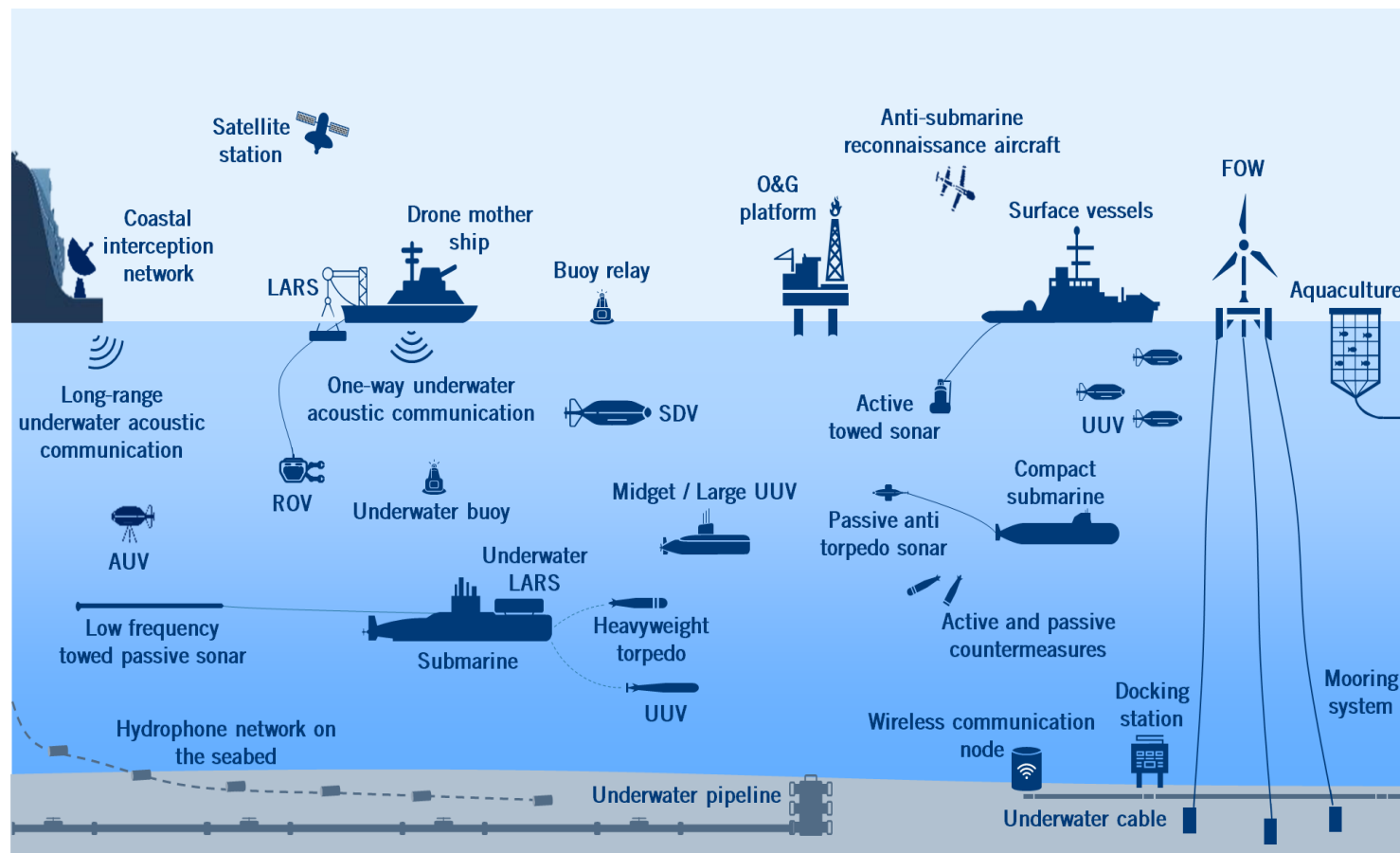


**Addressing a large market opportunity growing significantly in the coming years**

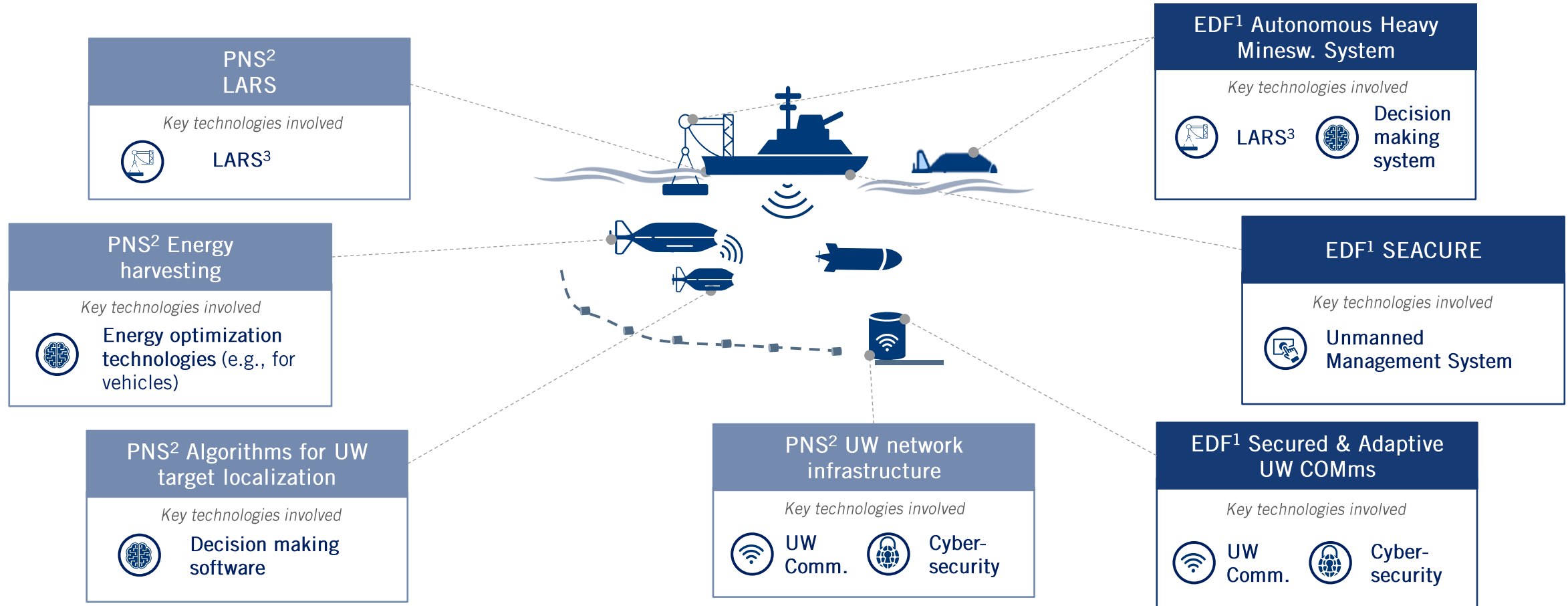
**> € 100 bn**

(Market size 2024-28)

## ...a broad spectrum of technologies to master future subsea environment



# Fincantieri is further developing its underwater key technologies also leveraging on national and European tenders

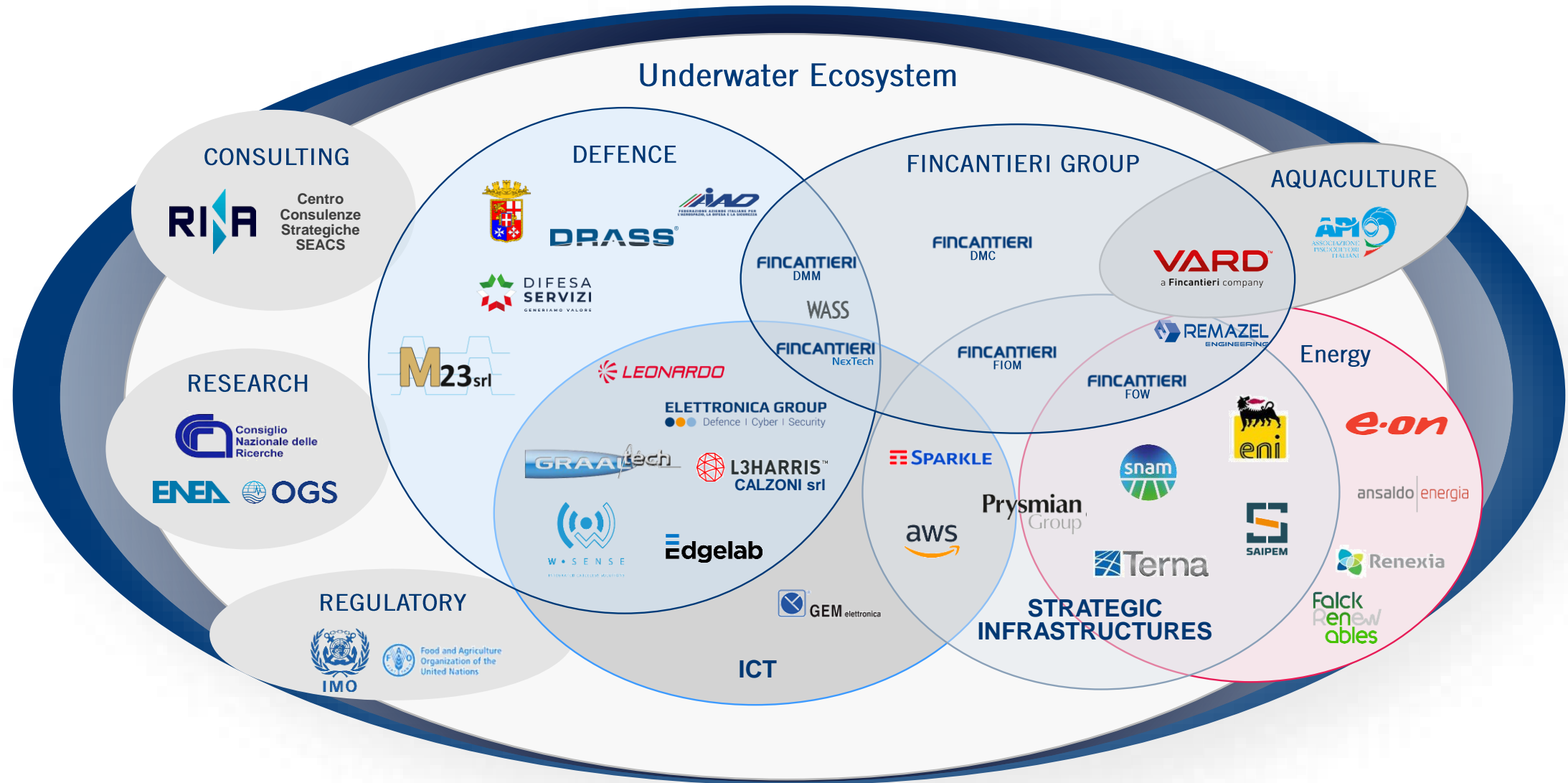


1. EDF: European Defence Fund

2. PNS: Polo Nazionale della Subacquea i.e. National Underwater Hub

3. LARS: Launch And Recovery Systems

# Italian underwater stakeholders



# Strong growth opportunities in the subsea domain through acquisition of Remazel and UAS



## Underwater Armament Systems business



### Company profile

Global leader in the design and supply of highly customized and complex topside equipment operating in the deep-water offshore



### Strategic rationale

Strengthening the Group's positioning in offshore, subsea operations and offshore marine energy technologies, enhancing its role as major national and international player in the marine and subsea energy system



### Status

✓ Acquisition completed on February 15, 2024

Leonardo S.p.A.'s "Underwater Armament Systems" (UAS) business<sup>1</sup>, leader in the development and construction of underwater defence systems, in particular torpedoes, ASW<sup>2</sup> countermeasures and sonar, service and support

Strengthening the leadership role as technological aggregator in the underwater and naval defence sectors, expanding the underwater offering with highly complementary product portfolio, consolidating the Italian Navy relationship and widening further the international reach

✓ Acquisition completed on January 14, 2025

1. Ex-WASS - Whitehead Alenia Sistemi Subacquei S.p.A  
2. Anti-Submarine Warfare

# Partnership strategy in the underwater dimension



Third new generation submarine for the Italian Navy for the U212 Near Future Submarine program, led by OCCAR (May, 31)

Polo Nazionale della dimensione Subacquea» (PNdS) for the submarine dimension (Dec, 12)



MoU with Wsense to start collaboration in the Underwater Internet of Things (UIoT) (Dec, 21)



Tested the platform **Multi Mission MUS Toolkit**, for the deployment of autonomous underwater vehicles (Sep, 25)



MoU with EDGE for advanced manned and unmanned underwater systems solution UAE with the joint venture, **MAESTRAL** (Nov, 5)



Signed by **POWER4FUTURE** a framework supply agreement with FIB for the supply of battery modules (Nov, 15)





# CONCLUDING REMARKS

# Fincantieri represents a uniquely positioned investment story with strong top line and profitability growth over the plan period

## FINCANTIERI

### Key investment highlights

- 1 Global leader in shipbuilding with highly differentiated technology and vertical integration in-house to drive future outperformance
- 2 Leveraging attractive long-term growth across all its business lines
- 3 Higher quality of earnings and focus on cruise efficiency initiatives
- 4 Clear strategic initiatives to deliver growth, improved margin and deleveraging through different product mix between cruise, defence and off-shore
- 5 Potential upsides of new underwater business, not included in the current business plan
- 6 Experienced management team committed to delivering business plan targets



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Q&A

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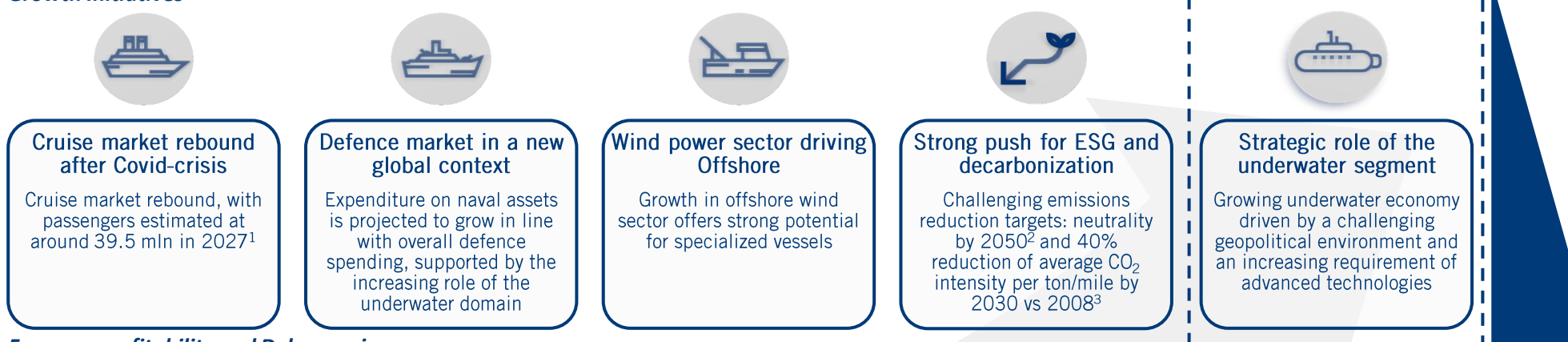
# Appendix

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# Business Plan revenues at c. €10 bn in 2027, focusing on opportunities driven by market macro-Trends

Current Business Outlook underpins potential to accelerate growth

## Growth Initiatives



## Strong top line growth

FY2023 Revenue € 7.7 bn	→	FY2027 Revenue ~ € 9.8 bn
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+€2.1 bn

## Focus on margin / profitability

FY2023 EBITDA margin 5.2%	→	FY2027 EBITDA margin ~ 8.0%
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+300 bps improvement

## Significant deleveraging

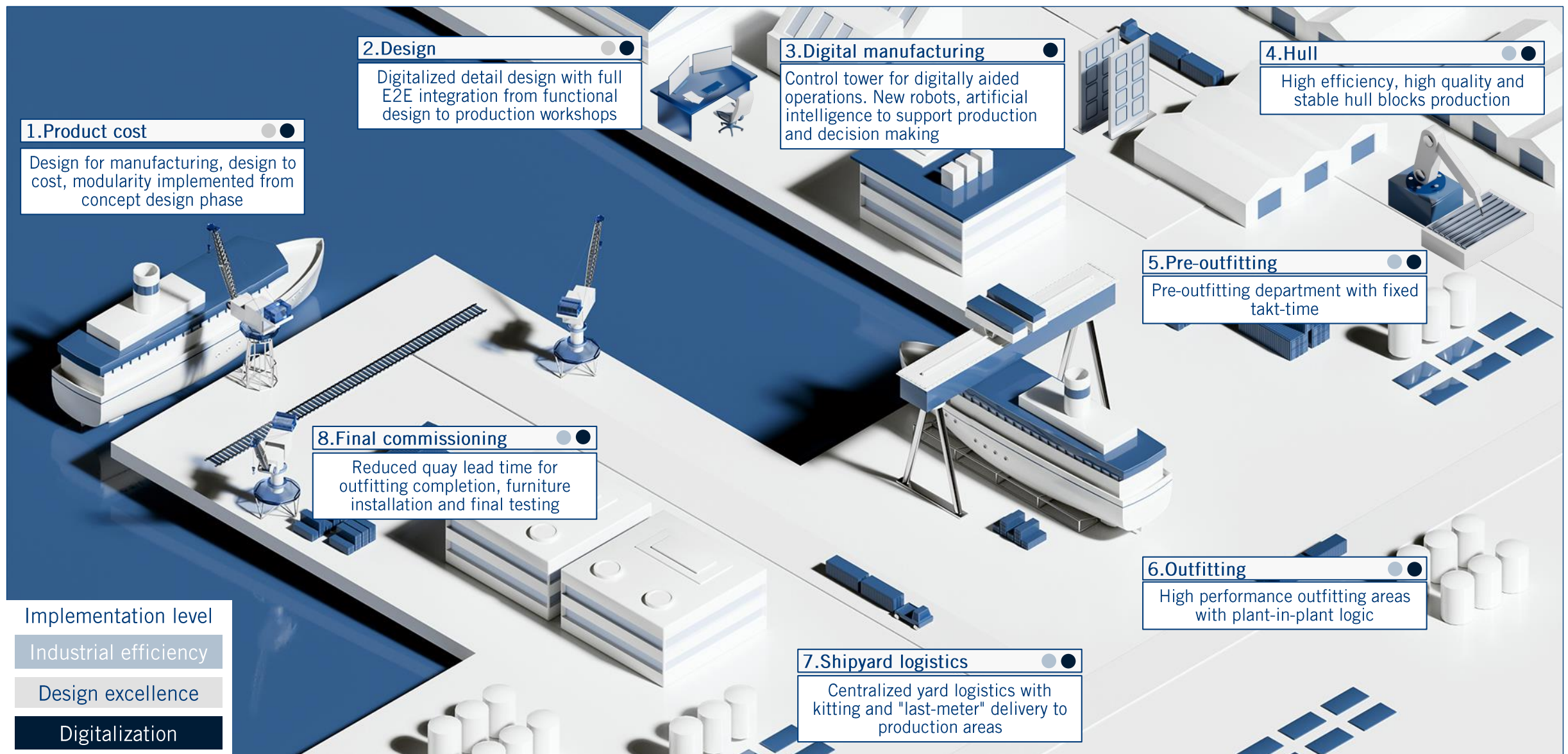
FY2023 NFP/EBITDA 5.7x	→	FY2027 NFP/EBITDA 2.5-3.5x
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NFP/EBITDA halved

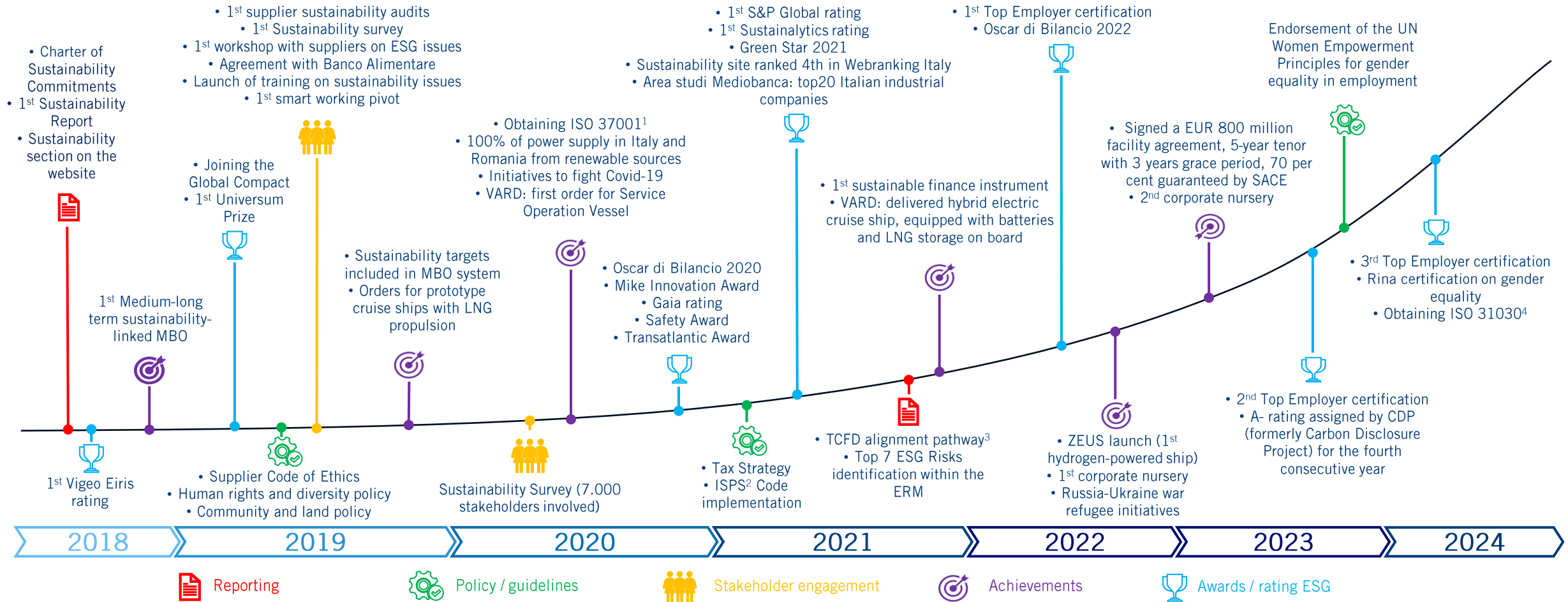
Cruise revenues expected at record levels of c. € 4 bn in 2027, with the remaining growth driven primarily by Defence and Offshore

1. Cruise Lines International Association, 2024  
2. CLIA – Cruise Industry August 2023, Environmental Technologies and Practices  
3. Cruise Only

# Digitalization of shipyards: the shipyard of the future

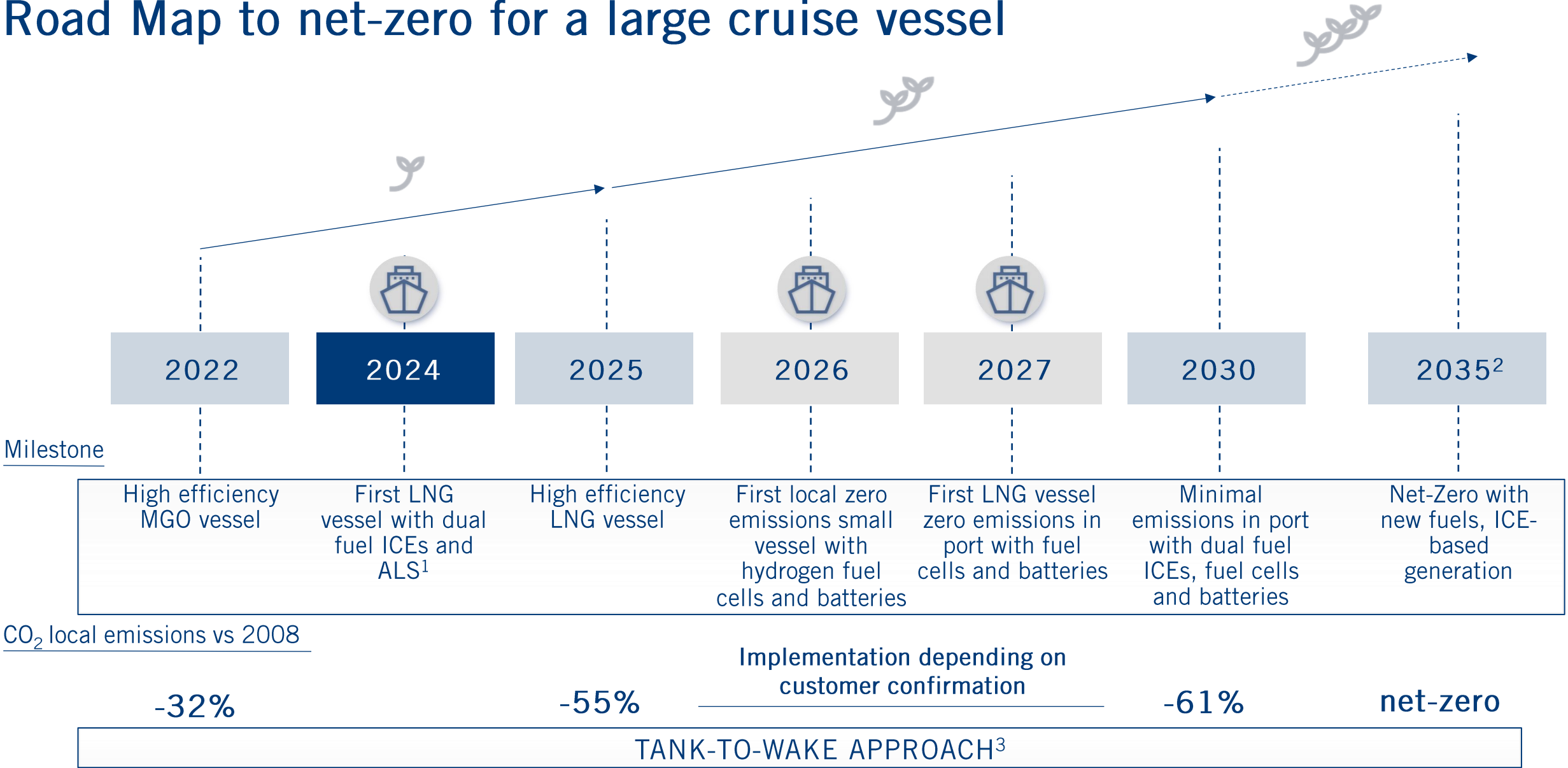


# Fincantieri's sustainability journey



1. Certification that helps prevent, detect, and manage situations of corruption by the organization, its staff, and its business partners  
 2. International Ship and Port Facility Security, a set of standards to improve the security of ships and port facilities  
 3. Task Force on Climate-related Financial Disclosures, formed in 2015 to develop a framework for companies on financial reporting of climate change-related risks  
 4. Certification which provides organizations with the guidance needed to manage and participate in organizational travel for Fincantieri S.p.A.

# Road Map to net-zero for a large cruise vessel



Emissions reduction based on «selected standard profile»: 63% in navigation, 37% in harbor and vs baseline of Fincantieri reference  
1. ICE: Internal Combustion Engine; ALS: Air Lubrication System  
2. The target achievement by 2035 is subject to technological, regulatory, and infrastructure availability  
3. Tank-to-Wake approach: it takes into account the emissions resulting from burning or using a fuel once it is already in the tank



# Recent energy transition roadmap milestones

## IPCEI Hy2Tech – Wave 2 the Future Project



Dual Fuel  
(Methanol)



~150  
GRT



Fuel Cell  
(Solid Oxide)



~60  
GRT



Fuel Cell  
(Proton Exchange Membrane)



~60  
GRT



Dual Fuel  
(Liquified Natural Gas)



200+  
GRT



Battery Installation



Dual Fuel Technology (MGO-LNG)



Alternative Fuels (H<sub>2</sub>, NH<sub>3</sub>, etc.)



Energy Efficiency

# Sustainability driving new product offering and orders

## New orders in 9M 2024



### Cruise

#### 6 orders acquired

- 2 new next-generation cruise ships for Regent Seven Seas and 4 for Oceania Cruises: significant contribution to decarbonization goals



### Defence

#### 5 orders acquired, among which:

- Fourth U212 NFS for the Italian Navy: Lithium Energy Storage System (replacing traditional lead-acid system currently in use)



### Offshore and Specialized vessels

#### 11 orders acquired

- 2 CSOV for Windward Offshore: hybrid battery system and prepared for future operation on green methanol
- 2 CSOV for Dong Fang Offshore: efficient machinery and propulsion
- 1 CSOV for Cyan Renewables: highly fuel-efficient solutions, consolidating the path toward zero-emission operations
- 1 CSOV for Navigare Capital Partners: advanced battery solutions
- 1 CSOV for REM Offshore: diesel-electric and battery hybrid propulsion
- 2 OECV for Island Offshore: including 1.7 MWh Energy Storage System for hybrid propulsion and a Heat Recovery System for energy efficiency
- 1 ECV for Wind Energy Construction: new vessel category with capacities to support further expansion of renewables market
- 1 Factory Trawler for Havbryn: energy storage and hybrid diesel-electric propulsion systems

## Deliveries in 9M 2024

#### 3 deliveries, among which:

- Sun Princess for Carnival Cruises: first LNG cruise ship built by Fincantieri (Q1 2024)
- Explora II for MSC: "Comfort Noise and Vibration"<sup>1</sup> and "Dolphin"<sup>2</sup> notations by RINA (Q3 2024)

#### 3 deliveries, among which:

- 1 LNG vessel for Crowley Maritime Corp.: LNG carbon-based fuel (Q2 2024)

#### 6 deliveries

- 1 Marine Robotic for Ocean Infinity Group Limited (Q1 2024): designed to use green ammonia as fuel
- 1 Fishery for DFFU: most efficient technology for minimum environmental footprint (Q1 2024)
- 1 CSOV for Norwind Offshore: SeaQ Green Pilot providing full overview of energy consumption statistics (Q1 2024)
- 1 SOV for REM Wind Offshore: diesel-electric and battery hybrid propulsion system (Q2 2024)
- 1 OPV for Norwegian Coast Guard: environmentally oriented solutions (Q3 2024)
- 1 SOV for Norwind Offshore: Power Management System (PMS) and Energy Management System (EMS) to control and monitor systems and overview emissions (Q3 2024)

1. Notation awarded to Explora II for its low noise and vibration levels

2. Notation awarded to Explora II for its minimized noise impact in ecologically sensitive marine areas

# UAS business’ compelling product offering and financial profile strongly complement Fincantieri’s underwater strategy

## Business Description

Whitehead Alenia Sistemi Subacquei S.p.A. (“WASS”) is a company specialized in the development and construction of **underwater defence systems**, in particular torpedoes and sonar. In 2016 the company was absorbed into Leonardo, becoming a business line denominated “**Underwater Armaments Systems**” (“UAS business”):

- Key product offering includes torpedoes, ASW<sup>1</sup> Countermeasures, sonars, service & support
- Specialized in the construction of underwater defence systems
- **Global leader** in high-tech **lightweight** and **heavyweight** torpedoes
- Renowned underwater player with several Navies as customers
- **Located in 2 sites** in Italy, Livorno and Pozzuoli, and employs ~ 445 people



## 2023 Financial highlights<sup>2</sup>

€ 456 mln Backlog	€ 165 mln Revenues
€ 35.1 mln EBITDA	21.2% EBITDA margin

## Strategic Considerations

- Total max enterprise value of € 415 mln<sup>3</sup>, with closing expected by the beginning of 2025, funded by 2024 capital increase, successfully completed in July
- Strengthen exposure to the growing defence market, in the highly attractive underwater segment
- Reinforce the Italian Navy relationship, while penetrating new foreign markets by leveraging UAS business’ international reach
- Integrate best-in-class torpedoes and countermeasures on Fincantieri surface ships and submarines, benefiting from a highly complementary underwater product portfolio
- Consolidate key capabilities in the underwater ecosystem, particularly related to electroacoustic and electronic control systems
- Support for the development of a complete suite of non-conventional underwater systems and solutions, both for defence and civil markets and applications

1. Anti-Submarine warfare  
2. Source: Target’s management data (reference year: 2023A)  
3. The value of the acquisition is equal to €300 mln as fixed enterprise value, subject to usual price adjustment mechanisms, in addition to a maximum of €115 mln as a variable component based on certain growth assumptions linked to the performance of the UAS business line in 2024, for a total maximum enterprise value of €415 mln