FINCANTIERI FUTURE ON BOARD Investor Presentation

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FINCANTIERI

Agenda

1. Fincantieri Group

2. Business and markets overview

- 3. The Underwater ecosystem and Fincantieri's positioning
- 4. Concluding remarks

Shipyards

A leading global Group with widespread international presence

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

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

Romania USA

Norway

Vietnam

Brazil

Italy



€ 8.1 bn revenues and other income1



€ 61.1 bn total backlog²



18 shipyards in 3 continents



+23,500 employees 53% in Italy³



^{2.} Value as of September 30, 2025. Total backlog is the sum of backlog and soft backlog includes the value of existing contracts at an advanced stage of negotiation, which are not yet reflected in the order backlog. The soft backlog also reflects the programs included in the Defense Multi-Year Plan (Documento Programmatico Pluriennale - DPP) 2024-2026; Fincantieri refers to this document in its financial reporting to ensure full transparency on the expected impact of these programs on future order intake and revenues

Value as of June 30, 2025.

Fincantieri Group

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Shipbuilding is back as a geopolitical priority guaranteeing security and sovereignty

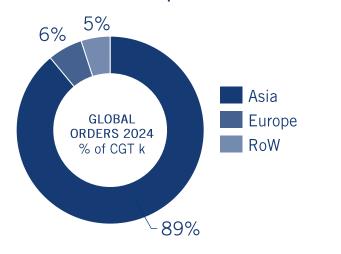
SHIPBUILDING MOVED FROM WEST TO EAST...

... RECENTLY ACQUIRING STRATEGIC & GEOPOLITICAL RELEVANCE AGAIN...

... STARTING A GLOBAL RACE ON DEFENSE CAPABILITIES

Western world abandoned shipbuilding, in favor of services and tech

Production moved East to China, South Korea and Japan



Maritime economy re-emerged as a key factor for geopolitical relevance

US revitalizing shipbuilding to **regain** maritime dominance

India positioning as alternative to China



Middle East and Southeast Asia developing local maritime production capabilities to gain independence

Fincantieri and thyssenkrupp Marine Systems partner for Philippines submarines project stage, almo of the stype for citige edge GCZ NCS admires to be the Philippin Rev); capabilities, desprie regime defense, and but the

Fincantieri: contract signed for the supply of two PPAs to Indonesia

But selfs is with 188 billion are all confirms the Direct results the Deletes market.

Fincantieri anticipated these trends, emerging as the largest shipbuilder outside Asia and global leader in complex vessels

Note: CGT = Compensated Gross Tons

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

Shipbuilding

Cruise

- > 40% global market share
- Diversified client base and complete segment coverage

Defense

- Main supplier to the Italian Navy
- Main partner for the US Navy
- Partner of choice of leading navies worldwide

Offshore

- Prime mover in Offshore Wind SOVs
- > 30% market share for orderbook for CSOVs and SOVs¹
- Historical leadership in O&G OSVs²

Underwater

- Consolidated competences in conventional Underwater technologies (submarines, effectors, sonars)
- Extensive expertise across domains, from surface to seabed, from hardware to software, applying a holistic approach with fully fledged capabilities across the value chain

Infrastructure

- Infrastructure capabilities in sectors adjacent to shipbuilding
- EPC³ contractor with extensive experience in the complex infrastructure construction industry

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

^{1.} CSOV: Construction Service Operations Vessel; SOV: Service Operation Vessel

OSV: Offshore Service Vessel

^{3.} EPC contractor: Engineering Procurement Construction contractor

Fincantieri has unique competitive strengths to meet customer needs



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



- 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"

Global production to address geopolitical macrotrends

18 Shipyards in 3 continents



- 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

Consistently 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

Consistent deleveraging path coupled with a solid and sustainable financing structure

Solid commercial pipeline upholding a significant backlog and strong order intake

Underwater domain opportunity driven by geopolitical evolution and increasing demand for advanced technologies

Return to **profitability** in the **Infrastructure** business in 2024 and in Vard in 2023

Exceeding all 2024 guidance targets

	FY 2024 Guidano	FY 2024		
Revenues	> € 8 bn	~	€ 8.1 bn	
EBITDA margin	~ 6 %	①	6.3 % (+110 bps)	
Net Debt / EBITDA	4.5-5.0x ¹	(3.3x ²	
Net Profit	One year ahead of target	①	27 mln	

2025 Gu (including new Unde	Confirmed	
Revenues	~ € 9 bn	~
EBITDA margin	> 7 %	···
Net Debt / EBITDA	2.7-3.0x ³	···
Net Income	Net Profit	

^{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

Leverage ratio (Net Debt / EBITDA) including the effect of a loan to shipowner reclassified to current and excluding rights issue effect Improved from "In line with FY 2024"

Track record of profitable growth, enabling faster deleveraging

	Actual				Guidance	Business Plan
	FY 2019 ¹	FY 2022	FY 2023	FY 2024	FY 2025 incl. UW Segment	FY 2027
Revenues (€)	5.8 bn	7.4 bn	7.7 bn	8.1 bn	~ 9 bn	~ 9.8 bn
EBITDA margin	5.5%	3.0%²	5.2%	6.3%	> 7.0%	~ 8.0%
Net Debt / EBITDA	5.5x	11.5x ²	5.7x	3.3x ³	2.7-3.0x ⁴	2.5-3.5x
Contribution of Remazel and WASS to the Group (not included in 2027 Business Plan figures) ⁵				Revenues Remazel (€) Revenues WASS (€) EBITDA % Remazel EBITDA % WASS	0.14 bn 0.28 bn ~ 13.0% ~ 21.0%	

- Cruise revenues expected at approximately € 4 billion in 2027, with further growth primarily driven by Defense and Offshore
- Higher margins sustaining net profit and significant deleveraging
- FY 2025 Guidance includes the new Underwater segment
- FY 2027 Business Plan, underlying the guidance provided to the financial community, refers to Fincantieri stand-alone and does not incorporate the effects of the WASS and Remazel acquisitions

^{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

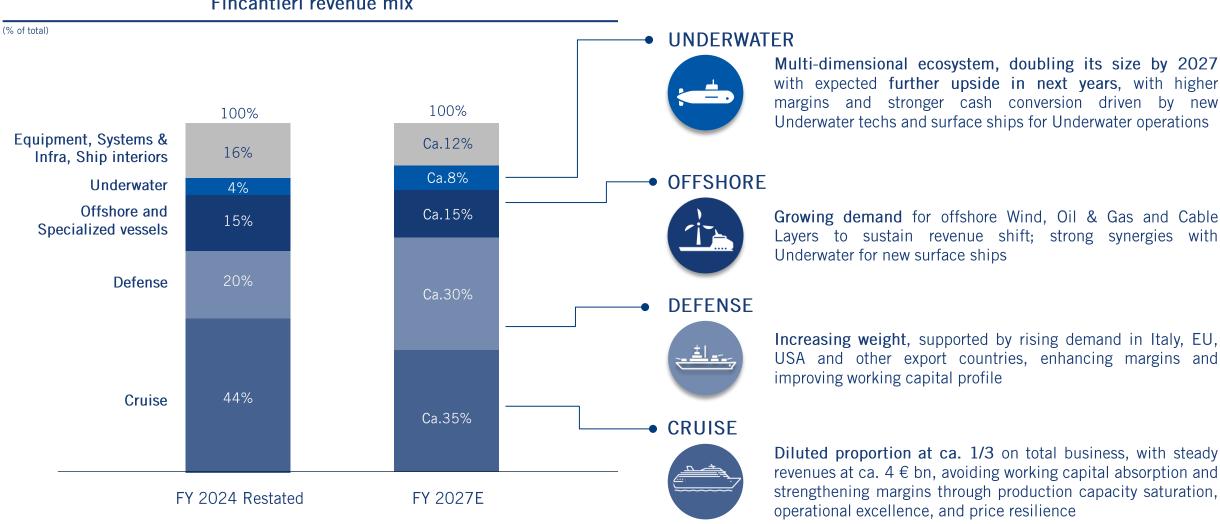
^{3.} Leverage ratio (Net Debt/EBITDA) including the effect of a loan to shipowner reclassified to current and excluding rights issue effect

^{4.} Improved from "In line with FY 2024"

^{5. 2027} figures estimates based on the financial information available on the acquisitions (Remazel and WASS), as deemed consistent by Fincantieri at time of Prospectus

Fincantieri is evolving its business mix to support growth and profitability

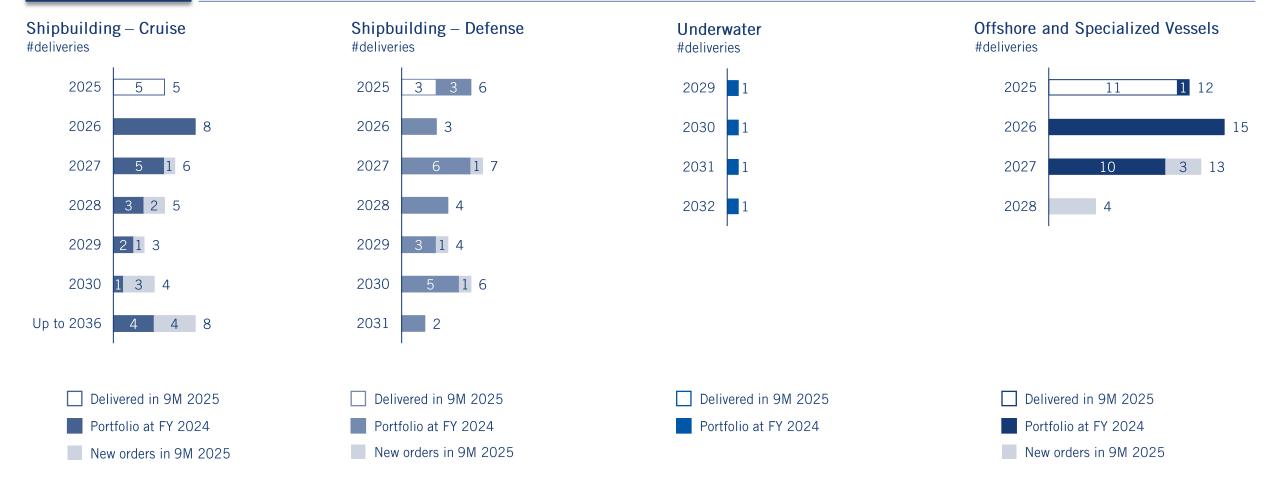
Fincantieri revenue mix



Robust multi-year order book with visibility up to 2036

Backlog

Total backlog¹ of € 61.1 bn, equal to 7.5x FY 2024 revenues² Soft backlog³ at € 20.1 bn, further supporting the commercial pipeline 19 ships delivered (5 Cruise, 3 Defense, 11 Offshore) with 100 units in portfolio



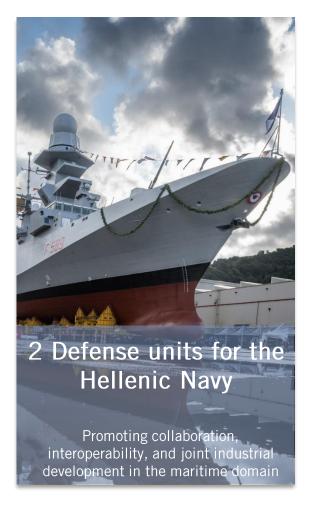
^{1.} Total backlog is the sum of backlog and soft backlog

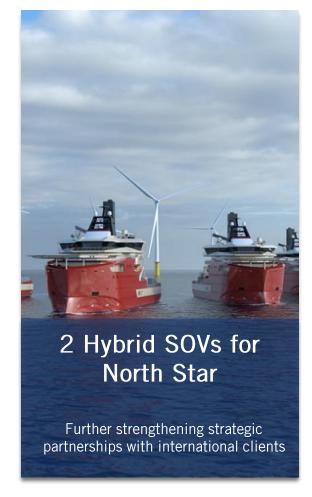
[.] Backlog coverage calculated as total backlog/2024 revenues

^{3.} Soft backlog includes the value of existing contract options and letters of intent as well as of contracts at an advanced stage of negotiation, which are not yet reflected in the order backlog also reflects the programs included in the Defense Multi-Year Plan (Documento Programmatico Pluriennale - DPP) 2024-2026; Fincantieri refers to this document in its financial reporting to ensure full transparency on the expected impact of these programs on future order intake and revenues

Solid commercial pipeline of ~ € 26 bn across all segments



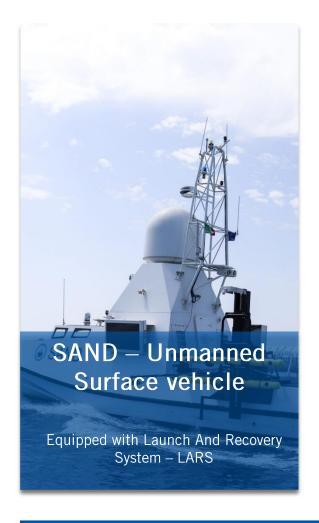


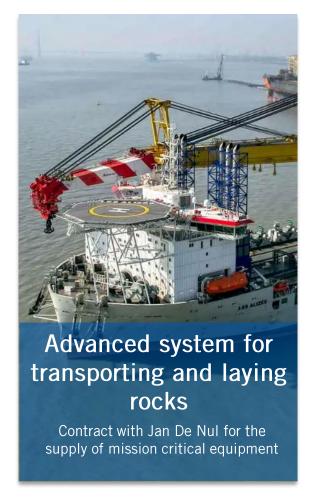




Full-line player with a wide and complete product offering

Delivering high-tech Underwater solutions









Strengthening our unique positioning as orchestrator in the underwater domain

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 onboard standards

Contemporary



Largest cruise ships for mainstream cruises

Target market / positioning

 Global leader in cruise market, most diversified client portfolio

Shipyards1

Italy

Monfalcone Marghera Sestri Ponente

Ancona

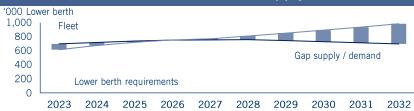
Tulcea Braila ...and is supported by a market recovery resulting in record year 2024 and an anticipated further growth by 2032 (+ 4.3% yearly passenger growth rate)

Cruise passengers



■ Yearly passenger growth rate of c. 4.3% until 2032, reaching c. 39.7 mln passengers by 2027 and c. 48.5 mln by 2032²

Evolution of the lower berth supply and demand³



- Average age of tier-1 cruise fleet stands between 11 and 15 years
- Gap between supply and demand of vessels expected starting from 2027, with a revamp of new orders and negotiations from 2024 already observed, affecting both the luxury and mainstream market

Focus on Business Plan

Romania

Improve earnings quality

Focus on sustainability

Enhance cash flow visibility through order stocking

Steadying working capital

Revenues stabilization at approx. € 4 bn

Fincantieri analysis

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In addition to the shippyards 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; Fincantieri analysis by 2032

On Cruise, Fincantieri set up a sustainable business model for self-financing

FINANCIAL SUSTAINABILITY & INCREASED MARGINS

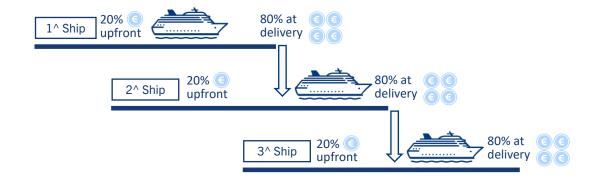
Stabilization of production volumes: Steady revenues stabilizing working capital and ensuring cash generation

High backlog visibility, aiming for shipyards at full capacity: Allowing more favorable negotiations of terms with suppliers and improved margin through lower unitary fixed costs

Demand exceeding supply: Higher pricing resilience and increased economies of scale

FINCANTIERI'S SELF-FINANCING PRODUCTION CYCLE

Stable volumes, with working capital fully financed by revenues and no cash absorption



STRATEGIC SLOT ALLOCATION OF CRUISE ORDER BOOK

34 ships¹ in order book with staggered deliveries up to 2036



1. Figure as of September 30, 2025

Overview of the Defense business line

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

Products

Frigates



Multi-mission vessels with antisurface and antisubmarine warfare

Corvettes



Vessels for coastal defense, sea patrol, search and rescue

Patrol Vessels



Littoral missions, sea patrol, search and rescue, antipollution and fishery control

Destroyers



Other ships defense in multi-threat environments

Aircraft Carriers



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

Global client portfolio



...unlocking opportunities in new markets with significant demand

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

Middle-East & Asia

 Contracts awarded in Indonesia, Saudi Arabia, UAE and Qatar

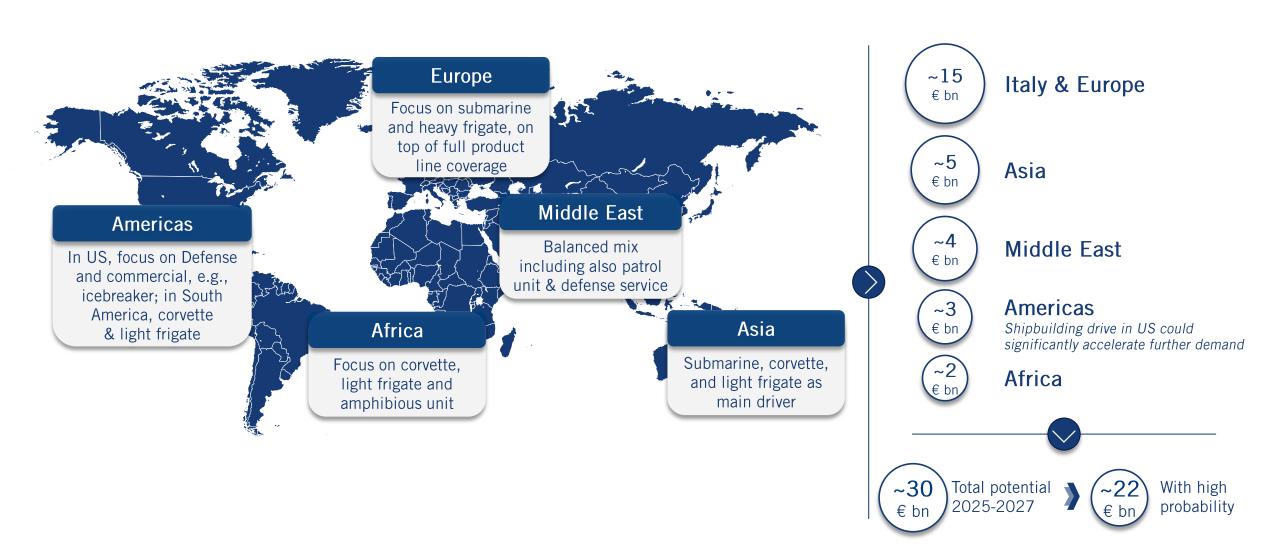
Shipyards

Italy

Riva Trigoso Muggiano United States

Marinette Green Bay Sturgeon Bay¹

Ca. €22 billion of high-probability commercial opportunities identified



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Business and markets overview **FINCANTIERI**

Overview of the Offshore and Specialized Vessels business line

Market leader in SOVs/CSOVs and diversification in cable layers, OPVs, robotic and energy construction vessels, OSV¹ Innovation capability with dual-fuel, hybrid vessels

Products²

Growing opportunity driven by increasing energy demand

Energy



CSOV/SOV: offshore wind commissioning/support vessels

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

ECV/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

Defense and other



OPV: offshore patrol vessels for defense 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

- Offshore Wind Demand: total installed capacity expected to rise from ~84 GW to 364 GW by 2035 (CAGR 10.5%) worldwide³
- Orderbook: as of September 30, 2025, the fleet of SOVs and CSOVs consists of 69 units. worldwide order backlog amounts to 51 units, excluding vessels from Chinese owners, with Fincantieri accounting for approximately 1/3 of the market⁴
- Multipurpose Supply Vessels: demand for multi-purpose vessels (ECV/OECV) suitable for working on both wind and oil & gas projects and subsea environment. Fincantieri successfully signed orders for 10 vessels out of 34 (conversions included) between 2024 and 1Q 2025⁵
- Sustainability: governmental support to green transition, simplification of authorization process for new wind park, inflation slowdown suggests 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)

























































- 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 4C Offshore Market Overview Q3 2025, 30/09/2025
- 4C Offshore Service Vessels Database as at end September 2025; Fincantieri analysis
- VARD's client is Windward Offshore, a joint venture consortium led by ASSC's offshore arm SeaRenergy Group in Germany

On UW, Fincantieri is leveraging its unique expertise to expand on new opportunities

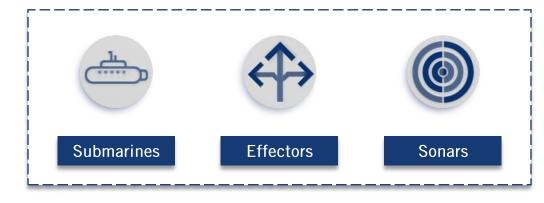




Consolidated competences in conventional Underwater technologies



Expansion into the broader Underwater ecosystem





Combining conventional products with innovative technologies, extending applications beyond defense into dual-use and commercial domains

Fincantieri can lead the maritime industry transformation and address new challenges across domains

Bringing the history, the assets and the vision to lead the evolution



Proving expertise across domains, covering the full-spectrum – from surface to seabed, from hardware to software



Applying a holistic approach with fully fledged capabilities across the value chain



A coexistence of dual-use applications is inherent in Underwater dimension



Defense



Dual-use



Commercial

Protecting national security through underwater dominance

Protection of critical infrastructure both defense and commercial

Supporting private operators in underwater environments

Mine warfare

Surveillance

Construction | Repair | Maintenance

Submarine warfare

Patrolling

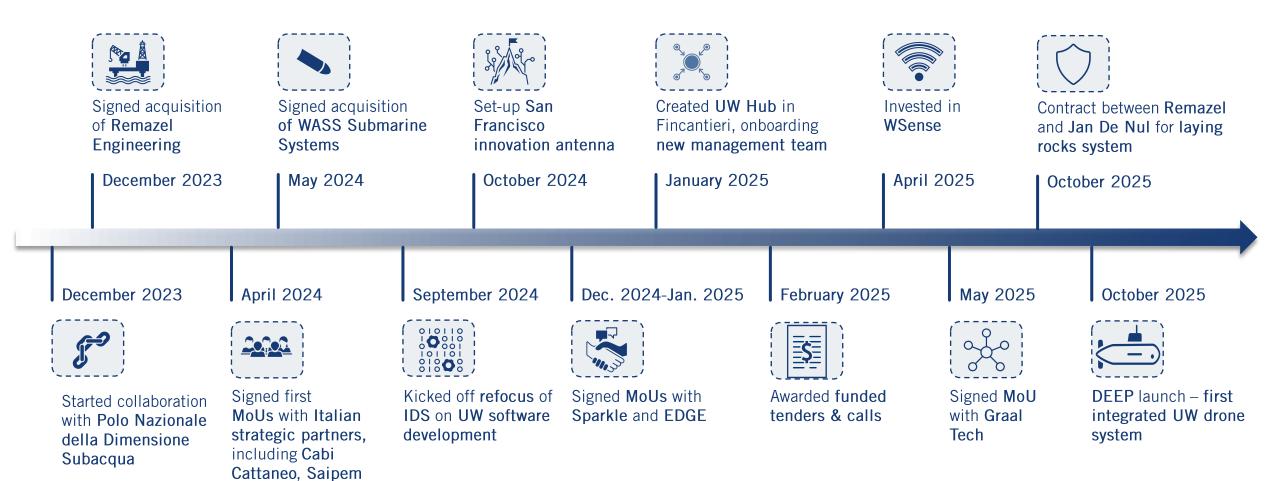
Deep sea mining

Seabed warfare

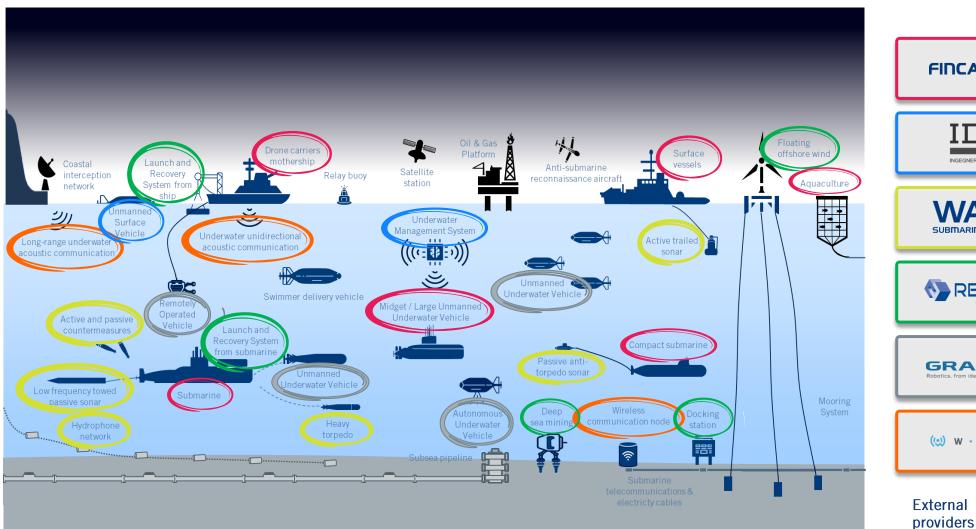
Monitoring

Aquaculture

Our journey started back in time...



...enabling the full control of the entire ecosystem...





Non-core techs

Outsourcing

...delivering a product portfolio able to address market needs

Asymmetric, unmanned Wide modular Multidomain **Dual-use** & hybrid warfare ecosystems solutions technologies Versatile platforms (NFS, S800) with advanced Partnership with integration of unmanned systems, new large autonomous Vessels FINCANTIERI Graal Tech for small vehicles (LDAUV) to enter new use cases, and drone **Submarines** unmanned vehicles carrier mothership for both defense and commercial & Drones U212 NFS LDAUV S800 Mothership operations Light & very New sonars & Effectors lightweight countermeasures **functionalities** torpedoes to respond to for dual-use Mine hunting **Black Black Scorpion** evolving threats needs Shield sonar Control Command Integrated modular and layered solution, with Unmanned Surface Vehicle (USV) acting as surface communication gateway and Underwater Management System (UMS) for UW techs management **UMS USV** hardware New New advanced handling systems to deploy unmanned vehicles and protect critical infrastructure, REMAZEL strengthening integration with sensor providers and software developers LARS Cable protection

The Underwater ecosystem and Fincantieri's positioning

UW revenues at ca. € 820 mln in 2027, with margins approaching 19%

CAGR '25-27 2025 2026 2027 Revenues (€ mln) ~ 660 ~ 720 ~ 820 11.3% **EBITDA** (€ mln) ~ 115 ~ 130 ~ 152 14.9% **EBITDA Margin (%)** 18.0% 17.4% 18.5%

UW already contributing to 1Q 2025 backlog for € 2.8 bn

Underwater financial dynamics accretive to Fincantieri's profitability and value creation

OPERATIONAL & TECHNOLOGICAL EDGE

Cutting-edge capabilities enabling rapid and scalable production unlocking further potential upside from cross-fertilization and synergies within the Group

HIGHLY CASH GENERATIVE BUSINESS MODEL

High turnover, positive working capital generation and low capex intensity, driving operational and capital allocation efficiency

UNLOCKING EXTRA VALUE CREATION AT A PREMIUM

High double-digit margin profile with strong revenue growth outlook, driven by strategic positioning in defense, commercial and dual-use

CONCLUDING REMARKS

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

- Global leader in shipbuilding with vertical integration across the sectors, focused on innovation and digitalization to drive outperformance
 - Leveraging attractive long-term growth across all its business lines with profound backlog visibility up to 2036 and 100 ships in portfolio

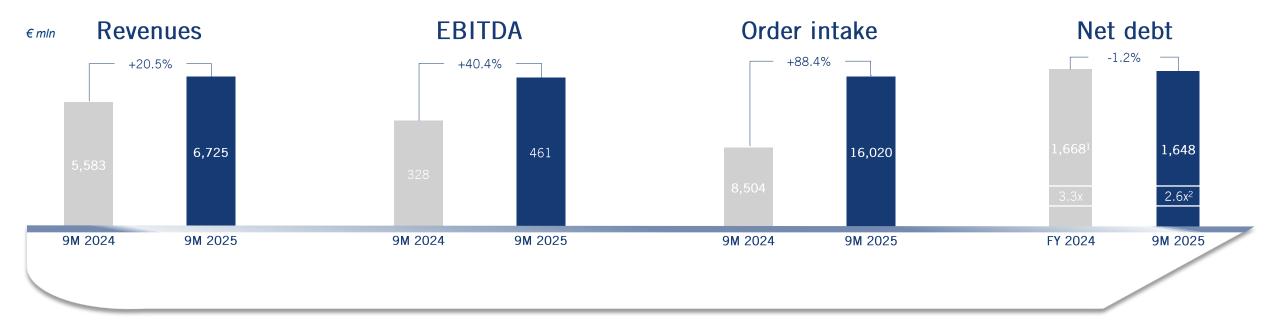
FINCANTIERI

Key investment highlights

- 3
- Delivering growth, improved margin and cash flows through different product mix and higher quality of earnings
- Full focus on deleveraging, well ahead of business plan
- Leader in growing underwater domain and technological integrator unlocking implicit upside in the existing business and validating the new products roadmap
- Experienced management team committed to delivering business plan targets

Appendix

9M 2025 key highlights



Strong performance in 9M 2025 providing full visibility on 2025 guidance

Revenue growth supported by favorable tailwinds in all segments

Operational efficiency in Cruise and higher contribution of defense driving margin expansion

Underwater growth delivering premium margins

Exceptional visibility on the long-term business outlook underpinned by record high backlog

More favorable working capital dynamics enabling rapid deleveraging trajectory

Note: the 2024 figures for the Shipbuilding, Offshore and Specialized Vessels, and Equipment, Systems and Infrastructure segments reported in this presentation have been restated due to the relocation of part of the respective businesses to the new Underwater segment and the relocation of Seaonics from Mechanical Systems and Components Cluster to Offshore and Specialized Vessels

1. FY 2024 Net debt at € 1.28 bn, including the temporary effect of the rights issue completed in July 2024 to finance the acquisition of WASS Submarine Systems 2. Leverage ratio (Net debt / EBITDA LTM 9M 2025)

Significant order intake and all time high total backlog in 9M 2025



Consolidation adjustments

ESI

ESI

Consolidation adjustments

5. Backlog coverage calculated as total backlog / 2024 revenues

Soft backlog²

^{1.} The figures as of December 31, 2024 have been restated following the redefinition of the operating segments

^{2.} Book-to-bill calculated as order intake/reporting period revenues

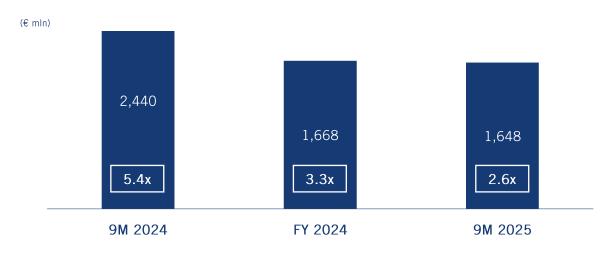
^{3.} Total backlog is the sum of backlog and soft backlog

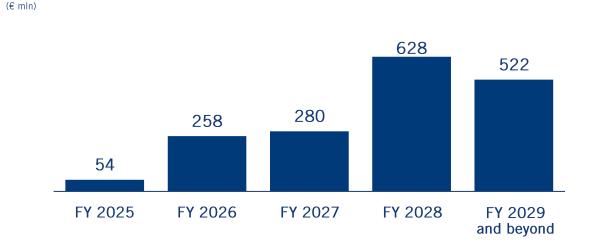
Soft backlog includes the value of existing contract options and letters of intent as well as of contracts at an advanced stage of negotiation, which are not yet reflected in the order backlog. The soft backlog also reflects the programs included in the Defense Multi-Year Plan (Documento Programmatico Pluriennale - DPP) 2024-2026; Fincantieri refers to this document in its financial reporting to ensure full transparency on the expected impact of these programs on future order intake and revenues

Deleveraging path accelerating and well-distributed debt maturity



Long term debt maturity profile (as of September 30, 2025)





Leverage Ratio LTM

Net debt at € 1,648 mIn in 9M 2025, significantly improving vs 9M 2024 (€ 2,440 mIn) and marginally better than FY 2024 (€ 1,668 mIn excluding rights issue) 1

Net debt / EBITDA Last Twelve Months at 2.6x

Group's total debt structure

- •Well distributed debt maturity profile, with no significant long term debt maturities until 2028
- Capital structure with no covenants
- ■Hedge ratio with a ~ 85% fixed rate or hedged by derivatives
- ■~ 10% ECA guaranteed (of which 9% SACE), ~ 35% ESG linked

2. FY 2024 Net debt at € 1,281 mln including the temporary effect of the rights issue completed in July 2024 to finance the acquisition of WASS Submarine Systems

^{1.} Current debt includes also the portion of MLT debt to be repaid within the following 12 months

Key strategic developments

Underwater

Strategic role as **Technological Integrator**

in the Underwater domain

Fincantieri Ingenium, JV to enhance the offering of digital services and systems

Digital Ecosystem

Industrial Sustainability

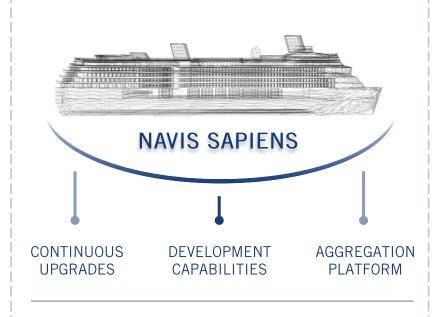
CircularYard, NewCo to develop an innovative integrated waste management system











Vessel Design Authority



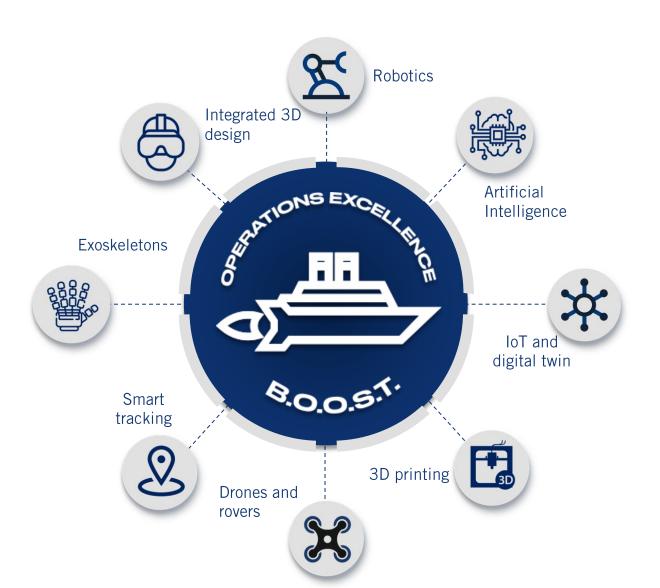
Digital Vessel Design Authority



Port Digital Ecosystem Pivot



Technologies as enablers to consolidate Fincantieri's expertise



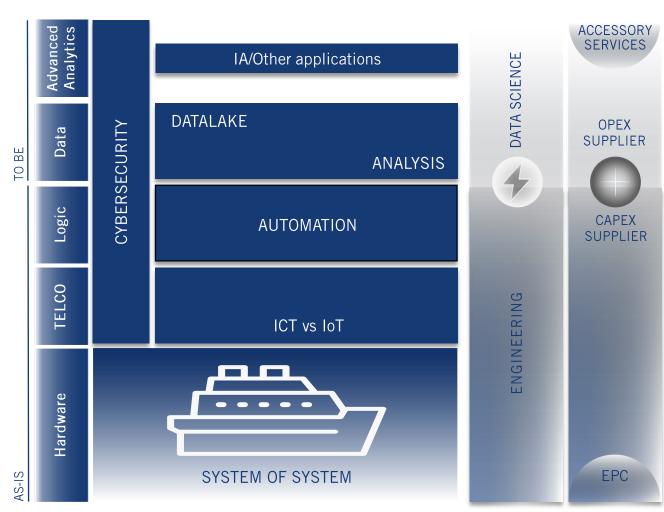
- Constant focus on innovative solutions
- Integration of the Group's know-how with the expertise of cutting-edge partners
- Industrialization and scalability

Fincantieri integrates advanced technologies and specialized know-how to stimulate growth, innovate production processes and continuously optimize efficiency

FDE: a new business model to offer a complete set of digital services to shipowners

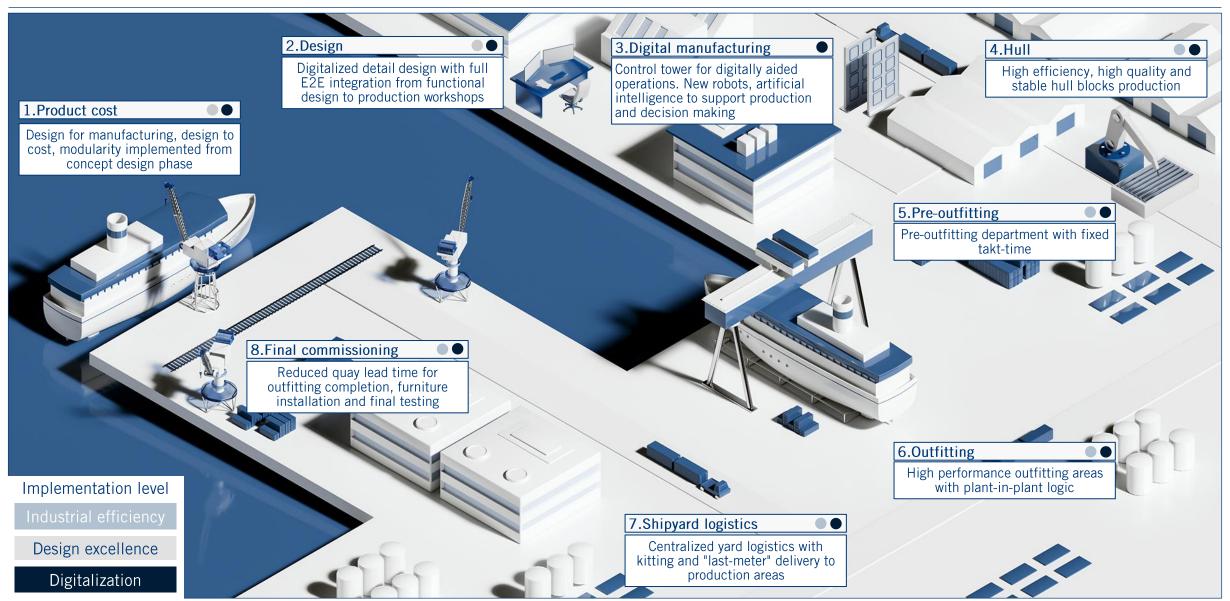
Fincantieri Digital Ecosystem

- Combining technological and digital expertise for data collection and decision making
- Meeting shipowners needs: increasing operational efficiency to reduce overall lifecycle costs
- Leveraging artificial intelligence applications and cybersecurity on board and onshore to target new business segments



The goal is to evolve the business model from Capex to Opex, offering a complete service to end clients

Digitalization of shipyards: the shipyard of the future



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





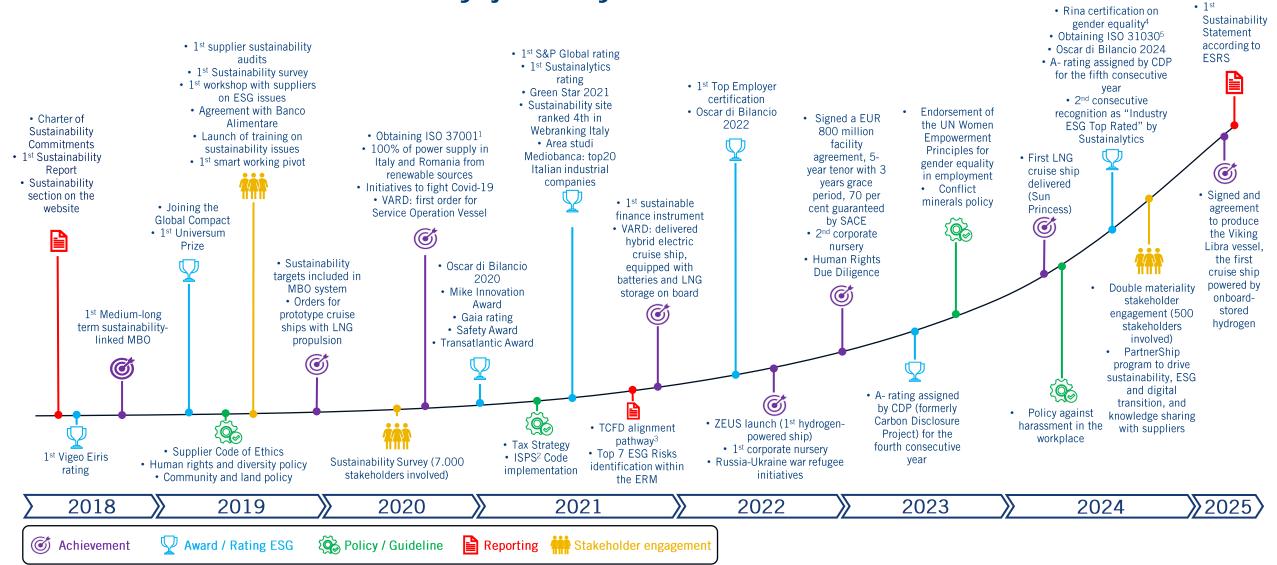






Appendix

Fincantieri's sustainability journey



- Certification that helps prevent, detect, and manage situations of corruption by the organization, its staff, and its business partners
- International Ship and Port Facility Security, a set of standards to improve the security of ships and port facilities
- Task Force on Climate-related Financial Disclosures, formed in 2015 to develop a framework for companies on financial reporting of climate change-related risks
- UNI/PdR 125:2022 certification, which provides organizations with the guidelines needed to implement, assess, and improve gender equality management systems within Fincantieri S.p.A.

Certification which provides organizations with the guidance needed to manage and participate in organizational travel for Fincantieri S.p.A.