

# LET'S TURN COLLABORATION INTO INNOVATION

17 October 2023

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

## Fincantieri's Supplier Summit

# Why we are here today



# A GLOBAL SUPPLY CHAIN



**6.7 b/€**  
Yearly order value



**50+**  
Suppliers' countries



**200.000+**  
Purchase orders



**12.000+**  
Suppliers



# Who are we today



**158 b/€**

Turnover

Eq. 8%  
Italian GDP

**556.000+**

Employees

Eq. 30%  
Italian metalworkers  
workforce



# Disruptions are reshaping the value chains



## Changing markets

Markets push for transparency and control

Prices remains **volatile** and **disruptions** are frequent

**EFFICIENCY**



## New value creation venues

De-globalization and reshoring challenges

Future value is from *category-specific approach* and *technology domain*

**STRATEGIC VIEW**



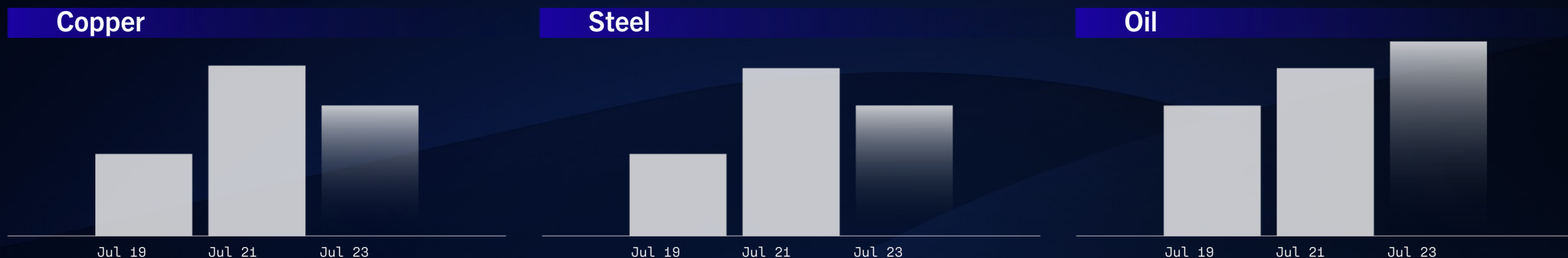
## Organization of the future

Tension for scarce talent is intensifying

Industry is losing qualified **workforce** and new external factors are pushing the evolution

**FLEXIBILITY + SPEED**

# Competitiveness is in jeopardy



**DISRUPTIONS PUSHED PRICES UP IN THE LAST 3 YEAR**

**WE DO NOT FORESEE A FULL RECOVERY IN THE SHORT-MID TERM**

**WE MUST LOOK FOR NEW EFFICIENCIES TOGETHER**

# Our plan

SUCCESSFULLY DELIVERING 2023-2027 TARGETS



LAYING THE FOUNDATION FOR THE NEXT INDUSTRIAL CYCLE

## TARGETS

**Focus on Core Business**

**Financial Discipline**

**Industrial Sustainability**

**Life-Cycle Management**

**System Integration**

## 10 INTERNAL STRATEGIC PROJECTS STARTED

1. Operations excellence
2. Competitive VARD business model
3. Infrastructure de-risking and partnering
4. Accommodation business upswing

**5. Procurement best practices**

6. SG&A and process governance

7. Green transitioning towards Net-Zero
8. Group ESG strategy

9. Cruise digital offering

10. Whole warship capabilities

**Procurement transformation is a core project embedded in our Plan**



# Our plan

## The procurement transformation



1

### ‘Il programma di filiera’

Fostering a continuous improvement **approach**, by investing in **ESG, Digital and Cyber security** promoting a culture to **support the development** and well-being of **local communities**



2

### Procurement Excellence

**Innovate together**, adopt cross-functional approaches, extend best practices, **develop distinctive capabilities**, focus on **constantly improving competitiveness**



# 'Il programma di filiera'

e-NGAGE  Compliance – Sustainability – Digital

<p><b>Suppliers Coaching</b></p> <p>200+ ESG audits</p>	<p><b>ESG Assessment</b></p> <p>100% qualified Suppliers with ESG score</p>	<p><b>Suppliers Engagement</b></p> <p>ESG Training To the Supply base</p>	<p><b>Cyber Security</b></p> <p>Cyber assessment &amp; remediation</p>	<p><b>Due diligence human right</b></p> <p>Supplier Due diligence on Human Rights</p>	<p><b>Renewable Energy</b></p> <p>100% renewable power</p>	<p><b>Carbon Footprint</b></p> <p>Scope 3 Reduction</p>
---	---	---	--	---	--	---

- LEVERAGE ON OUR NEW DIGITAL ASSETS
- SUPPORT A 'FAVORABLE ECOSYSTEM'
- INCREASE SKILLS AND COMPETENCIES
- ENHANCE AVAILABLE TOOLS FOR YOU  
(Financials, ESG, Training, cyber security)

1

# 'Il programma di filiera'

## Suppliers identity

We expect our suppliers to share our guiding principles, contained in the Supplier Code of Ethics and in our Supply Chain Identity, which we ask you to adhere to:





1

## 'Il programma di filiera'

Suppliers identity



## 2 Procurement Excellence scope

**8+ b/€**

Addressed 2023-2027

**88**

Ships

**300+**

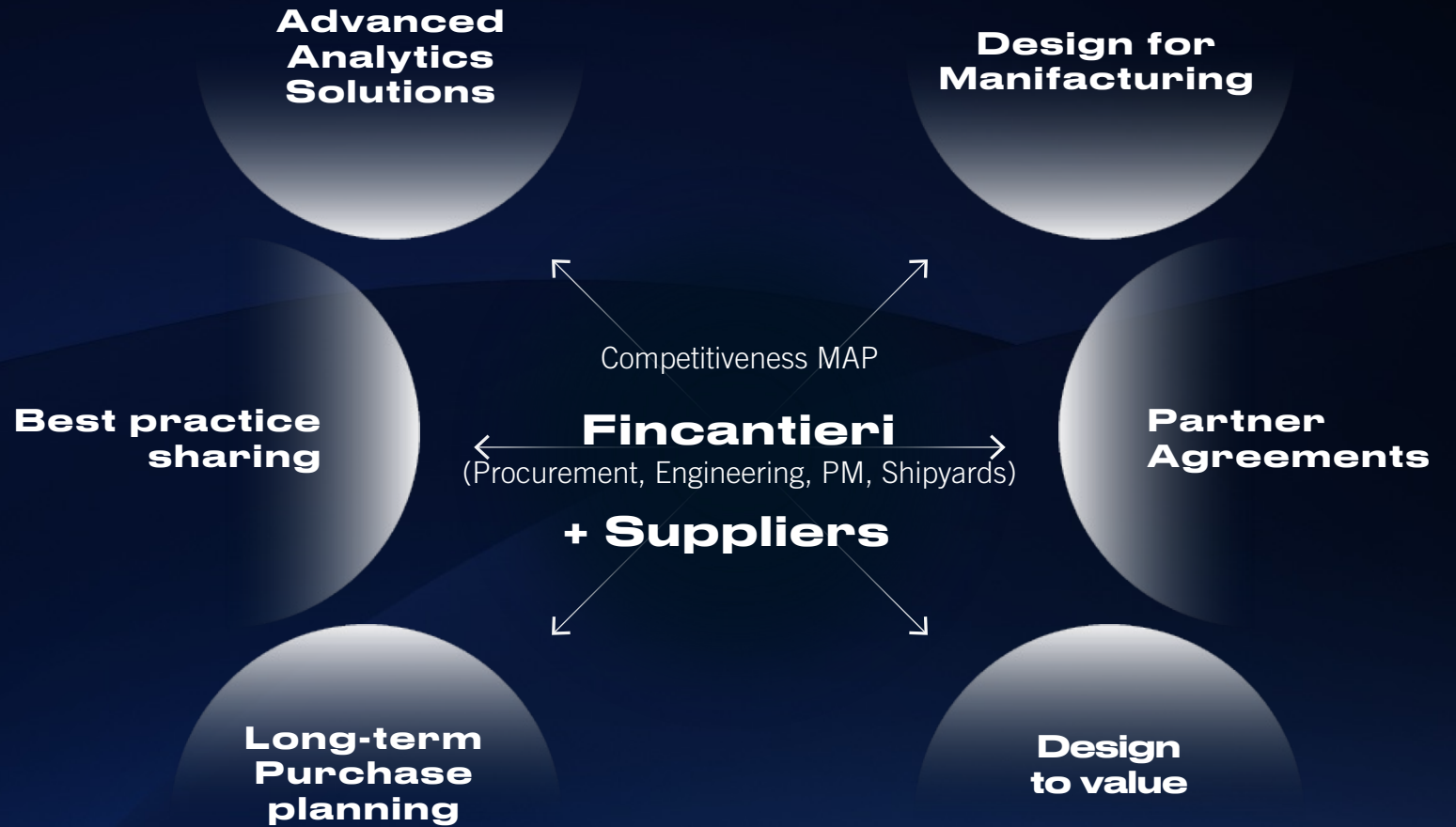
Team Members

**100+**

Categories

## 2 Procurement Excellence scope

- Joint optimization effort involving all stakeholders
- Focus on cross fertilization between businesses and geographies
- Long term focus





# TOGETHER WE MAKE THE 'BUILDABLE' INNOVATION

Leaders in defining solutions to challenges of the industry

Members of an ecosystem of Excellence, today and tomorrow

Partners for growth and mutual sharing of knowledge and expertise

## Let's start our journey to competitive advantage



1



2



3



4



5

### Business development & long term collaboration

- Elevate synergies to:
  - combine unique capabilities and
  - develop cooperation / long-term agreements

### Improved or new technology for maritime application

- Develop and validate solutions (e.g., by contaminating technologies from different domains)

### Product/service re-design or co-design

- Optimize the design of systems, components and services through a collaborative design-to-cost/design-to-value approach

### Next level production process

- Foster best practices in the production phases (e.g., design-for-manufacturing, pre-assembly), targeting efficiency, Sustainability and Cyber Security

### Tactical & Quick win

- Promote a solution to a specific issue with positive impact



**THE CHALLENGE – CHOOSE YOUR STREAM**

**SCAN THE QR CODE,  
APPLY AND COME ON BOARD**





# Next steps and the journey ahead

- We collect your ideas: submit 1 idea linked to one of the strategic challenges

**TODAY**

- We select the best 50 ideas out of the 200+ submitted

**DECEMBER**

- We launch joint working groups to develop the selected ideas

**JANUARY**

1. Workgroups with BU
2. Shipyards Workshops
3. in 2024 we will share the results



# LET'S TURN COLLABORATION INTO INNOVATION

Fincantieri's Supplier Summit

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

17 October 2023

FINCANTIERI