OVERVIEW

#1st Shipbuilder in the western area
over 230 years of history >7.000 ships projected and built

Income 2016
4.429 Bil €

24,0 Billions € of Portfolio

Norway
5 shipyard

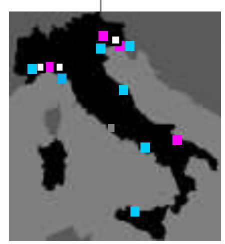
Romania
• 2 shipyard

USA
• shipyardi

UAE
1 Joint Venture

Vietnam
1 Shipyard

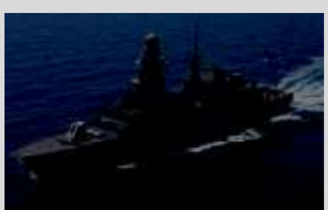
Brazil
1 shipyard



Italia
8 shipyard

20 Shipyards
4 continents

~ 19.200 employees
~ 7.900 in Italy
~ 80,000 employees estimated in all the supply chain, ~ 46.400 in Italy



PRODUCTS, MAIN COSTUMERS, FINAL MARKETS

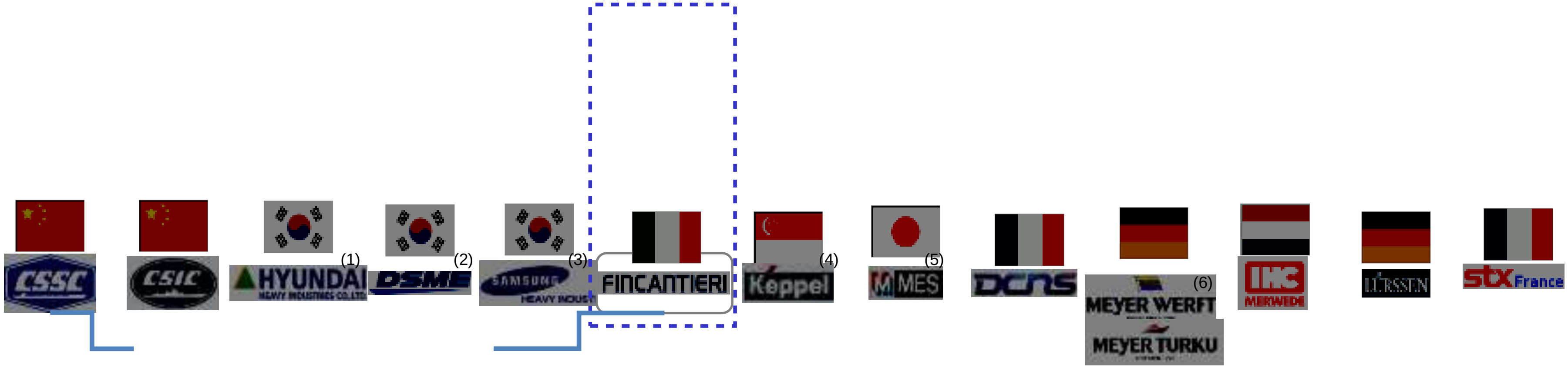
	SHIPBUILDING			OFFSHORE	INTEGRATED SYSTEMS, COMPONENTS AND FACILITIES
	Cruises	*Military*	*Others*		
PRODUCTS/ FACILITIES	•**VASSEL CRUISE FOR ALLMARKET SEGMENTS *(FROM CONTEMPORARY TO LUXURY)***		•**Yatch** •**High teck ferries**		
MAIN COSTUMERS	•Carnival Group*(1)* •MSC Crociere •Norwegian Cruise Line •Virgin Cruises •Prestige Cruise Holdings •Silversea Cruises •Viking Ocean Cruises •Ponant •Hapag-Lloyd Cruises •Hurtigruten	•Marina Militare e Guardia Costiera Italiana •US Navy •Qatar Naval Forces •United Arab Emirates Navy •Indian Navy •Bangladesh Coast Guard	•Grimaldi Lines •Moby •Finnlines •Société des traversiers du Québec (STQ)	•DOF •Technip •Farstad •Island Offshore •Siem Offshore •Solstad Offshore	•Maersk drilling •Allseas •Diamonts •Transocean ·MSC Crociere ·Carnival Group ·Grandi Navi Veloci/SNAV ·Grimaldi Lines ·DCNS ·Meyer Werft ·Marina Militare Italiana ·Qatar Naval Forces ·Bangladesh Coast Guard
POSITION IN THE MARKET	**Main Shipbuilder worldwide ~45% of market**	•**Leader:** –**#1st in Italia** –**Important supplier for Us Navy**	•**Leader in:** –**High Tech Ferries** –**Mega-yachts**		

POSIZIONAMENTO DI FINCANTIERI RISPETTO AI PEERS (2/2)

Ricavi dei principali costruttori navali a livello mondiale (inclusi operatori cinesi)

€ Mld, anno 2015, 2016

Fincantieri and the Chinese CSSC constitueted a JV in 2016 for the development of the cruise market in China



OTHER STRATEGIC ACTIVITIES

Acquisition of VARD

Strenthening Gas Offshore Platform investments
In 2013 with the acquisition of the 55% of romanian VARD

Qatar

Qatar: June 2016 Minister of Defense € 4 Billions Supply

Royal Australian Navy Renewal

September 2017, in *short list to acquire 9* frigate forniture for the Royal Australian Navy

DIVERSIFIED PRODUCTION

- **During the crisis Fincantieri decided to diversify its activities, investing in particular in cruises**
- **Due to the world commerce crisis this came up as a winning strategy**
- **Fincantieri has the most diversified portfolio within shipbuilders in the western world (in the world?)**

ORDERS PORTFOLIO 2013-2016

- **The Company Portfolio has reached its record in 2016 of € 24 Billions**
- **Double compared to 2013**
- **In the last 2 years increasing number of employees in Italy in particular in the supply chain**
- **General lowering of the workforce worldwide**

Building Union power

2015

Unilateral cancellation of all signed agreements: strikes, conflict, demonstrations

June 2016

New agreement signed with all the unions Fiom, Fim, Uilm: recovery of the salary that had been cancelled, decreasing of subcontractors, health and safety

Union power

30% of union density, most of them blue collar

Union project

Organizing to strengthen union density within white collars and the subcontractors, women inclusion into the union

Health and safety

Shipyard universal shopsteward on H&s

The new agreement include the right for workers to elect their own delegate in charge for all the shipyard, subcontractors included

New «Anti-Gangmaster» law

Adopted in october 2016 against illicit labour intermediation

Increasing attention on H-&S

Decreasing of mortal accidents and number of injuries in the last 5 years. The new national collective agreement states the right for RLS(worker's delegate in charge of H&S) to analyse the «accident that didn't happened »