

Fincantieri's innovation pillars

June, 2026

FINCANTIERI

Agenda

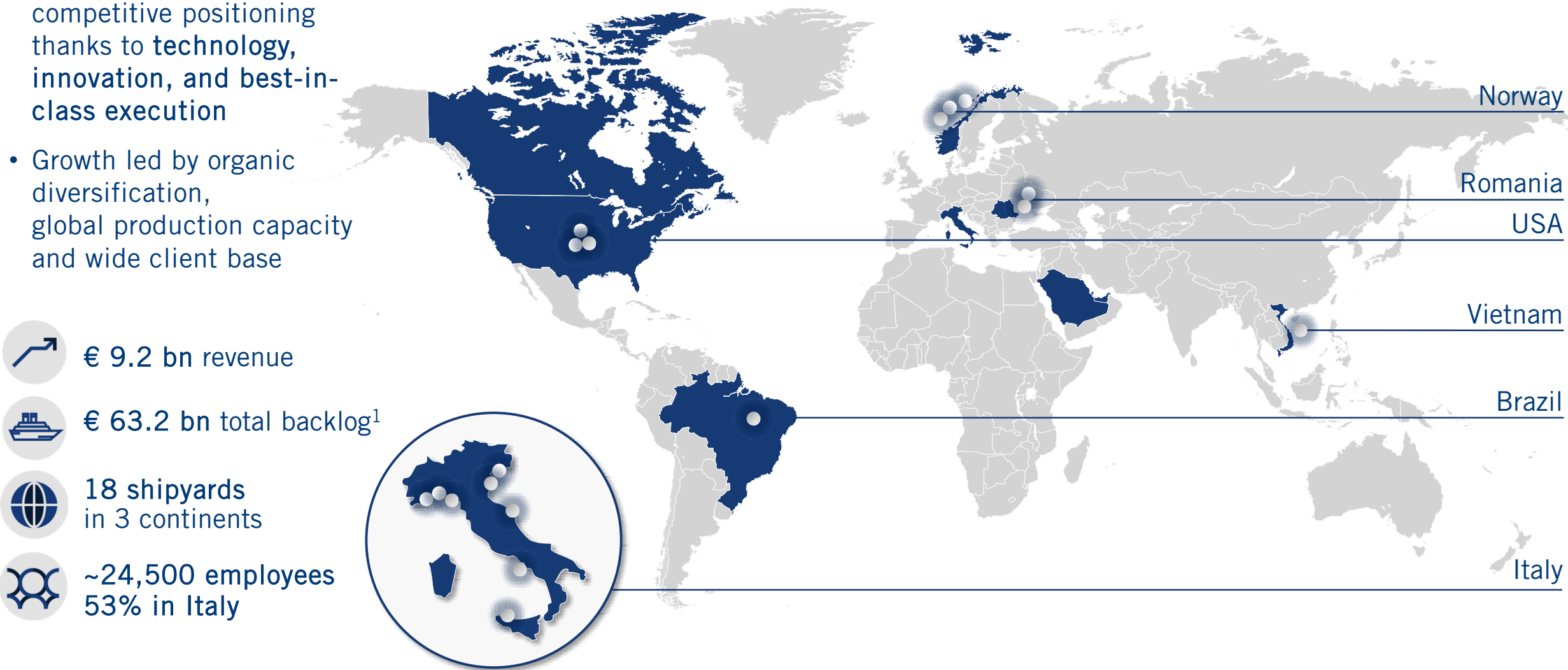
Fincantieri - Company profile

Strategic innovation areas

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



€ 9.2 bn revenue



€ 63.2 bn total backlog¹



18 shipyards
in 3 continents



~24,500 employees
53% in Italy

Note: Values as of FY25

1. 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); 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

Portfolio of unique complex shipbuilding assets with economies of scale, cross-fertilization, multiplier of value



CRUISE

Leader in market share (>40%)

Diversified client base and complete segment coverage



DEFENSE

Main supplier to the Italian Navy

Partner of the US Navy

Partner of choice of leading navies worldwide

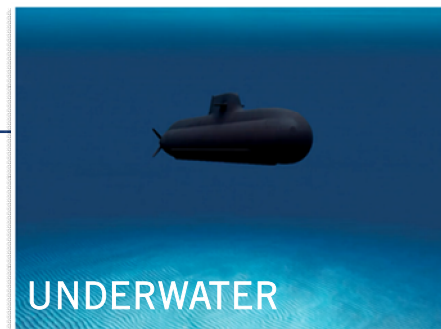


OFFSHORE

Prime player in Offshore Energy

> 30% market share for orderbook for CSOVs and SOVs¹

Strong competitive positioning in highly-specialized complex vessels including cable layers and icebreakers



UNDERWATER

Consolidated competences in conventional UW technologies (submarines, effectors, sonars)

Extensive cross-domain expertise, from surface to seabed, from hardware to software

Expansion of the commercial offer in unconventional technologies



INFRASTRUCTURE

COMPETITIVE STRENGTHS

Leadership & scale in the 4 core Businesses

Vertical integration to drive the new paradigm

Global production to address geopolitical macrorends

DIGITAL ENABLING TECHNOLOGIES

Automation and Digital design authority capabilities evolving into AI and Data analytics applications

MARINE SYSTEMS AND COMPONENTS

Proprietary equipments and components delivering and innovating state of the art naval propulsion systems

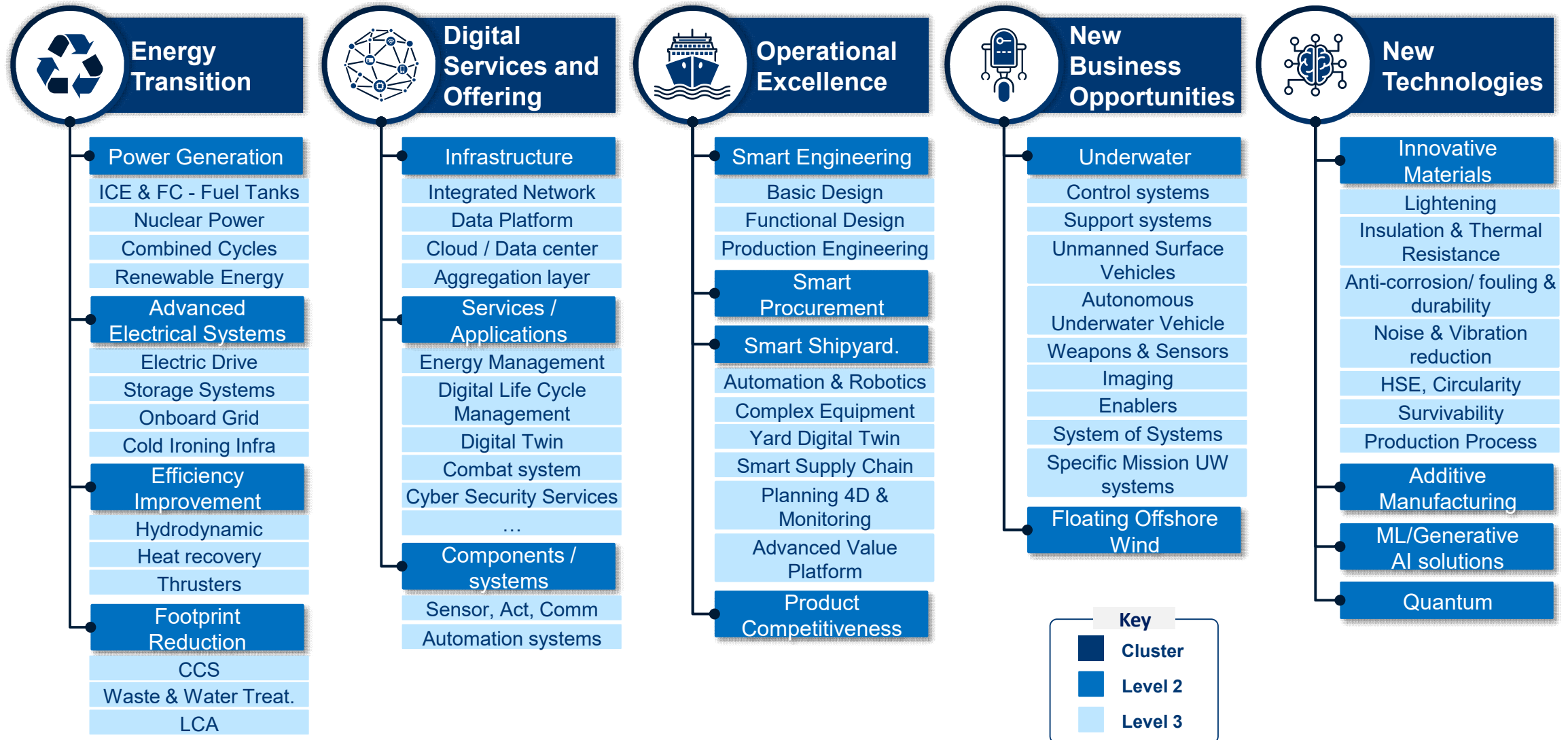
1. CSOV: Construction Service Operations Vessel; SOV: Service Operation Vessel

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Strategic innovation areas

Five main areas of interest for Fincantieri's innovation across the Group's BUs



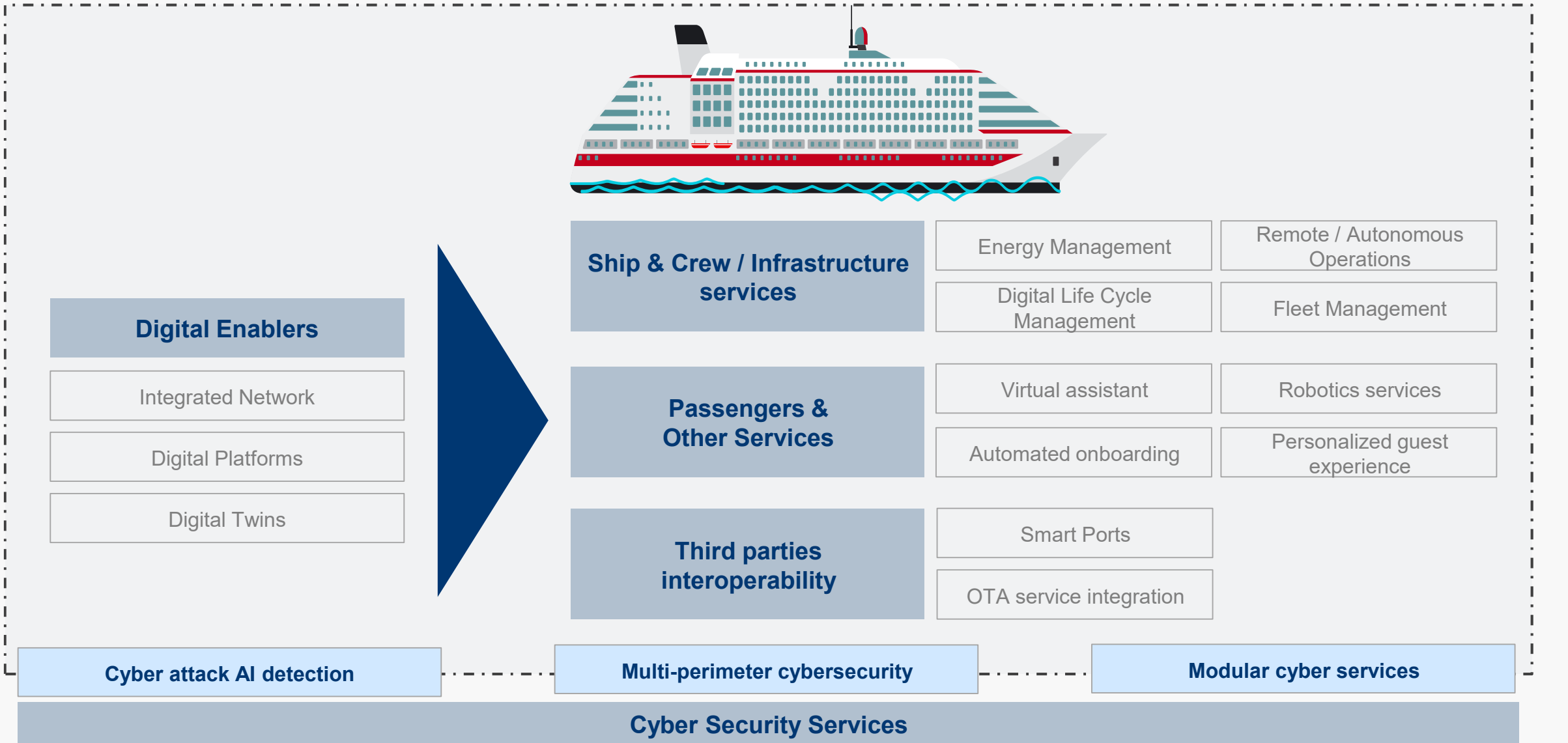
Emission reduction urge is affecting maritime industry demand

Not exhaustive

Energy Transition

Power Generation	Advanced Electrical Systems	Efficiency improvement	Footprint Reduction
 ICEs  Fuel Cells; Fuel Tanks  Nuclear Power  Combined Cycled  Renewable Energy H2 - LNG - Methanol Biofuel - Ammonia - High-density fuel cell systems (PEM; SOFC) → manufacturing of integrated ICE systems - Feasibility & Safety studies on the use of new propulsion systems - Scouting on (small) nuclear reactor technologies	 Electrical drive  Electr. Storage systems  Onboard Grids  Cold Ironing Infrastructure - Full electric propulsion - Electrical integration of new load/source and grid capability verification - New simulation tools (e.g. for energy- and mass- flows on board)	 Hydrodynamics  Thrusters  Heat Recovery - Optimization of fuel consumption - Analysis of heat recovery opportunities	 Waste Management  Water Treatment  Carbon Capture / Storage  LCA (Lifecycle Assessment) - LCA modelling (pioneer in cruisehips) - AI applications for shipbuilding - Circular Economy opportunities

Digitalization is driving the “platformization” of vessels



The shipyard of the future as a smart and interconnected ecosystem

Smart Engineering & Construction

Catering for **general arrangement**, **functional design** (structural, naval architecture, N&V, HVAC, electrical & electronics, machinery and auxiliaries), and **production engineering** into a **single data-driven workflow**



Smart Assets & Technologies

Leveraging on sensorized **Welding** facilities and new **Cranes** technologies, opening up opportunities for **Smart Inspection** and **Utilities&Systems 5.0**



Industrial Robotics

Automated lines are paired with the employment of **Mobile Welding Robots**, **Grinding Robots/Cobots** and **Handy Multipurpose Cobots**.



Physical AI & Digital manufacturing

Embedding AI within machinery (autonomous **drones** and **ROVs**, or **humanoids**) enable **intelligent automation**, combining **Advanced surveying** with **adaptive completion** processes and enabling better **quality management**

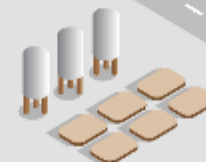
Digital Twin & Adv. Maintenance

Enhancing shipyard operations through increased support of digital tools from design to production via **BIM** and **Digital Twins**, comprehensive **Digital Asset Inventory**, and data-driven production assistance including **Predictive Maintenance**

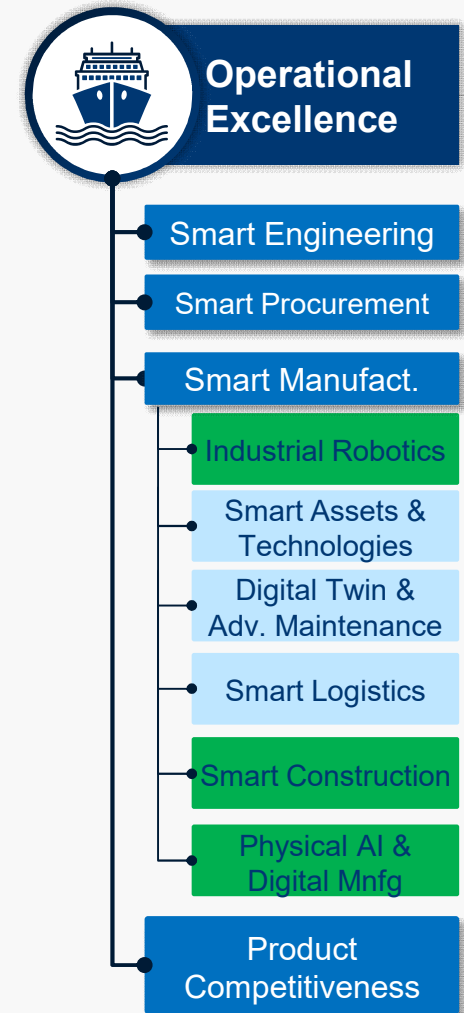


Smart Logistics

Integrating **Smart Warehouse Management**, **Smart Shipyard Tracking**, and a **Logistic Control Tower** to ensure predictive, flexible, and efficient material flow throughout the shipyard.



Focus on Robotics/Physical AI priority areas



Onboard Tank Painting

Design an articulated robotic system capable of painting the internal surfaces of ship tanks.

Key challenges:

- Create a compact system that can be inserted through a small opening (approx. 45 cm).
- Ensure compliance with ATEX Zone 1 standards.
- Enable modular assembly/disassembly into components weighing less than 20 kg for easy handling.

Deck Straightening

Develop a mobile robot that heats steel floors at beam junctions to achieve perfect planarity.

Key challenges:

- Accurately measure floor flatness and steel temperature.
- Control heat application to manage deformation precisely.

Assembly of WBS Lines

Design a robotic manipulator to pick tubes from a pallet and assemble them according to engineering specifications.

Key challenges:

- Identify and handle pipes of varying sizes and orientations.
- Join components accurately to form complete lines.

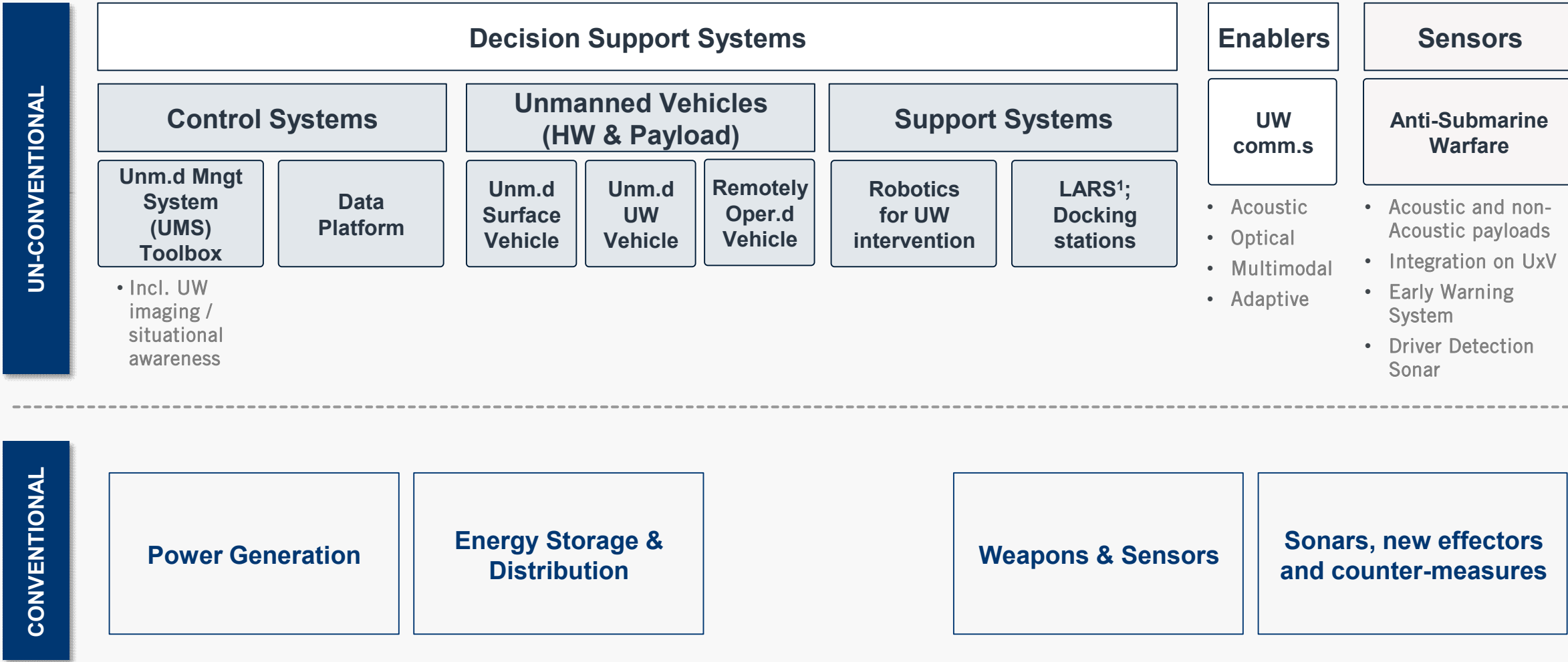
Dust Vacuuming on Blocks

Design a mobile robot to vacuum metal dust from block surfaces after sanding.

Key challenges:

- Navigate complex block structures with obstacles such as high beams.
- Operate effectively while managing aspiration tubes during movement.

Underwater as an expanding domain for *dual-use* opportunities



(1) LARS: Launch & Recovery Systems

New materials are pivotal to ensure functional and business goals

Not exhaustive

		Functional Goal					
Application areas	Innovative Materials	Lightening	Insulation and thermal resistance	Anti-corrosion / fouling & durability	Survivability (Resistance, mimic ³ & Self-healing ²)	Noise & Vibration (N&V) Reduction	Efficiency / Sustainability / Circularity
	Structural Components	Composite materials for ship structures					Use of "secondary" steel
	Decks and Interiors (cabins, panels, windows, etc.)		Replacement products for rock wool			Metamaterials to break down N&V	
	Paints and covering ¹			Nanomaterials for high perf. paints	Metamaterials for acoustic and infrared signature reduction		Solvent free / low release paints
	Ducts and tubes		Insulation for cryogenic pipes				
	Electrical systems		New Insulating Materials for Cables				New batteries for greater eff.
	Propulsion & Machine Systems	Propellers in composite material				Innovative resilient materials	
	Production processes	Welding of ballistic steel; New adhesive applications, Additive Manufacturing					
Materials testing and characterization Health & Safety analyses							

Note: (1) Naval Applications; (2) including impact and shock resistance; (3) Visual/Thermal/Acoustic/Electro Magnetic Radiation (EMR)

Advanced Technologies for Maritime & Shipbuilding: Quantum, AI & Beyond

AI & ML Advanced Applications

Physical AI; Gen AI for Engineering; AI-Driven Sim & Modelling

Quantum Computing

Internal efficiency; Product competitiveness

Quantum Sensing

Use case deployment (e.g. UW domain)

Cyber deployments

Resilience to growing threats



THANK YOU!

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