

DANIELI FINANCIAL TEAM
FINANCIAL STATEMENT
YEAR 2017

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DANIELI

FINANCIAL TEAM
YEAR ENDED
JUNE 30th, 2017

Millions of Euro	30/06/2017	30/06/2016	VARIATION
Revenues	2.490,9	2.493,4	0%
Ebitda	202,5	211,4	-4%
Adjusted Ebitda	225,0	211,4	6%
Ebit	70,3	90,2	-22%
Net profit attributable to the Group	50,5	88,3	-43%
Group shareholders' equity	1.817,8	1.777,2	2%
Net financial position	912,5	908,2	0%
Number of employees	8.959	9.419	-5%
Group order book	2.532	2.814	-11%
<i>(of which Steel Making)</i>	<i>375</i>	<i>162</i>	<i>131%</i>

FINANCIAL TEAM
SALES

Millions of Euro	30/06/2017	30/06/2016	VARIATION
Plant making	1.751,0	1.872,1	-6%
Steel making	739,9	621,3	19%
Total	2.490,9	2.493,4	0%

FINANCIAL TEAM
ADJUSTED EBITDA
AND EBITDA

Millions of Euro	30/06/2017	30/06/2016	VARIATION
Plant making	153,9	149,3	+3%
Steel making	71,1	62,1	+14%
Total	225,0	211,4	+6%

**Adjusted
EBITDA**

Millions of Euro	30/06/2017	30/06/2016	VARIATION
Plant making	137,1	149,3	-8%
Steel making	65,4	62,1	+5%
Total	202,5	211,4	-4%

EBITDA

FINANCIAL TEAM
EBIT

Millions of Euro

30/06/2017

30/06/2016

VARIATION

Plant making

57,1

70,9

-19%

Steel making

13,2

19,3

-32%

Total

70,3

90,2

-22%

FINANCIAL TEAM
NET PROFIT
FOR THE PERIOD
ATTRIBUTABLE
TO THE GROUP

Millions of Euro	30/06/2017	30/06/2016	VARIATION
Plant making	41,3	76,6	-45%
Steel making	9,2	11,7	-21%
Total	50,5	88,3	-42%

Millions of Euro

30/06/2017

30/06/2016

GLOBAL VALUE ADDED

A. Value of production

2.490,9

2.493,4

B. Intermediate costs of production

(-1.986,4)

(1.952,0)

(A - B) Core global value added

504,5

541,4

C. Ancillary components

(0,5)

(23,0)

Global value added (A - B + C)

505,0

564,4

Millions of Euro	30/06/2017	%	30/06/2016	%
A. Personnel	425,1	84,2%	443,8	78,6%
B. Public Administration	20,9	4,1%	23,5	4,2%
C. Venture capital	8,2	1,6%	8,2	1,5%
D. Third parties	(0,4)	(0,1%)	(0,3)	(0,1%)
E. Company reinvestment	42,3	8,4%	80,1	14,2%
F. Lenders	7,7	1,5%	7,7	1,4%
G. Donations and sponsorships	1,2	0,2%	1,4	0,2%
Global value added	505,0	100,0%	564,4	100%

FINANCIAL TEAM
NET FINANCIAL
POSITION

912,5 Millions of Euro

FINANCIAL TEAM
NET FINANCIAL
POSITION

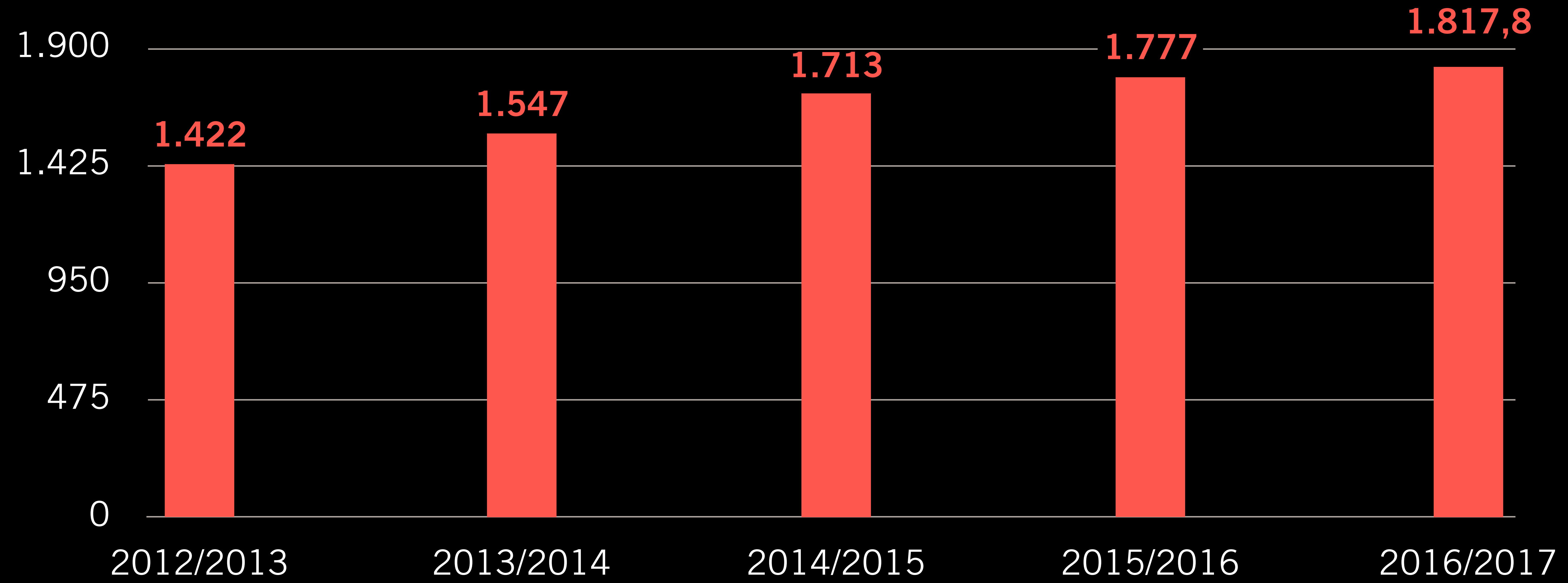
Millions of Euro	30/06/2017	30/06/2016	Variation
Securities and other financial receivables	557,1	456,1	101,0
Cash at banks	1.078,5	1.389,5	(311,0)
A. TOTAL CURRENT FINANCIAL ASSETS	1.635,6	1.845,6	(210,0)
B. CURRENT FINANCIAL LIABILITIES	(564,1)	(527,4)	(37,6)
C. NON-CURRENT FINANCIAL LIABILITIES	(159,0)	(410,0)	(251,0)
Positive net financial position (A) - (B) - (C)	912,5	908,2	4,3

FINANCIAL TEAM
GROUP NET EQUITY

1.817,8 Millions of Euro

FINANCIAL TEAM EQUITY TREND

Millions of Euro



FINANCIAL TEAM
DIFFERENT
INTERPRETATION

How
much

What

How

FINANCIAL TEAM
ACHIEVEMENTS

Productive plants

Shippings

Sites

Customers

Productive plants

50,000 t
Equipment and machines



100
Airbus A380



FINANCIAL TEAM
ACHIEVEMENTS

Shippings

70,000,000
Kilometers



FINANCIAL TEAM ACHIEVEMENTS

Sites

137

Jobsites

83

New plants

1200

Employees
from 47 different
countries



FINANCIAL TEAM
ACHIEVEMENTS

Customers

55

New customers



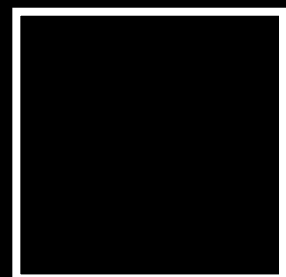
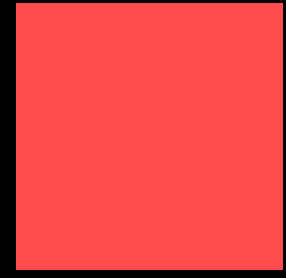
Research
and
development

Training

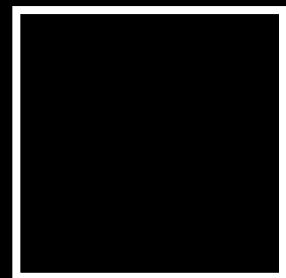
Digitalization

FINANCIAL TEAM INVESTMENTS

Research and development



Training

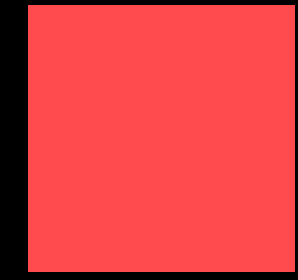


Digitalization

more than **240,000**
Hours

FINANCIAL TEAM INVESTMENTS

 Research and
development



 Digitalization

Training

more than **1300**
Specialized training courses

more than **4000**
Employees involved

FINANCIAL TEAM
INVESTMENTS

 Research and
development

 Training



Digitalization

Digitalization

Performance indicator

Research and development

Training



BUSINESS SCORECARD										
Product Line		Period Type	ACT 14/15	ACT 15/16	ACT 16/17	Target	06/16	07/16	08/16	
1 - FINANCIAL PERSPECTIVE										
P&L	% Operating Income	MBO	Q	2.9%	2.8%	5.4%	5.9%	2.8%	-0.8%	-0.8%
	Revenues	KPI	Q	311,103	264,910	219,248	240,000	264,910	34,040	34,040
	Operating Income	KPI	Q	6,263	7,432	11,377	12,000	7,432	-3,000	-3,000
	% Inefficiencies (MMC + VARIANCES) on P&L A	KPI	Q	9.7%	10.7%	9.4%	5.9%	10.7%	14.9%	14.9%
SALES	Order Intake	KPI	M	200,171	166,014	247,554	230,000	0	4,655	1,000
	% Gross Margin Intake	KPI	M	38.5%	10.2%	8.2%	13.9%	7,669,000.0	20.7%	70.0%
	Q2-1 KIO Order Status	KPI	M	25.0%	20.0%	61.0%	90.0%		16.7%	50.0%
	Jet KIO Upload	KPI	M	11.1%	19.6%	52.9%	90.0%			40.0%
	Velocity (CIP - Jv12)	KPI	M	75.2%	75.0%	65.0%	90.0%		50.0%	
TO + TT	% IO Incidence on CostA I + IOI	KPI	M	4.5%	4.7%	4.5%	4.4%	4.7%	4.1%	4.1%
	% Modification	PI	M	0.0%	5.5%	3.1%	5.0%	3.1%	3.1%	3.1%
	% NCR	PI	M	0.5%	0.6%	0.6%	0.5%	0.5%	0.5%	0.5%
	% Effectiveness (costs)	PI	M	197.1%	104.2%	113.4%	90.0%	114.5%	125.1%	90.0%
	% Efficiency (hours)	PI	M	92.3%	98.5%	95.4%	90.0%	105.8%	124.3%	80.0%
PRODUCTIVITY	Operating Income x Pax	KPI	Y	0	29	47	50	29		
	Revenues x Pax	KPI	Y	0	1,047	872	1,000	1,047		
3 - CUSTOMER PERSPECTIVE										
OTD	O10 9330	MBO	M	8.4%	31.1%	14.0%	90.0%	22.9%	0.6%	30.0%
	O10 4900	PI	M	28.1%	33.9%	30.5%	90.0%	19.9%	42.9%	30.0%
	O10 2040	PI	M	78.2%	77.6%	83.9%	90.0%	73.9%	83.0%	90.0%
	O10 2030	PI	M	78.4%	81.7%	86.9%	90.0%	79.9%	84.7%	90.0%
	O10 2020	PI	M	78.4%	81.7%	86.9%	90.0%	79.9%	84.7%	90.0%

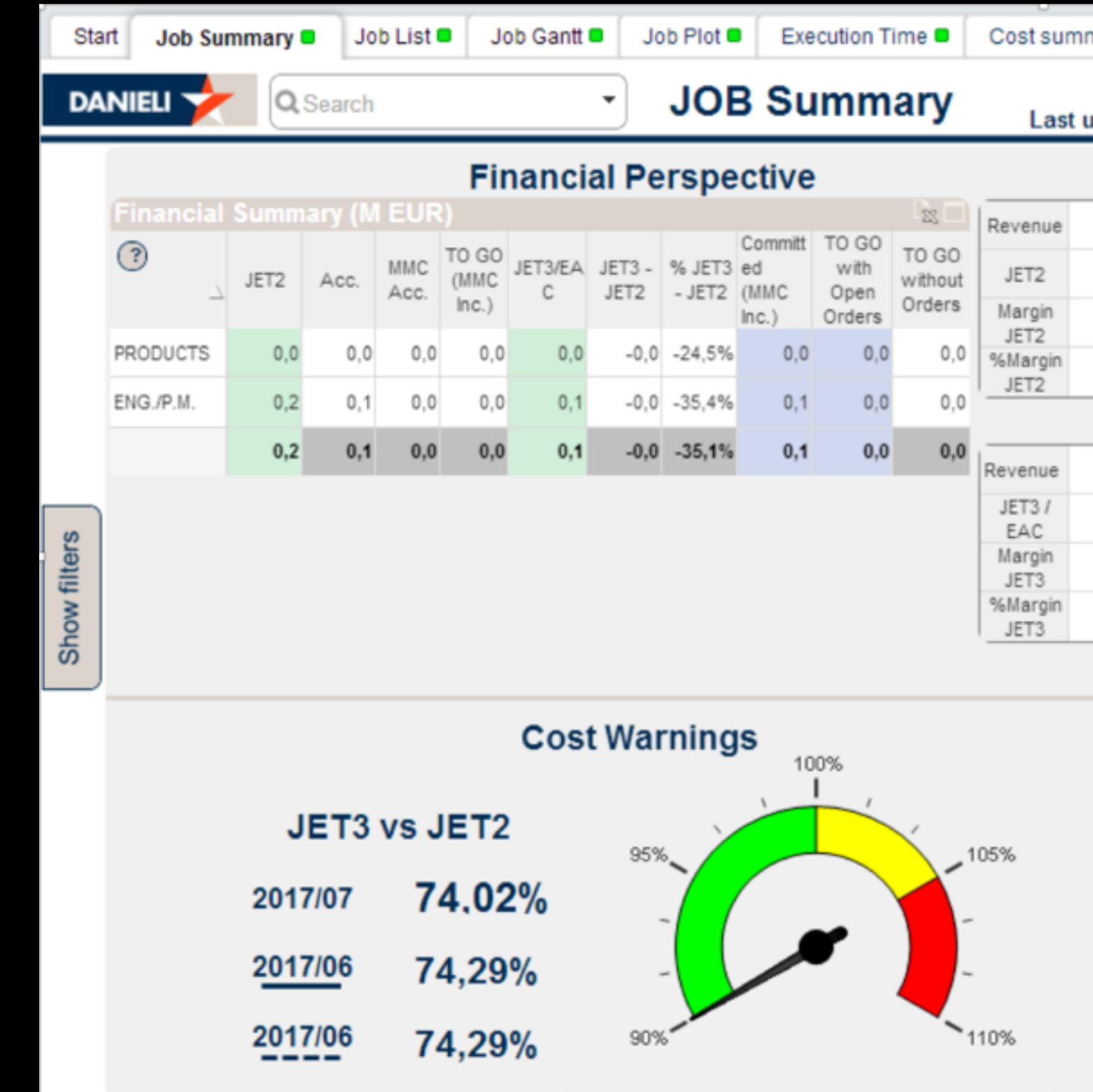
PROFIT
PRODUCTIVITY
EFFICIENCY
ON TIME
QUALITY
ORDER INTAKE

Digitalization

On line project control

Research and
development

Training



COSTS

TIME

RISK
MANAGEMENT

FINANCIAL TEAM
INVESTMENTS

 Research and
development

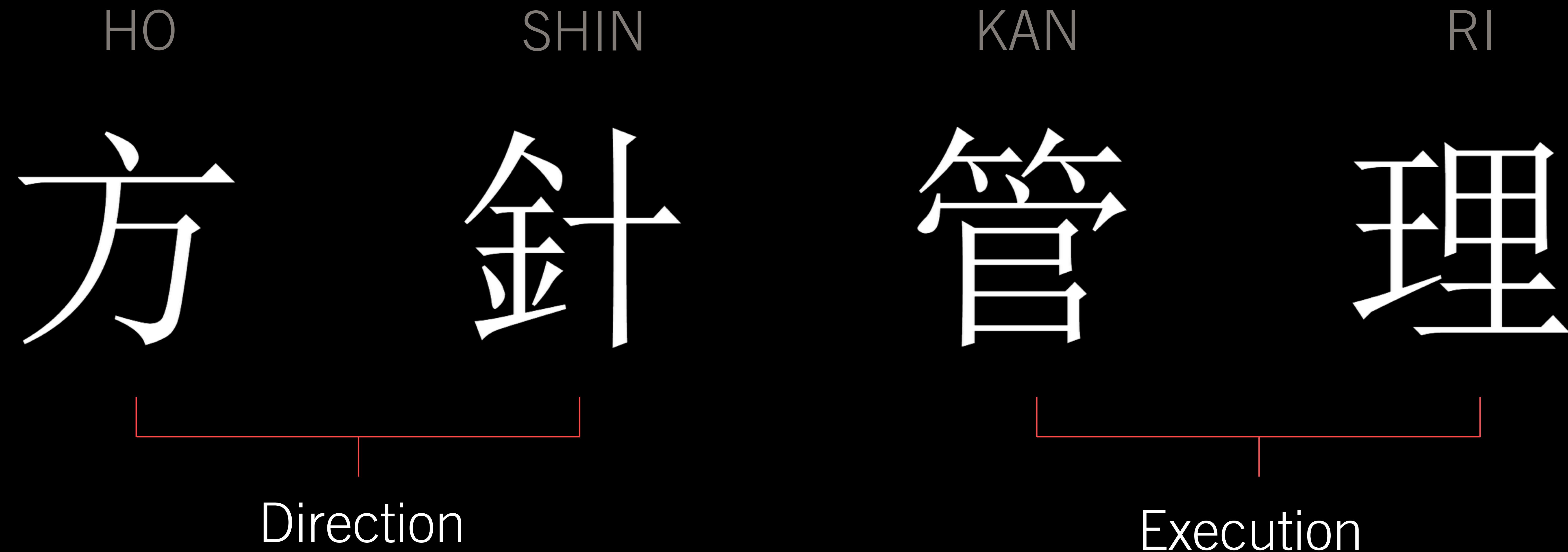
 Training



Digitalization

D-NEXT

:metyou



Results

More than
200
projects

12
business
units

More than
300
people
involved

100
improvement
targets

HOSHIN KANRI

projects

Quality

Customer
satisfaction

Quickness

Team spirit