



RINA  
GROUP

—*making the best together*—

annual report  
'12

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## The right company for the right job

RINA Group today is a vast repository of skills and expertise delivering real benefits to industries across the globe. In order to guarantee full transparency throughout the Group's activities, the services are organised and delivered by independent companies and any potential conflict is carefully assessed.

RINA S.p.A. is the Group's holding company which provides staff services to the operating companies of the Group such as administration and finance, HR, system management and communication.

Within the Group services related to testing, inspection, certification, verification and classification are provided by RINA Services S.p.A. and its subsidiaries.

Engineering and consultancy services are supplied by D'Appolonia S.p.A. and its subsidiaries C. Engineering S.r.l. and Projenia S.r.l.

Other companies forming part of the RINA Group are: SOA RINA S.p.A., SOGEA S.C.aR.L., Logmarin Advisors S.r.l., ITA - Istituto Tecnologie Avanzate S.r.l., POLARIS S.r.l., TecnoLab S.r.l., SSM S.r.l.

For the convenience of readers this report is structured by industry sector rather than by company. Readers should bear in mind that services delivered within each industry sector are delivered by independent companies.

## Board of Directors

Ugo	SALERNO	<i>CEO &amp; Chairman</i>
Gianrenzo	PRATI	<i>Vice - Chairman</i>
Angelo	ANSALDO	<i>Director</i>
Enrico	BUSCHI	<i>Director</i>
Umberto	D'AMATO	<i>Director</i>
Paolo	GAGLIARDI	<i>Director</i>
Paolo	PIERANTONI	<i>Director</i>

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Francesco	ILLUZZI	<i>Chairman</i>
Giovanni	GRAZZINI	<i>Auditor</i>
Enrico	MARESCA	<i>Auditor</i>

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Elvio	BIANCONI	<i>Member</i>
Claudio	CONSIGLIERE	<i>Member</i>
Ugo	LECIS	<i>Member</i>
Michele	MORSELETTO	<i>Member</i>

## Corporate Compliance Board\*

Roberto	CARPANETO	<i>Member</i>
Roberto	CAZZULO	<i>Member</i>
Michele	FRANCIONI	<i>Member</i>
Massimiliano	MIO	<i>Member</i>
Michele	MORSELETTO	<i>Member</i>
Paolo	SALZA	<i>Member</i>

\* Operational since 1<sup>st</sup> June 2013

# Integration and....

2012 was the year in which RINA Group really began to think and act as a global group. The major changes we made internally to create a free-flowing matrix of services and expertise took time to digest and implement. At the same time we had to integrate the companies we had acquired, including D'Appolonia and Simtex. We put a lot of effort into building an organisation which is now able to deploy expertise at every level of the project, from conception, through design, building, commissioning and certification to on-going support in operation.

This year of integration and re-organisation for us was also a difficult year for our traditional clients. The marine market is having a tough time, and we had to recognise that and change our services so that we could provide our core customers with better support. At the same time energy markets were strong and some parts of the world were growing, and we made a real effort to make our presence felt and to grow there too.

That was especially apparent in Indonesia, where our expertise with offshore gas was in demand to support the state gas utilities, in the UAE, where we were chosen as partner to help develop TASNEEF and in Turkey, where we helped major contractors win big development projects in Central Asia.

These successes helped to produce a continuing growth revenues (280 million Euros), and we expect that growth to continue in 2013 as we build on the platform of skills and good people we have built this year.

For our marine clients we have developed a range of services to help them be more efficient and to save money. These include a suite of fuel saving measures and support with improving the human factor. We want to work alongside our clients all the time, not just when they need classification for a ship.

Outside shipping this report reflects the rich diversity of RINA's services and clients. We are providing vital parts for the European space ventures, vital safety verification services for the world's largest rail tunnel, system integration for railways and warships in the Middle East, an environmental roadmap for Beijing and engineering for safer, cleaner and quicker mass transport in cities from Seoul to Pisa.

# ...Innovation

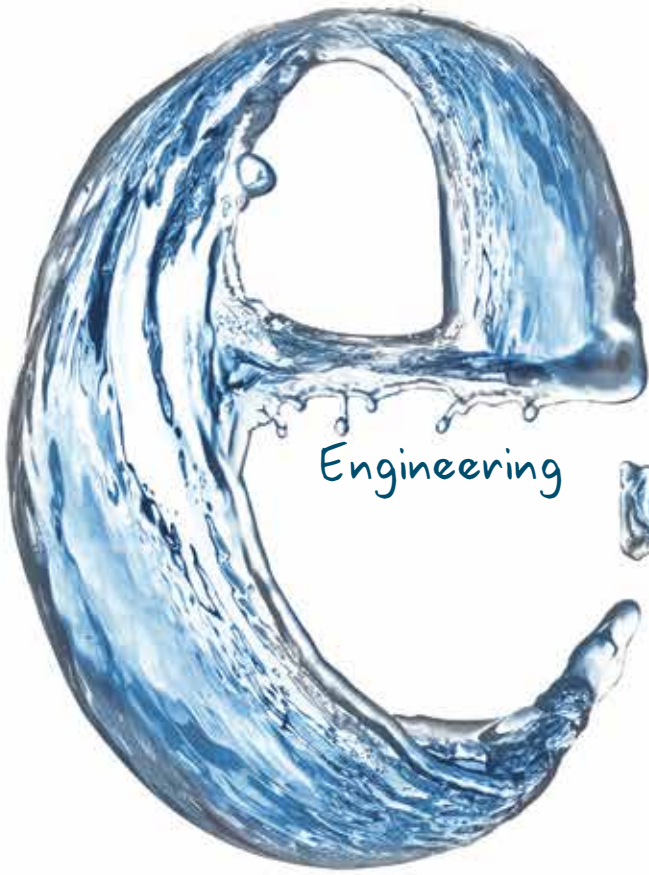
Our internal transformation is still a work in progress and as our colleagues know each other better and work more closely, they are constantly innovating new services to meet the needs of clients. An example of the range of services for one client this year was food product testing for what supermarket chains sell and seismic vulnerability assessment for the supermarkets they sell the products in. Widely different services, both needing special expertise and care, and both delivered by RINA Group's companies. It is exciting, and you can feel the excitement across the whole group. This report reflects that excitement and growth.

The Group is developing and changing but it has not changed its core values and it will not lose touch with its deep roots in the maritime world. Everything we are adding to RINA in competencies and services is there to build on what we do. Everything new is to help our existing clients and core customers, not replace them. The RINA Group is not moving into new markets for its own sake, it is moving and changing because its clients are moving and changing. In a global world we have to offer a global service everywhere, and that is what we began to achieve during 2012.

We still have a lot to do, but we have the right people with the right attitudes and skills in the right places to do it.

  
CEO & Chairman





Engineering



Testing



Inspection



Certification

2012 was a transitional and transformational year for all parts of the RINA Group. It was a year in which the group had to make effective its internal move to a matrix system, and a year in which it had to integrate a wave of acquisitions. That required new thinking right across the group, especially as all the changes had to be made against a background of difficult market conditions.

The key to success was identifying and profiting from synergies across the expanded group while at the same time reaching out into the market to understand how the vastly increased scope of RINA Group's services and competencies could be matched to what the clients need today.

RINA Group's companies today can deliver services at every part of a project. The challenge for the group was for everyone to understand that and to focus on the clients and their needs, and to know where to go in the group to meet the client's needs. Work has been done on sharing best practice and on building a client-centred focus, and that continues into 2013.

The main activities within the RINA Group are delivered by independent operating companies, having their own governance and organisation aimed at complying with the requirements and standard applicable to each service.

As part of the globalisation, the RINA Group changed accounting standards last year, moving from Italian standards to the international IFRS standard. That will help make the group more financially agile and open to increased capital as growth opportunities arise in the future.

The opening of offices in new countries, and the increase in staff numbers to over 2,100, required increased emphasis on internal training and monitoring. An effective workshop of managers from the group around the world identified a number of mechanisms to help each part of the group better understand the rest. A major internal e-learning process was begun at the year end, with each service and business line spelling out for the others what it does and who for in a set format.



A process of efficiency improvement was put in place which saw reductions in travel costs and better allocation of resources across the group. Process streamlining and efficiency seeking were combined with the implementation of the quality programme to cut out waste. Improvements were made to the certification process and to knowledge management within the group. RINA Services (RINA) continued to occupy a top slot with all Port State Control authorities.

RINA Services is continuing its QHSE development. The process will be completed in 2013. Anti-bribery codes to comply with Italian law will also be extended across the entire group in early 2013.

A lot of attention was paid to improving sustainability. There were moves to reduce energy usage in the group and to cut out paperwork, including moving to digital plan approval and distribution of reports such as this by electronic means only. Improved air conditioning in the headquarters office and improved video conferencing reducing travel helped with group energy reduction.

Achieving real  
synergies





Shipowners and shipyards were suffering tough markets during 2012. RINA Services worked hard to transform its core marine business to help its long term clients better. The aim was to move from being only a provider of classification and statutory services towards being a partner who provides value-added services. That approach delivered benefits to both clients and RINA Services. RINA Services retained its market share despite the tough market and was able to design and deliver services which helped owners to increase the safety and efficiency of their fleets.

At the year-end RINA Services' classed fleet of merchant vessels totalled 4,570 vessels and 33.5 m gt, including 600 passenger, cruise and ferry vessels, 500 tankers and 280 bulk carriers. In addition, RINA Services has a substantial footprint in the global military market and classes 1,250 major yachts. Of the merchant ships just over half are owned in Italy, 17 per cent in Asia and 13 per cent in Greece, with the remainder spread around the globe. Transfers of ships in service in North Europe and Scandinavia increased RINA Services' presence in these key mature markets.

Some examples of RINA Services' classification of ships in service in 2012 include the ten containerships for Italia Marittima, totalling 549,332 gt, the two



82,000 dwt bulkers Caravos Triumph and Caravos Glory for Iason Hellenic Shipping Group, the 69,355 dwt bulker Everglory for Fujian Hengfen Shipping and the three 28,000 gt ro-ro ships Finnsky, Finnsun and Finntide transferred to RINA Services class by Finlines.

The Indonesian Group Arpeni Pratama Ocean Line chose RINA class for the four handysize bulkers Banowati, Dewi Laksmi and Dewi Parwati, Urmila and the FSO Kenconowungu as well as 19 pontoons and 22 tugs.

Although shipowners were prudent in ordering new tonnage, RINA Services maintained an order book of over 500 new merchant vessels totalling 3.05 m gt. These included 25 passenger ships and 120 tankers. Of these 84 per cent are in Asia. RINA Services also has a substantial order book of warships and over 250 large yachts building under its class.

Owners around the world took delivery of over 200 vessels to RINA class during 2012, including thirty-seven in Italy, sixty-seven in the Far East and Middle East, of which twenty were in South East Asia and ninety-one in the Americas.

Some examples of newbuilding deliveries include the 113,216 gt Costa Fascinosa cruise ship built by Fincantieri for Costa Crociere, the 313,049 dwt bulk carrier Gemma built by Dalian Shipbuilding Industry for ILVA Servizi Marittimi and the 50,722 gt ro-ros Jolly Cristallo and Jolly Perla built by Daewoo for I. Messina. Perseveranza di Navigazione took delivery of the 93,207 dwt bulk carrier Marlene D'Amato built by Jiangsu New Yangzijiang Shipbuilding and Sea Traders Group took the 175,125 dwt bulk carriers Angel II and Delos built by New Times Shipbuilding. The 36,699 dwt bulkers Cielo di Capalbio and Cielo di Vaiano built by Hyundai Mipo Dockyard were delivered to D'Amico Dry. The 53,801 dwt bulker Bulk Limpopo built by Jiangsu Hantong Ship Heavy Industry was delivered to the Coeclerici Group and the 58,433 dwt bulker Cyrenaica G built by SPP Shipbuilding was delivered to Gestioni Armatoriali.

In the warship sector the Italian Navy took delivery of the first of a series of FREMM frigates building to RINA class at Fincantieri, the UAE Navy took delivery of the first of the Falaj class stealth

patrol vessels and the Finnish Navy took delivery of its first mine countermeasure vessel, built to RINA class at Intermarine.

In the yachting sector the 50 m mega yacht M/Y Better Place built at Wally S/Y was delivered with the RINA Green Plus class additional environmental notation.

Significant new orders included five 71,600 gt ro-ros for Grimaldi Compagnia di Navigazione and four 45,000 gt ro-ros for I. Messina to be built at STX in Korea with a highly sophisticated anti-pollution system and RINA Services Green Plus class notation. Hudong - Zhongua shipyard in China will build five maxi con-ro vessels for ACL to RINA Services class. These will be the biggest con-ro vessels in the world with 3,800 teu and 1,300 vehicles garage capacity. Yangfan Zhousan shipyard will build 10 handysize bulk carriers for D'Amico Dry and Yangzhou Haichuan will build three 6,200 dwt tankers for Folsom Oil Ltd and one oil tanker for Transchart Ltd of Russia.

Gestioni Armatoriali chose RINA class for a 50,000 dwt oil and chemical tanker it has ordered at STX Offshore & Shipbuilding shipyard in Korea while D'Amico Tankers chose RINA class for two 29,900 gt oil chemical tankers to be built at Hyundai Mipo Dockyard.

SPP Shipbuilding in Korea will build two 76,000 dwt bulkers for the Premuda Group and Stocznia Gdansk will build a 7,600 gt gas carrier for Synergas. Fjellstrand shipyard will build a 3,536 gt offshore supply vessel with diving facilities for the Swire Group.

It is the first newbuilding contract won by RINA Services in Norway. Ali & Sons shipyard in UAE chose RINA class for the conversion of a 125 m cable laying vessel for E-Marine Group.

RINA Services launched a co-ordinated range of services to help shipowners save fuel and reduce emissions. There are seven different elements to the services which can be adopted individually or as a complete package. They include: ISO 14001 Environmental Management Systems Certification; auditing for ISO 50001 Energy Management Systems Certification; Assistance in development of the SEEMP (Ship Energy Efficiency Management Plan); EEDI (Energy Efficiency Design Index) verification;





Energy Saving and Energy Conservation Analysis; Fuel Consumption Data Analysis and Decision Support Solutions and tailored energy saving training courses. The first complete application of fuel saving solutions was for three ro-pax vessels owned by Grimaldi's GNV. These include on board audits, voyage and fuel monitoring and trim optimization. A new Hot Spot inspection campaign was developed providing enhanced on board inspection to improve the maintenance condition of machinery and technical

spaces on passenger ships. The service was successfully delivered to Costa Crociere, Ibero and MSC Cruises, including on vessels not presently classed by RINA Services.

In the yachting sector a lot of work was performed on noise and vibration minimisation using the software tool VA One with the ESI Group and RINA Services developed guidelines for yacht sailing rig analysis, manufacturing and maintenance. The scheme includes full certification of the rig and a verifiable planned maintenance scheme. An example is the first rig certification issued by RINA Services to the MY Windfall, built at Southern Wind Shipyard.

The Turkish Advisory Committee was newly set up. RINA Services confirmed its leadership in the yachting sector in Turkey with a share of about sixty-five per cent of the classed megayachts and was awarded the classification of the largest wooden mega sail yacht ever built, over 140 m length, with a sail area of over 4,800 square metres.

RINA assisted Costa Crociere, the Authorities and the other parties involved in managing the Costa Concordia accident by joining the Technical Scientific Committee permanently based on Giglio Island with the task of managing the emergency and co-ordinating the interventions to mitigate the consequences of the event. RINA Services also helped carry out an in-depth structural analysis of the wreck and identified the technical information to be included in the bid for salvage operations.

RINA Services provides technical and regulatory support to the American-Italian consortium, Titan Micoperi, which won the bid for the wreck removal and has been

appointed to carry out all the technical verifications necessary to provide advice to the Italian Administration for the towing of the ship to the dismantling facilities.

RINA Services was recognised by Sweden's Clean Shipping Project as able to verify ships and shipping companies in accordance with verification guidelines developed for ranking in the Clean Shipping Index.

With the new recognitions by the Romanian and Bulgarian authorities RINA Services has reached 100 authorizations from Flag Administrations worldwide. RINA Services was also chosen by EMSA to supervise the conversion of its first oil recovery vessel in the Black Sea.

A major new challenge sees RINA Services involved as a partner to the newly established UAE classification society TASNEEF.

RINA Services has been chosen to support the development of TASNEEF as an international classification society capable of meeting the technical and classification needs of the Middle East maritime industry, the UAE flag and international commercial shipping.

Looking ahead RINA Services will extend the scope of classification into the Combat System of warships, such as FPVs for the UAE and a helicopter carrier/LPD for the Algerian Navy. That will lead to a revision and extension of RINA Mil Rules for military vessels.

The Green Plus environmental notation is also being extended to cover transshipment facilities, working with Logmarin.

RINA Services is also providing electromagnetic compatibility verification

and information security support for the new patrol vessels being built for the Italian Guardia di Finanza at Vittoria Shipyard.

There is also a large research project underway to help develop an LNG bunker infrastructure in the Mediterranean and to advise owners on the use of gas as a fuel for their ships.

*Franca Parisi*  
 Manager Plan Approval and  
 Technical Support Centre  
 RINA Services

*"Our core function is checking everything carefully for every ship and project to ensure it meets class and statutory rules. Nowadays the trend of our Centre is to be more oriented to the needs of our clients additional to those required for class and statutory matters. It was very satisfying last year, for example, to provide our clients with additional value-added services and to improve the performance of their ships. We succeeded because we have the expertise with the rules and regulations. Our clients are coming back for more work so I know they are confident in our problem solving ability."*



### Nico Bruni

Business Development Manager Navy  
RINA Services

"We saw a lot of successful navy ships deliveries in 2012. For me personally the most interesting was the first of the three mine countermeasure vessels built for the Finnish Navy at Intermarine. These are highly specialised vessels and we have had very good feedback from the Finnish Navy. We also saw the first FREMM frigate entering service with our class, and the first stealth patrol vessel for the UAE Navy. Closer to home the value of classification was recognised with a five-year contract to class all 230 patrol vessels in the fleet of the Italian Guardia di Finanza. Looking ahead I am very excited that we will soon be publishing guidance rules on the integration of the Combat System with the platform. We have worked hard on that and it is a first for naval classification. I'm looking forward to expanding our activities in the Middle East, working with TASNEEF."



### Pino Spadafora

Area Manager Baltic, Benelux, Scandinavia  
RINA Services

"In these mature heartlands of the global shipping industry owners are spoiled for choice of class societies. We have to be a little different and a lot better, to gain their trust. So I was very happy in 2012 when almost forty ships were moved to RINA class by local owners, including four tankers and six multi-purpose entrusted to us by Dannebrog Group, a Danish shipowner. We also won two newbuildings of sophisticated platform supply vessels for a Norwegian owner building in a Norwegian yard. Not all the owners want to work with the big local societies. They like being able to talk to the senior people in their class of choice and they like our sense of innovation. One example of that is how we are working with a Danish owner, C-bed of Monjasa Group, who is using three ropax vessels as floating accommodation and service vessels for offshore wind farms. It is a new industry and needs new thinking."





## Lorenzo Cannavacciolo

Deputy Branch Manager  
D'Appolonia, Abu Dhabi

"D'Appolonia and C. Engineering are achieving important orders in United Arab Emirates and entering into significant local markets, such as Oil & Gas and Transportation, where we provide, for instance, system integration services for Stage 1 of the brand new UAE railways. Our presence in UAE, particularly in Abu Dhabi, started in 2006 with the support provided to a major Italian Industry of the Defence sector, which was involved in combat system integration for the main National shipyard. In the following years we were able, while keeping on supporting our Italian partners, to exploit local contacts and start with new activities directly on site with UAE clients, being mainly involved in the major programmes in the Defence sector, e.g. naval combat system integration services and specialist engineering studies, as well as in the design phases of homeland security projects. This allowed us to significantly grow, capitalizing our presence in the Country and reach our current position in different multidisciplinary domains."



## Andrea Di Bella

Area Manager Middle East  
RINA Services

"Being selected as the partner to help TASNEEF, the UAE's new class society, to start up and develop, gave me the most satisfaction last year. We put a lot of effort into understanding what they needed and why they needed it. They looked carefully at what all the other major IACS class societies could give them and they chose RINA Services because we could demonstrate the right competencies, in military vessels and mega yachts especially. I also believe there was a cultural match of minds on a personal level. We are ready to listen to them rather than lecturing. Looking ahead we see this as a first step. We are helping TASNEEF to develop and at the same time that process is throwing up new opportunities and projects for them and us. We have a strong platform for growth in this region, and as the region grows we will grow with it."







RINA Services delivered more business assurance certifications than ever during 2012. Quality certifications completed grew to more than 18,000, up from 16,000 the year before. Occupational Health and Safety, Social Accountability, Automotive and Food certification all grew strongly.

Clients typically moved towards improving certification by adding standards, especially in the environmental field. One example was the triple certification obtained by Brianzacque Quality (ISO 9001), Environment (ISO 14001) and Safety (BS OHSAS 18001) schemes. Brianzacque is an integrated water service provider in Italy. Last year it added ISO 50001 Energy certification from RINA Services to cover all its plants with all four standards.

EDIPOWER turned to RINA Services for BS OHSAS 18001 certification for six thermoelectric power plants and three hydro-electric units in Italy.

In the food sector business grew strongly through the ITA and Agroqualità brands. There was increased business from the major supermarket chains of Auchan and Carrefour and RINA Services began work for other major chains including Lidl and Billa. RINA Group is doubling its food laboratory capacity in Italy in response to increasing demand for food testing and certification.



Agroqualità made a major entry into the certification of food origin market by winning a tender for PDO (Protected Designation of Origin) certification of wines in Abruzzo.

Agroqualità is now certifying the origin of thirty-five wines and twenty-three food products and is planning a major expansion in this market.

A new food service launched in 2012 was the FSSC 22000 Standard - Food Safety

System Certification Standard. It is based on integration of ISO 22000:2005 with ISO/TS 22002-1 and establishes the necessary requirements to produce and supply safe products and food for human consumption. It covers all food products.

Looking ahead, Agroqualità will provide certification of the BRC IOP Packaging Standard, developed by the British Retail Consortium (BRC) with the support of the Institute of Packaging and of the associations representing packaging manufacturers, which aims to ensure the hygiene-health safety not only of packaging materials which come into contact with food products but also of consumer products and secondary and tertiary packaging for all uses.

Also due to launch in 2013 is a Halal Certification Programme which will bring high food safety standards to the Halal market. The Halal Certification Programme enables products complying with the fundamentals of Islam to be identified through a specific logo. The standard will primarily apply to the food area: cosmetic, pharmaceutical and primary packaging sectors requirements will follow.

PR EN 15224 is an updated European standard for the application of ISO 9001 to clinical processes and, for the first time, the requirements of clinical risk analysis and management have been introduced. RINA Services will shortly launch this service.

RINA Services was accredited by Turkak according to EN 17020 for inspection activities of pressure equipment and lifting appliances.

Contracts for the provision of second

and third party activities in the field of yard supervision and QA/QC were signed with major customers including Coca Cola, Tecnicas Reunidas and Botas.

In Romania, RINA Simtex increased the certification portfolio with a considerable number of new clients and a wide range of services. Examples include IRIS certification for Astra Vagoane Calatori, ISO 9001 for Dacia, ISO 9001, ISO 14001, BS OHSAS 18001 and EN 9100 for Elettra Communications, part of SELEX ES S.p.A. and ISO 9001 and product certification for Impresa Pizzarotti. The first BEST4 certificate issued in Romania was for Pirelli E&ECO Technology S.r.l.

An achievement in Bulgaria was the certification of Sofia Airport (ISO 9001, ISO 14001). This was followed by the Bulgarian Construction Chamber, the National Cardiological Hospital, the Technical University of Varna and the Parking Control in Sofia.

Dealing with international donors, RINA Services was appointed as advisor to the Ministry of Foreign Trade and Economic Relations in Bosnia for the adoption and implementation of quality infrastructures. The target of the project, funded by the EC EuropeAid programme, is to foster the economic growth of the country thanks to the adoption of such quality policies.

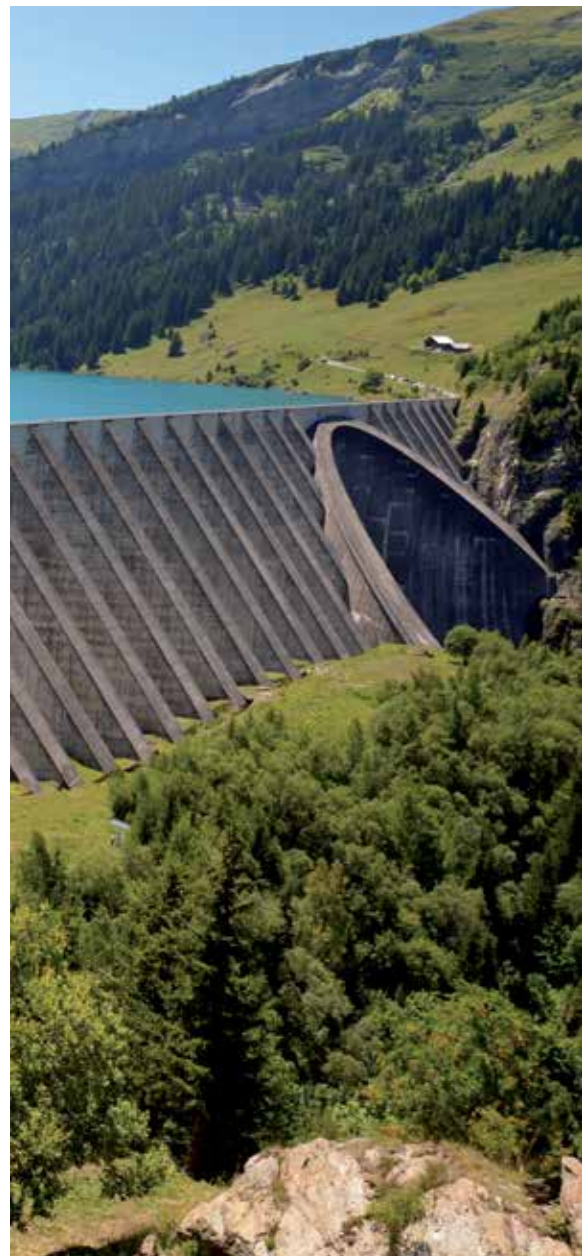
In the business governance field there was a strong focus on training, delivered through RINA Academy and SOGEA.

The Human Knots courses focussed on helping maritime operators to train their staff to cope with emergencies and crises, bringing together behavioural and managerial training with marine technical competence.

Maersk's managers in Genoa were trained in performance improvement and team building.

A lot of business development courses were delivered under the umbrella of Italian trade association Fondimpresa.

Other business governance contracts included helping Luxottica assess its process for reducing the risks of bribery and helping the Monte Bianco Tunnel with traffic tracking software replacement.



During 2012 RINA Services launched a new inspection service for lifting appliances and pressure equipment. RINA Services is one of the first bodies to have obtained authorisation to undertake inspections of lifting appliances and pressure equipment in ten Italian regions.

## Razvan Cristian Jonescu

Deputy General Manager  
RINA Simtex-OC, Romania

"We had to work hard during 2012 to integrate our processes at Simtex with those of RINA Services, and also to learn the range of new services we could now provide in Romania using RINA Services' expertise. At the same time we wanted to keep our existing customers happy. We achieved that and had some good successes, especially in the food sector where we certified, on IFS, several companies. The companies are investing in their employees despite the crisis. So we provided new training to the market, related to the accredited services, such as ISO/IEC 20000-1 - Service Management Systems, IFS, ISO 50001 - Energy Management Systems and some others. A great quality in our new colleagues at RINA Services is their ability to communicate. That was vital during the integration phase and we can build on that as we find ways to sell increased added-value services using our local expertise."



## Burcin Ak

Business Development  
Manager Turkey  
RINA Services

"Turkey is growing fast and the outlook for investment over the next ten years is good. At the same time big Turkish firms are reaching out internationally. Within Turkey there is a lot going on, especially with railways, but for me the most interesting growth was in environment-related projects. We have about a one third market share of voluntary certification of carbon reduction projects complying with the Gold Standard and Voluntary Carbon Standard (VCS) in Turkey now, covering hydro projects, landfill gas recovery and wind energy generation. We also achieved a significant growth in Inspection and Testing. One thing that was proven to me during 2012 was the value of the matrix organisation. It means we can go directly to the business lines with the expertise we need and so tailor packages quickly to what the clients want."



## Natal Vasconcelos

Country Manager Brazil  
RINA Services

"We had a tough year in Brazil during 2012 as we struggled to clarify our objectives, and we had a change of management in the middle of the year. But we did that and with a clear plan in place we were able to reach the goals and also tackle new areas such as ISO 22000 food certification. In our more traditional fields we were pleased to work with some major transportation clients, including auditing a very large road freight company for ISO 90001. Looking ahead the future looks brighter. We are working to deliver a range of services to the big companies which are so important in Brazil, and we plan to introduce new services including training activities, ISO 27001 (Information Technology), AS 9100 (Aero Space) and Product Certification. We should get accreditation by INMETRO soon."



## Francesca Balocco

Technical Director and Cosmetics & Services Team Leader

ITA

"During 2012 we provided production inspection of different suppliers of own label meat products. We monitored all the meat supply chain in particular farms, sectioning and slaughtering of different producers in conformity to CRAI, one of the major supermarket chains, standards. During this year ITA expanded its microbiological and chemical laboratories. New spaces and new equipment gave to ITA a new opportunity to provide new services for our clients. We also accredited new tests for food, material food contact and cosmetics. Another activity developed with marine colleagues of RINA Services was to verify the conformity of air, water and food supply chain for a marine company. ITA provided health and food testing services for cruise ships and ferries. We are confident that new regulations in particular in cosmetics, in food labelling conformity, could generate new opportunities during 2013. For certification new schemes related to cosmetics, in particular ISO 22716, could generate new opportunities for us with producers but also in auditing and inspection for supermarkets."



## Achille Tonani

General Manager Health & Food  
RINA Services

"Certification of food origin and food traceability is a big growth area. I was very happy last year to win a tender for wine certification which is a new area for us. That gave us thirty-five wines to certify for PDO and PGI (Protected Geographical Indication) in Abruzzo, Piemonte and Lazio, and there is a lot of potential in the wine sector. We are doubling our laboratory capacity in Italy to meet demand. We see that the expertise we have in Italy in food traceability will be valuable to countries entering the EU or selling food to it, such as Romania, Turkey and Tunisia. They have traditional food products and their governments need to put in place food origin certification processes. We are going to help them do that."





## Cristina Palazzo

Head of Client Development  
Sogea

"We have been busy with diversification and innovation of our training courses, tailoring ad-hoc courses to meet specific needs of the individual organizations. The results were that we acquired a lot of new clients including the Maersk Group and our existing clients like Carrefour and other passenger cruises companies gave us more work. One important factor in our success was collaborating with colleagues from the network. We are promoting high level training services customised on the clients' needs. In the training business knowing how to listen to the client with respect and curiosity in order to better understand their needs and specific expectations is important, as is interpreting and translating what is required and proposing achievable solutions. Looking ahead I plan to continue to be curious... in order to learn... understand...transform."



## Giovanni Carratino

Sector Manager Certification  
RINA Services

"My team is responsible for the technical and regulatory maintenance of certification services and for the acquisition and maintenance of the accreditations and notifications required to allow RINA Services to operate as a leading player on the market. Our colleagues are our customers. We are always very satisfied when we achieve new accreditations. An example in 2012 was accreditation for the certification of personnel and organisations working with fluorinated greenhouse gases. Just as important as the development of new schemes is keeping the existing ones running smoothly and making the certification process as efficient as possible, while ensuring full compliance with the applicable standards and accreditation rules. We also worked a lot in 2012 to aid integration with the companies we have acquired."







Energy was right at the heart of a wide range of services delivered by the RINA Group during 2012. Energy activities grew almost 20 per cent in 2012 as new clients were signed up and new services rolled out in new countries.

New services for deep water engineering, corrosion engineering and H<sub>2</sub>S monitoring were delivered and the capability to deliver FEED for gas projects was enhanced and supplemented by new project management services.

D'Appolonia's siting team was quite literally in on the ground for exciting new energy projects, delivering offshore geotechnical engineering. A new service for offshore site investigations combining offshore laboratory, onshore laboratory testing, onboard engineering and subsequent engineering and reporting was developed. The D'Appolonia team won a multi-year frame agreement with STATOIL to provide onboard and onshore geotechnical testing, engineering and reporting.

Big jobs completed by D'Appolonia included geophysical, geotechnical and environmental surveys for the TAP pipeline Italian and Albanian landfalls. This complex job required multi-vessel operations, state of the art laboratory testing and geotechnical characterization of the landfall sites.



IntecSea BV, the FEED contractor for the South Stream project, commissioned D'Appolonia to provide geohazard assessments along the 900 km long pipeline route to carry natural gas across the Black Sea.

D'Appolonia siting team sealed important new contracts included geohazard engineering for the Jangkrik Field Development for ENI Indonesia and for PTTEP, the Thai oil company, seismic hazard and earthquake engineering for

the Zawtika field offshore Myanmar. New numerical modelling procedures to assess stability of submarine slopes during an earthquake were developed. The geotechnical team is continuing to improve its capabilities for numerical modelling of soil and structures under earthquake loading, using the TOCNOG software and metocean capabilities have been added by incorporating DEAM, an Italian independent provider of metocean engineering, as a unit in the division. Moreover, the design of suction pile foundations for the Burullus Phase VIIIb development offshore Egypt was completed for Saipem, the installation contractor.

An energy hub was established in Indonesia where RINA Services carried out FEED on behalf of PGN and PGAS for Charlie field. PGN plans to establish a LNG Floating Storage and Regasification Unit at Lampung to supply West Java. RINA Services performed the FEED including concept selection for the FSRU and mooring facilities and assisted the Client in the selection of basic design on the plant, taking into account electrical, automation and emergency aspects. RINA Services will provide gap analysis following a location change and project management support for PGAS.

The FSRU is under construction at Korea's HHI for Norway's Leif Hoegh and will be delivered in 2014.

RINA Services was appointed by Indonesia's electricity utility PT PLN (Persero) to help develop the concept of the world's first marine Compressed Natural Gas (CNG) project. The project is to transport between three and six million standard cubic feet (MMscf) per day of CNG from Gresik-East Java to another Indonesian island, Lombok, where it will feed the Peaking Shaving power plant.

Also in Indonesia RINA Services was contracted by PT Indonesia Power for a gas market study for a mini-LNG distribution projects in Eastern Indonesia.

For Larsen & Toubro in India RINA Services provided inspection services for pipelines and for Tunisian oil company Serept RINA provided marine warranty services for the Ashtart platform revamping.

Closer to home Edison employed RINA Services for the classification of a replacement for FSO Alba Marina for the Rospo Mare field.

RINA Services also provided a wide range of value-added services for the replacement, including a full mooring analysis so that as much as possible of the existing system could be reused.

ENI chose RINA Services to class the replacement for the FPSO Firenze which was built in Dubai for Saipem and delivered in 2012 for exploitation of the Aquila field offshore Brindisi.

Ashore RINA Services completed work for Iren Energia on the Torino Nord 400 MW cogeneration power plant.

During 2012 RINA Services won a three year third party certification contract for Dragon Oil's pipelines and platforms in Turkmenistan.

ENI Congo awarded RINA Services a two year contract for onshore site supervision in the Congo while ENI's Exploration & Production division turned to RINA Services for inspection and expediting for a number of contracts including the Norwegian Goliat development, the Burun field in Turkmenistan, the Angola West Hub and a field off Algeria.

During 2012, D'Appolonia's HSE Division completed eighty-four projects including the HSE activities for the Val D'Agri gas field on behalf of Bonatti and in Saudi Arabia the HSE for KJO Hout Crude Onshore Facilities on behalf of Techint. HSE auditing grew and an example is the audit of production sites for Syndial. A new service was developed for Saipem for risk analysis of pipelaying vessels.

In the UAE D'Appolonia HSE engineering services were delivered for the Ruwais Sulphur Handling Terminal including HAZOP Review, Explosion Analysis, SIL Analysis, SIL Verification, FMECA and RAM analysis, Hazardous Area Classification schedule and drawings, Escape, Evacuation and Rescue Report (EER), Ambient Noise Survey and Noise allocation, Noise verification, Dropped Object Study, Legionella Review Report. RCM, training and technical assistance were contracted for the plant by Techint, who awarded C. Engineering a contract that includes maintenance engineering, training home office activities and technical support on site.

In addition, D'Appolonia was assigned the overall HSE Management and Loss Prevention Activities for CBMI Construction Ltd building the Devnya 4,000 tons per day Cement Plant. It is one of the largest industrial investments in Bulgaria in the last quarter of a century.

Operation and maintenance support was strong in 2012 and C. Engineering developed a new Interactive Operating Manual and opened an Iraq office. A key new contract won was for maintenance management of Iraq's Zubair Field for ENI Iraq.

Moreover, in Algeria C. Engineering carried out an operation and maintenance technical audit for a power and seawater



desalination plant. For the year 2013, C. Engineering has been pre-awarded of a key contract by ADCO, UAE for the BU Hasa Interactive Web Based Operating Manuals.

The scope of the activities is to set up a web-based infrastructure to include all necessary information to allow ADCO to carry out all operation activities and basic routine maintenance of the production and utility facilities in a safe manner and sustain the integrity of these assets.

Projenia had a busy year in the energy field. The company carried out Basic Engineering Design, Environmental and Social Impact Assessment, Safety and other studies for the expansion of Greece's only LNG terminal, at Revithoussa. The project was awarded by DESFA (Hellenic Gas Transmission System Operator S.A.).

Furthermore, Projenia won a contract for owner engineering for the basic design of a cogeneration power plant for the Orion Plant in Bordeaux, France for the EDF Group.

In Bolivia Projenia will work for Comart on the Gran Chaco gas treatment plant to provide multidisciplinary design and in Algeria Projenia won a contract from Ansaldo Energia for civil, structural, electrical and mechanical design for the 660 MW Hassi Messaoud Power Plant.

In the renewable energy sector, supporting banks and investors, RINA Services improved its track record in all the most important renewable energy sectors including wind, hydro, biogas and biomass. Ninety-three due diligence projects with a combined power of about 170 MW were assessed during 2012, including PV plants, wind power plants, mini hydro plants and biomass/biogas plants.

RINA Services expanded its technical advisory services for PV plants in Eastern Europe and a new Renewable Energy Department was set up in Bucharest, Romania, to manage activities in the fast-growing local market.

Among the projects assessed in Romania, RINA Services was appointed as technical advisor for the Renovatio project, 17 MWp PV parks located in the

city of Corabia and Izvoru on behalf of Unicredit Romania.

During the year RINA Services was also able to significantly improve its track-record and expertise in the wind energy sector, serving as technical advisor for banks and investors on the development of wind farms. RINA Services assessed important projects such as a 10 MW wind farm sponsored by Asja Ambiente on behalf of LEASINT, south Italy.

Still in the energy sector, D'Appolonia Turkey was awarded a contract by Enerjisa, a key Turkish energy player, to carry out an independent review of Occupational Health & Safety (OHS) practices at 16 power plant sites under construction to identify any significant gaps/challenges against Turkish and Lenders' (IFC) requirements.

Arus Sidanta

Business Manager Energy  
Hub Indonesia  
RINA Services

"Our big win last year was to work for PGN on the FSRU Charlie project. They chose us because we have good experience with non-conventional gas technology. They need the new technology qualification we can deliver. Indonesia will need a lot of gas in the future and we are well placed to help develop that. What sets us apart from other companies operating in Indonesia is our ability to provide a range of services which cover the whole lifecycle of the project. Indonesia is growing fast so the clients value our quick response, flexibility and the confidence we have in our services. First we have to help the projects get off the ground, then we can provide other services during construction and operation."



## Valerio Pagnotta

Business Development Manager  
C. Engineering

"We have been working hard to increase our presence in the market for Operation and Maintenance contracts and in 2012 we were very happy to win the ENI IRAQ BV contract for the management of the maintenance system of the existing facilities in the Zubair Field of South Iraq. That opened the Iraq market for us and gave us a presence in the country and brand positioning in a competitive market. The client knows our company well and we have a good reputation with them, nevertheless our colleagues had to work hard to win this contract. The main focus for 2013 is the consolidation of our presence in Iraq, and in general in the Middle East and North Africa, as a recognized service company in the O&M sector. The opening of a new market in South-East Asia is a brand new development focus for us."



## Eric Parker

Division Manager Siting  
D'Appolonia

"Changes in our organisation last year freed up our younger team members to come forward and develop. It is very exciting because they are bringing in new clients and projects and lifting our division to a new level. Perhaps the most exciting new client for me was Statoil. They are a very technically demanding client and we have been able to work for them on the Trans-Adriatic Pipeline and on a major field off Norway. I think Statoil was pleasantly surprised by the quality of the work we did on geohazard analysis for the TAP project, and that led to us being able to tender for a framework contract, and winning it. Our best quality is that we have some very clever people here and we all work like crazy. The team is very motivated, where I come from we say 'we kick ass'."





## Jozef Van Dyck

Managing Director Belgium  
D'Appolonia

## Giovanni De Franchi

Business Line Manager IFI and Donors  
D'Appolonia

"We did a lot of work with renewable and conventional energy projects last year. We were appointed as the lenders' Environmental and Social Independent Consultant for the Ichthys gas project off Australia and we were selected by the EBRD (European Bank for Reconstruction and Development) to conduct a market demand study to assess the sustainable energy investment potential in Jordan. But the job that personally gave me most satisfaction was a new contract in the mining sector. Rio Tinto appointed us to provide independent Health, Safety, Environment and Community (HSEC) monitoring services for Simandou, a world-scale ore mining project in Guinea. It is financed by the International Finance Corporation - IFC, who knows our work and strong reputation in the oil and gas sector. Thanks to our projects track record in Africa, we could put an experienced team forward and provide some stewardship along the way. They appreciate that we are always ready to go the extra mile."



"We are really proud we successfully completed last year the risk assessment of the Zelazny Most Tailings Pond. This pond is used to store tailings from the nearby copper mines. With a 14.2 km perimeter and dam crest heights up to 60 m above the original ground surface, it is one of the largest in the world. To help the client to assess the risk of further raising the dams and identify risk mitigating measures we had to perform advanced studies on seismicity, geotechnical stability and consequences and then put everything together to get practical results. We were also busy with maintenance and client servicing of software for flood and earthquake loss estimation used by the insurance industry in Belgium and assistance to risk prioritization of pipelines in the gas distribution network. Mastering uncertainty sums up in two words what we try to do and I am enjoying very much working with our Siting team in Italy on projects that require that specialized expertise."







Under the umbrella of services to transportation and infrastructure different companies of RINA Group brought together expertise in design, civil engineering, multi-disciplinary engineering, railway certification, logistics and technical due diligence.

One example of complex project is the system integration for the Etihad railway project in Abu Dhabi, performed by D'Appolonia. It is the largest railway project in the Arab Gulf Region, and it will be a benchmark for future development.

A contract for the system engineering for the Marmaray project was awarded to D'Appolonia. It is a crucial railway project in Turkey linking Asia and Europe through a tunnel under the Bosphorus.

The client is a joint-venture led by Obrascón Huarte Lain, a major Spanish construction company.

The Gülermak - Dogus joint-venture, major construction companies in Turkey, tasked D'Appolonia with the system engineering, testing and commissioning of two metro lines in Istanbul. That followed successful completion and commissioning of the new Kadaköy - Kartal metro line in Istanbul for Avrasya Metro Group and the completion of the Interface Management process for Warsaw Metro Line II.



Other light rail projects completed included the people mover at Pisa Airport. D'Appolonia provided final and detailed design for the people mover system connecting the airport to the main railway station in Pisa. D'Appolonia has provided multidisciplinary engineering services involving track layout, structural, geotechnical, hydraulic and safety supervision.

Also in Italy, for Ferrovie Nord D'Appolonia provided ballast monitoring services using

GPR sensors on a section of railway line and for RFI (Italian Railways).

D'Appolonia's transport division launched a set of new technical assistance service on energy efficiency for railway and metro applications. D'Appolonia also won a significant research project from the EU on railway energy efficiency. The MERLIN project aims at the definition of a standard Smart Grid architecture for the railway domain and includes a large number of rail operators.

In 2012 RINA Services' railway certification team completed the assessment of the Preliminary Safety Dossier for the railway tunnel project linking France to Italy and made a significant entry into the Eastern European market with a contract from the Bulgarian Ministry of Transport for the safety assessment and EC verification of the railway part of the new Danube bridge linking Bulgaria to Romania.

In North Europe RINA Services was awarded a contract with the Danish company Femern A/S for the verification of the railway interoperability and safety requirements of the Fehmarnbelt Fixed Link. That is an 18 km underwater tunnel that will link Germany and Denmark. Through its size, scale and complexity it will be among the most ambitious infrastructure projects in the world.

In Belgium Alstom Charleroi chose RINA Services for the safety assessment of the E189 loco multiple operation. Across Europe key manufacturers such as Bochumer Verein chose RINA Services for wheelset safety assessment, Bombardier Kassel for safety assessment of the EU43 loco operational procedure on the Brenner line, Hoermann Koelleda for cab radio EC verification, Vossloh for safety

assessment of rail fastenings and Tata Steel France for rail safety assessment.

Looking ahead a railway certification manager has been established in China to harness expertise for that market.

In Firenze extensive work is underway on the development of train on-track testing, with the first significant commercial achievements for braking performances, dynamic behaviour and noise testing and rolling stock manufacturing process audit and verification to check serial production conformity to the approved type. A new certification scheme for rolling stock maintenance in accordance with the 445/2011/EU Regulation for the Entities in Charge of Maintenance will be developed during 2013.

A pool of experts within RINA Services developed seismic vulnerability assessment for twenty-five shopping malls in Italy owned by France's Auchan group. That led to a further contract for malls owned by La Grande I.

RINA Check buildings team completed an energy efficiency diagnosis and refurbishment feasibility study for Generali Real Estate headquarters in Venice covering six buildings housing a workforce of 3,000 people.

In Milan RINA Check delivered technical control for the warranty insurance of the new Line 5 metro.

The Italian Ministry of Defence chose RINA Check to provide design review and energy efficiency services for a new residential building in Rome and Autostrada Pedemontana Lombarda chose RINA Check for design appraisal of a motorway north of Milan.

An important new contract was gained by

RINA Services for Leadership in Energy and Environmental Design (LEED) for IdeaFimit, Italy's leading property fund. It covers two office buildings in Rome.

In order to increase the portfolio of Green Services, in Italy RINA Services will be rolling out BREEAM (Building Research Establishment Environmental Assessment Method), an international voluntary measurement rating for green buildings that was established in the UK for industrial, commercial and residential buildings.

In addition to that D'Appolonia launched new products in the buildings sector. Structural Health Monitoring is used to perform structural characterisation and damage detection over time in order to monitor the integrity and serviceability of structures. The technique is used to monitor the Costa Concordia wreck during salvage operations.

D'Appolonia has established a strategic cooperation with ORTEC to develop IT logistics applications for the oil and gas and retail sectors.

D'Appolonia and Projenia worked on the new oil unloading facility of Genoa, providing FEED for the Genova Calm Buoy for Porto Petroli Genova.

Projenia provided owner engineering services to Cofely (GDF Suez group) for the verification and approval of EPC detail engineering and sub-contracting activities on multi-disciplinary basis.

An important new client for Projenia was COMART S.p.A. (TOZZI SUD Group), a leading Italian engineering and contracting company which awarded Projenia a contract for the multidisciplinary design of a gas treatment plant.



In Egypt Projenia completed the multidisciplinary detail design covering mechanical, electrical, steel structures and civil works of “6th October Power Plant”, a natural gas Open Cycle Power plant located in Cairo, working on behalf of Ansaldo Energia.

Revamping the Italian Rezzato cement plant for CTG (Italcementi Group) is an exciting new contract for Projenia which will provide multidisciplinary design of the entire new plant, project

engineering management and assistance to vendors’ engineering management for all equipment and materials purchased by Italcementi.

Demand from banks and investors for technical and market advisory support on project financing decreased during 2012 but RINA Services were able to consolidate their role as technical advisor for large project financing, supporting credit institutions with technical due diligence of investment proposals.

RINA Services was selected as technical advisor on behalf of BANCA IMI to assist the bank in the technical assessment of the project to build a new hospital in Lagonegro, Italy. It will be an important specialized medical centre for southern Italy. RINA Services will also provide a monitoring service during construction and commissioning of the hospital.

RINA Services has been selected as technical and market advisor to assist in the assessment of the BACINO 33 consumer gas project in Sardinia. It covers the construction and management of a network of air-propane gas distribution which is to be converted to natural gas when the GALSI gas pipeline arrives in Sardinia from Algeria.

The technical due diligence includes checking the design, permitting, cost plan, construction schedule and technical reliability of the sponsors, while the market due diligence analyses the gas market, the demand of gas and the tariffs applied in order to assure the bank about the revenues coming from the management of the gas network.

The European Commission, through its assistance programme Europe Aid, awarded RINA Services the project

of strengthening the State Transport Inspectorate of Macedonia.

The contract establishes RINA Services in Balkan area and as a player in the International funded projects market.

During 2012 RINA Intermodal increased its container inspection and certification activities and expanded with a new Hong Kong base to cover China. Twenty-two container manufacturers world-wide were audited, 150,000 containers CSC renewed, prototype approval was given to over 100 designs and over 100,000 containers were inspected. In addition, the certification has been expanded to cover cargo and mobile units destined for rail transport, off-shore use and also transport of radioactive materials. In future, new accreditations will enable RINA Intermodal to boost its range of activities, concentrating also on intermodal tank containers.

RINA Group's logistics boutique Logmarin grew twenty per cent in 2012 delivering efficient supply chains to clients in Indonesia, Singapore, Australia, Canada and the USA. Part of its success was due to the development of Log.Des, a software tool which enables Logmarin to create a dynamic model of supply chains and optimize commodity flow.

A landmark for Logmarin was the entry into service of the Ore Fabrica, the world's largest transshipment floating terminal for Brazil's Vale. It tranships Brazilian iron ore for the Chinese market. Logmarin provided the feasibility study, siting, site supervision, project management and engineering for the project. It was one of six new floating terminals designed and engineered by Logmarin which came into service during 2012 increasing Logmarin designed fleet to 18 units. Together

Logmarin terminals handled 55 million tonnes of cargo in 2012.

Other successful projects for Logmarin included NghiSon2, a joint venture between Japan's Marubeni and Korea's Kepco which will build, own and operate a coal-fired power plant in Vietnam, supported by a coal supply chain designed by Logmarin.

During 2012 Indonesia's PTKSA engaged Logmarin to design and supervise during



construction four floating cranes. Also in Indonesia Gunning Steel mill appointed Logmarin for the design of its maritime supply chain.

In Canada Fraser Surrey Docks, a terminals operator in Vancouver, engaged Logmarin to review its logistics so that it could export coal for the Asian market.

Logmarin helped developing an extension to the Green Plus environmental notation to cover transshipment facilities. The pilot project is for a coal export facility to be built in Australia's Barrier Reef area, but it is expected to be applicable to terminals worldwide which wish to improve their environmental performance.

D'Appolonia's electronics team provided ENAC (Italian Agency for Civil Aviation) with consultancy services within the framework of information security. This represents an example of our staff being able to use skills gained in the military field to assist civil clients in keeping information secure.

Also in the aerospace sector D'Appolonia assessed the air safety of a Concentrated Solar Power plant (CSP) with an estimated capacity of 50 MW in Sicily. The main risks were to the Trapani-Birgi civil and military airport from electromagnetic interference caused by the solar tower and the possible effects of glare on pilots produced by both the tower and the heliostats of the solar field.

D'Appolonia delivered the first module of the Exomars communication system. Exomars is the programme for the mission to Mars jointly run by the European Space Agency and the Russian Agency. The team is delivering a dedicated component designed and implemented in-house.

D'Appolonia also provided technical supervision and structural health monitoring for the first launch of the VEGA satellite launcher. VEGA is the European next-generation satellite launcher mainly built in Italy and designed to cope with a wide range of missions and payload configurations.



## Francesco Medri

General Manager Infrastructure and  
Real Estate  
RINA Services

"I was very pleased to win a contract with Auchan, the supermarket chain for a seismic vulnerability assessment for twenty-five shopping malls in Italy. That job led to us getting a similar contract for Finiper - La Grande I - another supermarket chain. Auchan chose us because of the range of skills we had and because we spent a lot of time and effort listening to them and really understanding their needs. That ability to listen helped us to win a LEED- Leadership in Energy and Environmental Design - advisory and commissioning contract with IdeaFimit, Italy's biggest property fund, for two office buildings in Rome. The other job that was very satisfying was completing the technical control for warranty of the Line 5 Metro in Milan."



## Maria Cozzi

Senior Project Engineer  
D'Appolonia

"I had a very challenging but satisfying job last year as project engineer coordinator doing the Front End Engineering Design for an SBM and sealine system for offloading crude oil outside the port of Genoa. Due to the layout of the city, port and airport and the way our coastline lies it was a big challenge. It involves bringing two big undersea pipelines in under the airport so we had to look very carefully at the technologies we could use to do that. We had a multi-disciplinary team with process, mechanical, automation, off-shore, civil, HSE and environmental engineers and we did it successfully and on time. The client was Porto Petroli, backed by ENI R&M. Two years ago we did another big project for them on Taranto refinery, and we did a good job, so that's why they came back to us for this complex task."



## Luca Macchi

Team Leader Railway  
 Certification Laboratory  
 RINA Services

"Working with our Chinese clients has been very interesting during 2012. We did testing for Zhu Zhou CSR according to European standards regarding ERTMS/ETCS Systems. We also worked with Hollsys. We can add a lot of value for clients. Our success is largely due to the availability of skills and competencies within the society and its network. RINA's Railway Signalling Certification Laboratory is the Eurobalise laboratory with the highest level of automation and the fastest test execution in the world. But we are not resting on our laurels. We are working hard to achieve ISO17025 accreditation in 2013. That will give us the passport to more international business. We are also developing our ECTS Laboratory section so as to offer our clients a test service for the entire On-board Sub-system, designed for the Trans-European Railway System."



## Francesca Bonsignore

Project Manager  
 Logmarin

"Last year we developed Log.Des, a customised software tool that simulates the dynamic behaviour of a supply chain. It is a powerful tool that lets us look at every link in the chain and work out the overall best solution. We were able to use it to improve the efficiency of the Jembayan mine export chain for Sakari Resources, one of Indonesia's leading thermal coal exporters. We were able to optimise the existing chain then select the best unit for transshipment. I'm quite proud that six new floating terminals designed by Logmarin have entered service in 2012, moving over 55 million tonnes of cargo last year. That's a lot, and it makes us leaders in this niche business. We plan to stay that way by focusing on the clients, and by using the group resources to provide specific solutions. An example of that last year was extending the Green Plus notation to cover transshipment facilities."



## Valerio Recagno

Manager Transport  
Engineering Division  
D'Appolonia

"We won two very big and technically challenging contracts last year, which was very satisfying. The system integration for the Etihad Railway is a very big job and the system engineering for the Marmaray tunnel under the Bosphorus connecting Asia and Europe is very challenging. For me the best new work was the Merlin project, which is an EU-funded research project on the smart grid for railways. It is not so big commercially but it is important because we began working on railway energy efficiency a long time ago and now it has gone higher up the strategic agenda of the EU and national railways and I'm proud of that. We get chosen for all these jobs because we have a very good reputation for system engineering services. That will help us next year, for expanding in the Middle East where we aim at playing a key role in new rail developments."




## Deug Chan Lee

Manager Korea  
D'Appolonia

"In Korea, the word Italy creates an image of high quality, luxury and expensive. I would also add reliability, because that is what we deliver. Last year saw the successful entry into service of the Busan-Gimhae Light Rail Transit System for which D'Appolonia did the engineering. It has been a four-year project and it is the first driverless train in Korea. We expect a lot more projects in light rail and metro in Korea as the economy begins to move again, at the same time we are working with big Korean EPC contractors who are looking overseas for work. There is a lot of innovation in Korea which we can sell into India and Qatar, for example. We have been very busy with the Urban Maglev Train at Incheon airport since 2009, it is an exciting project for a magnetic levitation train and its entry into commercial service in 2013 will be the second launch of an unmanned urban maglev transport service in the world."







More importantly, different subjects of RINA Group can now deliver a full range of environmental services which during 2012 resulted in an increase in environmental work globally.

D'Appolonia helped develop an Environmental Road Map for Beijing in the field of environmental protection and sustainable development, to achieve the World City targets. Also in Beijing the Beijing Municipality and Beijing Environmental Protection Bureau awarded D'Appolonia a two year contract for the site assessment and definition of remediation strategy of the former Beijing Capital Iron and Steel plant, one of the largest former steel production facilities in China.

The Montenegrin Ministry of Sustainable Development entrusted D'Appolonia with the preparation of the Sustainable Urban Plan of the Tivat Municipality. The plan was to improve the town accessibility while limiting the use of private cars. The study included the design and implementation of a bike sharing system.

Also in Montenegro D'Appolonia was awarded a contract to prepare a master plan for the development of Green & Blue Economy (GBE) in the coastal areas of Montenegro, with the focus on the Kotor Bay.



The European Commission turned to D'Appolonia's expertise for a EuropeAid contract to Support Climate Change Mitigation and Adaptation in the ENPI South Region. This covers climate change mitigation efforts in Algeria, Egypt, Israel, Jordan, Lebanon, Libya, Morocco, OPT, Syria and Tunisia.

Textile major Kering Group tasked D'Appolonia to perform an assessment of the water and energy efficiency of its operations in a group of textile mills and

printing facilities in Italy. The objective is to reduce the environmental footprint of the Stella McCartney brand. This project is a pilot initiative to be potentially replicated in other facilities of the Kering Group Brands (Gucci, Yves Saint Laurent, Alexander McQueen, Brioni and others).

REC/Repower used D'Appolonia's expertise to prepare the Environmental Impact Assessment (EIA) report and help with permitting for the Campolattaro Pumped Storage Hydroelectric Power Plant, Italy.

Environmental Impact Studies were carried out for some offshore LNG FSRU Toscana project updates, such as operational flexibility to achieve the maximum authorized regasification capacity, flexibility in type and number of berths of LNG vessels and for technical changes in the FSRU mooring system. D'Appolonia provided modelling analyses for sediment and pollutant dispersion concerning the activities to be authorized. Also in Italy Liquigas asked D'Appolonia to conduct a feasibility study of a small scale LNG distribution plant for industrial use.

A high profile job was environmental and permitting assistance to Costa Crociere for the removal of the Costa Concordia wreck from Giglio Island. D'Appolonia's environmental team provided support for the design of the waste management plan for removal and disposal of the wastes from the wreck. It also prepared specific environmental studies, monitoring plans and environmental risk analysis for the identification of the best solutions to safeguard the island and its marine environment during removal operations.

RINA Services renewed the EMAS

certification for the Italian Coastguard in Genoa and completed the environmental certification for the port authority of Venice under the ISO 14001 environmental management system.

RINA Services completed the ISO 14001:2004 certification process of Reale Mutua Assicurazioni, a group of six insurance companies in Italy and Spain with nearly 3,000 employees. Reale Mutua is the first Italian insurance company to obtain ISO 14001:2004 environmental certification.

In the validation and verification area GHG (greenhouse gases) project turnover of RINA Services increased by 50 per cent and global market share doubled, establishing RINA Services as a world leader in this field with more than 500 CDM projects.

In China, more than 10 CDM projects have been verified.

RINA Services key projects successfully completed included validation of the CDM project for the Lanzhou Bus Rapid Transit (BRT) Project in China on behalf of the Asian Development Bank. The reduction of GHG emissions by cutting out buses is forecasted to be 88,345 t CO<sub>2</sub> during the 7 year crediting period.

In the UK ClimateCare Limited entrusted RINA Services with the validation of a CDM programme in Ghana using efficient charcoal stoves.

Furthermore TOTAL E&P has appointed RINA Services for the validation of a project developed in Nigeria aimed at the construction of a thermo-electric plant using gas from oil wells that would otherwise be burnt off.

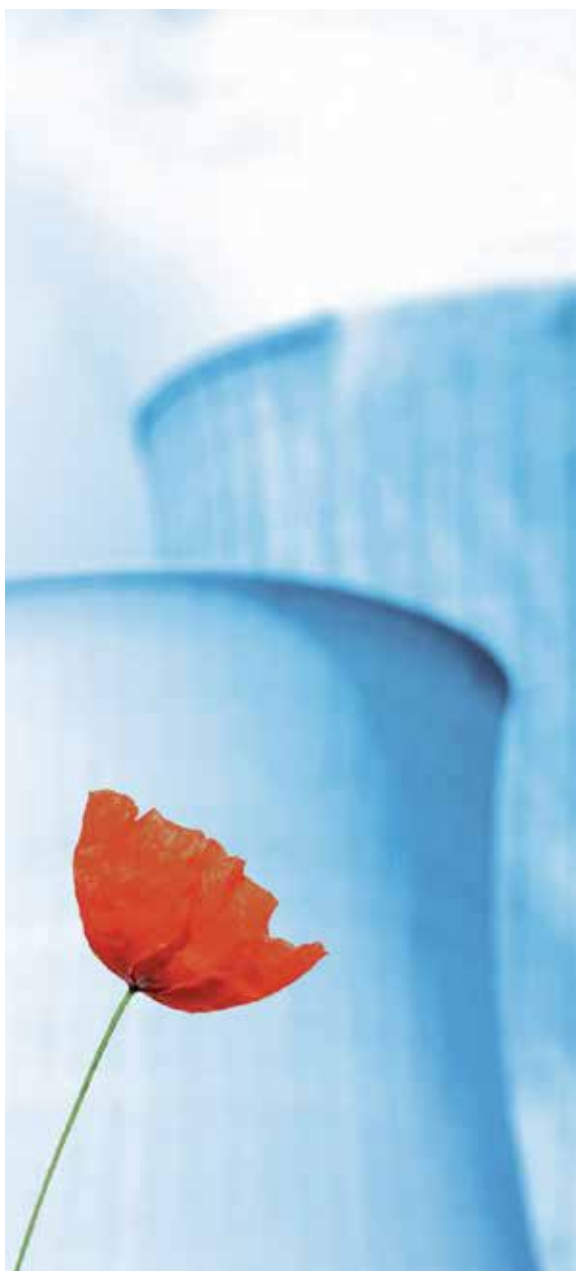
In Turkey voluntary certification of carbon reduction projects complying with

the Gold Standard and Voluntary Carbon Standard (VCS) grew strongly and amongst over thirty projects awarded to RINA Services: one major client was the Arcelik Group.

In Italy Assicurazioni Generali S.p.A. tasked RINA Services to verify its GHG inventory according to ISO 14064-1 for Italy, Austria, France, Germany, Spain and Switzerland.

During 2012 RINA Services successfully





completed an EC-funded project in Mauritania for the supervision of the removal of 74 wrecks in the bay of Nouadhibou. All the procedures both on the shore and in the deep sea were accomplished in line with the EU standards of health, safety and environment. The wreck removal allowed the re-opening of all the functions of the port including fishing activity.

A major new service launched in 2012 by RINA Services was biofuel and bio

liquid sustainability certification. This certification guarantees biofuel and bio liquid compliance with the sustainability criteria set by the EU. ENI Trading & Shipping is one of the first companies in Italy to obtain the RINA certification, for the activity of trading, transport by ship, storage and blending of biofuels and bioliquids.

RINA Services was accredited for more new environmental certification schemes during 2012. These included Forest Stewardship Council - Chain of Custody Certification (FSC - CoC) and PEFC-CoC. Certification of energy systems according to ISO 50001:2011 was started, as was a service for the Verification of Carbon Footprint. RINA Services offers verification of the carbon footprint of a product, a service or an event in compliance with standards recognized internationally. Voluntary energy and gas UNI CEI 11352:2010 certification was also launched for those requiring energy efficiency credits.

For all clients needing to provide services in the energy sector, for example supporting an organization in requesting energy efficiency credits (EEC or white certificates), a voluntary certification service has also been launched in accordance with the standard UNI CEI 11352:2012.

RINA Services is moving into EU Environmental Technology Verification (ETV) of the performance of new environmental technologies.

Looking ahead RINA Group's companies environmental activities are set for growth with services for Smart Cities, Smart Grids design and Smart Energy management. This service includes the design of new concepts of energy



generation and use at urban level. Development of Air Emission Inventories providing technical assistance to local authorities to design and develop their own emission inventory system based on international standards and Post-Kyoto New Market Mechanisms providing technical assistance to governments, IFIs and donors will complement environmental footprint assessment for private companies.



## Julian Jun Zhou

Manager Climate Change & Environment  
Services Hub - China  
RINA Services

"There has been a massive expansion of CDM projects last year. The number of new projects went from fourteen to eighty-three. It is because more and more people care about the environment, climate change is seen as important now. The projects cover a wide range of schemes including transportation, hydro power, solar power, wind power, landfill gas recovery and waste water treatment. I was particularly pleased with the Lanzhou Bus Rapid Transit project. That delivered low emission transport which is directly related to the lives of many people, something which will change people's habits for the better. We get these projects because we have built up a good name for delivering quickly. We focus on good internal controls and managing the process while building a wide network of skills so we can oversee the whole process. Our focus now is to do more verification work and we are well placed to succeed with that."



## Gianluca Cassulo

Head of Sustainability and Carbon  
Management Unit Environment Division  
D'Appolonia

"We had an exciting year winning work all over the world, but for me perhaps the standout project was the four-year technical assistance contract we won from the European Commission. We will be the climate change mitigation experts in a consortium which is developing low carbon projects and energy efficiency improvements in the countries which border North Africa & Middle East. There was stiff competition for the contract and I think the EC chose D'Appolonia because of our extensive experience with government advisory and policy development work, especially with new and developing governments. Looking forward we are going to export our experience to new industries including textiles, pharmaceutical and agro-business. We have already won our first contract in textiles with the Kering Group to perform an assessment of the sustainable use water and energy efficiency of their facilities, aimed at reducing their environmental footprint."



## Reghu Kumar

Manager Certification and  
Climate Change - India  
RINA Services

"We successfully completed the registration of a major CDM project for Bionensis last year, which is a municipal landfill gas project in Vietnam. It is very environmentally friendly, capturing and using the methane for useful purposes. We did the job well with good timekeeping and technical competence and so we gained more projects after that. But what we see now is that declining carbon prices in Europe will make CDM projects less attractive, so we are focussing on helping our clients move towards ISO50001 Energy Management System. They can readily see the very evident savings they can make in electricity consumption so it is attractive to them. We have a very strong team spirit here in India and that helps us to deliver good service to the clients."







In tough times companies need to boost their competitiveness and differentiate themselves from their competitors. Demand for focussed research and development and innovation consultancy was strong during 2012. Research and innovation team within RINA Group RINA Services and D'Appolonia coordinated to set priorities and make use of the relevant competencies. That paid off with contracts and expansion into new areas.

A vital part of the European economy now is SMEs (Small and Medium Enterprises). D'Appolonia innovation team helped many of them develop new products and new markets. One example is the book cover textile maker Manifattura del Seveso. D'Appolonia engineered and developed an innovative insulating material for construction retrofitting, moving the company into a new market with growth potential.

Bigger clients included home appliances manufacturer Whirlpool which turned to D'Appolonia for an analysis of its strategic R&D priorities and the identification of matching funding instruments. Iron and steel manufacturer Paul Wurth Italia was helped with feasibility, technical scenario analysis and IPR analysis of a new environmentally-friendly innovative process. Acciona Infrastructures sought help from D'Appolonia in



identifying opportunities and creating an implementation roadmap for the exploitation of IPR and technical solutions generated by its R&D activities.

Atlas Copco was helped by D'Appolonia with the identification of high potential technologies for the improvement of drilling machines, Elettronica with delivering technology scouting, technology intelligence and knowledge management services, ENI Exploration & Production with design validation of

a Syngas Reactor via thermal-structural analysis and Turboden with delivering an extensive benchmark analysis of Organic Rankine Cycle technologies.

Public bodies are heavily involved in steering and funding research and development and the innovation and research team of D'Appolonia worked closely with European leaders. The European Space Agency awarded D'Appolonia with a contract to support the implementation of the "Technology Transfer Programme" and a new project on the application of Life Cycle Assessment (LCA) to the space sector.

The European Commission, DG Enterprise, chose D'Appolonia to work with Dutch research centre TNO on an analysis of possible innovation concepts and pilot actions instrumental for future strategies and policy making by the EC in the field of raw materials.

On the bases of D'Appolonia work during the last two years DG Enterprise took delivery of a knowledge management platform and repository dedicated to the construction sector, hosted now on their servers and publicly available. It awarded D'Appolonia a new contract to support the EC in identifying research and innovation priorities for the multidisciplinary exploitation of Key Enabling Technologies (KETs) in future European programmes. This is leveraging on the experience and work accomplished by D'Appolonia and an European consortium led by TNO in the mapping of promising pilots at EU scale in the area of critical raw materials, from exploration and mining to recycling and substitution, now being integrated within the framework of the "European Innovation Partnership on Raw Materials".

Specific support was also given to industrial associations and groups of industries. For example D'Appolonia is supporting the Genoa Smart City Association in the achievement of its quality of life goals and the fulfilment of Kyoto and Covenant of Majors targets. A major new area was helping a grouping of leader biotech firms and stakeholders to prepare a strategic innovation and research agenda for the intended EU public private partnership Bridge (Biobased and Renewable Industries for Development and Growth in Europe).

D'Appolonia built on its wide expertise co-ordinating a group of experts within the framework of the European Energy Efficient Buildings Associations (E2BA) to develop a roadmap towards 2020, identifying industrial research and innovation priorities for the launch of a future public private partnership with EC.

In the textile field ACIMIT, the Italian Association of Textile Machinery Producers, entrusted RINA Services for the implementation of a certification label (ACIMIT Green Label).

As a result of the extensive work performed with clients along the innovation chain, several project ideas were proposed by Companies of RINA Group for funding within the framework of the Seventh Framework Programme for Research and Development funded by the European Commission or National schemes. This concerned the most innovative and high risk concepts in areas such as marine, construction, energy, environmental engineering, transport, health and safety, raw materials and bio-tech, electronic systems, security, advanced manufacturing and nanotechnology.

In the field of research RINA Services' marine team was especially active, starting six new projects during 2012. Three of these were focussed on energy use reduction. REFRESH is looking at green retrofitting of existing ships, TESEO is looking at sustainable technology on board ship and SEAPORT will deliver new technologies for reducing energy consumption and the environmental footprint of shipyards. The others were for unmanned vehicles, one for military applications, the other





for gathering meteorological data from the oceans.

All these projects and a number in the pipeline gave RINA Services research team the opportunity to work with new companies and institutes such as Danaos, Alpha Marine, Navios Shipmanagement, Alstom Inspection Robotics Ag and the Centre of Maritime Technologies. Big research projects completed included MINOAS (Marine Inspection Robotic Assistant System) which saw live testing of prototype inspection robots in Varna

shipyard. Work is continuing on a number of projects, including improved waste handling for cruise ships.

RINA Services is active on the COSTA Action project aimed at developing framework conditions for the use of LNG ships in the Mediterranean, Atlantic Ocean and Black Sea areas.

In the environmental field teams at D'Appolonia worked on research into: Offshore Wind Energy Planning in Adriatic Sea; SUSTEEN - Sustainable SMEs Means of Enterprise Europe Network; Renewable, Storage and ICT for Smart Energy Management; T2 LOG - integrated technological platforms; and OPTIMUS - Optimising energy use in cities. Smart cities is an area where the whole Group is actively involved in research and innovation activities, contributing to the definition of priorities at EU level through active participation within the Smart Cities Stakeholder Platform supported by DG Energy.

D'Appolonia's transport division is involved in research initiatives focused on the development of railway systems. These include the integration between ERTMS and CBTC signalling systems for mainlines and urban/LR systems, energy efficiency, especially smart grid applications for mainlines and metro systems, and the development of new business models for logistics based on horizontal collaboration and fair share of savings between partners.

Several EU projects are running in the field of energy efficiency in buildings and districts, as the RETROKIT project aiming at the development of cost-effective and sustainable solutions for energy efficient retrofitting of existing buildings. The FC-District project is



developing innovative solutions in the field of low CO<sub>2</sub> micro-cogeneration systems, innovative piping for district heating as well as innovative solutions for effective energy management at neighbourhood scale. At national level, D'Appolonia's civil engineering teams are also working on the Provaci Project, which is aimed at developing new methodologies for seismic protection of masonry structures and the Innovance Project, promoted by the Ancenergia Consortium of public and private companies, universities and research centres aimed at energy efficiency in the construction industry.

In the field of security research, the GUARDIAN project has developed an acoustic system as support for aircraft traffic control in aerodrome zones while the AUDIS project implemented the Acoustic Urban Threat Detector for Improved Surveillance Capabilities (AUDIS) system. In both projects, D'Appolonia has been involved in activities related to design, assembling, integration and testing of the acoustic prototype for experimentation activities performed in real settings.

D'Appolonia's HSE team is working on Innovation through the Human Factor under the Marie Curie European program, in cooperation with Italian and other academic institutions and industrial partners including Pfizer, FIAT and Tetrapak. D'Appolonia will host a PhD student who will develop human factors tools and methodologies.

The HSE Division provides the coordinator and technical specialists for the EU Funded TOSCA project. It is for the development of tools for the overall safety assessment of a plant considering the technical, operational and management issues.

In 2013 the INTEGRISK project will be completed, aimed at developing methodologies for the analysis of emerging risks.

D'Appolonia HSE has participated in the development of tools and methods for the analysis of LNG onshore and offshore plants.

During the year some advanced developments reached maturity and entered the exploitation phase with





patents being secured, in line with the priorities set in the Group multi-annual Strategic Research and Innovation Plan.

During 2012 the Flybag project, aiming at developing on-board blast mitigation

solutions for commercial aircraft, was awarded the Italian Innovation Prize.

## Alessia Vergine

Research Team Leader Marine  
RINA Services

"During last year we were able to take our prototype robot inspection vehicles that we have developed under the MINOAS project to Dolphin MT shipyard in Varna and prove them in real applications. The trials results and the positive feedback from the operators have proven the feasibility of MINOAS concept. We were also filmed for Euronews television which was an excellent way to disseminate projects results. That project will now go into a second stage to iron out a few issues, then I hope to see the robots in service. We started six new projects last year, ranging from the design and assessment of adaptive and smart materials for marine application through the retrofitting of existing ships with 'green' technologies to energy saving schemes for ships and shipyards.

It is exciting because we constantly get to work with new partners and companies. There is a lot of focus on energy saving in our research and companies really see the benefit in that."



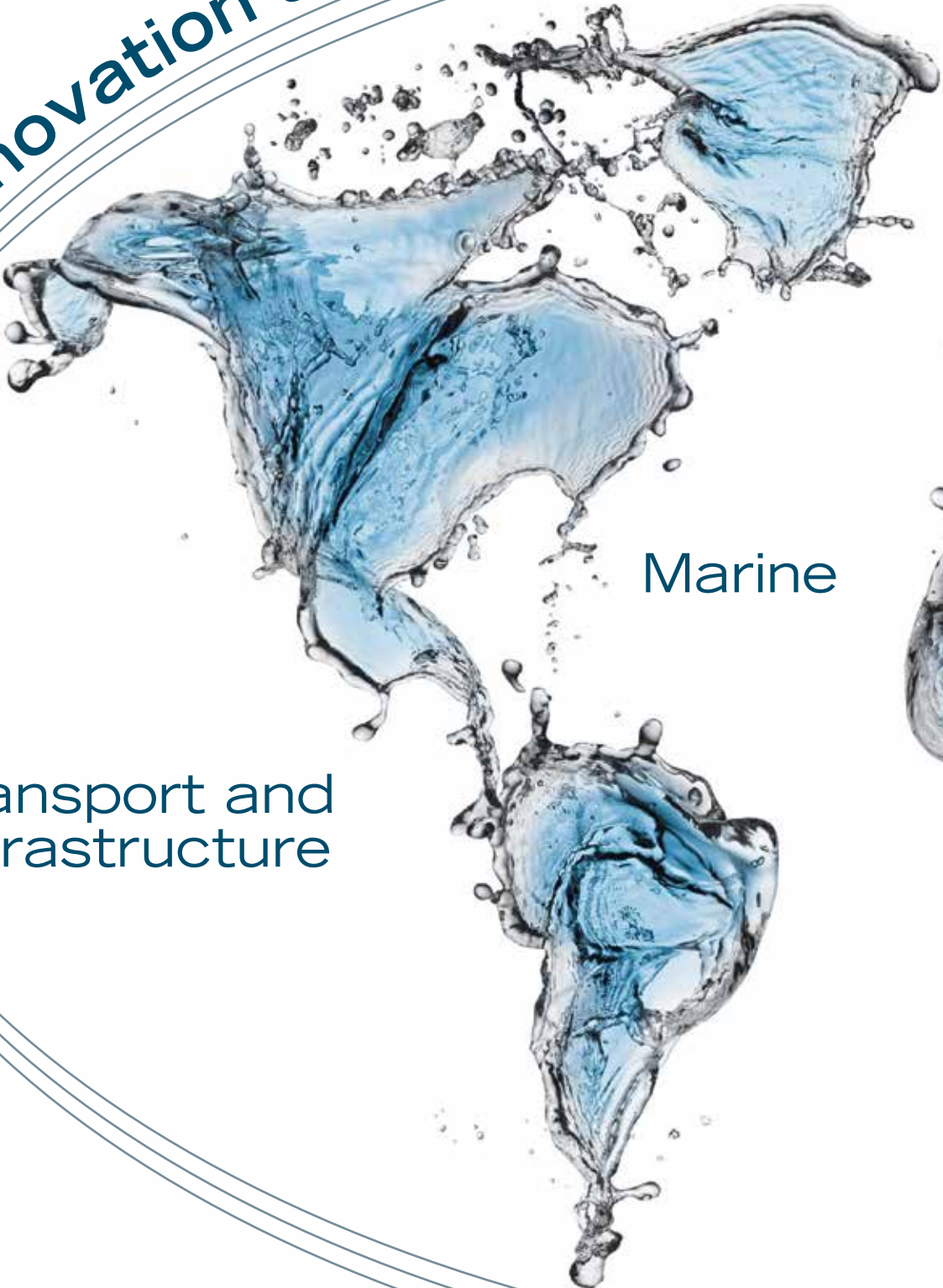
## Guido Chiappa

Manager Innovation Consulting Division  
D'Appolonia

"We had a really exciting year building on key clients and working with new ones. Ideas flowed across industry boundaries and there was a lot of satisfaction in seeing real results for our clients. An example is the work we did for Manifattura del Seveso. They are a small specialised textile company in a mature niche market. We helped them move out of that. We engineered and developed an innovative insulating material for construction retrofitting, which is now being patented. At a macro level I was very pleased that we won an EC contract from DG Enterprise to support them in identifying research and innovation opportunities for the multidisciplinary and cross-cutting exploitation of Key Enabling Technologies (KETs) in future European programmes. This goes to the heart of innovation consultancy, building a roadmap of how key enabling technologies can input to industry. We will be working with all the big European R&D institutes building a platform for the future."

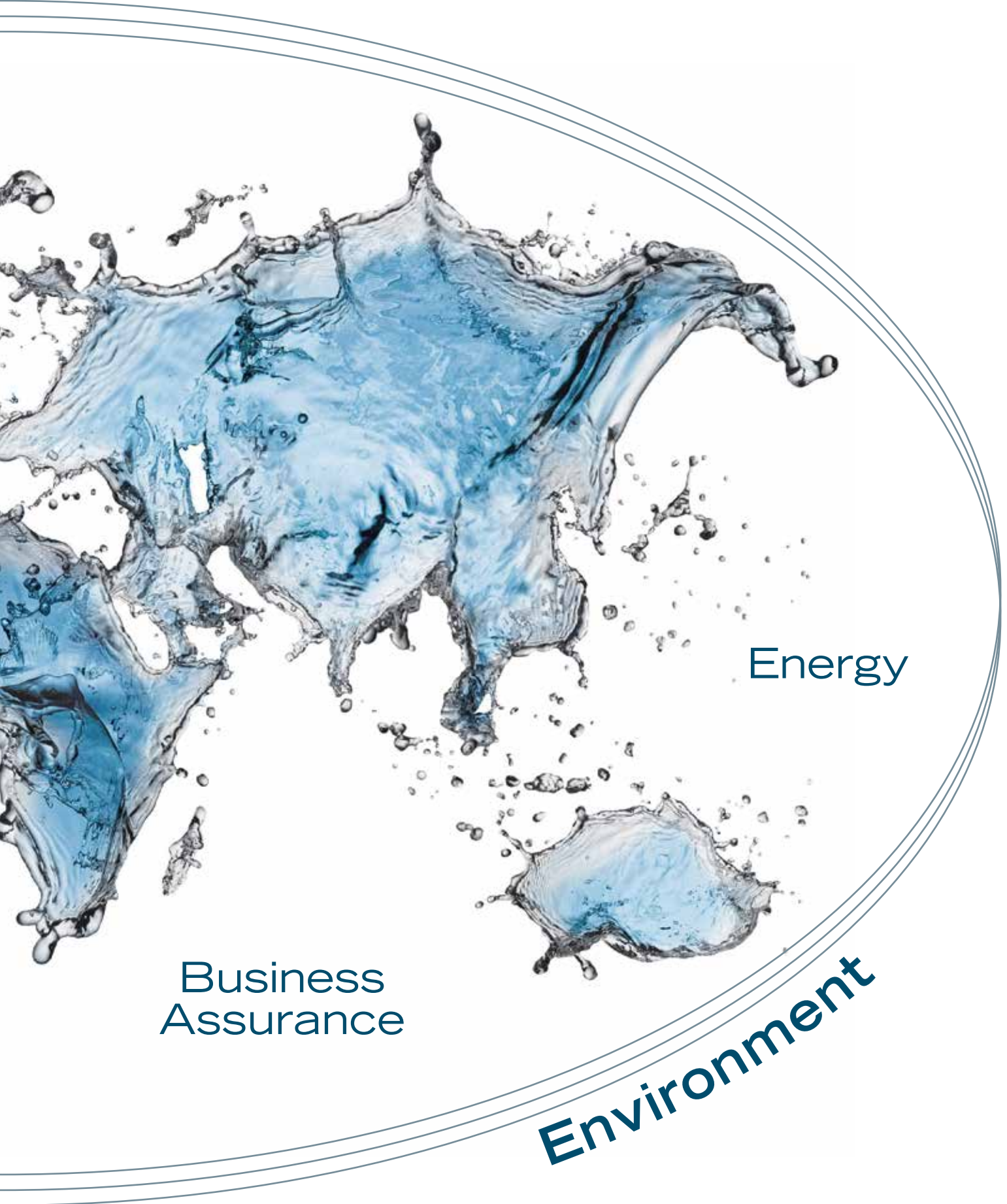


# Innovation and Research



Marine

Transport and  
Infrastructure



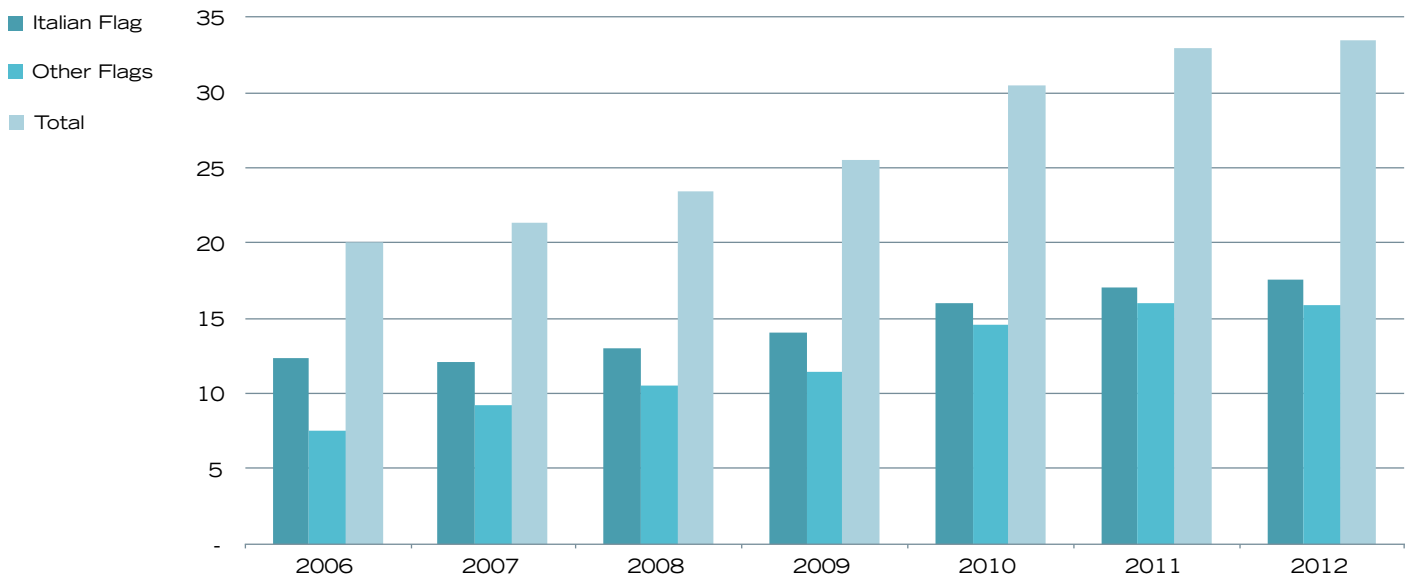
Energy

Business  
Assurance

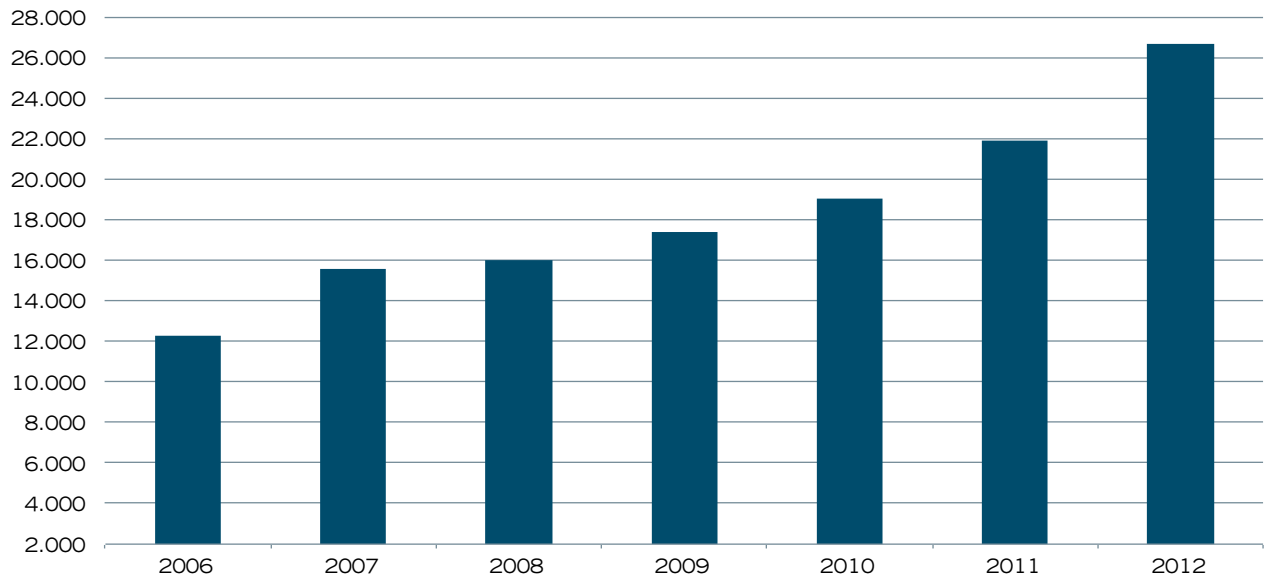
**Environment**

## Operational highlights of the Group

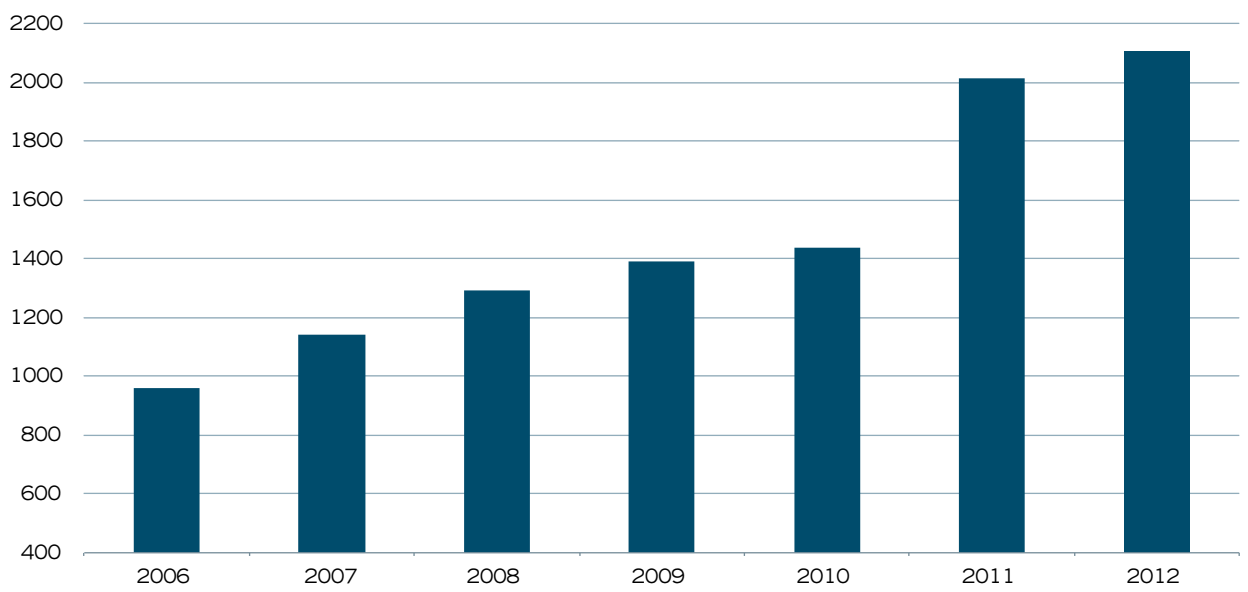
### Classed fleet (million GT)



### Certified companies



Staff



## Financial highlights

### INCOME STATEMENT (thousands of €)

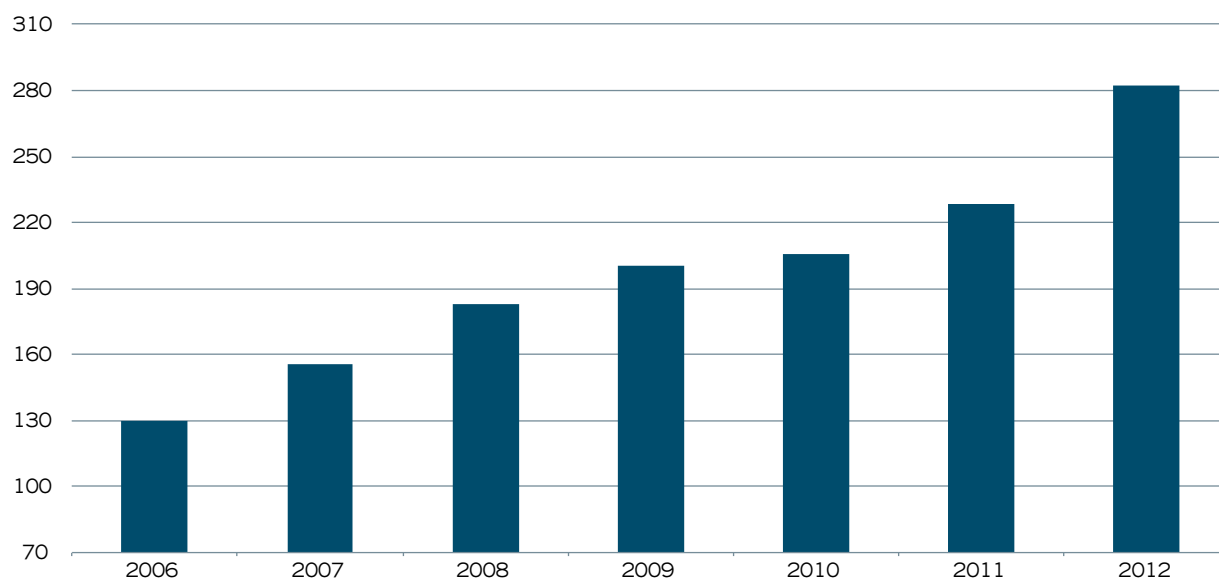
	31-12-2012*	31-12-2011*
Turnover	281,751	228,297
Operating profit	26,364	22,401
Net result for the year	11,080	14,291

### BALANCE SHEET (thousands of €)

Total non current assets	90,963	97,526
Total current assets	174,689	203,912
Assets held for sale	15,592	14,108
<b>TOTAL ASSETS</b>	<b>281,244</b>	<b>315,546</b>
Total shareholders' equity	97,649	88,145
Non-current liabilities	62,644	59,723
Current liabilities	105,514	156,226
Liabilities held for sale	15,437	11,452
<b>TOTAL EQUITY AND LIABILITIES</b>	<b>281,244</b>	<b>315,546</b>

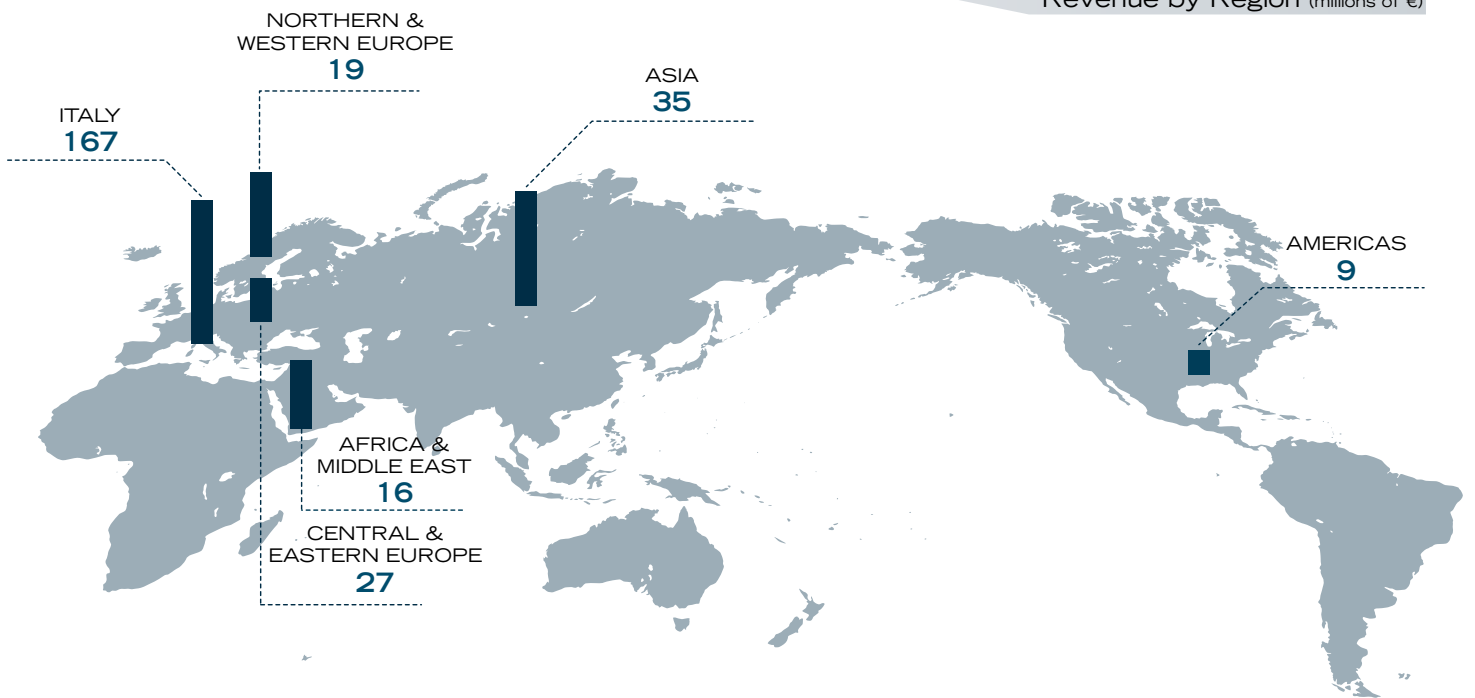
\* FINANCIAL STATEMENTS ADJUSTED ACCORDING TO IFRS RULES ADOPTED FOR 2011 AND 2012.

### Turnover (millions of €)

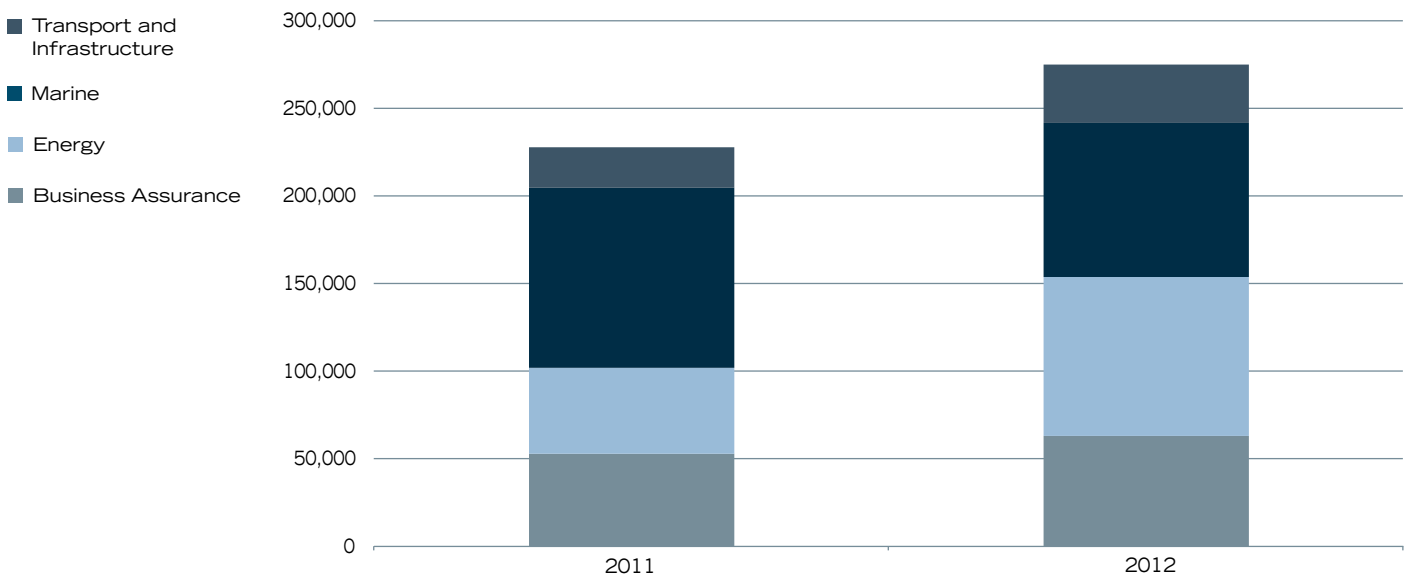




Revenue by Region (millions of €)



Operating Revenues



## Consolidated statement of financial position

Amounts in thousands of €

	As of 31 December 2012	As of 31 December 2011	As of 1 January 2011
<b>ASSETS</b>			
<b>Non-current assets</b>			
Property, plant and equipment	35,562	35,436	32,625
Goodwill	35,372	34,772	-
Other intangible assets	3,266	3,544	3,156
Equity interests carried at equity	105	111	181
Financial assets	1,052	2,564	14,130
Deferred tax assets	11,595	13,307	12,745
Other receivables and other non-current assets	4,011	7,792	2,445
<b>Total non-current assets</b>	<b>90,963</b>	<b>97,526</b>	<b>65,282</b>
<b>Current assets</b>			
Trade receivables	118,926	142,155	92,841
Financial assets	2,239	23,469	34,360
Inventory	-	1,853	-
Other receivables and other current assets	22,223	11,174	8,150
Cash and cash equivalents	31,301	25,261	7,904
<b>Total current assets</b>	<b>174,689</b>	<b>203,912</b>	<b>143,255</b>
<b>Assets held for sale</b>	<b>15,592</b>	<b>14,108</b>	<b>-</b>
<b>TOTAL ASSETS</b>	<b>281,244</b>	<b>315,546</b>	<b>208,537</b>

Amounts in thousands of €

	As of 31 December		As of 1 January
	2012	2011	2011
<b>EQUITY AND LIABILITIES</b>			
<b>Shareholders' equity</b>			
Share capital	30,193	30,193	30,193
Reserves from retained earnings	33,143	23,230	45,185
Translation reserve	992	648	102
Other reserves	20,573	18,230	1,406
Profit/(loss) for the year	10,725	14,138	(3,696)
<b>Shareholders' equity attributable to owners of the parent</b>	<b>95,626</b>	<b>86,439</b>	<b>73,190</b>
Minority interests in profit/(loss) for the year	355	153	51
Minority interests in shareholders' equity	1,668	1,553	1,481
<b>Total Shareholders' equity</b>	<b>97,649</b>	<b>88,145</b>	<b>74,722</b>
<b>Non-current liabilities</b>			
Borrowings from banks and other lenders	28,030	26,461	9,029
Employee benefits	12,782	13,082	10,054
Provisions for risks and charges	7,273	9,591	54,821
Other payables and other non-current liabilities	14,559	10,589	-
<b>Total non-current liabilities</b>	<b>62,644</b>	<b>59,723</b>	<b>73,904</b>
<b>Current liabilities</b>			
Borrowings from banks and other lenders	29,963	47,886	9,969
Trade payables	30,201	39,470	23,582
Current tax payables	4,995	4,028	7,999
Other payables and other current liabilities	40,355	64,842	18,361
<b>Total current liabilities</b>	<b>105,514</b>	<b>156,226</b>	<b>59,911</b>
<b>Liabilities held for sale</b>	<b>15,437</b>	<b>11,452</b>	<b>-</b>
<b>TOTAL EQUITY AND LIABILITIES</b>	<b>281,244</b>	<b>315,546</b>	<b>208,537</b>

## Consolidated statement of comprehensive income

Amounts in thousands of €

	As of 31 December	
	2012	2011
Sales revenues	273,402	221,802
Other income	8,349	6,495
<b>Total Revenues</b>	<b>281,751</b>	<b>228,297</b>
Raw materials	(2,124)	(2,280)
Services	(93,025)	(72,636)
Personnel	(132,822)	(108,000)
Depreciation/Amortisation	(6,115)	(6,168)
Provisions and write-downs	(3,376)	(4,478)
Other costs	(17,925)	(12,334)
<b>Total costs</b>	<b>(255,387)</b>	<b>(205,896)</b>
<b>Operating profit</b>	<b>26,364</b>	<b>22,401</b>
Profit/(Loss) from equity interests carried at equity	(8)	(32)
Financial income	4,237	3,470
Financial charges	(6,599)	(3,289)
<b>Profit/(Loss) before tax</b>	<b>23,994</b>	<b>22,550</b>
Income tax expense	(9,623)	(10,076)
<b>Profit/(Loss) for the year from continuing operations</b>	<b>14,371</b>	<b>12,474</b>
<b>Discontinued operation</b>		
<b>Profit/(Loss) for the year from discontinued operation</b>	<b>(3,291)</b>	<b>1,817</b>
<b>Profit/(Loss) for the year</b>	<b>11,080</b>	<b>14,291</b>
Profit/(Loss) for the year attributable to owners of the parent	10,725	14,138
Profit/(Loss) for the year attributable to minority interests	355	153
<b>Other comprehensive income</b>		
Actuarial gain/(loss) on defined benefit pension schemes	(1,044)	(251)
Gains/(Losses) on translation of financial statements of foreign entities	344	546
<b>Total other comprehensive income</b>	<b>(700)</b>	<b>295</b>
<b>Total comprehensive income/(loss) for the year</b>	<b>10,380</b>	<b>14,586</b>
Comprehensive income/(loss) attributable to owners of the parent	10,025	14,433
Comprehensive income/(loss) attributable to minority interests	355	153

## Consolidated cash flow statement

Amounts in thousands of €

	As of 31 December	
	2012	2011
Profit/(Loss) before tax as per the statement of comprehensive income	23,994	22,550
Profit/(Loss) before tax from discontinued operation	(3,540)	2,785
<b>Profit/(Loss) before tax (from continuing operations and discontinued operation)</b>	<b>20,454</b>	<b>25,335</b>
<i>Adjustments to reconcile profit before tax to cash flows from operating activities</i>		
Depreciation/Amortisation of property, plant and equipment/intangible assets	6,115	6,168
Provisions and write-downs	3,376	4,478
Financial (income)/charges, net	2,361	(334)
Income tax paid	(8,099)	(17,356)
Other non-cash items	326	42
<b>Cash generated from (used in) operating activities before changes in working capital</b>	<b>24,533</b>	<b>18,333</b>
Change in working capital		
- Inventory	1,409	(102)
- Trade and other receivables	519	(15,878)
- Trade and other payables	(6,045)	(11,472)
- Personnel-related provisions and provisions for risks and charges	(1,880)	(45,105)
<b>Cash generated from (used in) operating activities (A)</b>	<b>18,537</b>	<b>(54,225)</b>
<b>Cash flow from investing activities</b>		
Additions to fixed assets		
- Intangible assets	(1,938)	(2,699)
- Property, plant and equipment	(3,631)	(4,837)
Sale of D'Appolonia property	1,477	-
Acquisition of the D'Appolonia Group net of cash and cash equivalents acquired - balance other payables	(18,000)	17,318
Acquisition of Simtex net of cash and cash equivalents acquired	-	(2,365)
Acquisition of Ciq Cert net of cash and cash equivalents acquired	-	(225)
Other minor acquisitions	(1,093)	-
<b>Cash generated from (used in) investing activities (B)</b>	<b>(23,185)</b>	<b>7,192</b>
<b>Cash flow from financing activities</b>		
New bank loans	14,361	36,227
Repayment of bank loans and payables for finance leases	(5,193)	(6,355)
Change in investment in financial assets	22,632	24,302
Financial charges paid	(2,582)	(1,146)
Financial income received	1,130	1,480
Dividends distributed	(878)	(204)
<b>Cash generated from (used in) financing activities (C)</b>	<b>29,470</b>	<b>54,304</b>
<b>Net cash generated (used) in the period (A+B+C)</b>	<b>24,822</b>	<b>7,272</b>
Cash and cash equivalents at the beginning of the period, net of current account overdrafts	860	4,410
Cash and cash equivalents from the acquisition of the D'Appolonia Group	-	10,375
Cash and cash equivalents from the acquisition of Simtex	-	90
Cash and cash equivalents from the acquisition of Ciq Cert	-	241
Foreign exchange differences on cash and cash equivalents	(1,053)	116
Cash and cash equivalents relating to assets and liabilities held for sale	(584)	-
<b>Cash and cash equivalents at the end of the period, net of current account overdrafts</b>	<b>24,045</b>	<b>860</b>

## Staff

### EMPLOYEES

The following table shows the number of employees at 31 December 2012 and 2011, as well as the relative changes in the year.

	31-12-2012	Changes	31-12-2011
Managers	112	7	105
Technical staff	1,479	26	1,453
Administrative staff	602	56	546
<b>Total</b>	<b>2,193</b>	<b>89</b>	<b>2,104</b>

	31-12-2012	Changes	31-12-2011
Italy	1,501	(18)	1,519
Europe	218	21	197
Asia	377	66	311
Americas	57	8	49
Africa	39	12	27
Oceania	1	-	1
<b>Total Group</b>	<b>2,193</b>	<b>89</b>	<b>2,104</b>

# RINA Group

With a history dating back to 1861, RINA Group is a global provider of classification, certification, testing, inspection, engineering and training services to assist clients in a wide range of business sectors as Marine, Energy, Transport & Infrastructures, Business Assurance, Environment and Innovation.

The main activities within the RINA Group are delivered by independent operating companies, having their own governance and organisation aimed at complying with the requirements and standards applicable to each service.

Through its network of companies, the RINA Group has 150 offices in more than 53 countries, the total number of direct employees exceeds 2100 people and has an overall turnover of 280 million Euros.

## ■ The people

- Over **2,100** exclusive resources
- Average age **37**
- **75%** of personnel are graduates
- **155,000** hours of annual training

## ■ The numbers

- Classed fleet around **33.5** mil. GT
- **1,250** classed yachts
- Recognized by **100** administrations
- Over **26,000** certified companies
- **210,000** hours for R&D



RINA  
GROUP

—making the best together—

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