

26-27 JUNE 2023 – VIRGILIO MID & SMALL | VIRTUAL 2023

# SANLORENZO CORPORATE PRESENTATION



**SANLORENZO**

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1. Market strategy for a sustainable long-term growth path
2. Q1 2023 results update

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# Content

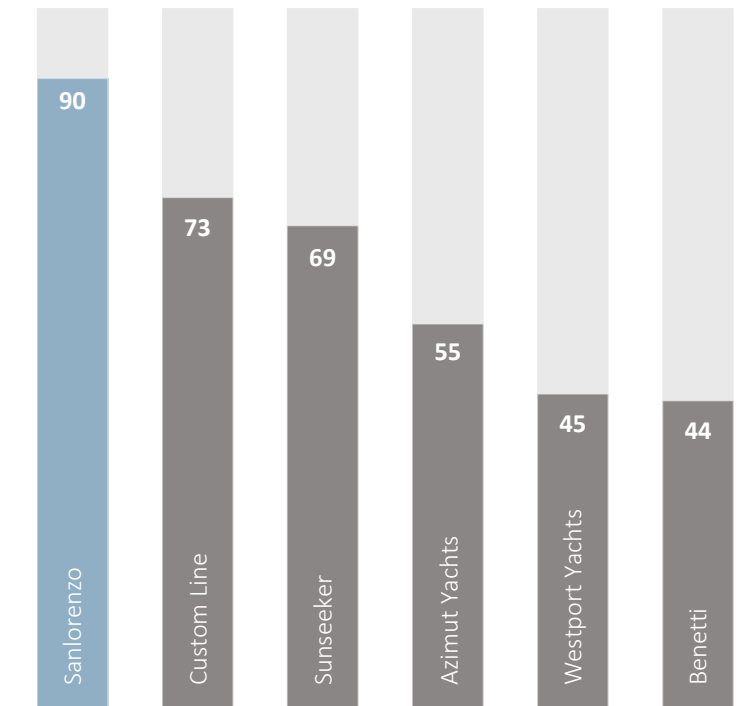
1. Market strategy for a sustainable long-term growth path
2. Q1 2023 results update

# Top builder, in the sweet spot of the market

## First brand delivering 30-40mt yachts

Cumulative 2009-2019 deliveries, as per early October 2019

The SuperYacht Times, November 2019



## World's leading monobrand shipyard

2023 Global Order Book - Top shipyards by length<sup>1</sup>

BOAT International, December 2022

| 2023 RANK | COMPANY               | TOTAL LENGTH (M) | NUMBER OF PROJECTS | AVERAGE LENGTH (M) | NUMBER OF PROJECTS 2022 | 2022 RANK |
|-----------|-----------------------|------------------|--------------------|--------------------|-------------------------|-----------|
| 1         | Azimut - Benetti      | 5,991            | 168                | 35.7               | 128                     | 1         |
| 2         | Sanlorenzo            | 4,577            | 128                | 35.8               | 117                     | 2         |
| 3         | Ocean Alexander       | 2,382            | 73                 | 32.6               | 47                      | 3         |
| 4         | Feadship*             | 1,672            | N/A                | N/A                | N/A                     | 4         |
| 5         | Princess Yachts       | 1,588            | 63                 | 25.2               | N/A                     | N/A       |
| 6         | Sunseeker             | 1,443            | 53                 | 27.2               | N/A                     | N/A       |
| 7         | Lürssen*              | 1,233            | 11                 | 112.1              | 9                       | 5         |
| 8         | The Italian Sea Group | 1,149            | 21                 | 54.7               | 12                      | 8         |
| 9         | Damen Yachting        | 1,022            | 15                 | 68.1               | 13                      | 7         |
| 10        | Overmarine            | 1,017            | 25                 | 40.7               | 24                      | 6         |
| 11        | Horizon               | 825              | 29                 | 28.4               | 24                      | 9         |
| 12        | Palumbo               | 768              | 18                 | 42.7               | 12                      | 15        |
| 13        | Baglietto             | 749              | 16                 | 46.8               | 14                      | 10        |
| 14        | Viking Yachts*        | 681              | 26                 | 26.2               | 22                      | 13        |
| 15        | Heesen Yachts         | 634              | 11                 | 57.6               | 11                      | 11        |

1. The Global Order Book counts all projects over 24 metres length overall on order or in build signed with a minimum 10% deposit received, on 1 September each year. According to BOAT International research, Ferretti Group should appear in the third place. However, the company, as in previous years, declined to share precise order book data.

\* data partially shared by the shipyard.

# Maison Sanlorenzo business model

## THE EPITOME OF «QUIET LUXURY»

Limited number of units per year for each product line

Rigorously «Made to Measure»

Trailblazing industry innovation while preserving heritage

Timeless pieces in close liaison with art and design

## HOLISTIC AND SUSTAINABLE VALUE CHAIN MANAGEMENT

Loyal and sophisticated customers, the «Sanlorenzo Club»

Unique direct distribution network

Ecosystem of thousands of specialised local artisans

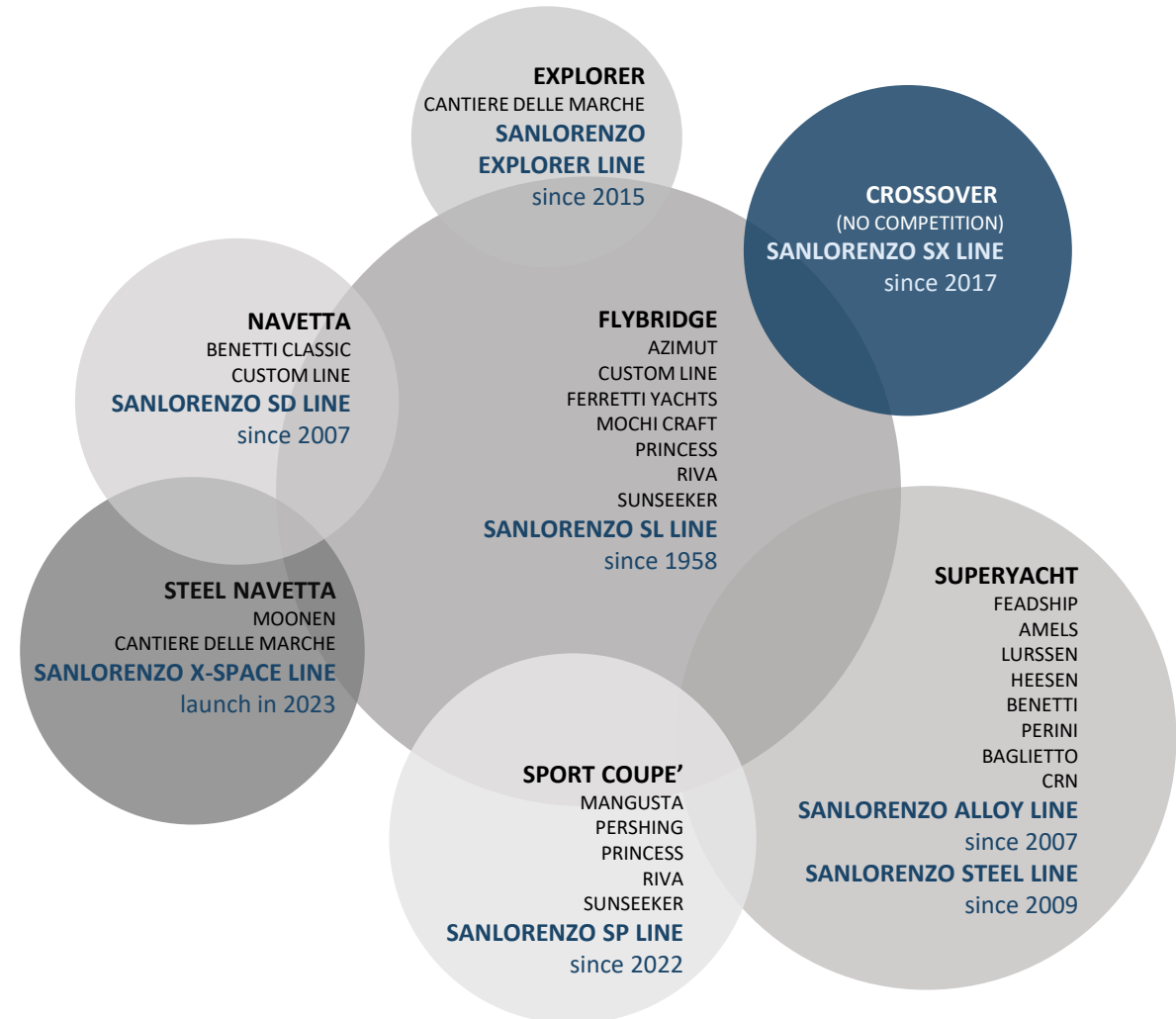
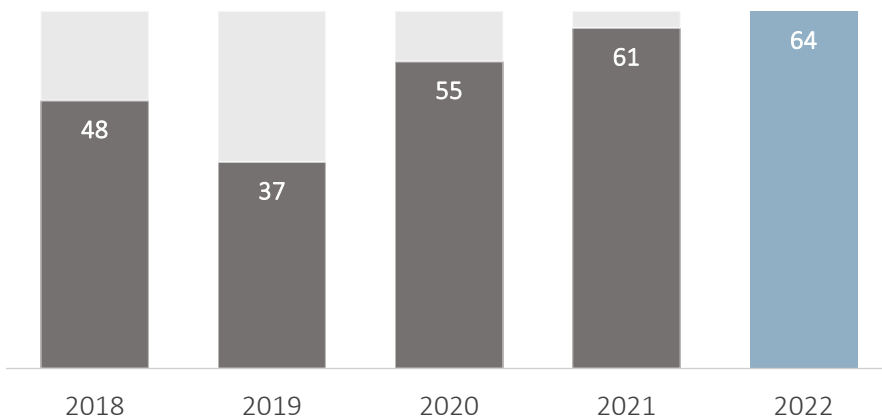
Sustainability at the heart of the R&D strategy

# Limited number of units built per year for each product line

## Exclusivity cannot be mass produced

- Maintaining **scarcity in existing ranges**, each Sanlorenzo is a rare gem
- Constant **expansion of product ranges** entering new market segments
- ~10 years average lifetime supporting **high second-hand value resilience**

# of Sanlorenzo yachts delivered<sup>1</sup>



1. Including Yacht and Superyacht Divisions (respectively 59 and 5 in 2022), excluding Bluegame (32 yachts delivered in 2022).

# Limited number of units built per year for each product line

Three new product ranges, one for each division, entering new high-potential market segments, all offering novel and cross-segment features, primarily inspired by sustainability principles

## YACHT



**SL LINE – 1958**  
Type: Planing / Flybridge  
Length: 78-120 feet



**SD LINE – 2007**  
Type: Semi Displacement  
Length: 96-126 feet



**SX LINE – 2017**  
Type: Crossover / Fast Displacement  
Length: 76-112 feet



**SP LINE – 2022**  
Type: Sport Coupé  
Length: 90-110 feet

## SUPERYACHT



**ALLOY – 2007**  
Type: Planing / Flybridge  
Length: 44 meters



**STEEL – 2009**  
Type: Displacement  
Length: 52-72 meters



**EXPLORER – 2015**  
Type: Explorer  
Length: 47 meters



**X-SPACE – 2023**  
Type: Steel Navetta  
Length: 44 meters

## BLUEGAME



**BG – 2018**  
Type: Tender / Chase Boat  
Length: 42-72 feet



**BGX – 2019**  
Type: Crossover / Sport Utility  
Length: 60-70 feet



**BGM – 2023**  
Type: Multi-Hull  
Length: 75 feet

THE EPITOME OF «QUIET LUXURY»

## Rigorously «Made to Measure»



### Maison Sanlorenzo since 1958

- Unique «Made to Measure» philosophy also in composite yachts, typically produced with a serial approach
- **Uniqueness without compromise:** each layout of spaces responds to the tastes and needs of its owner, like a bespoke suit, with a true **haute couture** spirit





THE EPITOME OF «QUIET LUXURY»

# Trailblazing industry innovation while preserving heritage

Alloy Line (2007) – THE TERRACES



SX Line (2017) – NEW CONCEPT OF SOPHISTICATED CROSSOVER



SL Line Asymmetric (2018) – AUDACIOUS REVOLUTION IN LAYOUT

SP Line (2022) – SMART PERFORMANCE, FIRST OPEN COUPÈ

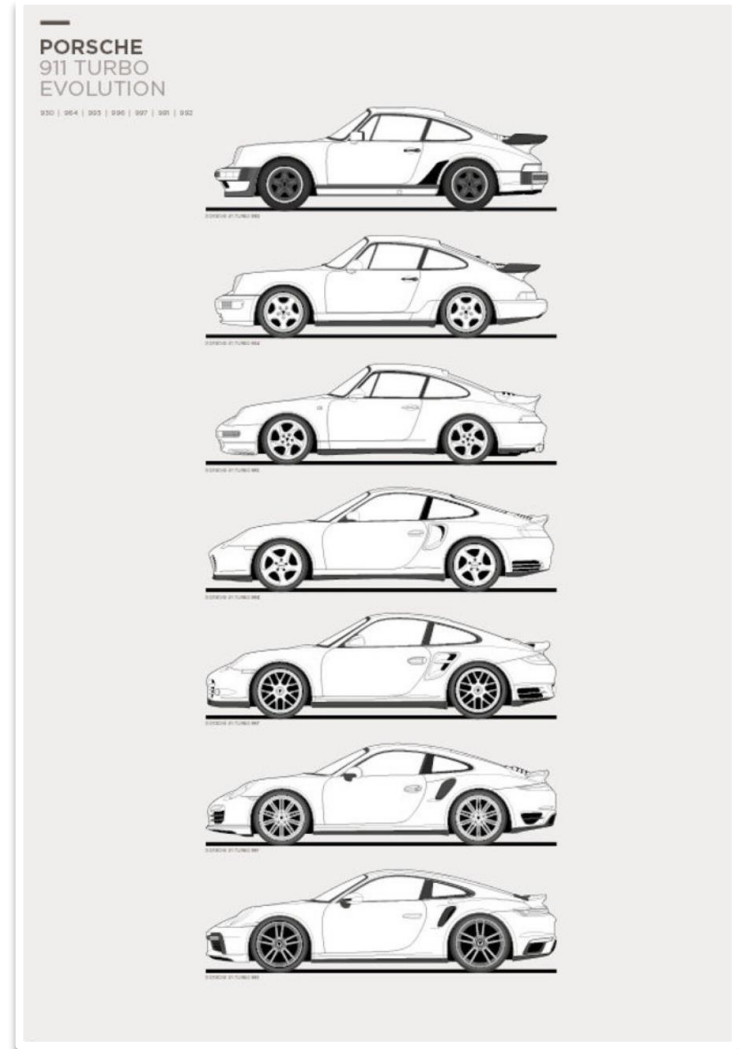


BGM (2023) – SUSTAINABLE YACHT WITH INCIDENTALLY TWO HULLS

THE EPITOME OF «QUIET LUXURY»

# Timeless pieces in close liaison with art and design

Classic products which survive passing fashions



THE EPITOME OF «QUIET LUXURY»

## Timeless pieces in close liaison with art and design

Each Sanlorenzo is a rare gem, immediately recognisable at sea even in the midst of a thousand other vessels



THE EPITOME OF «QUIET LUXURY»

# Timeless pieces in close liaison with art and design

First mover to bring on board interior design archistars



PIERO LISSONI



STUDIO LIAIGRE – G. ROLLAND



JOHN PAWSON



STUDIO CITTERIO



DORDONI ARCHITETTI



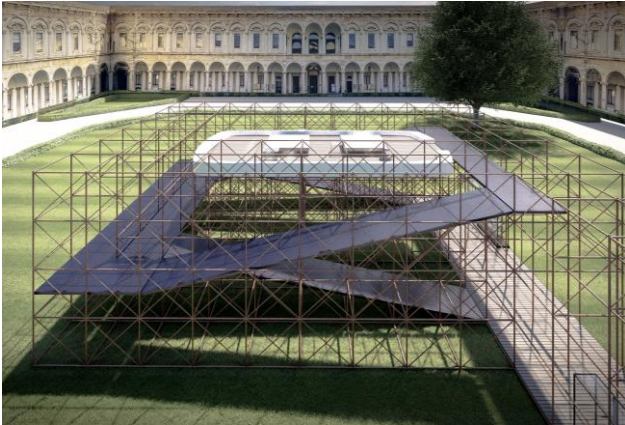
PATRICIA URQUIOLA



THE EPITOME OF «QUIET LUXURY»

# Timeless pieces in close liaison with art and design

The cross-fertilization with interior design and architecture has naturally led Sanlorenzo into the world of art



Milan Design Week – FABBRICA (2022)



Milan Design Week – THE ARK (2019)



Milan Design Week – LA MACCHINA IMPOSSIBILE (2023)



Art Basel, host partner since 2018



Art Basel Miami Beach (2022)

# Loyal and sophisticated customers, the «Sanlorenzo Club»

The loyalty of yachtsmen to Sanlorenzo is not a matter of legend, but of concrete reality: people who buy a Sanlorenzo typically return to the shipyard when they want a different or larger yacht



La Spezia shipyard (2018) – ELITE DAYS

- «Owners' Club» of connoisseurs, ~1,000 yachtsmen belonging to the world's wealthiest families valuing understatement
- **Brand heritage** in line with its loyal customers, who feel owners of a **unique object to be passed down across generations**
- **Special direct relationship** between the yacht owner and the shipyard
- **New owners joining** the club mostly through **word of mouth**

**4.5 years**

Frequency with which a Sanlorenzo repeat client changes yacht<sup>1</sup>

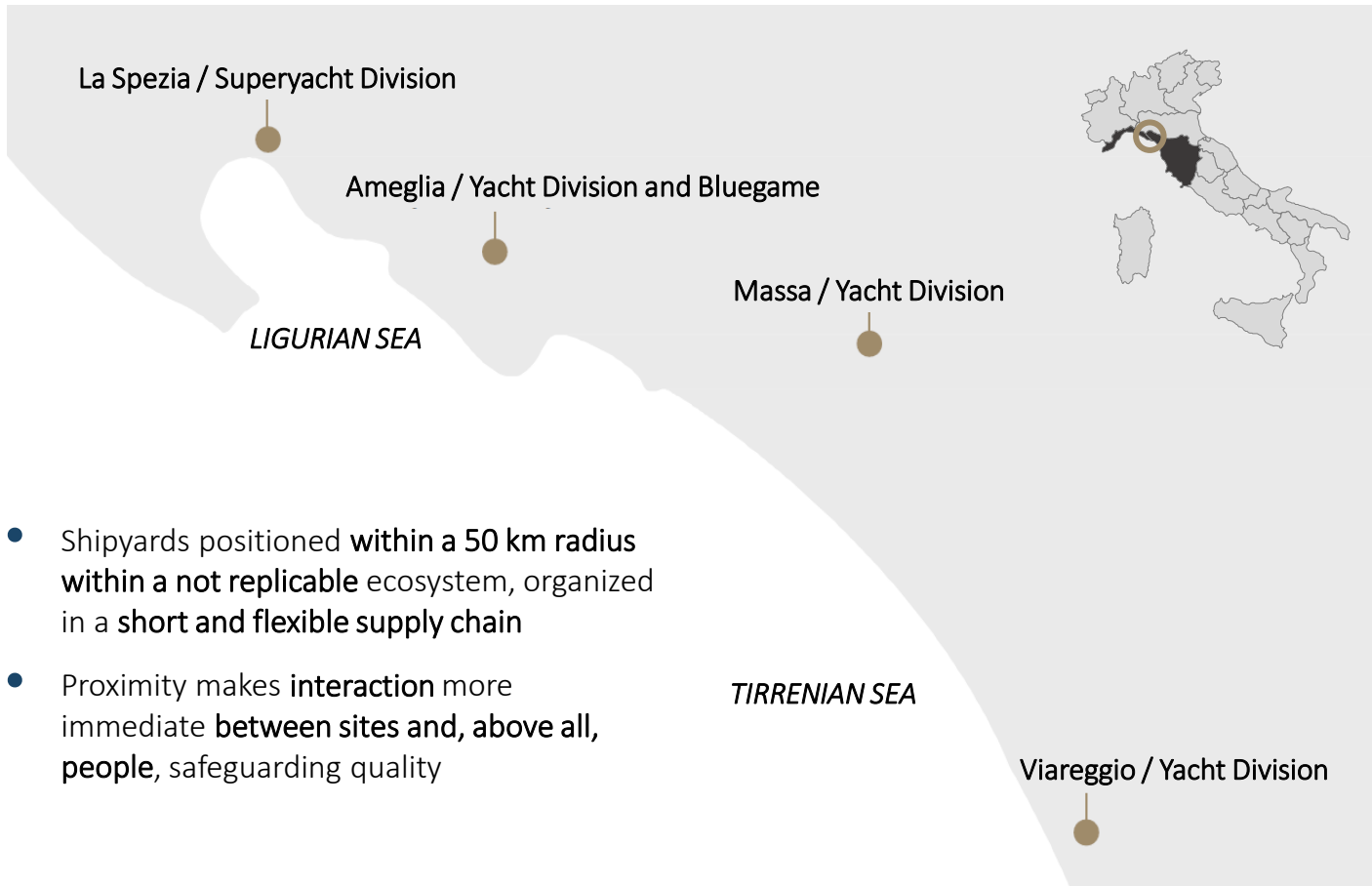
**+68.6%**

Average increase in value of the latest yacht bought by a SL repeating client vs the previous one<sup>1</sup>

1. Based on the contracts signed with repeat clients from 2012 to H1 2022.

# Ecosystem of thousands of specialized local artisans

Located in the cradle of yacht craftsmanship, where exception skills are perpetuated across generations



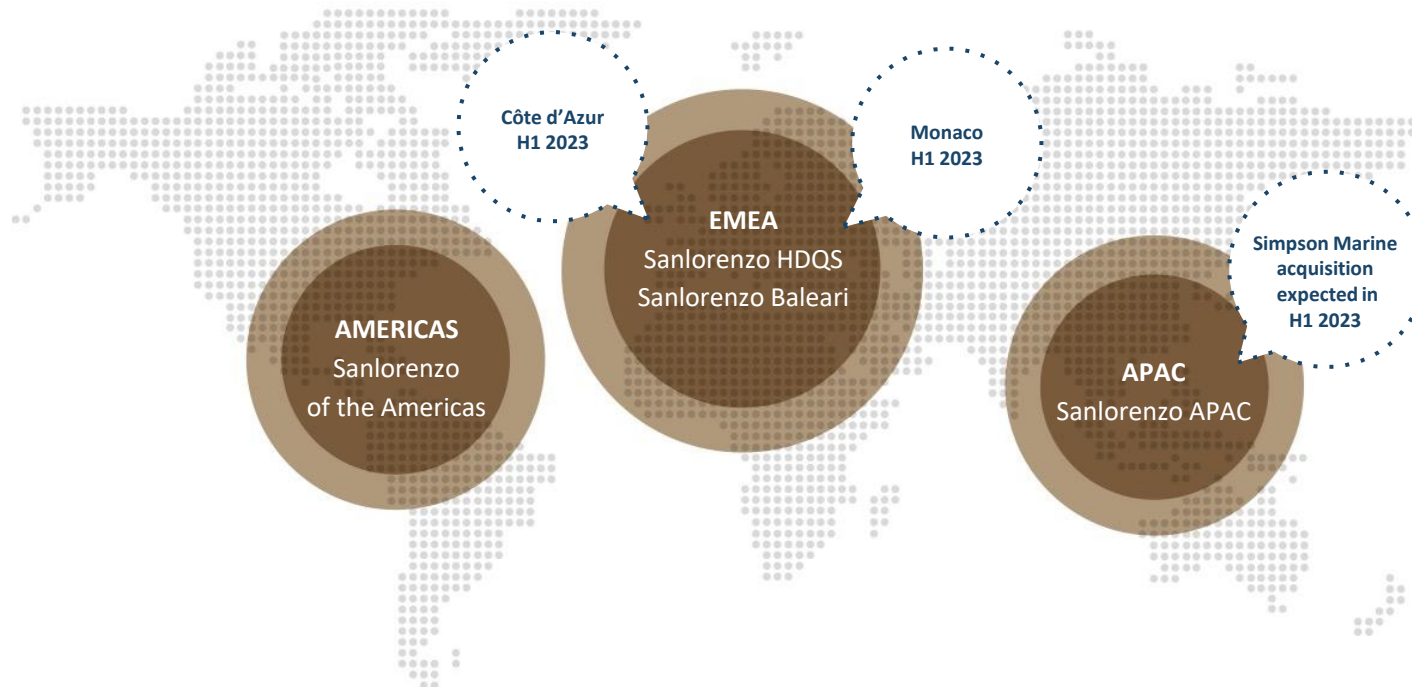
- Shipyards positioned **within a 50 km radius** **within a not replicable** ecosystem, organized in a **short and flexible supply chain**
- Proximity makes **interaction** more immediate **between sites and, above all, people**, safeguarding quality





# Unique direct distribution network

Fundamental link between the shipyard and the customer, in selected key locations for the international yachting scene, consistent with the exclusiveness of the brand



- Direct distribution in key markets – Americas, APAC, EMEA (Côte d’Azur, Monaco, Balearic Islands)
- Supported by **global brand representative network**, mostly **monobrand** and true ambassadors of Sanlorenzo in the world

● Direct distribution through Group companies

# Acquisition of Simpson Marine reinforcing direct distribution

With 12 sales showrooms and 10 service points, and a long-standing reputation in the region, Simpson Marine will provide extensive direct coverage of China and South-East Asia

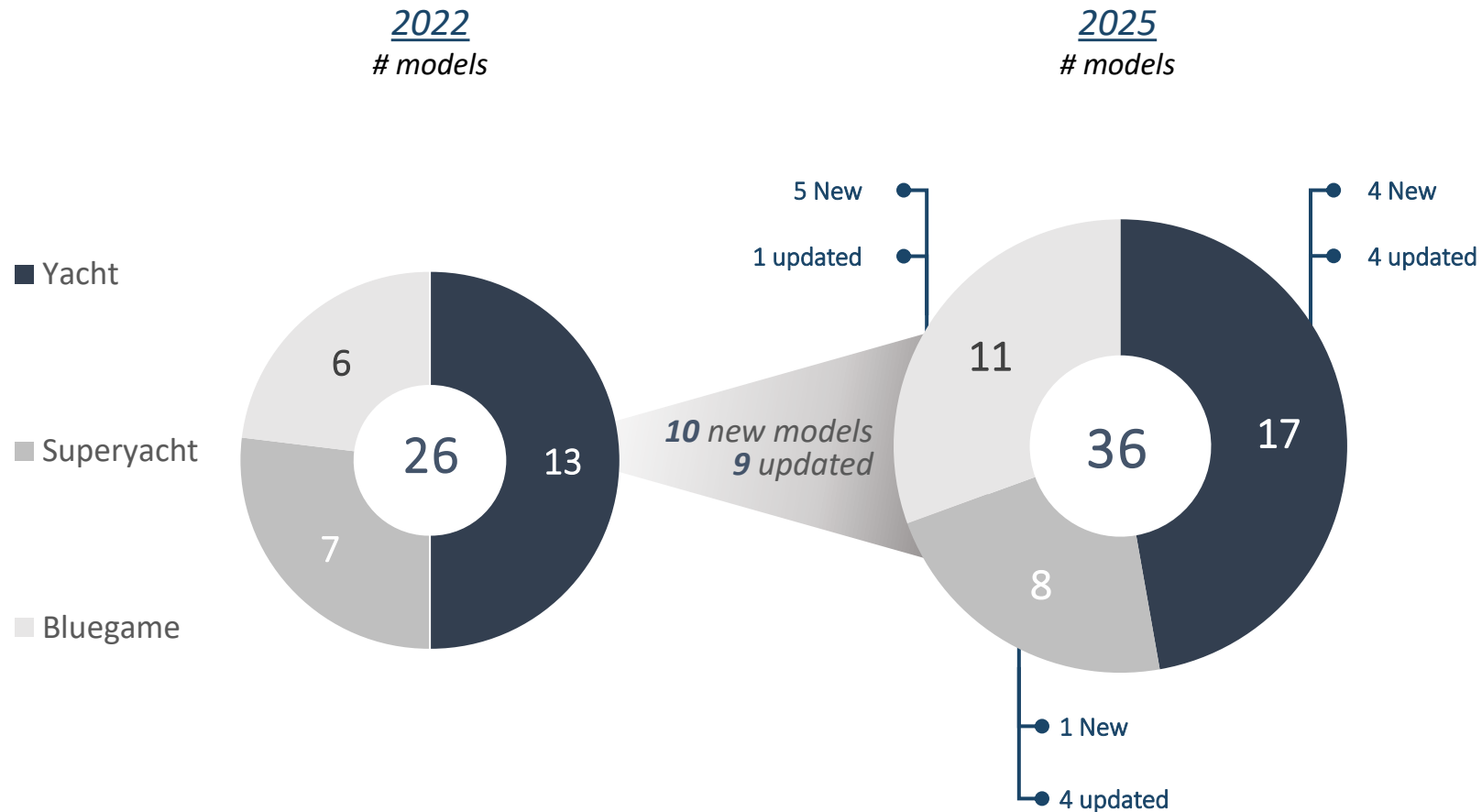


- higher **profitability**
- enhanced **value proposition**
- cross selling in **high-end services**



# New models launch – innovation maintaining recognition

2023-2025 growth driven by 10 new models' launch and 9 existing ones updated, maintaining scarcity within models and lines

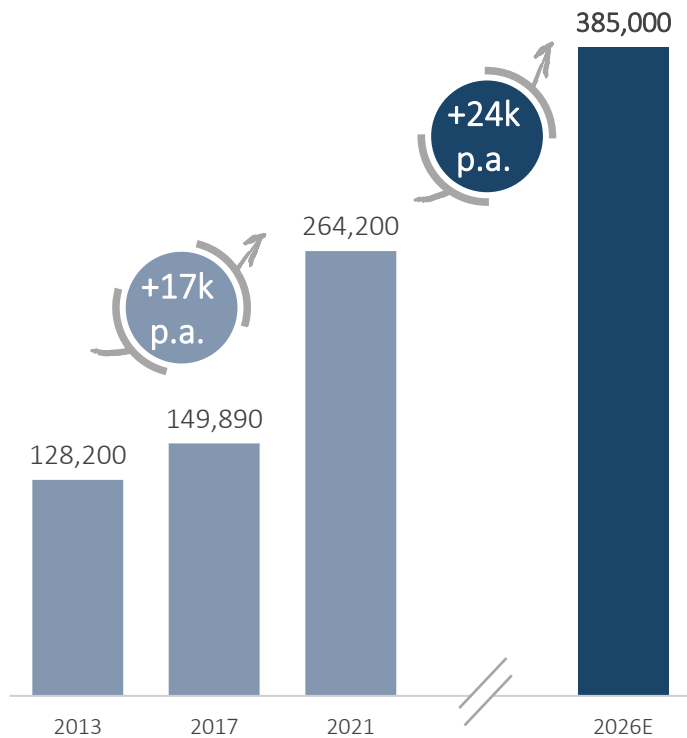


# Expanding addressable client base, in terms of size and typology

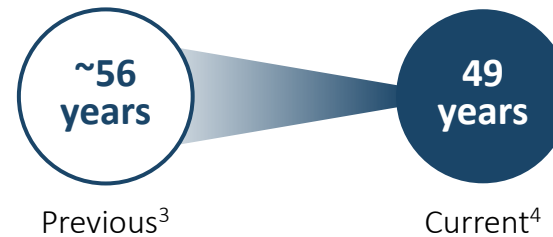
Constant global increase in UHNWIs, geographic opportunities and the ability to meet new customer needs such as “Work-from-Yacht”, underpin the yachting market growth

## # of UHNWIs<sup>1</sup>

Individuals with net worth above \$50m



## Average age of Sanlorenzo Superyacht buyers



## Average days spent on board

Based on discussions with clients



- Many more lifestyles are represented in today’s superyachts, attracting new UHNWIs to the roster of yacht owners<sup>1</sup>
- Number of Chinese UHNWIs expected to almost double in the next 5 years<sup>2</sup>
- 2021-22 charters’ boom saw many clients approach yachting for the first time
- New technologies for connectivity, significantly extending time on board

1. Source: The state of the art of the global yachting market – Deloitte and Confindustria Nautica, April 2023; Deloitte Boating Market Monitor, May 2019.  
 2. Source: Credit Suisse Global Wealth Report 2022.  
 3. Based on the contracts for the sale of superyachts signed between 2016 and 2020.  
 4. Based on the contracts for the sale of superyachts signed in 2021 and 2022.

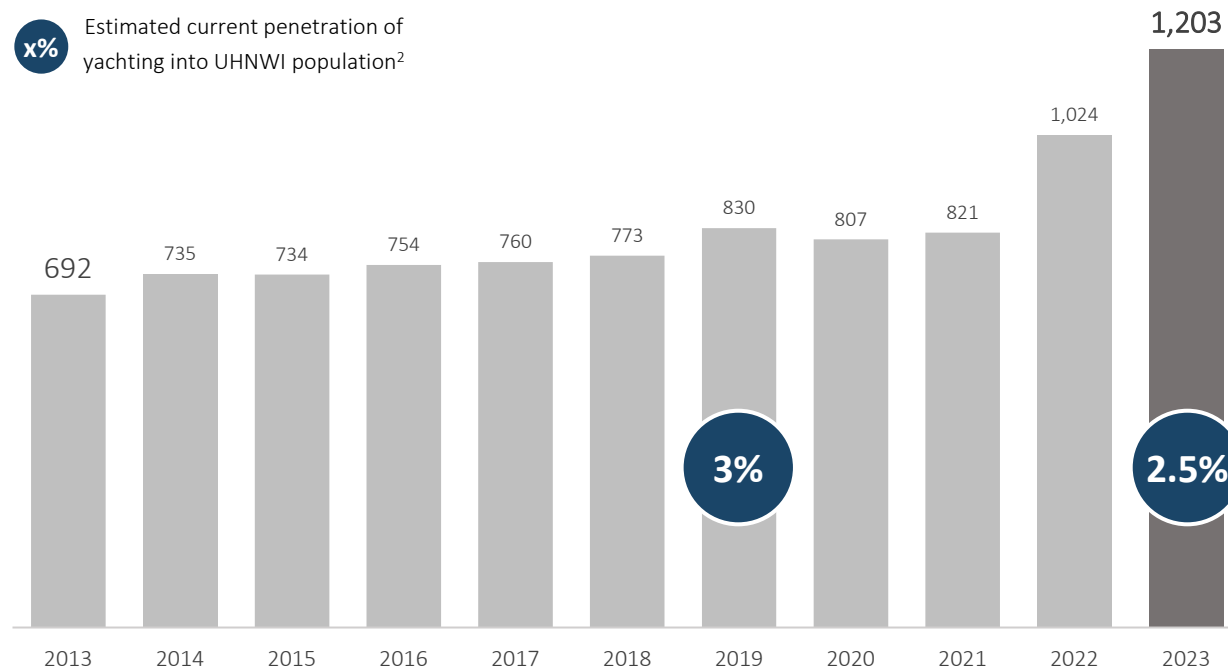
# Supply growth has been significant but overall constrained

Robust growth of supply in recent years has still not matched the growth rate of the addressable customer base, generating an overall scarcity effect in the industry

## # of yachts >24m built each year

Of which 47.6% built in Italy<sup>1</sup>

x% Estimated current penetration of yachting into UHNWI population<sup>2</sup>



- Largely untapped client base, penetration rate below 3%
- On average, supply has grown historically by 51 yachts p.a.<sup>3</sup>, compared to a growth of approx. 26k UHNWIs p.a.<sup>3</sup>

1. Source: Global Order Book 2023 – BOAT International, December 2022. The Global Order Book counts all projects over 24 metres length overall on order or in build signed with a minimum 10% deposit received, on 1 September each year.

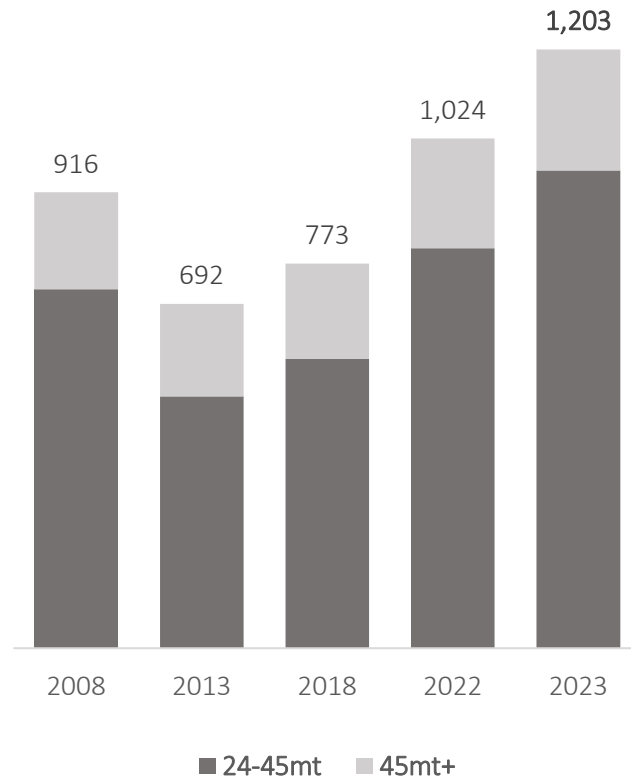
2. Source: The state of the art of the global yachting market – Deloitte and Confindustria Nautica, April 2023.

3. Note: supply average growth calculated over the 2013-2023 timespan, while number of UHNWIs average growth calculated over the 2013-2021 timespan.

# The growing pie is split among fewer, organised players

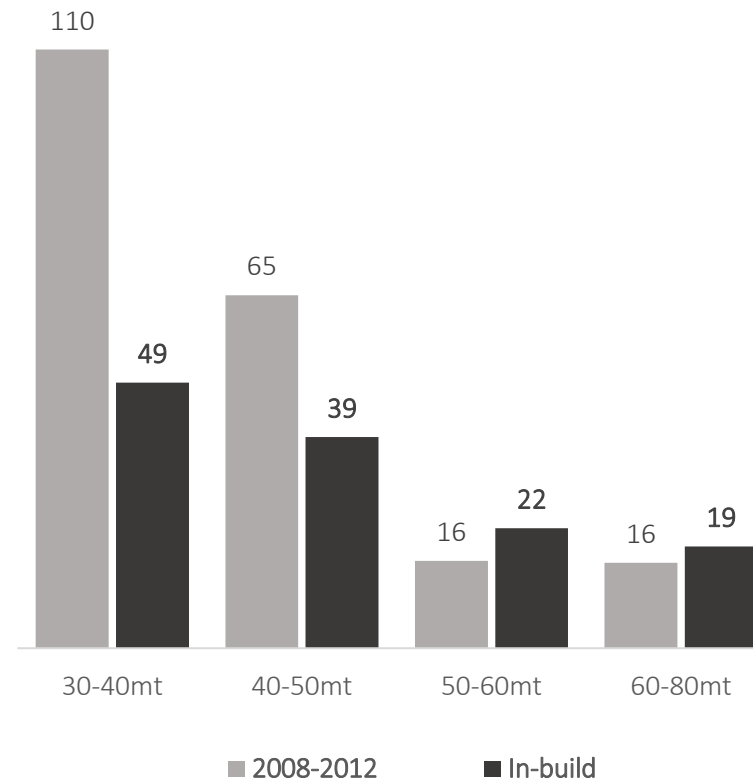
# of yachts in build or on order<sup>1</sup>

all projects as of 1 September each year signed with a minimum 10% deposit



# of active shipyards<sup>1</sup>

Clustering by length segment and reference timeframe, considering active projects for 30mt+ yachts



- As of beginning of 2023, only ~20% of 24mt+ projects in build are speculative (~18% if considering 30mt+ yachts), thus looking for an owner, compared to ~48% of 2018
- The number of active shipyards has fallen sharply in the 30-50mt length segment compared to the 2008-2012 timeframe
- ~2/3 of shipyards have less than 5 active projects

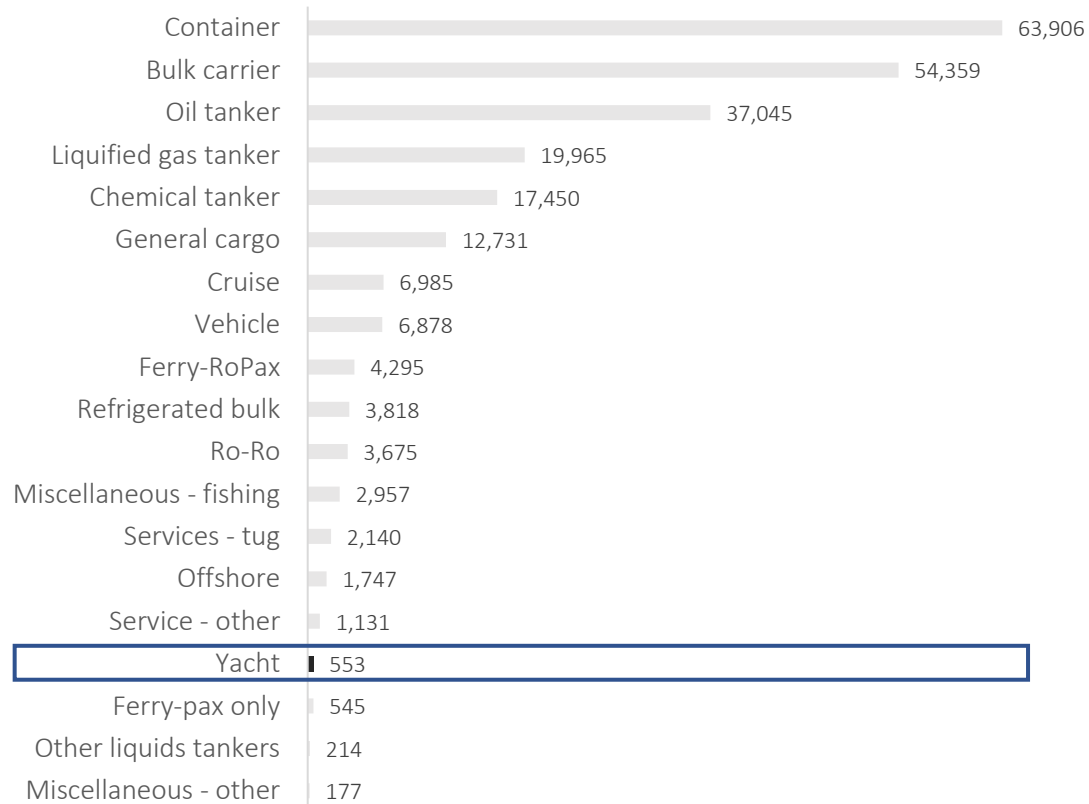
1. Management elaboration on “Global Order Book” – BOAT International 2023.

2. Management elaboration on “The State of Yachting” – Superyacht Times 2023, excluding 1/3 of shipyards from in-build projects as they have only 1 active project, and the same number in absolute value from 2008-2012 timeframe as a management estimate; note: a single shipyard may fall in more than one segment.

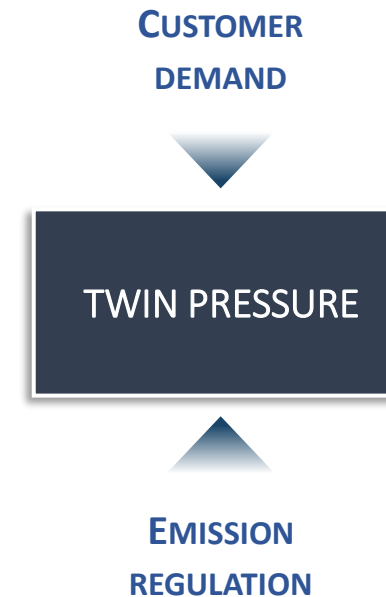
# Marginal impact of yachting...

Shipping represents ~3% of global greenhouse gas (GHG) emissions equivalent to the total CO<sub>2</sub> emissions of Germany<sup>1</sup>.  
 Yachting represents 0.2% of shipping emissions<sup>2</sup>

HFO-equivalent<sup>3</sup> fuel consumption (k/tonnes)  
 2018<sup>1</sup>



- Overall incidence of yachting on global GHG emissions equals approx. 0.006%, but...



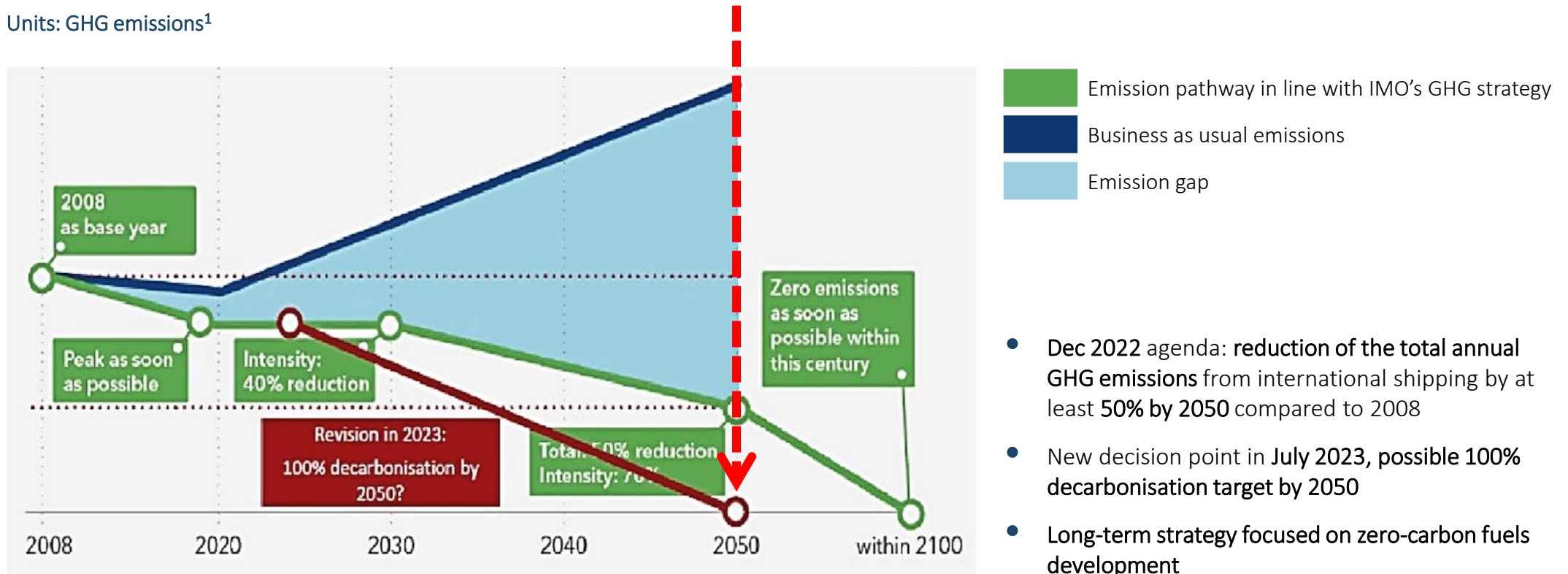
1. Sources: All at sea, methanol and shipping – Longspur Research, January 2022; European Commission <https://ec.europa.eu/research-and-innovation/en/horizon-magazine/emissions-free-sailing-full-steam-ahead-ocean-going-shipping>  
 2. Source: Fourth edition greenhouse gas study 2020 - International Maritime Organization (IMO), 2021  
 3. Note: Heavy Fuel Oil equivalent

# ...yet the moment to act is now

IMO's strategy on Greenhouse Gas (GHG) emissions reduction:

## ZERO EMISSIONS BY 2050 ON A "WELL-TO-WAKE"<sup>1</sup> BASIS

Units: GHG emissions<sup>1</sup>



Total: refers to the absolute amount of GHG emissions from international shipping

- Dec 2022 agenda: reduction of the total annual GHG emissions from international shipping by at least 50% by 2050 compared to 2008
- New decision point in July 2023, possible 100% decarbonisation target by 2050
- Long-term strategy focused on zero-carbon fuels development

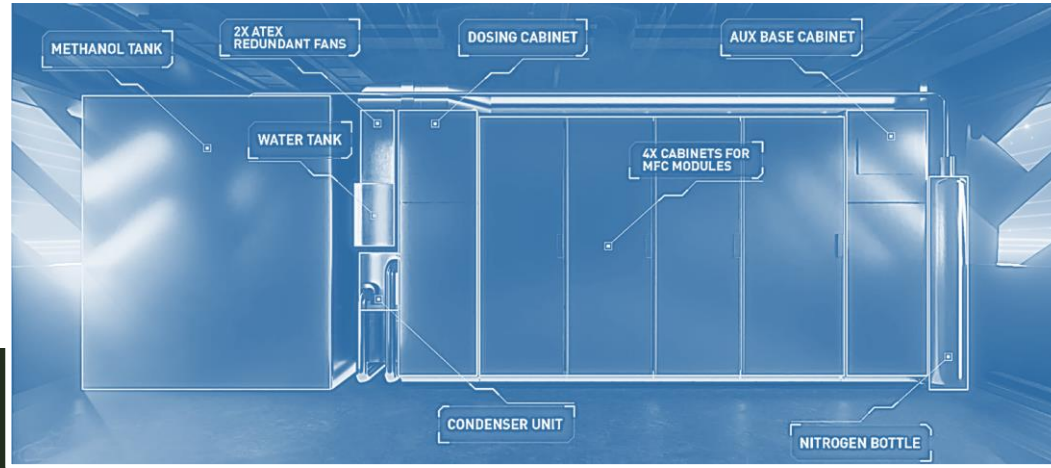
1. «Well-to-wake» refers to the entire process of fuel production, delivery and use onboard ships, and all emissions produced therein.  
2. Source: DNV, 20 December 2022.



SUSTAINABILITY IS NOT AN OPTION

## Sustainability at the heart of Sanlorenzo R&D

Sanlorenzo is the first player of the international yachting arena to develop zero emission, carbon neutral solutions – supported by exclusive agreements with major global players



**SIEMENS**  
energy

- Exclusive agreement signed in August 2021 for the joint development of solutions for the integration of fuel cells in 24-80 meter yachts



- Exclusive agreement signed in August 2022 which will allow the integration of a MTU innovative internal combustion system, powered by methanol, with Siemens Energy's methanol powered fuel cell systems

**SANLORENZO**



**SIEMENS**  
energy



A Rolls-Royce  
solution

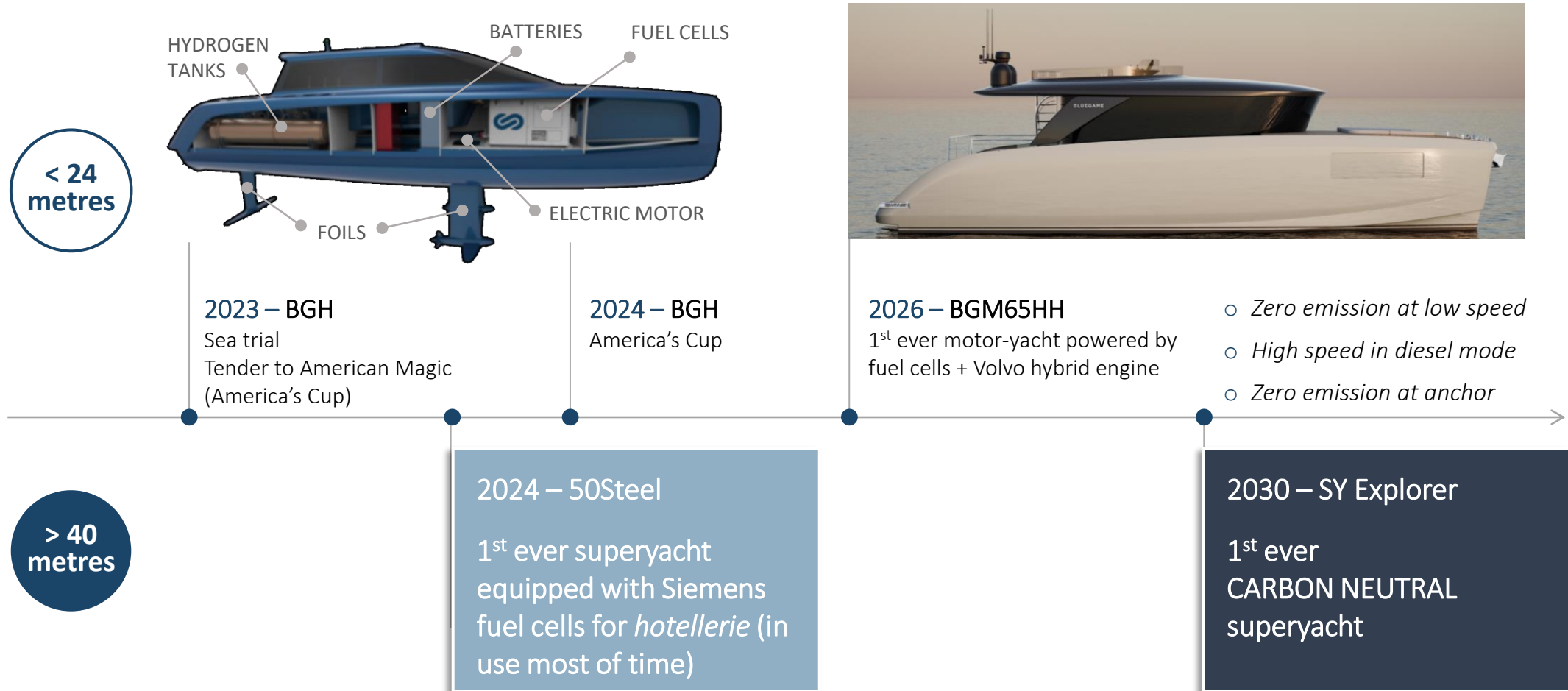


EODev

**V O L V O**  
**P E N T A**

# Road to 2030 – trailblazing the green transition of yachting

Bluegame – unconstrained by the MAYA principle – as “innovation feeder” to the main Sanlorenzo brand in the Road to 2030

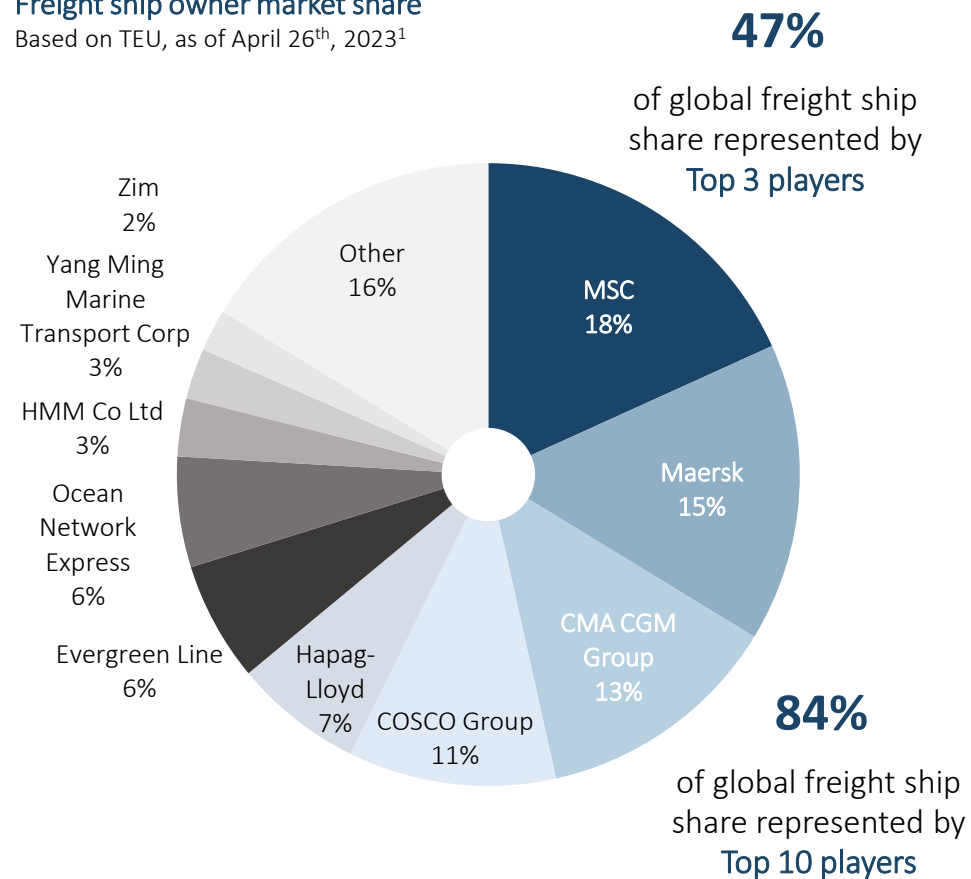


# Global industrial behemoths are investing in the same direction

Over 150 players within the maritime, energy infrastructure, and finance sectors signing on to the Global Maritime Forum 'getting to zero' coalition; top players investing in e-methanol means faster infrastructure development

## Freight ship owner market share

Based on TEU, as of April 26<sup>th</sup>, 2023<sup>1</sup>



- **MAERSK**
  - 8 container ships running on e-methanol ordered in the Fall 2021. Increased to 12 in January 2022
  - Joins a €10bn project in Nov. 2022, partially financed with EU recovery fund, to produce up to 2 million tonnes of e-methanol a year in Spain by 2030
- **STENA (shipping) – PROMAN (world's largest producer of methanol)**
  - 3 methanol dual-fuel tankers launched, 5 to be delivered by 2023
- **MITSUI – WATERFRONT SHIPPING (Methanex Group)**
  - Joint effort to advance the commercialisation of renewable methanol as a viable marine fuel. Methanex has 30 vessels in operation
- **NORVEGIAN CRUISE LINES** plans to adapt its newbuilds to methanol as their primary fuel

1. Source: Alphaliner, <https://alphaliner.axsmarine.com/PublicTop100/>  
2. Source: All at sea, methanol and shipping – Longspur Research, January 2022.

# Financial system and customer demands are encouraging

Over 150 players within the maritime, energy infrastructure, and finance sectors signing on to the Global Maritime Forum 'getting to zero' coalition

08/30/2022 12:05:48 [BN] Bloomberg News

## Bill Gates-led Fund Backs Methanol as Green Shipping Fuel

Methanol could help giant cargo vessels that power world trade cut climate-warming emissions.

By Will Mathis and Akshat Rathi

The Danish startup Blue World Technologies has just raised €37 million (\$36.9 million) from investors including Breakthrough Energy Ventures, which is backed by Bill Gates, to help it scale up production of a new system that could power large ships using methanol.

- In November 2021, **Maersk** successfully placed an inaugural 10-year **€500m green bond** to fund the delivery of the recent placed order for 8 large container ships to run on e-methanol.
  - The transaction was met with great positivity by investors and was seven times oversubscribed with a final order book value of €3.7 billion






Major consumer goods shippers signing The Cargo Owners Zero Emission Vessel Initiative<sup>1</sup>

AMAZON  
UNILEVER  
IKEA  
INDITEX  
MICHELIN  
PATAGONIA  
BROOKS  
RUNNING  
FROG BIKES  
TCHIBO

1. Source: All at sea, methanol and shipping – Longspur Research, January 2022.

# Equity investments in strategic supply chain players

Disciplined investments in vertical integration of key manufacturing processes through partnerships and minority equity stakes in strategic suppliers

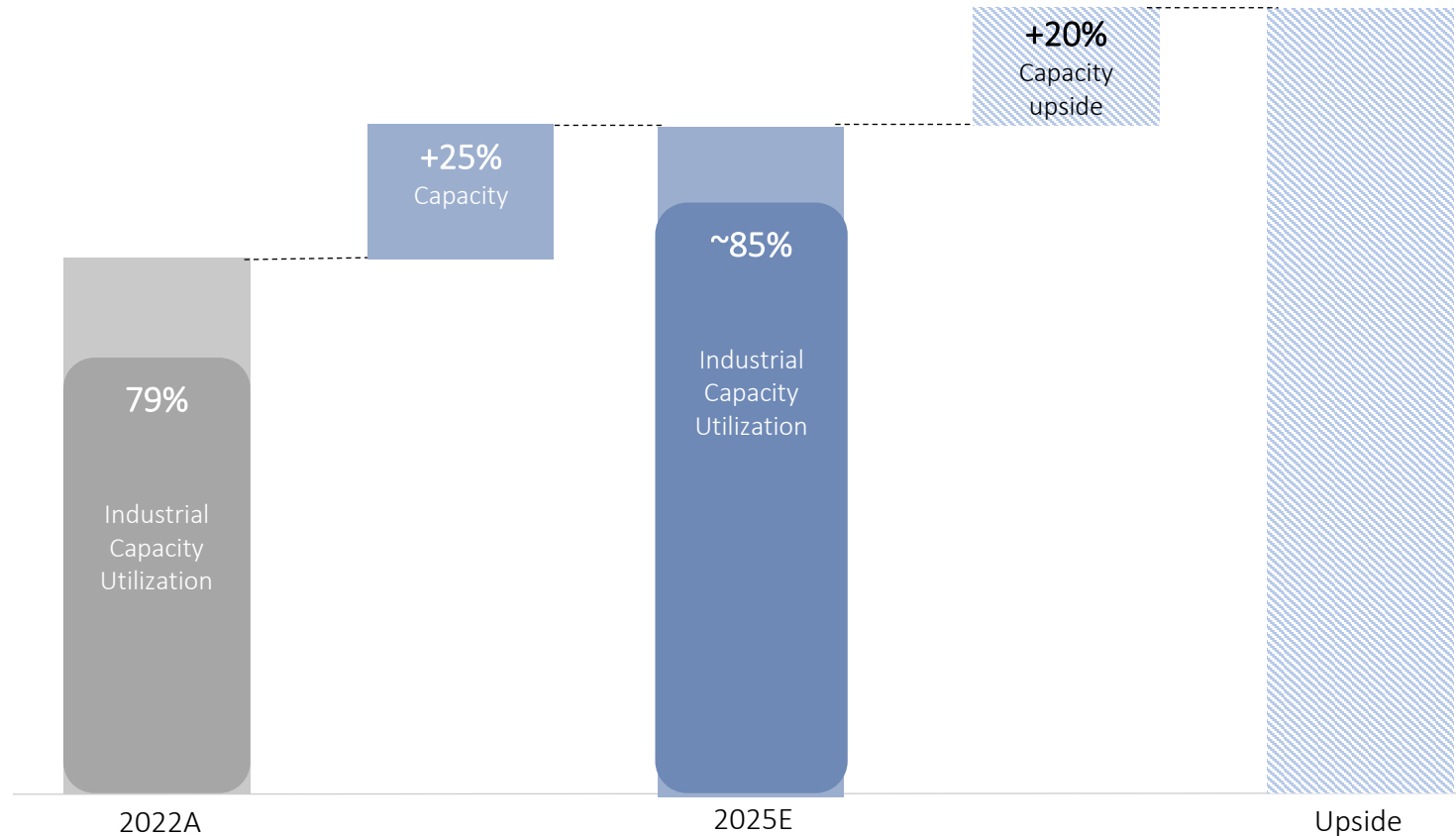
|                 |  | <br>SA.LA. | <br><i>Gained majority in May 2023</i> |  |  |
|-----------------|---|--|---|---|---|
| <i>Activity</i> | Bluegame production   | Metal carpentry  | Furnishings   | Electrical system   | Composite parts   |
| <i>Stake</i>    | 60%   | 48%  | 66%   | 49%   | 100%  |

- Secure procurement of key materials and making
- Add new production capacity
- Increase agility and flexibility in manufacturing processes
- Ensure direct quality control over production
- Extend Sanlorenzo’s sustainable standards to the supply chain

# Increasing production capacity to support revenue growth

Organic Capex roadmap to enhance capacity, targeting optimal balance between efficiency and new orders' delivery time. Infrastructure Capex on top, to support high-end services development strategy

- Production capacity 2022 of ~100K square meters, **currently 79% utilized**
- **25% planned production capacity expansion** in the 2023-2025 timeframe along with optimization of current industrial facilities to **target ~85% utilization by the end of 2025**, factoring in next years' growth
- **~20% upside industrial capacity** (on properties already owned) providing flexibility to support further potential volumes uptake



## 2023 and 3-years guidance confirmed

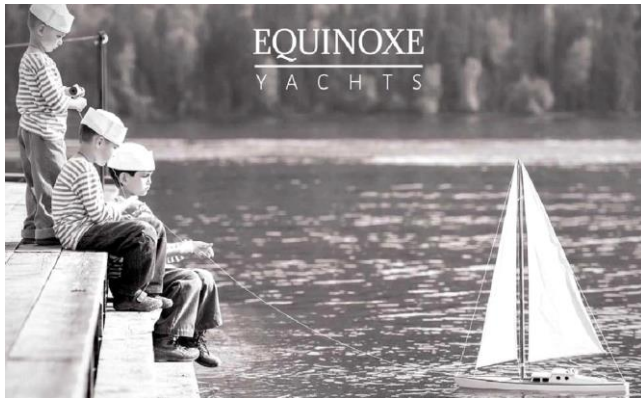
| €m<br>Margin as % of Net Revenues<br>New Yachts      | 2019<br>Actual | 2020<br>Actual | 2021<br>Actual  | 2022<br>Actual  | 2023<br>Guidance     | 2025 <sup>5</sup><br>Outlook              |
|--|----------------|----------------|-----------------|-----------------|----------------------|---|
| Net Revenues New Yachts <sup>1</sup><br>YOY GROWTH % | 455.9          | 457.7<br>+0.4% | 585.9<br>+28.0% | 740.7<br>+26.4% | 810-830<br>+11%      | HIGH SINGLE-DIGIT<br>Revenue CAGR '23-'25 |
| EBITDA <sup>2</sup><br>YOY GROWTH %                  | 66.0           | 70.6<br>+7.0%  | 95.5<br>+35.3%  | 130.2<br>+36.3% | 150-155<br>+17%      |   |
| EBITDA Margin <sup>2</sup><br>YOY GROWTH %           | 14.5%          | 15.4%<br>+0.9% | 16.3%<br>+0.9%  | 17.6%<br>+1.3%  | 18.5%-18.7%<br>+1.0% | ≥19.5%                                    |
| Group Net Profit<br>YOY GROWTH %                     | 27.0           | 34.5<br>+27.7% | 51.0<br>+47.8%  | 74.2<br>+45.5%  | 84-86<br>+15%        |   |
| Capex <sup>3</sup><br>YOY GROWTH %                   | 51.4           | 30.8<br>-40.1% | 49.2<br>+59.7%  | 50.0<br>+1.6%   | 48-50<br>-2%         | 95-105<br>Cumulated '24-'25               |
| Net Cash Position <sup>4</sup><br>CASH GENERATION    | (9.1)          | 3.8<br>+12.9   | 39.0<br>+35.2   | 100.3<br>+61.3  | 118-128<br>+18-28    | 185-205<br>100+ cash generation           |

} Guidance based on organic Capex, excluding M&A opportunities

1. Calculated as the sum of revenues from the sale of new yachts (recognised over time with the cost-to-cost method) and pre-owned boats, net of commissions and trade-in costs of pre-owned boats.
2. The figures from 2019 to 2022 refer to Adjusted EBITDA; the figures from 2023 to 2025 refer to reported EBITDA, which differs from Adjusted EBITDA for less than 0.5%.
3. Increases in property, plant and equipment and intangible assets, net of the carrying amount of related disposals, at constant perimeter. FY 2022 reported figure €59.0m, including the consolidation of Polo Nautico Viareggio S.r.l., I.C.Y. S.r.l. and Equinose S.r.l.
4. Calculated in accordance with ESMA document 32-382-1138, 4 March 2021. A positive figure indicates a net cash position.
5. For the guidance range, annual growth is calculated on the average figure.

# High-end services development undergoing

Development of high-margin ancillary services, simultaneously increasing customer loyalty in terms of peace-of-mind relationship with the shipyard, and further strengthening brand positioning in the top-end luxury segment



- Sanlorenzo Charter Fleet, the first monobrand charter fleet



- Maintenance, refit and restyling



- Sanlorenzo Academy

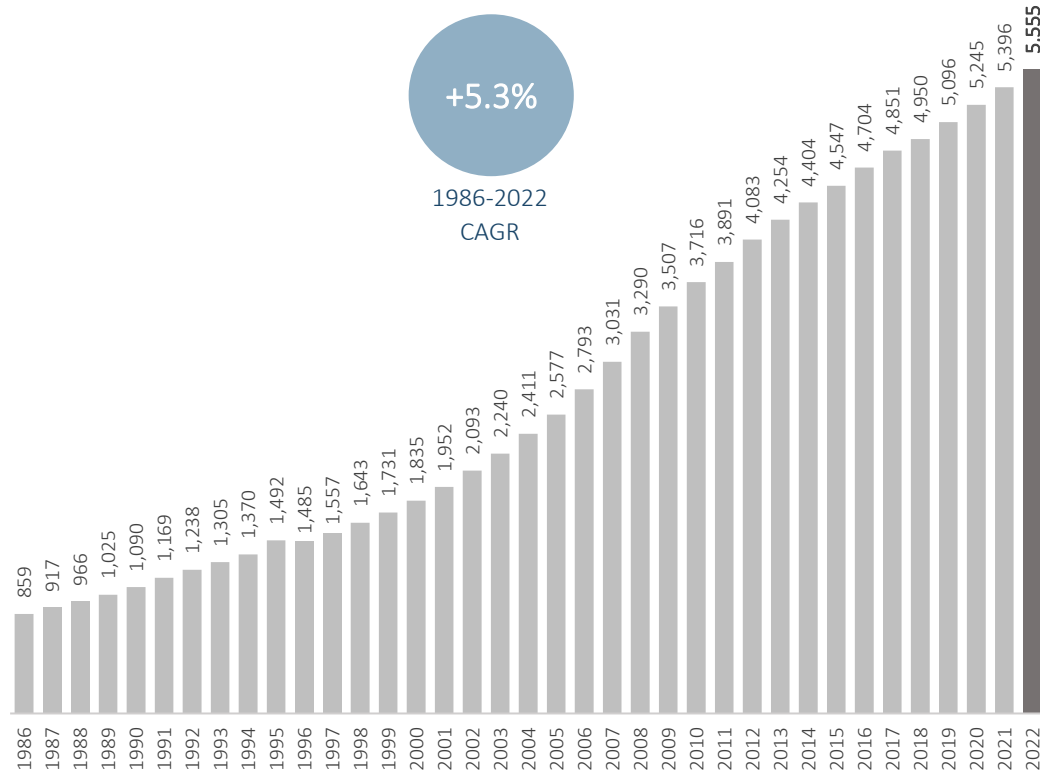


# Maintenance & Refit services as upside to business plan

High potential, anti-cyclical activities consistently expanding along with the growing and aging global fleet, and potentially becoming a captive business

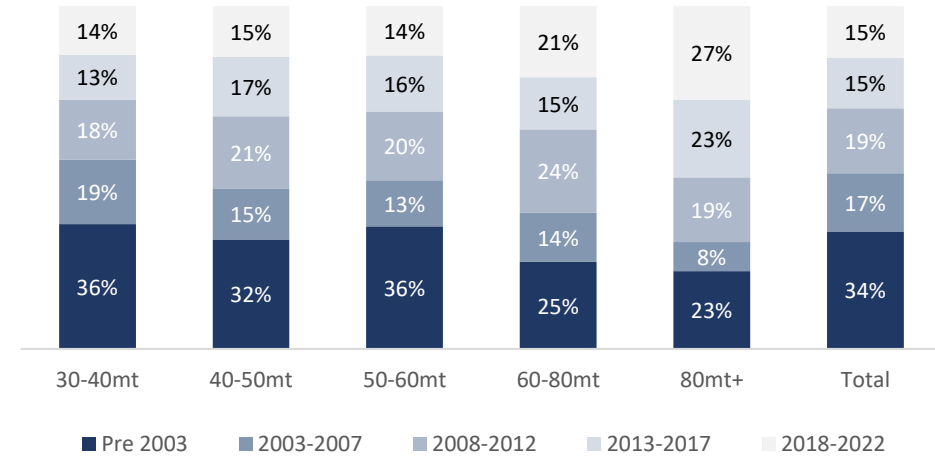
## Fleet development

Global yacht fleet 30mt+



## Global Motor Yachts Fleet

Breakdown by age



## A growing market

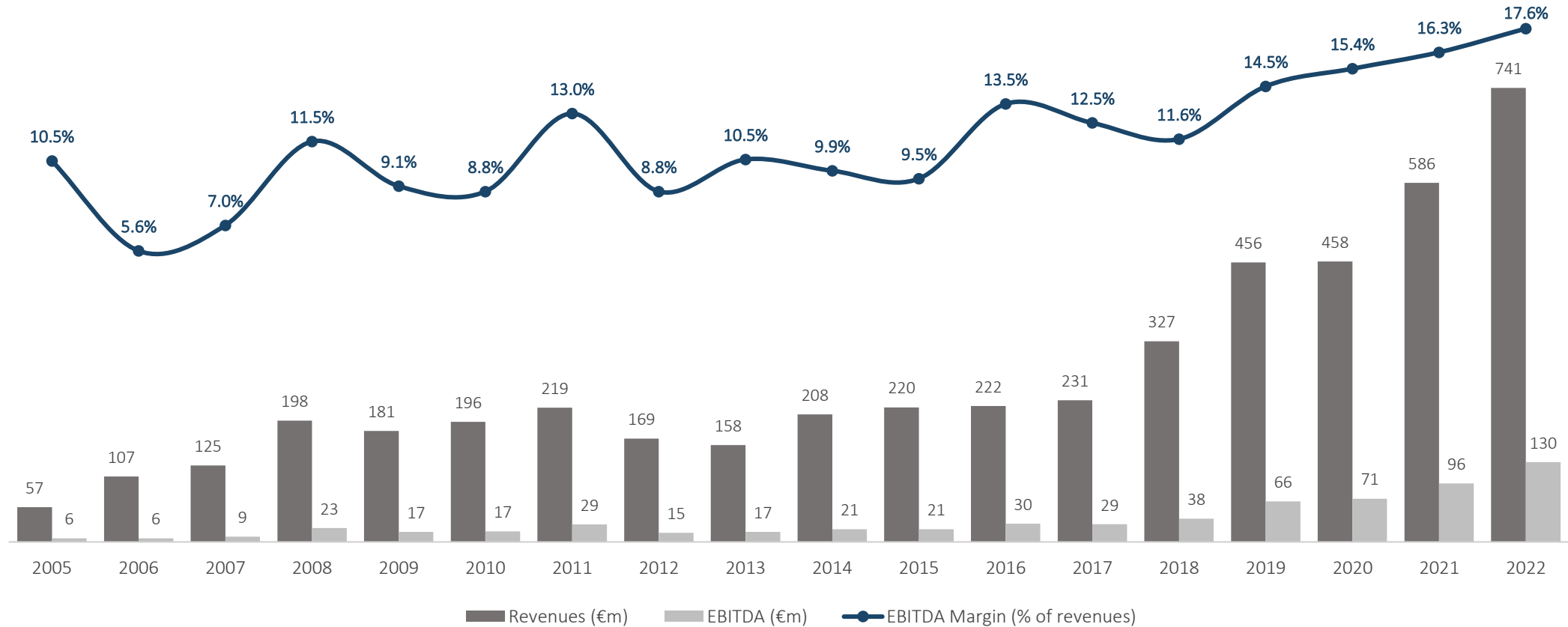
number of refittings for 40mt+ yachts, 2017-2021



2017-2021  
CAGR

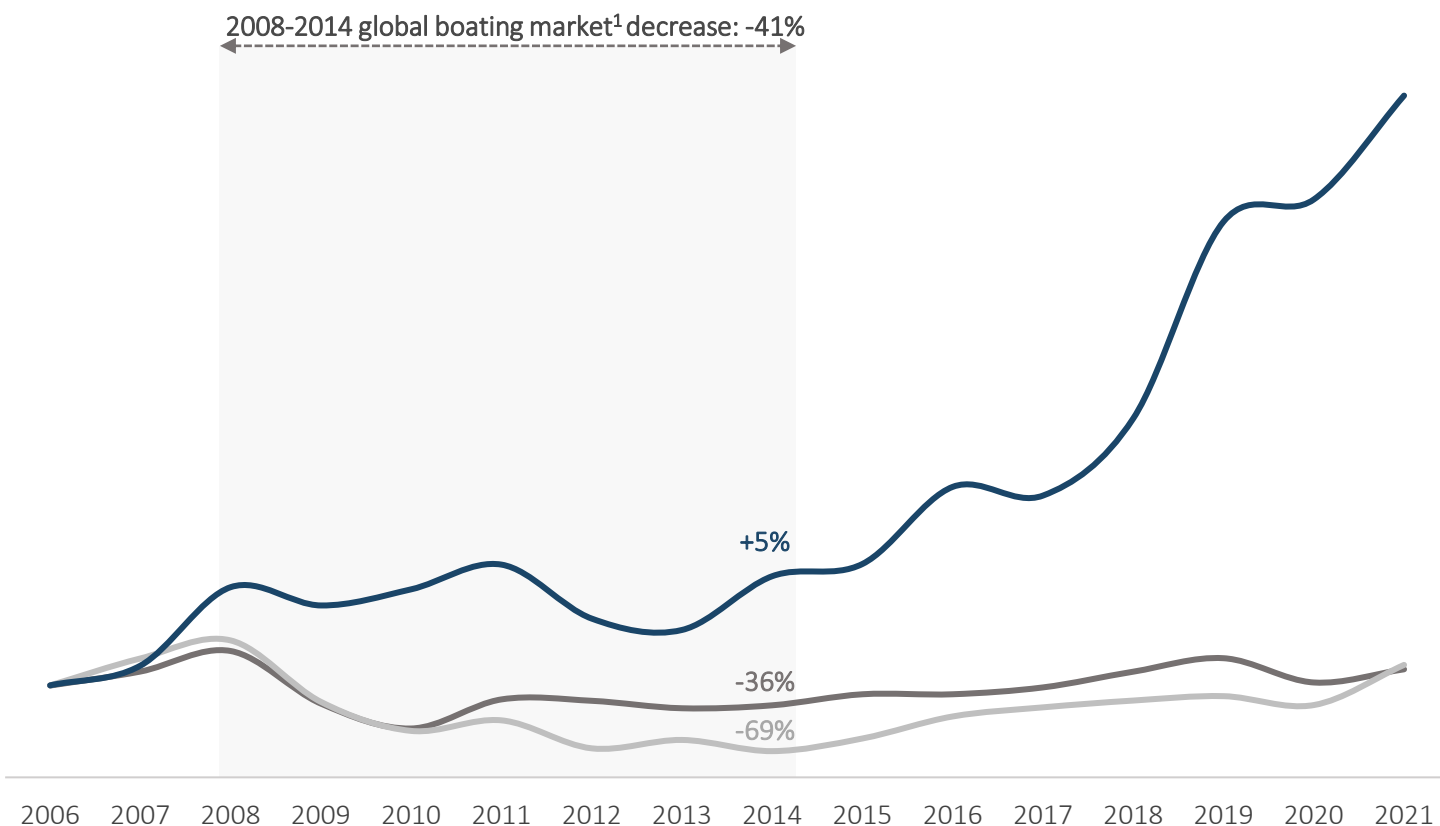
# Proven resilience over the cycle

- Sustained revenue growth: +9.9% CAGR from 2008 to 2022, +19.0% CAGR since 2015
- Stable EBITDA margin throughout the cycle and never a single year of operating loss during the crisis of the nautical sector: **10.3% average EBITDA margin during 2008-2014 period**
- Stable revenues and increase in operating margins during the Covid-19 pandemic



# Undisputed winner in luxury yachting

Value of Production (rebased to 100)



## SANLORENZO

2006–2021 growth: +514%, more than >6x<sup>2</sup>

Above market growth paired with distinctive resilience across industry cycles testimony of Sanlorenzo superior business model, even during the Covid-19 pandemic, also thanks to:

- Large proportion of direct sales to final customers, with limited “sell-in/sell-out” risk from dealers and more favourable working capital dynamics
- Flexible cost structure due to production activities carried out by third-party contractors

Ferretti Group 2006–2021 growth: +18%<sup>4,5</sup>

Azimut | Benetti 2006–2021 growth: +14%<sup>3</sup>

Source: Company information, management assessment, consolidated annual reports and Deloitte Boating Market Monitor 2019.

1. Source: Deloitte Boating Market Monitor.
2. Based on consolidated accounts as per Italian GAAP until 2015, then according to IFRS. Financial year ending 31 December.
3. Based on consolidated accounts as per Italian GAAP. Financial year ending 31 August.
4. Based on consolidated accounts as per IFRS. Financial year ending 31 August until 2012, then ending 31 December.
5. 2006-2008 figures including Pinmar and Apremare (~€65m revenues), then disposed in 2010.

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# Content

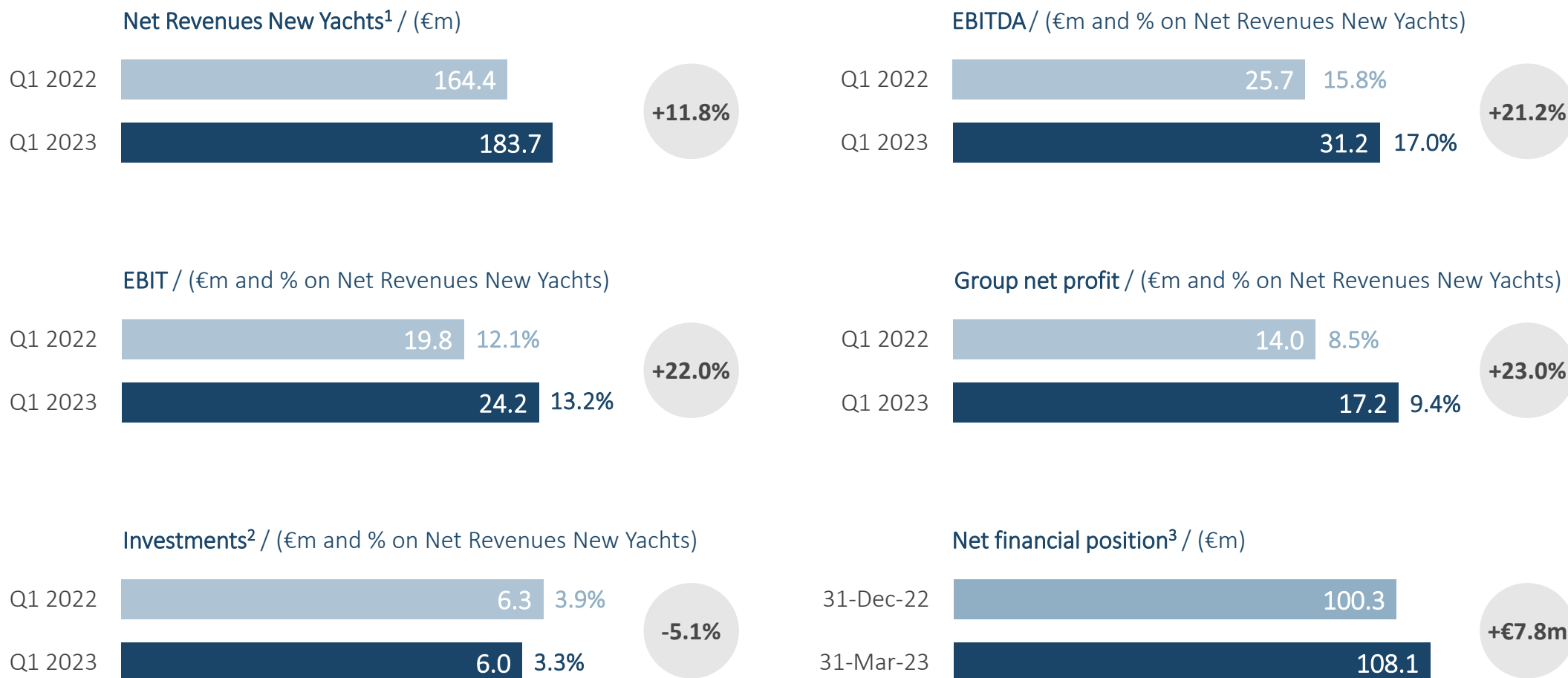
1. Market strategy for a sustainable long-term growth path
2. Q1 2023 results update

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# Q1 2023 CONSOLIDATED RESULTS

- Key financial highlights – another quarter of solid results
- Continued revenue growth, steadily achieving new records
- Order intake normalising, yet backlog hitting new highs
- Clear visibility on future growth reinstated
- Supportive pricing dynamics driving further margin expansion
- Mostly expansionary capex to support the next wave of growth
- Net cash position keeps increasing, providing optionality value
- 2023 and 3-years guidance confirmed

# Key financial highlights – another quarter of solid results



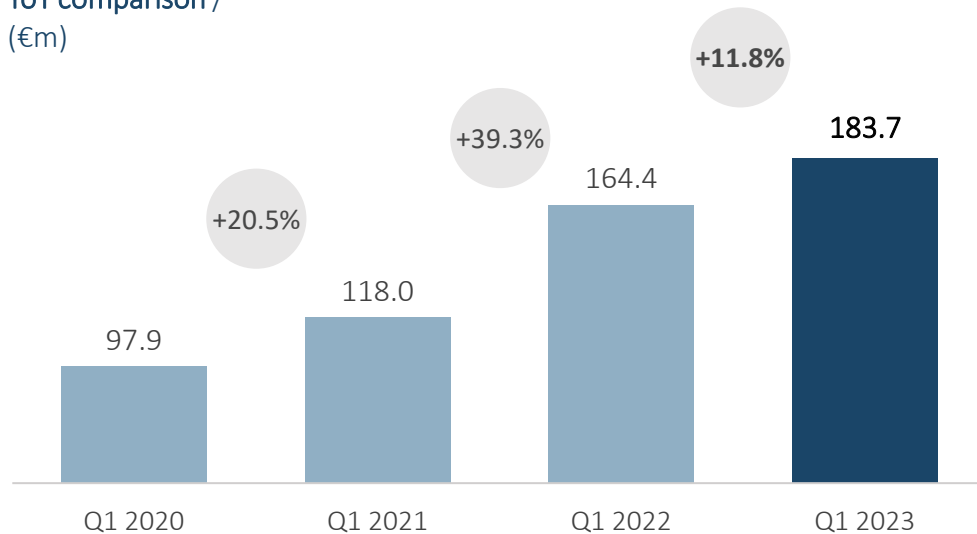
1. Calculated as the sum of revenues from contracts with customers relating to new yachts (recognised over time with the cost-to-cost method) net of commissions. In accordance with IFRS standards, revenue calculation includes the difference between the value contractually attributed to the pre-owned boats traded in and their relative fair value.
2. Increases in property, plant and equipment and intangible assets with a finite useful life, net of the carrying amount of related disposals (sale of office building in Massa for a net book value of €2.1m in Q1 2022).
3. Calculated in accordance with ESMA document 32-382-1138, 4 March 2021. A positive figure indicates a net cash position. IFRS 16 liabilities accounting for €8.7m as of 31 March 2023 and €7.8m as of 31 December 2022.

# Continued revenue growth after previous year's boom

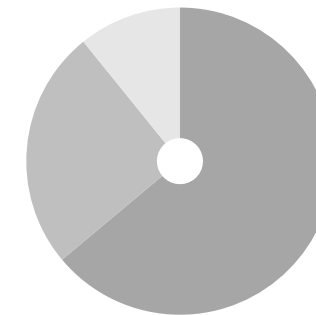
Net Revenues New Yachts at €183.7m, +11.8% YoY and ca. +88% vs Q1 2020

- Sound first quarter performance by Superyacht and Bluegame divisions, +41.4% and +38.9% YoY respectively
- Strong YoY revenues increase in Europe (+50.3%) and MEA (+96.4%) more than offsetting relatively weak quarterly revenues in the Americas (-43.7%) and APAC (-15.8%)
- Yacht Division substantially in line with Q1.22 and with the production trend forecasted for the year

YoY comparison / (€m)

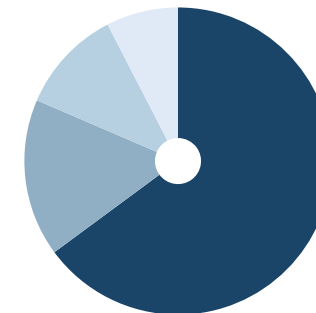


Breakdown by division



|       |                            |
|-------|----------------------------|
| 63.9% | Yacht Division €117.4m     |
| 25.3% | Superyacht Division €46.4m |
| 10.8% | Bluegame Division €19.9m   |

Breakdown by geography



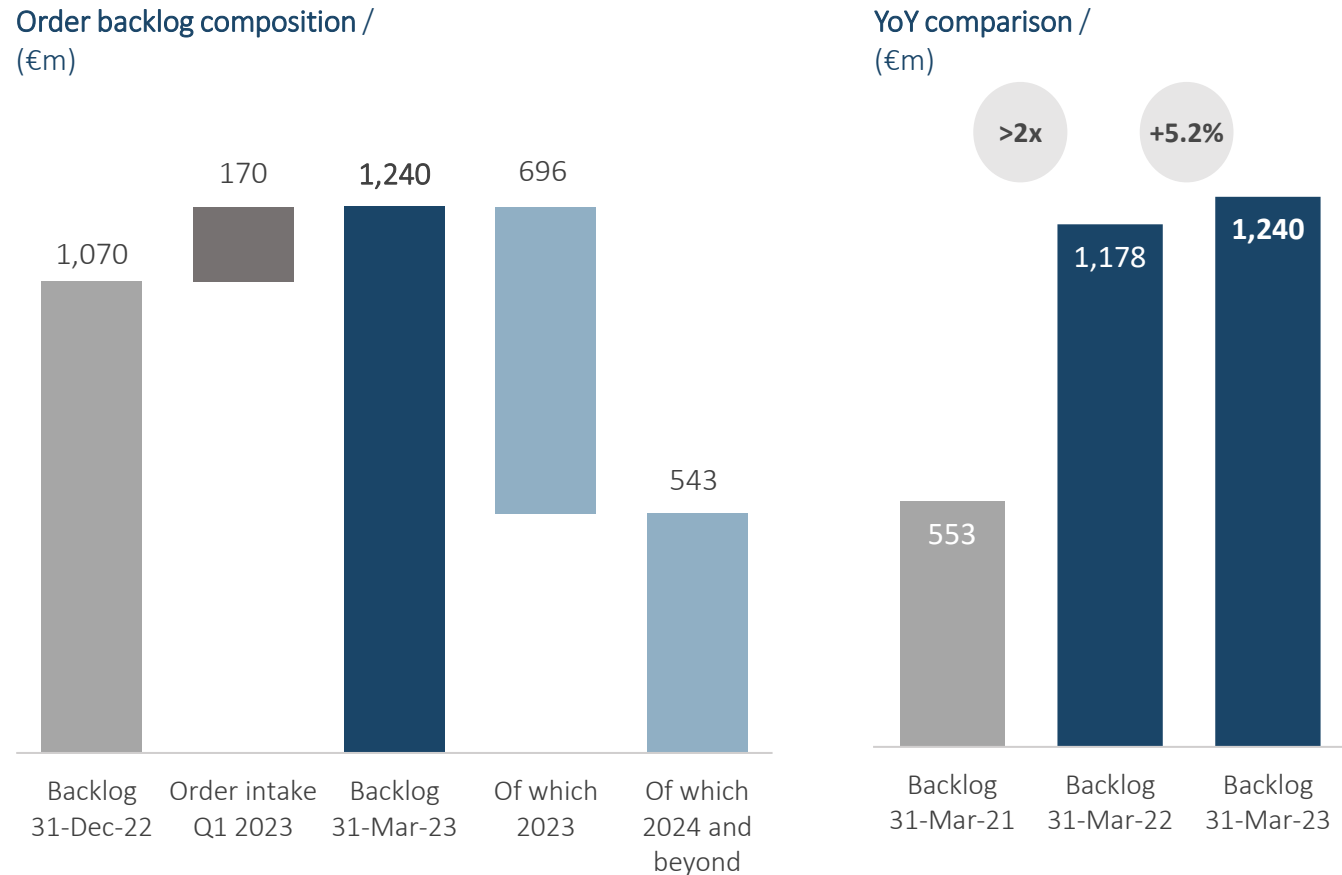
|       |                 |
|-------|-----------------|
| 64.9% | Europe €119.2m  |
| 16.6% | Americas €30.5m |
| 11.0% | APAC €20.1m     |
| 7.6%  | MEA €13.9m      |

Net Revenues New Yachts are calculated as the sum of revenues from contracts with customers relating to new yachts (recognised over time with the cost-to-cost method) net of commissions. In accordance with IFRS standards, revenue calculation includes the difference between the value contractually attributed to the pre-owned boats traded in and their relative fair value.

# Order intake normalising, yet backlog hitting new highs

Backlog surpassing the €1.2b milestone as of end of March 2023, consolidating previous year's record

- Approx. €170m order intake in Q1 2023 (vs approx. €262m in Q1 2022), a **physiologic normalisation** mainly given by:
  - Return to typical seasonality, after an exceptional 2022
  - Record stock of backlog, ~92% covered by final clients, which increased significantly the waiting list/delivery times
  - Normalisation in the “Americas” with high interest rates biting and consumers being cautious at the moment given the macro context
- 2023 share of backlog confirms YE guidance
- Yacht Division deliveries up to 2025, and Superyacht Division's up to 2026
- Longer delivery times support pricing



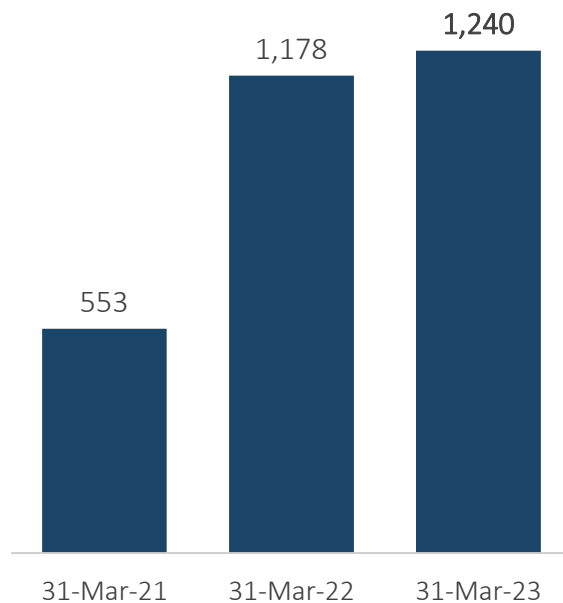
Backlog is calculated as the sum of the value of all orders and sales contracts signed with customers or brand representatives relating to yachts for delivery or delivered in the current year or for delivery in subsequent years. For each year, the value of the orders and contracts included in the backlog refers to the relative share of the residual value from 1 January of the current year until the delivery date. Backlog relating to yachts delivered during the year is conventionally cleared on 31 December.



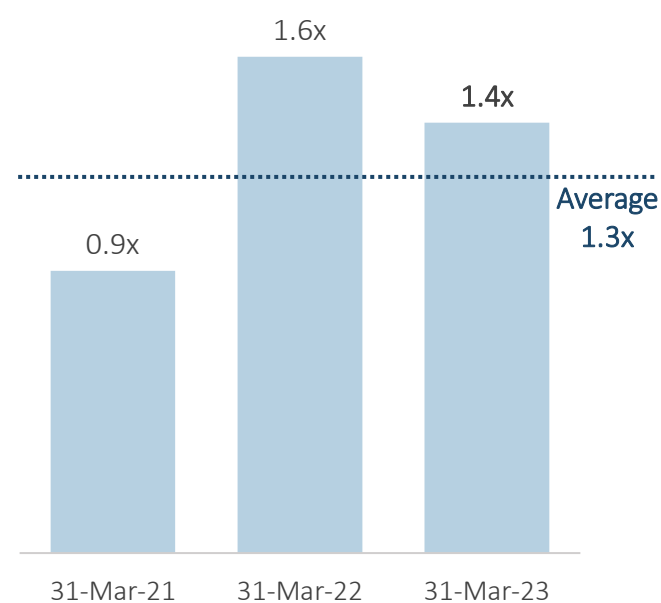
# Clear visibility on future growth reinstated

Share of backlog for y+2 and beyond slightly decreasing, yet still significant given interest rates level

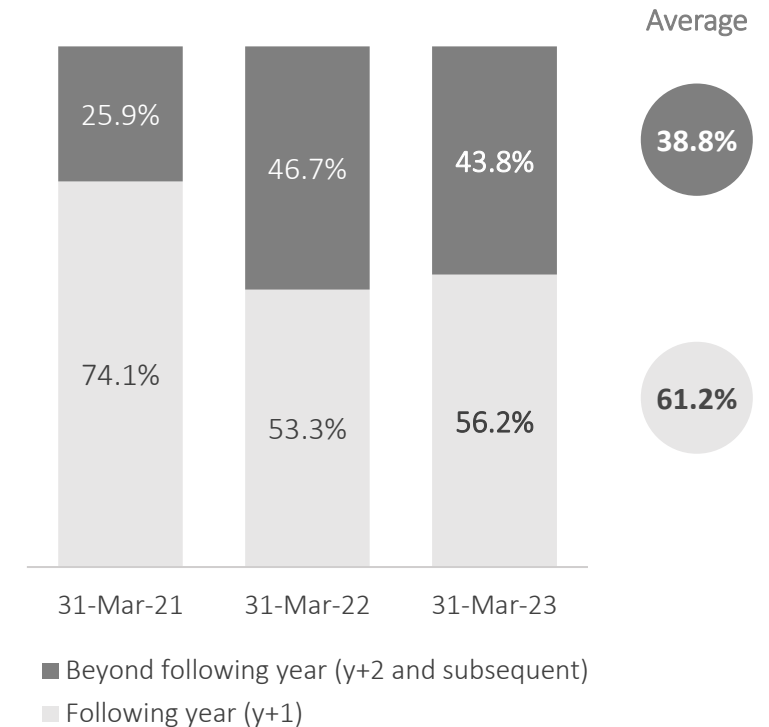
March 31<sup>st</sup> backlog historical evolution / (€m)



LTM Net backlog cover / (Net Backlog/LTM Net Revenues New Yachts)



31 March backlog composition / (% of total)



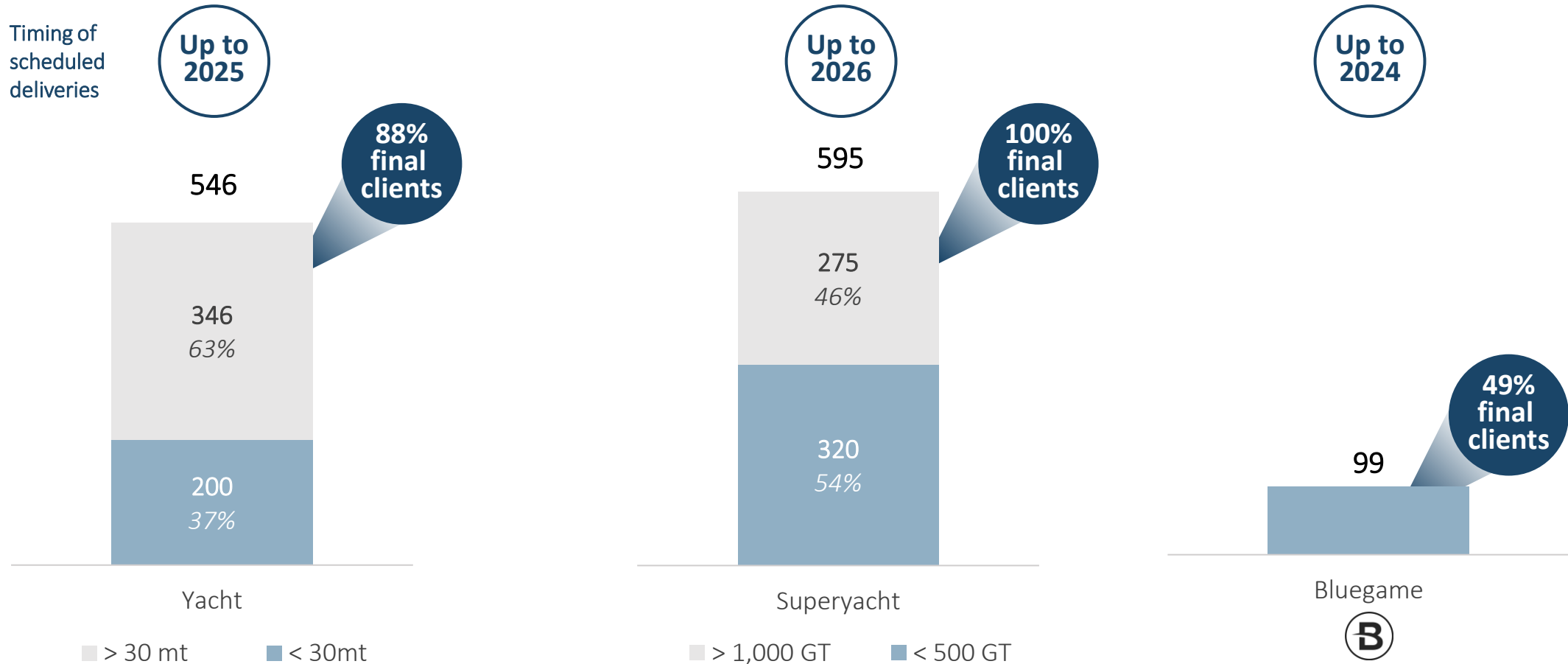
Backlog is calculated as the sum of the value of all orders and sales contracts signed with customers or brand representatives relating to yachts for delivery or delivered in the current year or for delivery in subsequent years. For each year, the value of the orders and contracts included in the backlog refers to the relative share of the residual value from 1 January of the current year until the delivery date. Backlog relating to yachts delivered during the year is conventionally cleared on 31 December. For LTM Net backlog cover, backlog as of 31 March is cleared of Q1 Net Revenues New Yachts, and is divided but LTM Net Revenues New Yachts.

# High quality of backlog, not just size

Well balanced backlog, 92% sold to final clients, with sold deliveries up to 2026

Backlog by division /  
(€m)

Timing of  
scheduled  
deliveries

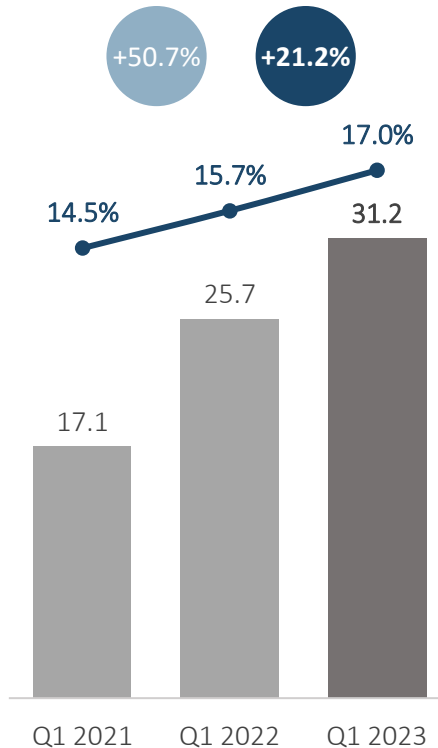


# Supportive pricing dynamics driving further margin expansion

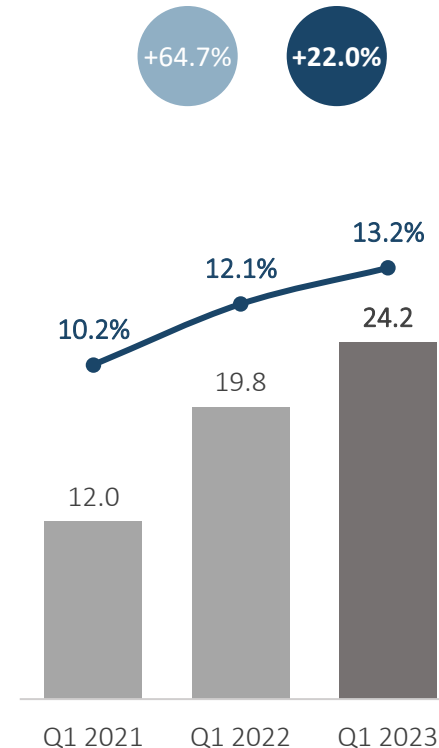
EBITDA margin at 17.0%, further 130bps expansion YoY supported by product scarcity value and brand equity

- Strong backlog and limited supply providing **headroom for tactful ASP increase strategy**
- Overall cost inflation cooling down
- EBIT margin +110bps YoY, thus **margin expansion at EBITDA level substantially translating into the bottom operating margin**, notwithstanding the significant growth Capex undertaken during previous year
- Net profit margin +90bps, even considering a higher effective tax rate in the first quarter, at 28.1% (approx. +50bps) and a negative contribution from equity-accounted associates (-€257k)

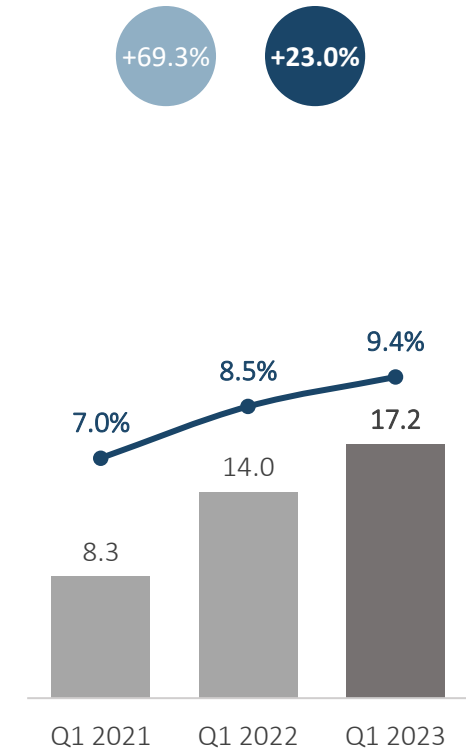
**EBITDA /**  
(€m and margin % on Net Revenues New Yachts)



**EBIT /**  
(€m and margin % on Net Revenues New Yachts)



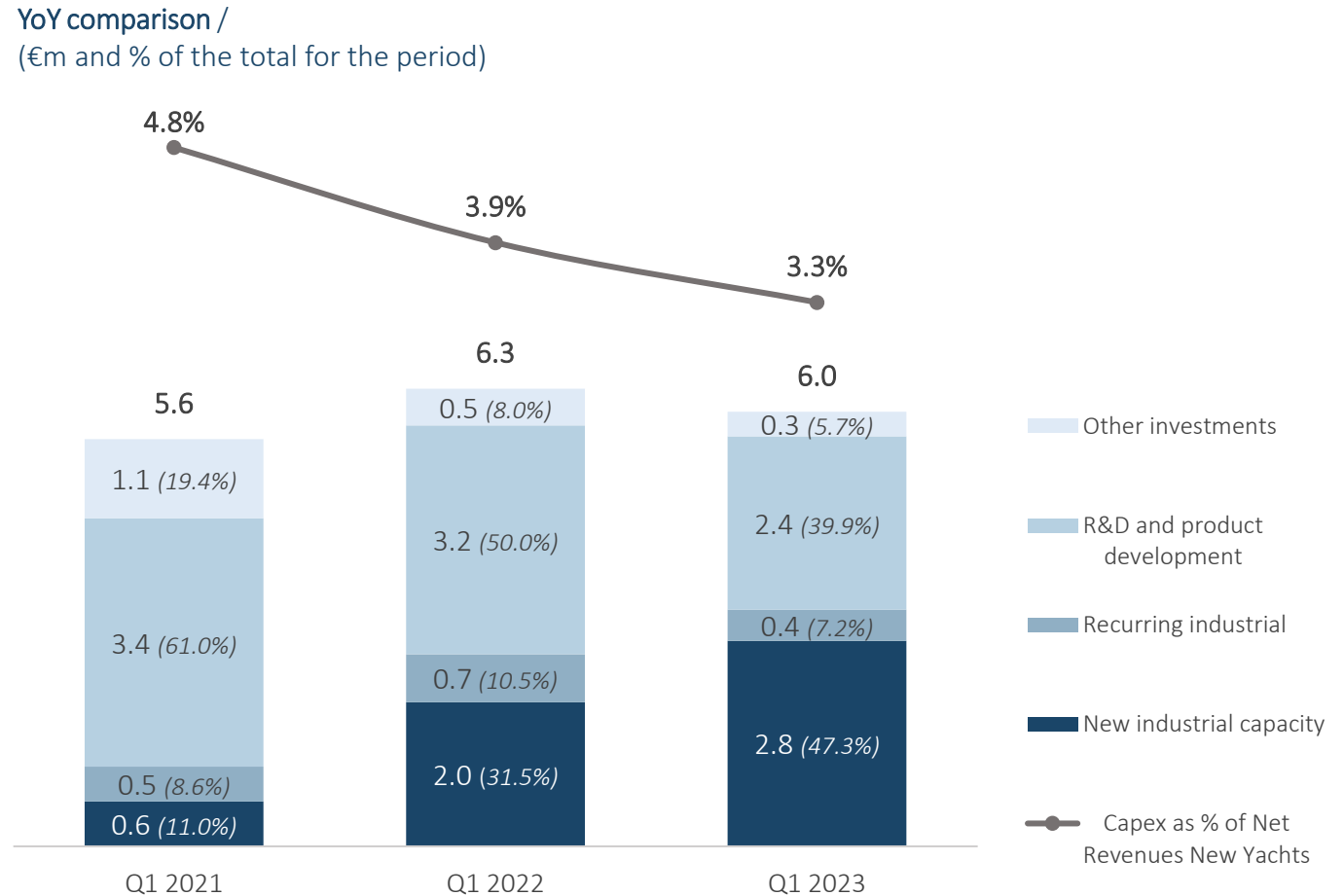
**Group net profit /**  
(€m and margin % on Net Revenues New Yachts)



# Mostly expansionary capex to support the next wave of growth

Net capex at €6.0m, 3.3% on Net Revenues New Yachts, of which only €0.4m recurring

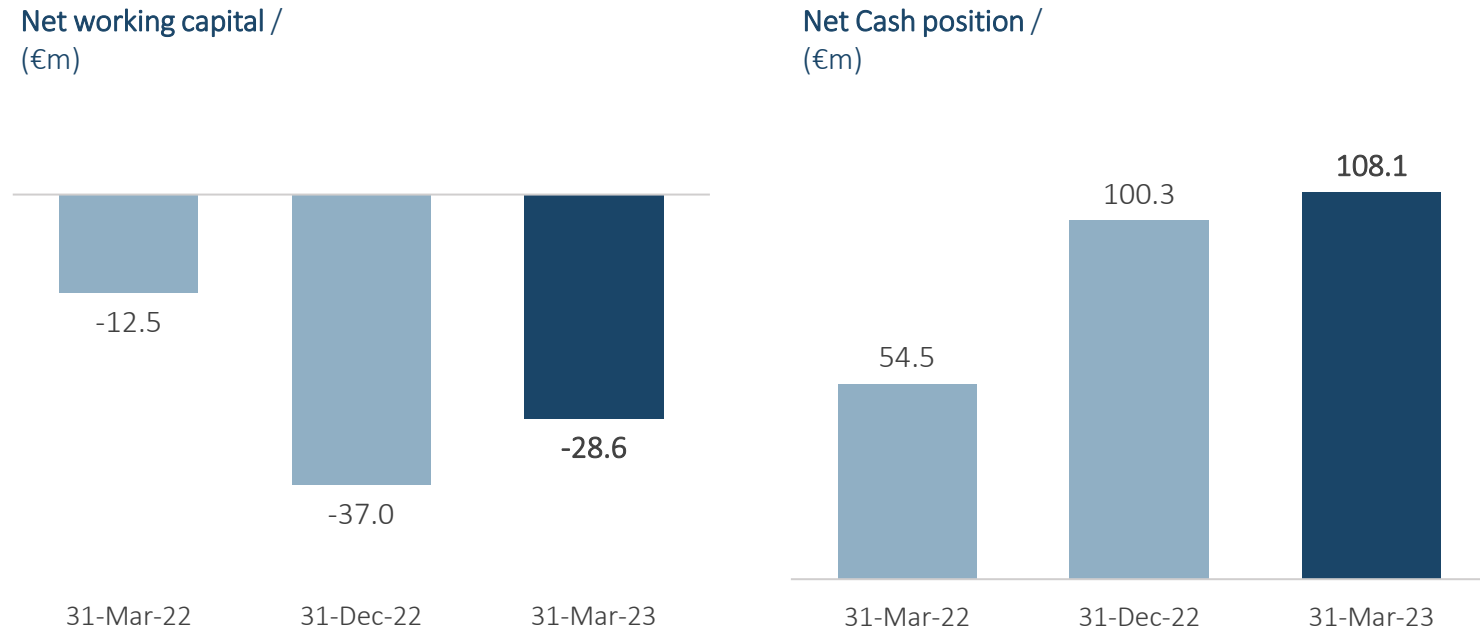
- Capex at €6.0m, of which
  - ~47% related to further **expansion** of industrial production **capacity**
  - ~40% related to **new product development** and **sustainability projects** for **green methanol** application in new models
- Broadly consistent amount of capex over time translates into a decreasing incidence on revenues, as **investments are spread over a larger base**
- Overall capex progressing in line with guidance



# Net cash position keeps increasing, providing optionality value

Significant improvement in financial position reaching €108.1m net cash, even considering business seasonality usually affecting first quarter and ~€8m net working capital normalization effect

- **Negative Net working capital** (-€28.6m), +€8.0m compared to 2022 YE and -€16.4m YoY, progressively **normalising** after the 2022 above-average increase in volumes and collection of advances, **yet confirming the NWC-light nature of the business model**
- **Limited finished products inventory** at €17.6m, out of €69.8m of total inventory mostly related to raw materials and semi-finished products
- €152.9m cash on hand and €60.2m current financial investments, resulting into **€213.2m liquidity available**, as well as €120.4m undrawn credit lines

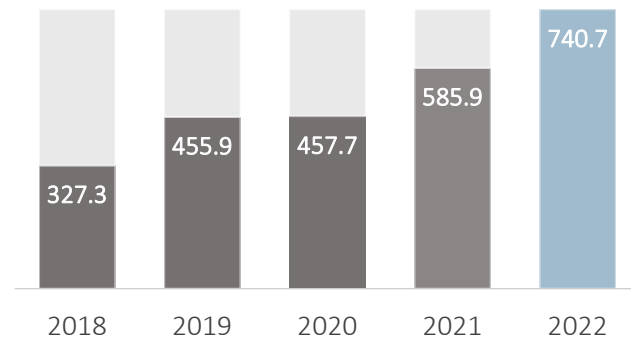




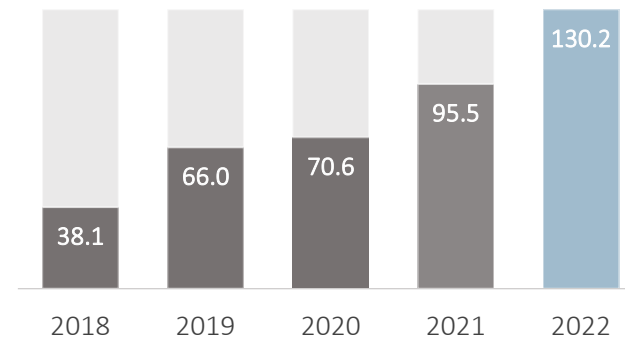
APPENDIX

# 5-year financial highlights: steady growth

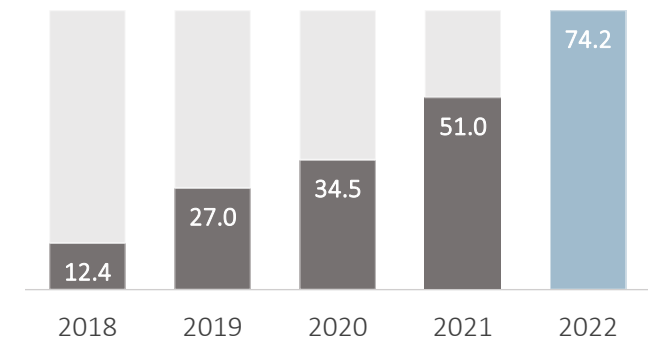
Net Revenues New Yachts / (€m)



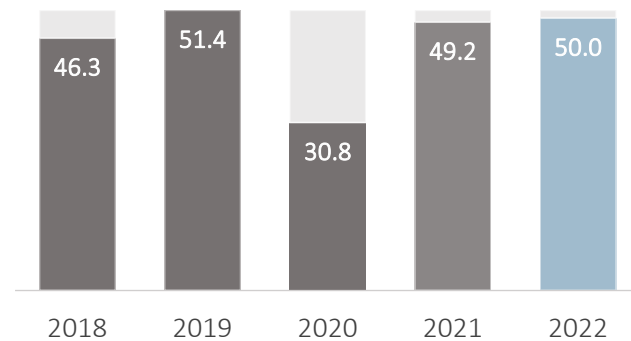
Adjusted EBITDA / (€m)



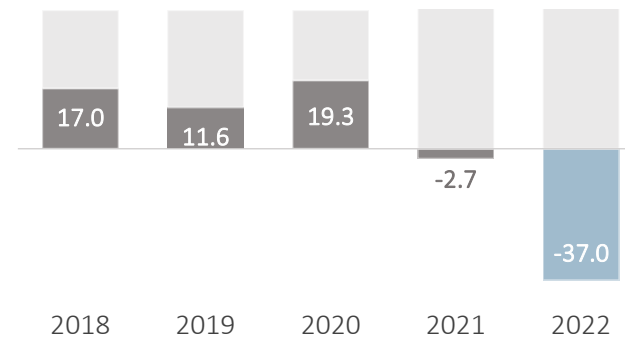
Group Net Profit / (€m)



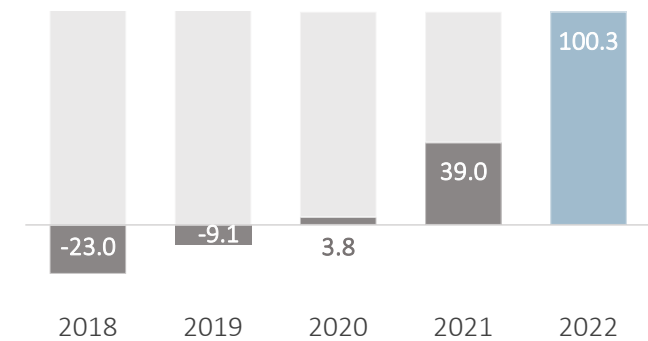
Capex / (€m)



Net Working Capital / (€m)



Net Financial Position / (€m)



# Our history

## 1958 – 2004

CREATING THE LEGEND

7-8 yachts delivered per year

Top Brand in the Mediterranean

M (€)



1958

2004

2022

2023

2023 Guidance

810-830

741<sup>2</sup>

42<sup>1</sup>

2004-2023:  
CAGR  
+20%

## 2005 – 2022

GLOBAL MARKETS EXPANSION

20x Value of Production

World's top monobrand

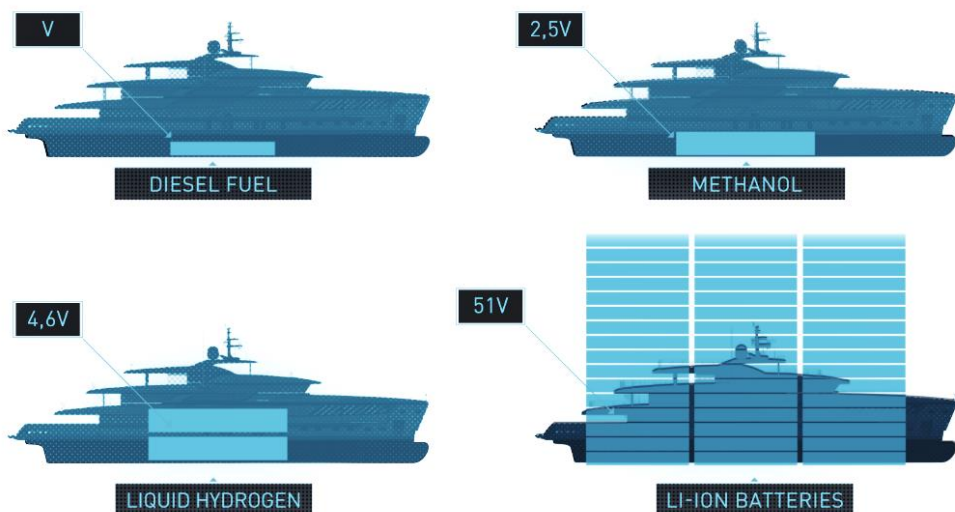
1. Value of Production as per Italian GAAP  
2. Net Revenues New Yachts as per IFRS



# Green methanol is the most promising next-gen clean fuel

The implementation of green methanol is expected to play a key role in the decarbonisation of shipping industry

## Equivalent volume for energy storage



## Why green methanol

- Liquid, bio-degradable and safe to handle
  - Existing infrastructure can be adapted, many harbours already handle methanol for trading
  - “Low-flashpoint fuel” familiar for classification societies
  - Best compromise in volume and energy density compared to other GHG-friendly fuels (2.2-2.5x diesel)
  - Production of green methanol based on green hydrogen
- 
- Hydrogen and methanol stand out as key solutions in a market worth \$105bn per annum with **methanol taking an immediate role as commercially and technically viable today<sup>1</sup>**
    - Energy density is the reason battery use is limited for long distances
    - The caustic nature of ammonia is an issue for this fuel
    - Hydrogen requires pressurisation and pressurised storage. increasing costs

# Reclassified consolidated income statement

|   | Three months ended 31 March |                              |               |                              | Change        |                |
|---|-----------------------------|------------------------------|---------------|------------------------------|---------------|----------------|
|   | 2023                        | % Net Revenues<br>New Yachts | 2022          | % Net Revenues<br>New Yachts | 2023 vs. 2022 | 2023 vs. 2022% |
| Net Revenues New Yachts   | 183,726                     | 100.0%                       | 164,389       | 100.0%                       | 19,337        | 11.8%          |
| Net revenues from pre-owned boats, maintenance and other services | 2,489                       | 1.4%                         | 1,189         | 0.7%                         | 1,300         | 109.3%         |
| Other income  | 2,549                       | 1.4%                         | 1,536         | 0.9%                         | 1,013         | 66.0%          |
| Operating costs   | (157,508)                   | (85.7%)                      | (141,220)     | (85.9%)                      | (16,288)      | 11.5%          |
| <b>Adjusted EBITDA</b>  | <b>31,256</b>               | <b>17.0%</b>                 | <b>25,894</b> | <b>15.8%</b>                 | <b>5,362</b>  | <b>20.7%</b>   |
| Non-recurring costs   | (97)                        | 0.0%                         | (189)         | (0.1)%                       | 92            | (48.7%)        |
| <b>EBITDA</b>   | <b>31,159</b>               | <b>17.0%</b>                 | <b>25,705</b> | <b>15.7%</b>                 | <b>5,454</b>  | <b>21.2%</b>   |
| Depreciation and amortisation                                     | (6,984)                     | (3.8%)                       | (5,889)       | (3.6%)                       | (1,095)       | 18.6%          |
| <b>EBIT</b>   | <b>24,175</b>               | <b>13.2%</b>                 | <b>19,816</b> | <b>12.1%</b>                 | <b>4,359</b>  | <b>22.0%</b>   |
| Net financial expense   | 76                          | 0.0%                         | (205)         | (0.1)%                       | 281           | n.m.           |
| Net result of equity investments                                  | (294)                       | (0.2%)                       | 28            | -                            | (322)         | n.m.           |
| <b>Pre-tax profit</b>   | <b>23,957</b>               | <b>13.0%</b>                 | <b>19,639</b> | <b>12.0%</b>                 | <b>4,318</b>  | <b>22.0%</b>   |
| Income taxes  | (6,741)                     | (3.6%)                       | (5,413)       | (3.3%)                       | (1,328)       | 24.5%          |
| <b>Net profit</b>   | <b>17,216</b>               | <b>9.4%</b>                  | <b>14,226</b> | <b>8.7%</b>                  | <b>2,990</b>  | <b>21.0%</b>   |
| Net (profit)/loss attributable to non-controlling interests       | (8)                         | (0.0%)                       | (241)         | (0.2%)                       | 233           | n.m.           |
| <b>Group net profit</b>   | <b>17,208</b>               | <b>9.4%</b>                  | <b>13,985</b> | <b>8.5%</b>                  | <b>3,223</b>  | <b>23.0%</b>   |

# Reclassified consolidated balance sheet

| (€'000)                                     | 31 March        | 31 December     | 31 March        | Change                                |                                    |
|---|-----------------|-----------------|-----------------|---------------------------------------|------------------------------------|
|   | 2023            | 2022            | 2022            | 31 March 2023 vs.<br>31 December 2022 | 31 March 2023 vs.<br>31 March 2022 |
| <b>USES</b>                                 |                 |                 |                 |                                       |                                    |
| Goodwill                                    | 10,756          | 10,756          | 8,667           | -                                     | 2,089                              |
| Intangible assets with a finite useful life | 51,665          | 51,374          | 45,513          | 291                                   | 6,152                              |
| Property, plant and equipment               | 157,453         | 158,710         | 135,181         | (1,257)                               | 22,272                             |
| Equity investments and non-current assets   | 13,818          | 11,426          | 10,915          | 2,392                                 | 2,903                              |
| Net deferred tax assets                     | 6,224           | 5,495           | 5,597           | 729                                   | 627                                |
| Non-current employee benefits               | (1,385)         | (1,109)         | (1,313)         | (276)                                 | (72)                               |
| Non-current provision for risks and charges | (9,697)         | (9,944)         | (1,484)         | 247                                   | (8,213)                            |
| <b>Net fixed capital</b>                    | <b>228,834</b>  | <b>226,708</b>  | <b>203,076</b>  | <b>2,126</b>                          | <b>25,758</b>                      |
| Inventories                                 | 69,834          | 53,444          | 73,609          | 16,390                                | (3,775)                            |
| Trade receivables                           | 20,406          | 21,784          | 4,988           | (1,378)                               | 15,418                             |
| Contract assets                             | 180,108         | 168,635         | 121,876         | 11,473                                | 58,232                             |
| Trade payables                              | (175,189)       | (155,979)       | (98,689)        | (19,210)                              | (76,500)                           |
| Contract liabilities                        | (132,718)       | (132,369)       | (129,293)       | (349)                                 | (3,425)                            |
| Other current assets                        | 65,428          | 60,388          | 51,008          | 5,040                                 | 14,420                             |
| Current provisions for risks and charges    | (7,195)         | (8,039)         | (12,230)        | 844                                   | 5,035                              |
| Other current liabilities                   | (49,228)        | (44,828)        | (23,808)        | (4,400)                               | (25,420)                           |
| <b>Net working capital</b>                  | <b>(28,554)</b> | <b>(36,964)</b> | <b>(12,539)</b> | <b>8,410</b>                          | <b>(16,015)</b>                    |
| <b>Net invested capital</b>                 | <b>200,280</b>  | <b>189,744</b>  | <b>190,537</b>  | <b>10,536</b>                         | <b>9,743</b>                       |
| <b>SOURCES</b>                              |                 |                 |                 |                                       |                                    |
| Equity                                      | 308,393         | 290,081         | 245,057         | 18,312                                | 63,336                             |
| (Net financial position)                    | (108,113)       | (100,337)       | (54,520)        | (7,776)                               | (53,593)                           |
| <b>Total sources</b>                        | <b>200,280</b>  | <b>189,744</b>  | <b>190,537</b>  | <b>10,536</b>                         | <b>9,743</b>                       |

# Net financial position and reclassified cash flow statement

| (€'000)                                       | 31 March        | 31<br>December  | 31 March        |
|---|-----------------|-----------------|-----------------|
|   | 2023            | 2022            | 2022            |
| Cash  | 152,945         | 146,317         | 151,037         |
| Cash equivalents                              | -               | -               | -               |
| Other current financial assets                | 60,228          | 55,459          | 1,643           |
| <b>Liquidity</b>                              | <b>213,173</b>  | <b>201,776</b>  | <b>152,680</b>  |
| Current financial debt                        | (36,609)        | (11,007)        | (3,012)         |
| Current portion of non-current financial debt | (22,223)        | (41,173)        | (29,076)        |
| <b>Current financial indebtedness</b>         | <b>(58,832)</b> | <b>(52,180)</b> | <b>(32,088)</b> |
| <b>Net current financial indebtedness</b>     | <b>154,341</b>  | <b>149,596</b>  | <b>120,592</b>  |
| Non-current financial debt                    | (46,228)        | (49,259)        | (66,072)        |
| Debt instruments                              | -               | -               | -               |
| Non-current trade and other payables          | -               | -               | -               |
| <b>Non-current financial indebtedness</b>     | <b>(46,228)</b> | <b>(49,259)</b> | <b>(66,072)</b> |
| <b>Net financial position</b>                 | <b>108,113</b>  | <b>100,337</b>  | <b>54,520</b>   |

| (€'000)   | 31 March      |               | Change          |
|---|---------------|---------------|-----------------|
|   | 2023          | 2022          |                 |
| EBITDA  | 31,159        | 25,705        | 5,454           |
| Taxes paid  | -             | (7,653)       | 7,653           |
| Changes in inventories                                | (16,390)      | (5,340)       | (11,050)        |
| Change in net contract assets and liabilities         | (11,124)      | 21,663        | (32,787)        |
| Change in trade receivables and advances to suppliers | (1,569)       | 12,204        | (13,773)        |
| Change in trade payables                              | 19,210        | (21,436)      | 40,646          |
| Change in provisions and other assets and liabilities | (6,009)       | 5,522         | (11,531)        |
| <b>Operating cash flow</b>                            | <b>15,277</b> | <b>30,665</b> | <b>(15,388)</b> |
| Change in non-current assets (investments)            | (6,021)       | (6,342)       | 321             |
| Business acquisitions and other changes               | 1,926         | (3,682)       | 5,608           |
| <b>Free cash flow</b>                                 | <b>11,182</b> | <b>20,641</b> | <b>(9,459)</b>  |
| Interest and financial charges                        | (352)         | (216)         | (136)           |
| Other financial cash flows and changes in equity      | (3,054)       | (4,911)       | 1,857           |
| <b>Change in net financial position</b>               | <b>7,776</b>  | <b>15,514</b> | <b>(7,738)</b>  |
| Net financial position at the beginning of the period | 100,337       | 39,006        | 61,331          |
| Net financial position at the end of the period       | 108,113       | 54,520        | 53,593          |

# Alternative performance indicators: definitions

|                                |   |
|--------------------------------|---|
| <b>Net Revenues New Yachts</b> | Net Revenues New Yachts are calculated as the sum of revenues from the sale of new yachts (recognised over time with the cost-to-cost method) and pre-owned boats, net of commissions and trade-in costs of pre-owned boats.  |
| <b>EBITDA</b>                  | EBITDA is calculated by adding amortisation/depreciation expenses to operating profit/loss. EBITDA margin is calculated on Net Revenues New Yachts.   |
| <b>Adjusted EBITDA</b>         | Adjusted EBITDA is calculated by adding amortisation/depreciation expenses to operating profit/loss, excluding minor non recurring items. Adjusted EBITDA margin is calculated on Net Revenues New Yachts.  |
| <b>Investments or capex</b>    | Investments refer to increases in property, plant and equipment and intangible assets, net of the carrying amount of related disposals.   |
| <b>Net working capital</b>     | Net working capital is calculated as the sum of trade receivables, contract assets, inventories and other current assets, net of trade payables, contract liabilities, provisions for current risks and charges and other current liabilities.  |
| <b>Net cash position</b>       | Net financial position is calculated on the basis of guidelines issued by ESMA and reported in ESMA document 32-382-1138 of 4 March 2021 (Consob Warning Notice no. 5/21 for Consob Communication DEM/6064293, 28 July 2006), as the sum of liquidity (including cash equivalents and other current financial assets), net of current and non-current financial indebtedness, including the fair value of hedging derivatives. If positive, it indicates a net cash position. |



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## Contacts

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