

**SANLORENZO**

# COMPANY PRESENTATION

BOFA GLOBAL RESEARCH CONSUMER AND RETAIL CONFERENCE 2021  
18 NOVEMBER 2021





## INTRODUCTION TO SANLORENZO

# UNIQUE STORY OF EXCELLENCE AND SUCCESS

## 1958 – 2004

ESTABLISHING THE MYTH,  
DELIVERING FEW YACHTS  
(~7/8 PER YEAR)

SOPHISTICATED AND LOYAL CLIENTS  
DEMANDING RIGOROUSLY  
“MADE TO MEASURE” YACHTS

TIMELESS DESIGN,  
ATTENTION TO DETAILS,  
HIGHLY-RECOGNISABLE STYLE

“ECOSYSTEM” OF MORE THAN 1,500  
LOCAL ARTISANS SPECIALIZED IN EACH  
COMPONENT

TOP BRAND IN THE MEDITERRANEAN

## 2005 – 2021

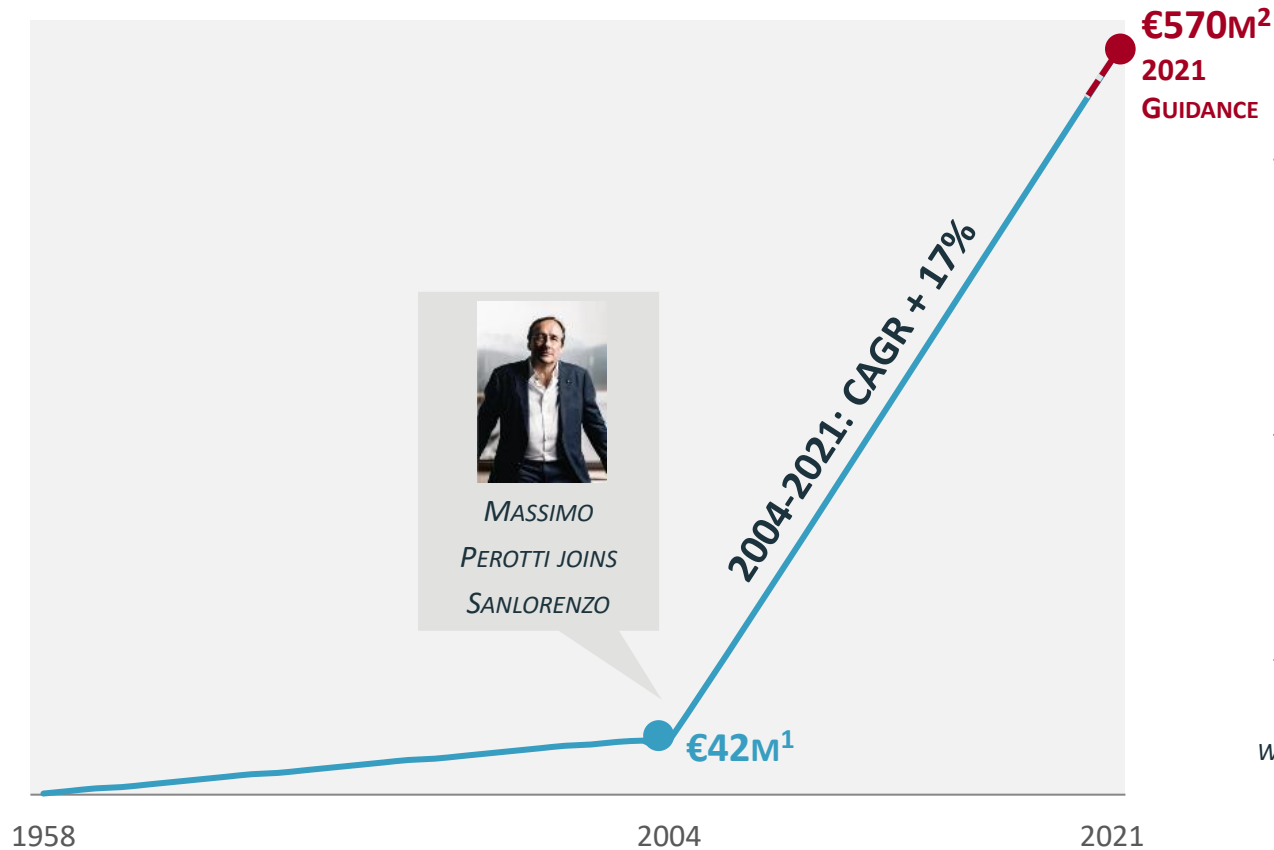
WORLD LEADERSHIP  
THROUGH EXPANSION IN THE  
AMERICAS AND IN APAC

OVER 13X REVENUE INCREASE  
(STILL ~50/60 YACHTS PER YEAR)

EXTENSION OF PRODUCT RANGE  
CONSISTENT WITH BRAND’S ROOTS

UNIQUE WORLDWIDE DISTRIBUTION  
WITH BRAND REPRESENTATIVE NETWORK  
(MOSTLY MONOBRAND<sup>3</sup>)

COMBINING INNOVATION  
WITH TRADITION

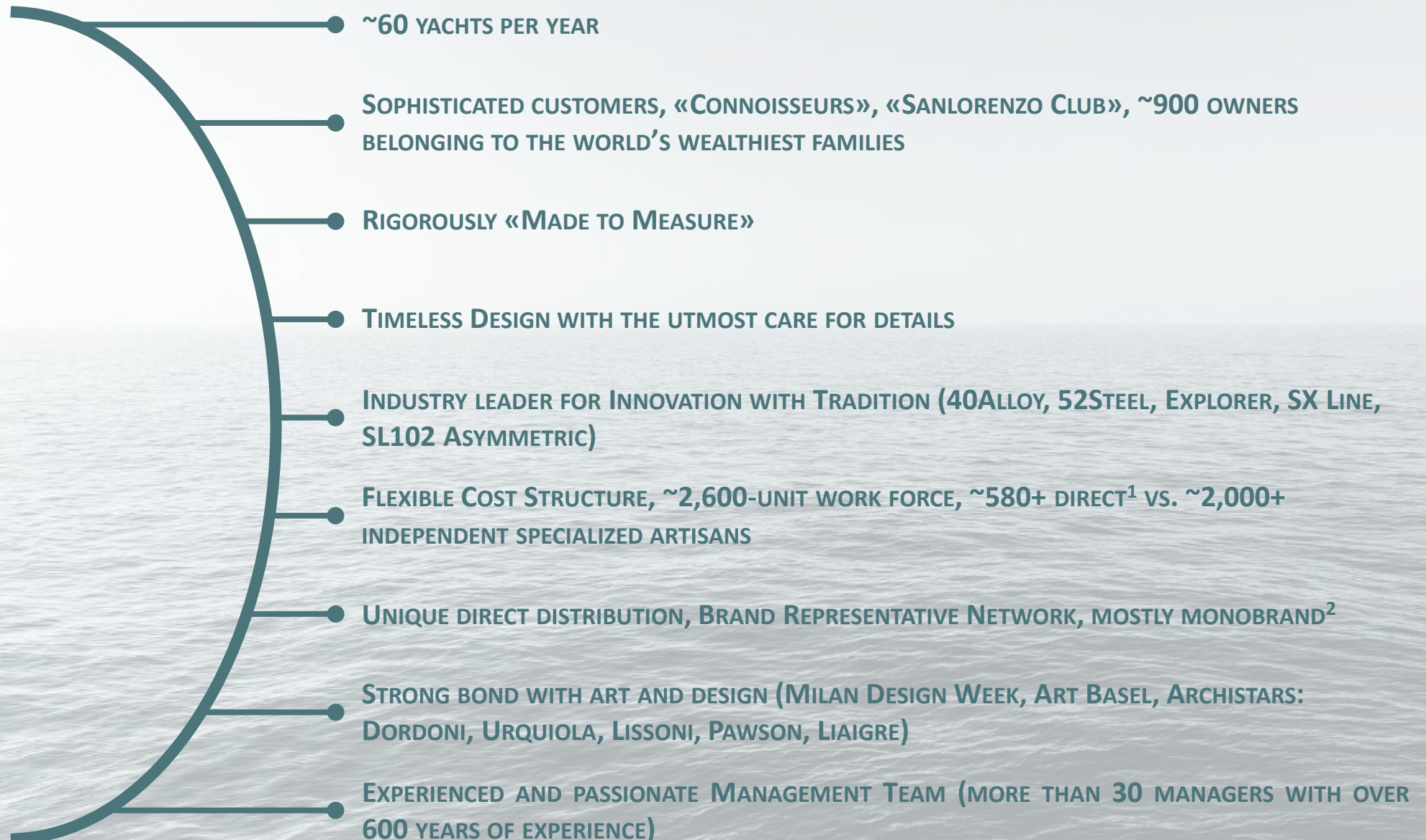


1. Value of Production as per Italian GAAP.

2. Net Revenues New Yachts as per IFRS, average 2021 guidance (€565-575m).

3. Companies distributing Sanlorenzo's products with mono-brand approach even in co-presence of other third-party yachts.

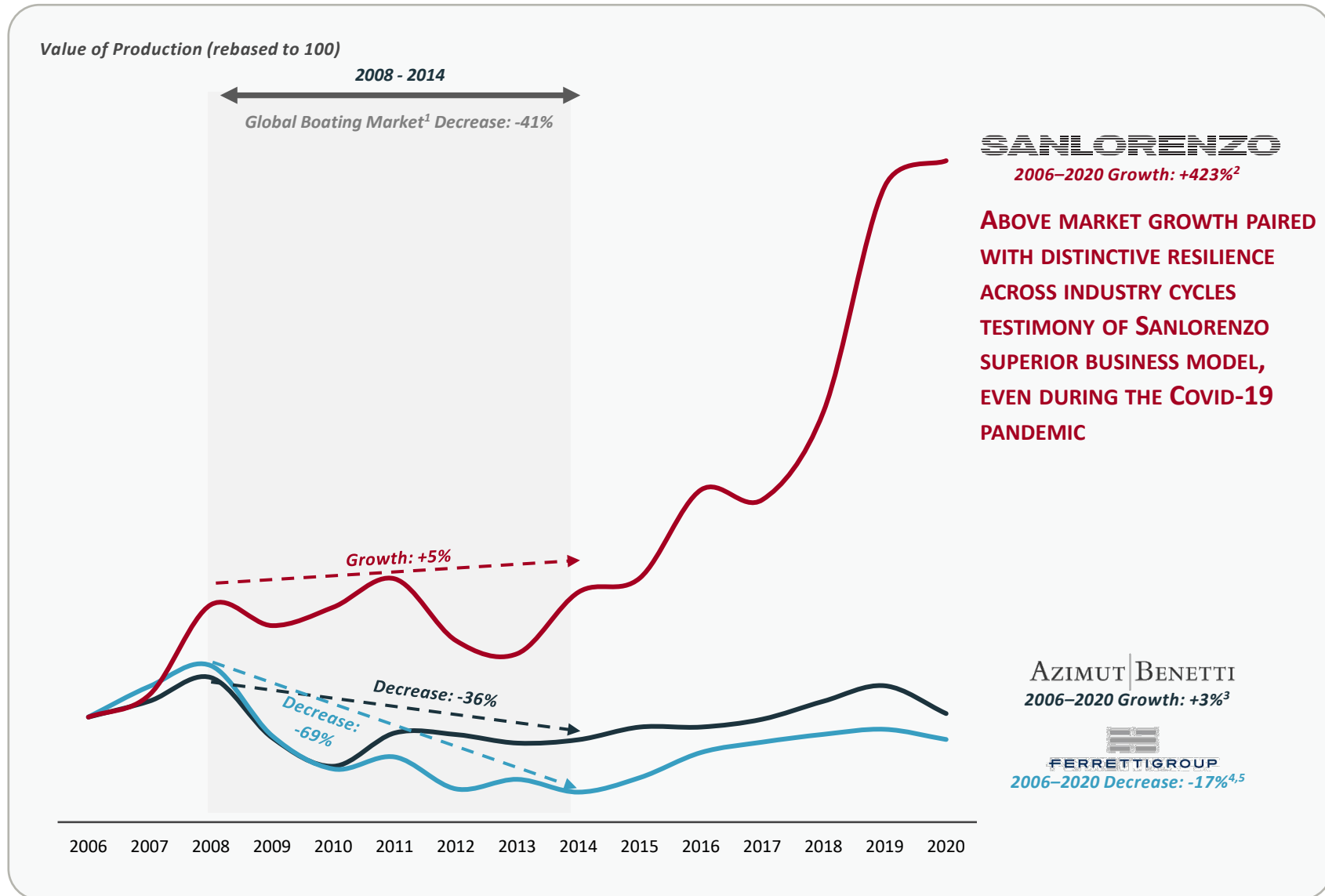
# SUPERIOR BUSINESS MODEL



1. Group headcount as of 30 September 2021 equal to 587.

2. Companies distributing Sanlorenzo's products with mono-brand approach even in co-presence of other third-party yachts.

# PROVEN RESILIENCE OVER THE CYCLE



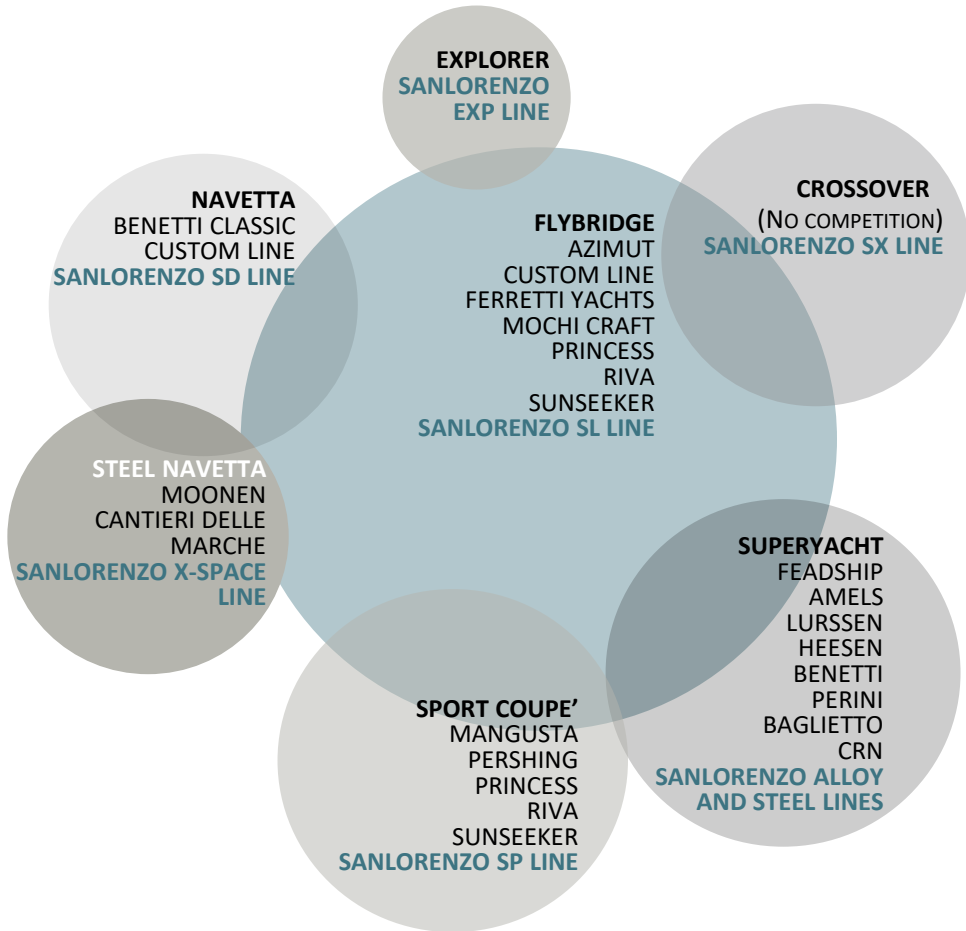
Source: Company information, management assessment, consolidated annual reports and Deloitte Boating Market Monitor.

1. Source: Deloitte Boating Market Monitor. The new boating market does not include the personal watercrafts and other small boats less than 2.5 meters. The figures consider the revised estimates of National Marine Manufacturers Association (NMMA) and adjustment in the historical exchange rate.
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.

# SOLID LEADERSHIP IN LUXURY YACHTING

## ONE BRAND, MULTIPLE SEGMENTS

THE ONLY COMPANY COMPETING ACROSS A WIDE ARRAYS OF SEGMENTS, WITH ONE SINGLE BRAND



PREMIUM PRICE POSITIONING<sup>1</sup>

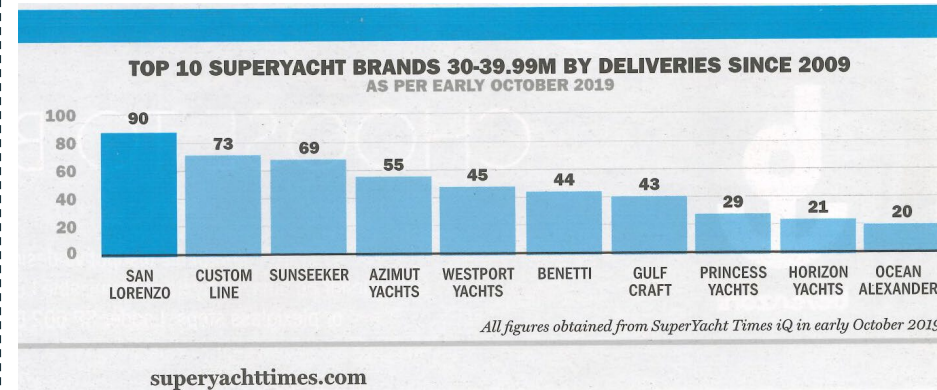
HIGHER SECOND HAND VALUE RESILIENCY<sup>2</sup>

UNIQUE "MADE TO MEASURE" PHILOSOPHY ALSO IN COMPOSITE YACHTS

THE ONLY BRAND LEADING BOTH SEGMENTS

## FIRST BRAND DELIVERING 30-40MT YACHTS OVER 2009 -2019

CUMULATIVE 2009-2019  
(THE SUPERYACHT TIMES – NOVEMBER 2019)



**TOP FIVE BUILD COUNTRIES FOR YACHTS IN OPERATION**

COUNTRY	MOTOR	SAILING
ITALY	1,103	50
UNITED STATES	518	46
UNITED KINGDOM	197	53
TURKEY	141	104
NETHERLANDS	140	62

**TOP FIVE BUILD COUNTRIES FOR YACHTS IN BUILD**

COUNTRY	MOTOR	SAILING
ITALY	108	1
TAIWAN	22	0
TURKEY	14	1
UNITED KINGDOM	7	3
UNITED STATES	8	0

Source: Company information and Management assessment.

1. Official retail price Sanlorenzo vs. competitors based on official 2019 retail price as of August 2019.

2. Source: Superyacht Times – August 2019.

# 2021 GLOBAL ORDER BOOK

## SANLORENZO THE WORLD'S LEADING SINGLE-BRAND SHIPYARD

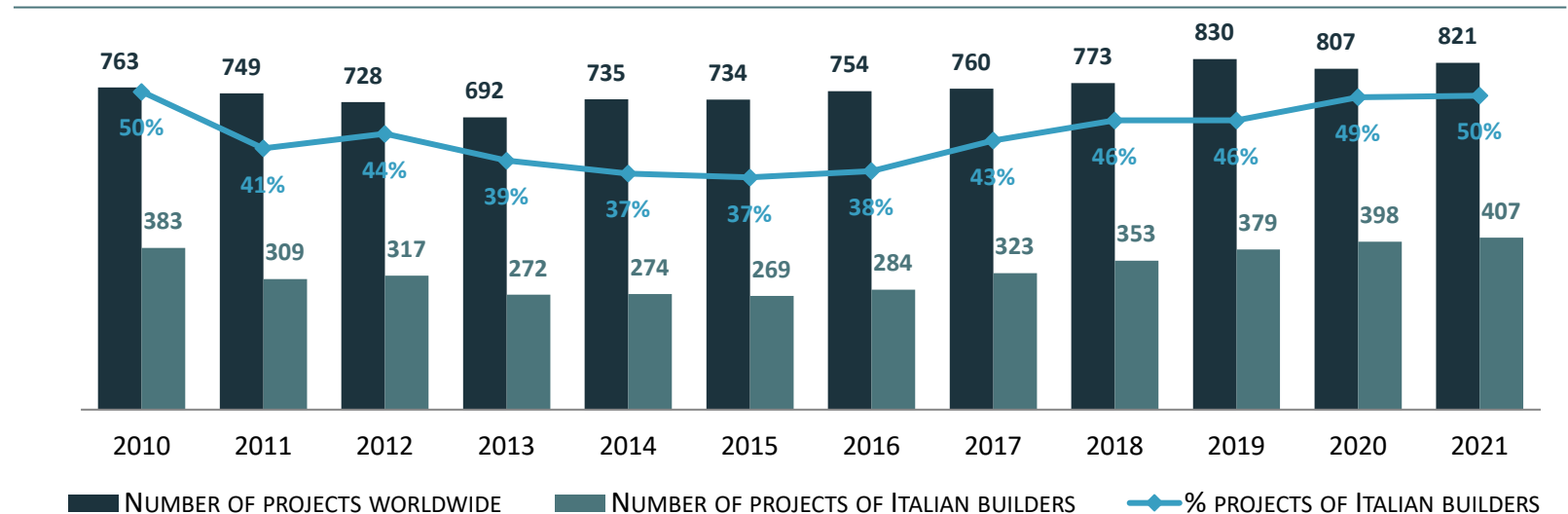
TOP 20 SHIPYARDS BY LENGTH

TOP BUILDERS BY LENGTH						
2021 RANK	COMPANY	TOTAL LENGTH (M)	NUMBER OF PROJECTS	AVERAGE LENGTH (M)	NUMBER OF PROJECTS 2020	2020 RANK
1	Azimut-Benetti	3,521	100	35.2	101	1
2	Sanlorenzo	3,089	86	35.9	87	2
3	Feadship	1,162	17	68.4	16	3
4	Ocean Alexander	1,119	35	32.0	31	7
5	Lürssen	1,049	9	116.6	9	5
6	Damen Yachting	1,028	15	68.5	14	6
7	Horizon	721	25	28.8	24	9
8	Overmarine	692	16	43.3	12	10
9	The Italian Sea Group	688	12	57.3	5	NEW ENTRY
10	Heesen Yachts	626	11	56.9	13	8
11	Oceanco	566	5	113.2	3	15
12	Bilgin Yachts	499	7	71.3	5	13

“SANLORENZO SITS IN SECOND PLACE, BOTH IN NUMBER OF PROJECTS AND COMBINED LENGTH. THIS ITALIAN YARD’S PROJECTS ARE BIGGER ON AVERAGE THAN LAST YEAR, THANKS TO THE 23 PROJECTS IN ITS SUPERYACHT DIVISION.”

– GLOBAL ORDER BOOK 2021

NUMBER OF PROJECTS 2010-2021, YACHTS >24M

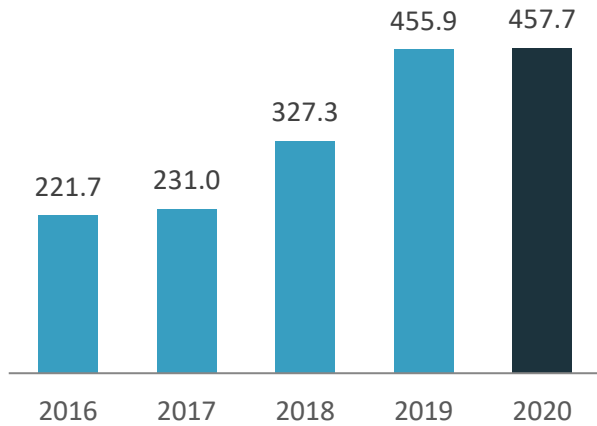


Source: Boat International.

# FINANCIAL HIGHLIGHTS FY 2016-2020

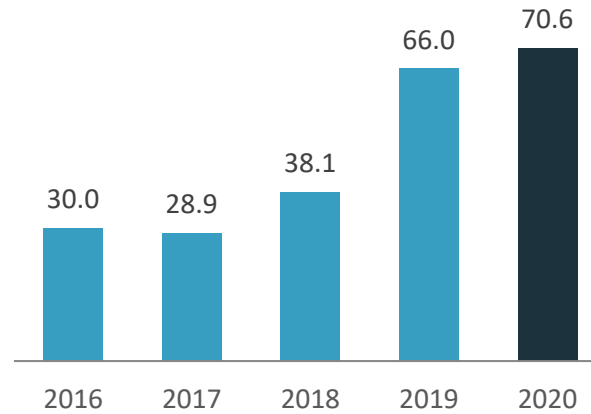
## NET REVENUES NEW YACHTS

(€M)



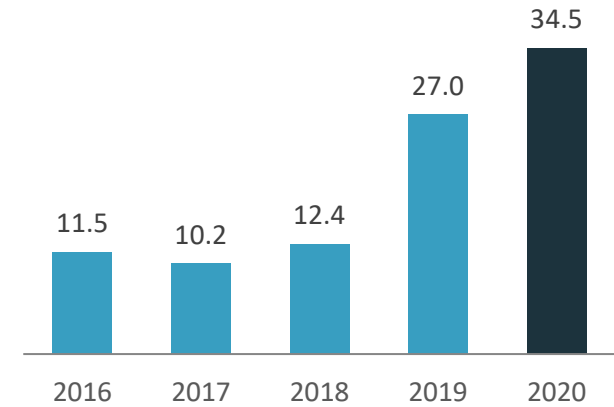
## ADJUSTED EBITDA

(€M)



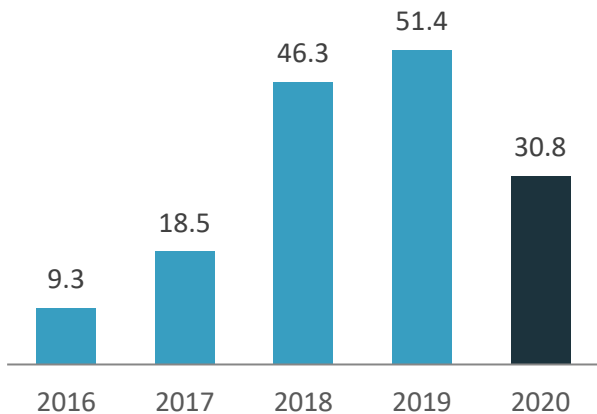
## GROUP NET PROFIT

(€M)



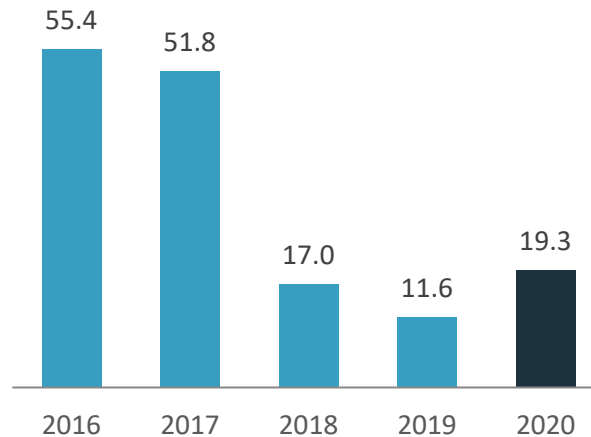
## CAPEX

(€M)



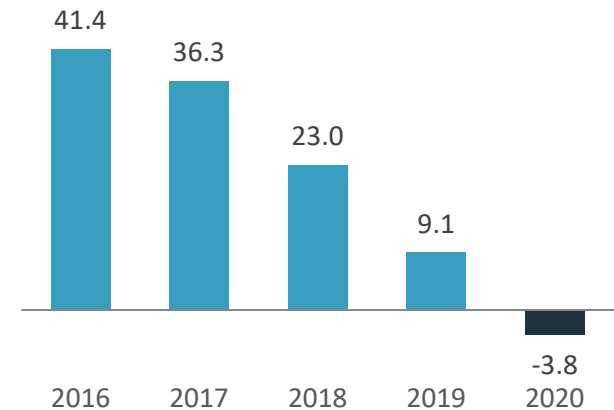
## NET WORKING CAPITAL

(€M)

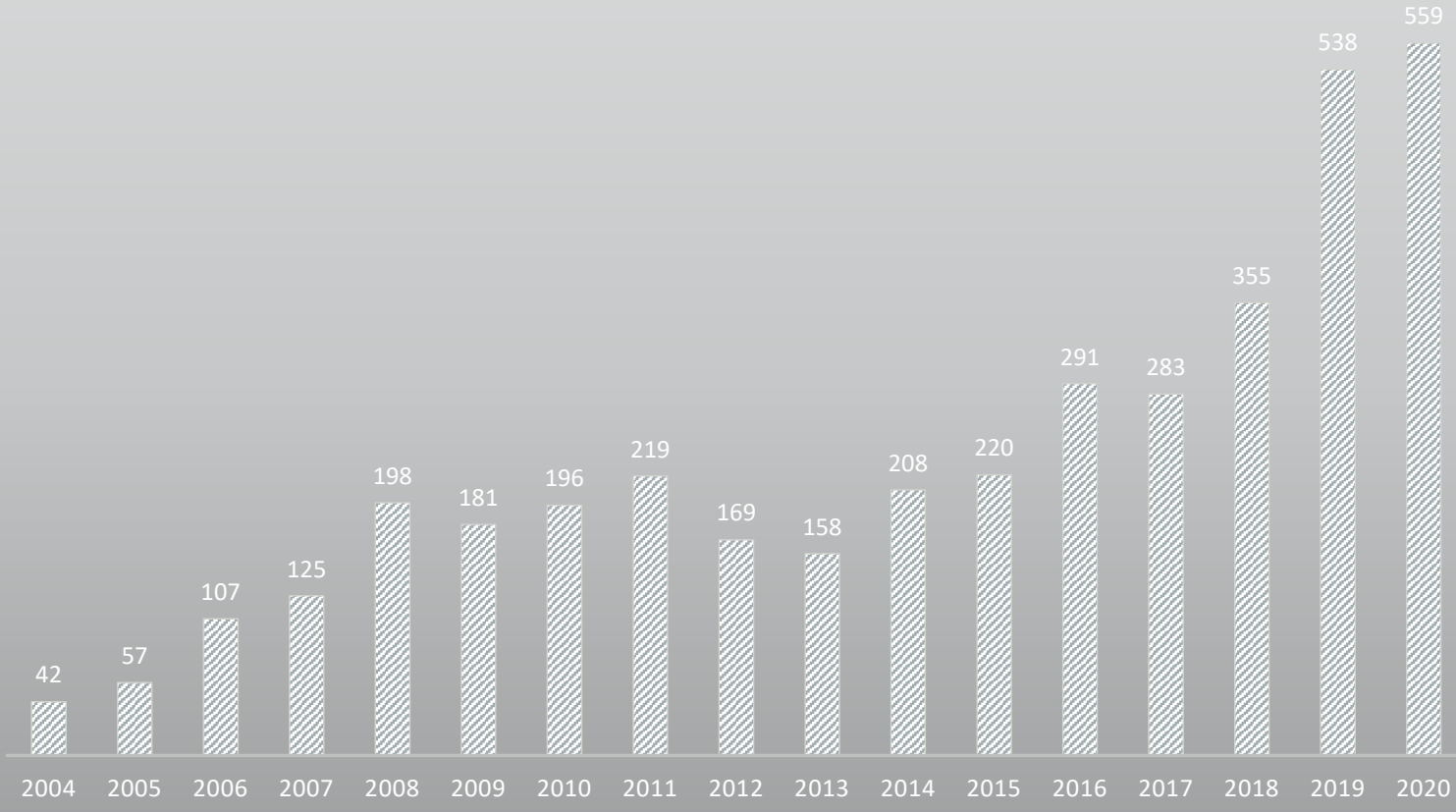


## NET DEBT/(NET CASH)

(€M)







## 9M 2021 FINANCIAL RESULTS

# 9M 2021 RESULTS FURTHER ACCELERATION

**EXCELLENT 9M RESULTS, ON TRACK TO ACHIEVING DOUBLE-DIGIT GROWTH IN 2021, IN LINE WITH GUIDANCE. SIGNIFICANT VISIBILITY BEYOND CURRENT YEAR DRIVEN BY RECORD BACKLOG**

- **NET REVENUES NEW YACHTS +32.8% YOY**, GROWING IN ALL DIVISIONS AND REGIONS, DRIVEN BY US AND EUROPE
- **CONSISTENT STRONG INCREASE IN PROFITABILITY**, WITH **EBITDA MARGIN AT 16.0%**, +100BPS YOY, THANKS TO INCREASE IN PRICES AND OPERATING EFFICIENCIES
- GROUP **NET PROFIT** AT €36.8M, **8.6% MARGIN** ON NET REVENUES NEW YACHTS (+170BPS YOY)
- INVESTMENTS FOR €36.7M, OF WHICH €24.7M IN Q3, MOSTLY DEDICATED TO **ADDITIONAL PRODUCTION CAPACITY**
- STRONG CASH GENERATION, WITH **€35.2M NET CASH**, DESPITE SIGNIFICANT INVESTMENTS
- **RECORD BACKLOG AT €1.2BN**, WITH €381.1M ORDER INTAKE IN Q3, DRIVEN BY SUPERYACHTS
- **CONFIRMED 2021 GUIDANCE**, WITH EXPECTED REVENUES ENTIRELY COVERED BY CURRENT BACKLOG
- **SIGNIFICANT VISIBILITY ON FUTURE GROWTH**, WITH **€621.2M BACKLOG BEYOND 2021**, THANKS TO INCREASING WEIGHT OF LARGER YACHTS AND DELIVERIES UP TO 2024

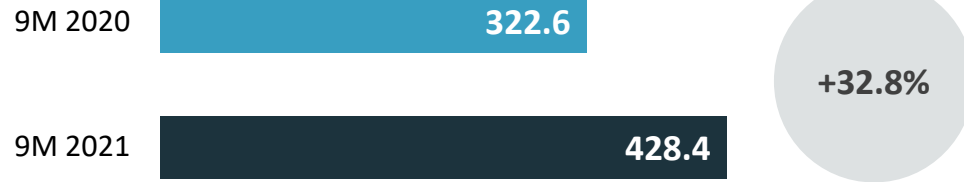


RESTYLING OF SL106 ASYMMETRIC RECENTLY PRESENTED AT FORT LAUDERDALE INTERNATIONAL BOAT SHOW

# FINANCIAL HIGHLIGHTS STRONG 9M 2021

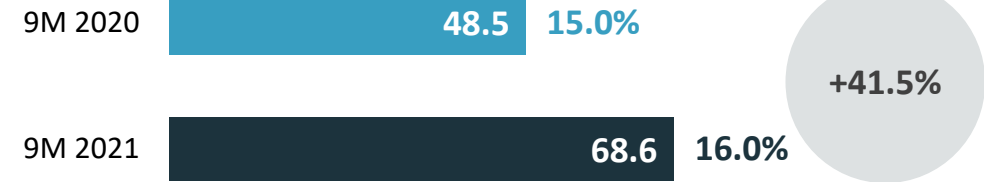
## NET REVENUES NEW YACHTS

(€M)



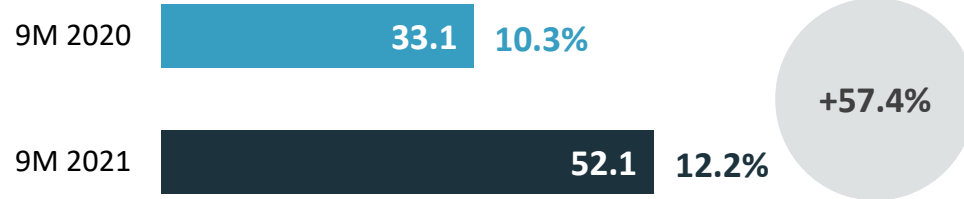
## ADJUSTED EBITDA

(€M AND MARGIN AS % OF NET REVENUES NEW YACHTS)



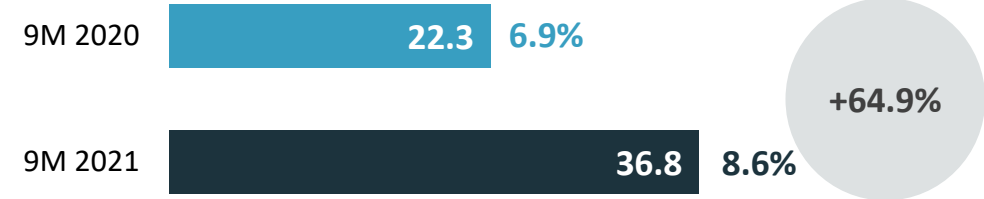
## EBIT

(€M AND MARGIN AS % OF NET REVENUES NEW YACHTS)



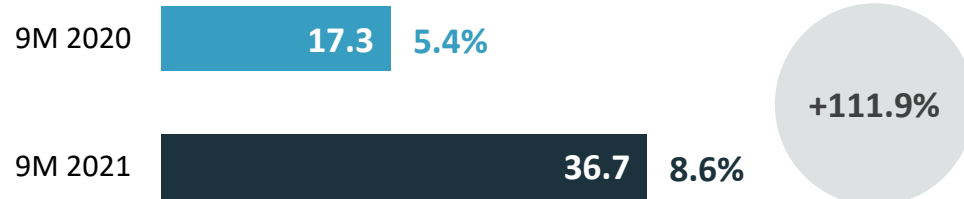
## GROUP NET PROFIT

(€M AND MARGIN AS % OF NET REVENUES NEW YACHTS)



## CAPEX

(€M AND % OF NET REVENUES NEW YACHTS)



## NET CASH/(NET DEBT)

(€M)

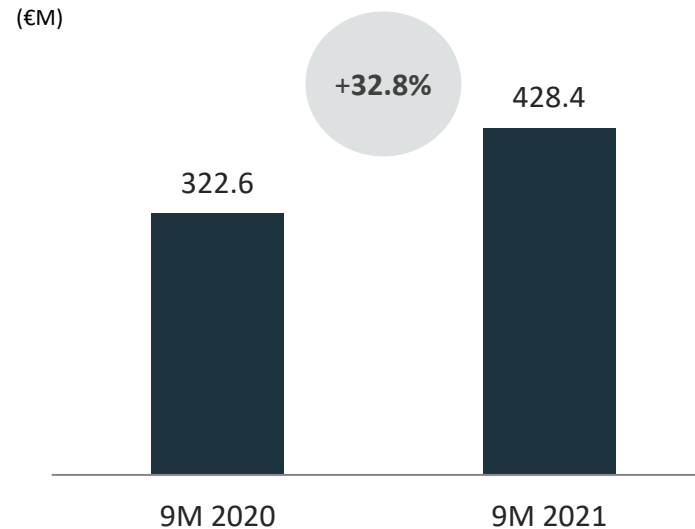


# NET REVENUES NEW YACHTS AMERICAS DRIVING REVENUE GROWTH

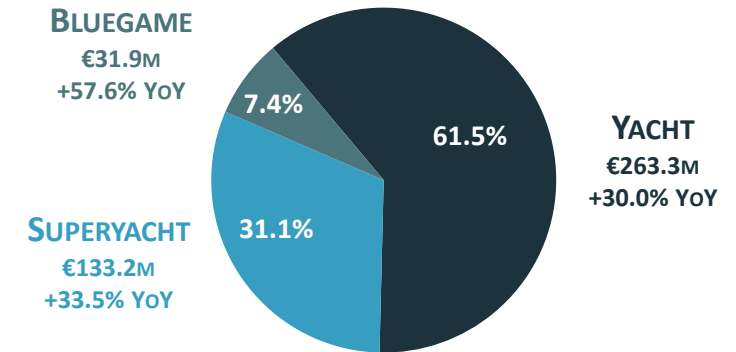
## COMMENTARY

- NET REVENUES NEW YACHTS AT €428.4M, OF WHICH €164.8M IN Q3, THANKS TO:
  - INCREASE IN **VOLUMES** DRIVEN BY STRONG ORDER INTAKE
  - INCREASE IN **AVERAGE SELLING PRICES** FOR ALL DIVISIONS
- BREAKDOWN BY DIVISION
  - CONTINUED STRONG PERFORMANCE OF YACHT DIVISION, DRIVEN BY NEW MODELS
  - **SOLID RECOVERY OF SUPERYACHT DIVISION**, DRIVEN BY STEEL LINE
  - STEADY GROWTH OF BLUEGAME, DRIVEN BY BGX LINE AND NEW BG72
- BREAKDOWN BY GEOGRAPHY
  - **AMERICAS DRIVING GROWTH**, MOSTLY IN THE US
  - EXCELLENT RESULTS IN **EUROPE**
  - GROWTH IN APAC DRIVEN BY HONG KONG

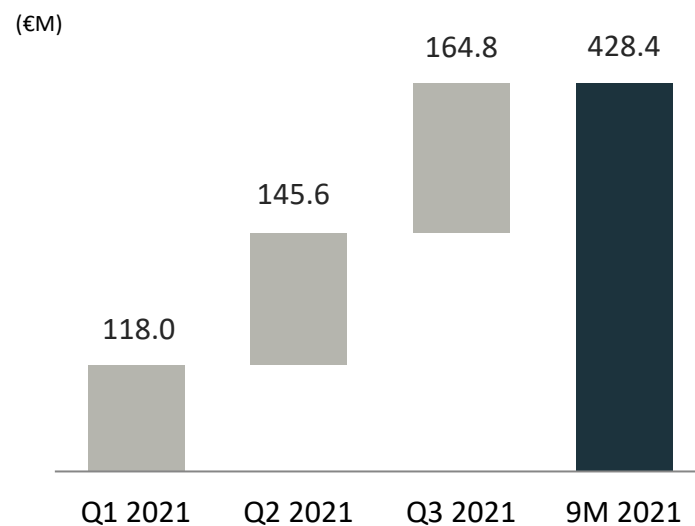
## YOY COMPARISON



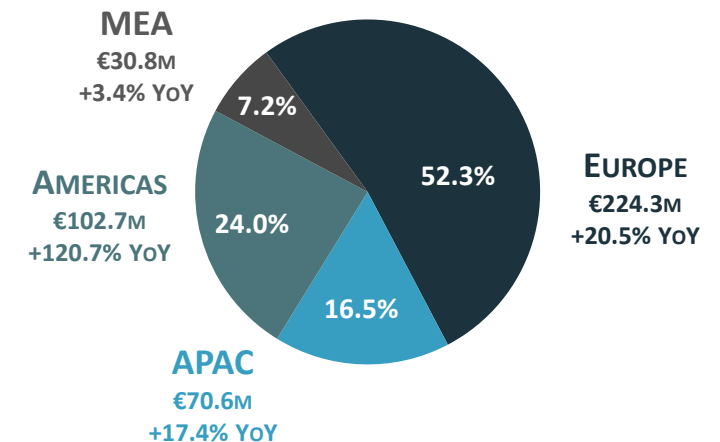
## BREAKDOWN BY DIVISION



## QUARTERLY EVOLUTION



## BREAKDOWN BY GEOGRAPHY

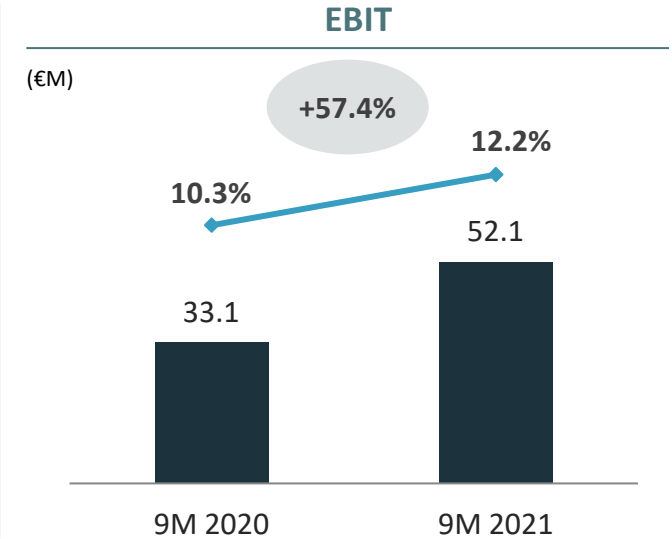
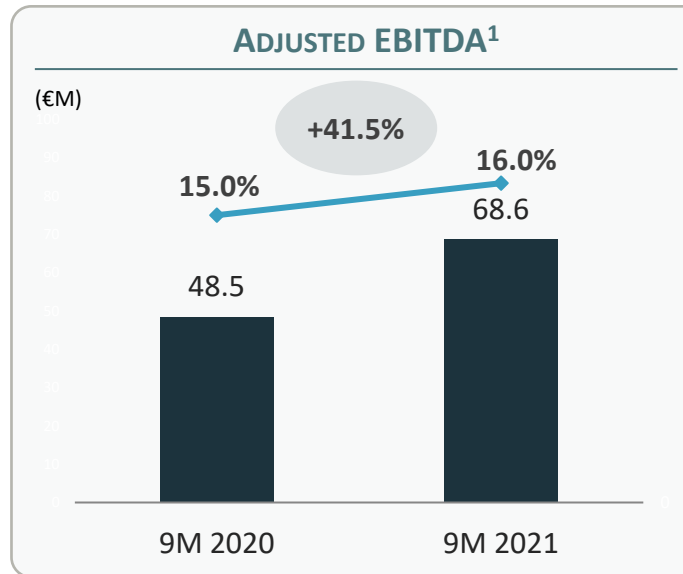


# OPERATING AND NET MARGINS

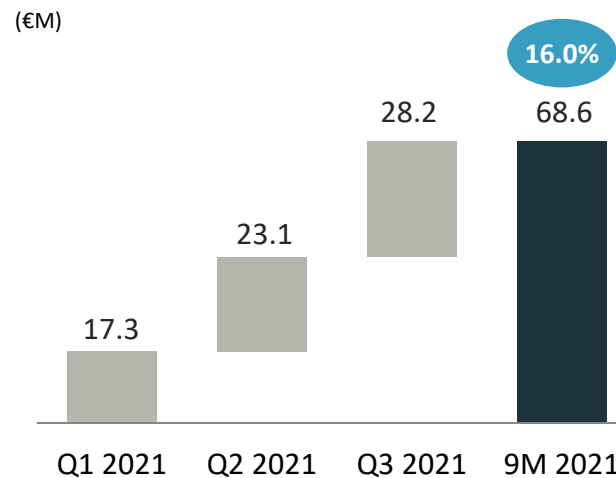
## CONSISTENT STRONG INCREASE IN MARGINS AND PROFITABILITY

### COMMENTARY

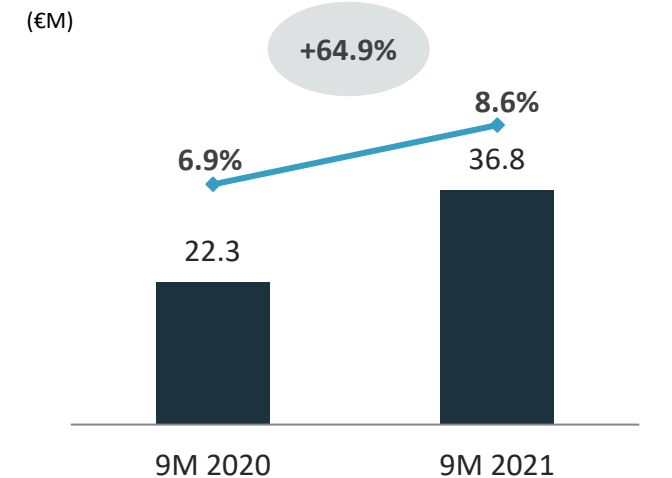
- **STEADY INCREASE IN OPERATING PROFITABILITY, EBITDA MARGIN +100BPS YoY**, AS A RESULT OF:
  - INCREASED EFFICIENCY THANKS TO OPTIMISATION OF NEW PRODUCTION CAPACITY AND HIGHER ABSORPTION OF FIXED COSTS
  - SHIFT IN PRODUCT MIX TOWARDS LARGER YACHTS IN EACH DIVISION
  - PROGRESSIVE INCREASE IN SELLING PRICES MORE THAN OFFSETTING THE INCREASE IN COSTS OF RAW MATERIALS
- **EBIT MARGIN +190BPS YoY**, DESPITE INCREASE IN D&A DUE TO CAPEX (+10.6% YoY)
- **NET PROFIT MARGIN +170BPS YoY**, ALSO THANKS TO FURTHER REDUCTION IN FINANCIAL EXPENSES (-47.9% YoY)



#### ADJUSTED EBITDA<sup>1</sup> QUARTERLY EVOLUTION



#### GROUP NET PROFIT



— MARGIN (AS % OF NET REVENUES NEW YACHTS)

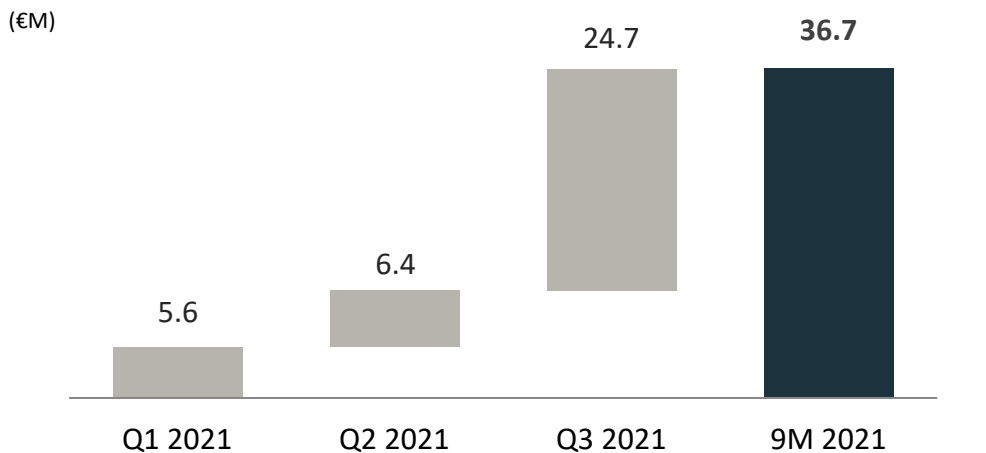
1. Defined as EBIT + D&A, excluding non recurring items, linked to COVID-19 related expenses and non-monetary costs of the stock incentive plans (€0.7m in 9M 2021 and €1.1m in 9M 2020).

# CAPEX INVESTMENTS IN NEW PRODUCTION CAPACITY SUPPORTING GROWTH

## COMMENTARY

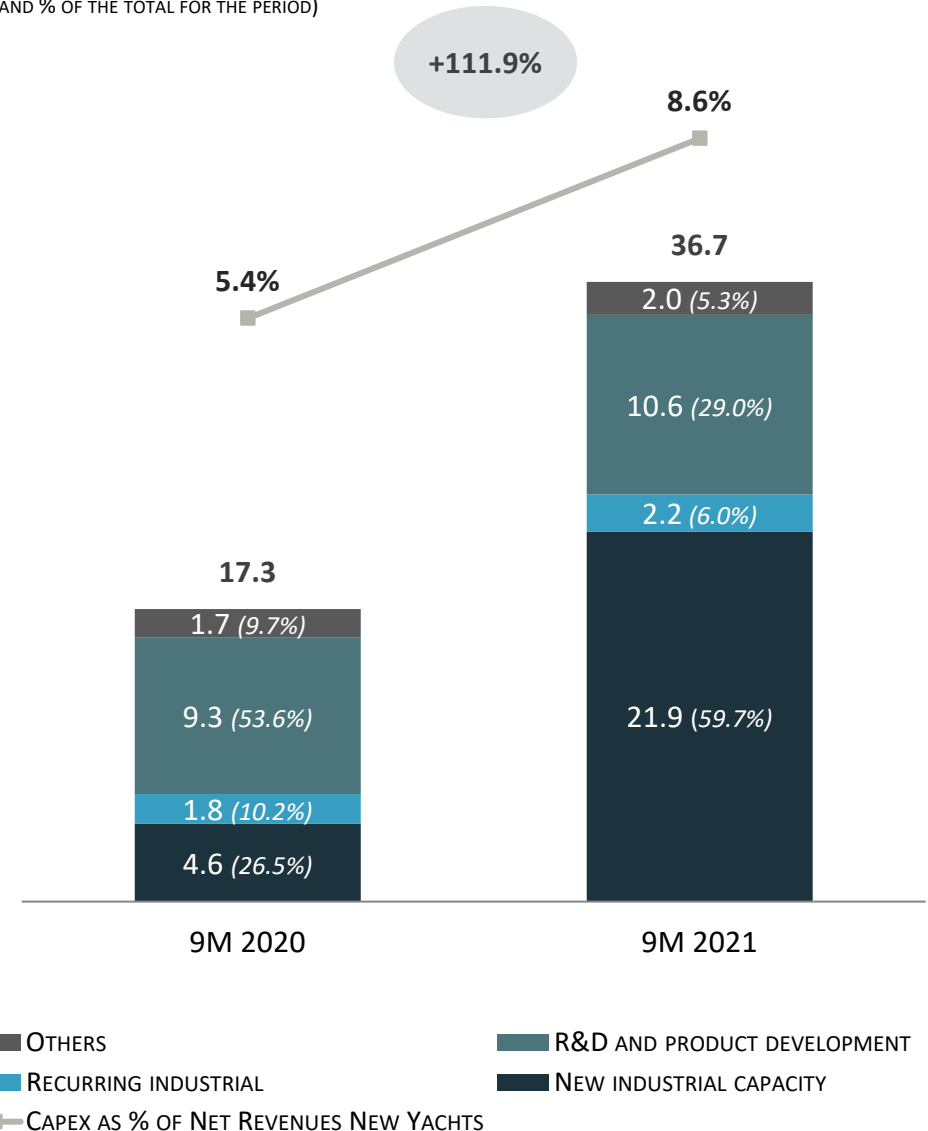
- **INVESTMENTS MORE THAN DOUBLED YoY**, DRIVEN BY **ACQUISITION OF 3 NEW FACILITIES EXECUTED IN Q3** FOR A TOTAL OF **€17.9M<sup>1</sup>**, SUPPORTING EXPECTED REVENUE GROWTH:
  - VIAREGGIO SUPERYACHTS SHIPYARD FOR €4.8M<sup>1</sup> TO BE DEDICATED TO THE PRODUCTION OF THE NEW X-SPACE LINE (SUPERYACHT)
  - NEW PLANT IN MASSA FOR €11.6M<sup>1</sup> TO BE DEDICATED TO THE PRODUCTION OF HULLS AND SUPERSTRUCTURES PRODUCTS IN COMPOSITE
  - NEW WAREHOUSE IN LA SPEZIA FOR €1.5M<sup>1</sup>
- **R&D, SUSTAINABILITY AND PRODUCT DEVELOPMENT +14.5% YoY**, WITH NEW RANGES AND MODELS REPRESENTING A DRIVER FOR FUTURE GROWTH
- OVERALL CAPEX PROGRESSING IN LINE WITH FULL YEAR GUIDANCE

## QUARTERLY EVOLUTION



## YoY COMPARISON

(€M AND % OF THE TOTAL FOR THE PERIOD)



1. €17.9m excluding transaction costs; total investments of €19.2m including transaction costs.

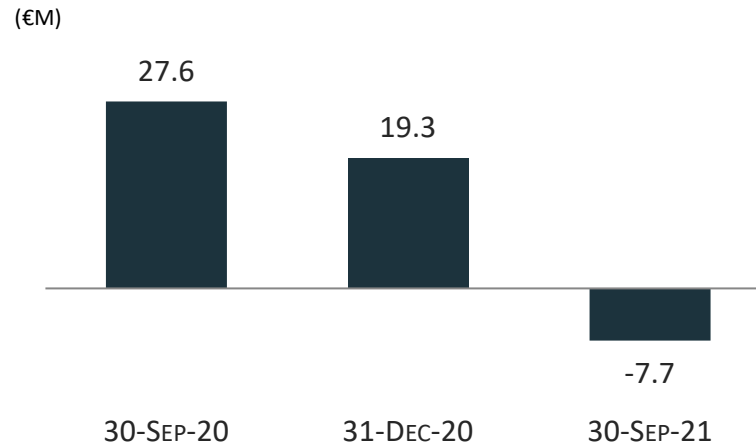
# NET WORKING CAPITAL AND FINANCIAL POSITION

## STRONG CASH GENERATION

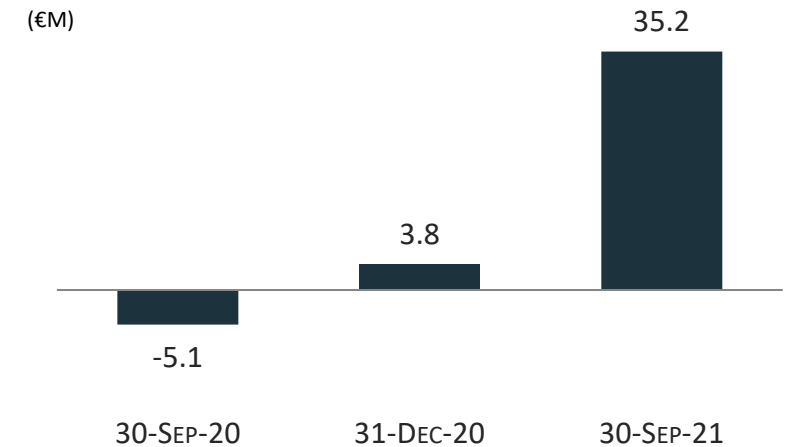
### COMMENTARY

- **STRONG CASH GENERATION DESPITE SIGNIFICANT INVESTMENTS, DRIVEN BY:**
  - **BUSINESS SEASONALITY** (DELIVERIES DURING THE SUMMER PERIOD)
  - **GROWTH IN VOLUMES** (ADVANCES ON NEW ORDERS)
- **€270.9M TOTAL AVAILABLE LIQUIDITY**, INCLUDING €139.1M CASH ON HAND AND €131.8M UNDRAWN CREDIT LINES<sup>1</sup>
- **HIGHER DURATION OF FINANCIAL DEBT** THANKS TO REFINANCING OF CREDIT LINES WITH SHORT MATURITIES

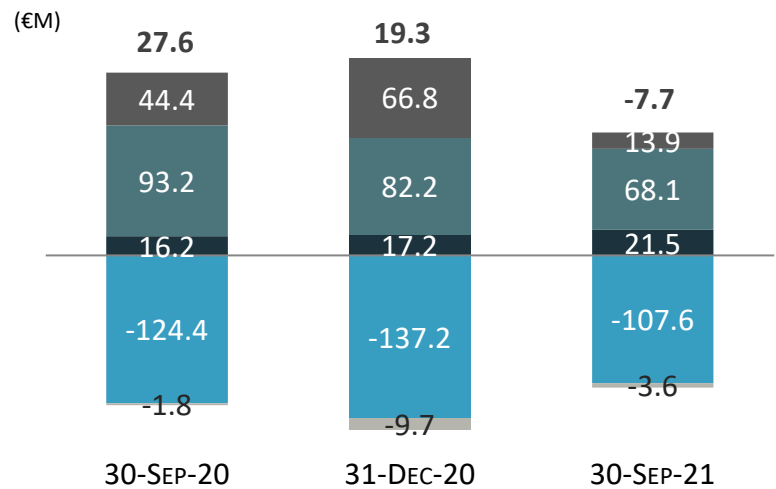
### NET WORKING CAPITAL EVOLUTION



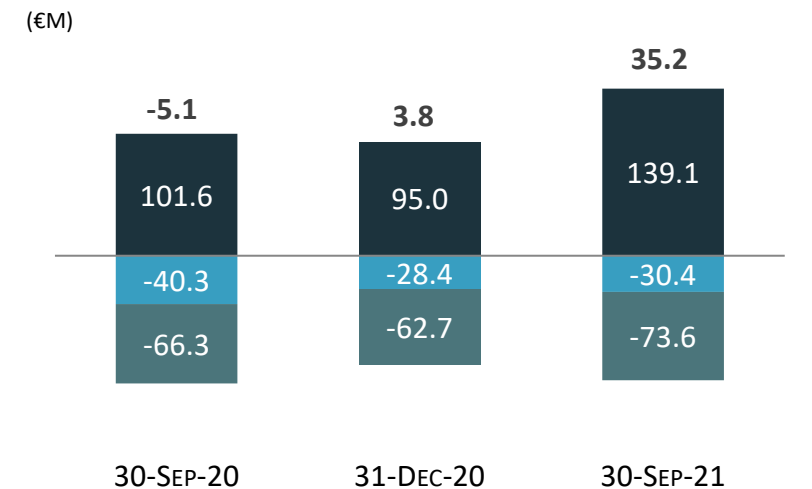
### NET FINANCIAL POSITION EVOLUTION



### NET WORKING CAPITAL COMPOSITION



### NET FINANCIAL POSITION COMPOSITION



OTHERS  
INVENTORIES  
TRADE RECEIVABLES

NET CONTRACT ASSETS/(LIABILITIES)  
TRADE PAYABLES

MEDIUM/LONG-TERM FINANCIAL DEBT  
SHORT-TERM FINANCIAL DEBT  
LIQUIDITY

Note: pursuant to Consob communication no. DEM/6064293/2006, the calculation of Net Financial Position was adjusted to reflect the updates in the ESMA document 32-382-1138, 4 March 2021. The adjustments had no significant impact on the periods considered.

1. Excluding credit lines for reverse factoring and confirming.

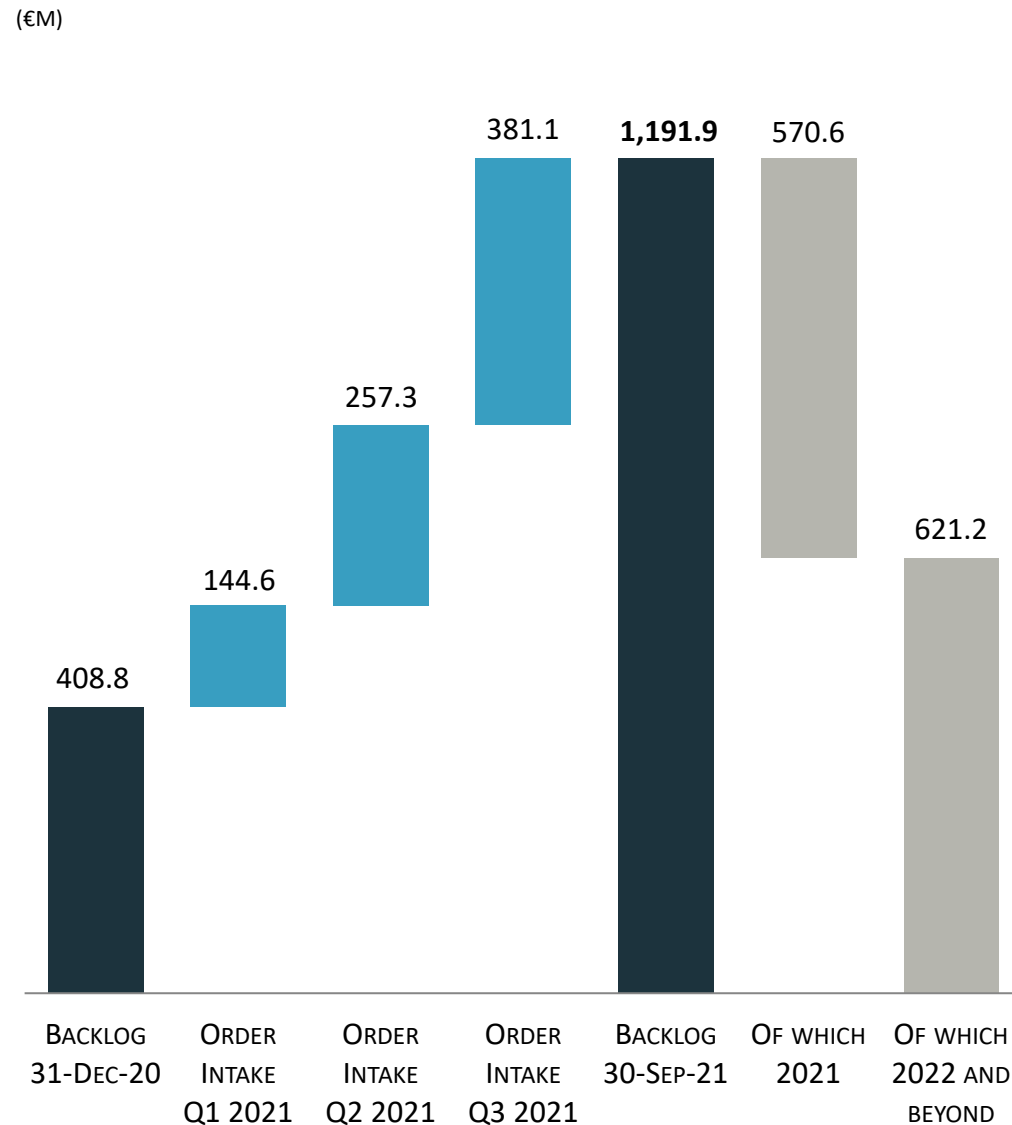
# ORDER BACKLOG

## SIGNIFICANT VISIBILITY ON FUTURE GROWTH

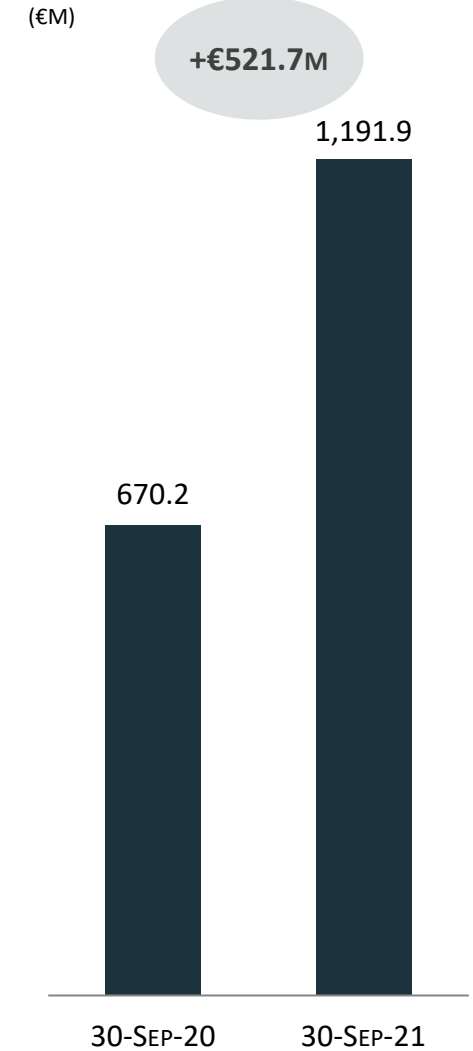
### COMMENTARY

- **€783.1M TOTAL ORDER INTAKE IN 2021**, OF WHICH **€381.1M IN Q3**
- GROWTH INVOLVING ALL THE SEGMENTS, BOTH ON VOLUMES AND PRICES
- EXTRAORDINARY PERFORMANCE OF SUPERYACHT DIVISION IN Q3
- BOOST BY **NEW MODELS** AND NEGOTIATIONS STARTED DURING THE **SEPTEMBER BOAT SHOWS**, PARTIALLY ALREADY CLOSED
- **~91% COVERED BY FINAL CLIENTS**
- **€570.6M** REFERRED TO **2021**, ENTIRELY COVERING GUIDANCE FOR NET REVENUES NEW YACHTS
- SIGNIFICANT VISIBILITY ON FOLLOWING YEARS, THANKS TO INCREASING WEIGHT OF LARGER YACHTS AND **DELIVERIES UP TO 2024**

### EVOLUTION



### YOY COMPARISON





# 2021 GUIDANCE

## DOUBLE-DIGIT GROWTH CONFIRMED

(€M AND MARGIN AS % OF NET REVENUES NEW YACHTS)

	<b>2019 ACTUAL</b>	<b>2020 ACTUAL</b>	<b>2021 GUIDANCE</b>	<b>YOY GROWTH</b>
<b>NET REVENUES NEW YACHTS</b>	455.9	457.7	<b>565 – 575</b>	<b>~+25%</b>
<b>ADJUSTED EBITDA</b>	66.0	70.6	<b>92 – 94</b>	<b>~+31%</b>
<b>ADJUSTED EBITDA MARGIN</b>	14.5%	15.4%	<b>16.2% – 16.3%</b>	<b>~+86bps</b>
<b>GROUP NET PROFIT</b>	27.0	34.5	<b>47 – 48</b>	<b>~+36%</b>
<b>INVESTMENTS</b>	51.4	30.8	<b>45 – 47</b>	<b>~+49%</b>
<b>NET FINANCIAL POSITION</b>	(9.1)	3.8	<b>20 – 22</b>	<b>~+17</b>

NOTES:

- EXCLUDING THE CONTRIBUTION FROM BUSINESS COMBINATIONS, SUCH AS THE POTENTIAL ACQUISITION OF PERINI NAVI
- REFER TO NOTES IN THE APPENDIX REGARDING FORWARD-LOOKING STATEMENTS

# MARKET UPDATE

## HIGH POTENTIAL FOR THE LUXURY YACHTING SECTOR

**GROWING TARGET CUSTOMERS AND INCREASING WEALTH IN KEY GEOGRAPHIES, TOGETHER WITH A PENETRATION RATE OF LUXURY YACHTING OF ~3%, LEAVE ROOM FOR FURTHER MARKET EXPANSION, FAVOURED BY THE WILLINGNESS OF CUSTOMERS TO ENJOY INTIMATE AND SAFE STAYS**

### Luxury Goods

BofA GLOBAL RESEARCH

#### Power of the virtuous circle

We believe this virtuous cycle can only start through increased demand, driven by strong creative momentum and product innovation. The desired consumer response is increased volume and potentially better full-price sell-through.

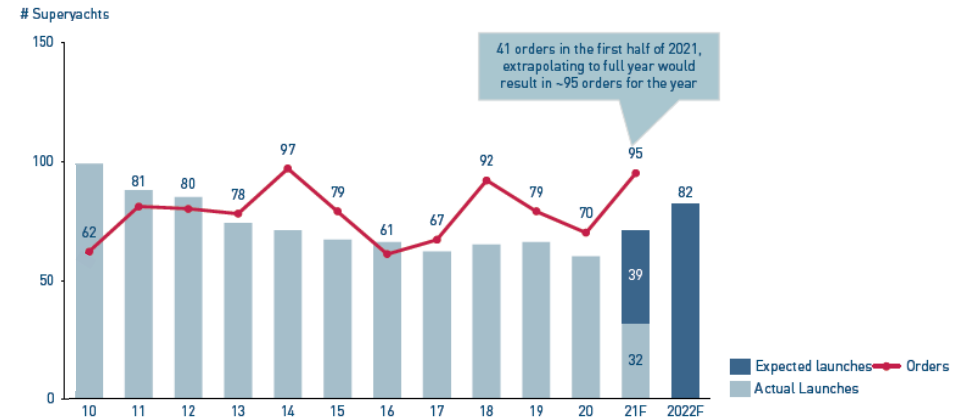
For the companies that are in the virtuous cycle, strong revenue growth will likely translate into margin expansion. Superior cash generation will be driven by: (1) improving earnings growth, (2) lower expansionary capex for store networks and (3) capital discipline. In our view, this raises the potential for accretive M&A, or, in the absence of this, additional cash return to shareholders.

We believe innovation is at the crux of driving a virtuous cycle for luxury goods companies, which should not be underestimated.

#### Outlook likely reassuring

We see luxury as a defensive place in consumer in light of rising supply chain & input cost pressure elsewhere. In addition to less supply chain disruption, the sector also exhibits the strongest pricing power.

Strong recovery in orders in the second half of 2020 expected to continue in 2021-2022



Note: Data can differ from previous years as new ships can be identified or commercial vessels can be converted into superyachts  
Source: SuperYacht Times 2021; Team Analysis

#### DRIVERS

**+6.3%**  
2020 GROWTH  
HNWI POPULATION

**+9.1%**  
2020 GROWTH  
UHNWI<sup>1</sup> WEALTH











**STRONGEST  
GROWTH  
IN APAC AND  
NORTH AMERICA**

Source: Deloitte Boating Market Monitor, World Wealth Report 2021 – Capgemini, SYBAss Economic Report 2021, BofA Global Research, Company information.

1. Ultra-HNWIs are defined as HNWI with investable assets of \$30 million or more.

# MULTIPLE LEVERS FOR PROFITABLE GROWTH EXTENSION OF PRODUCT RANGES

THREE NEW PRODUCT RANGES TO BE LAUNCHED IN 2022, ONE FOR EACH DIVISION, ENTERING NEW MARKET SECTORS, ALL OFFERING NOVEL AND CROSS-SEGMENT FEATURES, HIGHLY INSPIRED BY SUSTAINABILITY PRINCIPLES

<p><b>YACHT</b></p>	<p><b>SL LINE</b></p> 	<p><b>SD LINE</b></p> 	<p><b>SX LINE</b></p> 	<p><b>SP LINE</b></p> 
	<p><b>Launch:</b> 1958 <b>Type:</b> Planing / Flybridge <b>Length:</b> 78-120 feet</p>	<p><b>Launch:</b> 2007 <b>Type:</b> Semi Displacement <b>Length:</b> 96-126 feet</p>	<p><b>Launch:</b> 2017 <b>Type:</b> Crossover / Fast Displacement <b>Length:</b> 76-112 feet</p>	<p><b>Launch:</b> 2022 <b>Type:</b> Sport Coupè <b>Length:</b> 90-110 feet</p>
<p><b>SUPERYACHT</b></p>	<p><b>ALLOY</b></p> 	<p><b>STEEL</b></p> 	<p><b>EXPLORER</b></p> 	<p><b>X-SPACE</b></p> 
	<p><b>Launch:</b> 2007 <b>Type:</b> Fast Displacement <b>Length:</b> 44 meters</p>	<p><b>Launch:</b> 2009 <b>Type:</b> Displacement <b>Length:</b> 52-72 meters</p>	<p><b>Launch:</b> 2015 <b>Type:</b> Explorer <b>Length:</b> 47 meters</p>	<p><b>Launch:</b> 2022 <b>Type:</b> Steel Navetta <b>Length:</b> 44 meters</p>
<p><b>BLUEGAME</b></p>	<p><b>BG</b></p> 	<p><b>BGX</b></p> 	<p><b>BGM</b></p>	
	<p><b>Launch:</b> 2018 <b>Type:</b> Tender / Chase Boat <b>Length:</b> 42-72 feet</p>	<p><b>Launch:</b> 2019 <b>Type:</b> Crossover / Sport Utility <b>Length:</b> 60-70 feet</p>	<p><b>Launch:</b> 2022 <b>Type:</b> Multi-Hull <b>Length:</b> 75 feet</p>	

# MULTIPLE LEVERS FOR PROFITABLE GROWTH NEW MODELS – 2021

FOUR NEW MODELS RECENTLY LAUNCHED AT CANNES YACHTING FESTIVAL AND RESTYLING OF SL106 ASYMMETRIC PRESENTED AT FORT LAUDERDALE INTERNATIONAL BOAT SHOW, AN UNPRECEDENTED EFFORT MADE POSSIBLE THANKS TO THE DEVELOPMENT AND PRODUCTION WORK CARRIED OUT DURING THE MOST DIFFICULT MOMENTS OF THE PANDEMIC

**SD118 – YACHT DIVISION**



**SL90 ASYMMETRIC – YACHT DIVISION**



**SL120 ASYMMETRIC – YACHT DIVISION**



**BG72 – BLUEGAME**



# MULTIPLE LEVERS FOR PROFITABLE GROWTH NEW RANGES – 2022

THREE NEW PRODUCT RANGES TO BE LAUNCHED IN 2022,  
ENTERING NEW MARKET SECTORS, ALL OFFERING NOVEL  
AND CROSS-SEGMENT FEATURES, HIGHLY INSPIRED BY  
SUSTAINABILITY PRINCIPLES

SP (“SMART PERFORMANCE”) – YACHT DIVISION



BGM (BLUEGAME MULTI-HULL) – BLUEGAME



X-SPACE – SUPERYACHT DIVISION



# MULTIPLE LEVERS FOR PROFITABLE GROWTH

## NEW RANGES – SP110



- A STUNNING DESIGN COMBINING THE LISSONI INDOOR STYLE TOGETHER WITH THE ZUCCON OUTDOOR LINES MARKS THE ENTRY OF SANLORENZO IN THE SEGMENT OF SPORT COUPÉS
- CARBON SANDWICH LAMINATION BY INFUSION TO MAXIMIZE THE STRENGTH AND REDUCE THE TOTAL WEIGHT OF THE CONSTRUCTION
- FRACTIONED ENGINES POWER PACK TO REACH THE BEST PERFORMANCES AT THE LOWEST FUEL RATE
- SCR EXHAUST SYSTEM TO REDUCE NOX EMISSIONS
- HULL DESIGN AND WATER JET PROPULSION FOR BEST SEA KEEPING, TOP EFFICIENCY AND MANOEUVRABILITY AT ALL RANGE OF SPEED
- SOLAR PANELS POWER SUPPLY FOR THE LITHIUM BATTERY PACK TO RUN THE HOTEL LOADS

**LESS WEIGHT. LESS POWER. LESS CONSUMPTION.**  
**SMART PERFORMANCE**



# MULTIPLE LEVERS FOR PROFITABLE GROWTH

## NEW RANGES – X-SPACE



- A LENGTH OF 44 METRES, FIVE DECKS AND A TONNAGE OF 495GT, EXTRAORDINARY VOLUMES FOR A YACHT OF THIS SIZE
- POSITIONED BETWEEN CLASSIC NAVETTAS (SD LINE – YACHT DIVISION) AND EXPLORERS (SUPERYACHT DIVISION), X-SPACE IS DESIGNED FOR EXPERT OWNERS WHO LOVE TO EXPLORE FARAWAY DESTINATIONS, WITHOUT RELINQUISHING THE ELEGANCE OF SANLORENZO'S LINES
- ENTRY LEVEL OF THE SUPERYACHT DIVISION, TARGETED AT NEW SEGMENT OF POTENTIAL OWNERS



# MULTIPLE LEVERS FOR PROFITABLE GROWTH

## NEW RANGES – BGM: ULTIMATE SUSTAINABILITY PLATFORM

**BGM75**

- ULTRA EFFICIENT AMERICA'S CUP DERIVED HULL
- PHILIPPE BRIAND'S EXPERTISE
- WORLD'S FIRST APPLICATION OF THE VOLVO HYBRID POWERTRAIN
- BLUEGAME EXCLUSIVITY
- SIGNIFICANT WEIGHT REDUCTION
- CARBON REINFORCED HULL AND DECK
- FULL SANDWICH INFUSED HULL
- USE OF LIGHTENED MATERIALS ONLY
- 100% NATURAL AND RECYCLABLE BASALT FIBER WITH BALSAMIC CORE BULKHEADS

**BGM75**

**IMPRESSIVE OUTPUT**

300HR @ 18 KTS

SEMI-DISPL 90' 2X1200 HP MTU	BGM75 2X600 HP VOLVO
	- <b>175</b> Ton of CO <sub>2</sub>
	- <b>66,000</b> Liters
	- <b>100,000</b> €



# MULTIPLE LEVERS FOR SUSTAINABLE GROWTH – RESPONSIBLE DEVELOPMENT EXCLUSIVE PARTNERSHIP WITH SIEMENS ENERGY



## COLLABORATION WITH A WORLD LEADER IN ENERGY TO DEVELOP NEW SOLUTIONS TO REDUCE ENVIRONMENTAL IMPACT OF THE YACHTS, FIRST OF ITS KIND IN THE SECTOR

### METHANOL FUEL CELL SYSTEMS FOR GENERATING ELECTRICITY ON BOARD

- **EXCLUSIVE AGREEMENT FOR THE JOINT DEVELOPMENT OF SOLUTIONS FOR THE INTEGRATION OF FUEL CELLS IN THE 24-80M YACHTING SECTOR**
- INNOVATIVE SOLUTION FOR THE SECTOR, ALLOWING THE VESSEL TO GENERATE ELECTRICITY WHEN THE ENGINES AND GENERATORS ARE OFF, SIGNIFICANTLY EXTENDING THE TIME SPENT AT ANCHOR AND MANOEUVRING WITHOUT CONSUMING DIESEL FUEL
- OBJECTIVE IS THE CREATION OF A "NET-ZERO GHG EMISSION" SYSTEM COMPATIBLE WITH THE LIMITED SPACE AVAILABLE ON BOARD
- FIRST PROTOTYPE TO BE INSTALLED ON A **50M HYBRID SUPERYACHT, DELIVERY EXPECTED IN 2024**

### NEW GENERATION DIESEL ELECTRIC PROPULSION SYSTEMS FOR YACHTS OVER 50M

- AIMED AT REDUCING GHG EMISSIONS AND FUEL CONSUMPTION
- SIGNIFICANT EVOLUTION OF THE CURRENT TECHNOLOGY, ALREADY USED ON MEGA-YACHTS, IN TERMS OF ENERGY EFFICIENCY AND REDUCTION OF OVERALL DIMENSIONS
- TO BE INTEGRATED WITH THE LATEST GENERATION OF LITHIUM BATTERIES AND HOTEL UTILITY MANAGEMENT SYSTEMS AND, IN THE FUTURE, ALSO WITH FUEL CELLS FOR THE GENERATION OF ELECTRICITY
- FIRST SIGNED ORDER COVERING THE APPLICATION ON **THREE UNITS FROM 50 TO 70 METRES, DELIVERY EXPECTED BETWEEN 2024 AND 2025**

### NEW GENERATION HYBRID PROPULSION SYSTEMS FOR YACHTS BELOW 50M

- AIMED AT REDUCING GHG EMISSIONS AND FUEL CONSUMPTION
- SIGNIFICANT EVOLUTION OF THE CURRENT TECHNOLOGY, ALREADY USED ON SUPERYACHTS, IN TERMS OF SIZE, COSTS AND EASE OF USE
- TO BE INTEGRATED WITH THE LATEST GENERATION OF LITHIUM BATTERIES AND HOTEL UTILITY MANAGEMENT SYSTEMS AND, IN THE FUTURE, ALSO WITH FUEL CELLS FOR THE GENERATION OF ELECTRICITY
- FIRST SIGNED ORDER COVERING THE APPLICATION ON THE **NEW SD90S MODEL, DELIVERY EXPECTED IN 2022**

# UPDATE ON PERINI NAVI

## SITUATION UPDATE

- PERINI NAVI DECLARED BANKRUPT ON 29 JANUARY 2021, SHUT-DOWN WITH REDUNDANCY MEASURES FOR EMPLOYEES (“CASSA INTEGRAZIONE”) SINCE APRIL 2020
- SANLORENZO AND FERRETTI GROUP ESTABLISHED A 50-50 JOINT VENTURE – RESTART S.P.A. – FOR THE POTENTIAL ACQUISITION OF PERINI NAVI’S BRAND AND ITALIAN ASSETS
- FIRST AUCTION ON 30 JULY 2021, €62.5M TOTAL STARTING PRICE, NO BIDS SUBMITTED
- SECOND AUCTION ON 30 SEPTEMBER 2021, €56.25M TOTAL STARTING PRICE WITH 5% MAXIMUM REDUCTION ALLOWED, NO BIDS SUBMITTED
- RESTART SUBMITTED AN IRREVOCABLE OFFER TO THE RECEIVER ON 26 OCTOBER 2021
- ITALIAN SEA GROUP ANNOUNCED THE PRESENTATION OF AN ACQUISITION PROPOSAL FOR A TOTAL CONSIDERATION OF €47.0M
- **NEW CALL FOR TENDERS ON 2 NOVEMBER 2021, TO BE AWARDED ON 22 DECEMBER 2021: €47.0M TOTAL STARTING PRICE, €500K MINIMUM BID INCREMENT, COMMITMENTS TO SAFEGUARDING JOBS AND MAINTAINING PRODUCTION IN VIAREGGIO**



*“MALTESE FALCON”*  
88 METRES SAILING YACHT  
FIRST OWNER: TOM PERKINS

## RATIONALE BEHIND THE POTENTIAL ACQUISITION

- **BRAND AFFINITY** AND HIGH-END POSITIONING
- **COMPLEMENTARY PRODUCT OFFERING (NO OVERLAP)** ADDRESSED TO THE SAME SOPHISTICATED CUSTOMER BASE
- POTENTIAL TO UNLOCK RELEVANT **INDUSTRIAL SYNERGIES**
- PERINI NAVI SAILING YACHTS EXPRESS THE MAXIMUM POSSIBLE **SUSTAINABILITY**

## RATIONALE BEHIND THE JOINT VENTURE WITH FERRETTI GROUP

- JOIN FORCES – MANAGEMENT CAPABILITIES AND FINANCIAL RESOURCES – OF TWO MAJOR PLAYERS IN THE YACHTING INDUSTRY TO RELAUNCH THE COMPANY
- SANLORENZO AND FERRETTI GROUP HAVE COMPLEMENTARY INTERESTS IN PURSUING THE TRANSACTION
- PAVE THE WAY TO FURTHER POTENTIAL COOPERATION INITIATIVES (I.E. R&D)

## APPENDIX

# RECLASSIFIED CONSOLIDATED INCOME STATEMENT

(€'000)	Nine months ended 30 September				Change	
	2021	% Net Revenues New Yachts	2020	% Net Revenues New Yachts	2021 vs. 2020	2021 vs. 2020%
<b>Net Revenues New Yachts</b>	<b>428,440</b>	<b>100.0%</b>	<b>322,623</b>	<b>100.0%</b>	<b>105,817</b>	<b>+32.8%</b>
Net revenues from pre-owned boats, maintenance and other services	66,334	15.5%	42,728	13.2%	23,606	+55.2%
Other income	3,356	0.8%	2,632	0.8%	724	+27.5%
Operating costs	(429,491)	(100.3)%	(319,462)	(99.0)%	(110,029)	+34.4%
<b>Adjusted EBITDA</b>	<b>68,639</b>	<b>16.0%</b>	<b>48,521</b>	<b>15.0%</b>	<b>20,118</b>	<b>+41.5%</b>
Non-recurring costs	(690)	(0.1)%	(1,098)	(0.3)%	408	-37.2%
<b>EBITDA</b>	<b>67,949</b>	<b>15.9%</b>	<b>47,423</b>	<b>14.7%</b>	<b>20,526</b>	<b>+43.3%</b>
Depreciation and amortisation	(15,826)	(3.7)%	(14,314)	(4.4)%	(1,512)	+10.6%
<b>EBIT</b>	<b>52,123</b>	<b>12.2%</b>	<b>33,109</b>	<b>10.3%</b>	<b>19,014</b>	<b>+57.4%</b>
Net financial expense	(822)	(0.2)%	(1,578)	(0.5)%	756	-47.9%
Adjustments to financial assets	(14)	-	33	0.0%	(47)	-142.4%
<b>Pre-tax profit</b>	<b>51,287</b>	<b>12.0%</b>	<b>31,564</b>	<b>9.8%</b>	<b>19,723</b>	<b>+62.5%</b>
Income taxes	(14,179)	(3.3)%	(9,435)	(2.9)%	(4,744)	+50.3%
<b>Net profit</b>	<b>37,108</b>	<b>8.7%</b>	<b>22,129</b>	<b>6.9%</b>	<b>14,979</b>	<b>+67.7%</b>
Net (profit)/loss attributable to non-controlling interests	(296)	(0.1)%	197	0.1%	(493)	-250.3%
<b>Group net profit</b>	<b>36,812</b>	<b>8.6%</b>	<b>22,326</b>	<b>6.9%</b>	<b>14,486</b>	<b>+64.9%</b>

# RECLASSIFIED CONSOLIDATED STATEMENT OF FINANCIAL POSITION

(€'000)	30 September	31 December	30 September	Change	
	2021	2020	2020	30 September 2021 vs 31 December 2020	30 September 2021 vs 30 September 2020
<b>USES</b>					
Goodwill	8,667	8,667	8,667	-	-
Intangible assets with a finite useful life	41,916	36,434	34,898	5,482	7,018
Property, plant and equipment	131,430	112,491	106,100	18,939	25,330
Other equity investments and other non-current assets	422	412	409	10	13
Net deferred tax assets	6,193	6,538	2,723	(345)	3,470
Non-current employee benefits	(1,262)	(845)	(908)	(417)	(354)
Non-current provisions for risks and charges	(1,513)	(1,389)	(982)	(124)	(531)
<b>Net fixed capital</b>	<b>185,853</b>	<b>162,308</b>	<b>150,907</b>	<b>23,545</b>	<b>34,946</b>
Inventories	68,108	82,214	93,151	(14,106)	(25,043)
Trade receivables	21,502	17,233	16,193	4,269	5,309
Contract assets	104,106	112,938	104,018	(8,832)	88
Trade payables	(107,630)	(137,238)	(124,449)	29,608	16,819
Contract liabilities	(90,193)	(46,156)	(59,570)	(44,037)	(30,623)
Other current assets	33,707	30,434	32,268	3,273	1,439
Current provisions for risks and charges	(7,336)	(12,679)	(8,438)	5,343	1,102
Other current liabilities	(29,946)	(27,492)	(25,584)	(2,454)	(4,362)
<b>Net working capital</b>	<b>(7,682)</b>	<b>19,254</b>	<b>27,589</b>	<b>(26,936)</b>	<b>(35,271)</b>
<b>NET INVESTED CAPITAL</b>	<b>178,171</b>	<b>181,562</b>	<b>178,496</b>	<b>(3,391)</b>	<b>(325)</b>
<b>SOURCES</b>					
<b>Equity</b>	<b>213,330</b>	<b>185,391</b>	<b>173,408</b>	<b>27,939</b>	<b>39,922</b>
<b>(Net financial position)</b>	<b>(35,159)</b>	<b>(3,829)</b>	<b>5,088</b>	<b>(31,330)</b>	<b>(40,247)</b>
<b>TOTAL SOURCES</b>	<b>178,171</b>	<b>181,562</b>	<b>178,496</b>	<b>(3,391)</b>	<b>(325)</b>

# CONSOLIDATED CASH FLOW STATEMENT AND NET FINANCIAL POSITION

## RECLASSIFIED CASH FLOW STATEMENT

(€'000)	30 September 2021	30 September 2020
EBITDA	67,949	47,423
Taxes paid	(13,389)	(3,859)
Changes in inventories	14,106	(30,840)
Change in net contract assets and liabilities	52,869	23,999
Change in trade receivables and advances to suppliers	(1,147)	3,932
Change in trade payables	(29,608)	(27,740)
Change in provisions and other assets and liabilities	(9,190)	9,473
<b>Operating cash flow</b>	<b>81,590</b>	<b>22,388</b>
Change in non-current assets (investments)	(36,723)	(17,333)
Business acquisitions and other changes	696	-
<b>Free cash flow</b>	<b>45,563</b>	<b>5,055</b>
Interest and financial charges	(989)	(1,545)
Other changes in equity	(13,244)	464
<b>Change in net financial position</b>	<b>31,330</b>	<b>3,975</b>
Net financial position at the beginning of the period	3,829	(9,063)
<b>Net financial position at the end of the period</b>	<b>35,159</b>	<b>(5,088)</b>

## NET FINANCIAL POSITION<sup>1</sup>

(€'000)	30 September 2021	31 December 2020	30 September 2020
Cash	139,119	94,359	100,876
Cash equivalents	-	-	-
Other current financial assets	-	647	674
<b>Liquidity</b>	<b>139,119</b>	<b>95,006</b>	<b>101,550</b>
Current financial debt	(4,161)	(2,560)	(5,226)
Current portion of non-current financial debt	(26,228)	(25,872)	(35,096)
<b>Current financial indebtedness</b>	<b>(30,389)</b>	<b>(28,432)</b>	<b>(40,322)</b>
<b>Net current financial indebtedness</b>	<b>108,730</b>	<b>66,574</b>	<b>61,228</b>
Non-current financial debt	(73,571)	(62,745)	(66,316)
Debt instruments	-	-	-
Non-current trade and other payables	-	-	-
<b>Non-current financial indebtedness</b>	<b>(73,571)</b>	<b>(62,745)</b>	<b>(66,316)</b>
<b>Net financial position</b>	<b>35,159</b>	<b>3,829</b>	<b>(5,088)</b>

1. Pursuant to Consob communication no. DEM/6064293/2006, the calculation of Net Financial Position was adjusted to reflect the updates in the ESMA document 32-382-1138, 4 March 2021. The adjustments had no significant impact on the periods considered.

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