

8 FEBRUARY 2024

# FY 2023 PRELIMINARY RESULTS

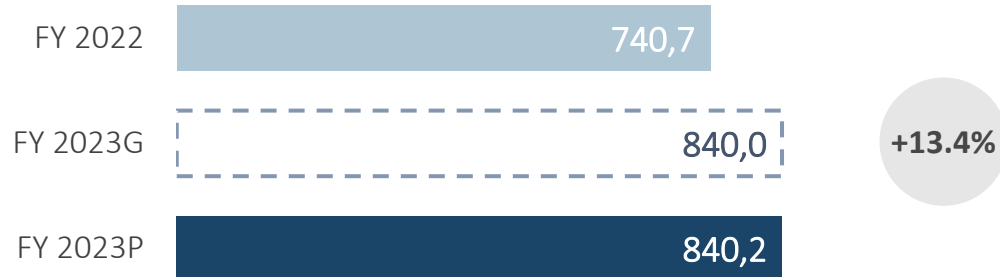


**SANLORENZO**

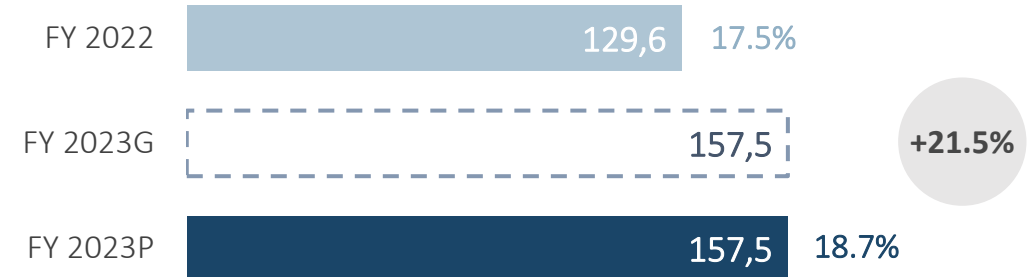
## FY 2023 PRELIMINARY RESULTS – HIGHLIGHTS

# FY 2023 growth and key figures broadly in line with guidance

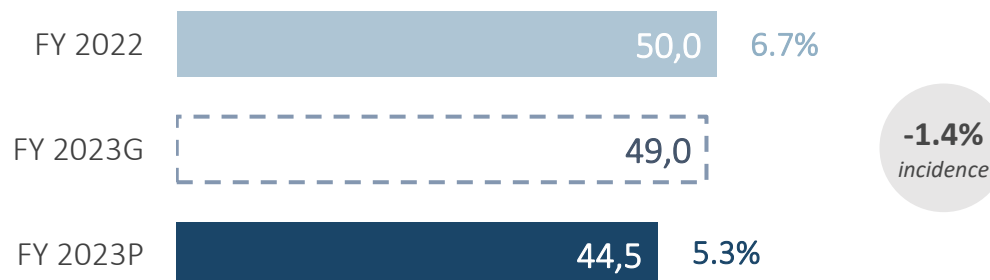
## Net Revenues New Yachts<sup>1</sup> / (€m)



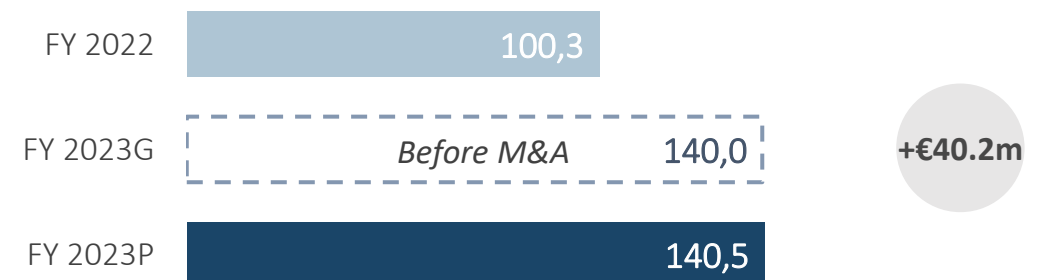
## EBITDA/ (€m and % on Net Revenues New Yachts)



## Organic Investments<sup>2</sup> / (€m and % on Net Revenues New Yachts)



## Net financial position<sup>3</sup> / (€m)



Note: FY 2023 Guidance figures based on mid-point of the range

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, without considering changes in consolidation perimeter. Total investments in FY 2023P equal to €64.7m (€59.0m in FY 2022), including €17.1m from Duerre and €3.1m from Sea Energy consolidation
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 €9.0m as of 31 December 2023 and €7.8m as of 31 December 2022

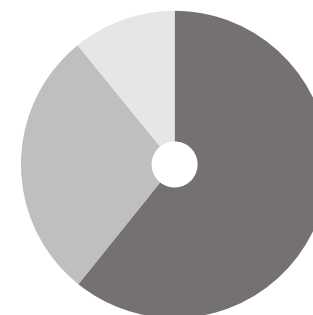
FY 2023 PRELIMINARY RESULTS – NET REVENUES NEW YACHTS

# Sustainable top line growth continues as planned

Preliminary FY 2023 Net Revenues New Yachts at €840m, +13.4% YoY;  
€214m in Q4 2023, +8.9% YoY

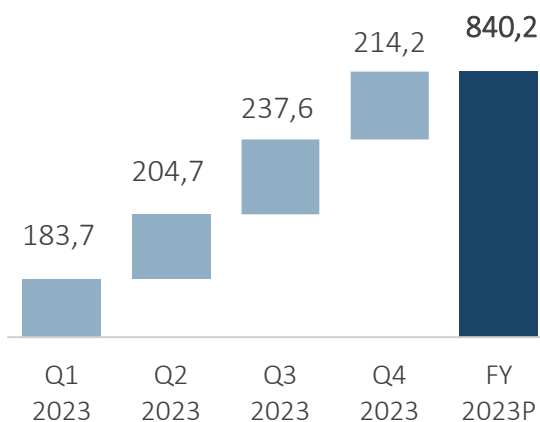
- **Sound FY 2023 performance across all divisions:** Yacht +9.9% (+10.9% in Q4), Superyacht +19.0% (+7.8% in Q4), Bluegame +20.2% (+2.5% in Q4)
- **Strong YoY revenues increase in Europe (+38.3%) and MEA (+83.7%),** with **Europe representing 68.7%** of the revenue mix.
- **Americas** (average 2018-2023 incidence: 18.5%) **and APAC** (average 2018-2023 incidence: 16.2%) **temporarily subdued in FY 2023**

Breakdown by division

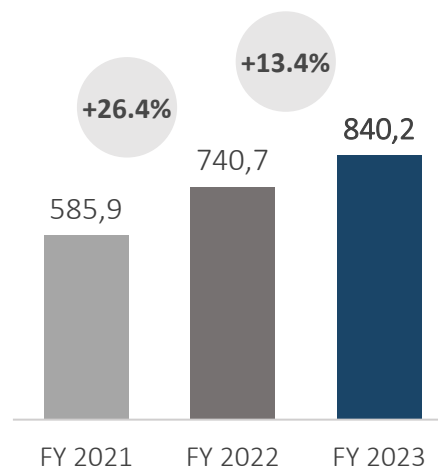


60.8%	Yacht Division €511.2m
28.3%	Superyacht Division €238.3m
10.9%	Bluegame Division €90.8m

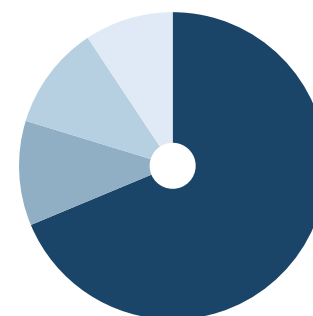
Quarterly evolution / (€m)



YoY comparison / (€m)



Breakdown by geography



68.7%	Europe €577.2m
11.0%	Americas €92.6m
11.0%	APAC €92.0m
9.3%	MEA €78.3m

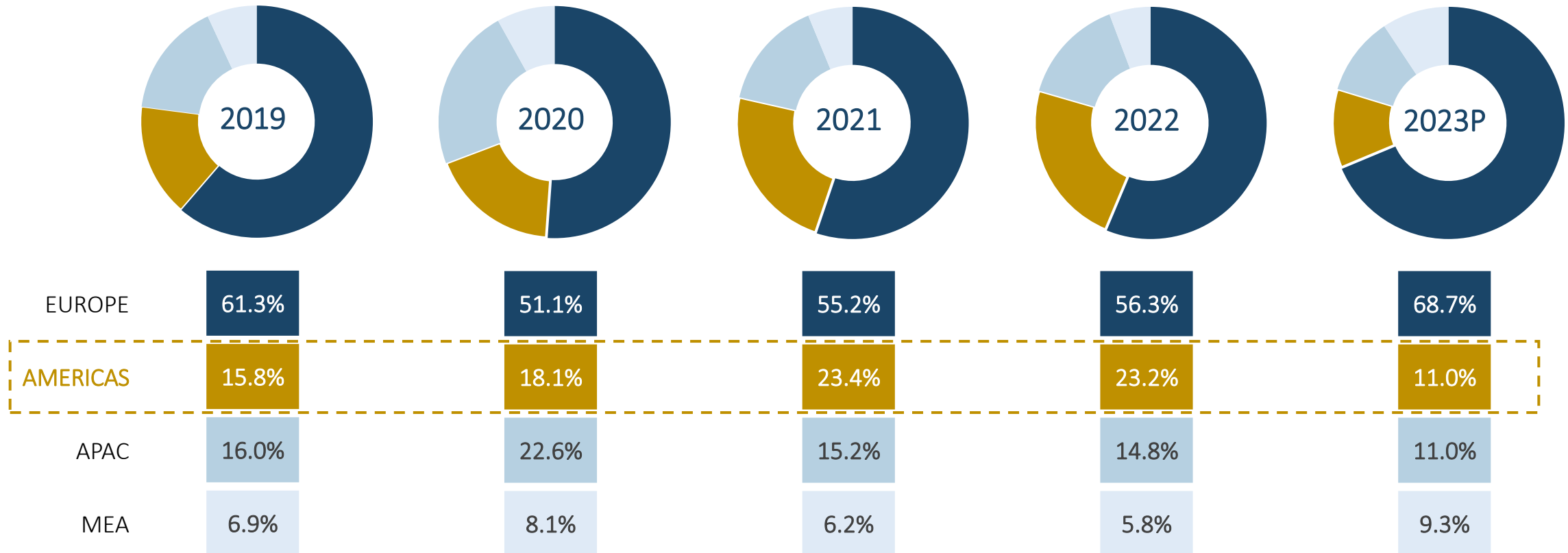
Net Revenues New Yachts are calculated as the sum of revenues from contracts with customers relating to new yachts (recognised over time with the cost-to-cost method) net of commissions. In accordance with IFRS standards, revenue calculation includes the difference between the value contractually attributed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

FY 2023 PRELIMINARY RESULTS – NET REVENUES NEW YACHTS

# Americas contributed less than historical trend, even pre-Covid

Americas share of revenues boomed in the post-Covid, and has been particularly subdued in 2023P

Reasonable normalization to pre-Covid levels in the medium term, and compensation in the short-term by APAC (with the investment in Simpson Marine) and MEA

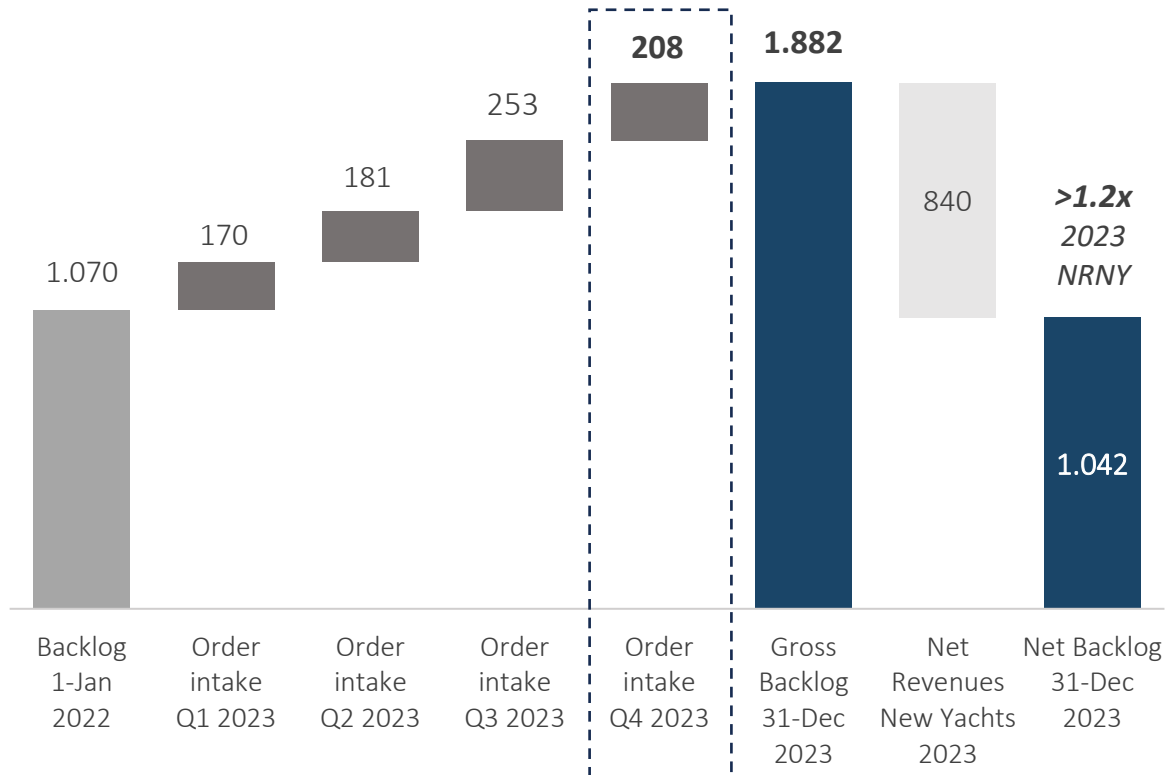


FY 2023 PRELIMINARY RESULTS – BACKLOG EVOLUTION

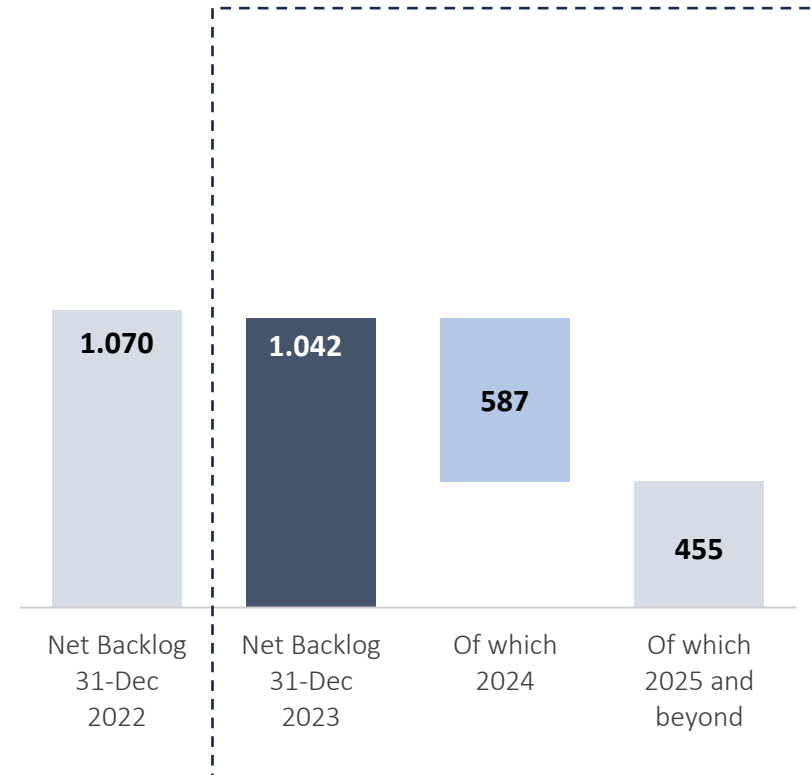
# FY 2023 Order Intake around €812m, backlog persistently high

Significant Q4 order intake contribution for €208m (vs €159m in Q4 2022)

FY 2023 Order intake and backlog / (€m)



YoY comparison and net backlog composition / (€m)

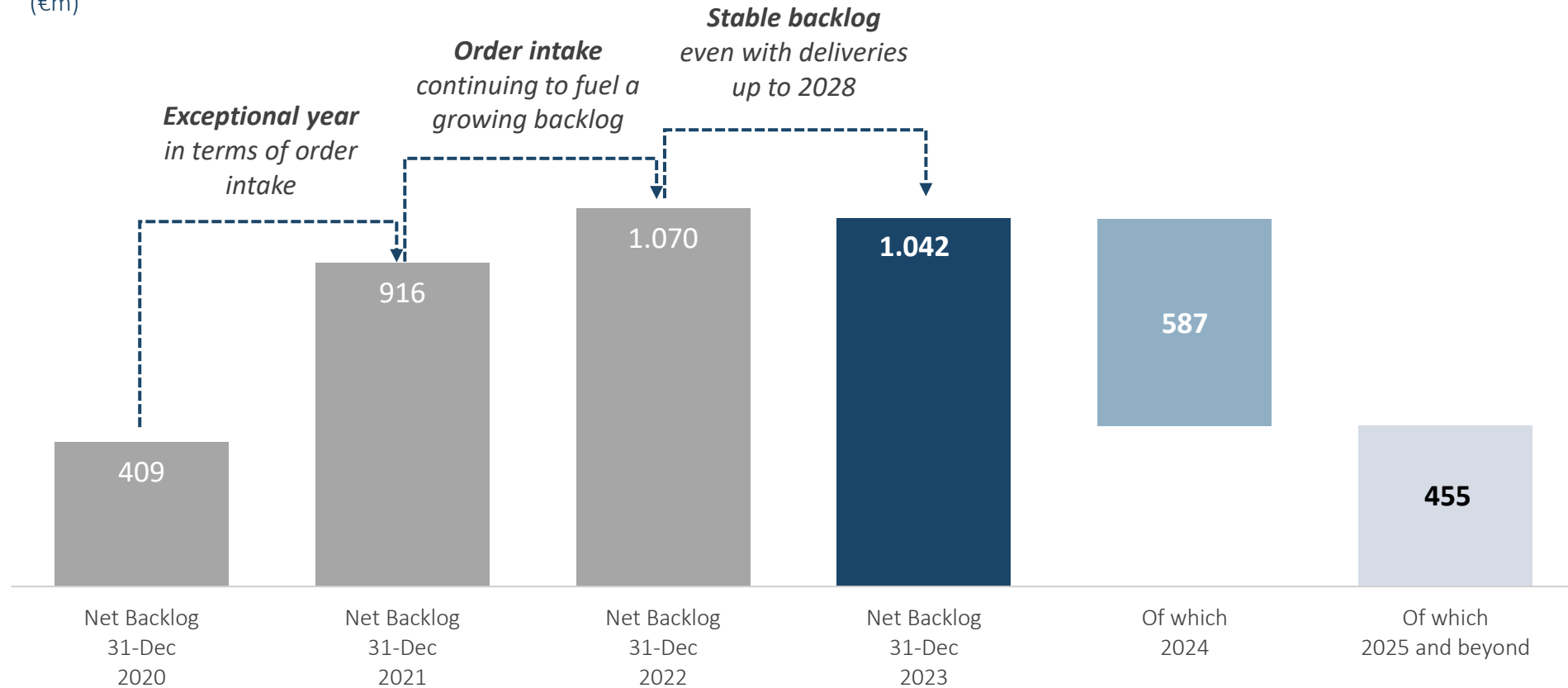


Backlog is calculated as the sum of the value of all orders and sales contracts signed with customers or brand representatives relating to yachts for delivery or delivered in the current year or for delivery in subsequent years. For each year, the value of the orders and contracts included in the backlog 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.

FY 2023 PRELIMINARY RESULTS – BACKLOG EVOLUTION

# Robust Backlog keeps providing exceptional visibility

YoY Net Backlog comparison /  
(€m)



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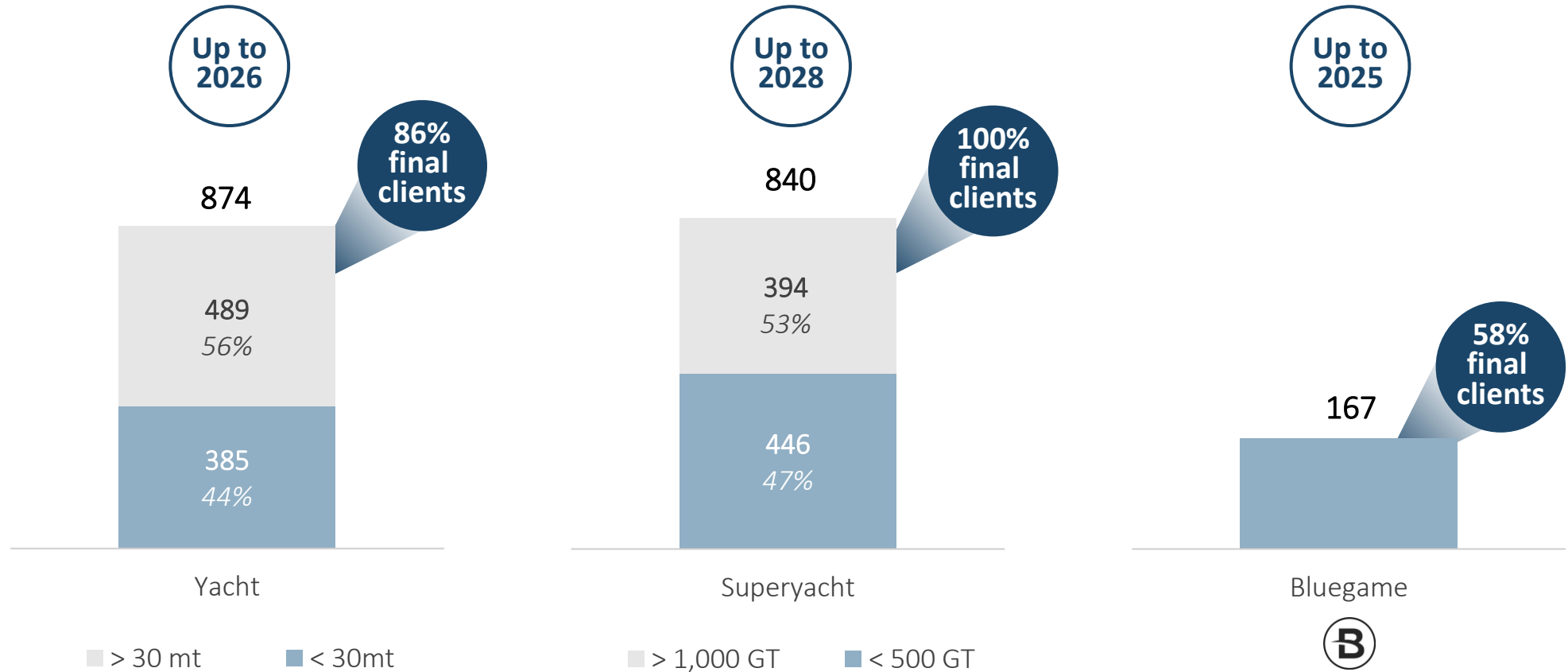
FY 2023 PRELIMINARY RESULTS – BACKLOG BREAKDOWN

# Backlog broadly backed by final clients

90% sold to final clients, with sold deliveries up to 2028

Backlog by division /  
(€m)

Timing of  
scheduled  
deliveries



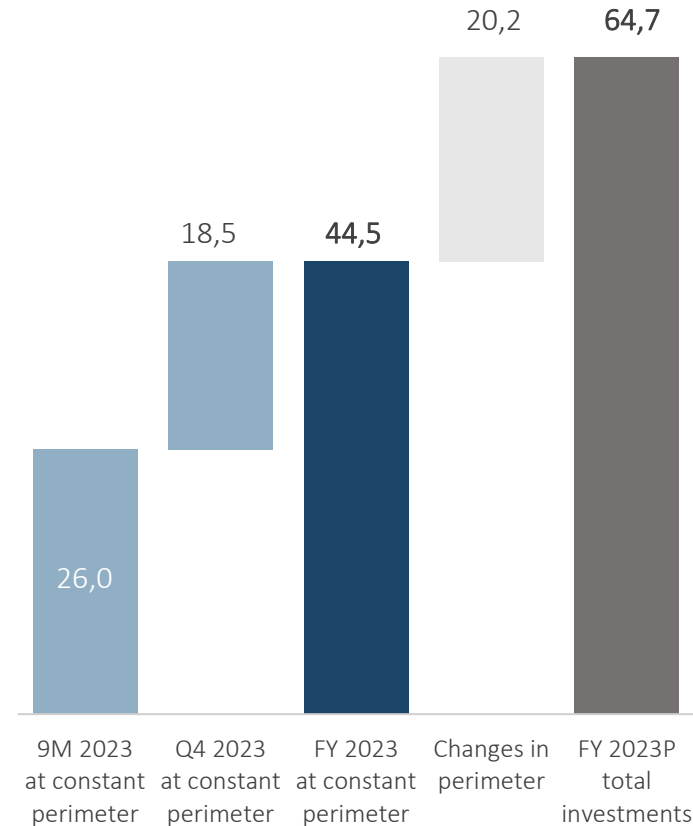
FY 2023 PRELIMINARY RESULTS – INVESTMENTS

# Capex mostly expansionary, incidence decreasing over time

Organic Net Capex at ca. €45m, incidence on Net Revenues New Yachts decreasing to 5.3% (-145bps YoY)

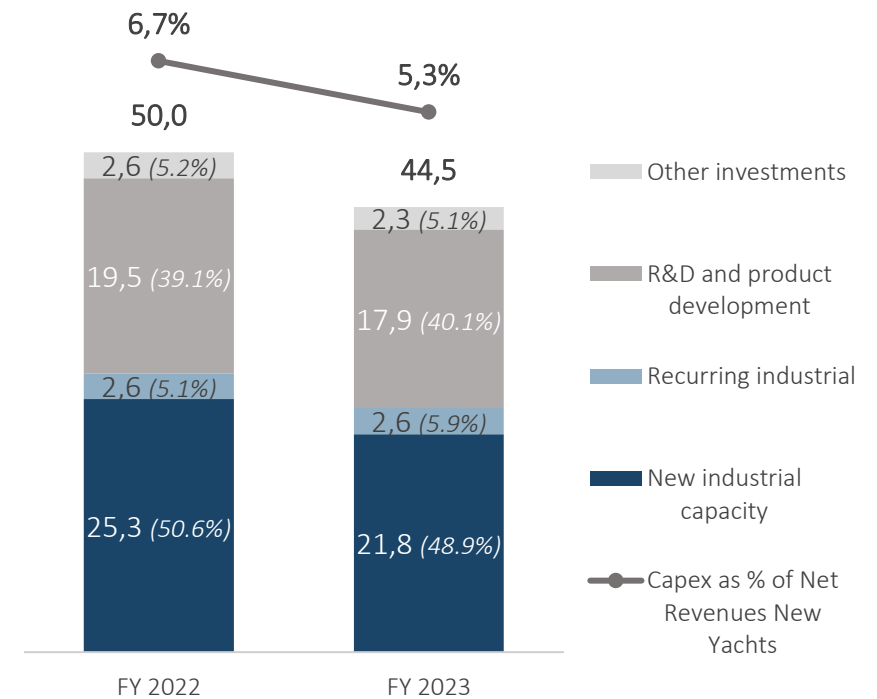
- Overall **net investments at €64.7m**, of which **€44.5m Organic Capex** and **€20.2m** impact from **acquisitions** (ca. €17m Duerre, ca. €3m Sea Energy consolidation)
- **Ca. 90%** of Organic Capex are **expansionary**:
  - Ca. €22m for new **industrial capacity**
  - Ca. €18m for new **product development**
- **Recurring Capex** at €2.6m, **0.3%** of Net Revenues New Yachts
- **Other investments** at €2.3m, related to opening of **Monaco sales office**

FY 2023P Capex evolution / (€m)



Organic Capex YoY comparison /

(bar: €m and % of the total; line: % on Net Revenues New Yachts)





FY 2023 PRELIMINARY RESULTS – WORKING CAPITAL AND NET CASH POSITION

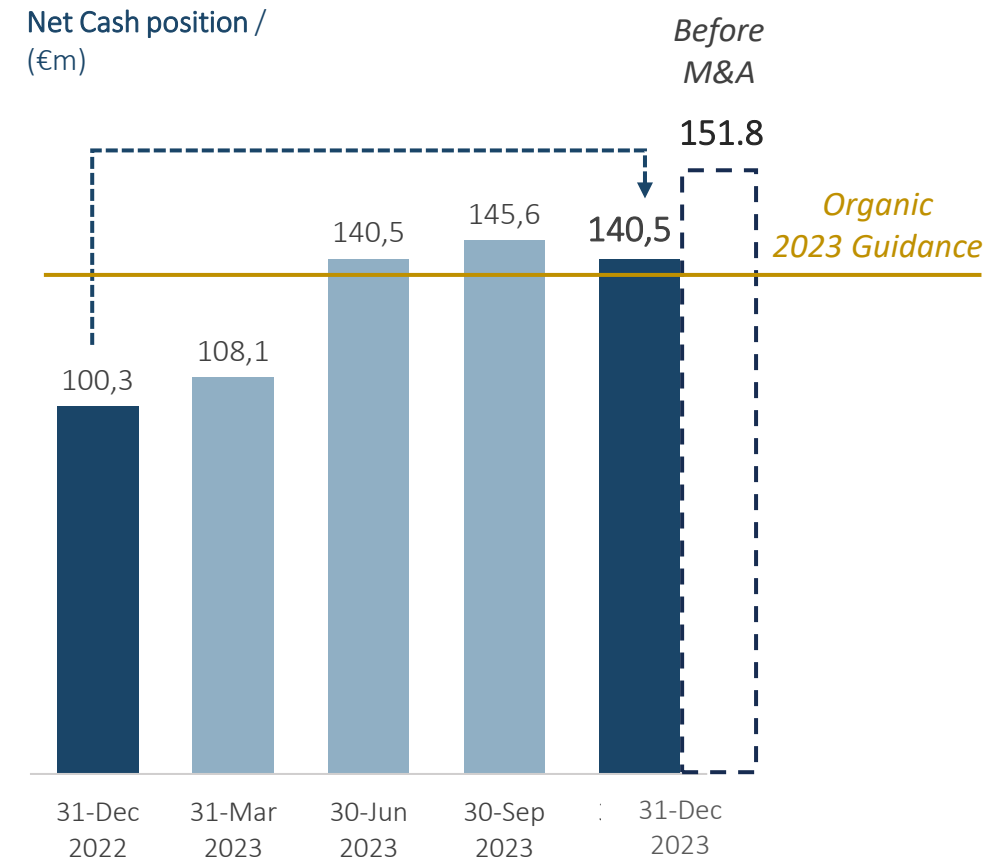
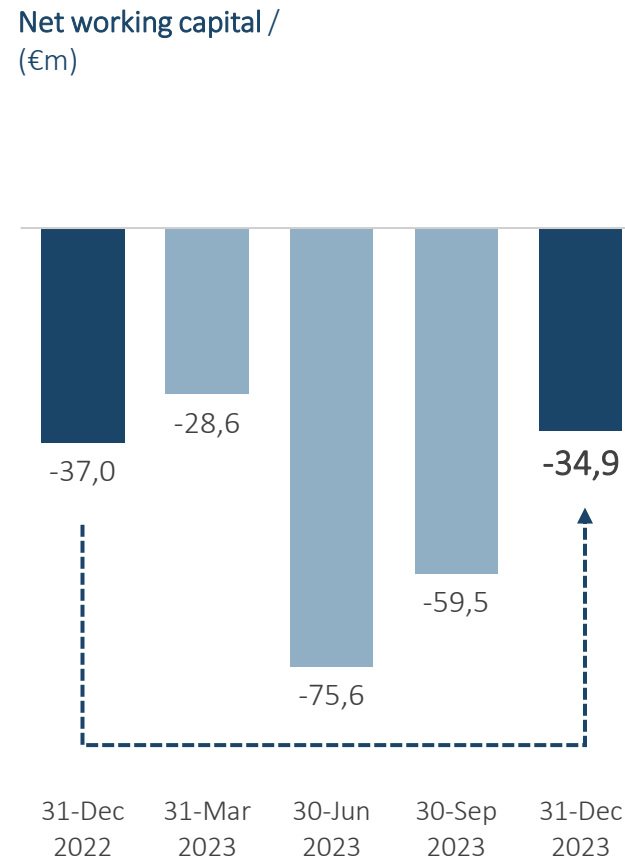
# Steady Net Cash increase in FY 2023, with €11.3m M&A impact

Steady cash generation reflecting high margins, on-time deliveries and favourable Working Capital dynamics, confirming the soundness of our business model

- Net Working Capital (“NWC”) persistently negative, year-end NWC stable in the area of -5% of revenues:

- Backlog and order intake mostly backed by final clients (90%), thus more favourable milestone cash-in profile

- €140.5m Net Cash, after €22.9m dividend payment and €3.3m of stock buyback, €44.5m Organic Capex and €11.3m M&A consolidation effect for Duerre and Sea Energy



# Growth Strategy

## ORGANIC

### CORE BUSINESS

Net Revenues New Yachts



- ~2/3 price-mix effect
- ~1/3 volume growth  
new lines and models

### SERVICES



- CHARTER ↑ margin ~ capital
- REFIT ↑↑ margin ↑ capital

Synergic Commercial boost



## M&A OPPORTUNITIES

### SATELLITE BRANDS

Consistent positioning, sharing SL core values



- Technologic synergies
- Product development synergies
- Commercial synergies

*Not in overlap*

*e.g. Sailing and Hydrogen / methanol*



### VALUE CHAIN



- Margin internalisation
- Securing scarce skills
- Market positioning control

DIRECT DISTRIBUTION IN KEY MARKETS

# Closing of Simpson Marine expected by end of February



## Simpson Marine sells first Sanlorenzo via China tax-free zone

> **Subscriber-only**, By **Nick Hopkinson** | January 26, 2022

**Hainan continues to attract yacht buyers**

### TRANSACTION DETAILS

- Expected timing of closing: **February 2024**
- Equity consideration:
  - US\$/10m initial price consideration
  - Up to US\$/7m earn-out, based on FY 2023 Net Income



## Nautor Swan – Due Diligence started and ongoing



SOLID BUSINESS PILLARS

# Business model translating into a superior risk-return profile



BEST-IN-CLASS  
EBITDA MARGIN

18.7%<sup>1</sup>

CYCLE-INSULATED  
BUSINESS MODEL

BACKLOG QUALITY

90%  
FINAL CLIENTS<sup>2</sup>

UHNWI CLIENTS

4.5 YEARS  
RECURRENCE<sup>3</sup>

LEADERSHIP  
IN LARGEST  
30-50MT AND  
EUROPEAN  
MARKETS



Notes: 1) based on FY 2023P; 2) as of 31.12.2023; 3) Average based on the contracts signed with repeat clients from 2013 to H1 2023



APPENDIX

# Guidance 2023 met – confidence on 2025 organic growth targets

€m Margin as % of Net Revenues New Yachts	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Preliminary	2025 <sup>5</sup> Outlook
Net Revenues New Yachts <sup>1</sup> YOY GROWTH %	455.9	457.7 +0.4%	585.9 +28.0%	740.7 +26.4%	840.2 +13.4%	HIGH SINGLE-DIGIT Revenue CAGR '23-'25
EBITDA <sup>2</sup> YOY GROWTH %	66.0	70.6 +7.0%	95.5 +35.3%	130.2 +36.3%	157.5 +21.5%	
EBITDA Margin <sup>2</sup> YOY GROWTH %	14.5%	15.4% +0.9%	16.3% +0.9%	17.6% +1.3%	18.7% +1.1%	≥19.5%
Group Net Profit YOY GROWTH %	27.0	34.5 +27.7%	51.0 +47.8%	74.2 +45.5%	N.A.	
Capex <sup>3</sup> INCIDENCE ON NRNY %	51.4 11.3%	30.8 6.7%	49.2 8.4%	50.0 6.8%	44.5 5.3%	95-105 Cumulated '24-'25
Net Cash Position <sup>4</sup> CASH GENERATION	(9.1)	3.8 +12.9	39.0 +35.2	100.3 +61.3	140.5 +40.2	185-205 100+ cash generation

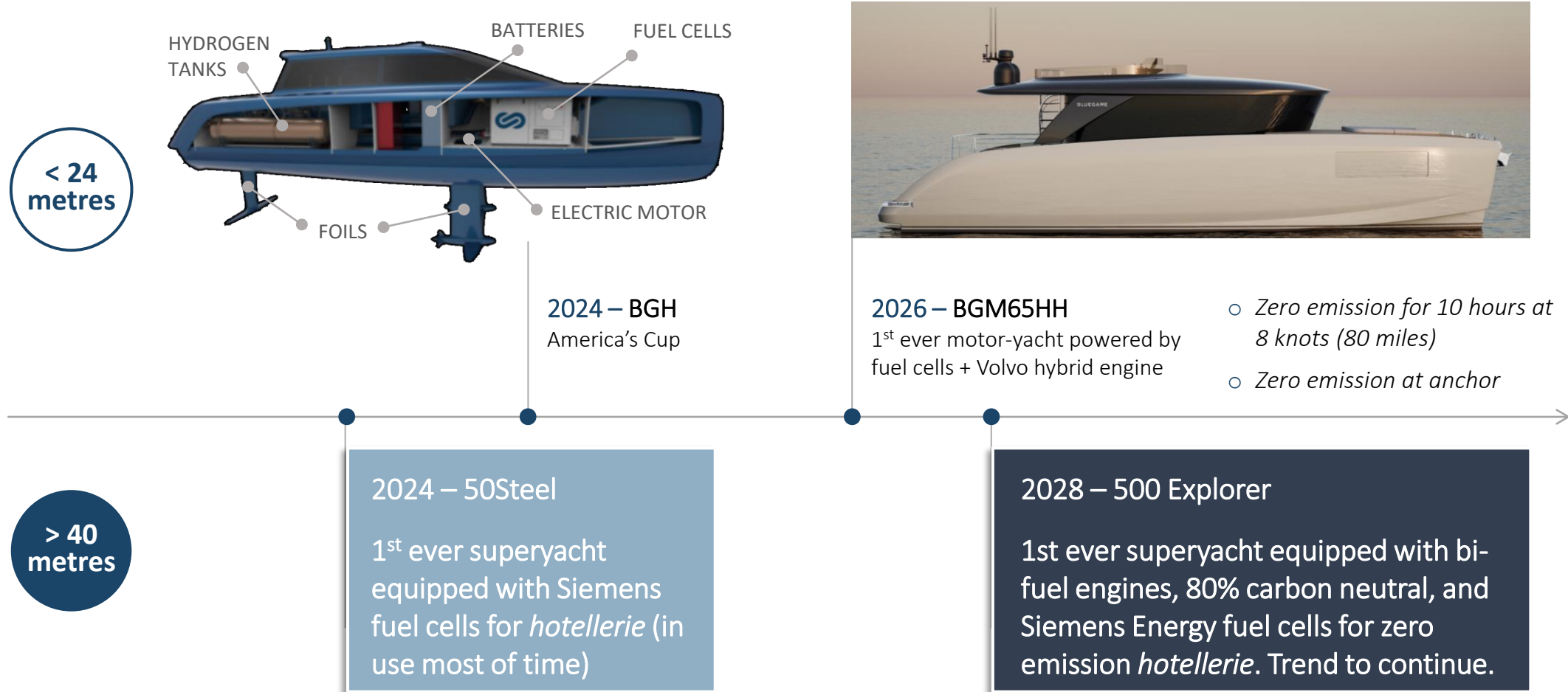
} Guidance based on organic Capex, excluding M&A opportunities

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 differed 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 Equinoxe 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.

SUSTAINABILITY AT THE HEART OF THE R&D STRATEGY

# 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





# Sanlorenzo Charter Fleet (SLCF)

Asset-light service whose development leverages an already existing international presence

## Benefits for charterers

- Possibility to try the **Sanlorenzo experience worldwide**, with the expansion of SLCF in Americas and APAC
- Guaranteeing a **yacht and crew of the highest standard**
- Trusting the holiday to **Sanlorenzo Group**
- Legal, administrative and management **consultancy**

## Benefits for owners

- Income when the yacht is not used by the Owner
- **Marketing of the yacht** on the world's charter market
- **Replacement vessel** in the event of last-minute unavailability
- **Tailor-made insurance and warranty package**

*New direct presence in Cote d'Azur, Monaco and APAC allowing an enlarged market offering with no need for intermediaries*



SERVICES DEVELOPMENT AS UPSIDE OPPORTUNITY TO BUSINESS OUTLOOK

# 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

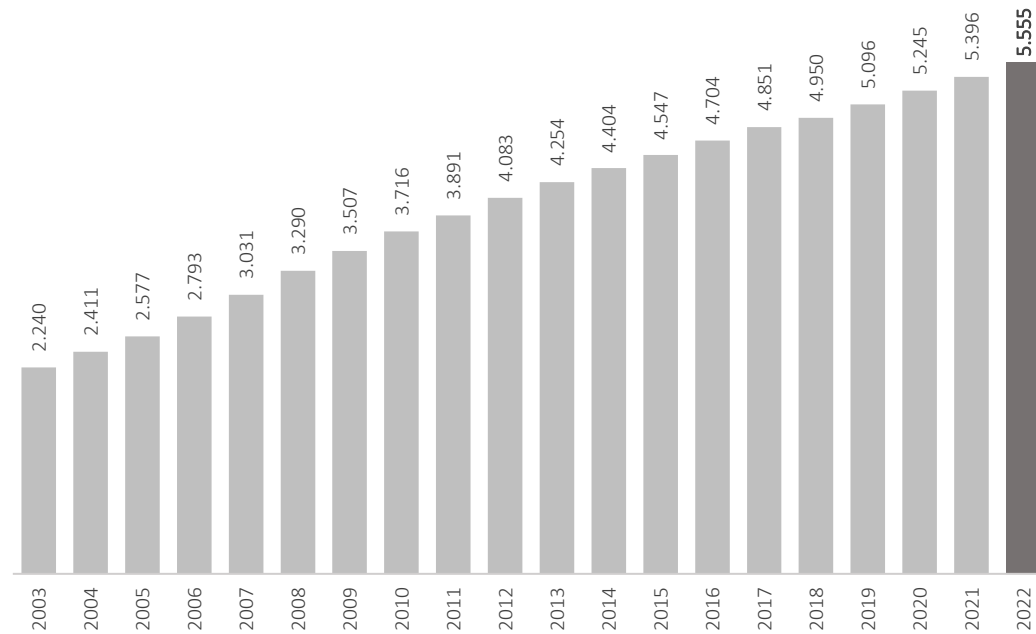
Global yacht fleet 30mt+

2017-2021  
CAGR



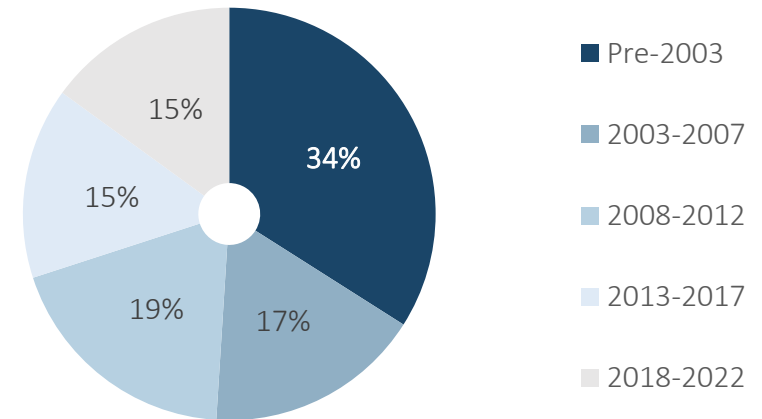
### A growing market

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



### Global Motor Yachts Fleet

Breakdown by age



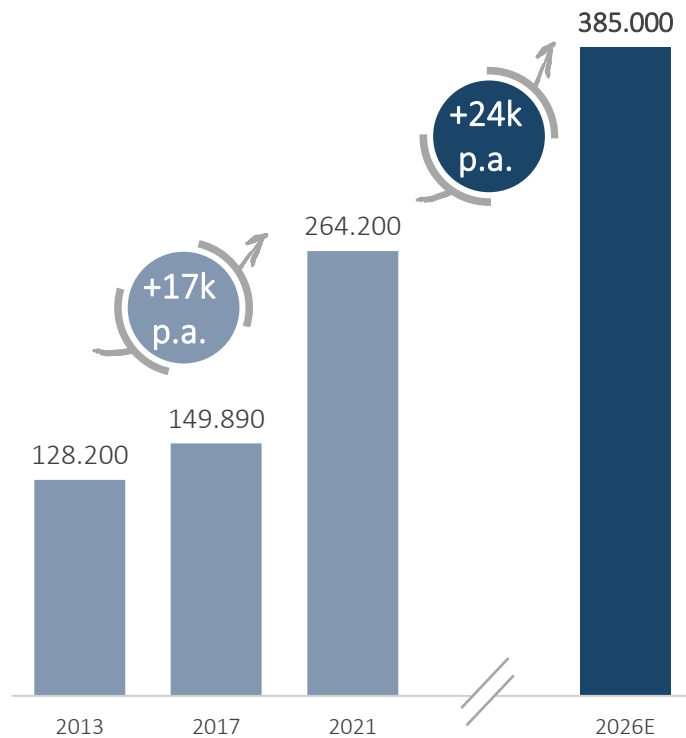
## SUPPORTIVE SUPPLY-DEMAND MARKET SEGMENT DYNAMICS

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

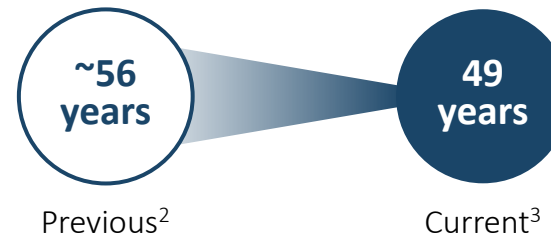
Steady increase in UHNWIs, geographic opportunities and new structural trends such as “Work-from-Yacht”, underpin yachting market long-term growth

## # 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



## New customer types

- New technologies for **connectivity**, significantly **extending time on board**, attracting new UHNWIs
- 2021-22 **charters' boom** saw many clients approach yachting for the first time

## ON TOP OF

### “Sanlorenzo Club of connoisseurs”

**4.5 years**

Frequency with which a Sanlorenzo repeat client changes yacht<sup>4</sup>

**+76.4%**

Average value increase of latest purchase vs the previous one<sup>4</sup>

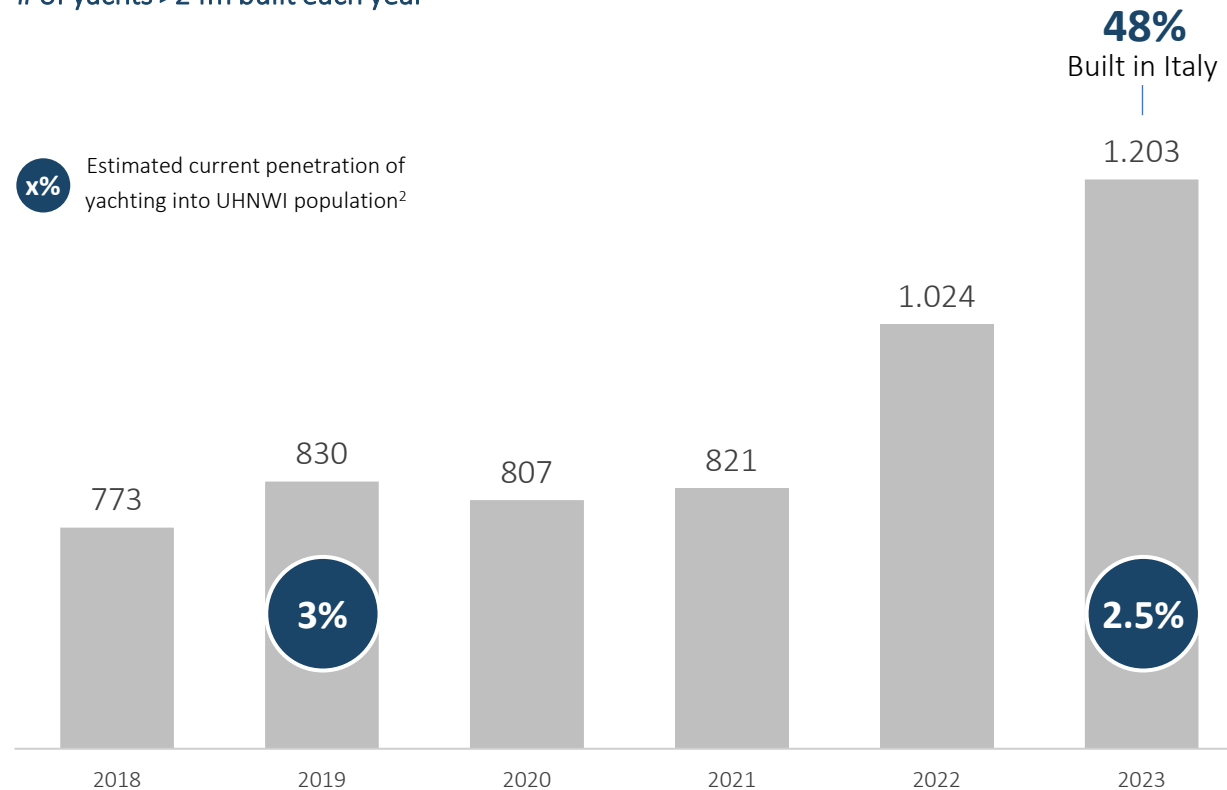
1. Source: The state of the art of the global yachting market – Deloitte and Confindustria Nautica, April 2023; Deloitte Boating Market Monitor, May 2019.  
 2. Based on the contracts for the sale of superyachts signed between 2016 and 2020.  
 3. Based on the contracts for the sale of superyachts signed in 2021 and 2022.  
 4. Based on contracts with repeat clients in the 2013-2023 timespan

## SUPPORTIVE SUPPLY-DEMAND MARKET SEGMENT DYNAMICS

# Supply growth has been significant but overall constrained

Robust supply growth has still not matched the growth rate of the addressable customer base

# of yachts >24m built each year<sup>1</sup>







- Largely untapped client base, penetration rate below 3%
- Overall scarcity effect in the >24mt industry segment

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.

SECURING THE EXECUTION OF THE INDUSTRIAL STRATEGY

# Equity investments in strategic supply chain players

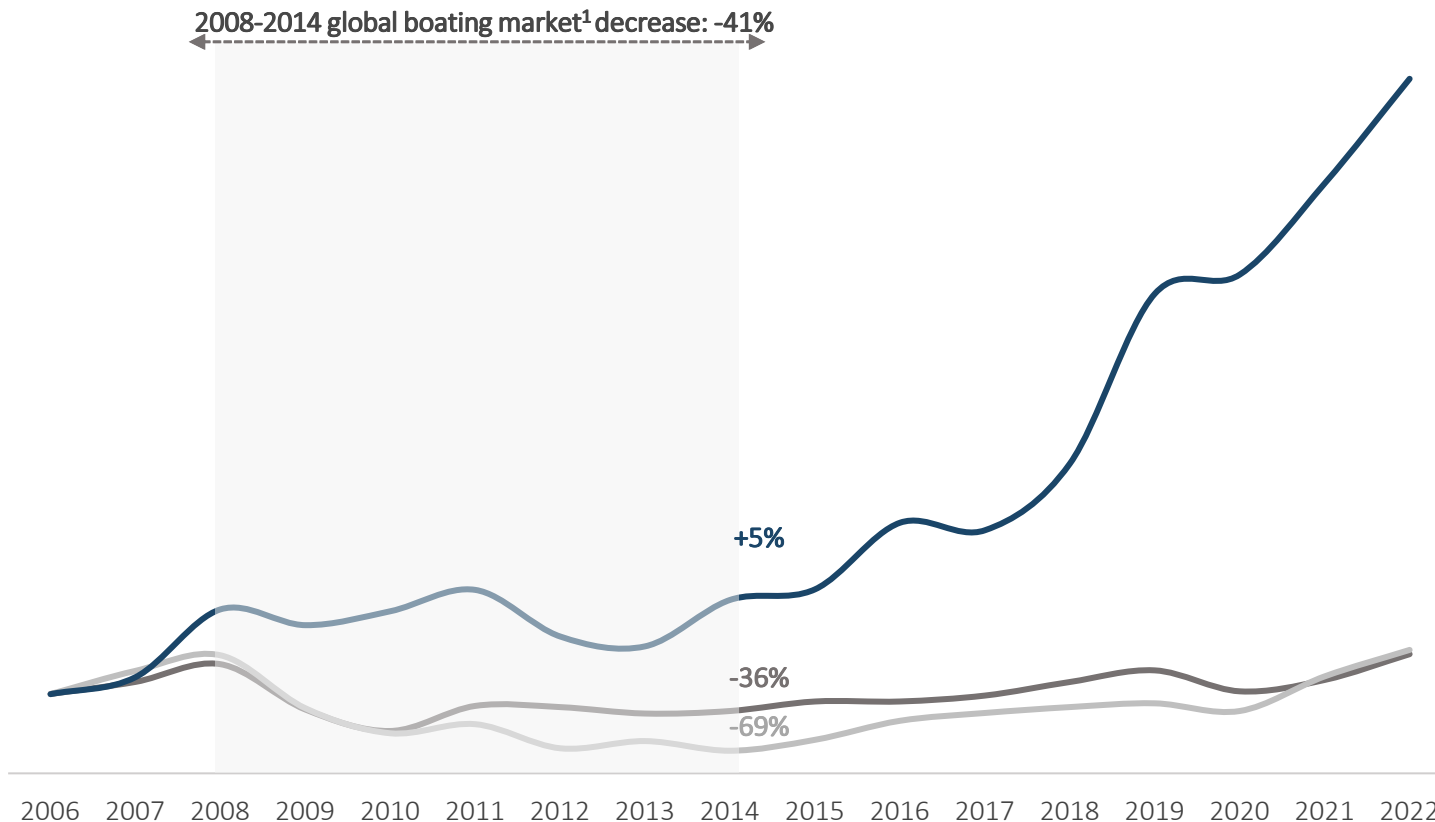
Disciplined investments in vertical integration of key manufacturing processes through partnerships and minority equity stakes in strategic suppliers

	 <b>I.C. YACHT</b>	 <b>SA.LA.</b>	 <b>DUERRE</b>	 <b>SEA ENERGY</b> <small>YACHT ELECTRICAL SYSTEMS</small>	<b>ARBATAX</b>
<i>Activity</i>	Bluegame production	Metal carpentry	Furnishings	Electrical system	Composite parts
<i>Stake</i>	60%	48%	66%	65%	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

# Undisputed winner through the cycle in luxury yachting

Value of Production (rebased to 100)



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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