



FERRETTIGROUP

Leading the Luxury Yachting Worldwide



WALLY


FERRETTIYACHTS

PERSHING

Itama

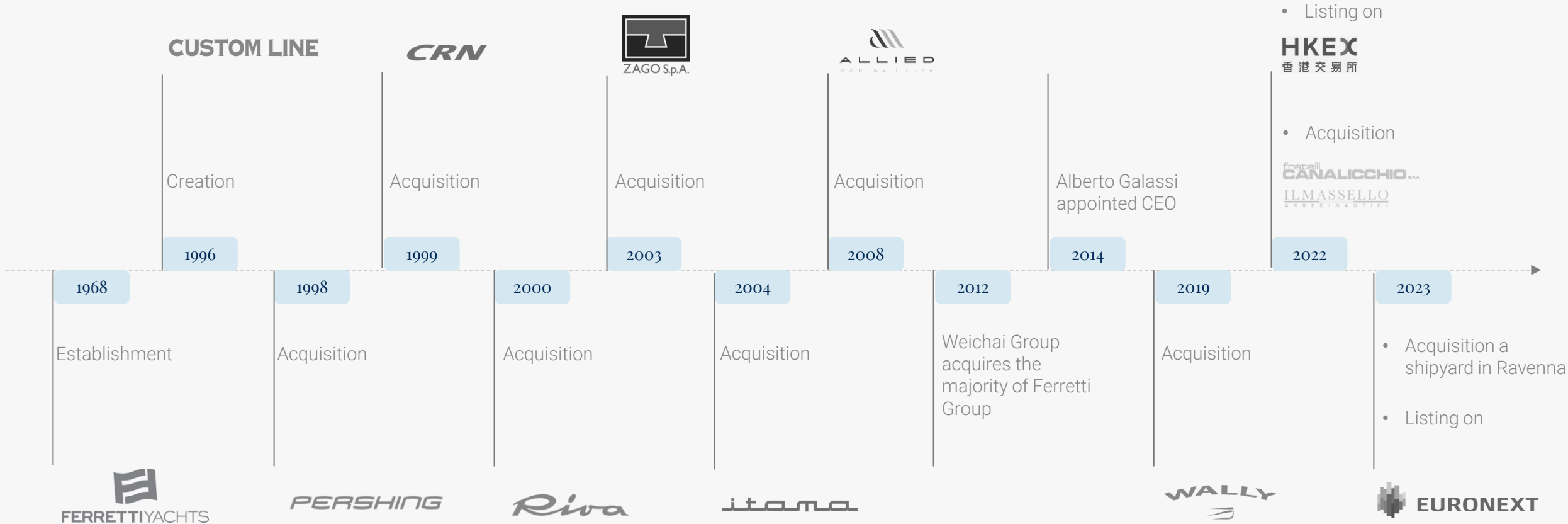
Riva

CRN

CUSTOM LINE

Introduction to Ferretti Group

UNIQUE ITALIAN SUCCESS STORY OF ICONIC BRANDS



FERRETTI GROUP KEY FACTS

#1 GLOBAL PLAYER
with 16.5% MARKET SHARE¹

183
YEARS OF ITALIAN HERITAGE

7
ICONIC BRANDS

€1.4bn
ORDER BACKLOG
As of 30 June 2025

€1.2bn
FY24 REVENUE^{2,3}
+5.6% YoY

16.2%
ADJ. EBITDA MARGIN^{4,5}
As of 31 December 2024

Source: Company information; Company estimates based on information from Phil Draper & Associates Database, October 2024; 1. Based on Composite (>30ft) and Made-to-Measure yachts, excluding Super Yachts; 2. Revenue without Pre-Owned, net of commissions and other costs related to revenue; 3. As of December 31, 2024; 4. Adjusted EBITDA equals to EBITDA adding back non-recurring costs, including Special items (primarily Listing Expenses, Management Incentive Plan, Litigation and other), Foreign exchange gains / (losses) and Share of gain / (losses) of JVs; 5. Calculated as Adj. EBITDA/Revenue without Pre-Owned

LUXURY EXPERIENCE WITH SCALE BENEFITS



CENTRALIZED FUNCTIONS AT GROUP LEVEL TO LEVERAGE INDUSTRIAL EFFICIENCIES

HIGH-VALUE ADDED FUNCTIONS

R&D	PROCUREMENT	MANUFACTURING
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CORPORATE FUNCTIONS

HR	INVESTOR RELATIONS	FINANCE	LEGAL	IT
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DECENTRALIZED ACTIVITIES AT BRAND LEVEL TO NURTURE EACH BRAND'S DNA AND TARGET ALL CUSTOMER SEGMENTS



MARKETING
DESIGN
SALES

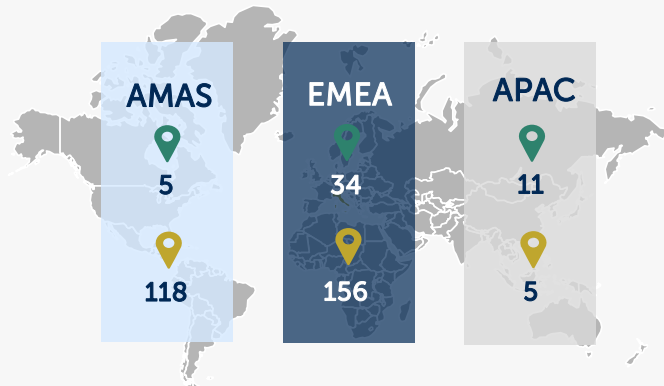
Business model designed to **promote brand distinctiveness** while **capturing synergies**

Source: Company information

FERRETTI GROUP BUSINESS MODEL

1 DIRECT SALES THROUGH GLOBAL DEALERS & BROKERS

55 Dealers (active in 71 countries) & 279 Brokers + direct Ferretti Group salesforce



3 LEADING ALL SEGMENTS, EXPANDING MARGINALITY

Increasing presence in the most profitable segments (above 80ft, 24m), effectively covering wider client needs



Composite
8 - 30 m



Made-to-measure
30 - 43 m



Super Yachts
Up to 95 m



 FERRETTIGROUP
BUSINESS MODEL

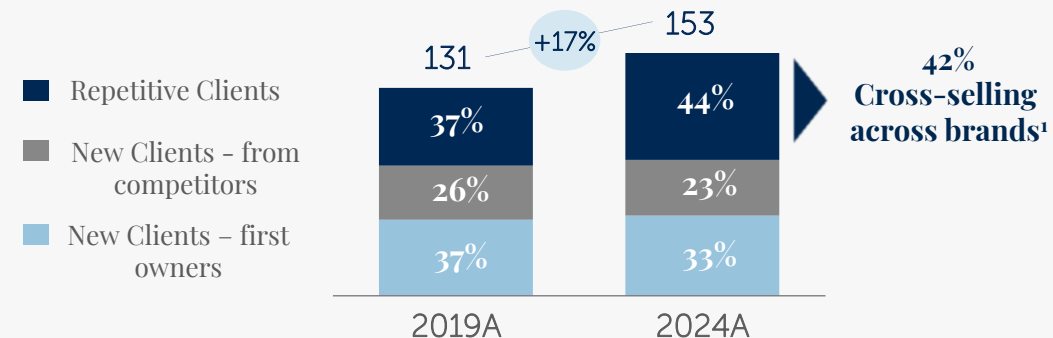
2 7 ICONIC & DISTINCT BRANDS, LEVERAGING SYNERGIES

Centralized Functions (R&D, Procurement, Manufacturing...) & Decentralize activities to nurture brand's DNA (Marketing, Design & Sales)



4 CATERING TO DIVERSE, LOYAL AND GROWING CLIENTELE

Number of clients purchasing one or more yachts:



1. Calculated as the number of repeating customers that purchased at least two different brands within the Ferretti Group over the sum of total repeating customers in the period 2019 to 2024



Iconic Portfolio of Complementary Luxury Brands

01

ICONIC PORTFOLIO OF LUXURY BRANDS

	<i>Riva</i>	<i>WALLY</i>	 FERRETTIYACHTS	CUSTOM LINE	CRN	<i>PERSHING</i>	<i>Itama</i>
IDENTITY	Nothing else 	20 years ahead 	Just like home 	Beyond the line 	Made by you with our own hands 	The dominant species 	The enhancement of freedom 
CATEGORY	  	 	 	 		  	
SIZE	8-70 m 27-230 ft	12-46 m 40-150 ft	15-30 m 50-100 ft	30-50 m 90-164 ft	Up to 90 m Up to 295 ft	15-52 m 50-170 ft	12-24 m 40-79 ft
ESTABLISHED	1842	1994	1968	1996	1963	1985	1969

Source: Company information; 1. Represents Sailing Super Yachts for Wally

 Composite

 Made-to-Measure

 Super Yachts¹

SCARCITY VALUE DRIVING PREMIUM PRICING

2022 RIVA ANNIVERSARIO

To celebrate:
180 YEARS SINCE FOUNDATION
60 YEARS OF AQUARAMA

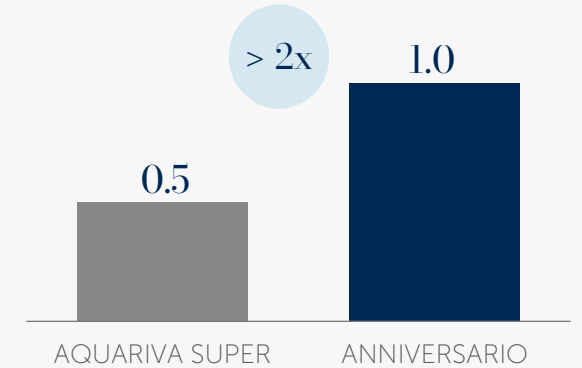


2025 RIVA CENTO

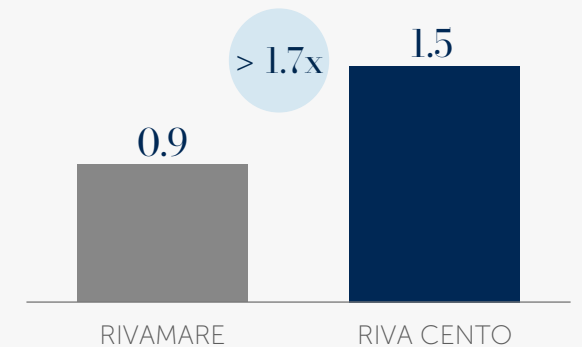
To celebrate:
100th UNITS RIVAMARE 38'



AQUARIVA VS. LIMITED EDITION
PRICE (€mIn) ¹



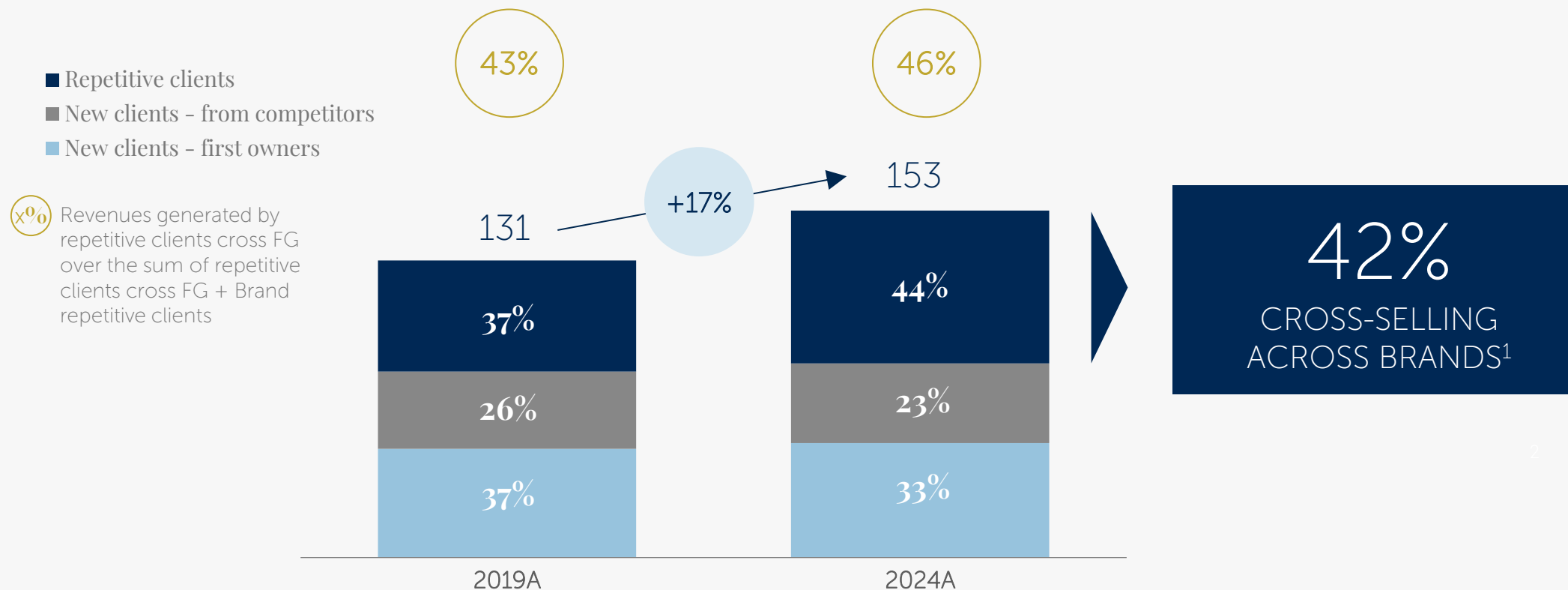
RIVAMARE VS. LIMITED EDITION
PRICE (€mIn) ²



Source: Company information; 1. Based on the comparison between Riva Aquariva Super and Riva Anniversario, both 32 ft long; 2. Based on the comparison between Rivamare and Riva Cento, both 38 ft long

CATERING TO A DIVERSE, LOYAL AND GROWING CUSTOMER BASE

NUMBER OF CLIENTS PURCHASING ONE OR MORE YACHTS IN THE REFERENCE YEARS



Source: Company information; 1) Calculated as the number of repeating customers that purchased at least two different brands within the Ferretti Group over the sum of total repeating customers (both cross FG and loyal to a Brand) in the period 2019 to 2024. Calculation refers to only known clients – Grand Total Revenue per each year referred to the sum of revenues generated by known customers

UNIQUE MULTIPLE CROSS-SELLING BENEFITS

SELECTED EXAMPLE OF A PASSIONATE YACHT COLLECTOR CUSTOMER JOURNEY

Composite

Made-to-Measure

Super Yachts



Custom Line 100'



Custom Line Navetta 42



Pershing GTX80

2011

Custom Line 106'



Ferretti Yachts 920



Pershing 7X



2023



from Quiet- Luxury with **CUSTOM LINE** and **FERRETTI YACHTS**
to Speed & Performance with **PERSHING**



Source: Company information



PERSHING

Itama

Riva

CRN

CUSTOM LINE

LOYALTY TO A SINGLE BRAND: THE POWER OF CUSTOMERS' FIDELIZATION

2) CUSTOMER JOURNEY OF A PASSIONATE RIVA YACHT COLLECTOR...

 Composite

 Made-to-Measure

 Super Yachts



Rivarama 



66' Ribelle 



56' Rivale 



Riva Anniversario 

2004

Aquariva Super 



Rivamare 



110' Dolcevitā 



2024

Riva

from the Iconic **RIVAVARAMA** to larger models like **RIBELLE 66'**, **RIVALE 56'** and **DOLCEVITA 110'**,
till the **Limited-Edition RIVA ANNIVERSARIO**

Riva

Source: Company information

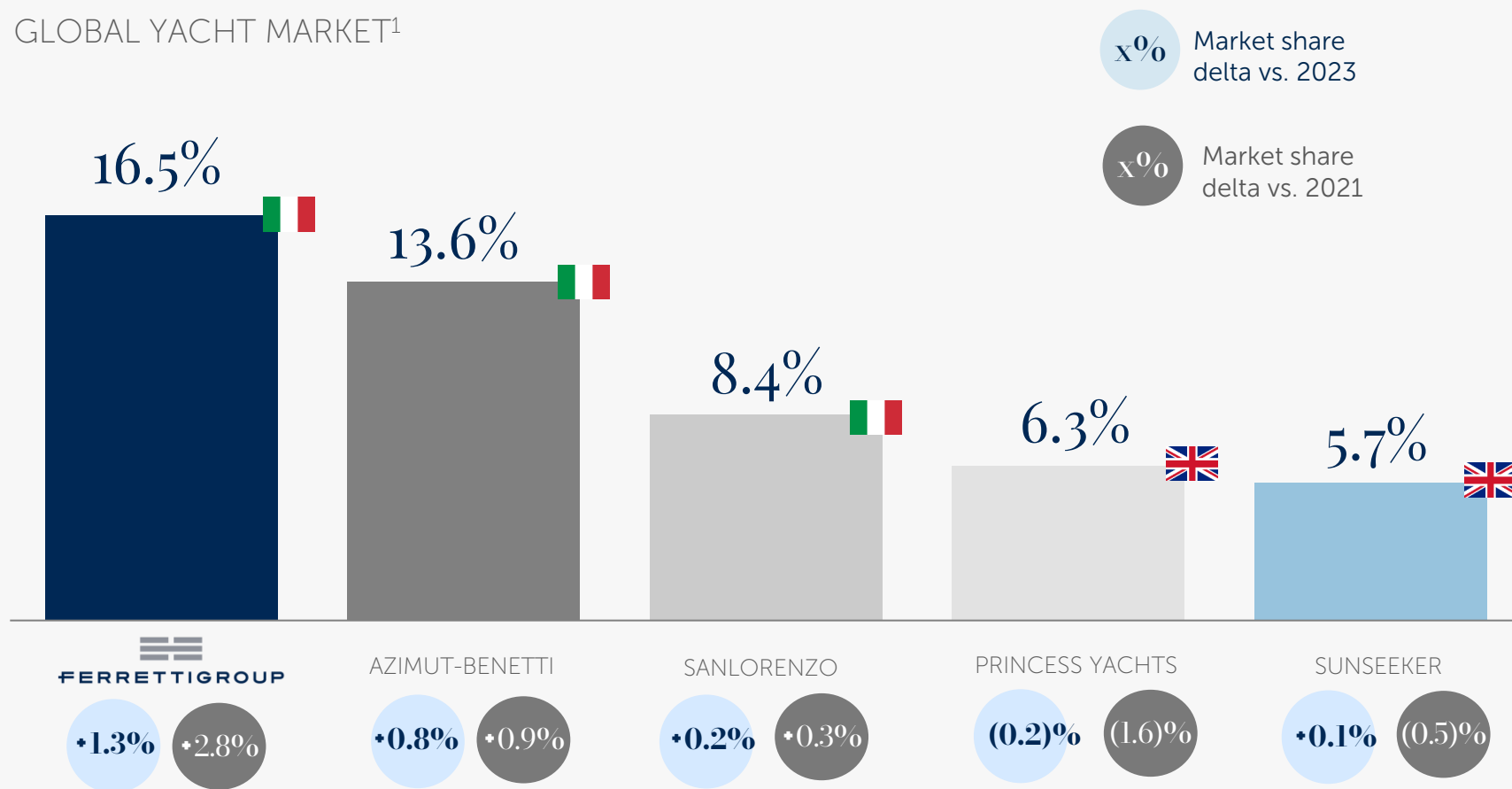


Structurally Growing Luxury Yachting Market

02

FERRETTI GROUP IS THE **MARKET LEADER** IN COMPOSITE AND MADE TO MEASURE

GLOBAL YACHT MARKET¹



Ferretti Group's growth in '24 vs. '23 (+5.6%) outpaced the overall yachting market (+4.4%) in term of Revenue:

- FG growth: +5.6% (€1,173mln in '24 vs 1,111mln in '23)
- Market growth: +4.4% (€7,215mln in '24 vs €6,911mln in '23)

#1 in most profitable segments:

- 25% market share in Large Composite²
- 24.7% Market Share in Made-to-Measure³

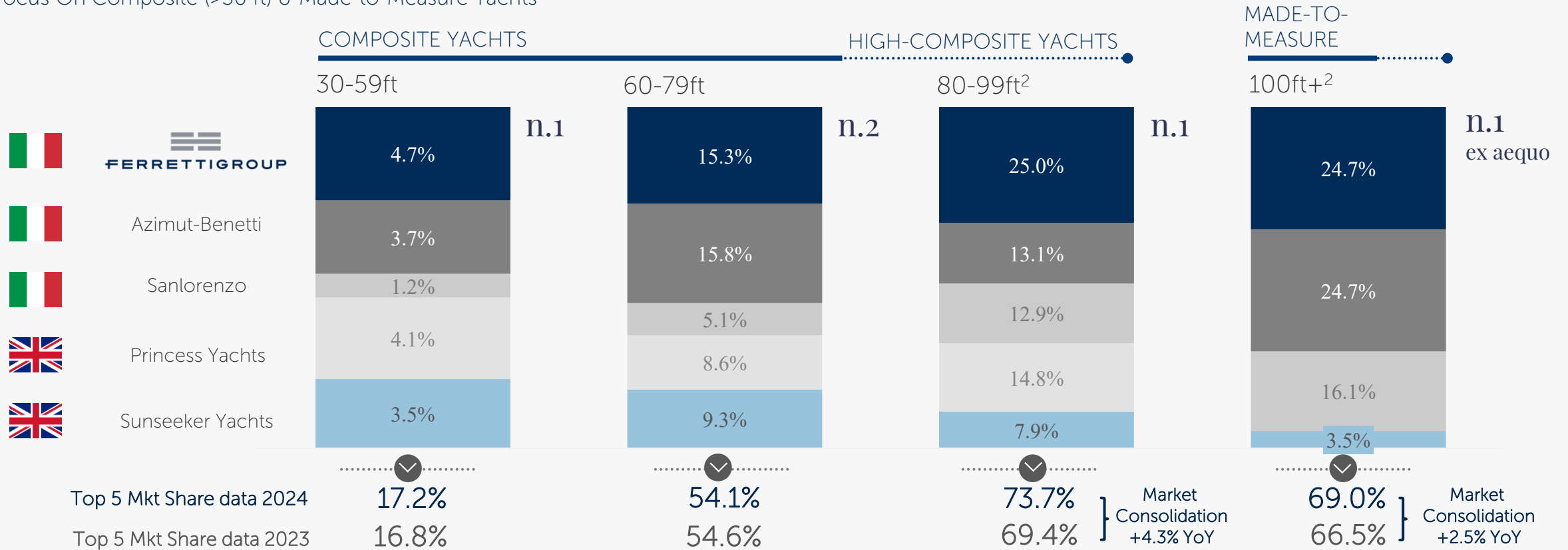
Source: Phil Draper & Associates Database (October 2024); 1) Classification based on Value of Production by Phil Draper Associates, as of October 2024 for Composite (>30 ft) & Made-to-Measure yachts; 2) Large Composite refers to 80-99 ft yachts; 3) Made-to-Measure refers to 100ft+ yachts (not including Super Yachts); Note: Market refers to inboard Composite & Made-To-Measure Yachts, excluding Super Yachts; numbers might not sum-up due to rounding

MARKET LEADER WITH A STRONG FOCUS ON THE MOST PROFITABLE SEGMENTS

2024A GLOBAL INBOARD MARKET BY PLAYER, VOP¹ %

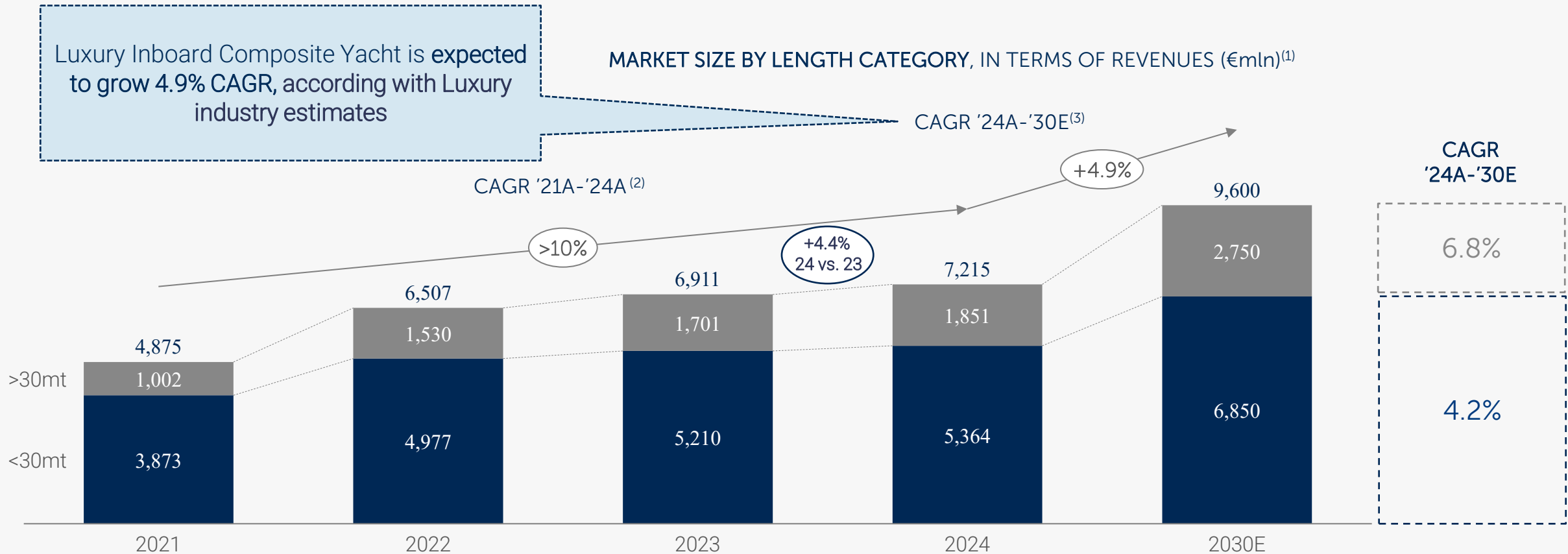
Focus On Composite (>30 ft) & Made-to-Measure Yachts

Not Including Super Yachts



1) Classification based on Value of Production declared to PDA; 2) Two segments with higher unit price & profitability, which have been progressively integrated from a previous very fragmented landscape; Note: Market refers to inboard Composite & Made-to-measure Yachts excluding Super Yachts; numbers might not sum-up due to rounding; Source: Phil Draper & Associates Database (October 2024)

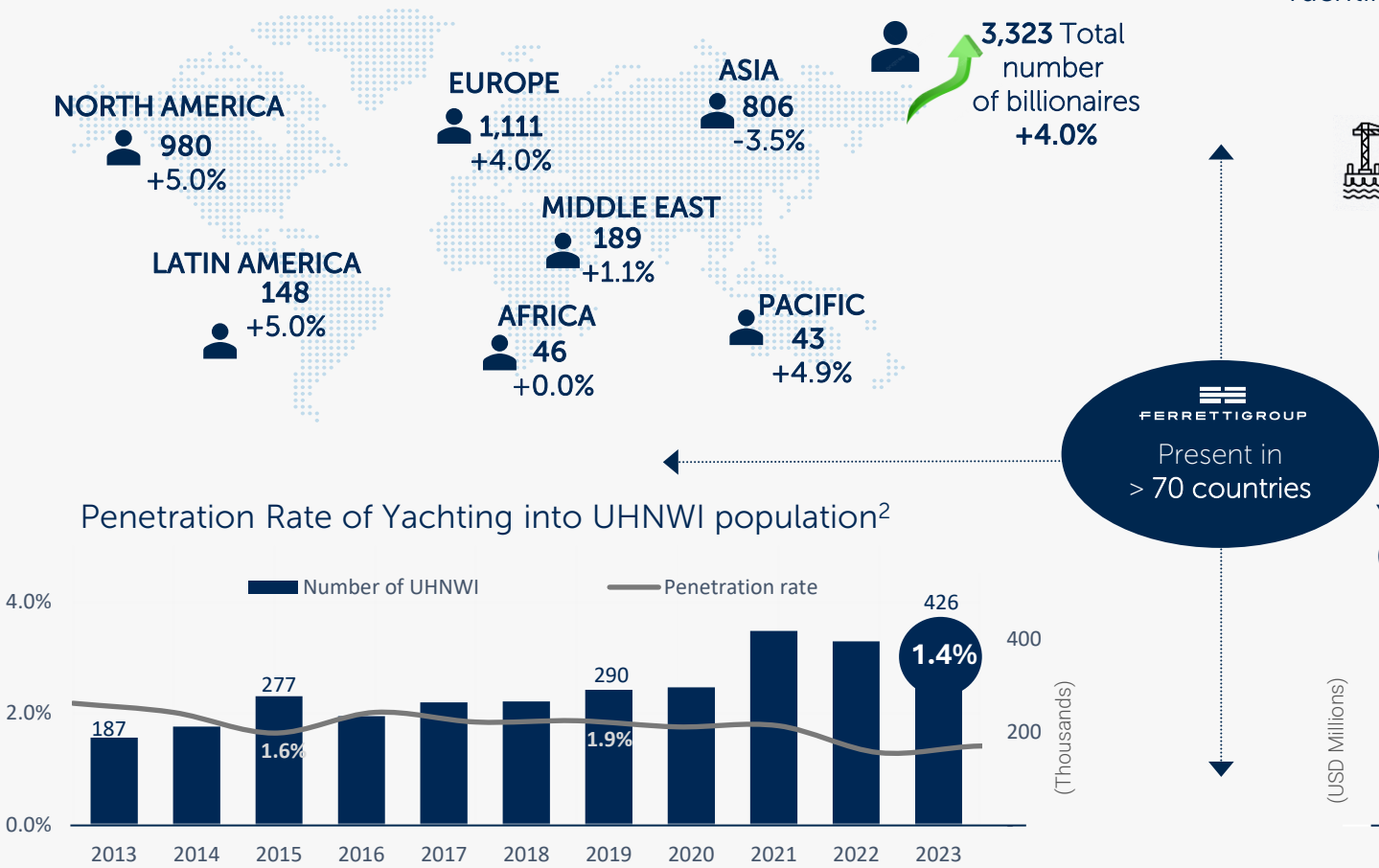
MARKET GROWTH EXPECTED TO ACCELERATE with positive CAGR '24-'30E (+4-7%) driven by 30mt+ Category



Source and Notes: Phil Draper & Associates Database (October 2024); 1) Classification based on Value of Production by Phil Draper Associates, as of October 2024 for Composite (>30 ft) & Made-to-Measure yachts; Note: Market refers to inboard Composite & Made-To-Measure Yachts, excluding alloy Super Yachts; numbers might not sum-up due to rounding. 2) CAGR 21-24: Phil Draper & Associates Database (October 2024) and internal elaboration 3) CAGR 24-30E: Yacht market estimation based on Global luxury market estimation by Bain – Altagamma research (fall 2024 – 23th edition) and internal elaboration

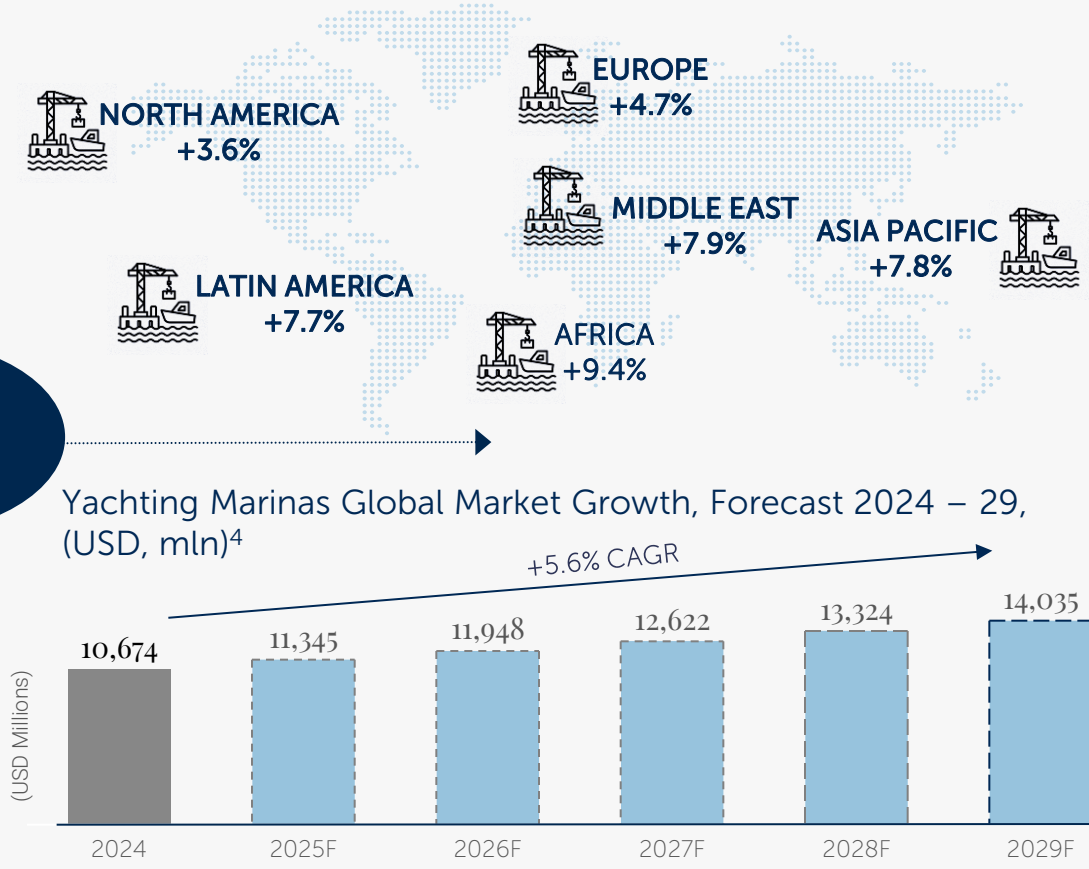
YACHTING INDUSTRY MACRODRIVERS

INCREASING NUMBER OF GLOBAL UHNWIs 2023vs2022¹



PLEASURE MARINA WORDLWIDE INFRASTRUCTURE DEVELOPMENTS

Yachting Marinas Market Growth, Forecast by region 2024-29, (CAGR %, \$mIn)³



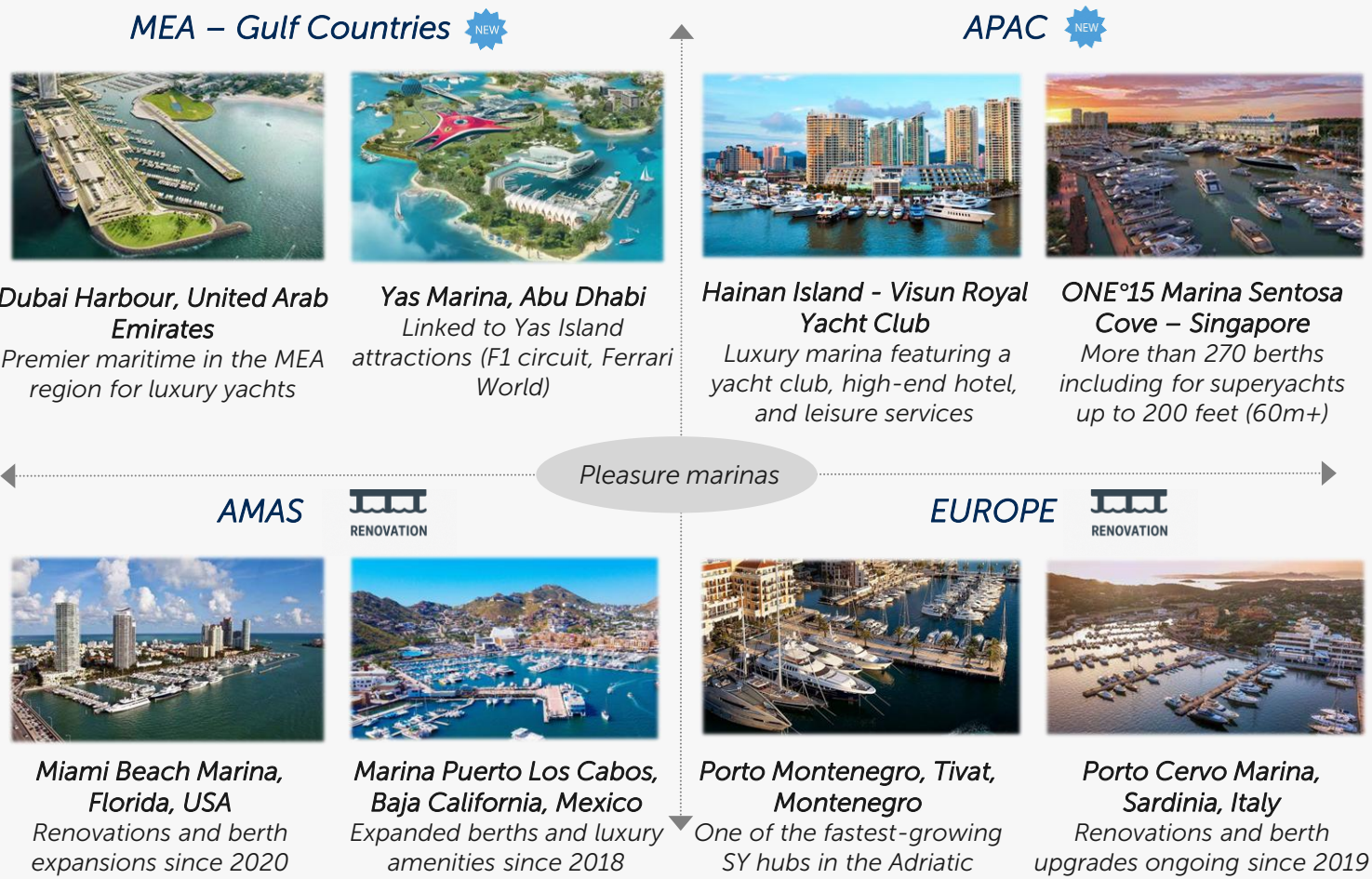
Source: 1.Altrata Billionaire Census 2024. 2. Wealth-X Databook 2013-2024; Superyacht times "The state of Yachting 2024"; 3 & 4. The Business Research Company, Pleasure Marinas Global Market Report 2025, based on National Statistics Offices

MARINAS' GROWTH POWERING YACHTING DEMAND

HIGHLIGHTS

- ✓ The global pleasure marinas market reached a value of nearly \$10.7bn in 2024, having grown at a compound annual growth rate (CAGR) of 3.3% since 2019
- ✓ The market is expected to grow from \$10.7bn million in 2024 to \$14.0 bn in 2029 at a rate (CAGR) of 5.6%
- ✓ MEA region lead in forecasted growth, driven by strong investment in yachting infrastructure and luxury tourism (supported by governments' projects such as the Saudi Arabia's marina expansion in the Red Sea under Vision 2030 plan)
- ✓ Composite berths (<30m) dominate in volume but Made-to-measure (30 - 43m) is growing faster across regions

NEW MARINAS EXPANSION ACROSS ALL REGIONS



Source: The Business Research Company, Pleasure Marinas Global Market Report 2025, based on National Statistics Offices



Geographical deep dive, Go-to-market and Customer Experience

03

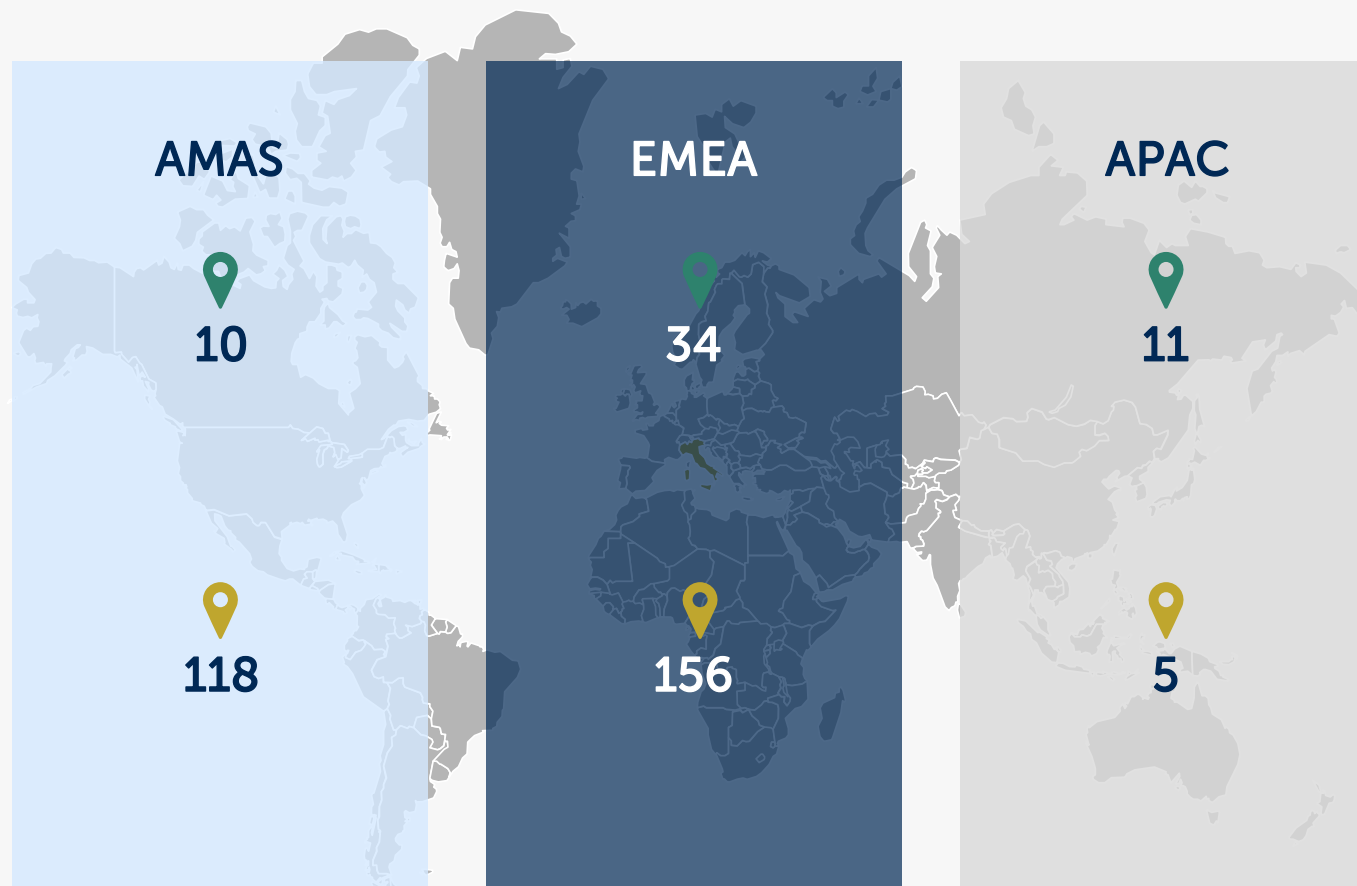
SALES TO CUSTOMERS THROUGH A GLOBAL NETWORK OF DEALERS AND BROKERS

<100 ft
Exclusive
dealers

55 Dealers
(active in 71
countries)

>100 ft
Brokers &
direct sales

279 Brokers
and direct
Ferretti Group
salesforce



DEALERS BROKERS

Source: Company information

THE FERRETTI CUSTOMER JOURNEY

0 DAY 1: BUYING THE YACHT



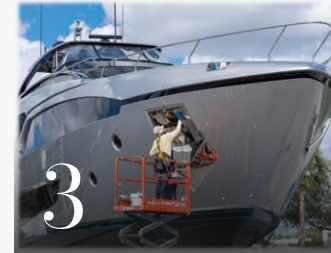
LIFESTYLE

- EXCLUSIVE EVENTS
- CHARITY EVENTS
- PARTNERSHIP/
SPONSORSHIP
- BOAT SHOWS



ADD-ON SERVICES

- CHARTERING SERVICES
- BROKERAGE
- CREW MANAGEMENT



AFTERSALE

- REFIT
- MAINTENANCE SERVICES



BRAND EXTENSION

- PRIVATE LOUNGES
- CLASSIC BOAT
RESTORATION
- COLLECTIBLES

Source: Company information; Note: In certain instances, Ferretti Group is also engaged in the trading of pre-owned yachts, offering trade-in opportunities to our customers as a complementary service and a lever to facilitate the sales of new yachts

Innovation and State-of-the-art Production Capabilities

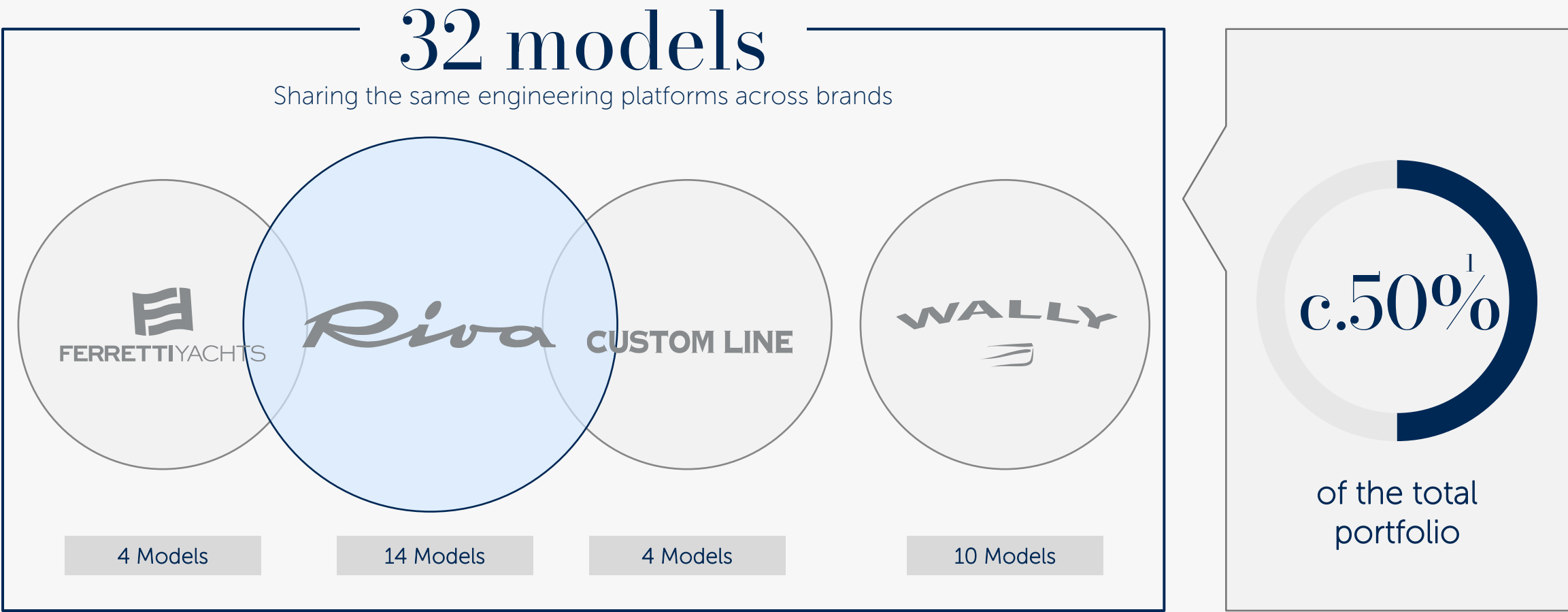
04

R&D: IMPRESSIVE TRACK-RECORD OF IMPROVEMENTS



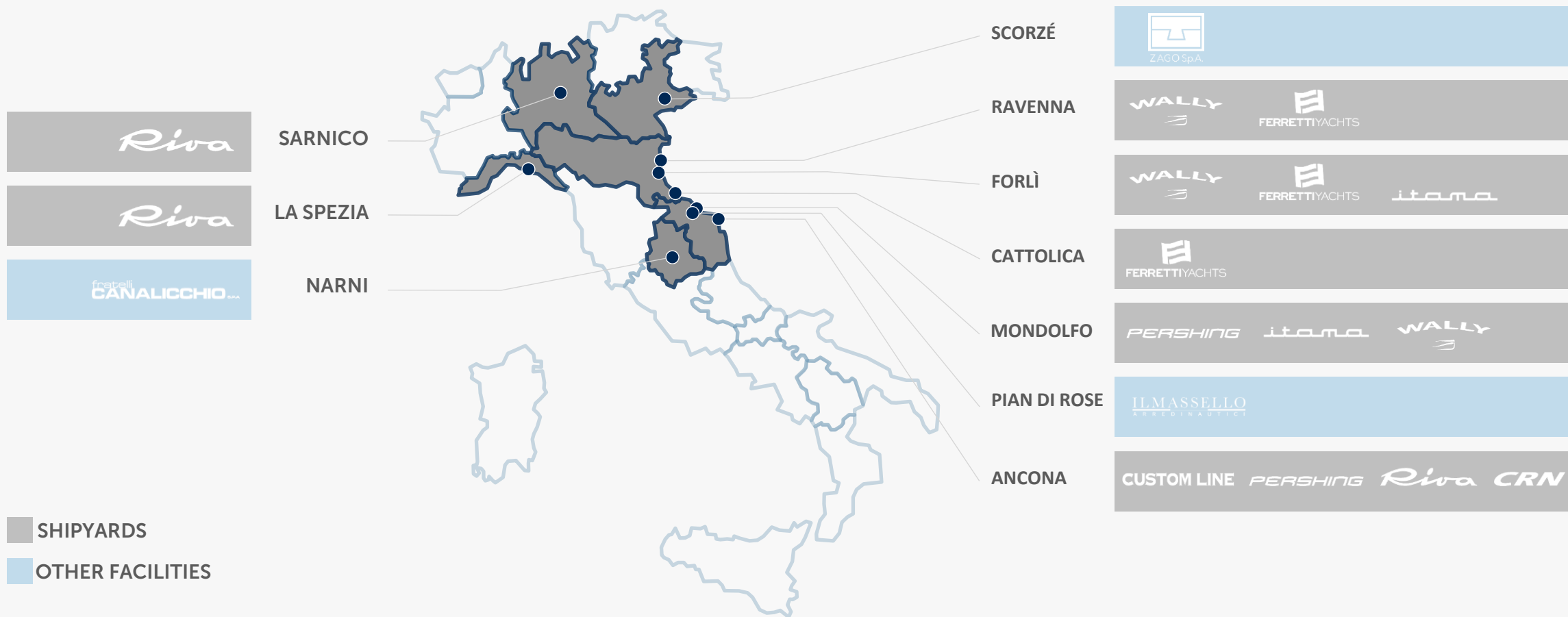
Source: Company Information. 1. As of September 2025; 2. The analysis considers Composite, Made-to-Measure, hull n.1 of Flagship Superyachts and Wally Sail models, current announced projects (5), excluding CRN; 3. Of which: 38 new launched model and 13 restyled ones

SHARED KNOW-HOW AND R&D ACROSS THE PORTFOLIO



Source: Company information; 1.. The analysis considers Composite, Made-to-Measure, hull n.1 of Flagship Superyachts and Wally Sail models, current announced projects (5), excluding CRN

PRODUCTION SITES



Source: Company information

Sustainability and “E-Luxury”

05

SUSTAINABILITY

ESG RATINGS – AWARDED COMMITMENT

AGENCY	SCORE	SCALE	BENCHMARK
MSCI 	BBB ²	Seven-band scale from AAA (industry leader) to CCC (industry laggard)	Industry Benchmark (Leisure Products)

1. A Company's ESG Risk Rating score is assigned to one of five ESG risk categories: negligible, low, medium, high, and severe. 2. MSCI ESG Ratings aim to measure a company's management of financially relevant ESG risks and opportunities identifying industry leaders and laggards according to their exposure to ESG risks and how well they manage them relative to peers. MSCI ESG Ratings range from leader (AAA, AA), average (A, BBB, BB) to laggard (B, CCC)

E PROPULSION SYSTEMS: QUIET, CLEAN AND SMART



INTERNAL R&D



STRATEGIC
COLLABORATIONS



Joint development of a
Hybrid propulsion systems



JV for the development of
Fuel-cell power system

SUCCESSFUL LAUNCH OF "GREEN" MODELS



Riva

El-Iseo: Full
Electric
powerboat



WALLY

Wallytender with
solar panel



WALLY

Customized
sailing yacht



FERRETTIYACHTS

INFYNITO



CUSTOM LINE

Navetta 38
mtu Hybrid
propulsionpack



FSD
FERRETTI SECURITY
DIVISION

N800 hybrid

ONE SIZE DOES
NOT FIT ALL

Tech solutions will be developed coherently with the size of the boat (i.e. electrification feasible only for lower footages, hybrid solution for bigger boats etc.) and brands

Source: Company Information and 2024 Non-Financial Statement

WALLY

FERRETTIYACHTS

PERSHING

Itama

Riva

CRN

CUSTOM LINE

E RIVA FULL ELECTRIC POWERBOAT

The **Riva El-Iseo** is the brand's **first full-electric powerboat** that launches the new **E-Luxury segment**.

An elegant 27-foot runabout, Riva El-Iseo inherits the sleek lines of the Iseo and combines them with a modern, full-electric core. The official version of this model is ready for sale since **January 2024**.

It has a **Parker GVM310 full-electric engine** from Parker Hannifin, delivering a cruising speed of 25 knots and a self-limited top speed of 40 knots.

El-Iseo has three cruising modes: **Adagio, Andante and Allegro**.

- **Adagio** is the ECO mode, designed to optimise cruising performance.
- **Andante** mode features cruising speed and acceleration comparable to a typical yacht of similar length with an internal combustion engine.
- **Allegro** is the sport mode, in which the engine is unlimited and El-Iseo can reach a top speed of 40 knots.



E NEW RANGE EXPANSION ANNOUNCEMENT: INFYNITO 80

THE SUSTAINABLE INFYNITO RANGE



Ferretti Yachts extends the brand's INFYNITO range with INFYNITO 80.

Making her debut at Boot Düsseldorf, INFYNITO 80 joins the brand's hugely successful INFYNITO 90 (6 units sold) featuring the iconic All-Season Terrace.

INFYNITO 80 features the Ferretti Group's F.S.E.A. technology (Ferretti Sustainable Enhanced Architecture), a package of environmentally friendly cruising solutions. They include an integrated system that stores the solar energy collected by the photovoltaic panels installed on the hard top in an Energy Bank.

As for **green materials**, they focus on natural and bamboo fabrics, regenerated leather and recyclable materials, ecological water-based paints and lamellar teak with FSC 5 certification that are used throughout the exteriors.



E NEW INTERNATIONAL CERTIFICATION FOR CRN

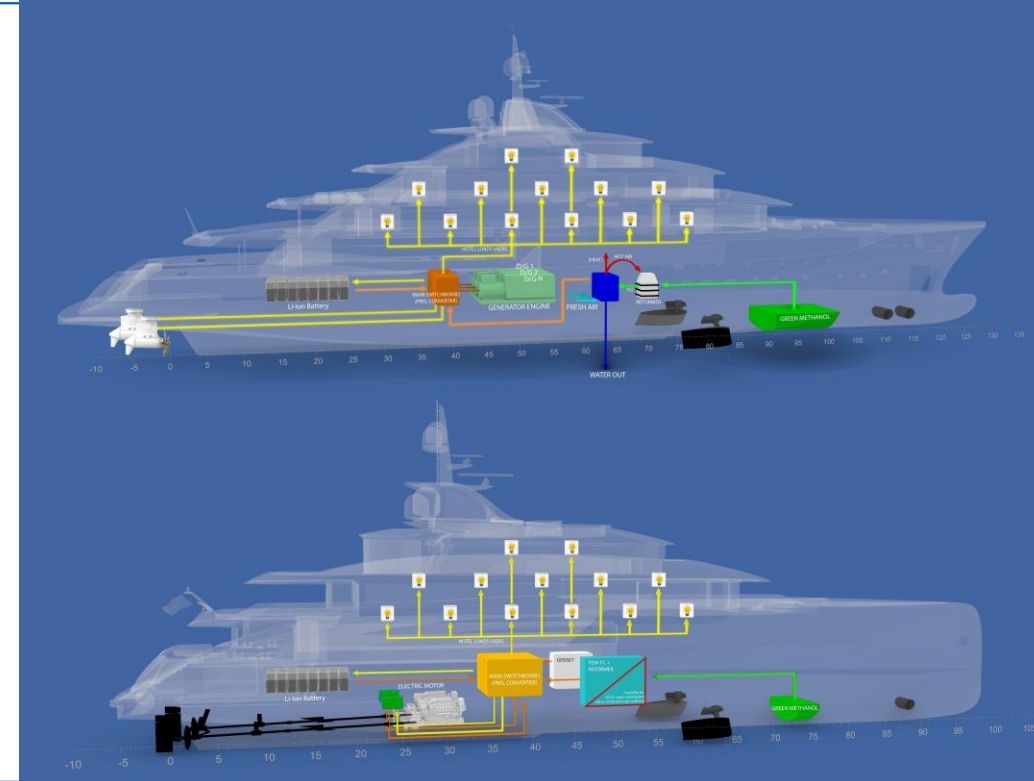


CRN, the Group's historic brand specializing in the design, engineering and construction of superyachts up to 90 metres, obtained a special recognition for the Sustainable Powered Yacht Project (SUP-Y) by RINA.

The certification followed the effort for development of two sustainable technical architectures with the most efficient implementation of **Fuel Cell technology** on board a Ferretti Group Super Yacht.

Both the architectures are equipped with Fuel Cells as an alternative power source, fed by hydrogen reformed from green methanol and optimized to ensure several days in full hotel mode without diesel generators running and the capability to sail in zero emission mode for several hours.

RINA confirmed that the project is sized appropriately for proper functioning and easy management and meets the regulatory requirements for safe implementation.



S SCUOLA DEI MESTIERI

Scuola dei Mestieri is a Ferretti Group project for 18 to 29-year-olds who want to start a career in the high-end Italian yacht industry.

The program ranges from sessions in the classroom and workshop to on-the-job training in production departments.

After the successful first edition in **Forlì** and subsequent launch at the **Mondolfo** and **Sarnico** sites, the Group kicked off the second edition in November in **Forlì**.

The goal of the second edition was mainly to focus on the newly acquired **Ravenna yard**, aiming to grow the workforce in view of the upcoming full functionality.



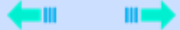
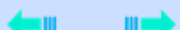
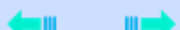
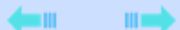
S FIRST MASTER'S DEGREE COURSE IN MARINE ENGINEERING PROMOTED BY FERRETTI GROUP AND BOLOGNA UNIVERSITY

With a Memorandum of Understanding signed by Ferretti Group, Emilia Romagna Regional Administration, Bologna University, Cassa dei Risparmi Foundation and Forlì Municipality the new **Master's Degree Course in Marine Engineering**, based in Forlì, gets under way in academic year 2024-25.

The aim of the course is to enrich university offering with new degree programmes that meet the need set out by industry in general and the yacht building sector in particular on the Adriatic coast where the Group has five production sites.



Materiality Analysis

ESRS Topics	Perimeter	Description
E1 Climate Change 		Climate change topic will be included within the reporting the analysis of direct emissions (Scope 1), such as those from company vehicles, indirect emissions from purchased energy (Scope 2), and emissions across the supply chain (Scope 3)*.
E2 Pollution 		Pollution topic has been identified as an indirect impact related to the organization itself . For indirect impacts, we will focus on the due diligence approach applied, highlighting policies, actions, and targets aimed at mitigating the effects along the supply chain and on customers.
E3 Water and marine resources 		Water and marine resource topic has been defined as an indirect impact generated through the value chain . For indirect impacts, we will focus on the due diligence approach applied, highlighting policies, actions, and targets aimed at mitigating the effects along the supply chain and on customers.
E4 Biodiversity and ecosystem 		Biodiversity and ecosystem topic has been defined as an indirect impact through the value chain . For indirect impacts, we will focus on the due diligence approach applied, highlighting policies, actions, and targets aimed at mitigating the effects along the supply chain and on customers.
E5 Circular Economy 		Circular Economy topic will be included within the reporting the sustainable management of resources, including the analysis of the inbound flow of raw materials, semi-finished goods, and finished products, as well as the reduction of waste through reuse, recycling, and regeneration (outbound).
S1 Own workforce 		Own workforce topic will be included within the reporting related to the working conditions , employee well-being, and professional growth opportunities, as well as monitoring incidents of human rights violations and health and safety issues at work.
S2 Worker in the Value Chain 		Worker in the Value Chain will be included within the reporting related to the assessment of practices related to health, safety, human rights, training, and worker inclusion along the value chain (customers and suppliers).
S3 Affected Community 		Affected Community will be included within the reporting related to the initiatives aimed at promoting economic development, protecting human rights, providing access to essential resources, and creating opportunities for social and cultural growth .
S4 Consumers and End-Users 		Consumers and End-Users will be included within the reporting related to the assessment of aspects such as product safety, quality, transparency in the information provided to consumers , as well as the commitment to sustainability and social responsibility.
G1 Business Conduct 		Business Conduct will be included within the reporting related to the assessment of aspects such as transparency in business operations, the fight against corruption and unfair competition, compliance with laws and regulations, and the promotion of a corporate culture based on integrity and responsibility .

Scope 1 includes direct emissions from owned sources, Scope 2 covers indirect emissions from purchased energy, and Scope 3 accounts for all other indirect emissions across the value chain.

Sustainability Report Content



To comply with the CSRD, we reported policies, actions, and targets adopted related to ESRS topics:

1. For **direct impacts**, we also included quantitative metrics related to our operations.
2. For **indirect impacts**, we focused on the due diligence approach applied, highlighting policies, actions, and targets aimed at mitigating the effects along the supply chain and on customers.



Upstream



Ferretti Group



Downstream



Climate Change



Pollution



Water and Marine resources



Biodiversity and Ecosystem



Circular Economy



Own Workforce



Workers in the Value Chain



Affected Communities



Consumers and End Users



Business Conduct

Reporting

Policies



Actions and targets



Quantitative metrics



TAXONOMY

To respond to the environmental challenges imposed by the climate crisis and concretely implement the objectives of the European Green Deal, the European Union has set specific climate and energy targets to be achieved by 2030 and 2050. To this end, the private sector is expected to actively participate in the implementation of sustainable projects and activities. With this in mind, the European Institutions have developed the so-called "Taxonomy of economic activities", i.e. a classification of economic activities that can be considered "environmentally sustainable"

In order to assess the alignment of Turnover, CapEx and OpEx with respect to activity 3.3 Manufacture of low-carbon technologies for transport, and 7.6 Installation, maintenance and repair of renewable energy technologies, linked to the target of climate change mitigation, the Group carried out an assessment of the following elements:

1. Substantial contribution compliance criteria;

(3.3) this regard, during the 2024 financial year, the Group sold two boats that meet these requirements, the Riva El-Iseo model (R27E), i.e. the all-electric propulsion version of the Iseo model. It should also be noted that the Group is actively involved in the research and development of solutions aimed at creating increasingly environmentally friendly boats.

(7.6) installation, maintenance and repair of photovoltaic solar systems and ancillary technical equipment.

1. Alignment with the Do No Significant Harm (DNSH) criteria;

to date the Group doesn't have yet the necessary information available for a full evaluation of the criterion

1. The fulfilment of minimum safeguards.

In order to verify compliance with a series of international standards and principles criteria defined by the minimum safeguards, the Ferretti Group carried out an assessment of the main corporate structures and policies → tools: Code of Ethics, Model 231, Diversity policy of the Administrative and Control Bodies, whistleblowing policy and further **progress in terms of due diligence policies and supply chain control**

ESG Objectives: E – Climate change

	Objective	Target	Target year
E1	The acquisition of guarantees of origin (GOs) associated with electricity generation from renewable sources	Completion of the Company Policy	2025
E1	The installation of photovoltaic systems for the plants in Ancona, La Spezia, Ravenna, and Il Massello	Completion of the Company Policy	2025
E1	Monitoring of Scope 3 Emissions that refer to the measurement of indirect greenhouse gas (GHG) emissions throughout the company's value chain	Completion of the Company Policy	2026
E1	Obtaining ISO 14001 Certification for the Ravenna Plant by 2025	Completion of the Company Policy	2025
E1	Expanding the Product Portfolio with the Launch of a New Hybrid Propulsion Model to Reduce CO ₂ Emissions	Completion of the Company Policy	2026
E1	Development of an Integrated Data Acquisition System to Monitor Emissions of Vessels Throughout Their Lifecycle	Completion of the Company Policy	2026
E5	Launch of a Pilot Project to Replace Thermoplastic Resins with Recyclable Curing Resins	Completion of the Company Policy	2025
E5	Enhancement of 3D Printing to Reduce Waste from Production Scrap	Completion of the Company Policy	2025

ESG Objectives: S – Work force

	Objective	Target	Target year
S1	Reduce the accident severity rate to below 0.4% by continuously improving workplace safety Reducing the accident severity rate is a critical goal for improving workplace safety and protecting employees	<0.4%	2025
S1	Increase in training hours by group companies, ensuring a 10% increase for the year 2025	+10% (from total hours 2024)	2025
S1	Implementing and offering employees the option to adopt agile working (smartworking) for one day a week	Implementation of smartworking	2025
S1	Involvement of approximately 15 young people through the vocational school program	+25% (considering a class of 12)	2025
S2	Launching a pilot project to evaluate tier 1 suppliers based on ESG criteria	Completion of the Company Policy	2026
S2	Implementing an advanced traceability system to ensure the origin and environmental sustainability of raw materials	Completion of the Company Policy	2025
S4	Expansion of touch points for CSI (customer satisfaction index) with end-of-warranty surveys	Completion of the Company Policy	2026
S4	Promotion of interfunctional integration for the adoption of action plans based on surveys	Completion of the Company Policy	2026
S4	Creation of effective and semi-automatic reporting systems to monitor kpis in real-time	Completion of the Company Policy	2026
S4	Reduction of the warranty index	Ratio between guarantees expenses and turnover	2026
S4	Introduction of indicators in the pre-delivery process to strengthen the quality culture across the organization	Completion of the Company Policy	2025

ESG Objectives: G – Business conduct

	Objective	Target	Target year
G1	Update of the 231 Model of Ferretti S.p.A.	Completion of the Company Policy	2026
G1	Training Activities on the Updated 231 Model of Ferretti S.p.A.	Completion of the Company Policy	2026
G1	Provision of Training Courses on the 231 Model for the Company Il Massello S.r.l.	Completion of the Company Policy	2025
G1	Implementation of the 231 Model for RAM S.p.A. with Related Training Provision	Completion of the Company Policy	2025
G1	ESG Induction for the Board of Directors and the Board of Statutory Auditors	Completion of the Company Policy	2025
G1	Questionnaire on the 231 Model	Completion of the Company Policy	2025



GHG Emission Breakdown

Use of sold products

Data obtained from internal investigations within the Group, interviewing captains, dock staff, and after-sales personnel to calculate the average annual diesel consumption per number of boats delivered in 2024, based on usage type (navigation, port, anchoring). The total liters consumed were then multiplied by the useful life of the boats.

87.7%

Purchase of Goods

The main categories are represented by raw materials, auxiliary products, components, and accessories essential for boat construction.

Where possible, data was collected in terms of weight (kg purchased/year), providing a more accurate emission factor. When weight data was not available, the spend-based approach (€ purchased/year) was used instead.

0.26%

Scope 1

0.39%

Scope 2 - MB

7.93%

1.A Purchase of
goods

2.42%

1.B Purchase of
services

0,62%

3.2 Capital goods

0.1%

3.3 Activities
related to fuels
and energy

0.4%

3.4 Upstream
transportation and
distribution

0.01%

3.5 Waste
generated in
operations

0.04%

3.6 Business
travel

0.1%

3.7 Employee
commuting3.11 Use of sold
products

**Direct
Emissions**

Indirect emissions along the value chain



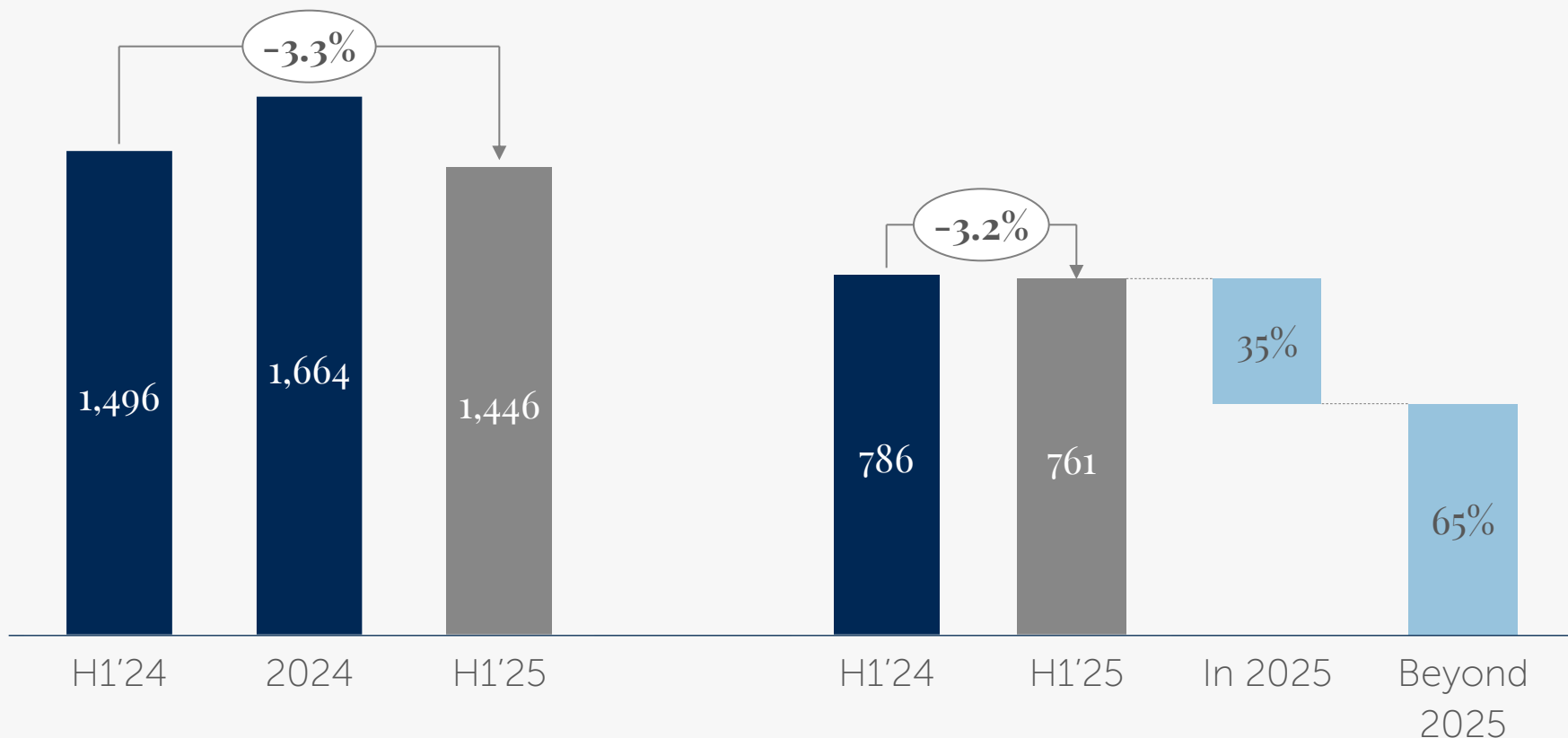
Sound Financial Performance

06

ORDER BACKLOG & NET BACKLOG

ORDER BACKLOG (€mIn)

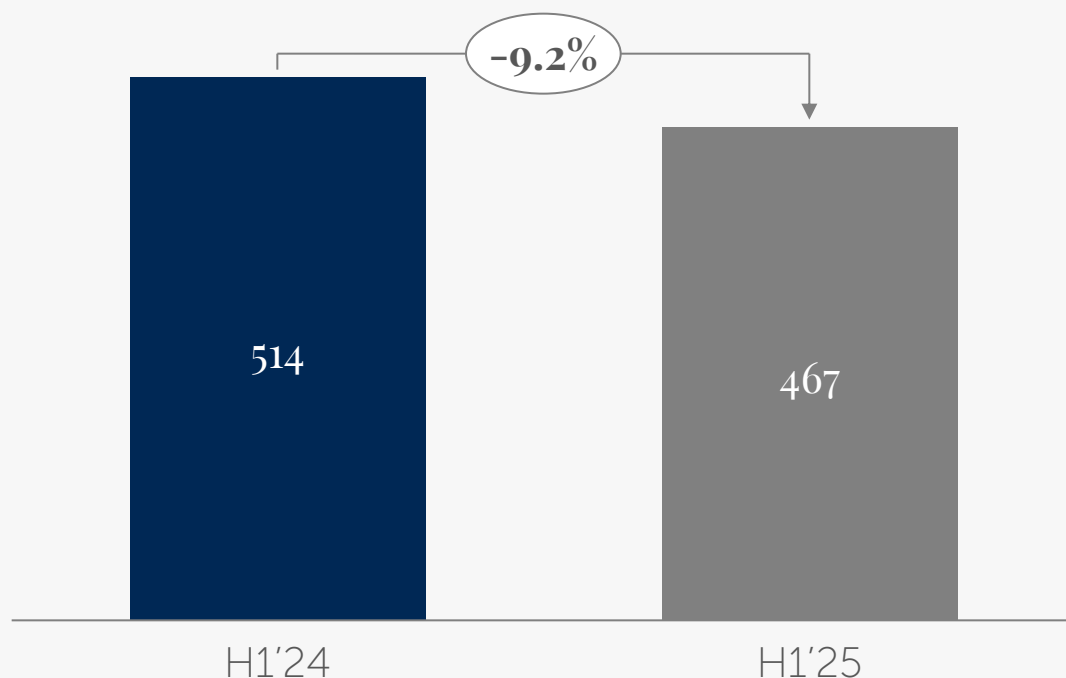
NET BACKLOG (€mIn)



- ✓ Order Backlog slightly reduced YoY, reflecting the significant high number of deliveries:
 - 133 units delivered in H1'25 (of which 102 in Q2'25, including 2 Super Yachts)

Source: Company Information. Order Backlog represents the total amount of existing orders, net of commissions, for new vessels not yet delivered to customers. Net Backlog is calculated as the total orders in portfolio not yet delivered net of revenues already booked

H1'25 ORDER INTAKE



Source: Company Information. Order Intake represents the total amount of new orders signed, net of commissions, for new vessels. 1. Calculated as Order Intake 12months rolling (excl. Composite and Other) / Revenue without Pre-Owned 12m rolling (excl. Composite and Other*). Other*:including Ancillaries, FSD, Wally sail. 2. Calculated as Order Intake 12months rolling / Revenue without Pre-Owned 12months rolling

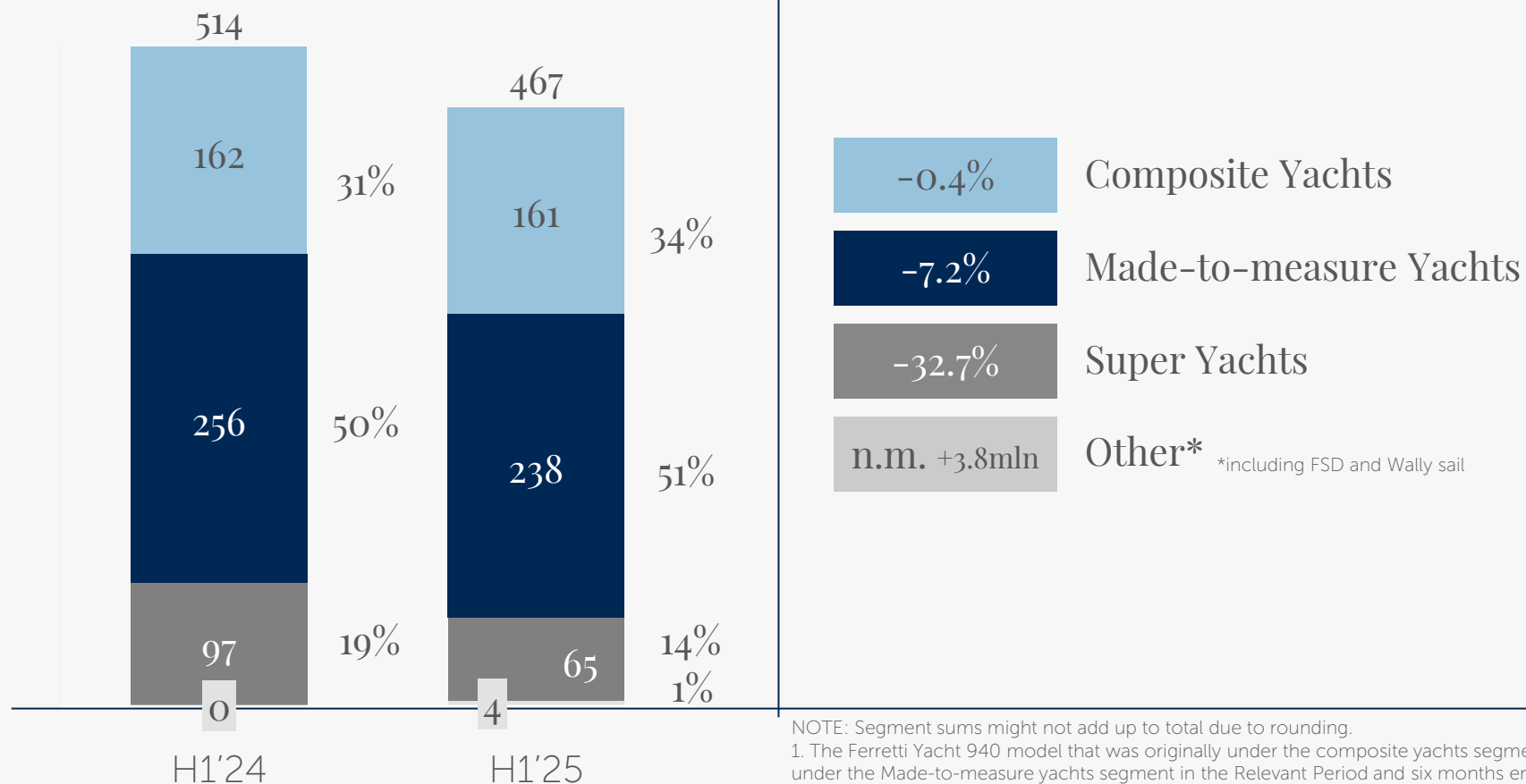
- ✓ Q2'25 was affected by macroeconomics and geopolitical uncertainties:
 - U.S. tariffs in April
 - Geopolitical tensions in Middle East in mid-June, including Iran's attack to Doha

Despite these challenges, our good results thanks to the product mix and brands allow us to be confident for the upcoming Boat Show Season
- ✓ Group Avg. ticket at c. 6mln, while avg. ticket for Composite + MtM at €5.1mln (+11% vs €4.6mln in FY'24)
- ✓ H1'25 Made-to-Measure and Super Yachts Book-to-Bill ratio (12months rolling) at 1.1x¹, including composite segment equals to 0.92x²
- ✓ As of today, we have ongoing negotiations for a total amount of c. €420mln vs. c. €270mln end of Aug.'24

ORDER INTAKE BY SEGMENT¹

€mln and breakdown as % of total

% of change YoY



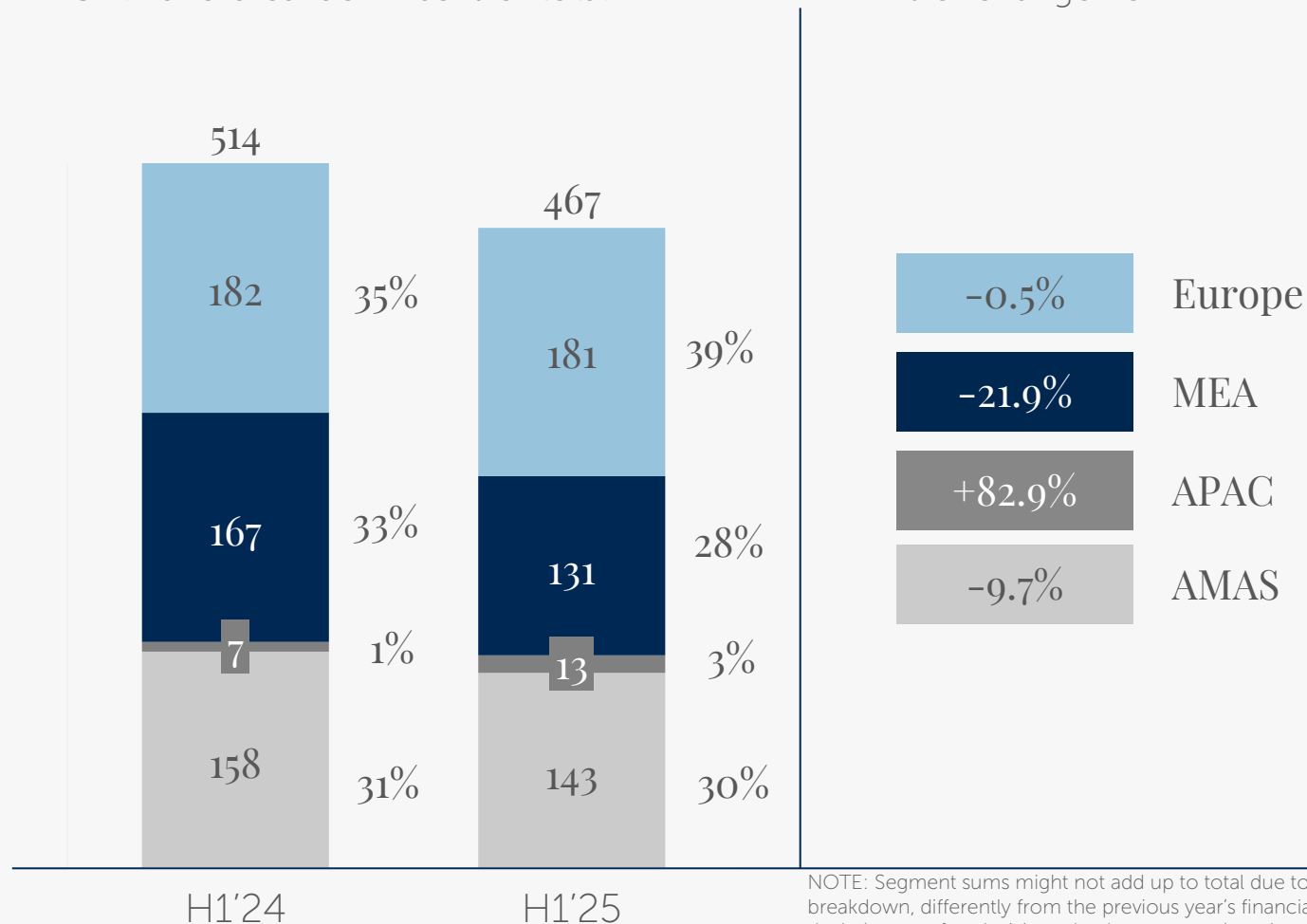
The strategy to strengthen our presence in high composite, MtM and flagship SY segments is proving to be effective in a two-speed market:

- ✓ Composite flat YoY, showing a solid recover in the 2Q'25 thanks to the starting of the European season:
 - Q1'25 vs Q1'24 (-13.8%)
 - Q2'25 vs Q2'24 (+23.6%)
- ✓ In Q2'25 more than 50% of new Composite orders came from models over 80ft, increasing over time
- ✓ MtM affected by a challenging Q2'25 vs Q2'24 comparison, with Q2'24 equal to €158mln - the segment's best quarterly result of the last 3 years and driven by 2 additional units vs. Q2'25
- ✓ Super Yachts equal to 2 units, same as last year, but different product mix and size

ORDER INTAKE BY GEOGRAPHY

€mln and breakdown as % of total

% of change YoY

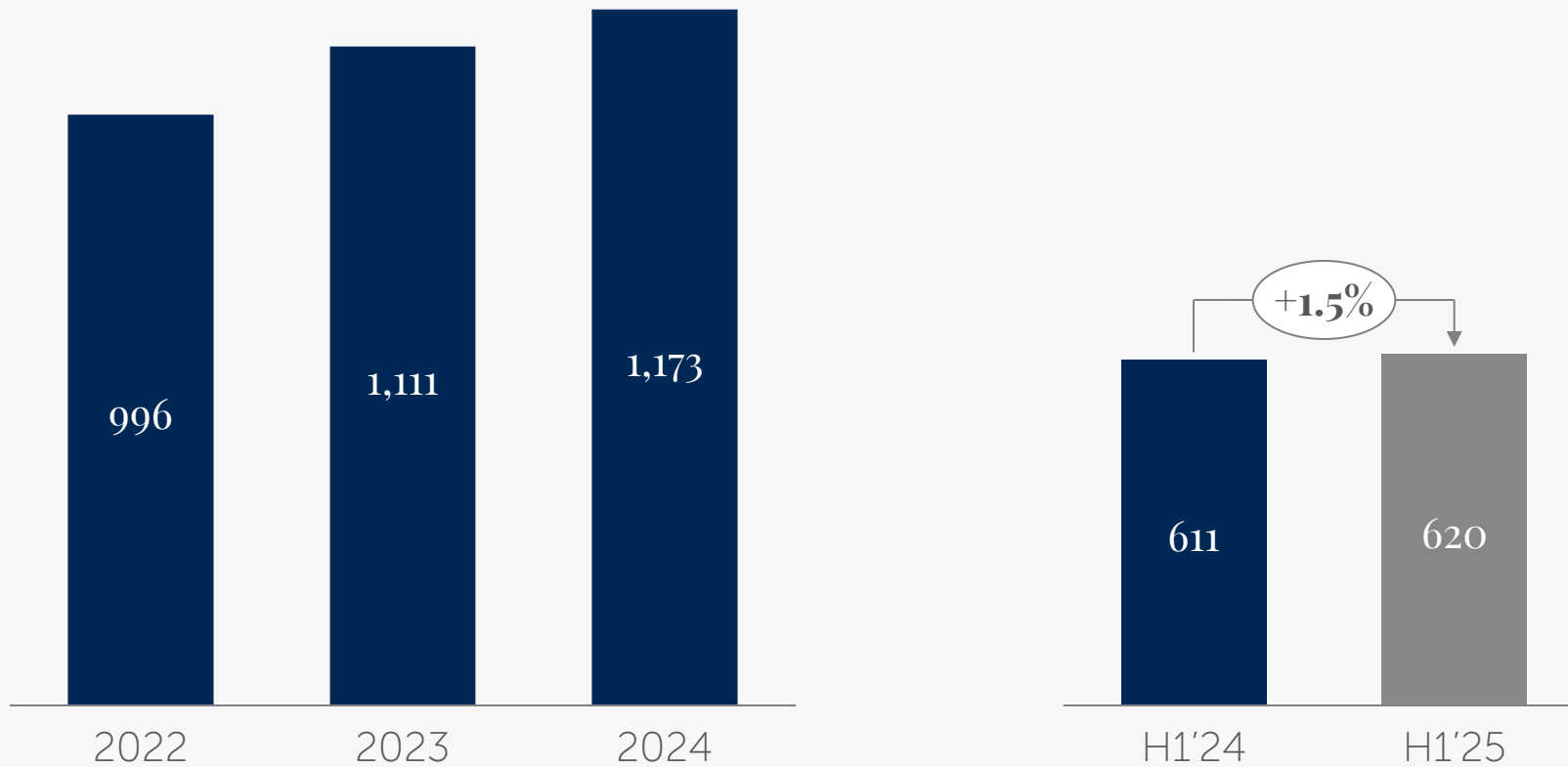


Our established presence in over 70 countries across all continents continues to enable us to meet global demand effectively, even in the face of temporary local challenges :

- ✓ Strong performance in Europe, benefitting from the summer season with a double-digit growth in Q2'25 vs Q2'24, (flat YoY):
 - Q1'25 vs Q1'24 (-36.6%)
 - Q2'25 vs Q2'24 (+72.8%)
- ✓ MEA accounted for a solid 28% of total orders, with a tough YoY comparison, due to the region booming performance in H1'24
- ✓ APAC continued its positive trend (+82.9% YoY)
- ✓ AMAS Composite and Made-to-measure segments combined grew +13.6% vs H1'24, (SY order of c. €32mln in H1'24 affected YoY comparison)

REVENUE

REVENUE¹ (€mln)



Source: Company Information. 1. Revenue without Pre-Owned

✓ Revenue increased YoY (+1.5%), supported by a solid order backlog

✓ Main contribution in the revenue growth coming from Made-to-measure:

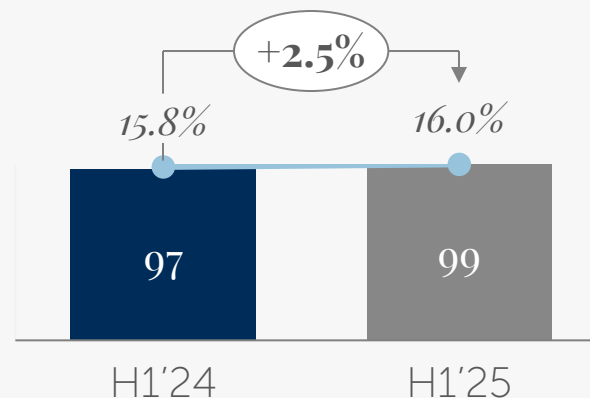
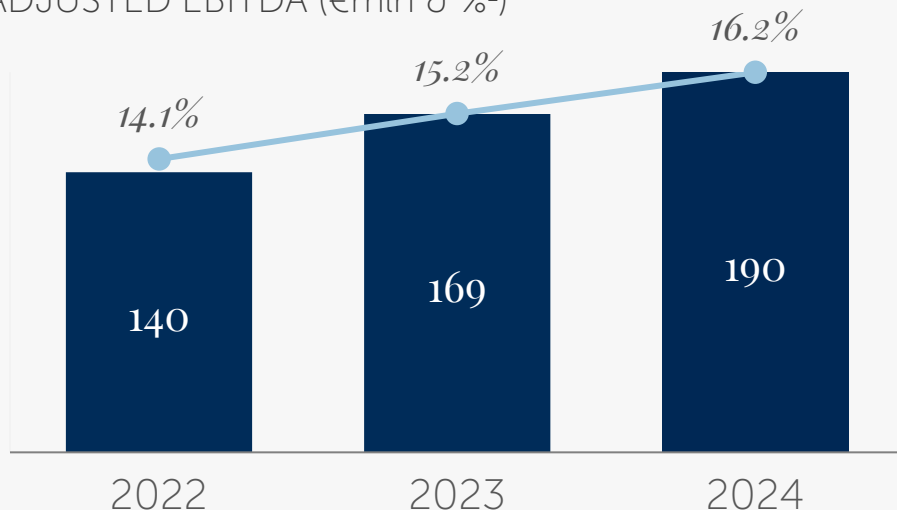
- €253.1mln in H1'25 vs €233.1mln in H1'24 (+8.6%)

and Super Yacht:

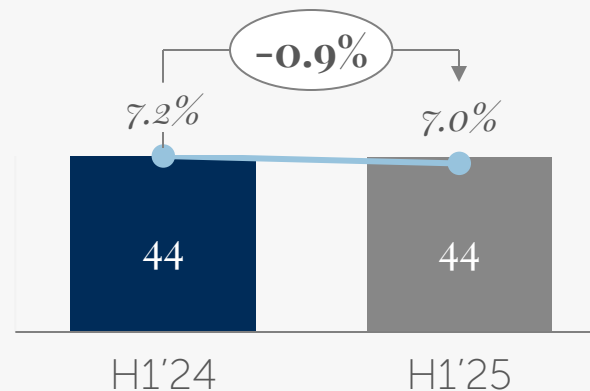
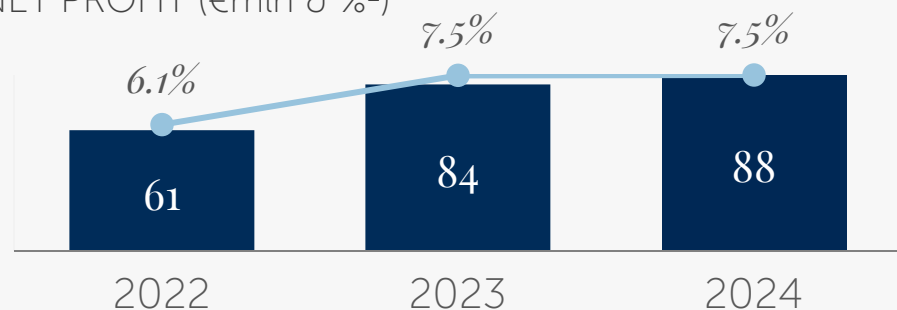
- €104.4mln in H1'25 vs €82.5mln in H1'24 (+26.5%)

ADJ EBITDA & NET PROFIT

ADJUSTED EBITDA (€mln & %¹)



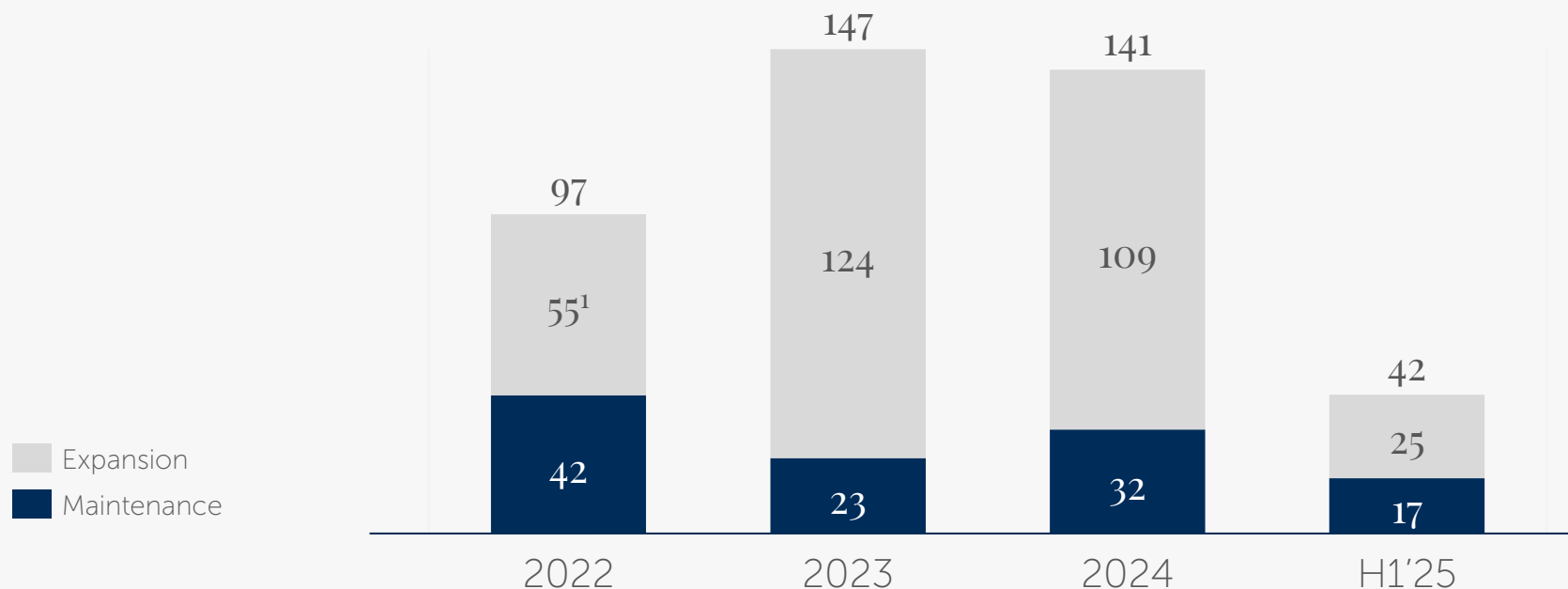
NET PROFIT (€mln & %²)



- ✓ Solid growth for the adj. EBITDA of c. €2.4mln, up about 2.5% YoY
- ✓ Increase in profitability, with an adj. EBITDA margin up to 16.0% (+ 20bps YoY)

1. Calculated as Adj. EBITDA/Revenue without Pre-Owned; Note: Adjusted EBITDA equals to EBITDA adding back non-recurring costs; 2. Calculated as Net Profit/Revenue without Pre-Owned

CAPEX



- ✓ H1'25, capex c.42 mln, primarily driven by investments in product development
- ✓ END Capex plan in 2025:
 - FY25 Guidance on CAPEX < €90mln is confirmed

MAINTENANCE CAPEX
RATIO² (%)

4.2%

2.1%

2.7%

2.7%

CASH
CONVERSION³ (%)

70.2%

86.5%

83.4%

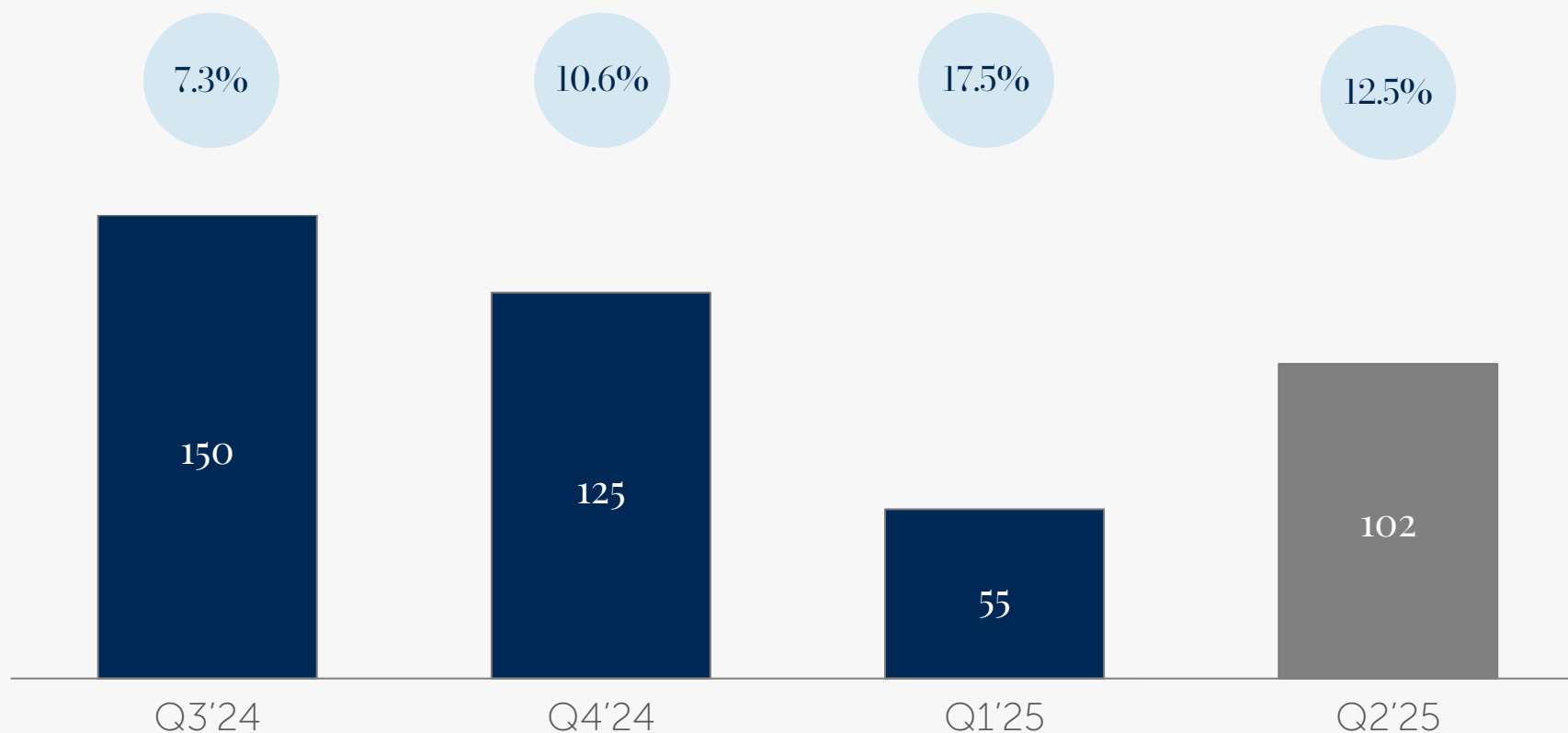
83.0%

Source: Company Information. Note that Capex includes R&D expenses; 1. ca. €13mln related to Fratelli Canalichio and Il Massello acquisitions. 2. Calculated as Maintenance Capex / Revenue without Pre-Owned. Based on illustrative management definition of Maintenance Capex. 3. Calculated as (Adj. EBITDA – Maintenance Capex) / Adj. EBITDA

NET FINANCIAL POSITION & NWC

NET FINANCIAL POSITION¹ (€mln)

NWC RATIO (%)²



Source: Company Information. 1. NET CASH/ (NET DEBT). 2. NWC / 12Months rolling Revenues without Pre-Owned

- ✓ Net Financial Position increased by ca. €47mln thanks to cash releasing in NWC linked to seasonal deliveries
- ✓ June 18th, Ferretti Group paid a dividend of €0.10 per share, equal to an overall value of c. €34mln

2025 ANNUAL GUIDANCE CONFIRMED

€mln	2024A	2025E
Net Revenue ¹	1,173.3	1,220 – 1,240 +4.0% +5.7%
Adj. Ebitda ²	190.0	201 – 207 +5.8% +8.9%
Adj. Ebitda margin ³	16.2%	16.5% – 16.7% +30bps +50bps
CAPEX	140.8	~90.0

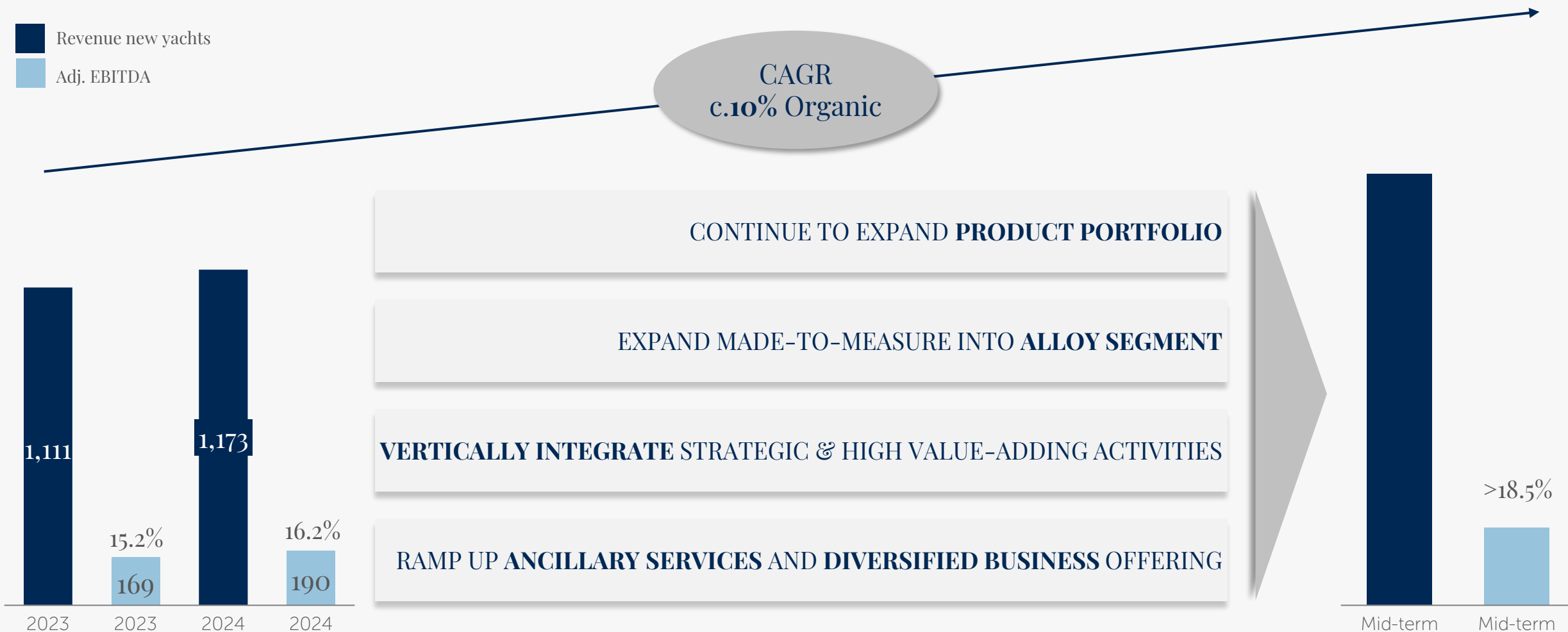
Source: Company Information. 1. Revenue without Pre-Owned. Pre-owned business is expected to reach approx. €50–60m in FY25 2. Adjusted EBITDA equals to EBITDA adding back non-recurring costs; 3. Adj. EBITDA Margin as Adj. EBITDA / Revenue without Pre-Owned

Clear Strategic Vision

07

CLEAR STRATEGIC VISION

■ Revenue new yachts
■ Adj. EBITDA



Source: Company Information

CONTINUE TO EXPAND PRODUCT PORTFOLIO

...since 2014

2024

NEXT STEPS

✓ Strengthen market positioning of the Group

✓ Enhance profitability of core business

PERSHING

Cruising: GTX Range



GTX116
Model launched



GTX80
Model launched



GTX70
Model launched

🎯 Continue to develop new product ranges to expand into unexplored fields

🎯 Focus on more profitable >80ft Composite and Made-to-Measure segments

WALLY

Luxury: Wallywhy Range



Wallywhy100
Model launched



Wallywhy150
Model launched



Wallywhy200
Model launched



FERRETTIYACHTS

Comfort: INFYNITO Range



INFYNITO 90
Model launched



INFYNITO 80
Model launched

Riva

Leisure: Caravelle Range

NEW



CARAVELLE RANGE

EXPAND MADE-TO-MEASURE INTO ALLOY SEGMENT

OFFERING **NEW MODELS** AND **ONE-OFF BRANDED SUPER YACHTS**

...since 2014

2024

NEXT STEPS

- ✓ Leveraging Brand Prestige with Unique One-Off projects
- ✓ New Alloy Models developed fill the gap between fiber glass Made-to-Measure and bespoke alloy Super Yachts

- 🎯 Enrich the alloy Made-to-Measure offer with new models across additional Brands
- 🎯 Upsell to existing Made-to-Measure customer base (ca. 260 owners¹) new alloy models



Riva 50METRI 3 units sold (>€35M²)



Riva 54METRI 4 units sold (>€35M²)



Riva 70METRI One – Off Project



Pershing 140 5 units sold (>€28M²)



CUSTOM LINE 50 3 units sold (>€30M²)

Source: Company Information. 1. Estimated based on number of Made-to-Measure yachts delivered between 2016 and 2024; 2. List price

VERTICALLY INTEGRATE STRATEGIC & HIGH VALUE-ADDING ACTIVITIES

...since 2014

2024

NEXT STEPS

- ✓ Internalize strategic activities (e.g., sailing yachts production)
- ✓ Secure the supply of critical production inputs
- ✓ Improve Group's margin internalizing high value-added supplies



Acquired in 2003



Acquired in 2022



Acquired in 2022



Ravenna Shipyard
Acquired in 2023



Consolidation of existing key suppliers already part of the Group



Continue exploring for vertical integration opportunities

RAMP UP ANCILLARY SERVICES AND DIVERSIFIED BUSINESS OFFERING

...since 2014

2024

NEXT STEPS

- ✓ Enhance coverage of the customer journey
- ✓ Pursue capital light and margin accretive businesses
- ✓ Leverage Ferretti Group's brands full potential



Riva Brand collection



Riva Lounge



RAM - Riva classic boat Restoration



Riva Residenze – Fort Lauderdale (USA)



Refitting & maintenance services

🎯 Furthering promote & expand brand extension activities & licensing

🎯 Explore opportunities for acquiring a brokerage house and a refitting player



Appendix

Riva
NOTHING ELSE



€0.4mln - €19.5mln
COMPOSITE &
MADE-TO-MEASURE YACHTS
> €35mln SUPER YACHTS



15 COMPOSITE
o/w 1 ELECTRIC



183 YEARS OF HERITAGE

COMPOSITE



Riva
NOTHING ELSE



€0.4mln - €19.5mln
COMPOSITE &
MADE-TO-MEASURE YACHTS
> €35mln SUPER YACHTS



3 MADE-TO-MEASURE
2 FLAGSHIP SUPER YACHT



183 YEARS OF HERITAGE

MADE-TO-MEASURE



SUPER YACHT





20 YEARS AHEAD



€0.7mIn - €8.8mIn
COMPOSITE YACHTS
> €16mIn
SAILING SUPER YACHTS



11 COMPOSITE
3 SAILING SUPER YACHT
2 SAILING RACING



31 YEARS OF HERITAGE

COMPOSITE



SAILING SUPER YACHT



RACING





FERRETTIYACHTS

JUST LIKE HOME



€1.0mln - €9.9mln



8 COMPOSITE
3 MADE-TO-MEASURE



57 YEARS OF HERITAGE

COMPOSITE



500



580



670



720



800



860



INFYNITO80



INFYNITO90

MADE-TO-MEASURE



940



1000



1000 Skydeck

CUSTOM LINE

BEYOND THE LINE



€10.1mln - €22.3mln
MADE-TO-MEASURE YACHTS
>€35mln
SUPER YACHTS



8 MADE-TO-MEASURE
1 FLAGSHIP SUPER YACHT



29 YEARS OF HERITAGE

MADE-TO-MEASURE



106'



120'



125'



140'



Navetta 30



Navetta 33



Navetta 38



Navetta 42

SUPER YACHT



Custom Line 50

CRN

MADE BY YOU
WITH OUR OWN HANDS



Up to €140mln



UNIQUE BESPOKE
SUPER YACHT



62 YEARS OF HERITAGE



LAUNCHES FROM 2020 TO 2025



72m M/Y139



60m M/Y141
COMFORTABLY NUMB



52m M/Y CIAO



62m M/Y RIO



62m M/Y Voice



67m M/Y Amor à Vida

PERSHING

THE DOMINANT SPECIES



€1.3mln - €13.5mln
COMPOSITE &
MADE-TO-MEASURE YACHTS
>€27mln SUPER YACHTS



7 COMPOSITE
1 MADE-TO-MEASURE
1 FLAGSHIP SUPER YACHT¹



40 YEARS OF HERITAGE

COMPOSITE



MADE-TO-MEASURE



SUPER YACHT



itama

THE ENHANCEMENT
OF FREEDOM



€0.7mIn - €4.1mIn



4 COMPOSITE



56 YEARS OF HERITAGE

COMPOSITE



45RS



75



62RS



54

YACHT PRODUCTION VARIABLE COST BREAKDOWN BY SEGMENT

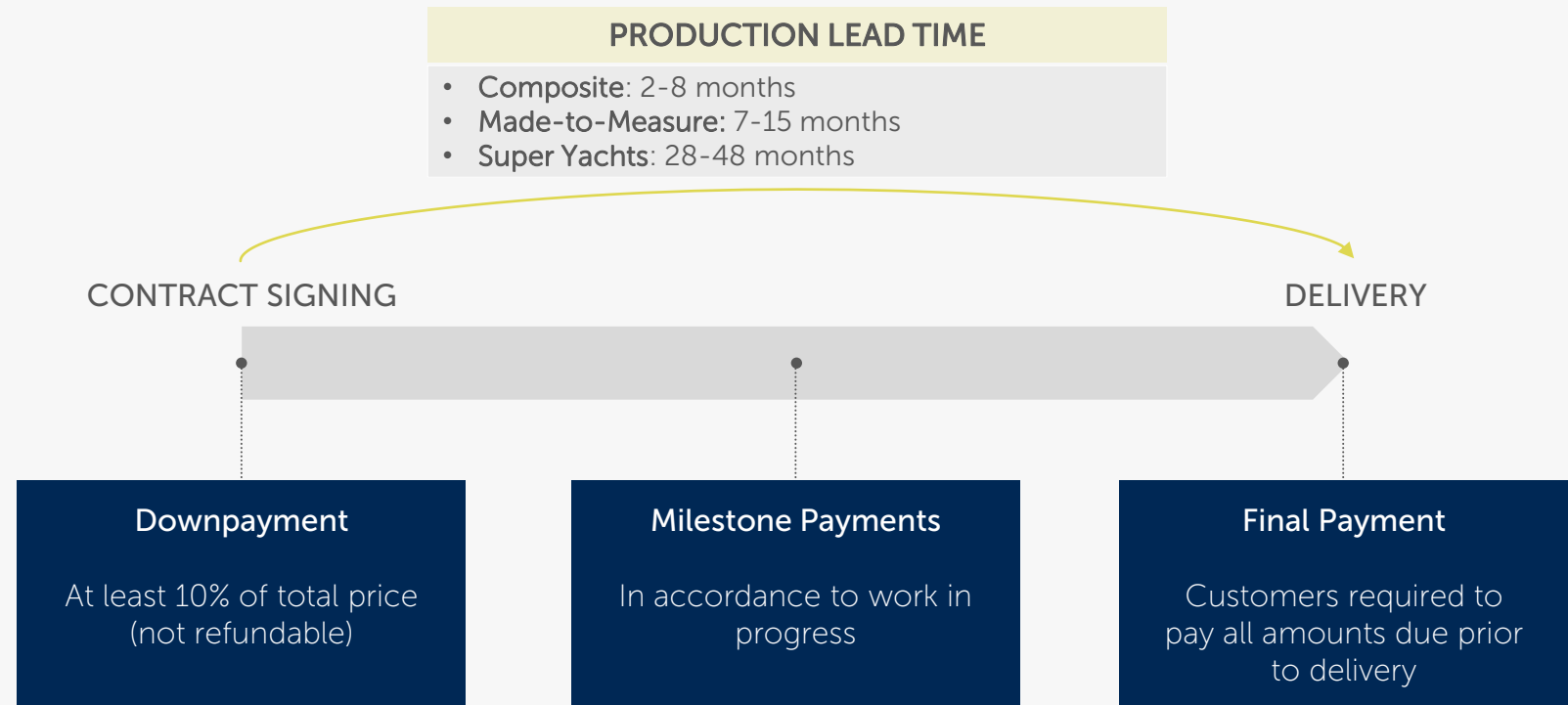


Source: Company Information. Note: internal workforce and utilities excluded from computations

TYPICAL ORDER PROCESS ENSURES PRODUCTION BACKED BY SIGNIFICANT PAYMENTS

Payments structured to **self-finance the production** of the yachts

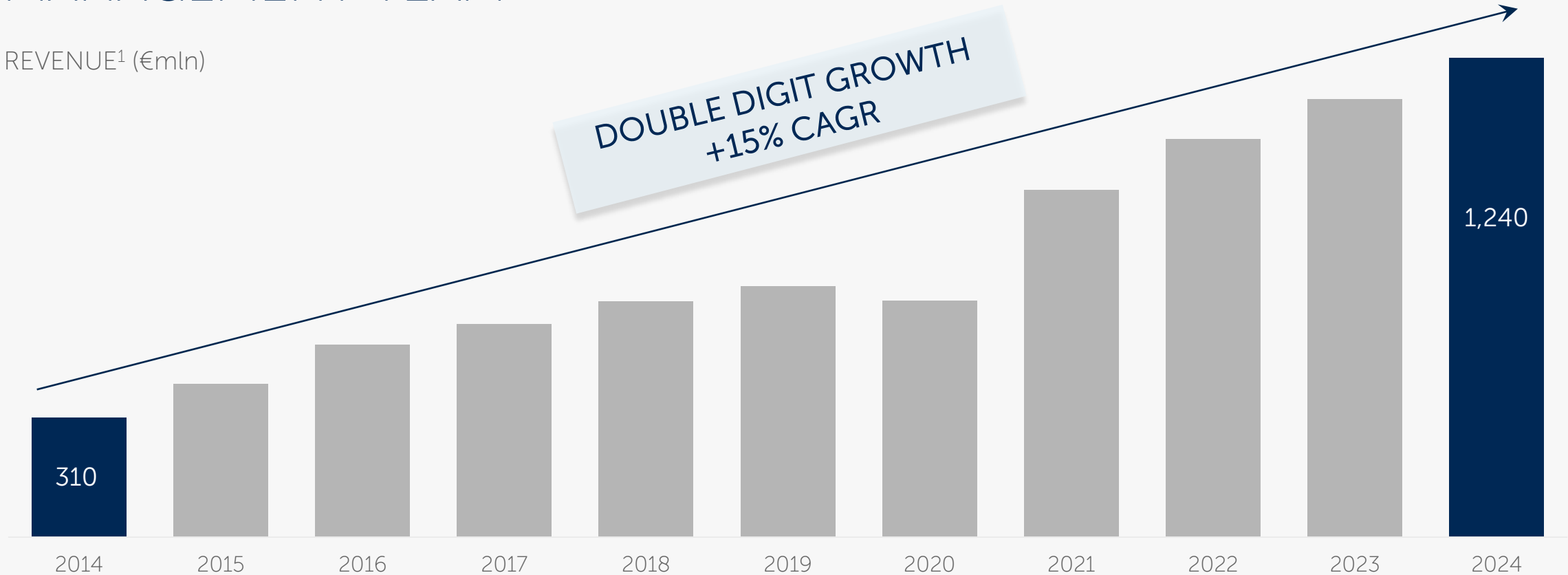
Minimal risks in case of **order cancellations** with further upside from the resale of the yachts



Source: Company information

CONSISTENT GROWTH SINCE APPOINTMENT OF EXISTING MANAGEMENT TEAM

REVENUE¹ (€mln)



Source: Company Information. 1. Revenue, net of commissions and other costs related to revenue including Pre-Owned

CLEAR DRIVERS TOWARDS PROFITABILITY LEADERSHIP

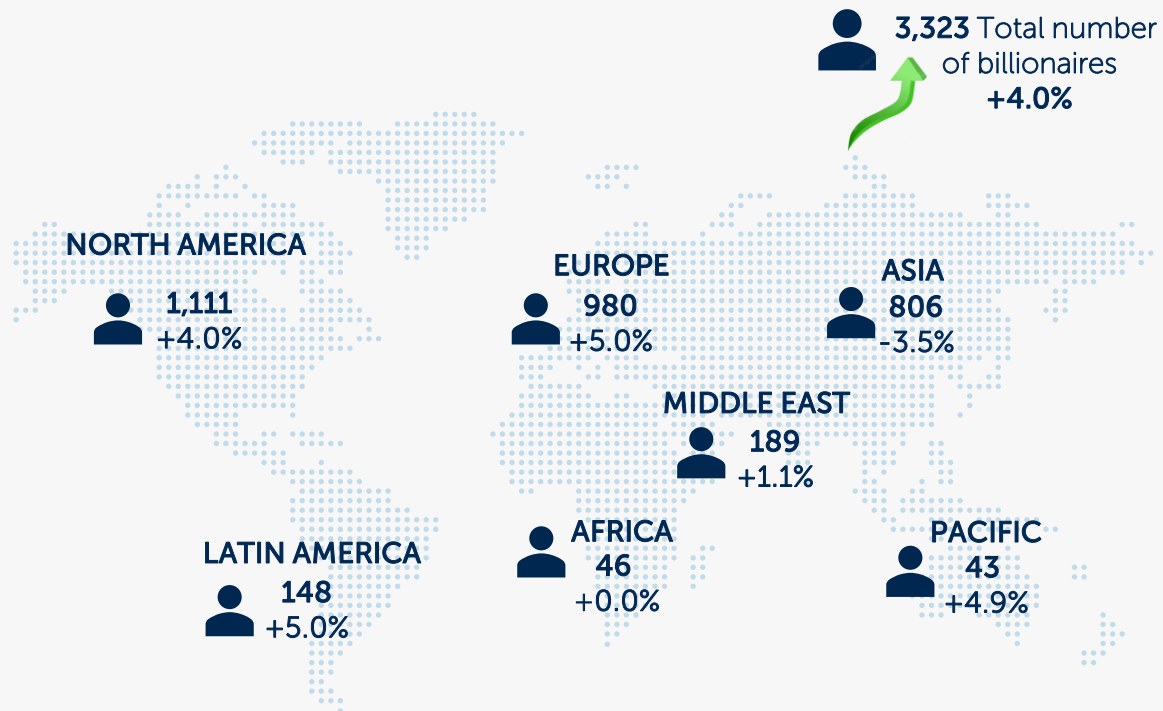
2023-2024 ADJUSTED EBITDA MARGIN¹ BRIDGE (%)



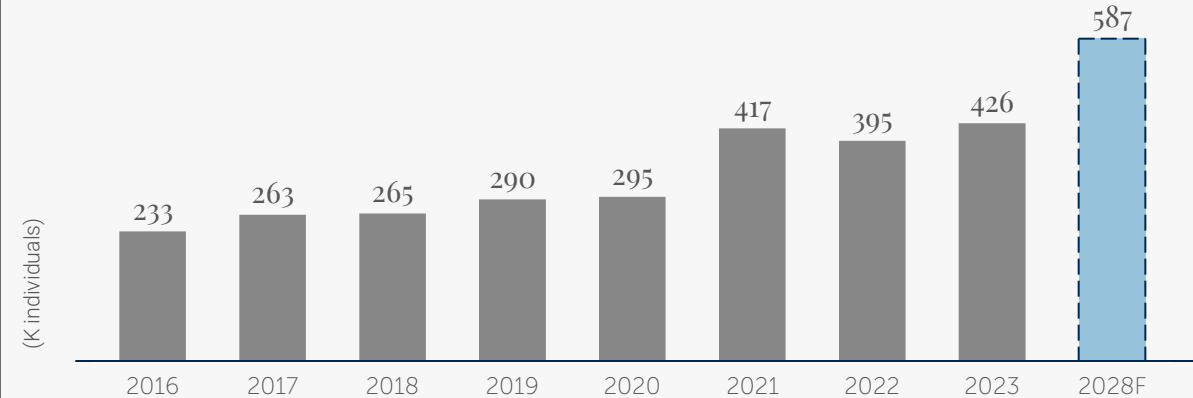
Source: Company Information. 1. Margin calculated as Adj. EBITDA / Revenue without Pre-Owned; Adjusted EBITDA equals to EBITDA adding back non-recurring costs

FG WELL POSITIONED TO CAPTURE CUSTOMER BASE GROWTH GLOBALLY

Global billionaire (+\$1bn net worth) population growth
2023 vs 2022 (last census)



UHNWI (+\$30mln net worth) Population 2016-2028F



UHNWI Population projected to Double:

- From 295k UHNWI in 2020 to 587k by 2028F (+292k, almost x2), marking a significant acceleration
- This growth would outpace the previous period increased (2012–2020), when the UHNWI population grew from 186k to 295k (+109k).

Market penetration around 1.4% → Under penetrated market compared to yearly UHNWI growth:

- 5,787 total fleet worldwide in 2023, with UHNWI population of 426k

Source and elaboration based on: Altrata Billionaire Census 2024, Wealth-X Databook 2013-2024; Superyacht times "The state of Yachting 2024"

TOP CUSTOMERS IN LUXURY INDUSTRY TAKING FURTHER SHARE

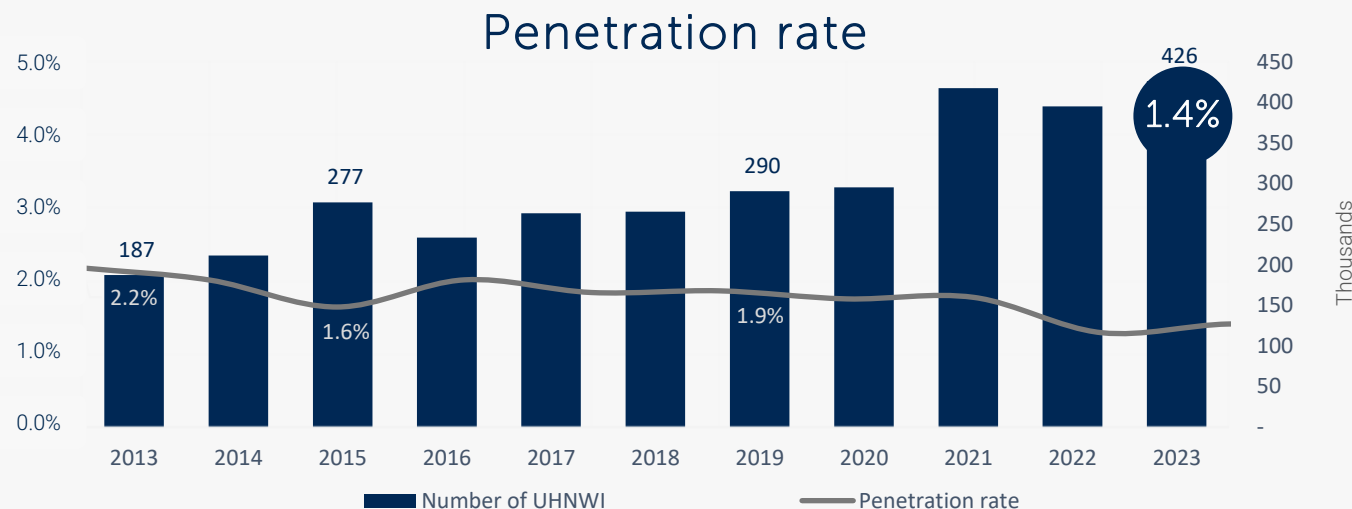
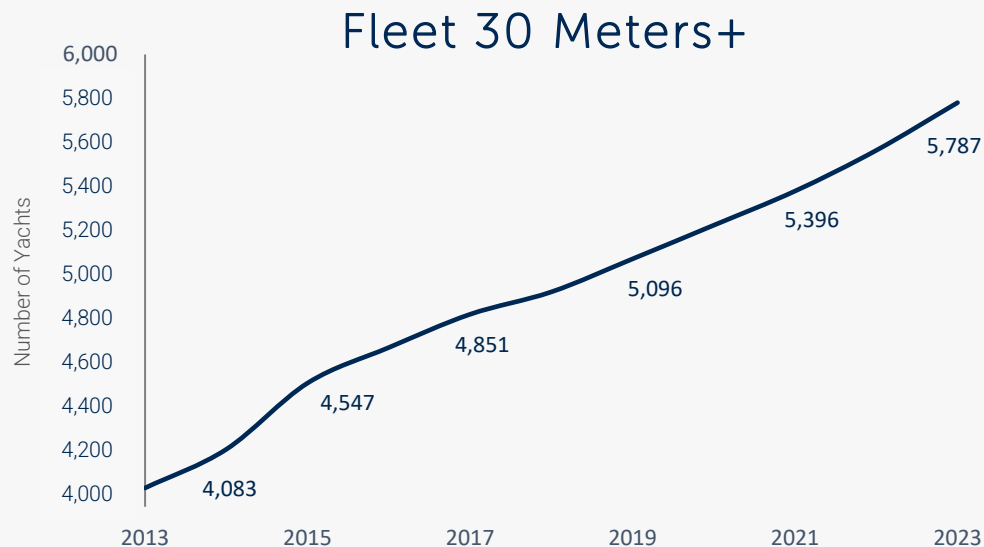
Luxury customer base evolution

MILLIONS



Source and elaboration based on: Altagamma – Bain “Luxury goods Worldwide Market Study – Fall 2024, 23rd Edition”

ENORMOUS GROWTH POTENTIAL: THE MARKET IS STILL UNDER PENETRATED



Estimated current penetration of yachting into UHNWI population

The substantial expansion of supply in recent years has yet to align with the growth rate of the addressable customer base, resulting in an overarching scarcity effect within the industry

Source and elaboration based on: Wealth-X Databook 2013-2024; Superyacht times "The state of Yachting 2024"



FERRETTIGROUP



WALLY
3


FERRETTIYACHTS

PERSHING

Itama

Riva

CRN

CUSTOM LINE