

Yacht builders of Italy and the Netherlands

Who runs the 40 builders, how their top teams are organised, and what happened to them in 2023 to 2026

40

BUILDERS

3,607

PROFILES READ BY HAND

36

TOP SEATS

367

SENIOR LAYER

THE BRIEF

A map of the top management of the Italian and Dutch yacht builders for a yachting company that is building a new yard and hiring its first general manager: who runs each builder, who sits under them, how the yards are organised, and what happened to them between 2023 and 2026. The candidates drawn from these teams are in the companion report.

THE BUILDERS

Forty yacht builders of Italy and the Netherlands

Twenty of them by their marks, Italy first: the builders graded A+ and A in the brief with a LinkedIn page of their own. The other 20 are in the tables and the builder sections.



Azimut Yachts



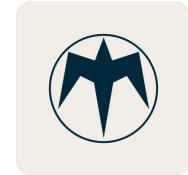
Benetti



Sanlorenzo



Ferretti Group



Baglietto



Tankoa Yachts



CRN



Overmarine Group · Mangusta



Rossinavi



The Italian Sea Group · Admiral



Feadship



Heesen Yachts



Oceanco



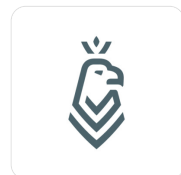
Damen Yachting · Amels



Royal Huisman



Moonen Yachts



Van der Valk Shipyard



Royal Hakvoort Shipyard



ICON Yachts



Vitters Shipyard

SUMMARY

What the map says, and what to do first

WHAT THE MAP SAYS

The map in numbers

40 builders; 3,607 profiles read one by one and placed in a function and a level; 227 people fit one of the three pools, 103 of them under 50 by the age estimate; 16 proposed for detailed evaluation; 60 people with a Turkish connection.

The commercially driven general manager is the rarest path

Five of the 37 top seats were reached from sales, every one of them inside the same yard. The hired outsiders are industrial chiefs brought in by investors and listed groups since 2023, always into a yard that already had a seller.

Three of the sixteen are reachable now

Two are independent after group commercial seats (de Vivo, Fanizza) and one lost his yard to a takeover (Rucconi). Seven need a trigger that is visible on this map: the Ferretti and TISG ownership changes, the outsider placed over Azimut's commercial chief, Sanlorenzo's sales reorganisation. Six took a new seat in 2025 or 2026 and are unlikely before 2027.

The number two at each builder is named

On every organisation chart the person who runs the yard day to day under an owner or a group chief executive is marked, with the reason: the people who would step up if the top seat moved, and the second layer a new yard could hire from.

The Dutch custom yards run on a Turkish engineering bench

Sixty people on the map have a Turkish connection; 37 of them are Turkish engineers and leads at Royal Van Lent, Damen Yachting and Oceanco, hired from Turquoise, Sedef, Tersan and Sirena since 2019. The senior people who know Türkiye are the ones who built there: a former Heesen COO, a former TISG operations chief, a former Feadship technology head.

What the seat costs

The listed Italian groups pay their senior layer EUR 300,000 to 900,000 and a general director a bonus equal to salary; Dutch directors average EUR 160,000. A European general manager at a new yard in Türkiye costs the European package plus 35 to 50 per cent once housing, schools and the tax gross-up are added.

THE FIRST FIVE TO APPROACH

Stefano de Vivo	Ten years Ferretti Group CCO, five running Wally; independent since 2024. Reachable now.
Sebastiano Fanizza	Six years Benetti CCO, five months Next Yacht Group CEO; advisory practice since December 2025. Reachable now.
Marzio Rucconi	General manager of OTAM and of Palumbo's Savona yard; lost his yard to Tankoa's takeover. Reachable now.
Giordano Pellacani	Ferretti Group CCO on an engineering base; reachable once the new chief executive settles his team.
Enrico Chiaussa	Azimut CCO for EMEA and APAC after eighteen years in the dealer network; an outsider sits over him since 2025.

RISKS

Three of the first five have no sitting seat to leave, which is also the first question to ask them. The reachability judgments come from careers, dates and the press, not from conversations. The age estimate can put a person a year either side of 50. The pay anchors are the listed groups' reports and two national surveys; no survey of shipyard general managers exists.

NEXT STEP

Approach the three who are reachable now this quarter, and agree the location model (one resident general manager, a European commercial lead beside a resident yard director, or a split week with a resident deputy) before the first call: it decides whether the Dutch hybrids and the Italian operations chiefs are in or out.

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HOW TO READ THIS DECK

Forty builders and their top teams

Two slides for each builder

Italy first, then the Netherlands, in the brief's order. Each builder has a company slide and an organisation chart. A builder without a LinkedIn page of its own (Riva, Custom Line) has the company slide only; its people sit on the parent's page.

The company slide

One line on what the company is, a strip of six numbers (a figure the company does not publish says so), the events of 2023 to 2026 that matter, read from the company's statements, its filings and the trade press, and what they add up to. The last box says what the builder's organisation shows for a new yard.

The organisation chart

Every profile linked to the builder's LinkedIn page was read one by one and placed in a function and a level: top seat, senior layer, manager, staff. The chart shows the top seat on top and the senior layer below in boxes by function, with the year the person took the seat. Where the top team is small, the managers are drawn too; otherwise their count sits in the function box. The person marked Number two runs the yard day to day under the top seat, or would step up if it moved; the reason is in the reading section.

What a level means

Top seat: the person who runs the company or the yard. Senior layer: the people who report to the top seat, by function. Manager: a department or team head. Staff: everyone below. People on a company page who are not staff (crew, contractors, namesakes, dealers) were left out.

The reading section

Before the builders: the summary, how the yards are run, where the 37 top seats came from, the number two at each builder, the Türkiye lens (the 60 Turkish-connected people on the map and three ways to place the general manager), the builder tables, the changes at the top and the movement between yards.

The candidates

The people from these teams and their former staff who could run a new yard are in the companion report, grouped by pool: commercially driven general manager, hybrid commercial-technical, and chief operating officer or technical director. The web site carries both, with every profile behind a tap.

What the reader wrote

Nothing in this deck was produced by a text rule or a language model. The company slides, the functions and the levels were written by hand from the sources named on each slide.

THE READING

How the yards are run

Seven ways to run a yacht builder

The 37 builders fall into seven organisation models. Family in every seat (Codecasa, Hakvoort, Rossinavi, Amer, Antonini, Mulder): the owner sells, a relative runs the floor, and the senior layer is project managers. Family owner with an outside CEO (Tankoa, Baglietto under Gavio, Mangusta's second generation with a sales director): the owner keeps the chair and hires the commercial and operating seats. Listed and corporate (Sanlorenzo, Ferretti, Azimut|Benetti): a C-suite with a chief sales officer, a chief operating officer and division general managers under a group CEO. Investor-owned with a professional CEO (Heesen, Royal Huisman, Oceanco, Wider, Vanquish, ICON, Next): the model closest to a greenfield company with a hired general manager. Brand inside a group (CRN, Custom Line, Riva, Columbus, Benetti, Damen Yachting): a general manager or brand head, sales and finance held at group level. Owner plus engineer (Vitters, Moonen, Van der Valk until 2026): the owner sells, an engineer runs the yard. Two-person model under an owner (Van der Valk since 2026, Balk): a commercial director beside a technical or operational director.

Who holds the commercial seat

At the top Italian yards the commercial seat is a C-level officer: Sanlorenzo's chief sales officer, Ferretti's chief commercial officer with separate directors for serial and custom sales, Benetti's sales director under a general manager, Baglietto's chief commercial officer. At the Dutch yards it is usually a commercial director reporting to the CEO, and twice it is split by territory: Heesen now has a Commercial Director in Oss, a Commercial Director America in Florida and a Sales Director in Monaco; Feadship sells through a commercial director on each side and a Feadship sales director. The smallest yards have no commercial seat at all: Hakvoort, Codecasa, Rossinavi, Amer and Lynx sell through the owner. A general manager who is expected to sell personally is the norm below about 100 people; above that the yards hire a seller and keep the general manager on the P&L.

How long the top seats last

The long tenures are at the family and corporate yards: Jan-Bart Verkuyl at Royal Van Lent since 2016, Marcel Onkenhout at Oceanco since 2010, Massimo Perotti at Sanlorenzo since 2005, Klaas Hakvoort since 1991. The short tenures are where owners changed: Heesen had three CEOs between 2023 and 2025 and replaced its CCO twice; Next Yacht Group's CEO lasted four months; Balk and Van der Valk swapped a CEO between them in 2026; Cantieri di Pisa's owner removed its managing director in September 2026. The pattern for a new owner is a technical or finance insider first, then an industrial outsider once the owner knows the yard.

THE READING

How the yards are run, continued

Where the people move between yards

The Dutch yards form one labour market: Royal Huisman engineers move to Vitters across the IJssel, Feadship commercial directors moved to Heesen in 2026, Oceanco and Royal Van Lent project directors move to Damen Yachting and the dredger builders, and the hull plants (Mercury, Slob) are led by people from Royal IHC and Heerema. The Italian market moves along the coast from Viareggio to La Spezia and Genoa: Benetti engineers to Lusben and Tankoa, CRN engineers to Cantiere delle Marche, Perini and TISG production directors to the smaller Viareggio yards. Movement between Italy and the Netherlands is rare and runs through the engine supplier and the classification societies, not between yards.

The Turkish connections already in these teams

Several people on this map have built in Türkiye or for Turkish yards: Heesen's former COO ran the yacht division of a Turkish shipbuilder to 2014; TISG's former operations chief ran its Turkish hull operation to 2025; Damen Yachting's engineering manager is Turkish and led engineering at Royal Van Lent; a former Royal Van Lent technology head now works as chief development officer for ALIA Yachts in Antalya; and commercial leaders at Oceanco, Turquoise and Sirena have sold Turkish-built yachts to the international market. Damen Yachting builds its explorer and support lines in Antalya, TISG built its hulls in Türkiye, and Next Yacht Group opened an Istanbul dealer in 2026.

What this means for a greenfield yard

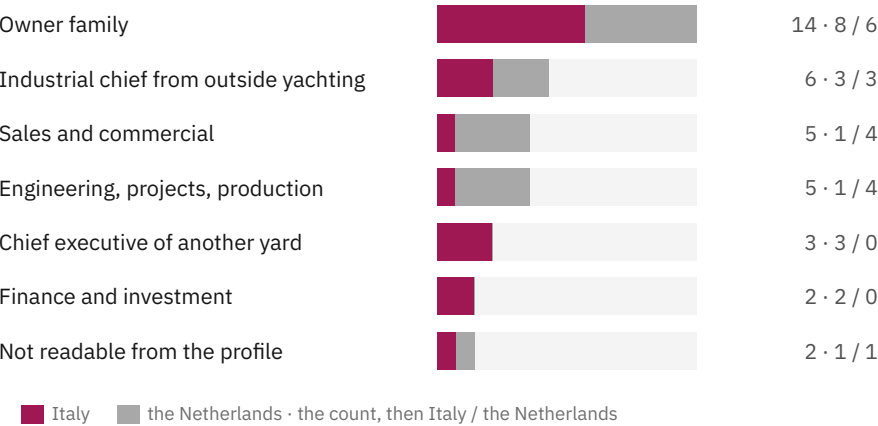
Three models fit a yard that will commission in 2027 with a commercial mandate. The investor-owned model with a professional general manager (Heesen, Royal Huisman) is the direct template, and it shows that the general manager's first year is spent hiring the senior layer. The two-person model (Van der Valk, Balk, Huisfit) is the lean alternative: a commercial general manager beside a technical or operations director, which matches the brief's own alternative. The brand-inside-a-group model (Benetti, Damen Yachting) shows the ceiling of a general manager who does not own sales and finance. The candidates are grouped by pool accordingly: commercially driven general managers, hybrid commercial-technical leaders, and operations directors who would pair with a commercial general manager.

THE READING

Where the top seats came from

The road to the top seat for the 37 people who hold one, read from their careers.

BY PATH



Fourteen owners, six outsiders, five sellers, five engineers

Of the 37 people who hold a top seat, 14 are the owning family. Of the 23 hired chiefs, six came from industry outside yachting (packaging machinery, Ferrari, Duracell, tiles, shipping, Technogym), and five of those six were hired since 2023 by investors and listed groups. Five rose through sales, five through engineering and projects, three had run another yard, two came from finance, and two are not readable from the profile.

The sellers who got the seat got it at their own yard

Every commercial chief who became a chief executive was promoted inside: Onkenhout after six years as Oceanco's head of marketing and sales, Verkuyl after five years selling for Royal Van Lent on twelve technical years, Naeyé after five years as Royal Huisman's commercial director, Mulder in the family yard. The one exception is Carbone, who went from vice president of sales at one group to general manager of another in 2017. The engineers took the same road: van Zon, Roderick de Vries and Ciniero were promoted inside; van Marle and de Lang were hired by small yards from a bigger one.

What it means for a greenfield yard

The commercially driven general manager the brief wants is the rarest path on this map, and a new yard cannot promote. It can hire a sitting commercial chief who has not yet had the seat (Chiaussa, Pellacani, Soria), a former group commercial officer who has had one (de Vivo, Fanizza), or an industrial chief and pair him with a seller, which is what the investor-owned yards did. The industrial outsiders were all hired into an existing organisation with a commercial director already in place; none was asked to sell.

THE READING

The top seats of Italy: 1 to 10 of 19

BUILDER	TOP SEAT	PATH	ORIGIN	SINCE	BEFORE THE SEAT
Baglietto	Diego Michele Deprati	Chief executive of another yard	From another yard	2020	CEO of Mondomarine 2001 to 2012 and chairman and CEO of Cerri Cantieri Navali 2012 to 2020; naval academy.
Benetti	Massimiliano Casoni	Industrial chief from outside yachting	From outside yachting	2023	Chief operating officer of Technogym; named Benetti general manager in September 2023 (press); not on the LinkedIn roster.
Sanlorenzo	Massimo Perotti	Owner family	Owner	2005	Bought the majority of the yard in 2005 after a long career at Azimut; chairman and chief executive since.
Cantiere delle Marche	Gianluca Ciniero	Engineering, projects, production	Promoted inside the yard	2026	Project manager at CRN and Cantiere delle Marche, CRN operations manager and head of engineering, then the yard's COO in 2024.
Tankoa Yachts	Edoardo Ratto	Not readable from the profile	Not readable	2008	General manager since the yard's first years; commercial accounting diploma; no earlier history on the profile.
Tankoa Yachts	Vincenzo Poerio	Chief executive of another yard	From another yard	2020	CEO of Benetti before the Tankoa board named him CEO in February 2020; the seat is not confirmed by any 2025 or 2026 source.
Ferretti Group	Stassi Anastassov	Industrial chief from outside yachting	From outside yachting	2026	Global CEO of Duracell, then a decade as adviser and investor; installed by the Weichai-backed board after the shareholder fight.
Overmarine Group · Mangusta	Maurizio Balducci	Owner family	Owner	—	Second generation of the founding family; group CEO; not on the LinkedIn roster.
Rossinavi	Claudia Rossi	Owner family	Owner	2009	Owning family; general manager since 2009; art history degree.
Palumbo Superyachts · ISA	Francesco Carbone	Sales and commercial	From another yard	2017	Sales and marketing director, vice president of sales and president of the Americas at The Italian Sea Group 2009 to 2017; Natuzzi before.

THE READING

The top seats of Italy: 11 to 19 of 19

BUILDER	TOP SEAT	PATH	ORIGIN	SINCE	BEFORE THE SEAT
Palumbo Superyachts · ISA	Primiano Protano	Chief executive of another yard	From another yard	2025	Naval architect; general director of The Italian Sea Group 2013 to 2023; newbuild director at San Giorgio del Porto since 2023.
Wider Yachts	Fabio Fraternale	Finance and investment	From outside yachting	2020	Fourteen years in banking, a Ferretti brand chief executive seat to 2010, managing director of Teuco Guzzini, then consulting.
Next Yacht Group · Maiora	Giorgio Mattei	Finance and investment	From outside yachting	2022	Physicist-entrepreneur who chairs other companies; deputy chairman of the group since 2022; the CEO hired in 2025 lasted five months.
Antonini Navi	Walter Antonini	Owner family	Owner	2019	Bocconi graduate of the owning family; general manager of the yard since 2019 per the profile.
The Italian Sea Group · Admiral	Giovanni Costantino	Owner family	Owner	—	Founder, chairman and CEO; reappointed by the new board under court administrators in October 2026.
Codecasa	The Codecasa family	Owner family	Owner	—	Owning family since 1825; not on the LinkedIn roster beyond an intern.
Azimut Yachts	Andrea Antichi	Industrial chief from outside yachting	From outside yachting	2025	Nineteen years at Ferrari, the last three as chief manufacturing officer; mechanical engineer with an executive MBA.
Amer Yachts · Permare	Barbara Amerio	Owner family	Owner	2021	Owning family; brokerage and publishing before; CEO since 2021.
Cantieri di Pisa	Enrico Gennasio	Owner family	Owner	2026	Owner; took the seat himself when the managing director left in September 2026.

THE READING

The top seats of the Netherlands: 1 to 10 of 18

BUILDER	TOP SEAT	PATH	ORIGIN	SINCE	BEFORE THE SEAT
Heesen Yachts	Jeroen van der Meer	Industrial chief from outside yachting	From outside yachting	2025	CEO of Comexi and of Scholle IPN EMEA (packaging machinery), COO of Takween; mechanical engineer who began in sales.
Damen Yachting · Amels	Rose Damen	Owner family	Owner	2015	Damen family; INSEAD MBA, investment analyst, one year as group sales trainee before the seat.
Moonen Yachts	Nicky van Zon	Engineering, projects, production	Promoted inside the yard	2025	Assistant project manager 2008, project manager 2014, technical director 2020, all at Moonen.
Feadship	Jan Bart Verkuyl	Sales and commercial	Promoted inside the yard	2016	Naval architect at MARIN and De Voogt; Royal Van Lent sales manager 2011, commercial director 2014.
Feadship · Koninklijke De Vries	Roderick de Vries	Engineering, projects, production	Promoted inside the yard	2025	Head of engineering at De Hoop; programme and project manager, then technical director of the yard for fifteen years; the family name.
Feadship · De Vries Scheepsbouw Makkum	Marc Niederer	Industrial chief from outside yachting	From outside yachting	2022	Maersk and Svitzer managing director, COO of Global Ports; Harvard and Chicago Booth. Director of the Aalsmeer yard per his profile.
Feadship · De Vries Scheepsbouw Makkum	Sijbrand de Vries	Owner family	Owner	2005	Owning family; director of the Makkum yard since it opened in 2005; technical management education.
Van der Valk Shipyard	Evan Kortmann	Sales and commercial	From another yard	2026	Yacht transport at Sevenstar, a yacht-shipping platform, Balk chief commercial officer 2022 and CEO 2023 to 2026; IMD.
Royal Hakvoort Shipyard	Klaas Hakvoort	Owner family	Owner	1991	Owning family; a year as a piping designer, then the yard since 1991.
Oceanco	Marcel Onkenhout	Sales and commercial	Promoted inside the yard	2010	General manager marketing and sales 2004, deputy managing director 2009, both at Oceanco.

THE READING

The top seats of the Netherlands: 11 to 18 of 18

BUILDER	TOP SEAT	PATH	ORIGIN	SINCE	BEFORE THE SEAT
ICON Yachts	Tony Gale	Not readable from the profile	Not readable	—	CEO per the headline; no dates or history on the profile.
Mulder Shipyard	Nick Mulder	Owner family	Owner	2022	Fourth generation of the owning family; sales manager 2010, commercial director 2016.
Royal Huisman	Peter Naeyé	Sales and commercial	Promoted inside the yard	2025	Commercial director of Royal Huisman and Huisfit from 2020, then chief commercial officer; CEO by November 2025 (press); not on the roster.
Vitters Shipyard	Maarten van Marle	Engineering, projects, production	From another yard	2026	Delft naval architect; interim manager; Royal Van Lent business improvement and engineering manager 2022 to 2026; Kellogg.
Lynx Yachts	Slim Bouricha	Owner family	Owner	—	Founder; not on the LinkedIn roster.
Vanquish Yachts	Frank Spikker	Industrial chief from outside yachting	From outside yachting	2025	CEO of Royal Mosa (tiles), Timothy Oulton and Halo (furniture) and Isopartner; Philips Lighting before; INSEAD.
Balk Shipyard	Allard Borleffs	Owner family	Owner	—	New owner per a regional source; general director on the profile without dates. The former CEO moved to Van der Valk in July 2026.
Mercury Yacht Construction	Hans de Lang	Engineering, projects, production	From another yard	2026	Royal IHC general manager of the interior and piping units, Royal Huisman refit and operations manager; automotive engineer.

THE READING

The number two at each builder: Italy, 1 to 11 of 21

The person who runs the yard day to day under the top seat, or who would step up if it moved; marked on the organisation charts. Grey: no number two is visible, and why.

BUILDER	TOP SEAT	NUMBER TWO	WHY
Baglietto	Diego Michele Deprati	Fabio Ermetto, chief commercial officer	The most senior hired executive after the CEO: CCO since 2020, Benetti's CCO before, chairman of Fraser. The operations side is newer (COO since March 2026).
Benetti	Marco Valle, Group CEO of Azimut-Benetti	No number two visible	The brand general manager (Casoni, per the press) is not on the roster; sales has a director (Petrozzi) and operations is held at group level. The number two is the group's director of operations.
Sanlorenzo	Massimo Perotti, Executive Chairman	Tommaso Vincenzi, president of the Yacht business unit	Runs the largest unit since 2022 after seven years as its COO and three as technical director. The ownership heir is the family: Cesare Perotti joined the board in April 2025.
Cantiere delle Marche	Gianluca Ciniero	No company page	Cantiere delle Marche has no LinkedIn page of its own; its managing director is read through CRN alumni.
Tankoa Yachts	Edoardo RATTO; Eva Orsi; Vincenzo Poerio	The joint chief executive is the second seat	Under the general manager and the joint CEO the roster shows two yard managers and a head of production; the commercial seat is one sales manager. No executive number two.
CRN	No brand head on the LinkedIn roster	Bruno Piantini, industrial director	The natural brand head: operations director of CRN 2013 to 2021, general manager of Cantiere delle Marche, back as industrial director since 2021. CRN has no brand chief; the group's CCO and CTOO run it.
Ferretti Group	Morgan XU 徐新玉; Stassi Anastassov	Matteo Cecada, chief technical and operations officer	All technical and industrial functions since 2014, 1,700 people, seven sites; sets the industrial strategy with the CEO. The commercial alternative is the CCO (Pellacani, on the shortlist).
Overmarine Group · Mangusta	Maurizio Balducci, CEO	Katia Balducci, chief administrative officer (owning family)	The owning family holds every seat but the Americas; the only hired executive is the president of Mangusta Americas in Miami.
Rossinavi	Claudia Rossi	Federico Rossi, chief operating officer (owning family)	The owning family: the general manager's brother runs the floor. No hired number two.
Palumbo Superyachts · ISA	Francesco Carbone; Primiano Protano	Andrea Greco, vice general manager	Vice general manager since December 2023 while keeping the technical production manager seat; a naval architect of 37 one step under two general managers.
Columbus Yachts	—	Run inside Palumbo Superyachts	The brand has a marketing director shared across the group; the people sit on the Palumbo page.

THE READING

The number two at each builder: Italy, 12 to 21 of 21

BUILDER	TOP SEAT	NUMBER TWO	WHY
Wider Yachts	Fabio Fraternale; Marcello Maggi	Stefano Talamonti, general manager	General manager per the headline, under the CEO and the chairman; no dates on the profile, so the seat must be verified.
Next Yacht Group · Maiora	Giorgio Mattei	The chief executive seat itself is open	The CEO hired in April 2025 left in September; the deputy chairman holds the top. A new CFO and a new CHRO were hired in 2026; the shipyard director runs the floor.
Antonini Navi	Walter Antonini	Aldo Manna, partner and sales director	The only partner beside the owning family and the yard's seller; founder of a dealer business before. The production manager came in 2024.
The Italian Sea Group · Admiral	Giovanni Costantino, Chairman and CEO	Gianmaria Costantino, chief commercial officer (owning family)	The founder's son holds the commercial seat and sat on the board; the professional number two is the chief production officer (de Candiziis, March 2026). Both depend on the sale of the group.
Codecasa	The Codecasa family	Owning family, not on the roster	The roster shows one head of technical department since 2003; the family runs sales and the yard.
Custom Line	—	Run inside Ferretti Group	A head of sales (Procopio, January 2026) and a plant director; the brand has no general manager of its own.
Azimut Yachts	Federico Ferrante; Andrea Antichi	Enrico Chiaussa, chief commercial officer EMEA and APAC	Eighteen years inside the brand's sales organisation, the commercial chief since 2024, under a general manager hired from Ferrari in 2025. The operations alternative is the new COO (Rodi, September 2026).
Riva	—	Run inside Ferretti Group	A head of sales since November 2025 and a plant director; no brand general manager.
Amer Yachts · Permare	Barbara Amerio	Noémie Amerio, general manager of sales (owning family)	The next generation of the owning family holds sales; an operations manager was hired in 2025.
Cantieri di Pisa	Owner Enrico Gennasio took over after the managing director left in Sep 2026	No number two	The owner took the top seat himself in September 2026; under him a production director and a purchasing manager.

THE READING

The number two at each builder: the Netherlands, 1 to 11 of 19

BUILDER	TOP SEAT	NUMBER TWO	WHY
Heesen Yachts	Jeroen van der Meer	Paul van Herpen, operations director	Twenty years inside Heesen through planning, purchasing, after sales and production, operations director since January 2026 under a CEO who arrived in September 2025. The commercial seat changed hands twice in two years.
Damen Yachting · Amels	Rose Damen	Sjoerd van den Broek, director of operations	Runs operations and the project management department since 2024 under a family managing director; the sales director (Luijendijk) is the former managing director, the past rather than the future.
Moonen Yachts	Matthew Baxter; Nicky van Zon	No number two	The yard is one layer deep: a managing director who is also the technical director, then department heads and a part-time finance seat.
Feadship	Jan Bart Verkuyl	Run by the yard chief executives	Feadship is the brand company of two yards; its directors are their chief executives. The number twos sit on the yard pages (Royal Van Lent, De Vries, Makkum).
Feadship · Koninklijke De Vries	Roderick De Vries	Hans van der Wiel, head of production and deputy director	Deputy director on the management team since September 2025, four months after the technical director became CEO; newbuild project leader before. The CCO (Nederpelt) is 64.
Feadship · De Vries Scheepsbouw Makkum	Marc Niederer; Sijbrand De Vries	Sieger Hoekstra, production general manager	Production general manager since 2024 under a family director; the yard's other seats are department managers.
Feadship · Royal Van Lent	—	Dennis van Haasteren, director of the Amsterdam yard	Ran the De Vries Aalsmeer yard for eight years before taking the new Amsterdam yard in December 2023: the only person at Feadship who has already been a yard director twice. The Kaag yard director (Eek) is 60.
Van der Valk Shipyard	Evan Kortmann	Yoeri Bijker, commercial director	Commercial director since 2010 at 35; the CEO arrived in July 2026. The technical director (Kooltjes) holds the other half.
Royal Hakvoort Shipyard	Klaas Hakvoort	Owning family; the next generation is not on the roster	The roster shows a senior controller under the owner-managing director.
Oceanco	Jacques Kröner; Marcel Onkenhout	Bas Swanink, sales director	Sales director since 2020 on seventeen years of project management: the same road the CEO took. A corporate lawyer joins the management board in November 2026 for the new owner; the executive director of life-cycle support (Kaasjager) is the other candidate.
ICON Yachts	Tony Gale	No number two	The owner's former group director sits beside the CEO as adviser; under them a head of projects and an operations manager.

THE READING

The number two at each builder: the Netherlands, 12 to 19 of 19

BUILDER	TOP SEAT	NUMBER TWO	WHY
Mulder Shipyard	Nick Mulder	Owning family	The managing director is the family's fourth generation; under him a location manager since 2002 and a CFO hired in 2026.
Royal Huisman	Peter Naeyé, CEO	Dimitri van Zwieten, general manager new build	Runs new-build delivery since June 2025 under a CEO promoted from the commercial seat; the general manager of refit and service (Coronel) runs the other business line.
Vitters Shipyard	Louis Hamming; Maarten van Marle	The owner is the second seat	A managing director hired in August 2026 under the owner; the next layer is an engineering manager of 62 and a sales manager.
Lynx Yachts	Founder Slim Bouricha	No roster	The founder is not on LinkedIn and the page shows no senior layer.
Vanquish Yachts	Frank Spikker	The COO seat was vacated in December 2025	The chief operating officer moved sideways to after-sales a year after the new CEO arrived; no number two now.
Balk Shipyard	Allard Borleffs	Peter Lassche, operational director	Operational director since October 2024 under a new owner; the former CEO left for Van der Valk in July 2026. A sales director was hired in 2026.
Mercury Yacht Construction	Hans de Lang	No number two	A general manager over three managers (production, operations, engineering), all hired since 2023.
Huisfit	Part of Royal Huisman	Run inside Royal Huisman	A commercial director since 2025 and an operations manager; the top seat is Royal Huisman's CEO.

THE READING

The Türkiye lens

60 people on the map with a Turkish connection, and three ways to place the general manager.

17 FEADSHIP · ROYAL VAN LENT	11 DAMEN YACHTING · AMELS	9 OCEANCO	8 THE ITALIAN SEA GROUP · ADMIRAL	7 ALUMNI AND ELSEWHERE	2 FEADSHIP
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The Dutch custom yards already run on a Turkish engineering bench

Sixty people on this map have a Turkish connection. Thirty-seven of them are Turkish engineers and leads at Royal Van Lent (17), Damen Yachting (11) and Oceanco (9), most trained at Istanbul Technical University, Yıldız or Karadeniz Technical and hired from Turquoise, Sedef, Tersan, Numarine and Sirena after 2019. They hold lead and team-lead seats; one holds a senior seat (Damen Yachting's engineering manager) and three are in the pools. The Italian Sea Group runs a Turkish unit of its own with a country director, a production director and a finance manager in Istanbul.

The senior people who know Türkiye are the ones who built there

The Turkish connection at senior level is not nationality but experience: Heesen's former chief operating officer ran the yacht division of a Turkish shipbuilder; The Italian Sea Group's former operations chief ran its Turkish hull operation; Royal Van Lent's former head of technology develops ALIA Yachts in Antalya; and three commercial leaders (Oceanco, Turquoise, Sirena) have sold Turkish-built yachts to the international market. A new yard's second layer can be hired back from the Dutch benches, where a Turkish engineer with Feadship years is worth more at home than abroad.

Three location models, and what each does to the shortlist

A: one general manager resident at the yard, four days a week in the first year; the cleanest line and the smallest pool. B: a commercial leader based in Europe beside a resident yard director, the two-person model that Van der Valk, Balk and Huisfit run; it doubles the reachable pool because the Italian operations chiefs and the Dutch hybrids fit the second seat. C: a general manager who divides the week between Istanbul or Italy and the yard, with a resident deputy; it fits the founders and the dealer-side sellers. Each shortlisted person's page says which model the profile points to, from the base and the career, not from a conversation.

THE READING

The Turkish connections: 1 to 16 of 60

PERSON	BUILDER	SEAT	LEVEL	CONNECTION	WHAT THE PROFILE SAYS
Neslihan Seflek	Ferretti Group	Sales manager Americas, Ferretti Yachts and Wally	Manager	Turkish national	Ferretti Group sales manager for the Americas; sold Azimut for Sirena Marine in Türkiye 2008 to 2014; ran her own yacht company. In the GM pool.
Bahadır Gülşen	Ferretti Group	Riva after-sales service and product specialist	Staff	Turkish national	Riva after-sales and product specialist; Istanbul Technical University naval architect.
Volkan Kumkum	Rossinavi	Designer, handling workshop	Staff	Turkish national	Designer at Rossinavi since 2017; Gürdesan and Selah before.
Alberto Bevacqua	The Italian Sea Group · Admiral	Country Director, TISG Türkiye	Senior layer	Turkish site	Country director of TISG Türkiye since April 2024; inside the group since 2012 as an interior designer and business unit manager.
Ozgur Deli	The Italian Sea Group · Admiral	Director of Production (Istanbul)	Senior layer	Turkish site	Director of production of TISG's Turkish unit since 2025, Istanbul; Yıldız naval architect, UBC master. In the COO pool, at the age cut.
Melda Çavdar	The Italian Sea Group · Admiral	Administrative manager, Turkish site	Manager	Turkish site	Administrative manager of the Turkish site since 2023; Honda Türkiye before.
Tulga Zorbasoy.	The Italian Sea Group · Admiral	Finance manager, Turkish site	Manager	Turkish site	Finance manager of the Turkish site, Istanbul, since 2022.
Ömer Demirci	The Italian Sea Group · Admiral	Project manager, Turkish site	Manager	Turkish site	Project manager at the Turkish site since 2023.
Alperen Akarçay	The Italian Sea Group · Admiral	HSE specialist, Turkish site	Staff	Turkish site	HSE specialist at the Turkish site since 2024.
Nil Özegemen	The Italian Sea Group · Admiral	Project architect, mega yachts	Staff	Turkish national	Project architect at TISG since January 2026; Ferretti before.
Veysel Mehmet Karaoğlu	The Italian Sea Group · Admiral	Project responsible, Turkish site	Staff	Turkish site	Project responsible at the Turkish site since 2024.
Caner Ayhan	Heesen Yachts	Project leader mechanical engineering	Staff	Turkish national	Mechanical engineering project leader at Heesen; Numarine engineering manager before; Istanbul Technical University.
Sabahettin Haloğlu	Heesen Yachts	Project lead	Staff	Turkish national	Project lead at Heesen since September 2026; Mavi Marine before; Southampton.
Erdinç Açikel, PhD, MBA.	Damen Yachting · Amels	Manager Engineering, Damen Yachting	Senior layer	Turkish national	Engineering manager of Damen Yachting since 2025; led engineering at Royal Van Lent and a Royal IHC product group; lives in Dordrecht. In the COO pool, at the age cut.
Cem Koçak	Damen Yachting · Amels	Lead mechanical engineer	Manager	Turkish national	Lead mechanical engineer at Damen Yachting; Feadship and Turquoise before.
Gencay OK	Damen Yachting · Amels	Project manager engineering	Manager	Turkish national	Engineering project manager at Damen Yachting since 2021; Sedef business development before; Karadeniz Technical naval architect. In the hybrid pool.

THE READING

The Turkish connections: 17 to 32 of 60

PERSON	BUILDER	SEAT	LEVEL	CONNECTION	WHAT THE PROFILE SAYS
Göktürk Topuz	Damen Yachting · Amels	Lead interior engineer, Amels 80	Manager	Turkish national	Lead interior engineer at Damen Yachting; Sirena Marine design lead before; METU.
Serhat Erisgin	Damen Yachting · Amels	Section leader engineering, mechanical	Manager	Turkish national	Mechanical section leader at Damen Yachting; Tersan project manager before; Istanbul Technical University.
Volkan Ayas	Damen Yachting · Amels	Team lead shipbuilding	Manager	Turkish national	Shipbuilding team lead at Damen Yachting; Turquoise and Bering before.
Abdullah Türköz	Damen Yachting · Amels	Interior specialist	Staff	Turkish national	Interior specialist at Damen Yachting since 2016.
Fatih Umut	Damen Yachting · Amels	Interior specialist	Staff	Turkish national	Interior specialist at Damen Yachting; Turquoise and Bilgin before.
Melik Saral	Damen Yachting · Amels	Interior supervisor	Staff	Turkish national	Interior supervisor at Damen Yachting; Sedef interior outfitting before.
Ömer Faruk KAYA	Damen Yachting · Amels	Technical specialist, mechanical and propulsion	Staff	Turkish national	Mechanical and propulsion specialist at Damen Yachting; STM and Turkish yards before.
Özkan Altıntaş	Damen Yachting · Amels	Technical specialist, mechanical systems	Staff	Turkish national	Mechanical systems specialist at Damen Yachting; Sedef design chief and the Istanbul naval shipyard before; naval academy.
Ece MISIRLI	Feadship	Senior exterior engineer	Staff	Turkish national	Senior exterior engineer at Feadship; Turkish yacht design before.
Suleyman Caglar	Feadship	Senior mechanical engineer	Staff	Turkish national	Senior mechanical engineer at Feadship; Amels and Tersan before.
Egemen Celik	Feadship · Royal Van Lent	Project manager engineering	Manager	Turkish national	Engineering project manager for custom builds at Royal Van Lent; nine years at Damen Naval; Istanbul Technical University.
Elif Akyüz Gökbel	Feadship · Royal Van Lent	Lead naval architect	Manager	Turkish national	Lead naval architect at Royal Van Lent; ten years at a Turkish yacht design office before; Istanbul Technical University.
Harun Demir	Feadship · Royal Van Lent	Project lead naval architect	Manager	Turkish national	Naval architecture project lead at Royal Van Lent; Oceanco, Amels and Turquoise before; Istanbul Technical University.
Ilayda Genc	Feadship · Royal Van Lent	Lead production mechanical	Manager	Turkish national	Mechanical production lead at Royal Van Lent; Port of Rotterdam and Van Oord before; Turkish and Dutch.
M. Hakan Suer	Feadship · Royal Van Lent	Project engineer team lead	Manager	Turkish national	Engineering team lead at Royal Van Lent; Damen Yachting and Sirena Marine before; Yıldız.
Mikail Suslu MSc.	Feadship · Royal Van Lent	Technical project manager, 100 m-plus yachts	Manager	Turkish national	Technical project manager for 100 m-plus yachts at Royal Van Lent; fourteen years a Dutch navy engineer officer; Turkish and Dutch.

THE READING

The Turkish connections: 33 to 48 of 60

PERSON	BUILDER	SEAT	LEVEL	CONNECTION	WHAT THE PROFILE SAYS
Murat Karabulut	Feadship · Royal Van Lent	Project manager engineering	Manager	Turkish national	Project manager engineering at Royal Van Lent after the same seat at Damen Yachting; a Tuzla yard, Sunrise and Turquoise before; Yıldız naval architect. In the COO pool.
Anıl Türkoğlu	Feadship · Royal Van Lent	Yacht equipment specialist	Staff	Turkish national	Equipment specialist at Royal Van Lent; Turquoise before.
Berk Erdönmez	Feadship · Royal Van Lent	Senior mechanical engineer	Staff	Turkish national	Mechanical engineer at Royal Van Lent; Damen before.
Cemalcan Mekik	Feadship · Royal Van Lent	Specialist engineering structural	Staff	Turkish national	Structural engineer at Royal Van Lent; Turquoise before.
Ebru Özalp Kahveci	Feadship · Royal Van Lent	Senior engineer interior	Staff	Turkish national	Interior engineer at Royal Van Lent since 2022.
Elmas Can Beyazova	Feadship · Royal Van Lent	Engineering specialist	Staff	Turkish national	Mechanical engineering specialist at Royal Van Lent; Damen before.
Firaz Yıldız	Feadship · Royal Van Lent	Senior engineer	Staff	Turkish national	Senior engineer at Royal Van Lent; Damen before.
Husamettin S.	Feadship · Royal Van Lent	Senior mechanical engineer; exhaust systems specialist	Staff	Turkish national	Senior mechanical engineer at Royal Van Lent; De Voogt before.
Mehmet Kuday	Feadship · Royal Van Lent	Specialist engineer, exterior design parts	Staff	Turkish national	Exterior parts engineer at Royal Van Lent since October 2026; tender design before.
Sıla Ulusoy	Feadship · Royal Van Lent	Senior interior engineer	Staff	Turkish national	Interior engineer at Royal Van Lent; Damen before.
İbrahim Ethem Arazı	Feadship · Royal Van Lent	Senior mechanical engineer	Staff	Turkish national	Mechanical engineer at Royal Van Lent; Turkish yards before.
Ali Karabeyoglu	Oceanco	Project manager engineering	Manager	Turkish national	Engineering project manager at Oceanco; Turquoise and Pendennis before; Southampton.
Emre Uz	Oceanco	Lead electrical engineer	Manager	Turkish national	Lead electrical engineer at Oceanco; Sedef before.
Hakan Kavurt	Oceanco	Lead piping engineer	Manager	Turkish national	Lead piping engineer at Oceanco, based in Antalya; Damen and the Istanbul naval shipyard design office before; Carnegie Mellon.
Hasan Demiröz	Oceanco	Lead outfit engineer	Manager	Turkish national	Outfit lead engineer at Oceanco; Damen Yachting and Turquoise before; Yıldız.
Ilhan Birsen	Oceanco	Project manager design, electrical	Manager	Turkish national	Electrical design project manager at Oceanco; Alewijnse before; Turkish and Dutch.

THE READING

The Turkish connections: 49 to 60 of 60

PERSON	BUILDER	SEAT	LEVEL	CONNECTION	WHAT THE PROFILE SAYS
Murat Çamca	Oceanco	Lead engineer piping	Manager	Turkish national	Piping lead engineer at Oceanco; Damen Yachting and Sedef before.
Sevil Özkavak	Oceanco	Lead engineer interior	Manager	Turkish national	Interior lead engineer at Oceanco; Turkish yacht interiors before.
Özgür Özel	Oceanco	Lead engineer systems	Manager	Turkish national	Systems lead engineer at Oceanco; Damen Yachting and Cemre before.
Özkan Sağ	Oceanco	Engineering discipline manager, mechanical systems	Manager	Turkish national	Mechanical systems discipline manager at Oceanco; Amels and Turquoise before; Istanbul Technical University.
Levent Delgen	Vitters Shipyard	Interior and technique coordinator	Manager	Turkish national	Interior and technique coordinator at Vitters.
Francesco Ansalone	Formerly Azimut Yachts, Ferretti Group	CEO, Marina di Varazze	Top seat	Built in Türkiye	Sales and marketing manager at Sirena Marine in 2016; chief marketing officer of Arcadia to January 2026; now CEO of a marina.
Rick Van De Wetering	Formerly Heesen Yachts	Founder, Fossani; former COO, Heesen Yachts (to Jan 2026); former yacht division director of a Turkish shipbuilder	Top seat	Built in Türkiye	Heesen chief operating officer to January 2026; yacht division director of a Turkish shipbuilder in Istanbul to 2014.
Salvatore Greco	Formerly CRN, The Italian Sea Group · Admiral	Self-employed naval engineer; former COO of The Italian Sea Group and of its Turkish operation, former CEO CRN	Top seat	Built in Türkiye	Chief operations officer of TISG's Turkish hull operation to 2025 after the COO seat in Italy; CEO of CRN before that. About 71.
Antonio Caviglia	Formerly Oceanco, Sanlorenzo	Former Sales Director, Oceanco; now real-estate sales in Dubai	Senior layer	Built in Türkiye	Oceanco sales director to 2023; sales and marketing director at Numarine, OTAM and Vicem Europe before; now in Dubai property.
Cristian S.	Formerly Benetti	Owner, Yacht Co (Monaco); former Head of Sales, Turquoise Yachts	Senior layer	Built in Türkiye	Head of sales at Turquoise to November 2023; sold Turkish-built yachts to the international market from Monaco; Blohm+Voss sales director before.
Emre Sandan	Formerly Damen Yachting · Amels	Founder, MES Marine and Turkuaz Marine (Antalya); broker at Denison; former project manager, Damen Yachting	Senior layer	Turkish national	Turkish engineer who ran a 53 m yacht-support build at Damen Yachting to June 2025; shipyard manager at Sarp, deputy general manager at Alen; based in Antalya. In the hybrid pool.
Wilma Van Rijn	Formerly Feadship · Royal Van Lent	Lightship Maritime Solutions: Chief Development Officer for ALIA Yards (Antalya) and shipyard process manager for Zwijnenburg and NERA; former Head of Technology, Royal Van Lent	Senior layer	Built in Türkiye	Chief development officer for ALIA Yachts in Antalya as a consultant since 2023; head of technology at Royal Van Lent before.

THE BUILDERS

Italy: builders 1 to 11 of 21

BUILDER	BASE	GRADE	ORGANISATION	TOP SEAT ON LINKEDIN	SENIOR LAYER	STAFF READ
Baglietto	La Spezia	A+	Industrial-group owner; outside CEO since 2020 with a CCO and a head of operations	Diego Michele Deprati, Amministratore Delegato (CEO)	14	79
Benetti	Viareggio	A+	Group brand; a general manager from Technogym and Ferrari over a sales director	Marco Valle, Group CEO of Azimut-Benetti; Benetti's own general manager is not on the LinkedIn roster (the press names Massimiliano Casoni)	6	98
Sanlorenzo	Ameglia (La Spezia)	A+	Listed, founder-controlled; corporate C-suite over yard presidents	Massimo Perotti, Executive Chairman (controlling shareholder; not on the LinkedIn roster)	46	260
Cantiere delle Marche	Ancona	A+	Founder-managers with a family-office majority shareholder	Gianluca Ciniero, Managing Director, Cantiere delle Marche	0	1
Tankoa Yachts	Genoa	A+	Family owner; outside CEO (ex-Benetti) with a co-CEO and a sales manager	Edoardo RATTO, Direttore Generale; Eva Orsi, President; Vincenzo Poerio, Joint CEO	7	75
CRN	Ancona	A+	Brand inside Ferretti; no own CEO, custom sales held at group level	No brand head on the LinkedIn roster; CRN is run inside Ferretti Group's custom business (CCO and CTOO at group level)	4	51
Ferretti Group	Forlì	A+	Listed, contested control; new outside CEO, CCO with serial and custom sales directors	Morgan XU 徐新玉, Executive President (Weichai Power); Stassi Anastassov, Chief Executive Officer	33	330
Overmarine Group · Mangusta	Viareggio	A+	Second-generation family CEO with a sales director	Maurizio Balducci, CEO (owning family; not on the LinkedIn roster)	5	72
Rossinavi	Viareggio	A+	Family owner; son as COO, no CEO title, no sales director	Claudia Rossi, General Manager	6	67
Palumbo Superyachts · ISA	Ancona and Naples	A	Family group; sole director, brand general managers	Francesco Carbone, General Manager, ISA Yachts and Palumbo Superyachts; Primiano Protano, Direttore generale, Palumbo Superyachts	5	36
Columbus Yachts	Savona	A	Brand general manager inside Palumbo	—	1	4

THE BUILDERS

Italy: builders 12 to 21

BUILDER	BASE	GRADE	ORGANISATION	TOP SEAT ON LINKEDIN	SENIOR LAYER	STAFF READ
Wider Yachts	Fano	A	Investor-owned; industry-veteran president, hired CEO, new Dubai shareholder	Fabio Fraternale, CEO, Wider; Marcello Maggi, President	6	23
Next Yacht Group · Maiora	Viareggio	A	Investor-owned; chairman and chief sales officer, CEO seat empty since 2025	Giorgio Mattei, Deputy Chairman	14	91
Antonini Navi	La Spezia	A	Family managing director; sales partner as shareholder	Walter Antonini, General Manager, Antonini Navi; CEO Energy Division, Gruppo Antonini	2	8
The Italian Sea Group · Admiral	Marina di Carrara	A	Founder-controlled, in restructuring; founder CEO again under court administrators	Giovanni Costantino, Chairman and CEO (founder; not on the LinkedIn roster)	20	113
Codecasa	Viareggio	B+	Family in every seat; no outside executive	The Codecasa family (not on the LinkedIn roster beyond an intern)	1	11
Custom Line	Ancona	B+	Brand inside Ferretti; sold by the group's custom sales director	—	0	0
Azimut Yachts	Avigliana (Turin)	B	Family group; division general manager from Ferrari under the group CEO	Federico Ferrante, President, Azimut Benetti Americas; Andrea Antichi, General Manager, Azimut Yachts	13	213
Riva	Sarnico	B	Brand inside Ferretti; serial-business sales	—	0	0
Amer Yachts · Permare	Sanremo	B	Family CEO and a family head of sales; an operations manager hired from Sanlorenzo in 2025	Barbara Amerio, CEO	4	24
Cantieri di Pisa	Pisa	B	Owner as sole director since 2026; MD left	Owner Enrico Gennasio took over after the managing director left in Sep 2026	3	12

THE BUILDERS

The Netherlands: builders 1 to 10 of 19

BUILDER	BASE	GRADE	ORGANISATION	TOP SEAT ON LINKEDIN	SENIOR LAYER	STAFF READ
Heesen Yachts	Oss	A+	New owner; outside CEO rebuilt the top team; commercial split by territory	Jeroen van der Meer, Chief Executive Officer	23	86
Damen Yachting · Amels	Vlissingen	A+	Family group division; family managing director with a commercial director	Rose Damen, Managing Director	11	99
Moonen Yachts	's-Hertogenbosch	A+	Owner couple abroad; technical director promoted to managing director	Matthew Baxter, Chairperson, Moonen (owner); Nicky van Zon, Managing Director	5	20
Feadship	Hoofddorp	A+	Two yards, one brand; no group CEO, two Feadship Directors	Jan Bart Verkuyl, CEO, Royal Van Lent; Director, Feadship	22	135
Feadship · Koninklijke De Vries	Aalsmeer	A+	Family; next generation as CEO, projects officer and CCO	Roderick De Vries, CEO	13	72
Feadship · De Vries Scheepsbouw Makkum	Makkum	A+	Family yard director; works-engineering department	Marc Niederer, Director, Koninklijke De Vries Aalsmeer / Feadship; Sijbrand De Vries, Director, De Vries Makkum	14	80
Feadship · Royal Van Lent	Kaag and Amsterdam	A+	LVMH-owned; long-tenured chairman and CEO over operations and engineering directors	—	17	163
Van der Valk Shipyard	Waalwijk	A+	Management buyout; commercial CEO over technical and commercial directors	Evan Kortmann, Chief Executive Officer	5	33
Royal Hakvoort Shipyard	Monnickendam	A	Owner sells, project managers deliver	Klaas Hakvoort, Owner and Managing Director	1	37
Oceanco	Alblasserdam	A	New private owner; CEO since 2010 with group companies for hulls, superstructures, systems	Jacques Kröner, Member of the management board (from 1 November 2026); Marcel Onkenhout, Chief Executive Officer	19	119

THE BUILDERS

The Netherlands: builders 11 to 19

BUILDER	BASE	GRADE	ORGANISATION	TOP SEAT ON LINKEDIN	SENIOR LAYER	STAFF READ
ICON Yachts	Harlingen	A	Owner in Monaco; CEO over heads of projects, estimating and business development	Tony Gale, Chief Executive Officer	9	28
Mulder Shipyard	Zoeterwoude	A	Family seller as managing director; first CFO in 2026	Nick Mulder, Managing Director	5	34
Royal Huisman	Vollenhove	B+	Investor-owned; commercial director promoted to CEO	Peter Naeyé, CEO (per the press, Nov 2025; not on the LinkedIn roster)	10	73
Vitters Shipyard	Zwartsluis	B+	Owner above an engineer managing director	Louis Hamming, Owner; Maarten van Marle, Managing Director / CEO	4	68
Lynx Yachts	Nijkerk	B	Founder with contractors	Founder Slim Bouricha (not on the LinkedIn roster)	0	1
Vanquish Yachts	Marknesse	B	PE-backed; new CEO, product owners per model	Frank Spikker, CEO	11	85
Balk Shipyard	Urk	B	Owner-director with an operational director and a sales director	Allard Borleffs, Managing director, Balk Shipyard	2	10
Mercury Yacht Construction	Zwijndrecht	B	Hull plant: general manager, operations, production, engineering	Hans de Lang, General Manager	3	37
Huisfit	Zaandam	B	Three-seat business unit: commercial, operations, finance	Part of Royal Huisman; no separate top seat on the roster	3	13

CHANGES AT THE TOP

Who took and who left the top seats, 2023 to 2026

WHEN	BUILDER	WHAT HAPPENED
2026-10	The Italian Sea Group · Admiral	New board reappoints founder Giovanni Costantino as CEO under court administrators; five bids for the yards.
2026-09	Cantieri di Pisa	Owner Enrico Gennasio replaces managing director Marco Massabo as sole director.
2026-09	Heesen Yachts	Three new commercial leaders: Commercial Director, Commercial Director America, Sales Director Monaco.
2026-08	Vitters Shipyard	Maarten van Marle, from Royal Van Lent engineering, starts as managing director under the owner.
2026-07	Van der Valk Shipyard	Evan Kortmann, CEO of Balk, becomes CEO; Enrico Theuns leaves after a three-year transition.
2026-07	The Italian Sea Group · Admiral	Founder Giovanni Costantino resigns as chairman and CEO; court-supervised restructuring begins.
2026-07	Balk Shipyard	CEO leaves for Van der Valk; a new owner-director and a sales director take over.
2026-06	Sanlorenzo	Gianguido Girotti, ex-Beneteau deputy CEO, becomes CEO of Nautor Swan and Bluegame.
2026-05	Ferretti Group	Weichai's slate wins the AGM; Stassi Anastassov replaces Alberto Galassi as CEO after 12 years.
2026-04	Feadship · Koninklijke De Vries	Henk and Tom de Vries step back; Roderick de Vries CEO, Rob de Vries projects officer, Bas Nederpelt CCO.
2026-04	Cantiere delle Marche	CLP2 (Cagnoli and Loro Piana families) completes its majority takeover; founders stay as managers.
2026-02	Mulder Shipyard	First CFO hired from KPMG.
2025-11	Royal Huisman	Peter Naeyé, commercial director since 2020, is CEO; Jan Timmerman (CEO since 2018) moves to the supervisory board.
2025-09	Ferretti Group	Giordano Pellacani named CCO; sales split into serial and custom directors.
2025-09	Tankoa Yachts	Tankoa takes over the OTAM yard and brand in Genoa.
2025-08	Heesen Yachts	Jeroen van der Meer, an industrial outsider, named CEO; Niels Vaessen leaves after 13 years.

CHANGES AT THE TOP

Who took and who left the top seats, 2023 to 2026, continued

WHEN	BUILDER	WHAT HAPPENED
2025-08	Oceanco	Gabe Newell buys Oceanco; the Barwani family exits; management unchanged.
2025-08	Next Yacht Group · Malora	CEO Sebastiano Fanizza leaves after four months; the seat is still open.
2025-05	Azimut Yachts	Andrea Antichi, from Ferrari, becomes general manager of the Azimut division.
2025-04	Heesen Yachts	Laurens Last buys Heesen through TSAL Holding.
2025-03	Balk Shipyard	Zhongying International sells Balk to a Dutch owner.
2025-02	Vanquish Yachts	Frank Spikker appointed CEO; the interim CEO moves to the advisory board.
2025	Moonen Yachts	Technical director Nicky van Zon becomes managing director.
2024-12	Sanlorenzo	New structure: Tommaso Vincenzi heads the yacht and superyacht units; Vincenzo Soria chief sales officer.
2024-09	Royal Huisman	O2 Capital Partners buys Royal Huisman Group from Doeksen and Parcom.
2024-08	Heesen Yachts	Ruud van der Stroom named CCO, replacing Mark Cavendish after 16 years.
2024-06	Overmarine Group · Mangusta	Founder Giuseppe Balducci dies; his children Maurizio and Katia lead the group.
2024-04	Van der Valk Shipyard	Founder Wim van der Valk retires; management buyout backed by a yacht-owning family.
2023-11	Heesen Yachts	Niels Vaessen, CFO, becomes CEO after Arthur Brouwer.
2023-09	Benetti	Massimiliano Casoni, ex-Technogym COO, named Benetti general manager.
2023-07	Balk Shipyard	CCO Evan Kortmann becomes CEO; Daan Balk steps back.

MOVEMENT

Where people move between the builders

FROM	TO	PEOPLE
Feadship	Feadship · Royal Van Lent	20
The Italian Sea Group · Admiral	Sanlorenzo	19
Ferretti Group	Sanlorenzo	17
Azimut Yachts	Sanlorenzo	17
The Italian Sea Group · Admiral	Tankoa Yachts	16
The Italian Sea Group · Admiral	Baglietto	14
Benetti	Sanlorenzo	11
The Italian Sea Group · Admiral	Ferretti Group	10
Azimut Yachts	Ferretti Group	9
Oceanco	Mercury Yacht Construction	9
Sanlorenzo	Next Yacht Group · Maiora	9
Sanlorenzo	The Italian Sea Group · Admiral	9
Oceanco	Feadship · Royal Van Lent	8
Azimut Yachts	The Italian Sea Group · Admiral	8
Sanlorenzo	Benetti	8
Ferretti Group	Azimut Yachts	7
Benetti	Baglietto	7
The Italian Sea Group · Admiral	Next Yacht Group · Maiora	7
Azimut Yachts	Next Yacht Group · Maiora	7
Damen Yachting · Amels	Oceanco	7

How to read it

People read on one builder's page who earlier worked at another builder on this list, counted by pair, from the earlier yard to the current one. The Dutch yards form one labour market; the Italian market moves along the coast from Viareggio to La Spezia and Genoa; movement between the two countries is rare.

THE BUILDERS

Two slides for each builder

The company, then the organisation chart. Italy first, in the brief's order, then the Netherlands.

Baglietto

ITALY · GRADE A+

Gavio-owned La Spezia builder of 41 to 62 m semi-custom steel and aluminium yachts, growing fast.

1854 FOUNDED	Gavio Group, since 2012 OWNER	EUR 152 m · 2024 REVENUE	about 20 contracts + 4 spec hulls ORDER BOOK	35 to 62 m RANGE	3 semi-custom lines + full custom MODEL
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WHAT HAPPENED, 2023 TO 2026

Jul 2024	BUILD	Five yachts of 41 to 52 m delivered before summer
Sep 2025	BUILD	First full-custom order, a 48 m explorer; new land sought
Jun 2026	BUILD	First FAST50 launched; first DOM155 sold
Aug 2026	BUILD	Kinda II, 60.6 m, delivered: largest Baglietto ever
Aug 2026	MONEY	EUR 25 m investment plan to 2030; wants TISG's La Spezia yard
Oct 2026	BUILD	T60 becomes the hydrogen-ready T62; a 75 m under study

WHAT IT ADDS UP TO

Revenue went from EUR 65 m in 2021 to EUR 152 m in 2024 on semi-custom platforms, and the yard is now bidding for the Perini yard next door.

FORMER LEADERS NOW ELSEWHERE

Santella Antonio · now Direttore at Nautor Swan; was Sales & Marketing Director
Alessandra Capozzi · now Brand Experience Director at Sanlorenzo Yacht; was Marketing & sales

Company statements, filings and the trade press, 2023 to 2026; the team as read on LinkedIn in October 2026. Links to every source are on the web page.

WHO RUNS IT

Diego Michele Deprati · Amministratore Delegato (CEO), since 2020
Number two · Fabio Ermetto, chief commercial officer; why, in the reading section
Fabio Ermetto · Chief Commercial Officer, since 2020
Giuseppe Censabella · Commercial Director, Baglietto Navy, since 2023
Emanuela Canzi · Chief Operating Officer, since 2026
Giovanni Melandri · Production, refit and after-sales manager, since 2016
Senior layer · 14 people: sales and marketing 5, finance, legal and it 2, production and operations 2, projects and service 2, general management 1, purchasing 1, engineering and design 1; the chart is on the next slide

ORGANISATION

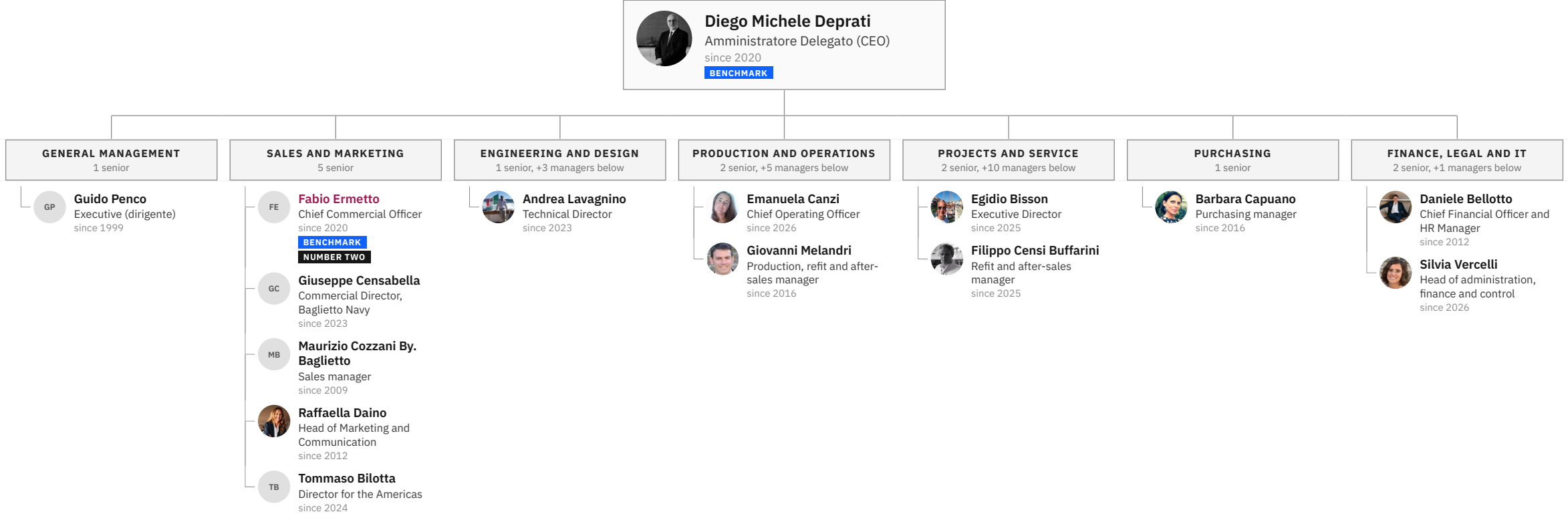
Industrial-group owner; outside CEO since 2020 with a CCO and a head of operations

WHAT IT SHOWS FOR A NEW YARD

An industrial owner, an outside CEO and a chief commercial officer: the stable professional model.

Baglietto · organisation

LINKEDIN, OCTOBER 2026 · 79 READ: 1 TOP, 14 SENIOR, 20 MANAGERS, 44 STAFF



Managers in functions with no senior seat on the page, not drawn: people 1

Benetti

ITALY · GRADE A+

The superyacht brand of the Azimut|Benetti group, building composite and steel yachts up to 108 m in Viareggio and Livorno.

1873 FOUNDED	Azimut Benetti · Vitelli family, PIF minority OWNER	EUR 581 m · 2024/25, division REVENUE	1st, 26 years · 163 projects GROUP RANK	29 to 108 m RANGE	Series, semi-custom steel platforms, full custom MODEL
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WHAT HAPPENED, 2023 TO 2026

Apr 2023	OWNER	Saudi PIF takes a 33% minority stake in the group
Sep 2023	TOP SEAT	Massimiliano Casoni, ex-Technogym COO, named general manager
Jun 2024	TOP SEAT	Daniela Petrozzi sales director; CCO Fanizza leaves
Aug 2025	BUILD	67 m Lady Estey delivered; 15th B.Now 50 M delivered
Jun 2026	MONEY	EUR 100 m more investment in the Tuscan yards to 2028
Oct 2026	DEAL	Group bids for the assets of The Italian Sea Group

WHAT IT ADDS UP TO

The custom engine of the world's largest yacht group is investing in sheds and bidding for TISG's yards; the general manager came from outside yachting.

FORMER LEADERS NOW ELSEWHERE

Alfonso Postorino · now Shipyard Director at Cantiere Rossini; was Sales Manager
Ferdinando Pilli · now General Manager at Lusben Refitting Yards; was Custom Operations Director
Sebastiano Fanizza · now Founder & Strategic Advisor at Elessargery; was Chief Commercial Officer

Company statements, filings and the trade press, 2023 to 2026; the team as read on LinkedIn in October 2026. Links to every source are on the web page.

WHO RUNS IT

Top seat · Marco Valle, Group CEO of Azimut-Benetti; Benetti's own general manager is not on the LinkedIn roster (the press names Massimiliano Casoni)

Daniela Petrozzi · Sales Director, since 2024

Peter Mahony · General Manager, Benetti Yachts Asia, since 2017

Sebastiano Vida · Head of Product, since 2023

Davide Vernocchi · Head of Procurement, since 2022

Senior layer · 6 people: sales and marketing 4, purchasing 1, engineering and design 1; the chart is on the next slide

ORGANISATION

Group brand; a general manager from Technogym and Ferrari over a sales director

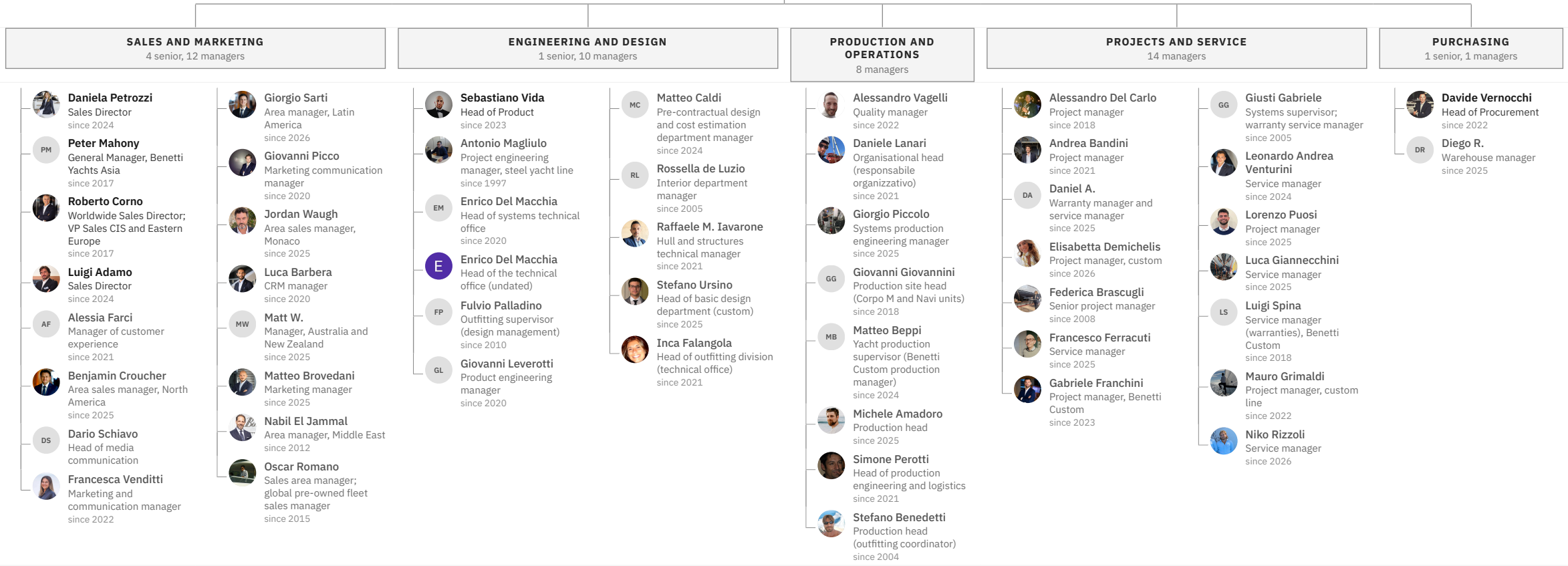
WHAT IT SHOWS FOR A NEW YARD

A brand general manager over a sales director, with finance and strategy held by the group.

Benetti · organisation

LINKEDIN, OCTOBER 2026 · 98 READ: 0 TOP, 6 SENIOR, 45 MANAGERS, 47 STAFF

Marco Valle, Group CEO of Azimut-Benetti; Benetti's own general manager is not on the LinkedIn roster (the press names Massimiliano Casoni)
Top seat per the press; not on the company page



Sanlorenzo

ITALY · GRADE A+

Listed group controlled by Massimo Perotti, building made-to-measure yachts of 24 to 74 m; the only Italian builder still growing orders.

1958 FOUNDED	Massimo Perotti 61%, listed Milan OWNER	EUR 960 m · 2025 REVENUE	EUR 1.96 bn · 2025 BACKLOG	1,650 PEOPLE	2nd · 130 projects RANK
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WHAT HAPPENED, 2023 TO 2026

Mar 2024	DEAL	Buys 95% of Simpson Marine, the Asia-Pacific dealer
Aug 2024	DEAL	Buys 60% of Nautor Swan from the Ferragamo family
Dec 2024	TOP SEAT	New structure: Vincenzi heads the yacht units, Soria chief sales officer
Mar 2026	MONEY	Record 2025: revenue +3%, profit EUR 107 m, orders +16%
Apr 2026	TOP SEAT	Gianguido Girotti, ex-Beneteau, named CEO of Nautor Swan and Bluegame
Sep 2026	MONEY	Eighth straight quarter of order growth; H1 intake +18%

WHAT IT ADDS UP TO

Sanlorenzo keeps buying brands and dealers and keeps growing orders while Ferretti and TISG shrink; it also bid for TISG's La Spezia yard.

FORMER LEADERS NOW ELSEWHERE

Gennaro Candida De Matteo · now Consultant at Self-employed; was Vice President Operations - Superyacht Dision
Roberto Adelmo Zambrini · now Proprietario at Freelance; was Managing Director
Alfonso De Carolis · now Technical Director at The Italian Sea Group S.p.A; was Project Engineer

Company statements, filings and the trade press, 2023 to 2026; the team as read on LinkedIn in October 2026. Links to every source are on the web page.

WHO RUNS IT

Top seat · Massimo Perotti, Executive Chairman (controlling shareholder; not on the LinkedIn roster)

Number two · Tommaso Vincenzi, president of the Yacht business unit; why, in the reading section

Andrea Senso · Group CRM and Digital Director, since 2025

Fabiano Ciampolini · Vice President Superyacht, Sales and Customers' Care, since 2025

Andrea Guido · Chief Operating Officer, Yacht business unit, since 2026

Danilo Frixione · Plant Director, Superyacht business unit (La Spezia), since 2025

Andrea Panarello · Technical Director, Superyacht, since 2022

Senior layer · 46 people: sales and marketing 11, production and operations 11, projects and service 6, general management 5, finance, legal and it 4, purchasing 4, engineering and design 4, people 1; the chart is on the next slide

ORGANISATION

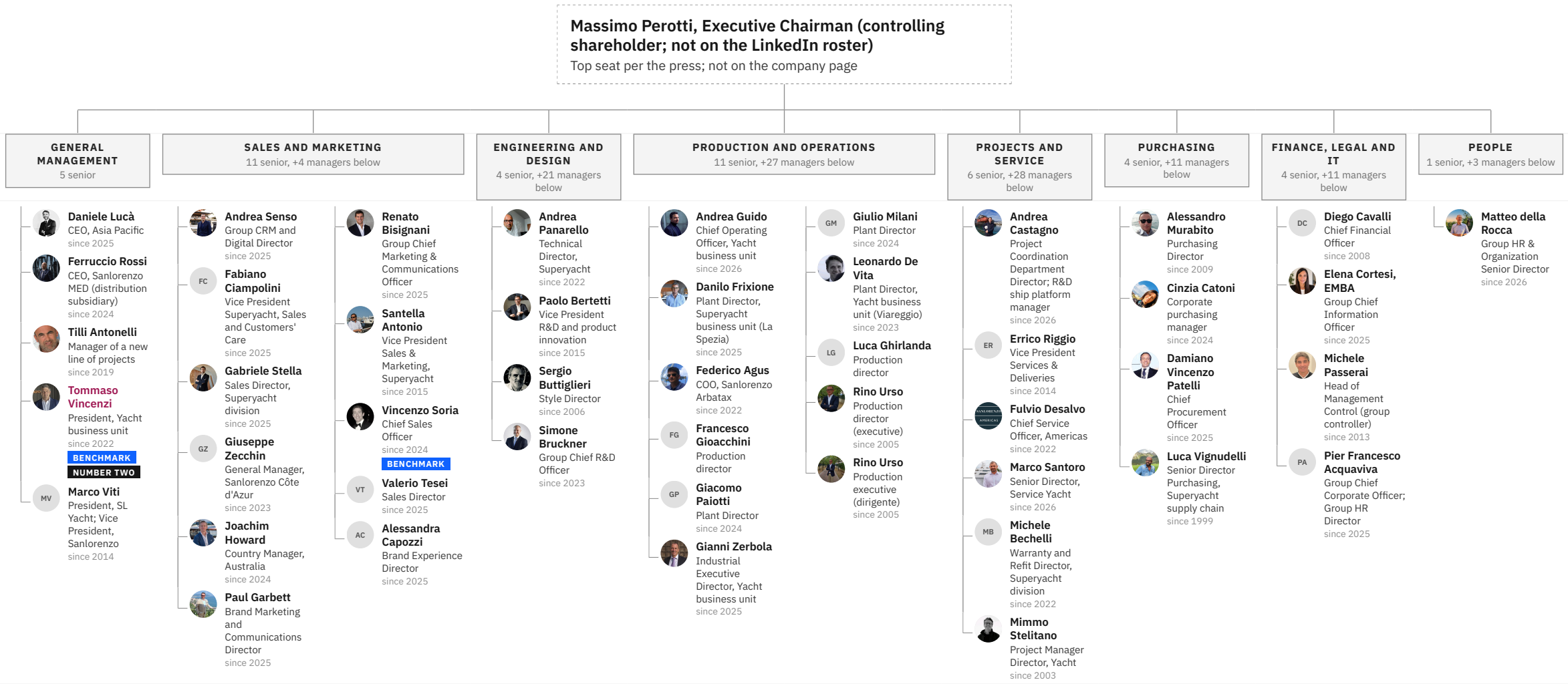
Listed, founder-controlled; corporate C-suite over yard presidents

WHAT IT SHOWS FOR A NEW YARD

The corporate model: a chief sales officer and unit presidents under a founder-chairman, with a formal plan to 2028.

Sanlorenzo · organisation

LINKEDIN, OCTOBER 2026 · 260 READ: 0 TOP, 46 SENIOR, 105 MANAGERS, 109 STAFF



Cantiere delle Marche

ITALY · GRADE A+

Ancona builder of 26 to 50 m steel explorer yachts on semi-custom platforms, run by its two founders under a new family-office owner.

2010 FOUNDED	CLP2 (Cagnoli, Loro Piana) majority since 2026 OWNER	not published REVENUE	11 to 13 yachts IN BUILD	26 to 50 m RANGE	17th · 15 projects RANK
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WHAT HAPPENED, 2023 TO 2026

Jun 2024	BUILD	45 m Flexplorer MAT delivered
2025	BUILD	45.7 m full-custom Tremenda delivered; commended in 2026 awards
Oct 2025	OWNER	CLP2 signs for a majority stake; founders stay as managers
Feb 2026	DEAL	Two custom 45 m explorers sold in one week, delivery 2028
Apr 2026	OWNER	Takeover completed; FIL Bros family office exits
Jul 2026	BUILD	Fourth launch in four months, the 33 m Ammonite

WHAT IT ADDS UP TO

Two ownership changes in four years and the founders still run the yard; the newest orders deliver in 2028.

Company statements, filings and the trade press, 2023 to 2026; the team as read on LinkedIn in October 2026. Links to every source are on the web page.

WHO RUNS IT

Gianluca Ciniero · Managing Director, Cantiere delle Marche, since 2026

ORGANISATION

Founder-managers with a family-office majority shareholder

WHAT IT SHOWS FOR A NEW YARD

Founder-managers with a financial owner behind them: the owner buys, the founders keep selling and building.

Cantiere delle Marche · organisation

LINKEDIN, OCTOBER 2026 · 1 READ: 1 TOP, 0 SENIOR, 0 MANAGERS, 0 STAFF



Gianluca Ciniero

Managing Director, Cantiere delle
Marche

since 2026

Tankoa Yachts

ITALY · GRADE A+

Genoa builder of 45 to 72 m steel yachts owned by the Orsi family and run by a former Benetti CEO, adding capacity fast.

2007 FOUNDED	Orsi family OWNER	not published REVENUE	3 to 4 yachts a year OUTPUT	45 to 72 m RANGE	18th · 10 projects RANK
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WHAT HAPPENED, 2023 TO 2026

Jun 2024	BUILD	58 m Diamond Binta launched
Jul 2025	BUILD	First hull built at the Civitavecchia site arrives in Genoa
Sep 2025	DEAL	Takes over the OTAM yard and brand next door in Genoa
Mar 2026	DEAL	72 m full-custom T720 sold to a US owner for 2030
Jun 2026	BUILD	Keel laid for the 61 m Project Dream, delivery 2029
Oct 2026	DEAL	CEO Poerio leads the consortium bidding for TISG, rumoured EUR 260 m

WHAT IT ADDS UP TO

Hulls in Civitavecchia, outfitting in Genoa, a second yard bought in 2025, and a CEO who may end up running TISG as well.

FORMER LEADERS NOW ELSEWHERE

Andrea Parodi · now General Manager at Eurocraft Cantieri Navali srl; was HEAD OF TECHNICAL DEPARTMENT
Nicola Camuffo · now Chief Technical Officer at Hydro Tec; was Technical Director

Company statements, filings and the trade press, 2023 to 2026; the team as read on LinkedIn in October 2026. Links to every source are on the web page.

WHO RUNS IT

Edoardo RATTO · Direttore Generale, since 2008
Eva Orsi · President, since 2018
Vincenzo Poerio · Joint CEO
Giuseppe Mazza · Sales and Marketing Manager, since 2018
Isabella Picco · Head of Marketing and Communication, since 2025
Alessio Risso · Shipyard Manager (Genoa), since 2023
Senior layer · 7 people: production and operations 3, sales and marketing 2, finance, legal and it 1, purchasing 1; the chart is on the next slide

ORGANISATION

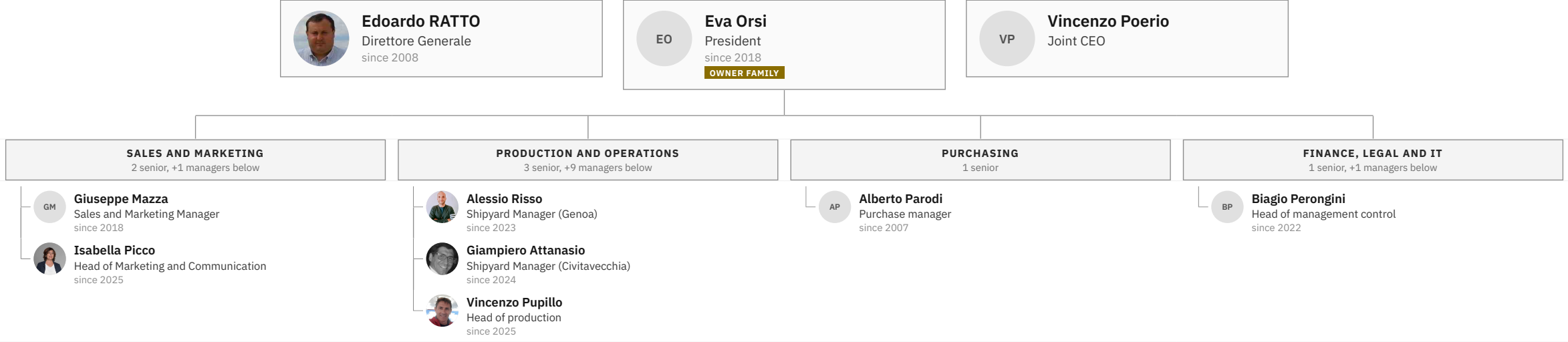
Family owner; outside CEO (ex-Benetti) with a co-CEO and a sales manager

WHAT IT SHOWS FOR A NEW YARD

Family owner above an outside CEO with a co-CEO and a sales manager: the owner keeps the chair, hires the operator.

Tankoa Yachts · organisation

LINKEDIN, OCTOBER 2026 · 75 READ: 3 TOP, 7 SENIOR, 26 MANAGERS, 39 STAFF



Managers in functions with no senior seat on the page, not drawn: projects and service 11, engineering and design 4

CRN

ITALY · GRADE A+

Ferretti Group's full-custom brand, building 50 to 95 m steel yachts in Ancona with no chief executive of its own.

1963 FOUNDED	Ferretti Group, since 1999 OWNER	EUR 190 m · 2025, +28% SEGMENT REVENUE	86 m, 70 m, 67 m IN BUILD	50 to 95 m RANGE	Full custom only MODEL
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WHAT HAPPENED, 2023 TO 2026

Sep 2024	BUILD	86 m M/Y 144 presented as the future flagship
May 2025	BUILD	67 m Amor À Vida delivered
Sep 2025	TOP SEAT	Vittorio Blengini named group sales director for custom yachts
May 2026	TOP SEAT	Parent changes CEO after the shareholder fight
Jun 2026	BUILD	70 m Thunderball launched in Ancona
Jul 2026	MONEY	Parent reports no superyacht orders in the first half of 2026

WHAT IT ADDS UP TO

Three large yachts in build but no new order in six months: CRN's pipeline depends on a parent in a control fight.

FORMER LEADERS NOW ELSEWHERE

Ferdinando Pilli · now General Manager at Lusben Refitting Yards; was Head of Engineering Department
Gianluca Ciniero · now Managing Director at Cantiere delle Marche; was Head of Engineering
Giovanni Luca Morra · now Chief Executive Officer (CEO) at Trapani Shipyard S.r.l.; was Senior Engineer - Engineering Department

Company statements, filings and the trade press, 2023 to 2026; the team as read on LinkedIn in October 2026. Links to every source are on the web page.

WHO RUNS IT

Top seat · No brand head on the LinkedIn roster; CRN is run inside Ferretti Group's custom business (CCO and CTOO at group level)
Number two · Bruno Piantini, industrial director; why, in the reading section
Bruno Piantini · Industrial Director, since 2021
Graziella Repetto · Plant Manager, since 2015
Costanza Pazzi · Chief architect, design department, since 2008
Marco Zammarchi · Chief Financial Officer, since 2014
Senior layer · 4 people: production and operations 2, finance, legal and it 1, engineering and design 1; the chart is on the next slide

ORGANISATION

Brand inside Ferretti; no own CEO, custom sales held at group level

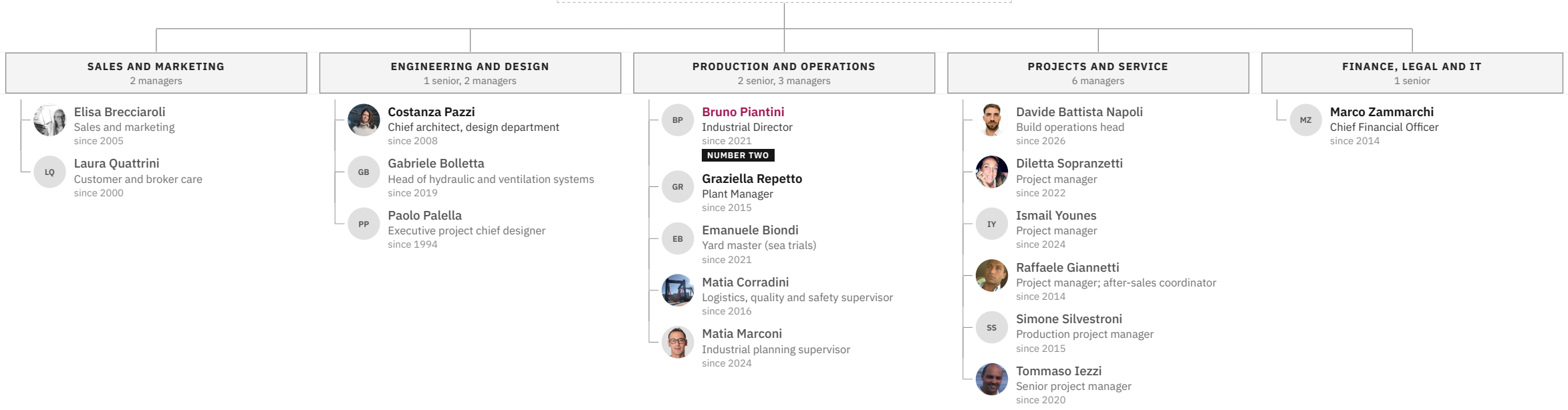
WHAT IT SHOWS FOR A NEW YARD

A brand with no own CEO: engineering and operations sit in Ancona, selling and money in Forlì.
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CRN · organisation

LINKEDIN, OCTOBER 2026 · 51 READ: 0 TOP, 4 SENIOR, 13 MANAGERS, 34 STAFF

No brand head on the LinkedIn roster; CRN is run inside Ferretti Group's custom business (CCO and CTOO at group level)
Top seat per the press; not on the company page



Ferretti Group

ITALY · GRADE A+

Italy's second-largest yacht group, seven brands from Riva to CRN, listed in Hong Kong and Milan and fought over by its two largest shareholders.

1968 FOUNDED	Weichai 39.5% · KKCG 23.2% · listed OWNER	EUR 1.23 bn · 2025 REVENUE	EUR 1.7 bn · end 2025 ORDER BOOK	about 1,600 PEOPLE	7, all in Italy YARDS
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WHAT HAPPENED, 2023 TO 2026

Sep 2025	TOP SEAT	Giordano Pellacani CCO; sales split into serial and custom directors
Jan 2026	OWNER	KKCG launches a partial tender offer to challenge Weichai's control
Apr 2026	OWNER	Offer closes; KKCG holds 23.25%
May 2026	TOP SEAT	Weichai's slate wins the AGM; Stassi Anastassov CEO, Galassi out after 12 years
Jul 2026	MONEY	H1 2026: revenue -5.6%, orders -27%, no superyacht orders, guidance cut
Oct 2026	OWNER	Court rejects KKCG's bid to suspend the AGM; main hearings from November

WHAT IT ADDS UP TO

Control is contested in court, a consumer-goods outsider replaced the long-time CEO, and the superyacht order flow stopped in 2026.

FORMER LEADERS NOW ELSEWHERE

Alessandro Tirelli · now Amministratore delegato at Absolute Yachts SPA; was Direttore Commerciale
Fabio Fraternali · now Chief Executive Officer at WIDER SRL; was ceo
Fabiomassimo Discoli · now Managing Director at Ventura Yachts; was Head of Sales & Marketing Custom Line

Company statements, filings and the trade press, 2023 to 2026; the team as read on LinkedIn in October 2026. Links to every source are on the web page.

WHO RUNS IT

Morgan XU 徐新玉 · Executive President (Weichai Power), since 2012
Stassi Anastassov · Chief Executive Officer, since 2026
Number two · Matteo Cecada, chief technical and operations officer; why, in the reading section
Alessio Schirru · Head of Sales, Riva, since 2025
Andrea Anastasio · Head of Sales & Marketing, Ferretti Yachts, since 2019
Alessandro Muci · Facility and EHS Director, since 2019
Senior layer · 33 people: sales and marketing 12, production and operations 8, finance, legal and it 5, general management 2, projects and service 2, engineering and design 2, people 1, purchasing 1; the chart is on the next slide

ORGANISATION

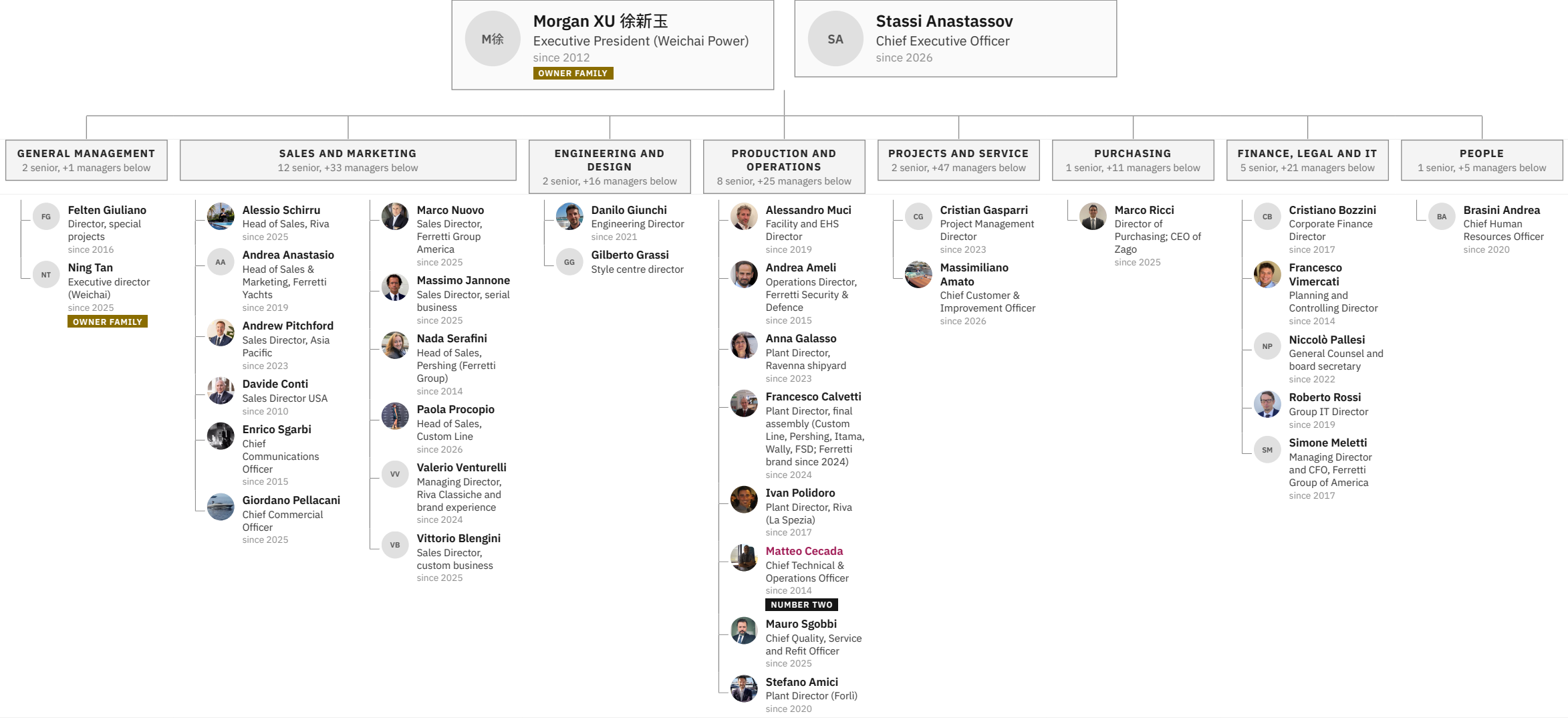
Listed, contested control; new outside CEO, CCO with serial and custom sales directors

WHAT IT SHOWS FOR A NEW YARD

A corporate commercial organisation (CCO, serial and custom sales directors) whose senior people are reachable while the fight lasts.

Ferretti Group · organisation

LINKEDIN, OCTOBER 2026 · 330 READ: 2 TOP, 33 SENIOR, 159 MANAGERS, 136 STAFF



Overmarine Group · Mangusta

ITALY · GRADE A+

The Balducci family's Viareggio group, builder of fast Mangusta open yachts and 32 to 54 m aluminium and steel semi-custom yachts.

1985 FOUNDED	Balducci family, second generation OWNER	EUR 182 m · 2024 REVENUE	7th · 26 projects RANK	32 to 54 m RANGE	25 metal, 320+ composite yachts DELIVERED
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WHAT HAPPENED, 2023 TO 2026

Jun 2024	TOP SEAT	Founder Giuseppe Balducci dies; his children Maurizio and Katia lead
Oct 2024	DEAL	Btwo Marine becomes the official representative in Türkiye
Oct 2025	DEAL	First Oceano 52, steel and aluminium, sold
Jun 2026	DEAL	Rolls-Royce MTU engine deal extended, 64 engines
Jul 2026	BUILD	Fifth GranSport 54 launched in Pisa
Sep 2026	BUILD	ICONA, a new sub-24 m brand, launched at Cannes

WHAT IT ADDS UP TO

A generational handover in 2024 without an outside executive; revenue slipped from EUR 206 m to 182 m; a Turkish dealer since 2024.

FORMER LEADERS NOW ELSEWHERE

Francesco Frediani · now Dealer Network Director at Bellini Yacht; was Chief Sales & Marketing
Giuseppe Mazza · now Tankoa Sales & Marketing Manager at TANKOA YACHTS SpA; was European Sales Manager
Isabella Picco · now Vicepresidente at Marevivo Liguria; was CHIEF COMMUNICATION OFFICER

Company statements, filings and the trade press, 2023 to 2026; the team as read on LinkedIn in October 2026. Links to every source are on the web page.

WHO RUNS IT

Top seat · Maurizio Balducci, CEO (owning family; not on the LinkedIn roster)
Number two · Katia Balducci, chief administrative officer (owning family); why, in the reading section
Arianna Toscano · Head of Image and Communication, since 2021
Stefano Arlunno · President, Americas, since 2019
Giacomo Simi · Director of Structural Engineering, since 2016
Pier Giorgio Finatti · Technical Director, metal division; new project development, since 2016
Katia Balducci · Chief administrative officer, since 1991
Senior layer · 5 people: sales and marketing 2, engineering and design 2, finance, legal and it 1; the chart is on the next slide

ORGANISATION

Second-generation family CEO with a sales director

WHAT IT SHOWS FOR A NEW YARD

Family CEO with a sales director and no general manager: the brand is the family.

LINKEDIN, OCTOBER 2026 · 72 READ: 0 TOP, 5 SENIOR, 16 MANAGERS, 51 STAFF



Rossinavi

ITALY · GRADE A+

Viareggio family yard building full-custom aluminium yachts of 40 to 75 m with 150 staff and 650 contractors.

1980 FOUNDED	Rossi family OWNER	EUR 109 m · 2025 PRODUCTION VALUE	150 staff + 650 contractors PEOPLE	40 to 75 m custom · Nolimits 30 to 45 m RANGE	2 in Viareggio, 5 in Pisa SITES
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WHAT HAPPENED, 2023 TO 2026		
Aug 2023	BUILD	66 m Alchemy delivered
Sep 2023	BUILD	No Stress Two, the yard's first hybrid, delivered
Feb 2024	BUILD	Nolimits, a semi-custom explorer brand, launched; first 45 m sold in two weeks
Aug 2024	BUILD	43 m hybrid catamaran Seawolf X delivered
Nov 2025	BUILD	First Nolimits 45, Gemini, launched
Sep 2026	BUILD	53 m aluminium Heed unveiled after a January launch
WHAT IT ADDS UP TO		

An aluminium specialist that delivered nothing in 2025 but launched two yachts since; the son is COO, the daughter co-runs the yard.

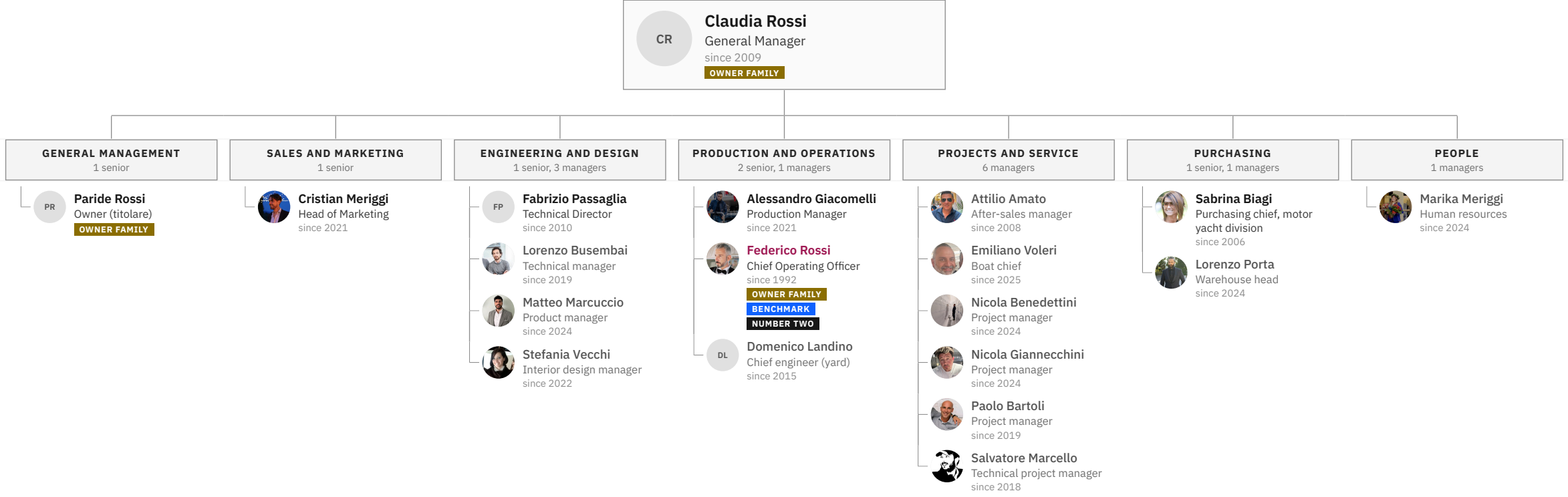
WHO RUNS IT
Claudia Rossi · General Manager, since 2009
Number two · Federico Rossi, chief operating officer (owning family); why, in the reading section
Cristian Meriggi · Head of Marketing, since 2021
Alessandro Giacomelli · Production Manager, since 2021
Federico Rossi · Chief Operating Officer, since 1992
Fabrizio Passaglia · Technical Director, since 2010
Senior layer · 6 people: production and operations 2, sales and marketing 1, general management 1, purchasing 1, engineering and design 1; the chart is on the next slide
ORGANISATION
Family owner; son as COO, no CEO title, no sales director
WHAT IT SHOWS FOR A NEW YARD

Family in every seat: no CEO title, no sales director, the owner and his children sell and build.

Company statements, filings and the trade press, 2023 to 2026; the team as read on LinkedIn in October 2026. Links to every source are on the web page.

Rossinavi · organisation

LINKEDIN, OCTOBER 2026 · 67 READ: 1 TOP, 6 SENIOR, 12 MANAGERS, 48 STAFF



Palumbo Superyachts · ISA

ITALY · GRADE A

The yacht arm of the Palumbo ship-repair group: ISA in Ancona, Columbus in Savona and seven refit yards, with an order book near EUR 1 bn.

1967 group · 2008 yachts FOUNDED	Palumbo family OWNER	EUR 158 m · 2025 PRODUCTION VALUE	about EUR 1 bn · 25 yachts ORDER BOOK	9th, up from 14th RANK	22 to 100 m RANGE
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WHAT HAPPENED, 2023 TO 2026

Mar 2025	DEAL	Second 65 m ISA Classic sold, delivery 2028
Dec 2025	MONEY	Rises from 14th to 9th in the Global Order Book
Jan 2026	DEAL	68 m Gran Turismo sold to a US buyer
May 2026	BUILD	Ortona concession approved; third newbuild yard opens 2027
Sep 2026	BUILD	79.8 m Belita launched, the group's largest yacht
Sep 2026	BUILD	Refit division renamed Palumbo Upfit across seven yards

WHAT IT ADDS UP TO

The fastest-rising Italian order book, run by the family as sole director with two general managers under it.

FORMER LEADERS NOW ELSEWHERE

Alfonso Postorino · now Shipyard Director at Cantiere Rossini; was After Sales & Refit Manager
Marzio Rucconi · now General Manager at OTAM YACHTS; was General Sales Manager
Alfonso De Carolis · now Technical Director at The Italian Sea Group S.p.A; was Project Manager

Company statements, filings and the trade press, 2023 to 2026; the team as read on LinkedIn in October 2026. Links to every source are on the web page.

WHO RUNS IT

Francesco Carbone · General Manager, ISA Yachts and Palumbo Superyachts, since 2017
Primiano Protano · Direttore generale, Palumbo Superyachts, since 2025
Number two · Andrea Greco, vice general manager; why, in the reading section
Andrea Greco · Vice General Manager; technical production manager, ISA, since 2023
Christian Rossetti · Operations Manager, since 2024
Christian Caimmi · Head of refit, after sales and commissioning, since 2022
Senior layer · 5 people: production and operations 3, projects and service 1, purchasing 1; the chart is on the next slide

ORGANISATION

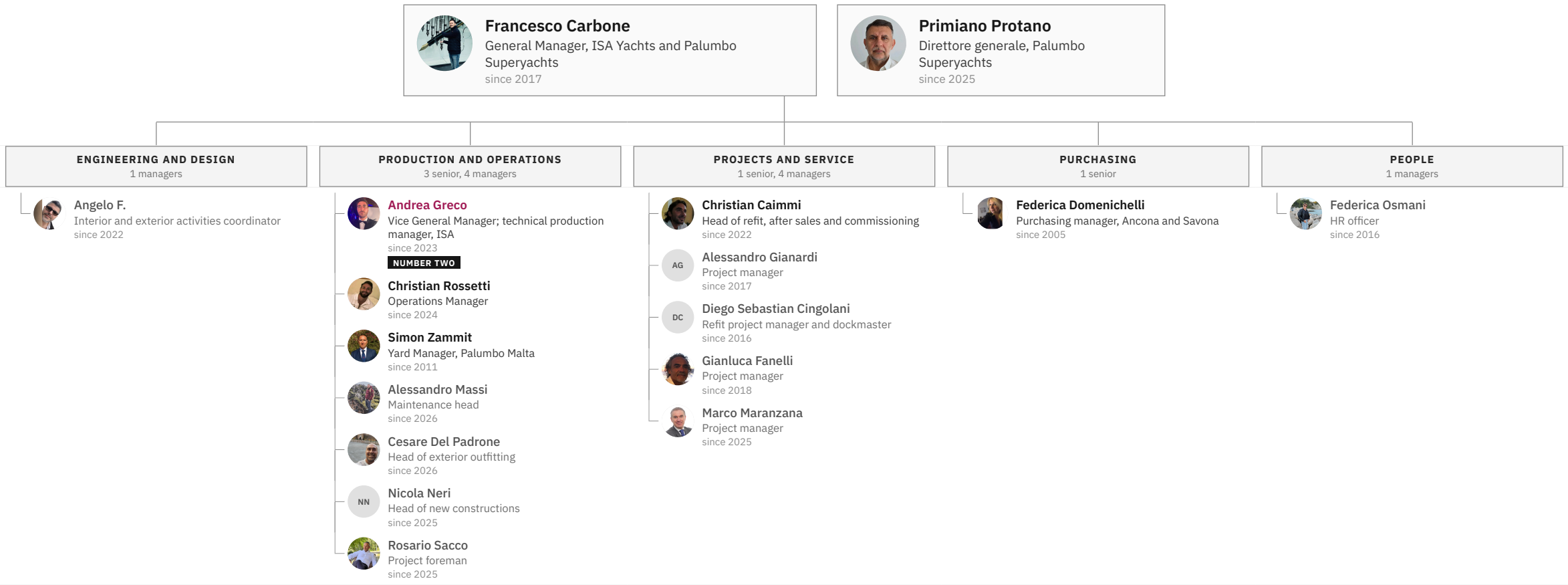
Family group; sole director, brand general managers

WHAT IT SHOWS FOR A NEW YARD

A family group with brand general managers: the model where a GM runs a yard but not the money.

Palumbo Superyachts · ISA · organisation

LINKEDIN, OCTOBER 2026 · 36 READ: 2 TOP, 5 SENIOR, 10 MANAGERS, 19 STAFF



Columbus Yachts

ITALY · GRADE A

PART OF PALUMBO SUPERYACHTS · ISA

Palumbo's Savona brand, on the former Mondomarine yard, building 37 to 48 m aluminium and steel semi-custom yachts.

2008 brand · Savona since 2018 FOUNDED	Palumbo Superyachts OWNER	inside Palumbo REVENUE	Atlantique, Crossover LINES	37 to 48 m RANGE	General manager Gianpaolo Lapenna HEAD
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WHAT HAPPENED, 2023 TO 2026

Aug 2023	BUILD	65 m Atlantique flagship concept presented
Jun 2024	BUILD	First Atlantique 43, Night Fury II, delivered; second launched
Jan 2025	BUILD	First Atlantique 47 launched
May 2025	BUILD	42 m explorer Big Naan launched for a US client
Mar 2026	BUILD	38 m Principessa Capricciosa launched

WHAT IT ADDS UP TO

A steady one-or-two-launches-a-year brand inside the Palumbo order book.

Company statements, filings and the trade press, 2023 to 2026; the team as read on LinkedIn in October 2026. Links to every source are on the web page.

WHO RUNS IT

Virginia De Carlo · Marketing Director (Palumbo, Columbus, Extra, Mondomarine), since 2019

Senior layer · 1 people: sales and marketing 1; the chart is on the next slide

ORGANISATION

Brand general manager inside Palumbo

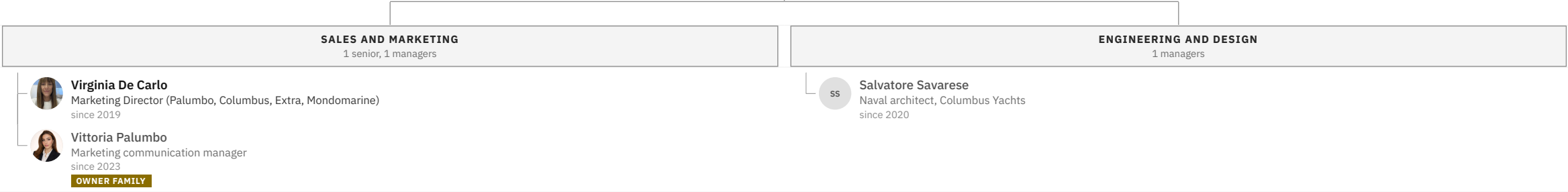
WHAT IT SHOWS FOR A NEW YARD

A brand general manager inside a group: delivery responsibility, no commercial or financial seat.

Columbus Yachts · organisation

LINKEDIN, OCTOBER 2026 · 4 READ: 0 TOP, 1 SENIOR, 2 MANAGERS, 1 STAFF

Top seat not on the company page



Wider Yachts

ITALY · GRADE A

Fano builder of hybrid catamarans and custom hybrid yachts, through four owners since 2012 and now with a Dubai shareholder.

2010 FOUNDED	W-Fin (Maggi); OceanWorld entering 2026 OWNER	EUR 19 to 38 m, sources differ REVENUE	46 staff, about 300 with contractors PEOPLE	23 to 28 m catamarans · custom to 72 m RANGE	Series catamarans + custom steel MODEL
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WHAT HAPPENED, 2023 TO 2026

Dec 2023	TOP SEAT	New board; CEO Fraternale reappointed; Norberto Ferretti honorary chairman
Sep 2024	MONEY	Two new models and a EUR 40 m capital increase announced
Oct 2024	BUILD	72 m hybrid Aetherius concept with Phathom Studio
Sep 2025	DEAL	Oceans Yachts brand launched with Vripack and OceanWorld
May 2026	OWNER	OceanWorld Group (Dubai) enters the capital; takeover by end of 2026
Jul 2026	DEAL	First WiderCat 92 resold on the brokerage market

WHAT IT ADDS UP TO

A builder refinanced three times since 2019 and changing hands again; its president, Marcello Maggi, founded ISA Yachts and sold for CRN before.

FORMER LEADERS NOW ELSEWHERE

Maurizio Magri · now Founder & Chairman at MAGRIMAR A1 Yachting Services; was Chief Commercial Officer (CCO)

Company statements, filings and the trade press, 2023 to 2026; the team as read on LinkedIn in October 2026. Links to every source are on the web page.

WHO RUNS IT

Fabio Fraternale · CEO, Wider, since 2020
Marcello Maggi · President, since 2019
Number two · Stefano Talamonti, general manager; why, in the reading section
Martina Casagrande · Head of Communication, since 2017
Enrico Sora · Plant Manager, since 2023
Luciano Cardini · Head of Engineering and R&D, since 2013
Senior layer · 6 people: general management 2, engineering and design 2, sales and marketing 1, production and operations 1; the chart is on the next slide

ORGANISATION

Investor-owned; industry-veteran president, hired CEO, new Dubai shareholder

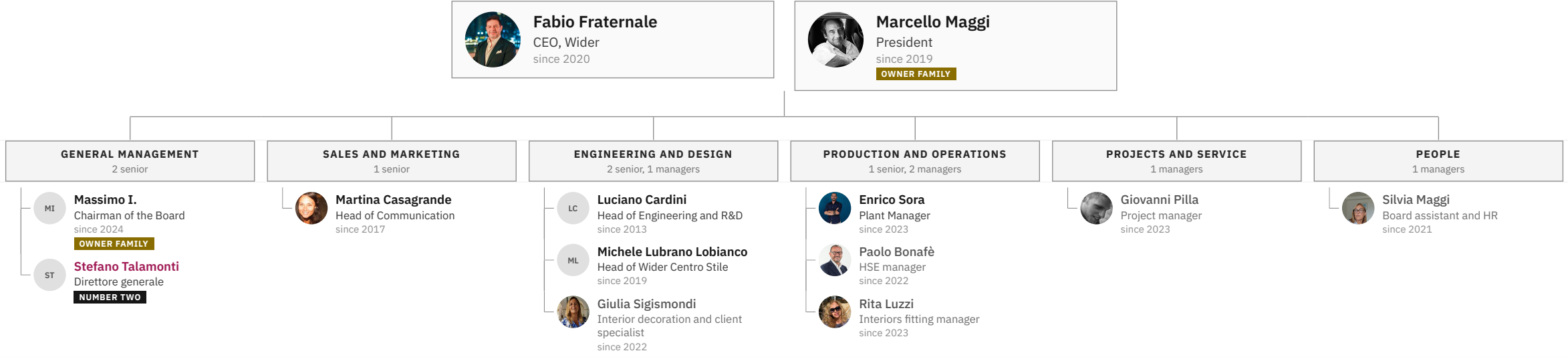
WHAT IT SHOWS FOR A NEW YARD

Investor-owned, with an industry veteran as president and a hired CEO: the organisation survives each change of owner.

Wider Yachts · organisation

LINKEDIN, OCTOBER 2026 · 23 READ: 2 TOP, 6 SENIOR, 5 MANAGERS, 10 STAFF

A President who founded ISA Yachts and sold at CRN, a Chairman from the Luxembourg investor, a general manager named only in a headline, over a Head of Engineering and R&D (since 2013), Head of the style centre, Plant Manager (2023), Head of Communication, HSE, a project manager and a small technical and purchasing staff.



Next Yacht Group · Maiora

ITALY · GRADE A

Viareggio group formed in 2021 from Maiora and AB Yachts, entering steel yachts through the Siman yard, with an Istanbul dealer and no CEO.

2021 FOUNDED	Stefano Nesti, Continental Investment OWNER	EUR 37 m sales · EUR 84 m production, 2025 REVENUE	above EUR 100 m ORDER BOOK	15th · 19 projects RANK	28 to 40 m composite · 50 to 53 m steel planned RANGE
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WHAT HAPPENED, 2023 TO 2026

Apr 2025	TOP SEAT	Sebastiano Fanizza, ex-Benetti CCO, appointed CEO
Aug 2025	TOP SEAT	Fanizza leaves after four months; the CEO seat stays empty
Jan 2026	MONEY	Enters the Global Order Book top 20; 10 sales in 2025
Jun 2026	DEAL	Next Yacht Turkey opens in Istanbul with YSC Yacht Sales Centre
Jul 2026	DEAL	Siman metal yard bought; EUR 20 m plan, profit target 2027
Sep 2026	BUILD	Maiora enters the steel under-500 GT class: Supernova 50 and M53

WHAT IT ADDS UP TO

A relaunch with money and an order book but without a chief executive since August 2025; selling in Istanbul since June 2026.

FORMER LEADERS NOW ELSEWHERE

Gennaro Candida De Matteo · now Consultant at Self-employed; was Chief Executive Officer
Sebastiano Fanizza · now Founder & Strategic Advisor at Elessargery; was Chief Executive Officer
Francesco Frediani · now Dealer Network Director at Bellini Yacht; was Head of Business Development at Gruppo Fipa (Maiora-AB Yachts, CBI Navi)

Company statements, filings and the trade press, 2023 to 2026; the team as read on LinkedIn in October 2026. Links to every source are on the web page.

WHO RUNS IT

Giorgio Mattei · Deputy Chairman, since 2022
Daniele Caronna · Head of Sales, Maiora, since 2024
Rudolf Berglehner · Senior sales collaborator (Switzerland), since 2014
Andrea Paladini · Head of Metal Division, since 2026
Bruno Bonini · Shipyard director, since 2022
Marco Franchi · Head of Technical Department, since 2003
Senior layer · 14 people: production and operations 5, sales and marketing 3, finance, legal and it 2, people 1, projects and service 1, purchasing 1, engineering and design 1; the chart is on the next slide

ORGANISATION

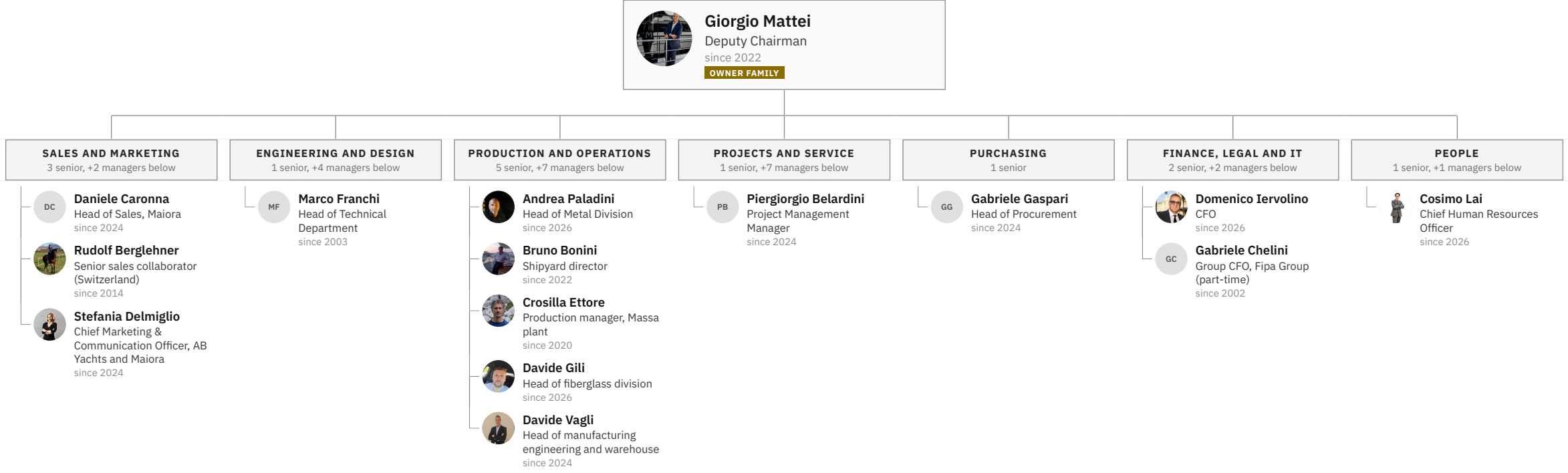
Investor-owned; chairman and chief sales officer, CEO seat empty since 2025

WHAT IT SHOWS FOR A NEW YARD

Chairman plus chief sales officer with the CEO seat vacant: the owner runs it through the board.
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Next Yacht Group · Maiora · organisation

LINKEDIN, OCTOBER 2026 · 91 READ: 1 TOP, 14 SENIOR, 24 MANAGERS, 52 STAFF



Managers in functions with no senior seat on the page, not drawn: general management 1

Antonini Navi

ITALY · GRADE A

The yacht brand of a La Spezia steel-fabrication group that built hulls for other yards and now builds its own 30 to 34 m steel yachts.

group about 1955 · yachts about 2020 FOUNDED	Antonini family, with sales partner Aldo Manna OWNER	about EUR 68 m · 2023 GROUP REVENUE	33,000 m2 at Muggiano YARD	30 to 34 m built · 44 and 63 m designed RANGE	Custom and semi-custom steel MODEL
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WHAT HAPPENED, 2023 TO 2026

Jul 2023	BUILD	Hull and superstructure of a 55 m delivered to another builder
Nov 2023	DEAL	First 33 m custom steel yacht sold to an Italian owner
Dec 2024	MONEY	Revenue nearly doubled in 2023; demand slowing, says the MD
Nov 2025	BUILD	63 m Light63M concept by Nauta presented
Jul 2026	BUILD	First Seamore 34 delivered
Sep 2026	DEAL	First XPD95 explorer sold

WHAT IT ADDS UP TO

A hull subcontractor turning into a builder on its own steel: the closest Italian case to a yard that starts from metalwork.

Company statements, filings and the trade press, 2023 to 2026; the team as read on LinkedIn in October 2026. Links to every source are on the web page.

WHO RUNS IT

- Walter Antonini · General Manager, Antonini Navi; CEO Energy Division, Gruppo Antonini, since 2026
- Number two · Aldo Manna, partner and sales director; why, in the reading section
- Aldo MANNA · Partner and Sales Director, since 2020
- Davide Urli · Production Manager, since 2024
- Senior layer · 2 people: sales and marketing 1, production and operations 1; the chart is on the next slide

ORGANISATION

Family managing director; sales partner as shareholder

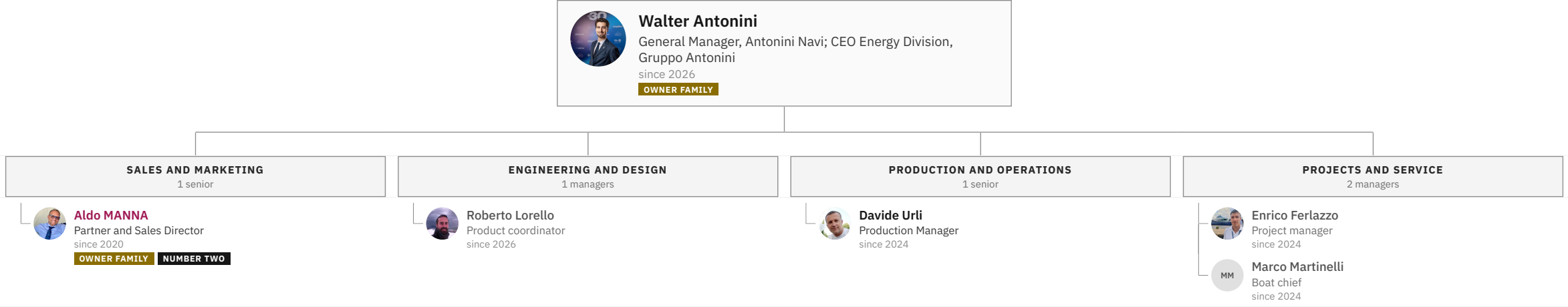
WHAT IT SHOWS FOR A NEW YARD

Family managing director with a sales partner who holds equity; no separate operations seat.

Antonini Navi · organisation

LINKEDIN, OCTOBER 2026 · 8 READ: 1 TOP, 2 SENIOR, 3 MANAGERS, 2 STAFF

A family general manager and a partner-sales director (the dealer-entrepreneur who created the yacht line) over a Production Manager from Fincantieri, a boat chief, a project manager and a small technical office.



The Italian Sea Group · Admiral

ITALY · GRADE A

Admiral, Tecnomar and Perini Navi: Italy's largest builder above 50 m, with hulls built in Türkiye, now in court-supervised restructuring and for sale.

2009 FOUNDED	Giovanni Costantino 53.6%, listed Milan OWNER	EUR 295 m · 2025, -27% REVENUE	EUR 171 m · 2025 LOSS	485 PEOPLE	4th · 23 projects RANK
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WHAT HAPPENED, 2023 TO 2026

Dec 2024	MONEY	4th in the Global Order Book; order book EUR 1.3 bn
Feb 2026	MONEY	Founder injects EUR 25 m against project cost overruns; shares -36%
Mar 2026	MONEY	Crisis procedure opens at the Court of Florence; shares -47%
Jul 2026	TOP SEAT	Composition with creditors; founder resigns; redundancies start
Oct 2026	TOP SEAT	Founder returns as CEO under a new board and court administrators
Oct 2026	DEAL	Five binding bids for the yards; sale to close mid-November

WHAT IT ADDS UP TO

The top Italian superyacht builder collapsed in one year on cost overruns; Tankoa's CEO, Sanlorenzo, Azimut|Benetti and Baglietto are bidding for its yards.

FORMER LEADERS NOW ELSEWHERE

- Francesco Carbone · now General Manager at Isa Yachts - Palumbo Superyachts; was President at The Italian Sea Group Americas, Inc.
- Giulio Pennacchio · now Director - Project Management Surveyor - Consulter - Insurance Claim at Freelance; was Board Member
- Primiano Protano · now Direttore generale at Palumbo SuperYachts; was Direttore generale

Company statements, filings and the trade press, 2023 to 2026; the team as read on LinkedIn in October 2026. Links to every source are on the web page.

WHO RUNS IT

- Top seat · Giovanni Costantino, Chairman and CEO (founder; not on the LinkedIn roster)
- Number two · Gianmaria Costantino, chief commercial officer (owning family); why, in the reading section
- Frank Grzeszczak Sr. · Head of sales, Admiral Yachts Americas, since 2019
- Gianmaria Costantino · Chief Commercial Officer, since 2025
- Alessandro Carossa · Production Director, 100 m line, since 2022
- Gabriele Andreani · Production Director, Admiral 70 m line, since 2026
- Alfonso De Carolis · Technical Director, since 2021

Senior layer · 20 people: production and operations 6, engineering and design 4, finance, legal and it 3, sales and marketing 2, projects and service 2, purchasing 2, general management 1; the chart is on the next slide

ORGANISATION

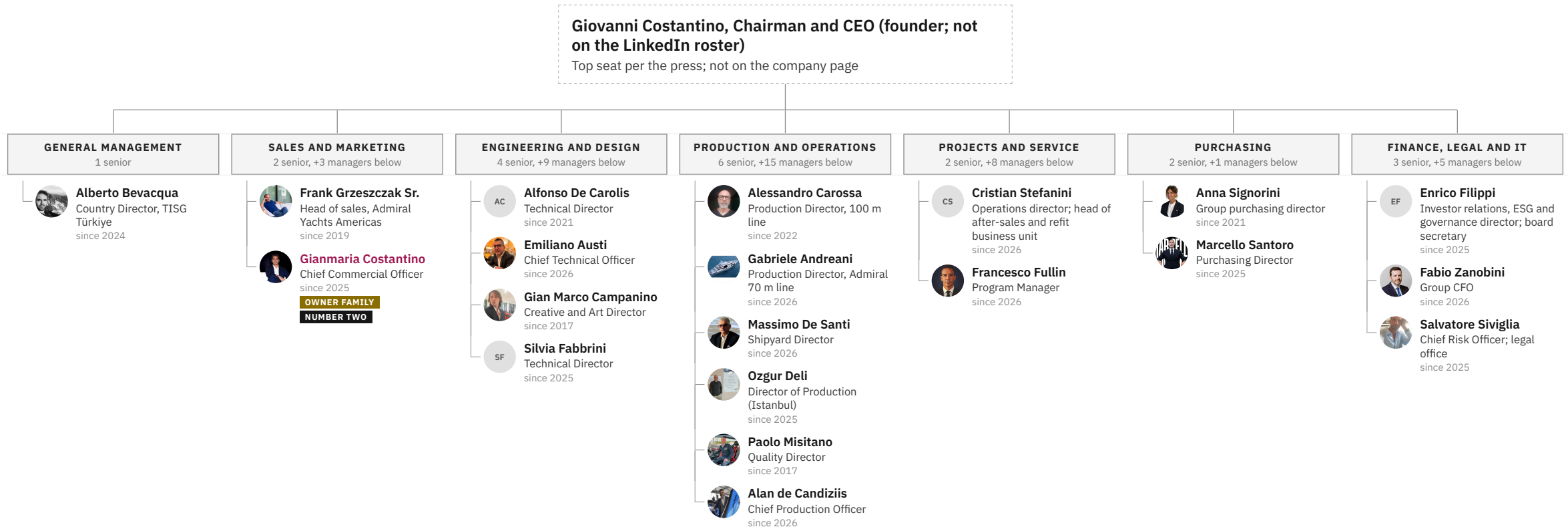
Founder-controlled, in restructuring; founder CEO again under court administrators

WHAT IT SHOWS FOR A NEW YARD

Founder-controlled to the end; its former general director and its former operations chief are both on the market.

The Italian Sea Group · Admiral · organisation

LINKEDIN, OCTOBER 2026 · 113 READ: 0 TOP, 20 SENIOR, 44 MANAGERS, 49 STAFF



Codecasa

ITALY · GRADE B+

A two-hundred-year-old Viareggio family yard building 30 to 70 m steel and aluminium custom yachts, often started on speculation.

1825 FOUNDED	Codecasa family, 6th and 7th generation OWNER	EUR 21 m · 2025, one of three entities REVENUE	3 yards in Viareggio + Pisa hull plant SITES	30 to 70 m RANGE	Full custom; spec builds on platforms MODEL
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WHAT HAPPENED, 2023 TO 2026

Oct 2024	BUILD	Sixth Codecasa 43, Gioia, delivered
2025	BUILD	200th anniversary
Mar 2025	DEAL	Nautor Swan confirms talks with Codecasa; outcome not reported
Dec 2025	DEAL	65 m Eternity resold for EUR 35 m
Feb 2026	BUILD	57 m Legacy 4 launched; seventh 43 m started on spec for 2028

WHAT IT ADDS UP TO

About one yacht a year, built by contractors around a small core staff, and no outside executive in two centuries.

Company statements, filings and the trade press, 2023 to 2026; the team as read on LinkedIn in October 2026. Links to every source are on the web page.

WHO RUNS IT

Top seat · The Codecasa family (not on the LinkedIn roster beyond an intern)

Gianluca Imeri · Head of Technical Department, since 2003

Senior layer · 1 people: engineering and design 1; the chart is on the next slide

ORGANISATION

Family in every seat; no outside executive

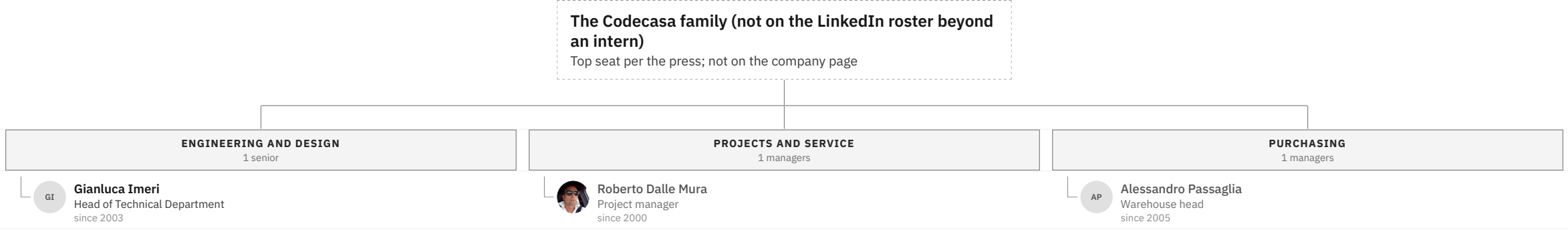
WHAT IT SHOWS FOR A NEW YARD

The family holds every seat; the yard is a brand and a site, not an organisation to hire from.

Codecasa · organisation

LINKEDIN, OCTOBER 2026 · 11 READ: 0 TOP, 1 SENIOR, 2 MANAGERS, 8 STAFF

A Head of Technical Department (since 2003) and a project manager (since 2000) over draughtsmen, quality control and the workshop.



Custom Line

ITALY · GRADE B+

PART OF FERRETTI GROUP

Ferretti Group's made-to-measure brand of composite and aluminium yachts above 28 m, the group's fastest-growing segment.

1996 FOUNDED	Ferretti Group OWNER	EUR 495 m · 2025, +18% SEGMENT REVENUE	22 yachts at Ancona · 2025 IN BUILD	28 to 50 m RANGE	Made to measure on platforms MODEL
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WHAT HAPPENED, 2023 TO 2026

Jan 2025	BUILD	First Custom Line 50, the brand's first all-aluminium 50 m, launched
Sep 2025	BUILD	22 Custom Line yachts in build at the Ancona yard
Sep 2025	TOP SEAT	Vittorio Blengini named group sales director for custom yachts
Feb 2026	MONEY	Made-to-measure revenue up 18% in 2025
May 2026	BUILD	First Navetta 35 launched

WHAT IT ADDS UP TO

The part of Ferretti that is still growing, sold by the group's custom sales organisation rather than a brand team.

Company statements, filings and the trade press, 2023 to 2026; the team as read on LinkedIn in October 2026. Links to every source are on the web page.

WHO RUNS IT

LinkedIn · no company page of its own; the people sit on the Ferretti Group page

ORGANISATION

Brand inside Ferretti; sold by the group's custom sales director

WHAT IT SHOWS FOR A NEW YARD

A brand without its own leadership: no general manager to hire from, but the sales directors are reachable.

Azimut Yachts

ITALY · GRADE B

The series-production brand of the Vitelli family's Azimut|Benetti group, the world's largest yacht builder for 26 years running.

1969 FOUNDED	Vitelli family · PIF minority OWNER	EUR 1.56 bn · 2024/25 GROUP PRODUCTION VALUE	EUR 2.5 bn to 2029 ORDER BOOK	about 2,500 group · 1,100 Avigliana PEOPLE	15 to 44 m composite RANGE
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WHAT HAPPENED, 2023 TO 2026

Dec 2024	TOP SEAT	Founder Paolo Vitelli dies; daughter Giovanna is chair since 2023
May 2025	TOP SEAT	Andrea Antichi, from Ferrari, general manager of the Azimut division
Sep 2025	MONEY	EUR 115 m investment plan; new offices in Jeddah and Riyadh
Dec 2025	MONEY	First in the Global Order Book for the 26th year
Jul 2026	BUILD	Grande 44M, the largest Azimut, launched
Oct 2026	DEAL	Ferrari Hypersail partnership; group bids for TISG's assets

WHAT IT ADDS UP TO

A family group that rules out a listing, invests EUR 115 m, and hired a Ferrari manager to run the brand after the founder's death.

FORMER LEADERS NOW ELSEWHERE

Francesco Ansalone · now Chief Executive Officer at Marina di Varazze; was MARKETING & COMMUNICATION DIRECTOR
Gennaro Candida De Matteo · now Consultant at Self-employed; was Direttore Industriale imbarcazioni >100'
Luca Brancaleon · now General Manager sales and Marketing at Cantieri Aschenez

Company statements, filings and the trade press, 2023 to 2026; the team as read on LinkedIn in October 2026. Links to every source are on the web page.

WHO RUNS IT

Federico Ferrante · President, Azimut Benetti Americas, since 2010
Andrea Antichi · General Manager, Azimut Yachts, since 2025
Number two · Enrico Chiaussa, chief commercial officer EMEA and APAC; why, in the reading section
Enrico Chiaussa · Chief Commercial Officer EMEA and APAC, since 2024
Filippo Tomasoni · Head of Sales, Azimut Grande EMEA and APAC, since 2023
Alfredo M Pugliese · Head of Manufacturing, Avigliana site, since 2024
Senior layer · 13 people: sales and marketing 4, production and operations 4, projects and service 2, engineering and design 2, finance, legal and it 1; the chart is on the next slide

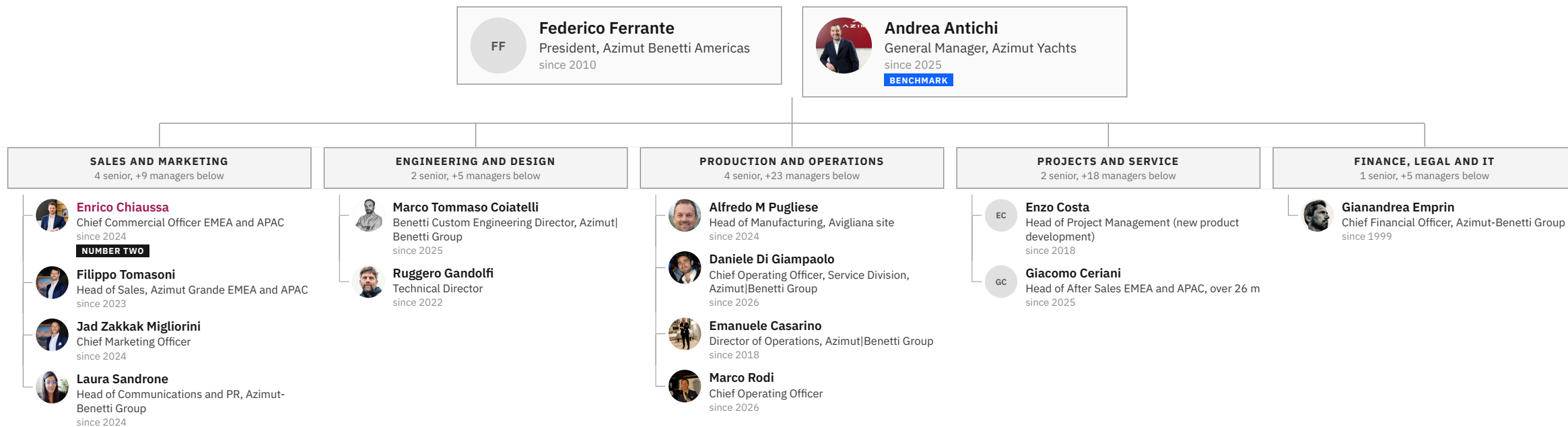
ORGANISATION

Family group; division general manager from Ferrari under the group CEO

WHAT IT SHOWS FOR A NEW YARD

A division general manager from outside yachting under a family CEO: the group hires operators, keeps strategy.

LINKEDIN, OCTOBER 2026 · 213 READ: 2 TOP, 13 SENIOR, 72 MANAGERS, 126 STAFF



Managers in functions with no senior seat on the page, not drawn: purchasing 7, people 5

Riva

ITALY · GRADE B

PART OF FERRETTI GROUP

Ferretti's Lake Iseo brand, from runabouts to a 54 m aluminium flagship, run as a brand inside the group.

1842 · Ferretti since 2000 FOUNDED	Ferretti Group OWNER	inside Ferretti's serial business REVENUE	19 projects on order · 2026 SUPERYACHTS	runabouts to 54 m RANGE	a 70 m at Ancona IN BUILD
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WHAT HAPPENED, 2023 TO 2026

Aug 2025	BUILD	First 54 Metri, Sairu, launched
Sep 2025	BUILD	A 70 m Riva in build at the Ancona superyacht yard
2026	BUILD	Sairu delivered, then listed for sale
Sep 2026	BUILD	Riva 96' Argo Super launched at La Spezia; 56 Rivale Super debuts

WHAT IT ADDS UP TO

The brand is pushing into superyachts while the group's superyacht orders have stalled.

Company statements, filings and the trade press, 2023 to 2026; the team as read on LinkedIn in October 2026. Links to every source are on the web page.

WHO RUNS IT

LinkedIn · no company page of its own; the people sit on the Ferretti Group page

ORGANISATION

Brand inside Ferretti; serial-business sales

WHAT IT SHOWS FOR A NEW YARD

No brand head found in the press: Riva is sold and run by Ferretti's serial-business organisation.

Amer Yachts · Permare

ITALY · GRADE B

The Amerio family's Sanremo builder, moving from composite 28 to 42 m yachts to steel superyachts at a new Pisa yard.

late 1980s FOUNDED	Amerio family OWNER	EUR 39 m · 2025, from 66 m REVENUE	Sanremo + new Pisa steel yard YARDS	28 to 74 m RANGE	Series composite + steel semi-custom MODEL
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WHAT HAPPENED, 2023 TO 2026

Apr 2024	BUILD	First Amer 120, 36 m, launched with partner Seven Stars
Sep 2025	BUILD	Technical launch of the Amer 42 Explorer in Pisa
Feb 2026	BUILD	A 74 m and a 49 m, its largest projects, in fit-out at Pisa
Jun 2026	BUILD	Even Further, 41.5 m, the first steel Amer, launched
Jun 2026	BUILD	Four new composite designs from 28 to 42 m presented

WHAT IT ADDS UP TO

Revenue fell by 40% in 2025 while the yard bet on steel and a 74 m: a family builder stretching.

WHO RUNS IT

Barbara Amerio · CEO, since 2021
Number two · Noémie Amerio, general manager of sales (owning family); why, in the reading section
Noémie Amerio · General Manager of Sales, since 2016
Piero Tramontano · Operations Manager, since 2025
Francesco Fauli · Board member, since 2025
Marco Martini · Purchase manager, since 2016
Senior layer · 4 people: sales and marketing 1, general management 1, production and operations 1, purchasing 1; the chart is on the next slide

ORGANISATION

Family CEO and a family head of sales; an operations manager hired from Sanlorenzo in 2025

WHAT IT SHOWS FOR A NEW YARD

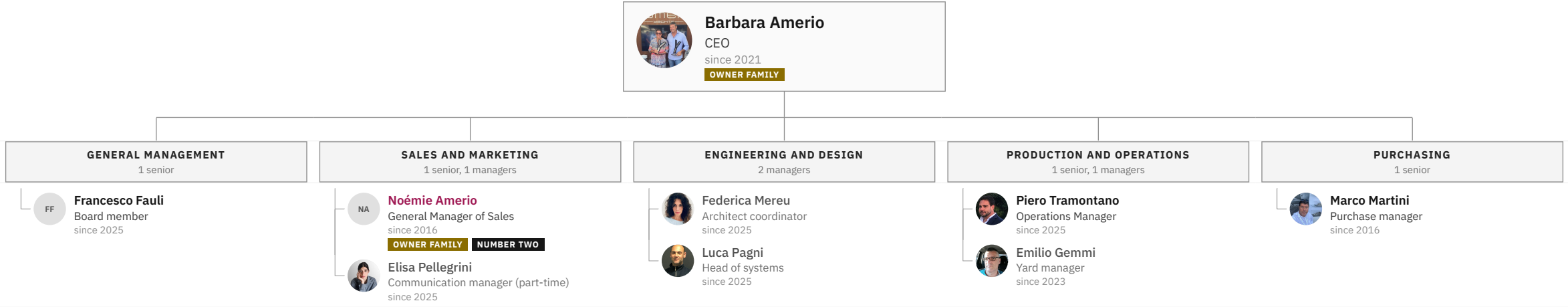
Family in the top seat and the sales seat, with an operations manager hired from Sanlorenzo in 2025.

Company statements, filings and the trade press, 2023 to 2026; the team as read on LinkedIn in October 2026. Links to every source are on the web page.

Amer Yachts · Permware · organisation

LINKEDIN, OCTOBER 2026 · 24 READ: 1 TOP, 4 SENIOR, 4 MANAGERS, 15 STAFF

A family CEO and a family General Manager of Sales over an Operations Manager (from Sanlorenzo and Benetti engineering, 2025), a yard manager, purchase manager, head of systems, an architect coordinator and a technical office staffed with the Optima Design studio's designers; one outside board member since 2025.



Cantieri di Pisa

ITALY · GRADE B

The 1945 Pisa yard famous for the Akhir, relaunched in 2021 by industrialist Enrico Gennasio; mostly refit so far, with a 40 m steel custom in build.

1945 FOUNDED	Enrico Gennasio, sole shareholder OWNER	EUR 6 m · year to Aug 2025 REVENUE	about 20 staff, 200 to 300 contractors a project PEOPLE	38 to 90 m announced RANGE	Semi-custom ranges + custom; T. Mariotti for 50 m+ MODEL
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WHAT HAPPENED, 2023 TO 2026

May 2024	BUILD	Antonio Luxardo chief designer; EUR 6 m invested
Jul 2024	DEAL	37.5 m custom yacht sold for 2026
May 2025	MONEY	Refit turnover up fivefold; 30 yachts at the yard
Sep 2025	DEAL	Agreement with T. Mariotti for yachts above 50 m
Mar 2026	BUILD	First 40 m fully custom steel yacht in build for 2027
Sep 2026	TOP SEAT	Managing director Marco Massabo out; the owner takes the helm

WHAT IT ADDS UP TO

A relaunch that lives on refit, with the owner now running it himself after the managing director left.

FORMER LEADERS NOW ELSEWHERE

Alfonso Postorino · now Shipyard Director at Cantiere Rossini; was Sales Manager

Company statements, filings and the trade press, 2023 to 2026; the team as read on LinkedIn in October 2026. Links to every source are on the web page.

WHO RUNS IT

Top seat · Owner Enrico Gennasio took over after the managing director left in Sep 2026

Florencia Secchi · Creative director, brand and visual (part-time), since 2008

Emiliano Urbinati · Production director, since 2024

Manrico Pucci · Purchasing manager, since 2019

Senior layer · 3 people: sales and marketing 1, production and operations 1, purchasing 1; the chart is on the next slide

ORGANISATION

Owner as sole director since 2026; MD left

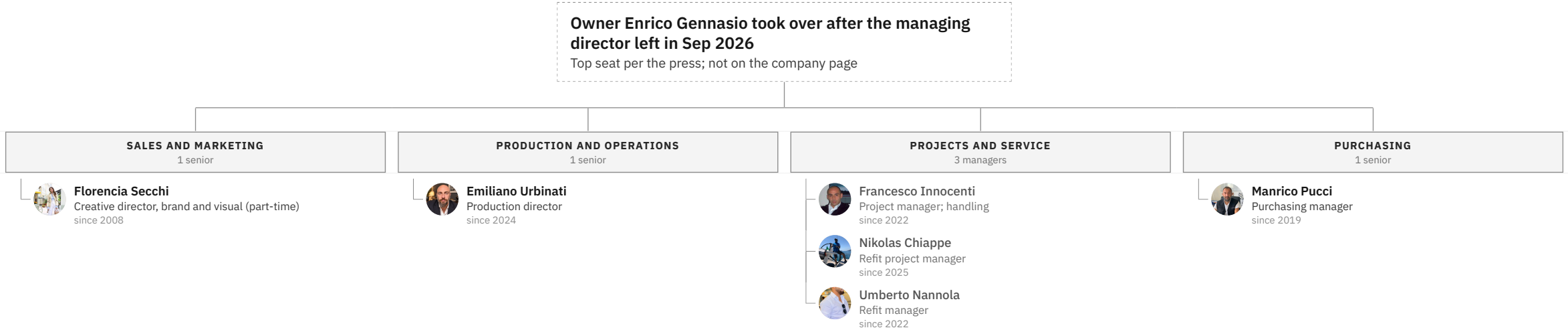
WHAT IT SHOWS FOR A NEW YARD

Owner as sole director: the example of what happens when the hired manager and the owner part.

Cantieri di Pisa · organisation

LINKEDIN, OCTOBER 2026 · 12 READ: 0 TOP, 3 SENIOR, 3 MANAGERS, 6 STAFF

A production director (2024, also running another yard), a purchasing manager, a refit manager, project managers, a part-time brand creative director and a small office.



Heesen Yachts

NETHERLANDS · GRADE A+

Oss builder of 50 to 60 m aluminium and steel yachts in series, smart-custom and full-custom lines, with a new owner and a new top team.

1978 FOUNDED	Laurens Last, TSAL Holding, since Apr 2025 OWNER	EUR 209 m · 2024 REVENUE	about 400 staff, as many contractors PEOPLE	19th · 8 projects, 434 m RANK	50 to 60 m · custom to 80 m RANGE
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WHAT HAPPENED, 2023 TO 2026

Nov 2023	TOP SEAT	CFO Niels Vaessen becomes CEO after Arthur Brouwer
Aug 2024	TOP SEAT	Ruud van der Stroom CCO, replacing Mark Cavendish after 16 years
Apr 2025	OWNER	Laurens Last buys the yard from the sanctions-era foundation
Aug 2025	TOP SEAT	Jeroen van der Meer, an industrial outsider, named CEO; Vaessen leaves
Apr 2026	BUILD	Monaco sales office opens
Sep 2026	TOP SEAT	Three new commercial leaders: Oss, Americas, Monaco

WHAT IT ADDS UP TO

Three CEOs and two CCOs in three years, then a new owner who rebuilt the whole senior layer within twelve months.

FORMER LEADERS NOW ELSEWHERE

Niels Vaessen · now CFO at Optisport; was CEO
Rick Van De Wetering · now Founder at Fossani V.O.F.; was Chief Operating Officer
Fabio Ermetto · now Chief Commercial Officer at Baglietto spa; was Director - Sales & Marketing

Company statements, filings and the trade press, 2023 to 2026; the team as read on LinkedIn in October 2026. Links to every source are on the web page.

WHO RUNS IT

Jeroen van der Meer · Chief Executive Officer, since 2025
Number two · Paul van Herpen, operations director; why, in the reading section
Folkert Schoots · Commercial Director, since 2026
Mark Cavendish · Director of Sales and Marketing, since 2008
Bob van Zundert · Manager technical services; yard captain, since 2026
Clint Romsom · Manager mechanical production, since 2025
Senior layer · 23 people: production and operations 7, engineering and design 5, sales and marketing 4, finance, legal and it 3, people 2, projects and service 1, purchasing 1; the chart is on the next slide

ORGANISATION

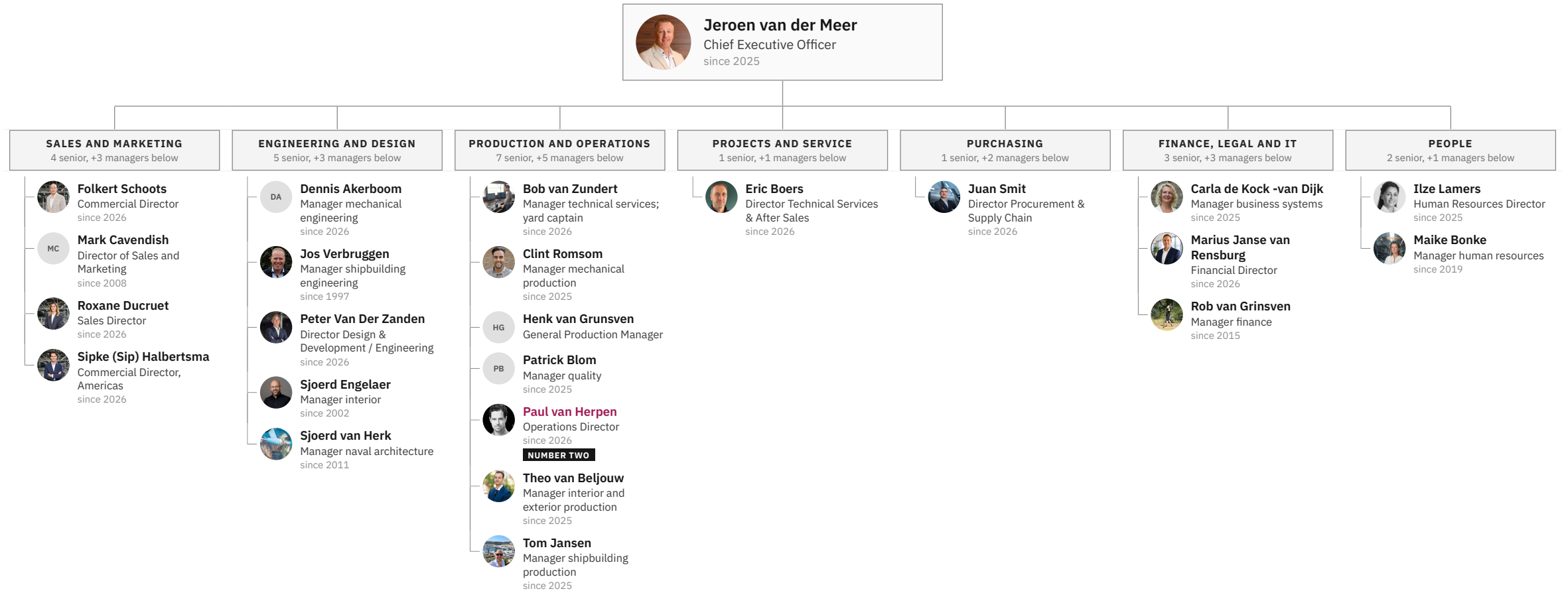
New owner; outside CEO rebuilt the top team; commercial split by territory

WHAT IT SHOWS FOR A NEW YARD

The template for a new owner's first year: an outside CEO, then every senior seat refilled, commercial split by territory.

Heesen Yachts · organisation

LINKEDIN, OCTOBER 2026 · 86 READ: 1 TOP, 23 SENIOR, 18 MANAGERS, 44 STAFF



Damen Yachting · Amels

NETHERLANDS · GRADE A+

The yachting division of the Damen family group, building Amels platforms in Vlissingen with hulls from Poland and Romania and explorers from Antalya.

1918 Amels · 2020 division FOUNDED	Damen Shipyards Group, family OWNER	EUR 3.25 bn · 2025 GROUP REVENUE	14 yachts IN BUILD	10th · 14 projects, 1,021 m RANK	50 to 120 m RANGE
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WHAT HAPPENED, 2023 TO 2026

2025	MONEY	Group report flags cash-flow issues at Yachting; full custom reviewed; Antalya to grow
Aug 2025	BUILD	Xplorer 60 and a YS53 delivered, both built in Antalya
Sep 2025	BUILD	120 m Project Tanzanite launched, largest Dutch motor yacht
Nov 2025	TOP SEAT	Rose Damen: series platforms first, full custom only with an owner signed
Mar 2026	MONEY	Group profit up; Yachting cut stock, orders strong, US position stronger
Sep 2026	DEAL	Another Amels 60 sold for 2027

WHAT IT ADDS UP TO

After a costly full-custom period the division went back to platforms built on speculation, and Antalya is now a production hub.

FORMER LEADERS NOW ELSEWHERE

Mark Vermeulen · now Managing Director Damen Green solutions a.i. at Damen shipyards group
Rutger Dolk · now Managing Director @ DAMEN at Damen; was Commercial Manager
Emre Sandan · now Founder at MES MARINE (Marine Engineering Services); was Project Manager 53m Yacht Support Series

Company statements, filings and the trade press, 2023 to 2026; the team as read on LinkedIn in October 2026. Links to every source are on the web page.

WHO RUNS IT

Rose Damen · Managing Director, since 2015
Number two · Sjoerd van den Broek, director of operations; why, in the reading section
Rob Luijendijk · Director Sales, since 2018
Yunzhu JIN · Asia Director, since 2015
Mark Platschorre · Manager production, since 2023
Sjoerd van den Broek · Director of Operations, since 2024
Senior layer · 11 people: production and operations 3, sales and marketing 2, projects and service 2, engineering and design 2, finance, legal and it 1, purchasing 1; the chart is on the next slide

ORGANISATION

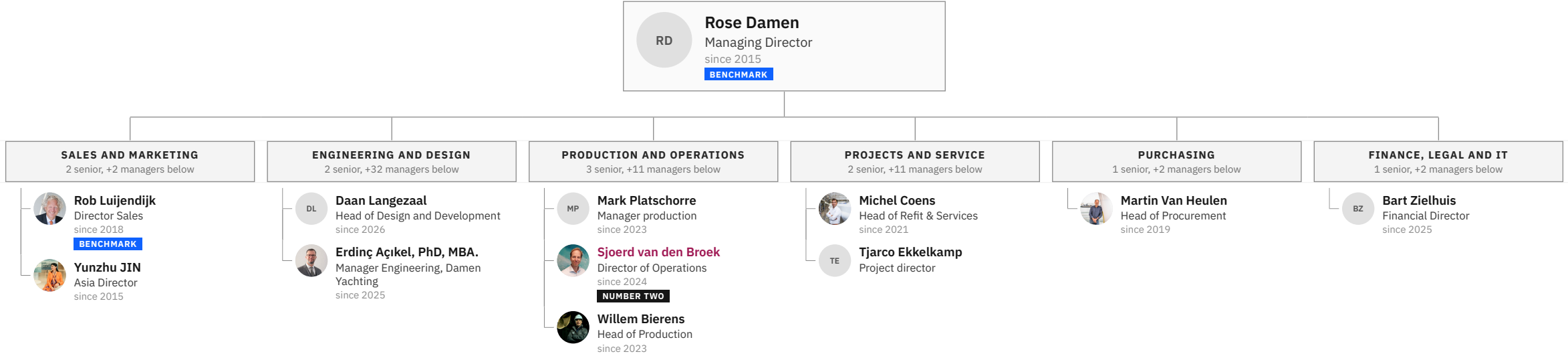
Family group division; family managing director with a commercial director

WHAT IT SHOWS FOR A NEW YARD

A family managing director with a commercial director, inside a group that supplies hulls, finance and engineering.

Damen Yachting · Amels · organisation

LINKEDIN, OCTOBER 2026 · 99 READ: 1 TOP, 11 SENIOR, 62 MANAGERS, 25 STAFF



Managers in functions with no senior seat on the page, not drawn: people 2

Moonen Yachts

NETHERLANDS · GRADE A+

's-Hertogenbosch yard building 34 to 40 m steel yachts on speculation, owned by an Australian couple since the 2019 bankruptcy.

1981 FOUNDED	Matthew and Louise Baxter, since 2019 OWNER	not published REVENUE	up to 6 yachts IN BUILD	34 to 40 m RANGE	Semi-custom steel series; IYC sells MODEL
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WHAT HAPPENED, 2023 TO 2026

Dec 2024	MONEY	Five years of the Baxters: two-year warranty, CNC and facility investment
2025	TOP SEAT	Technical director Nicky van Zon becomes managing director
Sep 2025	BUILD	40 m Moonen 133 Mallorca, the largest model, revealed
Oct 2025	BUILD	Seventh Martinique, Ad Astra, delivered
Jun 2026	BUILD	Eighth Martinique delivered; ninth sold for 2027
Oct 2026	BUILD	Tenth Martinique hull and superstructure joined

WHAT IT ADDS UP TO

A rescued yard that builds one proven model again and again; the engineer who ran the floor now runs the company.

FORMER LEADERS NOW ELSEWHERE

Johan Dubbelman · now Founder at DutchFlows BV
John van Empel · now Manager Production at Mercury Yacht Construction BV (an Oceanco Company); was Project manager
Victor Caminada B.V. · now Eigenaar at Victor Caminada B.V.; was Commercial Director

Company statements, filings and the trade press, 2023 to 2026; the team as read on LinkedIn in October 2026. Links to every source are on the web page.

WHO RUNS IT

Matthew Baxter · Chairperson, Moonen (owner)
Nicky van Zon · Managing Director, since 2025
Femke Verheijen · Head of Marketing, since 2025
Cornee de Bruin · Head of mechanics, since 2002
Jos van Dongen · Head of interior department, since 2008
Martijn Veldhuijzen · Head of interior engineering, since 2022
Senior layer · 5 people: production and operations 2, sales and marketing 1, finance, legal and it 1, engineering and design 1; the chart is on the next slide

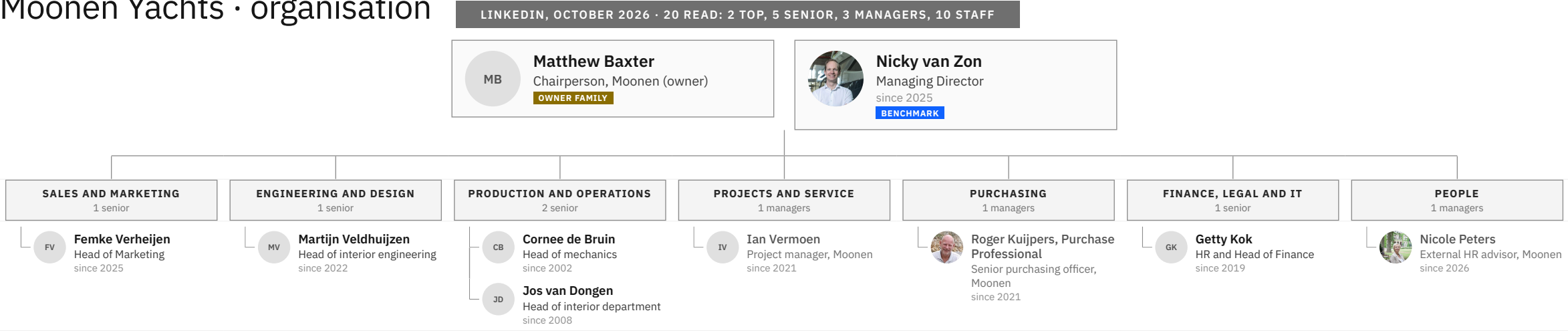
ORGANISATION

Owner couple abroad; technical director promoted to managing director

WHAT IT SHOWS FOR A NEW YARD

Owners abroad, an engineer promoted to managing director, sales outsourced to a broker.

Moonen Yachts · organisation



Feadship

NETHERLANDS · GRADE A+

Not one company but a brand shared since 1949 by two shipbuilders, Royal Van Lent and De Vries, with a joint design office; full custom from 35 to 120 m.

1949 FOUNDED	Royal Van Lent (LVMH) 50% · De Vries family 50% OWNER	not published REVENUE	4th · 18 projects, 1,390 m RANK	35 to 120 m RANGE	Kaag, Amsterdam, Aalsmeer, Makkum YARDS
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WHAT HAPPENED, 2023 TO 2026

May 2024	BUILD	118.8 m Project 821, the first fuel-cell Feadship, launched in Amsterdam
Sep 2024	DEAL	Feadship Resale, a brokerage arm for its own yachts, launched
Apr 2025	TOP SEAT	Henk de Vries retires; Roderick de Vries CEO, Bas Nederpelt CCO
Jul 2025	BUILD	101 m Moonrise delivered; Breakthrough shown at Monaco
Apr 2026	TOP SEAT	De Vries handover complete; an 80 m sailing Feadship debuts
Sep 2026	BUILD	115 m HIVE concept revealed

WHAT IT ADDS UP TO

The top Dutch builder changed its family half's whole leadership in 2025 and 2026 while delivering its largest yachts.

FORMER LEADERS NOW ELSEWHERE

- Folkert Schoots** · now Commercial Director at Heesen Yachts; was Feadship Resale - Commercial & Operations Manager
- Giedo Loeff** · now Head of Innovation at Koninklijke de Vries Scheepsbouw te Aalsmeer; was Head of Research and Development
- Kai Britzke** · now Manager Engineering at Royal Van Lent Shipyard; was Marine Engineer

Company statements, filings and the trade press, 2023 to 2026; the team as read on LinkedIn in October 2026. Links to every source are on the web page.

WHO RUNS IT

- Jan Bart Verkuyl** · CEO, Royal Van Lent; Director, Feadship, since 2014
- Arjen van Elk** · Director Resale, since 2024
- Farouk Nefzi** · Chief Marketing Officer, since 2021
- Dirk Ouwehand** · Production manager CNS, since 2024
- Neval Koc** · Manager mechanical department, since 2017
- Caterina Lombardi** · Head of Naval Architecture discipline (De Voogt), since 2026
- Senior layer** · 22 people: sales and marketing 8, engineering and design 6, production and operations 3, people 2, projects and service 2, finance, legal and it 1; the chart is on the next slide

ORGANISATION

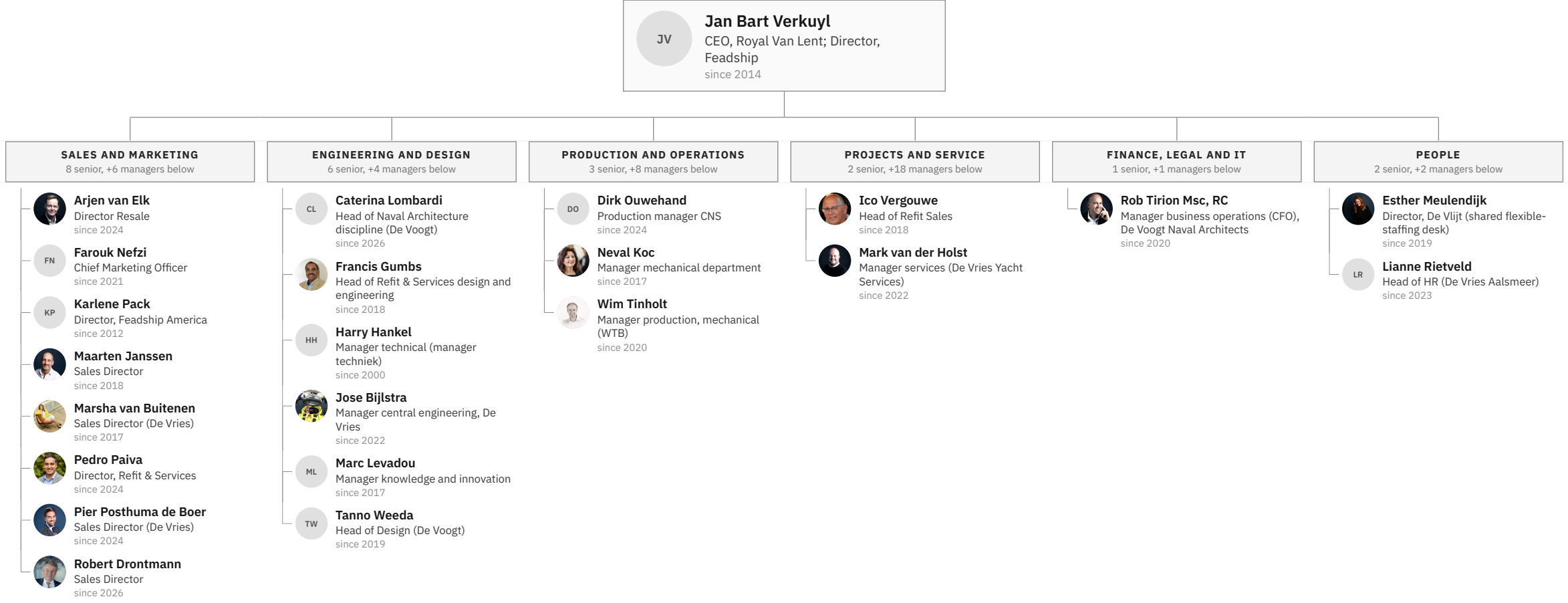
Two yards, one brand; no group CEO, two Feadship Directors

WHAT IT SHOWS FOR A NEW YARD

No group CEO: two Feadship Directors, one from each yard, share the top seat.

Feadship · organisation

LINKEDIN, OCTOBER 2026 · 135 READ: 1 TOP, 22 SENIOR, 40 MANAGERS, 72 STAFF



Managers in functions with no senior seat on the page, not drawn: purchasing 1

Feadship · Koninklijke De Vries

NETHERLANDS · GRADE A+

PART OF FEADSHIP

The family-owned half of Feadship, 1,200 people in seven companies in Aalsmeer and Makkum, handed to the next generation in 2025 and 2026.

1906 FOUNDED	De Vries family OWNER	not published REVENUE	over 1,200 PEOPLE	7 COMPANIES	Aalsmeer, Makkum YARDS
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WHAT HAPPENED, 2023 TO 2026

May 2025	TOP SEAT	Henk de Vries retires as CEO and Feadship Director
May 2025	TOP SEAT	Roderick de Vries, technical director since 2010, becomes CEO
Apr 2026	TOP SEAT	Rob de Vries chief projects officer, Bas Nederpelt CCO, John Veldman CFO
May 2026	BUILD	101 m Project 1014 runs sea trials from Makkum

WHAT IT ADDS UP TO

A complete generational handover done in two steps, with an outside chief commercial officer kept beside the family.

FORMER LEADERS NOW ELSEWHERE

Dennis van Haasteren MBA · now Director Amsterdam Shipyard at Royal Van Lent Shipyard; was Director
Folkert Schoots · now Commercial Director at Heesen Yachts; was After Sales & Yacht Services Coordinator
Richard Dol · now Manager Special Projects at De Vries Scheepsbouw Makkum; was Manager Techniek

WHO RUNS IT

Roderick De Vries · CEO, since 2025
Number two · Hans van der Wiel, head of production and deputy director; why, in the reading section
Bas Nederpelt · Chief Commercial Officer; Director, Feadship
Hans van der Wiel · Head of Production, deputy director, since 2025
Giedo Loeff · Head of Innovation, since 2025
Rick Uitermark · Department manager, technical, since 2025
Senior layer · 13 people: engineering and design 5, finance, legal and it 2, purchasing 2, sales and marketing 1, people 1, production and operations 1, projects and service 1; the chart is on the next slide

ORGANISATION

Family; next generation as CEO, projects officer and CCO

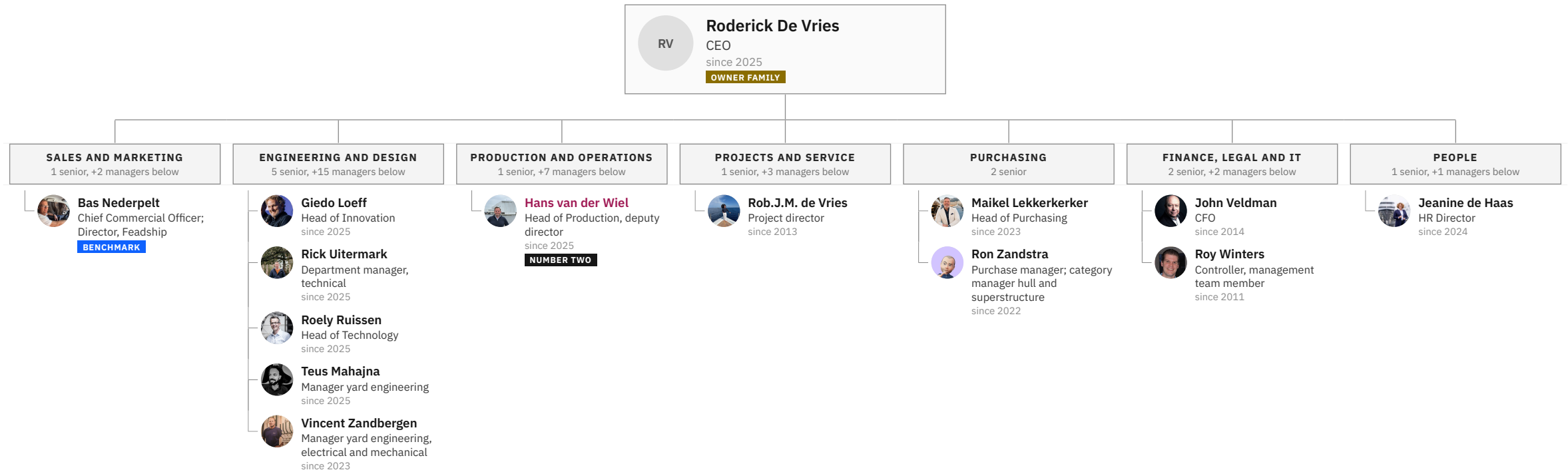
WHAT IT SHOWS FOR A NEW YARD

Family next generation in the CEO and projects seats, a hired commercial officer: the technical-director-to-CEO path.

Company statements, filings and the trade press, 2023 to 2026; the team as read on LinkedIn in October 2026. Links to every source are on the web page.

Feadship · Koninklijke De Vries · organisation

LINKEDIN, OCTOBER 2026 · 72 READ: 1 TOP, 13 SENIOR, 30 MANAGERS, 28 STAFF



Feadship · De Vries Scheepsbouw Makkum

NETHERLANDS · GRADE A+

PART OF FEADSHIP

The De Vries yard in Friesland for the largest Feadships, above 100 m, opened in 2005.

2005 FOUNDED	De Vries family OWNER	inside De Vries REVENUE	Sijbrand de Vries DIRECTOR	100 m and above RANGE	101 m Project 1014 CURRENT
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WHAT HAPPENED, 2023 TO 2026

May 2026	BUILD	101.2 m Project 1014 on sea trials from Makkum
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WHAT IT ADDS UP TO

One very large yacht at a time; the yard's bench is engineering and interior crafts.

FORMER LEADERS NOW ELSEWHERE

Frank Mens · now Operations manager at ICON Yachts; was Project Purchaser
Ico Vergouwe · now Head of Refit Sales at Feadship Refit & Services; was Sales Manager Yacht Refits
Jose Bijlstra · now Manager Centraal Engineering at Feadship; was Manager Engineering

WHO RUNS IT

Marc Niederer · Director, Koninklijke De Vries Aalsmeer / Feadship, since 2022
Sijbrand De Vries · Director, De Vries Makkum, since 2005
Number two · Sieger Hoekstra, production general manager; why, in the reading section
Ben Boon · Manager new projects, Feadship, since 2009
Marc van Hulzen · Manager services, since 2025
Sieger Hoekstra · Production general manager; exterior manager, since 2024
Senior layer · 14 people: engineering and design 4, sales and marketing 3, people 2, purchasing 2, finance, legal and it 1, production and operations 1, projects and service 1; the chart is on the next slide

ORGANISATION

Family yard director; works-engineering department

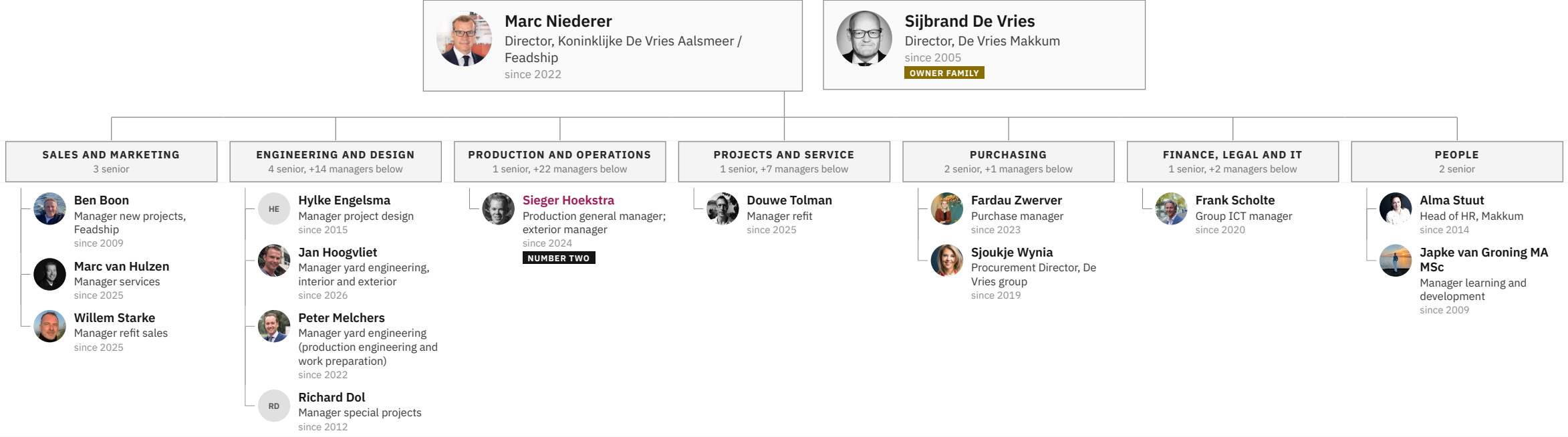
WHAT IT SHOWS FOR A NEW YARD

A family yard director over a works-engineering department: the delivery half of a family group.

Company statements, filings and the trade press, 2023 to 2026; the team as read on LinkedIn in October 2026. Links to every source are on the web page.

Feadship · De Vries Scheepsbouw Makkum · organisation

LINKEDIN, OCTOBER 2026 · 80 READ: 2 TOP, 14 SENIOR, 46 MANAGERS, 18 STAFF



Feadship · Royal Van Lent

NETHERLANDS · GRADE A+

PART OF FEADSHIP

The LVMH-owned half of Feadship, building at Kaag and at an Amsterdam yard for yachts up to 160 m, led by the same CEO since 2016.

1849 FOUNDED	LVMH, since 2008 OWNER	inside LVMH REVENUE	Jan-Bart Verkuyl, since 2016 CEO	35 to 120 m RANGE	Kaag · Amsterdam, to 160 m YARDS
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WHAT HAPPENED, 2023 TO 2026

May 2024	BUILD	118.8 m Project 821 launched at the Amsterdam yard
Nov 2024	BUILD	75.75 m ONE leaves the Kaag yard
2025	BUILD	Breakthrough, 118.8 m, delivered: largest Feadship by length
Apr 2026	BUILD	80 m sailing yacht Project 826 revealed at Kaag
Apr 2026	TOP SEAT	Verkuyl named Feadship Director alongside Nederpelt

WHAT IT ADDS UP TO

The largest Dutch-built yachts come out of a yard whose leadership has not changed in a decade.

FORMER LEADERS NOW ELSEWHERE

Frank Slangen · now Project Director at Iv-Groep; was Chief Operating Officer (COO)
Jan Bart Verkuyl · now CEO at Royal Van Lent Shipyard; was Commercial director
Jeroen Kortenoeven · now Algemeen Directeur at Scheepswerf Slob; was Operationeel Directeur

WHO RUNS IT

Number two · Dennis van Haasteren, director of the Amsterdam yard; why, in the reading section
Antonio Marques dos Reis · Manager hull and superstructure construction, since 2020
Arjen Dekker · Manager ship interiors Amsterdam, Royal Van Lent; former General Director, Scheepswerf Slob (Feadship hull yard), since 2024
Elske Stellingwerff Beintema · Engineering manager, since 2026
Kai Britzke · Manager engineering, Amsterdam yard, since 2024
Jeroen Plate · CFO, since 2017

Senior layer · 17 people: production and operations 7, engineering and design 3, people 2, projects and service 2, finance, legal and it 1, general management 1, purchasing 1; the chart is on the next slide

ORGANISATION

LVMH-owned; long-tenured chairman and CEO over operations and engineering directors

WHAT IT SHOWS FOR A NEW YARD

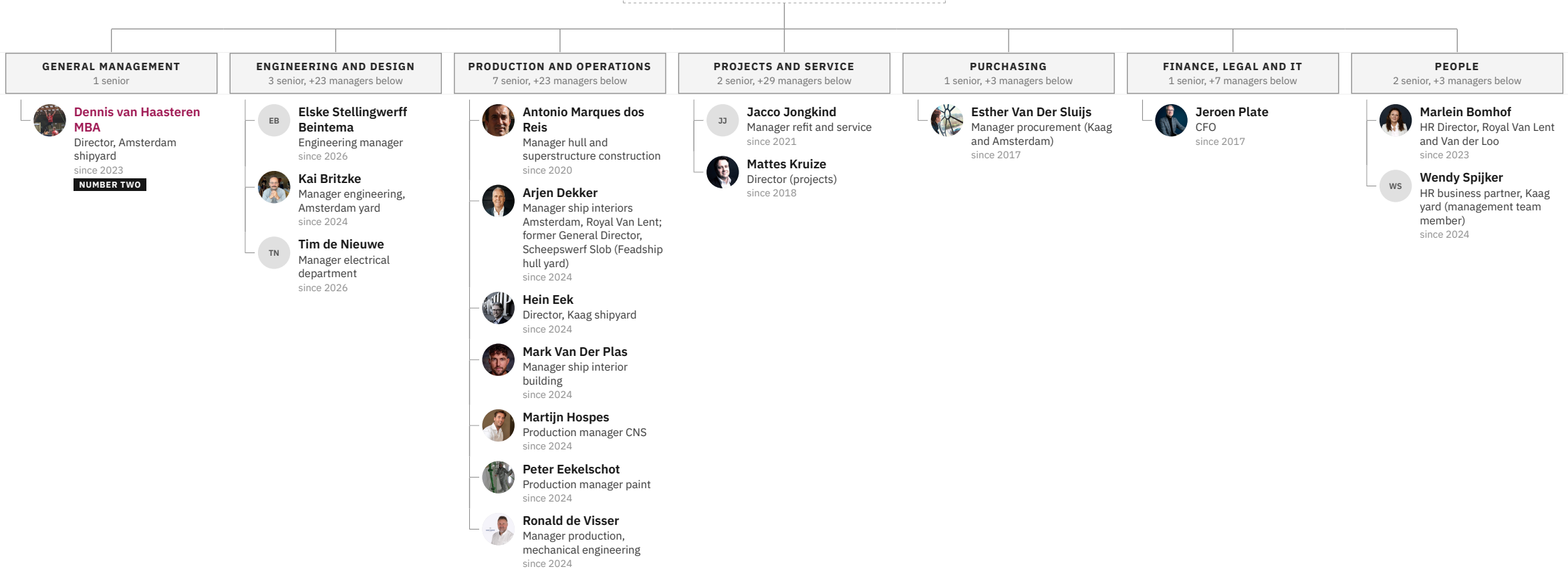
Luxury-group owner with a ten-year CEO over two yard directors, a projects director and a CFO from Damen.

Company statements, filings and the trade press, 2023 to 2026; the team as read on LinkedIn in October 2026. Links to every source are on the web page.

Feadship · Royal Van Lent · organisation

LINKEDIN, OCTOBER 2026 · 163 READ: 0 TOP, 17 SENIOR, 92 MANAGERS, 54 STAFF

Top seat not on the company page



Van der Valk Shipyard

NETHERLANDS · GRADE A+

Waalwijk builder of 25 to 48 m aluminium custom yachts, bought from its founder in 2024 and now led by a commercial CEO from Balk.

1967 FOUNDED	Management buyout, yacht-owning family backs it OWNER	not published REVENUE	into 2028 ORDER BOOK	25 to 48 m RANGE	9,000 m2, seven halls YARD
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WHAT HAPPENED, 2023 TO 2026

Apr 2024	OWNER	Founder Wim van der Valk retires; management buyout
May 2025	BUILD	35 m LALABE launched; three design awards in 2026
Mar 2026	BUILD	39.9 m Shine launched, the largest yet
May 2026	BUILD	48 m Project ZEN in build for 2028
Jul 2026	TOP SEAT	Evan Kortmann, CEO of Balk, becomes CEO; Enrico Theuns leaves
Oct 2026	BUILD	30 m Project NEXO concept with Phathom

WHAT IT ADDS UP TO

Two years after the founder left, the buyout group brought in a seller as CEO above the technical and commercial directors.

WHO RUNS IT

Evan Kortmann · Chief Executive Officer, since 2026
Number two · Yoei Bijker, commercial director; why, in the reading section
Yoei Bijker · Commercial Director, since 2010
Bram Kooltjes · Technical director, since 2015
Marjolijn Hooijmans · Financial controller, since 2024
Ron van Boven · Purchase manager, since 2010
Senior layer · 5 people: sales and marketing 1, finance, legal and it 1, people 1, purchasing 1, engineering and design 1; the chart is on the next slide

ORGANISATION

Management buyout; commercial CEO over technical and commercial directors

WHAT IT SHOWS FOR A NEW YARD

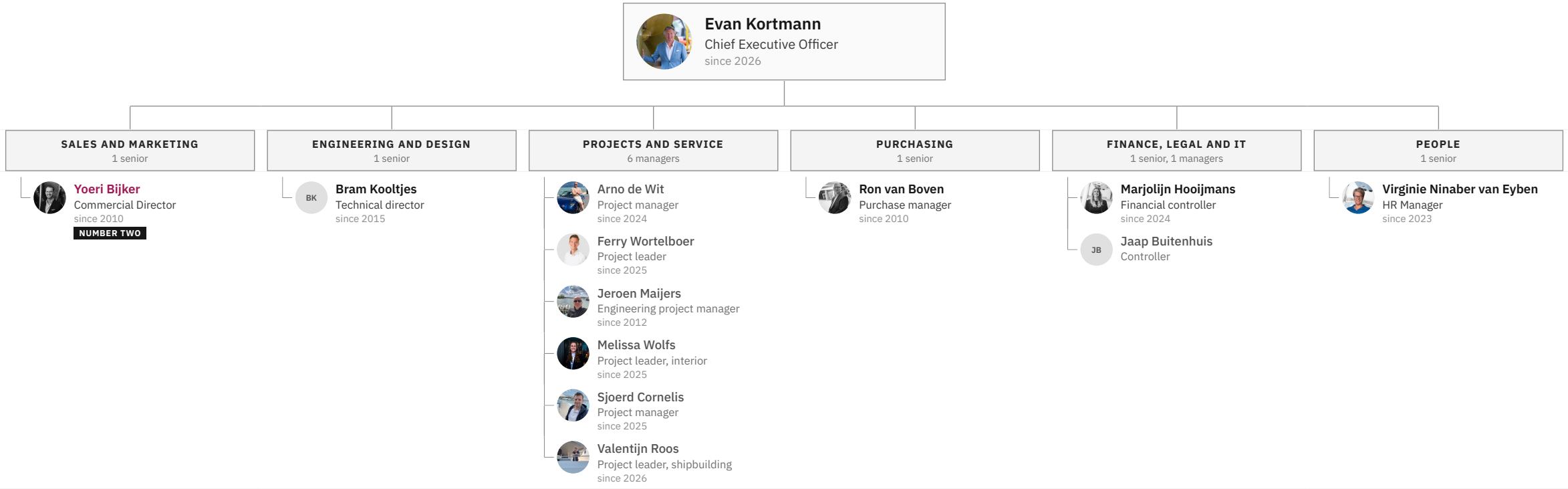
The two-person model with a commercial CEO on top: the brief's alternative, one year into new ownership.

Company statements, filings and the trade press, 2023 to 2026; the team as read on LinkedIn in October 2026. Links to every source are on the web page.

Van der Valk Shipyard · organisation

LINKEDIN, OCTOBER 2026 · 33 READ: 1 TOP, 5 SENIOR, 7 MANAGERS, 20 STAFF

A new CEO (Jul 2026, from Balk and yacht-logistics business development) over a Commercial Director in place since 2010, a Technical director since 2015 (promoted from production), a financial controller, an HR manager, a purchase manager and a bench of project leaders, several hired from Heesen and Damen in 2024-2026.



Royal Hakvoort Shipyard

NETHERLANDS · GRADE A

Fourth-generation Monnickendam family yard building full-custom steel yachts of 28 to 70 m, with its largest order ever signed in 2025.

1919 FOUNDED	Hakvoort family OWNER	not published REVENUE	about 90 to 130 PEOPLE	28 to 70 m RANGE	Full custom; Sinot and Diana as partners MODEL
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WHAT HAPPENED, 2023 TO 2026

May 2023	BUILD	45 m Milele delivered; Neptune award 2024
May 2024	BUILD	61 m Asia delivered
Oct 2024	BUILD	Hull of the 45 m hybrid YN256 launched
Sep 2025	DEAL	70 m YN258 signed for 2029: largest order ever, about 300 jobs

WHAT IT ADDS UP TO

A family yard with its book full to 2029 and no commercial, operations or finance title in the press.

Company statements, filings and the trade press, 2023 to 2026; the team as read on LinkedIn in October 2026. Links to every source are on the web page.

WHO RUNS IT

Klaas Hakvoort · Owner and Managing Director, since 1991
Nick Doevendans · Senior controller, since 2022
Senior layer · 1 people: finance, legal and it 1; the chart is on the next slide

ORGANISATION

Owner sells, project managers deliver

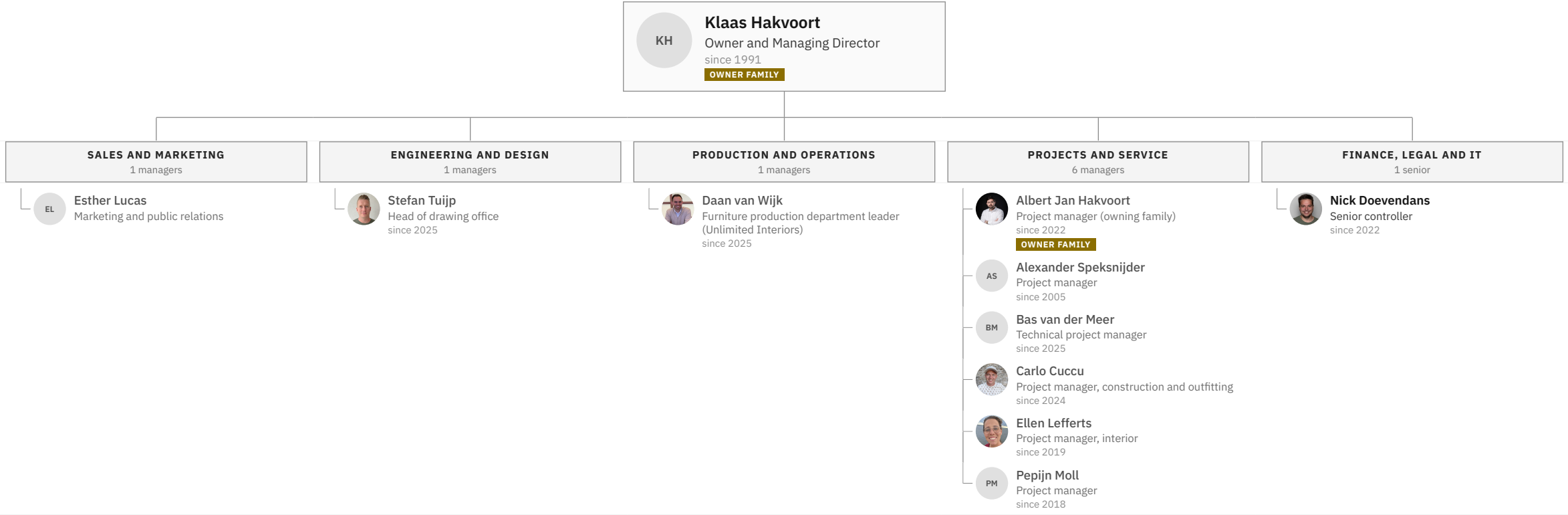
WHAT IT SHOWS FOR A NEW YARD

The owner-director sells and a layer of project managers delivers: no commercial hire at all.

Royal Hakvoort Shipyard · organisation

LINKEDIN, OCTOBER 2026 · 37 READ: 1 TOP, 1 SENIOR, 9 MANAGERS, 26 STAFF

Owner and managing director (since 1991) over a senior controller, project managers (several from De Voogt and Royal Van Lent), a head of the drawing office, foremen per trade, and an interiors company (Unlimited Interiors) run as a department.



Oceanco

NETHERLANDS · GRADE A

Alblasserdam builder of the largest Dutch yachts, 80 to 130 m, bought by Valve founder Gabe Newell in 2025 and building a vertical group around it.

1987 FOUNDED	Gabe Newell, since Aug 2025 OWNER	not published REVENUE	Marcel Onkenhout, since 2010 CEO	80 to 130 m RANGE	Mercury, Aluship, Lateral, Alewijnse, Winel GROUP
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WHAT HAPPENED, 2023 TO 2026

Apr 2023	BUILD	127 m sailing yacht Koru delivered
Oct 2023	BUILD	Simply Custom: an 80 m line on one platform
Aug 2025	OWNER	Gabe Newell buys Oceanco; Barwani family exits after 15 years
Aug 2025	DEAL	Alewijnse, the systems integrator, joins the group
Sep 2025	DEAL	130 m Y727 confirmed, the largest ever; second Zwijndrecht site bought
Nov 2025	BUILD	Two 111 m yachts delivered in one month

WHAT IT ADDS UP TO

A new private owner is buying the supply chain (hulls, superstructures, systems, doors) while the management stays.

FORMER LEADERS NOW ELSEWHERE

Carlos Morales · now Director General / General Manager at Astilleros de Mallorca; was Project Manager

Dirk de Jong · now Technical director at Vertom Group

Eel Kant · now Chief Executive Officer at ICT Shipyard

Company statements, filings and the trade press, 2023 to 2026; the team as read on LinkedIn in October 2026. Links to every source are on the web page.

WHO RUNS IT

Jacques Kröner · Member of the management board (from 1 November 2026), since 2026

Marcel Onkenhout · Chief Executive Officer, since 2010

Number two · Bas Swanink, sales director; why, in the reading section

Bas Swanink · Sales Director, since 2020

Johan Kaasjager · Executive director, Life Cycle Support, since 2024

Jeroen Lansbergen · Manager operational excellence, since 2025

Senior layer · 19 people: finance, legal and it 5, sales and marketing 4, projects and service 3, general management 2, engineering and design 2, people 1, production and operations 1, purchasing 1; the chart is on the next slide

ORGANISATION

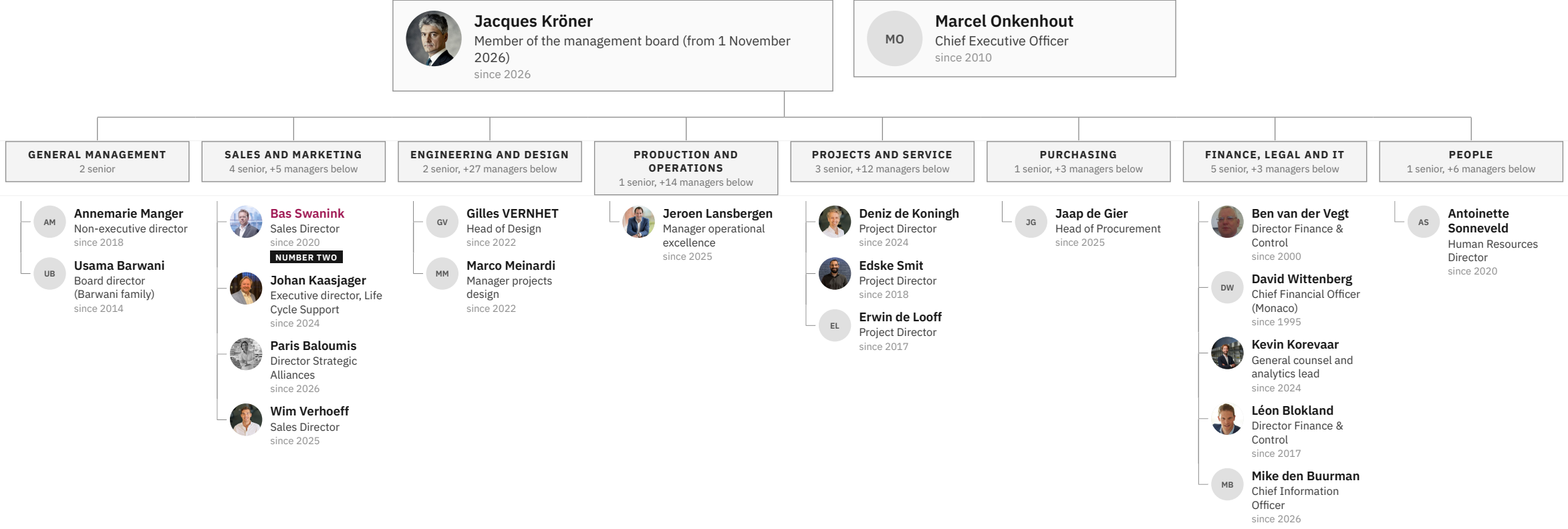
New private owner; CEO since 2010 with group companies for hulls, superstructures, systems

WHAT IT SHOWS FOR A NEW YARD

A long-serving CEO, now with an owner who funds vertical integration.

Oceanco · organisation

LINKEDIN, OCTOBER 2026 · 119 READ: 2 TOP, 19 SENIOR, 70 MANAGERS, 28 STAFF



ICON Yachts

NETHERLANDS · GRADE A

Harlingen yard that converts commercial vessels into 60 to 78 m explorer yachts in a covered dry dock, owned by a Swiss businessman since 2021.

2005 FOUNDED	Micca Ferrero, majority since 2021 OWNER	not published REVENUE	not published PEOPLE	60 to 78 m conversions RANGE	150 x 33 m covered DOCK
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WHAT HAPPENED, 2023 TO 2026

Dec 2023	BUILD	SeaKeepers partnership; Project Mission explorer concept
Oct 2024	BUILD	70 m Project Master interior by Winch Design unveiled
Mar 2025	DEAL	Project Master put on the market at EUR 99.5 m
Aug 2025	TOP SEAT	Strategy stated: infrastructure and rebuild supplier, not a Feadship rival
Dec 2025	BUILD	All steel and aluminium work on Project Master complete

WHAT IT ADDS UP TO

A conversion yard that prices risk through a dedicated estimating head and sells through a young business-development seat.

WHO RUNS IT

Tony Gale · Chief Executive Officer
Marek Hasenkopf · Head of Business Development, since 2023
Frank Mens · Operations manager, since 2020
René Couperus · Head of Estimating and Proposal Manager, since 2021
Uty Homan · Technical Manager, since 2026
Edwin Hamming · Finance manager (management team), since 2010
Senior layer · 9 people: general management 3, engineering and design 2, sales and marketing 1, finance, legal and it 1, production and operations 1, projects and service 1; the chart is on the next slide

ORGANISATION

Owner in Monaco; CEO over heads of projects, estimating and business development

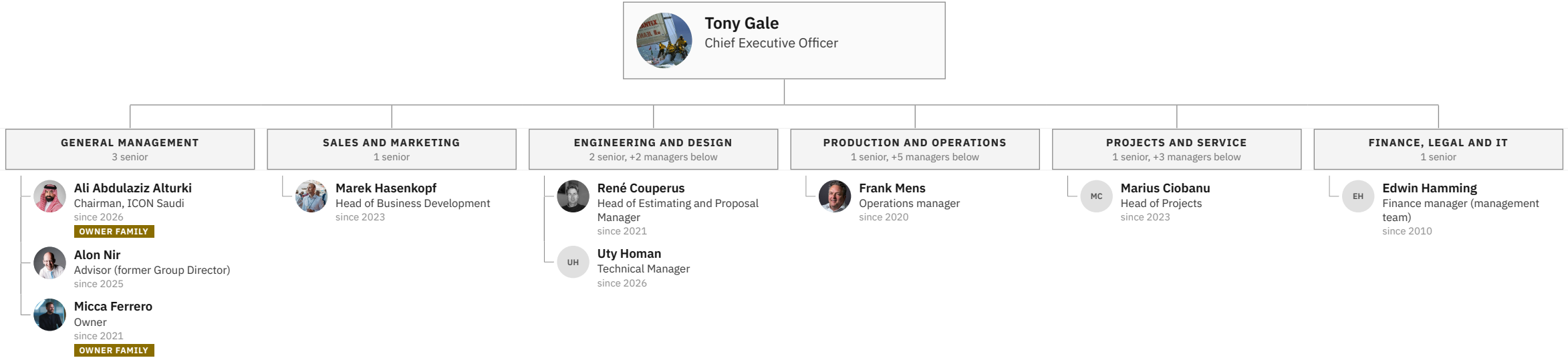
WHAT IT SHOWS FOR A NEW YARD

Owner in Monaco, CEO over heads of projects, estimating and business development: the project-led model.
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Company statements, filings and the trade press, 2023 to 2026; the team as read on LinkedIn in October 2026. Links to every source are on the web page.

ICON Yachts · organisation

LINKEDIN, OCTOBER 2026 · 28 READ: 1 TOP, 9 SENIOR, 11 MANAGERS, 7 STAFF



Managers in functions with no senior seat on the page, not drawn: people 1

Mulder Shipyard

NETHERLANDS · GRADE A

Third-generation family yard near Leiden building 16 to 37 m aluminium yachts, five or six a year, with hulls built in Enkhuizen.

1938 FOUNDED	Mulder family, third generation OWNER	not published REVENUE	5 to 6 yachts a year OUTPUT	16 to 37 m RANGE	Favorite series · ThirtySix semi-custom MODEL
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WHAT HAPPENED, 2023 TO 2026

Jul 2023	BUILD	Sixth ThirtySix, Seaflower, delivered
Jun 2024	BUILD	Seventh ThirtySix, Q43, delivered from the Enkhuizen hulls
Jul 2024	TOP SEAT	Nick Mulder: the yard stays small and builds hulls in-house
Feb 2026	TOP SEAT	First CFO hired, from KPMG
Mar 2026	BUILD	Ninth ThirtySix launched
Sep 2026	BUILD	Mulder 122, 37.2 m, succeeds the ThirtySix

WHAT IT ADDS UP TO

A family yard professionalising: the family's commercial director became managing director in 2022 and hired a first CFO in 2026.

WHO RUNS IT

Nick Mulder · Managing Director, since 2022
Dennis van Osch · Marketing and communications manager, since 2024
Rick de Bruin · Sales and marketing manager, since 2023
Danny Juffermans · Location and project manager, since 2002
Menno Taal · Chief Financial Officer, since 2026
Nick Wijsman · Purchasing manager, since 2015
Senior layer · 5 people: sales and marketing 2, finance, legal and it 1, production and operations 1, purchasing 1; the chart is on the next slide

ORGANISATION

Family seller as managing director; first CFO in 2026

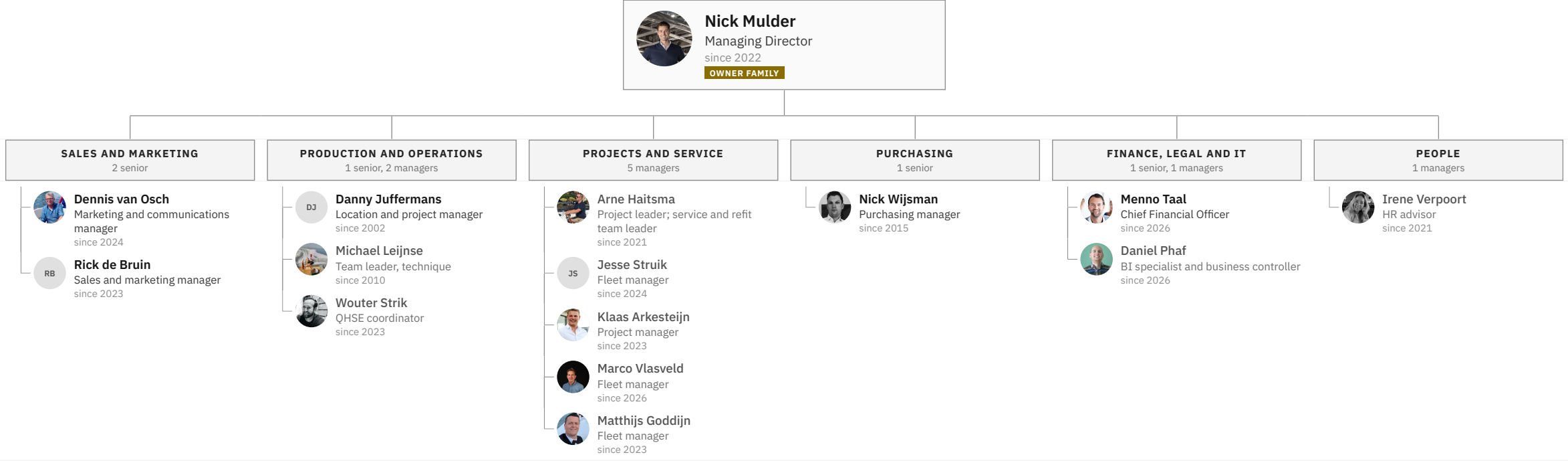
WHAT IT SHOWS FOR A NEW YARD

Family seller as managing director with the first professional finance seat arriving this year.

Company statements, filings and the trade press, 2023 to 2026; the team as read on LinkedIn in October 2026. Links to every source are on the web page.

Mulder Shipyard · organisation

LINKEDIN, OCTOBER 2026 · 34 READ: 1 TOP, 5 SENIOR, 9 MANAGERS, 19 STAFF



Royal Huisman

NETHERLANDS · GRADE B+

Vollenhove builder of the world's largest aluminium sailing yachts, 40 to 85 m, with its own rig maker Rondal, bought by Dutch investor O2 Capital in 2024.

1884 FOUNDED	O2 Capital Partners, since Sep 2024 OWNER	not published REVENUE	over 350 PEOPLE	40 to 85 m sailing RANGE	three yachts above 80 m IN BUILD
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WHAT HAPPENED, 2023 TO 2026

Sep 2024	OWNER	O2 Capital buys the group from Doeksen and Parcom
May 2025	BUILD	65 m ketch Aquarius delivered; Sailing Yacht of the Year 2026
Nov 2025	TOP SEAT	Peter Naeyé, commercial director since 2020, is CEO; Jan Timmerman to the board
Mar 2026	BUILD	81 m Project 412 hull rolled out
Sep 2026	BUILD	85 m Project 410, the world's largest sloop, unveiled; launch November
Oct 2026	BUILD	Construction halls extended for the 80 m class

WHAT IT ADDS UP TO

A new investor, a commercial director promoted to CEO, and three 80 m-plus sailing yachts in build at once.

FORMER LEADERS NOW ELSEWHERE

Christian Poorte · now Managing Director at Arcadia Maritime Group; was Contract Management
Hans de Lang · now General Manager at Mercury Yacht Construction BV (an Oceanco Company); was Operational manager
Roemer Boogaard · now CEO / Co-Owner at Fender Innovations B.V.; was Managing Director

Company statements, filings and the trade press, 2023 to 2026; the team as read on LinkedIn in October 2026. Links to every source are on the web page.

WHO RUNS IT

Top seat · Peter Naeyé, CEO (per the press, Nov 2025; not on the LinkedIn roster)
Number two · Dimitri van Zwieten, general manager new build; why, in the reading section
Jeroen Sirag · Marketing Director, since 2021
Martin Groen · Manager design and proposal, since 2022
Erik Slomp · Yard manager, since 2019
Brigitte Hegeman · CFO, since 2019
Dimitri van Zwieten · General Manager New Build, since 2025
Senior layer · 10 people: sales and marketing 2, general management 2, projects and service 2, finance, legal and it 1, people 1, production and operations 1, purchasing 1; the chart is on the next slide

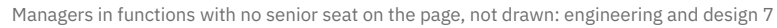
ORGANISATION

Investor-owned; commercial director promoted to CEO

WHAT IT SHOWS FOR A NEW YARD

Investor-owned with the seller promoted to the top: the commercial-director-to-CEO path.
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LINKEDIN, OCTOBER 2026 · 73 READ: 0 TOP, 10 SENIOR, 28 MANAGERS, 35 STAFF



Vitters Shipyard

NETHERLANDS · GRADE B+

Zwartsluis builder of full-custom aluminium sailing yachts of 40 to 75 m, three big projects at a time, with a new managing director from Royal Van Lent.

1990 FOUNDED	Private, family-owned; CEO Louis Hamming OWNER	not published REVENUE	about 110 PEOPLE	40 to 75 m sailing RANGE	3 large projects, to 2029 IN BUILD
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WHAT HAPPENED, 2023 TO 2026

Dec 2023	BUILD	59 m Maximus delivered
Apr 2025	DEAL	44 m W-Magic delivered; 63 m Project Dreamer signed for 2028
May 2025	BUILD	80 m shed in use; 68 m Project 3095 hull turned
Feb 2026	DEAL	53 m Project 3097 signed for 2029
Jul 2026	BUILD	68.9 m Zero launched, billed fossil-fuel-free
Aug 2026	TOP SEAT	Maarten van Marle, from Royal Van Lent engineering, managing director

WHAT IT ADDS UP TO

Full to 2029 on a new shed; in August 2026 the owner installed an engineer from Royal Van Lent as managing director.

FORMER LEADERS NOW ELSEWHERE

Dimitri van Zwieten · now General Manager New Build at Royal Huisman; was Projectmanager
Jacco Jongkind · now Manager Refit & Service at Royal Van Lent Shipyard; was Freelance Project Engineer
Peter Lassche · now Operational Director at Balk Shipyard; was Projectmanager Yacht building

Company statements, filings and the trade press, 2023 to 2026; the team as read on LinkedIn in October 2026. Links to every source are on the web page.

WHO RUNS IT

Louis Hamming · Owner, since 1991
Maarten van Marle · Managing Director / CEO, since 2026
Bas Peute · Manager sales and marketing, since 2020
Leendert Kleijwegt · Manager Engineering, since 2023
Aline ten Hoeve · Financial director (part-time), since 2018
Janine Wiersma · HR manager (part-time), since 2026
Senior layer · 4 people: sales and marketing 1, finance, legal and it 1, people 1, engineering and design 1; the chart is on the next slide

ORGANISATION

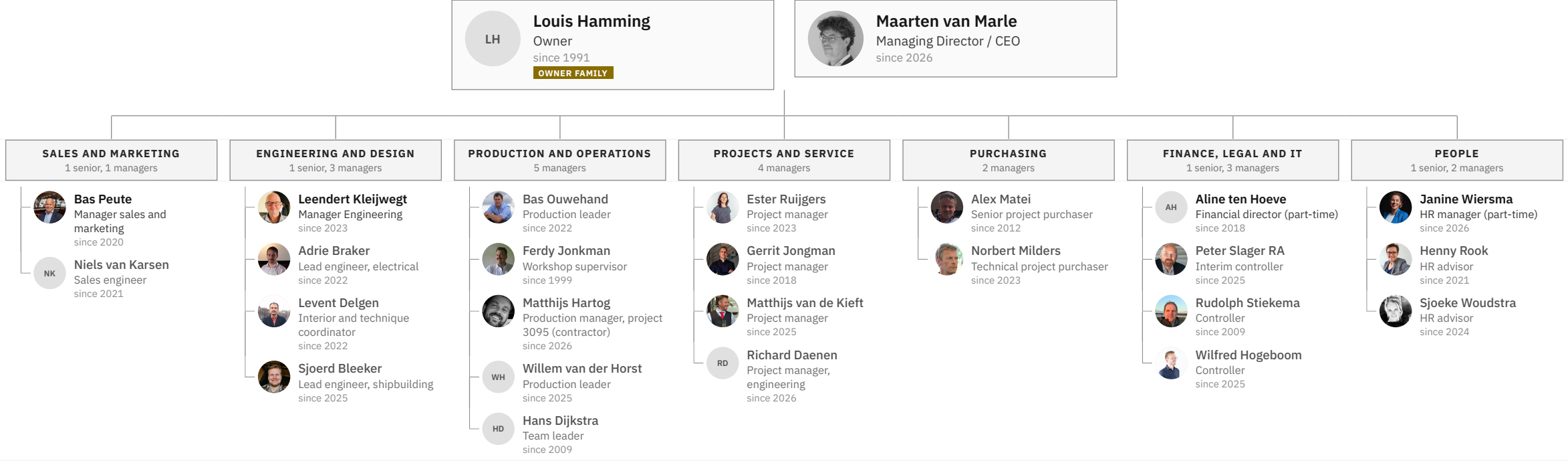
Owner above an engineer managing director

WHAT IT SHOWS FOR A NEW YARD

Owner above an engineer managing director; commercial is two people.

Vitters Shipyard · organisation

LINKEDIN, OCTOBER 2026 · 68 READ: 2 TOP, 4 SENIOR, 20 MANAGERS, 42 STAFF



Lynx Yachts

NETHERLANDS · GRADE B

Nijkerk builder of 20 to 34 m steel support vessels and small explorers, founded by an engineer and merged with the US brand Outer Reef.

2011 FOUNDED	Founder Slim Bouricha; Outer Reef merger 2024 OWNER	not published REVENUE	3 yachts at once, to 45 m CAPACITY	20 to 34 m RANGE	Shadow and support vessels SPECIALTY
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WHAT HAPPENED, 2023 TO 2026

Sep 2024	OWNER	Merger with Outer Reef Yachts; Nijkerk becomes its European yard
May 2025	BUILD	First Outer Reef Adventure 780 launched
Sep 2025	BUILD	32.5 m full-custom yacht in build
Mar 2026	BUILD	Steel cut for the 33.8 m YXT 34, delivery 2028

WHAT IT ADDS UP TO

A niche in support vessels and a merger whose control terms were never published.

Company statements, filings and the trade press, 2023 to 2026; the team as read on LinkedIn in October 2026. Links to every source are on the web page.

WHO RUNS IT

Top seat · Founder Slim Bouricha (not on the LinkedIn roster)

ORGANISATION

Founder with contractors

WHAT IT SHOWS FOR A NEW YARD

A founder with contractors and no management layer: nothing to map, nothing to hire from.

Lynx Yachts · organisation

LINKEDIN, OCTOBER 2026 · 1 READ: 0 TOP, 0 SENIOR, 1 MANAGERS, 0 STAFF

Three people on LinkedIn: a part-time construction manager and two externals.



Vanquish Yachts

NETHERLANDS · GRADE B

Marknesse builder of 12 to 35 m aluminium sport yachts in semi-custom series, private-equity backed, with a Florida service base and a Gdańsk engineering cell.

2012 FOUNDED	TransEquity Network, majority OWNER	not published REVENUE	about 90 on LinkedIn PEOPLE	12 to 35 m RANGE	Semi-custom series; product owners per model MODEL
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WHAT HAPPENED, 2023 TO 2026

May 2023	BUILD	35 m VQ115 Veloce, the largest Vanquish, launched
Jan 2025	BUILD	First VQ70 T-Top delivered to a Florida owner
Feb 2025	TOP SEAT	Frank Spikker CEO; interim CEO de Haas to the advisory board
Feb 2026	DEAL	A US owner buys his second Vanquish within a year

WHAT IT ADDS UP TO

A new CEO reorganised engineering into product owners per model: the most series-like organisation on the Dutch side.

FORMER LEADERS NOW ELSEWHERE

Tijl Hetterschijt · now Owner at Advanced Yachting consulting
Uty Homan · now Technical Manager at ICON Yachts; was Head of Engineering

WHO RUNS IT

Frank Spikker · CEO, since 2025
Fleur van den Heuvel · Head of Marketing, since 2025
Vanja Steentjes · Director of Sales and Operations, USA, since 2018
Klaas Jan Ringnalda · Production manager, since 2024
Emilien Angevin · R&D lead, since 2025
Katarzyna Gac · Leader of the design department, since 2025
Senior layer · 11 people: sales and marketing 2, projects and service 2, purchasing 2, engineering and design 2, finance, legal and it 1, general management 1, production and operations 1; the chart is on the next slide

ORGANISATION

PE-backed; new CEO, product owners per model

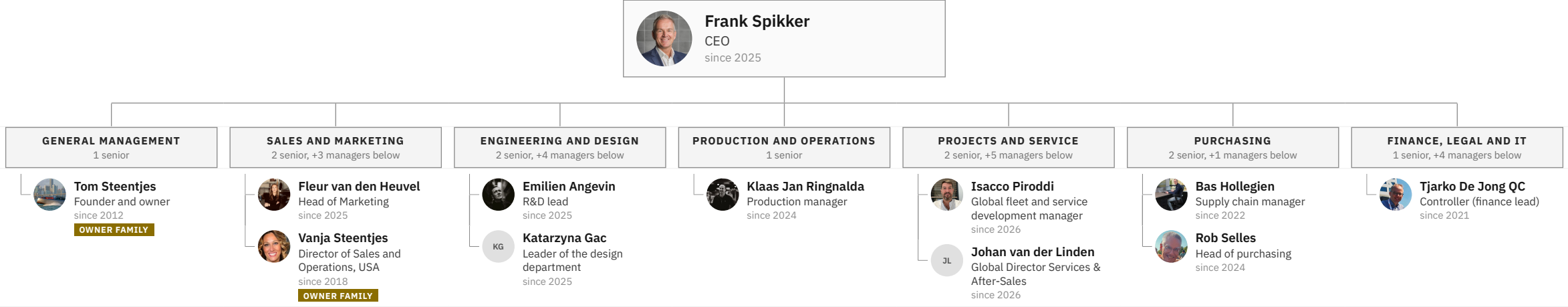
WHAT IT SHOWS FOR A NEW YARD

Private-equity owner, outside CEO, series thinking: a product organisation rather than a yard organisation.

Company statements, filings and the trade press, 2023 to 2026; the team as read on LinkedIn in October 2026. Links to every source are on the web page.

Vanquish Yachts · organisation

LINKEDIN, OCTOBER 2026 · 85 READ: 1 TOP, 11 SENIOR, 19 MANAGERS, 54 STAFF



Managers in functions with no senior seat on the page, not drawn: people 2

Balk Shipyard

NETHERLANDS · GRADE B

Urk refit and rebuild yard with roots in 1798, sold to Hong Kong in 2022 and back to a Dutch owner in 2025, lengthening and rebuilding 25 to 65 m yachts.

1798 FOUNDED	Allard Borleffs, since Feb 2025 OWNER	not published REVENUE	about 50 permanent PEOPLE	25 to 65 m refits RANGE	65 m, 1,000 t LIFT
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WHAT HAPPENED, 2023 TO 2026

Jul 2023	TOP SEAT	CCO Evan Kortmann becomes CEO; Daan Balk steps back
Jan 2025	BUILD	30 m Ursus relaunched after a 6 m hull extension
Mar 2025	OWNER	Zhongying sells 100% to a Dutch entrepreneur
Feb 2026	DEAL	US representative appointed for 30 to 65 m refits
Jul 2026	TOP SEAT	CEO Kortmann leaves to run Van der Valk; new owner-director and sales director

WHAT IT ADDS UP TO

Two owners and two chief executives in four years; the yard's CEO moved to the next yard and took the model with him.

FORMER LEADERS NOW ELSEWHERE

Evan Kortmann · now Chief Executive Officer at Van der Valk Shipyard; was Chief Executive Officer (CEO)

Hein Eek · now Director Kaag Shipyard at Royal Van Lent Shipyard; was Interim Project Manager

Company statements, filings and the trade press, 2023 to 2026; the team as read on LinkedIn in October 2026. Links to every source are on the web page.

WHO RUNS IT

Allard Borleffs · Managing director, Balk Shipyard

Number two · Peter Lassche, operational director; why, in the reading section

Niels Lensen · Sales Director, Balk Shipyard, since 2026

Peter Lassche · Operational Director, Balk Shipyard, since 2024

Senior layer · 2 people: sales and marketing 1, production and operations 1; the chart is on the next slide

ORGANISATION

Owner-director with an operational director and a sales director

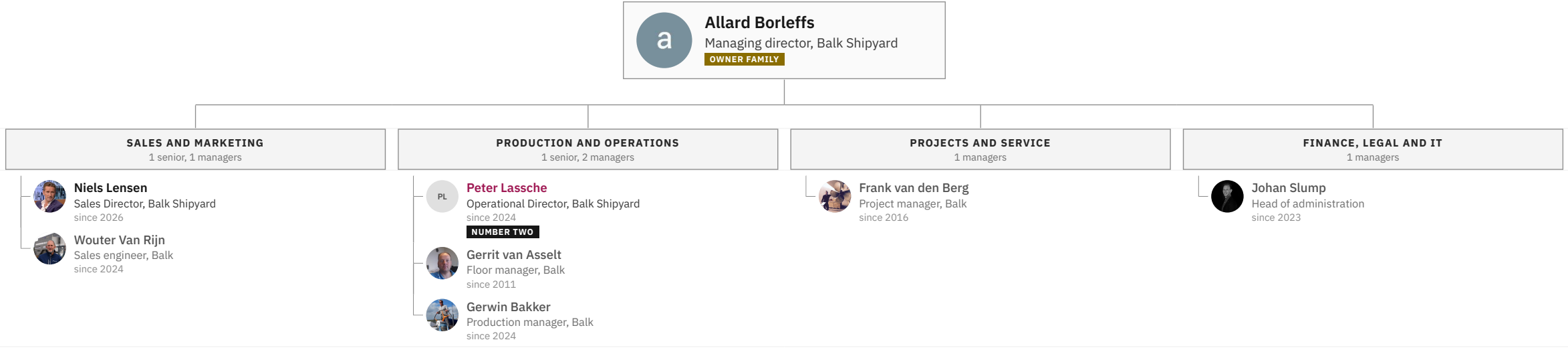
WHAT IT SHOWS FOR A NEW YARD

The two-person model under an owner at the smallest scale: an operational director and a sales director.

Balk Shipyard · organisation

LINKEDIN, OCTOBER 2026 · 10 READ: 1 TOP, 2 SENIOR, 5 MANAGERS, 2 STAFF

A new owner-director over an Operational Director (2024, from Vitters project management), a Sales Director (Jul 2026, from brokerage), a production manager (from Vitters), a sales engineer who was a yard manager elsewhere, a project manager and a head of administration.



Mercury Yacht Construction

NETHERLANDS · GRADE B

Oceanco's wholly owned hull builder in Zwijndrecht, building steel hulls for 80 m-plus yachts in a 204 m hall on the former Heerema yard.

2020 FOUNDED	Oceanco Group, 100% OWNER	inside Oceanco REVENUE	144,000 m2 · 204 m hall SITE	Steel hulls, 80 m and above PRODUCT	General manager from Royal Huisman and IHC HEAD
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WHAT HAPPENED, 2023 TO 2026

Aug 2025	OWNER	Oceanco, and with it Mercury, bought by Gabe Newell
Sep 2025	BUILD	Second 13,400 m2 complex bought next door
Sep 2026	TOP SEAT	New general manager, from Royal Huisman operations and Royal IHC

WHAT IT ADDS UP TO

The hull plant of a yacht group, run like a steel-construction yard by people from dredger building and offshore fabrication.

FORMER LEADERS NOW ELSEWHERE

Leendert Kleijwegt · now Manager Engineering at Vitters Shipyard; was Manager Engineering

WHO RUNS IT

Hans de Lang · General Manager, since 2026
John van Empel · Manager Production, since 2023
Tom van Stenis · Manager Operations, since 2026
Corné Koorneef · Manager engineering, since 2024
Senior layer · 3 people: production and operations 2, engineering and design 1; the chart is on the next slide

ORGANISATION

Hull plant: general manager, operations, production, engineering

WHAT IT SHOWS FOR A NEW YARD

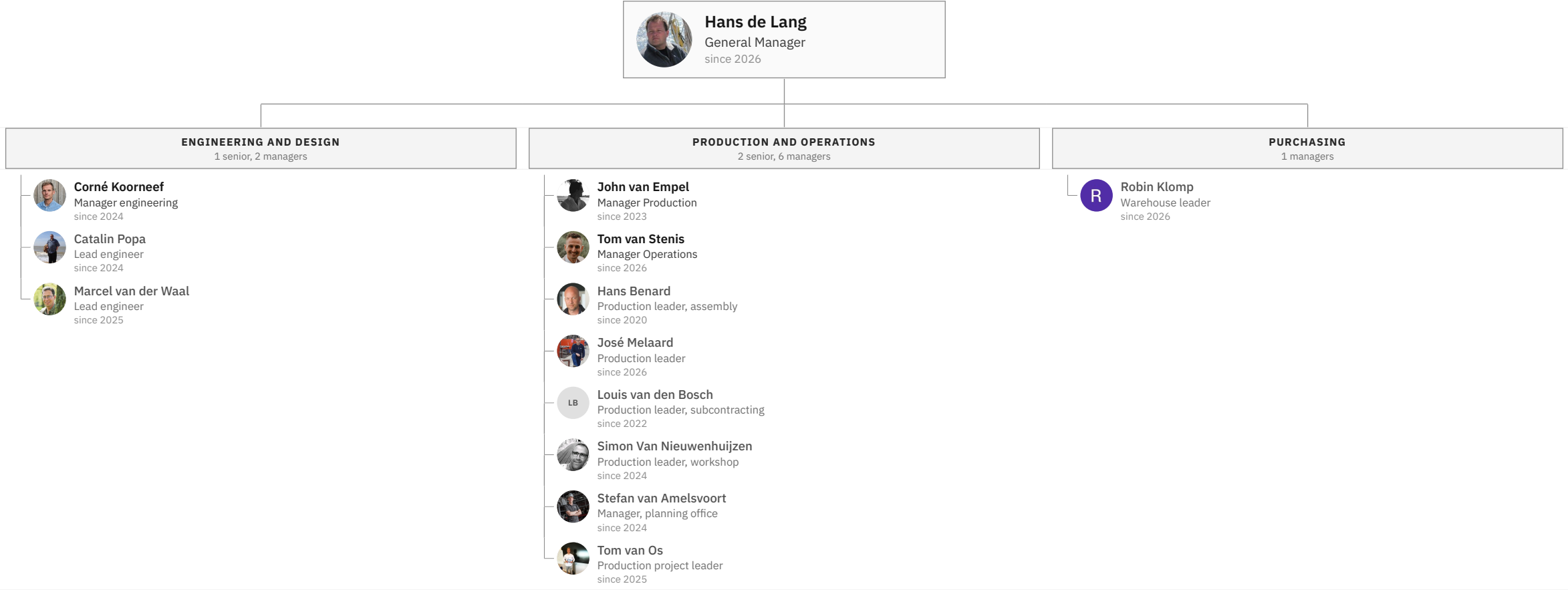
The model for the hull-building half of a greenfield yard: general manager, operations, production, engineering, planning.

Company statements, filings and the trade press, 2023 to 2026; the team as read on LinkedIn in October 2026. Links to every source are on the web page.

Mercury Yacht Construction · organisation

LINKEDIN, OCTOBER 2026 · 37 READ: 1 TOP, 3 SENIOR, 9 MANAGERS, 24 STAFF

A General Manager (Sep 2026, from Royal Huisman and IHC operations) over a Manager Operations (Sep 2026, from Heerema), Manager Production (2023, from Oceanco), Manager Engineering (2024, from IHC), planning office manager, production leaders per workshop, lead engineers; staffed heavily from Royal IHC and the Zwijenburg yard it replaced.



Huisfit

NETHERLANDS · GRADE B

PART OF ROYAL HUISMAN

Royal Huisman's refit and rebuild unit in the Amsterdam region, for yachts of 24 to 100 m, run as a three-seat business unit.

2011 FOUNDED	Royal Huisman Group OWNER	inside Royal Huisman REVENUE	Zaandam, 12,000 m2 YARD	24 to 100 m refits RANGE	Commercial, operations, finance SEATS
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WHAT HAPPENED, 2023 TO 2026

Mar 2023	TOP SEAT	Jelmer Koopman sales manager, from Damen
Jun 2025	TOP SEAT	A former yacht captain becomes commercial director
Sep 2025	TOP SEAT	Operations manager appointed from inside

WHAT IT ADDS UP TO

A refit business sold by a former captain to captains, with operations and control beside him.

WHO RUNS IT

Top seat · Part of Royal Huisman; no separate top seat on the roster
Anders Pehrson · Commercial Director, Huisfit, since 2025
Jesse Lippens · Operations Manager, Huisfit, since 2025
Leon Mol · Business unit controller, Huisfit (management team), since 2024
Senior layer · 3 people: sales and marketing 1, finance, legal and it 1, production and operations 1; the chart is on the next slide

ORGANISATION

Three-seat business unit: commercial, operations, finance

WHAT IT SHOWS FOR A NEW YARD

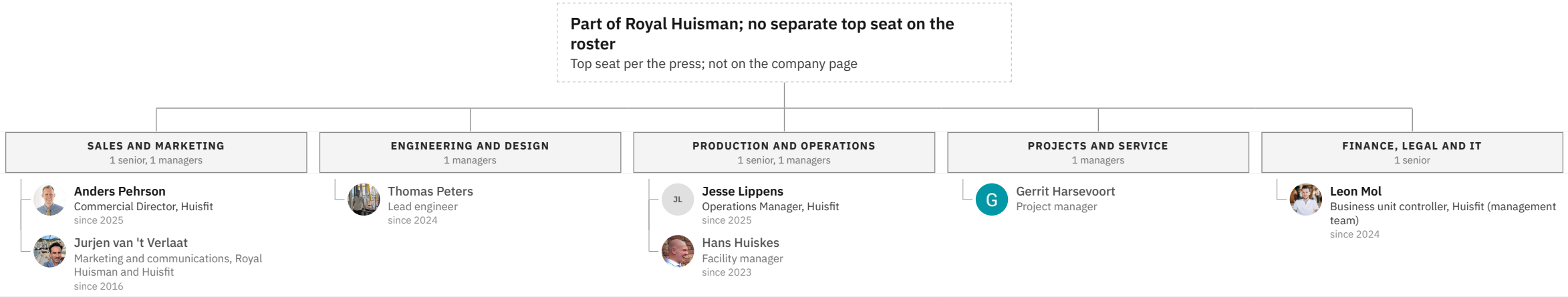
A refit unit as a three-seat business unit inside a builder.

Company statements, filings and the trade press, 2023 to 2026; the team as read on LinkedIn in October 2026. Links to every source are on the web page.

Huisfit · organisation

LINKEDIN, OCTOBER 2026 · 13 READ: 0 TOP, 3 SENIOR, 4 MANAGERS, 6 STAFF

A Commercial Director (a former captain who sold refits in Palma, Jun 2025), an Operations Manager (Sep 2025), a business-unit controller on the management team, a project manager, lead engineer, purchaser and marketing shared with Royal Huisman.



BASIS OF PREPARATION

How this deck was made

Where the people come from

The LinkedIn company pages of the 40 builders were matched (37 found; Riva, Custom Line and Cantiere delle Marche have no page of their own) and their rosters pulled in two passes, managers and above first and one level below on the big pages, with a search for former senior staff of each builder: 4,840 distinct profiles in all. 3,607 were read one by one and placed in a function and a level.

What a level means

Top seat: the person who runs the company or the yard. Senior layer: the people who report to the top seat, by function. Manager: a department or team head. Staff: everyone below. People on a company page who are not staff (crew, contractors, namesakes, dealers) were left out.

Where the facts come from

The builders' own press releases and sites, their filings and annual reports where they publish them, and the trade press (Boat International, SuperYacht24, Pressmare, SuperyachtNews, SWZ Maritime and others), 2023 to 2026. A figure that no source states is marked as not published rather than estimated.

What is not in this deck

Headcount and revenue of private yards that do not publish them; the brand-level figures of the listed groups; reporting lines that LinkedIn does not show. The organisation charts show the seats as the people describe them, which is one step behind the press on the newest changes.