

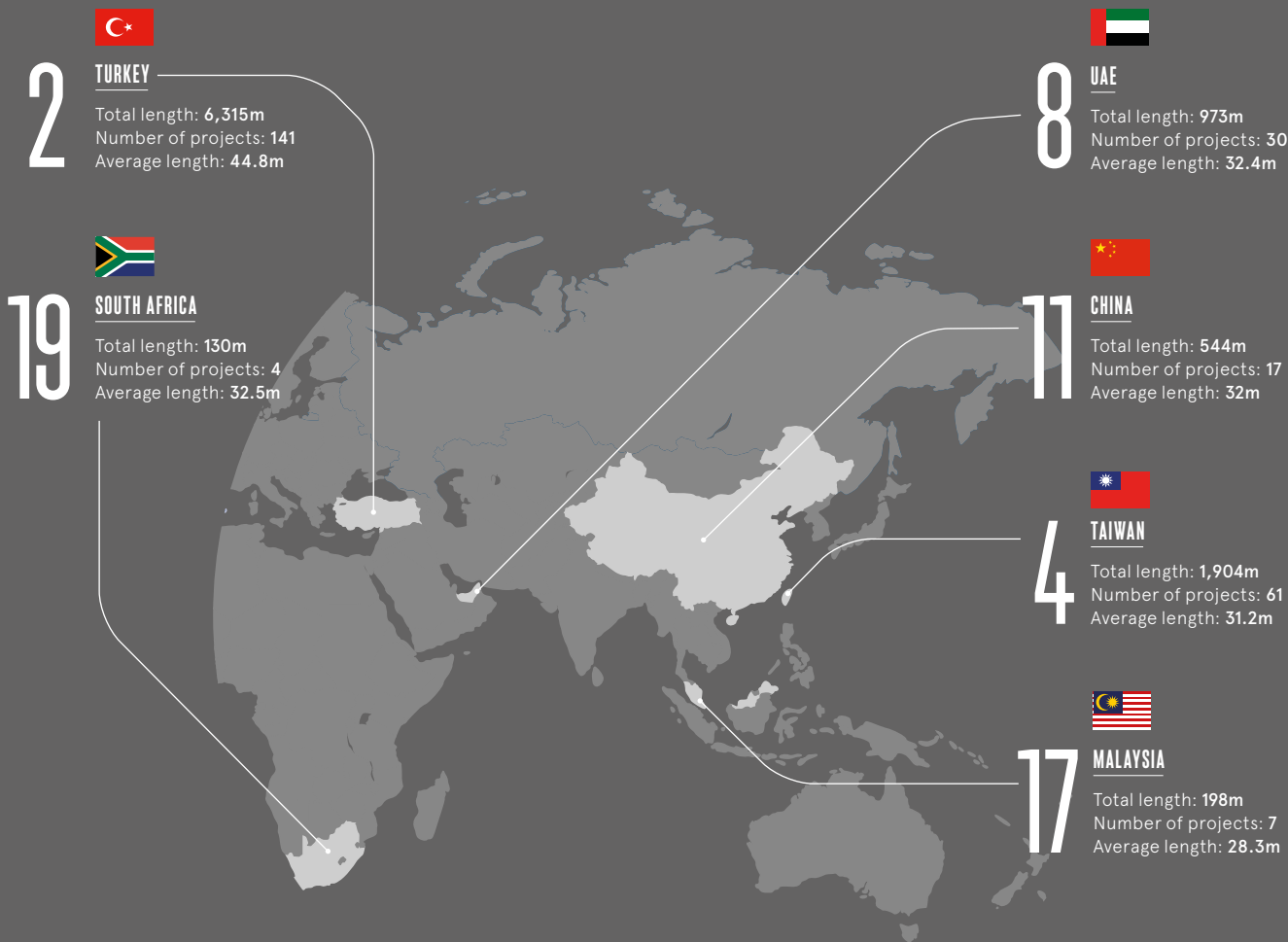
# BOAT

International

DATA, RESEARCH AND ANALYSIS:  
RAPHAËL MONTIGNEAUX, ANDREW MACDOWALL & MARILYN MOWER  
INFOGRAPHICS: VALERIO PELLEGRINI

## GLOBAL ORDER BOOK 2026

*Every year we examine yard data from around the world to discover the state of the superyacht industry. After rigorously checking our findings we can reveal all – turn the page for our exclusive report*



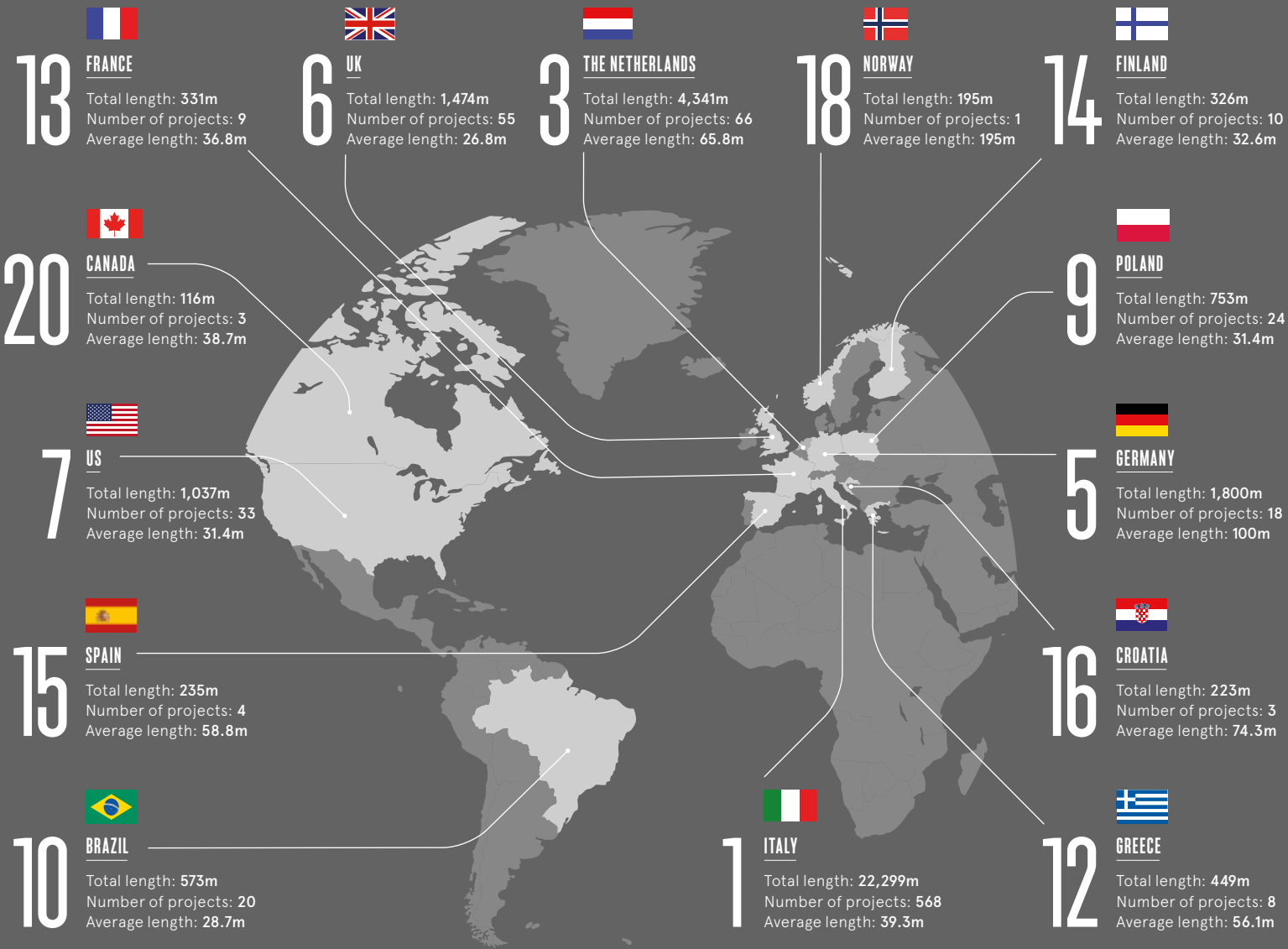
DATA OVERVIEW

# WHO'S BUILDING?

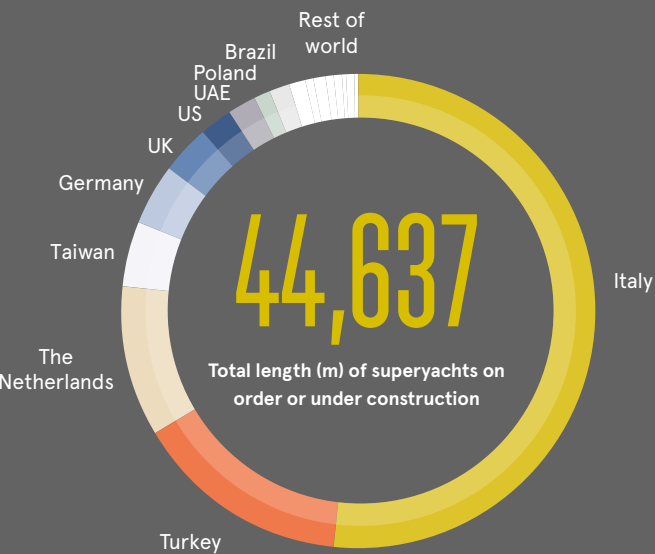
The top 20 countries leading the world in superyacht construction

### Rules and methodology

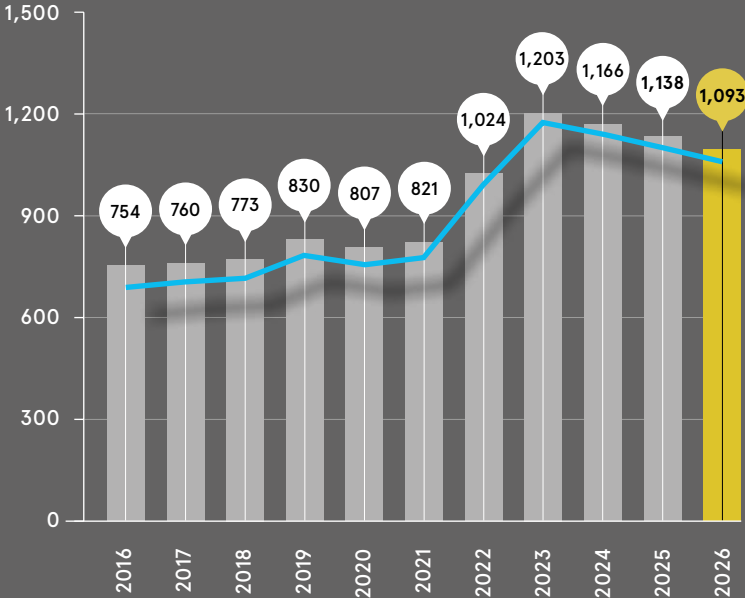
The Global Order Book (GOB) was established in 1992 by *ShowBoats International* (now *BOAT International US Edition*) to provide a body of data, updated annually and systematically, that shows the scope of economic activity in the superyacht industry. The size brackets are calculated in feet and have been converted into metres. Each year we present a list of yachts that are 78.74 feet, or 24 metres, and longer on order or in build as of 1 September at shipyards around the world. Every effort is made to ensure accurate, comprehensive data. The data from our market-leading platform BOATPro is cross-referenced with other industry sources and, whenever possible, corroborated with personal visits to shipyards. Participation in the GOB is voluntary and free of charge. To be included, a project must be signed with a minimum 10 per cent deposit received by, on or about 1 September 2025. Spec builds may be listed only if construction, hull lay-up or tooling has begun by that date. For a live snapshot of the superyacht market, visit [boatint.com/boat-pro](https://boatint.com/boat-pro)



TOTAL LENGTH OF SUPERYACHTS IN PRODUCTION BY COUNTRY



SUPERYACHTS IN BUILD OR ON ORDER, 2016 TO 2026





ANALYSIS

# THE BIGGER PICTURE

*As the industry continues its correction, a slight reduction in overall numbers is balanced by an increase in size, say Raphaël Montigneaux and Marilyn Mower*

The superyacht market continues its slow Covid-19 comedown, as predicted in last year's Global Order Book (GOB) report. This year, we counted 1,093 yachts over 24 metres LOA under construction or on order globally. Placed end to end, the total length of superyachts on shipyards' order books would stretch 44,637 metres for an average yacht length of 40.8 metres, an increase of just 0.8m from the previous GOB.

The total number of superyachts in build is down by 45 projects, or 3.95 per cent, from 2025, and down 110 hulls, or 9.14 per cent, from the all-time high of 1,203 superyachts in build recorded in 2023, when orders soared as UHNWIs sought private holiday cocoons. In the next few years, we anticipate the order book to settle between 950 and 1,000 superyachts in build annually. This is still a higher level of production than that seen in the pre-pandemic years, when orders hovered in the 750 to 820 range.

Our analysis, however, shows many sub-themes. While the number of vessels under construction is down, the combined gross tonnage of all units has increased by approximately four per cent to 602,092GT. The average GT of boats in build is 551, up 8.7 per cent from last year's 507GT. This confirms a drop in the number of small series yachts as well as a more profound shift – the rebound of custom projects and the fact that semi-custom series are getting ever larger. The holy grail for many shipyards is to build the largest possible yacht with a GT under 500. Of the 932 vessels under 500GT in this year's GOB, 156 of them are targeting 499GT.

## TOP BUILDER NATIONS

Italy once again dominates thanks to formidable builders Azimut-Benetti, Sanlorenzo and the seven brands of the Ferretti Group. However, it's worth noting the strong performance of several other Italian

**THE HOLY GRAIL FOR MANY YARDS IS TO BUILD THE LARGEST POSSIBLE YACHT WITH A GT UNDER 500. OF THE 932 VESSELS UNDER 500GT IN THIS YEAR'S GOB, 156 OF THEM ARE 499GT**

yards, such as The Italian Sea Group (TISG), Overmarine, Baglietto and Cantiere delle Marche. Palumbo Superyachts, meanwhile, recently signed a 100-metre project, and Next Yacht Group and Tankoa have both entered the list of Top 20 builders. Overall, Italian builders account for 50 per cent of global superyacht production.

The top three builder nations remain unchanged, with Turkey and the Netherlands in second and third place respectively. It's worth noting that in Turkey – we visited 17 yards in the country this year – the picture is changing. Inflation (hovering around 30 per cent) and the state of its economy are affecting the industry, driving up production costs and reducing competitiveness. The country's order book has shown phenomenal growth in recent years. From production of just 27 yachts of 24 metres and above between 1970 and 1989, Turkey's output grew sixfold between 1990 and 2000 and the fleet now totals 800 vessels. But for the first time since 2019, orders in Turkey are down, albeit by a slim 1.5 per cent. Fifty-nine of the 141 Turkish projects in this year's GOB began on speculation, a shift from Turkey's historically full-custom approach, increasing potential risk in the coming years.

The Netherlands demonstrates relative stability in its third-place ranking. The country is building slightly fewer but larger projects, in line with the global trend. The average gross tonnage of a Dutch build is up 15 per cent, primarily due to some big new orders at Oceanco and Feadship.

PHOTOGRAPHY: SILVANO RUPELLA

40.8M  
2026 average yacht length

551GT  
2026 average GT – up 8.7% from last year

-3.95%  
Change in number of projects in build since last year



TOP BUILDERS BY TOTAL LENGTH OF CONSTRUCTION

2026 RANK	COMPANY	TOTAL LENGTH (M)	NUMBER OF PROJECTS	AVERAGE LENGTH (M)	2025 RANK	TOTAL LENGTH (M) IN 2025
1	Azimut-Benetti	5,924	163	36.3	1	5,905
2	Sanlorenzo**	4,698	130	36.1	2	4,448
3	Lürssen*	1,417	13	109	5 ▲	1,254
4	Feadship	1,390	18	77.2	3 ▼	1,525
5	The Italian Sea Group	1,337	23	58.1	4 ▼	1,356
6	Sunreef Yachts	1,185	41	28.9	9 ▲	1,006
7	Overmarine	1,129	26	43.4	6 ▼	1,095
8	Ocean Alexander	1,101	32	34.4	8	1,064
9	Palumbo Superyachts	1,057	20	52.9	14 ▲	744
10	Damen Yachting	1,021	14	72.9	10	1,002
11	Baglietto	872	18	48.4	11	959
12	Sunseeker	818	30	27.3	12	946
13	Bilgin Yachts	814	14	58.1	15 ▲	711
14	Horizon	721	25	28.8	16 ▲	699
15	Next Yacht Group	635	19	33.4	–	387
16	Princess Yachts	629	24	26.2	7 ▼	1,094
17	Cantieri Delle Marche	607	15	40.5	13 ▼	805
18	Tankoa Yachts	514	10	51.4	–	453
19	Heesen Yachts	434	8	54.3	17 ▼	651

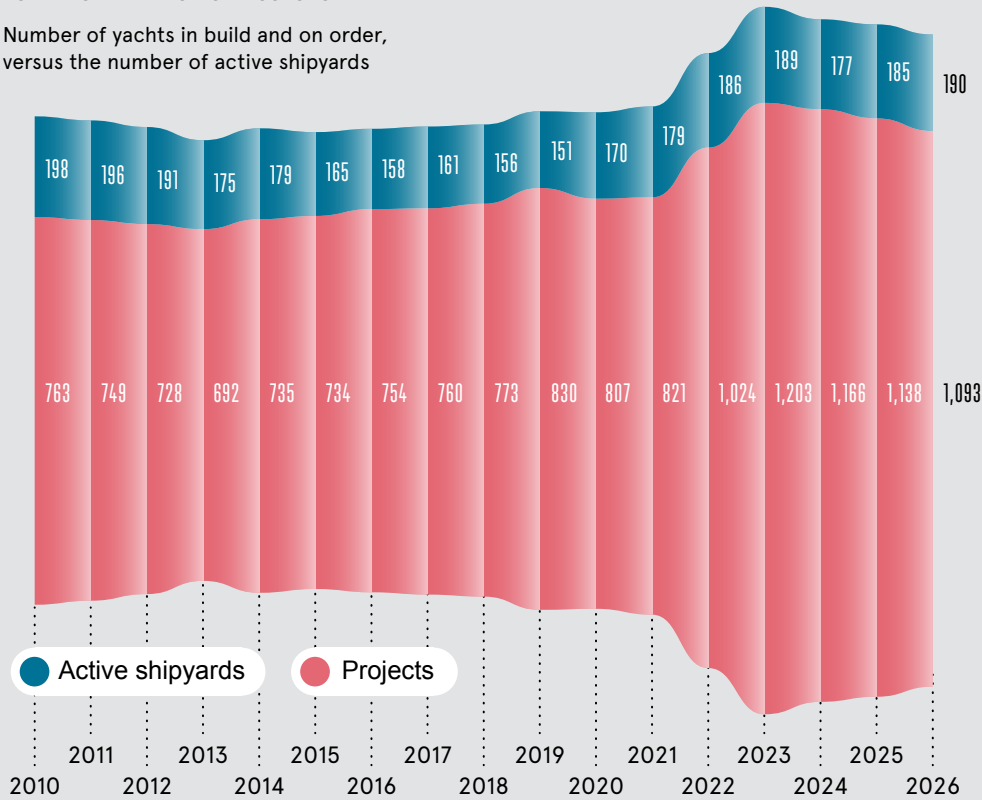
\*data partially shared by the shipyard \*\*includes results for Sanlorenzo and Nautor Swan

With a big fall this year is the UK, which has dropped from fourth to sixth place, mainly due to smaller order books from its two stalwarts, Sunseeker and Princess. The total length of superyachts in build in the UK has dropped 46 per cent on last year’s number. Both of these builders have changed ownership – Princess in 2023 and Sunseeker in 2024 – and have been retooling their offerings. Princess, based in Plymouth, has recently returned to profitability after a loss in 2023 and has developed one new superyacht model, the X90, for debut next year, with four units currently under construction. It has also teased a new 30-metre-plus Odyssey series. The remaining UK yards have limited production. Two yards that were building yachts over 24 metres, Arksen and Fibre Mechanics, have nothing new in that size bracket.

Taiwan has moved up to fourth place in our league table, even though the total length of yachts in build in the country is down three per cent. During our visit to Taiwan, we registered significant concern from shipyards, which mainly export to the US,

ACTIVE SHIPYARDS VS PROJECTS

Number of yachts in build and on order, versus the number of active shipyards

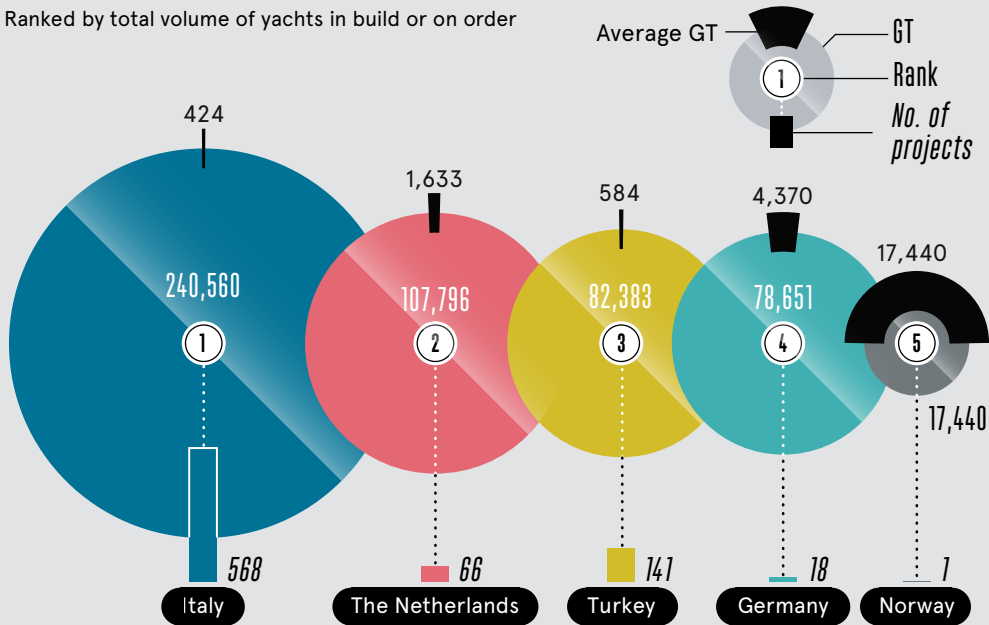


Charter starter?

There are so many things crammed into the 870 pages of the US’s “One Big Beautiful Bill Act” – adopted on 4 July 2025 – that you could be forgiven for not noticing the availability of 100 per cent Bonus Depreciation. Applicable to yachts placed in commercial service after 19 January 2025, it permanently allows deduction of the entire purchase price of a new or used yacht (new to the business) in the first year it is put into charter, rather than depreciating it over its useful life. Businesses can also deduct equipment costs up to \$2.5 million. US admiralty lawyer Michael Moore notes a few caveats, however. “The beneficial owner can’t use the boat personally for that calendar year of accelerated depreciation. The boat has to be in active service, not laid up in a yard,” he says. The IRS will look at how active the yacht has been and it should be available for charter at least 50 per cent of the time for “qualified business activities”. “The yacht must be used predominantly in US or US territorial waters for these tax benefits. Charters should begin or end in those waters,” Moore says. “The possible downside is that at the time of sale, there will be no depreciation left to apply and the sales price is taxed as ordinary income.”

TOP FIVE COUNTRIES BY GROSS TONNAGE

Ranked by total volume of yachts in build or on order



about President Trump’s tariff regime. The current tariff on Taiwanese imports to the US is 20 per cent, up from two per cent. Many builders already have good stock in the US, but their strategies will need to adjust to this new reality. US owners, meanwhile, might choose to buy Taiwanese boats and avoid the US flag (*see boxout on the following page*).

Taiwanese yards are already chasing new markets. Australia has traditionally been a happy hunting ground for Tawain’s shipyards, and Europe is now on the radar. Horizon Yachts and Fleming Yachts were at European

boat shows in 2025 and Ocean Alexander plans to join them in 2026 and 2027, with new models expected to make their world debut in the Mediterranean.

Germany’s combined length of construction grew five per cent over last year, securing it fifth place. The UAE (8th) and Poland (9th) post strong results, mainly thanks to Sunreef, which is building yachts in both countries. Also worth noting is France’s healthier order book – up 39 per cent – driven by new multihull projects, such as Fountaine-Pajot entering the superyacht market with a

PROJECTS BY LENGTH: 10-YEAR COMPARISON

LENGTH	24-27M 80-89FT	28-30M 90-99FT	31-36M 100-119FT	37-45M 120-149FT	46-60M 150-199FT	61-75M 200-249FT	76M+ 250FT+	TOTAL
2026	255	170	162	215	176	48	67	1,093
2025	286	175	179	213	175	49	61	1,138
2024	321	166	201	211	159	53	55	1,166
2023	348	159	238	215	139	51	53	1,203
2022	277	147	202	178	122	52	46	1,024
2021	200	125	150	147	114	40	45	821
2020	194	128	160	134	106	41	44	807
2019	228	117	172	121	104	40	48	830
2018	182	114	162	123	100	39	53	773
2017	195	103	138	132	96	44	52	760

33-metre catamaran series. Two of these are scheduled for delivery in 2027.

Malaysia breaks into the Top 20 with seven projects for Palm Beach Motor Yachts. Six are from the successful 85 series, which debuted at the recent Fort Lauderdale International Boat Show. The other order is for a new flagship 32.6-metre series. Malaysia, too, faces a steep tariff of 19 per cent on imports to the US.

### VIEW FROM THE YARDS

Azimut-Benetti enters its 26th year as the world's largest producer of superyachts and its production remains remarkably stable. The group's Azimut arm is building 99 projects over 24 metres with a total LOA of 2,955 metres, averaging 29.85 metres, while Benetti's order book comprises 64 projects representing 2,969 metres of construction for an average vessel length of 46.39 metres.

Sanlorenzo, in second, reports an increased length of production of 5.32 per cent, split between 4,398 metres of motor yachts and 300 metres of sailing yachts for Swan.

Our investigation, meanwhile, revealed that the Ferretti Group, comprising the Ferretti, Pershing, Riva, Custom Line, CRN, Wally and Itama brands, would hold third place if we were able to secure its numbers. We do not include the Ferretti Group or its brands in the builder tables, but our

**AZIMUT-BENETTI ENTERS ITS 26TH YEAR AS THE WORLD'S LARGEST PRODUCER OF SUPERYACHTS AND ITS PRODUCTION REMAINS REMARKABLY STABLE**

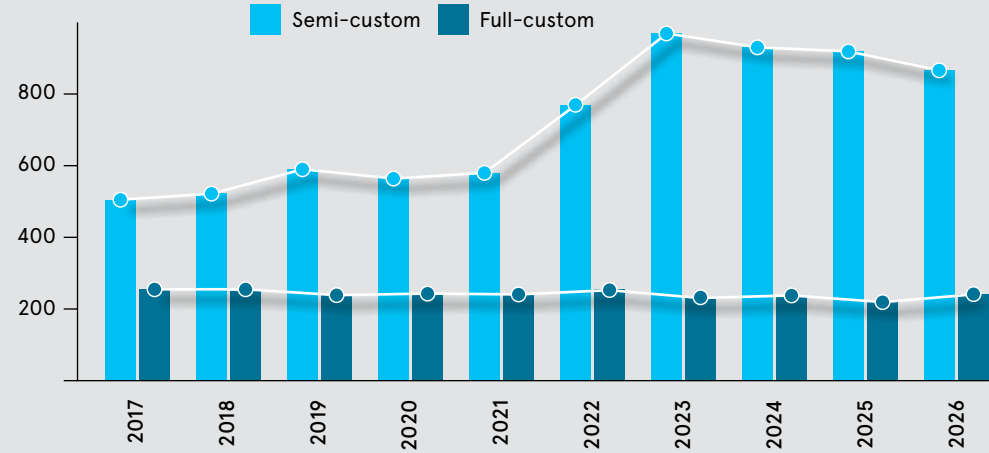
### ENGINE TYPE

Number of projects with each type of engine

	GOB 2025	GOB 2026
Diesel	1,049	1,008
Hybrid	45	43
Diesel/electric	36	38
Electric	8	4

### FULL-CUSTOM VS SEMI-CUSTOM YACHTS

Total number of semi-custom and full-custom projects in the Global Order Book in the last 10 years



### Tariffs in focus

US residents seeking to import foreign-built yachts got whacked with punitive tariffs on 2 April 2025 (this is apart from the 1.5% standard import duty on yachts). President Trump signed an executive order under the International Emergency Economic Powers Act (IEEPA), stating that trade deficits are a national emergency, and he therefore has the power to impose country-specific tariffs on goods and components. The levies have been negotiation points almost since their inception, when most were issued at 25 per cent, since fluctuating up or down.

The effect the tariffs are having on yacht producer countries could change, according to admiralty lawyer Michael Moore, because in November 2025 the US Supreme Court heard oral arguments in two cases arguing that President Trump did not have the authority to impose new tariffs under the IEEPA, adding that tariffs can still be

imposed through other means, but not the overnight sort at issue here. "We aren't flagging any boats in the US," said Mike Joyce, chairman of Hargrave Custom Yachts, which builds largely for American clients at yards in Taiwan and Turkey. "What is painful at the moment is the tariffs on goods we import if we do the final outfitting in the US, on Italian furniture, for example." Americans flagging their yachts outside the US face another set of issues, such as

requiring cruising permits for every US port entered and limits on the amount of time the yacht can be in US waters. Contracts by both Hargrave and Horizon for yachts bought by Americans in the past have included the builder paying the duty rather than the buyer, so that the buyer would have title to a "duty paid" yacht, which would transfer at resale. It can be anticipated that duty-paid yachts in dealer inventory or on the brokerage market may be more attractive to US owners at this time.

COUNTRY	2024 EFFECTIVE RATE	CURRENT RATE * **
China	20%	40%
Turkey	10%	25%
Taiwan	10%	20%**
Italy	2.2%	15%
Germany	1.4%	15%
France	1.2%	15%
Netherlands	0.7%	15%
UK	0.97%	10%

\*data sources: The Washington Post, Forbes  
\*\*as of 10 November 2025, subject to change.  
\*\*\* non-domestic or US-made content can be taxed at a higher rate

### FOR THE THIRD YEAR IN A ROW, WE HAVE RECORDED AN INCREASE – ALBEIT A SLIGHT ONE – IN THE PERCENTAGE OF PROJECTS STARTED ON SPECULATION

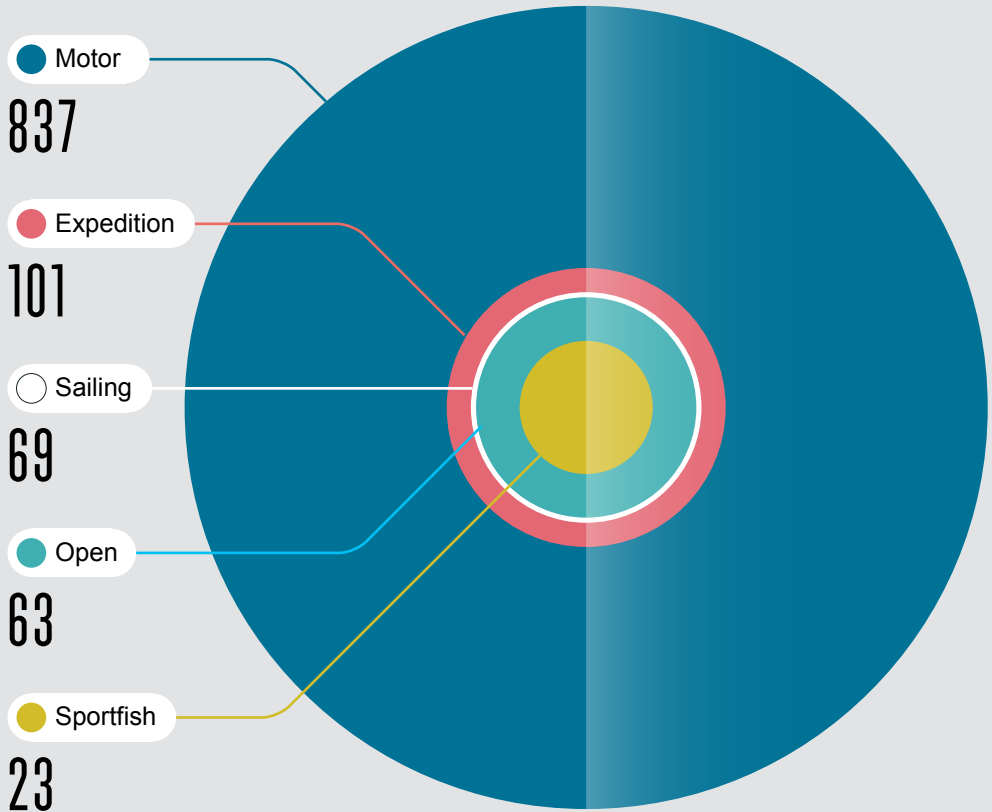
calculations of their numbers contribute to Italy's total production and to our total GOB. Lürssen has risen to third place in our latest count, surpassing Feadship and TISG. Three of Lürssen's 13 projects are due for imminent delivery. Feadship, in fourth, has 18 projects, totalling 1,390 metres in length. TISG counts 23 projects, which is nearly the same as last year, with an average length of 58 metres.

Sunreef continues its impressive growth, thanks to record sales of large units produced in Poland and the success of its Ultima 88, which is now starting production in the UAE. Palumbo Superyachts is also making remarkable progress, up 30 per cent in the total length of its yachts in build – both custom and semi-custom.

Next Yacht Group and Tankoa have both entered the top builder rankings this year. Next had previously been on the leaderboard when it was part of the FIPA Group, but then declined. Now with new ownership, branding and an additional construction facility, it has returned to the top ranks. Tankoa has broken into the list this year thanks to the combined length of the 10 projects it has under construction. Tankoa has acquired the Otam shipyard next door to its headquarters in Genoa to increase its production capacity.

### PROJECTS BY TYPE

Types of yachts in build or on order in 2026



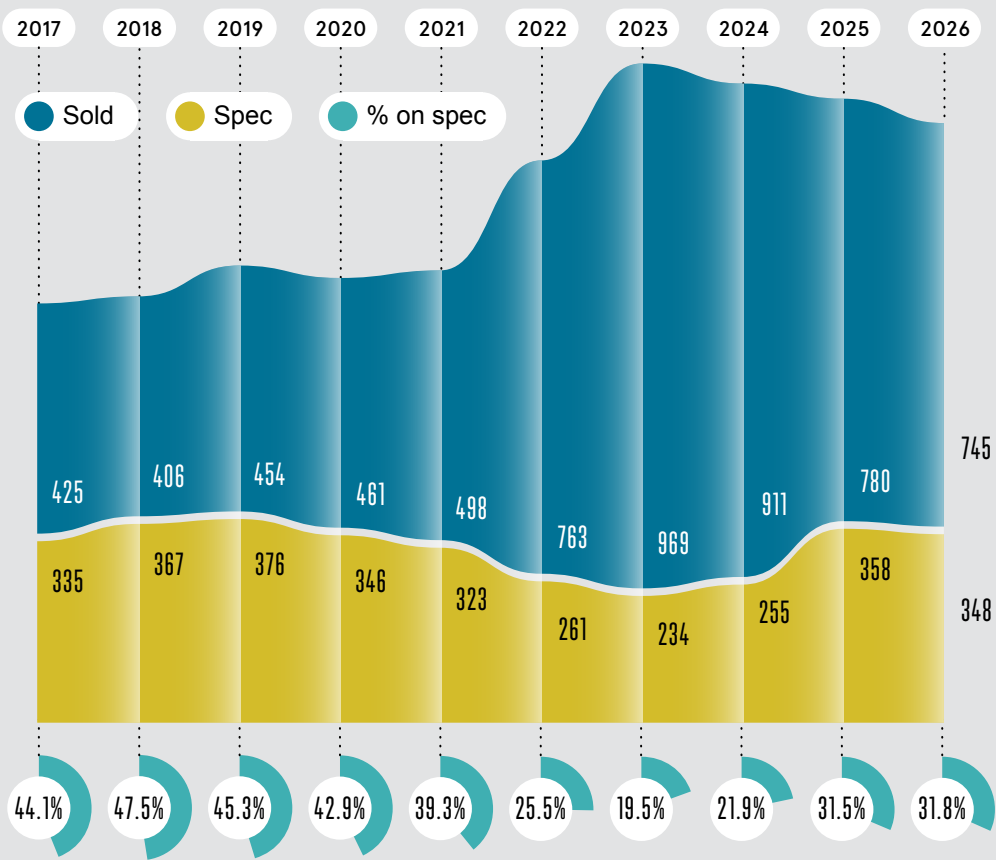
### PROJECTS BY TYPE

TYPE	EXPEDITION	MOTOR	OPEN	SPORTFISH	SAILING	TOTAL
2026	101	837	63	23	69	1,093
2025	105	866	69	27	71	1,138
2024	99	917	54	25	71	1,166
2023	88	955	55	34	71	1,203
2022	85	780	61	28	70	1,024
2021	64	628	58	12	59	821
2020	58	620	59	11	59	807
2019	55	653	56	15	51	830
2018	60	582	39	22	70	773
2017	55	548	58	24	75	760



THE FLEET ON SPEC

Speculative projects vs sold projects, 10-year comparison



Turkish builder Bilgin Yachts has also significantly expanded capacity at its hull-building facility in Yalova, acquired over the past two years, by constructing a major new shed with multiple slots.

Ocean Alexander, meanwhile, has invested in a new facility in Kaohsiung, Taiwan, for its larger projects, such as its 40-metre Puro model, due for delivery in 2026. Its 44-metre composite flagship is under construction in Massa, Italy, with two contractors. A full 87.5 per cent of Ocean Alexander's production is now above 30 metres.

Some 49 shipyards in this year's GOB are building their largest vessels ever, either as slight evolutions of previous models – for example, the Numarine 40MXP – or new series, such as the Azimut Grande 44M. Oceanco's record-breaker, a 130-metre full custom project with a gross tonnage in excess of 11,000, is truly staggering.

Globally in this year's survey, we counted

190 active builders, an increase of five over last year. Six yards in last year's GOB no longer have models above 24 metres, while nine yards in this year's count are newcomers, including former commercial shipbuilder Norse, and racing catamaran builder CDK Technologies. New brands include Tureddi Yachts in Italy, plus Hidrokinamik and Technohull in Turkey. Two, Weaver in the US and Lynx in the Netherlands, have returned to the superyacht ranks. This year's list also

WHILE WE'VE COUNTED FEWER HULLS IN THIS YEAR'S GOB, THEY ARE GETTING LONGER AND MORE VOLUMINOUS. THIS IS A SIGNIFICANT CHANGE

includes a superyacht builder in India, MOC Shipyards.

WHAT'S ON ORDER?

In a repeat of last year, we recorded declining numbers in the 24- to 30-metre category, where 94.7 per cent of the orders are series offerings. During our yard visits, we noticed a shift in the production lines of several shipyards, with slots previously used for smaller models now being allocated to bigger series and semi-custom yachts.

The trend is most pronounced in the top three builder nations. Italy's total gross tonnage under construction is up 6.4 per cent for an average GT of 424. Turkey reports a total gross tonnage growth of 7.4 per cent for an average GT of 584 and the Netherlands is up 15 per cent for an average of 1,633GT per yacht.

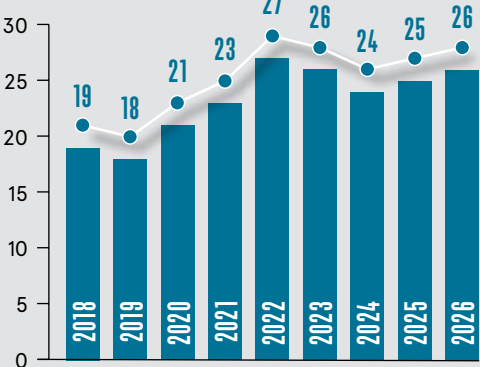
The largest category, superyachts over 76 metres, is on a march. In 2006, there were just 18 of these largest superyachts under construction; today, 20 years on, there are 67. Russian sanctions haven't dented this growth; in fact the only slight dip was during the pandemic when people rushed to buy smaller yachts that could be completed quickly. For the other categories between 37 and 76 metres, stability reigns.

In this year's GOB we recorded 26 vessels over 100 metres in build. Together, they exceed 160,000GT or 26.6 per cent of the total gross tonnage on order. Viewed another way these giants on order have an average gross tonnage of 6,150GT.



THE LARGEST SUPERYACHTS

Number of 100m+ projects in build or on order



FAIR WINDS...

Showing resilience is the sailing yacht market. There are 69 sailing superyachts on order – down just two projects in 2025 – or 70 if we include the 106-metre wind-assisted Project MG, to be built at the Norse Shipyard in Turkey. Also unusual is the Ferrari 30.5-metre foiling monohull under construction in Italy, incorporating supercar design and engineering and naval architecture from Guillaume Verdier.

Several other impressive sailing projects were recently signed, including Nautor Swan's new 44-metre, its first yacht built in aluminium. Swan's order book is showing signs of the "Sanlorenzo effect" following the Italian company's purchase of the Finnish company. There are now nine Swans in construction – an increase of 50 per cent – including a hybrid version of its flagship 128, which debuted at the Monaco Yacht Show in 2025.

The largest sailing yacht under construction is 130-metre Project Vela, being launched in 2026 by Brodotrogir in Croatia. This giant is followed by 85-metre Project 410, announced late in 2022 by Royal Huisman and due mid-2026. Huisman is following it up with the 80-metre-plus Project 412, announced early 2025 for delivery mid-2028.

For the first time since 2019, we've recorded a slight decline in the number of expedition yachts in build – down four hulls over 2025 – but this likely reflects the overall market contraction rather than a shift in buyers' focus. Multihulls continue to gain interest, up two units from the 2025 GOB for

a total of 67. The majority are motor yachts and France, particularly, is making ground in this space. All the new French superyachts in this year's GOB are multihulls.

THE SPEC GAME

For the third year in a row, we have recorded an increase – albeit a slight one – in the percentage of projects started on speculation, or without owners. After last year's boom in spec builds, the proportion of projects in this year's GOB being built without owners has risen just 0.3 per cent to 31.8 per cent – still some way below the pre-pandemic normal of around 40 to 45 per cent. Turkey is the standout here. Some 41.8 per cent of the country's projects are speculative and pitched at buyers seeking quicker gratification. The Italian yard Next Yacht Group has taken this to the next level – 73.7 per cent of its order book is unsold.

Conversely, countries such as the Netherlands are reporting record rates – 77.3 per cent – of sold projects, despite Northern European pricing having never been higher. People, clearly, are prepared to pay for pedigree projects.

One growing area of concern is the number of "on-hold" projects in this year's GOB. These are builds that have been indefinitely – but definitively – paused, and their number has doubled in a year to 71. Italian yards

TRENDS ARE ALWAYS EASIER TO SPOT IN THE REAR-VIEW MIRROR, BUT THE MARKET, AT LEAST FOR NEW BUILDS, APPEARS STEADY

account for 19 per cent of all on-hold yachts but this is only 2.6 per cent of the country's orders. By contrast, the 39 on-hold projects in Turkey represent 19.8 per cent of that country's order book, meaning work has stopped on one in five Turkish superyachts.

CONCLUSION

Trends are always easier to spot in the rear-view mirror, but the market, at least for new builds, appears steady – with levels of production that have resisted collapse from their Covid high. The number of new builds remains higher than pre-pandemic levels, but threats remain. Increasingly, semi-custom builders are competing against themselves – nearly a quarter of all brokerage sales in 2025 (88 boats) were boats five years old or less. While in some quarters, there is clearly a wait-and-see attitude due to various geopolitical ructions.

While we've counted fewer hulls in this year's GOB, they are getting longer (41 metres LOA on average this year compared to 40 metres in 2025) and more voluminous (551GT on average this year versus 507GT last year). This is a significant change, and one we observed first hand during our shipyard visits, with sheds being upgraded to build larger units and the acquisition of new property.

The superyacht industry continues to demonstrate considerable resilience to shocks. The brokerage market has had a very strong 12 months, recording 461 sales (up from 389 in 2024), and with more than 1,000 superyachts in build around the world, there is no shortage of new product to entice buyers. It seems whatever is going on in the world, the sea retains its charm. ■

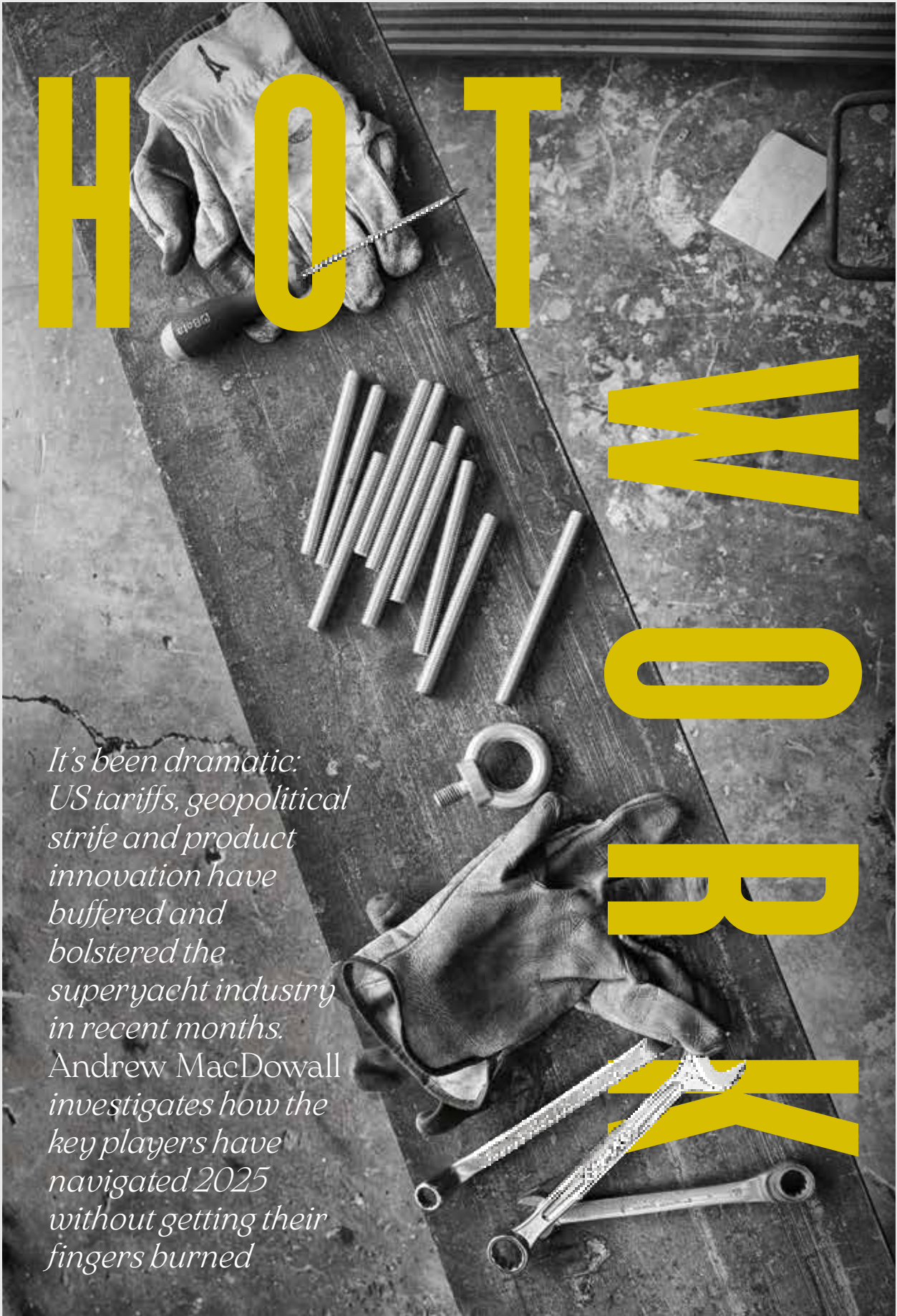
Seeing is believing

The Global Order Book follows a strict process that involves visits to yards each year to verify projects in build, hull numbers and production capacity. Our annual investigation also sources information from class societies, flag registries, press conferences, brokers and dealers, designers, engine manufacturers and suppliers. This year, 68 shipyards in eight countries were visited, accounting for 653 projects (59.7 per cent of the global production). Yards not visited are scrutinised using order lists from the builders showing deposits taken and data obtained and confirmed by various sources, including IMO data. GOB reports dedicated to each country are available for free for BOATPro subscribers. For a deeper analysis and the ability to build custom reports, sign up to BOATPro Premium.



BOAT PRO





*It's been dramatic: US tariffs, geopolitical strife and product innovation have buffered and bolstered the superyacht industry in recent months. Andrew MacDowall investigates how the key players have navigated 2025 without getting their fingers burned*

PHOTOGRAPHY: SILVANO RUPELLA

On one hand, tax cuts and strong stock markets; on the other, sluggish worldwide economic growth, tariffs and geopolitical uncertainty. The global superyacht industry faces a conflicted macroeconomic outlook going into 2026. The second Trump administration's first year in power has seen moves that boost the market and ultra-high-net-worth spending, but also policies that contribute to rising costs, including tariffs on imports. The US is both the world's largest economy and its largest yacht market, making it a bellwether for the industry.

In its October 2025 Global Economic Outlook, the International Monetary Fund forecast global growth of a modest 3.2 per cent in 2025 and 3.1 per cent in 2026, roughly on a par with 2022 to 2024, following a surge to six per cent in 2021 in the wake of the 2020 recession caused by Covid-19 and its subsequent lockdowns. The Fund offered a balanced view of the impact of tariffs on the world economy, noting that thus far the impact had been smaller than expected, but that it was still "dimming already lacklustre growth prospects" and contributing to higher-than-expected inflation. Persistently higher inflation has also led to interest rates remaining elevated for longer, though some see this as normalisation after a long period of "artificially" low rates following the 2008-09 global financial crisis. This makes financing for shipbuilders, brokers, and clients alike more expensive, while also putting pressure on the price of inputs.

Meanwhile, there are headwinds from global geopolitical uncertainty, including over Ukraine, the Middle East, and the South China Sea (and broader relations between China and the world).

"Globally, the biggest factor is uncertainty," says Berkay Yilmaz, commercial director of Bilgin Yachts. "Our clients are global citizens, and geopolitical instability can affect their business interests and overall market confidence, which can, in turn, lengthen decision-making timelines for a significant investment like a superyacht. We also feel the effects of global supply chain disruptions, which can impact the delivery times and costs of critical imported components like engines, electronics and specialised materials."



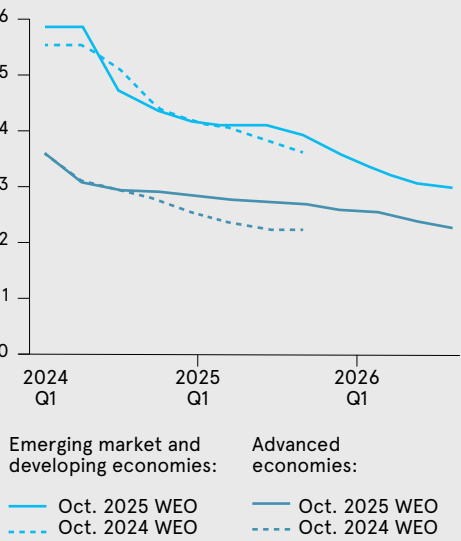
Andrew MacDowall says Cromwell Littlejohn, president and CCO at brokerage house Northrop & Johnson. "That being said, Northrop & Johnson's pipeline remains strong as our brokers can help clients navigate the current market's complexities and understand when to position their yachts on the market and at what price, as well as help buyers understand which yachts offer the best value overall, not just in the current climate."

CAUSE AND EFFECT

The industry has had a fillip from some of the Trump administration's policies. President Trump's One Big Beautiful Bill Act, signed into law in July 2025, permanently extends tax cuts that will keep more money in Americans' pockets – and are seen as particularly beneficial to entrepreneurs and HNWIs who form the core of the superyacht client market.

GLOBAL INFLATION

Global core inflation is projected to remain persistently higher than previously projected

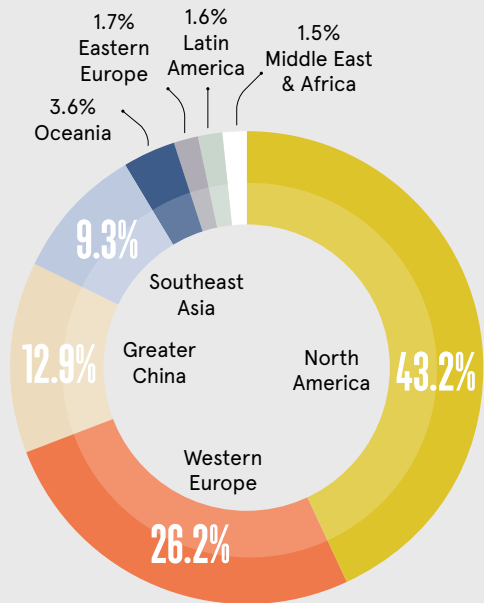


Sources: IMF, October 2025 World Economic Outlook; and IMF staff calculations. Note, Emerging market and developing economies excludes Argentina.



WEALTH DISTRIBUTION

Global distribution of US\$ millionaires



Source: UBS Global Wealth Report 2025

but has since fallen. The bank estimates that tariffs contributed 0.44 percentage points to core PCE prices between January and October, with a further 0.6 per cent to come.

“One thing is for sure, everything will cost more and customers don’t want to hear about it because it’s not their problem,” says Ron Nugent, director of marketing at US yard Westport Yachts. “Being transparent with the client while still ensuring a quality product; in our contractual agreements we have provided for cost overruns due to tariffs and inflation.”

Yet Westport has also seen an increased interest in American-built vessels, placing it in a strong position in the market. Valle says that the impact of tariffs is more limited in the superyacht segment, particularly at the top end of the market. These are, after all, big-ticket luxury purchases for which demand is relatively price inelastic. However, Valle notes that the weaker dollar (another policy aim for the White House) is having an effect across the industry. A weaker greenback tends to make imports more expensive for US consumers – and shipyards and charter businesses.

“From a global perspective, and looking at the yacht market over, say, 40 metres, I think tariffs will add a bit more ‘friction’, but I don’t think they will be crippling to the industry as a whole,” says Callahan. “Tariffs are primarily

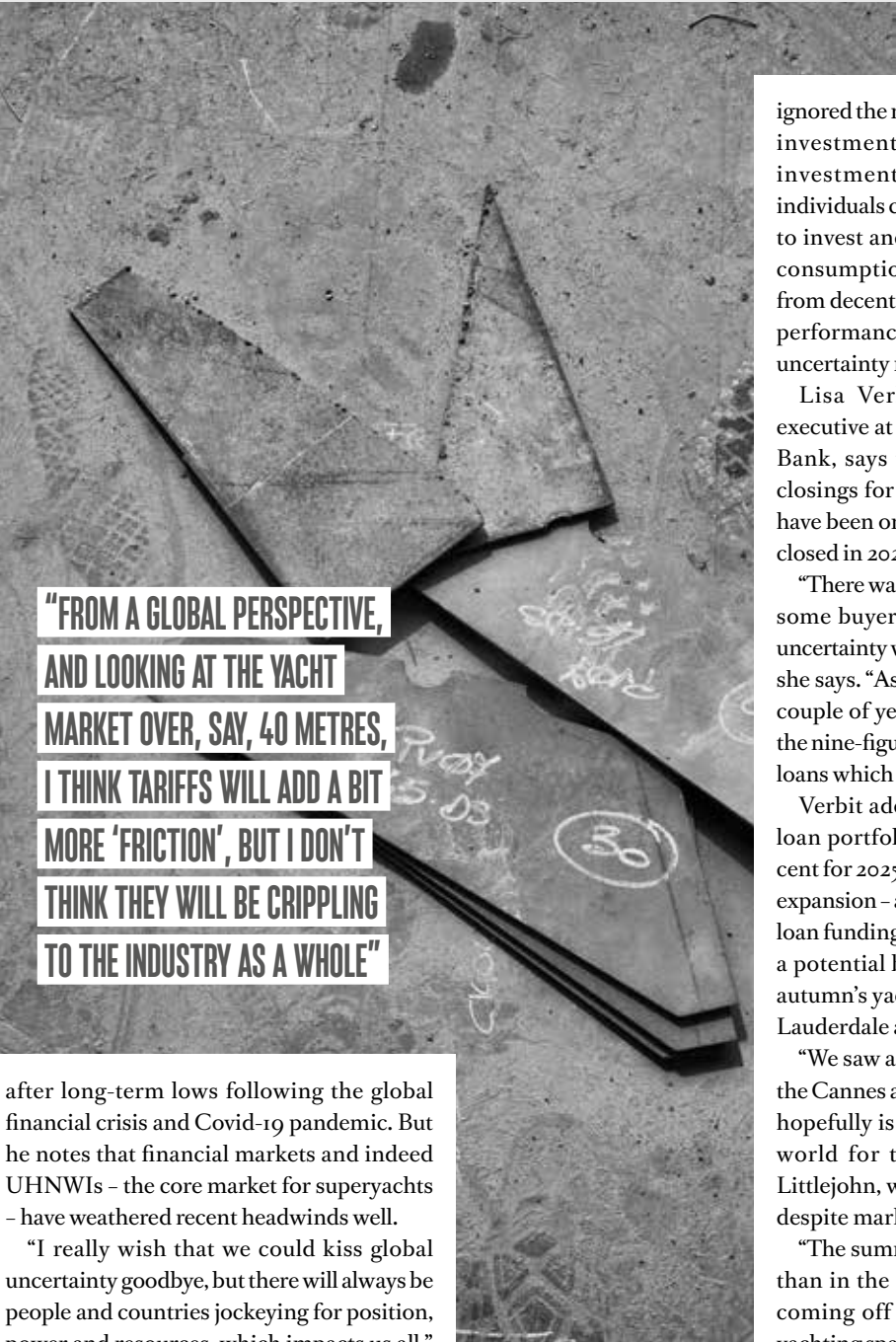
designed for mass-market and high-volume goods; given the unique, transient nature of our industry, US owners and buyers can manage their exposure through ownership structure and flag state as well as taking advantage of existing duty protection zones.”

ECONOMIC OUTLOOK

The tax cuts and tariffs come against a backdrop of relatively strong, though slowing, economic growth in the US. In the second quarter of 2025, US GDP grew by 3.8 per cent at a quarter-on-quarter annualised rate on the back of strong consumption, significantly above forecasts. Goldman Sachs now expects growth to come in at 2.6 per cent quarter-on-quarter annualised in Q3, though it forecasts a modest two per cent for the full year 2025.

Meanwhile, stock markets have performed well in 2025, despite a dip in April as the first tariffs were announced. In mid November, the Dow Jones Industrial Average hit a new record close, over 48,000 points. Year-on-year earnings for the benchmark S&P 500 index are expected to come in at an impressive 9.2 per cent, based on forecasts and those companies which had reported at the time of writing, 87 per cent of which reported earnings above analyst expectations. Goldman Sachs expects growth and equities to be supported by Federal Reserve interest rate cuts, with cuts of a total 100 basis points expected between October 2025 and June 2026. Higher stock markets tend to feed through to UHNW wealth, while lower rates and inflation should ease pressure on shipbuilders. Yet as Goldman Sachs has noted, there are still considerable downside risks from tariffs and a potentially more hawkish Fed approach that could see policy tightening rather than loosening.

Steve Taddie, director of integrations at US-based wealth management company Focus Partners, says that higher interest rates have “put a speed limit of sorts on borrowed spending”, with borrowers still affected by the rapid increase of interest rates in 2022 to 2023



“FROM A GLOBAL PERSPECTIVE, AND LOOKING AT THE YACHT MARKET OVER, SAY, 40 METRES, I THINK TARIFFS WILL ADD A BIT MORE ‘FRICTION’, BUT I DON’T THINK THEY WILL BE CRIPPLING TO THE INDUSTRY AS A WHOLE”

after long-term lows following the global financial crisis and Covid-19 pandemic. But he notes that financial markets and indeed UHNWIs – the core market for superyachts – have weathered recent headwinds well.

“I really wish that we could kiss global uncertainty goodbye, but there will always be people and countries jockeying for position, power and resources, which impacts us all,” he says. “The investment markets have seemingly come to grips with it, and the uncertainty discount in major markets applied to global power struggles, wars and such has been waning. The investment markets, after a significant negative reaction to tariffs at the beginning of April, have

ignored the noise and risen sharply, boosting investment account values. The rising investment account values of UHNW individuals continue to provide the potential to invest and spend. Should this continue, consumption should continue to benefit from decent tailwinds of investment market performance, with the occasional gusts of uncertainty reining in over-consumption.”

Lisa Verbit, national yacht lending executive at Bank of America (BoA) Private Bank, says that BoA’s yacht-related loan closings for the first three quarters of 2025 have been on a par with the number of deals closed in 2024, similar to pre-Covid levels.

“There was likely some pent-up demand as some buyers were holding tight amid the uncertainty we typically see in election years,” she says. “As it relates to deal size, in the last couple of years we closed multiple loans in the nine-figure range, including construction loans which fund up over time.”

Verbit adds that BoA is expecting yacht loan portfolio growth of around eight per cent for 2025 – well above broader economic expansion – aided by continued construction loan funding. Verbit, like several others, sees a potential boost in demand coming from autumn’s yacht shows, such as those in Fort Lauderdale and the French Riviera.

“We saw a lot of positivity on the docks at the Cannes and Monaco yacht shows, which hopefully is a bellwether for the rest of the world for the remainder of 2025,” says Littlejohn, who is upbeat about the outlook despite market headwinds.

“The summer was slower for the industry than in the past few years, but we are still coming off the high that everyone in the yachting space enjoyed during and just post-Covid. As the dust settles and the global economy begins to level out, there is a lot of opportunity for both buyers and sellers who want a fair deal. We’re not seeing it as the sellers’ market that Covid created, nor is there the panic of the 2012 market crash; today’s market is relatively steady and calm for both buying and selling sides.”

NATURAL SELECTION

Callahan sees particular potential in the explorer segment, with tastes shifting towards journeys that are as educational and adventurous as they are luxurious, and trips tailored for families. “The ability to travel autonomously for long distances and safely

“WE ARE FUNDAMENTALLY BULLISH ON THE FUTURE OF THE INDUSTRY.

WHILE ECONOMIC AND GEOPOLITICAL FORCES WILL ALWAYS PRESENT CHALLENGES, YACHTING’S CORE DRIVERS REMAIN INCREDIBLY STRONG”

reach the world’s most remote destinations is becoming the ultimate goal.”

Littlejohn says this trend is particularly strong among the new generation of buyers, notably tech and finance entrepreneurs, who are seeking “authentic travel experiences” and a focus on wellness, priorities that are increasingly shaping both ownership and charter preferences.

Valle, meanwhile, sees product evolution driven by greater complexity as well as a growing ability among shipyards to anticipate and influence owners’ tastes. In 2025, Benetti debuted B.Neos, a new superyacht family inspired by the world of sailing, with an emphasis on silence and minimalism. The company also sees the Middle East as a market with particularly consistent and sustained growth, despite war in the Levant.

“Although I do not foresee a slowdown significant enough to raise concerns for the superyacht sector, I believe there will be a natural selection among brands and products, and that increased competition will ultimately lead to an overall improvement in offering, efficiency, and quality,” Valle says.

Indeed, despite the turbulence of the past few years, many shipbuilders continue to

flourish. Turkey’s shipyards are a case in point, with the country now solidifying its position as the second-biggest superyacht producer in the world in terms of number of vessels. Turkey has long offered strong value against other leading producers, but the quality and craftsmanship that Turkish builders offer is increasingly recognised.

“First and foremost is our heritage of craftsmanship,” says Yilmaz. “We have a deep-rooted history in shipbuilding, which has cultivated an incredible talent pool of artisans and engineers. We use the same world-class materials, equipment and suppliers as the top shipyards in Italy or the Netherlands. However, our efficient production processes and favourable economic structure allow us to deliver this premium quality at a more competitive price. Our clients receive a superb, custom yacht with a significant value advantage.”

Flexibility is another watchword for Bilgin and its Turkish counterparts – delivering highly customised vessels into a market that increasingly seeks the tailored. To meet that demand, Bilgin is focusing on larger, greener, and more technologically advanced custom yachts, with the aim of becoming a specialist in eco-conscious yachting through research into alternative fuels and hybrid propulsion, and implementing circular economy principles in its build processes.

There is no doubt that the superyacht industry faces challenges from the global economic and geopolitical situation, and that the post-Covid boom has come to an end. But the world’s leading shipbuilders and charter businesses are continuing to flourish in a competitive and increasingly global market, delivering quality and high service standards to an increasingly competitive and sophisticated market.

“We are fundamentally very bullish on the future of the industry,” says Callahan. “While economic and geopolitical forces will always present challenges, yachting’s core drivers – a passion for innovation, a desire for unique experiences and a growing, dedicated client base – remain incredibly strong.” ■

