



WATER
REVOLUTION
FOUNDATION

HIGHLIGHTS FROM THE SIXTH YEAR

ANNUAL REPORT

2024/2025

waterrevolutionfoundation.org



**WATER
REVOLUTION
FOUNDATION**

Driving sustainability in
the superyacht industry

ANNUAL REPORT

2024/2025

Water Revolution Foundation is a registered non-profit operating under Dutch law. It is a 'stichting', which is 'an institution aiming to achieve a certain goal'.

Water Revolution Foundation has been granted the status of 'Algemeen Nut Beogende Instelling', or 'Public Benefit Organisation'. This is a non-profit tax designation in the Netherlands issued by the Tax Office in accordance with the general tax laws. Strict criteria have to be met, including that at least 90% of the organisation's efforts are focused on the greater general good, beyond the interest of the sector it is operating in or that of its partners.

This annual report is digital-only to ensure that the foundation is doing what it can to reduce its own footprint.

Note that this report covers both the sixth financial year and the sixth activities year of the foundation. This report covers 12 months and informs about the results by the foundation between 1 July 2024 and 30 June 2025.

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CHAIRMAN'S REPORT



The last six years have flown by, and it has felt like a real Revolution indeed. As founding chairperson our work fulfilled me with pride, joy and appreciation. To be honest, where we are with our Foundation now is beyond my wildest expectation when we started late 2018.

As a 'seasoned' superyacht professional, I am amazed with what I have learned on my journey and Water Revolution involvement. Attending the UN Ocean Conference this June in Nice, I witnessed a whole new community of worried, but energised and optimistic super- intelligent ocean advocates who dedicate their lives and careers to repair the planet's well-being.

Looking back is nice, but looking forward is paramount. Not only for our activities, which has been mostly of the kick-starting kind and in developing spirits, now reaching a stage where promotion, adoption and implementation is the key to harvest true progress from the first 6 years of work and investments. This next phase for the foundation includes the need for a next generation of board of directors. The term we have set ourselves as founders was 2x 3 years. As we all started around the same time, we could obviously not jump ship all at the same time, so we have created a board succession plan to ensure continuity and avoid a similar situation for the termination date for the next board members.

I have retired last May from my CEO and executive board position at Feadship and Koninklijke De Vries Scheepsbouw. I am more than confident in the next generation of company leaders that we have prepared and appointed. You know that I have been a strong driver of sustainability progress in our family business and I am looking forward to see this being fostered further into its DNA

in the near future, as I continue as non-executive board member.

30 June 2025, the closure date of this annual report marks the end of my Chairman position and board membership of Water Revolution Foundation. As successor for my board position we have appointed Bas van Helden, managing director for De Voogt Naval Architects. This confirms Feadship's continued commitment to the foundation and desire to be in the forefront. It is in my view also the place in our company where the hands-on and concrete changes to our product offering should come from, in other words where many of the Foundation's programmes get implemented, e.g. the Yacht Environmental Transparency Index (YETI).

I'd like to close with expressing my excitement and appreciation for Aino-Leena Grapin, CEO of Winch Design, to take on the role of Chairwoman of Water Revolution Foundation. I am confident that she, together with the other (new) board members, will professionalise and move our foundation into the next phase of progress and establishment. The Revolution continues, mark my words.

It has been an honour to be the founding chairperson, a fulfilling chapter of my yachting life, topped with the awarding of the honorary title of Emeritus Chair. Thank you to all who have contributed to our work of the last six years in any shape or form, and please continue doing so.


Henk de Vries III
 Chairman

EXECUTIVE DIRECTOR'S REPORT



Yachting now has a Roadmap 2050 towards Net-Zero and Regenerative Yachting! This shows that the yachting sector is mature, professional and serious about its environmental commitment and keen to set out an own, customised path towards global set goals in a pro-active and voluntary way, staying ahead of legislative developments and forces.

This Roadmap is meant to be a compass to navigate these uncharted waters together. Launched with overwhelming support from an impressive group of top 60 CEO yachting business leaders who gathered in Italy in May. The yachting sector now has quantified targets towards 2050, divided in line with yachts' life cycle stages: Design, Build, Operation, Refit, and as such touching every single yachting stakeholder. The targets are mostly focused on the reduction and removal actions of negative impact. Yet, the third and equally important part of this approach is to Restore the consequences of remaining impact. Targets of this kind focus in principle on the existing fleet, to structurally allocate a part of their operational budget to ocean well-being. Today yachting in 2025 can no longer contribute to the degradation of the very same oceans that it exists of to explore and enjoy, owners and industry.

This year we further prepared for the long-awaited launch of the Ocean Assist programme, facilitating blue investment. It is a new standard that was already well-received during the UN Ocean Conference (UNOC) in Nice last June. It made it into the official Ocean Action Panel ahead of the official closing, inscribing yachting as "leisure maritime industry" for the first time into the UNOC arena. Credits and congratulations to Dr Vienna Eleuteri, initiator & Vice chair, for this huge accomplishment.

Back to the reduce and remove actions, I cannot emphasize enough how many solutions are already right under our nose and are screaming to be adopted by the decision makers, both for new build and existing yachts. Hopefully the set Roadmap targets will help

spike the urgency for adopting alternatives and truly move the needle. Among them is HVO (Hydrotreated Vegetable Oil), an alternative (drop-in) fuel for the existing fleet, with no technical adjustments required and reducing impact up to 90%! What is the hold up?

When operational impacts decrease, other stages of a yacht's Life Cycle will relatively increase. Design & build for instance, e.g. interior choices. Material choices, but also installation and refit-readiness later in the yacht's lifetime. We had two exciting workshops earlier this year to concretely progress on the future of yacht design. After all, 80% of a yacht's impact throughout its life cycle is coming from choices made in the design stage. Hence the further detailing of our Designers Protocol to guide critical early-stage client conversations.

This year also marked the transition of the founders reaching their maximum term and appointing the next generation board members. I cannot thank Henk, Philippe, Martin and Louis enough for their believe, commitment, persistence, ambassadorship, mentoring, complementary expertise, networks and open mind to reach the point of where Water Revolution Foundation is now. It has been a true pleasure to embark on this journey together! The team and I are excited to work with the new board on Revolutionising yachting further, and making the crucial shift towards successful implementation and adoption of what the foundation has developed throughout its first six years. Our new three-year plan outlines what's next, and hopefully engages even more yachting actors to get involved to accelerate progress!


Robert van Tol
 Executive Director

AT A GLANCE

TOGETHER WE CAN PRESERVE
THE WORLD'S PRECIOUS
OCEANS AND NEUTRALISE
THE FOOTPRINT OF THE
SUPERYACHT INDUSTRY

The yachting sector holds a unique strategic advantage. With access to influential individuals who share a passion for the ocean, our community is exceptionally positioned to be a catalyst for meaningful, measurable change. By harnessing this potential, we can drive the shift toward sustainable and regenerative practices, transforming ambition into action.

At the heart of this movement is Water Revolution Foundation, established as a collaborative platform for forward-thinking companies and professionals across the industry. Together, we are shaping a shared path forward, one defined by tangible results, credible progress, and collective impact.

Our mission is clear: to significantly reduce the environmental footprint of the superyacht industry, while helping to preserve the world's vital oceans. We do this by fostering innovation, supporting science-based tools, and cultivating a culture of collaboration that goes beyond compliance.

The Foundation is action-driven and results-focused, setting ambitious yet achievable goals that go further than the 2030 international agenda. As an industry, we have the capability and the responsibility to meet and even exceed these global benchmarks. Through cooperation, innovation, and a commitment to future-proofing our sector, we can lead from the front.

563 42% OF SHARE MARKET
ENVIRONMENTAL CREW GUIDELINES DOWNLOADS SUPPORT THE ROADMAP 2050 APPROACH

13 ANCHOR PARTNERS + CORPORATE PARTNERS 36

5 12 PRODUCTS FEATURED IN HUB OF VERIFIED SOLUTIONS
WEBINARS HELD FOR THE YACHT ENVIRONMENTAL TRANSPARENCY INDEX (YETI)

82 NEW IMMAS CONFIRMED IN THE NORTH ATLANTIC & FUNDED BY YACHTING SECTOR
3 EDITIONS OF STRATEGIC BUSINESS LEADERS GATHERINGS

OCEAN CONSERVATION

FROM LUXURY TO REGENERATION: THE YEAR YACHTING CHOSE THE OCEAN

There comes a moment, for those who love and know the Ocean, when awareness turns into action.

For me, that moment came when I realized that talking about sustainability was no longer enough.

We cannot simply slow the damage: we must repair what we have destroyed, give back what we have taken, and regenerate what has been lost.

For the Water Revolution Foundation, 2025 was the year regeneration stopped being just a vision and became a clear course and a concrete practice. And it could only start from the Ocean: our natural element, our reason for being. An inevitable starting point, because the sea is where the sector we come from - superyachting - finds its meaning and roots. Perhaps the most strategic and influential of all, for its unique capacity to catalyze innovation, vision, and resources.

It is an industry that, thanks to its privileged relationship with the ocean, now has both the power and the will to transform itself from a mere user of a common good into an active guardian of its rebirth - proving that luxury can be a driver of change, and that industry leadership can become Ocean leadership.

This transformation rests on solid foundations. The maturing of the Yacht Environmental Transparency Index (YETI) - now shedding full light on the operational environmental footprint of yachts - the development of the ISO TS23099 standard, where the working group is finalizing a precise, scientifically validated technical specification with clear, internationally recognized rules, and our collective commitment to the Regenerative Roadmap 2050 have mapped out the course

*of change. In this roadmap, not only the strategic direction but also the milestones are defined and agreed upon with stakeholders, guided by the three "R's" model - **Reduction, Removal, and Regeneration** - our compass for a systemic, integrated journey.*

The path and strategies have not remained locked in technical discussions. In Lerici, during the 2025 Business Leaders Event, we brought together vision and responsibility, with industry leaders recognizing that sustainability and climate neutrality are not the final destination but the beginning of a deeper commitment: regeneration. As Céline Cousteau powerfully reminded us, "Every action for the ocean is an action for ourselves." It was an especially moving moment, shared with the very heartbeat of our industry and with a dear friend with whom I have long shared ecological battles and horizons - a voice that carries both the strength of personal conviction and the ecological intelligence of indigenous cultures, which measure every decision by the impact it will have on the next seven generations.



***Ocean Assist** is the tangible expression of that promise: the program that gives substance and continuity to the Regenerative Roadmap 2050, turning commitments and visions into measurable results. A tool that quantifies positive impact, connects our industry to the most strategic marine conservation and regeneration projects, and demonstrates how superyachting can be at the center of a regenerative revolution. This is no longer the realm of words, good intentions, or well-meaning charity. It is action with structure and proof - mapped, measured, and traceable - capable of delivering enduring benefits to the sea and to the communities whose lives and futures are bound to it.*

*Let me make a little aside. You shouldn't think of our programmes as separate boxes on a checklist - whether it's the systems we use to measure and openly share our ecological footprint, or **Ocean Assist**, which turns bold commitments into measurable regeneration. They're all part of the same bigger picture: a mosaic where every tile matters, each one marking a step in the steady recasting of an entire industry. And this is an industry moving not because it has to, but because it wants to - out of leadership, conviction, and a genuine sense of responsibility.*

That's why 2025 felt like a turning point. Superyachting began to see itself differently - not just as a showcase of cutting-edge technology and impeccable design, but as a global ambassador for ocean stewardship, ready to channel innovation, vision, and resources into the health and resilience of the Ocean.

*And right at the heart of this shift is **Ocean Assist**. On the surface, it's simple and transparent. But behind it lies a rich and complex journey - years spent weaving together science, policy, economics, and a deep knowledge of the marine ecosystems, inside and outside the industry. It grew out of a multidisciplinary alliance: marine biologists and engineers, economists and anthropologists, managers and conservationists, universities, and the private sector - all working together to turn a regenerative vision into something tangible, measurable, and ready to be*

replicated.

*Its beating heart is the **Ocean Assist Unit (OAU)**, a metric that weaves together two complementary currents. On one side lies net ecosystem improvement, measured in quality hectares - a parameter that goes beyond mere surface area to evaluate the quality and functionality of restored habitats, following internationally recognized scientific standards. On the other is the certified removal of 23 tonnes of CO₂ for every unit, the result of verified, nature-based projects tracked with the precision of a nautical logbook, right down to the smallest detail.*

But Ocean Assist is not just numbers, certificates, and lab data. It is a shift in paradigm: from the static concept of "climate neutrality" to the dynamic model of regenerative finance. In this approach, capital doesn't stop at compensating damage - it goes further, generating ecological, social, and economic value in the same act. Every contribution is not an endpoint, but a new beginning: a piece that restores habitats, revives biodiversity, captures carbon, and supports coastal communities living in symbiosis with the sea.

Behind this approach are years of field observation, research in development anthropology, and the creation of integrated methodologies that combine marine science with governance and sustainable finance. It is proof that when knowledge converges in service of a shared course, regeneration stops being a lofty word and becomes an operational, trackable, and scalable process.

*Ocean Assist is, ultimately, the bridge between the promise of the Regenerative Roadmap 2050 and its tangible realization. It is proof that superyachting - often perceived as distant from environmental challenges (yes, we know that's the reputation, especially these days!) - can become a strategic ally in marine restoration, catalyzing innovation, vision, and resources like no other sector. It is not just a tool: **it is the living manifesto of a regenerative revolution here to stay.***

OCEAN CONSERVATION

Behind every OAU are stories of places and communities learning to breathe again — a meadow of *Posidonia oceanica* that, after years of decline, returns to filtering the water and sheltering fish and invertebrates; mangroves that once more protect the coastline from erosion while providing nurseries for marine life; wetlands reclaiming their role as natural sponges, storing fresh water and locking carbon deep within their sediments; coral reefs, strengthened by targeted interventions, once again offering refuge and nourishment to thousands of species.

How could we not mention the now well-known **Important Marine Mammal Areas - the IMMAs** - familiar territory for those who have followed our journey and contributed so much along the way. These scientifically identified zones are vital for the survival and prosperity of whales, dolphins, seals, and other marine icons. Here, science and innovation sail side by side: advanced monitoring, vessel speed-reduction protocols, and navigation routes enriched with distribution maps create safe corridors for these emblematic species, whose protection strengthens entire food webs and the ecosystems they inhabit. These are not just conservation areas, but laboratories of ecological revival. Protecting charismatic species delivers broader benefits - increased biodiversity, improved climate resilience, and stronger ecosystem services that support coastal economies.

In this way, the regenerative revolution proves not only ethically right but strategically smart: turning every euro intended for climate neutrality into an investment delivering real returns for nature, communities, and the reputation of those leading the change.

Every **Ocean Assist Unit (OAU)** begins its life not as an abstract credit on a spreadsheet, but as a living story - recorded in the public and transparent **eCO₂care Registry**. Here, every detail is laid bare: the exact location, the people and partners behind it, the methods applied, and the measurable benefits delivered. It is a ledger written in coastlines restored, carbon captured, biodiversity reborn. No empty promises, no marketing gloss - each action is tracked, independently verified, accredited, and certified, ready to take pride

of place in any sustainability or ESG report worth its name.

This is the quiet revolution of Ocean Assist. It doesn't just "do better" - it rewrites the contract between industry, finance, and nature. It turns capital into living capital, where returns are counted in restored habitats, resilient ecosystems, and the beauty we give back to the world.

It is also the clearest answer to a call that has echoed far beyond the conference halls. At the Blue Economy and Finance Forum in Monaco, Christine Lagarde urged us to "choose the path of healing" and steer finance toward nature-based solutions. That vision is no longer aspirational - it's operational. OAUs are precisely that: finance, translated into action: measurable packages of ecosystem restoration and certified carbon removal, designed to deliver ecological, social, and economic value in one transparent, traceable move.

In this sense, Ocean Assist takes climate neutrality and elevates it to regeneration - turning a target into a living process. It is the proof that finance, when anchored in science and trust, can heal.

And the philosophy behind it? You can hear it in the words of Peter Matthiessen: "The sea connects all things. Every wave, every breath of wind tells the story of how life adapts, listens, and survives. It is this silent wisdom of nature that, if we learn to hear it, can still save us."

The message launched in Lerici traveled like a strong current to Nice, to the Third UN Ocean Conference (UNOC3), where the Water Revolution Foundation - as Special Observer - brought the voice of yachting into the heart of ocean diplomacy. There, we contributed to the **Voluntary Commitment for the Ocean** - an engagement not just political but cultural: transforming one of the most visionary, influential industries into a strategic ally for marine regeneration. And yes, with a touch of pride and irony, both the president and vice president were there, side by side, showing that leadership for the ocean is not delegated - it is exercised, personally, with the responsibility to set a new and irreversible course.

It was not a symbolic gesture. It was a direct response to the urgent call of Peter Thomson, UN Special Envoy for the Ocean: "We must unite, act quickly, and hold the 30x30 target — before it's too late." And as he reminded us, "It's not so much about what happens during the conference, but about what happens afterwards."

The real challenge is that "after". We were there to seize it — and to show that a sector historically associated with exclusivity and pleasure can reinvent itself as a decisive player in marine restoration, shifting from bystander to custodian, from user of resources to builder of the future.

As Costa Rica's President Rodrigo Chaves Robles powerfully said: "The ocean is not part of the agenda; it is the agenda." In that moment, the words felt less like rhetoric and more like a navigational chart — a line on the horizon that demanded plotting and pursuit.

Ocean Assist is our bearing on that chart: a tool that fuses science, finance, and action to turn superyachting into a global ambassador for Ocean stewardship. And on that day in Nice, yachting was not a fringe observer politely applauding from the sidelines. It was the headline act - the first living proof of how an industry can lead in adopting regenerative finance models, translating lofty international commitments into tangible action at sea and on shore.

Nice was not just another conference. It was a stress test for the idea that change can spring from the most unexpected places - and that, when an industry aligns behind a common course, its momentum can carry an entire system forward.

There was, undeniably, a deep pride in representing the first sector that not only reduces its footprint but reimagines itself as a platform for regeneration. In doing so, it pioneers a form of finance that measures success not solely in economic terms, but in ecological and social returns. It marks a cultural shift: a new way of relating to the Ocean, in which care is not an optional afterthought but a core element of value itself.

The regenerative revolution is no passing trend, no crafted communications campaign. It is a course set for the only future worth sailing toward - one where the Ocean remains our source of life, beauty, and freedom. Today,

with the tools and programmes already in our hands, we know that change is not just possible but already happening - and it feels only natural that it should rise from the sea and from the most visionary of its industries.

But transformation alone is not enough. We are building a new paradigm - one in which excellence, responsibility, and regeneration are inseparable, reshaping humanity's relationship with the Ocean. This is a course we will never abandon, because it leads directly to the future we choose to build - a future anchored in the international agenda we have helped define, from the Nice Declaration to the commitments made at the UN Ocean Conference. It is a course that demands courage, consistency, and the will to turn the exceptional into the new normal.

We have the chance to be the most effective pioneers, proving that an entire industry can shed its old skin and become a true driver of regeneration. This is not an inward-looking shift; it is a cultural and economic pivot that shows the world how to move from industry to ally, from bystander to custodian, from user of resources to builder of the future.

The regenerative revolution isn't just another chapter in our story - it's a pact we've made with the Ocean, and one we intend to keep until care and regeneration are stitched into every action we take, every decision we make, every voyage we set out on. Rachel Carson - pioneering scientist, environmentalist, and ocean poet - once wrote: "In every curving beach, in every grain of sand there is the story of the Earth." Our task is to make sure that story becomes one of renewal - not told in speeches, but written in restored ecosystems, and carried forward in the lives of future generations who will still be able to love the sea, live by it, and be shaped by its tides.





OCEAN ASSIST

REGENERATION FOR THE YACHTING INDUSTRY

The need for collective action to safeguard our oceans has never been more urgent. As a response, this year we proudly launched the Ocean Assist Programme, a cornerstone initiative advancing regeneration within the maritime and yachting sectors.

Originally introduced at the UN Ocean Conference in Nice and formally released to the wider superyacht community following the UNOC3, Ocean Assist represents a bold evolution in ocean stewardship. More than a carbon offsetting mechanism, it is a blue investment portfolio designed to channel transformative support into marine conservation, protecting ocean values and securing their use for generations to come.

“The conference emphasized that protecting the oceans requires a scientifically grounded approach. Effective governance must be rooted in science to ensure decisive, urgent actions. And this is what Ocean Assist was founded on” – Dr Vienna Eleuteri.

Ocean Assist introduces a structured, scientifically guided pathway for integrating ocean conservation into the heart of

business operations, anchored in the United Nations Sustainable Development Goals 6, 13, 14, and 15. By redefining the relationship between economic growth and ocean health, Ocean Assist supports a Regenerative Blue Economy, prioritising restoration and resilience over sustainability alone.

By curating projects and adopting scientific tools that are urgently needed to protect the oceans, the superyacht community can maximise financial and non-financial resources to support nature-based solutions and aid the global effort to mitigate ecological impacts: leading the way towards net-zero, empowered to reach nature-positivity.

“Integrating regenerative investment into our businesses’ value propositions is the way to preserve a future for all” – Dr Vienna Eleuteri, Project Lead, Ocean Assist.

IMPORTANT MARINE MAMMAL AREAS

COLLECTIVE COMMITMENT TO OCEAN HEALTH

The Important Marine Mammal Areas programme aims to support the restoration of the balance of life in the ocean through the identification of Important Marine Mammal Areas (IMMAs). These areas will help whales thrive and, in doing so, fight climate change. In fact, they go beyond only whales and take into account all 130 marine mammal species, including dolphins, porpoises, manatees, dugong, seals, sea lions, sea otters and polar bears. It also results in concrete information for sustainable ocean use, allowing for more informed shipping operations and other maritime activities.

Through the completion of both the North East and North West Atlantic projects, a total of 82 new IMMAs were identified this year. This marks a major achievement

for the yachting community, which fully funded the North East Atlantic project. Work is now underway to secure funding for the North West Atlantic, offering the rare opportunity to demonstrate measurable impact, an increasingly important consideration under upcoming CSRD obligations.



ROADMAP 2050: TOWARDS REGENERATIVE YACHTING

YACHTING NOW HAS A ROADMAP 2050

Launched during the Business Leaders Event in May 2025, the Roadmap 2050 represents a collective, sector-wide commitment to achieving net-zero emissions by 2050. Developed through industry collaboration, it provides a strategic framework to guide the yachting sector through the complex and uncharted transition towards regeneration.

Designed as a voluntary initiative, the Roadmap sets a course that goes beyond regulatory requirements empowering the industry to lead with ambition, innovation, and accountability. Adopted by key business leaders and later released to the public, it serves as the sector's first unified declaration of intent on climate action.

The Roadmap is rooted in a 2025 baseline, established through data contributions from designers, builders, operators, and refit yards. Rather than focusing on absolute figures, the Roadmap defines proportional targets expressed as percentage reductions across each life cycle stage: Design, Build, Operation, and Refit. These targets will evolve over time, becoming more defined as broader industry participation expands the underlying data set.

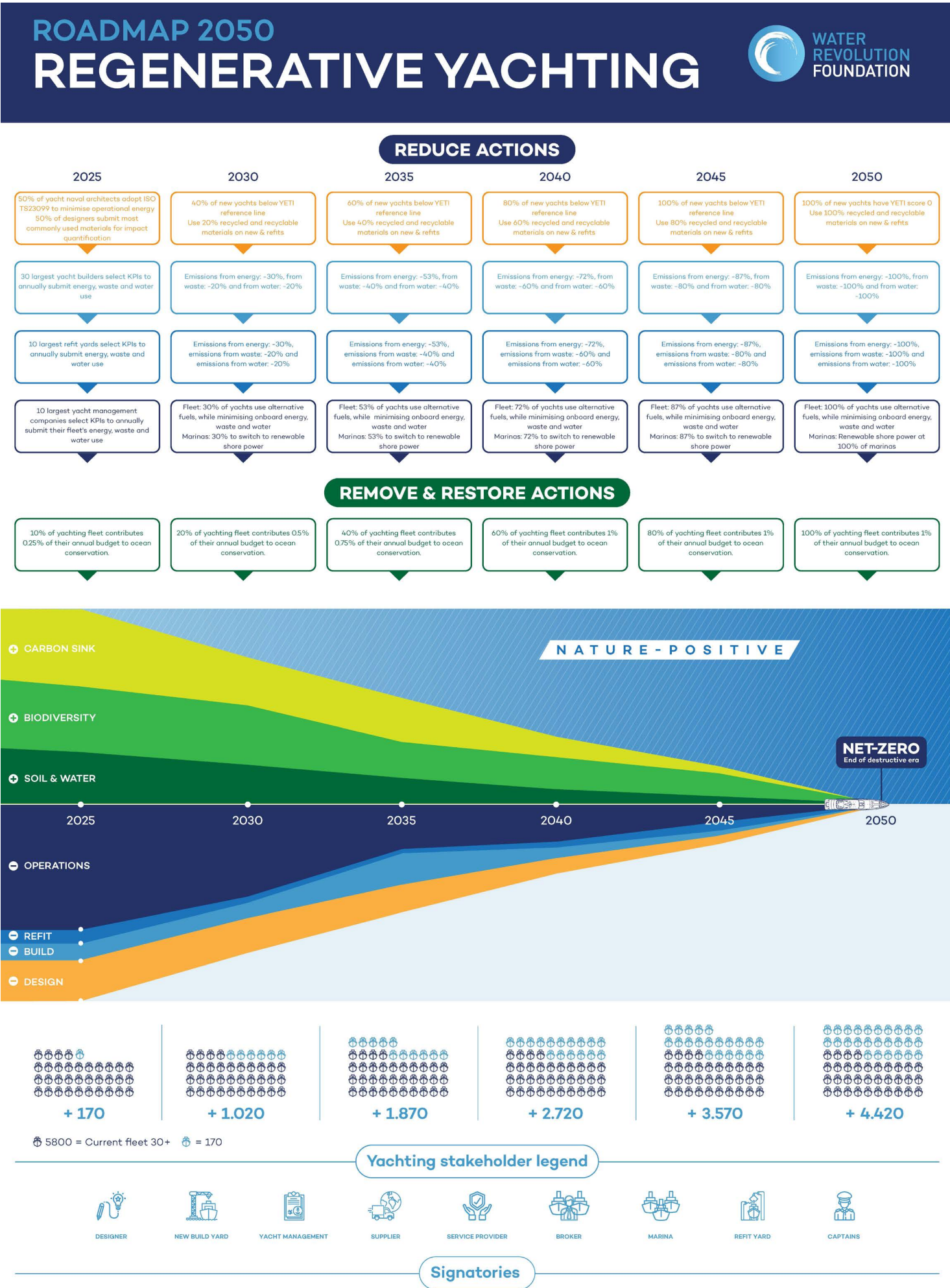
By setting clear, quantified milestones in five-year increments, the Roadmap offers practical guidance on where and how to focus collective efforts. It aims to drive innovation, collaboration, healthy competition, and standardisation, creating a shared direction across the value chain.

Importantly, the Roadmap calls for proactive engagement. While certain IMO thresholds and EU reporting requirements remain limited to vessels over 5,000 GT, the Foundation encourages all stakeholders to use this moment as an opportunity, not to wait, but to lead. The industry is uniquely positioned to develop a yacht-specific path to net-zero, tailored to its own design and operational realities.

Beyond reduction, the Roadmap introduces a dual-impact model. Below the x-axis, is the estimated environmental impact of each life cycle stage in 2025 and their projected decline toward 2050. Above the x-axis, a mirrored trajectory highlights the positive impact investments required to neutralise this footprint through carbon sequestration, biodiversity restoration, and soil and water regeneration.

To support this positive investment, the Foundation's Ocean Assist Programme offers a dedicated, science-based mechanism for channelling contributions into high-impact marine conservation projects to ensure compensation is not only credible but regenerative.

We have also released a webinar as evergreen content to further explain the Roadmap 2050 and how each stakeholder group can adopt and integrate these targets into their life cycle stages.





REGENERATIVE PRACTICES IN THE YACHTING INDUSTRY ARE ESSENTIAL FOR THE HEALTH OF OUR OCEANS AND THE WELL-BEING OF FUTURE GENERATIONS. THIS INDUSTRY POSSESSES THE POWER, INFLUENCE, AND RESOURCES TO LEAD BY EXAMPLE. IF YACHTING CAN TRANSFORM, NO OTHER SECTOR WILL HAVE AN EXCUSE NOT TO FOLLOW."

CELINE COUSTEAU - KEYNOTE SPEAKER AT THE THIRD EDITION OF THE BUSINESS LEADERS EVENT

LIFE CYCLE ASSESSMENT

SHOWCASING ENVIRONMENTAL INNOVATION

The Life Cycle Assessment is the most widely recognised scientific method for evaluating a product's environmental impact. It takes a holistic view, analysing every stage of a product or service's life cycle from raw material extraction, processing and manufacturing to distribution, use, repair, maintenance, and end-of-life through disposal or recycling.

HUB OF VERIFIED SOLUTIONS

Our Hub of Verified Solutions currently features ten solutions that contribute to increased efficiency, reduced environmental impact, cleaner processes, and less waste, providing yachting stakeholders with a central platform to find advanced, yacht-specific products and make the optimal choice for the vessel's average operational profile.

Each solution undergoes a dual evaluation process, with one institute conducting the LCA assessment and the other engaging in a thorough peer review of the results. This approach guarantees the delivery of comprehensive and credible information concerning the impacts generated by a product or service over its entire lifespan.



BLUE WAKE AT MONACO YACHT SHOW

This year, in collaboration with the Monaco Yacht Show we launched the Blue Wake Programme. This programme allows all exhibitors at the Monaco Yacht Show a chance to submit their sustainable solution for review. Blue Wake is an initiative created to spotlight companies that are delivering truly advanced, environmentally sustainable solutions for the superyacht industry, bringing sustainability to the forefront, an opportunity to gain visibility and recognition for their commitment to measurable, science-based impact.

Each solution submitted to Blue Wake will undergo a rigorous self-assessment and vetting process, evaluated against robust criteria developed by our expert team and the foundation with the goal to ensure every selected solution delivers real environmental benefits.

SUSTAINABILITY ROUTE AT METSTRADE

In partnership with Metstrade, we have welcomed back the Superyacht Sustainability Route for its fourth year. This initiative features exhibitors at Metstrade who have passed our Life Cycle Assessment with a verified entry in the database of Sustainable Solutions. The third-party Life Cycle Assessment is applied in order to verify products, with the assessment report providing great value to know where each solution stands and how it can be further improved.

The assessment follows ISO 14040–44 standards, offering a comparative analysis of environmental impact across the full product lifecycle from raw material extraction to disposal. This verified approach not only highlights progress but also guides ongoing improvement, ensuring each solution delivers meaningful impact backed by science.



YACHT ENVIRONMENTAL TRANSPARENCY INDEX (YETI)

ADVANCING TRANSPARENCY IN YACHT SUSTAINABILITY

The Yacht Environmental Transparency Index (YETI) has been six years in the making, developed through a Joint Industry Project uniting leading builders, naval architects, and research institutes. YETI provides a yacht-specific method to assess and compare operational environmental performance.

Launched at METSTRADE 2024, coinciding with the Foundation's sixth anniversary, YETI represents a major step toward industry-wide transparency. Software development was driven by a core group of stakeholders, and the result is a dual-platform system: YETI Lite and YETI Pro was delivered via a web-based tool developed by MARIN (Maritime Research Institute Netherlands).

YETI Lite is a free, open-source entry-level tool that estimates performance with up to 90% accuracy based on Gross Tonnage and Load Waterline Length. Designed for non-technical users, it raises internal awareness without supporting official claims.

YETI Pro offers in-depth, technical analysis, accounting for well-to-wake energy carriers' impacts. It includes benchmarking reference lines, solution testing, a comprehensive dashboard, and optional third-party verification for formal reporting.

This voluntary tool enables owners, designers,

builders, and operators to understand and improve their yacht's environmental impact. A working group of shipyards, engineers, captains, financiers, and suppliers helped ensure the interface is intuitive and widely accessible.

To support adoption, a full YETI webinar series was released online, and the energy rating label system which ranges from light to dark blue, was introduced to visually indicate a vessel's environmental performance.

YETI's reference line, based on reliable data of existing yachts, informs the Roadmap 2050 targets. By identifying sources of impact, YETI empowers innovation and drives progress toward net-zero yachting.



THE ADOPTION OF YETI



YETI Group Convenes at Royal Huisman

Participants of YETI convened for a hybrid meeting at the Royal Huisman headquarters to review the progress of the working groups, a reference line update, and the sail correction refinement. Royal Huisman, as the host, also gave the group a facility tour of their current builds.

The YETI in Webinar Series

With all five episodes of the YETI webinar series now released, the full set is available online as evergreen content. Designed to teach the method's background, scoring system, and practical applications, the series equips new users to engage with YETI and supports wider adoption across the fleet.



Welcoming new Project Partners

We have brought on Burgess and Fraser Yachts as YETI project partners this year. Their support has been instrumental to the success of YETI and to achieving the goals and activities set out by the foundation.

ENVIRONMENTAL CREW GUIDELINES

EVOLVING ONBOARD AWARENESS

The Environmental Crew Guidelines have undergone several updates and developments over the last year. Primarily, the project has evolved through close collaboration with industry experts, Guideline supporters, and crew members to ensure the resource remains practical and actionable.

Through the collaboration with the Seastainable Yachting platform, targeted content has been created to support crew in downloading and adopting sustainable practices onboard. A highlight of such content has included the valuable uptake of the Guidelines from Burgess and the launch of their Sustainable Seas initiative, helping raise further awareness of better onboard practices throughout the industry.

Various feedback from yacht management companies has been gathered and continues to be collected. There have also been some potential new supporters in the works who share the same vision. We continue to encourage yacht management companies to implement the Guidelines within their fleet to ensure effective implementation and alignment with their individual processes.

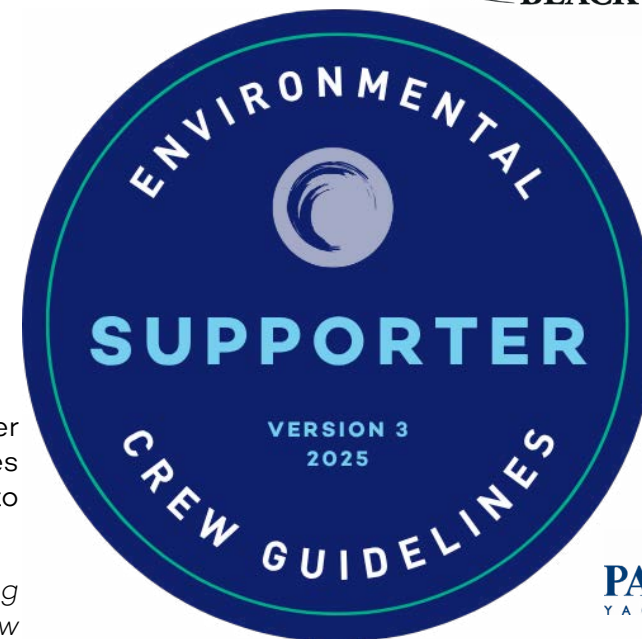
For the future, the focus for the Guidelines will be to continue to gather feedback, create improved content, and explore potential sponsorship opportunities. The goal of the Environmental Crew

Guidelines continues to be to empower yacht crew with actionable resources and help them make a real difference to operations onboard.

"This year has been all about building and keeping momentum. From initial low awareness to now seeing more interest, practical feedback, and growing engagement. It is clear the appetite for this resource is there, but now we need to continue getting them in front of the crew and refining the tools to make the crew's life easier and more relevant to everyday operations." - Gemma Harris

The latest version of the Environmental Crew Guidelines also includes a section on HVO Fuel as a sustainable fuel alternative to diesel. HVO is a drop-in fuel that is compatible with existing diesel engines and requires no modification which makes it a great alternative. HVO also offers up to a 90% reduction in CO2 emissions compared to fossil diesel, while also reducing harmful local air pollutants, including particulate matter and nitrogen oxides, while also containing no sulfur or polycyclic aromatic hydrocarbons.

[Read more about HVO.](#)



BLACK PEARL

BURGESS

DA GAMA MARITIME

DAMEN yachting

DIVERGENT YACHTING

FEADSHIP ROYAL DUTCH SHIPYARDS

FRASER



LÜRSSEN

MB92 GROUP

BUILT BY oceAnco

PANTAENUS YACHT INSURANCE

SAFE HARBOR MARINAS

SANLORENZO SAVANNAH

SSG SUPERYACHT SERVICES GUIDE since 2002

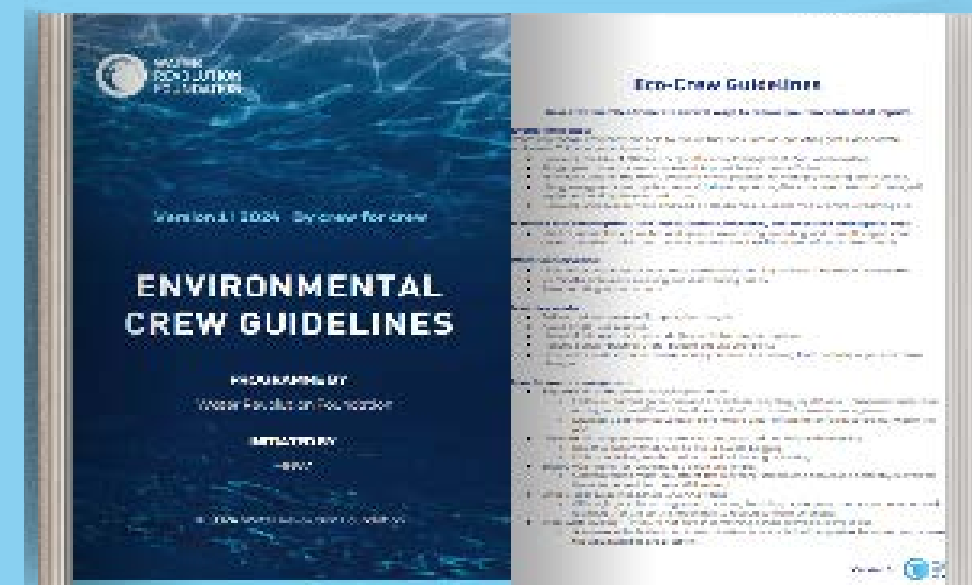
THE CREW NETWORK

THE OM INNOVATE. ADVOCATE. COLLABORATE. EDUCATE.

VIRTUAL PURSERS

Y.CO

VPI CREW



[Click here to access the Guidelines.](#)

AN OPEN LETTER TO YACHT OWNERS

FUNDAMENTAL ACTIONS BY YACHT OWNERS

At the start of 2025, we released a letter addressed to yacht owners and family offices, encouraging reflection on the industry's progress and inspiring one more step toward a better future. Framed around four actionable "Yachting Resolutions," the letter focused on practical, positive change—both on board and on shore.

The resolutions offer clear guidance:

1. Measure impact through tools like YETI.
2. Empower Captains and crew with resources such as the Environmental Crew Guidelines.
3. Support ocean conservation, even by committing a small percentage toward regenerative efforts.
4. Explore alternative fuels and technologies to improve operational efficiency.

These steps were designed to be collaborative, not prescriptive and aligning with Water Revolution Foundation's mission to drive change through collective action. By connecting initiatives like YETI and the Environmental Crew Guidelines,

encouraged owners to pioneer a regenerative approach in yachting.

Their influence of yacht owners and family offices is critical in setting the tone for meaningful progress across the wider ecosystem of designers, builders, brokers, and crew to champion environmental responsibility.

We continue to call on owners to lead from the front, not only by adopting sustainable practices, but by sharing their commitment and encouraging others to follow suit.

Together, we can steer the industry toward a more sustainable and impactful future.



1 Assess Your Yacht's Environmental Performance

The Yacht Environmental Transparency Index (YETI) recognises yacht's for their efforts and investments in more environmentally-friendly vessels.

As the first industry-developed tool, designed to voluntarily benchmark all yachts against a target reference line. This is the result of 5 years of research dedicated to help owners and managers understand their yacht's efficiency compared to the rest of the fleet, and explore tangible improvements.

It is easy to get a YETI score, visit www.yachtfootprint.com

Invest in Ocean Health

The health of our oceans is fundamental to everything on Earth, and yachting is no exception. By allocating a modest portion of your annual yacht operational budget—even just 0.3-0.5%—you can make a significant contribution to ocean restoration.

For example, our Ocean Assist Programme is yachting's first collective marine conservation and blue carbon capture fund, sustained by an independent scientific advisory board. Funds allocated to the significant projects result in certified "Ocean Assist Units" that you can apply to your yacht's ESG status.



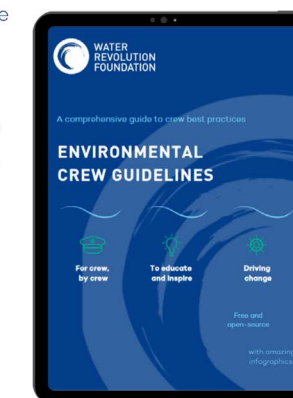
Discover the Ocean Assist Programme

Environmental Crew Guidelines

Talk to your yacht master, crew members and yacht manager about implementing the Environmental Crew Guidelines.

Empower your operation teams to foster a culture of environmental awareness while also optimising cost, with a comprehensive guide of best practices for-and-by crew.

[Download the Crew Guidelines for free](#)



Consider HVO: A Cleaner Fuel Alternative

Ask your Yacht Master or Yacht Manager to explore HVO as your drop-in fuel alternative. HVO is fully compatible with your existing diesel engine, requiring no modifications. HVO can reduce CO₂ emissions by 90%, significantly reducing your yacht's carbon footprint.

Beyond CO₂ reduction, HVO also reduces harmful local air pollutants, contributing to cleaner air in your cruising destinations. Look for certifications like ISCC and REDcert to ensure HVO is sustainably sourced, responsibly produced with verified impact reduction.



Watch our latest video

NOTABLE EVENTS

INDUSTRY LEADERS UNITE TO FOSTER A REGENERATIVE APPROACH FOR YACHTING

This year marked a year of momentum, strategic alignment, and strengthened visibility for the yachting sector in global sustainability. Through high-level events and collaborative gatherings, Water Revolution Foundation advanced its mission to position yachting as a proactive force for ocean regeneration.

EVENTS WATER REVOLUTION FOUNDATION ATTENDED



MONACO YACHT SHOW

At the 2024 Monaco Yacht Show, we continued our strategic partnership, spotlighting vetted eco-solutions at the Sustainability Hub. Highlights included the Designers' Protocol launch, propulsion transition insights, and a press conference on environmental action. We also delivered complimentary YETI estimates to yachts on display, further supporting fleet-wide sustainability benchmarking.

SUPERYACHT FORUM

At The Superyacht Forum 2024, we unveiled the YETI software, setting a new standard for environmental transparency in yachting. Highlights included a pre-launch session, a 2050 roadmap keynote, and the official METSTRADE launch, demonstrating our commitment to driving sustainability, innovation, and accountability across the sector.



BLUE DESIGN SUMMIT

The 2025 Blue Design Summit in La Spezia gathered experts and stakeholders to cover, innovation, and community engagement. As a growing platform for collaboration on sustainable maritime design, the Summit fostered valuable exchanges and public outreach—strengthening its place as a key event in the annual calendar.



EVENTS WATER REVOLUTION FOUNDATION HOSTED



BUSINESS LEADERS EVENT | THIRD EDITION

The third Business Leaders Event marked a shift from awareness to action with the launch of Roadmap 2050, a shared framework to achieve net-zero by 2050. Built on a Life Cycle Approach, it sets clear milestones across design, build, operation, and refit, aligning the industry around coordinated, regenerative transformation.

UN OCEAN CONFERENCE

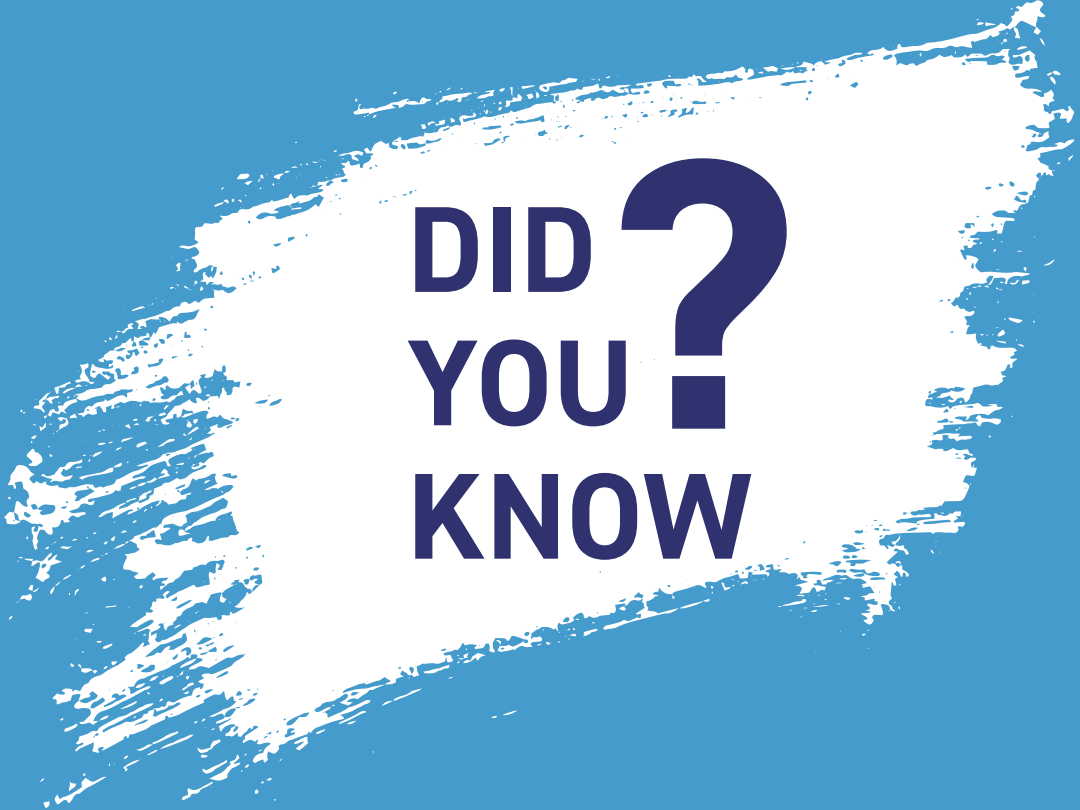
In a milestone moment for ocean governance, Water Revolution Foundation secured the yachting sector's place on the official agenda of the 3rd UN Ocean Conference. With Blue Zone access and key speaking roles, the Foundation highlighted yachting's role in a regenerative blue economy and its relevance to future maritime regulation. Water Revolution Foundation launched the Ocean Assist Programme at our own 'Regenerative Blue Economy' session.



FUTURE OF SUSTAINABLE DESIGN

In partnership with F/Yachting, Water Revolution Foundation co-hosted two workshops in Austria on "The Future of Sustainable Design." The sessions brought together leading industry stakeholders to explore sustainable materials and Life Cycle Assessment, setting the stage for an industry benchmark and fostering more collaborative, future-proof design practices. A key insight from the workshops highlighted the need for shared standards, protocols, and feedback mechanisms, as this currently limits the industry's progress toward sustainability.





**DID
YOU
KNOW?**

LEARNINGS

UPCOMING REGULATIONS

- 1** The Corporate Sustainability Due Diligence Directive (CSDDD) was relaxed, meaning companies only need to monitor direct suppliers instead of their full supply chain.
- 2** IMO MPEC 83 agreed on Net Zero Framework amendments to MARPOL Annex VI, introducing mandatory emission limits and GHG pricing to accelerate zero-emission fuels across global shipping.

YACHTING FLEET

- 3** **80% of life time impact** of a yacht are caused by decision in design phase.
- 4** Each year, approximately **170 new yachts** over 30 metres in length are delivered. As a result of this growth, we estimate the yachting fleet to **almost double by 2050**.
- 5** The global fleet of yachts over 30 meters is around **6,000 vessels** in 2025 and is expected to grow to about **10,400 by 2050**.

OUR PARTNERS

COLLABORATION DRIVES MEANINGFUL PROGRESS

Water Revolution Foundation was initiated by a group of visionaries within the superyacht community who shared the belief that we must change course in order to better look after our planet and guarantee the future of our industry.

Today, that founding belief continues to be championed by a growing network of dedicated partners. Their ongoing support empowers us to develop the science-based tools and practical solutions our sector needs to significantly reduce its environmental impact and protect ocean health. We are deeply grateful for the collaborative mindset and shared commitment of these partners, who are leading the charge in accelerating the industry's transition toward a more environmentally friendly future.

BECOME A PARTNER

[WATERREVOLUTIONFOUNDATION.ORG/PARTNERS/BECOME-A-PARTNER](https://waterrevolutionfoundation.org/partners/become-a-partner)

STRATEGIC PARTNERS

Strategic partners support us in accomplishing our goals.

BREED media

CLYDE&Co

CSE CENTER for
SUSTAINABILITY and
EXCELLENCE

Metstrade
Propelling Growth. Harbours Innovation.

**The
Superyacht
Group**

ANCHOR PARTNERS



AkzoNobel

Benetti
ITALIAN EXCELLENCE SINCE 1873

DAMEN
yachting

FEADSHIP
ROYAL DUTCH SHIPYARDS



LÜRSSEN

MB92
GROUP

mtu A Rolls-Royce
solution

BUILT BY
oceAnco

SAFE HARBOR
MARINAS

SANLORENZO

CORPORATE PARTNERS

NAVAL ARCHITECTURE & DESIGN STUDIOS

**BANNENBERG
ROWELL
DESIGN**

DYKSTRA
NAVAL ARCHITECTS



Gusta de Groot des

**HARRISON
EIDSGAARD**

LP
LUXURY PROJECTS
Design has never Laid

MICHELA REVERBERI
studio

RWD

SHADOWCAT

GOSSANEN
NAVAL ARCHITECTS



VITRUVIUS
YACHTS

WINCH DESIGN

SUPPLIERS

BAYARDS
yacht structures



DEFENDA
ADVANCED SUPERYACHT FENDERS



F/YACHTING

HEINEN & HOPMAN

JOTUN

MARINETEK
PREMIUM MARINAS - ADVANCED FLOATING SOLUTIONS

NC MARM
MARBLE TECHNOLOGIES

OceanLED



Reflow Marine

Seable&Co

SKF

speira

SulNOx

**Teakdecking
Systems**

TERMOINAMICA
MARINE INVERTER AIR CONDITIONING

BANKS

BNP PARIBAS

YACHT BUILDERS

TANKOA
ITALIAN YACHTS

INSURANCE

PANTAENIUS
YACHT INSURANCE

CONSULTING

bond
TECHNOLOGY MANAGEMENT
& CONSULTANCY

REFIT YARDS

AMICO
& CO

TREASURER'S REPORT



Halfway through the year I have taken over from Louis van Beurden as treasurer on the board of Water Revolution Foundation. I am tax partner in the international tax practice at EY Amsterdam and am pleased to support the foundation in its mission and the board by contributing my expertise and experience.

Financially we look back on a year of growth in terms of partner contributions. Notably, two major yacht management companies Fraser and Burgess joined us to support the YETI project as it moves into its broader adoption phase and supports the Water Revolution Foundation's mission. This has been a direct result of this year's investment into the development of YETI software, a user-friendly online tool to ensure easy use while its complexity is behind the scenes. It assesses and compares yachts on their environmental credentials and gives a reference line to checked how far above or below a yacht scores. The €75,800 that went into this development has been saved for in previous years. As a result we see a (slight) decrease in our equity position, which remains on a healthy level. Apart from this investment we had a small surplus of €7,000, which is very decent for a non-profit public benefit organisation.

We also invested EUR 85,500 as final instalment to the IMMA North West Atlantic Project, having resulted in 37 new IMMAs in that area. This has been done through a loan, to prefinance this IMMA project to take place. Now that the results are in—through the highly anticipated Ocean Assist programme—these results can be translated into regenerative contribution units and purchased as part of the Ocean Assist Units, which also include the widely recognized carbon credits (VERs).

Looking ahead to next year, we share our projected expenses. We expect to stay just below EUR 800,000, logically with matched expected income to end the year break-even. With YETI licenses that non-partners buy to use the software at just EUR 1,000, we expect to also generate a small turnover in addition to the annual partner income. We remain very grateful and dependent on direct industry partner contributions to our work from the designers, builders, refit yards, suppliers, marinas and yacht managers. An expanding group in both number and diversity, all committed to our mission.

Here's to another strong year for the foundation and the yachting industry at large.

Martijn

Martijn Munniksma
Treasurer & Secretary

2024-2025 FINANCIAL OVERVIEW

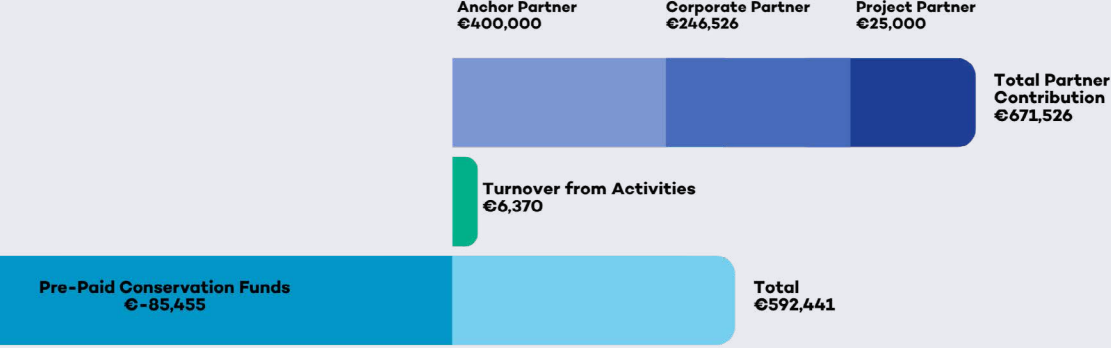
Balance Sheet

Receivables Prepayment & Accrued Income	€82,985	} TOTAL EQUITY & LIABILITIES €272,943
Cash & Cash Equivalent	€189,958	
<hr/>		
TOTAL ASSETS	€272,943	
(Equity) Other Reserves	€-40,685	
Current Liabilities	€3,628	
Non-current Liabilities	€310,000	

Ocean Conservation

Donations made to
IMMA North West
Atlantic Project
€85,455

Income 2024-2025



Profit-Loss 2024-2025

Income
€677,896*

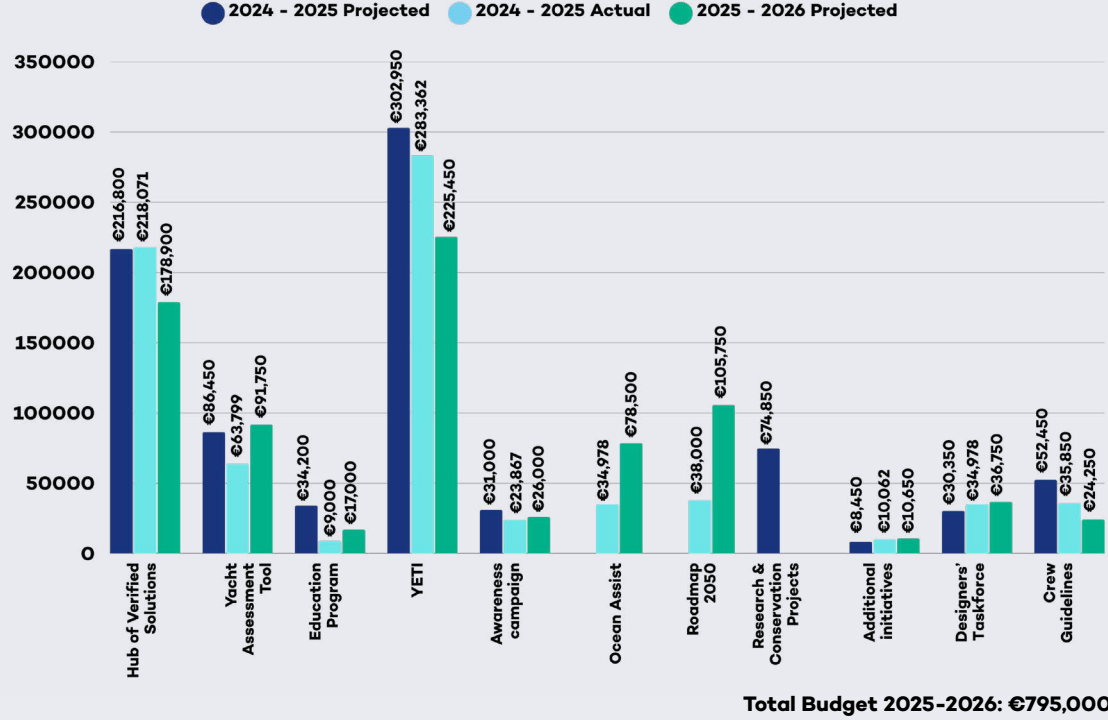
Result
€-67,788

** negative due to YETI software investment of €75,800.

Expense
€746,875*

*excluding donations made for and to IMMA.

Expenses 2024-2025 & Projected Expenses 2025-2026



FINANCIAL POSITION

The financial position as at 30 June 2025

Long term funds		
Equity		€ 189,958
This amount is applied as follows:		
Receivables, prepayments and accrued income		€ 82,985
Cash and cash equivalents		€ 189,958
		€ 272,943
Short term debt		€ 3,628
Working capital		
		€ 269,315

BALANCE SHEET

The balance sheet as at 30 June 2025

30-06-2025		
ASSETS		
Current assets		
Outstanding partnership fees	€ 60,250	
VAT	€ 22,735	
Other receivables, deferred assets	-	
Receivables, prepayments and accrued income		€ 82,985
Cash and cash equivalents		€ 189,958
TOTAL ASSETS		€ 272,943

EQUITY AND LIABILITIES		
Equity	Working capital	- € 40,685
	Trade creditors	€ 3,628
	Accruals and deferred income	€ 0.-
Current liabilities		€ 3,628
TOTAL OF EQUITY AND LIABILITIES		€ 272,943

PROFIT/LOSS STATEMENT

For the year ending 30 June 2025

	2024/2025
Net income	€ 677,896
Management expenses	€ 539,849
Projects expenses and miscellaneous	€ 207,026
	€ 746,875
Result	- € 68,979
Taxes	-
Interest	€ 1,191
Result	- € 67,788

PROJECTED EXPENSES 2024/2025

For the year ending 30 June 2025 (12 months)

Item / activities	Hub of Verified Solutions	Yacht Assessment Tool	Educational program	YETI project	Additional initiatives	Research & conservation projects	Awareness campaign	Sustainable Yacht Design Taskforce	Environmental Crew Guidelines	Total
Project management/in-house execution	€ 150,000	€ 75,000	€ 17,500	€ 195,000	€ 7,500	€ 20,000	€ 25,000	€ 25,000	€ 25,000	€ 540,000
External expertise/services	€ 55,000	€ 10,000	€ 15,000	€ 87,500		€ 25,000			€ 22,500	€ 215,000
Communication	€ 3,000			€ 15,000		€ 25,000	€ 3,500	€3,000	€ 3,000	€ 52,500
Project meetings & travel	€ 3,000	€ 1,000	€ 1,500	€ 4,500	€ 500	€ 4,000	€ 2,000	€ 2,000	€ 1,500	€ 20,000
Admin & advisory	€ 5,800	€ 450	€ 200	€ 950	€ 450	€ 850	€ 500	€ 350	€ 450	€ 10,000
Total	€ 216,800	€ 86,450	€ 34,200	€ 302,950	€ 8,450	€ 74,850	€ 31,000	€ 30,350	€ 52,450	€ 837,500

ACTUAL EXPENSES 2024/2025

For the year ending 30 June 2025 (12 months)

Item / activities	Hub of Verified Solutions	Yacht Assessment Method	Educational program	YETI project	Roadmap 2050/ Business Leaders Event	Ocean Assist	Awareness campaign	Sustainable Yacht Design Taskforce	Environmental Crew Guidelines	Additional Initiatives	Total
Project management/in-house execution	€ 150,000	€ 59,849	€ 7,500	€ 195,000	€30,000	€25,000	€ 15,000	€ 25,000	€ 25,000	€ 7,500	€ 539,849
External expertise/services	€ 61,268	€2,500		€ 78,012				€1,536	€7,500		€ 150,816
Communication	€ 3,000			€ 5,000	€3,000	€2,500	€ 3,500	€ 1,500	€ 1,500	€1,362	€ 21,362
Project meetings & travel	€ 3,000	€ 1,000	€ 1,500	€ 4,500	€5,000	€650	€ 4,867	€ 1,500	€ 1,500	€ 750	€ 30,117
Admin & advisory	€ 803	€ 450		€ 850		€978	€500	€ 350	€ 350	€ 450	€ 4,731
Total	€ 218,071	€ 63,799	€ 9000	€ 283,362	€38,000	€34,978	€ 23,867	€ 34,978	€ 35,850	€ 10,062	€ 746,875

PROJECTED EXPENSES 2025/2026
For the year ending 30 June 2026 (12 months)

Item / activities	Hub of Verified Solutions	Yacht Assessment Method	Educational program	YETI project	Roadmap 2050/ Business Leaders Event	Ocean Assist	Awareness campaign	Sustainable Yacht Design Taskforce	Environmental Crew Guidelines	Additional Initiatives	Total
Project management/in-house execution	€ 125,000	€ 75,000	€ 10,000	€ 180,000	€ 40,000	€50,000	€ 15,000	€ 30,000	€ 15,000	€ 10,000	€ 550,000
External expertise/services	€ 50,000	€ 15,000	€ 5,000	€ 40,000	€55,000	€10,000	€ 5,000	€5,000	€7,500		€ 192,500
Communication				€ 2,000	€5,000	€12,500	€ 2,500				€ 22,000
Project meetings & travel	€ 3,000	€ 1,000	€ 1,500	€ 2,500	€ 5,000	€5,000	€ 3,500	€ 1,500	€ 1,500	€ 500	€ 25,000
Admin & advisory	€ 900	€ 750	€ 500	€ 950	€ 750	€1,000		€ 250	€ 250	€ 150	€ 5,500
Total	€ 178,900	€ 91,750	€ 17,000	€ 225,450	€ 105,750	€78,500	€ 26,000	€ 36,750	€ 24,250	€ 10,650	€ 795,000

“**INTEGRATING REGENERATIVE INVESTMENT INTO OUR BUSINESSES’ VALUE PROPOSITIONS IS THE WAY TO PRESERVE A FUTURE FOR ALL”**

DR VIENNA ELEUTERI, VICE CHAIRMAN OF WATER REVOLUTION FOUNDATION

NEXT THREE YEAR PLAN

BUILDING ON CONCRETE OUTPUT EACH YEAR

As Year 6 of Water Revolution Foundation’s activities conclude, we eagerly anticipate the exciting developments in the third three-year plan. Our goals are set with realistic and achievable deliverables to ensure we continue generating tangible outcomes each year, steadily advancing toward achieving our mission. These are our planned deliverables for 2025 – 2028:

DELIVERABLES

	YEAR 7 2025 - 26	YEAR 8 2026 - 27	YEAR 9 2027 - 28
Yacht 2030	Build & share a list of concrete solutions readily available to showcase how much impact can be reduced today by new yachts on the drawing board for 2030, and consider this a new industry minimum standard.		
The Roadmap 2050		Kick off the collective journey for yachting, including the implementation of a data monitoring system	
Social Impact Assessment			Develop a yachting specific method for assessing social impact
Yacht Interiors	Yacht materials database	Process protocol for optimising full project's life cycle	Rating system for benchmarking environmental credentials
Yacht Operations	Expand Environmental Crew Guidelines with HVO availability study, set up an alternative book & claim system for yachting Introduce the YETI energy label system for yachts, based on distance above or below YETI reference line	Expand YETI with build materials used, towards full life cycle assessment	Maximise HVO uptake by >5000 GT for the existing fleet that fall under IMO's greenhouse gas fuel intensity (GFI)
Ocean Assist Programme	Launch programme for Blue Carbon investment by the yachting community with three vetted projects to choose from	Expand the Ocean Assist Programme offering by adding three more projects to choose from and report on positive impact from programme since the launch	
Educational Programme	Expand the programme for sustainability practitioners and frontline yachting professionals to support client conversations	Introduce the YETI expert pool, for trained professionals to optimize a new build or refit project with YETI Pro software	
Environmental Awards	Utilise the tools of the foundation to support award organisers determining winners objectively, through quantified assessments		
Knowledge & Research Hub		Unlock all the insights the foundation has accumulated in last 7 years for open-source sharing, awareness and education	
			Shipyards scoring system Develop a rating system for benchmarking the yacht building process
			Methanol Infrastructure Establish a network of methanol refuelling stations at the most common yachting areas following the availability of methanol combustion engines

BOARD OF DIRECTORS

The board positions of Water Revolution Foundation are voluntary, and no directors receive attendance fees or other forms of compensation with the exception of travel expenses for Louis van Beurden, secretary & treasurer and on a case-by-case for Dr. Vienna Eleuteri, initiator & vice-chair, as both directors provide a specific expertise and have no direct involvement in the superyacht industry.

The board of directors decided to introduce, and commit itself to, a board term of two times three years, in total six consecutive years. As such the board of directors aligned their terms to the three-year plans that Water Revolution Foundation works accordingly. Board members may step down earlier. Board members are installed upon appointment and are registered as director with the Dutch chamber of commerce. The board may decide to expand its team at any time by appointing new board members to a maximum of 10.



HENK DE VRIES III
CHAIR - CONCLUDING 2X3-YEAR BOARD TERM, 30 JUNE 2025
FEADSHIP - DE VRIES

Henk studied business economics, after which he worked as a business consultant in various sectors. He joined Koninklijke De Vries Scheepsbouw and Feadship in 1987 as sales manager and became director and shareholder in 1996. Together with cousin Tom de Vries and later joined by Rob and Roderick de Vries, they expanded the family business to its current size with seven operating companies and 1200 employees. De Vries still is completely family-owned and owns 50% of Feadship.



VIENNA ELEUTERI
INITATOR & VICE CHAIR

Vienna has coordinated several international projects in sustainable development, human health and the environment. She works with governments and communities to introduce sustainable practices and adaptive technologies that reduce vulnerability to climate change and promote sustainable development. She is working on Yachting 4.O, a computational sustainability programme which supports decision making in production processes. She also coordinated the development of the WateRevolution model, a strategic partnership platform, recognized by the United Nations (UN) as a best practice, then taking this a step further by initiating Water Revolution Foundation.



PHILIPPE BRIAND
PHILIPPE BRIAND DESIGN - CONCLUDING 2X3-YEAR BOARD TERM, 30 APRIL 2025

Early insights into naval architecture and advanced hydrodynamics during an internship with Swedish designer Pelle Petterson armed Philippe with the skills to create dozens of successful production yacht models, of which over 12,000 have been built. Philippe's first foray into superyachts came in 1995 with a winning submission for the design of the ground-breaking, award-winning 44.7m S/Y Mari Cha III, and then Mari Cha IV. The success of these lightweight, high-performance cruising racers propelled him into the world of superyachts, where he has enjoyed considerable success. His studio produces yacht designs and naval architecture oriented around use of new technologies – ranging from 6 to over 100 metres, both for sailing and motor yachts.



MARTIN REDMAYNE
THE SUPERYACHT GROUP

Following his love of sailing, Martin joined a 90-foot sailing yacht for a year which served as his introduction to the world of superyachts. After a swift return to London, an interest in the media was fulfilled when a senior position became available at Boat International. Five years later, in 1992, a rash decision was made to fly solo and develop a brand new magazine. The Superyacht Report has now established itself as the authority in the market, with intelligent and informed reporting on all aspects of the superyacht world. Martin has spent time on over 1,500 yachts around the globe, interviewed hundreds of owners, CEOs and designers, providing a rare insight and unrivalled knowledge of the superyacht market.



PETER LÜRSSEN
LÜRSSEN YACHTS

With an educational background in shipbuilding and industrial engineering in Germany and business administration in the United States, as well as considerable professional experience from previous positions, Peter Lürssen joined the family company as fifth generation in 1987. He had already familiarized himself with various Lürssen departments and spent a year as a construction inspector at different Japanese shipyards. Under the leadership of Peter and his cousin Friedrich, the company further expands with eight shipyards across northern Germany and 2,700 employees. Lürssen is 100% family-owned with all shareholders being members of the family.



CAROLINA CORRAL
SAFE HARBOR SUPERYACHT DIVISION

Carolina studied in Villanova University in Pennsylvania graduating with a B.A. in Sociology with minors in Business, Italian and Psychology. In 2013, she began working for Putnam Bridge where she has held several senior positions. Shortly thereafter, she was promoted to Marina Puerto Del Rey, later juggling both the Chief Executive Officer position of Marina Puerto Del Rey and Chief Operating Officer of Putnam Bridge managing two additional properties in the San Juan Area. Safe Harbor Marinas acquired Puerto Del Rey in September 2020 and promoted Carolina to Regional Vice President of the Caribbean.



LOUIS VAN BEURDEN
TREASURER & SECRETARY - CONCLUDING 2X3-YEAR BOARD TERM, 1 DECEMBER 2024

Louis was educated as a tax lawyer before he started to work at the Big Four, then moving in-house at international companies such as Compaq HP and Lyondell. In 2014, he helped set up Ultra Capital, a private investment vehicle focused on improving infrastructure projects to help alleviate constraints of the world's most critical resources such as agriculture, energy, waste, and water in a more affordable, reliable and sustainable way. In 2017 Louis co-founded TIMII International, an initiative to develop sustainable housing in East Africa while generating high social impact with a fair financial return.



AINO GRAPIN
WINCH DESIGN

Aino joined Winch Design in 2016, bringing with her two decades of leadership experience across the creative industries, spanning art, luxury, and technology. She began her career in strategy consulting at Bain & Company before moving to Christie's, where she spent nearly ten years in senior strategic and operational roles. Holding an MBA from INSEAD, Aino works closely with the Board and Senior Partner Group to ensure the studio remains resilient and creatively ambitious. In 2021, she guided Winch through its transition to employee ownership, reinforcing a culture built on loyalty, talent, and shared purpose.



MARTIJN MUNNIKSMA
TREASURER & SECRETARY

Martijn joined EY in 2006 after studying tax law in the Netherlands. He is currently a tax partner in EY's international tax practice, advising multinational clients across a wide range of industries. His work focuses on cross-border matters including restructuring, controversy, refinancing, rationalisation, business model transformation, and supply chain strategy. Martijn has twice been seconded to EY's Dutch Desk in New York, broadening his international perspective. He is known for bringing together diverse specialist teams to deliver high-quality, pragmatic solutions. A natural collaborator, Martijn values trust, integrity, and humour in both professional and social settings.

TEAM

The day-to-day activities of Water Revolution Foundation are by a small team of experts determined to make the industry more sustainable.



ROBERT VAN TOL
EXECUTIVE DIRECTOR

"We are in the unique position of facilitating pro-active industry collaboration towards a sustainable common future. While I am very proud of what we have accomplished so far, I know there is a lot more to do and time is ticking."



HANNA DĄBROWSKA
TECHNICAL DIRECTOR

"We all draw from one source and should give back as one, by consciously mitigating resources, waste and environmental impact. Our foundation exists to co-create pioneering programs, guidelines, and tools of change to prioritise the urgent need for sustainability."



AWWAL IDRIS
ENVIRONMENTAL EXPERT

"With my knowledge and experience in both environmental impact assessment and sustainable resource management, I am eager to foster innovation for the foundation, the yachting industry, and the world at large."



ALPEREN DIREKCI
MARITIME REGULATIONS ENGINEER

"I see the value of bridging technical knowledge with a shared responsibility for sustainable progress. It's a privilege to contribute to an industry where cooperation, not competition, drives us forward and where aligning expertise can lead to meaningful change."



LAURIE FOULON
COMMUNICATIONS MANAGER - CONCLUDING JULY 2025

"The industry has the power to lead true change over the coming years, and witnessing its increased willingness to implement it at a collective level keeps us going."



JAIME BARROS
JUNIOR MARINE ENGINEER - CONCLUDING MARCH 2025

"What compels me the most about our work is how remarkable it is that we manage to get the biggest players of an industry to set competition aside and sit together in the same room to work towards the same common goal."



JESSIE HALE
MARKETING EXECUTIVE

"The Foundation has made remarkable progress shaping the Roadmap 2050. If the sector can now embrace this vision and integrate the principles into their businesses, I truly believe we'll be on the right course to safeguarding our oceans for generations to come."

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