

GROUPE BENETEAU



PRESENTATION OF GROUPE BENETEAU



BOATING GLOBAL MARKET PLAYER & EUROPEAN LEADER FOR LEISURE HOMES

GRUPE BENETEAU



7,000 STAFF MEMBERS
WORLDWIDE



2 BUSINESSES:
BOATS & LEISURE
HOMES



**15 BRANDS &
SERVICES**



1.2 BILLION EUR
REVENUES



+11.2 %
GROWTH

BOATING GLOBAL MARKET PLAYER & EUROPEAN LEADER FOR LEISURE HOMES





1982
Beneteau becomes **world leader in sailboats**



1992
First external growth operation **CNB**



1994
Start in **leisure home business: O'HARA**



2009
Creation of Monte Carlo Yachts

TRANSFORM TO PERFORM
2017- 2020

2017
Strategic plan
Transform to Perform

GROWTH

DIVERSIFICATION

INTERNATIONAL

TRANSFORMATION

1884
Creation of yard Beneteau



1984
Beneteau 100th anniversary
Flotation at Paris stock exchange
US development strategy



1995
Integration of **Jeanneau**



2014
Acquisition of US brands:
Four Winns, Glastron, Wellcraft & Scarab



2016
Creation
Groupe Beneteau Racing Division



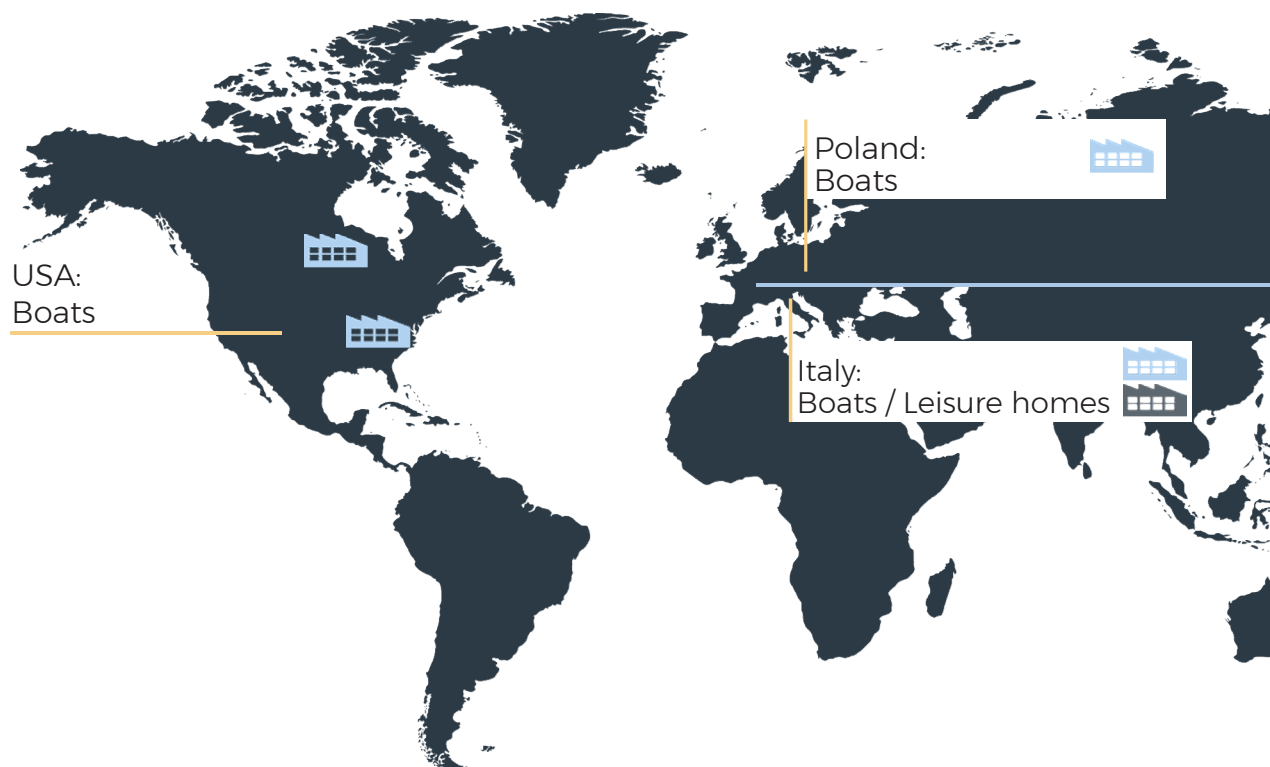
SUPERVISORY BOARD

- ▶ Yves Lyon-Caen, *President*
- ▶ Christian de Labriffe
- ▶ Jean-Pierre Goudant
- ▶ Anne Leitzgen
- ▶ Yvon Bénéteau
- ▶ Annette Roux
- ▶ Claude Brignon,
- ▶ Catherine Pourre
- ▶ Luc Dupé
- ▶ Louis-Claude Roux,
Vice President



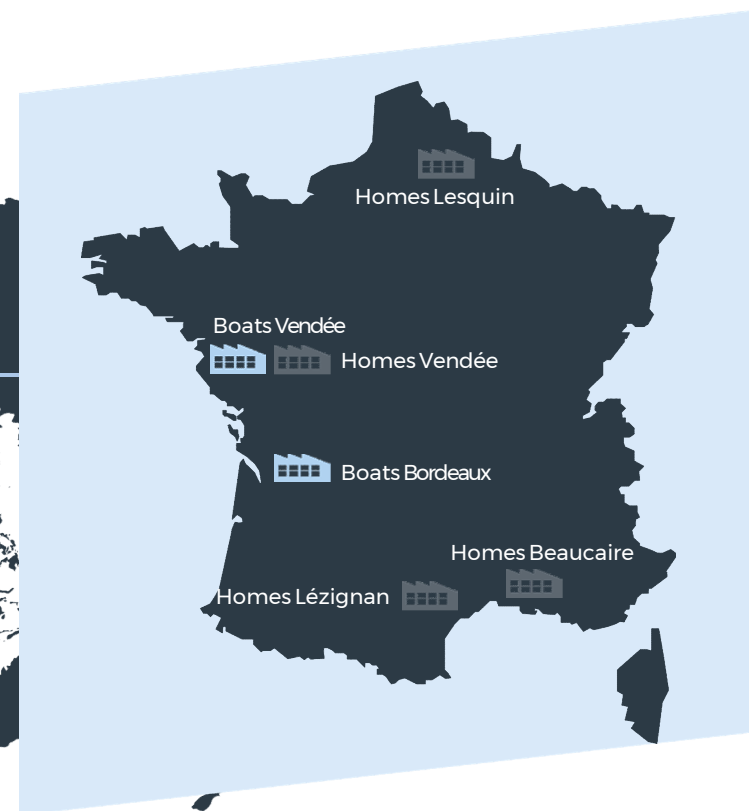
MANAGEMENT BOARD

- ▶ Hervé Gastinel,
President
- ▶ Christophe Caudrelier,
Member & Group CFO
- ▶ Carla Demaria,
Member & President of Monte Carlo Yachts - MCY
- ▶ Jean-Paul Chapeleau,
Member & General Manager of Jeanneau Prestige



27 production sites
in the world

19 boatbuilding sites worldwide
15 in France
4 in USA, Poland and Italy



8 leisure home sites in Europe
7 in France
1 in Italy



PANORAMA

BOAT BUSINESS

GROUPE  BENETEAU

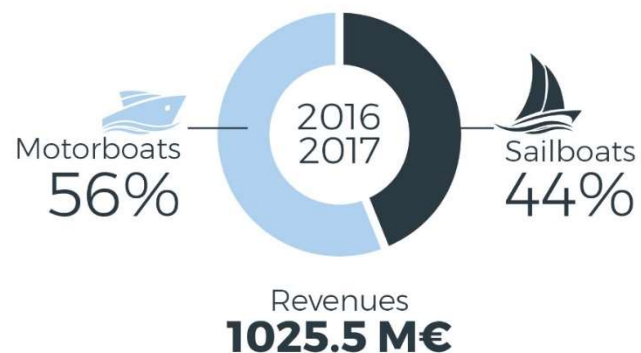
OVERVIEW



+ 200 models
+9,000 boats built per year



85% Group revenues



1,000 sales points
across the world










Hull length from
4.5 to over 30m



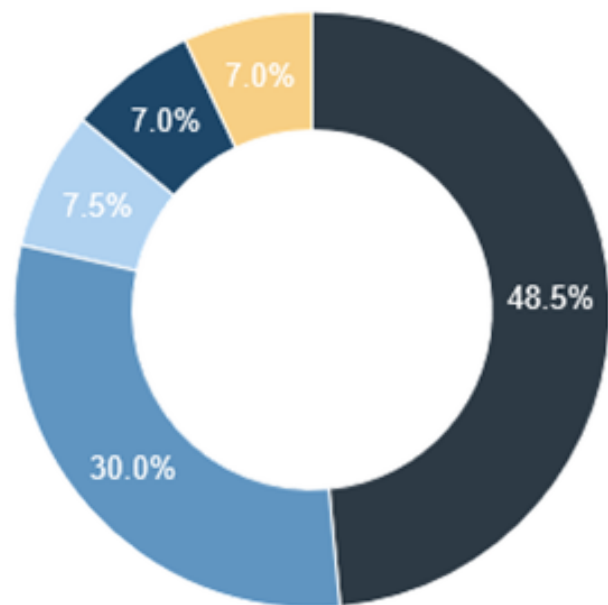
SEASON 2017 -18

- ▶ 38 new models
- ▶ 70 M EUR investment

PRESENT ON ALL SEGMENTS (FROM 15 TO 105 FT)

		15' > 25'	25' > 30'	30' > 50'	50' > 70'	70' > 105'
SAILING	Monohull					
	Multihull	-	-			
MOTOR	Jet boats			-	-	-
	Outboard			-	-	-
	Inboard					
	Multihull	-	-			

BALANCED REVENUE BREAKDOWN BY REGION (FY 2016-17)



■ Europe ■ Emerging markets ■ Fleets ■ Rest of World
■ North America





PANORAMA

LEISURE HOME BUSINESS

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DIVISION HABITAT



OVERVIEW

FY 2016-2017 REVENUES



15% Group revenues



29 models

10,000 leisure homes / year



29,000 camp sites
in Europe,
incl. 8,500 in France

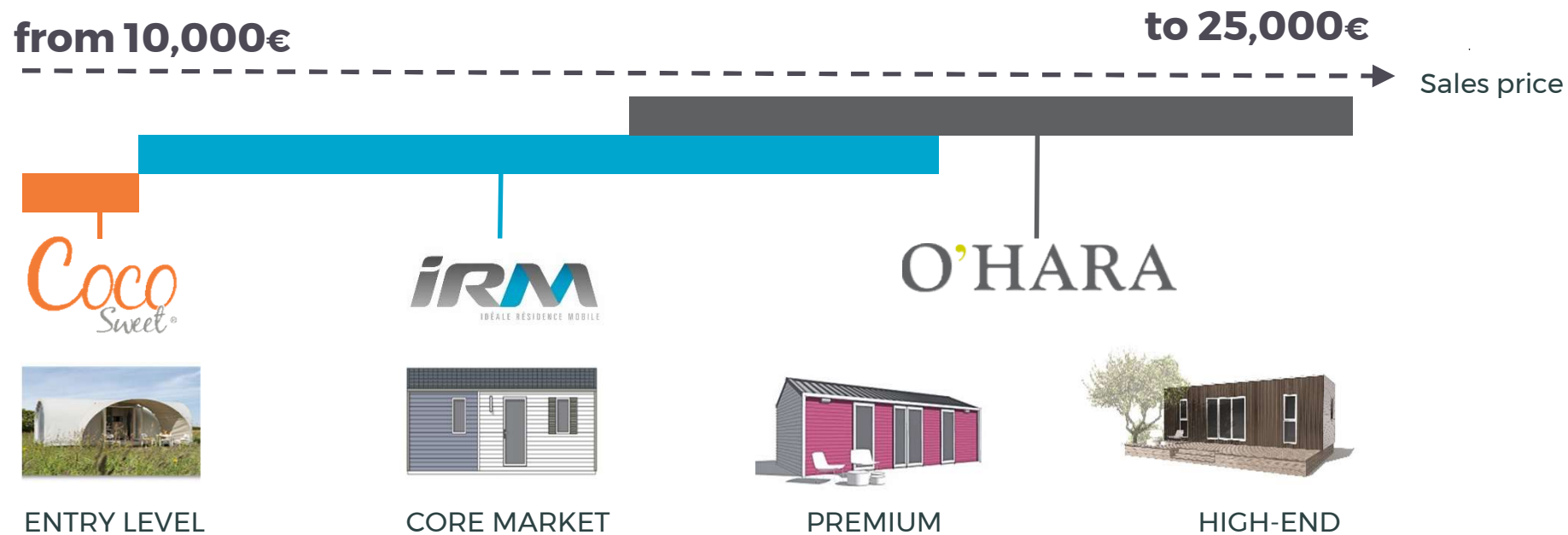


Living area
from 20 to 40 sq m



SEASON 2017 -18

- ▶ 4 new models
- ▶ 6 M EUR investment





PANORAMA

STRATEGIC PLAN

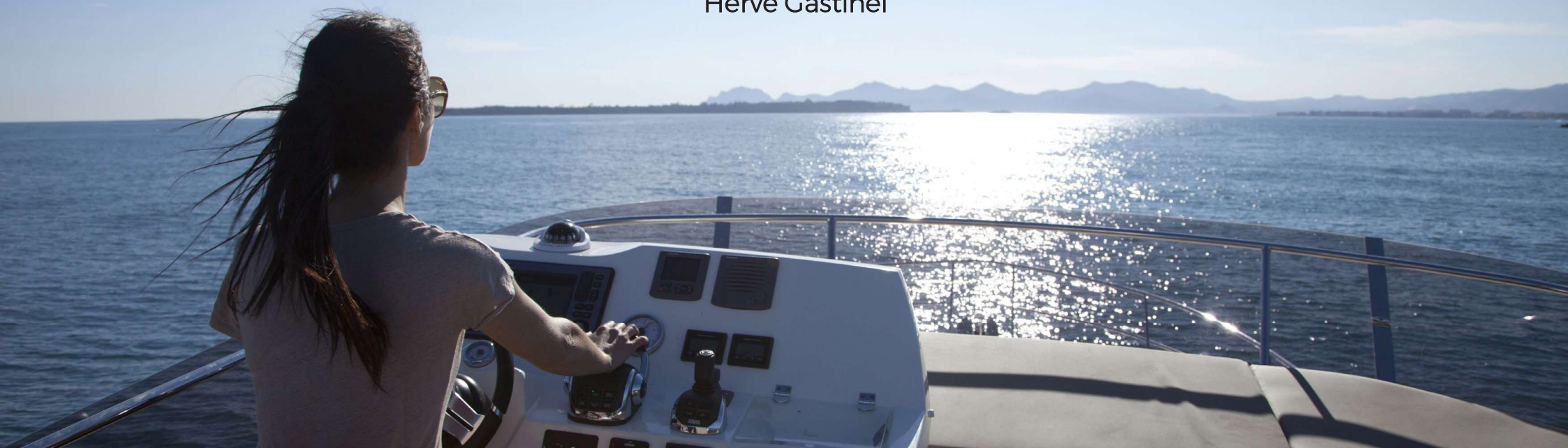
2017-2020

GROUPE  BENETEAU

TRANSFORM TO PERFORM

« The first results of the transformation plan and the dedication shown by our 7,000 employees across all our sites in France and around the world highlight the spirit of conquest that drives our Group forward. »

Hervé Gastinel



5 TARGETS FOR 2020



LEADERSHIP

Maintained global sailboat leadership & strengthening of current positions on motorboat segments



OFFERING

Global positioning supported by a strong and innovative product range



USE

Broadened range of services to strengthen boating practice and simplify uses



DIGITAL

Digital transformation : new services, industry and business processes



SYNERGIES

Increased synergies between R&D and industry targeting operational excellence

VALUE PILLARS

HERITAGE

A strong value that for us means authenticity, humility and a duty to enable the Group and its customers to reach higher and further.



PASSION

The passion of our 7,000 employees, in our products, our fine craftsmanship and our industrial agility.



CONQUEST

More than a value, this is part of our genetic make-up, straight from the sea, guiding all our actions and decisions.



INNOVATION

From the first motorized sardine fishing boat in 1910 to the SHIP CONTROL universal digital interface in 2017, our history has been marked by innovations, both small and large.



STRATEGIC PLAN 2017 - 2020

TRANSFORM TO PERFORM

GRUPE BENETEAU

KNOW-HOW AND PASSIONATE STAFF

From design and development to sales, production management, composites, assembly, carpentry and joinery, deck fitting, mechanics, electromechanics, building methods, quality, aftersales, maintenance, logistics, financial auditing, project management and purchasing...

SEASON
2017 -18



7,000 STAFF MEMBERS

76% in France
24% international

85% Boat
15% Leisure Homes

26% women
74% men

A COMMITTED AND MINDFUL GROUP

BSAFE

The multiyear BSAFE plan has been adopted and rolled out internally. Its target for 2020: to halve the number of occupational accidents



ENERGY EFFICIENCY

In 2015, Groupe Beneteau obtained the ISO 50001 for 11 boatbuilding plants in Vendee, France. In 4 years, the Group has improved its energy performance by 28%.



COHESION

To accompany the positive transformation dynamics, the Group is looking to develop responsible, meaningful management, promoting engagement and workplace wellness.



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