

A photograph of a sailboat on a dark sea. The sail is a vibrant red color, and the mast is visible. The text 'GROUPE BENETEAU' is overlaid on the image in a gold, sans-serif font. The letter 'B' in 'BENETEAU' is highlighted by a white square.

GROUPE **B**ENETEAU

REGIONAL FOCUS: NORTH AMERICA

George Armendariz
CEO, Groupe Beneteau Americas



GROUPE **B**ENETEAU

1. GROUPE BENETEAU AMERICAS
2. MARKET TRENDS 2017 - 2020
3. GROWTH STRATEGIES
4. CONCLUSIONS



1. GROUPE BENETEAU AMERICAS

A GROWING BUSINESS

31% of Global Revenue
3 Business Units

All 10 brands are represented

- Beneteau Americas
- Jeanneau Americas
- Cadillac Operations

Cadillac, Michigan

Marion, South Carolina

2 Manufacturing
Sites

Cadillac, Michigan

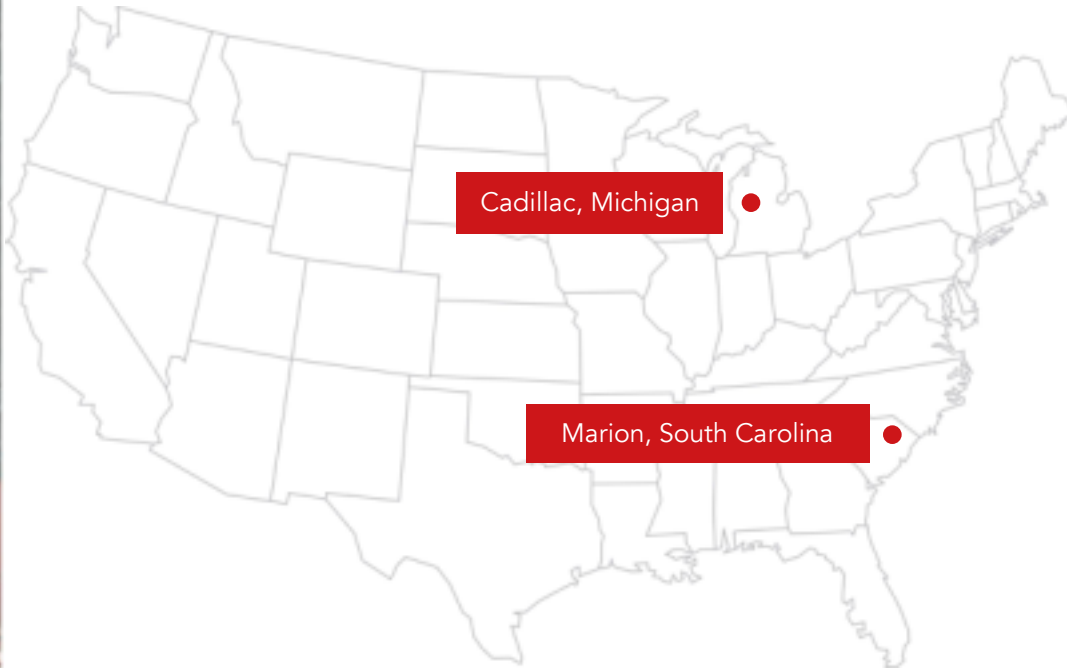
- Four Winns
- Glastron
- Wellcraft
- Scarab Jet
- Jeanneau power (July 2017)

Marion, South Carolina

- Beneteau sail
- Jeanneau sail

Groupe Beneteau is the only European boat company with manufacturing in the USA

MANUFACTURING SYNERGIES

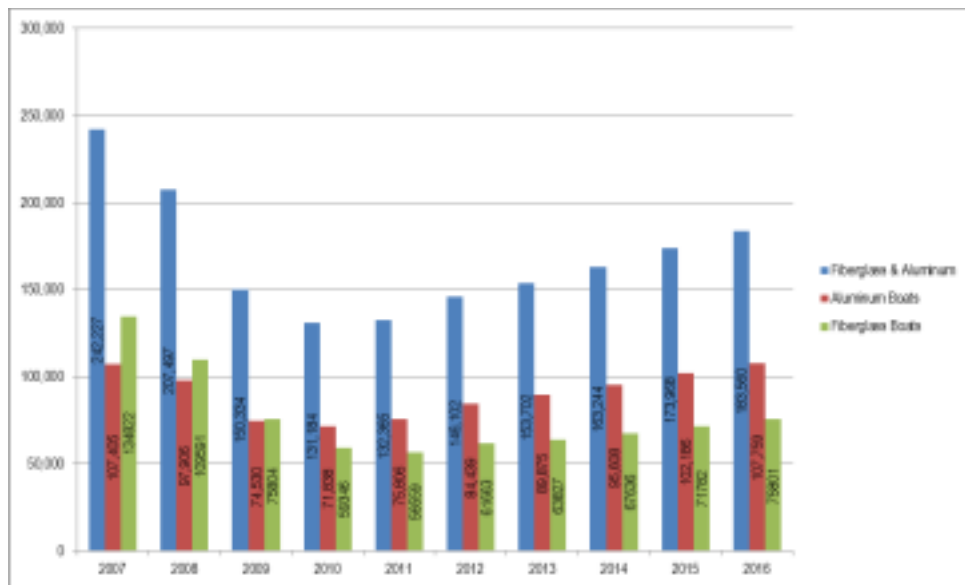


- Proximity to Market
Serve markets with highest density
- Maximizing Existing Capacity
Deployment of 'best practices' from each site
- Common Platform Product Development
Reduced cost Quicker time to market



2. MARKET TRENDS 2017 - 2020

A COUNTRY, A CONTINENT



USA Recreational Boat Market (retail registered units)



USA / CANADA MARKET

- 344.6 million population
- 11.9 million registered boats
- Retail sales of boats: \$7.6 Billion
- 87.5% of boat sold > 18 feet (5.5m)

SPECIFICITIES OF NORTH AMERICAN MARKET

Clients

Aging "Baby Boomers"

Polarized "Gen Xers"

Growing "Millenials"

Brands & Products

Evolution from sterndrive to outboard power

Specialised boats

Distribution Channel

Less engine centric vs Europe

Multi-brand dealerships

Several "mega-dealer" groups



3. GROWTH STRATEGIES

2020

Achieve Top 3 market share ranking
in each segment served:
premium, value, fish and jet

Since 1986

Present and leading with sailboat production

Since 2014

Present with motorboat production
Entered mainstream American markets

Growth potential in the world's largest recreational boating market

2014

External growth to penetrate small powerboat segment
(RBH / Cadillac brands)

2016

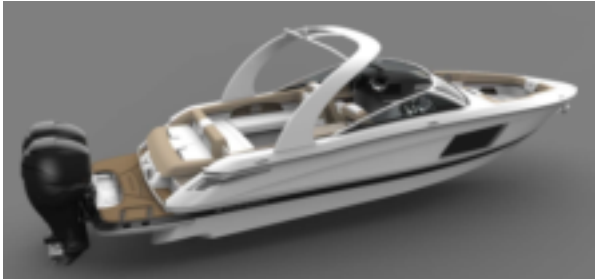
Product revamp for Cadillac brands

2016 - 2020

Channel Management

- Sales training
- Dealer development
- Sharing economy

PRODUCT DEVELOPMENT



New Four Winns outboard powered model
H290 - 29ft (8.8m)



New Glastron deck boat
GTD205 - 20ft (6.1m)



Scarab with wake surf features 25ft (7.6m)

CHANNEL MANAGEMENT

SALES CULTURE

MISSION SUCCESS

CONFIDENCE

- Power of Groupe Beneteau
- Process and Product Knowledge
- Highly Experienced Team
- Strong Product Offering

PRIDE

- Passion
- Professionalism
- Network Managers
- "We Are The Best" attitude

DISTRIBUTION

- Be in the Best Dealers in every BTA
- Be the Dealer's Primary Brand
- Develop the Most Professional Network
- Defined NAP Strategy for all Brands

EXPANDING DISTRIBUTION CHANNELS

Distribution Channel by 2020

Future Network

Sales Locations - Total

579

Sales Locations - Four Wins

153

Sales Locations - Glastron

165

Sales Locations - Scarab

159

Sales Locations - Wellcraft

102

127 Additional Sales Points in Four Years

DEVELOPING “THE FUTURE OF BOATING”

FRANCHISE PURCHASE PROGRAMS

- Freedom Boat Club
- Carefree Boating Club
- SailTime



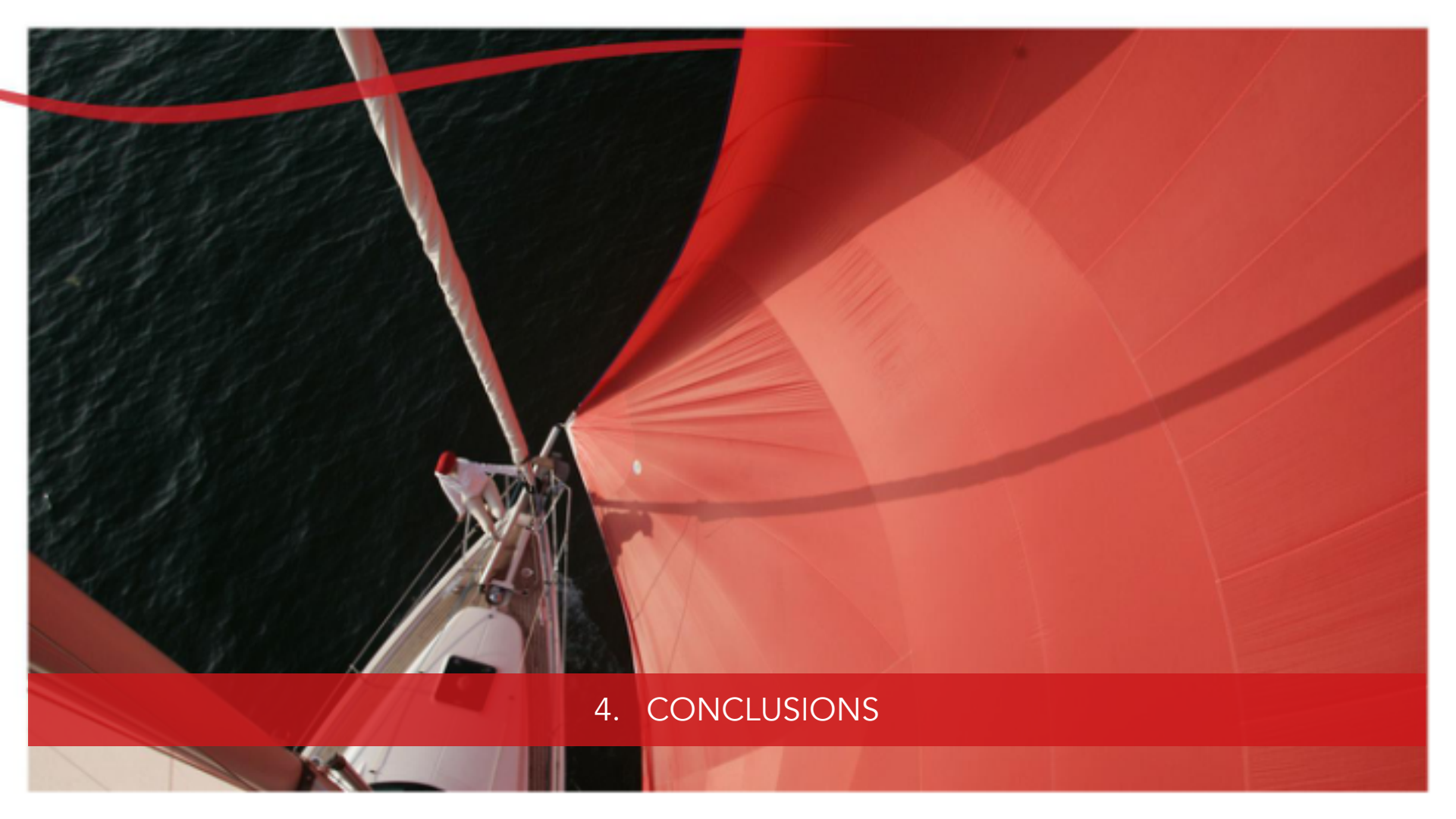
CHARACTERISTICS

- Fractional Ownership
- ‘Membership’ boating
- Over 1,500 boats in the fleet
- Boats replaced on average every 3 years
- Over 10 Groupe Beneteau dealerships active

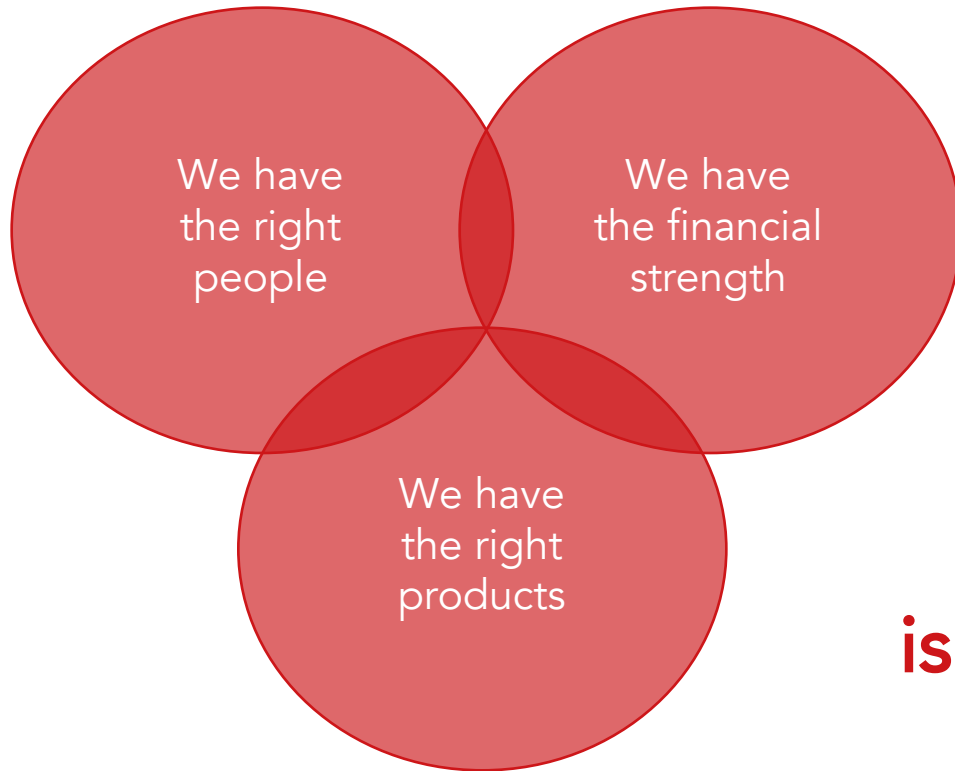


“Known for their independent spirit and sense of entitlement, millennials value freedom...”

Richard Fry, Pew Research Center, 25 April 2016 (taken from “Practically Applied Passion: How the Millennials Can Take Rome” by Ellen K. Geary, 6 February 2017)



4. CONCLUSIONS



**The strategy
is in place to achieve
our objectives**



GROUPE **B**ENETEAU