



GROUPE BENETEAU

Capital Market Day

Bordeaux, France – June 7, 2017



GROUPE BENETEAU

STRATEGIC CONTEXT

Hervé Gastinel
Chief Executive Officer



GROUPE BENETEAU

1. RENEWAL AND REGENERATION
2. "TRANSFORM TO PERFORM": 2017-2020 PLAN
3. 2017-2020 FINANCIALS
4. CONCLUSIONS AND OUTLOOK



1. RENEWAL AND REGENERATION

BOAT INDUSTRY IN A GROWTH CYCLE

STRENGTHS

- Markets picking up again
- Dynamic segments
- Established players

OPPORTUNITIES

- Growth in developed markets
- Demand for additional services
- Evolving consumption trends
- Digital transformation

WEAKNESSES

- Sector deeply affected by the crisis
- Fragmentation of the market and operators

THREATS

- Volatile demand
- Irregular changes in emerging markets
- Generational transition for customers
- Competition between leisure activities

EFFECTIVELY POSITIONED GROUP

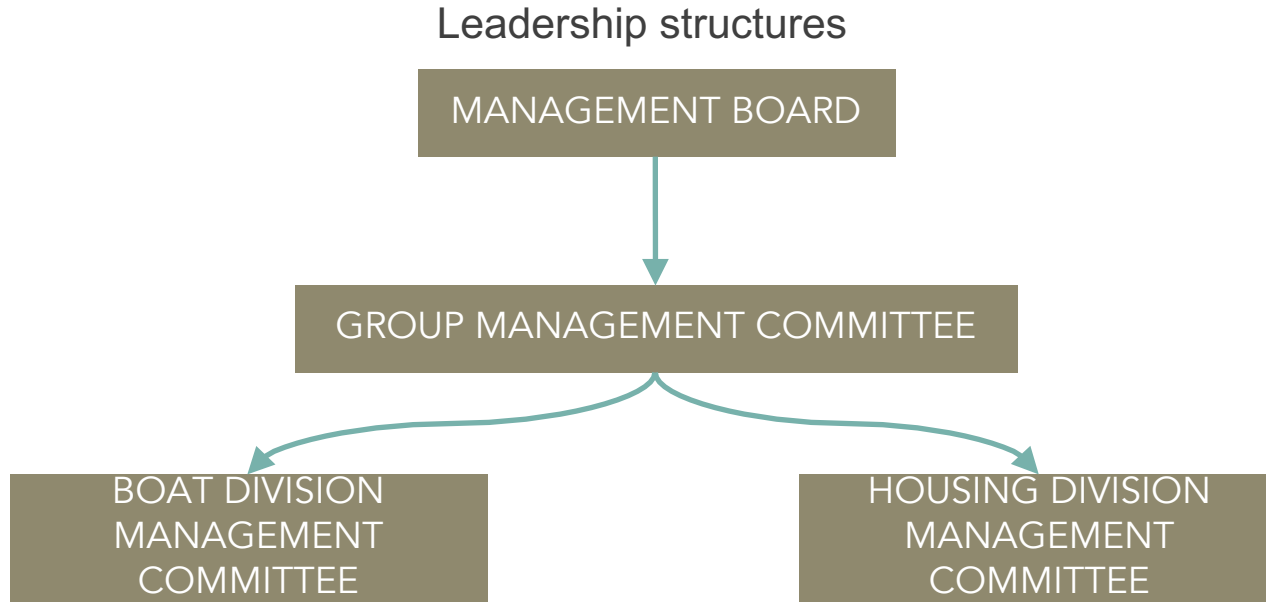
STRENGTHS

- Stable shareholding structure
- Solid balance sheet
- Sustained investment policy
- Outstanding distribution networks
- Portfolio of renowned brands
- Unique, diversified range of complementary products
- Market shares
- Global leadership for sailing and multihulls
- Successful development of motorboats
- Dynamic segments

OPPORTUNITIES

- New leadership team
- Global transformation plan
- Strong positions across the various brands
- Flexible and adaptable industrial facilities
- Digital strategy

NEW GOVERNANCE IN PLACE



NEW LEADERSHIP TEAM EFFECTIVELY IN PLACE

MANAGEMENT TEAM FURTHER STRENGTHENED KEY RECRUITMENTS



George Armendariz
CEO Groupe Beneteau
Americas
August 2016 - 25 years
boat industry
Americas and Europe



François Rodrigues
Commercial Development
Director
May 2017 - 25 years
boat industry
Europe and Asia



Renaud Tourte
Product Development and
Innovation Director
September 2016 - 20
years
auto industry
Europe and Asia



Jean-François San Carlos
Industrial Operations Director
December 2016 - 20 years
auto and electrical goods industries
International



Michel Bussière
Quality Director
July 2016 - 25 years
aerospace industry
France



Mirna Cieniewicz
Corporate and Financial
Communications Director
August 2016 - 15 years
boat industry
Europe



Recruitment underway
Digital Transformation and
Services Platform Director
July 2017 - 10 years
consulting
International

2020 VISION FOR GROUPE BÉNÉTEAU

POSITIONING

Leadership for sailing yachts
and motorboats

PRODUCT RANGE

Innovative, rationalized
offering

SERVICES

Wider range of services

DIGITAL

Integrated into commercial
and industrial activities

INDUSTRY

World Class Manufacturing

GROUP'S FORECASTS FOR 2020

Outpacing
market
growth

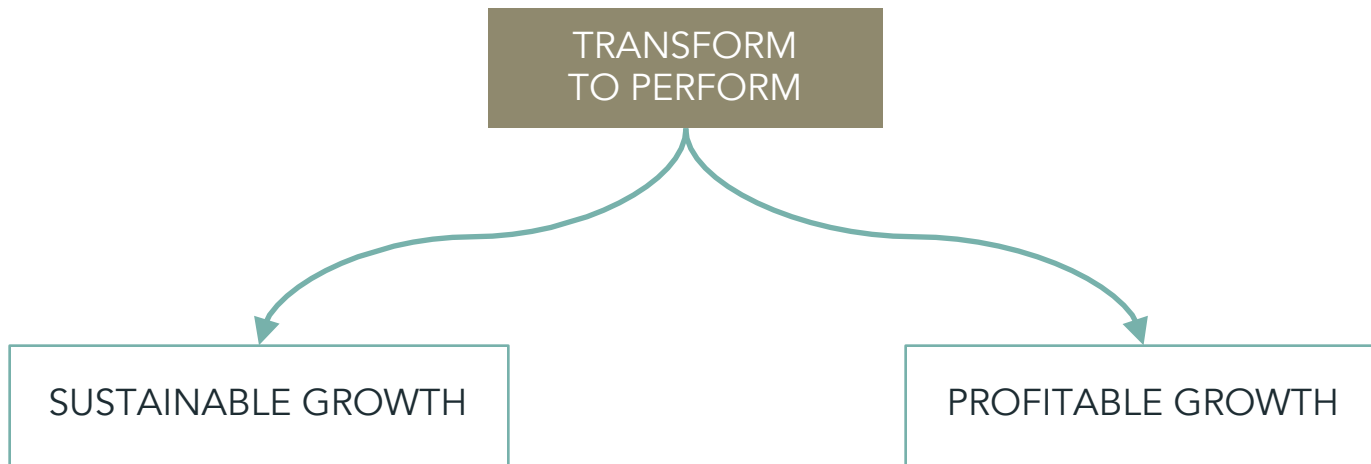
Target
margin:
8 to 8.5% of
income
from
ordinary
operations

Optimization
of free cash-
flow
generation

A man in a white shirt and sunglasses is sitting on the deck of a sailboat, looking out at the ocean. The sky is bright and blue, and the water is a deep blue with some whitecaps. A teal banner is at the bottom of the image.

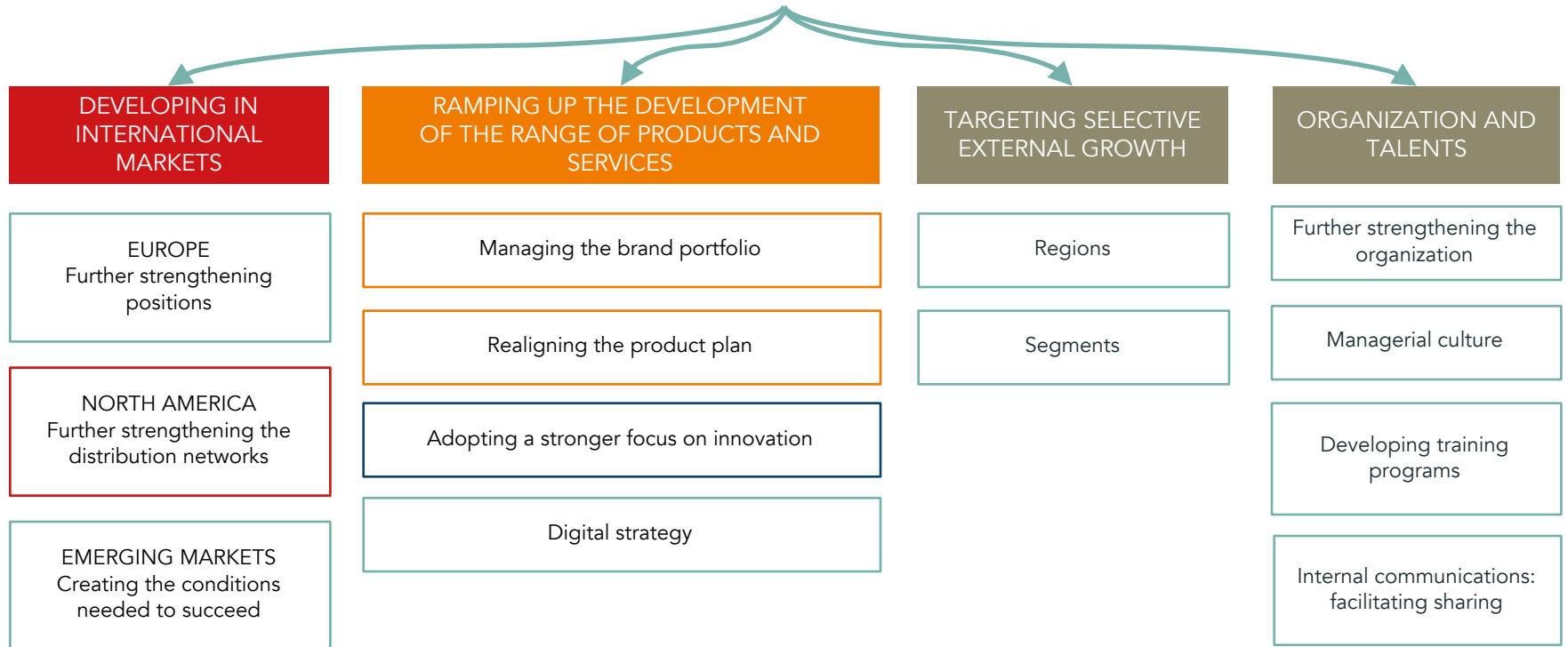
2. 2017 - 2020 PLAN: TRANSFORM TO PERFORM

ENSURE SUSTAINABLE AND PROFITABLE GROWTH



Note: the plan is global and only the Boat Division scope is presented here

SUSTAINABLE GROWTH



PROFITABLE GROWTH

REDUCING DEVELOPMENT COSTS

Reorganizing product development and R&D

Ensuring a more selective approach to projects for new products

Further strengthening upstream phases for development projects

Financial discipline

Optimizing and improving the sharing of resources between brands

Developing shared platforms + standardizing components

Ensuring the reliability of industrialization phases

Revitalizing our capacity for innovation

IMPROVING OPERATIONAL EFFICIENCY

Plant of the Future

Optimizing industrial facilities

Safety

Flexible, multifunctional facilities

Quality

Producing as close as possible to areas of consumption

Efficiency (labor and materials)

Supply chain and procurement

TRANSFORMATION PLAN OBJECTIVES

TRANSFORM TO PERFORM

FOCUS AREAS FOR IMPROVEMENT

Improving the Group's
operational efficiencyDeveloping synergies
between brandsTransforming the company
cultureWhile ensuring respect for
the Group's values:

Heritage

Passion

Conquest

Innovation

2020 TARGET: DOUBLING THE OPERATING MARGIN

	AT AUG 31, 2016	APRIL 2017 GUIDANCE	2020 TARGET
Revenues	€1.1 bn	+10% revenue growth	≈ €1.4 bn ≈ 6% AAGR (vs 2016)
Income from ordinary operations	€43.6 M	€63 to 68 M	≈ €115 M
% income from ordinary operations	4.0%		Target of 8 to 8.5%
Investments	€68 M	Around +30%	≈ €75 M / year
Free cash-flow	€70 M	€200 to 250 M over 2017/2020	
Net earnings per share	€0.30 / share	> 3 X – higher than €1.00 / share	



3. FINANCIALS

Christophe Caudrelier
Management Board member, Group Chief Financial Officer

GROUP 2017-2020 FINANCIAL TARGETS for each division

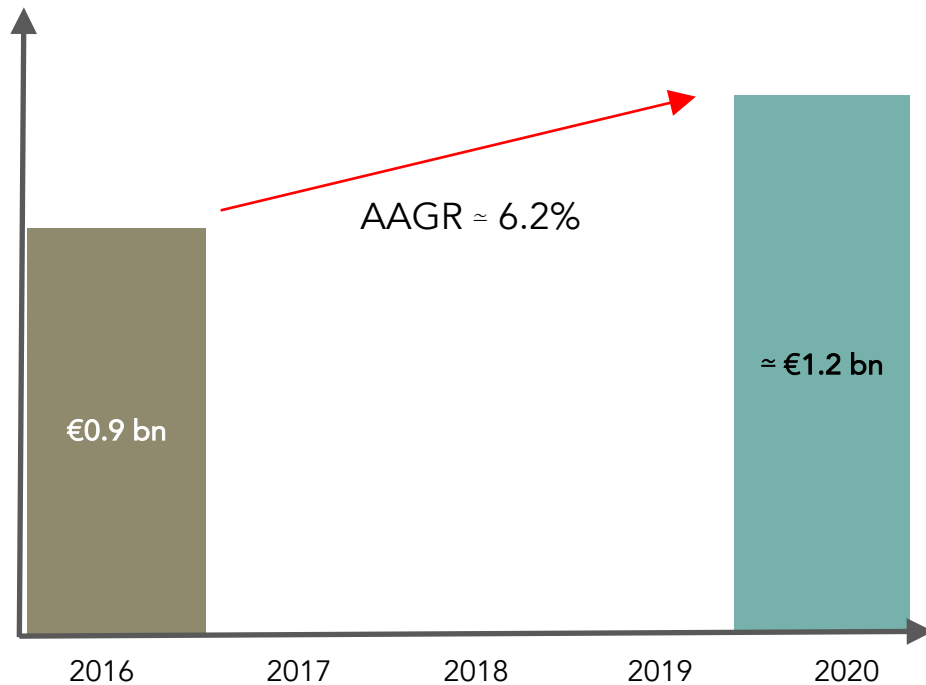
DIVISION	AAGR FOR REVENUES 2016/2020	TARGET FOR INCOME FROM ORDINARY OPERATIONS	PERFORMANCE DRIVERS
Boats	≈ 6.2%	8 to 8.5%	Product plan Operational efficiency Optimization of sales and support costs
Housing	≈ 3.5%	≈ 8%	Operational turnaround for Leisure Homes Shutdown of Residential Housing

BOAT DIVISION

2017-2020 FINANCIAL TARGETS

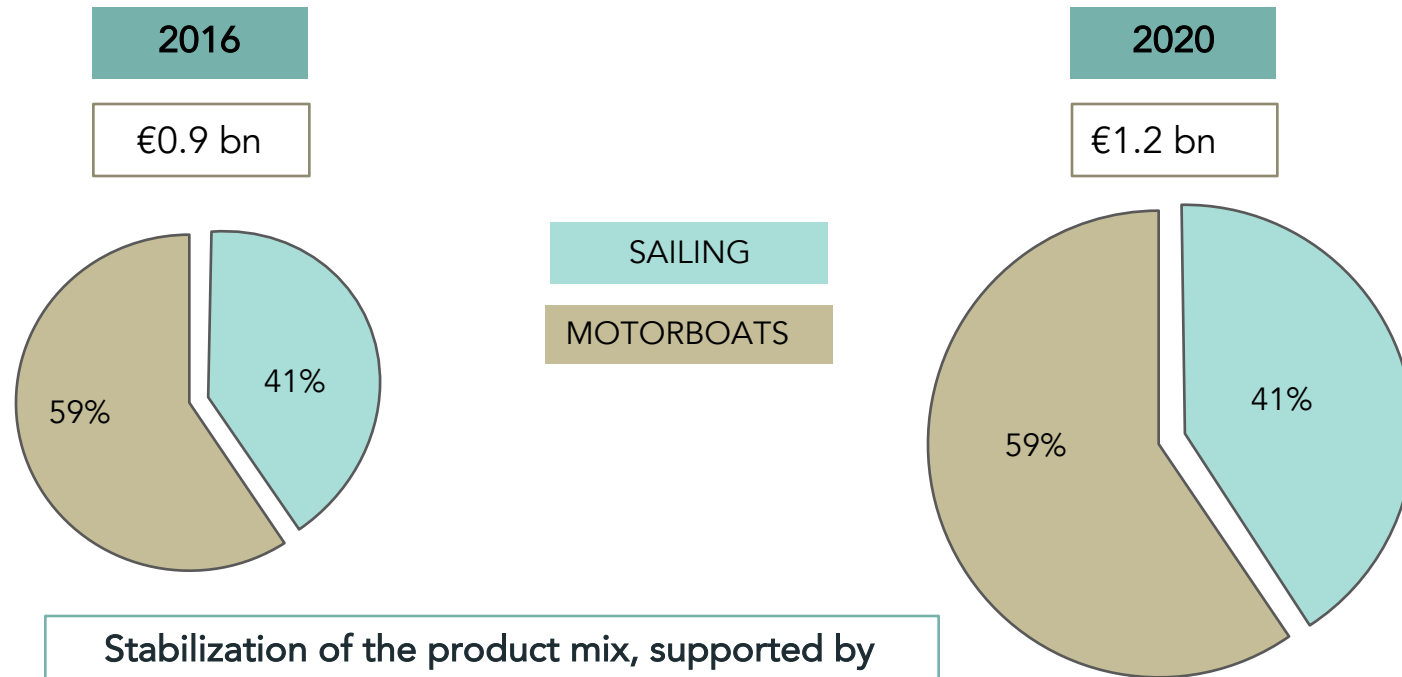
	AT AUG 31, 2016	2020 TARGET
Revenues	€910.6 M	≈ €1,200 M ≈ 6.2% AAGR
Income from ordinary operations	€46 M	≈ €100 M
% income from ordinary operations	5.10%	8 to 8.5%
Investments	€62 M	€70 M / year

BOAT DIVISION CHANGE IN REVENUES



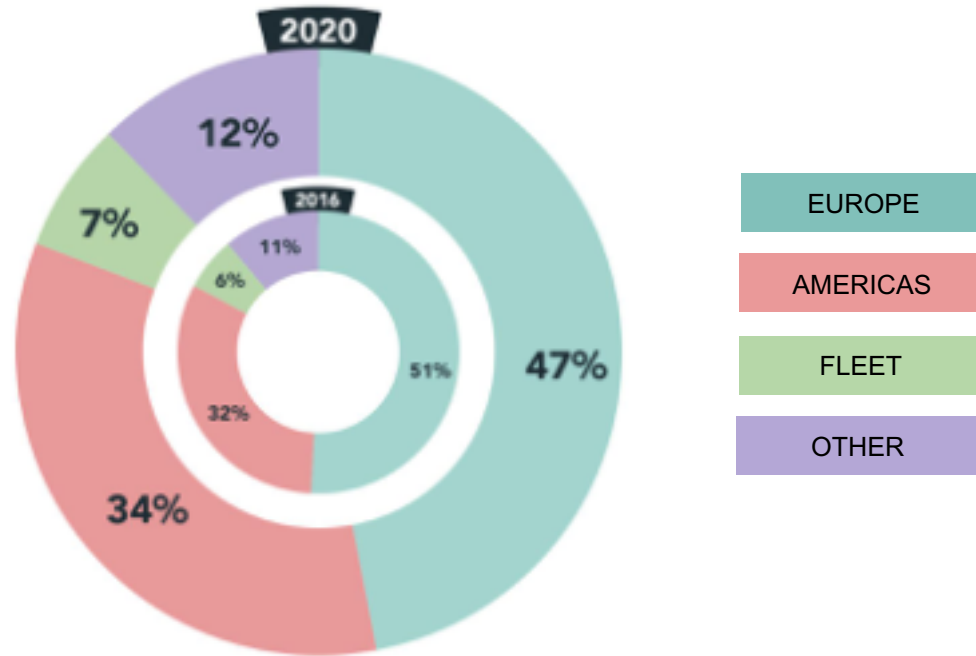
	PERIOD GROWTH	2016 - 2020 AAGR
Catamarans	64%	13%
Outboard	57%	12%
Motor yachts	57%	12%
Other	5%	1%
Total	≈ 30%	≈ 6.2%

BOAT DIVISION SAILING / MOTORBOAT BREAKDOWN



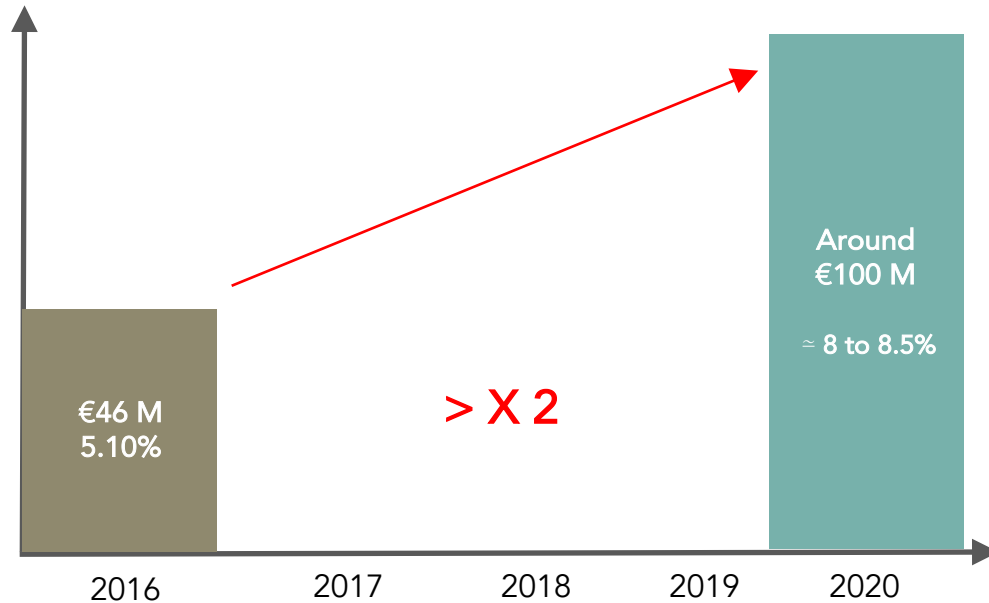
Stabilization of the product mix, supported by strong growth for multihull sailing yachts

BOAT DIVISION REGIONAL BREAKDOWN



Americas driving growth
More balanced regional breakdown

BOAT DIVISION CHANGE IN INCOME FROM ORDINARY OPERATIONS



3 focus areas

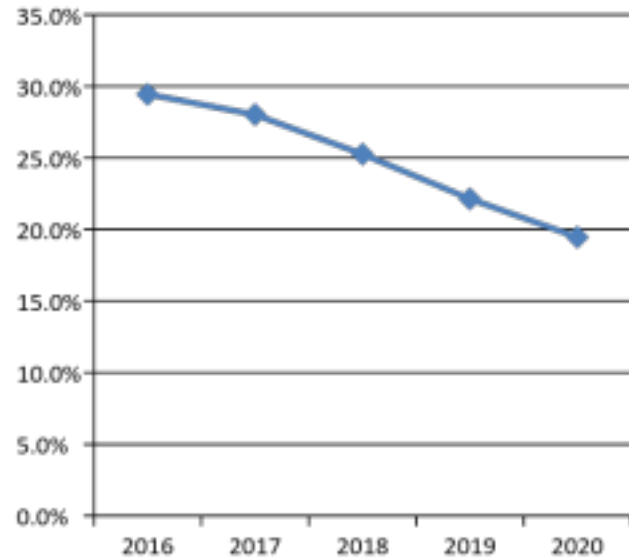
- Improving efficiency
- Optimizing industrial capabilities
- Optimizing sales and support costs

FOCUS 1: IMPROVING EFFICIENCY Plant of the Future

LEAN MANUFACTURING

SKILLS DEVELOPMENT

PARTICIPATORY MANAGEMENT



Ratio for actual time / standard time

+1 point
income from
ordinary
operations

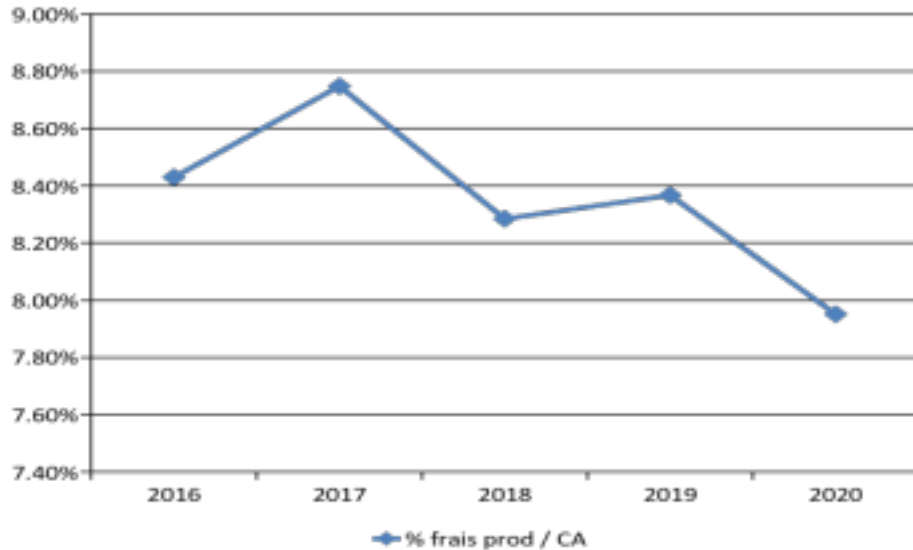
FOCUS 2: OPTIMIZING INDUSTRIAL CAPABILITIES

+0.5 points
income from
ordinary
operations

OPTIMIZATION OF SITES

LEAN MANUFACTURING

CAPACITY
INVESTMENTS



Ratio % production cost / revenue

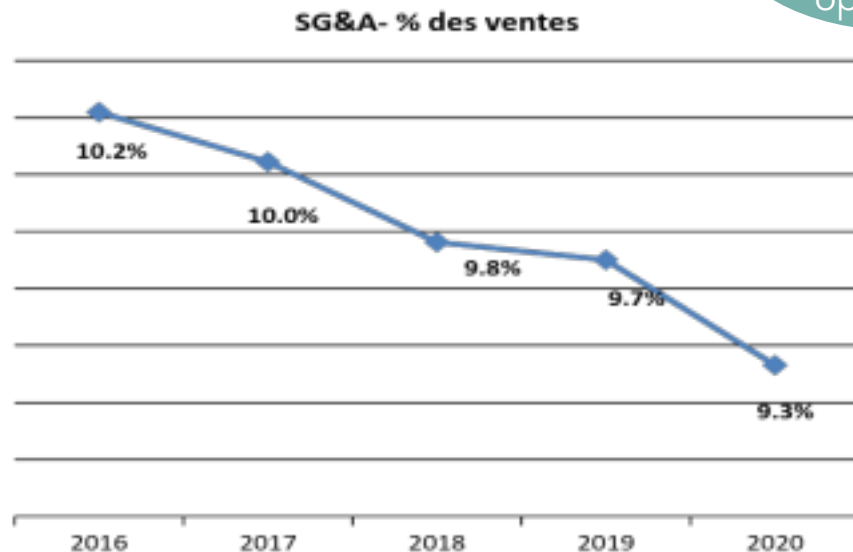
FOCUS 3: OPTIMIZING SALES AND SUPPORT COSTS

+0.9 points
income from
ordinary
operations

IMPROVEMENT OF
ADMINISTRATIVE PROCESSES

ORGANIZATIONAL OPTIMIZATION

IMPACT OF GROWTH



Ratio SG&A / sales %

DRIVERS FOR IMPROVING THE MARGIN - BOAT DIVISION

2016 income from ordinary operations

5.6%

+1.0%

+ 0.5%

+ 0.9%

0.1% to 0.5%

2020 income from ordinary operations

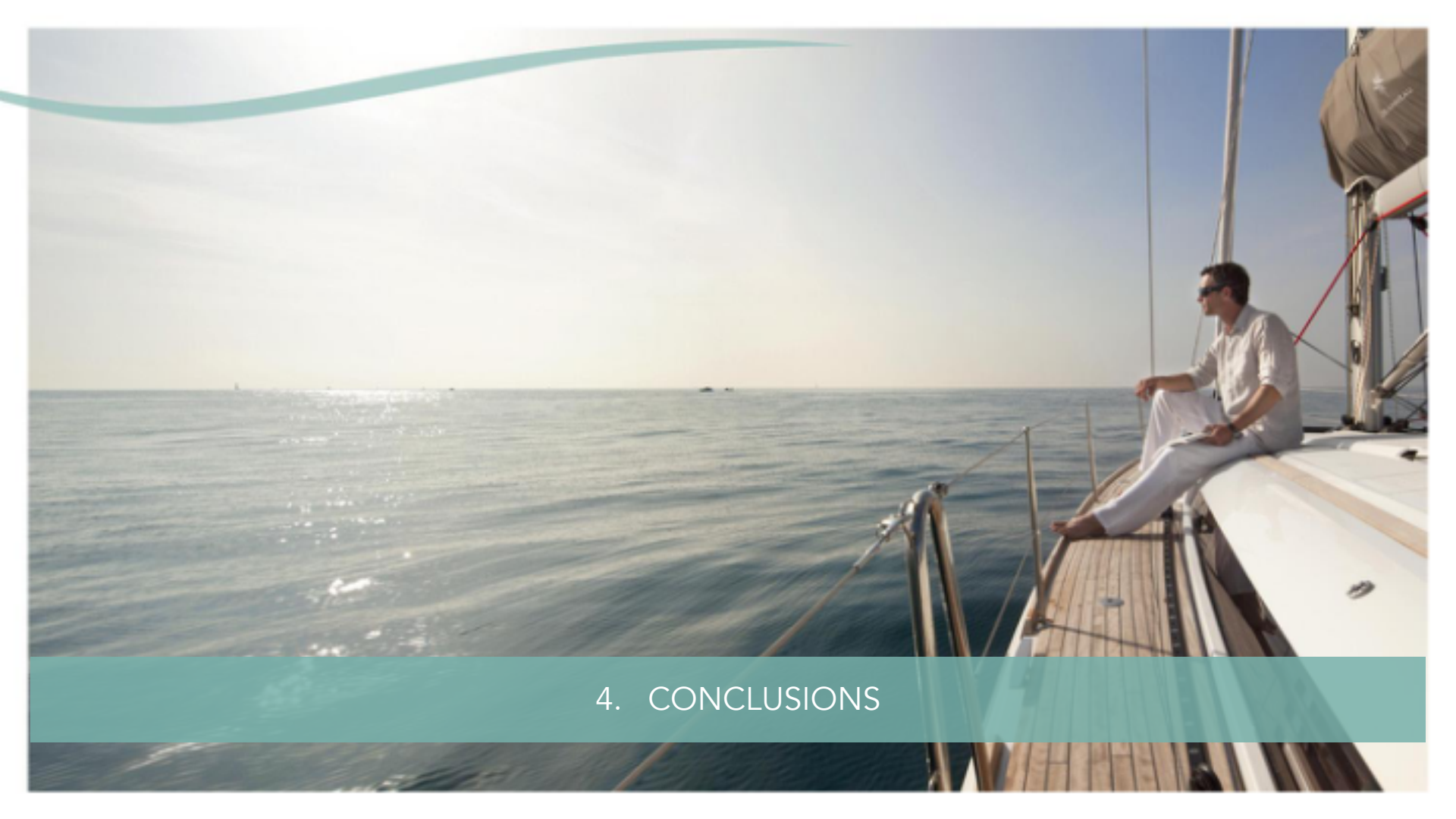
8 to 8.5%

- Adjusted for non-recurring items
- Improving efficiency
- Optimizing industrial capabilities
- Optimizing sales and support costs
- Other: changes in the product mix

HOUSING DIVISION

2017-2020 FINANCIAL TARGETS

	At Aug 31, 2016	2020 target
Revenues	€172.9 M	≈ €200 M
Leisure Homes	€160.8 M	≈ €200 M ≈ 5.6% AAGR
Residential Housing	€12.1 M	n/a
Income from ordinary operations	-€2.4 M	≈ €15 M
Leisure Homes	€0.8 M	≈ €15 M
Residential Housing	-€3.2 M	n/a
% income from ordinary operations / revenues	-1.4%	≈ 8%
Leisure Homes	0.5%	≈ 8%
Residential Housing	n/s	n/a
Investments	€6 M	≈ €6 M / year



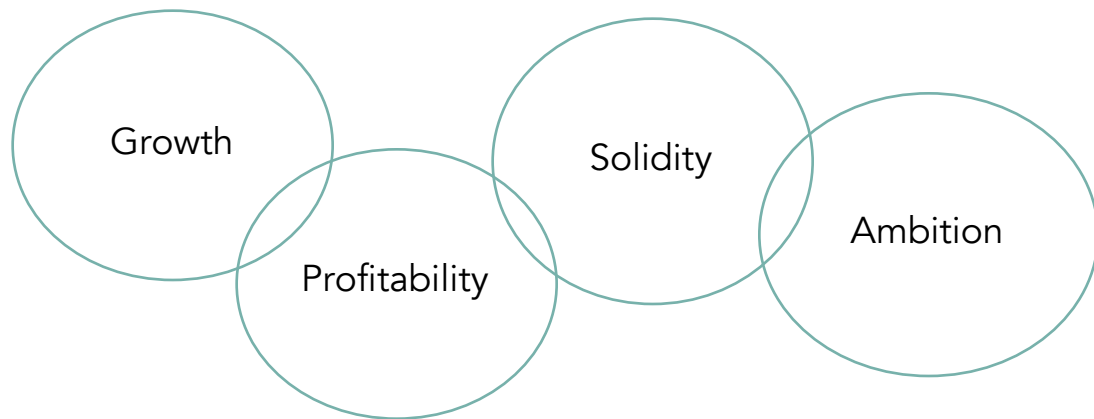
4. CONCLUSIONS

OUTLOOK FOR THE GROUP 2017-2020

- Outpacing market growth: AAGR of 6%
- Target margin within 3 years: 8 to 8.5% of income from ordinary operations
- Optimization of free cash-flow generation: €200 to 250 million

GROUP BEING TRANSFORMED

TRANSFORM TO PERFORM





GROUPE BENETEAU