

Accell Group N.V

Roadshow Zürich
7 April 2010

René J. Takens, CEO
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Accell Group: history

1904: Batavus starts bicycle manufacturing in Heerenveen

1986: ATAG Holding acquires Batavus from founder family

1988: Listing ATAG Holding on Euronext Amsterdam

Cycle division is acquiring more bike companies

1998: Split-up of ATAG Holding

Incorporation of Accell Group and listing on Euronext Amsterdam



Accell Group: business profile



- Two segments
 - Bicycles, bicycle parts and accessories (P&A)
 - Fitness equipment
- Focus on medium and high-end segment (premium branding)
- Innovation and design
- Focus on marketing
 - National brands
 - International brands
- Efficient logistics and production

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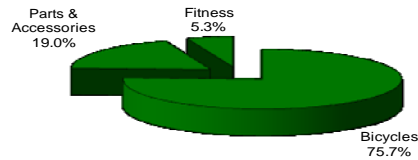
- Effective management of costs and sales prices (margin)
- Group synergy
- Buy and Build strategy
 - Organic growth
 - Acquisitions
- Shares listed on NYSE Euronext Amsterdam (included in AScX-index)

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Accell Group: three products groups



(x € mln.)	Turnover		
	2008	2009	'08 -> '09
Bicycles	404,2	433,5	7%
Parts	93,9	109,0	16%
Fitness	39,9	30,1	(25%)
	<u>538,0</u>	<u>572,6</u>	6%

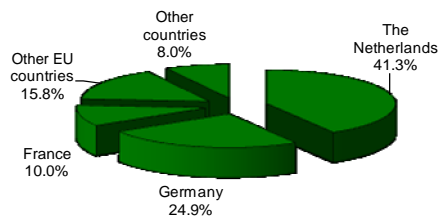
- Approx. 986.000 bicycles sold in 2009
 - Average consumer price approx. € 900
- Approx. 90.000 pieces of fitness equipment sold in 2009
 - Average consumer price approx. € 900

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Geographical distribution of turnover



(x € mln.)	Turnover		
	2008	2009	'08 -> '09
The Netherlands	235.4	236.7	1%
Germany	124.6	142.2	14%
France	52.2	57.5	10%
Other EU countries	78.7	90.6	15%
Other countries	47.1	45.5	(3%)
	<u>538.0</u>	<u>572.6</u>	6%

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Why three product groups?

- Outdoor cycling when weather is nice; indoor fitness when weather is poor
- Both product groups of bicycles and fitness equipment are positioned in the medium and high-end segment of the market
- If no new bicycle is being bought, consumer will buy bicycle parts and accessories for maintenance instead
- Turnover of retailer increases when selling bicycle parts and accessories



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The operational cycle of Accell Group



Strong brands

BATAVUS  **koga miyata**
THE QUALITY PEOPLE IN CYCLING

 **Loekie**

  **GHOST**

 **WINORA**

  **HERCULES**

 **TUNTURI**

Fit for Life

ACCELL GROUP

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European bicycle market

- Total market size: estimated approximately 20 million bicycles sold annually in EU-25

• Top 5:	<u>Country</u>	<u>Bicycles sold (units)</u>
	Germany	4.3 million
	France	3.5 million
	United Kingdom	3.4 million
	Italy	2.0 million
	The Netherlands	1.4 million

- Each country has its own market characteristics (type of bicycles sold, average price / quality, look and feel of bicycle, distribution channel / outlets)
- Rather stable, mature markets with steady growth in high-end segments
- Price range bicycles: € 69 - € 15,000



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European bicycle market (2)

- Use of the bicycle
 - Mobility (positive effect Project Vélib': Paris –JC Decaux)
 - Recreation
 - Competition
- E-bike, growing segment
 - Increase of mobility on the short distance
 - Increase of mobility for recreation



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European P&A market

- Total market size: estimated at €1.2 billion
- Top 5 markets include Germany, Benelux, France, Italy and UK
 - Germany and Benelux market size estimated at €500 million
- Steadily growing market:
 - Increasing demand bike parts for maintenance and repair purposes
 - Increasing demand accessories for comfort and functionality purposes
- Highly complementary to bicycle market



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Accell Group in European market for bicycles and P&A

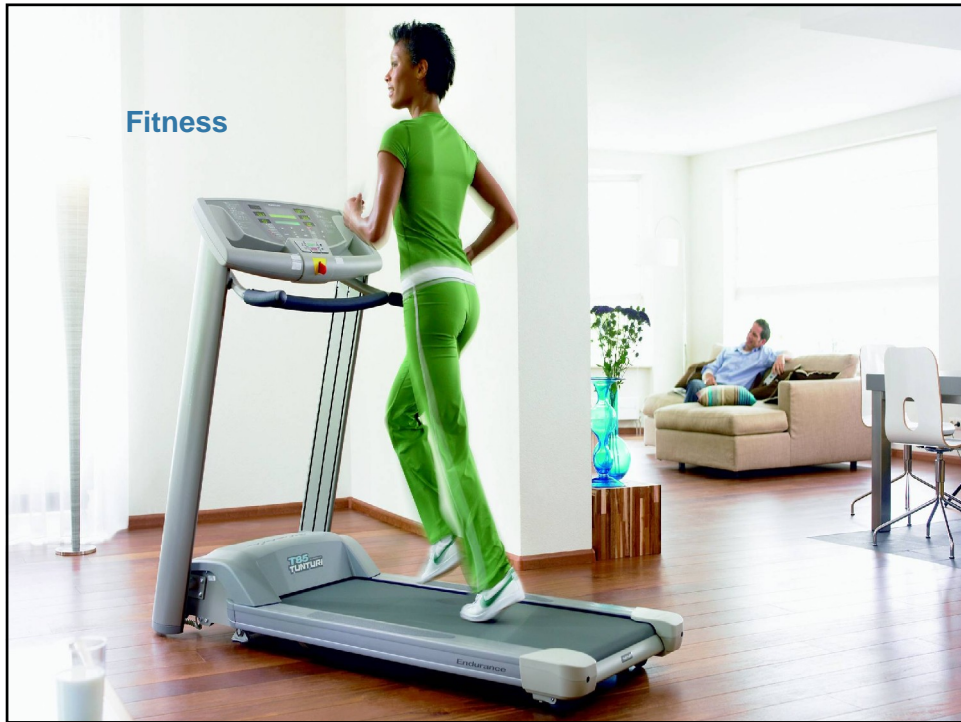
- Strong presence in Europe for many years
- #1 player in Europe for bicycles and P&A
- Focus on mid and high-end segments; quality brands and products
- Sold mainly through network of selected retail (bicycle) specialists
- No. 1 in sales of E-bikes



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Fitness market

- Global market for fitness equipment: estimated at €5.0 billion
- Market is decreasing last 2 years
- European home fitness market is currently estimated at €500 million
- Main markets are Western Europe and North America
- Fitness market is less fragmented than cycling market
 - product characteristics are more universal
 - one product portfolio for global marketing and sales



Accell Group in fitness market



- Focus on mid and high-end segments of home-use market and light commercial (medical, hotels)
- Sold via network of retail (fitness) specialists and department (sport) stores
- Range includes treadmills, cross trainers, exercise bikes
- Distribution network: Europe (70%), North America (10%) and ROW (20%)

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Increasing demand for our products



- Social and demographic trends do not change
 - Mobility
 - Environment
 - Ageing
 - Health
 - Sustainability
- Increase in bicycle use
 - More exercise, healthier lifestyle
 - As a replacement for the car or public transport
 - Health and relaxation
 - Active recreation and sports

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Target

- Growth of turnover and profit per share
 - autonomous
 - acquisitions
- Realization of synergy between group companies
- Innovation E-bike and sportive bikes



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Strategy Accell Group

- Creating innovative, high-quality and recognisable products
- Positioning, promoting and expanding the brand portfolio, targeted marketing and intensive cooperation with and support for the specialist trade
- Expansion of activities in electric and sports bicycles
- Continuous cost control, inventory management, portfolio management, and further exploitation of synergies
- Active search for possible acquisitions

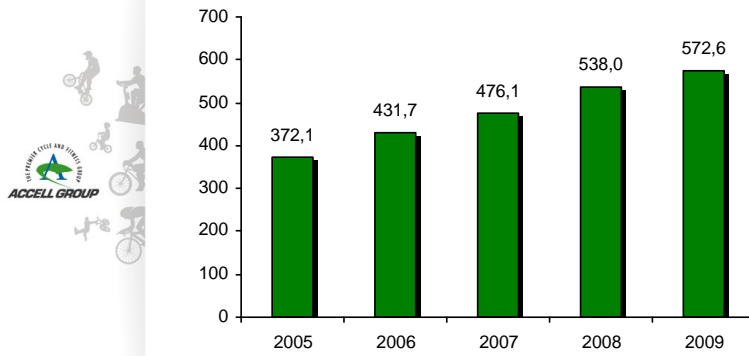


26 February 2010

Roadshow Zürich – Presentation annual results 2009

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Turnover development last 5 years

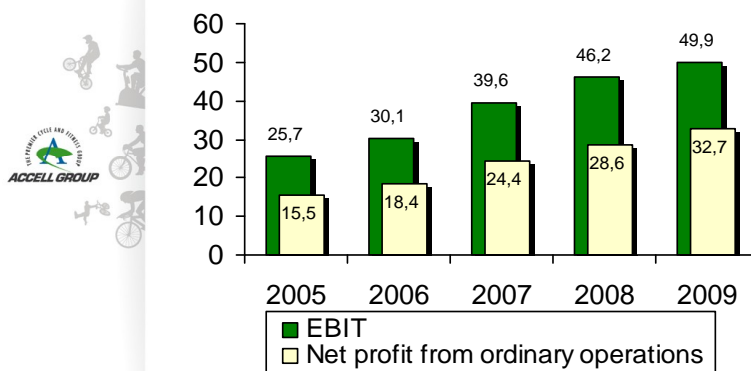


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Results development last 5 years



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Summary year results

(x € mln.)	31-12-2008	31-12-2009	
Turnover	538,0	572,6	6%
Net profit	28,6	32,7	15%
Earnings per share (€)	2,95	3,30	12%
Interest coverage	8,1	9,1	
Net Debt / EBITDA	1,8	1,5	
Solvency	39,4%	45,0%	
Balance sheet total	335,4	337,3	
Share price (€)	18,00	29,17	

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Outlook 2010

- Economic developments are hard to predict
- Sustainable trends stimulate bicycle sales
- Consumer is willing to spend money on innovative, high-quality and recognisable products
- Electric bicycles allow more people to ride a bike and to use the bicycle for commuter traffic
- Increased interest in more expensive mountain bikes, sports bicycles, racing bicycles and bicycles for special target groups
- On that basis, Accell Group expects a further increase in turnover and result in 2010, barring unforeseen circumstances

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Market leader in E-bikes

Sparta ION XGT



Batavus Intermezzo Easy



Koga Tesla



Hercules Emove



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