

The AIVP Days

Dublin - Ireland
28 - 30 May 2015

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General Assembly
and the AIVP Days

“Working Waterfront”: a City-Port mix in progress

In partnership with:



PANEL 1: WORKING WATERFRONT, A SPACE ORIENTED TOWARDS MARITIME ECONOMY

Thursday, 28 May 2015: 14:20 - 15:05

Pietro Angelini has a experience matured within the area of company consultancy, company organization, professional training, human resource, marketing and communication specialize in yacht business/marine industries. He is the Executive manager of NAVIGO scari, the innovation pole and cluster of nautical department in Tuscany, where the most important yacht shipyards in viareggio like Azimut Benetti are associated (over 350 nautical companies). He works also as a event Coordinator for YARE yacht refit exhibition, a Journalist for marine industry publications and a public speaker for international events. He has coordinated following projects :

- EU Project (Leonardo, Life and trans frontally collaborations)
- Italian National Project (MIUR, Industria 2015 - Ministry of Education and Ministry of Economy)
- Italian Regional Project (POR,FESR,FSE)



Pietro ANGELINI
Executive Manager

NAVIGO - The innovation pole and cluster of nautical department in Tuscany, Viareggio, Italy



**LIVOURNE (ITALIE) : LES
CHANTIERS AZIMUT BENETTI,
STRATEGIES ET IMPACTS POUR
LA VILLE-PORT**

Tous les grands projets ont besoin d'eau pour fonctionner. La croissance de la taille des navires en construction navale rend nécessaire la proximité immédiate de l'eau. Le secteur nautique italien propose des produits d'exception, et pour ce faire, il doit recourir à de nombreuses compétences spécialisées dans le domaine de l'artisanat d'excellence : mobilier, sellerie, boiseries métalliques. Cela implique de procéder à une externalisation importante, ce que les citoyens ont parfois du mal à comprendre car elle tient compte des chiffres directs et pas forcément des chiffres indirects. En outre, le produit fini est un atout précieux qu'il est souvent nécessaire de garder secret et de mettre à l'abri des curieux. Nous nous intéresserons à la question de l'activité socio-économique de Benetti, leader mondial pour la fabrication de méga-yachts de plus de 30 mètres, ainsi qu'à son impact sur le territoire ville-port et sa capacité à intégrer les espaces physiques. Enfin, nous présenterons les défis actuels qui se posent, afin de garantir le développement durable de l'activité.



**LEGHORN (ITALY): AZIMUT
BENETTI SHIPYARD, STRATEGIES
AND IMPACTS ON THE PORT CITY**

All major projects needs water to operate. In the nautical industry, the growing size of boats needs the immediate vicinity of the water. The Italian nautical sector creates one-off and for this needs many specialized labour skills of handmade excellence: furniture, upholstery, and metal trim. This involves a number of important outsourcing and this is not always easy to make clear to citizens who take into account only direct and not indirect numbers. In addition, the finished product is a valuable asset, which is often necessary to keep in confidence far from the people and from the curious. It will be interesting to explore the question of socio-economic activity of Benetti, the world's motor boats company creating ships over 30 meters. It will be interesting to present also the impact on the port city territory - its ability to integrate physically - and to face challenges to ensure the sustainable development of the activity.



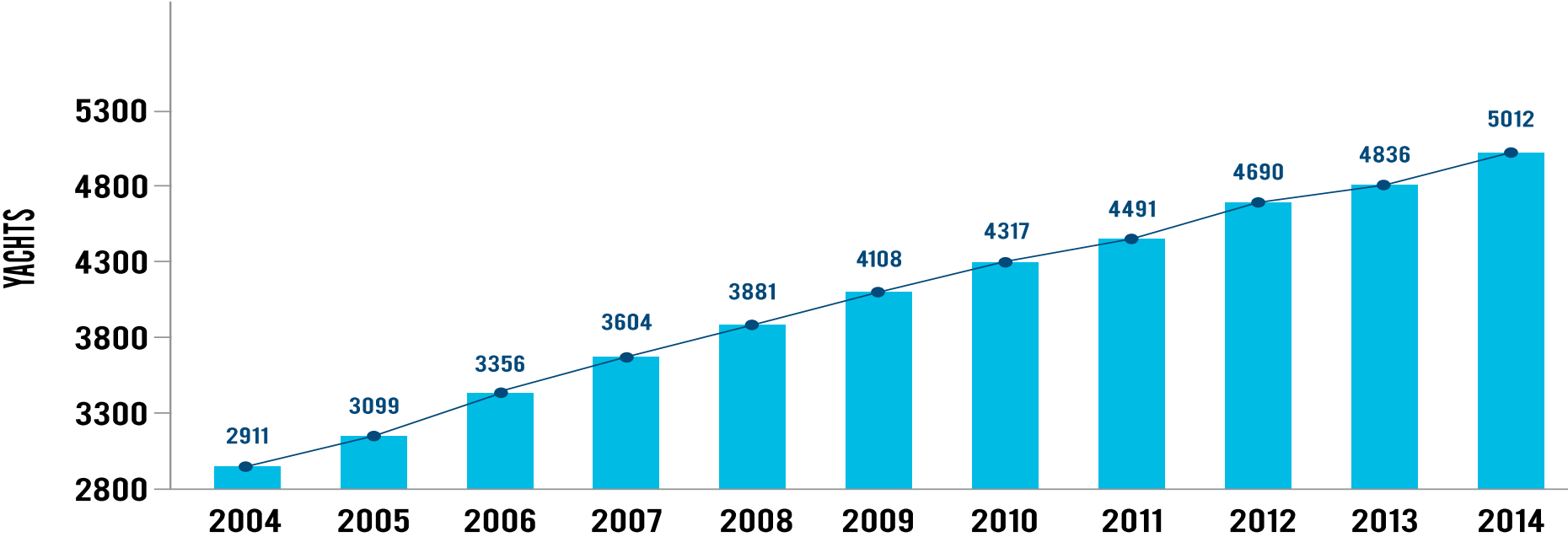
**LIVORNO (ITALIA): LOS
ASTILLEROS ACIMUT BENETTI,
ESTRATEGIAS E IMPACTOS PARA
LA CIUDAD-PUERTO**

Todos los proyectos importantes necesitan agua para operar. El tamaño cada vez mayor de los barcos en la industria requiere la cercanía inmediata del agua. El sector náutico italiano crea un producto excepcional y para esto necesita mucha mano de obra especializada de excelencia: mobiliario, tapices, terminaciones metálicas. Esto supone una externalización considerable que no siempre resulta sencillo explicar con claridad a los ciudadanos que toman en consideración las cifras directas y no necesariamente las indirectas. Asimismo, el producto terminado es un bien valioso, que muchas veces debe tratarse de manera confidencial y mantenerse fuera del alcance de la gente y los curiosos. Abordaremos el tema de la actividad socioeconómica de Benetti, líder mundial en la construcción de megayates de más de 30 metros, así como su repercusión en el territorio ciudad-puerto y su capacidad de integrar lugares físicos. Por último, presentaremos los retos actuales que debemos superar para garantizar el desarrollo sostenible de la actividad.

Yachting & Livorno case

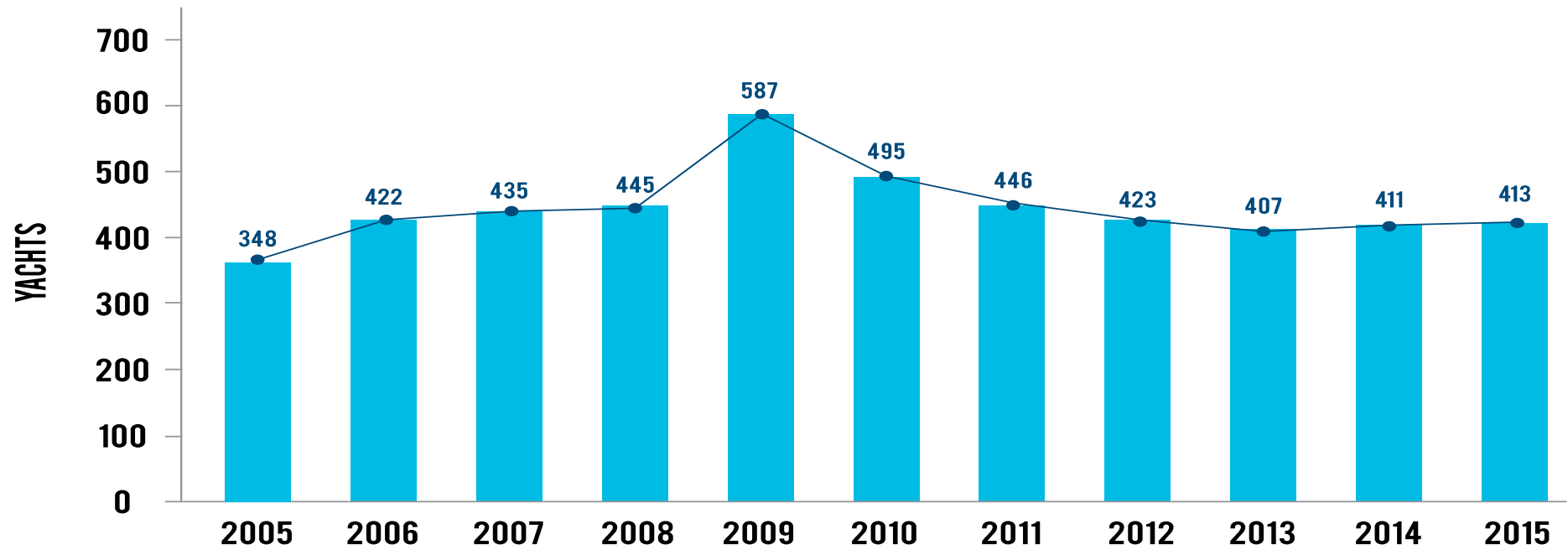
Pietro Angelini for Azimut Benetti
Dublin 28.05.2015

TOTAL FLEET

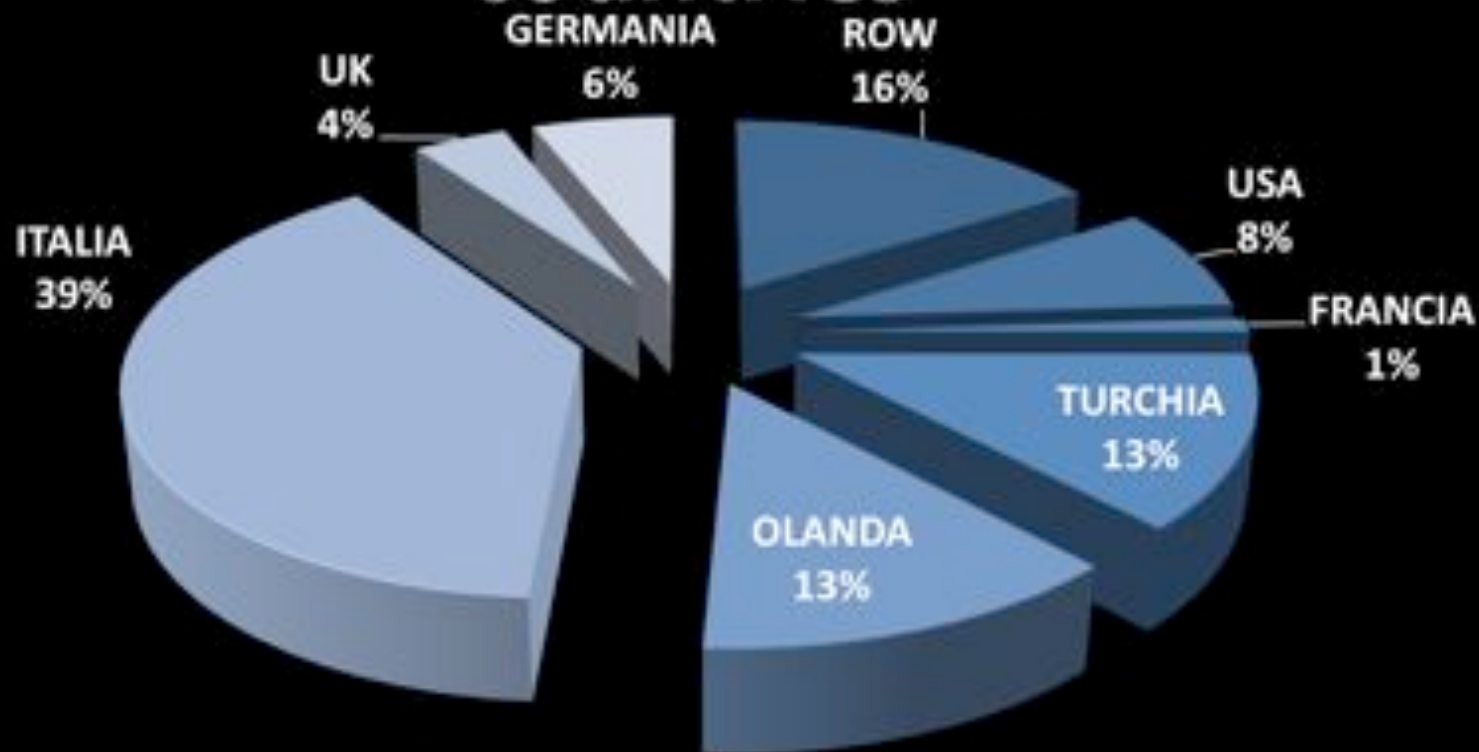


SIZE OF THE ORDER BOOK

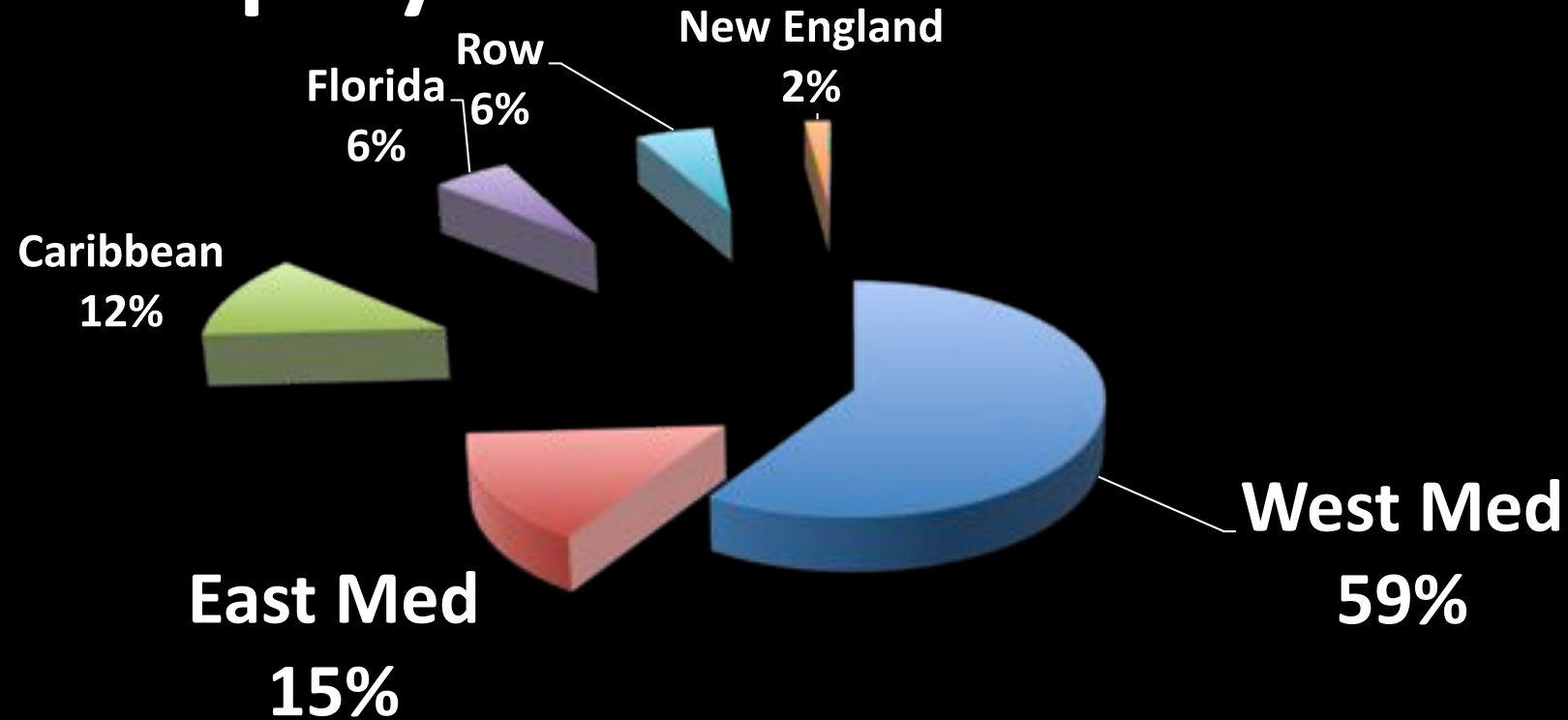
AZIMUT | BENETTI
GROUP



Share global orderbook by countries



Superyacht Charter destinations



TUSCANY: A 360° PRODUCTION CHAIN

PRODUCTION

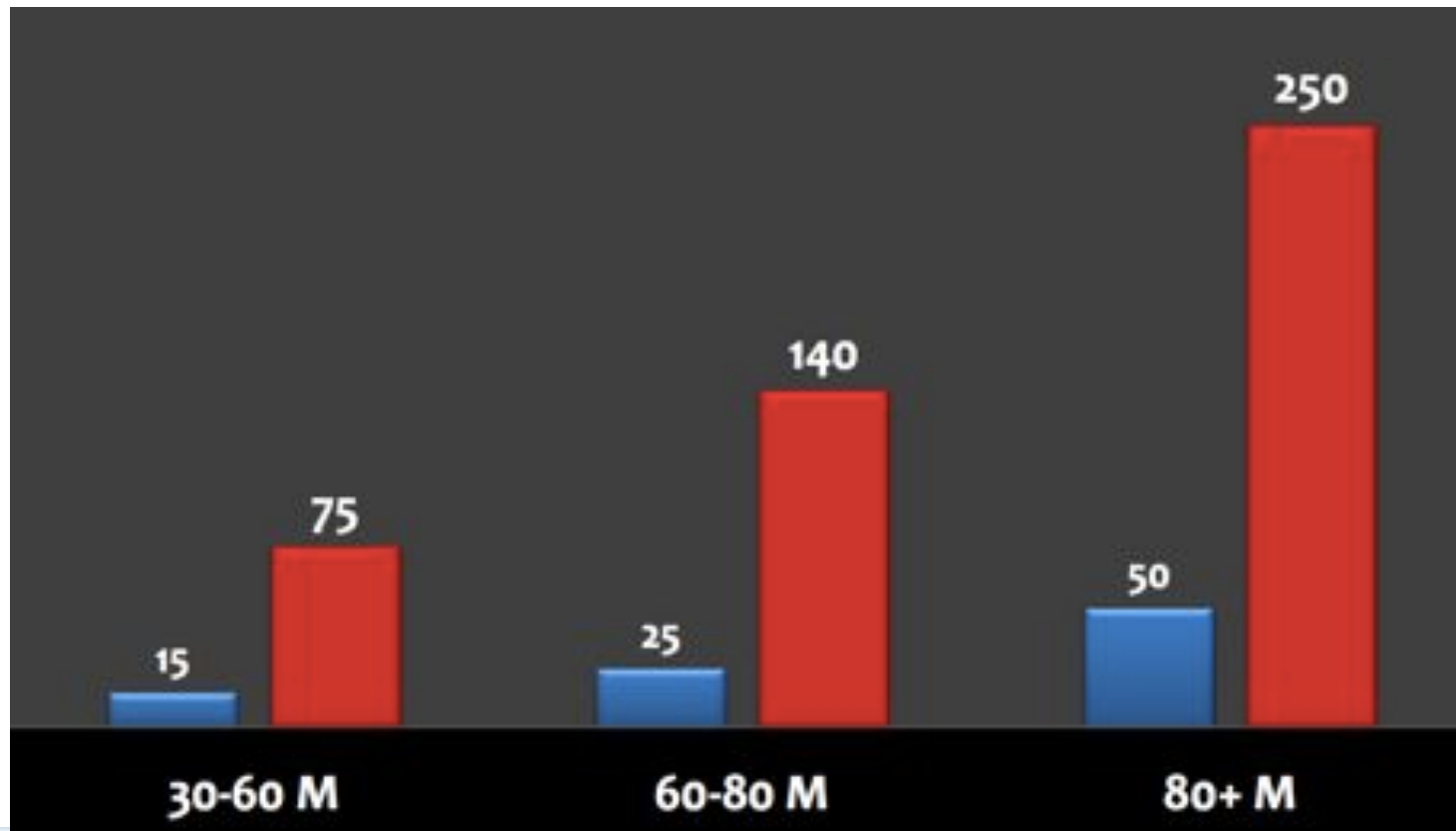
- Boatyards.
- Engeneering.
- Supplier working on engines, wooden elements, fibreglass components, carpenter, plants and accessories.
- Suppliers dealing with raw wooden poles, virgin fibreglass, hardware for carpenter, and chemical components for the assembling phase.

AFTERMARKET

- Refit & repair.
- Aftermarket services.
 - Brokers
 - Ship chandlers
 - Yacht managers
 - Classification services
- Marinas services and Coastal tourism.
- End of life and dismantling.



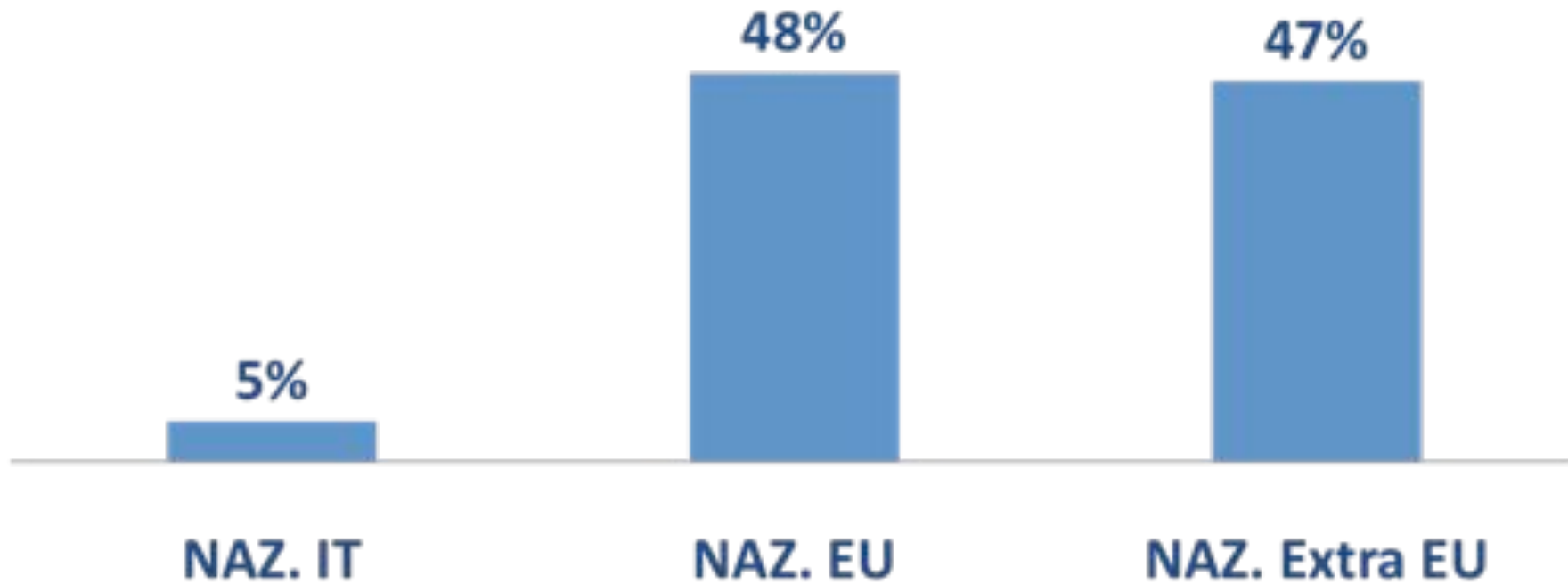
Employers during the yacht life



Blue:
Crews

Red:
Others

Crews nationality

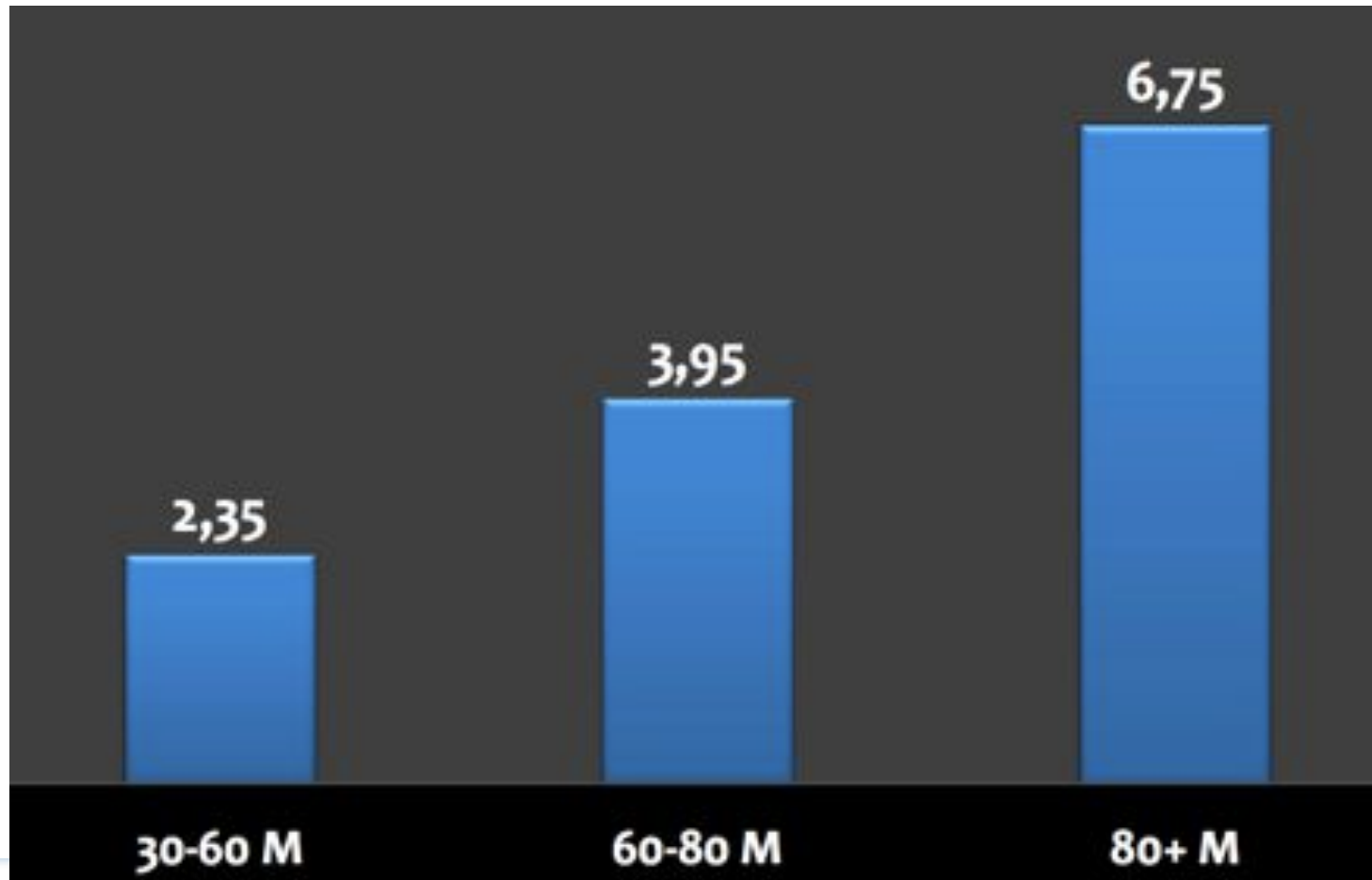


MACRO INDICATORS

- The yachting industry contributes 24 billion € in the whole world
- After being produced, megayachts (increase 6 times their value)
- Around 5,000 units over 24 mt are estimated in the world, 50% of which in the North Mediterranean area
- Huge charter increase on large-sized yacht (owner changes)
- 5000 boats > 30 mt, 8 people per boat = 40000 people on board
- Worldwide value of crews' spending power (travel, housing, food, general expenses etc.): 3600 (million euro)

Impact of Yachts (in Euro million)

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AZIMUT | BENETTI
GROUP



1 ottobre 2011

48 MODELS IN PRODUCTION from 10 to 100 metres

AZIMUT
YACHTS

Benetti
YACHTS



2014 ShowBoats INTERNATIONAL GLOBAL ORDER BOOK

AZIMUT | BENETTI
GROUP

LEADERSHIP

First yachts builder in the world
over 24 metres.

Obtained by Azimut Benetti Group for 14 years.
(Source: Global Order Book 2014 - Showboats int.)

TOP 20 BUILDERS					
2014 Rank	Company	Total (m)	Total (ft)	Projects	Avg. (ft)
1	Azimut / Benetti	2,926	9,600	79	122
2	Sanlorenzo	1,345	4,413	39	113
3	Ferretti Group	1,059	3,474	32	109
4	Princess Yachts	849	2,785	30	93
5	Sunseeker	803	2,635	26	101
6	Lürssen	763	2,503	7	356
7	Amels / Damen	647	2,123	10	212
8	Featherlip	555	1,821	8	228
9	Overmarine	553	1,804	14	130
10	Gulf Craft	515	1,690	15	113
11	Horizon	514	1,686	16	103
12	Oceanco	498	1,634	5	327
13	Heesen Yachts	477	1,565	10	157
14	Admiral Tecnimar	415	1,362	10	136
15	Christensen	360	1,181	8	148
16	Fipa Group	354	1,161	9	129
17	Cerri / Baglietto	349	1,145	9	127
18	Westport	347	1,138	9	126
19	Trinity Yachts	322	1,056	6	176
20	Orucoglu Shipyard	315	1,033	8	129

2014 ShowBoats INTERNATIONAL GLOBAL ORDER BOOK

AZIMUT | BENETTI
GROUP

LEADERSHIP

Benetti first custom builder in the world over 24 metres.

Obtained by Benetti for 15 years.
(Source: Global Order Book 2014 - Showboats int.)

TOP 20 CUSTOM BUILDERS*					
2014 Rank	Company	Total mtj	Total mtj	Projects	Avg. mtj
1	Benetti	1,871	6,138	43	143
2	Lürssen	769	2,523	7	360
3	Amels	580	1,903	9	211
4	Franchip	555	1,821	8	228
5	Horizon	514	1,686	18	305
6	Oceanco	498	1,634	5	327
7	Heesen Yachts	477	1,565	10	157
8	Admiral Tecnomar	415	1,362	10	136
9	Christensen	360	1,381	8	168
10	Trinity Yachts	322	1,056	6	176
11	Grucolla Sheppard	315	1,033	8	129
12	Mondo Marine	311	1,020	6	170
13	Peter Navi	288	945	5	189
14	Privilege	263	863	2	431
15	CRN	261	856	4	214
16	Sunrise	261	856	5	171
17	Falmer Johnson	246	807	4	202
18	Dream Ship Victory	238	781	3	260
19	Abeking & Rasmussen	236	774	3	258
20	Baglietto	234	768	5	154

*To be eligible, yards had to have already built a fully custom yacht.

GROUP FIGURES

Production value:
600 Million Euros.

(Data referred to August, 31 2013)



5 SITI PRODUTTIVI IN ITALIA (approx 500.000 sqm)

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Avigliana (TO)
Headquarter



Savona



Fano

Viareggio



Livorno



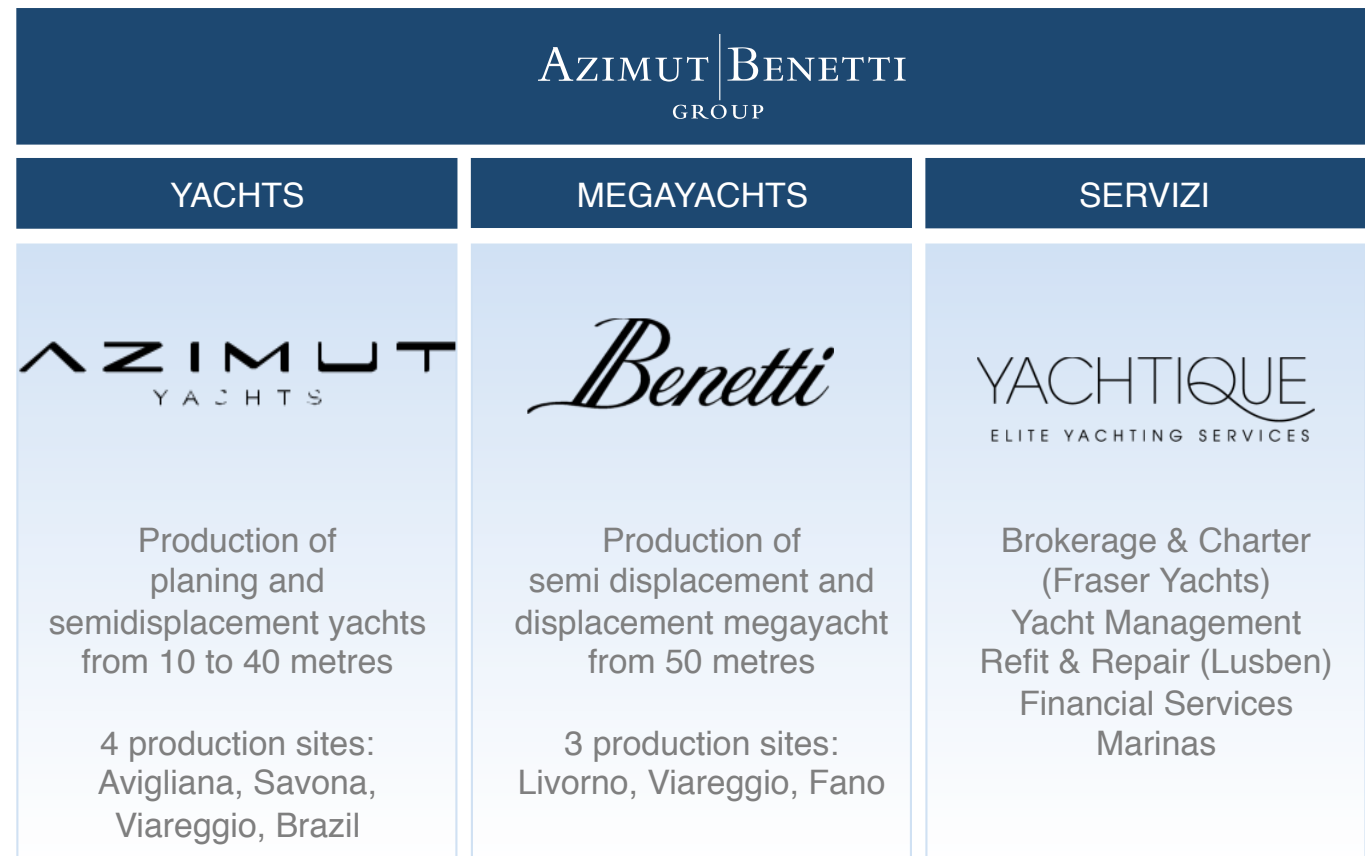
THE WIDEST SALES NETWORK

- 138 points of sale in 68 Countries.
- 5 international Azimut Benetti society with direct sales and service center.



THE COMPANY STRUCTURE

The strength
of a major Group
lies in its organization.



REFIT & REPAIR

Lusben

Capable of handling yachts
from 20 to 120 metres.

Cutting edge technical assistance center,
with technologically advanced structures,
technical know-how and specialised staff.



MARINAS

Varazze

800 berths.

The most important marina
in the Italian Riviera, awarded
“Best Marina Development in Italy”.



MARINAS

Viareggio

Built to berth 40 megayachts between 25 and 60 metres, it is closed to the Lusben yards and offers services to the crew of yachts choosing Viareggio for maintenance and refits.



MARINAS

Royal Yacht Club of Moscow

190 berths on the Khimki lake. It is located just 10 minutes from Red Square.



MARINAS

Livorno

Historical marinas since the XVI century.
When complete, the project, will offer 700
berths based around two tourist ports.



The past of Livorno

AZIMUT | BENETTI
GROUP





ANNO 2003

© 2007 Europa Technologies
Image © 2007 DigitalGlobe

© 2006 Google

26° N 10° 17' 53' 49" E elev 5 ft

Streaming [|||||] 100%

All 4266 ft







Porto
Turistico

Immobil
re
(altro soggetto)
costruzioni Yachts
Benetti

Immobil
re
zione temporanea
derogatori ed altri
(altro soggetto)

refit yacht >70m
refit navi <180m

refit yacht <70m
Lusben

Nuovo
approdo
della
"BELLANA
"

Area Nuove Costruzioni - *Benetti*

AZIMUT | BENETTI
GROUP



N.5 capannoni di allestimento per un totale di 30.000 mq di area coperta con capacità costruttiva di 9 Megayachts di oltre 50 m contemporaneamente:

- n.1 shed per 1 yacht fino a 100 m
- n.1 shed per 2 yachts fino a 75 m
- n.3 sheds ognuno per 2 yachts fino a 65 m
- n.1 marina interna con 25 ormeggi da 50 m fino a 70 m

Lusben[★]
REFIT AND REPAIR SINCE 1956



The refitting area is some of the most advanced equipment to be found in any shipyards worldwide.

Hardstanding facilities, haulage and berthing for any type of yachts, dedicated area for crew members and the best assistance during the stay.

A brief details of our facilities:

- Travel Lift 300 tons capacity
- Ship-Lift 2.400 tons capacity
- Floating Dry Dock 180 meters long
- Trolley to shifting yachts up to 1,100 tons
- 120.000 sqm fully equipped with shore power, water, air compressor and sewage system
 - Total 1.000 meters of quay
 - Crew accommodation

... new buildings



two new sheds and building service for a total of 15,000 sqm of covered area

with a capacity of 2 Gigayacht construction:

- n.2 shed for **2 yachts up to 120 m**



... la Porta a Mare di LIVORNO

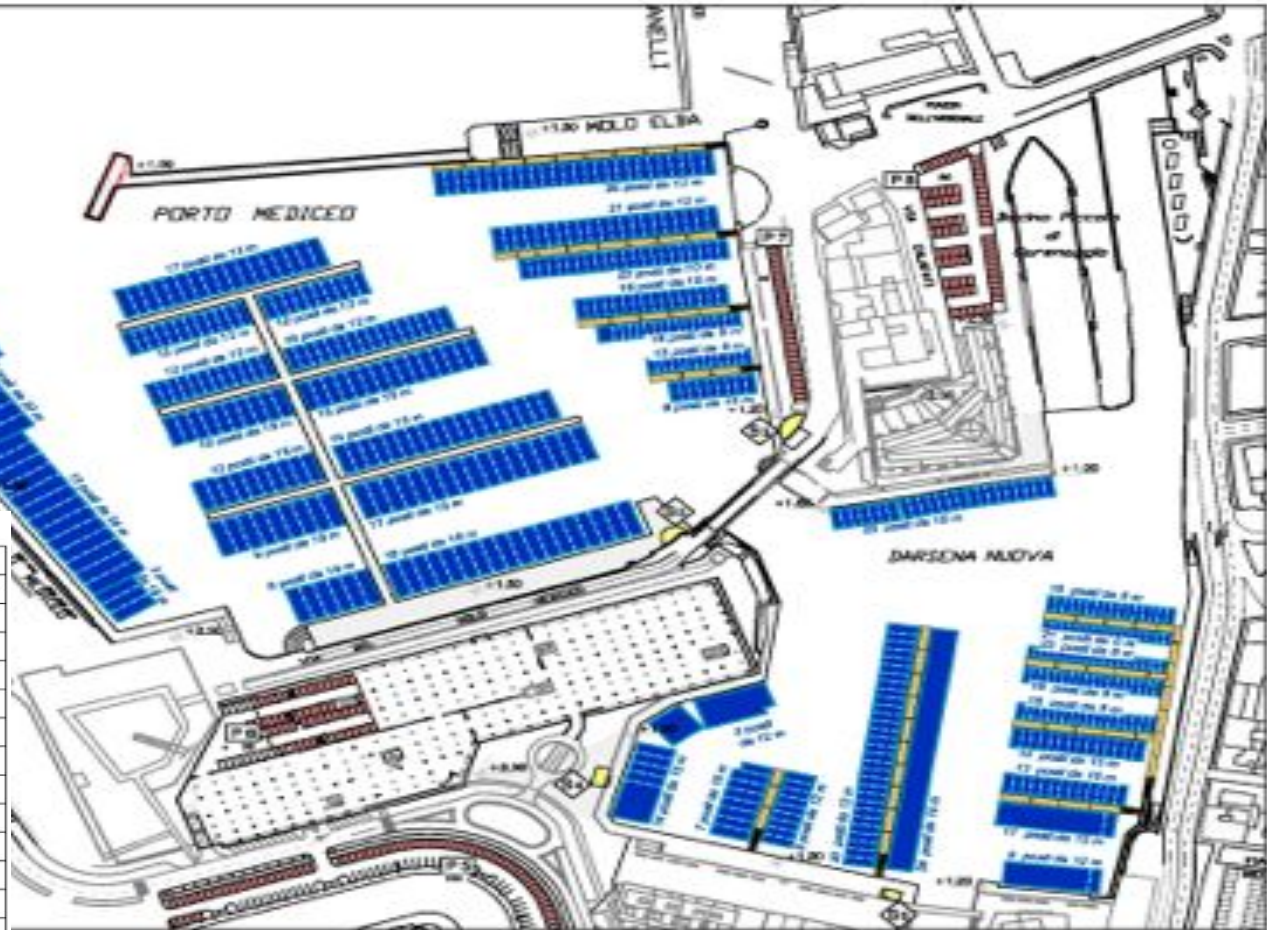
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PIANO DEGLI ORMEGGI

lunghezza (m)	larghezza (m)	area unitaria (mq)	MEDICEO		NUOVA DARSENA		COMPLESSIVO	
			numero	area totale (mq)	numero	area totale (mq)	numero	area totale (mq)
6.00	2.40	14.40	-	-	44	634.00	44	634.00
8.00	3.15	25.20	31	781.00	52	1,310.00	83	2,091.00
10.00	3.75	37.50	47	1,763.00	84	3,150.00	131	4,913.00
12.00	4.25	51.00	97	4,947.00	61	3,111.00	158	8,058.00
15.00	5.00	75.00	70	5,250.00	23	1,725.00	93	6,975.00
18.00	5.70	102.60	53	5,438.00			53	5,438.00
24.00	6.75	162.00	13	2,106.00			13	2,106.00
30.00	7.50	225.00	5	1,125.00			5	1,125.00
40.00	8.50	340.00	13	4,420.00			13	4,420.00
50.00	11.00	550.00	6	3,300.00			6	3,300.00
totale			335	29,130.00	264	9,930.00	599	39,060.00







Critical Issues

- Risk of strong prejudice from citizenry against the final product
- Customers and reserved yacht launches
- Need to develop dedicated services for the yachting market (owners and crew)
- Contract-based organization which prevents direct calculation of the impact on employment (just to mention Livorno, around 200 direct and 800 indirect employees, (more than 600 supply companies activated))

Opportunities

- Opportunities for new companies and new service ideas
- Strong innovation level of products
- Dynamic and international working environment
- Touristic promotion and activation of the territory
- Favoring of local excellence
- Job opportunities for younger generations (in yard and on board)

Training for new generation



An intensive training program started from 15 years to job, above all:

- *Super Yachts Captains*
- *Project manager/ surveyors*
- *Technical training*