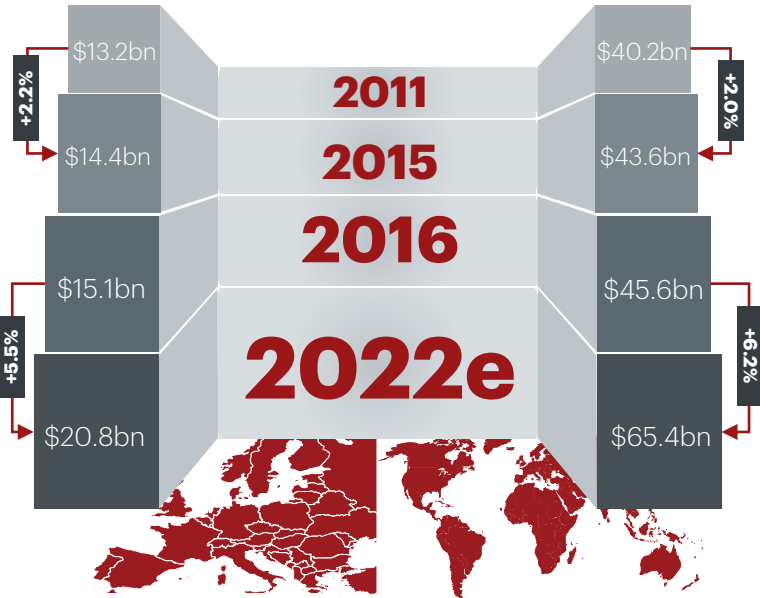


An attractive market at the brink of radical change.

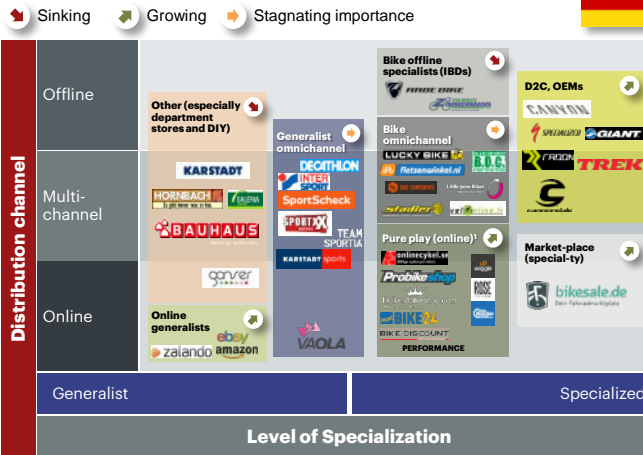
## Growth picking up...<sup>1</sup>



- Europe**
- Global**
- Global growth primarily driven by Asia (+7.1% CAGR 2016 – 2022e)
- Bicycles with high relevance due to increasing urbanization, congestion and trend towards sustainability
- Up to 50% of the new bicycle market value in 2022 will come from eBikes

## Competitive landscape in turmoil...<sup>2</sup>

Today, industry landscape typically is still scattered (Example: Germany)



### Market outlook...

- ... Omnichannel players, Online Pure Plays and in particular D2C is growing continuously in importance
- ... Amazon will play a role in particular in the low to mid price segment – putting pressure on established market players
- ... Online players are broadening their existing category offerings or even starting to enter nearby categories (apparel, accessories or other sports categories)
- ... eBikes, in particular ePerformance Mountain Bikes is the hottest category going forward – mixed signals on the Road-Race ePerformance bikes

## What winners sets apart...

Five levers that make the difference

- Customer Centricity & Loyalty**  
is fundamental to increase repeat purchases as well as average order value
- Assortment spikes**  
e.g. in growth segments such as Enduro or eBikes, new and trendy brands and/or mid to higher price segments to set apart from Amazon
- Service Excellence**  
sound Service Concepts are crucial, especially for recurring customers – Online Pure Plays in particular need to solve this e.g. by cooperation with IBD
- Emotional appealing and entertaining**  
Websites and shopping environments that are in line with customer expectation are key
- Social Media Excellence**  
to drive brand awareness and drive sales – even Social Commerce may become more relevant in future

1. GAI Global Bicycle market study 2016; 2. Including Bike apparel