



APRIL 26, 2018

# 2017-18 HALF-YEAR EARNINGS



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HALF-YEAR EARNINGS | April 26, 2018

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# GROUP OVERVIEW

**Hervé Castinel**  
Chief Executive Officer



## GROUP KEY FIGURES

H1 2017-18

IN MILLION EUROS	2017-18	2016-17	Change	
			(reported data)	(constant exchange rates)
Revenues	464.9	430.3	+ 8.0%	+ 10.5%
- Boats	378.1	351.8	+ 7.5%	+ 10.5%
- Housing	86.9	78.5	+ 10.6%	+ 10.6%
Income from ordinary operations	- 4.4	- 6.6	n/s	
EBITDA	26.1	22.5	+ 19.5%	+ 31,9%
Net income (Group share)	0.1	- 4.0	n/s	

► Good level of business, marked by dynamic growth for the Boat and Housing business lines



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# BUSINESS REVIEW

H1 2017-18



## BOAT DIVISION KEY FIGURES

### H1 2017-18

IN MILLION EUROS	2017-18	2017-16	Change	Change
			(reported data)	(constant exchange rates)
Revenues	378.1	351.8	+ 7.5%	+ 10.5%
Income from ordinary operations	-11.9	-9.6		
EBITDA	17.0	18.2	- 6.7%	

- ▶ Boat division operating profitability is up 1 point at constant exchange rates
- ▶ Dollar effect's negative impact on income from ordinary operations and EBITDA represents €5.4m

## DYNAMIC LEVEL OF BUSINESS DRIVEN BY EUROPE

**+10.5% for revenues at constant exchange rates**  
**+7.5% for reported data**

► **Europe: good results**

+22.5% sales growth at constant exchange rates

► **North and Central America: slight growth**

+1.3% sales growth at constant exchange rates

Order book at March 31, 2018 up +6.4% at constant exchange rates

► **Fleets: slight progress**

+0.4% sales growth at constant exchange rates

Order book at March 31, 2018 up +20.7% at constant exchange rates

► **Large motor yachts (over 60 ft)**

Slowdown in new orders, below the full-year target

► **Industrial operations under pressure**

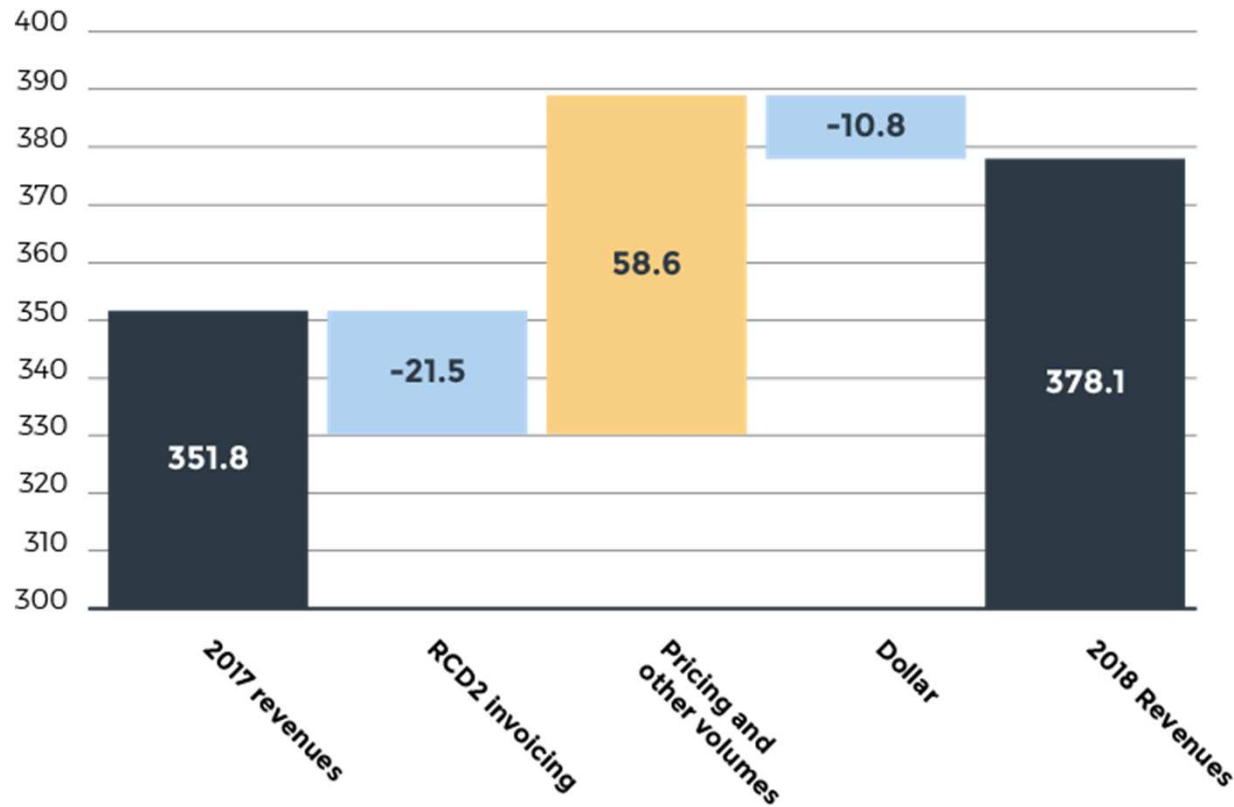
86% progress with the plan to recruit 500 permanent staff

Temporary operational difficulties linked to the pace of recruitments and new production capacity starting up





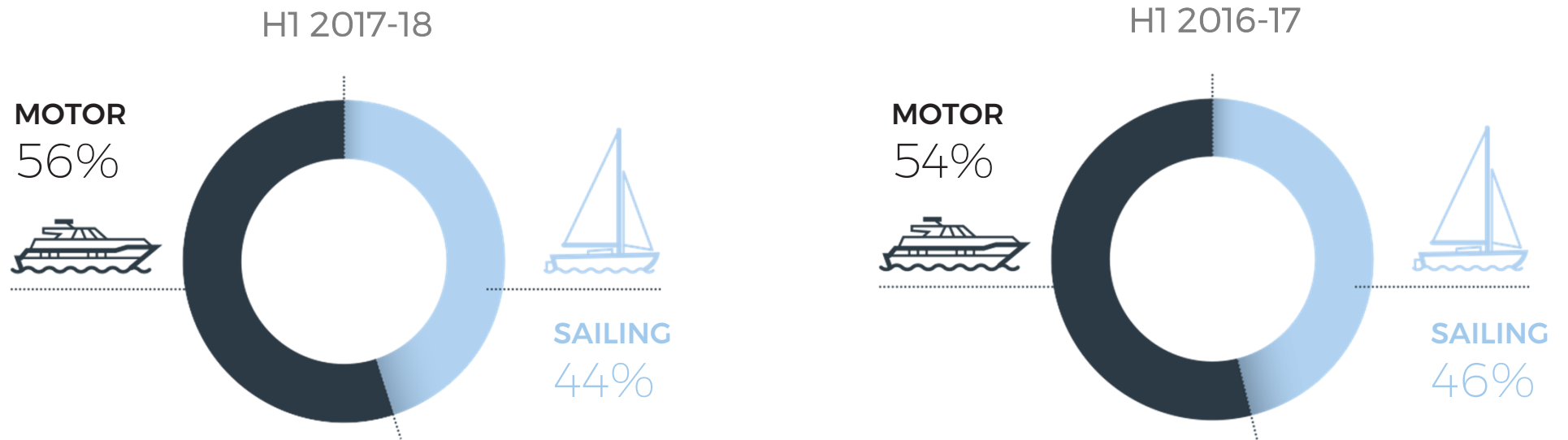
## ANALYSIS OF THE CHANGE IN REVENUES FOR H1 2018 vs H1 2017 IN MILLION EUROS



RCD2 = EU Recreational Craft Directive 2013/53/EU applied since January 18, 2017



## BALANCED PROGRESS FOR THE SAILING AND MOTORBOAT BUSINESS LINES



## BREAKDOWN OF REVENUES BY REGION

### H1 2017-18

IN MILLION EUROS	Feb 2018	Feb 2017	Change	Change
			(reported data)	(constant exchange rates)
Europe	182.5	149.6	+ 22.0%	+ 22.5%
North and Central America	100.0	108.1	- 7.5%	+ 1.3%
South America	5.7	7.3	- 22.5%	- 20.4%
Asia-Pacific	34.9	33.5	+ 4.2%	+ 5.1%
Rest of world	13.0	11.5	+ 13.4%	+ 14.1%
Fleets	41.9	41.7	+ 0.4%	+ 0.4%
<b>TOTAL REVENUES</b>	<b>378.1</b>	<b>351.8</b>	<b>+7.5%</b>	<b>+10.5%</b>

► Invoicing at February 28, 2018 for North and Central America as well as Fleets does not reflect the level of the order book at March 31, 2018, up +6.4% and +20.7% respectively.

## HOUSING DIVISION KEY FIGURES

### H1 2017-18

IN MILLION EUROS	Feb 2018	Feb 2017	Change	Change
			(reported data)	(constant exchange rates)
<b>Revenues</b>	<b>86.9</b>	<b>78.5</b>	<b>+10.6%</b>	<b>+10.6%</b>
- Leisure homes	86.4	71.9	+ 20.1%	+ 20.1%
- Residential housing	0.5	6.6	- 92.4%	- 92.4%
<b>Income from ordinary operations</b>	<b>7.5</b>	<b>3.0</b>	<b>+ 151.1%</b>	
- Leisure homes	7.6	4.4	+ 71.3%	
- Residential housing	-0.1	- 1.4	n/a	
<b>EBITDA</b>	<b>9.1</b>	<b>4.3</b>	<b>+110.8%</b>	

► Strong increase in income from ordinary operations thanks to volume growth and good operational performance for the Leisure Homes business line

## DYNAMIC LEISURE HOMES BUSINESS

### Strong sales growth, up +20%

#### ► Market's continued development

Nights stay for outdoor hospitality sector (Apr-Sep 2017): +9%  
Outdoor hospitality sector visitor levels (10 years): +20%  
Dynamic development of key account customers  
Change in customer expectations focused on quality equipment

#### ► Export

Good performance in Italy

#### ► Continued turnaround for operations

### Residential housing business shut down

#### ► Final projects delivered and entities merged



Source: Insee



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# FINANCIAL RESULTS

## H1 2017-18

**Christophe Caudrelier**

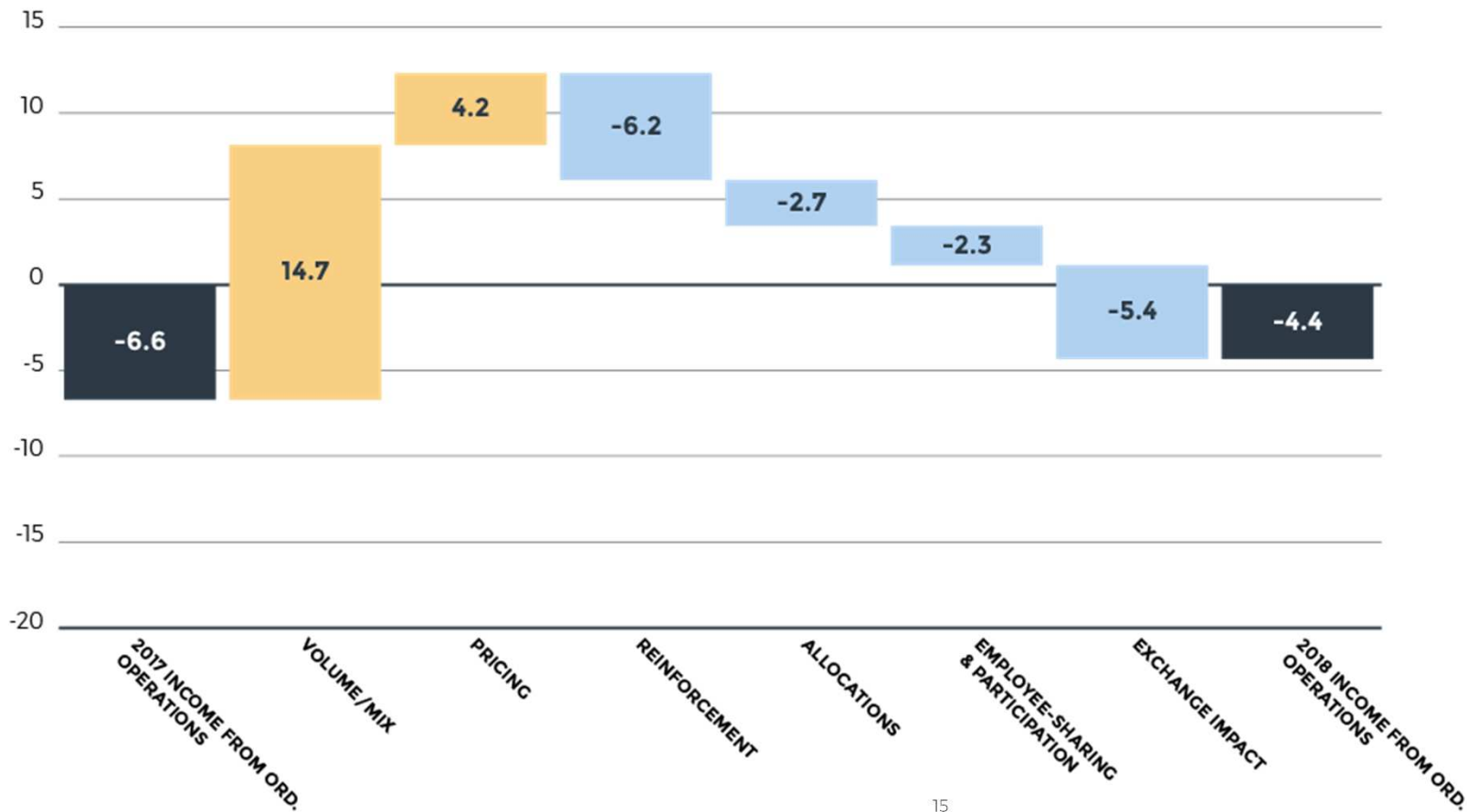
Management Board member  
Group Chief Financial Officer

## GROUP PROFIT AND LOSS

IN MILLION EUROS	H1 2017-18	H1 2016-17	Change (reported data)	Change (constant exchange rates)
Revenues	464.9	430.3	+ 8.0%	+ 10.5%
Income from ordinary operations	-4.4	-6.6		
Other operating income and expenses	0	0		
Operating income	-4.4	-6.6		
Financial income and expenses	1.3	-3.5		
Associates	1.4	2.0		
Tax	1.0	3.6		
Consolidated net income	- 0.6	-4.5		
<b>Net income (Group share)</b>	<b>0.1</b>	<b>-4.0</b>		

► Improvement in financial income reflecting EUR/USD currency hedging (€4.9m)

## BREAKDOWN OF INCOME FROM ORDINARY OPERATIONS FOR H1 2017-18 vs. H1 2016-17



## CASH

IN MILLION EUROS	H1 2017-18	H1 2016-17	2016-17
Income from ordinary operations	-4.4	-6.6	85.6
Depreciation	32.4	30.7	73.5
Provisions	-1.6	-0.8	- 5.9
Financial income and expenses	1.3	-3.5	- 4.4
Tax	-2.5	-0.5	- 18.7
Other	0	-0.4	1.3
Operating cash flow	25.2	18.9	131.4
Net cash flow from investments	-42.1	-41.9	-78.8
Change in working capital	-129.2	-120.9	49.9
Other	2.3	-2.4	1.7
Free cash flow	- 143.9	- 146.3	104.2
Dividends / treasury stock	-20.4	-8.4	- 8.2
CHANGE IN NET CASH	-163.5	-154.7	96.0
Opening net cash position	109.6	13.6	13.6
Closing net cash position	-53.9	-141.1	109.6

► Slight improvement in free cash flow despite the change in working capital due to the robust level of business



04  
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# OUTLOOK

## OUTLOOK MAINTAINED FOR 2017-18

### BOAT BUSINESS



- ▶ Good performance on European markets
- ▶ Satisfying growth in North America
- ▶ Continued growth for fleets
- ▶ Estimated revenue growth of 8% to 10% at constant exchange rates

### HOUSING BUSINESS



- ▶ Good performance for the Leisure Homes business
- ▶ Residential Housing business shut down
- ▶ Estimated revenue growth of 11% to 13% for the Leisure Homes business

### OUTLOOK FOR THE GROUP

- ▶ Total estimated revenue growth of around 8% to 10% at constant exchange rates
- ▶ Income from ordinary operations up 10% to 12% at constant exchange rates (incl. €5.5m employee profit-sharing for SPBI)

## 2020 INCOME FROM ORDINARY OPERATIONS TARGET RATE RAISED +0.5% AT CONSTANT EXCHANGE RATES

AT AUG 31, 2016		AT AUG 31, 2017	2020 TARGET (June 2016)	REVISED 2020 TARGET	2017-2020 OUTLOOK (3 years)
€1.1bn	REVENUES	€1.2bn	≈ €1.4bn	≈ €1.5bn	7.5% to 8.5% AAGR
€43.6m	INCOME FROM ORDINARY OPERATIONS	€85.6m	≈ €115m	≈ €130m	≈ 15% AAGR
4.0%	% INCOME FROM ORDINARY OPERATIONS / REVENUES	7.1%	Targeting 8% to 8.5%	Targeting 8.5% to 9%	-
€68m	INVESTMENTS	€78.8m	≈ €75m / year	≈ €75m / year	-
€70m	FREE CASH FLOW	€104.2m	€200m to €250m over 4 years	€220m to €275m over 4 years	-
€0.30 / share	NET INCOME PER SHARE	€0.72 / share	Over €1.00 / share		-
1.111	EUR / USD RATE ASSUMPTION	1.125	1.125	1.125	1.125

# APPENDICES



**AT CONSTANT EXCHANGE RATES** Average rate for the previous reporting period.

**EBITDA** Earnings before interest, taxes, depreciation and amortization, i.e. operating income restated for allocation / reversal of provisions for liabilities and charges and depreciation charges.

**FREE CASH FLOW** Cash generated by the company during the reporting period before dividend payments and changes in treasury stock.

**NET CASH** Cash and cash equivalents after deducting financial debt and borrowings.



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