

# **INVESTOR PRESENTATION**

January 2017

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# MANAGEMENT PRESENTERS

# TERRY MCNEW | PRESIDENT & CEO

- 29 years in the industry
- 4 years with MasterCraft
- Senior executive roles at both Brunswick and Correct Craft

### TIM OXLEY | CFO

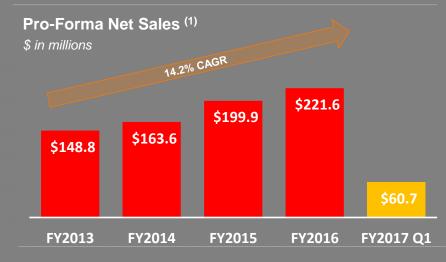
- 26 years in the industry
- 10 years with MasterCraft
- 16 years at Brunswick

## INTRODUCTION TO MASTERCRAFT

- Global, premium, performance-based lifestyle brand
- Leading U.S. market share in the performance sport boat ("PSB") category
- Highly-engineered performance sport boats used for water skiing, wakeboarding and wake surfing, as well as general recreational boating
- Relentless focus on innovation with 26 patents issued and pending, and several notable recent achievements and upcoming releases
- The strongest dealer network in the performance sport boat category with 91 North American dealers with 144 locations and 43 international dealers with 56 locations
- Attractive customer demographics with exceptional customer loyalty
- Rapid organic growth and expanding profit margins

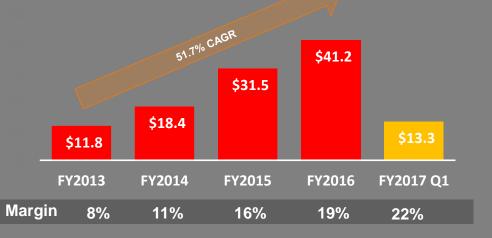
Note: Pro-Forma Net Sales and Adjusted EBITDA represent the Company financials excluding the results of operations of its Hydra-Sports business and certain other non-cash or non-operating expenses. See Appendix for reconciliation of Adjusted EBITDA.

#### **RAPID GROWTH**



#### Adjusted EBITDA (1)

\$ in millions

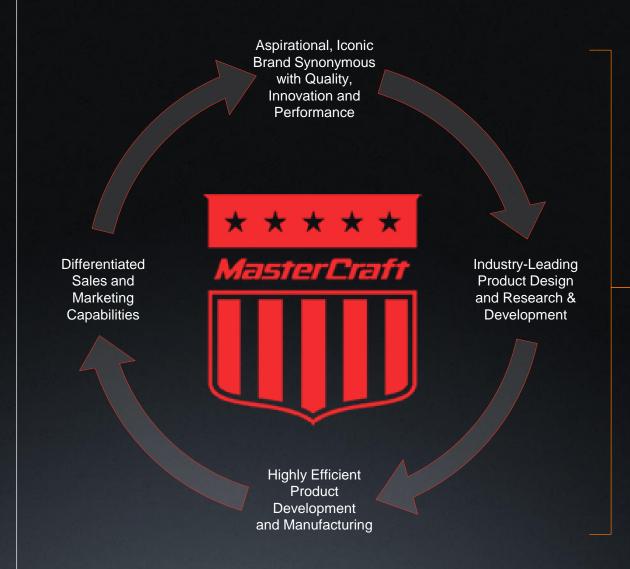


# **EVOLUTION OF THE CATEGORY INNOVATOR**



# THE MASTERCRAFT DIFFERENCE

Our differentiated approach provides sustainable competitive advantages



# **COMPETITIVE ADVANTAGES**

- Proven performance
- Strong demand for new products
- Faster speed to market and portfolio renewal rates
- Lower costs enabling competitive pricing with higher profit margins
- Higher resale values
- Highest quality product backed by best-in-class warranty

# PRODUCT PORTFOLIO ATTRACTING WIDE CUSTOMER BASE

#### **NXT Series**



Entry level series designed to appeal to a younger demographic and broader customer base in an effort to move more people into the MasterCraft brand

**XT Series** 



Appeal to a range of recreational activities by optimizing key wake characteristics to provide best-in-class wakeboarding and wake surfing performance and recreational water skiing performance

**XSeries** 



Appeal to a range of recreational and advanced riders by optimizing key wake characteristics to provide bestin-class wakeboarding and wake surfing performance and recreational water skiing performance

■ Retail Price Range:

\$70K - \$175K

■ Lengths: 20 – 26' ■ Models: 7

■ Maximum Persons: 11-18

■ Maximum Power: 522 hp

**Star Series** 





**Engineered to offer** superior water ski performance by minimizing wake height to create a nearly flat surface required for world-class water skiing

■ Retail Price Range: \$60K - \$75K

Lengths: 22'

■ Models: 1

■ Maximum Persons: 7

■ Maximum Power: 430 hp

XStar



**Engineered to offer** superior wakeboard performance with a hull designed for large, powerful clean wakes for advanced wakeboarders

■ Retail Price Range:

\$100K - \$150K

• Lengths: 24'

■ Models: 1

Maximum Persons: 13

Maximum Power: 522 hp

■ Maximum Power: 320 hp

Maximum Persons: 11

Retail Price Range:

\$50K - \$75K

**Lengths:** 20 – 22'

Models: 3

■ Maximum Power: 522 hp

Maximum Persons: 16

■ Retail Price Range:

\$80K - \$125K

■ Lengths: 20 –23'

■ Models: 2

MasterCraft

# **SUCCESSFULLY EXECUTING ON GROWTH STRATEGIES FROM IPO**

Continue to Develop New and Innovative Products in Core
Markets

3 new models launched in 2016 including the NXT Global and X26

Revolutionary new technology showcased in the new DockStar Handling System

Won 1/3 of the last three years' NMMA innovation awards

Penetrate the Entry-Level and Mid-Line Segment of the

Launched NXT series ("\$50k All Day"), connecting with target demographic for the

**Capture Additional Share** from Adjacent Boating Categories

We Continue to Focus on the Growth Strategies Presented During the July 2015 IPO...

 Launched NXT series ("\$50k All Day"), connecting with target demographic for the entry-level boat segment

And Have the Results through September 2016 to Prove Our Execution on These Strategies

- √ 43% of NXT buyers are new to boating and 33% are transitioning from sterndrives
- Launching XT to round out product offering and reach broader audience

Further Strengthen Dealer Network

Performance Sport Boat Category

- Increased presence with leading dealers; 6 dealers in the top 20 and 21 dealers in the top 100
- Expanded the dealer network to 90 North American dealers with 141 locations and
   43 international dealers with 56 locations

Continuous Operational Enhancement to **Drive Margin Expansion** 

- Increased gross profit and adj. EBITDA margin by 100bps and 280bps, respectively, in FY'17 Q1 vs FY'16 Q1 and by 370bps and 280bps, respectively, in FY'16 vs FY'15
- 2015 IndustryWeek Best Plant in North America demonstrating operational excellence

Source: Company Filings, Earnings Transcripts and the Annual New Boat Dealer Survey conducted by B. Riley & Co.



## RECENT FINANCIAL HIGHLIGHTS

- Net sales increased 8.4% to \$60.7 million
- Gross margin up 100 basis points to 29.3%
- Adjusted EBITDA up 24.8% to \$13.3 million
- Adjusted EBITDA margin up 280 basis points to 21.9%
- Net income totaled \$7.0 million, up from net loss of \$1.3 million in the prioryear period
- Diluted earnings per share under GAAP grew to \$0.38 from the first quarter, up from a loss per share of \$0.08 a year earlier
- Adjusted net income per share is up 36.7% to \$0.41 on a diluted share count of 18.7 million up from \$0.30 in the prior-year period
- Net Debt / TTM Adjusted EBITDA declined to 1.1x in Q1 FY2017 from 1.3x in FY2016, providing ample balance sheet capacity and flexibility



METRIC	FY16 Q1	FY17 Q1
Units Sold	682	718
Growth %	9.8%	5.3%
Net Sales	\$56.0	\$60.7
Growth %	6.8%	8.4%
Pro-Forma Adjusted EPS <sup>(1)</sup> Growth %	\$0.30 50.0%	\$0.41 36.7%
Adjusted EBITDA	\$10.7	\$13.3
Growth %	33.1%	24.8%
Margin %	19.1%	21.9%

<sup>(1)</sup> Based on weighted average shares. See Appendix for calculation.

# SB Share of PSB and Sterndrive (%)

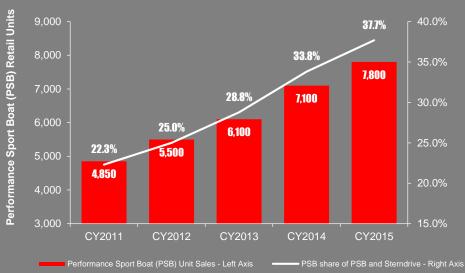
# ATTRACTIVE MARKET DYNAMICS DRIVING DEMAND

Favorable macro tailwinds suggest a long runway for future growth

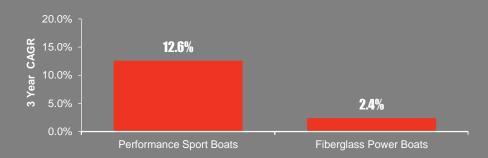
- During CY 2015, PSB retail units sold continued to grow and capture market share from Sterndrive
- Preliminary YTD July SSI data suggests the PSB category is up ~10%
- Dealer sentiment has been positive as they continue to express an optimistic outlook on the future
- Innovation continues to drive growth, especially in wake surfing
- Marine outperforming other Powersport segments
- Despite strong growth in recent years, new PSB units sold in 2015 remained more than 40% below 2006 level
- New unit sales of PSBs in the U.S. increased at a CAGR of 12.6% from 2012 to 2015 while new unit sales of all fiberglass power boats increased at a CAGR of 2.4% in the U.S. over the same period

#### **PSB INCREASING SHARE**

U.S. Performance Sport Boat (PSB) Retail Units and PSB Share of PSB and Sterndrive Units - Source: NMMA



2012 - 2015 New Unit Sales CAGR - Source: SSI



# **INVESTOR HIGHLIGHTS**

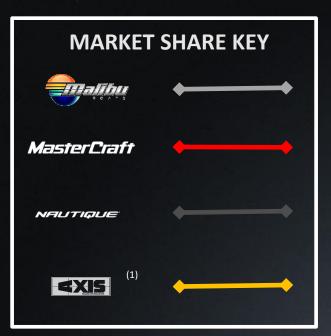
- 1 World-renowned iconic brand synonymous with quality, innovation and performance
- 2 Leading market share position in performance sport boat category
- 3 Industry-leading product design and innovation
- 4 Highly efficient product development and manufacturing
- 5 Strong dealer network
- 6 Differentiated sales and marketing capabilities
- 7 Highly experienced management team leading an engaged workforce
- 8 Strong financial position to support growth

# HIGHLY-VISIBLE AVENUES FOR EARNINGS GROWTH AND SUSTAINABLE COMPETITIVE ADVANTAGES



# LEADING MARKET SHARE POSITION

Just starting to realize benefits of many recent initiatives that new management has executed



#### ROLLING QUARTERLY LTM MARKET SHARE THROUGH SEPT 2016 (1)



LTM 3/2015 LTM 6/2015 LTM 9/2015 LTM 12/2015 LTM 3/2016 LTM 6/2016 LTM 9/2016

- We've consistently held a leading market share position in the U.S. over the past decade
- Our emphasis has been and will continue to be about profitable, sustainable market share

Source: SSI and company SEC filings.

(1) Axis is an independent brand within Malibu Boats

# INDUSTRY-LEADING PRODUCT DESIGN AND INNOVATION

#### **PLANNING**

MasterCraft employs a Strategic Portfolio Management Team of cross-functional leaders to maintain a 5-year product and innovation pipeline:

- Identify products and innovations that will drive demand, volume and margin
- 2 year forward product and innovation pipeline known,
- 3-5 year forward pipeline outlined

#### DEVELOPMENT

MasterCraft utilizes a disciplined product development process and advanced technologies to develop the highest performing, most innovative and highest quality hulls and product features in the industry:

- Disciplined stage-gate product development process
- Independent innovation development
- Computer aided design
- Electronic wave analysis
- Finite element analysis (FEA)
- Design failure mode effect and analysis
- Design validation plan and report

#### **EXECUTION**

MasterCraft utilizes cross-functional teams and tools such as design for manufacturing, common product architecture and value add/value engineering which results in:

- Decreased product development timeline
- Shorter innovation launch cycle
- Lower development costs
- Increased speed to market
- Higher quality

#### **LAUNCH**

MasterCraft releases 3 new models annually to:

- Drive demand and brand excitement
- Maintain and grow market share
- Command higher price points
- Grow margins

#### **ACHIEVEMENTS THROUGH INNOVATION**

ISSUED AND

PENDING PATENTS





















# HIGHLY EFFICIENT PRODUCT DEVELOPMENT AND MANUFACTURING

MasterCraft's significant investments in...

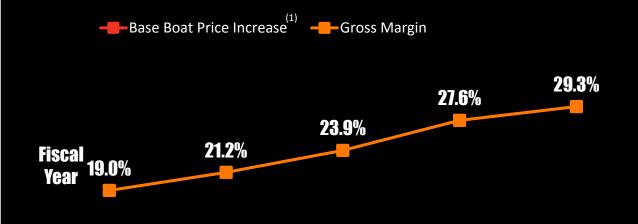
- infrastructure
- value-added processes
- engineering

#### ...result in

- lower material waste
- reduced labor hours per boat
- reduced re-work
- increased production efficiencies
- improved quality



# GROSS MARGIN EXPANSION WITH MINIMAL BASE BOAT ASP INCREASES





Note: Based on current management estimates, Financials for FY17 as shown are unaudited. (1) Weighted average base boat price increases, excluding options.









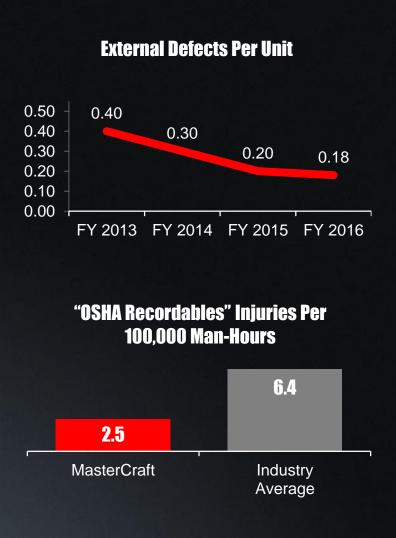






# **COMMITTED TO QUALITY**

250,000	Square foot facility
~40%	Additional units/day manufacturing capacity (1)
49	Year history of making boats
435	Critical checkpoints
100%	Lake tested
ISO 9001	Quality control system
NMMA	Certified
ONE GOAL	To be the best on the water



<sup>)</sup> Assumes current footprint on one shift. Second shift lamination could increase capacity to 5,000 units

# STRONG DEALER NETWORK



# DIFFERENTIATED SALES AND MARKETING CAPABILITIES













# TERRY MCNEW PRESIDENT AND CEO

29 years in the industry. Executive roles at both Brunswick Corp. and Correct Craft. Six Sigma Black Belt certification. 4 years with MasterCraft



## TIM OXLEY CFO

26 years in the industry. 16 years at Brunswick. Certified Public Accountant. 10 years with MasterCraft



# LARRY JANOSEK VP OF OPERATIONS

19 years of cross-functional business experience in the automotive industry. 5 years with MasterCraft.



#### VP OF SALES AND MARKETING

22 years in the industry. 3 years with MasterCraft. Has held numerous senior leadership positions at Brunswick Corp.



#### **DAVID KIRKLAND**

CIO

14 years in the industry.14 years with MasterCraft



#### GREG STANLEY VP OF HUMAN RESOURCES

21 years in the industry. 21 years with MasterCraft





# **MULTI-FACETED**

**Growth Opportunities** 

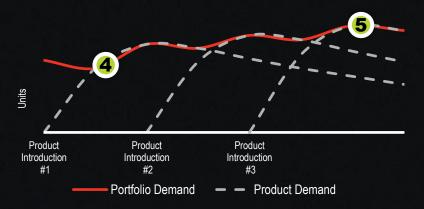
# CONTINUE TO DEVELOP NEW AND INNOVATIVE PRODUCTS IN CORE MARKETS

#### **Cash Flows Over Product Development Lifecycle**



- 1 A more disciplined product innovation process allows MasterCraft to spend on R&D more efficiently than competitors
- Effective product development has accelerated new product releases resulting in increased speed to market
- 3 Fresher and more innovative products, especially when first to market, command price premiums driving increased cash flows versus competitors

#### **Demand for Boat Portfolio Over Time**

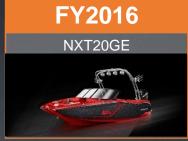


- 4 3 new model releases per year accelerates replacement lifecycle and drives demand
- 5 The entire product portfolio has been renewed in the last 4 years, giving us the newest overall product offering in the performance sport boat category and positioning us for strong growth in the coming periods

#### **KEY PRODUCT INTRODUCTIONS**











# PENETRATE THE ENTRY-LEVEL SEGMENT OF THE PERFORMANCE SPORT BOAT CATEGORY

The MasterCraft NXT product line allows us to penetrate the growing entry-level segment of our market, a segment the Company had not previously targeted

The MasterCraft NXT continues to offer a product with the highest levels of...

quality

functionality

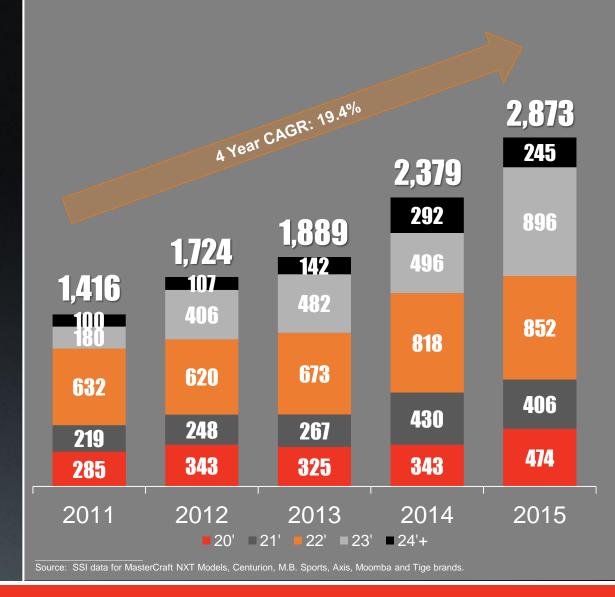
style

performance

reliability

The MasterCraft NXT22 is targeting the core of the entry-level segment as 22' unit sales represent 29.7% of the total entry-level market

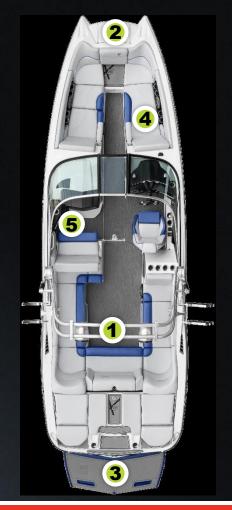
## ENTRY-LEVEL SEGMENT UNIT SALES BY LENGTH



# **CAPTURE SHARE FROM ADJACENT BOAT CATEGORIES**

Targeting crossover customers seeking high performance powerboats for general recreation

	1	2	3	4	5
	WATERSPORTS VERSATILITY	CUSTOMIZED Styling	ENHANCED SAFETY	ROOMY, PLUSH INTERIOR	STORAGE / SPACE
TRADITIONAL LARGE REC DAYBOATS	0	0	0	ঙ	<b>⊗</b>
MasterCraft	<b>⊗</b>	छ	€	छ	8
X26 Features	<ul><li>Gen 2 Surf System</li><li>2.1k lbs ballast</li><li>Swivel board racks</li></ul>	<ul><li>Numerous color combinations</li><li>Pickle-fork bow</li></ul>	<ul><li>Inboard prop location</li><li>Swim platform</li></ul>	<ul><li>18 person capacity</li><li>Deluxe aft lounge</li><li>Bow seating</li></ul>	<ul><li>101 cubic feet</li><li>Sink and fridge</li><li>Private toilet</li></ul>



Sterndrive 20'-35' units sold in the U.S. in 2015

Source: SSI data.

# FURTHER STRENGTHEN DEALER NETWORK

Supply Dealers With High Quality, Relevant Boats...

...And Maintain The Highest Quality Dealers...

...While Thoughtfully Managing Our Exposure

3

Annual new model releases keep MasterCraft fresh

**12** 

Unique models comprise robust portfolio of choices



All backed by the best warranty on the water

MOST DEALERS IN TOP 20 (1)				
	%	#		
<i>MasterCraft</i>	30%	6		
NAUTIQUE	20%	4		
<del>- Malibu</del>	15%	3		

dealers in Boating Industry's Top 100



LOW DEALER CONCENTRATION				
Dealer Ranks	% Net Sales			
Top 10	41%			
Top 11-20	17%			
Top 20	58%			

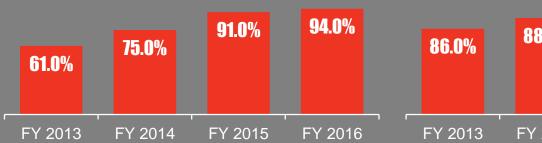
(1) Source: MRAA.

# CONTINUOUS OPERATIONAL IMPROVEMENT

- Faster and more disciplined product innovation process has accelerated new product development
- Significant margin expansion despite lower average boat sale price increases vs. competitors
- Recent initiatives implemented to reduce cost base and improve manufacturing efficiency resulted in:
  - Lower re-work, material waste and excess inventory
  - Higher quality, improved on-time delivery rates and higher customer satisfaction

#### FIRST-TIME QUALITY (1)

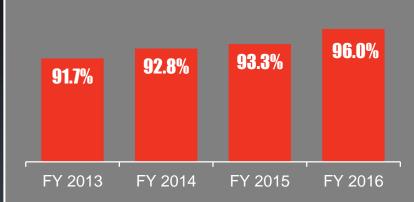
#### **ON-TIME DELIVERY**

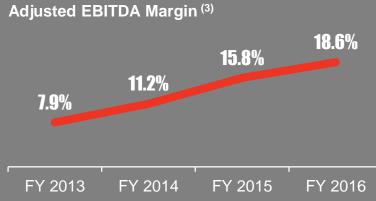




#### **CUSTOMER SATISFACTION [2]**

#### IMPROVED OPERATING LEVERAGE





Note: FYE June 30.

- (1) First-time internal quality process pass rate.
- (2) Source: NMMA
- Adjusted EBITDA margin figures exclude Hydra-Sports and certain other non-cash or non-operating expenses. See Appendix for reconciliation of Adjusted ERITDA

# LONG TERM PERFORMANCE TARGETS

METRIC	TARGET
Revenue Growth	Mid to high-single digit
Adjusted EBITDA Margin	19% – 21%
EPS Growth (1)	Mid-single to low-double digit

Note: These goals are forward-looking, are subject to significant business, economic, regulatory and competitive uncertainties and contingencies, many of which are beyond the control of the Company and its management, and are based upon assumptions with respect to future decisions, which are subject to change. Actual results will vary and those variations may be material. For discussion of some of the important factors that could cause these variations, please consult the "Risk Factors" section of the prospectus. Nothing in this presentation should be regarded as a representation by any person that these goals will be achieved and the Company undertakes no duty to update its goals.

<sup>(1)</sup> Adjusted net income per proforma share growth



# **KEY FINANCIAL**

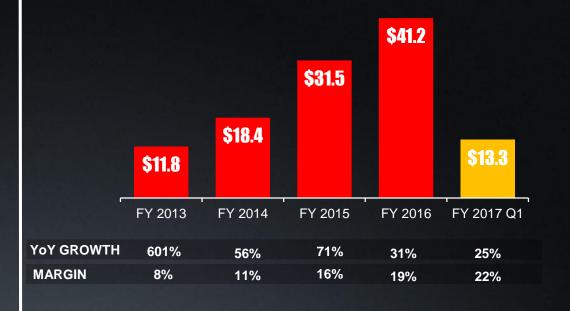
Information

# STRONG FINANCIAL PERFORMANCE



#### **ADJUSTED EBITDA**

\$ in millions



Note: Figures exclude Hydra-Sports and certain other non-cash or non-operating expenses. See Appendix for reconciliation of Adjusted EBITDA. "YoY" defined as the current fiscal period over the prior fiscal period growth.

# CASH CONVERSION CYCLE

n thousands)	FY 2014	FY 2015	FY 2016	FY 2017 Q1
Net sales	\$177,587	\$214,386	\$221,600	\$60,689
Cost of sales	\$139,975	\$163,220	\$160,521	\$42,880
Beginning Inventory	\$11,316	\$11,685	\$11,541	\$13,268
Ending Inventory	\$11,685	\$11,541	\$13,268	\$12,596
Beginning Accounts Receivable	\$5,145	\$4,406	\$2,653	\$2,966
Ending Accounts Receivable	\$4,406	\$2,653	\$2,966	\$4,943
Beginning Accounts Payable	\$9,425	\$13,020	\$14,808	\$13,112
Ending Accounts Payable	\$13,020	\$14,808	\$13,112	\$12,993
Days Inventory Outstanding (DIO) (1)	30.0	26.0	28.2	28.3
Days Sales Outstanding (DSO) <sup>(2)</sup>	9.8	6.0	4.6	6.1
Days Payable Outstanding (DPO) (3)	29.3	31.1	31.7	28.6
Cash Conversion Cycle (CCC) (Days) (4)	10.5	0.9	1.1	5.9

#### Note

<sup>(4)</sup> The CCC, is calculated as the sum of DIO plus the DSO, minus the DPO - 365 days for each FY and 94 days for FY 2017 Q1



<sup>(1)</sup> The DIO is calculated as the average inventory divided by the cost of sales per day - 365 days for each FY and 94 days for FY 2017 Q1

<sup>(2)</sup> The DSO is calculated as the average receivable divided by net sales per day - 365 days for each FY and 94 days for FY 2017 Q1

<sup>3)</sup> The DPO is calculated as the average accounts payable divided by cost of sales per day - 365 days for each FY and 94 days for FY 2017 Q1

# FISCAL 2017 GUIDANCE

METRIC	FYE 2017 TARGET
Revenue Growth	Low to mid-single digit
Adjusted EBITDA Margin (1)	Growth from FY 2016, 18.6% to low 19's
EPS Growth (2)	Mid to high-single digit

Note: These goals are forward-looking, are subject to significant business, economic, regulatory and competitive uncertainties and contingencies, many of which are beyond the control of the Company and its management, and are based upon assumptions with respect to future decisions, which are subject to change. Actual results will vary and those variations may be material. For discussion of some of the important factors that could cause these variations, please consult the "Risk Factors" section of the prospectus. Nothing in this presentation should be regarded as a representation by any person that these goals will be achieved and the Company undertakes no duty to update its goals.

<sup>(1)</sup> Estimated legal defense costs regarding the Malibu patent infringement have been considered in providing this guidance.

<sup>(2)</sup> Adjusted net income per proforma share growth

## **WRAP UP**

- 1 World-renowned iconic brand synonymous with quality, innovation and performance
- 2 Leading market share position in performance sport boat category
- 3 Industry-leading product design and innovation
- 4 Highly efficient product development and manufacturing
- 5 Strong dealer network
- 6 Differentiated sales and marketing capabilities
- 7 Highly experienced management team leading an engaged workforce
- 8 Strong financial position to support growth

# HIGHLY-VISIBLE AVENUES FOR EARNINGS GROWTH AND SUSTAINABLE COMPETITIVE ADVANTAGES



# **APPENDIX**

# **DETAILED FINANCIAL SUMMARY**

(\$ in millions, actual units)

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017 Q1
		Consoli	dated		
Total Boats Sold	1,998	2,185	2,592	2,742	718
YoY Growth %	6.2%	9.4%	18.6%	5.8%	5.3%
Net Sales	\$162.0	\$177.6	\$214.4	\$221.6	\$60.7
YoY Growth %	18.0%	9.6%	20.7%	3.4%	8.4%
Cost of goods	131.3	140.0	163.2	160.5	42.9
Gross Profit	\$30.7	\$37.6	\$51.2	\$61.1	\$17.8
% of net sales	19.0%	21.2%	23.9%	27.6%	29.3%
Operating Expenses	18.7	19.0	27.2	39.1	6.2
% of net sales	11.5%	10.7%	12.7%	17.6%	10.2%
Сарех	\$3.0	\$3.4	\$3.5	\$3.8	\$0.5
		MasterCr	aft Only		
Boats Sold	1,949	2,135	2,547	2,742	718
YoY Growth %	13.3%	9.5%	19.3%	7.7%	5.3%
Net Sales	\$148.8	\$163.6	\$199.9	\$221.6	\$60.7
YoY Growth %	25.6%	10.0%	22.2%	10.9%	8.4%
Adjusted EBITDA	\$11.8	\$18.4	\$31.5	\$41.2	\$13.3
YoY Growth %	600.7%	55.8%	71.4%	30.7%	24.8%
% of net sales	7.9%	11.2%	15.8%	18.6%	21.9%

Note: FY June 30. Consolidated figures include Hydra-Sports and certain other non-cash or non-operating expenses. See next page in appendix for reconciliation of Adjusted EBITDA. "YoY" defined as the current fiscal period over the prior fiscal period growth.

# ADJUSTED EBITDA RECONCILIATION

in millions)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017 Q1
Net Income	\$2.8	\$19.9	\$5.5	\$10.2	\$7.0
Income Tax Expense (Benefit) (1)	(0.0)	(11.4)	6.6	8.3	4.0
Interest Expense	9.2	7.5	5.2	1.3	0.6
Depreciation and Amortization	2.0	2.5	3.3	3.4	0.8
EBITDA	\$14.0	\$18.5	\$20.6	\$23.2	\$12.4
Change in Common Stock Warrant Fair Value (2)	0.0	2.5	6.6	3.4	0.0
Transaction Expenses (3)	0.0	0.0	7.1	0.5	0.1
Litigation charge (4)	0.0	0.0	0.5	1.6	0.7
Litigation settlement <sup>(5)</sup>	0.0	0.0	0.0	(1.2)	0.0
Hydra-Sports <sup>(6)</sup>	(2.2)	(2.6)	(3.3)	0.0	0.0
Stock-based compensation	0.0	0.0	0.0	13.7	0.1
Adjusted EBITDA	\$11.8	\$18.4	\$31.5	\$41.2	\$13.3

#### Note

<sup>(1)</sup> Fiscal 2014 income tax benefit primarily represents the reversal of a valuation allowance for deferred tax assets.

<sup>(2)</sup> Represents non-cash expense related to increases in the fair market value of the restructuring warrant.

<sup>3)</sup> Represents fees and expenses related to our initial public offering, payment of a special cash dividend in June 2016, expenses associated with recapitalization activities completed in March 2015, secondary offering in September 2016.

<sup>(4)</sup> Represents legal and advisory fees for our litigation with Malibu Boats, LLC and settlement of a litigation matter for fiscal 2015.

<sup>(5)</sup> Represents receipt of a one-time payment to settle certain litigation matters.

Represents the operating income attributable to the operations of our Hydra-Sports business and the related manufacturing agreement, adjusted to exclude depreciation and amortization related to Hydra-Sports. We previously divested the Hydra-Sports business in June 2012, but continued to manufacture Hydra-Sports boats for the purchaser of the business pursuant to an agreement that expired on June 30, 2015 (and which was not renewed). This adjustment was calculated by identifying the applicable cost of sales and operating expenses directly attributable to the Hydra-Sports business for such period, excluding any corporate overhead or other shared costs.

## ADJUSTED NET INCOME RECONCILIATION

millions)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017 Q1
Net Income	\$2.8	\$19.9	\$5.5	\$10.2	\$7.0
Income Tax Expense (Benefit) (1)	(0.0)	(11.4)	6.6	8.3	4.0
Change in Common Stock Warrant Fair Value (2)	0.0	2.5	6.6	3.4	0.0
Transaction Expenses (3)	0.0	0.0	7.1	0.5	0.1
Litigation charge <sup>(4)</sup>	0.0	0.0	0.5	1.6	0.7
Litigation settlement (5)	0.0	0.0	0.0	(1.2)	0.0
Hydra-Sports (6)	(2.2)	(2.6)	(3.3)	0.0	0.0
Stock-based compensation	0.0	0.0	0.0	13.7	0.1
Adjusted net income before income taxes	\$0.6	\$8.4	\$23.1	\$36.5	\$11.9
Adjusted income tax expense (7)	0.2	3.0	8.3	13.1	4.3
Adjusted net income	\$0.4	\$5.4	\$14.8	\$23.4	\$7.6
Pro-Forma adjusted net income per common share:					
Basic	\$0.02	\$0.31	\$0.86	\$1.28	\$0.41
Diluted	\$0.02	\$0.30	\$0.79	\$1.24	\$0.41
Pro-forma weighted average shares used for			The state of the s	- W W T T T T T T	
the computation of:					
Basic adjusted net income per share <sup>(8)</sup>	17,210,249	17,210,429	17,210,429	18,283,755	18,591,808
Diluted adjusted net income per share(8)	18,099,159	18,142,423	18,822,858	18,772,373	18,679,292

#### Note

- (1) Fiscal 2014 income tax benefit primarily represents the reversal of a valuation allowance for deferred tax assets.
- (2) Represents non-cash expense related to increases in the fair market value of the restructuring warrant.
- (3) Represents fees and expenses related to our initial public offering, follow-on offering, payment of a special cash dividend and expenses associated with recapitalization activities recognized during fiscal 2015.
- (4) Represents legal and advisory fees for our litigation with Malibu Boats, LLC for fiscal 2016 and settlement of a litigation matter for fiscal 2015.
- (5) Represents receipt of a one-time payment to settle certain litigation matters.
- (6) Represents the operating income attributable to the operations of our Hydra-Sports business and the related manufacturing agreement, adjusted to exclude depreciation and amortization related to Hydra-Sports. We previously divested the Hydra-Sports business, but continued to manufacture Hydra-Sports boats for the purchaser of the business pursuant to an agreement that expired on June 30, 2015 (and which was not renewed). This adjustment was calculated by identifying the applicable cost of sales and operating expenses directly attributable to the Hydra-Sports business for such period, excluding any corporate overhead or other shared costs.
- (7) Reflects income tax expense at an estimated normalized annual effective income tax rate of 36.0 percent for the periods presented.
- (8) The weighted average shares used for computation of fiscal 2016 pro-forma basic and diluted earnings per common share gives effect to the 6,071,429 shares sold in our initial public offering, which closed on July 22, 2015, the 894,850 shares of restricted stock granted under the 2015 Incentive Award Plan and the 864,946 shares issued in exchange and exercise of options and common stock warrants less 378,417 shares repurchased having been outstanding over the quarter. The average of the prior quarters is used for computation of the fiscal year ended periods.

# **BALANCE SHEET**

ousands)	<b>June 30, 2016</b>	<b>October 2, 201</b> (
Assets:		
Cash	\$73	\$212
Accounts Receivable	2,966	4,943
Inventories - Net	13,268	12,596
Other Current Assets	1,785	2,931
Property, Plant and Equipment - Net	13,826	13,511
Intangible Assets - Net	16,750	16,723
Goodwill	29,593	29,593
Other	4,272	3,012
Total Assets	\$82,533	\$83,521
Liabilities		
Accounts Payable	\$13,112	\$12,993
Accrued Expenses and Other Current Liabilities	23,384	21,840
Total Debt, net of unamortized debt issuance costs	52,227	47,915
Unrecognized Tax Positions	2,189	2,304
Total Liabilities	\$90,912	\$85,052
Shareholders' Equity (Deficit)	(8,379)	(1,531)
Total Liabilities and Shareholders' Equity	\$82,533	\$83,521

