

# TEAM PERFORMANCE

## HUMAN ORIENTED

Value creation begins with personal appreciation.

## INNOVATIVE

We are fearless and question the status quo.

## RESPONSIBLE

Where we see potential for improvement, we address it and keep an eye on the bigger picture.

## RELIABLE

We do what we say and make sure that everything runs smoothly.

May 2022

# Company Presentation

Hanjo Runde, CEO

## HanseYachts

Aktiengesellschaft

Hanse 

**Dehler** 

 **Moody**

*Privilege*

**FJORD** 

**SEALINE**

**RYCK**  
YACHTS

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# Today's presenter



**Hanjo Runde**

CEO of HanseYachts AG since October 2021, is an expert in supply chain management, sales and digital marketing. He build his skill set at the Hilti Group, Airbus and most recently as CEO of SieMatic, a manufacturer of premium kitchen. Hanjo is an alumni of ETH Zurich and Harvard Business School.





“

**Breaking rules,  
setting trends**

”

# HanseYachts – A truly global player at a glance



## Key Figures



Solid **+8,3 %** y-o-y revenue growth until Corona (2011/12-18/19)



**EUR 314 million** Order backlog H1 2021/22



Order intake 2020/21 and 2021/22 **80%** higher than pre-Covid



**>31 %** price increase realized since 1.4.2021

German engineering and highest quality

A motivated and skilled global team

Award winning portfolio

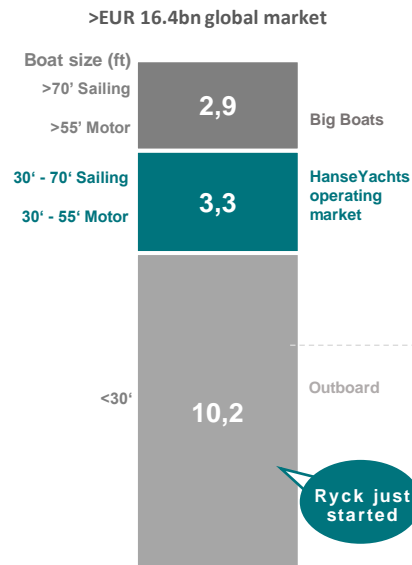
Strong growth over the past years

# HanseYachts operates in a strong market environment

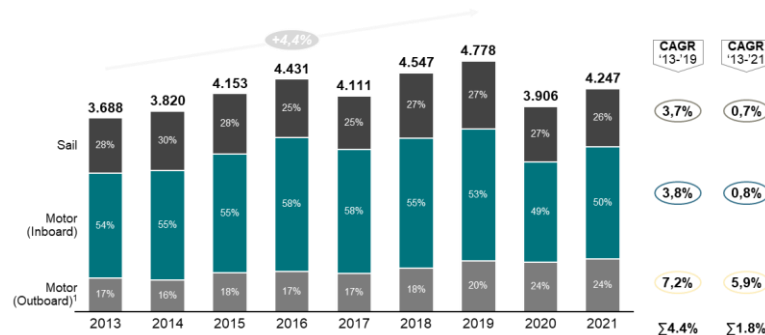
3.3bn are addressable for HYAG

Until 2019 the market grew at 4,4%

Industry order backlog of about 4.350 boats

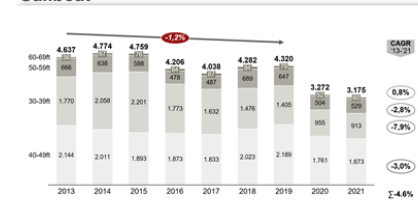


(Production volume, EUR million)

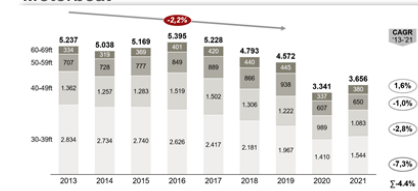


(# of produced boats)

Sailboat



Motorboat



Source: Drapper, FIN (Federation of Nautical Industry), Management estimates

# HanseYachts sold out until end of 2023

Our **order backlog** for H1 2021/22 of EUR 313,8 million is at a **record level**

The **4 new models** account for **30%** of the **total order intake in H1** (Hanse 460, Dehler D46SQ, Fjord 53XL and Ryck 280)



Hanse 460



Fjord F53XL



Dehler 46SQ



Ryck 280



# We pay as much attention to culture as to strategy

Our Purpose	Our Ambition	Our Strategic Initiatives
 <p>WE CREATE INDEPENDENCE IN ITS MOST BEAUTIFUL FORM TO KEEP THE FASCINATION FOR WATER BOUNDLESS.</p>	<p>&gt;10% EBITDA at &gt; EUR 200 million Revenue by Innovation Leadership</p>	<p>Market oriented &amp; professionalized product development</p> <p>Productivity increase &amp; production extension to scale and reduce delivery times</p> <p>Digitize our business model &amp; drive sales excellence</p> <p>Professionalize Human Resources</p> <p>Pricing</p> <p>Empower culture &amp; leadership to drive change</p>



# We want a culture that empowers employees and performance

## OUR VALUES



HanseYachts  
Management

## OUR LEADERSHIP PRINCIPLES

### THIS IS HOW WE LEAD.

The HanseYachts AG is a medium-sized company with strong performance orientation. We develop and build premium products, and create a culture in which the determination to address and improve things is encouraged. Responsibility for the big picture is felt by every employee. Our management crew is tasked with ensuring a healthy work environment that empowers employees and fosters a willingness to work.

### ROLE MODEL.

Think about the effect your actions have on those around you. Set priorities and make employees allies with whom you can overcome shared challenges. Act as a role model, a thought leader and an overseer.

### CHALLENGE AND ENCOURAGE.

Encourage your employees to think and act for themselves in the company's interests. Give them freedom, trust, and responsibility.

### COMMUNICATION.

Take the time for your employees, be approachable, keep them fully informed, ask for feedback and listen. Make sure that they feel seen, heard and respected. Act with transparency.

HanseYachts  
Management

# Confidence 2026 – a clear path towards profitable growth



## Market oriented & professionalized product development

Innovation focused roadmap | New standards for an even more efficient development process



## Digitize our business model & drive sales excellence

Digitize lead generation | Win new markets & dealers | Professionalize partner business model



## Productivity increase & production extension to scale and reduce delivery times

Implement HYPS & drive efficiency | Increase capacity with new hires



## Pricing

Systematization of pricing | improve cost controlling



## Professionalize Human Resources

Improve processes | Increase employer branding | Revamp recruiting



## Empower culture & leadership to drive change

Purpose | values

# Record level of new orders in the first half of FY 2021/22

## Current trading

KEY FIGURES TABLE	01.07.2021- 31.12.2021	01.07.2020- 31.12.2020	01.07.2019- 31.12.2019	01.07.2018- 31.12.2018
EUR million			1)	
Turnover	61,6	48,2	49,5	54,7
Cost of materials in % of total output	56%	54%	57%	58%
EBITDA	-3,1	-4,5	-3,5	1,3
Order intake	181,6	127,4	78,3	72,5

1) 2019/20: including initial consolidation of Privilège Marine SAS

- Record level of new orders in the first half with a volume of EUR 181,6 million (+up by 43%). The boatyard is nearly sold out for the next two financial years. In fact, orders for some models extend into the year 2024.
- Consolidated revenues rise by 28% to a 12-year H1 record of EUR 61.6 million (PY: EUR 48.2 million)
- Even better result prevented by supply chain disruptions. The worldwide problems with supply chains are causing cost-intensive disruptions in the production process of HanseYachts AG. Production must be continually adjusted to suit the availability of purchased parts.
- In the first half of 2021/2022, the Group generated a positive cash flow from operating activities due to the high level of new orders with their advance payments. The opposite effect stemmed from cash being tied up in inventories.

# HanseYachts – Key investment highlights



1

Huge addressable global boating market driven by structural tailwinds

2

Strong positioning - world's second largest sail yacht manufacturer and leading player in high-growth motorboat market

3

Lean and highly efficient operational set-up producing at scale

4

Unrivalled value proposition with an iconic portfolio

5

Strong track-record in profitable growth and high potential for improving margins

6

Clear building blocks for future growth and ideal platform for consolidation



Thank you