

# Q4 2016/2017 Sales Presentation

**ZODIAC AEROSPACE**

Wednesday 13<sup>th</sup> September 2017

# Safe Harbour statement

*Certain statements contained in this document are forward-looking statements. These statements includes, without limitation, statements that are predictions of or indicate future events, trends, plans, expectations or objectives. Examples of forward-looking statements include statements relating to business strategy, objectives, delivery schedules or future performance. Words such as “anticipates”, “believes”, “estimates”, “seeks”, “intends”, “may” and similar expressions are used to identify these forward-looking statements.*

*Such statements are, by their nature, subject to known and unknown risks and uncertainties. These uncertainties may cause our actual future results to be materially different than those expressed in our forward-looking statements as these are dependent on risk factors such as the variation of the exchange rates, program delays, industrial risks relating to safety, the evolution of regulations and the general economic and financial conditions and other matters of national, regional and global scale, including those of a political, economic, competitive and regulatory nature. Please refer to the section “Risks management” of the latest Zodiac Aerospace’s Annual Report, for a description of certain important factors, risks and uncertainties that may affect Zodiac Aerospace’s business.*

*Zodiac Aerospace makes no commitment to update or revise any of these forward-looking statements, whether to reflect new information, future events or circumstances or otherwise.*

# Agenda

**Q4 2016/2017 sales highlights**

**Divisional performance**

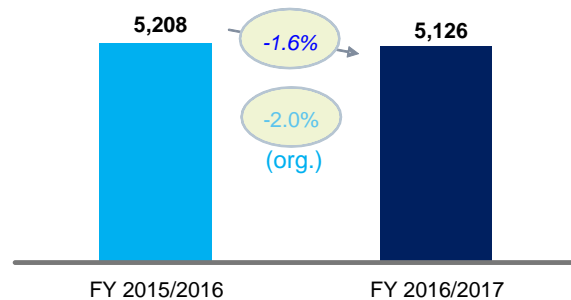
**Update on financial targets**

# Q4 2016/2017 sales highlights

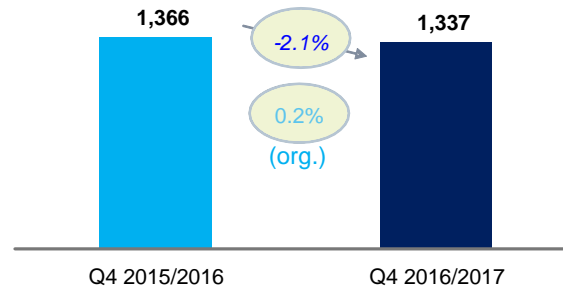
# Q4 & FY sales - Group

- **FY sales -1.6% to €5.1bn**
  - -2.0% organic growth
  - +0.4% exchange rate impact
- **Q4 sales -2.1% to €1.3bn**
  - +0.2% organic growth
  - -2.3% exchange rate impact
- **Strong H1/H2 dissymmetry**
  - Especially in Aerosystems (+17% for H2/H1)

## FY'17 sales



## Q4'17 sales



# Branches performance

# Aerosystems – Q4 & FY review

- **Q4 sales amounted to €620m (+5.0%)**

- +6.7% organic growth
- -1.7% exchange rate impact

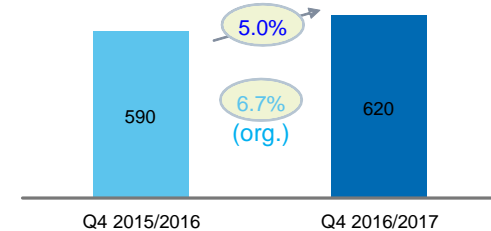
- **FY sales amounted to €2,237m (+3.5%)**

- +3.0% organic growth
- +0.5% exchange rate impact

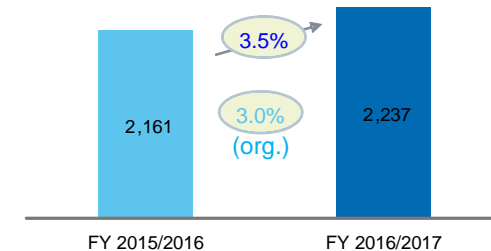
- **As expected**

- Confirmation of H1/H2 dissymmetry (+17% in H2 vs H1)
- Sales organic growth progressing quarter after quarter
- Good performance of commercial aircraft activities compensating the low demand and program delays in helicopters and biz & regional jets
- Contribution of shifted deliveries and good IFE activity in Q4

## Q4'17 sales



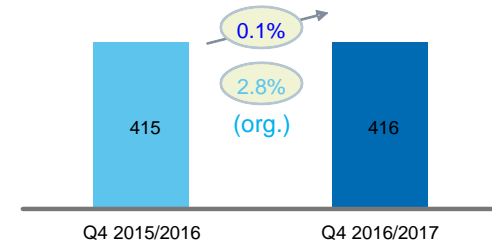
## FY'17 sales



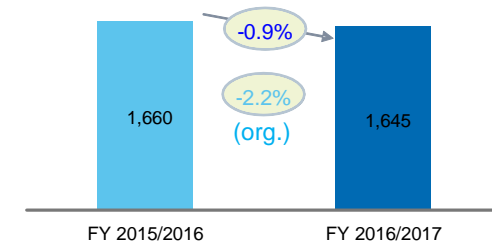
# Cabin – Q4 & FY review

- **Q4 sales amounted to €416m (+0.1%)**
  - +2.8% organic growth
  - -2.7% exchange rate impact
- **FY sales amounted to €1,645m (-0.9%)**
  - -2.2% organic growth
  - +1.3% exchange rate impact
- **Ramp up of program and catch up of delays**

## Q4'17 sales



## FY'17 sales

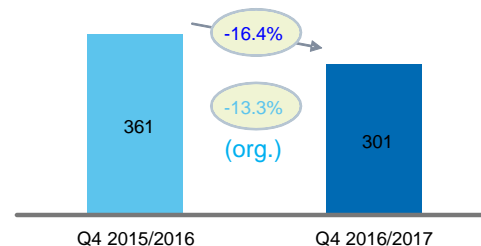




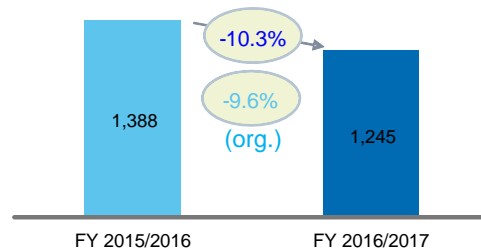
# Seats – Q4 & FY review

- **Q4 sales amounted to €301m (-16.4%)**
  - -13.3% organic growth
  - -3.1% exchange rate impact
- **FY sales amounted to €1,245m (-10.3%)**
  - -9.6% organic growth
  - -0.7% exchange rate impact
- **Consequence of industrial difficulties, lower sales and an unfavorable comparison basis**
- **Making good progress on the transformation of the branch**
  - Ongoing recovery in the UK, according to plan

## Q4'17 sales



## FY'17 sales



# Outlook

# Outlook

- **Industrial recovery plan and transformation plan on track**
- **Operating profitability in line with FY 2016/2017 guidance**
  - FY 2016/2017 results will be published on October 31, 2017
- **Ongoing action plan delivering strong improvement in cash flow generation**
  - Net debt / Ebitda ratio at year end should be well below 3x
- **Currency hedging in place for 2017/2018**
  - Zodiac Aerospace has hedged 83% of estimated EUR/USD net exposure at 1.0875\$/€ (spot rate)
  - And 54% of USD/CAD, 64% of USD/GBP, 48% of USD/MXN and 65% of USD/THB exposure

# Appendix

# Consolidated sales by quarter

Consolidated revenue by quarter				
In millions of euros	1st quarter 2016/2017	2nd quarter 2016/2017	3rd quarter 2016/2017	4th quarter 2016/2017
<b>Aerosystems Activities</b>	477.3	553.6	585.9	<b>619.9</b>
<b>Aircraft Interiors Activities</b>	724.6	691.5	756.4	<b>717.0</b>
<i>Zodiac Seats</i>	306.5	300.9	336.2	<b>301.3</b>
<i>Zodiac Cabin</i>	418.1	390.6	420.2	<b>415.7</b>
<b>Group Total</b>	1,201.9	1,245.1	1,342.3	<b>1,336.9</b>
€/ \$ conversion	1.10	1.06	1.08	<b>1.15</b>
In millions of euros	1st quarter 2015/2016	2nd quarter 2015/2016	3rd quarter 2015/2016	4th quarter 2015/2016
<b>Aerosystems Activities</b>	505.9	514.7	549.6	590.4
<b>Aircraft Interiors Activities</b>	732.0	736.4	803.1	776.0
<i>Zodiac Seats</i>	320.8	320.8	385.6	360.6
<i>Zodiac Cabin</i>	411.2	415.6	417.5	415.4
<b>Group Total</b>	1,237.9	1,251.1	1,352.7	1,366.4
€/ \$ conversion	1.11	1.09	1.13	1.12

# Cumulative consolidated sales 2016/2017

In millions of euros	1st quarter 2016/2017	1st half 2016/2017	9 months 2016/2017	Full year 2016/2017
<b>Aerosystems Activities</b>	477.3	1,030.9	1,616.8	<b>2,236.7</b>
<b>Aircraft Interiors Activities</b>	724.6	1,416.1	2,172.5	<b>2,889.5</b>
<i>Zodiac Seats</i>	306.5	607.4	943.6	<b>1,244.9</b>
<i>Zodiac Cabin</i>	418.1	808.7	1,228.9	<b>1,644.6</b>
<b>Group Total</b>	<b>1,201.9</b>	<b>2,447.0</b>	<b>3,789.3</b>	<b>5,126.2</b>
€/ \$ conversion	1.10	1.08	1.08	<b>1.10</b>
€/ \$ transaction	1.11	1.10	1.10	<b>1.11</b>

In millions of euros	1st quarter 2015/2016	1st half 2015/2016	9 months 2015/2016	Full year 2015/2016
<b>Aerosystems Activities</b>	505.9	1,020.7	1,570.3	2,160.6
<b>Aircraft Interiors Activities</b>	732.0	1,468.4	2,271.5	3,047.6
<i>Zodiac Seats</i>	320.8	641.6	1,027.2	1,387.9
<i>Zodiac Cabin</i>	411.2	826.8	1,244.3	1,659.7
<b>Group Total</b>	<b>1,237.9</b>	<b>2,489.1</b>	<b>3,841.8</b>	<b>5,208.2</b>
€/ \$ conversion	1.11	1.10	1.11	1.11
€/ \$ transaction	1.12	1.11	1.11	1.11

# Quarterly sales in percentage

(Compared with the same quarter of the previous year)

Based on reported data	Q1	Q2	Q3	Q4
<b>Aerosystems Activities</b>	-5.7%	+7.6%	+6.6%	<b>+5.0%</b>
<b>Aircraft Interiors Activities</b>	-1.0%	-6.1%	-5.8%	<b>-7.6%</b>
<i>Zodiac Seats</i>	-4.4%	-6.2%	-12.8%	<b>-16.4%</b>
<i>Zodiac Cabin</i>	+1.7%	-6.0%	+0.7%	<b>+0.1%</b>
<b>Group Total</b>	<b>-2.9%</b>	<b>-0.5%</b>	<b>-0.8%</b>	<b>-2.1%</b>
<b>Aerospace activities *</b>	<b>-2.3%</b>	<b>+0.0%</b>	<b>-0.8%</b>	<b>-2.1%</b>

Based on organic revenue	Q1	Q2	Q3	Q4
<b>Aerosystems Activities</b>	-6.0%	+6.1%	+4.7%	<b>+6.7%</b>
<b>Aircraft Interiors Activities</b>	-0.5%	-8.3%	-8.6%	<b>-4.8%</b>
<i>Zodiac Seats</i>	-1.9%	-7.2%	-14.5%	<b>-13.3%</b>
<i>Zodiac Cabin</i>	+0.6%	-9.2%	-3.0%	<b>+2.8%</b>
<b>Group Total</b>	<b>-2.8%</b>	<b>-2.4%</b>	<b>-3.2%</b>	<b>+0.2%</b>
<b>Aerospace activities *</b>	<b>-2.1%</b>	<b>-1.8%</b>	<b>-3.3%</b>	<b>+0.2%</b>

# Quarterly sales in percentage

(Compared with the same period of the previous year)

Based on reported data	1st quarter	1st half	9 months	Full year
<b>Aerosystems Activities</b>	-5.7%	+1.0%	+3.0%	<b>+3.5%</b>
<b>Aircraft Interiors Activities</b>	-1.0%	-3.6%	-4.4%	<b>-5.2%</b>
<i>Zodiac Seats</i>	-4.4%	-5.3%	-8.1%	<b>-10.3%</b>
<i>Zodiac Cabin</i>	+1.7%	-2.2%	-1.2%	<b>-0.9%</b>
<b>Group Total</b>	<b>-2.9%</b>	<b>-1.7%</b>	<b>-1.4%</b>	<b>-1.6%</b>
<b>Aerospace activities *</b>	<b>-2.3%</b>	<b>-1.2%</b>	<b>-1.0%</b>	<b>-1.3%</b>

Based on organic revenue	1st quarter	1st half	9 months	Full year
<b>Aerosystems Activities</b>	-6.0%	+0.1%	+1.7%	<b>+3.0%</b>
<b>Aircraft Interiors Activities</b>	-0.5%	-4.4%	-5.9%	<b>-5.6%</b>
<i>Zodiac Seats</i>	-1.9%	-4.6%	-8.3%	<b>-9.6%</b>
<i>Zodiac Cabin</i>	+0.6%	-4.3%	-3.9%	<b>-2.2%</b>
<b>Group Total</b>	<b>-2.8%</b>	<b>-2.6%</b>	<b>-2.8%</b>	<b>-2.0%</b>
<b>Aerospace activities *</b>	<b>-2.1%</b>	<b>-2.0%</b>	<b>-2.4%</b>	<b>-1.8%</b>



## About Zodiac Aerospace

*Zodiac Aerospace is a world leader in aerospace equipment and systems for commercial, regional and business aircraft and for helicopters and spacecraft. It develops and manufactures state-of-the-art solutions to improve comfort and facilities on board aircraft and high-technology systems to increase aircraft performance and flight safety. Zodiac Aerospace has 35,000 employees worldwide and generated revenue of €5.1bn in 2016/2017.*

[www.zodiacaerospace.com](http://www.zodiacaerospace.com)

Next meetings: FY 2016/17 results  
Q1 2017/18 sales  
Shareholder's meeting

October 31, 2017 (before stock exchange opening)  
December 13, 2017 (after stock exchange closing)  
January 9, 2018

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