FINANCIALS

Arnaud Laviolette – Group CFO

ACTIVITIES ARE FINANCED INDEPENDENTLY

EUR million	30 June 2017			
	AUTO	BELRON	MOLESKINE	GROUP
Loans & borrowings	189.9	708.8	189.6	1,088.3
Inter-group	-330.2	180.5	149.7	-
Gross debt	**-140.3**	**889.3**	**339.3**	**1,088.3**
Cash & cash equiv.	-5.3	-35.9	-37.9	-79.1
Other	-22.4	-	-	-22.4
Total net debt	**-168.0**	**853.4**	**301.4**	**986.8**

Financing structure:

- Activities are financed independently (ring-fenced)
- Avoid structural financial leverage at the level of Auto/D'Ieteren S.A.

Highlights since 30 June 2017:

- Oct. 2017: Refinancing of Belron (see next slide)
- 15 Nov. 2017: Dividend paid by Belron to D'Ieteren S.A. (about EUR 430 million)
- 1Q 2018: Proceeds related to disposal of 40% stake in Belron (about EUR 620 million)

REFINANCING OF BELRON

ISSUE OF TERM LOANS B (Oct 2017)

Rationale	■ To align capital structure with the profile of the activities and future financial needs ■ To extend the duration of Belron's debt profile ■ To benefit from attractive financing conditions
Highlights	■ USD 1,025 million (Libor +250bps) and EUR 425 million (Euribor +275bps) ■ 7-year term loans (bullet) ■ Issue price 99.875% ■ Possibility to start reimbursing after 6 months without penalty ■ Net debt/EBITDA increased from 2.56x at the end of June 2017 to 4.25x ■ Possibility to re-leverage to 4.25x when net debt/EBITDA decreases to 3.5x ■ Option to debt finance acquisitions by an additional 1x EBITDA ■ Rating: Ba3 by Moody's and BB by S&P ■ Hedges in place to have fix interest rates on 5 years at just below 4% ■ New 6y RCF of EUR 280 million
Use of proceeds	■ Refinance US Private Placement (EUR 513 million end-June 2017) ■ Reimburse shareholder loans (EUR 181million end-June 2017) ■ Pay extraordinary dividend (EUR 453 million) ■ Fees, make-whole USPP and transaction costs/bonus

D'IETEREN IMMO SA: REGROUPS REAL ESTATE ACTIVITIES IN BELGIUM

IN A NUTSHELL
30 sites
574,000 m^2
EUR 167 million book value
FY17E: EUR 18 million net rental income
Internal & external tenants (7% of rents)
FY17E: EUR 12 million *adjusted* EBITDA
> 40% self-sufficient in energy production

11 COMPANIES REGROUPED IN 2016
Clear governance
Value creation through improved occupancy rates and active portfolio management
Sustainable management

D'IETEREN IMMO SA: EXAMPLES OF PROJECTS

Tenbosch Housing

>40% self-sufficient
in energy production

Zen Park (body shop, MyWay)
in Drogenbos

Porsche in Mont-Saint-Guibert

Multi-brand sites in Brussels region

Mail site (headquarter) in Brussels

VALUE CREATION THROUGH GROWTH AND ROCE IMPROVEMENT

	D'IETEREN AUTO + CORP	BELRON	MOLESKINE
SALES/ RESULTS	• From product/brand focus to customer service centricity • Professionalization of network • Body shop and used vehicle sales network • Innovative mobility solutions • Adapt internal structure to Market Areas • Higher tax rate expected	• VGRR growth levers: market share (e.g. key accounts, footprint, marketing), ADAS and complementary sales • Service extension • Costs: productivity, digital transformation, cheaper and variable footprint, 3PL (third party logistics), SaaS, Cloud	• Shifting to multi-category and multi-channel business • Wholesale: increase number of doors and upgrade quality of footprint • Retail 2.0, new eCommerce platform • Leverage new product categories
CAPITAL EMPLOYED	• Increasing IT spend • Further scope to improve working capital • Optimization of real estate portfolio	• Capex currently high due to Safelite's growth • Shared footprint • Stricter capital spend	• Capex light busines model (outsourced production) • Direct channels more capital intensive • Increasing IT spend

MEDIUM TERM TARGETS (5-YEAR) – D'IETEREN AUTO INCL. CORPORATE

	Targets (2015-2019) Investor Day 2015	FY 2015	FY 2016	New targets (2017-2022)
Sales growth	+2.0%	+8.0%	+8.4%	2-3%
Adjusted operating margin	2.5%	2.3%	2.4%	>3%
ROCE (pre-tax) (1)	15%	14.1%	18.2%	20%
Free cash flow (EUR million) (2)	70	53	119	70

- The targets above relate to D'Ieteren Auto including Corporate
- From H1 2018 onwards, D'Ieteren Auto will be reported separately and « Other » will include Corporate and Immo

(1) ROCE = *adjusted* operating result/(non-impaired capital employed)
(2) Free cash flow = *adjusted* EBITDA +/- changes in working capital – capex - net interest paid – taxes paid

MEDIUM TERM TARGETS (5-YEAR) - BELRON

	Targets (2015-2019) Investor Day 2015	FY 2015	FY 2016	New targets (2017-2022)
Sales growth	+4%	+13.2%	+4.6%	Mid single digit
of which organic	+3%	+4.7%	+4.6%	Mid single digit
Adjusted operating result growth	Rising	+10.2%	+4.8%	Low double digit
ROCE (pre-tax) (1)	15%	9.0%	9.3%	
ROE (2)				15%
Free cash flow (EUR million) (2)	60-70	132	90	>200

(1) ROCE = *adjusted* operating result/(non-impaired capital employed)
(2) Net income/EUR 1,550 million (Note: equity value of transaction with CD&R)
(3) Free cash flow = *adjusted* EBITDA +/- changes in working capital – capex - net interest paid – taxes paid

MEDIUM TERM TARGETS (5-YEAR) – MOLESKINE

	Targets (2017-2022)
Sales growth	> 10%
Operating profit growth	>10%
EBITDA margin	> 25%
ROCE (pre-tax) (1)	14%
Free cash flow (EUR million) (2)	>40

(1) ROCE = *adjusted* operating result/(non-impaired capital employed)
(2) Free cash flow = *adjusted* EBITDA +/- changes in working capital – capex - net interest paid – taxes paid

INVESTMENT STRATEGY

Criteria	■ Solid fundamentals for long-term growth ■ Strong management teams ■ (Access to) majority control ■ Sector leader or opportunity to become one ■ Platform for international expansion ■ Limited regulatory and technological risks ■ Fit with D'Ieteren's culture ■ Sizeable target ■ Capacity to self-finance growth while generating enough cash to allow dividend payments
Our role as a partner	■ Strategic partner through our long-term focus, purposeful focus and consistent support ■ Competencies in strategy, M&A, legal, financial, tax,…
Fire power	■ Expected net cash position of EUR 1.2 bn post-closing Belron – CD&R ■ Potential additional leverage on the invested companies

MANAGEMENT INCENTIVES ARE ALIGNED WITH SHAREHOLDER VALUE CREATION

D'Ieteren Auto

- Basis: % of Economic Value Added*
- Period: 3 years
- Who: ~20 managers

Belron

- Old: % of TSR (changes in equity + dividends) above a hurdle rate. 3 years rolling. More than 160 managers
- New: direct investment in the equity structure of Belron with boosted returns above certain hurdle rates
- Who: ~130 managers

Moleskine

- Basis: % of value creation based on 11X Ebitda multiple
- Period: 5 years
- Who: ~15 managers

Corporate

- Basis: stock option plan linked to D'Ieteren's share price
- Vesting period: 3 years (options exercisable between Y4 and Y10)
- Withholding taxes: paid upfront
- Who: ~15 managers

* (ROCE – WACC) x Capital Employed

TRADING UPDATE: FIRST 10 MONTHS OF 2017

D'Ieteren Auto

- Belgian new car registrations (net) +3.4% and market share 21.2% (vs 21.5%)
- Light commercial vehicle market +13.5% and market share 10.9% (vs 10.1%)
- YTD sales +5.9%
  - Total number of new vehicles delivered: +3.4%
  - New vehicle sales (in EUR): +6.1% (positive mix: newly launched SUV's)
  - Used car sales: +23.9% (in EUR)

Belron

- 14.2 million consumers served (+7.1% y/y)
- Sales +5.7% (+5.9% organic, 1.5% from acquisitions, -1.3% currency effect, -0.4% trading day)
- Organic sales growth: 6.0% in Europe and 5.7% outside Europe
- Solid organic sales growth across Europe and in the USA.
- Service extension: entry into French HDRR market via acquisition of Maisoning

Moleskine

- Sales +8.2% or +9.3% at constant exchange rates
- Wholesale revenues +3.9% (double digit in APAC and broady stable in EMEA and Americas)
- B2B revenues +18.5% (large projects in EMEA and positive evolution in US)
- E-Commerce revenues -2.9% (migration to new platform)
- Retail sales +16.6% (store count reached 82 end-Oct 2017 vs 75 end-Oct 2016)

2017 GUIDANCE

Since August 2017, the following elements have occurred which will have an impact on the **expected *adjusted* current PBT, group's share** for 2017:

- **Sales at D'Ieteren Auto have grown more than anticipated**;
- FY 2017 **ELTIP provisions at Belron are lower than anticipated** due to lower USD;
- **Service extensions costs at Belron are higher than anticipated** (EUR ~11 million), reflecting a higher level of investment to sustain future growth and profit (Netherlands, France, Italy, Belgium and others);
- **ELTIP charge at Moleskine** (EUR ~2.5 million) was decided after the previous guidance;
- **About 10% sales growth at Moleskine**, whilst higher than ~6% sales growth during H1 2017, remains **below expected double-digit sales growth** for FY 2017 (in particular given lower than anticipated US wholesale revenues);
- Full year effect of **weaker US and GBP** for Belron and Moleskine.

As a result, D'Ieteren now anticipates that the ***adjusted* result before tax, group's share**[2], should increase by **a low single-digit number** compared to EUR 241.6 million in 2016 (previous guidance: 'about 10%').

2017 GUIDANCE (CONTINUED)

- **The Belgian new car market**, excluding registrations of less than 30 days, should be **up slightly in 2017**. D'Ieteren Auto anticipates a marginal decline in market share. The *adjusted* result before tax, group's share, of **D'Ieteren Auto** including Corporate is expected **to improve by more than 10%** (previous guidance: slight improvement) this year reflecting a mid-single digit improvement at D'Ieteren Auto and lower costs at the Corporate level.

- **Belron expects solid organic sales growth** (previous guidance: moderate sales growth). The **adjusted result before tax, group share, is expected to be about 10% lower** year-on-year due to higher charges related to the long-term management incentive programme (EUR 20.6 million expected for 2017 compared to EUR 9.5 million in 2016), additional costs related to the service extension programme (EUR ~11 million) and foreign exchange headwinds.

- Excluding financing costs related to the acquisition by D'Ieteren, **Moleskine's adjusted consolidated result before tax, group share, is expected to decline** (previous guidance: growth in excess of 10%) in 2017. The new forecast reflects **weaker than expected sales growth** (only high single digit instead of double digit) particularly in the US, costs related to its future growth and provisions for a new management incentive program.

OUTLOOK FOR 2018

- The **Belgian new car market is expected to decrease slightly in 2018** following four years of growth. **D'Ieteren Auto aims at flat volumes** thanks to new model launches. The product pipeline for 2018 includes the replacement of the Volkswagen Touareg. Audi will launch the new Q8 and the electric Q6 e-tron. The A7, Q3, A6 and A1 will be replaced. Porsche will replace the 911 and Lamborghini will introduce Urus (SUV).

- **Belron aims at a higher *adjusted* operating result.** The improvement will mainly be driven by Safelite (USA) and lower charges related to the long-term management incentive programme.

- **Moleskine aims at double digit sales growth**. Performance improvement in all channels should result in **a significant rise in EBITDA and EBITDA margin**. The share of non-paper products and M+ as a % of total sales is expected to increase further. In addition to profitability in the Retail channel, strategic priorities include the further development of the new product categories (bags & digital products) and the reinforcement of the IT systems and tools (e.g. CRM).

FORWARD LOOKING STATEMENTS

This document contains forward-looking information that involves risks and uncertainties, including statements about D'Ieteren's plans, objectives, expectations and intentions. Readers are cautioned that forward-looking statements include known and unknown risks and are subject to significant business, economic and competitive uncertainties and contingencies, many of which are beyond the control of D'Ieteren. Should one or more of these risks, uncertainties or contingencies materialise, or should any underlying assumptions prove incorrect, actual results could vary materially from those anticipated, expected, estimated or projected. As a result, D'Ieteren does not assume any responsibility for the accuracy of these forward-looking statements.