







## **Forward-Looking Statements**

#### Caution concerning forward-looking statements

Certain statements in this presentation, including, but not limited to, statements relating to our expectations for FY21, financial outlook and related assumptions; our marine strategy realignment and planned investments and expected impact thereof; our ability to face the COVID-19 ongoing health crisis and expectations regarding the suspension or resumption of our operations and projected reductions of our operating expenses and capital expenses as well other statements about our current and future plans, expectations, intentions, results, levels of activity, performance, objectives, targets, goals, achievements, priorities and strategies, financial position, market positions, capabilities, competitive strengths, research and product development activities, including projected design, characteristics, capacity or performance of future products and their expected scheduled entry to market or any other future events or developments and other statements that are not historical facts constitute forward-looking statements within the meaning of applicable securities laws. The words "may", "will", "would", "could", "expects", "forecasts", "plans", "intends", "trends", "indications", "etaletes", "etaletes", "etaletes", "etaletes", "etaletes", "etaletes", "etaletes", "etaletes", "etaletes, "etaletes,", "balances, "etaletes,", "balances,", "etaletes,", "forecasts,", "plans", "intends,", "trends,", "trends,", "trends,", "tends,", "t

Forward-looking statements are presented for the purpose of assisting readers in understanding certain key elements of our current objectives, goals, targets, strategic priorities, expectations and plans, and in obtaining a better understanding of our business and anticipated operating environment. Readers are cautioned that such information may not be appropriate for other purposes. Readers should not place undue reliance on forward-looking statements made in this presentation. Forward-looking statements, by their very nature, involve inherent risks and uncertainties and are based on a number of assumptions, both general and specific, as further described below.

Many factors could cause the Company's actual results, level of activity, performance or achievements or future events or developments to differ materially from those expressed or implied by the forward-looking statements, including, without limitation, following risk factors: the impact of adverse economic conditions such as those resulting from the ongoing COVID-19 health crisis (including on consumer spending, the Company's operations, supply and distributions; inability to credit and the Company's workforce); fluctuations in foreign currency exchange rates; high levels of indebtedness; unavailability of additional capital; unfavourable weather conditions; seasonal sales fluctuations; inability to comply with product safety, health, environmental and noise pollution laws; large fixed cost base; inability to dealers and distributors to secure adequate access to capital; supply problems, termination or interruption of supply arrangements or increases in the cost of materials; competition in product lines; inability to successfully execute growth strategy; international sales and operations; failure of information technology systems or security breach; failure to maintain an effective system of internal control over financial reporting and to produce accurate and timely financial statements; loss of members of management team or employees who possess specialized market knowledge and technical skills; inability to successfully execute manufacturing strategy; increase freight and shipping costs or disruptions; covenants in financing and other material agreements; changes in tax laws and unanticipated tax liabilities; deterioration in relationships with employees; pension plan liabilities; natural disasters; failure to carry proper insurance coverage; volatile market price for BRP's subordinate voting shares; conduct of business through subsidiaries; significant influence by Beaudier Inc. and 4338618 Canada Inc. (together the "Beaudier Group") and Bain Capital Luxembourg Investments S. à r. I. ("Bain Capital"); an

The forward-looking statements contained in this Annual Review are made as of the date of this Annual Review and the Company has no intention and undertakes no obligation to update or revise any forward-looking statements to reflect future events, changes in circumstances, or changes in beliefs, unless required by applicable securities regulations. In the event that the Company does update any forward-looking statement, no inference should be made that the Company will make additional updates with respect to that statement, related matters or any other forward-looking statement.

#### Key assumptions

The Company made a number of economic, market and operational assumptions in preparing and making certain forward-looking statements contained in this Annual Review, including the following: reasonable industry growth ranging from flat to high-single digits; moderate market share gains in Year-Round Products and Seasonal Products and constant market share for the Marine segment; no further deterioration and a relatively rapid stabilization of global and North American economic conditions, including with respect to the ongoing coronavirus health crisis; any increase in interest rates will be modest; currencies will remain at near current levels; inflation will remain in line with central bank expectations in countries where the Company is doing business; the Company's current margins will remain at current or improved levels; the supply base will remain able to support product development and planned production rates on commercially acceptable terms in a timely manner; there will be no significant changes in tax laws or free trade arrangements or treaties applicable to the Company; no trade barriers will be imposed amongst jurisdictions in which the Company carries operations; the absence of unusually adverse weather conditions, sepecially in peak seasons. BRP cautions that its assumptions materialize and that current economic conditions, including all of the current uncertainty.

All amounts in this presentation are expressed in Canadian dollars, unless otherwise indicated.



## JOSÉ BOISJOLI PRESIDENT AND CHIEF EXECUTIVE OFFICER

QUARTERLY REVIEW FIRST QUARTER ENDED APRIL 30, 2020





## FY21 Q1 Context

### Context

## The beginning of FY21 was marked by the impact of COVID-19 in International markets

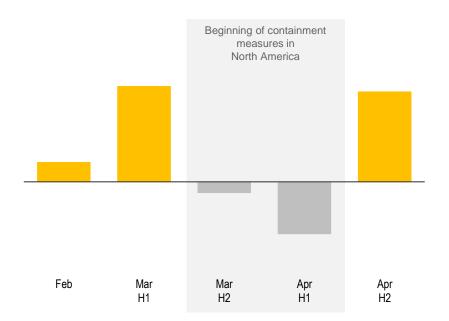
- > The virus initially hit China forcing our dealers to close their businesses starting in January
- > Then it impacted Europe resulting in multiple dealership closures starting in February, notably in Italy, Spain and France

# North America was off to a strong start up until mid-March when the pandemic hit the region leading to the implementation of containment measures

- > Powersports retail in the first half of the quarter was strong, up 24% from the previous year when excluding snowmobile
- > Containment measures forced many dealers to close in the second half of March and early April, and also led us to shut down production in all our facilities
- > As containment measures evolved and dealers in certain regions were able to reopen, retail came back strongly in the second half of April

### North American Retail Sales Evolution

North American Powersports Year-over-Year Retail Growth Units, excluding snowmobile





# Managing through the COVID-19 Situation

### Key Initiatives

## Proactively taken actions to ensure the health and safety of our employees and limit COVID-19 potential impact on our business

- Implemented strong safety measures including work from home processes, temperature screening, enhanced sanitization protocols, social distancing practices, supply of protective equipment and operations adjustments across all of our sites
- > Adjusted production plans in line with government requirements and expected demand

#### Implemented cost mitigation measures

- > Reduced cost base through hiring freeze, terminations, temporary layoff and salary reduction
- > Postponed certain discretionary spending
- > Marine strategy realignment and discontinuation of outboard engines production

#### Continued focus on liquidity preservation

- > Focusing CAPEX investments on key projects that have higher expected returns
- > Suspension of the dividend and non-renewal of the NCIB
- > Enhanced our liquidity position by successfully completing the issuance of a new covenant-lite US\$600M term loan B



<sup>[2]</sup>As at May 8, 2020, following the completion of the Term B loan and after reimbursing our fully drawn revolving credit facility

## Appropriate measures taken to protect our employees and our financial flexibility



# **Discontinuation of Outboard Engines Production**

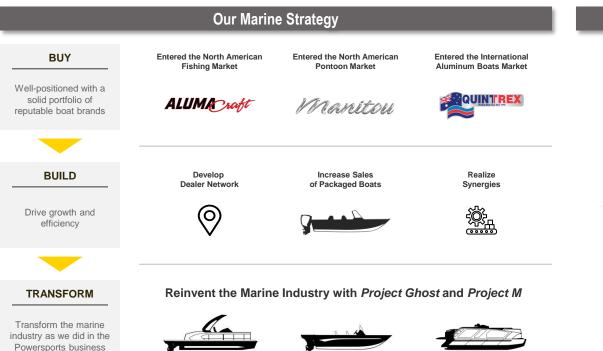
STRATEGIC RATIONALE

- The COVID-19 situation has forced us to review downward our short term growth assumptions and prioritize our investments
- Despite its innovative technology, our outboard engines competitive positioning has been eroding over the years due to its limited exposure to the "packaged" segment
- Given this trend, our outboard engines profitability and cash generation profile has been underperforming vs. the rest of the business
- Our marine strategy, coupled with continued investments in the line-up, was expected to lead to an improved profitability profile over the mid to long-term
- In light of the current situation, our revised expectations for the outboard engines business indicate limited profitability improvement in the short term

Discontinuing the production of outboard engines will allow us to refocus our marine investments on higher return projects while improving the company's profitability and cash generation profile



# Maintaining Focus on our Marine Strategy



### Supply Agreement with Mercury

Concurrently with the discontinuation of outboard engines production, we signed a global outboard engines supply agreement with Mercury

This agreement will support our dealer network development efforts

Committed to our marine strategy and our objective of reinventing the industry as we continue developing Project Ghost and Project M



# **Manufacturing Operations Update**

### POWERSPORTS MANUFACTURING FOOTPRINT

COUNTRY	REGION	PRODUCT LINES	OPERATIONS STATUS <sup>[1]</sup>
CANADA	Valcourt	Snowmobiles and 3WV	IN PRODUCTION (Restarted on May 18, 2020)
MEXICO	Juarez and Querétaro	ATV, SSV, 3WV, PWC and Engines	PRODUCTION RAMP-UP (Started May 18, 2020)
AUSTRIA	Gunskirchen	Engines	PRODUCTION SUSPENDED (Restart planned for June 2, 2020)
FINLAND	Rovaniemi	Snowmobiles and ATV 6X6	IN PRODUCTION (No production suspension)

#### MARINE MANUFACTURING FOOTPRINT

COUNTRY	REGION	PRODUCT LINES	OPERATIONS STATUS <sup>[1]</sup>
UNITED STATES	Lansing and St. Peter	Pontoons and Aluminum Fishing Boats	IN PRODUCTION (Restarted on May 18, 2020)
AUSTRALIA	Coomera	Aluminum Boats	IN PRODUCTION (Started April 27, 2020)



<sup>[1]</sup>Based on the information available as at May 27, 20

## Most of our sites have already restarted production



# **Delivering Best-in-class Dealer Value Proposition through COVID-19**

EASING THE FINANCIAL BURDEN OF THE CRISIS > Extended floorplan support until the end of June

Adjusted PerforMAX targets until the end of July to account for potential reduced demand

> Proactively adjusted dealer orders

EASED BUSINESS PROCESSES

- Eased coop marketing and warranty claims
- > Supported curb-side deliveries of products
- > Removed dealer certification compliance requirements

### STIMULATE CONSUMER DEMAND

- Provided strategic retail financing and promotion offers
- Implemented smart and targeted go-to-market retail tactics (digital marketing focus, virtual tours, etc.)
- > Extended warranty for consumer

### Deployed significant efforts to limit the impact of the pandemic on our dealers and support them to be well-positioned for the rebound



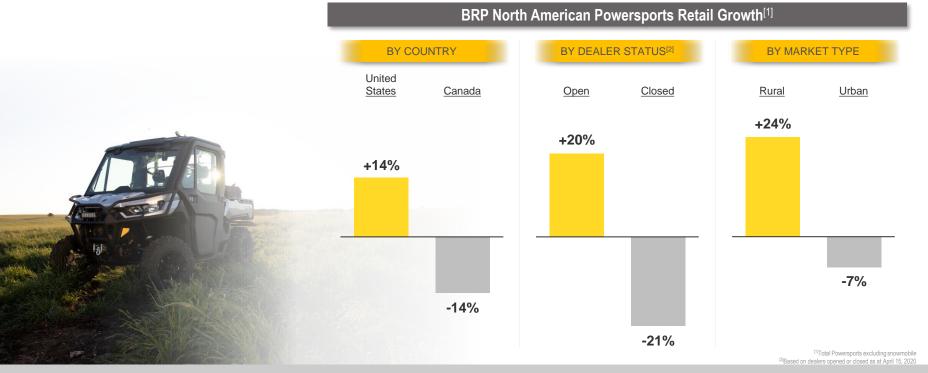
# FY21 Q1: Positive Retail Performance in North America

	an Powersports Retail Growth by Product Line ared to FY20 Q1				BRP VS.
GROWTH	▼ DECLINE	BRP	IN	IDUSTRY	INDUSTRY
BRP	TOTAL POWERSPORTS	4%		LOW-SINGLE DIGIT %	
BRF	POWERSPORTS EXCL. SNOWMOBILES	10%		LOW-SINGLE DIGIT %	
	SIDE-BY-SIDE VEHICLES	LOW- FORTY %		HIGH-SINGLE DIGIT %	
500	ALL-TERRAIN VEHICLES	HIGH-SINGLE DIGIT %		MID-SINGLE DIGIT %	
N.	THREE-WHEELED VEHICLES	LOW- FORTY %		MID- THIRTY %	
STATE.	PERSONAL WATERCRAFT	LOW-SINGLE DIGIT %		MID-SINGLE DIGIT %	
	SNOWMOBILES	TEEN %		MID- THIRTY %	

Continued to outpace the industry despite the crisis



# FY21 Q1 North American Retail Performance Drivers



Solid Powersports retail growth in regions where dealerships and playgrounds remained more accessible amid COVID-19



## **Year-Round Products**

### Highlights

#### Year-Round Products revenues up 2%

 Primarily attributable to a strong start of quarter and a positive foreign exchange rate variation, partially offset by the COVID-19 impact and higher sales programs

#### Side-by-Side Vehicles (SSV)

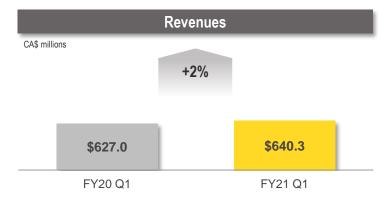
- Ten months into the 2020 season, the North American SSV industry is up highsingle digit %
  - Can-Am SSV retail was up mid-thirty % over the same period driven by continued market share gains in the Utility and Sport segments

### All-Terrain Vehicles (ATV)

- Ten months into the 2020 season, the North American ATV industry is up low-single digit %
  - Can-Am ATV retail was up low-teen % over the same period primarily driven by market share gains in the mid-cc segments

#### **Three-Wheeled Vehicles (3WV)**

- Early into the 2020 season, the North American 3WV industry is down low-twenty %
  - Can-Am 3WV retail was down low-thirty %, impacted by closure of riding schools, drivers license offices and demo tours due to the pandemic
  - Marketing campaign targeted to new entrants was also stopped given lack of infrastructures to support them



## Can-Am SSV: Strong Worldwide Retail Growth



Can-Am SSV continued to perform well in our key markets around the world despite the crisis

<sup>[1]</sup>Based on regions where retail data is available (excludes markets served through distributors)

\*All variations above represent a change vs. the same period in the previous year



## **Seasonal Products**

### Highlights

#### Seasonal Products revenues down 14%

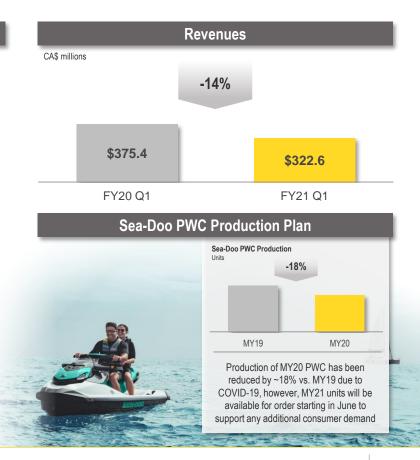
 Primarily due to the COVID-19 pandemic, partially offset by a favourable foreign exchange rate variation

#### Snowmobile

- The North American snowmobile industry ended its 2020 season on March 30 with retail down mid-single digit %
  - Ski-Doo retail is up mid-single digit %
  - Ski-Doo ended the season with its highest market share in its history
- Ten months into the 2020 season, the Scandinavian snowmobile industry is down mid-teen %
  - Ski-Doo and Lynx combined retail is down high-single digit %

#### Personal Watercraft (PWC)

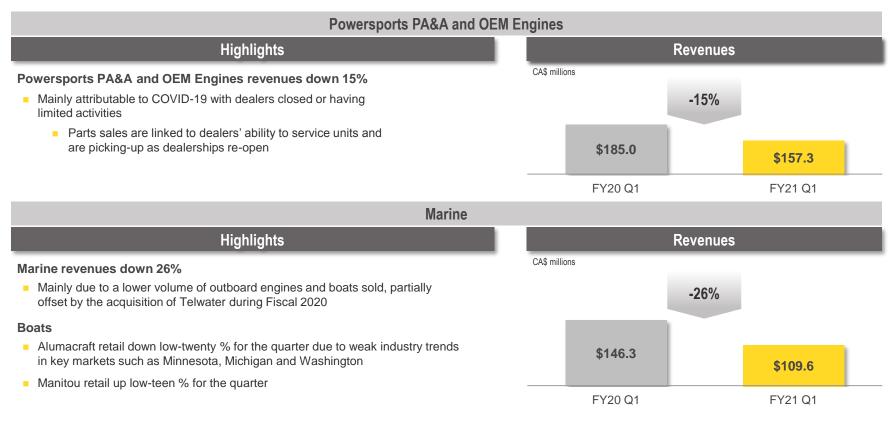
- Seven months into the 2020 season, the North American PWC industry is flat
  - Sea-Doo PWC retail is up low-single digit %
  - Late start of the core retail season due to the pandemic and cold weather in April, but trend improving in May



\*All variations above represent a change vs. the same period in the previous year



# **Powersports PA&A and OEM Engines / Marine**



\*All variations above represent a change vs. the same period in the previous year



# SÉBASTIEN MARTEL

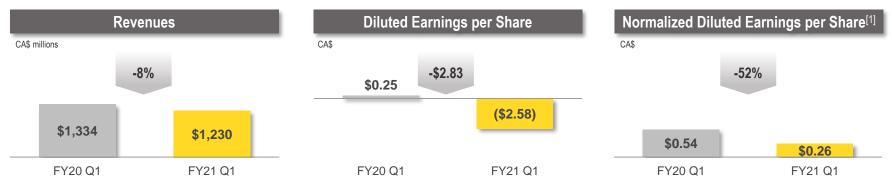
CHIEF FINANCIAL OFFICER

QUARTERLY REVIEW FIRST QUARTER ENDED APRIL 30, 2020





# **FY21 Q1 Financial Highlights**



### Highlights vs. Last Year

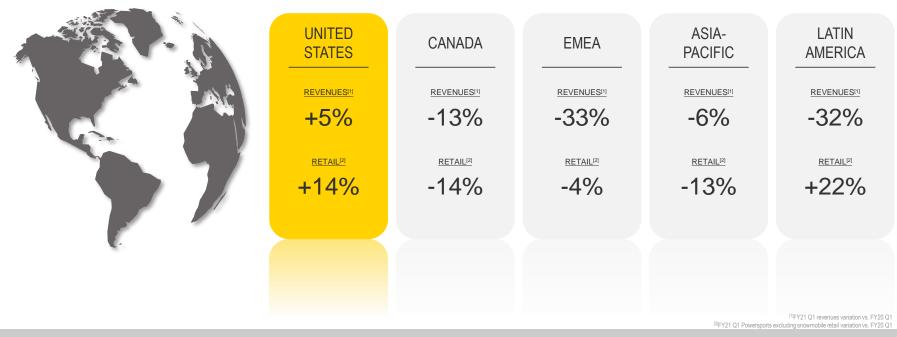
- Revenues down 8% primarily driven by lower shipments due to manufacturing operations suspension and dealer closures
- Net loss of \$226.1M and diluted loss per share of \$2.58, including an impairment charge of \$171.4M related to the marine segment
- Normalized EBITDA<sup>[1]</sup> was down 16% to \$123.0M and normalized diluted earnings per share<sup>[1]</sup> was down 52% to \$0.26
- Generated \$169.4M of free cash flow<sup>[2]</sup>, an increase of \$117.1M over last year, and invested \$43.3M in CAPEX, down \$8.9M from last year

### **Recent Event**

Bolstered our financial flexibility by successfully securing an incremental covenant-lite US\$600M Term Loan B



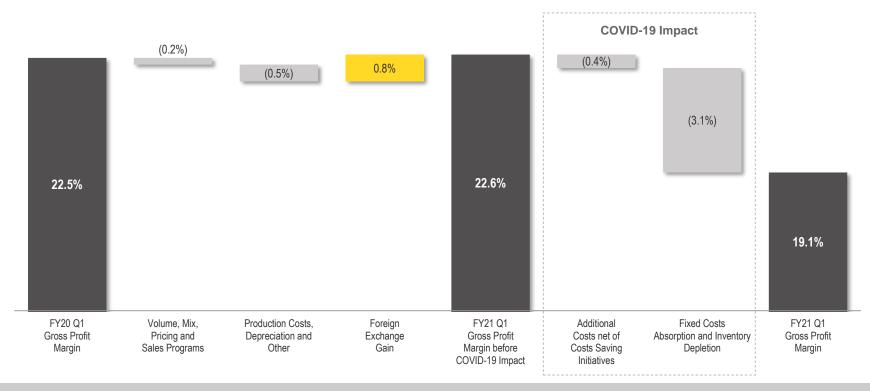
# FY21 Q1 - Revenues and Retail Sales by Geography



Strong FY21 Q1 performance in the United States while revenues and retail sales in other regions of the world were generally more impacted by the COVID-19 situation



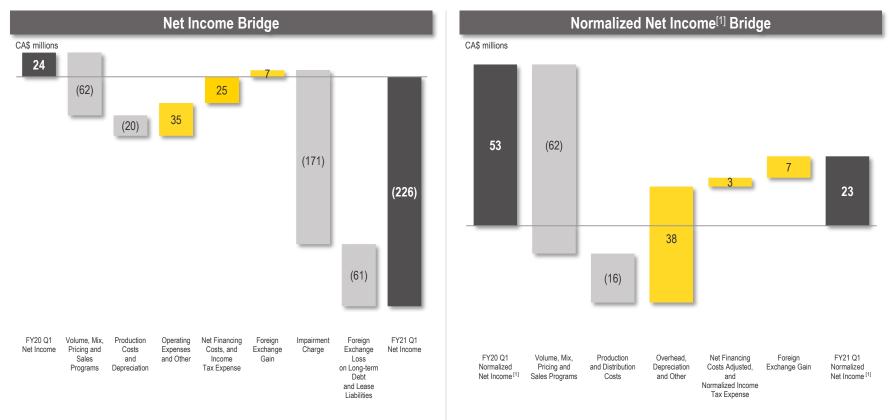
# FY21 Q1 - Gross Profit Margin Bridge



FY21 Q1 gross profit margin decline driven by COVID-19 impact



# **FY21 Q1 - Net Income and Normalized Net Income**<sup>[1]</sup> **Bridge**





## **BRP North American Powersports Dealer Inventory**

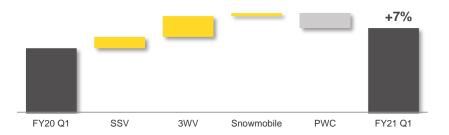
### Highlights

### Dealer inventory<sup>[1]</sup> ended FY21 Q1 up 7% from FY20 Q1 level

- Increase primarily driven by:
  - 3WV due to weaker industry trends resulting from the COVID-19 pandemic, and;
  - Continued strong demand for SSV
- Partially offset by a decrease in network inventory for PWC resulting from production shut down due to the pandemic

## Supporting our dealers with strategic sales programs and proactive shipment adjustments to help them maintain a healthy level of inventory through the pandemic

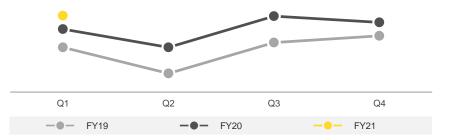
### Dealer Inventory Year-over-Year Bridge



## Dealer Inventory Evolution

Units, Excluding Outboard Engines and Boats

Units, Excluding Outboard Engines and Boats





## **FY21** Financial Outlook

FY21 Total Company Revenues Expected Variation				
PERIOD	VARIATION VS. SAME PERIOD IN FY20	KEY DRIVERS		
FY21 Q2	ABOUT 40%	<ul> <li>&gt; Production suspension in most sites in early May followed by gradual ramp-up</li> <li>&gt; Lower expected demand outside of United States</li> <li>&gt; Discontinuation of outboard engines production</li> </ul>		
FY21 H2	➡ 10% TO 20%	<ul><li>&gt; Lower expected demand outside of United States</li><li>&gt; Discontinuation of outboard engines production</li></ul>		

FY21 Additional Assumptions		
METRIC	OUTLOOK	
CAPEX	\$220M TO \$250M	
DEPRECIATION EXPENSE <sup>[1]</sup>	~\$265M	
NET FINANCING COSTS ADJUSTED <sup>[1]</sup>	~\$135M	
EFFECTIVE TAX RATE <sup>[1][2]</sup>	26% TO 27%	
SHARE COUNT - DILUTED	~89M	

Expecting the COVID-19 situation to have the biggest impact on FY21 Q2 with a gradual improvement through Q3 and Q4

> <sup>[1]</sup>See the "Non-IFRS Measures" in appendix <sup>[2]</sup>Effective tax rate based on Normalized Earnings before Normalized Income Tax



## **CLOSING REMARKS**

QUARTERLY REVIEW FIRST QUARTER ENDED APRIL 30, 2020





# **FY21 Priorities and Beyond**

## MANAGE THE CURRENT ENVIRONMENT

> HEALTH AND SAFETY FIRST:	Ensure a safe work environment for our employees
> REMAIN AGILE:	Operate a successful production ramp-up through our operations, suppliers and dealer network
> MAINTAIN MARKET LEADERSHIP:	Continue delivering best-in-class products, marketing, go-to-market strategy and dealer value proposition
PREPARE THE FUTURE	
PREPARE THE FUTURE         > FOCUS ON GROWTH:	Deliver on our growth projects and initiatives
	Deliver on our growth projects and initiatives Take actions to adapt for the long-term "new normal"

## Well-positioned to navigate through the crisis and emerge stronger than ever



# **Q&A PERIOD**

QUARTERLY REVIEW FIRST QUARTER ENDED APRIL 30, 2020





# APPENDIX

QUARTERLY REVIEW FIRST QUARTER ENDED APRIL 30, 2020





## FY21 Q1 - Financial Overview

	Q1 Comparison		
CA\$ millions (Unaudited)	FY21	FY20	Change
Total Revenues Growth	\$1,229.8	\$1,333.7	<b>(\$103.9)</b> -7.8%
Gross Profit As a % of revenues	<b>\$235.1</b> 19.1%	<b>\$300.6</b> 22.5%	(\$65.5)
Operating Income	(\$127.3)	\$89.0	(\$216.3)
Normalized EBITDA <sup>[1]</sup> Growth	\$123.0	\$146.7	<b>(\$23.7)</b> -16.2%
Net Income	(\$226.1)	\$23.8	(\$249.9)
EPS – Diluted Growth	(\$2.58)	\$0.25	<b>(\$2.83)</b> NM
Normalized Net Income <sup>[1]</sup>	\$22.7	\$52.7	(\$30.0)
Normalized EPS – Diluted <sup>[1]</sup> Growth	\$0.26	\$0.54	<b>(\$0.28)</b> -51.9%
Free Cash Flow <sup>[2]</sup>	\$169.4	\$52.3	\$117.1
CAPEX	(\$43.3)	(\$52.2)	\$8.9

<sup>[2]</sup>For a reconciliation of net income to Normalized Net Income and Normalized EBITDA, see the reconciliation tables in appendix <sup>[3]</sup>Free cash flow is defined as net cash flow from operating activities minus capital expenditures



## **Reconciliation Tables**

CA\$ millions	Three-mont	h periods ended
(Unaudited)	Apr. 30, 2020	Apr. 30, 2019
Net Income	(\$226.1)	\$23.8
Normalized Elements:		
Foreign Exchange Loss on Long-term Debt and Lease Liabilities	88.8	27.6
Transaction Costs and Other Related Expenses <sup>[1]</sup>	0.5	0.3
Restructuring and Related Costs <sup>[2]</sup>	5.7	-
Impairment Charge <sup>[3]</sup>	171.4	-
Loss on Litigation	-	0.2
Transaction Costs on Long-term Debt	12.7	-
COVID-19 Pandemic Impact <sup>[4]</sup>	4.2	-
Gain on NCIB	(12.2)	-
Depreciation of Intangible Assets Related to Business Combinations	1.1	0.7
Other Elements	-	0.5
Income Tax Adjustment	(23.4)	(0.4)
Normalized Net Income <sup>[7]</sup>	22.7	52.7
Normalized Income Tax Expense <sup>[7]</sup>	15.0	20.0
Financing Costs Adjusted <sup>[5][7]</sup>	24.3	20.7
Financing Income Adjusted <sup>[5][7]</sup>	(1.8)	(0.8)
Depreciation Expense Adjusted <sup>[6][7]</sup>	62.8	54.1
Normalized EBITDA <sup>[7]</sup>	\$123.0	\$146.7
Weighted Average Number of Shares – Diluted (normalized)	87,960,037	97,771,532
Normalized Earnings per Share – Diluted <sup>[7]</sup>	\$0.26	\$0.54

<sup>[1]</sup>Costs related to business combinations.

<sup>[2]</sup>The Company is involved, from time to time, in restructuring and reorganization activities in order to gain flexibility and improve efficiency. The costs related to these activities are mainly composed of severance costs and retention salaries.

<sup>[3]</sup>During the three-month period ended April 30, 2020, the Company recorded an impairment charge of \$171.4 million mainly related to its Marine segment.

[4]Incremental costs associated with the COVID-19 pandemic such as, but not limited to, labor cost related to furloughs and personal protective equipment.

<sup>[5]</sup>Adjusted for transaction costs on long-term debt and normal course issuer bid program ("NCIB") gains and losses in net income.

<sup>[6]</sup>Adjusted for depreciation of intangible assets acquired through business combinations.

<sup>[7]</sup>See "Non-IFRS Measures" section below.

Non-IFRS Measures: Normalized EUTDA is defined as net income before financing costs, financing income, income tax expense (recovery), depreciation expense and normalized elements. Normalized Net Income is defined as net income before normalized elements adjusted to reflect the tax effect on these elements. Normalized elements are tax expense is defined as net income before normalized elements adjusted to reflect the tax effect on these elements. Normalized fective tax rate is based on normalized minimative defined as net income before normalized elements adjusted to reflect the tax effect on these elements. Normalized fective tax rate is based on normalized and income before normalized entities and to normalize specific tax elements. Normalized fective tax rate is based on normalized fective tax rate is based on normalized and income by the weighted average multiple daverage — diluted. For more details on non-IFRS measures, refer to the section entitled Non-IFRS Measures for the quarter ended April 30, 2020.







