

Acushnet Holdings Corp.

First Quarter 2019 Results

May 8, 2019

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Disclaimers

FORWARD-LOOKING STATEMENTS

The forward-looking statements contained in this presentation are based on management's current expectations and are subject to uncertainty and changes in circumstances. We cannot assure you that future developments affecting us will be those that we have anticipated. Actual results may differ materially from these expectations due to changes in global, regional or local economic, business, competitive, market, regulatory and other factors, many of which are beyond our control. Important factors that could cause or contribute to such differences include: a reduction in the number of rounds of golf played or in the number of golf participants; unfavorable weather conditions may impact the number of playable days and rounds played in a given year; consumer spending habits and macroeconomic factors may affect the number of rounds of golf played and related spending on golf products; demographic factors may affect the number of golf participants and related spending on our products; a significant disruption in the operations of our manufacturing, assembly or distribution facilities; our ability to procure raw materials or components of our products; a disruption in the operations of our suppliers; the cost of raw materials and components; currency transaction and translation risk; our ability to successfully manage the frequent introduction of new products or satisfy consumer preferences, quality and regulatory standards; our reliance on technical innovation and high-quality products; changes to the Rules of Golf with respect to equipment; our ability to adequately enforce and protect our intellectual property rights; involvement in lawsuits to protect, defend or enforce our intellectual property rights; our ability to prevent infringement of intellectual property rights by others; changes to patent laws; intense competition and our ability to maintain a competitive advantage in each of our markets; limited opportunities for future growth in sales of golf balls, golf shoes and golf gloves; our customers' financial condition, their levels of business activity and their ability to pay trade obligations; a decrease in corporate spending on our custom logo golf balls; our ability to maintain and further develop our sales channels; consolidation of retailers or concentration of retail market share; our ability to maintain and enhance our brands; seasonal fluctuations of our business; fluctuations of our business based on the timing of new product introductions; risks associated with doing business globally; compliance with laws, regulations and policies, including the U.S. Foreign Corrupt Practices Act or other applicable anti-corruption legislation; our ability to secure professional golfers to endorse or use our products; negative publicity relating to us or the golfers who use our products or the golf industry in general; our ability to accurately forecast demand for our products; a disruption in the service or a significant increase in the cost, of our primary delivery and shipping services or a significant disruption at shipping ports; our ability to maintain our information systems to adequately perform their functions; cybersecurity risks; the ability of our eCommerce systems to function effectively; impairment of goodwill and identifiable intangible assets; our ability to attract and/or retain management and other key employees and hire qualified management, technical and manufacturing personnel; our ability to prohibit sales of our products by unauthorized retailers or distributors; our ability to grow our presence in existing international markets and expand into additional international markets; tax uncertainties, including potential changes in tax laws, unanticipated tax liabilities and limitations on utilization of tax attributes after any change of control; adequate levels of coverage of our insurance policies; product liability, warranty and recall claims; litigation and other regulatory proceedings; compliance with environmental, health and safety laws and regulations; our ability to secure additional capital at all or on terms acceptable to us and potential dilution of holders of our common stock; our estimates or judgments relating to our critical accounting policies; terrorist activities and international political instability; occurrence of natural disasters or pandemic diseases; our substantial leverage, ability to service our indebtedness, ability to incur more indebtedness and restrictions in the agreements governing our indebtedness; our use of derivative financial instruments; a sale, foreclosure, liquidation or other transfer of the shares of our common stock owned by Magnus Holdings Co., Ltd. ("Magnus") as a result of the loans borrowed by Magnus which are secured by shares of our common stock (the "Magnus Loans"); the ability of our controlling shareholder to control significant corporate activities, and our controlling shareholder's interests may conflict with yours; any pledge by Fila Korea Co., Ltd. of the common stock of Magnus; the insolvency laws of Korea are different from U.S. bankruptcy laws; our status as a controlled company; the market price of our common stock; our ability to maintain effective internal controls over financial reporting; our ability to pay dividends; our status as a holding company; dilution from future issuances or sales of our common stock; anti-takeover provisions in our organizational documents; reports from securities analysts; and the other factors set forth in the section entitled "Risk Factors" in our Annual Report on Form 10-K for the year ended December 31, 2018 filed with the SEC on February 28, 2019 as it may be updated by our periodic reports subsequently filed with the SEC. Should one or more of these risks or uncertainties materialize, or should any of our assumptions prove incorrect, our actual results may vary in material respects from those projected in these forward-looking statements.

Any forward-looking statement made by us in this presentation speaks only as of the date of this presentation. Factors or events that could cause our actual results to differ may emerge from time to time, and it is not possible for us to predict all of them. We may not actually achieve the plans, intentions or expectations disclosed in our forward-looking statements and you should not place undue reliance on our forward-looking statements. Our forward-looking statements do not reflect the potential impact of any future acquisitions, mergers, dispositions, joint ventures, investments or other strategic transactions we may make. We undertake no obligation to publicly update or review any forward-looking statement, whether as a result of new information, future developments or otherwise, except as may be required by any applicable securities laws.

NON-GAAP FINANCIAL MEASURES

This presentation includes certain financial measures not presented in accordance with generally accepted accounting principles ("GAAP") such as Adjusted EBITDA, Adjusted EBITDA margin and net sales in constant currency. These non-GAAP financial measures are not measures of financial performance in accordance with GAAP and may exclude items that are significant to understanding and assessing the Company's financial results. Therefore, these measures should not be considered in isolation or as an alternative to net sales, net income or other measures of profitability or performance under GAAP. You should be aware that the Company's presentation of these measures may not be comparable to similarly-titled measures used by other companies. For a reconciliation of these measures to the most comparable GAAP measures, we refer you to the appendix in this presentation or the earnings release that we have made available on our website (www.acushnetholdingscorp.com) in connection with this presentation.

For further information, please see our Annual Report on Form 10-K for the year ended December 31, 2018 filed with the SEC on February 28, 2019 as updated by our periodic reports subsequently filed with the SEC, pursuant to the Securities Exchange Act of 1934 which are available at the SEC's website (www.sec.gov). Copies of this presentation and the accompanying webcast are publicly available on our website (www.acushnetholdingscorp.com). This presentation should be read with the accompanying webcast and related earnings release.

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May 8, 2019

David Maher

President and Chief Executive Officer

Highlights

- **Quarterly Dividend**
 - \$0.14 per share, ≈\$10.6 million
- **Game of Golf**
 - Off to an exciting start in 2019
 - Weather not as big an impact
- **Titleist Golf Balls**
 - Double digit increase led new Pro V1 and Pro V1x and AVX
- **Titleist Gear / FootJoy Golf Wear**
 - Healthy gains
- **Titleist Golf Clubs**
 - TS metals continue to have momentum



Results Overview

(\$ in millions)	1Q 2019	Growth Y/Y	Growth Y/Y @ CC
Net Sales	\$433.7	(1.8)%	0.7%
Adjusted EBITDA*	\$64.2	(16.7)%	

* See Appendix A for Adjusted EBITDA reconciliation



Segment Results*

- **Titleist Golf Balls**

- 1Q19 up 16% Y/Y
- Driven by new Pro V1 and Pro V1x
- Pro V1 franchise used by 74% of players across worldwide tours
- Early response resoundingly positive



- **Titleist Golf Clubs**

- 1Q19 down 20.1% Y/Y
- Comparisons impacted by launch cadence
- TS metals have good momentum
- Most played driver in 16/20 PGA events
- New TS4 coming; new irons to be launched in Q3



* All year-year sales changes on constant currency

Segment Results*

- **Titleist Golf Gear**
 - 1Q19 up 4.8% Y/Y
 - Growth in golf bags and travel gear
 - New Players 4 bag and Linksmaster series
 - Capitalizing on demand for customization and personalization
- **FootJoy Golf Wear**
 - 1Q19 up 3.2% Y/Y
 - Growth driven by footwear
 - New Fury and Flex well received
 - Continued success in apparel: men's, women's and performance outerwear



* All year-year sales changes on constant currency

Geographic Results*

- **US**
 - 1Q19 up 5.1% Y/Y
 - Operating efficiently in rational market conditions
- **EMEA**
 - 1Q19 up 5.5% Y/Y
 - A nice start aided by good weather
- **Japan**
 - 1Q19 down 20.1% Y/Y
 - Expected difficult comps with 1Q18 intro of Vokey wedges, Cameron Select putters and Japan-specific VG3 clubs
 - Ball growth led all regions
- **Korea**
 - 1Q19 down 2.4% Y/Y
 - Expected difficult comps with 1Q18 intro of Vokey wedges and Cameron Select putters
 - Ball and gear posted double digit growth



* All year-year sales changes on constant currency

Looking to 2019

- Golf industry is in a healthy position
- Focused on the dedicated golfer and the development of products and services which will help them play their best golf
- Focused on product performance, quality and consistency
- Manufacturing and supply chain excellence is a competitive advantage
- Titleist and FootJoy are effectively positioned and merchandised; fitting specialists and trade partners are prepared and excited
- We like our position and remain confidently on track to achieve our goals for the year

Titleist[®]



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Tom Pacheco
Chief Financial Officer

Income Statement Highlights

<i>(\$ in millions)</i>	1Q 2019	1Q 2018
Net sales	\$433.7	\$441.8
Gross profit	\$222.2	\$227.7
<i>GM%</i>	<i>51.2%</i>	<i>51.5%</i>
SG&A	\$155.4	\$151.4
R&D	\$12.8	\$12.4
Income from operations	\$52.2	\$62.3
<i>OM%</i>	<i>12.0%</i>	<i>14.1%</i>
Interest expense, net	\$4.9	\$4.4
Other (income) expense, net	\$(1.0)	\$(0.4)
Income tax expense	\$12.3	\$15.2
<i>Effective Tax Rate</i>	<i>25.4%</i>	<i>26.1%</i>
Net income attributable to Acushnet Holdings	\$34.9	\$41.5
Adjusted EBITDA*	\$64.2	\$77.1

* See Appendix A for Adjusted EBITDA reconciliation schedule.

Liquidity & Capital Resources

<i>(\$ in millions)</i>	As of March 31, 2019	Notes
Cash	\$44.9	
Total Debt Outstanding	515.5	
Capital Expenditures	\$5.5	≈\$36.0 million in 2019

2019 Outlook

(\$ in millions)

2019 Outlook

Net Sales

\$1,655 - \$1,685
Up \approx 2.2% at the mid-point

Net Sales @ CC

Increase by 2.8% to 4.7%
when compared to 2018

Adjusted EBITDA

\$235 - \$245
Up \approx 4% at the mid-point

1H19 reported sales expected to be approximately flat compared to 1H18
2H19 reported sales expected to be skewed toward 3Q19

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Q&A

Appendix

Appendix A: Adjusted EBITDA

<i>(\$ in thousands)</i>	1Q 2019	1Q 2018
Net income attributable to Acushnet Holdings Corp	\$34,926	\$41,484
Income tax expense	12,275	15,220
Interest expense, net	4,883	4,408
Depreciation and amortization	9,797	10,325
Share-based compensation	1,785	4,126
Other non-cash income, net (a)	(554)	(97)
Net income attributable to non-controlling interests	1,113	1,606
Adjusted EBITDA	\$64,225	\$77,072
Adjusted EBITDA margin	14.8%	17.4%

(a) Includes non-cash charges related to the indemnification obligations owed to us by Beam, transaction fees and other non-cash (gains) losses, net that are included when calculating net income attributable to Acushnet Holdings Corp.

A reconciliation of non-GAAP Adjusted EBITDA, as forecasted for 2019, to the closest corresponding GAAP measure, net income (loss), is not available without unreasonable efforts on a forward-looking basis due to the high variability and low visibility of certain charges that may impact our GAAP results on a forward-looking basis, such as the measures and effects of sharebased compensation and adjustments related to the indemnification obligations owed to us by Beam.

Appendix B: Geographic Results

<i>(\$ in millions)</i>	1Q 2019	Growth Y/Y	Growth Y/Y @ CC
United States	\$230.4	5.1%	5.1%
EMEA	\$71.1	(2.7)%	5.5%
Japan	\$40.7	(21.9)%	(20.1)%
Korea	\$49.0	(6.9)%	(2.4)%
Rest of World	\$42.5	(4.9)%	(0.2)%

Appendix C: Segment Results

<i>(\$ in millions)</i>	1Q 2019	Growth Y/Y	Growth Y/Y @ CC
Titleist Golf Balls	\$141.7	13.4%	16.0%
Titleist Golf Clubs	\$91.3	(21.9)%	(20.1)%
Titleist Golf Gear	\$45.2	1.9%	4.8%
FootJoy Golf Wear	\$141.0	0.2%	3.2%