



DOMESTIC



WELCOME TO DOMETIC CAPITAL MARKETS UPDATE 2021

RIKARD TUNEDAL



DRAFT AGENDA DETAILS

14–17.30

- Strategy Execution – Juan Vargues 14:00
- Sustainability – An integrated part of our strategy 14:20
 - Juan Vargues & Eva Karlsson
- Profitable Expansion in Mobile Living
 - Market Trends, Our Portfolio, Acquisitions – Juan Vargues 14:30
 - Dometic Outdoor – Peter Kjellberg & Henrik Fagrenius 15:05
- Coffee Break 15:45
- Product Leadership Through Innovation – Anton Lundqvist 16:05
- Continuous Cost Reductions – Eva Karlsson 16:20
- Financial Update and Targets – Stefan Fristedt 16:35
- Q&A – Juan Vargues and Stefan Fristedt 16:55
- Summary and Closing Remarks – Juan Vargues 17:25
- Event Ends 17:30



STRATEGY EXECUTION

JUAN VARGUES



WE ARE IN A DYNAMIC BUSINESS ENVIRONMENT

Trade tariffs and regionalization

COVID-19

Low retail inventory levels

Staycation accelerates end-user demand

UNDERLYING POSITIVE GROWTH TREND IN OUTDOOR

Sustainability and electrification trends are accelerating

Component shortages and raw material prices

Logistic cost and lead times

STRATEGY EXECUTION YIELDING RESULTS



PROFITABLE EXPANSION IN MOBILE LIVING

20.2 (13.6) Net Sales SEK b. ¹	14.5% (13.0%) EBIT margin ¹
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PRODUCT LEADERSHIP

26% (12%) Innovation index ²	+82% # of product launches ³
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COST REDUCTIONS

-59% # of SKUs ²	-22% # of sites ²	SEK -150 m cost reduction ⁴
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SUSTAINABILITY ⁵

-17% CO2 / Sales	2.4 (4.0) LTIFR	81% (78%) Audited spend
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¹⁾ Rolling 12 months Q3 2017 to R12 months Q3 2021. EBIT margins before i.a.c.

²⁾ Q3 2021 compared to 2018 ³⁾ 2019-2021 YTD vs 2016-2018

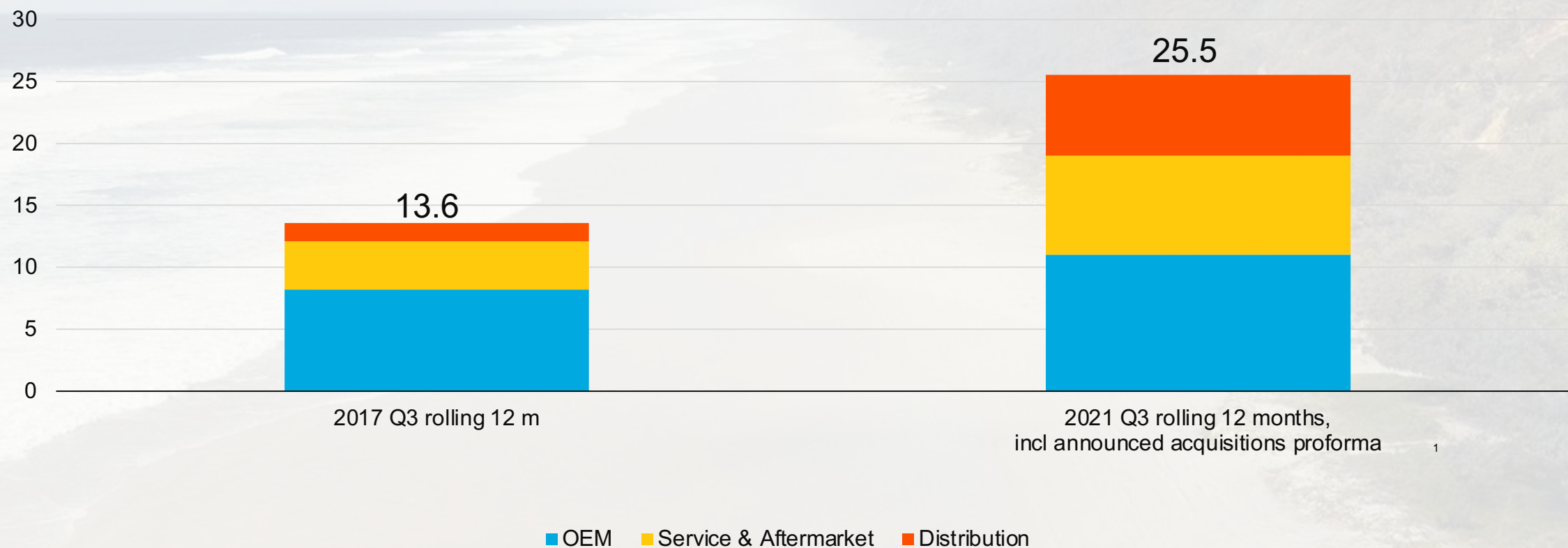
⁴⁾ Annual runrate saving from ost reduction program announced Q3 2019 ⁵⁾ compared to previous year, see Q3 2021 interim report for details

PROFITABLE EXPANSION IN MOBILE LIVING

2021 Q3 ROLLING 12 MONTHS INCL ACQUISITIONS PROFORMA¹



Net Sales, SEK b.



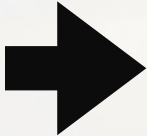
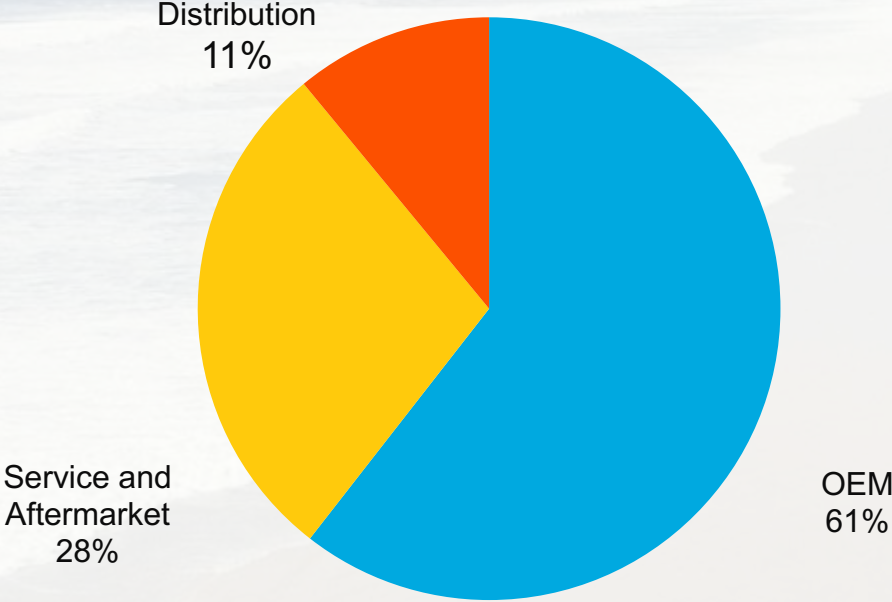
¹) Proforma last 12 months or as announced in press releases

OUR SALES MIX IS CHANGING

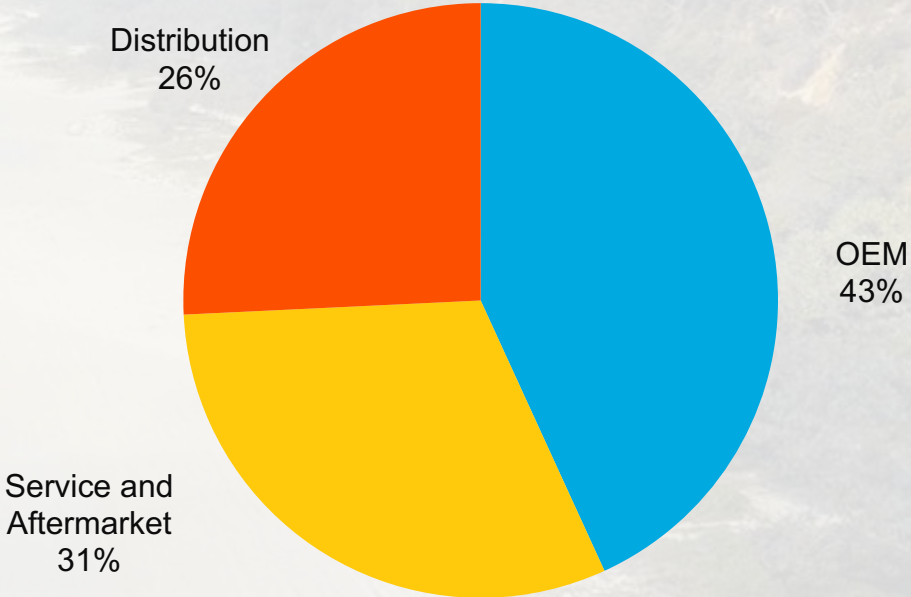
INCREASED SHARE OF RECURRING BUSINESS



Dometic Sales 2017 Q3
rolling 12 months



Dometic Sales 2021 Q3 rolling 12 months
incl announced acquisitions proforma



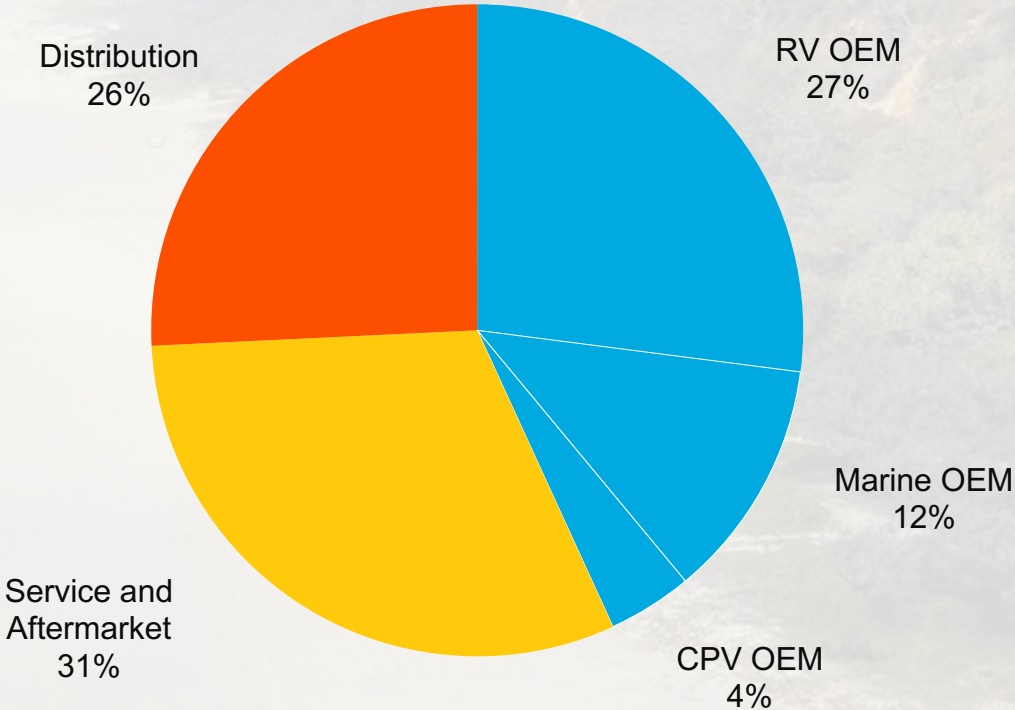
FROM OEM FOCUS TO CONSUMER AND RETAIL FOCUS

TRACKING TOWARDS <20% SALES EXPOSURE IN RV OEM



- RV OEM share of group sales 27% (49% in 2017)
- RV OEM share of group EBIT <10%

Dometic Sales 2021 Q3 rolling 12 months
incl announced acquisitions proforma

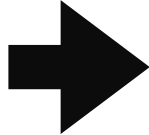


PROFITABLE EXPANSION IN MOBILE LIVING

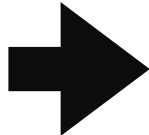
FROM CONCEPTS TO PRODUCTS ON THE MARKET IN 2 YEARS



Capital Markets Day 2019
Concepts



Today
Products on the market



PROFITABLE EXPANSION IN MOBILE LIVING

TARGETING THE USD 1 B. FAST-GROWING RESIDENTIAL OUTDOOR PREMIUM MARKET



Dometic
revenue potential of
SEK 1b
within 5 years



PROFITABLE EXPANSION IN MOBILE LIVING

MOBILE DELIVERIES – TARGETING THE FAST GROWING FOOD DELIVERY MARKET

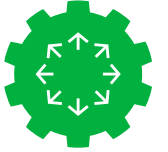


Dometic
revenue potential of
SEK 1b
within 5 years



DIGITALIZATION – B2C

AMBITION: 20% OF DISTRIBUTION AND AFTERMARKET SALES THROUGH B2C WITHIN 5 YEARS



Activities

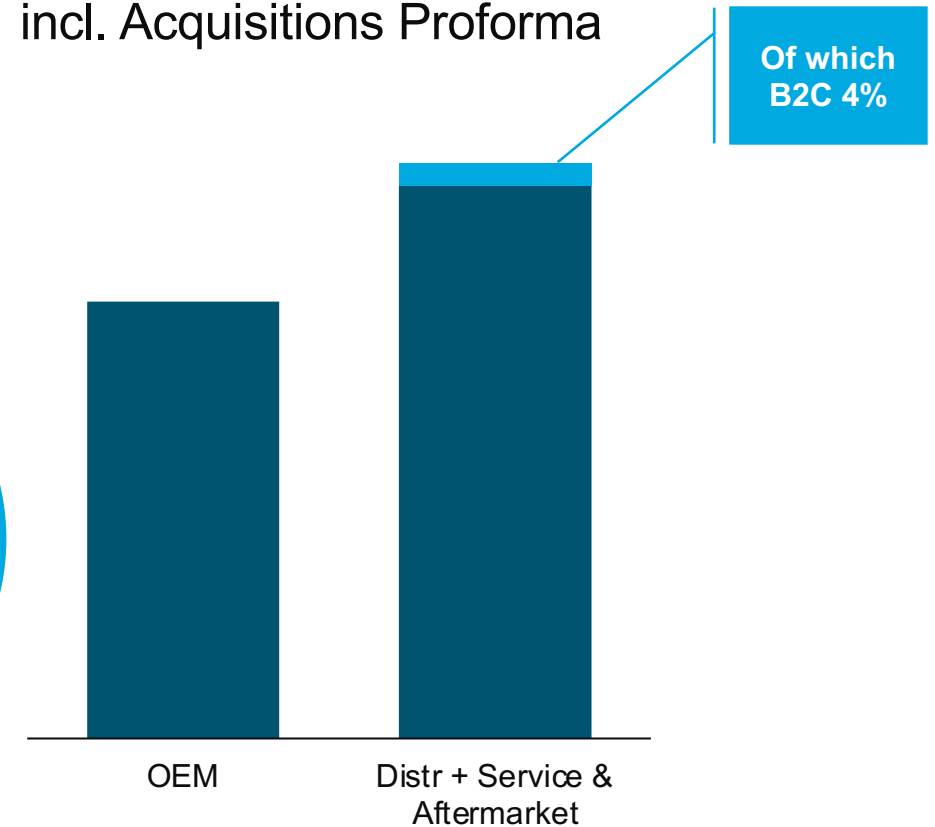
- Global platform implemented in US and Australia
- Ongoing implementation in Europe and Marine
- Broadened Outdoor offering
- Benefit from Front Runner and Igloo know-how

Benefits

- End user interaction
- Increased end-to-end efficiency
- Profitable growth



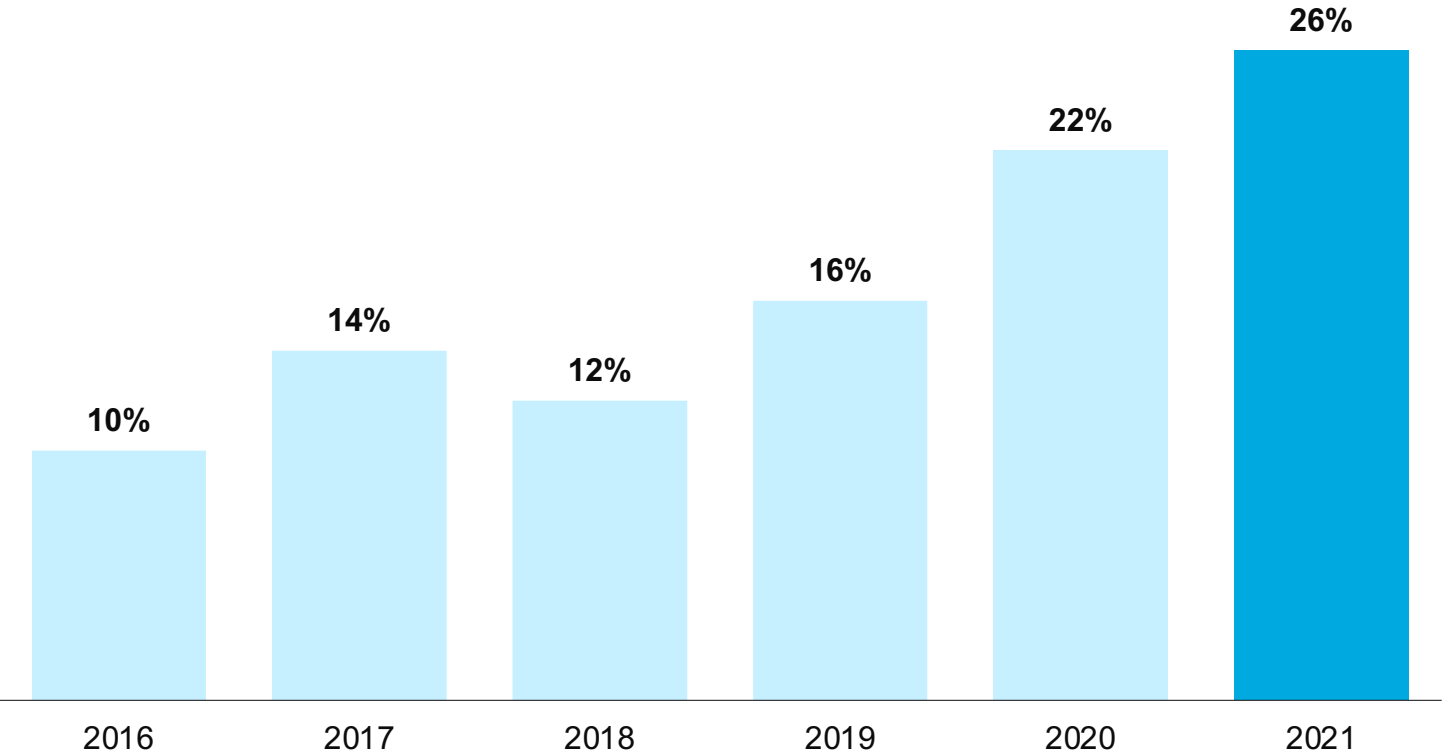
Net Sales 2021 Q3 LTM
incl. Acquisitions Proforma



PRODUCT LEADERSHIP THROUGH INNOVATION



Product innovation index
Share of sales from products launched last 3 years

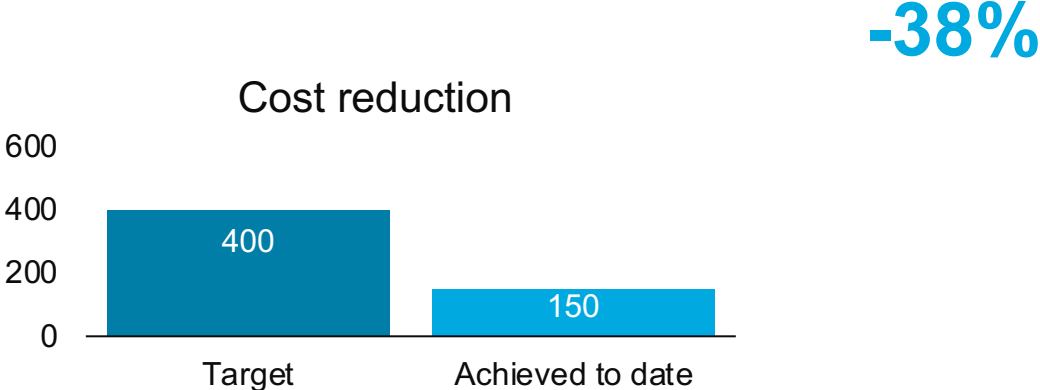
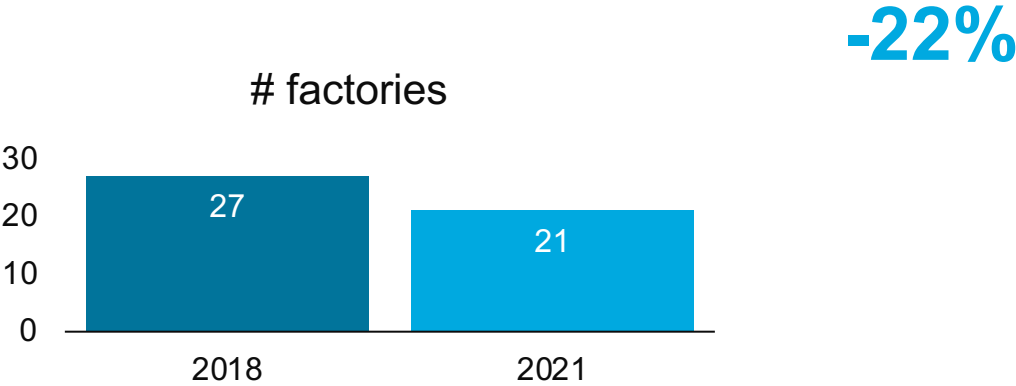
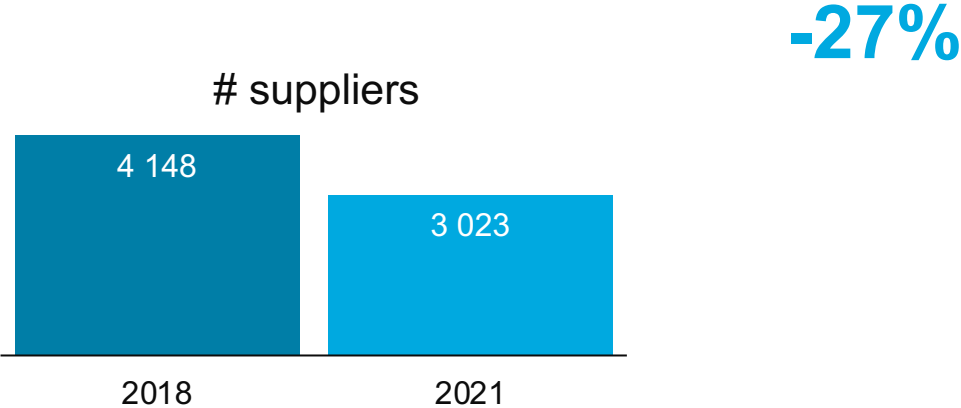
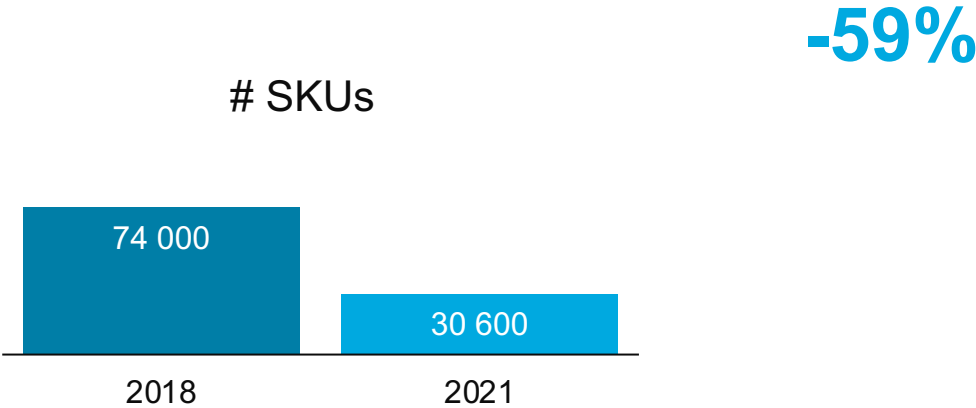


26%
Q3 Innovation index

A large blue circle containing the text '26%' in large white font, with 'Q3 Innovation index' in smaller white font below it.

CONTINUOUS COST REDUCTIONS

APPROX. 150 MSEK IN ANNUAL SAVINGS FROM RESTRUCTURING PROGRAM TILL NOW



STRATEGY EXECUTION YIELDING RESULTS



PROFITABLE EXPANSION IN MOBILE LIVING

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SUSTAINABILITY – AN INTEGRATED PART OF OUR STRATEGY

EVA KARLSSON

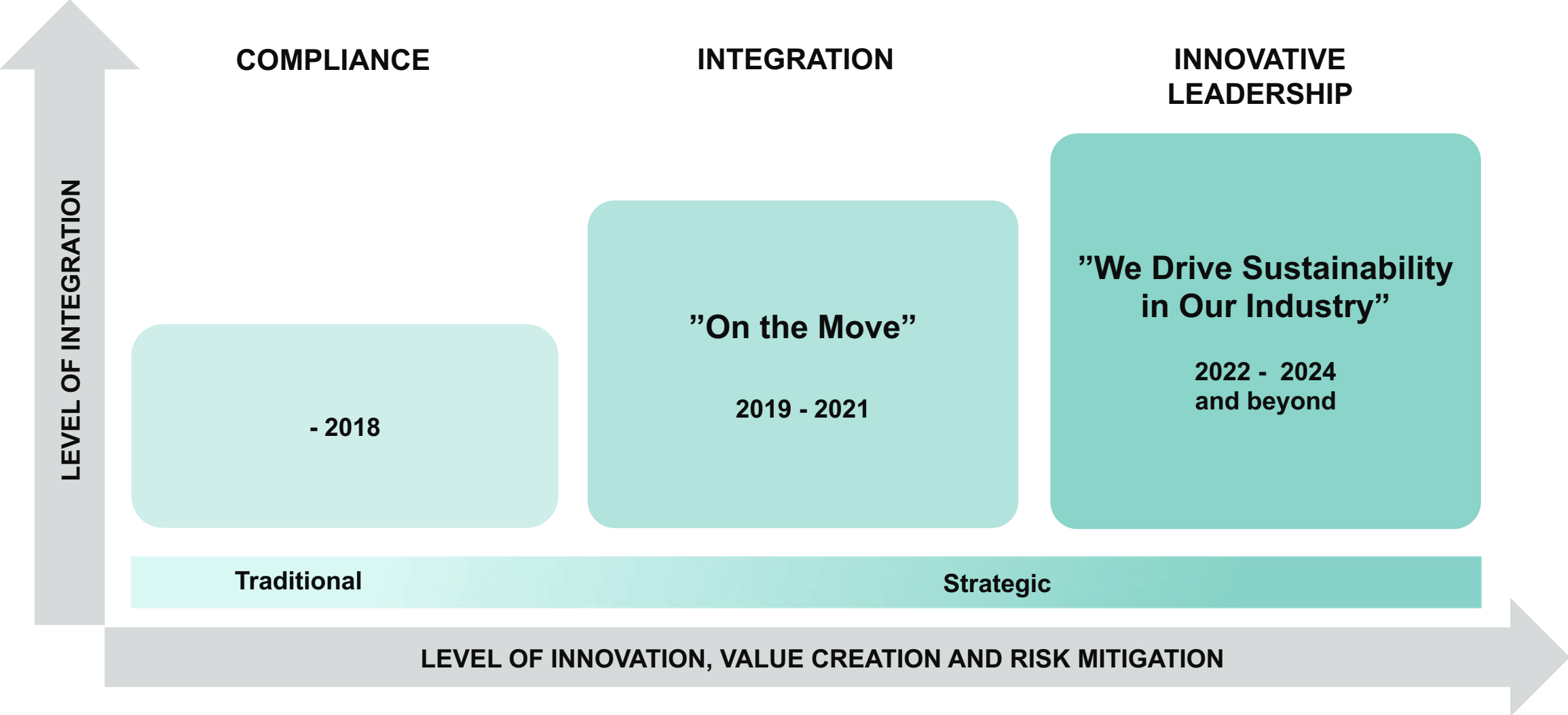




**WE LOVE THE OUTDOORS. AS PIONEERS IN THE
MOBILE LIVING ARENA, WE ARE COMMITTED TO
DRIVING SUSTAINABILITY IN OUR INDUSTRY.**

**BECAUSE WE WANT NATURE TO BE A RESOURCE
FOR EVERYONE TO ENJOY AND EXPLORE. FOREVER.**

SUSTAINABILITY JOURNEY



A SUSTAINABLE EVOLUTION

FROM

Vehicles

Offering sustainable products

**Reducing CO2 emissions
in operations**



TO

**Vehicle-enabled outdoor
experiences**

Enabling a sustainable lifestyle

**Reducing CO2 emissions for
our users**

OUR CONTRIBUTION

Dometic contributes to a more sustainable world by enabling people to enjoy and explore nature – locally and more frequently.

We do so by offering innovative, durable, low-carbon products inspiring an active, comfortable and responsible life in the outdoors.

SUSTAINABILITY PLATFORM 2022-2024 AND BEYOND

Focus areas / Areas of Influence	Company	Products & Supply chain	Consumers
People	Employer of choice in the outdoor industry	Good labour standards	Well-being
Planet	Sustainable operations	Sustainable innovation	Sustainable lifestyle
Governance	Good business practices	Good business partner	Enable outdoor experiences for more

NEW SUSTAINABILITY TARGETS

SELECTED PRIORITIES

2022-2024

PLANET

Extend product lifetime through service & aftermarket programs in all projects

PLANET

Increase use of renewable and/or recycled plastics in selected pilot projects

GOVERNANCE

Assess all new direct material suppliers for ESG

2030

PLANET

Reduce CO2* ton per net sales SEKm by 50%

*Scope 1 and 2

SUSTAINABILITY PLATFORM 2022-2024 AND BEYOND

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**A SUSTAINABLE
LIFESTYLE**

WELL-BEING

**SUSTAINABLE
INNOVATION**



OUTDOORS. EVERYWHERE.

Dometic's sustainability concept goes all in on exploring local nature – comfortably, more frequently and sustainably, without having to travel far.

THREE KEY TAKEAWAYS

STRATEGY OVERVIEW AND EXECUTION

Strategy execution is generating significant improvements across the Group

Our business mix is changing towards lower cyclicality and higher margins

We enable people to enjoy an explore nature, comfortably, frequently and more sustainably by offering innovative, durable, low-carbon products

PROFITABLE EXPANSION IN MOBILE LIVING

JUAN VARGUES

Market Trends, Our Portfolio, Acquisitions



STRENGTHENED GLOBAL TRENDS



INCREASED LEISURE SPENDING

Increased wealth and more free time, increased leisure spending, outdoor activities.



THE WORLD IS BECOMING MORE MOBILE

Mobile workplaces, mobile deliveries, new transport trends.



MARKET CONSOLIDATION

Fragmented industries, size matters, speed is key, brand awareness.



SUSTAINABILITY IS A REALITY

Environmental regulations, customer requirements, change in travel trends.



INNOVATION INCREASINGLY IMPORTANT

Design and quality, customer experience, connectivity.



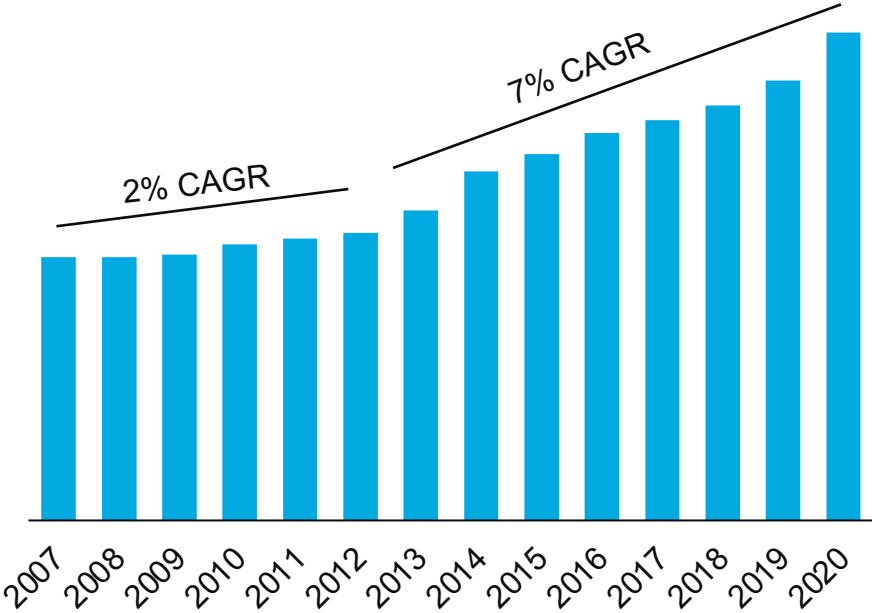
DIGITALIZATION AND E-COMMERCE REVOLUTION

Digital marketing, seamless flow, e-commerce.

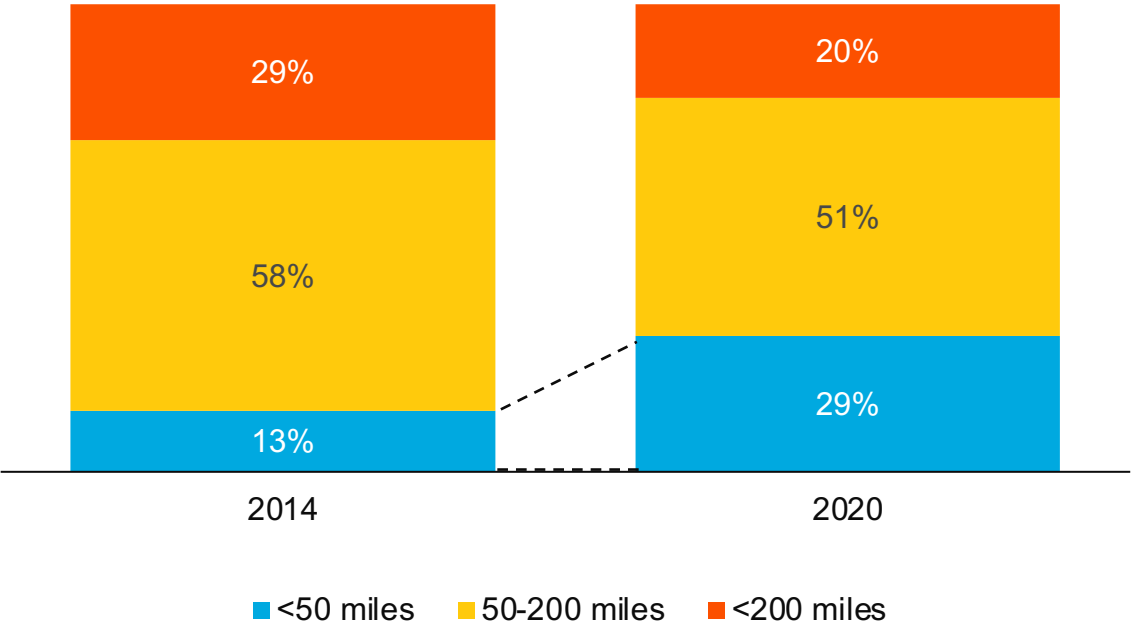
INCREASED LEISURE SPENDING

+50%
travel less than
50 miles
2014 - 2020

US camping equipment market



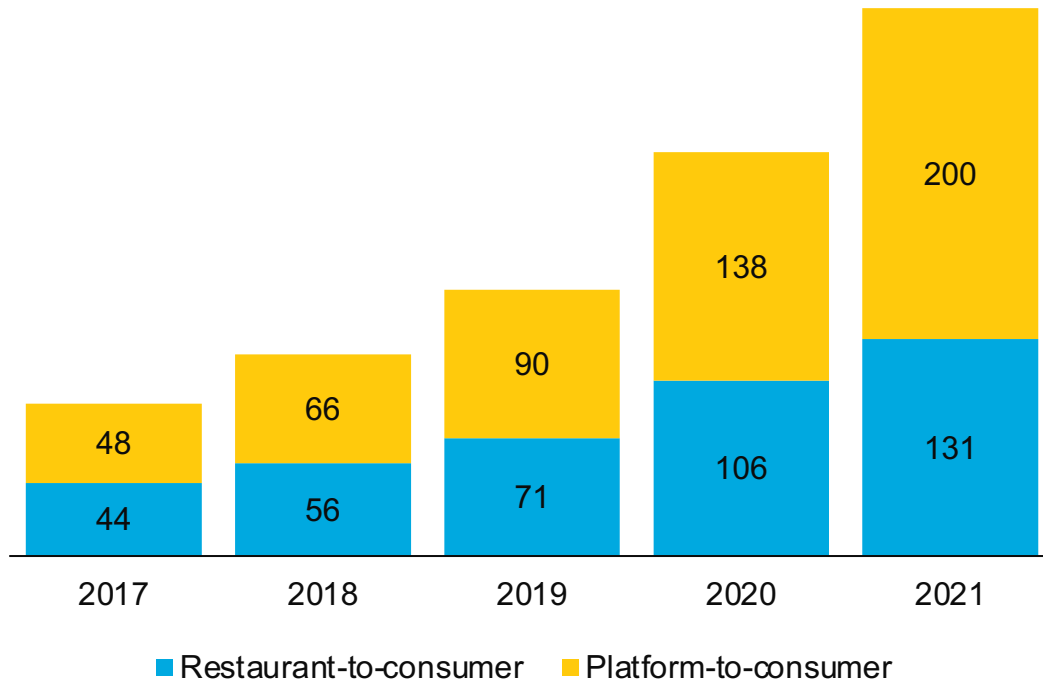
Distance from home, US campers



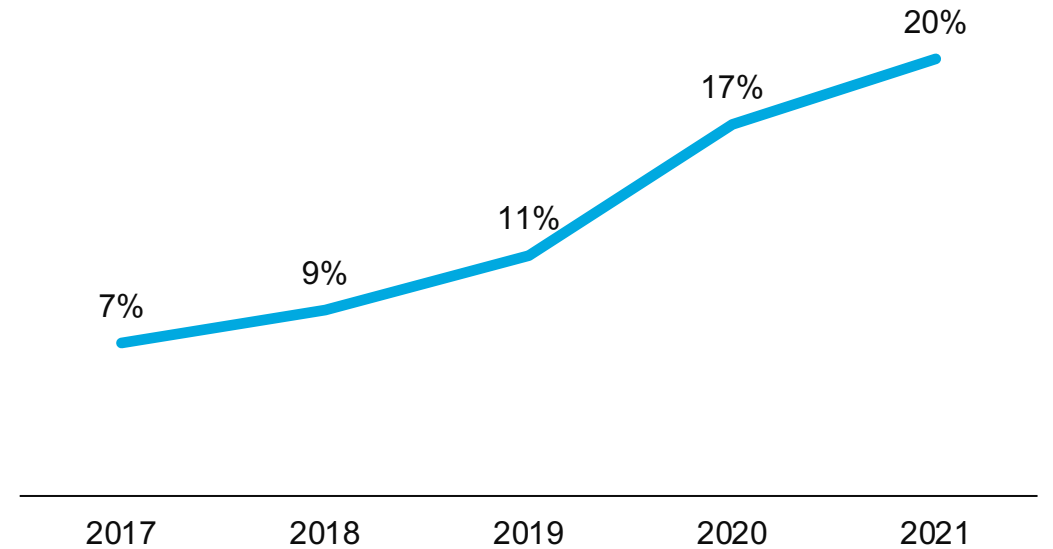
<https://www.statista.com/statistics/258585/camping-equipment-wholesale-sales-in-the-us/>
<http://koa.uberflip.com/i/1362448-2021-north-american-camping-report/25?>

THE WORLD IS BECOMING MORE MOBILE

Online food delivery sales, USD b.

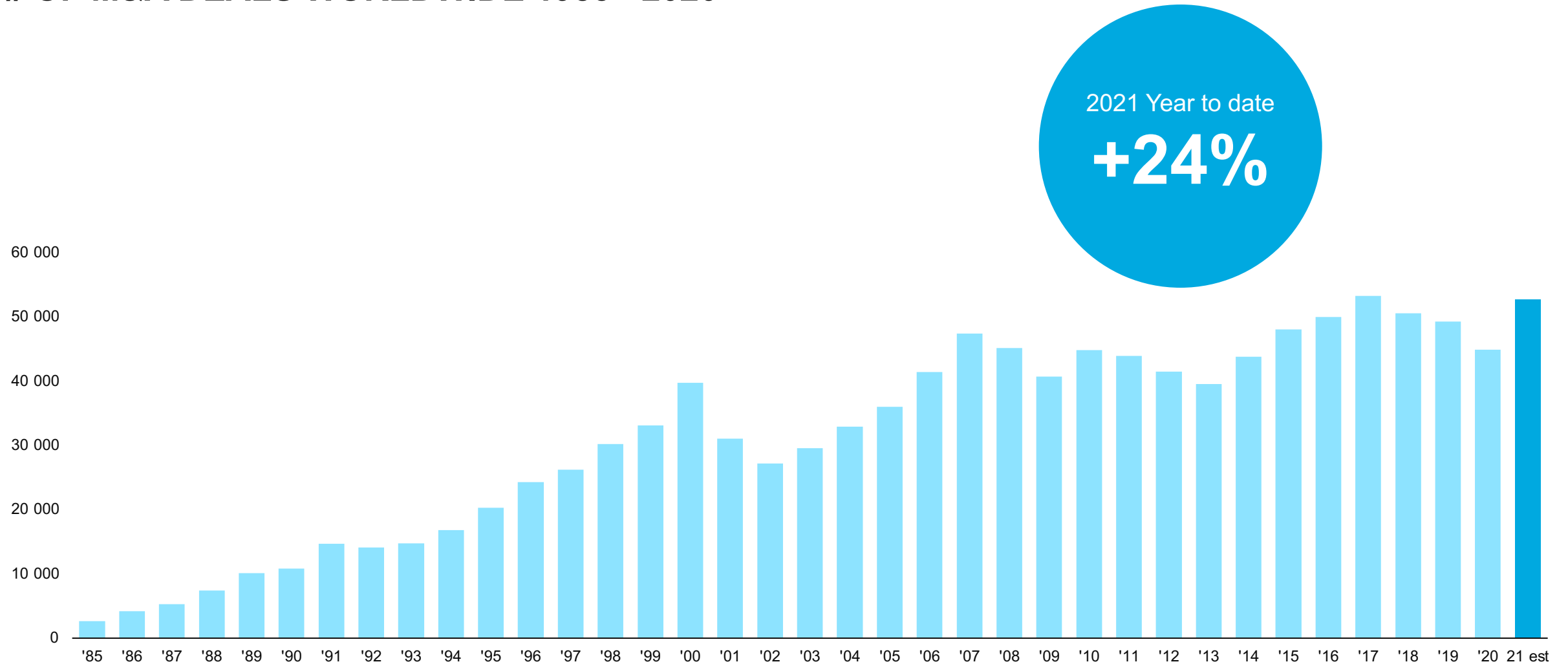


Online food deliveries, population penetration rate



MARKET CONSOLIDATION

OF M&A DEALS WORLDWIDE 1985 - 2020

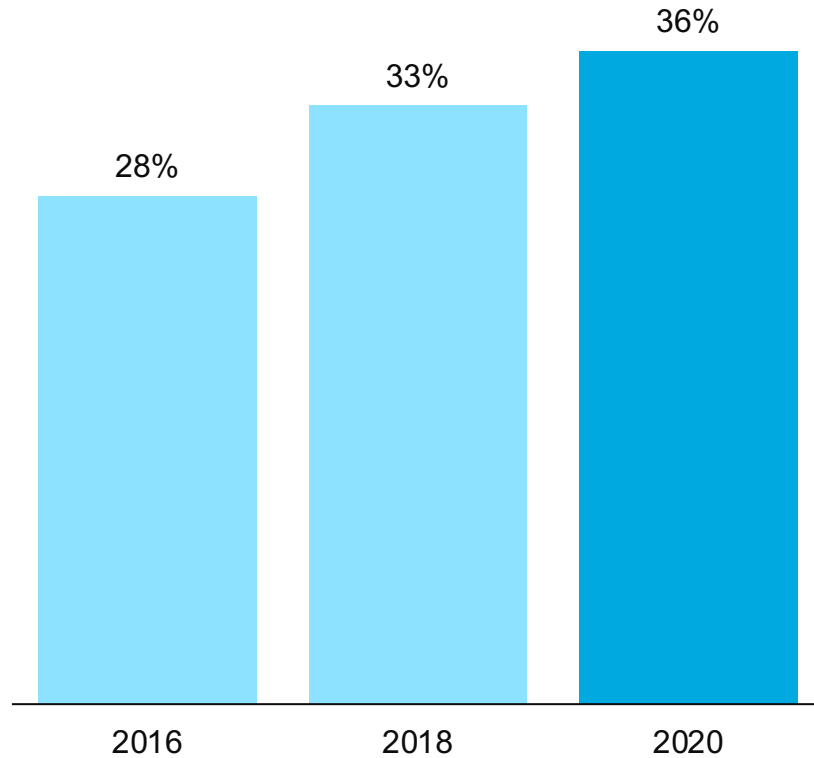


2021 Year to date

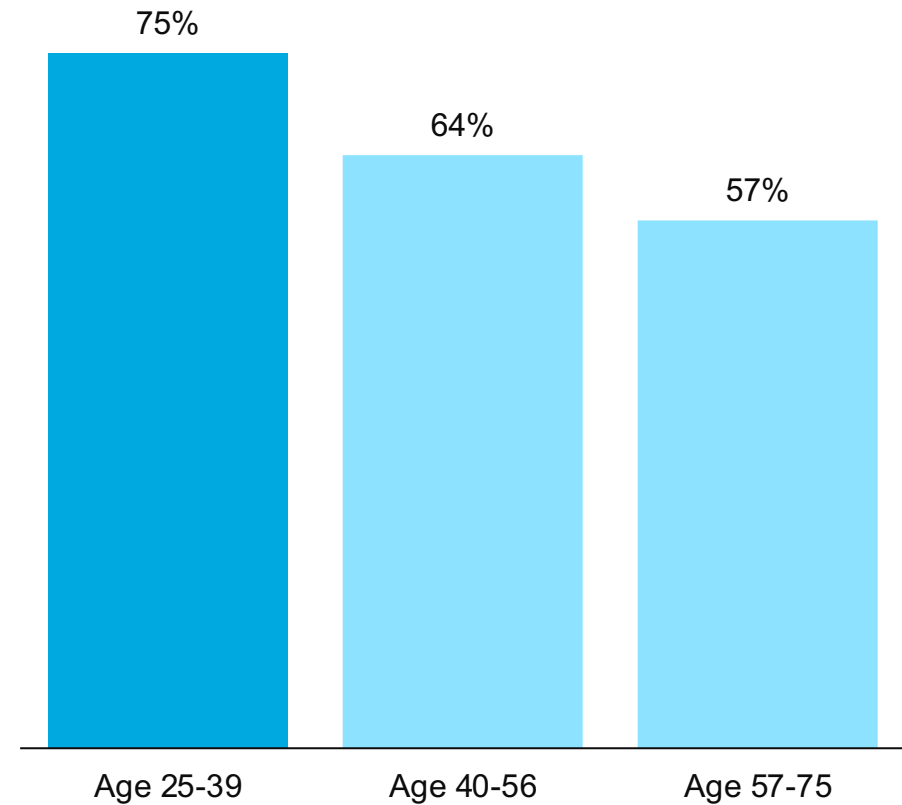
+24%

SUSTAINABILITY IS A REALITY

Sustainable investments share
of total assets under mgmt

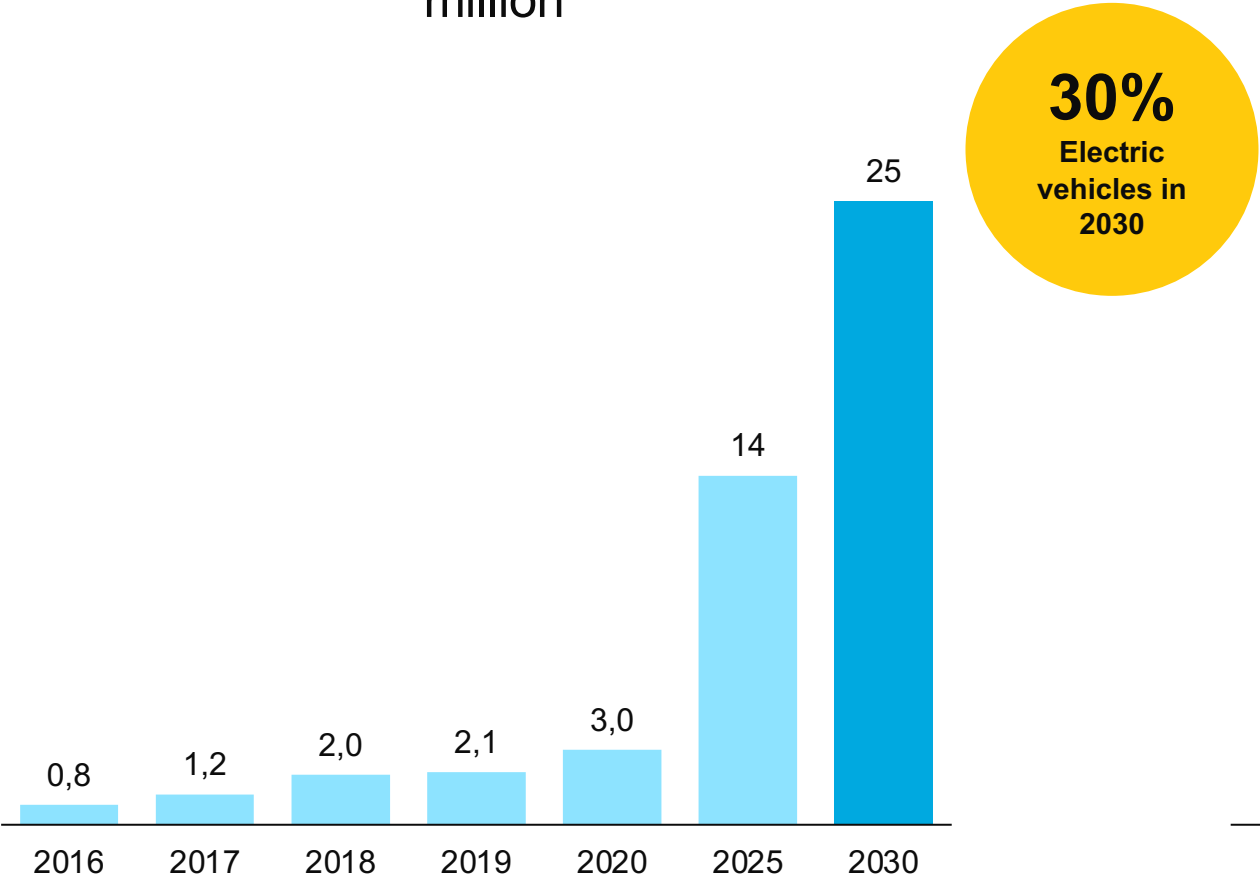


Consumer willingness to pay
more for sustainable products

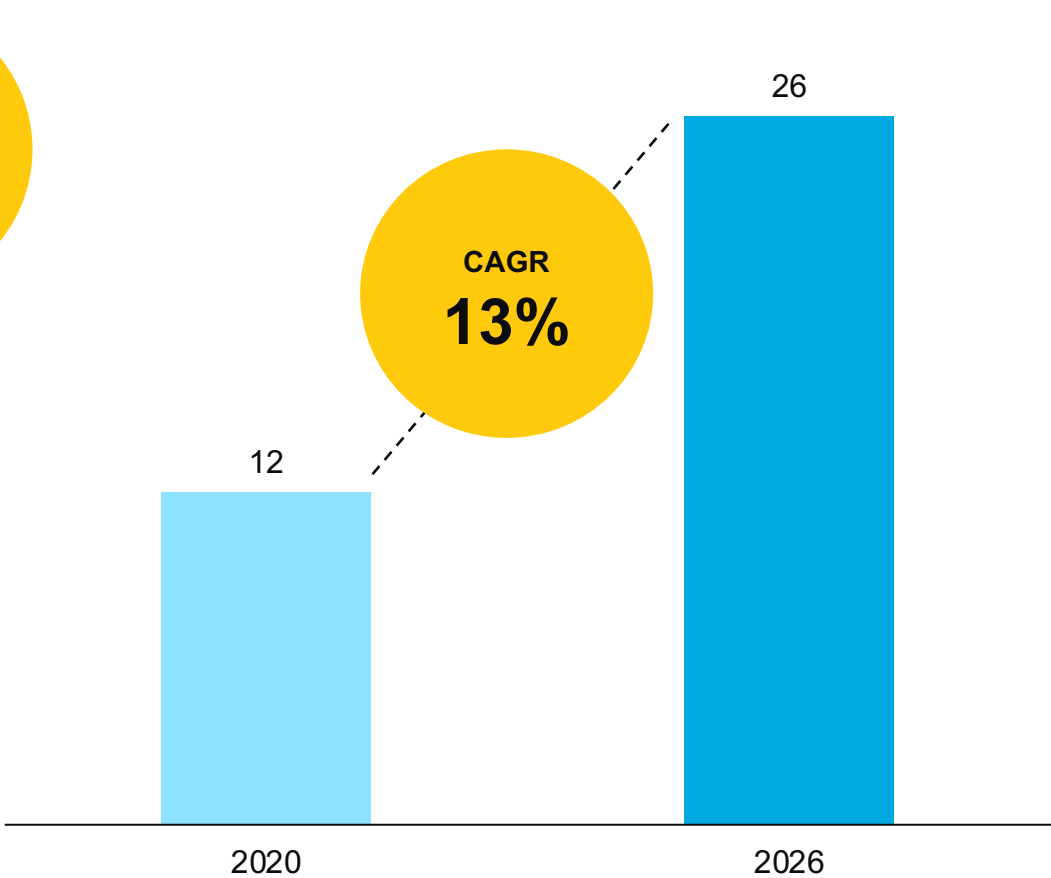


INNOVATION IS INCREASINGLY IMPORTANT

Electric vehicles sold globally, million



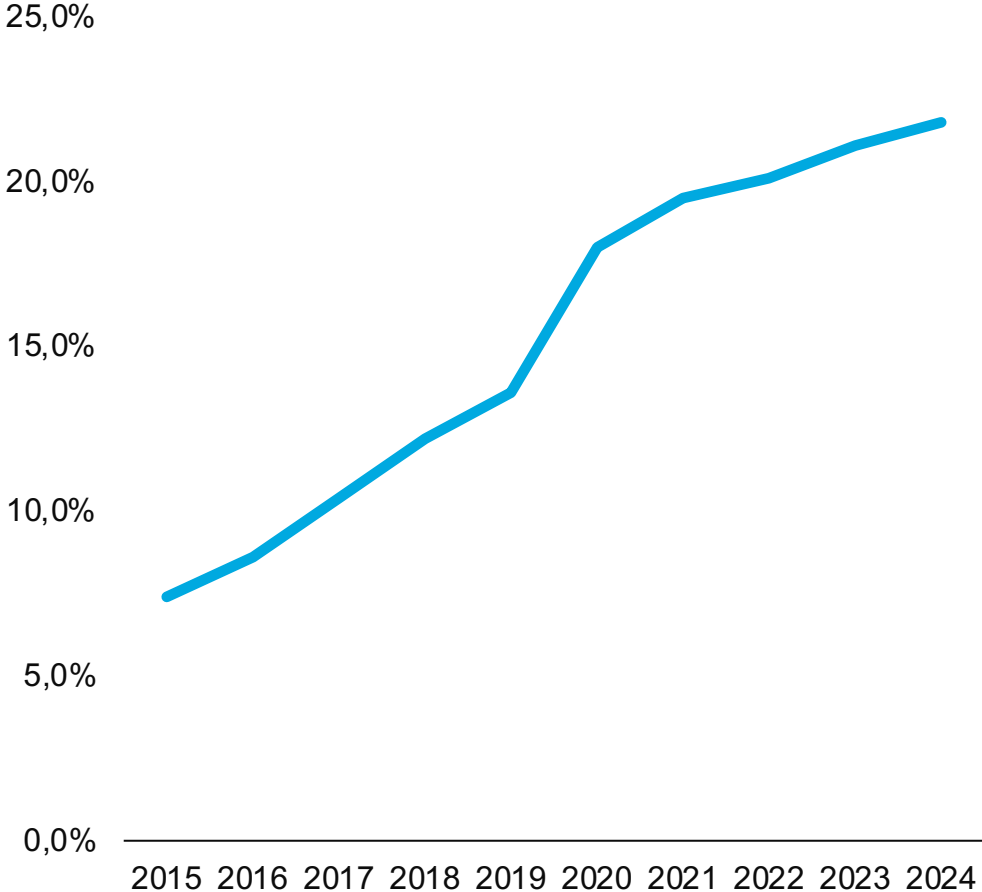
Billion of connected devices



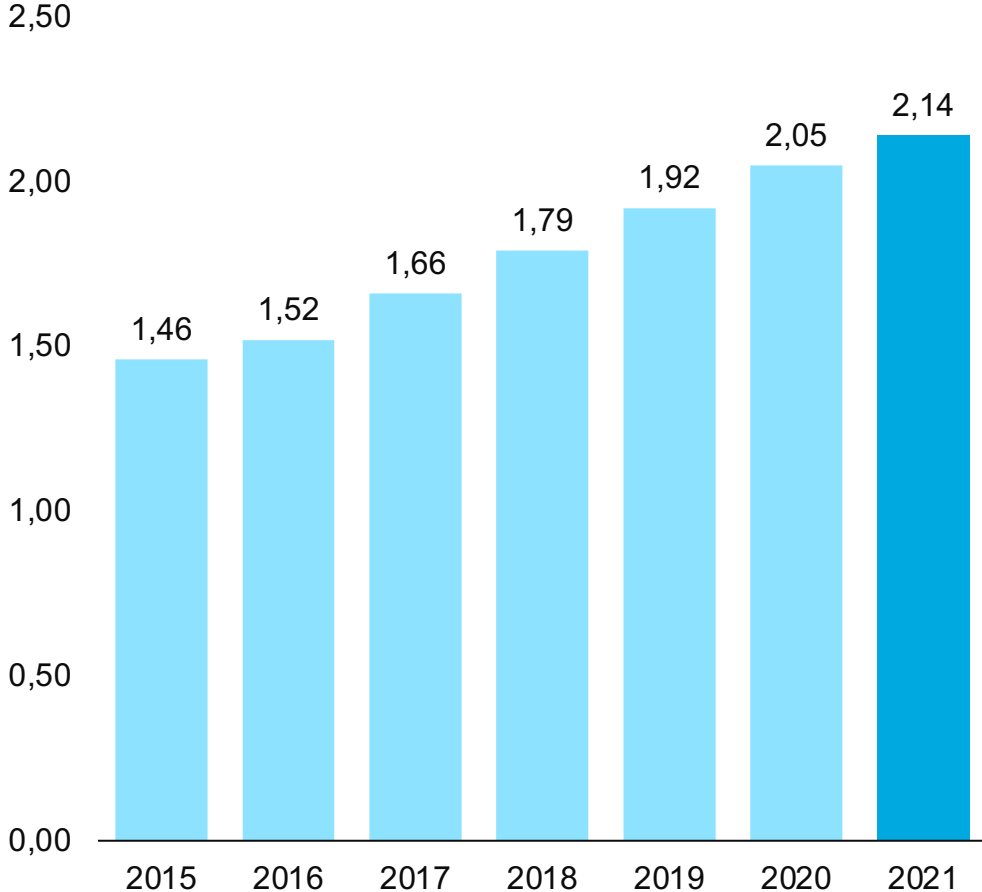
<https://www.statista.com/study/49240/emobility/>
<https://www.ericsson.com/en/mobility-report/dataforecasts/iot-connections-outlook>

DIGITALIZATION AND E-COMMERCE REVOLUTION

Ecommerce % of total retail sales

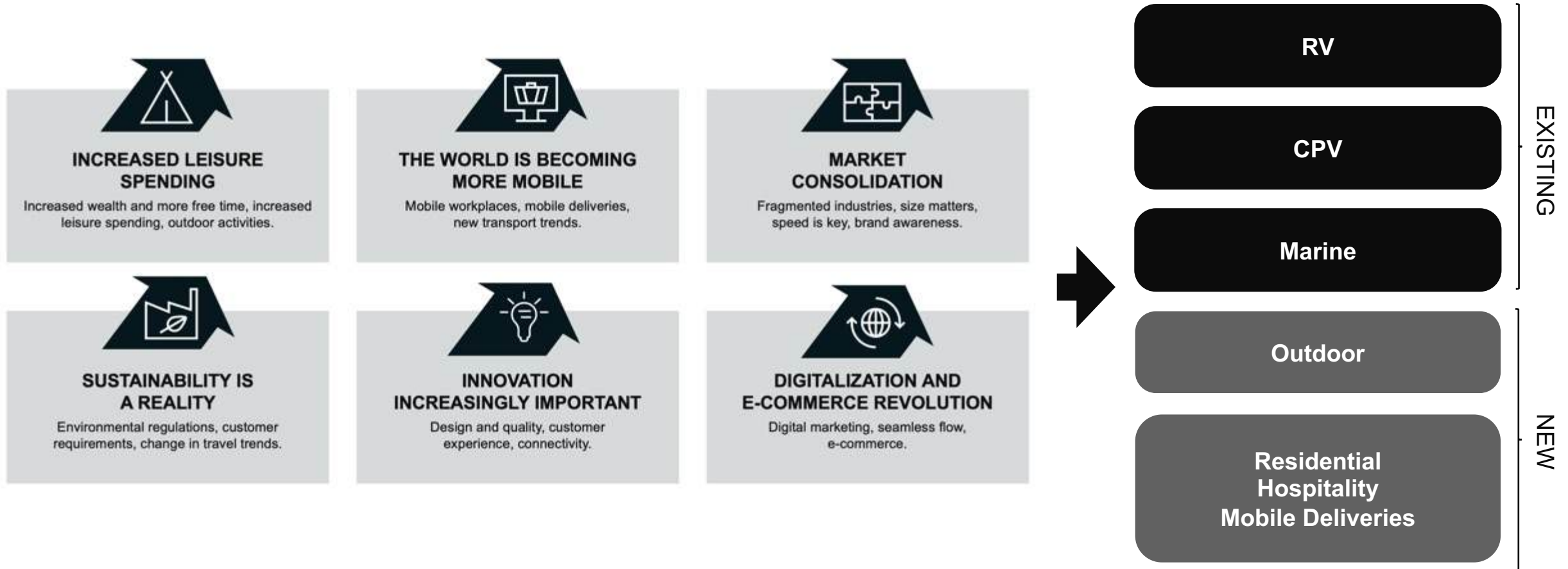


Number of digital buyers, billion



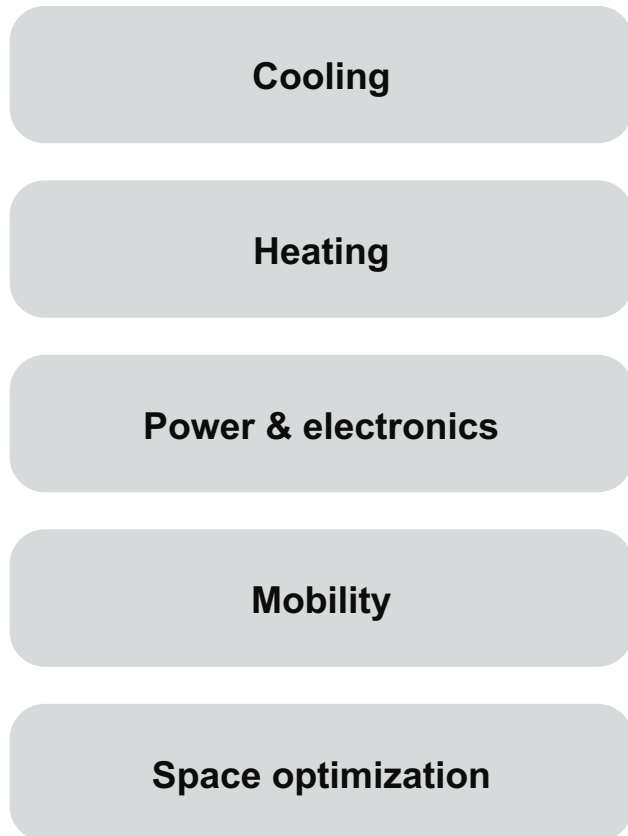
<https://www.statista.com/statistics/534123/e-commerce-share-of-retail-sales-worldwide>
<https://www.statista.com/statistics/251666/number-of-digital-buyers-worldwide/>

THE GLOBAL TRENDS ARE IMPACTING OUR VERTICAL END-USER MARKETS

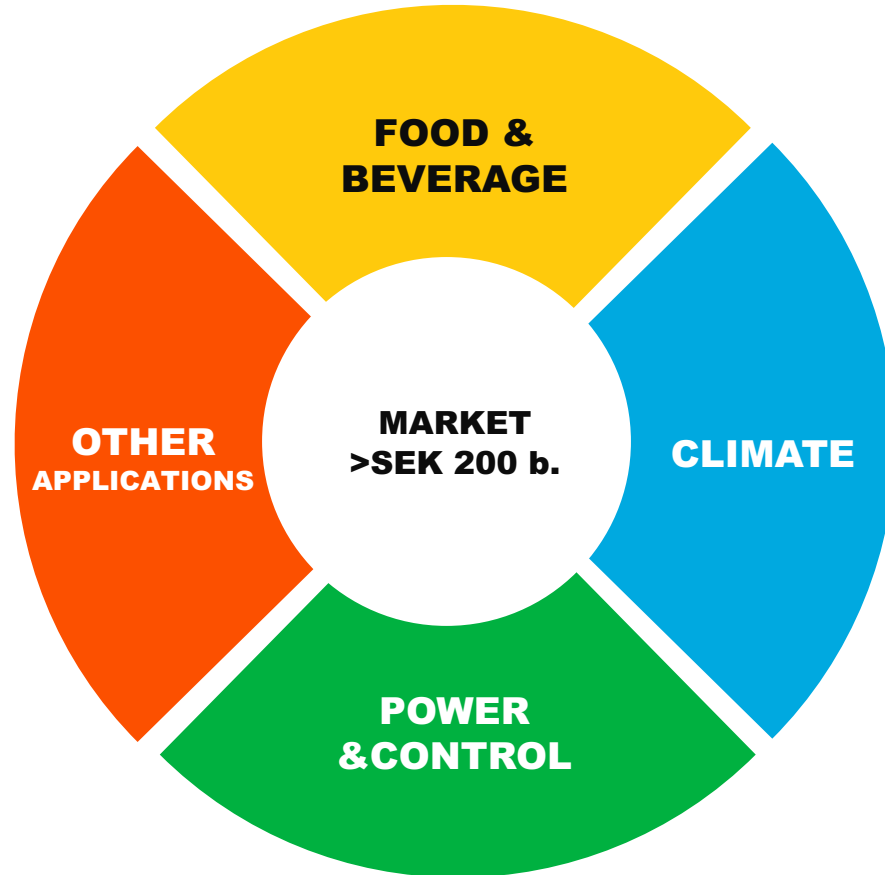


*Rolling 12 months

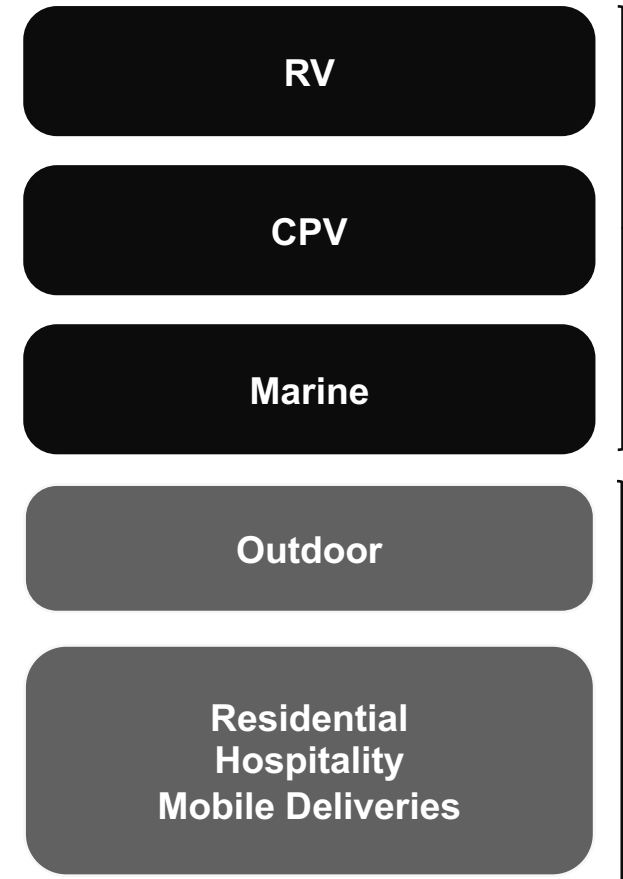
CORE COMPETENCES SERVING SEVERAL APPLICATION AREAS AND VERTICAL END-USER MARKETS



CORE COMPETENCES



APPLICATION AREAS

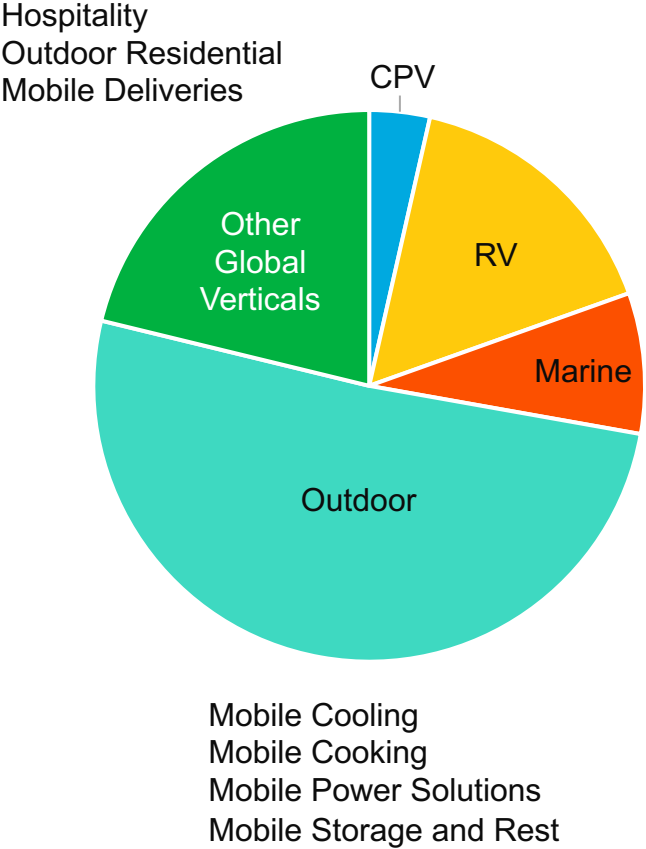


VERTICAL END-USER MARKETS

OUR ADRESSABLE MARKET

	FOOD & BEVERAGE	CLIMATE	POWER & CONTROL	OTHER APPLICATIONS	TOTAL
ESTIMATED GLOBAL MARKET SIZE	SEK > 120bn	SEK > 40bn	SEK > 40bn	SEK > 10bn	SEK > 200bn
AREAS	<ul style="list-style-type: none"> Refrigerators Mobile cooling Mobile deliveries Cooling compartments Minibars Cooking barbecues 	<ul style="list-style-type: none"> Air conditioning Parking coolers Heating solutions Blinds Awnings Windows & Doors 	<ul style="list-style-type: none"> Steering systems Control solutions Power solutions Storage 	<ul style="list-style-type: none"> Hygiene & Sanitation Safety solutions Security solutions 	
MARKET GROWTH	5–10%	2–7%	2–7%	-5%	
MARKET DRIVES	<ul style="list-style-type: none"> Outdoor interest Mobile living Convenience 	<ul style="list-style-type: none"> Convenience Energy savings Penetration 	<ul style="list-style-type: none"> Energy efficient solutions More tech content Weight control Connectivity 	<ul style="list-style-type: none"> Convenience Other equipment for Mobile Living 	

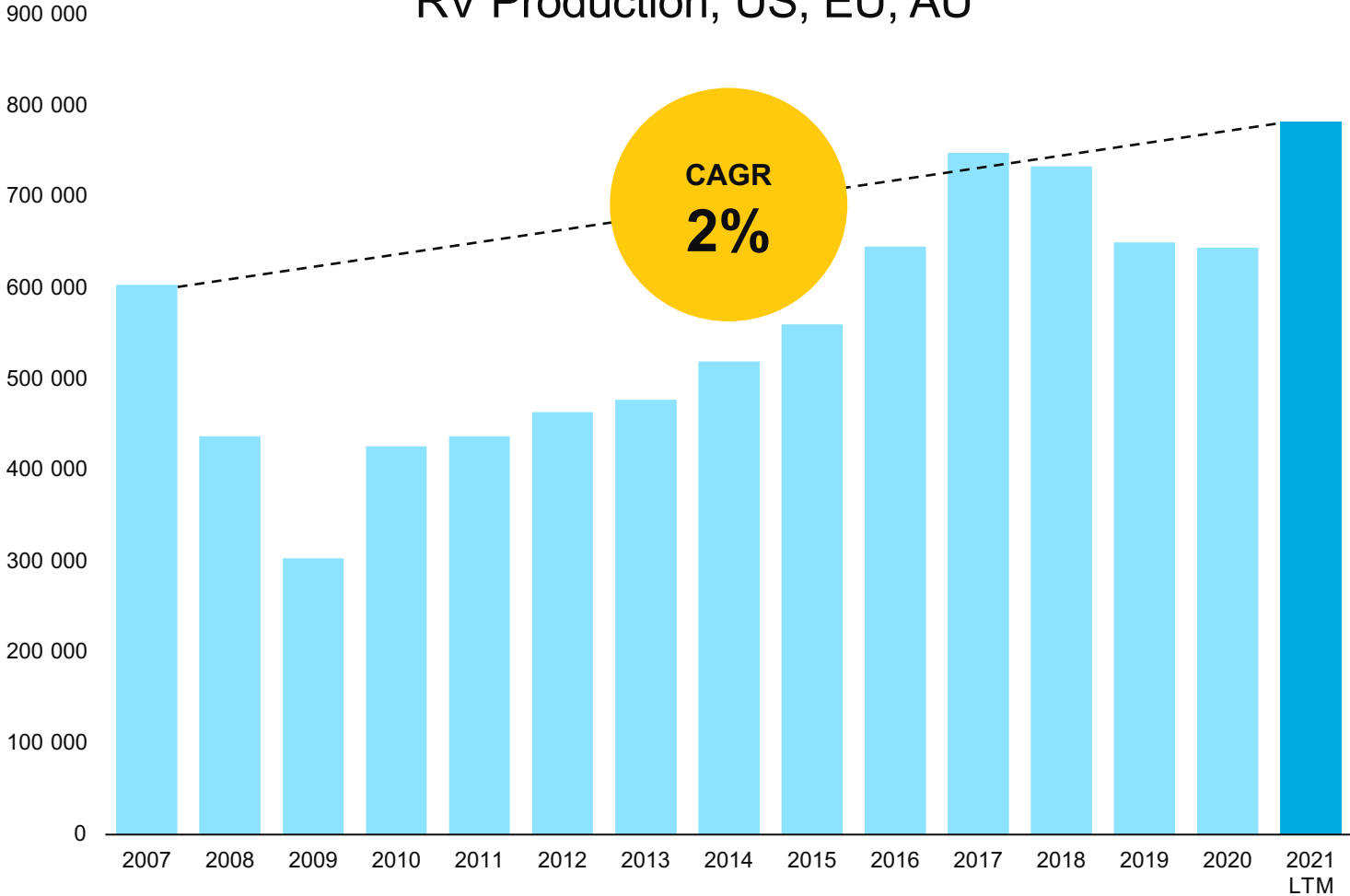
By vertical end-user market



Source: external data and own estimates

RV OEM MARKET

RV Production, US, EU, AU



US 2019-2021

Van Campers	+166%
Class A	-12%

GERMANY 2020-2021

Panel Vans	+13%
Class A	-10%

Source: RVIA, ECF, nem Australia

RV TRENDS

Growing **sustainability trend** having an impact

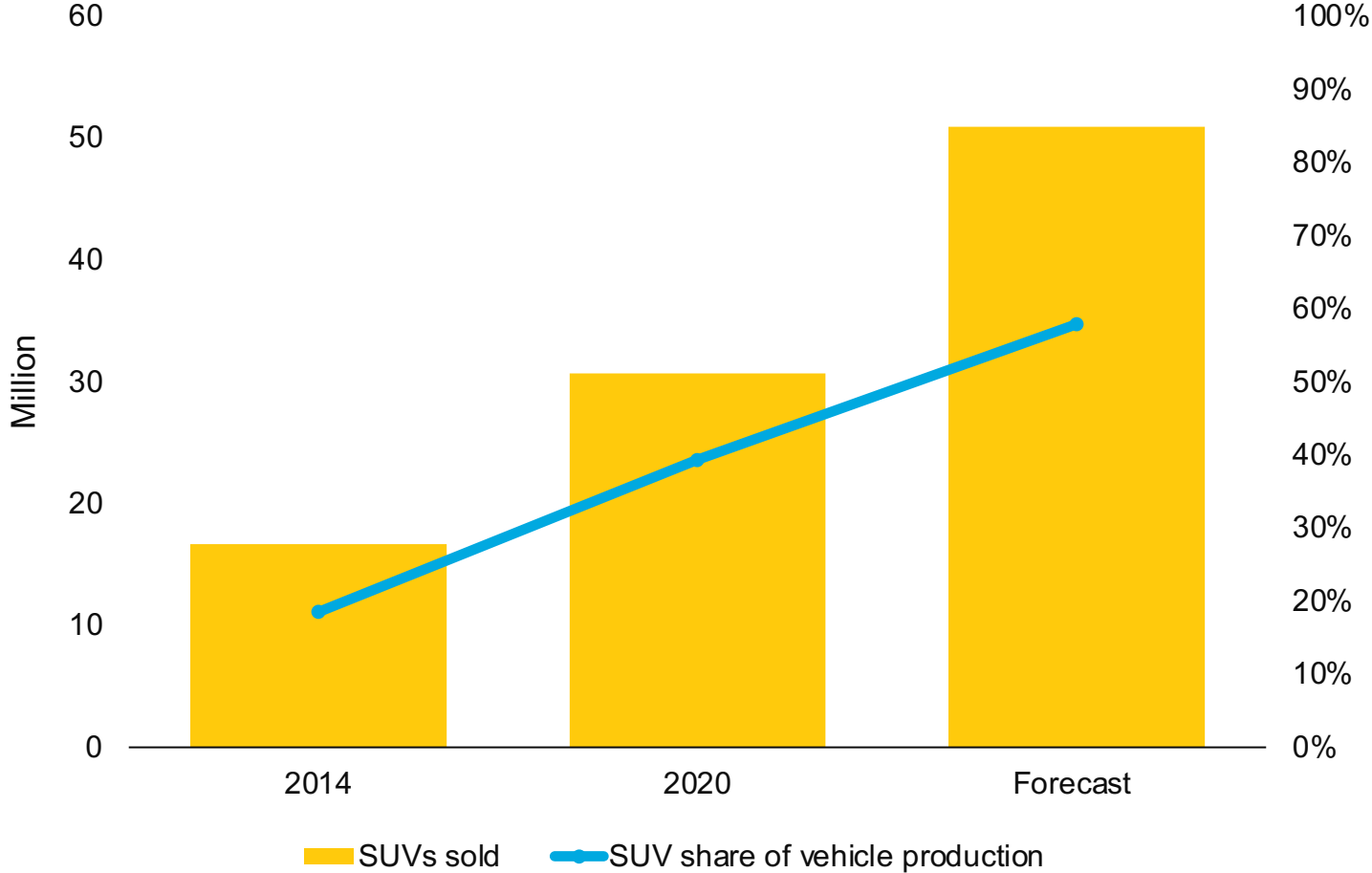
Electrification drives need for energy efficient vehicles

Need for **mobile power solutions** to meet demand on connectivity and comfort

RVs are becoming smaller
- More **flexible solutions**

From indoor and installed products to outdoor and **stand alone solutions**

PASSENGERS CARS ARE BECOMING BIGGER



Number of SUVs in operation increased 6 times in 10 years

SUV 2014: <https://www.jato.com/global-suv-boom-continues-in-2018-but-growth-moderates/> 2020: <https://www.statista.com/topics/6185/suv-market-worldwide/> 2023: <https://www.statista.com/statistics/1103316/projected-suv-market-sales/>
Total Vehicles: <https://www.statista.com/statistics/262747/worldwide-automobile-production-since-2000/>. 2023 <https://www.statista.com/topics/1487/automotive-industry/>

CROSS OVER - RV AND PASSENGER CARS



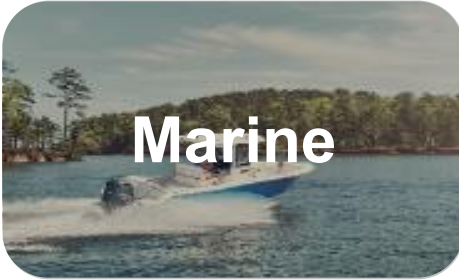
PROFITABLE EXPANSION IN MOBILE LIVING

THE LEADING VEHICLE-BASED OUTDOOR BRAND



RV

**Strong foothold globally
OEM installed products**



Marine

**Strong foothold globally
OEM installed products**



Van

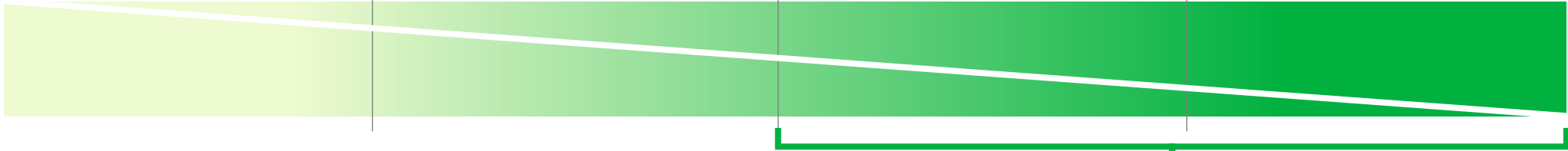
**Growth market
Strong foothold globally
Flexibility is key – more stand alone products**



SUV/PC

**New growth potential
Existing car park
Not installed products
Stand alone products**

Relative initial investment into vehicle



Relative amount of vehicles

FUTURE GROWTH AREAS

WE EXPAND OUR MARKET

FROM A POTENTIAL MARKET OF 15 MILLION REGISTERED VEHICLES TO > 300 MILLION

300
250
200
150
100
50
0

RVs

Station wagons

Pickups

SUVs

■ Registered globally ■ Registered every year

**35
million**

SUVs, pickups and
station wagons sold
annually

OUTDOOR – VEHICLE BASED ACTIVITIES

USING OUR CORE COMPETENCES TO CREATE APPEALING SOLUTIONS FOR THE END-USER

COOLING

Mobile **Cooling**
Solutions

HEATING

Mobile **Cooking**
Solutions

POWER &
ELECTRONICS

Mobile **Power**
Solutions

MOBILITY

Mobile **Storage and**
Rest Solutions

SPACE OPTIMIZATION

CORE COMPETENCES



OUTDOOR – VEHICLE-BASED ACTIVITIES OFFERING

1. HUB SHELTER – \$860
2. LIGHTS – \$40
3. STORAGE – \$155
4. ROOFTOP TENT – \$2000
5. PATROL PASSIVE COOLER – \$300
6. ROOF RACKS – \$1055
7. DRINKWARE – \$25
8. PLB40 BATTERY – \$850
9. CFX3 ACTIVE COOLER – \$1050
10. SOLAR PANEL PS120A– \$500
11. BARBECUE CITY CHEF – \$200

List price \$





**"IT'S A COMMUTER DURING THE WEEK.
BUT A RV AT WEEKENDS"**

REDUCING CYCLICALITY AND MOVING FROM HIGH TICKET TO LOW TICKET SPEND

B2C

**LOWER
CYCLICALITY**

**HIGHER
MARGINS**

PROFITABLE EXPANSION IN MOBILE LIVING

CREATING VALUE THROUGH ACQUISITIONS



PROFITABLE EXPANSION IN MOBILE LIVING

ACQUISITIONS



- 2021**
- TWIN EAGLES
 - VALTERRA
 - ENERDRIVE
 - FRONT RUNNER
 - ZAMP SOLAR
 - BÜTTNER EL
 - CADAC INTL
 - IGLOO
 - NDS

- 2018**
- KAMPA

- 2017**
- OCEANAIR
 - SEASTAR SOLUTIONS

- 2016**
- IPV

- 2014**
- PROSTOR
 - ATWOOD MOBILE PRODUCTS

- 2013**
- LIVOS
 - TECHNOLOGIES

- 2011**
- D G LINE
 - GROUP

- 2007**
- SMEV
 - WAECO

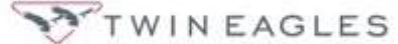
- 2006**
- ESKIMO
 - ICE

- 2004**
- TUS
 - POLARBAY
 - OYSTER

- 2003**
- TME

- 2002**
- SEALAND

- 2001**
- DOMETIC
 - SEPARATED
 - FROM ELECTROLUX



ACCELERATED ACQUISITIVE JOURNEY

NINE ACQUISITIONS IN 2021 TARGETING THE OUTDOOR MARKET

RESIDENTIAL
OUTDOOR

TWIN EAGLES |  DOMETIC

OUTDOOR - VEHICLE
BASED ACTIVITIES

FRONT
RUNNER |  DOMETIC

CADAC |  DOMETIC

IGLOO®

SERVICE AND
AFTERMARKET
EXPANSION

VALTERRA® |  DOMETIC

OUTDOOR MOBILE
POWER SOLUTIONS

Go Power! |  DOMETIC

ZAMP Z SOLAR |  DOMETIC

BÜTTNER |  DOMETIC

Enerdrive |  DOMETIC

NDS |  DOMETIC

M&A STRATEGY

HIGHLY SELECTIVE AND DISCIPLINED APPROACH TO ACQUISITIONS

CRITERIAS

STRATEGIC

- Exposure to **markets with strong growth trends** and attractive dynamics
- **Strong market presence**
- Preferably **low ticket discretionary spend**
- **Service & Aftermarket** exposure
- Aligned with **Sustainability vision**
- **Add capabilities**, strengthens products portfolio

FINANCIAL

- Support **Group financial targets**
- Track record of **profitable growth**
- Synergy opportunities

OTHER

- Dometic integration capacity
- Cultural fit

TYPE OF ACQUISITION

BOLT-ON

- Strengthen core technologies
- Build global platforms
- Increase local presence
- Gain access to distribution channels
- Create synergies and cost efficiencies

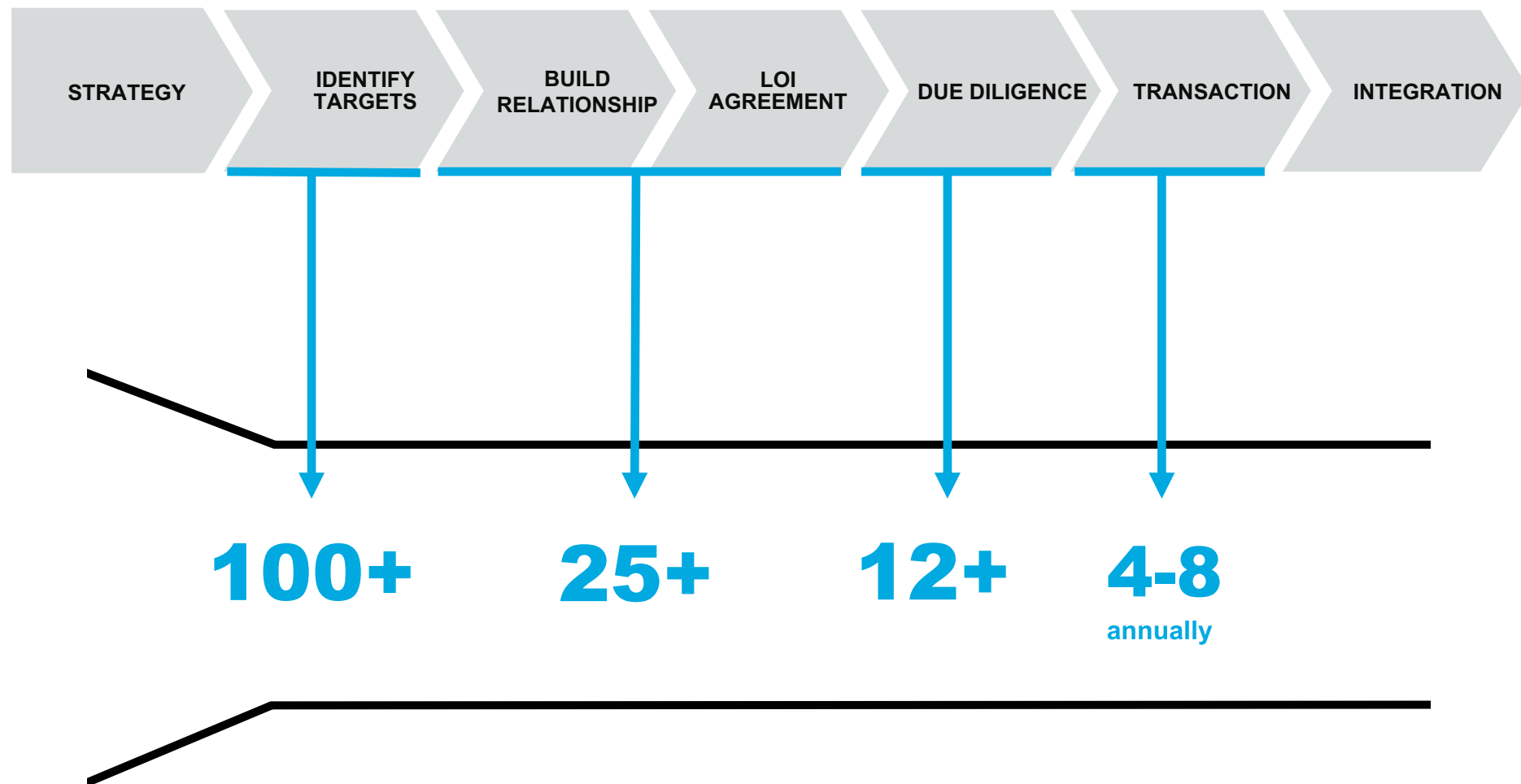
TRANSFORMATIONAL

- Accelerate entry into new markets
- Platforms for growth (organic and additional bolt-ons)

STRONG PIPELINE OF TARGETS

ACTIVE PIPELINE DEVELOPMENT GIVES US OPTIONS

- Global coordination of pipeline
- Global responsible for identifying transformational targets
- Segments responsible for identifying bolt-on targets



INTEGRATION OF ACQUISITIONS

VALUE CREATION SECURED THROUGH A DECENTRALIZED MODEL

INTEGRATION PRINCIPLES

Senior management attention

Retain local entrepreneurship

Focus on value protection and value adding activities

Build strong, global brands

Establish global platforms

IN PRACTICE

- **Earn-out** part of transaction
- **Multi-year integration plan** developed for each acquired business with clear ownership
- Migrate to **double-branding**, over time migrate to
 - Dometic brand as premium
 - Igloo brand for good and better
- Initial focus on **backbone synergies**

NINE ACQUISITIONS IN 2021 – ACROSS ALL OUR OPERATIONAL SEGMENTS

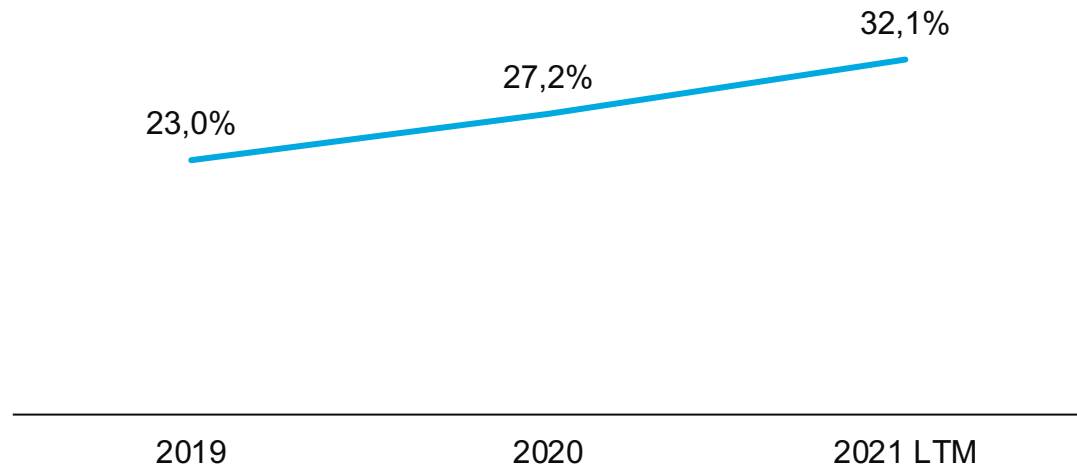
ACQUISITION OF IGLOO

MARKET LEADING BRAND IN A GROWING MARKET

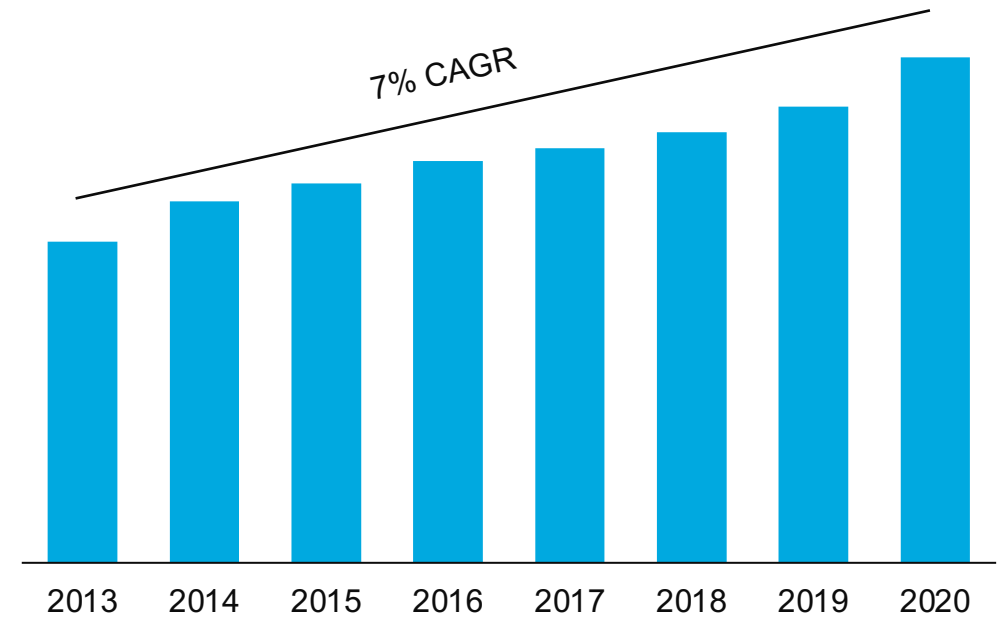
Igloo is #1
on mobile
cooling in the
US



Igloo market share, coolers US
(value)



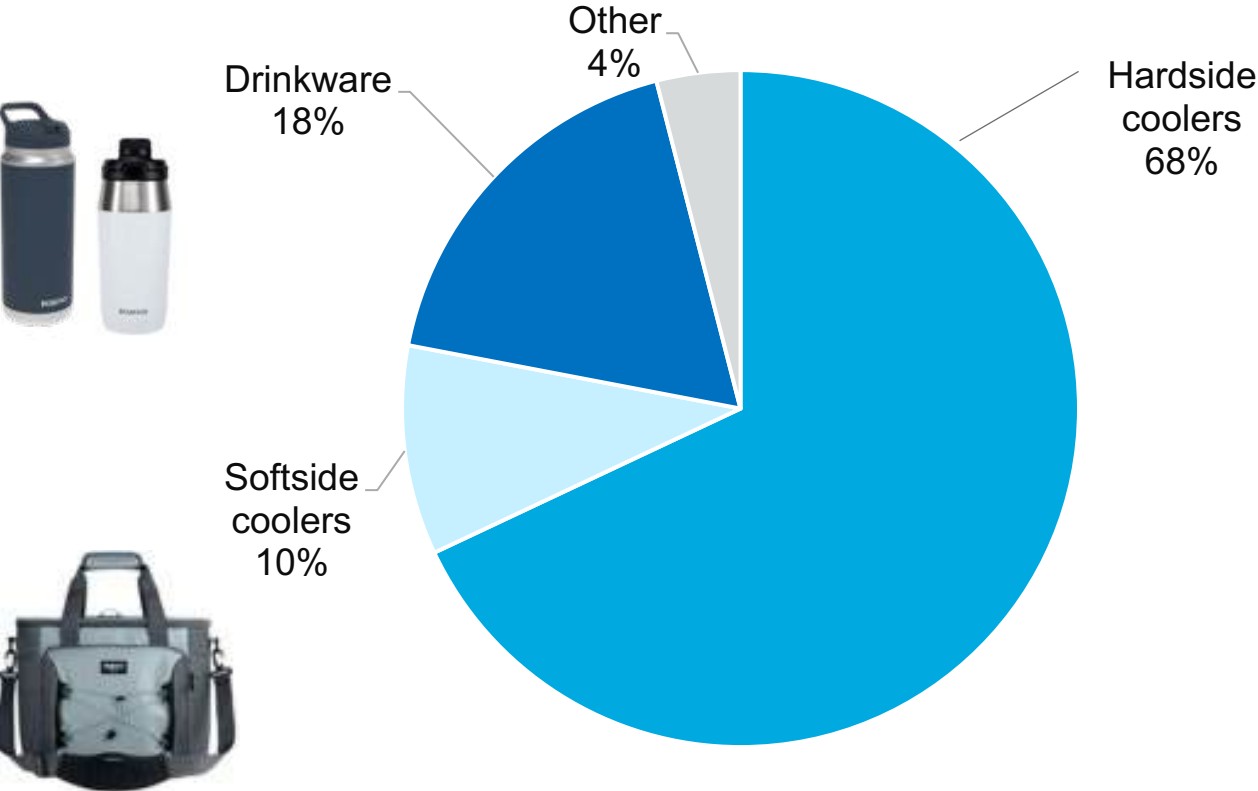
US camping equipment market



Source: NPD data and <https://www.statista.com/statistics/258585/camping-equipment-wholesale-sales-in-the-us/>

IGLOO SALES BY PRODUCT CATEGORY

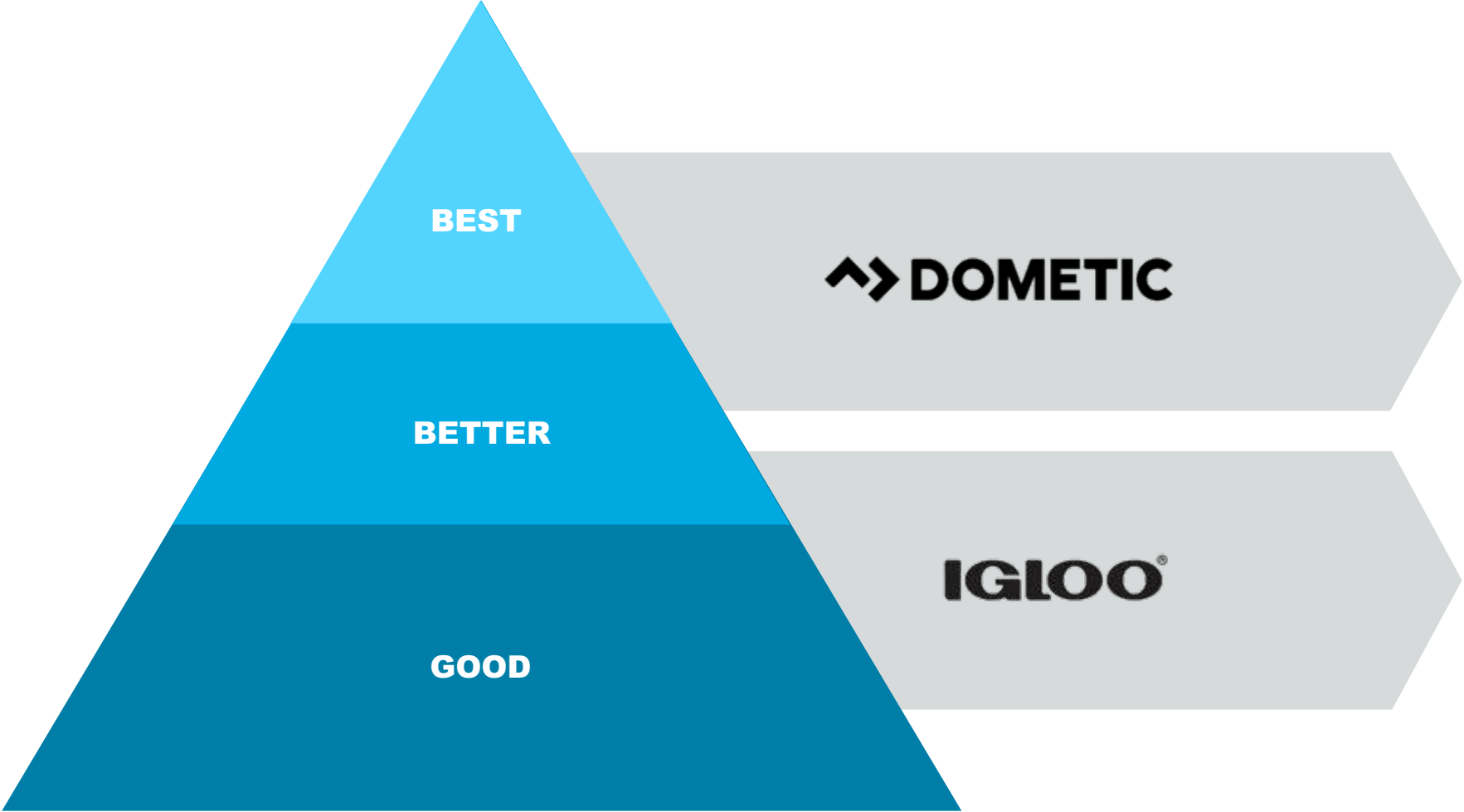
>90% OF GROUP SALES IS IN THE US



A vertical stack of five Igloo cooler models, ordered from top to bottom: Trailmate Series (a grey cooler on wheels), IMX Series (a grey cooler), BMX Series (a grey cooler), Latitude Series (a blue cooler), and Laguna Series (a red cooler). To the right of the stack is a vertical arrow pointing upwards, labeled with quality levels: BEST at the top, BETTER in the middle, and GOOD at the bottom.

Product Series	Quality Level
TRAILMATE SERIES	BEST
IMX SERIES	
BMX SERIES	BETTER
LATITUDE SERIES	
LAGUNA SERIES	GOOD

BRAND POSITION OUTDOOR PRODUCT RANGE



PROFIT IMPROVEMENT ACTIVITIES

- Continued implementation of Igloo stand-alone improvement activities
 - Product innovation and portfolio positioning
 - E-commerce
 - Price management
 - Cost reductions
- Net sales synergies
 - Dometic technology under Igloo brand
 - Utilize Igloo's presence to introduce Dometic products in US market
 - Utilize Dometic's presence in EMEA and APAC to strengthen Igloo's presence
- Cost synergies
 - Sourcing and distribution synergies
 - Utilize site in Texas for Dometic products
 - SG&A synergies

Total annual EBITDA
improvement of around USD

50
million

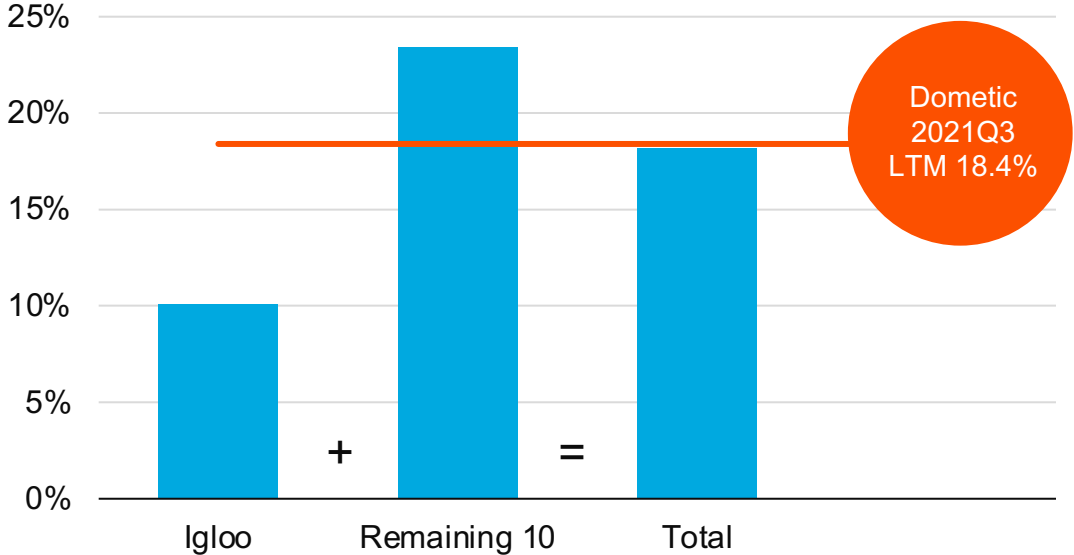
VIDEO INTERVIEW IGLOO



11 ACQUISITIONS IN FOUR YEARS

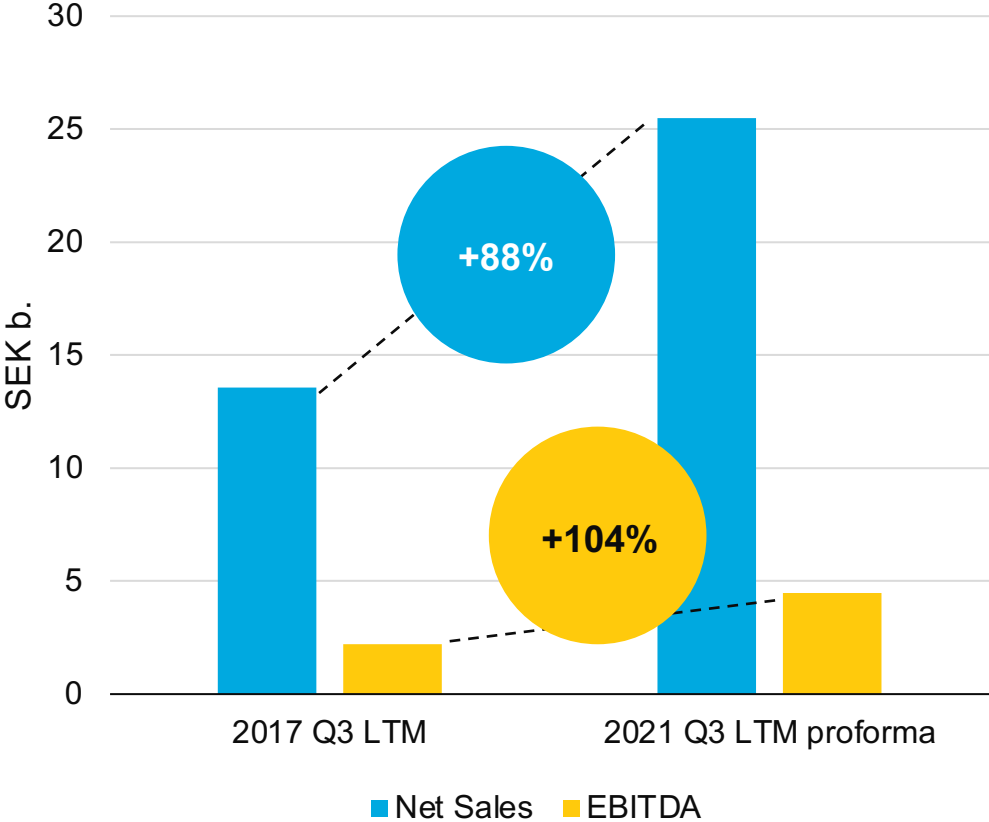
FROM SEASTAR SOLUTIONS (DEC 2017) TO NDS ENERGY (NOV 2021)

EBITDA margin (proforma¹)



- SEK 9 b. in added net sales¹
- EBITDA margin¹ 18%, in line with Group average

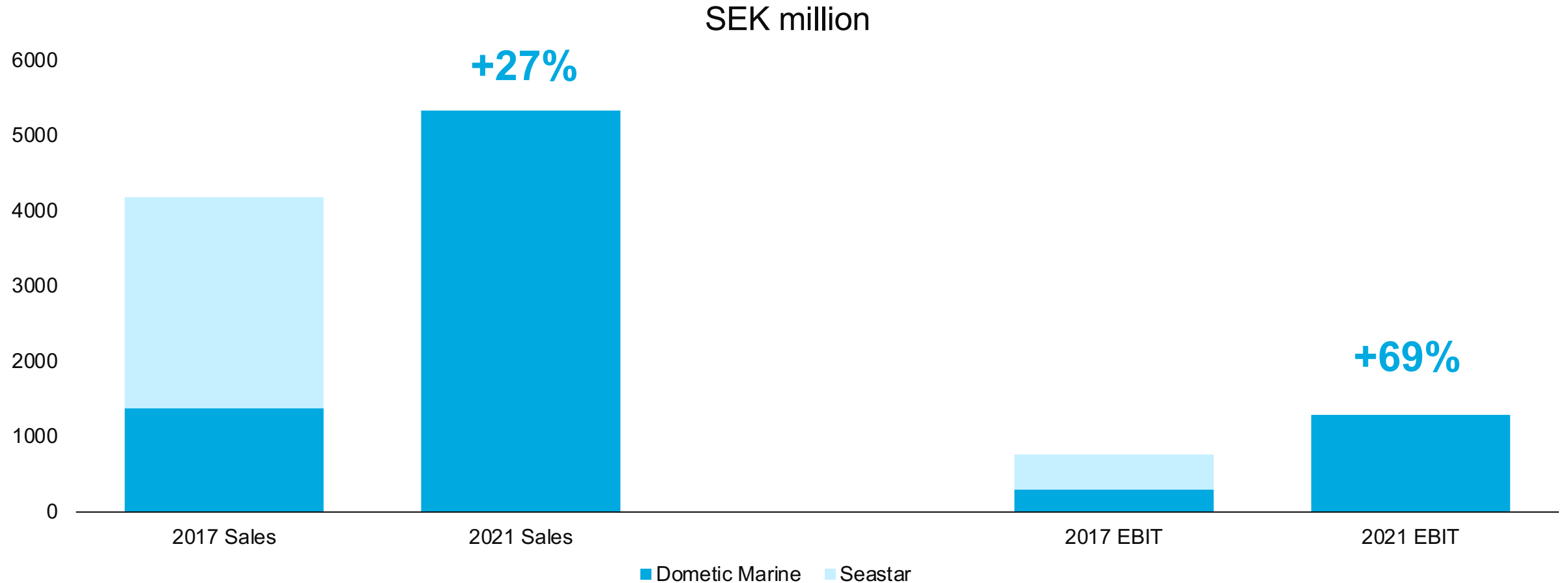
Dometic sales and EBITDA



¹Proforma LTM when acquired

ACQUISITION OF SEASTAR DECEMBER 2017

VALUE CREATED THROUGH SALES AND COST SYNERGIES



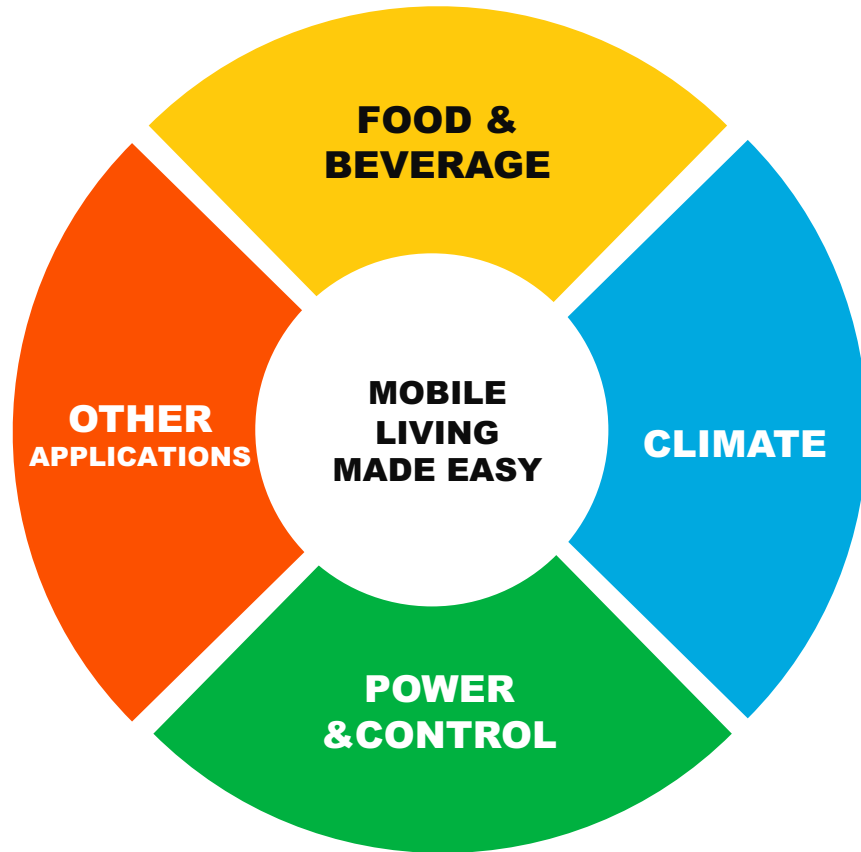
2017 full year proforma vs 2021 09 rolling 12 months

mobile living made easy

PORTFOLIO STRATEGY

INCLUDES DIVESTMENT OF NON-STRATEGIC AREAS

Our portfolio



Continuous portfolio review

Criteria

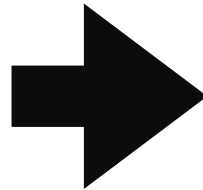
- Aligned with Dometic strategy
- Positive market trends
- Target to build strong market positions globally in new areas
- Opportunity for high margin expansion
- Generates Service and Aftermarket opportunities
- Consumer orientation
- In line with Sustainability vision

PORTFOLIO REVIEW

AMBITION TO ACCELERATE THE DIVESTMENT AGENDA IN 2022

Continuous portfolio review

- Aligned with Dometic strategy
- Positive market trends
- Target to build strong market positions globally in new areas
- Opportunity for high margin expansion
- Generates Service and Aftermarket opportunities
- Consumer orientation
- In line with Sustainability vision



Acquisitions

- Service and Aftermarket
- Mobile Power Solutions
- Outdoor equipment

Divestment opportunities

- Ongoing process including
 - Non-strategic areas
 - Low margin OEM with low Service and Aftermarket opportunities

THREE KEY TAKEAWAYS

MARKET TRENDS, OUR PORTFOLIO, ACQUISITIONS

Accelerated market trends – positive for our future growth

Cross over – RVs and Passenger cars leading to higher consumer orientation, stand alone products and higher margins

Acquisitions and divestments part of our continuous strategic portfolio review

PROFITABLE EXPANSION IN MOBILE LIVING – DOMETIC OUTDOOR

PETER KJELLBERG



DOMETIC GROUP BRAND PORTFOLIO

GROUP BRAND



PRODUCT & SERVICE BRANDS

MAIN PRODUCT BRANDS



OTHER PRODUCT & SERVICE BRANDS



WHAT IS DOMETIC OUTDOOR?

**DOMETIC IS AN OUTDOOR COMPANY
WITH AN UNIQUE POSITION ON A
FAST GROWING MARKET**

↗ DOMETIC OUTDOOR

DOMETIC AS ONE OF THE LEADING...



 **DOMETIC** **OUTDOOR**

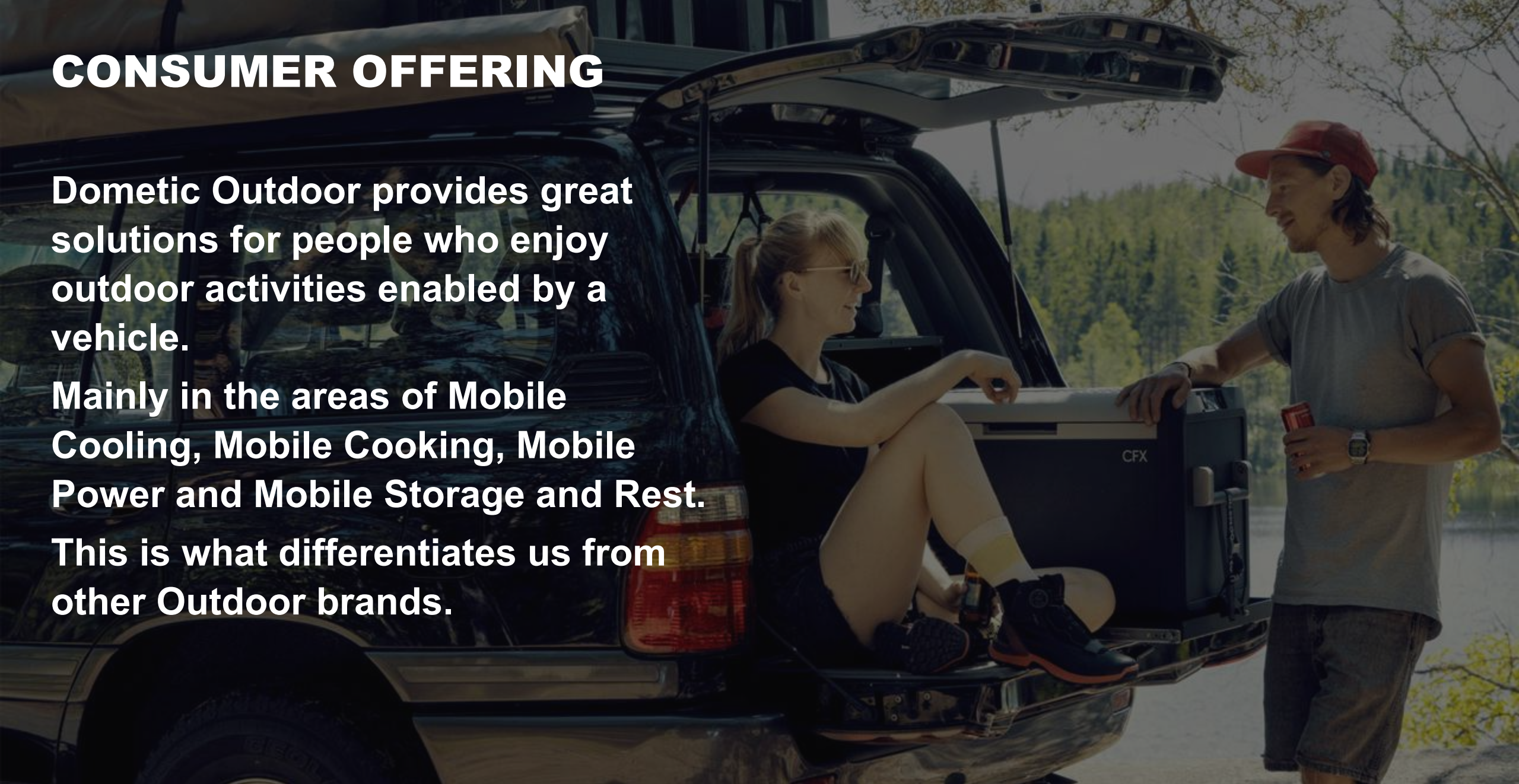


CONSUMER OFFERING

Dometic Outdoor provides great solutions for people who enjoy outdoor activities enabled by a vehicle.

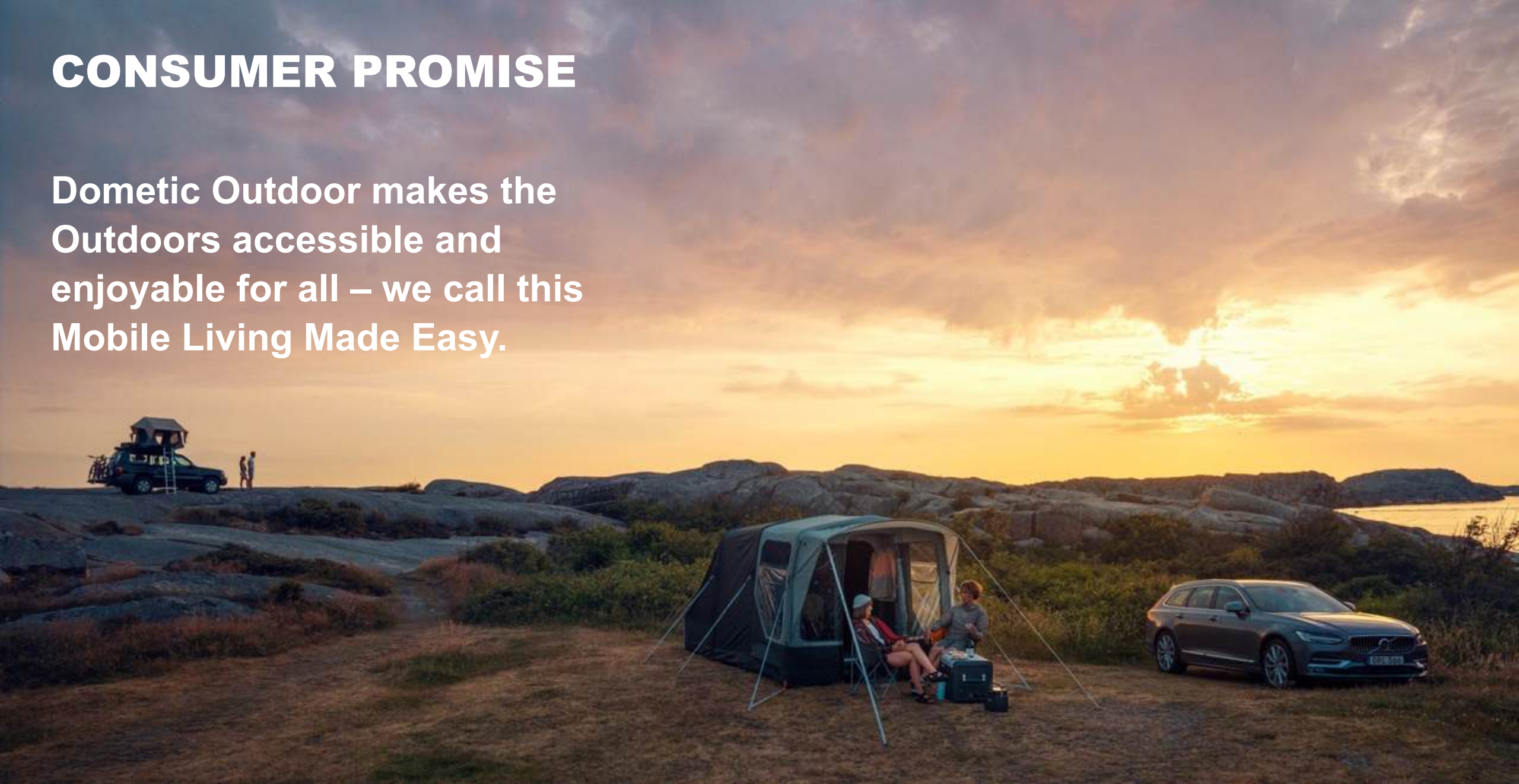
Mainly in the areas of Mobile Cooling, Mobile Cooking, Mobile Power and Mobile Storage and Rest.

This is what differentiates us from other Outdoor brands.



CONSUMER PROMISE

Dometic Outdoor makes the Outdoors accessible and enjoyable for all – we call this Mobile Living Made Easy.

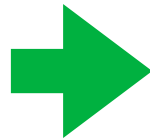


VEHICLE BASED OUTDOOR VS TRADITIONAL OUTDOOR BRANDS



COMFORT
SOCIAL
CLOSE TO VEHICLE

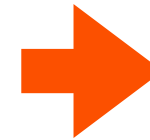
↔ DOMETIC
THULE
YAKIMA



- Longer Lifecycle
- Margins
- Nisched

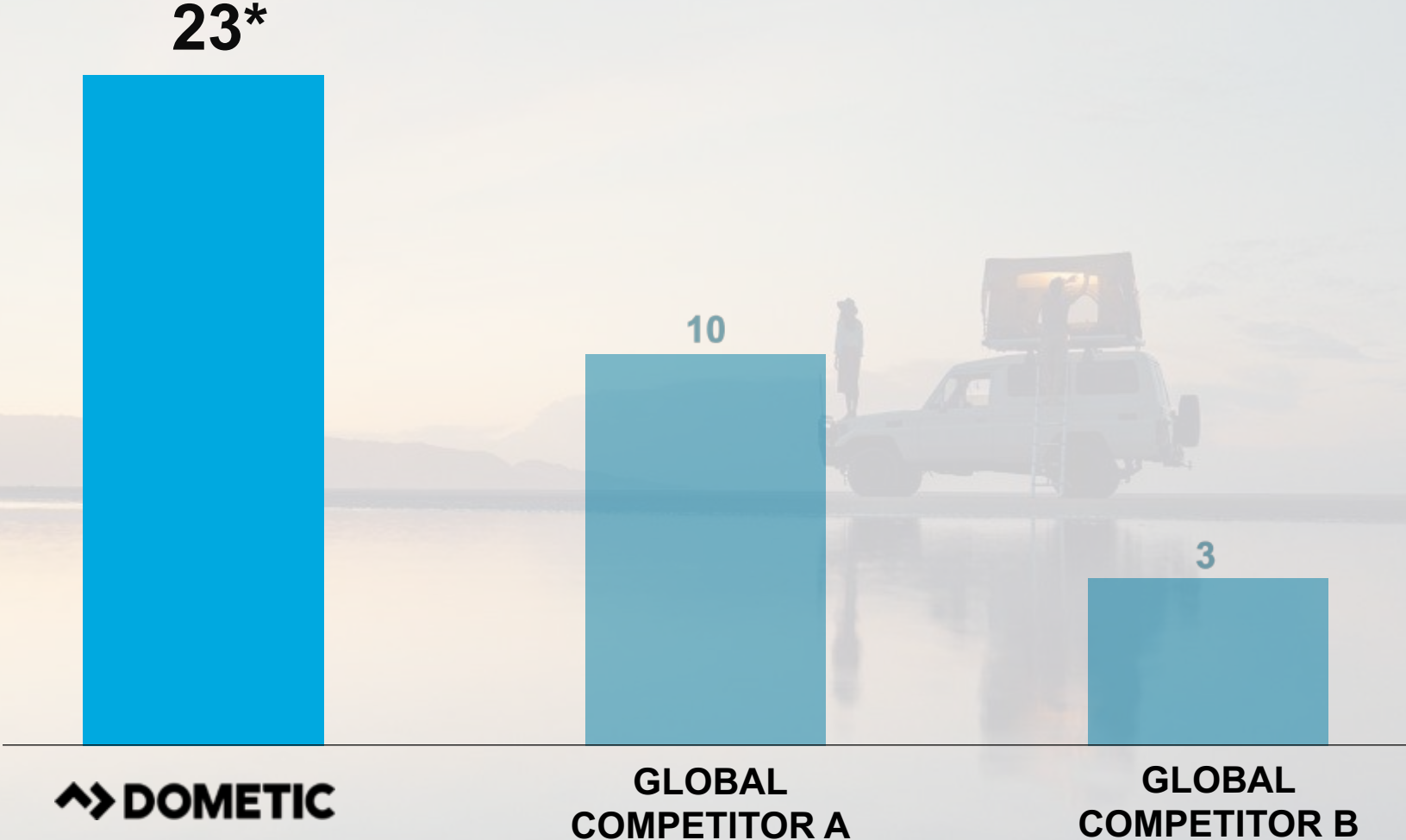


LIGHTWEIGHT
PERFORMANCE
NO VEHICLES



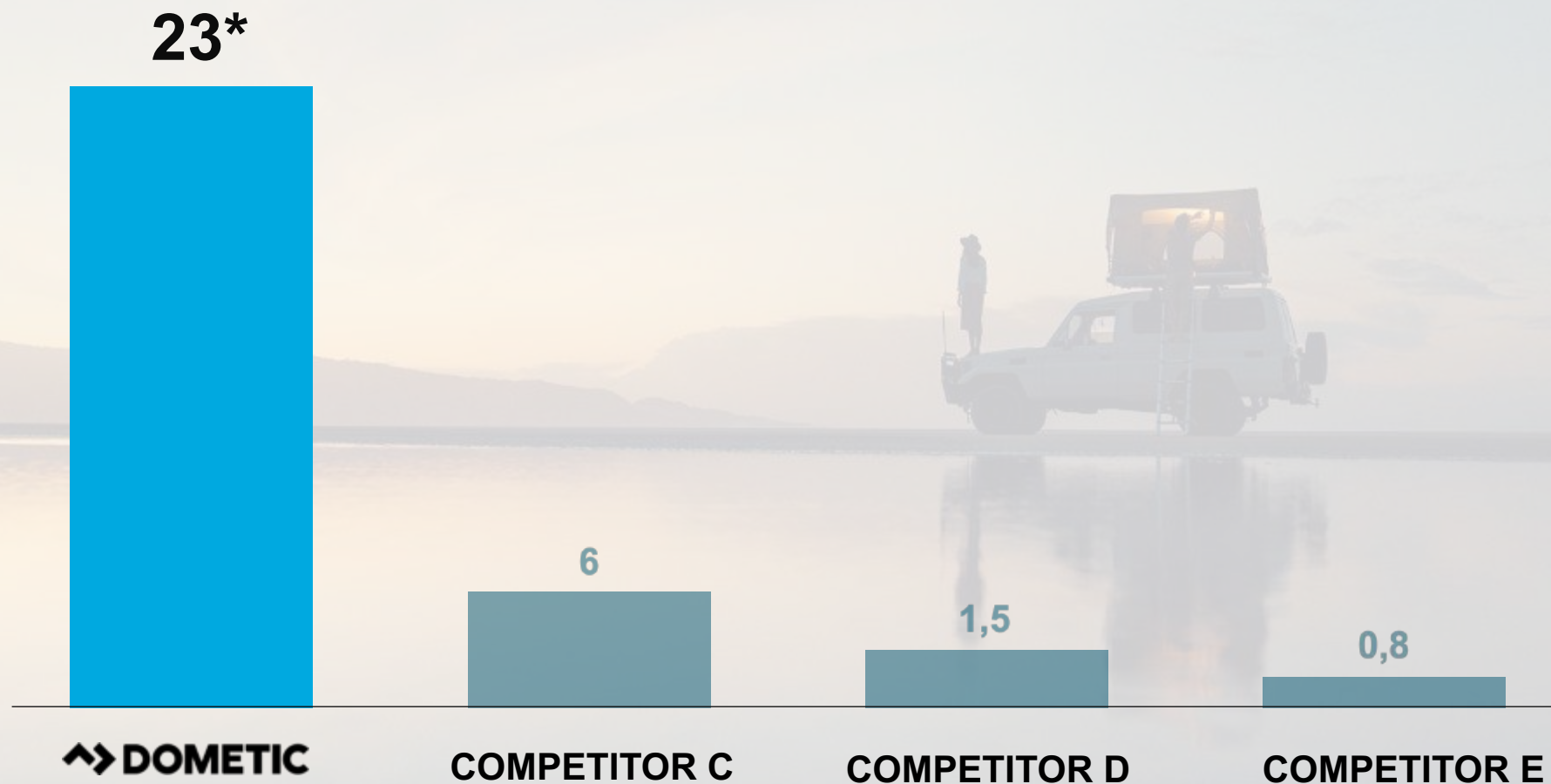
- Seasonal
- Discounts
- Categories

DOMETIC IS ONE OF T



*2021 09 LTM incl acquisitions proforma, excl CPV etc

TRADITIONAL SWEDISH OUTDOOR BRANDS FAR AWAY IN TERMS OF GLOBAL REVENUE

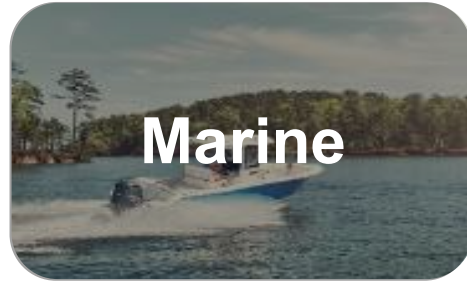


*2021 09 LTM incl acquisitions proforma, excl CPV etc

VEHICLE BASED OUTDOOR DEVELOPMENT



2001



2017



2020



2021

Relative
initial
investment
into vehicle



Relative
amount of
vehicles

Strong foothold
globally



Strong foothold
globally



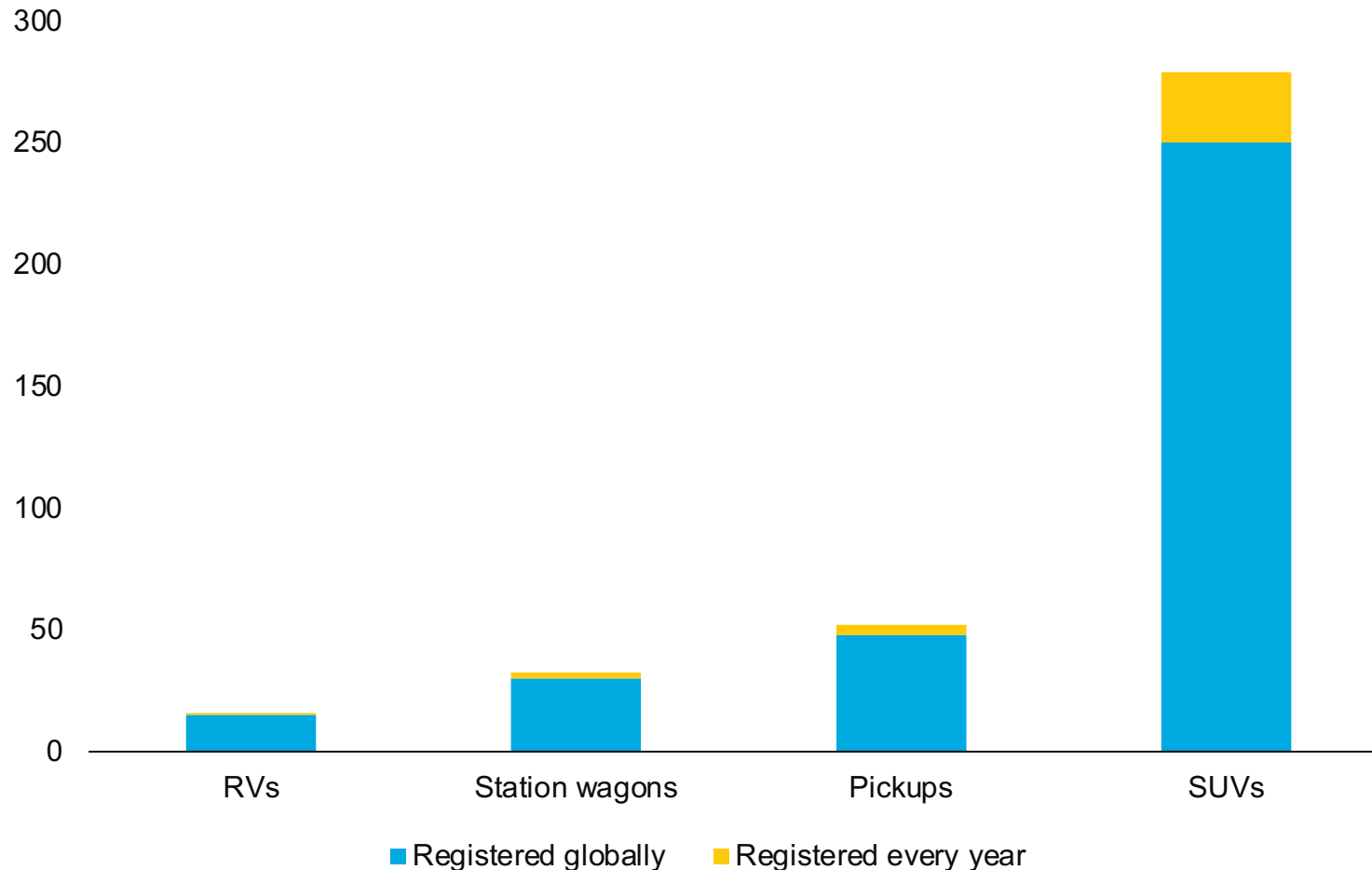
Strong foothold
globally



New unique global
concept



WE EXPAND OUR MARKET POTENTIAL WITH + 300 MILLION VEHICLES/FAMILIES

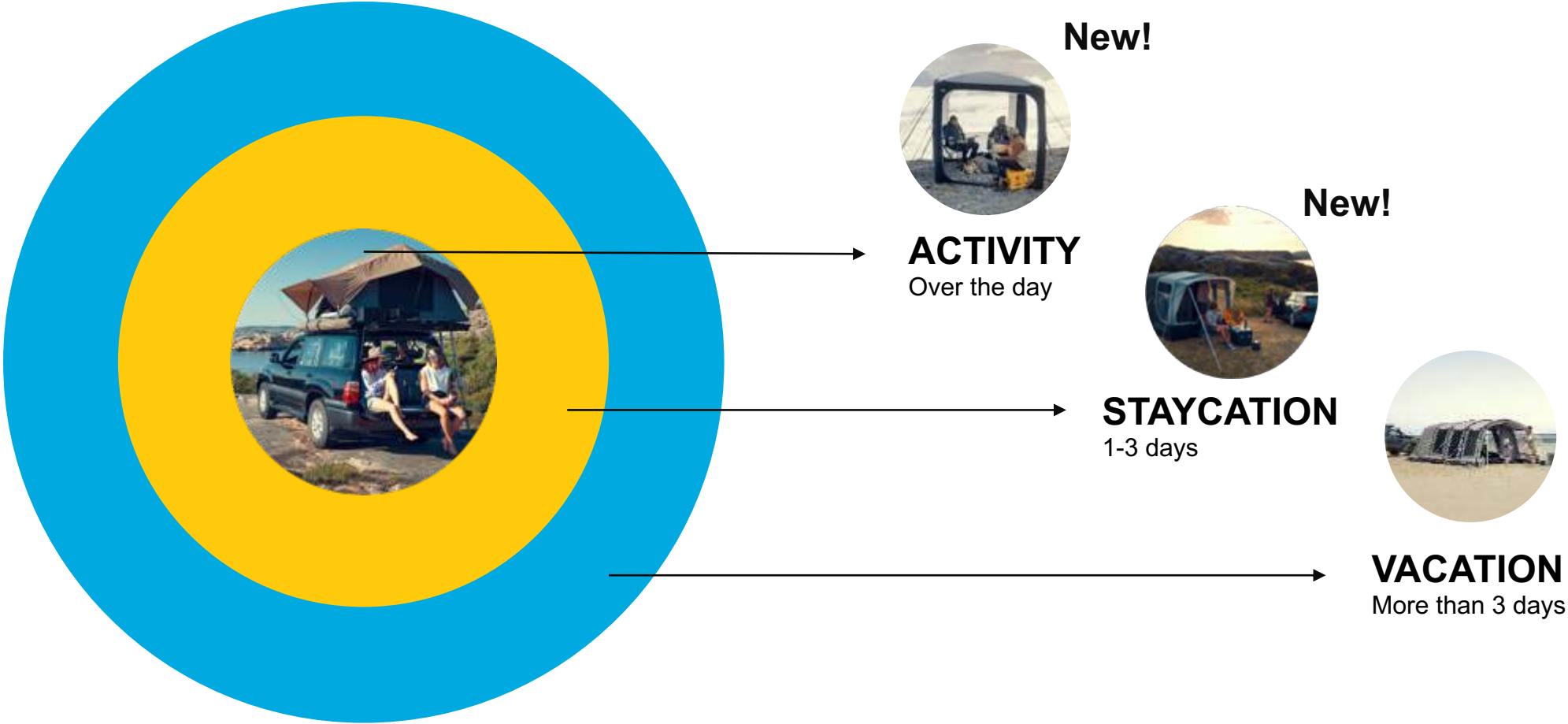


- 35 million SUVs, Pickups and Station Wagons sold every year
- Number of SUVs in operation increased 6 times in 10 years
- US marketshare 50% SUV and Crossovers
- Europe marketshare 40% SUV



**"IT'S A COMMUTER DURING THE WEEK.
BUT A RV AT WEEKENDS"**

NEW CONCEPTS IS BUILT AROUND NEW BEHAVIOUR





EXPANSION INTO NEW CONSUMER GROUPS

A CLASSIC DOMETIC CONSUMER: OUTDOOR ENTHUSIASTS



JIM AND MILLIE SAWYER

46% Top 3 Box Concept Appeal

- 30 - 64 [48 Median]
- HHI: \$100-120K
- Married or Cohabiting
- At least some college; Working FT
- No regional skew
- HH size: 4+, Children >18 in HH

These two are a study of contradictions -- they're down-to-earth, but likely the first to try new tech. They're into design, but dress for comfort. They're achievement-focused, but strongly believe family is more important than career. Regardless of this complexity, or likely because of it, they're practical and solution-oriented and always one step ahead of the mainstream.

Badge brands they love



patagonia

Functional brands they own



Columbia



They own 2+ cars and primarily drive a mid-size American or Japanese SUV



For outdoor use, they own a kayak or canoe and an ATV/4x4 or motorcycle

They take 4 camping trips and 10 outdoor day trips per year, and they have intermediate to advanced camping expertise

As an early adopter of all things outdoor and gear, they will pay a premium for quality gear that looks cool and functions well. Own 18 of 29 gear categories, but always in research mode for what's new.

Higher-Order benefits for outdoor time

- Experience excitement and adventure
- Be humble and appreciate what I have
- Share my interest/passion with others



Really enjoy cooking, experimenting with recipes and hosting parties



Pay extra for good food and wine to make a good impression



Into green energy, environmental protection, gun control



Gravitate toward brands that have ethics and values that match my own

THEY WILL PAY A PREMIUM FOR QUALITY GEAR

**”WHEN IT COMES TO
OUTDOOR GEAR, IT IS
WORTH PAYING MORE
FOR QUALITY”**

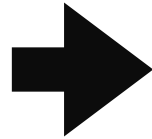
74%

of Outdoor
Enthusiasts

PERFECT FIT TOWARDS DOMETIC'S OFFERING

Gear to be purchased in next 12 months:

- Camping tent
- Folding chairs
- Hard-sided cooler
- Lightning
- Drink- and cookware
- Solar panel & solar kit
- Shelter
- Powered Cooler
- Portable generator



**MOBILE
COOLING
SOLUTIONS**

**MOBILE
POWER
SOLUTIONS**

**MOBILE
COOKING
SOLUTIONS**

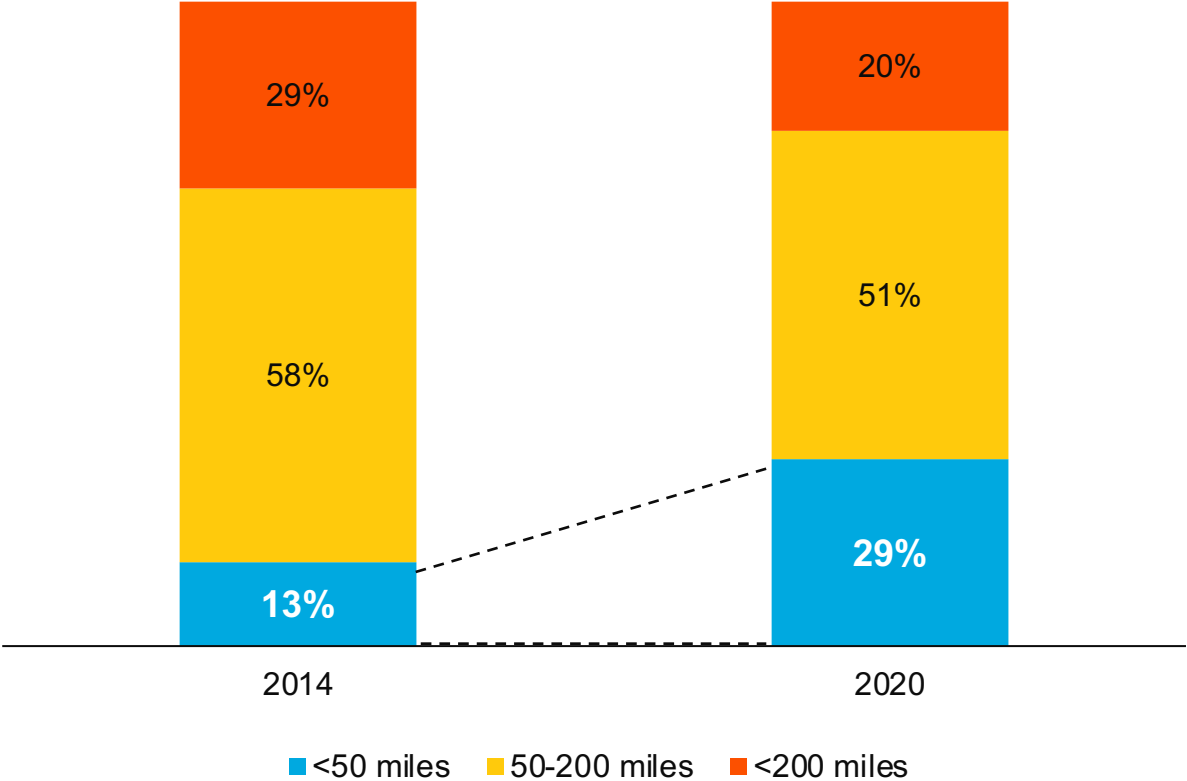
**MOBILE
STORAGE AND REST
SOLUTIONS**

NEW ADDITIONAL TARGET GROUPS

STRONG TREND WITH MORE BEGINNERS IN THE OUTDOORS

- More Consumers have turned to the outdoors, some for the first time and others for the first time in many years.
- Research show that vast majority of consumers are looking for a social Outdoor experience instead of extreme Outdoor activities.

Distance from home, US campers



Focus on:
Easy
Fast
Storage
Affordable

NEW ADDITIONAL TARGET GROUPS

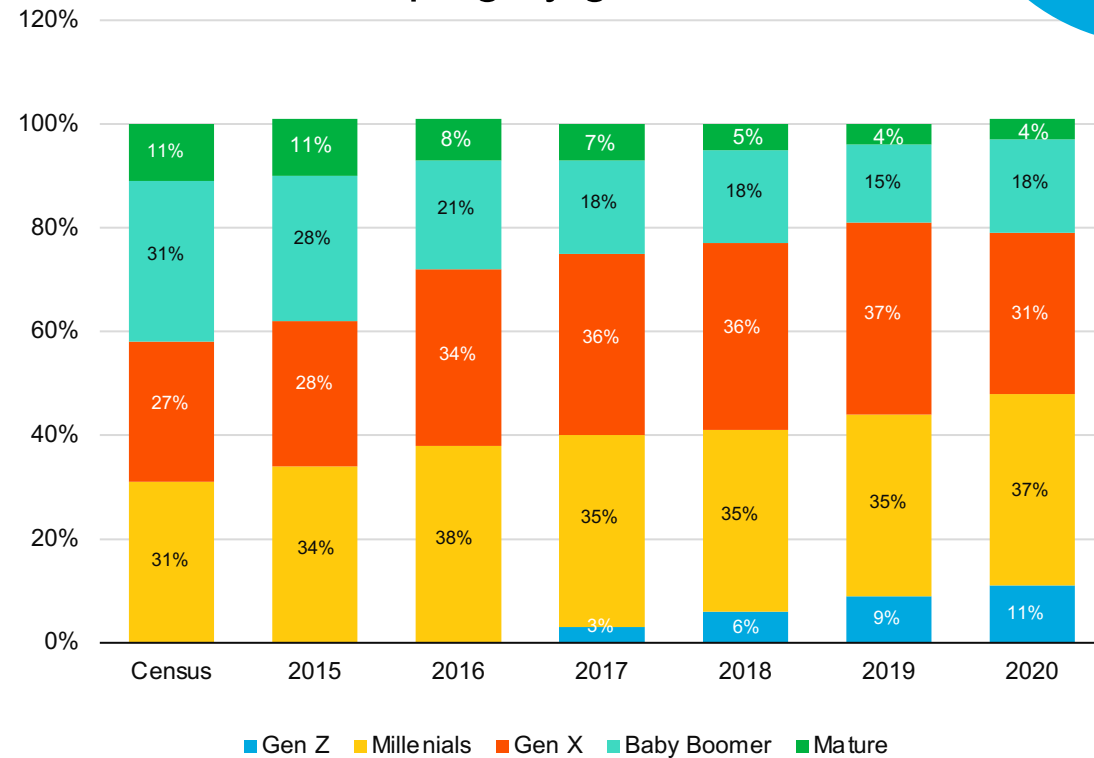
STRONG TREND WITH YOUNGER PARTICIPANTS IN THE OUTDOORS

- Significant growth among Millennials (1981-1996).
- Millennials are the largest camping demographic and continues to grow.
- 44% of millennials see themselves as a lifelong camper.
- Generation Z (1997-2012) campers share their parents' views on the benefits of camping, but appear to be even more passionate about those benefits. The desire to spend more quality time with family and friends drives their desire to camp more.

Focus on:

Comfort
Easy
Versatile
Affordable

Camping by generation



A PERFECT FIT
CONSUMER PROMISE

**DOMETIC OUTDOOR MAKES THE OUTDOORS
ACCESSIBLE AND ENJOYABLE FOR ALL – WE
CALL THIS MOBILE LIVING MADE EASY.**

THREE KEY TAKEAWAYS

DOMETIC OUTDOOR

Dometic is the leading Outdoor vehicle based equipment brand in the world

Dometic was the fastest growing equipment accessory brand in the US Outdoor industry 2020

We expand our market potential with +300 million vehicles/families and an unique product concept

PROFITABLE EXPANSION IN MOBILE LIVING – DOMETIC OUTDOOR / EMEA

HENRIK FAGRENIUS

 **DOMETIC** **OUTDOOR**



VEHICLE BASED ACTIVITY

A NEW OUTDOOR MARKET IS TAKING SHAPE
– FROM INSTALLED APPLIANCES TO SPACE AND FLEXIBILITY MULTI PURPOSE USE



SETTING THE FOUNDATIONS FOR SUSTAINABLE GROWTH



1. CATEGORY MANAGEMENT



MOBILE COOLING SOLUTIONS

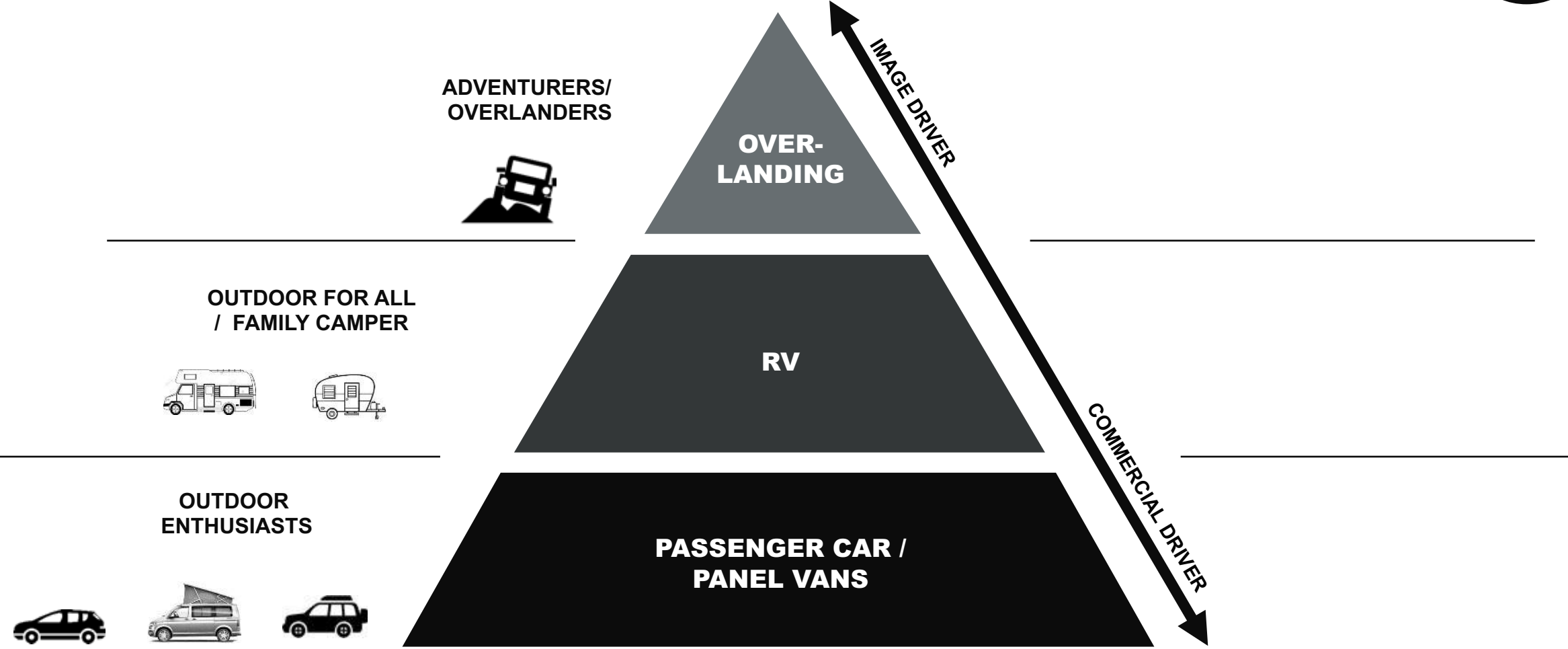
MOBILE COOKING SOLUTIONS

MOBILE POWER SOLUTIONS

MOBILE STORAGE & REST SOLUTIONS



SUB SEGMENTS





ADVENTURERS / OVERLANDERS



OUTDOOR FOR ALL / FAMILY CAMPER





OUTDOOR ENTHUSIASTS





EXECUTED M&A TO SUPPORT STRATEGY

SEGMENT EMEA ACQUISITIONS OVERVIEW

FOUR ACQUISITIONS COMPLETED YEAR-TO-DATE 2021



MAY 20TH

**MOBILE STORAGE
SOLUTION**



JULY 2ND

**MOBILE POWER
SOLUTIONS**



NOVEMBER 11TH

**MOBILE POWER
SOLUTIONS**



SEPTEMBER 16TH

**MOBILE COOKING
SOLUTION**

FRONT RUNNER

LEADING MOBILE OFF ROAD STORAGE SOLUTIONS PROVIDER



Strategic fit with Dometic

- Global business / platform
- Accelerates agenda in vehicle-based activities
- Outstanding e-commerce platform
- >50% of sales from own B2C website
- Strong standalone growth potential and an appealing synergy case



BÜTTNER ELEKTRONIK

MARKET LEADER IN MOBILE POWER SOLUTIONS IN THE DACH-REGION OUTDOOR MARKET



Strategic fit with Dometic

- Part in agenda of establishing a leading global platform within Mobile Power Solutions
- 75% of sales within Service and Aftermarket
- Strong standalone growth potential and an appealing synergy case



NDS

MARKET LEADER IN MOBILE POWER SOLUTIONS IN THE SOUTH EUROPEAN OUTDOOR MARKET



Strategic fit with Dometic

- Part in agenda of establishing a leading global platform within Mobile Power Solutions
- 75% of sales within Service and Aftermarket
- Complement Büttner Elektronik geographically



NDS Energy product examples



CADAC

LEADING PLAYER IN THE EUROPEAN MOBILE COOKING SOLUTIONS



Strategic fit with Dometic

- Product range with global applicability
- Accelerates agenda in vehicle-based activities
- 100% of sales within distribution
- Strong standalone growth potential and an appealing synergy case



SUMMARY ACQUISITIONS

CREATED A NEW CATEGORY WITHIN OUTDOOR VEHICLE BASED ACTIVITY AND ARE BUILDING A COMPLETE ASSORTMENT ORGANICALLY AND THROUGH M&A



**"IT'S A COMMUTER DURING THE WEEK
BUT AN RV AT WEEKENDS"**

MOBILE COOLING SOLUTIONS

MOBILE COOKING SOLUTIONS

MOBILE
POWER SOLUTIONS

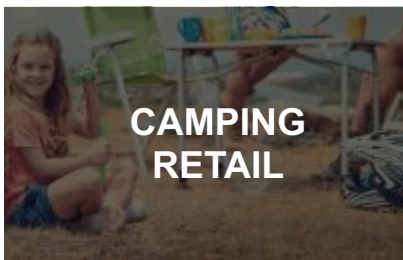
MOBILE STORAGE &
REST SOLUTIONS



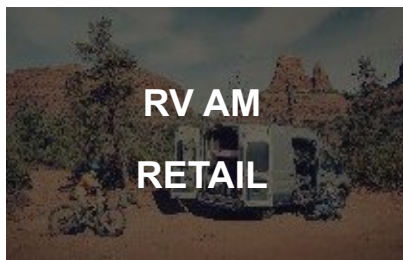
2. CHANNEL MANAGEMENT CUSTOMERS



STRONG FOOTHOLD



CAMPING
RETAIL



RV AM
RETAIL

doorout.com
Outdoor erleben.

CAMPING
WORLD
UK'S No1 CAMPING STORE

LATOUR
depuis 1948

WINFIELDS
OUTDOORS

Obelink

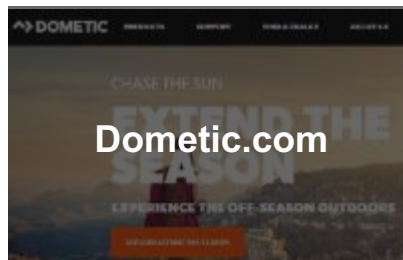
Berger
CAMPING UND FREIZEIT

HIGHBRIDGE
caravans | motorhomes | camping

JustKampers

CLC

FURTHER GROWTH WITH NEW CATEGORY



Dometic.com

ADVENTURE READY
BUILT TO KEEP YOUR ICE FROZEN FOR DAYS

STAY HYDRATED
DOMETIC DRINKWARE



AUTOMOTIVE
RETAIL

VOLVO

FLATDOG UK
VEHICLE ADVENTURE ACCESSORIES
& Specialist Vehicle Equipment

Mekonomen

Norauto



PREMIUM
OUTDOOR
SPECIALISTS

NATURKOMPANIET

AU VIEUX
CAMPEUR

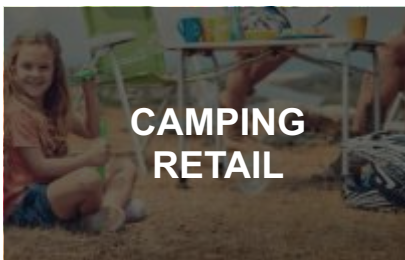
bergzeit

SNOW
+ ROCK

2. CHANNEL MANAGEMENT PRODUCTS





STRONG FOOTHOLD



CAMPING
RETAIL



RV AM
RETAIL



FURTHER GROWTH WITH NEW CATEGORY









Dometic.com



AUTOMOTIVE
RETAIL



PREMIUM
OUTDOOR
SPECIALISTS

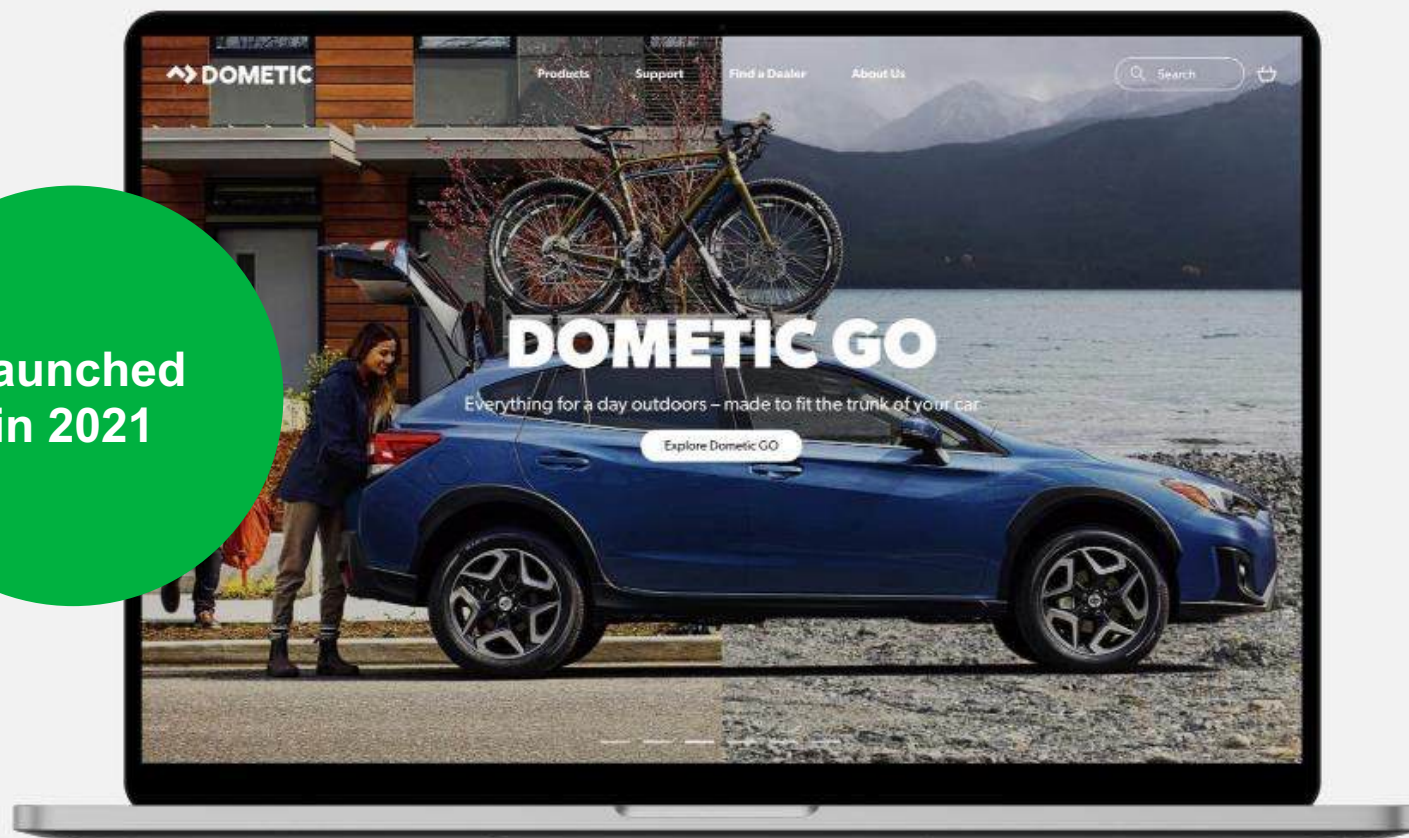


3. DIGITAL ACCELERATION

WEBSHOP DOMETIC.COM



Launched
in 2021

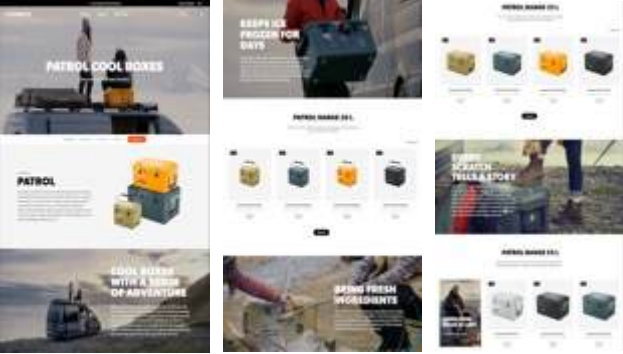


HOLISTIC 360° MARKETING ACTIVITIES

BUILD AWARENESS AS AN OUTDOOR LIFESTYLE BRAND



Digital



Print



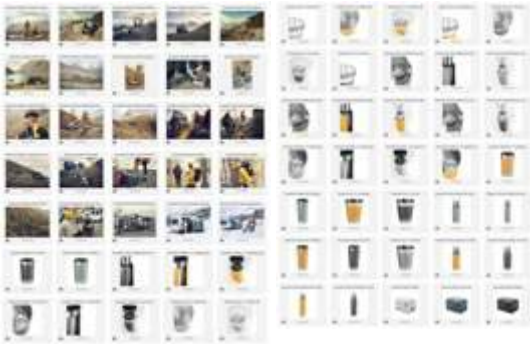
Influencers & Social



In store



Customer marketing package



Shows and events



PR

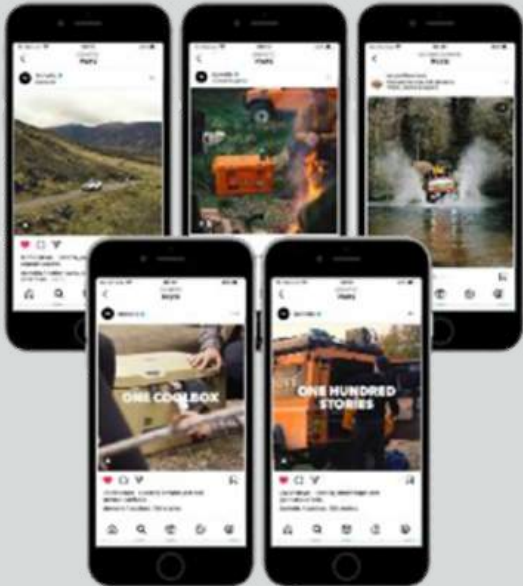


THE COMMUNITY

AN ENGAGED COMMUNITY AROUND DOMETIC OUTDOOR



Promoting Dometic and product launches



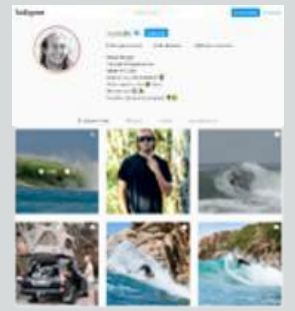
Tens of AMBASSADORS #dometic



Millions of INDIRECT FOLLOWERS



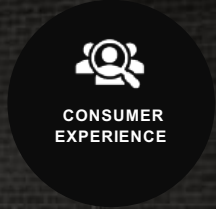
Linking Pro & Emblematic ambassadors with your clients



EXAMPLE: SOCIAL



4. CONSUMER EXPERIENCE

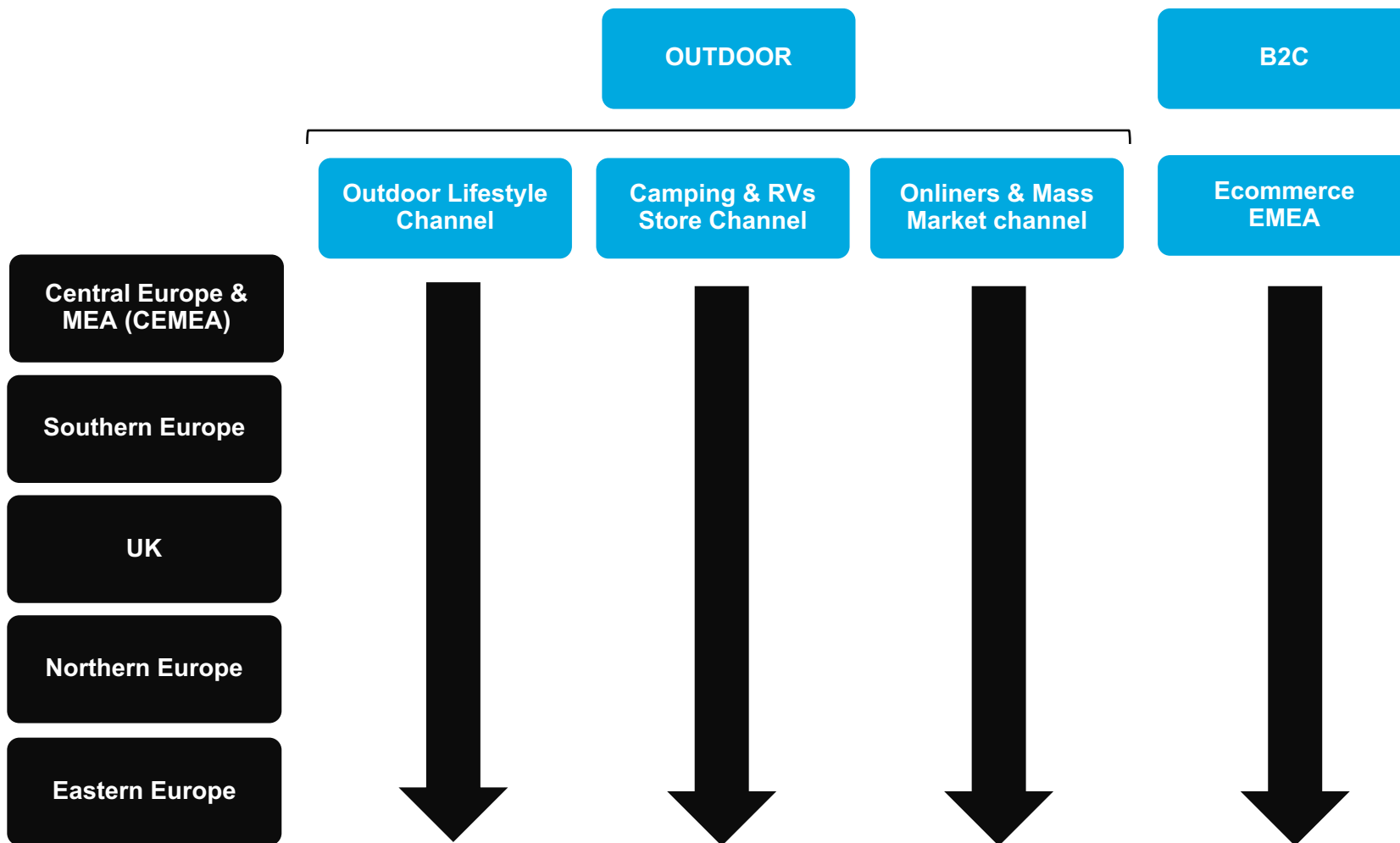




Mobile living made easy.

↔ DOMETIC

5. PEOPLE AND ORGANIZATION



+50
dedicated resources
with Outdoor
background



THREE KEY TAKEAWAYS

OUTDOOR EMEA

Outdoor Vehicle Based Activity supported by strong market trends

Growing rapidly number of resources
with right know-how and strong ambition to succeed

Strategic M&A:s complete our offering of flexible solutions

OUR MISSION IS...

**MOBILE LIVING
MADE EASY.**





DOMESTIC

