



DOMETIC EMEA

Investor visit Siegen

16-09-13

Agenda

Global re-cap

EMEA introduction and market overview

EMEA operations

EMEA RV OEM

EMEA CPV OEM

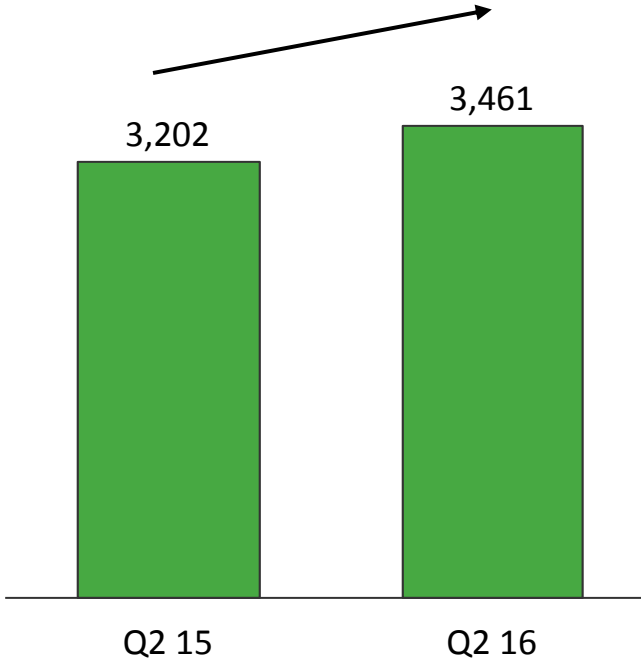
EMEA Marine OEM

EMEA Aftermarket

Group Q2 2016

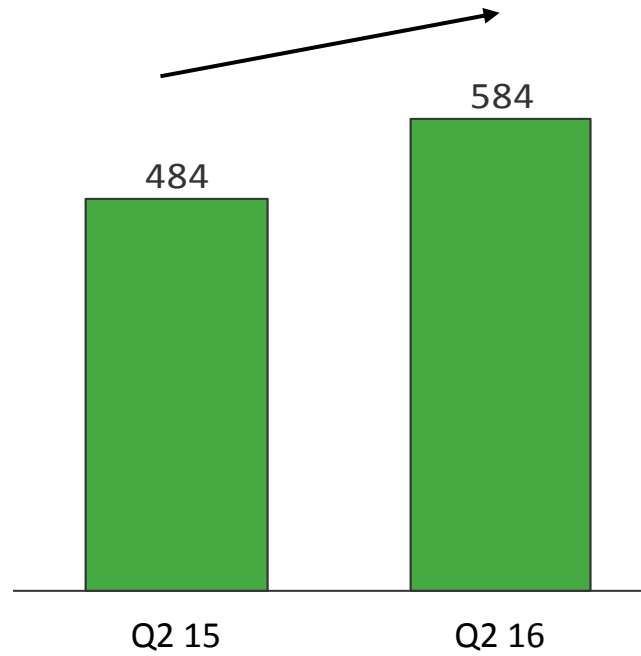
Sales (SEKm)

8% (9% comparable currency)
Organic: 9%

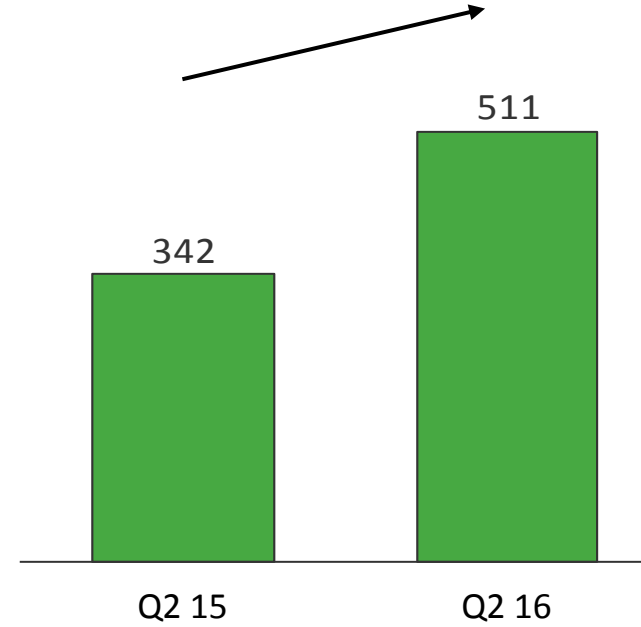


EBIT bef. i.a.c (SEKm)

21% (22% comparable currency)



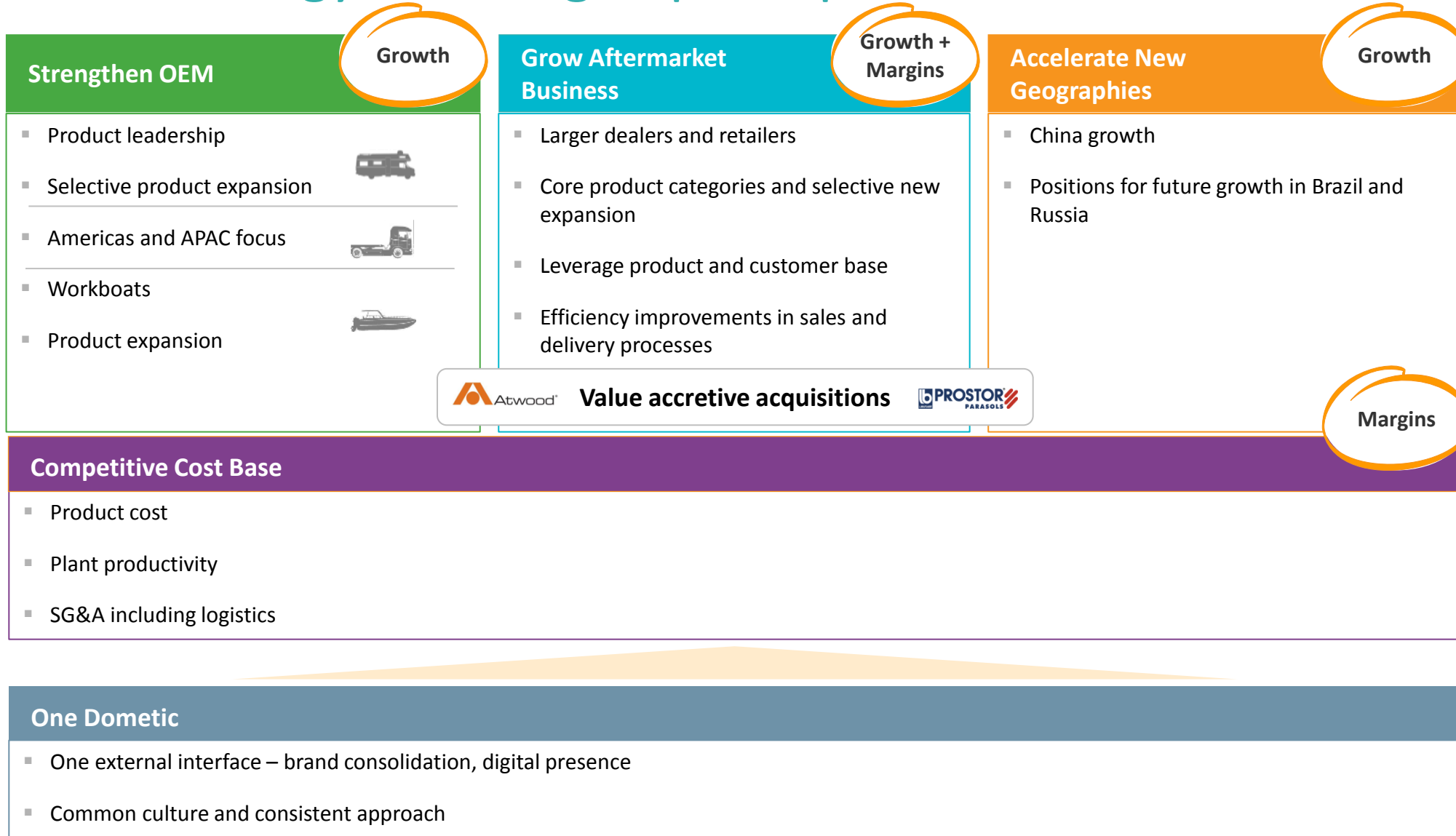
Operating Cash Flow (SEKm)



Group key ratios

SEKm		Q2 2016	Q2 2015	LTM 2016	FY 2015
Sales	Net sales	3,461	3,202	11,869	11,486
	Growth, %	8.1	30.7	13.8	30.4
	Organic growth, %	8.7	5.0		7.7
Profitability	EBIT before i.a.c. %	16.9	15.1	13.0	12.3
	EBITDA before i.a.c. %	19.0	17.4	15.5	14.8
Capital efficiency	Core working capital, to sales, %	21.8	22.3	21.8	21.3
	Return on operating capital	33.4	36.6	32.7	35.9
Cash flow	Operating cash flow	511	342	1,421	1,390
EPS	Earnings per share	1.53	-	-	3.49

Growth strategy with large upside potential



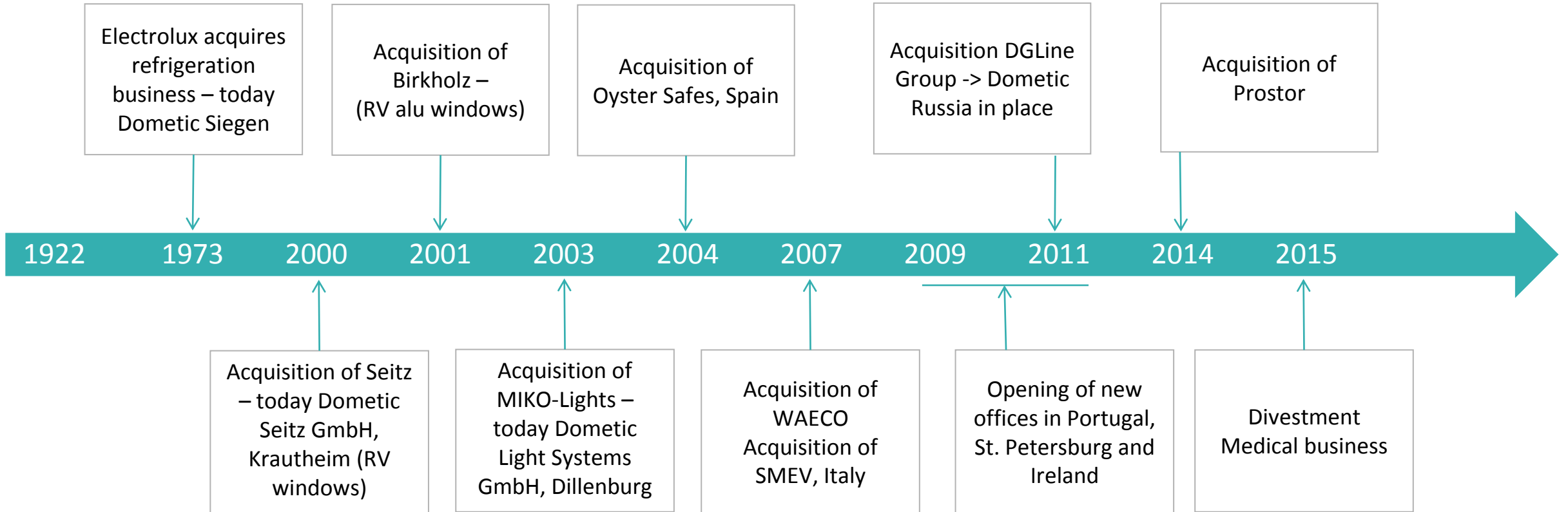


EMEA INTRODUCTION

Joachim Kinscher

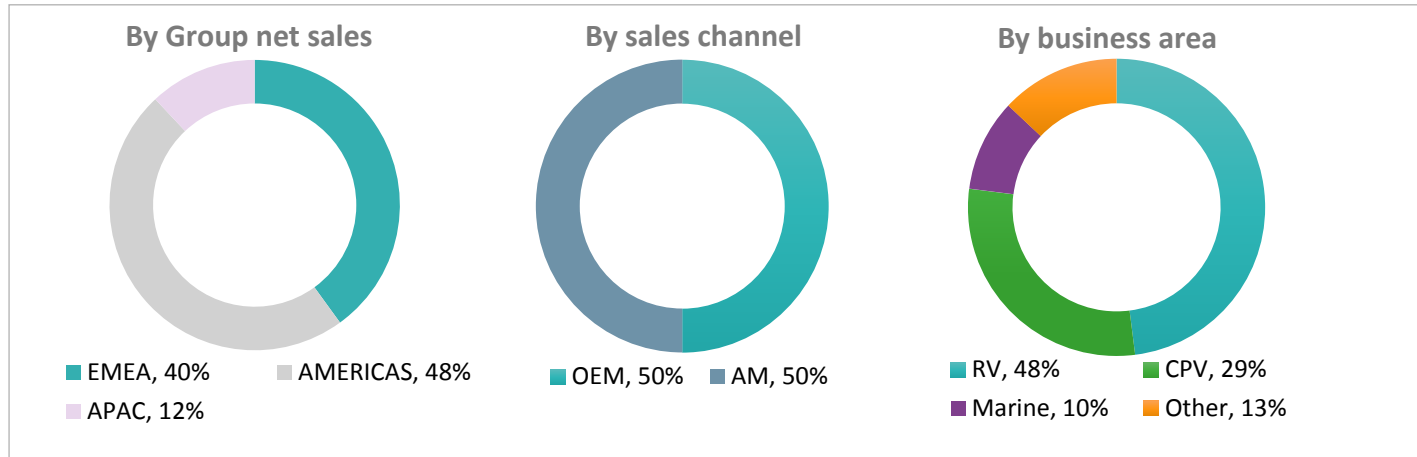
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EMEA history – big milestones



Introduction to Dometic EMEA

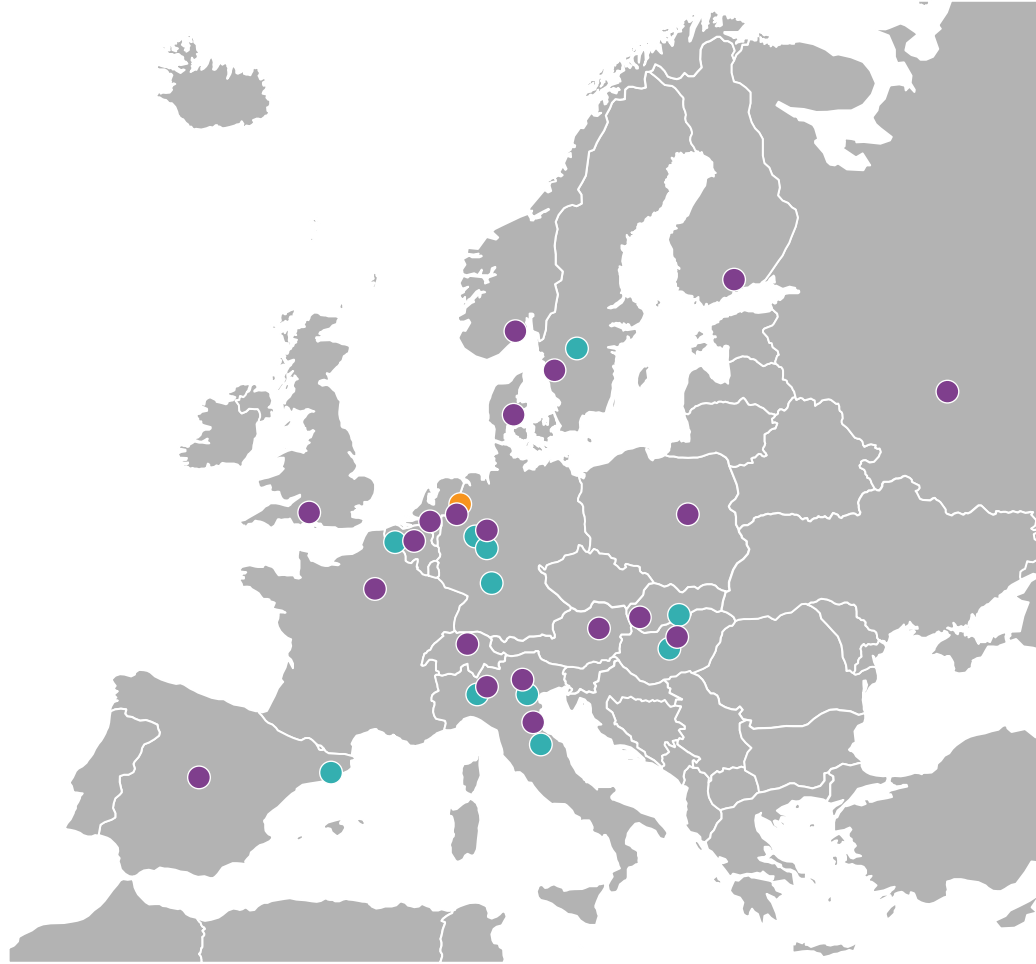
BREAKDOWN OF SALES (1606 LTM)



NET SALES & EBIT %

SEK million	2014	2015	1606 LTM
Net sales	3,961	4,479	4,782
% y-o-y growth		13.1%	6.8%
EBIT before i.a.c.	287	400	485
% of net sales	7.2%	8.9%	10.1%

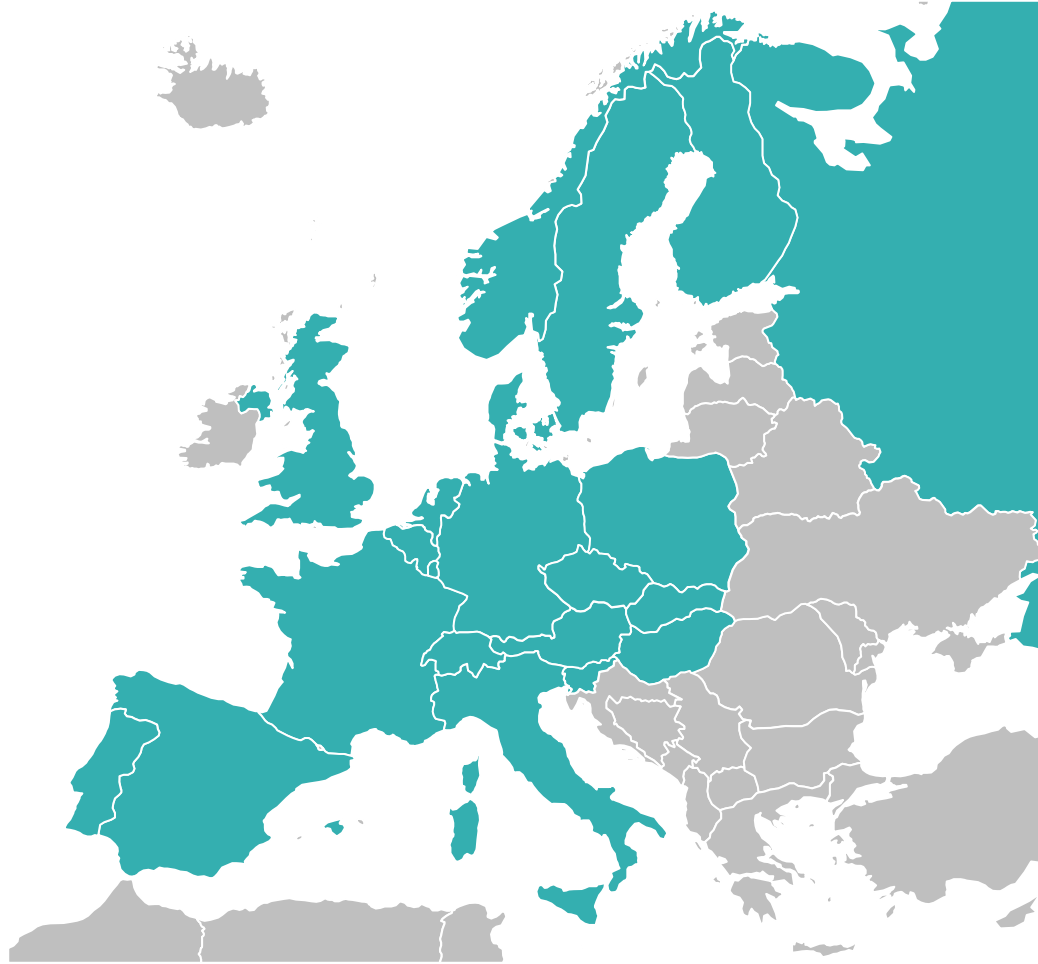
Brief facts



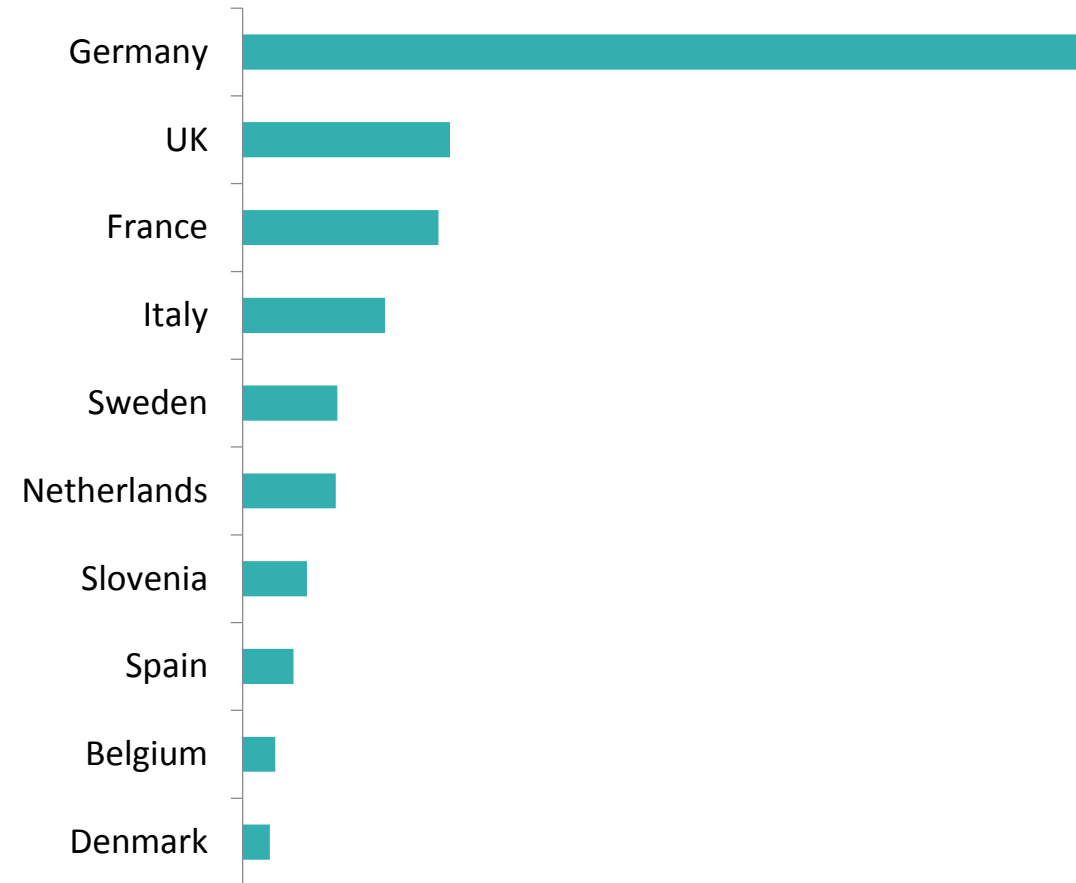
● Factories ● Central distribution center ● Sales companies

- The EMEA region comprises Europe, the Middle East and Africa
- 80% of the Region's sales comes from six countries: Germany, the Netherlands, UK, France, Sweden and Italy
- 2,580 employees
- 10 territories
- 22 Sales Companies
- 33 Legal Entities
- 42 End Markets
- 29 Distributors
- 24 Currencies

Domestic EMEA commercial footprint



TURNOVER TOP 10 MARKETS 2015



Our activities in EMEA

RV OEM



CPV OEM



MARINE OEM



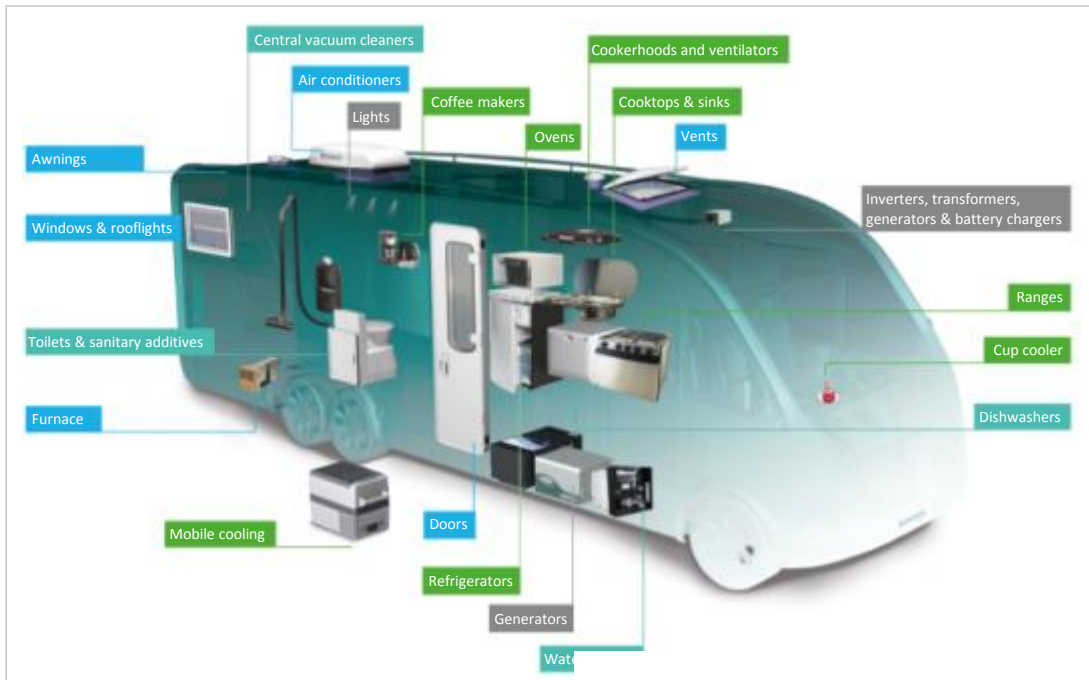
AFTERMARKET



Example products	Refrigerators Windows & doors Sanitation	Refrigerators Inverters Parking coolers	Air conditioners Sanitation Refrigerators	Mobile coolers Minibars Air conditioners
Addressable market size	~ SEK 3bn	~ SEK 1bn	~ SEK 1bn	~ SEK 9bn

Leader in branded solutions for mobile living

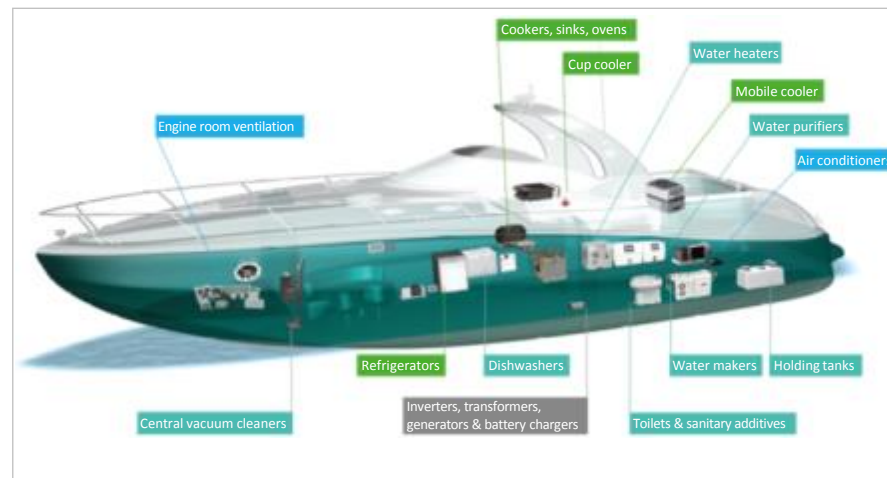
RECREATIONAL VEHICLE (RV)



COMMERCIAL AND PASSENGER VEHICLE (CPV)

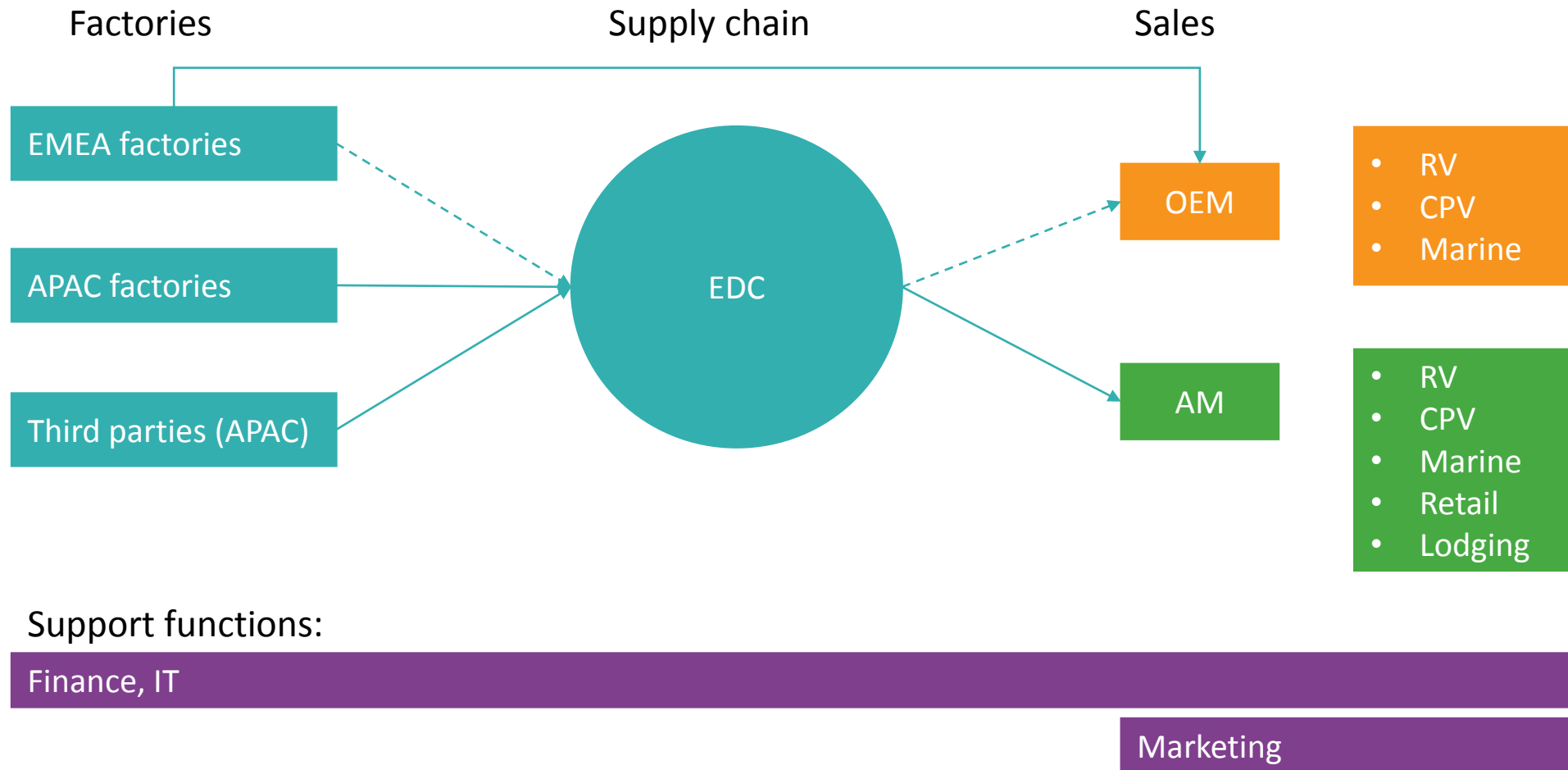


MARINE



 <p>Climate</p>	 <p>Hygiene & Sanitation</p>	 <p>Food & Beverage</p>	 <p>Other</p>
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How we operate



Dometic's priorities to drive profitable growth in EMEA

Strengthen OEM

Growth



- Further strengthen position through new products in refrigeration, AC, Hygiene & Sanitation, cooking equipment and windows & doors



- Upgraded and broader range to CPV OEMs



- Expand on recent entry into water makers and engine room ventilation

Grow Aftermarket Business

Growth + Margins

- Strengthened position in growing channels and larger dealers and retailers
- Refine go-to-market and Territory sales models
- Strengthened product range in large product categories with growth upsides
- Efficiency improvements in sales and delivery processes
- Brand and marketing gradually shifted to strengthen position among end consumers

Accelerate New Geographies

Growth

- Eastern Europe – maintain position to capitalise when growth come back

Margins

Competitive Cost Base

- Further optimize SG&A
- Efficiency and cost focus on factories and supply chain

One Dometic

- Implementation of group-wide initiatives

Current EMEA momentum

- Strong **market recovery** across **geographies and segments**

- **Cost and go to market programmes** supporting **margin conversion**

- Strong **growth momentum** in **AM** through comprehensive **portfolio of initiatives**

- **Strengthened RV competitiveness** - improved operational performance and several new products setting new technology standards



EMEA OPERATIONS

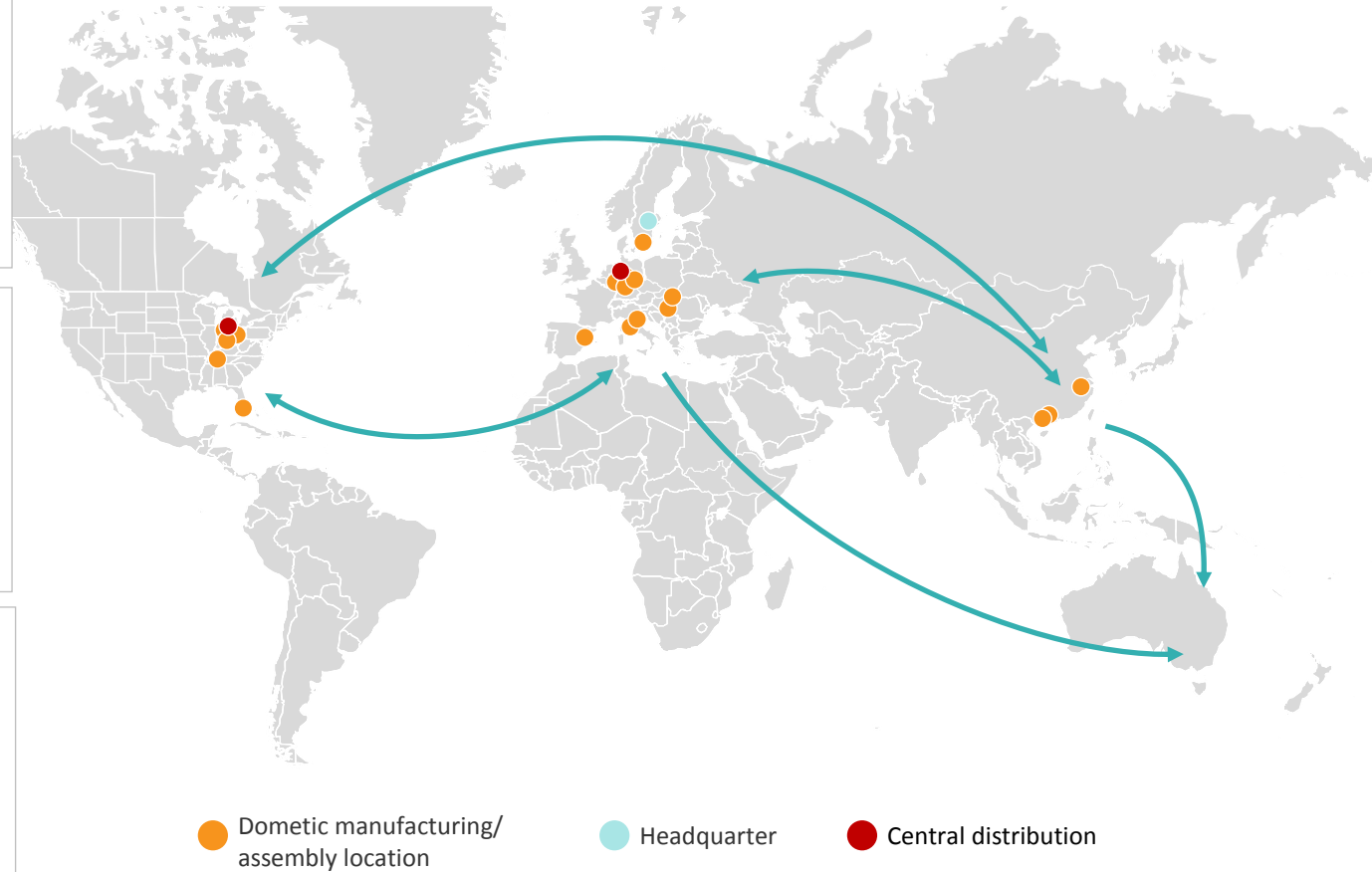
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Dometic's global operations

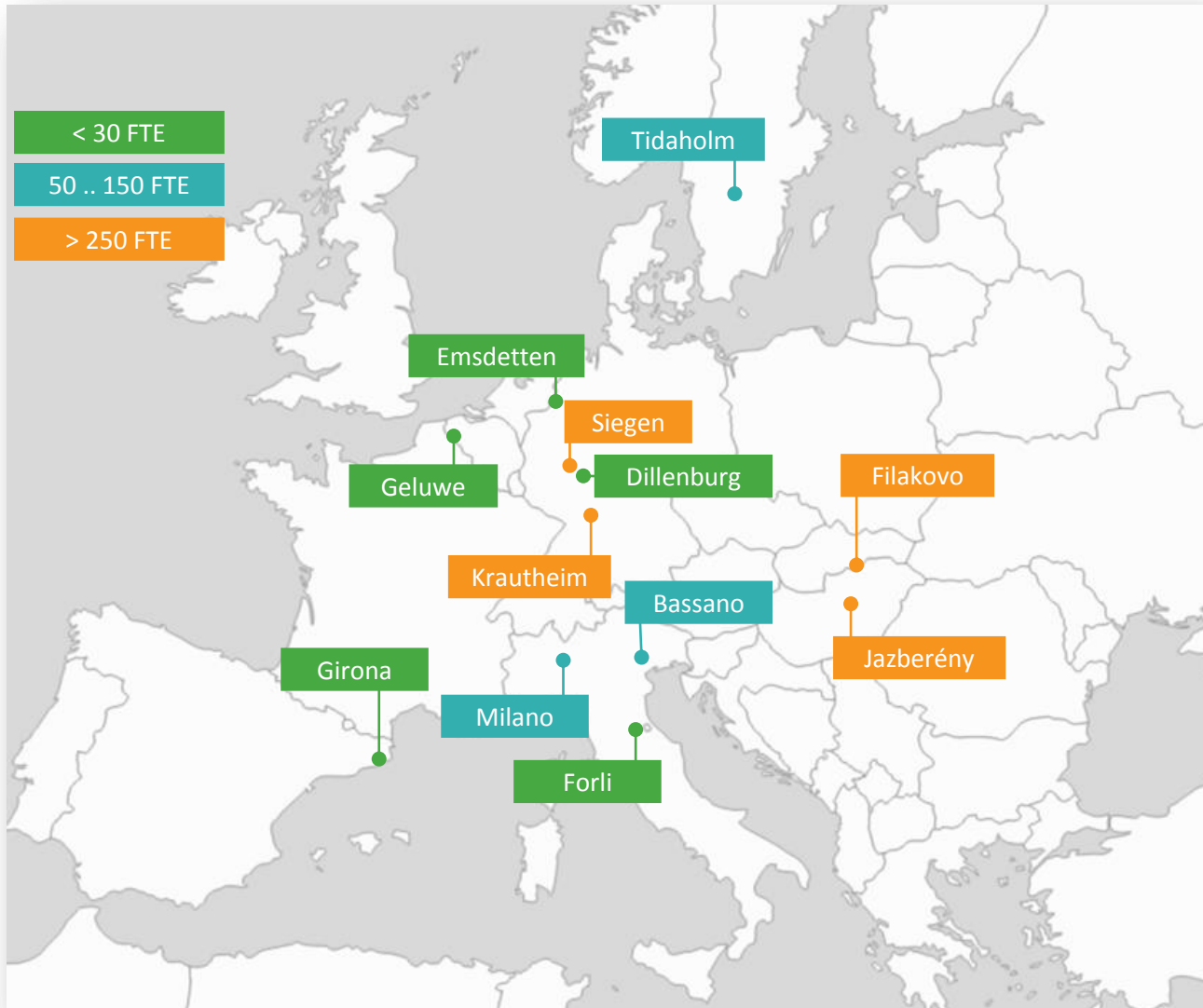
OPERATIONS OVERVIEW

- 1**
Manufacturing /assembly
 - 22 manufacturing/assembly plants across China, USA and Europe
 - Many in close proximity to larger OEM customers
- 2**
Purchasing
 - Global purchasing function with regional execution
 - Sourcing from suppliers in 35 countries
- 3**
Logistics
 - Two main distribution centers (Emsdetten, Germany and Goshen, US) for EMEA and the Americas
 - Additional smaller centres regionally

OVERVIEW OF GLOBAL NETWORK AND PRIMARY LOGISTIC FLOWS



EMEA operations



MANUFACTURING CLUSTERS

HOT	Bassano, Filakovo
COLD	Siegen, Jazberény
W&D	Krautheim, Tidaholm

ASSEMBLE TO ORDER CLOSE TO MARKET

CPV	Emsdetten (DC)
Awnings	Geluwe
Safes	Girona
Light Sys	Dillenburg

BUILT TO ORDER WITH CUSTOMER ONSITE SUPPORT

Marine	Condaria (Milano)
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Health & safety EMEA

- EMEA EHS Manager
 - Appointed EHS Coordinators for each site
 - EHS Coordination in countries with more than one factory (Germany / Italy)
- Actual H&S work focusing on machinery safety and ATEX requirements
- Work related accidents are reported monthly
- Dometic Health & Safety Standard to be launched by end of 2016, comparable to DLPS – Dometic Loss Prevention Standard



Dometic recycling

- Step1 refrigerator recycling: emptying of absorption cooling units
- Produced under license of Dometic by HERCO Kühltechnik / Germany
- Operated by certified and audited Refrigerator Recycling plants in Europe
 - e.g. ENVIPROTECT Emsdetten / Germany, close to our EDC
- < 2 % of recycled refrigerators in Europe are absorption type (NH₃) ones



EMEA - an important part of global Dometic



Emsdetten – main functions

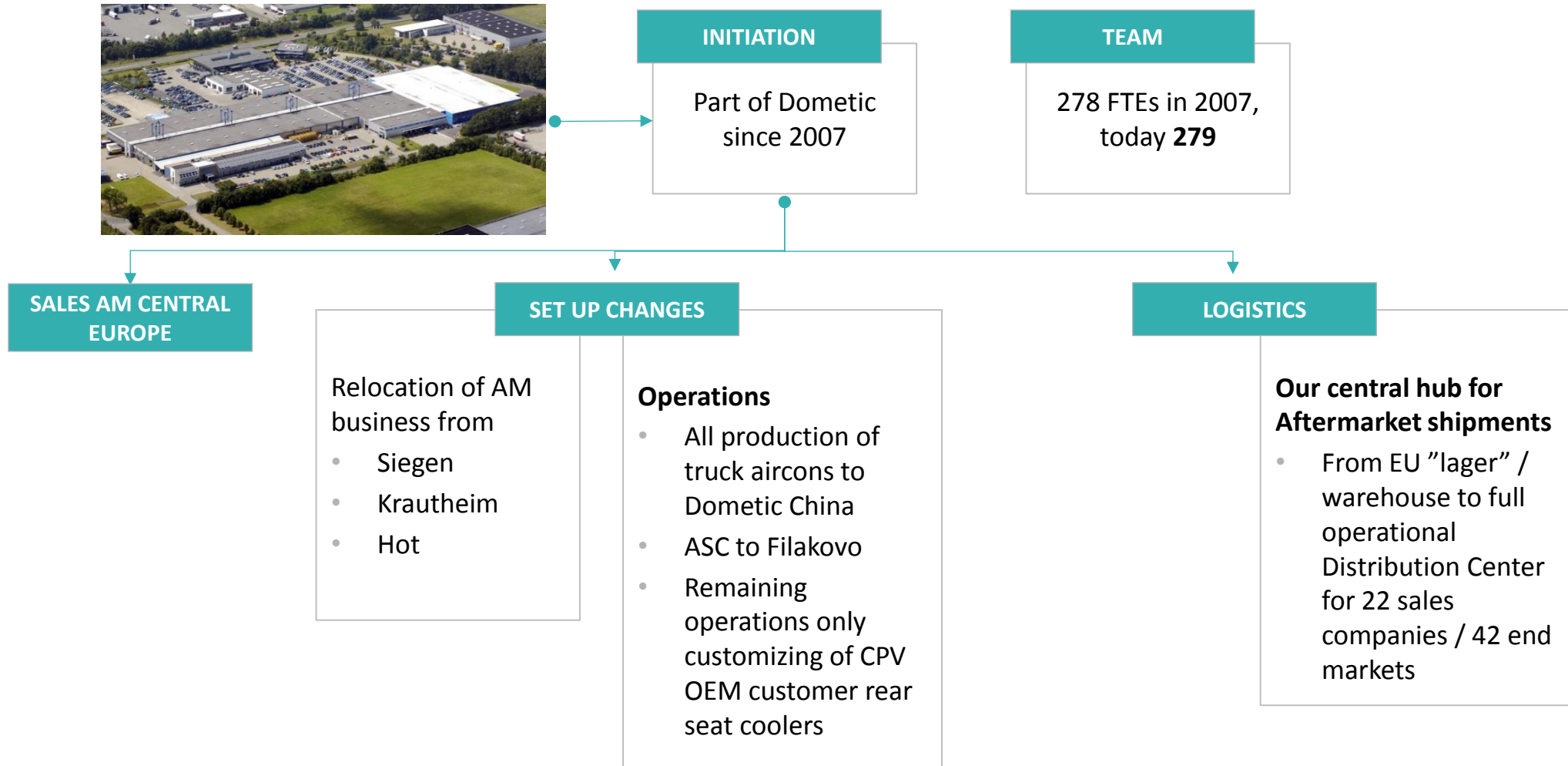


Domestic sales Germany -
covering complete
Aftermarket

EMEA warehousing and
distribution center/hub

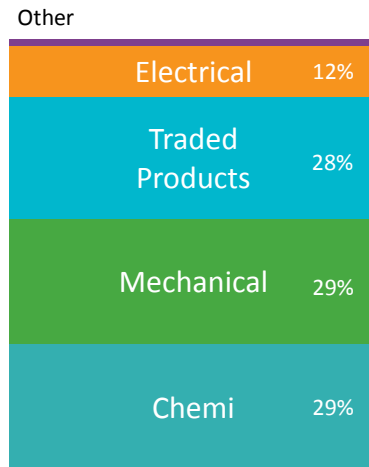
Competence Center
CPV OEM
Engineering & Sales

Emsdetten – the transformation to distribution center

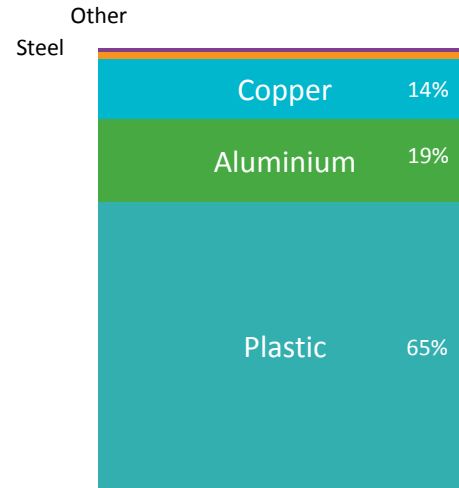


Purchasing Europe

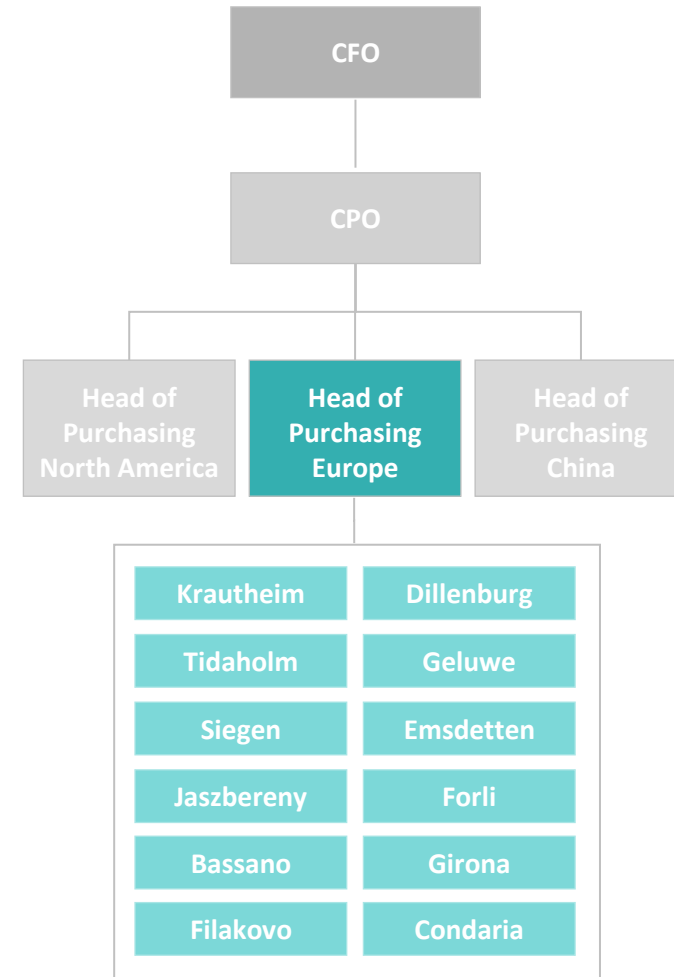
SPEND BASE BY PURCHASING CATEGORY (Q2 2016 LTM)



SPEND BASE BY RAW MATERIAL CATEGORY (Q2 2016 LTM)



PURCHASING ORGANIZATION AT DOMETIC



- Regional Purchasing Director and 25+ staff at 12 manufacturing/assembly sites
- Global supplier footprint with largest supplier countries being China, Hong Kong, Taiwan, Slovenia, Hungary, Germany and Italy

Krautheim, Germany



- W&D – Windows and doors for RV
- 524 FTEs
- ISO 9001, 14001

Tidaholm, Sweden



- W&D – Window panes for RV
- Sub supplier to Krautheim
- 140 FTEs
- ISO 9001, 14001



Example products

Bassano, Italy



- HOT – Kitchen equipment, cookers, sinks, ovens for Marine and RV
- Sub supplier to Filakovo
- 93 FTEs
- ISO 9001

Filakovo, Slovakia



- HOT – Cookers, sinks & ovens for Marine and RV
- 242 FTEs
- ISO 9001, 14001



Example products

Forli, Italy



- Generators and special ACs for RV
- AC competence center for EMEA
- 59 FTEs
- ISO 9001, 14001

Girona, Spain



- Safes and door locks
- 30 FTEs



Example products

Dillenburg, Germany



- Interior light systems for RV
- 19 FTEs



Geluwe, Belgium



- Awnings for RV
- 25 FTEs



Example products

Jaszbereny, Hungary



- COLD - Compact fridges, absorption boxes, MiniBars & Cools, free-standing, compressor refrigerators
- 265 FTEs
- ISO 9001, 14001



Example products

Siegen



Siegen

- COLD – Refrigerators for RV and high-end MiniBars incl. automatic MiniBars
- 424 FTEs (364 in factory)
- ISO 9001, 14001, EMAS
- Annual production volumes
 - RV refrigerators ~130,000 units
 - Premium, manual and automatic MiniBars ~20,000 units
 - Big freestanding ~3,000 units



Example products

Dometic in Siegen

- Since 1989 located in Kaan-Marienborn
- Total area 38,500 m²
- Built-up area 22,055 m²
 - Production 13,867 m²
 - Storage 4,688 m²
 - Offices and social rooms 3,500 m²



More than 10 million units produced



RM 5310



RM 8555



RML 8555



RMD 8555



RMF 8500



RMDM 8555



RMDT 8555



RML 9435



*produced on
27.05.2011*



Dometic service center in Siegen

- Factory service with special know-how - competence ex factory.
- Representative and qualified service.
- Establish a new service point, where customers can check their vehicles on the way to Southern Europe.
- Another Sales Point with Flagship store to stimulate the business and the brand.
- Mounting center for fridges, aircons, awnings – for products which need to be installed.

NEW OPENING
OCTOBER 1st, 2016





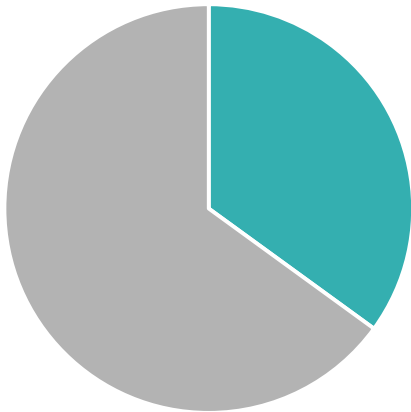
DIVISION RV OEM

16-09-13

 **Dometic**

RV OEM and Dometic

- Part of our heritage
- Largest division in EMEA
- Approx. 180 RV OEM customers in EMEA



35% out of the
EMEA sales
(1606 LTM)



Why do people love RV-ing?



Keep your shoes on



Head room, leg room, living room



All family members welcome



Keep on talking



No lost luggage



RV's give you all the freedom



More than just peanuts



Because movies weren't made to be seen on an 8-inch screen



Personal cockpit , total control of departure time & destination



Bring along your favorite toys



Land-based tours are getting more and more popular

Evolution of campers



before 20th century



1920s



1950s



1970s



1990s



2012

EMEA RV market made up of three main categories



Motorhomes

- Approx. 78,000 registrations 2016



Caravans

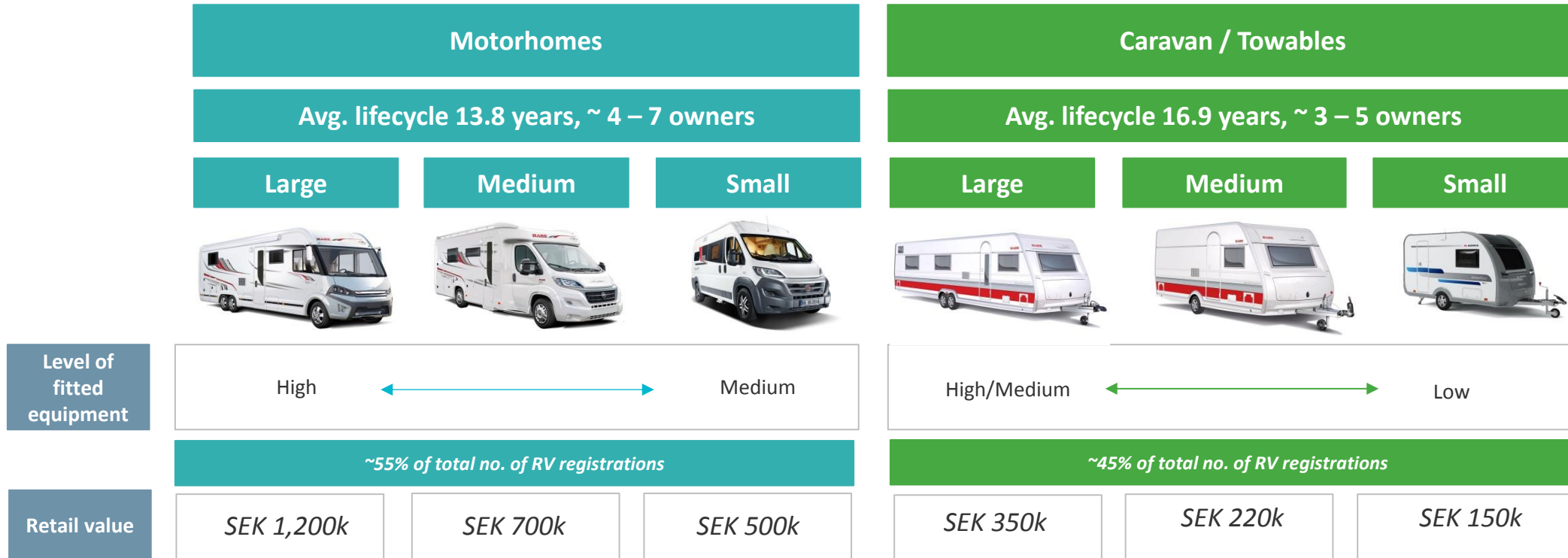
- Approx. 75,000 registrations 2016



Panel Vans

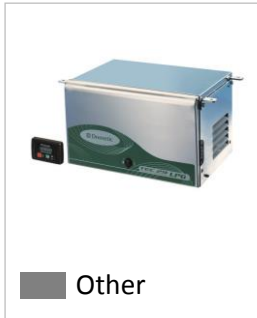
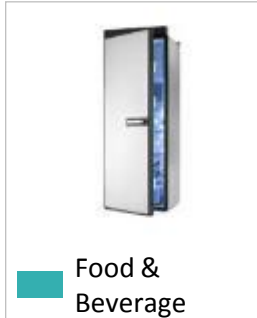
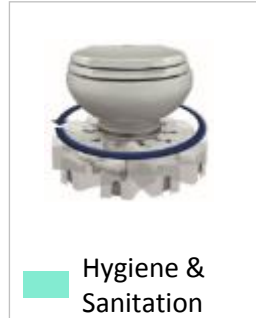
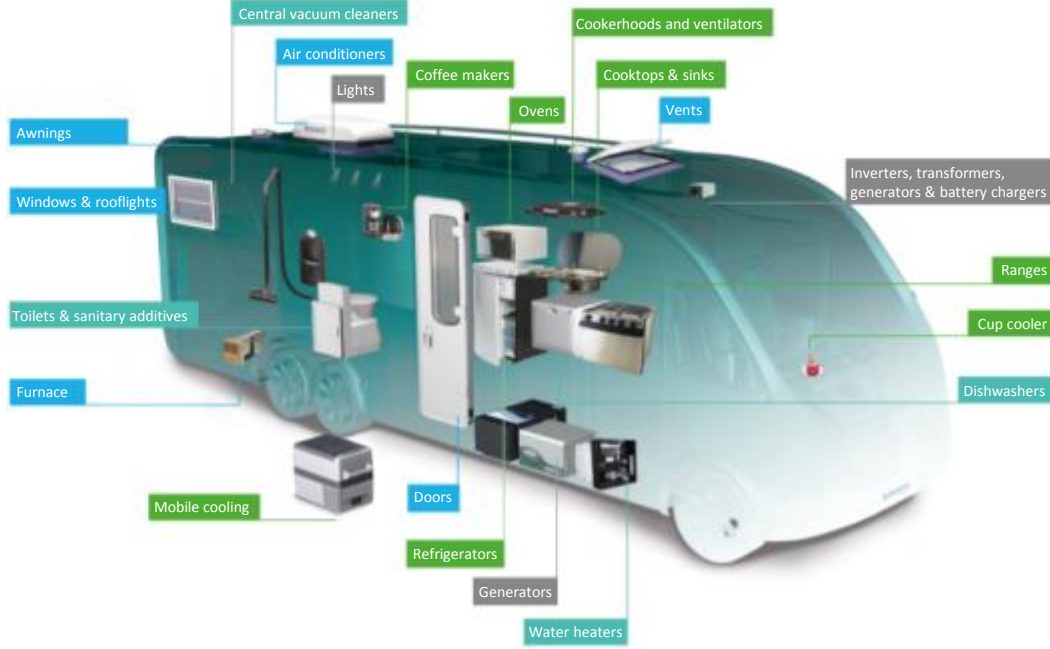
- Approx. 12,000 registrations 2016

Typical RV's in Europe



- Younger newcomers
- Higher specification leads to higher average prices
- Trend towards larger caravans
- Gradual shift since long towards motorhomes

Our offering

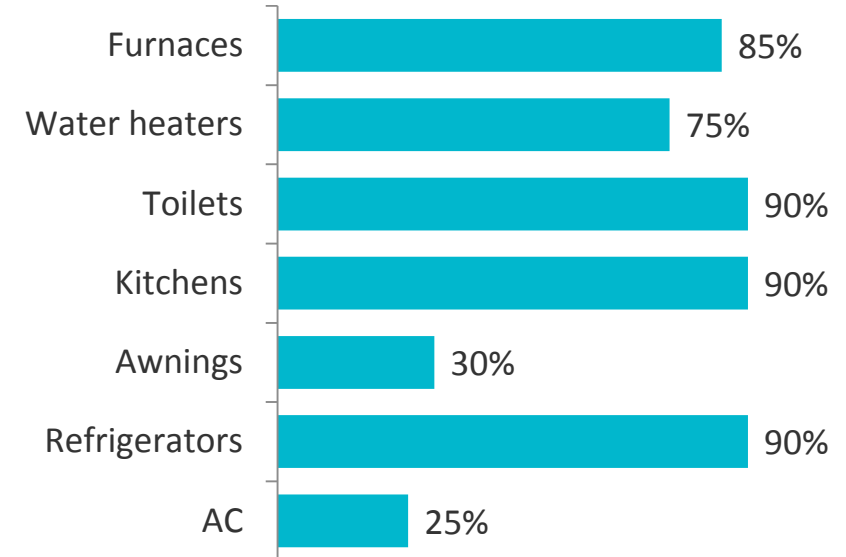


RV product characteristics

- Light weight and "slim design" important criteria for customers and OEMs
- Customer tailoring important OEM differentiator and many close development co-operations with suppliers

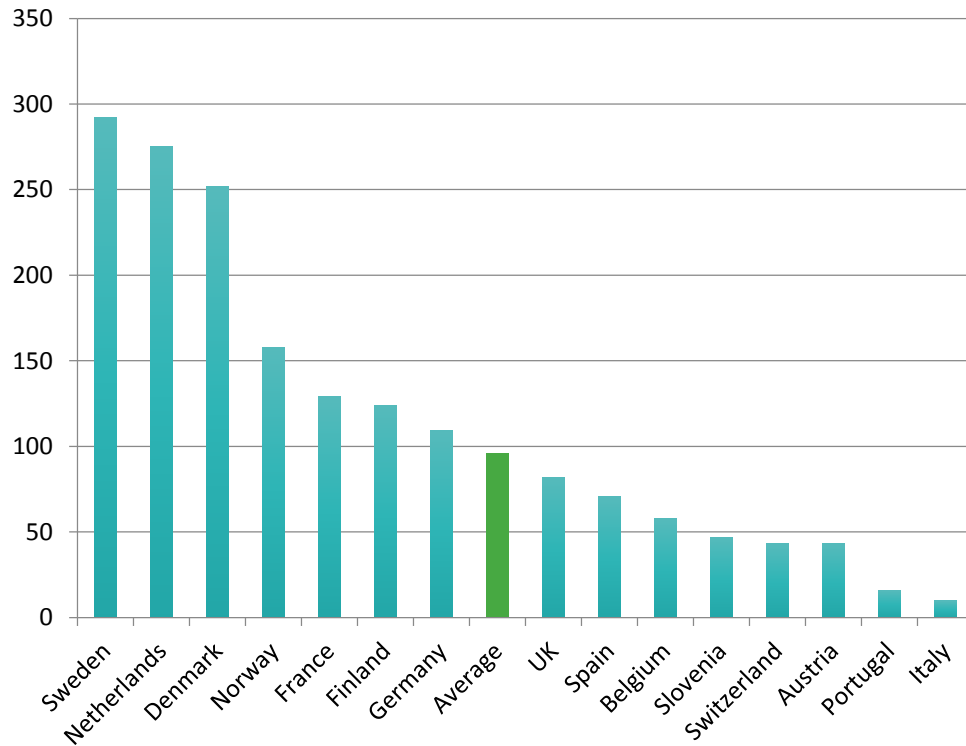


OEM EQUIPMENT PENETRATION RATE IN THE MARKET*

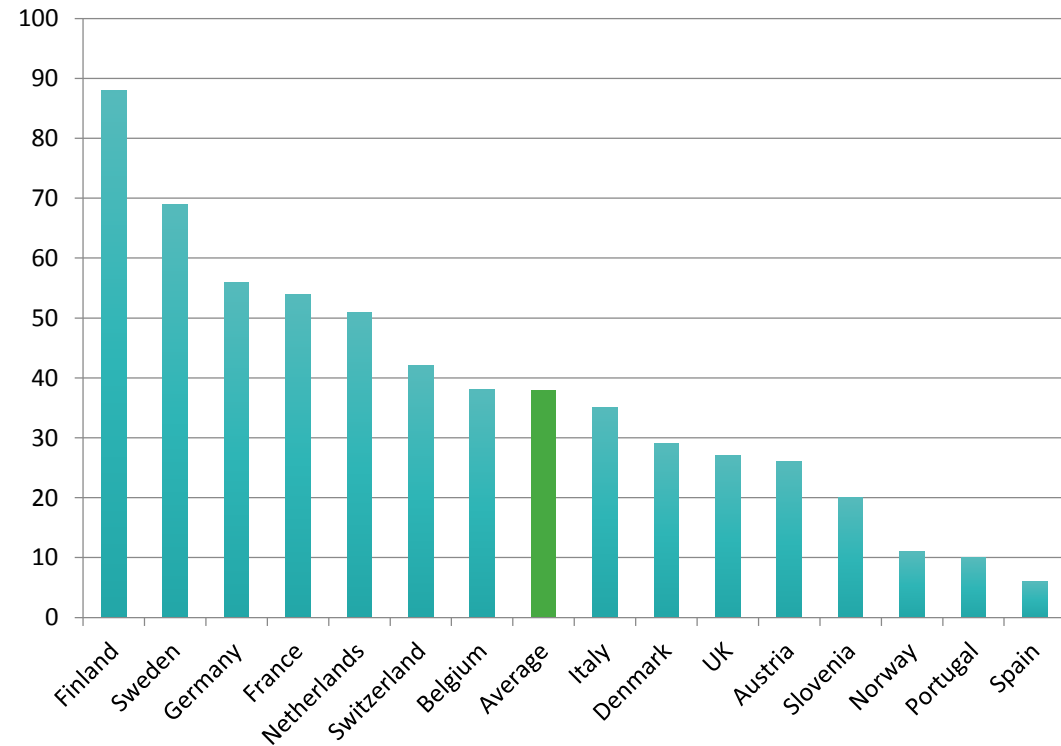


RV popularity in Europe by country

CARAVANS IN USE PER 10,000 INHABITANTS



MOTORHOMES IN USE PER 10,000 INHABITANTS



Market momentum

Registrations of new RVs in Europe Jan-Jun 2016 (Source: ECF)

Country	Leisure Vehicles Total		
	2015	2016	change %
Austria	1,491	1,401	-6.0
Belgium	3,127	3,416	+9.2
Denmark	1,617	1,798	+11.2
Finland	1,027	1,133	+10.3
France	16,505	17,756	+7.6
Germany	31,353	37,103	+18.3
Italy	3,262	3,468	+6.3
Netherlands	5,017	5,345	+6.5
Norway	3,296	3,388	+2.8
Portugal	103	115	+11.7
Slovenia	176	185	+5.1
Spain	1,744	2,340	+34.2
Sweden	4,548	5,595	+23.0
Switzerland	3,670	3,658	-0.3
UK	17,680	18,995	+7.4
Others	1,904	2,011	+5.6
Total	96,520	107,707	+11.6

Dometic on board



Dometic kitchen solutions



Dometic innovation 2016 – cupboard fridge



Fridges for any space



Used RV market

- Volume: ~ 5,600,000 RVs



~ 1,700,000 motorhomes



~ 3,900,000 caravans

Desire of tomorrow's customer

- Freedom
- Shorter but more frequent holidays
- More travelling/exploring than pure camping
- Connectivity
- Rental

Caravaning is trendy!



So kreativ wird die Caravan-Branche

Der Run auf Caravans und Reisemobile legt noch an Tempo zu. Da wundert es nicht, dass der Düsseldorfer Caravan-Salon 2016 der größte seiner Geschichte wird. Und seine Besucher überrascht.



DIE WELT

Die Trends des Caravan-Salons

MOTOR EINE BRANCHE WIRD KREATIV
Die Caravaning-Branche wächst und ist weiter auf Rekordkurs. Der Run speziell auf Reisemobile legt sogar immer noch an Tempo zu. Da verwundert es nicht, dass der Düsseldorfer Caravan-Salon der größte seiner Geschichte wird. Und seine Besucher vermutlich überraschen wird.



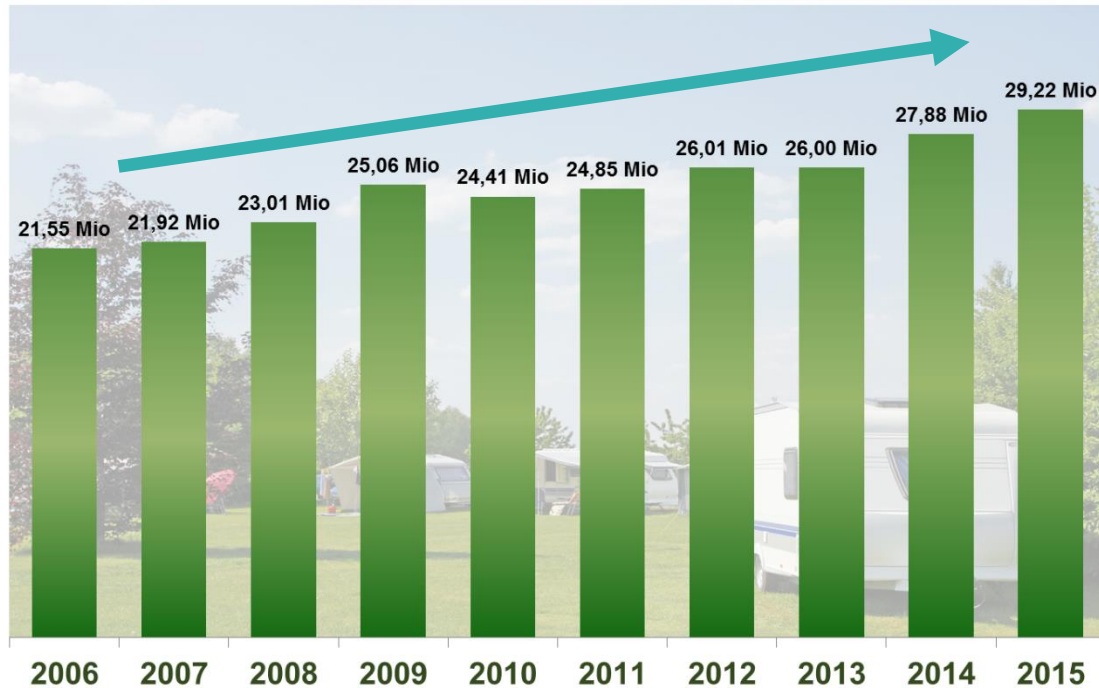
HEAVY METAL AUF RÄDERN Dieser CaraWACKEN rockt!



Ready to rock: Hobby-Azulis und Graffiti-Künstler René Turrek haben das Wohnmobil wacken-tauglich gemacht
Foto: Hobby-Caravan

Camp grounds

- Around 380m nights expected on a camp grounds in Europe 2016
- Around 30m nights expected in Germany 2016
- Ongoing positive trend
- More and more luxury campgrounds *****
- Example Germany:

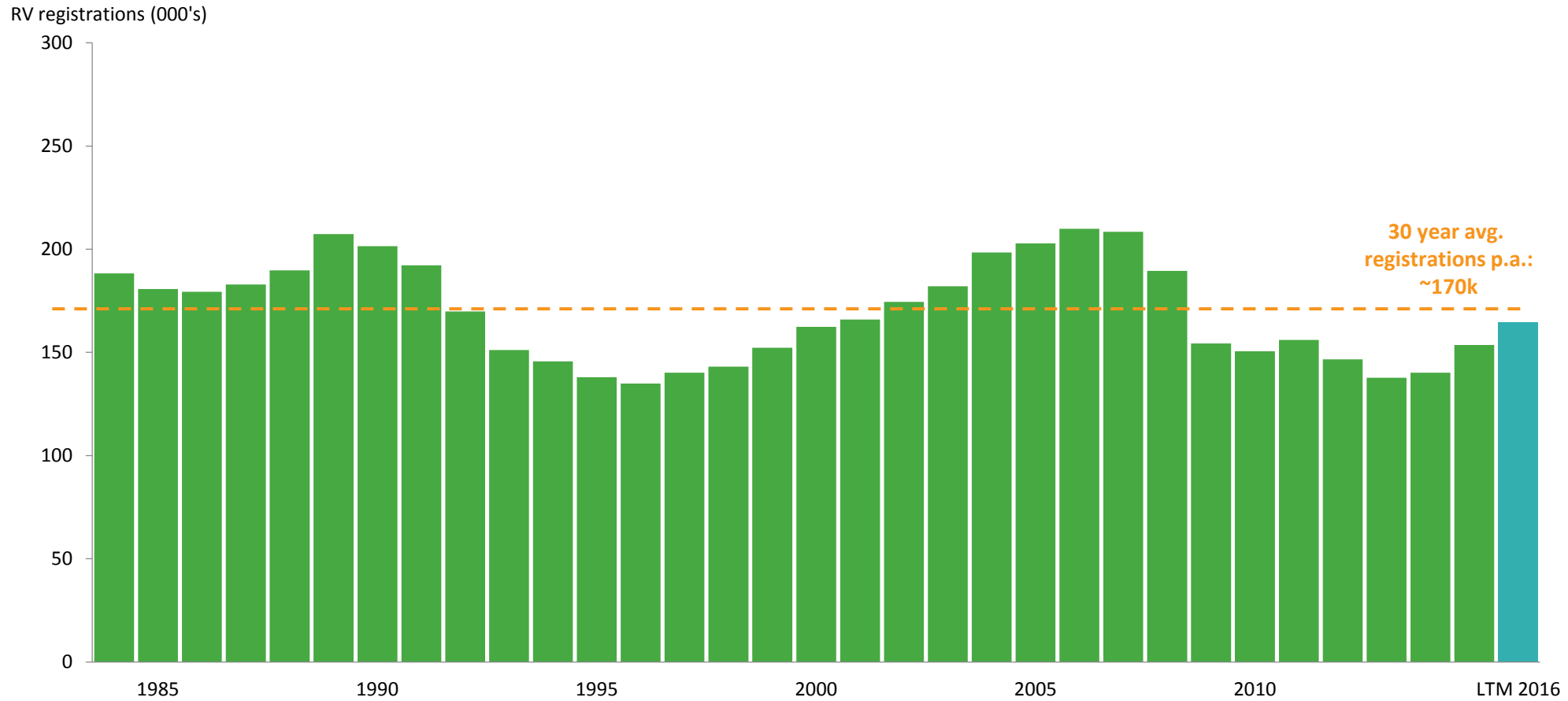


Drivers and trends RV OEM

- **Growth drivers**
 - Leisure spending expected to grow / improve
 - Baby boomers
 - Core customer base stable finances
 - “Live your dream”
- **Demographic, non cyclical trends**
 - Ageing population
 - Increased RV penetration among younger population
- **General conditions**
 - Unemployment rate down from 11.9 % to 10.1 % (May 2015 / June 2016)
 - Consumer confidence up
 - Inflation rate down at

RVOEM below historical levels but strong recovery indications

RV REGISTRATIONS



Caravan Salon

- 55th anniversary
- 210,000m² exhibition space (+8%)
- 590 exhibitors
- 2,100 different vehicles
- 130 different caravan and motorhome brands
- 70,000 night stay's on the Camp ground at the show
- More than 200,000 visitors

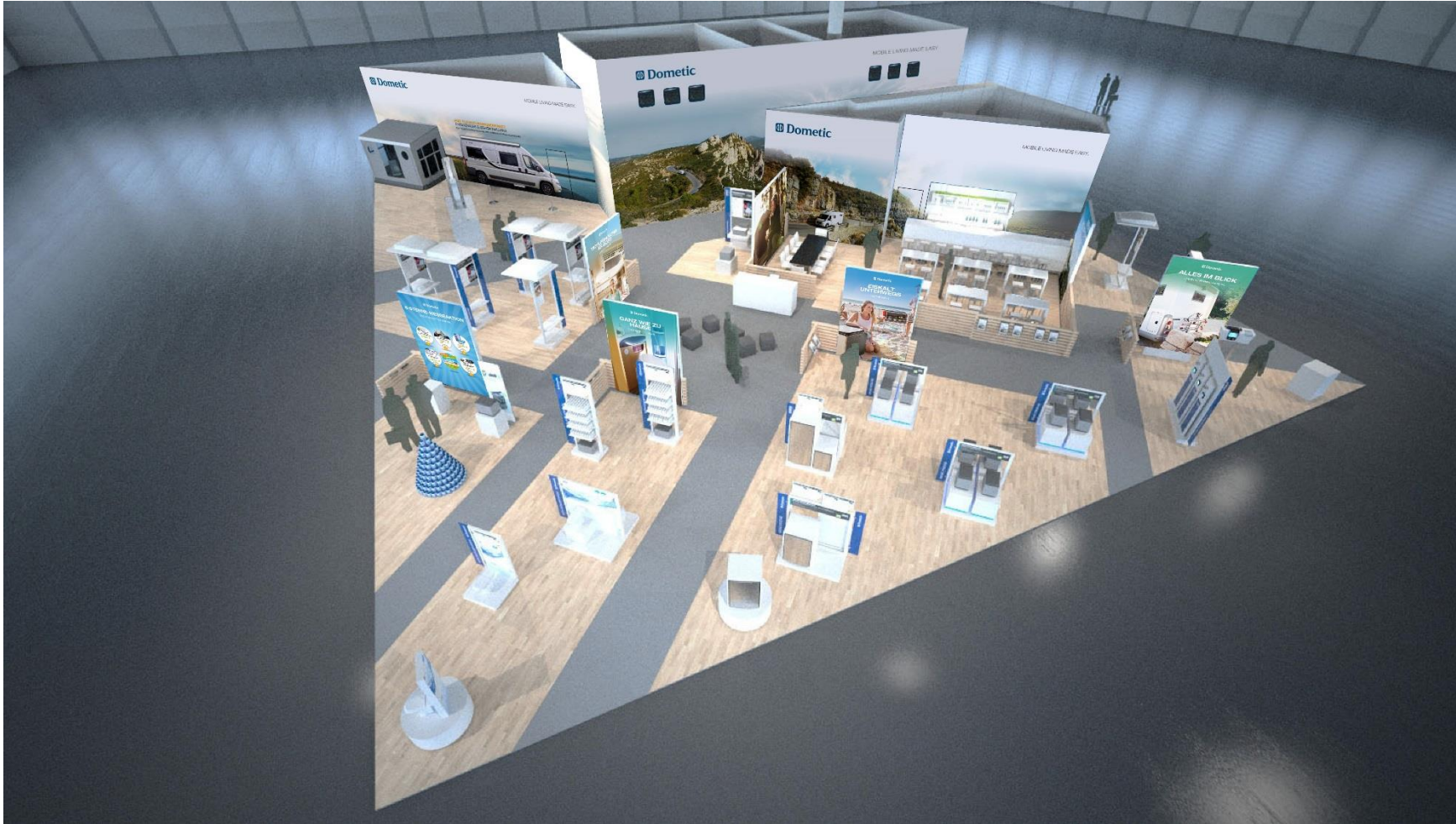
⇒ The biggest Caravan Salon ever

⇒ Biggest show in Europe

⇒ The highest attendance ever



Dometic Booth - Hall 13, A31



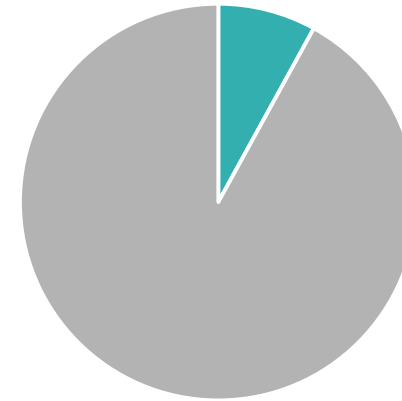


DIVISION CPV OEM

16-09-13

Dometic CPV OEM drives a niche-market strategy





- Global strategy
- Local presence in automotive key regions
 - Engineering competence center in Emsdetten, Germany
 - Product engineering in China
- Luxury and premium Automotive segment with niche products
- Standard applications are transferred into the commercial vehicle volume segment
- Core portfolio are inverters and chargers, cup coolers, refrigerators & air-conditioners
- Design, development & production of all products in-house and at Dometic factories



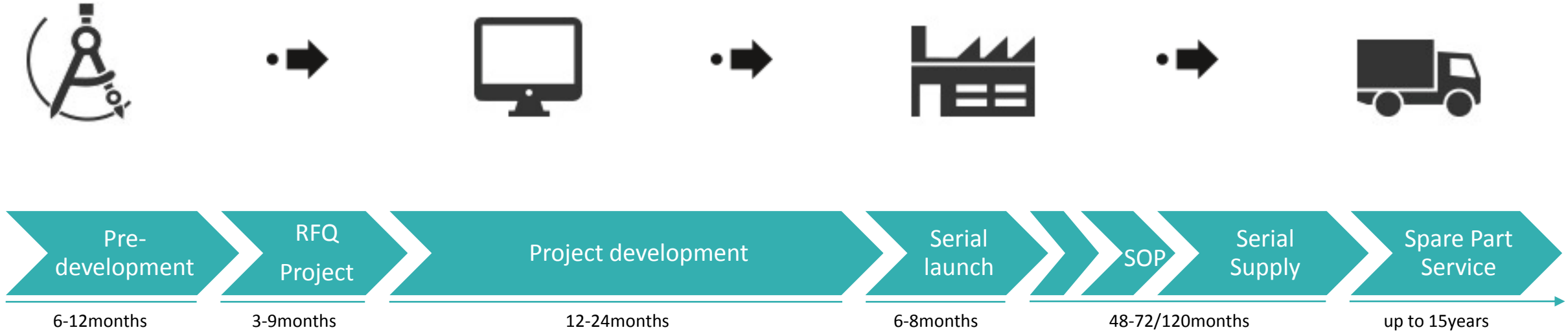
8% out of the
EMEA sales
(1606 LTM)



Dometic focus in CPV OEM product niches - EMEA

Product		Specialty vehicles	Trucks	Passenger vehicles
OEM	Parking coolers 			
	Refrigeration 			
	Inverters 			
	Rear-view systems 			

Standard time-plan OEM project



Strong EMEA organization is supported by overseas team in China

North America



SALES

- Troy, Michigan
- Goshen, Indiana

R&D CENTER

- Troy, Michigan

PRODUCTION

- Pompano Beach, Florida

Europe



SALES

- Emsdetten, Germany
- Gothenburg, Sweden

R&D CENTER

- Emsdetten, Germany

PRODUCTION

- Jászberény, Hungary

Asia



SALES

- Shenzhen, China
- Shanghai, China
- Beijing, China

R&D CENTER

- Shenzhen, China
- Shanghai, China

PRODUCTION

- Shenzhen, China
- Zhuhai, China

Compressor refrigerators located in rear seats ski hatch



Thermoelectric cup-holders offer heating & cooling functionality



Console refrigerator



Self-contained modules convert DC into AC current



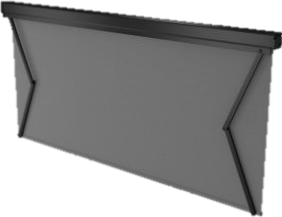
Compressor driven truck refrigerator



Truck key product offering in EMEA



Climate



Food & Beverage

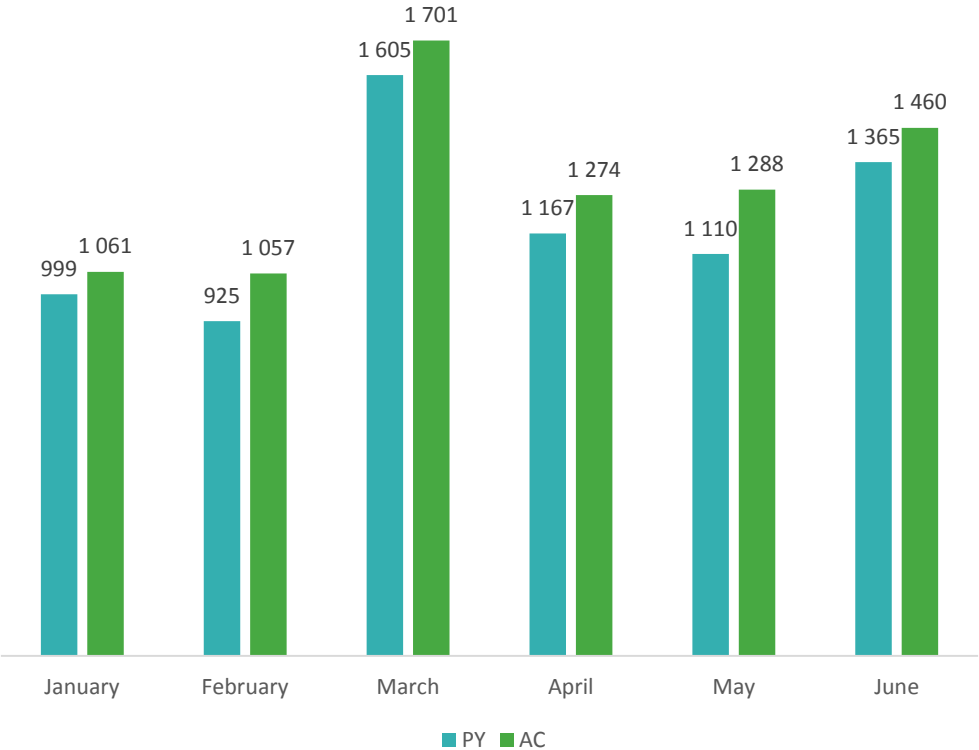


Safety

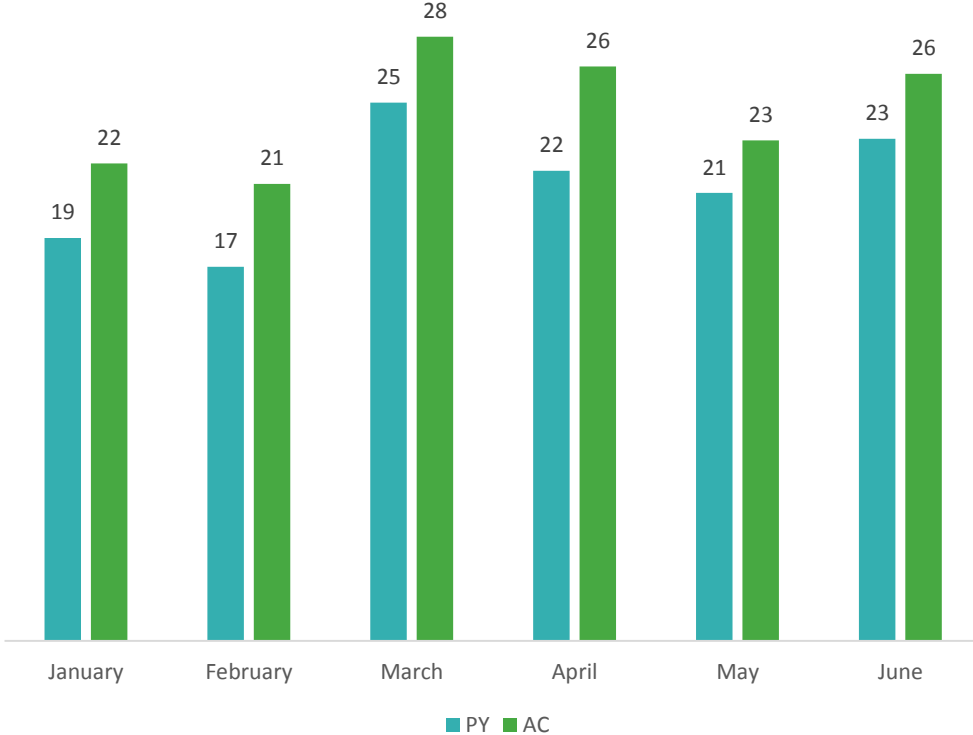


Vehicle markets growth for more than six consecutive months

PASSENGER VEHICLE MARKET (in '000 units)

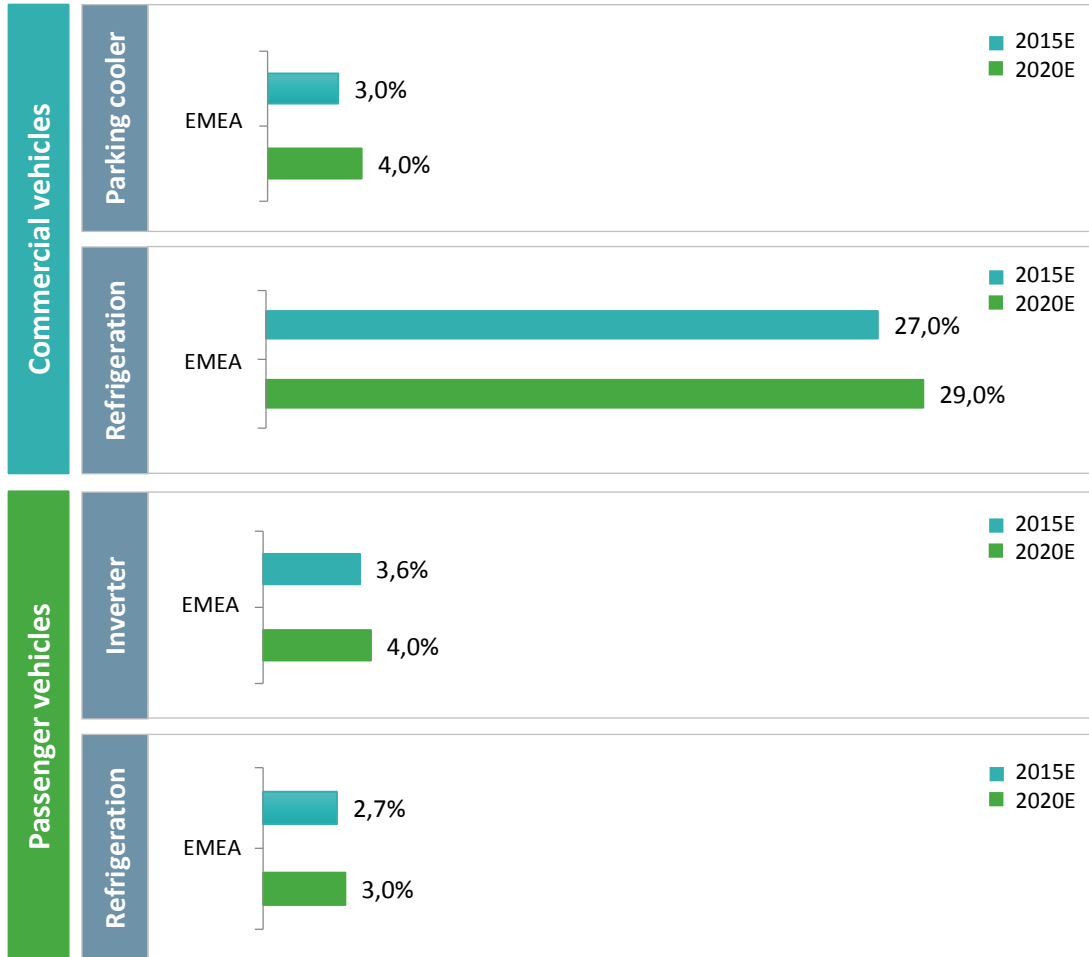


HEAVY COMMERCIAL TRUCK MARKET (in '000 units)



Market penetration rates of Key CPV OEM equipment

EQUIPMENT PENETRATION RATES (OEM)



- Low driver availability across geographies drives increasing penetration of comfort equipment
- Refrigeration and air condition are examples of products installed to attract and retain drivers
- Increasing levels of environmental regulation drives demand e.g. ban of over night idling in trucks to run primary AC



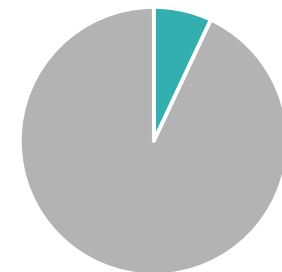
DIVISION MARINE OEM

16-09-13



MOBILE LIVING MADE EASY

- Strong and long-lasting leg in the Marine industry
- Leading in our segment
- HVAC, refrigeration and sanitation main product focus
- Leisure boats and larger commercial / workboat segment








7% out of the
EMEA sales
(1606 LTM)

Princess 40M - image courtesy
of Princess Yachts



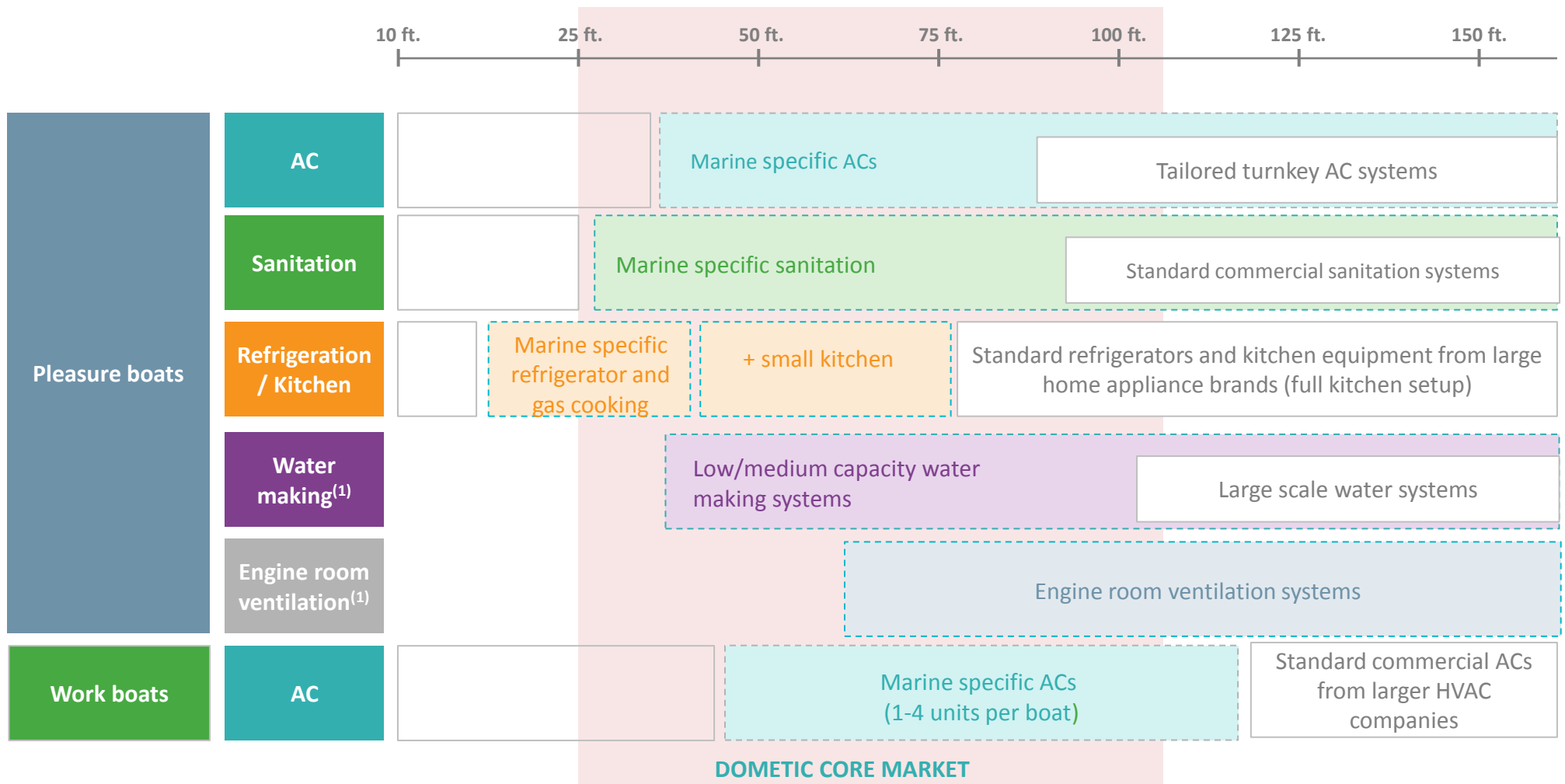
Introduction to the marine market

TYPICAL MARINE VESSELS

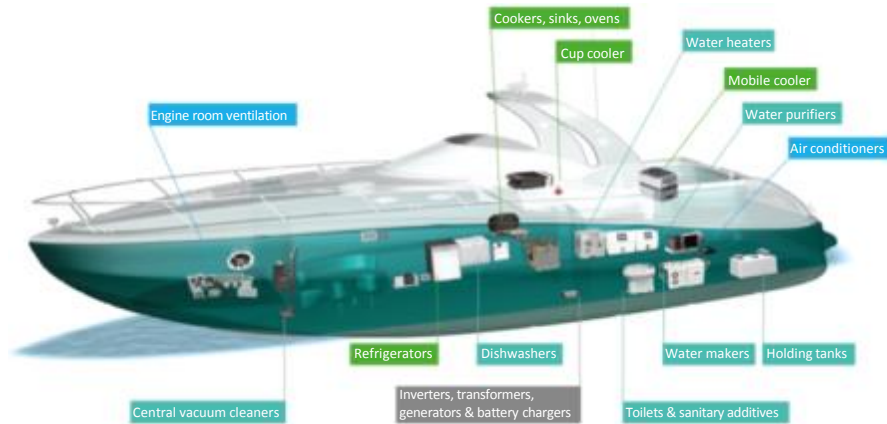
Category	Pleasure boats				Work boats	
Type						
	Outboard and other smaller boats, e.g. inflatables	Sailing boats	Inboard / Sterndrive Motorboats	Tug boats and crew boats	Ferries, cargo ships, tankers, container vessels and other carriers	
Typical length		<7.5m ⁽¹⁾ >7.5m ⁽¹⁾	<7.5m ⁽¹⁾ >7.5m ⁽¹⁾	15 – 50m	50 – 100+m	
Dometic addressability	<ul style="list-style-type: none"> Low addressability as smaller boats rarely are equipped with AC, sanitation or stationary refrigeration 	<ul style="list-style-type: none"> Core addressable pleasure boats market defined as sailing and inboard / sterndrive boats longer than ~7.5m (25ft) Less than 1% of pleasure boats in addressable market are longer than 18m (60ft) 		<ul style="list-style-type: none"> High addressability for AC products Limited activities historically due to focus on pleasure boat market 	<ul style="list-style-type: none"> Generally lower addressability with some potential for AC system in passenger vessels 	

Marine OEM product portfolio

EQUIPMENT FOCUS DIFFERS WITH BOAT TYPE AND LENGTH



Our offering



- HVAC
 - Self contained DX water cooled A/C
 - Chilled water system and fan coils
 - Engine room Ventilation
 - Roof top unit air cooled A/C
- Refrigeration
 - Stand alone fridge
 - Cooling units and evaporator
 - Fish box and crushed ice machine
- Sanitation and water treatment
 - Macerator toilets
 - Vacuflush® toilets
 - Watermaker system
 - SpotZero® system
 - Holding tanks

Strong EMEA organization is supported by overseas team in Pompano, USA

North America



SALES

- Pompano Beach, Florida
- New Orleans, Louisiana

R&D CENTER

- Pompano Beach, Florida

PRODUCTION

- Pompano Beach, Florida
- Big Prairie, Ohio

Europe



SALES

- Plailly, France
- Blandford, UK
- Milano, Italy

R&D CENTER

- Milano, Italy

PRODUCTION

- Milano, Italy

Asia



SALES

- Singapore

R&D CENTER

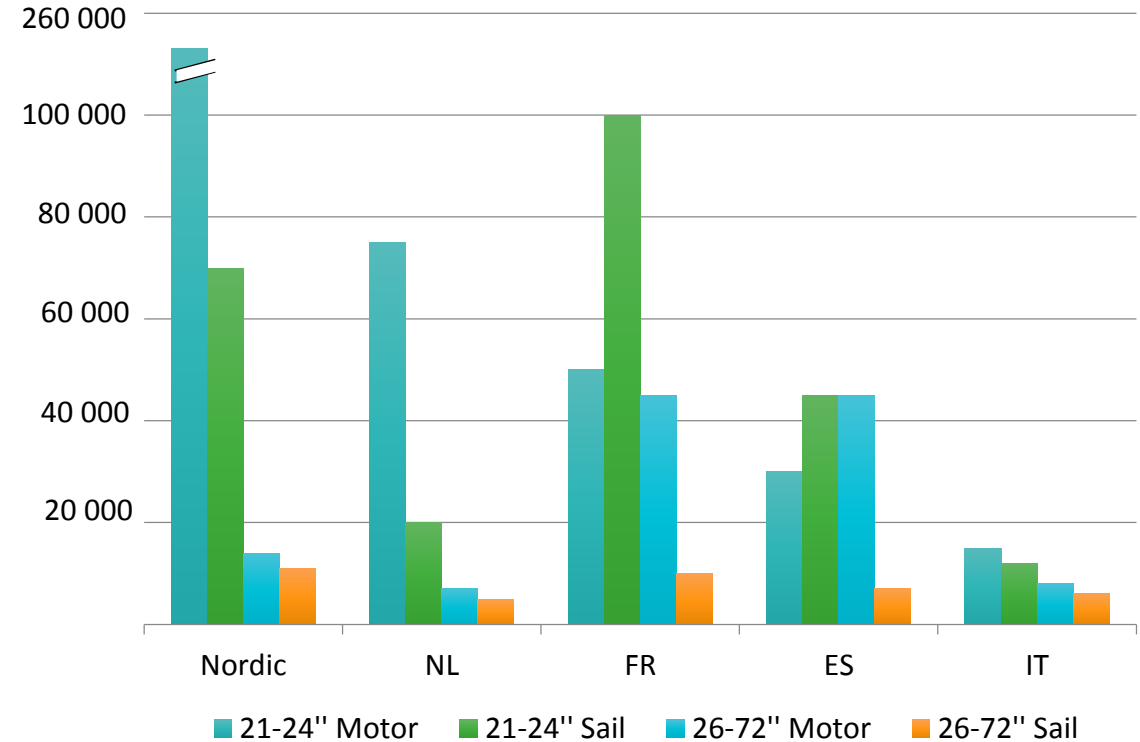
PRODUCTION

- Zhuhai, China

EMEA boat park

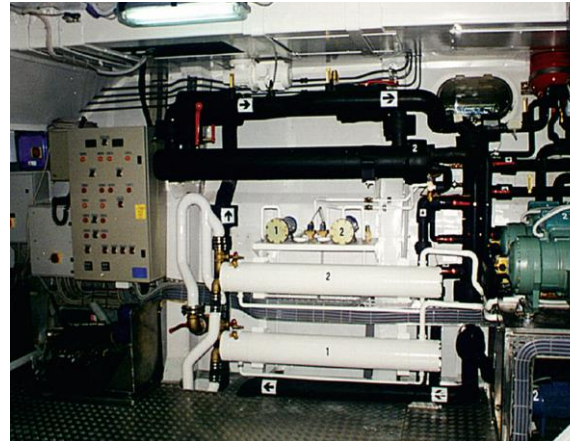
- >10 year replacement frequency on most of the equipment we offer.
- Marina availability is big issue and hindering steady growth.
- Sailing boats are declining while motor boats increasing.
- Charter fleets are growing.
- Market still below 2007/2008 levels.

ESTIMATED BOAT PARK



Dometic position

- Continuous growth since 2008
 - Leading position in HVAC
 - Strong position in refrigeration
- Well balance sales between the three main sales offices (UK, IT, FR)



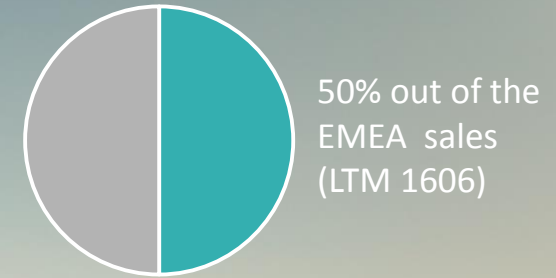


EMEA AFTERMARKET

16-09-13

EMEA Aftermarket (AM) – An introduction








- Aftermarket in our industry defined as **sales to end consumers through dealers and retailers**
- AM **50% of EMEA sales** with a good growth momentum during last years
- **Attractive margins**
- Further **growth potential**
- Our **AM offering including**
 - Upgrade and replacement sales
 - Spare parts, consumables and services
 - Stand alone products
- Synergistic with our OEM business – **original OEM installation drive AM volumes**



Our AM Market

	RV AM	CPV AM	MARINE AM	RETAIL	LODGING
Main end customers	RV owners	Active vehicle users	Boat owners	End consumers across all the segments	Hotels, cruiseships etc.
Main Domestic customers	Specialized RV product dealers and distributors	Dealers, distributors and retailers	Boat owners	Big Box retailers	Hotel chains and trading companies / wholesalers
Selected products	Windows & Doors Air Cons	Workshop Equipment Power & Electric	Air Cons Fridges	Portable Peltier Minicool	Minibars Safes
Key markets	Central Europe France Italy UK/Ireland	Benelux Central Europe Nordics	Nordics Central Europe UK	Benelux Central Europe Eastern Europe France	Central Europe Emerging Europe MENA
E-commerce	✓	✓	✓	✓	✓

Our AM offering – Combination of OEM product and stand alone AM products

	Marine products	RV products	CPV products	Retail products	Lodging products
Example products					
Key drivers	<ul style="list-style-type: none"> Installed base Replacement cycles 	<ul style="list-style-type: none"> Installed base Replacement cycles 	<ul style="list-style-type: none"> Driver comfort Emission regulations 	<ul style="list-style-type: none"> Leisure spending Comfort requirements 	<ul style="list-style-type: none"> Investments in 4 and 5 star hotels Replacement cycles
Share upgrade and replacement of OEM products	 <p>High share of upgrade and replacement</p>				 <p>Low upgrade or replacement</p>

Broad portfolio of products

UPGRADE AND REPLACEMENT

- Refrigerators
- Toilets
- Air conditioners
- Windows
- Doors
- Cooking units
- Awnings
- Roof lights
- Chargers/inverters
- ...

CONSUMABLES, SPARE PARTS AND SERVICES





- Sanitation chemicals
- Cleaners
- Fluids for AC Service stations
- ...
- Compressors
- Cooling units
- Electronics
- Condensers
- ...
- 5 years Dometic Guard product protection (repair + service contract)
- Dometic Academy
- European Service Network
- Call Center and helpdesks



STANDALONE AM PRODUCTS

- Cooling boxes – Thermoelectric, absorption and compressor
- AC Service stations
- Rear view cameras
- Inverters
- Wine cellars
- MiniBars
- Safes
- ...

Cooling boxes most important stand alone product in portfolio

	Passive coolers	Active coolers		
				
Technology	Basic	Thermoelectric	Absorption	Compressor
Indicative price range	SEK 100 – 1,000	SEK 500 – 3,000	SEK 1,000 – 5,000	SEK 2,000 – 10,000
Volumes ⁽¹⁾	10 – 100L	20 – 40L	20 – 60L	40 – 100L
Fridge / Freezer	✓ / -	✓ / -	✓ / ✓	✓ / ✓
Description	<ul style="list-style-type: none"> ▪ Hard- and soft-sided cooling boxes using ice or substitutes chill ▪ Cheapest and keep content cold for shorter periods of time (less than 5 days) 	<ul style="list-style-type: none"> ▪ Simplest active tech. for smaller boxes without freezing need ▪ Seasonal item for ordinary shoppers and campers 	<ul style="list-style-type: none"> ▪ Most quiet tech. that can use gas or electricity ▪ Used by campers, boat/ car owners, commercial and medical use 	<ul style="list-style-type: none"> ▪ Can run on both 12V DC or 240V AC power, both refrigerate and freezing ▪ Used by campers, boat/ car owners, commercial use
Channel	<ul style="list-style-type: none"> ▪ Direct to consumers via mass retailers 	<ul style="list-style-type: none"> ▪ Direct to consumers via mass retailers 	<ul style="list-style-type: none"> ▪ Via distributors to specialty shops 	<ul style="list-style-type: none"> ▪ Via distributors to specialty shops

AM Market drivers

Growing installed base and penetration rates

- RV, leisure boat and truck fleet
- Product take rates at initial vehicle/boat sales

Shortened replacement cycle

- Vehicle/boat change of ownership cycles
- Upgrade investments when change of ownership
- Product novelties/cool functions driven demand

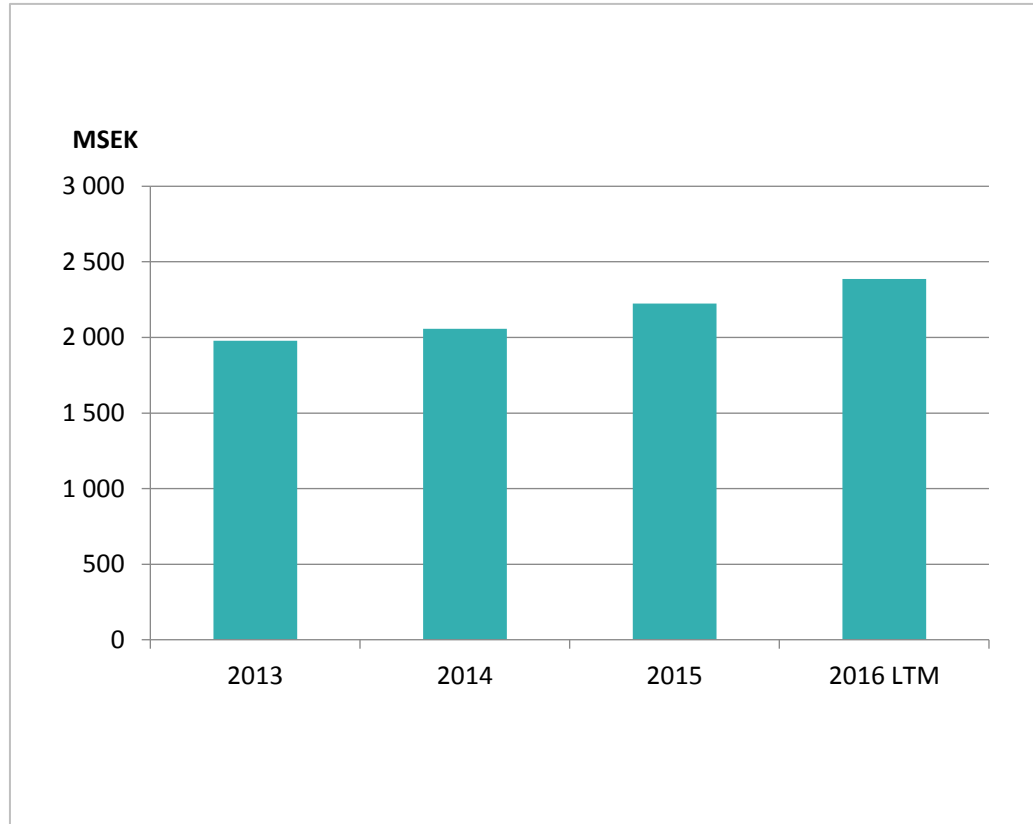
Growth in leisure and outdoor spending

- Growth above GDP
- Outdoor trend



Strong historical growth and clear strategy for future growth

STRONG HISTORICAL GROWTH



CLEAR STRATEGY FOR FUTURE GROWTH

A. Strengthened position in **growing channels** and **larger dealers and retailers**

B. Refine **Go-to-Market** and **Territory sales models solely focused on AM**

C. Strengthened **product range** in large **product categories** with **growth upsides**

D. **Efficiency improvements** in **sales and delivery** processes

E. Brand and marketing gradually shifted to **strengthen position among end consumers**

A. Strengthened position in growing channels and larger dealers and retailers

WHAT WE FOCUS ON

- Internet retailers.
- Gradually migrate toward 1-step sales (when market dynamics allow).
- Strengthening merchandizing capabilities.
- Target large dealers and retailers currently less penetrated.

C. Strengthened product range in large product categories with growth upsides

WHAT WE FOCUS ON

- Product development – “Smart, reliable products with outstanding design”
- Systematic broadening of portfolio, e.g., awnings, sanitation consumables
- Products designed to facilitate both for attractive OEM and AM sales
- We always look for attractive acquisition opportunities

EXAMPLE ON PRODUCT GROUPS WITH ATTRACTIVE GROWTH POTENTIAL

		MARKET SIZE	DOMETIC SHARE
Cooling boxes		~ SEK 1.8bn	25-30%
Awnings		~ SEK 300m	10-15%
Sanitation (excl. consumables)		~ SEK 400m	~ 10%
Sanitation consumables		~ SEK 250m	<5%
AC service stations		> SEK 0.5bn	20-30%

C. Strengthened product range – Example 9series and CAM 35

9series

- Modular fridge concept – Good, Better, Best

- Upselling accessories via aftermarket

- Rack gates



- Take our drawer



- Vario Shelves



- Take out tray



CAM 35

- Two price points for OE + AM
- Easy upselling
- Push and pull via OE / AM channels



Ready for upgrade



12 V cable from a fuel cell to the battery
for a later installation of a fuel cell



Rear view camera cable
for a later installation of a camera system



230 V cable from the roof/rooflight to the fuse box
for a later installation of an air conditioner



Brackets, remote control cable, 12 V cable and 230 V cable
for a later installation of a generator

D. Efficiency improvements in sales and delivery processes for growth, customer satisfaction and margins

WHAT WE FOCUS ON

- Supply chain excellence from Emsdetten
- CRM B2B e-Ordering
- Pan European pricing and rebate schemes (performance driven)
- System support

1. Pro-activity / on time delivery
 2. Agility
 3. Visibility
 4. Customer interaction
 5. Improved forecast/leadtime
- = Working capital improvement

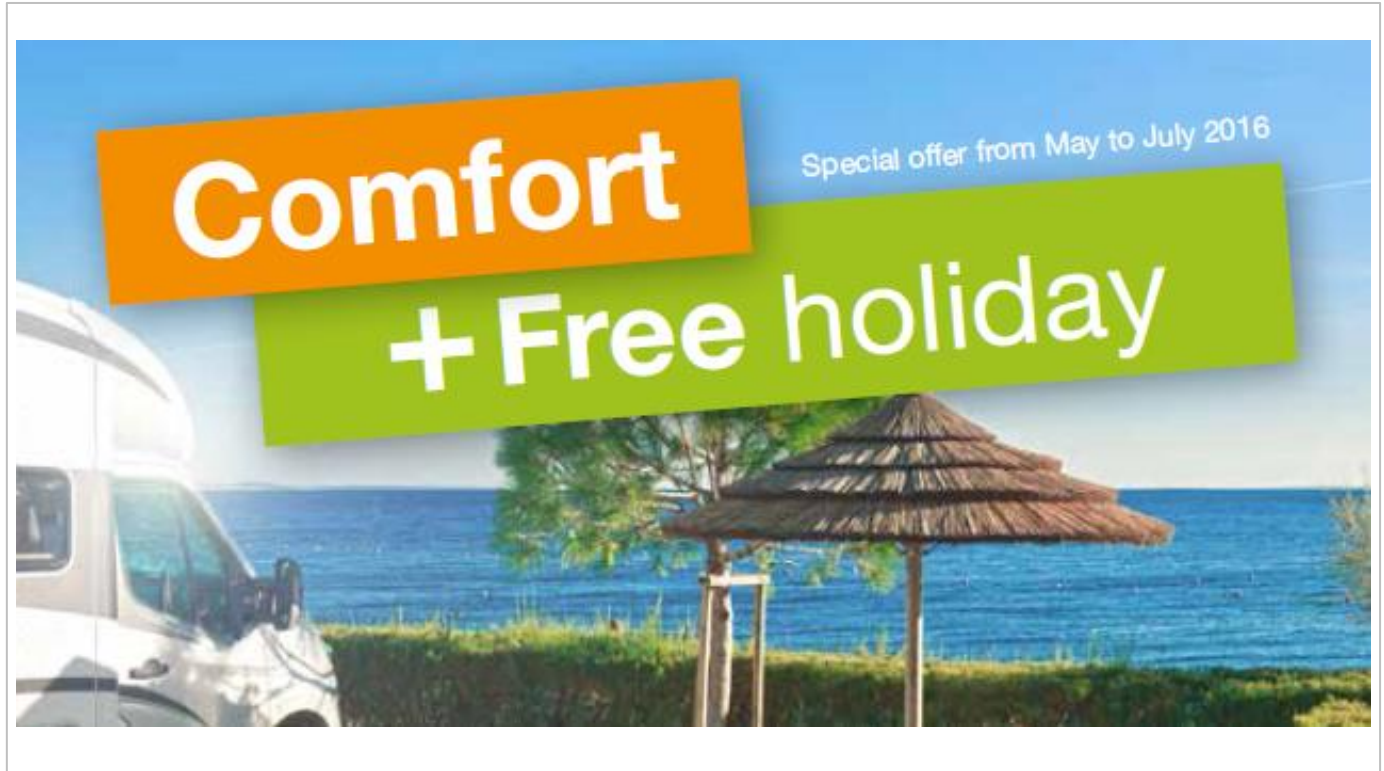


E. Brand and marketing gradually shifted to strengthen position among end consumers

WHAT WE FOCUS ON

- Market/Consumer intelligence
- Brand positioning
- Visual identity
- Digital presence incl. product presentation
- Marketing
- Product packaging
- Co-operations with organizations close to end users, e.g., campgrounds

COOPERATION WITH LEADING CAMPGROUND IN EUROPE



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