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DOMETIC CALL

EV00127709 – 00:45:42

17 September 2021

PRESENTATION

Operator

Hello, and welcome to the Dometic call. For the first part of this call, all participants will be in listen-only mode, and afterwards there will be a short question and answer session. Today, I am pleased to present Juan Vargues, President and CEO, and Stefan Fristedt, CFO. Speakers, please begin.

Juan Vargues

Hi. Good afternoon, everybody, and welcome to this call where we are going to share an introduction about our latest acquisition, Igloo.

So, let's proceed to the first page without any delays. In our opinion, this is a transformational acquisition, which is really giving us a fantastic position in what we describe to be the vehicle-based outdoor business. Igloo is based out of Texas and is one of the world's leading companies in the market for passive cooling boxes and drinkware. This is an old company. It was established in 1947. It has an iconic brand. For us, it will become a foundation, a base for our continuous journey towards growth and higher profitability levels. It gives also a strong position in one of our main markets, namely the food and beverage market, a growth market that I will come back later to.

Igloo has been developing very nicely in the last couple of years. Just now, on 12 months early [ph 00:01:35] numbers, they are running at about $400 million or 24% up versus last year with an EBITDA margin of 10%. Talking about the price, the price for Igloo is going to be $677 million on a cash and debt-free basis and there is also an earnout component that Stefan will describe later on.

If we describe Igloo a little bit closer. I mentioned it previously. Established in 1947, 1,100, with very strong experience, vast experience on the consumer business. They have a number one market position without any kind of doubts. In terms of hard coolers, they have a number one position in terms of hard cooler brands in the US. They have a position as well, branding-wise, worldwide, even if the space is very, very limited. It has to do obviously with the history of the company. And the iconic brand they have. Igloo gives us a fantastic opportunity, obviously, to establish Dometic’s presence, or to accelerate, I would say, Dometic’s presence in the US retail markets, having access now to 90,000 retail stores.

Igloo has been growing on the B2C e-commerce channel very, very fast in the last couple of years, still very far away from the numbers that a competitor that you are very familiar with, namely Yeti, is running. While Igloo is running at 9-10% B2C e-commerce, Yeti is today at 54%. That brings, of course, opportunities for Igloo to grow in that channel. All manufacturing sites in Texas, out of Katy, Texas that provides, obviously, closeness to the market, flexibility and short lead times. We get a fantastic and broad product portfolio of coolers, but also drinkware. Drinkware represents approximately 20% of their revenues and offers also opportunities, both as Igloo brand, where they have been showing very nice growth numbers also on the drinkware side, but also to accelerate our journey as Dometic brand.

They have been working the last couple of years as well to introduce renewable products and have been launching a number of so-called eco-friendly products that we are also very excited about and that we will be collaborating to introduce also as Dometic products using their own technology.

The target with Igloo is really to keep the brand. This is, as I mentioned before, an iconic brand, and we see Dometic's position as the premium brand, and we see Igloo's position as the better [? 00:04:34] brand from a cooler perspective.

We see the cooling box market as a very attractive and growth market. This is part of what we call outdoor industry, and as we see, outdoor lifestyle has been growing for the last ten to 12 years. We continue to see a growth path and the provisions also strong for the years to come. This is a huge market, it's an 8 billion USD markets. It is including both cooling boxes and drinkware. It gives us also the opportunity to introduce even more innovative products. This is a design product area. Profitability-wise, we know that some of our competitors are running at 20% EBIT margins. We also know that the [? 00:05:32] at Dometic are well above the company average and showing very strong margins, and we see opportunities, obviously, for bringing Igloo close to the margins that we are talking about in this case.

Let's move on. This is a very strategic step for us, which is following the 100% strategy that we introduced to the market in May 2019, meaning expanding in the outdoor channel. We wanted to become much more B2C and get also into e-commerce. And of course, we were aware that in order to accelerate our repositioning as a company, we also needed to look for acquisitions outside our traditional areas, and this is obviously a quantum leap in that direction.

This is really the journey that we have been running in the last couple of years. If you go back to the second quarter of 2018, just a few months after I joined the company, the OEM business stood for 61% of the total revenue of the company. Excluding Igloo, we are today down to 53%, even when considering the RV end [ph 00:06:59] market has been growing very, very strongly in the last 12 months. And then, you can see on the right-hand side, the important impact that Igloo will have in our numbers moving forward. So, again, we are walking the talk, we are developing the company according to the strategy that we introduced the market. That will also lead, obviously, to lower cyclicality and higher margins over time.

And then, with that start from my side, I would like to hand it over to Stefan to give us some more insight on the transactional, as such [ph 00:07:34]. Stefan, please.

Stefan Fristedt

Thank you, Juan. So, transaction in overview. We acquired Igloo for an amount of 677 million USD on a cash and debt-free basis, and in addition, there is an earnout element that can generate a maximum of 223 million USD in additional purchase price. The profitability level that the earnout is based on is significantly above the current MTM [ph 00:08:17] level. If we look on the development of our net debt to leverage ratio, acquisition of Igloo is going to add approximately 1.3x, and considering where we are starting from, we will be slightly above our target of around 2.5x.

As Juan mentioned before, the net sales of Igloo for the last 12 month is 401 million USD, and they have seen growth of 24% in this time period. The EBITDA margin for the last 12 months is 10.1%. Synergies from increased sales and cost improvements we have identified, and it's approximately $50 million per annum, and they are expected to be fully achieved within five years. And the transaction is expected to be accretive to the Dometic EPS from 2022. And the closing [ph

00:09:34] is expected to happen in Q4 2021, subject to normal regulatory approvals. And from a reporting point of view, you're going to find Igloo in our segment global going forward.

If we talk a little bit more about the synergies, as such, as I mentioned, they are approximately around 50 million USD on an annualised basis, and will be fully achieved within five years. And they are basically coming from three different areas: starting with the first, the continued implementation of Igloo standalone improvement activities. This is something we have seen during the process of getting to learn about this company, that Igloo and its leadership team have had a solid programme, both on the commercial side and on the cost improvement side, to improve the profitability of the company. And so far, they have shown a strong track record and good traction of delivering these EBITDA improvements.

The second part of the synergies is coming from the commercial side. We see approximately $150 million in increased net sales, and that's coming from utilising the strong combined sales platform. As Juan mentioned, also to grow Igloo outside of US, they have 92% of their current sales in US, mainly targeting EMEA and APAC, and then, utilise Igloo's strong presence in North America, also for Dometic products.

Then, the third category of the synergies is related to cost synergies, which is a smaller portion; it's 5 million USD. It's coming from supply chain sourcing and distribution improvements, but then also the ability to utilise Igloo's high-efficient manufacturing plant in Texas for the products that Dometic is already having in its portfolio.

You know our financial targets, and we just would like to take the opportunity to reiterate that we are staying committed to the targets. And they mean that we should have a sales growth of totally 10%, which is a combination of organic growth, but also M&A-driven growth. EBIT margin: 16 to 17% on average over a business cycle. Net debt to EBITDA: we have, as you know, updated, and the target is now that it should be around 2.5x. Dividend policy means that we should distribute at least 40% of net profit.

So, with that I hand back to you, Juan, to make a summary.

Juan Vargues

Thank you, Stefan. So, we are obviously very pleased with being able to share with you about the Igloo position. This will help Dometic to build up an even stronger and more stable end-user-oriented company. As you know, we have been describing that we see a Dometic that is much more consumer-driven, is much less exposed to cyclicality, is penetrating the major markets in the world, both in terms of cooling boxes and drinkware, but also the more general outdoor business which is North America.

It is one more step in putting together a broad portfolio that will be appealing for what we call vehicle-based outdoor industry, or in other terms, how to have consumers, how to have every single owner of a pick-up truck or a SUV or a station wagon or a sedan to use our products, to be able to buy a roof-top tent [ph 00:14:14] this year, but to buy a cooling box next year, or to buy a barbeque the year after, and without, obviously, taking down the cyclicality exposure that we have today.

We want, obviously, to move from being perceived as a high-ticket discretionary spend company to a lower-ticket discretionary spend company. And we believe that we are getting access to a fantastic brand - there is no American not familiar with the Igloo brand - and we believe that we have opportunities to use the strength of the marketplace to introduce even more Dometic products. But we also believe that Dometic is creating a fantastic platform for Igloo not just to stay in the American market, but to become really a global brand. And with that said, I would like to start with the Q&A session.

Q&A

Operator

Thank you. Ladies and gentlemen, if you do have a question for the speakers, please press 01 on your telephone keypad now. If you wish to withdraw your question, you may do so by pressing 02 to cancel. Once again, if you have an audio question for the speakers, please press 01 on your telephone keypad. There will be a brief pause while questions are being registered.

Our first question comes from the line of Johan Eliason of Kepler Cheuvreux. Please go ahead. Your line is now open.

Johan Eliason

Hi, Juan and Stefan. Congratulations, too, what looks like a very interesting acquisition. It, though, looks like you will have some work to do going forward. I have two questions I would like you to dwell a bit on. First of all, obviously, a very solid growth profile already of this company: 24%, you say, over the last 12 months. I notice that this peer in the US, Yeti, has grown 35% over the same period. Is there a significant reason for this? Is it that Yeti is moving more outside of the US, or how would you see that difference?

And then, secondly, on the margin side, I think you have already alluded to it a little bit, but one big plant in Texas wouldn't be so far to move your plant in Mexico, for example. But I got the feeling that it was also the distribution channel that's important for the margin in your presentation. what's the main activities to get this margin up to a more reasonable level?

Juan Vargues

Thank you, Johan. If we start with the first one. It is clear that it is not a one-to-one to Yeti. Yeti is much more drinkware than Igloo is today. Yeti has become more international the last few years. Yeti is much more e-commerce; with the e-commerce, you don't just get high margins, you also get higher revenues as such, so those are a number of the factors. If you look at market share-wise, we are growing just now market share faster in the American market then Yeti is; Yeti is just now focusing more on international expansion. So, that was the answer to the first question.

On the second question, it’s a little bit of what I'm referring to. On one side, you have Yeti, but we know also that Dometic has totally different margins. So, that's one. We know that it is possible. The second one is, as we said, we have drinkware. It’s a very nice category to be growing in; so that's another one. We have e-commerce. That's another one which is extremely important when Yeti is running at 54% e-commerce, Igloo is at 9%. They just started one year ago, and they are showing by now fantastic numbers. But of course, from a low base.

Thirdly, you have also international markets, and the US is obviously the largest market in the world. But that's also where you have the most competitors. So, having Dometic as a base abroad, overseas, we have a fantastic platform for Igloo to develop as well. So, it's not one silver bullet; there are a number of different areas.

From manufacturing perspective, Igloo is an American brand. It's an iconic American brand. If you look at these products, meaning cooling boxes, drinkware, you would find them, obviously, all over the continent, but in reality, it's very much in the south. So, to me, to move to Mexico here and now, it doesn't make any sense. We have our customers in the US, and we have our customers even more in southern US; that’s in terms of hard coolers.

Then, you have so-called soft coolers and you have drinkware, and very much of that is imported from Asia, and everybody else is importing from Asia as well. So, I think we have a very, very good set-up for distributing our products. And of course, in this case, and if we're looking at the synergies, we have seen synergies on the cost side. But that's not the reason for making this acquisition. The reason for the acquisition is to get access to distribution; to get a fantastic brand; to help on one side, Dometic, on the other side, to offer this Igloo brand a global platform that they are lacking today.

Johan Eliason

Excellent. If I just may just get a feeling for the pandemic impact as well. How would you see Igloo’s 400 million turnover vis-à-vis pre-pandemic 2019 levels, just to get the feeling for that development as well.

Juan Vargues

They have been growing organically in the last five, six, seven years. And if you look at both Igloo and Yeti were showing very nice numbers in 2020, despite the pandemic. So, it's also telling you the exposure that these products and markets do have in comparison to the more traditional, where Dometic has been historically.

Johan Eliason

OK. Thank you very much.

Juan Vargues

You are so welcome.

Operator

Our next question comes from the line of Agnieszka Vilela of Nordea. Please go ahead. Your line is now open.

Agnieszka Vilela

Thank you, operator. I have a question on the underlying profitability of Igloo’s standalone business. Looking at the last 12 months, we can see that the EBITDA margin was 10%, despite growth of more than 20%. So, what kind of progression did they make in the recent time? I think, Stefan, you mentioned that they did improve the level, and what's the aspirational level that you see for that business? Thanks.

Stefan Fristedt

One of the drivers of our interest in Igloo is that we have seen that the current management team at Igloo have implemented and are continuously implementing a number of activities that is going to drive profitability in Igloo. They've been able to show that improvement. The challenge that they have been seeing lately is pandemic-related and related to the raw material price development that has been very quickly, rapidly increasing, not only by the pandemic. There has been other circumstances as well, which has more had to do with extreme weather situations, that has even more fuelled this situation.

So, if you look through that, you can absolutely see that they have been improving the margin with a couple of percentage points year by year since they came into place, which was approximately three years ago. This is also reflected in the earnout structure that we have, which is not an extremely long one. That is reflected in that. The sellers and we, as buyers, are expecting to see significantly underlying improvements coming through here when the raw material situation is normalising. So, this is an important part which has been one of the driving forces for us to have the interest in Igloo. Absolutely.

Agnieszka Vilela

But I just try to understand the gap nowadays or today between Igloo’s profitability and your own profitability, as you mentioned, or even Yeti’s. Are they more dependent on the raw materials? Or is it that premium-ness of the brand is somewhat less? Or how should we understand it? The gap?

Stefan Fristedt

I think it probably has a lot to do with the positioning and with the pricing. We believe that a lot of is sitting there, and they have started a very impressive journey in product segmentation per channel, where they are moving the positioning within each one of the channels and going in the direction of being a better-positioned rather than a good-positioned company.

Then, the raw material situation is more caused by the pandemic and some other circumstances. So, that is something that we’ll normalize over time. I don't know, Juan, if you want to add something to this.

Juan Vargues

You have a couple of factors. On one side, e-commerce has a massive impact on the numbers. That's crystal clear. So, that's one of the areas where we will, obviously, work together with the company in the same way as we are doing internally in Dometic to grow much faster. The other one, which is important in this case, like for many other companies, is product mix we. We know that you don't need the same infrastructures when you are doing coolers than when you are doing drinkware. They are much more heavy on the drinkware than we are. So, from that perspective, we have also clear targets to increase. So, rest assured that our target is to get to the numbers of other-- We know how much we are making on cooling boxes.

Agnieszka Vilela

Perfect. Thank you. And then, my last question is probably again to Stefan. The leverage now is increasing above 2.5x after this acquisition. Do you think that it will limit your capacity for future acquisitions, especially also taking into the consideration the earnouts that might kick in?

Stefan Fristedt

In the short term, of course, we have to keep this in mind. But, as you know, the smaller acquisitions we are doing is not adding a lot of leverage. But then, if we are looking ahead, we know that we have already, before the acquisitions, had a rather strong deleveraging profile, and that deleveraging profile has rather improved somewhat with the acquisitions that we have done during 2021. So, I'm expecting the leverage to come down rather quickly over the coming 12 months here. So, I think, if you look more on the medium term and beyond, I don't see that that there is any compromise on what we would like to do to execute on our strategy.

If I may comment, Agnieszka, we have been repeating this a number of times. We believe that we will see one of these transformation acquisitions once every three years, once every four years for the simple reason that there are not many targets. On the contrary, there are many, both, and as Stefan mentioned, of course, in terms of price tag or in terms of leverage, it’s a different story. So, I guess that the short summary is that Igloo is not stopping our journey, simply because we are now going to see another transformation acquisition in three months from now.

Agnieszka Vilela

Great, Thank you.

Stefan Fristedt

Thank you.

Operator

Our next question comes from the line of Fredrik Moregård of Pareto Securities. Please go ahead. Your line is now open.

Fredrik Moregård

Thank you very much, operator. Hello, Stefan and Juan. First off, just a question on the synergies of $150 million on sales [ph 00:28:51] as you're seeing just today [ph 00:28:53]. To be very clear on how that is defined, should this be interpreted as being on top of the organic growth that you would expect from both Dometic and Igloo as standalone companies, purely an effect of the combination of the two companies? Is that a correct way to interpret it?

Stefan Fristedt

That is the correct way of interpreting it. Yes.

Fredrik Moregård

All right. Perfect. Then secondly, when it comes to B2C sales, you mentioned it was 19% for Igloo. I'm guessing, at least that that's higher than it is for most of your other similar businesses in Dometic. [? 00:29:29] you bought Front Runner earlier this spring, and now another DPC [ph 00:29:36] platform with Igloo. What is your strategic plan when it comes to growing directly two consumer businesses? Are you going to work with different platforms across different geographies? Or are you looking to integrate all of those two to one common platform for you to drive--?

Juan Vargues

We are integrating. We are already there. We implemented a new platform in the US in January, we implemented a new platform in the Pacific back in June, and we're implementing just now across EMEA. Then, of course, the first thing that we do is not to take Igloo and to take Front Runner into the new platform since they have just now implemented platforms. But of course, as you know, IT moves quickly.

So, sooner or later, we will need to upgrade platforms, and then we will be based on the common platform. Then, as I mentioned before, it is also important to remember that Igloo is Igloo, Dometic is Dometic, from a branding perspective. So, you will not go to the Dometic website and buy Igloo. You will go to the Igloo website. And the other way around for Dometic. Dometic is implementing, clearly, a global platform. We are building up a global organisation, and we are rolling it out already now. Again, in small numbers, but growing very, very fast.

Front Runner is a fantastic addition. They are B2C-orientated. They are on 50% already today, BC. That proves again that it is possible. It's not just Yeti doing that; we are also doing that with some of our units where we can burn a lot. And now we have Igloo being a fantastic complement which is on the way up. They started with e-commerce just 18 months ago. So, they are in the early phase of this, and that's why we believe firmly that we will see growth and we will see margin improvements over time.

Fredrik Moregård

All right. Yes. 19% after 18 months. That sounds very promising. Thank you very much.

Juan Vargues

Thank you.

Operator

Our next question comes from the line of Karri Rinta of Handelsbanken. Please go ahead. Your line is now open.

Karri Rinta

Thank you. Thanks very much. I will start with just a clarification. Is it 9% or 19%?

Stefan Fristedt

9%.

Karri Rinta

9%? OK. Good. And then, the 1,100 employees that they have. How many of them, roughly, work in manufacturing?

Stefan Fristedt

600-700.

Karri Rinta

OK. 600-700? All right. And then, finally, more strategic, these cross-selling synergies, given that in active cooling, you are a high-end player, whereas Igloo is more mid-market to low-end. In the physical channel, in stores, where do you see those opportunities that, in EMEA, you can add Igloo to the channels where you're selling Dometic? And in the US, where do you see the same opportunities in adding Dometic products to retailers that are selling Igloo's? Any names, any specific examples would be helpful.

Juan Vargues

You have the sporting [ph 00:33:10] goods channel is a great channel. They are there. We are starting. As we have been commenting, Dometic is today on RA [ph 00:33:18]. We are on [? 00:33:21] goods, [? 00:33:23] sporting goods. We are. But of course, that, we are taking step-by-step, and customers, when you are new to the market, as we are as Dometic, they are cautious. They need to prove us, and all that kind of stuff. If you look at Igloo, they are already in RA [ph 00:33:46] since many, many years. They are in all these channels. So of course, that, if you have been working for Walmart, as these guys have, you have the credibility. They have relationships with Walmart for the last 40 years with Target, but they have relationships with Cabela's [ph 00:34:03], with MVI [ph 00:34:05], with all these companies. With that, we see lots of opportunities in the US.

Then, we have other opportunities where we are talking about overseas. They don't have people. We have people. It wouldn't be the same for Igloo, obviously, to establish their own organisation in France or in Germany from scratch, and you have an organisation of five or six people the first day that you're opening the door than to have one person, which is Igloo, dedicated, hosted by Dometic organisation. So, we see, and what is funny is that, even in the States, it's minimal outside the US. We're talking about 8% outside the Americas, outside the US. So, they still have a brand. And that's very positive. What they are lacking today is a presence. They are lacking the distribution. Of course, we have distribution in Europe. We have our main warehouse in Germany, in the middle of Germany, reaching the rest of Europe in hours. So, of course, that will be a fantastic complement to what they are doing.

Karri Rinta

OK. And then, a quick follow-up on that because I think the US market is well understood, and we have talked about some of the strong names there. But the European market for passive cooling: which would be the competitors that they would be facing?

Juan Vargues

I think that it is today limited competition. But what is the really positive here is that now we have an American company that has made a fantastic journey and that is establishing in Europe all over the place, which is Yeti. You can find today Yeti. You can find Yeti on Oxford [ph 00:35:41] Street, and you can find Yeti in any of the main capital cities across. That is creating a market as well. And that's what we see with our own passive coolers, as well. We were not selling passive coolers in Europe three, four years ago. We are selling passive coolers today. All of a sudden, we have two players in Dometic and Yeti developing that market.

Karri Rinta

And what's pricing strategy in Europe? Because, given the brand is not that known in a non-Internet world, you could probably price it at a premium to the levels that they sell in the US. That means that all of this stuff is in Amazon, so you can't really deviate from global prices.

Juan Vargues

Correct. That's the target. But the position of Igloo, from the starting point, Igloo has been historically good and better. Our job is, obviously, to help Igloo to become better than good. That's the American market. If you look at European markets, it's wide open. So, I believe that we have a different opportunity to become much more better from day one. Being an

American product with a strong brand name, even again if the brand name is not known in Europe, it is – Yeti is not known in Europe until now. So, we are working together at the same level, so to say, to develop that brand across Europe.

And then, the other one, is that I truly believe that there is a market for active cooling. And when looking at the global numbers, it is clear as well that passive coolers is the major market in the world. And even when you take a Dometic premium active cooler and compare with a Yeti premium active cooler, it is a significant price difference. So, we will attract new customer categories where we are not today.

Karri Rinta

Another follow-up, if I may. Sorry about this, but would you say that with these cross-selling synergies, there is actually more potential in Europe than there is in the US in the short term?

Juan Vargues

I think it's both. I think that there is the same for--. I do believe that Igloo will give Dometic a lot of credibility among the major retailers in the US. We are talking about, obviously, sporting goods, we are talking about the more outdoor-based retailers in the US. Just the fact that they have been there for so many years is just impressive. I have been working with Walmart before, and I know how demanding they are. I have been working with Target before. I know how demanding they are. You cannot simply miss deliveries. You have to get it 100% right. The gives credibility. Even if we have two different brands, even if we have two different teams, there is no American retailer that is not going to know today that Dometic owns Igloo. We will, obviously, share platforms in terms of logistics and all that kind of stuff.

Perhaps this is interesting to mention: I see a market, as well, on the better [ph 00:39:31] and good for active coolers that I don't want to get into with a Dometic brand. But I have an Igloo brand. So, we have Dometic being super premium in the US today, even if we are small. If you look at premium products on coolers, you will find Yeti being the giant, and Dometic, the second one, even if, obviously, size-wise, we are minuscule today in coolers, but still, we have a very strong brand. Then, you have Igloo, which is, as I said, good and better. Giving Yeti technology coming from Dometic, we would help also Yeti to start looking at their own positioning to become much better. But also, obviously, with that, you follow the prices, the pricing, and you create a new category which is not in those retailers. So, we believe that we can put together a very attractive product portfolio.

Karri Rinta

All right. Thank you very much. Sounds very interesting.

Juan Vargues

You're welcome.

Operator

Our next question comes from the line of William McCawley of Morgan Stanley. Please go ahead. Your line is now open.

William McCawley

Hi. Good afternoon, gentlemen, I hope you're both well. My first question is on the phasing of the synergies. You said that you expect to achieve them within five years, but could we get a little bit more colour about the actual time frame of these, how's it going to phase over the next couple of years? And extension of that: if you achieve this synergy target, how much of the earnout would you have to pay?

Stefan Fristedt

If we achieve the full synergies target, then that would mean that we would pay them the majority. Clearly so. And then, the phasing in. You have to follow the already-initiated standalone improvements that has been driven by the current leadership team and the leadership team that is going to continue to run Igloo. Both we and the sellers are expecting to see results, as I did indicate, that you would have to see a significant improvement versus the current LPM EBITDA for the run-out to materialise. So, there is, of course, going to be, how should I say, a step-change related to that. And then, I think the commercial synergies is, obviously, going to take a little bit longer time to realise. So, they will probably come in more gradually during the five-year period.

William McCawley

OK. Perfect. And my second question is: on this slide, you mentioned how this acquisition helps you move away from higher value, more cyclical discretionary spend towards lower value, less cyclical discretionary spend. So, I guess my question is: why not also divest some of these more cyclical businesses through the focus on this lower discretionary spending market [ph 00:43:30]?

Juan Vargues

You never know how it could look like tomorrow. Of course, we are revising our product portfolio, and we will continue to revise our product portfolio. You can see on the charts that we were showing that things are happening. And we might be in a situation sooner or later where we simply decide to leave some of these areas. I have always been talking a lot about which kind of products are driving aftermarket, and which kind of products do drive very little aftermarket. Of course, we will evaluate in continuous basis when it is time: whether, first, if we should; second, when is the right timing for doing it. But you are totally right. We have no intention of growing everywhere. We have no intention of doing everything for everybody. We are focusing a lot, we are dissecting businesses, we are organising ourselves better [ph 00:44:29]. And I believe that we are becoming much more segmented as a company. We want to be world class in the things that we are doing.

William McCawley

Very clear. Thank you very much.

Juan Vargues

You're welcome.

Operator

Thank you. We have no further audio questions. I will hand back to the speakers for any final remarks.

Juan Vargues

Juan Vargues here again. Thank you very much for your attention. This is a very important step for us. This is opening a new era for us. We [? 00:45:13] a few years ago, where that became a growth platform for us within the Marine markets, and we see Igloo as another group platform that will help us to penetrate the outdoor market. We are becoming more and more of an outdoor lifestyle company for every day. So, thank you very much for your attention, and talk to you soon. Goodbye.

Stefan Fristedt

Thank you. Goodbye.

Juan Vargues

Bye.