

DOMETIC TO ACQUIRE IGLOO

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JUAN VARGUES

PRESIDENT & CEO

STEFAN FRISTEDT

CFO



DISCLAIMER

SOME STATEMENTS HEREIN ARE FORWARD-LOOKING AND THE ACTUAL OUTCOME COULD BE MATERIALLY DIFFERENT. IN ADDITION TO THE FACTORS EXPLICITLY COMMENTED UPON, THE ACTUAL OUTCOME COULD BE MATERIALLY AFFECTED BY OTHER FACTORS, (A) CHANGES IN ECONOMIC, MARKET AND COMPETITIVE CONDITIONS, (B) SUCCESS OF BUSINESS AND OPERATING INITIATIVES, (C) CHANGES IN THE REGULATORY ENVIRONMENT AND OTHER GOVERNMENT ACTIONS, (D) FLUCTUATIONS IN EXCHANGE RATES AND (E) BUSINESS RISK MANAGEMENT.

TRANSACTION HIGHLIGHTS

A TRANSFORMATIVE ACQUISITION POSITIONING DOMETIC AS THE LEADING VEHICLE BASED OUTDOOR COMPANY IN THE US

- Dometic to acquire Igloo, based in Texas, USA, and one of the world's leading companies in the market for passive cooling boxes and drinkware
- Creates a foundation for continued strong growth in sales and profitability in line with the group's financial targets
- Allows Dometic to leverage its core competencies and rich history around Food & Beverage
- Net sales of Igloo for the previous 12 months¹⁾ is USD 401 million (+24%), with an EBITDA margin of 10.1%
- Dometic will acquire Igloo for USD 677 million, on a cash and debt free basis



¹⁾Aug 2020 – July 2021

IGLOO ASSETS

AN ICONIC BRAND, FOUNDED IN 1947

- 1,100 employees with strong experience from consumer business
- #1 market position and #1 brand in the US – Igloo brand will remain
- Products in 90,000 retail stores
- Growing B2C sales channel
- Highly efficient manufacturing plant in Texas – provides cost benefits, flexibility and short leadtimes
- Broad portfolio of coolers and drinkware across all price-points
- Large range of Renewable and other ECO-friendly products



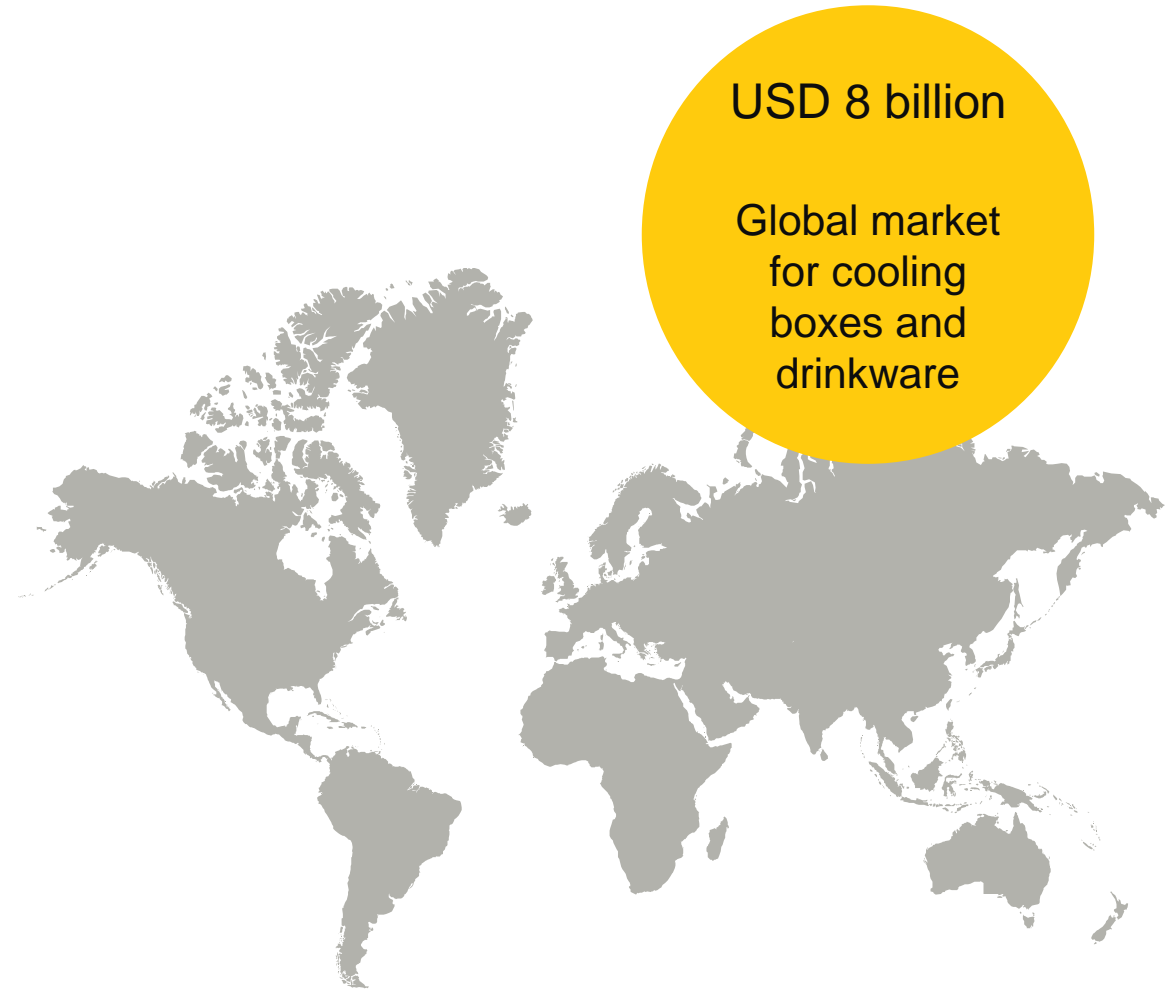
<p>Iconic brand</p> <p>#1 cooler brand in the US</p>	<p>Market leader</p> <p>#1 position in volumes, growing market share</p>	<p>Portfolio strength</p> <p>Products across all price-points</p>	<p>Retail presence</p> <p>Products sold in 90,000 stores globally</p>	<p>Manufacturing advantage</p> <p>Largest manufacturer of coolers in the US</p>
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Source: BCG study March 2021 and NPD research September 2020

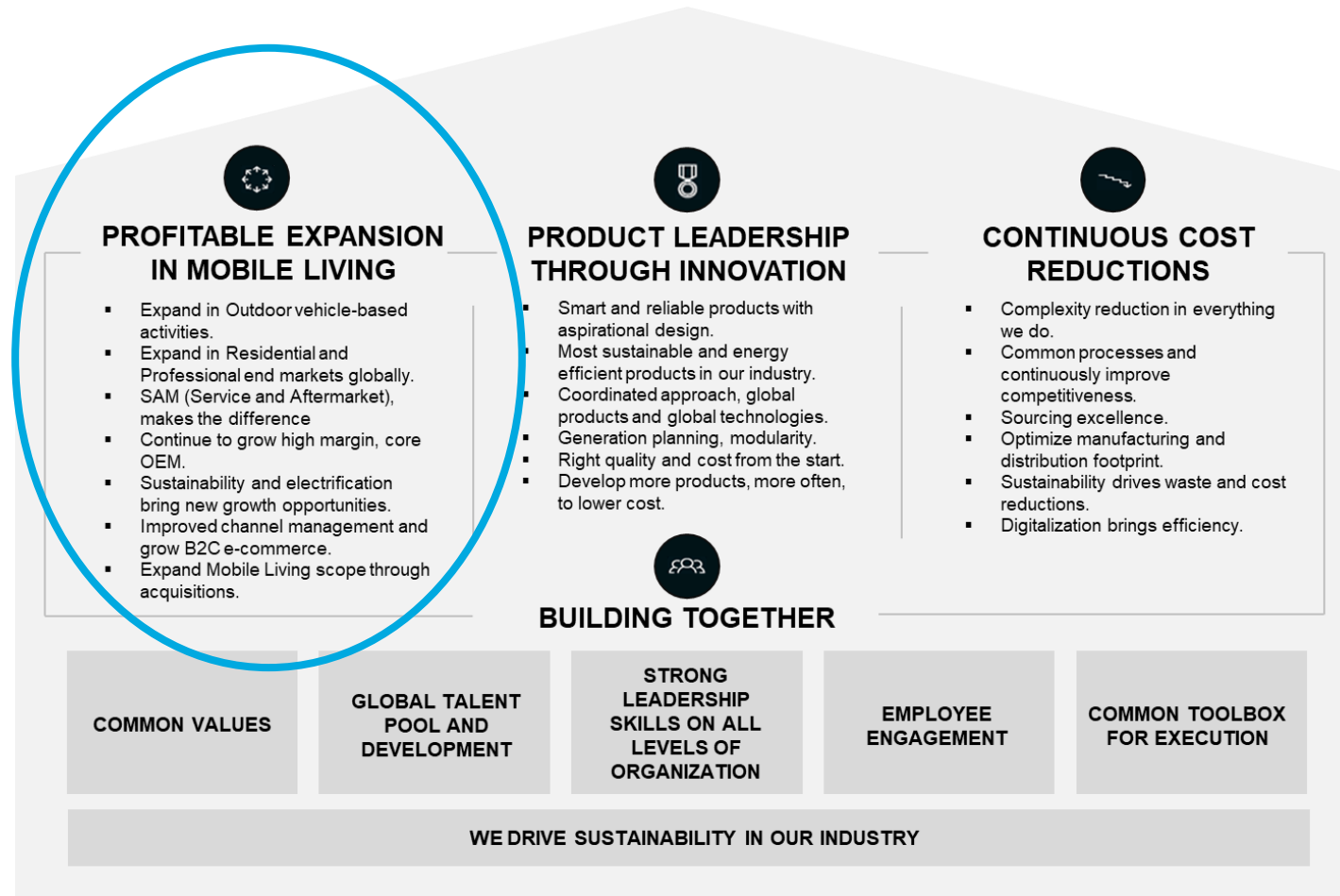
AN ATTRACTIVE MARKET

A PROFITABLE AND GROWING MARKET

- The growing outdoor industry shows increasing demand for mobile cooling boxes and drinkware
- There is a rising demand for food & beverage cold storage
- Introduction of innovative, designer products made of eco-friendly materials supports market growth
- Profitable industry, EBIT margins of 20% among competitors
- Dometic cooling boxes margins are strong, well above company average



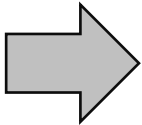
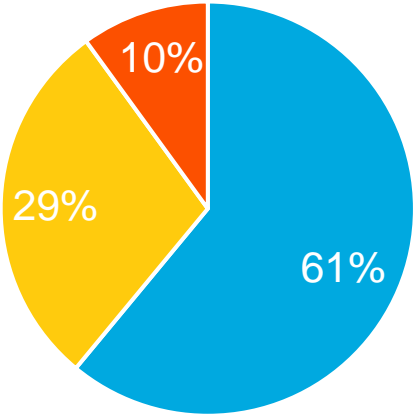
THE ACQUISITION SUPPORTS GROUP STRATEGY



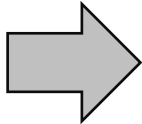
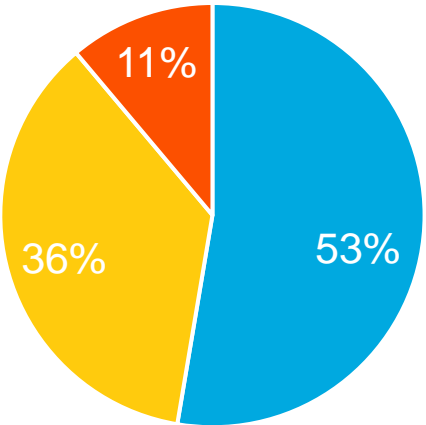
MORE FAVORABLE BUSINESS MIX

INCREASED SHARE OF LOW-TICKET DISCRETIONARY SPEND WHERE VOLATILITY IS LOWER

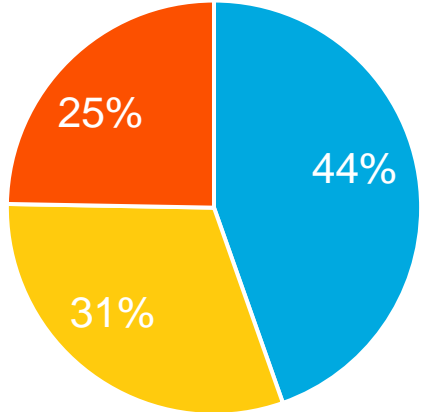
Dometic 2018
Q2 LTM



Dometic 2021
Q2 LTM



Dometic 2021 Q2 LTM
including Igloo



■ OEM ■ Service & Aftermarket ■ Distribution

■ OEM ■ Service & Aftermarket ■ Distribution

■ OEM ■ Service & Aftermarket ■ Distribution

TRANSACTION OVERVIEW

THE ACQUISITION IS EXPECTED TO BE ACCRETIVE TO EPS IN 2022

- Dometic will acquire Igloo for USD 677 million, on a cash and debt free basis
 - In addition, an earn-out element to a maximum of USD 223 million
- Expected to add 1.3x on Net debt / Leverage ratio
- Net sales of Igloo for the previous 12 months¹⁾ is USD 401 million (+24%), with an EBITDA margin of 10.1%
- Synergies from increased sales and cost improvements, with an EBITDA impact of appr USD 50 million per annum, are expected to be realized within five years
- The transaction is expected to be accretive to Dometic's EPS in 2022
- Closing is expected in Q4 2021, subject to regulatory approvals.
- To be reported in segment Global

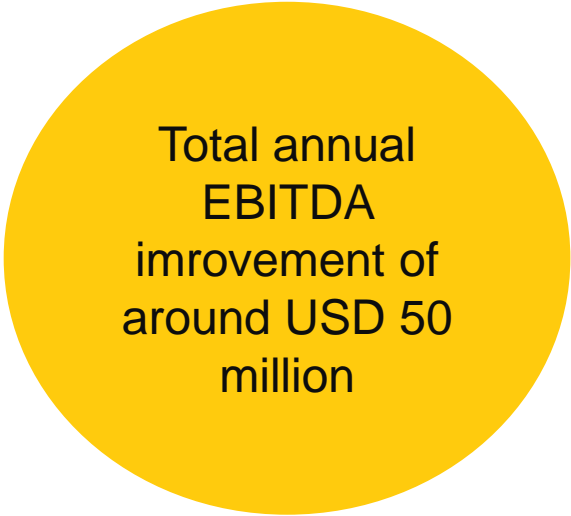


¹⁾ August 2020 – July 2021

SYNERGIES

EXPECTED TO GENERATE SIGNIFICANT SALES GROWTH GLOBALLY

- Continued implementation of Igloo stand-alone improvement activities
 - Strong track record and traction of EBITDA improvements in recent years
- Increased net sales of USD 150 million estimated
 - Strengthened combined sales platform
 - Potential for strong growth in EMEA and APAC
 - Utilize Igloo's strong presence in North America for Dometic products
- Cost synergies of USD 5 million
 - Supply chain, sourcing and distribution improvements
 - Utilization of Igloo's highly efficient manufacturing plant in Texas



Total annual
EBITDA
improvement of
around USD 50
million

COMMITTED TO OUR FINANCIAL TARGETS

FINANCIAL TARGETS OVER A BUSINESS CYCLE

NET SALES GROWTH	10%	Including organic growth and M&A
EBIT MARGIN¹⁾	16%–17%	EBIT margin of 16%–17%
NET DEBT/EBITDA	2.5x	Net Debt/EBITDA around 2.5x
DIVIDEND POLICY	40%	At least 40% of net profit


¹⁾ EBIT before I.A.C.

SUMMARY AND STRATEGIC RATIONALE

BUILDING A STRONGER AND MORE STABLE END-USER-ORIENTED COMPANY

1. The acquisition of Igloo will significantly strengthen Dometic's offering and distribution network for the outdoor market in North America.
2. The acquisition is a major step in Dometic's strategy to continue grow in the attractive vehicle based outdoor industry and creates a strong base for further growth globally
3. Broadens sales exposure from "high ticket discretionary spend" to "low ticket discretionary spend"
4. Igloo's iconic brand, consumer competence and local manufacturing capabilities will further drive sales and margin expansion





Q&A

SAVE THE DATE
NOVEMBER 30, 2021. 14:00 – 17:30 CET

DOMETIC CAPITAL MARKETS UPDATE
LIVE IN STOCKHOLM, SWEDEN