



THOR
Go Everywhere. Stay Anywhere.™

Welcome to Investor Day 2022



June 27, 2022
Jackson Center, Ohio



Overview

Mark Trinske

Vice President of Investor Relations



THOR
Go Everywhere. Stay Anywhere.™

Agenda

9:00 am

Welcome

Peter Orthwein, *THOR Industries Co-founder & Chairman Emeritus*

Opening Remarks

Bob Martin, *Chief Executive Officer*

THOR's People Journey

Ken Julian, *Senior Vice President of Administration & Human Resources*

Who We Are and How We've Performed

Todd Woelfer, *Chief Operating Officer* and Colleen Zuhl, *Chief Financial Officer*

THOR's Strategic Framework to Drive Long-Term Growth

Todd Woelfer, *Chief Operating Officer* and Colleen Zuhl, *Chief Financial Officer*

North American Operations Update

Matt Zimmerman, *North American RV Group Manager*

Break

Operating in the THOR Family of Companies – An Airstream Perspective

Bob Wheeler, *President and Chief Executive Officer, Airstream*

European Operations Update

Troy James, *Senior Vice President of International Business Operations*

Our Vision: Market Outlook, Downside Scenario and Updated Five-Year Goals to Create Shareholder Value

Todd Woelfer, *Chief Operating Officer* and Colleen Zuhl, *Chief Financial Officer*

Closing Remarks

Bob Martin, *Chief Executive Officer*

12:00 pm

Lunch and Q&A

1:00 pm

Airstream Manufacturing and Museum Tours and Reception



THOR
Go Everywhere. Stay Anywhere.™

Forward Looking Statements

This presentation includes certain statements that are “forward-looking” statements within the meaning of the U.S. Private Securities Litigation Reform Act of 1995, Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. These forward-looking statements are made based on management’s current expectations and beliefs regarding future and anticipated developments and their effects upon THOR, and inherently involve uncertainties and risks. These forward-looking statements are not a guarantee of future performance. We cannot assure you that actual results will not differ materially from our expectations. Factors which could cause materially different results include, among others: the impact of inflation on the cost of our products as well as on general consumer demand; the effect of raw material and commodity price fluctuations, and/or raw material, commodity or chassis supply constraints; the impact of war, military conflict, terrorism and/or cyber-attacks, including state-sponsored attacks; the impact of sudden or significant adverse changes in the cost and/or availability of energy or fuel, including those caused by geopolitical events, on our costs of operation, on raw material prices, on our independent dealers or on retail customers; the dependence on a small group of suppliers for certain components used in production, including chassis; interest rate fluctuations and their potential impact on the general economy and, specifically, on our profitability and on our independent dealers and consumers; the extent and impact from the continuation of the COVID-19 pandemic, along with the responses to contain the spread of the virus, or its variants, by various governmental entities or other actors, which may have negative effects on retail customer demand, our independent dealers, our supply chain, our labor force, our production or other aspects of our business; the ability to ramp production up or down quickly in response to rapid changes in demand while also managing costs and market share; the level and magnitude of warranty and recall claims incurred; the ability of our suppliers to financially support any defects in their products; legislative, regulatory and tax law and/or policy developments including their potential impact on our independent dealers, retail customers or on our suppliers; the costs of compliance with governmental regulation; the impact of an adverse outcome or conclusion related to current or future litigation or regulatory investigations; public perception of and the costs related to environmental, social and governance matters; legal and compliance issues including those that may arise in conjunction with recently completed transactions; lower consumer confidence and the level of discretionary consumer spending; the impact of exchange rate fluctuations; restrictive lending practices which could negatively impact our independent dealers and/or retail consumers; management changes; the success of new and existing products and services; the ability to maintain strong brands and develop innovative products that meet consumer demands; the ability to efficiently utilize existing production facilities; changes in consumer preferences; the risks associated with acquisitions, including: the pace and successful closing of an acquisition, the integration and financial impact thereof, the level of achievement of anticipated operating synergies from acquisitions, the potential for unknown or understated liabilities related to acquisitions, the potential loss of existing customers of acquisitions and our ability to retain key management personnel of acquired companies; a shortage of necessary personnel for production and increasing labor costs to attract production personnel in times of high demand; the loss or reduction of sales to key independent dealers; disruption of the delivery of units to independent dealers; increasing costs for freight and transportation; asset impairment charges; competition; the impact of potential losses under repurchase agreements; the potential impact of the strength of the U.S. dollar on international demand for products priced in U.S. dollars; general economic, market and political conditions in the various countries in which our products are produced and/or sold; the impact of changing emissions and other related climate change regulations in the various jurisdictions in which our products are produced, used and/or sold; changes to our investment and capital allocation strategies or other facets of our strategic plan; and changes in market liquidity conditions, credit ratings and other factors that may impact our access to future funding and the cost of debt.

These and other risks and uncertainties are discussed more fully in our Quarterly Report on Form 10-Q for the quarter ended April 30, 2022 and in Item 1A of our Annual Report on Form 10-K for the year ended July 31, 2021.

We disclaim any obligation or undertaking to disseminate any updates or revisions to any forward-looking statements contained in this presentation or to reflect any change in our expectations after the date hereof or any change in events, conditions or circumstances on which any statement is based, except as required by law.

This presentation includes certain non-GAAP financial measures, such as EBITDA, adjusted EBITDA, net debt to adjusted EBITDA leverage, free cash flow and ROIC. These non-GAAP financial measures should not be considered a substitute for the comparable GAAP financial measures. Reconciliations of these non-GAAP financial measures to the most directly comparable GAAP financial measure are included in the Appendix to this presentation.

Welcome

Peter Orthwein

THOR Co-founder and
Chairman Emeritus



THOR

Go Everywhere. Stay Anywhere.™



History of THOR



Opening Remarks

Bob Martin

President and Chief Executive Officer



THOR
Go Everywhere. Stay Anywhere.™



Welcome



**NEW STATE-OF-THE-ART
AIRSTREAM FACILITY**



**NEW MANUFACTURING
FACILITY**



**AIRSTREAM
HERITAGE CENTER**

Leadership Team with Extensive RV Industry Experience



Bob Martin

President & Chief
Executive Officer

Years with THOR: 21

Years Industry Experience: 29



Colleen Zuhl

Senior Vice President &
Chief Financial Officer

Years with THOR: 11

Years Industry Experience: 18



Todd Woelfer

Senior Vice President &
Chief Operating Officer

Years with THOR: 10

Years Industry Experience: 29



Ken Julian

Senior Vice President of
Administration & HR

Years with THOR: 18

Years Industry Experience: 33



Trevor Gasper

Senior Vice President, General
Counsel & Corporate Secretary

Years with THOR: 5

Years Industry Experience: 17



Senior Operations Management

Long-term History of Successfully Operating Through Up and Down Business Cycles



Matt Zimmerman

North American RV Group
Manager

Years with THOR: 21

Years Industry Experience: 25



Troy James

Senior Vice President of
International Business
Operations

Years with THOR: 12

Years Industry Experience: 30



Bob Wheeler

President & Chief Executive
Officer, *Airstream*

Years with Airstream: 22

Years Industry Experience: 29

THOR Company Presidents & Years Industry Experience

Jeff Rutherford, *Airxcel* – 27

Darin Elswick, *CrossRoads* – 30

Kyle Kwasny, *Dutchmen* – 18

Alex Leopold, *Erwin Hymer Group* – 7

Ryan Juday, *Heartland* – 23

Ken Walters, *Jayco* – 28

Jeff Runels, *Keystone* – 25

Aram Koltookian, *KZ* – 27

Kevin Robinson, *Postle* – 22

Danny Hest, *Roadpass Digital* – 4

Jeff Kime, *Thor Motor Coach* – 33

Leigh Tiffin, *Tiffin* – 9



Our Forecast History: 2025 Financial Goals and Actual Performance

2025 Goals (Announced in Oct. 2019)

April 30, 2022

NET SALES



\$14.0B

\$16.1B⁽¹⁾

GROSS MARGIN



16.0%

17.0%⁽¹⁾

CUMULATIVE NET CASH
FROM OPERATIONS
(FY 20 – FY 25)



\$3.0B

> \$1.7B⁽²⁾

(1) TTM as of April 30, 2022

(2) Cumulative FY 20 – April 30, 2022






THOR Investor Day 2022



THOR
Go Everywhere. Stay Anywhere.™

Our Vision: 5-Year Performance Projections

By the end of Fiscal Year 2027, THOR projects:

NET SALES		\$20B
SUSTAINABLE GROSS MARGIN		17%
EPS		\$27.00
CUMULATIVE NET CASH FROM OPERATIONS (FY 23 – FY 27)		\$6B+
REDUCED GREENHOUSE GAS (GHG) EMISSIONS		↓ by 40%

At THOR, we have consistently taken a long-term view of our business. Whether considering investments in new plants, acquisitions or our people, we make decisions we believe will benefit our Company not just for the next year but for the next decade or more.



THOR
Go Everywhere. Stay Anywhere.™



THOR's People Journey

Ken Julian

Senior Vice President of
Administration and
Human Resources



THOR
Go Everywhere. Stay Anywhere.™

Shareholder Value Through Our People Journey



EMPLOYER OF CHOICE



**Our Purpose and
Commitments**

People Focused

**Open and Honest
Feedback**

Living Our Core Values



Our People Journey... The Pathway to be the Employer of Choice





Who We Are and How We've Performed

Todd Woelfer

Senior Vice President and
Chief Operating Officer

Colleen Zuhl

Senior Vice President and
Chief Financial Officer



THOR
Go Everywhere. Stay Anywhere.™

WHO WE ARE

EXPERIENCED GROWTH-ORIENTED TEAM

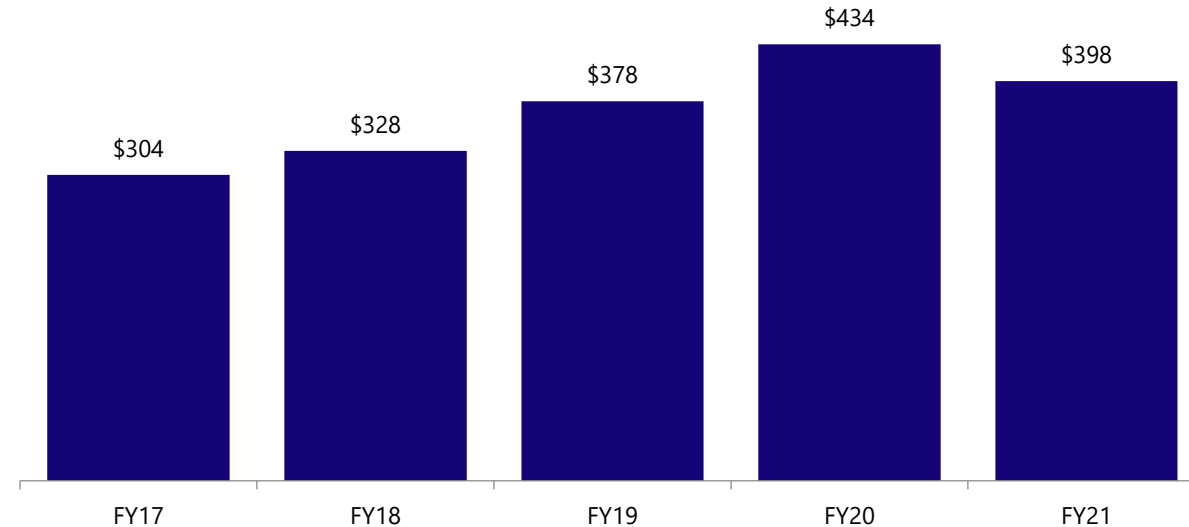
LEADING BRANDS

CASH GENERATION FOCUS

CUSTOMER-CENTRIC INNOVATION

42 YEARS OF UNINTERRUPTED
PROFITABILITY

FREE CASH FLOW ⁽¹⁾ (\$ millions)



18.0%

FIVE YEAR ROIC ⁽¹⁾
(FY 2017-2021)

**Strong Cash Generation and ROIC =
Long-Term Shareholder Value**

(1) See the Appendix to this presentation for reconciliation of non-GAAP measures to most directly comparable GAAP financial measures.



THOR
Go Everywhere. Stay Anywhere.™

THOR Overview: The Global RV Industry Leader



FOUNDED IN
1980



>**30,000**⁽¹⁾
EMPLOYEES



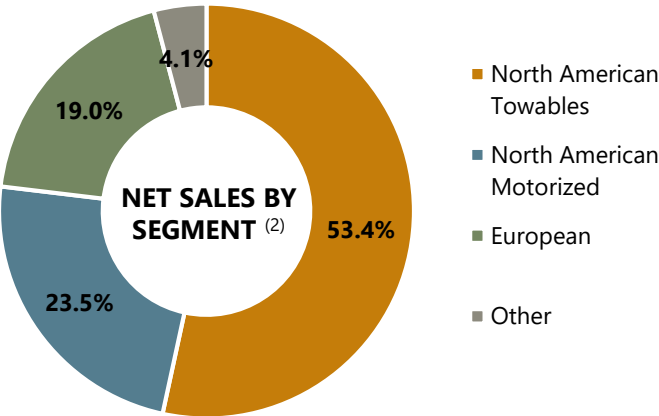
397⁽¹⁾
FACILITIES WORLDWIDE



~**3,500**⁽¹⁾
INDEPENDENT DEALERSHIP
LOCATIONS

\$16.1B

TTM NET SALES⁽²⁾

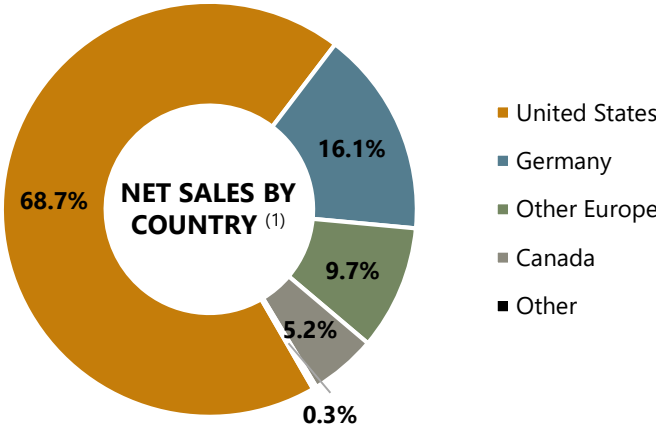


\$1.1B

TTM NET INCOME
ATTRIBUTABLE TO THOR⁽²⁾

\$1.8B

TTM EBITDA^{(2) (3)}



(1) As of July 31, 2021
 (2) TTM as of April 30, 2022
 (3) See the Appendix to this presentation for reconciliation of non-GAAP measures to most directly comparable GAAP financial measures.

OUR
ESSENCE
Under One Sky







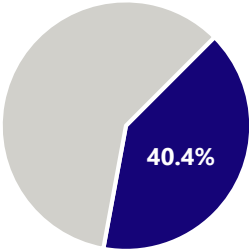
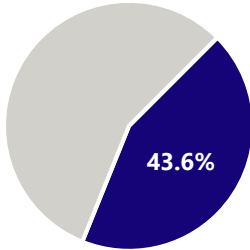
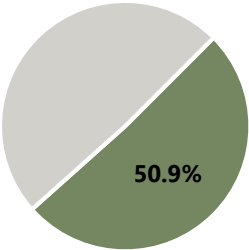
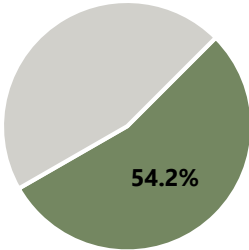
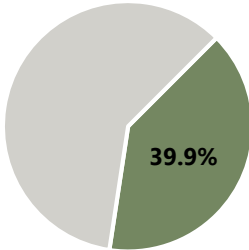
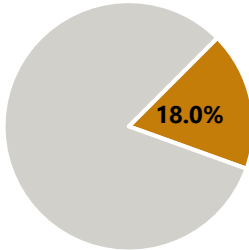
OUR
PURPOSE
Inspiring and empowering
people to **Go Everywhere.**
Stay Anywhere.™

OUR
VALUES
Community
Adventurous
Compassionate
Trustworthy



THOR
Go Everywhere. Stay Anywhere.™

Leadership Positions Within Each of Our Product Categories

CATEGORY	NORTH AMERICAN					EUROPEAN
	Travel Trailers	Fifth Wheels	Class A	Class C	Class B	All RV Segments
						
MARKET SHARE ⁽¹⁾						
MARKET POSITION ⁽¹⁾	#1	#1	#1	#1	#1	#2

⁽¹⁾ As of calendar YTD April 30, 2022. Data reported by Statistical Surveys, Inc is based on official state and provincial records. This information is subject to adjustment, is continuously updated and is often impacted by delays in reporting by various states or provinces. EHG data is sourced from industry retail registrations statistics that have been compiled from individual countries reporting of retail sales.



Market Leadership Position Established by Key Competitive Advantages



UNRIVALED SCALE



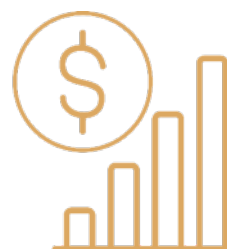
**CONSUMER-CENTRIC
INNOVATION FOCUS**



**EXPERIENCED & PROVEN
MANAGEMENT TEAM**



**FAST, FLEXIBLE & FOCUSED
DECENTRALIZED BUSINESS**



**STRONG
BALANCE SHEET**



PEOPLE & COMMUNITY



Fast + Flexible + Focused

Our decentralized business model and highly variable cost structure
= 40+ years of profitability and strong cash flow from operations

FAST

Decentralized business model allows us to quickly adapt to changing market conditions

FLEXIBLE

Focus on assembly, not heavy manufacturing, creates a low working capital and low overhead cost structure

FOCUSED

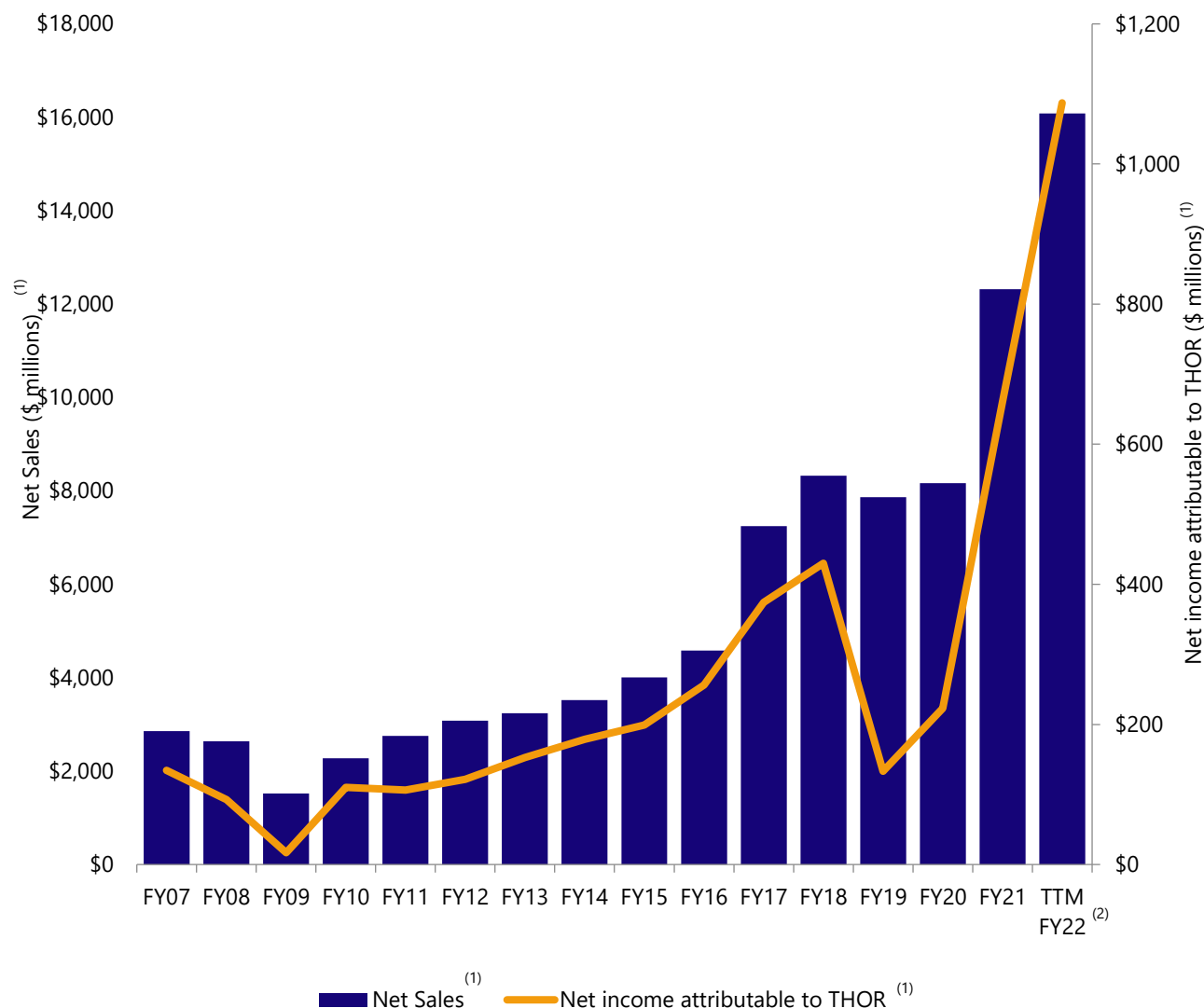
Our business model is focused on what we do best – RV's

Our highly variable cost structure allowed us to maintain strong liquidity and positive cash flow from operations through prior economic cycles

THOR's History of Strong Financial Performance

SUCCESSFUL HISTORY OF MANAGING THROUGH DOWN CYCLES

- THOR has generated a net profit in every fiscal year since its founding in 1980
- THOR's Executive Leadership Team and operating company leadership teams have the **experience to succeed** in rapidly changing market conditions



(1) FY12 and prior include bus operations which were sold as of October 20, 2013

(2) TTM April 30, 2022

THOR Investor Day 2022



THOR
Go Everywhere. Stay Anywhere.™

Management Team has Delivered Outstanding Growth

	FY 2012 ⁽¹⁾	FY 2021	CHANGE	9-YEAR CAGR (2012-2021)
Net Sales	\$3.1B	\$12.3B	+299%	16.6%
Gross Profit \$	\$356.8M	\$1,895.0M	+\$1,538.2M	20.4%
Gross Margin %	11.6%	15.4%	+382 bps	
Net Income attributable to THOR	\$121.7M	\$659.9M	+442%	20.7%
Adjusted EBITDA ⁽²⁾	\$207.8M	\$1,241.5M	+\$1,033.7M	22.0%
Diluted EPS	\$2.26	\$11.85	+\$9.59	20.2%
Net Cash Flow from Operations	\$118.8M	\$526.5M	+\$407.6M	18.0%

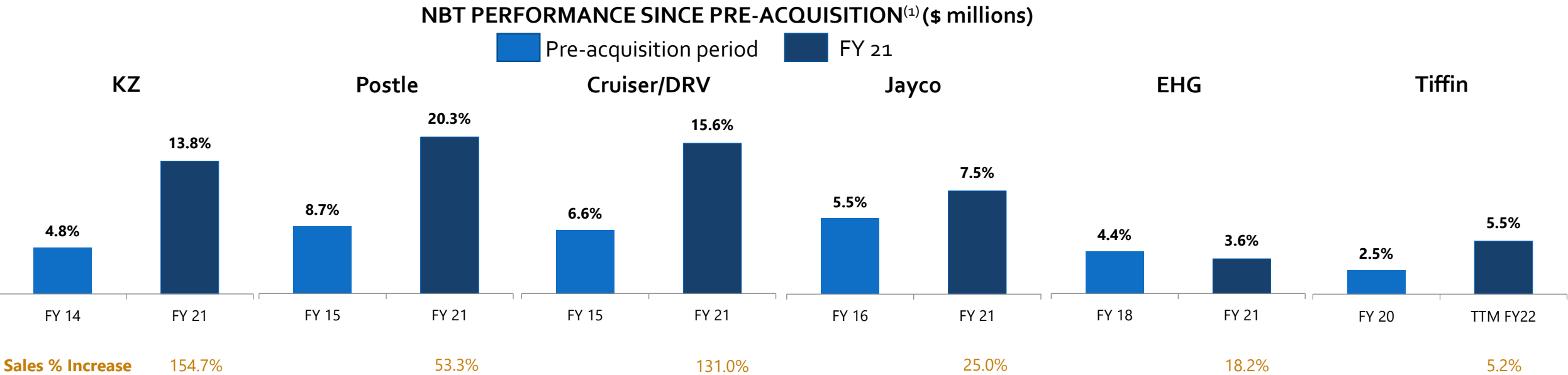
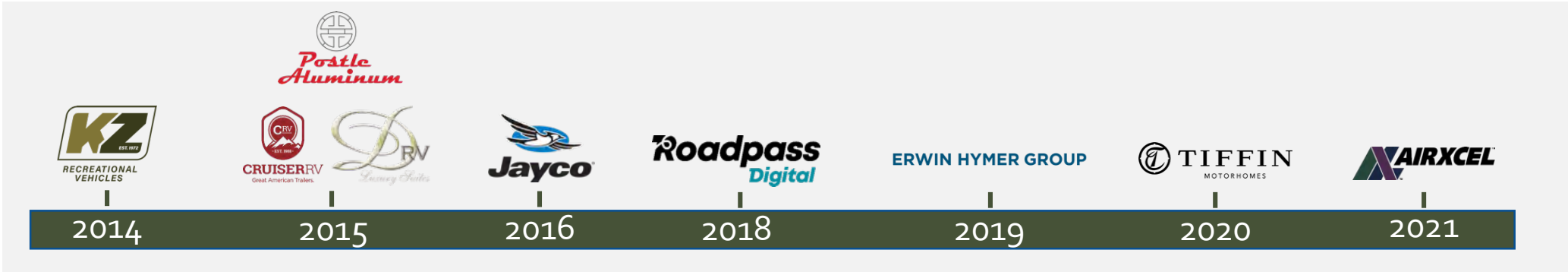
⁽¹⁾ Includes bus operations which were sold as of October 20, 2013

⁽²⁾ See the Appendix to this presentation for reconciliation of non-GAAP financial measures to the most directly comparable GAAP financial measures



THOR
Go Everywhere. Stay Anywhere.™

Successful History of Acquisitions

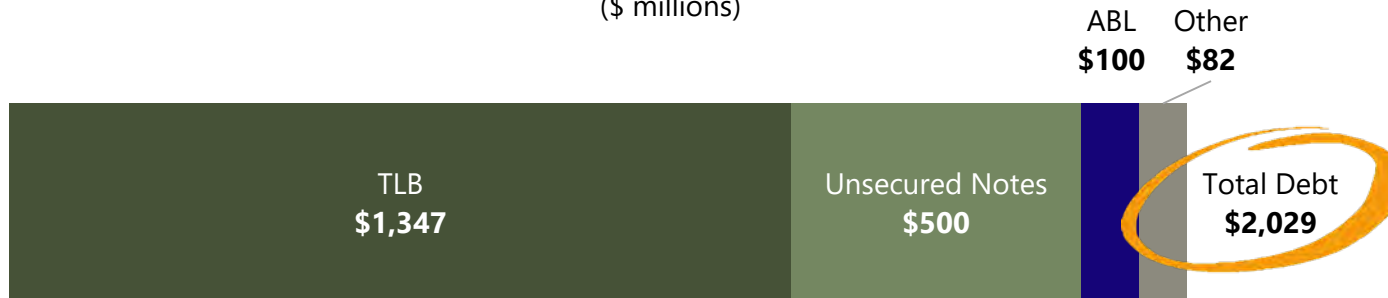


⁽¹⁾ NBT performance represents NBT % of net sales for the indicated fiscal years. FY21 includes amortization expense related to acquired intangible assets.

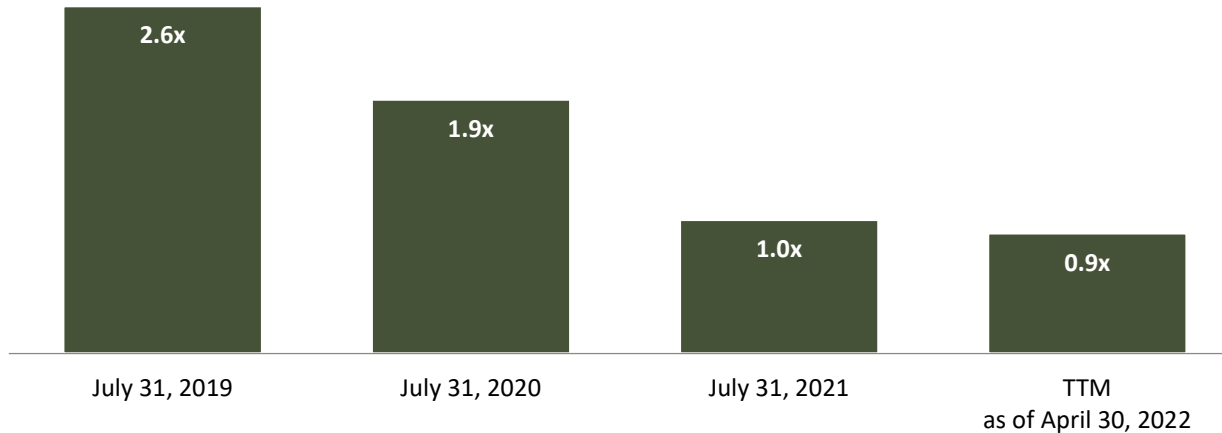


Favorable Debt Profile

TOTAL DEBT ⁽¹⁾
(\$ millions)



TOTAL NET DEBT LEVERAGE ⁽³⁾



⁽¹⁾ Total debt obligations as of April 30, 2022 inclusive of the current portion of long-term debt

⁽²⁾ As long as adjusted excess availability, as defined in the debt agreement, exceeds \$100M. As of 06/03/2022, our adjusted excess availability was \$1.13 billion.

⁽³⁾ See the Appendix to this presentation for reconciliation of non-GAAP measures to most directly comparable GAAP financial measures.

FAVORABLE DEBT MATURITY PROFILE

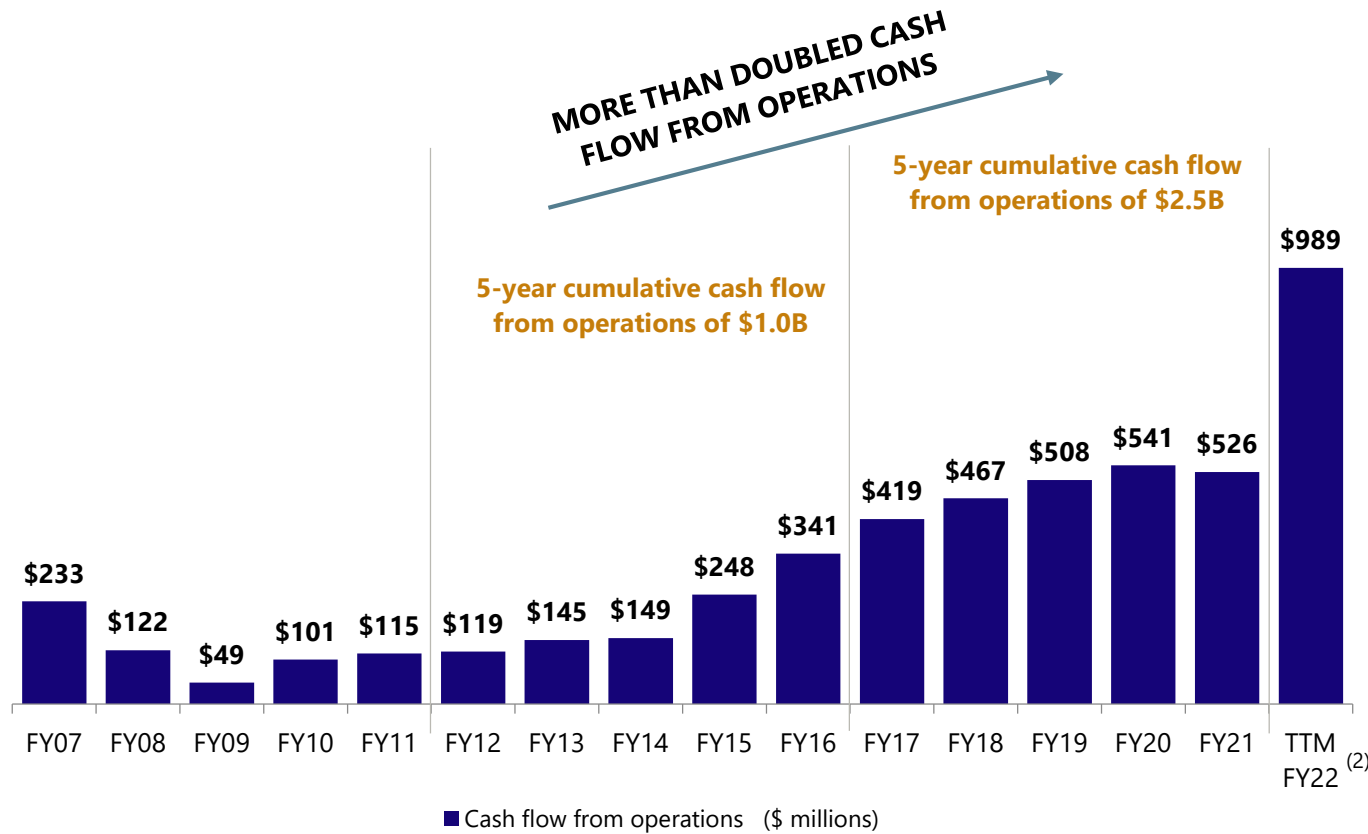
- Term Loan B (TLB) due in FY26 – current weighted average interest rates of **4.59%** (USD tranche) (floating and fixed) and **3.00%** (EUR tranche) (floating, not hedged)
- \$500 million of Senior Unsecured Notes due in FY 29 and favorable interest rate fixed at **4.00%**
- No financial performance covenants ⁽²⁾
- No mandatory scheduled amortization payments on TLB, ABL or Unsecured Notes prior to maturity = maximum flexibility

THOR'S VIEW OF DEBT

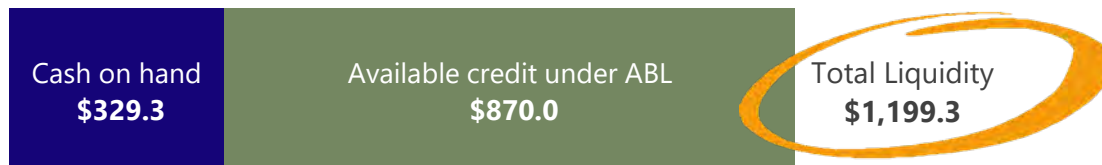
- We view debt as a strategic tool to be used when needed
- But we are mindful of our industry – therefore, we carefully structure our debt and maintain a low net debt leverage
- LT net debt leverage goal is less than 1x



THOR
Go Everywhere. Stay Anywhere.™



LIQUIDITY ⁽¹⁾ (\$ millions)



(1) As of April 30, 2022

(2) TTM April 30, 2022

Excellent Liquidity with Strong Cash Flow from Operations

THOR EMPLOYS A CONSERVATIVE BALANCE SHEET STRATEGY FOCUSED ON:

- Strong operating cash flow generation
- Top tier accounts receivable aging
- A/R generally exceeds A/P – provides cash flow in a downturn
- We pay A/P quickly in return for improved pricing



THOR
Go Everywhere. Stay Anywhere.™

THOR's Strategic Approach to Leveraging Our Scale



Innovation Focus has Always been Core to THOR's Success

- Business Model Innovation
- Roadpass Digital
- Data Strategy
- Strategic Partnerships

121

LIVE PATENTS

35

of these have been issued since 2020

200

PENDING PATENT APPLICATIONS

97%

of these have been filed since 2017



THOR
Go Everywhere. Stay Anywhere.™

Leading the RV Industry in our ESG Initiatives



ENVIRONMENTAL

- In 2020, THOR became a signatory to the “Business Ambition for 1.5°C” with a commitment to achieve net-neutral carbon emissions on or before 2050 and has since pledged to reduce its carbon emissions by 50% on or before 2030
- In Fiscal Year 2021, EHG became the first major RV OEM to achieve carbon net-neutral manufacturing
- THOR established a goal of 50% reduction of solid waste to landfill by 2030
- THOR invested nearly \$9M in photovoltaic systems capable of generating in excess of 7,615 MWH annually and plans to further expand its renewable energy self-generation
- As one of National Forest Foundation’s most significant corporate sponsors, THOR funded the planting of 500,000 trees over five years

\$8.6M

INVESTED FOR SOLAR
POWER GENERATION
SINCE 2020

\$9.9M

INVESTED TO IMPROVE ENERGY
EFFICIENCY AND SOLAR POWER
GENERATION SINCE 2020



SOCIAL

- Comprehensive DE&I program across the organization that includes greater diversity in leadership positions
- Employee-focused and engaged workplace safety program
- Career development program designed to promote career development
- Culture assessment surveys to measure current state and identify improvement opportunities
- Created the THOR Community Foundation



GOVERNANCE

Continual focus on:

- Board composition and structure
- Compensation
- Shareholder rights
- Audit and Risk Oversight
- Developing and implementing strategy to ensure alignment with evolving regulations, with focus on the SEC Proposed Rule on Climate Change
- Moving towards closer alignment with certain accepted frameworks
- Ensuring implementation of proper diligence processes to support accurate and transparent ESG statements



THOR
Go Everywhere. Stay Anywhere.™

Key Highlights of THOR's ESG Leadership

KEY ACCOMPLISHMENTS



THOR is driving ESG and DEI commitment through the RV industry and overarching outdoor economy as **a founder of Together Outdoors**, a coalition created to help make the outdoors an equitable and inclusive space for all through education, partnership and engagement across all segments of the outdoor community



EHG became the first major RV OEM to operate net neutral GHG emissions late in our fiscal year 2021



Significant investment in **ESG-focused initiatives** including:

- **Solar power** initiatives in both products and operations
- **Electrification** of products and operations
- Alternatives to gas-powered generators
- Comprehensive studies in product weight reduction and radically improved aerodynamics
- **Waste incineration**

ESG has been adopted as a core principle at THOR. Starting at the top with our Board of Directors and permeating throughout the Company, ESG shapes how we think about our business. Follow us on our ESG journey on our website at www.thorindustries.com/ESG





Who We Are Recap

1

Experienced leadership team that has delivered growth oriented results

2

Business model that has **prospered** through **all market conditions**

3

Strong cash flow generation matched with favorable debt profile creates strong liquidity

4

Market share leader with leading brands

5

Focused people strategy with value-creating DE&I initiatives

6

Market leader in innovation and ESG

RV Industry Leader Driven to Expand Its Leadership Position Over the Next Five Years



THOR
Go Everywhere. Stay Anywhere.™



THOR's Strategic Framework to Drive Long-Term Growth

Todd Woelfer

Senior Vice President and
Chief Operating Officer

Colleen Zuhl

Senior Vice President and
Chief Financial Officer



THOR
Go Everywhere. Stay Anywhere.™

Our Strategic North Star

Our strategy will lean into our scale as we invest in opportunities to grow our earnings, drive important initiatives including ESG and DE&I, and create true competitive advantage in a changing world. Our strategy will thereby enable us to continue to improve our Company and to materially increase the return to our shareholders.



Maximizing Shareholder Value through Disciplined Capital Allocation

A balanced approach to capital allocation



LIQUIDITY

- We will continue to **actively and prudently manage our balance sheet and our liquidity** to ensure maximum flexibility and minimize risks, creating a strong buffer and increased business resiliency



SUPPORT OPERATIONS

- We will continue to **invest in our core businesses** as a first priority
 - Modest maintenance capex
 - Smart capacity expansion
 - Automation, quality and other opex initiatives
 - Innovation



DEBT PAYMENTS

- We will continue to meaningfully **reduce our indebtedness**
- Long-term net leverage ratio of < 1x across the business cycle



SHAREHOLDER DISTRIBUTIONS

- Dividends
- Share Repurchases

- We intend to **grow our dividends annually**
- We also intend to strategically **repurchase our shares – particularly when they are undervalued by the market**
- **Special dividends** will be evaluated and determined as conditions warrant

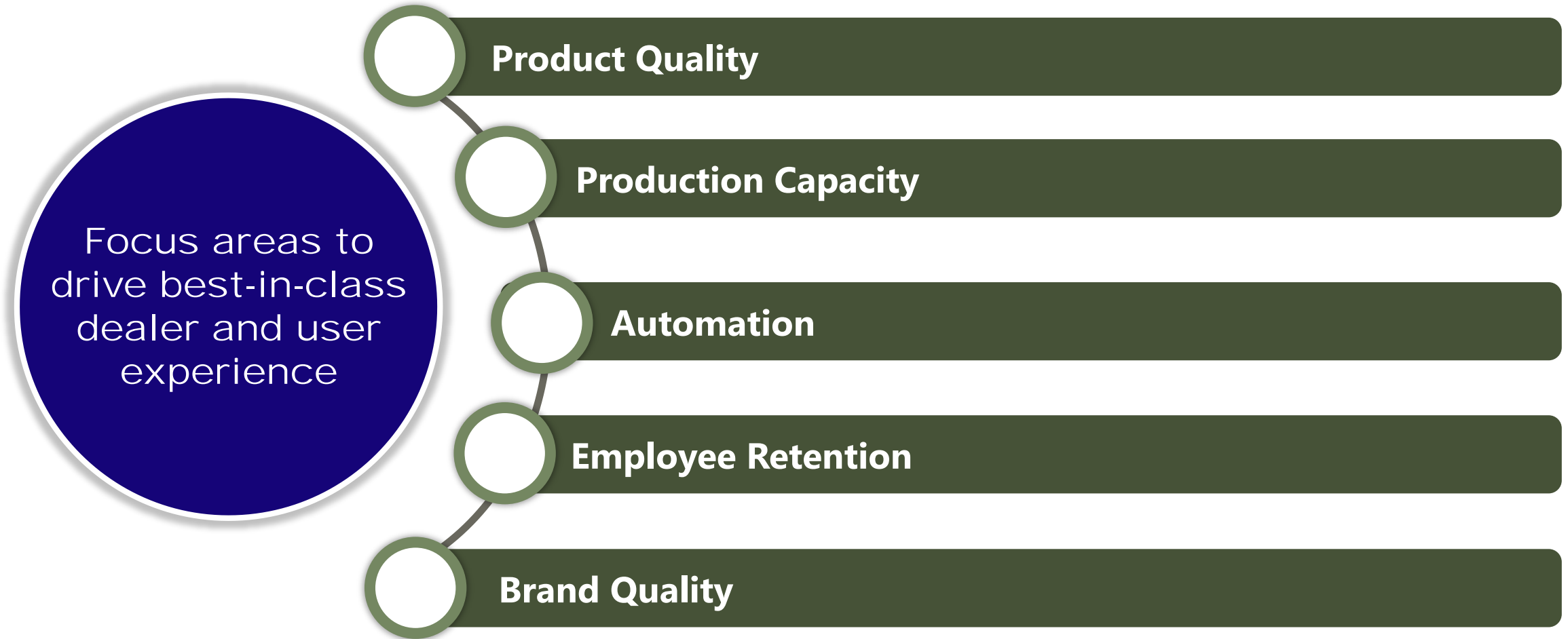


ACQUISITIONS AND GROWTH OPPORTUNITIES

- Our **acquisition and growth strategy** will focus on growing our core businesses or closely related businesses through direct acquisitions or strategic investments
- Currently, no planned major acquisitions over the next three years



Enterprise-wide Focus on Operational Excellence



THOR's Strategic Approach to Automation

- Improved Operating Efficiency
- Improved Quality
- Increased Capacity and Growth
- Freeing Up Human Capital
- Greater Customer Satisfaction
- Improved Retention

THOR's automation strategy holistically looks at our global operations that could benefit from automation rather than a series of use cases that are adopted without consideration of the overall automation strategy



THOR
Go Everywhere. Stay Anywhere.™

Automation Case Study: Laminated Sidewall Line

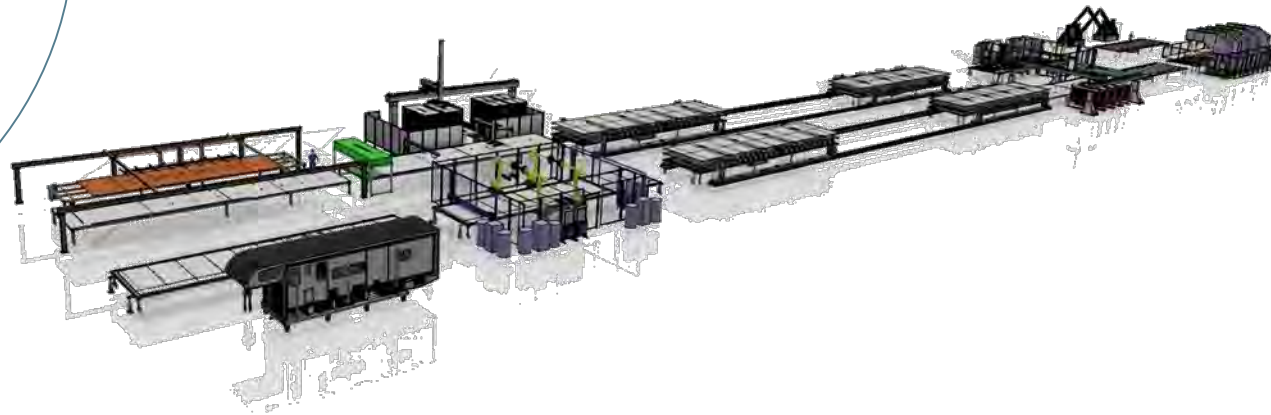
BACKGROUND

High frequency of warranty claims associated with laminated walls

Having a uniform process is critical to achieving consistency and preventing delamination

THOR LAMINATED SIDEWALL LINE

- Robotic milling, routing and welding delivers best-in-class efficiency and quality
- Automated material handling to reduce non-value add labor
- Full discrete event and robotic simulation for design validation and line balancing



OUTCOMES

Reduced rework and direct labor

Improved quality and throughput

Simple payback period less than 3 years

Significant Opportunity to Automate Assembly Process Across Enterprise



THOR's Strategic Approach to Innovation

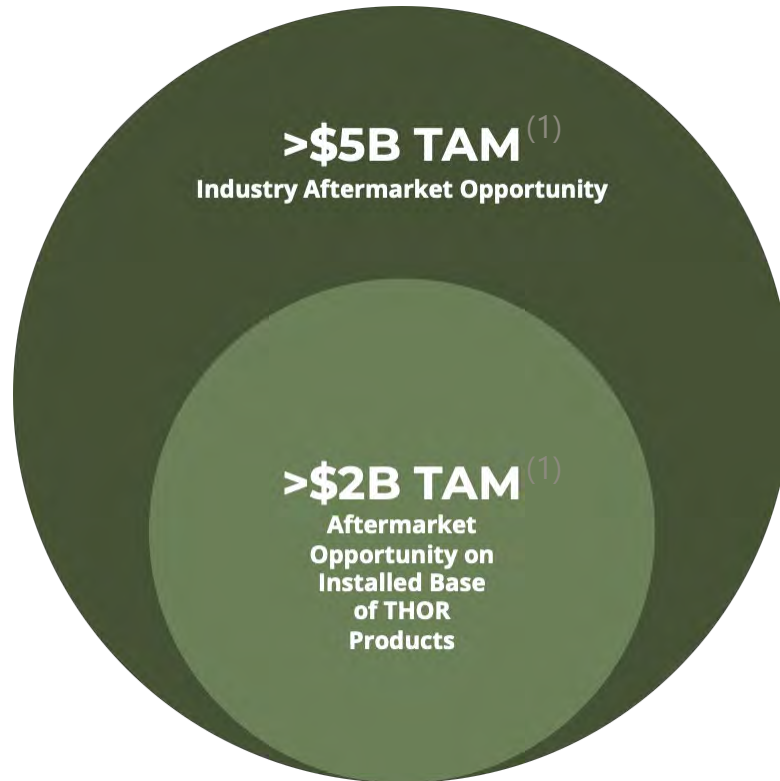


THOR is dedicated to **leading the industry** in innovation

THOR is focused on innovation strategies that will **deliver enterprise value**

THOR is making investments to deliver innovation with the **right market timing**

Strategic Vision to Establish North American Aftermarket and Service Business



GROWTH LEVERS

- Airxcel acquisition adds aftermarket parts distribution service utilizing a rapid delivery system
- Nationwide system of service centers of qualified RV technicians
- Roadpass Digital platform

Significant Growth Opportunities Over the Next Five Years

Source: Management Estimates
⁽¹⁾TAM = Total addressable market



THOR
Go Everywhere. Stay Anywhere.™

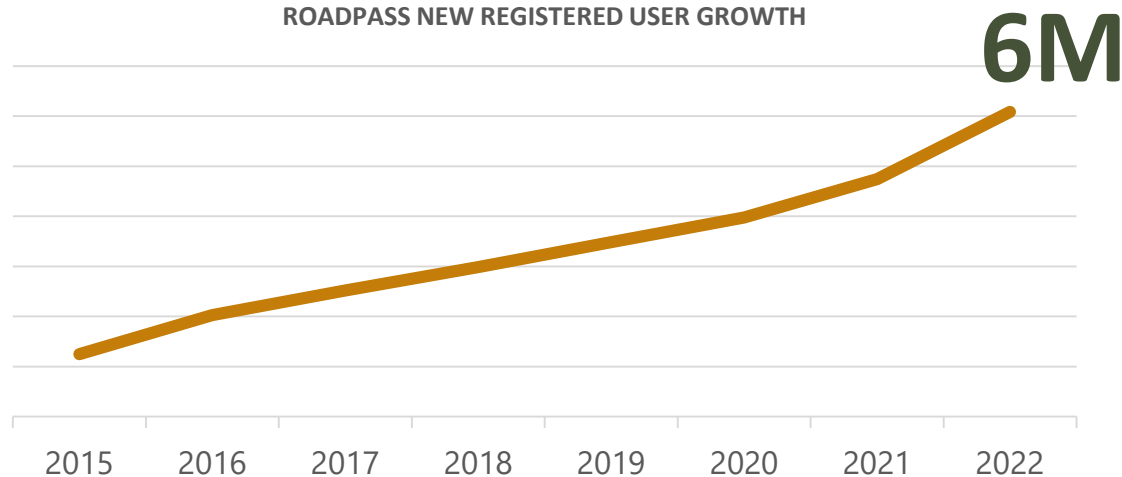
Digital a Key Piece to THOR's Strategic Trajectory



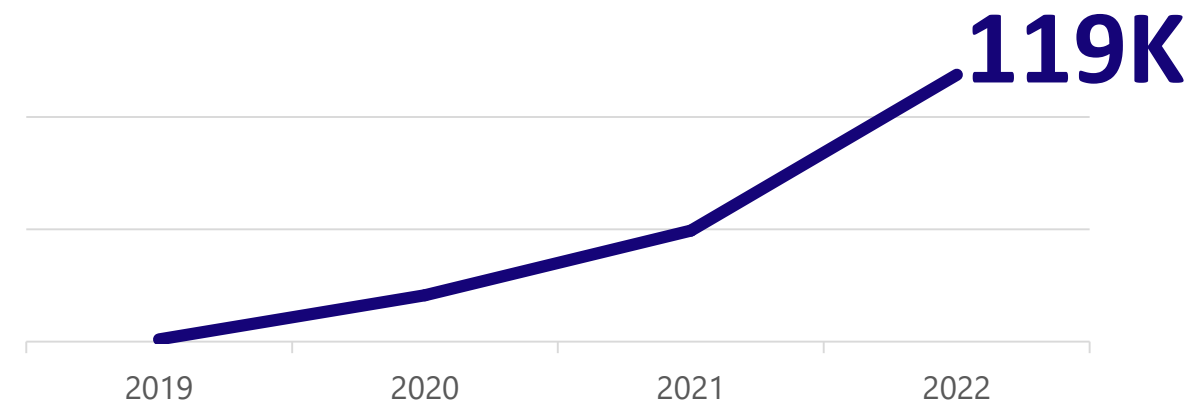
Now that Roadpass Digital has gained a critical mass of users, for THOR it will:

- Create a pathway to monetization
- Be a key driver of THOR's aftermarket and service strategies
- Provide the greatest source of data of RVers short of KOA
- Offer new opportunities for marketing and sales in the growing digital marketplace

ROADPASS NEW REGISTERED USER GROWTH



ROADPASS PRO & ROADTRIPPERS PLUS PAID MEMBERSHIPS



THOR
Go Everywhere. Stay Anywhere.™

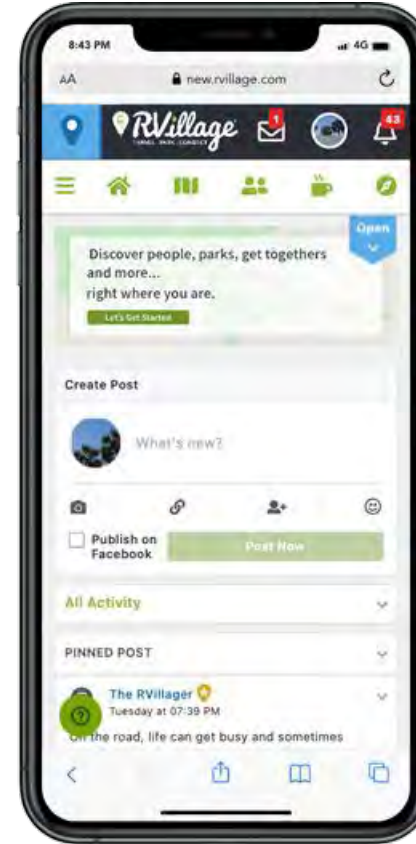
Investing to Attract and Retain RV Consumers



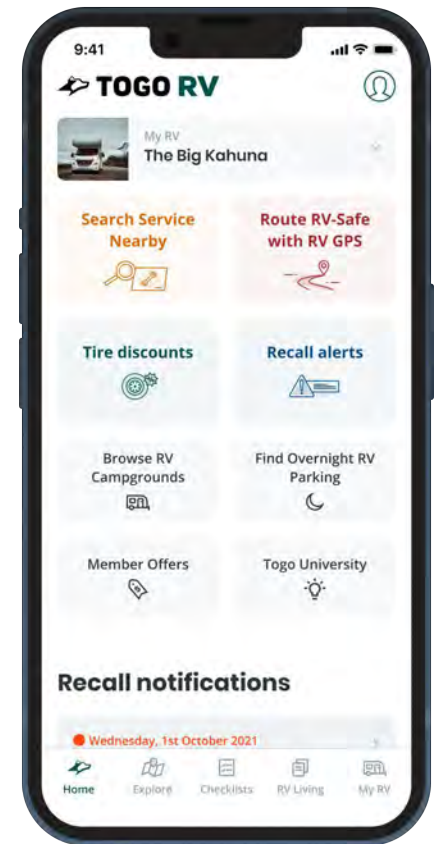
Increasing RV Lifestyle Participation



Broad Consumer Reach Through Diversified Product Offering



Connected Technology



Strategic Empowerment of Digital Assets

Guiding Principles to our TechNexus Partnership

A portfolio of opportunities for THOR by building:

- Teams of entrepreneurs that are focused on driving value and aligning strategic partnerships that matter to THOR...
- With a diversified view that enables identification of new technologies, new business models, and new offerings, and are...
- Connected through the smallest investments possible to maximize outcomes vs distractions, and...
- Which offer the opportunity of strategic collaboration earlier than normally available, with more privileged relationships and aligned interests, all designed to...
- Generate both strategic value and financial returns for THOR shareholders



THOR
Go Everywhere. Stay Anywhere.™

Unlocking Value in Data



THOR Has Entered Into an Arrangement With a Proven Data Analytics Firm to Assist in Driving its Data Strategy

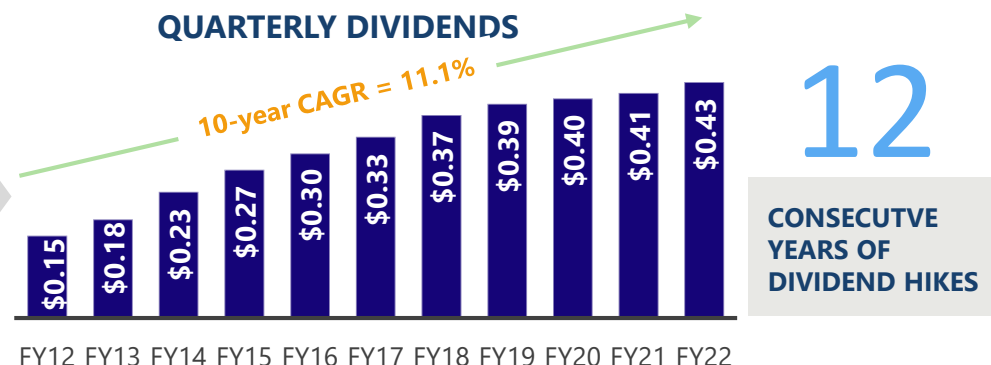


THOR
Go Everywhere. Stay Anywhere.™

A History and Commitment to Return Meaningful Capital to Shareholders

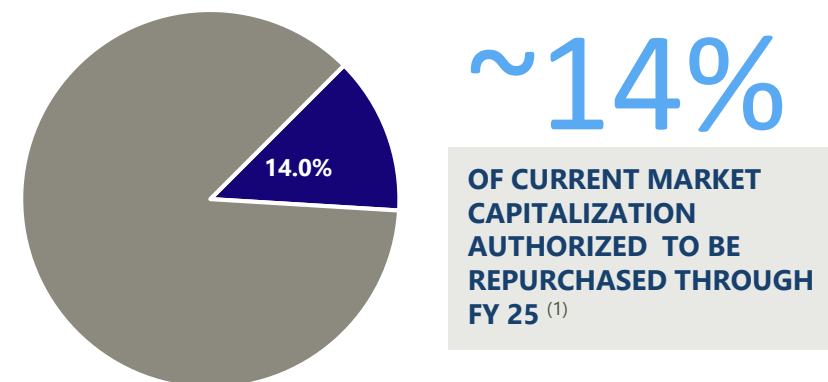
Dividends

- 10 year CAGR of 11.8% as dividends increased from \$0.15 to \$0.43 quarterly
- Paid special dividends of \$1.50 in FY 13 and \$1.00 in FY 14
- Expect growing and sustainable dividend



Share Repurchases

- ~\$100M of share repurchases year-to-date in FY 22, with \$150M remaining under current authorization
- \$450M of additional repurchase authorization approved by the Board last week



Planning to Return Over \$875 Million of Capital Over the Next Three Fiscal Years



THOR's Strategic Approach to Acquisitions

GROW CORE BUSINESSES AND STRENGTHEN THOR'S POSITIONING IN RV INDUSTRY

Strategic Filters

- Complementary product offering
- New product and technology differentiation
- Expand dealer base
- Build additional scale
- Strong operating companies with strong management teams

Additional Strategic Filters

- Revenue diversification
- Geographic expansion
- Acceleration of growth vs ability to replicate organically
- Risk mitigation

HOW WE ADD VALUE

- Growth capital
- Best practices
- Sharing talent
- Support product expansions
- Center-led innovation
- Centralized back-office savings

FINANCIAL CRITERIA

✓ Ability to leverage THOR's competitive advantages to drive additional growth and create meaningful value

✓ Immediately accretive to earnings for sizeable transactions

✓ Variable cost structure

Currently No Planned Major Acquisitions in the Next Three Years



THOR
Go Everywhere. Stay Anywhere.™

Strategic Framework Recap

Key elements to strategic growth

- 1 **Continuous margin improvement** through operational excellence initiatives
- 2 Proven and **time-tested M&A strategy**
- 3 Centrally led **innovation and data** strategies focus on creating competitive advantages
- 4 **Aftermarket and service** strategies create new long-term growth opportunities
- 5 Creation of both revenue and competitive advantages through **partnership with TechNexus**
- 6 **Roadpass Digital** creates numerous differentiating opportunities



THOR
Go Everywhere. Stay Anywhere.™

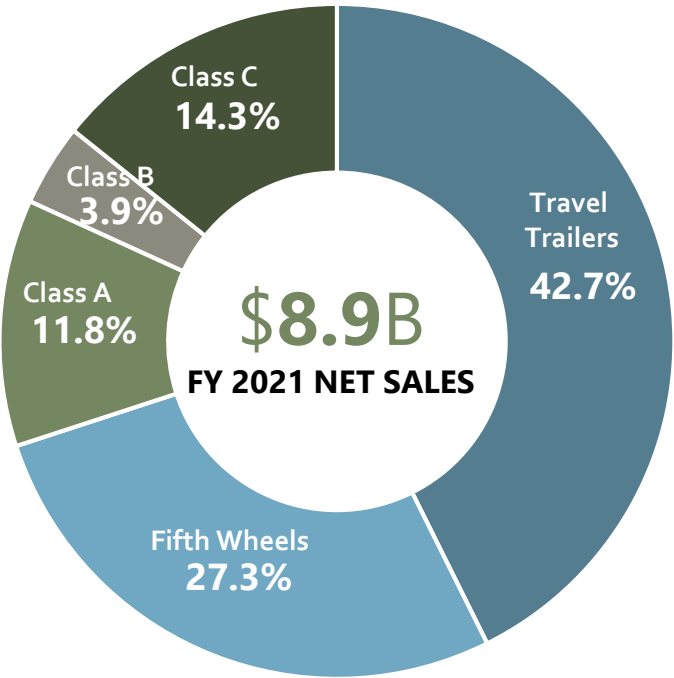


North American Operations Update

Matt Zimmerman

North American RV Group Manager

North American RV Industry Leader



#1
INDUSTRY LEADER IN ALL SEGMENTS ⁽¹⁾
TRAVEL TRAILER, FIFTH WHEEL, CLASS A, CLASS B, CLASS C

- 16 COMPANIES
- 140+ BRANDS
- 28 TOP 10 MODELS IN RESPECTIVE PRODUCT CATEGORIES
- ~2,200 DEALERS
- >250 FACILITIES

NORTH AMERICAN TOWABLE

AIRSTREAM

CROSSROADS

CRUISERV

RV

Dutchmen

HEARTLAND

Highland

Jayco

KEYSTONE

KZ

STARCRAFT

VANLEIGH

VENTURE

NORTH AMERICAN MOTORIZED

AIRSTREAM

ENTEGRACOACH

Jayco

THORMOTOR COACH

TIFFIN



THOR's Progressive Decentralized Model



Centralized guidance focused on:

- Disciplined production
- Distribution model
- Variable cost structure
- Best practices



THOR
Go Everywhere. Stay Anywhere.™

Strategic Priorities – North America



**INDUSTRY-LEADING
PRODUCT**



**OPERATIONAL
EXCELLENCE**



QUALITY FOCUS



**SUPERIOR
CUSTOMER EXPERIENCE**

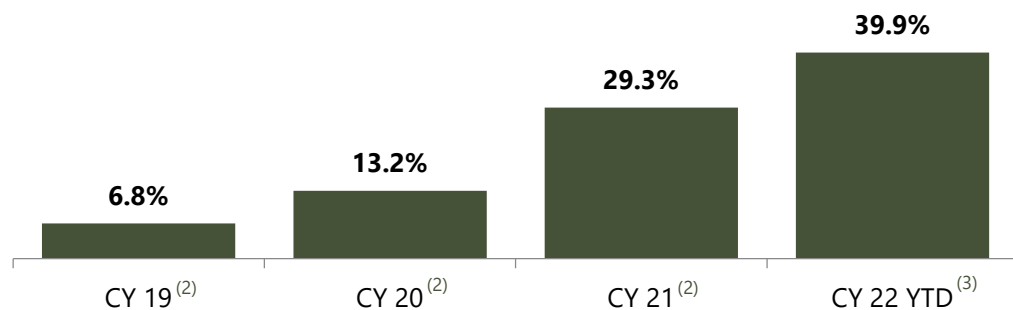
Foundational Set of Principles that Enhance our Market-leading Position

Industry-Leading Product

Consumer-centric driven innovation focused on:

- New products in fast growing categories
- Differentiating features and technologies
- Catering to younger first-time buyers
- Supporting work-from-anywhere and alternative camping resources

CLASS B MARKET SHARE ⁽¹⁾



(1) Data reported by Statistical Surveys, Inc is based on official state and provincial records. This information is subject to adjustment, is continuously updated and is often impacted by delays in reporting by various states or provinces.

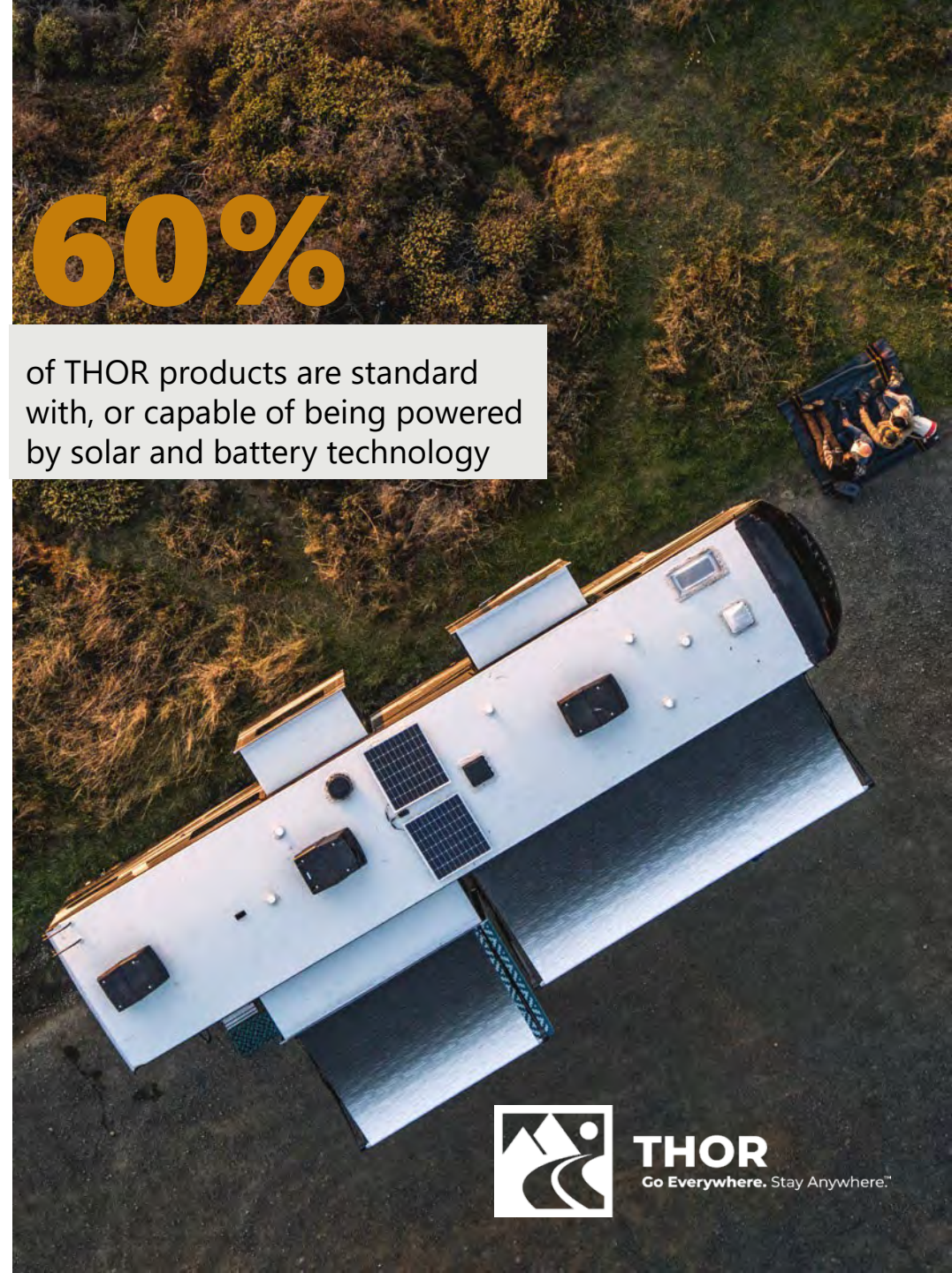
(2) Calendar YTD December 31

(3) As of calendar YTD April 30, 2022

THOR Investor Day 2022

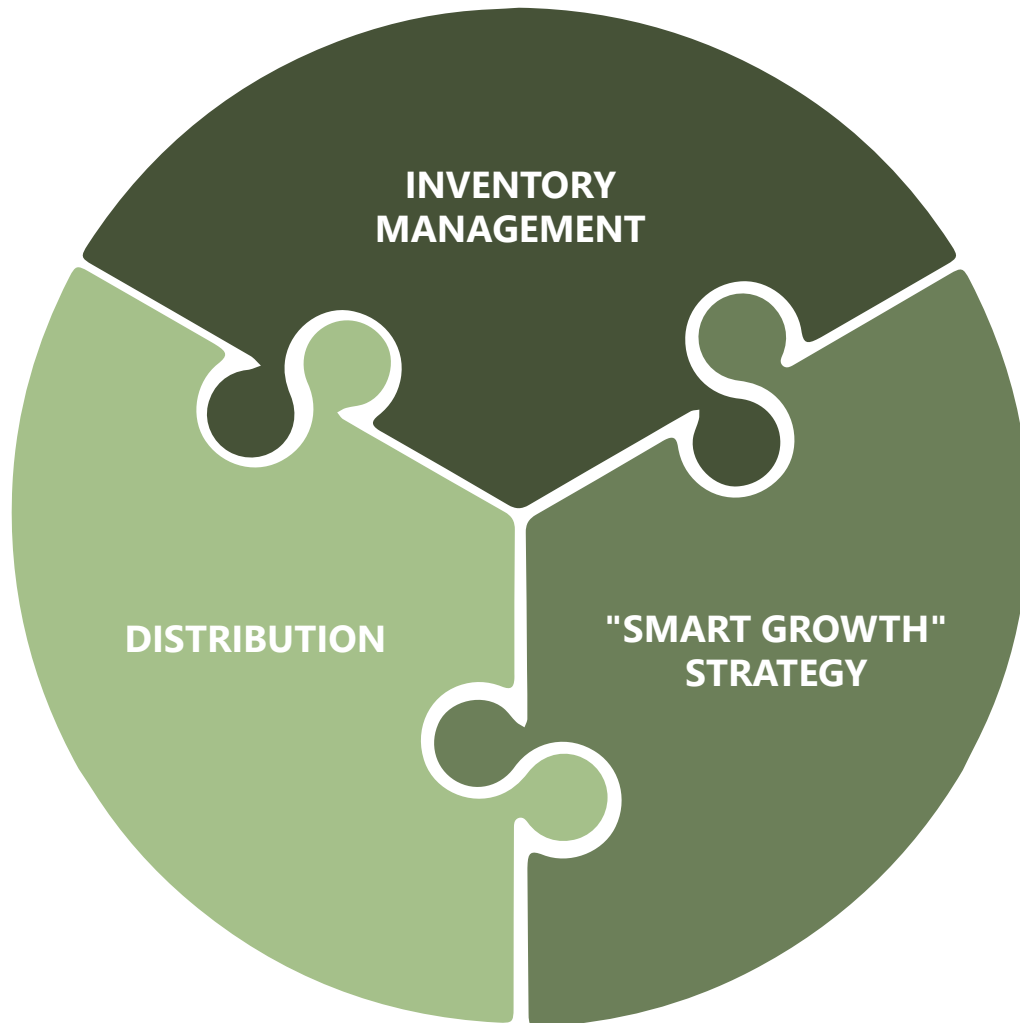
60%

of THOR products are standard with, or capable of being powered by solar and battery technology



THOR
Go Everywhere. Stay Anywhere.™

Best-in-Class Operational Excellence



Centralized oversight leads to:

- Protection of margins
- Increased market share
- Preserving brand value
- Enhancing dealer relationships



Investing in Quality



PEOPLE



TOOLS



PROCESSES

200+

DSI awards received since 2010



THOR
Go Everywhere. Stay Anywhere.™

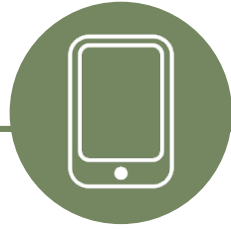
Focused on Delivering a Superior Customer Experience



1

CONNECTING CUSTOMERS WITH EXPERIENCES

- Concierge service
- Community
- Digital tools
- Trip planning



2

ELIMINATE ANXIETY

- Owner apps
- Reservations
- Branded POIs



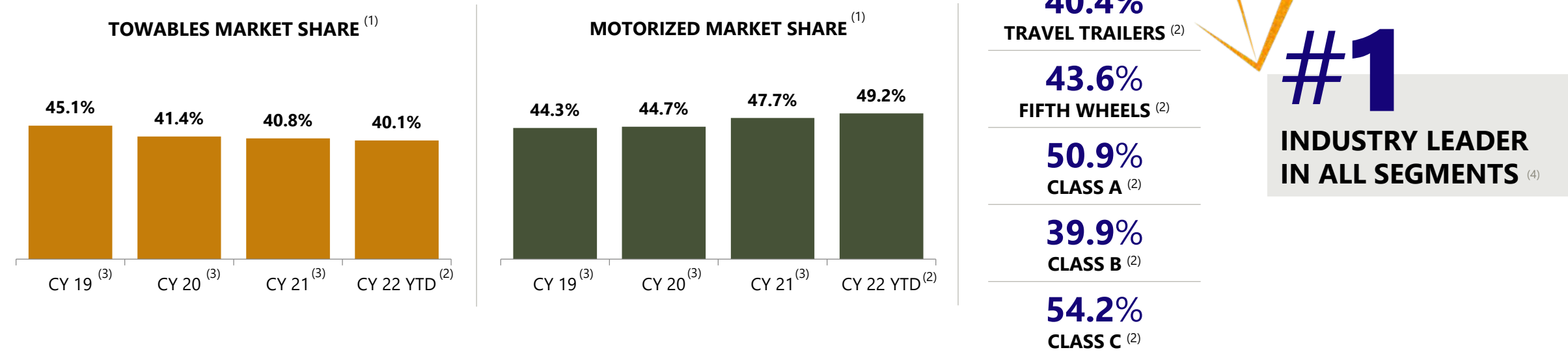
3

CUSTOMER CARE

- Rapid-response fleets
- Expedited parts and services
- Extended customer service hours
- Connected resources



Strong History of Market Share Leadership



AMERICA'S FAVORITE BRANDS

COLEMAN
Fastest Growing Travel Trailer in the Industry

JAY FLIGHT
#1 Entry-Level Stick-and-Tin Travel Trailer

MONTANA
#1 High-End Fifth Wheel

PHAETON
#1 Class A Diesel

FOUR WINDS
#1 Class C

North American Outlook

RETAIL



- Calendar year 2022 retail projected to be a top six year on record for the North American RV industry
- Record numbers of millennials and Gen Xers entering the lifestyle

DEALER INVENTORY



- Towable inventory levels normalized with very healthy aging of product
- Motorized inventory levels remain below optimal level
- Rebalancing of product mix is still needed

SUPPLY CHAIN



- Has steadily improved and we anticipate continued improvement
- Constraints, primarily impacting motorized production,

DEALER SENTIMENT



- Jon Ferrando – RV Retailer, LLC
- Loren Baidas – General RV

LONG-TERM RETAIL OUTLOOK



- Calendar-year 2027 retail projected to be between 585,000 and 630,000 units for the North American RV industry



THOR
Go Everywhere. Stay Anywhere.™

Our Long-Term Optimism is Supported by Real Data from RVers

95%

**of new RVers
are happy with their
purchase ⁽¹⁾**

98%

**of those first time buyers
say they will buy again ⁽¹⁾**

97%

**of lightweight owners
are happy with their
purchase ⁽¹⁾**

93%

**of those owners
intend to buy again ⁽¹⁾**

97%

**of B van owners
are happy with their
units ⁽¹⁾**

68%

**of current RV owners
intend to repurchase a
new RV in the next
5 years ⁽²⁾**

31%

**of people who do not own an RV
indicate that they are interested
in buying an RV ⁽²⁾**

⁽¹⁾ THOR-conducted studies

⁽²⁾ Per data provided by KOA



North American Key Takeaways

1

#1 in every product category in which we participate with leading, iconic brands

2

THOR's progressive decentralized business model is the **foundation to its success**

3

Highly profitable segments through best-in-class operational excellence, innovation and quality

4

Well-positioned to **meet changing needs** of customers

5

Shifting from a products-focused company to an **experience-focused** company



THOR
Go Everywhere. Stay Anywhere.™

Operating in the THOR Family of Companies – An Airstream Perspective

Bob Wheeler

President and Chief Executive Officer,
Airstream



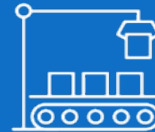
Airstream Business Update

DEMAND



- Dealer inventories at 23% of optimal
- 75% of production units retail sold
- Lead times between 36 and 50 weeks

PRODUCTION



- 725K sq. ft. facility opened 1/2020
- 675K sq. ft. of manufacturing space, offices, and Heritage Center
- Motorhomes upgraded as well

SUPPLY CHAIN



- Supply chain – output and logistics
- Labor – getting it and keeping it
- Inflationary pressure

INNOVATION



- Pottery Barn
- Basecamp co-branded
- Class B
- eStream



Airstream's Strategic Goals

01

Increase Output

02

Invest in a Digital Future (CDP)

03

Quality Management System

04

Culture of Engagement



Benefits of Operating in THOR's Progressive Decentralized Model



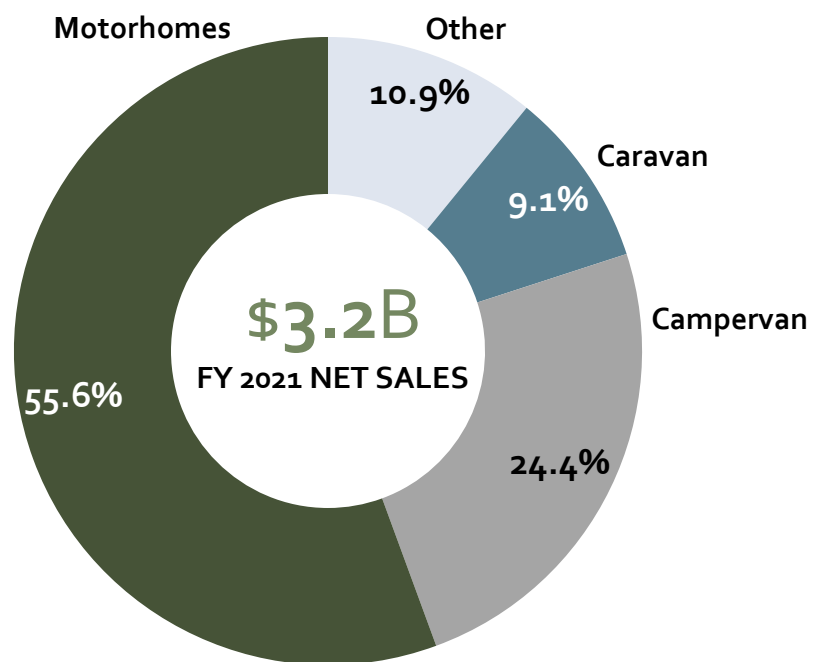



European Operations Update

Troy James

Senior Vice President of
International Business Operations

Erwin Hymer Group at a Glance




> 9,000⁽¹⁾
Employees

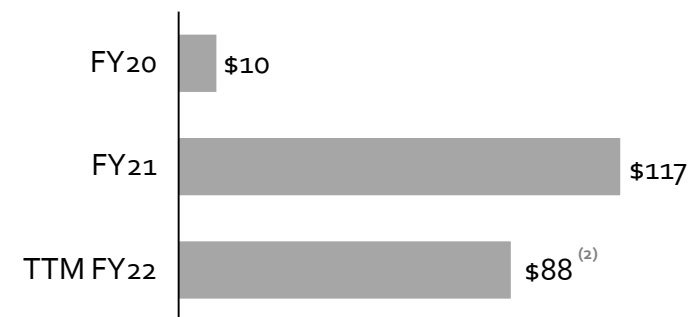

21⁽¹⁾
Brands


+1,100⁽¹⁾
Dealers

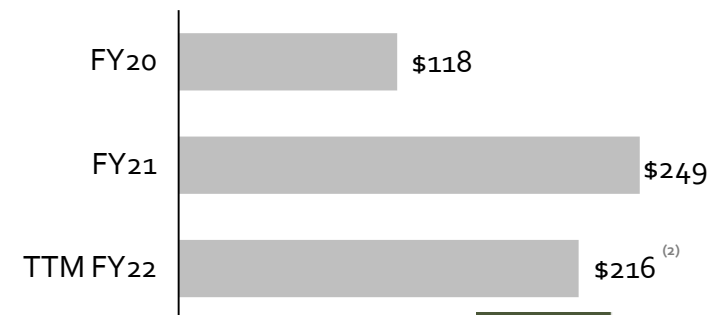
Net Sales (\$ millions)



NBT (\$ millions)



EBITDA⁽³⁾ (\$ millions)



THOR
Go Everywhere. Stay Anywhere.™

(1) As of July 31, 2021

(2) TTM as of April 30, 2022

(3) See the Appendix to this presentation for reconciliation of non-GAAP measures to most directly comparable GAAP financial measures

Erwin Hymer Group

PRODUCT BRANDS



ACCESSORY AND SERVICE BRANDS



THOR
Go Everywhere. Stay Anywhere.™

Production Portfolio


Consett (UK)

Brands: Xplore, Elddis, Buccaneer, Compass

Products:   

Polch (DE)

Brands: Niesmann+Bischoff

Products: 

Kehl (DE)

Brands: Bürstner, Laika

Products:   

San Casciano (IT)

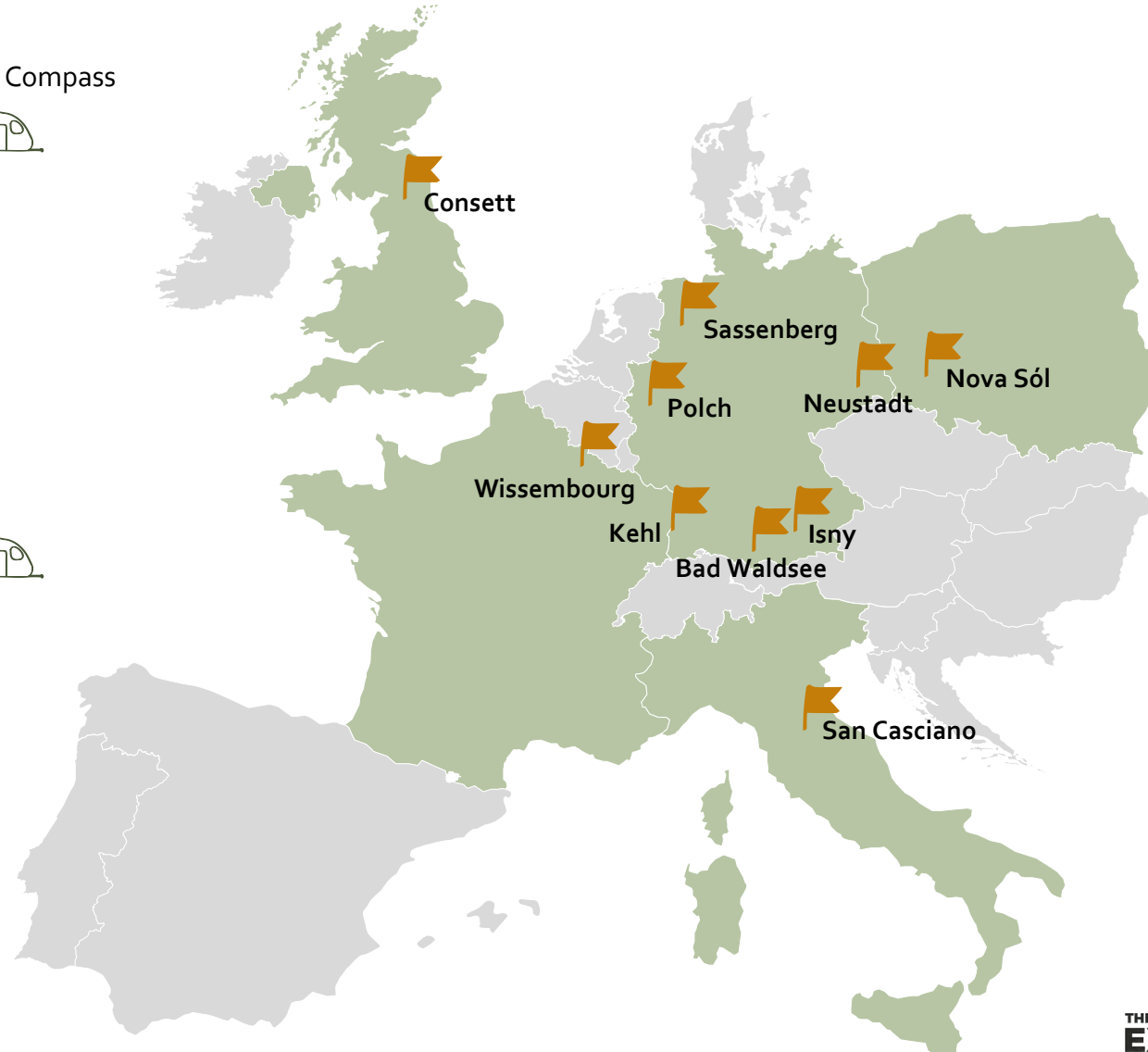
Brands: Laika, Etrusco

Products:  

Neustadt i.Sa. (DE)

Brands: Sunlight, Carado

Products:  



Sassenberg (DE)

Brands: LMC, Bürstner, Dethleffs, Eriba, Carado

Products:   

Bad Waldsee (DE)

Brands: Hymer, Eriba

Products:   

Isny (DE)

Brands: Dethleffs, Pössl, Crosscamp

Products:   

Established in 2022:

Nova Sol (PL)

Brands: Carado, Sunlight

Products: 

Wissembourg (F)

Brands: Bürstner

Products: 



THOR
Go Everywhere. Stay Anywhere.™

PRODUCTS



Product Portfolio – Recreational Vehicles

A full product range is offered across all market categories and segments

URBAN VEHICLES



CAMPERVANS



MOTORHOMES



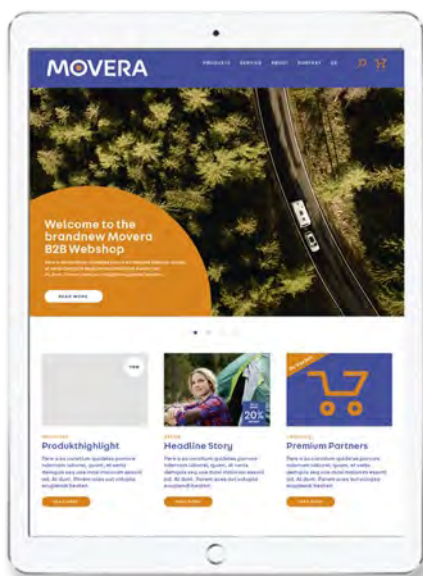
CARAVANS



Product Portfolio – Complementary Business

Complementary Customer and Margin Enhancement focused-business units

MULTICHANNEL ACCESSORIES WHOLESALE BRAND



TECHNICAL ACCESSORIES



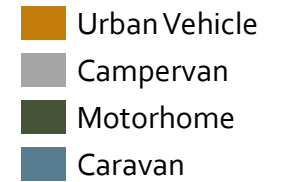
RENTAL



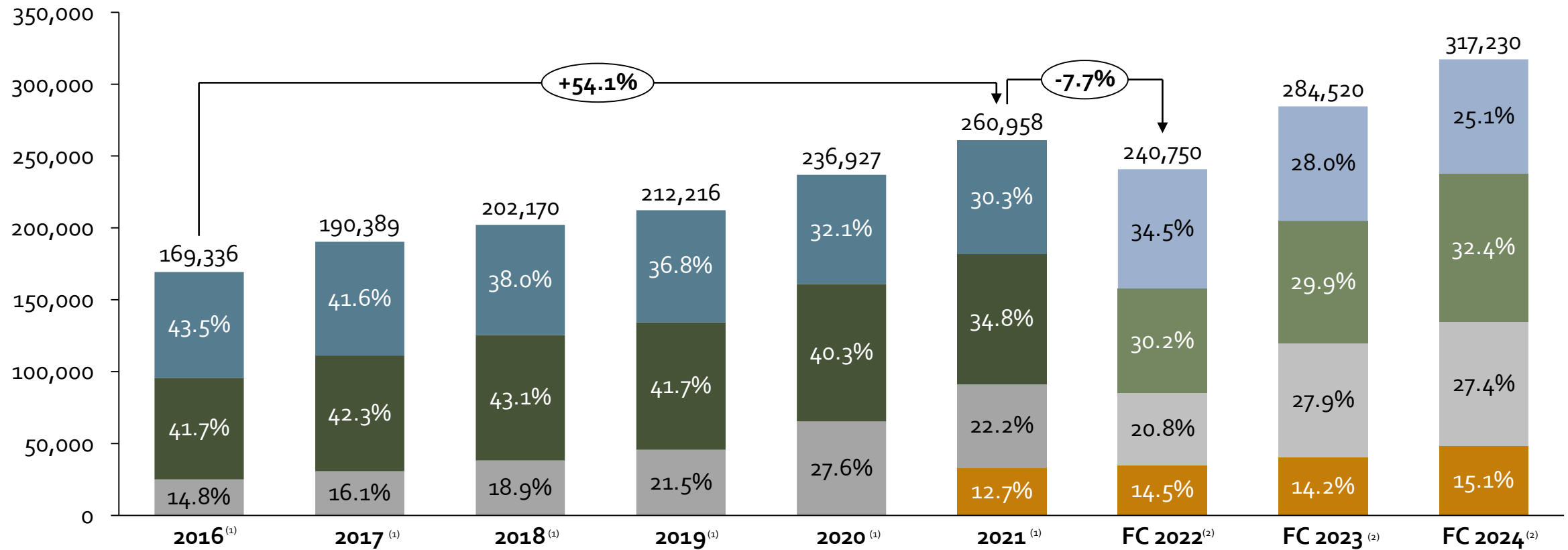
MARKET EVOLUTION



Market Evolution



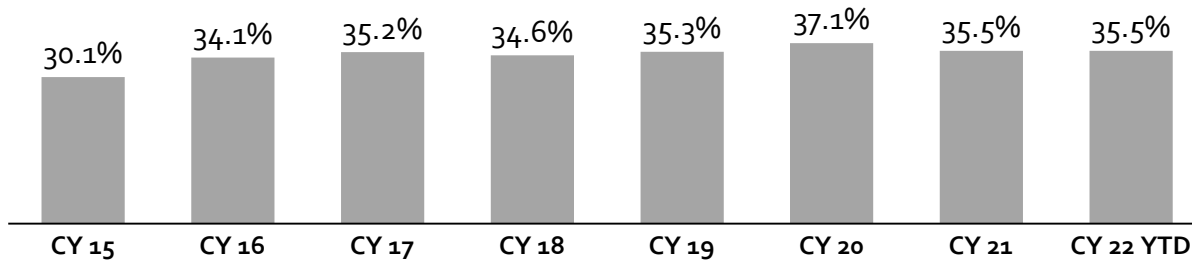
Market situation is a direct result of difficulties in the supply chains - not a drop in retail demand



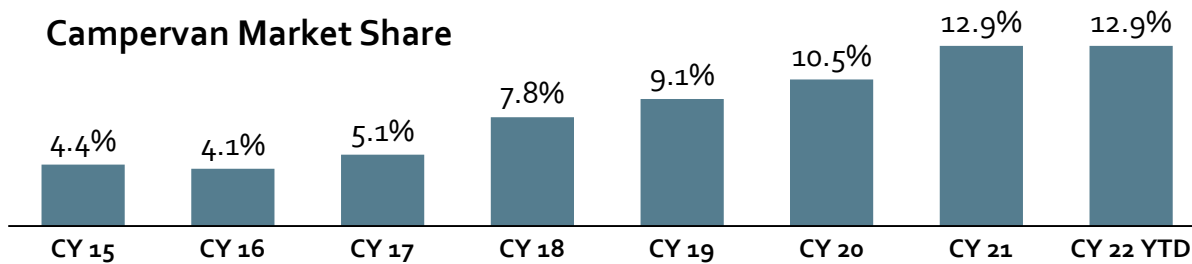
(1) Calendar Year Actuals. Source: CIVD Historical Statistics
 (2) Management Estimates

Market Share Evolution

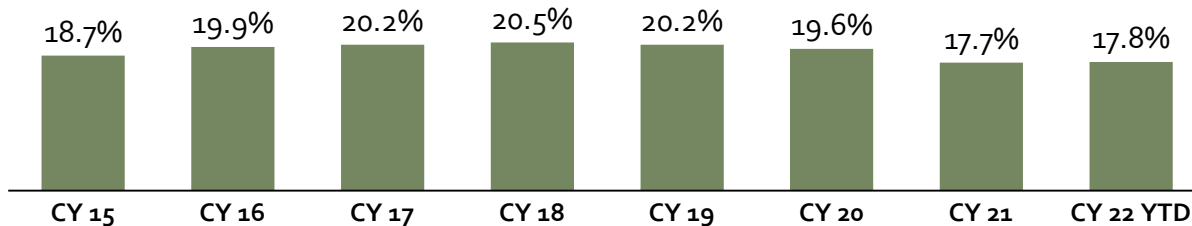
Motorhome Market Share



Campervan Market Share



Caravan Market Share



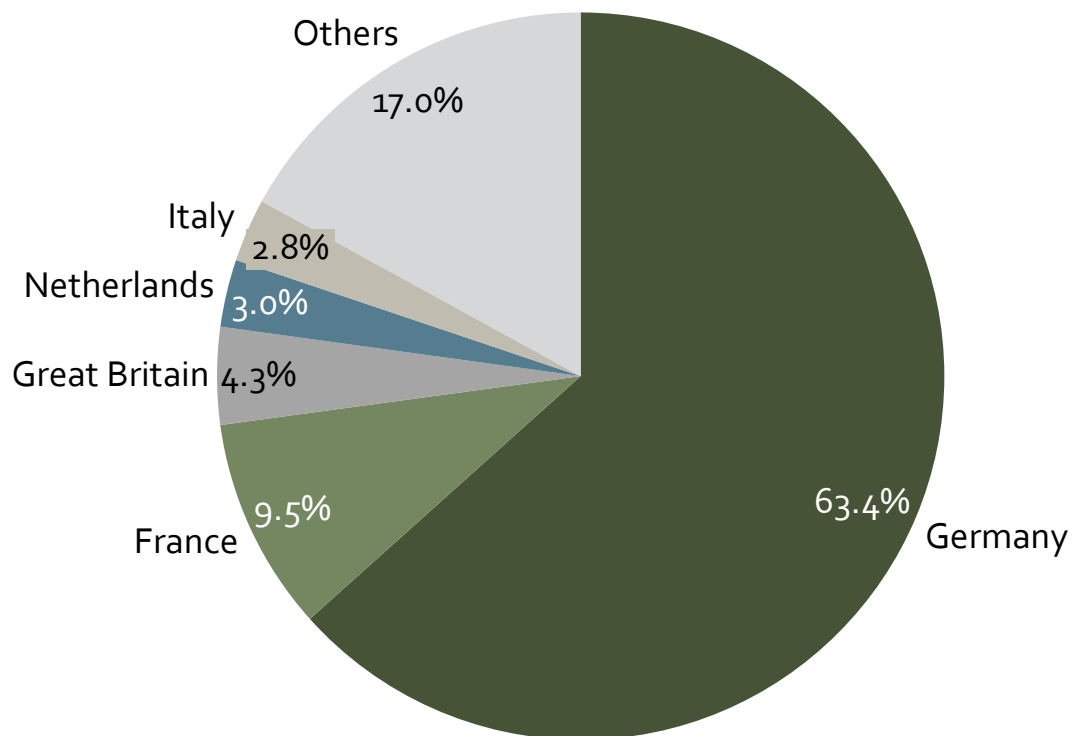
- Market leader in the **Motorhome** segment
- Fastest growing **Campervan** manufacturer in the industry since 2018
- Stable **Caravan** market share position since 2015.

SALES

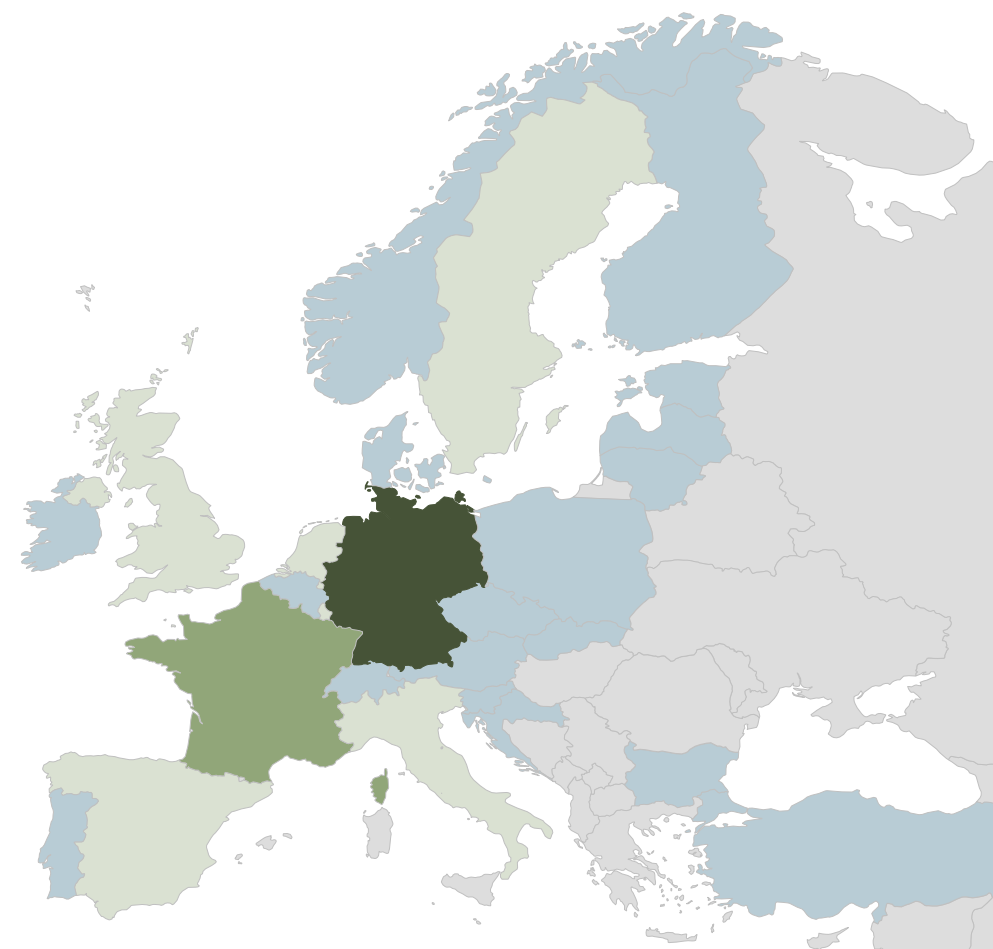


Dealer Network

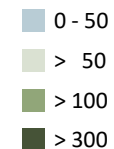
Unrivalled network of 1,100 dealers including 400 exclusive EHG dealers



>80% of EHG sales are to 5 countries ⁽¹⁾

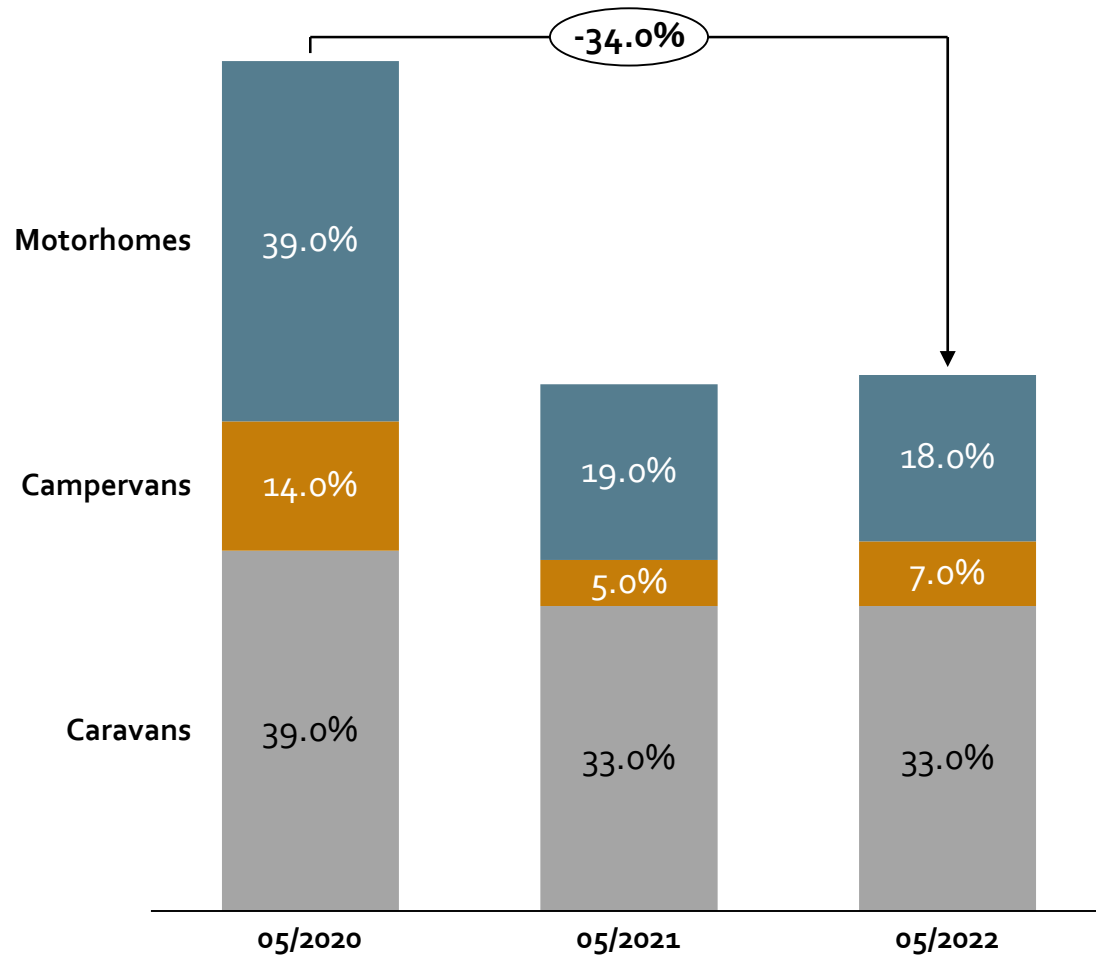


Active dealers
per country:



THOR
Go Everywhere. Stay Anywhere.™

Dealer Inventory Levels



- Historically low dealer inventory levels across all core European markets and product segments
- Most core market inventory levels are significantly lower than the rest of Europe
- Dealer inventory is not expected to return to normal levels until 2024

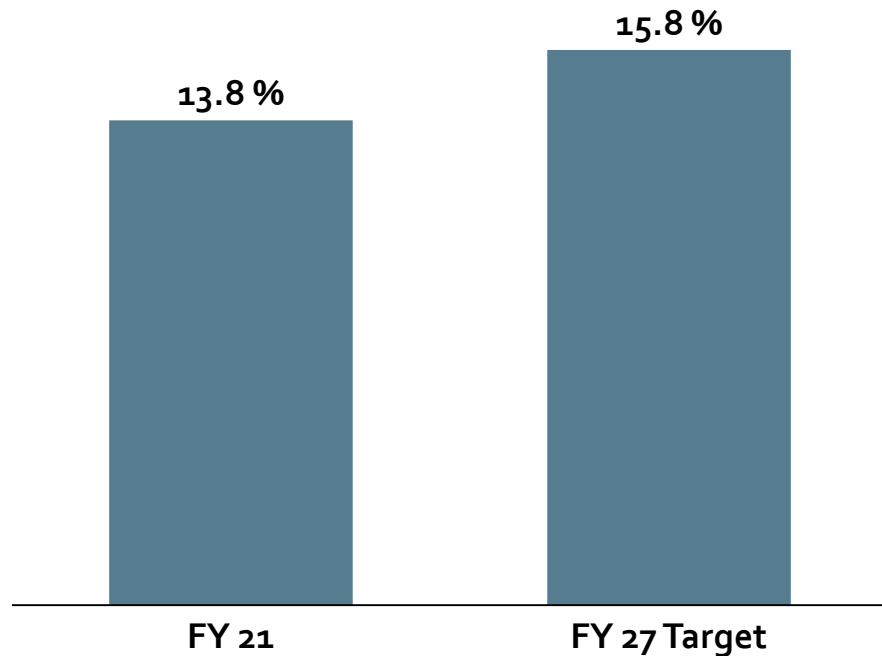
DRIVEN TO EXCEED EXPECTATIONS



Driving Gross Margin Expansion

200BPS

of gross margin expansion



DRIVERS

- Pricing to offset cost inflation
- Innovation focused on product differentiation
- Operational excellence
 - Value analysis and cost engineering
 - Production orientated and lean principles
 - Global and dual sourcing
 - Standardization

Strategic Priorities



Supply Chain: diversification and continuous cost-reduction initiatives

Optimized Manufacturing: diversification, automation and full utilization



Innovation: new product development focused on differentiation and improved manufacturing efficiencies

Digital: drive conversion and use of data to promote solutions and enhance customer experiences



Products: accelerate new product introductions and expand segments participation

Pricing: continuously reviewed to ensure continued strengthening of margins

Operational Framework for Excellence and Enhanced Profitability

VALUE ANALYSIS AND COST ENGINEERING

- Offset inflation-related costs with continuous improvement processes and appropriate pricing adjustments
- Deliver industry-leading technology and design

PRODUCTION ORIENTATED & LEAN PRINCIPLES

- Drive efficiencies across all operations
- Further implement LEAN initiatives
- Deliver industry-leading quality



GLOBAL AND MULTIPLE SOURCING

- Diversify our supply chain
- Drive efficiencies and cost savings initiatives within supply chain
- Relentless focus on cost reduction

STANDARDIZATION

- Strategic investments in automation
- Optimize manufacturing locations

Operations – Strategic New Location

Rationale:

- Enhanced margin opportunity and expanded product offering
- Strategic Location: Nova Sól, Poland
 - Special Economic Zone
 - Approximately 125 miles away from our location in Neustadt, Germany
 - Proximity to Stellantis production location
- Well-trained technical staff and potential collaboration with regional universities



Innovation

- Unlocking new customer segments with innovative travel concepts and patented designs
- Intuitive, Convenient, Connected: connectivity solutions for the Caravan and Motorhome of today and tomorrow
- Strategic Global Cooperation and development with chassis OEM's for the electrified future
- Further projects include Lightweight Components, Aerodynamics, Modularization, SLC Chassis

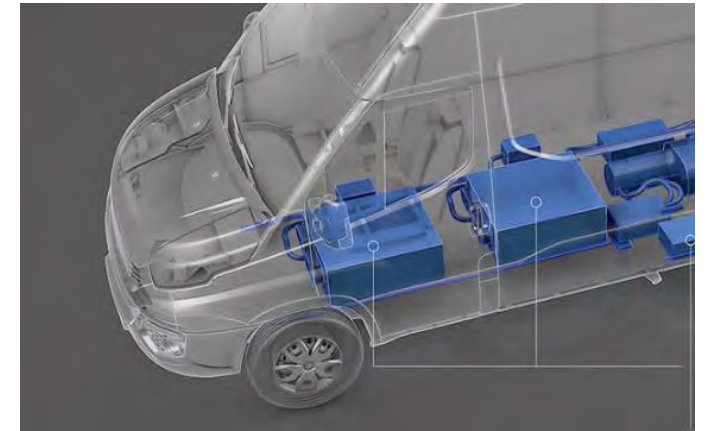
Patented Designs



Intelligent Traveling



Electrified Future





Innovation for the Leisure Experience



THOR
Go Everywhere. Stay Anywhere.™

Key Takeaways

1

Top line expected to return when the supply chain normalizes as demand remains strong and dealer inventory levels remain at historically low levels

2

Strong focus on operational excellence through diversified and strategic sourcing, standardization, and lean implementation to optimize cost structure

3

Continued investments in **innovation and new product development** to create long-term competitive advantages

4

Market leader with a proven and high performing management team in place to drive enhanced profitability

5

Strategic plan expected to **expand gross margins by 200 bps** by FY 27



THOR
Go Everywhere. Stay Anywhere.™

Our Vision: Market Outlook, Downside Scenario and Updated Five-Year Goals to Create Shareholder Value

Todd Woelfer

Senior Vice President and Chief
Operating Officer

Colleen Zuhl

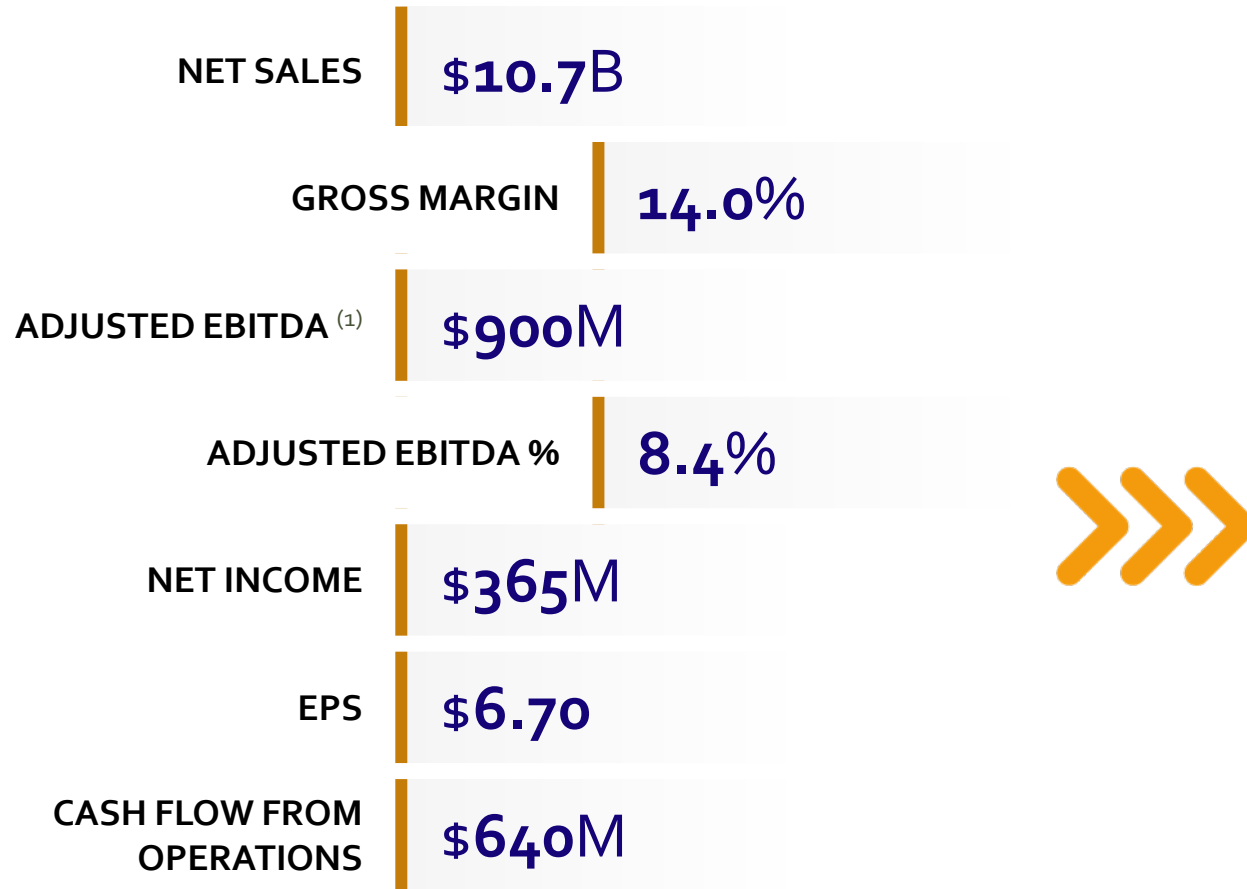
Senior Vice President and Chief
Financial Officer



Long-Term Outlook Favorable, Macro Environment Will Shape the Balance of Fiscal Year 2022 and Fiscal Year 2023

MACRO FACTORS	CADENCE
DEMAND	<ul style="list-style-type: none">• Expect demand to be muted by macro factors for the remainder of FY 22 and into the beginning of FY 23, but believe it to be temporary as the underlying dynamics support sustained and increased demand for the RV lifestyle• Expect the underlying demand for the RV lifestyle to remain strong in the long term
INFLATION & PRICING	<ul style="list-style-type: none">• Expect inflation to temper across FY 23• Expect ASPs to stabilize and begin to recede as supply chain pricing offers relief in FY 23• Expect compression of our consolidated margins in the short term as promotional activity returns
LABOR & SUPPLY CHAIN DISRUPTION	<ul style="list-style-type: none">• Expect easing of labor constraints in and around Elkhart County as production volumes normalize• Expect continuation of motorized chassis supply challenges due to the chip shortage and fragmented component supply issues through the first half of FY 23

A Look at a Downside Scenario



ASSUMPTIONS AND DRIVERS

- Assumes a decrease of approximately 35% from TTM sales

LEVERS WE CAN PULL DURING A DOWNTURN

- Production rates
- Quickly consolidate production plants
- Headcount
- Limit or freeze capital expenditures, low maintenance Cap Ex
- Compensation of management is already highly variable = automatic lever
- THOR Downturn Playbook
- Historically, we have generated cash during a downturn as we collect A/R and turn inventory into cash

**This Scenario Illustrates THOR's Resilience in a Down Market and Does Not Represent a Forecast or Guidance.
THOR Will Issue FY 23 Guidance After the September Open House**

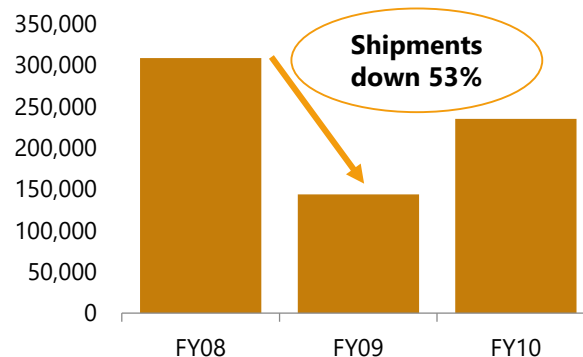
⁽¹⁾ See the Appendix to this presentation for reconciliation of non-GAAP measures to most directly comparable GAAP financial measures



THOR's Past Results Demonstrate its Resilience in Down Markets

THOR has maintained positive net income on a GAAP basis and generated positive operating cash flow during past downturns and has come out of past downturns stronger

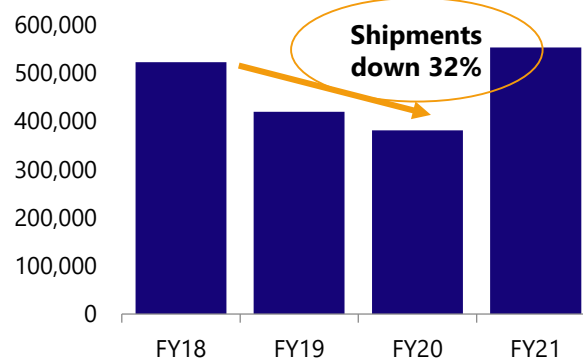
**NORTH AMERICAN INDUSTRY⁽²⁾
WHOLESALE SHIPMENTS**



THOR NORTH AMERICAN PERFORMANCE⁽¹⁾

	FY 08	FY 09	FY 10
SALES (\$ THOUSANDS)	\$2,224,955	\$1,115,006	\$1,848,549
UNITS	84,751	45,465	73,770
GROSS MARGIN %	12.7%	10.0%	14.2%
NBT (\$ THOUSANDS)	\$145,784	\$17,619	\$156,232
NBT %	6.6%	1.6%	8.5%

**NORTH AMERICAN INDUSTRY⁽²⁾
WHOLESALE SHIPMENTS**



THOR NORTH AMERICAN PERFORMANCE⁽¹⁾

	FY 18	FY 19	FY 20	FY 21
SALES (\$ THOUSANDS)	\$8,155,015	\$6,207,780	\$5,530,580	\$8,891,319
UNITS	266,220	187,625	165,270	239,608
GROSS MARGIN %	13.7%	12.6%	13.9%	15.4%
NBT (\$ THOUSANDS)	\$667,442	\$403,138	\$408,150	\$861,021
NBT %	8.2%	6.5%	7.4%	9.7%






⁽¹⁾ Per filed 10-K reports for North American RV segments

⁽²⁾ RVIA data



Our Vision: 5-Year Performance Projections

By the end of Fiscal Year 2027, THOR projects:

NET SALES		\$20B
SUSTAINABLE GROSS MARGIN		17%
EPS		\$27.00
CUMULATIVE NET CASH FROM OPERATIONS (FY 23 – FY 27)		\$6B+
REDUCED GREENHOUSE GAS (GHG) EMISSIONS		↓ by 40%

ASSUMPTIONS AND DRIVERS

- Calendar year 2027 North American retail projected to be between 585,000 and 630,000 units for the RV industry
- Maintain market share leadership positions with continued focus on innovation
- Return to more normalized level of promotions and discounting
- European segment gross margin expected to increase by 200 bps vs FY 21
- Expansion of service and aftermarket sales
- Opportunistic tuck-in acquisitions
- Pricing to offset inflation



THOR
Go Everywhere. Stay Anywhere.™

Closing Remarks

Bob Martin

President and Chief Executive Officer



THOR

Go Everywhere. Stay Anywhere.™



THOR Investor Day 2022

Key Takeaways

1

Strong and experienced leadership team with a **proven track record** of managing through business cycles

2

Market-leading position in both North America and Europe with focused strategy to expand the leadership position and grow operating results

3

Strategic growth initiatives in automation, innovation, supply, aftermarket, service and digitalization to drive future growth

4

Leading the industry in ESG and DE&I initiatives

5

Disciplined capital allocation strategy with strong liquidity to **drive long-term value and shareholder returns**

Global Pure-Play Market Leader Driven to Strengthen Its Position Within the RV industry



Q&A Session

All Presenters



THOR
Go Everywhere. Stay Anywhere.™



Appendix



THOR
Go Everywhere. Stay Anywhere.™

Reconciliation of Non-GAAP Measures

Adjusted EBITDA

(\$ in thousands)	Fiscal Year Ended July 31,				TTM Ending
	2012	2019	2020	2021	April 30, 2022
Net Income	\$ 121,739	\$ 132,465	\$ 221,384	\$ 660,870	\$ 1,087,778
Add Back:					
Interest Expense, Net	(3,205)	60,032	104,206	93,545	86,475
Income Taxes	58,952	52,201	51,512	183,711	335,348
Depreciation and Amortization	24,978	148,777	196,167	230,581	273,432
EBITDA	\$ 202,464	\$ 393,475	\$ 573,269	\$ 1,168,707	\$ 1,783,033
Add Back:					
Stock-Based Compensation Expense	688	18,950	19,889	30,514	31,826
Acquisition Related Transaction Costs	-	114,866	-	6,178	1,605
Impairment Charges	-	-	10,057	-	-
Change in LIFO Reserve	4,616	3,695	1,415	27,931	53,331
Inventory Step-Up Impact on Gross Profit	-	61,418	-	4,272	6,791
Net (Income) Expense Related to Certain Contingent Liabilities	-	-	-	5,000	32,125
Non-Cash Foreign Currency Loss (Gain)	-	3,537	1,274	(1,134)	(15,949)
Adjusted EBITDA	\$ 207,768	\$ 595,941	\$ 605,904	\$ 1,241,468	\$ 1,892,762
Net Sales	\$ 3,084,660	\$ 7,864,758	\$ 8,167,933	\$ 12,317,380	\$ 16,083,727
Adjusted EBITDA Margin (%)	6.7%	7.6%	7.4%	10.1%	11.8%

Adjusted EBITDA is a non-GAAP performance measure included to illustrate and improve comparability of the Company's results from period to period. Adjusted EBITDA is defined as net income before net interest expense, income tax expense and depreciation and amortization adjusted for certain items and other one-time items. The Company considers this non-GAAP measure in evaluating and managing the Company's operations and believes that discussion of results adjusted for these items is meaningful to investors because it provides a useful analysis of ongoing underlying operating trends. The adjusted measures are not in accordance with, nor are they a substitute for, GAAP measures, and they may not be comparable to similarly titled measures used by other companies.



Reconciliation of Non-GAAP Measures

Net Debt Leverage

(\$ in thousands)

	As of and for the Twelve Months Ended			
	July 31, 2019	July 31, 2020	July 31, 2021	April 30, 2022
Total long-term debt, net, less current portion	\$ 1,885,253	\$ 1,652,831	\$ 1,594,821	\$ 1,983,596
Plus: Current portion	17,370	13,817	12,411	10,991
Plus: Debt issuance costs, net of amortization	51,720	44,563	33,461	34,773
Gross long-term debt	1,954,343	1,711,211	1,640,693	2,029,360
Less: Cash and Cash Equivalents	425,615	538,519	445,852	329,297
Net Debt	\$ 1,528,728	\$ 1,172,692	\$ 1,194,841	\$ 1,700,063
Adjusted EBITDA ⁽¹⁾	\$ 595,941	\$ 605,904	\$ 1,241,468	\$ 1,892,762
Net Debt to Adjusted EBITDA Ratio	2.6	1.9	1.0	0.9

Net Debt Leverage is a non-GAAP measure of the use of debt. The Net Debt Leverage Ratio is calculated by dividing Net Debt (as reconciled above) to Adjusted EBITDA (refer to Adjusted EBITDA reconciliation included within this appendix).

The Company uses the Net Debt Leverage ratio (or Net Debt to Adjusted EBITDA ratio) as a metric to assess liquidity and the flexibility of its balance sheet. Consistent with other liquidity metrics, the Company monitors the Net Debt Leverage Ratio as a measure to determine the appropriate level of debt the Company believes is optimal to operate its business.

The Net Debt Leverage Ratio is a non-GAAP measure and should not be considered an alternative to cash flows from operating activities as a measure of liquidity. The Company's calculation of the Net Debt Leverage Ratio may differ from similar calculations used by other companies, and therefore, comparability may be limited.

(1) Refer to Adjusted EBITDA reconciliation within this Appendix.



Reconciliation of Non-GAAP Measures

Downturn Scenario - Adjusted EBITDA

(\$ in thousands)

	Downturn Scenario
Net Income	\$ 365,000
Add Back:	
Interest Expense, Net	86,000
Income Taxes	115,000
Depreciation and Amortization	290,000
EBITDA	\$ 856,000
Add Back: Stock-Based Compensation Expense	44,000
Adjusted EBITDA	\$ 900,000

Adjusted EBITDA is a non-GAAP performance measure included to illustrate and improve comparability of the Company's results from period to period. Adjusted EBITDA is defined as net income before net interest expense, income tax expense and depreciation and amortization adjusted for certain items and other one-time items. The Company considers this non-GAAP measure in evaluating and managing the Company's operations and believes that discussion of results adjusted for these items is meaningful to investors because it provides a useful analysis of ongoing underlying operating trends. The adjusted measures are not in accordance with, nor are they a substitute for, GAAP measures, and they may not be comparable to similarly titled measures used by other companies.



Reconciliation of Non-GAAP Measures

European Segment EBITDA

<i>(\$ in thousands)</i>	Fiscal Year Ending July 31, 2020	Fiscal Year Ending July 31, 2021	TTM Ending April 30, 2022
Income Before Income Taxes	\$ 9,850	\$ 116,576	\$ 80,121
Add Back:			
Interest Expense, Net	4,783	4,555	2,744
Depreciation and Amortization	103,671	127,432	133,160
EBITDA	\$ 118,304	\$ 248,563	\$ 216,025

EBITDA is a non-GAAP performance measure included to illustrate and improve comparability of the Company's results from period to period. EBITDA is defined as net income before net interest expense, income tax expense and depreciation and amortization. The Company considers this non-GAAP measure in evaluating and managing the Company's operations and believes that discussion of results adjusted for these items is meaningful to investors because it provides a useful analysis of ongoing underlying operating trends. The adjusted measures are not in accordance with, nor are they a substitute for, GAAP measures, and they may not be comparable to similarly titled measures used by other companies.



THOR
Go Everywhere. Stay Anywhere.™

Reconciliation of Non-GAAP Measures

Free Cash Flow

(\$ in thousands)

	Fiscal Year Ended July 31,				
	2017	2018	2019	2020	2021
Net Cash Flows Provided by Operating Activities	\$ 419,333	\$ 466,508	\$ 508,019	\$ 540,941	\$ 526,482
Less: Capital Expenditures	115,027	138,197	130,224	106,697	128,835
Free Cash Flows	\$ 304,306	\$ 328,311	\$ 377,795	\$ 434,244	\$ 397,647

Free cash flow is a non-GAAP measure of liquidity, calculated by subtracting capital expenditures from net cash flows provided by operating activities. The Company considers free cash flow to be a profitability and liquidity measure that provides useful information to management and investors about the amount of cash generated by the business after necessary capital expenditures. Other companies, including companies in the same industry, may not use free cash flow, may calculate free cash flow in a different manner than the Company does, or may use other financial measures to evaluate their performance, all of which could reduce the usefulness of free cash flow as a comparative measure.



THOR
Go Everywhere. Stay Anywhere.™

Reconciliation of Non-GAAP Measures

ROIC %

(\$ in thousands)

Income Before Income Taxes (1)

FY17 - FY21
5-Year Average
\$ 498,312

	July 31, 2016	July 31, 2021	
Invested Capital			
Total Stockholders' Equity	\$ 1,265,222	\$ 2,948,106	
Add Back:			
Long-term Debt	360,000	1,594,821	
Deferred Income Tax Liabilities, Net	-	113,598	
Less:			
Cash and Cash Equivalents	209,902	445,852	
Restricted Cash	-	2,854	
Deferred Income Tax Assets, Net	53,417	41,216	
Total Invested Capital	\$ 1,361,903	\$ 4,166,603	\$ 2,764,253
5-Year ROIC %			18.0%

(1) Income Before Income Taxes utilized for the ROIC calculation herein is a calculated five year average based on actual results for the fiscal years ending July 31, 2017 to July 31, 2021.

ROIC is calculated using a non-GAAP financial measure. We calculate ROIC by dividing income before income taxes by average invested capital (components and reconciliation shown above). We believe that ROIC is useful to investors as a measure of performance and of the effectiveness of the use of capital in our operations. We use ROIC as one measure to monitor and evaluate operating performance. This method of determining non-GAAP ROIC may differ from other companies' methods and therefore may not be comparable to those used by other companies. ROIC should be considered in addition to, rather than as a substitute for, other information provided in accordance with GAAP.



THANK YOU

Investor Day 2022

Mark Trinske
Vice President of Investor Relations

Mike Cieslak, CFA
Investor Relations Manager

ir.thorindustries.com



THOR
Go Everywhere. Stay Anywhere.™