



Analyst & Investor Day
September 14, 2022

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- These statements are based on current expectations of the company's management and involve inherent risks and uncertainties, including those identified in the Risk Factors section of our Annual Report on Form 10-K for the annual period ended December 31, 2021
- Although we believe these expectations are reasonable, actual events or results could differ materially
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Analyst & Investor Day Agenda

Welcome and Agenda Review

Eric Steele, SVP Finance

9:00AM ET

Snap One – Our Key Differentiators

John Heyman, CEO

9:05AM – 9:45AM ET

Go-to-Market Strategy

Jeff Hindman, Chief Revenue Officer

10:00AM – 10:45AM ET

Product & Platform Vision

G Paul Hess, Chief Product Officer

Graham Jaenicke, VP New Ventures: Recurring Revenue

11:00AM – 11:45AM ET

Integrator Panel

Moderated by SNPO

12:15PM – 1:15PM ET

Scaling Platform with Profitable Growth

Mike Carlet, CFO

1:30PM – 2:15PM ET

Partner Showroom Experience

Webcast not available

2:45PM – 5:00PM ET



Snap One – Our Key Differentiators



What You Will Hear Today: Our Investment Highlights



Snap One Today

How we became a leader in our industry



What Makes Snap One Special?

Our greatest asset is our relationship with our partners (integrators)



Our Addressable Market

Attractive and growing



Revolutionizing the Industry

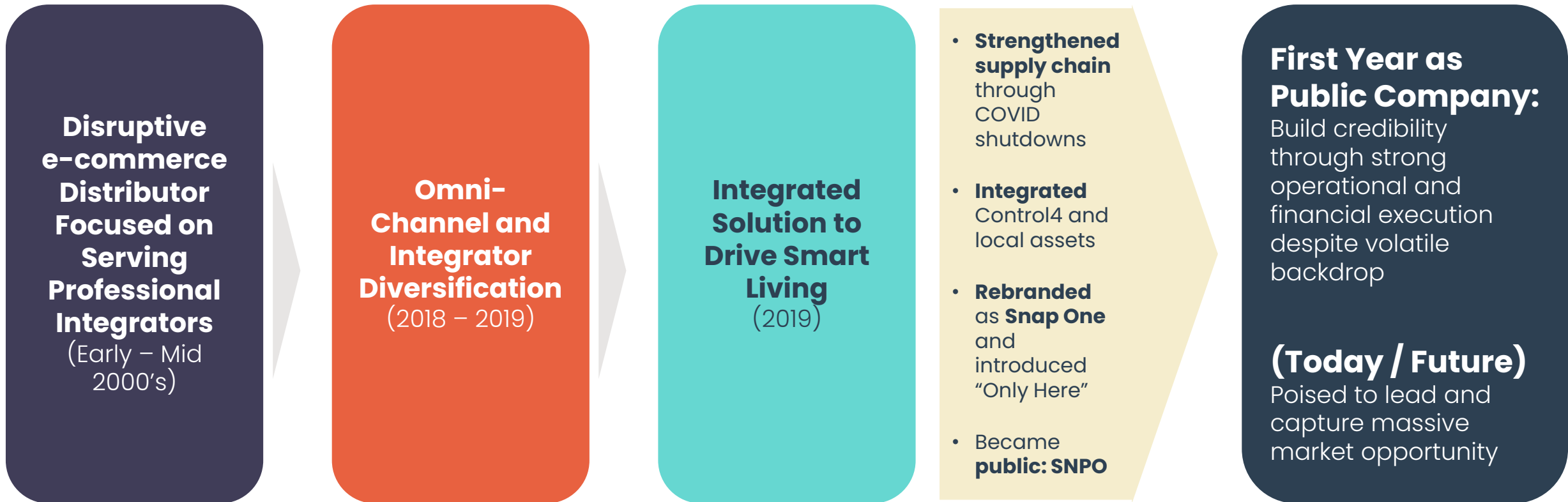
Launching innovative products and non-hardware services



Our Long-Term Growth Algorithm

Our pillars for achieving long-term, profitable growth and our proven track record of execution

A Look Back at How We Became Snap One



Our Vision:

Bringing together people, partners, and products to deliver joy, connectivity, and security in our everyday lives

What is Our Business Model?



End customer seeks a smart living experience



End customer finds and contacts a professional integrator



Integrator visits customer location and provides project quote



Integrator leverages SNPO workflow solutions to manage project from start to finish



Integrator purchases product through e-commerce portal or local branch



Integrator completes project and monitors system

Defining 'Smart Living' Experiences



**Enjoy
Direct-to-
Streaming
Movie
Releases**



**Efficient
Collaboration
in the
Connected
Office**

**Customizable
Control of Pro
Entertainment**



**Summer BBQ
with Family &
Friends**



Smart Living is Enabled by Professional Integrators...

Professional integrators are technicians at primarily small and medium sized businesses (SMBs) that create smart living experiences for end customers across residential and commercial settings

Typical Integrator Profile

- Median # of Employees: 8
- Avg. Annual Revenue: \$1.7M
- Avg. Jobs per Year: 50 – 100
- Project Types: 33% New Resi, 33% Remodel Resi, 33% Light Commercial
- Asset light



Challenges Integrators Face

- Highly fragmented supplier base with disparate products
- Labor shortage / talent
- Training
- Inventory sourcing
- Workflow tools
- Support
- Truck rolls, working nights & weekends
- Scaling their business

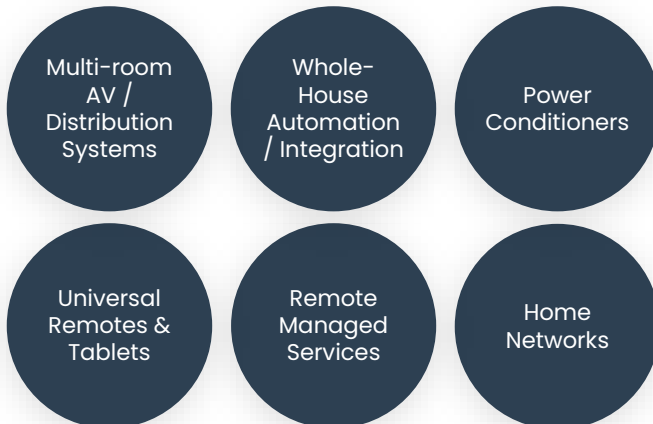
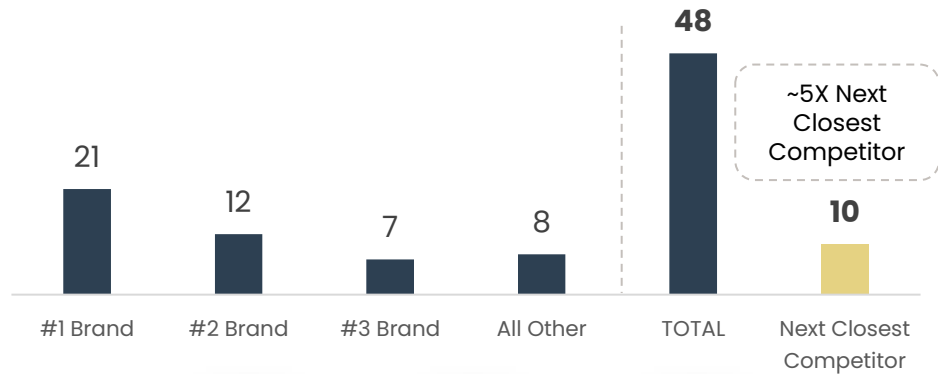


Helps to Solve These Integrator Pain Points

...Who Highly Value Snap One as a Business Partner

2022 CE Pro Brand Leader Awards

Recognizes excellence across 62 product categories



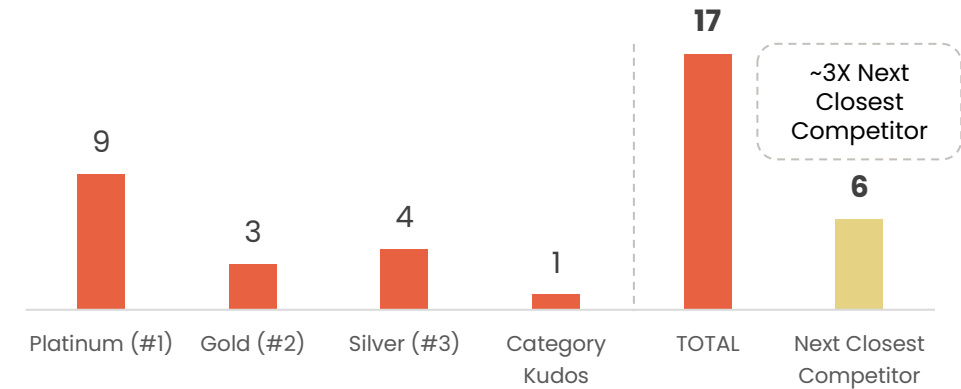
NET PROMOTER SCORE ¹

55



2022 CE Pro Quest for Quality Awards

Recognizes excellence in workflow solutions & support



~75% of e-commerce Portal Net Sales From Integrators Who Have Been Snap One Partners For 5+ Years ²

Integrators Love Us Because Our Vertically Integrated Strategy Makes Their Lives Easier



Large and Growing Smart Living TAM Supported by Favorable Long-Term Secular Trends



Smart Living Tailwinds

Trend of living, working, playing from home here to stay

Proliferation of connected devices

More complexity drives demand for professional installation



Growing Demand for Housing

Historic under-building of homes and low inventory of available homes to purchase

Aging housing stock: ~40-year average age

Millennial generation entering prime household formation years

Increased demand for space and migration from cities to suburbs



Health & Growth of Small Businesses Requiring Commercial Space

32.5M SMB's in the U.S.

Record 5.4M new business applications in U.S. in 2021

Nonresidential building starts +21% YoY for LTM July 2022 period



Resilient, Large-Ticket Repair & Remodel

Leading indicator of remodeling activity (LIRA) pointing to continued residential remodel spend growth

Larger ticket projects likely to outpace small/DIY projects completed during COVID



Accelerated Technology Replacement Cycles

Technology advances in networking, video resolution, surveillance, etc. creating shorter replacement cycles to avoid obsolete technology

We Play a Critical Role in the Smart Living Value Chain

Hundreds of Smart Living Vendors



SNPO provides:

- ✓ Access to 20K+ integrators
- ✓ Integration with SNPO software platforms
- ✓ Inclusion in SNPO loyalty program
- ✓ Distribution through leading omni-channel platform
- ✓ Sales & marketing support
- ✓ Training support for integrators
- ✓ Focused marketing and data-driven insights on product assortment and purchasing behavior

Critical Business Partner



20,000+ Integrators



e-commerce Portal



Software Platforms



Workflow Solutions



Local Branch Support
& Inventory



Award Winning
Loyalty Program



Broad, Curated
Product Portfolio



Best-in-Class Technical
& Partner Support



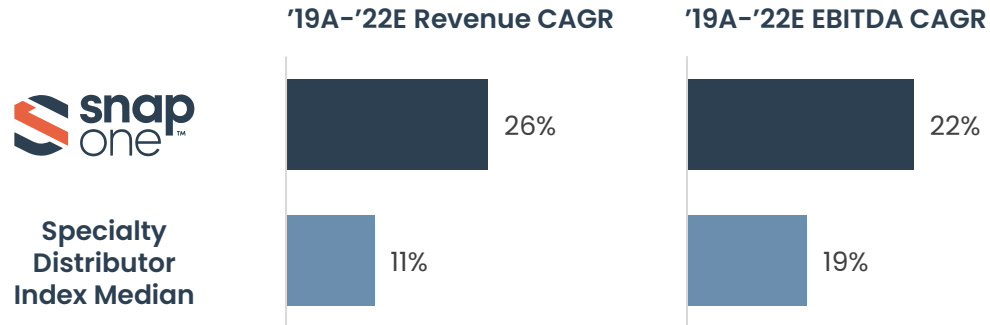
Technical Training

Our Business Model Reflects the Key Attributes of Best-in-Class Specialty Distributors...

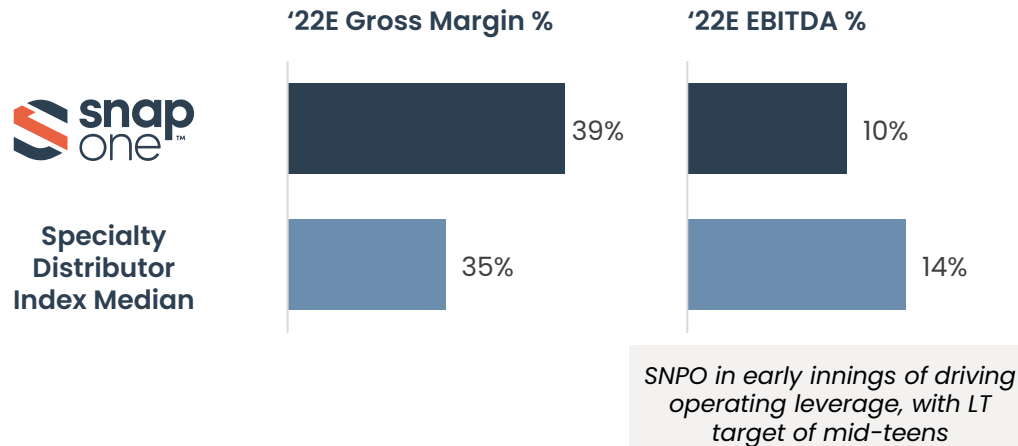
Singularly Focused	✓ Dedicated to serving professional integrators addressing the Smart Living industry
'Category Leader' in Fragmented Industry	✓ Established industry leader in attractive space with large consolidation opportunity
Omni-Channel Presence	✓ Best-in-class e-commerce portal complemented by nationwide local branch footprint
Private Label Offering	✓ Significant proprietary product portfolio representing ~70% of total net sales
Value-Added Services & Workflow Solutions	✓ Full suite of software, tools, and support for integrators across the project lifecycle
Diversified, Resilient Business Model	✓ 25+ product categories, ~20,000 (and growing) SMB integrators serving diversified end markets
Proven M&A Playbook	✓ Successfully invested \$750MM+ across 10+ acquisitions in recent years

...And Our Financial Profile Supports Valuation Upside to Align with Best-in-Class Specialty Distributor Peer Group

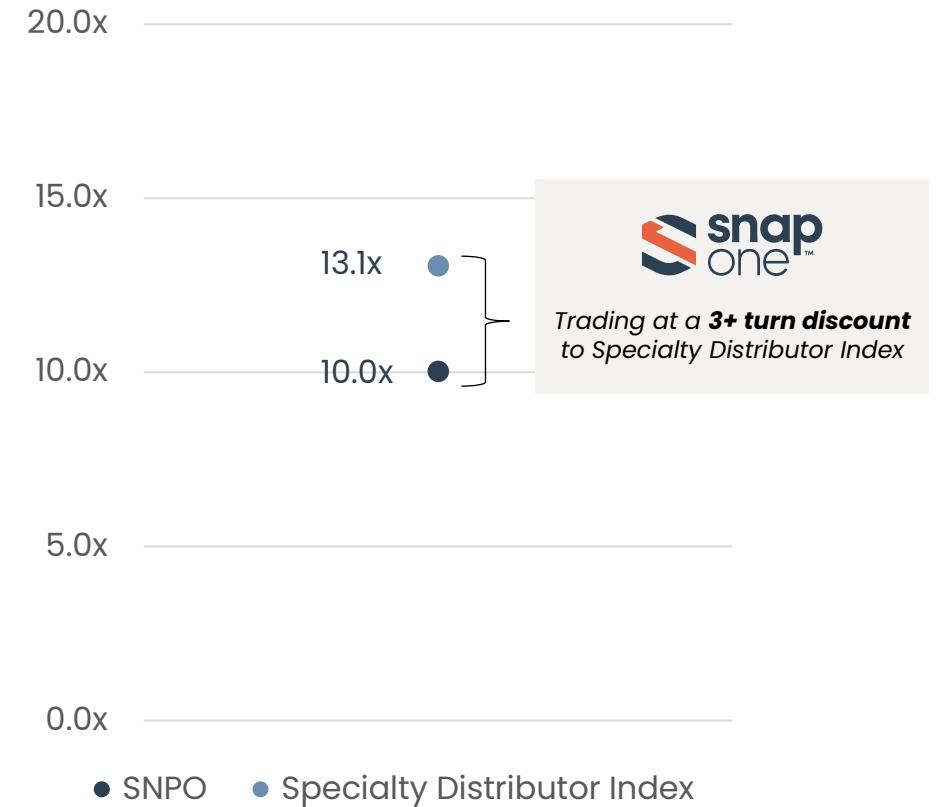
Growth



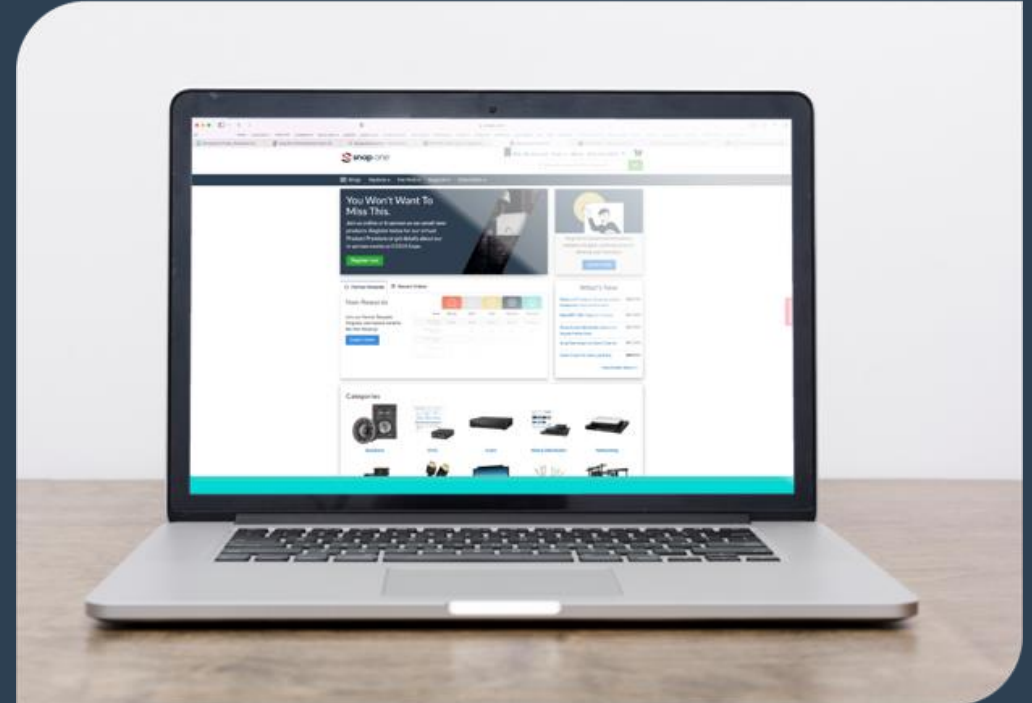
Profitability



2023E EBITDA Multiples






Go-to-Market Strategy



Who Do We Serve?

Geographic Disaggregation	Audience Served	% of 2021 Net Sales	TAM
U.S. Integrators	DIFM Integrators Home Technology Commercial Security	82%	~\$43.0B
U.S. Other	National Accounts, Amazon, Retailers, etc.	6%	Opportunistic
International	DIFM Integrators Large Int'l Distributors	12%	~\$106.2B

Leader in Serving Home Technology Integrators, with Ongoing Efforts to Increase Penetration in Commercial & Security

2021 Domestic	Home Technology	Commercial	Security
Transacting Integrators / Market Penetration	~13,000 / 75%	~4,000 / 12%	~3,000 / 15%
Spend per Integrator / Implied Wallet Share	~\$50,000 / 13%	~\$19,000 / 3%	~\$34,000 / 5%
SNPO Product Category Applicability			

Similar Needs of Integrators and Playbook in Home Tech Drives Commercial and Security Growth Strategy

Consistent integrator needs with rest of business

- One-stop shop
- Workflow solutions for support
- Omni-channel access

Core growth playbook being applied to these adjacent markets

- ✓ New Commercial and Security integrator acquisition
- ✓ Cross-sell to drive wallet share
- ✓ Introduce new 1P and 3P products / categories
- ✓ Targeted sales, marketing, and new integrator onboarding initiatives
- ✓ M&A to accelerate capabilities

Demonstrated Progress Expanding in Commercial and Security Markets

Strategic Theme

Commercial

Security

Focused R&D Investments & Product Overlaps

Tailored products to specifically apply to Commercial and Security end markets

Leadership

Hired new leader focused specifically on Commercial and Security

Dedicated GTM Teams

Hired dedicated sales reps with significant ramp up in past two years

Focused Marketing and Partner Segmentation

Created awareness and target specific sub-segments of Commercial and Security markets through trade events, publications, and sponsorships

Local / Omni-Channel

Expanded omni-channel offering and convenience to Commercial and Security partners through local branch openings

M&A

Acquired Clare in August 2022 and continuously evaluating opportunities to accelerate Commercial through M&A

Large, Attractive, and Growing Addressable DIFM Domestic Integrator Market

Domestic Integrators

70,000

X

Avg. Spend per Integrator

\$614,000

=

DIFM Domestic Integrator TAM

\$43.0B

*Expected to grow at 9%
long-term CAGR*

Profile of Our Best Integrators

Ecosystem Adoption

- ☒ Control4 certified
- ☒ OvrC
- ☒ Omni-channel



<10% of total domestic integrators; meaningful conversion opportunity

~\$261K avg. spend per; >6x avg. spend of domestic integrators in total

How Do We Drive Growth?

Add New Integrators



Commercial



Security

Increase Wallet Share

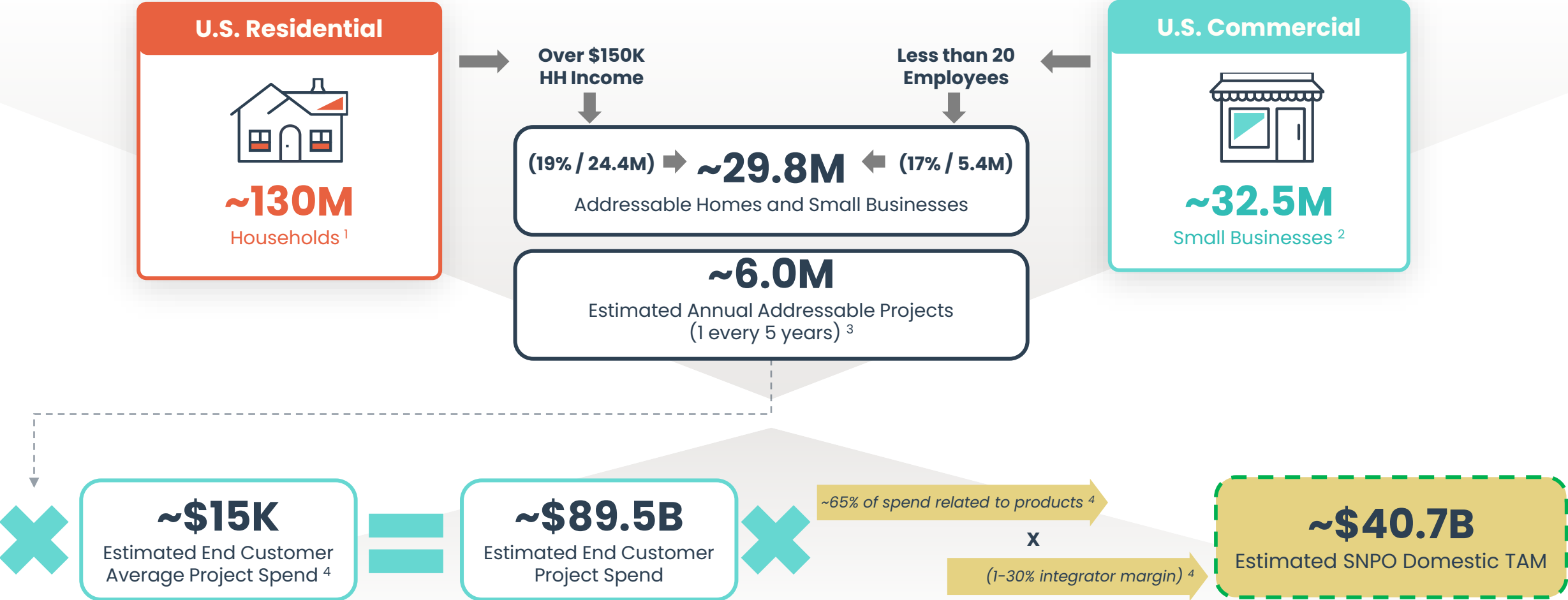


Ecosystem adoption



Introduce new / relevant products

Domestic TAM Reinforced by Large Addressable Homes and Small Businesses Opportunity



Across All the Integrators We Serve, We Understand the Challenges They Face Throughout the Job Lifecycle



Research & Learn

- Real-time access to detailed product info
- Ease of self-service
- Broad product selection
- Training resources



System Design & Quote

- Custom solution design
- Proposal creation, design, reviews & quotes



Order & Fulfillment

- 'Just in time' businesses
- Real-time and future inventory status
- Fast and flexible delivery/pickup options



Install, Set-up, & Program

- Product installation guides and resources
- Rapid access to product experts



Business Administration

- Centralized platform for doing business
- Lead generation and customer job lifecycle mgmt. capabilities



Ongoing Support

- Limit service calls and truck rolls
- Ability to fix problems remotely and rapidly
- Recurring maintenance job solutions

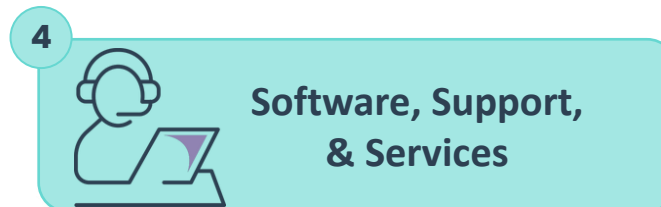
We Serve Our Domestic Integrators Through an Efficient Go-To-Market Model



We Engage Our Partners Through an e-commerce Led, Omni-Channel Go-to-Market Strategy...



...and Support Them Like No One Else in the Industry



1 Best-in-Class e-commerce Portal Drives Meaningful Growth and Adoption

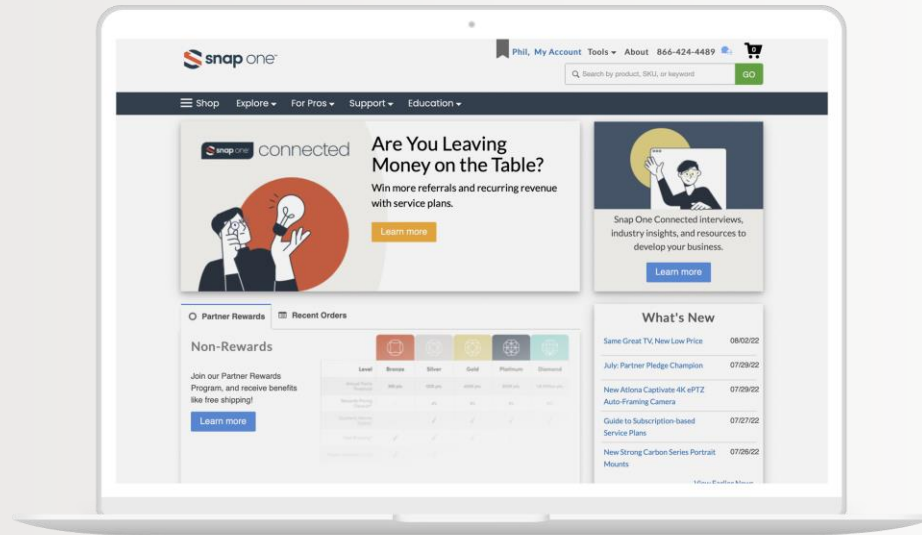
We Make it Easy for Integrators to Do Business

>90%

of visits focused on leveraging rich site functionality beyond ordering ¹

Non-ordering visits include...

- Account management
- Research or support activity
- Workflow tool usage



62

NPS score for e-commerce portal

11

of years consecutively ranked as #1 CE Pro manufacturer website

e-commerce Portal Supports Integrators...

- ✓ Seamless transaction experience
- ✓ Robust business management tools and content

...and Drives SNPO Growth...

- ✓ Low touch-point and low-cost integrator acquisition
- ✓ Leverage interaction data to deploy automatic relationship deepening strategies that drive wallet share growth

...in an Efficient Manner

- ✓ Easy to use, low-hassle digital tools that scale
- ✓ Self-service learning, designing, account management, and service

Lucrative Rewards Program Attracts Integrators and Encourages Wallet Share Growth



|
 |
 |
 |
 |

Attract new integrators

- ✓ Low-cost partner acquisition
- ✓ Drives platform adoption

Incentivize wallet share

- ✓ Partners who spend more, earn more
- ✓ Enabled by comprehensive product suite

Consolidate rewards across proprietary/third-party products and storefronts

- ✓ Structured to incentivize proprietary offering adoption
- ✓ Empowers the integrator to transact how they want

Level	Bronze	Silver	Gold	Platinum	Diamond
Annual Points Threshold	30K pts.	120K pts.	400K pts.	800K pts.	1.8 Million pts.
Rewards Pricing Discount	-	4%	6%	8%	10%
Quarterly Rebate Eligible	-	✓	✓	✓	✓
Free Shipping	✓	✓	✓	✓	✓
Product Feedback Calls	✓	✓	✓	✓	✓
Additional Training Opportunities	✓	✓	✓	✓	✓
Expedited Advanced Replacement	-	-	✓	✓	✓
Premium Tech Support	-	-	✓	✓	✓
\$1,000 Employee Product Credit	-	-	-	✓	✓
Exclusive Partner Events	-	-	-	-	✓

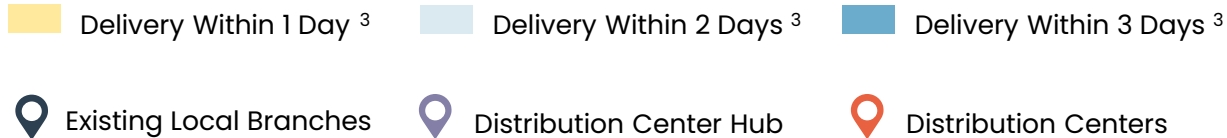
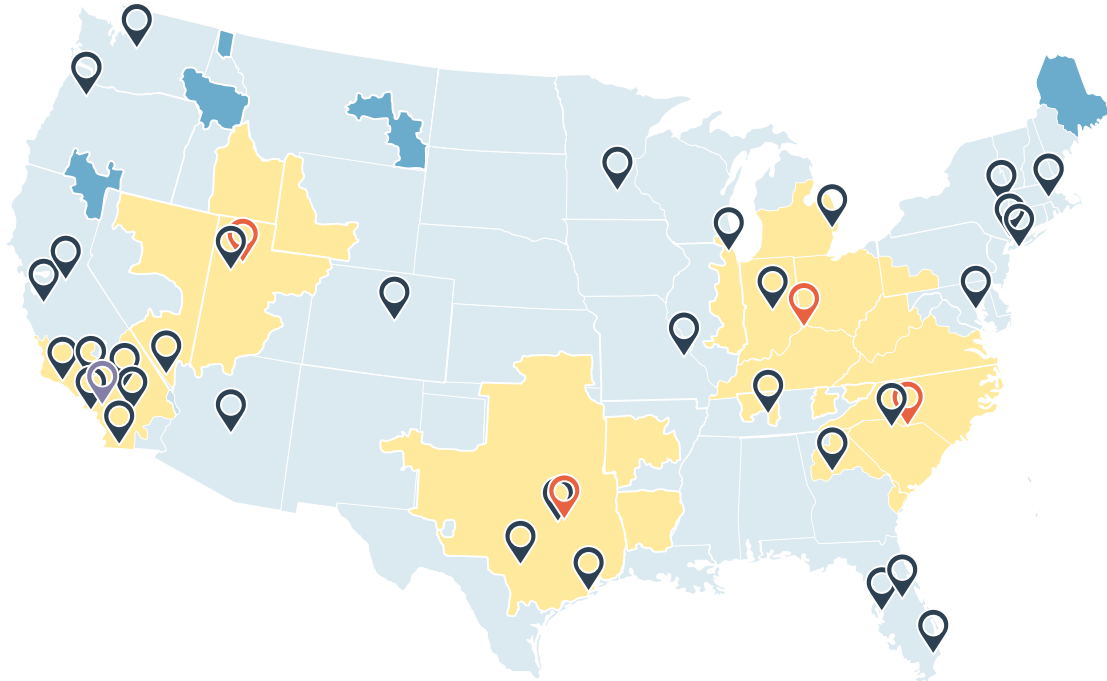
Local Branches Enhance Ability to Serve Integrators

33

Domestic local branches ¹

~99%

Delivery within 2 days ^{1 2}



Target Unit Level Economics

~\$450K – \$650K

Capex Buildout

~\$4-\$6M

Year 1 Inc. Revenue

~\$10-\$12M

Year 5 Inc. Revenue

Cash Flow Positive

in ~1 year

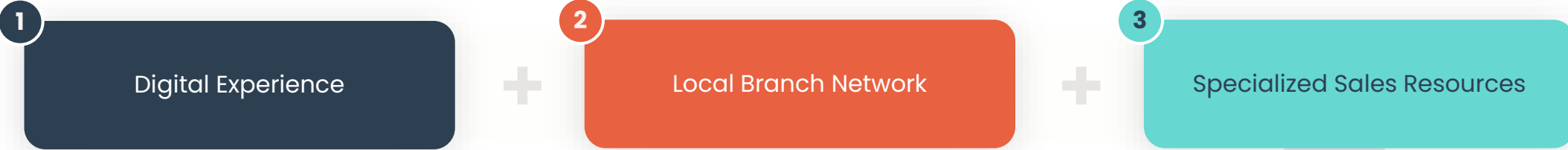
~25%+

IRR



Domestic Sales Coverage Model Further Strengthens Integrator Partner Relationships

SNPO Deployment of Resources



Coverage

Home Technology

Commercial / Security

Inside / Outside
Sales & Business
Dev. Mgr.

Description
Emphasize retention
campaigns, revenue
expansion and management
of partner relationships

Employees

~100 (ex. Local)



Sales Engineers

Bridge technical gaps
that inhibit adoption or
drive attrition

~30



Support, Software & Services That Integrators Depend On

Partner Support

Focus on order, fulfillment,
& account mgmt.

2022 CE Pro Quest for Quality Best Customer Service

As Manufacturer



Platinum

As Distributor



Gold

~80%

Calls answered
within 20
seconds

Partner Support ¹

~20 seconds

Average speed of
answer

84

NPS

Tech Support

Focus on install, set-up,
& programming

2022 CE Pro Quest for Quality Best Customer Service

As Manufacturer



Platinum

As Distributor



Silver

~75%

Calls answered
within 3 minutes

Tech Support ¹

~1.5 minutes

Average speed of
answer

92

NPS

Software & Services*

Focus on ongoing support

Remote Management



4SIGHT

System Design



Ongoing Live Support



Product & Platform Vision



Smart Living Continues to Evolve...

Smart living is about simple and reliable interactions with technology to deliver exceptional experiences that “just happen”

Continued evolution, enhancement, and ease of use of connected technology

DIY, Big Tech, and interoperability standards create awareness of possible experiences

Increasing desire for seamless experiences

Security and privacy are top of mind for physical and virtual interactions



...and Elevated Experiences are Best Delivered Through Professional-Grade Products Installed by Professional Integrators

Addressing segment of users seeking enhanced holistic experiences beyond what DIY point products can provide

High performance multi-room audio systems

Seamless connectivity throughout the home or business, indoors and out

Highly customized scenes and routines with significant flexibility across different applications

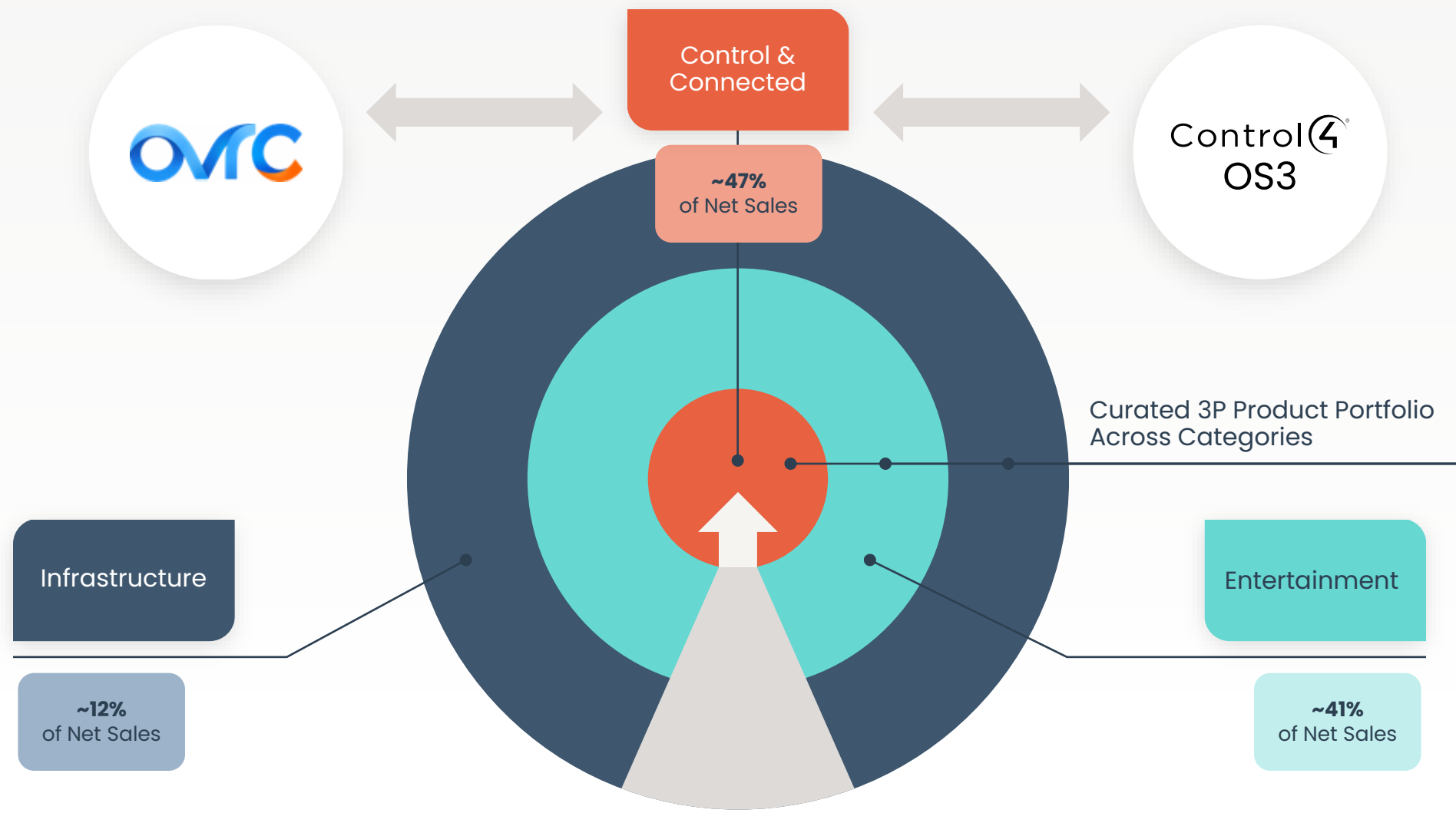


Immersive media systems beyond smart TVs and sound bars

Pro grade surveillance and security systems for full property and family/business protection

Significant breadth of integrated and connected devices and subsystems

Platform & Product Ecosystem Intentionally Built to Meet the Needs of Integrators & End Customers, with Seamless Integration Across 1P & 3P Products



Product and Software Ecosystem Built from the Outside In

The Snap One Platform Enables Seamless Smart Living Experiences

A platform is an ecosystem of products, systems, tools, services, and support solutions that creates value by facilitating better experiences

The Snap One Platform

Control4[®]
OS3

#1 Whole-House Integration Platform
2022 CE Pro 100 Brand Analysis



#1 Remote-Managed Services
2022 CE Pro 100 Brand Analysis

Robust Product Suite

- ✓ Open ecosystem
- ✓ Extensive driver library facilitates interoperability
- ✓ Curated product from ~150 3P vendors ¹

Elements of a Platform

Interoperability

Operating System

Cloud Management

Back-End Integration

Our Product and Platform Ecosystem is Delivered by Our World Class Product Development Organization

- ✓ Dedicated product development organization focused on delivering next generation products and software
- ✓ Strategy of “fast following” major technology standards while investing in differentiation with in-house and JDM partners
- ✓ Partner with a worldwide network of contract manufacturing and JDM suppliers to produce proprietary products

~\$65M+

Annual R&D Investment

335+

Product Development Employees

150+

Software Engineers

3

Centers of Excellence
(Charlotte, Salt Lake City, Serbia)

80+

JDM Suppliers

~300+

Annual IP Product Introductions

48

Times Recognized in 2022 CE Pro Brand
Leader Awards; ~5x competition



We are Emerging from a Period of *Integration* and Entering Into a Period of *Innovation* as a Combined Entity

Since the acquisition of Control4 in 2019, we have made meaningful progress...

- ✓ Re-engineered Cloud Services for reduced connection times

Control4[®]
Core Controllers

- ✓ Where Pros Buy Audio

omc[®]
CONNECT

TRIAD[®]



- ✓ Contemporary & Essential Lighting



- ✓ 12 updates to OS3 since 2019

ACCESS
NETWORKS

SUNBRITE[®]
Veranda 3 Smart TV

clare[™]

...and we are poised to deliver exciting new products and services in the future

Araknis Wifi 6

Luma X20

Episode Radiance

Control4 Vibrant Lighting

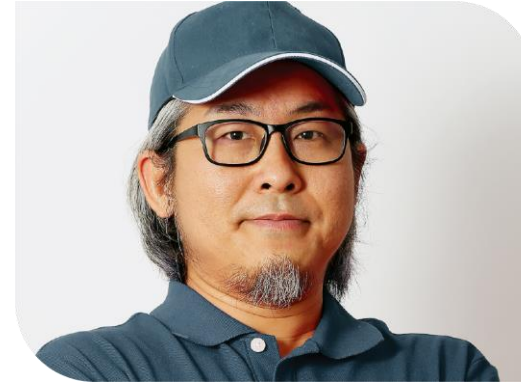
Halo Remotes

Our Journey Has Led Us to this Point: Customers and Partners Want More From the Smart Living Industry



Customers want better experiences, including:

- ✓ Empowerment to adjust and use their systems
- ✓ Support that is easily accessible when they want and need it
- ✓ Updated & secure systems



Partners want to improve their businesses by:

- ✓ Increasing profitability
- ✓ Developing recurring revenue
- ✓ Enabling greater capacity
- ✓ Creating better employee experiences
- ✓ Leveraging scalable solutions
- ✓ Solution selling

Snap One is Uniquely Positioned to Improve Customer & Partner Experiences Through Software & Services

Deliver on Integrator & Customer Wants to Transform the Industry

Established Foundation

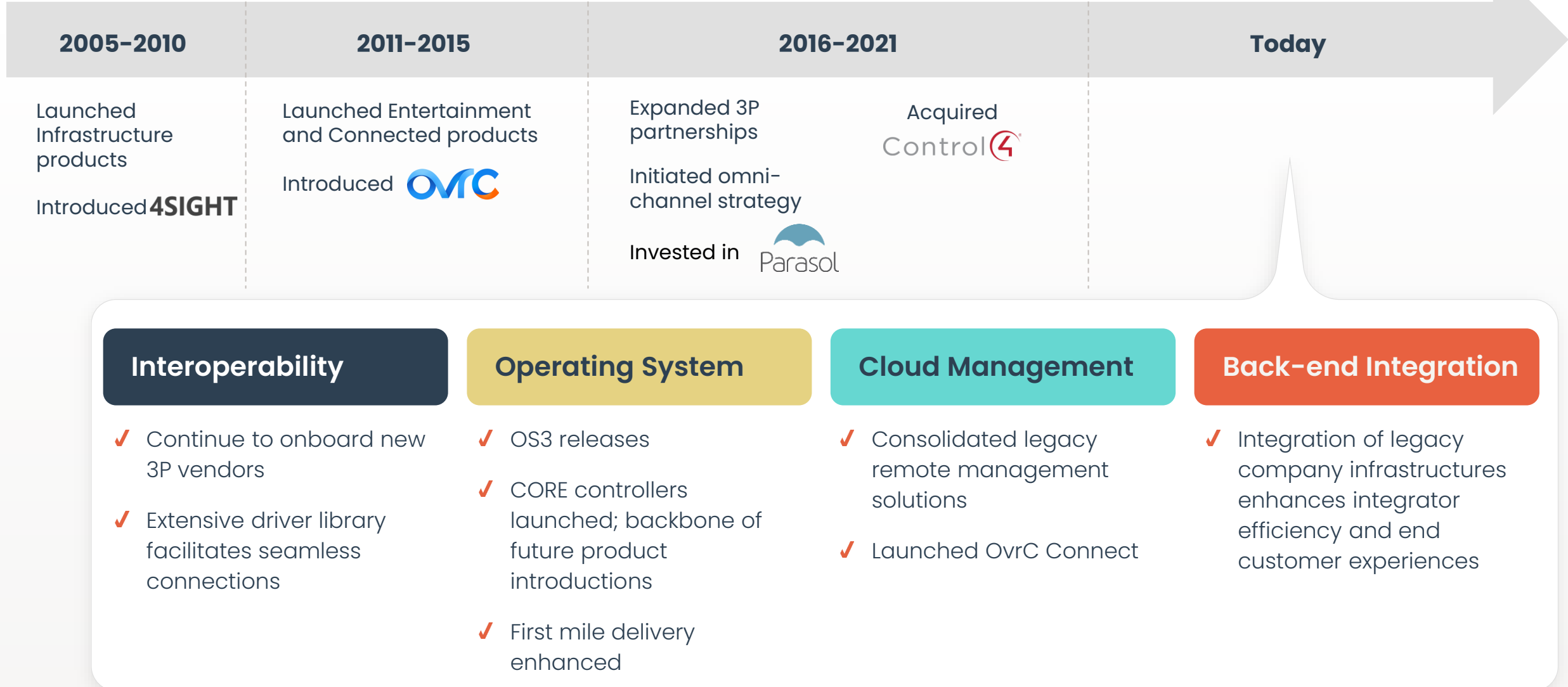
- ✓ OS3
- ✓ OvrC
- ✓ 4Sight
- ✓ Parasol



Scale & Leadership

- ✓ Enables Snap One to provide solutions to our channel such as:
 - ✓ Extended support hours
 - ✓ Billing & marketing infrastructure
 - ✓ Software system improvements
- ✓ Industry leadership & credibility as seen through:
 - ✓ CE Pro Awards
 - ✓ High NPS scores
 - ✓ Annual touchpoints with tens-of-thousands of Professionals

Our Platform Journey Has Positioned Us To Revolutionize Smart Living



Integrator Panel



Integrator Panelists



Jim Shapiro
Audio Video Intelligence
Boston, MA



Robert Eng
Tech Life Media Systems
Long Island & NY Metro



David Mills
Kraus Hi-Tech
NYC, Hamptons, South FL



Kevin Vallerie
Untangled
Wilton, CT

**Years in
Business**

27

20

18

12

**Annual
Revenue**

~\$5M

~\$1.5M

~\$5M - \$7M

~\$3M

Focus Areas

Luxury Residential, Custom and
Light Commercial

Home Theater, Audio Systems,
Control, and Lighting in
Resi/Commercial settings

Luxury, MDU Development

Residential & Commercial
Automation, Control, AV and IT
Infrastructure

**Relationship
with Snap One**

16 years

9 years

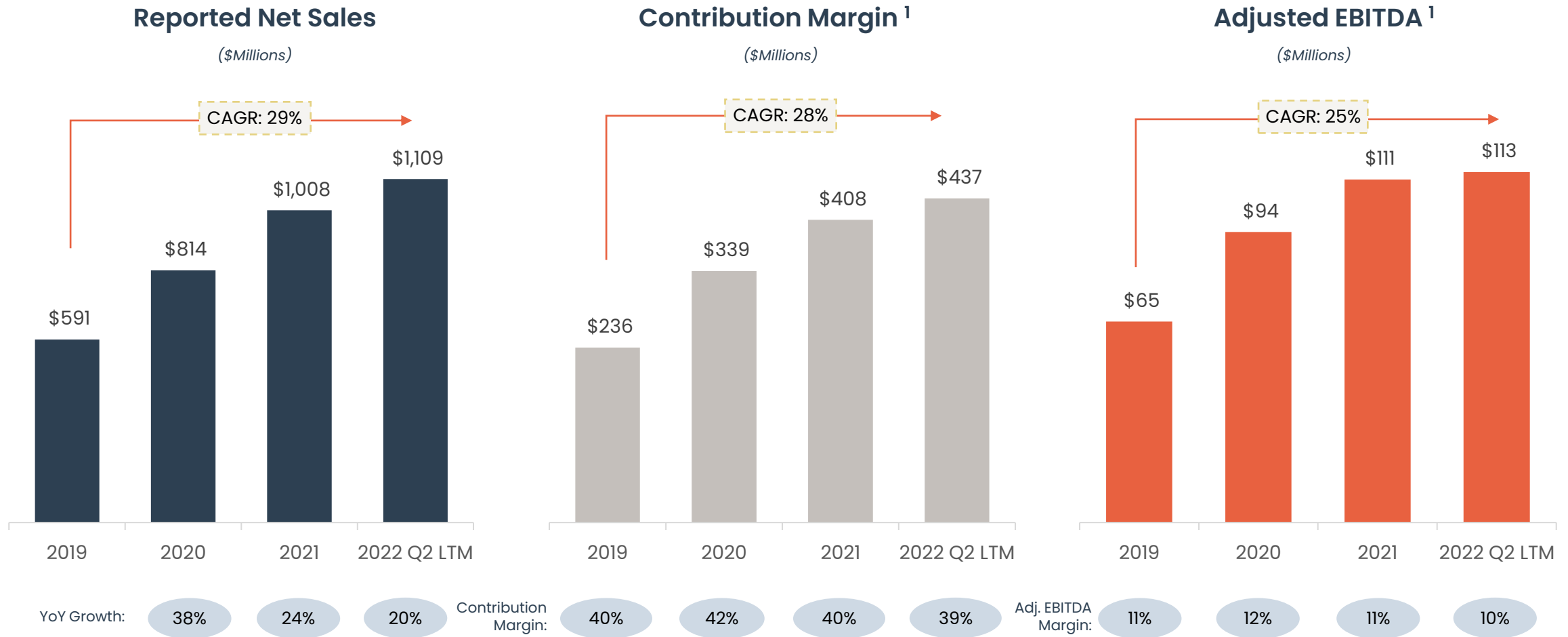
13 years

10 years

Scaling Platform with Profitable Growth



Our Financial Profile: Scaling Platform With History of Profitable Growth



Our Playbook to Drive Growth Extends Over Our History and Guides Our Go-Forward Plan

Long-Term
Growth
Algorithm

Spend per Integrator

X

of Integrators

+

New Revenue Models

+

M&A

Strategy



1

Ecosystem Adoption



2

Grow Integrator
Network



3

Software Services
and Revenue Models



4

Strategic M&A

How?

- Introduce new products and software
- Partner with leading third-party vendors
- Deliver new and enhanced technology-enabled workflow solutions
- Local branch expansion
- Product ecosystem and loyalty program encourages integrator adoption and standardization
- Disciplined pricing strategy as a lever

- Apply learnings and ongoing track record of growing penetration in Residential Home Technology to adjacent markets, including:
 - Security
 - Commercial
 - International

- Introduce new non-hardware and solution selling revenue models, including:
 - Remote management (OvrC, Parasol)
 - 4Sight expansion
 - Data and vendor services
 - Surveillance-as-a-service
 - Cybersecurity

- Execute accretive acquisition strategy, including:
 - Complementary products and technology
 - Targeted local branch expansion
 - Geographic expansion

Drive Spend per Integrator Through Ecosystem Adoption

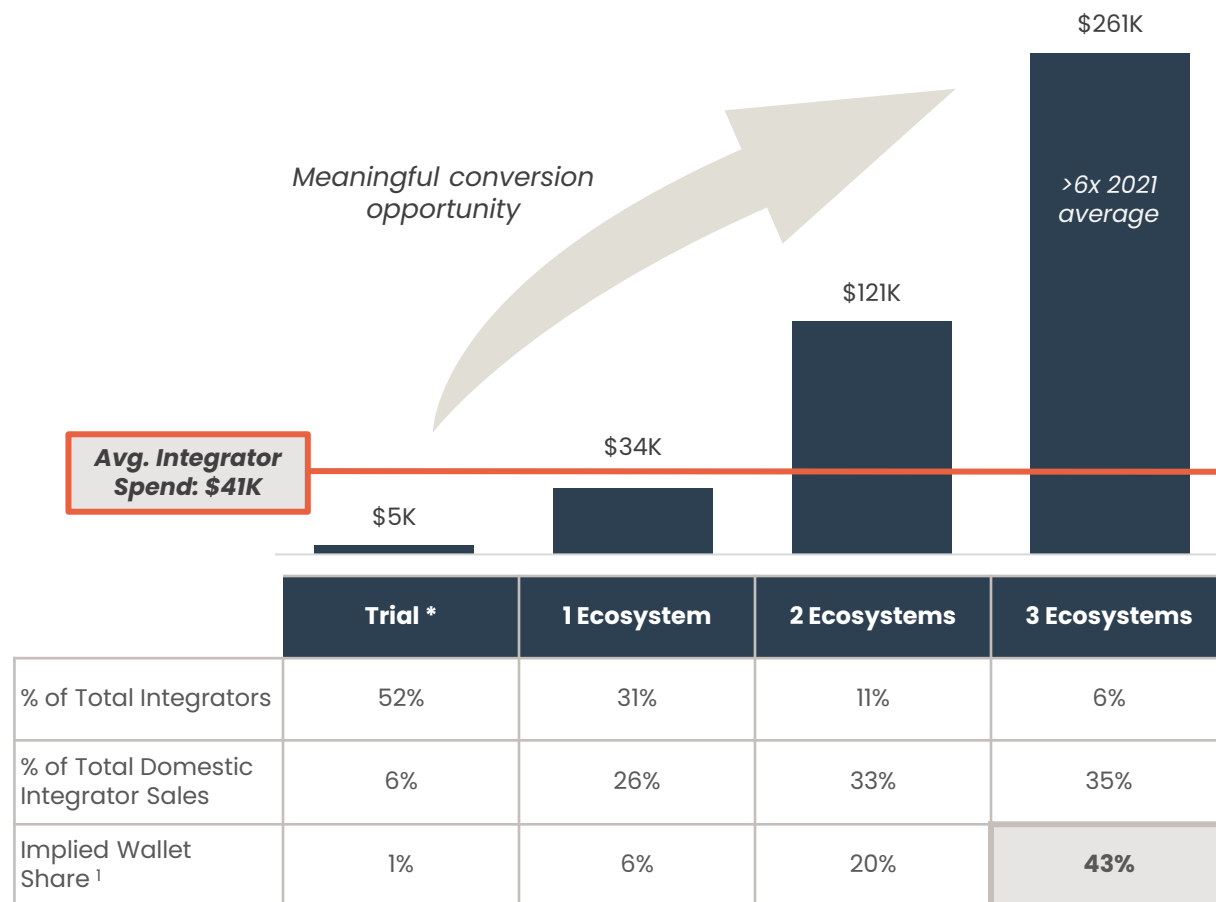
Ecosystems		
OvrC	Control4 OS3	Local

2021 Spend per Domestic Integrator

\$4K minimum annual ecosystem spend threshold

Strategies to Drive Adoption

Local Branch Opening			<input checked="" type="checkbox"/>
Release Innovative Products and Software	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Marketing Integrated Solutions	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Introduce New Curated Third-Party Offerings			<input checked="" type="checkbox"/>
Develop Tech Enabled Workflow Solutions	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Attract and Retain Through Loyalty Program	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>



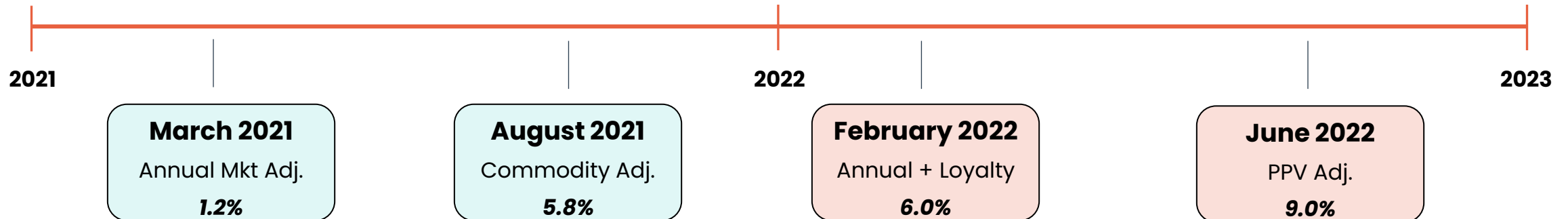
Notes: Spend per Domestic Integrator across ecosystems defined as spending \$4K annually across OvrC (defined as a Domestic Integrator who has spent > \$4K on Araknis and/or Wattbox product in 2021, as those are OvrC enabled), Control4 branded product, or a local storefront. *Trial implies a Domestic Integrator spends less than \$4K annually through any one ecosystem.
 1. Calculated as 2021 Spend per Domestic Integrator divided by Avg. Spend per Integrator of \$614K.

1 Disciplined Pricing Strategy Drives Spend per Integrator and Protects Margins

Pricing Philosophy

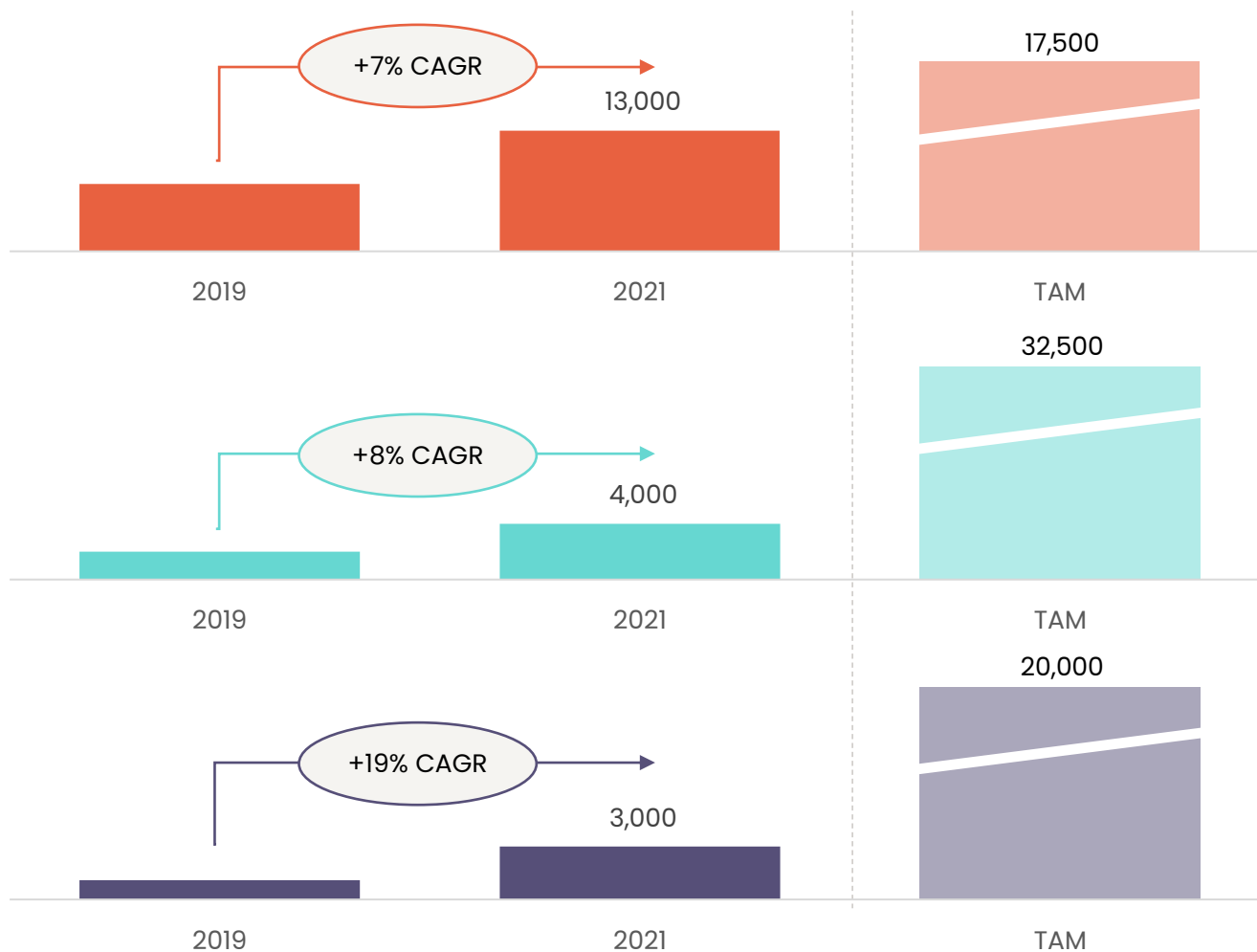
- ✓ Protect integrator margins
- ✓ Protect SNPO margins
- ✓ Provide integrators with ample notice before a price increase
- ✓ Ensure value positioned vs. competition, across all categories

Historical Proprietary Pricing Actions (Blended Average)



History of Increasing Our Integrator Base With Significant White Space for Continued Growth

Demonstrated Ability to Grow Integrator Count ¹



How We Add Integrators

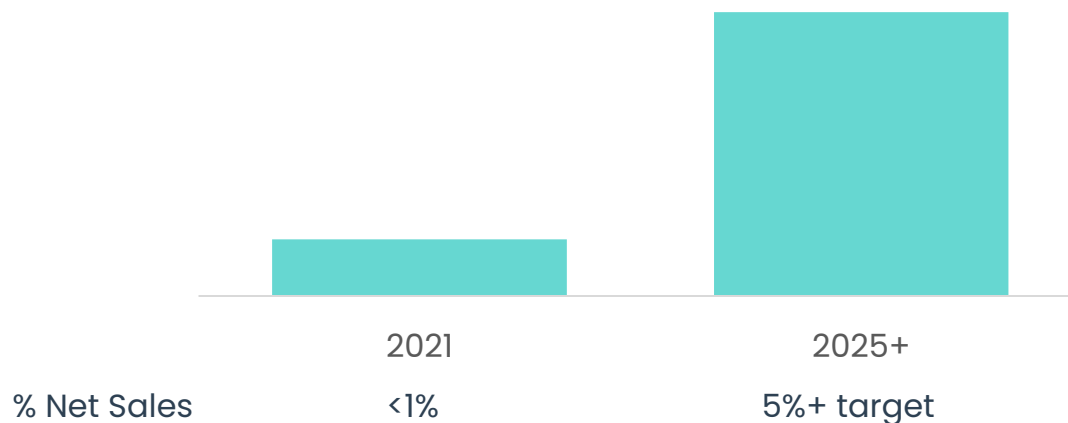
- ✓ Add product categories
- ✓ Launch new products
- ✓ Develop new software offerings
- ✓ Execute strategic M&A
- ✓ Partner with new 3P vendors
- ✓ Open local branches
- ✓ Invest in GTM resources
- ✓ Target through direct marketing
- ✓ Attract through loyalty program

Notes:

1. Integrator counts presented on pro forma basis

Early Innings of Delivering Software & Services to Create New Revenue Models at Scale

Software & Services Revenue



We established an RMR base with our investments that laid the groundwork for future scalable offerings

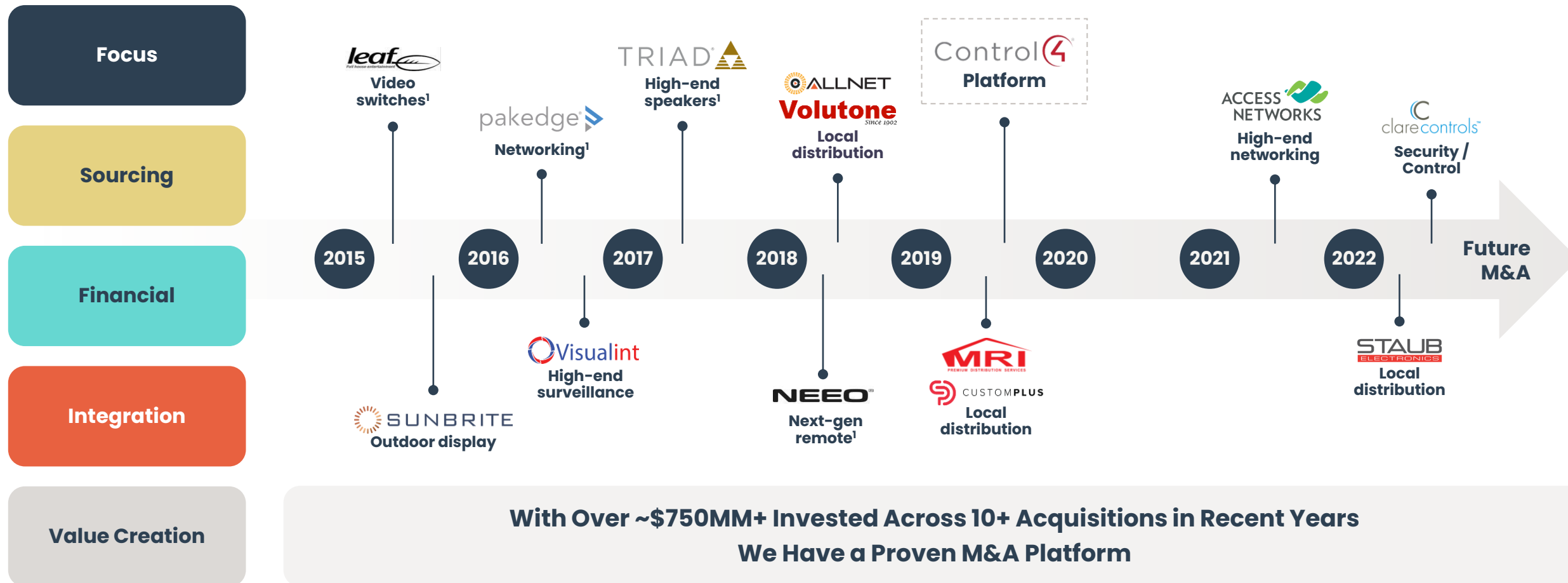


Future Software & Services Offerings

Strong Track Record of Accretive M&A With Robust Pipeline

Disciplined and
Strategic
M&A Criteria

Product Platform Acquisitions Support
Buy-and-Build Strategy Supplemented by Targeted Local Branch Expansions



Disciplined Approach to M&A to Advance Strategy and Accelerate Growth

Snap One's M&A Funnel

300+ Acquisition Targets¹



M&A Review

- Highly fragmented market with numerous M&A opportunities
- Targets span both product and distribution companies
- Largely bolt-on opportunities with some larger deals
- Dedicated M&A resources to source, track, analyze and execute opportunities
- Disciplined financial criteria with focus on driving synergies

Key Investment Focus Areas

Local Expansion

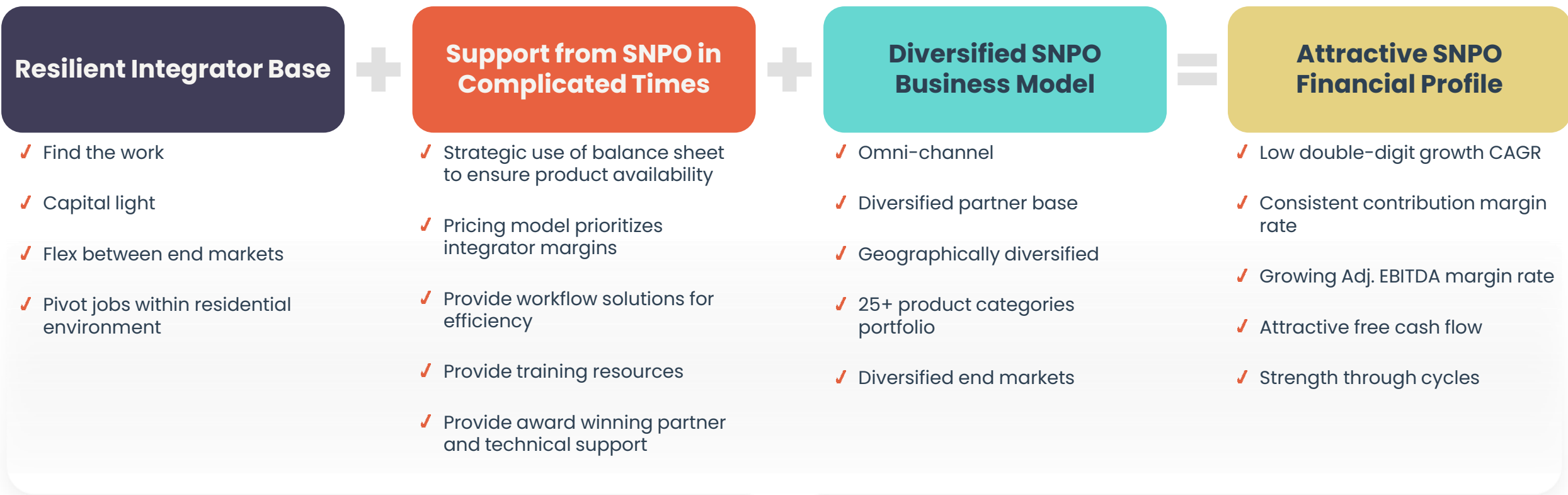
Existing Product Category Bolt-ons

New Product Categories

Security, Commercial & Int'l Focused

Subscriptions Services

Financial Strength Underpinned by Resiliency of Integrators Supported by SNPO and Diversified SNPO Business Model



Supports
SNPO Flywheel
(shown earlier)

Historical Results Impacted by Dynamic Macro – Meaningful Opportunity to Generate Operating Leverage in Future

\$Millions

	2020	2021	1H'22
--	------	------	-------

Net Sales

814 1,008 574

% Net Sales

1

Contribution Margin

42% 40% 39%

1P Product Mix

71% 70% 69%

Air Freight

NM 1% 1%

PPV Impact

Minimal Some Significant

GAAP SG&A

33% 35% 32%

Non-GAAP Adjusted SG&A

30% 30% 29%

2

Variable Operating Expenses

6% 6% 5%

3

Adj. Non-Variable Operating Expenses

24% 23% 24%

Adjusted EBITDA

12% 11% 10%

1

Contribution margin impacted by:

- **Product Mix:** intentional acceleration of 3P growth through new local branch openings and new vendor onboarding results in mix shift
- **Air Freight & PPV Impact:** strategic actions taken to ensure product availability for integrator partners, resulting in margin degradation

2

Variable Operating Expenses includes credit card processing fees, warranty expense, outbound shipping, bad debt expense. 5-6% of net sales historically, which we expect in future

3

Adj. Non-Variable Operating Expenses includes fixed and activity-based costs. Includes R&D, Sales & Marketing, Operations, G&A, and reflects continued investments in organic growth and public company costs

- Anticipate generating meaningful operating leverage against these expenses, with long-term target of ~15% Adj. EBITDA margins

2022 Guidance Reminder

\$Millions	FY'21 Actuals	Post-Q1 FY'22 Outlook		Post-Q2 FY'22 Outlook	
		Low	High	Low	High
Net Sales	\$1,008	\$1,160	\$1,180	\$1,160	\$1,180
% Growth (Reported)		15%	17%	15%	17%
% Growth (52 Wk. Adj.)		17%	19%	17%	19%
Adj. EBITDA	\$111	\$116	\$121	\$116	\$121
Adj. EBITDA Margin %	11.0%	10.0%	10.3%	10.0%	10.3%
% Growth (Reported)		5%	9%	5%	9%

- In Q2, 2022 annual guidance was **reaffirmed** from previous quarter
- Net Sales guidance of \$1,160M – \$1,180M positions Snap One for 17% – 19% Net Sales annual growth on a 52-week adjusted basis
 - ~12% – 14% YoY organic growth
 - ~5% YoY growth from recently completed M&A (Access Networks and Staub Electronics)
- Adjusted EBITDA guidance of \$116M – \$121M

Given market environment remains dynamic, team is focused on execution to drive Adj. EBITDA performance in-line with guidance notwithstanding potential net sales headwinds

Long-Term Financial Targets

Organic Net Sales Growth	Contribution Margin	Adj. EBITDA Margin	Cash Flows
<p>Low Double-Digit Growth CAGR</p> <ul style="list-style-type: none"> • Transacting Integrators <ul style="list-style-type: none"> • Home Technology • Commercial • Security • International • Local • Spend per Integrator <ul style="list-style-type: none"> • Ecosystem adoption • New product intros • Pricing • Local • Software & Services <p>+ Accretive M&A</p>	<p>Consistent % of Net Sales</p> <ul style="list-style-type: none"> • Return to 'Normalized' Macro Operating Environment • New Product Introductions • Software & Services • Pricing • Merchandising <ul style="list-style-type: none"> • 3P vendor negotiations • Product mix shift 	<p>Growing % of Net Sales</p> <ul style="list-style-type: none"> • Stable Contribution Margin as % of Net Sales • Operating Leverage <ul style="list-style-type: none"> • Recent investments in LT growth; expect to moderate • Unified operating system efficiencies • Leverage against public company costs 	<p>Significant Cash Flow Conversion</p> <ul style="list-style-type: none"> • Capex Light: ~10% of Adj. EBITDA • Working Capital: Anticipate working capital growing in line with sales growth • Other Considerations: <ul style="list-style-type: none"> • TRA & tax attributes • Seasonality • Capital allocation • Target Net Leverage: ~3x

Historical Cash Flow Profile Impacted by Dynamic Macro; Anticipate Normalization in Mid to Long-Term

\$Millions

	1 2020	2 2021	3 1H'22
Adjusted EBITDA	94.5	110.8	55.3
(-) Purchases of PP&E	(10.2)	(10.0)	(6.4)
% Adj. EBITDA	11%	9%	12%
Change in Inventory (ex M&A)	8.2	(50.9)	(54.7)
Change in Other Net Working Capital	18.6	(30.0)	5.1
+ / (-) Change in Net Working Capital	26.8	(80.9)	(49.6)
FCF pre Investing & Financing Activities	111.0	19.9	(0.8)
Sales Growth %	38%	24%	21%
Working Capital Growth	(29%)	126%	110%

1 2020

- COVID impacted
- Took proactive measures to push out PO's and terms with vendors, resulting in meaningful cash flow generation

2 2021

- Actions taken in 2020 reversed out and rise of global supply chain challenges
- To meet integrator demand, took proactive measures to ensure product availability, resulting in meaningful use of cash through inventory increases and increases in prepaid vendor deposits

3 1H'22

- Continued investments in inventory to ensure product availability for integrators, also reflects higher carrying costs
- Believe inventory is at appropriate level to satisfy existing demand and will moderate inventory investment moving forward

Disciplined and Balanced Capital Allocation Policy

Continued Investments in Growth While Returning Capital to Shareholders

1

Liquidity

Maintain healthy
balance sheet

2

Organic Growth

Investment in S&M,
Local and R&D
capabilities

3

M&A

Consolidator of
choice in highly
fragmented industry

4

Capital Markets

Debt paydown, share
repurchases, etc.



Closing Remarks

As a Reminder: Our Investment Highlights



Snap One Today

How we became a leader in our industry



What Makes Snap One Special?

Our greatest asset is our relationship with our partners (integrators)



Our Addressable Market

Attractive and growing



Revolutionizing the Industry

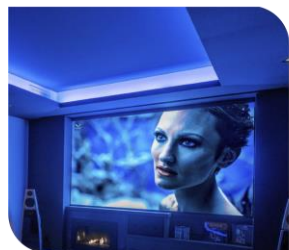
Launching innovative products and non-hardware services



Our Long-Term Growth Algorithm

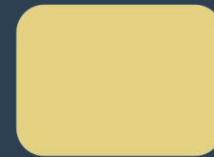
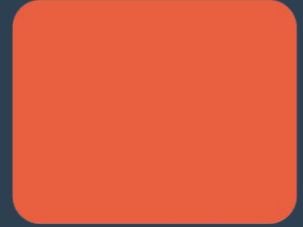
Our pillars for achieving long-term, profitable growth and our proven track record of execution

Partner Showroom Experience Overview



- At the conclusion of this session, our in-person attendees will depart to Gilmore's Sound Advice
- Gilmore's Sound Advice is one of our NYC-based integrator partners who has graciously allowed us to use their amazing showroom where they host their clients
- The showroom experience is designed to highlight various smart living experiences that our integrator partners create for end customers
- When you arrive at Gilmore's Sound Advice, feel free to explore until the full group arrives
- Once everyone has gathered, we will kick off with opening remarks and then provide a more formal walkthrough of the space

Appendix



Reconciliation of Net Loss to Adjusted Net Income

\$Millions	2019	2020	2021					2022	
	FY '19	FY '20	Q1 '21	Q2 '21	Q3 '21	Q4 '21	FY '21	Q1 '22	Q2 '22
Net loss	\$ (34.5)	\$ (25.2)	\$ (6.0)	\$ (1.1)	\$ (21.5)	\$ (7.8)	\$ (36.5)	\$ (2.3)	\$ (1.3)
Amortization	31.5	47.5	11.9	12.1	12.3	12.3	48.6	12.7	12.6
Equity-based compensation	3.7	4.3	1.1	1.2	14.4	4.9	21.5	5.6	6.8
Foreign currency loss (gains)	(1.1)	(0.2)	(0.0)	(0.1)	0.5	(0.1)	0.1	(0.2)	0.2
Gain (loss) on sale of business	0.6	(1.0)	-	-	-	-	-	-	-
Loss on extinguishment of debt	-	-	-	-	6.6	5.4	12.1	-	-
Provision for credit losses on notes receivable (a)	-	-	-	-	-	-	-	-	5.9
Fair value adjustment to contingent value rights (b)	0.3	0.8	1.3	1.5	(1.6)	3.7	4.9	(2.8)	(3.3)
Deferred acquisition payments (c)	13.6	9.6	2.2	1.4	1.6	1.4	6.5	0.7	0.3
Compensation expense for payouts in lieu of TRA participation (d)	-	-	-	-	10.6	0.3	10.9	0.3	0.3
Acquisition and integration related costs (e)	20.2	5.3	0.0	0.2	0.1	0.1	0.4	0.2	0.1
Deferred revenue purchase accounting adjustment (f)	0.8	1.0	0.1	0.1	0.1	0.1	0.5	0.1	0.1
Initial public offering costs (g)	-	0.5	1.7	1.2	1.6	0.2	4.8	-	-
Other professional services costs (h)	-	-	-	-	-	-	-	0.8	0.4
Other (i)	0.2	0.8	0.7	1.1	0.8	0.6	3.2	0.0	0.0
Income tax effect of adjustments (j)	(15.6)	(15.2)	(3.9)	(3.8)	(8.8)	(7.1)	(23.5)	(4.5)	(5.4)
Adjusted Net Income	\$ 19.7	\$ 28.3	\$ 9.0	\$ 13.9	\$ 16.7	\$ 13.9	\$ 53.6	\$ 10.7	\$ 16.5
Net Sales	\$ 590.8	\$ 814.1	\$ 220.5	\$ 253.3	\$ 260.7	\$ 273.5	\$ 1,008.0	\$ 277.4	\$ 296.9
<i>Adjusted Net Income Margin</i>	<i>3.3%</i>	<i>3.5%</i>	<i>4.1%</i>	<i>5.5%</i>	<i>6.4%</i>	<i>5.1%</i>	<i>5.3%</i>	<i>3.9%</i>	<i>5.6%</i>

Notes:

- Represents provision for credit losses on notes receivable related to the Company's unsecured loan to Clare.
- Represents noncash gains and losses recorded from fair value adjustments related to contingent value right ("CVR") liabilities. Fair value adjustments related to CVR liabilities represent potential obligations to the prior sellers in conjunction with the acquisition of the Company by investment funds managed by Hellman & Friedman in August 2017 and are based on estimates of expected cash payments to the prior sellers based on specified targets for the return on the original capital investment.
- Represents expenses incurred related to deferred payments to employees associated with our Control4 acquisition and other historical acquisitions. The deferred payments are cash retention awards for key personnel from the acquired companies and are expected to be paid to employees through 2023. Management does not believe such costs are indicative of our ongoing operations as they are one-time awards specific to acquisitions and are incremental to our typical compensation costs incurred and we do not expect such costs to be reflective of future increases in base compensation expense.
- Represents non-recurring expense related to payments to certain pre-IPO owners in lieu of their participation in the TRA. Management does not believe such costs are indicative of our ongoing operations as they are one-time awards specific to the establishment of the TRA.
- Represents costs directly associated with acquisitions and acquisition-related integration activities. These costs also include certain restructuring costs (e.g., severance) and other third-party transaction advisory fees associated with the acquisitions.
- Represents an adjustment related to the fair value of deferred revenue related to the Control4 acquisition.
- Represents expenses related to professional fees in connection with preparation for our IPO.
- Represents professional service fees associated with the preparation for Sarbanes-Oxley compliance, the implementation of new accounting standards and accounting for non-recurring transactions.
- Represents non-recurring expenses related to consulting, restructuring, and other expenses which management believes are not representative of our operating performance.
- Represents the tax impacts with respect to each adjustment noted above after taking into account the impact of permanent differences using the statutory tax rate related to the applicable federal and foreign jurisdictions and the blended state tax rate.

Reconciliation of Net Loss to Adjusted EBITDA

	2019	2020	2021					2022	
\$Millions	FY '19	FY '20	Q1 '21	Q2 '21	Q3 '21	Q4 '21	FY '21	Q1 '22	Q2 '22
Net loss	\$ (34.5)	\$ (25.2)	\$ (6.0)	\$ (1.1)	\$ (21.5)	\$ (7.8)	\$ (36.5)	\$ (2.3)	\$ (1.3)
Interest expense	35.2	45.5	9.5	9.5	7.5	6.6	33.2	6.7	7.7
Income tax (benefit) expense	(13.4)	(4.4)	(0.8)	0.1	(2.7)	(3.3)	(6.6)	(0.4)	(0.2)
Depreciation and amortization	39.7	58.0	13.7	14.2	14.3	14.4	56.6	14.9	15.0
Other expense (income), net	(1.0)	(1.8)	(0.2)	(0.3)	0.3	(0.7)	(0.9)	(0.4)	(0.1)
Loss on extinguishment of debt	-	-	-	-	6.6	5.4	12.1	-	-
Equity-based compensation	3.7	4.3	1.1	1.2	14.4	4.9	21.5	5.6	6.8
Provision for credit losses on notes receivable (a)	-	-	-	-	-	-	-	-	5.9
Fair value adjustment to contingent value rights (b)	0.3	0.8	1.3	1.5	(1.6)	3.7	4.9	(2.8)	(3.3)
Deferred acquisition payments (c)	13.6	9.6	2.2	1.4	1.6	1.4	6.5	0.7	0.3
Compensation expense for payouts in lieu of TRA participation (d)	-	-	-	-	10.6	0.3	10.9	0.3	0.3
Acquisition and integration related costs (e)	20.2	5.3	0.0	0.2	0.1	0.1	0.4	0.2	0.1
Deferred revenue purchase accounting adjustment (f)	0.8	1.0	0.1	0.1	0.1	0.1	0.5	0.1	0.1
Initial public offering costs (g)	-	0.5	1.7	1.2	1.6	0.2	4.8	-	-
Other professional services costs (h)	-	-	-	-	-	-	-	0.8	0.4
Other (i)	0.3	0.7	0.7	1.1	0.9	0.6	3.3	0.1	0.1
Adjusted EBITDA	\$ 64.9	\$ 94.5	\$ 23.3	\$ 29.3	\$ 32.1	\$ 26.0	\$ 110.8	\$ 23.6	\$ 31.7
Net Sales	\$ 590.8	\$ 814.1	\$ 220.5	\$ 253.3	\$ 260.7	\$ 273.5	\$ 1,008.0	\$ 277.4	\$ 296.9
<i>Adjusted EBITDA Margin</i>	<i>11.0%</i>	<i>11.6%</i>	<i>10.6%</i>	<i>11.6%</i>	<i>12.3%</i>	<i>9.5%</i>	<i>11.0%</i>	<i>8.5%</i>	<i>10.7%</i>

Notes:

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- Represents professional service fees associated with the preparation for Sarbanes-Oxley compliance, the implementation of new accounting standards and accounting for non-recurring transactions.
- Represents non-recurring expenses related to consulting, restructuring, and other expenses which management believes are not representative of our operating performance.

Additional Non-GAAP Reconciliations

Contribution Margin

	2019	2020	2021					2022
\$Millions	FY '19	FY '20	Q1 '21	Q2 '21	Q3 '21	Q4 '21	FY '21	Q1 '22 Q2 '22
Net Sales	\$ 590.8	\$ 814.1	\$ 220.5	\$ 253.3	\$ 260.7	\$ 273.5	\$ 1,008.0	\$ 277.4 \$ 296.9
Cost of sales, exclusive of depreciation and amortization (a)	354.8	474.8	128.9	152.1	151.3	167.6	599.9	172.3 180.4
Net sales less cost of sales, exclusive of depreciation and amortization	\$ 236.0	\$ 339.3	\$ 91.6	\$ 101.2	\$ 109.5	\$ 105.9	\$ 408.1	\$ 105.1 \$ 116.5
Contribution Margin	39.9%	41.7%	41.5%	39.9%	42.0%	38.7%	40.5%	37.9% 39.2%

Free Cash Flow – As defined in 10-Q

	2019	2020	2021					2022
\$Millions	FY '19	FY '20	Q1 '21	Q2 '21	Q3 '21	Q4 '21	FY '21	Q1 '22 Q2 '22
Net cash (used in) provided by operating activities	\$ (4.1)	\$ 64.2	\$ (23.9)	\$ 19.3	\$ (6.6)	\$ (19.2)	\$ (30.4)	\$ (23.0) \$ 3.5
Purchases of property and equipment	(4.5)	(10.2)	(2.1)	(2.4)	(2.4)	(3.2)	(10.0)	(3.3) (3.1)
Free Cash Flow	\$ (8.6)	\$ 54.0	\$ (25.9)	\$ 16.9	\$ (9.0)	\$ (22.4)	\$ (40.4)	\$ (26.3) \$ 0.4

Adjusted EBITDA Less Purchases of Property and Equipment

	2019	2020	2021					2022
\$Millions	FY '19	FY '20	Q1 '21	Q2 '21	Q3 '21	Q4 '21	FY '21	Q1 '22 Q2 '22
Adjusted EBITDA	\$ 64.9	\$ 94.5	\$ 23.3	\$ 29.3	\$ 32.1	\$ 26.0	\$ 110.8	\$ 23.6 \$ 31.7
Purchases of property and equipment	(4.5)	(10.2)	(2.1)	(2.4)	(2.4)	(3.2)	(10.0)	(3.3) (3.1)
Adjusted EBITDA Less Purchases of Property and Equipment	\$ 60.5	\$ 84.2	\$ 21.3	\$ 26.9	\$ 29.7	\$ 22.8	\$ 100.8	\$ 20.3 \$ 28.6

Notes:

a. Cost of sales, exclusive of depreciation and amortization, for the three months ended June 25, 2021 and the three months ended July 1, 2022 excludes depreciation and amortization of \$14,198 and \$14,966, respectively.

Reconciliation of Operating Expenses to Adjusted Operating Expenses

\$Millions	2019	2020	2021					2022	
	FY '19	FY '20	Q1 '21	Q2 '21	Q3 '21	Q4 '21	FY '21	Q1 '22	Q2 '22
GAAP Selling, General and Administrative Expenses	\$ 210.0	\$ 267.2	\$ 75.4	\$ 78.7	\$ 105.0	\$ 91.2	\$ 350.3	\$ 86.5	\$ 95.4
<u>Components of GAAP SG&A</u>									
Variable operating expenses (Non-GAAP)	39.7	48.5	14.7	17.1	16.1	17.3	65.2	13.3	16.8
Non-variable operating expenses (Non-GAAP)	170.2	218.8	60.7	61.5	88.9	74.0	285.0	73.2	78.6
<u>Adjustments to Non-Variable Operating Expenses</u>									
Equity-based compensation	3.7	4.3	1.1	1.2	14.4	4.9	21.5	5.6	6.8
Provision for credit losses on notes receivable (a)	-	-	-	-	-	-	-	-	5.9
Fair value adjustment to contingent value rights (b)	0.3	0.8	1.3	1.5	(1.6)	3.7	4.9	(2.8)	(3.3)
Deferred acquisition payments (c)	13.6	9.6	2.2	1.4	1.6	1.4	6.5	0.7	0.3
Compensation expense for payouts in lieu of TRA participation (d)	-	-	-	-	10.6	0.3	10.9	0.3	0.3
Acquisition and integration related costs (e)	20.2	5.3	0.0	0.2	0.1	0.1	0.4	0.2	0.1
Initial public offering costs (f)	-	0.5	1.7	1.2	1.6	0.2	4.8	-	-
Other professional services costs (g)	-	-	-	-	-	-	-	0.8	0.4
Other (h)	0.3	0.7	0.7	1.1	0.9	0.6	3.3	0.1	0.1
Adjusted Non-Variable Operating Expenses (Non-GAAP)	\$ 132.2	\$ 197.4	\$ 53.7	\$ 54.9	\$ 61.3	\$ 62.8	\$ 232.7	\$ 68.3	\$ 68.1
% Net Sales	22.4%	24.2%	24.4%	21.7%	23.5%	23.0%	23.1%	24.6%	22.9%
% YoY Growth		49.4%	9.2%	21.7%	24.4%	16.4%	17.9%	27.1%	24.1%
Non-GAAP Adj. Selling, General & Administrative (Variable opex + Adj. Non-Variable opex)	171.9	245.9	68.4	72.0	77.5	80.0	297.9	81.6	84.9
% Net Sales	29.1%	30.2%	31.0%	28.4%	29.7%	29.3%	29.6%	29.4%	28.6%

Notes:

- Represents provision for credit losses on notes receivable related to the Company's unsecured loan to Clare.
- Represents noncash gains and losses recorded from fair value adjustments related to contingent value right ("CVR") liabilities. Fair value adjustments related to CVR liabilities represent potential obligations to the prior sellers in conjunction with the acquisition of the Company by investment funds managed by Hellman & Friedman in August 2017 and are based on estimates of expected cash payments to the prior sellers based on specified targets for the return on the original capital investment.
- Represents expenses incurred related to deferred payments to employees associated with our Control4 acquisition and other historical acquisitions. The deferred payments are cash retention awards for key personnel from the acquired companies and are expected to be paid to employees through 2023. Management does not believe such costs are indicative of our ongoing operations as they are one-time awards specific to acquisitions and are incremental to our typical compensation costs incurred and we do not expect such costs to be reflective of future increases in base compensation expense.
- Represents non-recurring expense related to payments to certain pre-IPO owners in lieu of their participation in the TRA. Management does not believe such costs are indicative of our ongoing operations as they are one-time awards specific to the establishment of the TRA.
- Represents costs directly associated with acquisitions and acquisition-related integration activities. These costs also include certain restructuring costs (e.g., severance) and other third-party transaction advisory fees associated with the acquisitions.
- Represents expenses related to professional fees in connection with preparation for our IPO.
- Represents professional service fees associated with the preparation for Sarbanes-Oxley compliance, the implementation of new accounting standards and accounting for non-recurring transactions.
- Represents non-recurring expenses related to consulting, restructuring, and other expenses which management believes are not representative of our operating performance.

Capital Position and Debt Terms

	2021				2022	
	Q1	Q2	Q3	Q4	Q1	Q2
<i>\$Millions</i>						
Revolving Credit Line	\$ -	\$ -	\$ -	\$ -	\$ 35.6	\$ 45.6
Current Maturities of Long-Term Debt	6.8	6.8	2.9	3.5	3.5	4.7
Long-term debt, net of current portion	644.4	644.6	438.7	449.3	449.6	447.7
Total Debt	651.2	651.5	441.6	452.7	488.7	498.0
(-) Cash	48.9	35.8	60.6	40.6	25.1	31.3
Net Debt	602.3	615.6	381.0	412.2	463.6	466.7
LTM Adj. EBITDA	104.7	109.6	110.4	110.8	111.0	113.4
Gross Leverage	6.2x	5.9x	4.0x	4.1x	4.4x	4.4x
Net Leverage	5.8x	5.6x	3.5x	3.7x	4.2x	4.1x
Undrawn Revolver				100.0	63.0	53.0
Letters of Credit				4.9	4.9	5.3
Total Liquidity (Cash + Undrawn Revolver, net of Letters of Credit)				135.7	83.2	79.1

- Original loan amount: \$465M
- Quarterly principal payments: \$1.2M
(0.25% of original loan amount)
- Maturity date: 12/8/2028
- LIBOR Floor: 0.50%
- Spread (current*): 4.50%