

The background is a collage of three industrial and construction-related images, all with a blue tint. The left image shows a large, complex mechanical component, possibly a turbine or engine part. The middle image shows a construction site with a large crane and a truck. The right image shows a construction site with a large crane and a truck.

AUGMENTING STRATEGY ADVANCING TECHNOLOGIES ACCELERATING GROWTH





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ADVANCING TECHNOLOGIES
ACCELERATING GROWTH



Sell-Side Analyst Briefing
September 15, 2022
Innovation Lab – Sarasota, FL

Safe Harbor Statement

This presentation and oral statements made by management in connection herewith that are not historical facts are “forward-looking statements” within the meaning of Section 21E of the Securities Exchange Act of 1934. Forward-looking statements involve risks and uncertainties, and actual results may differ materially from those expressed or implied by such statements. They include statements regarding current expectations, estimates, forecasts, projections, our beliefs, and assumptions made by Helios Technologies, Inc. (“Helios” or the “Company”), its directors or its officers about the Company and the industry in which it operates, and assumptions made by management, and include among other items, (i) the Company’s strategies regarding growth, including its intention to develop new products and make acquisitions; (ii) the effectiveness of creating the Center of Engineering Excellence; (iii) the Company’s financing plans; (iv) trends affecting the Company’s financial condition or results of operations; (v) the Company’s ability to continue to control costs and to meet its liquidity and other financing needs; (vi) the declaration and payment of dividends; and (vii) the Company’s ability to respond to changes in customer demand domestically and internationally, including as a result of standardization. In addition, we may make other written or oral statements, which constitute forward-looking statements, from time to time. Words such as “may,” “expects,” “projects,” “anticipates,” “intends,” “plans,” “believes,” “seeks,” “estimates,” variations of such words, and similar expressions are intended to identify such forward-looking statements. Similarly, statements that describe our future plans, objectives or goals also are forward-looking statements. These statements are not guaranteeing future performance and are subject to a number of risks and uncertainties. Our actual results may differ materially from what is expressed or forecasted in such forward-looking statements, and undue reliance should not be placed on such statements. All forward-looking statements are made as of the date hereof, and we undertake no obligation to update any forward-looking statements, whether as a result of new information, (i) supply chain disruption and the potential inability to procure goods; (ii) conditions in the capital markets, including the interest rate environment and the availability of capital; (iii) inflation (including hyperinflation) or recession; (iv) changes in the competitive marketplace that could affect the Company’s revenue and/or cost bases, such as increased competition, lack of qualified engineering, marketing, management or other personnel, and increased labor and raw materials costs; (v) risks related to health epidemics, pandemics and similar outbreaks and similar outbreaks, including, without limitation, the current COVID-19 pandemic, which may among other things, adversely affect our supply chain, material costs, and work force and may have material adverse effects on our business, financial position, results of operations and/or cash flows; (vi) risks related to our international operations, including the potential impact of the ongoing conflict between Russia and Ukraine; and (vii) new product introductions, product sales mix and the geographic mix of sales nationally and internationally; (viii) our failure to realize the benefits expected from acquisitions, our failure to promptly and effectively integrate acquisitions and the ability of Helios to retain and hire key personnel, and maintain relationships with suppliers. Further information relating to factors that could cause actual results to differ from those anticipated is included but not limited to information under the heading Item 1. “Business” and Item 1A. “Risk Factors” in the Company’s Form 10-K for the year ended January 1, 2022.

This presentation also presents forward-looking statements regarding Organic sales growth in constant currency, Adjusted EBITDA margin, and Non-GAAP Cash EPS. These non-GAAP financial measures are derived by excluding certain amounts, expenses or income from the corresponding financial measures determined in accordance with GAAP. The determination of the amounts that are excluded from these non-GAAP measures is a matter of management judgment and depends upon, among other factors, the nature of the underlying expense or income recognized in a given period. Non-GAAP measures, they are susceptible to varying calculations, and as presented, may not be directly comparable to other similarly titled measures used by other companies. The Company is unable to present a quantitative reconciliation of these forward-looking non-GAAP financial measures to their most directly comparable forward-looking GAAP financial measures because such information is not available, and management cannot reliably predict the necessary components of such GAAP measures without unreasonable effort or expense. In addition, the Company believes that such reconciliations would imply a degree of precision that would be confusing or misleading to investors. The unavailable information could have a significant impact on the Company’s future financial results. These non-GAAP financial measures are preliminary estimates and are subject to risks and uncertainties, including, among others, changes in connection with quarter-end and year-end adjustments. The company believes non-GAAP financial measures are useful in evaluating our performance. You should not consider the presentation of this information in isolation or as a substitute for results prepared in accordance with GAAP.



Today's Agenda

- 1 Transforming from a Holding Company to an Operating Company – Tania Almond
- 2 Augmented Strategy Driving Performance – Josef Matosevic
- 3 Enabling Sales & Driving Profitability Through Operational Excellence – Rick Martich
- 4 Leveraging & Diversifying the Business Through Innovation – Doug Conyers and Jason Morgan
- 5 Innovation Lab “Science Fair” Tour – Engineers Show and Tell at Each Workstation
- 6 Closing Remarks / Q&A
- 7 Group Networking Lunch
- 8 Manufacturing Floor Tour / End of Session





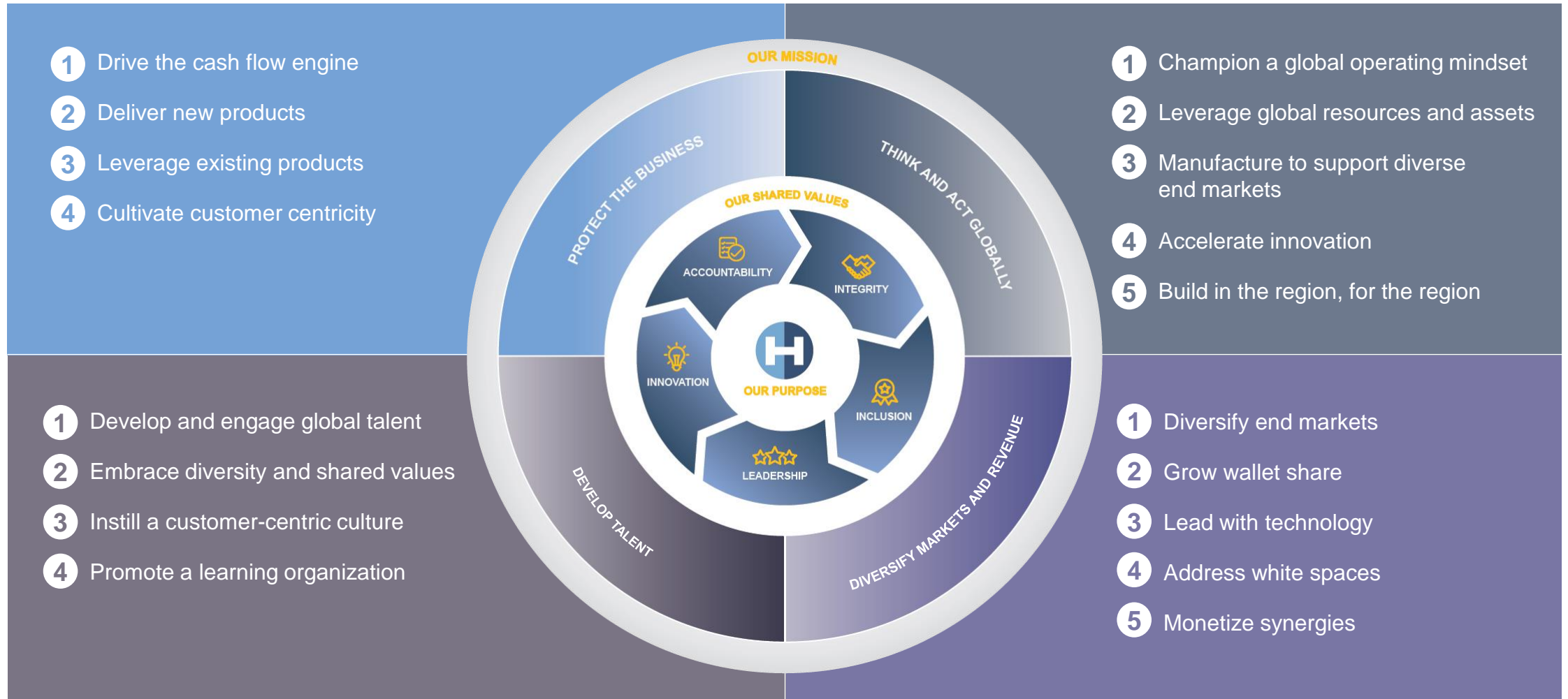
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Transforming from a Holding Company to an Operating Company

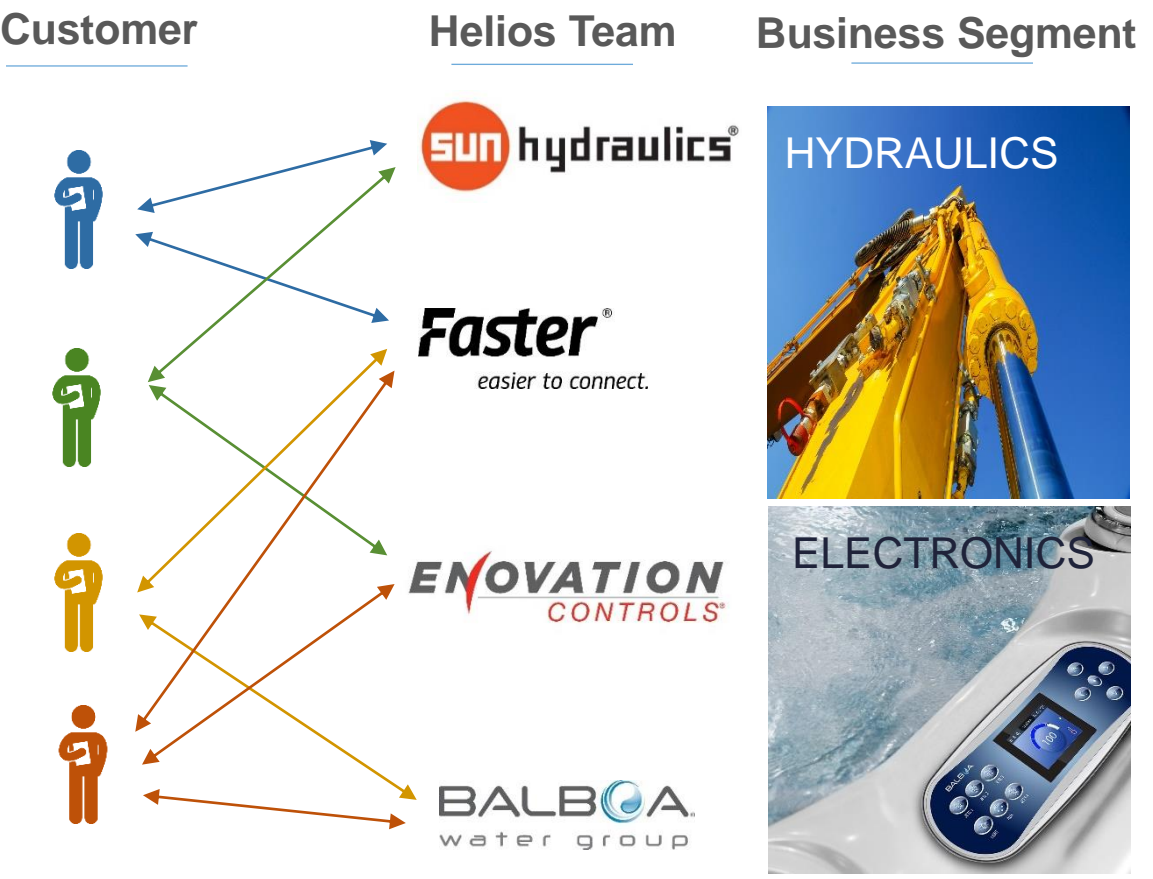
Tania Almond
VP, Investor Relations, Corporate
Communication, and Risk Mgmt.

Helios Business System - Our North Star

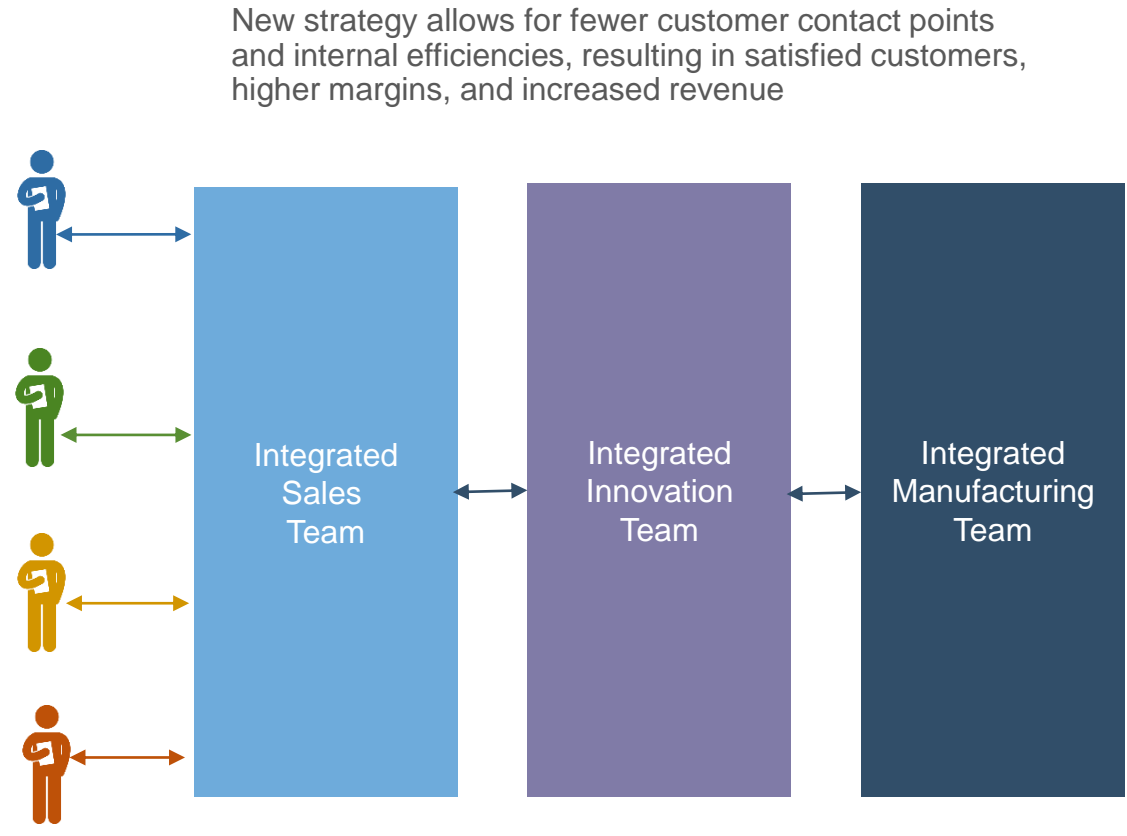


Streamlining the Customer Experience Lifecycle

PREVIOUS STATE

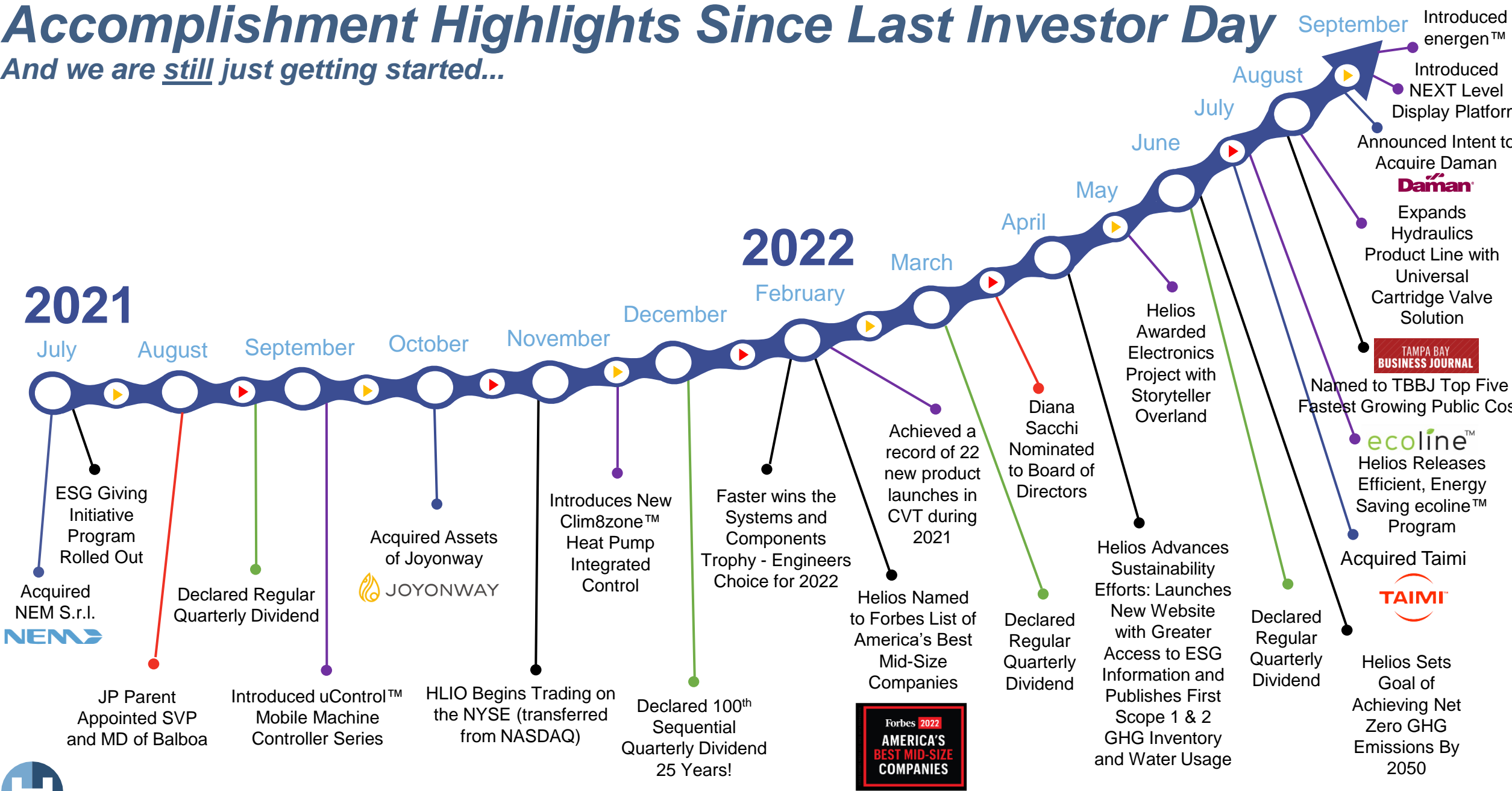


CURRENT/FUTURE STATE

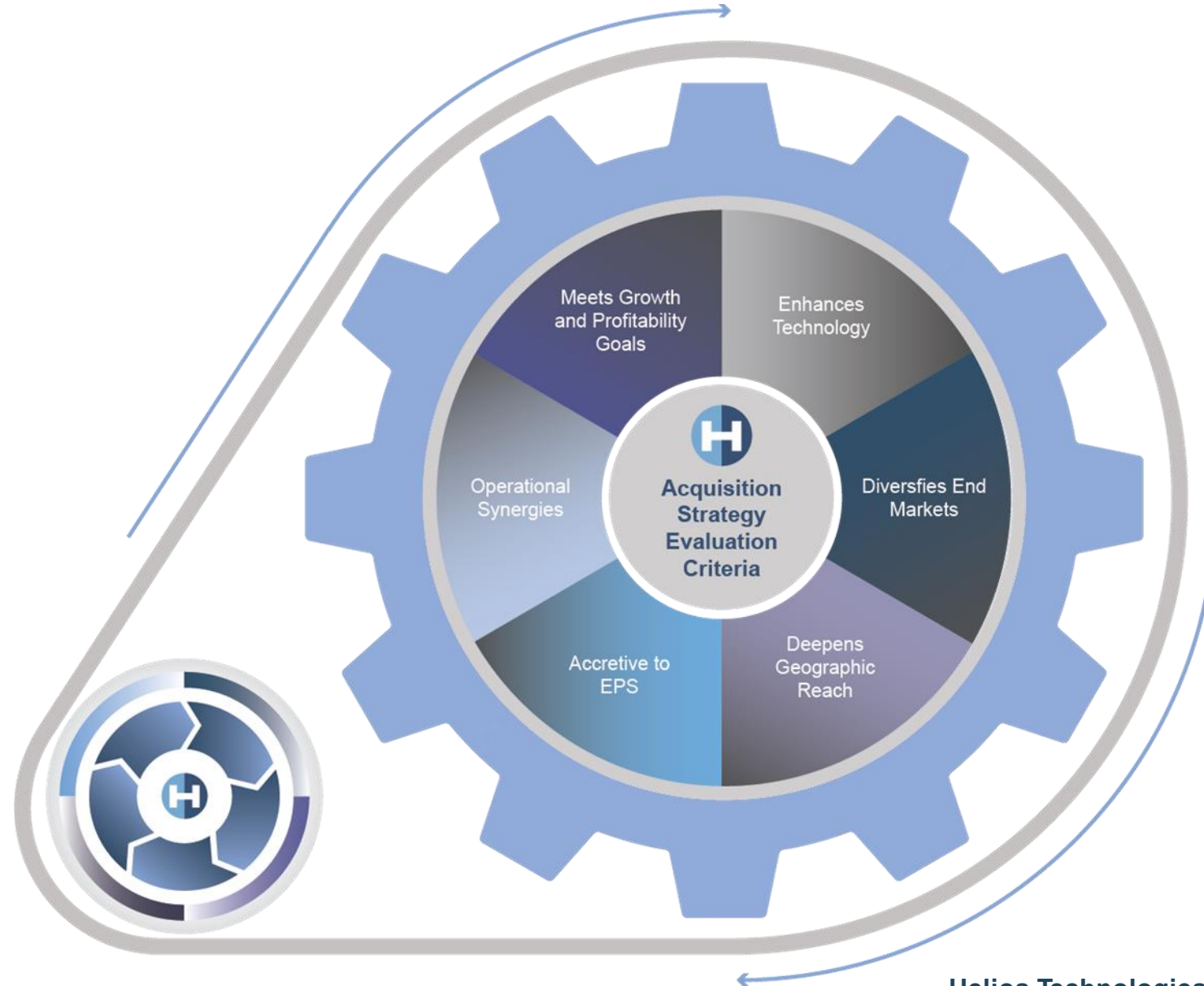


Accomplishment Highlights Since Last Investor Day

And we are still just getting started...



Business System Driving Acquisition Strategy



M&A Scorecard – Profile of Each Deal When Acquired

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Acquisition Type:		2016 Transformational	2018 Transformational	2018 Flywheel	2020 Transformational	2021 Flywheel	2021 Flywheel	2021 Flywheel	2022 Flywheel	2022 Flywheel Announced Intent to Acquire
1	Meets Growth & Profitability Goals	✓	✓		✓	✓	✓	✓	✓	✓
2	Enhances Technology	✓	✓		✓	✓	✓	✓	✓	✓
3	Diversifies End Markets	✓	✓	✓	✓	✓			✓	✓
4	Deepens Geographic Reach		✓	✓	✓		✓	✓		
5	Accretive to EPS	✓	✓	✓	✓		✓	✓	✓	✓
6	Operational Synergies	✓	✓		✓		✓	✓		✓





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Augmented Strategy Driving Performance

Josef Matosevic
President and CEO

Latest M&A Flywheel Acquisition - Strategy At Work



Daman Products Company

recognized leader in complex manifold design and manufacturing for precision hydraulic manifolds and related fluid conveyance products




- Founded 1976 – headquartered in Mishawaka, Indiana
- **HISTORICAL COLLABORATION:** Sun Hydraulics and Daman have collaborated for years on solutions that address fluid power challenges
- **EXTENDING DIVERSIFIED END MARKETS:** Daman products are used in numerous hydraulics applications for industrial and mobile markets including applications in the oil and gas, railroad, construction, agriculture, forestry, mining, material handling, machine tool, robotics, and entertainment industries
- **STRONG BRAND RECOGNITION:** highly recognized brand with a quality reputation, has leading market share in the standard manifold niche market segment, as well as in custom designed integrated solutions
- **BOLT ON TO HELIOS' HYDRAULICS PLATFORM:** enhances product offering and enables horizontal product line integration for more sophisticated system solutions; complements engineering capabilities, talent and expertise
- Expected to close in the fourth quarter of 2022 or as soon as practicable

Product Examples Integrated Manifold Assemblies



Proven M&A Framework Driving What Comes Next...

Goals	Targets	Integration Model
<ul style="list-style-type: none"> • Meets Growth and Profitability Goals • Enhances Technology • Diversifies End Markets • Deepens Geographic Reach • Accretive to EPS • Operational Synergies 	<ul style="list-style-type: none"> • Strong management • Culture supporting innovation • Superior profitability • <\$100M "Flywheel" bolt-on • >\$100M "Transformational" 	<ul style="list-style-type: none"> • Successful on standalone basis • Retain employees • Keep customer relationships • Retain brands • Leverage engineering expertise • High emphasis on sales synergies

Business Segment	Hydraulics		Electronics
Portfolio/Technology	Cartridge Valve Technology (CVT)	Quick Release Couplings (QRC) and Swivels	Electronic Controls & Instrumentation
Brands	      <p><i>Announced Intent to Acquire</i></p>		  



Go-To-Market System Sales Strategy

Market Segment Leads

- Experts with commercial and technical experience in target markets
- Strategic geographic leads

Seed Customers

- Leverage existing strong relationships to gain access
- Select one or two to partner with
- Perfect the process



Partners

- Strategic OEMs
- Diversified markets
- Leverage channel partners

Swarm Theory

- Team of resources to help provide customer solutions
- Become the “go to” partner



System Sales Strategy – Pillars of Success

1



Articulate One
Helios Message

2



Define System
Sales Across and
Between Both
Segments

3



Leverage
Distribution
Relationships

4



Maximize
Manufacturing
Capability
throughout
System Sales
Approach

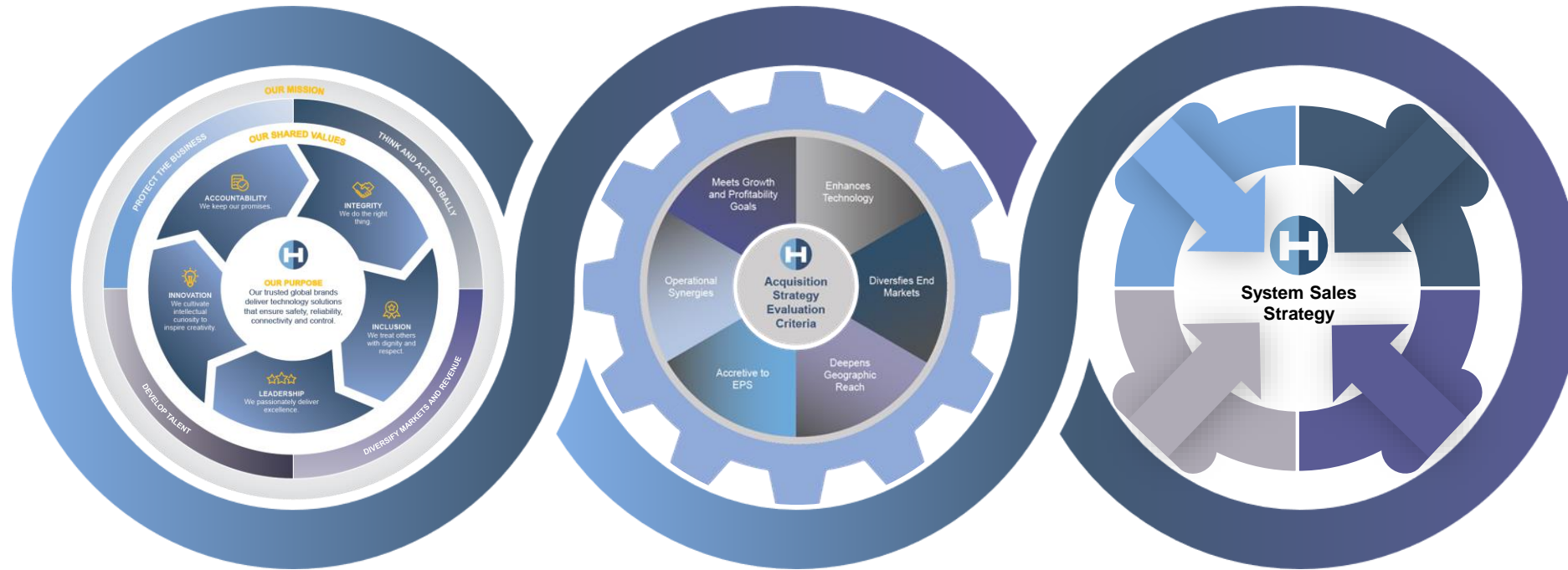
5



Commercialize on
a Global Basis –
Americas First,
EMEA then APAC



Value Proposition of Augmented Strategy



How We Are Winning

- ✓ Increasing wallet/market share
- ✓ Creating “Sticky Solutions”
- ✓ Driving operational efficiencies
- ✓ Developing deeper, more strategic relationships
- ✓ Growing diversified markets through R&D cross pollination



Remain on Path to Hit Accelerated Targets

Hitting \$1B Milestone in Sales Two Years Early

≥\$1B in Sales
by YE 2023

Organic Sales
Growth⁽¹⁾ ~2x
Market Rates

~25% Adj.
EBITDA Margin⁽²⁾
by YE 2023

Organic Non-
GAAP Cash EPS
CAGR⁽³⁾ ≥22%

With Enhanced Margin Profile

- (1) Calculated on a constant currency basis which is a non-GAAP financial measure; calculated by taking the impact of foreign currency translation (current period activity at average prior period exchange rates) less acquisition related sales, over the net prior year net sales.
- (2) Reflects a non-GAAP financial measure.
- (3) CAGR is calculated between 2020 to 2023. Tax rate assumption is 24% to 26%.





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Enabling Sales & Driving Profitability Through Operational Excellence

Rick Martich
SVP, Global Manufacturing Operations

Key Takeaways

1

We are leveraging our operations footprint to shape value streams that enable commercial strategies

2

Global leverage is driving profitability and helping to offset inflationary pressures

3

Our growing global operations footprint is enabling geographic and end market revenue growth

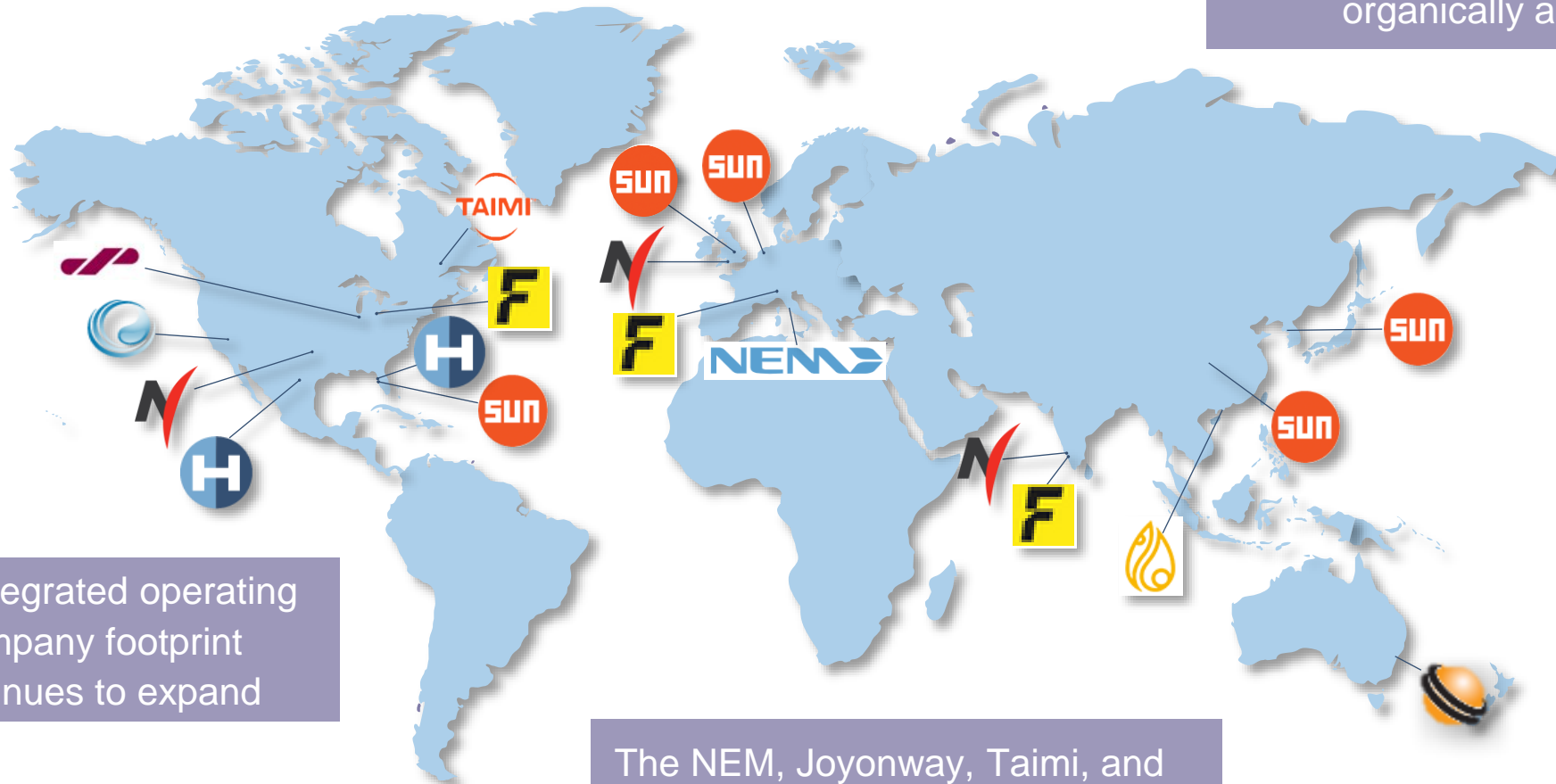


Driven by our Helios Missions and Strategies



Global Manufacturing Reach

We continue to expand global manufacturing capabilities organically as well



Our integrated operating company footprint continues to expand

The NEM, Joyonway, Taimi, and Daman flywheel acquisitions have further expanded our reach

Manufacturing and Operating Strategy at Work

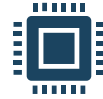
1

We are leveraging our operations footprint to shape value streams that enable commercial strategies



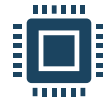
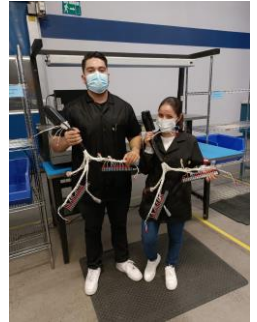
HBS: Manufacture to support diverse end markets and:

- Accelerate commercial growth
- Enable commercial opportunities globally



Wire Harness Assembly in Tijuana

- Transitioning assembly from Tulsa
- Estimated 40% reduction in costs
- Enables OEM and System sales



Next Display Launch in Tijuana

- Leverages Tijuana low-cost structure
- Cross functional collaboration across Electronics – SOP Q1 2023
- Enables global and OEM System sales



Manifold Production in Pune

- Leverage Faster operation across Hydraulics to enable global sales
- Provides Sun a low-cost value stream
- Pilot project showed 50% savings



Manufacturing and Operating Strategy at Work

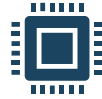
2

Global leverage is driving profitability & helping to offset inflationary pressures



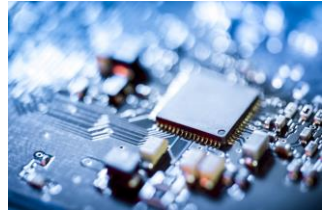
HBS: Leverage global resources and assets to:

- Optimize overhead utilization
- Engage global talent and resources



Enovation PCBA Production in Tijuana

- Low-cost value stream for market products
- PCBA savings range estimated between 15%-35%
- Avoids the need for another SMT line in Tulsa (estimated \$2M capital avoidance)



Consolidated Sun's European Footprint

- Same revenue from 37,500 ft² less factory space
- Single European manifold center of excellence with room to grow
- Supports system sales growth strategy



Manufacturing and Operating Strategy at Work

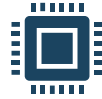
3

Our growing global operations footprint is enabling geographic and end market revenue growth



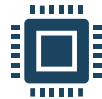
Build 'in the region for the region' to:

- Reduce logistics costs & supply chain risks
- Hedge currency risks



Electronics Assembly in Pune

- Market products for APAC & EMEA
- EC PV380 in production
- Enables savings & regional sales



Electronics Assembly in Dongguan

- Joyonway has begun assembling BWG products for China market (BP100/200)
- Plan to localize PCBA production for Dongguan & Pune at Joyonway

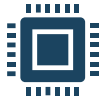


Hydraulics Assembly in Kunshan

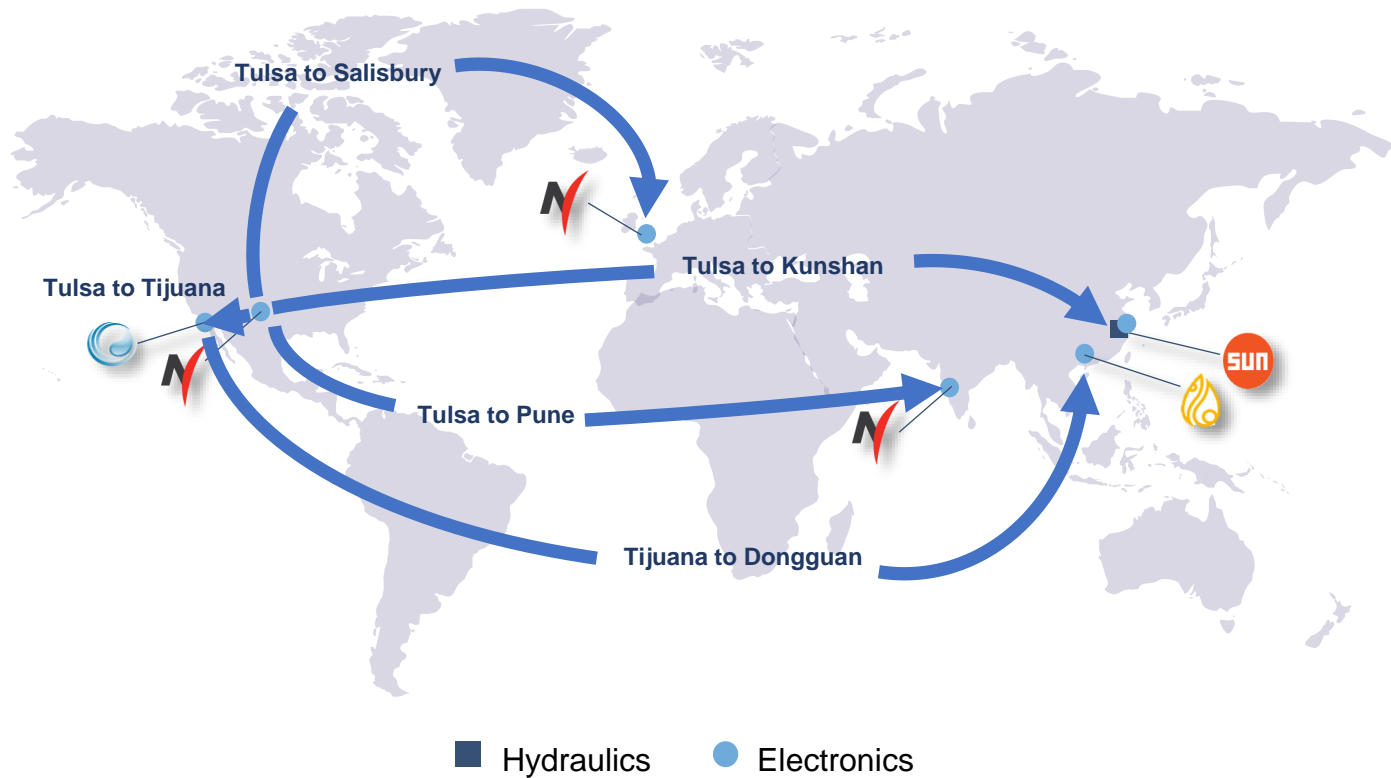
- Assembly in China for APAC region
- Localized assembly of 137 Sun part numbers over TTM
- Estimated greater than 20% savings per model



Accelerating Electronics Segment Road Map



We have outlined a multi-year Operations road map for the Electronics Segment



- The previous slides provide a sample of its total scope
- > 20% of our electronics revenue will be relocated
- This scope continues to grow and accelerate
- Driving to deliver an estimated 100 bps per year in cost savings
- We are rolling out plans for the Hydraulics Segment



Summary

1

Expansive Reach



Growing manufacturing & supply chain footprint enables commercial strategies

2

Profitability Focused



Breadth of resources across companies can be leveraged to drive profitability

3

Growth & Diversification



Global manufacturing footprint enables geographic and end market growth and revenue diversification





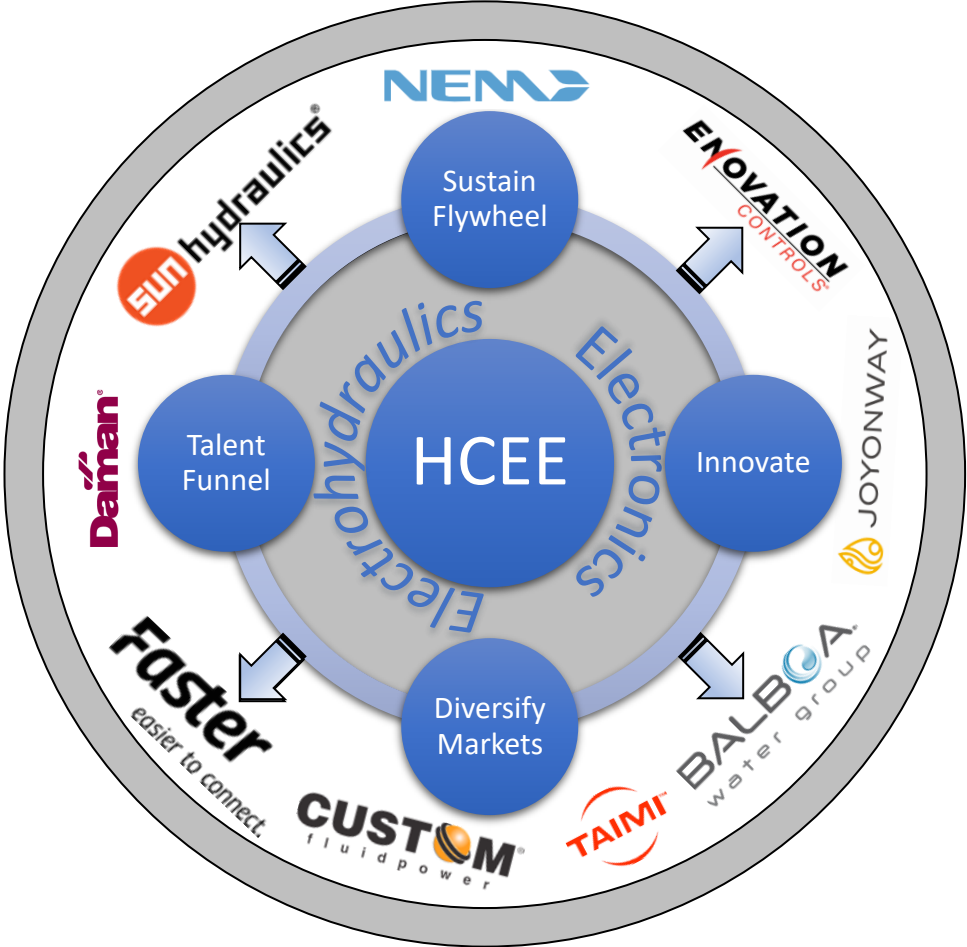
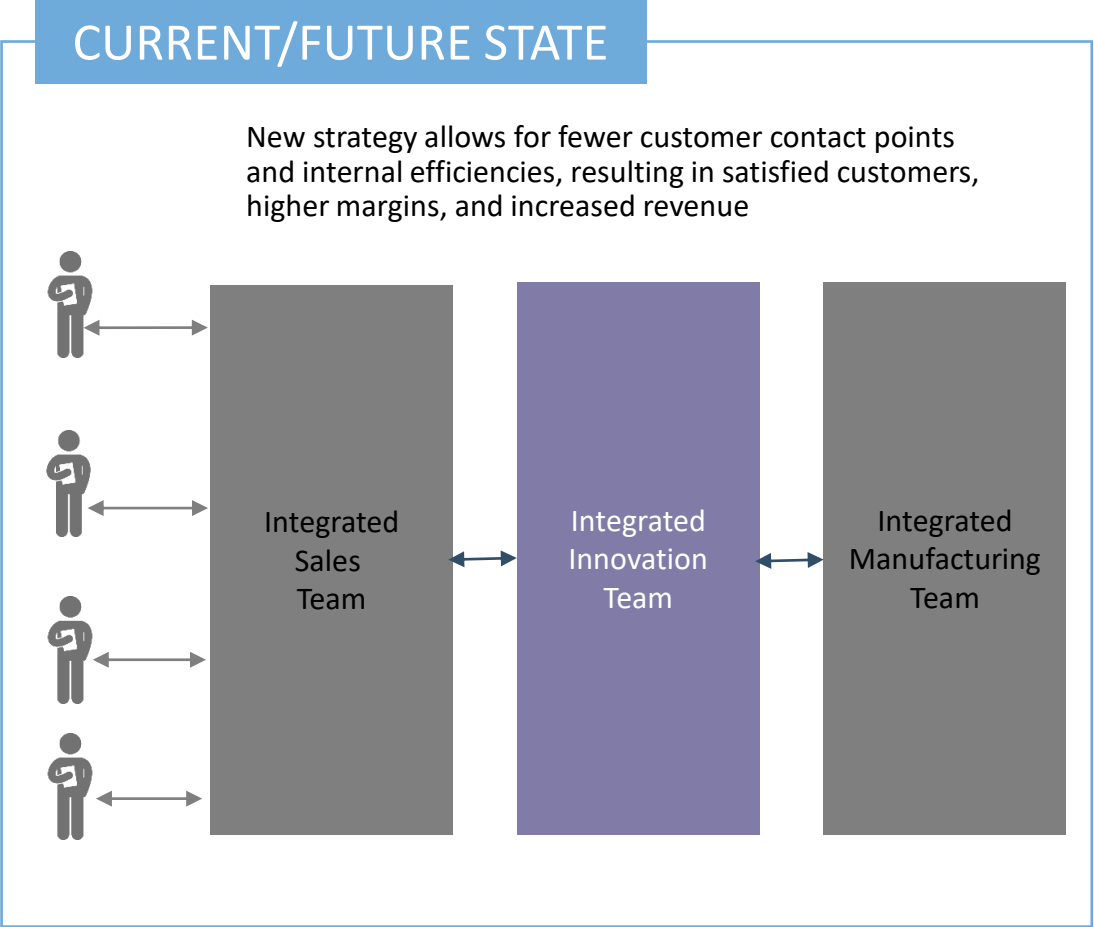
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Leveraging & Diversifying the Business Through Innovation

Doug Conyers
VP, Engineering

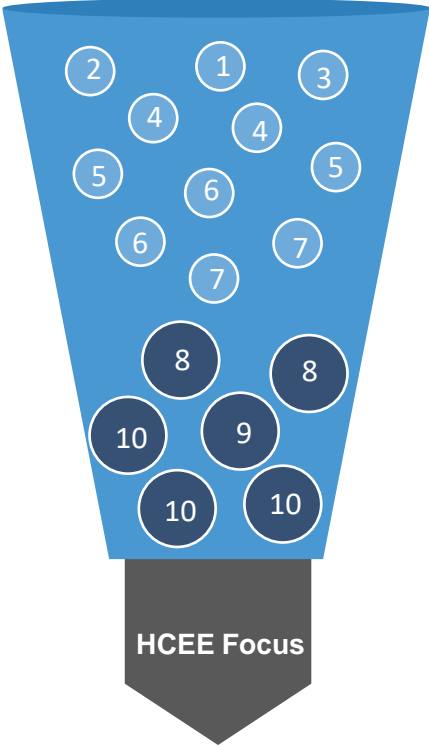
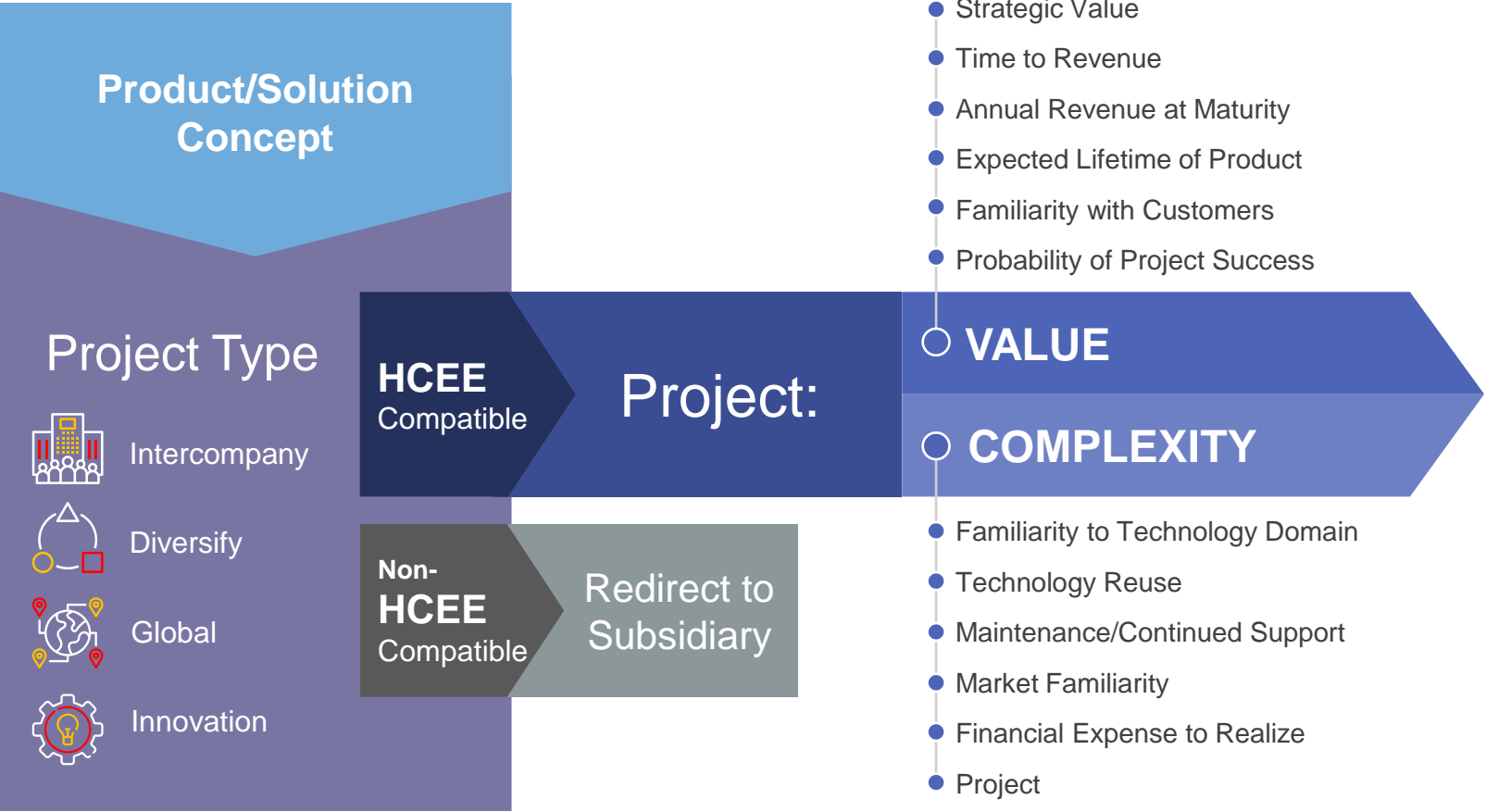
New, Integrated Innovation Team



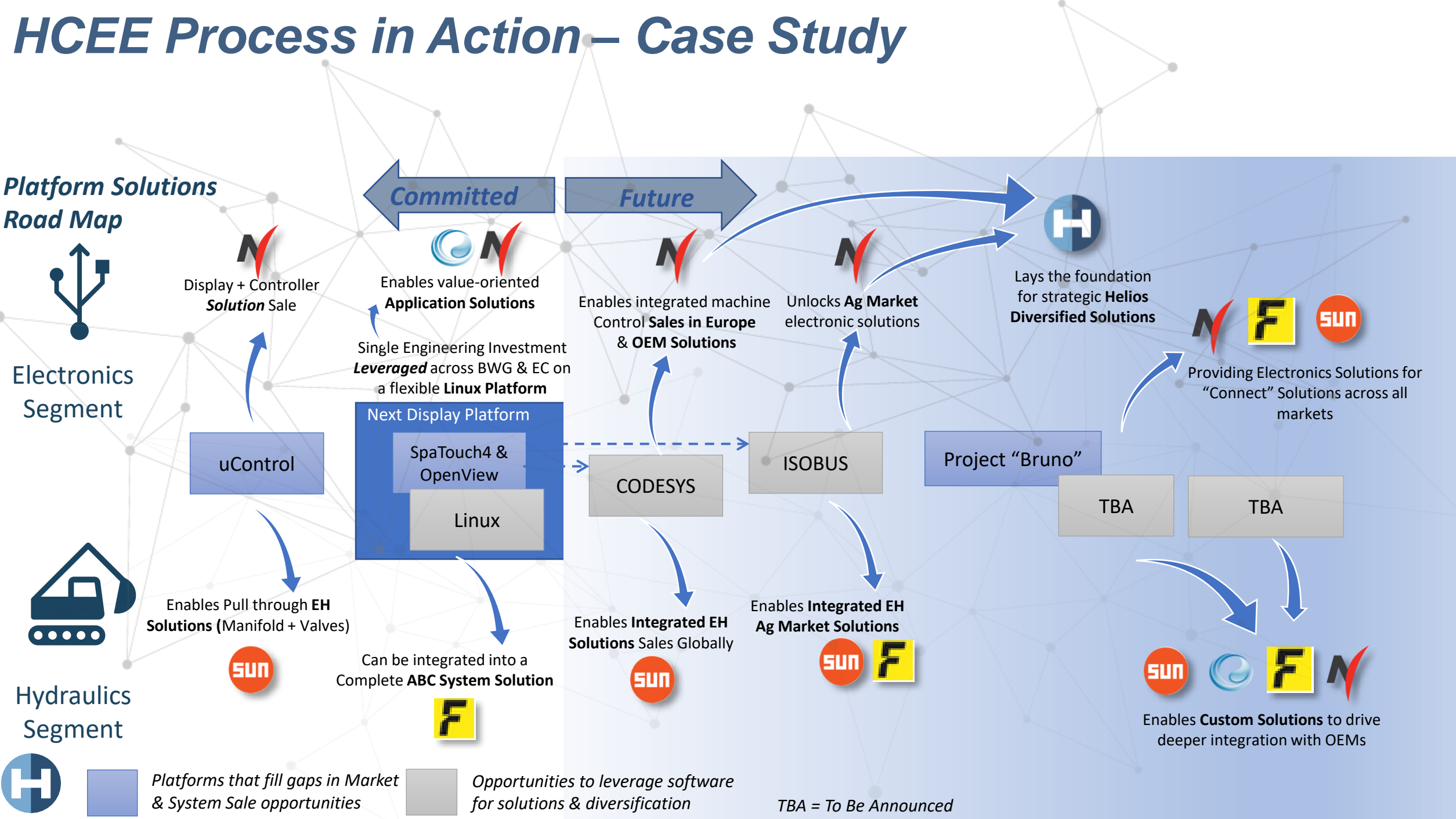
HCEE Philosophy



HCEE Process in Action

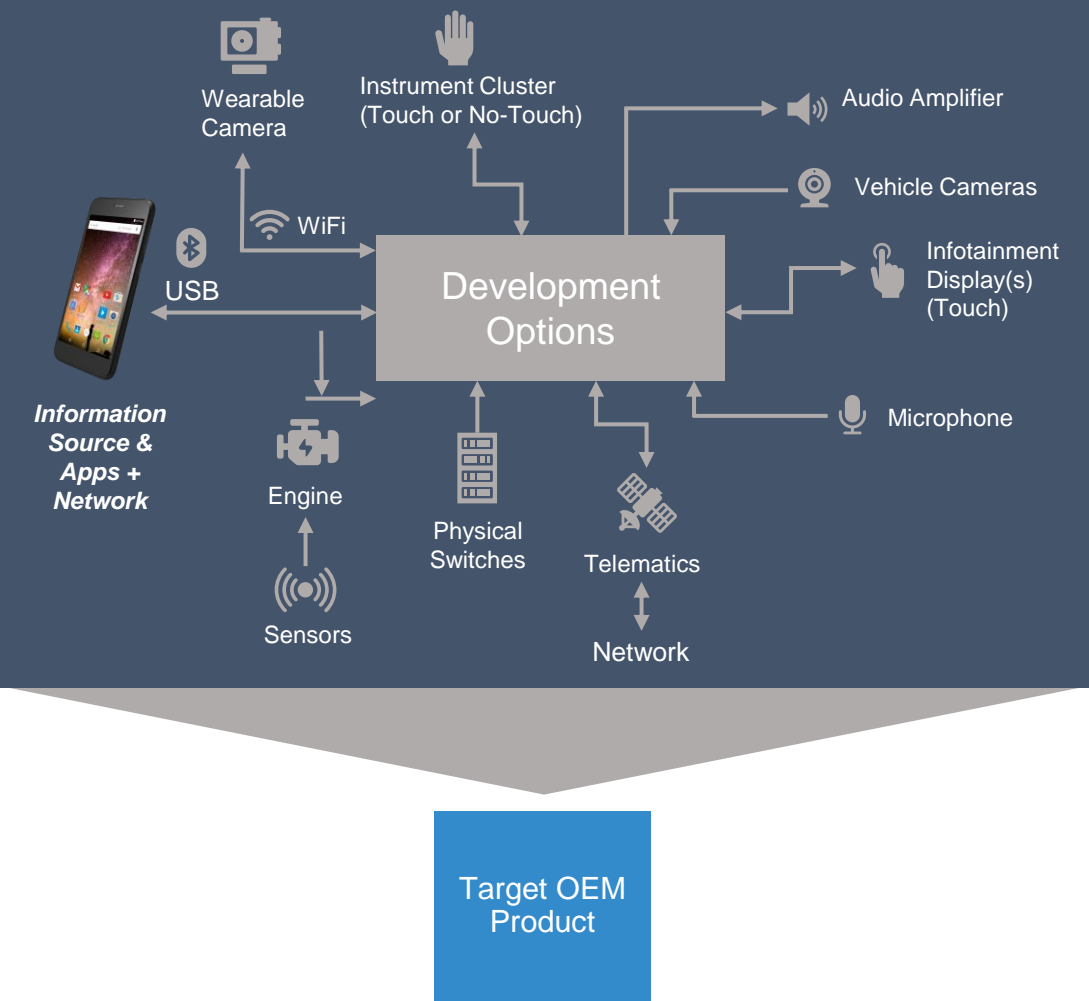


HCEE Process in Action – Case Study



HCEE Multiplier Effect

BEFORE Focus on one customer's request



AFTER Fulfill customer's request, multiply outputs



HCEE Multiplier Effect Case Study

NEXT DISPLAY PLATFORM™

Powered by Helios Technologies

spaTouch™4

SPA PANEL



Appeals broadly to general market



Highly-customizable software for high-end OEMs

OpenView™

SELECT DISPLAYS



Drives global sales applicability



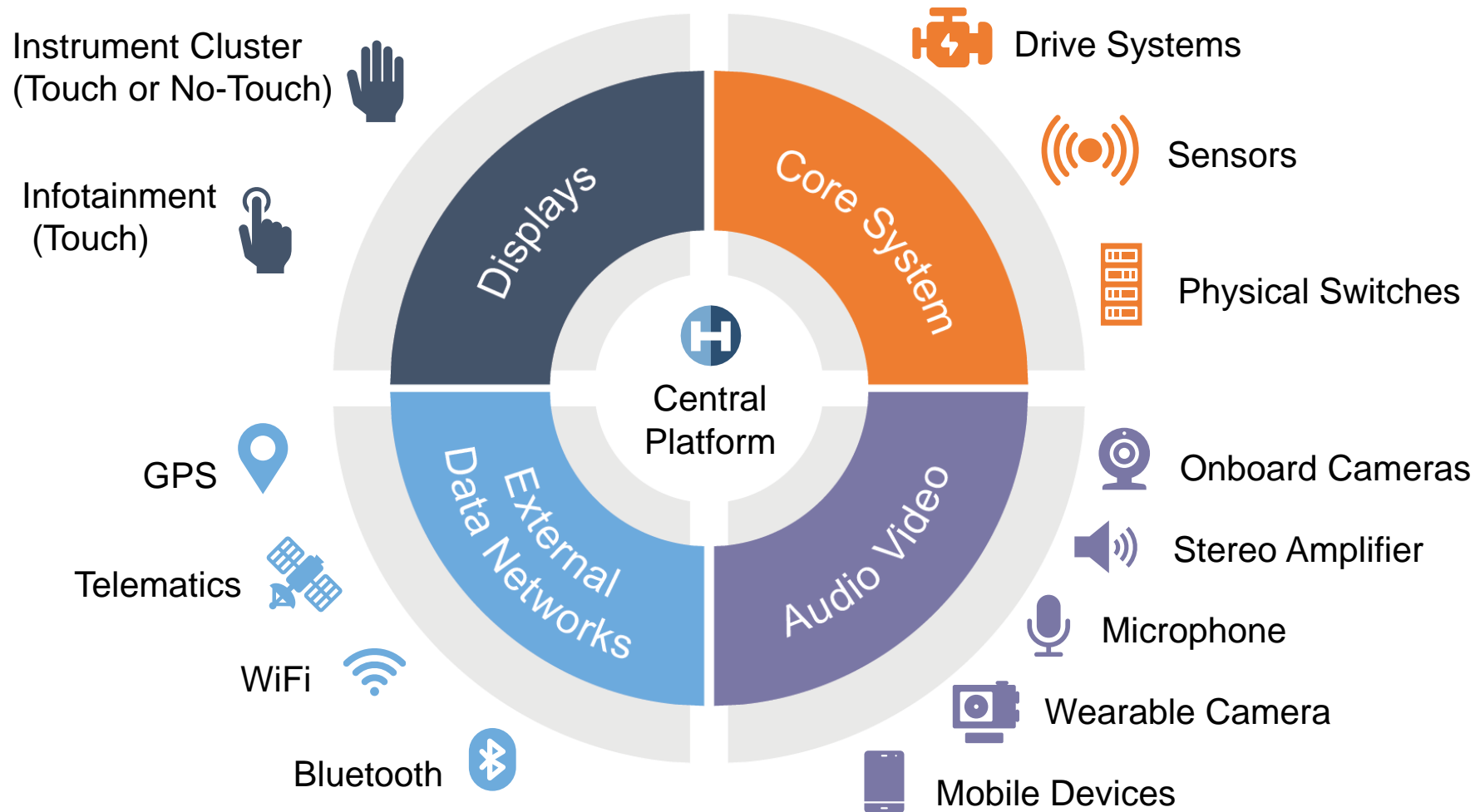
Opens new markets with cost-conscious design



Targets OEMs RFQs with rich feature set and high-value ROI



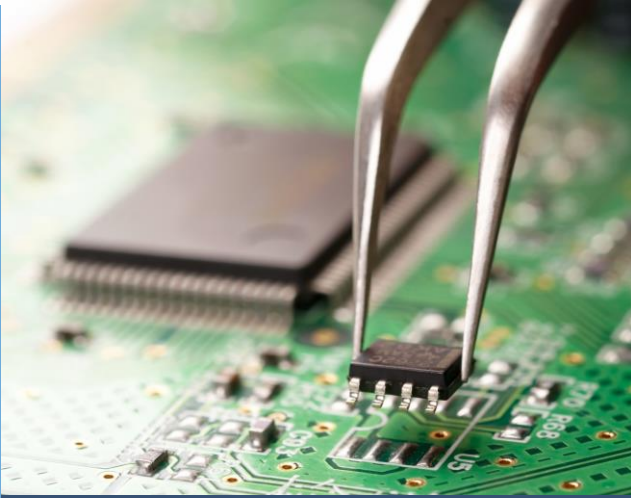
Electronics Modular Central Platform Offerings



Summary

1

New, Integrated R&D Process;
Helios Center for Engineering
Excellence



Augmenting Strategy

2

Focus on Multiplier Effect



Advancing Technologies

3

Demonstrated Results



Accelerating Growth





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Diversifying & Leveraging the Business Through Innovation

Jason Morgan
President, CVT

Growth Opportunities for Hydraulics

Growth Opportunities

What we sell



- New Products
- Brand Expansions
- Diverse Applications
- Integrated Offerings

Where we sell



- Grow Wallet Share
- Address Geographic White Spaces
- Expand Channels to Market

How we sell



- Monetize Synergies
- Leverage Channels to Market
- Sales Force Effectiveness

Opportunities for Growth across a Diverse set of End Markets Exists Across Three Dimensions



Purpose Driven Innovation

Brand Expansion

Common cavity solutions offer plug-and-play products to displace the competition by leveraging existing Helios brands



New Products

Convert fluid power flow into electrical energy in a compact cartridge valve offering



Diverse Applications

Energy saving product offerings without sacrificing performance



Purpose Driven Innovation

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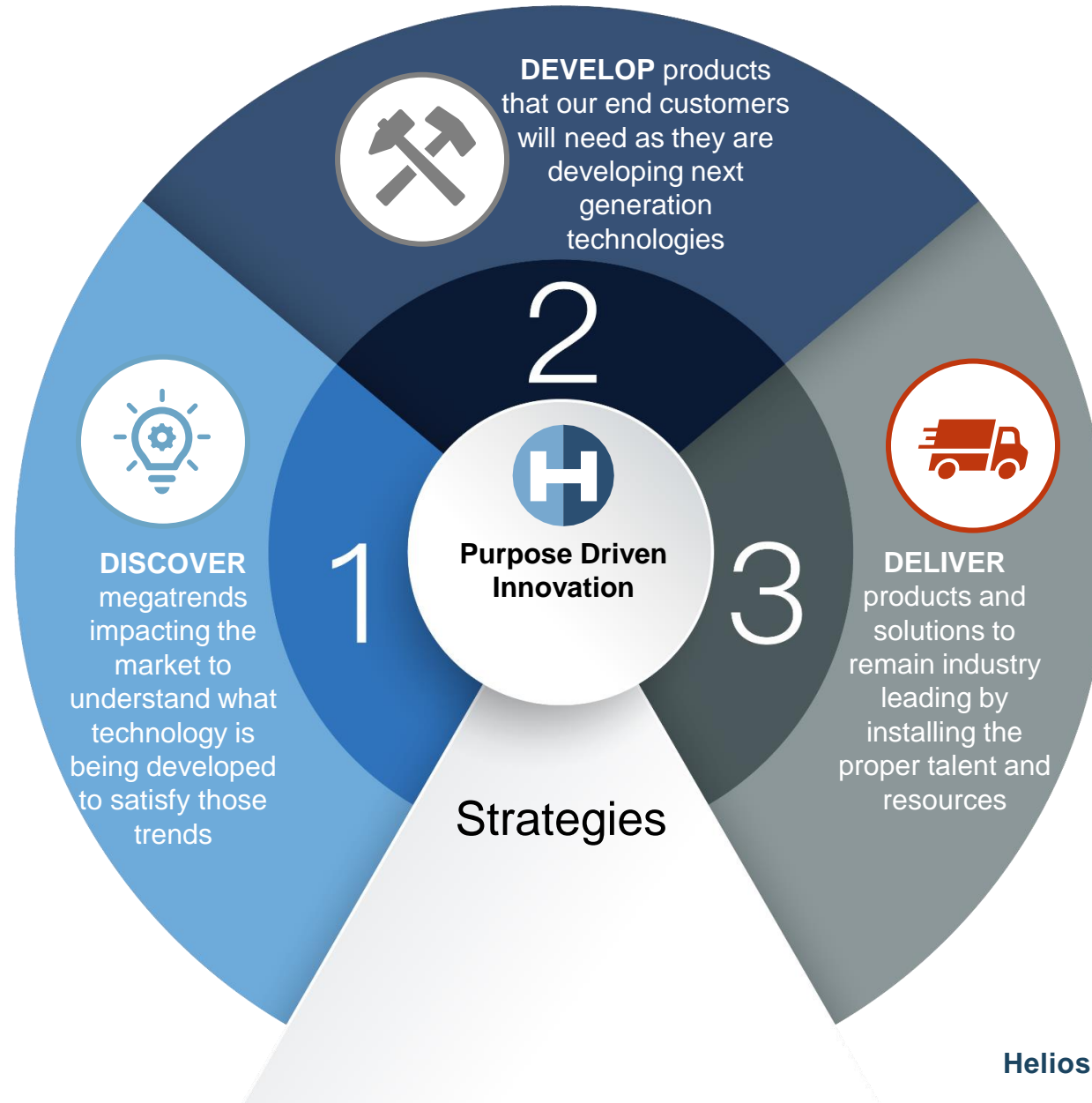
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Diverse Applications

Energy saving product offerings without sacrificing performance



Innovation Philosophy





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Innovation Lab: “Science Fair Tour”

The background is a collage of three images, all with a blue tint. The left image shows a close-up of a large industrial machine, possibly a pump or motor. The middle image shows a construction site with a large crane and a truck. The right image shows a construction site with a large crane and a truck.

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Closing Remarks / Q&A

Key Takeaways

1

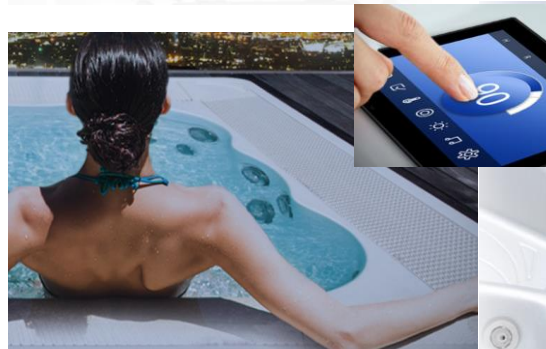
Augmented strategy is delivering results

2

Outsized growth driven by diversification and innovation; organically and inorganically

3

Strong financials with long pathway to grow and enhancement



The background is a collage of three images, all with a blue tint. The left image shows a close-up of a large industrial machine, possibly a pump or motor. The middle image shows a tractor or similar vehicle working in a field. The right image shows a large construction crane or derrick.

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