

# **Executing Vision 2025** Investor & Analyst Day

October 3, 2018

Nasdaq: SNHY



# 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 the intent, belief or current expectations, estimates, vision or projections of Sun Hydraulics Corporation ("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 Company's financing plans; (iii) the Company's expectations regarding our sales, expenses, gross margins and other results of operations; (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: (vii) the Company's ability to respond to changes in customer demand domestically and internationally, including as a result of standardization; and (viii) potential challenges relating to changes in and compliance with governmental laws and regulations affecting our U.S. and international businesses. Although the Company believes that its expectations are based on reasonable assumptions, it can give no assurance that the anticipated results will occur. Important factors that could cause the actual results to differ materially from those in the forward-looking statements include, among other items, (i) the economic cyclicality of the capital goods industry in general and the hydraulics industry in particular, which directly affect customer orders, lead times and sales volume; (ii) fluctuations in global business conditions, including the impact of economic recessions in the U.S. and other parts of the world, (iii) conditions in the capital markets, including the interest rate environment and the availability of capital; (iv) changes in the competitive marketplace that could affect the Company's revenue and/or costs, such as increased competition, lack of qualified engineering, marketing, management or other personnel, and increased labor and raw materials costs; (v) risks related to the integration of the businesses of the Company, Enovation Controls and Faster Group; (vi) changes in technology or customer requirements, such as standardization of the cavity into which screw-in cartridge valves must fit, which could render the Company's products or technologies noncompetitive or obsolete: (vii) new product introductions, product sales mix and the geographic mix of sales nationally and internationally; and (viii) changes relating to the Company's international sales, including changes in regulatory requirements or tariffs, compliance with anti-corruption laws and trade laws, including export and import compliance, trade or currency restrictions, fluctuations in exchange rates, and tax and collection issues. 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 7. "Management's Discussion and Analysis of Financial Conditions and Results of Operations" in the Company's Form 10-Q for the guarter ended June 30, 2018, and Item 1. "Business" and Item 1A. "Risk Factors" in the Company's Form 10-K for the year ended December 30, 2017. The Company disclaims any intention or obligation to update or revise forward-looking statements, whether as a result of new information, future events or otherwise.

This presentation includes certain non-GAAP financial measures, which the Company believes are useful in evaluating our performance. You should not consider the presentation of this additional information in isolation or as a substitute for results prepared in accordance with GAAP. The Company has provided reconciliations of comparable GAAP to non-GAAP measures in tables found in the Supplemental Information portion of this presentation.



### **Today's Presenting Team**



Wolfgang Dangel Helios Technologies President and CEO



Tricia Fulton Helios Technologies CFO



Joel Edwards Faster Senior VP / GM



**Rick Martich** Enovation Controls VP, Operations



**Gary Gotting** Sun Hydraulics Global Lead, CVT Product Management & Marketing



## **Executing Vision 2025**

- 1. Advancing global technology leadership
  - Broadening product and solutions offering organically
  - Penetrating geographic white space organically
  - Acquiring strategically complementary businesses technology and geographic breadth
  - Achieving synergies among existing and acquired businesses
- 2. Near-term focus on margin expansion
  - Actions to moderate earnings volatility
  - Initiatives to mitigate margin pressure
- 3. Expanding capacity for regional customer service
  - In the region, for the region
- 4. Capital structure to support growth
  - Focusing on capital allocation goals and working capital initiatives



# **Introducing Helios Technologies**

Wolfgang Dangel Helios Technologies President & CEO

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### Lookback to 2017: Vision 2025 Pathway



(1) See Supplemental Information for definition of Adjusted Operating Margin and reconciliation from GAAP and other disclaimers regarding non-GAAP information



### Current Vision 2025: Pathway to Superior Growth



- (1) Represents midpoint of 2018 guidance as of August 6, 2018, adjusted to 2018 pro forma to reflect full year results for Faster and Custom Fluidpower
- (2) See Supplemental Information for definition of Adjusted Operating Margin and reconciliation from GAAP and other disclaimers regarding non-GAAP information



# ACHIEVE GLOBAL technology leadership in THE INDUSTRIAL GOODS SECTOR by 2025 WITH CRITICAL MASS EXCEEDING \$1B in sales

# WHILE MAINTAINING SUPERIOR profitability & financial strength.

DESIGNER AND MANUFACTURER OF INTELLIGENT SYSTEMS & CONTROLS



ctober 2017 Introduced XMD Electro- Hydraulic Drivers	December 2017 » Merged High Country Tek (HCT) with Enovation Controls	April 2018 » Established new \$500 million senior secured credit facilities	August 2018 » Announced business name change to Helios Technologies	August 2018 » Opened new facility in South Korea
September 2017				October 2018
October 2017 » Launched FLeX <sup>™</sup> Series Solenoid Valves & Coils	the second s	April 2018 » Completed acquisition Faster Group for \$530 million USD	on of Sugust 2018 Sugust 201	cquisition of power for



### **Diversified End Markets**



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#### **Strategic Execution**

Evolving from best-in-class component supplier to an intelligent control systems provider



#### **Path of Migration**

of Sophistication



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## Faster: Strategic Rationale

		Aligns with Long- Term Strategic Vision	<ul> <li>Advances global technology leadership</li> <li>Contributes toward revenue goal of \$1 billion by 2025</li> <li>Enhances superior profitability and cash flows</li> </ul>	Vision 2025 ACHEVE GLOBAL technology leadership in the INDUSTRIAL GOODS SECTOR by 2025 WITH CRITICAL MASS EXCEEDING \$1B in sales WHILE MAINTAINING SUperior profitability & financial strength. DESIGNER AND MANUFACTURER OF INTELLIGENT SYSTEMS & CONTROLS
Faster	Strategic Rationale	Diversifies Helios	<ul> <li>Strengthens end market positions in global agriculture, construction equipment, and industrial markets</li> <li>Broadens product offering and geographic footprint</li> <li>Adds manufacturing footprint in Europe</li> </ul>	65% 65%
	S	Strengthens Technology Leadership	<ul> <li>Holds 80+ registered patents; continues to add new patents annually via strong R&amp;D focus</li> <li>Innovative culture drives new product development</li> <li>Strong commercial and technical relationships with global OEMS</li> </ul>	24% 11% 25% Distributors 75% OEMs





## Custom Fluidpower: Strategic Rationale

		Aligns with Long- Term Strategic Vision	<ul> <li>Complements global technology leadership with "in the region capabilities"</li> <li>Key building block to continue successful penetration in APAC region and particularly SEA (Southeast Asia)</li> <li>Contributes toward revenue goal of \$1 billion by 2025</li> </ul>	Vision 2025 ACHEVE GLOBAL technology leadership in the Industrial goods sector by 2025 with critical mass Exceeding \$1B in sales While Maintaining superior profitability & financial strength. Designer and manufacturer of intelligent systems & controls
	Strategic Rationale	Strengthens Helios' APAC Platform	<ul> <li>Differentiated due to in house engineering and design capability</li> <li>Deepens electro-mechanical technical expertise</li> <li>Strong service component delivers additional value to customers</li> </ul>	Mechanical + Electrical Electro-Mechanical
	Ċ	Teeing Up Future Success in Region	<ul> <li>Significantly enhanced footprint to serve high growth APAC market</li> <li>Regional value-add capabilities supports pursuit of APAC white space</li> <li>Complements other regional investments (e.g. new plant in South Korea)</li> <li>Strengthens regional connectivity with OEMs and end users</li> </ul>	





<sup>(1)</sup> SNHY 2018 Guidance as of August 6, 2018; above is pro forma for Faster for full year 2018; Faster estimated 2018 revenue converted at an exchange rate of \$1.235 / \$1.000<sup>(2)</sup> Custom Fluid Power estimated 2018 revenue converted at an exchange rate of \$1.3511 AUD / \$1.00 USD

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### **Acquisition Synergy Strategy**

# . 2000.

#### ADDITIONAL SALES CHANNELS

Adding to a strong portfolio of sales channel partners for distribution, reselling, and system integration of Helios products

#### SHARING OPERATIONAL EXCELLENCE

Idea sharing and use of best practices between operationally strong businesses

#### **ENHANCED GEOGRAPHIC COVERAGE**

Strategically acquiring companies to cover current geographic "white spots"



#### **ELECTRO-HYDRAULIC DEVELOPMENT**

Pooling the strengths of various business segments for fast, innovative development of electro-hydraulic products



#### **GLOBAL, DIVERSE WORKFORCE**

Emphasis on adding companies with technically skilled employees

#### LINKED TECHNOLOGIES

Discipline towards the "3 bucket approach" to add technologies that are complimentary to one another













## Disciplined Acquisition Strategy

	Goals	Targets	Integration Model
Methodology	<ul> <li>Technology leadership (top 3)</li> <li>Broaden technology offerings and capabilities</li> <li>Increase solutions-based offering</li> <li>Diversify end markets</li> </ul>	<ul> <li>Strong management</li> <li>Culture supporting innovation</li> <li>Superior profitability</li> <li>Target revenue \$50-\$150 million per acquisition</li> </ul>	<ul> <li>Successful on standalone basis</li> <li>Keep talent and customer relationships</li> <li>Retain brands</li> <li>Leverage engineering expertise; realize synergy opportunities</li> </ul>
Business Segment	Hydraulics (existing)	Linked Technologies (future)	Electronics (existing)
Horizon	NEAR-TERM FOCUS	MID-TERM FOCUS	NEAR-TERM FOCUS
Portfolio/Technology	Cartridge Valve Quick Release Technology (CVT) Couplings (QRC)	E.M. Actuation, Factory Automation, Software or IoT-Relevant	Electronic Controls & Instrumentation
Brands	un hydraulics Faster		



# Faster – Easier to Connect

Joel Edwards Faster Senior VP / GM

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Faster



## Advancing Global Technology Leadership



#### Hydraulic & Electro-Hydraulic Valves and Manifolds



Hydraulic Connections & Multi-Connector Solutions





#### Electronic Controls & Displays





## Video







### Global Reference in Quick-Release Hydraulic Couplings



Note: End market sales split based on company estimates and customer interviews





#### Most Complete Product Range in Agriculture and Construction



\* Represents midpoint of 2018 Faster guidance included in Hydraulics segment, as of August 2, 2018, adjusted to 2018 pro forma to reflect full year results





#### Hydraulics

Faster

### Global Commercial Presence



Hydraulics

Faster



### Core Manufacturing Processes, Value-Add Capabilities

<ul> <li>High volume, just-in-time manufacturing processes</li> <li>Productive and precise technology</li> <li>Enables high-performance designs</li> </ul>	<ul> <li>Automated assembly technology developed in-house</li> <li>Integrated testing process</li> <li>Ensures 'built-in' quality</li> </ul>	<image/> <list-item><list-item><list-item><list-item><list-item></list-item></list-item></list-item></list-item></list-item>
Purchasing Machining Precision of castings machining	surface Assembly	Testing & Packaging, validation shipping
<ul> <li>Own casting machining capabilities in India provide competitive advantage</li> <li>Provides significant cost savings</li> </ul>	<ul> <li>Plating specification control in-house</li> <li>Induction hardening and zinc plating completely outsourced</li> <li>Leverages economy of scale</li> </ul>	Image: Note of the sector of



Faster



### Leading Global Market Positions



Hydraulics

Faster



#### Collaboration Opportunities with Sun Hydraulics & Enovation Controls



Faster



### Key Differentiators



Faster



### Faster Organic Growth Goals



#### 1) Existing Market Growth

- Growing middle-class population, enhanced food demand, more productive equipment driving Agriculture growth
- Population growth, increased wealth in emerging markets, global infrastructure needs driving Construction growth

#### 2) New Products

- Increased use of solutions vs single couplers
- Automatic connection solutions for harvester, skid steers, excavators
- Leverage sensor integration synergy with Enovation Controls

#### 3) Increased Market Share

- Serve upcoming tractor producers in emerging markets
- Marketing and product promotion to Construction market
- Distribution focus service, tools, leverage of Sun channels
- Sign on traditional Sun Hydraulics channel partners to carry Faster product line





### Current Vision 2025: Pathway to Superior Growth



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# Conquering Complexity for Our Customers

# **Rick Martich**

Enovation Controls Vice President, Operations

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Hydraulic & Electro-Hydraulic Valves and Manifolds



Hydraulic Connections & Multi-Connector Solutions



Advancing Global Technology Leadership



#### Electronic Controls & Displays





### Video





## Diverse End Markets

#### **Conquering Complex System Challenges**



















ENOVATION CONTROLS

Electroni<u>cs</u>



#### We Exist to Conquer Complexity

# CLEARTO CATALYZEA PATHOUR CUSTOMERS' SUCCESS

We fearlessly engage in any effort to eliminate our customers' risk and clear a path to their success. We immerse ourselves in our customers' world, reveal unknowns and deliver integrated solutions.

# QUESTIONTO CULTIVATEEVERYTHINGEXCELLENCE

We embrace a sense of healthy paranoia in which quality and performance must be proven and never assumed. We constantly ask "What have we missed?" We hold each other accountable to the highest standards and will not rest without resolution.

# ENRICHTO UNLEASHLIVESPOTENTIAL

We strive to laugh often and find meaning in our individual and collective efforts. We attract, develop and recognize exceptional people and inspire them to be their best at home, at work and in our communities.

#### BE TO RELENTLESS WIN

We are tenacious, tireless and never discouraged in the pursuit of our goals. When we encounter roadblocks, we intensify our focus to break through. We relentlessly strive for perfection to drive flawless execution.

#### CHALLENGE CONVENTION

TO CHANGE THE GAME

We step back to question assumptions, capture the learning and embrace new perspectives. We ask "Are we solving the right problem?" We skillfully leverage our expertise and platforms to rapidly generate solutions that separate us from the competition.

# DO THETO LIVERIGHT THINGIN INTEGRITY

We treat everyone with respect and foster a culture of humility and trust. We humbly own what is perfect and what is flawed. Honesty, hard work and fairness are central to everything we do.





#### Carve Out



"Our SMT lines allow us to rapidly prototype and test innovative product technologies, thus enabling speed to market and empowering us to clear a path for our customers' success."




#### **Operations Update**

Completed "Carve Out" – Complex Separation of Business Infrastructure

- Manufacturing lines transitioned and footprint reset during period of tremendous growth
- Scaled PCBA\* production in Tulsa from nothing to \$125M in < 12 months</li>
- Separated shared HR, Finance/Accounting, and IT infrastructures
- Established required business controls for SOX compliance
- Recertified to the ISO9001:2015 standard
- High Country Tek successfully consolidated into Tulsa operations during this same period



\* PCBA: printed circuit board assembly



#### Market Strategy - Swarming



"We offer an intense understanding of complex applications and system challenges because, at our core, we exist to conquer complexity. We clear a path to our customers' success by engaging in any effort to remove their risk along the development path."

ENOVATION

CONTROLS

Electronics



#### **Compelling Value Proposition**

Unique "Middle Market" strategy that encompasses flexibility, speed-to-market, and low-cost production





## **Experienced Personnel Critical to Success**

Unparalleled depth of software, embedded software, hardware and sustaining engineering teams

- Heavily Engineering Driven
  - Customized products
  - Cradle-to-grave development
  - Vertical integration
- Deep Application Knowledge
  - Sales engineering customer
  - Swarming





## **Dynamic & Diverse Product Portfolio**

Leverage platform product development, shortening time to market



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### Fortune Global 500 Customer Base

We take pride in our loyal, long-term partnerships across diverse markets





#### **Electronics Success Story - ThermoKing**



Acquired and benchmarked current Heat King unit from ThermoKing

Implemented system solution with Enovation Controls products with controller logic & HMI interface

Greatly shortened development cycle time for ThermoKing, reduced their engineering burden



#### **Ongoing Synergies**



"Helios Technologies defines the company as the combined determination of three powerful brands, Sun Hydraulics, Enovation Controls and Faster Group, to solve complex system challenges for their customers by providing smart solutions."

EN

CONTROLS

Electronics







Intense Focus on Expanding Successful Business Model



- Adoption of combined customer swarming strategy across more diverse OEMs
- Expanded international footprint, focusing on common opportunities
- Pursued high-performing Sun distributors to strengthen channel sales program
- APAC business synergized in China with opening of Sun Murphy Trading in Shanghai
- Increased focus on India, going to market with combined efforts

<sup>(1)</sup> 2016 includes the full year ended December 31, 2016; Helios acquired Enovation Controls effective December 5, 2016 <sup>(2)</sup> 2018E reflects midpoint of 2018 revenue quidance for the Electronics segment, as of August 6, 2018





#### **Electronics Synergies**

#### Synergistic Approach to Success

- Pursuing common opportunities with new product development
- XMD product launch first of its kind jointly engineered by Sun and Enovation Controls
- Mobile controller platform development joint effort between Sun and Enovation Controls





#### **Electronics Synergies**

Leveraging Existing Platform to Solve New Complex Problems





Engaged with long-term OEM partner to develop a customized version of a new product platform

Intense engagement with project teams from Enovation Controls and the OEM

Resulted in simplified solution for complex system and created platform for long-term growth



## Electronics Segment Organic Growth Goals



#### 1) Existing Market Growth

Industrial production, market recovery

#### 2) New Products

- Proactive and consistent outreach to the middle market with expanded content
- Conquer complexity with new product designs/content
- Penetrate existing and new markets with similar applications

#### 3) Increased Market Share

- Penetrate new OEMs globally
  - Coordinate with Hydraulics segment internationally
- Grow systems sales to existing OEMs customers
- Add new channel partners





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ENOVATION

CONTROLS

Electronics



# One Reliable Source, Endless Solutions

Gary Gotting Sun Hydraulics Global Lead, CVT Product Management and Marketing

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Hydraulic & Electro-Hydraulic Valves and Manifolds



Hydraulic Connections & Multi-Connector Solutions



Advancing Global Technology Leadership



Electronic Controls & Displays





## Video





### **Evolving Competitive Environment**

#### **CVT Market Drivers**

- Market shift to electro hydraulics
- Improved safety, reliability and repeatability
- Increased productivity and performance
- Longer operational life, less maintenance
- Lower total cost of installed ownership
- Higher operating pressure and zero leaks
- Reduced noise, vibration and harshness
- ✓ Increasing environmental regulations

#### **CVT Product Offering**

**Hvdraulics** 



SUN hydraulics



- Customer controlled, automated manifold design design tool
- 24/7/365 global access, secure, web-based software
- *Intuitive simplicity of use...* key development criteria
- Applies hydraulic safety design rules at all times
- Complete drawing package returned to customer within 24 hours
- Drops directly into Sun manufacturing systems
- Complete prototype manifolds with expedited delivery



Hydraulics

SUN hydraulics





Used for undersea work on diversified applications

SUN hydraulics

Hydraulics





## Tire Handler for Oversized Equipment







- Full machine function control
- Multiple Integrated packages
- Integrated electro-hydraulics
- Flexible customer functionality









#### Synergistic Product Development



- 11 initial functions
- 2 Sun cavities
- 21 valves launched over the past 10 months

FLEX Phase II

- 6 more functions
- 4 Sun cavities ( 2 new )
- +20 valves to launch over the next 10 months

- Continuing to add functionality
- Unique functions offered
- 10+ patentable features
- ALL 'clean sheet' designs
- Designed for LEAN assembly
- Fast design to market timeline
- Clear and valuable user advantages







## Innovative eProducts

#### XMD today....

- First jointly developed product by Sun Hydraulics and Enovation Controls
- Optimized to new FLeX valve products, compliments entire Sun roadmap
- Bluetooth compatible, safe and secure
- Quick setup and configurable to specific functions
- Electrically robust, mechanically tough fluid power market ready

#### **Controllers of tomorrow.... eProduct development**

- Market defined product specifications controllers and user software
- Intuitive, simple user interface to configure and program eProducts and screens
- Products aimed at systems usage and synergistic growth across all Helios companies

SUN hydraulics

**Hydraulics** 



## "In the Region, for the Region"

## A much stronger global focus in years ahead







#### **Expanding Global Capacity**

#### New South Korea Plant - 2018

### New China Plant - 2020



- First manufacturing investment in APAC region
- New operational plant from greenfield site in 11 months
- Establishing supply base for the region

- Ongoing investment in APAC region
- Building shell in place regional portfolio analysis ongoing
- New plant operational 2020





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## **CVT Global R&D Overview**





## LEAN Manufacturing & Streamlining



## Manufacturing Rationalization:

- Manufacturing consolidation to be completed Q1 2019
- R&D center plans and updates to be completed Q4 2019

# Manufacturing Principles:

- 'U' Cell continuous flow manufacturing
- Cross-cell trained workers
- Optimized build and test equipment and processes
- Product verification by all digital equipment

## Key Impacts:

- Increase in overall production available capacity
- Productivity and efficiency improvements
- Enhanced CVT product throughput
- Streamlined raw materials to dispatch logistics



## Sun Hydraulics Organic Growth Goals



#### 1) Existing Market Growth

Industrial Production is a key driver of market growth

#### 2) New Products

- More electro-hydraulic CVT products
- Sensor integration and usage IoT/Industry 4.0
- eProducts expansion
- Systems and integrated packages

#### 3) Increased Market Share

- Added channel partners in Southeast Asia (8 in 2 years)
- Enrolling new customers in new markets, regions
- Distributor mind-share introduction of regional application specialists (RAS) in the Americas



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SUN hydraulics

Hydraulics



# **Financial Overview**

**Tricia Fulton** Helios Technologies Chief Financial Officer

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## Driving Sustained Value Thru Profitable Growth

Revenue by Segment<sup>(1)</sup>



(1) PF2018E reflects midpoint of 2018 Helios guidance as of August 6, 2018, pro forma for Faster Group and Custom Fluidpower: PF2017 and PF2018E accounts for full year contribution of Faster Group acquisition that closed April 5, 2018; PF2018 accounts for a full year of contribution of Custom Fluid Power acquisition that closed August 1, 2018

(2) See Supplemental Information for definition of Adjusted Operating Income and Margin, and reconciliation from GAAP and other disclaimers regarding non-GAAP information

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- More flexible cost structure
  - Temporary work force ~ 10%, facilitates adjustments as needed
  - Streamlining Sarasota CVT operations
  - Ongoing LEAN initiative across all functions and locations
  - Compensation structure includes variable portion related to KPIs
- More diversified revenue base
  - Broader end markets, including counter- or less-cyclical markets
- Aligning product design, manufacturing and customer service geographically
  - "In the region, for the region"
  - Enhances customer interface
  - Addresses foreign exchange exposure



## Initiatives to Mitigate Margin Pressure

#### **Hydraulics**

- Manufacturing capacity:
  - Sarasota plant consolidation now at advanced stage
- Manufacturing security:
  - Plant footprint expansion outside N.A.
  - Italy, South Korea & China
- Supplier issues:
  - LTAs now active at all key suppliers
  - Global supplier base being evaluated and engaged
  - New tariffs being evaluated
- Margin erosion:
  - Price increase actioned as of July 1, 2018
  - Potential for other price adjustments as needed
  - Tariff coverage

#### **Electronics**

- Manufacturing capacity and capability:
  - Carve out complete & pivot to optimization
  - Six months of improving efficiencies
  - Targeted make/buy initiative
  - Inline SPI automation in SMT to improve quality & throughput
- Supplier issues:
  - Identified alternate sources and engineering alternates for scarce commodities
  - Global supplier base being evaluated and engaged for cost improvements
  - New tariffs being evaluated
- Margin erosion:
  - Aggressive scrap reduction targets have been met and progress continues
  - Tariff surcharges to be implemented on October 1
  - Potential for price adjustment January 1, 2019



	Goal: \$5 million of EBIDTA synergies by 2020
	Consolidated Helios' HCT electronics business into Enovation Controls
Enovation Controls	<ul> <li>Leveraging electronics engineering skills to design innovative CVT products</li> </ul>
	Introducing Enovation Controls OEM customers to Sun
	Introducing Sun distribution channel partners to Enovation Controls
	Goal : \$7.5 million of EBIDTA synergies by 2022
Faster	Introducing Faster OEM customers to Sun and Enovation Controls
	Introducing Sun distribution channel partners and Enovation Controls OEMs to Faster
	Leveraging Faster manufacturing base to establish CVT manufacturing in EMEA region
	Leveraging electronics engineering skills to design innovative quick release coupling products
	Goal: \$2 million of EBIDTA synergies by 2022
Custom Fluidpower	<ul> <li>Utilize CFP base and systems expertise in Australia to penetrate Southeast Asia market for all Helios</li> </ul>
	businesses
	Introduce Enovation Controls and Faster product lines for use in CFP systems and to CFP customers



### Working Capital Initiatives



Free Cash Flow<sup>(1)</sup> as a % of Revenue



<sup>(1)</sup> Free cash flow defined as cash flow from operating activities less capital expenditures

Goals:

Operating cash flow as a % of Revenue >15%
 Free cash flow<sup>(1)</sup> as a % of Revenue > 10%

Initiatives:

- Inventory Review of DOH by part for better utilization, scheduling and purchasing
- Accounts receivable Removal of special terms; return to standard terms for all
- Accounts payable Pay within terms, but not early; renegotiate suppliers with short or nonstandard terms



#### Working Capital Effectiveness

#### Operating Working Capital Utilization<sup>(1)</sup> 13% 10% 10% 11%



#### **Receivable Days Sales Outstanding**



#### Inventory Days-on-Hand



#### Days Payable Outstanding



<sup>(1)</sup> Operating Working Capital Utilization defined as current assets less current liabilities, excluding cash, short-term investments and short-term debt, divided by revenue for the respective period <sup>(2)</sup> Based on pro forma sales and COGS; PF2016 includes pre-acquisition Enovation Controls data; PF2017 and PFQ2 2018 includes pre-acquisition Faster data

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#### Net Debt/Adjusted EBIDTA



Leverage Goal: 1) Net debt/adjusted EBIDTA <2x

Initiatives:

- Drive superior operating profitability
- Achieve targeted synergies
- Effectively manage cash flows
- Apply disciplined capital structure
- Achieve consistent operating results

<sup>(1)</sup> Net Debt/Adjusted EBIDTA was not meaningful for 2014 or 2015 due to zero debt balances

<sup>(2)</sup> Based on pro forma operating results; PF2016 includes pre-acquisition Enovation Controls data; PF2017 and PFQ2 2018 include pre-acquisition Faster data

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#### **Financial Strength**

(\$ in millions)







Total Debt

\$355



Net Debt/Total Capitalization



<sup>(1)</sup> Net Debt/Total Capitalization was not meaningful for 2014 or 2015 due to zero debt balances



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Nasdaq: SNHY



# Supplemental Information

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#### Adjusted Operating Income Reconciliation

(Unaudited)

#### (\$ in thousands)

	Year ended																							
		Dec 27,		Jan 2,		Jan 1,		Dec 31,		Dec 29,		Dec 28,		Dec 27,		Jan 2,		Dec 31,	ļ	Dec 30,				
		2008	2010		2011		2011		2012		2013		2014		2016		2016		2017		PF 2017		I	PF 2018
GAAP operating income	\$	36,337	\$	2,143	\$	31,039	\$	55,269	\$	54,409	\$	56,171	\$	64,071	\$	46,891	\$	34,459	\$	61,491	\$	61,491	\$	115,661
Acquisition-related amortization of intangible assets		-		-		-		-		-		-		-		-		1,545		8,423		8,423		-
Acquisition-related amortization of inventory step-up		-		-		-		-		-		-		-		-		1,021		1,774		1,774		-
Acquisition and financing-related expenses (1)		-		-		-		-		-		-		-		-		1,537		1,019		1,019		-
Restructuring charges (2)																		-		1,462		1,462		-
One-time operational items (3)																		-		2,907		2,907		-
Faster Group pro-forma for Jan 2018 thru Mar 2018																		-		-		27,499		10,466
Custom Fluidpower pro-forma for 2017 and Jan 2018 thru Jul 2018		-		-		-		-		-		-		-		-		-		-		-		2,174
Non-GAAP adjusted operating income	\$	36,337	\$	2,143	\$	31,039	\$	55,269	\$	54,409	\$	56,171	\$	64,071	\$	46,891	\$	38,562	\$	77,076	\$	104,575	\$	128,301
GAAP operating margin		20.4%		2.2%		20.6%		27.1%		26.6%		27.4%		28.1%		23.4%		17.5%		17.9%				
Non-GAAP Adjusted operating margin		20.4%		2.2%		20.6%		27.1%		26.6%		27.4%		28.1%		23.4%		17.5%		22.5%		PF 22.7%		PF 21.9%

(1) Includes expenses associated with the Company's acquisition and financing activities to support its strategy

(2) Includes charges to consolidate the Company's High Country Tek business into its Enovation Controls business, \$431 of which is included in cost of sales

(3) Includes standard costing adjustments; temporary workforce, material outsourcing, and freight charges to recover from impact of Hurricane Irma; scrap and inventory issues attrbutable to the carve-out of Enovation Controls from its former organization

#### Non-GAAP Financial Measure:

Adjusted operating margin is adjusted operating income divided by sales. Adjusted operating income and adjusted operating margin are not measures determined in accordance with generally accepted accounting principles in the United States, commonly known as GAAP. Nevertheless, Sun believes that providing non-GAAP information such as adjusted operating income and adjusted operating margin are important for investors and other readers of Helios' financial statements, as they are used as analytical indicators by Sun's management to better understand operating performance. Because adjusted operating income and adjusted operating margin are non-GAAP measures and are thus susceptible to varying calculations, adjusted operating income and adjusted operating income margin, as presented, may not be directly comparable to other similarly titled measures used by other companies.



#### **Adjusted EBITDA Reconciliation**

(Unaudited)

#### (\$ in thousands)

			6 Months Ended								
		ember 27, 2014	Ja	nuary 2, 2016	Dec	ember 31, 2016	Dece	ember 30, 2017	June 30, 2018		
Net income		43,775	\$	33,138	\$	23,304	\$	31,558	\$	18,707	
Interest expense (income), net		(1,592)		(1,422)		(790)		3,781		4,634	
Income tax provision		21,967		16,092		11,597		15,986		6,407	
Depreciation and amortization		8,718		9,557		11,318		19,190		17,076	
EBITDA		72,868		57,365		45,429		70,515		46,824	
Acquisition-related amortization of inventory step-up		-		-		1,021		1,774		3,125	
Acquisition and financing-related expenses (1)		-		-		1,537		1,019		4,927	
Restructuring charges (2)		-		-		-		1,462		170	
One-time operational items (3)		-		-		-		2,907		2,535	
Change in fair value of contingent consideration		-		-		-		9,476		653	
Adjusted EBITDA		72,868	\$	57,365	\$	47,987	\$	87,153	\$	58,234	
Adjusted EBITDA margin		32.0%		28.6%		24.4%		25.4%		24.9%	

#### Non-GAAP Financial Measure:

Adjusted EBITDA margin is Adjusted EBITDA divided by sales. Adjusted EBITDA and Adjusted EBITDA margin are not measures determined in accordance with generally accepted accounting principles in the United States, commonly known as GAAP. Nevertheless, Sun believes that providing non-GAAP information such as Adjusted EBITDA and Adjusted EBITDA margin are important for investors and other readers of Helios' financial statements, as they are used as analytical indicators by Sun's management to better understand operating performance. Because Adjusted EBITDA and Adjusted EBITDA margin are non-GAAP measures and are thus susceptible to varying calculations, Adjusted EBITDA and Adjusted EBITDA margin, as presented, may not be directly comparable to other similarly titled measures used by other companies.