



Baird Global Industrials  
Conference  
November 6, 2019

Wolfgang H. Dangel  
Chief Executive Officer

Tricia L. Fulton  
Chief Financial Officer

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*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.*



# Growing Global Industrial Technology Leader



<p><b><u>Hydraulics</u></b></p> <p>Leading designer and manufacturer of high-performance screw-in hydraulic cartridge valves, electro-hydraulics, manifolds, integrated package solutions, and quick-release hydraulic coupling solutions</p>	<p><b><u>Electronics</u></b></p> <p>Global provider of innovative electronic control, display and instrumentation solutions for recreational and off-highway vehicles, industrial stationary and mobile power equipment</p>
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	<b>Founded: 1970</b>	<b>IPO: 1997</b>	<b>Nasdaq: HLIO</b>
Market Capitalization	\$1.3 billion	Common Shares Outstanding	32.0 million
Recent Price	\$39.98	Regular Annualized Dividend / Yield	\$0.36 / 0.90%
52 Week Range	\$30.79 - \$58.13	Institutional Ownership	87%
Average trading Volume (Trailing three months)	72k	Insider Ownership*	6%

\*Insider Ownership includes shares directly owned by Christine Koski, HLIO director, as well as shares owned by the Koski Family Limited Partnership, for which Christine Koski is a general partner. Ms. Koski disclaims beneficial ownership of the shares held by the Partnership to which she does not have a pecuniary interest. Previous reporting also included shares owned by the Koski family that are no longer required to be reported under Section 16 of the Securities Exchange Act.

Source: Capital IQ as of October 28, 2019; Ownership as of latest filings

# Megatrends Impacting Our Global Markets

Globalization

Sophistication of Safe  
Machinery & Equipment

Computing Power

**Global Needs Will Drive These Trends**

Population  
Growth



Urbanization &  
Environment



Productivity &  
Efficiencies



Automation



Electrification &  
Digitalization



Energy Saving



**COMPREHEND THE THREATS & OPPORTUNITIES: ADJUST AND ALIGN**

**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**

# Strategic Roadmap

Business Goals:

\$1B  
REVENUE | 
 >20%  
ADJUSTED OPERATING MARGIN | 
 >24%  
ADJUSTED EBITDA MARGIN

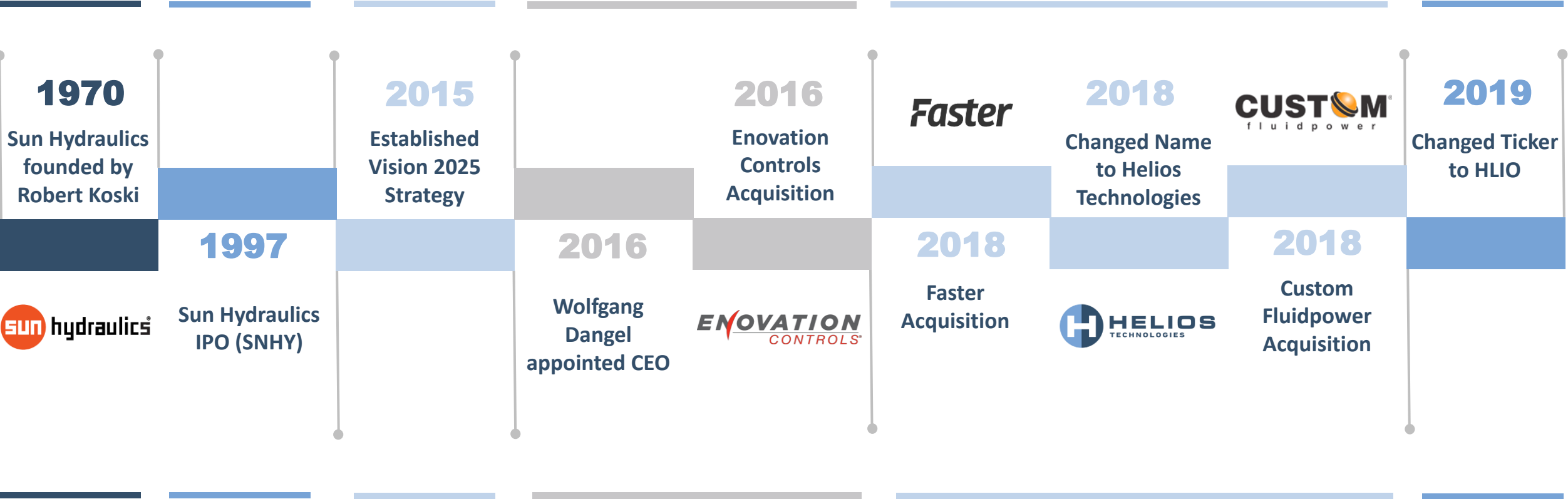
Strategies:

Differentiation | 
 Leadership | 
 Customer Centricity

Tactics:

Human Capital Development	Ease of Doing Business	Unique & Deeply Rooted Values
	Innovation & Product Differentiation	
	Simultaneous Engineering	
	Global Balance	
	High Performing & Learning Organization	

# Key Milestones



## Helios Technologies' Evolution to Global Technology Leadership

# Smart Solutions For Demanding Applications

	Hydraulics (~80%)	Electronics (~20%)
2019E Revenue <sup>(1)</sup>	\$439 - 442MM	\$111 - 113MM
2019E Adjusted EBITDA Margin <sup>(1)(2)</sup>	22.4% - 22.8% Margin	
Brands	 <b>hydraulics</b>  	   
Niche Technologies	 <p>Sun designs and manufactures screw-in hydraulic cartridge valves, manifolds, and integrated fluid power packages and subsystem, while Faster is focused on quick-release hydraulic coupling solutions.</p>	 <p>Designs and manufactures sophisticated digital control solutions</p>
Diversified End Markets	Mobile, Industrial & Agriculture Applications	Mobile, Industrial & Recreational Applications

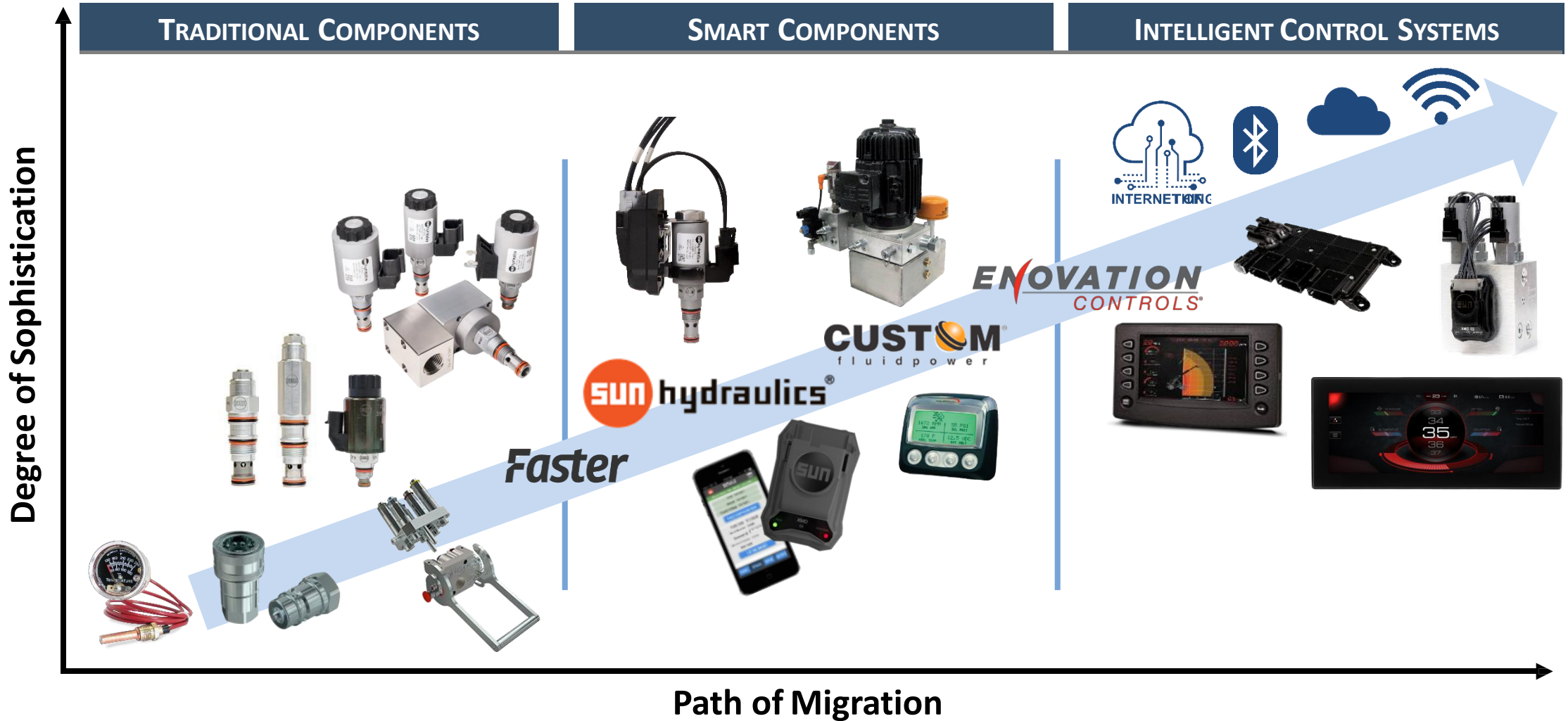
(1) Guidance for 2019 as of November 4, 2019

(2) See Supplemental Information for definition of Adjusted EBITDA and Margin, reconciliation from GAAP and disclaimers regarding the use of non-GAAP financial measures

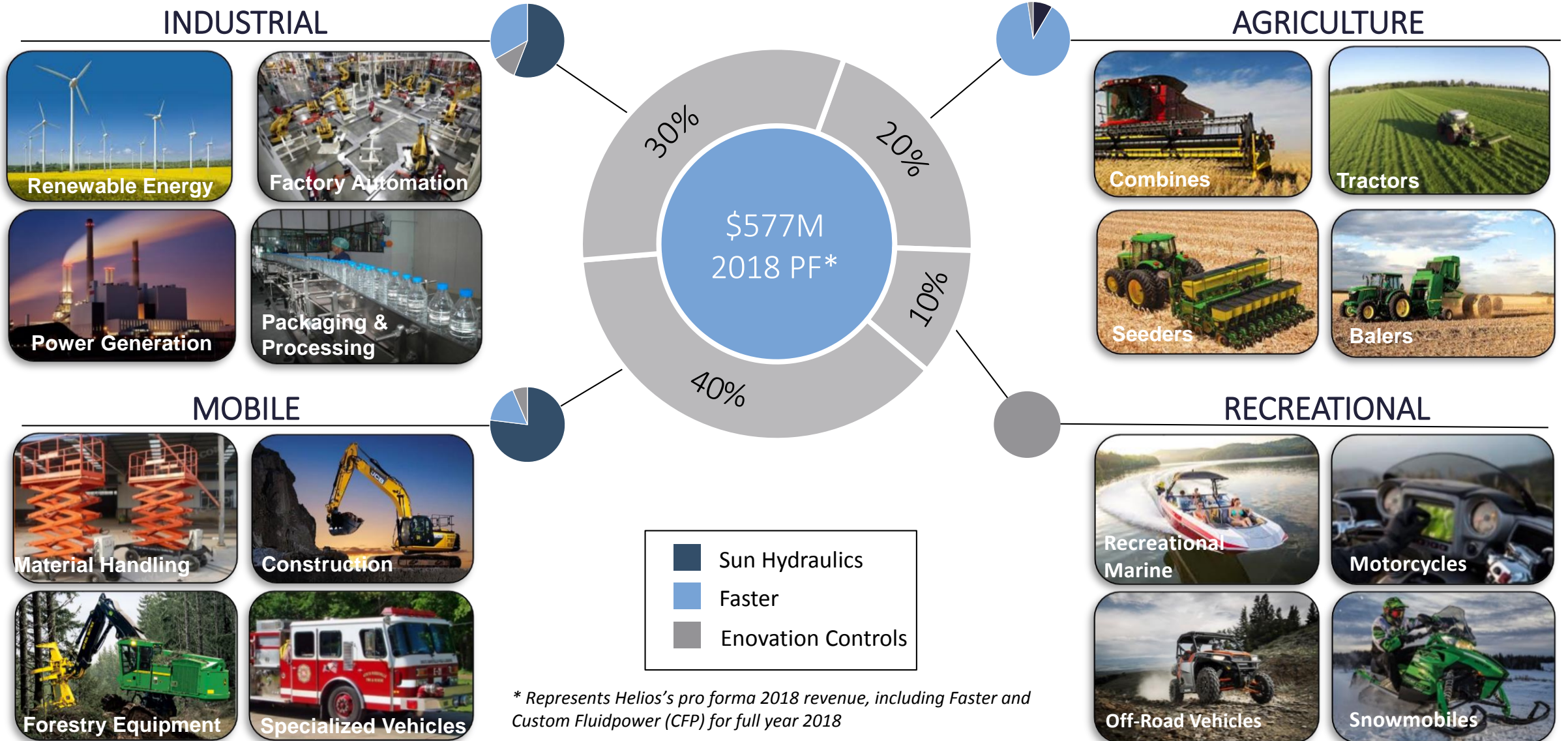


# Strategic Execution

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



# Diversified End Markets



\* Represents Helios's pro forma 2018 revenue, including Faster and Custom Fluidpower (CFP) for full year 2018

# A Larger & More Diversified Technology Platform

2018 PF Revenue  
\$577 MM <sup>(1)</sup>

2016 Revenue  
\$197 MM <sup>(2)</sup>

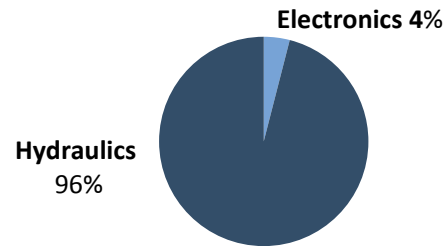
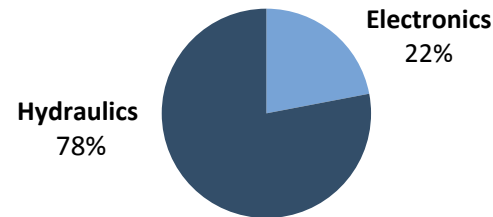
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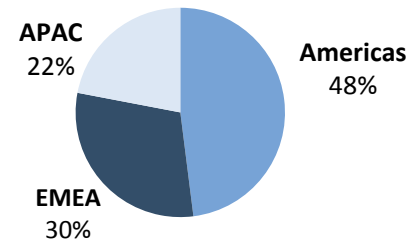
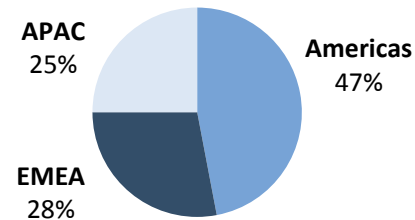
2018 PF <sup>(1)</sup>

2016 <sup>(2)</sup>

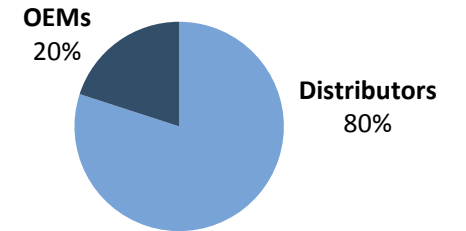
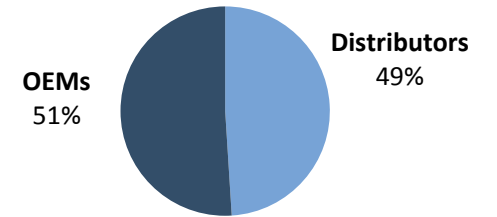
### Enhanced Product Offering



### Broader Geographic Reach

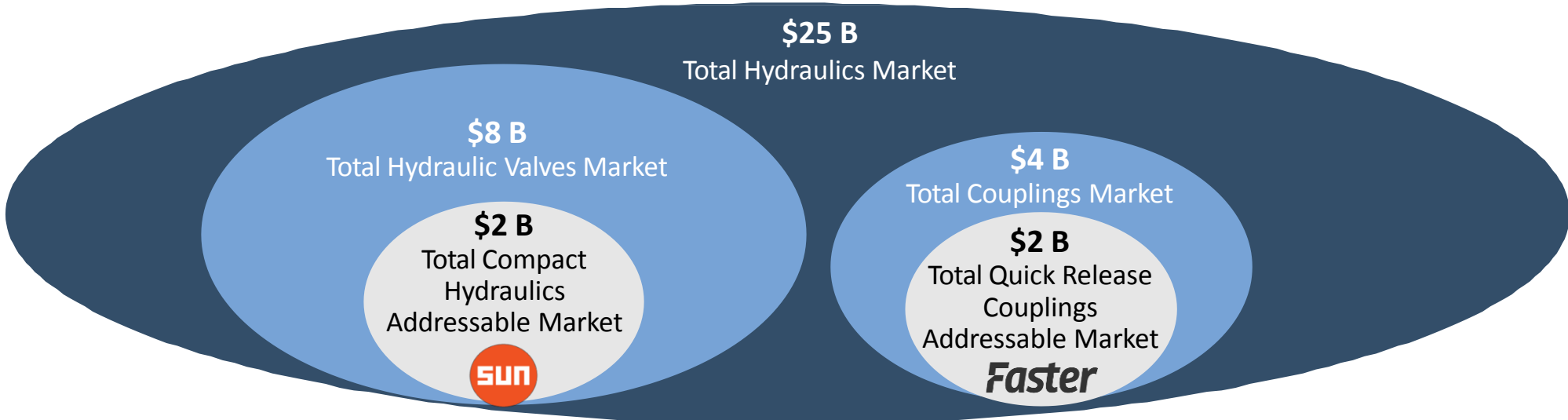


### Greater Access to OEMs



(1) Represents Helios's pro forma 2018 revenue, including Faster and Custom Fluidpower (CFP) for full year 2018  
 (2) Enovation Controls was acquired in December 2016 and therefore had a minimal impact on actual HLIO 2016 revenue

# Hydraulics Industry

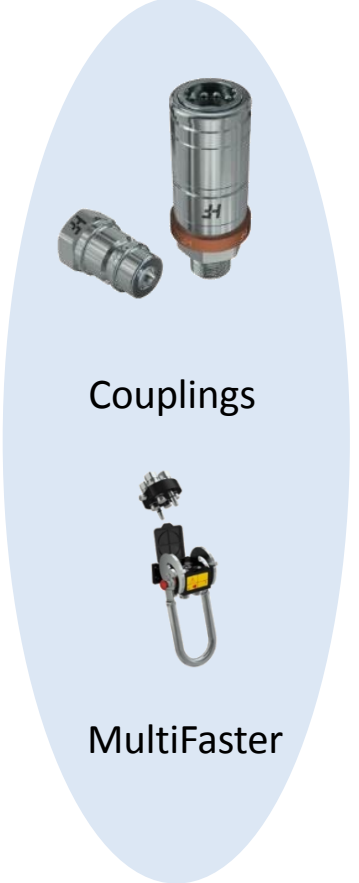


## Addressable Markets – Hydraulics



# Evolving Hydraulics Product Offering to Address Hydraulics Market Demands

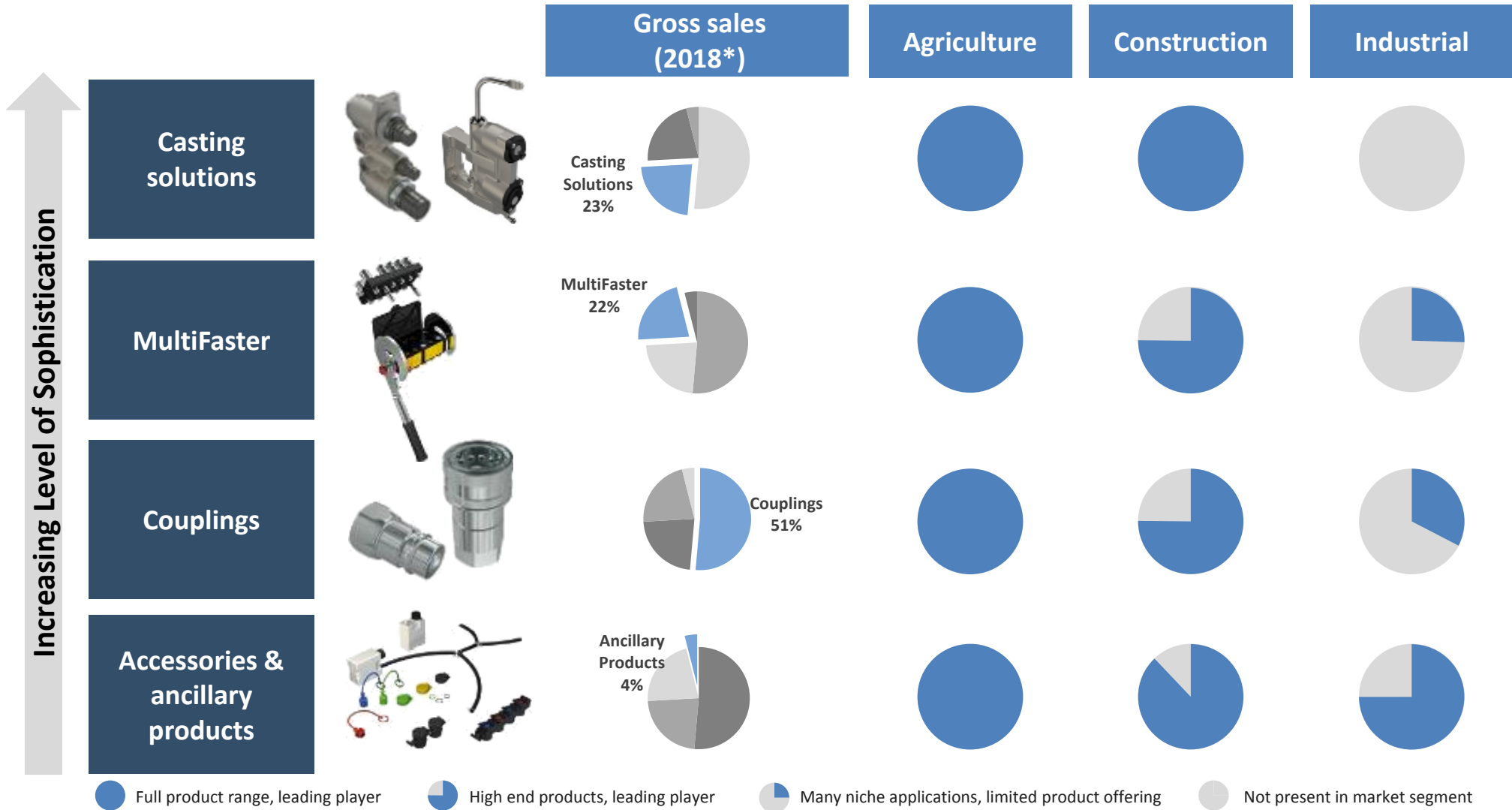
## Broad Hydraulics Product Offering



## Hydraulics Market Drivers

- ✓ Increased productivity and performance
- ✓ Improved safety and reliability
- ✓ Shift to electrohydraulic actuation & tuning
- ✓ Reduced noise, vibration and harshness
- ✓ Environmental regulation
- ✓ Zero leaks
- ✓ Fast and convenient ways to repeatedly connect/disconnect fluid lines

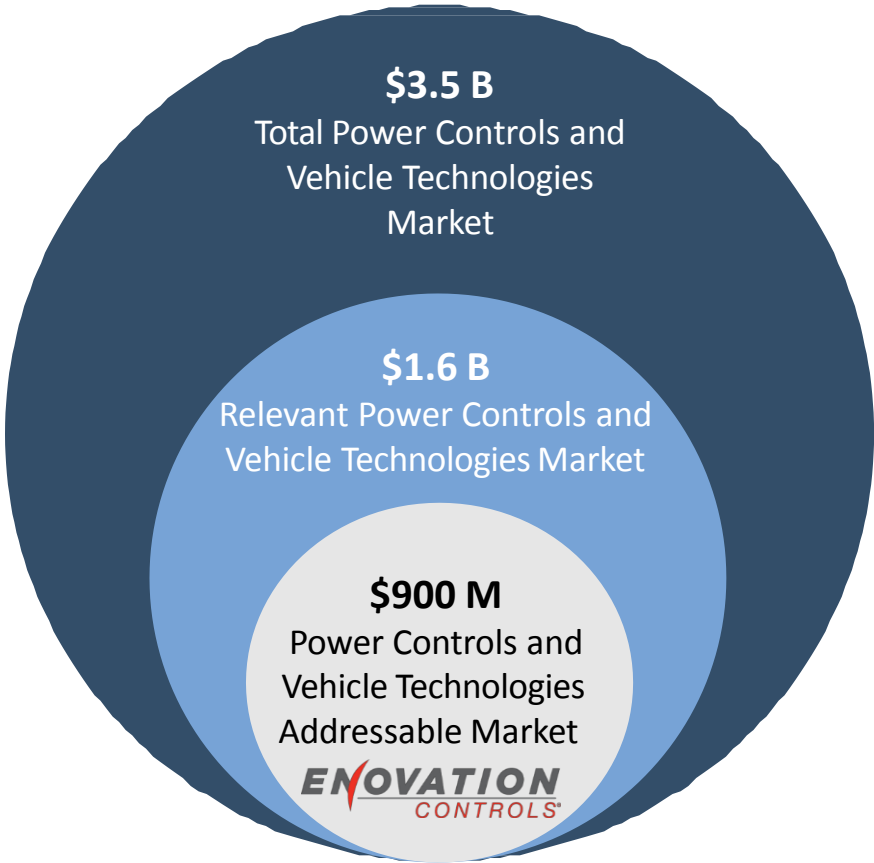
# Most Complete Product Range in Agriculture and Construction



\* Represents Faster 2018 sales, pro forma to reflect full year results

# Electronic Controls Industry

## Addressable Markets – Electronics



Source: Management Estimates

# Dynamic & Diverse Product Portfolio

*Leverage platform product development,  
shortening time to market*

## DISPLAYS AND ACCESSORIES



## CONTROLLERS AND PANELS



**ENOVATION**  
CONTROLS







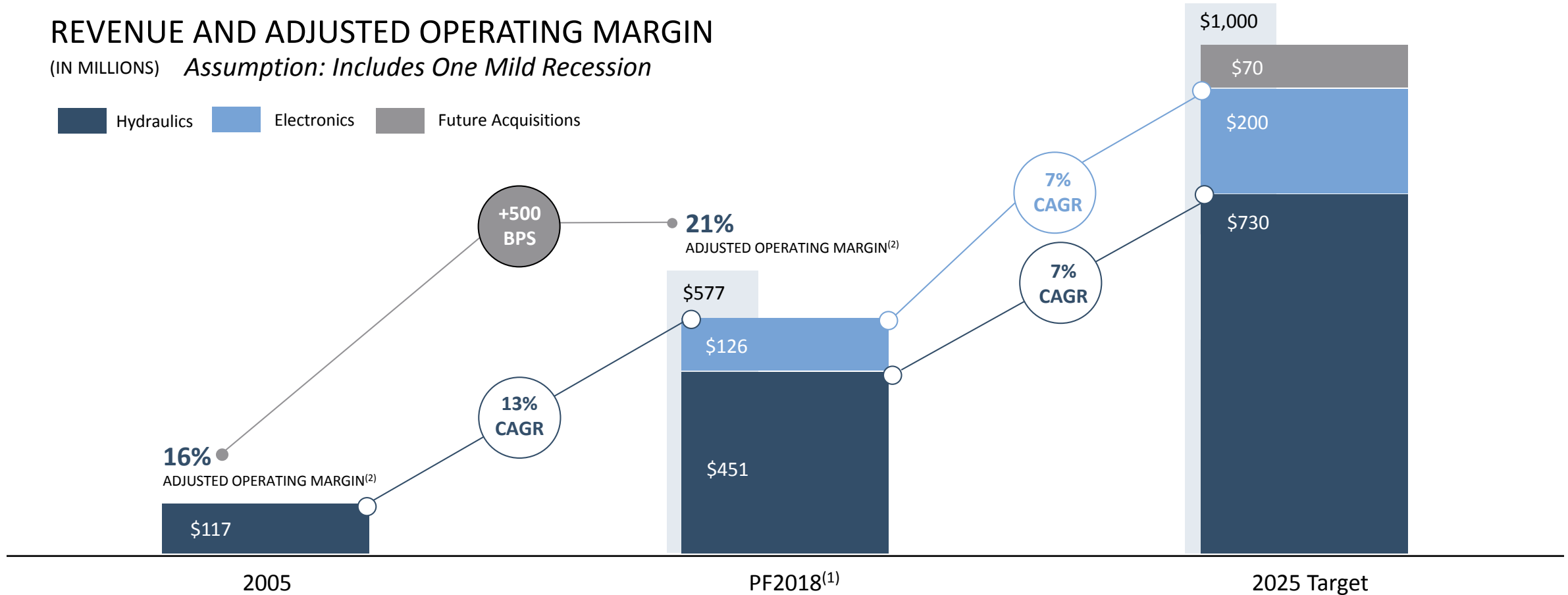
# Achieving Our Vision 2025

# Current Vision 2025: Pathway to Superior Growth

## REVENUE AND ADJUSTED OPERATING MARGIN

(IN MILLIONS) *Assumption: Includes One Mild Recession*

Hydraulics   Electronics   Future Acquisitions

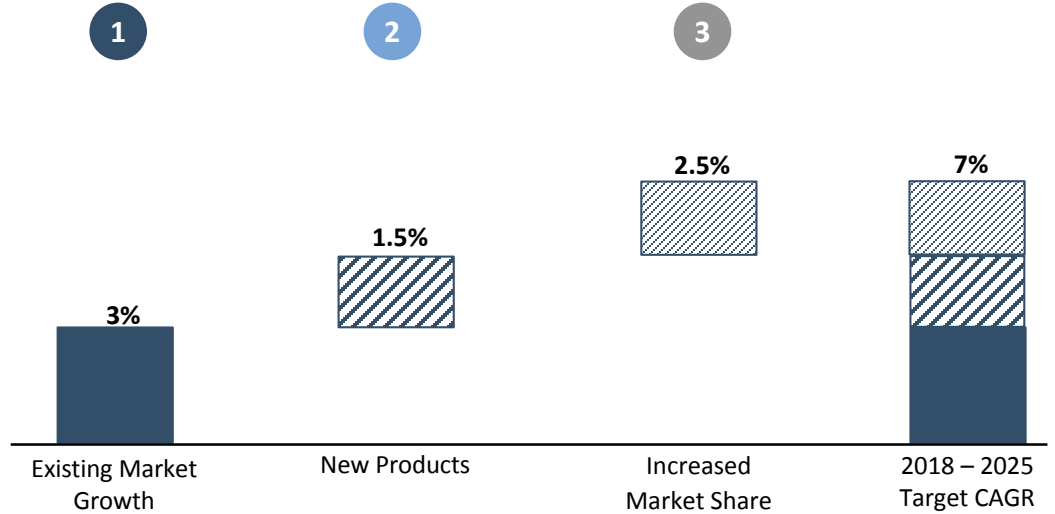


**Vision 2025 Metric Floors:**   **\$1B** REVENUE / **>20%** ADJUSTED OPERATING MARGIN / **>24%** ADJUSTED EBITDA MARGIN

(1) Represents Helios's pro forma 2018 results, including Faster and Custom Fluidpower (CFP) for full year 2018  
 (2) See Supplemental Information for definition of Adjusted Operating Margin and reconciliation from GAAP and other disclaimers regarding non-GAAP information

# Reaching Vision 2025 Revenue Goals

## Hydraulics Segment



### 1) Existing Market Growth

- Industrial Production is a key driver of market growth

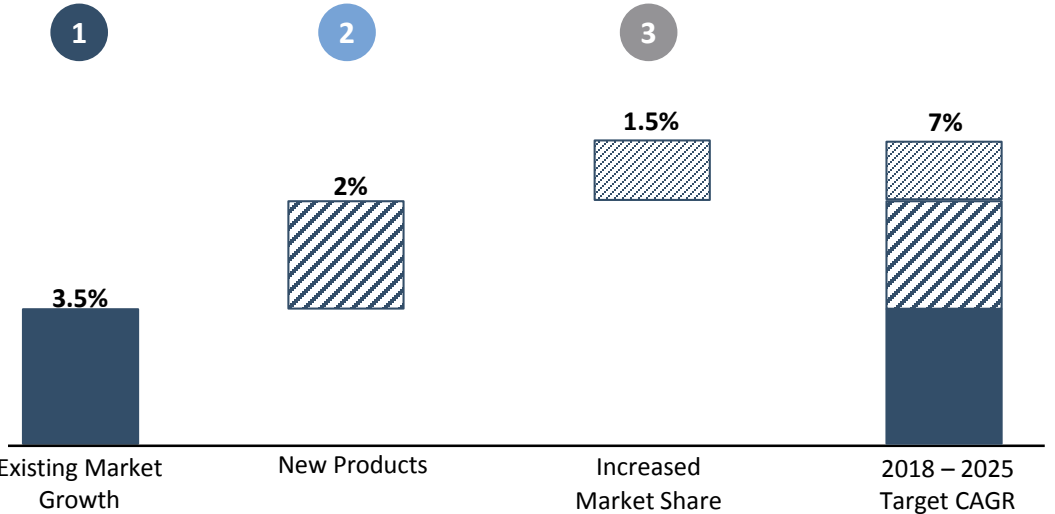
### 2) New Products

- Launch new product programs
- Expand core products

### 3) Increased Market Share

- Add new channel partners
- Deepen wallet share with existing customers:
  - More applications
  - More platforms
- Gain new customers

## Electronics Segment



### 1) Existing Market Growth

- Industrial Production +

### 2) New Products

- Proactive and consistent outreach to the middle market with expanded content
  - Reduce complexity with new product designs/content
  - 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

# Differentiated & Disciplined Acquisition Strategy

## Goals

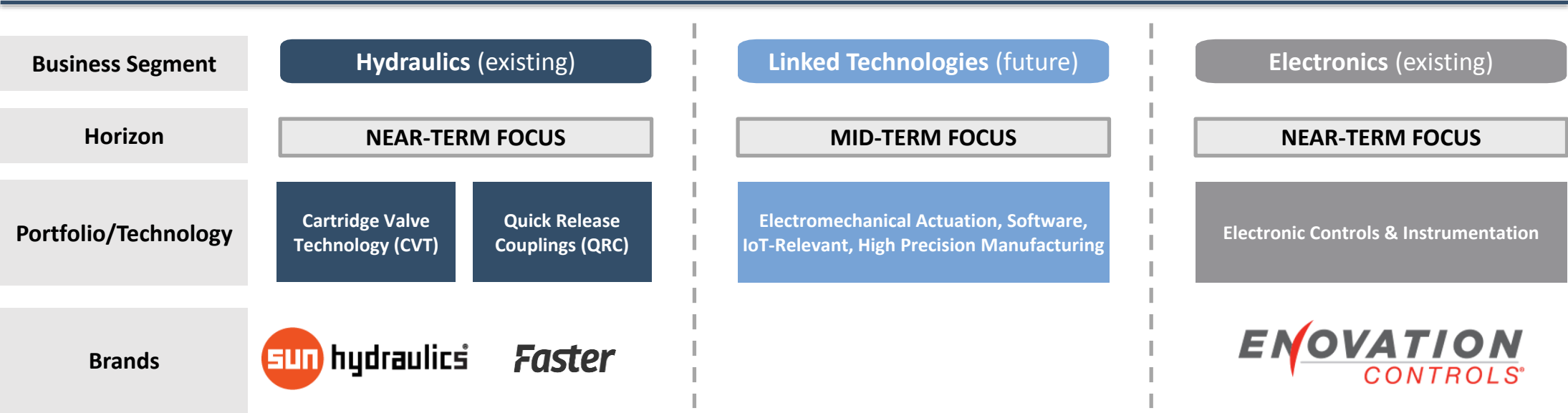
- Niche Technology leader (top 3)
- Broaden technology offerings and capabilities
- Increase solutions-based offerings
- Diversify end markets
- Expand aftermarket / MRO
- Simultaneous engineering

## Targets

- Strong management
- Culture supporting innovation
- Superior profitability
- Target revenue \$50-\$150 million per acquisition

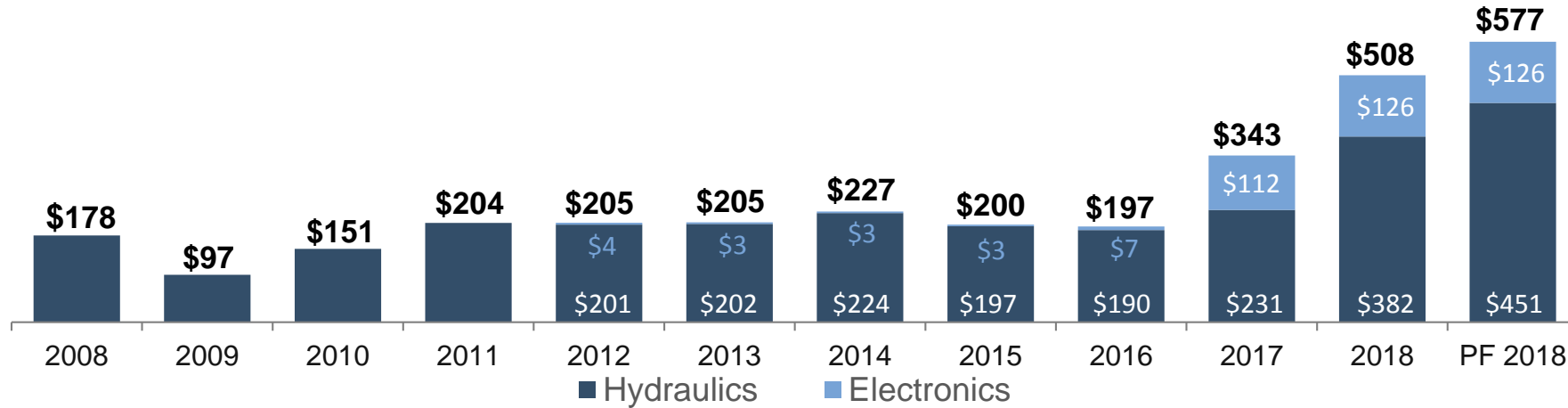
## Integration Model

- Successful on standalone basis
- Retain employees
- Keep customer relationships
- Retain brands
- Leverage engineering expertise
- High emphasis on sales synergies

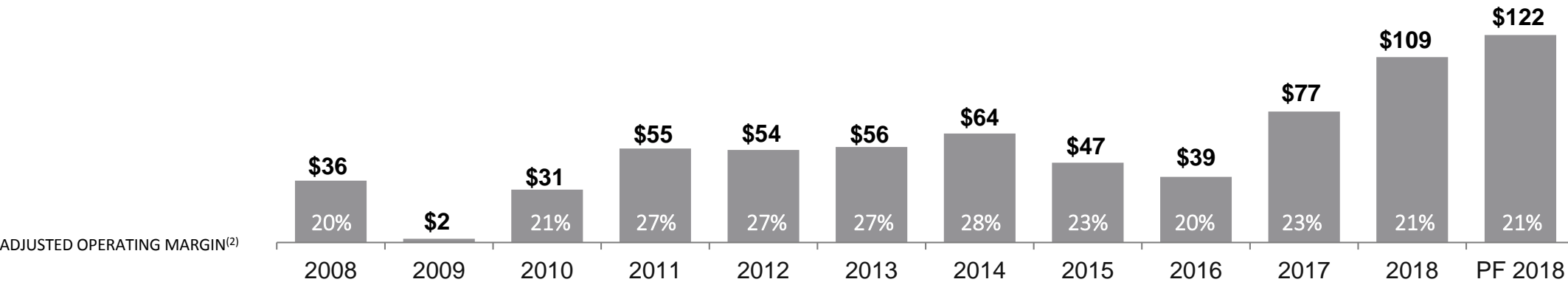


# Driving Sustained Value Thru Profitable Growth

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



Adjusted Operating Income and Margin<sup>(1)(2)</sup>



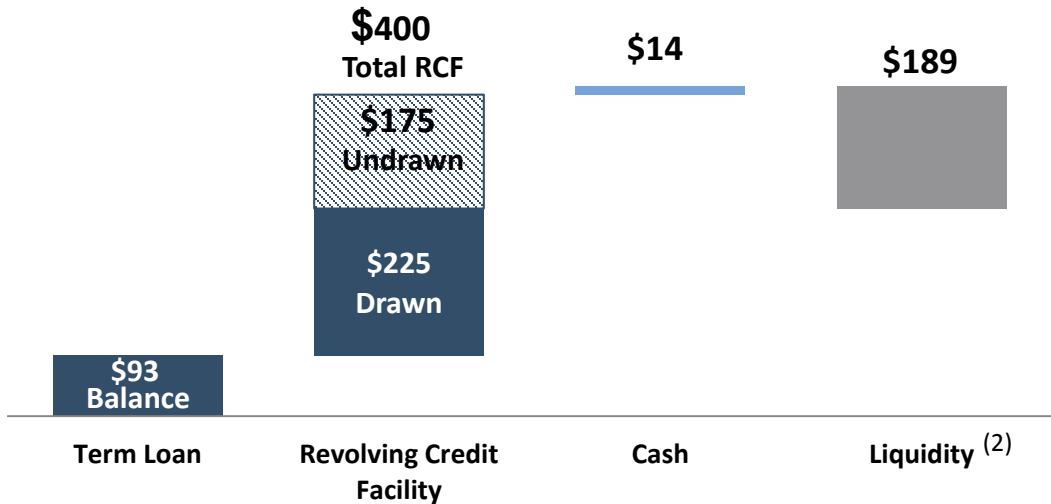
(1) Represents Helios's pro forma 2018 results including Faster and Custom Fluidpower (CFP) for full year 2018

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

# Capital Allocation Focused on Growth

## Capital Structure<sup>(1)</sup>

\$MM



- Total Debt / Adj. EBITDA<sup>(1)</sup>: 2.4x
- Net Debt / Adj. EBITDA<sup>(1)</sup>: 2.3x

## Capital Allocation Priorities

### 1) Organic Growth

- Double organically (existing businesses)
- New product development
- Integrate electronics and hydraulics know-how
- Support product platform

### 2) Debt Reduction

- Goal of < 2x net debt / adjusted EBITDA

### 3) Acquisitive Growth

- Ongoing assessment of mid- and long-term opportunities

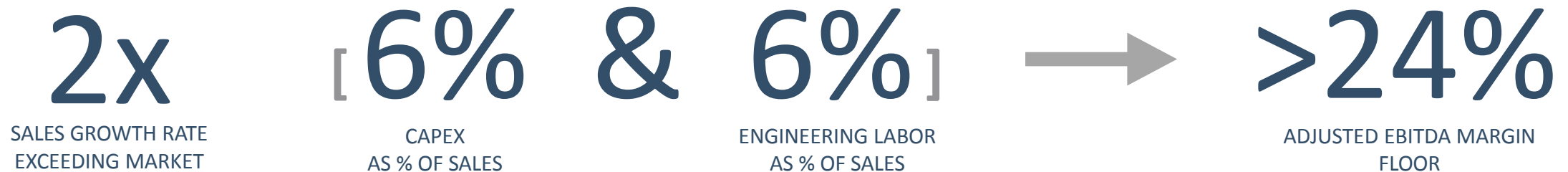
### 4) Support Dividend

- Continue quarterly cash dividend

<sup>(1)</sup> Information as September 28, 2019; see Supplemental Information for definition of Adjusted EBITDA, reconciliation from GAAP and disclaimers regarding the use of non-GAAP financial information.

<sup>(2)</sup> Liquidity is based on actual cash and borrowing capacity as of September 28, 2019; revolving credit facility also allows for a \$200 million accordion not reflected above.

- 1 NICHE TECHNOLOGY - A global niche technology leader in Hydraulics and Electronics with highly engineered and comprehensive in-house value add capabilities**
- 2 SUPERIOR FINANCIAL PERFORMANCE - Proven track record of growing 2x faster than market at superior profitability levels (>24% adjusted EBITDA margin and >10% free cash flow)**
- 3 BROAD DIVERSIFICATION by 1) technology, 2) end markets, and 3) geographies**



Defined Vision

Designed Transformation





# Supplemental Information

	Previous 2019 Guidance	Updated 2019 Guidance	Change
Consolidated revenue	\$565 - \$575 million	<b>\$550 - \$555 million</b>	~(3)%
Hydraulics segment revenue	\$453 - \$458 million	<b>\$439 - \$442 million</b>	~(3)%
Electronics segment revenue	\$112 - \$117 million	<b>\$111 - \$113 million</b>	~(2)%
GAAP EPS	\$1.95 - \$2.05	<b>\$1.70 - \$1.75</b>	\$(0.25) - \$(0.30)
Non-GAAP cash EPS	\$2.40 - \$2.50	<b>\$2.24 - \$2.29</b>	\$(0.16) - \$(0.21)
Adjusted EBITDA margin	23.5% - 24.0%	<b>22.4% - 22.8%</b>	~(115) bps

\* Guidance as of November 4, 2019

See supplemental slides for Non-GAAP cash net income and adjusted EBITDA reconciliations and other important disclaimers regarding Helios Technologies' use of Non-GAAP cash net income and EPS and adjusted EBITDA and margin

## Segment Data

(\$ in thousands)

	Three Months Ended		Nine Months Ended	
	September 28, 2019 <i>(Unaudited)</i>	September 29, 2018 <i>(Unaudited)</i>	September 28, 2019 <i>(Unaudited)</i>	September 29, 2018 <i>(Unaudited)</i>
<i>Sales:</i>				
Hydraulics	\$ 110,089	\$ 104,055	\$ 340,262	\$ 270,297
Electronics	27,956	31,782	88,476	99,025
Consolidated	<u>\$ 138,045</u>	<u>\$ 135,837</u>	<u>\$ 428,738</u>	<u>\$ 369,322</u>
<i>Gross profit and margin:</i>				
Hydraulics	\$ 39,112 35.5%	\$ 39,066 37.6%	\$ 124,153 36.5%	\$ 101,936 37.7%
Electronics	13,007 46.4%	14,761 46.5%	40,701 46.0%	43,036 43.4%
Corporate and other	-	(2,092)	-	(5,217)
Consolidated	<u>\$ 52,119</u> 37.8%	<u>\$ 51,735</u> 38.1%	<u>\$ 164,854</u> 38.5%	<u>\$ 139,755</u> 37.9%
<i>Operating income and margin:</i>				
Hydraulics	\$ 17,867 16.3%	\$ 22,723 21.8%	\$ 65,752 19.3%	\$ 61,567 22.8%
Electronics	5,977 21.4%	6,321 19.8%	18,977 21.5%	19,960 20.2%
Corporate and other	(4,706)	(9,798)	(13,387)	(28,024)
Consolidated	<u>\$ 19,138</u> 13.8%	<u>\$ 19,246</u> 14.1%	<u>\$ 71,342</u> 16.6%	<u>\$ 53,503</u> 14.5%

(Unaudited)

## 2019 Sales by Geographic Region and Segment

(\$ in millions)

	Q1	% of Total	Q2	% of Total	Q3	% of Total	2019	% of Total
<i>Americas:</i>								
Hydraulics	\$ 41.6		\$ 41.2		\$ 43.3		\$ 126.1	
Electronics	26.1		26.6		24.0		76.7	
Consol. Americas	67.7	46%	67.8	47%	67.3	49%	202.8	47%
<i>EMEA:</i>								
Hydraulics	41.8		36.8		31.9		110.5	
Electronics	2.5		1.8		2.1		6.4	
Consol. EMEA	44.3	30%	38.6	27%	34.0	25%	116.9	27%
<i>APAC:</i>								
Hydraulics	33.1		35.7		34.9		103.7	
Electronics	1.8		1.7		1.8		5.3	
Consol. APAC	34.9	24%	37.4	26%	36.7	26%	109.0	26%
Total	\$ 146.9		\$ 143.8		\$ 138.0		\$ 428.7	

## 2018 Sales by Geographic Region and Segment

(\$ in millions)

	Q1	% of Total	Q2	% of Total	Q3	% of Total	Q4	% of Total	2018	% of Total
<i>Americas:</i>										
Hydraulics	\$ 26.4		\$ 39.7		\$ 38.4		\$ 44.2		\$ 148.7	
Electronics	30.1		27.9		27.4		23.5		108.9	
Consol. Americas	56.5	58%	67.6	50%	65.8	48%	67.7	49%	257.6	51%
<i>EMEA:</i>										
Hydraulics	19.6		40.5		34.6		34.9		129.6	
Electronics	2.7		2.7		2.7		2.0		10.1	
Consol. EMEA	22.3	23%	43.2	32%	37.3	28%	36.9	27%	139.7	27%
<i>APAC:</i>										
Hydraulics	16.6		23.4		31.1		32.4		103.5	
Electronics	1.9		2.0		1.6		1.7		7.2	
Consol. APAC	18.5	19%	25.4	18%	32.7	24%	34.1	24%	110.7	22%
Total	\$ 97.3		\$ 136.2		\$ 135.8		\$ 138.7		\$ 508.0	



# Adjusted Operating Income Reconciliation

(Unaudited)  
(\$ in thousands)

	Year ended											PF 2018
	Dec 27, 2008	Jan 2, 2010	Jan 1, 2011	Dec 31, 2011	Dec 29, 2012	Dec 28, 2013	Dec 27, 2014	Jan 2, 2016	Dec 31, 2016	Dec 30, 2017	Dec 29, 2018	
<b>GAAP operating income</b>	\$ 36,337	\$ 2,143	\$ 31,039	\$ 55,269	\$ 54,409	\$ 56,171	\$ 64,071	\$ 46,891	\$ 34,459	\$ 61,491	\$ 75,554	\$ 75,554
Acquisition-related amortization of intangible assets	-	-	-	-	-	-	-	-	1,545	8,423	23,021	23,021
Acquisition-related amortization of inventory step-up	-	-	-	-	-	-	-	-	1,021	1,774	4,441	4,441
Acquisition and financing-related expenses <sup>(1)</sup>	-	-	-	-	-	-	-	-	1,537	1,019	5,685	5,685
Restructuring charges <sup>(2)</sup>	-	-	-	-	-	-	-	-	-	1,462	170	170
One-time operational items <sup>(3)</sup>	-	-	-	-	-	-	-	-	-	2,907	-	-
Faster Group for Jan 2018 thru March 2018	-	-	-	-	-	-	-	-	-	-	-	10,466
Custom Fluidpower for Jan 2018 thru Jul 2018	-	-	-	-	-	-	-	-	-	-	-	2,174
<b>Non-GAAP adjusted operating income</b>	<b>\$ 36,337</b>	<b>\$ 2,143</b>	<b>\$ 31,039</b>	<b>\$ 55,269</b>	<b>\$ 54,409</b>	<b>\$ 56,171</b>	<b>\$ 64,071</b>	<b>\$ 46,891</b>	<b>\$ 38,562</b>	<b>\$ 77,076</b>	<b>\$ 108,871</b>	<b>\$ 121,511</b>
GAAP operating margin	20.4%	2.2%	20.6%	27.1%	26.6%	27.4%	28.1%	23.4%	17.5%	17.9%	14.9%	
Non-GAAP Adjusted operating margin	20.4%	2.2%	20.6%	27.1%	26.6%	27.4%	28.1%	23.4%	19.6%	22.5%	21.4%	PF 21.1%

(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 attributable 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)

	Three Months Ended		Nine Months Ended	
	September 28, 2019	September 29, 2018	September 28, 2019	September 29, 2018
<b>Net income</b>	<b>\$ 12,791</b>	<b>\$ 11,599</b>	<b>\$ 46,460</b>	<b>\$ 30,306</b>
Interest expense, net	3,790	4,622	12,223	9,256
Income tax provision	2,671	2,651	11,986	9,058
Depreciation and amortization	8,811	11,725	26,006	28,801
<b>EBITDA</b>	<b>28,063</b>	<b>30,597</b>	<b>96,675</b>	<b>77,421</b>
Acquisition-related amortization of inventory step-up	-	2,092	-	5,217
Acquisition and financing-related expenses	-	668	11	5,595
Restructuring charges	1,724	-	1,724	170
Foreign currency forward contract loss	-	-	-	2,535
Change in fair value of contingent consideration	(72)	275	703	928
Loss on disposal of intangible asset	2,713	-	2,713	-
Other	127	-	127	-
<b>Adjusted EBITDA</b>	<b>\$ 32,555</b>	<b>\$ 33,632</b>	<b>\$ 101,953</b>	<b>\$ 91,866</b>
<i>Adjusted EBITDA margin</i>	<i>23.6%</i>	<i>24.8%</i>	<i>23.8%</i>	<i>24.9%</i>

**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.

## Non-GAAP Cash Net Income Reconciliation

	Three Months Ended		Nine Months Ended	
	September 28, 2019	September 29, 2018	September 28, 2019	September 29, 2018
<i>(Unaudited)</i>				
<i>(\$ in thousands)</i>				
<b>Net income</b>	<b>\$ 12,791</b>	<b>\$ 11,599</b>	<b>\$ 46,460</b>	<b>\$ 30,306</b>
Acquisition-related amortization of inventory step-up	-	2,092	-	5,217
Acquisition and financing-related expenses	-	668	11	5,595
Restructuring charges	1,724	-	1,724	170
Loss on disposal of intangible asset	2,713	-	2,713	-
Foreign currency forward contract loss	-	-	-	2,535
Change in fair value of contingent consideration	(72)	275	703	928
Amortization of intangible assets	4,478	7,049	13,544	17,174
Other	127	-	127	-
Tax effect of above	(2,243)	(1,876)	(4,706)	(7,241)
<b>Non-GAAP cash net income</b>	<b>\$ 19,518</b>	<b>\$ 19,807</b>	<b>\$ 60,576</b>	<b>\$ 54,684</b>
<b>Non-GAAP cash net income per diluted share</b>	<b>\$ 0.61</b>	<b>\$ 0.62</b>	<b>\$ 1.89</b>	<b>\$ 1.76</b>

**Non-GAAP Financial Measure:**

Adjusted net income per diluted share is adjusted net income divided by diluted weighted average common shares outstanding. Adjusted net income and adjusted net income per diluted share 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 net income and adjusted net income per diluted share is important for investors and other readers of Sun's financial statements, as they are used as analytical indicators by Helios' management to better understand operating performance. Because adjusted net income and adjusted net income per diluted share are non-GAAP measures and are thus susceptible to varying calculations, adjusted net income and adjusted net income per diluted share, as presented, may not be directly comparable to other similarly titled measures used by other companies.



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