



**TORO**<sup>®</sup>

# The Toro Company

*Building Our Next Century On Innovation*

## **Baird's 2015 Industrial Conference**

Renee J. Peterson, Vice President, Treasurer and CFO

November 11, 2015

[www.thetorocompany.com](http://www.thetorocompany.com)



# Forward-Looking Statements

- This presentation contains forward-looking statements regarding our business and future financial and operating results made pursuant to the safe harbor provisions of the Private Securities Litigation Reform Act of 1995.
- These forward-looking statements are based on management's current assumptions and expectations of future events. Actual events and results may differ from those predicted.
- Please refer to the cautionary statement and risk factors in our most recent annual report on Form 10-K, subsequent quarterly reports on Form 10-Q, and other filings with the Securities and Exchange Commission.

## **OUR PURPOSE**

To help our customers enrich the beauty, productivity and sustainability of the land.

## **OUR VISION**

To be the most trusted leader in solutions for the outdoor environment. Every day. Everywhere.

## **OUR MISSION**

To deliver superior innovation and to deliver superior customer care.

# **Help Our Customers**

# **Most Trusted**

# **Superior Innovation & Customer Care**

# **Caring Relationships**



## **OUR GUIDING PRINCIPLES**

The Toro Company's success is founded on a long history of caring relationships based on trust and integrity. These relationships are the foundation on which we build market leadership with the best in innovative products and solutions to make outdoor environments beautiful, productive, and sustainable. We are entrusted to strengthen this legacy of excellence.

# Company Overview

(NYSE: TTC)

## Summary

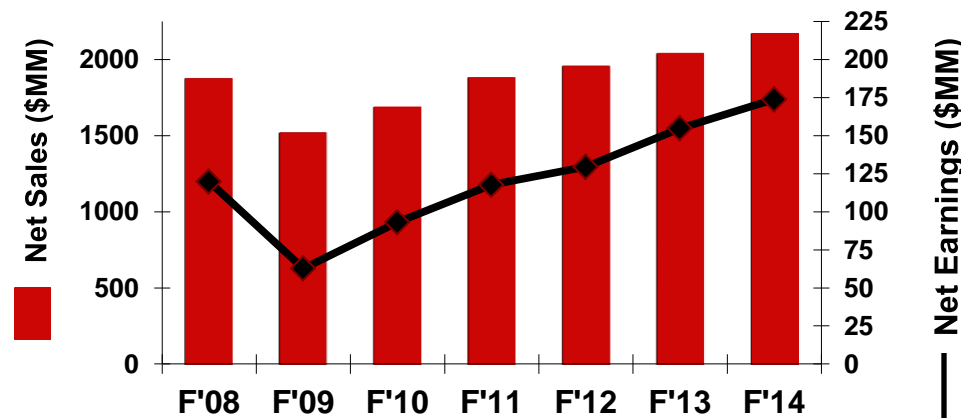
- Rich History and Deep Expertise in Solutions for the Outdoor Environment & Development of Distribution and Customer Care Networks
- Diverse Portfolio of Markets & Products
- Innovation & Brand Leadership
- 2014 Centennial—Launched Second Century

## Opportunities

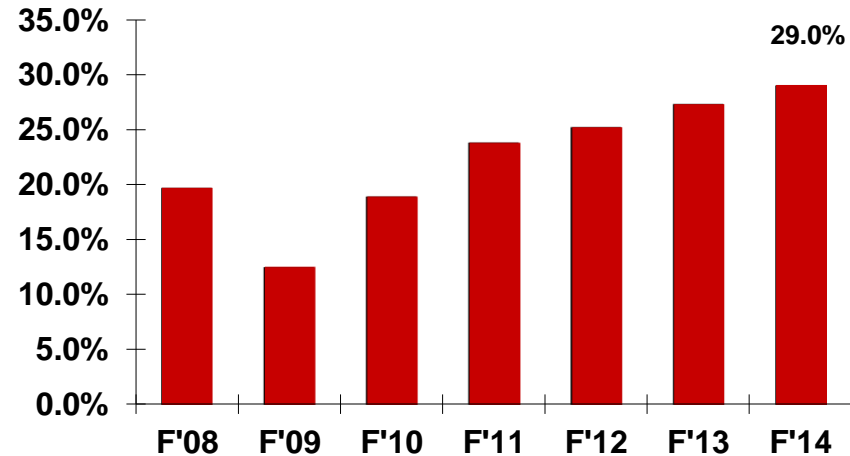
- Top-Line Growth Potential
- Margin Expansion Opportunity
- Strong Balance Sheet

## Financial Performance

(Net Sales & Earnings)



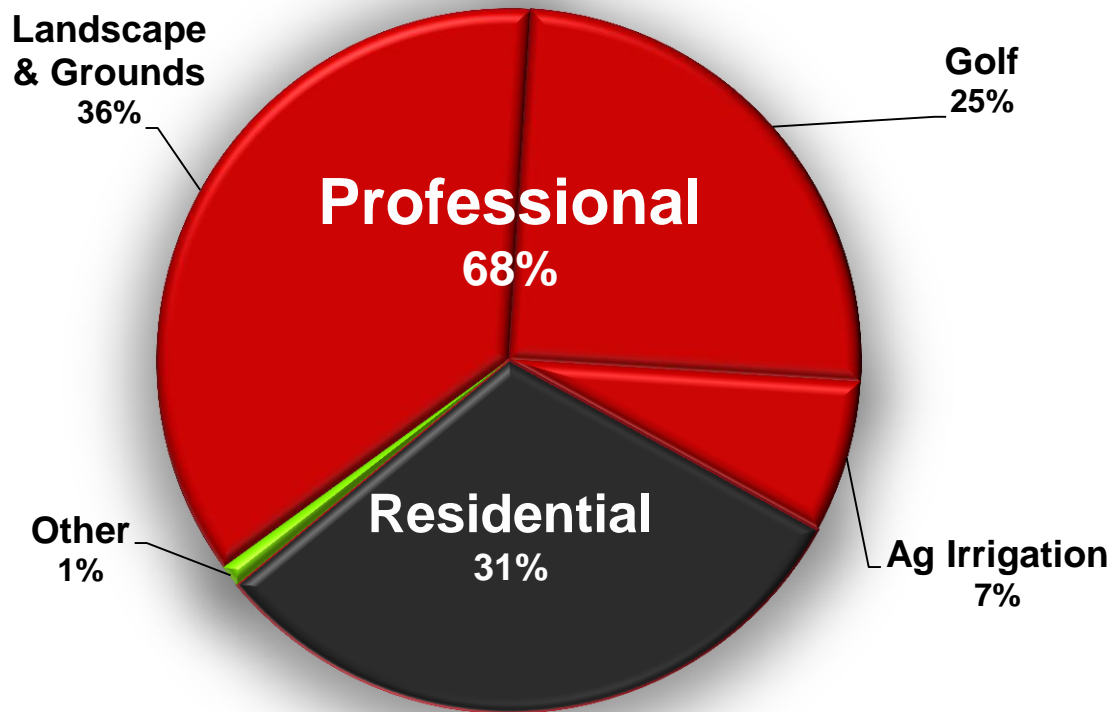
(Return on Average Invested Capital)



# Diverse Portfolio

F'14 Revenues—\$2.2 Billion

## Segments & Markets



### Professional

F'14 Sales: \$1.478B

F'14 Segment Earnings: 18.7%

- Innovation leader
- Performance, productivity & customer care relationships valued by customers
- Planned & more regular customer spending
- Higher margins

### Residential

F'14 Sales: \$672M

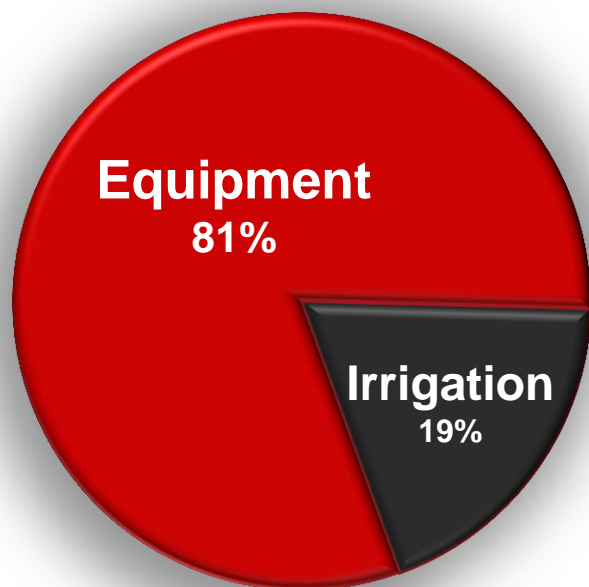
F'14 Segment Earnings: 11.4%

- Powerful brands
- Strong sales channel & service network
- Innovation, quality & durability rewarded by customers

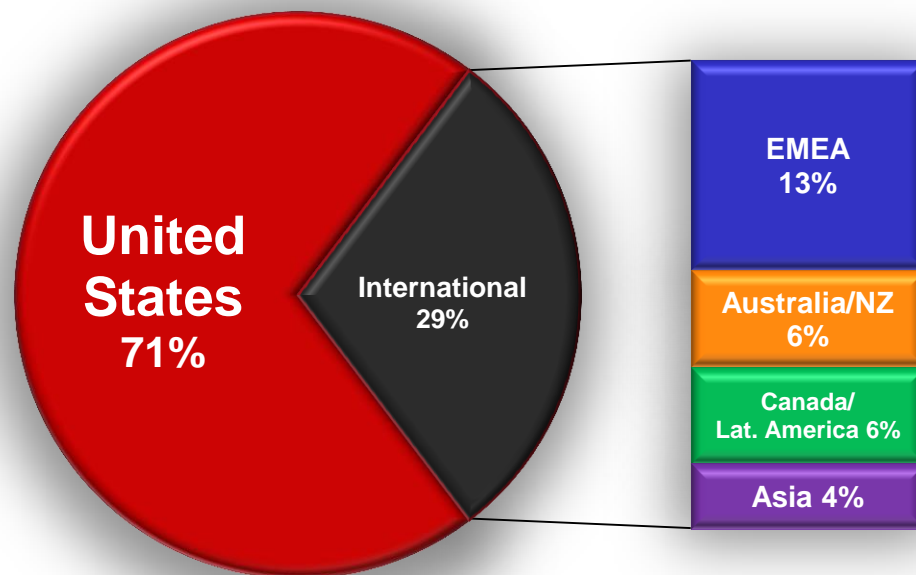
# Diverse Portfolio

F'14 Revenues—\$2.2 Billion

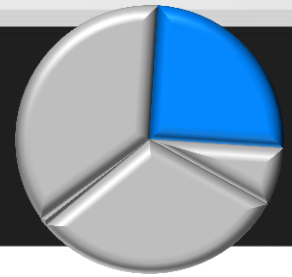
## Products



## Geography



# Professional - Golf



- **Worldwide Market**



- **Turf Equipment & Irrigation Systems**

- **Fundamentals & Opportunities**

- Existing Courses Replacing Equipment & Aging Irrigation Systems
- International New Golf Course Development

- **TTC Advantage** 

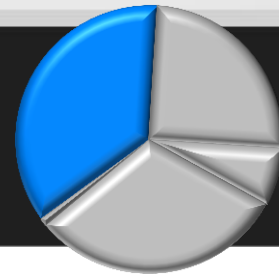
- Powerful Brand
- Innovation & Performance—Share Gain & Margin Expansion
- Strong Network of Distributors, Relationships & Customer Care

- **Key Competitors**

- Worldwide Competitors
  - Equipment—Deere, Jacobsen (Textron)
  - Irrigation—Rainbird



# Professional - Landscape & Grounds



## Turf Equipment



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**eXmark.**

## Irrigation & Lighting



**UNIQUE  
LIGHTING SYSTEMS®**



**Irritrol.**

**TORO.**



## Snow & Ice Management



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**BOSS  
SNOWFLOW**

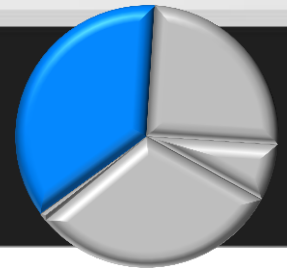


## Rental & Specialty Construction



# Professional - Landscape & Grounds

(Continued)



## Turf Equipment

- **Worldwide Market**

- Professional Landscape Maintenance, Sports Fields, Municipalities, Universities & Schools

- **Fundamentals & Opportunities**

- Heavy Use Drives Replacement & Parts
- Rural, Municipal & International Opportunities

- **TTC Advantage**

- ZTR Leadership
- Product Innovation, Durability & Quality
- Toro & Exmark Channel Strength

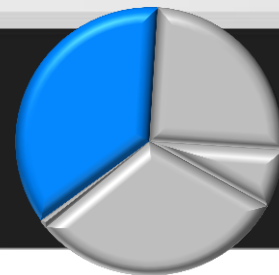
- **Key Competitors**

- Scag, Deere, Hustler, Kubota



# Professional - Landscape & Grounds

(Continued)



## Irrigation & Lighting

- **Worldwide Market**

- Residential & Commercial Applications
- Contractor Installed

- **Fundamentals & Opportunities**

- Housing / Construction Recovery
- Share Expansion Opportunities
- Increasing Demand for Efficient Water Solutions

- **TTC Advantage**

- Innovation Leadership for Irrigation & Lighting Systems

- **Key Competitors**

- Irrigation—Rainbird, Hunter
- Lighting—FX, Vista



**UNIQUE**  
LIGHTING SYSTEMS®

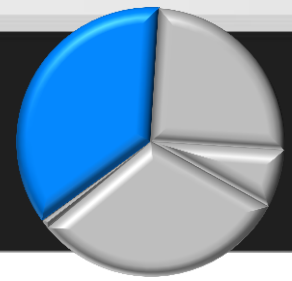
***Irritrol***



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# Professional - Landscape & Grounds

(Continued)



## Rental & Specialty Construction

- **Worldwide Market**

- Rental—Rental Companies & Contractors
- Construction—Utility Contractors & Public Works



- **Fundamentals & Opportunities**

- Rental—Heavy Use Drives Replacement & Parts; Customer Rent & Buy Opportunities
- Construction—Infrastructure Development & Utility Improvements

- **TTC Advantage**

- Leverage Brand & Product Leadership
- Innovation & International Opportunities

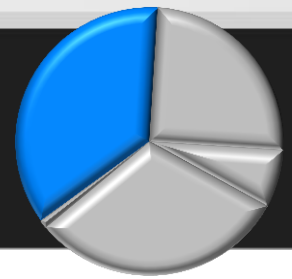
- **Key Competitors**

- Rental—Vermeer, Ditch Witch, Wacker, Multi Quip
- Construction—Vermeer, Ditch Witch



# Professional - Landscape & Grounds

(Continued)



## Snow & Ice Management

- **Worldwide Market**

- Professional Snow Removal, Municipalities

- **Fundamentals & Opportunities**

- Critical Products for Event Driven Non-Discretionary Services
- Severe Environments Drive Replacement & Parts
- Product Expansion & International Opportunities

- **TTC Advantage**

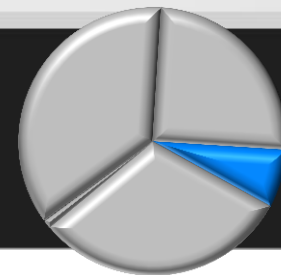
- Strong Brand & Market Leadership
- Product Innovation, Durability, & Quality
- Regional Channel Strength

- **Key Competitors**

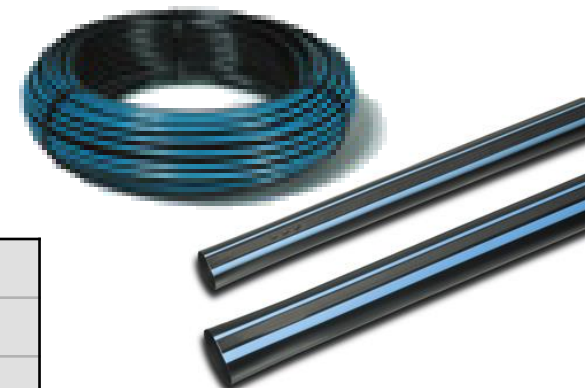
- Douglas Dynamics (Western, Fisher, SnowEx), Meyer, Sno-Way



# Professional - Agriculture Irrigation



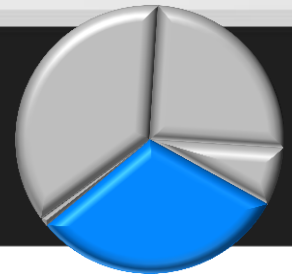
- **Worldwide Market**
- **Micro-Irrigation Solutions**
  - Drip Tape—High Value Row Crops (e.g. Onions, Strawberries)
  - Drip Line—Permanent Crops (e.g. Vineyards, Fruit Trees)
- **Fundamentals & Opportunities**
  - Efficient Water Use & Higher Demand for Food Production
  - Increase Yields & Reduce Resources (e.g. Water, Energy, Fertilizer)
- **TTC Advantage**
  - Product Quality & Innovation—Blue Stripe® and AquaTraxx®
  - Leverage Investments in New Geographic Markets—Romania & China
  - Product Expansion Opportunities (e.g. Controls, Sensors)
- **Key Competitors**
  - Netafim, Jain Irrigation, RIVULIS (acquired from Deere by FIMI)








	Flood	Center Pivot	Micro
Acreage	50%	40%	10%
Efficiency	40%	70%	90%+



# Residential



- **Worldwide Market**
- **Lawn, Garden & Snow Equipment**
  - Walk-Behind & ZTR Mowers, Snow Throwers, Handheld Maintenance Products
- **Fundamentals & Opportunities**
  - U.S. WPM Replacement Market (~5M WPMs/Year)
  - ZTR Growth Opportunity
  - Innovation Rewarded
- **TTC Advantage**
  - Powerful Brands    
  - Leadership in Product Innovation, Quality & Durability
  - Strong Home Center Relationship
  - Strong Servicing Dealer Network 
- **Key Competitors**
  - Craftsman, John Deere, Ariens, Husqvarna, MTD, Briggs & Stratton



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# Driving Continuous Improvement

## Through Employee Initiatives



### F'01 – F'03

- ✓ Goal to achieve 5% PAT

### F'04 – F'06

- ✓ Goal to achieve “6%+” PAT
- ✓ Goal to drive 8% 3 year compound revenue growth
- ✓ Began LEAN journey

### F'07 – F'09

- Goal to drive 3 year compound revenue growth of 8%
- Goal to achieve “7%+” PAT
- ✓ Working capital as % of sales “in the teens”

### F'11 – F'14

- \$100M+ organic growth each year
- ✓ 12%+ operating earnings by end of F'14

### F'15 – F'17

- 5% or more organic growth each year
- 13%+ operating earnings by end of F'17
- Working capital below 13% by end of F'17
- **P**roductivity  
**R**elationships  
**I**nnovation  
**M**omentum  
**E**xcellence



### F'10

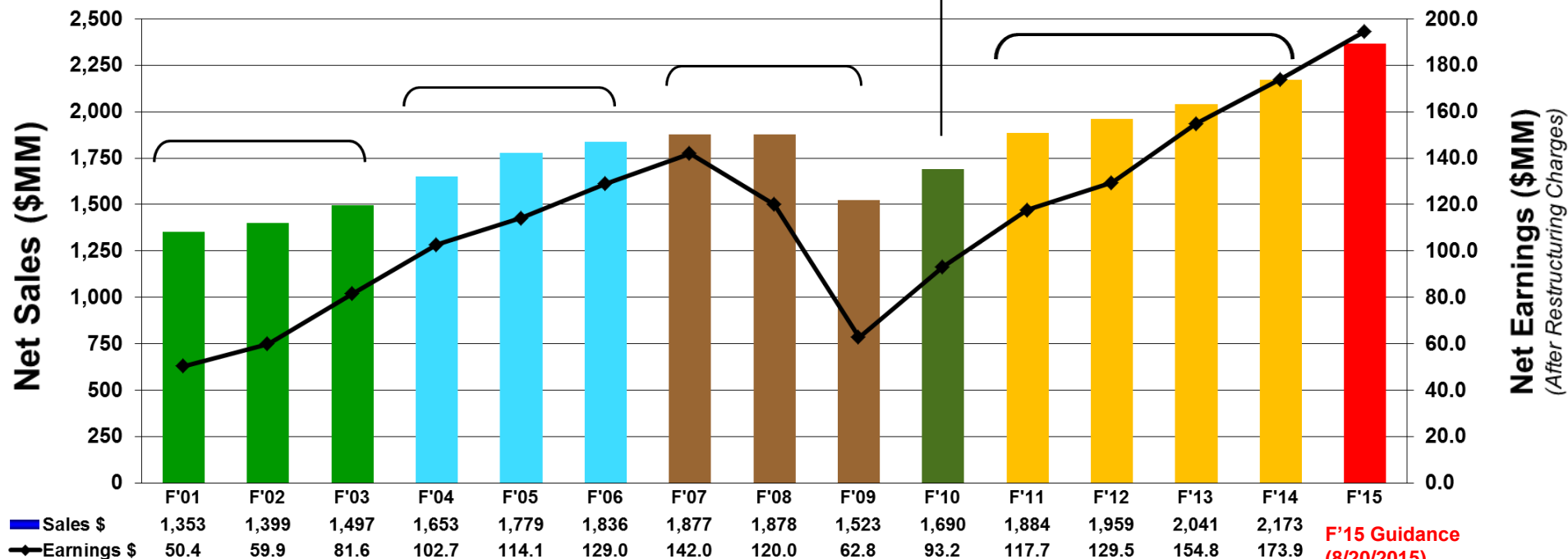
- ✓ Singular Goal – 5% PAT

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# Sales & Profit Improvement Through Employee Initiatives



**2017  
DESTINATION  
PRIME**



**F'15 Guidance (8/20/2015)**  
Revenue growth about 10%; EPS about \$3.50

# Investments in Growth

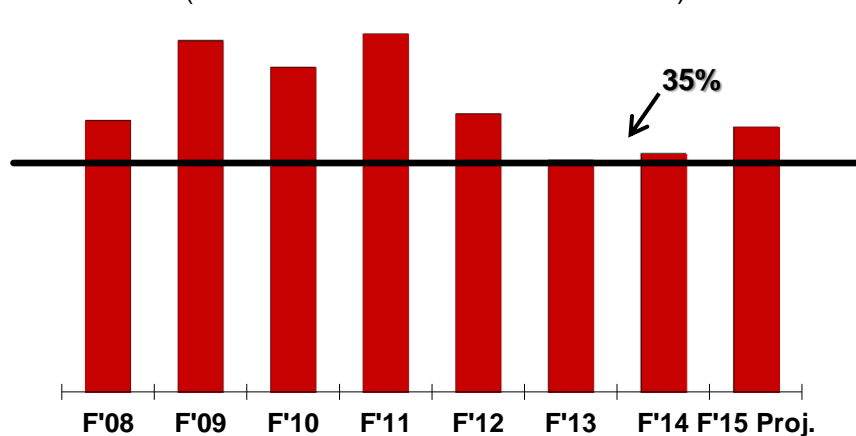
## Driving Growth in the Core

- **Leadership Through Innovation**

- Sustained 3%+ Investment in Research & Engineering
- Passion to Address Customers Unmet Needs
- Differentiate from Competition
- Drive Market Share Gains & Margin Expansion

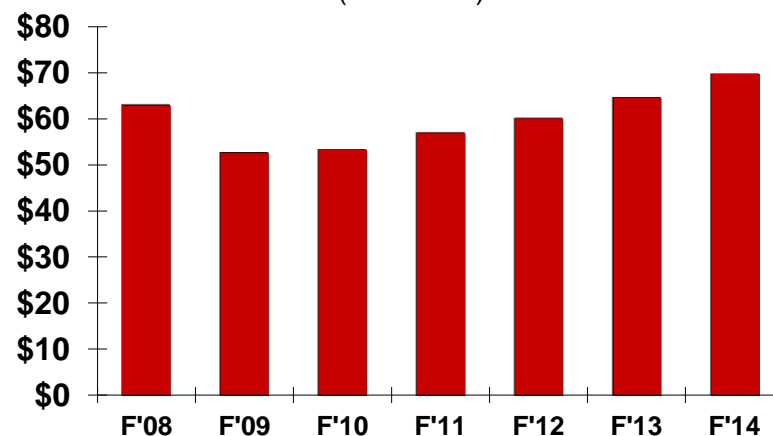
### Vitality Index

(Percent of Sales from New Products\*)



### R&E Investment

(In Millions)



\*Introduced in Current & Previous Two Fiscal Years

# Investments in Growth

## Driving Growth Beyond the Core

- **Acquisitions**

- Bias for Professional, International & Water Businesses
- Seeking Platforms for Growth—Adjacencies to Core Businesses
- Diligent Process—Right Opportunity & Price

### Golf

*Graden (F'11), Ty-Crop (F'09),  
Southern Green (F'08)*



### Snow & Ice Management

*BOSS (F'15)*



### Underground/Rental

*Astec (F'12), Stone (F'12),  
Lawn Solutions (F'11), US Praxis (F'10)*



### Irrigation Controls & Sensors

*Turf Guard (F'08), Rain Master (F'07)*



### Landscape Lighting

*Unique (F'11)*



### Micro Irrigation

*Xiamen Xiangfeng (F'13)*



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# Capital Deployment

Cash From Operations



Operating and Growth Needs

- Internal Productive Assets
- Acquisitions & Alliances



Return to Shareholders

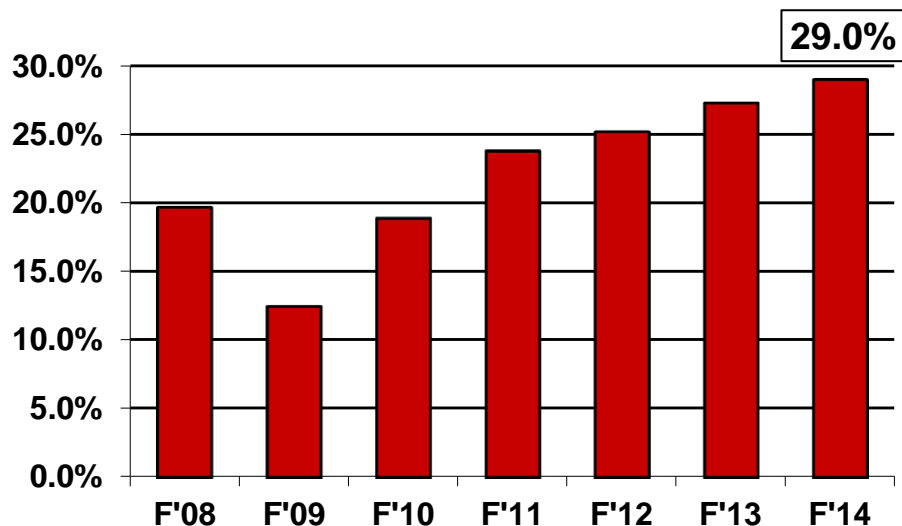
- Regular Dividends (30-40% of 3-Yr Average EPS)
- Share Repurchases

(\$ millions)	F'08	F'09	F'10	F'11	F'12	F'13	F'14	Total
Operating Cash Flow	\$216	\$252	\$194	\$113	\$186	\$222	\$182	\$1,365
Capital Expenditures	\$49	\$38	\$49	\$57	\$43	\$49	\$71	\$356
Acquisitions *	\$4	\$6	\$10	\$15	\$10	\$2	\$1	\$48
Dividends Paid	\$23	\$21	\$24	\$25	\$26	\$32	\$45	\$196
Share Repurchases	\$110	\$115	\$136	\$130	\$93	\$100	\$103	\$787
Total Capital Deployed	\$186	\$180	\$219	\$227	\$172	\$183	\$220	\$1,387
% of Operating Cash Flow	86%	71%	113%	201%	93%	82%	121%	102%

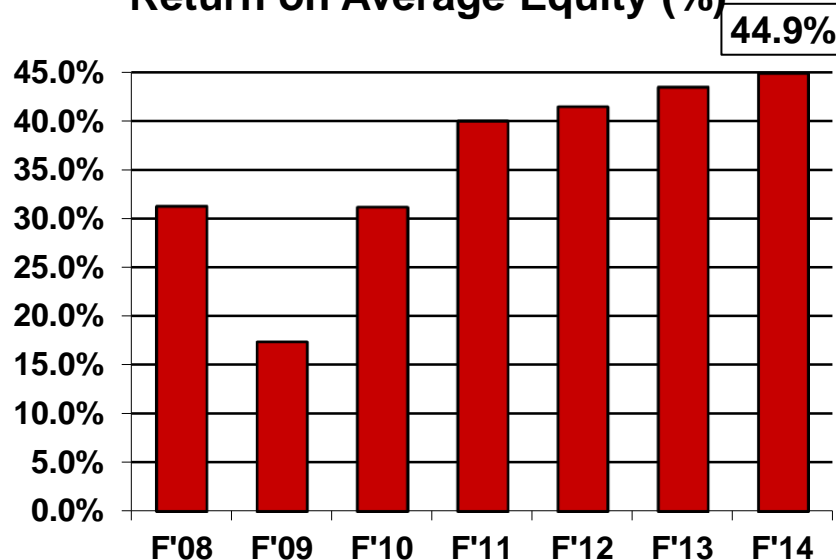
# Key Performance Measures

## Delivering Strong Returns

Return on Average Invested Capital (%)\*



Return on Average Equity (%)\*



## Cash Flow

	F'08	F'09	F'10	F'11	F'12	F'13	F'14
Operating Activities Net Cash	\$215.7M	\$251.5M	\$193.5M	\$113.9M	\$185.8M	\$221.9M	\$182.4M
Cap Ex	(\$48.9M)	(\$37.9M)	(\$48.7M)	(\$57.4M)	(\$43.2M)	(\$49.4M)	(\$71.1M)
<b>Free Cash Flow **</b>	<b>\$166.8M</b>	<b>\$213.6M</b>	<b>\$144.8M</b>	<b>\$56.5M</b>	<b>\$142.6M</b>	<b>\$172.5M</b>	<b>\$111.2M</b>

\*Non-GAAP Measures:

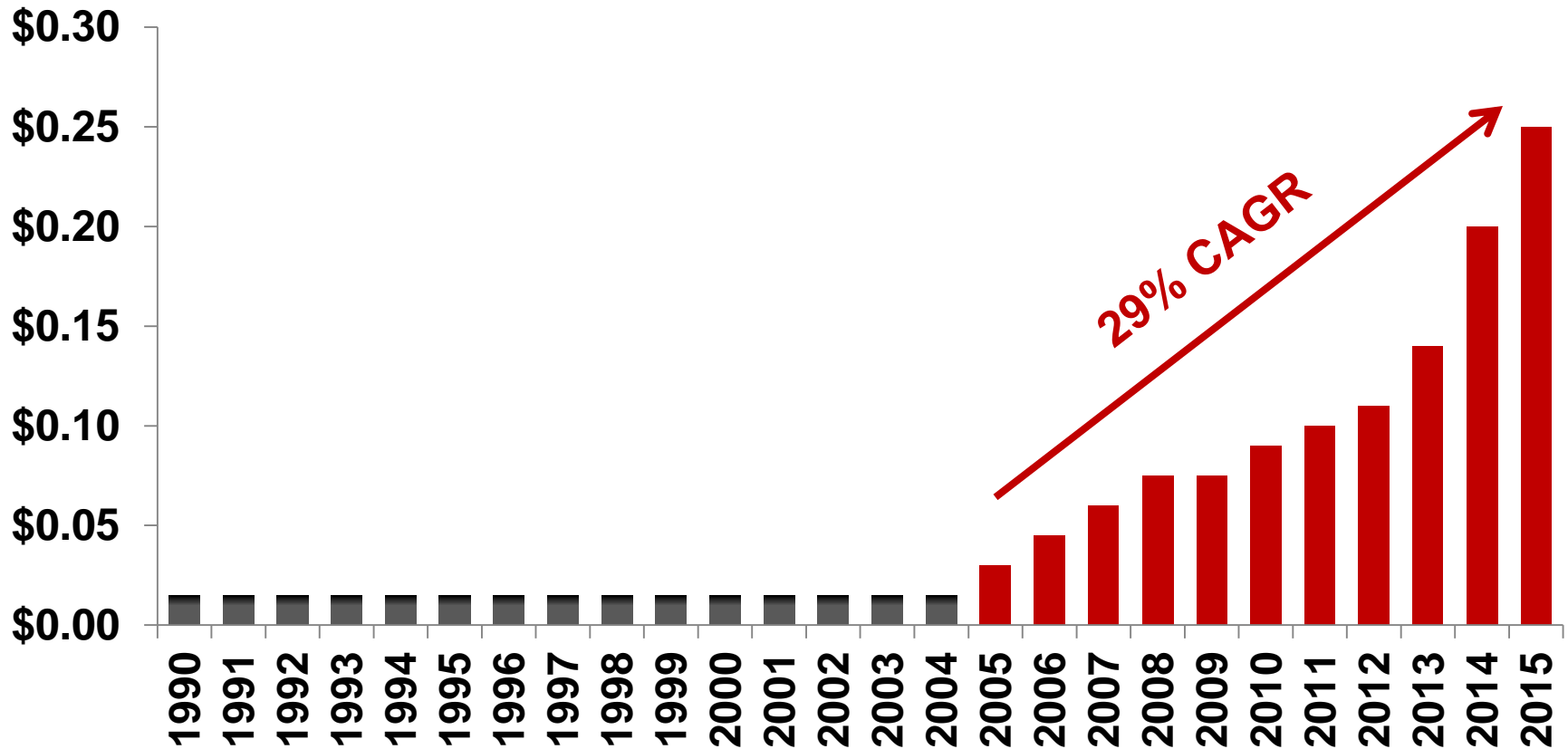
**ROIC**  
Net Operating Profit After Tax  
 Avg. of Monthly (Short-Term Debt + Current Portion LTD + Long-Term Debt + Total Equity)

**ROAE**  
Net Income  
 Avg. Total Equity For Past 4 Qtrs.

\*\*Free Cash Flow: Reconciliation Shown in Table

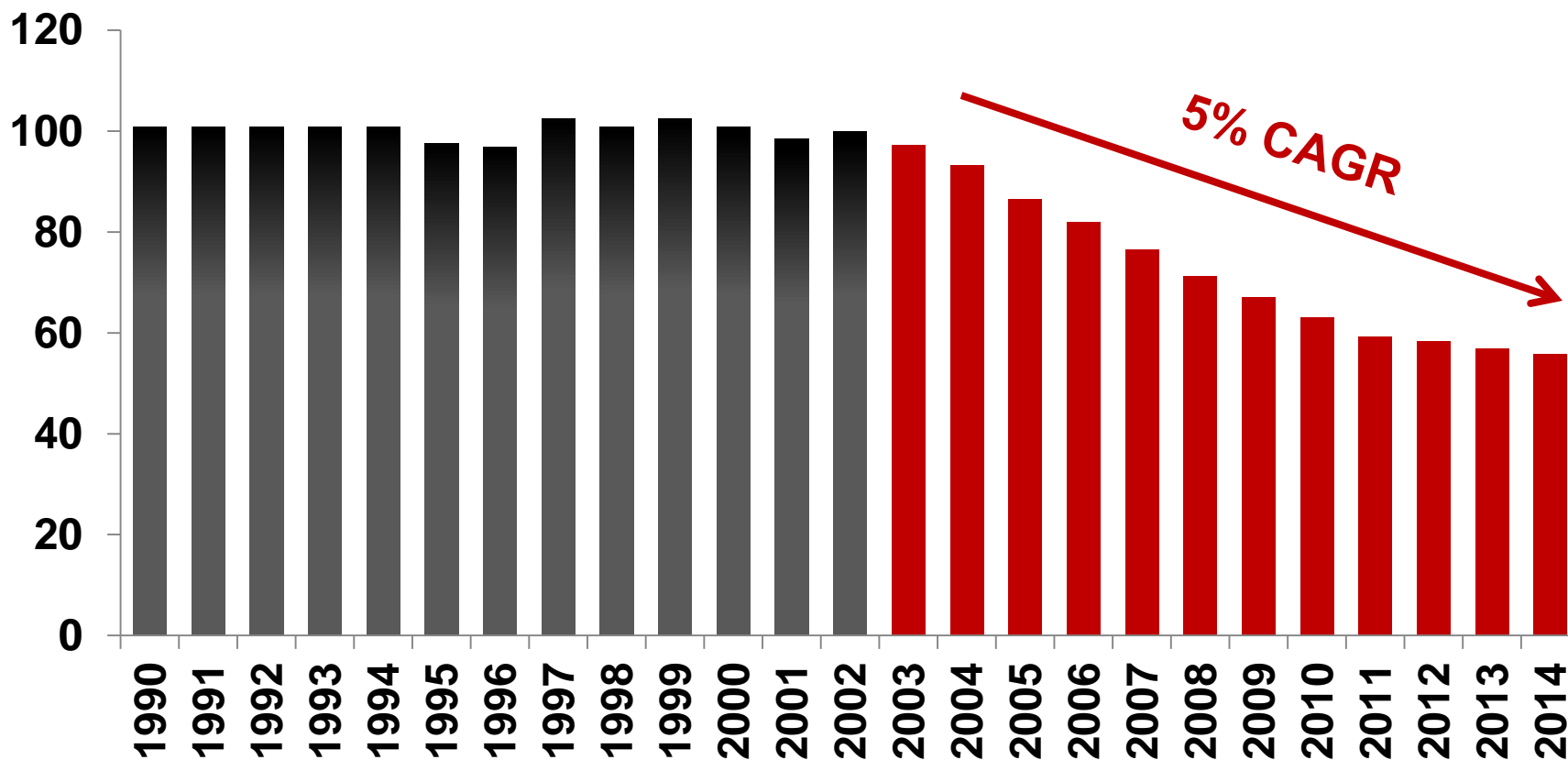
# Increasing Dividends

Regular Quarterly Dividend  
(Adjusted for Splits)



# Consistent Share Repurchases

Shares Outstanding In Millions  
(Adjusted for Splits)

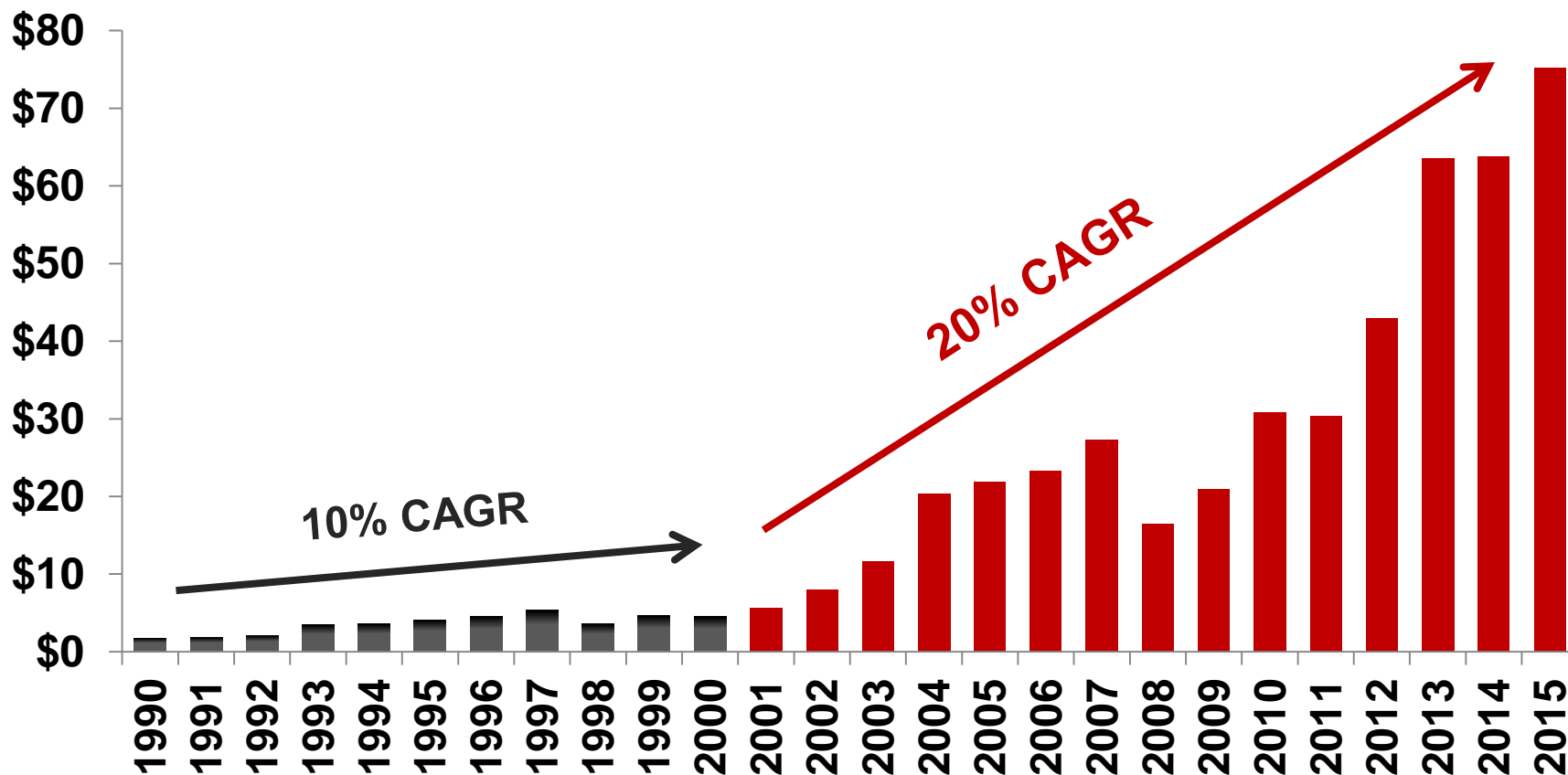


# Increasing Shareholder Value

## Stock Price Appreciation

### TTC Stock Price

(Adjusted for Splits)



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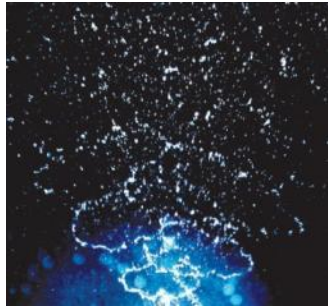
*Closing Stock Price—November 5, 2015*

# Summary

- **Building on a Solid Foundation**
  - Beginning Our Second Century of Innovation, Relationships & Excellence
  - Enduring Company Culture & Effective Employee Initiatives
  - Demonstrated Consistent Financial Performance
- **Leveraging a High Value Business Model**
  - Diverse Portfolio with Strong Brands & Market Share
  - Solid Financial Returns & Strong Balance Sheet
  - Consistent Return of Value to Shareholders
- **Driving Growth and Profitability**
  - Top-Line Growth Potential
  - Market Share & Margin Expansion Opportunities
  - Disciplined Process & Financial Capacity for Acquisitions



# Appendix



# F'15 3Q & YTD Results

(Released August 20, 2015)

	<u>F'15 3Q</u>	<u>▲ from F'14 3Q</u>	<u>F'15 YTD</u>	<u>▲ from F'14 YTD</u>
<b>Revenues</b>	\$609.6M	7.4%	\$1.910B	8.6%
<b>Gross Margin</b> (% of Revenues)	35.5%	(10)bps	34.9%	(90)bps
<b>SG&amp;A</b> (% of Revenues)	22.5%	(40)bps	21.2%	(80)bps
<b>Operating Earnings</b> (\$)	\$79.4M	10.2%	\$262.3M	7.7%
<b>Operating Earnings</b> (% of Revenues)	13%	30 bps	13.7%	(10)bps
<b>EPS</b>	\$0.94	8%	\$3.13	11%

# F'15 FY & Q3 Guidance

(As of August 20, 2015)

## F'15 FY

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<b>EPS:</b>	About \$3.50
<b>Revenues:</b>	Up About 10% From F'14
<b>Gross Margin:</b> (% of Revenues)	Decrease of About 50 From F'14 (Unfavorable currency exchange rates)
<b>SG&amp;A:</b> (% of Revenues)	Some Improvement Over F'14
<b>Tax Rate:</b>	About 30.5%
<b>CapEx:</b>	About \$75M
<b>Depreciation &amp; Amortization:</b>	About \$60M to \$65M
<b>Interest Expense:</b>	About \$18M
<b>FX:</b>	About 2% Negative Impact on Sales
<b>Share Repurchases:</b>	Expect To Spend An Amount Similar To F'14
<b>Free Cash Flow:</b>	About \$170M

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# Earnings History

F'08—F'14

(\$ millions except EPS)	F'08*	F'09	F'10	F'11	F'12	F'13	F'14
Net Sales	\$1,878.0	\$1,523.4	\$1,690.4	\$1,884.0	\$1,958.7	\$2,041.4	\$2,172.7
Percent Growth	5.5%	-18.9%	11.0%	11.5%	4.0%	4.2%	6.4%
Gross Profit	\$652.7	\$511.0	\$576.4	\$636.6	\$673.1	\$724.8	\$773.3
% of Sales	34.8%	33.5%	34.1%	33.8%	34.4%	35.5%	35.6%
SG&A	\$454.3	\$395.8	\$425.1	\$452.2	\$467.5	\$494.1	\$510.1
% of Sales	24.2%	26.0%	25.1%	24.0%	23.9%	24.2%	23.5%
Operating Earnings	\$198.4	\$115.2	\$151.3	\$184.5	\$205.6	\$230.7	\$263.2
% of Sales	10.6%	7.6%	9.0%	9.8%	10.5%	11.3%	12.1%
Other (Inc)/Exp	-\$2.2	\$1.8	\$7.1	\$7.3	\$7.6	\$12.3	\$8.7
Interest Expense	-\$19.3	-\$17.6	-\$17.1	-\$17.0	-\$16.9	-\$16.2	-\$15.4
Pretax Earnings	\$181.3	\$95.8	\$141.3	\$174.8	\$196.3	\$226.7	\$256.4
% of Sales	9.7%	6.3%	8.4%	9.3%	10.0%	11.1%	11.8%
Net Earnings	\$119.7	\$62.8	\$93.2	\$117.7	\$129.5	\$154.8	\$173.9
% of Sales	6.4%	4.1%	5.5%	6.2%	6.6%	7.6%	8.0%
% Growth	4.9%	-47.5%	48.4%	26.3%	10.0%	19.5%	12.3%
EPS	\$1.55	\$0.87	\$1.40	\$1.85	\$2.14	\$2.62	\$3.02
% Growth	-36.7%	-43.9%	60.9%	32.1%	15.7%	22.4%	15.3%

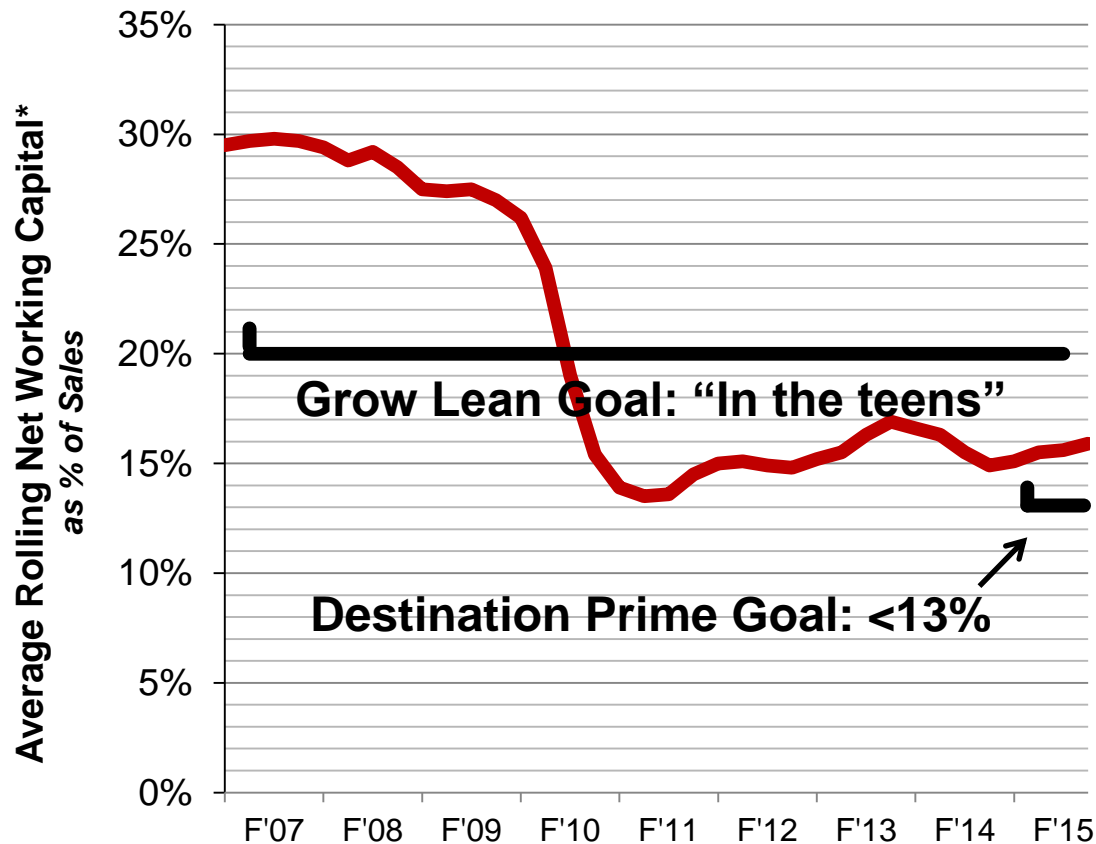
\*Includes restructuring charges

# FYE Balance Sheet

F'08—F'14

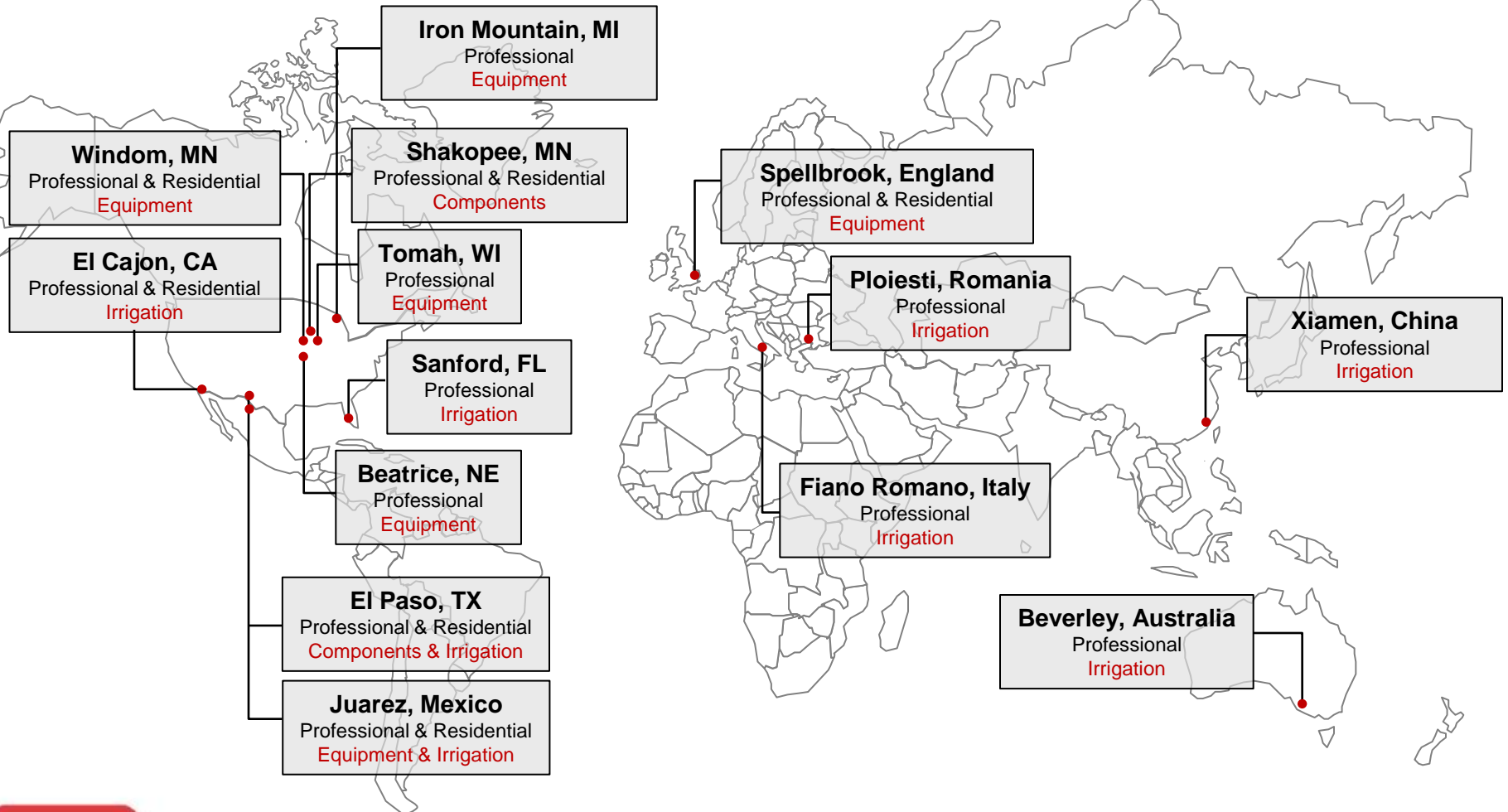
(\$ millions)	F'08	F'09	F'10	F'11	F'12	F'13	F'14
Cash	\$ 99.4	\$187.8	\$177.4	\$ 80.9	\$125.9	\$ 183.0	\$ 314.9
Accts Receivable	\$256.3	\$143.7	\$142.9	\$148.1	\$147.4	\$ 157.2	\$ 158.2
Inventory	\$207.1	\$176.3	\$194.4	\$223.0	\$251.1	\$ 240.1	\$ 274.6
Current Assets	\$643.9	\$582.2	\$585.0	\$532.9	\$612.1	\$ 653.3	\$ 824.0
Total Assets	\$932.3	\$872.7	\$885.6	\$870.7	\$935.2	\$1,002.7	\$1,192.4
Short-Term Debt	\$ 2.3	\$ 4.5	\$ 1.0	\$ 0.0	\$ 0.0	\$ 0.0	\$ 20.8
Total Curr Liabilities	\$324.5	\$316.8	\$368.3	\$359.1	\$378.1	\$ 388.8	\$ 400.4
Long-Term Debt	\$230.8	\$228.8	\$225.5	\$227.2	\$225.3	\$ 223.5	\$ 347.3
Equity	\$364.7	\$315.2	\$275.8	\$266.8	\$312.4	\$ 358.7	\$ 408.7
Total Debt/Capital	39.0%	42.5%	45.1%	46.0%	41.9%	38.4%	47.4%
Average Debt	\$290.2	\$243.2	\$228.6	\$227.3	\$231.5	\$ 223.8	\$ 244.1

# Working Capital Improvement



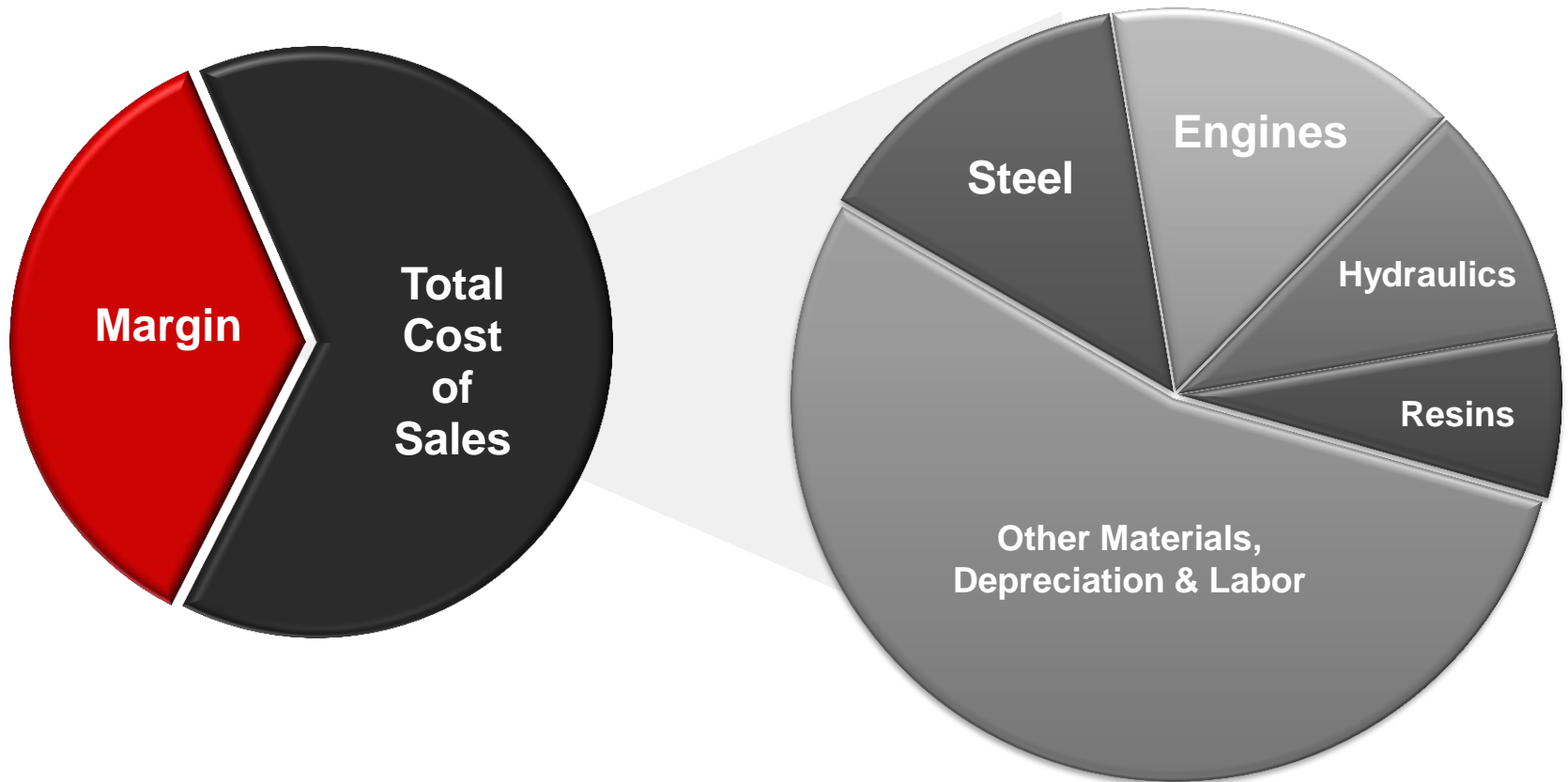
- Achieved long-term working capital goal at end of F'10
- More than \$300M of average working capital freed up for other uses
  - A/R down over 50%
  - Inventory down over 30%
  - Payables up over 30%
- Renewed focus on working capital with Destination **PRIME** to <13%

# Manufacturing Facilities



# Material Costs

## Major Components of Cost of Goods Sold



# Pride in Excellence

## People Values

- **Respect & Trust**
- **Teamwork/  
Partnership**
- **Empowerment**
- **Coaching**
- **Recognition**
- **Communication**



## Performance Values

- **“Do What We Say We Will Do”**
- **Building Growth & Profitability**
- **Be Customer Driven With Urgency**
- **Embrace Risk & Opportunity**
- **Create & Leverage Innovation**
- **Continuously Improve**

# Environmental & Giving

## Environmental Principles

- Committed to protecting the environment & improving resource management
- Help customers address environment challenges
- Endeavor to adopt sustainable practices & eliminate waste in our global operations
- Part of our design & business strategy, we go beyond just compliance

## Investment in Communities

- Endeavor to give 2% of domestic pretax income to support our communities and industries
- Provide people, products and financial resources to build healthy communities
- Focus on enriching outdoor environments and encouraging efficient use of water





**TORO**

# Toro Innovation in Ag Micro Irrigation



Competitor



Differences that matter to growers...

↑ Yield

↓ Water

↓ Disease

↓ Energy

↓ Fertilizer

↓ Product Failure