## Third Quarter Fiscal 2018 Conference Call

May 1, 2018


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## Third Quarter Quarter 2018 Overview

- YOY sales were up $17.3 \%$ to $\$ 216.7 \mathrm{M}$
- Organic sales 5.7\%
- FX impact of 3.1\%
- Acquisitions 8.5\%
- Q3 GAAP operating income up 69.0\% and EPS of \$1.00 per share
- Q3 adjusted operating income up 22.6\%, adjusted EBITDA up 27.9\%, adjusted EPS of \$1.11 up 13.3\%
- Net debt position of $\$ 108.4 \mathrm{M}$ at end of Q3
- Key quarterly highlights:
- Strong sales growth in Electronics, Engraving and Hydraulics
- Food Service sales were up in the quarter driven by Refrigeration, Specialty Solutions
- Operational focus to expand margins:
- Restructuring actions in refrigeration and cooking are beginning to take hold
- Prepare engineering technology aviation plants for coming ramp of new platform parts


## Sales and Earnings Per Share Trend

As Reported, GAAP


Non-GAAP


FY 13-16 Adjusted and Restated without RPM
Quarterly Seasonal Trend


## Revenue Changes

| Q3 2018 <br> YOY Change <br> $\%$ | Food Service | Engraving | Engineering <br> Technologies | Electronics | Hydraulics | Total |
| :--- | :---: | :---: | :---: | :---: | :---: | :---: |
| Organic | $2.3 \%$ | $9.3 \%$ | $-2.3 \%$ | $13.3 \%$ | $22.6 \%$ | $5.7 \%$ |
| Acquisitions | $0.0 \%$ | $13.1 \%$ | $0.0 \%$ | $38.2 \%$ | $0.0 \%$ | $8.5 \%$ |
| Currency | $0.7 \%$ | $9.9 \%$ | $1.3 \%$ | $7.0 \%$ | $0.0 \%$ | $3.1 \%$ |
| Total | $3.0 \%$ | $32.4 \%$ | $-1.1 \%$ | $58.5 \%$ | $22.6 \%$ | $17.3 \%$ |


| YTD 2018 <br> YoY Change <br> \% | Food Service | Engraving | Engineering <br> Technologies | Electronics | Hydraulics | Total |
| :--- | :---: | :---: | :---: | :---: | :---: | :---: |
| Organic | $2.7 \%$ | $10.7 \%$ | $6.9 \%$ | $12.5 \%$ | $16.1 \%$ | $6.7 \%$ |
| Acquisitions | $3.4 \%$ | $11.9 \%$ | $0.0 \%$ | $40.6 \%$ | $0.0 \%$ | $10.4 \%$ |
| Currency | $0.5 \%$ | $6.1 \%$ | $0.8 \%$ | $4.4 \%$ | $0.1 \%$ | $2.0 \%$ |
| Total | $6.6 \%$ | $28.7 \%$ | $7.7 \%$ | $57.5 \%$ | $16.2 \%$ | $19.1 \%$ |

## Quarter Financials

| Net Revenues \% Change | \$ | 216.7 | \$ | - | \$ | 216.7 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Gross Profit |  | 73.8 |  | - |  | 73.8 |
| \% |  | 34.0\% |  |  |  | 34.0\% |
| Operating Income |  | 19.3 |  | 2.6 |  | 21.9 |
| \% |  | 8.9\% |  |  |  | 10.1\% |
| Net Interest (Expense) |  | (2.3) |  | - |  | (2.3) |
| Other Income (Expense) |  | (0.3) |  | - |  | (0.3) |
| Pre-Tax Income |  | 16.7 |  | 2.6 |  | 19.3 |
| Provision for Income Taxes |  | 3.9 |  | 1.1 |  | 5.1 |
| Net Income Continuing Operations | \$ | 12.8 | \$ | 1.5 | \$ | 14.3 |
| \% |  | 5.9\% |  |  |  | 6.6\% |
| Tax Rate |  | 26.1\% |  |  |  | 26.1\% |
| Diluted EPS | \$ | 1.00 | \$ | 0.11 | \$ | 1.11 |
| Weighted Avg Diluted Shares |  | 12.8 |  | 12.8 |  | 12.8 |
| EBITDA |  |  |  |  | \$ | 29.0 |
| \% |  |  |  |  |  | 13.4\% |


| Q3 FY17 |  |  |  |  | YOY Change |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| GAAP <br> Reported | Adjustments |  | Non-GAAP <br> Adjusted |  | $\begin{array}{cc} \text { GAAP } & \text { Non-GAAP } \\ \text { Reported } & \text { Adjusted } \end{array}$ |  |  |
| \$ 184.7 | \$ |  | \$ | 184.7 | \$ 32.0 | \$ | 32.0 |
|  |  |  |  |  | 17.3\% |  | 17.3\% |
| 61.3 |  | - |  | 61.3 |  |  |  |
| 33.2\% |  |  |  | 33.2\% | 80 bps |  | 80 bps |
| 11.4 |  | 6.4 |  | 17.9 | 69.0\% |  | 22.6\% |
| 6.2\% |  |  |  | 9.7\% | 270 bps |  | 40 pps |
| (1.0) |  | - |  | (1.0) |  |  |  |
| 0.1 |  | - |  | 0.1 |  |  |  |
| 10.5 |  | 6.4 |  | 17.0 | 59.0\% |  | 13.9\% |
| 2.9 |  | 1.6 |  | 4.5 |  |  |  |
| \$ 7.7 | \$ | 4.8 | \$ | 12.4 | \$ 5.2 | \$ | 1.9 |
| 4.1\% |  |  |  | 6.7\% | 180 bps |  | $-10 \mathrm{bps}$ |
| 26.4\% |  |  |  | 26.4\% |  |  |  |
| \$ 0.60 |  |  | \$ | 0.98 | 66.7\% |  | 13.3\% |
| 12.8 |  | 12.8 |  | 12.8 |  |  |  |
|  |  |  |  | 22.7 |  | \$ | 6.3 |
|  |  |  |  | 12.3\% |  |  | 1.1\% |

* Totals or subtotals may not foot due to rounding

Third quarter of fiscal year 2017 results have been recast to include an immaterial tax benefit for the adoption of ASU 206-09, Improvements to Employee Share-Based Payment Accounting.

## Quarter Bridge

## Reported - GAAP

Add:
Restructuring Charges
Acquisition-related costs
Less:
Discrete Tax Items

Adjusted

| Q3 FY18 |  |  |  |  |  |  |  | Q3 FY17 |  |  |  |  |  |  |  | \%Change |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| \$ | Pre-tax Income 16.7 | \$ | $\frac{\operatorname{Tax}}{(3.9)}$ | \$ | $\begin{array}{c\|} \hline \text { Net } \\ \text { Income } \\ \hline \mathbf{1 2 . 8} \end{array}$ | \$ | $\frac{E P S}{1.00}$ | \$ | Pre-tax Income 10.5 | \$ | $\underset{(2.9)}{\text { Tax }}$ | \$ | $\begin{array}{c\|} \hline \begin{array}{c} \text { Net } \\ \text { Income } \end{array} \\ \hline 7.7 \end{array}$ |  | $\stackrel{\text { EPS }}{0.60}$ | Pre-tax Income 59.0\% |  | $\frac{\text { EPS }}{66.7 \%}$ |
|  | 1.3 |  | (0.3) |  | 1.0 |  | 0.08 |  | 1.0 |  | (0.3) |  | 0.7 |  | 0.06 |  |  |  |
|  | 1.3 |  | (0.3) |  | 0.9 |  | 0.07 |  | 5.4 |  | (1.4) |  | 4.1 |  | 0.32 |  |  |  |
|  | - |  | (0.5) |  | (0.5) |  | (0.04) |  | - |  | - |  | - |  | - |  |  |  |
| \$ | 19.3 | \$ | (5.1) | \$ | 14.3 | \$ | 1.11 | \$ | 17.0 | \$ | (4.5) | \$ | 12.5 | \$ | 0.98 | 13.9\% | 14.5\% | 13.3\% |
| 12,797 |  |  |  |  |  |  |  | 12,758 |  |  |  |  |  |  |  |  |  |  |

Third quarter of fiscal year 2017 results have been recast to include an immaterial tax benefit for the adoption of ASU 206-09, Improvements to Employee Share-Based Payment Accounting.

## Net Working Capital



Note: FY 14-15 excludes Richmond LLC

| (Total Consolidated) |  |  |
| :---: | :---: | :---: |
|  | 3/31/18 | 3/31/17 |
| AR | 132,505 | 113,894 |
| DSO | 53 | 55 |
| Inventory | 131,589 | 119,384 |
| Inventory Tums | 4.3 | 4.3 |
| AP | $(82,621)$ | $(74,077)$ |
| DPO | 46 | 46 |
| Net Working Capital | 181,473 | 159,201 |
| W/Cap Turns | 4.8 | 4.6 |

## Debt Management



|  | 3/31/2018 | 12/31/2017 |
| :---: | :---: | :---: |
| Short Term Debt | - | - |
| Long Term Debt | 204,726 | 216,157 |
| Funded Debt | 204,726 | 216,157 |
| Cash | 96,325 | 109,389 |
| Net Debt | 108,401 | 106,768 |
| Shareholders Equity | 446,407 | 420,934 |
| Letters of Credit | 8,939 | 8,935 |
| EBITDA per Credit Agreement | 116,197 | 113,559 |
| Net Debt to Capital Ratio | 19.5\% | 20.2\% |
| Funded Debt to Capital | 31.4\% | 33.9\% |
| EBITDA to Funded Debt (Includes Letters of Credit) | 1.84 | 1.99 |
| Maximum Leverage Per Agreement | 3.5 | 3.5 |

Net debt to capital at 19.5\%, EBITDA to Funded Debt at 1.84x and Net Debt position at \$108M

## Capital Spending




Key capital projects in the quarter included:

- Engraving - adding additional capacity in Nickel Shell and Laser Engraving
- Electronics - SAP CRM, Sealing Machine and broke ground on new plant in Cincinnati


## FY18 CAPEX projected to be $\$ 28$ - $\$ 30$ million

Depreciation \$21-\$22 million and Amortization \$8-\$9 million in FY18

## Non-GAAP Conversion Chart

| Free operating cash flow (continuing ops): | $\begin{gathered} \text { Q3 } \\ \text { FY } 2018 \\ \hline \end{gathered}$ | $\begin{gathered} \text { Q3 } \\ \text { FY } 2017 \end{gathered}$ | $\begin{aligned} & \text { YTD } \\ & \text { FY } 18 \end{aligned}$ | $\begin{gathered} \text { YTD } \\ \text { FY } 17 \end{gathered}$ |
| :---: | :---: | :---: | :---: | :---: |
| Net cash provided by operating activities, as reported | \$ 3,115 | 10,633 | \$ 28,783 | 31,476 |
| Less: Capital Expenditures | $(5,707)$ | $(5,483)$ | $(21,391)$ | $(17,824)$ |
| Free operating cash flow | \$ $(2,592)$ | \$ 5,150 | \$ 7,392 | \$ 13,652 |
| Net Income | 12,820 | 7,660 | 24,016 | 32,446 |
| Discrete Tax Item - Tax on Foreign Cash | (456) | - | 14,559 | - |
| Adjusted Net Income | 12,364 | 7,660 | 38,575 | 32,446 |
| Conversion of free operating cash flow | NM | 67.2\% | 19.2\% | 42.1\% |

## Third Quarter FY 2018

Operational Segment Review

## Food Service Equipment Group

| Q3 FY 2018 ('000s) | \$ | Delta YOY |
| :--- | ---: | ---: |
| Revenues | $\$ 95,482$ | $+3.0 \%$ |
| Operating Income | $\$ 6,785$ | $-8.5 \%$ |
| OI Margin | $7.1 \%$ |  |

## Q3 Summary

- Top line growth of 3.0\% driven by Refrigeration sales to QSR, Drug Retail and Dollar store and Specialty growth of $8.3 \%$
- Scientific sales down $0.5 \%$ due to project timing
- Cooking sales down 7.5\% primarily from project timing
- Scientific ERP transition resulted in one time adjustment in quarter
- Despite lower margins over entire quarter, margins improved through the quarter as cooking and refrigeration restructuring began to read out


## Current Focus \& Looking Forward

- Expect Cooking and Refrigeration restructuring to begin improving margins in Q4
- Cabinet move from Hudson Wisconsin to New Albany Mississippi-will be completed in July 2018
- Execute on key Cooking expansion programs in the fourth quarter with Convenience Stores, Retail Grocery and several Fast Casual Chains

> BKI's New Commercial
> Touchscreen Control Deep Fryer

- Capitalize on market opportunities with key merchandiser and espresso customers
- Presenting new products at the National Restaurant Association show in May.


## Engraving

| Q3 FY 2018 ('000s) | $\$$ | Delta YOY |
| :--- | ---: | ---: |
| Revenues | $\$ 33,749$ | $+32.4 \%$ |
| Operating Income | $\$ 7,030$ | $+17.1 \%$ |
| OI Margin | $20.8 \%$ |  |



Combining rich textures through - Laser Engraving, Chemical Etching and Nickel Shells

## Q3 Summary

- Sales increased by $\$ 8.3 \mathrm{M}$ with strength in all regions
- New Technologies of Achitexture, Tool Finishing, Nickel Shell and Laser Engraving grew 119.8\% year over year
- Total Backlog billable under one year is up 30\% year over year ( $16.4 \%$ excluding acquisitions)
- Margins impacted by growth investments and a few underperforming sites. Organizational changes implemented to drive margin improvements


## Current Focus \& Looking Forward

- Support global expansion of new automotive model rollouts
- Continue ramp up of new technology sales:
- Nickel Shell sales in China and Portugal
- Laser Engraving in Germany, China and Piazza Rosa
- Expand Tool Finishing in key sites


## Engineering Technologies

| Q3 FY 2018 ('000s) | $\$$ | Delta YOY |
| :--- | ---: | ---: |
| Revenues | $\$ 23,426$ | $-1.1 \%$ |
| Operating Income | $\$ 1,140$ | $-53.3 \%$ |
| OI Margin | $4.9 \%$ |  |



## Q3 Summary

- Sales down $\$ 0.3 \mathrm{M}$ as the Oil and Gas sales decreased \$2.7M
- Space sales up $3.2 \%$ primarily due to new development programs
- Aviation up $9.4 \%$, but below expectations
- Margins were impacted by market mix, continued cost pressure and inefficiencies in engine parts, development programs and customer delays of new platform parts


## Current Focus \& Looking Forward

- Anticipate another lower margin quarter due to customer aviation delays as we prepare for the increased Aviation volume this summer
- Complete Space and Aviation development programs


## Electronics

| Q3 FY 2018 ('000s) | \$ | Delta YOY |
| :--- | ---: | ---: |
| Revenues | $\$ 51,208$ | $+58.5 \%$ |
| Operating Income | $\$ 11,173$ | $+71.9 \%$ |
| OI Margin | $21.8 \%$ |  |



Broke ground on new
Cincinnati Electronics plant

## Q3 Summary

- Sales increased by $\$ 18.9 \mathrm{M}$ with strength in all regions and end markets
- Total Backlog billable under one year is up $67.9 \%$ year over year ( $35.4 \%$ excluding acquisitions)
- Sensor sales up +17.8\%, Switches +203.0\% driven by Standex Japan acquisition, Reed Relay $+28.3 \%$ and Magnetics $+1.3 \%$
- Current Focus \& Looking Forward
- Capitalize on increased demand in all regions
- Continue moving up the value chain with higher value New Business Opportunities
- Improve efficiencies to increase capacity in Germany and Japan
- Manage component lead times to meet customer demands


## Hydraulics

| Q3 FY 2018 ('000s) | $\$$ | Delta YOY |
| :--- | ---: | ---: |
| Revenues | $\$ 12,878$ | $+22.6 \%$ |
| Operating Income | $\$ 1,728$ | $+3.2 \%$ |
| OI Margin | $13.4 \%$ |  |

## Q3 Summary

- Sales increased by $\$ 2.4 \mathrm{M}$ driven by Refuse, Dump Trailer, OEM and Aftermarket
- Backlog up 97.7\% year over year as sales momentum builds
- New Refuse cylinders contributed to the sales growth in Q3
- Margins were impacted by steel tubing material cost increases. Price increase now in place to cover them


## Current Focus \& Looking Forward

- All key indicators suggest that construction, housing and infrastructure will remain robust in the near future
- Continue promoting "Wet Kits" as the complete customer solution
- Focus on On-Time Delivery due to increased demand

Developed custom hydraulics to mechanize tree planting

## Summary

1 Delivering top line growth

- Four of the five Standex segments showed organic growth in the third quarter

2 Taking actions to deliver improved bottom line growth

- Refrigeration Cabinet move is on schedule and should show improved performance in Q4
- Cooking Nogales plant has shown improved performance in Q3 and we anticipate further improvement in Q4
- ETG aviation pushouts will impact the margin rate in Q4

3 Recent acquisitions continue to perform well
4 Balance sheet poised to fund future growth and acquisition pipeline is robust

## Q\&A

