

THE TORO COMPANY

Richard M. Olson

Chairman & Chief Executive Officer

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March 8, 2022



SAFE HARBOR

- 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.
- This presentation also contains non-GAAP financial measures and more information about our use of such non-GAAP financial measures, as well as a reconciliation of the most directly comparable historical U.S. GAAP financial measures to the corresponding historical non-GAAP financial measures, can be found in our related financial filings in the section titled "Non-GAAP Financial Measures".

The Toro Company

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 & Superior Customer Care

Caring Relationships



OUR GUIDING PRINCIPLES

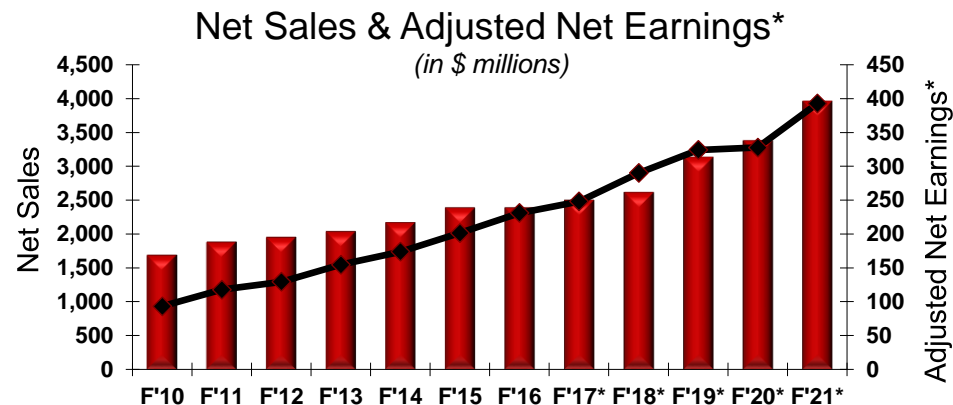
The Toro Company's success is founded on a long history of caring relationships based on trust and integrity. These relationships are the foundation on which we build market leadership with the best in innovative products and solutions to make outdoor environments beautiful, productive, and sustainable.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

INVESTMENT SUMMARY

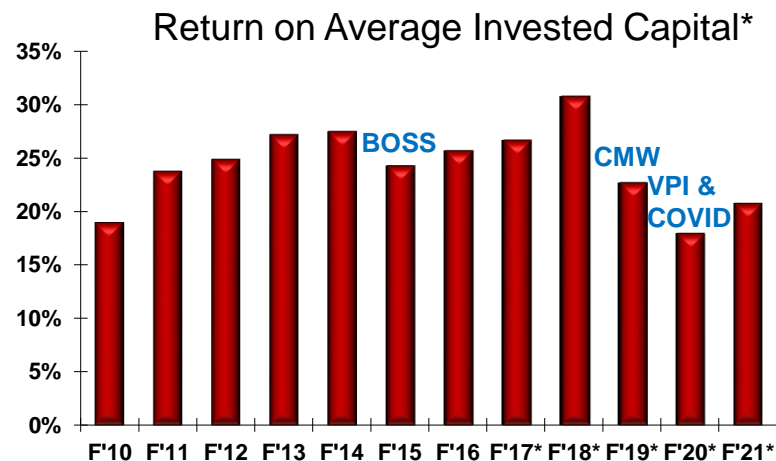
(NYSE: TTC)

TTC is a Market Leader With:

- Rich History and Deep Expertise in Solutions for Outdoor Environments
- Best in Class Distribution & Customer Care Networks
- Innovation & Brand Leadership
- Strong Financial Performance
- Effective Capital Allocation



FINANCIALS: Consistent sales and earnings growth over time



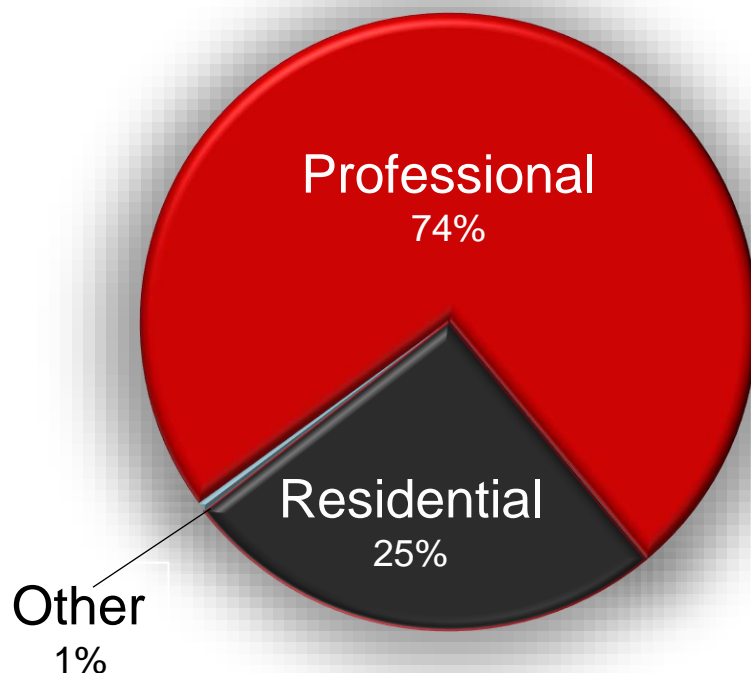
ROIC: Sustained return well in excess of cost of capital

*Non-GAAP Measure: refer to the full IR deck at thetorocompany.com for additional information and reconciliation

DIVERSE PORTFOLIO

F'21 NET SALES = \$3.96 BILLION

Segments



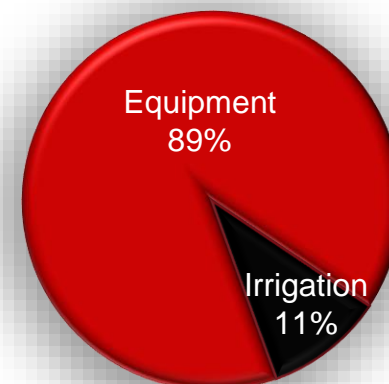
Professional

F'21 Net Sales: \$2.93 billion
F'21 Segment Earnings: 17.3%

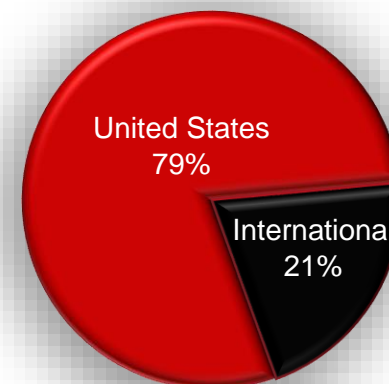
Residential

F'21 Net Sales: \$1.01 billion
F'21 Segment Earnings: 12.0%

Product Type



Geographic Market





PROFESSIONAL SEGMENT

Landscape and Grounds

Turf
Equipment

Snow & Ice
Management

Lighting &
Irrigation



- Comprehensive offerings + customer care network serve contractor needs year-round
- Heavy use drives replacement & parts
- Wide customer reach and geographic strength in the large and rapidly growing zero-turn mower market, with Exmark, Toro, and newly-acquired Spartan lines
- TTC Advantage
 - Leverage brand, product leadership, service/distribution network
 - Product innovation, durability/quality, technology leadership

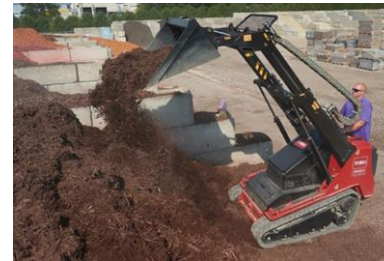




PROFESSIONAL SEGMENT

Underground & Specialty Construction

- Strong brands and innovative product portfolio
- Global network of dealers & rental partners
- Long-standing customer relationships
- Growth opportunities
 - Telecom (fiber optics, 5G)
 - Utilities (gas, electricity)
 - Infrastructure (water, wastewater)
 - Rental (independent dealers, national accounts)



TORO



Ditch
Witch



AMERICAN
AUGERS



SUBSITE
ELECTRONICS



radius
TOOLS FOR HD PROFESSIONALS



TORO



TRENCOR

PROFESSIONAL SEGMENT

Golf



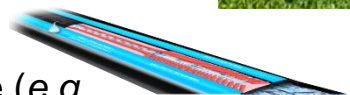
- Market leader, both turf & irrigation
- TTC Advantage
 - Innovation, performance and ability to provide comprehensive solutions drives share gain & margin expansion; the only company that can provide **both** turf and irrigation products
 - Best-in-class network of distributors; deep relationships & superior customer care



Micro-Irrigation



- Fundamentals & Opportunities
 - Efficient water use & increasing demand for food production
 - Increase yields & reduce resource use (e.g., water, energy, fertilizer)





RESIDENTIAL SEGMENT

For the Homeowner

Lawn

Garden

Snow



- Full suite of innovative products for all seasons, including walk-behind & zero-turn riding mowers, snow throwers, handheld maintenance products
- TTC Advantage
 - Powerful brands
 - Leadership in innovation, quality & durability
 - Strong home center relationships & dealer network
 - Strength in OPE and incremental handheld offerings provide momentum in the move to battery



SUSTAINABILITY AT TTC

Deeply rooted in our purpose and strategic business priorities
Continue to advance efforts by focusing on our Products, Processes, and People

PRODUCTS: Persistent drive to develop innovative, safe and high-quality products and emerging technologies that are designed to yield performance, productivity and environmental benefits for our customers

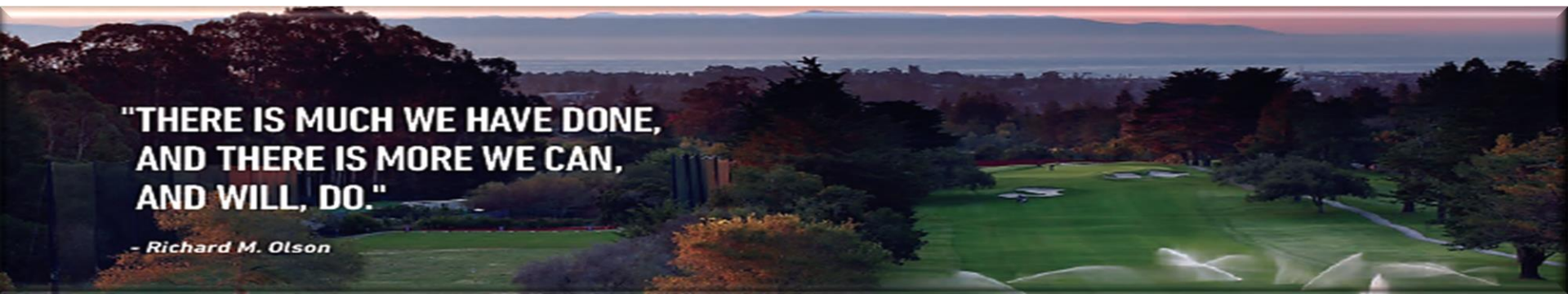


PROCESSES: Maximize resource efficiency and reduce our environmental impacts across our operations

PEOPLE: Committed to fostering a culture that embraces workplace safety and diversity, equity and inclusion; continuing our strong legacy of giving back to our communities; and conducting business with integrity and according to the highest standards of ethical behavior

"THERE IS MUCH WE HAVE DONE,
AND THERE IS MORE WE CAN,
AND WILL, DO."

- Richard M. Olson



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'10

- ✓ Singular Goal – 5% PAT



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



F'18 – F'19

- 5% or more organic growth each year
- 15.5% or more operating earnings by end of F'20

F'20

- Singular Goal – \$485M adjusted operating earnings*



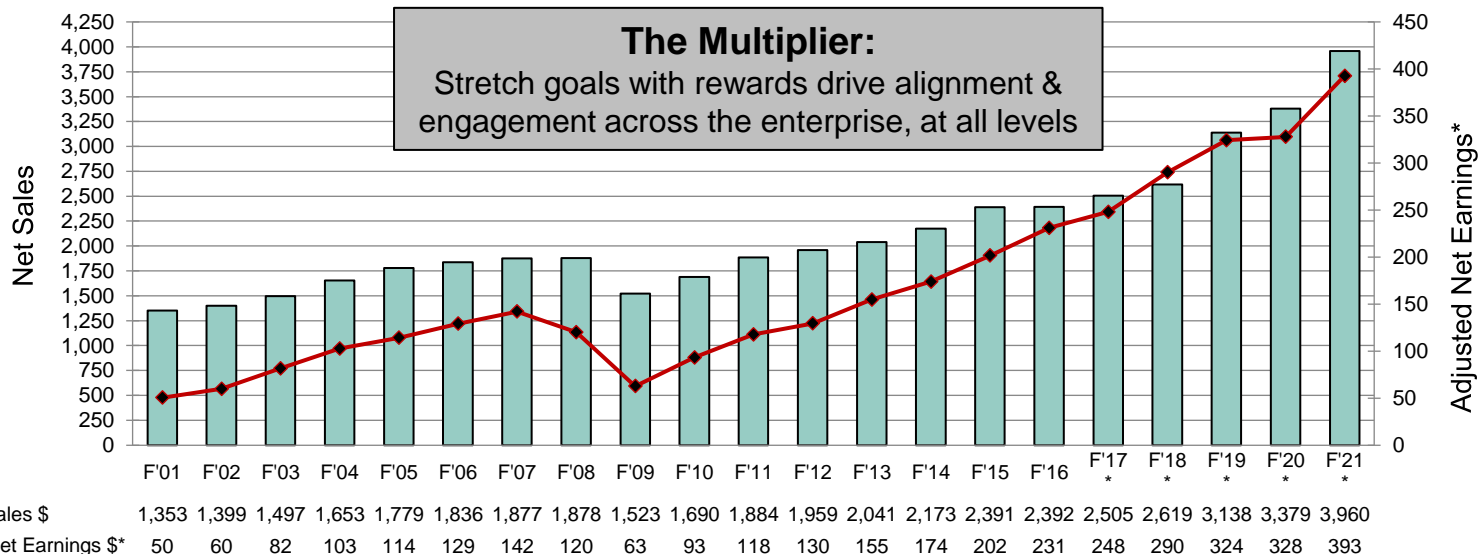
F'21

- ✓ \$3.7B net sales
- ✓ \$485M adjusted operating earnings*



F'22 – F'24

- Exceed \$5B net sales by end of F'24 through organic growth
- Exceed \$750M annual adjusted operating earnings by end of F'24



PRIORITIZING INVESTMENTS IN GROWTH

STRONG BALANCE SHEET & CASH FLOW PROVIDES FINANCIAL FLEXIBILITY

• Leadership Through Innovation

- Sustained 3%+ investment in research & engineering
- Passion to address customers unmet needs
- Drives market share gains & margin expansion

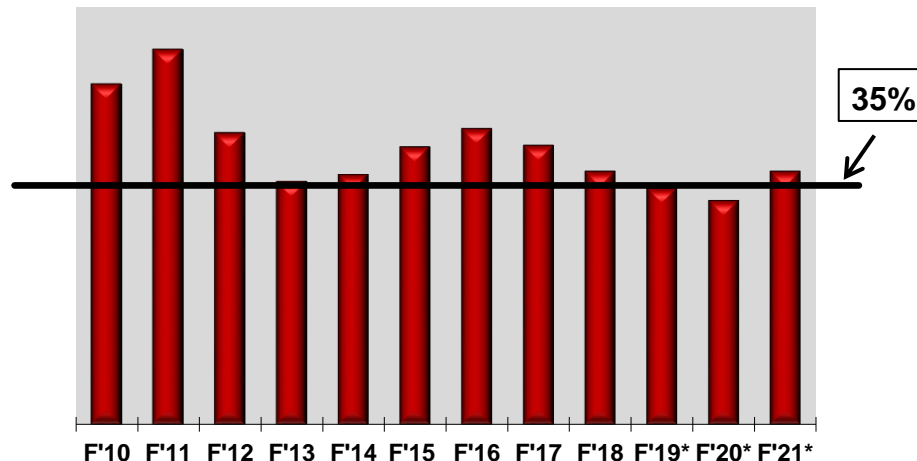


• Strategic Acquisitions

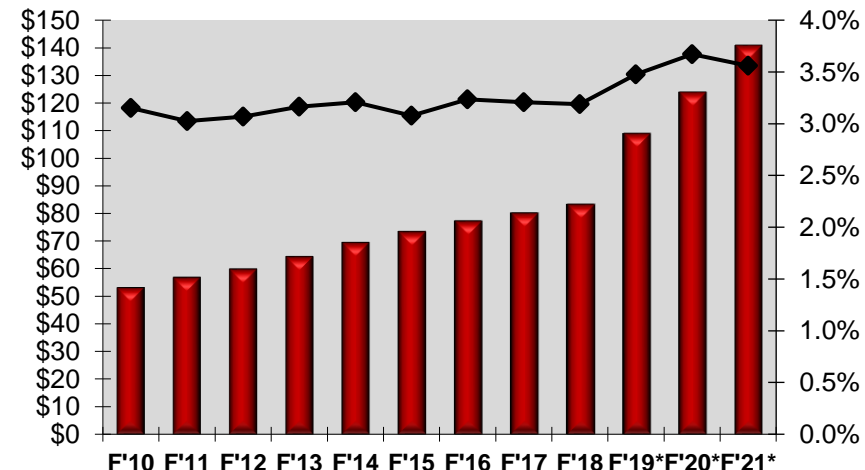
- Bias for Professional, Global, Water, Technology
- Seeking platforms for sustainable, long-term growth; adjacencies to core businesses
- Disciplined process – right opportunity **and** price



Vitality Index**



R&E Investment and % of Net Sales



*Includes Charles Machine Works for F'19+ and Venture Products for F'20+

**Percent of Sales from New Products Introduced Over the Prior Three Years

(\$ in Millions)

*Includes Charles Machine Works for F'19+ and Venture Products for F'20+

LOOKING FORWARD

Building on a Solid Foundation

- Continuing the Foundation of Innovation, Relationships & Excellence
- Enduring Company Culture & Effective Employee Initiatives
- Demonstrated Consistent Financial Performance and Cash Flow Generation



Leveraging a High Value Business Model

- Diverse Portfolio with Strong Brands, Technology Leadership & Market Share
- Solid Financial Returns & Strong Balance Sheet
- Consistent Return of Value to All Stakeholders



Driving Growth and Profitability

- Favorable Macro Factors, Steady Replacement Cycle & Innovation Drive Future Organic Growth
- Market Share & Margin Expansion Opportunities
- Disciplined Process & Financial Capacity for Strategic Investments

