

The TORO logo is a red rounded rectangle with the word "TORO" in white, bold, serif font.

THE TORO
COMPANY

THE TORO COMPANY

DECEMBER 18, 2024



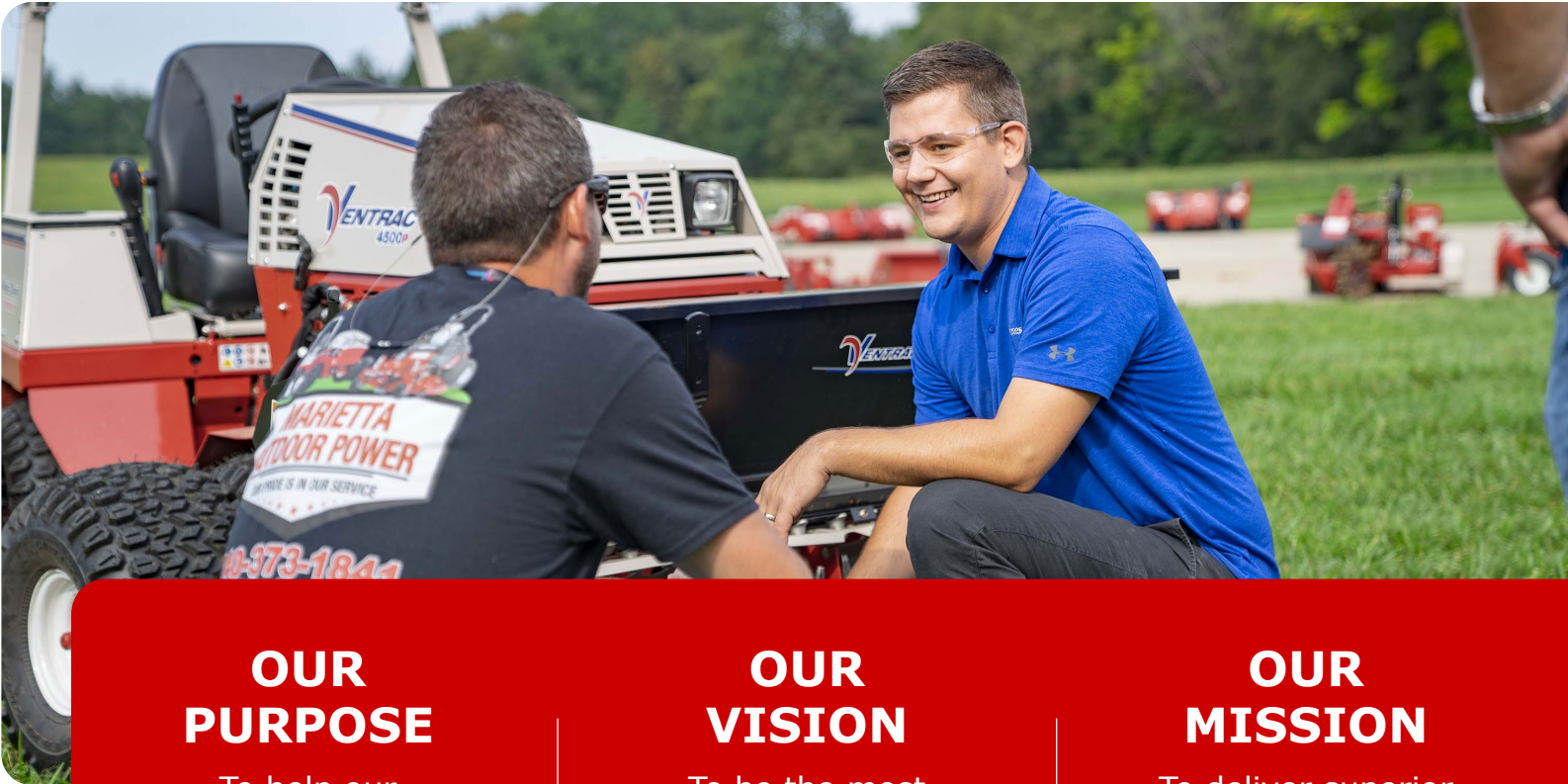


Safe Harbor

This presentation contains forward-looking statements, which are being 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 and often can be identified by words such as "believe," "forward," "future," "goal," "guidance," "improve," "may," "outlook," "plan," "should," "target" and "would," variations of such words or the negative thereof, and similar expressions or future dates. Forward-looking statements in this presentation include our fiscal 2025 financial guidance and expectations regarding demand trends, supply chain stabilization and AMP. Forward-looking statements involve risks and uncertainties that could cause actual events and results to differ materially from those projected or implied. Such risks and uncertainties include: adverse worldwide economic conditions; the effect of abnormal weather patterns; customer, government and municipal revenue, budget spending levels and cash conservation efforts; loss of any substantial customer; inventory adjustments or changes in purchasing patterns by customers; fluctuations in the cost and availability of commodities, components, parts, and accessories; disruption at or in proximity to our facilities or certain third parties; risks associated with acquisitions and dispositions; impacts of our AMP initiative and any future restructuring activities or productivity or cost savings initiatives; and other risks and uncertainties described in our most recent annual report on Form 10-K, subsequent quarterly reports on Form 10-Q or current reports on Form 8-K, and other filings with the Securities and Exchange Commission. We make no commitment to revise or update any forward-looking statements in order to reflect events or circumstances occurring or existing after the date of this presentation.

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, which can be found in our related financial filings in the section titled "Non-GAAP Financial Measures".

All financial results contained within this presentation are based on fiscal year ending October 31 figures



The Toro Company:

Built on Strong Relationships and Our Legacy of Excellence

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.



Investment Thesis

**1**

Well-positioned to win with deep expertise, leading market share positions, and best-in-class distribution and service networks – all of which create high barriers to entry

2

Attractive end markets, customer-centric innovation, and steady replacement cycles drive future organic growth

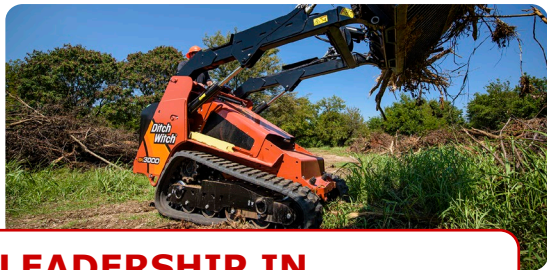
3

Building on a foundation of demonstrated consistent financial performance and cash flow generation

4

Financial headroom for strategic investments and disciplined approach to capital allocation enables delivery of value to all stakeholders

An Innovative Professional & Residential Solutions Company



LEADERSHIP IN ATTRACTIVE MARKETS

Provides a strong foundation for future growth



BROAD ARRAY OF INNOVATIVE PRODUCTS

Gas / Battery / Electric / Hybrid / Smart / Connected / Autonomous



COMPLEMENTARY BUSINESSES

Drive brand and innovation leverage in high value spaces



BRAND LEADERSHIP

With a distinguished portfolio of brands



DISCIPLINED EXECUTION

Leveraging a strong balance sheet that provides financial flexibility



>100 YEARS

Of innovation and deep relationships

The Toro Company is a leading provider of products and solutions
for the outdoor environment, including:

- Turf & landscape maintenance
- Snow & ice management
- Underground utility construction
- Rental/specialty construction
- Irrigation
- Outdoor lighting solutions

Building on Our Expertise to Drive Our Future



The Toro Company is leveraging rich **heritage** and **deep expertise** to drive the business forward



Supported on a Foundation of Delivering Consistent Financial Results

+7.8%
**NET SALES
CAGR***

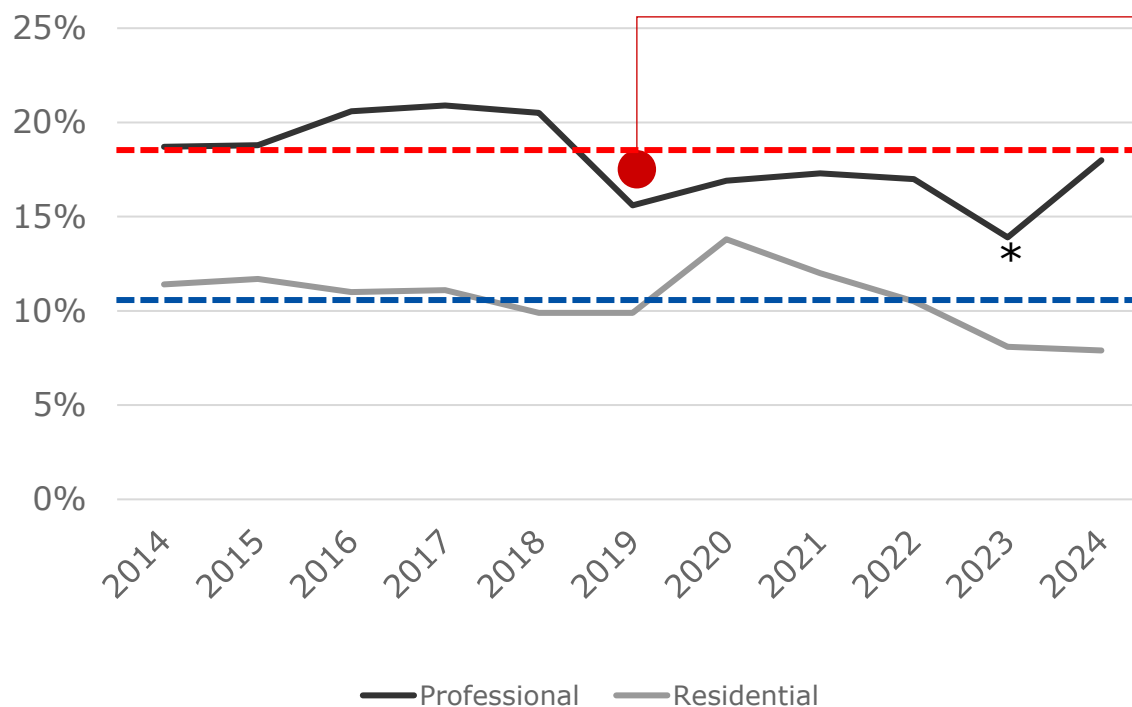
+10.7%
**ADJUSTED
EPS CAGR*,****

+22.8%
**AVERAGE
ROIC*,****

...with Attractive Operating Margins for Leveraged Growth Across the Portfolio



Operating Margin History



2019
Charles Machine Works acquisition driving significant synergies going forward

Average 2014 – 2024:
PRO 18.0%;
RES 10.7%

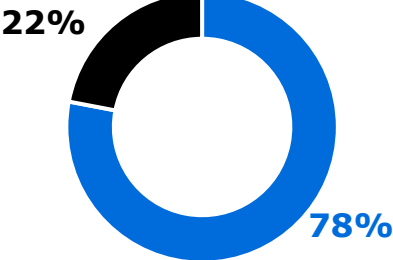
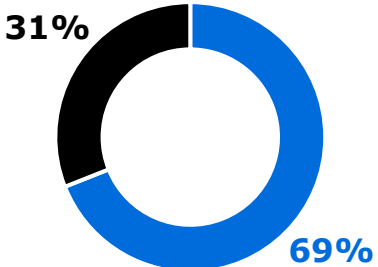
*Inclusive of gross non-cash impairment charges of \$151.3M

Diversified and Complementary Portfolio Enables Scale While Reducing Seasonality...

**2014
NET SALES
\$2.17B**

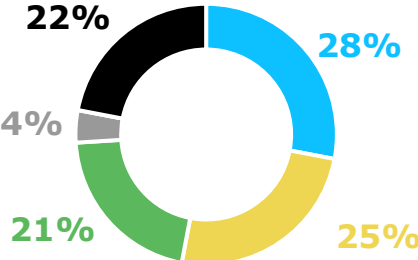
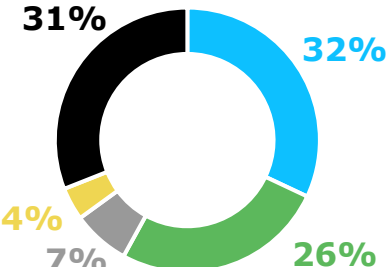
**2024
NET SALES
\$4.58B**

By Segment



Professional Residential Landscape and Grounds*

By End Market



Underground & Specialty Construction Golf Agricultural Micro Irrigation

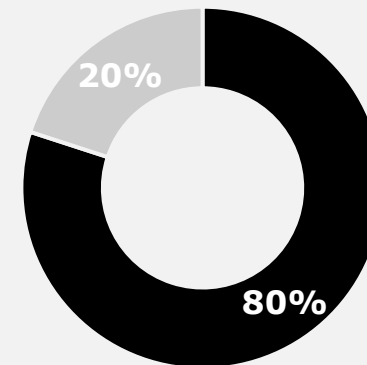
While both segments have grown, higher-margin Professional segment has become a larger portion of net sales

Serving Customers Throughout the World



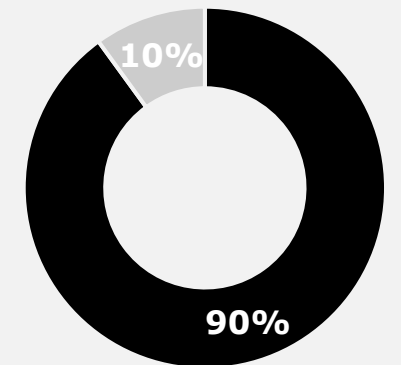
2024 Net Sales

By Geographic Market



■ U.S. ■ Outside U.S.

By Product Type



■ Equipment ■ Irrigation

Together, These Key Differentiators Make Our Company Strong

Grass grows, snow falls, & infrastructure ages

creates demand for our products

Regular product replacement

creates recurring revenue

Extensive distribution, service and support network

creates competitive advantage across both segments

Significant innovation

creates synergies across all product categories

Durable & steady free cash flow generation

creates funding for profitable growth investments

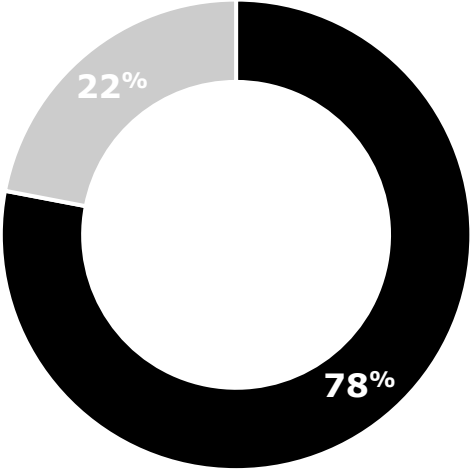
All-season capability & sector exposure

creates stable and sustainable earnings

TTC is well-positioned in attractive end markets

Our Professional Segment at a Glance

2024 Geographic Net Sales Profile



■ U.S. ■ Outside U.S.

2014

69%
OF TOTAL COMPANY NET SALES

\$1.48B
NET SALES

18.6%
OPERATING MARGIN

2024

78%
OF TOTAL COMPANY NET SALES

\$3.56B
NET SALES

18.0%
OPERATING MARGIN

Strong Today, Building for Tomorrow

Operating From a Position of Strength



Strong Market Position

Addressing a variety of attractive end markets with steady replacement cycles

#1 or #2
market share in many of the markets we serve



Delivering Results

Driving considerable revenues within the total company portfolio, at higher margins

PRO net sales
CAGR of 7.8%
over last 5 years



Significant Runway for Future Growth

Innovation combined with best-in-class distribution/service networks creates high barriers to entry

We have **expanded our portfolio and reach** in fast growing end markets

Diversified Customer Base

We Provide Solutions to a Wide Array of Professionals Globally



Landscape Contractors*	Communications Contractors
Golf Courses	Utility Companies
Municipalities	Rental Companies
Sports Fields & Grounds	Agribusiness

*We also sell to homeowners who prefer contractor-grade lawn care solutions

Steady Cadence of New Product Introductions Drive Long-Term Growth



Ditch Witch AT120, world's largest all-terrain horizontal directional drill



Toro Groundsmaster® e3200 battery-powered out front rotary mower, leverages HyperCell™



Toro TimeCutter® Max Havoc MyRIDE® zero turn mower, provides increased operator comfort



Exmark® Turf Tracer® with XiQ Technology, capable of mowing in manual or autonomous modes

Leveraging technology and innovation to help customers increase productivity, address labor challenges and achieve sustainability goals

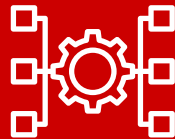
Strong Demand Drivers in the Professional Segment

Regular Replacement Cycles



1

Aging and Expanding Infrastructure



2

Sustained Momentum in Golf



3

Our Professional Solutions are Essential To Our Customers

Heavy utilization rates drive regular replacement

Necessary nature of our products supports demand

Preference for OEM parts

Access to trusted service and support network is critical



Typical turf equipment replacement cycle for contractors is about 3 to 5 years



Typical lease duration for golf equipment is 3 to 4 years



Extensive service and support network provides prompt access to parts and service

Leading to consistent replacement and servicing cycle



Infrastructure Investment is Increasing Globally

Well-positioned to benefit from multi-year government and private infrastructure spending globally

Specialization in underground equipment provides significant multi-year opportunity

TTC has the most comprehensive underground and specialty construction equipment and brand line up in the industry

Key Investment Areas



Transportation and Data Communication Infrastructure



Broadband Buildout



Electric Grid Update



Improved Water Quality



Climate Change Protection

Infrastructure spending is a positive outlier in construction industry, with steady growth projected for foreseeable future

Golf Continues to Experience Sustained Momentum Globally

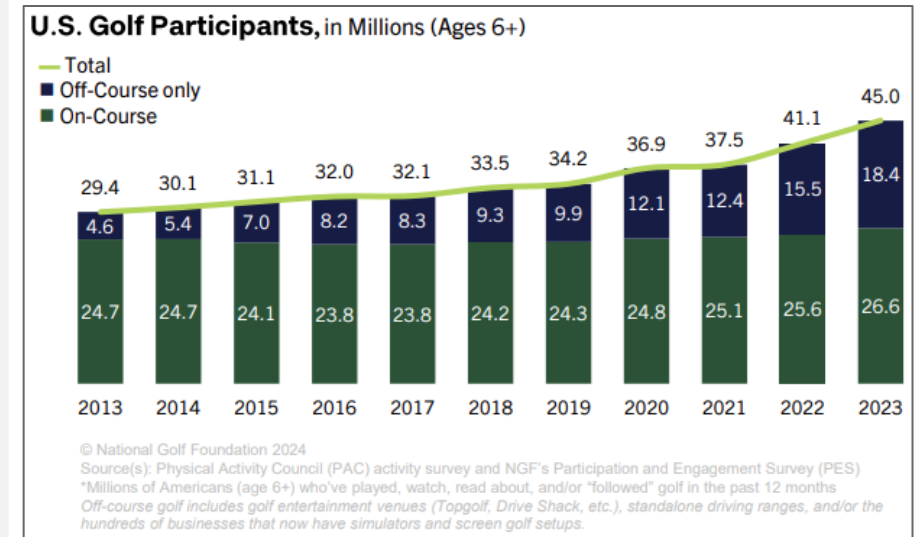


2023 set a record for rounds played in the U.S. and exceeded 500 million for the fourth straight year
 (Source: National Golf Foundation)

This momentum is global – since 2016 there has been a 44% rise in the number of on-course golfers outside North America
 (Source: R&A)

2024 YTD rounds played in the U.S. through October are 2.6% ahead of the record pace set last year
 (Source: National Golf Foundation)

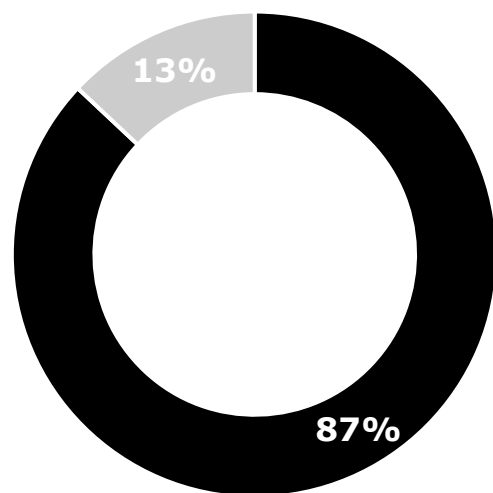
We are the global market share leader in golf equipment and irrigation, and the only company to offer both, a competitive advantage



We are well-positioned to capitalize on the strength of this market, with our deep relationships and over 100 years of industry-leading innovation

Our Residential Segment At a Glance

2024 Geographic Net Sales Profile



■ U.S. ■ Outside U.S.

2014

31%

OF TOTAL COMPANY NET SALES

\$672.4M

NET SALES

11.3%

OPERATING MARGIN

2024

22%

OF TOTAL COMPANY NET SALES

\$998.3M

NET SALES

7.9%

OPERATING MARGIN

Strong Today, Building for Tomorrow

Underpinned by Expansive Channels, Innovation Leverage & Strong Brands



Strong Go-To-Market Position

Diversified global distribution & service channel creates significant customer reach

Leveraging mass retailer partnerships with over **8,000*** locations and built-in omnichannel solutions, plus a network of **4,000+** independent dealers globally



Delivering Results

Well-positioned to capitalize as this market rebalances

Residential net sales **CAGR of 8.6%** over last 5 years



Path to Future Growth

A power brand across all product categories

New generation of Toro TimeCutter® and Titan® mowers **driving share gains** and **enhancing market leadership**

Well-Positioned for Future Growth with a Full Suite of Offerings for Homeowners



RESIDENTIAL SEGMENT

Our full-suite of zero emission solutions for homeowners includes 75+ tools and counting. One system to finish everything without sacrificing anything – power without compromise.

Further expansion into handheld and chore products end market through our 60V offerings provides incremental growth opportunity

Professional & Residential Segments are Stronger Together



Customer First

Targeted approach to addressing unmet needs



R&D

Sustained 3.5%+ of net sales annual investment



M&A

Expanding portfolio and capitalizing on synergies



Driving market share gains, margin expansion and brand recognition

Demand drivers across Professional and Residential segments coupled with leveraged R&D investments enables a long runway of profitable growth and attractive margins

Technology Pillars: Addressing the Megatrend Opportunity

We don't just make products,
we solve problems

All of our solutions are
engineered, field tested and
refined to ensure the highest
standards of performance,
reliability and safety

TTC's Center for Technology
Research & Innovation consists
of a dedicated team of
agronomists and engineers who
are a catalyst for holistic
innovation across the enterprise

Alternative Power & Electrification

- Zero exhaust emissions
- Quiet operation
- Easier maintenance
- Addressing regulations

Smart Connected Products

- Driving productivity
- Loyal relationships
- Data/customer insights
- Subscription services

Autonomous Solutions

- Addressing labor shortages
- Improving consistency

**Product Innovation Leveraged Across the Portfolio Drives
Significant Opportunity**

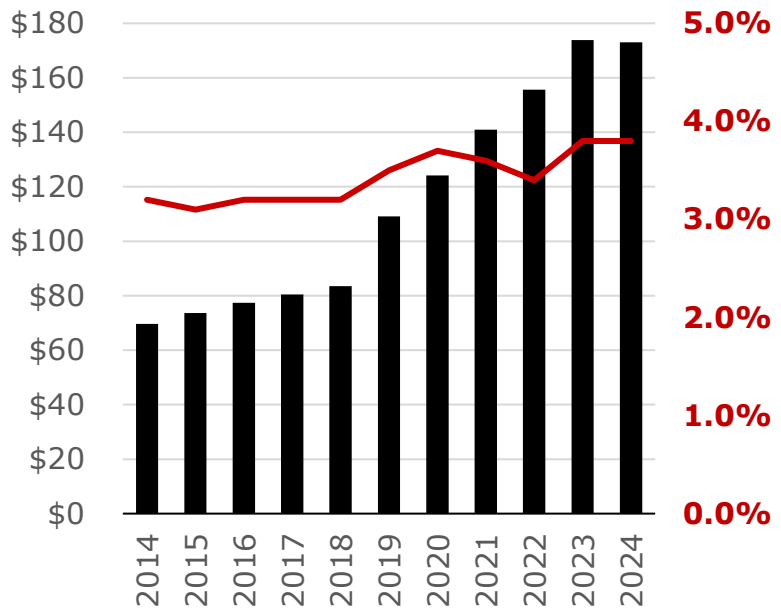


2021 autonomous technology
accelerating acquisitions

Leadership Through Innovation Drives Market Share Gains and Attractive Margins

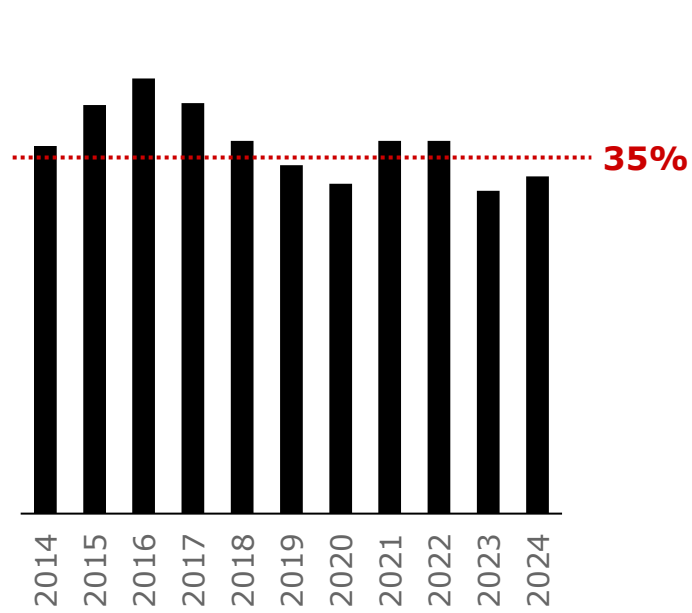


R&D Investment and % of Net Sales*



Organic growth driven by prioritized R&D spend

Vitality Index**



Resonating with customers as evidenced by strong Vitality Index**

*Bars reflect R&D expense in USD millions; Red line reflects R&D expense as a percentage of net sales
**Percentage of net sales from new products introduced over the prior three years

Sustainability is Integrated into Our Company Purpose, Actions and Strategic Business Priorities



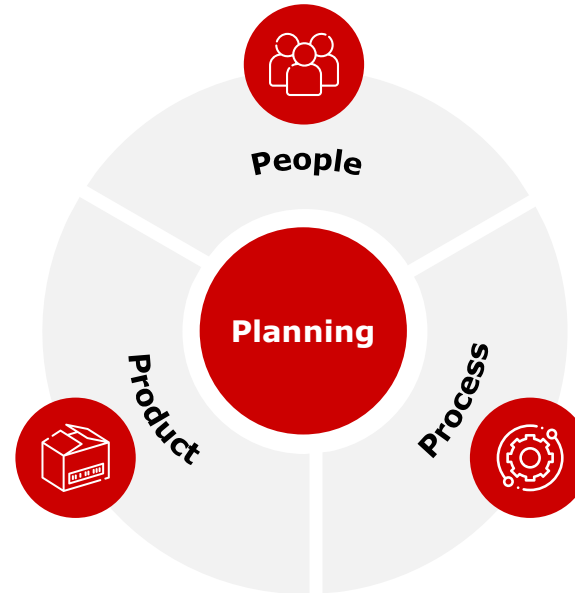
Sustainability Performance Goals:

Increase **battery and hybrid product** sales to at least 20% of total adjusted* net sales (motorized product sales) by fiscal 2025

Reduce absolute **Scope 1 and 2 greenhouse gas emissions** by at least 15% by fiscal 2025 as compared to fiscal 2019

Increase the number of **women and racial and ethnic minorities** in leadership positions by at least 20% by fiscal 2025 as compared to fiscal 2021

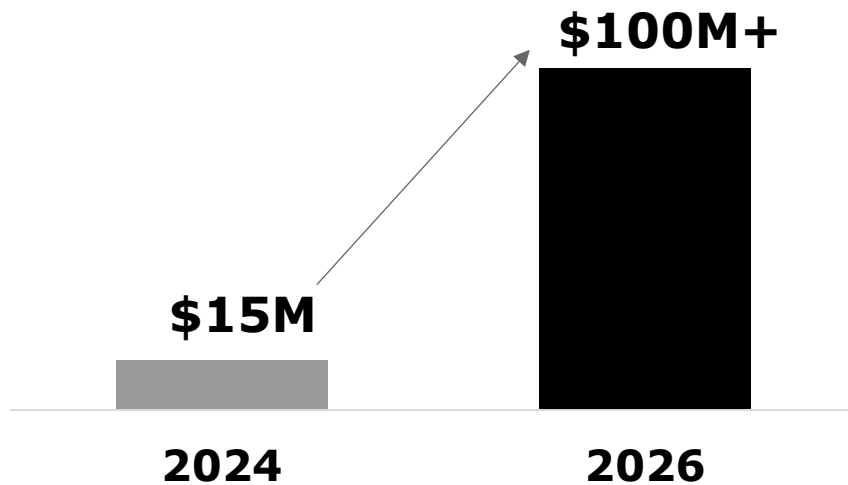
Aligned with six specific United Nations Sustainable Development Goals where we are best positioned to make the most significant and meaningful contribution



Amplifying Maximum Productivity (“AMP”)

Significant productivity initiative expected to deliver at least \$100M incremental annual cost savings by 2027, a portion of which the company intends to prudently reinvest

Annualized Savings Implemented



Focus Areas for Transformation

Supply Base

Design to Value

Route-to-Market

Operational Efficiency

Program off to strong start, on track to achieve \$100M of run-rate savings by 2027

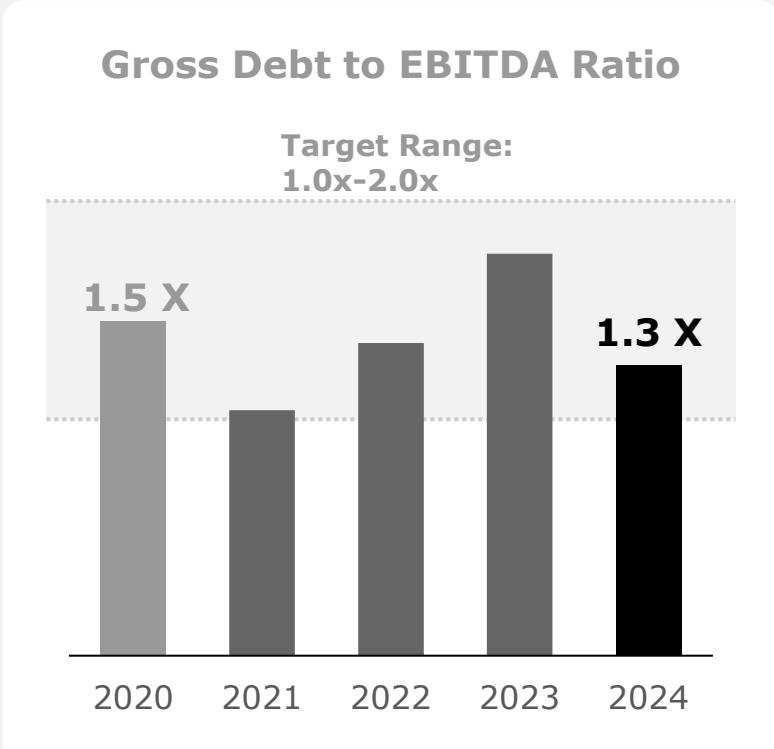
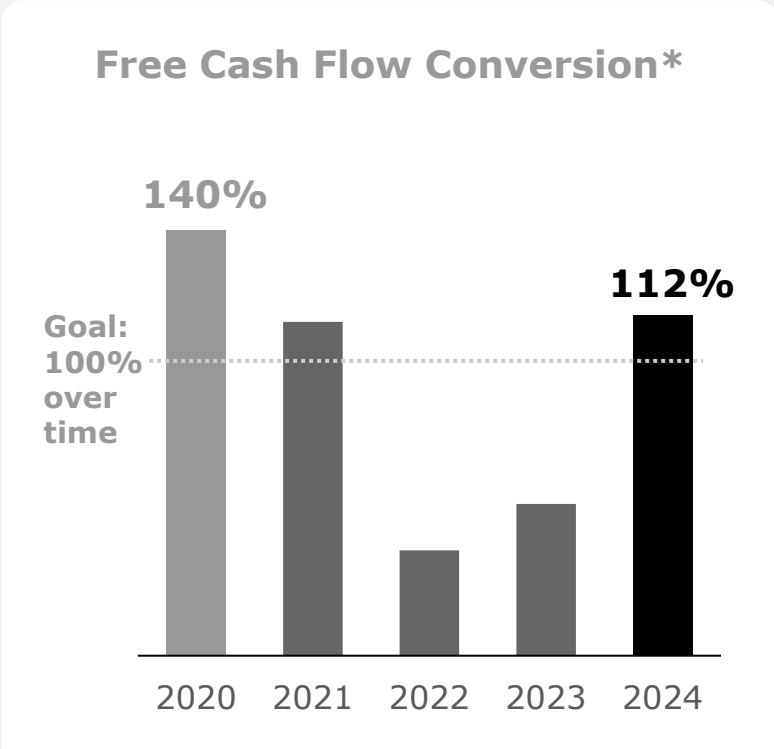
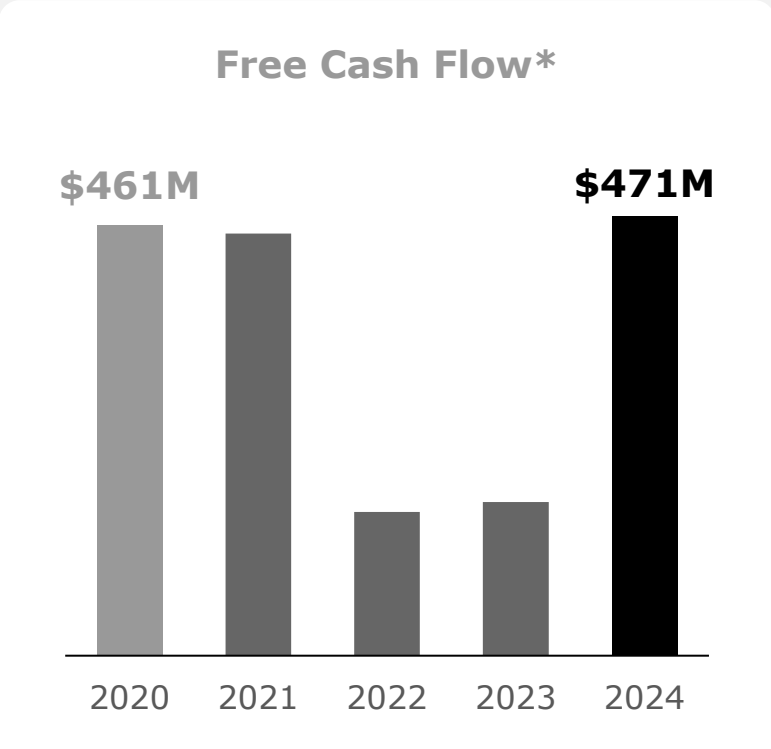
“AMP It Up” Initiative: 2025-2026

Employee initiative focused on driving profitability across the enterprise



Employee rewards aligned with stretch goals create engagement at all levels

Strong Balance Sheet and Resilient Free Cash Flow



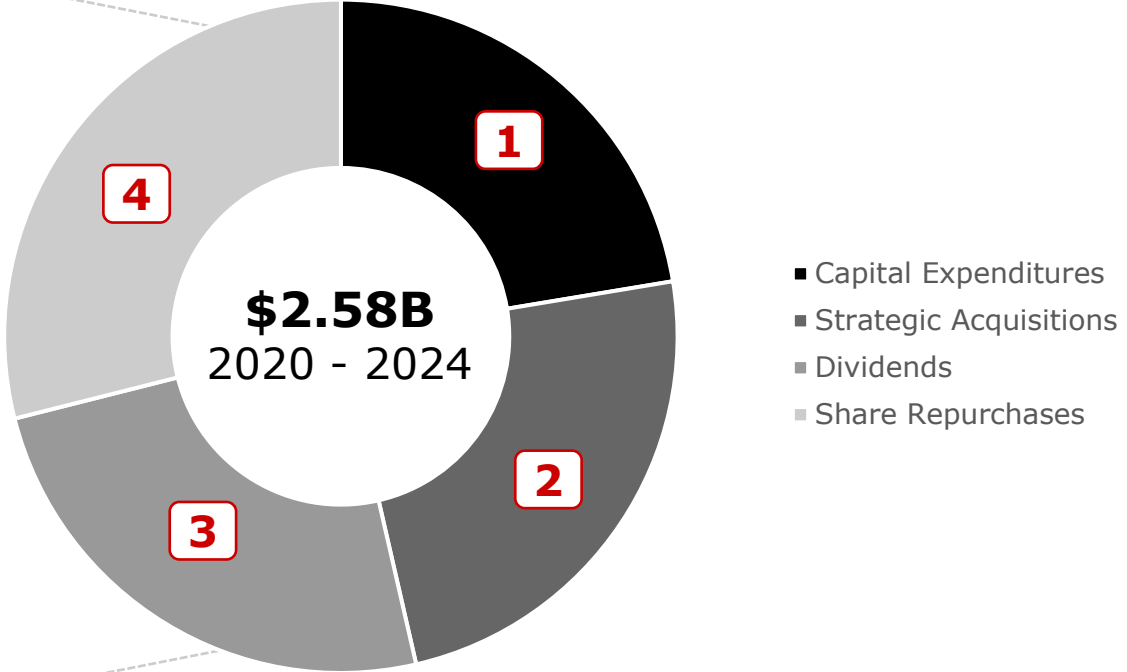
Provides solid foundation for capital deployment priorities

*Non-GAAP Measures: refer to the Appendix of this presentation for additional information and reconciliation

Capital Allocation Strategy

Prioritized allocation of cash from operating activities

- 1 Capital expenditures - supporting organic growth with high returns
- 2 Strategic acquisitions - disciplined process and proven track record
- 3 Regular dividends - increases commensurate with earnings growth*
- 4 Share repurchases - goal to at least offset dilution over time



Balanced approach to capital allocation has resulted in strategic investments driving significant growth and the return of more than \$1.3B to shareholders over the last 5 years

Acquisitions Have Played a Key Role in Our Profitable Growth Strategy and Remain a Focus

Date of Acquisition	Investment Rationale	Annual Revenue Pre-Acquisition (in USD)
 <p>CHARLES MACHINE WORKS THE UNDERGROUND AUTHORITY</p> <p>2019</p>	<ul style="list-style-type: none"> • Strengthen professional segment • Significant synergy opportunities • Exclusive and comprehensive distribution network • Strong brands • Attractive niche end market with high barriers to entry 	<p>\$725M</p>
 <p>2020</p>	<ul style="list-style-type: none"> • Strengthen professional segment • Leverage distribution networks • Strong brand • Expanded product offering to customers in the turf, landscape, and snow and ice maintenance categories 	<p>\$100M</p>
 <p>2021</p>	<ul style="list-style-type: none"> • Autonomous technology accelerators across entire portfolio • Talented teams 	<p>N/A</p>
 <p>2022</p>	<ul style="list-style-type: none"> • Strengthen professional segment • Complementary Spartan brand in attractive zero-turn mower market • Procurement and design synergies within portfolio 	<p>\$200M</p>

Key Takeaways

- 1 Portfolio strength** with **leadership** in attractive end-markets
- 2 Brand heritage** delivering excellence and **brand recognition** creating trust
- 3 Innovation and technology synergies** leveraged across product categories
- 4 Deep long-term** customer and channel **relationships**
- 5 Disciplined** execution
- 6 Strong** balance sheet





THE TORO
COMPANY



APPENDIX

Our Portfolio of Brands



Appendix

Manufacturing Locations



Global Footprint

Although the Toro Company has a global footprint, over 90% of our manufacturing hours are attributable to North America operations

Accounts Receivable and Floor Plan Financing

- 1 TTC's accounts receivable balance consists of sales to mass channel partners, irrigation customers, and many of our international dealers and distributors
- 2 Majority of US independent dealers and distributors take advantage of inventory floor plan financing programs to fund their purchases, as is customary in our industry
- 3 Red Iron offers financing for the majority of our domestic dealers and distributors of lawn care, snow and ice management, and golf and grounds solutions, as well as Toro-branded specialty construction products
- 4 Third-party institutions also provide financing for a small portion of US dealers and distributors, some international channel partners, and the majority of our Ditch Witch underground construction distribution partners
- 5 TTC's 45% non-controlling ownership stake in the Red Iron JV allows us to recoup a portion of our floor planning costs, and in accordance with GAAP the JV income is reported within "other income" in our income statement

Order Backlog

- 1 Order backlog (open order book) at the end of 2024 was ~\$1.2B
- 2 This remains elevated compared to historical levels, driven by sustained demand in underground construction, and golf and grounds businesses
- 3 Order backlog improved from ~\$2B at the end of 2023, driven by our success in driving additional output within our existing manufacturing footprint
- 4 For specialty construction, which is primarily compact utility loaders, supply and demand came into balance during 2024, as expected; with this, order backlog for these products normalized during 2024
- 5 For underground construction and golf/grounds businesses, we expect order backlog will be close to normal by the end of 2025

Non-GAAP Financial Measures

- This presentation contains certain non-GAAP financial measures, which are not calculated or presented in accordance with U.S. GAAP, as information supplemental and in addition to the most directly comparable financial measures calculated and presented in accordance with U.S. GAAP. The non-GAAP financial measures included within this presentation, as applicable, consist of gross profit, gross margin, operating earnings, earnings before income taxes, net earnings, net earnings per diluted share and the effective tax rate, each as adjusted, as well as free cash flow, free cash flow conversion percentage, return on average invested capital and EBITDA.
- Management believes that the presentation of these non-GAAP measures provides useful information to investors and that these measures may assist investors in evaluating our core operational performance and cash flows, as a measure of our liquidity.
- This Appendix includes a reconciliation of the historical non-GAAP financial measures used in the presentation to the most directly historical comparable GAAP financial measures.
- Reconciliations of forward-looking non-GAAP guidance to projected U.S. GAAP guidance is not provided because it would require an unreasonable effort to do so.
- Non-GAAP financial measures have limitations as analytical tools, and should not be considered in isolation, or as a substitute for, our financial measures prepared in accordance with U.S. GAAP.
- Investors should note that any non-GAAP financial measure we use may not be the same non- GAAP financial measure, and may not be calculated in the same manner, as that of other companies.

Net Sales

(\$ in millions)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Net Sales	\$2,172.7	\$2,390.9	\$2,392.2	\$2,505.2	\$2,618.7	\$3,138.1	\$3,378.8	\$3,959.6	\$4,514.7	\$4,553.2	\$4,583.8

Adjusted EPS

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
EPS, diluted - GAAP	\$1.51	\$1.78	\$2.06	\$2.41	\$2.50	\$2.53	\$3.03	\$3.78	\$4.20	\$3.13	\$4.01
Acquisition-related costs	-	-	-	-	-	\$0.47	\$0.05	-	\$0.03	-	-
Management actions/productivity initiative (AMP)	-	-	-	-	-	\$0.13	\$0.01	-	-	\$0.04	\$0.19
Tax impact of stock-based compensation	-	-	-	(\$0.18)	(\$0.13)	(\$0.12)	(\$0.07)	(\$0.08)	(\$0.03)	(\$0.05)	(\$0.03)
Other*	-	-	-	-	\$0.30	(\$0.01)	-	(\$0.08)	-	\$1.09	-
EPS, diluted - Adjusted	\$1.51	\$1.78	\$2.06	\$2.23	\$2.67	\$3.00	\$3.02	\$3.62	\$4.20	\$4.21	\$4.17

Gross Debt to EBITDA Ratio

(\$ in millions)	2020	2021	2022	2023	2024
Short Term Debt	\$99.9	-	-	-	\$10.0
Long Term Debt	\$691.3	\$691.2	\$990.8	\$1,031.5	\$911.8
Gross Debt	\$791.1	\$691.2	\$990.8	\$1,031.5	\$921.8
Earnings Before Income Taxes	\$407.1	\$499.8	\$552.5	\$400.5	\$512.8
Interest Expense	\$33.2	\$28.7	\$35.7	\$58.7	\$61.9
Depreciation and Amortization	\$95.6	\$99.3	\$108.8	\$119.2	\$128.2
EBITDA	\$535.8	\$627.8	\$697.1	\$578.4	\$702.9
Leverage Ratio	1.5x	1.1x	1.4x	1.8x	1.3x

Return on Average Invested Capital (%)*

(\$ in millions)	2014	2015	2016	2017*	2018*	2019*	2020*	2021*	2022*	2023*	2024*
Adj. Op. Earnings* (1-Adj. Tax Rate)	\$178.4	\$207.2	\$233.7	\$249.3	\$290.6	\$325.8	\$343.3	\$407.6	\$462.6	\$467.5	\$455.0
Avg. Quarterly Capital Utilized	\$649.1	\$852.7	\$910.1	\$935.4	\$944.0	\$1,437.0	\$1,910.3	\$1,962.6	\$2,367.5	\$2,653.8	\$2,748.2
ROIC	27.5%	24.3%	25.7%	26.7%	30.8%	22.7%	18.0%	20.8%	19.5%	17.6%	16.6%

$$\frac{\text{Adjusted Operating Earnings}^*(1-\text{Adjusted Effective Tax Rate})}{\text{Avg. Quarterly Capital Utilized}} = \text{ROIC}$$

Free Cash Flow Generation

(\$ in millions)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Operating Cash Flow	\$196.9	\$249.6	\$384.3	\$360.7	\$364.8	\$337.4	\$539.4	\$555.5	\$297.2	\$306.8	\$569.9
Capital Expenditures	(\$71.1)	(\$56.4)	(\$50.7)	(\$58.3)	(\$90.1)	(\$92.9)	(\$78.1)	(\$104.0)	(\$143.5)	(\$142.4)	(\$99.2)
FCF	\$125.8	\$193.2	\$333.6	\$302.5	\$274.7	\$244.5	\$461.3	\$451.5	\$153.7	\$164.4	\$470.7
FCF Conversion*	72%	96%	144%	113%	101%	89%	140%	110%	35%	50%	112%