



2019 Q3 Earnings Call

November 5, 2019

Forward-Looking Statements

Certain statements in this presentation constitute “forward-looking statements” within the meaning of the U.S. Private Securities Litigation Reform Act of 1995. Statements contained in this presentation that are not historical facts are forward-looking statements and include, for example, the Company’s expectations regarding future results, the Company’s full-year financial outlook, descriptions of our Transformation Program, operating and strategic plans and any assumptions on which those programs, expectations, outlook or plans are based. Such forward-looking statements involve known and unknown risks and uncertainties, and our actual results could differ materially from future results expressed or implied in these forward-looking statements. The forward-looking statements included in this presentation are based on our current beliefs and expectations and speak only as of the date hereof. These statements are not guarantees or indicative of future performance. Important assumptions, risks, uncertainties and factors that could cause actual results to differ materially from those forward-looking statements are described in more detail under the caption "Risk Factors" in our most recent Annual Report on Form 10-K, Quarterly Reports on Form 10-Q and in our other filings with the Securities and Exchange Commission. We do not intend, and, except as required by law, we undertake no obligation, to update any of our forward-looking statements after the date of this presentation to reflect any future events or circumstances. Given these risks and uncertainties, readers are cautioned not to place undue reliance on such forward-looking statements.

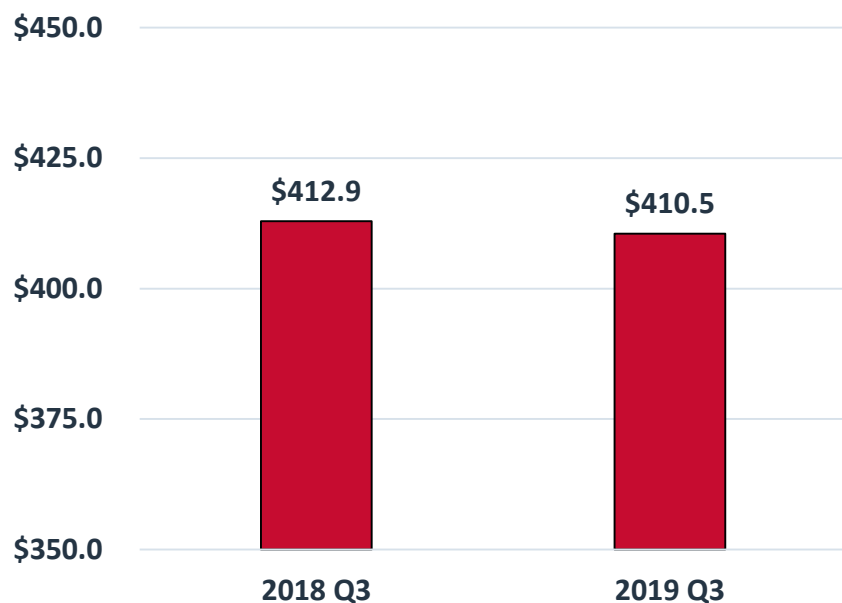
Non-GAAP Financial Measures

The Company uses certain non-GAAP financial measures in this presentation. These non-GAAP financial measures should not be considered as an alternative to our financial information presented in accordance with U.S. GAAP as they have important limitations as analytical tools. Reconciliations of these non-GAAP financials measures to the most comparable U.S. GAAP measures can be found in our press release for the third quarter of 2019, which is available at www.welbilt.com, together with this presentation.

2019 Q3 Financial Highlights

(US\$ in millions except per share amounts)

Net Sales (0.6%)



Organic **+0.6%**; Foreign Currency Translation **(1.2%)**¹

	Q3 2018	Q3 2019	Δ
Adjusted Operating EBITDA ¹	\$86.7	\$82.1	(5.3%)
Adjusted Operating EBITDA margin ¹	21.0%	20.0%	(100 bps)
Adjusted Diluted Net Earnings Per Share ¹	\$0.25	\$0.22	(12.0%)
Free Cash Flow ¹	\$40.4	\$54.2	+34.2%

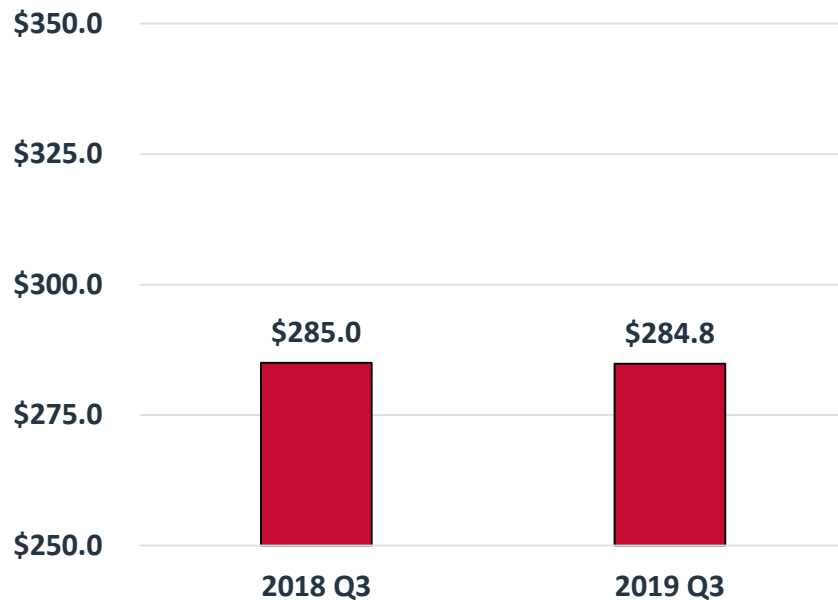
Transformation Program Progress

Category	Progress
Procurement	<ul style="list-style-type: none"> - Actively delivering RFQs to vendors, will continue into mid-2020 - Early response indicate savings potential; prioritizing negotiations and sourcing changes - Remain confident in savings target; P/L impact ramps in 2H 2020
Wave 1 North American Manufacturing Sites (2 Plants)	<ul style="list-style-type: none"> - Work flow changes implemented in ~40% of assembly lines - Relocation of lines, site redesign costs and other disruptions raising costs during transition window - Expect headcount reductions beginning in 2019 Q4, will continue over time through 2020 - Remain confident in savings target; P/L impact ramps in 2H 2020
Wave 2 North American Manufacturing Site + KitchenCare	<ul style="list-style-type: none"> - Kicked off activities in September, activities in early stages - Applying learnings from Wave 1 to improve execution timeline and reduce frictional costs during activities - Remain confident in savings target; P/L impact ramps in late 2020
Transformation Program Expense	2019 Q3: \$12.3 million 2019 YTD: \$25.8 million

2019 Q3 Segment Sales - Americas

(US\$ in millions except per share amounts)

Third-Party Net Sales (0.1%)



Organic **+0.1%**; Foreign Currency Translation **(0.2%)**¹

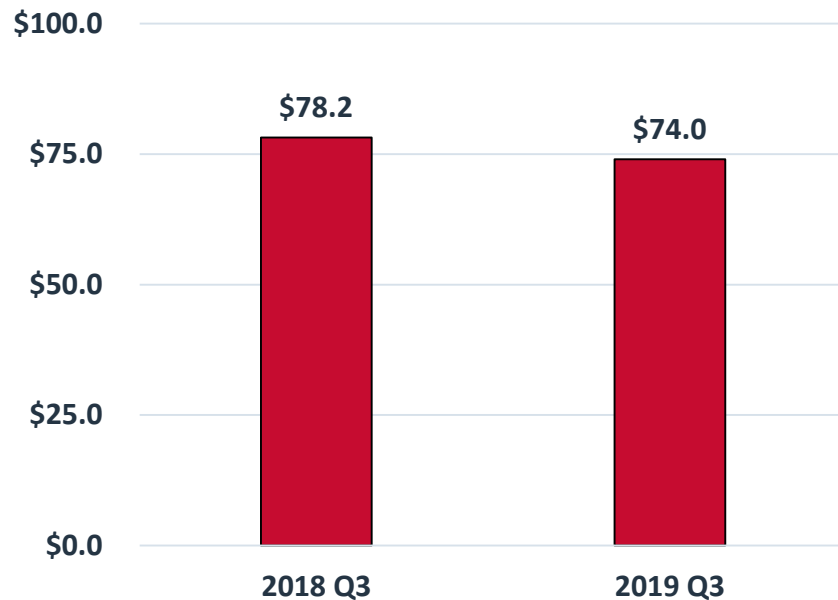
Highlights:

- + General market
- Large chains
- KitchenCare[®] aftermarket sales
- + Manitowoc[®] ice machines
- + Cleveland[™] kettles and steam ovens
- + Kolpak[®] walk-in's
- Frymaster[®] fryers
- Garland[®] grills

2019 Q3 Segment Sales - EMEA

(US\$ in millions except per share amounts)

Third-Party Net Sales (5.4%)



Organic (0.5%); Foreign Currency Translation (4.9%)¹

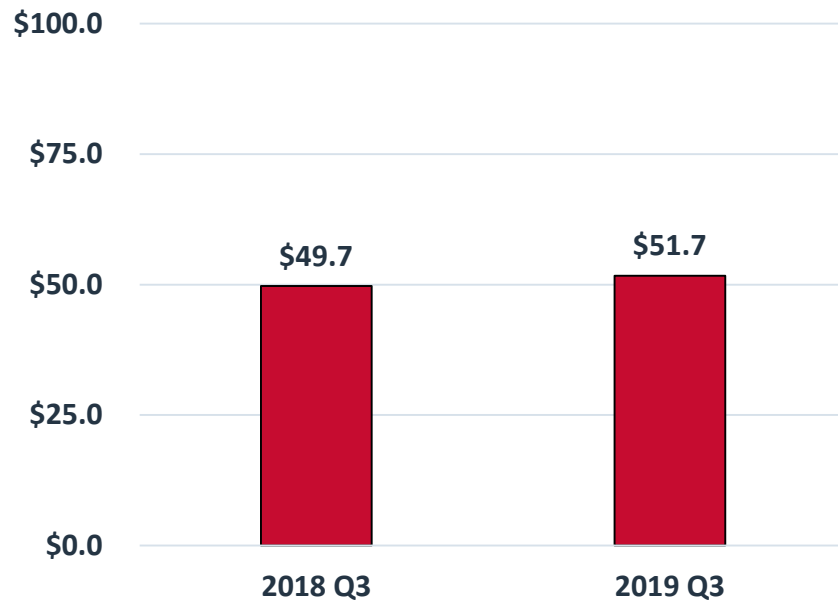
Highlights:

- General market
- + Large chains
- KitchenCare[®] aftermarket sales
- + Merrychef[®] high-speed ovens
- + Convothem[®] combi ovens
- Garland[®] grills
- Crem[®] coffee machines

2019 Q3 Segment Sales - APAC

(US\$ in millions except per share amounts)

Third-Party Net Sales +4.0%



Organic +5.2%; Foreign Currency Translation (1.2%)¹

Highlights:

- + General market
- Large chains
- + KitchenCare[®] aftermarket sales
- + Manitowoc[®] ice machines
- + Crem[®] coffee machines
- + Merrychef[®] high-speed ovens
- + Convothem[®] combi ovens
- + Frymaster[®] fryers

2019 Q3 Adjusted Operating EBITDA¹ Margin Highlights

Q3 2018 Adjusted Operating EBITDA¹ margin 21.0%

- *Volume/mix/net pricing* +170 bps

- *Material costs and tariffs* +70 bps

- *Other manufacturing: labor and overhead* (220 bps)

- *SG&A* (110 bps)

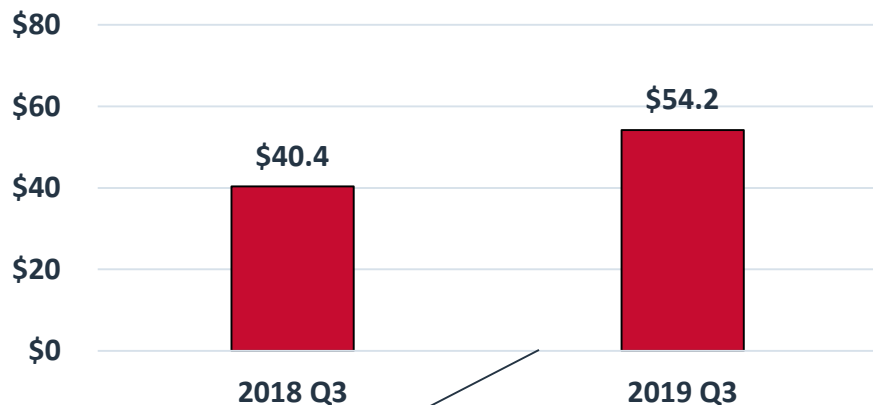
- *FX/other* (10 bps)

Q3 2019 Adjusted Operating EBITDA¹ margin 20.0%

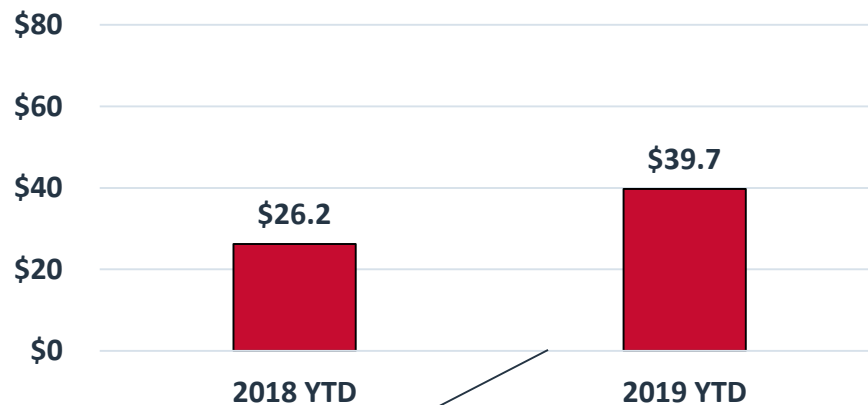
2019 Q3 Free Cash Flow¹ and Capital Structure

US\$ in millions

Q3 Free Cash Flow¹

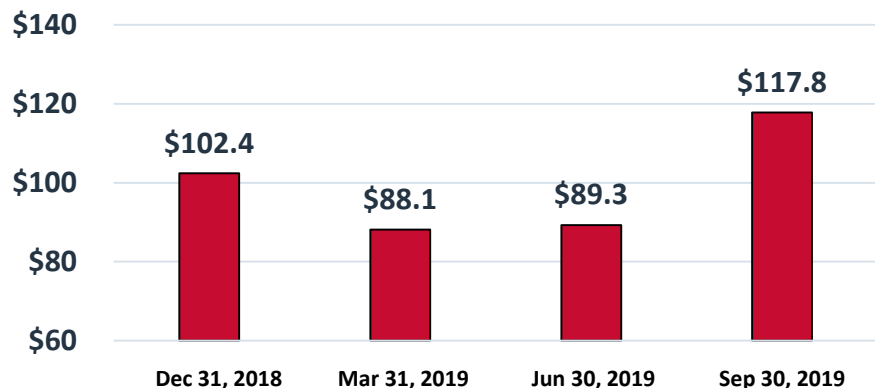


YTD Free Cash Flow¹

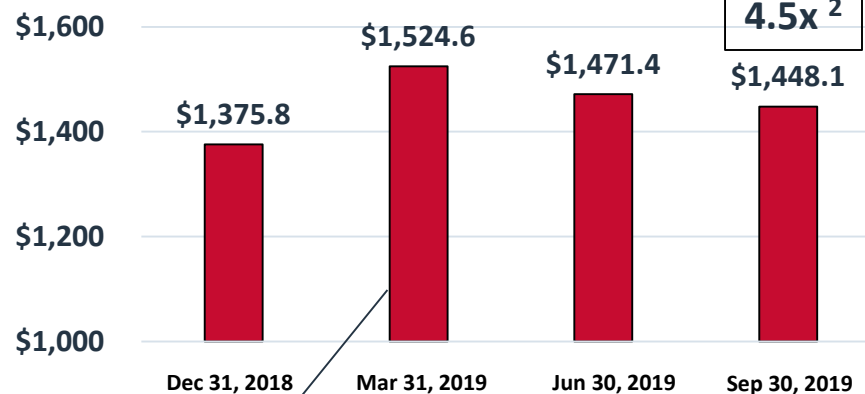


Increases driven by working capital improvements

Cash & Short-term Investments



Debt and Leverage Ratio



March 31, 2019 impacted by termination of off-balance sheet AR Securitization facility balance of \$96.9M moving to revolver

¹ See Welbilt's 2019 Q3 earnings release for the reconciliations from GAAP to non-GAAP measures.

² Net debt to Adjusted EBITDA per terms of Credit Agreement.

2019 Full-Year Guidance Details

Organic Net Sales growth

Between 1.5% and 2.5%

- Full year growth expected in all three segment
 - Americas: general market offsetting delays in large chain sales
 - EMEA: soft market conditions and difficult comp from 2018 Q4
 - APAC: difficult comp from 2018 Q4
-

Adjusted Operating EBITDA margin

Between 18.0% and 18.5%

- Volume/mix/net pricing: +150 to +200 bps
 - Material costs and tariffs: (25) to (75) bps
 - Manufacturing costs: labor and overhead: (25) to (75) bps
 - SG&A: (25) to (75) bps
 - FX/Crem/other: 0 to (50) bps
-

Adjusted Diluted EPS

Between \$0.67 and \$0.72 per share

- Interest expense between \$92 and \$94 million
- Effective tax rate of 30% to 32%
- Assumes 141.8 million fully diluted shares outstanding

(excludes restructuring, gains or losses from impairment or disposal of assets, acquisition/integration costs, Transformation Program expenses, foreign currency transaction gains and losses, and pension settlements)



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Q&A