



# JBT Investor Presentation

November 2020



# Forward-Looking and Non-GAAP Statements

These slides and the accompanying presentation contain “forward-looking” statements, including statements about management’s expectations regarding trends in the food and air transportation markets, strategic initiatives, acquisition strategies and long-term goals, which represent management’s best judgment as of the date hereof, based on currently available information. Actual results may differ materially from those contained in such forward-looking statements.

JBT Corporation’s (the “Company”) most recent Annual Report on Form 10-K and subsequent Quarterly Reports on Form 10-Q, filed with the Securities and Exchange Commission, include information concerning risks and uncertainties, including the factors set forth under “Item 1A. Risk Factors”, that may cause actual results to differ from those anticipated by these forward-looking statements. The Company undertakes no obligation to update or revise these forward-looking statements to reflect new events or uncertainties.

Non-GAAP financial measures are provided to enhance investors’ overall understanding of JBT’s financial performance by eliminating effects of certain items that are not comparable from one period to the next. In addition, this information is used by management as a basis for evaluating performance and for the planning and forecasting of future periods. This information is not intended to be a substitute for, nor should it be considered in isolation of, financial measures prepared in accordance with U.S. GAAP.



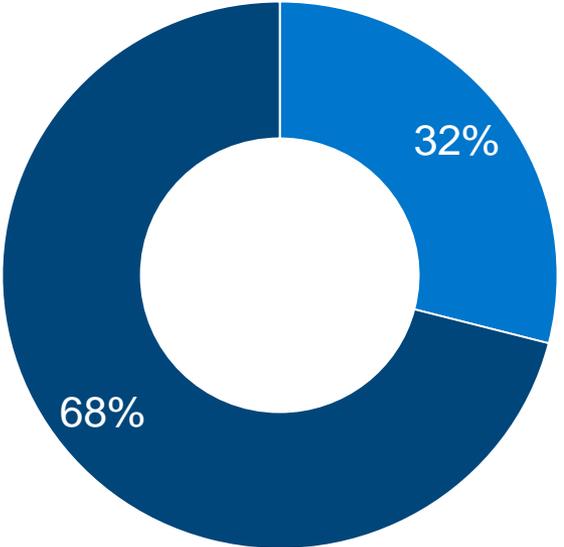
## JBT at a Glance — figures for FY2019

■ AeroTech

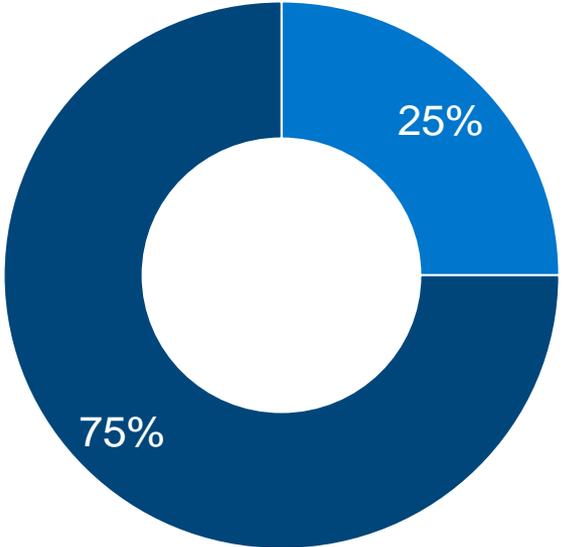
■ FoodTech

<b>Founded</b>	1884
<b>Listed</b>	JBT (NYSE)
<b>Market Cap</b>	\$3.2 billion <sup>1</sup>
<b>Employees</b>	6,700
<b>Countries</b>	25+

**Revenue**



**Segment Adjusted EBITDA<sup>2</sup>**



**Leading Global Technology Solutions Provider to High-Value Segments of the Food & Beverage Industry**

<sup>1</sup> As of November 9, 2020

<sup>2</sup> Non-GAAP figure. See appendix for reconciliation.

# FoodTech is a Leading Technology Solutions Provider to High-Value Segments of the Food Industry



### Value Chain



### Clear Value Proposition for JBT Customers

- Food Safety
- Yield
- Automation
- Reduced Operating Costs
- Uptime
- Full-Line Solutions
- Global Service and Support

Delivering innovative solutions we believe offer best-in-class yield and productivity, with a goal of maximizing customer profitability

# AeroTech is the Most Comprehensive Platform Serving the Global Airport Infrastructure Market



Ground Support Equipment ensures the efficient, safe, and reliable turnaround of aircraft on the ground through aircraft, passenger, and cargo handling operations  
 Jetway Systems enhances the customer boarding experience across a range of aircraft types, from regional aircraft up to the largest wide-body aircraft in the world  
 Airport Services provides technical expertise and maintenance services to a range of sophisticated baggage handling systems, boarding bridges, and airport facilities  
 Military aviation equipment increases combat readiness through minimizing aircraft downtime and providing field-ready power & cooling systems to an array of tactical aircraft

## Providing End-to-End Solutions Across the Airport Infrastructure Spectrum



## Key AeroTech Products & Services

### Ground Support Equipment

- |   |   |
|---|---|
| 1  | 2  |
| LEKTRO Tractor  | Cargo Loader  |
| 3  | 4  |
| Military Loader   | Deicer  |
| 5  | 6  |
| Tow Bar Tractor   | Passenger Steps   |

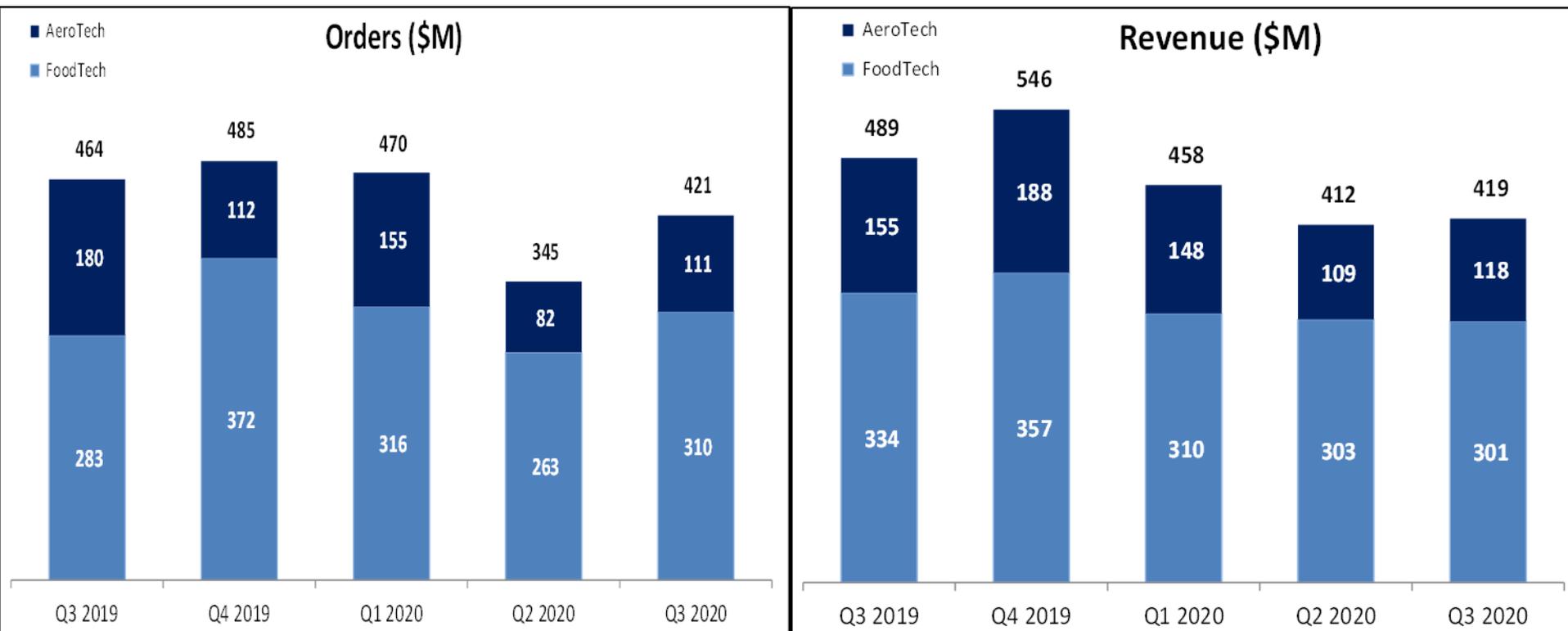
### Jetway Systems

- |   |  |
|---|--|
| 7   | 8    |
| Passenger Boarding Bridge   | Military A/C Unit  |
| 9  | 10  |
| Ground Power Unit   | A/C Unit   |

### Airport Services

- |  |  |
|--|--|
| 11  | 12  |
| Baggage Handling Technology  | Critical Systems Facilities Support  |

# Financial Performance – Orders and Revenue



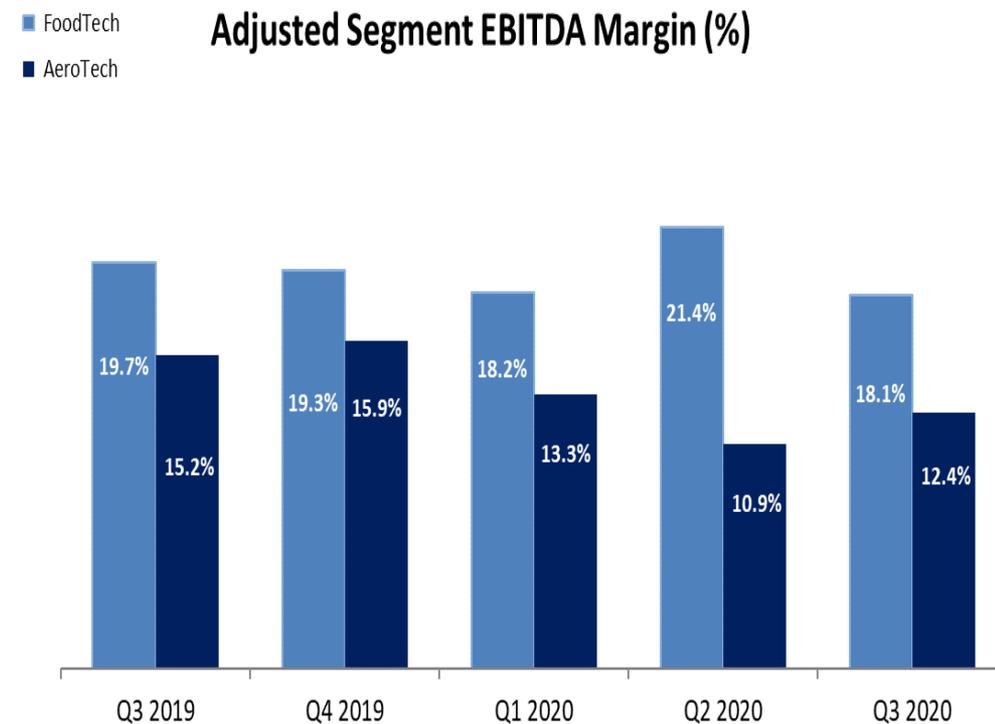
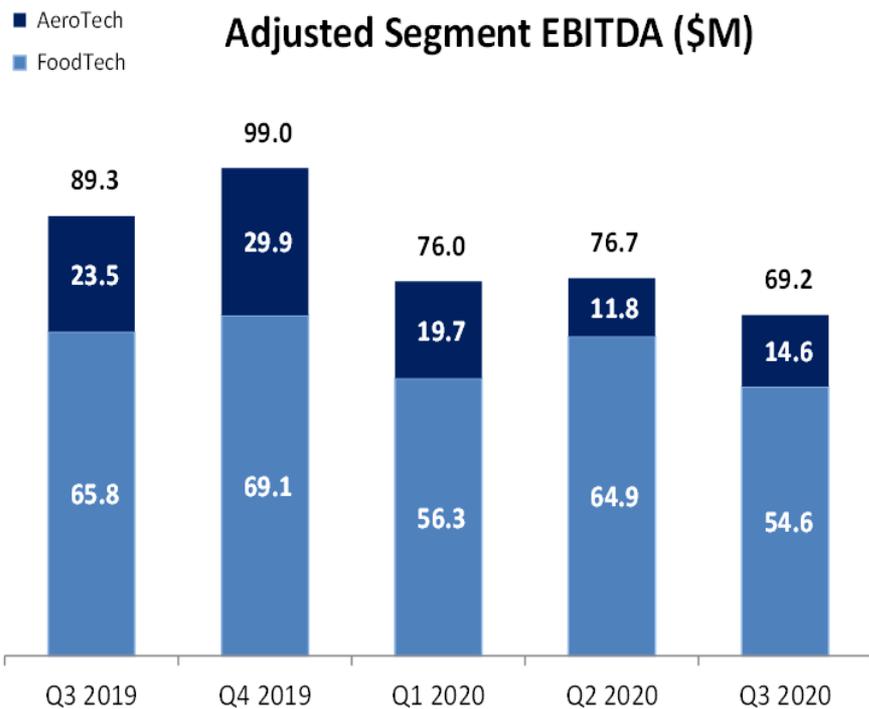
## Positive Sequential Improvement in Order Volume

**FoodTech order trends** – longer term certainty in the ‘eat-at-home’ market driving higher customer confidence to invest to support retail channel.

**AeroTech order trends** – passenger air travel remains low affecting mobile equipment demand, while demand for infrastructure, cargo and military remain promising



# Financial Performance - Segment EBITDA<sup>1</sup>



**Maintaining Strong EBITDA Margin Performance Despite Significant Revenue Decline**

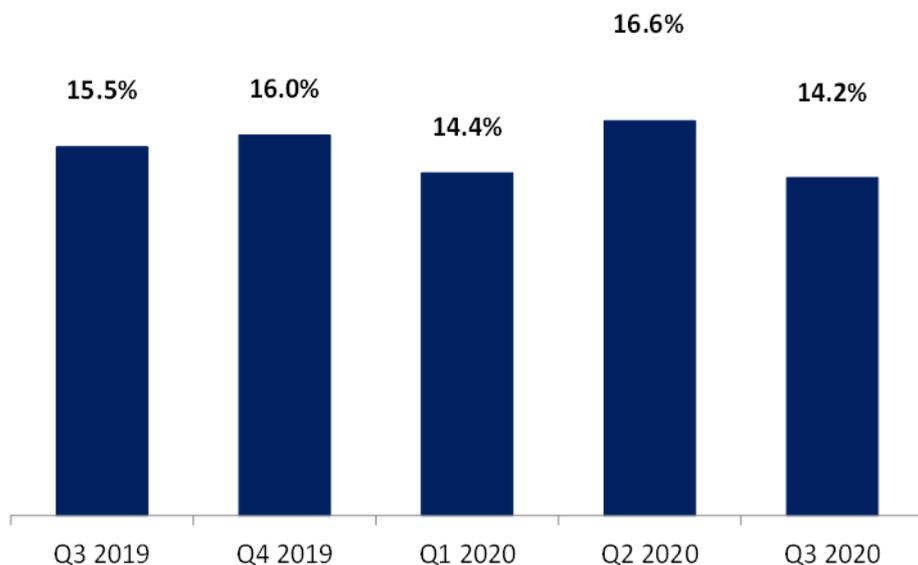
**Recent process optimization efforts and JBT Operating System discipline, along with rapid implementation of cost-cutting, stem decremental margins in both segments.**

<sup>1</sup> Non-GAAP figure. Please see appendix for reconciliation.

# Financial Performance - JBT Adjusted EBITDA<sup>1</sup> and Adjusted EPS<sup>1</sup>



### JBT Adjusted EBITDA Margin (%)



### Quarterly Adjusted EPS (\$)



**Continued Strong Profitability Provides Confidence in Financial Condition and Supports Our Future Growth Strategies**

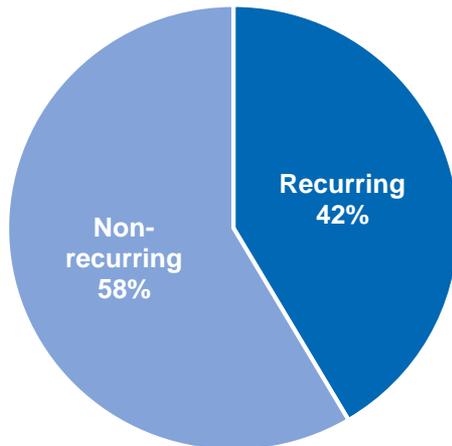
<sup>1</sup> Non-GAAP figure. See appendix for reconciliation.

# Growing FoodTech Recurring Revenue

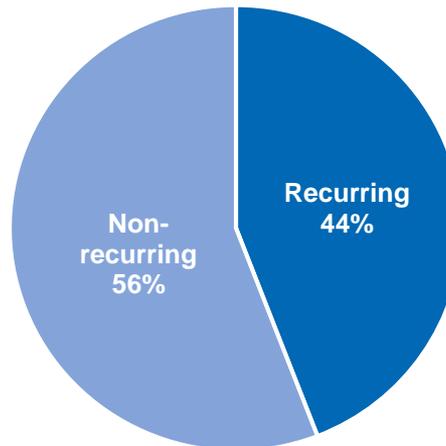
## Stable and resilient revenue stream amplified by a broad and growing installed base

- Despite economic weakness recurring revenue has remained flat organically YOY
- Global sales and service network, with strategies to drive greater “share of wallet”
- Many customers looking to “outsource” more engineering and maintenance activities due to high turnover and lower skill levels
- JBT provides “PRoCARE powered by iOPS”, which supports our customers with dedicated project management, data analytics, weekly production reports, “behind the scenes” data monitoring, and cloud-based data collection / aggregation

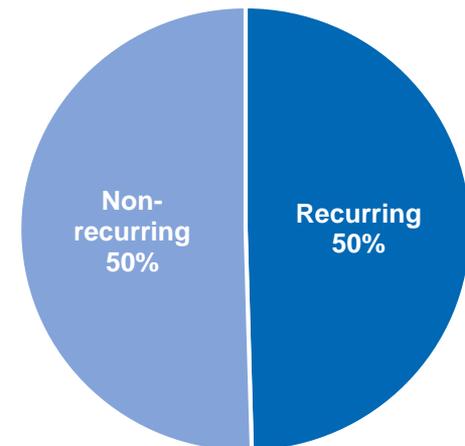
2018<sup>1</sup>



2019



Q3 2020 YTD



<sup>1</sup>Revenue excludes benefit from adoption of ASC 606.

## Well-positioned to drive growth in economic recovery

- Solutions that reduce labor requirements and increase safety; including, for example:
  - Automated waterjet protein trimming and portioning system
  - Robotic inspection and harvesting of proteins
  - Automated produce processing
  - Clean in Place (CIP) food equipment technologies
- Automation with robotic vehicles (AGVs) significantly reduces labor, provides safe, precise delivery of materials in production, cold storage and warehousing environments
- Automated packaging solutions with labor reducing changeout features to meet increased demand for “safe” individualized food packaging (ready meals, produce, etc.)



JBT CIP System



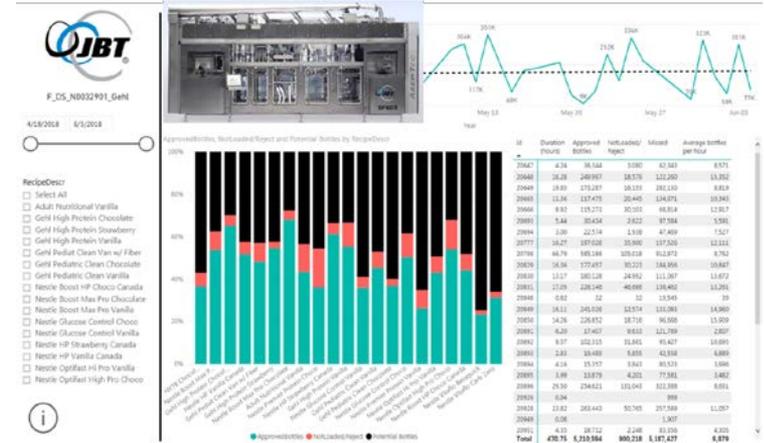
JBT AGV System

# Post-Covid Customer Needs Create Opportunities for JBT



## Well-positioned to drive growth in economic recovery

- Growing demand for longer shelf life and clean labels driving preservation technologies like High Pressure Processing (HPP) to ensure the highest quality in taste, nutrition, and safety
- Growing consumer demand for eat-at-home frozen foods and canned goods drives increased demand for core-JBT product offerings
- Flexible solutions – providing capacity upgrades, or automation of a single food process or an entire food processing line to meet changing customer needs during the pandemic
- iOPS remote monitoring of critical processes to support safe, effective food production and maintenance support



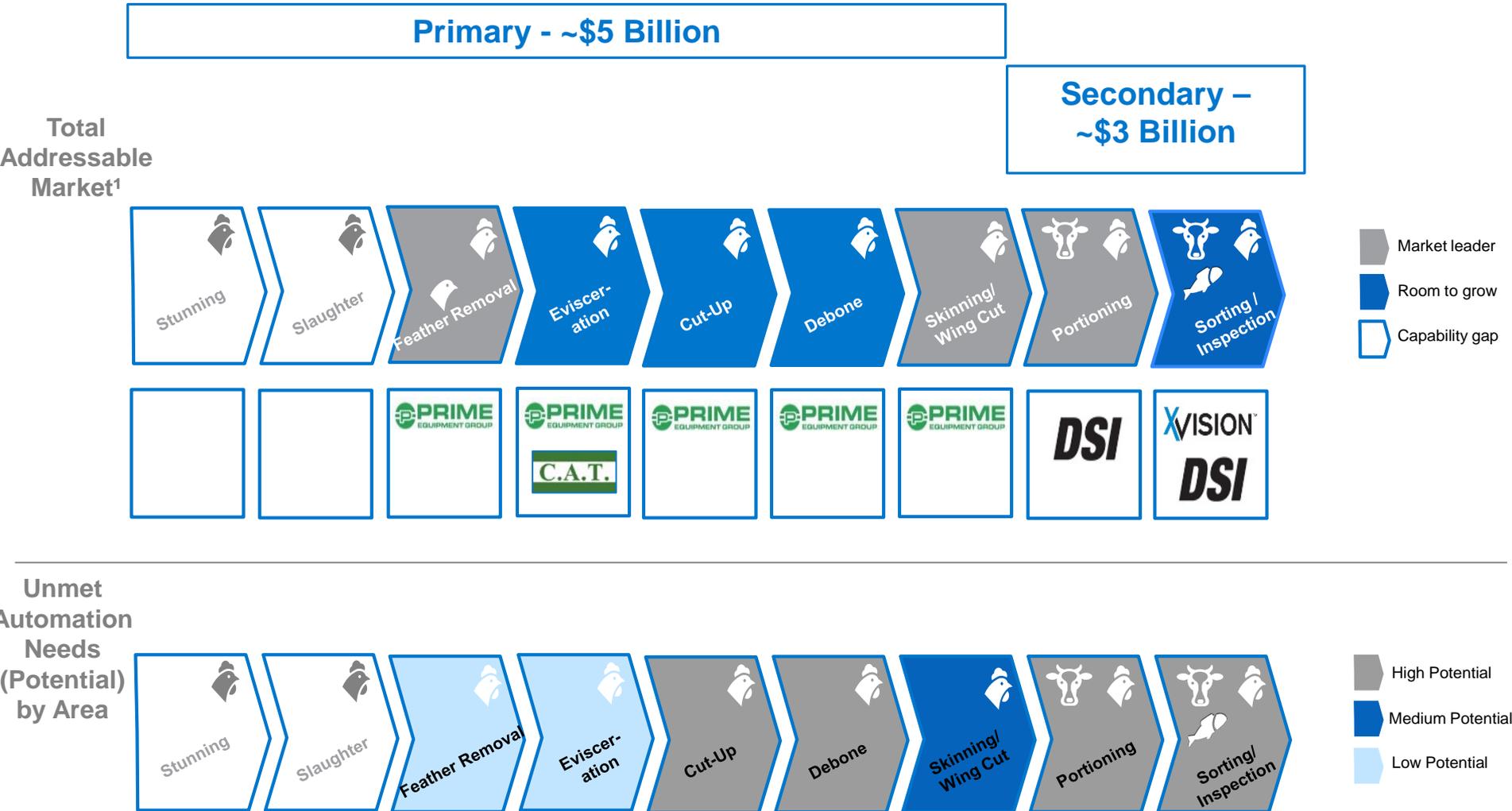
iOPS Data Output



HPP Products



# JBT has a strong / growing presence in areas with high potential for Protein automation



<sup>1</sup> JBT Estimate, includes aftermarket. This slide does not include further processing or packaging.

# JBT has a strong / growing presence in areas with high potential for Protein automation



Further Processing - ~\$9 Billion

EOL - ~\$3 Billion

Total Addressable Market<sup>1</sup>



- Market leader
- Room to grow
- Capability gap

Unmet Automation Needs (Potential) by Area



- High Potential
- Medium Potential
- Low Potential

<sup>1</sup> JBT Estimate includes aftermarket. This slide does not include primary or secondary processing.



# Continued Growth Opportunities through Acquisitions



## Protein



\$20B+

## Liquid Foods



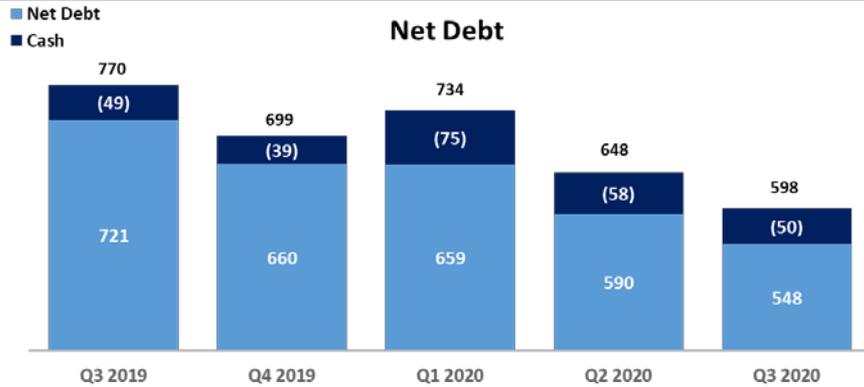
\$20B+

■ Market Leader ■ Room to Grow ■ Capability Gap

FoodTech has completed 15 acquisitions since 2014 for ~\$1 billion to expand its offerings and technology. AeroTech has completed 2 acquisitions since 2017 for ~\$60 million adding to military and electric product offerings.



# Balance Sheet



\* May have differences due to rounding

## Key Metrics – as of September 30, 2020

Net Debt / Adjusted EBITDA <sup>1</sup>	1.9x
Financial Liquidity <sup>2</sup>	\$448M
Free Cash Flow / Net Income	178%

## Capital Deployment Priorities

- Investing in high ROI new product development and growth initiatives
- Strategic acquisitions
- Quarterly dividends
- Debt reduction
- Share repurchases to offset dilution from management stock-based compensation

## Strong Balance Sheet to Support Growth

<sup>1</sup> Non-GAAP figure. See Appendix for reconciliation.

<sup>2</sup> Financial Liquidity is defined as cash plus borrowing capacity under our credit facilities.

# Key Messages from Third Quarter 2020



- Encouraged by translation of active pipeline into solid orders in Q3 and improved momentum
- Strong order performance to support the eat at home / QSR trend, and emerging activity in automation
- We do not expect normal season pickup in 4Q due to timing of shipments and backlog
- Excellent cash flow performance
- Remain concerned about worldwide Covid trends

# Favorable Long-term Position / Compelling Investment Thesis



- Portfolio supports the fastest growing food trends: clean labels, healthy convenience foods, environmentally conscious solutions
- Capitalizing on secular trend to support critical need for labor-saving automation
- Large installed base and recurring revenue profile provides growth and stability
- Margin enhancement opportunities remain in supply chain, operations
- Solid balance sheet supports internal and non-organic growth initiatives that expand competitive advantage



# JBT Investor Presentation – Appendix

Non-GAAP financial measures are provided to enhance investors' overall understanding of our financial performance by eliminating effects of certain items that are not comparable from one period to the next. In addition, this information is used by management as a basis for evaluating performance and for the planning and forecasting of future periods. This information is not intended to be a substitute for, nor should it be considered in isolation of, financial measures prepared in accordance with U.S. GAAP.



# Reconciliation of Segment Operating Profit to Adjusted EBITDA

For the year ended December 31, 2019

(in millions)	FoodTech	AeroTech
Operating Profit	\$ 184.7	\$ 78.9
M&A related costs <sup>1</sup>	13.9	0.9
Adjusted Operating Profit	198.6	79.8
Depreciation and amortization	58.2	4.7
Adjusted EBITDA	\$ 256.8	\$ 84.5

<sup>1</sup> includes integration costs, amortization of inventory step-up, and transaction costs



# Reconciliation of Operating Profit to Adjusted EBITDA

(In millions)

	JBT FoodTech				
	Q3 2020	Q2 2020	Q1 2020	Q4 2019	Q3 2019
Operating profit	\$ 37.9	\$ 49.0	\$ 40.7	\$ 52.2	\$ 42.5
Restructuring related costs					
Restructuring expense	-	-	-	-	-
Inventory impairment due to restructuring	-	-	-	-	-
M&A related cost	0.7	0.3	-	0.7	7.9
Management succession costs	-	-	-	-	-
Adjusted operating profit	38.6	49.3	40.7	52.9	50.4
Depreciation and amortization	16.0	15.6	15.6	16.2	15.4
Adjusted EBITDA	\$ 54.6	\$ 64.9	\$ 56.3	\$ 69.1	\$ 65.8
Total revenue	\$ 301.0	\$ 302.8	\$ 309.7	\$ 357.2	\$ 334.3
Operating profit %	12.6%	16.2%	13.1%	14.6%	12.7%
Adjusted operating profit %	12.8%	16.3%	13.1%	14.8%	15.1%
Adjusted EBITDA %	18.1%	21.4%	18.2%	19.3%	19.7%



# Reconciliation of Operating Profit to Adjusted EBITDA

(In millions)

	JBT AeroTech				
	Q3 2020	Q2 2020	Q1 2020	Q4 2019	Q3 2019
Operating profit	\$ 11.4	\$ 10.3	\$ 18.5	\$ 28.7	\$ 22.2
Restructuring related costs					
Restructuring expense	-	-	-	-	-
Inventory impairment due to restructuring	1.9	-	-	-	-
M&A related cost	-	-	-	-	-
Management succession costs	-	-	-	-	-
Adjusted operating profit	13.3	10.3	18.5	28.7	22.2
Depreciation and amortization	1.3	1.5	1.2	1.2	1.3
Adjusted EBITDA	\$ 14.6	\$ 11.8	\$ 19.7	\$ 29.9	\$ 23.5
Total revenue	\$ 118.2	\$ 108.7	\$ 148.0	\$ 188.1	\$ 155.0
Operating profit %	9.6%	9.5%	12.5%	15.3%	14.3%
Adjusted operating profit %	11.3%	9.5%	12.5%	15.3%	14.3%
Adjusted EBITDA %	12.4%	10.9%	13.3%	15.9%	15.2%



# Reconciliation of Operating Profit to Adjusted EBITDA

(In millions)

	JBT Consolidated				
	Q3 2020	Q2 2020	Q1 2020	Q4 2019	Q3 2019
Operating profit	\$ 28.3	\$ 47.6	\$ 43.7	\$ 62.6	\$ 48.6
Restructuring related costs					
Restructuring expense	7.1	2.1	2.0	2.0	1.3
Inventory impairment due to restructuring	1.9	-	-	-	-
M&A related cost	0.9	1.0	2.5	4.5	8.7
Management succession costs	3.5	-	-	-	-
Adjusted operating profit	41.7	50.7	48.2	69.1	58.6
Depreciation and amortization	18.0	17.7	17.5	18.1	17.2
Adjusted EBITDA	\$ 59.7	\$ 68.4	\$ 65.7	\$ 87.2	\$ 75.8
Total revenue	\$ 419.2	\$ 411.5	\$ 457.7	\$ 545.5	\$ 489.4
Operating profit %	6.8%	11.6%	9.5%	11.5%	9.9%
Adjusted operating profit %	9.9%	12.3%	10.5%	12.7%	12.0%
Adjusted EBITDA %	14.2%	16.6%	14.4%	16.0%	15.5%



# Reconciliation of Diluted Earnings Per Share to Adjusted Diluted Earnings Per Share

(In millions)

	Q3 2020	Q2 2020	Q1 2020	Q4 2019	Q3 2019
Income from continuing operations as reported	\$ 17.2	\$ 32.5	\$ 29.0	\$ 42.1	\$ 33.5
Non-GAAP adjustments					
Restructuring related costs					
Restructuring expense	7.1	2.1	2.0	2.0	1.3
Inventory impairment due to restructuring	1.9	-	-	-	-
M&A related cost	0.9	1.0	2.5	4.5	8.7
Management succession costs	3.5	-	-	-	-
Impact on tax provision from Non-GAAP adjustments	(4.0)	(0.7)	(1.1)	0.2	(2.5)
Impact on tax provision from repatriation	-	-	-	(0.8)	-
Adjusted income from continuing operations	\$ 26.6	\$ 34.9	\$ 32.4	\$ 48.0	\$ 41.0
Income from continuing operations as reported	\$ 17.2	\$ 32.5	\$ 29.0	\$ 42.1	\$ 33.5
Total shares and dilutive securities	32.1	32.0	32.1	32.1	32.1
Diluted earnings per share from continuing operations	\$ 0.54	\$ 1.01	\$ 0.90	\$ 1.31	\$ 1.04
Adjusted income from continuing operations	\$ 26.6	\$ 34.9	\$ 32.4	\$ 48.0	\$ 41.0
Total shares and dilutive securities	32.1	32.0	32.1	32.1	32.1
Adjusted diluted earnings per share from continuing operations	\$ 0.83	\$ 1.09	\$ 1.01	\$ 1.50	\$ 1.28



# Leverage Ratio Calculations

(\$M)	As of September 30, 2020
Total debt	\$ 598.2
Cash and cash equivalents	(50.6)
<b>Net Debt</b>	<b>547.6</b>
Other items considered debt under the credit agreement	34.2
<b>Consolidated Total Indebtedness</b>	<b>\$ 581.8</b>
<b>Last four quarters Adjusted EBITDA</b>	<b>\$ 281.0</b>
Other adjustments to earnings under the credit agreement	(19.6)
<b>Consolidated EBITDA</b>	<b>\$ 261.4</b>
<b>Bank leverage ratio (Consolidated Total Indebtedness / Consolidated EBITDA)</b>	<b>2.2x</b>
<b>Net debt to Adjusted EBITDA</b>	<b>1.9x</b>



# Reconciliation of Free Cash Flow

(In millions)

	YTD	TTM			
	Q3 2020	Q3 2020	FY 2019	FY 2018	FY 2017
<b>Cash provided by continuing operating activities</b>	\$ 161.1	\$ 236.6	\$ 110.6	\$ 154.6	\$ 106.3
Less: Capital expenditures	22.7	31.4	37.9	39.8	37.9
Plus: Proceeds from sale of fixed assets	1.2	2.0	2.1	2.9	2.2
Plus: Pension contributions	0.6	1.4	8.0	19.5	11.2
<b>Free cash flow</b>	<b>\$ 140.2</b>	<b>\$ 208.6</b>	<b>\$ 82.8</b>	<b>\$ 137.2</b>	<b>\$ 81.8</b>
<b>Net income</b>	<b>\$ 78.7</b>	<b>\$ 120.8</b>	<b>\$ 129.0</b>	<b>\$ 104.1</b>	<b>\$ 80.5</b>
<b>Free cash flow %</b>	<b>178%</b>	<b>173%</b>	<b>64%</b>	<b>132%</b>	<b>102%</b>