# Investor Presentation March 2012











## **Forward Looking Statements**



Certain statements contained in this presentation, as well as other information provided from time to time by Generac Holdings Inc. or its employees, may contain forward-looking statements that involve risks and uncertainties that could cause actual results to differ materially from those in the forward-looking statements.

Forward-looking statements give Generac's current expectations and projections relating to the Company's financial condition, results of operations, plans, objectives, future performance and business. You can identify forward-looking statements by the fact that they do not relate strictly to historical or current facts. These statements may include words such as "anticipate," "estimate," "expect," "project," "plan," "intend," "believe," "confident," "may," "should," "can have," "likely," "future" and other words and terms of similar meaning in connection with any discussion of the timing or nature of future operating or financial performance or other events.

Any such forward-looking statements are not guarantees of performance or results, and involve risks, uncertainties (some of which are beyond the Company's control) and assumptions. Although Generac believes any forward-looking statements are based on reasonable assumptions, you should be aware that many factors could affect Generac's actual financial results and cause them to differ materially from those anticipated in any forward-looking statements, including: demand for Generac products; frequency of major power outages; availability and cost of quality raw materials and key components used in producing Generac products; the possibility that the expected synergies, efficiencies and cost savings of the acquisition of the Magnum Products business will not be realized, or will not be realized within the expected time period; the risk that the Magnum Products business will not be integrated successfully; competitive factors in the industry in which Generac operates; Generac's dependence on the Company's distribution network; Generac's ability to invest in, develop or adapt to changing technologies and manufacturing techniques; Generac's ability to adjust to operating as a public company; loss of key management and employees; increase in liability claims; and changes in environmental, health and safety laws and regulations.

Should one or more of these risks or uncertainties materialize, Generac's actual results may vary in material respects from those projected in any forward-looking statements. A detailed discussion of these and other factors that may affect future results is contained in Generac's filings with the Securities and Exchange Commission. Any forward-looking statement made by Generac in this presentation speaks only as of the date on which it is made. Generac undertakes no obligation to update any forward-looking statement, whether as a result of new information, future developments or otherwise, except as may be required by law.

# Leading "Industrial Technology" Company



- Best in class organic revenue growth: over 15% CAGR in organic revenue over past 10 years significant historical track record of higher baseline revenue from product innovation and increased awareness of products
- Dominant home standby market leader: ~ 70% share of domestic home standby market, only 2.5% penetrated with every 1% = \$2 billion market opportunity
- Key macro drivers: aging and underinvested grid; favorable demographics; increasing number of power disruptions; natural gas gensets gaining share vs. diesel
- Significant barriers to entry: unmatched multi-channel distribution network developed over the past decade led by over 4,200 residential/commercial dealers sold direct
- Diversified revenue base and end markets: recent Magnum acquisition increases C&I revenue mix to ~ 40% of PF Revenue
- Superior margin profile: GMs consistently in mid-to-high-30% range, EBITDA margins in low-to-mid 20% range
- **Strong Free Cash Flow conversion:** 96% of adjusted net income from 2009-2011
- Favorable tax structure: primarily from 2006 acquisition of company estimated \$5 to \$6 per share in present value cash tax savings

# **Generac Business Overview**

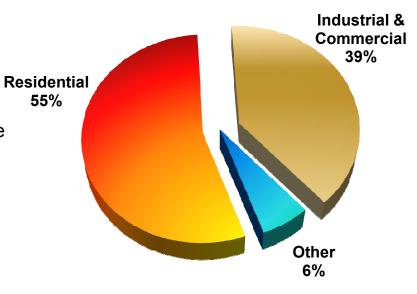
# GENERAC

### About Generac –

- Founded in **1959**.
- A leading designer and manufacturer of a wide range of generators and other engine powered products serving residential, light commercial, industrial and construction markets.
- Products are *available through a broad network* of independent dealers, retailers, wholesalers and equipment rental companies.
- Products marketed and distributed primarily under the Generac and Magnum brand names.
- Approx 2,200 employees at 12/31/2011, including Magnum.
- Over 1.2 million ft<sup>2</sup> of manufacturing and distribution capacity located in Wisconsin.



2011 Net Sales (pro forma for Magnum): \$898 million

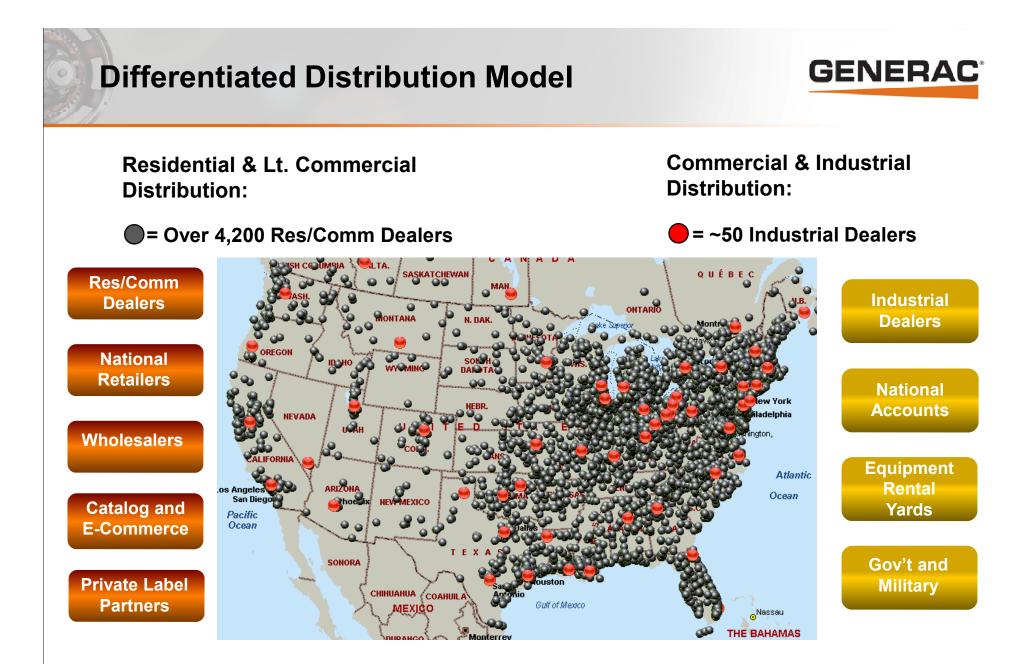




# **Broad Product Offering**



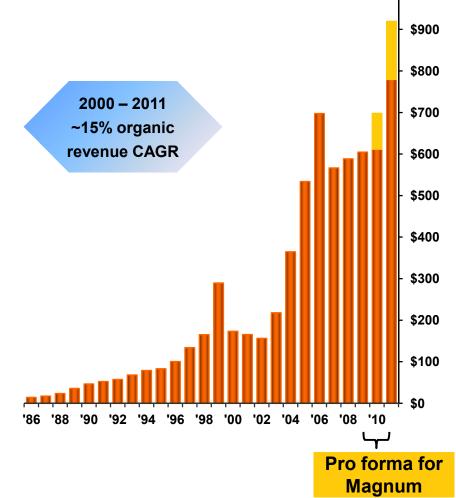
Res	sidential Pr	oducts	Ind	ustrial Pro	oducts
<b>A</b> .	Product End Markets Served			Product	End Markets Served
	Power Washers	Light to medium duty use - mainly by consumers	<b>P</b>	Light Towers	Temporary lighting for construction
۱	Inverter Generators Recreation and other light duty power uses			Mobile Generators	Temporary power for construction, special events
	Portable Generators	Emergency home backup, construction uses		Mobile Pumps	De-watering for construction sites & flood water removal
GRINERAC	Air-cooled Home Standby Generator	Emergency backup – small to medium homes		Commercial Stationary Generators	Emergency backup – small to mid-sized retail, telecom, municipal
	Liquid-cooled Home Standby Generator	Emergency backup – larger homes & small businesses	COMP HAR	Industrial Stationary Generators	Emergency backup – large healthcare, telecom, municipal, manufacturing



Established and diverse distribution model = growth driver & competitive advantage

# **Track Record of Innovation and Growth**





### **History of Innovation** \$1,000 Commercialized affordable home standby generators and light-commercial generators Differentiated distribution model Over 150 engineers on staff as of 12/31/11, ~ 90 U.S. and international patents and patent applications Natural gas and Bi-Fuel<sup>™</sup> expertise Modular Power System (MPS) approach for industrial applications Focused on several new product initiatives for 2012 **History of Organic Revenue Growth** 1999: Y2K 2001-2002: Only Modest Revenue Declines Despite Recession 2003-2006: Northeast Blackout / Major Landed Hurricanes / Improving-to-Strong Economy 2008-2010: Organic Revenue Growth Despite Weakto-Recessionary Economy, Credit Market and Housing Collapse, Limited Major Outages

 2011: Hurricane Irene, Northeast Snowstorm, Improving Economy

Note: \$ amounts in millions. Represents gross sales excluding freight revenue. Excludes "Portable Product" sales prior to the division's divestiture in 1998. 2010 and 2011 Pro Forma amounts include Magnum results, assuming the transaction was completed on first day of 2010 period.

# Powerful Macro Trends Drive Home Standby Penetration Opportunity

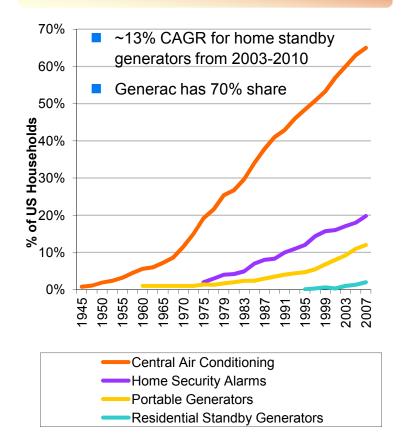


Aging Grid driving Power Interruptions<sup>(1)</sup> 30–50% of T&D network in the U.S. is 40-50 years old 58 Undergrounding the grid would cost up to \$4.0 trillion<sup>(2)</sup> 41 17º10 CAGR 31 25 15 10 5 '95 '97 '99 '01 '05 '07 '93 '03 '09

### **Aging Population fits Demographic**

- ~80% of buyers age 50 and older
- ~50% of homes valued under \$300k
- ~85% retro-fit application

### North American Penetration Opportunity



### **Every 1% of increased penetration equals \$2 billion of market opportunity**

(1) Source: North American Electrical Reliability Council. Affecting more than 50,000 customers.

(2) At \$1mm/mile.

# Commercial Penetration and Industrial Market Share Opportunities



### **Commercial and Industrial (C&I) Macro Drivers**

- Grid reliability and increasing costs from outages driving emergency backup power needs
- Industrial standby generator market driven by new construction and retrofit of infrastructure projects, mission critical, and other code driven applications
- Commercial driven more by optional standby applications ROI is critical
- Mobile product demand driven by commercial and road construction, energy, and government agency spending on temporary lighting and power needs
- Timing and magnitude of capex plans for national account customers has impact

### **C&I Market Share and Growth Opportunities**

- Natural gas gensets gaining share vs. diesel up to 35% less expensive than comparable diesel (depending on power rating)
- Upgrade and expand distribution
- Increased international focus
- Expand addressable market through new product development
- Build relations with specifying engineers
- Cross-selling opportunities with Magnum

### Cost Effective & Innovative Solutions





Natural gas engine technology

Mobile generator solutions



Gaseous fueled generator solutions





**Bi-Fuel technology** 

Gemini technology





# "Powering Ahead" Strategic Plan





### Grow Residential Standby Generator Market

- Awareness
- Availability
- Affordability
- ✓ 300-400 net new dealers annually
- ✓ Increasing use of activation data for direct pull marketing
- ✓ Dealer development programs
- Increased focused on new product initiatives



### Diversify End Markets with new products and services

- Leverage brand
- Leverage distribution
- Leverage supply chain
- ✓ Magnum acquisition
- ✓ New power washer product line launched in 2011
- ✓ Gained share in portable generators in 2011 (re-entered market in 2008)
- ✓ Gen-Tran acquisition in 2012



### Gain Industrial Market Share

- Upgrade distribution
- Build relations with specifying engineers
- Expand product offering
- ✓ Leverage natural gas core competencies
- $\checkmark\,$  Increased focused on new product initiatives
- ✓ Magnum acquisition



### Enter New Geographies

- Resource sales effort
- Build distribution
- Focus on natural gas products
- Leverage Magnum distribution
- ✓ Sales presence established during 2010 in Miami (LATAM)
- Sales presence recently established in Ukraine (EMEA) and Hong Kong (APAC)
- ✓ Magnum acquisition

# **Acquisition of Magnum Products business**

# 

### Fast Facts –

- Acquired on October 3, 2011
- Located in Berlin, WI with 395 employees and over 250,000 ft<sup>2</sup> in manufacturing and distribution space
- Leader in portable light tower market, strong up-and-coming player in mobile generator and mobile pumps
- Products sold to rental centers, independent dealers and government agencies

### Strategic Rationale –

- \$84 million purchase price funded w/ cash on balance sheet
- 9/30/11 LTM revenue of \$132 million, \$16 million of EBITDA
- Progress being made on goal of ~ \$2 million in cost synergies
- Opportunities for revenue synergies with minimal overlap in products, distribution channels and end markets
- Broadens Generac's Industrial product offering and increases revenue base not correlated with power outages



Magnum Family of Light Towers





Magnum MMG55 49 kW Mobile Diesel Generator

Magnum MMG55FH Flip Hood 52 kW Mobile Diesel Generator



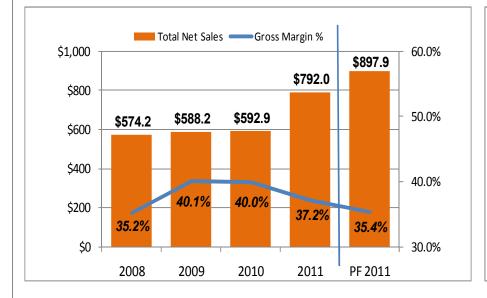
MTP 4000D Dry Prime Pump

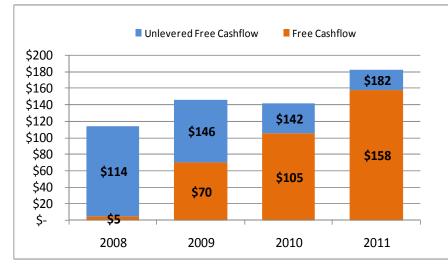
Magnum MLG20 Diesel Generator

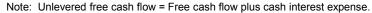
Aligns with three objectives of the "Powering Ahead" strategic plan

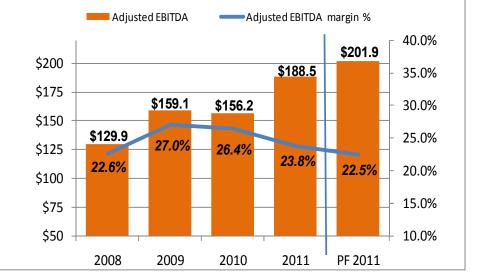
# **Financial Summary**

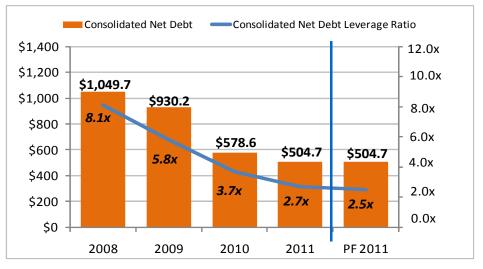








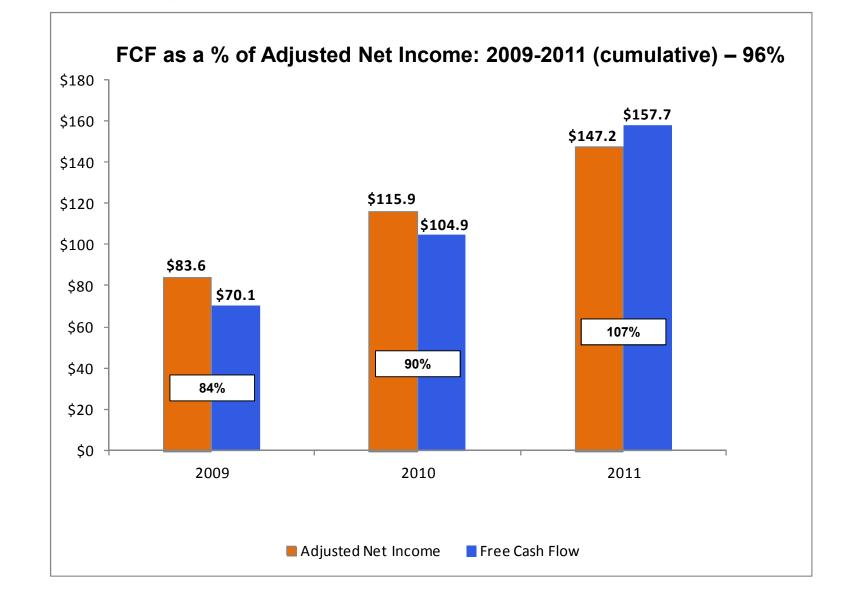




\* Pro Forma 12/31/2011 amounts include Magnum results, assuming the transaction was completed on the first day of 2011.

**Strong Free Cash Flow Conversion** 





# **Favorable Tax Attributes**



### Tax attributes and 338(h)10 election overview

- \$1.9 billion asset basis step-up created through 2006 acquisition of Generac and 2011 acquisition of Magnum
  - Each amortizes over 15 years
  - Reduces <u>cash</u> tax obligation by approx. \$49 million per year through 2020
- Current NOL balance of \$127 million as of December 31, 2011 provides cash benefit of up to \$45 million

(\$ mm)	Total	2	012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022+
Annual tax amortization	\$1,263	\$	127	\$127	\$127	\$127	\$127	\$127	\$127	\$127	\$127	\$106	\$14
Cash tax savings <sup>(1)</sup>	\$486		\$49	\$49	\$49	\$49	\$49	\$49	\$49	\$49	\$49	\$41	\$4
Cash tax savings of NOLs <sup>(2)</sup>	\$45												
Grand total	\$531												

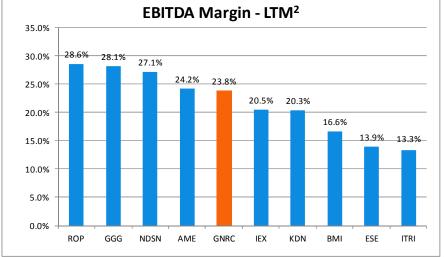
### Results in present value tax savings of ~ \$330-410 million<sup>(3)</sup> or \$5-\$6 per share

- (1) Assuming continued profitability and no limitations at an assumed 38.5% federal and state tax rate.
- (2) Calculated at a 35.0% federal tax rate on the \$127 million of federal NOL carry forward balance as of December 31, 2011.
- (3) Based on annual discount rate of between 5 and 10%; includes both amortization of intangibles and NOL's.

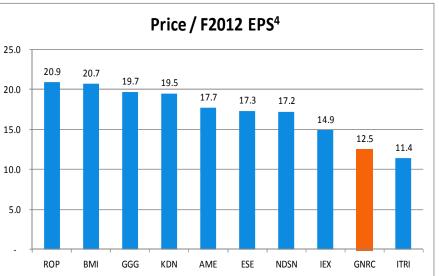
# Relative Performance – Consistent with Industrial Technology Peers







#### Free Cash Flow (FCF) Yield<sup>3</sup> 12.0% 11.0% 10.0% 9.4% 8.0% 6.1% 6.0% 5.8% 5.3% 6.0% 5.2% 4.5% 4.4% 3 5% 4.0% 2.0% 0.0% ITRI GNRC NDSN AME ROP IEX BMI GGG ESE KDN



Source: Thomson One, Company Filings Note: Charts for Free Cash Flow Yield and Price / F2012 EPS use closing share prices as of March 22, 2012.

(1) Figures represent a five-year compound annual growth rate calculated by comparing the base year 2007 to the analyst consensus revenue forecast for 2012 for each company.

(2) Adjusted EBITDA figures used for both GNRC and ITRI. For all other companies, EBITDA is calculated as Operating Income plus D&A .

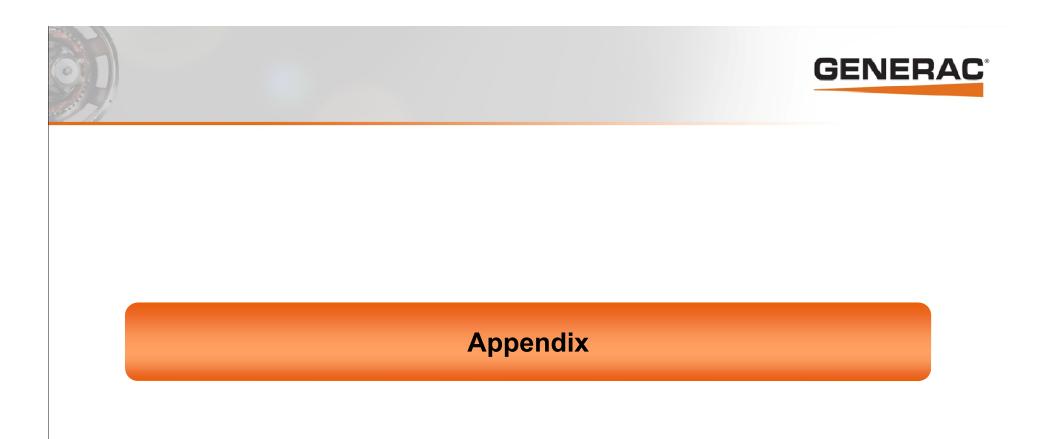
(3) Determined by taking the ratio of FCF (Operating Cash Flow less Capex) to Market Capitalization.

(4) Based on recent share price to consensus EPS estimate for F2012. Figure for GNRC determined by fully taxing 2012 Adjusted EPS estimate and adding value of tax shield.

# **2012 Business Outlook**



- As-reported sales: increase at a *mid-to-high teens rate* vs. a strong 2011
  - Pro-forma sales: <u>mid single-digit increase</u> versus prior year
- Residential product sales: expect increase in <u>mid-to-high single digit range</u>
  - 2H 2012 appreciably higher vs. previous baseline of 2H 2010
- Pro-forma Commercial & Industrial product sales: expect <u>low single-digit</u> <u>growth rate</u> versus strong 2011
- As-reported gross margins: <u>approximately flat</u> versus 2011
- As-reported operating expenses as percentage of sales excluding amortization: <u>slightly up</u> versus 2011
- Continued <u>strong Free Cash Flow conversion</u>: expected to approximate Adjusted Net Income



# Generac Leads the Residential Generator GENERAC Market with Sustainable Competitive Advantages

### Home Standby Generators

- Generac has led the growth in category with innovation current market share of 70%
- Critical competitive advantages include:
  - Unmatched distribution network including over 4,200 dealer/installers, as well as wholesale, retail, online, and private label accounts
  - Broadest product line in the industry
  - 7x relative volumes and lean manufacturing drive strong margins at competitive prices
  - Control of the critical technology engine, alternator, switches, and controls
  - Superior training and program support
- Competitors: Briggs & Stratton, Kohler, Cummins

### **Portable Generators & Power Washers**

- Significant presence at retail drives brand recognition and provides entrylevel choice for homeowners
- Generac re-entered the portable generator market in 2008 and now has a significant market share of approximately 20%-25%
- Re-entered power washer market in 2011 and making early progress
- Competitors: Briggs & Stratton, TTI, Honda Power Equipment





Portable Generators

Power Washers

Air-cooled Home Standby



Liquid-cooled Home Standby



# Customers and Opportunities in Light Commercial and Industrial



Cost of 4 Hours Outage Per Business <sup>(1)</sup>			Current and Prospective Customers						
Food Sales	Grocery and convenience stores	\$26,234	SUPERVALU (C) **						
Food Service	Restaurants	\$20,161	Hepplebee's Augusta Au						
Mercantile	Retail stores, pharmacies	\$4,892	Teralgreens Or CVS ExonMobil Wells						
Healthcare	<ul> <li>Hospitals, nursing homes</li> </ul>	\$1,593	HCCA Huspited Congueration of America <sup>®</sup> HCR Manor Care • Arden Courts						
Telecom	Wireless towers	n/a	verizonwireless 😂 at&t TMobile.° Sprint						

### **ROI Drives Market Opportunity**

### Light commercial

- Over 2mm locations in the U.S.
- Affordable price point for natural gas units
  - Up to 35% less expensive than comparable diesel generators

### **Industrial**

- Cost advantage of natural gas for many applications
- Modular applications increase affordability

Combination of power outage costs and increasing affordability have improved industrial and light commercial customers' ROI

(1) Source: SENTECH.

# **Financial Policy**

# GENERAC

### Strong cash flow generation

Superior profitability and industry leading margins

### **Priorities**

- 1a Leverage objectives and liquidity
  - Publicly stated leverage target of 2.0x Gross Debt / EBITDA
  - Maintain strong liquidity profile

### 1b Continue to invest in the business

- Support market-driven research and development
- Invest in high-return capital spending projects
- Maintenance capital requirements of less than \$10 million per year

### 2 Capital deployment for external growth

- Seek strategic, high-synergy, low execution risk acquisitions
- Acquisitions to be accretive to earnings in first twelve months following close

#### Dividend 3

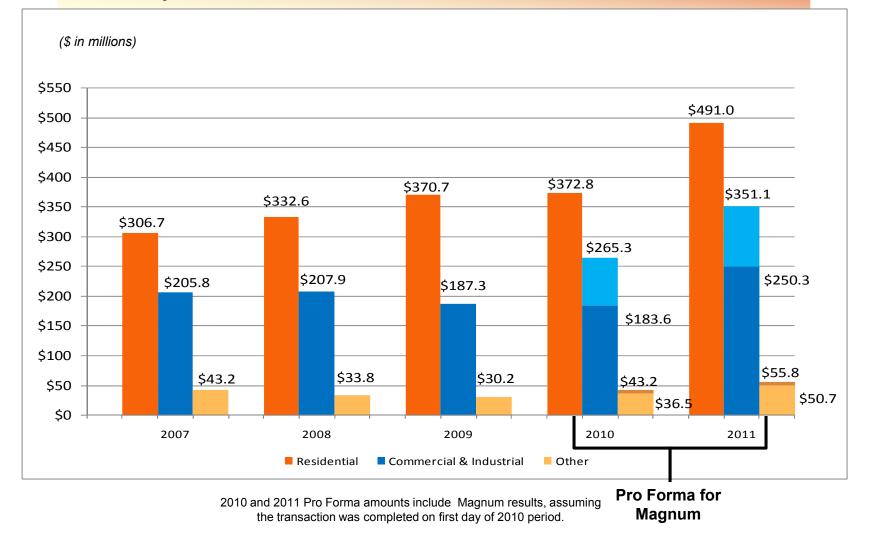
If future cash flow permits, may consider initiating a modest dividend distribution

**Generac is Focused on Maintaining a Conservative Capital Structure** 

# **Net Sales by Product Class**



### **Net Sales by Product Class**



# Q4 2011 & 2011 Financial Overview

Consolidated Net Debt Leverage Ratio



(\$ in millions)

	Actual 4 2011	Y/Y % Change	 Actual 2011	Y/Y % Change
Residential	\$ 167.5	67.6%	\$ 491.0	31.7%
Industrial	85.5	63.3%	250.3	36.3%
Other	 14.3	63.6%	50.7	38.7%
Net Sales	\$ 267.3	66.0%	\$ 792.0	33.6%
Gross Profit % Margin	\$ 98.5 36.8%	54.3%	\$ 294.7 37.2%	24.1%
Adjusted EBITDA % Margin	\$ 61.8 23.1%	44.6%	\$ 188.5 23.8%	20.6%
Net Income <sup>(1)</sup>	\$ 267.1	NM	\$ 324.6	NM
Adjusted Net Income	\$ 51.8	57.3%	\$ 147.2	26.9%
Adjusted EPS	\$ 0.76	55.1%	\$ 2.17	NM
Free Cash Flow	\$ 73.1	180.6%	\$ 157.7	50.4%
Consolidated Net Debt			\$ 504.7	-12.8%

(1) Net income for Q4 and full-year 2011 includes a net \$238.0 million income tax benefit and a \$9.4 million pre-tax write down of a certain trade name.

2.7x

# **Adjusted EBITDA Reconciliation**



### (\$ in millions)

	2007	2008	2009	2010	2011
Reported net income	(9.7)	(556.0)	43.1	56.9	324.6
Interest expense	125.4	108.0	70.9	27.4	23.7
Depreciation and					
amortization	53.8	54.8	59.7	59.4	56.1
Income taxes provision					
(benefit)	(0.6)	0.4	0.3	0.3	(237.7)
Non-cash impairment and					
other charges	5.3	585.6	(1.6)	(0.3)	10.4
Non-cash stock-based					
compensation expense	-	-	-	6.4	8.6
Write-off of deferred					
financing costs related to				4.8	0.4
debt extinguishment Transaction costs and	-	-	-	4.0	0.4
credit facility fees	1.0	1.3	1.2	1.0	1.7
	-			1.0	1.7
Non-cash gains	(18.8)	(65.4)	(14.7)	-	-
Other items per credit	1.7	1.2	0.2	0.4	0.5
			-	-	
Adjusted EBITDA	158.1	129.9	159.1	156.2	188.5

# **Adjusted EBITDA Reconciliation**

### (\$ in thousands)

Net income to Adjusted EBITDA reconciliation		ee months ende	ed Decei	mber 31,	Year Ended December 31,					
	2011		2010		2011		2010			
	(1	unaudited)	(unaudited)			(unaudited)	(	unaudited)		
Net income	\$	267,131	\$	18,613	\$	324,643	\$	56,913		
Interest expense		5,888		6,645		23,718		27,397		
Depreciation and amortization		14,489		14,918		56,123		59,440		
Income taxes provision		(237,983)		70		(237,677)		307		
Non-cash write-down and other charges		8,394		(144)		10,400		(361)		
Non-cash share-based compensation expense Write-off of deferred financing costs related to debt		3,184		1,729		8,646		6,363		
extinguishment		191		629		377		4,809		
Transaction costs and credit facility fees		453		169		1,719		1,019		
Other		62		117		527		362		
Adjusted EBITDA	\$	61,809	\$	42,746	\$	188,476	\$	156,249		

# Adjusted Net Income & Free Cash Flow Reconciliations



### (\$ in thousands)

### Net income to Adjusted net income reconciliation

	Three Months Ended December 31,			ember 31,	Year Ended December 31,				
		<b>2011</b> (unaudited)	(	<b>2010</b> (unaudited)		<b>2011</b> (unaudited)		2010 (unaudited)	
Net income	\$	267,131	\$	18,613	\$	324,643	\$	56,913	
Provision for income taxes	_	(237,983)		70		(237,677)		307	
Income before provision for income taxes		29,148		18,683		86,966		57,220	
Amortization of intangible assets		12,450		13,063		48,020		51,808	
Amortization of deferred loan costs Write-off of deferred financing costs related to		495		569		1,986		2,439	
debt extinguishment		191		629		377		4,809	
Trade name write-down		9,389		-		9,389		-	
Acquisition costs		274		-		875		-	
Adjusted net income before provision for income taxes		51,947		32,944		147,613		116,276	
Cash income tax expense		(122)		(2)		(437)		(322)	
Adjusted net income	\$	51,825	\$	32,942	\$	147,176	\$	115,954	
Free Cash Flow Reconciliation									
Net cash provided by operating activities	\$	80,697	\$	31,360	\$	169,712	\$	114,481	
Expenditures for property and equipment		(7,599)		(5,307)		(12,060)		(9,631)	
Free Cash Flow	\$	73,098	\$	26,053	\$	157,652	\$	104,850	