# Q2 2018 Earnings Presentation



August 2, 2018

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- Statements in this presentation are only as of the time made, and SPX disclaims any responsibility to update or revise such statements except as required by regulatory authorities.
- This presentation includes non-GAAP financial measures. A reconciliation of the non-GAAP financial measures with the most comparable measures calculated and presented in accordance with GAAP is available in the appendices of this presentation and our applicable SEC fillings. We believe that these non-GAAP measures are useful to investors in evaluating our operating performance and our management of business from period to period.
- "Core" and "Engineered Solutions (Core)" results in this presentation are non-GAAP financial measures that exclude the results of the South African projects and Heat Transfer operations. We have excluded the Heat Transfer business in addition to the South African projects in anticipation of reporting Heat Transfer business as a discontinued operation upon completion of the wind down, which we expect to be by the end of Q1 2019.

# **Introductory Comments**

**Gene Lowe** 



August 2, 2018



### Performance and Accomplishments

- Closed on CUES acquisition in early June and increased 2018 Adjusted EPS\* by ~\$0.10
- Overall solid first half as we manage higher input costs and tariff impact
- Substantial completion of Engineered Solutions reshaping with planned wind-down of Heat Transfer
- Strong performance from HVAC and Detection & Measurement
- Balance sheet and liquidity positioned for additional capital allocation

\*Non-GAAP financial measure. We have not reconciled non-GAAP financial measures guidance to their nearest GAAP equivalents because we do not provide guidance for items that we do not consider indicative of our on-going performance and that are out of our control and/or cannot be reasonably predicted. Accordingly, a reconciliation of the non-GAAP financial measure guidance to the corresponding GAAP financial measures is not available without unreasonable effort.

### **Reaffirming Guidance Range of Adjusted EPS\* of \$2.15-\$2.25**

# **CUES Overview**

# SPX

# **Company Profile**

2017 Sales: ~\$86M

Purchase multiple\*: <10x post-synergies</pre>

**Description:** Leading manufacturer of inspection and rehabilitation equipment.

### Acquisition Rationale:

- Strengthens Detection & Measurement
- Significantly increases presence in inspection market
- Market leading product portfolio
- Attractive growth profile

#### **CUES Digital Universal Camera**



**CUES SPiDER Scanner** 

"The Standard of the Industry"



#### **Mobile Inspection Units**



\*Purchase price, net of cash and securities acquired, divided by 2017 EBITDA plus expected synergies over a 3-year period.

# 2016-2018 SPX Adjusted EBITDA Performance





### Adjusted EBITDA

Adjusted EBITDA Margin %



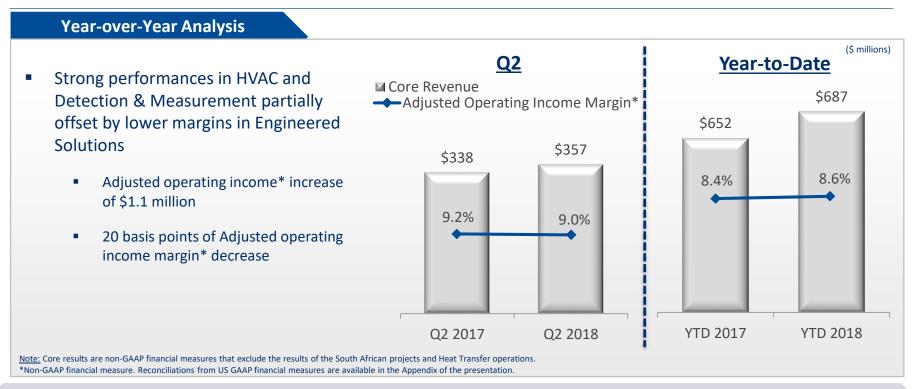
\*Non-GAAP financial measure. Reconciliation to its nearest US GAAP financial measure is available in the Appendix of the presentation.

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### **Continuous Delivery of Value Creation Since Spin**

## Core Q2 2018 Results





### Adjusted EPS\* of \$0.53

## **Value Creation Roadmap**

**Organic Growth** 

New products

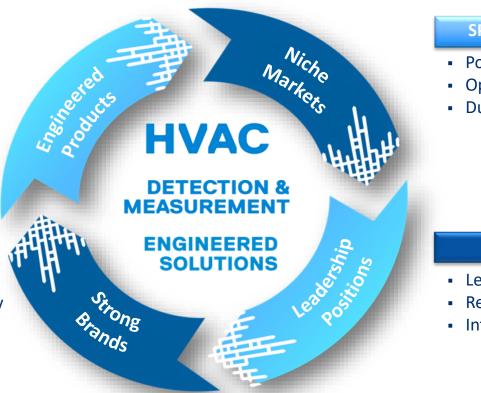
New channels

Adjacent markets

•

### Inorganic Growth

- Focus in HVAC and D&M
- Significant capital to deploy
- Large target pipeline





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### SPX Business System

- Policy deployment
- Operational excellence
- Due diligence/integration

#### **Culture & Values**

- Leadership development
- Results/accountability
- Integrity

# **Q2** Financial Review

**Scott Sproule** 



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# **Earnings Per Share**



### Q2 2018 Adjusted EPS

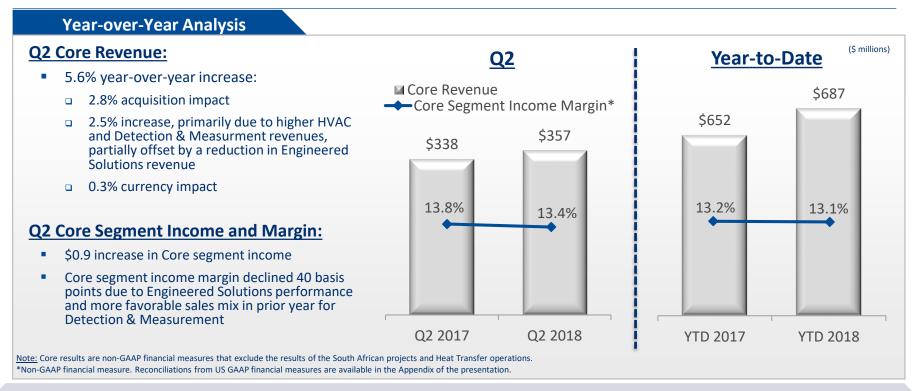
	<u>Q2 2018</u>	<u>Q2 2017</u>
GAAP EPS from continuing operations	\$0.44	(\$0.19)
South African projects	\$0.04	\$0.61
Heat Transfer	(\$0.02)	(\$0.01)
Acquisition costs	\$0.06	N/A
Non-service pension items	\$0.01	\$0.02
Adjusted EPS from continuing operations	\$0.53	\$0.43

\*Non-GAAP financial measure. Reconciliations from US GAAP financial measures are available in the Appendix of the presentation.

Q2 Adjusted EPS\* of \$0.53 vs \$0.43 in Prior Year

# Core Q2 2018 Results

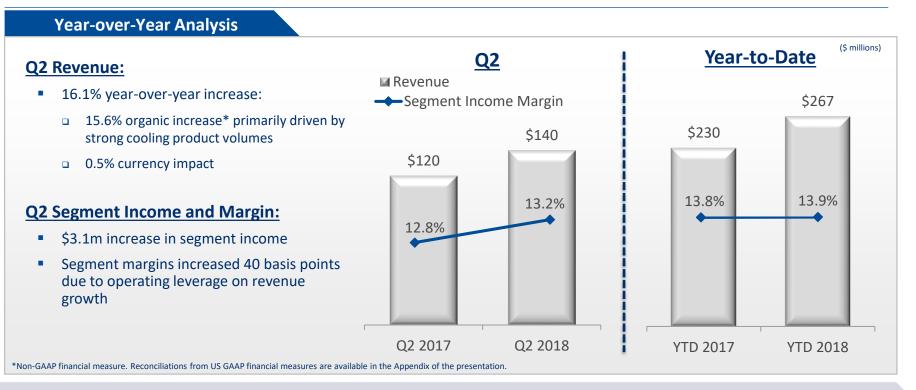




### **Continued Strong Performances in HVAC and Detection & Measurement**

# HVAC Q2 2018 Results

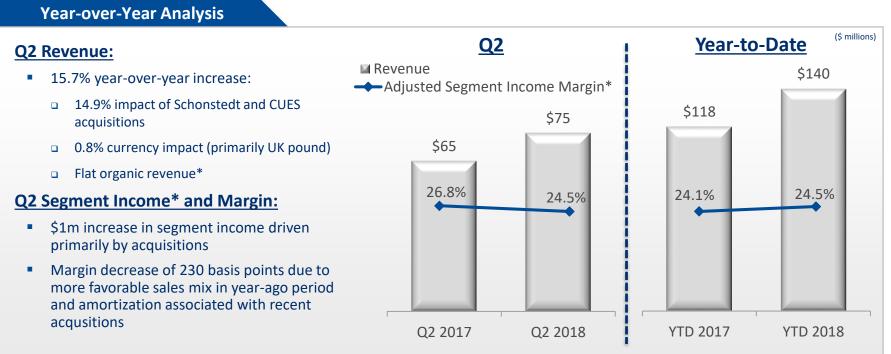




### **Strong Revenue and Segment Income Growth**

# **Detection & Measurement Q2 2018 Results**



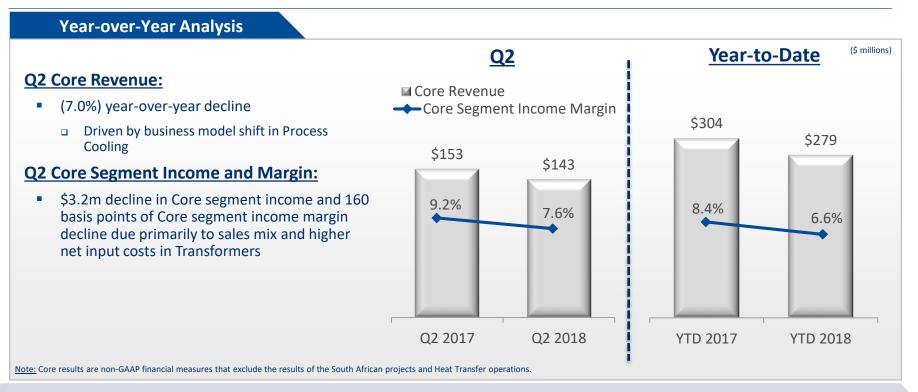


\*Non-GAAP financial measure. Reconciliations from US GAAP financial measures are available in the Appendix of the presentation.

Solid Overall Performance; First Partial Quarter of CUES Results

# **Engineered Solutions (Core) Q2 2018 Results**





### On Track for ~8% Core Segment Income Margin for Full-Year 2018

# **Financial Position & Liquidity Review**

**Scott Sproule** 



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# **Financial Position**



### **Capital Structure Update**

(\$ millions)	Q	2 2018		Leverage Ratios	
Short-term debt	\$	124.1	2.2x	2.7x 2.3x	
Current maturities of long-term debt		9.2	1.5x		1.5-2.5x
Long-term debt		340.6			
Total Debt	\$	473.9			
Less: Cash on hand		(66.7)	Q1'18	Q2'18	LT Target
Net Debt	\$	407.2	🖬 Bank Net L	everage 🛛 🖬 Gross	s Leverage

Anticipating Year-End Net Leverage Toward Lower end of Target Range of 1.5-2.5x

# 2018 Core Guidance (Changes in Bold)



	Revenue	Segment Income Margin
HVAC	<ul> <li>7.0-8.0% organic growth*,or ~\$550 million (vs 2-4% prior)</li> </ul>	<ul> <li>~15.5%</li> </ul>
Detection & Measurement	<ul> <li>In a range of \$325-335 million</li> </ul>	<ul><li>22.5-23.5%</li></ul>
Engineered Solutions (Core)*	<ul> <li>In a range of \$550-560 million</li> </ul>	<ul> <li>~8% (vs 8.0-8.5% prior)</li> </ul>
Total SPX Core*	<ul> <li>~\$1.40 billion</li> </ul>	<ul><li>14.0-14.5%</li></ul>

\*Non-GAAP financial measure.

Note: Core results are non-GAAP financial measures that exclude the results of the South African projects and Heat Transfer operations.

We have not reconciled non-GAAP financial measures guidance to their nearest GAAP equivalents because we do not provide guidance for items that we do not consider indicative of our on-going performance and that are out of our control and/or cannot be reasonably predicted. Accordingly, a reconciliation of the non-GAAP financial measure guidance to the corresponding GAAP financial measures is not available without unreasonable effort.

Adjusted Operating Income Margin\* of ~10%; Adjusted EPS\* Guidance \$2.15-\$2.25

# Market Outlook & Executive Summary

**Gene Lowe** 



August 2, 2018

# **Market Commentary**



Market	Comments
нуас	<ul> <li>Cooling: Commercial and Institutional market trends remain solid</li> <li>Heating: Favorable preseason signals and strong run rate orders</li> </ul>
Detection & Measurement	<ul> <li>Project and run-rate markets remains strong</li> <li>Positive market and customer reception to CUES acquisition</li> </ul>
Transformers	<ul> <li>Key utility customer activity and bookings remain steady</li> <li>Market pricing remains competitive</li> </ul>
Process Cooling	<ul> <li>Customer demand for component offerings continues to be strong</li> <li>Anticipate revenue growth to resume during 2019</li> </ul>

### **Core Market Conditions Remain Solid**



- Strong overall YTD performance reaffirming recently increased Core guidance
- Balance sheet and liquidity remain solid
- Strengthening competitive position through prudent capital allocation
- Executing on plans to drive sustainable double-digit earnings growth

Note: Core results are non-GAAP financial measures that exclude the results of the South African projects and Heat Transfer operations.

**Executing on Value Creation Roadmap** 

# Questions

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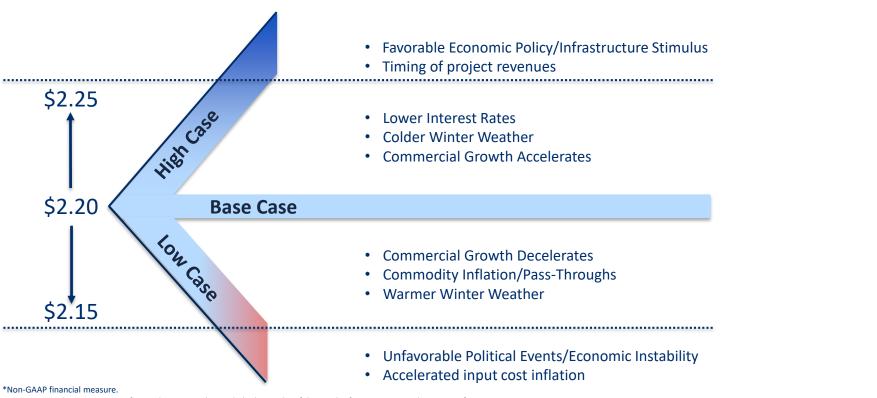


# Appendix

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# 2018 Adjusted EPS\* Guidance - Key Drivers



Note: Core results are non-GAAP financial measures that exclude the results of the South African projects and Heat Transfer operations.

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- Growth investments in Core businesses
- Active M&A pipeline
- Return of capital to shareholders

Note: Core results are non-GAAP financial measures that exclude the results of the South African projects and Heat Transfer operations.



(\$ in millions)

\$298

2022

\$18.

2019

2018

\$18

2020

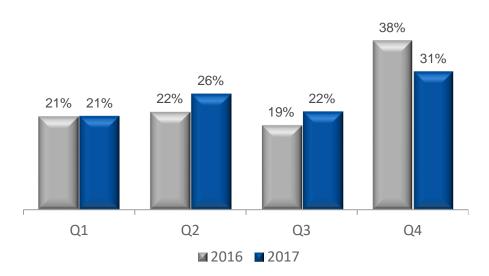
\$18

2021

# **Core Segment Income Phasing**



(\$ millions)



	Q1 2017	Q2 2017	Q3 2017	Q4 2017
GAAP	34.3	20.7	45.4	24.5
Exclude: South African Projects	(4.4)	(26.6)	(4.2)	(32.8)
Exclude: Heat Transfer	(0.4)	0.4	(0.3)	0.7
Exclude: Contract Settlement	-	-	10.2	-
Core	39.1	46.9	\$39.7	56.6
% of full-year	21%	26%	22%	31%
	Q1 2016	Q2 2016	Q3 2016	Q4 2016
GAAP	<b>Q1 2016</b> 29.8	<b>Q2 2016</b> 32.2	<b>Q3 2016</b> 26.0	<b>Q4 2016</b> 54.8
GAAP Exclude: South African Projects		-	-	
Exclude: South African	29.8	32.2	26.0	54.8
Exclude: South African Projects	29.8 (3.4)	32.2 (2.9)	26.0 (3.5)	54.8 (4.7)

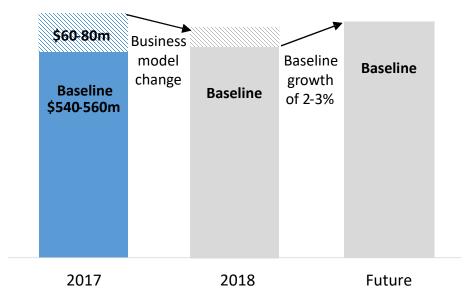
Note: Core results are non-GAAP financial measures that exclude the results of the South African projects and Heat Transfer operations. Additionally, Q3 2017 Core segment income also excludes a gain related to contract settlement within our Engineered Solutions segment.

# **2018 Modeling Considerations**



Metric	Commentary/Assumptions
Corporate costs	Low \$40Ms
Long-term incentive comp	\$16-17M
Restructuring costs	\$1-2M
Interest cost	\$19-20M, including \$2.5M related to acquisition financing
Equity earnings, other	\$2M
Tax rate	22%-23% effective rate 2H 2018; maintaining long-term modelling rate of 23%
Сарех	\$12-14M
Cash cost of pension + OPEB	Approximately \$18M: ongoing cash cost approximately \$16M
D&A	Approximately \$30M, mostly in COGS, including \$3M of acquisition-related amortization
Share count	Approximately 45M
FCF Conversion	Targeting 110% of Adjusted Net Income (i.e., ex South African projects)
Currency effect	Topline sensitivity to USD-GBP rate





Note: Pro Forma for illustrative purposes only. Based on management estimates.

### Growth to Resume in 2019

## Full-Year 2017 U.S. GAAP to Adjusted Operating Income



							(\$ millions, except per share values)
	G	SAAP	Adjustr	nents	Ad	justed	
Segment income <sup>(1)</sup>	\$	124.9	\$	57.8	\$	182.7	
Corporate expense		(46.2)				(46.2)	
Pension and postretirement (expense)		(0.3)				(0.3)	
Long-term incentive compensation expense		(15.8)		_		(15.8)	
Special charges, net <sup>(2)</sup>		(2.7)		1.4		(1.3)	
Operating income		59.9		59.2		119.1	

<sup>(1)</sup>Adjustment represents the removal of operating losses associated with the South African projects, and a gain on contract settlement within our Engineered Solutions reportable segment. <sup>(2)</sup>Adjustment represents the removal of restructuring charges associated with the South African projects.

# Full-Year 2016 U.S. GAAP to Adjusted Operating Income



(\$ millions, except per share values)

	GAAP Adjustments Adjust		Adjusted
Segment income <sup>(1)</sup>	\$ 142.8	\$ 14.5	\$ 157.3
Corporate expense	(41.7)		(41.7)
Pension and postretirement (expense)	(0.4)		(0.4)
Long-term incentive compensation expense	(13.7)		(13.7)
Special charges, net	(5.3)		(5.3)
Impairment of intangible assets <sup>(2)</sup>	(30.1)	30.1	—
Gain on sale of dry cooling business <sup>(3)</sup>	18.4	(18.4)	
Operating income	70.0	26.2	96.2

<sup>(1)</sup> Adjustment represents the removal of operating losses associated with the South African projects.

<sup>(2)</sup>Adjustment represents the removal of a non-cash impariment charge associated with our Heat Transfer business.

(3) Adjustment represents the removal of gain on sale of dry cooling business.

# Q2 2018 GAAP to Adjusted Earnings Per Share U.S. GAAP Reconciliation



	GAAP	Adjustments	Adjusted	(\$ millions, except per share values)
Segment income <sup>(1)</sup>	\$ 41.0	\$ 6.7	\$ 47.7	per share values)
Corporate expense <sup>(2)</sup>	(12.5)	1.4	(11.1)	
Long-term incentive compensation expense	(4.2)	_	(4.2)	
Special charges, net <sup>(3)</sup>	(1.6)	1.4	(0.2)	
Operating income	22.7	9.5	32.2	
Other income, net <sup>(4)</sup>	2.2	0.5	2.7	
Interest expense, net	(4.8)		(4.8)	
Income from continuing operations before income taxes	20.1	10.0	30.1	
Income tax provision <sup>(5)</sup>	(0.4)	(5.9)	(6.3)	
Income from continuing operations	19.7	4.1	23.8	
Dilutive shares outstanding	44.723		44.723	
Earnings per share from continuing operations	\$ 0.44		\$ 0.53	

<sup>(1)</sup> Adjustment represents the removal of operating losses associated with the South African projects and Heat Transfer, and the inventory step-up charge and backlog amortization related to the Cues acquisition. <sup>(2)</sup> Adjustment represents removal of acquisition related expenses incurred during the period.

<sup>(3)</sup> Adjustment represents removal of restructuring charges associated with the South African projects and Heat Transfer.

<sup>(4)</sup> Adjustment represents removal of non-service pension and postretirement items and removal of foreign currency losses associated with the South African projects.

<sup>(5)</sup> Adjustment represents the tax impact of items (1) through (4) above and the removal of certain income tax benefits that are considered non-recurring.



# Q2 2017 GAAP to Adjusted Earnings Per Share Reconciliation

	GAAP	Adjustments	Adjusted	(\$ millions, except per share values)
Segment income <sup>(1)</sup>	\$ 20.7	\$ 26.1	\$ 46.8	
Corporate expense <sup>(2)</sup>	(11.3)	(0.2)	(11.5)	
Pension and postretirement expense	(0.1)	_	(0.1)	
Long-term incentive compensation expense	(3.6)	_	(3.6)	
Special charges, net	(0.5)		(0.5)	
Operating income	5.2	25.9	31.1	
Other expense, net <sup>(3)</sup>	(3.2)	1.6	(1.6)	
Interest expense, net <sup>(4)</sup>	(4.3)	0.3	(4.0)	
Income from continuing operations before income taxes	(2.3)	27.8	25.5	
Income tax provision <sup>(5)</sup>	(6.0)	(0.6)	(6.6)	
Income from continuing operations	(8.3)	27.2	18.9	
Dilutive shares outstanding	42.388		43.789	
Earnings per share from continuing operations	\$ (0.19)		\$ 0.43	

<sup>(1)</sup>Adjustment represents the removal of the combined net operating losses associated with the South African projects and Heat Transfer.

<sup>(2)</sup>Adjustment represents corporate costs allocated to Heat Transfer that will remain post wind-down.

<sup>(3)</sup> Adjustment represents removal of non-service pension and postretirement items and removal of foreign currency losses associated with the South African projects.

<sup>(4)</sup> Adjustment represents removal of interest expense incurred in connection with borrowings under a line of credit in South Africa.

<sup>(5)</sup> Adjustment represents the tax impact of items (1) through (4) above.

# Q2 2018 Adjusted Operating Income U.S. GAAP Reconciliation



		Three mor	ths ended			Six mont	hs ended		(\$ millions)
	June	30, 2018	July	1, 2017	June	30, 2018	July	1, 2017	
Operating income	\$	22.7	\$	5.2	\$	42.0	\$	24.3	
Exclude:									
Losses from South African projects (1)		(3.9)		(26.6)		(9.8)		(31.0)	
Income (loss) from Heat Transfer <sup>(2)</sup>		(2.4)		0.7		(2.8)		0.6	
One time acquisition related costs <sup>(3)</sup>		(3.2)		_		(4.5)		_	
Adjusted operating income	\$	32.2	\$	31.1	\$	59.1	\$	54.7	
as a percent of Core revenues <sup>(4)</sup>		9.0 %		9.2 %		8.6 %		8.4 %	

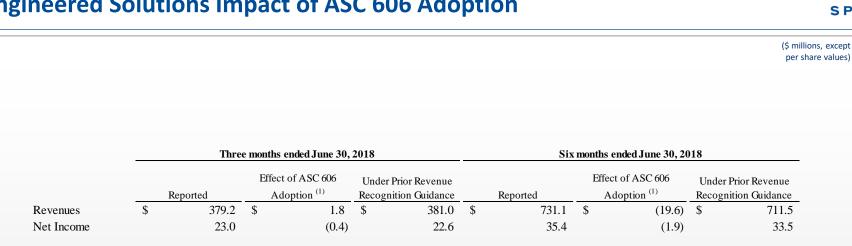
<sup>(1)</sup> Represents removal of financial results for South African projects, inclusive of "special charges" of \$0.3 and \$1.9 recorded during the three and six months ended June 30, 2018, respectively.

<sup>(2)</sup> Represents removal of Heat Transfer's financial results, inclusive of "special charges" of \$1.1 and professional fees included in "corporate expense" of \$0.2 during the three and six months ended June 30, 2018 and exclusive of corporate costs allocated to Heat Transfer that will remain post-wind down of \$0.2 for the three months ended June 30, 2018 and July 1, 2017, and \$0.4 for the six months ended June 30, 2018 and July 1, 2017.

<sup>(3)</sup> Represents charges for the Cues acquisition during the three months ended June 30, 2018 associated with inventory step-up (\$1.6), backlog amortization (\$0.2), and transaction-related fees (\$1.4) and charges during the three months ended March 31, 2018 associated with the (i) Schonstedt acquisition (inventory step-up charges of \$0.3 and transaction-related fees \$0.7), and (ii) Cues transaction-related fees (\$0.3).

<sup>(4)</sup> See "Results of Reportable Segments" for applicable percentages based on GAAP results.

### **Engineered Solutions Impact of ASC 606 Adoption**



<sup>(1)</sup> Effect of ASC 606 adoption related solely to our Engineered Solutions reportable segment.

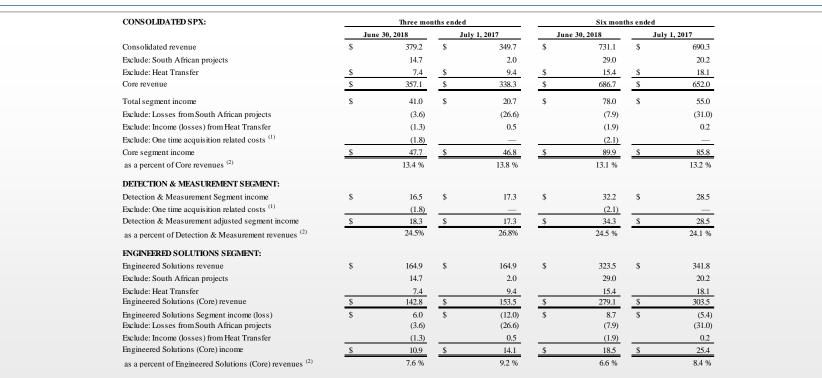


# **Q2 2018 Organic Revenue U.S. GAAP Reconciliation**



	Three months ended	June 30, 2018
	HVAC	Detection & Measurement
Net Revenue Growth	16.1 %	15.7 %
Exclude: Foreign Currency	0.5 %	0.8 %
Exclude: Acquisitions	— %	14.9 %
Organic Revenue Growth	15.6 %	%

## **Core Revenue and Segment Income U.S. GAAP Reconciliation**



(1) Represents additional "Cost of products sold" and "Intangibles amortization" recorded during the three and six months ended June 30, 2018 related to the step-up of inventory (to fair value) and customer backlog amortization acquired in connection with the June 7, 2018 Cues acquisition. In addition, for the six months ended June 30, 2018, it includes the step-up of inventory (to fair value) for the Schonstedt acquisition on March 1, 2018.

(2) See "Results of Reportable Segments" for applicable percentages based on GAAP results.

Note: Core results are non-GAAP financial measures that exclude the results of the South African projects and Heat Transfer operations.



# Full-Year Adjusted EBITDA to U.S. GAAP Reconciliation



(\$ millions)

	F	Y 2017	FY 2016			
Consolidated revenue	\$	1,425.8	\$	1,472.3		
Exclude: South African projects (1)		29.1		83.3		
Adjusted revenues	\$	1,396.7	\$	1,389.0		
Adjusted operating income <sup>(1)(2)</sup>	\$	119.1	\$	96.2		
Adjustments:						
Depreciation & amortization		25.2		26.5		
Other income/(expense)		(1.7)		2.8		
Adjusted EBITDA	\$	142.6	\$	125.5		
as a percent of Adjusted revenues		10.2%		9.0%		

<sup>(1)</sup> For the twelve months ended December 17, 2017, we made revisions to our estimates of expected revenues and costs on our large power projects in South Africa. As a result of these revisions, we reduced revenues for the projects during the twelve months ended December 31, 2017 by \$36.9, and increased the loss on the projects by \$52.8.
<sup>(2)</sup> For the adjusted operating income see full year 2017 and 2016 operating income tables above

# **Debt Reconciliation**



			(\$ millions)
	Q2	2 2018	
Short-term debt	\$	124.1	
Current maturities of long-term debt		9.2	
Long-term debt <sup>(1)</sup>		340.6	
Gross debt		473.9	
Less: Purchase card program and extended payables		(3.0)	
Adjusted gross debt		470.9	
Less: Cash and equivalents		(66.7)	
Adjusted net debt	\$	404.2	

1) Excludes unamortized debt issuance costs associated with term loan of \$2.1m. Note: Adjusted net debt as defined by SPX's current credit facility agreement.



										(\$ millions)
	Q3 2	2017	_Q4	2017	Q1 2	2018	Q2	2018	LTM	
Net income (loss) from continuing operations attributable to SPX Corporation common shareholders	\$	22.0	\$	60.0	\$	12.4	\$	23.0		
Income tax provision (benefit) Interest expense		4.8 4.3		(61.9) 4.2		4.1 4.3		0.4 5.1		
Income (loss) from continuing operations before interest and taxes		31.1		2.3		20.8		28.5		
Depreciation and amortization		6.3		6.3		6.6		6.8		
EBITDA		37.4		8.6		27.4		35.3		
Adjustments:										
Non-cash compensation		5.2		5.1		5.9		5.2		
Pension adjustments		(1.2)		5.3		(0.7)		(0.7)		
Extraordinary non-cash charges, (gains), net		(1.2)		10.4		(3.5)		(1.5)		
Extraordinary non-recurring cash charges, (gains), net		(8.0)		23.6		5.7		4.7		
Material acquisition/disposition related fees, costs, or expenses, (gains), net		-		-		1.1		(2.0)		
Pro forma effect of acquisitions and divestitures, and other		3.2		2.6		2.9		3.5		
Adjusted EBITDA	\$	35.4	\$	55.6	\$	38.9	\$	44.5	\$ 174.4	

Note: Consolidated EBITDA as defined by SPX's current credit facility agreement.

# **U.S. GAAP to Core Free Cash Flow from Continuing Operations**

			(\$ millions)
	Q	2 2018	
Net operating cash flow from continuing operations	\$	3.1	
Capital expenditures - continuing operations		(2.2)	
Free cash flow from continuing operations		0.9	
Adjustment for South African projects		10.7	
Core free cash flow from continuing operations	\$	11.6	

\*Core results are non-GAAP financial measures that exclude the results of the South African projects and Heat Transfer operations.

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