

SPX Corporation Investor Presentation

September 2021



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- ❑ Particular risks facing SPX include risks relating to economic, business and other risks stemming from changes in the economy, including changes resulting from the impact of the COVID-19 pandemic; market specific cycles and weather related fluctuations; legal and regulatory risks; cost of raw materials; pricing pressures; our reliance on U.S. revenues and international operations; our ability to successfully resolve various claims and disputes associated with our large power projects in South Africa; legacy liability (including asbestos, environmental and pension); liabilities retained in connection with dispositions; integration of acquisitions and achievement of anticipated synergies; our 2015 spin-off transaction; the effectiveness, success, and timing of restructuring plans; and other risks and uncertainties arising from impact of the COVID-19 pandemic or related government responses on SPX’s businesses and the businesses of its customers and vendors, including whether SPX’s businesses and those of its customers and vendors will continue to be treated as “essential” operations under government orders restricting business activities or, even if so treated, whether health and safety concerns might otherwise require certain operations to be halted for some period of time. More information regarding such risks can be found in SPX’s most recent Annual Report on Form 10-K, most recent quarterly report on Form 10-Q and other SEC filings.
- ❑ 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. Reconciliations of the non-GAAP financial measures with the most comparable measures calculated and presented in accordance with GAAP are available in the appendix to this presentation. 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.

Gene Lowe
President and CEO



Jamie Harris
Treasurer and CFO





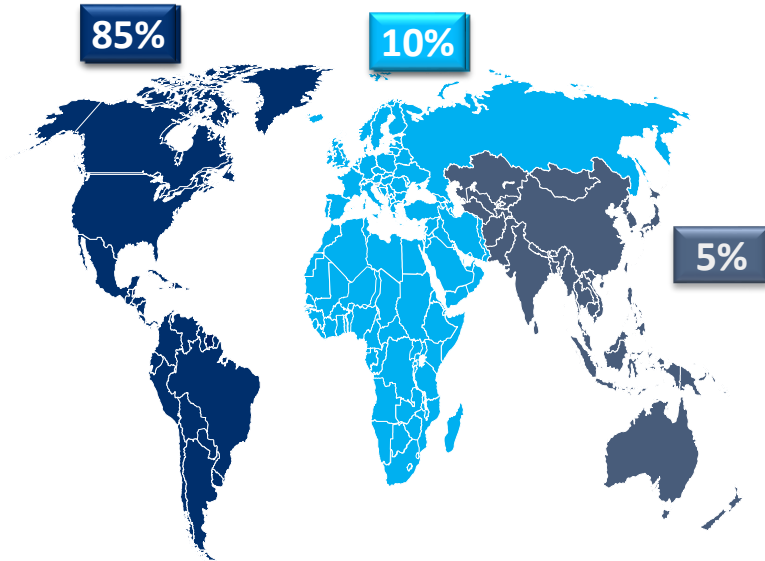
SPX Corporation Overview

Company Overview



- ❑ Headquartered in Charlotte, NC
- ❑ Focused, market-leading platforms:
 - ✓ HVAC
 - ✓ Detection & Measurement
- ❑ ~\$1.1b Adjusted Revenue* in 2020
- ❑ ~4,000 employees
- ❑ NYSE Ticker: **SPXC**

2020 Adjusted Revenue* by Region



SPX is a Leading Supplier of HVAC and Detection & Measurement Products and Technologies;
The Majority of Revenue is Generated by North American Sales

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

Attractive Core

Well positioned key platforms in growth markets

Growth

Favorable long-term secular trends and business mix;
growth initiatives in early innings

Cash Flow

~100% conversion of adjusted net income*

Business System

Consistent repeatable process to drive improvement

Capital Deployment

Substantial available capital and liquidity

Well Positioned to Continue Growth Journey

*Non-GAAP financial measure. Based on historical conversion rates.

Strong Product Offerings and Attractive Market Dynamics



HVAC

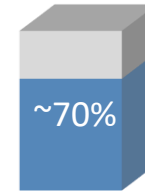
- ✓ Cooling towers
- ✓ Refrigeration
- ✓ Process Cooling
- ✓ Boilers
- ✓ Electrical heating

DETECTION & MEASUREMENT

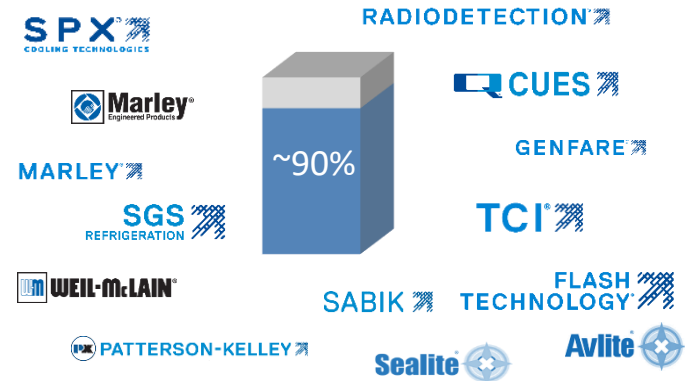
- ✓ Location & inspection
- ✓ Fare collection
- ✓ Communication technologies



2020 REVENUE FROM REPLACEMENT SALES†



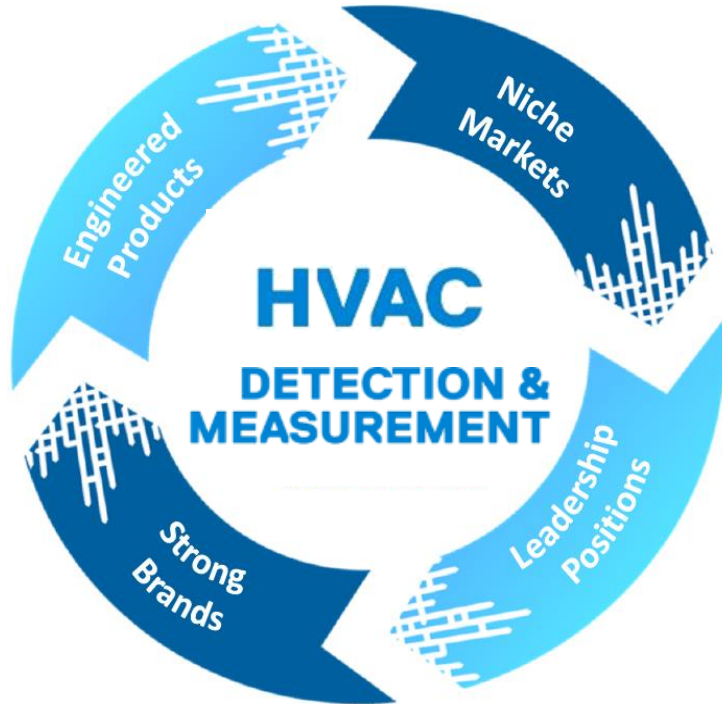
2020 REVENUE FROM #1 OR #2 MARKET POSITION†



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

†Based on management estimates.

Note: Weil-McLain is a division of The Marley-Wylain Company, LLC



Organic Growth

- New products
- Channel expansion
- Adjacent markets

Inorganic Growth

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

SPX Business System

- Policy deployment
- Operational excellence
- Due diligence/integration

Culture & Values

- Integrity
- Results/accountability
- Diversity & Inclusion
- Employee development

Revenue & Margin Enhancement - Tools & Drivers

Product Innovation



Technology



Software



Robotics



AI

M&A

SCHONSTEDT



SABIK



PATTERSON-KELLEY



SENSORS & SOFTWARE



Channel



Geography



Service



Digital



Loyalty

CI



80/20



...In What We Make...

Our products enable



Lower Emissions



Safety



Clean Water



Connectivity



Clean Energy

...And How We Make It...



Core Values



Diversity & Inclusion



Engagement



Continuous Improvement



Minimize Waste

E

- Drive energy efficient HVAC solutions
- Keep water and gas lines safe and clean
- Recycle heat exchange media
- Issue annual sustainability report (GRI aligned)

S

- Enable mobility in underserved communities
- Protect lives in construction & aviation
- Engage & develop employees
- Support & engage our communities

G

- Independent & diverse Board (~44% female)
- Alignment with stakeholder interests
- Culture of integrity and compliance
- Responsible & ethical supply base

Well-Positioned for Infrastructure Spending



- ✓ Water & Wastewater
- ✓ General Construction (heavy civil, housing)
- ✓ Public Transit
- ✓ Renewables (wind)
- ✓ Telecom (5G), Airports, Ports
- ✓ Institutional (K-12, gov't, healthcare)
- ✓ Infrastructure-centric R&D



RADIODETECTION



SPX 2025

CONSIDERATION

- Stock sale of Transformer Solutions to Prolec GE for
- Adjusted EBITDA Multiple of ~10.5x (LTM 3/31/2021E)
- Estimated net after tax cash proceeds ~\$540M

TIMING AND CLOSING CONDITIONS

- Expected to close in 2H 2021, subject to customary closing conditions and regulatory approvals

USE OF PROCEEDS

- Strategic growth – organic / inorganic
- Short-term debt repayment
- If appropriate, standing share buyback authorization in place

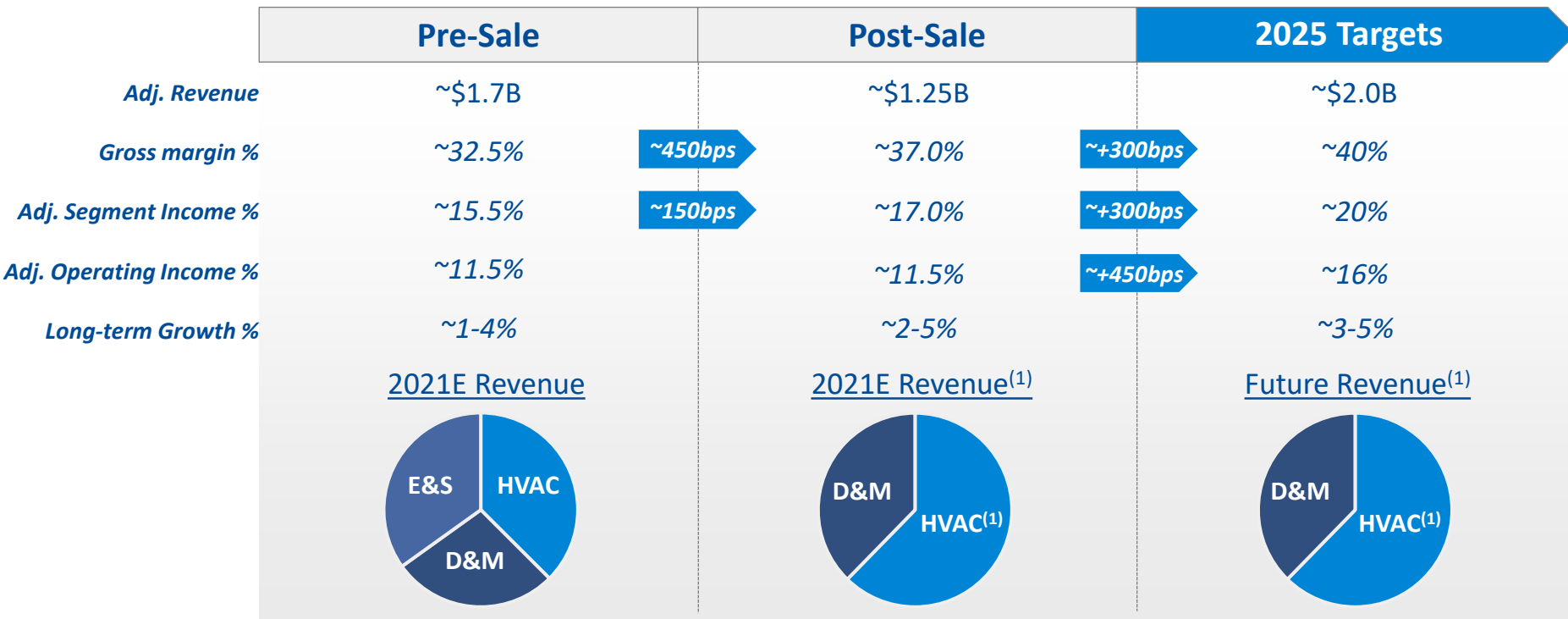
*Pro Forma Available Capital (Year-End 2021)**



*Estimated cash plus borrowing capacity based on bank net leverage ratio

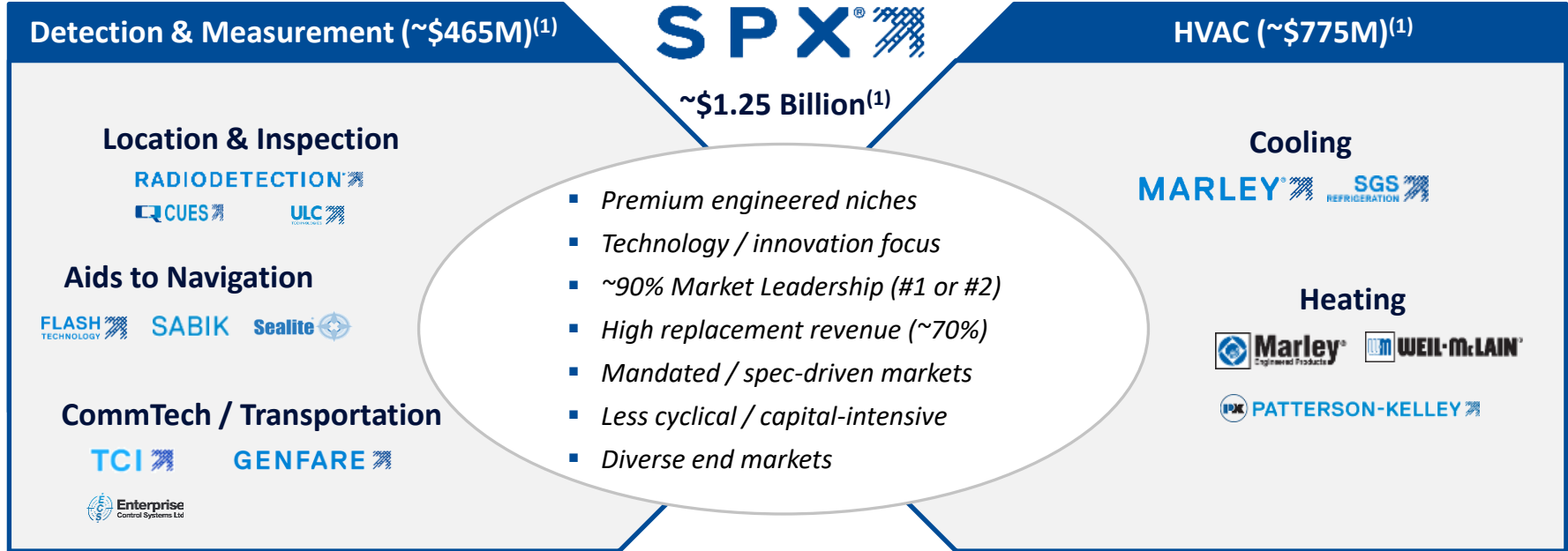
Significant Investment Capacity

SPX Strategic Portfolio Transformation Continues



1) Current 2021 estimates. Process Cooling included in HVAC Segment Revenue Post-sale. Note: Adjusted results are non-GAAP financial measures that exclude, among other items, the results of the South African operations categorized as “Other” in the company’s reporting structure. Reconciliations of guidance measures to US GAAP financial measures are not predictable and accordingly are not included in the Appendix of the presentation.

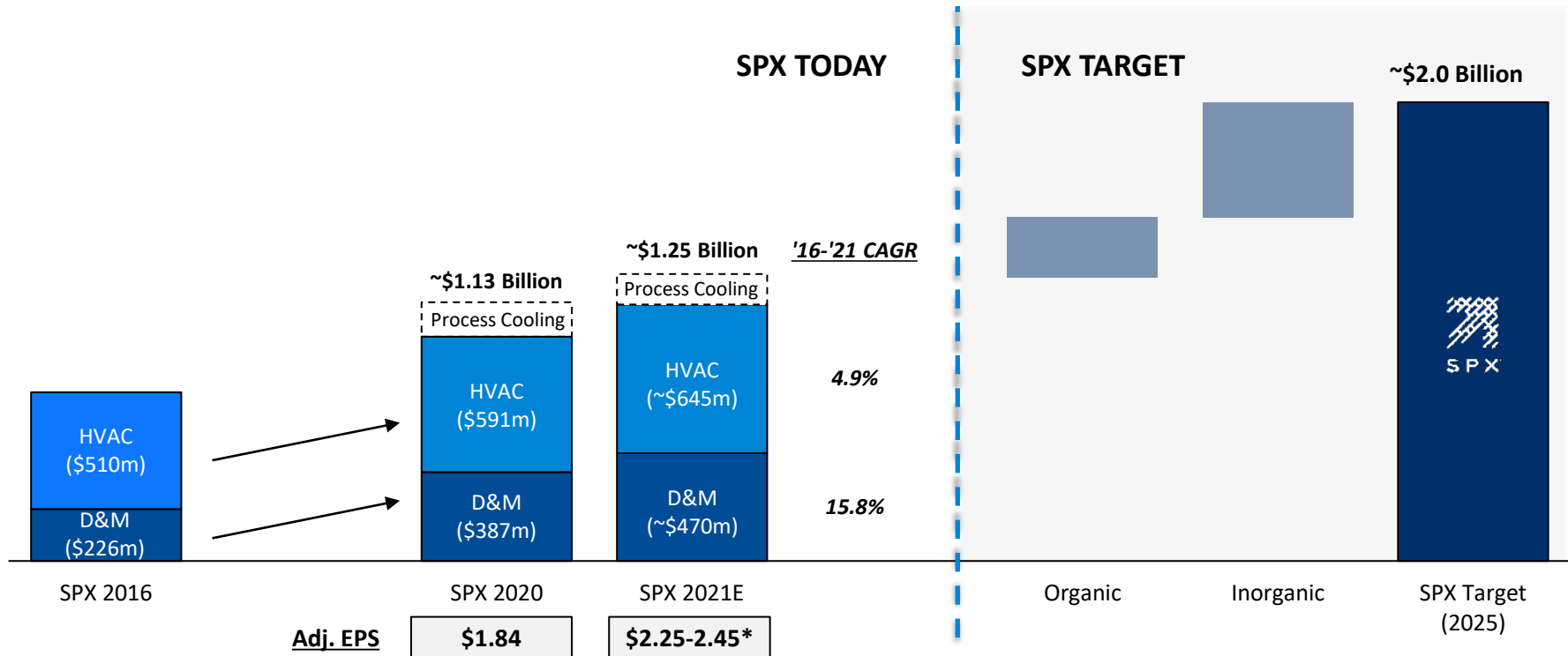
Focused Platforms with Higher Margin and Growth Opportunities



1) Current 2021 estimates

Simplified, Higher-Return Portfolio

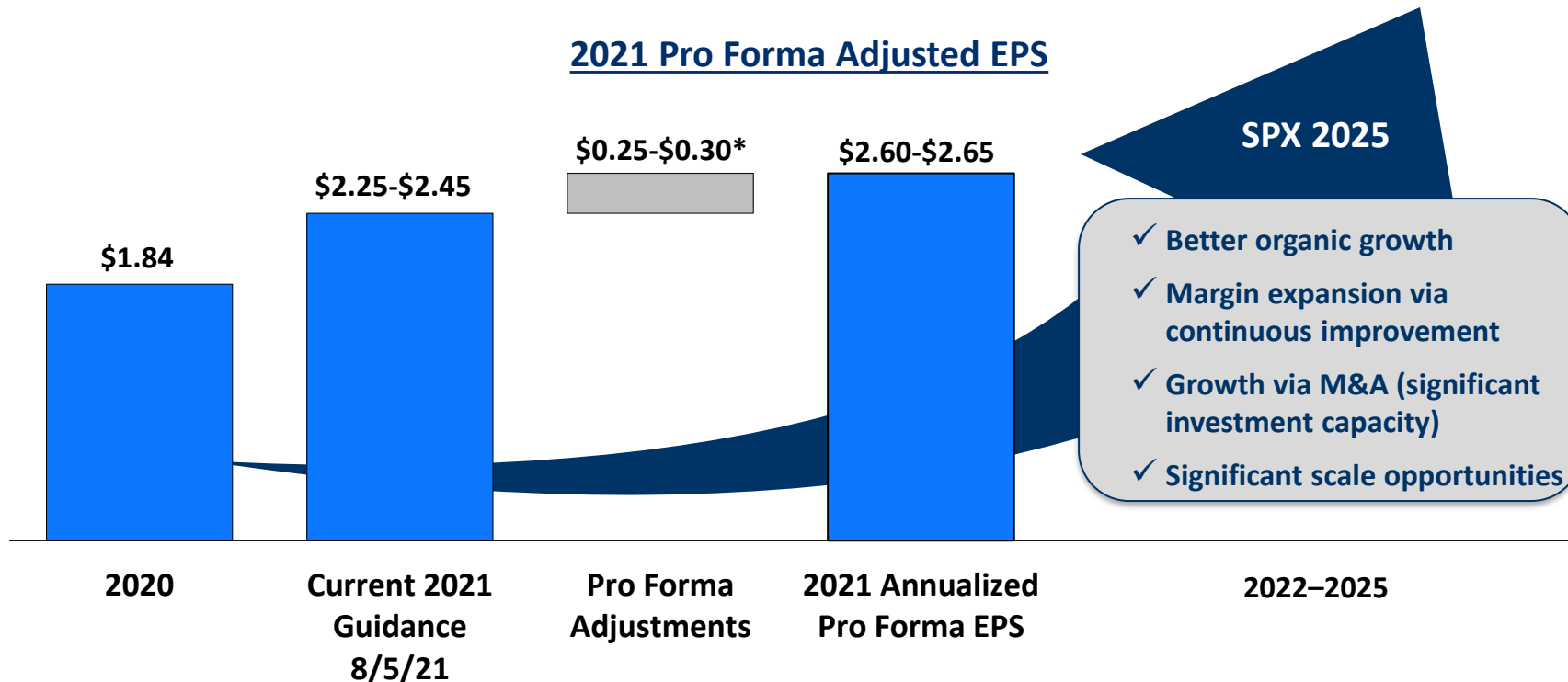
SPX Long-Term Targets – Revenue



*Current Guide

Note: Process Cooling to HVAC Segment post-sale; not included in '16-'21 HVAC CAGR calculation

Focused, Strategic Path to Long-term Targets



Clear Path to Substantial Growth

*Fiscal year impact of acquisitions, normalized corporate expense, and potential interest reduction for pay-down of various debt facilities with Transformers sales proceeds.

Segment Overview

- ❑ HVAC
- ❑ Detection & Measurement

HVAC

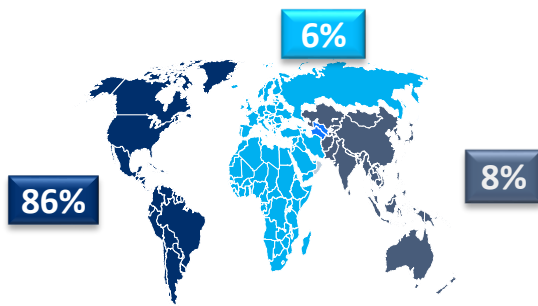
HVAC Segment Overview



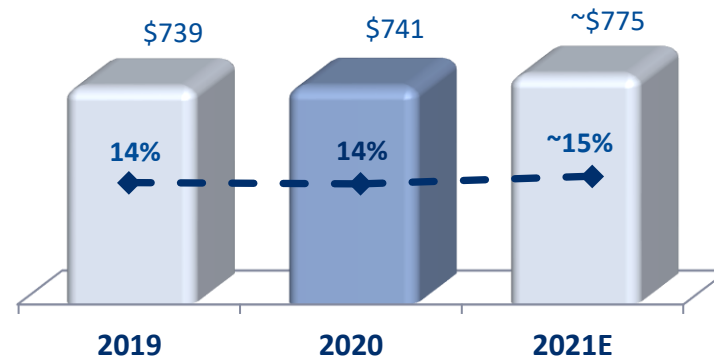
2020 Revenue by Product



2020 Revenue by Geography



■ 2019 ■ 2020 ■ 2021E
 — Adjusted segment income* % (\$ millions)

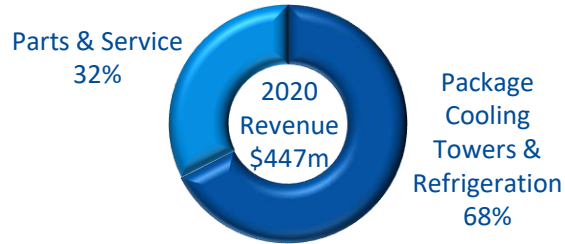


	2019	2020	2021E
Gross Margin%	30%	30%	-
Segment EBITDA*	\$111	\$112	-

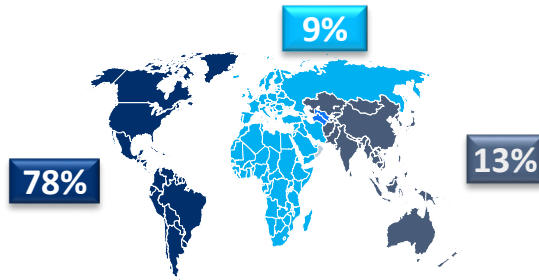
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Strong Product Brands and Leading Market Positions Across HVAC Heating and Cooling Product Portfolio

2020 Revenue by Product



2020 Revenue by Geography



- ❑ Cooling products used in non-residential, commercial construction, process cooling and refrigeration applications
- ❑ Well-recognized product brands: Marley and Recold
- ❑ Well-established sales channel including reps and distributors
- ❑ Demand generally follows construction trends (e.g., Dodge Index)
- ❑ Approximately 50% replacement sales
- ❑ Growing component and aftermarket opportunities

Strong Product Brands and Leading Market Positions Across Cooling Product Portfolio

Cooling Product Examples

Marley NC Cooling Tower

- ✓ High efficiency
- ✓ Low drift rates
- ✓ Quiet by design
- ✓ Long-life construction



Marley MH Element Fluid Cooler

- ✓ Industrial and process cooling
- ✓ High performance copper coils
- ✓ Most efficient system in its class



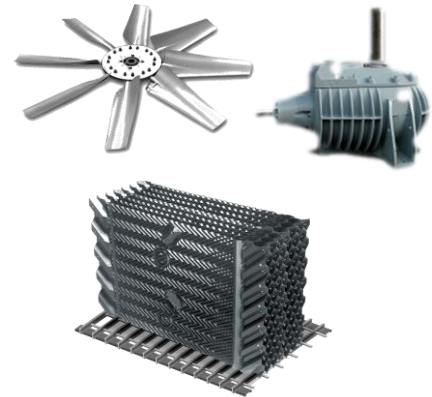
Marley MD Everest Tower

- ✓ Suitable for larger applications
- ✓ 85% more cooling capacity than any other pre-assembled tower
- ✓ Installed 80% faster than field erected



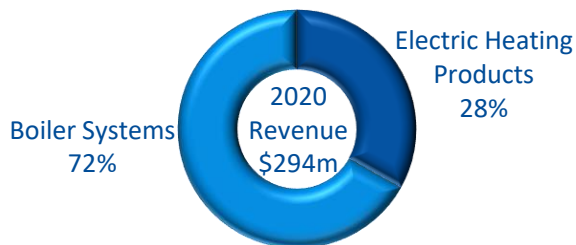
High-Value Components

- ✓ Gearboxes, motors, drives
- ✓ Fans and cylinders
- ✓ Heat Transfer Media

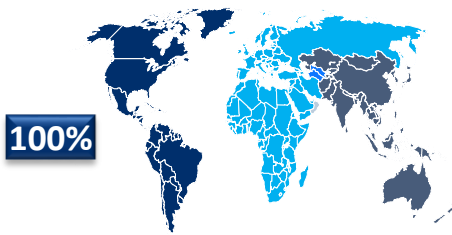


Strong Product Portfolio and Brands with Opportunities for Expansion

2020 Revenue by Product



2020 Revenue by Geography



- ❑ North American businesses with strong brands
- ❑ Large installed base / established spec position
- ❑ Products used in residential and non-residential markets and sold primarily through distributors
- ❑ Demand for boiler systems is seasonal:
 - ✓ Concentrated in the fourth quarter
- ❑ High level of replacement revenues

Strong Product Brands and Leading Market Positions in North America;
Financial Performance Seasonally Strong in Second Half

Heating Product Examples

Residential Boilers

- ✓ High efficiency natural gas
- ✓ Standard cast iron
- ✓ Unique hybrid design
- ✓ Gas combi boilers



Commercial Boilers

- ✓ High efficiency natural gas
- ✓ Standard cast iron



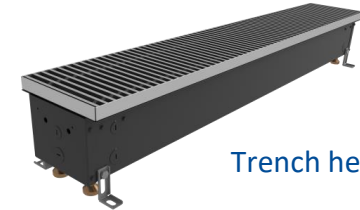
Electrical Heating Products



Digital wall heaters



Wash-down, corrosion resistant heaters



Trench heaters

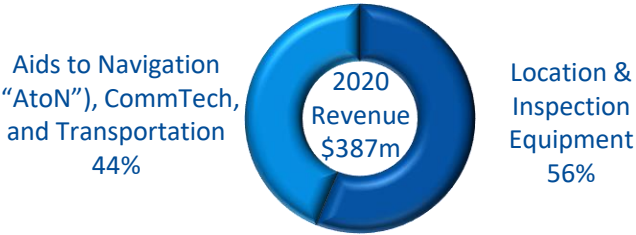
Broad Product Offering of Heating Solutions for Residential and Commercial Applications

Note: Weil-McLain is a division of the Marley-Wylain Company, LLC.

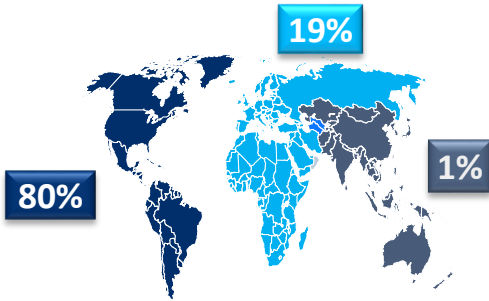
Detection & Measurement

Detection & Measurement Segment Overview

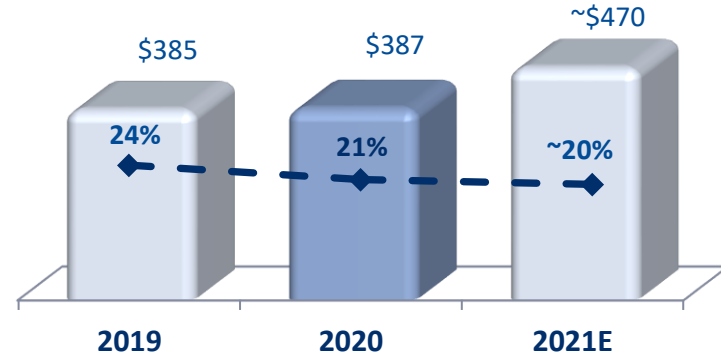
2020 Revenue by Product



2020 Revenue by Geography



■ 2019 ■ 2020 ■ 2021E
 — Adjusted segment income* % (\$ millions)



	2019	2020	2021E
Gross Margin%	47%	44%	-
Segment EBITDA*	\$96	\$87	-

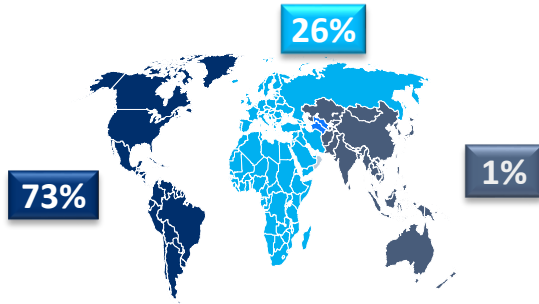
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Attractive Platform for Growth Investments; Long-Term Targets Include
 2% to 6% Annual Organic Revenue Growth

2020 Revenue by Product



2020 Revenue by Geography



- ❑ A leading global supplier of location & inspection equipment for underground infrastructure
- ❑ Global distribution / established channels
- ❑ Integrated hardware and software solutions
- ❑ Leading technology competencies (data analytics, robotics, AI)
- ❑ Key demand drivers:
 - ✓ Global infrastructure growth
 - ✓ Construction growth
 - ✓ Health & safety legislation

Leading Global Supplier of Equipment to Locate and Inspect Buried Utility Cables & Pipes

Location Equipment

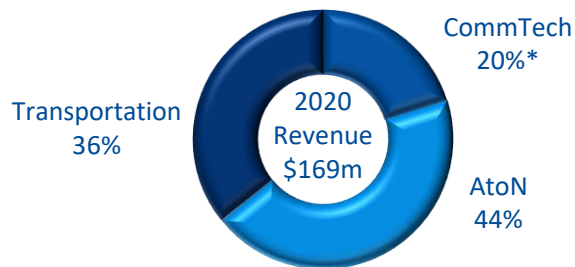


Inspection Equipment

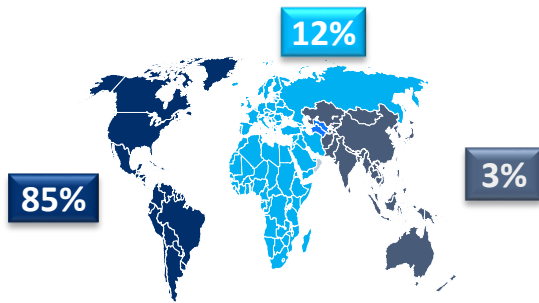


Full Lifecycle Infrastructure Solutions Provider for Location & Inspection Markets

2020 Revenue by Product



2020 Revenue by Geography



- ❑ **CommTech** : A leading global supplier of spectrum monitoring, communication intelligence and geolocation technologies
- ❑ **Aids to Navigation**: Global Leader in terrestrial obstruction lighting, marine aids-to-navigation, and airfield ground lighting solutions
- ❑ **Transportation**: North American farebox leader with growing software solution
- ❑ Key demand drivers:
 - ✓ Global growth of wireless usage
 - ✓ Increased spectrum provisioning and monitoring
 - ✓ Anti-terrorism and drug interdiction effort
 - ✓ Compliance with government & industry regulations
 - ✓ Infrastructure funding
 - ✓ Urbanization

AtoN, CommTech, and Transportation Platforms are Leaders in Niche End Markets

* Spectrum Monitoring Solutions and Communications Intelligence products

Terrestrial Obstruction Lighting



Marine Obstruction Lighting



Airfield Ground Lighting



Global Leader with Full Product Range

Spectrum Monitoring (SMS)



Communications Intelligence



Spectrum monitoring leader with expanding COMINT presence

Transportation – Next Generation Fare Collection



Fare Collection Suite of Products Integrated with Back-End Support;
We Believe This is the New Industry Standard

Financial Performance & Capital Allocation

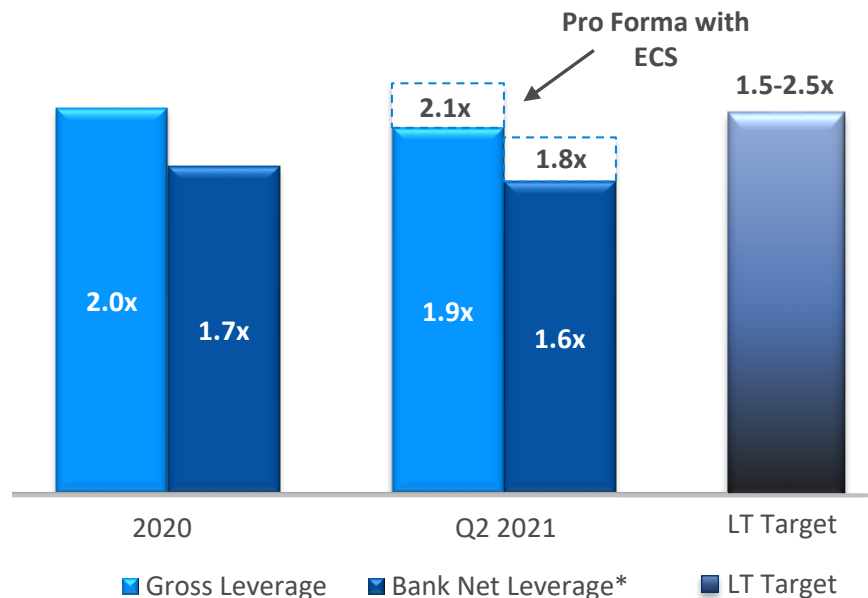
Methodology	Expected Outcome
1) Utilize strategic planning process to evaluate future revenue and earnings growth	<ul style="list-style-type: none">▪ Quantify projected future cash flows and estimate total company valuation
2) Maintain target capital structure	<ul style="list-style-type: none">▪ Net Debt to EBITDA⁽¹⁾ target range: 1.5x to 2.5x
3) Invest available capital in highest, risk-adjusted, return opportunities	<ul style="list-style-type: none">▪ Cost reduction initiatives▪ Organic business development▪ Bolt-on acquisitions▪ Return of capital to shareholders

⁽¹⁾ Net Debt and EBITDA as defined in SPX Corporation's credit agreement

Financial Position - Capital Structure & Liquidity Update



(\$millions)	Q4 2020	Q2 2021
Short-term debt	\$101	\$168
Current maturities of long-term debt	7	10
Long-term debt	304	238
Total Debt	\$412	\$417
Less: Cash on hand	(68)	(69)
Net Debt	\$344	\$348



Balance Sheet Remains Solid; Well-Positioned for Growth Initiatives

* Calculated as defined by SPX's credit facility agreement.

Qualitative

- ❑ Focused on building existing platforms
 - ✓ Existing markets or close adjacencies
- ❑ Engineered products
- ❑ Attractive growth opportunities
 - ✓ Secular growth drivers
 - ✓ Fragmented market with consolidation opportunities
- ❑ Differentiated offering through technology, brand or channel

Quantitative

- ❑ Revenue transaction size \$20-\$200 million (primary focus); opportunistically consider larger targets
- ❑ Cash ROIC \geq double digits 3-5 yrs
- ❑ Accretive to adjusted EPS in year 1, GAAP EPS in year 2

Building Strategic Platforms

Disciplined Business System

Strategic Organic Sales Growth

(Innovation, Product Mgmt.)

Continuous Improvement

(Lean, 80/20)

Talent Development

(360 Leadership)

Digital

(Software, Productivity)

Strategic Acquisition Approach

*SPX has acquired
~\$275M of revenue
in ~3 years*

PATTERSON-KELLEY

SABIK
MARINE

ULC
TECHNOLOGIES

CUES

SCHONSTEDT

Sealite

Sensors &
Software

SGS
REFRIGERATION

Enterprise
Control Systems Ltd

Average EV/EBITDA Multiple Paid:

Pre-Synergy

~10.5x

Post-Synergy

~8.5x

Superior Performance

Organic / Inorganic
Revenue Growth

Margin Expansion

Cash Flow Generation

Established Model for Sustainable Growth

Building Strategic Platforms – Location & Inspection



RADIODETECTION

SCHONSTEDT

SENSORS & SOFTWARE

CUES

ULC
TECHNOLOGIES

Location Equipment

Inspection Equipment

\$~100m

\$~10m

\$~10m*

\$~100m

\$~40m*

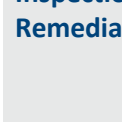
Location & Inspection Equipment

Specialized Ferrous Locators

GPR Location Equipment

Water & Waste Water Pipeline Inspection Equipment

Gas Utility Pipeline Inspection & Remediation



**Transformed ~\$100m
Locator Business into
~\$260m Full Life Cycle
Infrastructure Solutions
Provider**

Accelerating Momentum with Broad Range of Opportunities

*Approximate annualized run-rate revenue at time of acquisition for Sensors & Software and ULC. Historical run-rate revenue for others.

Building Strategic Platforms – Aids to Navigation



FLASH TECHNOLOGY

\$~40-50m

Terrestrial Obstruction Lighting



SABIK MARINE

\$~25-30m*

Marine Obstruction Lighting



Sealite  **Avlite** 

\$~30-40m*

Airfield Ground and Marine Obstruction Lighting



Transformed ~\$40-50m Obstruction Lighting Business into ~\$110m Global Leader in Aids to Navigation Solutions

Global Leader with Full Product Range

*Approximate annualized run-rate revenue at time of acquisition for Sabik and Sealite. Historical run-rate revenue for Flash.

TCI

~\$40-60m

**Spectrum Monitoring
and COMINT Solutions**



Enterprise
Control Systems Ltd

~\$14m*

**Tactical Data Links and
RF Countermeasures**



**Broad Provider of
Spectrum Monitoring
and COMINT Solutions**

Significant Runway to Grow Presence in COMINT

* Approximate annualized run-rate revenue at time of acquisition for ECS.

MARLEY

~\$430m

Leading Position in
Packaged Cooling and
Field Erected Towers



SGS
REFRIGERATION

~\$15m*

Industrial Refrigeration
Products



**Strengthened Industrial
Refrigeration Solutions**

Opportunity for Expansion into Adjacent Cooling Markets

* Approximate annualized run-rate revenue at time of acquisition for SGS.



~\$180-200m

Leading Position in Residential Boilers



~\$40m*

High-efficiency Commercial Boilers



Accelerated Growth Strategy in Commercial High Efficiency Boilers

Opportunity for Core Consolidation / Product Add-Ons

* Approximate annualized run-rate revenue at time of acquisition for Patterson-Kelley.

Executive Summary

- ❑ Balanced business portfolio with attractive and diverse end market drivers
- ❑ Strong balance sheet, significant capital availability, and cash generation
- ❑ Effective business system and continued focus on growth accelerators, including inorganic opportunities

Significant Value Creation Opportunity

Appendix

	Revenue	Segment Income Margin
HVAC	<ul style="list-style-type: none"> ~\$770-780 million (including Process Cooling) 	<ul style="list-style-type: none"> ~14.5%
Detection & Measurement	<ul style="list-style-type: none"> ~\$465-475 million 	<ul style="list-style-type: none"> ~20.5%
Total SPX Adjusted	<ul style="list-style-type: none"> ~\$1.25 billion 	<ul style="list-style-type: none"> ~17.0%

Adjusted Operating Income Margin of ~11-12%;
Adjusted EPS in a Range of \$2.25-2.45

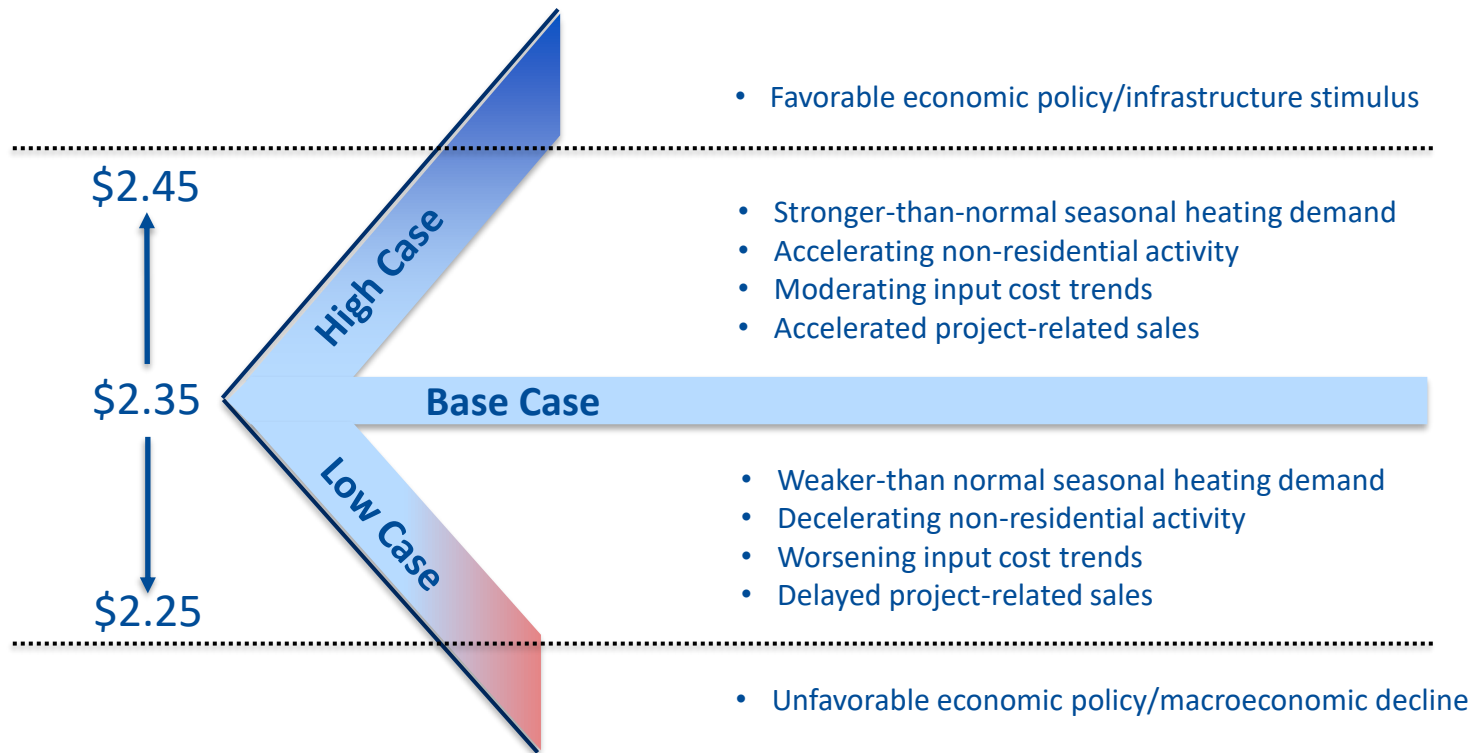
Note: Adjusted results are non-GAAP financial measures that exclude, among other items, the results of the South African operations categorized as “Other” in the company’s reporting structure. Reconciliations of guidance measures to US GAAP financial measures are not predictable and accordingly are not included in the Appendix of the presentation.

Modeling Considerations – Full Year 2021



Metric	Considerations
Corporate expense	~\$50m, including TSA income
Long-term incentive comp	~\$13m
Restructuring costs	~\$1m
Interest cost	~\$13m
Other income/(expense), and Non-service pension benefit/(expense)	\$6-8m
Tax rate	~19-21%
Capex	~\$15m
Cash cost of pension + OPEB	\$13-14m
D&A	~\$40-42m
Share count	~46.4-46.7
Currency effect	Topline sensitivity to USD-GBP rate

2021 Adjusted EPS Guidance - Key Drivers

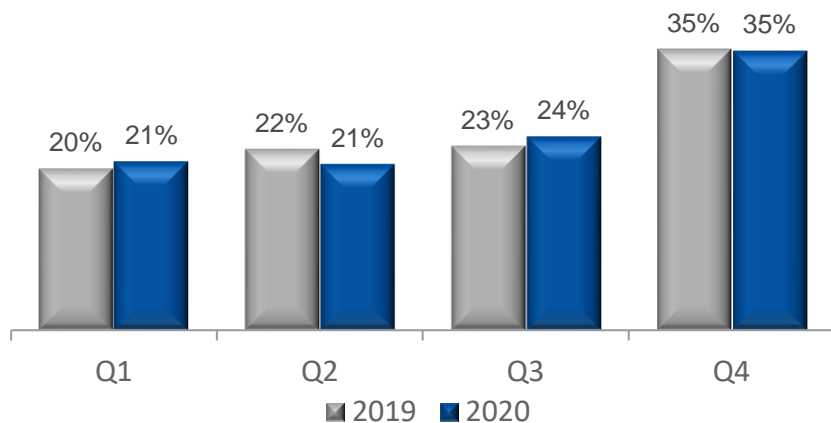


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Adjusted Segment Income Phasing and Reconciliations



(\$ millions)



	Q1	Q2	Q3	Q4	2020
Segment Income	31.4	31.4	35.7	51.7	150.2
Exclude "Other"	(4.5)	(4.2)	(5.3)	(5.3)	(19.3)
Exclude: One time acquisition related costs	(0.1)			(1.2)	(1.3)
Exclude: Intangible amortization	(2.6)	(2.4)	(3.3)	(5.7)	(14.0)
Adjusted	<u>38.6</u>	<u>38.0</u>	<u>44.3</u>	<u>63.9</u>	<u>184.8</u>
<i>% of full-year</i>	<i>21%</i>	<i>21%</i>	<i>24%</i>	<i>35%</i>	<i>100%</i>

	Q1	Q2	Q3	Q4	2019
Segment Income	14.9	30.8	37.3	57.8	140.8
Exclude "Other"	(21.3)	(9.7)	(5.4)	(7.2)	(43.6)
Exclude: One time acquisition related costs	(1.3)	(0.9)	-	0.2	(2.0)
Exclude: Intangible amortization	(1.6)	(2.4)	(2.0)	(2.9)	(8.9)
Adjusted	<u>39.1</u>	<u>43.8</u>	<u>44.7</u>	<u>68.1</u>	<u>195.7</u>
<i>% of full-year</i>	<i>20%</i>	<i>22%</i>	<i>23%</i>	<i>35%</i>	<i>100%</i>

HVAC Segment Results – 2019, 2020, and YTD by Quarter



(\$ millions)

	Q1	Q2	Q3	Q4	2019
Revenue	\$167.6	\$165.3	\$167.8	\$238.0	\$738.7
GAAP Segment Income	19.2	18.8	22.2	42.9	103.1
Exclude: One time acquisition related costs	-	-	-	-	-
Exclude: Intangible amortization	0.1	0.1	0.1	1.1	1.4
Adjusted Segment Income	19.3	18.9	22.3	44.0	104.5
Exclude: Depreciation	1.5	1.6	1.5	2.0	6.6
Segment EBITDA	\$20.8	\$20.5	\$23.8	\$46.0	\$111.1
	12%	12%	14%	19%	15%

	Q1	Q2	Q3	Q4	2020
Revenue	\$162.8	\$165.2	\$182.6	\$230.2	\$740.8
GAAP Segment Income	17.7	19.6	26.8	36.4	100.5
Exclude: One time acquisition related costs	0.1	-	-	0.5	0.6
Exclude: Intangible amortization	0.8	0.7	0.7	0.7	2.9
Adjusted Segment Income	18.6	20.3	27.5	37.6	104.0
Exclude: Depreciation	1.9	2.2	2.1	1.9	8.1
Segment EBITDA	\$20.5	\$22.5	\$29.6	\$39.5	\$112.1
	13%	14%	16%	17%	15%

	Q1	Q2	1H 2021
Revenue	\$175.6	\$185.4	\$361.0
GAAP Segment Income	22.3	25.4	47.7
Exclude: One time acquisition related costs	-	-	-
Exclude: Intangible amortization	0.7	0.7	1.4
Adjusted Segment Income	23.0	26.1	49.1
Exclude: Depreciation	2.1	2.0	4.1
Segment EBITDA	\$25.1	\$28.1	\$53.2
	14%	15%	15%

D&M Segment Results – 2019, 2020, and YTD by Quarter



(\$ millions)

	Q1	Q2	Q3	Q4	2019
Revenue	\$85.1	\$101.7	\$97.6	\$100.5	\$384.9
GAAP Segment Income	17.0	21.7	20.5	22.5	81.7
Exclude: One time acquisition related costs	1.3	0.9	-	(0.2)	2.0
Exclude: Intangible amortization	1.5	2.3	1.9	1.8	7.5
Adjusted Segment Income	19.8	24.9	22.4	24.1	91.2
Exclude: Depreciation	0.7	0.7	0.7	0.8	2.9
Exclude: Capitalization of Software	0.6	0.6	0.6	0.6	2.4
Segment EBITDA	\$21.1	\$26.2	\$23.7	\$25.5	\$96.5
	25%	26%	24%	25%	25%

	Q1	Q2	Q3	Q4	2020
Revenue	\$92.0	\$92.1	\$85.2	\$118.1	\$387.4
GAAP Segment Income	18.2	16.0	14.2	20.7	69.1
Exclude: One time acquisition related costs	-	-	-	0.7	0.7
Exclude: Intangible amortization	1.8	1.7	2.6	5.0	11.1
Adjusted Segment Income	20.0	17.7	16.8	26.4	80.9
Exclude: Depreciation	0.8	0.8	0.9	1.4	3.9
Exclude: Capitalization of Software	0.6	0.6	0.6	0.6	2.4
Segment EBITDA	\$21.4	\$19.1	\$18.3	\$28.4	\$87.2
	23%	21%	21%	24%	23%

	Q1	Q2	1H 2021
Revenue	\$111.6	\$111.2	\$222.8
GAAP Segment Income	20.0	11.4	31.4
Exclude: One time acquisition related costs	0.7	0.9	1.6
Exclude: Intangible amortization	3.3	5.8	9.1
Adjusted Segment Income	24.0	18.1	42.1
Exclude: Depreciation	1.2	1.3	2.5
Exclude: Capitalization of Software	0.6	0.6	1.2
Segment EBITDA	\$25.8	\$20.0	\$45.8
	23%	18%	21%

Adjusted SPX Results – 2019, 2020, and YTD by Quarter



(\$ millions)

	Q1	Q2	Q3	Q4	2019
Revenue	\$242.7	\$267.2	\$270.9	\$336.8	\$1,117.6
Adjusted Revenue (exclude "Other")	252.7	267.0	265.5	338.5	1,123.7
Segment Income	14.9	30.8	37.3	58.2	141.2
Exclude: "Other" segment income	21.3	9.7	5.4	7.2	43.6
Exclude: One time acquisition related costs	1.3	0.9	-	(0.2)	2.0
Exclude: Intangible amortization	1.6	2.4	2.0	2.9	8.9
Adjusted Segment Income	\$39.1	\$43.8	\$44.7	\$68.1	\$195.7
	15%	16%	17%	20%	17%

	Q1	Q2	Q3	Q4	2020
Revenue	\$256.8	\$258.0	\$268.3	\$349.0	\$1,132.1
Adjusted Revenue (exclude "Other")	254.7	257.3	267.8	348.3	1,128.1
Segment Income	31.6	31.3	35.6	51.8	150.3
Exclude: "Other" segment income	4.3	4.3	5.4	5.3	19.3
Exclude: One time acquisition related costs	0.1	-	-	1.2	1.3
Exclude: Intangible amortization	2.6	2.4	3.3	5.7	14.0
Adjusted Segment Income	\$38.6	\$38.0	\$44.3	\$64.0	\$184.9
	15%	15%	17%	18%	16%

	Q1	Q2	IH 2021
Revenue	\$287.9	\$296.7	\$584.6
Adjusted Revenue (exclude "Other")	287.2	296.6	583.8
Segment Income	37.7	32.9	70.6
Exclude: "Other" segment income	4.6	3.9	8.5
Exclude: One time acquisition related costs	0.7	0.9	1.6
Exclude: Intangible amortization	4.0	6.5	10.5
Adjusted Segment Income	\$47.0	\$44.2	\$91.2
	16%	15%	16%

Q2 2021 U.S. GAAP to Adjusted EPS Reconciliation



	<u>GAAP</u>	<u>Adjustments</u>	<u>Adjusted</u>
Segment income ⁽¹⁾	\$ 32.9	\$ 11.3	\$ 44.2
Corporate expense ⁽²⁾	(13.3)	1.2	(12.1)
Long-term incentive compensation expense	(3.3)	-	(3.3)
Special charges, net ⁽³⁾	(0.7)	0.1	(0.6)
Other operating expense	(2.7)	-	(2.7)
Operating income	<u>12.9</u>	<u>12.6</u>	<u>25.5</u>
Other income, net ⁽⁴⁾	7.1	(3.2)	3.9
Interest expense, net ⁽⁵⁾	(3.3)	0.2	(3.1)
Income from continuing operations before income taxes	<u>16.7</u>	<u>9.6</u>	<u>26.3</u>
Income tax provision ⁽⁶⁾	(2.0)	(1.5)	(3.5)
Income from continuing operations	<u>14.7</u>	<u>8.1</u>	<u>22.8</u>
Diluted shares outstanding	46.545		46.545
Earnings per share from continuing operations	\$ 0.32		\$ 0.49

(\$ millions)

⁽¹⁾ Adjustment represents the removal of (i) operating losses associated with the South Africa business (\$3.9), (ii) amortization expense associated with acquired intangible assets (\$6.5) and (iii) inventory step-up charges related to the Sealite acquisition of (\$0.9).

⁽²⁾ Adjustment represents the removal of acquisition related expenses incurred during the period.

⁽³⁾ Adjustment represents removal of restructuring charges associated with the South Africa business.

⁽⁴⁾ Adjustment represents the removal of (i) a gain on an equity security associated with a fair value adjustment (\$2.2), (ii) non-service pension and postretirement income (\$0.4), and (iii) foreign currency gains associated with the South African business (\$0.6).

⁽⁵⁾ Adjustment represents the write-off of deferred finance costs in connection with a reduction of our credit facilities primarily used to support our South Africa business.

⁽⁶⁾ Adjustment primarily represents the tax impact of items (1) through (5) above.

Q2 2020 U.S. GAAP to Adjusted EPS Reconciliation



(\$ millions)

	GAAP	Adjustments	Adjusted
Segment income ⁽¹⁾	\$ 31.3	\$ 6.7	\$ 38.0
Corporate expense ⁽²⁾	(9.7)	0.1	(9.6)
Long-term incentive compensation expense	(3.1)	-	(3.1)
Special charges, net	(1.0)	-	(1.0)
Operating income	17.5	6.8	24.3
Other income, net ⁽³⁾	5.4	(5.1)	0.3
Interest expense, net	(4.7)	-	(4.7)
Income from continuing operations before income taxes	18.2	1.7	19.9
Income tax provision ⁽⁴⁾	(3.0)	(1.3)	(4.3)
Income from continuing operations	15.2	0.4	15.6
Diluted shares outstanding	45,648		45,648
Earnings per share from continuing operations	\$ 0.33		\$ 0.34

⁽¹⁾ Adjustment represents the removal of (i) operating losses associated with the South Africa business (\$4.3) and (ii) amortization expense associated with acquired intangible assets (\$2.4).

⁽²⁾ Adjustment represents the removal of acquisition related expenses incurred during the period.

⁽³⁾ Adjustment represents the removal of (i) a gain on an equity security associated with a fair value adjustment (\$5.3) and (ii) non-service pension and postretirement charges (\$0.2).

⁽⁴⁾ Adjustment primarily represents the tax impact of items (1) through (3) above and the removal of certain discrete income tax benefits.

Q2 2021 U.S. GAAP to Adjusted Operating Income Reconciliation



(\$ millions)

	Three months ended		Six months ended	
	July 3, 2021	June 27, 2020	July 3, 2021	June 27, 2020
Operating income	\$ 12.9	\$ 17.5	\$ 32.9	\$ 33.6
Exclude:				
Aggregate operating losses of the South Africa business ⁽¹⁾	(4.0)	(4.3)	(9.1)	(8.8)
Acquisition related costs ⁽²⁾	(2.1)	(0.1)	(3.5)	(0.3)
Other operating income ⁽³⁾	-	-	-	0.4
Amortization expense ⁽⁴⁾	(6.5)	(2.4)	(10.5)	(5.0)
Adjusted operating income	<u>\$ 25.5</u>	<u>\$ 24.3</u>	<u>\$ 56.0</u>	<u>\$ 47.3</u>
as a percent of adjusted revenues	8.6 %	9.4 %	9.6 %	9.2 %

⁽¹⁾ Represents the removal of the financial results of our South Africa business, inclusive of "special charges" of \$0.1 and \$0.0 during the three months ended July 3, 2021 and June 27, 2020, respectively, and \$0.6 and \$0.2 during the six months ended July 3, 2021 and June 27, 2020, respectively.

⁽²⁾ Represents acquisition related costs during the three months ended July 3, 2021 and June 27, 2020 associated with (i) inventory step-up of \$0.9 and \$0.0, respectively and (ii) integration and transaction costs of \$1.2 and \$0.1, respectively, and acquisition related costs during the six months ended July 3, 2021 and June 27, 2020 associated with (i) inventory step-up of \$1.6 and \$0.0 and (ii) integration and transaction costs of \$1.9 and \$0.3, respectively.

⁽³⁾ For the six months ended June 27, 2020, includes a gain of \$0.4 related to revisions to estimates of certain liabilities retained in connection with the 2016 sale of the dry cooling business.

⁽⁴⁾ Represents amortization expense associated with acquired intangible assets.

Q2 2021 Non-GAAP Reconciliation - Organic Revenue



	<u>Three months ended July 3, 2021</u>	
	<u>HVAC</u>	<u>Detection & Measurement</u>
Net Revenue Growth	12.2 %	20.7 %
Exclude: Foreign Currency	0.8 %	1.9 %
Exclude: Acquisitions	- %	17.2 %
Exclude: Settlement of legacy dry cooling contract	(2.7) %	- %
Organic Revenue Growth	<u>14.1 %</u>	<u>1.6 %</u>

Q2 2021 and 2020 U.S. GAAP to Adjusted Revenue and Adjusted Segment Income Reconciliation



(\$ millions)

CONSOLIDATED SPX:	Three months ended		Six months ended	
	July 3, 2021	June 27, 2020	July 3, 2021	June 27, 2020
Consolidated revenue	\$ 296.7	\$ 258.0	\$ 584.6	\$ 514.8
Exclude: "Other" operating segment ⁽¹⁾	0.1	0.7	0.8	2.8
Adjusted consolidated revenue	<u>\$ 296.6</u>	<u>\$ 257.3</u>	<u>\$ 583.8</u>	<u>\$ 512.0</u>
Total segment income	\$ 32.9	\$ 31.3	\$ 70.6	\$ 62.9
Exclude: "Other" operating segment ⁽¹⁾	(3.9)	(4.3)	(8.5)	(8.6)
Exclude: Acquisition related costs ⁽²⁾	(0.9)	-	(1.6)	(0.1)
Exclude: Amortization expense ⁽³⁾	(6.5)	(2.4)	(10.5)	(5.0)
Adjusted segment income	<u>\$ 44.2</u>	<u>\$ 38.0</u>	<u>\$ 91.2</u>	<u>\$ 76.6</u>
as a percent of adjusted revenues	14.9 %	14.8 %	15.6 %	15.0 %

⁽¹⁾ Represents the removal of the financial results of our South Africa business. Note: This business is being reported as an "Other" operating segment for U.S. GAAP purposes due to wind-down activities that are occurring within this business.

⁽²⁾ Represents additional "Cost of products sold" recorded during the three months ended July 3, 2021 related to the step-up of inventory (to fair value) acquired in connection with the Sealite acquisition and the Sealite and Sensors & Software acquisitions during the six months ended July 3, 2021 and acquisition related costs for the HVAC reportable segment during the six months ended June 27, 2020.

⁽³⁾ Represents amortization expense associated with acquired intangible assets.

Q2 2021 and 2020 U.S. GAAP to Adjusted Segment Income Reconciliations



(\$ millions)

HVAC REPORTABLE SEGMENT:

	Three months ended		Six months ended	
	July 3, 2021	June 27, 2020	July 3, 2021	June 27, 2020
HVAC segment income	\$ 25.4	\$ 19.6	\$ 47.7	\$ 37.3
Exclude: Acquisition related costs ⁽²⁾	-	-	-	(0.1)
Exclude: Amortization expense ⁽³⁾	(0.7)	(0.7)	(1.4)	(1.5)
HVAC adjusted segment income	<u>\$ 26.1</u>	<u>\$ 20.3</u>	<u>\$ 49.1</u>	<u>\$ 38.9</u>
as a percent of HVAC segment revenues	14.1 %	12.3 %	13.6 %	11.9 %

DETECTION & MEASUREMENT REPORTABLE SEGMENT:

	Three months ended		Six months ended	
	July 3, 2021	June 27, 2020	July 3, 2021	June 27, 2020
Detection & Measurement segment income	\$ 11.4	\$ 16.0	\$ 31.4	\$ 34.2
Exclude: Acquisition related costs ⁽²⁾	(0.9)	-	(1.6)	-
Exclude: Amortization expense ⁽³⁾	(5.8)	(1.7)	(9.1)	(3.5)
Detection & Measurement adjusted segment income	<u>\$ 18.1</u>	<u>\$ 17.7</u>	<u>\$ 42.1</u>	<u>\$ 37.7</u>
as a percent of Detection & Measurement segment revenues	16.3 %	19.2 %	18.9 %	20.5 %

⁽¹⁾ Represents the removal of the financial results of our South Africa business. Note: This business is being reported as an "Other" operating segment for U.S. GAAP purposes due to wind-down activities that are occurring within this business.

⁽²⁾ Represents additional "Cost of products sold" recorded during the three months ended July 3, 2021 related to the step-up of inventory (to fair value) acquired in connection with the Sealite acquisition and the Sealite and Sensors & Software acquisitions during the six months ended July 3, 2021 and acquisition related costs for the HVAC reportable segment during the six months ended June 27, 2020.

⁽³⁾ Represents amortization expense associated with acquired intangible assets.

Q2 2021 Debt Reconciliation



(\$ millions)

	<u>Q2 2021</u>
Short-term debt	\$ 168.3
Current maturities of long-term debt	10.4
Long-term debt	<u>238.0</u>
Gross debt	416.7
plus: adjustment associated with acquisitions ⁽¹⁾	79.0
Adjusted gross debt	495.7
less: cash and equivalents ⁽²⁾	<u>(68.6)</u>
Adjusted net debt	<u>\$ 427.1</u>

¹⁾ Excludes unamortized debt issuance costs associated with term loan of (\$1.2) and purchase card debt of \$2.3.

²⁾ Excludes restricted cash of \$0.5.

Note: Adjusted net debt as defined by SPX's current credit facility agreement.

YTD 2021 Adjusted Free Cash Flow Reconciliation



(\$ millions)

	Six months ended	
	July 3, 2021	June 27, 2020
Operating cash flow from continuing operations	\$ 38.9	\$ (9.9)
Capital expenditures	(4.2)	(8.3)
Free cash flow from continuing operations	34.7	(18.2)
Adjustments*	(3.4)	3.2
Adjusted free cash flow from continuing operations	\$ 31.3	\$ (15.0)

* Adjustments align with our reconciliation of GAAP to Adjusted EPS