SPX Technologies

ASPEQ Acquisition

June 5, 2023

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- This presentation includes non-GAAP financial measures. Reconciliations of historical 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. Non-GAAP guidance measures are presented on a basis consistent with the similarly titled historical non-GAAP measures included in the Company's earnings press release issued on May 4, 2023, which included reconciliations of each such historical non-GAAP measures to the comparable US GAAP financial measures. Reconciliations of non-GAAP guidance measures to US GAAP financial measures are not predictable and accordingly are not included in the Appendix to this presentation.

Executive Summary

- ❑ Closed acquisition of ASPEQ for $418m*
  - ✓ Leading electrical heating solutions for industrial and commercial markets
  - ✓ Growth rate/margin above SPX average
- ❑ Accelerates growth strategy in HVAC Heating
  - ✓ Strong leverage to electrification and decarbonization
  - ✓ Further opportunities for electrical heating core consolidation
- ❑ Increasing full-year guidance
  - ✓ Midpoint Adjusted EPS† increase of $0.10 (~28% y/y)
  - ✓ 2025 targets coming into view

Value Creation Momentum Continues

* Purchase price prior to closing adjustments and inclusive of certain tax attributes.
† Adjusted EPS is a non-GAAP financial measure. Reconciliations of non-GAAP guidance measures to US GAAP financial measures are not predictable and accordingly are not included in the Appendix of the presentation.

Building Strategic Platforms – HVAC Heating

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Hydronic Heating

WEIL-McLAIN

Leading Position in Residential Boilers

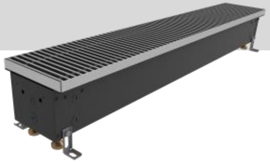
PATTERSON-KELLEY

High-efficiency Commercial Boilers

Electrical Heating

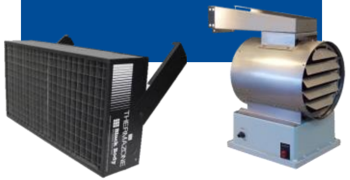
Marley Engineered Products

Leader in Supplemental Electric Heat for Commercial Applications



ASPEQ HEATING GROUP

High-quality Electric Heating for Industrial and Commercial Applications



>$500M high-value hydronic and electrical heating solutions provider with significant expansion potential

Well-Positioned for Decarbonization Trends with Access to Attractive Adjacencies

Value Creation Playbook in Electrical Heating

- Expands industrial / strengthens commercial positions
- Extend climate-conscious product lines
- Add multiple high-value niche applications
- Leverage cross-selling and channel opportunities
- Leverage procurement and manufacturing scale

Multiple Opportunities to Accelerate Value Creation

2023 Guidance

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	Revenue	Segment Income Margin
HVAC	▪ **$1,110-$1,130m** *Prior $1,035-$1,055m*	▪ **18.00%-19.00%** *Prior 17.25%-18.25%*
Detection & Measurement	▪ **$570-$590m** *Unchanged*	▪ **20.50%-21.50%** *Unchanged*
Total SPX	▪ **$1.68-1.72b** *Prior $1.61-1.65b*	▪ **18.75%-19.75%** *Prior 18.50%-19.50%*

Adj. Operating Income* of **$255-$270m** *(Prior $235-$250m)*, Adjusted Operating Income margin* of **15.00%-15.75%** *(Prior 14.50%-15.25%)*; Adj. EPS* of **$3.90-$4.05** *(Prior $3.80-$3.95)*

*Adjusted results and consolidated segment income margin are non-GAAP financial measures. Reconciliations of guidance measures to US GAAP financial measures are not predictable and accordingly are not included in the Appendix of the presentation.

SPX Strategic Portfolio Transformation Continues

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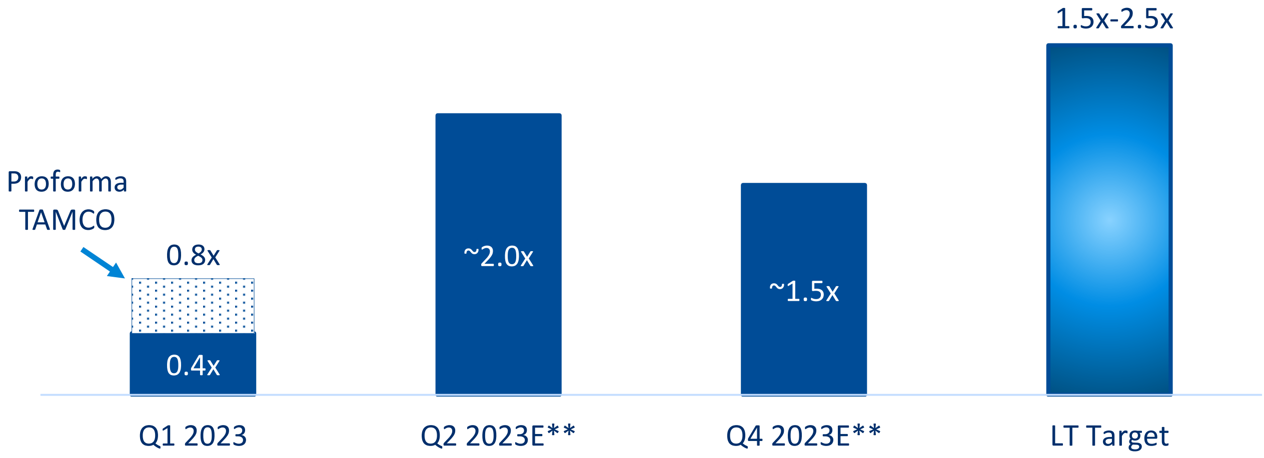
	2021	2023 Current Guidance*	2025 Targets
Revenue	$1.22B	$1.70B	~$2.0B
Gross margin %	*35.4%*	*~38%*	*~40%*
Segment Income %†	*16.4%*	*19.3%*	*~20%*
Adj. Operating Income %†	*11.1%*	*15.4%*	*~16%*
Long-term Growth %	*~2-4%*	*~3-5%*	*~3-5%*
Adj. EPS	*$2.33*	*~$3.98*	*~+$5.00*

*Midpoint of Full-Year 2023 Guidance from June 5th, 2023.
†Adjusted results and consolidated segment information are non-GAAP financial measures. Reconciliations of guidance measures to US GAAP financial measures are not predictable and accordingly are not included in the Appendix of the presentation.

Approaching SPX 2025 Targets

Financial Position - Liquidity Update

Bank Net Leverage*



Well-Positioned to Continue Growth Initiatives

* Calculated as provided in SPX Technologies' credit facility agreement.

** Based on management estimate of debt pay down and cash conversion.

Executive Summary

- Attractive acquisition with strong growth and margin profiles
- Increasing adjusted EPS guidance* (+28% y/y)
- Approaching "SPX 2025" targets
- Positioned to continue growth investments

Well-Positioned to Continue Value Creation Framework

*Adjusted results are non-GAAP financial measures. Reconciliations of non-GAAP guidance measures to US GAAP financial measures are not predictable and accordingly are not included in the appendix to the presentation.

Questions

Appendix

Modeling Considerations - Full Year 2023

Metric	Considerations
Corporate expense	$48-52m
Long-term incentive comp	$13-14m
Restructuring costs	$1-2m
Interest cost	$25-26m
Other income/(expense), and Non-service pension benefit/(expense)	$4-6m
Tax rate	23.5-24.5%
Capex	~$25m
Cash cost of pension + OPEB	$10-11m
Depreciation	$21-22m
Share count	~46.3-46.6m
Currency effect	Topline sensitivity to USD-GBP rate

2023 Adjusted EPS Guidance - Key Drivers

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- Favorable economic policy/infrastructure stimulus

$4.05

High Case

- Accelerated project-related sales
- Moderating supply chain challenges and input costs

$3.98

Base Case

Low Case

- Worsening supply chain challenges and input costs
- Delayed project-related sales

$3.90

- Unfavorable economic policy/macroeconomic decline

Note: Adjusted results are non-GAAP financial measures. Reconciliations of non-GAAP guidance measures to US GAAP financial measures are not practicable and accordingly are not included in this Appendix.

Q1 2023 Debt Reconciliation

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($ millions)

		Q1 2023
Short-term debt	$	68.9
Current maturities of long-term debt		3.5
Long-term debt		241.5
Gross debt		313.9
plus: adjustment associated with credit agreement[1]		(1.2)
Adjusted gross debt		312.7
less: cash and equivalents		(212.2)
Adjusted net debt	$	100.5

(1) Includes unamortized debt issuance costs associated with term loan of $0.7 and excludes purchase card debt of $1.9.

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

GAAP Reconciliation Results by Quarter

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($ millions)

	2022					2023
	Q1	Q2	Q3	Q4	FY	Q1
Segment income	$ 39.6	$ 56.1	$ 63.4	$ 90.5	$ 249.6	$ 74.4
Corporate expense	(16.6)	(16.4)	(17.2)	(18.4)	(68.6)	(14.6)
Acquisition related and other costs	(0.1)	(0.9)	(0.1)	(0.8)	(1.9)	(0.6)
Long-term incentive compensation expense	(3.1)	(2.5)	(2.1)	(3.2)	(10.9)	(3.1)
Intangible amortization	(9.3)	(7.1)	(6.7)	(5.4)	(28.5)	(6.3)
Impairment of goodwill and intangible assets	-	-	-	(13.4)	(13.4)	-
Special charges, net	-	(0.1)	-	(0.3)	(0.4)	-
Other operating income (expense), net	0.9	(1.9)	-	(73.9)	(74.9)	-
Operating income (loss)	11.4	27.2	37.3	(24.9)	51.0	49.8
Other income (expense), net	6.5	(1.7)	(24.6)	4.6	(15.2)	2.5
Interest expense, net	(2.3)	(2.0)	(1.6)	(1.7)	(7.6)	(1.9)
Loss on amendment/refinancing of senior credit agreement	-	-	(1.1)	-	(1.1)	-
Income (loss) from continuing operations before income taxes	15.6	23.5	10.0	(22.0)	27.1	50.4
Income tax (provision) benefit	(2.6)	(4.4)	2.5	(2.8)	(7.3)	(11.3)
Income (loss) from continuing operations	13.0	19.1	12.5	(24.8)	19.8	39.1
Income (loss) from discontinued operations, net of tax	-	-	-	-	-	-
Income (loss) on disposition of discontinued operations, net of tax	(1.6)	(6.1)	(9.4)	(2.5)	(19.6)	3.7
Income (loss) from discontinued operations, net of tax	(1.6)	(6.1)	(9.4)	(2.5)	(19.6)	3.7
Net income (loss)	$ 11.4	$ 13.0	$ 3.1	$ (27.3)	$ 0.2	$ 42.8

Adjusted SPX 2021 Results by Quarter

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($ millions)

	Q1	Q2	Q3	Q4	2021
HVAC segment income	$ 23.0	$ 26.6	$ 23.6	$ 34.5	$ 107.7
Detection & Measurement segment income	24.0	18.1	18.0	32.8	92.9
Consolidated segment income	$ 47.0	$ 44.7	$ 41.6	$ 67.3	$ 200.6
Operating income from continuing operations	$ 25.0	$ 17.1	$ 17.7	$ 13.9	$ 73.7
Exclude: "Other" operating adjustments[(1)]	5.6	11.6	9.7	34.5	61.4
Adjusted operating income	$ 30.6	$ 28.7	$ 27.4	$ 48.4	$ 135.1
Net income from continuing operations	$ 23.0	$ 17.7	$ 13.9	$ 4.4	$ 59.0
Exclude: "Other" income adjustments[(2)]	(0.2)	6.1	6.8	36.5	49.2
Adjusted net income	$ 22.8	$ 23.8	$ 20.7	$ 40.9	$ 108.2
Adjusted EPS	$0.49	$0.51	$0.44	$0.88	$2.33

[(1)] Excludes amortization expense associated with acquired intangible assets, acquisition-related costs (including inventory step-up charges), asset impairment charges, costs associated with our Transformers Solutions and South Africa businesses that could not be allocated to discontinued operations for U.S. GAAP purposes, revisions of liabilities associated with contingent consideration on acquisitions, and charges resulting from changes in estimates associated with asbestos product liability matters. In addition, includes a reclassification of transition services income from “Other non-operating income/expense”.

[(2)] Excludes items noted above, gains on an equity security associated with a fair value adjustments, non-service pension items, and the tax impacts of these items, as well as certain discrete tax items.

Q1 2023 Adjusted EBITDA* Reconciliation

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($ millions)

	Last 12 Months
Net Income**	$ 31.6
Income tax provision	16.0
Interest expense	9.3
Income before interest and taxes	56.9
Depreciation and amortization	43.1
EBITDA	100.0
Adjustments:	
Loss on disposition of assets outside the ordinary course of business	14.3
Impairments & other organizational costs	13.4
Non-cash compensation	19.6
Pension adjustments	(3.4)
Extraordinary non-recurring, non-cash charges, net	24.1
Extraordinary non-recurring cash charges, net	74.4
Material acquisition / disposition related fees, costs, or expenses, net	3.1
Pro forma effect of acquisitions and divestitures, and other	25.4
Adjusted EBITDA	$ 270.9

*Adjusted EBITDA includes the pro-forma impact of acquisitions closed during the last 12 months.

<u>Note</u>: Adjusted consolidated EBITDA as defined by SPX Technologies' current credit facility agreement.

**Amounts for the last 12 months are derived by adding, for each respective item, the amounts presented in slide 15 for “2023 Q1” plus “2022 FY” and subtracting “2022 Q1”.

FY 2021 U.S. GAAP to Adjusted EPS Reconciliation

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	GAAP	Adjustments	Adjusted
Segment income	$ 200.6	$ —	$ 200.6
Corporate expense [1]	(60.5)	8.6	(51.9)
Acquisition related and other costs [2]	(5.1)	5.1	—
Long-term incentive compensation expense	(12.8)	—	(12.8)
Amortization of intangible assets [3]	(21.6)	21.6	—
Impairment of goodwill and intangible assets [4]	(30.0)	30.0	—
Special charges, net [5]	(1.0)	0.2	(0.8)
Other operating income [6]	4.1	(4.1)	—
Operating income	73.7	61.4	135.1
Other income, net [7]	9.0	(3.7)	5.3
Interest expense, net	(12.6)	—	(12.6)
Loss on amendment/refinancing of senior credit agreement	(0.2)	0.2	—
Income from continuing operations before income taxes	69.9	57.9	127.8
Income tax provision [8]	(10.9)	(8.7)	(19.6)
Income from continuing operations	59.0	49.2	108.2
Diluted shares outstanding	46.495		46.495
Earnings per share from continuing operations	$ 1.27		$ 2.33

[1] Adjustment represents the removal of acquisition related expenses ($4.6) and costs associated with our Transformer Solutions and South Africa businesses that could not be allocated to discontinued operations for U.S. GAAP purposes ($3.1), as well as a reclassification of transition services income ($0.9) from "Other income, net."

[2] Adjustment represents the removal of (i) inventory step-up charges related to the Sensors & Software, Sealite and ECS acquisitions within the Detection & Measurement reportable segment of $2.5 and Cincinnati Fan acquisition within the HVAC reportable segment of $0.1, (ii) integration costs within the Detection & Measurement reportable segment of $0.7, and (iii) a non-cash asset impairment charge within the Detection & Measurement reportable segment of $1.8.

[3] Adjustment represents the removal of amortization expense associated with acquired intangible assets of $3.4 and $18.2 within the HVAC and Detection & Measurement reportable segments, respectively.

[4] Adjustment represents the removal of non-cash charges related to the impairment of goodwill and intangible assets.

[5] Adjustment represents the removal of restructuring charges associated with acquisition integration activities.

[6] Adjustment represents the removal of net gains related to contingent consideration fair value adjustments ($30.4) and charges related to asbestos product liability matters ($26.3).

[7] Adjustment represents the removal of (i) charges related to asbestos product liability matters ($21.0), (ii) a gain on equity security associated with a fair value adjustment ($11.8), (iii) non-service pension and postretirement gains ($11.6), and (iv) a gain on the sale of an equity security of ($0.4), as well as the reclassification of income related to a transition services agreement ($0.9) to "Corporate expense."

[8] Adjustment primarily represents the tax impact of items (1) through (7) above and the removal of certain discrete income tax charges that are considered non-recurring.