

# Deutsche Bank Industrials & Basic Materials Conference

INFRASTRUCTURE X PROCESS SOLUTIONS X DIAGNOSTIC SYSTEMS



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- This presentation includes non-GAAP financial measures. A copy of this presentation, including a reconciliation of the non-GAAP financial measures with the most comparable measures calculated and presented in accordance with GAAP, is available on our website at <a href="https://www.spx.com">www.spx.com</a>.
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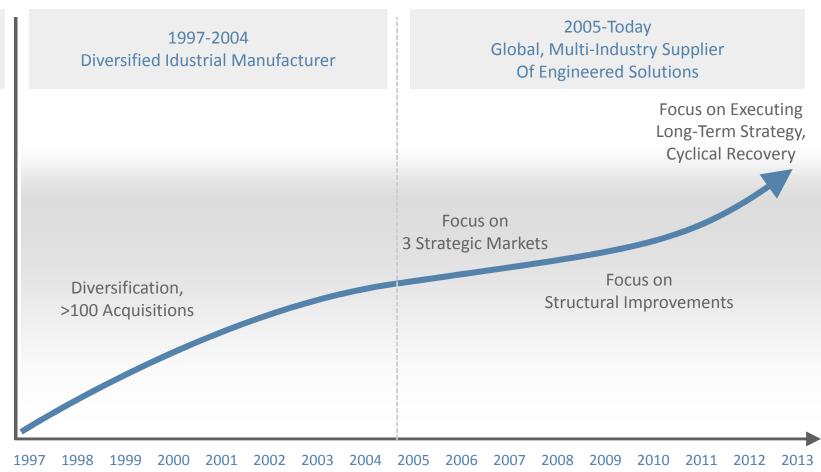
## **Introductory Comments**

INFRASTRUCTURE X PROCESS SOLUTIONS X DIAGNOSTIC SYSTEMS

#### **SPX Transformation**







Note: Arrow is for illustration purposes only

SPX Has Undergone a Significant Transformation and Continues to Focus on Executing its Long-Term Strategy

### **Key End Market Drivers**



#### **Power & Energy**

**Electricity Demand** 

Retrofit and Refurbishement of Aged Infrastructure

**Emerging Markets** Investment in new capacity

Alternative Energy Investment

**Regulatory Influences** 

Power & Energy

Infrastructure

#### Food & Beverage

Customer Globalization, **Emerging Markets** 

Sustainability & **Environmental Considerations** 

**Product Safety** 

**Product Innovation: Nutrition & Taste** 

**Vechicle Service** 

**New Vehicle Platforms** 

Increasing **Electronic Complexity of Vehicles** 

**Environmental & Regulatory Influences** 

**OEM Globalization** 



Process Solutions



**Diagnostic Systems** 

A Rising World Population and Emerging Middle Class Directly Impact the Need for More Electricity, Processed Foods & Transportation

### **Strategic Overview**



#### **Growth Initiatives**

Develop

Innovative Solutions

Expand <u>Customer</u> Relevance

Broaden <u>Geographic</u>
Presence

Localize Content
with Global Expertise

Power & Energy

Infrastructure



Food & Beverage

**Process Solutions** 

#### **Internal Focus**

Continue <u>LEAN</u>
Journey

Migrate to Shared Services

Promote **SPX** Brand

<u>One</u>

Global Operating System



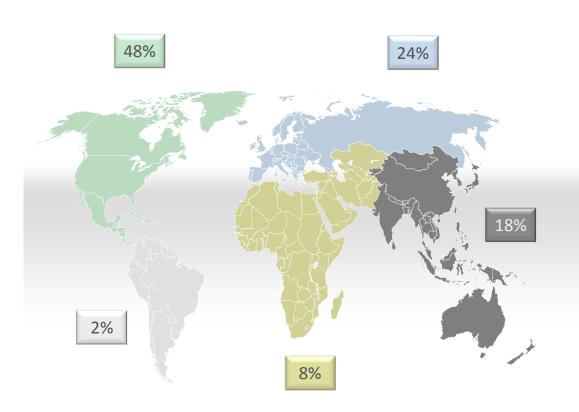
Diagnostic Systems

Focused on Executing Long-Term Strategy;
Attractive Acquisition Opportunities in 3 Strategic Markets

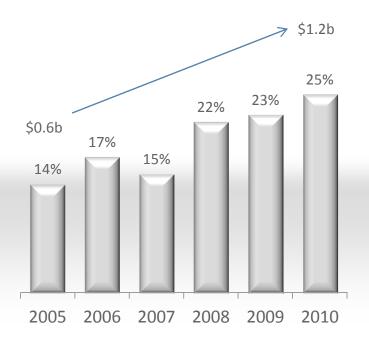
### Revenue by Region



#### 2010 Revenue % by Geography



## Emerging Market Revenue % of Total Reported Revenue

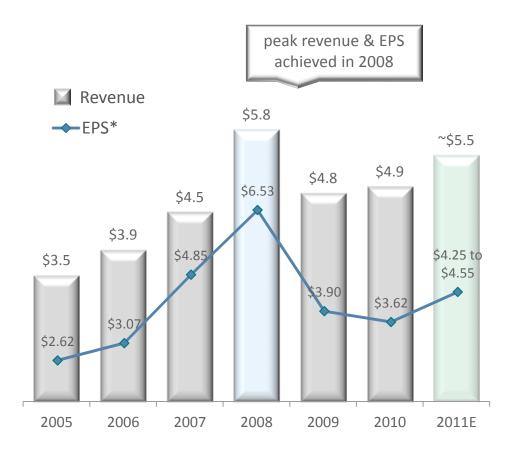


Globalization has Improved Growth Prospects; Emerging Markets have Provided Growth Opportunities

#### **Financial Performance**



(\$ billions; except per share data)



#### **Actions Since Late 2008**

- Structural improvements:
  - □ >\$100m of restructuring actions
  - □ Reduced tax rate 300 points
  - □ Reduced debt & interest expense
  - Repurchased >10% of outstanding shares
- Completed acquisitions:
  - □ +\$300m revenue

We Believe Transformation, Strategic Focus and Recent Actions
Have Improved SPX's Future Earnings Potential

<sup>\*2005-2010</sup> EPS is as adjusted and as reported at the time, 2011E as of 5/4/2011; see appendix for non-GAAP reconciliations



### **Medium Term Growth Drivers**

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#### Medium Term Growth Drivers



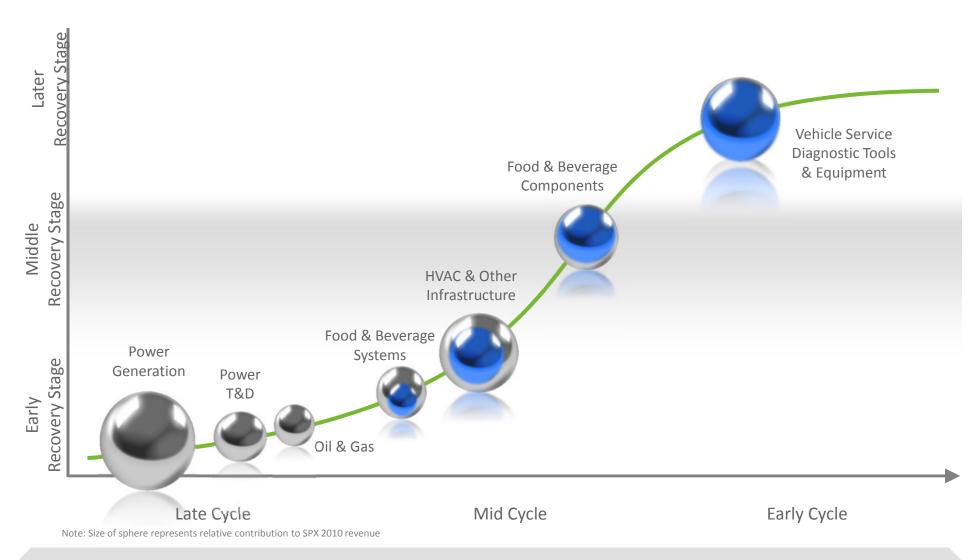
- Cyclical recovery, particularly in power-related businesses
- Expansion in large power transformers
- Expansion in food & beverage systems
- Robust OEM new vehicle launch forecast
- Margin expansion across all four segments
- Strategic acquisitions
- Innovation focus



We Believe SPX is Well Positioned to Benefit from Growth in Our Key End Markets Over the Next Few Years

### Cyclical Analysis of Primary End Markets



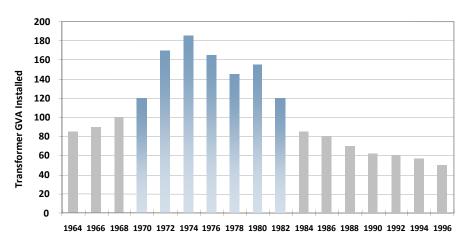


Cyclical Recovery Underway; 2/3rds of SPX Business is Mid-Late Cycle

#### U.S. Power Transformer Market



#### Base Giga-Voltage Ampere (GVA) per Year Additions





#### • Electricity demand:

- Load growth on the grid
- Increased industrial utilization
- New housing starts

#### Aging infrastructure:

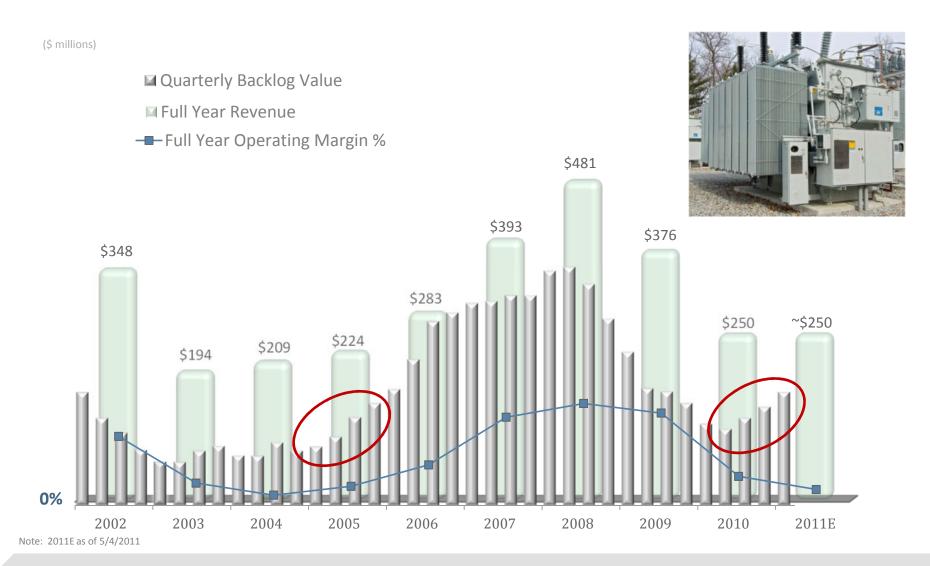
- Average age of power transformers is between 30 and 40 years <sup>(1)</sup>
- Regulation:
  - Energy Policy Act of 2005
  - Electric Reliability Organization (2007)

**Fundamental Long-Term Demand Drivers are Positive** 

<sup>(1)</sup> Management estimates

#### Historical Financial Results for SPX Transformer Business





Cyclical Recovery Underway;
Historically, Volume and Price Have Been Highly Correlated

### Large Power Expansion



- 140k square foot (~50%) expansion of power transformer facility in Waukesha, WI
- Estimated total investment: ~\$70m
  - Government subsidies: \$25m
  - □ Estimated net investment: ~\$45m
- Construction underway:
  - On schedule to being shipping units in 2012
- Awarded <u>8 large transformer orders</u> to be manufactured in the expanded facility



### **Power Plant Offerings**







Power Generation Plant



**Natural Gas** Nuclear Coal-Fired Solar Geothermal

Wet & Dry **Cooling Systems**  Stationary Heat **Exchangers** 

**Rotating Heat Exchangers** 

**Polution Control Systems** 

Process Solutions

Large Power **Transformers** 

Thermal Equipment & Services Segment

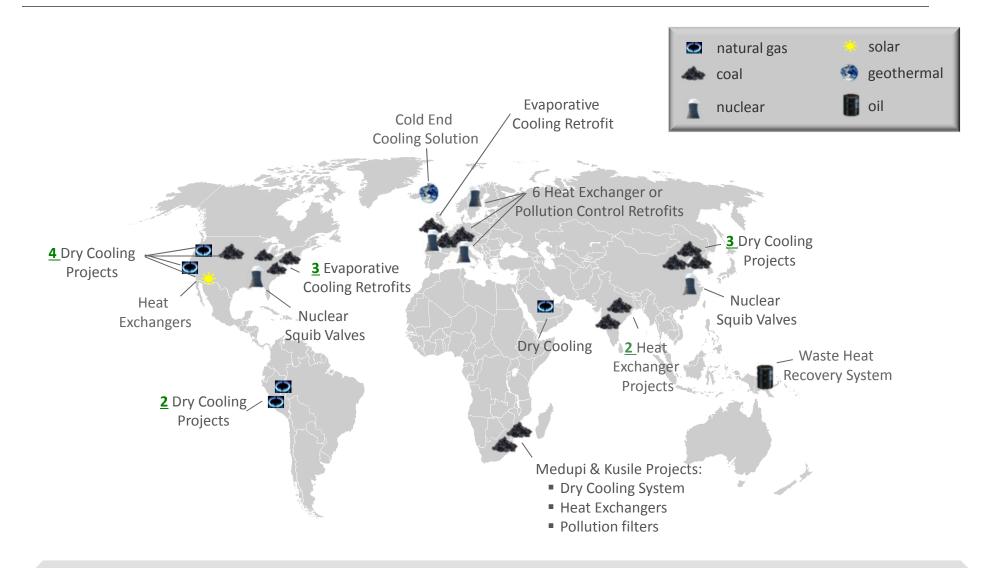
Flow Technology Industrial Products & Segment

Services Segment

SPX is a Leading Global Supplier of Engineered Products and Solutions that are Critical to the Thermal Performance and Safety of Many Types of Power Plants

### Power Projects >\$15m in Backlog



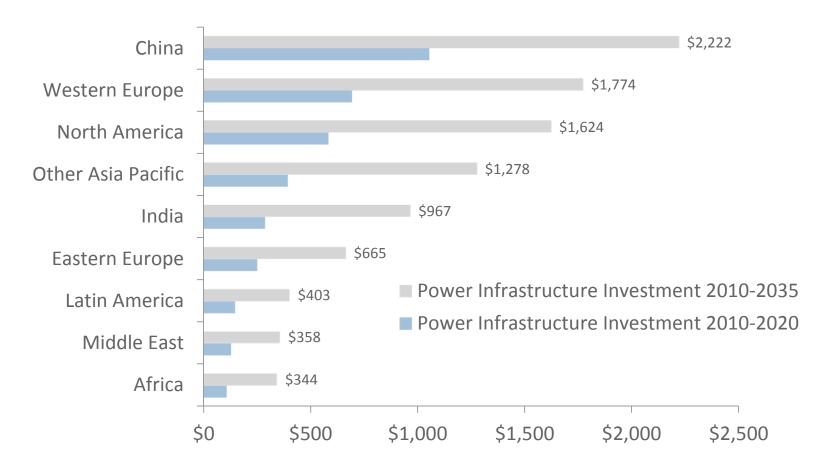


Orders in Backlog Illustrate Global Capabilities and Diverse Power Generation Offerings

### Power Generation Infrastructure Investment Needs



(\$ billions)



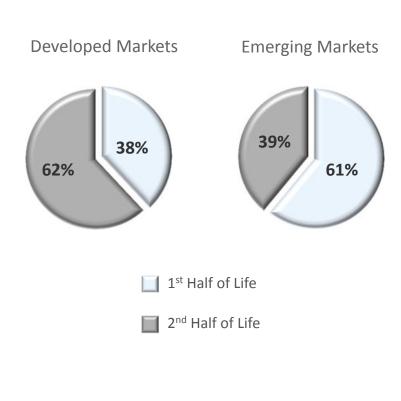
Source: WEO 2010 Copyright OECD/IEA, 2010; Table 7.2, page 228, as modified by SPX Corporation

~\$10 Trillion of Total Estimated Investment; ~68% of Investment Expected in China, Europe, North America and India

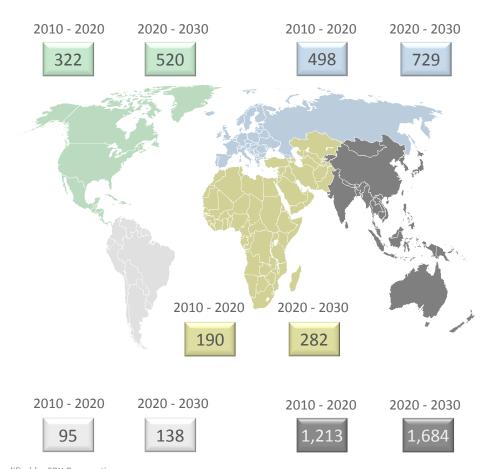
### Power Plant Age and New Capacity Projections







#### Projected Power Generation Additions (GW)

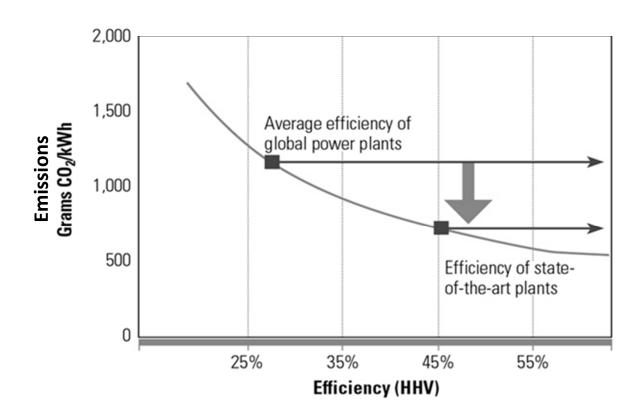


Source: WEO 2010 Copyright OECD/IEA, 2010; Figure 7.9, page 227 and Table 7.2, page 228, as modified by SPX Corporation

Worldwide, ~1,000 GW of Power Generation Capacity is Over 30 Years of Age; 2,318 GW of Capacity Additions is Projected in the Current Decade



#### The Efficiency-Emissions Connection

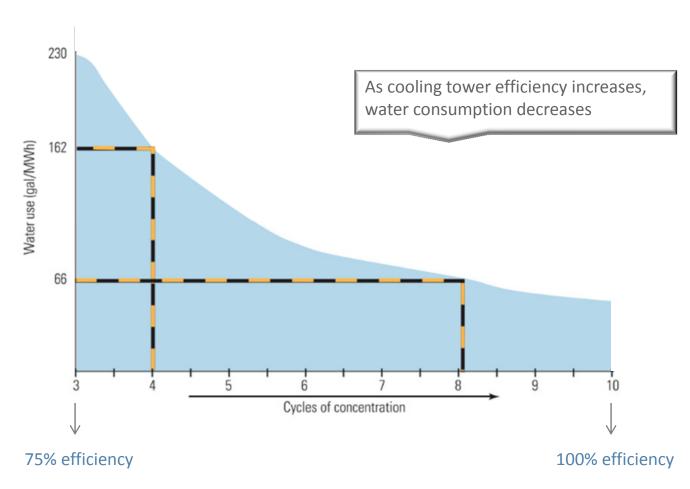


Source: IEA "Focus on Clean Coal" 2006

A 1% Increase in Efficiency is Equal to a 2% to 3% Reduction in Emissions

### **Cooling System Efficiency**





Source: IEA "Focus on Clean Coal" 2006

**Retrofitting Aged Cooling Systems can Result in Efficiency Gains and Reduced Water Consumption** 



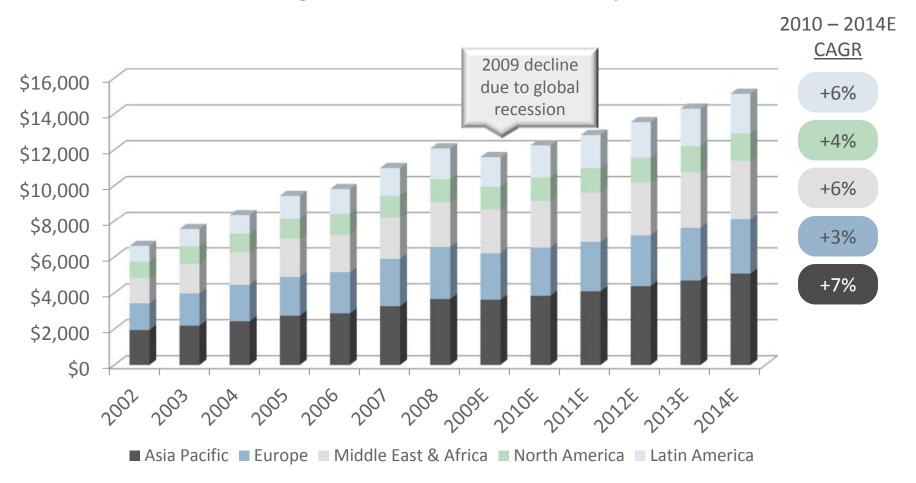
### Food & Beverage Business

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### Global Food & Beverage Market



#### Food & Beverage Market: Global Retail Industry Revenues

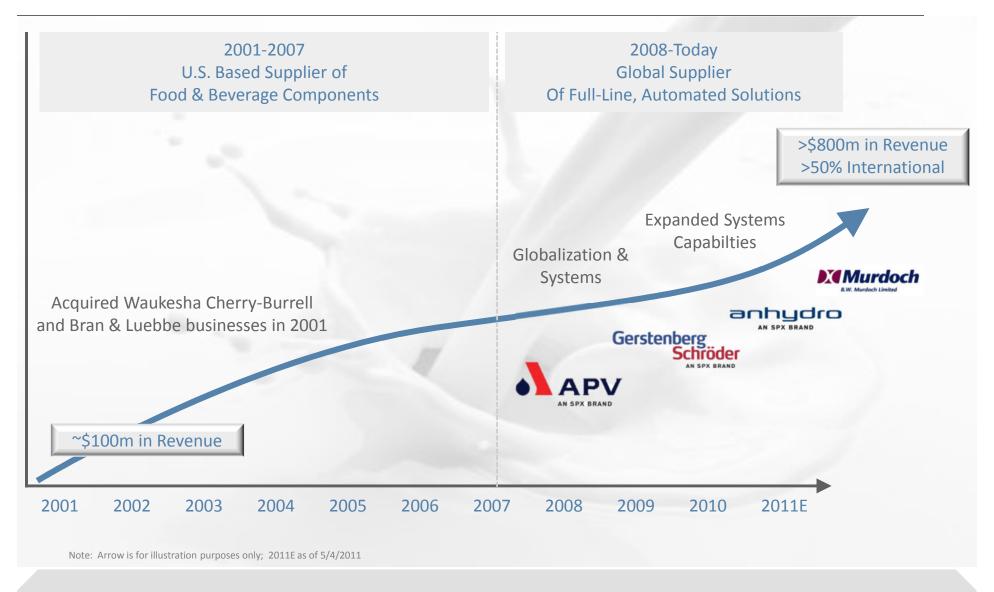


Source: Frost & Sullivan 2009 Food & Beverage Industry Report

The Global Food & Beverage Market Has Grown Steadily Over Time; Emerging Markets are Expected to Grow at 6% to 7% Annually

### Food & Beverage Expansion





SPX Has Significantly Expanded its Global Food & Beverage Capabilities

### **Key Food Categories**



### Dairy

- Milk products
- Cream
- Cheese
- Butter
- Yogurt
- Baby formula
- Whey & milk powder
- Dairy ingredients

### Beverages

Food

- Soft drinks
- Fruit juices
- Flavored waterWine
- Coffee & tea
- Soya drinks
  - Beer

- Spirits



- Yeast
- Ready meals
- Gelatin
- Baby foodProcessed egg
  - Desserts & confectionery
    - Vegetable fats
    - Condiments (i.e. mayonnaise/ketchup)

#### **Customer Examples**































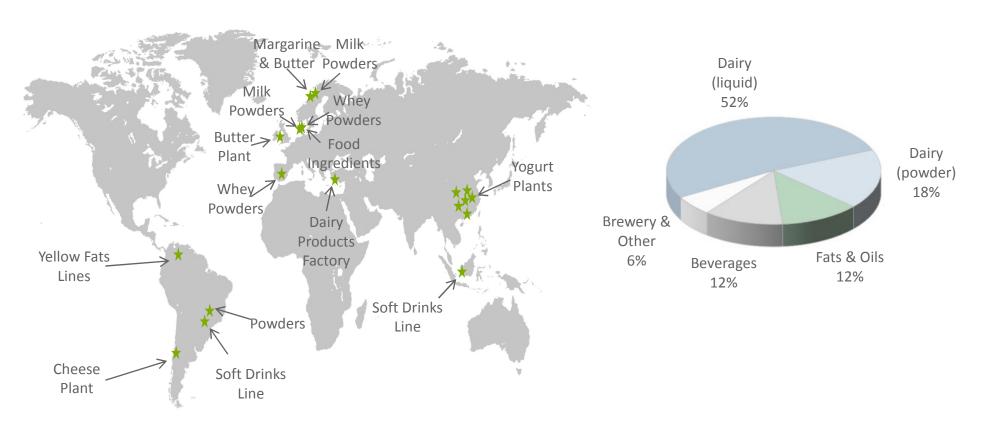
**Global Customer Base Consists of** Multi-National and Indigenous Food & Beverage Manufacturers

### Food & Beverage Systems



#### Recent Large Project Awards

#### 2011E Systems Revenue

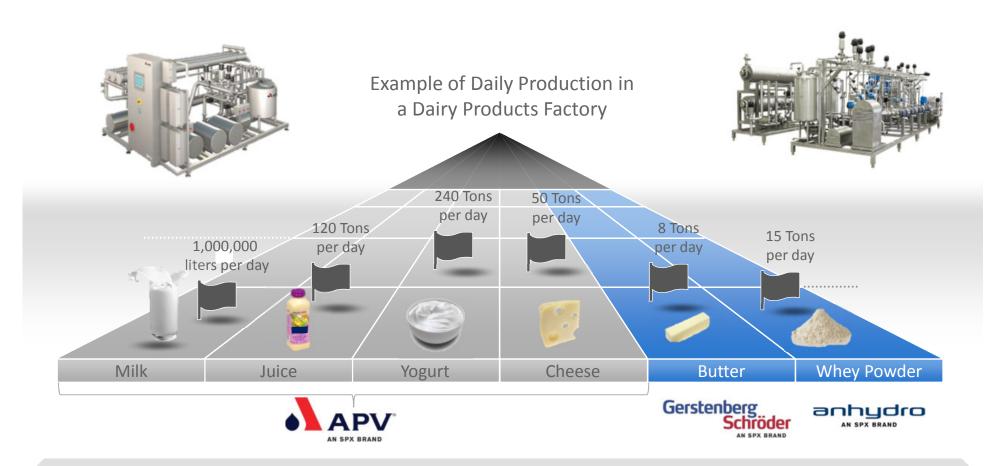


Note: 2011E as of 5/4/2011

Strong Presence in Dairy Products, Opportunities to Expand in Other Food & Beverage Categories;
Orders for Large Scale Systems have Gradually Increased Over Past Year

### **Dairy Products Factory Project**





Acquisitions Have Expanded SPX's Capabilities as a Supplier of Dairy, Food & Beverage Process Solutions

### **Key Market Drivers**



**Increasing Globalization** 

**Emerging Middle Class** 

Food Safety <u>Regulations</u>
Increasing Standards
<u>High Integrity in Process</u>



Emerging Markets



Sustainability

Social Responsibility

Energy Efficiency

**Waste Prevention** 

Health & Wellness

Sports Nutrition

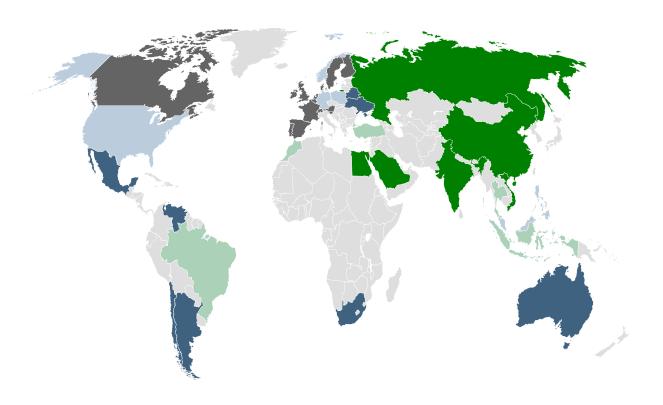
Globalization, Sustainability and Focus on Product Quality and Safety are Primary Growth Drivers

### Forecasted Growth Rates of Ultra High Temperature (UHT) Milk



#### 2010 to 2015 CAGR

- 5.5% to 11%
- 3.5% to 5.4%
- 2.1% to 3.4%
- 0.0% to 2.0%
- -0.1% to -5.0%
- data not available



Source: Euromonitor International; Retail Value, US\$, Fixed 2010 Ex. Rates



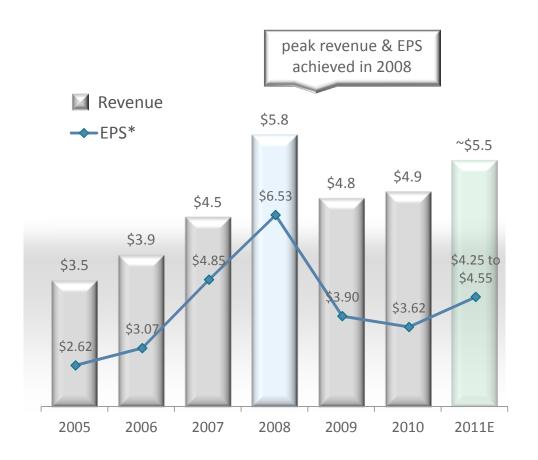
## **Executive Summary**

INFRASTRUCTURE X PROCESS SOLUTIONS X DIAGNOSTIC SYSTEMS

### **Executive Summary**



(\$ billions; except per share data)



#### Medium Term Growth Drivers

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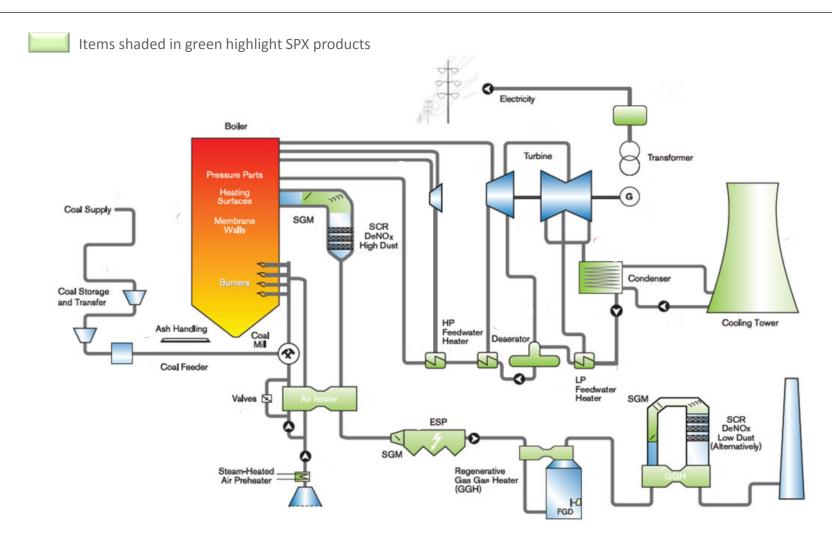


### Questions

INFRASTRUCTURE X PROCESS SOLUTIONS X DIAGNOSTIC SYSTEMS

### **Coal-Fired Power Generation**





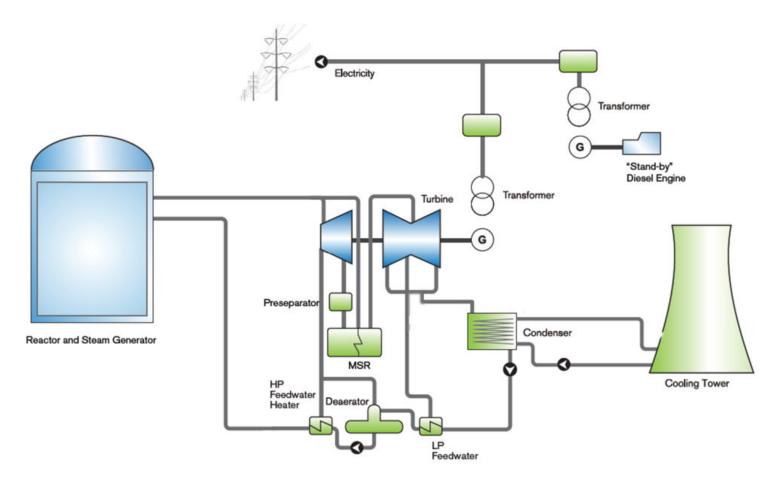
**SPX Supplies Critical Heat Exchange Technology to the Steam Turbine Island of a Coal-Fired Power Plant** 

32

### **Nuclear Power Generation**



Items shaded in green highlight SPX products

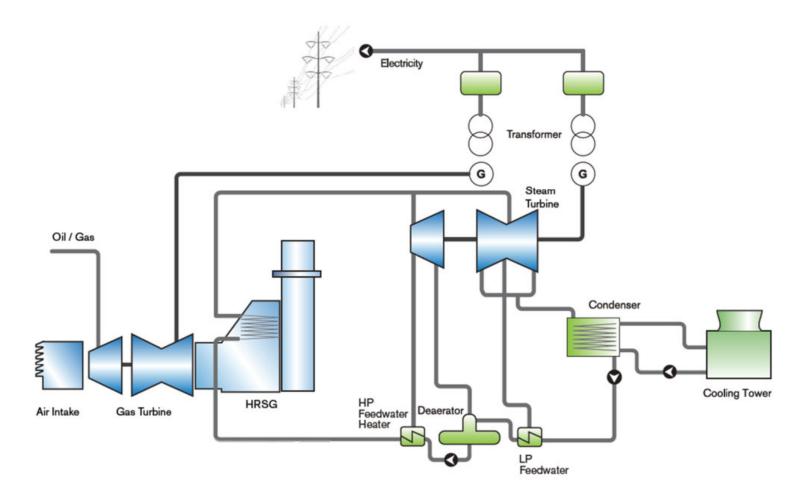


**SPX Supplies Critical Heat Exchange Technology to the Steam Turbine Island of a Nuclear Power Plant** 

### **Combined Cycle Power Generation**



Items shaded in green highlight SPX products

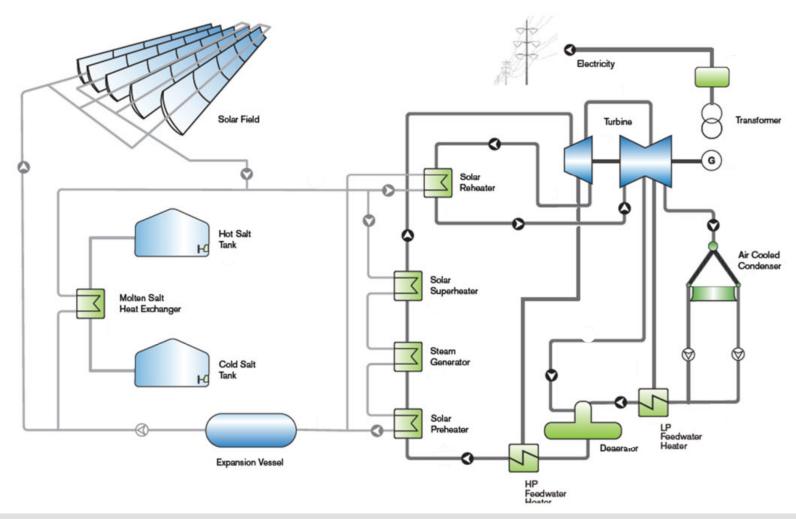


**SPX Supplies Critical Heat Exchange Technology to the Steam Turbine Island of a Combined Cycle Power Plant** 

### **Solar Power Generation**



Items shaded in green highlight SPX products



**SPX Supplies Critical Heat Exchange Technology to the Steam Turbine Island of a Nuclear Power Plant** 



### Non-GAPP Reconciliations

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### 2006 to 2010 Adjusted EPS



	2006		 2007		2008		2009		2010	
GAAP EPS from continuing operations	\$	3.74	\$ 5.33	\$	4.68	\$	0.95	\$	3.86	
refinancing charges		-	-		-		-		0.33	
asset impairments		-	0.05		2.21		3.40		-	
tax benefits		(0.85)	(0.59)		(0.47)		(0.43)		(0.57)	
legal matters		0.27	0.06		0.11		-		-	
other		(80.0)	-		-		-		-	
Adjusted EPS from continuing operations	\$	3.07	\$ 4.85	\$	6.53	\$	3.92	\$	3.62	