## colfax

4Q 2009 Earnings Call

February 18, 2010

## Forward-Looking Statements

The following information contains forward-looking statements, including forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. Such forward-looking statements include, but are not limited to, statements concerning Colfax's plans, objectives, expectations and intentions and other statements that are not historical or current facts. Forwardlooking statements are based on Colfax's current expectations and involve risks and uncertainties that could cause actual results to differ materially from those expressed or implied in such forward-looking statements. Factors that could cause Colfax's results to differ materially from current expectations include, but are not limited to factors detailed in Colfax's reports filed with the U.S. Securities and Exchange Commission as well as its Annual Report on Form 10-K under the caption "Risk Factors". In addition, these statements are based on a number of assumptions that are subject to change. This presentation speaks only as of this date. Colfax disclaims any duty to update the information herein.

- Adjusted net income of $\$ 11.2$ million (26 cents per share) compared to $\$ 17.5$ million (40 cents per share) in Q4 2008, including positive currency effects of 2 cents per share
- Net sales of $\$ 131.0$ million compared to $\$ 159.3$ million in Q4 2008, a decrease of $17.8 \%$ (organic decline of 23.5\%)
- Adjusted operating income of $\$ 18.3$ million compared to $\$ 28.6$ million in Q4 2008, including positive currency effects of $\$ 1.0$ million
- Adjusted EBITDA of $\$ 22.1$ million compared to $\$ 32.1$ million in Q4 2008, including positive currency effects of $\$ 1.2$ million
- Fourth quarter orders of $\$ 101.6$ million compared to $\$ 131.0$ million in Q4 2008, a decrease of 22.4\% (organic decline of 28.3\%)
- Backlog of $\$ 290.9$ million
- Adjusted net income of $\$ 40.1$ million ( 93 cents per share) compared to $\$ 53.7$ million (\$1.22 per share) in 2008, including negative currency effects of 9 cents per share
- Net sales of $\$ 525.0$ million compared to $\$ 604.9$ million in 2008, a decrease of $13.2 \%$ (organic decline of 8.1\%)
- Adjusted operating income of $\$ 66.2$ million compared to $\$ 90.8$ million in 2008, including negative currency effects of $\$ 5.4$ million
- Adjusted EBITDA of $\$ 80.6$ million compared to $\$ 105.6$ million in 2008, including negative currency effects of $\$ 5.9$ million
- Orders of $\$ 462.4$ million compared to $\$ 682.1$ million in 2008, a decrease of $32.2 \%$ (organic decline of 29.0\%)
-Continuing to rightsize to align capacity with demand
-Major actions in 2009:
- Reduced temporary, contract and full-time employees (approximately 330 associates)
- Implemented furlough programs in Germany (approximately 630 associates, 99 full-time equivalents)
- Closed two facilities in North Carolina
-Expect savings of about $\$ 29$ million in 2010, including expected furlough-related savings, from 2009 actions (restructuring costs of $\$ 18.2$ million)
- Additional restructuring anticipated
-Will remain agile and respond as conditions warrant
- Intensifying CBS activities in all areas


(1) Refer to Appendix for Non-GAAP reconciliation.

Note: Dollars in millions.

## Colfax <br> Orders and Backlog



## Coffx Q4 2009 Sales and Orders by End Market



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## Colfax

2009 Q4 vs. Q3 Sales and Orders by End Market


## Market Trends

- International trade and demand for bulk commodities and oil should drive new ship construction long-term
- Aging fleet and environmental regulations requiring ship owners to upgrade or replace ships
- 10,000 ships on order, approximately 3,000 deliveries in 2009
- Cancellations and delivery push-outs likely to continue


## Our Plan

## Colfax 2009 Sales Split

26\%

- Expand sales of high spec marine vessels such as FPSOs and bitumen tankers
- Focus on opportunities related to changing environmental regulations
- Low sulfur diesel fuel requirements in port
- Leakage regulations
- Grow aftermarket sales
- Installed base has increased considerably over the last 5 years
- Leverage acquisition of PD Technik, provider of commercial marine sales and service in Hamburg, Germany



## Market Trends

- Long-term demand for oil projected to increase
- Growth driven by developing countries
- Heavy and highly viscous oil will account for an increasing share of production
- Stable oil prices supporting activity


## Our Plan

## Colfax 2009 Sales Split

(17\%

- Capitalize on growth in heavy oil exploration, transport and processing
- Middle East - expand presence, including educating market on handling heavy oils
- Canada - several projects are being restarted
- Latin America - solid development activity
- Expand served market with larger pumps and smart system technology
- Customers focusing more on total cost of ownership to reduce downtime and increase efficiency


## Market Trends

- Worldwide demand for electricity is expected to double by 2030
- Majority of growth expected to be in developing countries
- Expect growth in nearly all fuel types long-term


## Colfax 2009 Sales Split



## Our Plan

- Continue to participate in expansion of energy infrastructure growth in Asia and the Middle East
- In mature markets, opportunities will be in upgrades that increase efficiency and lower operating costs
- Our lubrication systems support multiple forms of power generation (gas, coal, hydro, nuclear) which are all growing


## Market Trends

- Defense spending in U.S. has increased; recent growth in Navy funding
- Focus is on automation - less manpower, cost reductions, increased efficiency
- Global navies moving forward to modernize and expand fleets


## Our Plan

## Colfax 2009 Sales Split



## USS.

- Continue to be key Navy supplier (have been on all Navy vessels since the 1930's)
- Multi-vessel multi-year backlog
- Leverage Smart technology; initial deliveries have begun on SMART Valve
- Expand service network - recently opened West Coast repair center, plan to open East Coast repair center in 2010

Rest of World Navies

- Support expansion of fleets in Europe and Asia


## Market Trends

- Demand driven by capital investment long-term
- Submarkets remain weak, but general industrial indicators showing signs of improvement
- Developing regions embracing engineered products and solutions that reduce costs and increase efficiency


## Colfax 2009 Sales Split



- Global footprint and channel optimization is required to cover broad end market applications


## Our Plan

- Continue to expand and diversify customer base
- Develop solutions that improve efficiency
- Strong balance sheet
- Debt to adjusted EBITDA - approximately $1 \times$
- Debt of $\$ 91$ million, principal payments of $\$ 9$ million in 2010, matures in 2013
- Cash = \$50 million
- \$136 million available on revolver
-Strong cash flow
- 2009 Adjusted EBITDA of $\$ 81$ million

|  | Three Months Ended |  |  |  | Delta |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | December 31, 2009 |  | December 31, 2008 |  |  | \$ | \% |
| Orders | \$ | 101.6 | \$ | 131.0 | \$ | (29.4) | (22.4)\% |
| Sales | \$ | 131.0 | \$ | 159.3 | \$ | (28.3) | (17.8)\% |
| Gross Profit \% of Sales | \$ | $\begin{array}{r} 47.0 \\ 35.9 \% \end{array}$ | \$ | $\begin{gathered} 57.8 \\ 36.3 \% \end{gathered}$ | \$ | (10.7) | (18.6)\% |
| Adjusted SG\&A Expenses <br> R\&D Expense <br> Operating Expenses \% of Sales | \$ | $\begin{array}{r} 27.4 \\ 1.3 \\ \hline 28.7 \\ 21.9 \% \end{array}$ | \$ | $\begin{array}{r} 27.7 \\ 1.4 \\ \hline 29.1 \\ 18.3 \% \end{array}$ | \$ | $\begin{array}{r} (0.3) \\ (0.1) \\ \hline(0.4) \end{array}$ | $\begin{aligned} & (1.1) \% \\ & (7.4) \% \\ & (1.4) \% \end{aligned}$ |
| Adjusted Operating Income \% of Sales | \$ | $\begin{array}{r} 18.3 \\ 13.9 \% \end{array}$ | \$ | $\begin{gathered} 28.6 \\ 18.0 \% \end{gathered}$ | \$ | (10.3) | (36.2)\% |
| Adjusted EBITDA \% of Sales | \$ | $\begin{gathered} 22.1 \\ 16.9 \% \end{gathered}$ | \$ | $\begin{gathered} 32.1 \\ 20.1 \% \end{gathered}$ | \$ | (10.0) | (31.1)\% |
| Adjusted Net Income \% of Sales | \$ | $\begin{gathered} 11.2 \\ 8.6 \% \end{gathered}$ | \$ | $\begin{gathered} 17.5 \\ 11.0 \% \end{gathered}$ | \$ | (6.2) | (35.7)\% |
| Adjusted Net Income Per Share | \$ | 0.26 | \$ | 0.40 | \$ | (0.14) | (34.9)\% |


|  | Year Ended |  |  |  | Delta |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | December 31, 2009 |  | December 31, 2008 |  |  | \$ | \% |
| Orders | \$ | 462.4 | \$ | 682.1 |  | 219.7) | (32.2)\% |
| Sales | \$ | 525.0 | \$ | 604.9 | \$ | (79.8) | (13.2)\% |
| Gross Profit \% of Sales | \$ | $\begin{gathered} 185.8 \\ 35.4 \% \end{gathered}$ | \$ | $\begin{aligned} & 217.2 \\ & 35.9 \% \end{aligned}$ | \$ | (31.4) | (14.5)\% |
| Adjusted SG\&A Expense | \$ | 113.7 | \$ | 120.5 | \$ | (6.8) | (5.7)\% |
| R\&D Expense |  | 5.9 |  | 5.9 |  | 0.1 | 1.3 \% |
| Operating Expenses | \$ | 119.6 | \$ | 126.4 | \$ | (6.8) | (5.4)\% |
| \% of Sales |  | 22.8\% |  | 20.9\% |  |  |  |
| Adjusted Operating Income \% of Sales | \$ | $\begin{array}{r} 66.2 \\ 12.6 \% \end{array}$ | \$ | $\begin{gathered} 90.8 \\ 15.0 \% \end{gathered}$ | \$ | (24.6) | (27.1)\% |
| Adusted EBITDA \% of Sales | \$ | $\begin{array}{r} 80.6 \\ 15.4 \% \end{array}$ | \$ | $\begin{aligned} & 105.6 \\ & 17.5 \% \end{aligned}$ | \$ | (25.0) | (23.7)\% |
| Adjusted Net Income \% of Sales | \$ | $\begin{aligned} & 40.1 \\ & 7.6 \% \end{aligned}$ | \$ | $\begin{aligned} & 53.7 \\ & 8.9 \% \end{aligned}$ | \$ | (13.6) | (25.3)\% |
| Adjusted Net Income Per Share | \$ | 0.93 | \$ | 1.22 | \$ | (0.29) | (24.1)\% |

Refer to Appendix for Non-GAAP reconciliation


Net income (loss)
Non-cash expenses
Change in working capital and accrued liabilities
Other
Total Operating Activities
Capital expenditures
Acquisitions, net of cash acquired
Other
Total Investing Activities
Repayments of borrowings
Proceeds from IPO, net of offering costs
Dividends paid to preferred shareholders
Common Stock Repurchases
Other
Total Financing Activities
Effect of exchange rates on cash

Increase (decrease) in cash

Cash, beginning of period

Cash, end of period

| Year ended December 31, |  |  |  |
| :---: | :---: | :---: | :---: |
| 2009 |  | 2008 |  |
| \$ | 21.7 | \$ | (0.6) |
|  | 21.9 |  | 18.4 |
|  | 6.1 |  | (29.1) |
|  | (11.4) |  | (21.7) |
|  | 38.3 |  | (33.0) |
|  | (11.0) |  | (18.6) |
|  | (1.3) |  | (0.4) |
|  | 0.3 |  | (0.1) |
|  | (12.0) |  | (19.1) |
|  | (5.0) |  | (110.3) |
|  | - |  | 193.0 |
|  | - |  | (38.5) |
|  | - |  | (5.7) |
|  | (0.4) |  | (3.7) |
|  | (5.4) |  | 34.8 |
|  | 0.3 |  | (2.0) |
|  | 21.2 |  | (19.3) |
|  | 28.8 |  | 48.1 |
| \$ | 50.0 | \$ | 28.8 |

2010 Outlook Summary


| Assumptions |  |
| :--- | :--- |
| Asbestos coverage litigation | $\$ 9$ million |
| Asbestos liability and defense costs | $\$ 4$ million |
| Euro(3) | $\$ 1.36$ |
| Tax rate | $32 \%$ |
| Interest expense | $\$ 6$ million |
| Outstanding shares | 43.3 million |

(1) Excludes impact of acquisitions and foreign exchange rate fluctuations
(2) Excludes impact of asbestos coverage litigation, asbestos liability and defense costs, and restructuring and other related charges
(3) Spot rate as of 2/12/10
(See Appendix for Non-GAAP reconciliation)



## Appendix

Adjusted net income, adjusted net income per share, adjusted operating income and adjusted EBITDA exclude asbestos liability and defense costs (income) and asbestos coverage litigation expenses, certain legacy legal charges, certain due diligence costs, restructuring and other related charges as well as one time initial public offering-related costs to the extent they impact the periods presented. Adjusted selling, general and administrative expenses exclude certain legacy legal adjustments and certain due diligence costs. Adjusted net income also reflects interest expense as if the initial public offering (IPO) had occurred at the beginning of 2007 and presents income taxes at an effective tax rate of $\mathbf{3 2 \%}$ in $\mathbf{2 0 0 9}$ and 34\% in 2008. Adjusted net income per share in 2008 assumes the $44,006,026$ shares outstanding at the closing of the IPO to be outstanding since January 1, 2007. Projected adjusted net income per share excludes actual and estimated restructuring and other related charges, asbestos coverage litigation expenses and asbestos liability and defense costs. Organic sales growth (decline) and organic order growth (decline) exclude the impact of acquisitions and foreign exchange rate fluctuations. These nonGAAP financial measures assist Colfax in comparing its operating performance on a consistent basis because, among other things, they remove the impact of changes in our capital structure and asset base, non-recurring items such as IPO-related costs, legacy asbestos issues (except in the case of EBITDA) and items outside the control of its operating management team.

Sales and order information by end market are estimates. We periodically update our customer groupings in order to refine these estimates. During 2009, reclassifications of previously reported amounts were made to conform to current period presentation. No changes have been made to total sales or orders for reclassifications.

At December 31, 2009, the Company standardized its definition of an order among its businesses, as well as the methodology for calculating the currency impact on backlog. Orders and backlog are presented in accordance with the revised methodology for all periods presented. See page 28 for restated 2009 and 2008 quarterly orders and backlog data.


|  | Three Months Ended |  |  |  | Year Ended |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | December 31, 2009 |  | December 31, 2008 |  | December 31, 2009 |  | December 31, 2008 |  |
| EBITDA |  |  |  |  |  |  |  |  |
| Net income (loss) | \$ | 5,120 | \$ | 10,379 | \$ | 21,722 | \$ | (571) |
| Interest expense |  | 1,746 |  | 2,138 |  | 7,212 |  | 11,822 |
| Provision for income taxes |  | 2,092 |  | 9,210 |  | 9,525 |  | 5,438 |
| Depreciation and amortization |  | 3,834 |  | 3,443 |  | 14,426 |  | 14,788 |
| EBITDA | \$ | 12,792 | \$ | 25,170 | \$ | 52,885 | \$ | 31,477 |
| EBITDA margin |  | 9.8\% |  | 15.8\% |  | 10.1\% |  | 5.2\% |
| Adjusted EBITDA |  |  |  |  |  |  |  |  |
| Net income (loss) | \$ | 5,120 | \$ | 10,379 | \$ | 21,722 | \$ | (571) |
| Interest expense |  | 1,746 |  | 2,138 |  | 7,212 |  | 11,822 |
| Provision for income taxes |  | 2,092 |  | 9,210 |  | 9,525 |  | 5,438 |
| Depreciation and amortization |  | 3,834 |  | 3,443 |  | 14,426 |  | 14,788 |
| Restructuring and other related charges |  | 7,420 |  | - |  | 18,175 |  | - |
| IPO-related costs |  | - |  | - |  | - |  | 57,017 |
| Legacy legal adjustment |  | - |  | - |  | - |  | 4,131 |
| Due diligence costs |  | - |  | - |  | - |  | 582 |
| Asbestos liability and defense (income) costs |  | $(1,017)$ |  | 1,978 |  | $(2,193)$ |  | $(4,771)$ |
| Asbestos coverage litigation expenses |  | 2,904 |  | 4,905 |  | 11,742 |  | 17,162 |
| Adjusted EBITDA | \$ | 22,099 | \$ | 32,053 | \$ | 80,609 | \$ | 105,598 |
| Adjusted EBITDA margin |  | 16.9\% |  | 20.1\% |  | 15.4\% |  | 17.5\% |





|  | Three Months Ended |  |  |  | Year Ended |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | December 31, 2009 |  | December 31, 2008 |  | December 31, 2009 |  | December 31, 2008 |  |
| Adjusted SG\&A Expense |  |  |  |  |  |  |  |  |
| Selling, general and administrative expenses | \$ | 27,426 | \$ | 27,718 | \$ | 113,674 | \$ | 125,234 |
| Legacy legal adjustment |  | - |  | - |  | - |  | 4,131 |
| Due diligence costs |  | - |  | - |  | - |  | 582 |
| Adjusted selling, general and administrative expenses | \$ | 27,426 | \$ | 27,718 | \$ | 113,674 | \$ | 120,521 |
|  |  | 20.9\% |  | 17.4\% |  | 21.7\% |  | 19.9\% |

Non-GAAP Reconciliation

## Colfax Corporation

## Reconciliation of Projected 2010 Net Income Per Share to Adjusted Net Income Per Share <br> Amounts in Dollars

(Unaudited)

|  | EPS Range |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
| Projected net income per share - fully diluted | \$ | 0.41 | \$ | 0.51 |
| Estimated restructuring and other related charges ${ }^{1}$ |  | 0.06 |  | 0.06 |
| Asbestos coverage litigation |  | 0.14 |  | 0.14 |
| Asbestos liability and defense costs |  | 0.06 |  | 0.06 |
| Projected adjusted net income per share - fully diluted | \$ | 0.67 | \$ | 0.77 |

[^0]

## Colfax

## Restated Orders and Backlog Growth, 2009 vs. 2008

|  | Orders |  |  | Backlog at Period End |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | \$ | \% |  | \$ | \% |
| Three Months Ended March 28, 2008 |  | 183.5 |  |  | 366.8 |  |
| Components of Change: |  |  |  |  |  |  |
| Existing Businesses |  | (47.0) | (25.6)\% |  | 3.0 | 0.8 \% |
| Acquisitions |  | - | 0.0 \% |  | - | 0.0 \% |
| Foreign Currency Translation |  | (13.4) | (7.3)\% |  | (47.5) | (12.9)\% |
| Total |  | (60.4) | (32.9)\% |  | (44.5) | (12.1)\% |
| Three Months Ended April 3, 2009 | \$ | 123.1 |  | + | 322.3 |  |

## Restated Orders and Backlog Growth, 2009 Sequential

|  | Orders |  |  | Backlog at Period End |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | \$ | \% |  | \$ | \% |
| Three Months Ended December 31, 2008 |  | 131.0 |  |  | 349.0 |  |
| Components of Change: |  |  |  |  |  |  |
| Existing Businesses |  | (5.6) | (4.2)\% |  | (15.0) | (4.3)\% |
| Acquisitions |  | - | 0.0 \% |  | - | 0.0 \% |
| Foreign Currency Translation |  | (2.3) | (1.8)\% |  | (11.7) | (3.3)\% |
| Total Growth |  | (7.9) | (6.0)\% |  | (26.7) | (7.6)\% |
| Three Months Ended April 3, 2009 | \$ | 123.1 |  | \$ | 322.3 |  |


| Three Months Ended April 3, 2009 | 123.1 |  | 322.3 |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Components of Change: |  |  |  |  |  |  |
| Existing Businesses |  | (5.8) | (4.7)\% |  | (9.8) | (3.0)\% |
| Acquisitions |  | - | 0.0 \% |  | - | 0.0 \% |
| Foreign Currency Translation |  | 3.2 | 2.6 \% |  | 14.4 | 4.5 \% |
| Total Growth |  | (2.6) | (2.1)\% |  | 4.6 | 1.4 \% |
| Three Months Ended July 3, 2009 | \$ | 120.5 |  | \$ | 326.9 |  |


| Three Months Ended July 3, 2009 | 120.5 |  | 326.9 |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Components of Change: |  |  |  |  |  |  |
| Existing Businesses |  | (7.4) | (6.1)\% |  | (12.4) | (3.8)\% |
| Acquisitions |  | 0.4 | 0.3 \% |  | 0.3 | 0.1 \% |
| Foreign Currency Translation |  | 3.7 | 3.0 \% |  | 10.5 | 3.2 \% |
| Total Growth |  | (3.3) | (2.8)\% |  | (1.6) | (0.5)\% |
| Three Months Ended October 2, 2009 | \$ | 117.2 |  | \$ | 325.3 |  |


| Three Months Ended October 2, 2009 | 117.2 |  | 325.3 |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Components of Change: |  |  |  |  |  |  |
| Existing Businesses |  | (18.8) | (16.1)\% |  | (30.8) | (9.5)\% |
| Acquisitions |  | 0.7 | 0.6 \% |  | - | 0.0 \% |
| Foreign Currency Translation |  | 2.6 | 2.2 \% |  | (3.6) | (1.1)\% |
| Total Growth |  | (15.6) | (13.3)\% |  | (34.4) | (10.6)\% |
| Three Months Ended December 31, 2009 | \$ | 101.6 |  | \$ | 290.9 |  |


[^0]:    ${ }^{1}$ Represents estimated costs related to restructuring actions implemented through February 15, 2010, including $\$ .03$ per share of termination benefits for the Company's former CEO. Assumes continuation of the German furlough program throughout 2010.

