Forward-looking Statements

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<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Presenter/Note</th>
</tr>
</thead>
<tbody>
<tr>
<td>10:00 AM</td>
<td>Opening Remarks</td>
<td>Matt Trerotola, President &amp; CEO</td>
</tr>
<tr>
<td>10:45 AM</td>
<td>Howden Overview &amp; Strategy</td>
<td>Ian Brander, SVP &amp; Howden CEO</td>
</tr>
<tr>
<td>11:30 AM</td>
<td>Lunch &amp; Bus to Medina</td>
<td>All</td>
</tr>
<tr>
<td>12:30 PM</td>
<td>Tours &amp; Breakout Sessions</td>
<td>Howden Team</td>
</tr>
<tr>
<td>3:15 PM</td>
<td>Adjourn &amp; Bus to Hotel</td>
<td>All</td>
</tr>
<tr>
<td>4:00 PM</td>
<td>Arrive at Hotel</td>
<td>All</td>
</tr>
<tr>
<td>4:00 PM</td>
<td>ESAB Demo &amp; Reliability Services Road Show</td>
<td>Open to all with time before flights</td>
</tr>
<tr>
<td></td>
<td>Hotel</td>
<td></td>
</tr>
</tbody>
</table>
OPENING REMARKS
Matt Trerotola | President and CEO
Summary of the Day

- Strong foundation and winning model
- Significant progress on key priorities
- Building momentum and moving forward
Colfax History and Growth

Source: Company filings

1850 to 1930

Colfax 2010

Colfax Today

Colfax Future

~$4B

<$1B

Strong CBS Foundation

Add New Platforms

Grow Existing Platforms

Source: Company filings
Colfax Strategy – A Winning Model

Acquire Good Companies

• Attractive Markets
• Strong Brands and Solutions
• Opportunities to Improve and Expand

Focus and Empower Top Talent

• Independent Businesses
• Great Leaders, Strong Teams, Winning Spirit
• Lean, High Value Corporate

Use CBS to Make Them Great

• Values
• Tools and Processes
• Way of Working

WE USE CBS TO MAKE GOOD BUSINESSES GREAT
1. Secure a Strong Foundation
   • Values driven culture
   • Great team, relentless talent focus
   • CBS as “The Way to Win”
   • Leading brands and technologies

2. Improve and Grow our Businesses
   • Core growth > competition
   • Margin improvement
   • FCF conversion

3. Innovate and Acquire to Accelerate
   • Make us stronger
   • Access new markets
   • New platforms
A Strong Foundation – The Best Team Wins

Building…

- Significant progress
- Strengthening the bench

Developing…

- Talented, CBS-capable GMs and Operational Leaders
- Lean, powerful support functions
- Full bench to fuel growth
- Motivated, challenged, engaged

STRONGER, STABLE LEADERSHIP READY TO SUPPORT ACQUISITION GROWTH

KLG = Key Leadership Group
Source: Internal company reporting and management estimates.
A Strong Foundation – Values Driven Business System

VALUES + TOOLS + WAY OF WORKING

CUSTOMERS TALK, WE LISTEN

CONTINUOUS IMPROVEMENT (KAIZEN) IS OUR WAY OF LIFE

THE BEST TEAM WINS

INNOVATION DEFINES OUR FUTURE

WE COMPETE FOR SHAREHOLDERS BASED ON OUR PERFORMANCE

- Quality
- Delivery
- Cost
- Growth
A Strong Foundation – Continuous Improvement Is Our Way Of Life

MANUFACTURING EXCELLENCE JOURNEY

<table>
<thead>
<tr>
<th>Medina site example:</th>
<th>Level 1 Catching Up</th>
<th>Level 2 Industry Competitive</th>
<th>Level 3 Industry Leading</th>
<th>Level 4 World Class Industrial</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safety</td>
<td>&gt;4.0</td>
<td>4.0-2.0</td>
<td>2.0-0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Quality</td>
<td>&lt;89%</td>
<td>&lt;93%</td>
<td>&lt;96%</td>
<td>&gt;96%</td>
</tr>
<tr>
<td>Delivery</td>
<td>&lt;90%</td>
<td>90%-95%</td>
<td>95%-97%</td>
<td>&gt;97%</td>
</tr>
<tr>
<td>Lead Time</td>
<td>&gt;10% orders lost on LT</td>
<td>&gt;0% orders won on LT</td>
<td>&lt;20% orders won on LT</td>
<td>&gt;20% orders won on LT</td>
</tr>
<tr>
<td>Cost</td>
<td>&gt;14%</td>
<td>&gt;7.5%</td>
<td>&gt;6.5%</td>
<td>&lt;6.5%</td>
</tr>
<tr>
<td>Working Capital</td>
<td>&lt;85%</td>
<td>&lt;100%</td>
<td>&lt;110%</td>
<td>&gt;110%</td>
</tr>
<tr>
<td>Overall</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sustain</td>
<td>3 months</td>
<td>6 months</td>
<td>9 months</td>
<td></td>
</tr>
</tbody>
</table>

- Benchmark goals for every facility
- Tough metrics for SQDC and Working Capital
  - Must be above standard for all metrics to move up
  - Must sustain for increasingly longer periods to move up
- High level of engagement
- Steady progress since tool introduced in 2015

Source: Internal company reporting and management estimates.
A Strong Foundation –
Using CBS To Make Good Companies Great

ESAB North America filler metal delivery performance

BEFORE

• OTD challenges in 2014
  • 84% in the US
  • 89% in Mexico
• Mfg. Lead Time: 2-4 days
• Stock Fill Rates ~90%

AFTER

• OTD improved by 2016
  • 96% in the US
  • 98% in Mexico
• Mfg. Lead Time: ~1 day
• Stock item fill rate > 98%

CBS tools:
• Demand Pull
• PFEP Automation
• Visual Management
• SMED

CONTINUOUS IMPROVEMENT CULTURE CHANGING THE GAME

Source: Internal company reporting.
**A Strong Foundation – Using CBS To Make Good Companies Great**

Colfax Fluid Handling Aftermarket Quote Lead Time

**BEFORE**
- Quote lead times
  - 2.0 days in Europe
  - 5.9 days in US
- Distributors pushing simple quotes to customer service

**AFTER**
- Quote lead times
  - 0.5 days in Europe
  - 2.9 days in US
- EU aftermarket revenue +10%
- 1500 bps improvement in distributor self-quote

**CBS tools:**
- Policy Deployment
- TPI
- Visual Management
- Daily Management

CONTINUOUS IMPROVEMENT CULTURE CHANGING THE GAME

Source: Internal company reporting and analysis.
A Strong Foundation - Global Presence

- Accomplished team driving share growth
- Leading service business model
- Leveraging Howden to grow ESAB
- New Howden structure adding resources to ME & South Asia
- TCO benefits winning in new mining investments
- Strong team taking share in welding
- Environmental retrofits beginning
- Regionalizing to grow in general industrial
- ESAB driving process conversion
- Leading position in Peru and Colombia as growth returns

Positioned to win in emerging markets that are 60% of global investment

Source: Internal company reporting; Oxford Economics
A Strong Foundation – Increasing Aftermarket & General Industrial Mix

Steadily growing installed base with organic initiatives increasing penetration and share of wallet

Long term positive growth dynamics, but cyclical, large project spending

Broad based, GDP driven growth with reduced cyclicality and established presence in the fastest growing economies

POSITIONING TO DRIVE GROWTH FROM AFTERMARKET & GENERAL INDUSTRIAL – LOOK TO CAPEX CYCLE REBOUND AS GROWTH KICKER WHEN IT COMES

Source: Internal company reporting.
## Acquisitions Improving Profile & Delivering Synergies

<table>
<thead>
<tr>
<th>Year</th>
<th>Acquisitions</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>Covent, CKD, TLT-Babcock, GII</td>
<td>Expanded industrial fan applications and reach; footprint consolidation</td>
</tr>
<tr>
<td>2013</td>
<td>MPJ, CCC, Clarus, Sicelub</td>
<td>Served market expansion; Eastern EU mfg. &amp; sourcing</td>
</tr>
<tr>
<td>2014</td>
<td>Sibes, Soldexa, Victor, SVEL</td>
<td>$1.2B served market expansion; Localizing for China; 1st big synergy win</td>
</tr>
<tr>
<td>2015</td>
<td>Roots Simsmart</td>
<td>Completed NA manufacturing consolidation; Higher general industrial mix</td>
</tr>
</tbody>
</table>

Source: Internal company reporting and company filings.
Improving ESAB Cost Structure

- ESAB margin trajectory improving
- Structural cost reductions
  - Completed NA consolidation
  - ~20% reduction of global mfg. footprint since 2014
  - G&A alignment and shared services centers
- Improved process efficiency
  - Pricing management tools
  - Productivity
  - OTD and customer service
- Maintaining spending on key investments such as new product development and channel support

Source: Company filings.
2016 Performance

- Aggressive cost alignment
  - 13 sites closed by year end
  - 13% headcount reduction since beginning of 2015
  - Delivering $50M in 2016
  - Identifying and implementing new cost-out actions

- Positioning to lean into growth
  - Improved service levels
  - Shifted resources to growth markets
  - Share gains in key regions such as Russia, China, and SE Asia

Note: 2012 revenue proforma for Charter; 2016F reflects the inclusion of forward looking estimates based on assumptions reflected in our previously discussed guidance for the 2016 fiscal year.

Source: Internal company reporting and company filings.
3rd Quarter Update

- Major project order wins of ~$100M supporting G&FH orders growth in 2H
  - Oil & Gas compressor packages in the Middle East totaling >$50M
  - $36M copper mine expansion in South America
  - Simsmart retrofit win in Mexico

- More difficult North America welding market

- Balanced outlook still supports 2016 guidance range
Markets Still Near Bottom of Cycle

<table>
<thead>
<tr>
<th>Current Environment</th>
<th>Key Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aftermarket</td>
<td></td>
</tr>
<tr>
<td>• Sluggish as customers minimize expenses</td>
<td></td>
</tr>
<tr>
<td>• Lower thermal power utilization rates in the US</td>
<td></td>
</tr>
<tr>
<td>General Industrial</td>
<td></td>
</tr>
<tr>
<td>• Weakening NA welding market but solidifying in EU and others</td>
<td></td>
</tr>
<tr>
<td>• Environmental spend starting in China</td>
<td></td>
</tr>
<tr>
<td>Oil &amp; Gas</td>
<td></td>
</tr>
<tr>
<td>• Lower capex spending YOY</td>
<td></td>
</tr>
<tr>
<td>• Projects delayed but continuing to progress</td>
<td></td>
</tr>
<tr>
<td>Power</td>
<td></td>
</tr>
<tr>
<td>• Policy changes in China slow new build, accelerate environ.</td>
<td></td>
</tr>
<tr>
<td>• Steady pace in SEA</td>
<td></td>
</tr>
<tr>
<td>• New regulations in India</td>
<td></td>
</tr>
</tbody>
</table>

Source: Internal company management estimates.
Building Momentum Into 2017

- Aligning organization and strategy
- Structural cost savings
- Strengthening position in key welding markets like Europe, Russia, India, and South America
- Service levels pushing to competitive advantage
- Aftermarket success on key initiatives
- Expanding general industrial applications, building on China success and model
- Exciting new welding products coming soon

STRONG LEVERS TO OUTPERFORM OUR MARKETS THROUGH THE TROUGH
Increasing Focus on Growth – Innovation Process

• Increasing pace of ESAB new products
  – Building on the Rebel model of insightful VOC and open innovation development
  – Automation solutions delivering improved productivity and quality

• Impactful IoT technologies
  – WeldCloud
  – SmartEXEC
  – Aftermarket tools

• Expanding addressable markets in G&FH
  – Localizing global technologies
  – Leading efficiency and environmental control solutions

INNOVATION DEFINES OUR FUTURE

NASA’s Marshall Center Video https://youtu.be/-IcPrSljxnc
Gearing Up for Acquisition Growth

**SITUATION ASSESSMENT**

- Strong technology and brand foundation, many expansion vectors
- Solid FCF performance with significant upside
- Talent in place to support growth & drive CBS, Values
- Track record for disciplined acquisition and integration
- Acquisition process working, though near-term market conditions still challenging

**CAPITAL ALLOCATION APPROACH**

- **Bolt-on Acquisitions**: strengthen the core; drive cost synergies
- **Adjacency Acquisitions**: expand technology bundle and addressed markets
- **New Platforms**: broaden, diversify portfolio and add degrees of freedom for growth

**COMPOUNDING RETURNS TO CREATE LONG-TERM SHAREHOLDER VALUE**
Driving Shareholder Returns

• Strengthening business profile
  − Relative outperformance to markets gaining momentum
  − Increasing aftermarket and general industrial mix
  − Attractive end markets with strong secular drivers for long-term growth

• Significant cash generation opportunity
  − Deeper, empowered talent bench accelerating execution tempo
  − Cost reduction opportunities create majority of the path to mid-teens operating margins
  − Free cash flow expected to exceed net income

• Compounding returns with proven acquisition model
  − Investing FCF through a disciplined acquisition process
Winning Model Creating Shareholder Value

- Strong foundation $\rightarrow$ Talent & CBS
- Executing through the cycle
- Winning model to compound returns

- Acquire Good Companies
- Focus and Empower Top Talent
- Use CBS to Make Them Great
Investor Day 2016
Ian Brander, SVP & CEO of Howden
Who is Howden
Vision

To be the world’s leading

application engineer

providing lifetime solutions

in air and gas handling

Number one in the segments we choose to operate in

Where our knowledge of product and process makes a difference

From project inception to plant decommissioning

Performance critical products which move, treat, clean, heat or cool gas and air
History
Company origins and development

• Founded in 1854 by James Howden in Glasgow as a marine engineering firm.
• Developed the forced draught system for boilers (1882) and the rotary regenerative air preheater (1920).
• Commercialized the screw compressor in the 1940’s.
• Became part of Colfax in January 2012
• Now a leading global player for air and gas handling equipment with over 330k product installations worldwide.
• The Power of the Howden brand is stronger than ever due to its heritage of engineering leadership and pride of the associates.

Century brands:

1854 HOWDEN
In 1882, James Howden patented the Howden system of forced draft transforming boiler efficiencies by more than 30%.

1859 ROOTS BLOWERS
Manufacturing rotary lobe, centrifugal blowers and vacuum pumps.

1878 BUFFALO FORGE
Founded to manufacture blacksmiths forges, now producers of industrial fans, heating equipment, dust collectors and other metal manufacturing.

1883 THOMASSEN COMPRESSION
Founded as a small workshop to repair windmills. In 1896 Geurt Thomassen built his own design gas engine and in 1921 launched the first reciprocating compressor.

1921 SOLYVENT
Established to address requirements of the post-war boom / roaring twenties to provide turnkey industrial fan ventilation systems.
Application overview

**Power**
Main boiler fans, boiler heat recovery, booster fans (environmental)

**Industrial**
Cement, transportation, MVR, waste water, process refrigeration, other industrial

**Petrochemical, Oil & Gas**
Gas boosting and gathering, sulphur recovery, boil-off gas, gas drying and cleaning, and process cooling

**Mining**
Surface and underground ventilation, heating and cooling systems, control systems
Portfolio overview

**Heavy duty fans & heaters**
Large custom engineered fans to maximize performance and efficiency.
Rotary heat exchangers with unique heat transfer arrangement providing maximum thermal efficiency

**Compressors**
Screw, piston, centrifugal, and rotary lobe compressors for process critical oil, gas, and industrial applications

**Industrial fans**
Engineered and configured medium range fans for a wide range of industrial applications
Axial fans are suited to a combination of high flow and low pressure and provide flow control at high efficiency.

A large Howden axial flow fan could inflate the Goodyear Blimp in just over 3 seconds.
Centrifugal fans are suited to a combination of high pressure and low flow, and arduous operating conditions.

The energy stored in a large centrifugal fan rotor is comparable to that contained in a fully laden commuter jet travelling at 450mph.
Rotary heat exchangers are used to recover heat from waste gas thus improving boiler efficiency.

Howden air preheaters reduce carbon dioxide emissions from coal fired power stations by around 100 million tonnes per year.
Howden piston compressors are used mainly for hydrogen compression applications in refineries.

The force in each cylinder rod could lift 10 fully laden London double-decker buses, and do it 400 times every minute.
Industrial Fans

Industrial fans are used to move air and gases in a wide range of industries.

105 industrial fans working in parallel are being used to simulate the conditions that would be experienced in a category 3 hurricane, delivering a flow equivalent to 20 times that of Niagara Falls.
We use our applications knowledge to leverage these strengths to focus on market opportunities:

- **Brand - Quality and reliability**
- **Products and technology**
- **People**
- **Project Management Capability**
- **Global Footprint**
- **Applications Engineering**
Current situation
2016 overview

- Significant market headwinds but successful in winning larger projects and gaining share in key markets

- Revised structure and capacity reduction implemented to reduce costs by $34M

- Aligned structure to strategy to build capability, talent and infrastructure in key growth regions

Source: Internal company reporting and management estimates.
Long-term growth
Organic and acquisitions

• Strong organic growth track record
• Strategy drove structural growth
  – Aftermarket growth in fans & heaters
  – Compressors from 8% to 27% of mix
  – Built Asian presence outside China
• Delivered growth despite two downturns
  – Volume decline since 2014 considerably less than market drop
  – Gaining market share in key markets of power and oil & gas
• Acquisitions generating growth synergies
  – Compounding effect notable in compressors with growth from $50M to >$400M

Revenue growth
8% CAGR; 4-5% organic CAGR
($ million; constant currency)

Strong organic growth track record driven by expanding served market and share gain

LTM = 2H15 and 1H16
Source: Internal company reporting and management estimates.
Delivering Relative Outperformance

Core
- Southeast Asia Power win rate up 2000 bps
- Taking share in China Power with axial fan redesign – grown share 1300 bps in four years
- Share growth in large reciprocating compressors
- NA Industrial Fans booking growth up 7% in difficult market

Expanding Addressable Market
- China non-power bookings up 22%, plus a large project win
- Compressor new application project wins in process refrigeration, unconventional gas, LNG, FLNG, waste heat recovery
- Serving new geographies with Roots & Simsmart acquired technology

Aftermarket
- Leveraging turnkey project management capability
- Servicing competitor heater and fan installed base
- New LTSA’s in Asia, including competitive equipment

Source: Internal company reporting and management estimates.
Strategy to move forward
Goals & strategy

3-5 year financial goals

- 2-5% organic growth CAGR
  - Growth initiatives to outperform market
  - Continued expansion of served markets (organic, acquisition)
- Increase core operating margins to mid-teens
  - Operational leverage on structurally lower cost base
  - Increase sales of higher-margin aftermarket products

Key strategies

- Build organization and capability in growth regions
- Increase served markets through new applications with focus on industrial markets
- Increase effective coverage of aftermarket installed base
- Reduce cost base through footprint transition

Goal: 3-5% revenue CAGR through the cycle with mid-teens operating margin

Source: Internal company reporting and management estimates.
Expand addressable markets

- Strong track record of growth through expanding served markets
- Acquisitions increasing runway of opportunities
- Strategy and experience based on targeting through
  - Application opportunities
  - Geographic expansion
  - Product development
  - Bolt-on acquisitions

$12B air & gas handling market

Served: primary application, broad access to market
Unserved: have the product technology but do not fully compete due to product range, cost, or route-to-market gaps
Unaddressed: do not have the product technology to address

Source: Internal company reporting and management estimates.
Expand addressable markets
Regional strategy

Market Opportunity
• Asia including China accounts for 55% of Howden available market
• Growing but limited infrastructure in Asia outside China

Strategy / Implementation
• Howden re-organised into regional and product business model Jan 2016
• Increasing capability in growth regions
  − Transferred senior Howden leaders to lead organisation in SE Asia, ME & India
  − Building regional organisation for sales, contract management and supply chain
  − Investing in factory capabilities

Transforming Howden to give regional strength in largest markets
## Middle East
- Establishing workshops in UAE & Saudi Arabia to service Howden compressor installed base
- Strengthening regional team
  - New leader and significant flow of supporting talent
- Leverage Indian manufacturing

## India
- Established power and industrial fans business
- New environmental legislation driving investment cycle
- Investing in manufacturing for fans and compressors
  - Localization of key product lines
  - Local supply chain
- Targeting new unserved segments
- Develop 2nd line aftermarket expertise in country

## South East Asia
- Established sales organisation over last 5 years in key locations (focus on power)
- Expanding capability to full regional organisation
  - New leader and significant flow of supporting talent
  - Establishing applications and product unit capability
- Build sales org to support full Howden line
- Leverage manufacturing capability in China and India

### Developing regional infrastructure in growth markets
Expand addressable markets
China progress

Market Opportunity
• Successfully established organisation in China with strong market position in established markets
• Many unserved / underserved applications

Strategy
• Design and position products to win in mid-market
• Fully localize production & supply chain
• Increase sales resource on target applications and across provinces

2016 Results
• Non power bookings increased by 22% in 1H
  - First orders for differentiated mining fan
  - First MVC turbo fans built in China
  - First screw packages built in China
  - Roots blower order for $6.5M won
• Sourcing & machining of critical parts transferred

Diversification strategy delivering and expected to offset Power headwind

<table>
<thead>
<tr>
<th>Application</th>
<th>Market Size ($M)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mining fans</td>
<td>$120M</td>
</tr>
<tr>
<td>Screw compressor packaging</td>
<td>$63M</td>
</tr>
<tr>
<td>Mechanical Vapor Recompression (MVR)</td>
<td>$44M</td>
</tr>
<tr>
<td>Roots Blowers</td>
<td>$54M</td>
</tr>
</tbody>
</table>

Source: Company analysis and management estimates.
Expand addressable markets
Key Application opportunities

**Water**
- Extending product range in 2016
- Leveraging Roots channel for US
- Established position in China; first contracts in India; targeting growth markets in Asia
- Targeting zero liquid discharge applications with MVC product range

**Transportation**
- Leveraging global position vs competitors

**Upstream gas**
- High capacity, low life-time cost compressor launching 2016
- Success in high value CBM projects

**LNG**
- Adapting existing product range to LNG applications

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**Targeting >$100m incremental bookings in attractive, under-served applications**

**Waste water:** Increasing population; zero liquid discharge legislation
**Transportation:** Investment in high speed rail networks and infrastructure
**Upstream gas:** High demand for fuel and petrochem feedstock
**LNG:** Gas supply vs demand location driving growth

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*Source: Company analysis and management estimates.*
Long-term installed base growth
- >$2 billion addressable service market
- Asian power additions far exceed US & EU reductions
- Demand for refined products drives new capacity additions
- Focused in China, ME, India, SE Asia, and Russia

Value of installed base increasing
- Mission critical applications where reputation and process knowledge matter
- Larger, more sophisticated installations
  - Increasing need for efficiency and reliability
  - Increasing opportunity to create customer value through aftermarket service

Increasing returns from substantial installed base throughout the world
Howden aftermarket – creating a service business

Leveraging existing capabilities globally
- CBS to improve speed and operational effectiveness
- Investing in service resources in underserved, high density areas
- Deploy turnkey and project management capability to aftermarket

Moving from parts supplier to trusted advisor
- Developing retrofit solutions to increase efficiency and extend MTBM
- Managing turnkey projects
- Creating technology solutions like SmartEXEC and UltraGen
- Long term service agreements

Value-add Partnerships
- Long term service agreements
- Total performance mgmt.

Upgrades
- Launching product optimization solutions
- Competitor’s equipment

Parts and Services
- New service locations
- Increasing resources in growth areas

MTBM = Mean Time Between Maintenance
Summary

• Winning market share in tough markets

• Core markets are at low points in cycle

• Significant opportunity for growth through targeting underserved markets & expanding aftermarket

• Reduced structural cost will drive increased operating margins with growth
At the heart of your operations

Q&A