## **UNITED STATES**

# SECURITIES AND EXCHANGE COMMISSION

Washington, D.C. 20549

## FORM 8-K

#### **CURRENT REPORT**

Pursuant to Section 13 or 15(d) of the Securities Exchange Act of 1934

Date of Report (Date of earliest event reported): August 13, 2009

# **Colfax Corporation**

(Exact name of registrant as specified in its charter)

**Delaware** (State or other jurisdiction of incorporation)

**001-34045** (Commission File Number)

**54-1887631** (I.R.S. Employer Identification No.)

8730 Stony Point Parkway, Suite 150 Richmond, VA 23235

(Address of Principal Executive Offices) (Zip Code)

(804) 560-4070

(Registrant's telephone number, including area code)

#### Not Applicable

(Former name or former address, if changed since last report)

| Check the appropriate box below if the Form 8-K filing is intended to simultaneously satisfy the filing obligation of the registrant under any of the following provisions: |
|---|
| ☐ Written communications pursuant to Rule 425 under the Securities Act (17 CFR 230.425)   |
| Soliciting material pursuant to Rule 14a-12 under the Exchange Act (17 CFR 240.14a-12)  |
| Pre-commencement communications pursuant to Rule 14d-2(b) under the Exchange Act (17 CFR 240.14d-2(b))  |
| Pre-commencement communications pursuant to Rule 13e-4(c) under the Exchange Act (17 CFR 240.13e-4(c))  |

| Item 7.01       | Regulation FD Disclosure.  |
|-----------------|--|
| Attached hereto | as Exhibit 99.1 and incorporated herein by reference are slides to be used by Colfax Corporation for investor presentations. |
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| (d) | Exhibi | ts  |  |
|-----|--------|---|--|
|     | 99.1   | Colfax Corporation investor presentation slides |  |
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Item 9.01

Financial Statements and Exhibits.

#### **SIGNATURES**

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

#### **Colfax Corporation**

Date: August 13, 2009 By: /s/ THOMAS M. O'BRIEN

Name: Thomas M. O'Brien

Title: Senior Vice President, General Counsel

and Secretary

### EXHIBIT INDEX

| 99.1 | Colfax Corporation investor presentation slides. |
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## **Investor Presentation**

### August 2009





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. Forward-looking 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.





- 2008 revenue of \$605 million
- ~2,100 associates worldwide
- 15 principal production facilities in 7 countries
- Over 300 direct sales and marketing associates
- More than 450 authorized distributors in approximately 80 countries
- Headquartered in Richmond, VA



Colfax is strategically focused on serving key infrastructure end markets in the fluid handling industry





- Founded in 1995
- John Young, President & CEO, was an original founder
- Equity capital provided by Mitch and Steve Rales, founders of Danaher (NYSE: DHR)
- Targeted global industrial companies with strong brands
- 12 acquisitions, 5 divestitures
- Exclusively focused on fluid handling industry
- Proven, experienced management team
- Began trading on the NYSE in May 2008

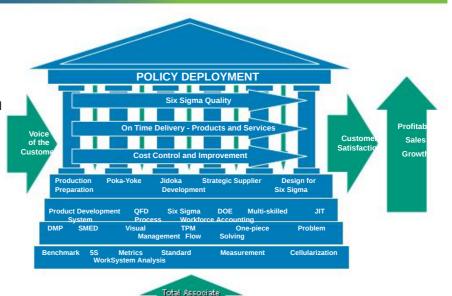
There are approximately 5,000 pump companies globally and Colfax is in the top 15





# **Colfax Business System Drives Business Improvement**

- Derived from the proven Danaher Business System
- Utilize Voice of the Customer ("VOC") to target breakthrough growth initiatives, new products and applications
- Conduct root-cause analysis, develop process improvements and implement sustainable systems
- Culture of continuous improvement
- Integrated in all aspects of operations and strategic planning



CBS is how we manage our business and has been a key driver of our success





- Global leader in specialty fluid handling products
- Proven application expertise in solving critical customer needs
- Serving growing global infrastructure driven end markets
- Leading brand names generating aftermarket sales and services
- Experienced management team in place to grow organically and through strategic acquisition
- Strong financial position
- Significant insider ownership

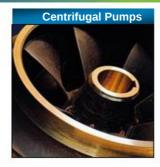
Consistent track record of driving profitable organic sales growth

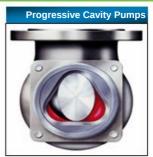




# **Broad Product Portfolio Focused on Customer Applications**













Well recognized brands across served markets





# Serving Critical Applications in Our Key End Markets

















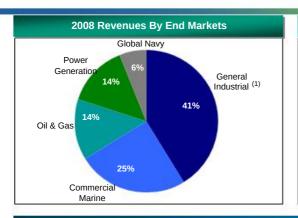


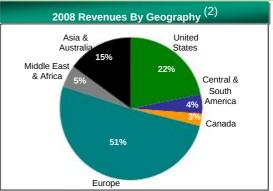


| Key Markets        | Applications   | Brands  |
|--------------------|--|---|
| Commercial Marine  | Fuel oil transfer; oil transport; water and wastewater handling  | Allweiler, Houttuin, Imo AB                                     |
| Oil & Gas          | Crude oil gathering; pipeline services; unloading and loading; rotating equipment lubrication; lube oi I purification    | Allweiler, Houttuin, Imo,LSC, Tushaco, Warren                   |
| Power Generation   | Fuel unloading, transfer, burner and injection; rotating equipment lubrication   | Allweiler, Imo, Tushaco, Warren                                 |
| Global Navy        | Fuel oil transfer; oil transport; water and wastewate r handling; firefighting; fluid control                            | Allweiler, Fairmount, Imo, ImoAB,<br>Portland Valve, Warren     |
| General Industrial | Machinery lubrication; hydraulic elevators; chemical processing; pulp and paper processing; food and beverage processing | Allweiler, Fairmount, Houttuin, Imo,<br>Tushaco, Warren, Zenith |



# Large and Diverse Customer Base and End Markets





### **Blue Chip Customers**















Blue chip customer base with no single customer representing more than 3% of sales in 2008

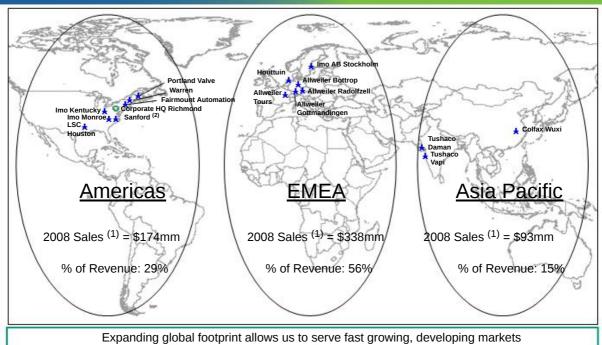


(2

Includes Distribution (11%), Chemical Processing (7%), Machinery Support (5%), Building Products (4%), Wastewater (2%), Heat Transfer (2%), Pulp and Paper (1%), Diesel Engines (1%), Food & Beverage (1%) and Other (7%), Pulp and Paper (1%), Diesel Engines (1%), Food & Beverage (1%) and Other (7%), Pulp and Paper (1%), Diesel Engines (1%), Food & Beverage (1%), Pulp and Paper (1%), Diesel Engines (1%), Food & Beverage (1%), Pulp and Paper (1%), Diesel Engines (1%), Food & Beverage (1%), Pulp and Paper (1%), Diesel Engines (1%), Food & Beverage (1%), Pulp and Paper (1%), Diesel Engines (1%), Food & Beverage (1%), Pulp and Paper (1%), Diesel Engines (1%), Food & Beverage (1%), Pulp and Paper (1%), Diesel Engines (1%), Food & Beverage (1%), Pulp and Paper (1%), Diesel Engines (1%), Food & Beverage (1%), Pulp and Paper (1%), Diesel Engines (1%), Food & Beverage (1%), Pulp and Paper (1%), Diesel Engines (1%), Food & Beverage (1%), Pulp and Paper (1%), Diesel Engines (1%), Food & Beverage (1%), Pulp and Paper (1%), Diesel Engines (1%), Food & Beverage (1%), Pulp and Paper (1%), Diesel Engines (1%), Food & Beverage (1%), Pulp and Paper (1%), Diesel Engines (1%), Food & Beverage (1%), Pulp and Paper (1%), Diesel Engines (1%), Food & Beverage (1%), Pulp and Paper (1%), Diesel Engines (1%), Food & Beverage (1%), Pulp and Paper (1%), Diesel Engines (1%), Pulp and Paper (1%), Diesel Engines (1%), Pulp and Paper (1%), Diesel Engines (1%), Pulp and Paper (1%), Pulp and Paper (1%), Diesel Engines (1%), Pulp and Paper (1%), Diesel Engines (1%), Pulp and Paper (1%), Pulp and Paper (1%), Diesel Engines (1%), Pulp and Paper (1%), Pulp and P



# Extensive Global Sales, Distribution and Manufacturing Footprint





W In Isc & Zenitr



# Oil & Gas Markets - Strong Application Expertise

#### **Situation Analysis**

A Canadian energy company moves heavy crude oil along pipelines from the oil fields in Northern Canada through extremely harsh environment to a central blending facility

#### **Colfax Solution**

- For the past 40 years this customer has turned to Colfax and the Imo 8L 3 screw pump – more than 80 installations
  - Reliable in the toughest environment
  - Superior energy efficiency reduces operating costs
- Imo 8L is the industry standard for Canadian pipeline applications from 400 to 2500 gallons per minute



New Imo 8L-912Y



#### **Situation Analysis**

Major Venezuelan oil company moves 180,000 BPD of sand laden crude oil through pipelines using a competitor's pumps. Pumps are failing after only 3 - 4 months due to excessive wear

#### **Colfax Solution**

- Colfax engineers and the customer's project engineer jointly developed the design, quality, and testing spec
  - Warren GTS-H268 2 screw pumps with specially designed internal wear resistant components were chosen to meet the rigorous application
- Colfax pumps installed 6X increase in service life
  - Customer realizes \$2M annual savings spare parts alone









# **Expansion of Systems Business**

#### **Situation Analysis**

Americas region OEM and end-user customers need turn-key solutions – not just pumps.

#### **Colfax Solution**

- Colfax Americas Engineered Systems business started in 2007 to address need for highly engineered systems
- Services offered include: custom engineered skid packages or module subassemblies, fabrication, testing, and start up/commissioning
- 2009 forecast \$10M incremental sales



Environmentally-friendly module with internal, submersible lubricant pump and motor

#### **Situation Analysis**

A major Japanese OEM turbine manufacturer wanted to reduce installation time required at power plant construction sites. Initial focus - integrate components associated with the fuel filter, pump and motor system.

#### **Colfax Solution**

Colfax Americas Engineered Systems and OEM jointly developed integrated package

- Enhanced design, reduced costs
- \_ Initial system delivered in 2009, others on order
- \_ Global installations

Integrated system is now the standard fuel injection system design for this major turbine OEM customer







## **Targeting Aftermarket Opportunities**

#### **Situation Analysis**

Many wastewater treatment facilities purchase non-OEM (pirated) aftermarket spare parts for progressing cavity pumps. These lower priced parts have a shorter service life than genuine Allweiler OEM parts.

#### **Colfax Solution**

- Colfax's Allweiler business unit established a consulting services business targeting sewage treatment customers in Germany
  - Service includes Analysis of entire operation, review pump/motor assemblies, and recommendation on how to lower energy costs and reduce maintenance cost
- An example Flerzheim cooperative sewage plant in Germany's Rhine Ruhr region
  - Upgrade 2 PC pumps, eliminate 2 centrifugal pumps
  - Added VFDs reduce energy usage by 10 15 %
  - Replaced pirated spares with genuine Allweiler parts
- . 2008 results €1.2M sales incremental



Updating sludge pumps at Flerzheim facility

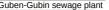
#### **Situation Analysis**

Twin cities Gubin (Poland) and Guben (Germany) on opposite sides of Neisse River each need to update sewage treatment facility & decide to partner and build one plant in the mid-1990s. Key requirements: reliable movement of wastewater, fast on-site service, rapid delivery of original spare parts, one plant employee to maintain all pumps, Low Total Cost of Ownership (TCO), and high energy efficiency.

#### **Colfax Solution**

- 17 Allweiler Progressing cavity pumps and 2 macerator pumps with variable frequency drives (VFDs) replace existing centrifugal pumps & progressing cavity pumps – one source
- More than a decade later
   uninterrupted operation
  - Low maintenance cost using original Allweiler parts
  - Local distributor provides excellent service/support
  - \_ Higher first cost, lowest TCO





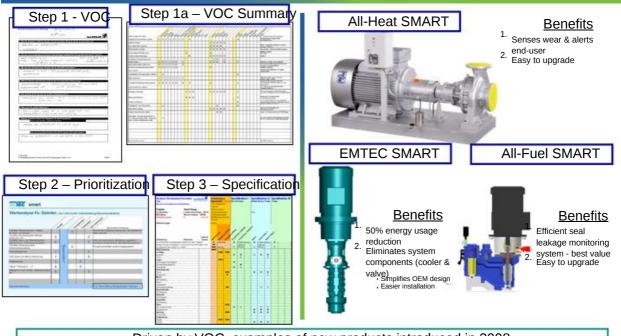


Allweiler sludge pump





# Develop New Products, Applications and Technologies Driven by Voice of the Customer



Driven by VOC, examples of new products introduced in 2008





# Serving Infrastructure Driven End Markets

|                    | Estimated<br>Market Size | Market Expectations   |
|--------------------|--------------------------|---|
| Commercial Marine  | ~\$2.0bn                 | Expect international trade and demand for crude oil and other commodities as well as the age of the global merchant fleet to continue to create demand for new ship construction; however, expect new orders to be significantly lower than in the past two years. Expect sales to grow primarily from existing orders; likely to have additional order cancellations. Believe the increase in the size of the global fleet will create an opportunity to supply aftermarket parts and service.   |
| Se Gas             | ~\$4.0bn                 | Expect activity within the crude oil market to remain favorable as long term capacity constraints and global demand drive further development of heavy oil fields, but are experiencing project delays. In pipeline applications, demand for highly efficient products expected to remain strong as customers continue to focus on total cost of ownership. In refinery applications, a reduction in capital investment by customers is believed will reduce the demand for our products.         |
| Power Beneration   | ~\$2.3bn                 | Expect activity in Asia and the Middle East to remain strong as economic growth and fundamental undersupply of power generation capacity continues to drive investment in energy infrastructure projects. Efficiency improvements will continue to drive demand in the world's developed economies.   |
| Global             | ~\$0.3bn                 | In the U.S., expect Congress to continue to appropriate funds for new ship construction as older naval vessels are decommissioned. Increased demand for integrated fluid handling systems for both new ship platforms and existing ship classes that reduce operating costs and improve efficiency as the U.S. Navy seeks to man vessels with fewer personnel also anticipated. Sovereign nations outside of the U.S. continue to expand their fleets as they address national security concerns. |
| General Industrial | ~\$24.8bn                | Global infrastructure development will drive capital investment long term and will benefit local suppliers as well as international exporters of fluid handling equipment. Demand has softened in several portions of the general industrial market including chemical, building products, diesel engine, waste water, machinery support and distribution, primarily in Europe and North America.   |

### Favorable long term demand driven by global infrastructure build





# **Target Fast Growing Regions**

- Capitalize on growth opportunities by offering regionally developed products and solutions
  - Standard packages of Imo and Allweiler products produced at our Greenfield, Wuxi China facility for Commercial Marine
- Continue to invest in sales and marketing capabilities to more effectively serve local Asia Pacific markets
- Leverage application expertise to design fluid handling solutions that cater to heavy crude oil exploration in Latin America, Middle East and Russia
  - Opened sales and engineering office in Bahrain in March
- Utilize Indian / Chinese low cost manufacturing to supply components to other Colfax business units
- Execute acquisitions









# **Leading Brands Generating Aftermarket Sales and Services**

- Product history dating back to 1860 provides large installed base
- High quality, reliable products used in critical applications
- Tendency for customers to replace "like for like" products
- Significant aftermarket demand for replacement products, spare parts and repair and maintenance services







Acq. 1997



Est. 1860 Acq. 1998



Est. 1920 Acq. 2004





Est. 1929

Acq. 1998

Est. 1967 Acq. 2005



Est. 1968 Acq. 2007



Est. 1996 Acq. 2007

Approximately 24% of revenues were derived from aftermarket sales and services in 2008





# Continue to Pursue Strategic Acquisitions that Complement Our Platform

### **Acquisition Initiatives**

- Continue to proactively engage with highly strategic targets
- Product, market and geographically focused searches
- Evaluate opportunistic bolt-on companies
- Pursue adjacent fluid handling acquisitions

#### **Acquisition Criteria**

- Acquire companies in the fluid handling industry
- Strong brand name recognition
- Leading market position
- Differentiated product technology / highly engineered product
- Complementary end market / geographic focus
- Attain double digit return on investment in the 3<sup>rd</sup> year

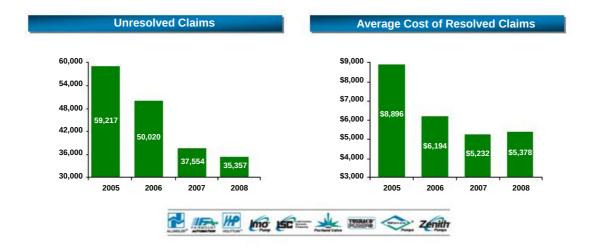
Effective selection and integration of 12 acquisitions since 1995







- Claims arise from purchased components previously included in our products
- Significant solvent insurance coverage
- Bad faith lawsuit against insurance carriers increases costs in near term
- Estimated annual liability and related defense costs of \$5 \$7 million before potential insurance asset or liability adjustments





# **Financial Overview**

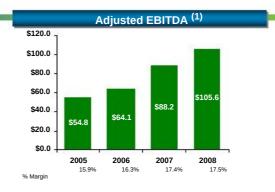




# Financial Performance Overview - 2005-2008





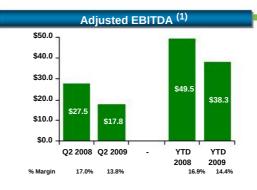






# Financial Performance Overview – Current Quarter











|  |     | Six Mont                     | Delta |                              |                             |                          |
|--|-----|------------------------------|-------|------------------------------|-----------------------------|--------------------------|
|  | 2 7 | 7/3/2009                     | -     | 6/27/2008                    | \$                          | %                        |
| Orders   | \$  | 224.9                        | \$    | 369.1                        | \$ (144.2)                  | (39.1)%                  |
| Sales  | \$  | 265.5                        | \$    | 292.1                        | \$ (26.6)                   | (9.1)%                   |
| Gross Profit<br>% of Sales   | \$  | 92.6<br>34.9%                | \$    | 105.0<br>35.9%               | \$ (12.4)                   | (11.8)%                  |
| Adjusted SG&A Expense<br>R&D Expense<br>Operating Expenses<br>% of Sales | \$  | 58.1<br>3.1<br>61.2<br>23.1% | \$    | 60.2<br>3.0<br>63.1<br>21.6% | \$ (2.0)<br>0.1<br>\$ (1.9) | (3.4)%<br>4.6%<br>(3.0)% |
| Adjusted Operating Income % of Sales                                     | \$  | 31.4<br>11.8%                | \$    | 41.9<br>14.3%                | \$ (10.5)                   | (25.0)%                  |
| Adusted EBITDA<br>% of Sales   | \$  | 38.3<br>14.4%                | \$    | 49.5<br>16.9%                | \$ (11.2)                   | (22.7)%                  |
| Adjusted Net Income<br>% of Sales  | \$  | 18.9<br>7.1%                 | \$    | 24.0<br>8.2%                 | \$ (5.2)                    | (21.5)%                  |

Long Term Goals: Annual sales of \$1 billion, gross profit margin of 40% & EBITDA margin of 20%

Refer to Appendix for Non-GAAP reconciliation.

Note: Dollars in millions.





# Statement of Cash Flows Summary

|   |           | Six Mon | ths End | ed       |
|---|-----------|---------|---------|----------|
|   | 7/        | 3/2009  | 6/      | /27/2008 |
| Net income (loss)                                 | \$        | 11.2    | \$      | (24.6)   |
| Non-cash expenses                                 |           | 7.7     |         | 4.3      |
| Change in working capital and accrued liabilities |           | (5.9)   |         | (32.8)   |
| Other   |           | 4.9     |         | (3.9)    |
| <b>Total Operating Activities</b>                 | \$        | 17.9    | \$      | (57.0)   |
| Capital expenditures                              | \$        | (5.9)   | \$      | (9.1)    |
| Other   |           | 0.1     |         | 0.1      |
| <b>Total Investing Activities</b>                 | \$        | (5.8)   | \$      | (9.0)    |
| Repayments of borrowings                          | \$        | (2.5)   | \$      | (106.5)  |
| Proceeds from IPO, net of offering costs          |           | -       |         | 193.0    |
| Dividends paid to preferred shareholders          |           | -       |         | (38.5)   |
| Other   |           | (0.4)   |         | (3.1)    |
| Total Financing Activities                        | \$        | (2.9)   | \$      | 44.9     |
| Effect of exchange rates on cash                  | -         |         |         | 0.1      |
| Increase (decrease) in cash                       | -         | 9.2     |         | (21.0)   |
| Cash, beginning of period                         | Ø <u></u> | 28.8    |         | 48.1     |
| Cash, end of period                               | <b>\$</b> | 38.0    | \$      | 27.1     |





# **Strong Financial Condition**

- Strong balance sheet
  - Debt to adjusted EBITDA = 1
  - Debt of \$94 million, principal payments of \$5 million in 2009, matures in 2013
  - Cash = \$38 million
  - \$136 million available on revolver
- Strong cash flow
  - Adjusted EBITDA (LTM) of \$94 million



Note: As of 7/3/09

Global Leader in Specialty Fluid Handling Products

Proven Application
Expertise in Solving
Critical Customer Needs

Serving Growing Infrastructure Driven End Markets



Leading Brand Names Generating Aftermarket Sales and Services Experienced Management Team in Place to Grow Organically and Through Strategic Acquisitions

CBS-Driven Culture Focused on Profitable Sales Growth





# **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, restructuring and other related charges, certain due diligence costs, certain other post-employment benefit settlement, cross currency swap, environmental indemnification and discontinued operations expense (income), 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 legacy legal adjustments. 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 32% in 2009 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 foreign exchange rate fluctuations and acquisitions. These non-GAAP 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.





|  | _   | 2008    | -   | 2007     | _  | 2006    | _              | 2005    |
|--|-----|---------|-----|----------|----|---------|----------------|---------|
| EBITDA                                   |     |         |     |          |    |         |                |         |
| Net (loss) income                        | \$  | (571)   | \$  | 64,882   | \$ | 94      | \$             | 12,247  |
| Interest expense                         |     | 11,822  |     | 19,246   |    | 14,186  |                | 9,026   |
| Provision for income taxes               |     | 5,438   |     | 39,147   |    | 3,866   |                | 6,907   |
| Depreciation and amortization            | _   | 14,788  | -   | 15,239   | _  | 11,481  | o <del>.</del> | 11,430  |
| EBITDA                                   | \$  | 31,477  | \$  | 138,514  | \$ | 29,627  | \$             | 39,610  |
| EBITDA margin                            | 0.4 | 5.2%    | 551 | 27.4%    |    | 7.5%    | Č.             | 11.5%   |
| Adjusted EBITDA                          |     |         |     |          |    |         |                |         |
| Net (loss) income                        | \$  | (571)   | \$  | 64,882   | \$ | 94      | \$             | 12,247  |
| Interest expense                         |     | 11,822  |     | 19,246   |    | 14,186  |                | 9,026   |
| Provision for income taxes               |     | 5,438   |     | 39,147   |    | 3,866   |                | 6,907   |
| Depreciation and amortization            |     | 14,788  |     | 15,239   |    | 11,481  |                | 11,430  |
| Legacy asbestos expense (income)         |     | 12,391  |     | (50,346) |    | 33,816  |                | 18,112  |
| IPO - related costs                      |     | 57,017  |     | -        |    | -       |                | -       |
| Legacy legal expenses                    |     | 4,131   |     | -        |    | 8,330   |                | 3,100   |
| Due diligence costs                      |     | 582     |     | -        |    | -       |                | -       |
| Other post-employment benefit settlement |     | -       |     | -        |    | (9,102) |                | (251)   |
| Cross currency swap                      |     | -       |     | -        |    | -       |                | (2,075) |
| Environmental indemnification            |     | -       |     | -        |    | -       |                | (3,100) |
| Discontinued operations                  | _   |         | -   | <u>-</u> | _  | 1,397   | _              | (616)   |
| Adjusted EBITDA                          | \$  | 105,598 | \$  | 88,168   | \$ | 64,068  | \$             | 54,780  |
| Adjusted EBITDA margin                   |     | 17.5%   |     | 17.4%    |    | 16.3%   | 2              | 15.9%   |



Note: Dollars in thousands.

|   | Sales           |       |       | Orders |       |       |  |
|---|-----------------|-------|-------|--------|-------|-------|--|
|   | -               | \$    | %     |        | \$    | %     |  |
| Year Ended December 31, 2005            | \$              | 345.5 |       | \$     | 370.4 |       |  |
| Components of Growth:                   |                 |       |       |        |       |       |  |
| Organic Growth from Existing Businesses |                 | 40.7  | 11.8% |        | 65.6  | 17.7% |  |
| Acquisitions                            |                 | 4.8   | 1.4%  |        | 4.4   | 1.2%  |  |
| Foreign Currency Translation            |                 | 2.6   | 0.8%  |        | 1.9   | 0.5%  |  |
| Total Growth                            | .8 <del>.</del> | 48.1  | 13.9% |        | 71.9  | 19.4% |  |
| Year Ended December 31, 2006            | <u>s</u>        | 393.6 |       | \$     | 442.3 |       |  |
| Components of Growth:                   |                 |       |       |        |       |       |  |
| Organic Growth from Existing Businesses |                 | 53.3  | 13.5% |        | 77.7  | 17.6% |  |
| Acquisitions                            |                 | 31.3  | 8.0%  |        | 27.2  | 6.1%  |  |
| Foreign Currency Translation            |                 | 28.1  | 7.1%  |        | 34.3  | 7.8%  |  |
| Total Growth                            | 8               | 112.7 | 28.6% | _      | 139.2 | 31.5% |  |
| Year Ended December 31, 2007            | \$              | 506.3 |       | \$     | 581.5 |       |  |
| Components of Growth:                   |                 |       |       |        |       |       |  |
| Organic Growth from Existing Businesses |                 | 70.2  | 13.9% |        | 40.9  | 7.0%  |  |
| Acquisitions                            |                 | 5.5   | 1.1%  |        | 11.7  | 2.0%  |  |
| Foreign Currency Translation            |                 | 22.9  | 4.5%  |        | 35.1  | 6.1%  |  |
| Total Growth                            | =               | 98.6  | 19.5% | =      | 87.7  | 15.1% |  |
| Year Ended December 31, 2008            | s               | 604.9 |       | s      | 669.2 |       |  |





|   |    | Three Months Ended |    |               | Six Months Ended |             |    |             |
|---|----|--------------------|----|---------------|------------------|-------------|----|-------------|
|   | Ju | July 3, 2009       |    | June 27, 2008 |                  | ıly 3, 2009 | Ju | ne 27, 2008 |
| EBITDA  |    |                    |    |               |                  |             |    |             |
| Net income (loss)                             | \$ | 4,366              | \$ | (31,399)      | \$               | 11,227      | \$ | (24,601)    |
| Interest expense                              |    | 1,786              |    | 3,236         |                  | 3,632       |    | 7,733       |
| Provision (benefit) for income taxes          |    | 2,142              |    | (12,679)      |                  | 5,245       |    | (9,101)     |
| Depreciation and amortization                 | ·  | 3,538              |    | 3,955         | i. <del>t</del>  | 6,911       |    | 7,650       |
| EBITDA  | \$ | 11,832             | \$ | (36,887)      | \$               | 27,015      | \$ | (18,319)    |
| EBITDA margin                                 | 19 | 9.2%               |    | (22.9)%       |                  | 10.2%       |    | (6.3)%      |
| Adjusted EBITDA                               |    |                    |    |               |                  |             |    |             |
| Net income (loss)                             | \$ | 4,366              | \$ | (31,399)      | \$               | 11,227      | \$ | (24,601)    |
| Interest expense                              |    | 1,786              |    | 3,236         |                  | 3,632       |    | 7,733       |
| Provision for income taxes                    |    | 2,142              |    | (12,679)      |                  | 5,245       |    | (9,101)     |
| Depreciation and amortization                 |    | 3,538              |    | 3,955         |                  | 6,911       |    | 7,650       |
| Restructuring and other related charges       |    | 486                |    | -             |                  | 1,147       |    | -           |
| IPO-related costs                             |    | -                  |    | 57,017        |                  | -           |    | 57,017      |
| Legacy legal adjustment                       |    | -                  |    | 4,131         |                  | -           |    | 4,131       |
| Asbestos liability and defense costs (income) |    | 1,482              |    | (715)         |                  | 3,127       |    | (437)       |
| Asbestos coverage litigation expense          | 2  | 4,027              |    | 3,970         | -                | 6,993       |    | 7,109       |
| Adjusted EBITDA                               | \$ | 17,827             | \$ | 27,516        | \$               | 38,282      | \$ | 49,501      |
| Adjusted EBITDA margin                        | 82 | 13.8%              |    | 17.0%         | Se e             | 14.4%       | 10 | 16.9%       |



Note: Dollars in thousands.



|   | Three Months Ended |              |    |               |    | Six Months Ended |    |               |  |  |
|---|--------------------|--------------|----|---------------|----|------------------|----|---------------|--|--|
|   |                    | July 3, 2009 |    | June 27, 2008 |    | July 3, 2009     |    | June 27, 2008 |  |  |
| Adjusted Net Income and Adjusted Earnings per Share           |                    |              |    |               |    |                  |    |               |  |  |
| Net income (loss)   | \$                 | 4,366        | \$ | (31,399)      | \$ | 11,227           | \$ | (24,601)      |  |  |
| Restructuring and other related charges                       |                    | 486          |    | -             |    | 1,147            |    | -             |  |  |
| IPO-related costs   |                    | -            |    | 57,017        |    | -                |    | 57,017        |  |  |
| Legacy legal adjustment                                       |                    | -            |    | 4,131         |    | -                |    | 4,131         |  |  |
| Asbestos liability and defense costs                          |                    | 1,482        |    | (715)         |    | 3,127            |    | (437)         |  |  |
| Asbestos coverage litigation expense                          |                    | 4,027        |    | 3,970         |    | 6,993            |    | 7,109         |  |  |
| Interest adjustment to effect IPO at beginning of period      |                    | -            |    | 725           |    | -                |    | 2,302         |  |  |
| Tax adjustment to effective rate of 32% and 34%, respectively | <i>2</i> 2         | (1,859)      | _  | (19,836)      | _  | (3,631)          |    | (21,484)      |  |  |
| Adjusted net income   | \$                 | 8,502        | \$ | 13,893        | \$ | 18,863           | \$ | 24,037        |  |  |
| Adjusted net income margin                                    | 18                 | 6.6%         |    | 8.6%          | -  | 7.1%             |    | 8.2%          |  |  |
| Weighted average shares outstanding - diluted                 |                    | 43,245,990   |    | _             |    | 43,237,856       |    | _             |  |  |
| Shares outstanding at closing of IPO                          |                    | -            |    | 44,006,026    |    | -                |    | 44,006,026    |  |  |
| Adjusted net income per share                                 | \$                 | 0.20         | \$ | 0.32          | \$ | 0.44             | \$ | 0.55          |  |  |
| Net income per share-basic                                    |                    |              |    |               |    |                  |    |               |  |  |
| and diluted in accordance with GAAP                           | S                  | 0.10         | \$ | (1.01)        | \$ | 0.26             | \$ | (0.99)        |  |  |
| Adjusted Operating Income                                     |                    |              |    |               |    |                  |    |               |  |  |
| Operating income (loss)                                       | \$                 | 8,294        | \$ | (40,842)      | \$ | 20,104           | \$ | (25,969)      |  |  |
| Restructuring and other related charges                       |                    | 486          |    |               |    | 1,147            |    |               |  |  |
| IPO-related costs   |                    | -            |    | 57,017        |    | -                |    | 57,017        |  |  |
| Legacy legal adjustment                                       |                    | -            |    | 4,131         |    | -                |    | 4,131         |  |  |
| Asbestos liability and defense costs                          |                    | 1.482        |    | (715)         |    | 3,127            |    | (437)         |  |  |
| Asbestos coverage litigation expense                          | 9 <u>2</u>         | 4,027        |    | 3,970         | _  | 6,993            |    | 7,109         |  |  |
| Adjusted operating income                                     | s                  | 14,289       | \$ | 23,561        | \$ | 31,371           | \$ | 41,851        |  |  |
| Adjusted operating income margin                              | 0.00               | 11.1%        |    | 14.6%         |    | 11.8%            |    | 14.3%         |  |  |





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|---|-----|--------------|-----------|--------------------|-----------|------------|----|-------------|
|   | J   | July 3, 2009 | Jı        | une 27, 2008       | Ju        | ly 3, 2009 | Ju | ne 27, 2008 |
| Adjusted SG&A Expense                                 |     |              |           |                    |           |            |    |             |
| Selling, general and administrative expenses          | \$  | 28,586       | \$        | 35,776             | \$        | 58,112     | \$ | 64,283      |
| Legacy legal adjustment                               | 12  | -            |           | 4,131              | 3 <u></u> | -          |    | 4,131       |
| Adjusted selling, general and administrative expenses | \$  | 28,586       | \$        | 31,645             | \$        | 58,112     | \$ | 60,152      |
|   | -   | 22.1%        |           | 19.6%              |           | 21.9%      |    | 20.6%       |



Note: Dollars in thousands.



|                                  |     | Sale   | es .    | Orders |        |         |  |
|----------------------------------|-----|--------|---------|--------|--------|---------|--|
| Three Months Ended June 27, 2008 | 335 | \$     | %       | \$     |        | %       |  |
|                                  | \$  | 161.4  |         | \$     | 188.8  |         |  |
| Components of Growth:            |     |        |         |        |        |         |  |
| Existing Businesses              |     | (16.4) | (10.2)% |        | (72.3) | (38.3)% |  |
| Foreign Currency Translation     |     | (15.8) | (9.8)%  |        | (12.4) | (6.6)%  |  |
| Total Growth                     | (8) | (32.2) | (20.0)% |        | (84.7) | (44.9)% |  |
| Three Months Ended July 3, 2009  | \$  | 129.2  |         | \$     | 104.1  |         |  |

|                                |    | Sales  |         |    | Orders  | 3       | Backlog at |         |         |
|--------------------------------|----|--------|---------|----|---------|---------|------------|---------|---------|
|                                | 83 | \$     | %       | _  | \$      | %       | Per        | iod End |         |
| Six Months Ended June 27, 2008 | \$ | 292.1  |         | \$ | 369.1   |         | \$         | 384.0   |         |
| Components of Growth:          |    |        |         |    |         |         |            |         |         |
| Existing Businesses            |    | 7.0    | 2.4%    |    | (118.2) | (32.0)% |            | (63.8)  | (16.6)% |
| Foreign Currency Translation   |    | (33.6) | (11.5)% |    | (26.0)  | (7.0)%  |            | (27.9)  | (7.3)%  |
| Total Growth                   | 13 | (26.6) | (9.1)%  |    | (144.2) | (39.1)% | -          | (91.7)  | (23.9)% |
| Six Months Ended July 3, 2009  | \$ | 265.5  |         | \$ | 224.9   |         | \$         | 292.3   |         |



Note: Dollars in millions.