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Non-GAAP Financial Measures

We prepare financial statements in accordance with accounting principles generally accepted in the United States (GAAP). We also disclose adjusted diluted earnings per share (EPS), adjusted gross profit, adjusted gross profit as a percentage of net sales, and free cash flow which are non-GAAP financial measures. We use these measures in our internal performance reporting and for reports to the Board of Directors. We also disclose these measures in our quarterly earnings releases, on investor conference calls, and in investor presentations and similar events. We believe that adjusted diluted EPS, adjusted gross profit, adjusted gross profit as a percentage of net sales and free cash flow are useful measures for providing investors with additional insight into our operating performance. This additional information is not meant to be considered in isolation or as a substitute for our results of operations prepared and presented in accordance with GAAP. Adjusted diluted earnings per share, adjusted gross profit and adjusted gross profit as a percentage of net sales exclude the effects of certain items that are not comparable from one period to the next. Free cash flow is defined as net cash provided by operating activities less additions to property, plant and equipment.

Agenda

- **Mark Gliebe, CEO – Opening Comments**
- **Chuck Hinrichs, CFO – Financial Update**
- **Jon Schlemmer, COO –Operations Update**
- **Mark Gliebe – Summary Comments**
- **Questions & Answers**
- **Close**

Opening Comments

- **Solid 3rd Quarter Results – Adjusted EPS Exceeded Guidance**
- **EPC - Meeting / Exceeding Expectations**
- **Record Quarterly Sales, Adjusted EPS and Cash Flow**
 - Strength in C&I, Mechanical, International and EPC
 - Continued Weakness in HVAC
 - Free Cash Flow 133% of Net Income
- **Acquisition Pipeline Remains Active**

Quarter Highlights

- **Closing of EPC Acquisition**
- **Strength in C&I, Mechanical, International and EPC Businesses**
- **Strong Free Cash Flow**
- **Continued Energy Efficient Product Introductions**
- **Pricing and Productivity Offset Inflation in Quarter**

Quarter Highlights

3Q11 GAAP Diluted EPS	\$ 1.13
Gain on Divestiture of Pool & Spa	(0.10)
EPC PAA and Acquisition Costs	<u>0.30*</u>
3Q11 Adjusted Diluted EPS	<u><u>\$ 1.33</u></u>

*** Includes:**

Inventory Purchase Accounting Adj. \$10.3 million (\$0.18 EPS)

Acquisition Costs of \$5.8 million (\$0.10 EPS)

Incremental D&A of \$1.3 million (\$0.02 EPS)

Quarter Highlights

EPC and C&I Outperformed Expectations +

- Stronger Sales
- Implemented Cost and Spending Controls

Foreign Currency Gains +

Commodity Costs +

HVAC Sales -

Financial Highlights

Sales Growth – Up 24.7%

- Key Drivers
 - EPC and the other acquired businesses
 - Price
 - F/X Benefit of 1.8%

Adj. Gross Profit – Up 140bps

- Price and Productivity Gains Covered Cost Inflation
- Included \$10.3 million of Inventory PAA
- Includes Acquisition Synergies

Other Operating Data

- Depreciation and Amortization of \$26.1 million
- Acquisition Costs of \$5.8 million Related to EPC Included in SG&A

Free Cash Flow

- \$61.5 million
- 133% of Net Income
- Focused on FCF for Debt Reduction

Fourth Quarter 2011 Guidance

Adjusted EPS Guidance of \$0.67 to \$0.73

- Includes EPC Operating Results
- Excludes \$15 million (\$0.25 EPS) of Inventory PAA at EPC
- Lower Sales Volume Impacted By:
 - Continued Weak HVAC
 - China Slowing
 - EPC Seasonality
- Commodity Costs Moderating

Operations Update – Sales

- **North American C&I Up 15%**
- **Global Generators Up 31%**
- **Mechanical Sales Up 10%**
- **Sales Outside US Up 44%**
- **NA Residential HVAC Sales decreased 20%**

Operations Update – New Products

- **Energy Efficient Sales 15% of Sales**
- **Launched 12 New Products In Q3**
- **On Track for 50 New Product Introductions in 2011**

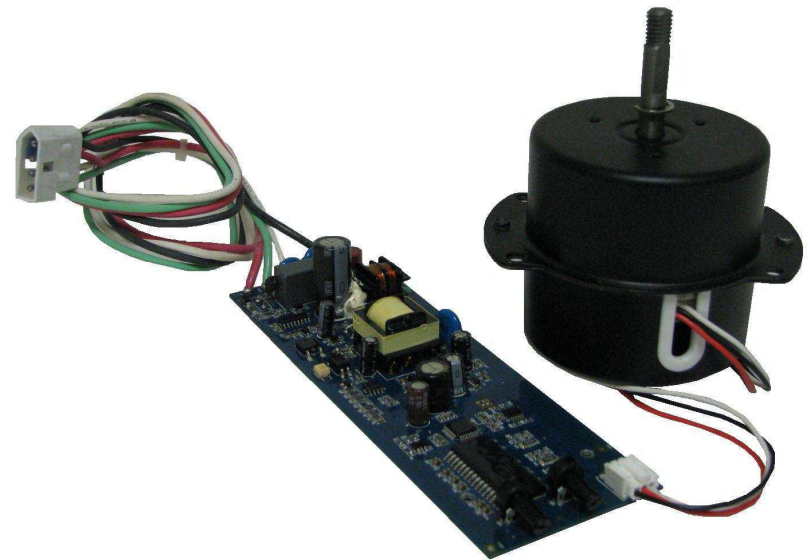
New Products – Air Moving

- **E-Star Water Heater Blower**
- **Used By OEM's To Create Energy Star Rated Gravity Vent Water Heaters**
- **Increases Water Heater Efficiency By 17%**
- **Increases Hot Water Output**



New Products – Ventilation

- Bath Ventilation Motor
- Rotor With Low Cost Ferrite Magnets
- Variable Speed Control
- Air Flow and Time Delay
- Up To 75% Less Power Used and Quiet Operation



Operations Update

- **EPC Integration**
 - **Management Talent**
 - **Customer Focus**
 - **Accelerating Cost Synergy Realization**
 - **Identifying Cross Selling Opportunities**
- **Meeting / Exceeding Acquisition Targets**

Summary

- **EPC Integration Progressing Very Well**
- **Pricing Initiatives Offset Current Commodity Inflation**
- **New Product Introductions Continue to Provide Exciting Solutions for Our Customers**
- **4th Quarter Guidance Reflects Strength in Most Businesses**
- **Continuing to Generate Strong Free Cash Flow**

Questions and Answers

APPENDIX – Non GAAP Measures

	Three Months Ended Oct. 1, 2011	Nine Months Ended Oct. 1, 2011
GAAP Diluted Earnings Per Share	\$ 1.13	\$ 3.00
Gain on Divestiture	(0.10)	(0.10)
EPC Purchase Accounting Adjustments and Acquisition Costs	0.30	0.30
Incremental Warranty Accrual	-	0.44
Adjusted Diluted Earnings Per Share	<u>\$ 1.33</u>	<u>\$ 3.64</u>
GAAP Gross Profit	\$ 179,626	\$ 495,106
EPC Purchase Accounting Adjustment	10,305	10,305
Incremental Warranty Accrual	-	28,000
Adjusted Gross Profit	<u>\$ 189,931</u>	<u>\$ 533,411</u>
Adjusted Gross Profit as a Percentage of Net Sales	<u>25.8%</u>	<u>25.6%</u>
GAAP Net Cash Provided by Operating Activities	\$ 66,690	\$ 176,266
Additions to Property Plant and Equipment	(5,864)	(44,389)
Free Cash Flow	<u>\$ 60,826</u>	<u>\$ 131,877</u>



Thank you



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