



# **FORM 10-Q**

**MAGNETEK INC – MAG**

**Filed: May 14, 2004 (period: March 31, 2004)**

Quarterly report which provides a continuing view of a company's financial position

# Table of Contents

## PART I.

### FINANCIAL INFORMATION

ITEM 1 §Jb°iI6«J W-²áIÙ ¾\$@°ZE Ã4 s

ITEM 2 §Jb°iI6«J W-²áIÙ ¾\$@°ZE Ã4 s

ITEM 3 §Jb°iI6«J W-²áIÙ ¾\$@°ZE Ã4 s

ITEM 4 §Jb°iI6«J W-²áIÙ ¾\$@°ZE Ã4 s

## PART II

### OTHER INFORMATION

ITEM 1. Legal Proceedings

ITEM 6. Exhibits and Reports on Form 8-K

### SIGNATURES

EX-31.1

EX-31.2

EX-32.1

EX-32.2

# SECURITIES AND EXCHANGE COMMISSION

Washington, D. C. 20549

## FORM 10-Q

(Mark One)

**QUARTERLY REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934**

For the quarterly period ended: **March 31, 2004**

OR

**TRANSITION REPORT PURSUANT TO SECTION 13 OR 15 (d) OF THE SECURITIES EXCHANGE ACT OF 1934**

For the transition period from

Commission file number **1-10233**

---

### **MAGNETEK, INC.**

(Exact name of registrant as specified in its charter)

**Delaware**

(State or other jurisdiction of incorporation or organization)

**95-3917584**

(I.R.S. Employer Identification Number)

**10900 Wilshire Blvd., Suite 850  
Los Angeles, California 90024**  
(Address of principal executive offices)  
(Zip Code)

**(310) 208-1980**

(Registrant's telephone number, including area code)

(Former name, former address and former fiscal year, if changed since last report)

Indicate by check mark whether the registrant (1) has filed all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports), and (2) has been subject to such filing requirements for the past 90 days.

Yes  No

Indicate by check mark whether the registrant is an accelerated filer (as defined in Rule 12b-2 of the Exchange Act) Yes  No

APPLICABLE ONLY TO CORPORATE ISSUERS:

The number of shares outstanding of Registrant's Common Stock, as of May 5, 2004 was 28,489,932 shares.

---

2004 MAGNETEK FORM 10-Q

TABLE OF CONTENTS FOR THE QUARTERLY REPORT ON FORM 10-Q  
FOR THE FISCAL QUARTER ENDED MARCH 31, 2004

MAGNETEK, INC.

**Part I.**      **Financial Information**

Item 1.      Financial Statements

Item 2.      Management's Discussion and Analysis of Results of Operations and Financial Condition

Item 3.      Quantitative and Qualitative Disclosures about Market Risk

Item 4.      Controls and Procedures

**Part II.**      **Other Information**

Item 1.      Legal Proceedings

Item 6.      Exhibits and Reports on Form 8-K

Signatures

## PART I. FINANCIAL INFORMATION

The accompanying unaudited condensed consolidated financial statements have been prepared in accordance with accounting principles generally accepted in the United States for interim financial information and with the instructions to Form 10-Q and Article 10 of Regulation S-X. Accordingly, they do not include all of the information and footnotes required by accounting principles for complete financial statements.

In the opinion of management, the accompanying condensed consolidated financial statements contain all adjustments necessary to fairly present the financial position as of March 31, 2004 and the results of operations and cash flows for the three-month and nine-month periods ended March 31, 2004 and 2003. It is suggested that these condensed consolidated financial statements be read in conjunction with the consolidated financial statements and notes included in the Company's latest Annual Report on Form 10-K. Results for the three-months and nine-months ended March 31, 2004 are not necessarily indicative of results that may be experienced for the full fiscal year.

This document, including documents incorporated herein by reference, contains "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995. The words "believe", "expect", "estimate", "anticipate", "intend", "may", "might", "will", "would", "could", "project", and "predict", or similar words and phrases generally identify forward-looking statements. Forward-looking statements contained or incorporated by reference in this document, including those set forth in the section of this document entitled "Management's Discussion and Analysis of Financial Condition and Results of Operations", include, but are not limited to, statements regarding projections of revenues, income or loss, capital expenditures, plans for future operations, products or services and financing needs or expectations, as well as assumptions relating to the foregoing.

Forward-looking statements are inherently subject to risks and uncertainties which in many cases are beyond the control of the Company and which cannot be predicted or quantified. As a result, future events and actual results could differ materially from those set forth in, contemplated by, or underlying forward-looking statements. Such risks and uncertainties include but are not limited to economic conditions in general, sensitivity to industry conditions, competitive factors such as technology and pricing pressures, business conditions in the telecommunications and electronic equipment markets, international sales and operations, dependence on significant customers, increased material costs, risks and costs associated with acquisitions and divestitures, environmental matters and the risk that the Company's ultimate costs of doing business exceed present estimates. Further information on factors that could affect Magnetek's financial results can be found in the Company's filings with the Securities and Exchange Commission.

Forward-looking statements contained in this document speak only as of the date of this document or, in the case of any document incorporated by reference, the date of that document. The Company does not have any obligation to publicly update or revise any forward-looking statement contained or incorporated by reference in these documents to reflect changed assumptions, the occurrence of unanticipated events or changes to future operating results over time.

## ITEM 1

MAGNETEK, INC.  
 CONDENSED CONSOLIDATED STATEMENTS OF OPERATIONS  
 FOR THE THREE MONTHS ENDED  
 March 31, 2004 and 2003  
 (amounts in thousands, except per share data)  
 (unaudited)

	<u>2004</u>	<u>2003</u>
Net sales	\$ 64,815	\$ 53,223
Cost of sales	<u>49,230</u>	<u>42,893</u>
Gross profit	15,585	10,330
Research and development	3,578	2,998
Selling, general and administrative	<u>11,330</u>	<u>10,161</u>
Income (loss) from operations	677	(2,829)
Interest and other expense	<u>524</u>	<u>3,889</u>
Income (loss) before benefit for income taxes	153	(6,718)
Benefit for income taxes	<u>—</u>	<u>(1,308)</u>
Net income (loss)	<u>\$ 153</u>	<u>\$ (5,410)</u>
<u>Earnings (loss) per common share</u>		
Basic and diluted:		
Net income (loss)	<u>\$ 0.01</u>	<u>\$ (0.23)</u>

See accompanying notes

MAGNETEK, INC.  
CONDENSED CONSOLIDATED STATEMENTS OF OPERATIONS  
FOR THE NINE MONTHS ENDED  
March 31, 2004 and 2003  
(amounts in thousands, except per share data)  
(unaudited)

	2004	2003
Net sales	\$ 173,341	\$ 147,317
Cost of sales	134,507	120,961
Gross profit	38,834	26,356
Research and development	9,706	8,456
Selling, general and administrative	35,055	29,576
Gain from termination of retiree medical plan	—	(27,771)
Goodwill and fixed asset impairment	—	34,019
Loss from operations	(5,927)	(17,924)
Interest and other expense	1,607	4,308
Loss before provision for income taxes	(7,534)	(22,232)
Provision for income taxes	—	7,620
Net loss	\$ (7,534)	\$ (29,852)
 <u>Loss per common share</u>		
 Basic and diluted:		
Net loss	\$ (0.28)	\$ (1.26)

See accompanying notes

MAGNETEK, INC.  
CONDENSED CONSOLIDATED BALANCE SHEETS  
MARCH 31, 2004 and JUNE 30, 2003  
(amounts in thousands)

	<u>March 31</u> <u>(unaudited)</u>	<u>June 30</u>
<b>ASSETS</b>		
Current assets:		
Cash	\$ 1,213	\$ 1,680
Accounts receivable, net	52,332	46,745
Inventories	48,685	48,843
Prepaid expenses and other	<u>8,896</u>	<u>12,908</u>
Total current assets	<u>111,126</u>	<u>110,176</u>
Property, plant and equipment	120,663	111,723
Less—accumulated depreciation and amortization	<u>88,957</u>	<u>77,929</u>
Property, plant and equipment, net	<u>31,706</u>	<u>33,794</u>
Goodwill	63,815	63,067
Prepaid pension and other assets	<u>73,429</u>	<u>73,614</u>
Total Assets	<u>\$ 280,076</u>	<u>\$ 280,651</u>
<b>LIABILITIES AND STOCKHOLDERS' EQUITY</b>		
Current liabilities:		
Accounts payable	\$ 32,025	\$ 35,496
Accrued liabilities	12,576	13,452
Current portion of long-term debt	<u>685</u>	<u>805</u>
Total current liabilities	<u>45,286</u>	<u>49,753</u>
Long-term debt, net of current portion	15,831	25,897
Other long-term obligations	117,122	118,861
Deferred income taxes	4,970	6,469
Stockholders' equity:		
Common stock	285	237
Paid in capital in excess of par value	127,622	106,541
Retained earnings	73,425	80,959
Accumulated other comprehensive loss	<u>(104,465)</u>	<u>(108,066)</u>
Total stockholders' equity	<u>96,867</u>	<u>79,671</u>
Total Liabilities and Stockholders' Equity	<u>\$ 280,076</u>	<u>\$ 280,651</u>

See accompanying notes



MAGNETEK, INC.  
CONDENSED CONSOLIDATED STATEMENTS OF CASH FLOW  
FOR THE NINE MONTHS ENDED  
March 31, 2004 and 2003  
(amounts in thousands)  
(unaudited)

	<u>2004</u>	<u>2003</u>
Cash flows from operating activities:		
Net loss	\$ (7,534)	\$ (29,852)
Adjustments to reconcile net loss to net cash used in operating activities:		
Depreciation and amortization	7,582	6,938
Gain from termination of retiree medical, net of tax	—	(17,218)
Goodwill and fixed asset impairment	—	34,019
Changes in operating assets and liabilities	<u>(6,087)</u>	<u>1,520</u>
Total adjustments	<u>1,495</u>	<u>25,259</u>
Net cash used in operating activities	<u>(6,039)</u>	<u>(4,593)</u>
Cash flows from investing activities:		
Purchase of and investment in companies, net of cash acquired	—	(4,523)
Proceeds from sale of business	1,062	—
Capital expenditures	<u>(3,481)</u>	<u>(4,672)</u>
Net cash used in investing activities	<u>(2,419)</u>	<u>(9,195)</u>
Cash flow from financing activities:		
Proceeds from issuance of common stock	18,738	248
Borrowings under (repayment of) bank and other long term obligations	(10,186)	10,601
Increase in deferred financing costs	<u>(561)</u>	<u>(165)</u>
Net cash provided by financing activities	<u>7,991</u>	<u>10,684</u>
Net decrease in cash	\$ (467)	\$ (3,104)
Cash at the beginning of the period	<u>1,680</u>	<u>4,816</u>
Cash at the end of the period	<u>\$ 1,213</u>	<u>\$ 1,712</u>

See accompanying notes

MAGNETEK, INC.  
NOTES TO CONDENSED CONSOLIDATED FINANCIAL STATEMENTS  
MARCH 31, 2004  
(Amounts in thousands, except per share data)  
(unaudited)

1. Basis of Presentation

The accompanying unaudited condensed consolidated financial statements have been prepared in accordance with accounting principles generally accepted in the United States for interim financial reporting. Accordingly, they do not include all of the information and footnotes required by generally accepted accounting principles for fiscal year end financial statements. For further information, refer to the financial statements and footnotes thereto included in the Company's Form 10-K for the year ended June 30, 2003 filed with the Securities and Exchange Commission. In the Company's opinion, these unaudited statements contain all adjustments (consisting of normal recurring adjustments) necessary to present fairly the financial position of Magnetek, Inc. as of March 31, 2004, and the results of its operations and its cash flows for the three-month and nine-month periods then ended.

The Company uses a fifty-two, fifty-three week fiscal year ending on the Sunday nearest to June 30. Fiscal quarters are the thirteen or fourteen week periods ending on the Sunday nearest September 30, December 31, March 31 and June 30. For clarity of presentation, all periods are presented as if they ended on the last day of the calendar period. The three-month and nine-month periods ended March 31, 2004 and 2003 each contained thirteen and thirty-nine weeks respectively.

2. Summary of Significant Accounting Policies

Principles of Consolidation – The consolidated financial statements include the accounts of Magnetek, Inc. and its subsidiaries (the "Company"). All significant intercompany accounts and transactions have been eliminated.

Use of Estimates – The preparation of financial statements in accordance with accounting principles generally accepted in the United States requires management to make estimates and assumptions that affect the amounts reported in the financial statements and accompanying notes. Actual results could differ from those estimates. Significant areas requiring management estimates include the following key financial areas:

*Accounts Receivable*

Accounts receivable represent receivables from customers in the ordinary course of business. The Company is subject to losses from uncollectible receivables in excess of its allowances. The Company maintains allowances for doubtful accounts for estimated losses from customers' inability to make required payments. In order to estimate the appropriate level of this allowance, the Company analyzes historical bad debts, customer concentrations, current customer creditworthiness, current economic trends and changes in customer payment patterns. If the financial conditions of the Company's customers were to deteriorate and to impair their ability to make payments, additional allowances may be required in future periods. The Company's management believes that all appropriate allowances have been provided.

*Inventories*

The Company's inventories are stated at the lower of cost or market. Cost is determined by the first-in, first-out (FIFO) method, including material, labor and factory overhead. Inventory on hand may exceed future demand either because the product is obsolete, or the amount on hand is more than can be used to meet future needs. The Company identifies potentially obsolete and excess inventory by evaluating overall inventory levels. In assessing the ultimate realization of inventories, the Company is required to make judgments as to future demand requirements and

compare those with the current or committed inventory levels. If future demand requirements are less favorable than those projected by management, additional inventory write-downs may be required.

#### *Reserves for Litigation and Environmental Issues*

The Company periodically records the estimated impacts of various conditions, situations or circumstances involving uncertain outcomes. The accounting for such events is prescribed under Statement of Financial Accounting Standard (SFAS) No. 5, "Accounting for Contingencies." SFAS No. 5 defines a contingency as "an existing condition, situation, or set of circumstances involving uncertainty as to possible gain or loss to an enterprise that will ultimately be resolved when one or more future events occur or fail to occur."

SFAS No. 5 does not permit the accrual of gain contingencies under any circumstances. For loss contingencies, the loss must be accrued if (1) information is available that indicates it is probable that the loss has been incurred, given the likelihood of uncertain events; and (2) that the amount of the loss can be reasonably estimated.

The accrual of a contingency involves considerable judgment on the part of management. The Company uses its internal expertise, and outside experts, as necessary, to help estimate the probability that a loss has been incurred and the amount (or range) of the loss.

#### *Income Taxes*

The Company uses the liability method to account for income taxes. The preparation of consolidated financial statements involves estimating the Company's current tax exposure together with assessing temporary differences resulting from differing treatment of items for tax and accounting purposes. These differences result in deferred tax assets and liabilities, which are included in the consolidated balance sheets. An assessment of the recoverability of the deferred tax assets is made, and a valuation allowance is established based upon this assessment.

Federal income taxes are not provided currently on undistributed earnings of foreign subsidiaries since the Company presently intends to reinvest any earnings overseas indefinitely.

#### *Pension Benefits*

The valuation of the Company's pension plan requires the use of assumptions and estimates to develop actuarial valuations of expenses, assets and liabilities. These assumptions include discount rates, investment returns and mortality rates. Changes in assumptions and future investments returns could potentially have a material impact on the Company's expenses and related funding requirements.

Revenue Recognition – The Company's policy is to record and recognize sales only upon shipment. Amounts billed to customers for shipping costs are reflected in net sales; shipping costs are reflected in cost of sales.

Property, Plant and Equipment – Additions and improvement are capitalized at cost, whereas expenditures for maintenance and repair are charged to expense as incurred. Depreciation is provided over the estimated useful lives of the respective assets (ranging from three to forty years) principally using the straight-line method.

Goodwill – The Company adopted SFAS No. 142, "Goodwill and Other Intangible Assets", effective July 1, 2001. Under SFAS No. 142, goodwill and other intangible assets deemed to have indefinite lives are no longer amortized but are subject to annual impairment tests, or interim impairment tests if certain indicators arise. Management reviews the valuation of goodwill at least annually, using discounted future cash flow analyses of each of the Company's reporting units.

Deferred Financing Costs – Costs incurred to obtain financing are deferred and included in other assets in the condensed consolidated balance sheets. Deferred financing costs are amortized over the term of the financing facility.

**Warranties** – The Company offers warranties for certain products that it manufactures, with the warranty term generally ranging from one to two years. Warranty reserves are established for costs expected to be incurred after the sale and delivery of products under warranty, based mainly on known product failures and historical experience. Actual repair costs incurred for products under warranty are charged against the established reserve balance as incurred.

**Earnings per Share** – In accordance with SFAS No. 128, “Earnings per Share”, basic earnings per share are computed using the weighted average number of common shares outstanding during the period. Diluted earnings per share incorporate the incremental shares issuable upon the assumed exercise of stock options as if all exercises had occurred at the beginning of the fiscal period.

**Stock-Based Compensation** – The Company has elected to continue to use the intrinsic-value method of accounting as prescribed by Accounting Principles Board (APB) No. 25 “Accounting for Stock Issued to Employees” in accounting for stock based awards to employees. Under APB 25, the Company recognizes no compensation expense with respect to such awards when the exercise price is equal to or greater than the market price at the date of grant. Accordingly, no stock-based employee compensation cost is reflected in reported results of operations for all periods presented.

The Company adopted the interim disclosure provisions of SFAS No. 148, “Accounting for Stock-Based Compensation – Transition and Disclosure – an Amendment of FASB Statement no. 123”, effective January 1, 2003.

The following table illustrates the effect on net loss and loss per share if the Company had applied the fair value recognition provisions of SFAS No. 123 “Accounting for Stock-Based Compensation” to stock-based employee compensation:

	Three Months Ended March 31.		Nine Months Ended March 31.	
	2004	2003	2004	2003
Net income (loss)	\$ 153	\$ (5,410)	\$ (7,534)	\$ (29,852)
Deduct: Total stock-based employee compensation expense determined under fair value based method for all awards, net of related tax effects	(799)	(493)	(2,219)	(1,965)
Pro forma net loss	\$ (646)	\$ (5,903)	\$ (9,753)	\$ (31,817)
Earnings (loss) per share as reported:				
Basic and diluted	\$ 0.01	\$ (0.23)	\$ (0.28)	\$ (1.26)
Pro forma loss per share:				
Basic and diluted	\$ (0.02)	\$ (0.25)	\$ (0.37)	\$ (1.35)

**Derivative Financial Instruments** – The Company uses derivative financial instruments to reduce financial market risks. These instruments are used to hedge foreign currency and interest rate market exposures. The Company does not use derivative financial instruments for speculative or trading purposes. The Company accounts for derivative instruments in accordance with SFAS No. 133, “Accounting for Derivative Instruments and Hedging Activities”, and SFAS No. 149, “Amendment of Statement 133 on Derivatives and Hedging”, issued in April 2003. These statements require that an entity recognize all derivatives as either assets or liabilities in the statement of financial position, measured at fair value, and that hedge accounting be applied when certain conditions are met.

Foreign Currency Translation – The Company’s foreign entities’ accounts are measured using local currency as the functional currency. Assets and liabilities are translated at the exchange rate in effect at period–end. Revenues and expenses are translated at the rates of exchange prevailing during the fiscal period. Unrealized translation gains and losses arising from differences in exchange rates from period to period are included as a component of accumulated other comprehensive loss in stockholders’ equity.

Recent Accounting Pronouncements – In January 2003, the FASB issued Interpretation No. 46 (FIN 46), “Consolidation of Variable Interest Entities (VIE)”, which was amended in December 2003. FIN 46 as amended requires that if a company holds a controlling financial interest in a VIE, the assets, liabilities and results of the VIE’s activities should be consolidated in the entity’s financial statements. The Company does not expect FIN 46 to have a material impact on its results of operations or financial position.

In April 2003, the FASB issued SFAS No. 149, “Amendment of Statement 133 on Derivatives and Hedging”, which amends and clarifies accounting for derivative instruments, including certain derivative instruments embedded in other contracts and for hedging activities under Statement of Financial Accounting Standards No. 133, “Accounting for Derivative Instruments and Hedging Activities.” SFAS No. 149 is generally effective for derivative instruments, including derivative instruments embedded in certain contracts, entered into or modified after June 30, 2003 and for hedging relationships designated after June 30, 2003. The adoption of SFAS No. 149 did not have a material impact on the Company’s results of operations or financial position.

In May 2003, the FASB issued SFAS No. 150, “Accounting for Certain Financial Instruments with Characteristic of Both Liabilities and Equity”. This statement establishes standards for how an issuer classifies and measures in its statement of financial position certain financial instruments with characteristics of both liabilities and equity. SFAS No. 150 requires that an issuer classify a financial instrument that is within the scope of SFAS No. 150 as a liability (or an asset in some circumstances) because that financial instrument embodies an obligation of the issuer. SFAS No. 150 is effective for financial instruments entered into or modified after May 31, 2003, and otherwise is effective at the beginning of the first interim periods beginning after June 15, 2003. The adoption of SFAS No. 150 did not have a material impact on the Company’s results of operations or financial position.

Reclassifications – Certain prior year balances were reclassified to conform to the current year presentation.

### 3. Inventories

Inventories at March 31, 2004 and June 30, 2003 consist of the following:

	<u>March 31</u>	<u>June 30</u>
Raw materials and stock parts	\$ 29,661	\$ 26,994
Work-in-process	13,158	15,217
Finished goods	<u>5,866</u>	<u>6,632</u>
	<u>\$ 48,685</u>	<u>\$ 48,843</u>

### 4. Commitments and Contingencies

The Company is a party to a number of product liability lawsuits, all of which arise from business operations no longer owned by Magnetek. Contractual liability for claims resulting from indemnification obligations related to sales of the various business operations has terminated for new claims. All of the pending product liability cases are being aggressively defended by the Company, and management believes that its insurers will bear all liability, if any, that exceeds applicable deductibles, and that none of these proceedings individually or in the aggregate will have a material effect on the Company’s results of operations or financial position.

The Company has been named, along with numerous other defendants, in asbestos-related lawsuits. The Company has never produced asbestos-containing products and is either contractually indemnified against liability for asbestos-related claims or believes that it has no liability for such claims, all of which arise from business operations the Company acquired but no longer owns. While the outcome of these cases cannot be predicted with certainty, the Company is aggressively seeking to be dismissed from the proceedings and does not believe the proceedings, individually or in the aggregate, will have a material adverse effect on its results of operations or financial position.

In April 1998, Ole K. Nilssen filed a lawsuit in the U.S. District Court for the Northern District of Illinois alleging infringement by the Company of seven of his patents pertaining to electronic ballast technology, and seeking unspecified damages and injunctive relief to preclude the Company from making, using or selling products allegedly infringing his patents. The Company denied that its products infringed any valid patent and filed a response asserting affirmative defenses, as well as a counterclaim for a judicial declaration that its products do not infringe the patents asserted by Nilssen and also that the asserted patents are invalid. In April 2003, the lawsuit and counterclaims were dismissed by the parties with prejudice and both parties agreed to submit limited issues in dispute to binding arbitration before an arbitrator with a relevant technical background. The ballast division was sold in 2001 and the Company agreed to a limited indemnification of the buyer of the division against substantively the same claims raised against the Company. In February 2003, Nilssen filed a suit against the buyer and the buyer is seeking indemnification from the Company in connection therewith. Settlement discussions have occurred between the Company and Nilssen from time to time, and although the Company will continue to assert what it believes are strong defenses at arbitration, an unfavorable decision in the arbitration or the failure to obtain a favorable resolution of Nilssen's claims against the buyer of the ballast division could have a material adverse effect on the Company's financial position, cash flows or results of operations.

From time to time, the Company discovered the existence of hazardous substances at certain facilities associated with previously owned businesses and responded as necessary to bring the facilities into compliance with applicable laws and regulations. Upon sale of the businesses, the Company agreed, in some cases, to indemnify the buyers against environmental claims associated with the divested operations, subject to various conditions and limitations. Remediation activities, including those related to the Company's indemnification obligations, did not involve material expenditures during the first nine months of fiscal year 2004.

The Company has also been identified by the United States Environmental Protection Agency and certain state agencies as a potentially responsible party for cleanup costs associated with alleged past waste disposal practices at several previously owned facilities and offsite locations. Its remediation activities as a potentially responsible party were not material in the first nine months of fiscal year 2004. Although the materiality of future expenditures for environmental activities may be affected by the level and type of contamination, the extent and nature of cleanup activities required by governmental authorities, the nature of the Company's alleged connection to the contaminated sites, the number and financial resources of other potentially responsible parties, the availability of indemnification rights against third parties and the identification of additional contaminated sites, the Company's estimated share of liability, if any, for environmental remediation, including its indemnification obligations, is not expected to be material.

Prior to the Company's purchase of Century Electric, Inc. ("Century Electric") in 1986, Century Electric acquired a business from Gould Inc. ("Gould") in May 1983 that included a leasehold interest in a fractional horsepower electric motor manufacturing facility located in McMinnville, Tennessee. Gould agreed to indemnify Century Electric from and against liabilities and expenses arising out of the handling and cleanup of certain waste materials, including but not limited to cleaning up any polychlorinated biphenyls ("PCBs") at the McMinnville facility (the "1983 Indemnity"). The presence of PCBs and other substances, including solvents, in the soil and in the groundwater underlying the facility and in certain offsite soil, sediment and biota samples has been identified. The McMinnville plant is listed as a Tennessee Inactive Hazardous Waste Substance Site and plant employees were notified of the presence of contaminants at the facility. Gould has completed an interim remedial excavation and disposal of onsite soil containing PCBs and a preliminary investigation and cleanup of certain onsite and offsite contamination. The Company believes the cost of further investigation and remediation (including ancillary costs) are covered by the 1983 Indemnity. The

Company sold its leasehold interest in the McMinnville plant in August 1999 and while the Company believes that Gould will continue to perform substantially under its indemnity obligations, Gould's substantial failure to perform such obligations could have a material adverse effect on the Company's financial position, cash flows or results of operations.

The Company acquired the stock of Universal Manufacturing Company ("Universal") from a predecessor of Fruit of the Loom ("FOL"), and the predecessor agreed to indemnify the Company against certain environmental liabilities arising from pre-acquisition activities. Environmental liabilities covered by the indemnification agreement include completion of additional cleanup activities, if any, at the Bridgeport, Connecticut facility (sold in connection with the sale of the transformer business in June 2001) and defense and indemnification against liability related to offsite disposal locations where Magnetek may have a share of potential response costs. In 1999 FOL filed a petition for Reorganization under Chapter 11 of the Bankruptcy Code and the Company filed a proof of claim in the proceeding for obligations related to the environmental indemnification agreement. In November 2001, the Company and FOL entered into an agreement involving the allocation of certain potential tax credits and Magnetek withdrew its claims in the bankruptcy proceeding. Although the Company believes that FOL has substantially completed the obligations required by the indemnification agreement, its ability to set aside any remaining obligations to the states of Connecticut and New Jersey through bankruptcy, or the discovery of additional environmental contamination at the Bridgeport facility could have a material adverse effect on the Company's financial position or results of operations.

#### 5. Comprehensive Loss

For the fiscal quarters and nine months to date ended March 31, 2004 and 2003, comprehensive loss consisted of the following:

	<u>Three Months Ended March 31,</u>		<u>Nine Months Ended March 31,</u>	
	<u>2004</u>	<u>2003</u>	<u>2004</u>	<u>2003</u>
Net income (loss)	\$ 153	\$ (5,410)	\$ (7,534)	\$ (29,852)
Currency translation adjustment	(1,786)	1,754	3,601	3,503
Comprehensive loss	<u>\$ (1,633)</u>	<u>\$ (3,656)</u>	<u>\$ (3,933)</u>	<u>\$ (26,349)</u>

#### 6. Earnings (Loss) Per Share

The following table sets forth the computation of basic and diluted earnings (loss) per share.

	<u>Three Months Ended March 31</u>		<u>Nine Months Ended Ended March 31</u>	
	<u>2004</u>	<u>2003</u>	<u>2004</u>	<u>2003</u>
<b>Numerator:</b>				
Net income (loss)	\$ 153	\$ (5,410)	\$ (7,534)	\$ (29,852)
<b>Denominator:</b>				
Weighted average shares used to compute basic earnings per share	28,469	23,652	26,629	23,633
Add dilutive effect of stock options outstanding	486	—	—	—
Weighted average shares used to compute diluted earnings per share	<u>28,955</u>	<u>23,652</u>	<u>26,629</u>	<u>23,633</u>
<b>Net income (loss) per share:</b>				
Basic	\$ 0.01	\$ (0.23)	\$ (0.28)	\$ (1.26)
Diluted	\$ 0.01	\$ (0.23)	\$ (0.28)	\$ (1.26)

The dilutive effect of stock options outstanding at March 31, 2004 and 2003 was not included in the calculation of dilutive loss per share for the three-month period ended March 31, 2003, and the nine-month periods ended March 31, 2004 and 2003. The Company had a net loss for each of these periods, and as a result, inclusion of the dilutive effect of stock options would have had an anti-dilutive impact.

7. Goodwill

The changes in the carrying value of goodwill by reporting unit are as follows:

	<u>Telecom Power</u>	<u>Power Electronics</u>	<u>Industrial Controls</u>	<u>Total</u>
<b>Balance at June 30, 2003</b>	\$ —	\$ 35,058	\$ 28,009	\$ 63,067
Purchase price adjustments and reclassifications	—	—	29	29
Currency translation	—	697	22	719
<b>Balance at March 31, 2004</b>	<u>\$ —</u>	<u>\$ 35,755</u>	<u>\$ 28,060</u>	<u>\$ 63,815</u>

8. Warranties

The Company offers warranties for certain products that it manufactures, with the warranty term generally ranging from one to two years. Warranty reserves are established for costs expected to be incurred after the sale and delivery of products under warranty, based mainly on known product failures and historical experience. Actual repair costs incurred for products under warranty are charged against the established reserve balance as incurred. Changes in the warranty reserve for the nine months ended March 31, 2004 were as follows:

	<u>Warranty Reserve</u>
Balance, June 30, 2003	\$ 503
Additions charged to earnings for product warranties	8
Use of reserve for warranty obligations	(29)
Decrease to pre-existing warranties	(77)
Balance, March 31, 2004	<u>\$ 405</u>

Warranty reserves are included in accrued liabilities in the condensed consolidated balance sheets.

9. Restructuring Costs

The Company began restructuring activities during the second quarter of fiscal 2004, which include a workforce reduction of approximately 200 positions in Europe and the relocation of those positions to lower cost facilities in Eastern Europe and China. The total cost of all restructuring activities is estimated at \$1.6 million, related to employee severance and lease termination costs. The Company expects to complete these restructuring activities by the end of calendar 2004. Costs incurred to date are \$0.4 million and \$1.0 million respectively for the three-month and nine-month periods ended March 31, 2004, and are included in selling, general and administrative expense in the accompanying condensed consolidated statements of operations.



## 10. Pension Expense

For the three- and nine-month periods ended March 31, 2004 and 2003, pension expense related to the Company's defined benefit pension plan consisted of the following:

	<u>Three Months</u> <u>Ended March 31</u>		<u>Nine Months Ended</u> <u>Ended March 31</u>	
	<u>2004</u>	<u>2003</u>	<u>2004</u>	<u>2003</u>
Service cost	\$ —	\$ 167	\$ —	\$ 502
Interest cost	2,563	2,719	7,688	8,158
Expected return on plan assets	(2,649)	(3,125)	(7,947)	(9,375)
Amortization of prior service cost	—	13	—	38
Recognized net actuarial losses	885	559	2,654	1,676
<b>Total net pension expense</b>	<b>\$ 799</b>	<b>\$ 333</b>	<b>\$ 2,395</b>	<b>\$ 999</b>

The Company contributed 535,000 shares of its common stock, valued at approximately \$2.4 million, to the plan during the first quarter of fiscal 2004. No additional contributions are anticipated for the remainder of fiscal 2004.

### ITEM 2

## MANAGEMENT'S DISCUSSION AND ANALYSIS OF RESULTS OF OPERATIONS AND FINANCIAL CONDITION

### Overview

We are a global provider of digital power—electronic products, including electronic converters, inverters, rectifiers and systems. These products are used primarily in industrial, telecommunications, data processing, consumer, imaging, alternative energy, power generation and other applications requiring precise, efficient, reliable power. We believe that with our technical and productive resources, we are well positioned to respond to increasing demand for such power. We operate in a single business segment, Digital Power Products, which includes two broad product categories, Power Control Systems and Power Control Products.

Our power control systems consist primarily of programmable motion control and power conditioning systems and include: alternating current (AC) and direct current (DC) variable—frequency motor drives, fuel cell power inverters and telecom power plants. Our power systems also include complete DC power systems for telecom and networking applications.

Our embedded power control products, which are sold to original equipment manufacturers for installation in their products, include: AC—to—DC switching power supplies, AC—to—DC rectifiers and battery chargers, DC to—DC power converters, DC—to—AC power inverters and peripheral component interconnects. These products are used primarily in telecommunications (telecom), data processing and storage, digital imaging, semiconductor processing and testing equipment, medical instrumentation and home appliances.

### Critical Accounting Policies

The following discussion and analysis of our financial condition and results of operations is based upon our condensed consolidated financial statements. In preparing financial statements in conformity with accounting principles generally accepted in the United States, we must make estimates and assumptions that affect the reported amount of assets and liabilities, revenues and expenses, and related disclosure of contingent assets and liabilities at the date of our financial statements. Such estimates are based upon

historical experience and other assumptions believed to be reasonable given known circumstances. Actual results could differ from those estimates. On an ongoing basis, we evaluate and update our estimates, including those related to accounting for inventories, goodwill, pension benefits, reserves for litigation and environmental issues and income taxes. We consider the following policies critical to understanding our financial position and results of operations.

#### *Inventories*

Our inventories are stated at the lower of cost or market. Cost is determined by the first-in, first-out (FIFO) method, including material, labor and factory overhead. We identify potentially obsolete and excess inventory by evaluating overall inventory levels in relation to expected future requirements and market conditions, and provisions for excess and obsolete inventory and inventory valuation are recorded accordingly. In assessing the ultimate realization of inventories, we are required to make judgments as to future demand requirements and compare those with the current or committed inventory levels. If future demand requirements are less favorable than those we project, additional inventory write-downs may be required.

#### *Long-Lived Assets and Goodwill*

We periodically evaluate the recoverability of our long-lived assets, including property, plant and equipment. Impairment charges are recorded in operating results when the undiscounted future expected cash flows derived from an asset are less than the carrying value of the asset.

We also periodically evaluate the carrying value of goodwill for impairment. We have identified our Telecom Power, Power Electronics and Industrial Controls groups as reporting units under SFAS No. 142. In assessing potential impairment, we make significant estimates and assumptions regarding the discounted future cash flows of our identified reporting units to determine the fair value of those reporting units. Such estimates include, but are not limited to, projected future operating results, working capital ratios, cash flow, market discount rates and tax rates. If these estimates change in the future, or if actual circumstances vary significantly from these assumptions, this could result in additional goodwill impairment charges.

#### *Pension Benefits*

The valuation of our pension plan requires the use of assumptions and estimates to develop actuarial valuations of expenses, assets and liabilities. These assumptions include discount rates, investment returns and mortality rates. Changes in assumptions, or significant differences between actual future discount rates, investments returns and mortality rates from those assumptions, could potentially have a material impact on our expenses and related funding requirements.

#### *Reserves for Litigation and Environmental Issues*

We periodically record the estimated impacts of various conditions, situations or circumstances involving uncertain outcomes. The accounting for such events is prescribed under SFAS No. 5, "Accounting for Contingencies." SFAS No. 5 defines a contingency as "an existing condition, situation, or set of circumstances involving uncertainty as to possible gain or loss to an enterprise that will ultimately be resolved when one or more future events occur or fail to occur."

SFAS No. 5 does not permit the accrual of gain contingencies under any circumstances. For loss contingencies, the loss must be accrued if (1) information is available that indicates it is probable that the loss has been incurred, given the likelihood of uncertain events; and (2) that the amount of the loss can be reasonably estimated.

The accrual of a contingency involves considerable judgment on our part. We use our internal expertise, and outside experts as necessary, to help estimate the probability that a loss has been incurred and the amount (or range) of the loss.

#### *Income Taxes*

We record deferred income tax assets in tax jurisdictions where we generate losses for income tax purposes. We also record valuation allowances against these deferred tax assets in accordance with SFAS No. 109,

“Accounting for Income Taxes”, when, in our judgment, the deferred income tax assets will likely not be realized in the foreseeable future.

### Results of Operations for Three Months Ended March 31, 2004 and 2003

#### Net Sales and Gross Profit

Net sales for the third quarter of fiscal 2004 were \$64.8 million, an increase of 21.8% from the third quarter of fiscal 2003 sales of \$53.2 million. The increase is due to higher sales of embedded power supplies and currency translation impact from the stronger Euro, partially offset by lower telecom service revenue. We divested our telecom service business midway through the first quarter of fiscal 2004. We continued to focus on gaining share in systems markets and on new product introductions in industrial, consumer and alternative energy markets, as well as developing our distribution channel. Our bookings in the third quarter of fiscal 2004 were \$73.2 million, an increase of 27.3% over third quarter fiscal 2003 bookings of \$57.5 million. We expect our fourth quarter net sales to increase over the third quarter due to increased demand for our embedded power supplies, increased net sales through our distribution channel, and new product introductions. We did however begin to experience longer lead times for certain purchased components that could limit the rate of increase in sales in the fourth quarter.

Our third quarter fiscal 2004 gross profit was \$15.6 million versus \$10.3 million in the third quarter of fiscal 2003. As a percentage of net sales, gross profit increased to 24.0% in the third quarter of fiscal 2004 from 19.4% in the same period in fiscal 2003. The improvement in gross profit is due to the increase in power supply unit volumes, selected price increases, cost advantages from our manufacturing facility in China, and the sale of our telecom service business, which negatively impacted third quarter fiscal 2003 gross profit. These benefits were partially offset by the strength in the Euro relative to the U.S. dollar which compressed gross profits on sales from our European subsidiary denominated in U.S. dollars in fiscal 2004 as compared to fiscal 2003.

#### Research and Development, Selling, General and Administrative

We continued to increase the amount invested in research and development (R&D). R&D expense was \$3.6 million, or 5.5% of sales, in the third quarter of fiscal 2004 compared to \$3.0 million, or 5.6% of sales, in the third quarter of fiscal 2003. We increased spending in new product development aimed at emerging alternative energy markets, and also continued to invest in new power-electronic platforms and applications and expand the breadth of existing product lines in established markets.

Selling, general and administrative (SG&A) expense was \$11.3 million (17.5% of sales) in the third quarter of fiscal 2004 versus \$10.2 million (19.1% of sales) in the third quarter of fiscal 2003. Our third quarter fiscal 2004 selling expenses were \$4.2 million versus \$4.4 million in the third quarter of fiscal 2003. The decrease was due to the divestiture of our telecom service business in July 2003 and cost reduction actions in our remaining telecom systems business, partially offset by volume-related selling expenses and currency translation. General and administrative (G&A) expense increased to \$7.1 million in the third quarter of fiscal 2004 from \$5.8 million in the third quarter of fiscal 2003, due to restructuring expenses related to a plant closure and relocation of \$0.4 million (see Note 9 of Notes to Condensed Consolidated Financial Statements), higher pension and other employee-related expenses, increased professional fees and currency translation.

#### Income (Loss) from Operations

Income from operations improved to an operating income of \$0.7 million for the third quarter of fiscal 2004 from an operating loss of \$2.8 million for the same period in fiscal 2003, due mainly to the increase in gross profit partially offset by increases in R&D and SG&A expenses.

### Interest and Other Expense

Net interest expense was \$0.5 million in the third quarter of fiscal 2004 compared to net interest expense of \$0.6 million in the third quarter of fiscal 2003. Other expense in the third quarter of fiscal 2003 includes a \$3.3 million charge for settlement of litigation.

### Net Income (Loss)

We recorded an after-tax income of \$0.2 million in the third quarter of fiscal 2004, compared to an after-tax loss of \$5.4 million in the third quarter of fiscal 2003. Due to the year-to-date pretax loss, we did not record any tax provision in the third quarter of fiscal 2004, while the tax benefit in the third quarter of fiscal 2003 was \$1.3 million (19% effective rate).

### Results of Operations for Nine Months Ended March 31, 2004 and 2003

#### Net Sales and Gross Profit

Our net sales for the first nine months of fiscal 2004 were \$173.3 million, a 17.7% increase from sales of \$147.3 million for the first nine months of fiscal 2003. The increase was due to higher sales of embedded power supplies, currency translation due to the strength of the Euro, the acquisition of MXT Holdings, Inc. in January 2003 (operating under the name Telemotive), and growth in sales in consumer markets, partially offset by the divestiture of our telecom service business in the first quarter of fiscal 2004.

Our fiscal 2004 gross profit for the first nine months was \$38.8 million, or 22.4% of sales, versus \$26.4 million, or 17.9% of sales, in the first nine months of fiscal 2003. The gross profit for the first nine months of fiscal 2003 reflects a charge of \$4.7 million to write down the value of telecom-related inventory. Excluding this charge, gross profit for the period would have been \$31.1 million, or 21.1% of sales. The increase in gross profit was due to higher power supply unit volumes, selected price increases, and the transfer of certain product lines to our lower cost manufacturing facility in China, partially offset by the strength of the Euro relative to the U.S. dollar, which compressed gross profits on sales from our European subsidiary denominated in U.S. dollars.

#### Research and Development, Selling, General and Administrative

R&D expense was \$9.7 million, or 5.6% of sales, in the first nine months of fiscal 2004 compared to \$8.5 million, or 5.7% of sales, in the first nine months of fiscal 2003. For the first nine months of fiscal 2004, we increased spending in new product development aimed at alternative energy markets. In addition, we continued to invest in new power-electronic platforms and applications and expand the breadth of existing product lines.

SG&A expense was \$35.1 million, or 20.2% of sales, for the first nine months of fiscal 2004 versus \$29.6 million, or 20.1% of sales, for the first nine months of fiscal 2003. Fiscal 2004 selling expenses were \$12.8 million for the first nine months, nearly equivalent to the first nine months of fiscal 2003, as increases due to volume-related selling expenses, the acquisition of Telemotive and currency translation were offset by headcount reductions in our telecom systems business and the divestiture of our telecom service business. G&A expense was \$22.3 million for the first nine months of fiscal 2004 compared to \$16.9 million for the first nine months of fiscal 2003. The increase in G&A expense of \$5.4 million was due to a \$1.7 million charge to write down the value of accounts receivable related to a customer bankruptcy, restructuring expenses related to plant closure and relocation of \$1.0 million (see Note 9 of Notes to Condensed Consolidated Financial Statements), higher pension and other employee-related expenses, and currency translation, partially offset by lower G&A expense in our telecom business, due to the divestiture of our telecom service business and headcount reductions.

### Gain from Termination of Retiree Medical Plan

Fiscal 2003 results for the first nine months include a nonrecurring pre-tax gain of \$27.8 million related to the termination in the first quarter of fiscal 2003 of our retiree medical plan. The financial impact in future fiscal quarters subsequent to the first quarter of fiscal 2003 has been a reduction of income from operations of approximately \$0.4 million, due to elimination of the amortization credit associated with the related liability.

### Goodwill and Fixed Asset Impairment

During the second quarter of fiscal 2003, we determined that there were indicators of impairment in the carrying value of goodwill, based on the decline in our market capitalization and the continued decline in the telecommunications industry at that time. We performed an interim impairment test in accordance with SFAS 142 based on forecasted operating results and cash flows, and we recorded a \$33.4 million goodwill impairment charge. The charge related exclusively to our telecommunications business and effectively reduced the carrying value of goodwill for that business to zero.

We also performed an impairment review of our long-lived assets in accordance with SFAS 144. Based upon utilization and market values of certain fixed assets at that time, notably in our telecommunications business, we recorded a \$0.6 million impairment charge to reduce the carrying value of those assets.

### Loss from Operations

As a result of the above factors, our loss from operations for the nine months ended March 31, 2004 was \$5.9 million versus a loss from operations for the nine months ended March 31, 2003 of \$17.9 million. The reduction in our loss from operations was due mainly to increased gross profit from higher sales in the first nine months of fiscal 2004 and asset impairment charges in the first nine months of fiscal 2003 that did not recur in fiscal 2004.

### Interest and Other Expense

Interest and other expense was \$1.6 million for the first nine months of fiscal 2004, comprised of \$1.1 million in interest expense and \$0.5 million due to amortization of deferred financing charges, compared to interest and other expense of \$4.3 million for the same period in fiscal 2003. Interest and other expense in fiscal 2003 includes a \$3.3 million charge for settlement of litigation, \$0.8 million in interest expense and \$0.2 million in amortization of deferred financing. The increase in interest expense over the prior year is attributable to higher outstanding debt balances during the first nine months of fiscal 2004, while the increase in amortization of deferred financing was due to the accelerated write off of balances under our prior bank agreement upon replacement with a new credit agreement (see "Liquidity and Capital Resources").

### Net Loss

Net loss for the first nine months of fiscal 2004 was \$7.5 million compared to a net loss of \$29.9 million for the first nine months of fiscal 2003. The net loss for the first nine months of fiscal 2003 included the impact of both the nonrecurring gain and the impairment charges. Excluding the impact of the nonrecurring gain, the telecom-related asset write-downs and impairment charges, and the charge for settlement of litigation, we would have recorded an after-tax loss of \$4.8 million for the first nine months of fiscal 2003. We did not record any tax benefit related to our losses in the first nine months of fiscal 2004 due to the uncertainty in realizing those benefits. The tax provision for the first nine months of fiscal 2003 was \$7.6 million. While we recorded a pretax operating loss of \$22.2 million for the first nine months of fiscal 2003, we also recorded a tax provision during the same period, associated mainly with the \$27.8 million nonrecurring gain recorded in the first quarter of fiscal 2003. There was no tax benefit associated with the \$33.4 million goodwill impairment charge recorded in the second quarter of fiscal 2003, as the goodwill was not deductible for income tax purposes.

## Liquidity and Capital Resources

Our cash balance decreased \$0.5 million to \$1.2 million at March 31, 2004 from \$1.7 million at June 30, 2003. Our primary sources of cash for the first nine months of fiscal 2004 were proceeds of \$18.7 million from the sale of our common stock and proceeds of \$1.1 million from the sale of our telecom service business. Our primary uses of cash for the first nine months of fiscal 2004 were for repayment of bank obligations of \$10.2 million, cash used in operations of \$6.0 million, costs incurred in refinancing our bank debt of \$0.6 million and capital expenditures of \$3.5 million. We anticipate that our capital expenditures for the fiscal year 2004 will be less than \$6.0 million.

As of March 31, 2004, long-term borrowings including current portion were \$16.5 million compared to \$26.7 million as of June 30, 2003. In August 2003, we replaced our revolving credit facility with an asset based credit agreement (“Credit Agreement”) for our North American operations. The aggregate lending commitment under the Credit Agreement is \$19.0 million with available borrowings determined by a borrowing base as defined in the agreement, supported by eligible domestic accounts receivable and inventory. Borrowings under the Credit Agreement bear interest at the bank’s prime lending rate plus one percent or, at our option, the London Interbank Offering Rate (LIBOR) plus three and one-quarter percent. Borrowings under the Credit Agreement are secured by substantially all of the Company’s North American assets. This facility also supports the issuance of letters of credit. As of March 31, 2004, we had \$13.1 million of available borrowing capacity, with \$2.8 million of borrowings outstanding, under the facility.

Additionally, our European subsidiary maintains revolving borrowing arrangements with local banks, primarily to support working capital needs. Available borrowings under these arrangements aggregate approximately Euro 20.0 million depending in part upon levels of accounts receivable, and bear interest at various rates ranging from 2% to 8%. During the first quarter of fiscal 2004, our European subsidiary entered into a ten-year agreement with a European bank to provide borrowings secured by the subsidiary’s land and building. Borrowings under this agreement bear interest at EURIBOR plus one and one-half percent. The initial commitment to lend under this agreement is Euro 7.0 million, with the commitment reduced ratably on a quarterly basis beginning March 31, 2004 and ending September 30, 2013. Amounts outstanding at March 31, 2004 under all of our European bank lending agreements were \$7.2 million.

As a result of the decline in interest rates and stock market equity values over the past two years, the accumulated benefit obligation of our defined benefit pension plan exceeds plan assets as of March 31, 2004. The amount and timing of future contributions to the plan are dependent upon values in equity and fixed income markets, and to a lesser extent, the level of interest rates. While no contributions were mandated, we did elect to contribute 535,000 shares of our common stock, valued at approximately \$2.4 million, to the plan during the first quarter of fiscal 2004.

On October 8, 2003, we entered into agreements with a small number of investors for them to purchase 4.2 million shares of our common stock at a discount of 8% from the \$5.10 closing price on that date. On October 17, 2003 we issued the shares, receiving aggregate proceeds, net of fees and expenses, of approximately \$18.5 million. The proceeds were used to repay debt. We have registered the shares for resale.

Based upon current plans and business conditions, management believes that borrowing capacity under our revolving loan facilities and internally generated cash flows will be sufficient to fund anticipated working capital needs, capital expenditures, and other near-term commitments during the next twelve months.

## ITEM 3

### QUALITATIVE AND QUANTITATIVE DISCLOSURE ABOUT MARKET RISK

We are exposed to market risks in the areas of foreign exchange and interest rates. To mitigate the effect of such risks, we selectively use specific financial instruments. Hedging transactions can be entered into under Company policies and procedures and are monitored monthly. Our policy clearly prohibits the use of such financial instruments for trading or speculative purposes. There have been no material changes in the reported market risks since that reported in our Annual Report on Form 10-K dated June 30, 2003.

#### Interest Rates

The fair value of our debt was \$16.5 million at March 31, 2004. The fair value of our debt is equal to the borrowings outstanding from domestic and foreign banks and small amounts owed under capital lease and note arrangements. Prospectively, we do not consider there to be material risk due to changes in the interest rate structure of borrowing rates applicable to such debt. For our debt outstanding at March 31, 2004, a hypothetical 10% adverse change in interest rates would not have had a material impact on our pre-tax earnings and cash flow due to relatively low variable interest rates.

#### Foreign Currency Exchange Rates

We may selectively enter into foreign exchange contracts to hedge certain exposures in Europe. A portion of our products are manufactured in Europe and sold in the U.S. Many of these sales to U.S. customers are denominated in U.S. dollars. As a result, our financial results could be significantly impacted by changes in exchange rates, particularly the exchange rate between the U.S. dollar and the Euro. Our exposure on sales by our European subsidiaries consists of (1) the exposure related to a weakening U.S. dollar for U.S. dollar denominated sales, as most of our European subsidiaries' costs are in Euro; in the event of a weakening U.S. dollar, locally recorded sales in the functional currency (the Euro) are decreased, (2) the exposure related to a weakening U.S. dollar when payment of U.S. dollar receivables are received from customers, resulting in less local currency than was originally recorded at the date of sale, and (3) the exposure that upon translation of the subsidiaries' periodic financial statements, a weakening local currency would result in lower reported sales in U.S. dollars than if the local currency had been stable relative to the U.S. dollar. In the latter case, operating expenses would also be translated at the lower amount and accordingly, the effect on net income would be mitigated. We had no foreign currency contracts outstanding at March 31, 2004.

## ITEM 4

### CONTROLS AND PROCEDURES

#### Evaluation of Disclosure Controls and Procedures

We have evaluated, under the supervision and with the participation of management, including our Chief Executive Officer and Chief Financial Officer, the effectiveness of the design and operation of our disclosure controls and procedures (as that term is defined under Rule 13a-15(e) and Rule 15d-15(e) of the Securities Exchange Act of 1934) and our internal control over financial reporting (as that term is defined under Rule 13a-15(f) and Rule 15d-15(f) under the Securities Exchange Act of 1934). The controls and procedures are designed to ensure that material information relating to us, including our subsidiaries, is made known to us. Procedures related to internal control over financial reporting are designed to provide reasonable assurances regarding the reliability of our reporting and preparation of financial statements in accordance with generally accepted accounting principles. Based upon this evaluation, our Chief Executive Officer and Chief Financial Officer concluded that, as of our third quarter ended March 31, 2004, our disclosure controls and procedures are effective in timely alerting them to material information relating to us and required to be included in our periodic SEC filings.

#### Changes in Internal Controls

There was no change in our internal control over financial reporting that occurred during our third quarter ended March 31, 2004 that has materially affected, or is reasonably likely to materially affect, our internal control over financial reporting.

PART II OTHER INFORMATION

ITEM 1. Legal Proceedings

See Part I, Item 1, Note 4.

ITEM 6. Exhibits and Reports on Form 8-K

(a) Index to Exhibits

- 31.1 Certification of the Chief Executive Officer pursuant to Rule 13a-14(a) of the Securities Exchange Act of 1934
- 31.2 Certification of the Chief Financial Officer pursuant to Rule 13a-14(a) of the Securities Exchange Act of 1934
- 32.1 Certification of the Chief Executive Officer pursuant to 18 U.S.C. Section 1350, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002
- 32.2 Certification of the Chief Financial Officer pursuant to 18 U.S.C. Section 1350, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002

(b) Reports on Form 8-K

Form 8-K filed January 30, 2004, Press release announcing fiscal 2004 second quarter results.

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 thereunto duly authorized.

MAGNETEK, INC.  
(Registrant)

Date: May 14, 2004

\_\_\_\_\_  
/s/ DAVID P. REILAND

David P. Reiland  
Executive Vice President  
and Chief Financial Officer  
(Duly authorized officer of the  
registrant and principal  
financial officer)



**CERTIFICATION PURSUANT TO RULE 13a-14(a) or RULE 15d-14(a),  
AS ADOPTED PURSUANT TO SECTION 302  
OF THE SARBANES-OXLEY ACT OF 2002**

I, Andrew G. Galef, certify that:

1. I have reviewed this quarterly report on Form 10-Q of Magnetek, Inc.;
2. Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report;
3. Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the registrant as of, and for, the periods presented in this report;
4. The registrant's other certifying officer(s) and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rules 13a-15(f) and 15d-15(f)) for the registrant and we have:
  - (a) Designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the registrant, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared;
  - (b) Designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability regarding financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;
  - (c) Evaluated the effectiveness of the registrant's disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures as of the end of the period covered by this report based on such evaluation; and
  - (d) Disclosed in this report any change in the registrant's internal control over financial reporting that occurred during the registrant's most recent fiscal quarter (the registrant's fourth quarter in the case of an annual report) that has materially affected or is reasonably likely to materially affect, the registrant's internal control over financial reporting; and
5. The registrant's other certifying officer(s) and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the registrant's auditors and the audit committee of registrant's board of directors (or persons performing the equivalent functions):
  - (a) All significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the registrant's ability to record, process, summarize and report financial information; and
  - (b) any fraud, whether or not material, that involves management or other employees who have a significant role in the registrant's internal control over financial reporting.

Date: May 14, 2004

/s/ Andrew G. Galef \_\_\_\_\_  
Andrew G. Galef  
Chairman of the Board, President and  
Chief Executive Officer

---

**CERTIFICATION PURSUANT TO RULE 13a-14(a) or RULE 15d-14(a),  
AS ADOPTED PURSUANT TO SECTION 302  
OF THE SARBANES-OXLEY ACT OF 2002**

I, David P. Reiland, certify that:

1. I have reviewed this quarterly report on Form 10-Q of Magnetek, Inc.;
2. Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report;
3. Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the registrant as of, and for, the periods presented in this report;
4. The registrant's other certifying officer(s) and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rules 13a-15(f) and 15d-15(f)) for the registrant and we have:
  - (a) Designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the registrant, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared;
  - (b) Designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability regarding financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;
  - (c) Evaluated the effectiveness of the registrant's disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures as of the end of the period covered by this report based on such evaluation; and
  - (d) Disclosed in this report any change in the registrant's internal control over financial reporting that occurred during the registrant's most recent fiscal quarter (the registrant's fourth quarter in the case of an annual report) that has materially affected or is reasonably likely to materially affect, the registrant's internal control over financial reporting; and
5. The registrant's other certifying officer(s) and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the registrant's auditors and the audit committee of registrant's board of directors (or persons performing the equivalent functions):
  - (a) All significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the registrant's ability to record, process, summarize and report financial information; and
  - (b) any fraud, whether or not material, that involves management or other employees who have a significant role in the registrant's internal control over financial reporting.

Date: May 14, 2004

/s/ David P. Reiland  
David P. Reiland  
Executive Vice-President and  
Chief Financial Officer

---

**CERTIFICATION PURSUANT TO 18 U.S.C. SECTION 1350,  
AS ADOPTED PURSUANT TO SECTION 906 OF  
THE SARBANES–OXLEY ACT OF 2002**

In connection with the Quarterly Report of Magnetek, Inc. (the “Company”) on Form 10–Q for the period ending March 31, 2004 as filed with the Securities and Exchange Commission on the date hereof (the “Report”), I, Andrew G. Galef, Chairman of the Board, President and Chief Executive Officer of the Company, certify, pursuant to U.S.C. Section 1350 and Rule 13a–14(b) or Rule 15d–14(b) of the Securities Exchange Act of 1934, as adopted pursuant to Section 906 of the Sarbanes–Oxley Act of 2002, that:

- (1) the Report fully complies with the requirements of Section 13(a) or 15(d) of the Securities Exchange Act of 1934; and
- (2) the information contained in the Report fairly presents, in all material respects, the financial condition and results of operations of the Company.

/s/ Andrew G. Galef  
Andrew G. Galef  
Chairman of the Board, President and  
Chief Executive Officer

Dated: May 14, 2004

---

**CERTIFICATION PURSUANT TO 18 U.S.C. SECTION 1350,  
AS ADOPTED PURSUANT TO SECTION 906 OF  
THE SARBANES–OXLEY ACT OF 2002**

In connection with the Quarterly Report of Magnetek, Inc. (the “Company”) on Form 10–Q for the period ending March 31, 2004 as filed with the Securities and Exchange Commission on the date hereof (the “Report”), I, David P. Reiland, Executive Vice President and Chief Financial Officer of the Company, certify, pursuant to U.S.C. Section 1350 and Rule 13a–14(b) or Rule 15d–14(b) of the Securities Exchange Act of 1934, as adopted pursuant to Section 906 of the Sarbanes–Oxley Act of 2002, that:

- (1) the Report fully complies with the requirements of Section 13(a) or 15(d) of the Securities Exchange Act of 1934; and
- (2) the information contained in the Report fairly presents, in all material respects, the financial condition and results of operations of the Company.

/s/ David P. Reiland  
David P. Reiland  
Executive Vice President and  
Chief Financial Officer

Dated: May 14, 2004

---