

KAMAN INVESTOR PRESENTATION

November 28, 2022

CAUTIONARY STATEMENT

FORWARD LOOKING STATEMENTS

This presentation includes "forward looking statements" relating to the announced transactions and future operations of the Company, which can be identified by the use of words such as "will," "expect," "poise," "believe," "plans," "strategy," "prospects," "estimate," "project", "seek," "target," "anticipate," "intend," "future," "likely," "may," "should," "would," "could," and other words of similar meaning in connection with a discussion of future operating or financial performance or events. Forward-looking statements also may be included in other publicly available documents issued by the Company and in oral statements made by our officers and representatives from time to time. These statements are based on assumptions currently believed to be valid but involve significant risks and uncertainties, many of which are beyond our control, which could cause our actual results to differ from those expressed in the forward looking statements. Such risks and uncertainties include, among others, the ability to implement the anticipated business plans following closing and achieve anticipated benefits and savings; and future and estimated revenues, earnings, cash flow, charges, cost savings and expenditures. Additional risks and uncertainties that could cause our actual results to differ from those expressed in the forward looking statements are identified in our reports filed with the SEC, including our Quarterly Reports on Form 10-Q, our Annual Reports on Form 10-K, and our Current Reports on Form 8-K. The forward looking statements included in this presentation are made only as of the date of this presentation, and the Company does not undertake any obligation to update the forward looking statements to reflect subsequent events or circumstances.

NON-GAAP FINANCIAL MEASURES

Management believes that the Non-GAAP financial measures (i.e. financial measures that are not computed in accordance with Generally Accepted Accounting Principles) used in this presentation or in other disclosures provide important perspectives into the Company's ongoing business performance. The Company does not intend for the information to be considered in isolation or as a substitute for the related GAAP measures. Other companies may define the measures differently. Reconciliations from GAAP measures to the Non-GAAP measures are presented at the end of the presentation.



\$1.3 B
ENTERPRISE VALUE

2,800+
EMPLOYEES

52
CONSECUTIVE YEARS
OF DIVIDEND
PAYMENTS

SALES IN
50+
COUNTRIES

Note: Data as of December 31, 2021

OUR VISION

To propel our customers forward by imagining and delivering highly-engineered solutions



2021 FINANCIAL RESULTS

\$709 M

NET SALES

33%

GROSS MARGIN

\$49 M

CASH FLOW FROM
OPERATING ACTIVITIES

\$56 M

ADJUSTED
FREE CASH FLOW

Earnings from continuing operations | \$44 M

Adjusted EBITDA | \$95 M

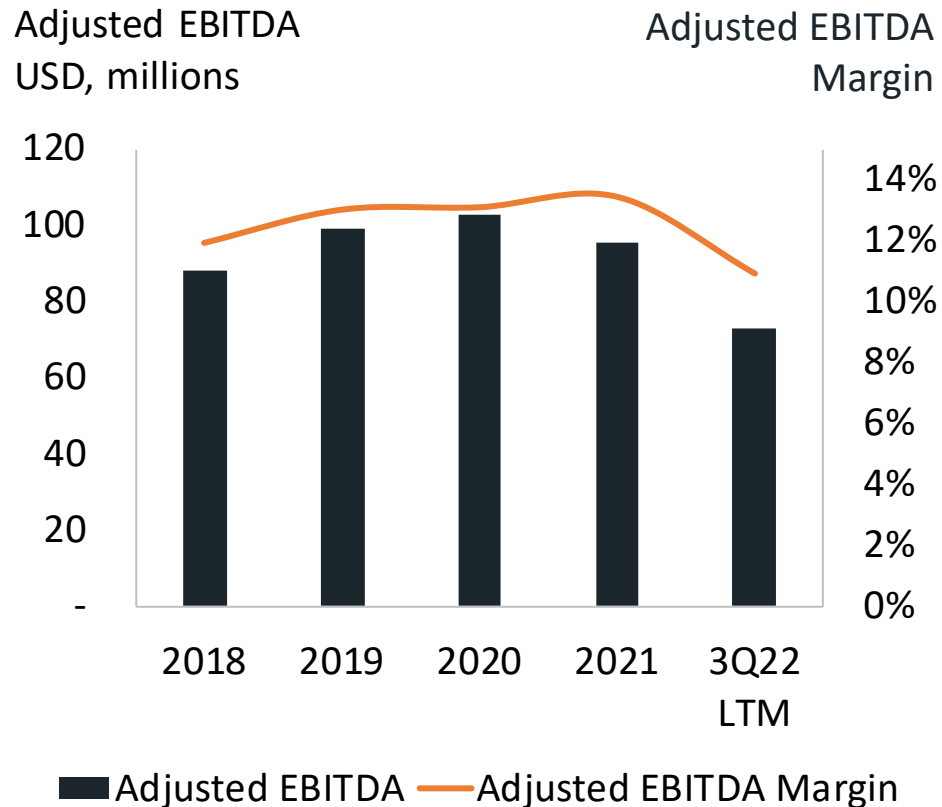
Adjusted EBITDA margin | 13.5%

Diluted EPS | \$1.57

Adjusted diluted EPS | \$1.93

CONSISTENT PERFORMANCE

DIVERSE PORTFOLIO POISED TO CAPTURE REBOUNING COMMERCIAL AEROSPACE



PORTFOLIO TRANSFORMATION

2019 - Peak commercial aerospace volumes

2020 - Acquired Bal Seal

- Record JPF deliveries
- Pandemic impacts

2021 - Divested U.K. composites business

- Implemented operations excellence model
- Segmented our portfolio
- Strong year end backlog in Engineered Products

2022 - Acquired Parker-Hannifin Aircraft Wheel & Brake

- Invested in Near Earth Autonomy
- Improving outlook for commercial aerospace

SEGMENT OUTLOOK & STRATEGY

	ENGINEERED PRODUCTS	PRECISION PRODUCTS	STRUCTURES
OUTLOOK	GROWING	TRANSFORMING	IMPROVING
MISSION	Grow organically and through M&A	Pivot to new technologies and markets	Strengthen margin
STRATEGY	Win new business Improve new product introduction Benefit from rebounding commercial aviation market	Develop new products Advance autonomous technologies Launch next generation fuzing systems	Win higher margin programs Improve quality and on-time delivery Drive operations excellence



KEY MESSAGES

INNOVATION & GROWTH

- Acquired Parker-Hannifin Aircraft Wheel & Brake – September, 2022
- Accelerating investment in autonomous technology through equity investment in Near Earth Autonomy
- Investing in automation across our Engineered Products segment
- Increasing research and development in new products and markets
- Marine Corps selected *KARGO UAV* for its MULS-A program
- On target for demonstration of the full scale *KARGO UAV* unmanned aerial system in 2H 2022

DRIVERS FOR 2022 PERFORMANCE

- Short term program and supplier challenges impacting 2H22
- Sales robust in the medical, industrial, and commercial, business and general aviation markets
- Strong backlog of > \$765 M with organic backlog increasing ~40% in Engineered Products 3Q22 YTD
- Lower JPF sales and margins year over year



PARKER AIRCRAFT WHEEL & BRAKE

LEADING PORTFOLIO

- Trusted provider of mission critical wheel & brake technology products

ESTABLISHED & PREDICTABLE BUSINESS

- Best in class margins and strong cash flow
- Long standing customer relationships with global reach
- Solutions integrated into 100+ platforms worldwide
- Installed base of ~450,000 aircraft globally serviced
- Scalability for short-term and long-term growth
- Customized proprietary designs protected by intellectual property
- Experienced leadership team

~\$70 M

2021 REVENUE

~40%

2021

EBITDA MARGIN

80%

SINGLE SOURCED
CONTRACTS

1

CENTRALIZED LOCATION
AVON, OH

75+

CUSTOMERS

Note: All data including but not limited to Revenue and EBITDA Margin is LTM December 31, 2021 as provided by Parker and has not been audited. See full presentation for acquisition published on May 23, 2022 at www.kaman.com/investors/investor-presentations.

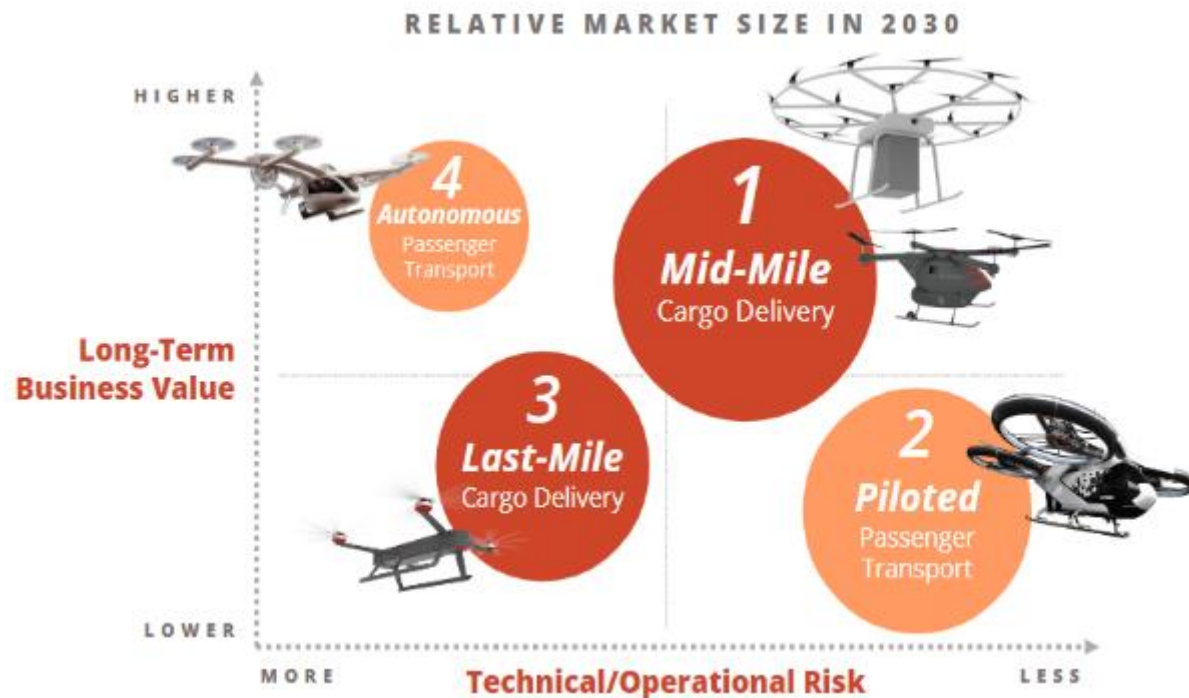
ADVANCING AUTONOMOUS FLIGHT

INVESTMENT IN NEAR EARTH AUTONOMY:

Accelerating technology to establish an industry standard in autonomous solutions for the next generation of aviation.

URBAN AIR MOBILITY
Total Addressable
Market

15-25%
CAGR
2022-2030





FOCUSED ON INNOVATION

KARGO UAV, unmanned aerial system, a purpose built autonomous medium lift logistics vehicle for a wide range of defense and commercial applications



Designed for easy transport and deployment



Lifting capacity of 800 lbs



Self-deploys with no payload up to 523 nautical miles



Flight testing of scaled model - Completed 3Q21



Flight testing of full-scale vehicle - 2022



FUTURE COMMERCIAL AIRCRAFT APPLICATIONS



OFFSHORE SUPPORT



HUMANITARIAN AID &
DISASTER RELIEF



URBAN DELIVERY

FOCUSED ON TOP QUARTILE PERFORMANCE

GROWTH THROUGH INNOVATION

Accelerate internal investments in our products, facilities and people

M&A AND CAPITAL ALLOCATION

Expand capabilities through accretive M&A

Maintain a disciplined approach to shareholder returns

OPERATIONAL EXCELLENCE

Drive significantly improved operating and financial performance

EBITDA
MARGIN

FREE CASH FLOW
CONVERSION

RETURN ON
INVESTED CAPITAL

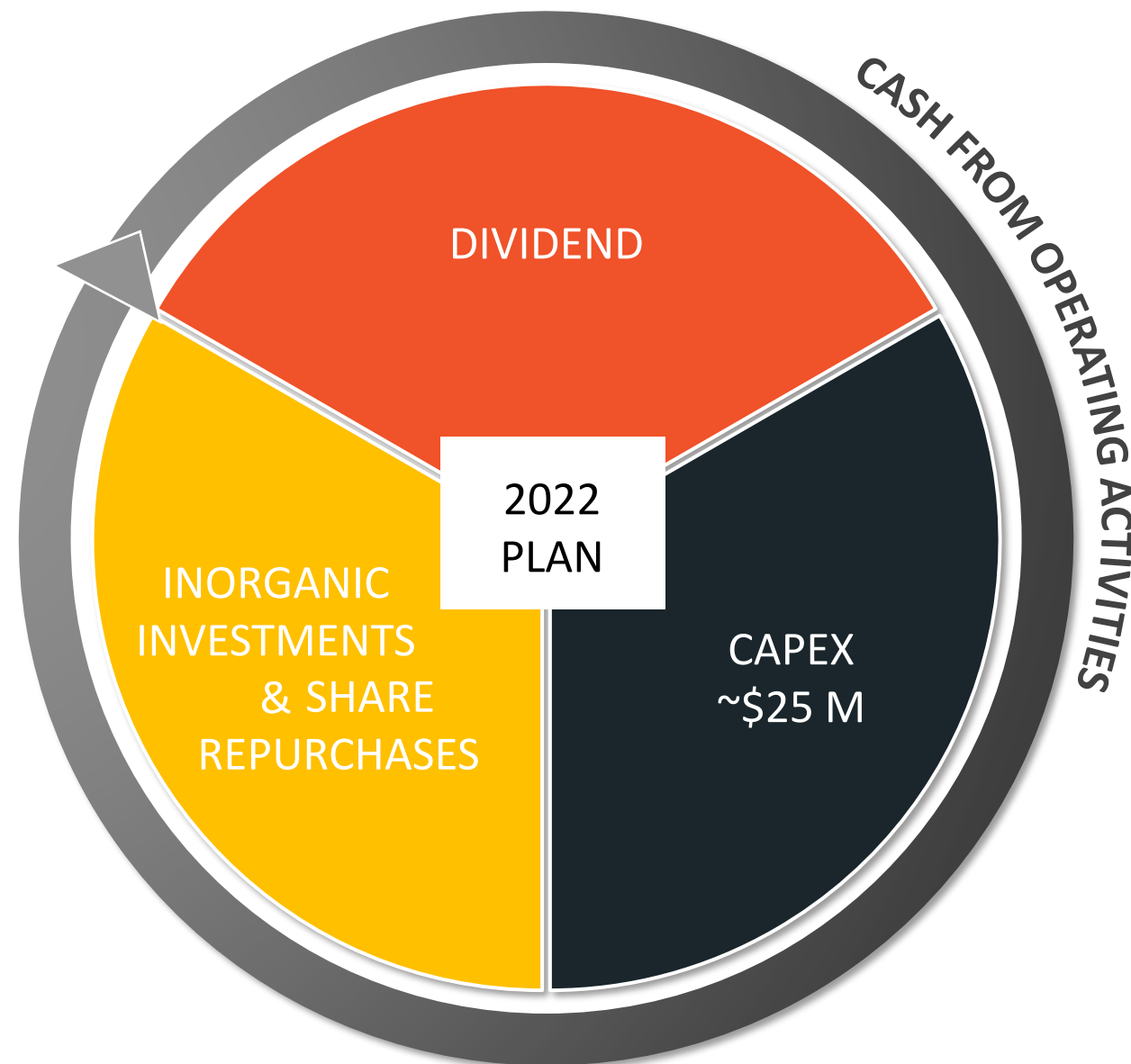
EXTEND YOUR REACH.





APPENDIX

DISCIPLINED CAPITAL ALLOCATION



1

DIVIDEND

Committed to a strong dividend

2

CAPEX

Capital investments to grow our assets

3

INORGANIC INVESTMENTS & SHARE REPURCHASES

Value-creating inorganic growth

Return cash through share repurchases

DISCIPLINED APPROACH TO M&A

OUR STRENGTHS

- Product innovation
- Engineering and manufacturing expertise
- Helping customers solve complex problems

AREAS OF INTEREST

- Businesses with a technical leadership position
- Exposure to high-growth end markets
- Attractive financial profile with strong margins and cash flows
- Markets and technologies we know well

VALUE CRITERIA

- High return investment
- Meaningful synergy opportunities
- Long term leverage target of 2x-3x

OUR SEGMENTS



Provides sophisticated, proprietary bearings and components; super precision, miniature ball bearings; proprietary spring energized seals, springs and contacts; and wheels, brakes and related hydraulic components for helicopters, fixed-wing and UAV aircraft.

ENGINEERED PRODUCTS



Provides precision safe and arming solutions for missile and bomb systems for the U.S. and allied militaries; subcontract helicopter work; manufacture, restoration, modification and support of our helicopter programs including K-MAX®, SH-2G and KARGO UAV unmanned aerial system.

PRECISION PRODUCTS



Provides sophisticated complex metallic and composite aerostructures for commercial, military and general aviation fixed and rotary wing aircraft, and medical imaging solutions.

STRUCTURES



ENGINEERED PRODUCTS

PROVIDING A BROAD RANGE OF PREMIER PRODUCTS FOR DIVERSE END MARKETS

Aircraft Wheel & Brake



Proprietary technologies

Self Lubricating Bearings



Karon® Self Lubricating Machinable Liner

Traditional Airframe Bearings



Custom design capability

Flexible Drive Systems



Patented and proprietary technology

High Precision Miniature Bearings



Proprietary design, machining & assembly

Engine Aftermarket Components



FAA parts manufacturing authorization

High Precision Seals, Springs & Contacts



Proprietary design, machining & assembly





PRECISION PRODUCTS

PROVIDING UNMATCHED PRECISION, VERSATILITY AND EFFICIENCY

SAFE & ARM DEVICES

Supporting U.S. & Allied militaries

Joint Programmable Fuze	JASSM®
ATacMS®	MK54
AMRAAM®	SLAM-ER
Harpoon	Tomahawk

MEMORY & MEASUREMENT

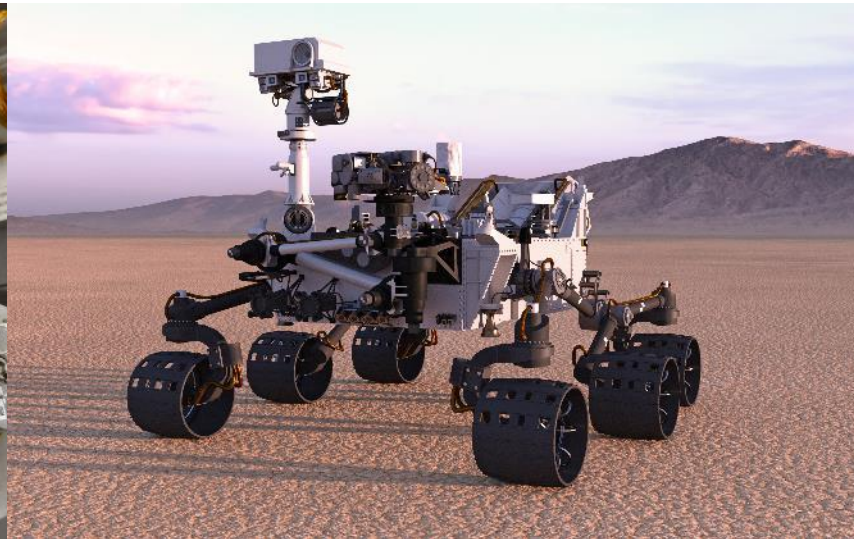
Supporting mission & flight critical applications

Ruggedized avionics modules
Advanced sensor technology
Signal Conditioning electronics

DIVERSE AERIAL SYSTEMS

Supporting heavy & medium lift applications

SH-2G
K-MAX®
K-MAX TITAN
KARGO UAV unmanned aerial system





STRUCTURES

PROVIDING KEY STRUCTURAL COMPONENTS ACROSS CRITICAL END MARKETS



AH-1Z

Bell blade skin to
core structural
components



A-10 Thunderbolt

Boeing wing
assemblies contract
through 2030



Commercial
Engine OEM

Black Hawk Cockpit

Sikorsky multi-year
contract awarded in
Dec 2021



Medical Imaging Tables

Partnership with Mirion
Technologies in Jan 2022



2021 SEGMENT RESULTS

ENGINEERED PRODUCTS

Net Sales

\$318 M

Operating Income

\$43 M

Adjusted EBITDA

\$69 M

Adjusted EBITDA Margin

21.8%

PRECISION PRODUCTS

Net Sales

\$256 M

Operating Income

\$55 M

Adjusted EBITDA

\$60 M

Adjusted EBITDA Margin

23.2%

STRUCTURES

Net Sales

\$135 M

Operating Income

-\$0.3 M

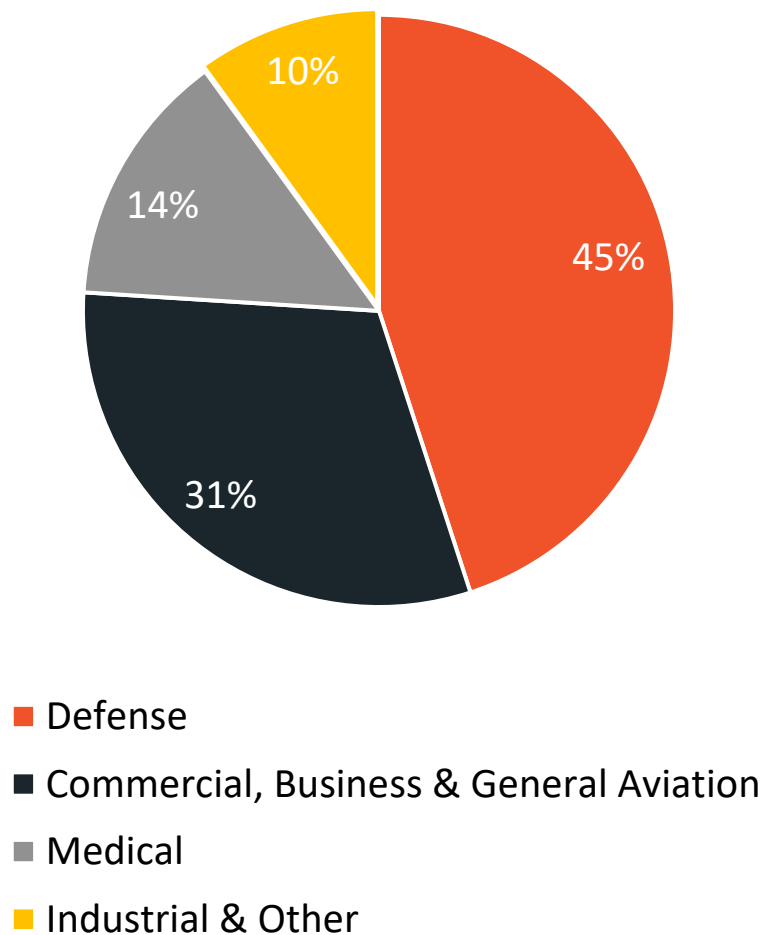
Adjusted EBITDA

\$ 3 M

Adjusted EBITDA Margin

2.3%

3Q 2022 SALES BY END MARKET



CONSOLIDATED SALES: \$172 M

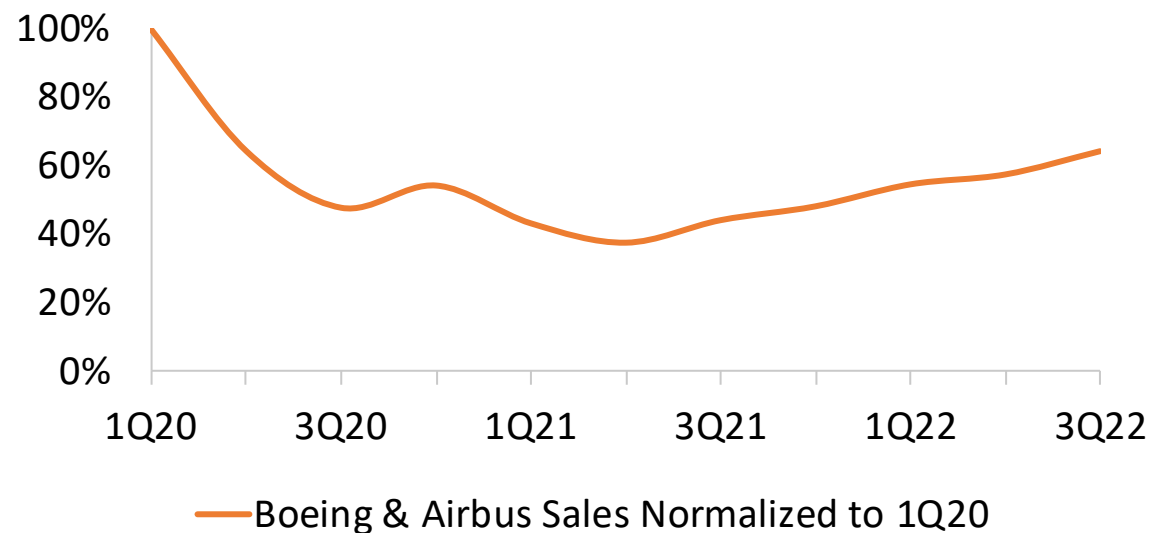
~83%

OEM





~17%

Aftermarket

BOEING & AIRBUS SALES



2022 MARKET OUTLOOK

PLATFORM / END MARKETS	2022 vs. 2021	FULL YEAR EXPECTATIONS
 Defense	↓	Improved performance in defense offerings to offset lower JPF volume
 Commercial, Business & General Aviation	↑	Benefiting from strong order rates, improved performance and market share wins
 Medical	↑	Benefiting from strong order rates, improved performance and adoption of new technologies
 Industrials	↑	Benefiting from strong order rates, improved performance and expansion into new markets

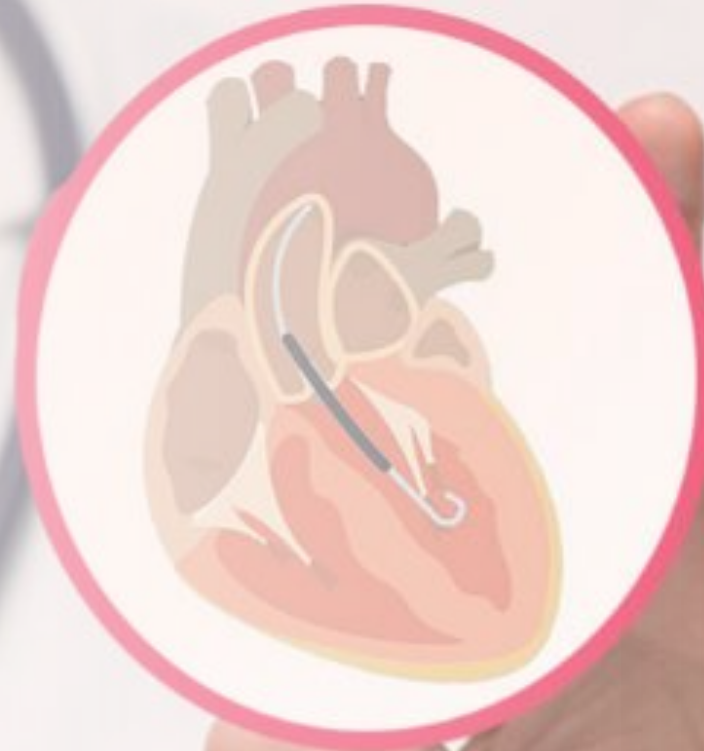
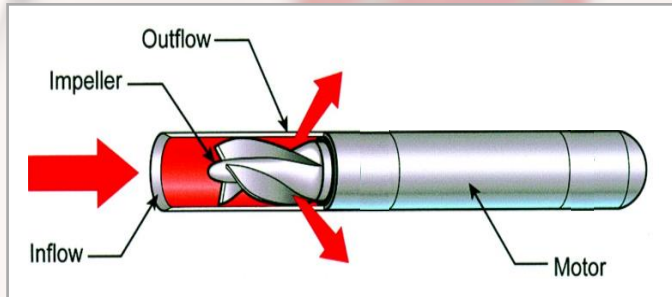


FOCUSED ON INNOVATION

EXPANSION OPPORTUNITY INTO MEDICAL DEVICES FOR VASCULAR CIRCULATION

Kaman is developing a solution for high RPM seals in pumps that provide a minimally invasive option for blood circulation

- Working with customer to certify product
- Targeting commercial launch 2024-2025





FOCUSED ON INNOVATION

HIGH PRECISION MINIATURE BEARINGS FOR TURBO MOLECULAR PUMPS

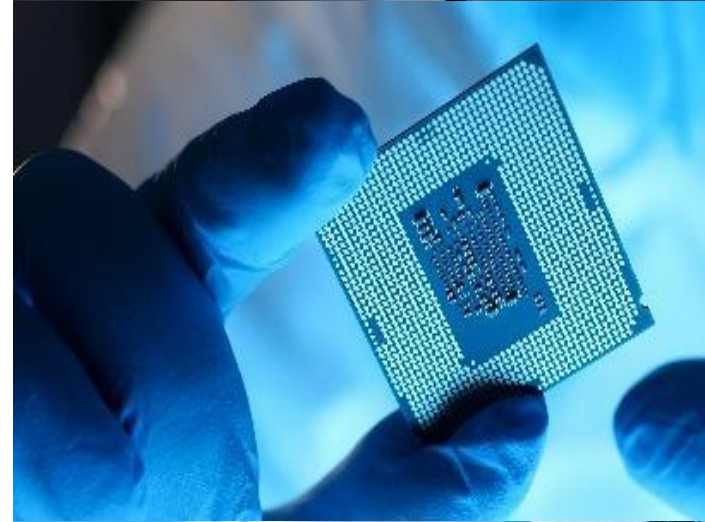


SOLUTION FOR APPLICATIONS WITH:

- High vacuum
- High vibration
- Limited thermal dissipation
- Low drive power

USED IN HIGH-TECH, ULTRA-CLEAN MARKETS:

- Semiconductors
- Solar Panels
- Laboratory Equipment
- Surface Coatings





FOCUSED ON INNOVATION

TDH™ - TITANIUM DIFFUSION HARDENING

Hardens titanium to a greater depth than alternative processes, providing exceptional wear resistance characteristics and improved durability against abrasion and friction.

KEY ATTRIBUTES:

- High strength/weight ratio
- Performs well at high temperatures
- Corrosion resistant
- High hardness level
- Low wear & friction

SOLUTIONS FOR:

- Rotor/Helicopter bearings
- Fixed wing bearings
- Marine bearings
- Rocket bearings
- Oil/Gas/Chemical valves
- Suppressors
- Medical devices/implantables



FOCUSED ON INNOVATION

DEVELOPING CARBON BRAKES FOR FUTURE MILITARY AND CIVILIAN APPLICATIONS



LONGER LIFE

More landings per overhaul



LIGHTWEIGHT

Lighter weight = less fuel required



COST EFFECTIVE

Competitive life cycle costs



ENHANCED PERFORMANCE

Increased heat tolerance



NON-GAAP RECONCILIATIONS

For Kaman:

Adjusted EBITDA and Adjusted EBITDA Margin - Adjusted EBITDA for the consolidated company results is defined as earnings from continuing operations before interest, taxes, other expense (income), net, depreciation and amortization and certain items that are not indicative of the operating performance of the Company for the periods presented. Adjusted EBITDA for the segments is defined as operating income before depreciation and amortization. Adjusted EBITDA margin is defined as Adjusted EBITDA as a percent of Net sales. Management believes Adjusted EBITDA and Adjusted EBITDA margin provide an additional perspective on the operating results of the organization and its earnings capacity and helps improve the comparability of our results between periods because they provide a view of our operations that excludes items that management believes are not reflective of operating performance, such as items traditionally removed from net earnings in the calculation of EBITDA as well as Other expense (income), net and certain items that are not indicative of the operating performance of the Company for the period presented. Adjusted EBITDA and Adjusted EBITDA margin are not presented as an alternative measure of operating performance, as determined in accordance with GAAP.

Adjusted Earnings from Continuing Operations and Adjusted Diluted Earnings Per Share - Adjusted earnings from continuing operations and adjusted diluted earnings per share are defined as GAAP "Earnings from continuing operations" and "Diluted earnings per share", less items that are not indicative of the operating performance of the business for the periods presented. These items are included in the reconciliation below. Management uses adjusted earnings from continuing operations and adjusted diluted earnings per share to evaluate performance period over period, to analyze the underlying trends in our business and to assess its performance relative to its competitors. We believe that this information is useful for investors and financial institutions seeking to analyze and compare companies on the basis of operating performance.

Adjusted Free Cash Flow – Adjusted free cash flow is defined as GAAP "Net cash provided by (used in) operating activities from continuing operations" in a period less "Expenditures for property, plant & equipment" in the same period and any adjustments that are representative of the Company's cash generation or usage in the period. For 2021 we adjusted free cash flow to remove the cash payment made to Bal Seal employees under the retention plan established by the former owners of Bal Seal. Management believes free cash flow from continuing operations and adjusted free cash flow provides an important perspective on our ability to generate cash from our business operations and, as such, that it is an important financial measure for use in evaluating the Company's financial performance. Free cash flow and adjusted free cash flow should not be viewed as representing the residual cash flow available for discretionary expenditures such as dividends to shareholders or acquisitions, as it may exclude certain mandatory expenditures such as repayment of maturing debt and other contractual obligations. Management uses free cash flow and Adjusted free cash flow internally to assess overall liquidity.

For Parker:

EBITDA and EBITDA Margin – EBITDA and EBITDA margin for Aircraft Wheel and Brake represent unaudited financial information provided by Parker. EBITDA is defined as earnings before interest, taxes, net depreciation. EBITDA margin is defined as EBITDA as a percent of Net sale. EBITDA and EBITDA Margin are indicative of the operating performance of the Company for the periods presented. Management believes EBITDA and EBITDA margin provide an additional perspective on the operating results of the organization and its earnings capacity and helps improve the comparability of results between because they provide a view of operations that excludes items that management believes are not reflective of operating performance. EBITDA and EBITDA margin are not presented as an alternative measure of operating performance, as determined in accordance with GAAP.

NON-GAAP RECONCILIATIONS

Table 1. Enterprise Value (unaudited)

Thousands of U.S. dollars, except share data

	December 31, 2021
Common shares outstanding	27,860,373
Closing Price	\$ 43.15
Market Capitalization	1,202,175
Long-term debt, excluding current portion, net of debt issuance costs	189,421
Cash and cash equivalents	(140,800)
Net Debt	48,621
Enterprise Value	\$ 1,250,796

NON-GAAP RECONCILIATIONS

Table 2. Adjusted EBITDA and Adjusted EBITDA Margin (unaudited)

Thousands of U.S. dollars	Twelve Months Ended				Three Months Ended			Twelve Months Ended	
	December 31, 2018	December 31, 2019	December 31, 2020	December 31, 2021	December 31, 2021	April 1, 2022	July 1, 2022	September 30, 2022	September 30, 2022
Sales from continuing operations	\$ 735,994	\$ 761,608	\$ 784,459	\$ 708,993	\$ 175,147	\$ 158,048	\$ 160,766	\$ 172,004	\$ 665,965
Earnings (loss) from continuing operations, net of tax	15,877	56,446	(70,434)	43,676	9,169	4,028	4,064	625	17,886
Interest expense, net	20,046	17,202	19,270	16,290	4,058	2,481	1,993	3,614	12,146
Income tax expense (benefit)	9,259	(15,859)	(7,730)	16,832	6,676	1,307	557	128	8,668
Non-service pension and post retirement benefit income	(12,127)	(396)	(16,250)	(26,229)	(6,397)	(5,263)	(5,024)	(5,142)	(21,826)
Income from TSA	-	(3,673)	(8,439)	(931)	-	-	-	-	-
Other expense (income), net	(92)	(309)	(728)	(142)	(417)	504	690	1,221	1,998
Operating income (loss)	\$ 32,963	\$ 53,411	\$ (84,311)	\$ 49,496	\$ 13,089	\$ 3,057	\$ 2,280	\$ 446	\$ 18,872
Depreciation and amortization	27,875	25,854	43,899	36,654	9,180	8,832	8,822	9,383	36,217
Non-cash, non tax goodwill impairment charge	-	-	50,307	-	-	-	-	-	-
Impairment on assets held for sale	-	-	36,285	-	-	-	-	-	-
Restructuring and severance costs	7,353	1,558	8,359	6,154	675	169	2,927	(243)	3,528
Non-cash intangible asset impairment charge	10,039	-	-	-	-	-	-	-	-
Non-cash write-off of inventory	709	-	-	-	-	-	-	-	-
Employee tax-related matters in foreign countries	3,040	-	-	-	-	-	-	-	-
Cost associated with corporate development activities	1,081	10,090	4,539	1,198	647	128	2,400	10,725	13,900
Bal Seal acquisition costs	-	-	8,506	-	-	-	-	-	-
Cost of acquired Bal Seal retention plans	-	-	22,814	-	-	-	-	-	-
Inventory step-up associated with acquisition	-	-	2,355	-	-	-	-	760	760
Costs from transition services agreement	-	4,673	12,515	1,728	-	-	-	-	-
Senior leadership transition	-	-	280	-	-	-	-	-	-
Reversal of employee tax-related matters in foreign operations	-	-	(1,859)	-	-	-	-	-	-
Reversal of environmental accrual at GRW	-	-	(264)	-	-	-	-	-	-
Loss (gain) on sale of business	5,722	3,739	(493)	234	-	-	-	(457)	(457)
Loss on sale of assets and liabilities of Engineering Services	661	-	-	-	-	-	-	-	-
Gain on the sale of land	(1,520)	-	-	-	-	-	-	-	-
Other Adjustments	\$ 54,960	\$ 45,914	\$ 187,243	\$ 45,968	\$ 10,502	\$ 9,129	\$ 14,149	\$ 20,168	\$ 53,948
Adjusted EBITDA	\$ 87,923	\$ 99,325	\$ 102,932	\$ 95,464	\$ 23,591	\$ 12,186	\$ 16,429	\$ 20,614	\$ 72,820
Adjusted EBITDA margin	11.9%	13.0%	13.1%	13.5%	13.5%	7.7%	10.2%	12.0%	10.9%

NON-GAAP RECONCILIATIONS

Table 3. Adjusted EBITDA (unaudited)

Thousands of U.S. dollars

	Twelve Months Ended December 31, 2021				
	Consolidated	Engineered Products	Precision Products	Structures	Corp/Elims**
Sales from continuing operations	\$ 708,993	\$ 317,683	\$ 256,329	\$ 134,981	\$ -
Earnings from continuing operations, net of tax	43,676				
Interest expense, net	16,290				
Income tax expense (benefit)	16,832				
Non-service pension and post retirement benefit income	(26,229)				
Other income, net	(142)				
Income from TSA	(931)				
Operating income (loss)	<u>\$ 49,496</u>	<u>\$ 43,097</u>	<u>\$ 55,366</u>	<u>\$ (340)</u>	<u>\$ (48,627)</u>
Depreciation and amortization	36,654	26,306	4,148	3,462	2,738
Restructuring and severance costs	6,154	-	-	-	6,154
Cost associated with corporate development activities	1,198	-	-	-	1,198
Costs from transition services agreement	1,728	-	-	-	1,728
Loss on sale of business	234	-	-	-	234
Other Adjustments	<u>\$ 45,968</u>	<u>\$ 26,306</u>	<u>\$ 4,148</u>	<u>\$ 3,462</u>	<u>\$ 12,052</u>
Adjusted EBITDA	<u>\$ 95,464</u>	<u>\$ 69,403</u>	<u>\$ 59,514</u>	<u>\$ 3,122</u>	<u>\$ (36,575)</u>
Adjusted EBITDA margin	13.5%	21.8%	23.2%	2.3%	

**Corp/Elims Operating income (Loss) represents the Corporate office expenses and \$8.1 million of unallocated expenses that are shown on the Consolidated Statement of Earnings as their own line items.

NON-GAAP RECONCILIATIONS

Table 4. Adjusted earnings from continuing operations and Adjusted Diluted Earnings per Share (unaudited)

Thousands of U.S. dollars (except share data)

	Twelve Months Ended December 31, 2021		
	Pre-Tax	Tax-Effect	Diluted EPS
Earnings from continuing operations	\$ 60,508	\$ 43,676	\$ 1.57
Adjustments:			
Restructuring and severance costs	6,154	4,810	0.17
Costs associated with corporate development activities	1,198	941	0.04
Costs from transition services agreement	1,728	1,370	0.05
Income from transition services agreement	(931)	(739)	(0.03)
Loss on sale of business	234	234	0.01
Tax-related items	3,131	3,131	0.11
Tax effect on sale of UK operations	287	287	0.01
Adjustments	<u>\$ 11,801</u>	<u>\$ 10,034</u>	<u>\$ 0.36</u>
Adjusted earnings from continuing operations	<u>\$ 72,309</u>	<u>\$ 53,710</u>	<u>\$ 1.93</u>
Diluted weighted average shares outstanding			27,891

NON-GAAP RECONCILIATIONS

Table 5. Adjusted Free Cash Flow (unaudited)

Thousands of U.S. dollars

	Twelve Months Ended
	December 31, 2021
Net cash provided by operating activities from continuing operations	\$ 48,698
Expenditures for property, plant & equipment	(17,530)
Cash paid for acquired retention plans ⁽¹⁾	25,108
Adjusted free cash flow	<u>\$ 56,276</u>

(1) Operating cash flow from continuing operations includes the \$25.1 million payment to Bal Seal employees from the first quarter of 2021, which represents purchase price paid to the former Bal Seal owners accounted for as compensation under ASC 805.

NON-GAAP RECONCILIATIONS

Table 6. Parker Aircraft Wheel & Brake EBITDA and EBITDA Margin (unaudited)

Millions of U.S. dollars	Twelve Months Ended December 31, 2021	
Net Sales	\$	70
EBIT	\$	27
Depreciation and amortization	\$	1
EBITDA	\$	28
EBITDA margin		40.0%

NOTE: Unaudited financial information provided by Parker, rounded to the nearest whole number.