

**KMT Investor Day**  
**December 12, 2017**



# Safe Harbor Statement

Certain statements in this presentation may be forward-looking in nature, or "forward-looking statements" within the meaning of Section 27A of the Securities Act of 1933 and Section 21E of the Securities Exchange Act of 1934. Forward-looking statements are statements that do not relate strictly to historical or current facts. For example, statements about Kennametal's outlook for earnings, sales volumes, cash flow, and capital expenditures, and expectations regarding future growth and financial performance are forward-looking statements. Any forward-looking statements are based on current knowledge, expectations and estimates that involve inherent risks and uncertainties. Should one or more of these risks or uncertainties materialize, or should the assumptions underlying the forward-looking statements prove incorrect, our actual results could vary materially from our current expectations. There are a number of factors that could cause our actual results to differ from those indicated in the forward-looking statements. They include: economic recession; our ability to achieve all anticipated benefits of restructuring initiatives; our foreign operations and international markets, such as currency exchange rates, different regulatory environments, trade barriers, exchange controls, and social and political instability; changes in the regulatory environment in which we operate, including environmental, health and safety regulations; potential for future goodwill and other intangible asset impairment charges; our ability to protect and defend our intellectual property; continuity and security of information technology infrastructure; competition; our ability to retain our management and employees; demands on management resources; availability and cost of the raw materials we use to manufacture our products; product liability claims; integrating acquisitions and achieving the expected savings and synergies; global or regional catastrophic events; demand for and market acceptance of our products; business divestitures; energy costs; commodity prices; labor relations; and implementation of environmental remediation matters. Many of these risks are more fully described in Kennametal's latest annual report on Form 10-K and its other periodic filings with the Securities and Exchange Commission. We can give no assurance that any goal or plan set forth in forward-looking statements can be achieved and readers are cautioned not to place undue reliance on such statements, which speak only as of the date made. We undertake no obligation to release publicly any revisions to forward-looking statements as a result of future events or developments.

This presentation includes certain non-GAAP financial measures as defined by SEC rules. As required by Regulation G, we have provided a reconciliation of those measures to the most directly comparable GAAP measures, which is available on our website at [www.kennametal.com](http://www.kennametal.com). Once on the homepage, select "Investor Relations" and then "Events."



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**December 12, 2017**

Introduction  
Chris Rossi



# KMT Executive Leadership Team

- **Chris Rossi** – President and Chief Executive Officer
- **Chuck Byrnes** – VP and President, Industrial Business Segment
- **Alexander Broetz** – VP and President, WIDIA Business Segment
- **Pete Dragich** – VP and President, Infrastructure Business Segment
- **Bob Clemens** – VP and Chief Technology Officer
- **Brian Maglosky** – VP, Strategic Sourcing and Supply Planning
- **Jan Kees van Gaalen** – VP and Chief Financial Officer
- **Michelle Keating** – VP, Secretary and General Counsel
- **Judy Bacchus** – VP and Chief Human Resources and Corporate Relations Officer
- **Tom McKee** – VP and Chief Information Officer

# Agenda

**I. Introduction and Company Overview**

**Chris Rossi**

**II. Business Update and Market Overview**

**i. Industrial**

**ii. WIDIA**

**iii. Infrastructure**

**Chuck Byrnes  
Alexander Broetz  
Pete Dragich**

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**20 minute break**

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**III. Future State**

**Bob Clemens &  
Brian Maglosky**

**IV. Financials**

**Jan Kees van Gaalen**

**V. Summary and Q&A**

**Chris Rossi**

# Introduction

- **Corporate Overview**
  
- **Where are We Going?**
  - **Summary of the initiatives**
  
- **What's the Potential?**
  - **An update of our multi-year plan**

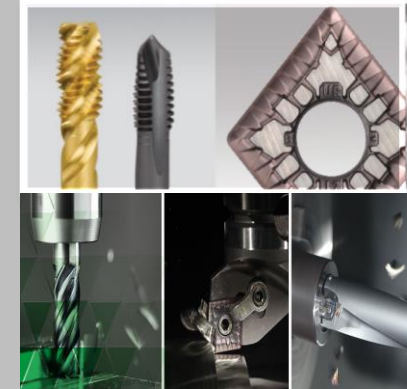
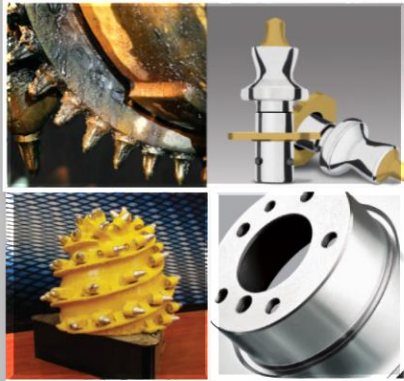
# Two Well-known and Respected Brands / Three Business Segments



Infrastructure

Industrial

WIDIA



Delivering productivity with standard & custom solutions to diverse core end-markets



Aerospace

Transportation

General  
Engineering

Earthworks

Energy

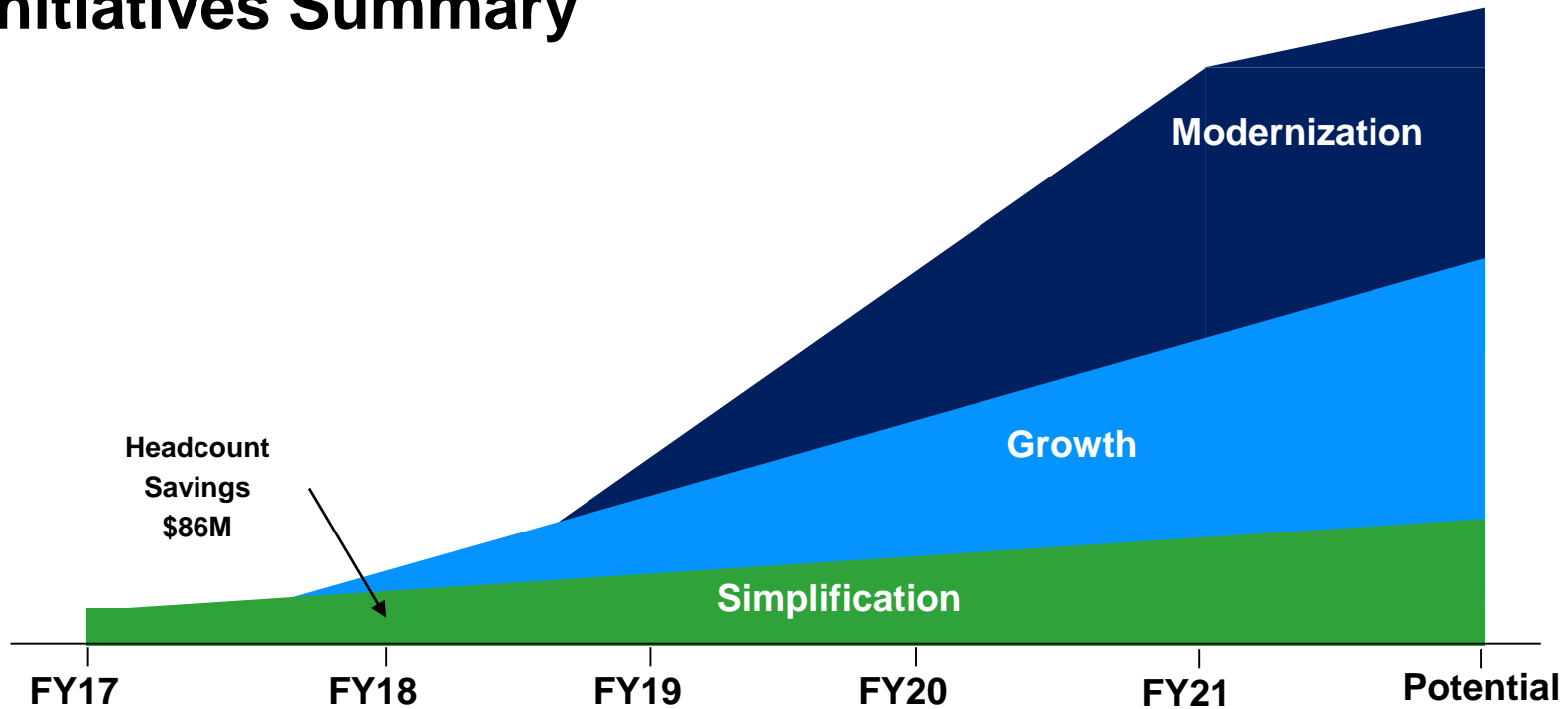


# Why Invest in KMT?

- **Global leader in cutting and wear-resistant technology**
- **Strong brand recognition of both Kennametal and WIDIA products**
- **Diversified and improving end-markets**
- **Consumables business with strong operating cash flow and EBITDA through the cycle**
- **Strong, conservative balance sheet and capital structure**

**Significant opportunities for capturing efficiencies, growth and margin improvement**

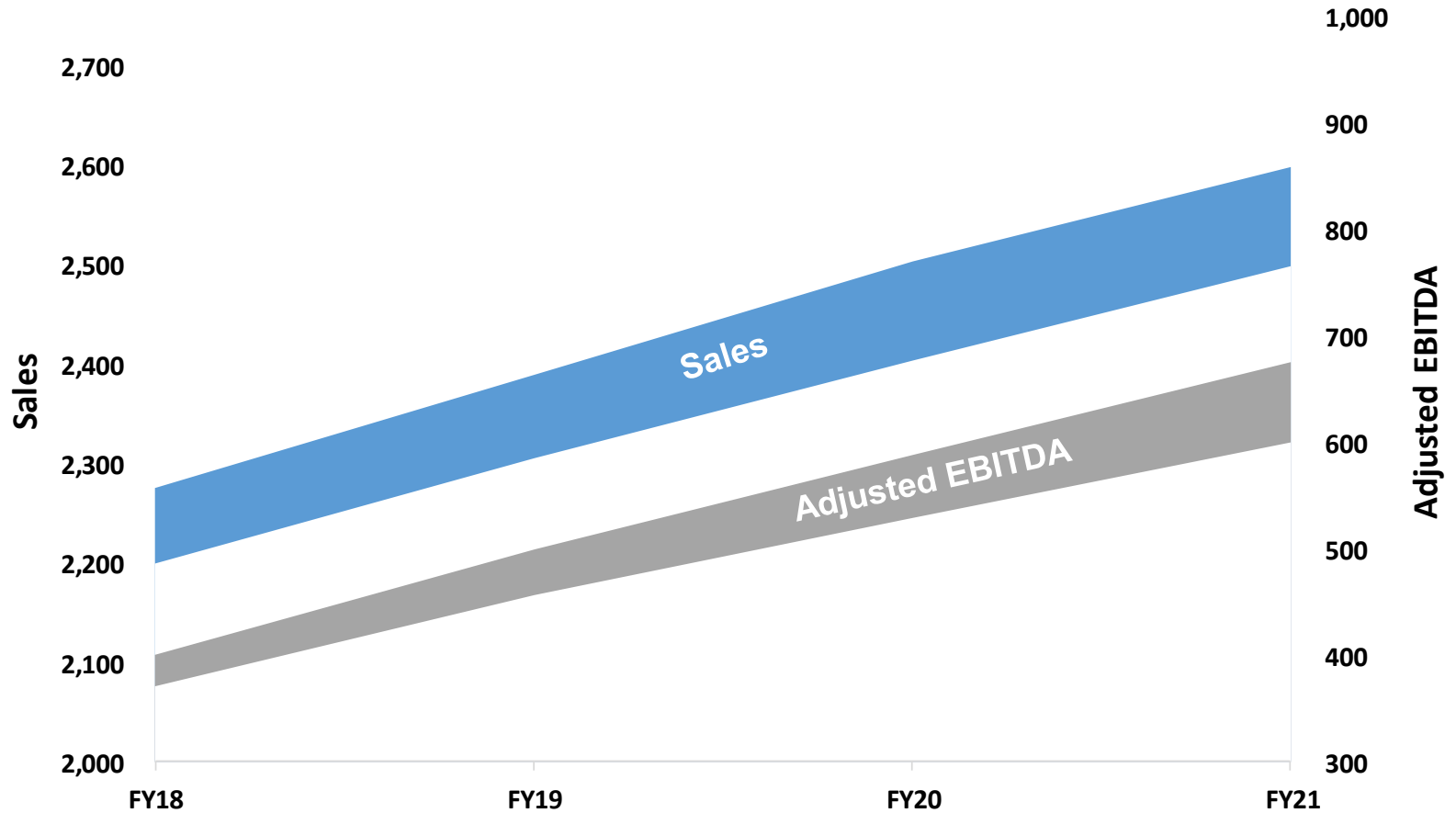
# Initiatives Summary



<u>Simplification</u>	<u>Growth</u>	<u>Modernization</u>
<ul style="list-style-type: none"> <li>▪ Re-organized into P&amp;Ls vs. complex, siloed matrix</li> <li>▪ Reduce product complexity                             <ul style="list-style-type: none"> <li>• SKUs, coatings, powders</li> </ul> </li> <li>▪ Implement strategic sourcing</li> <li>▪ Focus on productivity and improve customer service</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improve sales effectiveness                             <ul style="list-style-type: none"> <li>• Customer segmentation, CRM tool</li> </ul> </li> <li>▪ Optimize direct/indirect partner strategy</li> <li>▪ Multi-brand strategy/price perception</li> <li>▪ Dramatic growth in key focus areas</li> <li>▪ New products</li> </ul>	<ul style="list-style-type: none"> <li>▪ Optimize end-to-end production</li> <li>▪ Invest in latest production and automation technology</li> <li>▪ Deploy flexible manufacturing model                             <ul style="list-style-type: none"> <li>• Strategic outsourcing / subcontracting</li> </ul> </li> <li>▪ Design for manufacturability and lower material cost</li> </ul>

# Financial Projections: Sales & Adjusted EBITDA

(\$ in Millions)



**Significant opportunity for margin improvement**



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Industrial Segment  
Chuck Byrnes

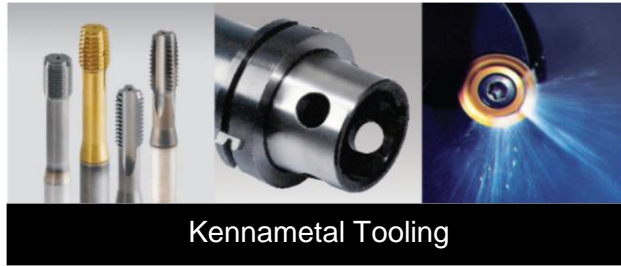


# Agenda

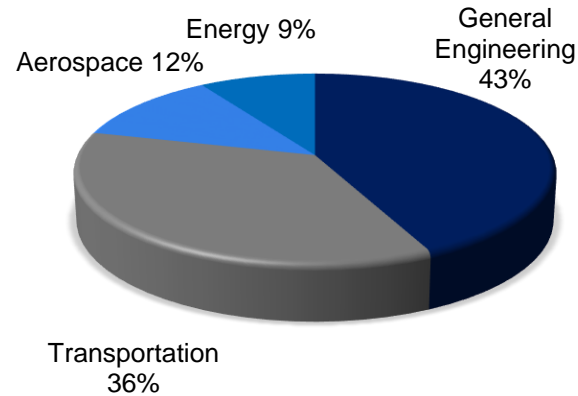
- **Industrial at a Glance**
- **Current Environment**
- **Initiatives: Growth, Simplification and Modernization**
- **Action Plan**
- **Performance**
- **Summary**

# Industrial Segment at a Glance

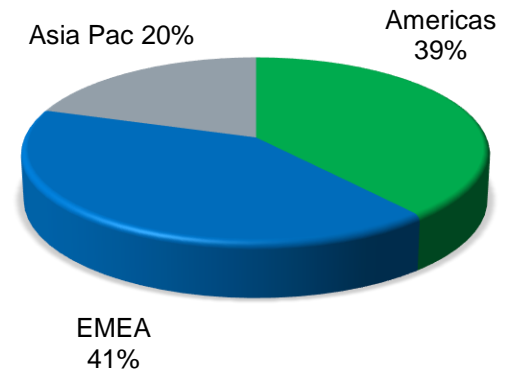
## Metalworking Solutions and Services



Market Size	~\$14B
Sales FY17	\$1.1B
Market Share	~9%



End-Markets



Geography

Delivering value by solving the most demanding customer requirements



# Industrial End-Markets – Current Environment

- **General Engineering**

- Strength across all regions in general distribution
- Distributor consolidation reshaping market dynamics
- No near-term restocking in the indirect channel

- **Transportation**

- Vehicle production strong in EMEA and Asia through 1H
- Americas disruption after recent strikes, production expected to be soft year over year

- **Aerospace**

- Double digit growth in aircraft builds expected through 2022

- **Energy**

- Oil and gas picking up; especially in Americas
- Renewable energy markets improving

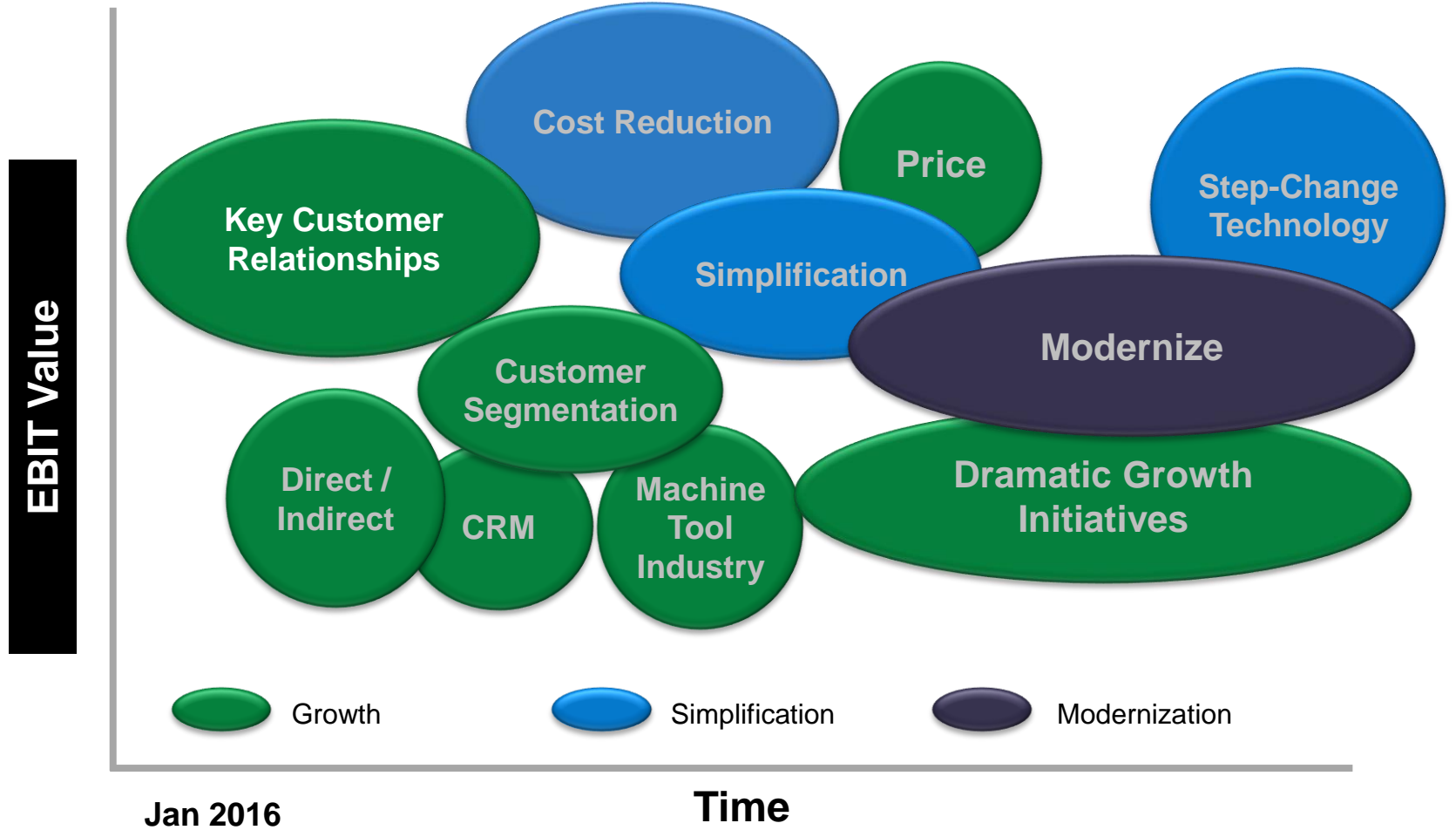


*Build Your Dreams*



**Positive end-market environment**

# What Are We Doing?



Significant progress achieved on multiple EBIT-driving initiatives

# What Are We Doing?



Supplier of the Year 2017



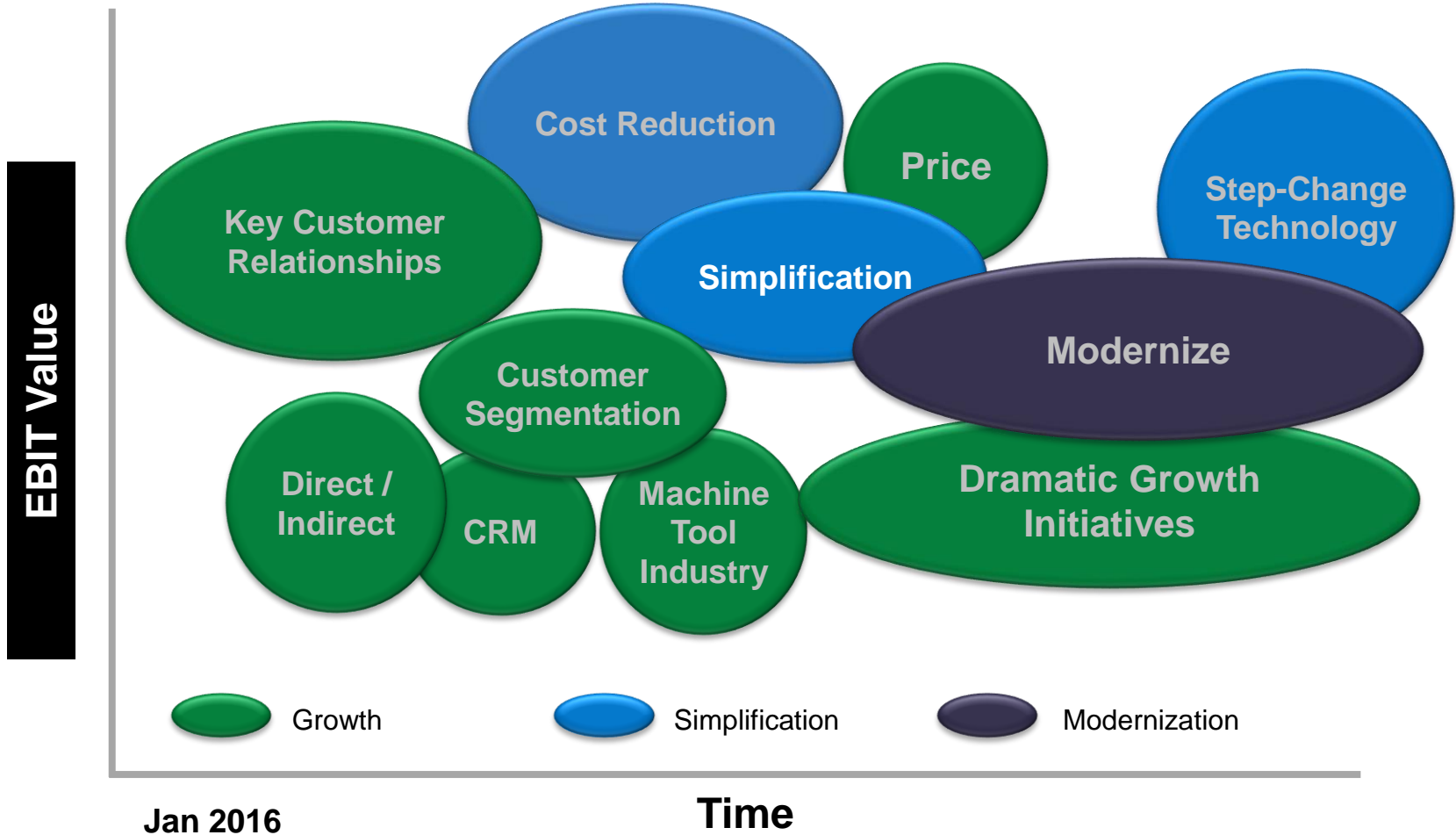
Supplier of the Year 2017



Commercialize New Technology  
Supplier Award

**Recognized as a trusted partner**

# What Are We Doing?



Significant progress achieved on multiple EBIT-driving initiatives

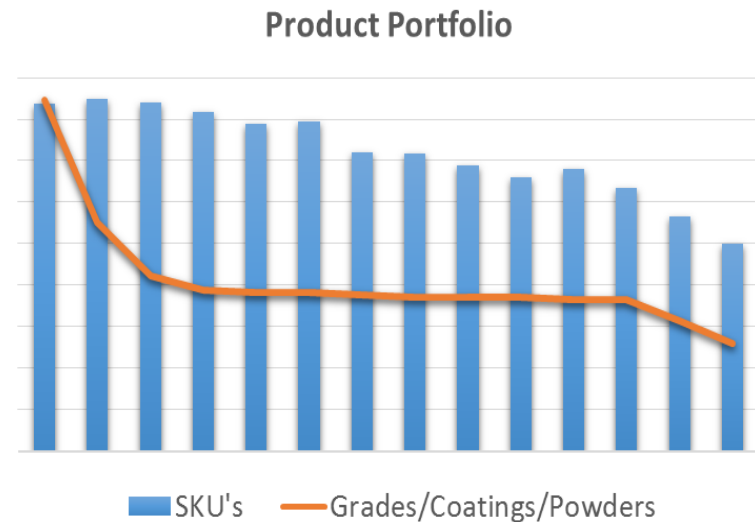
# Simplification Initiatives

## Product Life Cycle Management

- SKU's reduced from 71,000 to 55,000
- Simplify material content by 50%
  - Grades/coatings/powders

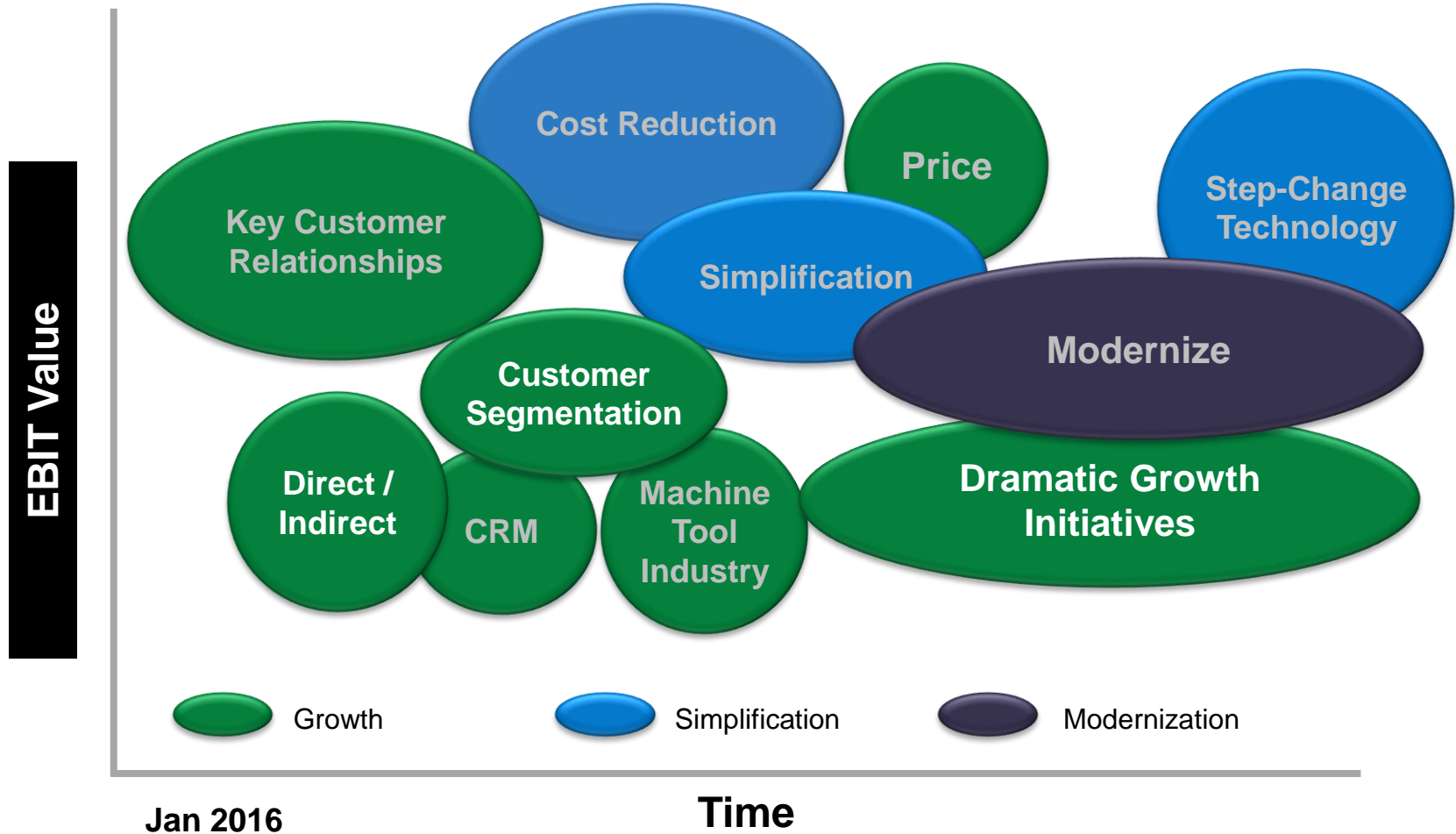
## Additional Manufacturing Efficiency Changes

- Minimum order quantities
- Higher quantity production runs



Reducing portfolio complexity to free capacity for the up-market

# What Are We Doing?



Significant progress achieved on multiple EBIT-driving initiatives

# Growth Initiatives

## Dramatic Growth Initiatives 5 year



## New Products



HARVI™ III



HARVI™ Ultra

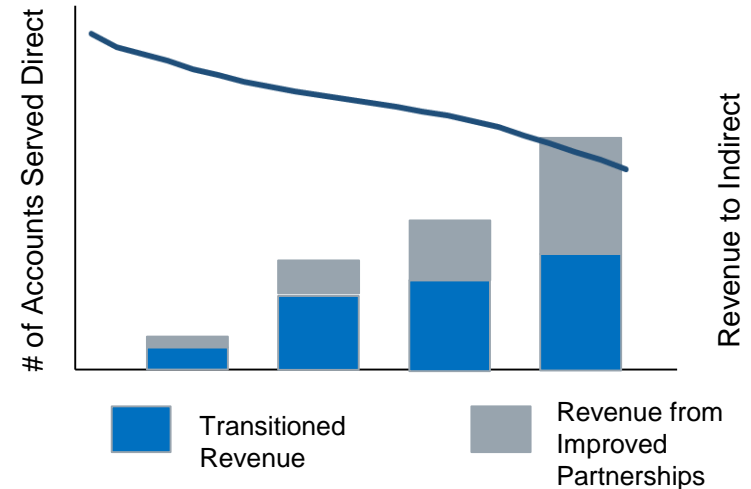


KenTIP™ FS

## Customer Segmentation

	Large	Medium	Small
<b>% of Revenue:</b>	40%	25%	35%
<b>KMT Potential:</b>	High	Medium	Low
<b>Primary Sales Channels:</b>	Direct, Integration	Distribution, Integration	Distribution, NOVO/ Konnect
<b>Benefit From:</b>	Frequent onsite engineering support	Single supplier to consolidate supply purchases and local stock	Ease of access and transaction simplicity

## Best Channel to Serve



**Improved sales execution and focused initiatives driving growth**

# Industrial – Action Plan

(\$ in Millions)

Sales	FY19 – FY21	Notes
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## Growth

Market & Growth Initiatives

2 - 4% CAGR

Project	FY19 – FY21 Adjusted EBIT	Notes
---------	------------------------------	-------

## Simplification

Headcount Initiatives

N/A

Completed

Strategic Sourcing

\$25 - \$30

Ongoing

Other Capital Savings & Productivity

\$40 - \$45

Ongoing

## Modernization

Facility Rationalization

\$20 - \$25

~3 to 4 plants

Automation/E2E

\$35 - \$40

Underway

# Industrial – Performance

(\$ in Millions)

	FY16	FY2017 presented Nov 2016	FY17 actual	Q1 FY18	FY21
<b>Adjusted Sales</b>	\$1,094	\$1,075 - \$1,125 ✓	\$1,126	\$297	\$1,325 - \$1,370
<b>Adjusted Gross Profit Margin</b>	39.6%	40% - 41%	39.3%	40.0%	~ 50%
<b>Adjusted Operating Expense</b> as a % of sales	\$310 28.3%	\$310 - \$350 ✓ 29% - 31%	\$313 27.8%	\$80 26.9%	~ 25%
<b>Adjusted Operating Income</b> as a % of sales	\$121 11.0%	\$110 - \$135 ✓ 10% - 12%	\$128 11.3%	\$39 13.1%	~ 25%

# Industrial – Summary

- **Broad exposure to the global industrial economy**
- **Positive end-market environment**
- **Good progress on growth and simplification initiatives, more to come**
- **FY17 forecast delivered**
- **Modernization underway**

**Significant opportunity to increase profitability**



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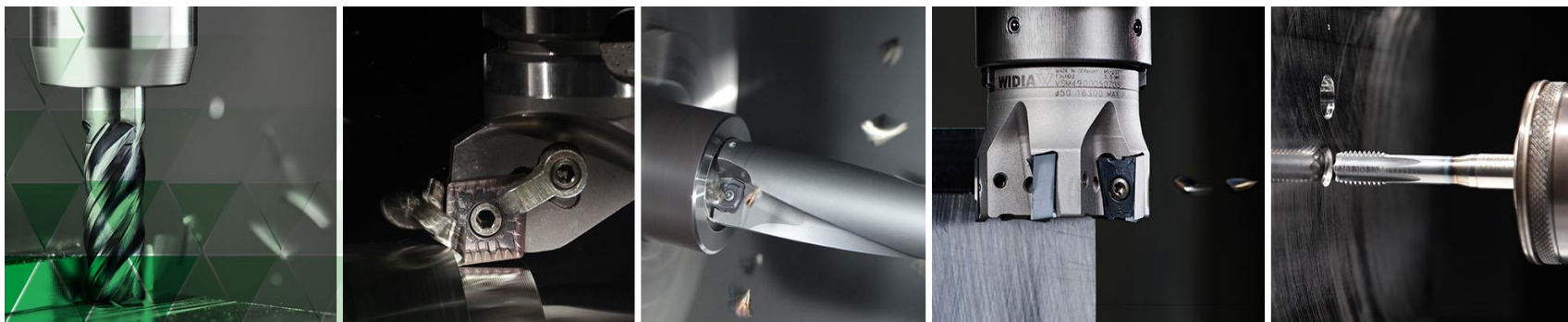
WIDIA Segment  
Alexander Broetz



# Agenda

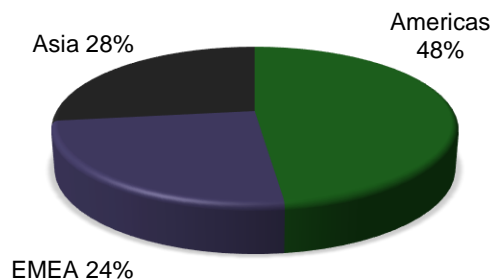
- **WIDIA at a Glance**
- **Strategy**
- **Action Plan**
- **Performance**
- **Summary**

# WIDIA Segment at a Glance



Market Size	~\$8B
Sales FY17	\$178M
Market Share	~2%

## Geography



## Value for the Customer



Simplicity

Speed

Powerful history of high performance, positioned for future growth



# Why Did We Separate?



- Direct and indirect sales
  - Exclusive indirect partnerships
- Custom-engineered solutions in addition to broad standard offering
- Focus on larger OEM accounts
- Large field engineering and sales team



- Limited overlap with Kennametal
- Focused flagship portfolio
- Principally sold through distributors
- Strong and broad partner network
- Focused on white space, targetting under-served customers

**Gives KMT two bites at the metalworking apple**



# The Metalworking Marketplace



Examples of other companies with independent global brands

# WIDIA Brands and History



- Founded 1912
- 1915 – Greenfield Tap & Die Corporation introduces the Gun Tap, the first tap to wear out before it breaks.
- *Today: the most trusted Tap brand in America.*



- Founded 1926
- 1926 – Introduction of sintered tungsten carbide in machining of metal.
- *Today: the word “WIDIA” is synonymous with sintered carbide.*



- Founded 1955
- 2002 – Hanita launches VariMill I™, the first variable flute design end mill, revolutionizing milling machining.
- *Today: the preferred choice for Aerospace customers.*

Trusted brands and innovative technology positioned for global growth

# How We Go To Market

**WIDIA** 



**WIDIA** 

**WIDIA HANITA** 

**WIDIA GTD** 

**HAHN+KOLB**   
GRUPPE

**GRAINGER**  
FOR THE ONES WHO GET IT DONE

**BLACKHAWK**  
INDUSTRIAL

**FASTENAL**

**itc** industrial tooling  
corporation

**amazon**

**AHNO** 阿诺  
Cutting Tool Technology

**WIDISGROUP**

集福五金机械有限公司  
**JIFUK METAL & MACHINERY CO., LTD.**

  
**HAL**

**United Technologies**

**NISSAN**  
MOTOR COMPANY

**Ahresty**

**facc**

**Ferrari.com**

**IAI**  
ISRAEL AEROSPACE INDUSTRIES

**HALLIBURTON**

**Red Bull racing**  
FORMULA ONE TEAM

**SAMSUNG**

**TATA**

**Elbit Systems**

**ORMAT**

**VSMPO AVISMA**

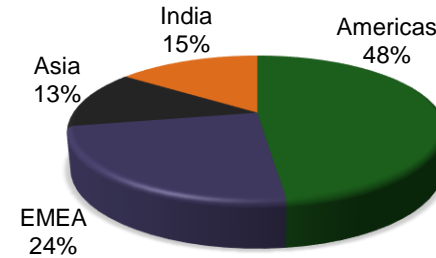
**AD**

**FCA**  
FIAT CHRYSLER AUTOMOBILES

**Strong distributor network serving diverse customer base**

# Ongoing Initiatives

Regional strategy leverages WIDIA history and strength of brand and products



Region	FY19 - 21	Objectives	Initiatives	Progress to date
Americas	5% CAGR	<ul style="list-style-type: none"> <li>Stabilize legacy business</li> <li>Grow in emerging demand streams</li> </ul>	<ul style="list-style-type: none"> <li>Bring back the originals</li> <li>Channel partner program</li> <li>Improve and widen access to market</li> <li>Amazon as distribution partner</li> </ul>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> </ul>
EMEA	7% CAGR	<ul style="list-style-type: none"> <li>Continue sustainable growth</li> <li>Grow in emerging demand streams</li> </ul>	<ul style="list-style-type: none"> <li>Focus on ESEER &amp; SW Europe</li> <li>Aerospace integration</li> <li>Footprint Germany</li> <li>Amazon as distribution partner</li> </ul>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> </ul>
India	14% CAGR	<ul style="list-style-type: none"> <li>Regain market share leadership</li> <li>Upgrade local manufacturing</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio made in India, for India</li> <li>Business partner development</li> <li>Follow aerospace transfers into India</li> <li>Engage with govt and institutional customers</li> </ul>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> </ul>
APAC	26% CAGR	<ul style="list-style-type: none"> <li>Focus on industrial hot-spots</li> <li>Grow in emerging demand streams</li> </ul>	<ul style="list-style-type: none"> <li>Strategic partnership with domestic integrator</li> <li>Build dedicated partner network</li> <li>Deploy e-commerce and communication capabilities</li> </ul>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> </ul>

Good traction on initiatives

# WIDIA – Action Plan

(\$ in Millions)



Sales	FY19 – 21	Notes
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## Growth

Market & Growth Initiatives                      9 - 11% CAGR

Project	FY19 – 21 Adjusted EBIT	Notes
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## Simplification

Headcount Initiatives                                      N/A                                      Completed

Strategic Sourcing    \$2 - \$3                                      Ongoing

Other Capital Savings & Productivity                      \$10 - \$12                                      Ongoing

## Modernization

Facility Rationalization                                      N/A                                      N/A

Automation/E2E    \$13 - \$15                                      Underway

# WIDIA – Performance

(\$ in Millions)

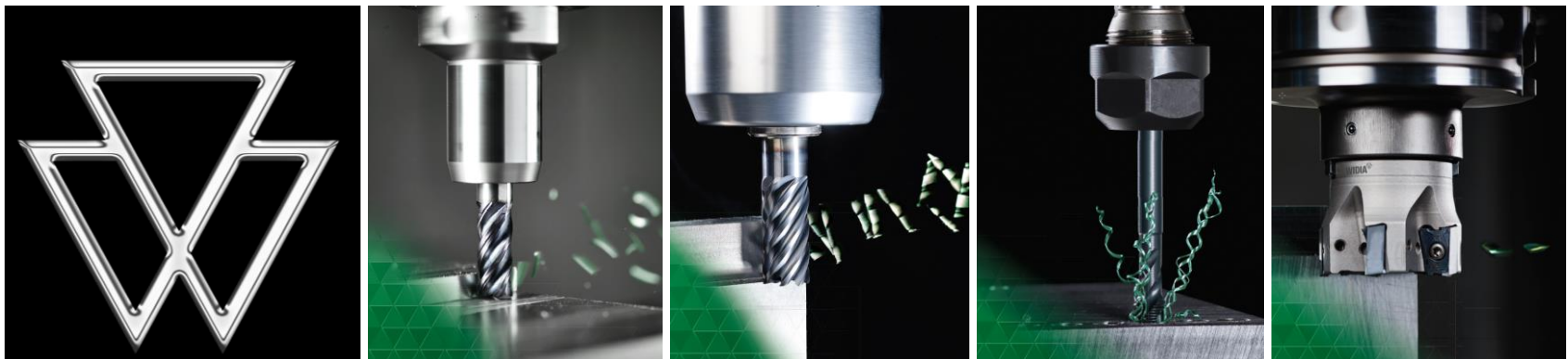


	FY16	FY2017 presented Nov 2016	FY17 actual	Q1 FY18	FY21
Sales	\$171	\$170 - \$180 ✓	\$178	\$45	\$260 - \$270
Adjusted Gross Profit Margin	27.3%	28% - 31% ✓	28.8%	31.9%	~ 42%
Adjusted Operating Expense as a % of sales	\$49 28.4%	\$51 - \$56 ✓ 30% - 31%	\$53 29.9%	\$13 29.8%	~ 24%
Adjusted Operating (Loss) Income as a % of sales	(\$2) (1.3%)	(\$5) – (\$3) ✓ (3%) – (1.5%)	(\$2) (1.3%)	\$1 1.9%	~ 18%

# Summary



- Two bites at the metalworking apple
- Full P&L responsibility leading to focus and results
- With 1 ½ years of independent operation, showing good progress on initiatives
- Regional strategy leverages strong history, brand and products
- Focused portfolio of flagship products
- Broad market access sold principally through distributors
- Solid plan for continued margin improvement





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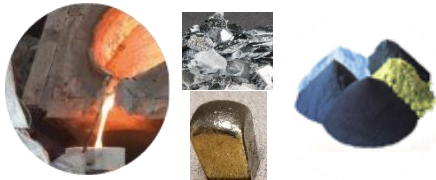
Infrastructure Segment  
Pete Dragich



# Agenda

- **Infrastructure at a Glance**
- **Current Environment**
- **Initiatives – Growth, Simplification and Modernization**
- **Action Plan**
- **Performance**
- **Summary**

# Infrastructure Segment at a Glance



Advanced Materials



Earth Cutting Tools

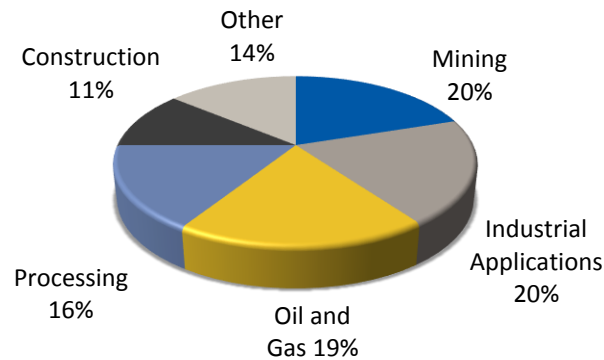


Engineered Components

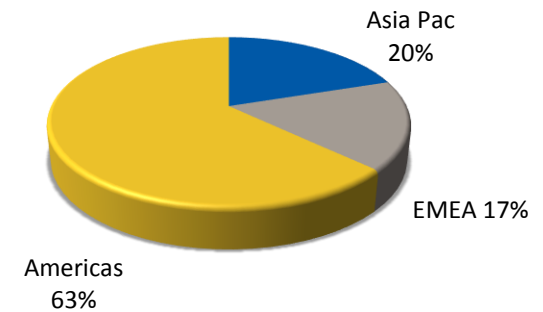


Ceramics

Market Size	~\$6B
Sales FY17	<b>\$754M</b>
Market Share	~12%



End-Markets



Geography

Partnering with our customers to achieve superior productivity at a competitive price



# Infrastructure End-Markets

- **Industrial Applications**
  - Diversified portfolio
  - Growth in the second half of FY17, continuing in FY18
- **Mining**
  - US mining has stabilized but growth not expected
  - China is stabilizing & growth is expected
- **Oil & Gas**
  - US rig count has improved significantly throughout FY17 & Q1 FY18
  - New product introductions have contributed to growth
- **Process Industries**
  - Petrochemical / Refinery – Americas and Middle East adding capacity
  - Compounded plastics shows moderate growth
- **Construction**
  - Road-milling – CAT agreement will position us for growth
  - Opportunities: tunnel boring & ground engaging tools

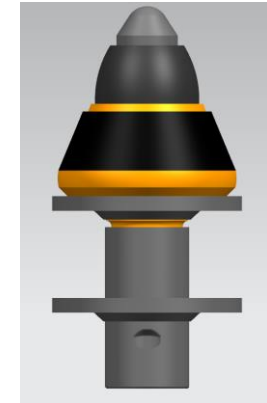


**Diversified and balanced end-markets experiencing positive trends**

# On-going Initiatives

## ▪ Growth

- Sales growth in Q1 of FY18 was \$33M or 19.6%
  - YoY growth in all end-markets & regions
  - FY17 sales increased by \$4M & operating income by \$53M\*
- New product introductions
- Strategic partnerships
- Target mid-tier opportunities
- Regional growth opportunities using existing products



## ▪ Simplification

- Implemented general manager operating model
- Headcount control
- Strategic sourcing
- Reduce product offerings & number of grades



## ▪ Modernization

- Value Engineering: design for manufacturability & lower costs
- Facility rationalization
- Automation project started at our Rogers, Arkansas location
- Evaluation of other automation projects are underway



\*Adjusted results

**Comprehensive initiatives driving overall business improvement**

# Infrastructure – Action Plan

(\$ in Millions)

Sales	FY19 – FY21	Notes
<b>Growth</b>		
Market & Growth Initiatives	3 - 5% CAGR	
Project	FY19 – FY21 Adjusted EBIT	Notes
<b>Simplification</b>		
Headcount Initiatives	N/A	Completed
Strategic Sourcing	\$9 - \$10	Ongoing
Localization & Other Productivity	\$6 - \$8	Ongoing
<b>Modernization</b>		
Value Engineering	\$4 - \$6	Ongoing
Facility Rationalization	\$6 - \$8	~2 to 3 plants
Automation/E2E	\$10 - \$18	Underway

# Infrastructure – Performance

(\$ in Millions)

	FY16	FY17 presented Nov 2016	FY17 actual	Q1 FY18	FY21
<b>Adjusted Sales</b>	\$751	\$700 - \$750 ✓	\$754	\$200	\$915 - \$960
<b>Adjusted Gross Profit Margin</b>	17.7%	23% - 24% ✓	22.7%	26.5%	~28%
<b>Adjusted Operating Expense</b> as a % of sales	\$106 14.1%	\$98 - \$105 ✓ 13% - 14%	\$93 12.3%	\$25 12.7%	~12%
<b>Adjusted Operating Income</b> as a % of sales	\$11 1.5%	\$52 - \$65 ✓ 7.5% - 8.5%	\$64 8.5%	\$24 12.1%	~15%

# Infrastructure – Summary

Strong foundation established for future growth and margin improvement

- Infrastructure has delivered significantly improved operating results
- Growth opportunities
- Simplification initiatives are driving cost structure improvement
- Modernization underway

**Growth and profit expansion through focus and disciplined execution**



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**We are on a 20 minute break.**  
**The presentation will resume shortly.**





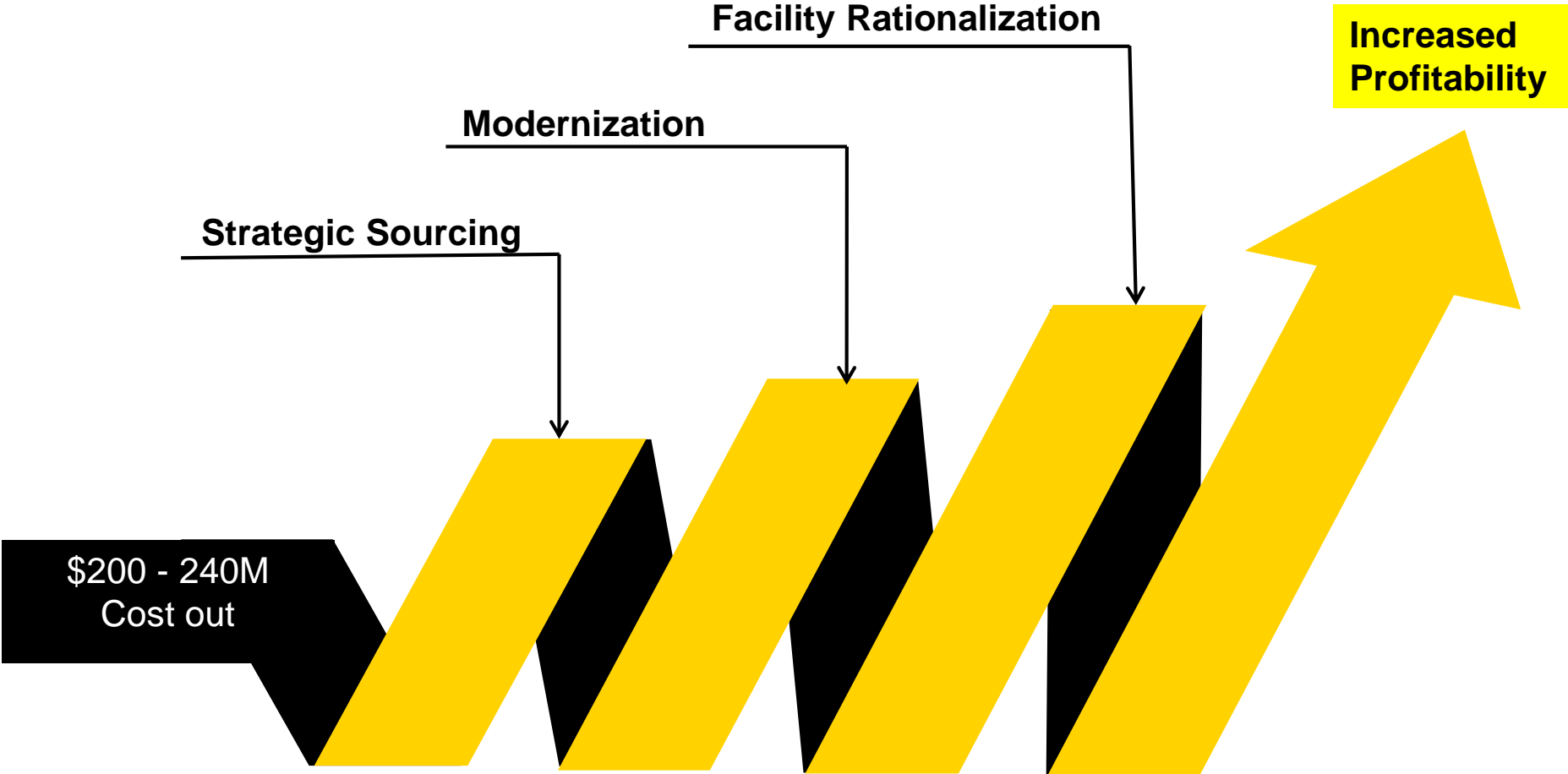
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Future State

Bob Clemens  
Brian Maglosky

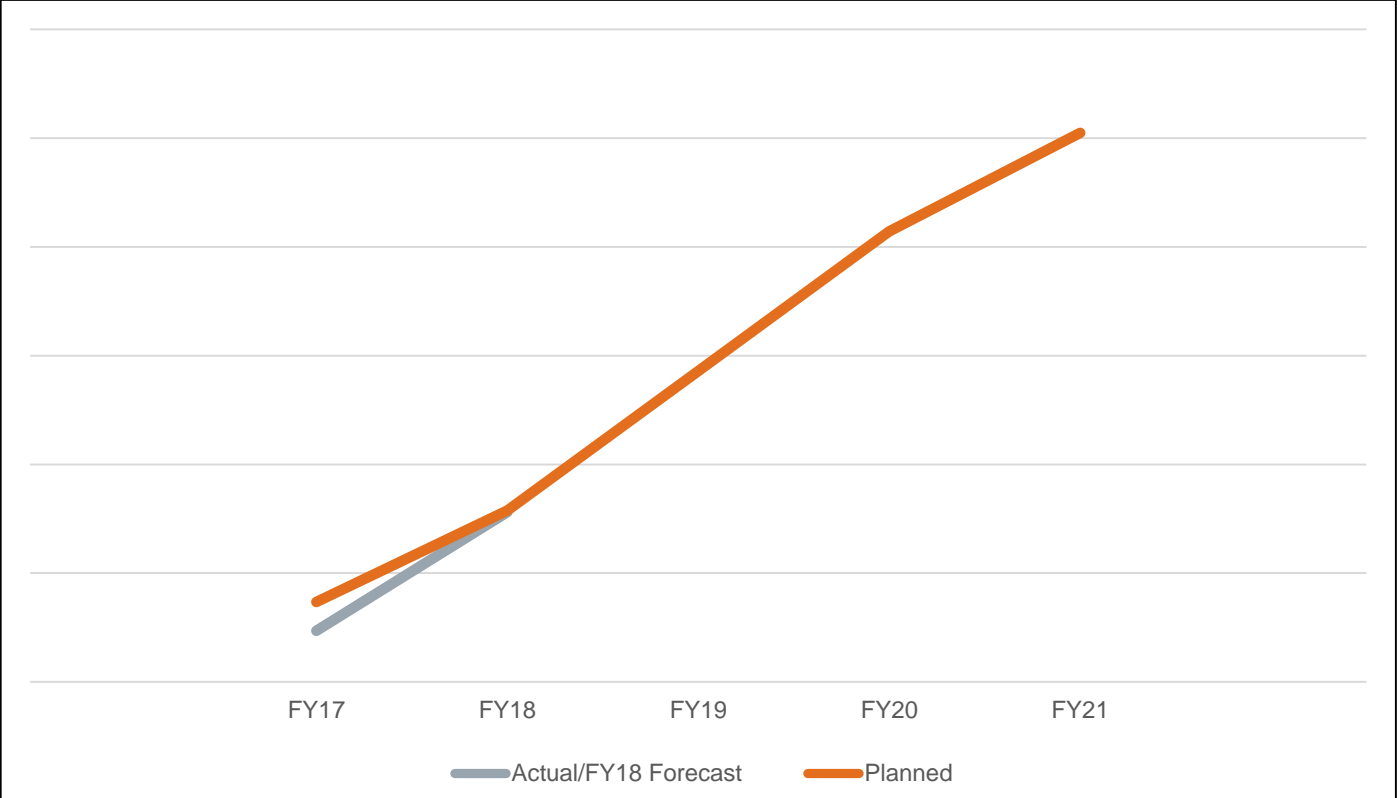


# Pathway To Improve Profitability



# Equipment Modernization Progress

## Capital Expenditure



**Equipment modernization is progressing as planned**

# Strategic Sourcing Initiatives

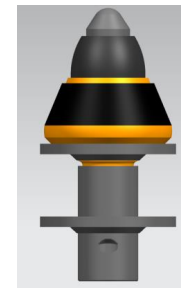
- **Transition from tactical buying to strategic sourcing**
- **Continued focus on outsourcing vs. investment, where it makes business sense**
- **Modern software and tools**
- **Focus on strategic business partners**

**Sourcing savings efforts are progressing as planned**

# Modernization via Process Improvement

## Four Main Focus Areas

- **Inserts**
  - Simplify, standardize, automate for cost
  - Improve processes for quality and consistency
- **Round Tools, Including PCD (diamond)**
  - Modernize and automate from design to packaging
- **Steel Toolholders**
  - Standardize from design through manufacture
- **Infrastructure**
  - Conical production
  - Rogers facility, including rods
  - Metallurgical production



**Modernization of all key areas and processes**

# Insert Production



## Priorities

- **Data and Design Automation**
  - All manufacturing data from original design
- **Grinding Modernization**
- **Pre-Coating Standardization**
  - New pre-coat process
  - Standardize across all plants
- **Coating Recipe Consolidation & Automation**
  - Standardize equipment, process & procedures
  - Eliminate older furnaces to drive cost reduction
  - Automate loading/unloading
- **Packaging**



**Modernization and standardization for efficiency and quality**

# Automation: Insert Grinding



Before



After

Grinding equipment yielding >30% improved productivity and quality

# Automation: Insert Pre-Coat



**What:** Modify the surface texture before coating

**How:** Proprietary process modifications on automated commercial equipment



**FY16**

**Past Process**



**Completed in FY17**

**Prototype Development  
and Installation**



**FY19**

**Full Deployment**

**Process improvements yielding >50% productivity and quality improvements**

# Automation: Insert Inspection and Packaging



**Manual Process**



**Current and Future State**

**Automation resulting >50% productivity improvement, timeline accelerated**

# Round Tools

## Already implemented:

- Improved rod manufacturing
- Lights-out capability
- State-of-the-art grinding operations
- Laser finishing for diamond (PCD) tooling



New PCD manufacturing

Improved quality and >20% productivity improvement

# Steel Toolholder Production



- Standard design specification, engineering automation
- Standard tooling, manufacturing equipment, programming



Last Year



Today

Upgrades yielding ~30% improvement in productivity with global standardization

# Modernization: Infrastructure Segment

Engineered Components Processing Equipment



Past



Current

>50% improvement in productivity, with improved quality

# Summary

## Projects in process to support the cost reduction objective

- Strategic Sourcing activities are on plan
- Previously announced facility rationalization complete
- Modernization activities progress per plan yielding improved cycle time, productivity, quality and throughput

**Executing modernization activities to plan**



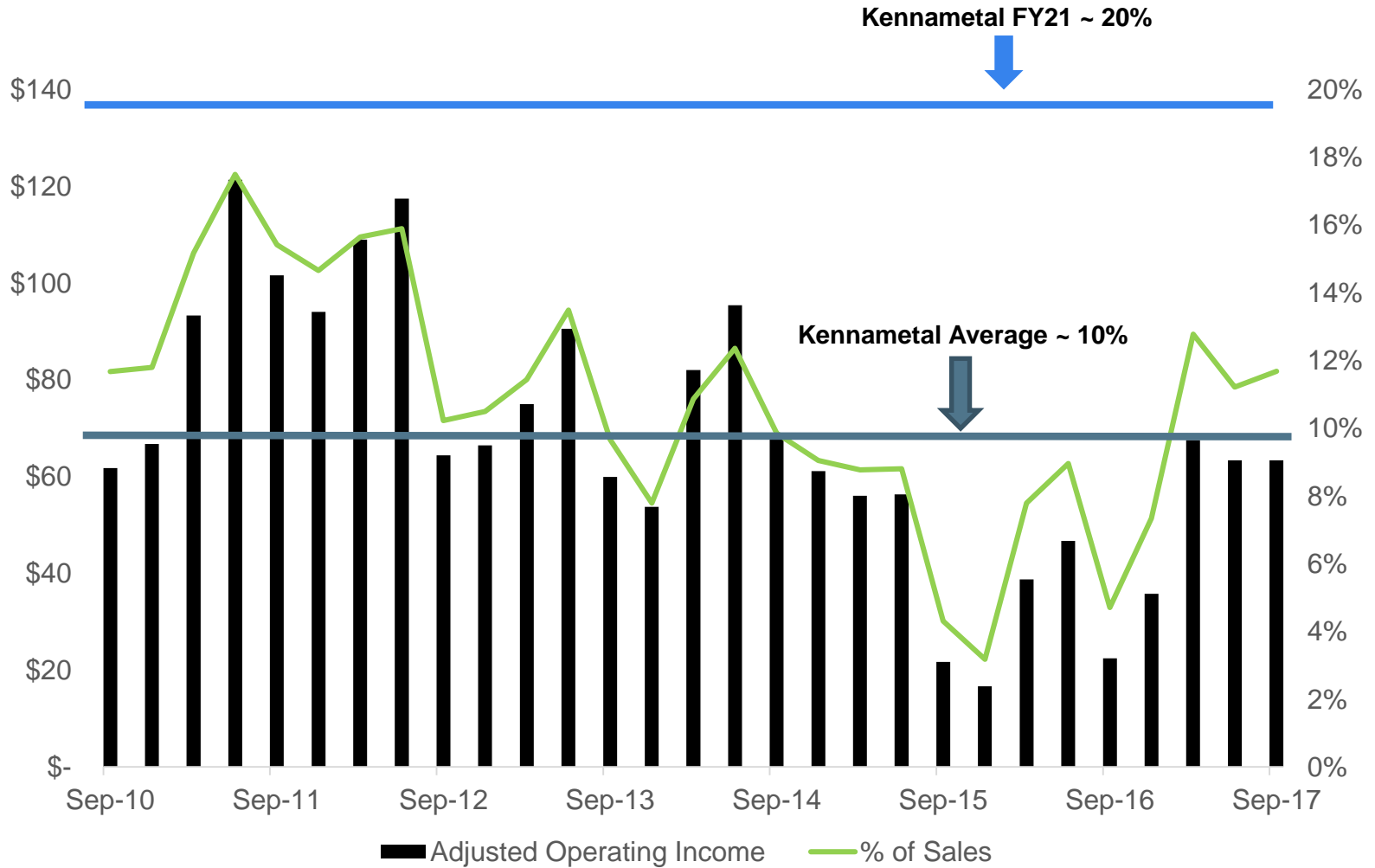
**KMT Investor Day**  
**December 12, 2017**

Financials  
Jan Kees van Gaalen



# Adjusted Operating Income Trend

(\$ in Millions)



# EBITDA Waterfall

(\$ in Millions)



# Kennametal Performance

(\$ in Millions)

	FY16 Actual	FY17 Actual	FY18 Outlook
<b>Adjusted Sales</b>	<b>\$2,016</b>	<b>\$2,058</b>	<b>\$2,200 - \$2,275</b>
<b>Adjusted Gross Profit Margin</b>	<b>30.4%</b>	<b>32.3%</b>	<b>34.5% - 35.5%</b>
<b>Adjusted Operating Expense</b>	<b>\$468</b>	<b>\$460</b>	<b>\$480 - \$510</b>
as a % of sales	23.2%	22.3%	21.5% - 22.5%
<b>Adjusted EBITDA</b>	<b>\$244</b>	<b>\$291</b>	<b>\$370 - \$400</b>
as a % of sales	12.1%	14.1%	16.5% - 17.5%
<b>Adjusted Operating Income</b>	<b>\$126</b>	<b>\$189</b>	<b>\$260 - \$290</b>
as a % of sales	6.2%	9.2%	11.5% - 12.5%

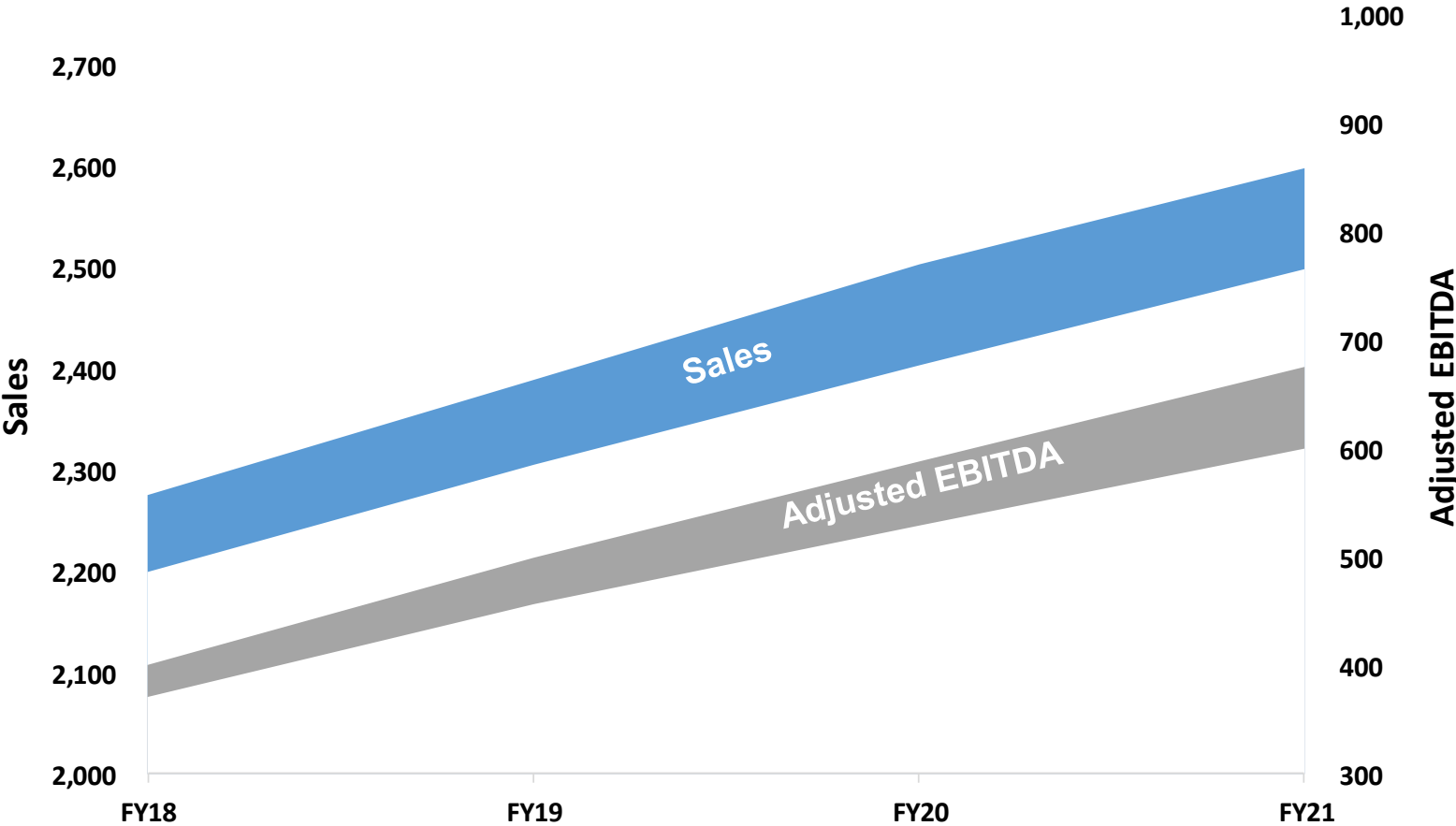
# Kennametal Performance

(\$ in Millions)

	FY18 Outlook	FY21 Projection
<b>Adjusted Sales</b>	<b>\$2,200 - \$2,275</b>	<b>\$2,500 - \$2,600</b>
<b>Adjusted Gross Profit Margin</b>	<b>34.5% - 35.5%</b>	<b>~ 41%</b>
<b>Adjusted Operating Expense</b> as a % of sales	<b>\$480 - \$510</b> 21.5% - 22.5%	<b>~ 20%</b>
<b>Adjusted EBITDA</b> as a % of sales	<b>\$370 - \$400</b> 16.5% - 17.5%	<b>\$600 - \$675</b> 24% - 26%
<b>Adjusted Operating Income</b> as a % of sales	<b>\$260 - \$290</b> 11.5% - 12.5%	<b>\$475 - \$550</b> 19% - 21%

# Financial Projections: Sales & Adjusted EBITDA

(\$ in Millions)



**Significant opportunity for margin improvement**



# Adjusted EBITDA Projections

(\$ in Millions)

2016 Investor Day		2017 Investor Day
\$135 – \$145	Sales Growth	\$125 – \$165
\$200 – \$240	All Action Plans	\$180 – \$220
\$75 – \$85	← Prior Restructuring	
\$265 - \$295 FY17 Actual \$291	EBITDA	FY18 Estimate \$370 - \$400
(\$75) – (\$115)	Cost Increases/Risk Adjustment	(\$75) – (\$110)
<b>\$600 - \$650</b> <b>Potential EBITDA</b>		<b>\$600 - \$675</b> <b>FY21 EBITDA</b>



**KMT Investor Day**  
**December 12, 2017**

Summary and Conclusions  
Chris Rossi



# Summary of Key Points

- **Diversified consumables business with strong operating cash flow**
- **Strong balance sheet**
- **Initiatives for margin improvement are well-defined and on-track**
  - Growth initiatives already yielding results
  - Simplification initiatives already reducing costs and laying the groundwork for modernization
  - Modernization plans are on-track and starting to yield benefits
- **Execution is key**
- **The result will be an increasingly profitable, competitive company**

**KMT Investor Day  
December 12, 2017**

**Q&A Session**





**KMT Investor Day**  
**December 12, 2017**

**Appendix:**  
**Non-GAAP reconciliations**



**RECONCILIATION OF NON-GAAP FINANCIAL INFORMATION  
REQUIRED BY REGULATION G**

On December 12, 2017, management of Kennametal Inc. (Kennametal or the Company) presented to the financial community at the New York Stock Exchange in New York, NY. The information presented by the Company contains certain non-GAAP financial measures including adjusted sales, adjusted gross profit and margin; adjusted operating expense and adjusted operating expense as a percentage of sales; adjusted operating income and margin; adjusted earnings before interest, taxes, depreciation and amortization (EBITDA); adjusted Industrial sales; adjusted Industrial gross profit and margin; adjusted Industrial operating expense and adjusted Industrial operating expense as a percentage of sales; adjusted Industrial operating income and margin; adjusted Widia gross profit and margin; adjusted Widia operating expense and adjusted Widia operating expense as a percentage of sales; adjusted Widia operating income (loss) and margin; adjusted Infrastructure sales; adjusted Infrastructure gross profit and margin; adjusted Infrastructure operating expense and adjusted Infrastructure operating expense as a percentage of sales; and adjusted Infrastructure operating income and margin.

Kennametal management believes that presentation of these non-GAAP financial measures provides useful information about the results of operations of the Company for the current, past and future periods. Management believes that investors should have available the same information that management uses to assess operational performance, determine compensation and assess the capital structure of the Company. These non-GAAP financial measures should not be considered in isolation or as a substitute for the most comparable GAAP measures. Non-GAAP financial measures utilized by the Company may not be comparable to non-GAAP financial measures used by other companies.

Reconciliations to the most comparable GAAP measure for the following forecasted non-GAAP financial measures are not available: gross profit margin, operating expense, operating expense as a percentage of sales, EBITDA and margin, and operating income and margin. The most comparable GAAP measures are gross profit margin, operating expense, operating expense as a percentage of sales, net income and operating income and margin, respectively. As the forecasted non-GAAP measures are dependent on many factors and not derived from a specific calculation, reconciliation to the comparable GAAP measures are not available. For the purposes of this presentation, the Company does not consider the lack of this reconciliation to be significant.

Accordingly, we have compiled below certain definitions and reconciliations as required by Regulation G.

**Adjusted Sales, Adjusted Gross Profit and Margin, Adjusted Operating Expense, Adjusted Operating Expense as a Percentage of Adjusted Sales, Adjusted Operating Income (Loss) and Adjusted Operating Income (Loss) and Margin**

The following GAAP financial measures have been presented on an adjusted basis: sales, gross profit and margin, operating expense, operating expense as a percentage of adjusted sales, operating income (loss) and margin. Detail of these adjustments is included in the reconciliations following these definitions. Management adjusts for these items in measuring and compensating internal performance to more readily compare the Company's financial performance period-to-period.

**Adjusted EBITDA**

EBITDA are a non-GAAP financial measure and are defined as net income attributable to Kennametal (which is the most directly comparable GAAP measure), with interest expense, interest income, provision for income taxes, depreciation and amortization added back. Management believes that EBITDA are widely used as a measure of operating performance and are an important indicator of the Company's operational strength and performance. Nevertheless, the measure should not be considered in isolation or as a substitute for operating income, cash flows from operating activities or any other measure for determining liquidity that is calculated in accordance with GAAP. Additionally, Kennametal will adjust EBITDA. Management uses this information in reviewing operating performance.

**RECONCILIATIONS**

**YEAR ENDED JUNE 30, 2017 (UNAUDITED)**

(\$ in millions, except per share data and percents)	Sales	Gross Profit	Operating Expense	Operating Income
FY17 Reported Results	\$ 2,058.4	\$ 657.7	\$ 463.2	\$ 112.9
Reported Margins		32.0%	22.5%	5.5%
Restructuring and related charges	-	7.7	(3.5)	76.2
Australia deferred tax valuation allowance	-	-	-	-
<b>FY17 Adjusted Results</b>	<b>\$ 2,058.4</b>	<b>\$ 665.4</b>	<b>\$ 459.7</b>	<b>\$ 189.2</b>
<b>FY17 Adjusted Margins</b>		<b>32.3%</b>	<b>22.3%</b>	<b>9.2%</b>

**RECONCILIATIONS (CONTINUED)**

**YEAR ENDED JUNE 30, 2016 (UNAUDITED)**

(\$ in millions, except per share data and percents)	Sales	Gross Profit	Operating Expense	Operating
				(Loss) Income
Reported Results	\$ 2,098.4	\$ 616.1	\$ 495.0	\$ (174.9)
Reported Margins		29.4%	23.6%	-8.3%
Restructuring and related charges	-	7.3	(16.2)	53.5
Goodwill and other intangible asset impairment charges	-	-	-	108.5
Loss on divestiture and related charges	-	-	-	131.5
Fixed asset disposal charges	-	-	-	5.4
Operations of divested businesses	(82.5)	(11.4)	(10.5)	1.9
U.S. deferred tax valuation allowance	-	-	-	-
<b>Adjusted Results</b>	<b>\$ 2,015.9</b>	<b>\$ 612.0</b>	<b>\$ 468.3</b>	<b>\$ 125.8</b>
<b>Adjusted Margins</b>		<b>30.4%</b>	<b>23.2%</b>	<b>6.2%</b>

(\$ in millions)	Three months ended September 30, 2017	
	Sales	Operating Income
Reported Results	\$ 542.5	\$ 56.5
Reported Margins		10.4%
Restructuring and related charges	-	6.9
<b>Adjusted Results</b>	<b>\$ 542.5</b>	<b>\$ 63.4</b>
<b>Adjusted Margins</b>		<b>11.7%</b>

(\$ in millions)	Three months ended							
	June 30, 2017		March 31, 2017		December 31, 2016		September 30, 2016	
	Sales	Operating Income	Sales	Operating Income	Sales	Operating Income	Sales	Operating (Loss) Income
Reported Results	\$ 565.0	\$ 40.2	\$ 528.6	\$ 57.9	\$ 487.6	\$ 24.0	\$ 477.1	\$ (9.2)
Reported Margins		7.1%		11.0%		4.9%		-1.9%
Restructuring and related charges	-	23.2	-	9.6	-	11.8	-	31.6
<b>Adjusted Results</b>	<b>\$ 565.0</b>	<b>\$ 63.4</b>	<b>\$ 528.6</b>	<b>\$ 67.5</b>	<b>\$ 487.6</b>	<b>\$ 35.8</b>	<b>\$ 477.1</b>	<b>\$ 22.4</b>
<b>Adjusted Margins</b>		<b>11.2%</b>		<b>12.8%</b>		<b>7.3%</b>		<b>4.7%</b>

(\$ in millions)	Three months ended							
	June 30, 2016		March 31, 2016		December 31, 2015		September 30, 2015	
	Sales	Operating Income	Sales	Operating Income	Sales	Operating (Loss) Income	Sales	Operating Income
Reported Results	\$ 521.2	\$ 25.1	\$ 497.8	\$ 27.3	\$ 524.0	\$ (234.0)	\$ 555.4	\$ 6.6
Reported Margins		4.8%		5.5%		-44.7%		1.2%
Restructuring and related charges	-	15.5	-	14.0	-	8.9	-	15.1
Fixed asset disposal charges	-	5.4	-	-	-	-	-	-
Loss on divestiture and related charges	-	0.7	-	(2.6)	-	133.3	-	-
Goodwill and other intangible asset impairment charges	-	-	-	-	-	108.5	-	-
<b>Adjusted Results</b>	<b>\$ 521.2</b>	<b>\$ 46.7</b>	<b>\$ 497.8</b>	<b>\$ 38.7</b>	<b>\$ 524.0</b>	<b>\$ 16.7</b>	<b>\$ 555.4</b>	<b>\$ 21.7</b>
<b>Adjusted Margins</b>		<b>9.0%</b>		<b>7.8%</b>		<b>3.2%</b>		<b>3.9%</b>

## RECONCILIATIONS (CONTINUED)

(\$ in millions)	Three months ended							
	June 30, 2015		March 31, 2015		December 31, 2014		September 30, 2014	
	Sales	Operating Income	Sales	Operating (Loss) Income	Sales	Operating (Loss) Income	Sales	Operating Income
Reported Results	\$ 637.7	\$ 35.3	\$ 639.0	\$ (120.4)	\$ 675.6	\$ (333.8)	\$ 694.9	\$ 61.0
Reported Margins		5.5%		-18.8%		-49.4%		8.8%
Restructuring and related charges	-	21.0	-	16.7	-	12.9	-	7.5
Goodwill and other intangible asset impairment charges	-	-	-	159.7	-	382.0	-	-
Adjusted Results	\$ 637.7	\$ 56.3	\$ 639.0	\$ 56.0	\$ 675.6	\$ 61.1	\$ 694.9	\$ 68.5
Adjusted Margins		8.8%		8.8%		9.0%		9.9%

(\$ in millions)	Three months ended							
	June 30, 2014		March 31, 2014		December 31, 2013		September 30, 2013	
	Sales	Operating Income	Sales	Operating Income	Sales	Operating Income	Sales	Operating Income
Reported Results	\$ 772.2	\$ 78.1	\$ 755.2	\$ 76.8	\$ 689.9	\$ 49.7	\$ 619.8	\$ 58.8
Reported Margins		10.1%		10.2%		7.2%		9.5%
Restructuring and related charges	-	14.0	-	2.8	-	2.3	-	-
Acquisition-related charges	-	3.4	-	2.5	-	1.7	-	1.1
Adjusted Results	\$ 772.2	\$ 95.5	\$ 755.2	\$ 82.1	\$ 689.9	\$ 53.7	\$ 619.8	\$ 59.9
Adjusted Margins		12.4%		10.9%		7.8%		9.7%

(\$ in millions)	Three months ended							
	June 30, 2013		March 31, 2013		December 31, 2012		September 30, 2012	
	Sales	Operating Income	Sales	Operating Income	Sales	Operating Income	Sales	Operating Income
Reported Results	\$ 671.4	\$ 90.6	\$ 655.4	\$ 75.0	\$ 633.1	\$ 66.5	\$ 629.5	\$ 64.4
Reported Margins		13.5%		11.4%		10.5%		10.2%
Adjusted Results	\$ 671.4	\$ 90.6	\$ 655.4	\$ 75.0	\$ 633.1	\$ 66.5	\$ 629.5	\$ 64.4
Adjusted Margins		13.5%		11.4%		10.5%		10.2%

(\$ in millions)	Three months ended							
	June 30, 2012		March 31, 2012		December 31, 2011		September 30, 2011	
	Sales	Operating Income	Sales	Operating Income	Sales	Operating Income	Sales	Operating Income
Reported Results	\$ 739.2	\$ 117.5	\$ 696.4	\$ 103.3	\$ 641.7	\$ 94.0	\$ 658.9	\$ 101.6
Reported Margins		15.9%		14.8%		14.7%		15.4%
Acquisition-related charges	-	-	-	5.7	-	-	-	-
Adjusted Results	\$ 739.2	\$ 117.5	\$ 696.4	\$ 109.0	\$ 641.7	\$ 94.0	\$ 658.9	\$ 101.6
Adjusted Margins		15.9%		15.7%		14.7%		15.4%

(\$ in millions)	Three months ended							
	June 30, 2011		March 31, 2011		December 31, 2010		September 30, 2010	
	Sales	Operating Income	Sales	Operating Income	Sales	Operating Income	Sales	Operating Income
Reported Results	\$ 693.7	\$ 114.8	\$ 614.8	\$ 87.8	\$ 565.8	\$ 61.6	\$ 529.2	\$ 57.5
Reported Margins		16.5%		14.3%		10.9%		10.9%
Restructuring and related charges	-	6.6	-	5.5	-	5.1	-	4.3
Adjusted Results	\$ 693.7	\$ 121.4	\$ 614.8	\$ 93.3	\$ 565.8	\$ 66.7	\$ 529.2	\$ 61.8
Adjusted Margins		17.5%		15.2%		11.8%		11.7%

**RECONCILIATIONS (CONTINUED)**

**EBITDA (UNAUDITED)**

(\$ in millions)	Year Ended June 30,	
	2017	2016
Net income (loss) attributable to Kennametal, reported	\$ 49.1	\$ (226.0)
Add back:		
Interest expense	28.8	27.8
Interest income	(1.0)	(1.7)
Provision (benefit) for income taxes	29.9	25.3
Depreciation	91.1	96.7
Amortization	16.6	20.8
<b>E(L)BITDA</b>	<b>\$ 214.5</b>	<b>\$ (57.1)</b>
<b>Reported Margins</b>	<b>10.4%</b>	<b>(2.7%)</b>
Adjustments:		
Restructuring and related charges	76.2	53.5
Loss and divestiture and related charges	-	131.5
Goodwill and other intangible asset impairment charges	-	108.5
Fixed asset disposal charges	-	5.4
Operations of divested businesses	-	1.9
<b>Adjusted EBITDA</b>	<b>\$ 290.8</b>	<b>\$ 243.6</b>
<b>Adjusted Margins</b>	<b>14.1%</b>	<b>12.1%</b>

**THREE MONTHS ENDED  
SEPTEMBER 30, 2017 (UNAUDITED)**

(\$ in millions)	Industrial Segment			
	Sales	Gross Profit	Operating Expense	Operating Income
Reported Results	\$ 297.5	\$ 118.9	\$ 80.0	\$ 34.8
Reported Margins		40.0%	26.9%	11.7%
Restructuring and related charges	-	0.1	(0.1)	4.0
<b>Adjusted Results</b>	<b>\$ 297.5</b>	<b>\$ 119.0</b>	<b>\$ 79.9</b>	<b>\$ 38.8</b>
<b>Adjusted Margins</b>		<b>40.0%</b>	<b>26.9%</b>	<b>13.1%</b>

**YEAR ENDED JUNE 30, 2017 (UNAUDITED)**

(\$ in millions)	Industrial Segment			
	Sales	Gross Profit	Operating Expense	Operating Income
Reported Results	\$ 1,126.3	\$ 441.1	\$ 315.7	\$ 82.8
Reported Margins		39.2%	28.0%	7.4%
Restructuring and related charges	-	1.8	(2.4)	44.9
<b>Adjusted Results</b>	<b>\$ 1,126.3</b>	<b>\$ 443.0</b>	<b>\$ 313.2</b>	<b>\$ 127.7</b>
<b>Adjusted Margins</b>		<b>39.3%</b>	<b>27.8%</b>	<b>11.3%</b>

**RECONCILIATIONS (CONTINUED)**

<b>YEAR ENDED JUNE 30, 2016 (UNAUDITED)</b>	<b>Industrial Segment</b>			
<b>(\$ in millions)</b>	<b>Sales</b>	<b>Gross Profit</b>	<b>Operating Expense</b>	<b>Operating Income</b>
Reported Results	\$ 1,098.4	\$ 430.6	\$ 315.6	\$ 90.3
Reported Margins		39.2%	28.7%	8.2%
Restructuring and related charges	-	2.6	(5.5)	24.3
Loss on divestiture	-	-	-	3.6
Fixed asset disposal charges	-	-	-	2.6
Operations of divested businesses	(4.1)	(0.4)	(0.4)	-
<b>Adjusted Results</b>	<b>\$ 1,094.3</b>	<b>\$ 432.9</b>	<b>\$ 309.8</b>	<b>\$ 120.9</b>
<b>Adjusted Margins</b>		<b>39.6%</b>	<b>28.3%</b>	<b>11.0%</b>

<b>THREE MONTHS ENDED SEPTEMBER 30, 2017 (UNAUDITED)</b>	<b>WIDIA Segment</b>			
<b>(\$ in millions)</b>	<b>Sales</b>	<b>Gross Profit</b>	<b>Operating Expense</b>	<b>Operating Income</b>
Reported Results	\$ 45.2	\$ 14.5	\$ 13.5	\$ 0.1
Reported Margins		31.9%	29.9%	0.1%
Restructuring and related charges	-	-	(0.0)	0.8
<b>Adjusted Results</b>	<b>\$ 45.2</b>	<b>\$ 14.5</b>	<b>\$ 13.5</b>	<b>\$ 0.9</b>
<b>Adjusted Margins</b>		<b>31.9%</b>	<b>29.8%</b>	<b>1.9%</b>

<b>YEAR ENDED JUNE 30, 2017 (UNAUDITED)</b>	<b>WIDIA Segment</b>			
<b>(\$ in millions)</b>	<b>Sales</b>	<b>Gross Profit</b>	<b>Operating Expense</b>	<b>Operating Loss</b>
Reported Results	\$ 177.7	\$ 50.9	\$ 53.4	\$ (9.6)
Reported Margins		28.7%	30.1%	-5.4%
Restructuring and related charges	-	0.2	(0.4)	7.3
<b>Adjusted Results</b>	<b>\$ 177.7</b>	<b>\$ 51.1</b>	<b>\$ 53.0</b>	<b>\$ (2.3)</b>
<b>Adjusted Margins</b>		<b>28.8%</b>	<b>29.9%</b>	<b>-1.3%</b>

<b>YEAR ENDED JUNE 30, 2016 (UNAUDITED)</b>	<b>WIDIA Segment</b>			
<b>(\$ in millions)</b>	<b>Sales</b>	<b>Gross Profit</b>	<b>Operating Expense</b>	<b>Operating Loss</b>
Reported Results	\$ 170.7	\$ 46.4	\$ 49.9	\$ (9.1)
Reported Margins		27.2%	29.3%	-5.3%
Restructuring and related charges	-	0.2	(1.4)	3.7
Goodwill and other intangible asset impairment charges	-	-	-	2.3
Fixed asset disposal charges	-	-	-	0.7
<b>Adjusted Results</b>	<b>\$ 170.7</b>	<b>\$ 46.7</b>	<b>\$ 48.5</b>	<b>\$ (2.3)</b>
<b>Adjusted Margins</b>		<b>27.3%</b>	<b>28.4%</b>	<b>-1.3%</b>

**RECONCILIATIONS (CONTINUED)**

**THREE MONTHS ENDED  
SEPTEMBER 30, 2017 (UNAUDITED)**

(\$ in millions)	Infrastructure Segment			
	Sales	Gross Profit	Operating Expense	Operating Income
Reported Results	\$ 199.7	\$ 51.7	\$ 25.5	\$ 22.1
Reported Margins		25.9%	12.8%	11.0%
Restructuring and related charges	-	1.2	(0.0)	2.1
Adjusted Results	\$ 199.7	\$ 52.9	\$ 25.5	\$ 24.1
Adjusted Margins		26.5%	12.7%	12.1%

**YEAR ENDED JUNE 30, 2017 (UNAUDITED)**

(\$ in millions)	Infrastructure Segment			
	Sales	Gross Profit	Operating Expense	Operating Income
Reported Results	\$ 754.4	\$ 165.3	\$ 93.4	\$ 40.0
Reported Margins		21.9%	12.4%	5.3%
Restructuring and related charges	-	5.7	(0.6)	24.0
Adjusted Results	\$ 754.4	\$ 171.0	\$ 92.8	\$ 64.0
Adjusted Margins		22.7%	12.3%	8.5%

**YEAR ENDED JUNE 30, 2016 (UNAUDITED)**

(\$ in millions)	Infrastructure Segment			
	Sales	Gross Profit	Operating Expense	Operating (Loss) Income
Reported Results	\$ 829.3	\$ 139.3	\$ 119.8	\$ (246.3)
Reported Margins		16.8%	14.4%	-29.7%
Restructuring and related charges	-	4.4	(3.5)	19.8
Goodwill and other intangible asset impairment charges	-	-	-	106.1
Loss on divestiture	-	-	-	127.9
Fixed asset disposal charges	-	-	-	2.0
Operations of divested businesses	(78.4)	(11.0)	(10.2)	1.9
Adjusted Results	\$ 750.9	\$ 132.7	\$ 106.1	\$ 11.3
Adjusted Margins		17.7%	14.1%	1.5%