



# **FY25 Fourth Quarter**

## **Earnings Call Presentation**

**August 6, 2025**





## Safe Harbor Statement

Certain statements in this release 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 sales, adjusted operating income, adjusted EPS, FOCF, primary working capital, capital expenditures and adjusted effective tax rate for the first quarter and full year of fiscal 2026 and our 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: uncertainties related to changes in macroeconomic and/or global conditions, including as a result of increased inflation, tariffs, and Russia’s invasion of Ukraine and the resulting sanctions on Russia; the conflict in the Middle East, other economic recession; our ability to achieve all anticipated benefits of restructuring, simplification and modernization initiatives; Commercial Excellence growth initiatives, Operational Excellence initiatives, our foreign operations and international markets, such as currency exchange rates, different regulatory environments, trade barriers, exchange controls, and social and political instability, including the conflicts in Ukraine and the Middle East; 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 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 and other 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.”

# FY25 Summary



## Accomplishments

- ▶ Key Customer Wins
- ▶ Tariff Mitigation
- ▶ Restructuring
- ▶ Footprint Consolidation
- ▶ Portfolio Actions



## Market Conditions

- ▶ Softer Market / Lower Volume
- ▶ Supply Chain Disruptions
- ▶ Tariff Uncertainty

## Full Year FY25 Results

**\$1.967B**

**SALES**  
4% Organic  
Decline

**\$1.34  
per share**

**Adj. EPS**

**\$299M**

**Adj. EBITDA**  
15.2% Adj.  
EBITDA Margin

**\$208M**

**CASH FROM  
OPERATIONS**  
FOCF \$121M

**\$122M to  
Shareholders**

**CAPITAL ALLOCATION**  
\$60M Share Repurchases  
\$62M Dividends

# Navigating market challenges and operational pressures

**Earnings per Diluted Share (EPS):** Reported \$0.28; Adjusted \$0.34 (vs. \$0.47 reported and \$0.49 adjusted in prior year)

Lower global industrial activity continues

**Sales of \$516M, (5)% organic decline year-over-year** Metal Cutting (4)% and Infrastructure (5)%

- **Energy** – Reduced energy activity in EMEA and lower rig counts in Americas
- **Transportation** – Lower OEM volume in EMEA partially offset by Americas strategic wins
- **Aerospace & Defense** – Order timing and supply chain disruptions in Americas partially offset by strength in EMEA
- **General Engineering** – Lower industrial production in Americas and EMEA partially offset by strength in Asia Pacific
- **Earthworks** – Lower mining activity in Asia Pacific and Americas

Lower volumes and net tariff cost, partially offset by one-time items & restructuring

**Adjusted EBITDA of \$76.6 million at 14.8% margin down 290 bps against prior year**

- Lower sales and production volumes
- Higher wages and general inflation and unfavorable \$4M due to tariffs
- Higher raw material costs

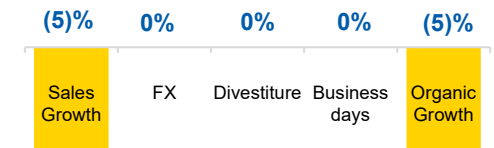
Partially offset by:

- Net benefit of \$7M due to the FY24 tornado
- Price
- Restructuring savings of \$6M

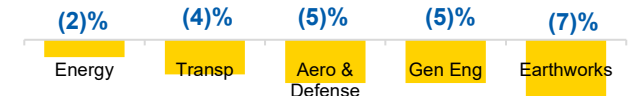
Returned \$20M to Shareholders

- **\$5 million** share repurchases and **\$15 million** dividends

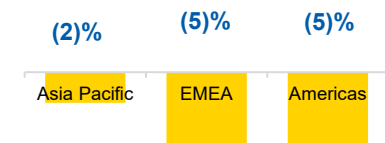
## Sales Growth



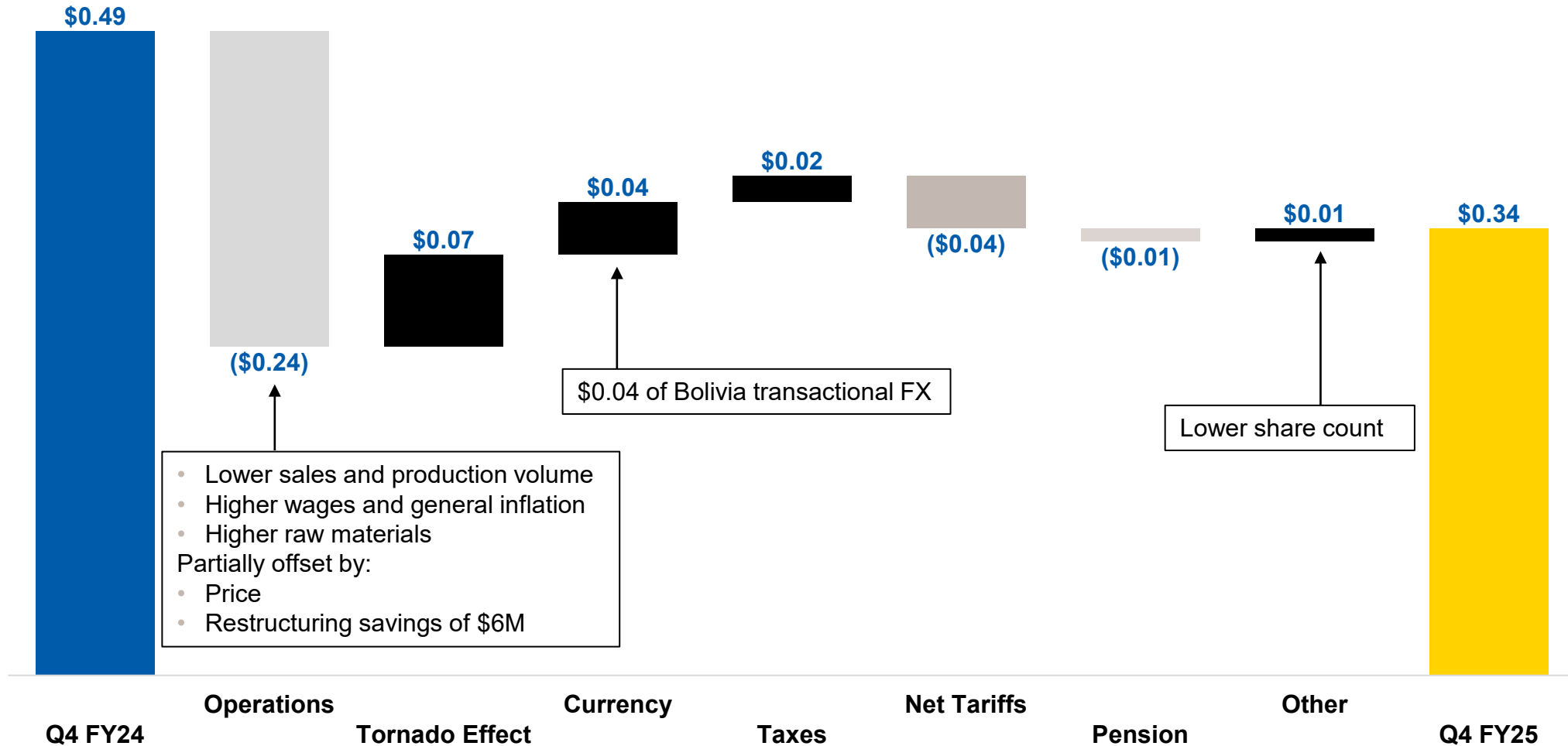
## Sales Growth by End Market (in constant currency)



## Sales Growth by Region (in constant currency)



# Lower sales partially offset by restructuring savings and tornado effect





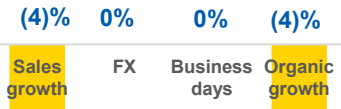
# Macroeconomic headwinds continue to pressure industrial demand

Organic sales decline (4)%  
Sales of \$321 million

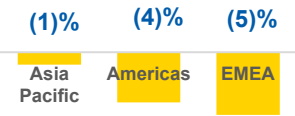
Regional Sales

- Asia Pacific – Aerospace & Defense and Energy weakness partially offset by General Engineering and Transportation
- Americas – General Engineering and Aerospace & Defense weakness partially offset by Transportation
- EMEA – Transportation, General Engineering and Energy weakness partially offset by strength in Aerospace & Defense

Sales Growth



Sales Growth by Region (in constant currency)



Adjusted Operating Margin

7.9%

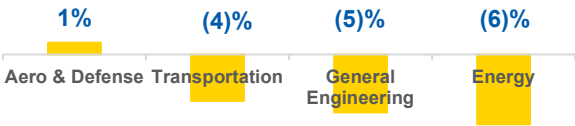
Adjusted operating margin of 7.9% below prior year 550 bps

- Lower industrial activity, net tariff costs of approximately \$4M, higher wages and general inflation; partially offset by restructuring savings of \$4M and price

Lower market activity

- Aerospace & Defense up slightly due to higher OEM production in EMEA partially offset by prior year OEM project timing and supply chain disruption in the Americas
- Transportation weakness due to declines in automotive production in EMEA partially offset by strategic project wins in the Americas
- General Engineering reflects prior year indirect channel order timing in Americas and lower industrial activity in EMEA
- Energy decline driven by reduced oil & gas and wind energy activity in EMEA

Sales Growth by End Market (in constant currency)



Commercial and Operational Excellence

Positioning for growth

- Production ceased in Greenfield, MA facility in mid-April
- Spain facility consolidation substantially complete
- Strategic initiatives in Aerospace and Data Center Power Generation maintaining traction despite difficult market conditions
- Focused lean operational excellence initiatives making progress

# Lower mining, industrial activity and order timing impact results

**Organic sales decline (5)%**

Sales of \$196 million

## Regional Sales

- Asia Pacific – Earthworks weakness partially offset by General Engineering
- EMEA – General Engineering softness and order timing partially offset by Earthworks and Energy
- Americas – Earthworks and General Engineering softness, large order in prior year in Aero & Defense

## Adjusted operating margin of 6.8% below prior year 190 bps

- Lower sales and production volumes including certain plant shutdowns, higher raw material costs; partially offset by net benefit of \$7M from net tornado effect, price and restructuring savings of \$2M

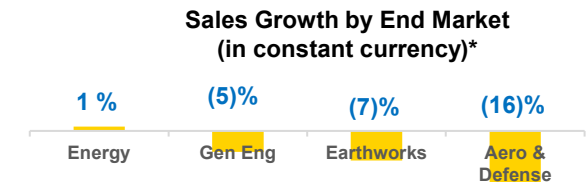
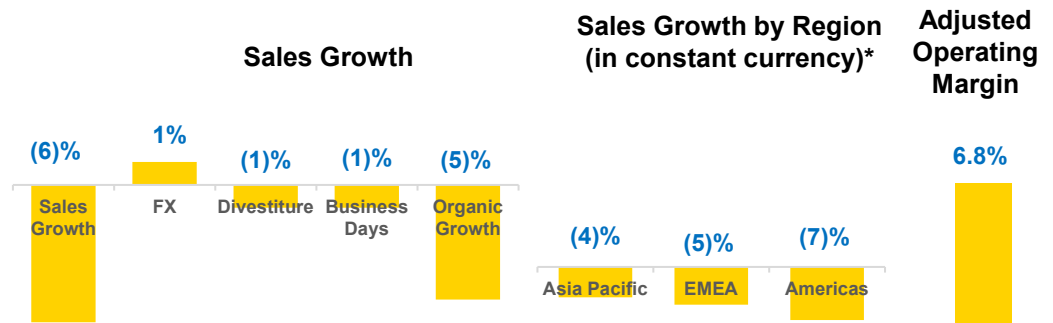
**End-market softness persists**

**Commercial and Operational Excellence**

Positioning for growth

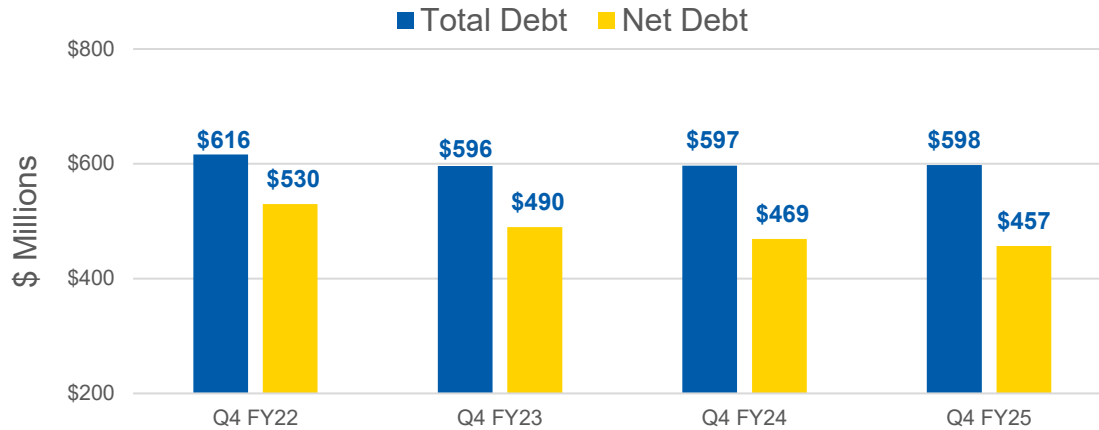
- Energy strength in EMEA from project timing, partially offset Americas weakness from lower US land rig count
- General Engineering decline due to soft manufacturing activity in Americas and EMEA; partially offset by strength in Asia Pacific
- Earthworks decline due to lower mining activity due to significant coal price reduction in the Americas and Asia Pacific partially offset by higher Americas construction activity
- Aerospace & Defense driven by prior year project deliveries in the Americas

- Divested Goshen, Indiana facility in June
- Strategic initiatives maintaining traction despite difficult market conditions
- Secured approximately \$25 million in new multi-year US defense orders; rapidly expanding U.S. defense presence
- Disciplined focus driving operational efficiencies and cost savings



\* Adjusted for Divestiture

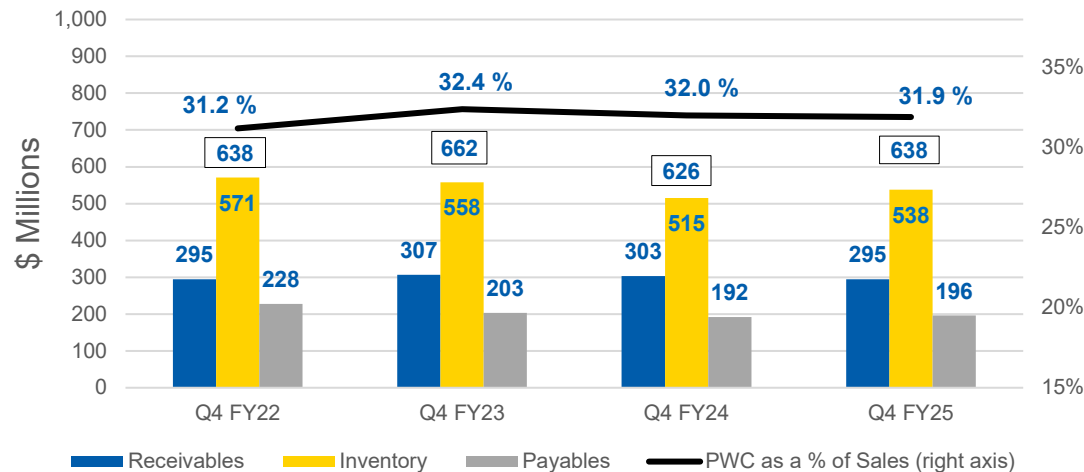
# Strong balance sheet and liquidity



## Share Repurchases & Debt Profile

- **\$200M 3-year share repurchase program**
  - Q4: **\$5M** purchased; **232K** shares
  - Inception to date **\$60M** purchased; **2.5M** shares
- **Debt profile**
  - Two \$300M notes mature June 2028 & March 2031
  - \$700M revolver matures June 2027
  - Covenant ratio well within limits

## Primary Working Capital



## Consolidated Results (\$ in millions)

	FY25	FY24
Net Cash from Operating Activities	\$208	\$277
Capital Expenditures, Net	\$(87)	\$(102)
Free Operating Cash Flow (FOCF)	\$121	\$175
Dividends	\$(62)	\$(63)



# FY26 Outlook

## FY26 TOTAL YEAR OUTLOOK

Sales			
\$1.95- \$2.05B			
~(5)% – ~0%	~4%	~2%	
Volume growth	Price and tariff surcharge realization	Foreign exchange	
Interest Expense	Adjusted Effective Tax Rate	Adjusted EPS	Depreciation & Amortization
~\$25M	~29%	\$0.90 - \$1.30	~\$135M
Capital Spending	Primary Working Capital (% of sales)	Free Operating Cash Flow (FOCF)	Share Repurchase
~\$90M	~32% by fiscal year end	~120% of adjusted net income	Offset dilution from compensation programs, at a minimum

## OUTLOOK CONSIDERS THE FOLLOWING ASSUMPTIONS



Revenue Assumptions Year over Year

Transportation:  
Decline MSD

Gen Engineering:  
Decline LSD

Aerospace  
& Defense:  
Up HSD

Energy:  
Flat

Earthworks:  
Decline MSD



Tungsten prices expected to be stable at current level

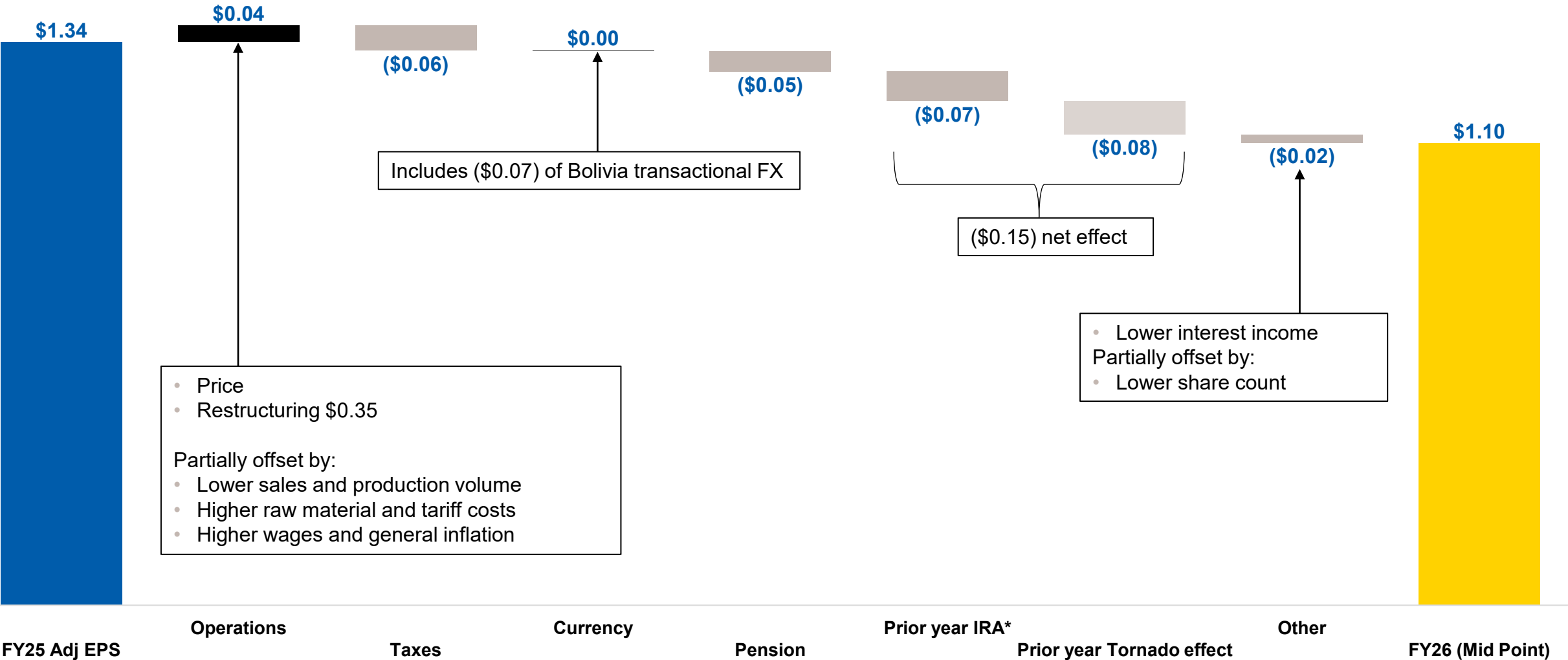


Pension (non-cash) headwind of ~\$5M compared to FY25  
Foreign exchange tailwind of ~\$8M compared to FY25



Restructuring savings of ~\$35M included

# Price and Restructuring partially offset volume and one-time items



# Q1 FY26 Outlook

## FY26 FIRST QUARTER OUTLOOK

Sales		
\$465 - \$485M		
~ (7)% - ~(3)%	~ 4%	~2%
Volume growth	Price and tariff surcharge realization	Foreign exchange
Adjusted Effective Tax Rate	Interest Expense	Adjusted EPS
~29%	~\$6M	\$0.20 - \$0.30

## OUTLOOK CONSIDERS THE FOLLOWING ASSUMPTIONS

- Year over Year sales growth reflects:
  - Transportation: Decline MSD
  - Energy: Flat
  - Aerospace & Defense: Growth HSD
  - General Engineering: Decline MSD
  - Earthworks: Decline MSD
- Pension (non-cash) headwind of ~\$1M compared to Q1 FY25
- Foreign exchange tailwind of ~\$2M compared to Q1 FY25

# Focused on unlocking value and driving progress

## Year 1 Progress

### Driving Growth

Aerospace & Defense wins in both segments  
AI Power Generation wins in Metal Cutting

### Continuous Improvement

Restructuring actions to reduce cost

### Portfolio Optimization

Sold Goshen, IN facility

### Footprint Optimization

Closed Greenfield, MA Consolidation of Spain Facilities

### Building a Winning Team

New Leaders in Infrastructure and Metal Cutting Businesses



## Unlocking Future Value

Rightsizing  
Capacity

Recalibrating the  
Cost Structure

Shaping a  
smarter portfolio

### Original FY27 Targets

Announced at 2023 Investor Day

**3-5**  
Plant Closures

**\$100M**  
cost-out

### Updated FY27 Targets

**4**  
Plant Closures  
by end of FY27

**\$125M**  
cost-out by FY27

### FY28 Targets

Due to market conditions

**2**  
Additional  
plant closures

**6**  
Total Consolidations  
by end of FY28

# Appendix

# Volume declines offset restructuring actions and other benefits

Quarter Ended (\$ in millions)	Change from PY	Adjusted		Reported	
		June 30, 2025	June 30, 2024	June 30, 2025	June 30, 2024
<b>Sales</b>	<b>(5)%</b>	<b>\$516</b>	<b>\$543</b>	<b>\$516</b>	<b>\$543</b>
Organic		(5)%	(1)%	(5)%	(1)%
FX		0%	(2)%	0%	(2)%
Divestiture		0%	0%	0%	0%
Business Days		0%	2%	0%	2%
<b>Gross Profit</b>	<b>(14)%</b>	<b>\$147</b>	<b>\$171</b>	<b>\$146</b>	<b>\$171</b>
% of sales	(310) bps	28.4%	31.5%	28.2%	31.5%
<b>Operating Expense</b>	<b>flat</b>	<b>\$106</b>	<b>\$106</b>	<b>\$106</b>	<b>\$105</b>
% of sales	100 bps	20.5%	19.5%	20.5%	19.4%
<b>EBITDA</b>	<b>(20)%</b>	<b>\$77</b>	<b>\$96</b>	<b>\$70</b>	<b>\$95</b>
% of sales	(290) bps	14.8%	17.7%	13.5%	17.5%
<b>Operating Income</b>	<b>(40)%</b>	<b>\$38</b>	<b>\$63</b>	<b>\$31</b>	<b>\$61</b>
% of sales	(410) bps	7.4%	11.5%	6.1%	11.3%
<b>Effective Tax Rate</b>	<b>(360) bps</b>	<b>25.7%</b>	<b>29.3%</b>	<b>23.9%</b>	<b>30.7%</b>
<b>EPS (Earnings per Diluted Share)</b>	<b>(31)%</b>	<b>\$0.34</b>	<b>\$0.49</b>	<b>\$0.28</b>	<b>\$0.47</b>



# Soft macro environment continues

Year Ended (\$ in millions)	Change from PY	Adjusted		Reported	
		June 30, 2025	June 30, 2024	June 30, 2025	June 30, 2024
<b>Sales</b>	<b>(4)%</b>	<b>\$1,967</b>	<b>\$2,047</b>	<b>\$1,967</b>	<b>\$2,047</b>
Organic		(4)%	(1)%	(4)%	(1)%
FX		(1)%	(1)%	(1)%	(1)%
Divestiture		0%	0%	0%	0%
Business Days		1%	0%	1%	0%
<b>Gross Profit</b>	<b>(4)%</b>	<b>\$599</b>	<b>\$627</b>	<b>\$598</b>	<b>\$627</b>
% of sales	(10) bps	30.5%	30.6%	30.4%	30.6%
<b>Operating Expense</b>	<b>(1)%</b>	<b>\$431</b>	<b>\$434</b>	<b>\$431</b>	<b>\$433</b>
% of sales	70 bps	21.9%	21.2%	21.9%	21.2%
<b>EBITDA</b>	<b>(5)%</b>	<b>\$299</b>	<b>\$313</b>	<b>\$285</b>	<b>\$300</b>
% of sales	(10) bps	15.2%	15.3%	14.5%	14.7%
<b>Operating Income</b>	<b>(14)%</b>	<b>\$158</b>	<b>\$183</b>	<b>\$143</b>	<b>\$170</b>
% of sales	(90) bps	8.0%	8.9%	7.3%	8.3%
<b>Effective Tax Rate</b>	<b>390 bps</b>	<b>24.8%</b>	<b>20.9%</b>	<b>25.2%</b>	<b>21.3%</b>
<b>EPS (Earnings per Diluted Share)</b>	<b>(11)%</b>	<b>\$1.34</b>	<b>\$1.50</b>	<b>\$1.20</b>	<b>\$1.37</b>
<b>Year-to-Date</b>					
<b>Net Cash Flow Provided By Operations</b>	<b>(25)%</b>	<b>\$208</b>	<b>\$277</b>	<b>\$208</b>	<b>\$277</b>
<b>Free Operating Cash Flow (FOCF)</b>	<b>(31)%</b>	<b>\$121</b>	<b>\$175</b>	<b>\$121</b>	<b>\$175</b>
<b>Return on Invested Capital (ROIC) %</b>	<b>(80) bps</b>	<b>6.8%</b>	<b>7.6%</b>	<b>6.2%</b>	<b>7.0%</b>

# Navigating market challenges and operational pressures

**Earnings per share:** Reported \$1.20; Adjusted \$1.34 (vs. \$1.37 reported and \$1.50 adjusted in prior year)

## Lower global activity

Partially Offset by Price and Strategic Initiatives

### Sales of \$1,967 million, (4)% organic decline YoY

Metal Cutting (5)% and Infrastructure (2)%

- **Aero & Defense** – Strategic initiatives and market drives growth
- **Energy** – Lower oil and gas activity
- **Transportation** – Lower volumes in EMEA partially offset by project wins in Asia Pacific and Americas
- **General Engineering** – Lower production in EMEA and the Americas
- **Earthworks** – Lower mining activity in Americas and Asia Pacific partially offset by higher construction activity in Americas

## Lower volumes

partially offset by restructuring benefits, price/raw timing and other benefits

### Adjusted EBITDA of \$299 million at 15.2% margin down 10 bps against prior year

- Lower sales and production volumes
- Higher wages and general inflation
- Unfavorable foreign exchange of \$6M
- Net effect of \$4M due to tariffs

#### Partially offset by;

- \$23M of benefits from restructuring savings
- Price and lower raw material costs
- IRA\* advanced manufacturing credit of \$13M
- Net insurance benefits in Infrastructure of \$12M

#### Metal Cutting adjusted operating margins

**down 310 bps** YoY; lower sales and production volumes, higher wages and general inflation, unfavorable FX of \$6M, net tariff impact of \$4M partially offset by price, restructuring savings of ~\$17M and lower raw material costs

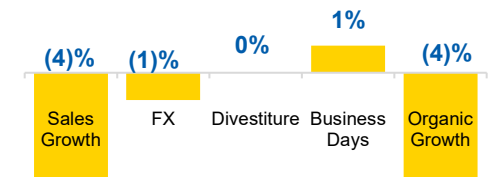
#### Infrastructure adjusted operating margin

**improved 270 bps** YoY due to IRA advanced manufacturing credit of \$13M, net insurance proceeds of \$12M, restructuring benefits of \$7M, lower material costs and price partially offset by lower sales and production volumes and higher wages and general inflation

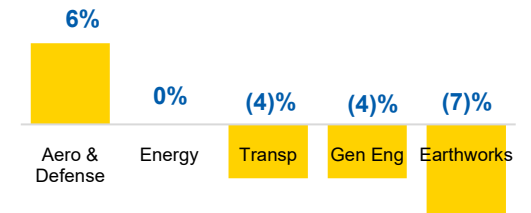
## Cash Flow and Capital Allocation

- **\$60 million** share repurchases and **\$62 million** dividends
- Cash from operating activities of **\$208 million** versus \$277 million in prior year
- FOCF of **\$121 million** versus \$175 million in prior year

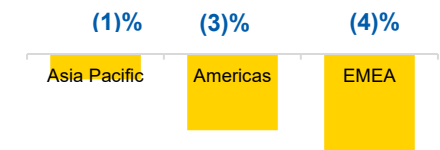
### Sales Growth



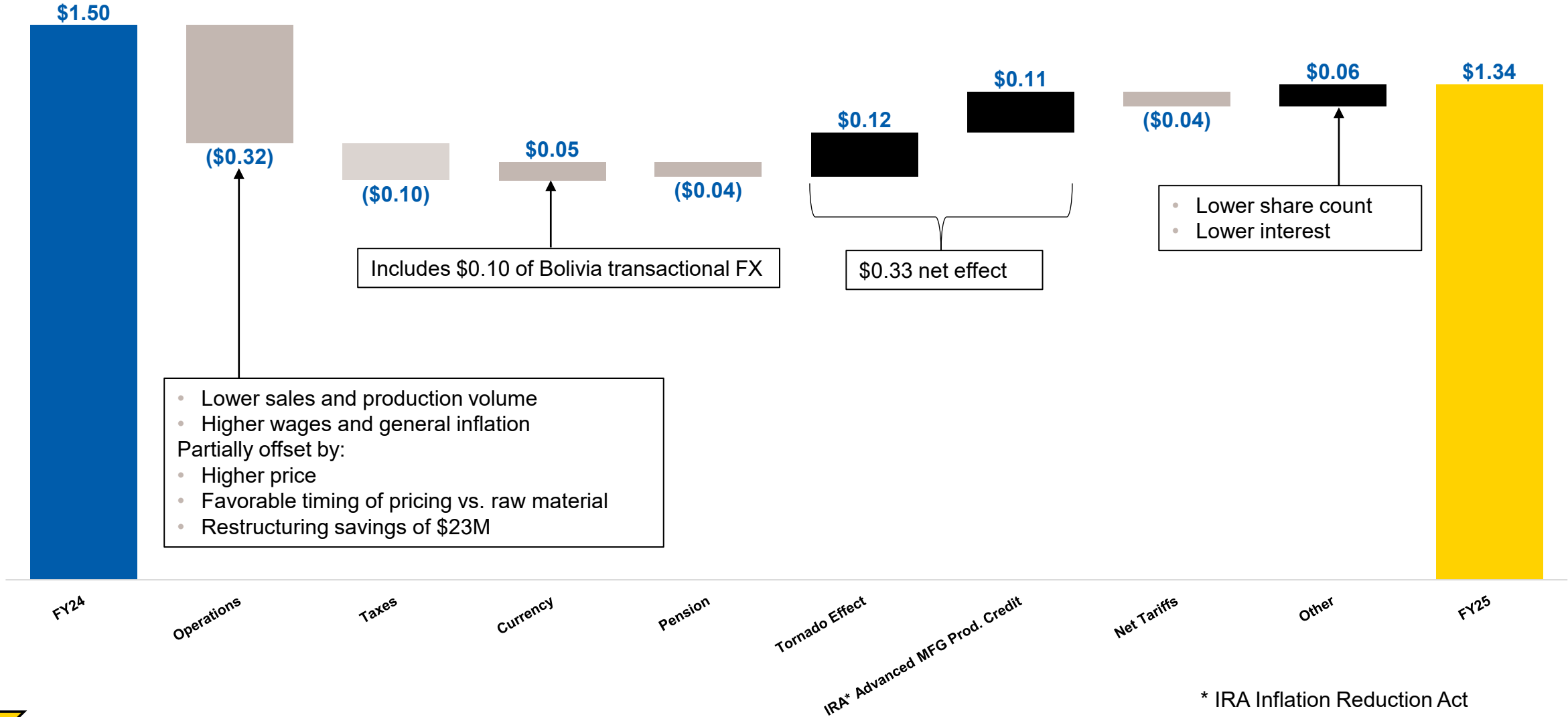
### Sales Growth by End Market (in constant currency)



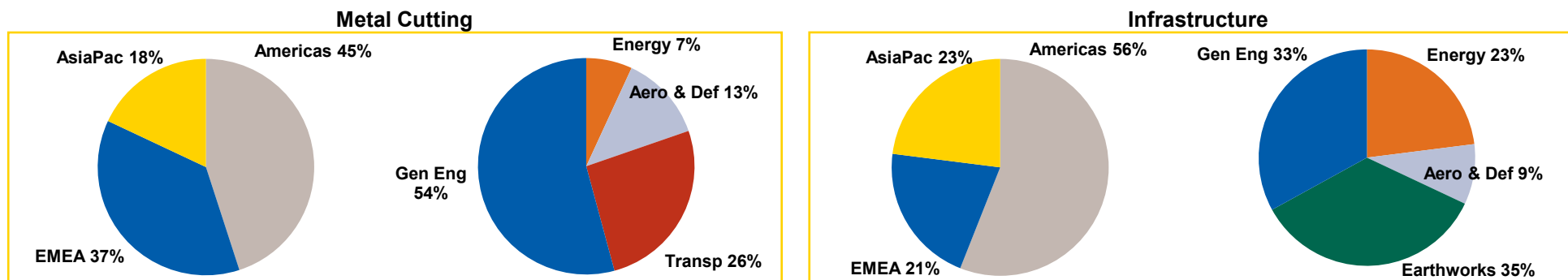
### Sales Growth by Region (in constant currency)



# Lower volumes partially offset by restructuring and one-time items



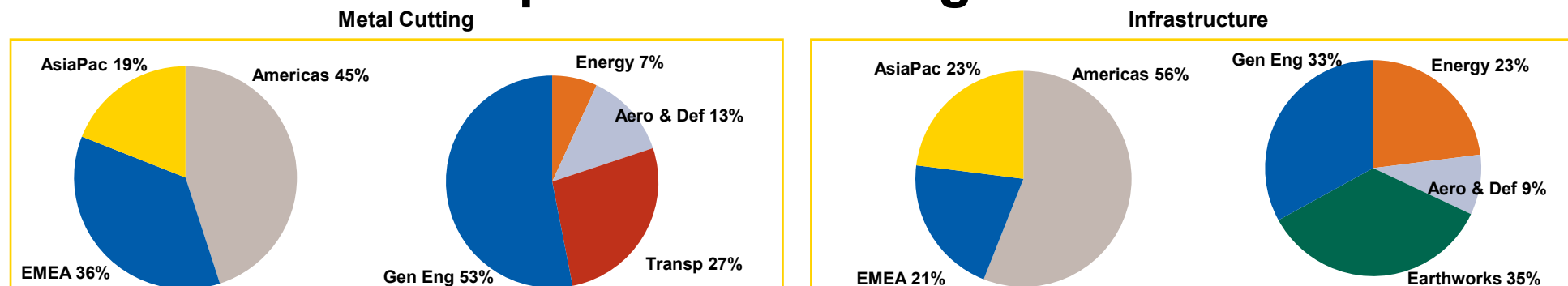
# Sales decline due to weak market conditions



Quarter Ending June 30, 2025 (\$ in millions)

	% of KMT total	Metal Cutting	Infrastructure	Total
<b>Sales</b>		<b>\$321</b>	<b>\$196</b>	<b>\$516</b>
Organic		(4)%	(5)%	(5)%
FX		0%	1%	0%
Divestiture		0%	(1)% *	0%
Business Days		0%	(1)%	0%
<b>Constant Currency Regional Growth:</b>				
Americas	49%	(4)%	(7)%	(5)%
EMEA	31%	(5)%	(5)%	(5)%
AsiaPac	20%	(1)%	(4)%	(2)%
<b>Constant Currency End Market Growth:</b>				
General Engineering	46%	(5)%	(5)%	(5)%
Energy	13%	(6)%	1%	(2)%
Transportation	16%	(4)%	N/A	(4)%
Earthworks	13%	N/A	(7)%	(7)%
Aerospace & Defense	12%	1%	(16)%	(5)%
<b>Adjusted Operating Income</b>		<b>\$25</b>	<b>\$13</b>	<b>\$38</b>
<b>Adjusted Operating Margin</b>		<b>7.9%</b>	<b>6.8%</b>	<b>7.4%</b>

# Market conditions offset price and strategic initiatives



Year Ending June 30, 2025 (\$ in millions)

	% of KMT total	Metal Cutting	Infrastructure	Total
<b>Sales</b>		<b>\$1,220</b>	<b>\$747</b>	<b>\$1,967</b>
Organic		(5)%	(2)%	(4)%
FX		(1)%	0%	(1)%
Divestiture		0%	0%	0%
Business Days		1%	0%	1%
<b>Constant Currency Regional Growth:</b>				
Americas	49%	(2)%	(4)%	(3)%
EMEA	31%	(7)%	4%	(4)%
AsiaPac	20%	0%	(3)%	(1)%
<b>Constant Currency End Market Growth:</b>				
General Engineering	46%	(5)%	(3)%	(4)%
Energy	13%	(1)%	(0)%	0%
Transportation	16%	(4)%	N/A	(4)%
Earthworks	13%	N/A	(7)%	(7)%
Aerospace & Defense	12%	3%	16%	6%
<b>Adjusted Operating Income</b>		<b>\$97</b>	<b>\$63</b>	<b>\$158</b>
<b>Adjusted Operating Margin</b>		<b>7.9%</b>	<b>8.4%</b>	<b>8.0%</b>

# Strong balance sheet

<b>ASSETS</b> (\$ in millions)	<b>June 30, 2025</b>	<b>June 30, 2024</b>
Cash and cash equivalents	\$141	\$128
Accounts receivable, net	295	303
Inventories	538	515
Other current assets	65	57
<b>Total current assets</b>	<b>1,039</b>	<b>1,003</b>
Property, plant and equipment, net	920	938
Goodwill and other intangible assets, net	350	353
Other assets	236	210
<b>Total assets</b>	<b>\$2,545</b>	<b>\$2,504</b>
<b>LIABILITIES</b>		
Revolving and other lines of credit and notes payable	\$1	\$1
Accounts payable	196	192
Other current liabilities	225	223
<b>Total current liabilities</b>	<b>422</b>	<b>416</b>
Long-term debt	597	596
Other liabilities	202	203
<b>Total liabilities</b>	<b>1,221</b>	<b>1,215</b>
Kennametal Shareowners' Equity	1,284	1,250
Noncontrolling interest	41	39
<b>Total liabilities and equity</b>	<b>\$2,545</b>	<b>\$2,504</b>

\* Amounts may not sum due to rounding



# Lower demand pressures end markets and offsets price actions

## FY26 Sales Assumptions at Outlook Midpoint in constant currency

### General Engineering

FY25 FY26



Down MSD



Down LSD

### Transportation

FY25 FY26



Down MSD



Down MSD

### Energy

FY25 FY26



Flat



Flat

### Earthworks

FY25 FY26



Down HSD



Down MSD

### Aerospace & Defense

FY25 FY26



Up MSD



Up LDD

## FY26 Market Factors

#### US S&P IPI forecast

- **FY25:** Up LSD due to 1H CY25 improvement
- **FY26:** Flat due to 1H CY26 decline

#### EMEA IPI forecast

- **FY25:** Flat due to no growth in 2H CY24
- **FY26:** Up LSD with stronger 1H CY26

#### China PMI

- **FY25:** Flat at 50.5 (March)
- **FY26:** Flat at 50.4 (June)

#### Light vehicle production

- **FY25:** Per IHS production flat vs. prior year primarily in EMEA
- **FY26:** Per IHS production down LSD

#### US Land based rig count

- **FY25:** Decline -6%
- 566 FY25 vs 603 FY24
- **FY26:** Decline MSD -6%
- 528 vs 566 FY25

#### Customer US Sentiment

- **FY25:** Cautious 1H CY25, rig productivity is focus
- **FY26:** Guarded customer sentiment, rig productivity is focus

#### Road Construction

- **FY25:** Normal seasonality with improvement in 1H CY25, competitive pressures persist
- **FY26:** Normal seasonality expected, competitive pressures persist

#### Mining

- **FY25:** Declines in China and lower US exports
- **FY26:** Soft coal market in China and in the US

#### Major OEM Build Rates

- **FY25:** Up MSD with growth improving in 1H CY25
- **FY26:** Up strongly driven by supply chain and production recovery

#### Defense

- **FY25:** Defense related orders driven by order timing, expected to remain strong throughout FY
- **FY26:** US proposed increase of low teens and NATO plans to significantly increase spending

# Non-GAAP Reconciliations

The information presented by the Company contains certain non-GAAP financial measures. 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. Investors are cautioned that non-GAAP financial measures utilized by the Company may not be comparable to non-GAAP financial measures used by other companies.

Accordingly, we have compiled below certain definitions and reconciliations as required by Regulation G. Reconciliations to the most directly comparable GAAP financial measures for the following forward-looking non-GAAP financial measures for the first quarter and full fiscal year of 2026 have not been provided, including but not limited to: FOCF, adjusted operating income, adjusted net income, adjusted EPS, adjusted ETR and primary working capital. The most comparable GAAP financial measures are net cash flow from operating activities, operating income, net income attributable to Kennametal, ETR and working capital (defined as current assets less current liabilities), respectively. Primary working capital is defined as accounts receivable, net plus inventories, net minus accounts payable. Because the non-GAAP financial measures on a forward-looking basis are subject to uncertainty and variability as they are dependent on many factors - including, but not limited to, the effect of foreign currency exchange fluctuations, impacts from potential acquisitions or divestitures, gains or losses on the potential sale of businesses or other assets, restructuring costs, asset impairment charges, gains or losses from early extinguishment of debt, the tax impact of the items above and the impact of tax law changes or other tax matters - reconciliations to the most directly comparable forward-looking GAAP financial measures are not available without unreasonable effort.

## **Adjusted Gross Profit and Margin, Adjusted Operating Expense, Adjusted Operating Expense as a Percentage of Sales, Adjusted Operating Income and Margin, Adjusted ETR, Adjusted Net Income Attributable to Kennametal and Adjusted EPS**

The following GAAP financial measures have been presented on an adjusted basis: gross profit and margin, operating expense, operating expense as a percentage of adjusted sales, operating income and margin, ETR, net income and EPS. 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.

### **Organic Sales Growth (Decline)**

Organic sales growth (decline) is a non-GAAP financial measure of sales growth (decline) (which is the most directly comparable GAAP measure) excluding the impacts of acquisitions<sup>(1)</sup>, divestitures<sup>(2)</sup>, business days<sup>(3)</sup> and foreign currency exchange<sup>(4)</sup> from year-over-year comparisons. Management believes this measure provides investors with a supplemental understanding of underlying sales trends by providing sales growth (decline) on a consistent basis. Also, we report organic sales growth (decline) at the consolidated and segment levels.

### **Constant Currency Regional Sales Growth (Decline)**

Constant currency regional sales growth (decline) is a non-GAAP financial measure of sales growth (decline) (which is the most directly comparable GAAP measure) by region excluding the impacts of acquisitions<sup>(1)</sup>, divestitures<sup>(2)</sup> and foreign currency exchange<sup>(4)</sup> from year-over-year comparisons. We note that, unlike organic sales growth (decline), constant currency regional sales growth (decline) does not exclude the impact of business days. We believe this measure provides investors with a supplemental understanding of underlying regional trends by providing regional sales growth (decline) on a consistent basis. Also, we report constant currency regional sales growth (decline) at the consolidated and segment levels.

# Non-GAAP Reconciliations (cont'd)

## Constant Currency End Market Sales Growth (Decline)

Constant currency end market sales growth (decline) is a non-GAAP financial measure of sales growth (decline) (which is the most directly comparable GAAP measure) by end market excluding the impacts of acquisitions<sup>(1)</sup>, divestitures<sup>(2)</sup> and foreign currency exchange<sup>(4)</sup> from year-over-year comparisons. We note that, unlike organic sales growth (decline), constant currency end market sales growth (decline) does not exclude the impact of business days. We believe this measure provides investors with a supplemental understanding of underlying end market trends by providing end market sales growth (decline) on a consistent basis. Also, we report constant currency end market sales growth (decline) at the consolidated and segment levels.

## EBITDA

EBITDA is a non-GAAP financial measure and is 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 is widely used as a measure of operating performance and is 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 present EBITDA on an adjusted basis. Management uses this information in reviewing operating performance.

## Free Operating Cash Flow

FOCF is a non-GAAP financial measure and is defined by the Company as cash provided by operations (which is the most directly comparable GAAP measure) less capital expenditures, plus proceeds from disposals of fixed assets. Management considers FOCF to be an important indicator of the Company's cash generating capability because it better represents cash generated from operations that can be used for dividends, debt repayment, strategic initiatives, and other investing and financing activities.

## Net Debt

Net debt is a non-GAAP financial measure and is defined by the Company as total debt less cash and cash equivalents. The most directly comparable GAAP financial measure is total debt. Management believes that net debt aids in the evaluation of the Company's financial condition.

## Primary Working Capital

Primary working capital is a non-GAAP financial measure and is defined as accounts receivable, net plus inventories, net minus accounts payable. The most directly comparable GAAP measure is working capital, which is defined as current assets less current liabilities. We believe primary working capital better represents Kennametal's performance in managing certain assets and liabilities controllable at the segment level and is used as such for internal performance measurement.

## Adjusted Return on Invested Capital

Adjusted ROIC is a non-GAAP financial measure and is defined by the Company as the previous twelve months' net income, adjusted for interest expense and special items, divided by the sum of the previous 5 quarters' average balances of debt and total equity. The most directly comparable GAAP measure is return on invested capital calculated utilizing GAAP net income. Management believes that adjusted ROIC provides additional insight into the underlying capital structure and performance of the Company.

(1) Acquisition impact is calculated by dividing current period sales attributable to acquired businesses by prior period sales.

(2) Divestiture impact is calculated by dividing prior period sales attributable to divested businesses by prior period sales.

(3) Business days impact is calculated by dividing the year-over-year change in weighted average working days (based on mix of sales by country) by prior period weighted average working days.

(4) Foreign currency exchange impact is calculated by dividing the difference between current period sales and current period sales at prior period foreign exchange rates by prior period sales.

# Adjusted Results – Q4

(\$ in millions, except percents and per share data)	Sales	Gross Profit	Operating Expense	Operating Income	Net Income <sup>(5)</sup>	Diluted EPS	Effective Tax Rate
Q4 FY25 Reported Results	\$ 516.4	\$ 145.7	\$ 105.9	\$ 31.4	\$ 21.6	\$ 0.28	23.9 %
Reported Margins		28.2 %	20.5 %	6.1 %			
Restructuring and related charges	—	1.1	—	5.4	4.1	0.05	23.6
Loss on divestiture	—	—	—	1.5	1.1	0.01	24.5
Differences in projected annual tax rates	—	—	—	—	(0.7)	—	(46.3)
Q4 FY25 Adjusted Results	\$ 516.4	\$ 146.7	\$ 105.8	\$ 38.2	\$ 26.1	\$ 0.34	25.7 %
Q4 FY25 Adjusted Margins		28.4 %	20.5 %	7.4 %			

<sup>(5)</sup> Attributable to Kennametal Shareholders

(\$ in millions, except percents and per share data)	Sales	Gross Profit	Operating Expense	Operating Income	Net Income <sup>(5)</sup>	Diluted EPS	Effective Tax Rate
Q4 FY24 Reported Results	\$ 543.3	\$ 171.3	\$ 105.5	\$ 61.4	\$ 37.2	\$ 0.47	30.7 %
Reported Margins		31.5 %	19.4 %	11.3 %			
Restructuring and related charges	—	—	0.4	1.2	1.1	0.01	10.1
Differences in projected annual tax rates	—	—	—	—	0.5	0.01	(11.5)
Q4 FY24 Adjusted Results	\$ 543.3	\$ 171.3	\$ 105.9	\$ 62.6	\$ 38.8	\$ 0.49	29.3 %
Q4 FY24 Adjusted Margins		31.5 %	19.5 %	11.5 %			

# Adjusted Results – Full Year

(\$ in millions, except percents and per share data)	Sales	Gross Profit	Operating Expense	Operating Income	Net Income <sup>(5)</sup>	Diluted EPS	Effective Tax Rate
FY25 Reported Results	\$ 1,966.8	\$ 598.1	\$ 430.8	\$ 143.1	\$ 93.1	\$ 1.20	25.2 %
Reported Margins		30.4 %	21.9 %	7.3 %			
Restructuring and related charges	—	1.3	(0.2)	13.3	10.5	0.13	(0.4)
Loss on divestiture	—	—	—	1.5	1.1	0.01	—
FY25 Adjusted Results	\$ 1,966.8	\$ 599.3	\$ 430.7	\$ 157.9	\$ 104.7	\$ 1.34	24.8 %
FY25 Adjusted Margins		30.5 %	21.9 %	8.0 %			

(\$ in millions, except percents and per share data)	Sales	Gross Profit	Operating Expense	Operating Income	Net Income <sup>(5)</sup>	Diluted EPS	Effective Tax Rate
FY24 Reported Results	\$ 2,046.9	\$ 627.1	\$ 433.2	\$ 170.2	\$ 109.3	\$ 1.37	21.3 %
Reported Margins		30.6 %	21.2 %	8.3 %			
Restructuring and related charges	—	—	0.4	12.4	10.4	0.13	(0.4)
FY24 Adjusted Results	\$ 2,046.9	\$ 627.1	\$ 433.5	\$ 182.6	\$ 119.7	\$ 1.50	20.9 %
FY24 Adjusted Margins		30.6 %	21.2 %	8.9 %			

# Adjusted EBITDA and EBITDA Margin

(\$ in millions)	Three months ended June 30,		Year ended June 30,	
	2025	2024	2025	2024
Net income attributable to Kennametal, reported	\$ 21.6	\$ 37.2	\$ 93.1	\$ 109.3
Add back:				
Interest expense	6.2	6.2	24.9	26.5
Interest income	(0.4)	(0.5)	(3.1)	(1.1)
Provision for income taxes, reported	7.2	16.9	33.3	30.8
Depreciation	32.4	32.3	125.7	123.1
Amortization	2.6	2.9	10.8	11.6
EBITDA	\$ 69.7	\$ 95.1	\$ 284.7	\$ 300.2
Margin	13.5 %	17.5 %	14.5 %	14.7 %
Adjustments:				
Restructuring and related charges	5.4	1.2	13.3	12.4
Loss on divestiture	1.5	—	1.5	—
Adjusted EBITDA	\$ 76.6	\$ 96.3	\$ 299.5	\$ 312.5
Adjusted Margin	14.8 %	17.7 %	15.2 %	15.3 %



# Adjusted Segment Operating Income and Margins – Q4

(\$ in millions, except percents)	Metal Cutting Sales	Metal Cutting Operating Income	Infrastructure Sales	Infrastructure Operating Income
Q4 FY25 Reported Results	\$ 320.7	\$ 21.1	\$ 195.8	\$ 10.7
Reported Operating Margin		6.6 %		5.5 %
Restructuring and related charges	—	4.3	—	1.1
Loss on divestiture	—	—	—	1.5
Q4 FY25 Adjusted Results	\$ 320.7	\$ 25.3	\$ 195.8	\$ 13.3
Q4 FY25 Adjusted Operating Margin		7.9 %		6.8 %

(\$ in millions, except percents)	Metal Cutting Sales	Metal Cutting Operating Income	Infrastructure Sales	Infrastructure Operating Income
Q4 FY24 Reported Results	\$ 334.5	\$ 44.1	\$ 208.8	\$ 17.8
Reported Operating Margin		13.2 %		8.5 %
Restructuring and related charges	—	0.8	—	0.4
Q4 FY24 Adjusted Results	\$ 334.5	\$ 44.9	\$ 208.8	\$ 18.2
Q4 FY24 Adjusted Operating Margin		13.4 %		8.7 %

# Adjusted Segment Operating Income and Margins – Full Year

(\$ in millions, except percents)	Metal Cutting Sales	Metal Cutting Operating Income	Infrastructure Sales	Infrastructure Operating Income
FY25 Reported Results	\$ 1,219.7	\$ 86.4	\$ 747.2	\$ 58.5
Reported Operating Margin		7.1 %		7.8 %
Restructuring and related charges	—	10.4	—	2.8
Loss on divestiture	—	—	—	1.5
FY25 Adjusted Results	\$ 1,219.7	\$ 96.8	\$ 747.2	\$ 62.8
FY25 Adjusted Operating Margin		7.9 %		8.4 %

(\$ in millions, except percents)	Metal Cutting Sales	Metal Cutting Operating Income	Infrastructure Sales	Infrastructure Operating Income
FY24 Reported Results	\$ 1,280.8	\$ 132.6	\$ 766.1	\$ 39.9
Reported Operating Margin		10.4 %		5.2 %
Restructuring and related charges	—	8.5	—	3.9
FY24 Adjusted Results	\$ 1,280.8	\$ 141.1	\$ 766.1	\$ 43.7
FY24 Adjusted Operating Margin		11.0 %		5.7 %

# Organic Sales Growth (Decline) – Q4 and Full Year

Three months ended June 30, 2025	Metal Cutting	Infrastructure	Kennametal
Organic sales decline	(4)%	(5)%	(5)%
Foreign currency exchange effect	—	1	—
Business days effect	—	(1)	—
Divestiture effect	—	(1)	—
Sales decline	(4)%	(6)%	(5)%

Three months ended June 30, 2024	Metal Cutting	Infrastructure	Kennametal
Organic sales decline	— %	(2)%	(1)%
Foreign currency exchange effect	(2)	(1)	(2)
Business days effect	1	1	2
Sales decline	(1)%	(2)%	(1)%

Year ended June 30, 2025	Metal Cutting	Infrastructure	Kennametal
Organic sales decline	(5)%	(2)%	(4)%
Foreign currency exchange effect	(1)	—	(1)
Business days effect	1	—	1
Sales decline	(5)%	(2)%	(4)%

Year ended June 30, 2024	Metal Cutting	Infrastructure	Kennametal
Organic sales growth (decline)	1 %	(4)%	(1)%
Foreign currency exchange effect	—	(1)	(1)
Sales growth (decline)	1 %	(5)%	(2)%

# Constant Currency Regional Sales Growth (Decline) – Q4 FY25

## Metal Cutting

Three months ended June 30, 2025

	Americas	EMEA	Asia Pacific
Constant currency regional sales decline	(4)%	(5)%	(1)%
Foreign currency exchange effect	(2)	2	—
Regional sales decline	(6)%	(3)%	(1)%

## Infrastructure

Three months ended June 30, 2025

	Americas	EMEA	Asia Pacific
Constant currency regional sales decline	(7)%	(5)%	(4)%
Foreign currency exchange effect	—	3	—
Divestiture effect	(1)	—	—
Regional sales decline	(8)%	(2)%	(4)%

## Kennametal

Three months ended June 30, 2025

	Americas	EMEA	Asia Pacific
Constant currency regional sales decline	(5)%	(5)%	(2)%
Foreign currency exchange effect	(1)	2	—
Divestiture effect	(1)	—	—
Regional sales decline	(7)%	(3)%	(2)%

# Constant Currency Regional Sales Growth (Decline) – Q4 FY24

## Metal Cutting

Three months ended June 30, 2024

	Americas	EMEA	Asia Pacific
Constant currency regional sales growth (decline)	7 %	(3)%	(2)%
Foreign currency exchange effect	(2)	(2)	(3)
Regional sales growth (decline)	5 %	(5)%	(5)%

## Infrastructure

Three months ended June 30, 2024

	Americas	EMEA	Asia Pacific
Constant currency regional sales (decline) growth	(3)%	3 %	1 %
Foreign currency exchange effect	(1)	(1)	(2)
Regional sales (decline) growth	(4)%	2 %	(1)%

## Kennametal

Three months ended June 30, 2024

	Americas	EMEA	Asia Pacific
Constant currency regional sales growth (decline)	2 %	(1)%	(1)%
Foreign currency exchange effect	(1)	(2)	(3)
Regional sales growth (decline)	1 %	(3)%	(4)%

# Constant Currency Regional Sales Growth (Decline) – Full Year FY25

## Metal Cutting

Year ended June 30, 2025	Americas	EMEA	Asia Pacific
Constant currency regional sales decline	(2)%	(7)%	— %
Foreign currency exchange effect	(2)	—	(1)
Regional sales decline	(4)%	(7)%	(1)%

## Infrastructure

Year ended June 30, 2025	Americas	EMEA	Asia Pacific
Constant currency regional sales (decline) growth	(4)%	4 %	(3)%
Foreign currency exchange effect	(1)	1	—
Regional sales (decline) growth	(5)%	5 %	(3)%

## Kennametal

Year ended June 30, 2025	Americas	EMEA	Asia Pacific
Constant currency regional sales decline	(3)%	(4)%	(1)%
Foreign currency exchange effect	(1)	—	(1)
Regional sales decline	(4)%	(4)%	(2)%



# Constant Currency Regional Sales Growth (Decline) – Full Year FY24

## Metal Cutting

Year ended June 30, 2024

	Americas	EMEA	Asia Pacific
Constant currency regional sales growth (decline)	3 %	2 %	(4) %
Foreign currency exchange effect	(1)	2	(3)
Regional sales growth (decline)	2 %	4 %	(7) %

## Infrastructure

Year ended June 30, 2024

	Americas	EMEA	Asia Pacific
Constant currency regional sales (decline) growth	(9) %	3 %	— %
Foreign currency exchange effect	—	1	(3)
Regional sales (decline) growth	(9) %	4 %	(3) %

## Kennametal

Year ended June 30, 2024

	Americas	EMEA	Asia Pacific
Constant currency regional sales (decline) growth	(3) %	2 %	(3) %
Foreign currency exchange effect	—	2	(2)
Regional sales (decline) growth	(3) %	4 %	(5) %

# Constant Currency End Market Sales Growth (Decline) – Q4 FY25

## Metal Cutting

Three months ended June 30, 2025	Energy	General Engineering	Aerospace & Defense	Transportation
Constant currency end market sales (decline) growth	(6)%	(5)%	1 %	(4)%
Foreign currency exchange effect	—	—	—	—
End market sales (decline) growth	(6)%	(5)%	1 %	(4)%

## Infrastructure

Three months ended June 30, 2025	Energy	General Engineering	Aerospace & Defense	Earthworks
Constant currency end market sales growth (decline)	1 %	(5)%	(16)%	(7)%
Foreign currency exchange effect	—	1	1	—
Divestiture effect	(2)	(2)	—	—
End market sales decline	(1)%	(6)%	(15)%	(7)%

## Kennametal

Three months ended June 30, 2025	Energy	General Engineering	Aerospace & Defense	Transportation	Earthworks
Constant currency end market sales decline	(2)%	(5)%	(5)%	(4)%	(7)%
Foreign currency exchange effect	—	1	1	—	—
Divestiture effect	(1)	(1)	—	—	—
End market sales decline	(3)%	(5)%	(4)%	(4)%	(7)%

# Constant Currency End Market Sales Growth (Decline) – Q4 FY24

## Metal Cutting

Three months ended June 30, 2024	Energy	General Engineering	Aerospace & Defense	Transportation
Constant currency end market sales (decline) growth	(1)%	1 %	11 %	(1)%
Foreign currency exchange effect	(1)	(3)	(2)	(1)
End market sales (decline) growth	(2)%	(2)%	9 %	(2)%

## Infrastructure

Three months ended June 30, 2024	Energy	General Engineering	Aerospace & Defense	Earthworks
Constant currency end market sales (decline) growth	(9)%	(2)%	58 %	(6)%
Foreign currency exchange effect	—	(1)	(1)	(1)
End market sales (decline) growth	(9)%	(3)%	57 %	(7)%

## Kennametal

Three months ended June 30, 2024	Energy	General Engineering	Aerospace & Defense	Transportation	Earthworks
Constant currency end market sales (decline) growth	(6)%	— %	23 %	(1)%	(6)%
Foreign currency exchange effect	(1)	(2)	(2)	(1)	(1)
End market sales (decline) growth	(7)%	(2)%	21 %	(2)%	(7)%

# Constant Currency End Market Sales Growth (Decline) – Full Year FY25

## Metal Cutting

Year ended June 30, 2025	Energy	General Engineering	Aerospace & Defense	Transportation
Constant currency end market sales (decline) growth	(1)%	(5)%	3 %	(4)%
Foreign currency exchange effect	(1)	(1)	(1)	(2)
End market sales (decline) growth	(2)%	(6)%	2 %	(6)%

## Infrastructure

Year ended June 30, 2025	Energy	General Engineering	Aerospace & Defense	Earthworks
Constant currency end market sales (decline) growth	— %	(3)%	16 %	(7)%
Foreign currency exchange effect	—	(1)	—	1
End market sales (decline) growth	— %	(4)%	16 %	(6)%

## Kennametal

Year ended June 30, 2025	Energy	General Engineering	Aerospace & Defense	Transportation	Earthworks
Constant currency end market sales (decline) growth	— %	(4)%	6 %	(4)%	(7)%
Foreign currency exchange effect	(1)	(1)	—	(2)	1
End market sales (decline) growth	(1)%	(5)%	6 %	(6)%	(6)%

# Constant Currency End Market Sales Growth (Decline) – Full Year FY24

## Metal Cutting

Year ended June 30, 2024	Energy	General Engineering	Aerospace & Defense	Transportation
Constant currency end market sales (decline) growth	(4) %	— %	8 %	1 %
Foreign currency exchange effect	1	—	—	—
End market sales (decline) growth	(3) %	— %	8 %	1 %

## Infrastructure

Year ended June 30, 2024	Energy	General Engineering	Aerospace & Defense	Earthworks
Constant currency end market sales (decline) growth	(12) %	(6) %	26 %	(4) %
Foreign currency exchange effect	1	—	2	(1)
End market sales (decline) growth	(11) %	(6) %	28 %	(5) %

## Kennametal

Year ended June 30, 2024	Energy	General Engineering	Aerospace & Defense	Transportation	Earthworks
Constant currency end market sales (decline) growth	(9) %	(1) %	13 %	1 %	(4) %
Foreign currency exchange effect	—	(1)	—	—	(1)
End market sales (decline) growth	(9) %	(2) %	13 %	1 %	(5) %

# Net Debt and Free Operating Cash Flow

Net Debt (in millions)	Year ended			
	6/30/2025	6/30/2024	6/30/2023	6/30/2022
Total debt (gross)	\$ 597.8	\$ 597.4	\$ 595.9	\$ 615.6
Less: cash and cash equivalents	140.5	128.0	106.0	85.6
Net debt	\$ 457.3	\$ 469.4	\$ 489.9	\$ 530.0

(in millions)	Year ended June 30,	
	2025	2024
Net cash flow provided by operating activities	\$ 208.3	\$ 277.1
Purchases of property, plant and equipment	(89.0)	(107.6)
Proceeds from disposals of property, plant and equipment	1.8	5.4
Free operating cash flow	\$ 121.2	\$ 175.0

# Primary Working Capital – FY25

(in thousands, except percents)	6/30/2025	3/31/2025	12/31/2024	9/30/2024	6/30/2024	Average
Current assets	\$ 1,039,270	\$ 1,013,360	\$ 968,774	\$ 1,003,869	\$ 1,002,592	
Current liabilities	422,329	415,626	382,228	398,386	415,961	
Working capital, GAAP	\$ 616,941	\$ 597,734	\$ 586,546	\$ 605,483	\$ 586,631	
Excluding items:						
Cash and cash equivalents	(140,540)	(97,467)	(121,151)	(119,588)	(127,971)	
Other current assets	(65,092)	(68,960)	(56,848)	(58,390)	(57,179)	
Total excluded current assets	(205,632)	(166,427)	(177,999)	(177,978)	(185,150)	
Adjusted current assets	833,638	846,933	790,775	825,891	817,442	
Revolving and other lines of credit and notes payable	(977)	(12,561)	(1,370)	(1,426)	(1,377)	
Other current liabilities	(225,423)	(210,142)	(182,346)	(195,052)	(223,043)	
Total excluded current liabilities	(226,400)	(222,703)	(183,716)	(196,478)	(224,420)	
Adjusted current liabilities	195,929	192,923	198,512	201,908	191,541	
Primary working capital	\$ 637,709	\$ 654,010	\$ 592,263	\$ 623,983	\$ 625,901	\$ 626,773
<b>Three Months Ended</b>						
	<b>6/30/2025</b>	<b>3/31/2025</b>	<b>12/31/2024</b>	<b>9/30/2024</b>	<b>Total</b>	
Sales	\$ 516,448	\$ 486,399	\$ 482,051	\$ 481,948	\$ 1,966,846	
Primary working capital as a percentage of sales						31.9 %

# Primary Working Capital – FY24

(in thousands, except percents)	6/30/2024	3/31/2024	12/31/2023	9/30/2023	6/30/2023	Average
Current assets	\$ 1,002,592	\$ 999,937	\$ 1,009,820	\$ 1,010,555	\$ 1,026,789	
Current liabilities	415,961	413,245	414,108	419,846	433,975	
Working capital, GAAP	\$ 586,631	\$ 586,692	\$ 595,712	\$ 590,709	\$ 592,814	
Excluding items:						
Cash and cash equivalents	(127,971)	(92,119)	(90,735)	(95,098)	(106,021)	
Other current assets	(57,179)	(56,708)	(57,753)	(56,457)	(55,825)	
Total excluded current assets	(185,150)	(148,827)	(148,488)	(151,555)	(161,846)	
Adjusted current assets	817,442	851,110	861,332	859,000	864,943	
Revolving and other lines of credit and notes payable	(1,377)	(12,302)	(23,315)	(31,179)	(689)	
Other current liabilities	(223,043)	(208,174)	(197,791)	(191,298)	(229,945)	
Total excluded current liabilities	(224,420)	(220,476)	(221,106)	(222,477)	(230,634)	
Adjusted current liabilities	191,541	192,769	193,002	197,369	203,341	
Primary working capital	\$ 625,901	\$ 658,341	\$ 668,330	\$ 661,631	\$ 661,602	\$ 655,161
<b>Three Months Ended</b>						
	<b>6/30/2024</b>	<b>3/31/2024</b>	<b>12/31/2023</b>	<b>9/30/2023</b>	<b>Total</b>	
Sales	\$ 543,308	\$ 515,794	\$ 495,320	\$ 492,476	\$ 2,046,898	
Primary working capital as a percentage of sales						32.0 %



# Primary Working Capital – FY23

(in thousands, except percents)	6/30/2023	3/31/2023	12/31/2022	9/30/2022	6/30/2022	Average
Current assets	\$ 1,026,789	\$ 1,079,035	\$ 1,048,303	\$ 1,011,486	\$ 1,024,708	
Current liabilities	433,975	488,729	494,334	497,488	485,610	
Working capital, GAAP	\$ 592,814	\$ 590,306	\$ 553,969	\$ 513,998	\$ 539,098	
Excluding items:						
Cash and cash equivalents	(106,021)	(93,474)	(76,784)	(64,568)	(85,586)	
Other current assets	(55,825)	(76,607)	(74,723)	(76,732)	(72,940)	
Total excluded current assets	(161,846)	(170,081)	(151,507)	(141,300)	(158,526)	
Adjusted current assets	864,943	908,954	896,796	870,186	866,182	
Revolving and other lines of credit and notes payable	(689)	(64,055)	(78,805)	(85,239)	(21,186)	
Other current liabilities	(229,945)	(227,516)	(208,807)	(206,309)	(236,537)	
Total excluded current liabilities	(230,634)	(291,571)	(287,612)	(291,548)	(257,723)	
Adjusted current liabilities	203,341	197,158	206,722	205,940	227,887	
Primary working capital	\$ 661,602	\$ 711,796	\$ 690,074	\$ 664,246	\$ 638,295	\$ 673,203
<b>Three Months Ended</b>						
	<b>6/30/2023</b>	<b>3/31/2023</b>	<b>12/31/2022</b>	<b>9/30/2022</b>	<b>Total</b>	
Sales	\$ 550,234	\$ 536,036	\$ 497,121	\$ 494,792	\$ 2,078,183	
Primary working capital as a percentage of sales						32.4 %

# Primary Working Capital – FY22

(in thousands, except percents)	6/30/2022	3/31/2022	12/31/2021	9/30/2021	6/30/2021	Average
Current assets	\$ 1,024,708	\$ 1,043,241	\$ 984,201	\$ 966,948	\$ 1,004,807	
Current liabilities	485,610	460,365	410,983	389,223	437,394	
Working capital, GAAP	\$ 539,098	\$ 582,876	\$ 573,218	\$ 577,725	\$ 567,413	
Excluding items:						
Cash and cash equivalents	(85,586)	(99,982)	(101,799)	(107,316)	(154,047)	
Other current assets	(72,940)	(69,582)	(76,794)	(74,906)	(71,470)	
Total excluded current assets	(158,526)	(169,564)	(178,593)	(182,222)	(225,517)	
Adjusted current assets	866,182	873,677	805,608	784,726	779,290	
Revolving and other lines of credit and notes payable	(21,186)	(28,736)	(12,228)	(368)	(8,365)	
Other current liabilities	(236,537)	(233,942)	(212,898)	(211,778)	(251,370)	
Total excluded current liabilities	(257,723)	(262,678)	(225,126)	(212,146)	(259,735)	
Adjusted current liabilities	227,887	197,687	185,857	177,077	177,659	
Primary working capital	\$ 638,295	\$ 675,990	\$ 619,751	\$ 607,649	\$ 601,631	\$ 628,663
<b>Three Months Ended</b>						
	<b>6/30/2022</b>	<b>3/31/2022</b>	<b>12/31/2021</b>	<b>9/30/2021</b>	<b>Total</b>	
Sales	\$ 530,016	\$ 512,259	\$ 486,673	\$ 483,509	\$ 2,012,457	
Primary working capital as a percentage of sales						31.2 %

# Adjusted ROIC – FY25

(in thousands, except percents)	6/30/2025	3/31/2025	12/31/2024	9/30/2024	6/30/2024	Average
Total debt (gross)	\$ 597,765	\$ 609,147	\$ 597,754	\$ 597,608	\$ 597,357	\$ 599,926
Total equity	1,325,403	1,278,916	1,260,101	1,317,963	1,288,599	1,294,196
Total invested capital	\$ 1,923,168	\$ 1,888,063	\$ 1,857,855	\$ 1,915,571	\$ 1,885,956	\$ 1,894,122

	Three months ended				
	6/30/2025	3/31/2025	12/31/2024	9/30/2024	Total
Interest expense	\$ 6,225	\$ 6,213	\$ 6,180	\$ 6,312	\$ 24,930
Less: income tax benefit					(6,282)
Total interest expense, net of tax					18,648
Adjustments					100
Total adjusted interest expense, net of tax					\$ 18,748

	Year ended	
	6/30/2025	
Net income	\$ 98,708	
Total interest expense, net of tax	18,648	
	\$ 117,356	
Average invested capital	\$ 1,894,122	
<b>Return on Invested Capital</b>		<b>6.2 %</b>

Net income	\$ 98,708	
Total adjusted interest expense, net of tax	18,748	
Adjustments, net of tax:		
Restructuring and related charges	10,475	
Loss on divestiture	1,142	
	\$ 129,073	
Average invested capital	\$ 1,894,122	
<b>Adjusted Return on Invested Capital</b>		<b>6.8 %</b>

# Adjusted ROIC – FY24

(in thousands, except percents)	6/30/2024	3/31/2024	12/31/2023	9/30/2023	6/30/2023	Average
Total debt (gross)	\$ 597,357	\$ 608,080	\$ 618,891	\$ 626,553	\$ 595,861	\$ 609,348
Total equity	1,288,599	1,305,894	1,328,104	1,298,751	1,314,168	1,307,103
Total invested capital	\$ 1,885,956	\$ 1,913,974	\$ 1,946,995	\$ 1,925,304	\$ 1,910,029	\$ 1,916,451

	Three months ended				
	6/30/2024	3/31/2024	12/31/2023	9/30/2023	Total
Interest expense	\$ 6,247	\$ 6,777	\$ 6,847	\$ 6,601	\$ 26,472
Less: income tax benefit					(5,639)
Total interest expense, net of tax					20,251
Adjustments					106
Total adjusted interest expense, net of tax					\$ 20,357

	Year ended	
	6/30/2024	
Net income	\$ 113,641	
Total interest expense, net of tax	20,251	
	\$ 133,892	
Average invested capital		\$ 1,916,451
<b>Return on Invested Capital</b>		<b>7.0 %</b>

Net income	\$ 113,641	
Total adjusted interest expense, net of tax	20,357	
Adjustments, net of tax:		
Restructuring and related charges	10,394	
	\$ 146,264	
Average invested capital		\$ 1,916,451
<b>Adjusted Return on Invested Capital</b>		<b>7.6 %</b>