

UNITED STATES
SECURITIES AND EXCHANGE COMMISSION
Washington, DC 20549

FORM 8-K

CURRENT REPORT

Pursuant to Section 13 or 15(d) of the
Securities Exchange Act of 1934

Date of report (Date of earliest event reported): May 23, 2012

KADANT INC.

(Exact Name of Registrant as Specified in its Charter)

Delaware
(State or Other Jurisdiction
of Incorporation)

1-11406
(Commission File Number)

52-1762325
(IRS Employer
Identification No.)

One Technology Park Drive
Westford, Massachusetts
(Address of Principal Executive Offices)

01886
(Zip Code)

(978) 776-2000
Registrant's telephone number, including area code

Not Applicable
(Former Name or Former Address, if Changed Since Last Report)

Check the appropriate box below if the Form 8-K filing is intended to simultaneously satisfy the filing obligation of the registrant under any of the following provisions:

- Written communications pursuant to Rule 425 under the Securities Act (17 CFR 230.425)
 - Soliciting material pursuant to Rule 14a-12 under the Exchange Act (17 CFR 240.14a-12)
 - Pre-commencement communications pursuant to Rule 14d-2(b) under the Exchange Act (17 CFR 240.14d-2(b))
 - Pre-commencement communications pursuant to Rule 13e-4(c) under the Exchange Act (17 CFR 240.13e-4(c))
-

KADANT INC.

Item 7.01 Regulation FD Disclosure.

On May 23, 2012, Kadant Inc. (the “Company”) will hold a webcast of its 2012 Annual Meeting of Stockholders. A copy of the slides that will be presented on the webcast and discussed on the call is being furnished as Exhibit 99 to this Current Report on Form 8-K.

The information in this Form 8-K (including Exhibit 99) shall not be deemed “filed” for purposes of Section 18 of the Securities Exchange Act of 1934 (the “Exchange Act”) or otherwise subject to the liabilities of that section, nor shall it be deemed incorporated by reference in any filing under the Securities Act of 1933 or the Exchange Act, except as expressly set forth by specific reference in such a filing.

Item 9.01 Financial Statements and Exhibits.

(c) Exhibit

The following exhibit relating to Item 7.01 shall be deemed to be furnished and not filed.

Exhibit No	Description of Exhibit
99	Slides to be presented by the Company on May 23, 2012

SIGNATURE

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

KADANT INC.

Date: May 23, 2012

By

/s/ Thomas M. O'Brien
Thomas M. O'Brien
Executive Vice President and
Chief Financial Officer

Annual Meeting of Stockholders

May 23, 2012

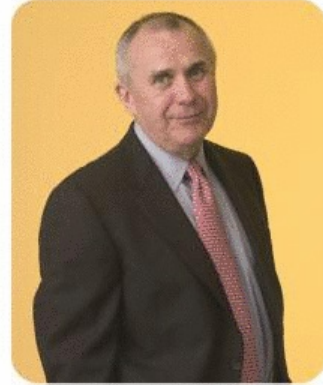
Westford, Massachusetts

© 2012 Kadant Inc. All rights reserved.

KĀDANT
AN ACCENT ON INNOVATION

William A. Rainville

Chairman of the Board



ANNUAL MEETING OF STOCKHOLDERS

Sandra L. Lambert

Vice President, General Counsel, and Secretary

ITEMS OF BUSINESS



Safe Harbor

The following constitutes a “Safe Harbor” statement under the Private Securities Litigation Reform Act of 1995: This slide presentation contains forward-looking statements that involve a number of risks and uncertainties, including forward-looking statements about our expected future financial and operating performance, our market opportunities and demand for our products, our views of the trends in the industries we serve, and our capabilities and technological position in the market. Important factors that could cause actual results to differ materially from those indicated by such statements are set forth under the heading “Risk Factors” in Kadant’s quarterly report on Form 10-Q for the period ended March 31, 2012. These include risks and uncertainties relating to our dependence on the pulp and paper industry; significance of sales and operation of manufacturing facilities in China; our ability to adjust operating costs and manufacturing sufficiently in China to meet demand; commodity and component price increases or shortages; international sales and operations; competition; soundness of suppliers and customers; our effective tax rate; future restructurings; soundness of financial institutions; our debt obligations; restrictions in our credit agreement; litigation costs related to our discontinued operation; our acquisition strategy; protection of patents and proprietary rights; failure of our information systems or breaches of data security; fluctuations in our share price; and anti-takeover provisions. We undertake no obligation to publicly update any forward-looking statement, whether as a result of new information, future events, or otherwise.

Items of Business

PROPOSAL 1

•Elect two directors constituting the entire class of directors to be elected for a three-year term expiring in May 2015

- Mr. Francis L. McKone
- Dr. William P. Tully

Items of Business (cont.)

PROPOSAL 1

•Elect two directors constituting the entire class of directors to be elected for a three-year term expiring in May 2015

- Mr. Francis L. McKone
- Dr. William P. Tully

PROPOSAL 2

•Non-binding advisory vote on executive compensation

- Resolved, that the compensation paid to our company's named executive officers, as disclosed pursuant to the compensation disclosure rules of the Securities and Exchange Commission, including the compensation discussion and analysis, the compensation tables, and any related material disclosed in our proxy statement,

is

hereby approved.

Items of Business (cont.)

PROPOSAL 3

- Re-approval of our annual cash incentive plan

Items of Business (cont.)

PROPOSAL 3

- Re-approval of our annual cash incentive plan

PROPOSAL 4

- Ratify the selection of Ernst & Young LLP as our independent registered public accounting firm for FY 2012

Jonathan W. Painter

President & CEO

BUSINESS REVIEW



About Kadant



\$335 million in revenues (2011)

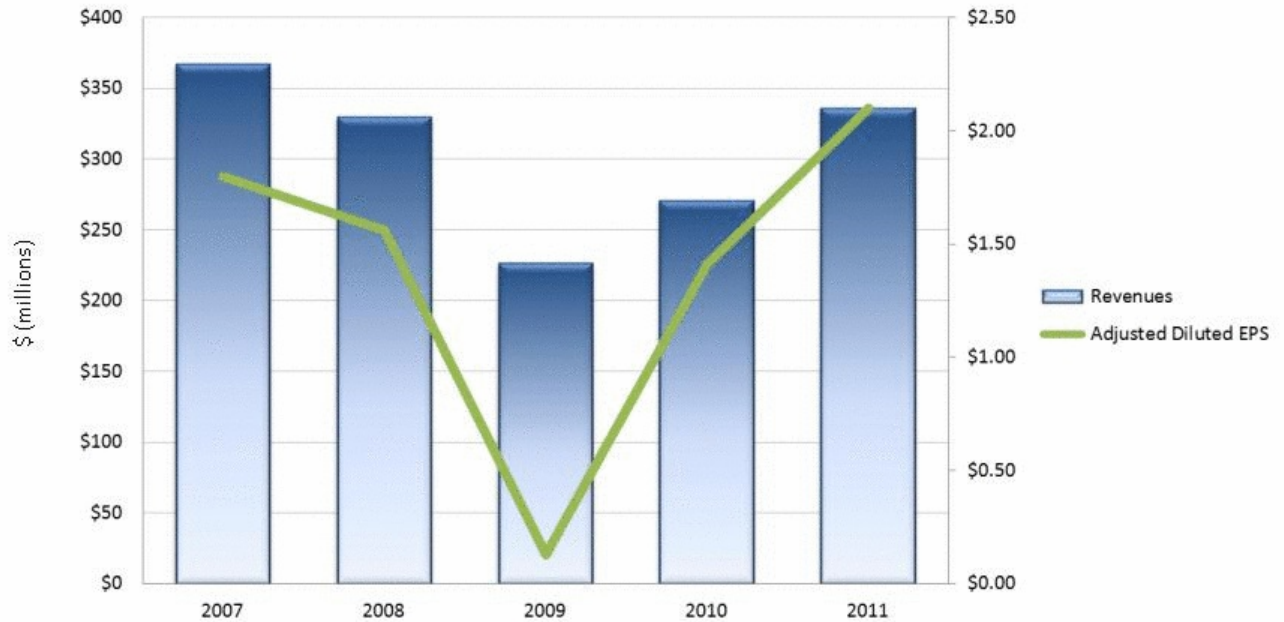


1,700 employees worldwide



14 manufacturing
sites

Revenues and Adjusted Diluted EPS



Adjusted Diluted EPS is a non-GAAP financial measure that excludes certain items as detailed on the following slide.

Adjusted Diluted EPS

	2007	2008	2009	2010	2011
Diluted EPS, as reported	\$ 1.59	\$ (1.67)	\$ (0.48)	\$ 1.48	\$ 2.74
Loss from Discontinued Operation, net of tax	\$ <u>0.19</u>	\$ -	\$ -	\$ -	\$ -
Diluted EPS from Continuing Operations	\$ 1.78	\$ (1.67)	\$ (0.48)	\$ 1.48	\$ 2.74
Loss on Sale of Subsidiary, net of tax	\$ 0.02	\$ -	\$ -	\$ -	\$ -
Goodwill Impairment Charge, net of tax	\$ -	\$ 1.98	\$ -	\$ -	\$ -
Restructuring Costs and Other Income, net of tax	\$ -	\$ 0.11	\$ 0.24	\$ (0.07)	\$ (0.13)
Discrete tax items	\$ -	\$ <u>1.14</u>	\$ <u>0.37</u>	\$ -	\$ <u>(0.51)</u>
Adjusted Diluted EPS from Continuing Operations*	\$ 1.80	\$ 1.56	\$ 0.13	\$ 1.41	\$ 2.10

*Adjusted Diluted EPS is a non-GAAP financial measure.

Financial Summary

(In millions, except per share amounts and %)	FY 2011	FY 2010	% Change
Revenues	\$ 335.5	\$ 270.0	24%
Gross Profit Margin	43.3%	43.9%	
SG&A, R&D expenses	\$ 108.4	\$ 94.5	
Restructuring costs and other income, net	\$ (1.9)	\$ (1.0)	
Operating Income	\$ 38.7	\$ 24.9	55%
Net Income	\$ 33.6	\$ 18.5	
Diluted Earnings per Share ²	\$ 2.74	\$ 1.48	85%
Adjusted Diluted Earnings per Share ^{1,2}	\$ 2.10	\$ 1.41	49%
Adjusted EBITDA ¹	\$ 44.8	\$ 31.2	44%
Adjusted EBITDA/Sales ¹	13.3%	11.5%	
Bookings	\$ 345.6	\$ 302.7	14%
Cash Provided by Operations ²	\$ 34.4	\$ 28.3	22%
Adjusted Return on Total Capital ^{1,3}	13.7%	10.4%	

¹ Adjusted EBITDA (earnings before interest, taxes, depreciation, and amortization), adjusted net income and adjusted diluted earnings per share are non-GAAP financial measures that exclude certain items as detailed in our 2011 fourth quarter earnings press release issued February 22, 2012.

² From continuing operations.

³ Adjusted return on total capital is based on adjusted net income divided by the sum of shareholders' investment and net debt.

First Quarter 2012 Financial Summary

(In millions, except per share amounts and %)	1Q12	1Q11	% Change
Revenues	\$ 84.1	\$ 71.7	17%
Gross Profit Margin	45.6%	47.6%	
Operating Expenses:			
SG&A, R&D expenses	\$ 27.7	\$ 25.8	
Restructuring costs and other expense, net	\$0.3	-	
Operating Income	\$ 10.4	\$ 8.3	25%
Net Income	\$ 7.1	\$ 5.8	
Diluted Earnings per Share ²	\$ 0.61	\$ 0.47	30%
EBITDA ¹	\$ 12.6	\$ 10.2	24%
EBITDA/Sales ¹	15.0%	14.2%	
Bookings	\$ 77.6	\$ 84.3	-8%
Cash (Used in) Provided by Operations ²	\$ (4.0)	\$ 0.4	
Backlog	\$ 102.8	\$ 109.3	

¹ EBITDA (earnings before interest, taxes, depreciation, and amortization) is a non-GAAP financial measure as detailed in our 2012 first

² Quarterly earnings release issued April 25, 2012.

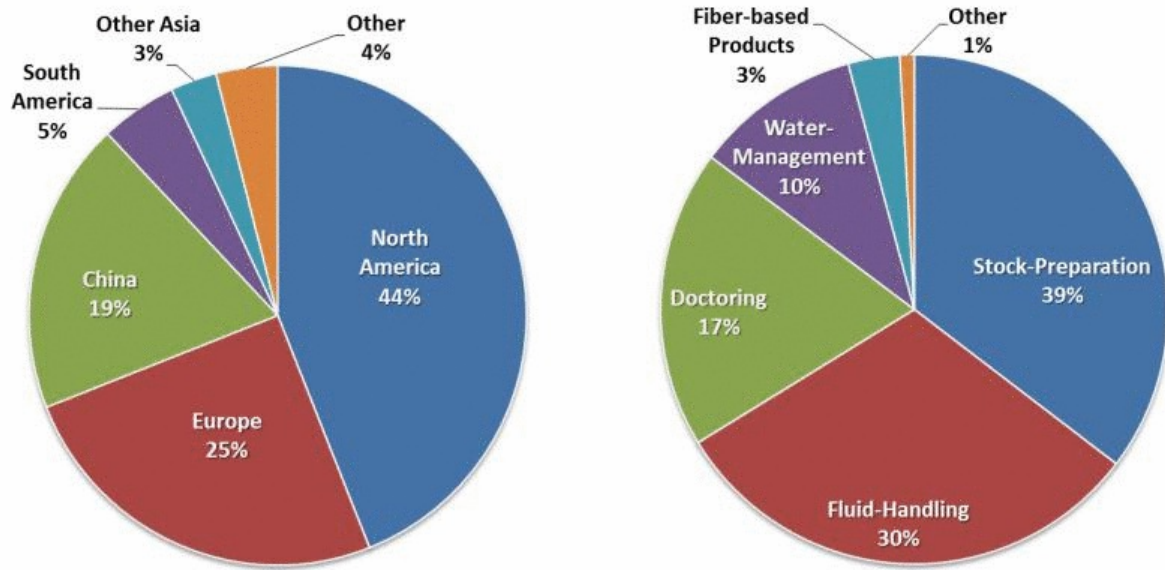
First Quarter 2012 Balance Sheet

(In millions)	1Q12	1Q11
Cash, Cash Equivalents, and Restricted Cash	\$ 43.1	\$ 57.7
Accounts Receivable, net	59.9	52.3
Inventories	51.9	51.5
Property, Plant, and Equipment, net	39.2	37.5
Intangible Assets	28.6	26.5
Goodwill	107.6	100.6
Other Assets	31.7	23.4
Total Assets	\$362.0	\$349.5
Accounts Payable	\$ 28.8	\$ 26.0
Short- and Long-term Debt	12.1	17.6
Other Liabilities	87.2	86.7
Total Liabilities	\$128.1	\$130.3
Shareholders' Investment	\$233.9	\$219.2
Total Liabilities and Shareholders' Investment	\$362.0	\$349.5

Global Platform Serving Customers Worldwide



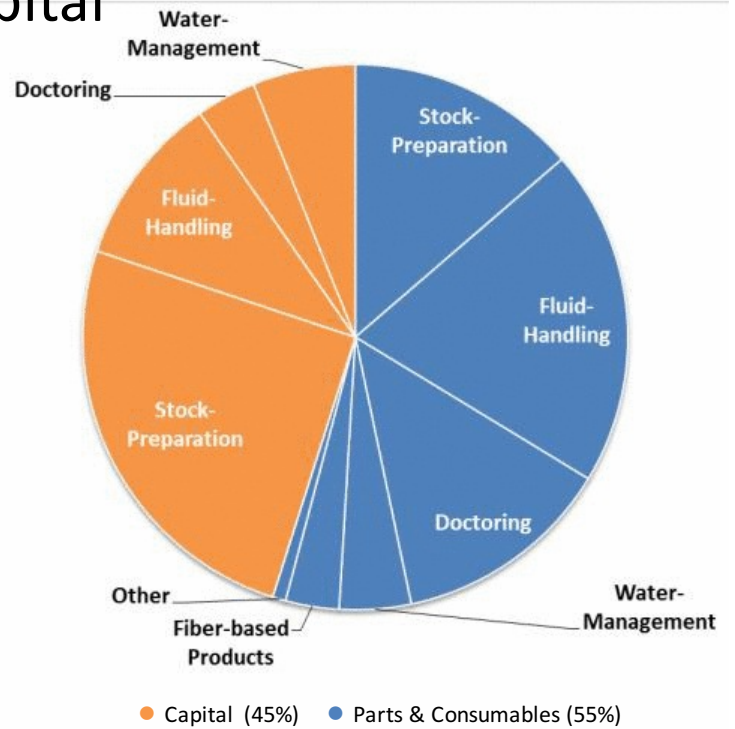
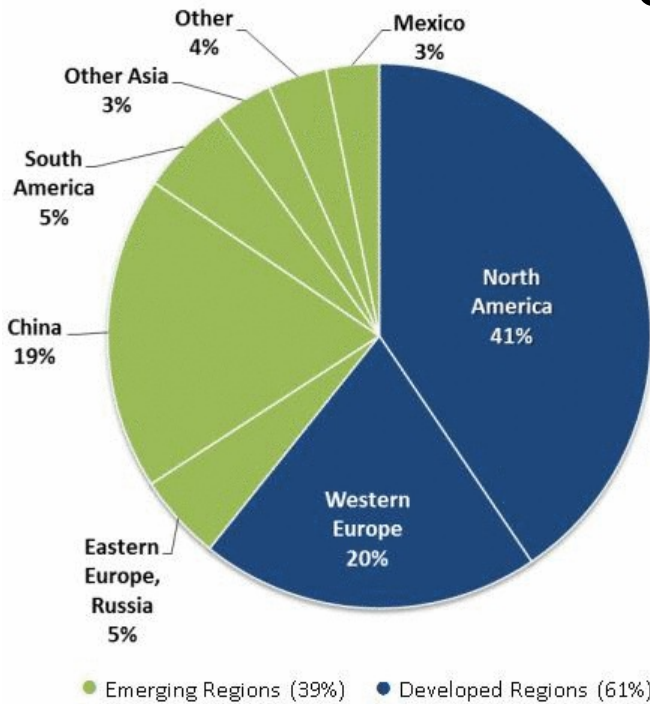
2011 Revenues by Geography and Product Line



Revenue: \$335 million

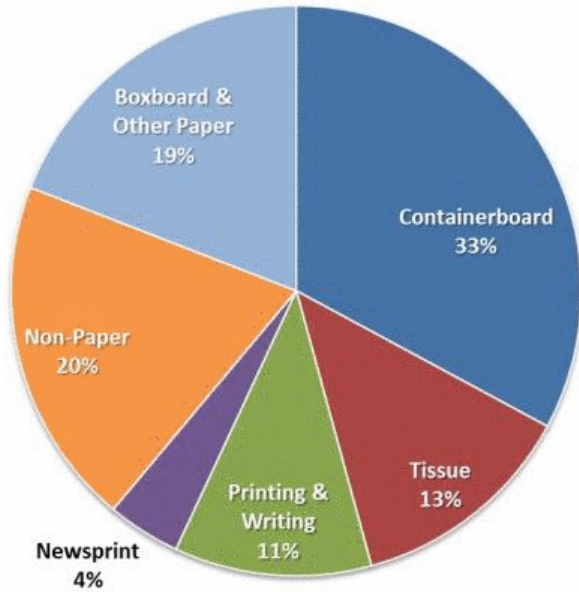
Geographic data is attributed to countries based on customer location.

2011 Revenues by Geography and Parts vs. Capital



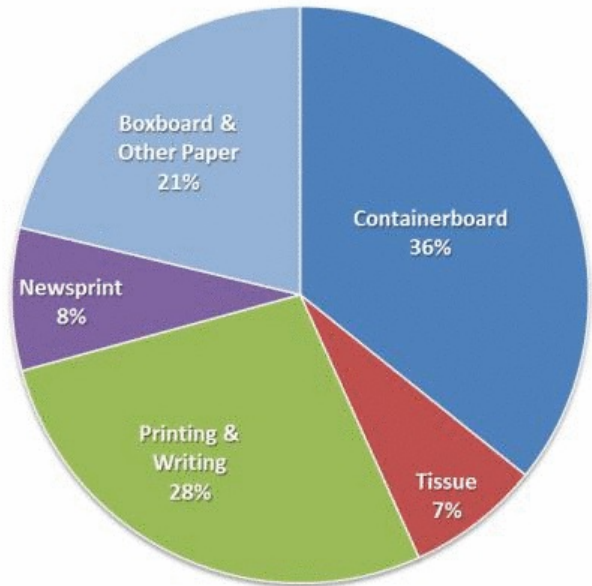
Geographic data is attributed to countries based on customer location.

Kadant Revenue Source by Major Paper Grade



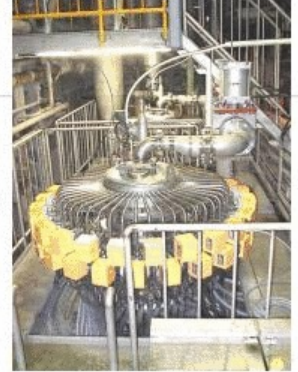
2011 Revenue Source

Percentage estimated by Company using 2011 revenue



2011 Global Capacity (401 million tons)

Source: RISI World Pulp & Recovered Paper Forecast, 2011



PRODUCT REVIEW

Stock Preparation

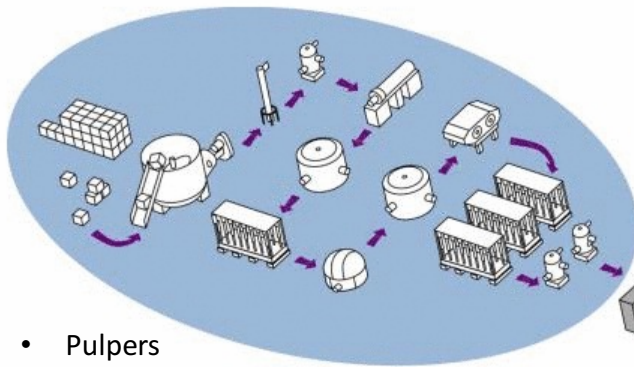


2011 Stock-Preparation Revenue

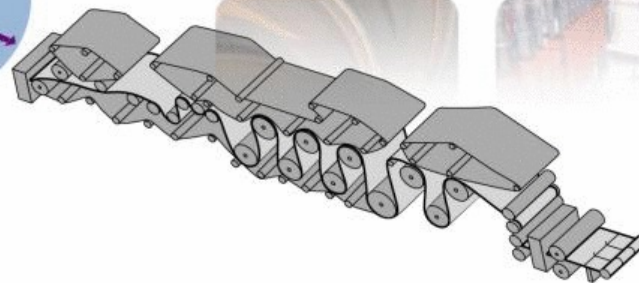


% of 2011 Revenue

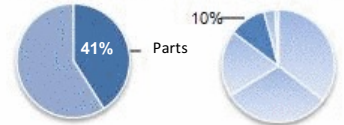
Separation and cleaning products and systems to convert waste paper into clean pulp.



- Pulpers
- Screens
- Cleaners
- De-inking
- Recycling systems
- Heat transfer products

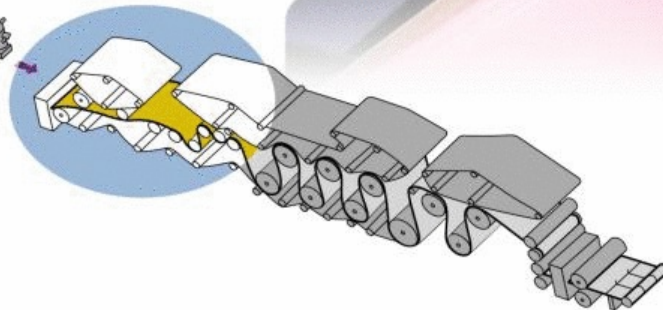
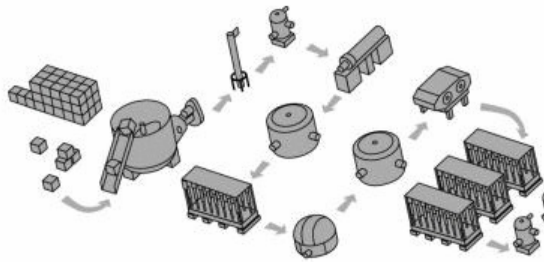


Water Management



2011 Water-Management Revenue % of 2011 Revenue

Products and systems for delivering, filtering, and recycling process water.



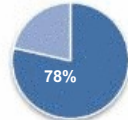
FORMING & PRESSING

- Shower systems
- Spray nozzles
- Fabric and roll cleaning systems
- Filters
- Wear surfaces and Formation systems

© 2012 Kadant Inc. All rights reserved.

KADANT
AN ACCENT ON INNOVATION

Doctoring

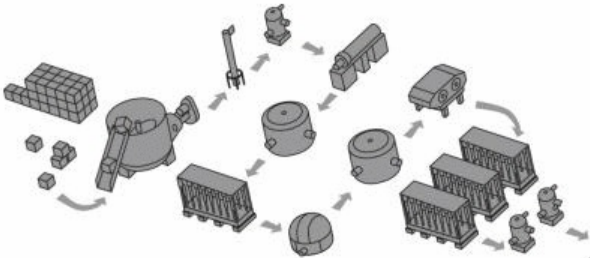


2011 Doctoring Revenue



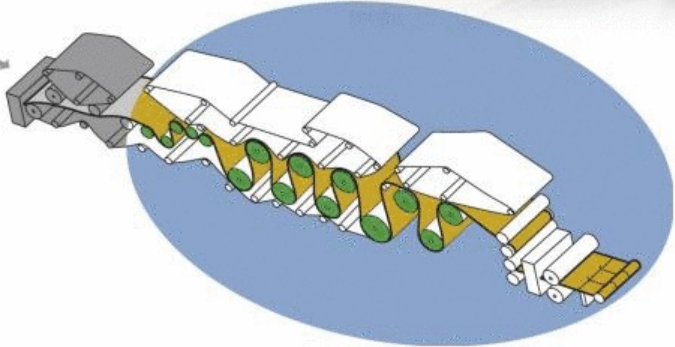
% of 2011 Revenue

Consumable products used to clean roll surfaces and remove contaminants.

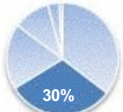
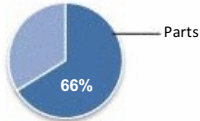


PRESSING & DRYING

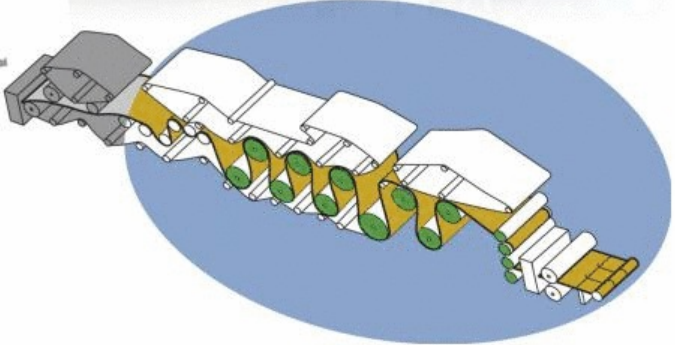
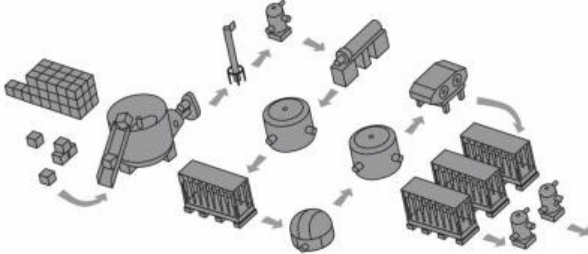
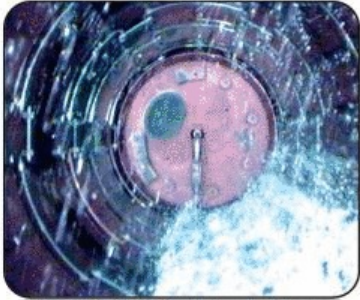
- Doctor blades
- Blade holders
- Doctoring systems



Fluid Handling



Fluid handling products and systems used in process industries worldwide.



DRYING

- Rotary joints
- Syphon systems
- Steam and condensate systems
- Dryer systems control software

Technology & Innovation Centers



FLUID HANDLING
Michigan, USA



STOCK PREPARATION
Vitry, France



WATER MANAGEMENT
Husqvarna, Sweden



DOCTORING
Massachusetts, USA

INDUSTRY REVIEW

Pulp & Paper Industry Outlook

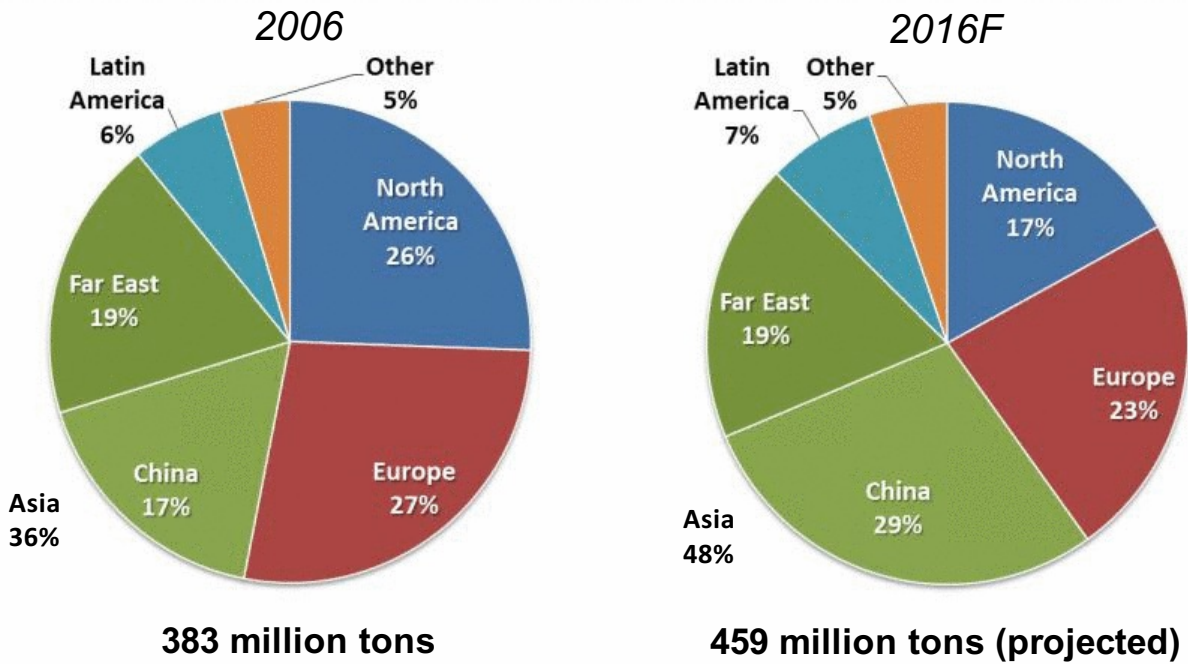
DEVELOPED REGIONS

- Containerboard and Tissue grades show modest growth
- Demand growth for Printing & Writing papers is flat to negative
- Projects are driven by ROI focused on input costs
- Rebuild projects are primary contributor to capacity growth

EMERGING REGIONS

- Relatively strong growth forecasted for next five years
- Urbanization and increasing literacy rates expected to increase per capita paper consumption
- Containerboard and Tissue expected to lead growth
- New installations are primary contributor to capacity growth

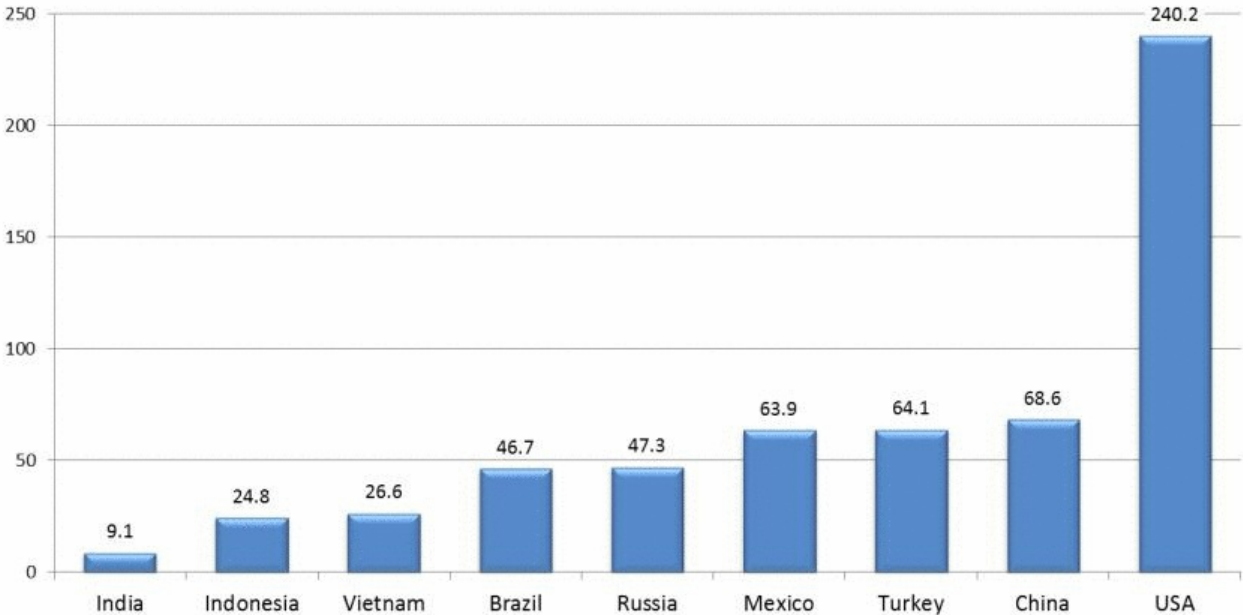
World Demand for Paper & Paperboard



Source: RISI World Pulp & Recovered Paper Forecast, November 2011

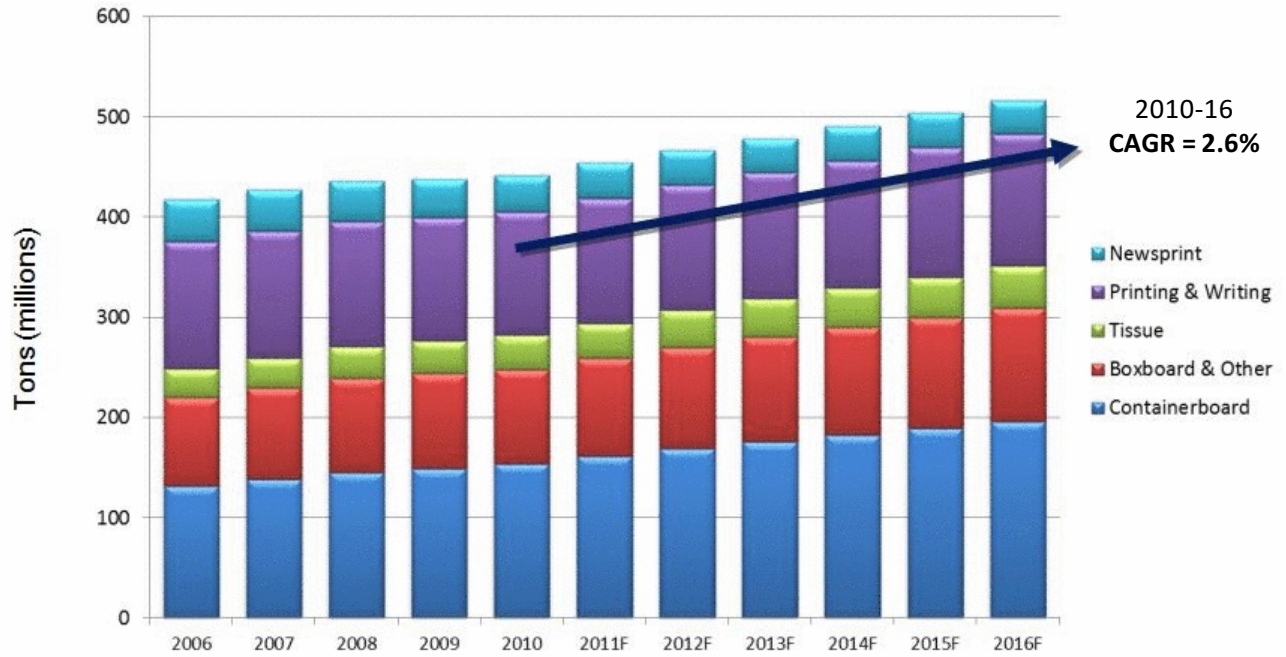
Per Capita Consumption of Paper

Kilograms, 2010



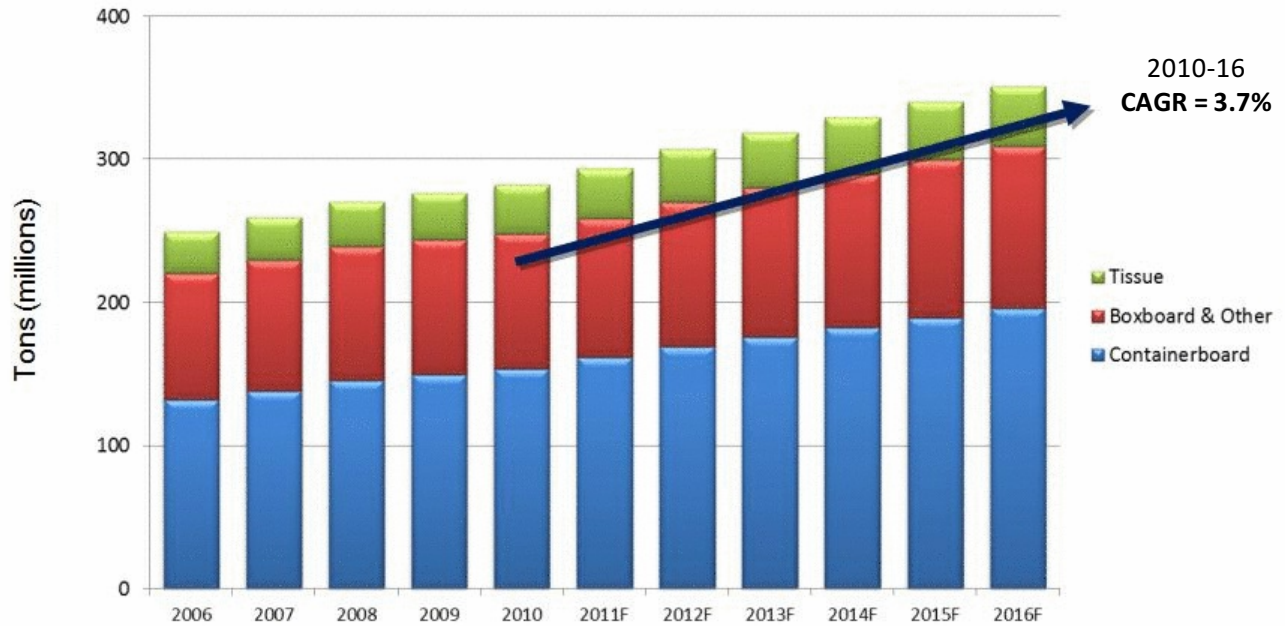
Source: RISI, Inc. World Production and Trade by Country (2011)

World Paper and Board Capacity: All Grades



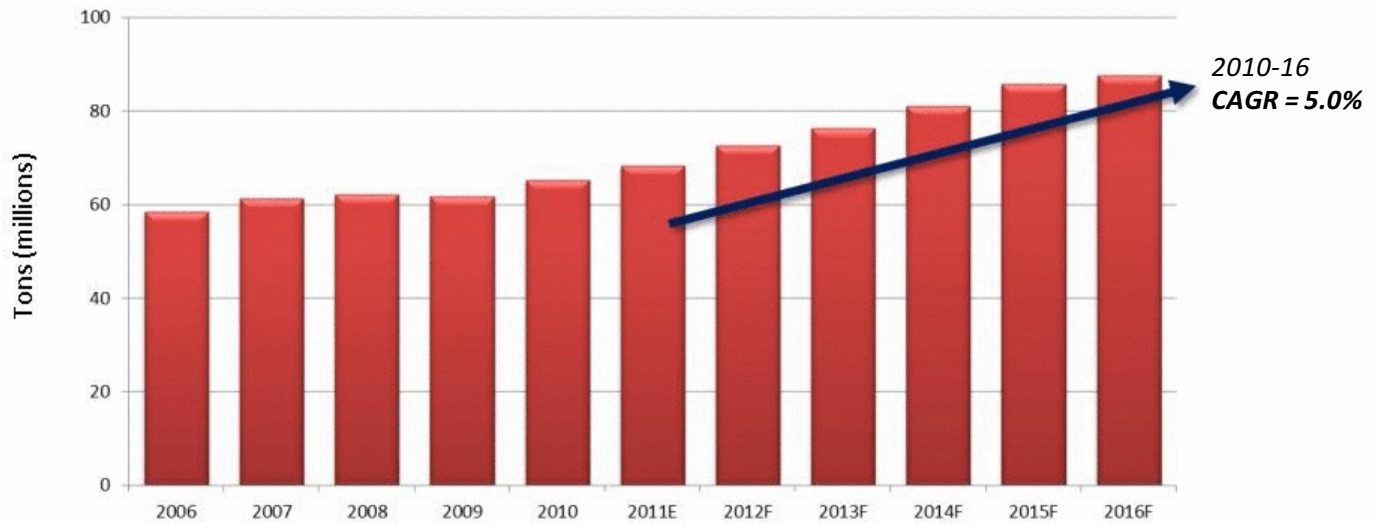
Source: RISI World Pulp & Recovered Paper Forecast, November 2011

World Paper and Board Capacity Less Newsprint and Printing & Writing Papers



Source: RISI World Pulp & Recovered Paper Forecast, November 2011

Production in Emerging Markets (Less China)



Source: RISI World Forecast, March 2012. Emerging markets include Brazil, India, Indonesia, Malaysia, Mexico, Eastern Europe, Russia, Taiwan, Thailand, and Other Asia.

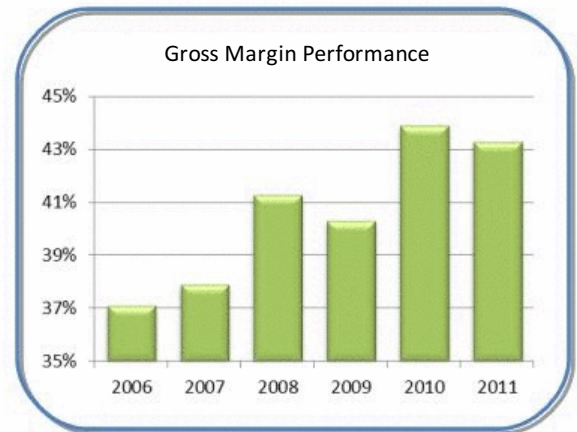
INVESTING FOR GROWTH

Our Strategy for Growth

1. Focus on emerging markets
2. Increase spare parts and consumables revenue
3. Leverage low cost manufacturing
4. Continue to develop innovative products
5. Seek opportunities outside paper industry
6. Pursue acquisitions that complement our business

Investing in Operational Efficiencies

- New equipment investments and advanced training programs in China
- Expanded operations in Mexico to produce wider range of products
- Working to expand global sourcing to leverage investments in low cost areas
- Focusing investments in IT to improve cross-border communications and customer support
- Implementing lean manufacturing techniques to maximize margins



Maximizing Aftermarket Potential

- Launching targeted programs to grow parts and consumables business in China
- FibreWall™ screen cylinder parts business is a major focus in 2012
- Penetrating deeper into non-paper markets with existing products
- Strategic pricing programs in USA and Europe to derive optimal pricing for parts and consumables



New Product Innovations

- Nano-blades for extended blade life
- Detrasher contaminant removal
- VeriLite and VeriKleen doctoring
- MultiJet™ Twin S cleaning device
- High-efficiency corrugator steam system
- FibreWall™ screen cylinders



Strategies in Action

HELPING OUR CUSTOMERS GROW

Reducing Freshwater Use in Thailand

- Petax™ filtration system provides fresh water usage to benefit mill and local community
- Energy savings with reclaimed and reused process water
- Higher wastewater treatment efficiency
- Local farmers are supplied with quality, filtered water from the mill



Maximizing Energy Utilization

- Major rebuild of a dryer section to improve energy utilization at US paper mill
- Supplied steam system and related hardware to optimize machine performance
- Water demand reduced due to high-efficiency system and components
- Energy efficiency improved significantly
- Mill will shut-down its coal-fired boiler due to major reduction in steam demand following the rebuild



Addressing the “Ministickies” Challenge

- Increased recycled content results in more contaminants to remove from the sheet
- Lower basis weights also require new approaches to remove adhesives and contaminants
- Kadant’s technologies address the problem
 - **FIBREWALL™** screen cylinders designed to remove ministickies effectively
 - **MULTIJET™** cleaning systems remove contaminants from paper machine fabrics
 - **ABRASITEK™** doctor blades remove build-up from dryers
 - **DMS®** control software minimizes stickies in lead-in paper dryers with advanced control strategy



Summary

- Record performance in 2011
 - EPS
 - Operating income, net income
 - Return on Capital
- Investing in the future for sustainable growth
 - Focus on faster growth emerging markets
 - Focus on parts and consumables
 - Upgrades to facilities in China, Mexico
- 2012 off to a good start
 - Strong cash flows to invest and return capital to shareholders
 - Well-positioned for growth in aftermarket
 - Seeking strategic acquisitions to enhance shareholder value

Questions & Answers

To ask a question, please call **866-804-6926** within the U.S. or
+1-857-350-1672 outside the U.S. and reference 83375884.

Please mute the audio on your computer.

Annual Meeting of Stockholders

May 23, 2012
Westford, Massachusetts

© 2012 Kadant Inc. All rights reserved.

KĀDANT
AN ACCENT ON INNOVATION

