

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 3, 2022

KADANT INC.

(Exact name of registrant as specified in its charter)

Commission file number 001-11406

Delaware
(State or other jurisdiction of incorporation or organization)

52-1762325
(I.R.S. Employer Identification No.)

**One Technology Park Drive
Westford, Massachusetts 01886**
(Address of principal executive offices, including zip code)
(978) 776-2000
(Registrant's telephone number, including area code)

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))

Securities registered pursuant to Section 12(b) of the Securities Exchange Act of 1934:

<u>Title of each class</u>	<u>Trading Symbol(s)</u>	<u>Name of each exchange on which registered</u>
Common Stock, \$.01 par value	KAI	New York Stock Exchange

Indicate by check mark whether the registrant is an emerging growth company as defined in Rule 405 of the Securities Act of 1933 (§230.405 of this chapter) or Rule 12b-2 of the Securities Exchange Act of 1934 (§240.12b-2 of this chapter). Emerging growth company

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act.

Item 2.02 Results of Operations and Financial Condition.

On May 3, 2022, Kadant Inc. (the “Company”) announced its financial results for the fiscal quarter ended April 2, 2022. The full text of the press release issued in connection with the announcement is furnished as Exhibit 99.1 to this Current Report on Form 8-K.

Item 7.01 Regulation FD Disclosure.

On May 4, 2022, the Company will hold a webcast and conference call to discuss its financial results for the fiscal quarter ended April 2, 2022. A copy of the slides that will be presented on the webcast and discussed in the conference call is furnished as Exhibit 99.2 to this Current Report on Form 8-K.

The information in Item 2.02 and Item 7.01 of this Form 8-K (including Exhibits 99.1 and 99.2) shall not be deemed “filed” for purposes of Section 18 of the Securities Exchange Act of 1934, as amended (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.

(d) Exhibits

The following exhibits relating to Item 2.02 and Item 7.01 shall be deemed to be furnished and not filed.

Exhibit No.	Description of Exhibits
99.1	Press Release issued by the Company on May 3, 2022 announcing its financial results.
99.2	Slides to be presented by the Company on May 4, 2022.
104	Cover Page Interactive Data File (embedded within the Inline XBRL document).

KADANT INC.

SIGNATURE

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

KADANT INC.

Date: May 3, 2022

By /s/ Michael J. McKenney

Michael J. McKenney
Executive Vice President and Chief Financial Officer

KADANT

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 Westford, MA 01886 USA
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PRESS RELEASE

**Kadant Reports First Quarter 2022 Results
 Raises Full Year 2022 Earnings Guidance**

WESTFORD, Mass., May 3, 2022 - Kadant Inc. (NYSE: KAI) reported its financial results for the first quarter ended April 2, 2022.

First Quarter Financial Highlights

- Bookings increased 30% to a record \$266 million.
- Revenue increased 31% to a record \$226 million.
- Operating cash flow increased 24% to \$24 million.
- Free cash flow increased 24% to \$21 million.
- Net income was \$41 million, including a \$15 million after-tax gain on the sale of a facility.
- GAAP diluted EPS increased 147% to \$3.53.
- Adjusted diluted EPS increased 49% to \$2.28.
- Adjusted EBITDA increased 41% to a record \$46 million and represented 20.2% of revenue.
- Backlog was a record \$348 million.

Note: Percent changes above are based on comparison to the prior year period. Free cash flow, adjusted diluted EPS, adjusted EBITDA, adjusted EBITDA margin, and changes in organic revenue are non-GAAP financial measures that exclude certain items as detailed later in this press release under the heading "Use of Non-GAAP Financial Measures."

Management Commentary

"We had an excellent start to 2022 with record bookings, revenue, and adjusted EBITDA in the first quarter," said Jeffrey L. Powell, president and chief executive officer of Kadant. "Strong demand continued across all operating segments with new order activity from both parts and capital contributing to record backlog at the end of the first quarter.

"Solid execution by our operations teams led to improved operating performance and record adjusted EBITDA despite ongoing supply chain constraints and inflationary pressures. Our global workforce once again delivered exceptional value to our customers who rely on our critical technologies and engineered systems to enable Sustainable Industrial Processing."

First Quarter 2022 compared to 2021

Revenue increased 31 percent to a record \$226.5 million compared to \$172.5 million in 2021. Organic revenue increased 22 percent, which excludes an 11 percent increase from acquisitions and a two percent decrease from the unfavorable effect of foreign currency translation. Gross margin was 43.4 percent compared to 43.9 percent in 2021.

GAAP diluted earnings per share (EPS) increased 147 percent to \$3.53, which included a \$1.30 gain on the sale of a facility, compared to \$1.43 in 2021. Adjusted diluted EPS increased 49 percent to \$2.28 compared to \$1.53 in 2021. Adjusted diluted EPS excludes a \$1.30 gain on the sale of a facility, \$0.04 of acquisition-related costs, and \$0.01 of impairment costs in 2022 and \$0.10 of acquisition costs in 2021. Net income increased 149 percent to \$41.2 million compared to \$16.6 million in 2021. Adjusted EBITDA increased 41 percent to a record \$45.8 million and represented 20.2 percent of revenue compared to \$32.4 million and 18.8 percent of revenue in the prior year quarter. Operating cash flow increased 24 percent to \$23.8 million compared to \$19.1 million in 2021.

Bookings increased 30 percent to a record \$266.1 million compared to \$204.5 million in 2021. Organic bookings increased 22 percent, which excludes an 11 percent increase from acquisitions and a three percent decrease from the unfavorable effect of foreign currency translation.

Summary and Outlook

"We are encouraged by the strong start, and as a result, we are raising our guidance for the year," Mr. Powell continued. "Our record backlog has us positioned well, and we expect to generate record financial results while continuing to navigate supply chain challenges, economic headwinds, and growing socio-political uncertainties.

"We now expect revenue of \$885 to \$905 million in 2022, revised from our previous guidance of \$870 to \$890 million. We now expect to achieve GAAP diluted EPS of \$10.05 to \$10.25, revised from our previous guidance of \$8.50 to \$8.70. The revised 2022 guidance includes a \$1.30 gain on the sale of a facility, \$0.04 of acquisition-related costs, and a \$0.01 impairment charge. Excluding these items, we now expect adjusted diluted EPS of \$8.80 to \$9.00, revised from our previous guidance of \$8.55 to \$8.75. The 2022 guidance includes a negative effect from foreign currency translation, lowering revenue guidance by \$14 million and adjusted diluted EPS guidance by \$0.14. For the second quarter of 2022, we expect GAAP diluted EPS of \$1.86 to \$1.96 on revenue of \$215 to \$220 million."

Conference Call

Kadant will hold a webcast with a slide presentation for investors on Wednesday, May 4, 2022, at 11:00 a.m. eastern time to discuss its first quarter performance, as well as future expectations. To access the webcast, including the slideshow and accompanying audio, go to www.kadant.com and click on "Investors." To listen to the webcast via teleconference, call 888-326-8410 within the U.S., or +1-704-385-4884 outside the U.S. and reference participant passcode 8582925. Prior to the call, our earnings release and the slides used in the webcast presentation will be filed with the Securities and Exchange Commission and will be available at www.sec.gov. An archive of the webcast presentation will be available on our website until June 3, 2022.

After the webcast, Kadant will post its updated general investor presentation incorporating the first quarter results on its website at www.kadant.com under the "Investors" section.

Use of Non-GAAP Financial Measures

In addition to the financial measures prepared in accordance with generally accepted accounting principles (GAAP), we use certain non-GAAP financial measures, including increases or decreases in revenue excluding the effect of acquisitions and foreign currency translation (organic revenue), adjusted operating income, adjusted net income, adjusted diluted EPS, earnings before interest, taxes, depreciation, and amortization (EBITDA), adjusted EBITDA, adjusted EBITDA margin, and free cash flow.

We use organic revenue to understand our trends and to forecast and evaluate our financial performance and compare revenue to prior periods. Revenue in the first quarter of 2022 included \$20.0 million from acquisitions and a \$3.9 million unfavorable foreign currency translation effect. Adjusted operating income, adjusted EBITDA, and adjusted EBITDA margin exclude impairment costs, acquisition costs, amortization expense related to acquired profit in inventory and backlog, and certain gains or losses. Collectively, these items are excluded as they are not indicative of our core operating results and are not comparable to other periods, which have differing levels of incremental costs, expenditures or income, or none at all. Additionally, we use free cash flow in order to provide insight on our ability to generate cash for acquisitions and debt repayments, as well as for other investing and financing activities.

We believe these non-GAAP financial measures, when taken together with the corresponding GAAP financial measures, provide meaningful supplemental information regarding our performance by excluding certain items that may not be indicative of our core business, operating results, or future outlook. We believe that the inclusion of such measures helps investors gain an understanding of our underlying operating performance and future prospects, consistent with how management measures and forecasts our performance, especially when comparing such results to previous periods or forecasts and to the performance of our competitors. Such measures are also used by us in our financial and operating

decision-making and for compensation purposes. We also believe this information is responsive to investors' requests and gives them an additional measure of our performance.

The non-GAAP financial measures included in this press release are not meant to be considered superior to or a substitute for the results of operations prepared in accordance with GAAP. In addition, the non-GAAP financial measures included in this press release have limitations associated with their use as compared to the most directly comparable GAAP measures, in that they may be different from, and therefore not comparable to, similar measures used by other companies.

First Quarter

Adjusted operating income, adjusted EBITDA, and adjusted EBITDA margin exclude:

- Pre-tax gain on the sale of a facility of \$20.2 million in 2022.
- Pre-tax acquisition costs of \$0.1 million in 2022 and \$1.3 million in 2021.
- Pre-tax indemnification asset reversal of \$0.6 million in 2022.
- Pre-tax impairment costs of \$0.2 million in 2022.
- Pre-tax expense related to amortization of acquired profit in inventory and backlog of \$0.5 million in 2022 and \$0.1 million in 2021.

Adjusted net income and adjusted diluted EPS exclude:

- After-tax gain on the sale of a facility of \$15.1 million (\$20.2 million net of tax of \$5.1 million) in 2022.
- After-tax acquisition costs of \$0.1 million in 2022 and \$1.2 million (\$1.3 million net of tax of \$0.1 million) in 2021.
- After-tax impairment costs of \$0.1 million (\$0.2 million net of tax of \$0.1 million) in 2022.
- After-tax expense related to amortization of acquired profit in inventory and backlog of \$0.4 million (\$0.5 million net of tax of \$0.1 million) in 2022.

Free cash flow is calculated as operating cash flow less:

- Capital expenditures of \$2.9 million in 2022 and \$2.3 million in 2021.

Reconciliations of the non-GAAP financial measures to the most directly comparable GAAP financial measures are set forth in this press release.

Financial Highlights (unaudited)

(In thousands, except per share amounts and percentages)

	Three Months Ended	
	April 2, 2022	April 3, 2021
Consolidated Statement of Income		
Revenue	\$ 226,480	\$ 172,463
Costs and Operating Expenses:		
Cost of revenue	128,269	96,748
Selling, general, and administrative expenses	59,168	49,431
Research and development expenses	3,078	2,857
Gain on sale and other expense, net (b)	(20,008)	—
Operating Income	55,973	23,427
Interest Income	102	65
Interest Expense	(1,234)	(1,111)
Other Expense, Net	(22)	(24)
Income Before Provision for Income Taxes	54,819	22,357
Provision for Income Taxes	13,378	5,561
Net Income	41,441	16,796
Net Income Attributable to Noncontrolling Interest	(249)	(235)
Net Income Attributable to Kadant	\$ 41,192	\$ 16,561
Earnings per Share Attributable to Kadant:		
Basic	\$ 3.54	\$ 1.43
Diluted	\$ 3.53	\$ 1.43
Weighted Average Shares:		
Basic	11,630	11,553
Diluted	11,655	11,612

	Three Months Ended		Three Months Ended	
	April 2, 2022	April 2, 2022	April 3, 2021	April 3, 2021
Adjusted Net Income and Adjusted Diluted EPS (a)				
Net Income and Diluted EPS Attributable to Kadant, as Reported	\$ 41,192	\$ 3.53	\$ 16,561	\$ 1.43
Adjustments for the Following, Net of Tax:				
Gain on Sale (b)	(15,143)	(1.30)	—	—
Acquisition Costs	59	0.01	1,173	0.10
Impairment Costs	135	0.01	—	—
Acquired Profit in Inventory and Backlog Amortization (c,d)	387	0.03	44	—
Adjusted Net Income and Adjusted Diluted EPS (a)	\$ 26,630	\$ 2.28	\$ 17,778	\$ 1.53

	Three Months Ended		Increase	Increase Excluding Acquisitions and FX (a,e)
	April 2, 2022	April 3, 2021		
Revenue by Segment				
Flow Control	\$ 85,826	\$ 63,754	\$ 22,072	\$ 11,227
Industrial Processing	93,085	69,154	23,931	25,186
Material Handling	47,569	39,555	8,014	1,484
	\$ 226,480	\$ 172,463	\$ 54,017	\$ 37,897
Percentage of Parts and Consumables Revenue	65%	68%		

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Bookings by Segment	Three Months Ended			Increase	Increase Excluding Acquisitions and FX (e)
	April 2, 2022		April 3, 2021		
Flow Control	\$ 100,111	\$	75,999	\$ 24,112	\$ 13,378
Industrial Processing	106,344		86,606	19,738	21,149
Material Handling	59,640		41,884	17,756	9,467
	<u>\$ 266,095</u>	<u>\$</u>	<u>204,489</u>	<u>\$ 61,606</u>	<u>\$ 43,994</u>
Percentage of Parts and Consumables Bookings	60%		65%		

Business Segment Information	Three Months Ended	
	April 2, 2022	April 3, 2021
Gross Margin:		
Flow Control	52.4%	53.3%
Industrial Processing	38.6%	40.5%
Material Handling	36.4%	34.7%
	<u>43.4%</u>	<u>43.9%</u>
Operating Income:		
Flow Control	\$ 21,725	\$ 15,446
Industrial Processing	38,159	11,106
Material Handling	5,844	4,169
Corporate	(9,755)	(7,294)
	<u>\$ 55,973</u>	<u>\$ 23,427</u>
Adjusted Operating Income (a,f):		
Flow Control	\$ 21,569	\$ 16,443
Industrial Processing	18,726	11,193
Material Handling	6,561	4,443
Corporate	(9,755)	(7,294)
	<u>\$ 37,101</u>	<u>\$ 24,785</u>
Capital Expenditures:		
Flow Control	\$ 525	\$ 334
Industrial Processing	1,952	1,804
Material Handling	384	121
Corporate	7	—
	<u>\$ 2,868</u>	<u>\$ 2,259</u>

Cash Flow and Other Data	Three Months Ended	
	April 2, 2022	April 3, 2021
Operating Cash Flow	\$ 23,768	\$ 19,092
Less: Capital Expenditures	(2,868)	(2,259)
Free Cash Flow (a)	<u>\$ 20,900</u>	<u>\$ 16,833</u>
Depreciation and Amortization Expense	<u>\$ 9,445</u>	<u>\$ 7,686</u>

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Balance Sheet Data	April 2, 2022	January 1, 2022
Assets		
Cash, Cash Equivalents, and Restricted Cash	\$ 88,971	\$ 94,161
Accounts Receivable, net	125,919	117,209
Inventories	143,583	134,356
Contract Assets	8,978	8,626
Property, Plant, and Equipment, net	105,851	107,989
Intangible Assets	192,426	199,343
Goodwill	394,414	396,887
Other Assets	84,124	73,641
	<u>\$ 1,144,266</u>	<u>\$ 1,132,212</u>
Liabilities and Stockholders' Equity		
Accounts Payable	\$ 67,762	\$ 59,250
Debt Obligations	243,377	264,597
Other Borrowings	4,479	4,917
Other Liabilities	228,910	237,832
Total Liabilities	544,528	566,596
Stockholders' Equity	599,738	565,616
	<u>\$ 1,144,266</u>	<u>\$ 1,132,212</u>

Adjusted Operating Income and Adjusted EBITDA Reconciliation (a)	Three Months Ended	
	April 2, 2022	April 3, 2021
Consolidated		
Net Income Attributable to Kadant	\$ 41,192	\$ 16,561
Net Income Attributable to Noncontrolling Interest	249	235
Provision for Income Taxes	13,378	5,561
Interest Expense, Net	1,132	1,046
Other Expense, Net	22	24
Operating Income	55,973	23,427
Gain on Sale (b)	(20,190)	—
Acquisition Costs	76	1,298
Indemnification Asset Reversal (g)	575	—
Impairment Costs	182	—
Acquired Backlog Amortization (c)	703	60
Acquired Profit in Inventory Amortization (d)	(218)	—
Adjusted Operating Income (a)	37,101	24,785
Depreciation and Amortization	8,742	7,626
Adjusted EBITDA (a)	<u>\$ 45,843</u>	<u>\$ 32,411</u>
Adjusted EBITDA Margin (a,h)	<u>20.2%</u>	<u>18.8%</u>
Flow Control		
Operating Income	\$ 21,725	\$ 15,446
Acquisition Costs	62	997
Acquired Profit in Inventory Amortization (d)	(218)	—
Adjusted Operating Income (a)	21,569	16,443
Depreciation and Amortization	2,347	1,572
Adjusted EBITDA (a)	<u>\$ 23,916</u>	<u>\$ 18,015</u>
Adjusted EBITDA Margin (a,h)	<u>27.9%</u>	<u>28.3%</u>

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	Three Months Ended	
	April 2, 2022	April 3, 2021
Adjusted Operating Income and Adjusted EBITDA Reconciliation (continued) (a)		
Industrial Processing		
Operating Income	\$ 38,159	\$ 11,106
Gain on Sale (b)	(20,190)	—
Indemnification Asset Reversal (g)	575	—
Impairment Costs	182	—
Acquisition Costs	—	27
Acquired Backlog Amortization (c)	—	60
Adjusted Operating Income (a)	18,726	11,193
Depreciation and Amortization	3,274	3,338
Adjusted EBITDA (a)	\$ 22,000	\$ 14,531
Adjusted EBITDA Margin (a,h)	23.6%	21.0%
Material Handling		
Operating Income	\$ 5,844	\$ 4,169
Acquisition Costs	14	274
Acquired Backlog Amortization (c)	703	—
Adjusted Operating Income (a)	6,561	4,443
Depreciation and Amortization	3,096	2,686
Adjusted EBITDA (a)	\$ 9,657	\$ 7,129
Adjusted EBITDA Margin (a,h)	20.3%	18.0%
Corporate		
Operating Loss	\$ (9,755)	\$ (7,294)
Depreciation and Amortization	25	30
EBITDA (a)	\$ (9,730)	\$ (7,264)

- (a) Represents a non-GAAP financial measure.
- (b) Includes a \$20,190 gain on the sale of a Chinese facility in our Industrial Processing segment pursuant to a relocation plan.
- (c) Represents intangible amortization expense associated with acquired backlog.
- (d) Represents income within the cost of revenue associated with amortization of acquired profit in inventory.
- (e) Represents the increase (decrease) resulting from the exclusion of acquisitions and from the conversion of current period amounts reported in local currencies into U.S. dollars at the exchange rate of the prior period compared to the U.S. dollar amount reported in the prior period.
- (f) See reconciliation to the most directly comparable GAAP financial measure under "Adjusted Operating Income and Adjusted EBITDA Reconciliation."
- (g) Represents an indemnification asset reversal related to the release of tax reserves associated with uncertain tax positions.
- (h) Calculated as adjusted EBITDA divided by revenue in each period.

About Kadant

Kadant Inc. is a global supplier of technologies and engineered systems that drive Sustainable Industrial Processing. The Company's products and services play an integral role in enhancing efficiency, optimizing energy utilization, and maximizing productivity in process industries. Kadant is based in Westford, Massachusetts, with approximately 3,000 employees in 20 countries worldwide. For more information, visit www.kadant.com.

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Safe Harbor Statement

The following constitutes a "Safe Harbor" statement under the Private Securities Litigation Reform Act of 1995: This press release contains forward-looking statements that involve a number of risks and uncertainties, including forward-looking statements about our future financial and operating performance, demand for our products, and economic and industry outlook. These forward-looking statements represent our expectations as of the date of this press release. We undertake no obligation to publicly update any forward-looking statement, whether as a result of new information, future events, or otherwise. These forward-looking statements are subject to known and unknown risks and uncertainties that may cause our actual results to differ materially from these forward-looking statements as a result of various important factors, including those set forth under the heading "Risk Factors" in Kadant's annual report on Form 10-K for the fiscal year ended January 1, 2022 and subsequent filings with the Securities and Exchange Commission. These include risks and uncertainties relating to adverse changes in global and local economic conditions; the variability and difficulty in accurately predicting revenues from large capital equipment and systems projects; health epidemics; our acquisition strategy; levels of residential construction activity; reductions by our wood processing customers of their capital spending or production of oriented strand board; changes to the global timber supply; development and use of digital media; cyclical economic conditions affecting the global mining industry; demand for coal, including economic and environmental risks associated with coal; failure of our information systems or breaches of data security and cybertheft; implementation of our internal growth strategy; supply chain constraints, inflationary pressure, price increases and shortages in raw materials; competition; changes in our tax provision or exposure to additional tax liabilities; our ability to successfully manage our manufacturing operations; disruption in production; future restructurings; loss of key personnel and effective succession planning; protection of intellectual property; climate change; adequacy of our insurance coverage; global operations; policies of the Chinese government; the variability and uncertainties in sales of capital equipment in China; currency fluctuations; economic conditions and regulatory changes caused by the United Kingdom's exit from the European Union; changes to government regulations and policies around the world; compliance with government regulations and policies and compliance with laws; environmental laws and regulations; environmental, health and safety laws and regulations impacting the mining industry; our debt obligations; restrictions in our credit agreement and note purchase agreement; substitution of an alternative index for LIBOR; soundness of financial institutions; fluctuations in our share price; and anti-takeover provisions.

Contacts

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KADANT

First Quarter 2022 Business Review

May 4, 2022



Forward-Looking Statements

The following constitutes a "Safe Harbor" statement under the Private Securities Litigation Reform Act of 1995: This presentation contains forward-looking statements that involve a number of risks and uncertainties, including forward-looking statements about our future financial and operating performance, demand for our products, and economic and industry outlook. These forward-looking statements represent our expectations as of May 3, 2022. We undertake no obligation to publicly update any forward-looking statement, whether as a result of new information, future events, or otherwise. These forward-looking statements are subject to known and unknown risks and uncertainties that may cause our actual results to differ materially from these forward-looking statements as a result of various important factors, including those set forth under the heading "Risk Factors" in Kadant's annual report on Form 10-K for the fiscal year ended January 1, 2022 and subsequent filings with the Securities and Exchange Commission. These include risks and uncertainties relating to adverse changes in global and local economic conditions; the variability and difficulty in accurately predicting revenues from large capital equipment and systems projects; health epidemics; our acquisition strategy; levels of residential construction activity; reductions by our wood processing customers of their capital spending or production of oriented strand board; changes to the global timber supply; development and use of digital media; cyclical economic conditions affecting the global mining industry; demand for coal, including economic and environmental risks associated with coal; failure of our information systems or breaches of data security and cybertheft; implementation of our internal growth strategy; supply chain constraints, inflationary pressure, price increases and shortages in raw materials; competition; changes in our tax provision or exposure to additional tax liabilities; our ability to successfully manage our manufacturing operations; disruption in production; future restructurings; loss of key personnel and effective succession planning; protection of intellectual property; climate change; adequacy of our insurance coverage; global operations; policies of the Chinese government; the variability and uncertainties in sales of capital equipment in China; currency fluctuations; economic conditions and regulatory changes caused by the United Kingdom's exit from the European Union; changes to government regulations and policies around the world; compliance with government regulations and policies and compliance with laws; environmental laws and regulations; environmental, health and safety laws and regulations impacting the mining industry; our debt obligations; restrictions in our credit agreement and note purchase agreement; substitution of an alternative index for LIBOR; soundness of financial institutions; fluctuations in our share price; and anti-takeover provisions.

Use of Non-GAAP Financial Measures

In addition to the financial measures prepared in accordance with U.S. generally accepted accounting principles (GAAP), we use certain non-GAAP financial measures, including increases or decreases in revenue excluding the effect of acquisitions and foreign currency translation (organic revenue), adjusted diluted EPS (earnings per share), adjusted earnings before interest, taxes, depreciation, and amortization (adjusted EBITDA), adjusted EBITDA margin, adjusted operating income, and free cash flow.

Specific non-GAAP financial measures have been marked with an * (asterisk) within this presentation. A reconciliation of those numbers to the most directly comparable GAAP financial measures is shown in the Appendix and in our first quarter 2022 earnings press release issued May 3, 2022, which is available in the Investors section of our website at investor.kadant.com under the heading News Releases.

We believe these non-GAAP financial measures, when taken together with the corresponding GAAP financial measures, provide meaningful supplemental information regarding our performance by excluding certain items that may not be indicative of our core business, operating results, or future outlook. We believe the inclusion of such measures helps investors gain an understanding of our underlying operating performance and future prospects, consistent with how management measures and forecasts our performance, especially when comparing such results to previous periods or forecasts and to the performance of our competitors. Such measures are also used by us in our financial and operating decision-making and for compensation purposes. We also believe this information is responsive to investors' requests and gives them an additional measure of our performance.

The non-GAAP financial measures included in this presentation are not meant to be considered superior to or a substitute for the results of operations prepared in accordance with GAAP. In addition, the non-GAAP financial measures included in this presentation have limitations associated with their use as compared to the most directly comparable GAAP measures, in that they may be different from, and therefore not comparable to, similar measures used by other companies.



BUSINESS REVIEW

Jeffrey L. Powell, President & CEO

KADANT

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Operational Highlights

- Strong demand continued into the first quarter leading to record bookings and revenue
- Solid execution by our businesses led to excellent financial performance and record adjusted EBITDA*
- Capital project activity continued its momentum in Q1 despite increasing economic headwinds and socio-political uncertainties
- Strong cash flow reached a new historical high for a first quarter

Q1 2022 Performance

(\$ in millions, except per share amounts)

	Q1 22	Q1 21	Change
Revenue	\$226.5	\$172.5	+31.3%
Net Income	\$41.2	\$16.6	+148.7%
Adjusted EBITDA*	\$45.8	\$32.4	+41.4%
Adjusted EBITDA Margin*	20.2%	18.8%	+140 bps
Diluted EPS	\$3.53	\$1.43	+146.9%
Adjusted Diluted EPS*	\$2.28	\$1.53	+49.0%
Operating Cash Flow	\$23.8	\$19.1	+24.5%
Free Cash Flow*	\$20.9	\$16.8	+24.2%
Bookings	\$266.1	\$204.5	+30.1%

HIGHLIGHTS

- Demand remained strong in the first quarter; bookings up 30% to a record \$266 million
- Record revenue performance with organic revenue up 22% led by our Industrial Processing segment
- Strong operating performance led to record adjusted EBITDA* and excellent cash flow
- Aftermarket parts were up 24% and represented 65% of total Q1 revenue

Flow Control

\$ in millions	Q1 22	Q1 21	Change
Revenue	\$85.8	\$63.8	+34.6%
Bookings	\$100.1	\$76.0	+31.7%
Adjusted EBITDA*	\$23.9	\$18.0	+32.8%
Adjusted EBITDA Margin*	27.9%	28.3%	-40 bps



HIGHLIGHTS

- Strong aftermarket demand and capital project activity drove record bookings
- Improved operating leverage led to strong adjusted EBITDA* performance
- Macroeconomic headwinds and supply chain constraints continue to present challenges to manage
- Fundamental drivers of our end-markets remain strong

Industrial Processing

\$ in millions	Q1 22	Q1 21	Change
Revenue	\$93.1	\$69.2	+34.6%
Bookings	\$106.3	\$86.6	+22.8%
Adjusted EBITDA*	\$22.0	\$14.5	+51.4%
Adjusted EBITDA Margin*	23.6%	21.0%	+260 bps



HIGHLIGHTS

- Strong end-market demand drove bookings for both parts and capital
- High operating rates at mills led to solid aftermarket parts business
- Excellent adjusted EBITDA margin* driven by improved operating leverage and solid execution in all product lines
- Healthy backlog positions us well for strong performance in 2022

Material Handling

\$ in millions	Q1 22	Q1 21	Change
Revenue	\$47.6	\$39.6	+20.3%
Bookings	\$59.6	\$41.9	+42.4%
Adjusted EBITDA*	\$9.7	\$7.1	+35.5%
Adjusted EBITDA Margin*	20.3%	18.0%	+230 bps



HIGHLIGHTS

- Demand was strong for our baling and bulk material handling equipment with record bookings in Q1
- Business activity remains healthy with organic bookings up 23%
- Margin performance continues to be solid despite inflationary pressure for raw materials

Business Outlook

- Demand expected to remain solid with some potential for softening in the second half of 2022
- Supply chain constraints and inflationary pressures expected to continue along with macroeconomic headwinds growing
- Expecting to generate record earnings in fiscal 2022



FINANCIAL REVIEW

Michael J. McKenney, EVP & CFO



Q1 2022 Financial Performance

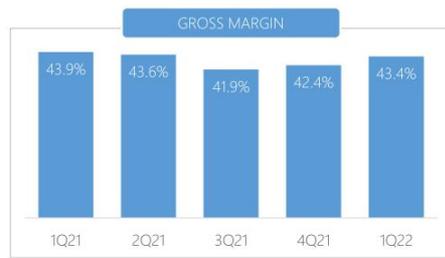
HIGHLIGHTS

- Adjusted EBITDA margin* of 20.2%
- Operating cash flow of \$23.8 million
- Free cash flow* of \$20.9 million
- Net debt of \$159 million; leverage ratio¹ of 1.16

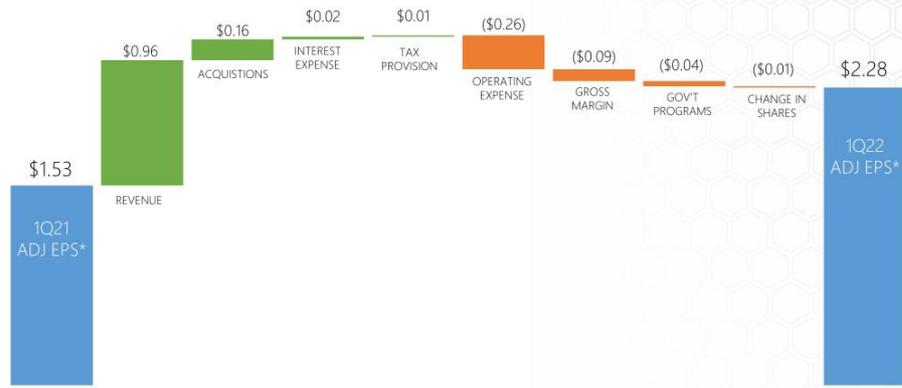
(\$ in millions, except per share amounts)

	Q1 22	Q1 21
Gross Margin	43.4%	43.9%
SG&A % of Revenue	26.1%	28.7%
Operating Income	\$56.0	\$23.4
Net Income	\$41.2	\$16.6
Adjusted EBITDA*	\$45.8	\$32.4
Diluted EPS	\$3.53	\$1.43
Adjusted Diluted EPS*	\$2.28	\$1.53

Key Consolidated Financial Metrics



1Q21 to 1Q22 Adjusted Diluted EPS*



Key Liquidity Metrics

\$ in millions	Q1 22	Q4 21	Q1 21
Cash, cash equivalents, and restricted cash	\$89.0	\$94.2	\$66.7
Debt	\$243.4	\$264.6	\$217.3
Lease obligations	\$4.5	\$4.9	\$5.2
Net Debt	\$158.9	\$175.4	\$155.8
Leverage ratio ¹	1.16	1.34	1.50
Working capital % LTM revenue ²	10.8%	9.4%	15.1%
Cash conversion days ³	104	106	123

Guidance

- FY 2022 GAAP diluted EPS of \$10.05 to \$10.25
- FY 2022 adjusted diluted EPS* of \$8.80 to \$9.00
- FY 2022 revenue of \$885 to \$905 million

- Q2 2022 GAAP diluted EPS of \$1.86 to \$1.96
- Q2 2022 revenue of \$215 to \$220 million



Questions & Answers

To ask a question, please call **888-326-8410** within the U.S. or +1 704-385-4884 outside the U.S. and reference 858 2925.

Please mute the audio on your computer.

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2022 Key Priorities



ACCELERATE SUSTAINABLE
INDUSTRIAL PROCESSING



DELIVER EXCEPTIONAL
STAKEHOLDER VALUE

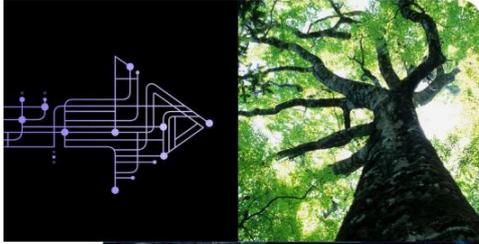


MAINTAIN STRONG
CASH FLOW



CAPITALIZE ON NEW
OPPORTUNITIES

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May 4, 2022



APPENDIX

First Quarter 2022 Business Review

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Revenue by Customer Location

\$ in thousands	Q1 22	Q1 21	Change	Change Excl. Acquisitions and FX*
North America	\$124,336	\$95,092	\$29,244	\$20,423
Europe	58,366	44,641	13,725	10,099
Asia	31,987	21,813	10,174	7,200
Rest of World	11,791	10,917	874	175
TOTAL	\$226,480	\$172,463	\$54,017	\$37,897

Adjusted Diluted EPS Reconciliation

Adjusted diluted EPS (earnings per share) is a non-GAAP financial measure.

	Q1 22	Q1 21
Diluted EPS, as reported	\$3.53	\$1.43
Impairment Costs, Net of Tax	0.01	-
Gain on Sale, Net of Tax	(1.30)	-
Acquisition Costs, Net of Tax	0.01	0.10
Acquired Profit in Inventory and Backlog Amortization, Net of Tax	0.03	-
Adjusted Diluted EPS*	\$2.28	\$1.53

Free Cash Flow Reconciliation

Free cash flow is a non-GAAP financial measure.

\$ in thousands	Q1 22	Q1 21
Operating Cash Flow	\$23,768	\$19,092
Less Capital Expenditures	(2,868)	(2,259)
Free Cash Flow*	\$20,900	\$16,833

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Adjusted EBITDA Reconciliation

Adjusted EBITDA and adjusted EBITDA margin are non-GAAP financial measures. Adjusted EBITDA margin is calculated by dividing adjusted EBITDA in a given period by revenue in the same period.

\$ in thousands	Q1 22	Q1 21
Net Income Attributable to Kadant	\$41,192	\$16,561
Net Income Attributable to Noncontrolling Interest	249	235
Provision for Income Taxes	13,378	5,561
Interest Expense, Net	1,132	1,046
Other Expense, Net	22	24
Impairment Costs	182	-
Gain on Sale	(20,190)	-
Acquisition Costs	76	1,298
Indemnification Asset Reversal	575	-
Acquired Backlog Amortization	703	60
Acquired Profit in Inventory Amortization	(218)	-
Depreciation and Amortization	8,742	7,626
Adjusted EBITDA*	\$45,843	\$32,411
Adjusted EBITDA Margin*	20.2%	18.8%

Notes

PRESENTATION NOTES

- All references to EPS (earnings per share) are to our EPS as calculated on a diluted basis.
- Percent change in slides 6-9 is calculated using actual numbers reported in our press release dated May 3, 2022.

FOOTNOTES

- 1) Leverage ratio is calculated by dividing total debt by EBITDA. For purposes of this calculation, EBITDA is calculated by adding or subtracting certain items from Adjusted EBITDA, as required by our amended and restated credit facility ("Credit Facility"). Our Credit Facility defines total debt as debt less worldwide cash of up to \$30 million.
- 2) Working capital is defined as current assets less current liabilities, excluding cash and debt. LTM is defined as last 12 months.
- 3) Cash conversion days is based on days in receivables plus days in inventory less days in accounts payable.

