





## Safe Harbor Statement

This presentation contains statements that are forward-looking within the meaning of Section 21E of the Securities Exchange Act of 1934, as amended. These statements are based on management's current expectations that are based on assumptions that are subject to risks and uncertainties. Actual results may vary because of variations between these assumptions and actual performance. Investors are referred to Twin Disc's fiscal year 2013 Annual Report and Form 10-K, "Management's Discussion and Analysis of Financial Condition and Results of Operations - Forward-Looking Information," which outlines certain risks regarding the Company's forward-looking statements. Copies of the Company's SEC filings may be obtained from the SEC, and are available on Twin Disc's web site (<u>www.twindisc.com</u>), or by request from the Investor Relations department at the Company.

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# Twin Disc At A Glance

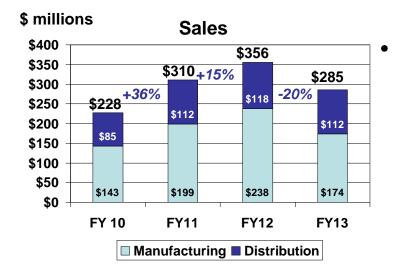
 $\overleftarrow{\langle}$  Manufacturing location (# of facilities in each location)

- Company owned distribution/service location
- Purchasing/sourcing offices

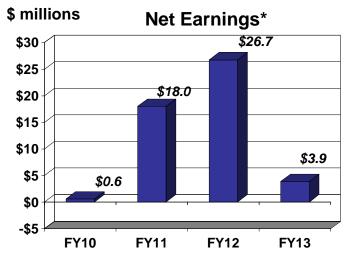
• Founded in 1918

- Headquartered in Racine, WI
- $\approx$  990 employees (FYE '13)
- FY13 Revenues of \$285M
   FY12 Revenues of \$356M
   FY11 Revenues of \$310M
- We are a global company
  - Well-known customers around the world
  - Mfg Operations in the U.S., Belgium, Italy, India, Switzerland and Japan (JV)
  - World-wide distributor network
  - Global: 55% of fiscal 2013 sales to international markets

# FY 2013 Highlights



Twin Disc, Incorporated



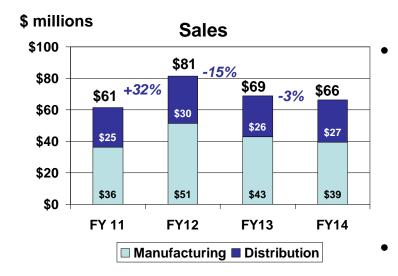
\* 2011 and 2012 fiscal year figures have been revised. See Footnote A in the Company's Form 10K for the period ending June 30, 2013.

#### Sales down 20% from record FY '12

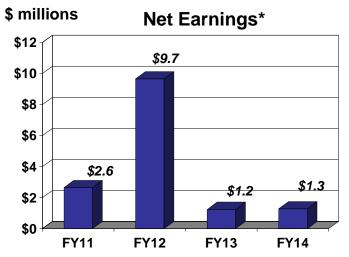
- Pressure pumping transmission business continued to slow down in North America, only partially offset by China market
- Commercial marine business experienced strong demand in North America (Gulf Coast) & Asia
- \$3.9 million profit, or \$0.34 per diluted share, down from all-time record of FY '12
  - Unfavorable mix of business and volume declines impacted margins & overall profitability

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## 1<sup>st</sup> Quarter Highlights



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\* 2011 and 2012 fiscal year figures have been revised. See Footnote A in the Company's Form 10K for the period ending June 30, 2013.

Sales down 3% from Q1 of FY '13

- Reflects lower level of business in North America and Europe
- Offset by increased shipments to customers in Asian markets
- \$1.3 million profit, or \$0.11 per diluted share, flat compared to Q1 of FY '13
  - Q1 of FY '14 included a \$1.1 million, or \$0.10 per diluted share, restructuring charge at the Company's Belgian operation
  - Gross margin increased 290 basis points to 31.1% driven by a more profitable product mix and lower warranty expense

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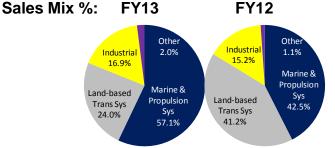
## Marine & Propulsion Systems

#### Commercial Marine:

- Achieved record sales in fiscal 2013, driven by strong demand in Asia and the US Gulf Coast
- European market remains uncertain, likely 2-3 years to recover
- Long term growth in Asia, Latin and North America expected to continue

#### Patrol Boat:

- Experienced recent growth as demand for coastal security applications has increased globally
- Expect long term growth to continue
- Pleasure Craft:
  - Market remains at historic lows
  - EJS™ introduced and Cat® Three60 available
  - Likely 5+ years before market recovers to prerecession levels
  - Continue to emphasize technological differentiation







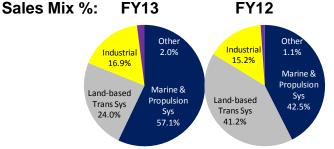






## Land-Based Products **Transmission Systems**

- Pressure Pumping:
  - Achieved record units sales in fiscal '12
  - North American market saw significant decline in fiscal '13, that has continued into '14
  - Asian market, driven by China, has partially offset North American softening
  - Cautiously optimistic that order activity will start to build in calendar 2014 in the North American market
  - Global markets continue to represent opportunity for above average growth in the long run
- Airport Rescue and Fire Fighting (ARFF) & Military:
  - Markets to remain stable with potential for modest growth
  - Continue to develop next generation transmission system for ARFF







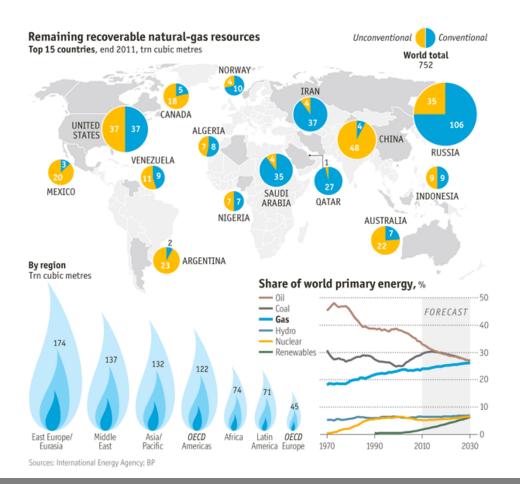




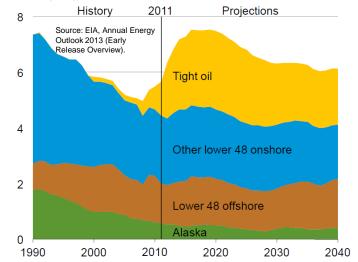
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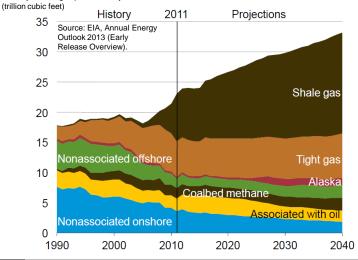
## Land-Based Products **Pressure Pumping**



U.S. domestic crude oil production by source, 1990-2040 (million barrels per day)



U.S. dry natural gas production by source, 1990-2040



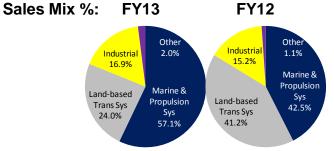
June 25, 2013

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## Land-Based Products Industrial Products

- North America Energy Related:
  - After a strong fiscal 2012, shipments and orders were impacted by softness in oil & gas markets
  - Demand will grow as North American oil & gas market strengthens
- Irrigation & Pumping Applications:
  - PTO and industrial gearbox lines drove growth
  - Solid reputation for quality, global service and new product development will continue to produce growth opportunities in the future
- International Markets:
  - Opened a new facility in India, south of Chennai, expect to expand our penetration in the region in the coming years
  - European markets remain sluggish
  - Vigorous demand in Asia, Australia, Africa and Middle East support optimism for the near term and beyond









## Corporate Profile – Geographic Diversity Sales (as a % of total sales)

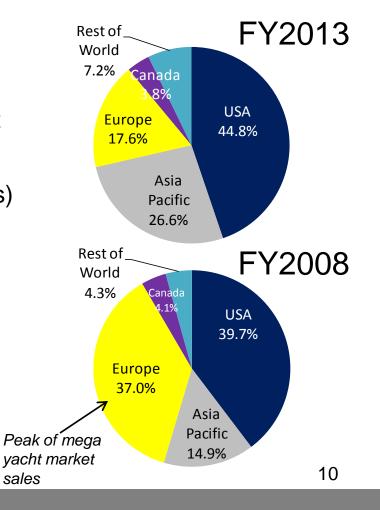
### • Highlights:

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- More than 55% of sales were outside the USA in fiscal 2013
- Sales to Canada were nearly 13% in 2012 (oil & gas driven)
- In 2012, Asia surpassed Europe as 2<sup>nd</sup> largest end market (achieving record sales)
- Sales to China have tripled over last 3 years, now represent 10.2% of sales
- Overall CAGR from 2006 to 2013 = 2% (Asia = 14%)

### Outlook:

 Continue to focus on BRIC as largest growth opportunity





# Managing Our Cost Structure

### CAPEX

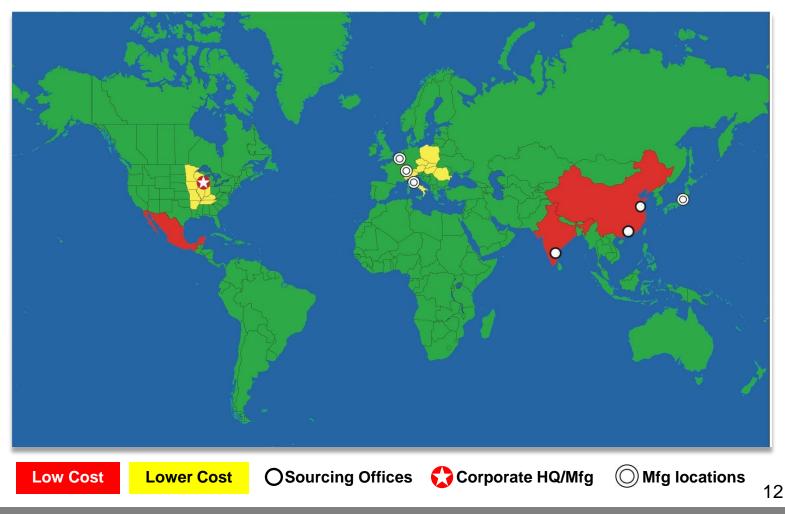
- Investing in core competencies
- Expanding presence in low cost manufacturing locations
- Nearly \$100 million over past 9 yrs







# Managing Our Cost Structure



November 5, 2013



# What Differentiates Us?

### Technology

- Oil & Gas
  - 8500 Series
  - 7500 Series



- ARFF
  - "Pump & Roll"
- Military
  - "Legacy" Contracts

- Marine
  - Patented QuickShift®
  - Express Joystick System®



- Dynamic Positioning/DPII
- Rolla CFD

# What Differentiates Us?

- 95 Years of Proven Application Know-How
- Niche Market Focus



Mfg location
Co.-owned dist.
3<sup>rd</sup> Party dist.
Service dealers

- Global Distribution and Service Network
- Product/Market & Geographic Diversity
- Core Manufacturing Capabilities

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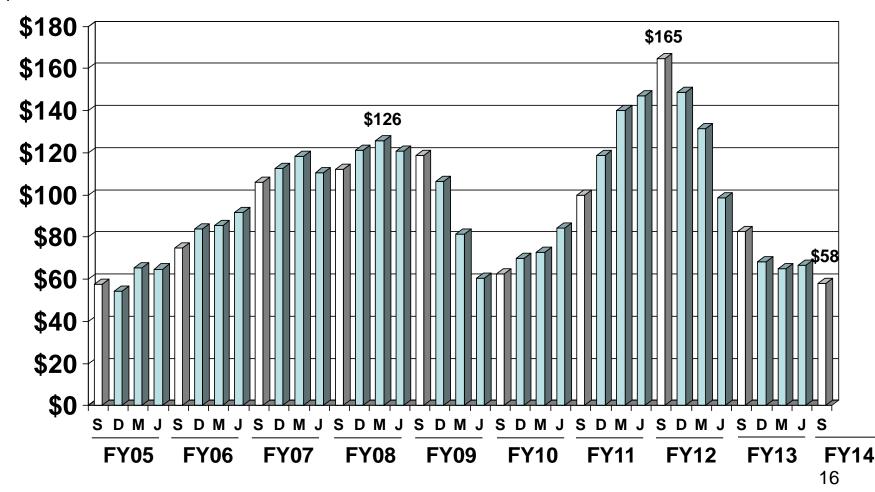


# Looking Ahead

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# **Corporate Six Month Backlog**

*s millions* (Mfg Orders to be shipped in the next 6 months)



November 5, 2013



# Fiscal Year 2014 Outlook

- North American Oil & Gas landscape causes near term outlook to be cautious
  - Six-month backlog reflects continued weakness in demand from North American oil and gas market, which is expected to continue for the balance of fiscal 2014
  - International oil and gas markets offer significant long term growth opportunities
- Marine markets will remain mixed
  - Commercial marine markets remain robust and another strong year is expected
  - Global mega yacht market will remain depressed
  - Patrol Boat market will continue to expand beyond 2014

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# Fiscal Year 2014 Outlook

- ARFF, Military and North American industrial markets are expected to remain stable
- Global markets will remain mixed
  - European markets will remain challenged in the near term
  - Asia continues to offer significant opportunities for above average growth rates
  - North American pressure pumping market has been slow to rebound and continues to impact near-term financial results
- The Company is well-positioned to grow as end markets recover and remains focused on providing innovative and differentiating product and market development projects



# Appendices



## Appendix I

## Corporate Profile – Market Diversity

#### Pleasure Craft Market:

- *Target Markets:* High speed planing and displacement yachts from 50' to 150', diesel-powered
- Products: Transmissions, Surface Drives, Propellers, Steering/Thruster/Trim Systems, Controls, EJS
- Channels: Engine OEMs & dealers, & boat builders
- Customers: CAT, CMD, MAN, MTU, Volvo / Azimuth, Baia, Ferretti, Maritimo, Palmer Johnson, Riviera, Sanlorenzo, Sunseeker
- Competition: ZF, Reintjes / Kamewa /Side Power, Ultraflex





## Appendix II

## Corporate Profile – Market Diversity

#### Work Boat Market:

- Target Markets: planing and displacement vessels from 30' to 250', diesel-powered
- Products: Transmissions, Propellers, MCD's, Water Jets, Controls
- Channels: Engine OEMs & dealers, boat builders & distribution
- Customers: CAT, Cummins, IVECO, Mitsubishi, Volvo / Damen / Sewart Supply (operators: Secor, Tidewater, Groupe Bourbon)
- Competition: ZF, Reintjes / Kamewa, Hamilton





## Appendix III

## Corporate Profile – Market Diversity

#### Patrol Boat Market:

- Target Markets: military, patrol and coast guard vessels from 30' to 90', diesel-powered
- Products: Transmissions, Surface Drives, Propellers, Steering/Thruster/Trim Systems, Controls, EJS
- Channels: Engine OEMs & dealers, naval authorities & boat builders
- Customers: CAT, CMD, MAN, MTU, Volvo / Indian Navy/Coast Guard, Israeli Navy, Turkish Coast Guard, USCG, US Navy, RCMP
- Competition: ZF / Kamewa

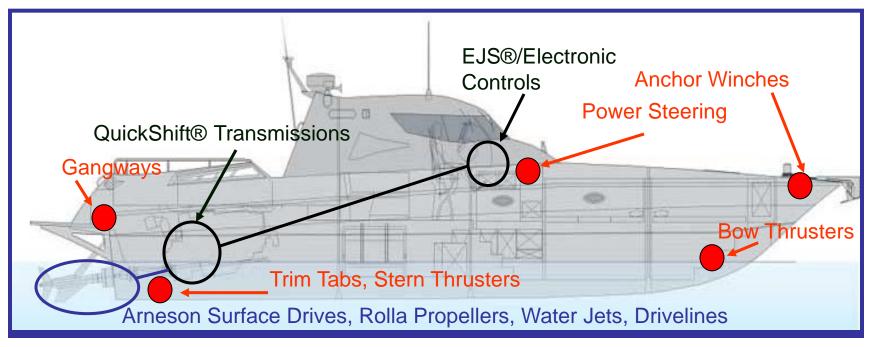




Appendix IV

## Corporate Profile – Market Diversity

Marine Transmissions, Propulsion & Boat Management Systems



We have been very successful "bundling" more marine products

- Increasing content and value on each vessel
- Working directly with the shipyards
- Industry expert on vessel performance and handling



## Appendix V

## Corporate Profile – Market Diversity

#### Industrial Products:

- *Target Market:* Heavy duty industrial disconnect applications
- Products: Mechanical & hydraulic clutches, PTOs & pump mount drives, 100 - 2,500 HP
- Channels: Distribution & OEMs
- Customers: Bandit, Morbark, Peterson Pacific / OEM engine dealers
- *Competitors:* Funk, NACD, PT Tech, Stiebel, Transfluid, WPT





## Appendix VI

## Corporate Profile – Market Diversity

#### Industrial Transmissions:

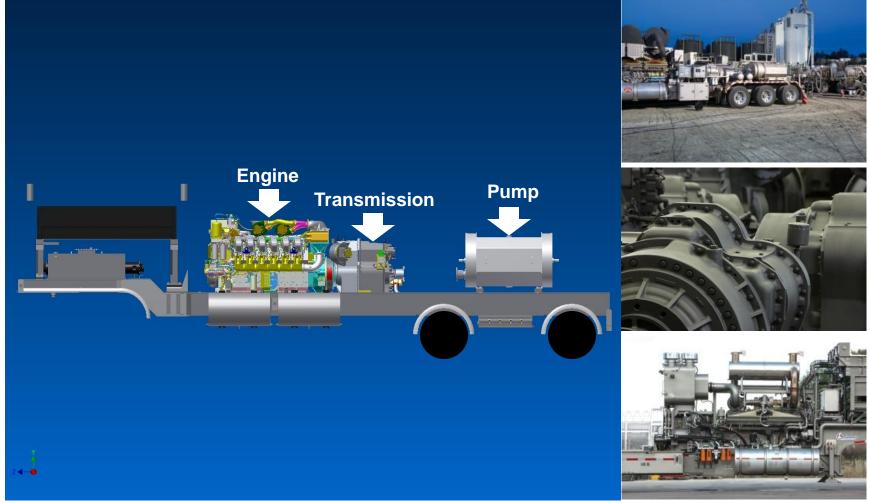
- Target Market: Off-highway and all-terrain specialty vehicles, diesel powered
- Products: Powertrain components - 400 to 3,000 HP
- Channel: OEM vehicle mfrs.
- Customers: BAE, Rosenbauer, Oshkosh, Tatra / BJ Services, Cisco High-Lift, Crown Energy, Enerflo, Fractec, MG Bryan, Trican, Tai'an, Zoomlion
- Competitors: Allison, Cat





### Appendix VII

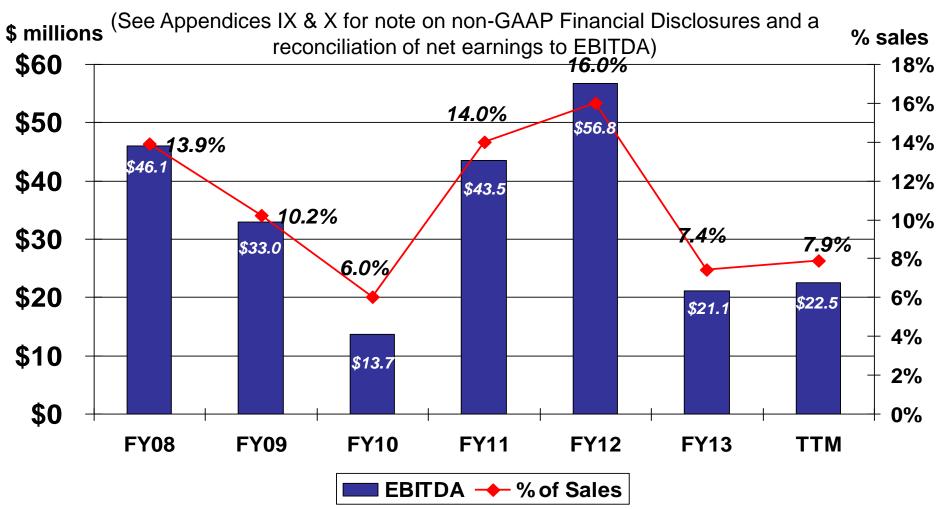
## Frac Rig Diagram



November 5, 2013



## EBITDA



\* See Appendix XI for reconciliation of TTM figures to reported figures.

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### Appendix IX

### Non-GAAP Financial Disclosures

#### Non-GAAP Financial Disclosures

Financial information excluding the impact of certain significant items in this presentation are not measures that are defined in U.S. Generally Accepted Accounting Principles ("GAAP"). These items are measures that management believes are important to adjust for in order to have a meaningful comparison to prior and future periods and to provide a basis for future projections and for estimating our earnings growth prospects. Non-GAAP measures are used by management as a performance measure to judge profitability of our business absent the impact of foreign currency exchange rate changes and acquisitions. Management analyzes the company's business performance and trends excluding these amounts. These measures, as well as EBITDA, provide a more consistent view of performance than the closest GAAP equivalent for management and investors. Management compensates for this by using these measures in combination with the GAAP measures. The presentation of the non-GAAP measures in this presentation are made alongside the most directly comparable GAAP measures.

#### Definition - Earnings Before Interest, Taxes, Depreciation and Amortization (EBITDA)

The sum of, net earnings and adding back provision for income taxes, interest expense, depreciations and amortization expenses: this is a financial measure of the profit generated excluding the above mentioned items.



### Appendix X

### Reconciliation of Net Earnings to EBITDA

in \$ thousands, except % data		ттм	2013	2012	2011	2010		2009		2008	
Net Earnings	\$	3,927	\$ 3,882	\$ 26,743	\$ 17,997	\$	597	\$	11,502	\$	24,252
Income Taxes Interest Expense Depreciation & Amortization		6,362 1,383 10,809	4,986 1,435 10,838	17,815 1,475 10,756	13,897 1,719 9,904		992 2,282 9,817		6,257 2,487 9,774		10,904 3,038 7,881
Earnings before interest, taxes, depreciation and amortization	\$	22,481	\$ 21,141	\$ 56,789	\$ 43,517	\$	13,688	\$	30,020	\$	46,075
Net Sales	\$ 2	282,914	\$ 285,282	\$ 355,870	\$ 310,393	\$	227,534	\$	295,618	\$	331,694
EBITDA as a % of Sales		7.9%	7.4%	16.0%	14.0%		6.0%		10.2%		13.9%

#### \* See Appendix XI for reconciliation of TTM figures to reported figures.

NOTE: 2011 and 2012 fiscal year figures have been revised. See Footnote A in the Company's Form 10K for the period ending June 30, 2013.



### Reconciliation of TTM Data to Reported Quarterly Figures

	<u>FY 10**</u>	<u>FY 11**</u>	FY 12**	<u>Q1 13*</u>	<u>Q2 13*</u>	<u>Q3 13*</u>	Q4 13*	FY 13**	<u>Q1 14*</u>	<u>TTM</u>
	<b>*</b>	<b>*</b>	<b>*</b>	<b>*</b>	<b>*</b>	<b>*</b> • • • • • •	<b>^</b>	<b>•</b> • • • • • • •	<b>*</b> • • • • •	<b>*</b> • • • • • •
Sales	\$227,534	\$310,393	\$355,870	\$68,793	\$72,325	\$68,232	\$75,931	\$285,282	\$66,426	\$282,914
Gross Profit	60,465	107,683	121,632	19,416	22,311	17,674	20,623	80,025	20,667	81,275
Operating Income	3,085	34,716	44,871	2,796	5,541	269	1,406	10,013	4,056	11,272
Interest Exp	2,282	1,719	1,475	306	329	366	434	1,435	254	1,383
Net Earnings	597	17,997	26,743	1,231	3,360	(757)	47	3,882	1,277	3,927
EPS, Diluted	\$ 0.05	\$ 1.57	\$ 2.31	\$ 0.11	\$ 0.29	\$ (0.07)	\$-	\$ 0.34	\$ 0.11	<b>\$</b> 0.33
EPS, Basic	\$ 0.05	\$ 1.59	\$ 2.34	\$ 0.11	\$ 0.30	\$ (0.07)	\$-	\$ 0.34	\$ 0.11	<b>\$</b> 0.34
CAPEX	4,456	12,028	13,733	1,337	2,192	1,589	1,464	6,582	866	6,111
Deprec.	9,817	9,904	10,756	2,632	2,713	2,680	2,813	10,838	2,603	10,809
Oper Cash Flow	35,116	13,860	14,444	2,082	10,010	(1,290)	13,306	24,108	9,722	31,748
Dividends	3,133	3,411	3,886	1,026	1,029	1,012	1,012	4,079	1,015	4,068
										-
Pretax Income	1,722	32,029	44,756	2,363	5,234	32	1,608	9,237	3,836	10,710
Taxes	992	13,897	17,815	1,097	1,815	640	1,435	4,986	2,472	6,362

\* Quaterly Data is from the Company's unaudited quarterly Form 10-Q filings with the SEC.

\*\* Annual Data is from the Company's audited Form 10-K filing with the SEC.

**NOTE:** 2011 and 2012 fiscal year figures have been revised. See Footnote A in the Company's Form 10K for the period ending June 30, 2013.

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### Fiscal Year Condensed Consolidated Statements of Operations

(\$ thousands, per Form 10-K)	2013	2012	2011	2010	2009	2008
Sales	\$ 285,282	\$ 355,870	\$ 310,393	\$ 227,534	\$ 295,618	\$ 331,694
Gross Profit	80,025	121,632	107,683	60,465	81,443	104,868
	<b>28</b> .1%	34.2%	34.7%	26.6%	27.6%	31.6%
MEA Expense	67,899	73,091	72,967	57,380	61,658	65,976
	23.8%	20.5%	23.5%	25.2%	20.9%	19.9%
Impairment Charge	2,113	3,670	-	-	-	-
Interest Expense	1,435	1,475	1,719	2,282	2,487	3,038
Misc. Exp/(Inc)	(659)	(1,360)	968	(919)	(747)	606
Pretax Earnings	9,237	44,756	32,029	1,722	18,045	35,248
Income Taxes	4,986	17,815	13,897	992	6,257	10,904
Minority Interest	(369)	(198)	(135)	(133)	(286)	(92)
Net Earnings	\$ 3,882	\$ 26,743	\$ 17,997	\$ 597	\$ 11,502	\$ 24,252
EBITDA	\$ 21,141	\$ 56,789	\$ 43,517	\$ 13,688	\$ 33,020	\$ 46,075
DILUTED EPS	\$ 0.34	\$ 2.31	\$ 1.57	\$ 0.05	\$ 1.03	\$ 2.13

**NOTE:** 2011 and 2012 fiscal year figures have been revised. See Footnote A in the Company's Form 10K for the period ending June 30, 2013.

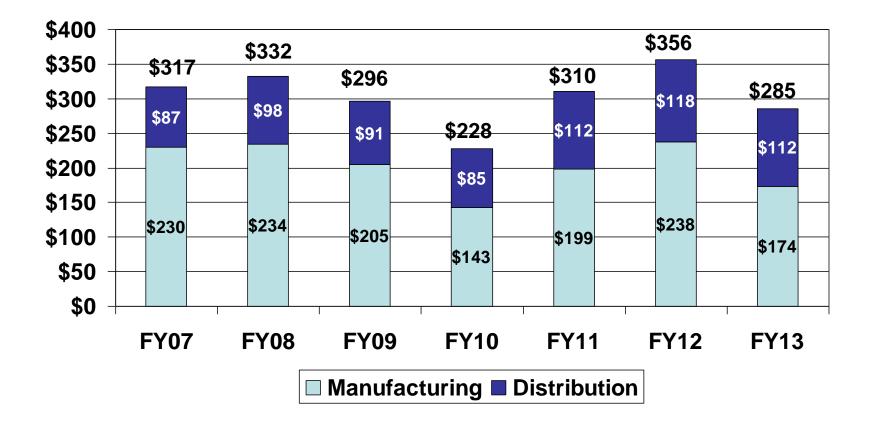
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### Appendix XIII

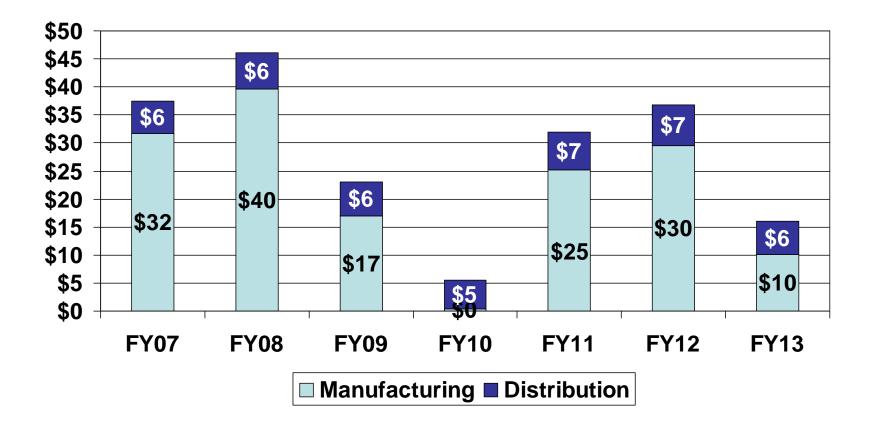
### Historical Net Sales by Segment





### Appendix XIV

### Historical Net Earnings by Segment (before Corporate Expense)



**NOTE:** 2011 and 2012 fiscal year figures have been revised. See Footnote A in the Company's Form 10K for the period ending June 30, 2013.

November 2013

### Appendix XV

(\$ thousands, unaudited)	2014		 2013	 2012	2011	2010	
Sales	\$	66,426	\$ 68,793	\$ 81,330	\$ 61,395	\$	47,057
Gross Profit		20,667	19,416	30,768	20,023		9,747
		31.1%	28.2%	37.8%	32.6%		20.7%
MEA Expense		15,517	16,620	15,909	14,777		12,778
		23.4%	24.2%	19.6%	24.1%		27.2%
Restructuring of Operations		1,094	-	-	-		-
Interest Expense		254	306	359	439		619
Misc. Exp/(Inc)		(34)	 127	 (394)	 554		60
Pretax Earnings		3,836	2,363	14,894	4,253		(3,710)
Income Taxes		2,472	1,097	5,184	1,575		(1,398)
Minority Interest		(87)	(35)	(54)	(41)		(92)
Net Earnings	\$	1,277	\$ 1,231	\$ 9,656	\$ 2,637	\$	(2,404)
EBITDA	\$	6,606	\$ 5,266	\$ 17,772	\$ 6,923	\$	(808)
EBITDA as % of Sales		10%	8%	22%	11%		-2%
DILUTED EPS	\$	0.11	\$ 0.11	\$ 0.83	\$ 0.24	\$	(0.22)

**NOTE:** 2011 and 2012 fiscal year figures have been revised. See Footnote A in the Company's Form 10K for the period ending June 30, 2013.

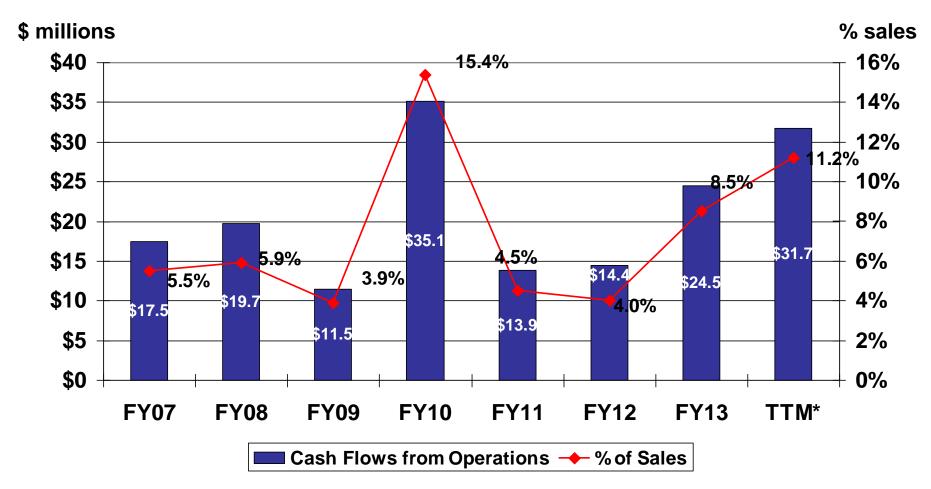
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### Appendix XVI

### **Operating Cash Flows – Fiscal Year**



\* See Appendix X for reconciliation of TTM figures to reported figures.



### Express Joystick System® in Action



Go to <u>http://www.twindisc.com/MarineProducts/EJS.html</u> to see the new revolutionary Twin Disc Express Joystick System® in action.