



Twin Disc, Incorporated

# Twin Disc Incorporated

## Investor Presentation

### November 2015





# 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 2015 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 ([www.twindisc.com](http://www.twindisc.com)), or by request from the Investor Relations department at the Company.



# Twin Disc At A Glance



- ★ Manufacturing location (# of facilities in each location)
- Company owned distribution/service location
- Purchasing/sourcing offices

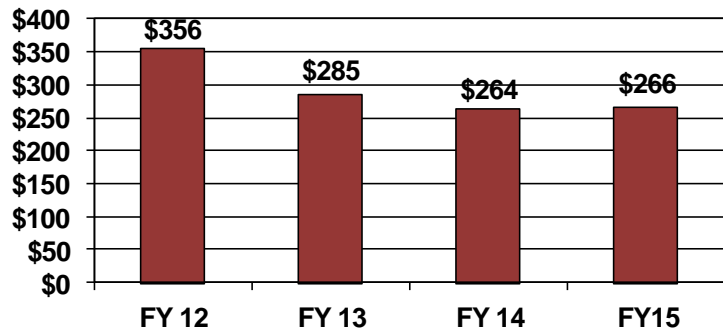
- Founded in 1918
- Headquartered in Racine, WI
- ≈ 840 employees
- We are a global company
  - Mfg Operations in the U.S., Belgium, Italy, India, Switzerland and Japan (JV)
  - World-wide distributor network
  - Global: 55% of fiscal 2015 sales to international markets
- Diversified product & market portfolio



# FY 2015 – Highlights

\$ millions

### Sales

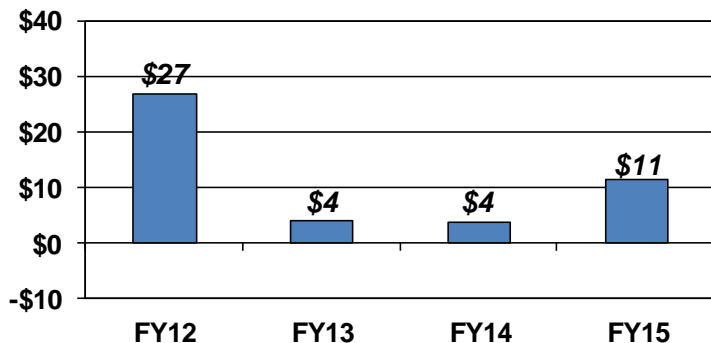


- **Sales up slightly from FY '14**

- Strong North American O&G demand through first 3 quarters.
- Softening in Asian demand for O&G and commercial marine.
- Weakness in pleasure craft continues.
- Unfavorable currency impact of \$8.9M.

\$ millions

### Net Earnings



- **\$11.2 million profit, or \$0.99 per diluted share, up \$0.67 from FY '14**

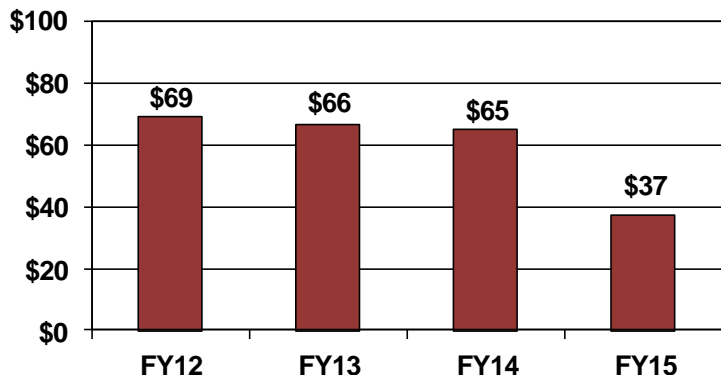
- Q4 of FY '15 included a \$3.3 million, or \$0.29 per diluted share, restructuring charge at the Company's North American operation
- Gross margin increased 190 basis points to 31.2% driven by a more profitable product mix.



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

\$ millions

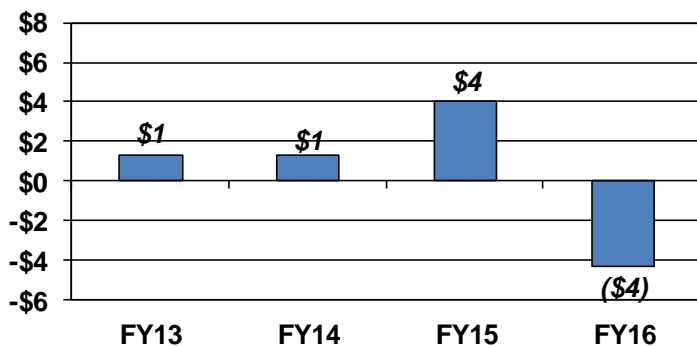
### Sales



- **Sales down 42% from Q1 of FY '15**
  - Sales of O&G produce for NA and Asia severely impacted by oil price.
  - Softening in Asian commercial marine demand.
  - Unfavorable currency impact of \$4.5M.

\$ millions

### Net Earnings\*



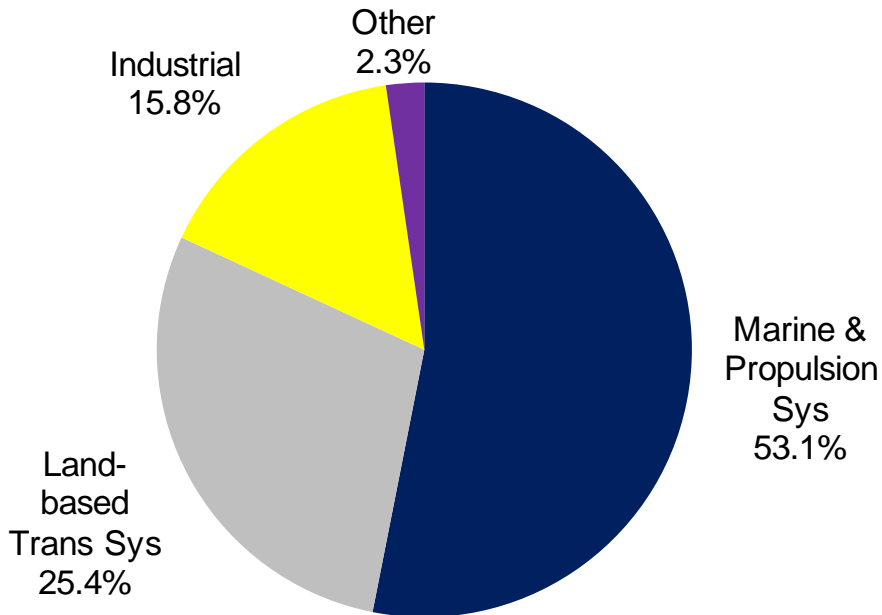
- **\$4.3 million loss, or \$0.33 per diluted share, down from \$0.36 profit in Q1 FY '15**
  - Severe volume and mix impact due to global O&G decline.
  - Gross profit decreased 1,260 basis points to 21.9% driven by reduced volume and a less profitable product mix.



# Product/Market Diversity

Twin Disc benefits from a broad product offering with diverse market applications.

## FY15 Product Mix



### Land-Based Transmission

- Pressure pumping (O&G)
- Airport rescue & fire fighting
- Military

### Marine & Propulsion

- Commercial marine
- Pleasure craft
- Patrol boats

### Industrial

- North American energy
- Global irrigation & pumping
- Environmental & natural resource

- **Pressure Pumping:**

- Achieved record units sales in fiscal '12
- Some recovery in early '15 following decline in '13 & '14.
- Asian market, driven by China, has become a key source of demand and future growth.
- Severe decline in global oil prices in '15 have caused significant drop in demand.
- Started to ship units to Latin America in fiscal 2014.
- 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.







# Marine & Propulsion Systems

- **Commercial Marine:**

- Fiscal '15 softening in Asia following record years.
- Fiscal '16 further decline in Asia demand, primarily to China economy
- European market remains stable but 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, some market share gains recently
- EJS™ introduced and Cat® Three60 available
- Likely 5+ years before market recovers to pre-recession levels
- Continue to emphasize technological differentiation





- ***North America Energy Related:***

- After a strong fiscal 2012, shipments and orders were impacted by oversupply in oil & gas markets
- Slight rebound in early FY15, followed by crash of oil prices.
- 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:***

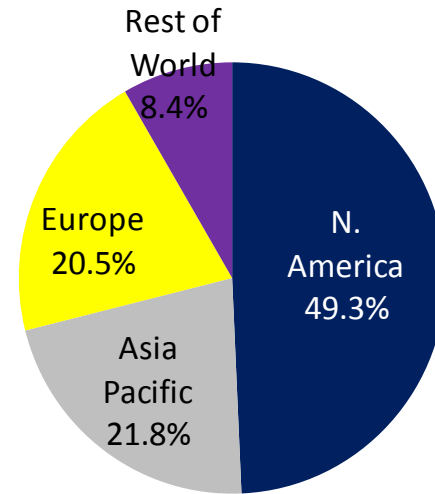
- Opened a new facility in India, south of Chennai, expect to expand our penetration in the region in the coming years
- European markets remain sluggish
- Vigorous demand in Asia, Australia, Africa and Middle East support optimism for the near term and beyond



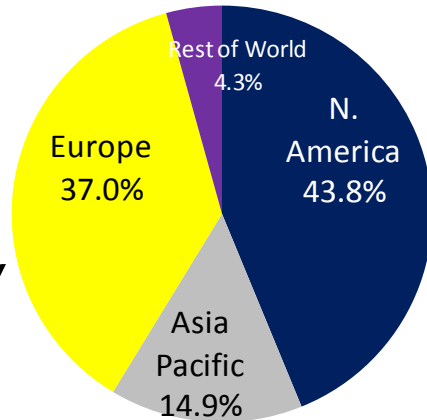
# Geographic Diversity

- Sales to Asia Pacific peaked at 29% in FY14, declining in FY15 with reduced O&G and economic downturn in China.
- European segment relatively stable, following pleasure craft downturn in FY10/FY11.
- North American O&G driving decline in Q1 of FY16.

Q1 FY16



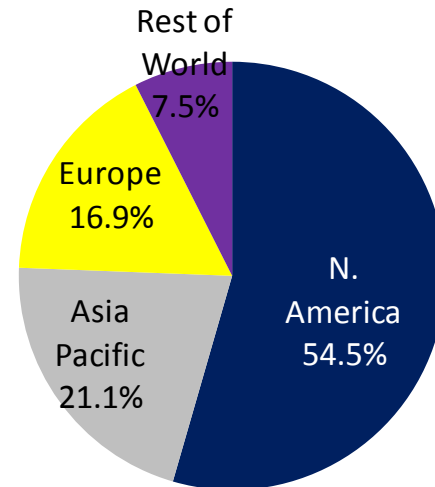
FY2008



Peak of mega yacht market sales



FY2015





## **Announced \$6 million annualized savings in Q4 FY15**

- Response to initial downturn in NA O&G demand
- Primarily Racine-based headcount actions
- \$3.3 million charged recorded in Q4.

## **Announced additional \$4 million annualized savings in Q2 FY16**

- Dramatic drop in Asia Pacific demand middle of Q1.
- Primarily wage and benefit reductions.
- Will continue to evaluate structure/capacity reorganization opportunities.



# Managing Our Cost Structure

## Capital Investments

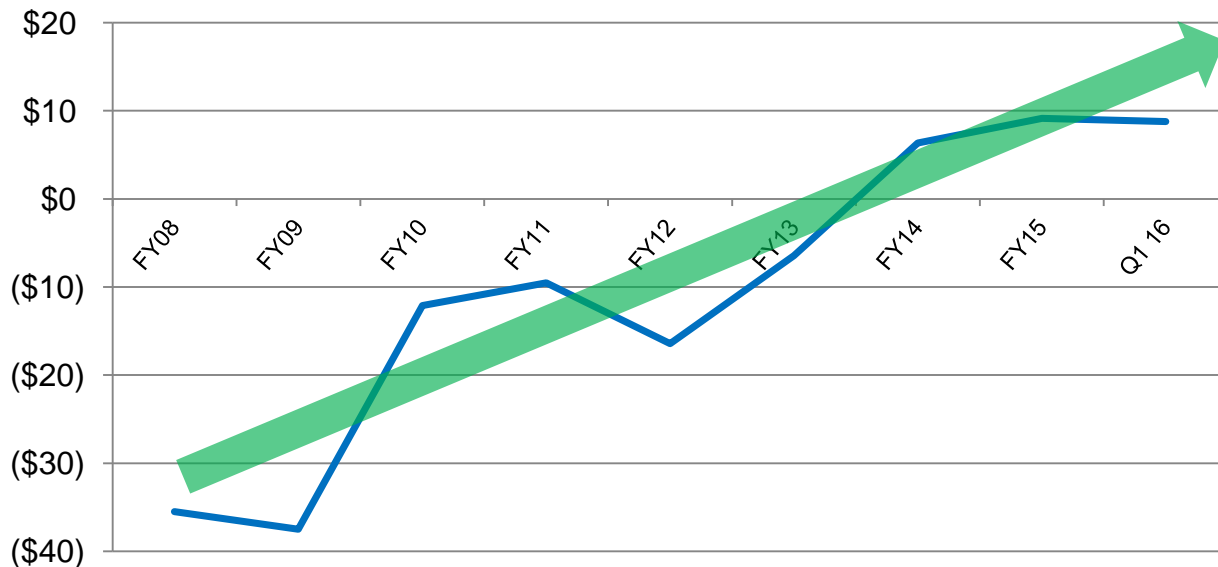
- Investing in core competencies
- Expanding benefit from low cost manufacturing sources
- Over \$100 million over past 10 yrs





# Managing our Balance Sheet

## Improving Net Cash Position



- \$45 million improvement in net cash since fiscal 2008.
- \$95 million borrowing capacity
- Balance sheet strength for extended downturn or M&A opportunities.



**Renewed focus on product development activities to drive Industrial product growth.**

**Sale of non-core NA distribution entities.**

- Eliminated 5 locations
- Territories in good hands with long-term partner
- Generated \$5 million of capital for reinvestment
- Further actions under consideration

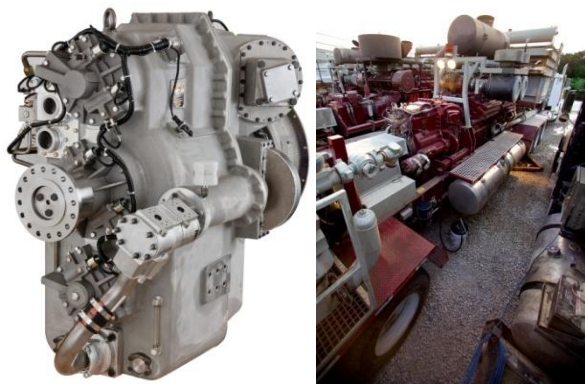
**Ongoing efforts to acquire new products/technologies to diversify from O&G.**

**Remain poised with assets and production capability to benefit from O&G recovery and grow market share.**

## Technology

– **Oil & Gas**

- 8500 Series
- 7500 Series



– **ARFF**

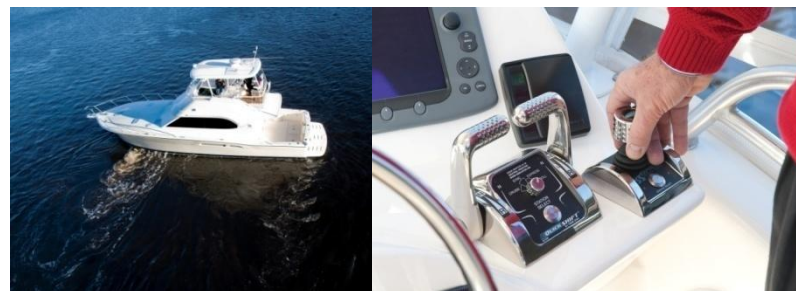
- “Pump & Roll”

– **Military**

- “Legacy” Contracts

– **Marine**

- Patented QuickShift<sup>®</sup>
- Express Joystick System<sup>®</sup>

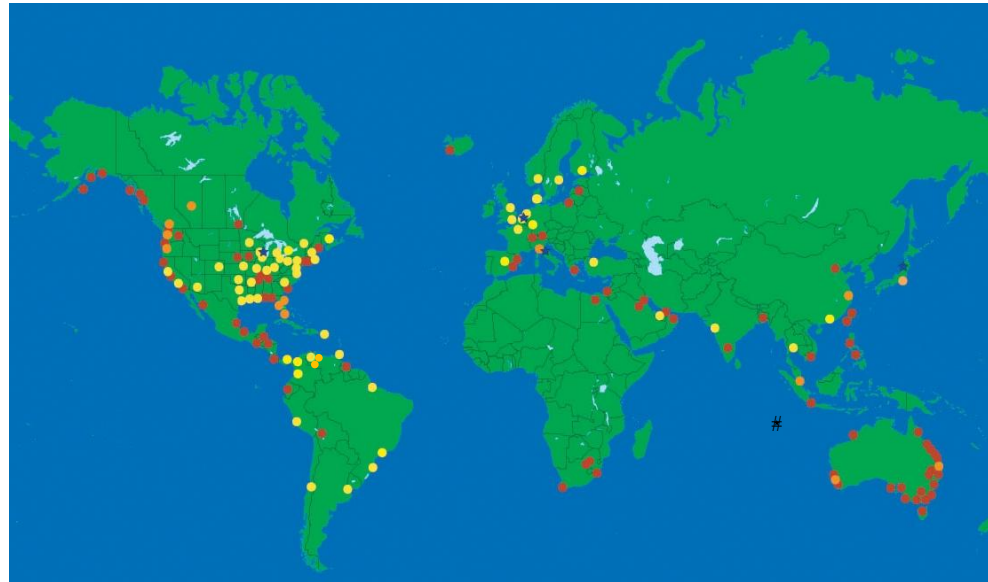


- Dynamic Positioning/DPII
- Rolla CFD



# What Differentiates Us?

- 96+ 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

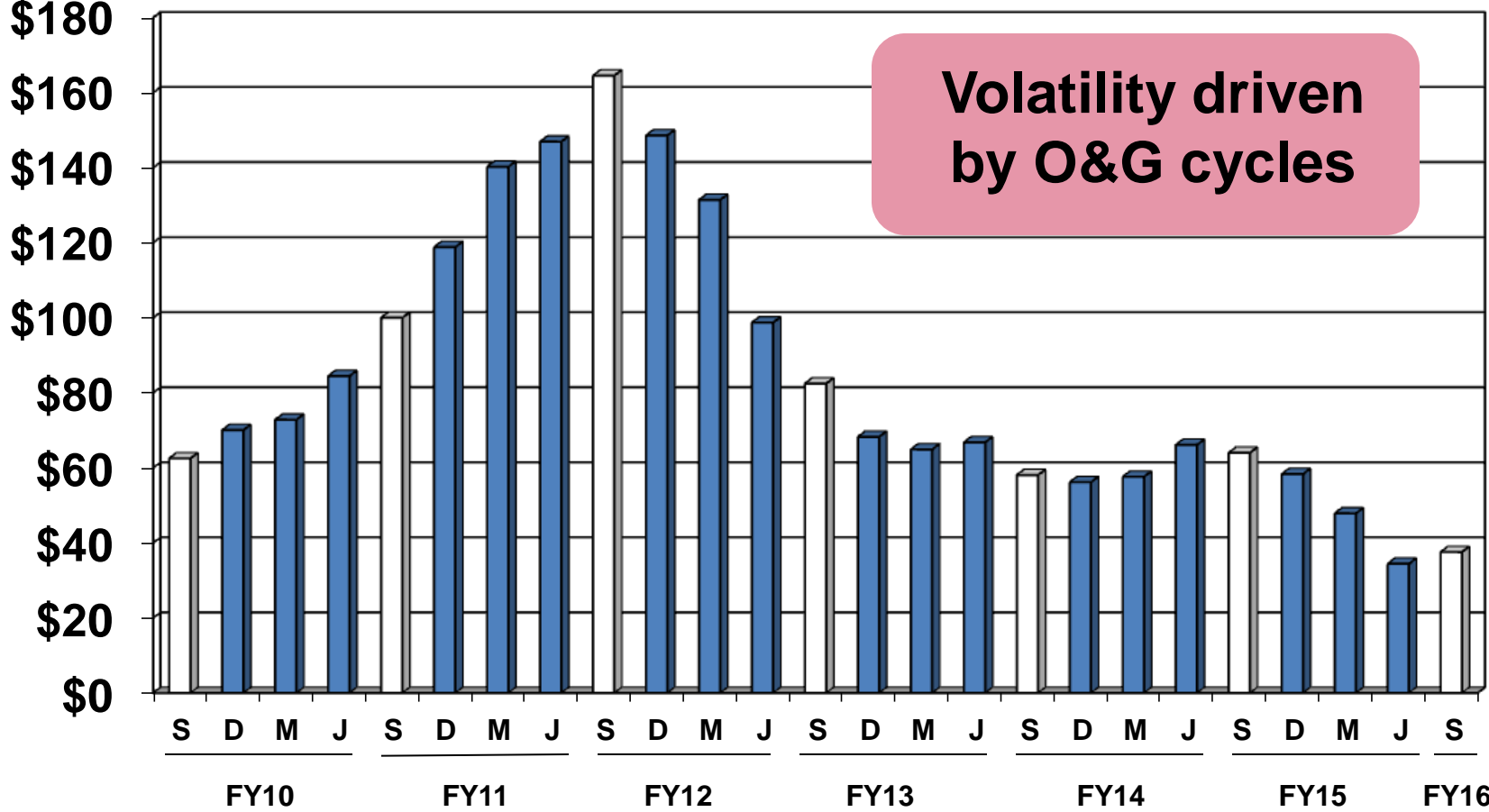


# Looking Ahead



# Corporate Six Month Backlog

\$ millions



**Volatility driven by O&G cycles**



- Expect fiscal 2016 results to improve sequentially through the year.
- North American Oil & Gas landscape causes difficult near term outlook.
  - No order activity for several quarters.
  - Timing of any recovery unpredictable.
  - Intent on maintaining/growing our position in this market.
- Marine markets will remain mixed
  - Asian commercial marine markets experience softening over FY15, worsening in FY16.
  - North American commercial marine (non-O&G) comparatively stable.
  - Global mega yacht market will remain depressed, however opportunity exists for select market share gains.
  - Patrol Boat market will continue to expand in the long-term as coastal security remains a focus around the world.



- 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, but experiencing short term market decline in FY16.
  - Unpredictable North American pressure pumping market.
- The Company is well-positioned to grow as end markets recover and remains focused on providing innovative and differentiating product and market development projects.
- Continue to focus on strategic product line and technology expansion opportunities (organic and acquisitive).



# Appendices

# Corporate Profile – Market Diversity

## Pleasure Craft Market:

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





# Corporate Profile – Market Diversity

## Work Boat Market:

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



# Corporate Profile – Market Diversity

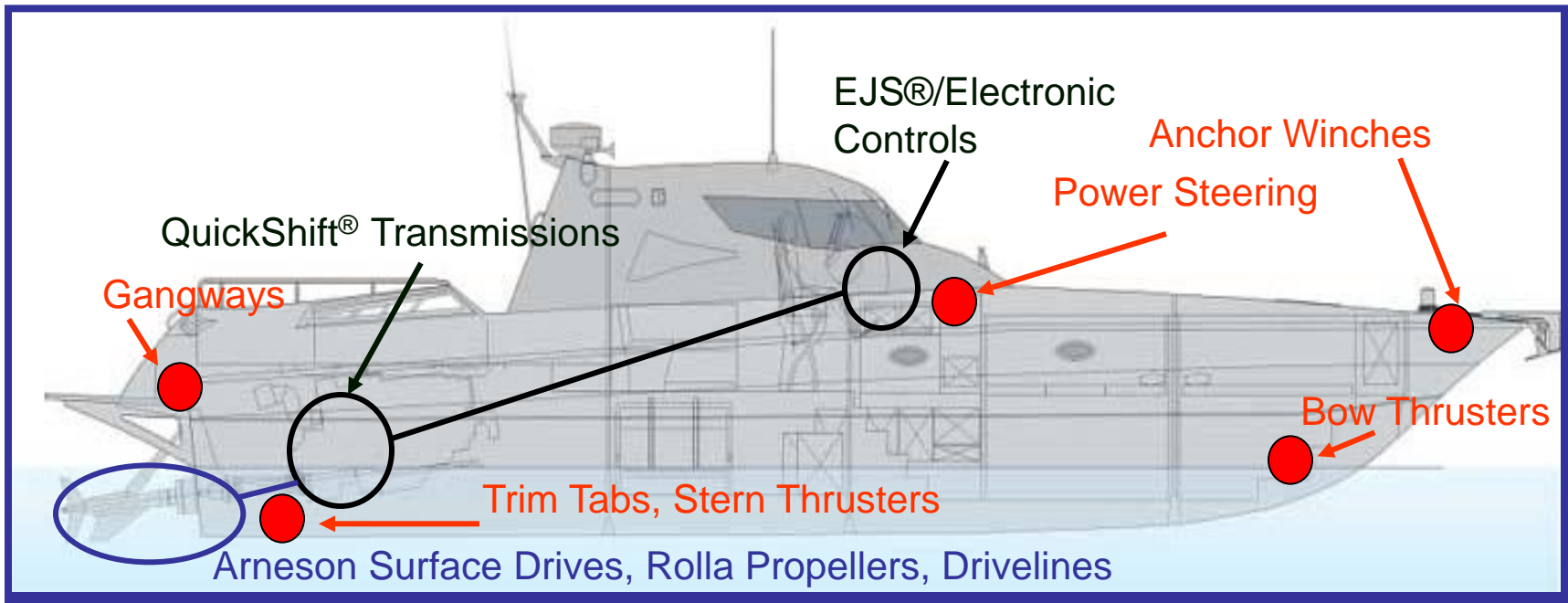
## Patrol Boat Market:

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



## Corporate Profile – Market Diversity

### Marine Transmissions, Propulsion & Boat Management Systems



**We have been successful “packaging” more marine products**

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

## Corporate Profile – Market Diversity

### Industrial Products:

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





## 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. & Distribution
- **Customers:** BAE, Rosenbauer, Oshkosh, Tatra / BJ Services, FTSI, CalFrac, NOV, MG Bryan, Trican, Tai'an, Yantai Jerih, & SJ Petro
- **Competitors:** Allison, Cat, ZF



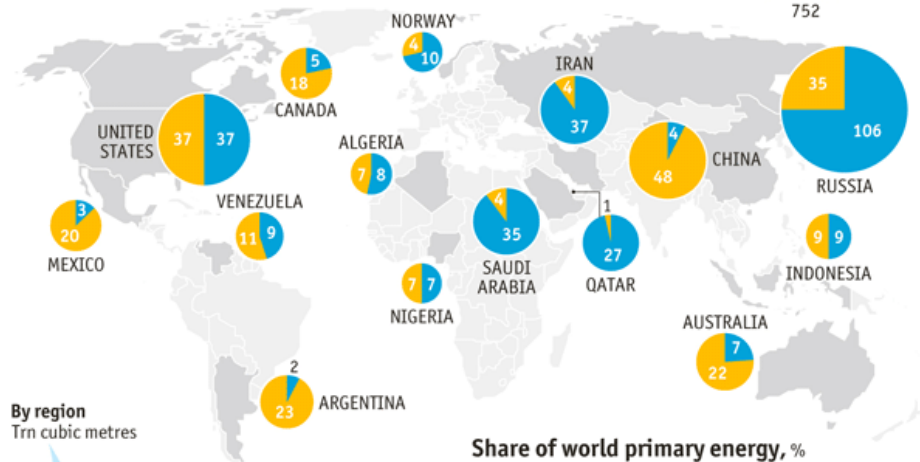


# Land-Based Products

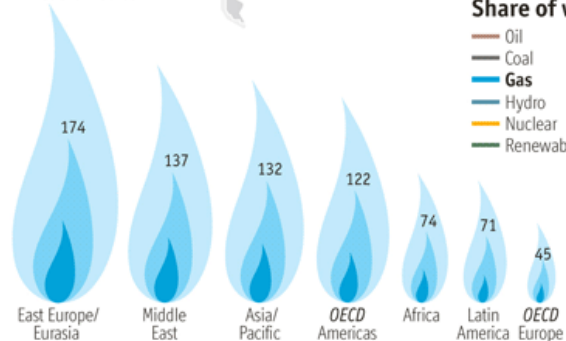
## Pressure Pumping

Remaining recoverable natural-gas resources  
Top 15 countries, end 2011, trn cubic metres

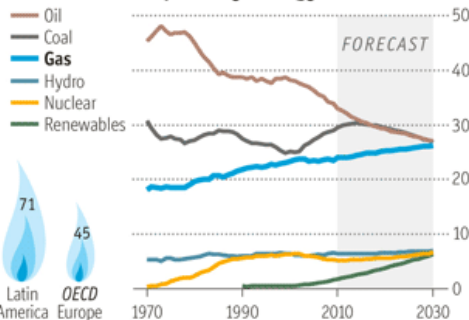
Unconventional Conventional  
World total 752



By region  
Trn cubic metres

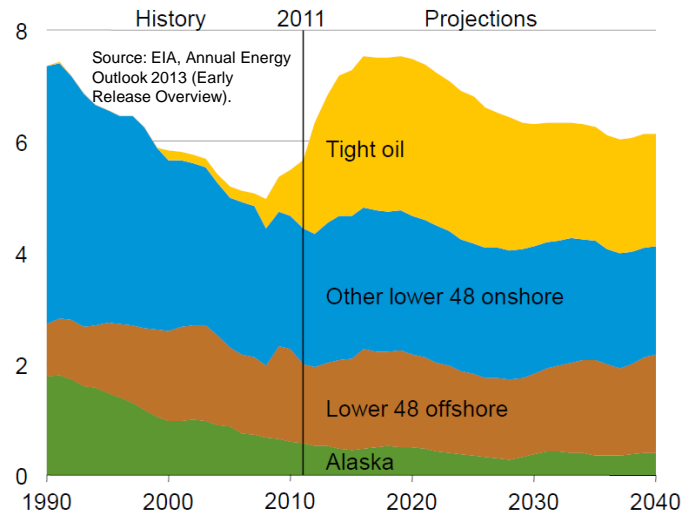


Share of world primary energy, %

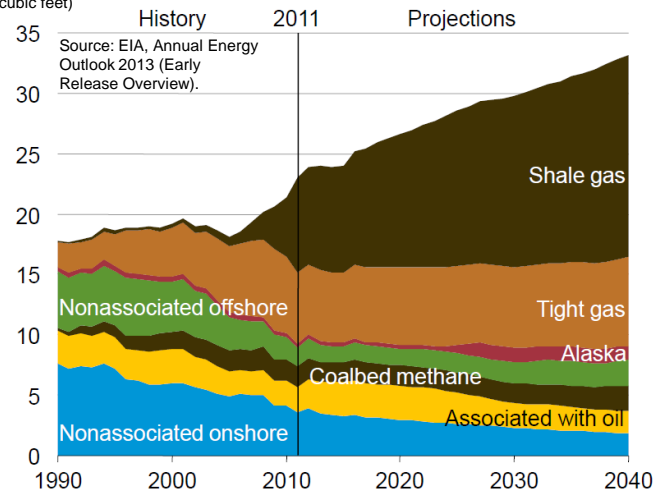


Sources: International Energy Agency; BP

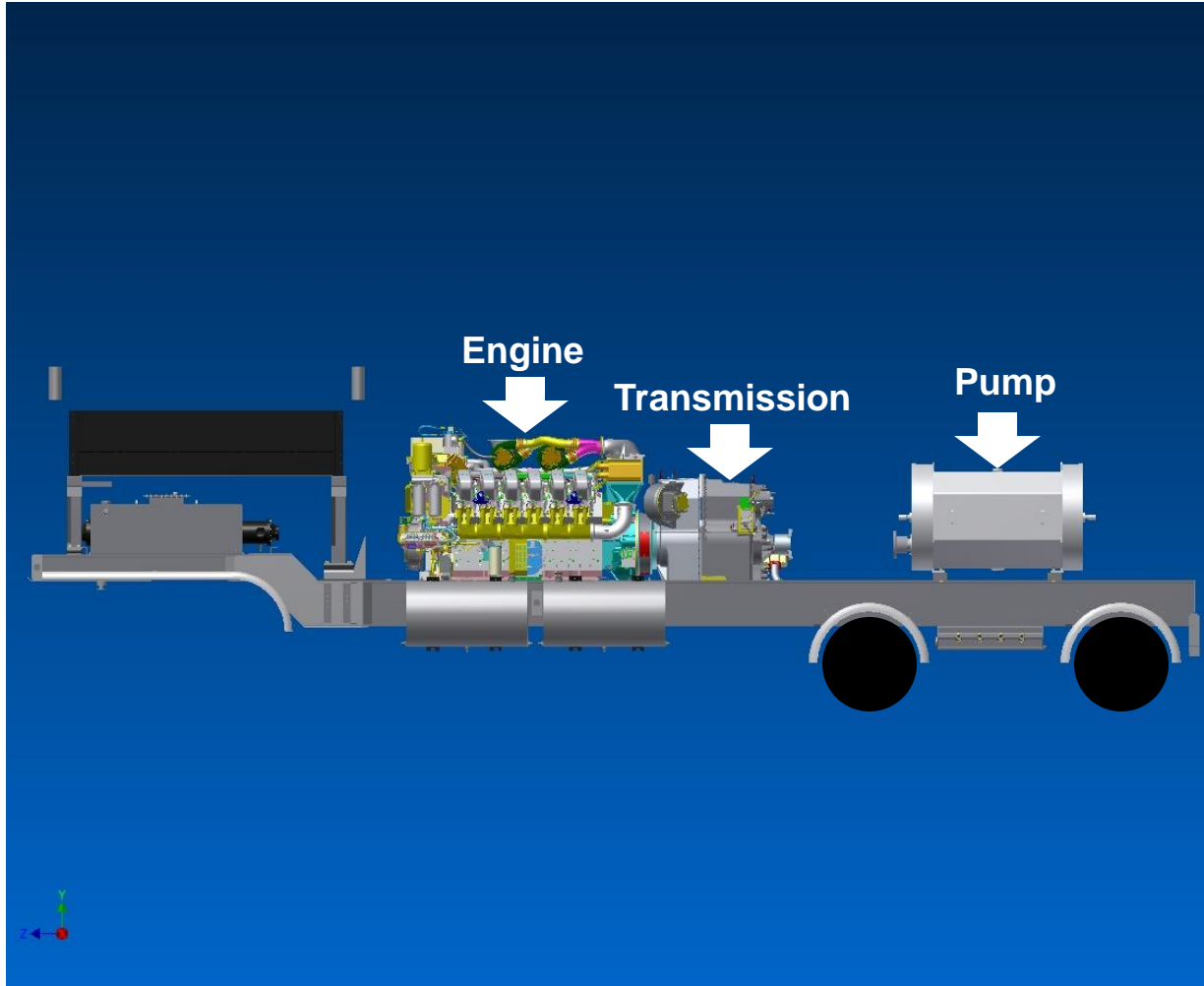
U.S. domestic crude oil production by source, 1990-2040  
(million barrels per day)



U.S. dry natural gas production by source, 1990-2040  
(trillion cubic feet)



## Frac Rig Diagram

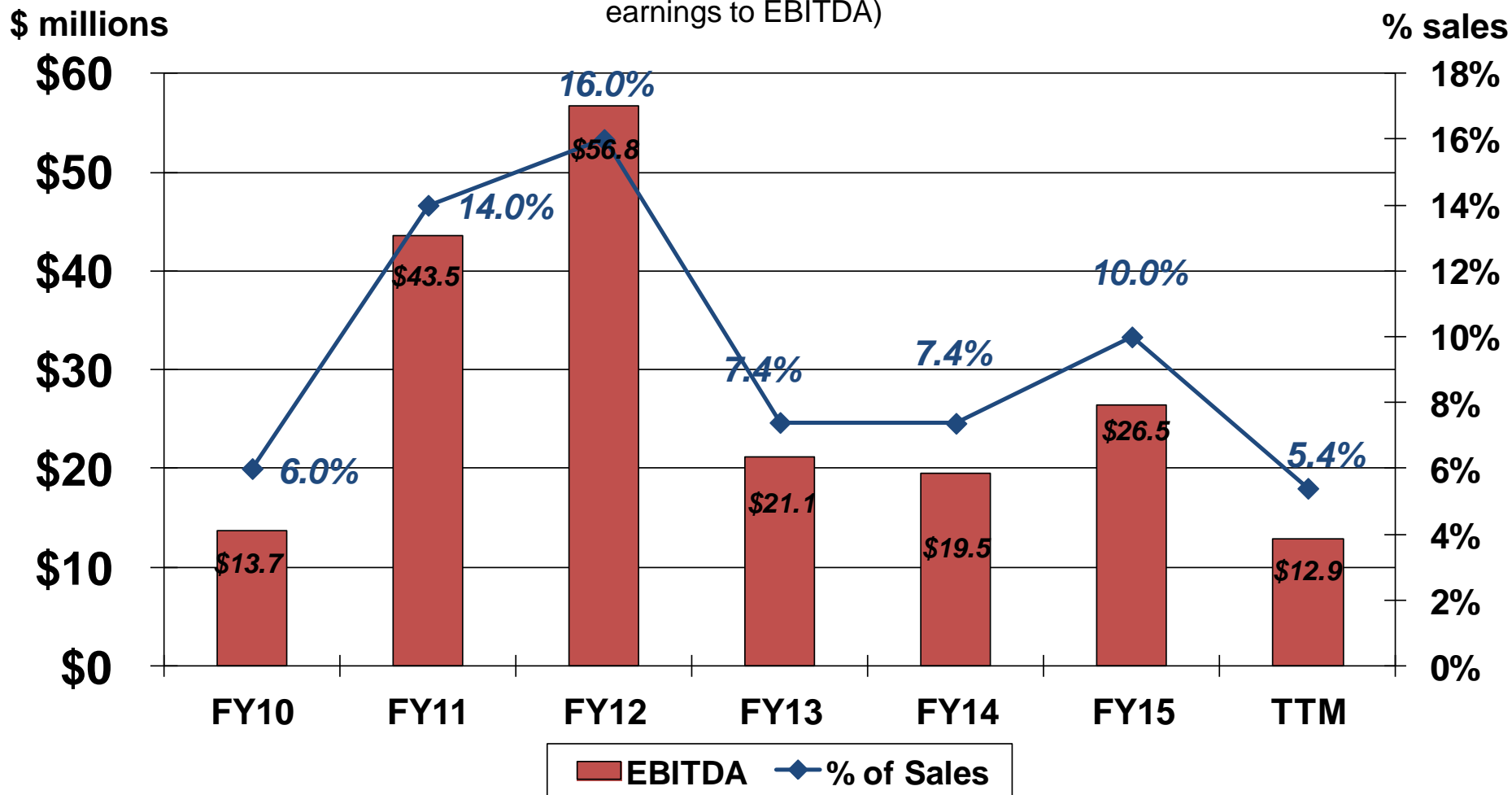






## EBITDA

(See Appendices IX & X for note on non-GAAP Financial Disclosures and a reconciliation of net earnings to EBITDA)



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



## 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.



## Reconciliation of Net Earnings to EBITDA

*in \$ thousands, except % data*

	TTM	2015	2014	2013	2012	2011	2010
<b>Net Earnings</b>	\$ 2,807	\$ 11,173	\$ 3,644	\$ 3,882	\$ 26,743	\$ 17,997	\$ 597
Income Taxes	(286)	4,515	4,226	4,986	17,815	13,897	992
Interest Expense	533	606	936	1,435	1,475	1,719	2,282
Depreciation & Amortization	9,843	10,161	10,657	10,838	10,756	9,904	9,817
<b>Earnings before interest, taxes, depreciation and amortization</b>	<b>\$ 12,897</b>	<b>\$ 26,455</b>	<b>\$ 19,463</b>	<b>\$ 21,141</b>	<b>\$ 56,789</b>	<b>\$ 43,517</b>	<b>\$ 13,688</b>
<b>Net Sales</b>	\$ 238,339	\$ 265,790	\$ 263,909	\$ 285,282	\$ 355,870	\$ 310,393	\$ 227,534
<b>EBITDA as a % of Sales</b>	<b>5.4%</b>	<b>10.0%</b>	<b>7.4%</b>	<b>7.4%</b>	<b>16.0%</b>	<b>14.0%</b>	<b>6.0%</b>

\* 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>	<u>FY 12**</u>	<u>FY 13**</u>	<u>FY 14**</u>	<u>Q1 '15*</u>	<u>Q2 '15*</u>	<u>Q3 '15*</u>	<u>Q4 '15*</u>	<u>FY15**</u>	<u>Q1 '16*</u>	<u>TTM</u>
Sales	\$227,534	\$310,393	\$355,870	\$285,282	\$263,909	\$64,824	\$72,691	\$60,941	\$67,334	\$265,790	\$ 37,373	\$238,339
Gross Profit	60,465	107,683	121,632	80,025	77,254	22,389	22,103	19,006	19,534	83,032	8,190	68,833
ME&A	57,380	72,967	76,761	70,012	68,367	15,910	16,507	16,091	16,619	65,127	15,240	
Operating Income	3,085	34,716	44,871	10,013	8,887	6,479	5,596	2,915	2,915	17,905	(6,550)	4,876
Interest Exp	2,282	1,719	1,475	1,435	936	164	150	122	170	606	91	533
Net Earnings	597	17,997	26,743	3,882	3,644	4,043	3,747	2,946	437	11,173	(4,323)	2,807
EPS, Diluted	\$ 0.05	\$ 1.57	\$ 2.31	\$ 0.34	\$ 0.32	\$ 0.36	\$ 0.33	\$ 0.26	\$ 0.04	\$ 0.99	\$ (0.39)	\$ 0.24
EPS, Basic	\$ 0.05	\$ 1.59	\$ 2.34	\$ 0.34	\$ 0.32	\$ 0.36	\$ 0.33	\$ 0.26	\$ 0.04	\$ 0.99	\$ (0.39)	\$ 0.24
CAPEX	4,456	12,028	13,733	6,582	7,245	2,175	2,345	1,378	3,151	9,049	1,403	8,277
Deprec.	9,817	9,904	10,756	10,838	10,657	2,564	2,607	2,468	2,522	10,161	2,246	9,843
Oper Cash Flow	35,116	13,860	14,444	24,476	25,749	258	9,186	6,056	1,560	17,060	(2,372)	14,430
Dividends	3,133	3,411	3,886	4,079	4,059	1,015	1,015	1,015	1,016	4,061	1,019	4,065
										-		
Pretax Income	1,722	32,029	44,756	9,237	8,096	6,655	5,588	3,754	(97)	15,900	(6,483)	2,762
Taxes	992	13,897	17,815	4,986	4,226	2,593	1,788	707	(573)	4,515	(2,208)	(286)

\* Quarterly 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.



## Fiscal Year Condensed Consolidated Statements of Operations

(\$ thousands, per Form 10-K)	<u>2015</u>	<u>2014</u>	<u>2013</u>	<u>2012</u>	<u>2011</u>	<u>2010</u>
<b>Sales</b>	\$ 265,790	\$ 263,909	\$ 285,282	\$ 355,870	\$ 310,393	\$ 227,534
<b>Gross Profit</b>	83,032 31.2%	77,254 29.3%	80,025 28.1%	121,632 34.2%	107,683 34.7%	60,465 26.6%
<b>MEA Expense</b>	64,264 24.2%	67,406 25.5%	67,899 23.8%	73,091 20.5%	72,967 23.5%	57,380 25.2%
<b>Restructuring/Impairment</b>	3,282	961	2,113	3,670	-	-
<b>Interest Expense</b>	606	936	1,435	1,475	1,719	2,282
<b>Misc. Exp/(Inc)</b>	<u>(1,020)</u>	<u>(145)</u>	<u>(659)</u>	<u>(1,360)</u>	<u>968</u>	<u>(919)</u>
<b>Pretax Earnings</b>	15,900	8,096	9,237	44,756	32,029	1,722
<b>Income Taxes</b>	4,515	4,226	4,986	17,815	13,897	992
<b>Minority Interest</b>	<u>(212)</u>	<u>(226)</u>	<u>(369)</u>	<u>(198)</u>	<u>(135)</u>	<u>(133)</u>
<b>Net Earnings</b>	<u>\$ 11,173</u>	<u>\$ 3,644</u>	<u>\$ 3,882</u>	<u>\$ 26,743</u>	<u>\$ 17,997</u>	<u>\$ 597</u>
<b>EBITDA</b>	\$ 26,455	\$ 19,463	\$ 21,141	\$ 56,789	\$ 43,517	\$ 13,688

**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.

1<sup>st</sup> Fiscal Quarter: Condensed Consolidated Statements of Operations

(\$ thousands, unaudited)	2016	2015	2014	2013	2012
<b>Sales</b>	\$ 37,373	\$ 64,824	\$ 66,426	\$ 68,793	\$ 81,330
<b>Gross Profit</b>	8,190	22,389	20,667	19,416	30,768
	21.9%	34.5%	31.1%	28.2%	37.8%
<b>MEA Expense</b>	15,240	15,910	15,517	16,620	15,909
	40.8%	24.5%	23.4%	24.2%	19.6%
<b>Restructuring of Operations</b>	(500)	-	1,094	-	-
<b>Interest Expense</b>	91	164	254	306	359
<b>Misc. Exp/(Inc)</b>	(158)	(340)	(34)	127	(394)
<b>Pretax Earnings</b>	(6,483)	6,655	3,836	2,363	14,894
<b>Income Taxes</b>	(2,208)	2,593	2,472	1,097	5,184
<b>Minority Interest</b>	(48)	(19)	(87)	(35)	(54)
<b>Net Earnings</b>	\$ (4,323)	\$ 4,043	\$ 1,277	\$ 1,231	\$ 9,656
<b>EBITDA</b>	\$ (4,194)	\$ 9,364	\$ 6,606	\$ 5,266	\$ 17,772
<b>EBITDA as % of Sales</b>	-11%	14%	10%	8%	22%
<b>DILUTED EPS</b>	\$ (0.39)	\$ 0.36	\$ 0.11	\$ 0.11	\$ 0.83

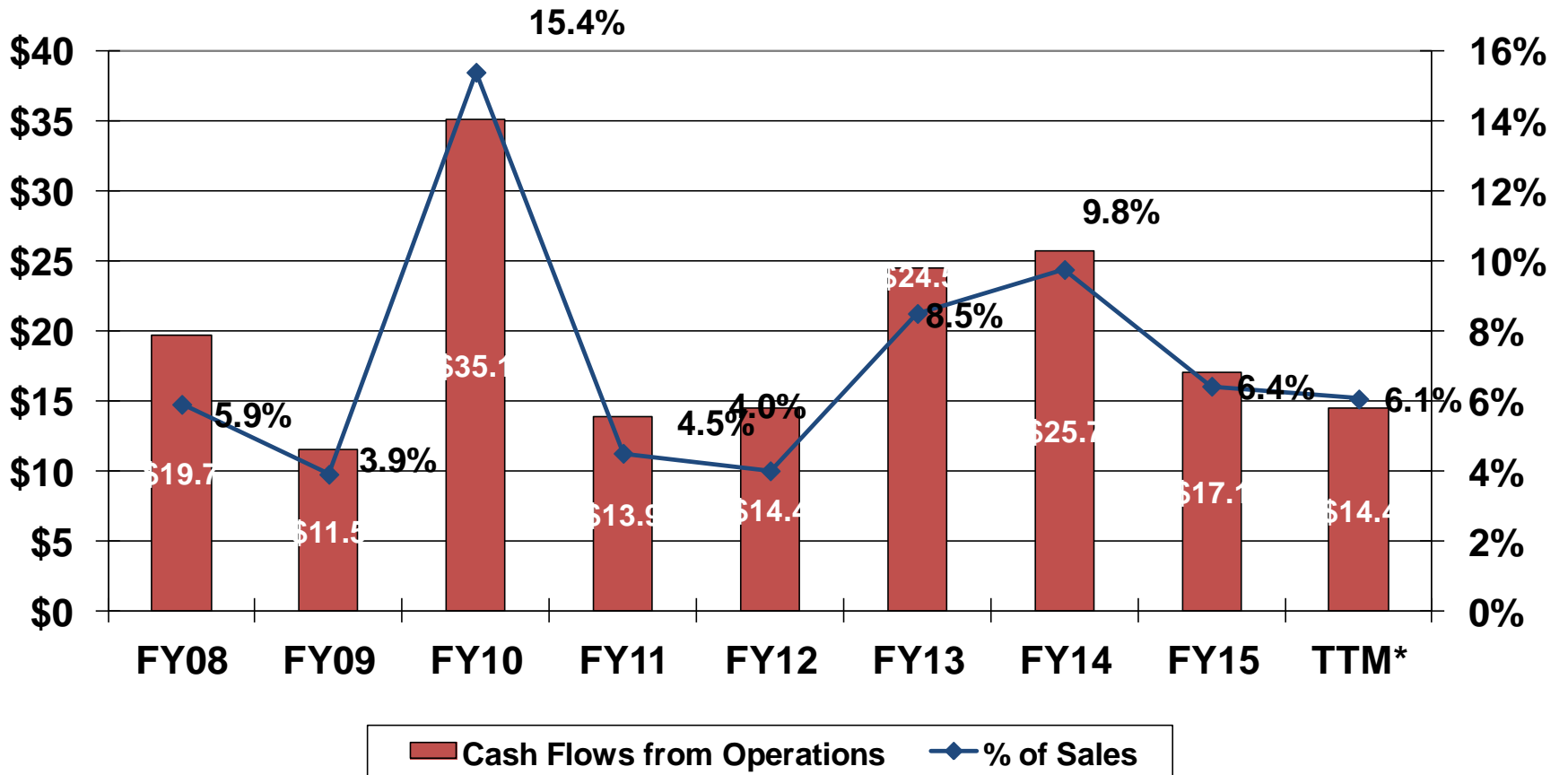
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## Operating Cash Flows – Fiscal Year

\$ millions

% sales



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





# Express Joystick System<sup>®</sup> in Action



Go to <http://www.twindisc.com/en/marine/marine-products/express-joystick-system> to see the new revolutionary Twin Disc Express Joystick System<sup>®</sup> in action.