

Creating Tomorrow's **KAMAN** Today



Investor Presentation

FORWARD-LOOKING STATEMENTS

This presentation includes "forward looking statements" relating to the announced transactions and future operations of the Company, which can be identified by the use of words such as "will," "expect," "poise," "believe," "plans," "strategy," "prospects," "estimate," "project," "seek," "target," "anticipate," "intend," "future," "likely," "may," "should," "would," "could," and other words of similar meaning in connection with a discussion of future operating or financial performance or events. Forward-looking statements also may be included in other publicly available documents issued by the Company and in oral statements made by our officers and representatives from time to time. These statements are based on assumptions currently believed to be valid but involve significant risks and uncertainties, many of which are beyond our control, which could cause our actual results to differ from those expressed in the forward looking statements. Such risks and uncertainties include, among others, the ability to implement the anticipated business plans following closing and achieve anticipated benefits and savings; and future and estimated revenues, earnings, cash flow, charges, cost savings and expenditures. Additional risks and uncertainties that could cause our actual results to differ from those expressed in the forward looking statements are identified in our reports filed with the SEC, including our Quarterly Reports on Form 10-Q, our Annual Reports on Form 10-K, and our Current Reports on Form 8-K. The forward looking statements included in this presentation are made only as of the date of this presentation, and the Company does not undertake any obligation to update the forward looking statements to reflect subsequent events or circumstances.

Non-GAAP Figures

Management believes that the Non-GAAP financial measures (i.e. financial measures that are not computed in accordance with Generally Accepted Accounting Principles) identified by an asterisk (*) used in this presentation or in other disclosures provide important perspectives into the Company's ongoing business performance. The Company does not intend for the information to be considered in isolation or as a substitute for the related GAAP measures. Other companies may define the measures differently. Reconciliations from GAAP measures to the Non-GAAP measures are presented herein.

We have refocused our strategy on engineered solutions, prioritizing a culture of innovation to develop new solutions that address complex customer challenges

Key Events

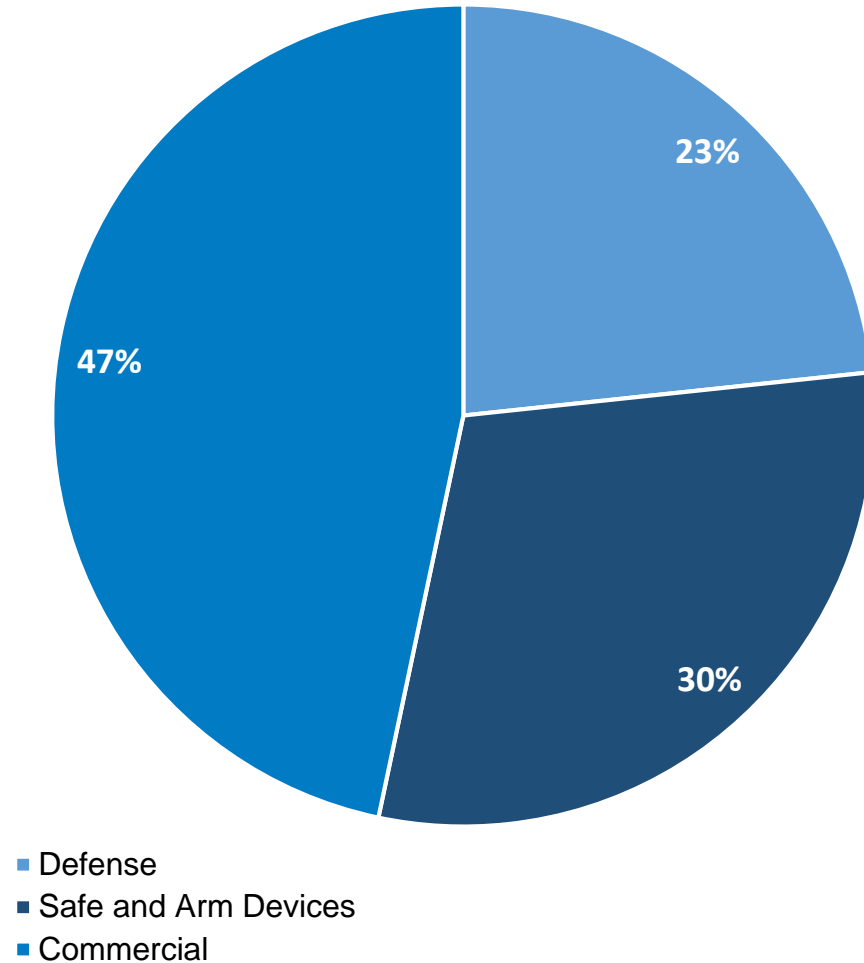
- Closed on the acquisition of Bal Seal Engineering for \$330 million
- Closed on the sale of Kaman Distribution for \$700 million
- Record specialty bearings & engineered products orders in 2019
- Continued development of our unmanned K-MAX® system and U.S. Marine Corps program
- Record JPF deliveries of 41,429, with more than 20,000 DCS units delivered

2019 Financial Performance

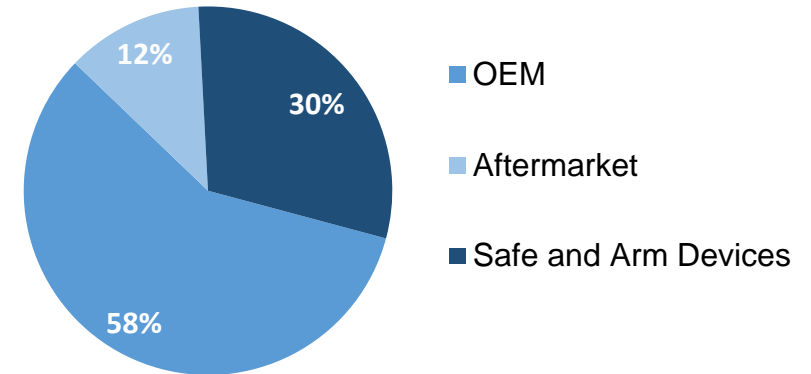
- Net sales from continuing operations of \$762 million; Gross Margin of 31.6%
- Adjusted earnings from continuing operations* increased to \$45.7 million
- Adjusted diluted earnings per share from continuing operations* increased 18% to \$1.63
- Total backlog of \$807 million at December 31, 2019

Diversified Mix of Customers & Platforms

2019 Revenues: \$762 Million



2019 Sales Split

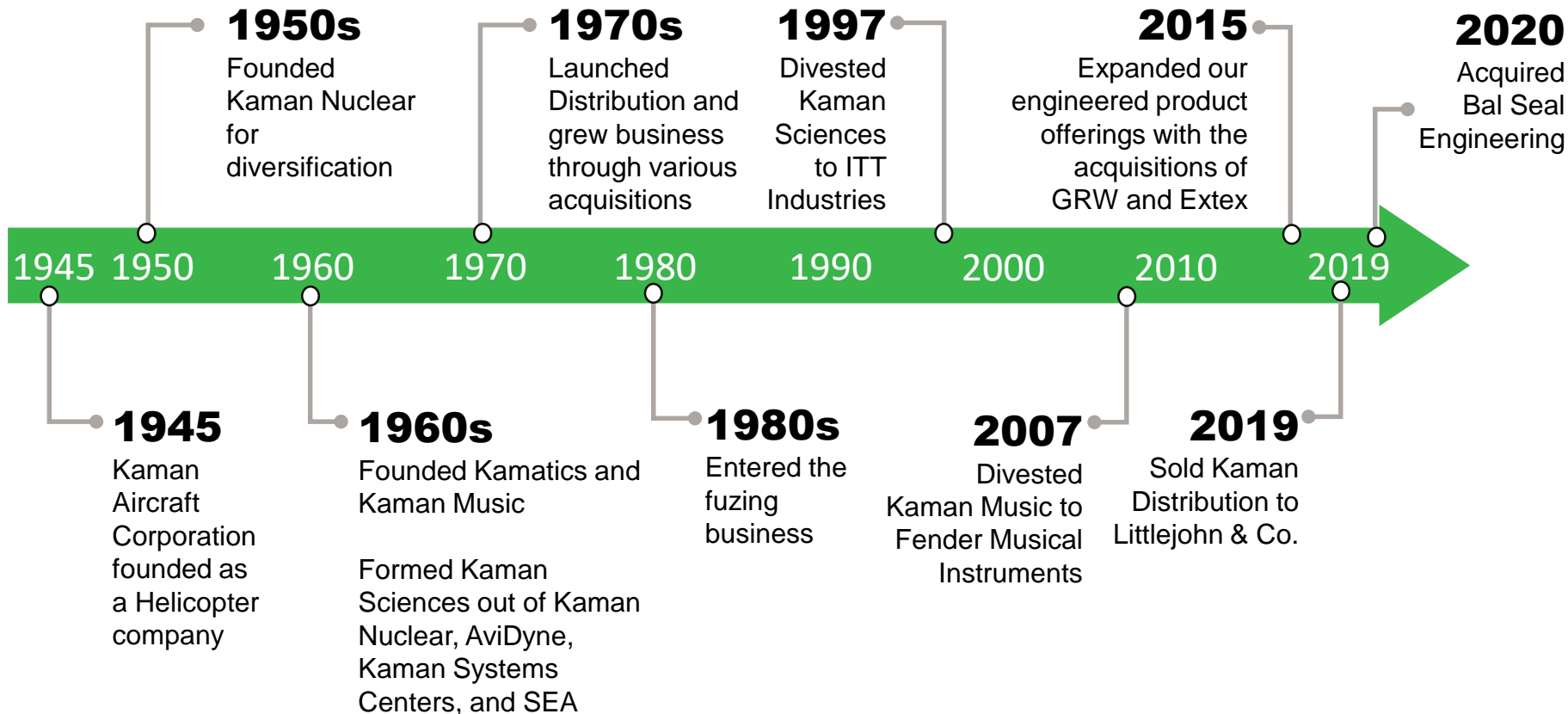


| Selected Platforms | | |
|--|--|---|
| Boeing | Airbus | Fuzing |
| <ul style="list-style-type: none">787/777737A-10 | <ul style="list-style-type: none">A350A330A320 | <ul style="list-style-type: none">JPFAMRAAMTomahawk |
| Bell Helicopter | Sikorsky | Kaman |
| <ul style="list-style-type: none">AH-1ZRotor Blades | <ul style="list-style-type: none">UH-60CH-53 | <ul style="list-style-type: none">SH-2GK-MAX® |

Returning to our Roots

KAMAN

Positioned to grow as highly engineered products company



Looking Ahead

Continue to build our leading engineered solutions product portfolio through a combination of organic growth and M&A.

Moving Forward – Transformation Underway

Differentiated Products

Technologically differentiated product offering supported by strong end markets

Growth through Innovation

Accelerate internal investments in our products, facilities, and people

Focus on Cost Savings

Cost savings of \$15 - \$20 million exiting 2020 – \$5.0 million achieved through 2019, targeting high end of range

Capital Allocation

Expand capabilities through M&A while maintaining a disciplined approach to the return of capital to shareholders

Strategically Focused on Highly Engineered Products,
Generating Higher Margins with a Strong Free Cash Flow Profile

Acquisition of Bal Seal Engineering

Transaction Details

- Acquired Bal Seal Engineering, Inc. (“Bal Seal”) for \$330 million* on January 3, 2020
 - Transaction was fully funded with existing balance sheet cash
- 12.5x EBITDA multiple including expected synergies and tax benefits
- Expected to contribute approximately \$95 million in sales in 2020
- Transaction forecasted to be accretive to cash flow in the first year with additional opportunities to drive meaningful margin expansion
- Significant one-time non-cash purchase accounting costs expected in 2020
 - Approximately \$9 million of expense related to inventory step-up
 - Approximately \$23 million of incentive compensation expense resulting from pre-acquisition employee compensation agreements

Significantly expands and diversifies our portfolio to drive continued shareholder value creation

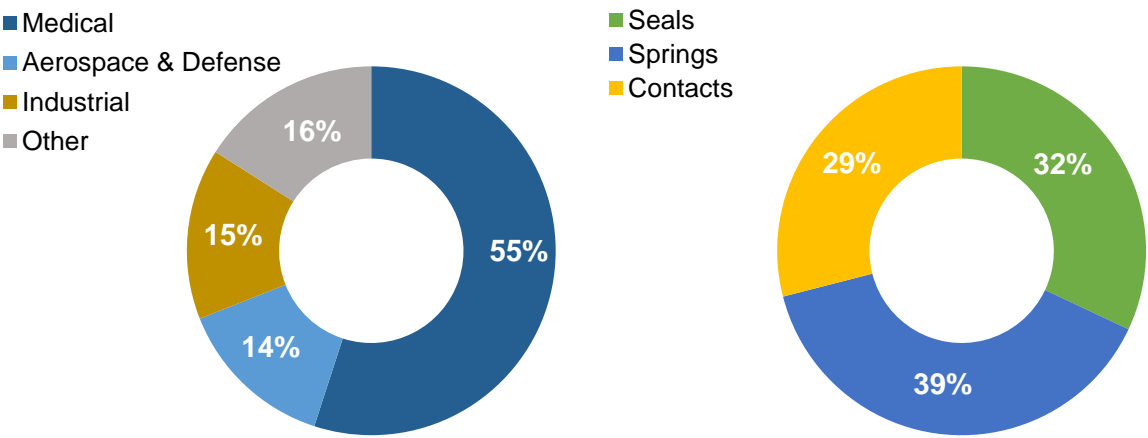
* Purchase price of \$330 million in cash, subject to customary adjustments for net debt and working capital

Bal Seal Business Overview

Business Description

- Manufacturer of precision springs, seals, and contacts servicing the medical technology, aerospace & defense and industrial markets
- Offers critical, proprietary, precision components that are used in products operating in high cost of failure environments.
- Utilizes proprietary manufacturing and material technologies; carries more than 240 patents
- Global presence, with manufacturing, sales, and distribution operations across the U.S., Europe and Asia
- Leading position within customized springs and seals market with #1 market share in spring-energized seals industry
- Thousands of unique part numbers specifically designed for the end application

Sales Breakdown



Primary Products

Seals



Springs

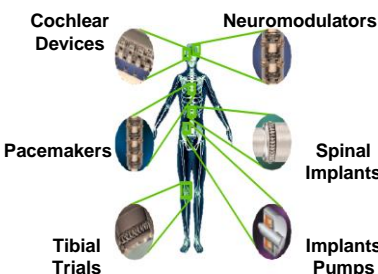


Contacts



Select End Use Applications

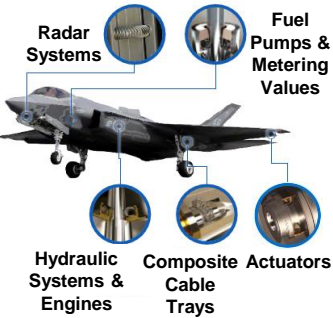
Medical



Industrial



A&D



Acquisition Aligns with Kaman's M&A Criteria

KAMAN



Leadership position in the technical expertise of the market



Exposure to high-growth end markets with global macro tailwinds



Strong margins from highly engineered proprietary product portfolio



Attractive financial profile with meaningful synergy opportunities






Maintain existing financial discipline while ensuring appropriate returns on investments



Industry Trends Support Meaningful Growth

Industry Trends Support Meaningful Growth Over Next Five Years

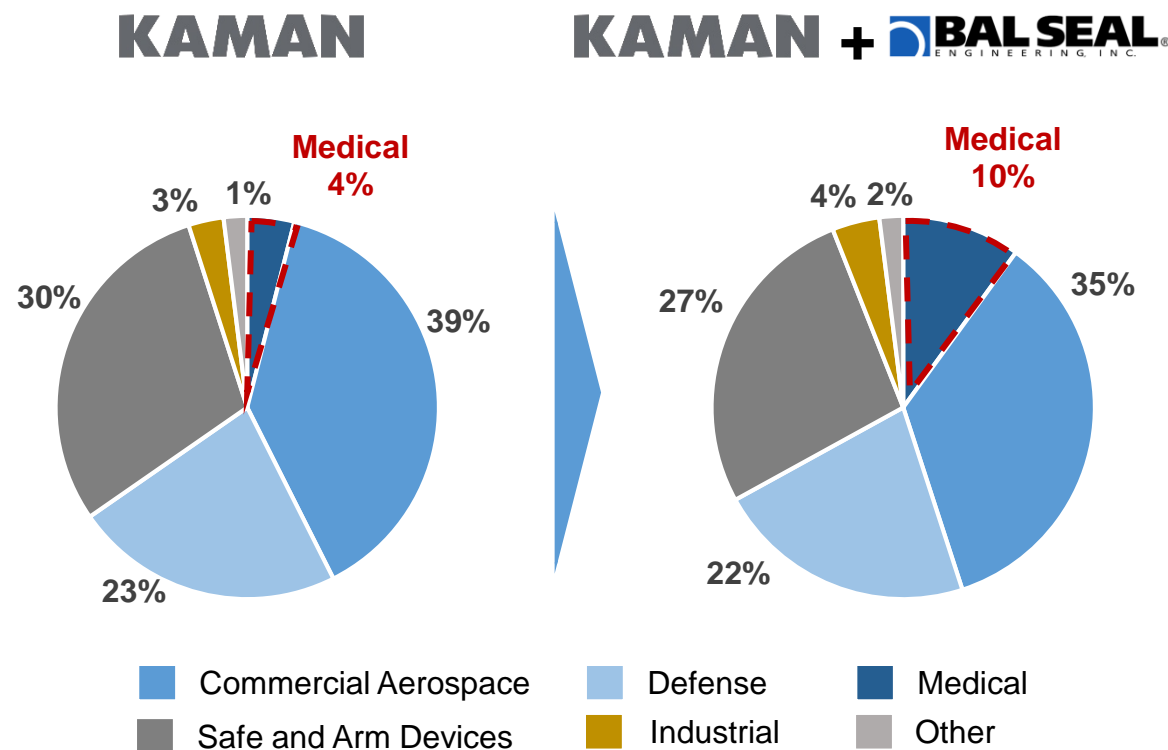
| Platform / End Markets | Forecasted Market Growth % (2018-23F) | Growth Drivers |
|--|---------------------------------------|---|
|  Aerospace & Defense | ~7-8% p.a. | <ul style="list-style-type: none">✓ Increasing deliveries of commercial aircraft driven by higher air travel demand✓ Ramp-up of military aircraft programs |
|  Medical | ~6-7% p.a. | <ul style="list-style-type: none">✓ Aging population✓ Increasing biopharma capital budgets✓ Strong technical advances and product development pipelines |
|  Industrials | ~4-5% p.a. | <ul style="list-style-type: none">✓ Increasing number of robotics applications✓ Maintenance and replacement of industrial equipment |

Source: Third party research

Expanded Product Portfolio Driving Future Growth

KAMAN

Kaman sales by end market (%)








- ✓ Meaningful sales and cost synergy opportunities
- ✓ Expands breadth of highly engineered product offerings with complementary portfolio
- ✓ Leverages Bal Seal's proprietary manufacturing and material science technologies and strong customer relationships
- ✓ Advances Kaman's strategic focus on its engineered products business and adds scale to its operations
- ✓ Strengthens leadership position in medical technologies

Increases exposure to attractive end markets with significant growth potential and favorable margin profile

Broad Range of Engineered Products Serving Diverse End Markets



| Product Offering | | Differentiator | End Use Characteristics | Primary End Markets |
|-----------------------------------|--|---|--|---|
| Self Lubricating Bearings |  | Karon® Self Lubricating Machinable Liner | High Load, Low RPM Applications | Aerospace, Industrial, Marine, Hydropower, Space, Aftermarket |
| Traditional Airframe Bearings |  | Custom Design Capability | Low Friction, High Accuracy, High Speed Applications | Aerospace |
| Flexible Drive Systems |  | Patented and Proprietary technology | Integrated Fail-Safe, Mission Critical, High Torque applications | Rotorcraft |
| High Precision Miniature Bearings |  | Proprietary design, machining, and assembly | Low Load, High RPM Precision Applications | Medical, Industrial, Aerospace |
| Engine Aftermarket Components |  | FAA Parts Manufacturing Authorization | Flight Critical Aerospace Applications | Aerospace |

Expect mid to high single digit sales growth over the next five years

Advanced Safe and Arm Devices

KAMAN

Broad Portfolio of Safe and Arm devices

Key Programs

- Joint Programmable Fuze
- Harpoon
- Maverick
- Tomahawk
- SLAM-ER
- JASSM
- ATACMS
- Standard
- AMRAAM



Highlight on JPF

Provides increased mission flexibility and operational effectiveness

Sole source provider to the U.S. Air Force and 40 Foreign militaries

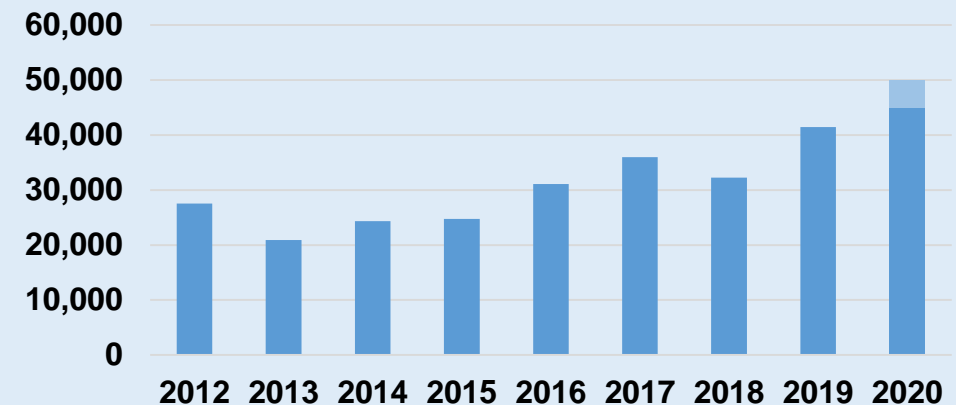
Qualified on 20 U.S. and Foreign Military Aircraft

New orders of more than \$90 million in 2019

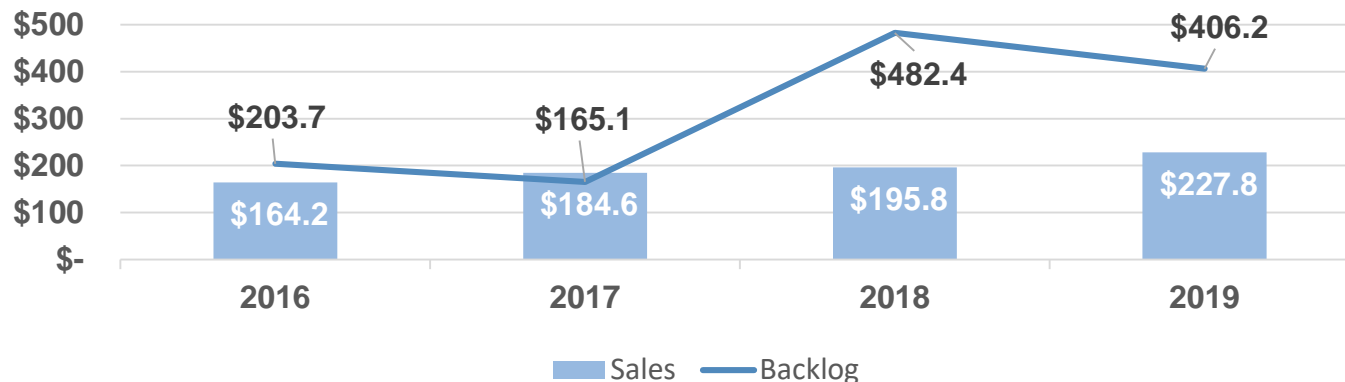
Continued strong pipeline

JPF Deliveries

(units)



Significant sales growth and substantial backlog



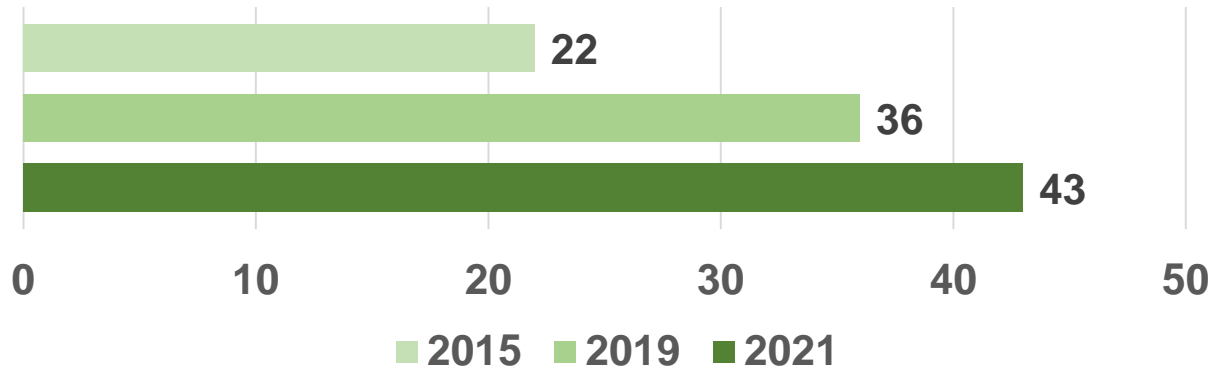
Opportunities for K-MAX[®] continue to increase

KAMAN

Strong Support for K-MAX[®] Aircraft

- Aircraft meets the diverse needs of our customers
 - Construction, firefighting, logging, humanitarian, and agricultural
- Expect to nearly double fleet size by 2021
- Driving increased service & support revenues
- Strong support from USMC and Congress
 - Secured contract with USMC to reactivate their two aircraft
 - \$18.5 million in funds in DoD budget proposal

K-MAX[®] in Operation



Investing for future K-MAX[®] Opportunities

Next Generation Unmanned Systems
- 5 orders received in 2019

All Composite Rotor Blades

Aftermarket sales generally increase
24 – 36 months after initial sale.



Improving Performance on Structures Programs **KAMAN**

Results of Actions to Improve Performance

| Action | Status |
|---|------------|
| Increase capacity utilization | Achieved |
| Disciplined approach to new program opportunities | Achieved |
| Improve operational efficiency | Achieved |
| Reduce facility footprint | Continuing |
| Achieved annualized savings of ~\$8.0 million | Continuing |

Supplier Recognition Supports Operational Improvement

“BLACK HAWK SUPPLIER OF THE YEAR”

Sikorsky

“BEST NEW SUPPLIER 2018” “KINECO KAMAN NAMED

Rolls Royce

GOLD TIER SUPPLIER”

BAE Systems

Selected Programs



Designing new solutions to solve our customers toughest challenges



Developing Next
Generation Munition
Technologies:
Height of Burst
Sensor



Evolving
requirements of our
K-MAX® operators:
Next Generation
Unmanned Systems



Innovative Material
Science for new
engineered products:
Titanium Diffusion
Hardening



Continuing to evolve
our state-of-art
Technology:
Tufflex® Couplings
and Drive Shafts

Collaborating on integrated solutions across our
bearings and sealing technologies

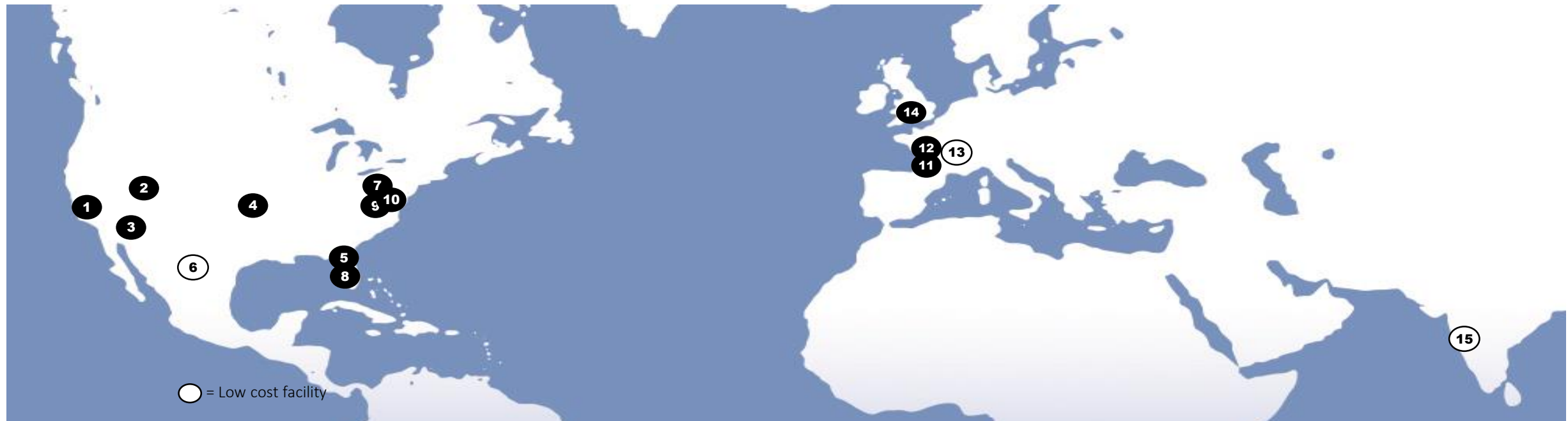
Premier Global Customer Base

KAMAN



Our Manufacturing Footprint

KAMAN



1. Foothills Ranch, CA
Seals, Springs, and Contacts

2. Colorado Springs, CO
Springs and Contacts

3. Gilbert, AZ
Aftermarket Components

4. Wichita, KS
Composites Structures

5. Jacksonville, FL
Assembly & Metallic Structures

6. Chihuahua, Mexico
Metallic Structures

7. Bennington, VT
Composites Structures

8. Orlando, FL
Safe and Arm Devices

9. Middletown, CT

- Safe and Arm Devices
- Memory and Measuring

10. Bloomfield, CT

- Air Vehicles
- Self-lubricating bearings
- Flexible drive shafts

11. Hochstadt, Germany
Traditional airframe bearings

12. Rimpf, Germany
Precision miniature bearings

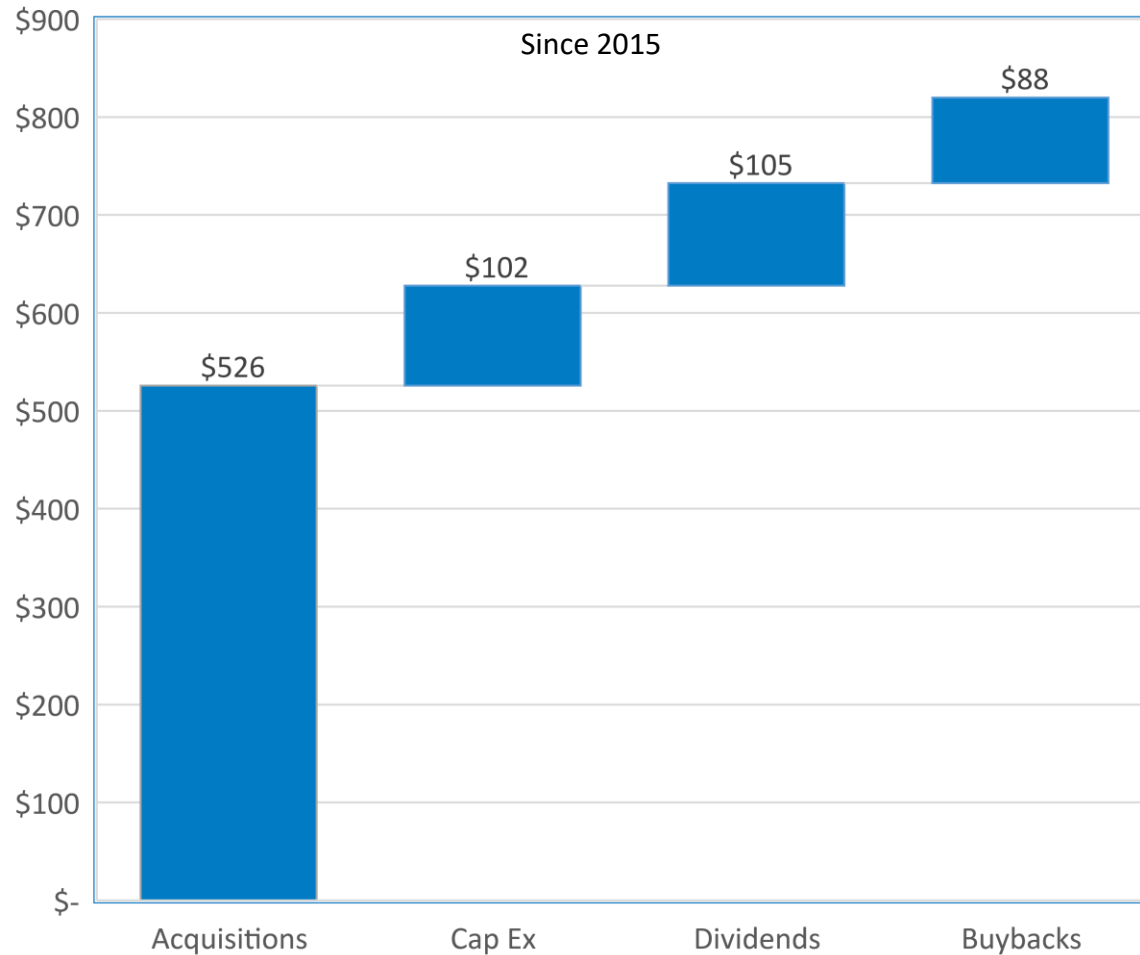
13. Prácheň, Czech Republic
Precision miniature bearings

14. Darwen, UK
Composites structures

15. Goa, India (Joint Venture)
Composites structures

Capital Deployment Framework – Looking Back

Total Capital Deployed of \$820 million⁽¹⁾



(1) Capital deployed from continuing operations, "Acquisitions" includes amounts deployed for Bal Seal Engineering in January 2020

Investing for Growth

Infrastructure investments across our full range of specialty bearing and engineered products.

| Product | Investment | Status |
|--|--|------------|
| Traditional Airframe Bearings | New facility to support new products for key customer platforms | Complete |
| Self Lubricating Bearings / Flexible Drive Systems | Expansion to support growth and new applications | Complete |
| Engine Aftermarket Components | New facility to increase capacity to support sales growth | Complete |
| Test Facility | New facility to expand test capabilities and reduce time to market | In process |
| High Precision Miniature Bearings | New facility to increase capacity and support future growth | In process |

Capital Deployment Framework – Looking Ahead **KAMAN**

Capital Deployment Priorities Moving Forward

- Value Creating Investments
 - High return internal investments
 - Strategic acquisitions to grow our portfolio of highly engineered products
- Return of capital to shareholders
 - Maintain competitive dividend
 - Offset management share grants with our current \$100 million share repurchase authorization
- Long term leverage target of 2 – 3X

Up to \$700 million of available cash and debt available for redeployment

Questions

Non-GAAP Reconciliation

Adjusted Earnings from Continuing Operations and Adjusted Diluted Earnings Per Share from Continuing Operations

Adjusted Earnings from Continuing Operations and Adjusted Diluted Earnings per Share from Continuing Operations are defined as GAAP "Earnings from Continuing Operations" and "Diluted earnings per share from continuing operations", less items that are not indicative of the operating performance of the business for the periods presented. These items are included in the reconciliation below. Management uses Adjusted Earnings from Continuing Operations and Adjusted Diluted Earnings per Share from Continuing Operations to evaluate performance period over period, to analyze the underlying trends in our business and to assess its performance relative to its competitors. We believe that this information is useful for investors and financial institutions seeking to analyze and compare companies on the basis of operating performance. The following table illustrates the calculation of Adjusted Earnings from Continuing Operations and Adjusted Diluted Earnings per Share from Continuing Operations using "Earnings from Continuing Operations" and "Diluted earnings per share from continuing operations" from the "Consolidated Statements of Operations" included in the Company's Form 10-K filed with the Securities and Exchange Commission on February 24, 2020.

| | December 31, 2019 | | | |
|---|--|---|---|--|
| | Adjustments to Net Earnings, Pre Tax | Tax Effect of Adjustments to Net Earnings | Adjustments to Net Earnings, Net of Tax | Calculation of Adjusted Diluted Earnings Per Share |
| <i>(in thousands, expect per share amounts)</i> | | | | |
| Net Earnings from continuing operations | | | \$56,446 | \$2.01 |
| Adjustments | | | | |
| Restructuring and severance expense | \$1,558 | \$328 | \$1,230 | \$0.04 |
| Cost associated with corporate development activities | 10,090 | 2,124 | 7,966 | 0.29 |
| Loss on U.K. Tooling business | 3,739 | - | 3,739 | 0.13 |
| Cost from transition services agreement | 4,673 | 984 | 3,689 | 0.13 |
| Income from transition services agreement | (3,673) | (773) | (2,900) | (0.10) |
| Tax benefit from change in state tax laws | (2,137) | - | (2,137) | (0.07) |
| Tax benefit of foreign derived income included in discontinued operations | 3,360 | - | 3,360 | (0.12) |
| Tax benefit from change in U.K. entity tax classification | (25,710) | - | (25,710) | (0.92) |
| Total | | | \$45,683 | \$1.63 |
| Weighted Average Shares Outstanding – Diluted | | | 28,092 | |