



# Investor Presentation

April 7-8, 2015

Inspired by **i**novation



# Forward-Looking Statement & Disclaimer

**Forward Looking Statement:** With the exception of the historical information contained in this presentation, the matters described herein contain forward-looking statements that are made pursuant to the safe harbor provisions of the Private Securities Litigation Reform Act of 1995. Forward-looking statements involve a number of risks and uncertainties that may cause actual results to be materially different from such forward-looking statements. Such factors include, among others, general economic conditions and economic conditions in the industrial sector, competitive influences, risks that current customers will commence or increase captive production, risks of capacity underutilization, quality issues, availability of raw materials, currency and other risks associated with international trade, the Company's dependence on certain major customers, and other risk factors and cautionary statements listed from time to time in the Company's periodic reports filed with the Securities and Exchange Commission, including, but not limited to, the Company's Annual Report on 10-K for the fiscal year ended December 31, 2013.

**Disclaimer:** NN disclaims any obligation to update any such factors or to publicly announce the result of any revisions to any of the forward-looking statements included herein or therein to reflect future events or developments.

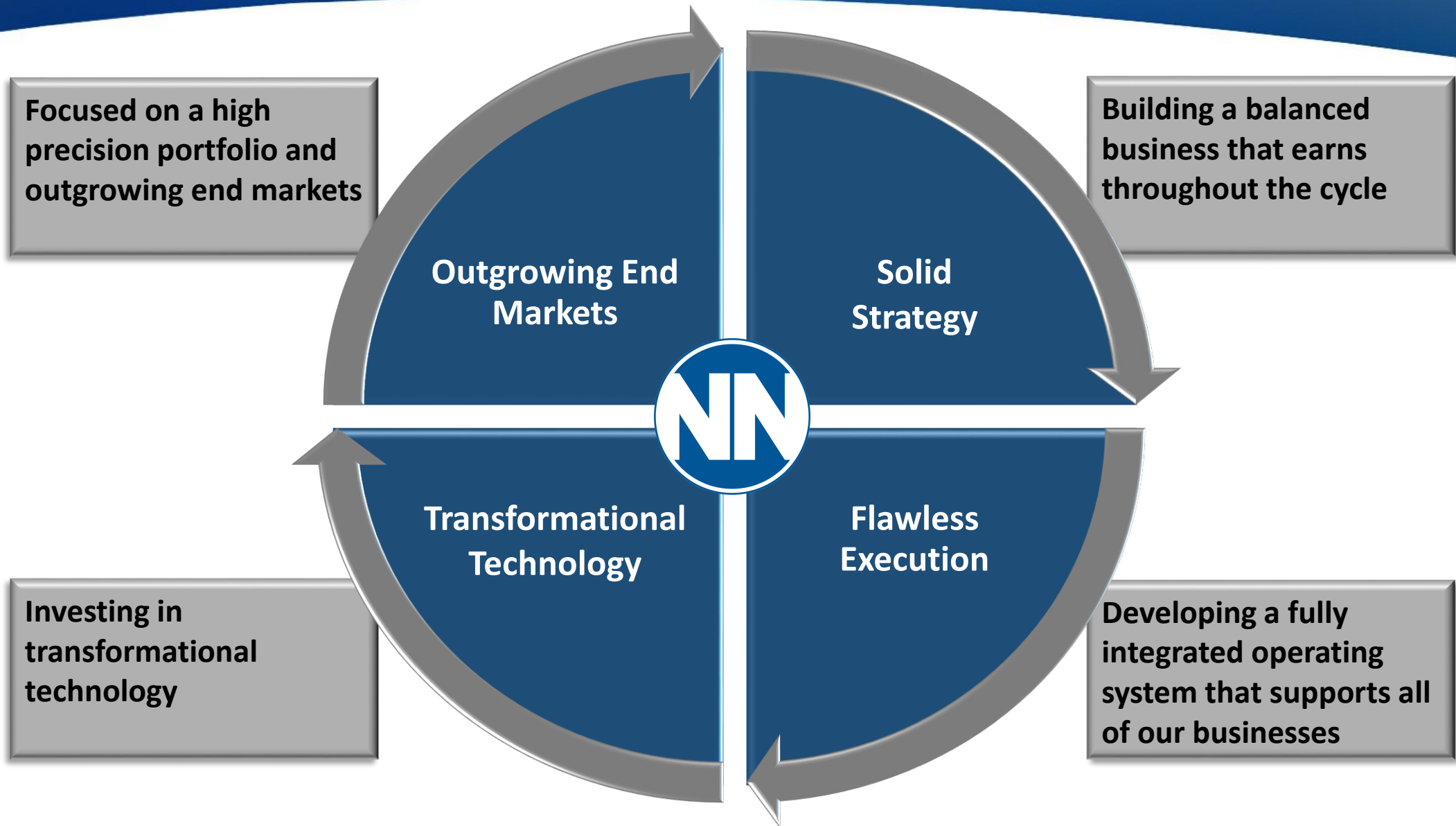
This presentation includes certain non-GAAP measures as defined by SEC rules. A reconciliation of those measures to the most directly comparable GAAP equivalent is provided in the fourth quarter and full year 2014 press release dated March 10, 2014 on the investor relations section of our website at [www.nninc.com](http://www.nninc.com).



# Building a Diversified Industrial



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# Building a Diversified Industrial

We have made significant progress against other DIs...

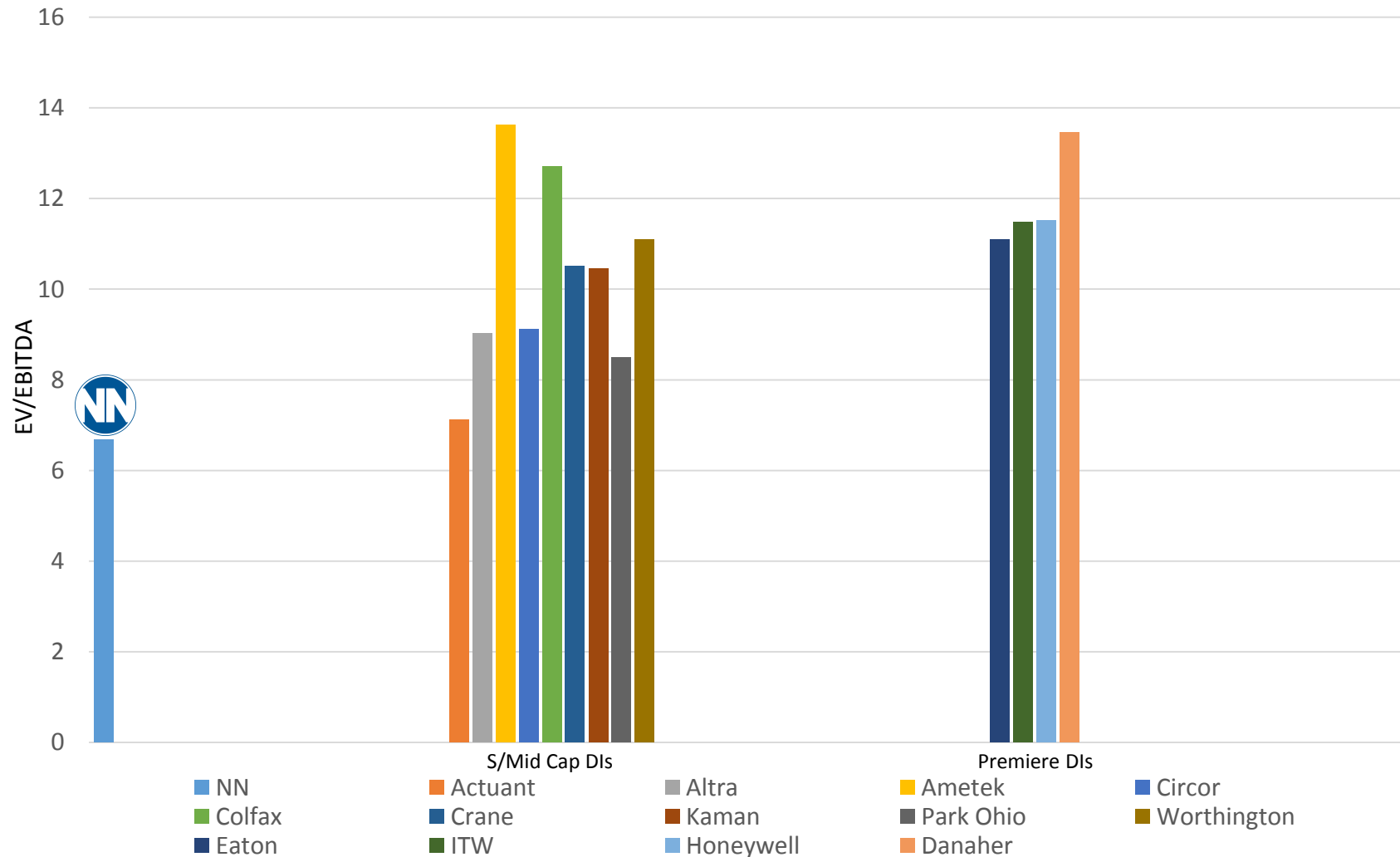
Metric	Rank among comparable S/Mid-Cap DIs		Δ Rank
	2012 - 13	2013 - 14	
Sales Growth	8	1	+7
Adjusted Operating Margin	8	5	+3
Return on Equity	8	5	+3
Total Return	10	1	+9
P/E Ratio	5	6	-1

...but we remain undervalued to our peers



# Building a Diversified Industrial

1 year into the Strategic Period



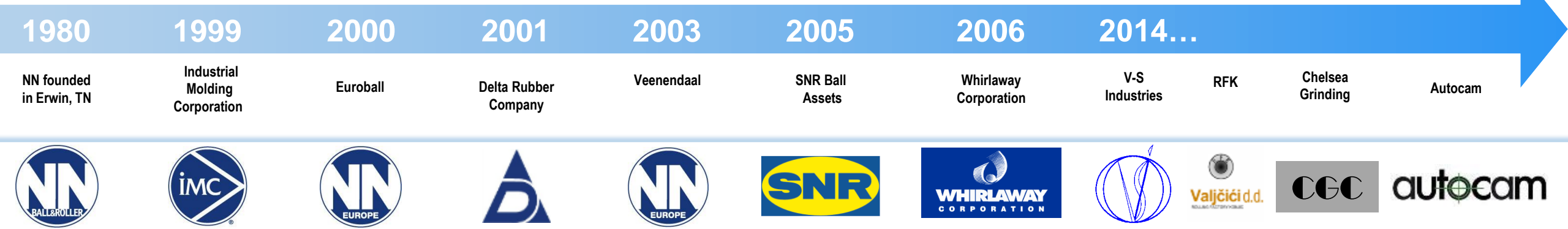


# Company Overview



# History & Today

- 2015 revenue guidance revised to \$670M - \$690M – solely due to FX translation
- Global reach, local depth
- Top 3 globally in both bearing components, and precision metal components
- 25 manufacturing facilities with operations in 10 countries
- 4,200 employees
- Three R&D Centers around the globe
- Supplying to diversified end markets in over 30 countries







# Foundation for Growth

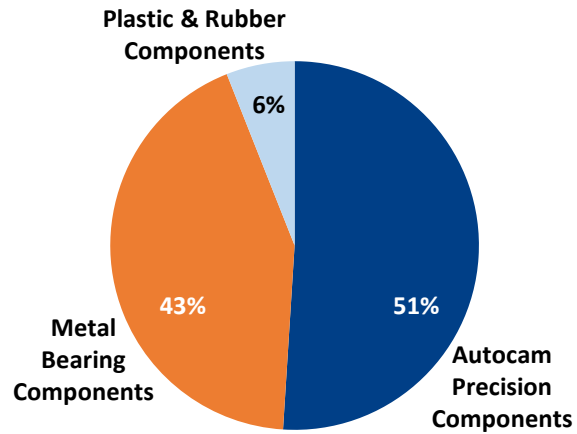
- Five new Board appointments since 2012
- New President & CEO in 2013, key management retained
- Developed Treasury, FP&A, Supply Chain, Shared Services and IT group infrastructure
- Design of the NN Operating System
- Enhanced management bandwidth with acquisitions

**The fundamentals of our plan have not changed. We will continue to deliver on our commitments.**

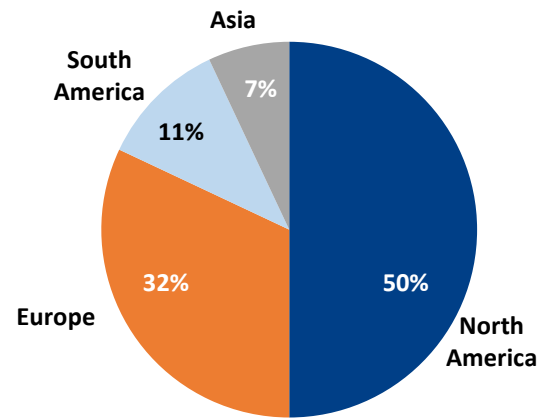


# Company Overview

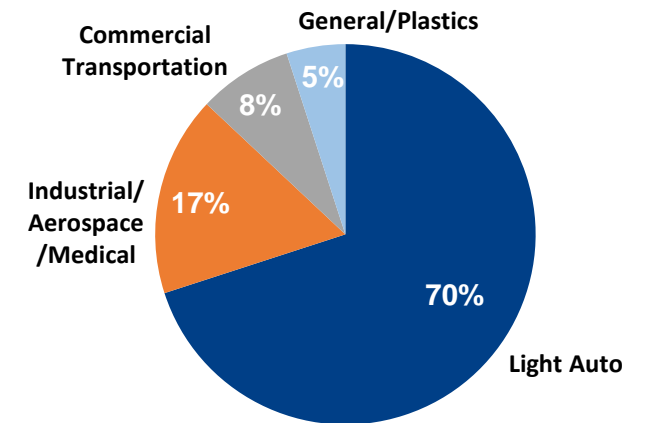
## Product Mix



## Geography



## End Markets



Enhanced end market focus and an improved balance among our geographic and product mix



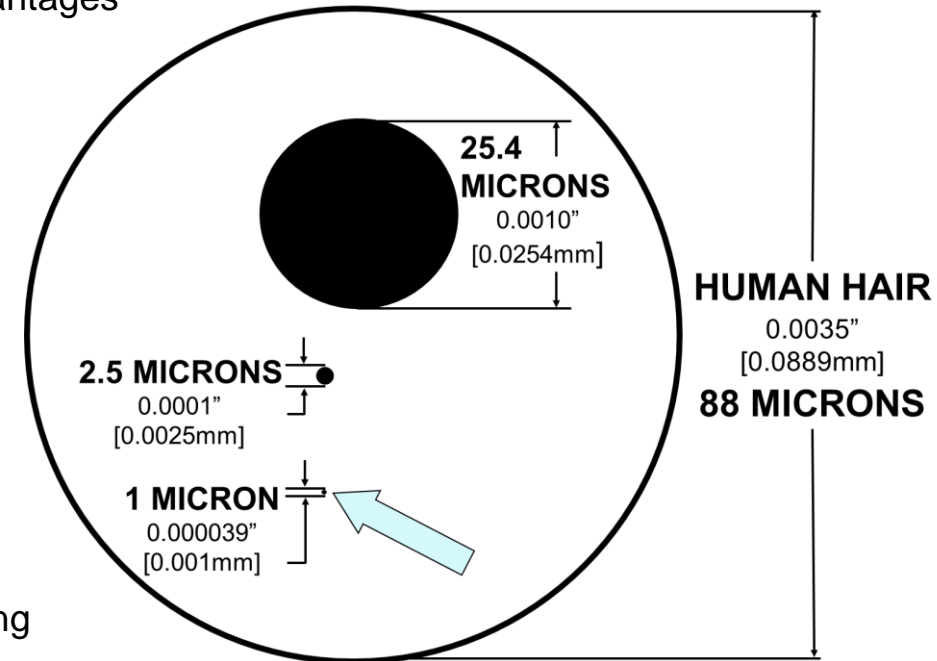
# Customer Profile





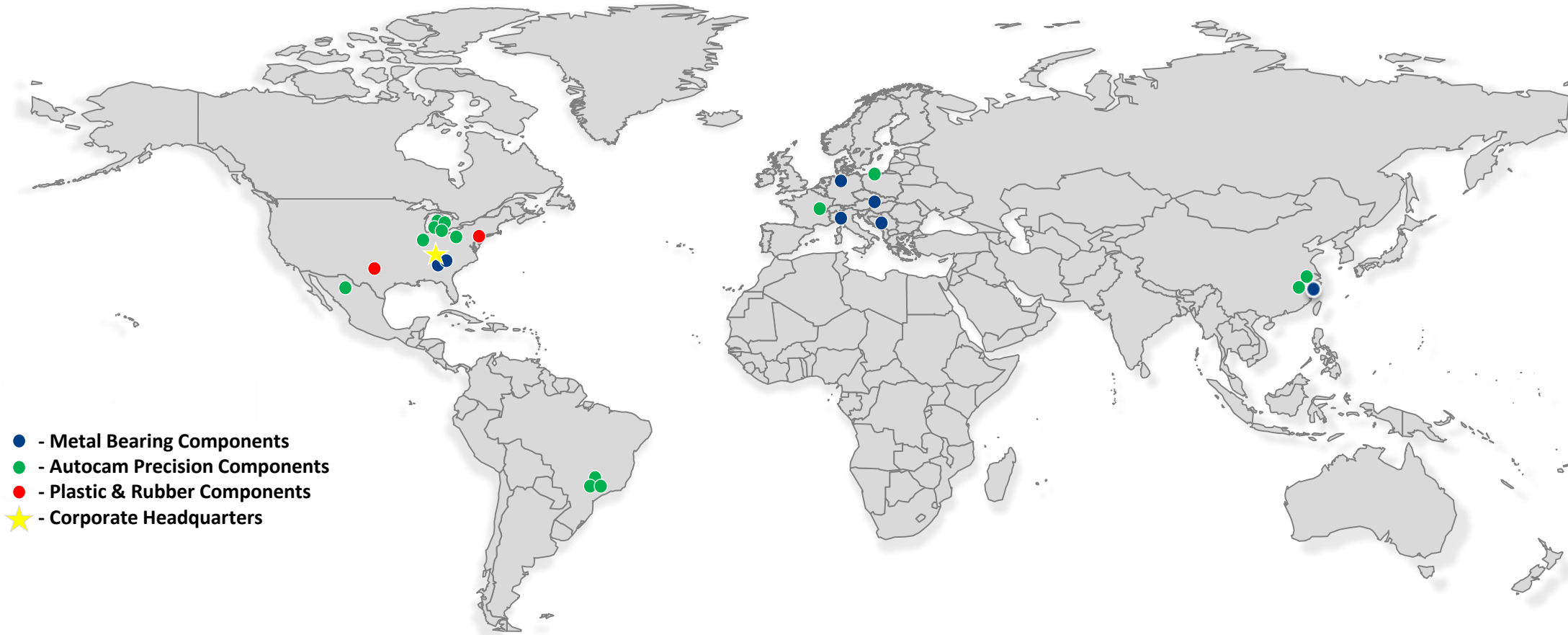
# Differentiation

- High precision manufacturing
- Manufacturing tolerances of <1 micron
- Specialty machine building and in-house tooling leading to significant competitive advantages – trade secrets
- Application specific customer design
- Repeatable high volume global manufacturing in millions of parts per day
- Zero defect process design, extendable to additional industry platforms
- Ability to manufacture precision products with ultra tight tolerances in high volume
- Total product life cycle
- Established global footprint
- Highly specialized skill and engineering in bearing components and precision machining
- Significant proprietary knowledge and trade secrets





# Global Footprint



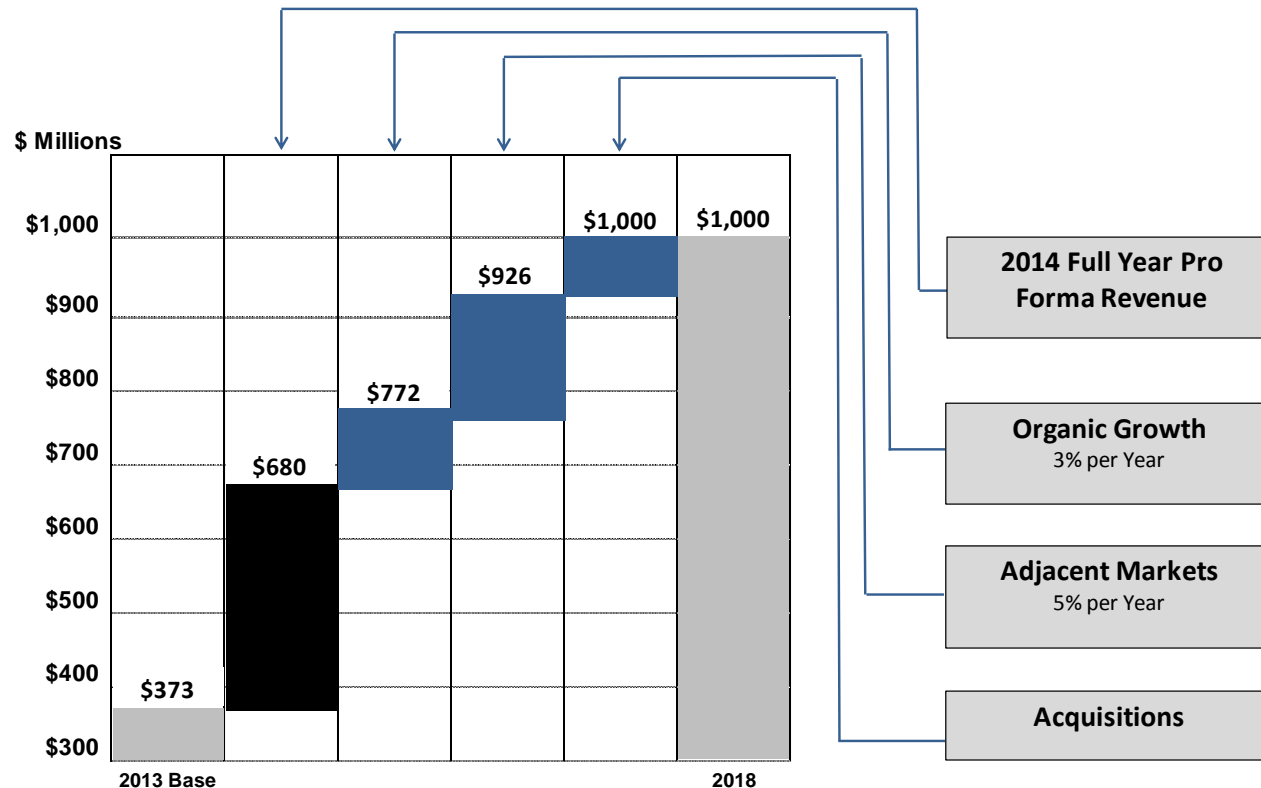
25 high precision manufacturing facilities on 4 continents



# Moving Forward



# Road to \$1 Billion



## Outpace the Market with Expanded Focus and Investment

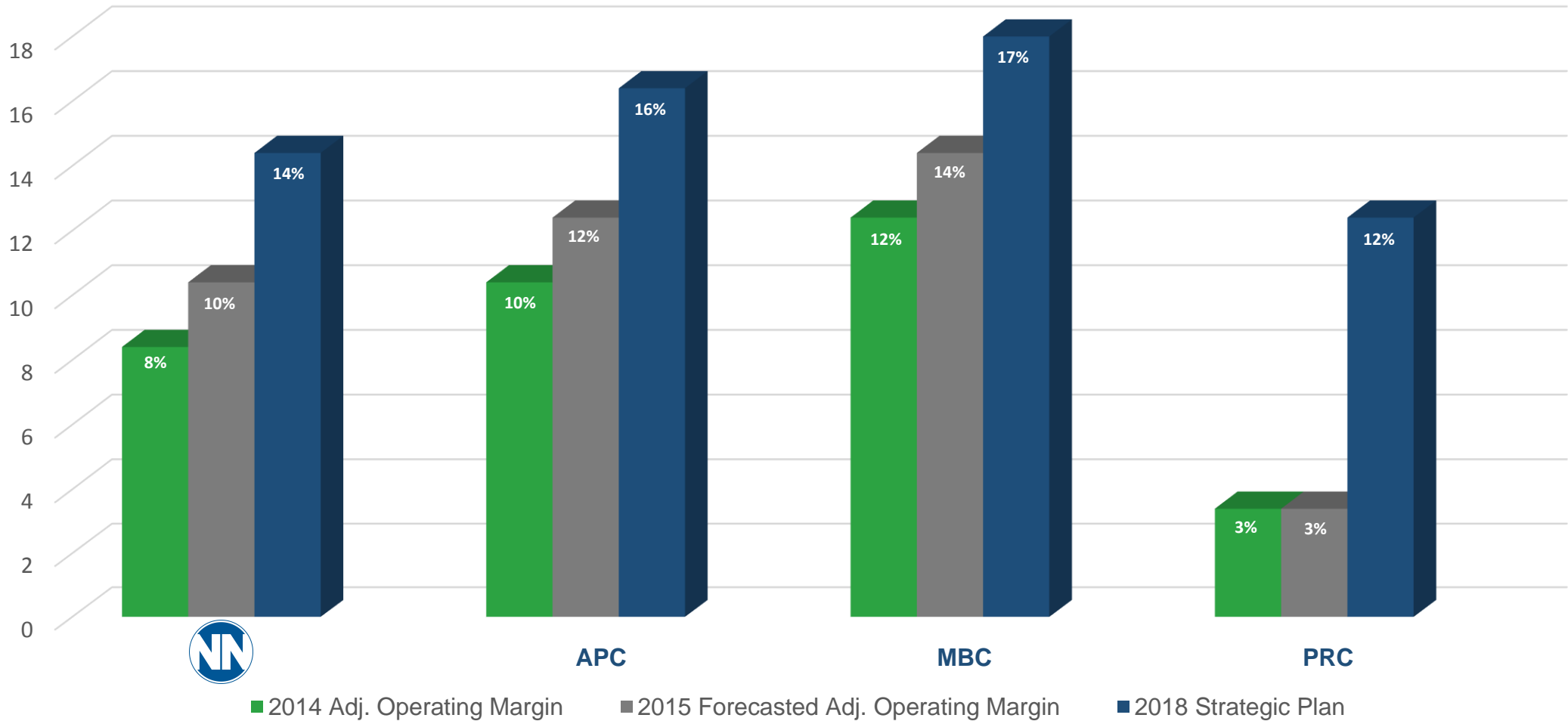
### \$1+ billion in revenue

- ~\$75 million planned acquisitions
- ~\$245 million from organic and adjacent market growth based
- Enhanced R&D and market presence

NN will be growing revenue 270% and EPS 400% over the Strategic Plan years



# Expanding Operating Margins



All percentages rounded to the nearest whole number



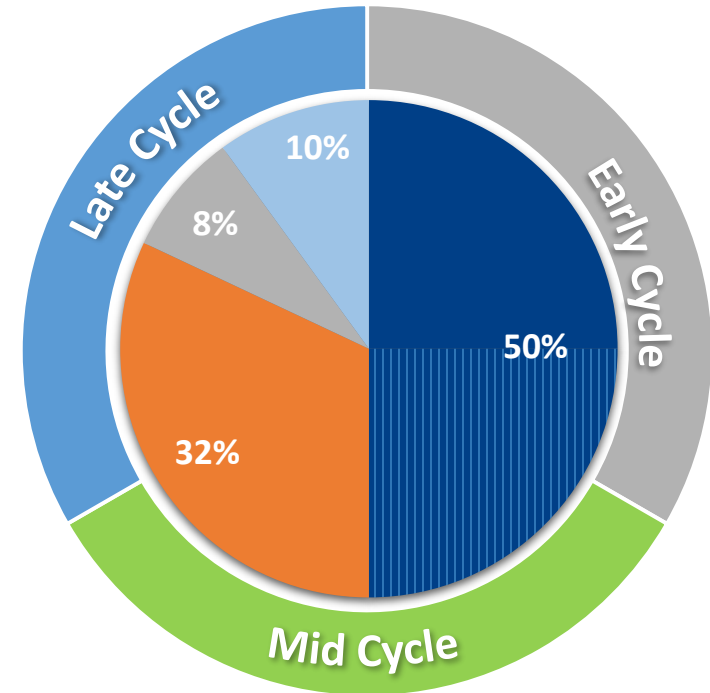
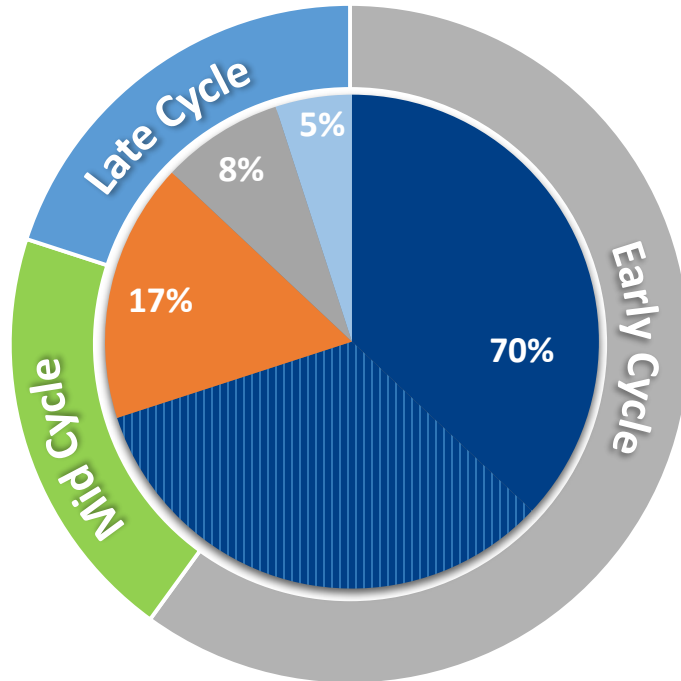


# Today & Future Vision – End Markets

**2014**  
**Revenue = \$680M\***

**2018**  
**Revenue = \$1B**

- Light Auto
- Light Auto – CAFE Related Technologies
- Industrial/Aerospace/Medical
- Commercial Transportation
- General/Plastics



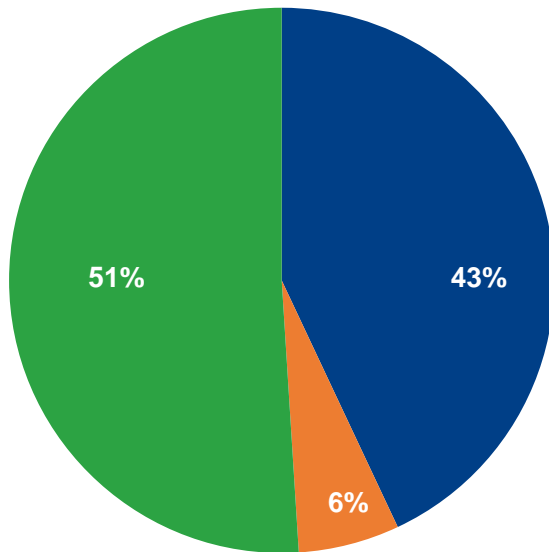
Building a balanced business that earns throughout the cycle

\*Proforma full year consolidated revenue

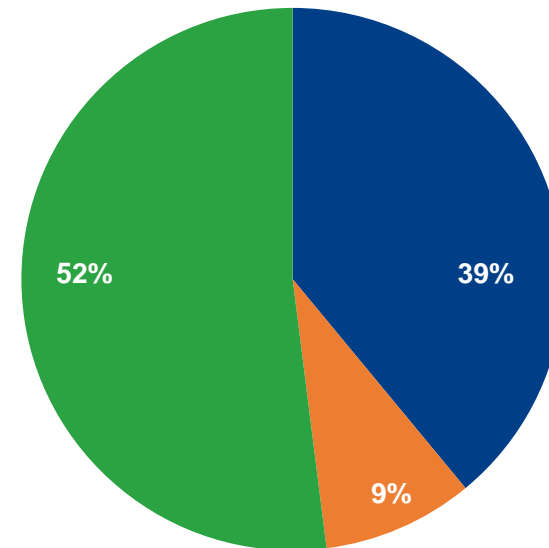


# Today & Future Vision – Segment Mix

**2014**  
**Revenue = \$680M\***



**2018**  
**Revenue = \$1B**



■ Autocam Precision Components

■ Plastic & Rubber Components

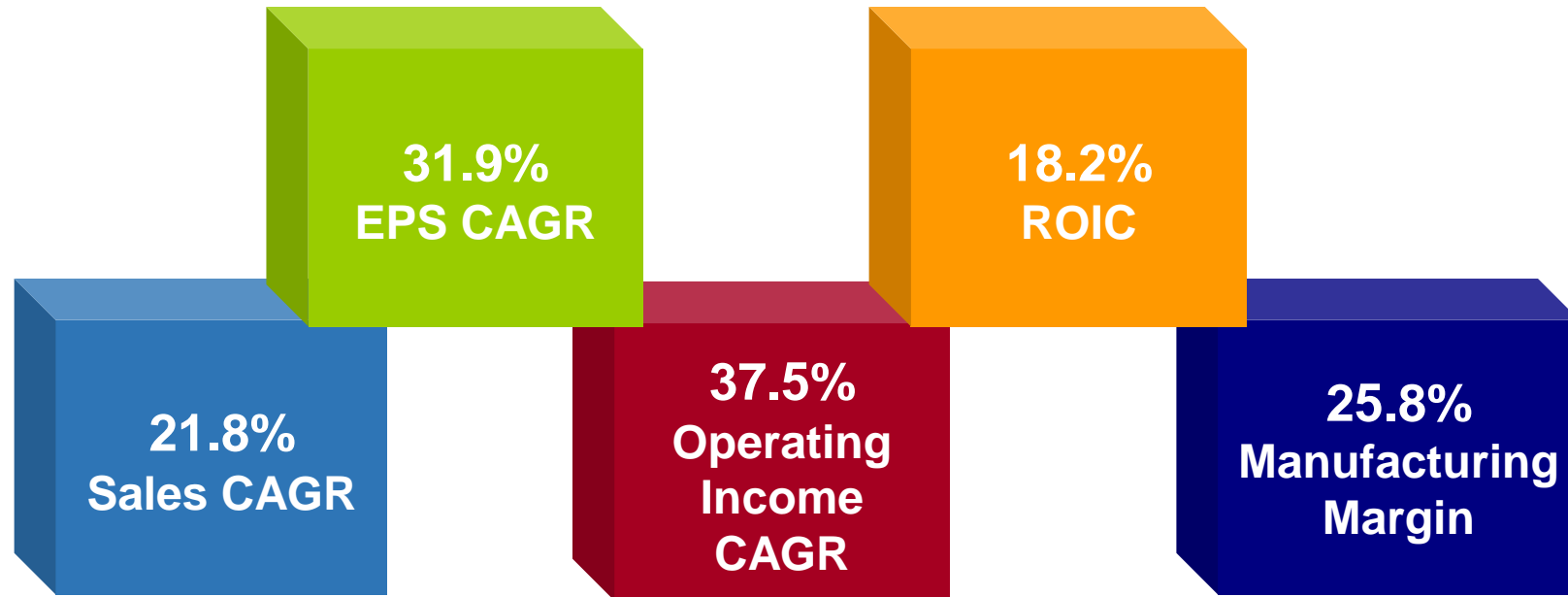
■ Metal Bearing Components

Segment mix continues to improve as our revenues continue to grow

\*Proforma full year consolidated revenue



# Strategic Building Blocks 2018





# Financial Strategy / Policy

- Build upon a strong, global operating platform while maintaining financial strength and flexibility
- Financial policy:
  - Maintain healthy leverage over business cycles and strategic growth period: Debt to EBITDA 2.0x – 3.0x, < 4.0x at peak
  - Cash flow priorities:
    - 1) Debt repayment to achieve target leverage
    - 2) Capex to achieve operational excellence and growth
    - 3) Stable common dividends to shareholders (< 20% free cash flow)
    - 4) Strategic acquisitions financed by debt and equity issuance to maintain leverage target
- Generate above-market-average revenue growth and capture market share in key areas of new technology over Strategic Plan period
  - Improve market mix by decreasing auto exposure from 70% to 50%
  - Increase industrial /aerospace/medical offerings in existing product lines
- Expand segment gross and operating margins (optimize mix, operational improvement, cost reductions)
- Continue to invest in R&D
- Continue to pursue selective strategic acquisitions to diversify end markets and expand global reach, within leverage targets

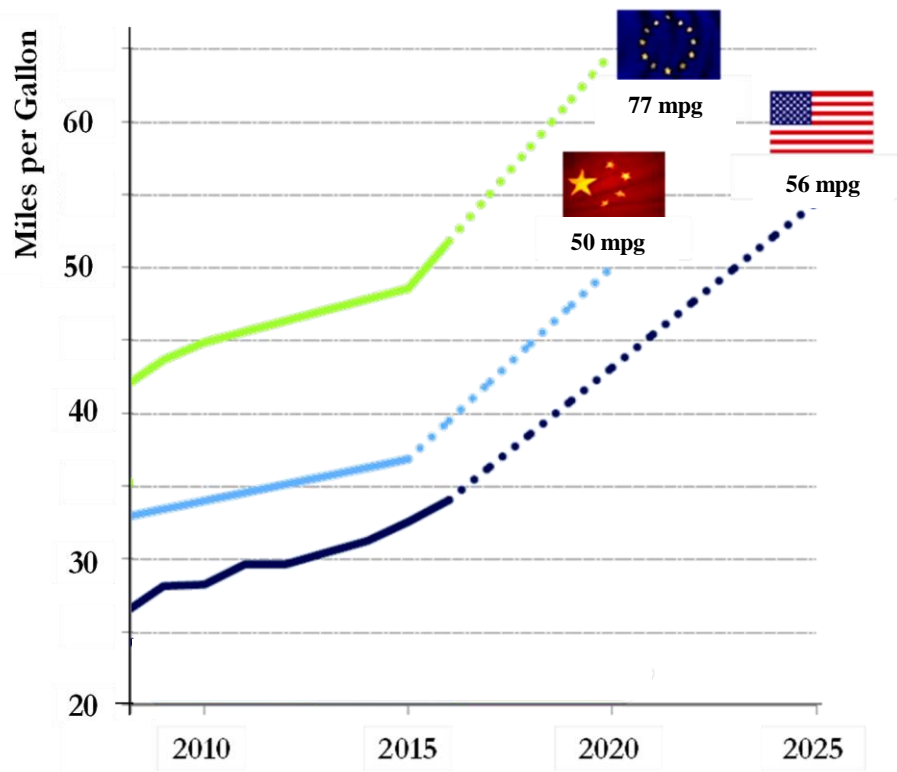


**autocam**  
Precision Components Group



# Macro Trend: CAFE Standards

## Global Fuel Efficiency Standards



Source: ICCT

- U.S. fuel efficiency requirements increase from 35 MPG in 2014 to 56 MPG in 2025 → 60% higher
- The EU's 2020 requirement of 77 MPG is ~40% higher than the U.S. same-year requirement
- China and Japan will both require fuel efficiency to reach 50 MPG or above by 2020
- Rapidly increasing standards are driving OEMs to accelerate new technology development

Technology	Increase in Fuel Efficiency
Direct fuel Injection / High Pressure Diesel	15-30%
Multi-Speed Transmissions (6-9 gears)	5-10%
Variable Valve Timing / Variable Cam Timing	4-6%
Electric Power Steering	1 mpg



# Target Segments: Fuel Saving Technologies



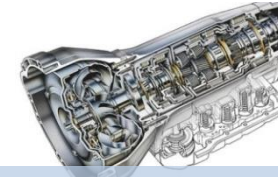
GDI



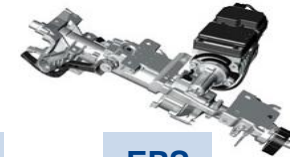
HP Diesel



VCT/VVT



Multi-Speed Trans



EPS

MPG Increase	+ 15 - 20% <sup>(1)</sup>	+ 20 - 30% <sup>(1)</sup>	+ 4 - 6% <sup>(2)</sup>	+ 5 - 10% <sup>(3)</sup>	+ 3 - 5% <sup>(4)</sup>
CPV Impact	+ \$54 <sup>(1)</sup>	+ \$89 <sup>(1)</sup>	+ \$10 <sup>(2)</sup>	+ \$20 <sup>(3)</sup>	+ \$4 <sup>(4)</sup>
Market Growth	> 17% CAGR	> 10% CAGR	> 10% CAGR	> 15% CAGR	> 10% CAGR
Global Adoption Rate 2014/2018	27% / 46%	20% / 30% <sup>(5)</sup>	72% / 95%	30% / 45% <sup>(6)</sup>	50% / 75%
Key Regions / Markets					

- *Technologies needed on a global scale to meet fuel economy regulations*
  - *Conversion/implementation rates will outpace market growth*
  - *All of these technologies require numerous high precision metal components*



# Target Segments: Fuel Saving Technologies

MPFI V6

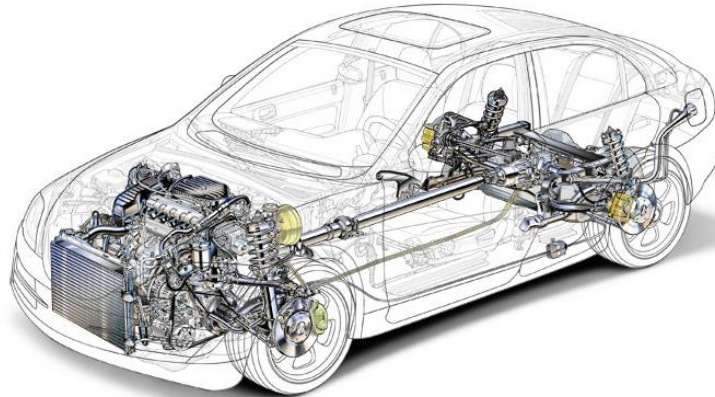


Precision Turned Part content:

- 6 injectors

**\$6.00 per vehicle**

GDI V6



Precision Turned Part content:

- 6 Injectors
- 1 High pressure fuel pump
- 2 High pressure fittings

**\$60 per vehicle**

GDI Fuel System



- *Technology requires more precision, tighter tolerances*
- *GDI will have a VERY long life: 10-15+ years (MPFI lived for 30+ years)*





# Expansion Segments

## Product Segments, Markets & Customers

	Consumer Tools	HVAC	Rec/ATV	Industrial Motors	Aerospace	Fluid Power
Addressable Market (2014)	\$2 billion	\$3 billion	\$200 million	\$3 billion	\$10+ billion	\$5+ billion
Market Growth						
Technologies Driving Growth	Longer battery life, Lighter weight	Compressor modulation	EPS (Steering) ABS	High efficiency motors	Weight reduction	Higher pressure, greater control
Customers	<b>BOSCH</b> <b>BLACK &amp; DECKER</b>	<b>Copeland</b> <small>brand products</small> <b>TRANE</b>	<b>MANDO</b> <small>Corporation</small>	<b>Nidec</b> <b>REGAL</b> <b>in sink erator</b>	<b>HAECO</b>	<b>Parker</b> <b>Danfoss</b> <b>EATON</b> <b>BorgWarner</b>



# **bearing**

**Components Group**



# MBC High Growth Product Segments



Balls



Tapered Rollers



Other Rollers



Cages



Sheet Metal Parts

<b>Competitive Profile</b>	Primarily outsourced	Primarily insourced	Primarily insourced	Mixed and fragmented	Mixed and fragmented
<b>Primary Markets</b>	Automotive, electrical aero and industrial	Industrial, automotive, off-highway, rail and industrial	Industrial and some automotive	General industrial	Diversified end market
<b>Market Growth</b>	Automotive growth in developing markets	Developing trend towards outsourcing	Industrial investment and aftermarket demand	Follows the roller markets	Niche market within automotive
<b>Key Regions/Markets</b>					

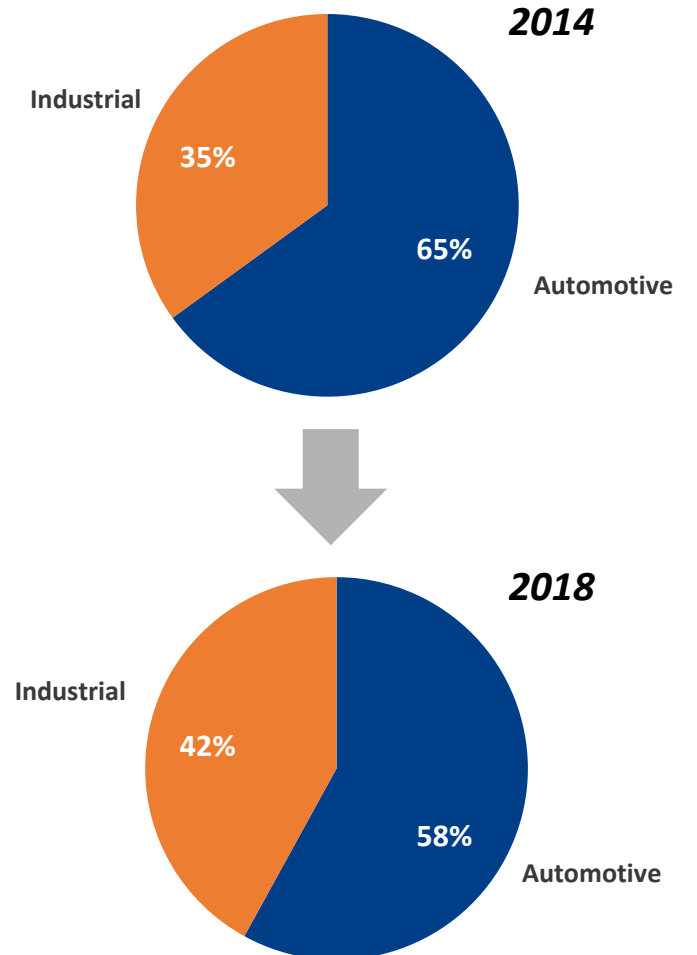
- *Growth in developing markets will drive end market expansion*
  - *Expansion of content into broader industrial markets*
  - *Outsourcing will create significant opportunities*



# Expansion Segments

## Product Segments, Markets and Customers

	Automotive	Aerospace	Railway	Linear Systems	Fluid Power
Addressable Market (2014)	\$1 billion	\$250 million	\$125 million	\$100 million	\$100 million
Market Growth	↗	↗	↗	↗	↗
Growth Drivers	Penetration in developing markets	Build rate on commercial aircraft	Increased utilization of rail	Expanding industrial automation	Manufacturing investment
Customers	  	 <small>Aerospace and Super Precision</small> 	  	  <small>LINEAR TECHNOLOGY</small> 	   





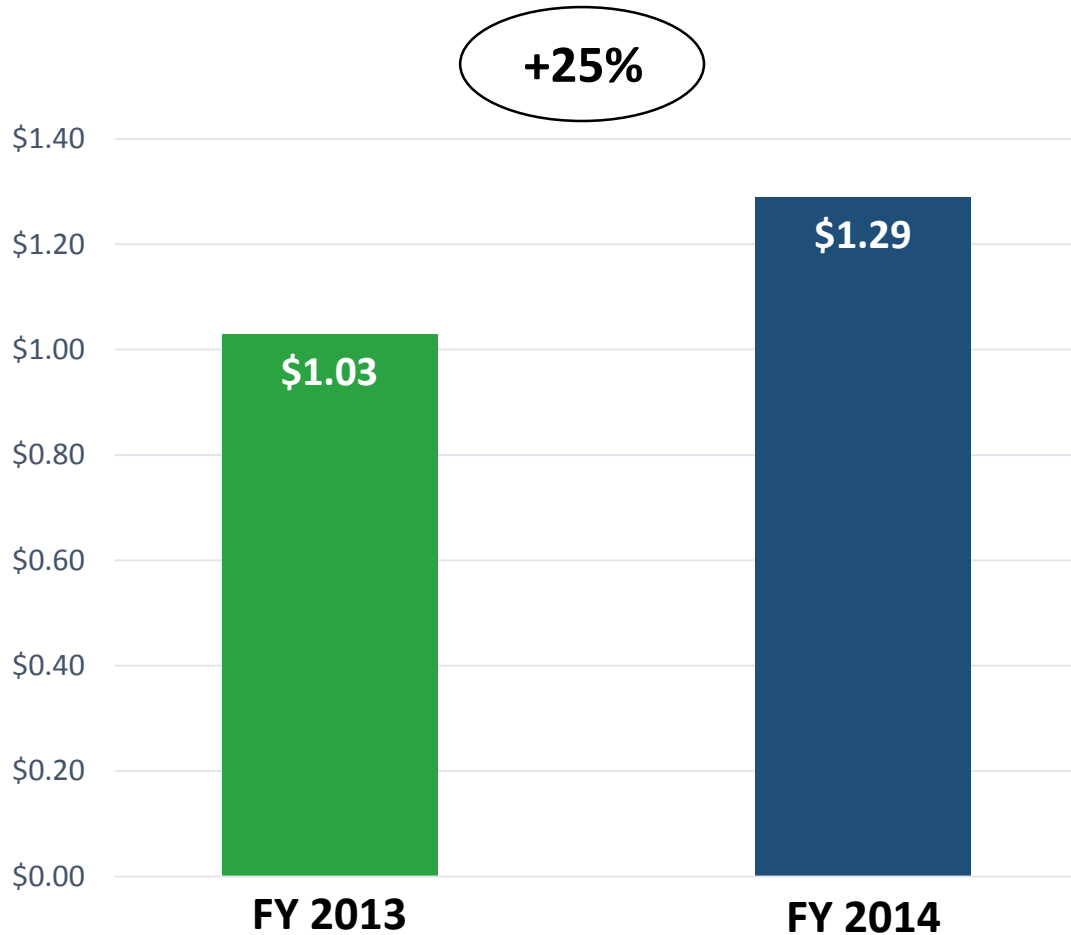
# 2014 Results



# Full Year 2014 Performance Summary

## ADJUSTED DILUTED NET EARNINGS PER SHARE

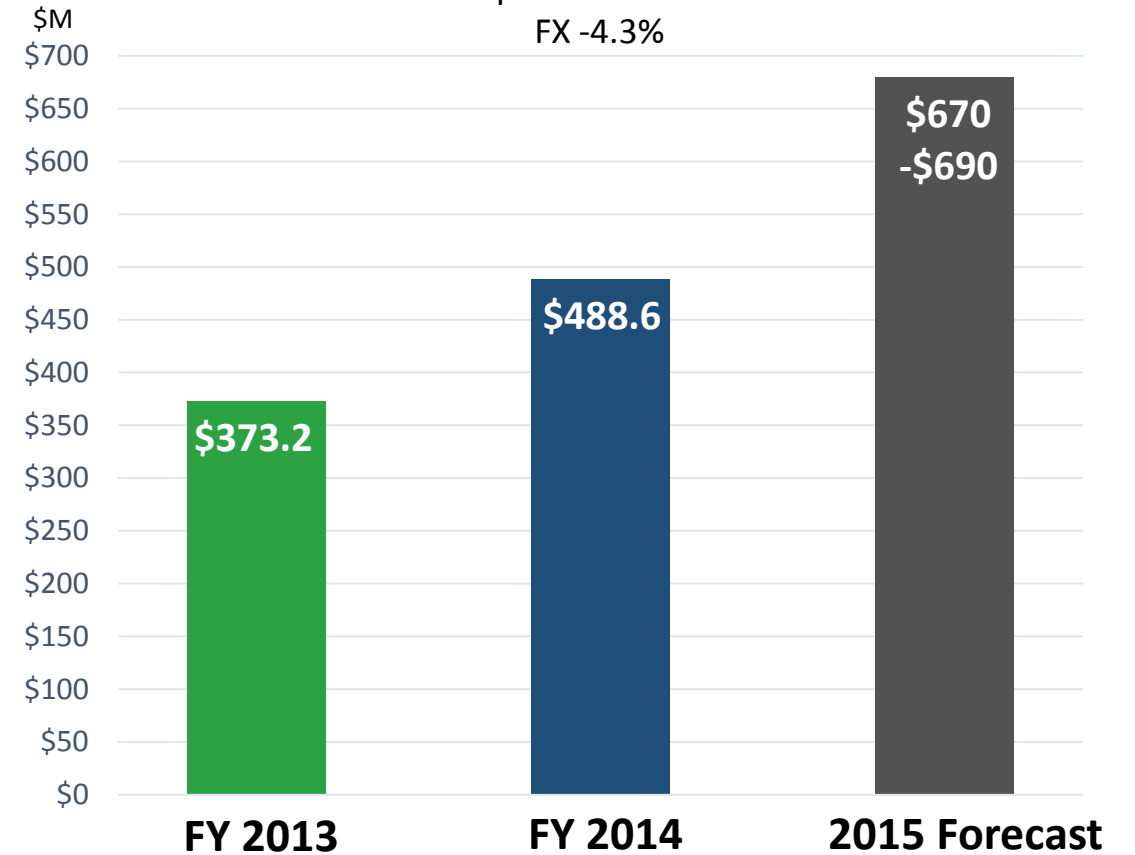
**+25%**



## REVENUE

**+31%**

Core +8.0%  
Acquisitions +27.3%  
FX -4.3%



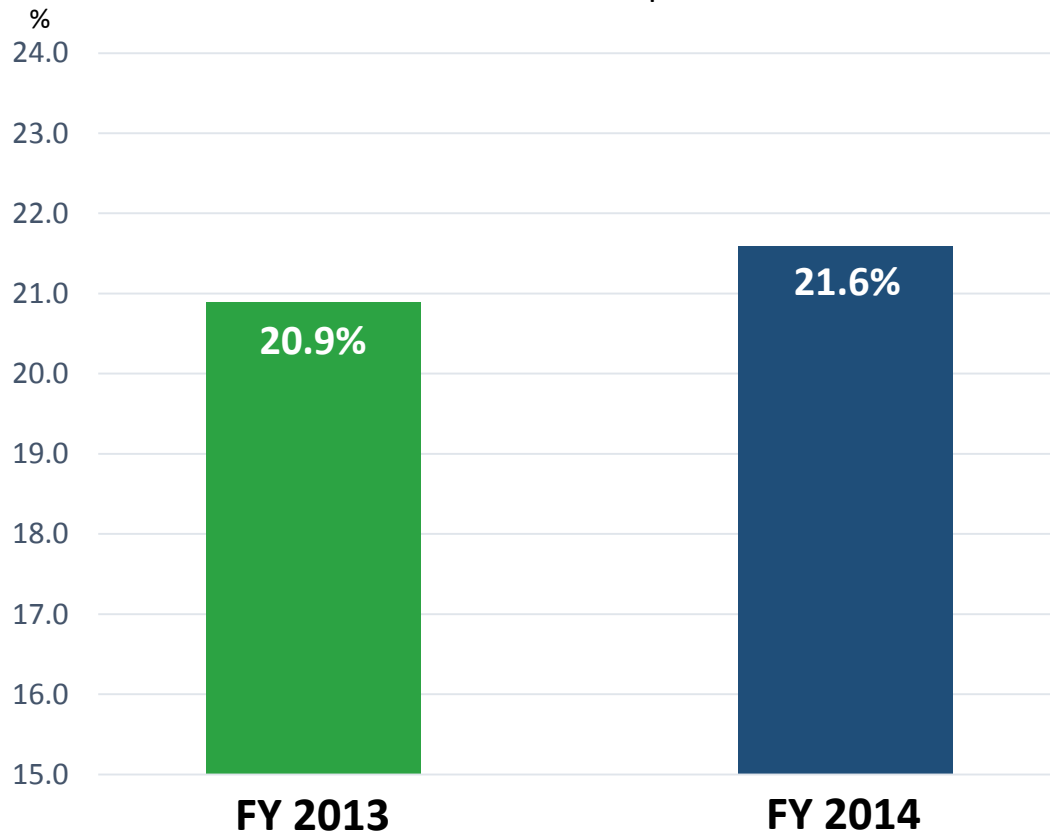


# Full Year 2014 Performance Summary

## Manufacturing Margin<sup>1</sup>

**+70bps**

Margin Expansion Through Improving Business Mix, Synergies and Continuous Improvement

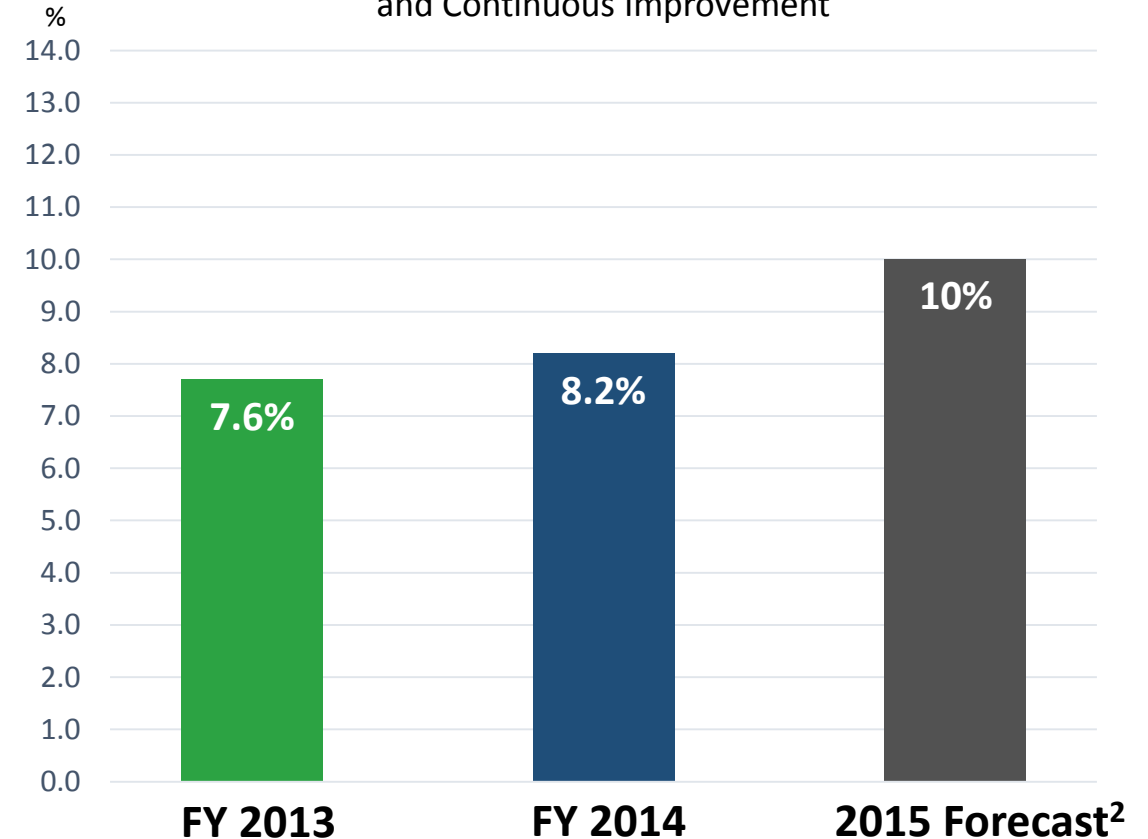


## Adjusted Operating

**Margin**

**+60bps**

Margin Expansion Through Improving Business Mix, Synergies and Continuous Improvement



[1] Manufacturing Margin = Net Sales - Cost of Goods Sold

[2] 2015 Adjusted Operating Margin rounded to the nearest whole number

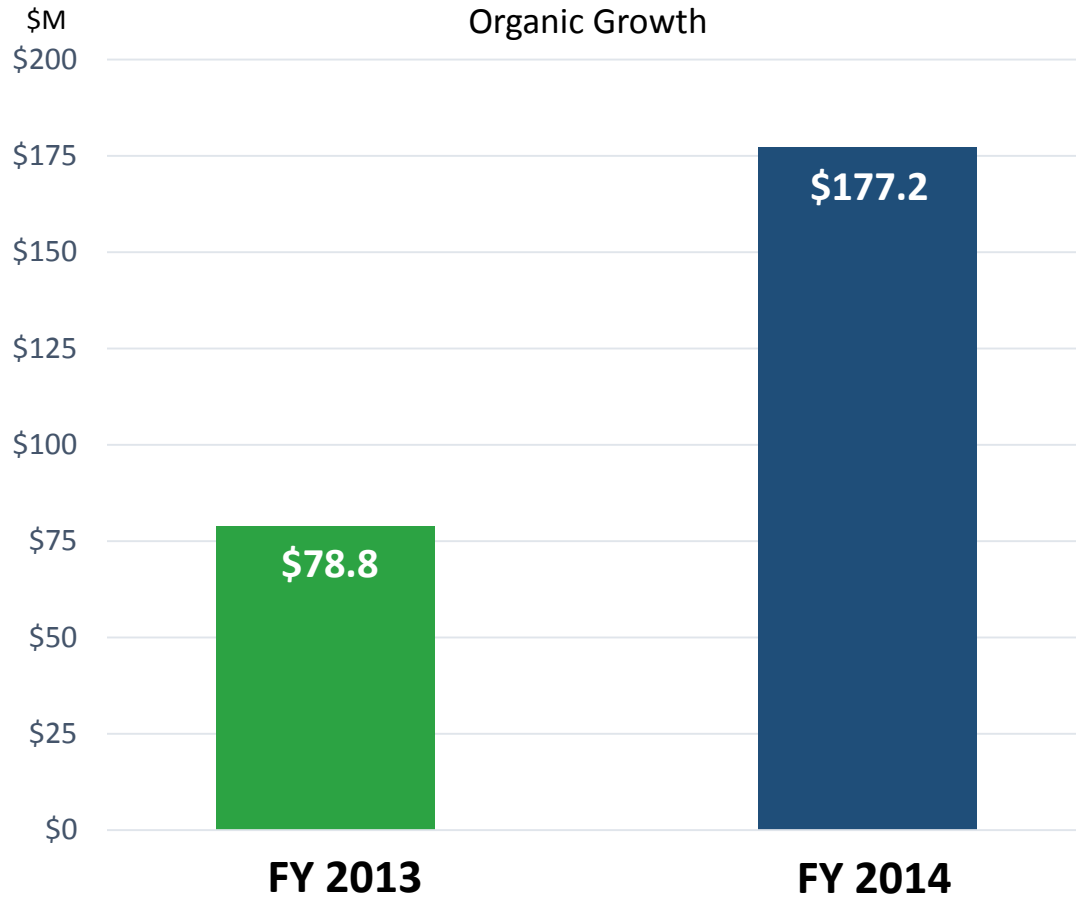


# Full Year 2014 – APC Group

## Revenue

**+125%**

Growth by Acquisitions and Organic Growth

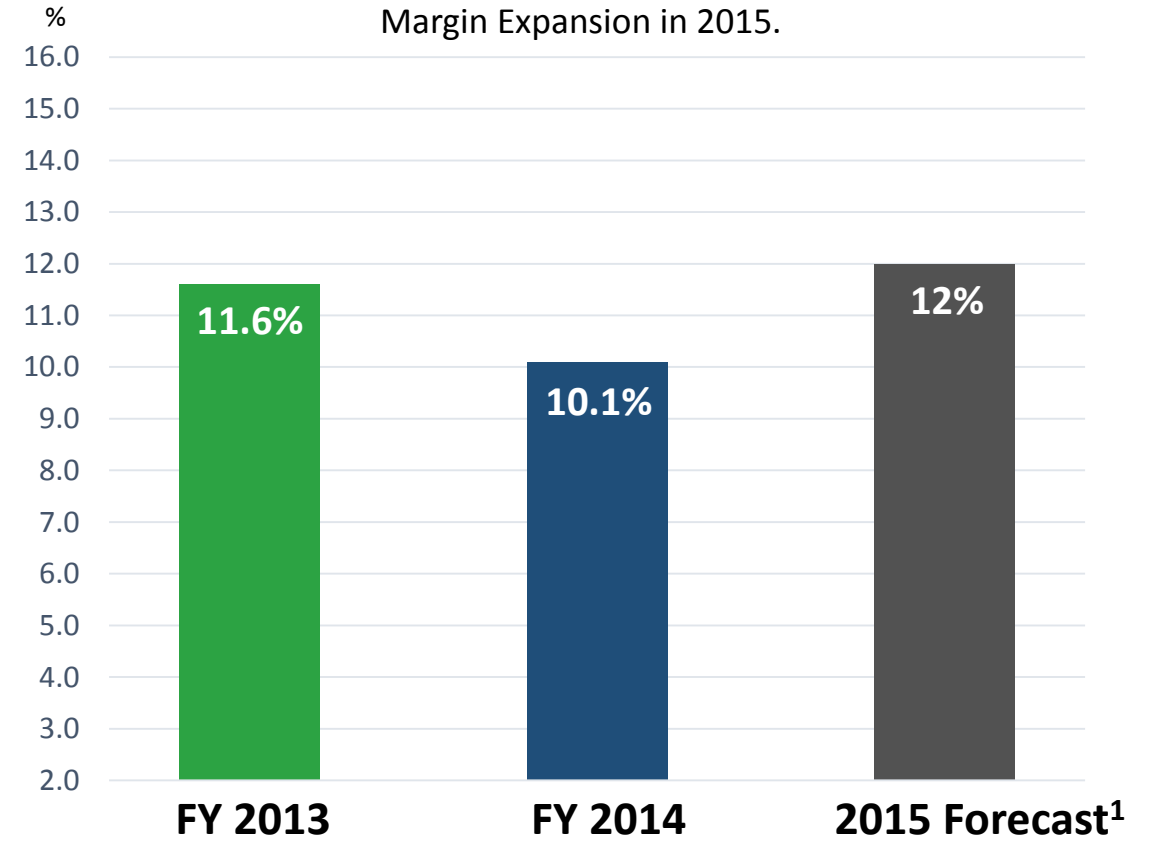


## Adjusted Operating

**Margin**

**-150bps**

Down in 2014 due to New Program Start-ups.  
Margin Expansion in 2015.



[1]2015 Adjusted Operating Margin rounded to the nearest whole number



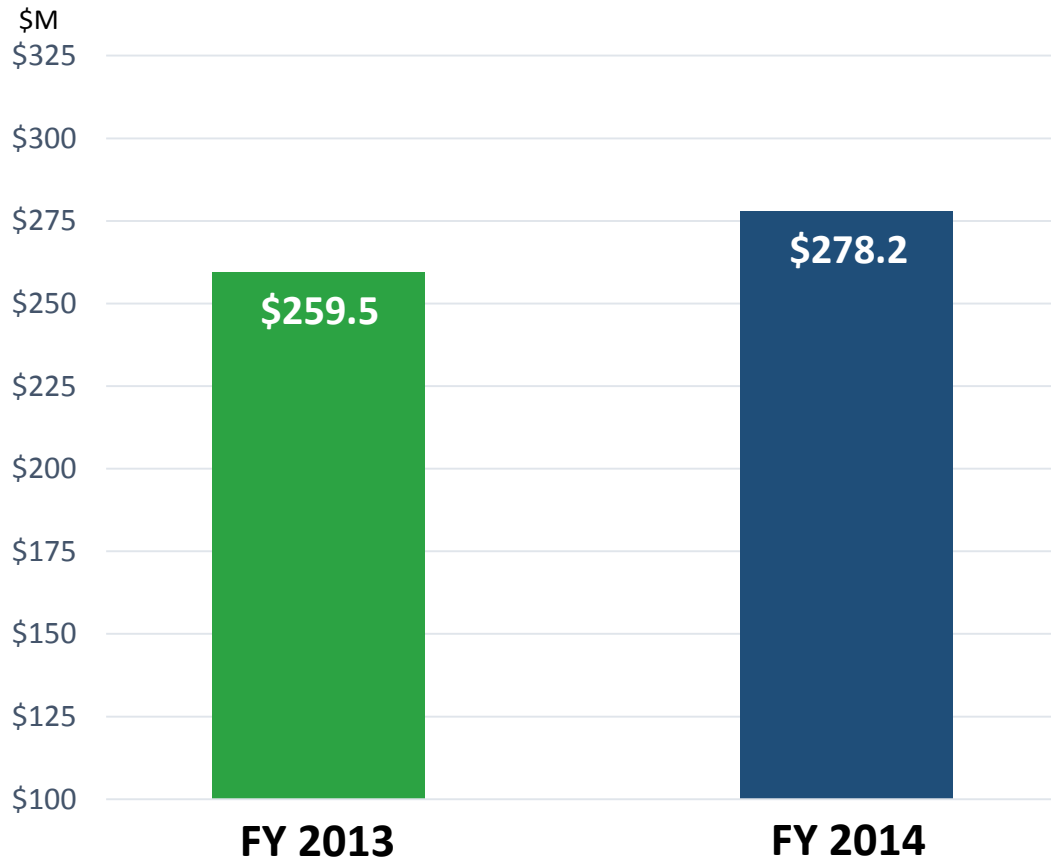


# Full Year 2014 – MBC Group

## Revenue

**+7%**

Driven by Organic Growth

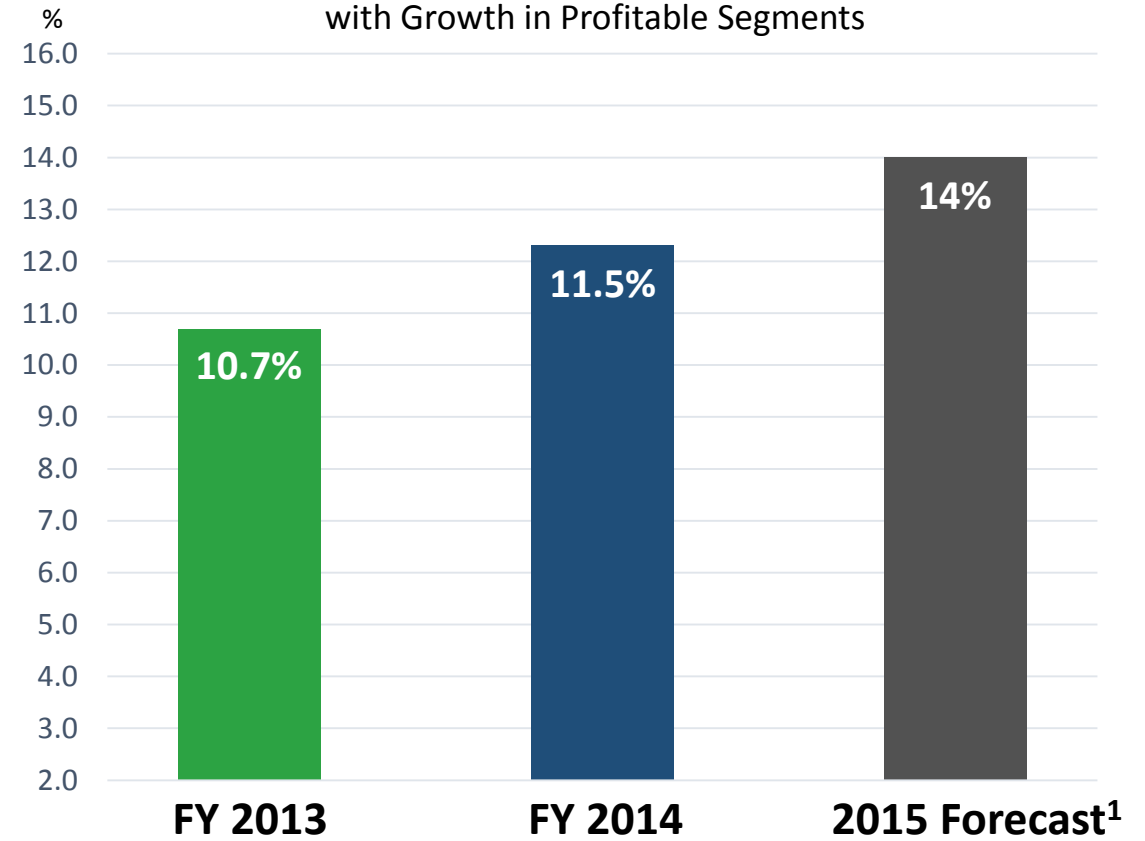


## Adjusted Operating

**Margin**

**+80bps**

Continuous Improvement Coupled  
with Growth in Profitable Segments



[1]2015 Adjusted Operating Margin rounded to the nearest whole number



# **Non-GAAP to GAAP Reconciliations**



# Non-GAAP to GAAP Reconciliations

	<u>2014</u>	<u>2013</u>
Net Income	8,217	17,178
Acquisition and integration costs in Cost of products sold	2,063	--
Acquisition related costs excluded from selling, general and administrative	9,248	--
Acquisition and integration costs in interest expense	2,974	--
Integration costs included in Other expense, net	319	--
Taxes benefits from acquisition related costs	-1,277	--
Acquisition related costs in share of net income (loss) from joint venture	226	--
After-tax foreign exchange gain on inter-company loans	1,197	84
After tax restructuring and impairment charges	577	482
<b>Adjusted Net Income</b>	<b><u>\$23,544</u></b>	<b><u>\$17,744</u></b>

**Weighted average diluted shares outstanding**

**18,253**      **17,260**

**ADJUSTED DILUTED NET EARNINGS PER SHARE**

**\$ 1.29**      **\$ 1.03**

Income from operations	27,687	27,827
Net sales	\$488,601	373,206
<b>Operating Margin</b>	<b>5.7%</b>	<b>7.5%</b>

	<u>2014</u>	<u>2013</u>
Income from operations	<b>27,687</b>	<b>27,827</b>
Acquisition and integration costs included in cost of products sold	2063	--
Acquisition related costs excluded from selling, general and administrative	9248	--
Restructuring and impairment charges	875	568
<b>Adjusted Income from operations</b>	<b><u>\$39,873</u></b>	<b><u>\$28,395</u></b>

Net sales	\$488,601	373,206
<b>Adjusted Operating Margin</b>	<b>8.2%</b>	<b>7.6%</b>

	<u>2014</u>	<u>2013</u>
Net sales	488,601	373,206
Cost of products sold (exclusive of depreciation and amortization shown separately below)	384,889	295,136
Manufacturing Margin	103,712	78,070
Manufacturing Margin %	21.2%	20.9%

	<u>2014</u>	<u>2013</u>
Net sales	488,601	373,206
Cost of products sold (exclusive of depreciation and amortization shown separately below)	384,889	295,136
Manufacturing Margin	103,712	78,070
Acquisition and integration costs included in cost of products sold	2,063	0
Adjusted Manufacturing Margin	<u>105,775</u>	<u>78,070</u>
Manufacturing Margin %	21.6%	20.9%



# Non-GAAP to GAAP Reconciliations

## APC GROUP

	<u>2014</u>	<u>2013</u>
- Net sales	177,224	78,756
Income from Operations	15,732	9,112
<b>Operating Margin</b>	<b>8.9%</b>	<b>11.6%</b>
-		
- Net sales	177,224	78,756
Income from Operations	15,732	9,112
Acquisition and integration costs in Cost of products sold	2,063	0
Acquisition related costs excluded from selling, general and administrative	172	0
Adjusted Income from Operations	<u>17,967</u>	<u>9,112</u>
<b>Adjusted Operating Margin</b>	<b>10.1%</b>	<b>11.6%</b>

## MBC GROUP

	<u>2014</u>	<u>2013</u>
Net sales	278,026	259,459
Income from Operations	31,872	27,380
<b>Operating Margin</b>	<b>11.5%</b>	<b>10.6%</b>
-		
- Net sales	278,026	259,459
Income from Operations	31,872	27,380
Acquisition and integration costs in Cost of products sold	0	0
Acquisition related costs excluded from selling, general and administrative	0	0
Restructuring charges	0	316
Adjusted Income from Operations	<u>31,872</u>	<u>27,696</u>
Adjusted Operating Margin	11.5%	10.7%



# Investor Presentation

April 7-8, 2015

Inspired by **i****novation**