



2015 Investor Day Conference: Growing into the Future

February 5, 2015

Inspired by **i**novation

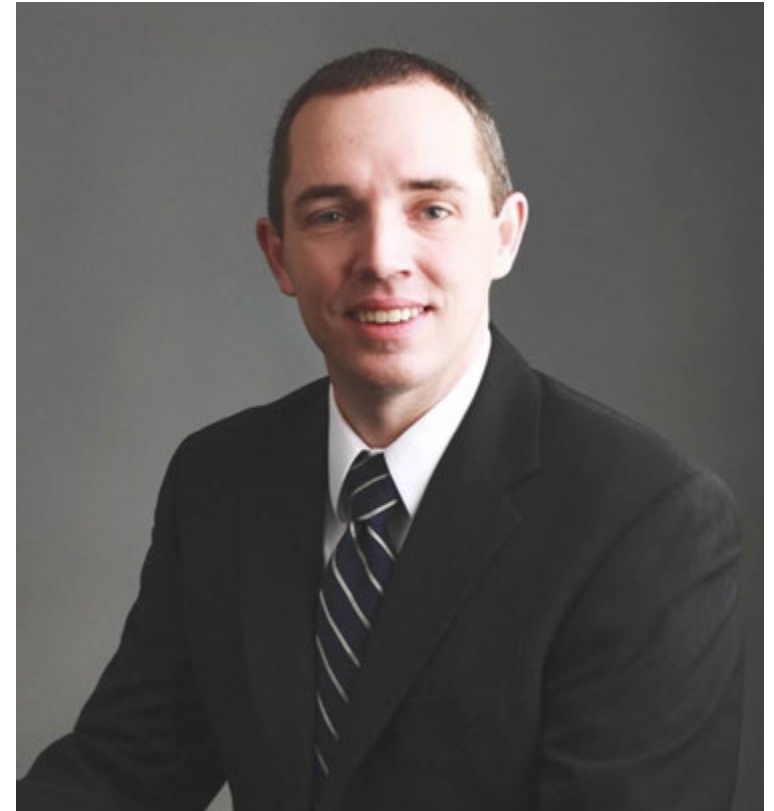


New York Investor Day 2015

Robbie Atkinson

Corporate Treasurer and Investor Relations Manager

- History of building and organizing financial infrastructures
- Joined NN from Regions Financial Corporation where he held several positions, most recently serving as Vice President of Commercial Banking in the Corporate Bank Group
- Previously held positions at Eaton Corporation and Wells Fargo Bank
- Certified Treasury Professional





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.



New York Investor Day 2015

Richard D. Holder President & CEO

- Highly successful history of growing profitable organizations by acquisition, organic growth, and adjacent market growth
- Joined NN from Eaton Corporation where he held several leadership positions, most recently serving as President of Eaton Electrical Components Group
- Held leadership positions at US Airways, AlliedSignal and Parker Hannifin Corporation prior to joining Eaton
- Served 10 years in USMC





Agenda

- NN: A Diversified Industrial
- Company Overview
- Strategic Plan Update
- Financials / Market Outlook
- Group Presentations
 - Autocam Precision Components (APC) Group
 - Metal Bearing Components (MBC) Group
- Summary
- Question & Answer Session



Building a Diversified Industrial



Hallmarks of a Successful Diversified Industrial





Building a Diversified Industrial

Our Strategy...

- Focus on a high precision portfolio and outgrowing end markets
- Build a balanced business that earns through the cycle
- Invest in and develop transformational technology
- Develop a fully integrated operating system that supports all of our businesses



Building a Diversified Industrial

We have made significant progress against other DIs...

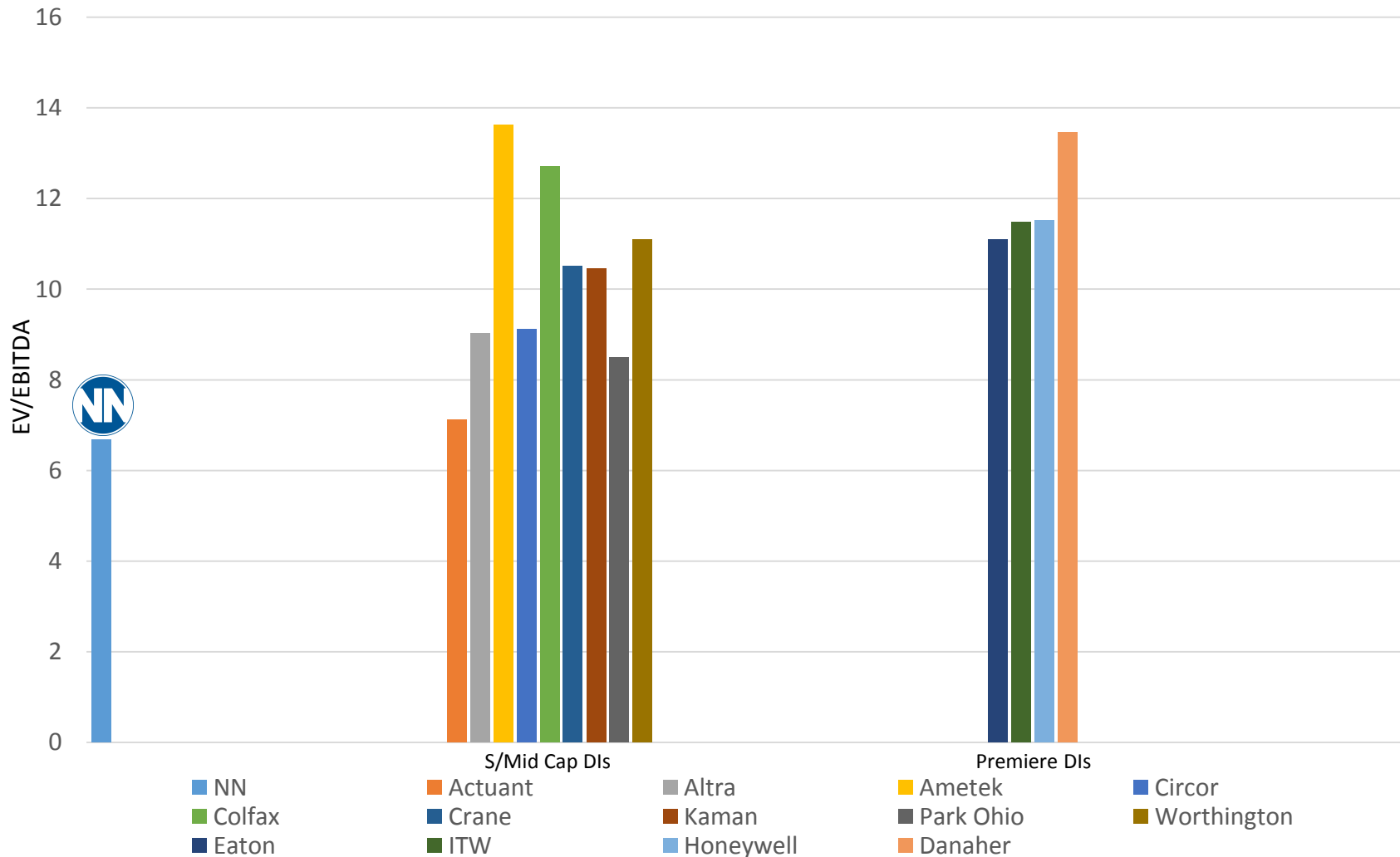
Metric	Rank among comparable S/Mid-Cap DIs		Δ Rank
	2012 - 13	2013 - 14	
Sales Growth	8	1	+7
Adjusted Operating Margin	8	5	+3
Return on Equity	8	5	+3
Total Return	10	1	+9
P/E Ratio	5	6	-1

...but we remain undervalued to our peers



Building a Diversified Industrial

1 year into the Strategic Period

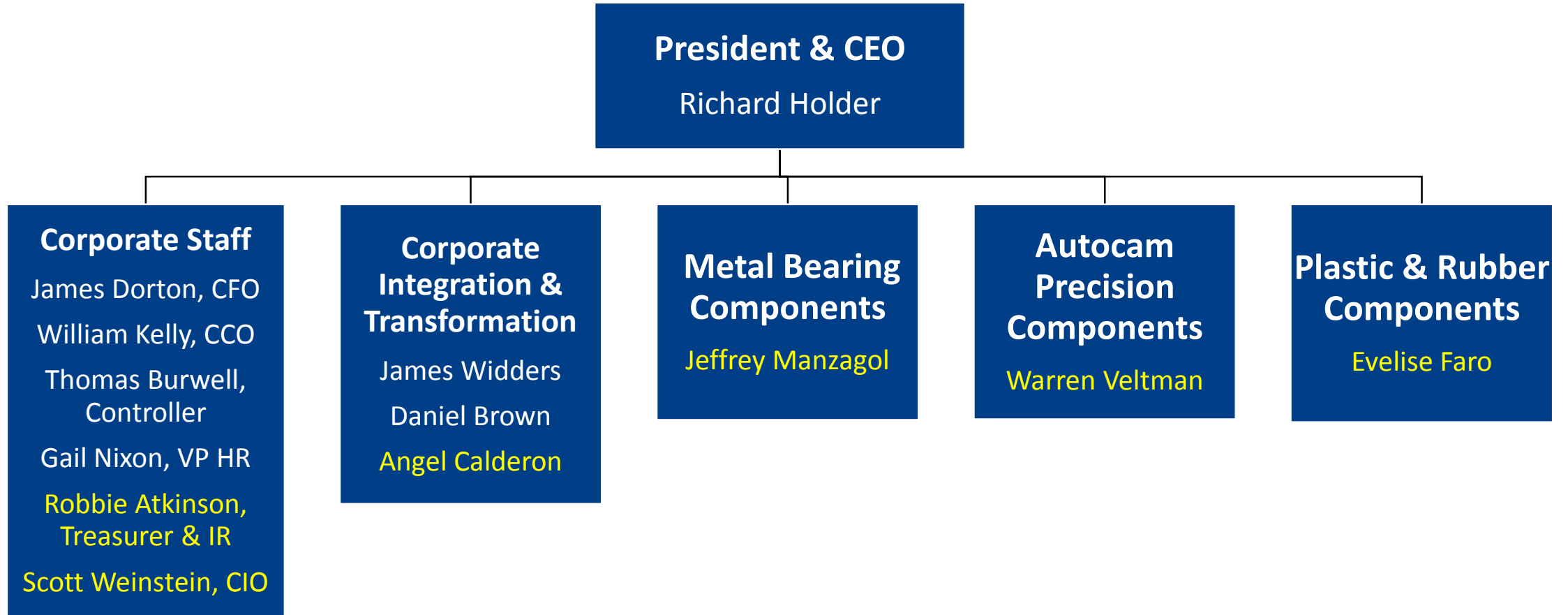




Company Overview



Corporate Organization





Value Proposition

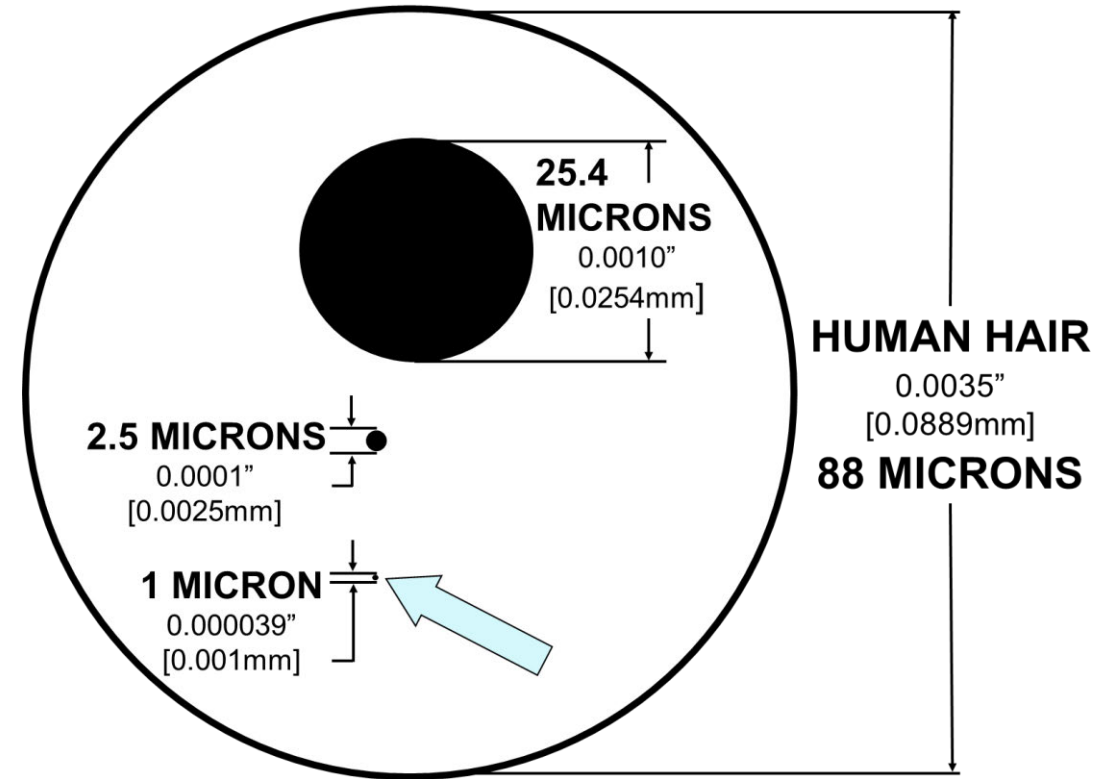
- Ability to manufacture precision products with ultra tight tolerances in high volume
- Total product life cycle
- Established global footprint
- Highly specialized skill and engineering in bearing components and precision machining
- Significant proprietary knowledge and trade secrets

Leading manufacturer of high precision components



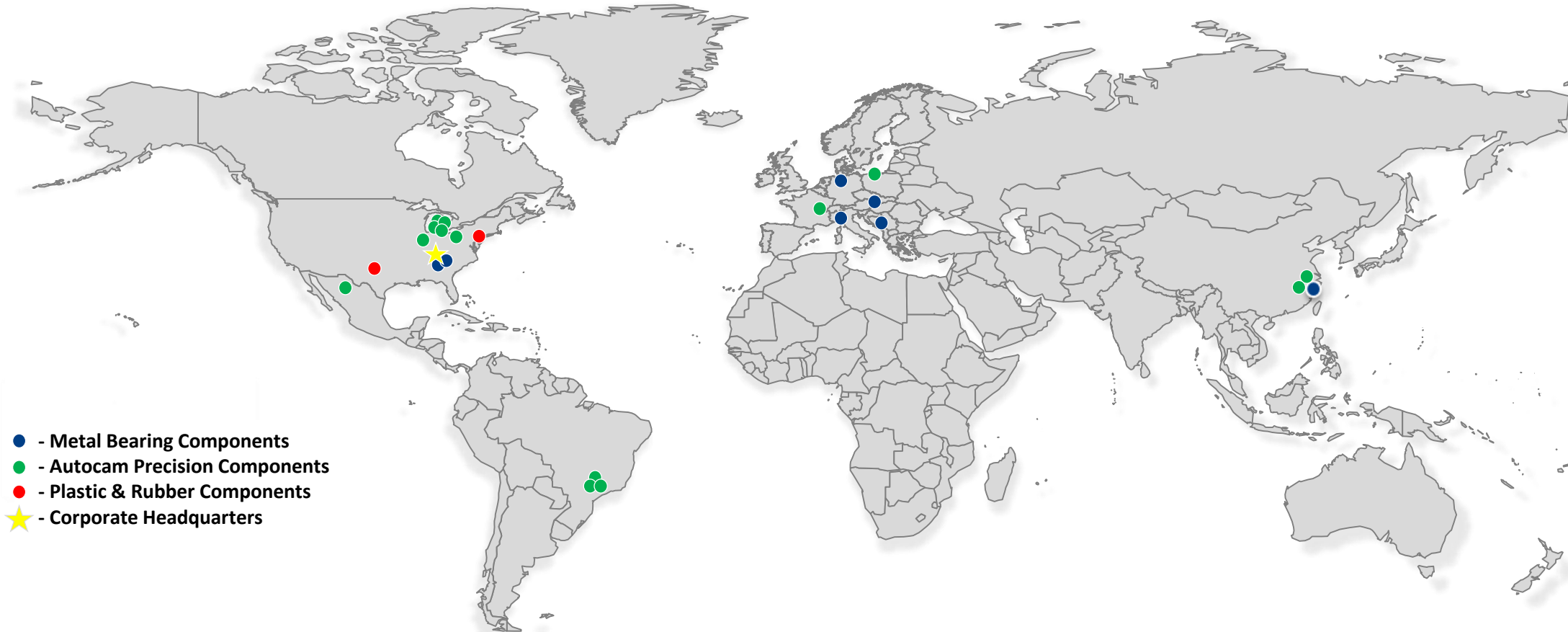
Differentiation

- High precision manufacturing
- Operating 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





Global Footprint



25 high precision manufacturing facilities on 4 continents



2014 Strategic Progress



2014 at a Glance

- **January:** Presented our strategic plan with goals to double revenue and triple EPS by 2018
- **February:** Acquired V-S Industries, a high precision manufacturer with locations in Wheeling, IL and Juarez, Mexico
- **June:** Acquired tapered roller manufacturer RFK, located in Bosnia & Herzegovina
- **July:** Acquired the assets of Chelsea Grinding Company, a cylindrical roller manufacturer
- **September:** Acquired Autocam, a high precision manufacturer with locations on 4 continents
- **2014:** Achieved strategic goal of 3% organic and 5% adjacent market expansion

We are ahead of schedule on the Strategic Plan



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

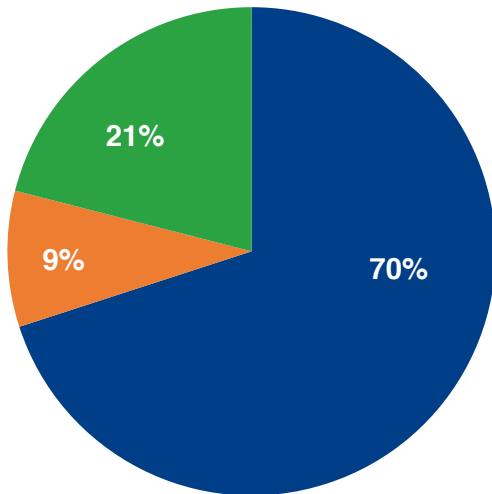
The fundamentals of our plan have not changed. We will continue to deliver on our commitments.



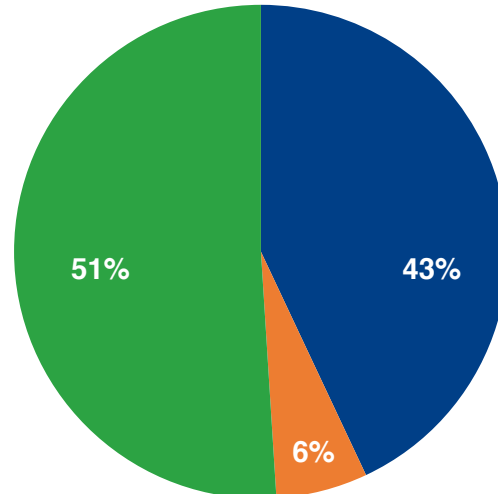
Strategic Plan Progress

Segment Mix

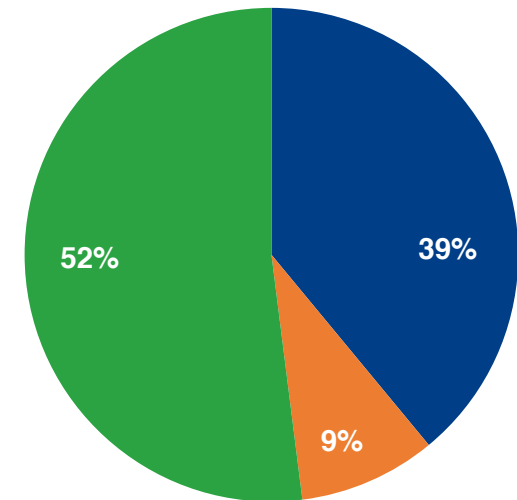
2013



2014



2018



■ Metal Bearing Components

■ Plastic & Rubber Components

■ Autocam Precision Components

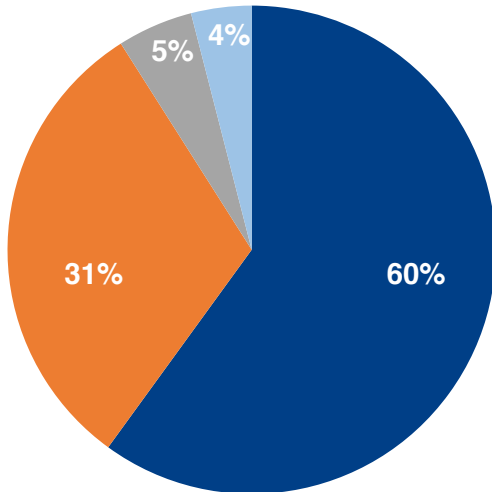
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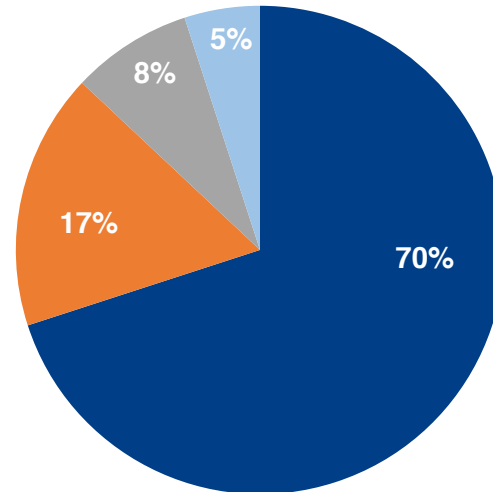
Strategic Plan Progress

End Market Mix

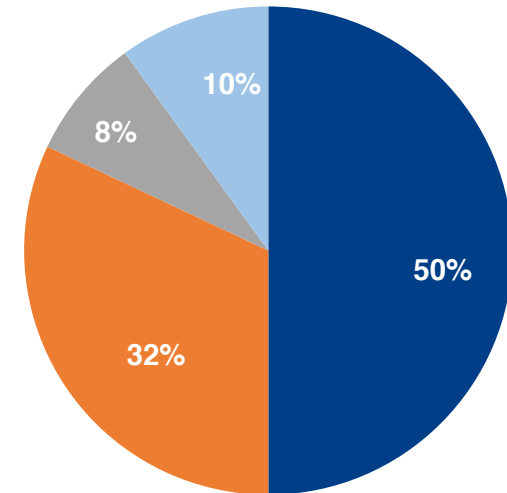
2013



2014



2018



■ Light Auto

■ Industrial/Aerospace/Medical

■ Commercial Transportation

■ General/Plastics

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



Strategic Plan Accomplishments in 2014

Corporate Identity and Branding

- ✓ One Corporate Identity
- ✓ Enhanced Marketing
- ✓ Common Customer Solutions

Operational Excellence

- ✓ Top Down Strategy
- ✓ New Supply Chain Operations
- ✓ Financial and Business Systems Consolidation

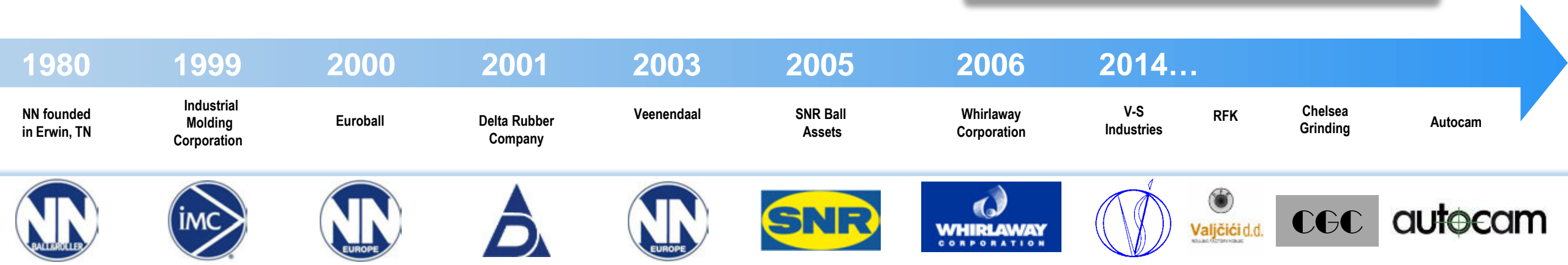
Functional Excellence

- ✓ Level 3: Offset Economic Costs
- ✓ Quality: Drive a Zero Defect Culture
- ✓ Safety: Drive a Zero Incident Culture
- ✓ Delivery: Exceed Customers' Expectations



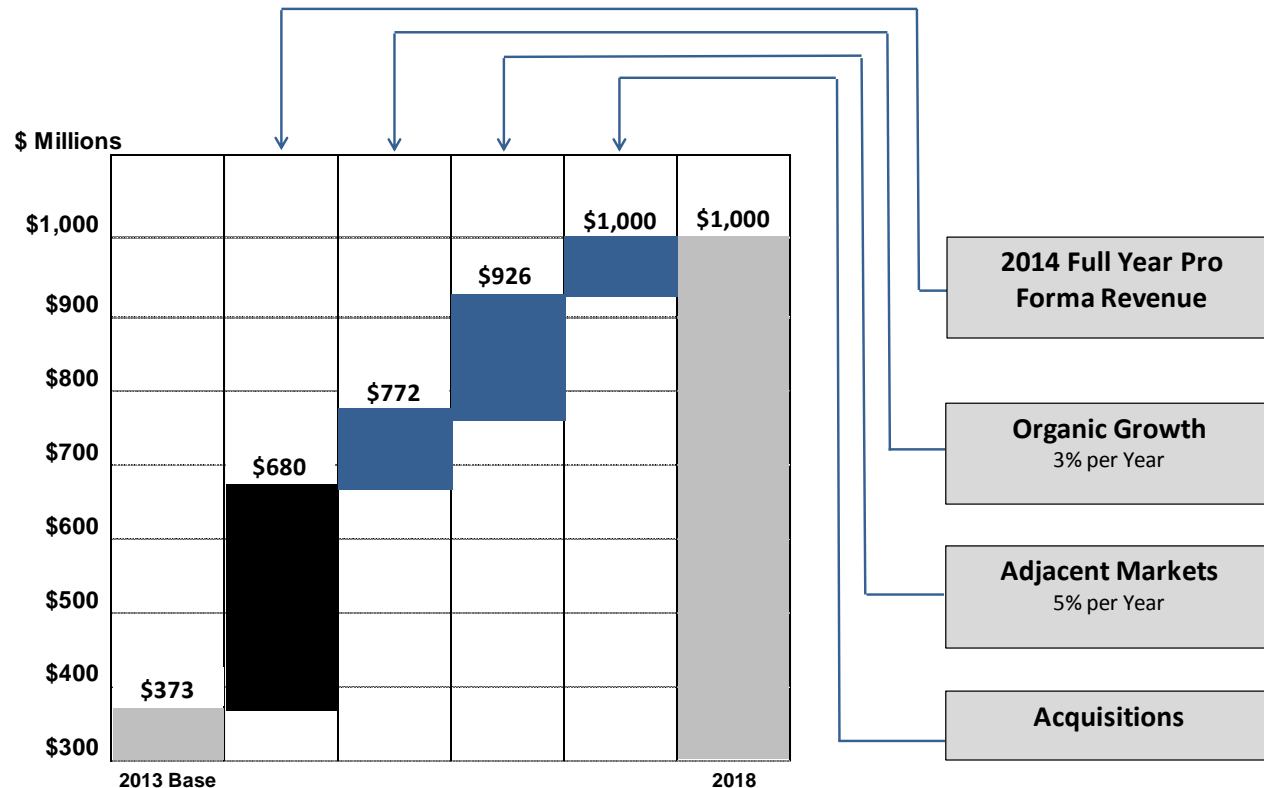
Today

- 2015 forecasted revenue of \$690M - \$710M
- Traded on Nasdaq (NNBR)
- Global reach, local depth
- 25 manufacturing facilities with operations in 10 countries
- 4,200 employees
- Continuous investment in technology leadership
- Supplying to diversified end markets in over 30 countries





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 on enhanced R&D and market presence

Improving segment operating margins: 2013 → 2018

- Metal Bearing Components: 10.7% → 17.4%
- Autocam Precision Components: 11.6% → 16.0%
- Plastic and Rubber Components: 2.0% → 12.0%

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



New York Investor Day 2015

James H. Dorton

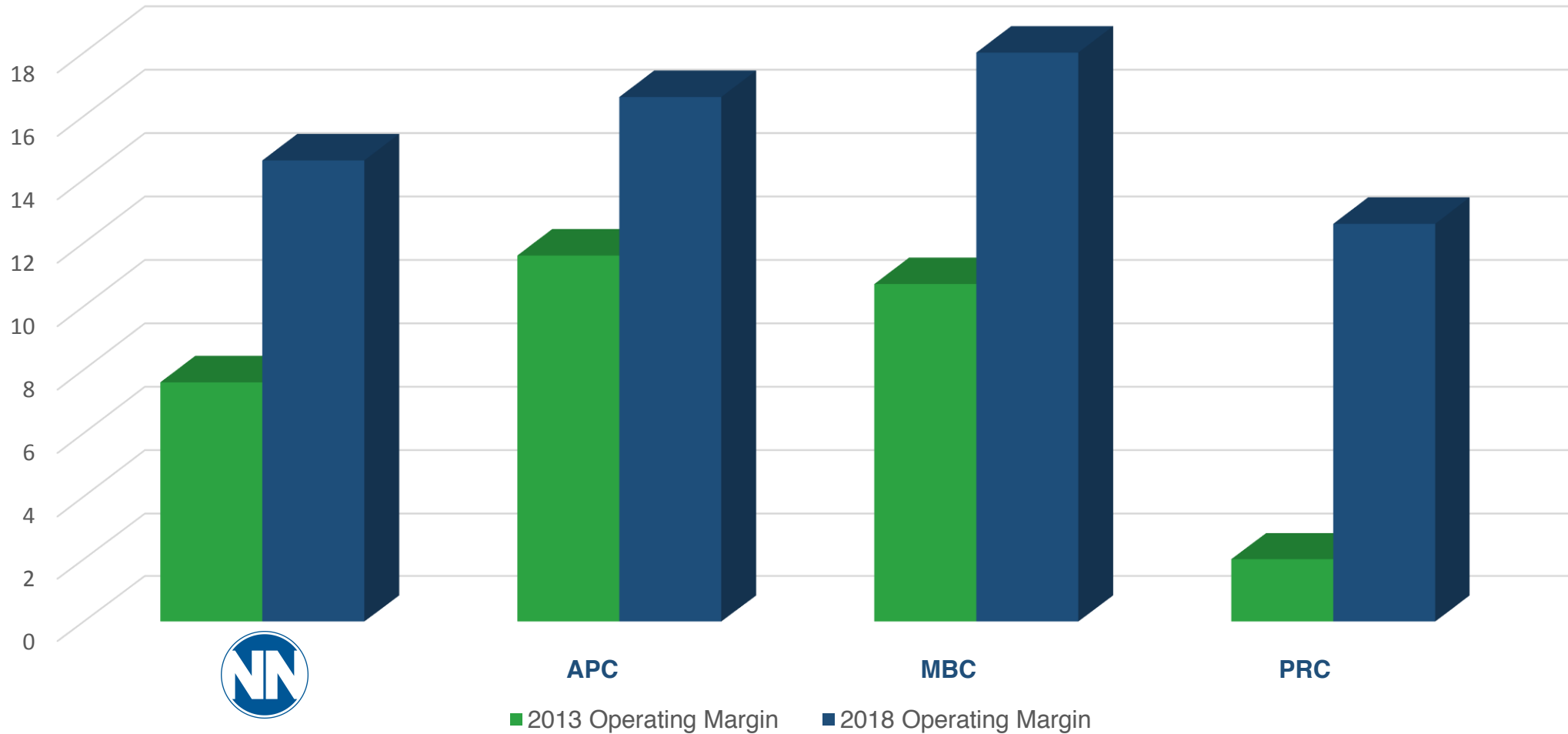
Senior Vice President & Chief Financial Officer

- 30+ year career in public company financial management
- Joined NN in 2005 as CFO after serving as CFO of Specialty Foods Group
- Previously held several leadership positions at Bowater, Inc. and Intergraph Corporation, including Treasurer, and VP of Corporate Development.
- Certified Public Accountant



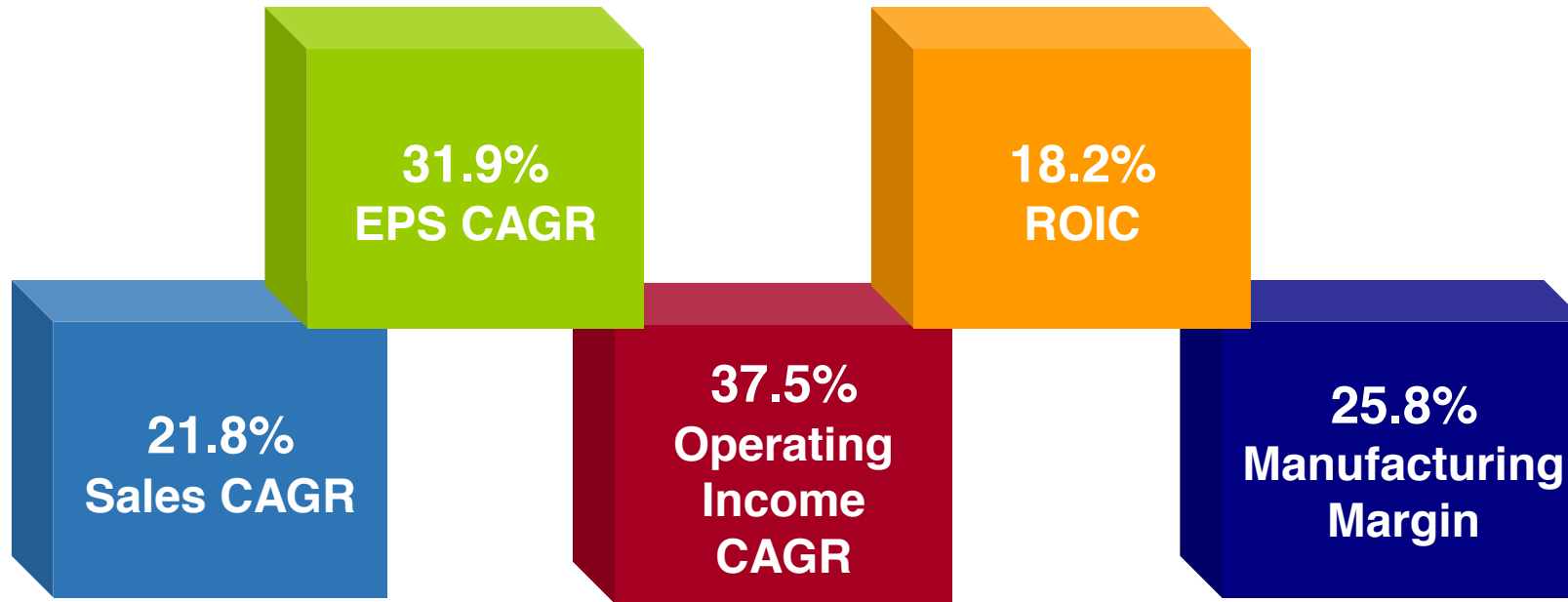


Expanding Operating Margins





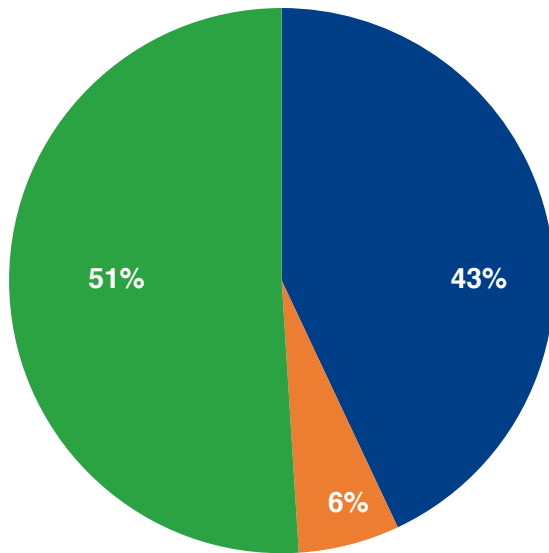
Strategic Building Blocks 2018





Today & Future Vision – Segment Mix

2014
Revenue = \$680M*

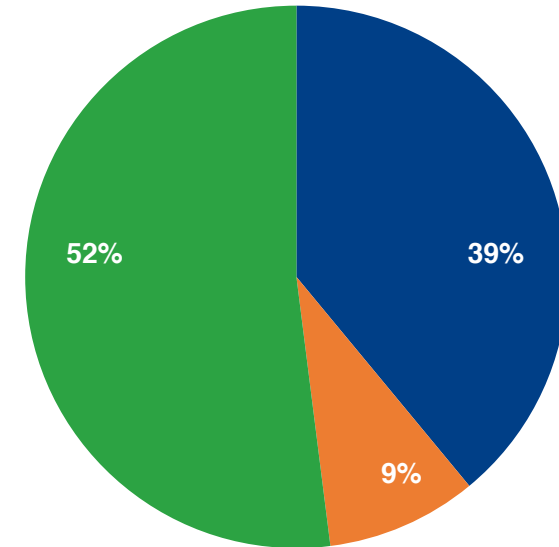


■ Metal Bearing Components

■ Plastic & Rubber Components

■ Autocam Precision Components

2018
Revenue = \$1B



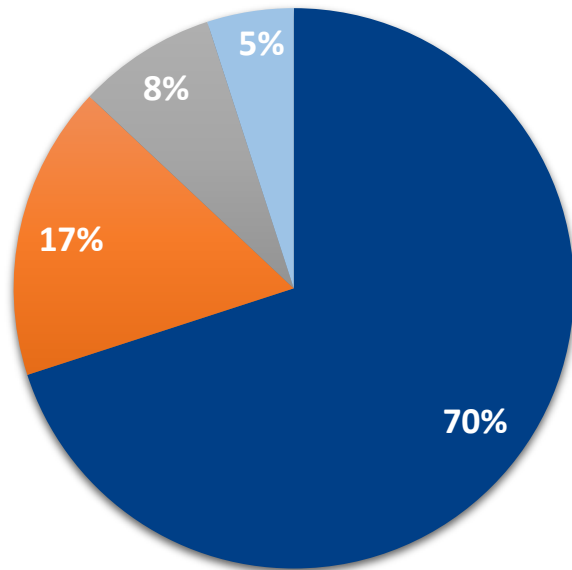
*Proforma full year consolidated revenue



Today & Future Vision – End Markets

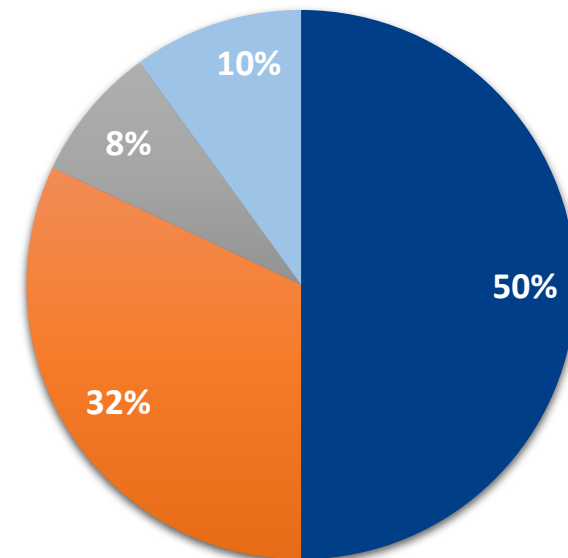
2014

Revenue = \$680M*



2018

Revenue = \$1B



- Light Auto
- Industrial/Aerospace/Medical
- Commercial Transportation
- General/Plastics

**Proforma full year consolidated revenue*



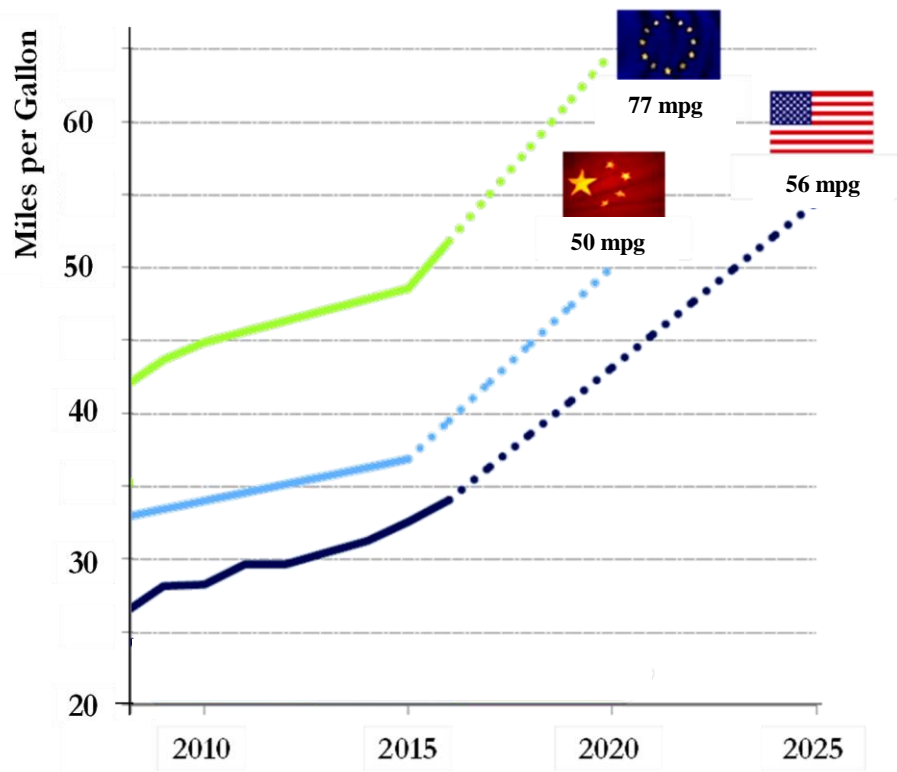
Macro Trends

- Positioned to become the feeder company of choice in our markets
- Tier 1 and Tier 2 suppliers are concentrating on purchasing with fewer, larger suppliers
- Supply chain localization continues to gain momentum
- Low cost oil is an economic stimulus
- CAFE Standards driving global innovation



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



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



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Warren A. Veltman

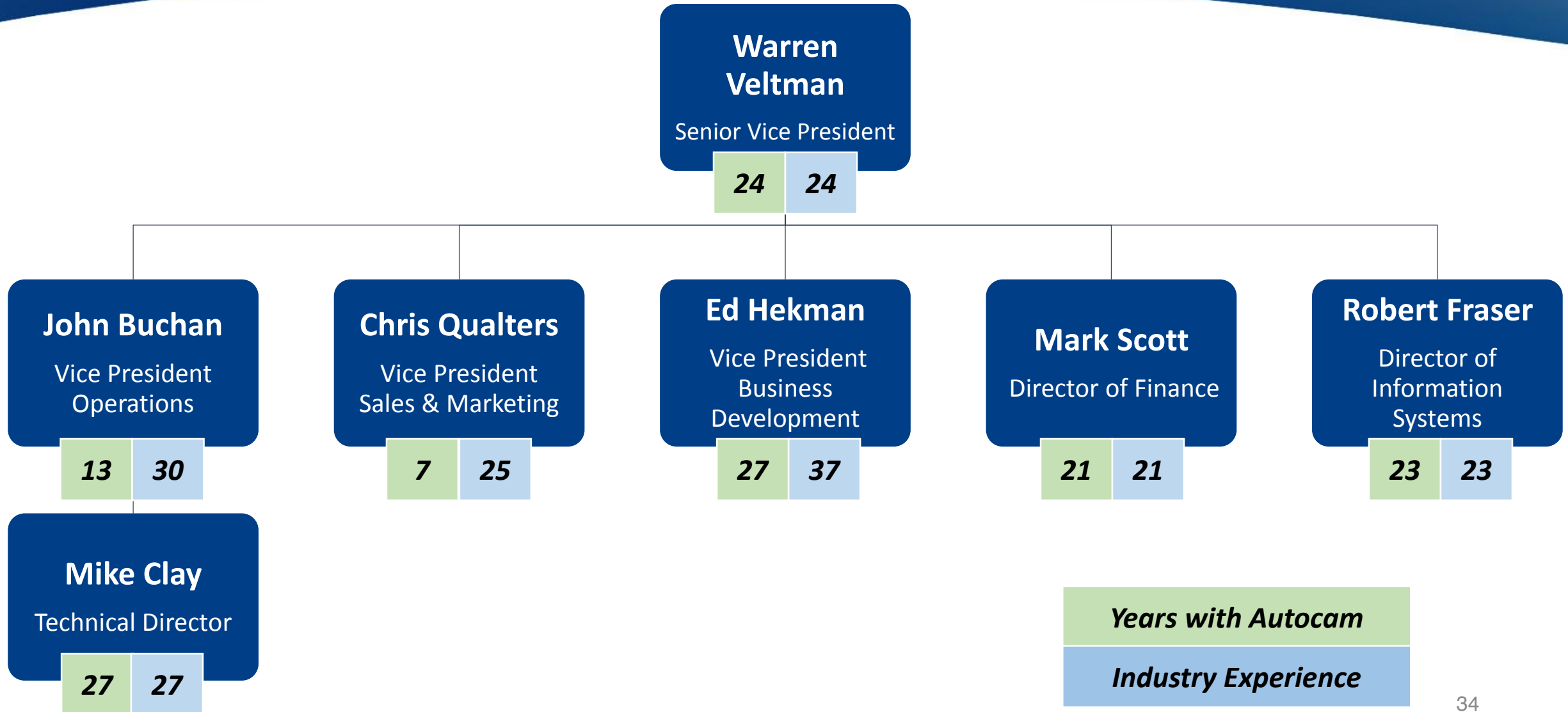
Senior Vice President & Autocam Precision Components Group

- 31 year career in financial management
- Joined NN in 2014 after serving as CFO of Autocam since 1990
- During his career at Autocam Mr. Veltman helped steer the company through an IPO, and through several iterations under private equity ownership
- Prior to his role at Autocam he held several positions at Deloitte & Touche including Audit Manager





APC Group Organization





APC Group Overview

Produce complex close tolerance precision components through highly engineered process technologies and advanced machining development

Target transportation and general industry segments whose advancing technologies provide expanding growth opportunities and result in a balanced economic cycle portfolio

Our customers value our engineered process technologies, global footprint, and flexible production system allowing full life cycle management across many volume/mix scenarios



autocam
Precision Components Group





APC Global Footprint



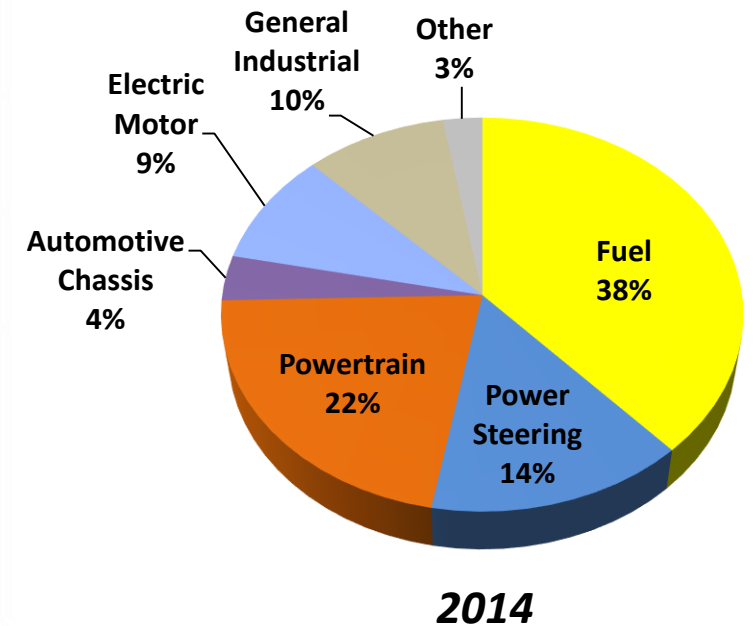
Strong global footprint allows NN to serve customers around the world



Market Size: Fuel Saving Segment

Product Segments, Markets and Customers

	Fuel Systems	Powertrain	Power Steering	Electric Motors
Addressable Market (2014)	\$2 billion	\$1 billion	\$500 million	\$300 million
Market Growth	↑ 17% CAGR	↑ 13% CAGR	↑ 10% CAGR	↑ 10% CAGR
Technologies Driving Growth	GDI Conversion Diesel Conversion	VVT/VCT Multi-Speed Trans	EPS (Steering)	More Electric Motors per Vehicle
Customers				





Target Segments: Fuel Saving Technologies



GDI



HP Diesel



VCT/VVT



Multi-Speed Trans



EPS

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



Segments: General Industrial, Aerospace

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	BOSCH BLACK & DECKER	Copeland <small>brand products</small> TRANE	MANDO <small>Corporation</small>	Nidec REGAL inSinkerator	HAECO	Parker Danfoss EATON BorgWarner



APC Customer Profile

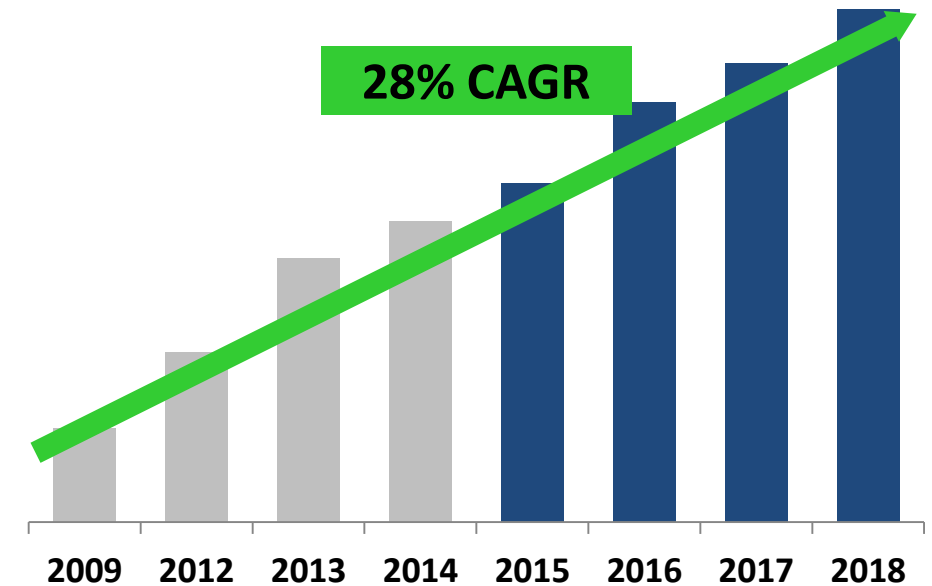




Sales Growth Path – China JV

Wuxi Weifu Autocam Precision Machinery Co. Ltd.

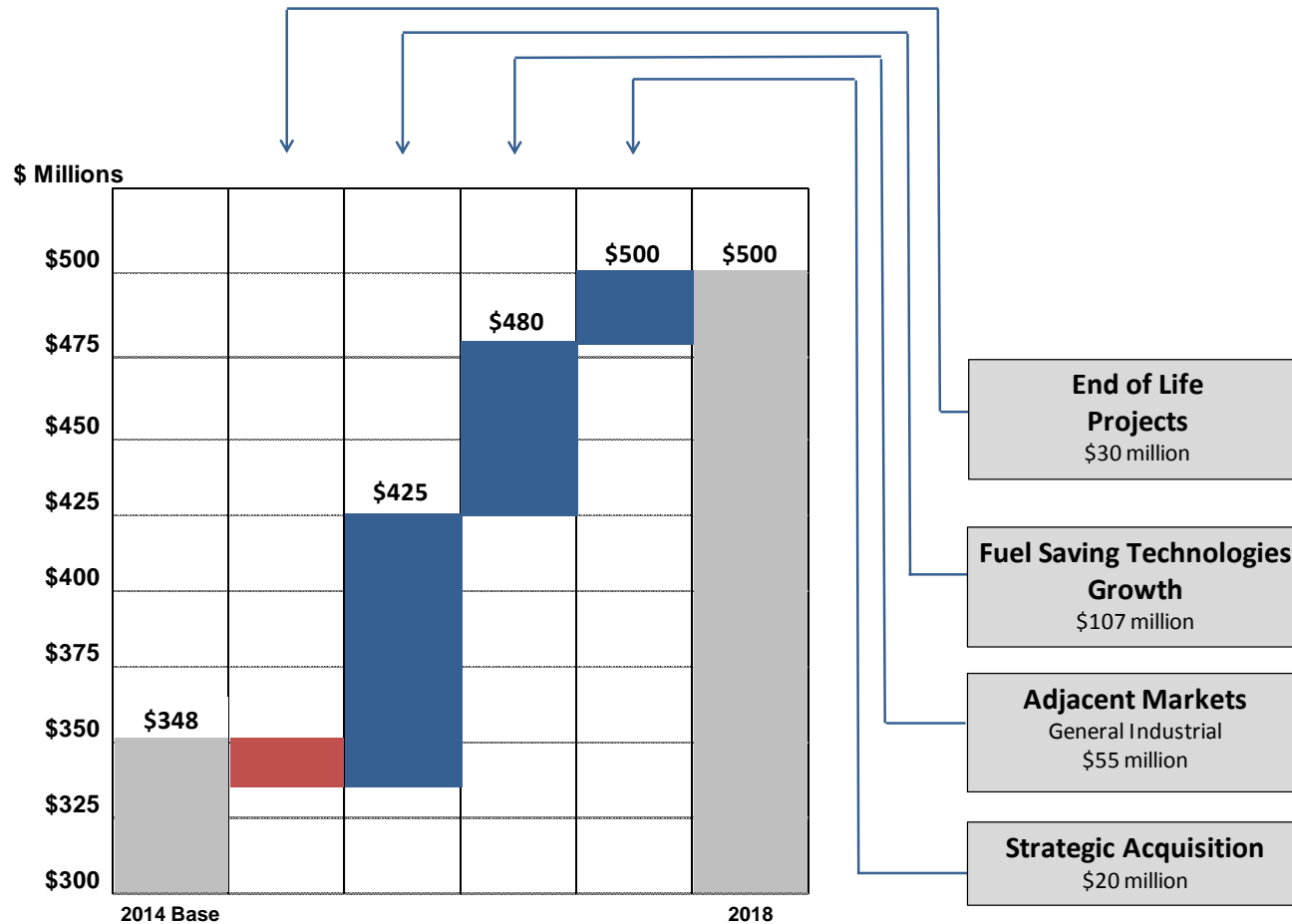
- **JV Partner** - Wuxi Weifu High-Technology Co., Ltd., publically-traded on the Shenzhen Stock Exchange
- **Location** – Wuxi, China
- **Business Purpose** – manufacture high-precision automotive parts for relevant domestic manufacturers
- **APC Group**
 - 49% ownership
 - Appoints General Manager of Operations
 - Primary source of machining technology
 - Investment accounting - equity method
 - Annual cash dividend representing 70% of prior years net income has historically been paid



- **Started with MPFI parts and have transitioned to GDI and HP Diesel**
- **Strong YOY growth, 28% CAGR**



APC: Road to \$500 Million



Outpace the Market with Expanded Focus and Investment

\$500 million in revenue

- \$107 million in organic growth
- \$55 million in adjacent market expansion
- \$20 million in strategic acquisitions
- Enhanced R&D and market presence

Improving segment operating margins: 2013 → 2018

- Precision Metal Components: 11.6% → 16.00%



APC Summary

- Experienced management
- Technology leader
- Targeted growth markets
 - Transportation – fuel savings technologies
 - General industrial
 - Aerospace
- Global footprint
- Full life cycle management



Our customers value our engineered process technologies, global footprint, and flexible production system allowing full life cycle management across many volume/mix scenarios



Metal Bearing Components



New York Investor Day 2015

Jeffrey Manzagol

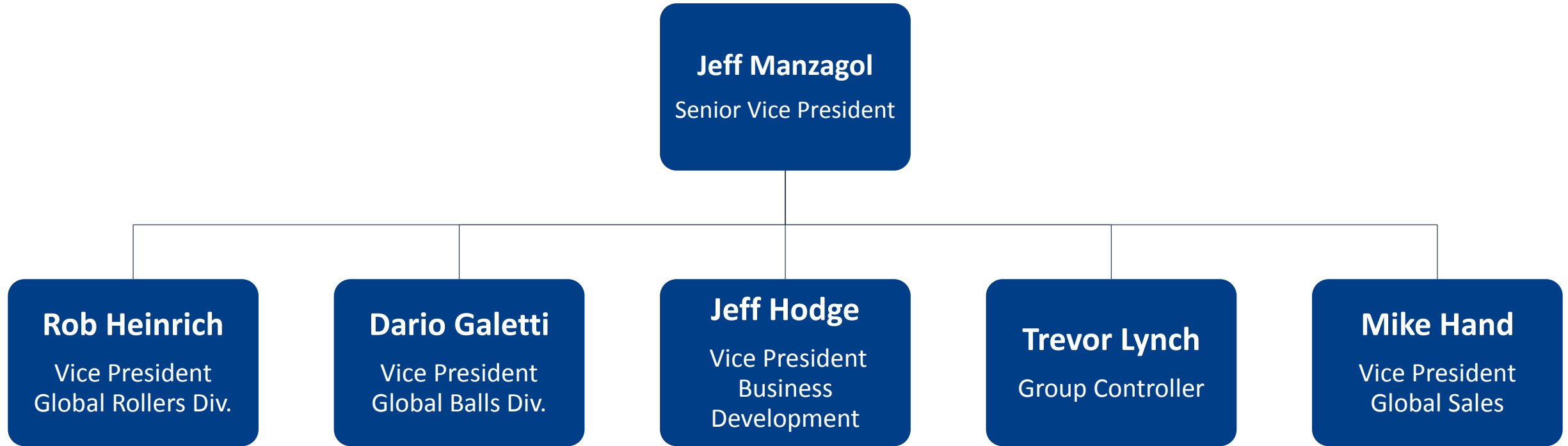
Senior Vice President, Metal Bearing Components Group

- Joined NN from Kaydon Corporation where he served as President of the Bearings Division from 2005 to 2014, leading their penetration into Renewable Energy and their acquisition of Avon Bearings
- Started his career with The Timken Company and then held a variety of leadership positions during 24 years with SKF, working in both the automotive and industrial markets, both domestically and internationally
- Served as Chairman of the American Bearing Manufacturers Association from 2010 to 2012





MBC Group Organization





MBC Group Overview

- **Global Leader in the Supply of Precision Components to the Bearing Industry and other Related Applications**
 - Precision Balls
 - Precision Rollers
 - Stamped Metal Components
- **World Class Performance in Quality, Delivery and Cost Management**
- **7 Factories in 6 Countries**
- **2 Centers of Excellence**
 - Process and Product Development
 - Italy and The Netherlands





MBC Global Footprint



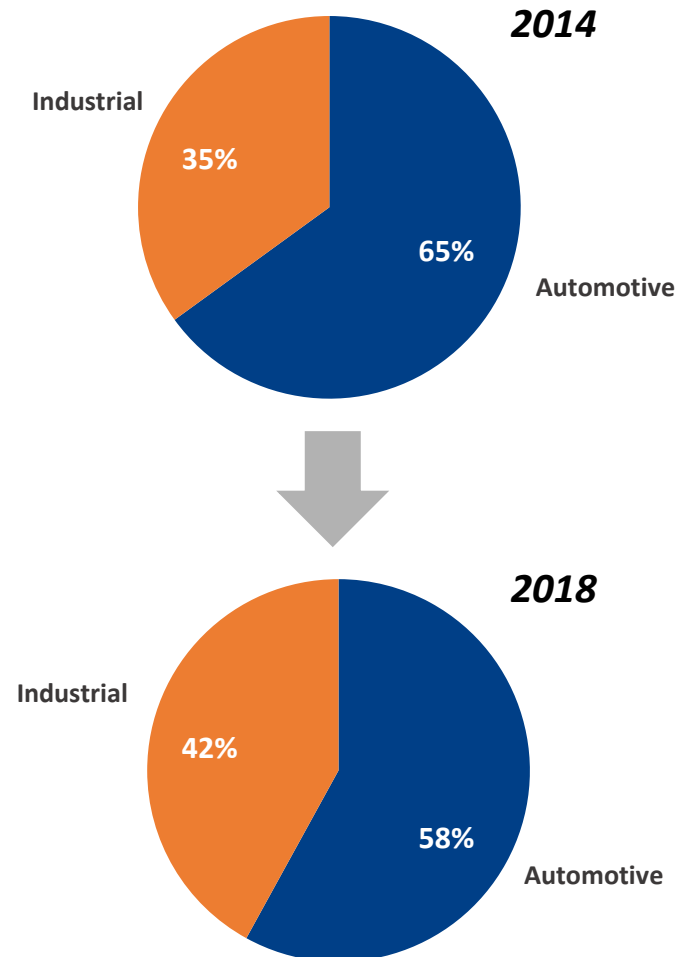
Strong global footprint allows NN to serve customers around the world



Global Market Size

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	 	 	 	 	





MBC High Growth Product Segments



Balls



Tapered Rollers



Other Rollers



Cages



Sheet Metal Parts

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

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



MBC Customer Profiles

NTN



JTEKT

SCHAEFFLER

EATON

nexteer
AUTOMOTIVE



NACHI

IUIN

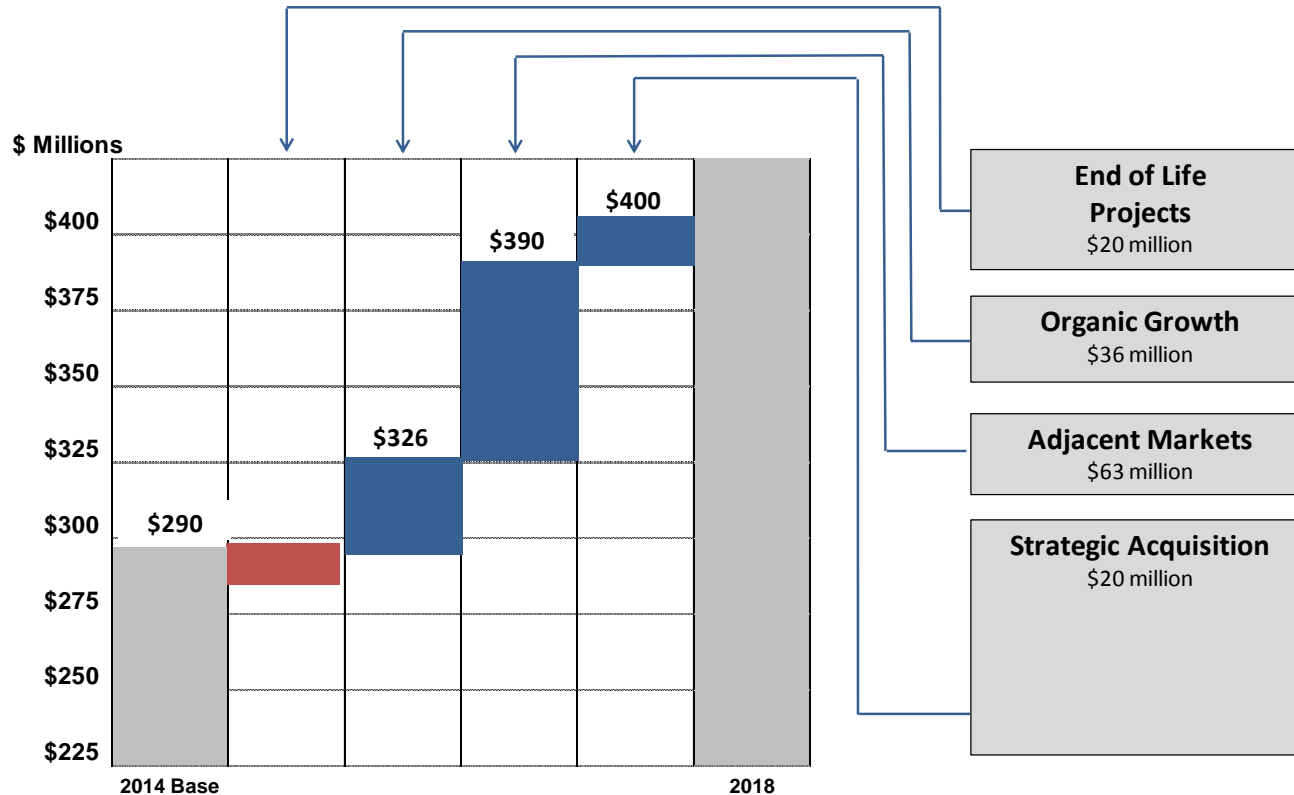
TIMKEN



NSK



MBC: Road to \$400 Million



Outpace the Market with Expanded Focus and Investment

\$400 million in revenue

- \$36 million in organic growth
- \$63 million in adjacent market growth
- \$20 million from additional acquisitions
- Enhanced R&D and market presence

Improving segment operating margins: 2013 → 2018

- Metal Bearing Components: 10.7% → 17.4%

Outgrowing end markets while expanding margins



MBC Summary

Strategic Priorities:

- Exploit the roller outsourcing trend
- Expand our range in industrial and aerospace bearings
- Expand capacity in developing markets
- Expand in non-bearing applications

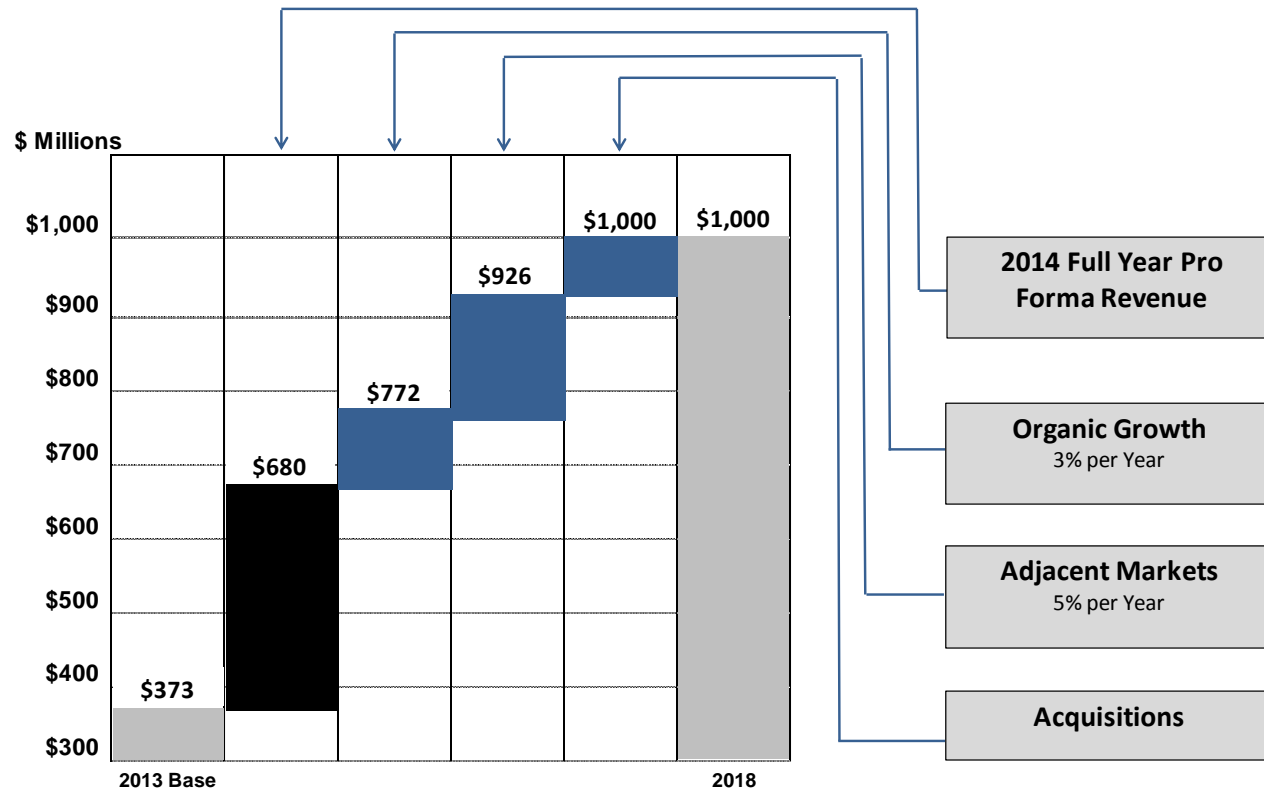




Wrap Up & Summary



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 on enhanced R&D and market presence

Improving segment operating margins: 2013 → 2018

- Metal Bearing Components: 10.7% → 17.4%
- Autocam Precision Components: 11.6% → 16.0%
- Plastic and Rubber Components: 2.0% → 12.0%

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



Summary – NN, a Diversified Industrial

- **Driving innovation and differentiated value** proposition in all our business groups
- Positioning ourselves so **the whole is more** than the sum of the parts
- Bringing the best of NN to all our markets



Question & Answer



2015 Investor Day Conference: Growing into the Future

February 5, 2015

Inspired by **iNNO**vation