



NN, Inc.
Q3 2026 Earnings Report

October 29, 2026



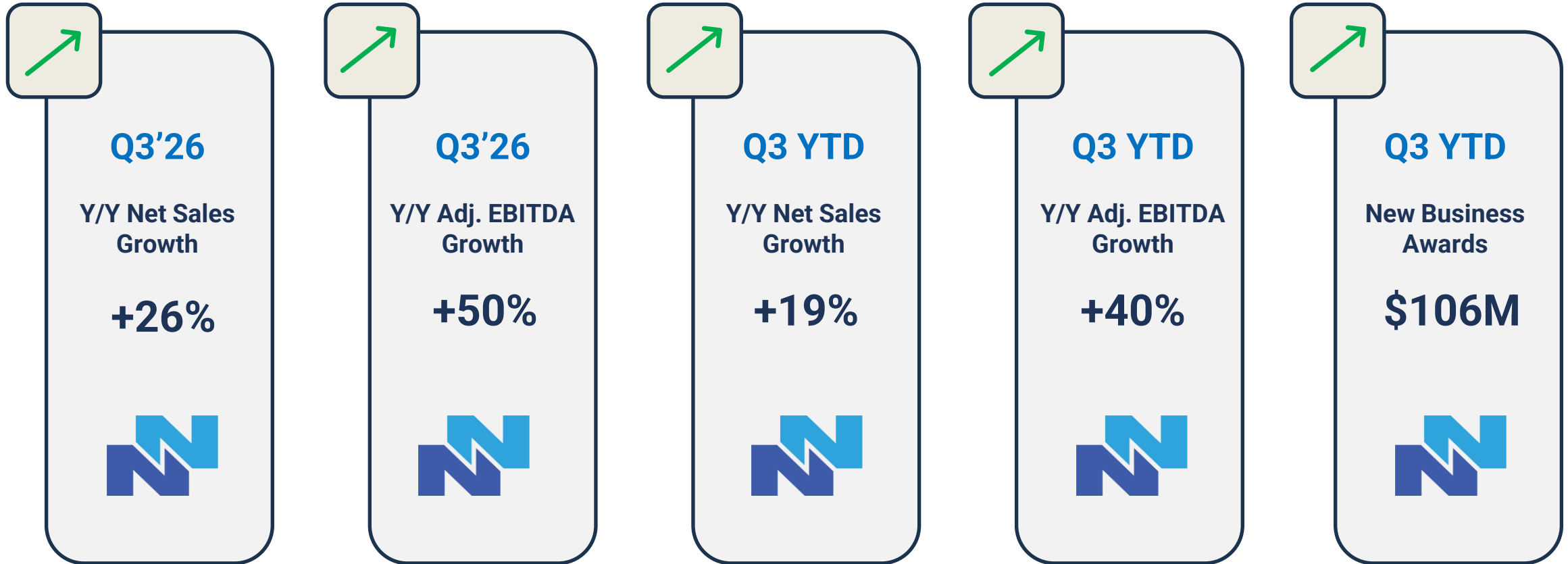
Forward Looking Statements

This presentation may contain forward-looking statements regarding our business, operations, and financial performance. Such statements are based on current expectations and assumptions that are subject to a number of risks and uncertainties. Actual results could differ materially. Please refer to our most recently filed Form 10-K and our Form 10-Q for the period following that Form 10-K, including the risk factors described therein. We undertake no obligation to update any forward-looking statement, except as required by law. Given these risks and uncertainties, investors are cautioned not to place undue reliance on such forward-looking statements.

We present both GAAP and non-GAAP financial measures in this presentation. A reconciliation of non-GAAP to GAAP measures is included in this presentation and in the most recent earnings press release, which is distributed and available to the public through our Investor Relations website located at investors.nninc.com/news-events/presentations.



Q3 2026 Earnings Highlights



NN Delivering Great Results in 2026; Momentum into 2027



Q3 2026 Results: Key Messages

1

Growing sales and increasing profits

2

Winning new business both for immediate launch in 2026, and into 2027 & 2028

3

Increasing Gross Margin rates and adjusted EBITDA rates

4

Raising financial guidance for 2026, solid momentum into 2027



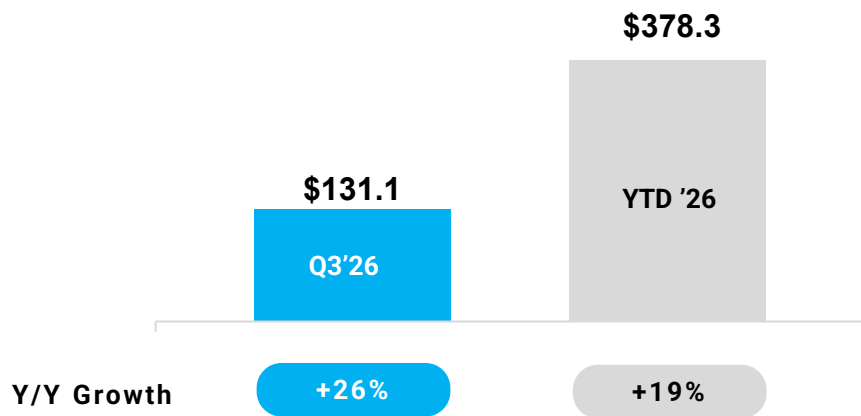
Q3 2026 Financial Results

(\$millions, except percentages)	Q3'25	Q3'26	Y/Y
Net Sales	\$103.9	\$131.1	+ \$27.2
Adj. Gross Margin	\$19.5	\$25.3	+ \$5.8
Adj. Gross Margin %	18.8%	19.3%	+ 50 basis pts
Adj. EBITDA	\$12.4	\$18.5	+ \$6.1
Adj. EBITDA Margin %	11.9%	14.1%	+ 220 basis pts

Q3 YTD '25	Q3 YTD '26	Y/Y
\$317.5	\$378.3	+ \$60.8
\$58.5	\$74.5	+ \$16.0
18.4%	19.7%	+ 130 basis pts
\$36.1	\$50.6	+ \$14.5
11.4%	13.4%	+ 200 basis pts

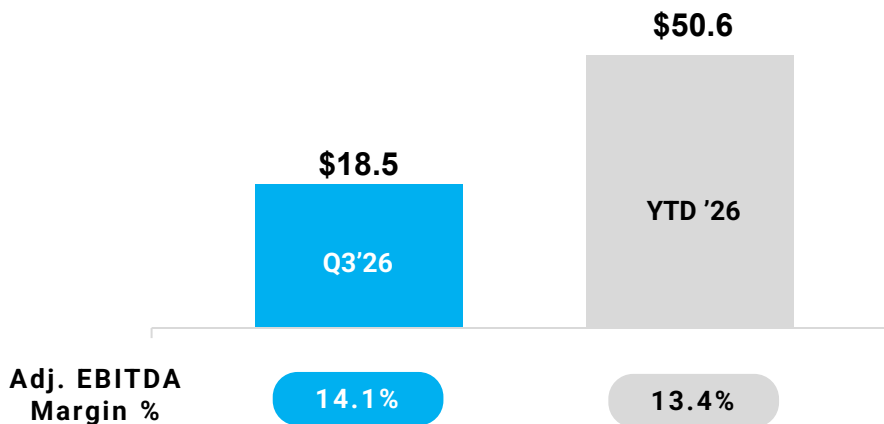
Net Sales

(\$millions, except percentages)



Adjusted EBITDA

(\$millions, except percentages)

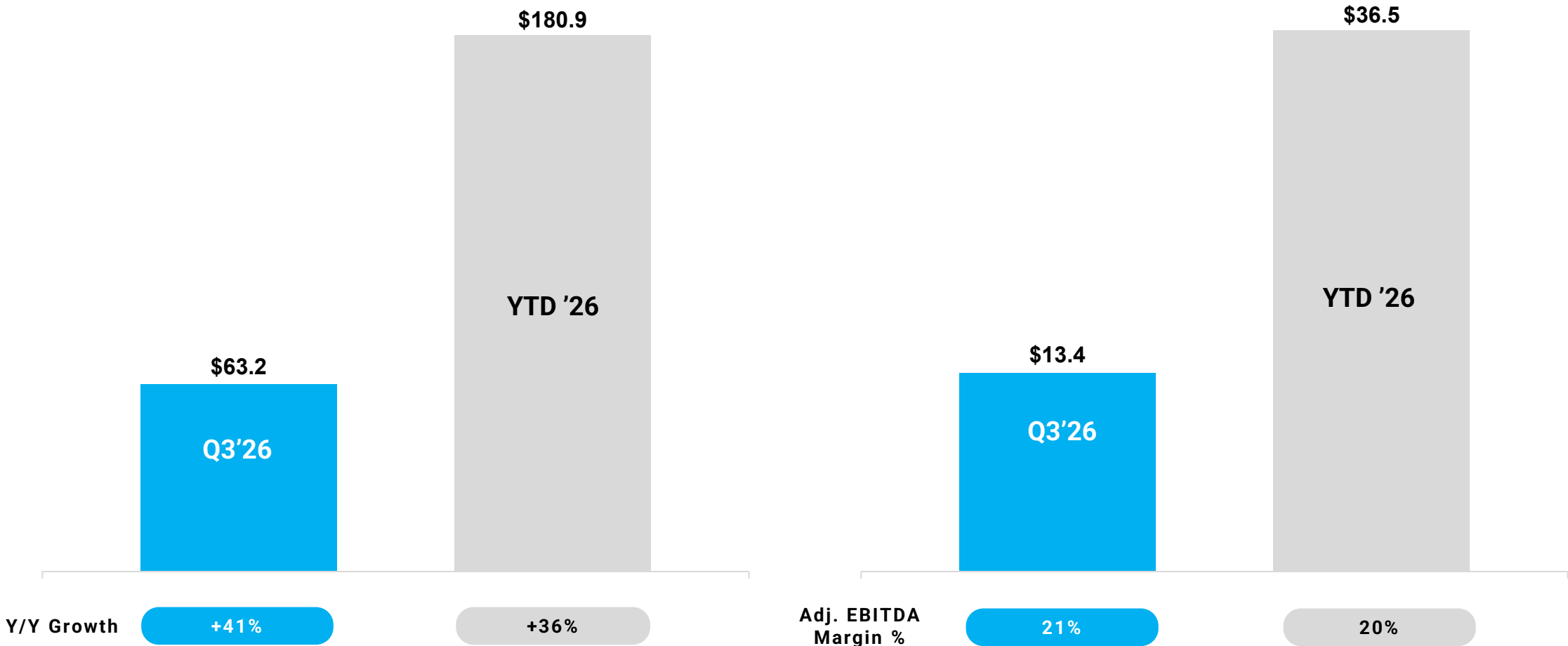




Power Solutions Segment / *Stamped & Plated Products*

Net Sales
(\$millions, except percentages)

Adjusted EBITDA
(\$millions, except percentages)

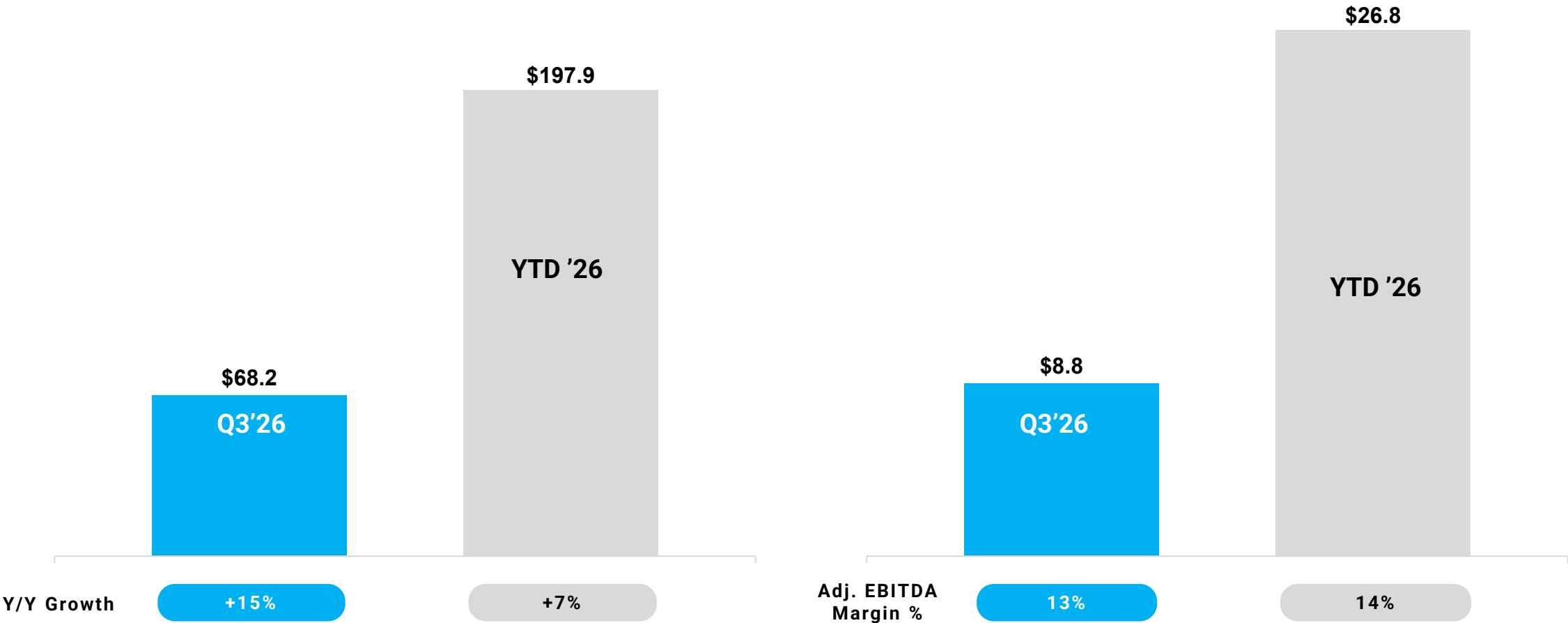




Mobile Solutions Segment / *Machined Products*

Net Sales
(\$millions, except percentages)

Adjusted EBITDA
(\$millions, except percentages)



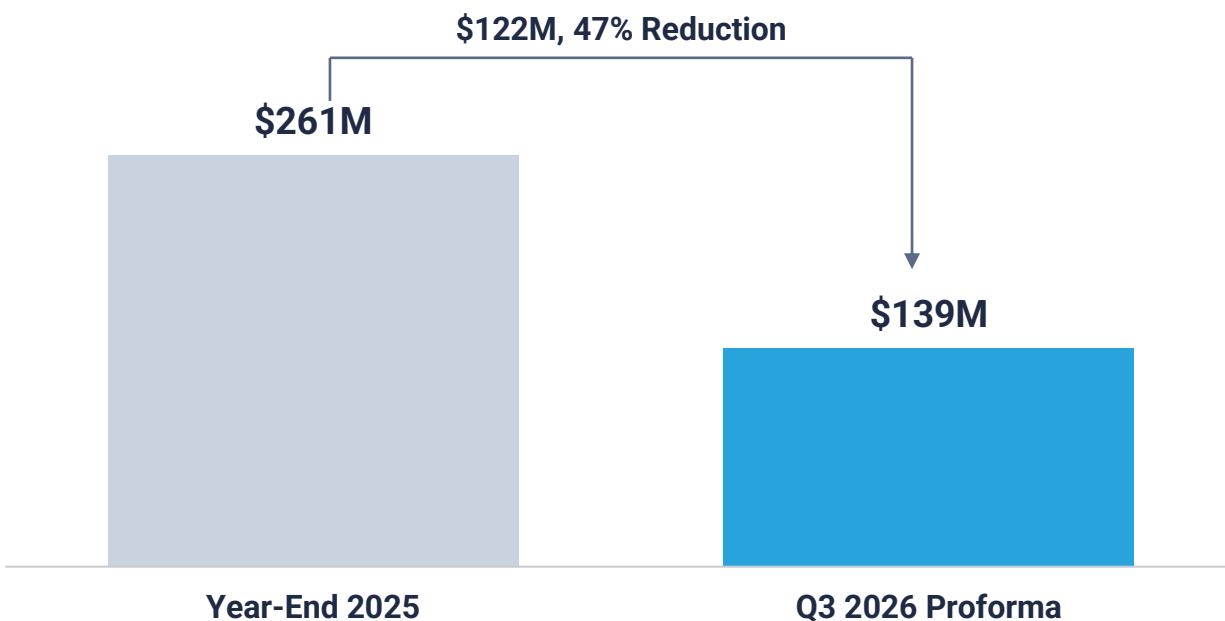


Paid Off all Preferred Stock during 2026

Enables Stronger Forward Actions on Sales Growth and Earnings Growth

Preferred Stock and Net Debt* Q4'25 to Q3'26 Proforma**

\$Millions



(*) Net Debt = Total debt - cash and cash equivalents

(**) Proforma reflects Preferred Stock and Net Debt of \$192M as of September 30, 2026 less \$53M final redemption of series D preferred stock

KEY COMMENTS

Eliminated all preferred stock: obligations dating back to 2021 through 5 transactions.

Upgraded investor roster: equity investments from new growth-oriented institutional investors.

Capital flexibility expanded: removes constraints and unlocks growth potential

Greater flexibility to further optimize business results

Create sustainable forward growth curve but securing new business in targeted areas

Expand capacity for growth in strategic end markets



5 Pillar Growth Program

1

Data Center

- Fast-growing market and business, demanding applications for many NN products, recent liquid cooling new products

2

Defense and Electronics

- Many robust weapon and electronics applications, many products, growing business, recent Tier 1 awards & launches

3

Medical Equipment

- Growing markets, very precise products, special equipment & team, recent marquee customer awards & launches

4

Electric Grid

- Precision stamped, plated and assembled products, especially smart meter components, circuit breaker components

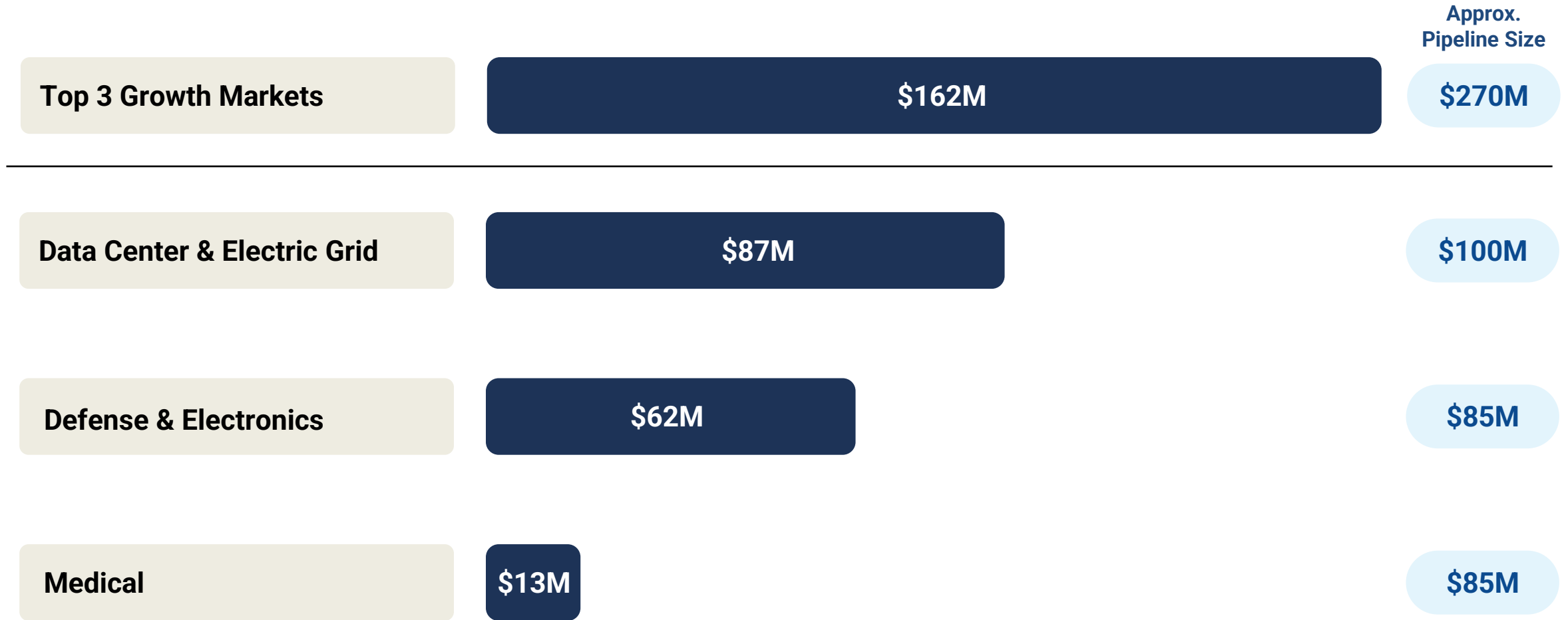
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High-Value Vehicle

- Intentional product portfolio of demanding applications that require exceptionally precise parts, drives NN technology curve



NN's Top 3 Growth Markets



TTM = trailing twelve months

Pipeline data as of 10/9/26

TTM Net Sales



Data Center and Electric Grid - Business Highlights

~\$87M

TTM Q3 Net Sales

\$48M

New Awards

~\$100M

Quoted Opportunities in Pipeline;
Greater Amounts in Prospecting



NN's #2 Largest Market: **Electric Grid and Data Center**

- Parts for AI data center racks, grid and site transformers, disconnects, breakers and smart meters
- Grid edge power and in-rack cooling
- Global prospecting with new and existing customers



New Product Line: Data Center AI chip cooling

- Building global supply positions across multiple rack platforms
- Leveraging NN's fluid-management know-how
- Multi-quarter ramp-ups underway, into Q1 2027



New Capacity: Adding Machines for AI Demand

- 50+ new CNC machine centers in Wuxi to service Southeast Asia supply chains and global AI data center construction
- Evaluating another NN plant in China to increase AI data center capacity



Data Center Specific Business Highlights

BUSINESS IS GROWING

~\$35M

Q4 2026 EXIT ANNUAL REVENUE RUN RATE

Up from ~\$2M annually at beginning of 2025

SIGNIFICANT PIPELINE EXPANSION

~\$48M

GLOBAL SALES PIPELINE

Opportunities in China, Europe and N. America;

LONG-TERM DATA CENTER BUSINESS GOAL

\$100M

Forward-Looking Management Objective; Not Estimated Revenue

INSTALLED MACHINE CAPACITY

Expansion underway for liquid cooling parts

~19

Q3 2026

~55

Q1 2027

~180

Objective

Underway with continuous capacity expansion

TOP THREE SEGMENTS

Power infrastructure

Critical power-system components

Rack components

Components supporting rack architecture

Liquid cooling systems

Capacity expanding to support demand

Growth supported by new products and new customers

SHIPPING FROM FOUR PLANTS

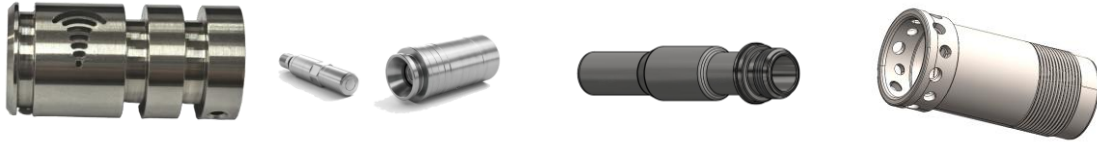
Wuxi	China
Attleboro	Massachusetts
North Attleboro	Massachusetts
Kentwood	Michigan

Pipeline Reach: China | North America | Europe



NN Data Center Product Line Expanding and Ramping Up

Precision-machined components for liquid-cooled AI data center racks



Liquid-Cooling Connector Components



PCB Test Probe Components



**Electrical
Switch
Components**

First batch of new CNC machines **now online** in Wuxi, China

Dedicated machine centers at NN's Wuxi, China plant are producing liquid-cooling components for AI data center racks, supplying liquid cooling system integrators across the region.



Wuxi, China

50+

New CNC machines being added in Wuxi

\$48M

Pipeline opportunities



Defense & Electronics - Business Highlights

~\$62M

TTM Q3 Net Sales

\$10M

New Business Wins

~\$85M

Quoted Opportunities in Pipeline



Critical Componentry for Global Defense & Electronics

- Components and complete products for weapons and guidance systems
- Large growing market, approved supplier in US Defense industry at multiple plants
- ITAR and ATF registered and compliant



New Product Line: Firearm Assemblies

- Multi-year complete firearm products for a U.S. company
- Multiple first-time advancements: titanium machining, laser welding, advanced coatings
- Multiple ramp-ups underway, sales began in Q3 2026



New Product Line: Defense Munitions

- Have secured initial orders for anti-drone military munitions
- Multiple first-time advancements: brass machining, multi-part matching
- Initial ramp-up underway, large go-forward opportunity



Medical – Business Highlights

\$13M

TTM Q3 Net Sales

\$25–30M

Potential Sales with New Medical Equipment Customers*

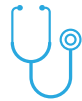
~\$85M

Quoted Opportunities in Pipeline



Critical Componentry into Global Medical Market

- Qualified with a leading platform; initial POs received
- Many new product wins as company delivers improved next-gen product performance



New Product Line: Robotic Surgery Equipment Parts

- Qualified supplier to new equipment provider with over 30 platforms; initial POs received for one platform, initial production equipment installed & validated
- Passed the hurdle of hard-to-get plant certification



Gaining Momentum

- Pipeline building
- Several ramp-ups underway
- Strong team in place
- Excellent new partnerships



Raising 2026 Guidance

	Actual 2025 Results	Prior 2026 Guidance Range	*NEW* 2026 Guidance Range	*NEW* 2026 Guidance Midpoint	*NEW* 2026 Midpoint vs. 2025 Actuals
Net Sales	\$422M	\$460M - \$480M	\$480M - \$500M	\$490M	+ \$68M, or + 16%
Adjusted EBITDA	\$49M	\$55M - \$65M	\$64M - \$68M	\$66M	+ \$17M, or + 35%
New Business Wins	\$70M	\$80M - \$100M	\$110M - \$130M	\$120M	+ \$50M, or + 71%

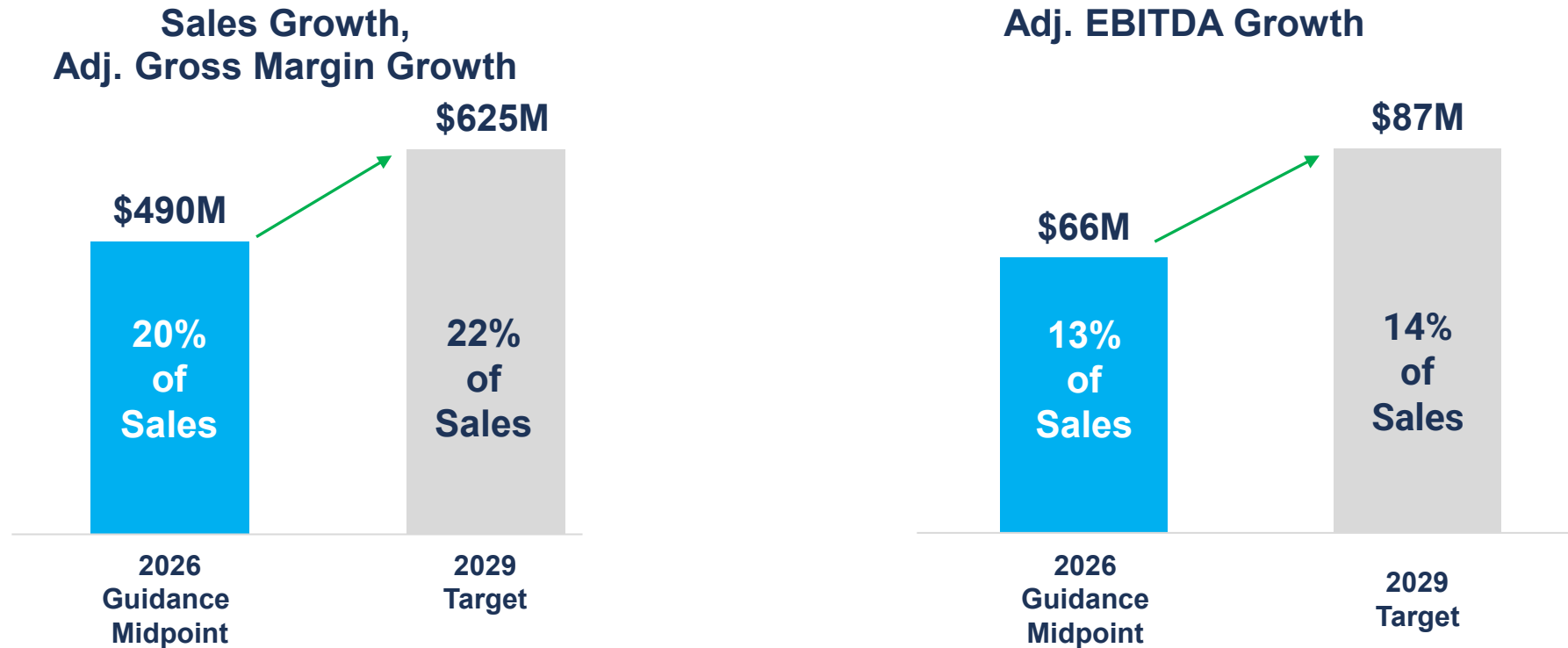
FY'26 Guidance as of October 28, 2026

Key Notes

- 1) Assumes current base metal costs – steel, gold, silver, copper, brass
- 2) Assumes current FX rate environment



Multi-Year Plan for Sales Growth and Profit Growth



Key Multi-Year Assumptions:

- **Sales growth** – average \$50M annual sales growth influenced by market growth, pace of auto sales optimization, and new sales onboarding
- **Margin growth** – average \$7M annual adjusted EBITDA growth influenced by sales volume & mix, annual cost-out program
- **Basis cost stability** - metals, FX rates – these items impact sales figures, percentage calculations, and comparisons



Appendix



Non-GAAP Financial Measures Footnotes

This presentation contains certain financial measures not presented in accordance with U.S. generally accepted accounting principles ("GAAP"), including adjusted gross margin, adjusted gross margin %, adjusted income from operations, adjusted EBITDA, adjusted EBITDA margin % and net debt (collectively, the "non-GAAP financial measures"). These non-GAAP financial measures are not calculated in accordance with GAAP and should not be considered in isolation from, or as a substitute for, the most directly comparable GAAP measures, and may not be comparable to similarly titled measures used by other companies. Management uses these non-GAAP financial measures, together with the comparable GAAP measures, to evaluate the Company's operating performance and underlying business trends across periods on a consistent basis, and to assist in operational and financial decision-making, including with respect to internal budgeting and resource allocation. Reconciliations of each non-GAAP financial measure to its most directly comparable GAAP measure are set forth in the tables accompanying this presentation.



Reconciliation of GAAP Gross Margin to Non-GAAP Gross Margin and Gross Margin %

NN, Inc. Consolidated (in millions)	Q3 2026	Q3 2025	Q3 YTD 2026	Q3 YTD 2025
GAAP net sales	\$ 131.1	\$ 103.9	\$ 378.3	\$ 317.5
GAAP Cost of sales (exclusive of depreciation and amortization)	112.8	86.4	318.7	267.8
GAAP gross margin	18.3	17.5	59.6	49.7
Personnel costs (1)	2.7	1.3	5.4	6.3
Facility costs (2)	3.5	-	7.2	-
Other	0.8	0.8	2.3	2.3
Adjusted gross margin	\$ 25.3	\$ 19.5	\$ 74.5	\$ 58.4
Adjusted gross margin % (3)	19.3%	18.8%	19.7%	18.4%

Reconciliation of GAAP Loss from Operations to Non-GAAP Adjusted Income from Operations and Non-GAAP Adjusted EBITDA and Adjusted EBITDA Margin %

NN, Inc. Consolidated (in millions)	Q3 2026	Q3 2025	Q3 YTD 2026	Q3 YTD 2025
GAAP loss from operations	\$ (3.3)	\$ (2.2)	\$ (4.4)	\$ (8.5)
Professional fees	1.6	0.2	3.0	0.6
Personnel costs (1)	2.9	2.1	5.9	8.1
Facility costs (2)	3.9	0.7	8.0	0.7
Amortization of intangibles	3.4	3.4	10.2	10.2
Non-GAAP adjusted income from operations	\$ 8.5	\$ 4.0	\$ 22.8	\$ 11.0
Non-GAAP adjusted operating margin % (4)	6.5%	3.9%	6.0%	3.5%
Depreciation	5.9	5.7	17.6	16.5
Other expenses (income), net	2.9	0.1	2.6	2.9
Non-cash foreign exchange (gain) loss on inter-company loans	0.2	(0.1)	(0.3)	(1.1)
Change in fair value of preferred stock derivatives and warrants	-	(0.1)	0.2	(2.1)
Share of net income from joint venture	3.2	2.0	7.8	6.6
Non-cash stock compensation	0.7	0.7	2.3	2.4
Brazil tax / insurance settlements	(2.8)	-	(2.8)	-
Other	-	-	0.3	-
Non-GAAP adjusted EBITDA	\$ 18.5	\$ 12.4	\$ 50.6	\$ 36.1
Non-GAAP adjusted EBITDA margin % (5)	14.1%	11.9%	13.4%	11.4%
GAAP net sales	\$ 131.1	\$ 103.9	\$ 378.3	\$ 317.5

- (1) Personnel costs include recruitment, retention, relocation, severance and start-up costs related to new programs
- (2) Facility costs include costs of opening / closing facilities, relocation / exit of manufacturing operations and start-up costs related to new programs
- (3) Non-GAAP adjusted gross margin % = Non-GAAP adjusted gross margin / GAAP net sales
- (4) Non-GAAP adjusted operating margin % = Non-GAAP adjusted income (loss) from operations / GAAP net sales
- (5) Non-GAAP adjusted EBITDA margin % = Non-GAAP adjusted EBITDA / GAAP net sales

Note: Totals may not match due to rounding



Segment Reconciliation of GAAP Income (Loss) from Operations to Non-GAAP Adjusted Income from Operations and Non-GAAP Adjusted EBITDA and Adjusted EBITDA Margin %

Power Solutions (in millions)	Q3 2026	Q3 2025	Q3 YTD 2026	Q3 YTD 2025
GAAP income from operations	\$ 9.2	\$ 5.4	\$ 24.5	\$ 14.2
Personnel costs (1)	0.1	0.1	0.6	0.1
Facility costs (2)	0.6	-	1.3	-
Amortization of intangibles	2.6	2.6	7.7	7.7
Non-GAAP adjusted income from operations	<u>\$ 12.4</u>	<u>\$ 8.1</u>	<u>\$ 34.1</u>	<u>\$ 22.1</u>
Non-GAAP adjusted operating margin % (4)	19.6%	18.0%	18.9%	16.6%
Depreciation	0.8	0.8	2.3	2.4
Other expenses (income), net	0.1	(0.1)	(0.1)	(0.1)
Non-cash foreign exchange (gain) loss on inter-company loans	0.1	-	(0.2)	(0.1)
Other	-	-	0.3	-
Non-GAAP adjusted EBITDA	<u>\$ 13.4</u>	<u>\$ 8.9</u>	<u>\$ 36.5</u>	<u>\$ 24.3</u>
Non-GAAP adjusted EBITDA margin % (5)	21.3%	19.9%	20.2%	18.2%
GAAP net sales	\$ 63.2	\$ 44.9	\$ 180.9	\$ 133.1
Mobile Solutions (in millions)	Q3 2026	Q3 2025	Q3 YTD 2026	Q3 YTD 2025
GAAP loss from operations	\$ (6.3)	\$ (2.9)	\$ (10.3)	\$ (6.7)
Professional fees	0.2	-	0.2	-
Personnel costs (1)	2.8	1.7	5.3	7.7
Facility costs (2)	3.3	0.7	7.0	0.7
Amortization of intangibles	0.8	0.8	2.5	2.5
Non-GAAP adjusted income from operations	<u>\$ 0.9</u>	<u>\$ 0.3</u>	<u>\$ 4.8</u>	<u>\$ 4.2</u>
Share of net income from joint venture	3.2	2.0	7.8	6.6
Non-GAAP adjusted income from operations	<u>\$ 4.0</u>	<u>\$ 2.3</u>	<u>\$ 12.5</u>	<u>\$ 10.8</u>
Non-GAAP adjusted operating margin (4)	5.9%	3.9%	6.3%	5.8%
Depreciation	4.7	4.5	14.2	13.0
Other expenses (income), net	2.9	-	2.9	(0.1)
Non-cash foreign exchange (gain) loss on inter-company loans	-	-	-	(0.1)
Brazil tax / insurance settlements	(2.8)	-	(2.8)	-
Share of net income from joint venture	3.2	2.0	7.8	6.6
Non-GAAP adjusted EBITDA	<u>\$ 8.8</u>	<u>\$ 6.7</u>	<u>\$ 26.8</u>	<u>\$ 23.5</u>
Non-GAAP adjusted EBITDA margin (5)	12.9%	11.4%	13.5%	12.7%
GAAP net sales	\$ 68.2	\$ 59.1	\$ 197.9	\$ 184.8

- (1) Personnel costs include recruitment, retention, relocation, severance and start-up costs related to new programs
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- (5) Non-GAAP adjusted EBITDA margin % = Non-GAAP adjusted EBITDA / GAAP net sales

Note: Totals may not match due to rounding



Preferred Stock and Net Debt Reconciliation

NN, Inc. Consolidated (in millions)	Q3 2026	Q4 2025
Cash and cash equivalents	\$ 12.3	\$ 11.4
Total Debt	168.8	159.5
Net Debt (1)	156.5	148.1
Series D Preferred Stock	35.6	112.4
Preferred Stock and Net Debt (2)	\$ 192.1	\$ 260.5

(1) Net Debt = Total Debt - Cash and Cash Equivalents

(2) Preferred Stock and Net Debt = Net Debt + Series D Preferred Stock



Thank You