NN, Inc.

Craig-Hallum Investor Conference

November 16, 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.

What's New Since Q3 2026 Results Announcement?

- October - **results were better than expectations, business is continuing to outperform, especially in Data Center and Defense**
  - Sales, margins, new wins, production – all solid
- November - **US mid-term election results & NVIDIA issues have had no immediate impact on NN, monitoring for longer-term impacts**
  - Data Center, NVIDIA, Jensen Huang – the industry is so backed up globally, we are seeing only continued increased demand at a high rate, machine leadtimes continue to extend, NN is over-sold also
  - Defense – no changes in NN program areas- missile defense, drone defense, firearms
  - Vehicle MPG and emissions – if Democrats push to implement previous EPA and EU standards, it is good for NN
  - Medical – if Democrats cause increased spend in this area, it is good for NN
  - Tariff repatriation programs and optimization programs still continuing, steel is still hard to get in the US
- Q4 - **footprint activities on-track to enable 2027 and longer-term goals**
  - Adding capacity for data center in China
  - Adding capacity for munitions and data center in US
  - Replacing high-cost capacity for low-profit auto parts in US

Q3 2026 Earnings Highlights

Q3'26

Y/Y Net Sales Growth

+26%

Q3'26

Y/Y Adj. EBITDA Growth

+50%

Q3 YTD

Y/Y Net Sales Growth

+19%

Q3 YTD

Y/Y Adj. EBITDA Growth

+40%

Q3 YTD

New Business Awards

$106M

NN Delivering Great Results in 2026; Increased Guidance in Q3 Information

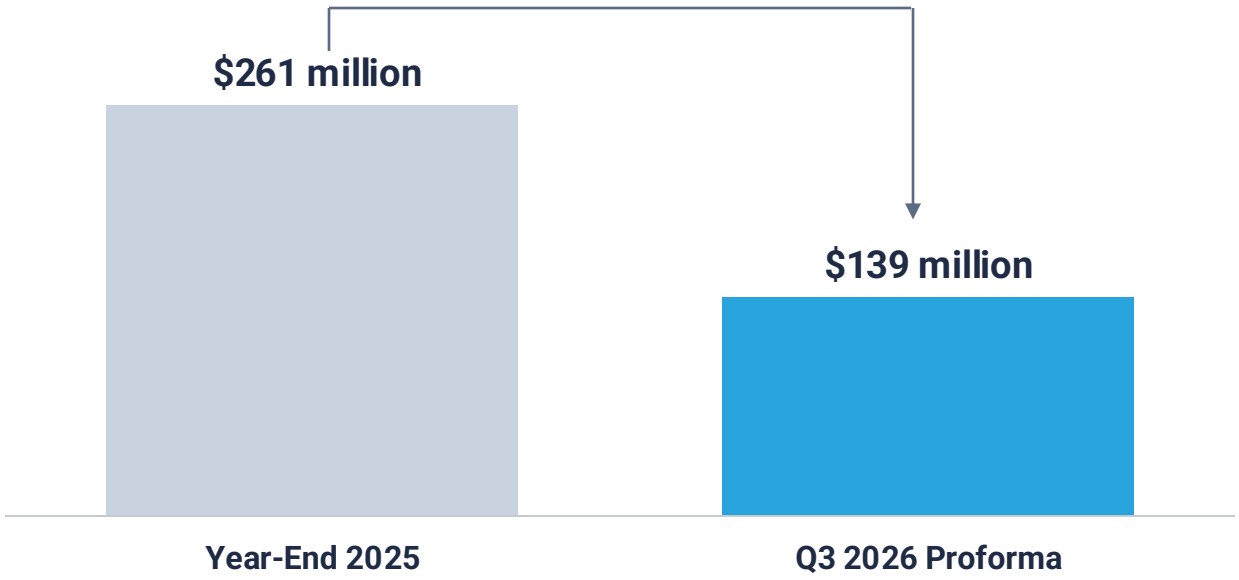
Key Messages

1. Growing sales and increasing profits
2. Winning new business in strategic areas for 2026 and into 2027 & 2028
3. Increasing Gross Margin rates and increasing adjusted EBITDA rates
4. Reconfirming financial guidance for 2026, solid momentum into 2027

Resolved 5-Year-Old Balance Sheet Problem, Achieved Shareholder Alignment

Adjusted EBITDA is up, Preferred Stock is Gone, Leverage is Corrected

Significant Reduction in Net Debt
Significant Increase in Adjusted EBITDA
Significant Reduction in Net Leverage



Significant Reduction in Net Leverage

Eliminated Preferred Stock instrument, fixed obligation dating back to 2021

Adj EBITDA has grown significantly over the last 3 ½ years

Next Step is to lower interest rates significantly

Shareholder Alignment

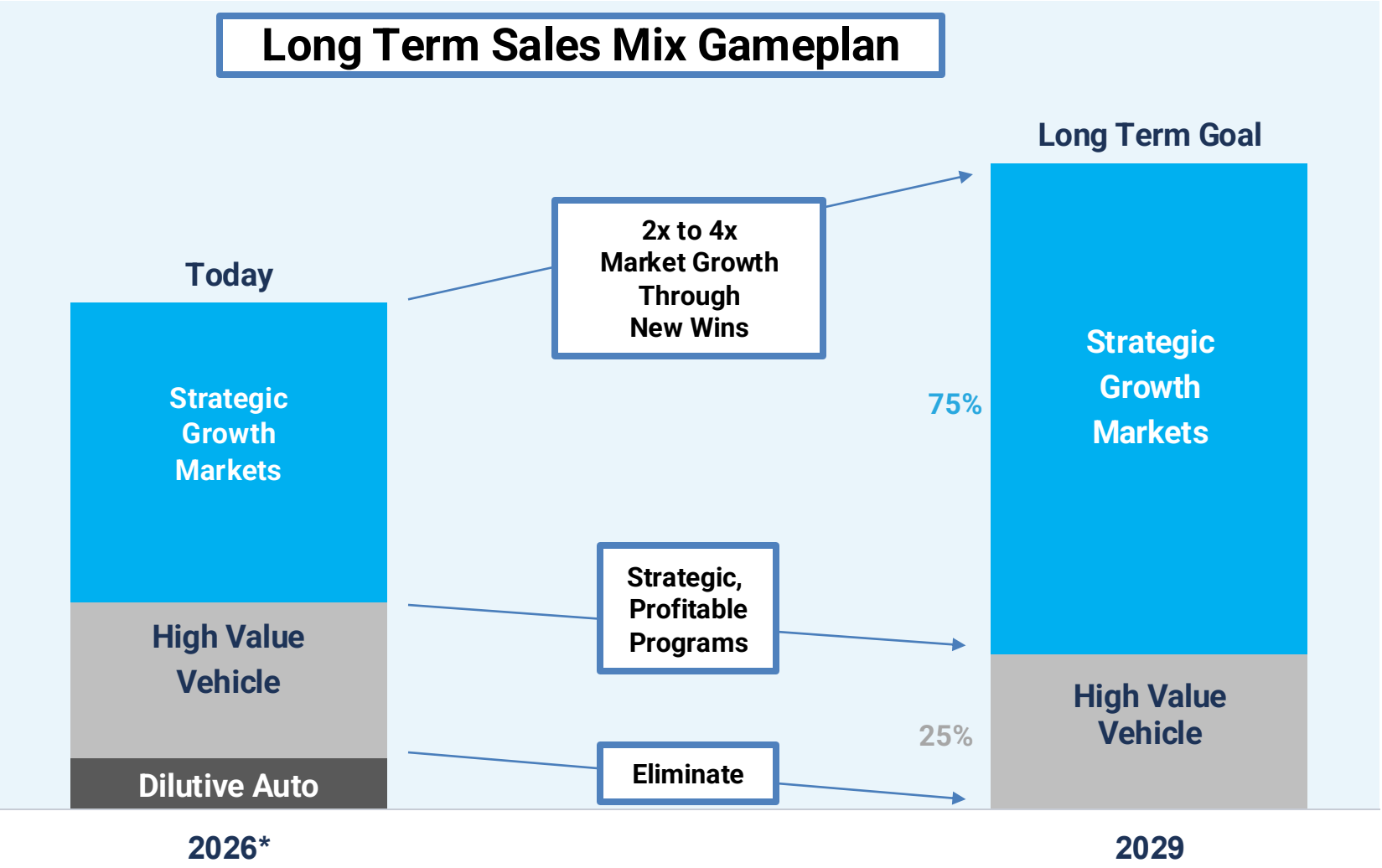
$160 million in equity investments over 3 separate transactions

Alignment with value-creation plan amongst shareholders

(*) 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

Business Goals: (1) Accretive Growth in Attractive Markets, (2) Increase Profit Margins, (3) Exit Dilutive Auto Business, (4) Add M&A at the Right Time



- **Sustained strategic growth** in targeted end markets by new products, new customers, new capabilities, new certifications
- **Continue to exit low-value auto**
  Reduced by $50m 2023 to 2026, eliminate 2026 and 2029.
- **Hold share in high-value auto**
  Financially the same profile as other strategic markets
- **Bolt-on M&A in strategic areas**
  Further increase business in targeted growth markets

Notes: * Midpoint of 2026 guidance with Q3 YTD 2026 approximate end-market ratios
** Total vehicle amounts confirmed; split estimated and pending final customer segmentation during 2027 Business Planning process

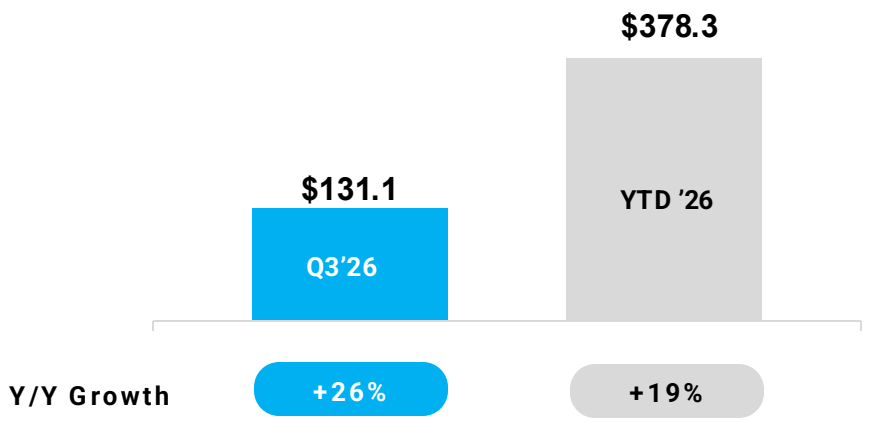
Q3 2026 Financial Results

($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

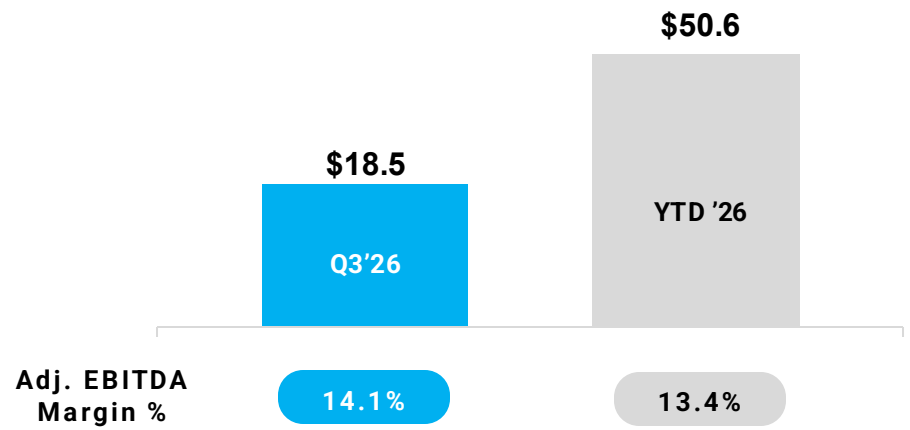
Net Sales

($millions, except percentages)



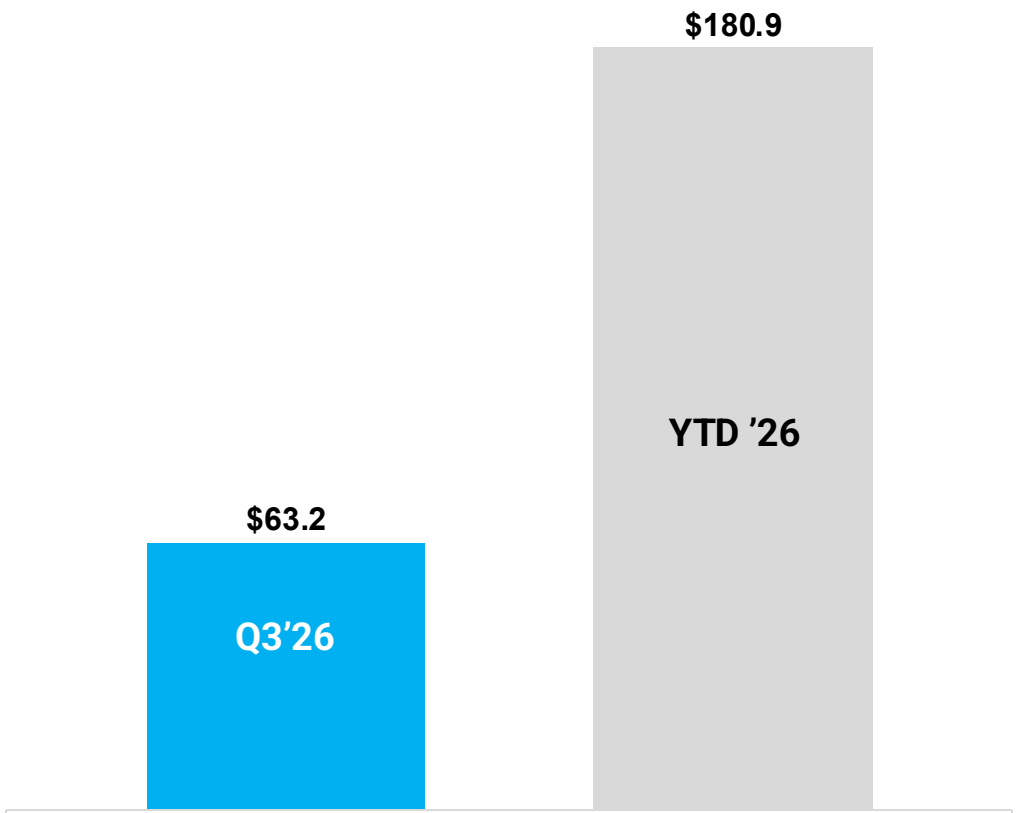
Adjusted EBITDA

($millions, except percentages)



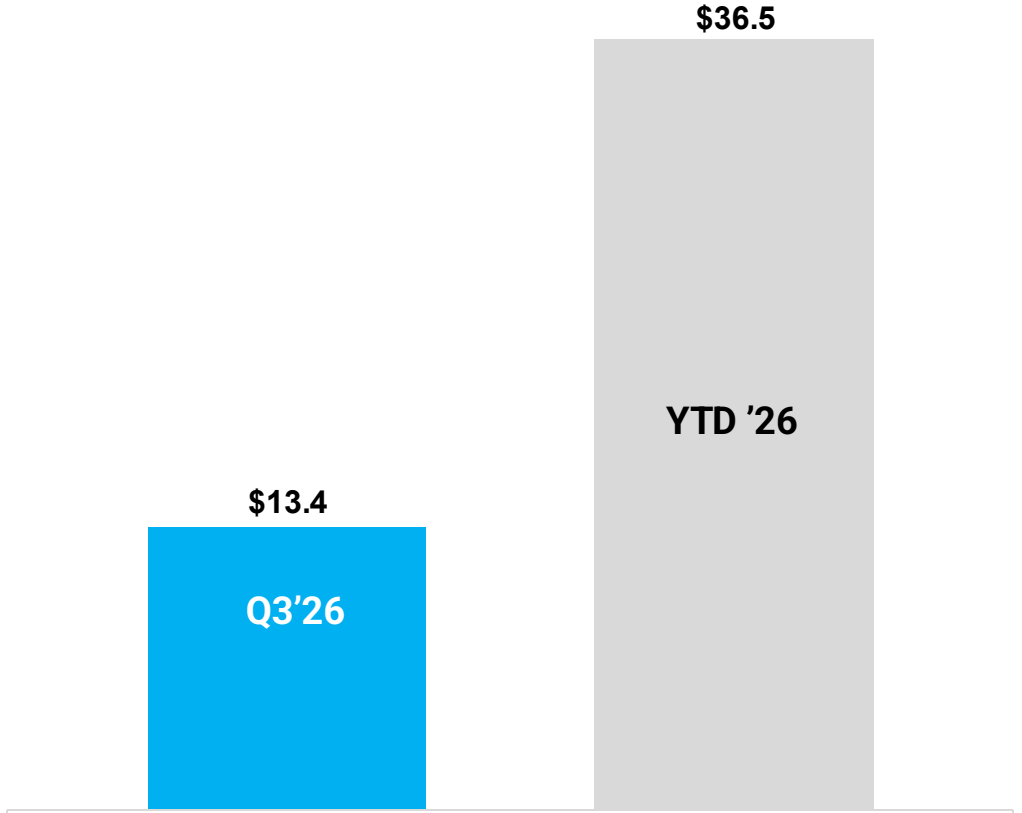
Power Solutions Segment / *Stamped & Plated Products*

Net Sales
($millions, except percentages)



	Q3'26	YTD '26
Y/Y Growth	+41%	+36%

Adjusted EBITDA
($millions, except percentages)

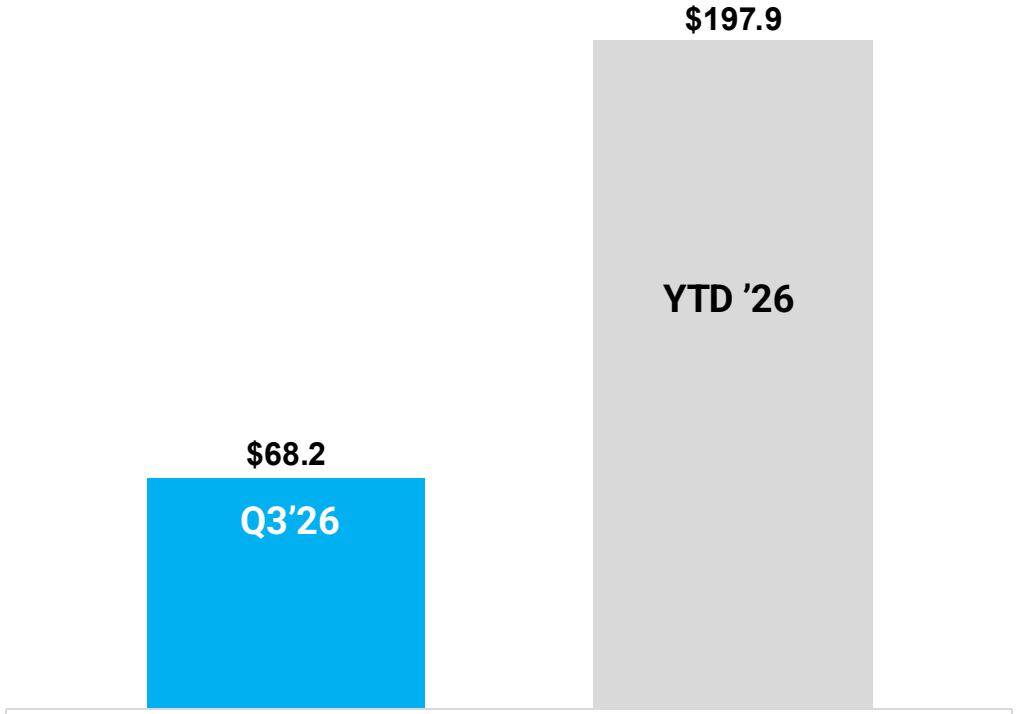


	Q3'26	YTD '26
Adj. EBITDA Margin %	21%	20%

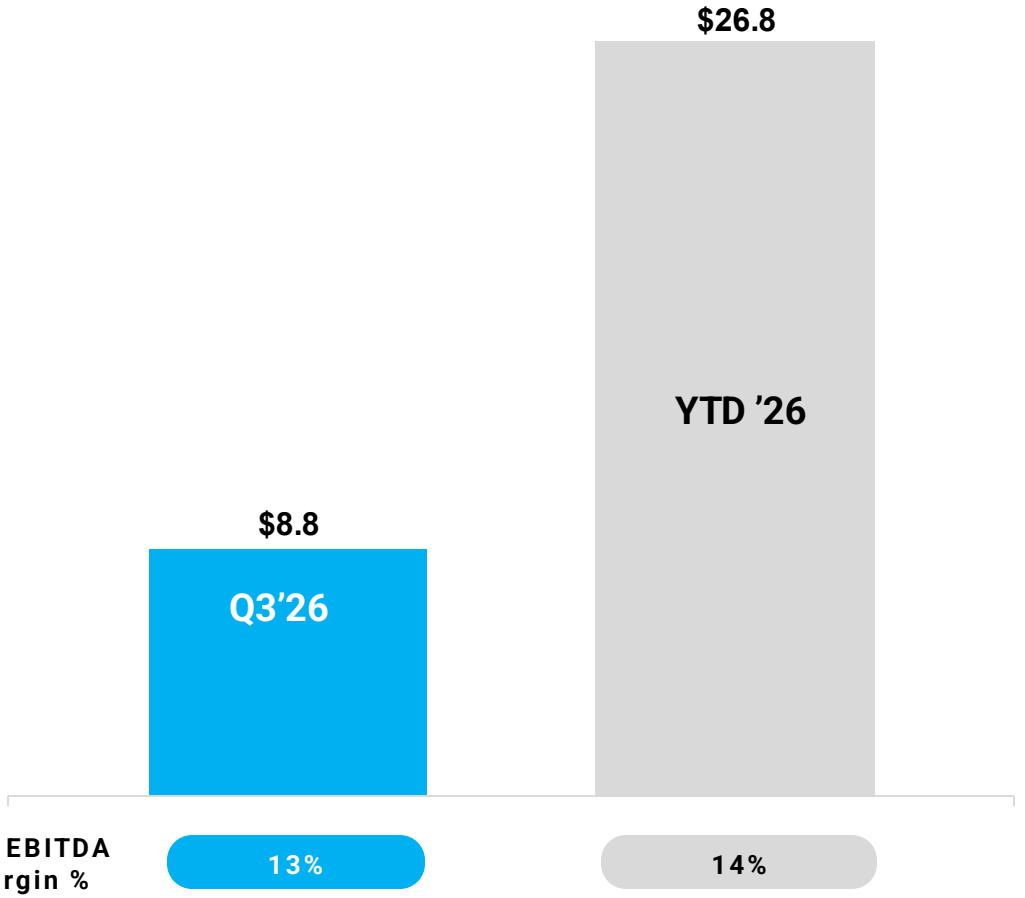
BEYOND RELIABLE

Mobile Solutions Segment / *Machined Products*

Net Sales
($millions, except percentages)



Adjusted EBITDA
($millions, except percentages)



5 Pillar Growth Program – 5 Ways to Win, Have Steadily Increased the New Win rate – Have Won over $300 million of New Business in 3 ½ Years



1

Data Center

- Fast-growing market and business, demanding applications for many NN products, recent liquid cooling new products in 2026

2

Defense and Electronics

- Many precision weapon and electronics applications, growing business, recent Tier 1 awards & launches in 2026

3

Medical Equipment

- Growing market, special equipment/materials/certifications, recent marquee customer awards & launches in 2026

4

Electric Grid

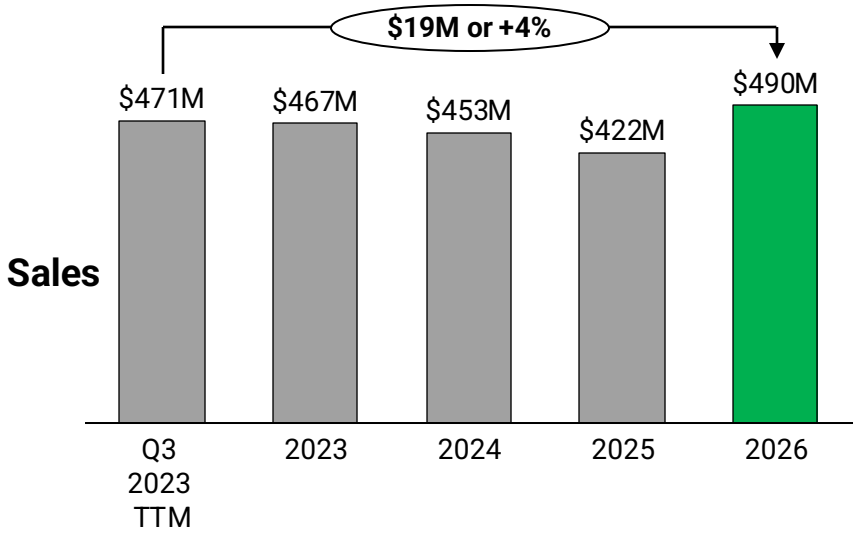
- Precision stamped, plated and assembled products, market is steadily growing, recent awards & launches in 2026

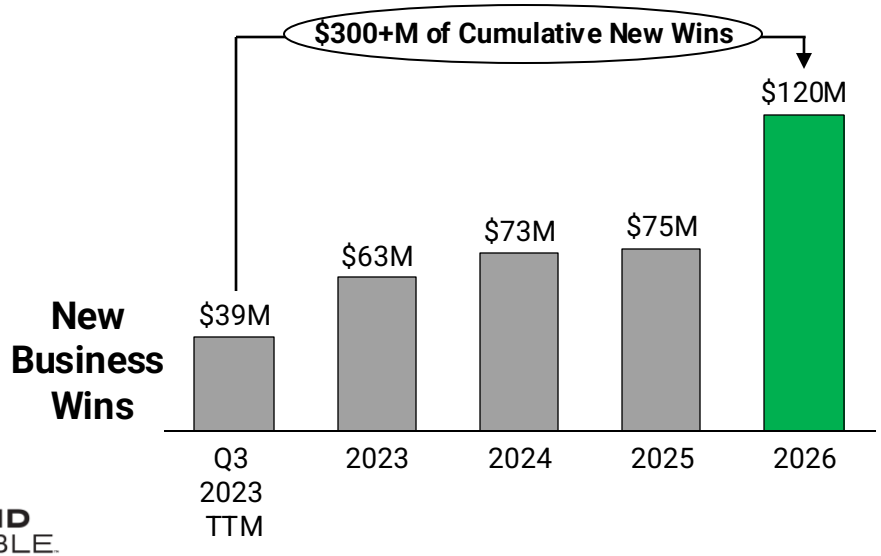
5

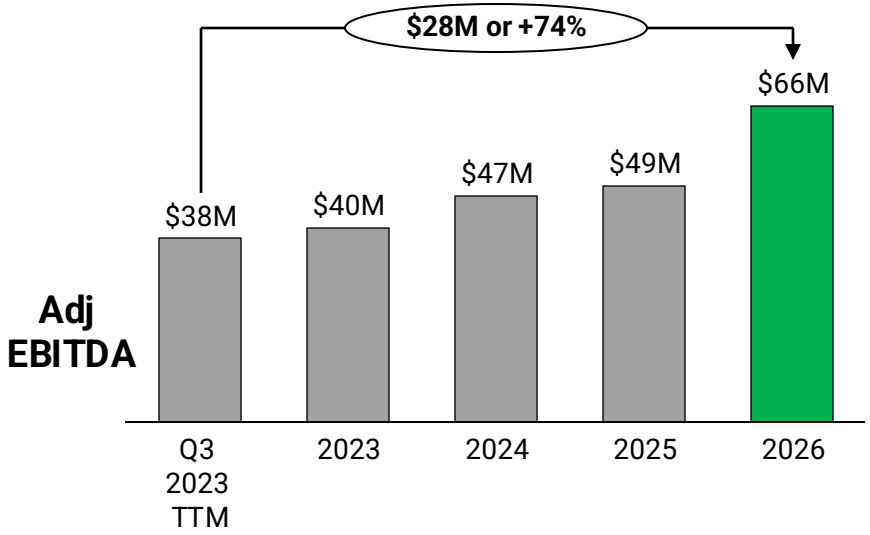
High-Value Vehicle

- Intentional product applications that require exceptionally precise parts, recent awards & launches in 2026

2026 Will Be 4th Year in a Row of Improvement







- Lateralizing know-how into:
  - Data Center
  - Defense
  - Munitions
  - Medical

BEYOND RELIABLE

Why NN Wins New Business Above Market Growth Rates

NN makes critical parts that are essential, must never fail, and must be delivered on time

We have global scale, and it matters

- Procurement of metals
- Procurement of machines
- Ability to fund experts on our payroll
- Ability to fund apprentice program

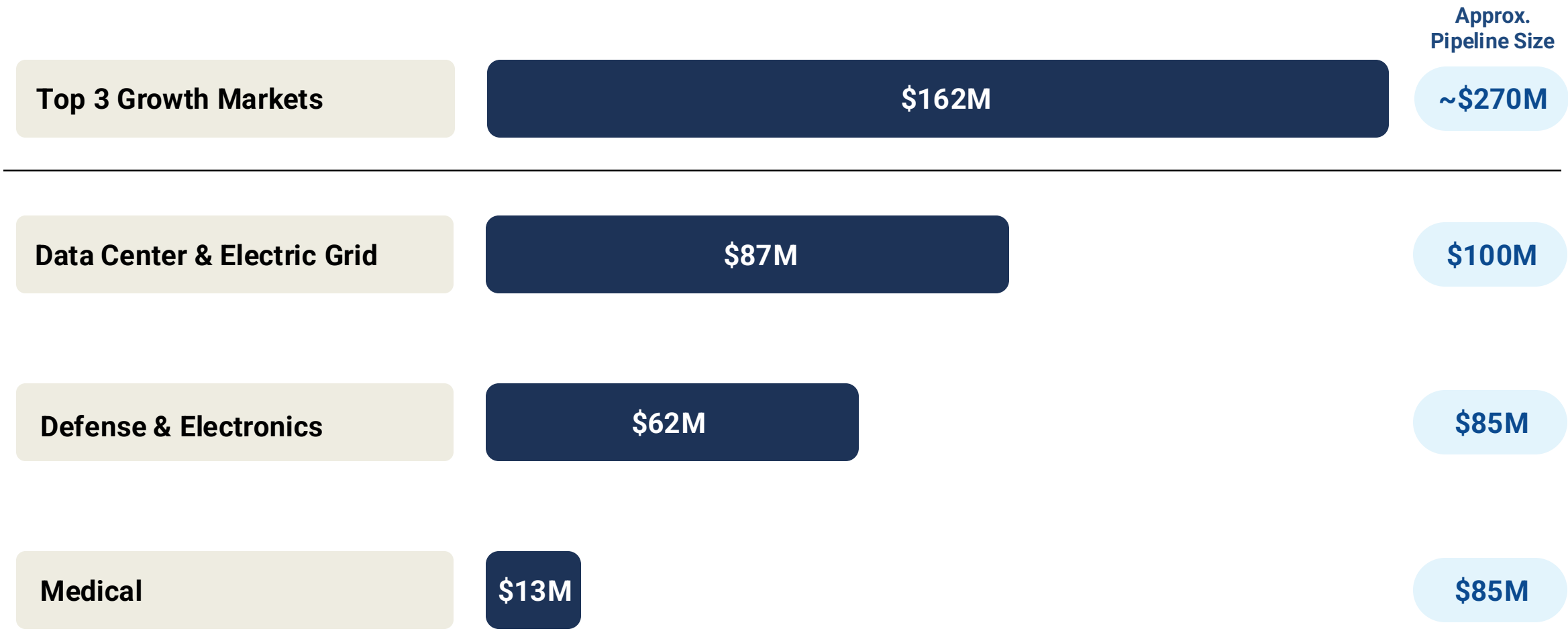
We have multiple levels of redundancy, and it matters

- Backup machinery / equipment
- Backup plants
- Backup people
- Backup raw material stockpiles

We leverage our scale, and we win

- One global machine programming system
- NN can roll out large programs fast, with decades of references
- NN takes on “firsts” with confidence, with organized innovation process – new products, metals, treatments, coatings, tolerances, processes, & certifications

NN's Top 3 Growth Markets



TTM = trailing twelve months

TTM Net Sales

Pipeline data as of 10/9/26

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

Pipeline data as of 10/9/26

Data Center - 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	~55	~180
Q3 2026	Q1 2027	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

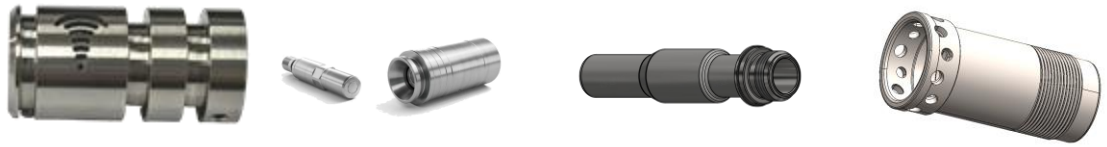
SHIPPING FROM FOUR PLANTS

Wuxi	China
Attleboro	Massachusetts
North Attleboro	Massachusetts
Kentwood	Michigan

Pipeline Reach: China | North America | Europe

Data Center - Product Lines are 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

Steady Capacity Expansion Underway in Wuxi, China

New production operation at NN's Wuxi, China plant is 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

Pipeline data as of 10/9/26

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

Pipeline data as of 10/9/26

(*) Management Estimate

2026 Business Performance Continues to Climb

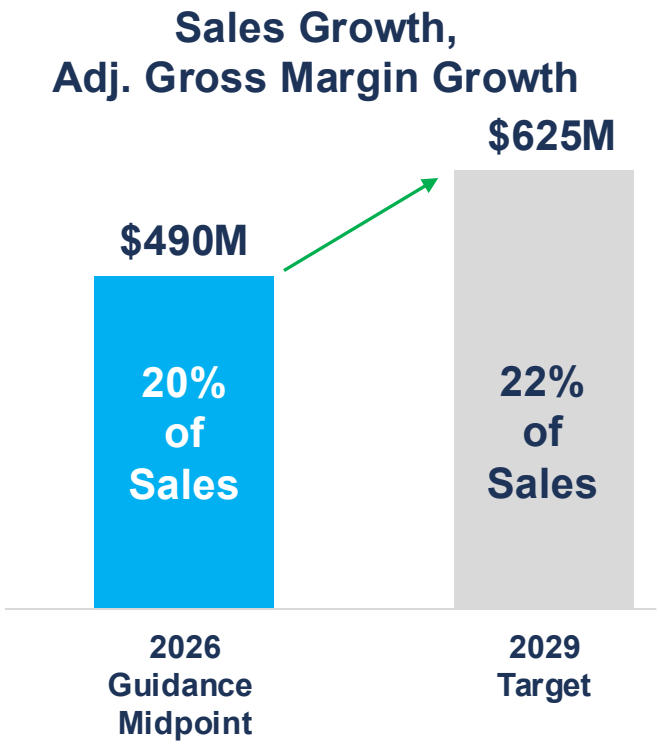
	Actual 2025 Results	Prior 2026 Guidance Range	*NEW* 2026 Guidance Range	*NEW* 2026 Guidance Midpoint	*NEW* 2026 Midpoint vs. 2025 Actuals
Net Sales	$422M	$460M - $480M	$480M - $500M	$490M	**+ $68M, or + 16%**
Adjusted EBITDA	$49M	$55M - $65M	$64M - $68M	$66M	**+ $17M, or + 35%**
New Business Wins	$70M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

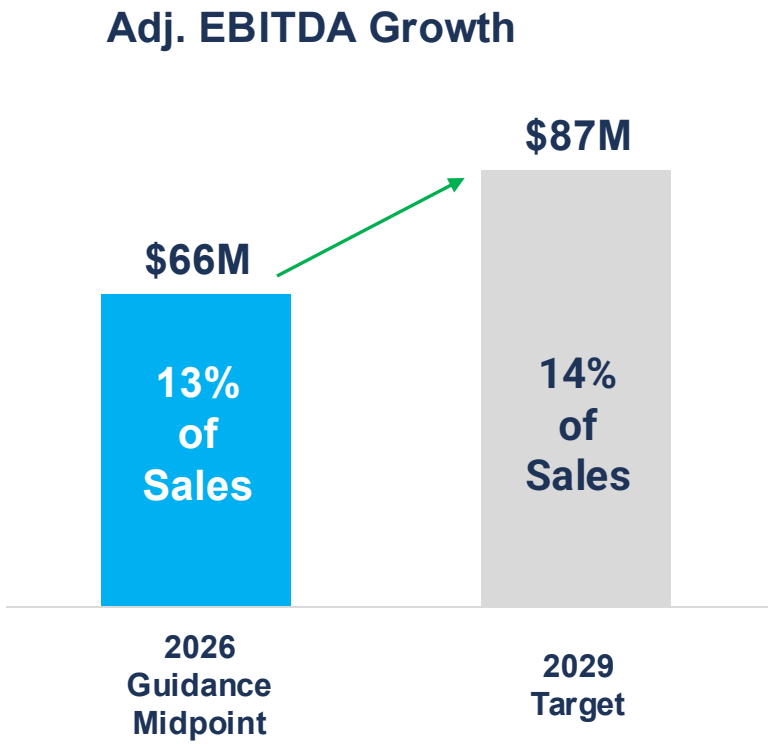
FY'26 Guidance as of October 28, 2026

Key Notes

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

2026 Results Have Been Ahead of Long-Term Goals





Key Multi-Year Assumptions:

- **Sustained Sales Growth** – average $50M annual sales growth from intentional New Wins program and natural market growth
- **Sustained Margin Growth** – average $7M annual adjusted EBITDA growth driven by accretive sales mix and 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	$ 12.4	$ 8.1	$ 34.1	$ 22.1
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	$ 13.4	$ 8.9	$ 36.5	$ 24.3
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	$ 0.9	$ 0.3	$ 4.8	$ 4.2
Share of net income from joint venture	3.2	2.0	7.8	6.6
Non-GAAP adjusted income from operations	$ 4.0	$ 2.3	$ 12.5	$ 10.8
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	$ 8.8	$ 6.7	$ 26.8	$ 23.5
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
(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

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