



# Growth Meets Cost Leadership

## Roth Virtual Webinar Investor Presentation

May 2026





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This presentation contains express and implied forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995, including statements regarding our financial outlook for full year 2026 and the impact of, and our ability to execute, our corporate strategies and business initiatives. Forward-looking statements generally will be accompanied by words such as “anticipate,” “believe,” “could,” “estimate,” “expect,” “forecast,” “guidance,” “intend,” “may,” “will,” “possible,” “potential,” “predict,” “project”, “achieve”, “growth”, “enable”, “improve”, or the negative of those terms, and similar words, phrases or expressions that convey uncertainty of future events or outcomes. Forward-looking statements involve a number of risks and uncertainties that are outside of management’s control and 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; inflationary pressures and material changes in the cost or availability of raw materials, supply chain shortages and disruptions, the availability of labor and labor disruptions along the supply chain; our dependence on certain major customers, some of whom are not parties to long-term agreements (and/or are terminable on short notice); the impact of acquisitions and divestitures, as well as expansion of end markets and product offerings; our ability to hire or retain key personnel; the restrictions contained in our debt agreements; the level of our indebtedness and our ability to obtain financing at favorable rates, if at all, or to refinance existing debt as it matures; our ability to secure, maintain or enforce patents or other appropriate protections for our intellectual property; the impact of climate change on our operations; economic, social, political and geopolitical instability, military conflict, currency fluctuation, and other risks of doing business outside of the United States; and uncertainty of government policies and actions in respect to global trade and tariffs, including the potential impacts of tariffs on the United States economy, the economy of other countries in which we conduct operations and our industry, cyber liability or potential liability for breaches of our or our service providers’ information technology systems or business operations disruptions. The foregoing factors should not be construed as exhaustive and should be read in conjunction with the sections entitled “Risk Factors” and “Management’s Discussion and Analysis of Financial Condition and Results of Operations” included in the Company’s filings made with the Securities and Exchange Commission. Any forward-looking statement speaks only as of the date of this presentation, and the Company undertakes no obligation to publicly update or review any forward-looking statement, whether as a result of new information, future developments or otherwise, except as required by law. New risks and uncertainties may emerge from time to time, and it is not possible for the Company to predict their occurrence or how they will affect the Company. The Company qualifies all forward-looking statements by these cautionary statements.

With respect to any non-GAAP financial measures included in the following document, the accompanying information required by SEC Regulation G can be found in the back of this document or in the “Investors” section of the Company’s web site, [www.nninc.com](http://www.nninc.com), under the heading “News & Events” and subheading “Presentations.”

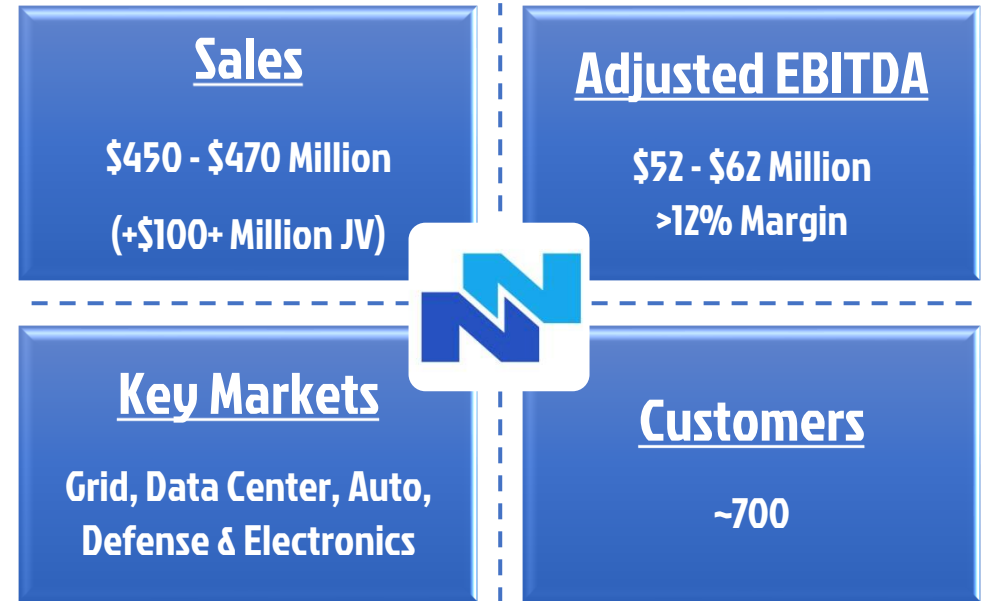




# We Deliver Precision Performance

- Recently transformed 45-year-old company that is entering a **growth phase**
- Produce specialized **metal components and assemblies**, uses a common manufacturing platform
- Top 3 markets are **Global Automotive, Electric Grid & Data Center** and **Defense & Electronics**
  - Goal is for Grid and Data Center to become **#1 market**
- Known for exceptional micron-level functionality at high-volume scale, and 6 Sigma “never fail” quality

## NN 2026 Guidance



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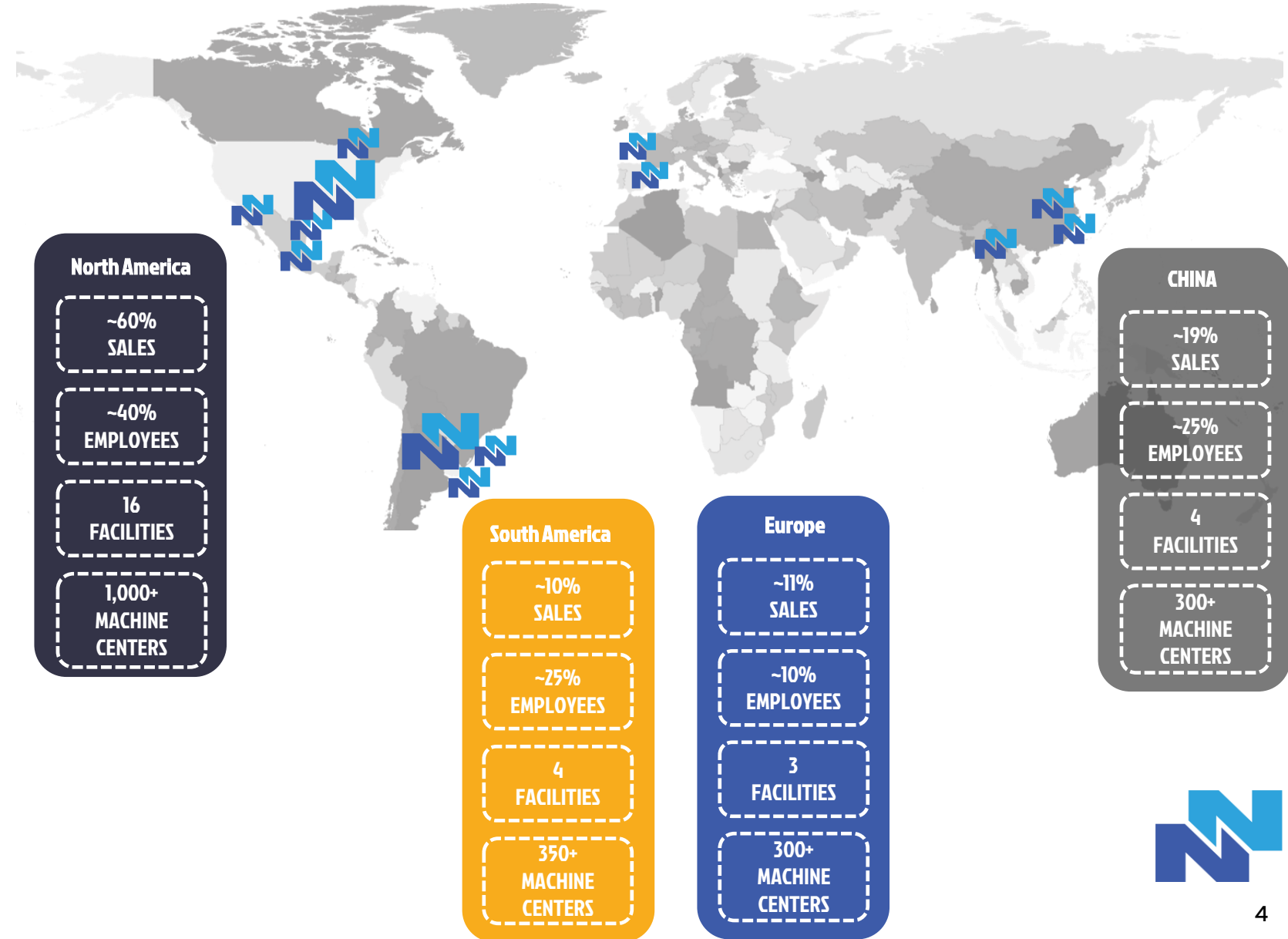
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# Footprint Matches Auto, Grid, Data Center, Defense Markets

- **Global footprint** to serve both local customers and global customers
- Top end markets are **auto and electric grid / data center**
- Top geographic markets are **North America and China**
- NN footprint matches the global supply chain for **data center, electric grid and automotive** very well
- **~700 customers** served from **27 facilities**





# Raised FY 2026 Guidance after Q1 Results



## Net Sales of \$450 - \$470 million

- Volume gaining momentum, good mix, high precious metal pass-through
- Significant program launches underway & base markets are stable
- Forecasting elevated precious metals and FX throughout 2026



## Adjusted EBITDA of \$52 - \$62 million

- Good operating performance
- Good mix, higher volumes
- Higher volumes running across lower costs, \$10m CI program



## New Business Wins of \$80 - \$90 million

- Raising forecast on strength of Q1 2026, and strong forward outlook
- Wins are concentrated in strategic focus areas – Electric Grid & Data Center, Defense & Electronics
- Strong pipeline – Expanding customer wallet share, adding new customers, faster ramp-ups

Midpoint Raise	Midpoint vs. Prior Year
+\$10 Million	+9%
+\$2 Million	+16%
+\$10 Million	+14%





# Q1 2026 Guidance and Outlook Raise

## 2026 first quarter – strong performance, good outlook for the rest of 2026

- Sales and adjusted EBITDA outperformed prior period - good mix, good operating performance, lower costs
- 22 of Top 30 customers are up in sales, broad-based sales growth, prospecting & adding new Data Center customers
- NN's outlook for FY 2026 is expected to be stronger than FY 2025
- Intentionally expanding Electric Grid & Data Center business growth opportunities

## 2026 full year - outlook expected to be record annual performance in multiple areas

- Good mix, good operating performance, sales growth, EBITDA growth, adjusted EBITDA growth, adjusted EPS, new wins
- Expanded participation in Electric Grid & Data Center growth, while also prospecting and winning additional business







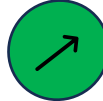



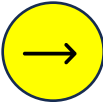



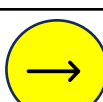
## 2027-2030 – outlook improving, moving the timing of long-term goal attainment in from 2030 to 2029

- Results are overcoming global auto weakness and tariffs turmoil
- Replacing Auto sales with Electric Grid & Data Center, Defense & Electronics, Medical, Industrial





# End-Market Outlooks are Strengthening in 2026

	Market	NN Outlook	Comments
	<b>Electric Grid &amp; Data Center</b>		<ul style="list-style-type: none"> <li>Market to remain strong</li> <li>NN expected to achieve growth across FY'26</li> </ul>
	<b>Defense &amp; Electronics</b>		<ul style="list-style-type: none"> <li>NA market to remain strong, at record levels</li> <li>NN expected to achieve growth across FY'26</li> </ul>
	<b>Medical</b>		<ul style="list-style-type: none"> <li>Market to remain steady and growing</li> <li>NN expecting to achieve new wins across FY'26</li> </ul>
	<b>Auto – China</b>		<ul style="list-style-type: none"> <li>Market is soft in the beginning of 2026</li> <li>NN expecting stable sales during 2<sup>nd</sup> Half of 2026</li> </ul>
	<b>Commercial Vehicle</b>		<ul style="list-style-type: none"> <li>Market is slightly down in the beginning of 2026</li> <li>NN expecting small growth in the 2<sup>nd</sup> half of 2026</li> </ul>
	<b>Industrial</b>		<ul style="list-style-type: none"> <li>Market is showing small amount of growth in beginning of 2026</li> <li>NN expecting continued modest growth across FY'26</li> </ul>
	<b>Global Auto (N. America, S. America, Europe)</b>		<ul style="list-style-type: none"> <li>Market is slightly down – affordability, ICE-EV, China exports</li> <li>NN expecting flat sales across FY'26</li> </ul>

Growth Markets





# Three Main Diversification Growth Areas are Delivering

Operational & Technical Success Factors to Compete

Commercial Success Factors to Disrupt & Grow

Potential to Become a Material Business

## Electric Grid & Data Center



- Creating growth in a large, profitable NN business
- Added dedicated assets, new products, internally funding
- Added liquid cooling connectors in 2026
- Data Center is fast-paced collaborative development

**Bottom Line:** Growth from new and existing products, adding new liquid cooling customers + products; growth has been faster than expected

## Defense & Electronics



- Adding to large, profitable business (2024)
- Added dedicated assets + certifications, internally funding
- 2-year development program with marquee OEM

**Bottom Line:** Growth from pre-existing products + customers, adding new customers + products; growth has been faster + bigger than expected

## Medical



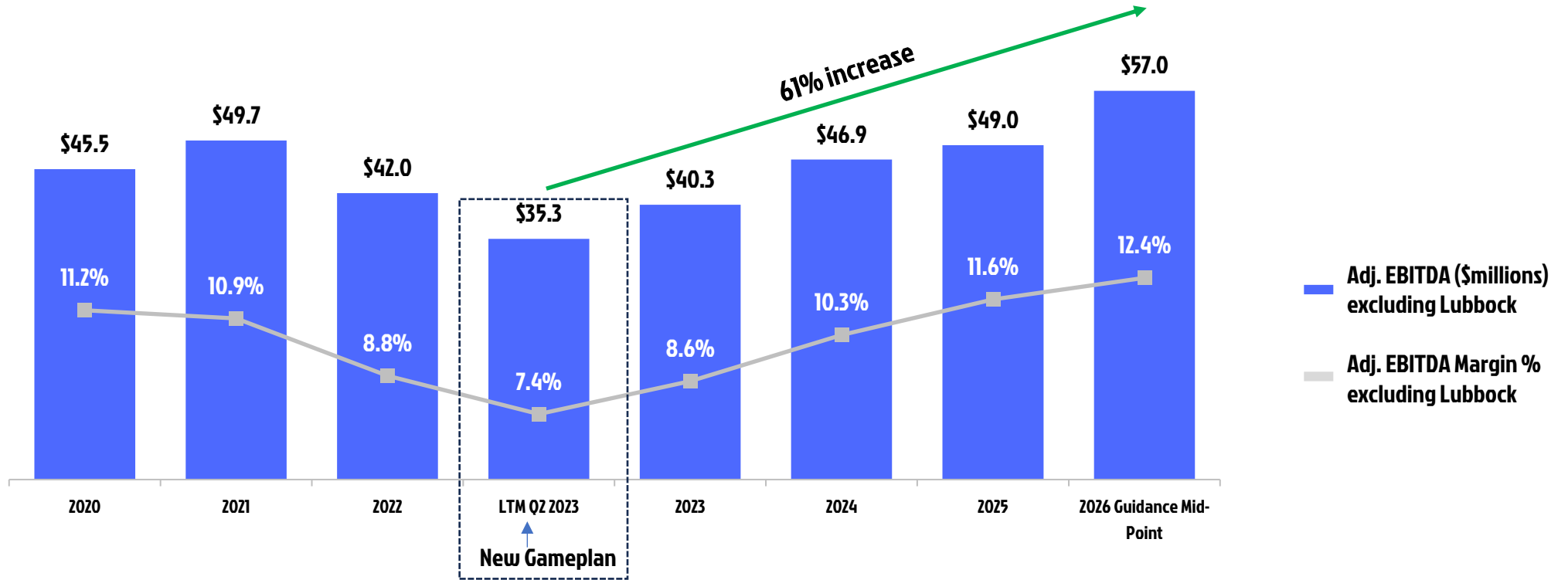
- Fixed a small, unprofitable business and implemented growth plan (Fall 2023)
- Added dedicated assets + certifications, internally funding
- 2-year development program with marquee OEM

**Bottom Line:** Corrected profit issues, has been slower to grow than expected, momentum increasing





# 2026 Expected to be Another Year of Improved Results



## Growth is Meeting Cost Leadership

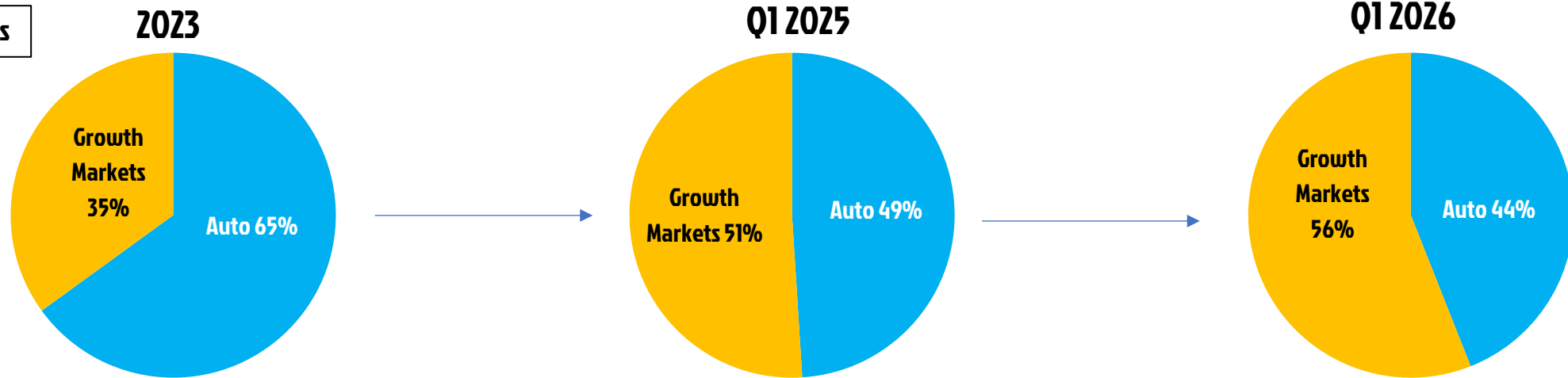
- NN has delivered strong multi-year financial results led by solid operational performance, and has its 3 main growth programs kicking in
  - Electric Grid Data Center; Defense & Electronics; Medical
  - Next up will be additional product lines for all 3 focus areas - Wire Harnesses and Bus Bar
- As sales growth and volumes build momentum across 2026 and beyond, company will benefit from lower-cost operating model





# Sales Growth and Portfolio Transformation Continues

% of Sales



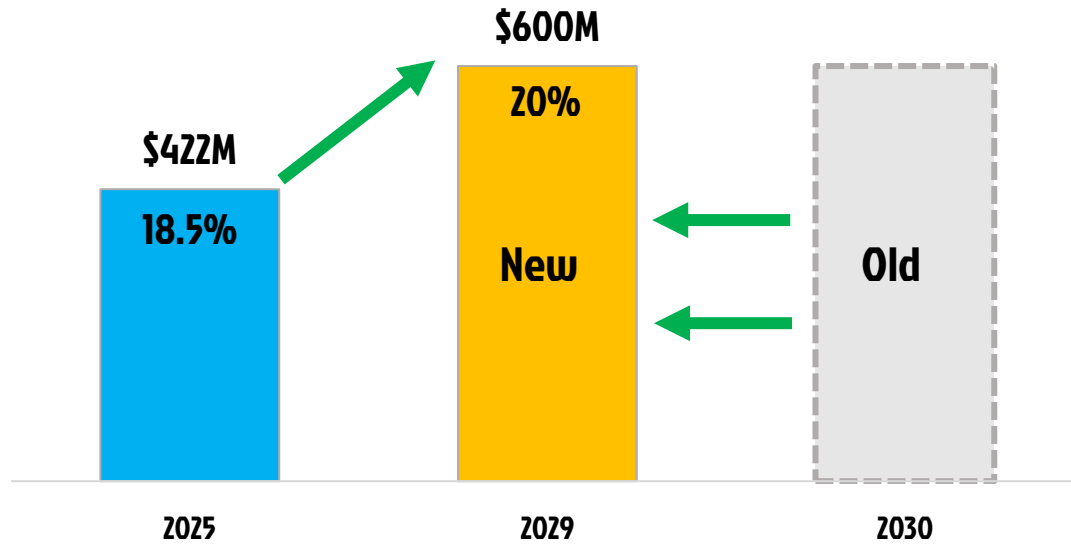
- Strategically shifting sales portfolio into higher-value end markets, and lessening the amount of auto overall
- The 3 main sales diversification areas are: **Data Center & Electric Grid, Defense & Electronics, Medical**
- These 3 sales areas for NN are up +28% Q1 2026 us. Q1 2025



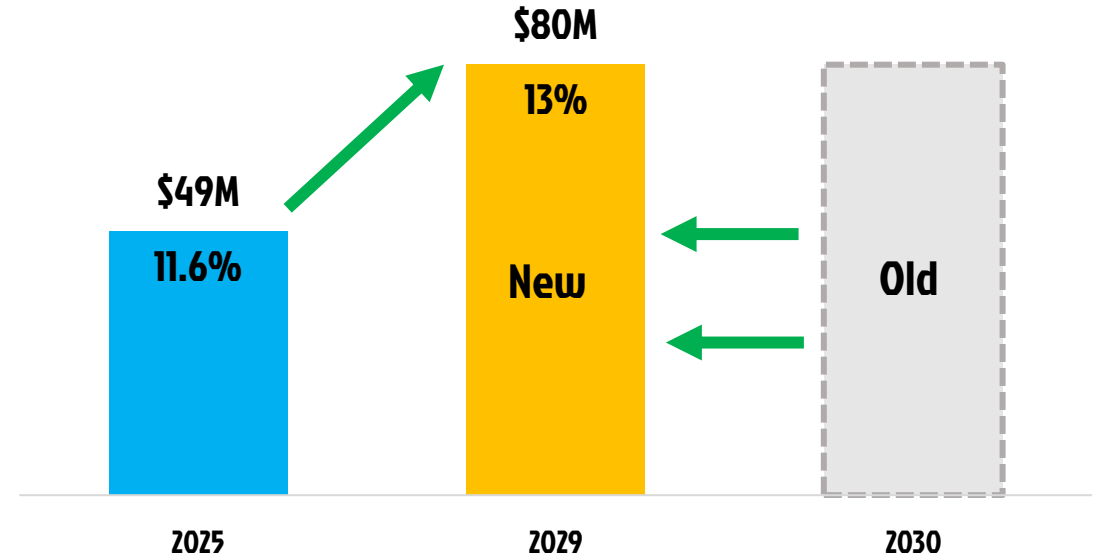


# 5-Year Value Creation Plan has been Pulled In

### Net Sales & Adj. Gross Margin



### Adj. EBITDA & Margin



- Targeted growth programs are delivering
- Cost leadership blueprint is delivering
- Gaining additional momentum on margin rates and taking additional actions





# Appendix



# Non-GAAP Financial Measures Footnotes

The Company discloses in this presentation the non-GAAP financial measures of adjusted gross profit, adjusted gross margin, adjusted income (loss) from operations, adjusted EBITDA, adjusted EBITDA margin, adjusted net income (loss), and adjusted net income (loss) per diluted common share. Each of these non-GAAP financial measures provides supplementary information about the impacts of acquisition, divestiture and integration related expenses, foreign-exchange impacts on inter-company loans, reorganizational and impairment charges. The costs we incur in completing acquisitions, including the amortization of intangibles and deferred financing costs, and divestitures are excluded from these measures because their size and inconsistent frequency are unrelated to our commercial performance during the period, and we believe are not indicative of our ongoing operating costs. We exclude the impact of currency translation from these measures because foreign exchange rates are not under management's control and are subject to volatility. Other non-operating charges are excluded, as the charges are not indicative of our ongoing operating cost. We believe the presentation of adjusted gross profit, adjusted gross margin, adjusted income (loss) from operations, adjusted EBITDA, adjusted EBITDA margin, adjusted net income (loss) and adjusted net income (loss) per diluted common share provides useful information in assessing our underlying business trends and facilitates comparison of our long-term performance over given periods.

The non-GAAP financial measures provided herein may not provide information that is directly comparable to that provided by other companies in the Company's industry, as other companies may calculate such financial results differently. The Company's non-GAAP financial measures are not measurements of financial performance under GAAP and should not be considered as alternatives to actual income growth derived from income amounts presented in accordance with GAAP. The Company does not consider these non-GAAP financial measures to be a substitute for, or superior to, the information provided by GAAP financial results.

(a) Non-GAAP adjusted gross margin represents GAAP gross profit, adjusted to exclude the effects of restructuring and integration expense and non-operational charges related to acquisition and transition expense. We believe this presentation is commonly used by investors and professional research analysts in the valuation, comparison, rating, and investment recommendations of companies in the industrial industry. We use this information for comparative purposes within the industry. Non-GAAP adjusted gross margin is not a measure of financial performance under GAAP and should not be considered as a measure of liquidity or as an alternative to GAAP gross margin.

(b) Non-GAAP adjusted income (loss) from operations represents GAAP income (loss) from operations, adjusted to exclude the effects of restructuring and integration expense; non-operational charges related to acquisition and transition expense, intangible amortization costs for fair value step-up in values related to acquisitions, and when applicable, our share of income from joint venture operations. We believe this presentation is commonly used by investors and professional research analysts in the valuation, comparison, rating, and investment recommendations of companies in the industrial industry. We use this information for comparative purposes within the industry. Non-GAAP adjusted income (loss) from operations is not a measure of financial performance under GAAP and should not be considered as a measure of liquidity or as an alternative to GAAP income (loss) from operations.

(c) Non-GAAP adjusted EBITDA represents GAAP net income (loss), adjusted to include income taxes, interest expense, write-off of unamortized debt issuance costs, change in fair value of preferred stock derivatives and warrants, depreciation and amortization, charges related to acquisition and transition costs, non-cash stock compensation expense, foreign exchange gain (loss) on inter-company loans, restructuring and integration expense, costs related to divested businesses and litigation settlements, income from discontinued operations, and other charges, to the extent applicable. We believe this presentation is commonly used by investors and professional research analysts in the valuation, comparison, rating, and investment recommendations of companies in the industrial industry. We use this information for comparative purposes within the industry. Non-GAAP adjusted EBITDA is not a measure of financial performance under GAAP and should not be considered as a measure of liquidity or as an alternative to GAAP income (loss) from continuing operations.

(d) This line item reflects the aggregate tax effect of all non-tax adjustments reflected in the respective table. NN, Inc. estimates the tax effect of the adjustment items identified in the reconciliation schedule above by applying the applicable statutory rates by tax jurisdiction unless the nature of the item and/or the tax jurisdiction in which the item has been recorded requires application of a specific tax rate or tax treatment.

(e) Non-GAAP adjusted net income (loss) represents GAAP net income (loss) adjusted to exclude the tax-affected effects of charges related to acquisition and transition costs, foreign exchange gain (loss) on inter-company loans, restructuring and integration charges, amortization of intangibles costs for fair value step-up in values related to acquisitions and amortization of deferred financing costs, write-off of unamortized debt issuance costs, change in fair value of preferred stock derivatives and warrants, costs related to divested businesses and litigation settlements, income (loss) from discontinued operations, preferred stock cumulative dividends and deemed dividends and other charges. We believe this presentation is commonly used by investors and professional research analysts in the valuation, comparison, rating, and investment recommendations of companies in the industrial industry. We use this information for comparative purposes within the industry.

# Reconciliation of GAAP Gross Profit to Non-GAAP Adjusted Gross Profit and Adjusted Gross Margin

<b>NN, Inc. Consolidated (in millions)</b>	<b>Q1 2026</b>	<b>Q1 2025</b>
Net sales	\$ 118.5	\$ 105.7
Cost of sales (exclusive of depreciation and amortization)	99.0	91.6
GAAP gross profit	19.4	14.0
Personnel costs (1)	1.1	-
Facility costs (2)	1.8	3.1
Other	0.8	0.8
Adjusted gross profit (a)	\$ 23.1	\$ 17.9
Adjusted gross margin (3)	19.5%	16.9%

(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 operating margin = Non-GAAP adjusted income (loss) from operations / GAAP net sales

(4) Non-GAAP adjusted EBITDA margin = Non-GAAP adjusted EBITDA / GAAP net sales

Note: Totals may not match due to rounding

# Consolidated 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 <i>(in millions)</i>	Q1 2026	Q1 2025
GAAP loss from operations	\$ (2.1)	\$ (4.8)
Professional fees	0.7	0.1
Personnel costs (1)	1.4	3.4
Facility costs (2)	2.3	-
Amortization of intangibles	3.4	3.4
Non-GAAP adjusted income from operations (b)	<u>\$ 5.8</u>	<u>\$ 2.0</u>
Non-GAAP adjusted operating margin (3)	4.9%	1.9%
Depreciation	5.8	5.4
Other expenses (income), net	(0.5)	2.2
Non-cash foreign exchange (gain) loss on inter-company loans	(0.7)	(0.5)
Change in fair value of preferred stock derivatives and warrants	0.2	(1.8)
Share of net income from joint venture	2.2	2.4
Non-cash stock compensation	0.8	0.8
Other	0.5	-
Non-GAAP adjusted EBITDA (c)	<u>\$ 14.1</u>	<u>\$ 10.6</u>
Non-GAAP adjusted EBITDA margin (3)	11.9%	10.0%
GAAP net sales	\$ 118.5	\$ 105.7

Note: Totals may not match due to rounding

# Power Solutions segment reconciliation of GAAP Income from Operations to Non-GAAP Adjusted Income from Operations and Non-GAAP Adjusted EBITDA and Adjusted EBITDA margin

Power Solutions (in millions)	Q1 2026	Q1 2025
GAAP income from operations	\$ 6.3	\$ 3.0
Personnel costs (1)	0.4	(0.1)
Facility costs (2)	0.7	-
Amortization of intangibles	2.6	2.6
Non-GAAP adjusted income from operations (b)	<u>\$ 10.0</u>	<u>\$ 5.5</u>
Non-GAAP adjusted operating margin (3)	18.0%	12.7%
Depreciation	0.8	0.8
Other expenses (income), net	(0.5)	0.1
Non-cash foreign exchange (gain) loss on inter-company loans	(0.4)	(0.1)
Other	0.5	-
Non-GAAP adjusted EBITDA (c)	<u>\$ 10.4</u>	<u>\$ 6.3</u>
Non-GAAP adjusted EBITDA margin (3)	18.7%	14.5%
GAAP net sales	\$ 55.4	\$ 43.5

Note: Totals may not match due to rounding

# Mobile Solutions segment reconciliation of GAAP Loss from Operations to Non-GAAP Adjusted Income from Operations and Non-GAAP Adjusted EBITDA and Adjusted EBITDA margin

Mobile Solutions (in millions)	Q1 2026	Q1 2025
GAAP loss from operations	\$ (2.1)	\$ (2.7)
Personnel costs (1)	1.0	3.4
Facility costs (2)	1.6	-
Amortization of intangibles	0.8	0.8
Non-GAAP adjusted income from operations (b)	<u>\$ 1.3</u>	<u>\$ 1.6</u>
Share of net income from joint venture	2.2	2.4
Non-GAAP adjusted income from operations (b)	<u>\$ 3.6</u>	<u>\$ 4.0</u>
Non-GAAP adjusted operating margin (3)	5.6%	6.5%
Depreciation	4.7	4.2
Other expenses (income), net	-	(0.1)
Share of net income from joint venture	2.2	2.4
Non-GAAP adjusted EBITDA (c)	<u>\$ 8.2</u>	<u>\$ 8.1</u>
Non-GAAP adjusted EBITDA margin (3)	13.0%	13.0%
GAAP net sales	\$ 63.1	\$ 62.2

Note: Totals may not match due to rounding

## Reconciliation of GAAP Net Loss to Non-GAAP Adjusted Net Income (Loss) and GAAP Net Loss per Diluted Common Share to Non-GAAP Adjusted Net Income (Loss) per Diluted Common Share

<b>NN, Inc. Consolidated (in millions)</b>	<b>Q1 2026</b>	<b>Q1 2025</b>
GAAP net loss	\$ (6.8)	\$ (6.7)
Pre-tax professional fees	0.7	0.1
Pre-tax personnel costs	1.4	3.4
Pre-tax facility costs	2.3	-
Pre-tax foreign exchange (gain) loss on inter-company loans	(0.7)	(0.5)
Pre-tax change in fair value of preferred stock derivatives and warrants	0.2	(1.8)
Pre-tax amortization of intangibles and deferred financing costs	3.7	4.1
Other	0.5	-
Tax effect of adjustments reflected above (d)	(0.2)	-
Non-GAAP adjusted net income (loss) (e)	<u>\$ 1.0</u>	<u>\$ (1.4)</u>

<b>NN, Inc. Consolidated (per diluted common share)</b>	<b>Q1 2026</b>	<b>Q1 2025</b>
GAAP net loss per diluted common share	\$ (0.25)	\$ (0.23)
Pre-tax professional fees	0.01	-
Pre-tax personnel costs	0.03	0.07
Pre-tax facility costs	0.05	-
Pre-tax foreign exchange (gain) loss on inter-company loans	(0.01)	(0.01)
Pre-tax change in fair value of preferred stock derivatives and warrants	-	(0.04)
Pre-tax amortization of intangibles and deferred financing costs	0.07	0.08
Other	0.01	-
Preferred stock cumulative dividends and deemed dividends	0.11	0.09
Non-GAAP adjusted net income (loss) per diluted common share (e)	<u>\$ 0.02</u>	<u>\$ (0.03)</u>
Shares used to calculate net earnings (loss) per share	49.7	49.1

Note: Totals may not match due to rounding

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# Thank You