



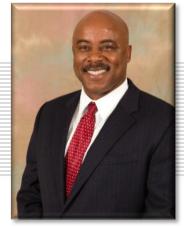
Annual Investor Day March 24, 2016 • New York City



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, 2015.

With respect to any non-GAAP financial measures included in the following presentation, the accompanying information required by SEC Regulation G can be found in the "Investor Relations" section of the Company's web site, www.nninc.com, under the heading "News & Events" and subheading "Presentations."

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.



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President & Chief Executive
Officer



James Dorton
Senior Vice President & Chief
Financial Officer



Robbie Atkinson

Corporate Treasurer & Investor
Relations Mgr.



Chris Qualters
Vice President & Chief
Commercial Officer



John Manzi
Senior Vice President/GM
Precision Engineered Products Group



Warren Veltman
Senior Vice President/GM
Autocam Precision Components Group



Jeff Manzagol
Senior Vice President/GM
Metal Bearing Components Group



- 1 Strategic Review
- 2 Sales Strategy
- **3** End Markets Discussion
- Debt Structure Overview
- **5** Financial Performance
- The NN Operating System
- 7 Summary / Q&A





Phase I Rolling Elements

- 1980 Founded in Erwin, TN
- 1994 IPO raises \$32.2M
- 1999 Acquires Industrial Molding
- 2000 Expands into Europe

Phase II All Things Bearings

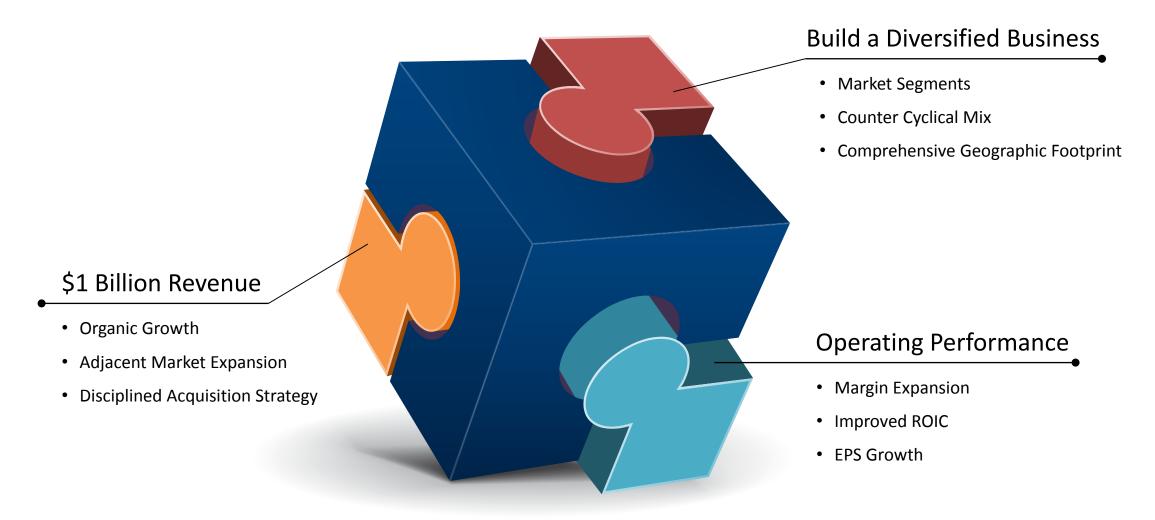
- 2004 Expands into China
- 2006 Acquires Whirlaway
- 2009 Repays down debt at record pace

Phase III A Diversified Industrial

- 2013 Richard Holder appointed as President & CEO
- 2014 New strategic plan unveiled
- 2014 Completes four acquisitions including autocam
- 2015 Completes two acquisitions including **PEP** PRECISION ENGINEERED PRODUCTS



2018 Strategic Plan at a Glance





Global Reach

- 42 Facilities on 4 Continents
- Full service in every region
- Global Supply Chain Management

High Precision Manufacturing

- Precision capabilities to less than one micron
- 7 Billion+ components produced annually
- In-house machine & tool building

Engineered Solution Provider

- · Application specific, co-design capability
- Total life cycle support
- 4 Innovation Centers around the globe

Comprehensive Portfolio

- World-class process technologies
- Applications and Design expertise across multiple industries
- Wide reaching product offering: mission critical components to finished assemblies



The Journey Continues











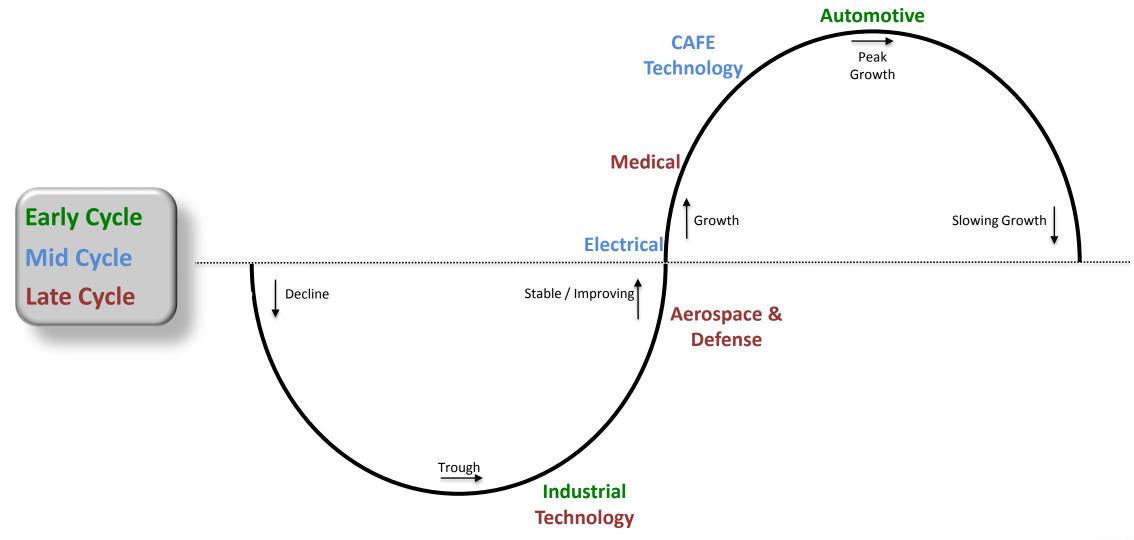


A Diversified Industrial

1980 1999 2000 2001 2003 2006 2014 2015 Chelsea in Erwin, TN PA PA WHIRLAWAY PEP PRECISION ENGINEEREI PRODUCTS CGC autocam <u>Caprock</u>



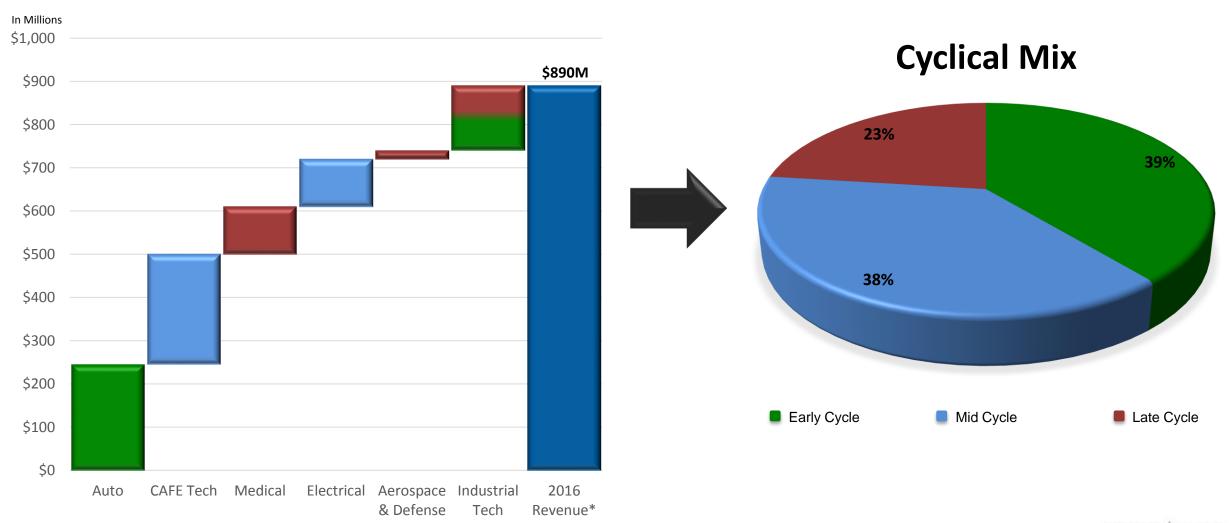
Where We are Today – End Markets





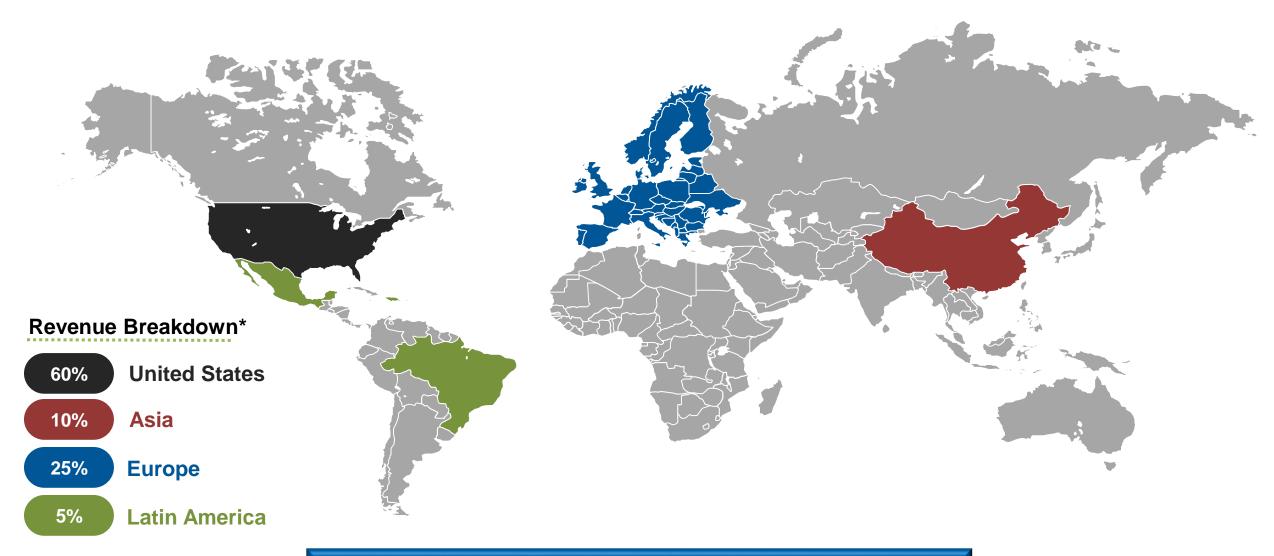
A Balanced Business – Cyclical Mix

2016 Market Segment Revenue





Balanced Strategic Global Footprint

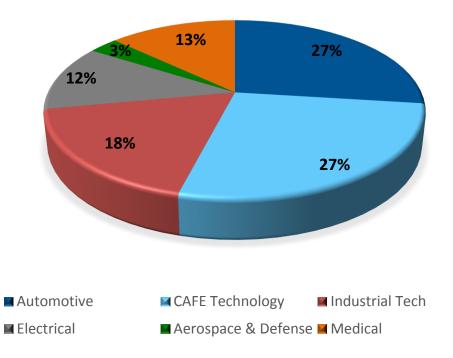


Balanced End Markets

2013Segments as a % of revenue

1%_ 1% 5% 5% 25% 60% ■ Automotive ■ Industrial Tech ■ Commerical Vehicles **■** HVAC ■ Aerospace & Defense ■ Consumer Products

2016
Segments as a % of revenue*



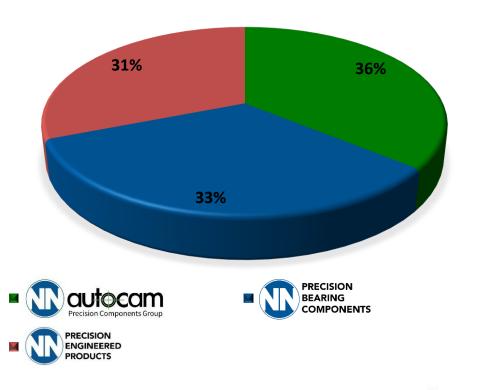
Balanced Business Groups

2013Segments as a % of revenue

9%
60%

Metal Bearing Components
Precision Metal Components
Plastic & Rubber Components

2016
Segments as a % of revenue*







Global Mega Trend:

We live in a world that demands More

Technology advancements are needed to achieve the next levels of **More**

More drives our business today and will continue to do so well into the future





Our Customers are working on the Next Big Thing



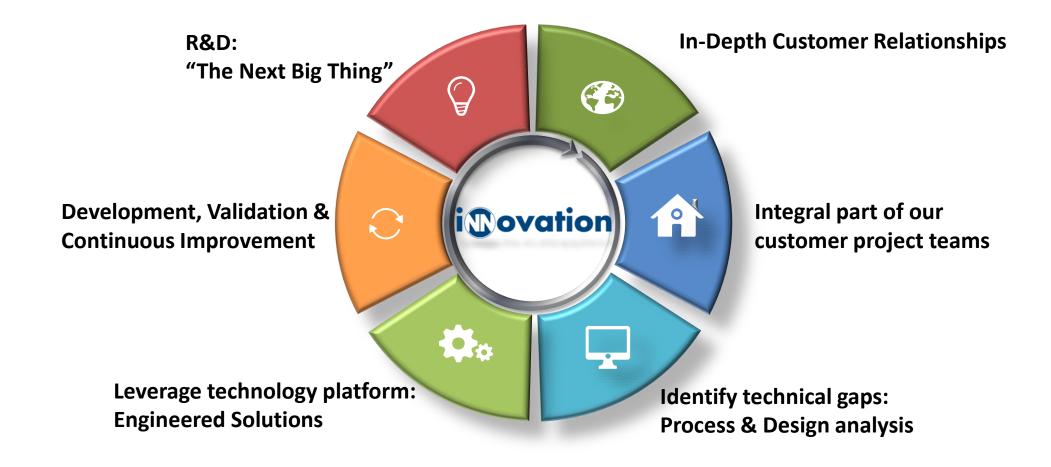
- Their new products and technologies need to satisfy the "More"
- New product technologies are pushing beyond known boundaries
- Requiring unprecedented precision levels

- The NN global platform of design, process, and optimization technologies across many industries
- Making the seemingly impossible....Possible
- Engineered solutions through inovation





Engineered Solutions: How we go to market





Innovative Solutions



Medical

A Doctor and a leading medical device company had an idea for a more functional device

A production strategy eluded them and exotic material costs created a cost road block

NN helped optimize the design with more cost effective materials and developed an efficient production process to make this product possible



Automotive

An Automotive OEM was launching an all new more fuel efficient V8.

Ultra precise hole location and a pharmaceutical like quality process was required

NN developed a custom machining center with more precision and 100% inspection 30 million shipped with 0.01 PPM



Electrical

A Leading smart meter manufacturer asked us to provide one component. What they needed was more.

NN used our application knowledge, design expertise and process technologies to offer the entire contact assembly.

Customer obtained a more robust design assembly from one source



Industrial Technology

A producer of residential A/C compressors was preparing to launch a **more** efficient product

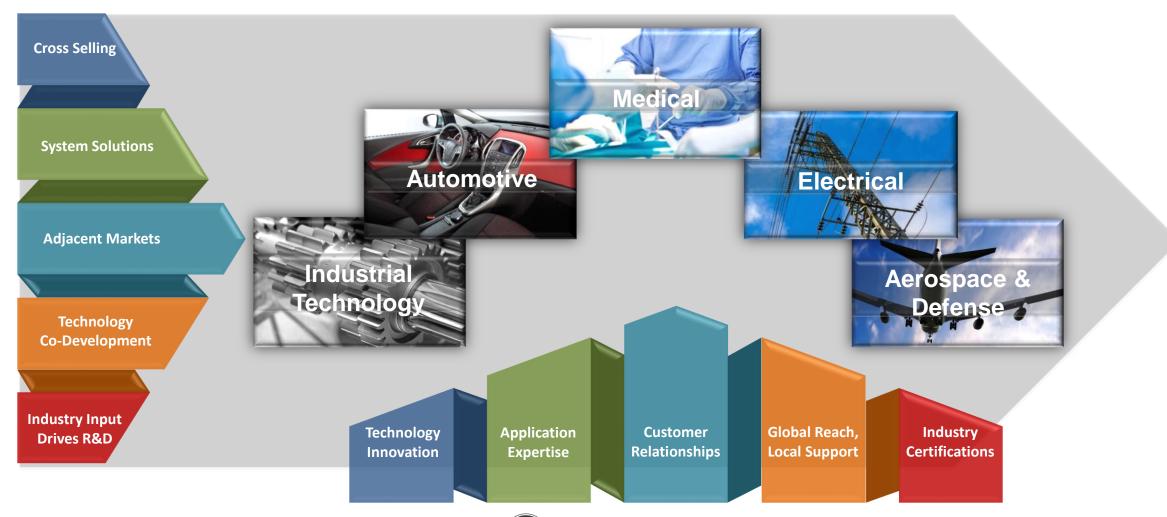
Encountered a durability concern with a safety valve which would have delayed the program

NN provided a **more** robust design and was able to produce the entire assembly

50 million produced, <10 ppm



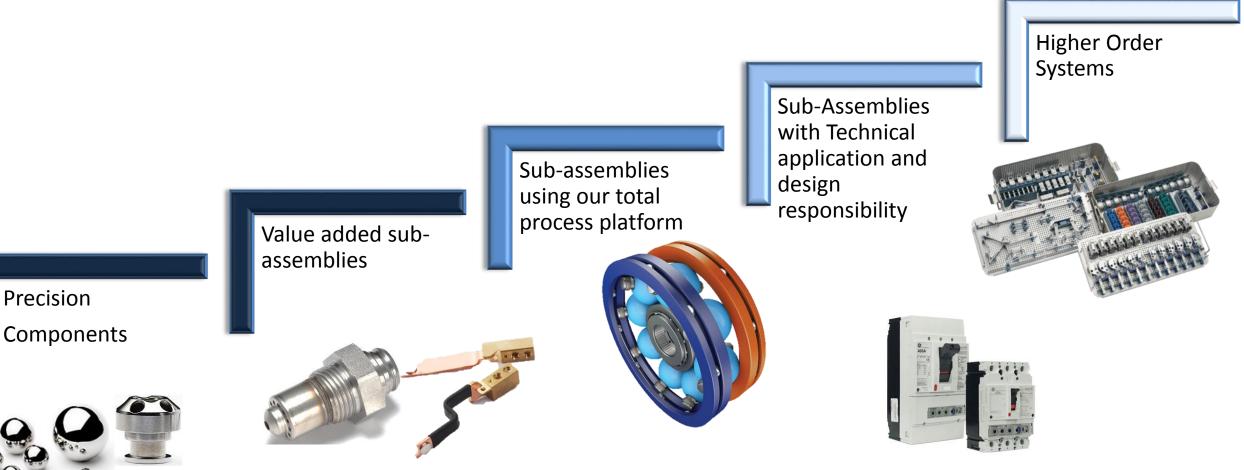
Global Sales Structure



THE INOVATION PLATFORM



Higher Order Systems









Precision Engineered Products – Group Introduction

- Manufactures highly engineered plastic and metal components, assemblies and finished devices
- Acquired by NN in October 2015
- Group Headquarters: Attleboro, MA
- 19 manufacturing operations with locations in:
 - United States
- Dominican Republic

Mexico

- China
- Former NN Precision Plastics Group rolled under PEP
- Specializes in material sciences
- Medical Innovation Center
- Diversified end markets focused on Medical & Electrical

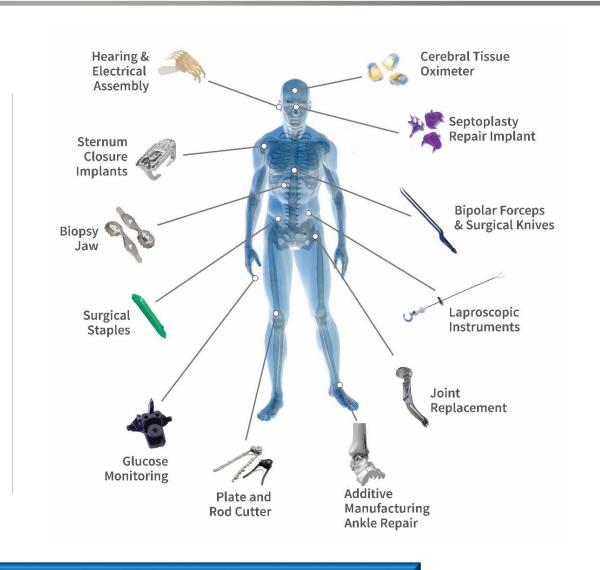




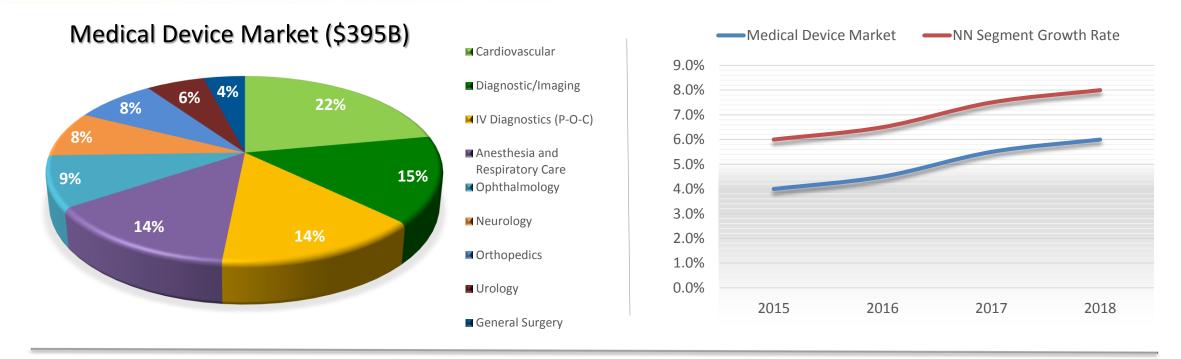
John Manzi
Senior Vice President/GM
Precision Engineered Products Group

Medical Products

- Precision metal and plastic products that improve medical device functionality
- Completed devices and instruments, including an OEM product platform
- Efficient technical solutions:
 - General Surgery
 - Automation Staple-loaded cartridges
 - Orthopedics
 - Mfg. processes Instruments and systems
 - Diagnostics
 - Tooling Biopsy jaws
 - Drug Delivery
 - Scalability



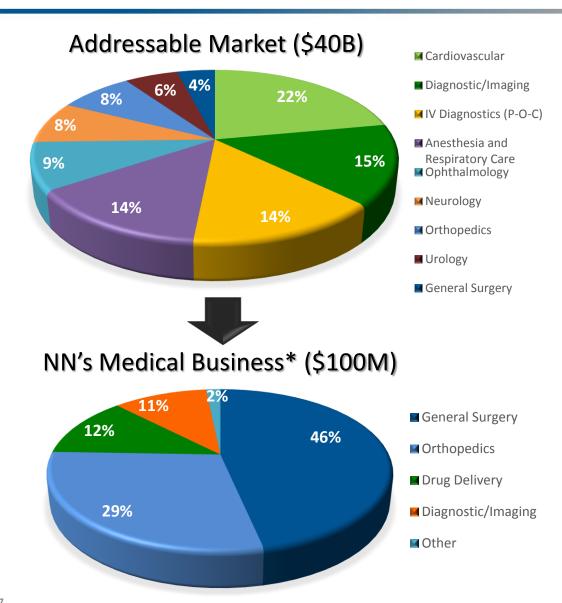
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Market Overview

- The total global medical device market is worth \$395 billion and growing at 4-6% per year. The overall addressable market for NN is approximately 10% or \$40 billion.
- OEM's are expected to increase outsourcing from 25% in 2015 to approximately 30% by 2020 to reduce cost, improve quality and accelerate time-to-market.

Medical End Market



Medical Devices

General Surgery

- Minimally invasive instruments, sub-assemblies & components
- Estimated that only 30% of 15-20M potential surgical procedures are performed with MIS techniques
- o Growth rate: 5 6%

Orthopedics

- Devices and instruments for spine, hip, knee and shoulder
- Desire to convert reusable device to single-use
- Growth rate: 3 5%

Diagnostics

- Device and equipment components
- o Growth rate: 5 6%

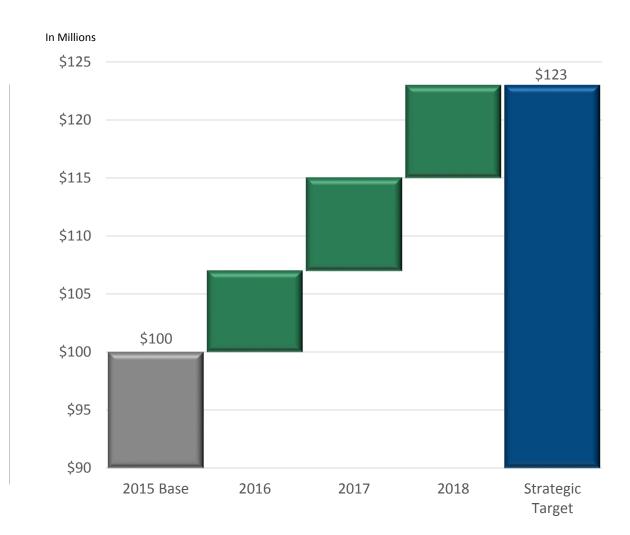
Drug Delivery

- Precision metal and plastic components for infusion pumps, injector devices and wearable devices
- Growth rate: 10 12%



Medical: How We Grow

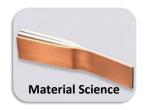
- Market growth rate: 4 6%
- Comprehensive Platform for Growth:
- 1) Revenue expansion with existing customers
 - Capability portfolio
 - Global footprint
 - Strategic partnerships with key customers
 - Expanding opportunities across segments
 - Supporting customers' global expansion
- 2) OEMs increase outsourcing 25% to 30% by 2020
- 3) Drug delivery injectable market expected to grow at a CAGR of 10 12% from 2015 to 2020
- 4) Growth within and across segments with new customers
 - Expanded engineering & sales resources
 - The "More"—new product and processing technology
 - Innovation Centers
- NN's estimated growth rate: 6 8%





Electrical Products

- Mission-critical metal and plastic materials, components and sub-assemblies
- Applications include low, medium and high voltage
 - Transmission and distribution
 - Residential devices and equipment
 - Non-residential automation and controls
- Comprehensive portfolio
 - Material/design/prototype/mfg. processes

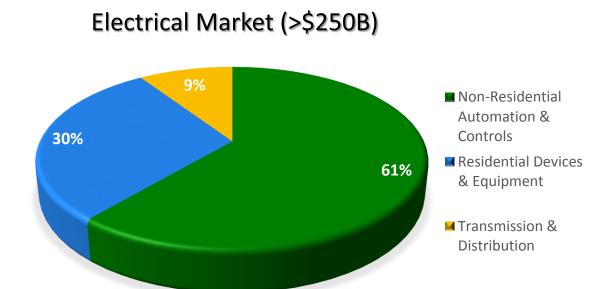


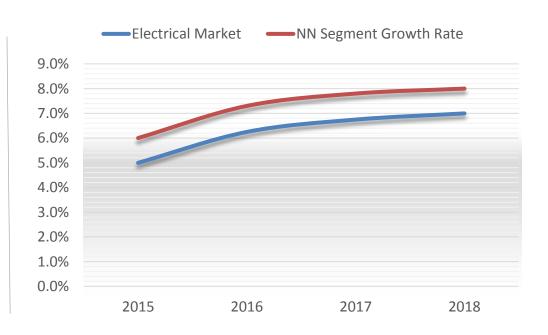






Electrical End Market





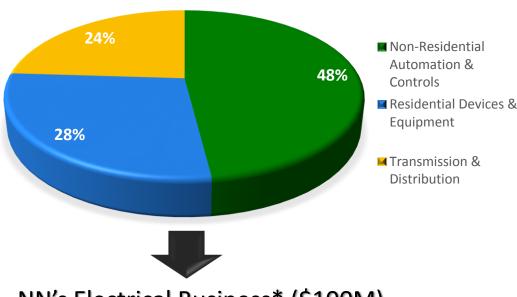
Market Overview

- The electrical products market is over \$250 billion and is expected to grow at a rate of 5 7% per year. The overall addressable market for NN is approximately 10% or \$25 billion.
- Market requirements align with NN's extensive capability and footprint.
- Long-term relationships with many of the major brands.

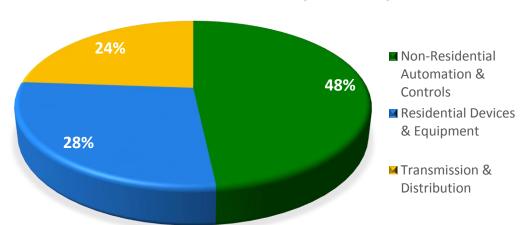


Electrical End Market

Addressable Market (>\$25B)



NN's Electrical Business* (\$100M)



Distribution Control and Protection Applications

Transmission and Distribution

- Electric smart meters: 5-6% growth rate
 - Disconnect contacts, assemblies and molded bases
- Switchgear: 5-7% growth rate
 - Contact assemblies
- o Transformers: 4-5% growth rate
 - Materials and components

Residential Devices and Equipment

- Switches, breakers, sensors, appliances: 6-7% growth rate
 - Sub-assemblies and components

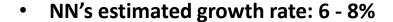
Non-Residential Automation and Controls

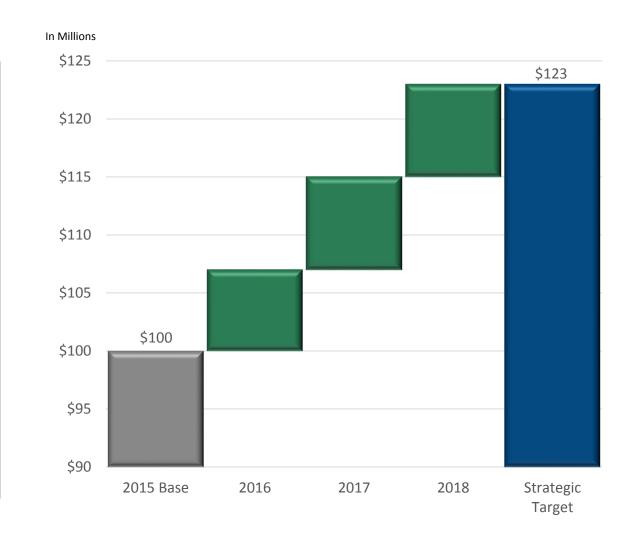
- Relays, sensors and controls: 6-7% growth rate
 - Precision metal and plastic components



Electrical: How We Grow

- Market growth rate: 5 7%
- Comprehensive platform for growth
 - 1) Revenue expansion with existing customers
 - Leverage capability portfolio
 - Clad metals, electrical contacts, stampings, moldings and assemblies
 - Global product extension
 - Asia, Europe and South America
 - 2) Provide total engineered solutions
 - Precision metal and plastic sub-assemblies and devices
 - 3) Growth within and across segments
 - Expanded engineering and sales resources
 - Innovation Center









Precision Bearing Components – Group Introduction

- Global leader in the manufacture of high-precision rolling elements
- Group Headquarters: Johnson City, TN
- 8 manufacturing operations with locations in:
 - United States
- Netherlands
- China

Mexico

Italy

Slovakia

- Bosnia
- Market outperformance
 - High quality, reduced friction, low noise
 - Two Innovation Centers of Excellence
 - Advanced grinding and cold forming technologies
 - Strategic global footprint
- Benefits of new global organization
 - Supply chain, technology and best practice





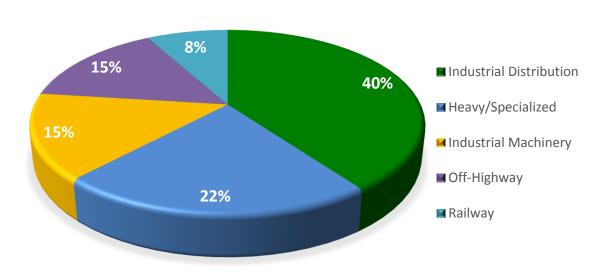
Senior Vice President/GM
Precision Bearing Components Group

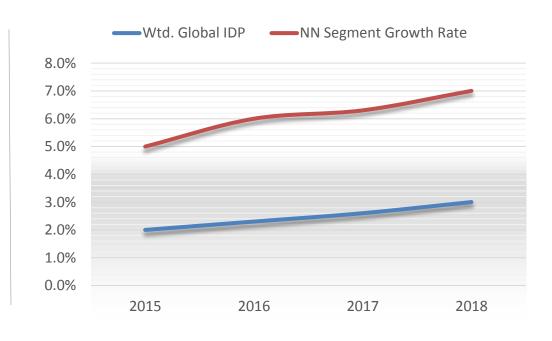


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Industrial Technology End Market

Industrial Technology Market (\$10B)





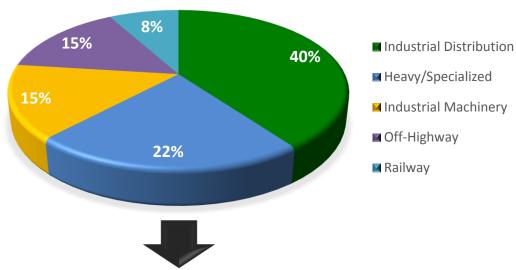
Market Overview

- Outsourcing trend for precision components in all industrial end markets
- OEM cycles balanced by significant aftermarket demand
- Stronger performance in selected end markets: railway, renewable energy and residential

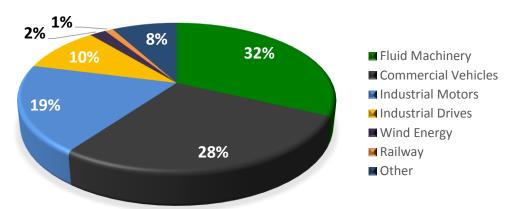


Industrial Technology End Market

Addressable Market (\$3B)



NN's Industrial Technology Business* (\$135M)



- Fluid Power: Compressors, motors and pumps
 - Needs for high volume precision machined components
 - Expanding our market reach into adjacent applications
 - Pursue higher order assemblies
- Wind Energy: High volume, large size products
 - Supplying reliability-critical components
 - Supporting the outsourcing trend
 - Regionalized capabilities
- Railway: Safety critical components
 - Supporting the outsourcing trend
 - Install capacity in best cost countries
 - China growth \$1B end market spend next 5 years

Linear Systems: Actuators and guides

- Expanded application of precision machined components
- Adjacent market for bearing components
- Potential for higher order assemblies



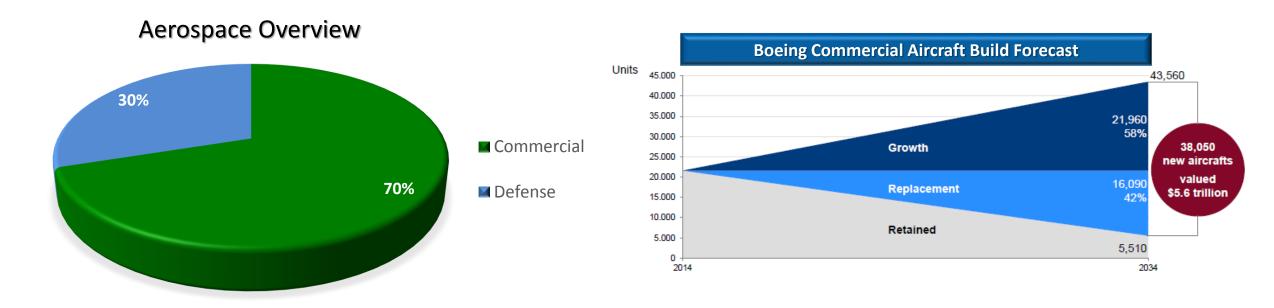
Industrial Technology End Market: How We Grow

- Market growth rate: 2.5%
- Outsourcing trend on rollers and cages
 - o Programs with 3 majors
 - Active in all factories
 - Broad range, limited competition
- White space activity
 - Expanded sales, marketing and engineering
 - Targeted Approach
- Cross engineered solutions
 - Cross-training sales and application engineers
 - Linkage between Innovation Centers
- NN's estimated growth rate: 6 7%





Aerospace & Defense End Market



Market Overview

Commercial Aircraft

- Driven by increasing air traffic (+6.5% in 2015)
- Cheap oil: airline profits up but efficiency is less critical
- Order backlog at record levels for majors but timing flexible

Defense

- Domestic spending stable but program-dependent
 - Foreign military sales helping overall





Aerospace & Defense: How We Grow

- PEP acquisition provides market presence
 - Regulatory certifications
 - Customer access
- NN capabilities fit market needs
 - High precision
 - Exacting quality standards
 - Manufacture complex parts & assemblies
 - Design & technical collaboration resources
 - Global footprint
- Industry demand and technical drivers provide opportunities to expand our business







Autocam Precision Components – Group Introduction

- Manufactures close tolerance precision metal components
- Acquired by NN in August 2014
- Group Headquarters: Kentwood, MI
- 15 manufacturing operations with locations in:
 - United States
- France

Mexico

Poland

Brazil

- China
- Targets transportation and industrial segments whose advancing technologies provide growth opportunities
- Specializes in single-digit micron tolerances
- More than 2 million parts produced daily





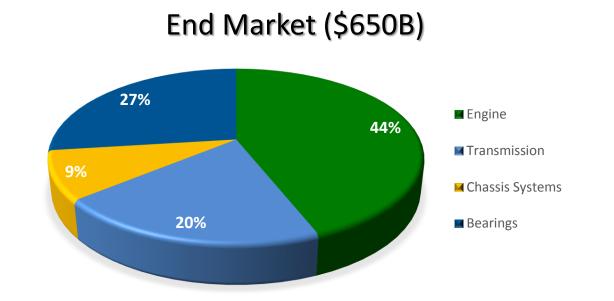
Warren Veltman

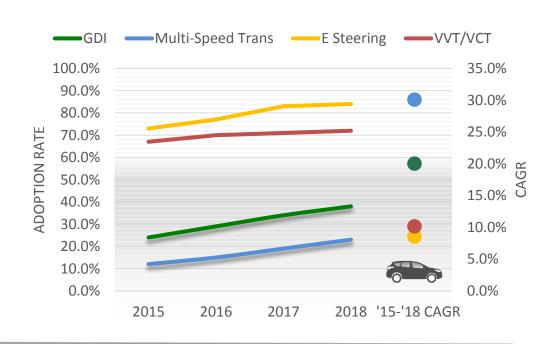
Senior Vice President/GM

Autocam Precision Components Group



Automotive End Market





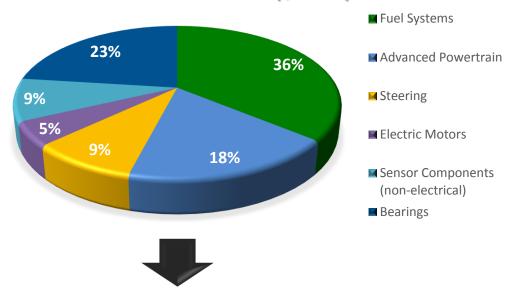
End Market Overview

- Light Vehicles expected to grow at an average of 2.5% through 2018
- Fuel saving technologies is largest product and growth will outpace industry
- Bearing components will grow at the automotive market growth rate
- Electric motor and sensor components expected to outpace overall automotive market
- NN has significant OEM platform diversification through Tier 1 customers

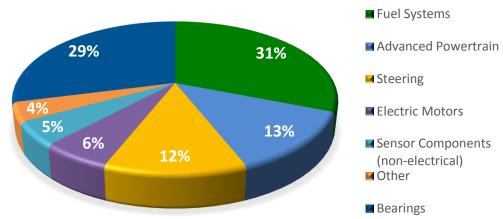


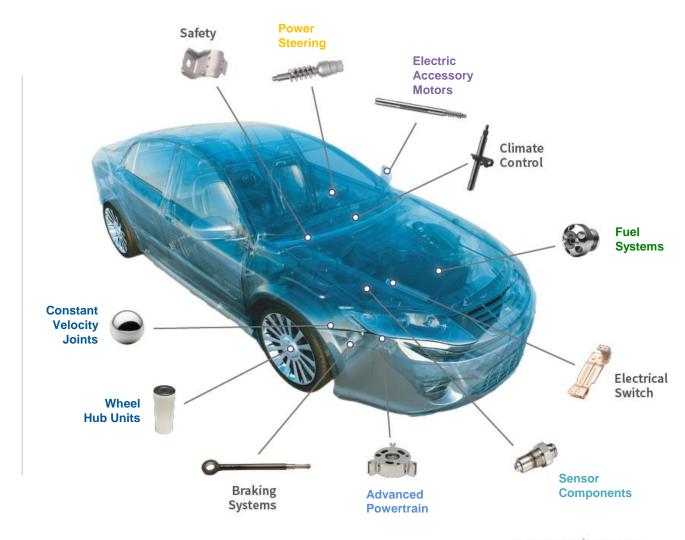
Automotive End Market

Addressable Market (\$5.6B)



NN's Automotive Business* (\$510M)

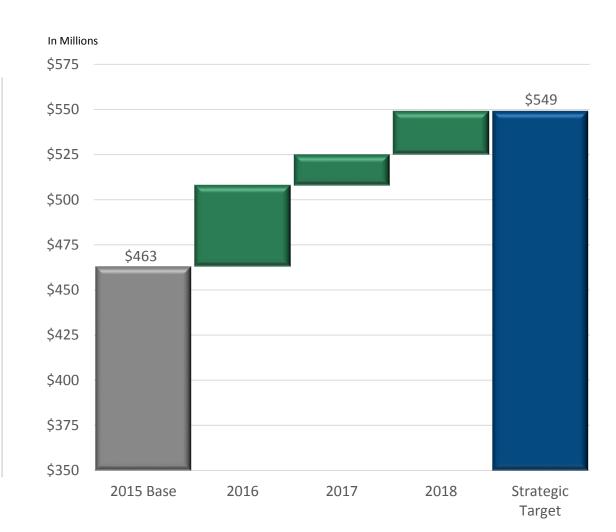






Automotive End Market: How We Grow

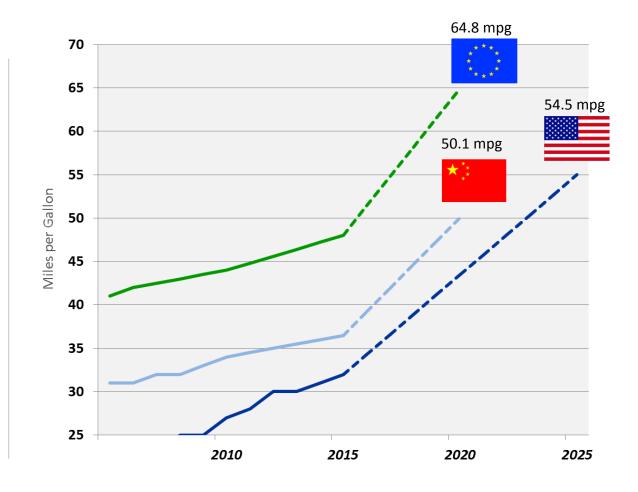
- Market growth rate: 2.5%
- Target markets that deliver growth stronger than the industry
 - Rifle vs. shotgun approach
 - Adoption of fuel saving technologies
- Pursue customers that value our:
 - Engineered solutions
 - Global platform
- Localization (Mexico, Poland, Bosnia, Slovakia) take advantage of low labor cost facilities
- South American Market
 - OEMs are still investing
 - NN has competitive advantage (capital, management)
- Cross-selling
- NN's estimated market growth rate: 2.5%





CAFE – Requirements

- Global fuel efficiency standards are increasing at unprecedented rates
- OEMs have large gap to close to meet aggressive fuel economy targets
 - U.S. fuel efficiency requirements increase from 37 MPG
 in 2016 to 55 MPG in 2025 → ~48% higher
 - EU fuel efficiency requirements increase ~36% by 2025
 - China and Japan will both require that fuel efficiency reach 50 MPG or above by 2020
- OEMs are on track to or have already passed the 2015/2016
 CAFE and EU requirements
- Major increases in fuel economy are needed to reach 2021 and 2025 emissions targets





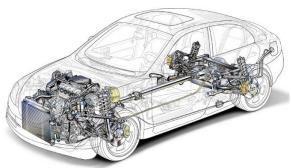
CAFE – NN Content Per Vehicle

- Rapidly increasing standards are driving OEMs to accelerate conversion to new fuel system technologies
- Shift in fuel injection from Multi-Port Fuel Injection ("MPFI") to Gasoline Direct Injection ("GDI") for improved fuel efficiency
 - MPFI improved consistency of fuel delivery by giving each cylinder its own injector
 - GDI improves efficiency over MPFI by moving the fuel injectors into the combustion chamber; More precise control of fuel delivery (by position and pressure) means less fuel is required
 - GDI operates at 2,200psi vs. 40-60psi in MPFI, requiring more components with more stringent tolerance requirements
 - GDI program life around 15+ years

MPFI V6

GDI V6





Precision Turned Part content:

6 Injectors

\$6 per vehicle

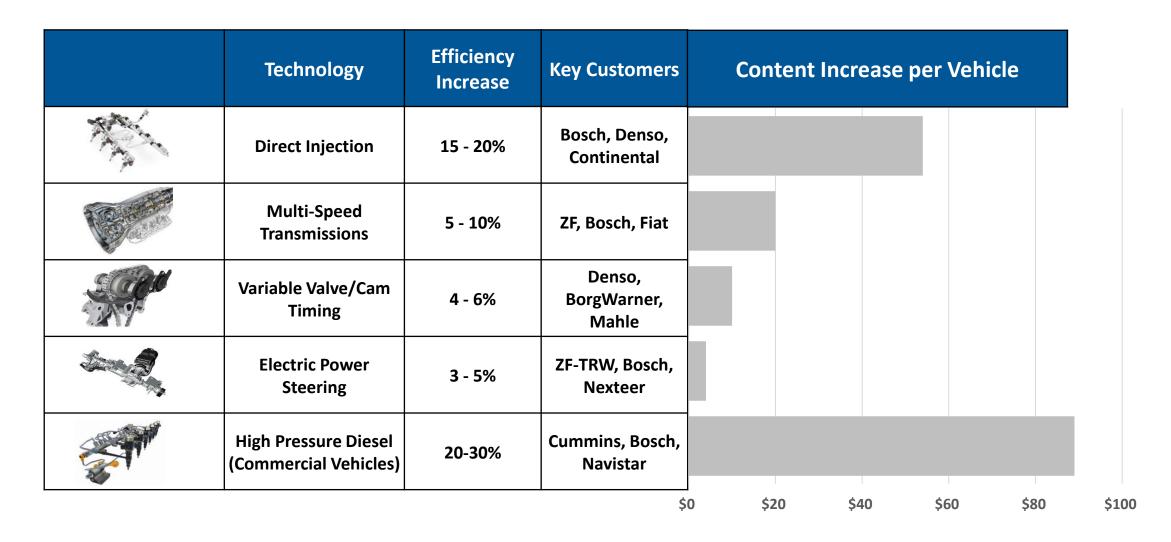
Precision Turned Part content:

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

\$60 per vehicle

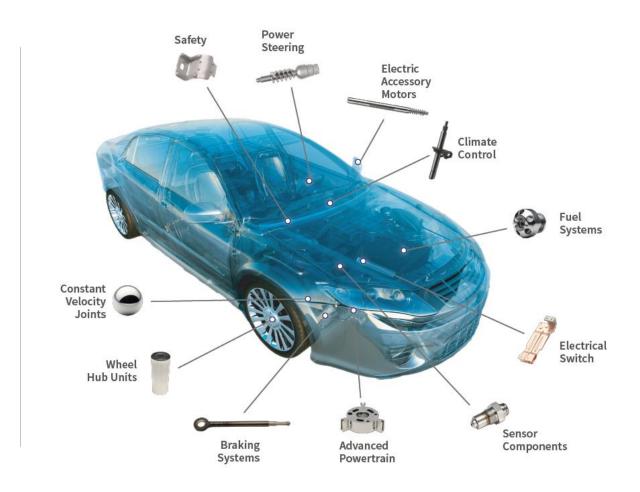


CAFE – NN Content Per Vehicle





- Industry leader in manufacture of complex precision components and assemblies required for applications that allow OEMs to meet CAFE and other global fuel efficiency standards
- Growth of new CAFE technologies will substantially outpace automotive industry growth projections of 2.5% annually
- CAFE related technologies require more components with tighter tolerances resulting in higher content per vehicle for NN

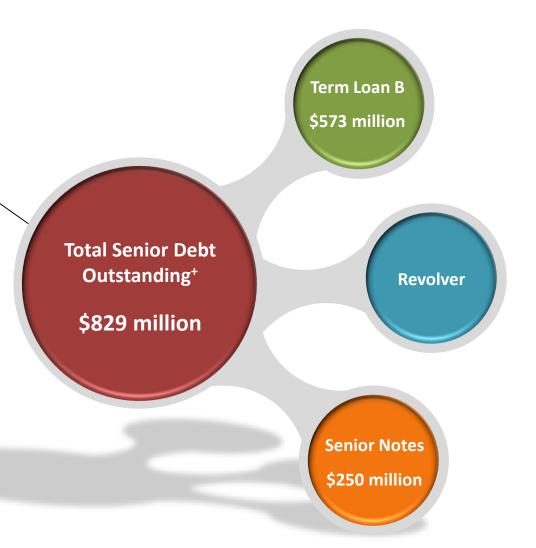


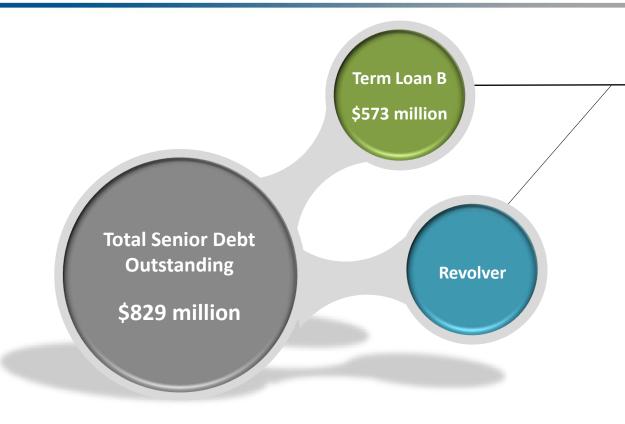


Capital Structure Overview

Capital Profile Overview

- Parent Credit Ratings = B2 / B+
- WACD = 7.10%
- Required Principal Payments = \$5.75M
- Total Interest Expense* = \$60M
- Covenant Lite Execution
- Pricing negatively effected: macro back drop
- Right Capital Structure





Summary Overview

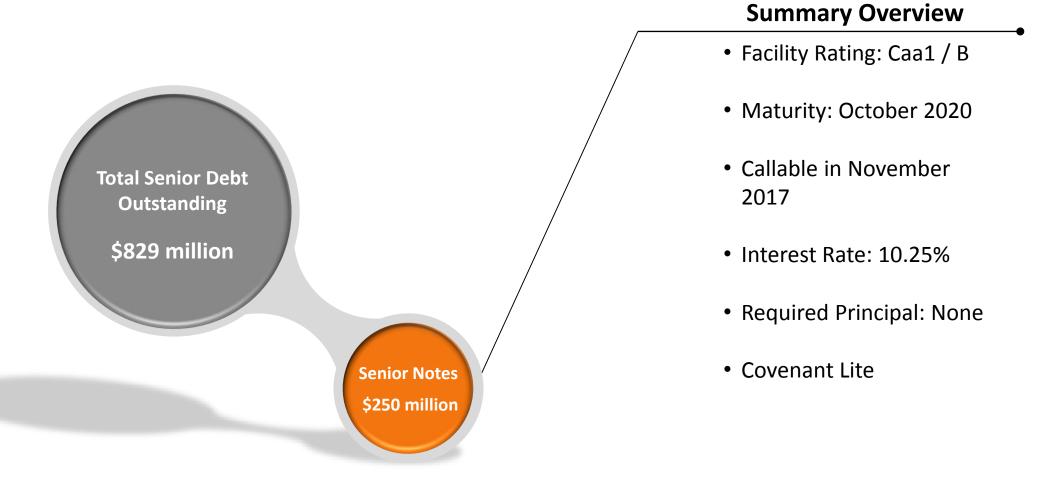
Term Loan

- Facility Rating: Ba3 / BB-
- Interest Rate*: 5.75%
- Required Principle Payments: \$5.75M
- Covenant Lite
- Optional soft call beginning April 2016

Revolver

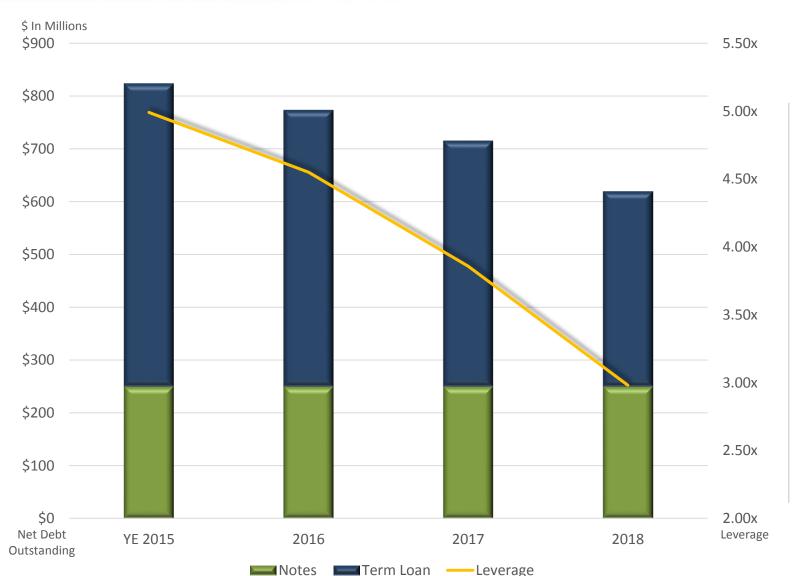
- Interest Rate: LIBOR + 350
- Ample capacity to satisfy any working capital needs

^{*}variable rate loan, rate as of 12/31/15





De-Leveraging Profile



- Institutional focus on deleveraging
- Flexible call provisions & ratings increases can speed up deleveraging
- Free cash flow will be directed to debt repayment
- With no EBITDA growth we are still less than 3.5x levered at that end of 2018.

Correct Capital Structure

• Despite pricing being wide of expectations, this structure allows for maximum flexibility

Flexible Repricing Provisions

Soft call options begin in April 2016

More to the story

Our debt service coverage is <u>better today than post the Autocam acquisition</u>

Power of Free Cash Flow

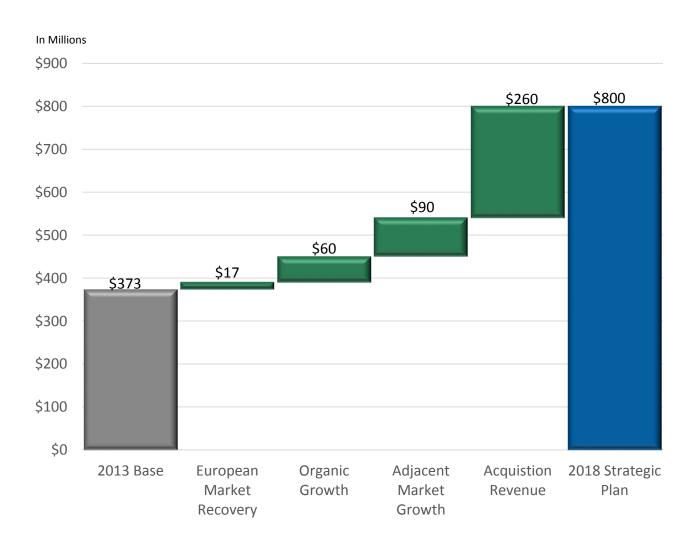
Significant free cash flow allows us to deleverage in less than 3 years





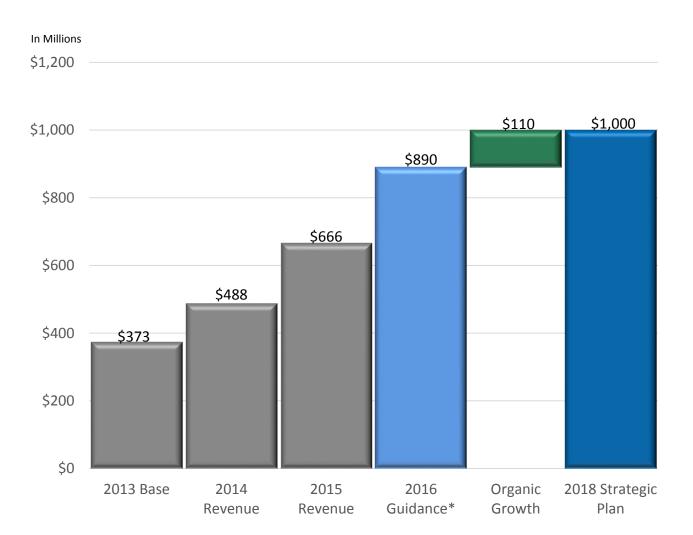
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2014 - Road to \$800 Million



- ✓ Completed four acquisitions including Autocam
- ✓ Grew the legacy business ~8%
- ✓ Ahead of plan entering 2015

Road to \$1 Billion

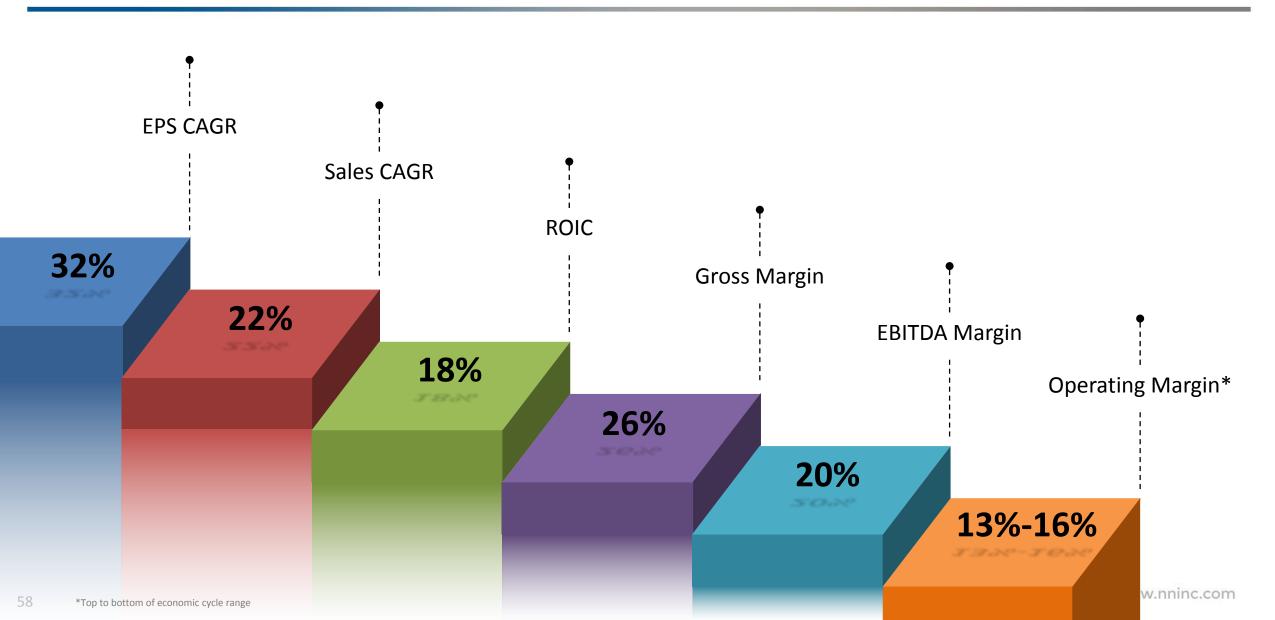


- ✓ Focused organic growth that out paces our end markets
- ✓ Electrical, Medical and Aerospace segments positioned for higher growth
- ✓ Acquisitions will be focused on tuckins & product extensions

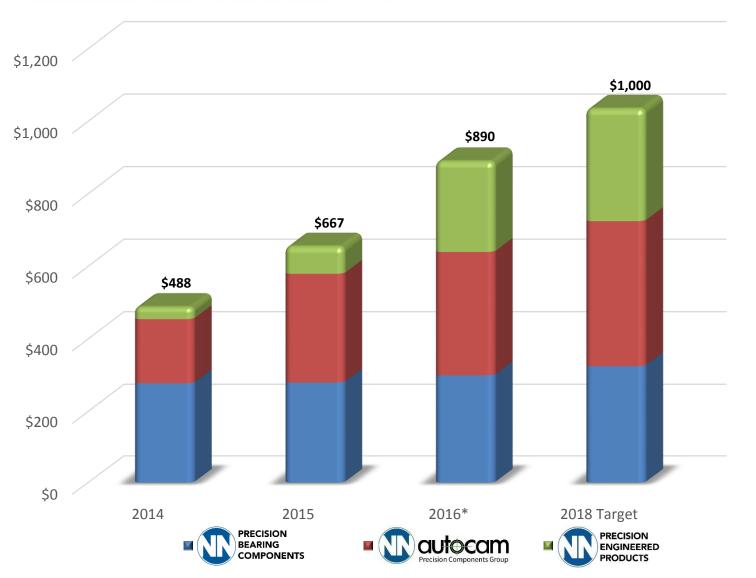
*Based on mid-point of 2016 guidance



2013 - 2018 Strategic Targets



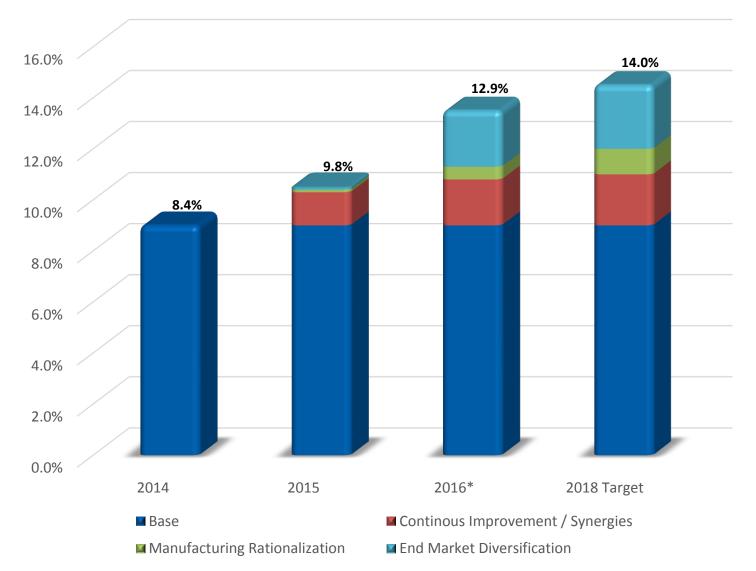
Sales Growth



- Entered high growth medical and electrical markets in 2015
- Continued growth in CAFE technologies drives growth into 2018 and beyond
- Steady growth in core business markets driven by outsourcing



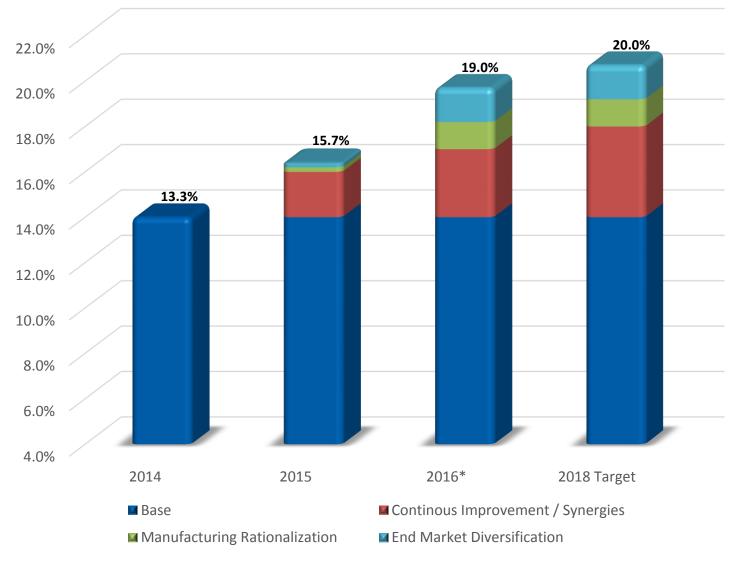
Adjusted Operating Margin



- End market diversification
- Operational efficiency driven by the NN Operating System
- Synergies



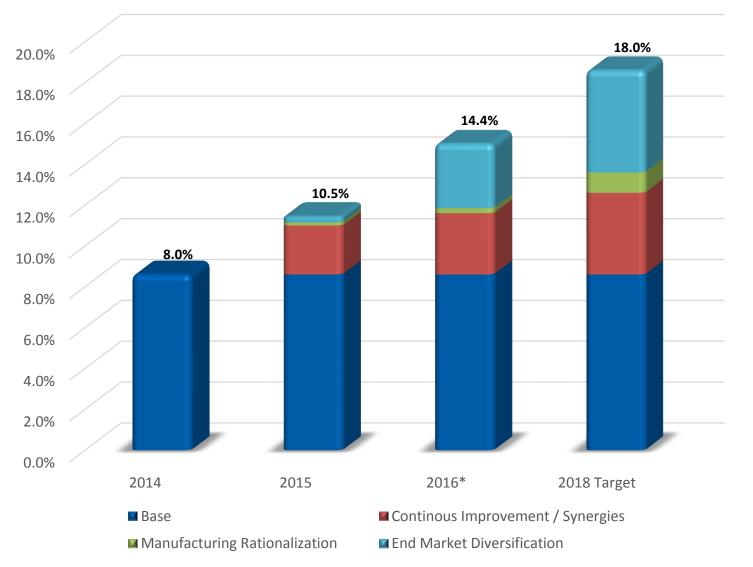
Adjusted EBITDA Margin



- Expansion driven primarily by the NN Operating System
- Free Cash Flow⁺ will exceed \$200 million
- Less than 3x levered by end of 2018



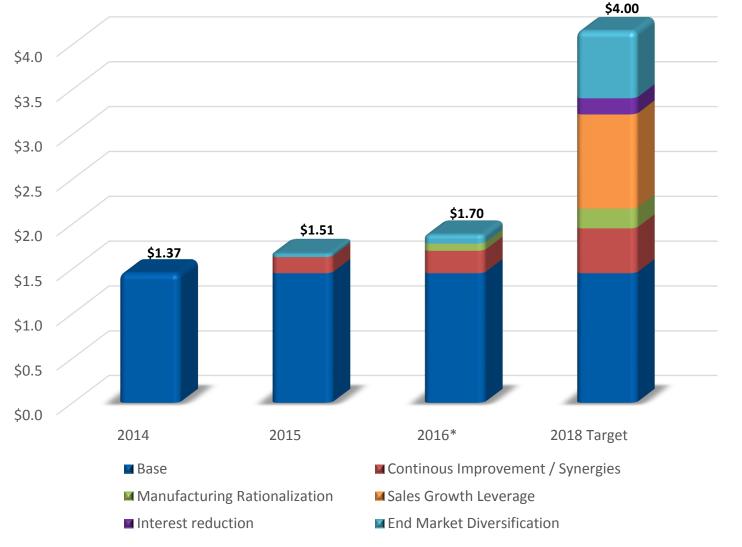
Return on Invested Capital (ROIC)



- Growing profits on 2016 base of invested capital increases ROIC from 8% to 18%
- Capital intensity reduced from ~8% to ~5% of Sales
- Continuous improvement and synergies add to returns



Adjusted EPS Expansion



- Margin Improvement driven by the NN Operating System
- Reduction in interest expense
- Flex Productivity leverages increased Sales



Premise of the NN Operating System

Integrated Operating Company

Common methodologies delivering near & long term value

Flex Productivity

Maximizing performance no matter the market conditions

Leverage Technology

One Platform, one company

Prescriptive Processes

Disciplined execution of the operating plan

FUNCTIONAL EXCELLENCE

- Finance Legal IT
- IR/Treasury
- Sales and marketing
- Supply chain
- Integration

ASSESSMENT

- Corporate compliance
- Customer / employee surveys
- Safety audit
- Lean maturity

OPERATIONAL EXCELLENCE

- Continuous Improvement
- Safety / Quality
- Zero incident culture



PLANNING

- By site operational plans
- Transferable processes
- Strategic discipline

GROWTH

- Organic growth
- Outgrowing markets
- Acquisitive growth
- Branding

CONTINUOUS LEARNING

- Education and training
- Talent acquisition

Bottom Line

 Hitting the bottom line isn't good enough. Our operations must earn the right operating profit for each dollar of increased sales

Foundation of the NN Operating System

- Prescriptive mechanics
- Integrated system
- Close loop system

Declining Sales • Synchronized vari

- Synchronized variable cost adjustment
- Immediate labor adjustment
- Expense Management

Defined Targets

- 35% incremental average
- 25% decremental average



Leverage the NN Operating System across the entire platform

Integrate PEP on the platform

Remain focused on our Strategic Plan objectives

Continued progress on our operating & financial targets

De-Leveraging a priority

Our strong free cash flow will lead the charge

Transform our Sales Platform

Deliver engineered solutions across the entire portfolio



Engineered Solutions...











Automotive

Industrial Technology

Medical

Aerospace

Electrical

