



Creating A Better Tomorrow

AEROSPACE SITE VISIT - INVESTOR PRESENTATION

June 13, 2024



FORWARD LOOKING STATEMENTS AND NON-GAAP FINANCIAL MEASURES

All statements in this presentation, other than those relating to historical facts, are "forward-looking statements." Forward-looking statements can generally be identified by their use of terms such as "anticipate," "believe," "confident," "estimate," "expect," "intend," "plan," "may," "will," "project," "forecast," "would," "could," "should," and similar expressions, including references to assumptions. Forward-looking statements are not guarantees of future performance and are subject to a number of assumptions, risks and uncertainties, many of which are beyond our control, which could cause actual results to differ materially from such statements. Forward-looking statements include, but are not limited to, statements about future strategic plans and future financial and operating results. Important factors that could cause actual results to differ materially from those presented or implied in the forward-looking statements in this presentation include, without limitation, the possibility that the Company may be unable to achieve expected benefits, synergies and operating efficiencies in connection with the sale of the Industrial Motors and Generators businesses, the acquisition of Altra Industrial Motion Corp. ("Altra Transaction"), and the merger with the Rexnord Process & Motion Control business (the "Rexnord PMC business") within the expected time-frames or at all and to successfully integrate Altra Industrial Motion Corp. ("Altra") and the Rexnord PMC business; the Company's substantial indebtedness as a result of the Altra Transaction and the effects of such indebtedness on the Company's financial flexibility; the Company's ability to achieve its objectives on reducing its indebtedness on the desired timeline; dependence on key suppliers and the potential effects of supply disruptions; fluctuations in commodity prices and raw material costs; any unforeseen changes to or the effects on liabilities, future capital expenditures, revenue, expenses, synergies, indebtedness, financial condition, losses and future prospects; unanticipated operating costs, customer loss and business disruption; the Company's ability to retain key executives and employees; uncertainties regarding the ability to execute restructuring plans within expected costs and timing; challenges to the tax treatment that was elected with respect to the merger with the Rexnord PMC business and related transactions; actions taken by competitors and their ability to effectively compete in the increasingly competitive global electric motor, drives and controls, power generation and power transmission industries; the ability to develop new products based on technological innovation, such as the Internet of Things and artificial intelligence, and marketplace acceptance of new and existing products; dependence on significant customers and distributors; risks associated with climate change and uncertainty regarding our ability to deliver on our climate commitments and/or to meet related investor, customer and other third party expectations relating to our sustainability efforts; risks associated with global manufacturing, including risks associated with public health crises and political, societal or economic instability, including instability caused by ongoing geopolitical conflicts; issues and costs arising from the integration of acquired companies and businesses and the timing and impact of purchase accounting adjustments; prolonged declines in one or more markets; economic changes in global markets, such as reduced demand for products, currency exchange rates, inflation rates, interest rates, recession, government policies, including policy changes affecting taxation, trade, tariffs, immigration, customs, border actions and the like, and other external factors that the Company cannot control; product liability, asbestos and other litigation, or claims by end users, government agencies or others that products or customers' applications failed to perform as anticipated; unanticipated liabilities of acquired businesses; unanticipated adverse effects or liabilities from business exits or divestitures; the Company's ability to identify and execute on future M&A opportunities, including significant M&A transactions; the impact of any such M&A transactions on the Company's results, operations and financial condition, including the impact from costs to execute and finance any such transactions; unanticipated costs or expenses that may be incurred related to product warranty issues; infringement of intellectual property by third parties, challenges to intellectual property, and claims of infringement on third party technologies; effects on earnings of any significant impairment of goodwill; losses from failures, breaches, attacks or disclosures involving information technology infrastructure and data; costs and unanticipated liabilities arising from rapidly evolving laws and regulations; and other factors that can be found in our filings with the Securities and Exchange Commission ("SEC"), including our most recent periodic reports filed on Form 10-K and Form 10-Q, which are available on our Investor Relations website. Forward-looking statements are given only as of the date of this presentation and we disclaim any obligation to update or revise any forward-looking statement, whether as a result of new information, future events or otherwise, except as required by law. In this presentation, we disclose the following non-GAAP financial measures: proforma adjusted EBITDA and proforma adjusted EBITDA margin. We reconcile these non-GAAP measures to the most directly comparable GAAP financial measures in the tables included with the Company's Fourth Quarter 2023 Earnings Presentation available on our website.

SAFETY – EVACUATION ROUTE IN CASE OF EMERGENCY



Evacuation

- Follow tour guide / site leadership along the path indicated by green arrows while assembling on the northeast end of the property



Tornado

- Follow tour guide / site leadership to nearest stairwell or bathroom indicated by blue rectangles

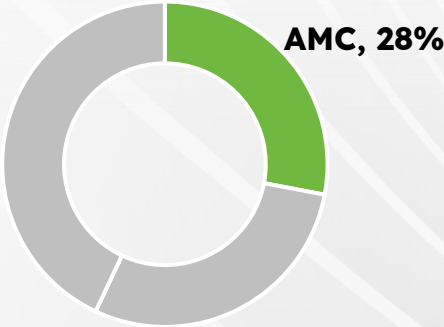


TODAY'S AGENDA

Start	End	Duration (minutes)	Event
10:00am	10:15am	15	Arrival & Check-in
10:15am	11:00am	45	Introductions; Overview of Aero Business; Q&A
11:00am	11:10am	10	Safety briefing; Safety kit distributed; Join groups
11:10am	12:00pm	50	Plant Tour
12:00pm	12:10pm	10	Break; Re-group
12:10pm	12:30pm	20	De-brief; Q&A; "Working Lunch"
	12:30pm	-	Visit Concludes

AUTOMATION & MOTION CONTROL SEGMENT (AMC)

Sales by Segment



Financials

Sales: \$1.7B*

Adj. EBITDA: \$0.4B

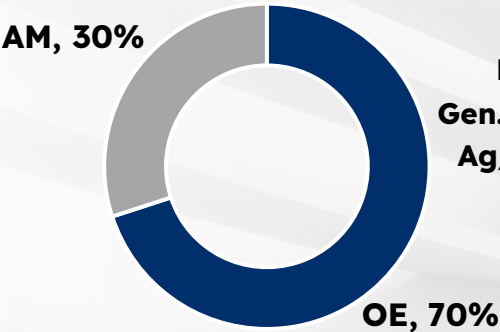
Adj. EBITDA Margin: >24%

* 2023 Pro forma for Altra

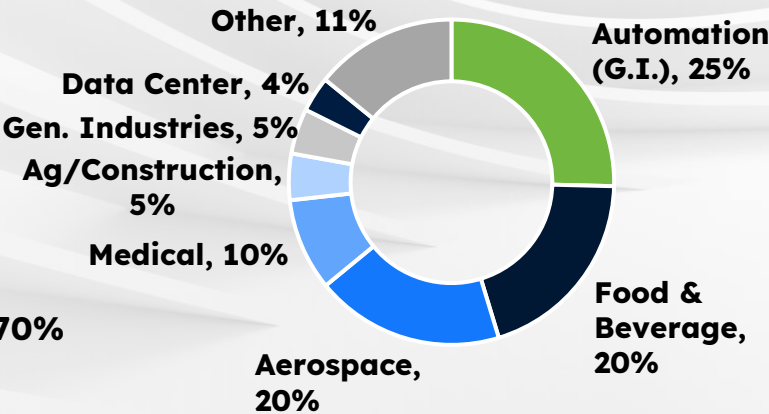
Key Brands



Channel Mix



End Markets



Key Products



~80% Of Sales In Secular Markets including 20% In Aerospace

RRX AEROSPACE BUSINESS EVOLUTION



Legacy PTS

Bearings for critical, niche rotating wing applications

M^cGILL®

A REGAL REYNORD BRAND



Rexnord PMC

Broad assortment of fixed wing bearings and seals

REXNORD

aerospace

A REGAL REYNORD BRAND



Altra

Motion-enabled products for A&D applications

BOSTON GEAR™
A REGAL REYNORD BRAND

FORMSPRAG CLUTCH™
A REGAL REYNORD BRAND

NOOK
A REGAL REYNORD BRAND

THOMSON
Linear Motion. Optimized.
A REGAL REYNORD BRAND

Portescap

A REGAL REYNORD BRAND

KOLLMORGEN

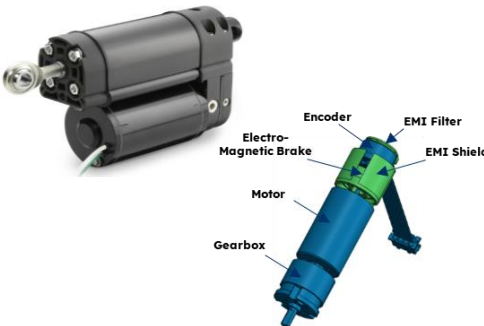
A REGAL REYNORD BRAND



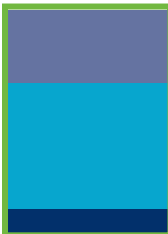
RRX Aero Today

Critical mass of content enables stronger Tier-1 and direct-to-OEM relationships

Ability to create integrated sub-systems



~\$350M Sales



RRX AEROSPACE SNAPSHOT

Key Products & Brands



Mechanical

REXNORD *
aerospace
A REGAL REXNORD BRAND

Mechanical Components

- Seals
- Bearings
- Gears/Corepacks

NOOK
A REGAL REXNORD BRAND

Linear Motion

- Ball Screws
- Acme Screws
- Planetary Rollers

THOMSON *
Linear Motion. Optimized.
A REGAL REXNORD BRAND

FORMSPRAG CLUTCH *
A REGAL REXNORD BRAND

Clutches

- Electric/Brakes
- Bi-directional
- Overrunning Sprag

BOSTON GEAR *
A REGAL REXNORD BRAND

Gearheads

- In-Line Planetary
- Right Angle Gearheads



Electrical

KOLLMORGEN *
A REGAL REXNORD BRAND

Precision Electric Motors

- Servo
- Stepper/Drives
- TBM Frameless

Portescap *
A REGAL REXNORD BRAND

Precision Electric Motors

- Brushless DC
- Brushed DC
- Linear Stepper

WARNER ELECTRIC *
A REGAL REXNORD BRAND

Electric Brakes

- Electromagnetic Clutches & Brakes

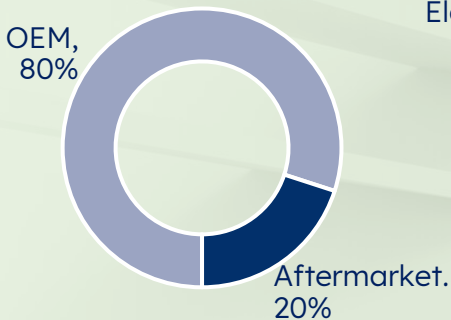
DELEVAN *
A REGAL REXNORD BRAND

Feedback Devices

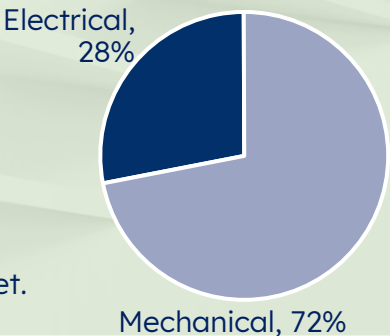
- Transformers
- Frameless/Heavy Duty Resolvers

Financials

Sales By Channel



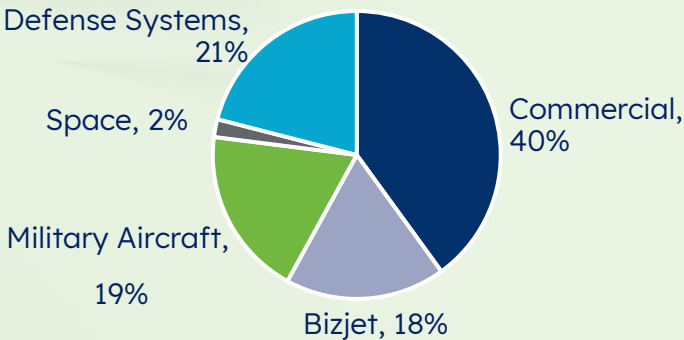
Sales By Component



~\$350M **>\$350M**
2023 Sales Sales Backlog**

**Mid-Teens 5YR
Growth Outlook**

Sales By Application



EFFECTIVELY POSITIONED TO SERVE CUSTOMERS GLOBALLY

Chihuahua, Mexico



State of the art ESG facility supports net-zero carbon goals



Located in the heart of the Mexico Aerospace corridor



Modern building design mimics Downers Grove COE



Sized to meet current and future requirements



All major requirements & vendors within city limits

RRX Aerospace
- Global Center
of Excellence



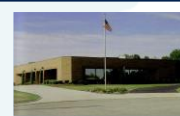
**Rexnord
Aerospace - ADG**
Downers Grove,
IL



Formsprag
Warren, MI



**Thomson/
Nook**
Cleveland, OH



**Rexnord
Aerospace -
Precision Gear**
Twinsburg, OH



**Rexnord
Aerospace -
MicroPrecision**
Hemel Hempstead,
U.K.



**Rexnord
Aerospace -
PSI**
Simi Valley, CA



**Thomson/
Delevan**
East Aurora,
NY



**Rexnord
Aerospace**
Chihuahua,
Mexico



Opened
2024!



**Rexnord
Aerospace**
Monticello, IN



Kollmorgen
Radford, VA



Portescap
West Chester,
PA



Portescap
Mumbai, India

All Sites AS9100 Certified

BROAD PRODUCT PORTFOLIO – AIRCRAFT APPLICATIONS



Bearings, Seals, & Gears



Seals



Bearings



Gears/
Corepack

Ball Screws



Ball Screw



Acme
Screw



Planetary
Roller

Clutches



Electric/
Brakes



Bi-
directional



Overrunning
Sprag

Gearheads



In-Line Planetary / Right Angle
Gearheads

Precision Electric Motors



Servo



Stepper/
Drives



TBM
Frameless



Brushless
DC



Brushed
DC



Linear
Stepper

Feedback Devices

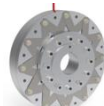


Transformers



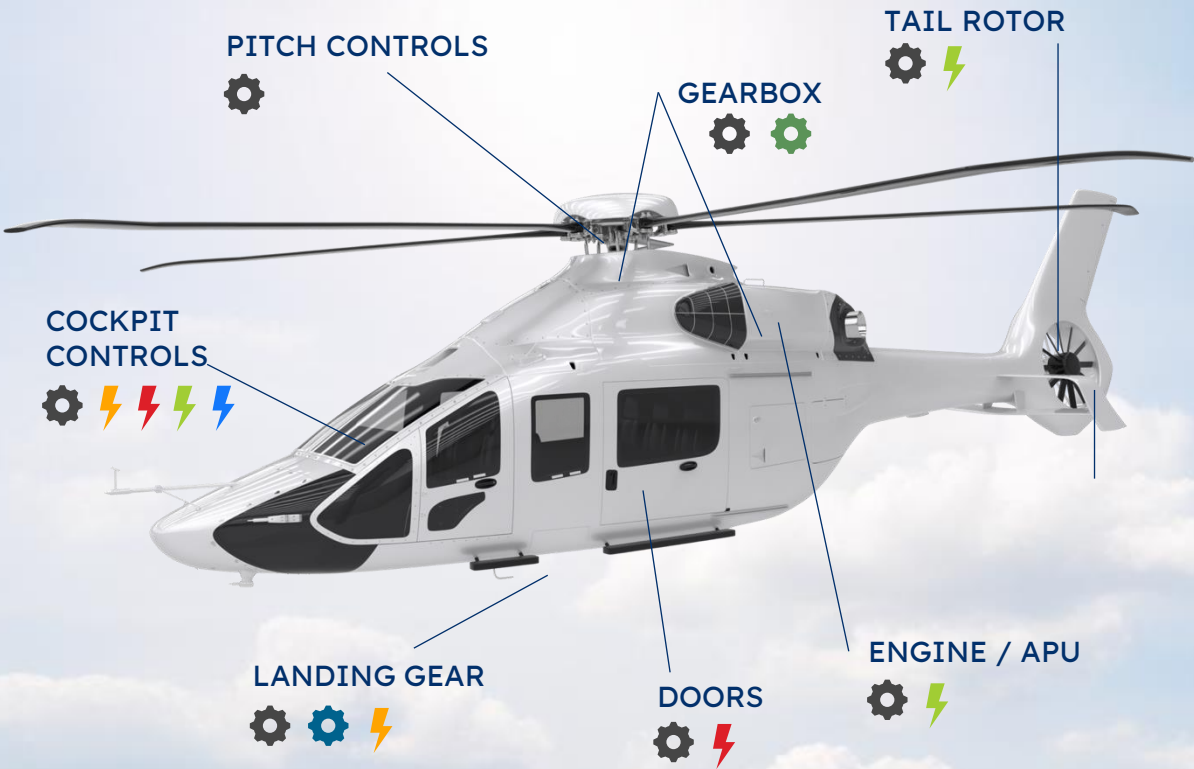
Frameless / Heavy Duty
Resolvers

Electric Brakes



Electromagnetic Clutches & Brakes

BROAD PRODUCT PORTFOLIO – HELICOPTER APPLICATIONS



Bearings, Seals, & Gears



Seals



Bearings



Gears/
Corepack

Ball Screws



Ball Screw



Acme
Screw



Planetary
Roller

Clutches



Electric/
Brakes

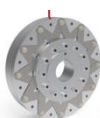


Bi-
directional



Overrunning
Sprag

Electric Brakes



Electromagnetic Clutches & Brakes

Precision Electric Motors



Servo



Stepper/
Drives



TBM
Frameless



Brushless
DC



Brushed
DC



Linear
Stepper

Feedback Devices



Transformers



Frameless / Heavy Duty
Resolvers

RRX AEROSPACE – A POWERFUL GROWTH PLATFORM



Strong Presence On Key Growth Platforms



- Expanding shipset content on key narrow body aircraft that are leading the post-COVID recovery
- Secured similar content on China's narrow body offering



Strong Portfolio Of Anchor Brands Enables Cross-Sell



- Full suite of mechanical and electrical products
- Complimentary relationship strength at key Tier One suppliers create pull-thru opportunities



Innovation Aligned To Key Market Trends



- Actively pursuing technologies targeted at reducing aircraft fuel consumption & CO2 emissions
- Supporting trend towards greater aircraft electrification



Creation Of Integrated Assemblies



- Creating offerings to penetrate Advanced Air Mobility market

STRONG PRESENCE ON KEY GROWTH PLATFORMS

Key Growth Platforms

	737 MAX		Boeing Shipset Content: \$30-100K
	767		
	787		
	777X		
	A220		Airbus Shipset Content: \$10-100K
	A320neo		
	A330		
	A350		
	C919		Comac Shipset Content: \$30K+
	C929		
	V-22		Military Shipset Content: \$30-50K
	F-35		

Market Opportunities

- Commercial Transport Market remains in high demand with strong backlogs – significant RRX presence on High-Growth Platforms.
- Established Commercial Fleet Content ensures strong upgrade and retrofit opportunities.

RRX Advantages

- A&D Portfolio aligned with electrification of aircraft and fly-by-wire Commercial platforms.
- RRX global supply chain a clear competitive advantage.

Growth Outlook

Expect 3-Year Sales CAGR on Key Growth Platforms of ~23%

STRONG PORTFOLIO OF ANCHOR BRANDS ENABLES CROSS-SELL

Market
Helicopter
Commercial Transport
Commercial Space
Defense

Anchor Brands
 A REGAL REXNORD BRAND  A REGAL REXNORD BRAND
 A REGAL REXNORD BRAND
 A REGAL REXNORD BRAND
 A REGAL REXNORD BRAND  A REGAL REXNORD BRAND  A REGAL REXNORD BRAND



Pull Through Opportunity on Broader RRX Aero Portfolio



Seals



Bearings



Gears/
Corepack



Ball Screws



Resolvers



Brushless DC



Right Angle
Gearheads

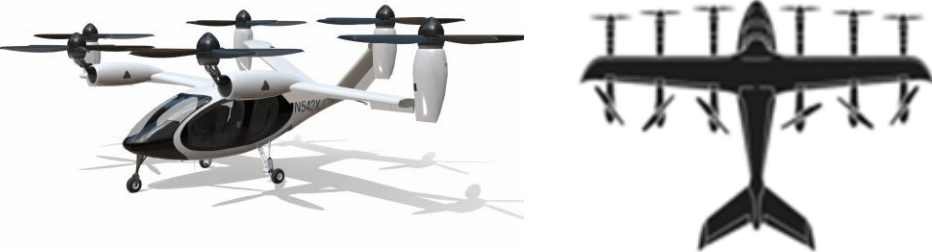
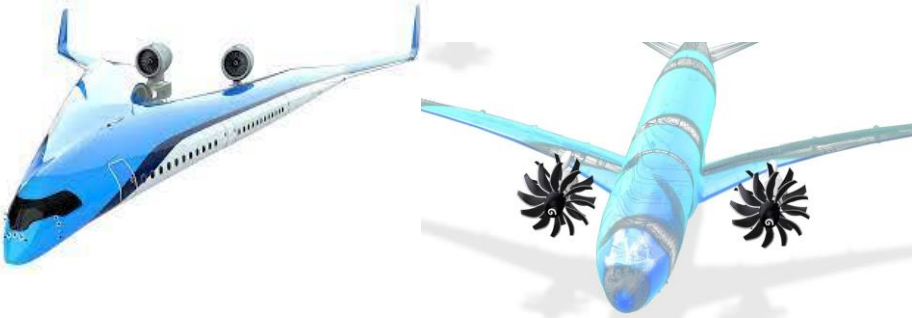


Electromagnetic
Clutches & Brakes



Transformers

INNOVATION INVESTMENT ALIGNED TO KEY MARKET TRENDS

Key Trends	Electrification of Aircraft	CO2 Emissions Reduction
Industry Innovation	Advanced Air Mobility 	Sustainable Aviation 
RRX Strategy	Integrated Sub-System 	Technology Solutions 

RRX AEROSPACE – DOWNERS GROVE CENTER OF EXCELLENCE



Rexnord ADG – Downers Grove, IL USA

Products Manufactured:

- Circumferential and Face Dynamic **Seals** for Engines and APU's
- Rod End, Annular, and Linkage Roller **Bearings** for Flight Controls, Landing Gears, and Aircraft Structures



Manufacturing Improvements:

- New Grinding Machines
- New Lathe/Turning and Milling Machines
- New Heat-Treating Equipment



Robust Visual Daily Management:

- Aligns Strategy Deployment to the Shop Floor

REGAL REXNORD BUSINESS SYSTEM



The Regal Business System is centered around the perpetual focus and application of our **Regal Rexnord Values** and has **Continuous Improvement, 80/20 and Policy Deployment** as the foundation for our approach.

Through living our regal values, we seek to exceed the expectations of our stakeholders... **Our Customers, Associates and Shareholders.**

It is through the performance of **Safety, Quality, Delivery, Cost and Growth** that we engage with our stakeholders, demonstrate value and provide a competitive advantage.

Our SQDCG success is driven by our People, Planning, Process and Performance focused methodology.

Disciplined People: Focus on top talent, ensuring we have a fully engaged workforce

Disciplined Planning: Ensuring we develop effective plans and focus on data-driven decision making

Disciplined Process: Process focus (Standard Work) to execute while leveraging our CI tools for structured improvement

Driving Performance: Measuring ourselves and the business to our plans to ensure we achieve the performance outcomes that drive stakeholder success

RBS is the Integration of Our Regal Rexnord Values, Strategic & Tactical Goal Setting, Performance Focus and CI Methodology

KEY ELEMENTS OF THE REGAL REXNORD BUSINESS SYSTEM

01 RBS is Our Philosophy for Continuous Improvement



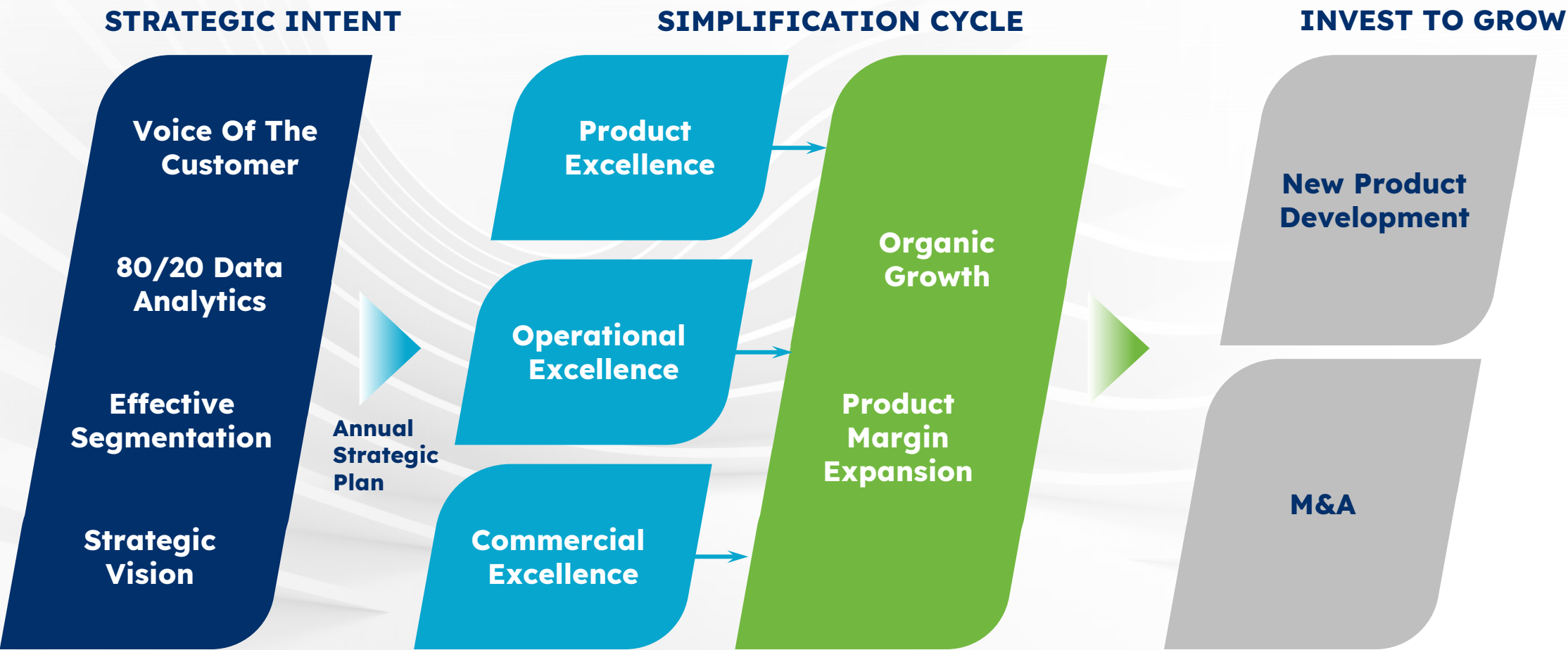
02 80/20 is How We Prioritize Every Action

03 Policy Deployment Drives Our Strategic Initiatives



RBS drives the achievement of our goals through facilitated and effective KPI attainment, prioritized actions, collaborative problem-solving, strategy execution, and sharing of best practices, tools, skills and expertise.

RBS 80/20 FRAMEWORK



A Framework to Execute our 80/20 Focus

RBS POLICY DEPLOYMENT FRAMEWORK



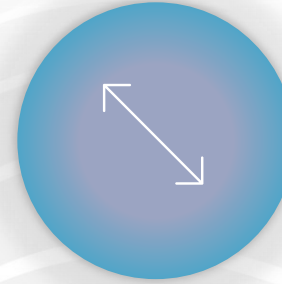
Build New Capabilities...

...through the development of robust processes, systems, and infrastructure to support the strategic plan.



Prioritize the Critical Few...

... by identifying the new capabilities needed to have the greatest impact on achieving strategic objectives.



Align and Cascade...

... to the appropriate levels and maintain focus on systematic value creation so everyone in the company understands how they align towards the strategic objectives.



Maintain Accountability...

... by articulating clear direction, providing guidance, removing barriers, and ensuring results to achieve our strategic objectives.

Policy Deployment ensures the right capabilities are prioritized, resourced, and implemented to achieve our long-term strategy.

SITE SAFETY REQUIREMENTS



Eye Protection: Safety glasses are required at all times on the factory floor. Personal safety glasses need to be Z87 rated and have wrap around protection.



Safety shoes: steel-toe shoes/protective footwear are required in all areas on the factory floor.



Hand Protection: appropriate gloves are required in all areas on the factory floor.



Ear Protection is not required while on the factory floor.



NOTE: Assembly is a FOD free zone. Please ensure nothing is left behind & refrain from touching product while touring assembly.



NOTE: This facility must comply with ITAR regulations. No pictures of products or technical data allowed. You must be a US citizen to enter work cells or assembly. Non-US citizens must wear a red badge.