



**BAIRD GLOBAL INDUSTRIAL CONFERENCE**

NOVEMBER 12, 2025

# 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," "opportunity," 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 expected market or macroeconomic trends, 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 these presentations 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 our 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; our 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 sustainability 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; prolonged declines in one or more markets; risks associated with excess or obsolete inventory charges including related write-offs or write-downs; 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 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 these presentations 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 reference adjusted results which exclude certain items and we disclose certain non-GAAP financial measures. We reconcile these measures in the appendix to this presentation to the most directly comparable GAAP financial measures; non-GAAP financial measures may include measures such as: adjusted diluted earnings per share, adjusted income from operations, adjusted net sales, adjusted net sales, net sales from businesses acquired, net sales from businesses divested, adjusted gross margin, net debt, EBITDA, adjusted EBITDA, adjusted EBITDA margin, net debt/adjusted EBITDA, adjusted cash flows from operations and adjusted free cash flow. This presentation also includes non-GAAP forward-looking information. The Company believes that a quantitative reconciliation of this forward-looking information to the most comparable financial measure calculated and presented in accordance with GAAP cannot be made available without unreasonable efforts. A reconciliation of non-GAAP financial measures would require the Company to predict the timing and likelihood of future restructurings and other charges. Neither these forward-looking measures, nor their probable significance, can be quantified with a reasonable degree of accuracy. Accordingly, a reconciliation of the most directly comparable forward-looking GAAP measure is not provided. In addition to these non-GAAP measures, we use the term "organic sales growth" to refer to the increase in our sales between periods that is attributable to organic sales. "Organic sales" refers to GAAP sales from existing operations excluding any sales from acquired businesses recorded prior to the first anniversary of the acquisition and excluding any sales from business divested/to be exited recorded prior to the first anniversary of the exit and excluding the impact of foreign currency translation. The impact of foreign currency translation is determined by translating the respective period's organic sales using the currency exchange rates that were in effect during the prior year periods.

# Regal Rexnord Snapshot<sup>1</sup> (NYSE: RRX)

**~\$5.9B**  
Total Revenue

**~38%**  
Adj. Gross Margin\*

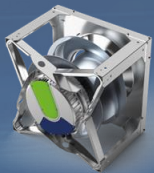
**~22%**  
Adj. EBITDA Margin\*

**~30,000**  
Associates

## POWER MOTION

### POWER EFFICIENCY SOLUTIONS (PES)

High Efficiency Electric Motors & Air Moving Solutions

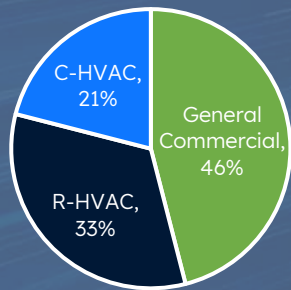


Premium Efficiency Air Moving Systems



Premium Efficiency Motors

#### Primary Markets



~\$1.6B Sales | ~30% Adj. GM\* | ~16% Adj. EBITDA Margin\*

## TRANSMIT MOTION

### INDUSTRIAL POWERTRAIN SOLUTIONS (IPS)

Power Transmission Components & Solutions

Bearings



Gearing

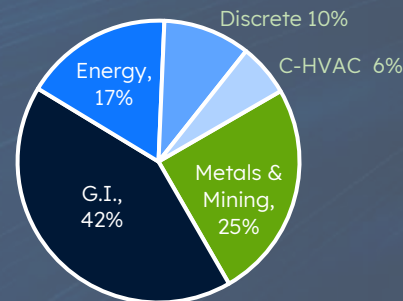
Couplings



Clutches & Brakes

Industrial Powertrains

#### Primary Markets



~\$2.6B Sales | ~42% Adj. GM\* | ~26% Adj. EBITDA Margin\*

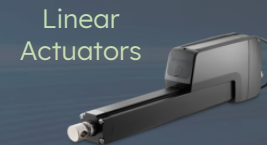
## CONTROL MOTION

### AUTOMATION & MOTION CONTROL (AMC)

High Precision Servo Motors, Actuators, Drives



Servo Drives & Systems

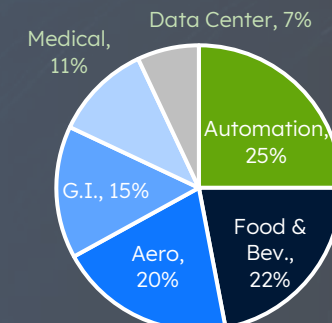


Linear Actuators



Servo Motors

#### Primary Markets



~\$1.6B Sales | ~40% Adj. GM\* | ~22% Adj. EBITDA Margin\*

<sup>1</sup> 2024 data, giving effect to the sale of Industrial Systems

\* Non-GAAP financial measure. For reconciliation, see appendix to September 17, 2024 investor day materials available at <https://investors.regalrexnord.com>.

# Making Targeted, High-Potential Growth Investments

## Key Growth Verticals



**~20%**  
of sales<sup>1</sup>

### Discrete Automation

- Labor Shortages
- Labor Inflation
- Robotics Proliferation



**~6%**

### Aerospace

- Emissions Reduction
- Electrification
- eVTOL Fleet Emergence



**~3%**

### Data Center

- AI Growth
- Computing Power Gains
- Cloud Services Expansion

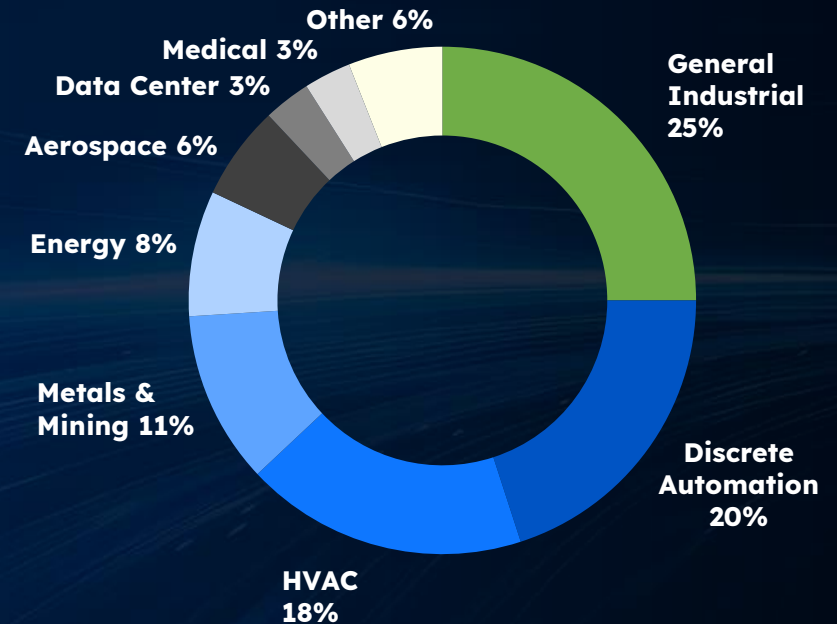


**~3%**

### Medical

- Robotic Surgery Adoption
- High-Precision Tool Adoption
- Lab Automation Demand

## Sales By End Market<sup>1</sup>



Directing New Product, Channel & Sales Force Investments To High-Growth Verticals

<sup>1</sup> Percent of 2024 Sales giving effect to the sale of the Industrial Systems businesses



# Pursuing Strategic Opportunities In Robotics

## Key RRX Products In Robotics

### Humanoids & Cobots

#### Frameless Direct Drive Motors

Precision motion in robotic appendages



#### High-Precision Gearing



High precision gears for robotic joints

#### Actuator Solutions

Joint control in humanoids



#### Electromagnetic Brakes & Clutches



Compact designs for precision robotic joint manipulation

### Medical / Surgical

#### Miniature Precision Motors

Precise robot motion control



#### Precision Screws & Linear Guides

Reliable, high-precision motion in operating room furniture & consoles



## Strategic Applications



Collaborative/"Cobots"



Transport/AGV



Surgical



Humanoids

Enabling Precision Motion Control Across A Range Of Robotics Applications

# Strong Position In Humanoids

## WHY RRX IS WINNING



Deep domain expertise



Extension of OEM engineering teams



Quality leader in precision motion control



Scalable global manufacturing



Ability to provide integrated solutions

## GROWTH OPPORTUNITY

- Market growth forecasts with 10Y CAGRs >50%
- RRX has line of sight (next 3 years) to opportunities on all critical joints on the robot
- RRX content addressing 30-50 axes of motion
- Recent wins worth ~\$30M, backlog growing
- Opportunity Funnel Worth ~\$100M

## Target Applications

### Warehouse



### Manufacturing

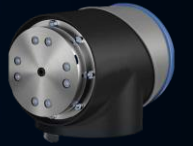


### Other Applications

Agriculture, Education,  
Medical, Assisted Living,  
Public Safety



## RRX Offering



Actuator System

### Components



Frameless Motors



Micro Motors



Miniature Brakes



Precision Bearings



# Aerospace - Electric Aircraft Solutions

## Partnership with Honeywell

### Why We Won

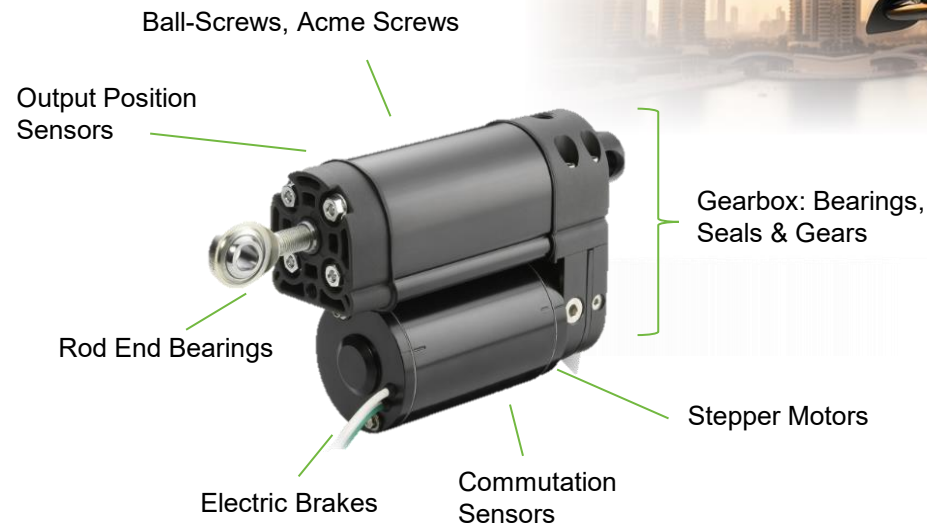
- Aerospace heritage and pedigree
- Depth and breadth of portfolio, supported by trusted brands
- Qualified subject-matter expertise; Trusted advisor with an engineering focus
- Ability to manufacture high precision, high quality solutions, at scale

### Market Growth Outlook

- 2,000 Advanced Air Mobility (AAM) aircraft per year by 2030<sup>1</sup>
- \$220k ship set potential per plane



### RRX Electro-Mechanical Actuator



Moving Up The Value Chain By Providing Integrated Solutions

<sup>1</sup> Aviation Week Intelligence Network Forecast [https://aviationweek.com/system/files/market\\_briefings/aam/aam\\_07\\_24\\_2024.pdf](https://aviationweek.com/system/files/market_briefings/aam/aam_07_24_2024.pdf)



# Gaining Momentum In Data Center

## REGAL REXNORD CAPABILITIES

### PRODUCTS



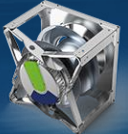
AMC  
SWITCHGEAR &  
TRANSFER SWITCHES



AMC  
TRANSFER SWITCHES



AMC  
POWER DISTRIBUTION  
UNIT



PES  
AIR MOVING SOLUTIONS



PES  
HERMETIC MOTORS



IPS  
COUPLINGS



IPS  
POWERTRAIN  
COOLING TOWER



### KEY SUCCESS FACTORS



Quality



Customization



Lead Times



Enterprise  
Scale



Global  
Service



Ability To  
Flex Capacity

## NOTABLE RECENT WINS

### AUTOMATION & MOTION CONTROL

#### Switchgear

- Enabling standby & backup power in hyperscale data centers
- Fleet margins
- Begin shipping in 1Q 2026

**\$35M**  
ORDER\*

**\$80M**  
ORDER^

~\$1B Bid Pipeline

**\$60M**  
ORDER\*\*

### POWER EFFICIENCY SOLUTIONS

#### HVAC Chiller Components

- Engineered to support best in class energy efficiency
- Fleet margins
- Begin shipping in 1H 2026

~\$100M Bid Pipeline

**\$20M**  
ORDER^

^ Announced 10/31/25

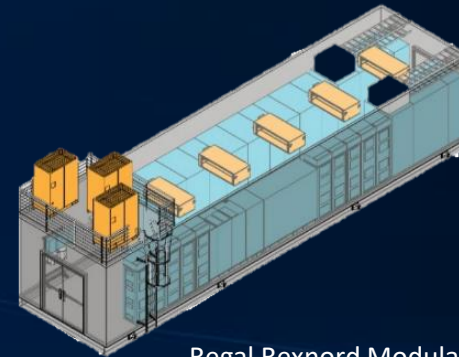
\* Announced 8/5/25

\*\* Received in 4Q25



# Investing To Support Further Data Center Growth

**RRX's customizable modular Electrical Pods (E-PODs) provide scalable turnkey power management solutions**



Regal Rexnord Modular Electrical Pod - Schematic



Illustrative Example Of Future Modular Electrical Pod



RRX content: switchgear, transfer switches, PDUs, air moving solutions + a single source for E-POD content



Customers order one SKU from RRX – a custom E-POD



Third party content typically includes the enclosure, UPS, batteries, and ancillary support equipment



~\$10 Billion market – with sizable potential growth serving Hyperscale, Colocation, and Edge data centers



**E-POD bid pipeline >\$400 Million...and growing**

## New Facility in Dallas, Texas

**Square footage:** ~100K ft<sup>2</sup>  
**First shipments:** Mid-2026





# Well Positioned In Medical & Lab Automation

## Key RRX Products In Medical

### AMC

#### Miniature Precision Motors

Instrument control in surgical tools



#### Motion Systems

Servo & stepper motors enable smooth motion in surgical equipment



#### Precision Ball & Lead Screws, Linear Guides

Reliable, precise, quiet motion in compact designs



### IPS

#### Electromagnetic Brakes & Clutches

Compact solutions meet unique demands of medical applications



#### Miniature Precision Belts & Gears

Designed for robotic arms, surgical tools



#### Miniature Precision Couplings

Provide exceptional positional accuracy



## Strategic Applications



Digital Imaging



Tabletop Diagnostics



Lab Automation Suite



Lab Automation Test Unit

**RRX Products Can Support The Complete Suite Of Lab Automation Applications**

# Why Invest In RRX

## A High Quality Enterprise

High Secular Exposures

Technology Differentiated Solutions

Strong Brands & Channel Positions

Robust Aftermarket Sales

Unrivaled Global Scale & Scope

Highly Cash Generative

- Organic Growth Poised To Accelerate
- Significant Margin Progress & More To Come  
...Much Of It Self-Help Driven
- Strong... And *Accelerating* Free Cash Flow + A Path To Low/Mid-Teens FCF Margins
- Significant Near-Term Equity Opportunity From Debt Paydown
- Longer-Term Value Creation Opportunity From Bolt-On M&A & Stock Repurchases
- Trading At A FCF Yield Of ~7%

We Believe RRX Is An Under-Valued Asset With Catalysts For Revaluation



***RegalRexnord***<sup>TM</sup>