



Creating A Better Tomorrow

# INVESTOR PRESENTATION

May 2024



# FORWARD LOOKING STATEMENTS

This presentation contains forward-looking statements, within the meaning of Section 21E of the Securities Exchange Act of 1934, as amended, which reflect Regal Rexnord's current estimates, expectations and projections about Regal Rexnord's future results, performance, prospects and opportunities. Such forward-looking statements may include, among other things, statements about the acquisition of Altra Industrial Motion Corp. ("Altra"), the benefits and synergies of the acquisition of Altra (the "Altra Transaction"), future opportunities for Regal Rexnord and any other statements regarding Regal Rexnord's future operations, anticipated economic activity, business levels, credit ratings, future earnings, planned activities, anticipated growth, market opportunities, strategies, competition and other expectations and estimates for future periods. Forward-looking statements include statements that are not historical facts and can be identified by forward-looking words such as "anticipate," "believe," "confident," "estimate," "expect," "intend," "plan," "may," "will," "project," "forecast," "would," "could," "should," and similar expressions. These forward-looking statements are based upon information currently available to Regal Rexnord and are subject to a number of risks, uncertainties, and other factors that could cause Regal Rexnord's performance, prospects or opportunities to differ materially from those expressed in, or implied by, these forward-looking statements. Important factors that could cause Regal Rexnord's actual results to differ materially from the results referred to in the forward-looking statements Regal Rexnord makes in this release include: Regal Rexnord's substantial indebtedness as a result of the Altra Transaction and the effects of such indebtedness on Regal Rexnord's financial flexibility after the Altra Transaction; Regal Rexnord'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; the possibility that Regal Rexnord may be unable to achieve expected benefits, synergies and operating efficiencies in connection with the 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 and the Rexnord PMC business; expected or targeted future financial and operating performance and results; operating costs, customer loss and business disruption (including, without limitation, difficulties in maintaining relationships with employees, customers, clients or suppliers) being greater than expected following the Altra Transaction or our merger with the Rexnord PMC business; Regal Rexnord'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 marketplace acceptance of new and existing products, including products related to technology not yet adopted or utilized in geographic locations in which Regal Rexnord does business; dependence on significant customers and distributors; cyclical and seasonal impact on sales of products into particular markets and industries; 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, such as heating, ventilation, air conditioning, refrigeration, power generation, oil and gas, unit material handling, water heating and aerospace; 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 Regal Rexnord 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, particularly in high volume applications or where such failures are alleged to be the cause of property or casualty claims; unanticipated liabilities of acquired businesses; unanticipated adverse effects or liabilities from business exits or divestitures, including in connection with our proposed sale of the industrial motors and generators businesses that comprise a majority of our Industrial Systems operating segment (the "Proposed Sale"); the possibility that the conditions to the consummation of the Proposed Sale will not be satisfied on the terms or timeline expected, or at all; failure to obtain, or delays in obtaining, or adverse conditions related to obtaining regulatory approvals sought in connection with the Proposed Sale; Regal Rexnord'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 Regal Rexnord'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 data privacy laws and regulations; cyclical downturns affecting the global market for capital goods; and other risks and uncertainties including, but not limited, to those described in Regal Rexnord's Annual Report on Form 10-K on file with the Securities and Exchange Commission (the "SEC") and from time to time in other filed reports including Regal Rexnord's Quarterly Reports on Form 10-Q. For a more detailed description of the risk factors associated with Regal Rexnord, please refer to Part I, Item 1A - Risk Factors in Regal Rexnord's Annual Report on Form 10-K for the fiscal year ended December 31, 2023 on file with the SEC and subsequent SEC filings. Shareholders, potential investors, and other readers are urged to consider these factors in evaluating the forward-looking statements and are cautioned not to place undue reliance on such forward-looking statements. The forward-looking statements included in this release are made only as of the date of this release and Regal Rexnord undertakes no obligation to update any forward-looking information contained in this release or with respect to the announcements described herein to reflect subsequent events or circumstances.

# NON-GAAP FINANCIAL MEASURES

We prepare our financial statements in accordance with accounting principles generally accepted in the United States of America (“GAAP”). We also periodically disclose certain financial measures in our quarterly earnings releases, on investor conference calls, and in investor presentations and similar events that may be considered “non-GAAP” financial measures. This additional information is not meant to be considered in isolation or as a substitute for our results of operations prepared and presented in accordance with GAAP.

In this presentation, we disclose the following non-GAAP financial measures, and we reconcile these measures to the most directly comparable GAAP financial measures: adjusted diluted earnings per share, adjusted income from operations, adjusted operating margin, adjusted net sales, adjusted gross margin, net debt, EBITDA, adjusted EBITDA, proforma EBITDA, proforma adjusted EBITDA, proforma adjusted EBITDA (including synergies), interest coverage ratio, interest coverage ratio (including synergies), adjusted EBITDA margin, adjusted net income attributable to Regal Rexnord, adjusted cash flows from operations, adjusted free cash flow, adjusted free cash flow as a percentage of adjusted net income attributable to Regal Rexnord (or free cash flow conversion), adjusted income before taxes, adjusted provision for income taxes, and adjusted effective tax rate. We believe that these non-GAAP financial measures are useful measures for providing investors with additional information regarding our results of operations and for helping investors understand and compare our operating results across accounting periods and compared to our peers. Our management primarily uses adjusted income from operations and adjusted operating margin to help us manage and evaluate our business and make operating decisions, while the other non-GAAP measures disclosed are primarily used to help us evaluate our business and forecast our future results. Accordingly, we believe disclosing and reconciling each of these measures helps investors evaluate our business in the same manner as management.

In addition to these non-GAAP measures, we use the term “organic sales growth” and “pro forma 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. “Proforma organic sales” refers to “organic sales” giving effect to the acquisition of Altra. 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.

The assumptions and related pro forma adjustments in the selected financial information presented within this release are consistent with those presented in the Company’s Current Reports on Form 8-K filed on June 5, 2023 and September 8, 2023 giving effect to the acquisition of Altra and related transactions and are inclusive of the measurement period adjustments included in the Company’s Annual Report on Form 10-K filed on February 26, 2024.

# WHY INVEST IN RRX



**A Strong Franchise** With Sustainable Competitive Advantages, ~50% Exposure To Secular Growth Markets And Regulatory & Government Stimulus Demand Tailwinds



**Improving Outgrowth** Driven By Rising M&A Synergies, 80/20 Growth Initiatives And A Robust Pipeline Of New Products



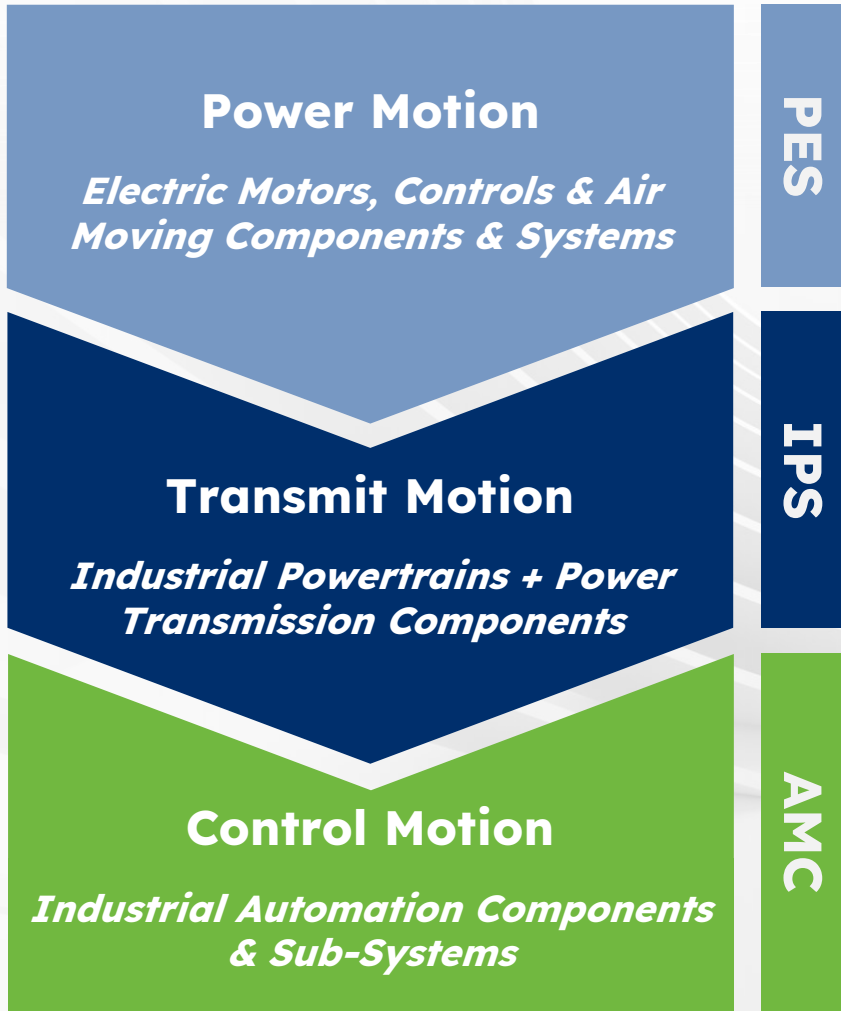
**Proven Margin Expansion Story With >500bps Of GM Upside Exiting 2025** – Largely Volume Independent – Driven By M&A Synergies, 80/20, LEAN & Mix-Accretive NPD



**Robust...And Rising FCF Generation** Enables Significant De-Leveraging, Evolution Of Capital Structure Towards Equity And, Longer-Term, Sizable Upside From Capital Deployment

**Substantial Upside On Sales, Margins & FCF – Much Tied To Self-Help**

# WHO WE ARE

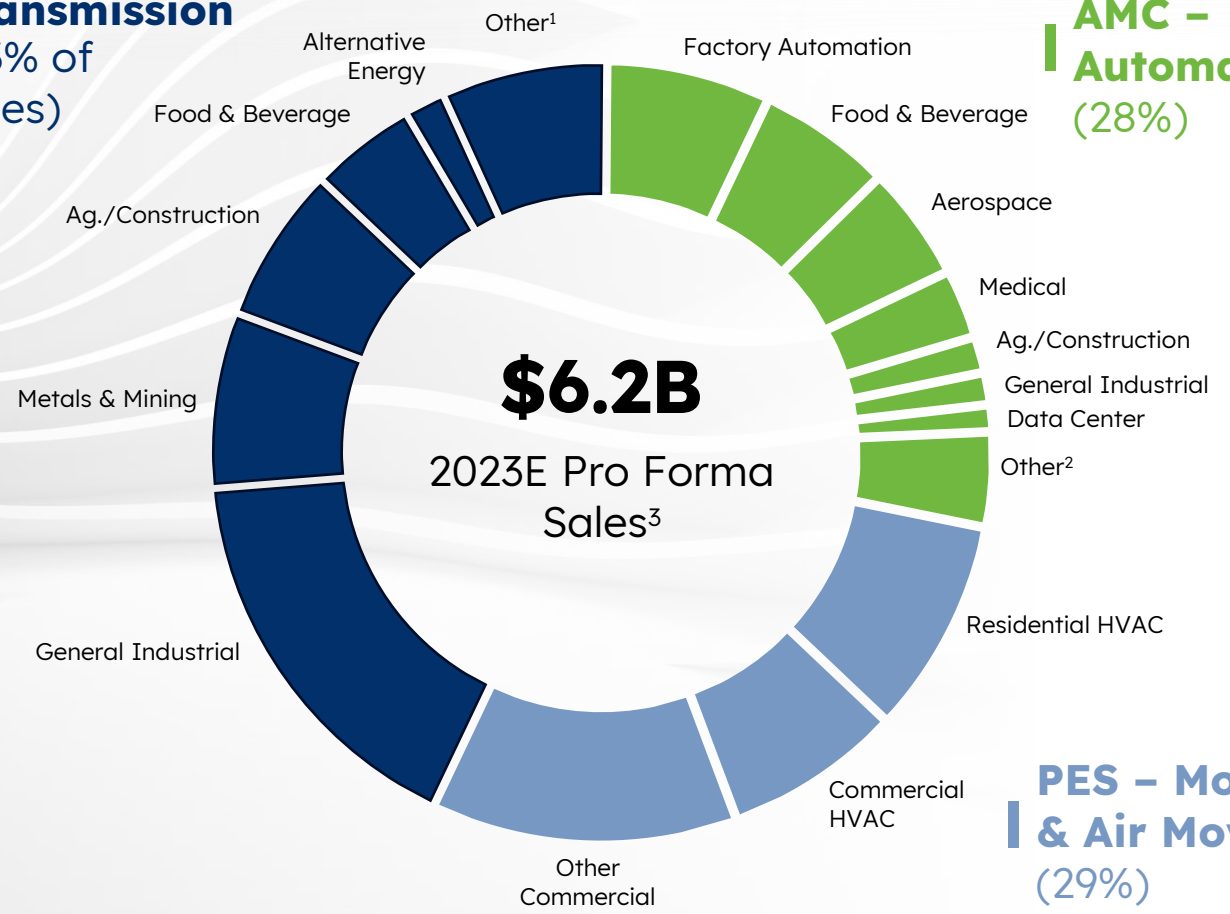


**We Create A Better Tomorrow With Sustainable Solutions That Power, Transmit, And Control Motion**

**IPS – Power Transmission**  
(43% of Sales)

**AMC – Automation**  
(28%)

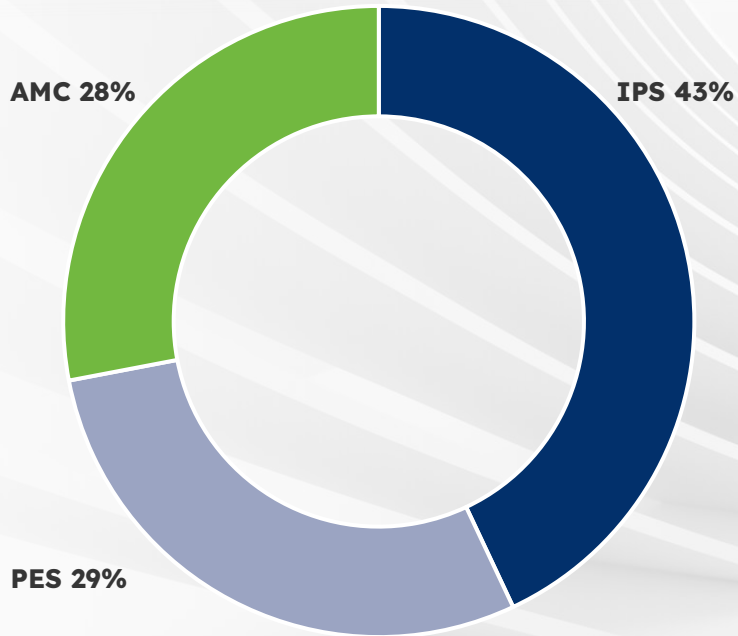
**PES – Motors & Air Moving**  
(29%)



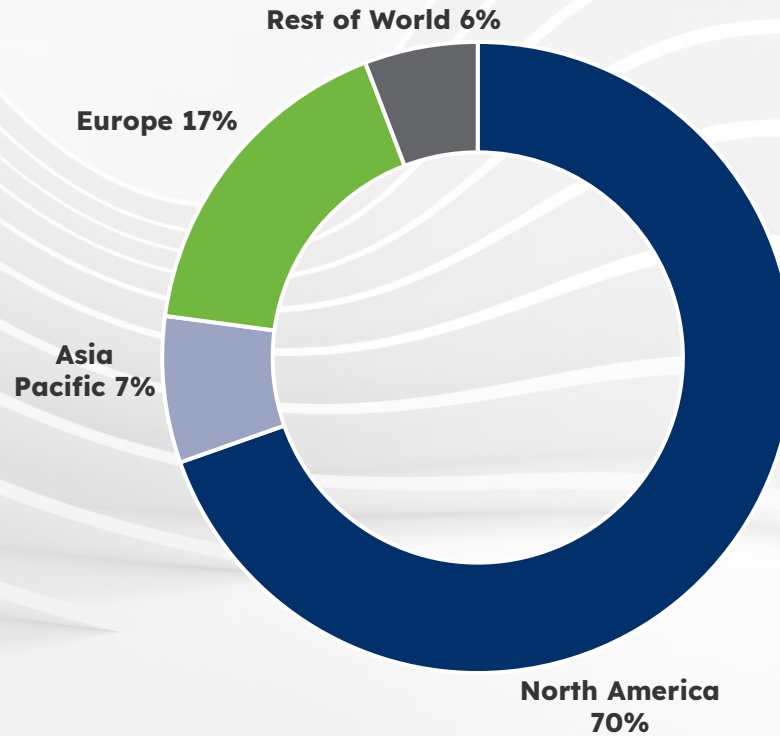
<sup>1</sup> Includes Warehouse, Energy, Commercial Building, Transportation.  
<sup>2</sup> Includes Marine, Auto, Commercial Building, Warehouse, Power Gen., Alt. E., General Commercial.  
<sup>3</sup> Pro forma for the acquisition of Altra and the sale of Industrial Systems.

# SALES DECOMPOSITION\*

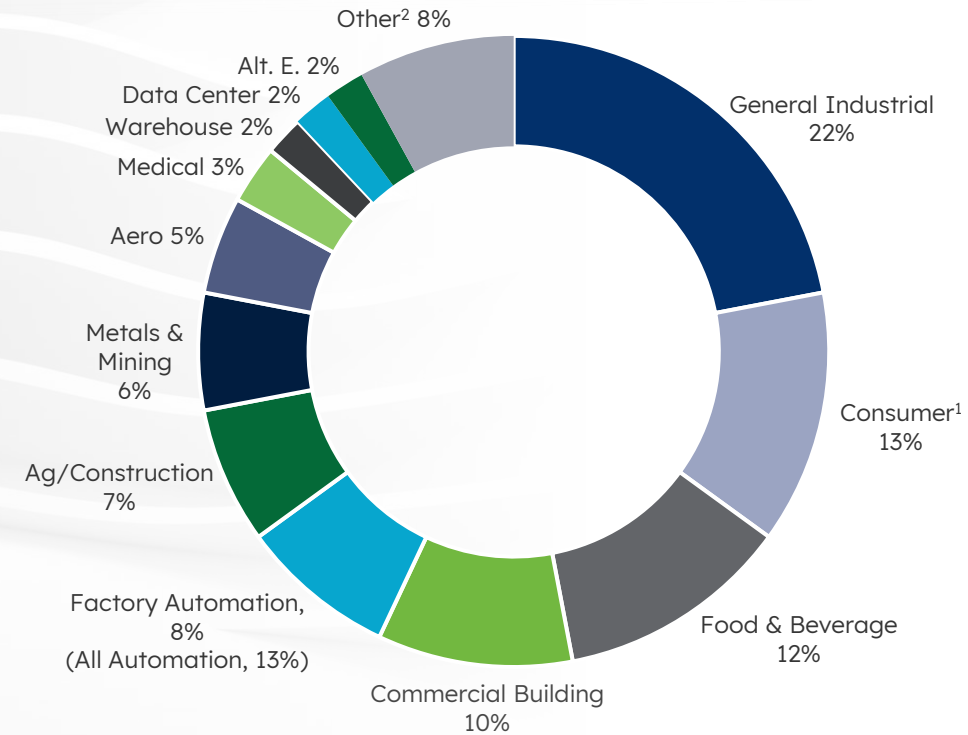
## Sales By Segment



## Sales By Geography



## Sales By End Market



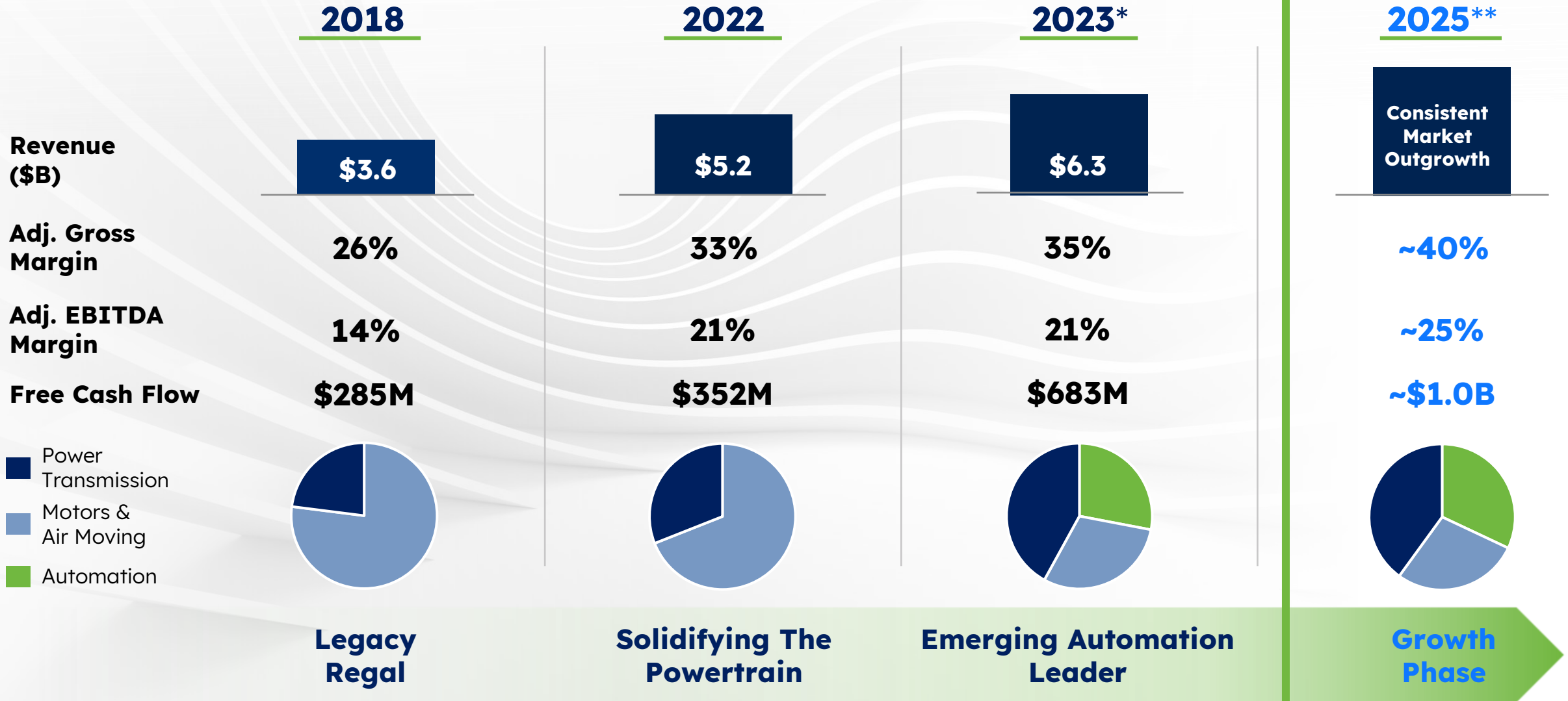
Secular Market Exposure ~38%,  
Approaching 50% With R-HVAC

\*2023 data, pro forma for the acquisition of Altra and the sale of Industrial Systems.

<sup>1</sup> Includes Residential HVAC, Pool, and Consumer Turf & Garden

<sup>2</sup> Includes Energy, Marine, Power Gen., Muni, Transportation

# OUR TRANSFORMATION JOURNEY



\*Reflects actual period of Altra ownership.  
 \*\* Targets reflect annualized 2025 exit rates.

# SUSTAINABLE COMPETITIVE ADVANTAGES

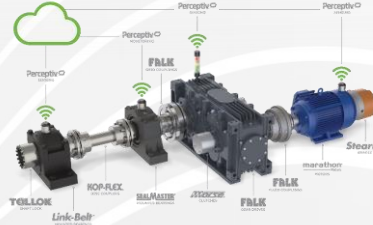
## Flexible Global Footprint

Our flexible, global manufacturing footprint enables leading service levels and dynamically managed production costs



## Portfolio Breadth & Scale

Our portfolio of power transmission components, automation solutions, and premium efficiency electric motors provides unmatched powertrain design capabilities



## Strategic Go-To-Market

Long standing direct and distributor relationships support strong channel positions and drive 80/20 “red carpet” approach to serving highest value (Quad 1) customers, and an e-commerce approach for our other valued customers (Quad 3)

**80/20**

## Large Installed Base

Supports healthy, high-margin, annuity-like revenue streams that reduce P&L volatility through the cycle



## Trusted Brands

Long-trusted brands that make purchase decisions easier for our customers enable high aftermarket attachment rates

**SEALMASTER**  
A REGAL REYNORD BRAND

**JAURE**  
A REGAL REYNORD BRAND

**genteq**  
A REGAL REYNORD BRAND

**KOLLMORGEN**  
A REGAL REYNORD BRAND

**REXNORD**  
A REGAL REYNORD BRAND

**Portescap**  
A REGAL REYNORD BRAND

**Century**  
A REGAL REYNORD BRAND

**CENTA**  
A REGAL REYNORD BRAND

## Deep Domain Expertise

A deep understanding of customer needs specific to the end markets in which they operate underpins our technology leadership and product excellence



# CLEAR STRATEGY TO DRIVE OUTGROWTH



- **Gain Wallet Share** by overserving our best customers (“Focus on Quad 1”)

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- **Pursue New Customers** that resemble our current Quad 1’s – our “**Perfect Prospects**”

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- Grow with new and existing customers by **doubling product vitality** (2025 vs. 2022)

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- **Digital/eCommerce** investments are making it easier for customers to interact with us along the entire customer value stream

# STRONG SECULAR END MARKET EXPOSURES\*



**~12%**  
Of Sales\*

## Food & Beverage

- Packaging Proliferation
- Line Speed Acceleration
- Plastic-To-Aluminum Shift



**~8%**

## Factory Automation

- Labor Shortages
- Labor Inflation



**~9%**

## Residential HVAC

- Energy Efficiency Regulations
- Heat Pump Growth



**~6%**

## Aerospace

- Emissions Reduction
- eVTOL Fleet Emergence



**~3%**

## Data Center

- Computing Power Gains
- Cloud Services Expansion
- AI Growth



**~2%**

## Alternative Energy

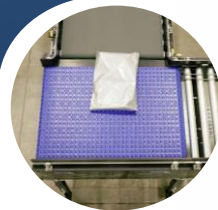
- Regulatory Requirements
- Shift From Fossil Fuels



**~3%**

## Medical

- Robotic Surgery Adoption
- High-Precision Tool Adoption



**~2%**

## Warehouse/eCommerce

- E-Commerce Growth
- Autonomous Development

\* % of 2023 Sales pro forma for the acquisition of Altra and the sale of Industrial Systems.

# SECULAR AND REGULATORY TAILWINDS

~\$2.7T+ Global Demand Tailwind Opportunity



## Automation

Rising Factory Automation Demand To Address Labor Inflation And Scarcity

~\$1.5T+

~\$400B+



~\$500B+

## Electrification

Shift To Cleaner Sources Of Power (E.G. Heat Pumps, Electrifying Commercial Vehicles)

~\$200B+



~\$80B+

## Regulatory

Infrastructure Bill, Inflation Reduction Act, Motor Efficiency Standards (E.G. SEER), Net Zero Industry Act (NZIA), REPowerEU



## Digitalization

IoT, Digital, And AI Solutions Driving Connected Ecosystems, Intelligent Manufacturing, And Increased Data Usage



## Aging Population

Longer Life Expectancy Driving Medical Innovations In Robotic Surgery, Robot-Assisted Rehab, And Faster Diagnostic Testing

# SECULAR MARKET PRODUCTS & APPLICATIONS



## Food & Beverage | ~12% of Sales

### Products

- Conveying Subsystems
- Palletizers & Depalletizers
- Components

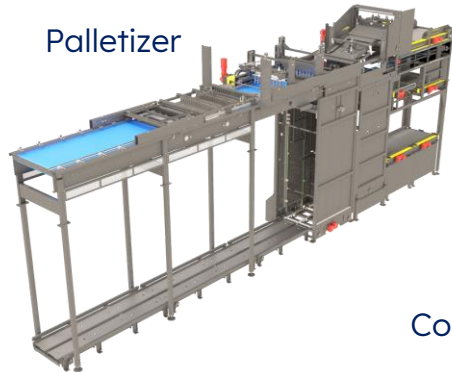


### Applications

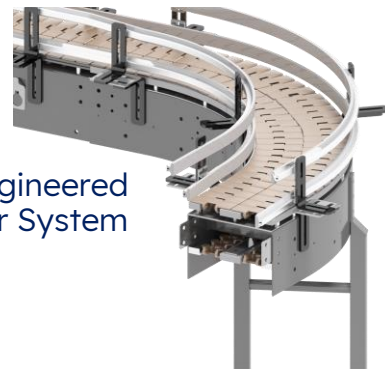
- Bottling, Filling & Conveying
- Food Safety & Inspection
- Food Packaging & Processing

### Examples

Palletizer



Engineered Conveyor System



## Factory Automation | ~8% of Sales

### Products

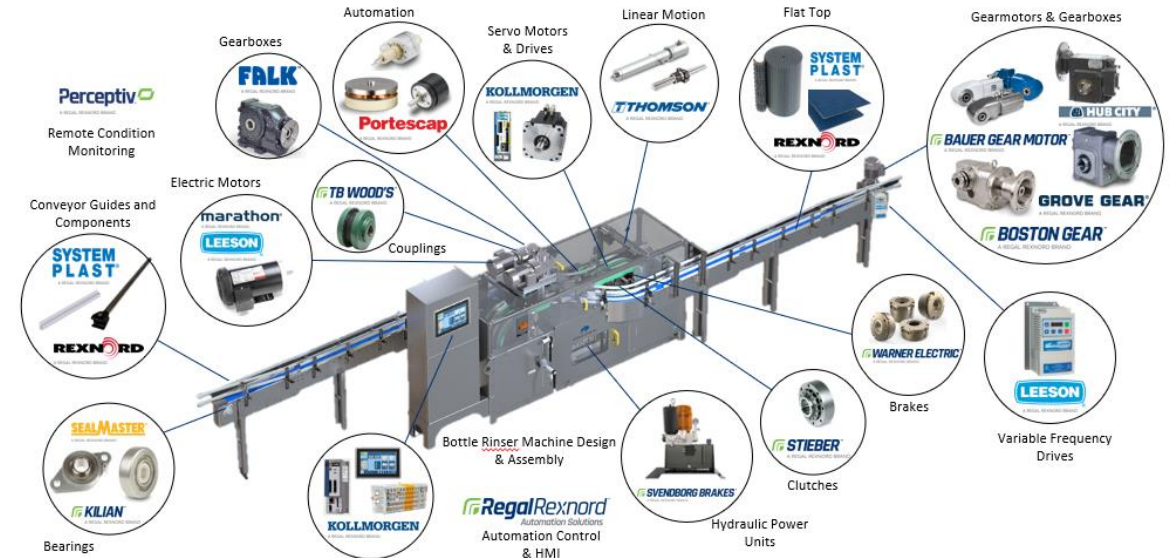
- Actuators
- Servo Drives & Motors
- Software
- Controllers



### Applications

- Factory Automation
- Aircraft
- Clinical Diagnostic Testing
- Agricultural Equipment
- Collaborative Robotics

### Examples



# SECULAR MARKET PRODUCTS & APPLICATIONS



## Residential HVAC | ~9% of Sales

### Products

- Electronic Drives
- Motors
- Air Moving Subsystems



### Applications

- Heat Pumps
- Heating/Cooling
- Air Moving Controls
- Indoor/Outdoor Fans

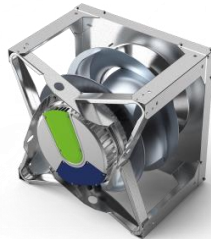
### Examples



Electronic Drives



ECM Motors



Air Moving Subsystems



## Aerospace | ~6% of Sales

### Products

- AC Drives & Controls
- Servo Motors
- Subsystems
- Components



### Applications

- Flight Control Systems
- Aircraft Wing, Landing, Door, and Gearboxes
- Fixed-Wing and Rotary
- Aircraft Engine & APUs

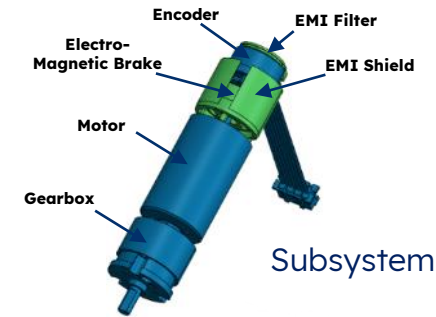
### Examples



Bearings



Servo Motors



Subsystems



Seals

# SECULAR MARKET PRODUCTS & APPLICATIONS



## Medical | ~3% of Sales

### Products

- Medical Subsystems
- Drives & Controls
- Motion Systems
- Motors



### Applications

- Surgical Hand Tools
- Robotic Surgery
- Medical Infusion Systems
- Medical Refrigeration

### Examples

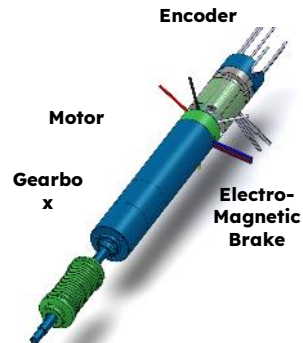
#### Frameless Motors



#### Miniature & Precision Motors



#### Motion Control Systems



#### Surgical Robotic Subsystems



## Alternative Energy | ~2% of Sales

### Products

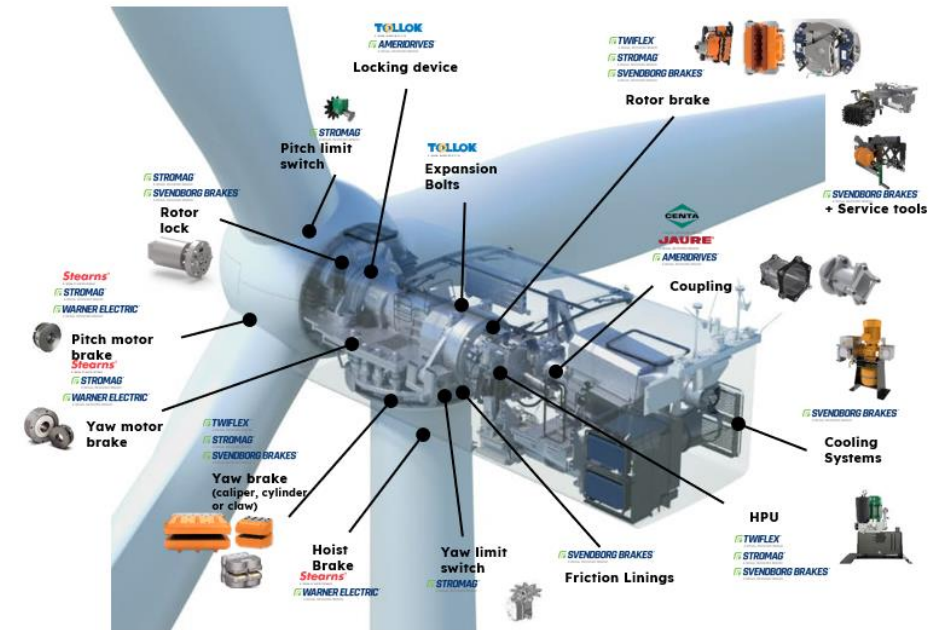
- Brakes
- Couplings
- Gearmotors
- Components



### Applications

- Solar & Wind Power Generation
- Monitoring
- Locking Assemblies

### Examples



# SECULAR MARKET PRODUCTS & APPLICATIONS



## Data Center | ~3% of Sales

### Products

- Fan Filter Units
- Switchgears
- Control Products
- Transfer Switches



### Applications

- Power Monitoring & Control
- Distributed Generation
- Big Data Processing & AI
- Air Movement

### Examples

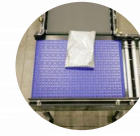
Automatic Transfer Switches (ATS)



Paralleling Switch Gear



Fan Filter Units



## Warehouse/ eCommerce | ~2% of Sales

### Products

- Gearmotors
- Gearmotor Subsystems
- Motors & Drives
- Components



### Applications

- Warehouse Automation
- Material Handling
- Packaging
- Conveying Subsystems

### Examples

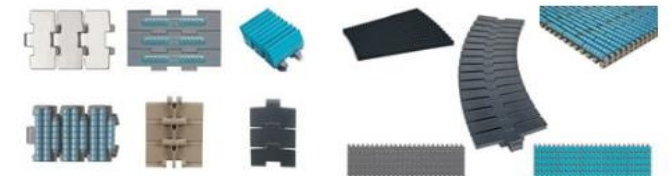
Conveyor Subsystems



Gearmotors



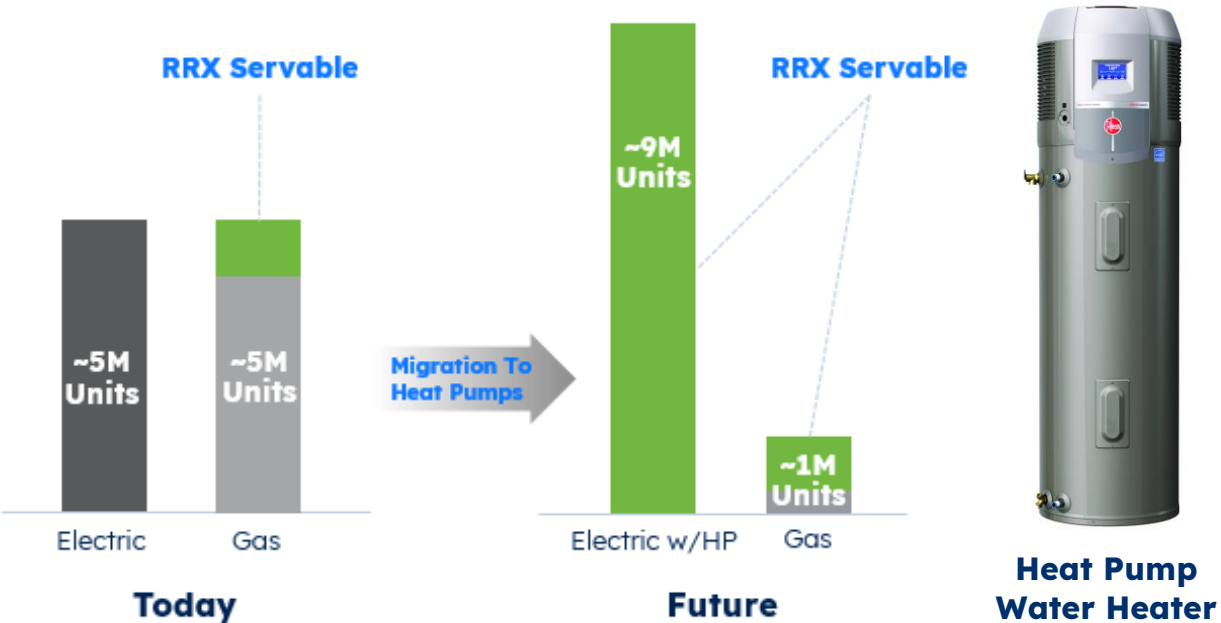
Modular Belts & Chains



# SECULAR MARKET PRODUCTS & APPLICATIONS

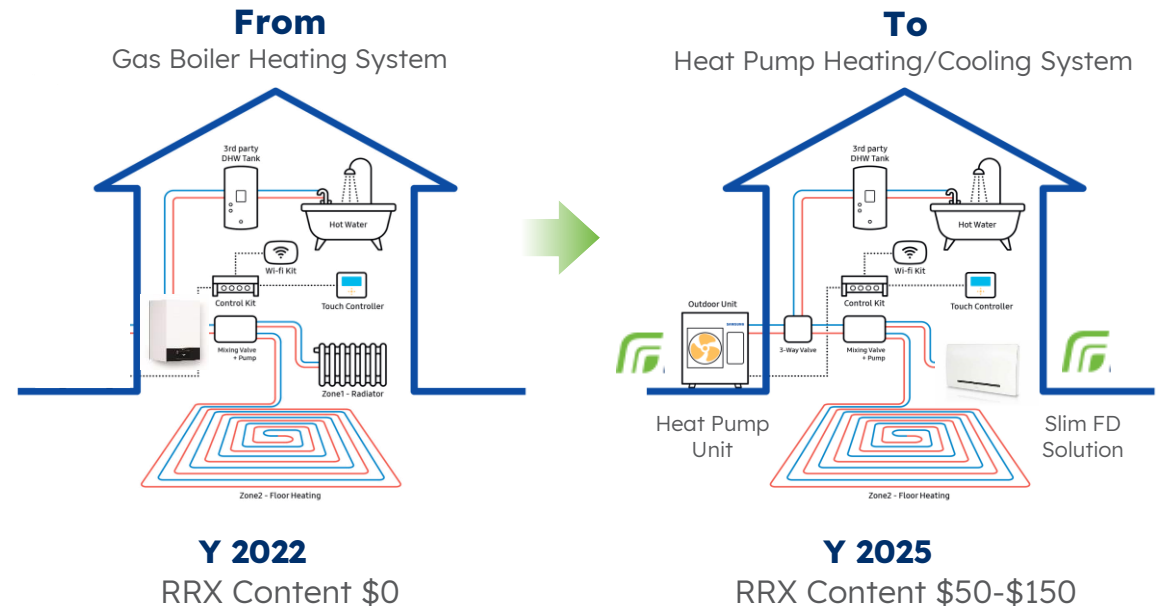
## Water Heaters in the U.S.

- Residential Water Heaters Expected To Migrate Towards 100% Heat Pumps (HP)



## Whole Home Solutions in Europe

- Addressing This New, Adjacent Market With ECM Motor, Air Moving & Intelligent Control Sub-Systems
- EU Goal - 17M Unit Market Expanding To ~50M Unit Installed Base By 2030\*



# MARGIN DRIVERS



**Many Levers To Drive Further Margin Gains**

# M&A COST & CROSS-MARKETING SYNERGY SUMMARY

### Altra Cost Synergies\* +



### PMC Cost Synergies\* ++



### PMC Cross-Marketing Synergies\*



\* Figures Are \$M; Values Reflect Annualized Run Rates

+ \$104M Cost To Achieve

++ \$120M Cost To Achieve

# ESG STRATEGY

## Growth

Addressing Rising Demand For More Energy Efficient Sub-Systems



## Impact

Committed To Achieve Net Zero (Scopes 1 & 2) By 2032

## Growth

Diverse, Engaged & Inclusive Teams To Drive Innovation



## Impact

Decentralized Giving & Company Match Program To Support Local, Associate-Driven Interests

## Growth

Good Governance Maximizes Risk-Adjusted Returns

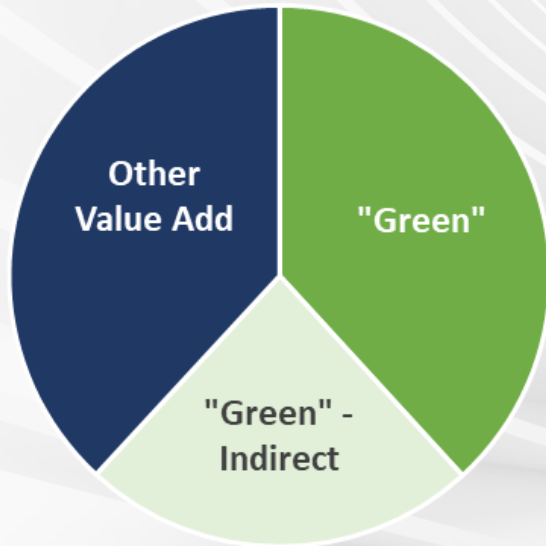


## Impact

High Governance Marks By Independent Raters Reflect Sound Risk Management That Benefits Stakeholders

# PRODUCTS THAT RAISE ENVIRONMENTALISM ARE HELPING US GROW

~60% Of Our Offering Directly Or Indirectly Supports Making End User Applications More Environmentally Friendly



**Other Value Add** commonly includes durability, accuracy, reliability, and service levels (e.g., quote/lead time, availability)

## Gearing (IPS)

Our gear boxes raise torque from a power source to drive heavy loads, most with leading, >95% efficiency.

**Example:** This proprietary gearbox monitors oil quality in real time, lowering waste & maximizing uptime.



## Aerospace Seals (AMC)

RRX's high-performance seals allow aircraft engines to run at higher temperatures and pressures, which can lower fuel usage by 15% and NOx by 50%.

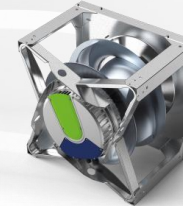
**Example:** This highly-engineered seal is a critical component making engines run more efficiently.



## Direct Drive Impellers (PES)

RRX's portfolio of direct drive fans significantly raises energy efficiency in HVAC, clean room and data center applications.

**Example:** Our COPRA™ motorized impeller, with a proprietary airfoil, is more compact and 10% more efficient vs. its closest competitor.



## Linear Actuators (AMC)

Our electric linear actuators automate linear movement and support a secular shift from hydraulic to "greener" *electric actuation*.

**Example:** The Electrak® XD stands alone with output power  $\geq 400$  watts, supporting electric actuation in heavier-duty applications.



## Electronic Motors (PES)

RRX's variable speed electronic ECM motors are leading the way towards a higher-efficiency installed base of U.S. HVAC systems.

**Example:** Our new EON 48-Frame ECM is ultra quiet and has market-leading, 85% energy efficiency.



## Powertrains (IPS/PES)

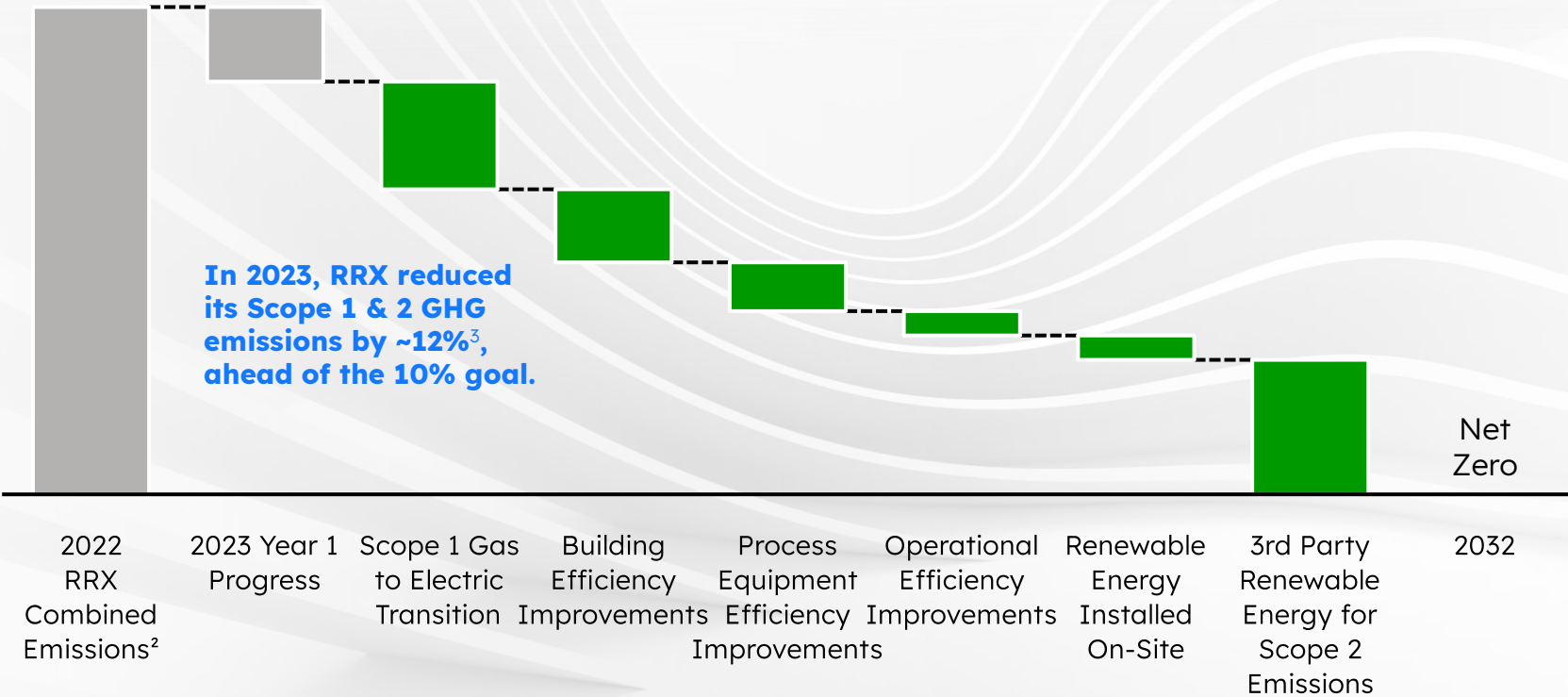
These proprietary sub-systems connect motors to what they are powering, while optimizing efficiency and functionality.

**Example:** Used in "zero-landfill" waste-to-energy equipment, this RRX powertrain uses less materials and, sold as a sub-system, is easier to install.



# WE HAVE OUTLINED A CLEAR PATH TO NET ZERO

## Path to Net Zero<sup>1</sup> on Scopes 1 & 2



## Scope 3 Initiatives

- SBTi Submission 3Q24
- Raising Innovation Spending
- Significant NPD Pipeline Focused On Energy-Efficiency
- Collaborating With Suppliers In Setting Their Own SBTs & GHG Reduction Plans
- Increased Sourcing Of Lower-Carbon Materials



1. Measured by CO<sub>2</sub> equivalent  
 2. Regal Rexnord Including Altra  
 3. Sales-adjusted basis

# ALIGNED WITH THE U.N.'S SUSTAINABLE DEVELOPMENT GOALS



Our products that serve the medical end market are improving the safety & accuracy of surgical procedures, while also helping lower their cost



One of our RRX values is Diversity, Engagement & Inclusion. One way it is clear we live this value is achieving gender pay equity across RRX



Our gear motors, brakes and couplings, among other products, make solar & wind energy infrastructure safer & more effective



Our values of Responsibility and DEI foster an environment where all associates can bring their best to work, develop professionally, and be members of unified teams



We are making our factories – and helping make our *customers' factories* – safer and more environmentally friendly



We are helping make homes and buildings more energy-efficient with our electronic variable speed HVAC motors and air moving sub-systems



We are lowering our environmental impact by reducing waste, water and electricity consumption across our global footprint



Our goal is net zero by 2032 on Scopes 1&2 and by 2050 on Scope 3. In 2023, we cut our sales-adjusted GHG emissions by ~12% - ahead of our 10% goal

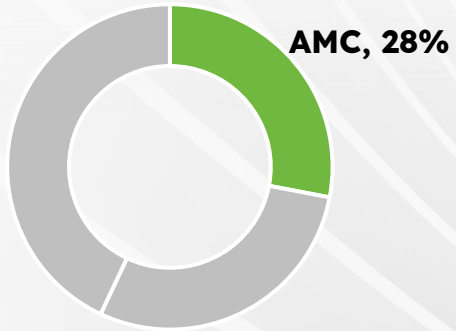
# REGAL REXNORD VALUES

- **Integrity**
- **Responsibility**
  - Safety
  - Sustainability
  - Community
- **Diversity, Engagement & Inclusion**
  - Leadership
  - Talent Development
  - One Team
- **Customer Success**
- **Innovation With Purpose**
- **Continuous Improvement**
- **Performance**
  - Transparency
  - Data-Driven Decisions
  - Accountability
- **Passion To Win**

**...All With A Sense Of Urgency**

# AUTOMATION & MOTION CONTROL (AMC)

## Sales by Segment



## Financials\*

**Sales: \$1.7B**

**Adj. EBITDA: \$0.4B**

**Adj. EBITDA Margin: >24%**

\* 2023 Pro forma for the acquisition of Altra.

## Key Brands

**KOLLMORGEN**  
A REGAL REYNORD BRAND

**Perceptiv**  
A REGAL REYNORD BRAND

**THOMSON**  
A REGAL REYNORD BRAND

**REXNORD**  
A REGAL REYNORD BRAND

**marathon**  
Special Products  
A REGAL REYNORD BRAND

**REXNORD**  
aerospace  
A REGAL REYNORD BRAND

**SYSTEM PLAST**  
A REGAL REYNORD BRAND

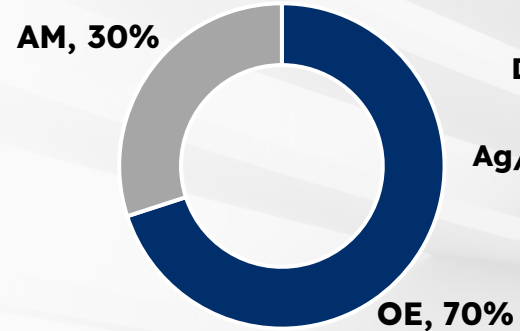
**THOMSON**  
POWER SYSTEMS  
A REGAL REYNORD BRAND

**ARROWHEAD**  
CONVEYOR LLC  
A REGAL REYNORD BRAND

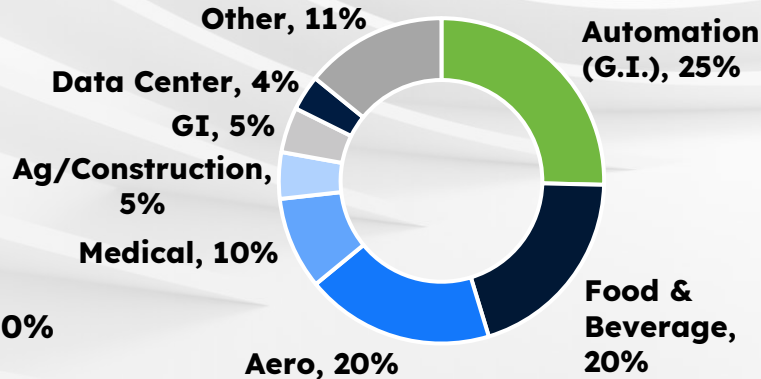
**Portescap**  
A REGAL REYNORD BRAND

**BUSSE/SII LLC**  
A REGAL REYNORD BRAND

## Channel Mix



## End Markets



## Key Products

Micro & Servo Motors



Linear Actuators



Controllers



Conveying Solutions



Aero Seals & Bearings

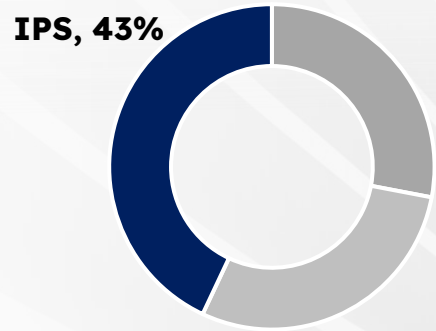


Power Management



# INDUSTRIAL POWERTRAIN SOLUTIONS (IPS)

## Sales by Segment



## Financials\*

**Sales: \$2.6B**

**Adj. EBITDA: \$0.6B**

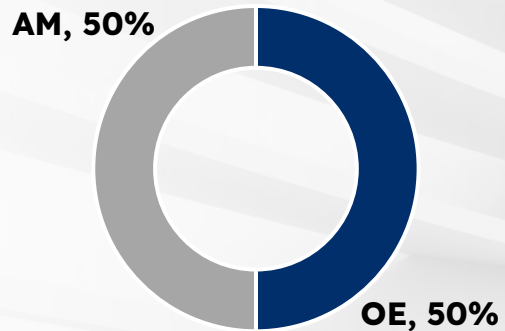
**Adj. EBITDA Margin: >23%**

\* 2023 Pro forma for the acquisition of Altra.

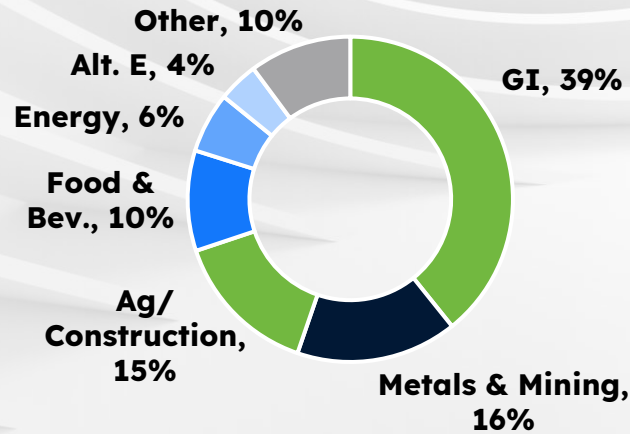
## Key Brands



## Channel Mix



## End Markets

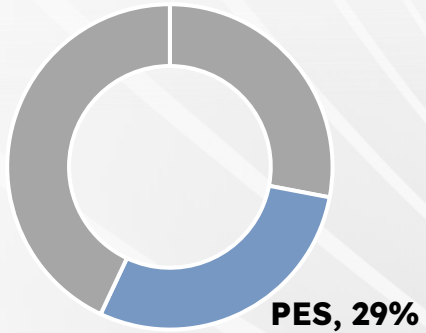


## Key Products



# POWER EFFICIENCY SOLUTIONS (PES)

## Sales by Segment



## Financials\*

**Sales: \$1.8B**

**Adj. EBITDA: \$0.3B**

**Adj. EBITDA Margin: ~18%**

\* 2023

## Key Brands



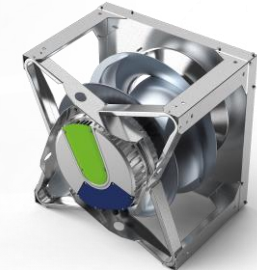
## Key Products

Super Premium  
Efficiency Motors

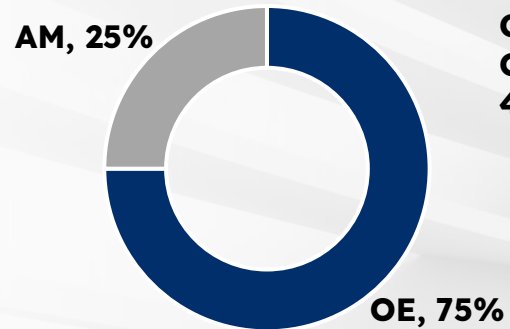
Premium Efficiency  
Air Moving Systems



Hybrid  
Drives

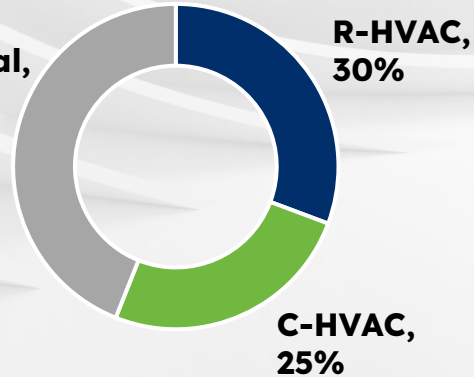


## Channel Mix



## Sales by Application

General  
Commercial,  
45%



# WHY INVEST IN RRX



**A Strong Franchise** With Sustainable Competitive Advantages, ~50% Exposure To Secular Growth Markets And Regulatory & Government Stimulus Demand Tailwinds



**Improving Outgrowth** Driven By Rising M&A Synergies, 80/20 Growth Initiatives And A Robust Pipeline Of New Products



**Proven Margin Expansion Story With >500bps Of GM Upside Exiting 2025** – Largely Volume Independent – Driven By M&A Synergies, 80/20, LEAN & Mix-Accretive NPD



**Robust...And Rising FCF Generation** Enables Significant De-Leveraging, Evolution Of Capital Structure Towards Equity And, Longer-Term, Sizable Upside From Capital Deployment

**Substantial Upside On Sales, Margins & FCF – Much Tied To Self-Help**