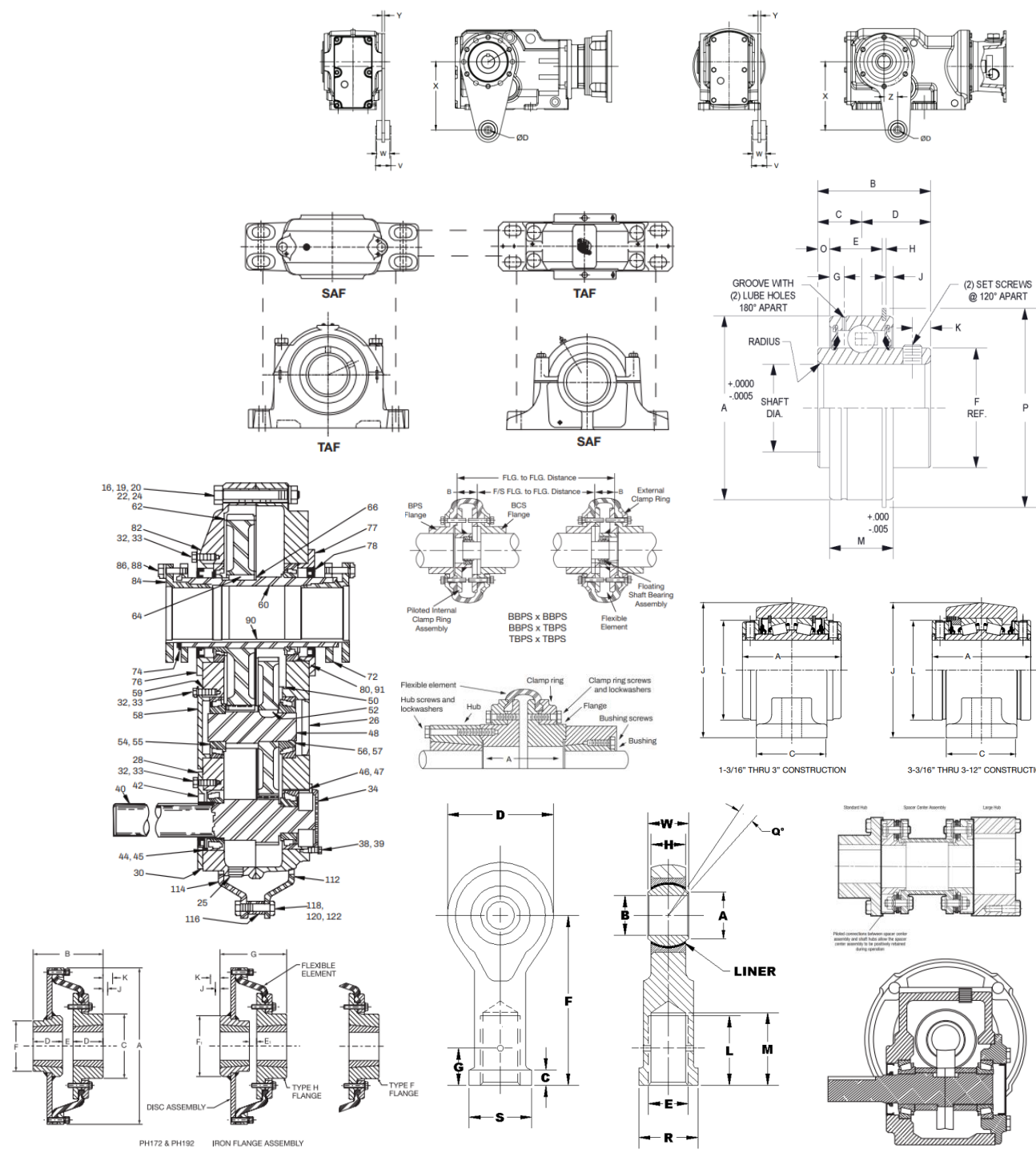


# RBC Bearings

Investor Presentation  
February 2026



# Safe Harbor Statement

Certain statements in this document contain “forward-looking statements.” All statements other than statements of historical fact are “forward-looking statements” for purposes of federal and state securities laws, including the following: any projections of earnings, revenue or other financial items relating to the Company, any statement of the plans, strategies and objectives of management for future operations; any statements concerning proposed future growth rates in the markets we serve; any statements of belief; any characterization of and the Company’s ability to control contingent liabilities; anticipated trends in the Company’s businesses; and any statements of assumptions underlying any of the foregoing. Forward-looking statements may include the words “may,” “would,” “estimate,” “intend,” “continue,” “believe,” “expect,” “anticipate,” and other similar words. Although the Company believes that the expectations reflected in any forward-looking statements are reasonable, actual results could differ materially from those projected or assumed in any of our forward-looking statements. Our future financial condition and results of operations, as well as any forward-looking statements, are subject to change and to inherent risks and uncertainties beyond the control of the Company. These risks and uncertainties include, but are not limited to, risks and uncertainties relating to general economic conditions, geopolitical factors including import/export tariffs, future levels of aerospace/defense and industrial market activity, future financial performance, our use of information technology systems, our disclosure controls and procedures and internal control over financial reporting, our debt level, our level of goodwill, market acceptance of new or enhanced versions of the Company’s products, the pricing of raw materials, changes in the competitive environments in which the Company’s businesses operate, our utilization of information technology systems, government trade policies and tariffs, increases in interest rates, and the Company’s ability to acquire and integrate complementary businesses, as well as risks and uncertainties listed or disclosed in our reports filed with the Securities and Exchange Commission, including, without limitation, the risks identified under the heading “Risk Factors” set forth in the Company’s most recent Annual Report on Form 10-K filed with the SEC. The Company does not intend, and undertakes no obligation, to update or alter any forward-looking statements.

# RBC Bearings at a Glance

## Highly Engineered Products

RBC manufactures highly engineered precision bearings, components and essential systems for the industrial, aerospace & defense industries

## Founder Led Growth Company

RBC was built via a series of 30 acquisitions over 34 years led by CEO Dr. Michael J. Hartnett; The Company has been publicly listed since 2005

**\$17.7B<sup>1</sup>**

Market Capitalization

**64**

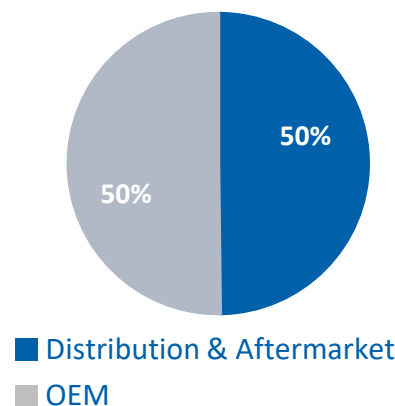
Facilities in 11 different countries; HQ in Oxford, CT

**>70%**

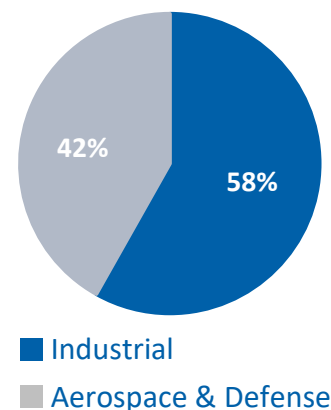
Estimated percentage of sales that are sole, single or primary sourced

	Q3 FY 2026 YTD	FY 2025	FY 2024	FY 2023	FY 2022	Five Year CAGR <sup>3</sup>
Net Sales	\$1,352.9M	\$1,636.3M	\$1,560.3M	\$1,469.3M	\$942.9M	17.6%
Adj. Gross Margin %	45.1%	44.4%	43.0%	41.2%	39.4%	
Adj. EBITDA	\$436.4M	\$519.8M	\$482.2M	\$433.9M	\$266.5M	20.0%
Free Cash Flow	\$275.1M	\$243.8M	\$241.5M	\$178.6M	\$150.5M	15.6%

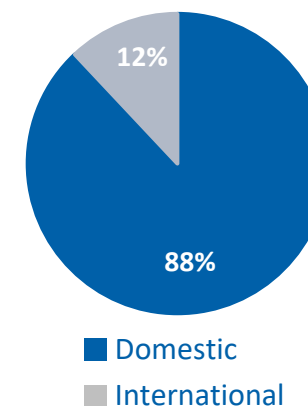
### Sales by Channel<sup>2</sup>



### Sales by Segment<sup>2</sup>



### Sales by Geography<sup>2</sup>



(2) Based on results as of Q3 FY 2026 YTD

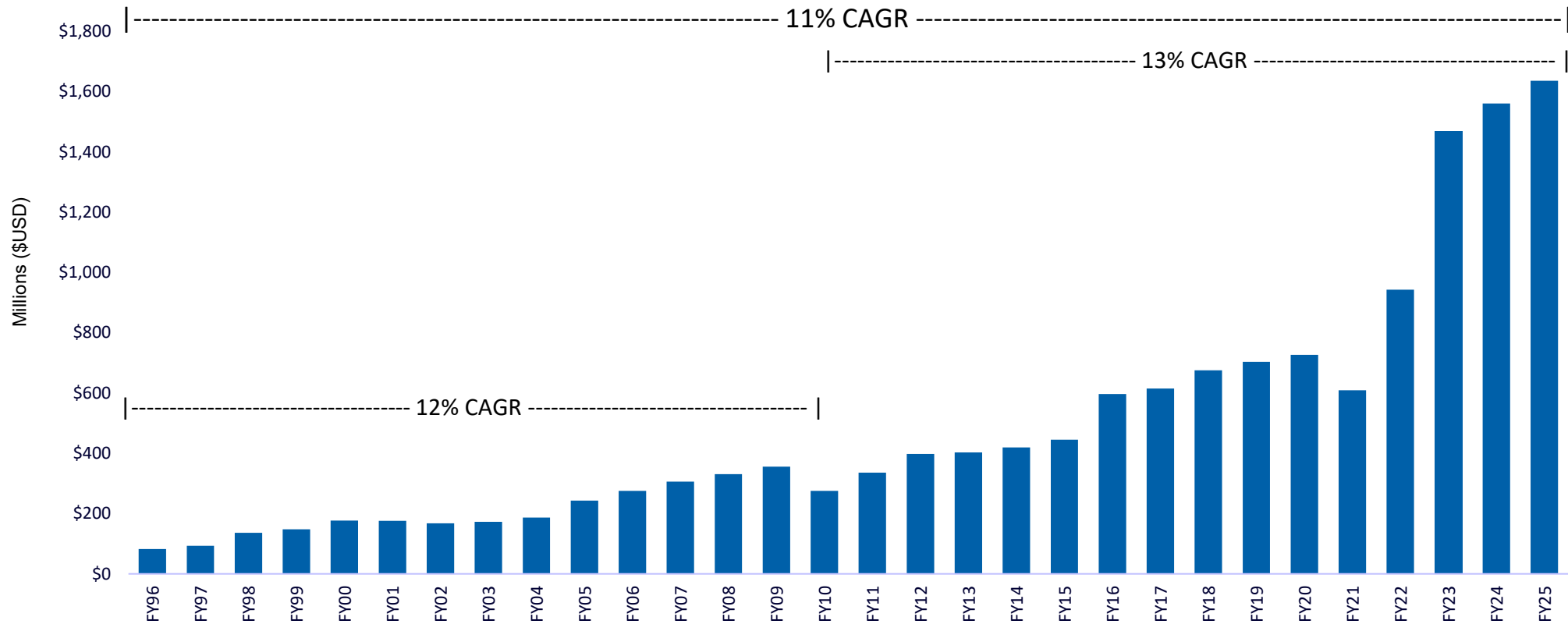
(3) Based on results as of FY 2025 YTD

(1) As of 2/20/26

# RBC is a Growth Company

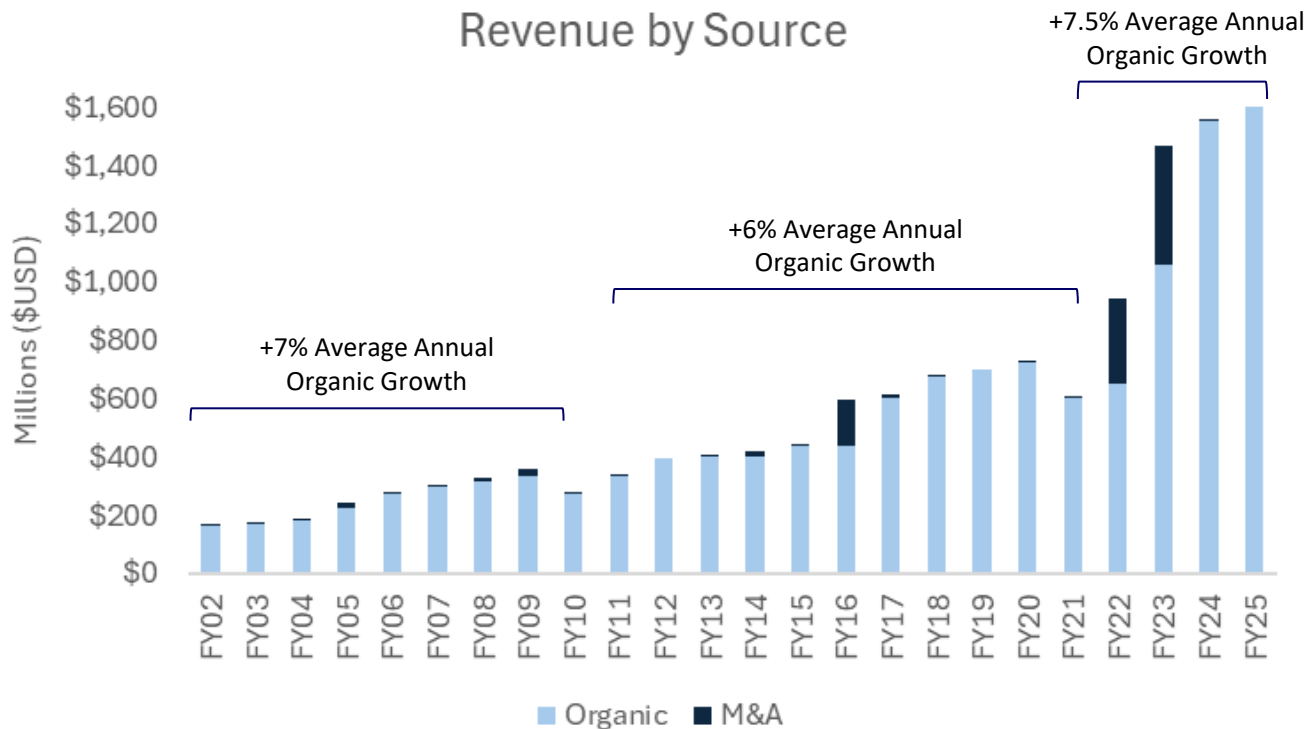
We target sustainable double-digit top line growth

## Revenue



# Driven by a Combination of Organic & Acquisitive Growth

Solid MSD+ organic growth complimented by regular M&A



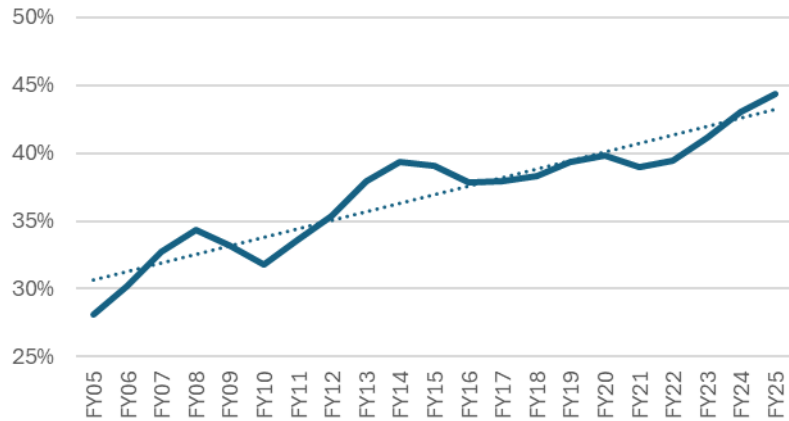
Organic revenue calculated as total revenue excluding trailing contribution from acquisitions until a full fiscal year can be compared to a prior full fiscal year under ownership. Average cycle annual organic growth contribution is measured from trough to peak.



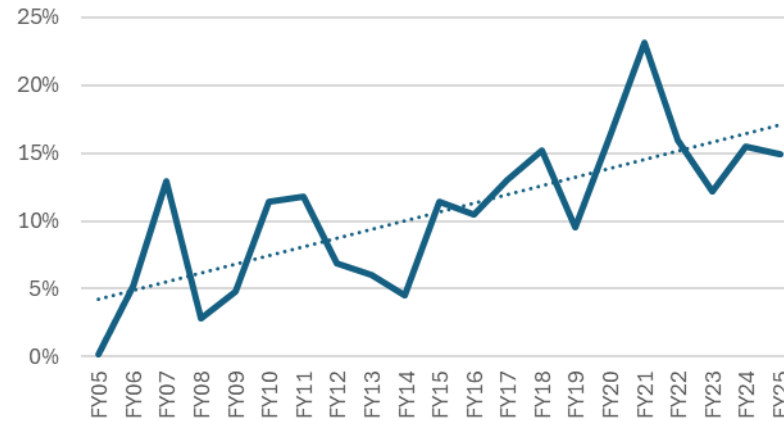
# Compounded by Margin Expansion and Cash Conversion

Driven by expanding scale and premium positioning

### Adj. Gross Margin %

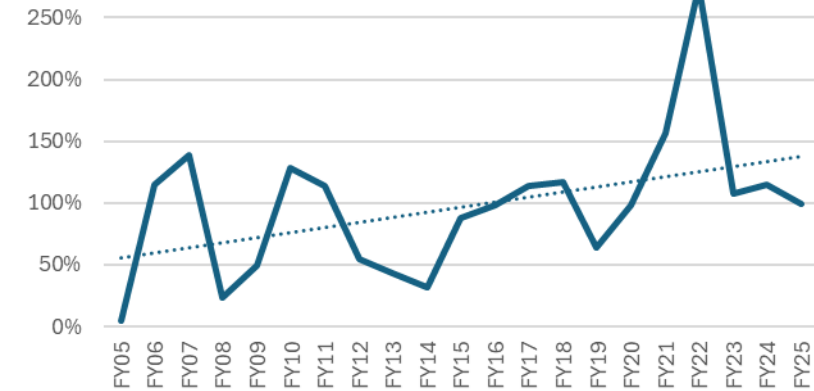


### FCF Margin



Free Cash Flow margin calculated as a percentage of sales

### Free Cash Flow Conversion

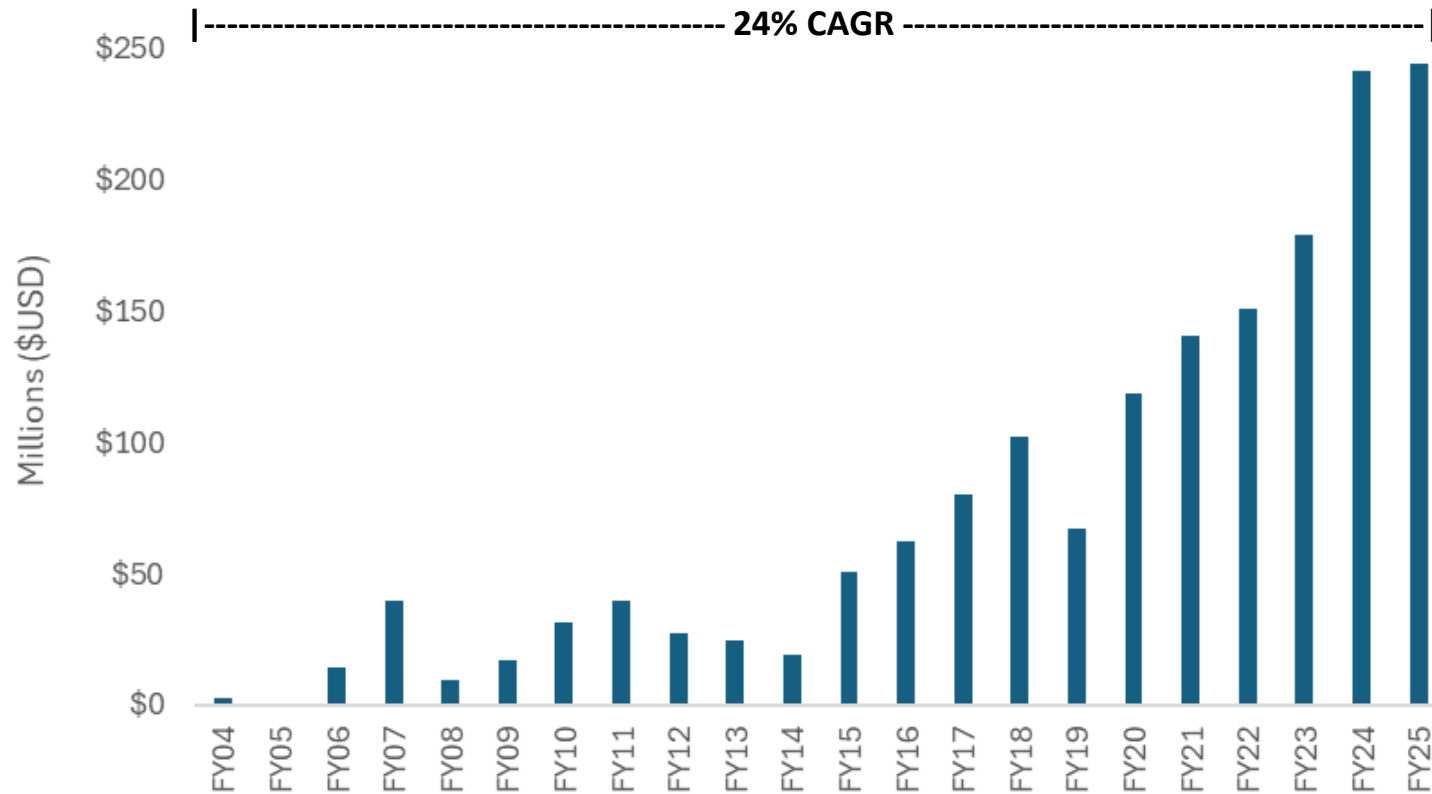


Free Cash Conversion calculated as a percentage of GAAP Net Income

# Resulting in Cash That Can be Reinvested for More Growth

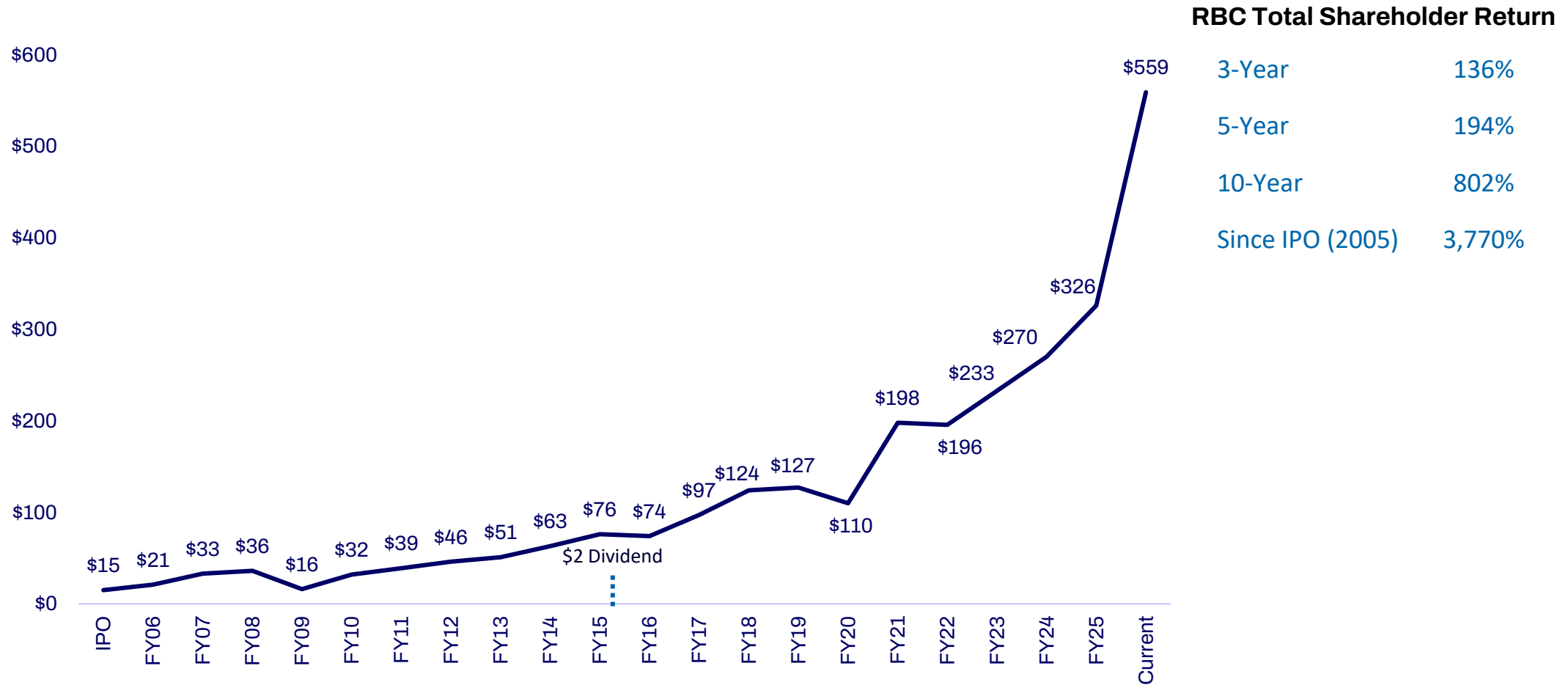
24% through-cycle CAGR in Free Cash Flow

## Free Cash Flow



# That Growth Has Been Reflected in the Share Value

Long-term investors have been rewarded



# What Differentiates RBC

## The RBC Strategy

**Focus on Niche /  
Proprietary Products**

**Strategic Inventory**

**RBC Ops  
Management System**

**Manufacturing  
Leadership**

# Award Winning Supplier



**2022 Supplier of the Year**  
The Boeing Company  
*Risk Management*



**2022 Supplier of the Year**  
Curtiss-Wright  
*RBC Aircraft Products*



**2024 Supplier of the Year**  
IBT  
*Dodge Industrial*



**2025 Quality Excellence Award**  
GE Aerospace  
*Airtomic*

# Organic Growth Strategy

New product and new market development drives organic content & share growth

42

Manufacturing  
Operations

~3 - 4

Targeted  
Projects per  
Year

# Acquisitive Growth Strategy

Combination of Platform & Bolt-On acquisitions

## Platform Acquisitions



## Bolt-on Acquisitions



# A Decade of High Performance

	FY 2016	FY 2026
<b>Market Capitalization</b>	\$1.4B	\$17.7B
<b>Share Price</b>	\$61.98	\$559.18
<b>Adjusted EBITDA</b>	\$154.8M <sup>2</sup>	\$436.4M <sup>3</sup>
<b>FCF Margin<sup>1</sup></b>	10.5% <sup>2</sup>	20.3% <sup>3</sup>
<b>Strategic Priorities</b>	<ul style="list-style-type: none"> <li>Integrate 2015 Sargent acquisition &amp; expand A&amp;D segment</li> </ul>	<ul style="list-style-type: none"> <li>Increase acquired businesses' profitability through method &amp; system improvement</li> <li>Increase organic growth through introduction of complementary &amp; proprietary new products</li> </ul>
<b>Total Shareholder Return</b>		802.2%

Note: FY 2016 and FY 2026 market data reflects 2/19/16 and 2/20/26, respectively.

(1) Calculated as (OCF – Capex) / Revenue

(2) Based on results as of FY 2016 YTD

(3) Based on results as of Q3 FY 2026 YTD

# Appendix



# Products

Highly engineered precision components



## Bearings

Plain Bearings  
Roller Bearings  
Mounted Bearings  
Ball Bearings  
Cam Followers



## Gearing

Quantis Gearmotor  
Torque Arms  
Motorized Torque Arms  
Tigear  
MagnaGear & Maxum  
Controlled Start  
Transmissions



## Motion Control & Power Transmission

Couplings  
Mechanical Drive  
Components  
Conveyor Components



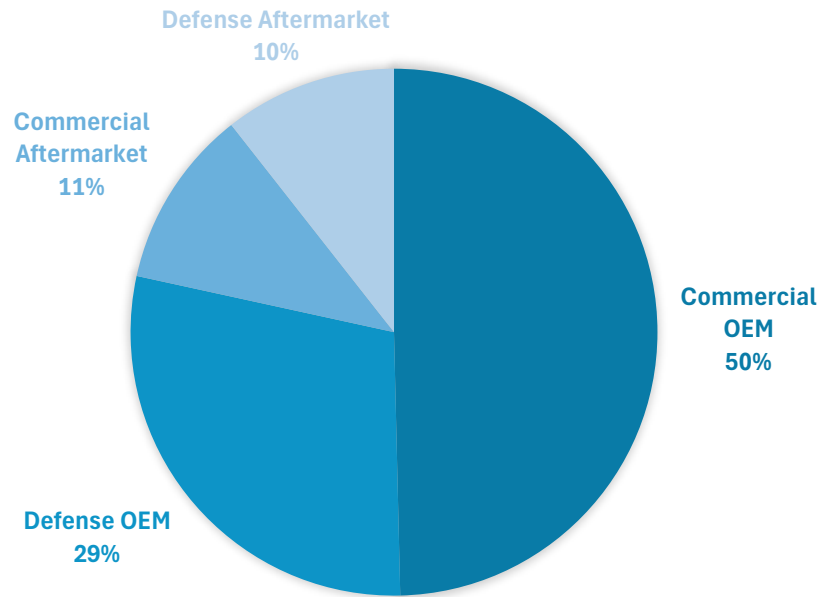
## Engineered Components

Rods & Integral Links  
Hydraulics & Valves  
Rings, Seals, & Alignment  
Joints  
Fasteners  
Machine Tool Collets

# Aerospace & Defense

Q3 FY 2026 YTD

## A&D by Channel



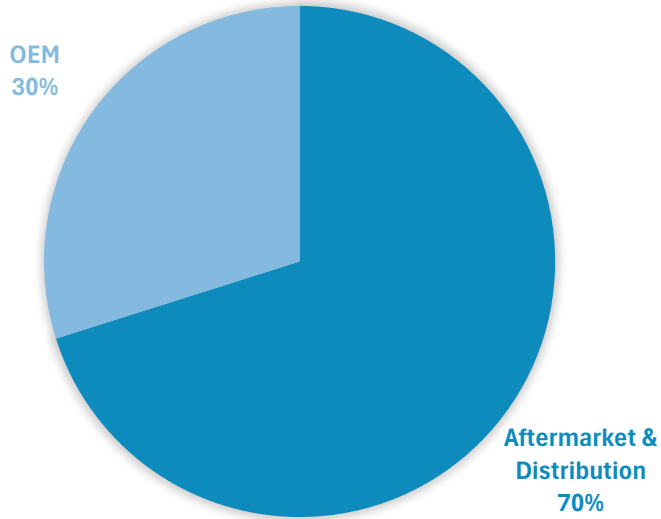
Note: Estimated end market data based on domestic sourced sales. End markets and channels are based on internal definitions, estimates, and metrics considered by management and are periodically reviewed and prospectively updated when evaluating the performance of the business.



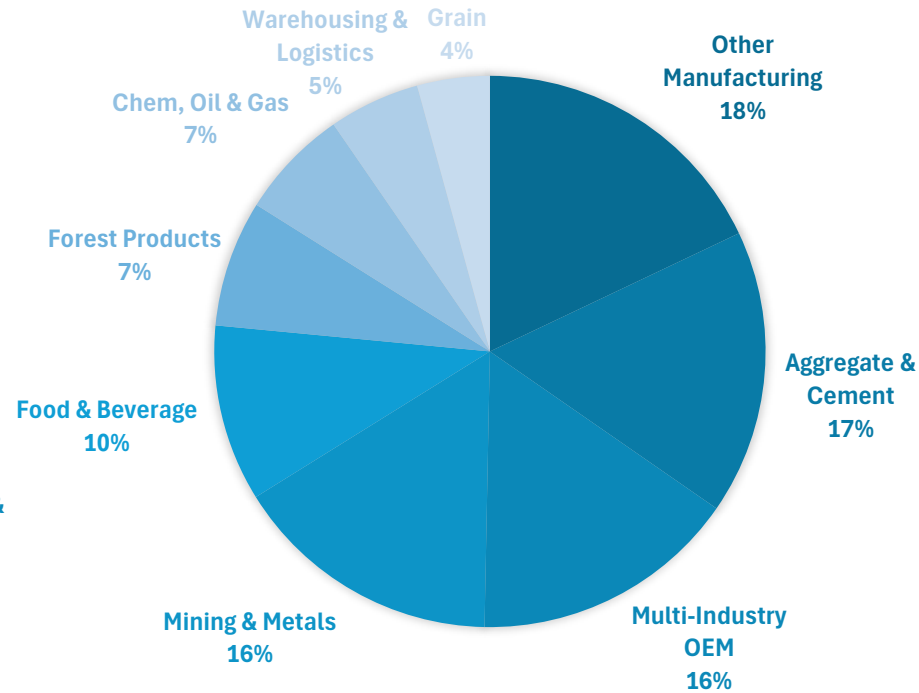
# Industrial

## Q3 FY 2026 YTD

### Industrial by Channel



### Industrial End Markets



Note: Estimated end market data based on domestic sourced sales. End markets and channels are based on internal definitions, estimates, and metrics considered by management and are periodically reviewed and prospectively updated when evaluating the performance of the business.

# Non-GAAP Financial Measures

In addition to disclosing results of operations that are determined in accordance with U.S. generally accepted accounting principles (GAAP), this document also discloses non-GAAP results of operations that exclude certain items. These non-GAAP measures adjust for items that management believes are unusual, as well as other non-cash items including but not limited to depreciation, amortization, and equity-based incentive compensation. Management believes that the presentation of these non-GAAP measures provides useful information to investors regarding the Company's results of operations, as these non-GAAP measures allow investors to better evaluate ongoing business performance. Investors should consider non-GAAP measures in addition to, not as a substitute for, financial measures prepared in accordance with GAAP. A reconciliation of the non-GAAP measures disclosed in this document with the most comparable GAAP measures are included in the financial table attached to this document.

## *Free Cash Flow Conversion*

Free cash flow conversion measures our ability to convert operating profits into free cash flow and is calculated as free cash flow (cash provided by operating activities less capital expenditures) divided by net income.

## *Adjusted Gross Margin and Adjusted Operating Income*

Adjusted gross margin excludes the impact of restructuring costs associated with the closing of a plant, acquisition related fair value adjustments to inventory or significant adjustments to existing manufacturing processes or product lines. Adjusted operating income excludes acquisition expenses (including the impact of acquisition-related fair value adjustments in connection with purchase), restructuring and other similar charges, and other non-operational, non-cash or non-recurring losses or gains. We believe that adjusted operating income is useful in assessing our financial performance by excluding items that are not indicative of our core operating performance or that may obscure trends useful in evaluating our continuing results of operations.

## *Adjusted Net Income Attributable to Common Stockholders and Adjusted Earnings Per Share Attributable to Common Stockholders*

Adjusted net income attributable to common stockholders and adjusted earnings per share attributable to common stockholders (calculated on a diluted basis) exclude non-cash expenses for amortization related to acquired intangible assets, stock-based compensation, amortization of deferred finance fees, acquisition expenses (including the impact of acquisition-related fair value adjustments in connection with purchase), restructuring and other similar charges, significant adjustments to existing manufacturing processes or product lines, gains or losses on divestitures, discontinued operations, gains or losses on extinguishment of debt, and other non-operational, non-cash or non-recurring losses or gains, net of their income tax impact and other tax matters, which may include certain discrete items and reserve-related items. We believe that adjusted net income and adjusted earnings per share are useful in assessing our financial performance by excluding items that are not indicative of our core operating performance or that may obscure trends useful in evaluating our continuing results of operations.

# Non-GAAP Financial Measures

## *Adjusted EBITDA*

We use the term “Adjusted EBITDA” to describe net income adjusted for the items summarized in the “Reconciliation of GAAP to Non-GAAP Financial Measures” table below. Adjusted EBITDA is intended to show our unleveraged, pre-tax operating results and therefore reflects our financial performance based on operational factors, excluding non-operational, non-cash or non-recurring losses or gains. In view of our debt level, it is also provided to aid investors in understanding our compliance with our debt covenants. Management and various investors use the ratio of total debt less cash to Adjusted EBITDA, or “net debt leverage,” as a measure of our financial strength and ability to incur incremental indebtedness when making investment decisions and evaluating us against peers. Lastly, management and various investors use the ratio of the change in Adjusted EBITDA divided by the change in net sales (referred to as “incremental margin” in the case of an increase in net sales or “decremental margin” in the case of a decrease in net sales) as an additional measure of our financial performance and utilize it when making investment decisions and evaluating us against peers.

Adjusted EBITDA is not a presentation made in accordance with GAAP, and our definition of Adjusted EBITDA may vary from the definition used by others in our industry. Adjusted EBITDA should not be considered as an alternative to net income, income from operations, or any other performance measures derived in accordance with GAAP. Adjusted EBITDA has important limitations as an analytical tool, and you should not consider it in isolation, or as a substitute for analysis of our results as reported under GAAP. For example, Adjusted EBITDA does not reflect: (a) our capital expenditures, future requirements for capital expenditures or contractual commitments; (b) changes in, or cash requirements for, our working capital needs; (c) the significant interest expenses, or the cash requirements necessary to service interest or principal payments, on our debt; (d) tax payments that represent a reduction in cash available to us; (e) any cash requirements for the assets being depreciated and amortized that may have to be replaced in the future; or (f) the impact of earnings or charges resulting from matters that we and the lenders under our credit agreement may not consider indicative of our ongoing operations. In particular, our definition of Adjusted EBITDA adds back certain non-cash, non-operating or non-recurring charges that are deducted in calculating net income, even though these are expenses that may recur or vary greatly, are difficult to predict, and can represent the effect of long-term strategies as opposed to short-term results. In addition, certain of these expenses can represent the reduction of cash that could be used for other corporate purposes. Further, although not included in the calculation of Adjusted EBITDA below, the measure may at times (i) include estimated cost savings and operating synergies related to operational changes ranging from acquisitions to dispositions to restructurings and/or (ii) exclude one-time transition expenditures that we anticipate we will need to incur to realize cost savings before such savings have occurred.

# Reconciliation of GAAP to Non-GAAP Financial Measures

	Nine Months Ended	Twelve Months Ended			
	December 27, 2025	March 29, 2025	March 30, 2024	April 1, 2023	April 2, 2022
<b>Reconciliation of Reported Gross Margin to Adjusted Gross Margin:</b>					
Reported gross margin	\$ 600.2	\$ 726.1	\$ 670.5	\$ 604.8	\$ 357.1
Inventory step-up	7.5	-	-	-	13.8
Restructuring and consolidation	2.9	-	0.3	0.1	0.9
<b>Adjusted gross margin</b>	<b>\$ 610.6</b>	<b>\$ 726.1</b>	<b>\$ 670.8</b>	<b>\$ 604.9</b>	<b>\$ 371.8</b>
	Nine Months Ended	Twelve Months Ended			
	December 27, 2025	March 29, 2025	March 30, 2024	April 1, 2023	April 2, 2022
<b>Reconciliation of Reported Operating Income to Adjusted Operating Income:</b>					
Reported operating income	\$ 301.9	\$ 369.9	\$ 342.2	\$ 293.0	\$ 121.1
Inventory step-up	7.5	-	-	-	13.8
Transaction and related costs	1.4	-	0.3	0.1	22.6
Transition services	-	-	-	8.8	8.0
Restructuring and consolidation	6.9	1.5	3.0	2.7	2.5
<b>Adjusted operating income</b>	<b>\$ 317.7</b>	<b>\$ 371.4</b>	<b>\$ 345.5</b>	<b>\$ 304.6</b>	<b>\$ 168.0</b>

Note: Dollars in millions

# Reconciliation of GAAP to Non-GAAP Financial Measures

Reconciliation of Reported Net Income to Adjusted Net Income Attributable to Common Stockholders:	Nine Months Ended		Twelve Months Ended		
	December 27, 2025	March 29, 2025	March 30, 2024	April 1, 2023	April 2, 2022
Reported net income	\$ 195.9	\$ 246.2	\$ 209.9	\$ 166.7	\$ 54.7
Inventory step-up	7.5	-	-	-	13.8
Transaction and related costs	1.4	-	0.3	0.1	40.1
Transition services	-	-	-	8.8	8.0
Restructuring and consolidation	6.9	1.5	3.0	2.7	2.5
Foreign exchange translation loss/(gain)	-	-	-	(0.4)	0.1
M&A related amortization	54.2	65.6	65.5	65.1	32.0
Stock compensation expense	23.3	28.4	17.4	14.0	32.9
Amortization of deferred finance fees	2.4	2.4	3.0	7.2	2.3
Pension settlement	-	-	-	4.3	-
Insurance proceeds paid/(received)	-	-	(0.5)	-	-
Legal settlement	-	(4.0)	-	-	-
Tax impact of adjustments and other tax matters	(14.5)	(23.9)	(24.0)	(28.0)	(22.6)
<b>Adjusted net income</b>	<b>\$ 277.1</b>	<b>\$ 316.2</b>	<b>\$ 274.6</b>	<b>\$ 240.5</b>	<b>\$ 163.8</b>
Preferred stock dividends	-	12.4	23.0	22.9	12.0
<b>Adjusted net income attributable to common stockholders</b>	<b>\$ 277.1</b>	<b>\$ 303.8</b>	<b>\$ 251.6</b>	<b>\$ 217.6</b>	<b>\$ 151.8</b>
Adjusted net income per common share attributable to common stockholders:					
Basic	\$ 8.81	\$ 10.08	\$ 8.70	\$ 7.56	\$ 5.63
<b>Diluted</b>	<b>\$ 8.77</b>	<b>\$ 10.01</b>	<b>\$ 8.62</b>	<b>\$ 7.48</b>	<b>\$ 5.56</b>
Weighted average common shares:					
Basic	31,463,546	30,136,501	28,917,008	28,764,092	26,946,355
Diluted	31,606,334	30,354,470	29,189,056	29,072,429	27,311,029

Note: Dollars in millions, except share and per share data

# Reconciliation of GAAP to Non-GAAP Financial Measures

Reconciliation of Reported Net Income to Adjusted EBITDA:	Nine Months Ended	Twelve Months Ended			
	December 27, 2025	March 29, 2025	March 30, 2024	April 1, 2023	April 2, 2022
Reported net income	\$ 195.9	\$ 246.2	\$ 209.9	\$ 166.7	\$ 54.7
Interest expense, net	38.6	59.8	78.7	76.7	41.5
Provision for income taxes	64.5	65.7	51.9	43.0	24.0
Stock compensation expense	23.3	28.4	17.4	14.0	32.9
Depreciation and amortization	95.4	120.0	119.3	115.4	65.5
Other non-operating expense	2.9	2.2	2.2	2.3	0.9
Inventory step-up	7.5	-	-	-	13.8
Transaction and related costs	1.4	-	0.3	0.1	22.6
Transition services	-	-	-	8.8	8.0
Restructuring and consolidation	6.9	1.5	3.0	2.7	2.5
Pension settlement	-	-	-	4.3	-
Insurance proceeds paid/(received)	-	-	(0.5)	-	-
Legal settlement	-	(4.0)	-	-	-
<b>Adjusted EBITDA</b>	<b>\$ 436.4</b>	<b>\$ 519.8</b>	<b>\$ 482.2</b>	<b>\$ 434.0</b>	<b>\$ 266.4</b>

Note: Dollars in millions