

1Q 2022 EARNINGS SUPPLEMENT

MAY 2, 2022

CAUTIONARY STATEMENT

FORWARD LOOKING STATEMENTS

This presentation includes "forward looking statements" relating to the announced transactions and future operations of the Company, which can be identified by the use of words such as "will," "expect," "poise," "believe," "plans," "strategy," "prospects," "estimate," "project", "seek," "target," "anticipate," "intend," "future," "likely," "may," "should," "would," "could," and other words of similar meaning in connection with a discussion of future operating or financial performance or events. Forward-looking statements also may be included in other publicly available documents issued by the Company and in oral statements made by our officers and representatives from time to time. These statements are based on assumptions currently believed to be valid but involve significant risks and uncertainties, many of which are beyond our control, which could cause our actual results to differ from those expressed in the forward looking statements. Such risks and uncertainties include, among others, the ability to implement the anticipated business plans following closing and achieve anticipated benefits and savings; and future and estimated revenues, earnings, cash flow, charges, cost savings and expenditures. Additional risks and uncertainties that could cause our actual results to differ from those expressed in the forward looking statements are identified in our reports filed with the SEC, including our Quarterly Reports on Form 10-Q, our Annual Reports on Form 10-K, and our Current Reports on Form 8-K. The forward looking statements included in this presentation are made only as of the date of this presentation, and the Company does not undertake any obligation to update the forward looking statements to reflect subsequent events or circumstances.

NON-GAAP FINANCIAL MEASURES

Management believes that the Non-GAAP financial measures (i.e. financial measures that are not computed in accordance with Generally Accepted Accounting Principles) used in this presentation or in other disclosures provide important perspectives into the Company's ongoing business performance. The Company does not intend for the information to be considered in isolation or as a substitute for the related GAAP measures. Other companies may define the measures differently. Reconciliations from GAAP measures to the Non-GAAP measures are presented at the end of the presentation.



1Q 2022 KEY MESSAGES

EARNINGS

- Maintaining company outlook for 2022

PERFORMANCE

- Delivered year over year quarterly sales and margin growth in Engineered Products
- Backlog increase of 23% in Engineered Products due to strong order rates
- Robust sales in the medical, industrial, and commercial, business and general aviation markets
- Lower K-MAX® and JPF sales and margins

INNOVATION

- Leveraging our Structures capabilities with new medical imaging and satellite technology programs
- Commemorated \$7 M in new government funding for our autonomous logistics package
- On target for demonstration of the *KARGO UAV* unmanned aerial system in 2H 2022

1Q 2022 FINANCIAL RESULTS

\$158 M

NET SALES

32%

GROSS MARGIN

\$50 M

1Q22 LTM
CASH FLOW FROM
OPERATING ACTIVITIES

\$30 M

1Q22 LTM
FREE CASH FLOW

| | |
|------------------------|----------|
| Net earnings | \$4.0 M |
| Adjusted EBITDA | \$12.2 M |
| Adjusted EBITDA margin | 7.7% |
| Diluted EPS | \$0.14 |
| Adjusted diluted EPS | \$0.15 |

MAINTAINING 2022 OUTLOOK

QUARTERLY EARNINGS EXPECTED TO BE BACK HALF WEIGHTED

2022 OUTLOOK RANGE

| | |
|-------------------------------------|---------------------|
| Net sales | \$720 M – \$740 M |
| Earnings from continuing operations | \$49.3 M - \$53.5 M |
| Adjusted EBITDA | \$93.7 M - \$99.0 M |
| Adjusted EBITDA margin | 13.0% - 13.4% |
| Diluted EPS | \$1.75 - \$1.90 |
| Cash from operating activities | \$65 M - \$75 M |
| Free cash flow | \$40 M - \$50 M |

DRIVERS FOR 2022 PERFORMANCE

- Strong medical and industrial demand
- Rebounding commercial, business and general aviation markets
- Backlog increase in Engineered Products
- Lower JPF sales and gross profit versus 2021
- Quarterly cadence impacted by JPF sales timing

Note: Full Outlook summary is in the Appendix.

1Q 2022 SEGMENT RESULTS

ENGINEERED PRODUCTS

Net Sales
\$81 M

Operating Income
\$11.0 M

Adjusted EBITDA
\$17.3 M

Adjusted EBITDA Margin
21.2%

PRECISION PRODUCTS

Net Sales
\$48 M

Operating Income
\$3.4 M

Adjusted EBITDA
\$4.4 M

Adjusted EBITDA Margin
9.3%

STRUCTURES

Net Sales
\$29 M

Operating Income
-\$0.6 M

Adjusted EBITDA
\$0.3 M

Adjusted EBITDA Margin
1.0%

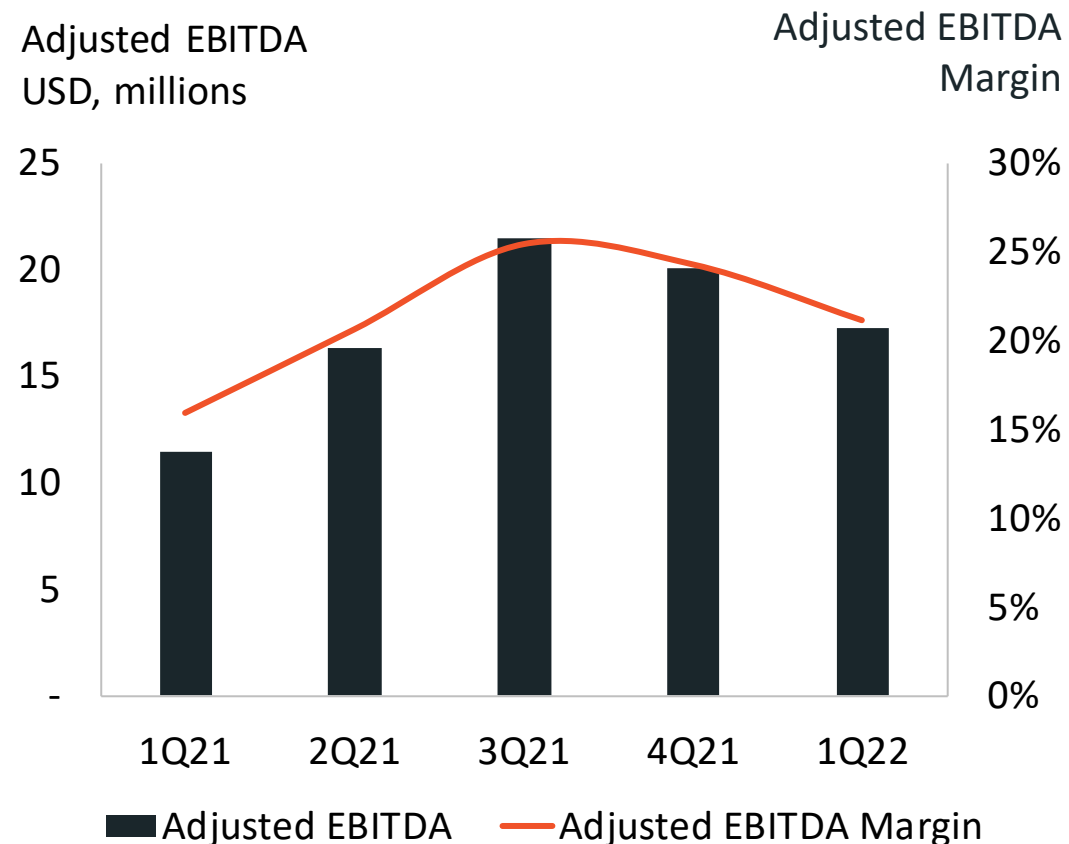
ENGINEERED PRODUCTS

1Q22 vs. 4Q21

- Lower volumes of military and commercial bearings
- Higher volumes of products serving the industrial and medical end markets
- Higher volumes of aftermarket parts

1Q22 vs. 1Q21

- Higher sales and gross margin for products serving the aerospace and medical end markets
- Higher sales of commercial bearings and aftermarket products



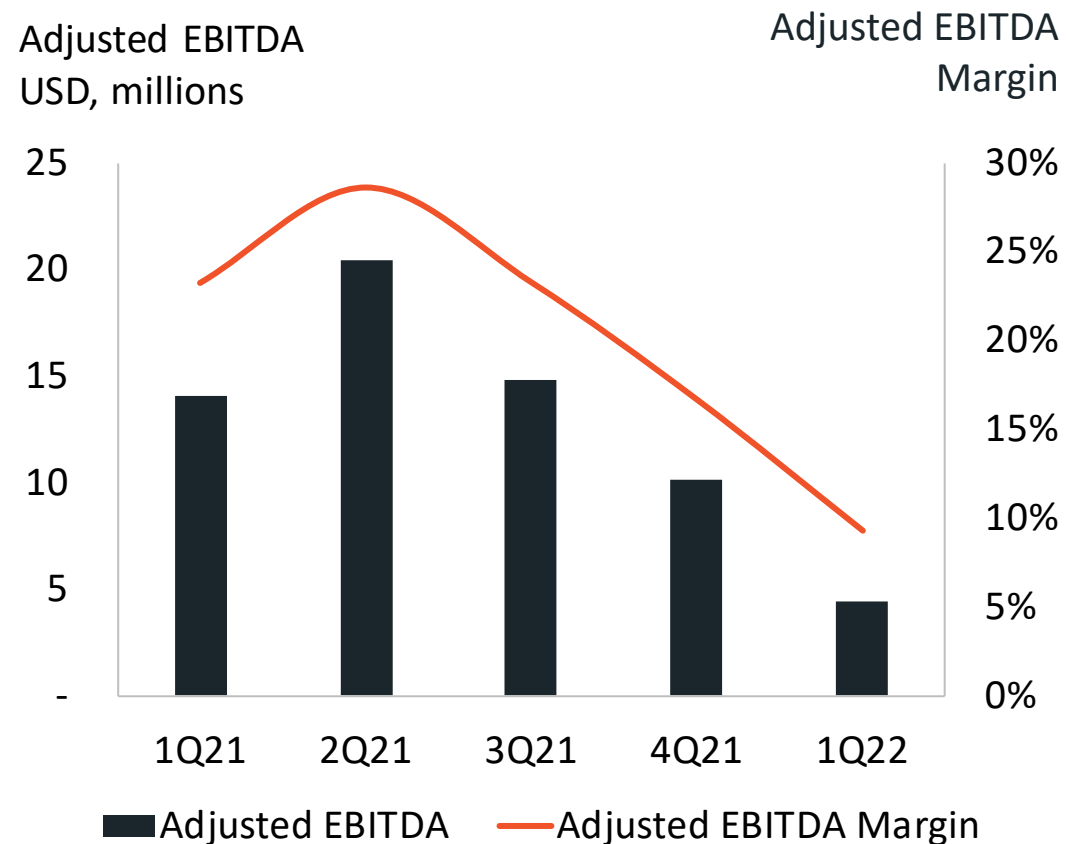
PRECISION PRODUCTS

1Q22 vs. 4Q21

- Lower sales and gross profit for JPF and SH-2 programs

1Q22 vs. 1Q21

- Lower K-MAX[®] aircraft sales and unfavorable blade exchanges
- Less favorable JPF sales mix
- Higher R&D spend primarily on *KARGO UAV* unmanned aerial system





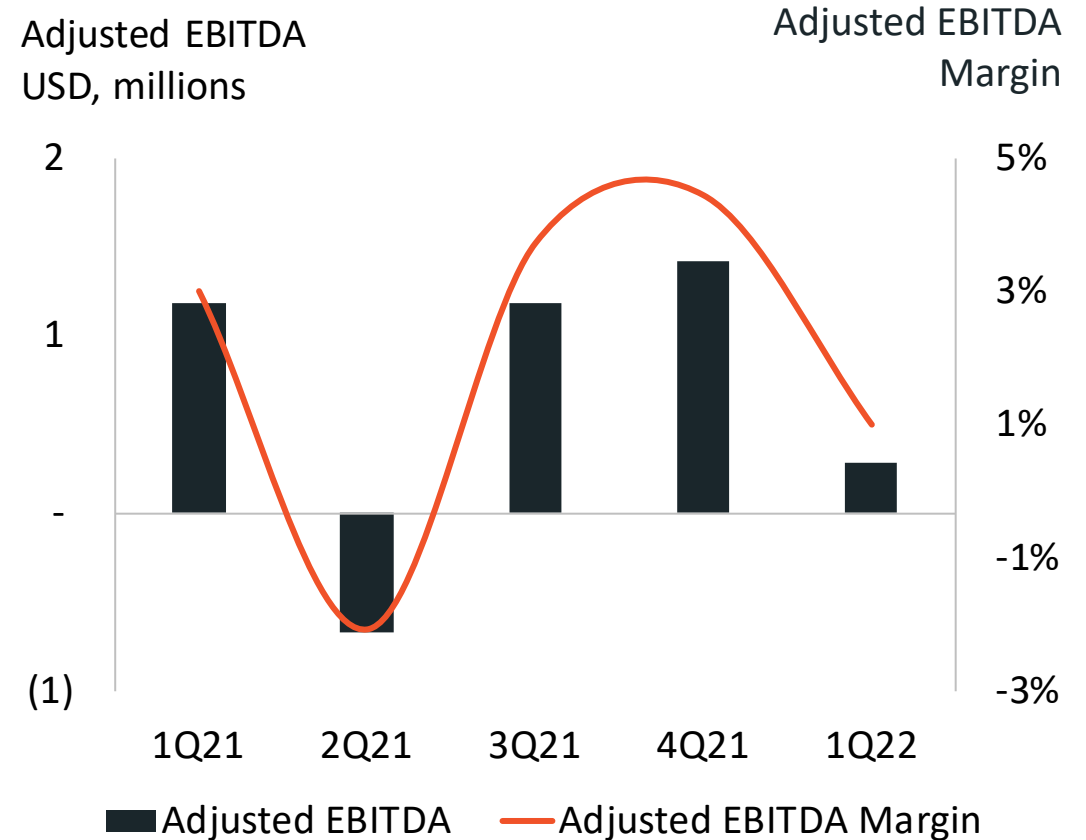
STRUCTURES

1Q22 vs. 4Q21

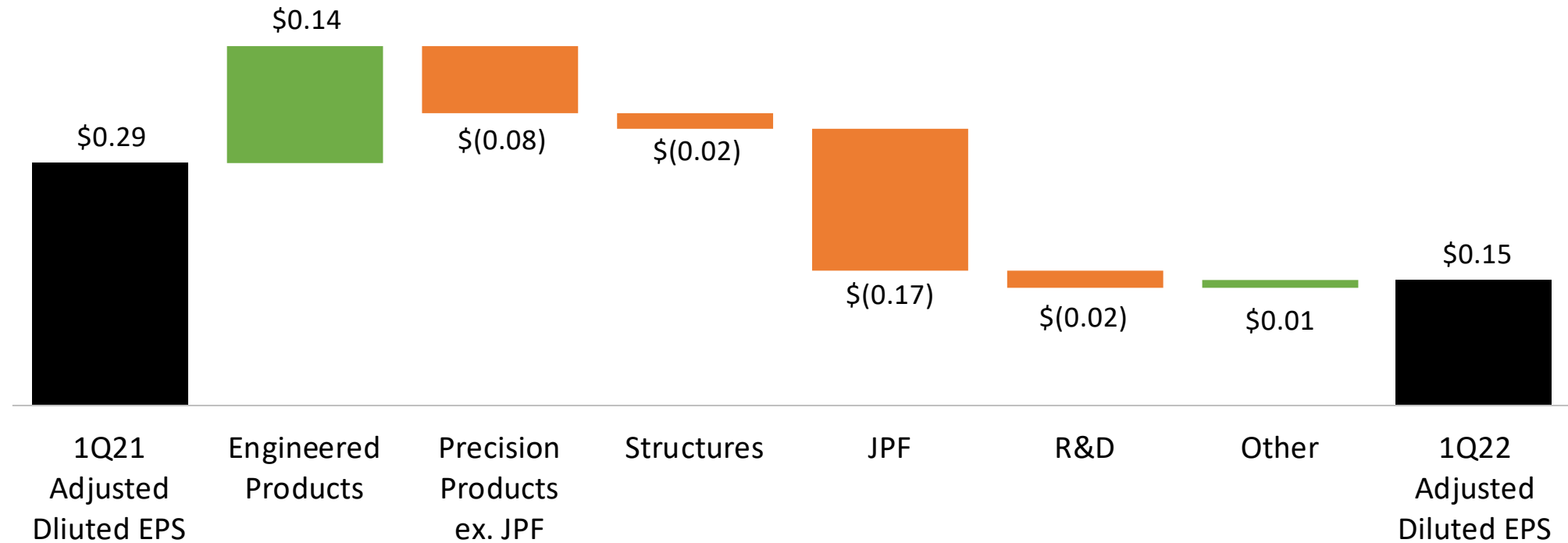
- Lower sales in AH-1Z program

1Q22 vs. 1Q21

- Lower sales in AH-1Z and composite blade programs
- Higher volumes and margins in our Rolls-Royce program



1Q 2022 EPS BRIDGE

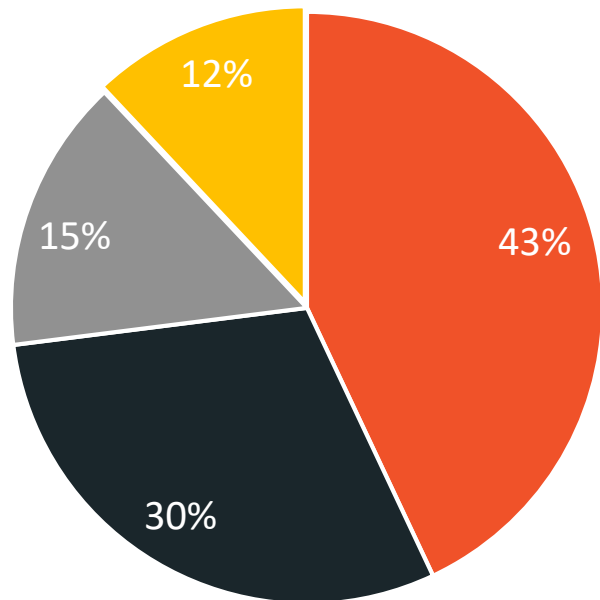


Note: Segment results excludes R&D expense. Other includes corporate, tax expense, interest expense, and depreciation & amortization.

SEGMENT OUTLOOK & STRATEGY

| | ENGINEERED PRODUCTS | PRECISION PRODUCTS | STRUCTURES |
|----------|----------------------------------------------------|---------------------------------------|--------------------------------------|
| OUTLOOK | GROWING | TRANSFORMING | IMPROVING |
| MISSION | Drive organic growth | Pivot to new technologies and markets | Strengthen margin |
| STRATEGY | Win new business | Develop new products | Win higher margin programs |
| | Improve new product introduction | Advance autonomous technologies | Improve quality and on-time delivery |
| | Benefit from rebounding commercial aviation market | Launch next generation fuzing systems | Drive operations excellence |

1Q 2022 SALES BY END MARKET



- Defense
- Commercial, Business & General Aviation
- Medical
- Industrial & Other

CONSOLIDATED SALES

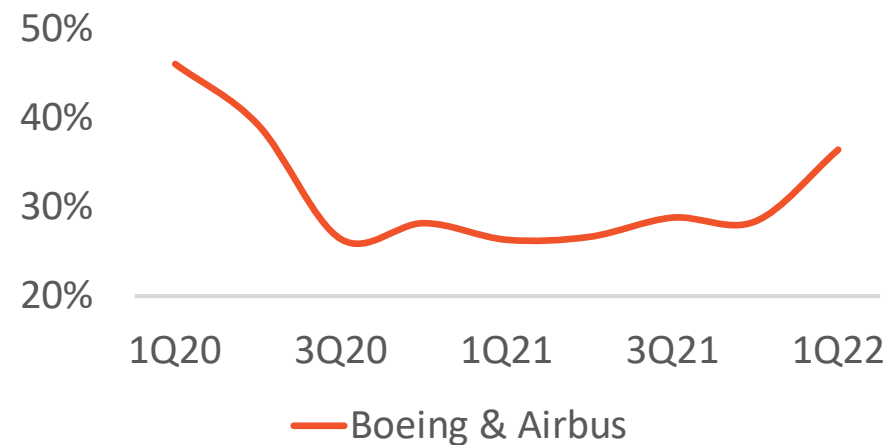
~85%

OEM





~15%

Aftermarket

COMMERCIAL, BUSINESS, & GENERAL AVIATION



2022 MARKET OUTLOOK

| PLATFORM / END MARKETS | 2022 vs. 2021 | FULL YEAR EXPECTATIONS |
|------------------------------------------------------------------------------------------------------------------------------|---------------|-------------------------------------------------------------------------------------------|
|  Defense | ↓ | Improved performance in defense offerings to offset lower JPF volume |
|  Commercial, Business & General Aviation | ↑ | Benefiting from strong order rates, improved performance and market share wins |
|  Medical | ↑ | Benefiting from strong order rates, improved performance and adoption of new technologies |
|  Industrials | ↑ | Benefiting from strong order rates, improved performance and expansion into new markets |

FOCUSED ON TOP QUARTILE PERFORMANCE

GROWTH THROUGH INNOVATION

Accelerate internal investments in our products, facilities and people

M&A AND CAPITAL ALLOCATION

Expand capabilities through accretive M&A

Maintain a disciplined approach to shareholder returns

OPERATIONAL EXCELLENCE

Drive significantly improved operating and financial performance

EBITDA MARGIN

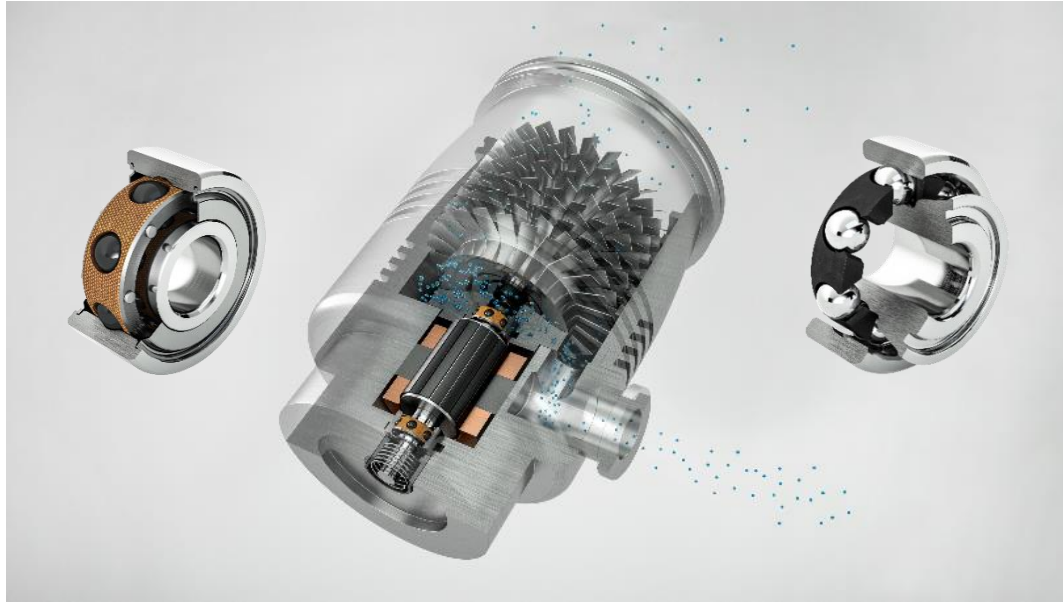
FREE CASH FLOW CONVERSION

RETURN ON INVESTED CAPITAL



FOCUSED ON INNOVATION

HIGH PRECISION MINIATURE BEARINGS FOR TURBO MOLECULAR PUMPS

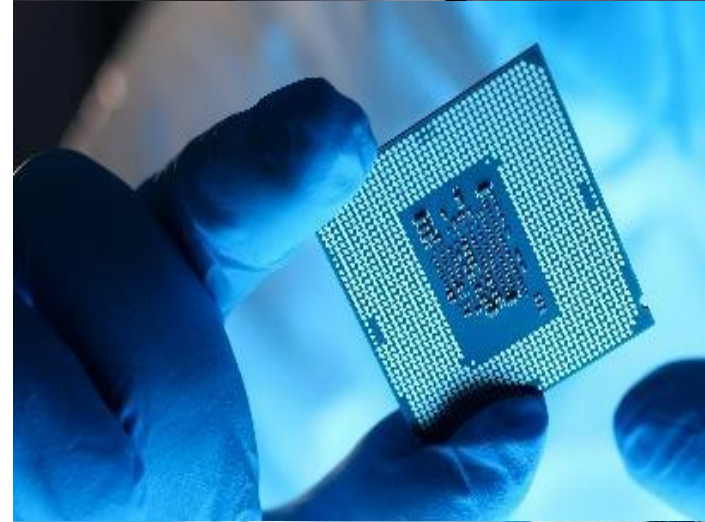


SOLUTION FOR APPLICATIONS WITH:

- High vacuum
- High vibration
- Limited thermal dissipation
- Low drive power

USED IN HIGH-TECH, ULTRA-CLEAN MARKETS:

- Semiconductors
- Solar Panels
- Laboratory Equipment
- Surface Coatings





APPENDIX

MAINTAINING 2022 OUTLOOK

| Millions of U.S. dollars (except share data) | 2021 | 2022 Outlook | |
|----------------------------------------------------|----------|--------------|----------|
| | Actual | Low End | High End |
| Net Sales | \$ 709.0 | \$ 720.0 | \$ 740.0 |
| Adjusted EBITDA | | | |
| Earnings from continuing operations | \$ 43.7 | \$ 49.3 | \$ 53.5 |
| Interest expense | 16.3 | 15.7 | 15.7 |
| Income tax expense | 16.8 | 13.1 | 14.2 |
| Pension income | (26.2) | (21.1) | (21.1) |
| Other income | (0.1) | (0.9) | (0.9) |
| Income from TSA | (0.9) | - | - |
| Depreciation and amortization | 36.6 | 37.6 | 37.6 |
| Other adjustments | 9.3 | - | - |
| Adjusted EBITDA | \$ 95.5 | \$ 93.7 | \$ 99.0 |
| Adjusted EBITDA margin | 13.5% | 13.0% | 13.4% |
| Adjusted Diluted Earnings Per Share | | | |
| Diluted earnings per share | \$ 1.57 | \$ 1.75 | \$ 1.90 |
| Adjustments | 0.36 | - | - |
| Adjusted diluted earnings per share | \$ 1.93 | \$ 1.75 | \$ 1.90 |
| Cash Flow | | | |
| Cash flow from operating activities ⁽¹⁾ | \$ 48.7 | \$ 65.0 | \$ 75.0 |
| Bal Seal Acquisition Retention Payment | 25.1 | - | - |
| Expenditures for property, plant & equipment | (17.5) | (25.0) | (25.0) |
| Adjusted free cash flow | \$ 56.3 | \$ 40.0 | \$ 50.0 |
| Discretionary Pension Contribution | \$ 10.0 | \$ - | \$ - |

(1) Cash flow from operating activities in 2021 includes the \$25.1 million payment to Bal Seal employees which represents purchase price paid to the former Bal Seal owners that was accounted for as compensation expense under ASC 805 in 2020.

NON-GAAP RECONCILIATIONS

Adjusted EBITDA and Adjusted EBITDA Margin - Adjusted EBITDA for the consolidated company results is defined as net earnings before interest, taxes, other expense (income), net, depreciation and amortization and certain items that are not indicative of the operating performance of the Company for the periods presented. Adjusted EBITDA for the segments is defined as operating income before depreciation and amortization. Adjusted EBITDA margin is defined as Adjusted EBITDA as a percent of Net sales. Management believes Adjusted EBITDA and Adjusted EBITDA margin provide an additional perspective on the operating results of the organization and its earnings capacity and helps improve the comparability of our results between periods because they provide a view of our operations that excludes items that management believes are not reflective of operating performance, such as items traditionally removed from net earnings in the calculation of EBITDA as well as Other expense (income), net and certain items that are not indicative of the operating performance of the Company for the period presented. Adjusted EBITDA and Adjusted EBITDA margin are not presented as an alternative measure of operating performance, as determined in accordance with GAAP.

Adjusted Earnings from Continuing Operations and Adjusted Diluted Earnings Per Share - Adjusted earnings from continuing operations and adjusted diluted earnings per Share are defined as GAAP "Earnings from continuing operations" and "Diluted earnings per share from continuing operations", less items that are not indicative of the operating performance of the business for the periods presented. These items are included in the reconciliation below. Management uses adjusted earnings from continuing operations and adjusted diluted earnings per share to evaluate performance period over period, to analyze the underlying trends in our business and to assess its performance relative to its competitors. We believe that this information is useful for investors and financial institutions seeking to analyze and compare companies on the basis of operating performance.

Free Cash Flow - Free cash flow is defined as GAAP "Net cash provided by (used in) operating activities from continuing operations" in a period less "Expenditures for property, plant & equipment" in the same period. Management believes free cash flow from continuing operations provides an important perspective on our ability to generate cash from our business operations and, as such, that it is an important financial measure for use in evaluating the Company's financial performance. Free cash flow should not be viewed as representing the residual cash flow available for discretionary expenditures such as dividends to shareholders or acquisitions. Management uses free cash flow internally to assess overall liquidity.

NON-GAAP RECONCILIATIONS

Table 1. Adjusted EBITDA and Adjusted EBITDA Margin (unaudited)

Thousands of U.S. dollars

| | Three Months Ended April 2, 2021 | | | | |
|--------------------------------------------------------|----------------------------------|---------------------|--------------------|------------|--------------|
| | Consolidated | Engineered Products | Precision Products | Structures | Corp/Elims** |
| Net sales | \$ 171,616 | \$ 71,779 | \$ 60,533 | \$ 39,304 | \$ - |
| Net earnings | 7,984 | | | | |
| Interest expense, net | 4,251 | | | | |
| Income tax expense (benefit) | 207 | | | | |
| Non-service pension and post retirement benefit income | (6,643) | | | | |
| Income from TSA | (475) | | | | |
| Other expense (income), net | 289 | | | | |
| Operating income (loss) | \$ 5,613 | \$ 4,906 | \$ 13,053 | \$ 320 | \$ (12,666) |
| Depreciation and amortization | 9,209 | 6,590 | 1,031 | 861 | 727 |
| Restructuring and severance costs | 1,352 | - | - | - | 1,352 |
| Costs from transition service agreement | 705 | - | - | - | 705 |
| Loss on sale of business | 234 | - | - | - | 234 |
| Other Adjustments | \$ 11,500 | \$ 6,590 | \$ 1,031 | \$ 861 | \$ 3,018 |
| Adjusted EBITDA | \$ 17,113 | \$ 11,496 | \$ 14,084 | \$ 1,181 | \$ (9,648) |
| Adjusted EBITDA margin | 10.0% | 16.0% | 23.3% | 3.0% | |

**Corp/Elims Operating income (loss) represents the Corporate office expenses and \$2.3 million of unallocated expenses that are shown on the Consolidated Statement of Earnings as their own line items.

NON-GAAP RECONCILIATIONS

Table 2. Adjusted EBITDA and Adjusted EBITDA Margin (unaudited)

Thousands of U.S. dollars

| | Three Months Ended July 2, 2021 | | | | |
|--------------------------------------------------------|---------------------------------|---------------------|--------------------|------------|--------------|
| | Consolidated | Engineered Products | Precision Products | Structures | Corp/Elims** |
| Net sales | \$ 182,394 | \$ 78,956 | \$ 71,539 | \$ 31,899 | \$ - |
| Net earnings | 11,856 | | | | |
| Interest expense, net | 4,335 | | | | |
| Income tax expense (benefit) | 5,502 | | | | |
| Non-service pension and post retirement benefit income | (6,577) | | | | |
| Income from TSA | (442) | | | | |
| Other expense (income), net | 158 | | | | |
| Operating income (loss) | \$ 14,832 | \$ 9,758 | \$ 19,429 | \$ (1,521) | \$ (12,834) |
| Depreciation and amortization | 9,182 | 6,579 | 1,054 | 855 | 694 |
| Restructuring and severance costs | 1,516 | - | - | - | 1,516 |
| Cost associated with corporate development activities | 415 | - | - | - | 415 |
| Costs from transition service agreement | 999 | - | - | - | 999 |
| Other Adjustments | \$ 12,112 | \$ 6,579 | \$ 1,054 | \$ 855 | \$ 3,624 |
| Adjusted EBITDA | \$ 26,944 | \$ 16,337 | \$ 20,483 | \$ (666) | \$ (9,210) |
| Adjusted EBITDA margin | 14.8% | 20.7% | 28.6% | (2.1)% | |

**Corp/Elims Operating income (loss) represents the Corporate office expenses and \$2.5 million of unallocated expenses that are shown on the Consolidated Statement of Earnings as their own line items.

NON-GAAP RECONCILIATIONS

Table 3. Adjusted EBITDA and Adjusted EBITDA Margin (unaudited)

Thousands of U.S. dollars

| | Three Months Ended October 1, 2021 | | | | |
|--------------------------------------------------------|------------------------------------|---------------------|--------------------|------------|--------------|
| | Consolidated | Engineered Products | Precision Products | Structures | Corp/Elims** |
| Net sales | \$ 179,836 | \$ 84,399 | \$ 63,584 | \$ 31,853 | \$ - |
| Net earnings | 14,667 | | | | |
| Interest expense, net | 3,646 | | | | |
| Income tax expense (benefit) | 4,447 | | | | |
| Non-service pension and post retirement benefit income | (6,612) | | | | |
| Other expense (income), net | (172) | | | | |
| Income from TSA | (14) | | | | |
| Operating income (loss) | \$ 15,962 | \$ 14,931 | \$ 13,792 | \$ 330 | \$ (13,091) |
| Depreciation and amortization | 9,083 | 6,557 | 1,022 | 857 | 647 |
| Restructuring and severance costs | 2,611 | - | - | - | 2,611 |
| Cost associated with corporate development activities | 136 | - | - | - | 136 |
| Costs from transition service agreement | 24 | - | - | - | 24 |
| Other Adjustments | \$ 11,854 | \$ 6,557 | \$ 1,022 | \$ 857 | \$ 3,418 |
| Adjusted EBITDA | \$ 27,816 | \$ 21,488 | \$ 14,814 | \$ 1,187 | \$ (9,673) |
| Adjusted EBITDA margin | 15.5% | 25.5% | 23.3% | 3.7% | |

**Corp/Elims Operating income (loss) represents the Corporate office expenses and \$2.6 million of unallocated expenses that are shown on the Consolidated Statement of Earnings as their own line items.

NON-GAAP RECONCILIATIONS

Table 4. Adjusted EBITDA and Adjusted EBITDA Margin (unaudited)

Thousands of U.S. dollars

| | Three Months Ended December 31, 2021 | | | | |
|--------------------------------------------------------|--------------------------------------|---------------------|--------------------|------------|--------------|
| | Consolidated | Engineered Products | Precision Products | Structures | Corp/Elims** |
| Net sales | \$ 175,147 | \$ 82,549 | \$ 60,673 | \$ 31,925 | \$ - |
| Net earnings | 9,169 | | | | |
| Interest expense, net | 4,058 | | | | |
| Income tax expense (benefit) | 6,676 | | | | |
| Non-service pension and post retirement benefit income | (6,397) | | | | |
| Other expense (income), net | (417) | | | | |
| Operating income (loss) | \$ 13,089 | \$ 13,502 | \$ 9,092 | \$ 531 | \$ (10,036) |
| Depreciation and amortization | 9,180 | 6,580 | 1,041 | 889 | 670 |
| Restructuring and severance costs | 675 | - | - | - | 675 |
| Cost associated with corporate development activities | 647 | - | - | - | 647 |
| Other Adjustments | \$ 10,502 | \$ 6,580 | \$ 1,041 | \$ 889 | \$ 1,992 |
| Adjusted EBITDA | \$ 23,591 | \$ 20,082 | \$ 10,133 | \$ 1,420 | \$ (8,044) |
| Adjusted EBITDA margin | 13.5% | 24.3% | 16.7% | 4.4% | |

**Corp/Elims Operating income (loss) represents the Corporate office expenses and \$0.7 million of unallocated expenses that are shown on the Consolidated Statement of Earnings as their own line items.

NON-GAAP RECONCILIATIONS

Table 5. Adjusted EBITDA and Adjusted EBITDA Margin (unaudited)

Thousands of U.S. dollars

| | Three Months Ended April 1, 2022 | | | | |
|--------------------------------------------------------|----------------------------------|---------------------|--------------------|------------|--------------|
| | Consolidated | Engineered Products | Precision Products | Structures | Corp/Elims** |
| Net sales | \$ 158,048 | \$ 81,452 | \$ 47,549 | \$ 29,047 | \$ - |
| Net earnings | 4,028 | | | | |
| Interest expense, net | 2,481 | | | | |
| Income tax expense (benefit) | 1,307 | | | | |
| Non-service pension and post retirement benefit income | (5,263) | | | | |
| Other expense (income), net | 504 | | | | |
| Operating income (loss) | \$ 3,057 | \$ 11,042 | \$ 3,409 | \$ (617) | \$ (10,777) |
| Depreciation and amortization | 8,832 | 6,227 | 1,031 | 906 | 668 |
| Restructuring and severance costs | 169 | - | - | - | 169 |
| Cost associated with corporate development activities | 128 | - | - | - | 128 |
| Other Adjustments | \$ 9,129 | \$ 6,227 | \$ 1,031 | \$ 906 | \$ 965 |
| Adjusted EBITDA | \$ 12,186 | \$ 17,269 | \$ 4,440 | \$ 289 | \$ (9,812) |
| Adjusted EBITDA margin | 7.7% | 21.2% | 9.3% | 1.0% | |

**Corp/Elims Operating income (loss) represents the Corporate office expenses and \$0.2 million of unallocated expenses that are shown on the Consolidated Statement of Earnings as their own line items.

NON-GAAP RECONCILIATIONS

Table 6. Adjusted net earnings and Adjusted Diluted Earnings per Share (unaudited)

Thousands of U.S. dollars (except share data)

| | Three Months Ended April 1, 2022 | | | Three Months Ended April 2, 2021 | | |
|--------------------------------------------------------|-------------------------------------|-----------------|----------------|-------------------------------------|-----------------|----------------|
| | Pre-Tax | Tax-Effectuated | Diluted EPS | Pre-Tax | Tax-Effectuated | Diluted EPS |
| Net earnings | \$ 5,335 | \$ 4,028 | \$ 0.14 | \$ 8,191 | \$ 7,984 | \$ 0.29 |
| Adjustments: | | | | | | |
| Restructuring and severance costs | 169 | 128 | 0.01 | 1,352 | 1,079 | 0.03 |
| Costs associated with corporate development activities | 128 | 97 | - | - | - | - |
| Costs from transition services agreement | - | - | - | 705 | 563 | 0.02 |
| Income from transition services agreement | - | - | - | (475) | (379) | (0.01) |
| Tax benefit on sale of UK operations | - | - | - | (1,512) | (1,512) | (0.05) |
| Loss on sale of business | - | - | - | 234 | 234 | 0.01 |
| Adjustments | <u>\$ 297</u> | <u>\$ 225</u> | <u>\$ 0.01</u> | <u>\$ 304</u> | <u>\$ (15)</u> | <u>\$ 0.00</u> |
| Adjusted net earnings | <u>\$ 5,632</u> | <u>\$ 4,253</u> | <u>\$ 0.15</u> | <u>\$ 8,495</u> | <u>\$ 7,969</u> | <u>\$ 0.29</u> |
| Diluted weighted average shares outstanding | | | 28,082 | | | 27,867 |

NON-GAAP RECONCILIATIONS

Table 7. Free Cash Flow (unaudited)

Thousands of U.S. dollars

| | Three Months Ended | | | | Twelve Months Ended |
|-----------------------------------------------------|--------------------|-----------------|-------------------|---------------|---------------------|
| | July 2, 2021 | October 1, 2021 | December 31, 2021 | April 1, 2022 | April 1, 2022 |
| Net cash provided by (used in) operating activities | \$ (12,308) | \$ 28,846 | \$ 34,575 | \$ (1,017) | \$ 50,096 |
| Expenditures for property, plant & equipment | (3,424) | (3,262) | (6,166) | (6,877) | (19,729) |
| Free cash flow | \$ (15,732) | \$ 25,584 | \$ 28,409 | \$ (7,894) | \$ 30,367 |