A Premier Industrial Company

Altra Motion

Third-Quarter 2019 Results

October 24, 2019

Q3 2019 Conference Call Details

Live Webcast

October 24, 2019

10:00 AM ET

Dial-In Number

(866) 209-9085 Domestic

(647) 689-5687 International

Webcast at www.altramotion.com

Replay

Through November 7th

(800) 585-8367 Domestic

(416) 621-4642 International

Conference ID: 6783259

Webcast Replay at
www.altramotion.com

Safe Harbor Statement

Forward-Looking Statements

•All statements, other than statements of historical fact included in this release are forward-looking statements, as that term is defined in the Private Securities Litigation Reform Act of 1995. These statements include, but are not limited to, any statement that may predict, forecast, indicate or imply future results, performance, achievements or events. Forward-looking statements can generally be identified by phrases such as "believes," "expects," "potential," "continues," "may," "should," "seeks," "predicts," "anticipates," "intends," "projects," "estimates," "plans," "could," "designed", "should be," and other similar expressions that denote expectations of future or conditional events rather than statements of fact. Forward-looking statements also may relate to strategies, plans and objectives for, and potential results of, future operations, financial results, financial condition, business prospects, growth strategy and liquidity, and are based upon financial data, market assumptions and management's current business plans and beliefs or current estimates of future results or trends available only as of the time the statements are made, which may become out of date or incomplete. Forward looking statements are inherently uncertain, and investors must recognize that events could differ significantly from our expectations. These statements include, but may not be limited to, the statements under "Business Outlook," our expectations regarding exceeding anticipated synergy targets and achieving our debt reduction target, statements regarding opportunities arising from our merger with A&S, statements regarding our focus on cost containment and executing on our strategic priorities, our expectations regarding exceeding anticipated strategic supply chain initiatives, our expectations regarding our tax rate, our expectations regarding de-levering our business and our ability to continue de-levering our business, including by generating strong free cash flow, our expectations regarding our 2020 sales and uncertainty in regards to the industrial economy, and the Company's revised guidance for full year 2019.

•In addition to the risks and uncertainties noted in this release, there are certain factors that could cause actual results to differ materially from those anticipated by some of the statements made. These include: (1) competitive pressures, (2) changes in political and economic conditions in the United States and abroad and the cyclical nature of our markets, (3) loss of distributors, (4) the ability to develop new products and respond to customer needs, (5) risks associated with international operations, including currency risks, and the effects of tariffs and other trade actions taken by the United States and other countries (6) accuracy of estimated forecasts of OEM customers and the impact of the current global economic environment on our customers, (7) risks associated with a disruption to our supply chain, (8) fluctuations in the costs of raw materials used in our products, (9) product liability claims, (10) work stoppages and other labor issues, (11) changes in employment, environmental, tax and other laws and changes in the enforcement of laws, (12) loss of key management and other personnel, (13) risks associated with compliance with environmental laws, (14) the ability to successfully execute, manage and integrate key acquisitions and mergers, (15) failure to obtain or protect intellectual property rights, (16) risks associated with impairment of goodwill or intangibles assets, (17) failure of operating equipment or information technology infrastructure, (18) risks associated with our debt leverage, (19) risks associated with restrictions contained in the agreements governing the Notes and the Altra Credit Facilities, (20) risks associated with compliance with tax laws, (21) risks associated with the global recession and volatility and disruption in the global financial markets, (22) risks associated with implementation of our ERP system, (23) risks associated with the Svendborg, Stromag, and A&S acquisitions and integration and other acquisitions, (24) risks associated with certain minimum purchase agreements we have with suppliers, (25) risks related to our relationships with strategic partners, (26) our ability to offset increased commodity and labor costs with increased prices, (27) risks associated with our exposure to variable interest rates and foreign currency exchange rates, (28) risks associated with interest rate swap contracts, (29) risks associated with our exposure to renewable energy markets, (30) risks related to regulations regarding conflict minerals, (31) risks related to restructuring and plant consolidations, (32) risks related to our acquisition of A&S, including (a) the possibility that we may be unable to achieve expected synergies and operating efficiencies in connection with the transaction within the expected time-frames or at all and to successfully integrate A&S, (b) expected or targeted future financial and operating performance and results, (c) operating costs, customer loss and business disruption (including, without limitation, difficulties in maintain relationships with employees, customers, clients or suppliers) being greater than expected following the transaction, (d) our ability to retain key executives and employees, (e) slowdowns or downturns in economic conditions generally and in the markets in which the A&S businesses participate specifically, (f) lower than expected investments and capital expenditures in equipment that utilizes components produced by us or A&S, (g) lower than expected demand for our or A&S's repair and replacement businesses, (h) our ability to successfully integrate the merged assets and the associated technology and achieve operational efficiencies, (i) the integration of A&S being more difficult, time-consuming or costly than expected, (j) the inability to undertake certain corporate actions that otherwise could be advantageous to comply with certain tax covenants, (k) potential unknown liabilities and unforeseen expenses related to the acquisition and (l) the impact on our internal controls and compliance with the regulatory requirements under the Sarbanes-Oxley Act of 2002, (33) the risk associated with the UK vote to leave the European Union, (34) Altra's ability to achieve the efficiencies, savings and other benefits anticipated from its cost reduction, margin improvement, restructuring, plant consolidation and other business optimization initiatives, (35) the risks associated with transitioning from LIBOR to a replacement alternative reference rate, and (36) other risks, uncertainties and other factors described in the Company's quarterly reports on Form 10-Q and annual reports on Form 10-K and in the Company's other filings with the U.S. Securities and Exchange Commission (SEC) or in materials incorporated therein by reference. Except as required by applicable law, Altra does not intend to, update or alter its forward-looking statements, whether as a result of new information, future events or otherwise.

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Agenda and Speakers

1. Executive Overview
2. Market Review
3. Strategic Highlights
4. Q3 Financial Review
5. 2019 & 2020 Guidance
6. Strategic Priorities
7. Q&A

Carl Christenson

Chairman &
Chief Executive Officer

Christian Storch

Vice President & Chief
Financial Officer

Q3 Executive Overview

Strong cash flow, working capital improvements & EPS despite macro-economic headwinds & topline pressure

- 94% increase in net sales to $442.9 million
- Organic Sales were down 3.6% on a pro forma basis due to softer demand in several end markets and reduced demand in Germany & China*
- Cost-reduction and synergy initiatives supported non-GAAP operating margin performance*
- Earnings of $0.40 per diluted share, versus $0.42 per diluted share, in Q3 2018; Non-GAAP Earnings of $0.69 per diluted share versus $0.71 per diluted share, in Q3 2018*

35%
Q3 '19 GAAP Gross Margin

17%
Q3 '19 Non-GAAP Operating Margin*

20%
Q3 '19 Non-GAAP adjusted EBITDA Margin*

*See appendix for discussion and reconciliation of non-GAAP measures

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Q3 2019 Key End-Market Drivers

- **Transportation** sales down low double digits. New business win in China for natural gas engine braking systems
- **Factory Automation & Specialty Machinery** down double digits
- **Metals** down double digits due to slowing in automotive and fewer capital projects
- **Distribution** sales down low single digits due to softness across all markets
- **Turf & garden** down high single digits; **Ag** down mid-single digits
- **Medical** expected to continue as a growth engine
- **Energy market** up high single digits with growth in **Renewables** and **Oil & Gas**
- **Mining** up low single digits based on strong aftermarket parts activity
- **Aerospace & Defense** up double digits on broad-based demand





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Q3 2019 Strategic Highlights

Strong momentum advancing our strategic priorities

- **Focus on cash management yielded $71.5M Free Cash Flow in Q3***
  - $143.5M Free Cash Flow year-to-date*
- **Advanced goal of de-levering balance sheet**
  - $40M debt paid down in Q3; $110M debt paid since A&S merger
- **Key strategic A&S integration activities on schedule**
  - Integrating ABS best practices across the organization
  - On track to achieve target debt paydown and $15M of synergies in 2019

*See appendix for discussion and reconciliation of non-GAAP measures

Q3 2019 Financial Highlights

	YOY	Q3 2019	Q3 2018**
Sales	94%	$442.9M	$228.5
Organic Growth *		(3.6%)	
FX		(175 bps)	
GAAP Diluted EPS	-5%	$0.40	$0.42
Non-GAAP Diluted EPS*	-3%	$0.69	$0.71
Non-GAAP Income from Operations *	410 bps	16.5%	12.4%
GAAP Gross Profit	390 bps	35.4%	31.5%
Non-GAAP Adjusted EBITDA Margin*	440 bps	20.1%	15.7%

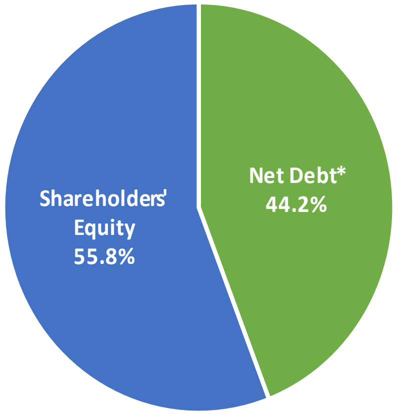
*See appendix for discussion and reconciliation of non-GAAP measures
**2018 Q3 results do not include A&S business

Balance Sheet Highlights

Paying down debt and de-levering balance sheet are top priorities

(amounts in millions)

	Q3 2019		Q4 2018	
Cash	$168.0		$169.0	
Total Debt	$1,644.6		$1,734.0	
Net Debt*	$1,476.6	44.2%	$1,565.0	45.9%
Shareholders' Equity	$1,867.5	55.8%	$1,848.2	54.1%
Shareholders' Equity plus Debt, less Cash	$3,344.1	100.0%	$3,413.2	100.0%
Shares Outstanding	64.6		64.2	



- Paid down $90 million of debt YTD
- Returned $33.1 million to shareholders YTD via dividend
- No share repurchases in first 9 months of 2019

*See appendix for discussion and reconciliation of non-GAAP measures

Revising 2019 Guidance

	CURRENT	PRIOR
Sales	$1,827 to $1,837 million	$1,850 to $1,880 million
GAAP Diluted EPS	$1.71 to $1.81	$1.81 to $1.95
Non-GAAP Diluted EPS*	$2.77 to $2.83	$2.81 to $2.97
Non-GAAP Adjusted EBITDA*	$375 to $381 million	$385 to $400 million
Capital Expenditures	$50 to $55 million	$50 to $55 million
Depreciation and Amortization	$128 to $130 million	$128 to $135 million
Tax Rate (before discrete items)	23.5% to 24.5%	23.5% to 25.0%

*See appendix for discussion and reconciliation of non-GAAP measures

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Strategic Priorities to Drive Shareholder Value

Capitalize on the Opportunity to Drive Substantial Value Creation

- **Execute on the A&S integration; deliver $52 million synergies**
- **De-lever and strengthen the balance sheet through strong free cash flow generation ***
- **Deliver on 425 basis point improvement in Non-GAAP Adjusted EBITDA margin***

*See appendix for discussion and reconciliation of non-GAAP measures

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*Discussion of Non-GAAP Measures

The non-GAAP financial measures used in this release are utilized by management in comparing our operating performance on a consistent basis. We believe that these financial measures are appropriate to enhance the overall understanding of our underlying operating performance trends compared to historical and prospective periods and our peers. We believe that these measures provide important supplemental information to management and investors regarding financial and business trends relating to the Company's financial condition and results of operations as well as insight into the compliance with our debt covenants. Non-GAAP financial measures should not be considered in isolation from, or as a substitute for, financial information calculated in accordance with GAAP. Investors are encouraged to review the reconciliation of these non-GAAP measures to their most directly comparable GAAP financial measures. A reconciliation of non-GAAP financial measures presented above to our GAAP results has been provided in the financial tables included in this press release.

Organic Sales
Organic sales in this release excludes the impact of foreign currency translation.

Non-GAAP Net Income, Non-GAAP income from operations, Non-GAAP Diluted earnings per share, Non-GAAP operating income margin, and Non-GAAP Net Income and Non-GAAP Diluted EPS Guidance
Non-GAAP net income, non-GAAP income from operations, non-GAAP diluted earnings per share, and non-GAAP net income and non-GAAP diluted earnings per share guidance exclude acquisition related amortization, acquisition related costs, acquisition related stock compensation costs, restructuring costs and other income or charges that management does not consider to be directly related to the Company's core operating performance, such as supplier warranty settlement, loss on partial settlement of pension plans and the tax impact of such adjustments. Non-GAAP diluted earnings per share is calculated by dividing non-GAAP net income by GAAP weighted average shares outstanding (diluted). Non-GAAP operating income margin is calculated by dividing Non-GAAP income from operations by GAAP Net Sales.

Non-GAAP adjusted EBITDA and Non-GAAP adjusted EBITDA guidance
Adjusted EBITDA represents earnings before interest, taxes, depreciation, acquisition related amortization, acquisition related costs, restructuring costs, stock-based compensation, asset impairment and other income or charges that management does not consider to be directly related to the Company's core operating performance.

Non-GAAP Free cash flow
Non-GAAP free cash flow is calculated by deducting purchases of property, plant and equipment from net cash flows from operating activities.

Non-GAAP operating working capital
Non-GAAP operating working capital is calculated by deducting accounts payable from net trade receivables plus inventories.

Net Debt
Net debt is calculated by subtracting cash from total debt.

Appendix
Non-GAAP Measures *

Non-GAAP Net Income
(amounts in millions)

	Q3 2019		Q3 2018	
Net income	$ 25.7		$ 12.3	
Restructuring costs	6.2		0.6	
Acquisition related stock compensation expense	0.7		-	
Acquisition related expenses	-		4.6	
Acquisition related amortization expense	17.5		2.4	
Tax Impact of above adjustments	(5.8)		0.7	
Non-GAAP net income *	44.3		20.6	
Non-GAAP diluted earnings per share *	$ 0.69	(1)	$ 0.71	(2)

(1) tax impact is calculated by multiplying the estimated effective tax rate, 23.8% by the above items

(2) tax impact is calculated by multiplying the estimated effective tax rate for the period of 24.2% by restructuring costs and acquisition related amortization expense. Acquisition related expenses in the quarter are not tax deductible, therefore the tax impact has been eliminated.

Non-GAAP Income from operations
(amounts in millions)

	Q3 2019	Q3 2018
Income from operations	$ 48.5	$ 20.8
Restructuring costs	6.2	0.6
Acquisition related stock compensation expense	0.7	-
Acquisition related amortization expense	17.5	2.4
Acquisition related expenses	-	4.6
Non-GAAP income from operations *	$ 72.9	$ 28.4

Free Cash Flow
(amounts in millions)

	Q3 2019	Q3 2018
Operating Cash Flow	$84.3	$29.9
Less Capex	(12.8)	(6.2)
Free Cash Flow	$71.5	$23.7

Non-GAAP Operating Working Capital
(amounts in millions)

	Q3 2019	Q3 2018
Accounts Receivable	$244.3	$139.9
Inventories	230.3	157.0
Accounts Payable	(149.2)	(61.5)
Operating Working Capital	$325.4	$235.4

Net Debt
(amounts in millions)

	As of September 30, 2019
Total Debt	$1,644.6
Cash	($168.0)
Net Debt	$1,476.6

Appendix
Non-GAAP Measures *

Non-GAAP Income from operations by Segment
(amounts in millions)

	Quarter ended September 30, 2019			
	Power Transmission Technologies	Automation and Specialty	Corporate	Total
Income from operations	$ 23.4	$ 26.4	$ (1.3)	$ 48.5
Restructuring costs	2.9	3.3	-	6.2
Acquisition related stock compensation expense	-	-	0.7	0.7
Acquisition related amortization expense	2.3	15.2	-	17.5
Non-GAAP income from operations *	$ 28.6	$ 44.9	$ (0.6)	$ 72.9
Income from operations as a percent of Segment net sales	*13.1%*	*20.0%*		*16.5%*

Reconciliation of GAAP to Non-GAAP Operating Margin
(amounts in millions)

	Quarter ended September 30, 2019		
	GAAP Operating Income	Adjustments	Non-GAAP Operating Income
Net sales	$ 442.9	$ -	$ 442.9
Cost of sales	285.9	-	285.9
Gross Profit	157.0	-	157.0
Operating expenses			
Selling, general and administrative expenses	87.9	18.2	69.7
Research and development expenses	14.4	-	14.4
Restructuring costs	6.2	6.2	-
Income from operations	$ 48.5	$ 24.4	$ 72.9
GAAP and non-GAAP Income from operations as a percent of net sales	*11.0%*		*16.5%*

*Reconciliation of 2019 Non-GAAP Net Income Guidance and Diluted EPS Guidance
(Amounts in millions except per share information)

	Fiscal Year 2019	Fiscal Year 2019 Diluted earnings per share
Net Income per Share Diluted	$110.5 - $116.7	$1.71 - $1.81
Restructuring and consolidation costs	15.0-12.0	
Acquisition related stock compensation expense	3.1	
Acquisition amortization expense	70.0	
Acquisition expense	0.7	
Tax impact of above adjustments**	(20.4) - (19.7)	
Non-GAAP Net Income	$178.9 - $182.8	$2.77 - $2.83

** Tax impact is calculated by multiplying the effective tax rate for the period of 23.5%-24.5% by the above items.

*Reconciliation of 2019 Non-GAAP Adjusted EBITDA Guidance
(Amounts in millions)

	Fiscal Year 2019
Net Income	$110.5 - $116.7
Interest Expense	73.6 - 73.9
Tax Expense	34.9 - 35.4
Depreciation Expense	58.0 - 60.0
Amortization Expense	70.0
Stock Based Compensation	12.3
Acquisition Expense	0.7
Restructuring and consolidation costs	15.0-12.0
Non-GAAP Adjusted EBITDA	$375.0 - $381.0

EBITDA Reconciliation
(amounts in millions)

	Q4 2018	Q1 2019	Q2 2019	Q2 2019	LTM
Net Income	($4.9)	$35.2	$29.0	$25.7	$85.0
Asset Impairment and Other, Net	(0.2)	1.3	(0.3)	(1.3)	(0.5)
Taxes	(0.6)	10.3	9.1	5.0	23.8
Interest Expense, net	22.7	19.8	18.6	18.2	79.3
Depreciation Expense	14.1	14.3	14.6	14.6	57.6
Amortization Expense	17.9	17.8	17.6	17.5	70.8
Loss on write off of deferred financing costs	1.2	-	-	-	1.2
Acquisition related expenses	24.3	0.5	0.2	-	25.0
Stock Compensation Expense	4.3	3.5	3.5	3.1	14.4
Amortization of fair value of inventory	14.2	-	-	-	14.2
Restructuring costs	2.3	2.3	3.2	6.2	14.0
Non-GAAP Adjusted EBITDA	$95.3	$105.0	$95.5	$89.0	$384.8