



# JOHN BATTEN

October 9, 2019

Milwaukee



# GEOGRAPHIC DIVERSITY AND GLOBAL LOCATIONS



★ Manufacturing location    ● Company owned distribution / service location    ● Purchasing / sourcing offices

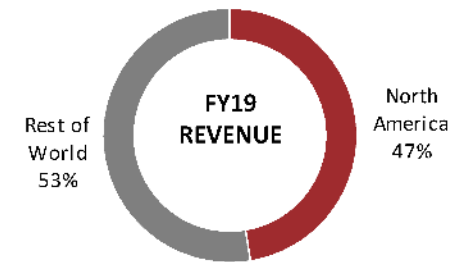
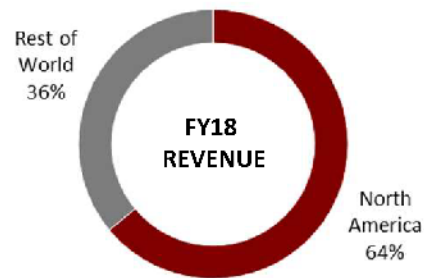
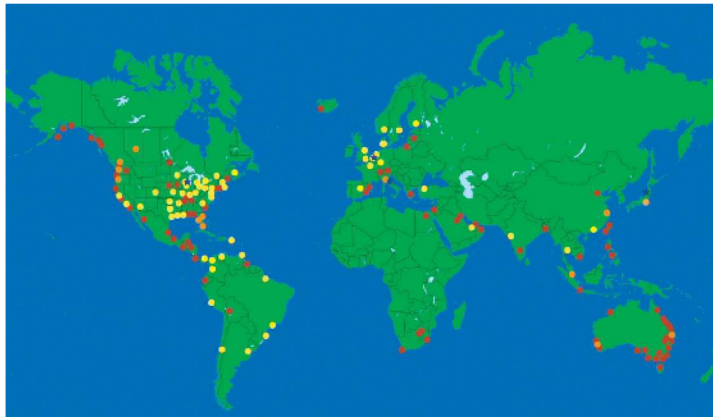


★ New facility opening in Lufkin, TX. March, 2020

- Headquartered in Racine, WI
- Founded in 1918

## Strategic Priorities

- Market leader in marine hybrid solutions
- Diversify away from cyclical energy markets
- Growth through new products & acquisitions



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# PRODUCT OVERVIEW



- **Marine & Propulsion Systems:**

- Products: Transmissions, Azimuth Thrusters, Arneson Surface Drives, Propellers, Boat Management Systems, Controls & EJS
- Target Markets: High speed planing and displacement yachts/vessels/patrol boats from 30' to 250', diesel-powered



- **Land-Based Transmission Systems:**

- Products: Powertrain components – 400 to 3,000+ HP
- Target Markets: Off-highway and all-terrain specialty vehicles, diesel-powered



- **Industrial Products:**

- Products: Mechanical & hydraulic clutches, PTO's, reduction gearboxes & pump mount drives, 100-2,500 HP
- Target Markets: Heavy-duty industrial disconnect applications

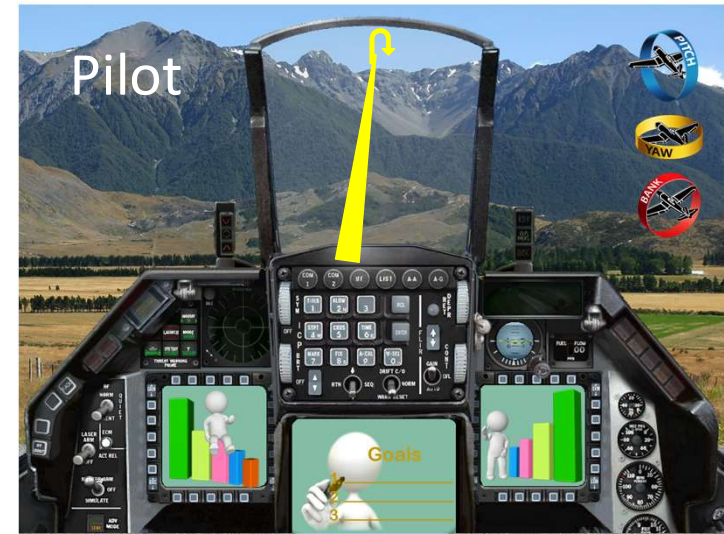


# LEADERSHIP STYLE



- Style of Leadership that I "think" I have:
  - Combination of the following
    - Strategic, Coaching, Democratic
  - Once in a while: Transformational, but rarely
  - Always Situational
  - Always focused on Teamwork
- "We are only as good as the team"
- Focus on the Team
- Focus on what we may be missing
  - Lead Like a Gardener
  - Gardeners plant and harvest, but more than anything, they tend. Plants are watered, beds are fertilized, and weeds are removed.*

TWIN DISC – STRICTLY CONFIDENTIAL



# CULTURE, COMMUNICATION AND LEARNING



- Right or wrong, we have a culture that has developed over 100 years:
  - "Midwestern" values dominate
  - History of deep cycles
  - Reinvention through innovation
  - Openness and transparency
  - Pride in our history
- Open, regular communication
  - Resistance to change
  - Cycles are coming faster
  - Innovation needs to be faster
- Innovation in our markets is key to our success
- It's a "Team sport"
- Ok to take risks; to fail
- Learn from them

*I am never the smartest person in the room, so I don't pretend to be.*



*Increasingly our future innovation success is predicated on picking the right external partners.*





# THANK YOU

