



HAAS AUTOMATION, INC

DEALER
MEETING 25

Welcome to the 2025 dealer Meeting



- Welcome to the 2025 Distributor meeting.
- Thanks for coming to California.
- In 2024, we made good progress with our strategy to grow.
- 2024 Revenue exceeded 2023 Revenue.

2024



- **2024 was a tough year for the overall Global Machine Tool Industry . . .**

- The machine tool industry really hasn't been growing in the last couple years.
- But despite this, we grew our business in 2024, and made good progress toward reinventing Haas.
 - We changed the way we engineer, develop, and build new machines.
 - We brought more than 20 new products to market in 2024.
 - We grew our ecommerce business to more than \$57 million in revenue.
 - We grew our business in Europe by more than 20%.
 - And we started building the new Henderson Factory.

2025 and Tariffs



- 2025 started out strong; the first quarter was one of our best first quarters in the last 5 years.
 - Then the tariffs came, and sales slowed down significantly.
 - The good news is that, even with the slowdown, revenue for the first half of 2025 will be above the first 6 months of 2024.
- But . . . the tariffs have made the second quarter of 2025 feel like the “Great Recession” or “Covid.”
 - We’ve reduced the production schedule to reflect the slowdown in incoming machines orders.

2025 and Tariffs



- Our customers invest in machine tools when they have confidence in the future.
 - So short-term, it means we will have to give our customers a reason to buy Haas machines.
 - **Now, it's time to start getting aggressive with promotions . . .**
 - In the second half of 2025, we will be super aggressive with machine pricing!
- **Long-term, tariffs will not keep us from growing.**
 - The factory is ready to increase the production schedule.
 - As soon as I see sales orders increase, THE FACTORY WILL BE READY!
- And tariffs will not change our strategy . . . we will grow, introduce new machines, and heavily promote our tooling business.
- We will get through this . . . and will be stronger when it's over!

Today's Agenda



- 2024 Final Numbers
- Growth Strategy
 - New Product Development Strategy
 - Improvements to Haas machines
 - 2024 New Machines
 - Automation Update
 - 2025 New Machines
- Update of the Ecommerce Business
- F1 Update
- Henderson Update
- Final Word



Haas
F1 Team

2024 Final Numbers

2024 Revenue



- Haas grew in 2024
 - Overall, it was a tough year for the machine tool industry.
 - The machine tool industry has not been growing recently.
 - Haas business was strong in Europe and North America.
 - While overseas markets were slow.
 - We've seen a slowdown in international business (mainly China and India).
 - 5 years ago, more than **57% of revenue** came from overseas markets.
 - Today, it's in the low **40% range**.
 - The good news is, our European business grew more than 20% in 2024.
 - Despite this difficult environment:
 - **We grew:**
 - **Our revenue**
 - **The product line**
 - **And our ecommerce business in 2024**

2024 Final Numbers



- 2024 Numbers:
- All our key metrics were positive:
 - Revenue: **\$1,075,000** (2023 was \$1.065B - *increase of \$10M*)
 - Production: **10,381** (2023 was 10,055 - *increase of nearly 300*)
 - Machine Orders: **10,400** (2023 was 9,515 - *increase of nearly 885*)
 - Shipped Machines: **10,500** (2023 was 10,098 - *increase of nearly 400*)
 - Rotary Tables Built: **2,021** (2023 was 1,757 - *increase of nearly 264*)
 - Rotary Tables Sold: **2,055** (2023 was 1,894 - *increase of nearly 161*)
 - Ecommerce Revenue: **\$56 million** (2023 \$32 million - *increase of \$24M*)



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Growth Strategy

What to expect from Haas



Basically, the same as I talked about last year in Chicago, and earlier this year in Brussels . . .

We plan on growing our business, regardless of what happens to the machine tool industry.

Short term, we're dealing with the tariffs; this will have an impact on our 2025 Sales & Revenue.

But our strategy has not changed. We will expand the product line, grow the ecommerce business, be aggressive with promotions, take market share, and invest in the future!

We will get through the tariffs, and get back to growing!

2025 Growth Strategy



Growth Strategy *(same as 2024):*

- **#1: Make Haas machines Better!**
- **#2: Grow Market Share**
 - Be aggressive on pricing.
 - Sell everything that our customers need for their shops.
 - Continue building a **One-Stop Shop** for all our customers.
- **#3: Add new machines to our product line.**
 - Haas engineered, built, and designed machines in America.
 - Naked machines, using the Haas Control *(final assembled in America)*.
 - Branded Haas private-label machines
- **#4: And grow our ecommerce business**
 - Supply everything that our customers need.



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#1: Make Haas Machines Better

#1: Make Machines better



We're upgrading Haas machines.

The Haas machines coming off the assembly line are
the best BUILT ever!

#1: Make Machines better



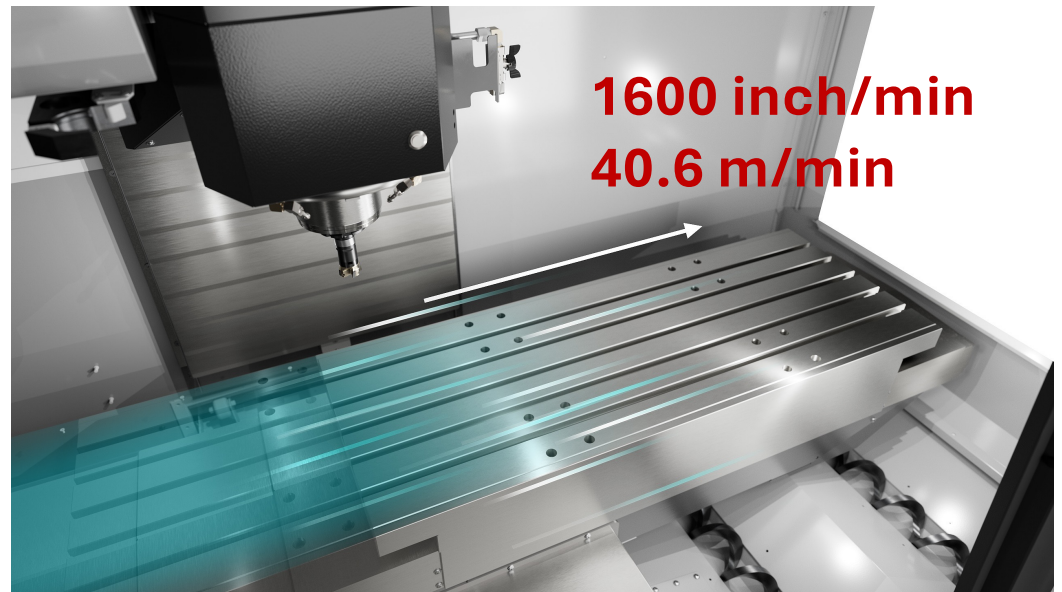
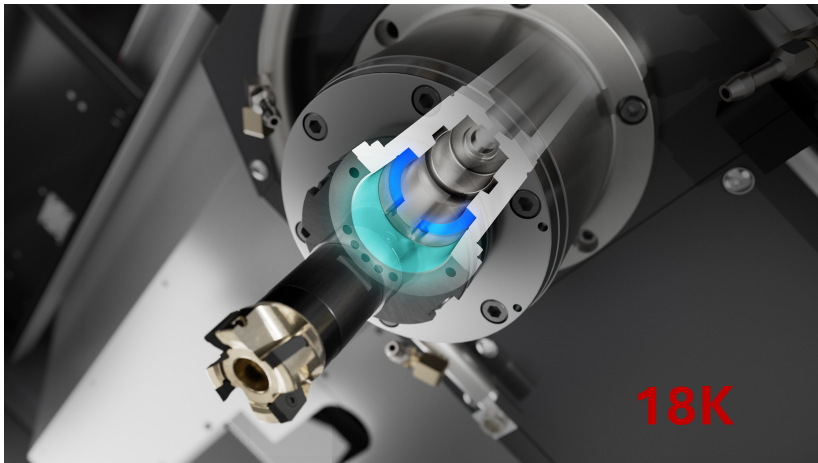
- Haas machines today are the finest Haas machines ever built!
- **New updated look**
 - 19" widescreen monitor
 - New Look:
 - Colors and decals
 - Carbon fiber pendant, glovebox door, and RJH housing
 - Higher performance Super Speed machines (rapids & spindle speeds)
 - Stainless steel way covers
 - And a new, higher-performance processor coming late 2025
- **Clearly, the best Haas machines every built!**



#1: Make Machines better



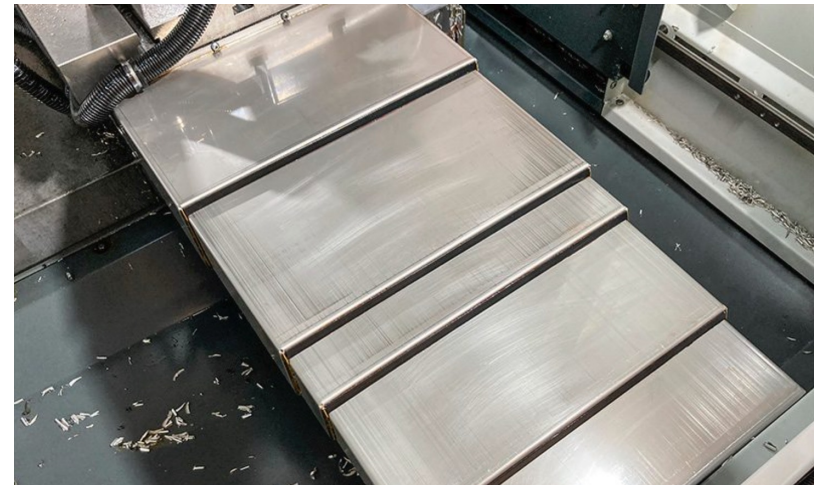
- The 2025 VF-2SS & VF-4SS is faster and better
 - 1600 inch/min rapids
 - 18,000-rpm 40-taper & HSK63A spindle options
 - Stainless steel way covers
 - 19-inch monitor
 - New colors and carbon fiber



#1: Make Machines better



- All way covers are being updated to stainless steel
 - Mills and lathes
- Standard on most of the America-built product line:
 - All VF, VM, VR
 - ST-20, ST-30L, ST-40Ys
 - UMCs
 - MM, CM/CL
 - ECs
 - HDC & VS



#1: Make Machines better



The most powerful processor is coming to Haas machines this year!

We're very focused on making the Haas control easier to use and more powerful.

The Haas control is what makes it a HAAS!



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#2: Grow Market Share

#2: Take Market Share



You can expect SUPER aggressive promotions in the coming months to get through these TARIFFS!

We will make it easy for your sales staff to take Market-Share from our competitors.

I don't want to lose an order!

*Tell your customers not to wait; when business picks up,
THE SUPER DISCOUNTS WILL END.*

#2: Take Market Share



- Expect low-cost financing and aggressive marketing promotions to get through this difficult time with the TARIFFS.
- You need to sell machines . . .



#2: Take Market Share



- CNC Financing:
- We're using our balance sheet to offer the **most attractive financing in the machine tool industry.**
 - Designed to take market share from our competitors.
 - Haas Automation continues to invest in our business.

 CNCA FINANCING PRESENTS:

CHOOSE YOUR OWN
FINANCING

LOWEST DOWN PAYMENT	LOWEST INTEREST	LONGEST TERM
10% DOWN 4.49% INTEREST FOR 60-MONTHS.	0% FOR 48 MONTHS REQUIRES LARGER DOWN PAYMENT	84-MONTH TERM WITH RATES AS LOW AS 4.49%*
<small>PAYMENTS AS LOW AS</small> \$1,678 PER MONTH	<small>PAYMENTS AS LOW AS</small> \$1,250 PER MONTH	<small>PAYMENTS AS LOW AS</small> \$973 PER MONTH

SAMPLE PAYMENTS ARE BASED ON A \$100,000 CNC MACHINE PURCHASE.

SAVE \$8,429 IN INTEREST!
(BASED ON 0.00% FOR 48 MONTHS, COMPARED TO LENDERS WITH SIMILAR TERMS AT 6.66% INTEREST)

#2: Take Market Share



Scott will provide special pricing (*2nd half 2025*) to get your customers to purchase machines during this period of
TARIFFS.

Don't wait until the economy gets better. When things get better and business picks up, the deals will end.

It's your job to get out there and sell Haas machines.



#3: Develop New Machines

#3: New Machines



You will see at least 25 new machines this year.

We are not slowing down on ***New Product Development*** one single bit!

We're very focused on new machines!

New Product Development



- We're not deviating from our new product design strategy.
- ***New products will be developed by 3 methods:***
 - 1. Haas-designed and -built in Oxnard**
 - *Soon to be built in Henderson, Nevada*
 - 2. Naked machines with the Haas control and Haas IP**
 - *Final assembled and tested at the factory*
 - 3. Branded Haas Private-label machines**
 - *Machines built by another builder and branded Haas*

#3: New Machines



Our goal is simple: If our customers need a machine for their shop, we will supply it.

New Products Strategy



- Haas is building a comprehensive product line to satisfy all our customers' needs:
 - Machines
 - Cutting tools
 - And “shop supplies” that they need to run their business.
- All serviced & supported by the HFO network.
 - We're leveraging the HFO distribution network, the best machine tool distribution network in the world, to grow the tooling business.
 - Basically, we're building a **One-Stop Shop** for all our customers' needs and requirements.



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#4: Grow Ecommerce

#4 Grow Ecommerce



- Our ecommerce tooling business is growing!
- We're investing heavily in expanding the tooling product line.
- We're investing into the Robotic Inventory Stocking System.
- We're investing in a European warehouse.
- And we're completely redesigning the Haas Tooling website (*with a new mobile app coming in 2026*)

#4 Grow Ecommerce



We have an entire team at Haas dedicated to growing the tooling business . . . that's all they do!

We're adding cutting tools and products every week!

We're investing more than \$10 million in an **Automatic Inventory Stock System** to handle the future growth.

We're investing in a **New Website** *(and a mobile app in 2026)* that will make it easier than ever to buy Haas tooling.

#4 Grow Ecommerce



Ecommerce is the fastest growing segment at Haas.

We're pushing hard to do \$100 million in ecommerce revenue in 2025.

And it will grow to be a \$500-million-plus business by the end of the decade!



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Tooling Update

Haas Tooling



• **What We've Done Together So Far**

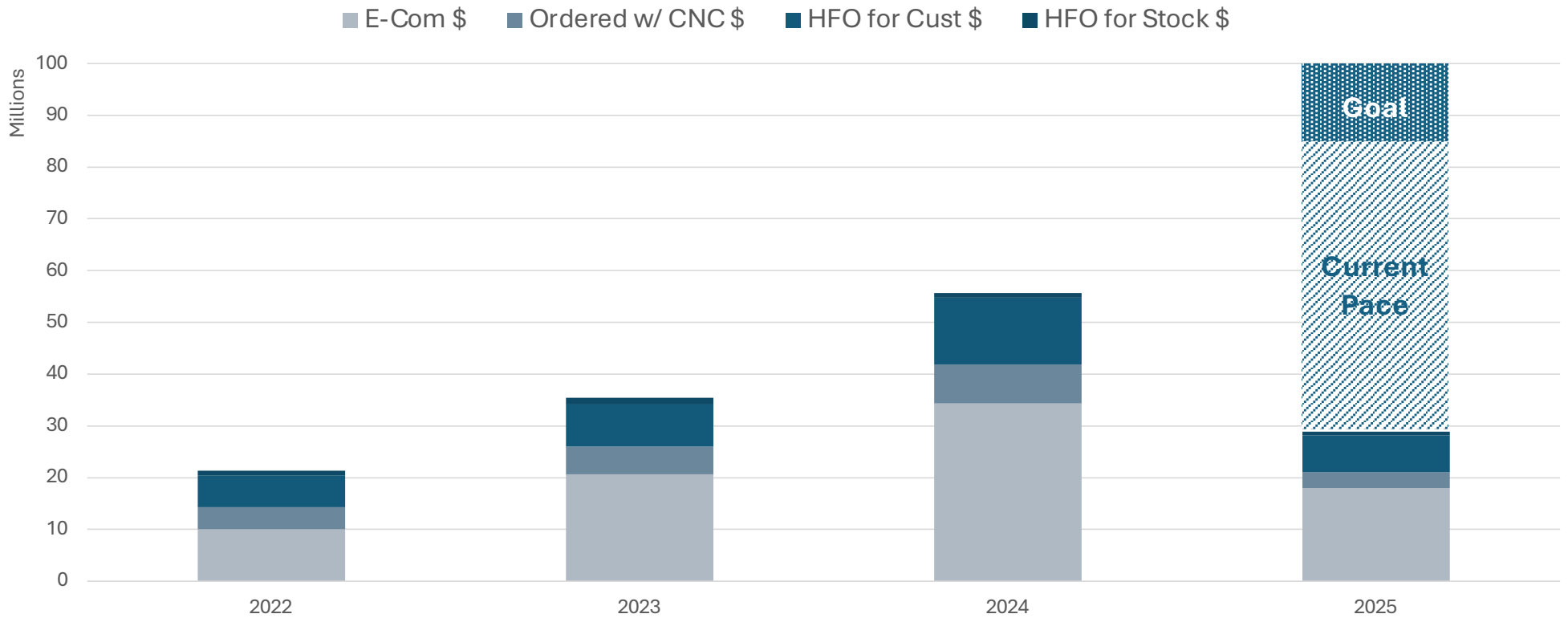
- 5,418,437 Tools Sold
- Created 304,094 Orders
- Generated \$155,275,450 in Revenue
- Serviced 55,141 Customers

... And this is just the beginning

YOY Tooling Revenue



Tooling Revenue by Year and Channel



2025 YTD Sales Update



- Growth YTD has slowed, compared to 2023-2024
- *Sales with machines are not growing; this is an opportunity we are missing.*
- **Need to make up \$15M in Tooling Revenue to stay on course**

YTD	Total \$ (USD)	E-Com \$	Ordered w/ CNC \$	HFO for Cust \$	HFO for Stock \$
2025	29,948,907	18,703,665	3,148,809	7,312,283	784,151
2024	22,294,426	13,720,157	3,083,852	5,287,003	203,415
2024-2025 Growth \$	7,654,481	4,983,508	64,956	2,025,280	580,736
2024-2025 Growth %	34%	36%	2%	38%	285%
2023-2024 Growth%	77%	139%	30%	34%	-62%

Sales through June 17, 2025

Delivering Tooling Growth Together



- **Haas will do our part to deliver what you need to achieve our shared goal**
 - Providing **Products** to support growth
 - Finding **Customers** to support growth
 - Creating **Sales Tools** to support growth

Products



- **We are Aggressively Growing Our Catalog**
 - We have Launched >**700 New Products this Year.**
 - Another 146 New Product Types in the Pipeline.
 - New Product Revenue will grow at least 50% this year.
- **More High-Dollar Tooling Products**
 - Launching more products like the Laser Marker and Air Compressors.
 - Larger Laser Marker coming soon.
 - Premium Line of Haas Tooling End Mills.
- **More of the Products We're Known For**
 - #1 Request from Customers is More Sizes.



Customers

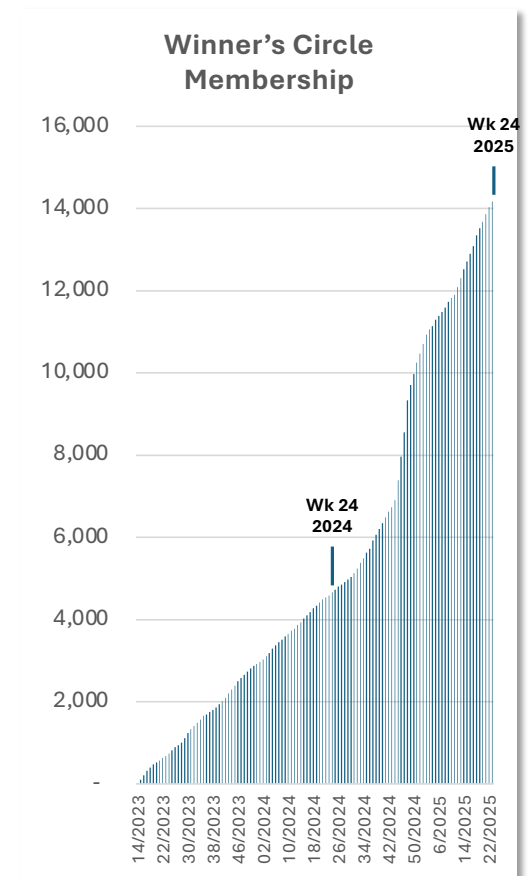


- **Create Awareness for Haas Tooling**

- We are investing >\$2.5M in advertising for Haas Tooling this year.

- **Inspire Loyalty**

- We will continue to invest in Winner's Circle Growth.
 - Together, we have grown Winner's Circle Membership 2.5X in the past 12 months.
 - **These loyal customers purchase 2X as frequently.**
 - We've already given back \$1.6M in Winner's Circle Discounts this year.
- Superior Service and our Dealer Network.
 - It is all our responsibility to take care of our customers.



Sales Tools



- **Pricing and Promotions**

- We will continue to be the market leader on Price and Value.
 - We will also continue to provide Promotions to close sales.
- Despite added tariff costs, we have made minimal price increases.

- **New Tooling Web Site**

- Not just for Web Sales—The new site is a sales support tool.
 - Easier to navigate and find helpful product info for salespeople.
 - Easier to *use* and *find* “Send cart to HFO” and “Find my HFO”.
 - A better platform for creating global awareness of Haas Tooling.
 - And a Haas Mobile App coming in 2026.



- **Sell Tooling with Machines – Only 27% of Machines are sold with Tooling**

- Financing Tooling with Machines is an easy upsell.

- **Set a minimum goal of 1 in 2 Machines to be sold with Tooling**



Haas Tooling



- **Haas tooling is growing!**

- We expect to do more than \$100 million this year.
- We're investing millions building the tooling business.
- You need to sell tools with the machines!
- We will do \$500 million by the end of the decade!
- Get out there and push your organizations to sell Haas Tooling.

... We're just getting started



Haas F1 Update

Building the Haas Brand Name Globally

Haas F1 Investment



- Haas F1 is building the Haas brand name!
- We're focused on performance and building a winning team.
- Ayao Komatsu is doing a great job leading the team.
- We significantly improved in 2024 - went from last place to 6th place.



Haas F1 Investment



- We're investing:
 - New paddock motorhome was purchased and delivered at the Italian GP in May.
 - New drivers for 2025.
 - Working on a new state-of-the-art Haas F1 Factory in the Banbury area, UK.
- And in new employees.















Haas F1 Technical Partnership



Partnerships
with Ferrari and
Toyota



New Drivers in 2025



- Esteban Ocan is a proven winner.
 - 4 podiums, including a win!
 - 22 points this season
 - 467 career points



New Drivers in 2025



Haas
F1 Team

- Ollie Bearman
 - Ollie is a highly talented rookie
 - 6 points this season
 - 13 career points



Haas F1 Strategy



- We're investing in the Haas F1 team
 - We're focused on building the Haas F1 team into a winner!
 - This will build the Haas brand name globally, and help sell Haas Machines.
- And we're making big changes to the team:
 - New team principle – Ayao Komatsu
 - New drivers – Esteban Ocon and Ollie Bearman
 - New paddock motorhome
 - New state-of-the-art race shop coming soon
 - And we have expanded our technical partnerships with Toyota to complement Ferrari
- We will do what it takes to build a competitive team.
 - In 2023, we finished dead last, and with all our changes, we improved to 7th place in 2024.
 - This year, we're currently in 6th place.
 - We're going to get a podium!



Henderson Factory Update

Henderson Update



Henderson Update



2ND FACTORY 2.4 M SQ. FT. HENDERSON, NV



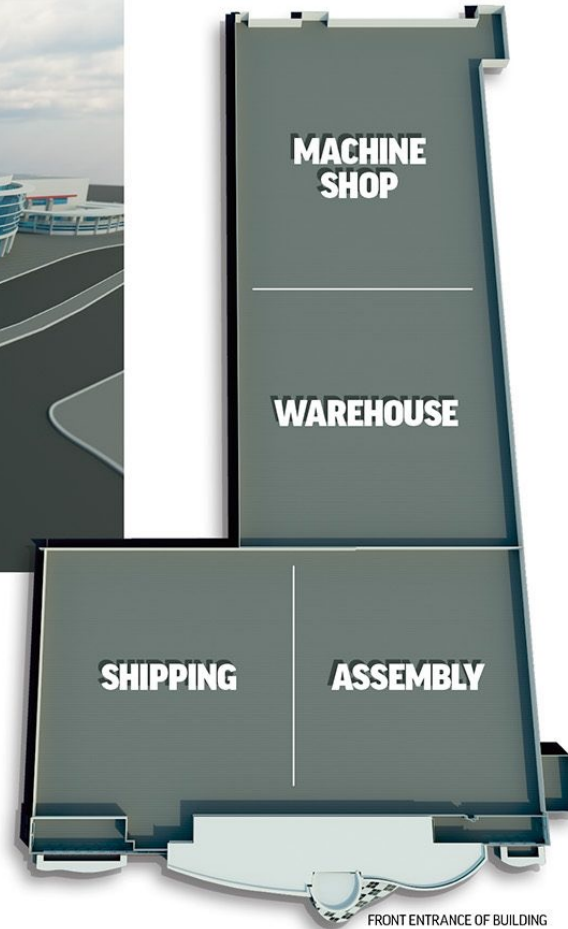
55 ACRES
UNDER ROOF

On-site facilities include:

100-MACHINE
DEMO ROOM

1,000-CAPACITY
EVENT CENTER

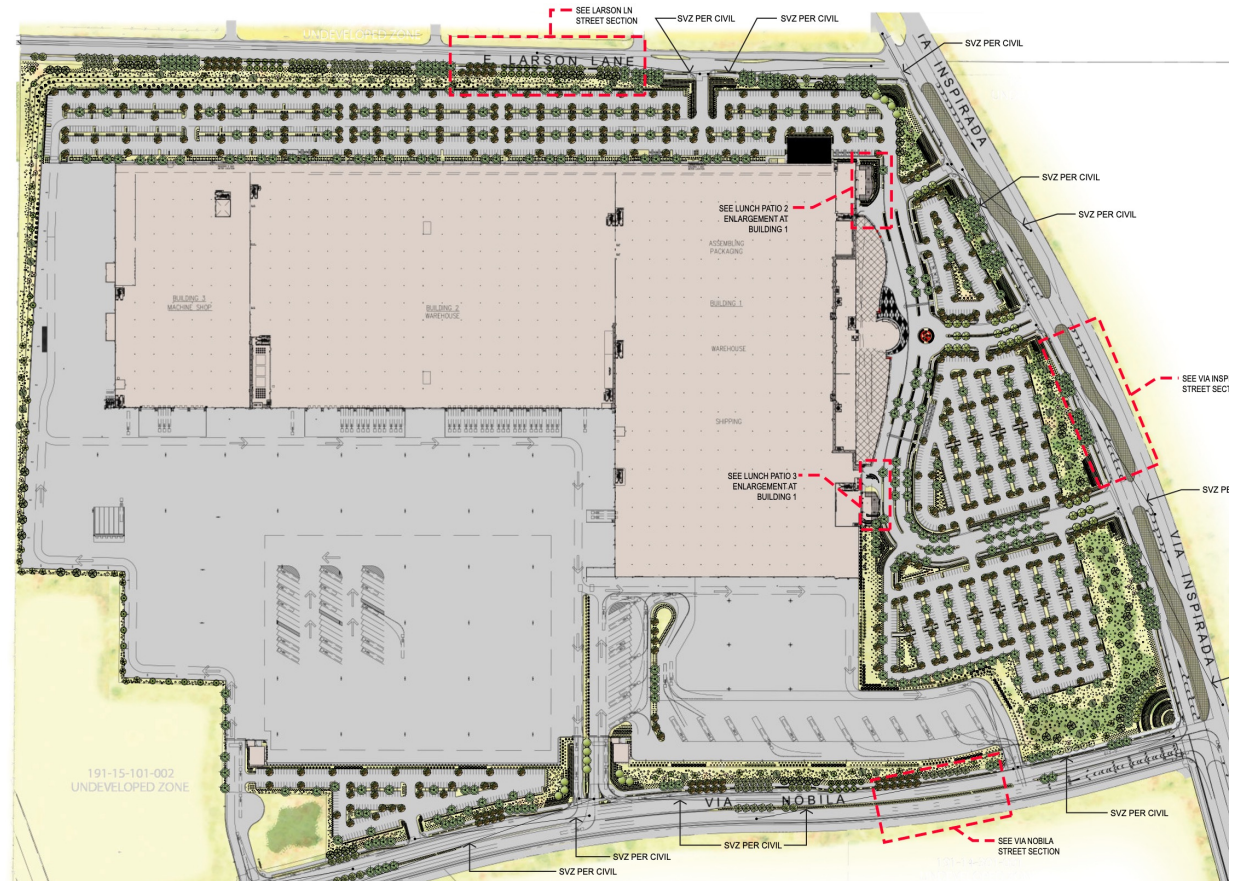
**AMERICAN
MANUFACTURING
MUSEUM**



Henderson Update



- Will be complete by 4th-quarter 2026
- Ecommerce capacity will exceed \$500 million in revenue annually.
- Machine tool capacity will exceed 18,000 machines annually.



Henderson Update



Henderson Update



Henderson Update



February 4, 2025
First section of slab poured
125 cement trucks
1,400 cubic yards of concrete
...only 209,000 cubic yards left to go!



Henderson Update



Henderson Update



BLDG 1 SOG
POUR #1

Henderson Update



Henderson Update



Henderson Summary



- We are building one of the most State-of-the-Art machine tool factories in the world.
- The first production line is expected to move right after the factory is complete . . . early January 2027.
- We have made huge progress on the building since I talked to you last.
- We're spending tens of millions on new equipment for the factory
 - The inventory stocker system
 - The FMS cells
 - The material handling equipment
 - Network gear
 - Pallet racks
 - Information systems

Henderson Summary



- The new Henderson factory will allow for significant future growth.
 - It will substantially increase the production capacity of:
 - American-built Haas CNC machines.
 - Ecommerce business to more than \$500 million annually.
 - Inventory area for “private-label” Haas machines.
 - And expand the “naked-machine” strategy – I want to put the Haas control on as many machines as possible.
- This new factory will position Haas for growth for years to come.



Haas
F1 Team

Final Word

Final Word



Short-term: the TARIFFS are creating much uncertainty with our customers and the economy.

I understand it's tough selling a CNC machine in this environment.

Final Word



For the second half of 2025, we will be aggressive with promotions and machine pricing

Make it clear to your customers that if they want a smoking deal on a machine, they need to BUY NOW!

But just like the Great Recession and Covid, we will get past this.

And when we do, we won't be so quick to discount . . .

Think back to 2022, when discounting ended.

Final Word



Long-term: Haas is growing regardless of TARIFFS.

We're investing hundreds of millions in the new factory.

We're growing the product line.

**We're making significant investment in the
Ecommerce/Tooling business.**

**And we're making a huge investment in the Haas F1
team to build the Haas brand name.**

Final Word



Let's end the year strong. Get out there and take market share.

Long-term, Haas is prepared for growth. We're making significant investments to grow our business.

Make sure your organizations are prepared for growth.



Haas
F1 Team

Thank You