



**Nasdaq: ALNT**

November 13, 2024

# **Baird Global Industrial Conference**

**Dick Warzala**  
Chairman, President & CEO

**Jim Michaud**  
Chief Financial Officer

# SAFE HARBOR STATEMENT

*The statements in these slides that relate to future plans, events or performance are “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. Forward-looking statements include, without limitation, any statement that may predict, forecast, indicate, or imply future results, performance, or achievements. Examples of forward-looking statements include, among others, statements the Company makes regarding expected operating results, anticipated levels of capital expenditures, the Company’s belief that it has sufficient liquidity to fund its business operations, and expectations with respect to the conversion of backlog to sales. Forward-looking statements are neither historical facts nor assurances of future performance. Instead, they are based only on the Company’s current beliefs, expectations and assumptions regarding the future of the Company’s business, future plans and strategies, projections, anticipated events and trends, the economy and other future conditions. Because forward-looking statements relate to the future, they are subject to inherent uncertainties, risks and changes in circumstances that are difficult to predict and many of which are outside of the Company’s control. The Company’s actual results and financial condition may differ materially from those indicated in the forward-looking statements. Therefore, you should not rely on any of these forward-looking statements. Important factors that could cause our actual results and financial condition to differ materially from those indicated in the forward-looking statements include, among others, general economic and business conditions, conditions affecting the industries served by the Company and its subsidiaries, conditions affecting the Company’s customers and suppliers, competitor responses to the Company’s products and services, the overall market acceptance of such products and services, the pace of bookings relative to shipments, the ability to expand into new markets and geographic regions, the success in acquiring new business, the impact of changes in income tax rates or policies, commercial activity and demand across our and our customers’ businesses, and on global supply chains; the prices of our securities and the achievement of our strategic objectives, the ability to attract and retain qualified personnel, the ability to successfully integrate an acquired business into our business model without substantial costs, delays, or problems, and other factors disclosed in the Company’s periodic reports filed with the Securities and Exchange Commission. Any forward-looking statement speaks only as of the date on which it is made. New risks and uncertainties arise over time, and it is not possible for us to predict the occurrence of those matters or the manner in which they may affect us. The Company has no obligation or intent to release publicly any revisions to any forward looking statements, whether as a result of new information, future events, or otherwise.*

*This presentation will discuss some non-GAAP financial measures, which the Company believes are useful in evaluating our performance. You should not consider the presentation of this additional information in isolation or as a substitute for results prepared in accordance with GAAP. The Company has provided reconciliations of comparable GAAP to non-GAAP measures in tables found in the Supplemental Information portion of this presentation.*

# GLOBAL ENGINEERING & MANUFACTURING COMPANY

***A family of companies driven by the same goal:  
To act as one team to Connect What Matters and  
provide the most robust, reliable, and high-value products and systems in  
Motion, Controls, and Power***

| Founded: 1939         |                   | IPO: 1969                    |               | Nasdaq: ALNT |  |
|-----------------------|-------------------|------------------------------|---------------|--------------|--|
| Market Capitalization | \$367 million     | AVG Daily \$ Volume (3 mos.) | \$3.0 million |              |  |
| Recent Closing Price  | \$21.82           | Annual Dividend / Yield      | \$0.12 / 0.6% |              |  |
| 52 Week Low-High      | \$16.91 - \$36.33 | Institutional Ownership      | 63%           |              |  |
| Shares Outstanding    | 16.8 million      | Insider Ownership            | 16%           |              |  |

Market data as of November 7, 2024, Source: S&P Global IQ; Shares Outstanding as of November 6, 2024; Ownership as of most recent filing.

# VIA: DEFINES OUR CULTURE



# DEVELOPED OUR STRATEGY

*Aligned the entire company to achieve our strategic goals and objectives*



A technology/know-how company that will drive long-term global growth, both organically and through complementary strategic acquisitions



Pursue “niche” target markets where we can achieve a leadership position



Innovate leading edge products and solutions to meet the emerging needs of our served target markets

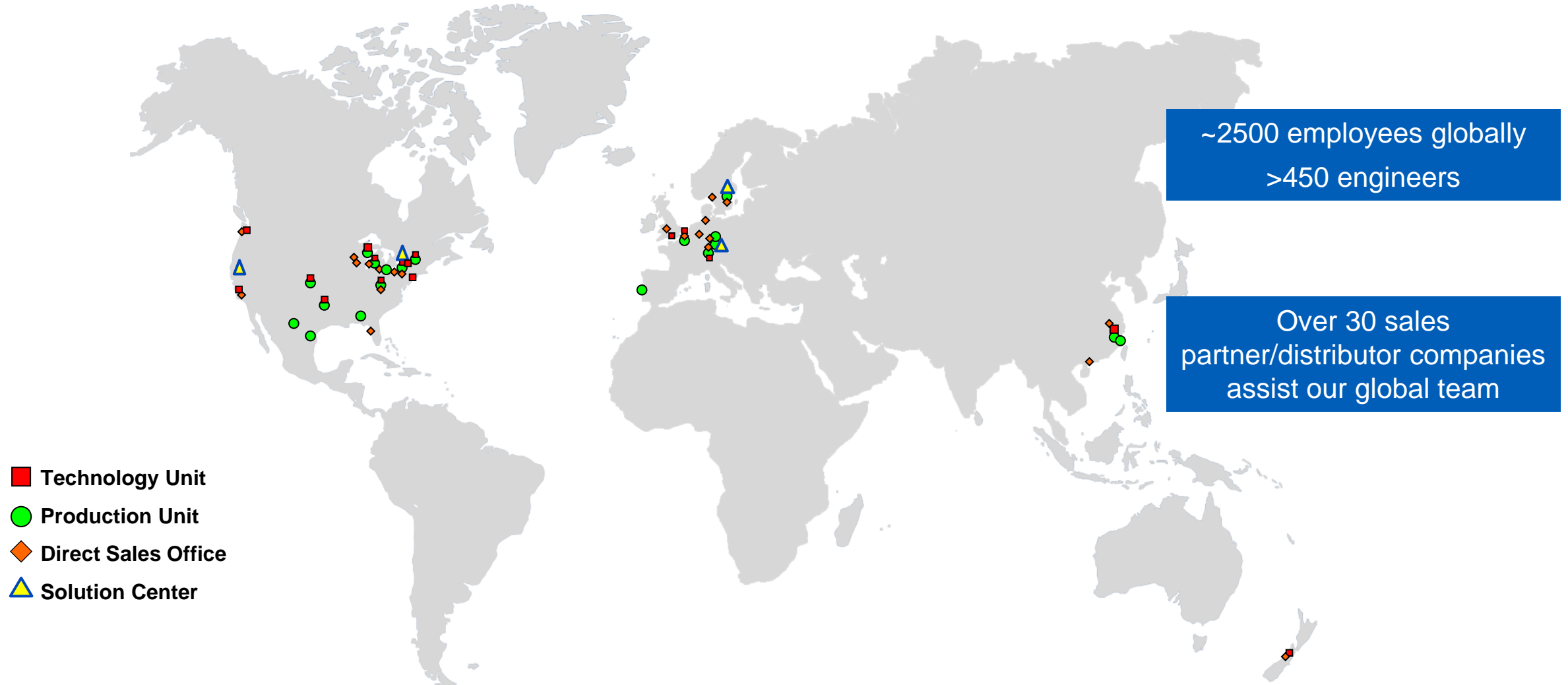


Develop a culture of lean (AST) to create value in everything we do to continuously improve company performance



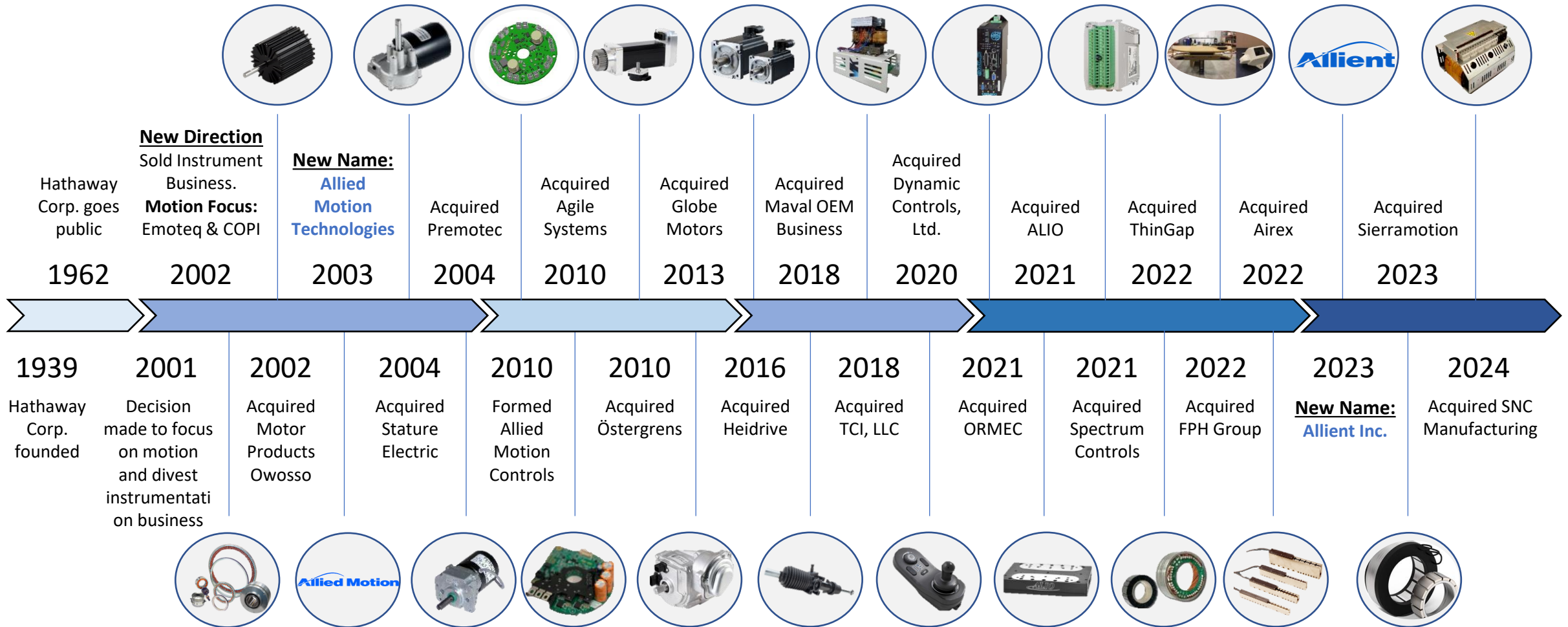
Train and develop our talent utilizing our AST tool kit and to help foster our One-Team approach to business

# ONE-TEAM GLOBAL PRESENCE



# M&A SUPPLEMENTED OUR GROWTH

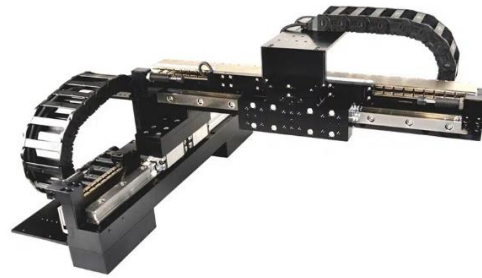
Completed 18 complementary acquisitions over 20+ years



# COMPETITIVE ADVANTAGE THROUGH SYSTEM SOLUTIONS



*Automated GPS-Guided Vehicle Steering Module with Torque Motor, Integrated Servo Drive with CAN Bus*



*Cartesian Robot Systems with Integrated Linear Motors, Single and Multi-Axis Drives and Controls*



*Synchronized Multi-axis Motion controllers, drives and actuation systems.*



*Lightweight composites, Electric Direct Drive Motors and Motor Systems for Ground Based Vehicles and Platforms*



*Hybrid Hexapod Systems with Integrated Linear Motors, Drives and Controls for multi-axis point precision*



*Highly Customized, customer specific, mission critical solutions - Custom Control, Drive, Software and Electromechanical Solutions*

System capabilities evolve with strategic acquisitions

Building blocks include controls, drives, motors, gearing and feedback, light weighting and electrification technologies

System capabilities range from vehicle steering systems and motors with integrated drive electronics to nano-precision motion systems and ground-based vehicle electrification and light weighting



# THE NEW NEXUS

*Allied Nexus Technologies (Allient) - Captures the value opportunity that exists by **Connecting** our three technology pillars: Motion, Controls and Power*

**Allient** is a natural evolution of our company building on the success of our well-defined growth strategy

**Environmental** and **Social** responsibility built-in

**Market Focus** provides more comprehensive solutions for a rapidly expanding set of opportunities in our key target markets

**Replicate** our growth and success in the Motion industry to an even broader base within the Controls and Power industries

**The Market Opportunity**: Serviceable available market is double vs. Motion only



# MARKET FOCUSED

*Unique products and technologies in Motion, Controls and Power*



**Allient**  
CONNECTING what matters

Images showing industrial robots, a combine harvester, a military vehicle, and a surgical robot.

| Unit            | TAM            | SAM            |
|-----------------|----------------|----------------|
| Allied Motion   | \$48.3 Billion | \$17.7 Billion |
| Allied Controls | \$26.8 Billion | \$7.25 Billion |
| Allied Power    | \$23.9 Billion | \$6.5 Billion  |

## Target Vertical Market Development

*Utilize:* Technology from several TU's

*Maintain:* TU integrity

*Improve:* Single point of contact for the customer

Create vertical leadership team

Assign program responsibility

Assign technical team

Develop dynamic tailored marketing materials

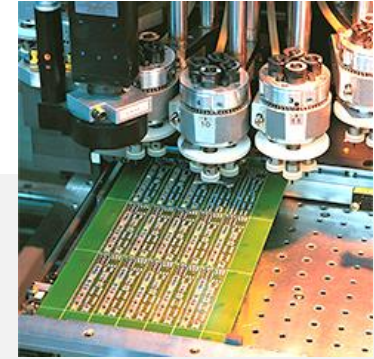
**Each unit have P&L Responsibility – Ensures Ownership and Accountability**

# TARGET MARKET: INDUSTRIAL

47% of TTM Q3 2024 sales

## Markets

Factory automation, material handling, robotics, industrial tools, semiconductor equipment, Oil & Gas, data centers



## Applications

- Material handling including manned and unmanned vehicle steering and traction and conveyors
- Industrial and specialized robots
- Power quality, power conversion and electrical transformers
- Welding wire feeders, conduit benders and a host of "jobsite" tools
- Handling, inspection and testing of components and final products, such as PCs and high resolution printers



# TARGET MARKET: VEHICLE

*22% of TTM Q3 2024 sales*

## Markets

Off- and on-road construction and agricultural equipment, trucks, buses, RVs, lift trucks, marine, recreational (ATVs) and utility vehicles



## Applications

- Electronic power steering and drive-by-wire applications
- Traction / drive systems, pumps, automated and remotely guided power steering systems
- Actuation systems (e.g., lifts, slide-outs, covers, etc.)
- Mobile HVAC systems
- Alternative fuel systems such as LPG, fuel cell and hybrid vehicles

# TARGET MARKET: MEDICAL

14% of TTM Q3 2024 sales

## Markets

Medical devices and equipment, surgical robotics, patient handling and medical mobility



## Applications

- Medical Instrumentation: Surgical robots, kidney dialysis machines, respiratory ventilators, heart pumps
- Programmable pumps to meter and administer infusions, pain control and antibiotics
- Advanced, autoclavable surgical handpiece motors
- Global leader for motors in prosthetics
- Patient Mobility: Wheel chairs, scooters, stair lifts, patient lifts, transport tables and hospital beds



# TARGET MARKET: AEROSPACE & DEFENSE

13% of TTM Q3 2024 sales

## Markets

Commercial aviation, aerospace systems, defense systems, unmanned aerial vehicles, NASA



## Applications

- Inertial guided missiles, mid-range smart munitions systems
- Weapons systems, ramp, latch, seat and wiper control on armored personnel carriers
- Lightweight composites for ground based vehicles
- Security and access control, camera systems, door access control
- Airport screening and scanning devices



# MEGA TECHNOLOGY TRENDS

## Electrification



Electrification supplanting internal combustion engines and hydraulics systems

Global adoption of electrification for defense systems and land, sea and air transportation

## Energy Efficiency

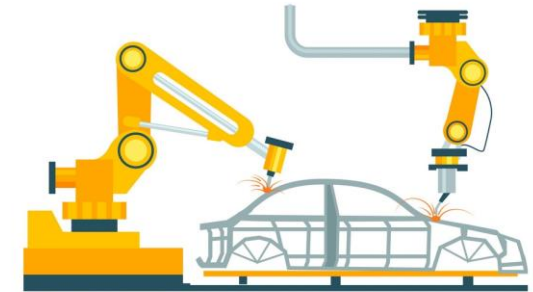


Massive effort to reduce energy consumption

Reduces operating costs

Minimizes carbon footprint

## Industrial Automation



Addresses challenging labor environment

Advances reshoring efforts

Drives efficiency and productivity

# SIMPLIFY TO ACCELERATE NOW

*Cost reduction and profit enhancing initiatives to help offset top-line pressure*

## **Key Strategic Actions**

- Realign and right-size our footprint to better align with our markets and customers.
- Simplify customer interactions – make it easier for customers to do business with Allient.
- Reinforce lean manufacturing disciplines throughout the Company to accelerate margin expansion.
- Elevate our product development pace and reduce time to market.

**Identified \$5 million in cost reductions that were implemented in Q2 24**

**Implemented additional savings since Q2 2024, bringing total annualized savings to date of ~\$10 million**

**Restructuring and related charges of \$0.5 million recognized in Q3 2024**

**Actively identifying further opportunities to rationalize cost structure in 2025**



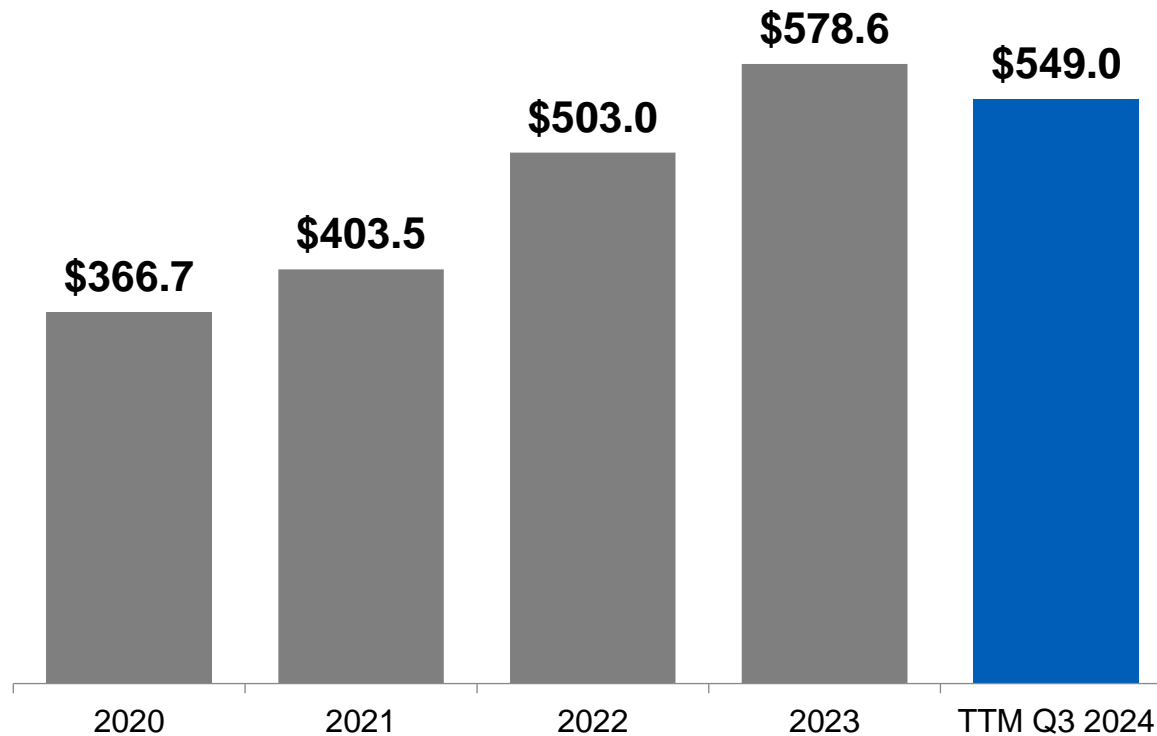


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# Financial Highlights

# REVENUE

(\$ in millions)



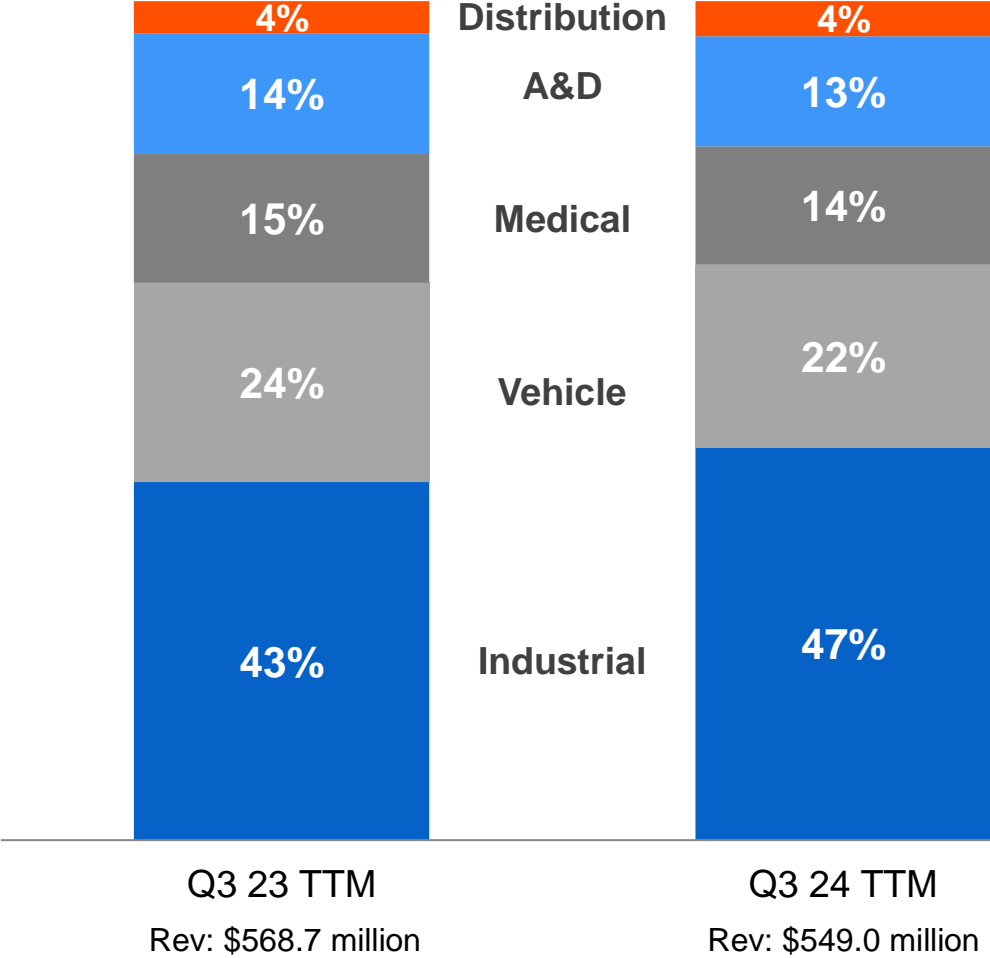
Navigating softer demand in key industrial (ongoing destocking) and vehicle markets (accelerated reduction in demand)

## Acquisitions

- SNC Manufacturing *Jan 2024*
- Sierramotion *Sept 2023*
- Airex *June 2022*
- FPH *May 2022*
- ThinGap *May 2022*
- Spectrum Controls *Dec 2021*
- ALIO *Nov 2021*
- ORMEC Systems *Nov 2021*

# DIVERSIFIED REVENUE MIX

## Revenue by Market



NOTE: Components may not add up to totals due to rounding

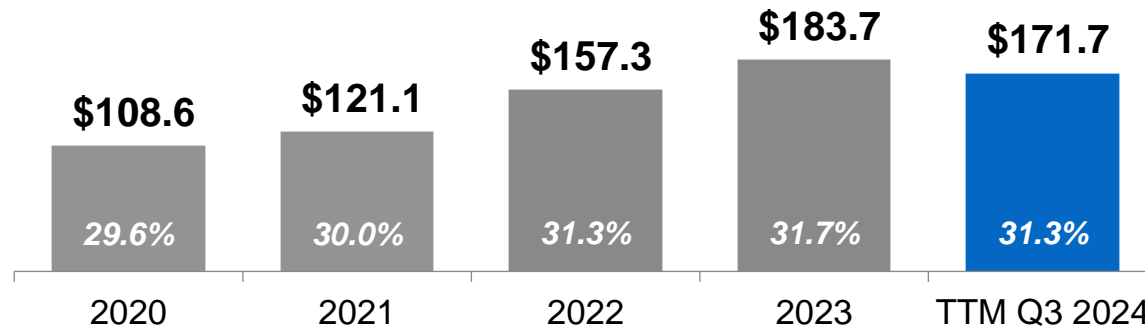
## TTM Revenue Change and Market Drivers

- 13% Program timing within the space industry
- 12% Demand largely down within mobility
- 8% Ramp of commercial automotive programs offset by lower demand in powersports and agriculture
- + 4% Driven by power quality (HVAC/datacenter) and industrial automation

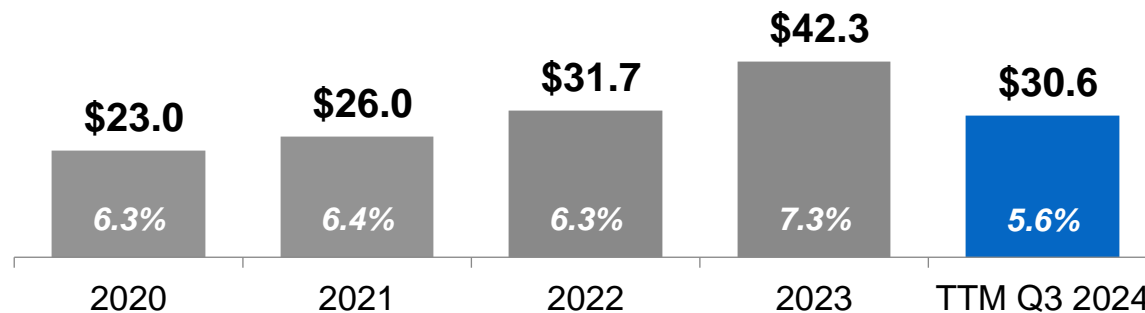
# FOCUS ON MARGIN IMPROVEMENT

(\$ in millions)

## Gross Profit & Margin



## Operating Profit & Margin



## 2024 gross margin impacts

- + Lean tool kit (AST)
- Volume
- Margin dilution from most recent acquisition

Expect our simplification process, along with the integration of our recent acquisition and its added capacity, to drive margin improvement over time

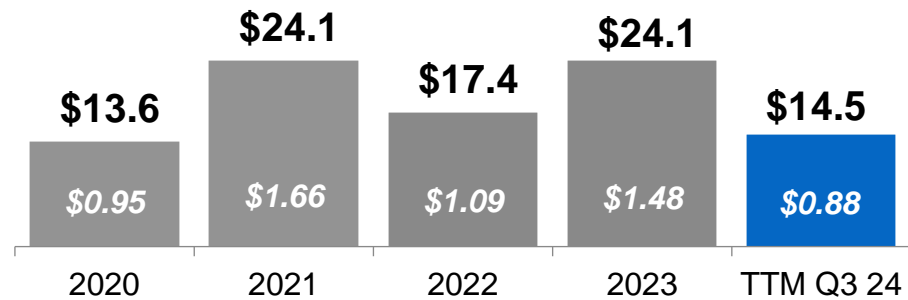
**General & administrative 10.4%**  
of TTM Q3 2024 sales

**Engineering & development 7.5%**  
of TTM Q3 2024 sales

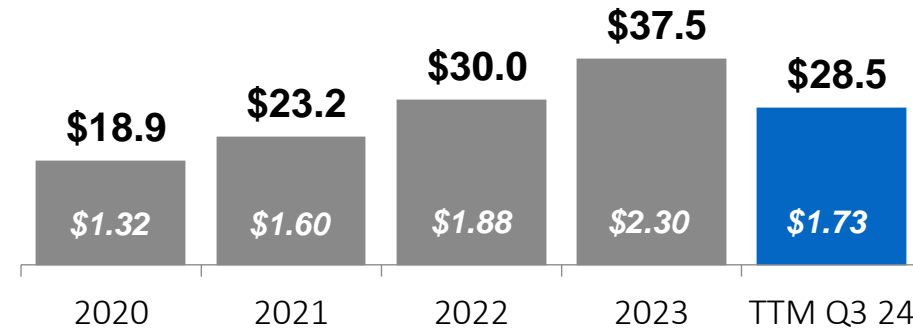
# BOTTOM LINE PERFORMANCE

(\$ in millions, except per share data)

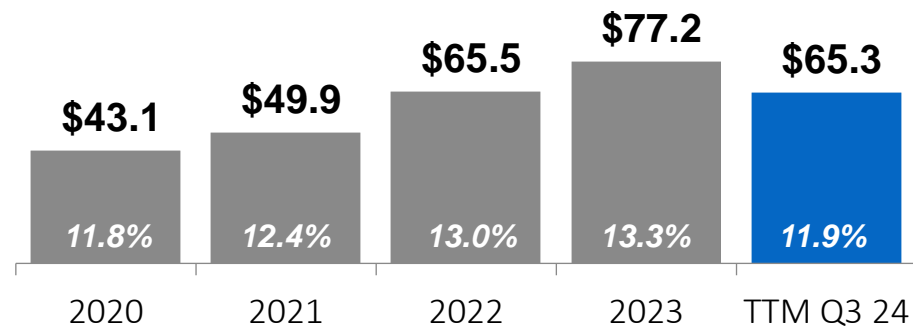
## GAAP Net Income & EPS



## Adjusted Net Income & Adjusted EPS<sup>1</sup>



## Adjusted EBITDA & Margin<sup>2</sup>



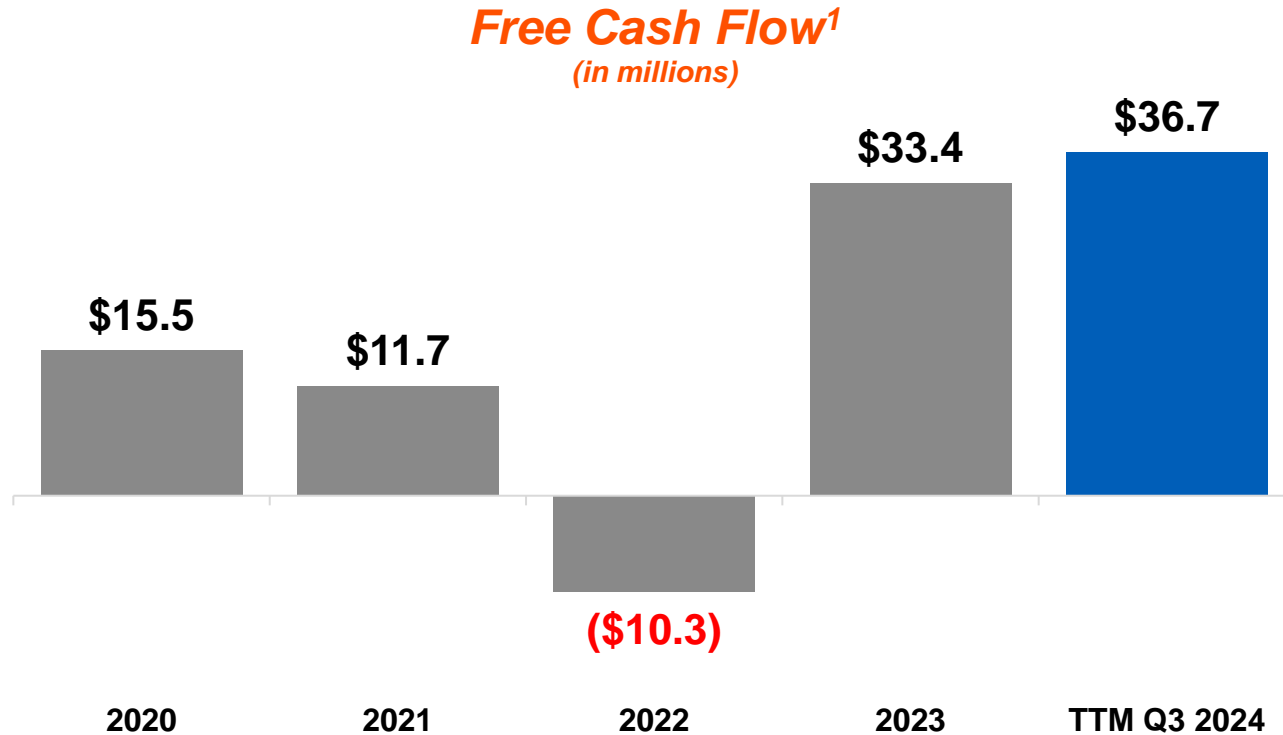
2021 GAAP net income reflects a net discrete tax benefit of \$7.4 million relating to legislation enacted in New Zealand

Adjusted net income excludes amortization of intangible assets related to acquisitions, business development costs and other non-recurring items

(1) See supplemental slide for Adjusted Net Income reconciliation and other important disclaimers regarding Adjusted Net Income.

(2) See supplemental slide for Adjusted EBITDA reconciliation and other important disclaimers regarding Adjusted EBITDA.

# CASH GENERATION



(1) Free cash flow is a non-GAAP metric defined as cash flow from operations less capital expenditures

(2) 2024 CapEx expectation provided on November 6, 2024

Improving supply chain to support cash flow generation

Working capital improvements

Focus on inventory turns

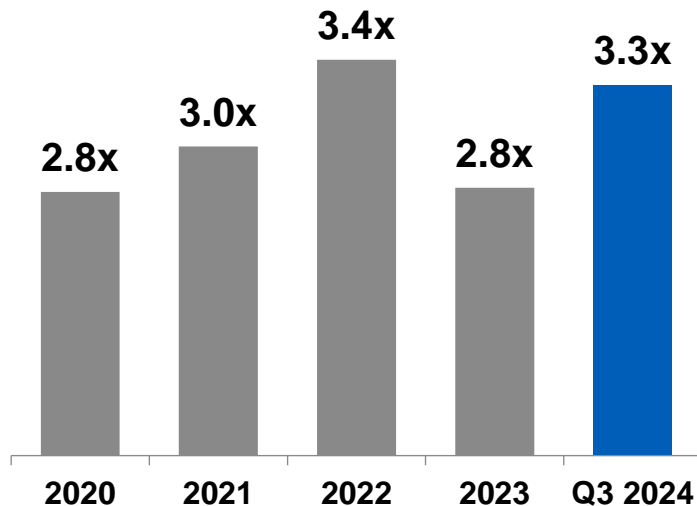
FY24 CapEx Expectation: \$8 million to \$11 million<sup>(2)</sup>

Expect maintenance and growth CapEx of ~3% to 4% of sales

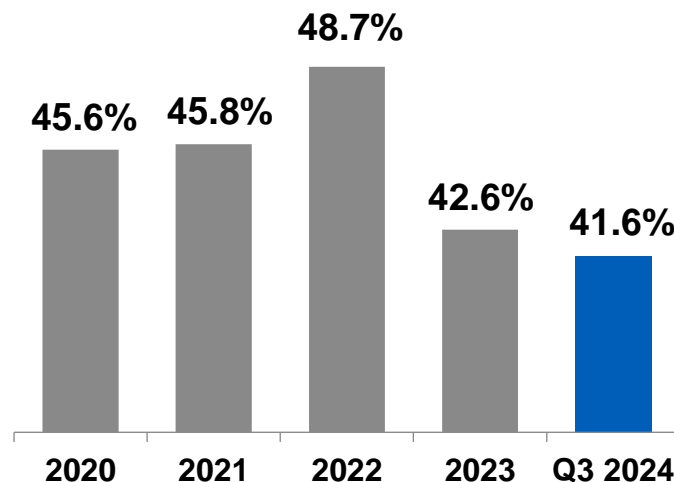
# BALANCE SHEET STRATEGY

*Focused on a disciplined long-term strategy*

### Leverage Ratio<sup>1</sup>



### Net Debt/Total Capitalization



**Strong cash generation enabled \$5.5 million debt paydown in Q3 24**

**In October, amended credit facilities to include less restrictive covenants and expanded EBITDA add-backs**

**Executed new interest rate swap agreement to hedge additional \$50 million of debt**

<sup>(1)</sup>Bank leverage ratio calculated in accordance with the Company's credit agreement

# CAPITAL ALLOCATION PRIORITIES

*Disciplined approach to capital allocation prioritizing growth*

1

Organic growth and de-levering balance sheet

2

Strategic M&A

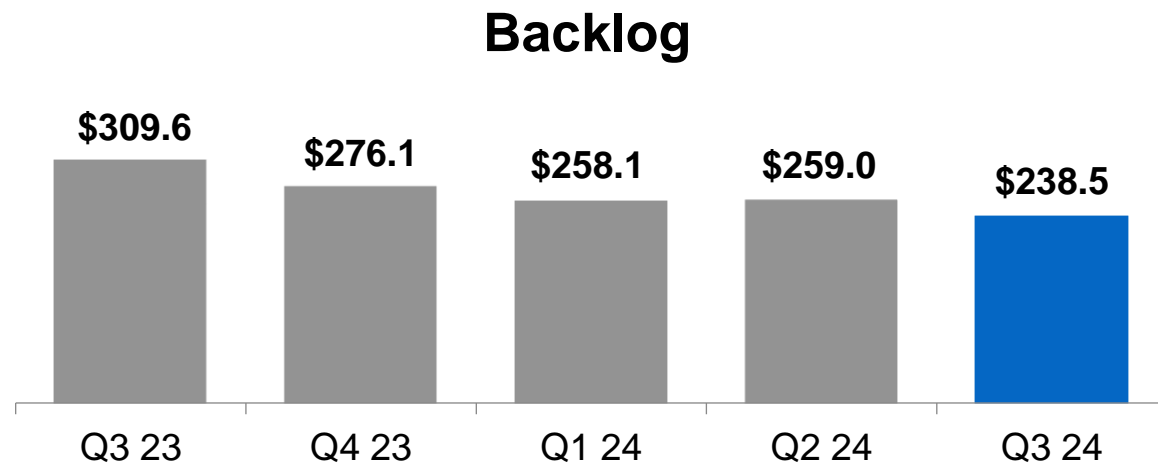
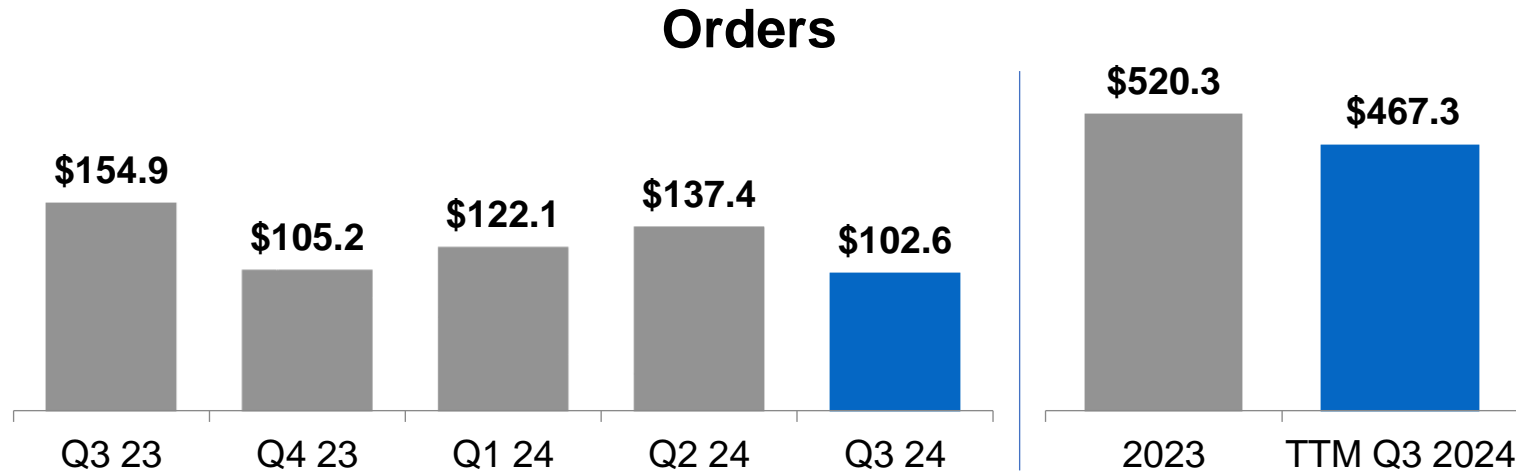
3

Return of capital through dividend



# INVENTORY REBALANCING IMPACTING ORDER RATES

(\$ in millions)



Orders impacted by shifts in customer order patterns due to high inventory levels

Some project delays likely due to the election and expected interest rate changes

Q3 24 Book:Bill 0.8x

Backlog change reflects recent order softness and continued improvements within the supply chain

Majority of backlog to ship in three to nine months

# OUTLOOK<sup>1</sup>



Simplify to Accelerate NOW:

- ✓ Took out ~\$10 million in annualized cost savings
- ✓ Identifying more opportunities to execute in 2025

Challenged market expected to persist into 1H 2025

Expect Q4 2024 revenue to reflect continued inventory rebalancing at customers and typical year-end seasonality

Prioritize cash conversion and debt reduction

<sup>(1)</sup> Outlook provided on November 6, 2024



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# Baird Global Industrial Conference



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# Supplemental Information

# WIDE BREADTH OF TECHNOLOGIES

Linear Motion Systems



Slotless Motor Kits



Brushless Drives

Universal Gateway



Wheelchair Control System



Industrial Control Transformers



Active Harmonic Filter



Brushless Motor-Drives

Passive Harmonic Filter



Brushless Servo Motors



Optical Encoders



Permanent-Magnet DC Motors



Brushless Torque Motors



Gear Motors

Motion Controllers: single-axis & multi-axis

Drives: Integrated & Stand-Alone

Motors: Brushless and Brushed DC

Gearing: Parallel, Inline, Right Angle & Epicyclic

Encoders: Incremental & Absolute

Active (electronic) and passive (magnetic) filters for power quality and harmonic issues

Electrical transformers

Industrial safety rated I/O Modules, Universal Industrial Communications Gateways

Nano precision positioning systems

# ALLIENT LOCATIONS

|                                                               |                                                                                                  |
|---------------------------------------------------------------|--------------------------------------------------------------------------------------------------|
| Amherst, NY                                                   | Worldwide Headquarters; Solution Center; Electronic Design & Manufacturing                       |
| Amherst, NY; Oakville, ON; Ferndown, England; Porto, Portugal | Global Engineering Team (GET) Design & Development Centers                                       |
| Tulsa, OK (Emoteq Corp.)                                      | Design & Manufacture: Motors and Optical Encoders                                                |
| Owosso, MI (Motor Products Corp.)                             | Design & Manufacture: Motors                                                                     |
| Watertown, NY (Stature Electric)                              | Design & Manufacture: Gearing and Geared Motion Solutions; Mechanical Steering System Components |
| Dordrecht, The Netherlands (Premotec)                         | Design & Manufacture: Motors                                                                     |
| Stockholm, Sweden (Östergrens)                                | Market Based Engineering and Design Center, GET support, Solution Center                         |
| Changzhou, China                                              | Production Center, Solution Center, Motor Design                                                 |
| Dayton, OH (Globe Motors)                                     | Market Based Engineering and Design Center; GET support                                          |
| Dothan, AL (Globe Motors)                                     | Production Center                                                                                |
| Reynosa, Mexico (Globe Motors)                                | Production Center                                                                                |
| Porto, Portugal (Globe Motors)                                | Production Center, GET Location                                                                  |
| Kelheim, Germany (Heidrive GmbH)                              | Designer and Manufacture: Motors and Motion systems, Solution Center                             |
| Mrakov, Czech Republic (Heidrive GmbH)                        | Production Center                                                                                |
| Germantown, WI (TCI, LLC)                                     | Design & Manufacture: Power Filter and Conversion Solutions                                      |
| Christchurch, New Zealand (Dynamic Controls Group)            | Design & Development Center                                                                      |
| Kidderminster, England (Dynamic Controls Group)               | Sales and Technical Support                                                                      |
| Suzhou, China (Dynamic Controls Group)                        | Manufacturer: Control systems and components                                                     |
| Rochester, NY (ORMEC Systems Corp.)                           | Design & Manufacture: Electro-mechanical Automation Solutions                                    |
| Arvada, CO (ALIO Industries)                                  | Design & Manufacture: Nano-Precision Motion Systems                                              |
| Bellevue, WA (Spectrum Controls)                              | Design & Manufacture: Industrial I/O and Universal Communications Gateway solutions              |
| Camarillo, CA (ThinGap)                                       | Design & Manufacture: Zero Cogging Slotless Motors                                               |
| London, Ontario and Roseville, MI (FPH Group)                 | Design & Manufacture: Electrical Drive Systems and Light Weighting Technologies                  |
| Loomis, CA (Sierramotion)                                     | Design & Manufacture: Motion Components and Mechatronic Solutions                                |
| Oshkosh, WI (SNC Manufacturing)                               | Design & Manufacture: Electromagnetic Components and Equipment                                   |
| Acuna, Mexico (SNC Manufacturing)                             | Production Center                                                                                |

# CORPORATE LEADERSHIP

**Dick Warzala**, *Chairman of the Board, President and CEO*

- Joined 2002, appointed CEO in 2009, Chairman in 2014
- Previously, President, Motion Components Group, Danaher Corporation; held various positions at American Precision Industries Inc., including Corporate Vice President and President, API Motion Division
- More than 32 years of motion industry experience

**Jim Michaud**, *Senior Vice President and Chief Financial Officer*

**Alex Collichio**, *General Counsel and Chief Administrative Officer*

**Rob Mastromattei**, *Chief Commercial Officer*

**Steve Warzala**, *Chief Growth Officer*

**Ken May**, *Vice President and Chief Technology Officer*

**Ashish Bendre**, *Vice President and Group President*

**Helmut Pirthauer**, *Vice President and Group President*

**Geoff Rondeau**, *Vice President of Operational Excellence*

# COMPETITION

Our products and solutions are sold into a global market with a large and diverse group of competitors that vary by product, geography, industry and application.

The motion control market is highly fragmented; some larger competitors include:

- Ametek
- Regal Rexnord (*acquired Altra Industrial Motion Corp – March 2023*)
- Parker Hannifin Corporation

**Unlike many of our competitors, we are unique in our ability to provide custom-engineered solutions that integrate the products we manufacture.**



# ADJUSTED NET INCOME AND EPS RECONCILIATION (UNAUDITED)

(\$ in thousands, except per share data)

|                                                    | For twelve months ended |                  |                  |                  |                  |
|----------------------------------------------------|-------------------------|------------------|------------------|------------------|------------------|
|                                                    | Dec 31,<br>2020         | Dec 31,<br>2021  | Dec 31,<br>2022  | Dec 31,<br>2023  | TTM Q3<br>2024   |
| Net income                                         | \$ 13,643               | \$ 24,094        | \$ 17,389        | \$ 24,097        | \$ 14,500        |
| Non-GAAP adjustments, net of tax (1)               |                         |                  |                  |                  |                  |
| Discrete income tax benefit                        | -                       | (7,373)          | -                | -                | -                |
| Non-income based tax assessment                    | (424)                   | -                | -                | -                | -                |
| Amortization of intangible assets – net            | 4,541                   | 4,938            | 9,812            | 9,752            | 10,024           |
| Foreign currency gain/loss - net                   | 760                     | 18               | 228              | 223              | 317              |
| Acquisition and integration-related costs - net    | 338                     | 998              | 645              | 2,344            | 2,049            |
| Restructuring and business realignment costs - net | -                       | -                | 1,897            | 1,042            | 1,653            |
| Income tax valuation allowance                     | -                       | 506              | -                | -                | -                |
| <b>Non-GAAP Adjusted Net Income</b>                | <b>\$ 18,858</b>        | <b>\$ 23,181</b> | <b>\$ 29,971</b> | <b>\$ 37,458</b> | <b>\$ 28,543</b> |
| Average Diluted Shares Outstanding                 | 14,333                  | 14,517           | 15,951           | 16,272           | 16,529           |
| Diluted earnings per share – GAAP                  | \$0.95                  | \$1.66           | \$1.09           | \$1.48           | \$0.88           |
| Diluted earnings per share – Non-GAAP              | \$1.32                  | \$1.60           | \$1.88           | \$2.30           | \$1.73           |

(1) Applies a blended federal, state, and foreign tax rate of 21% for 2023 and 23% for the other periods applicable to the non-GAAP adjustments.

Adjusted net income and diluted EPS are defined as net income as reported, adjusted for certain items, including amortization of intangible assets and unusual non-recurring items. Adjusted net income and diluted EPS are not a measure determined in accordance with GAAP in the United States, and may not be comparable to the measure as used by other companies. Nevertheless, the Company believes that providing non-GAAP information, such as adjusted net income and diluted EPS are important for investors and other readers of the Company's financial statements and assists in understanding the comparison of the current quarter's and current year's net income and diluted EPS to the historical periods' net income and diluted EPS.

NOTE: Components may not add up to totals due to rounding

# ADJUSTED EBITDA RECONCILIATION (UNAUDITED)

(\$ in thousands)

For twelve months ended

|                                              | Dec 31,<br>2020   | Dec 31,<br>2021   | Dec 31,<br>2022   | Dec 31,<br>2023   | TTM Q3<br>2024    |
|----------------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Net income                                   | \$ 13,643         | \$ 24,094         | \$ 17,389         | \$ 24,097         | \$ 14,500         |
| Interest expense                             | 3,716             | 3,236             | 7,692             | 12,383            | 13,281            |
| Provision (benefit) for income taxes         | 5,133             | (981)             | 6,292             | 5,603             | 2,406             |
| Depreciation and amortization                | 15,985            | 18,307            | 25,486            | 25,068            | 25,360            |
| <b>EBITDA</b>                                | <b>\$ 38,477</b>  | <b>\$ 44,656</b>  | <b>\$ 56,859</b>  | <b>\$ 67,151</b>  | <b>\$ 55,547</b>  |
| Stock compensation expense                   | 3,550             | 4,161             | 5,073             | 5,477             | 4,694             |
| Foreign currency loss                        | 1,035             | 21                | 298               | 281               | 405               |
| Acquisition and integration-related costs    | 473               | 1,299             | 842               | 2,959             | 2,529             |
| Restructuring and business realignment costs | -                 | -                 | 2,477             | 1,316             | 2,159             |
| Non-income based tax assessment              | (424)             | -                 | -                 | -                 | -                 |
| <b>Adjusted EBITDA</b>                       | <b>\$ 43,111</b>  | <b>\$ 50,137</b>  | <b>\$ 65,549</b>  | <b>\$ 77,184</b>  | <b>\$ 65,334</b>  |
| <b>Revenue</b>                               | <b>\$ 366,694</b> | <b>\$ 403,516</b> | <b>\$ 502,988</b> | <b>\$ 578,634</b> | <b>\$ 548,955</b> |
| <b>Adjusted EBITDA Margin</b>                | <b>11.8%</b>      | <b>12.4%</b>      | <b>13.0%</b>      | <b>13.3%</b>      | <b>11.9%</b>      |

In addition to reporting net income, a U.S. generally accepted accounting principle (“GAAP”) measure, the Company presents Adjusted EBITDA (earnings before interest, income taxes, depreciation and amortization, stock compensation expense, and foreign currency gains/losses), which is a non-GAAP measure. Business development costs include acquisition and integration related costs as well as restructuring and business realignment costs. The Company believes Adjusted EBITDA is often a useful measure of a Company’s operating performance and is a significant basis used by the Company’s management to evaluate and compare the core operating performance of its business from period to period by removing the impact of the capital structure (interest), tangible and intangible asset base (depreciation and amortization), taxes, stock-based compensation expense, business development costs, foreign currency gains/losses on short-term assets and liabilities, and other items that are not indicative of the Company’s core operating performance. Adjusted EBITDA does not represent and should not be considered as an alternative to net income, operating income, net cash provided by operating activities or any other measure for determining operating performance or liquidity that is calculated in accordance with generally accepted accounting principles.