



Nasdaq: ALNT

November 12, 2025

# Baird Global Industrial Conference

**Jackson Trostle**  
Corporate Controller

# SAFE HARBOR STATEMENT

*The statements in this presentation 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 savings from restructuring and simplifying actions, the cost of implementing such actions, operating results, expectations for the level of sales for the next several quarters, 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, 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	\$856 million	AVG Daily \$ Volume (3 mos.)	\$10.3 million		
Recent Closing Price	\$50.52	Annual Dividend / Yield	\$0.12 / 0.2%		
52 Week Low-High	\$19.25 - \$58.13	Institutional Ownership	71%		
Shares Outstanding	16.9 million	Insider Ownership	16%		

Market data as of November 6, 2025, Source: FactSet; Shares Outstanding as of November 5, 2025; Ownership as of most recent filings.

# 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

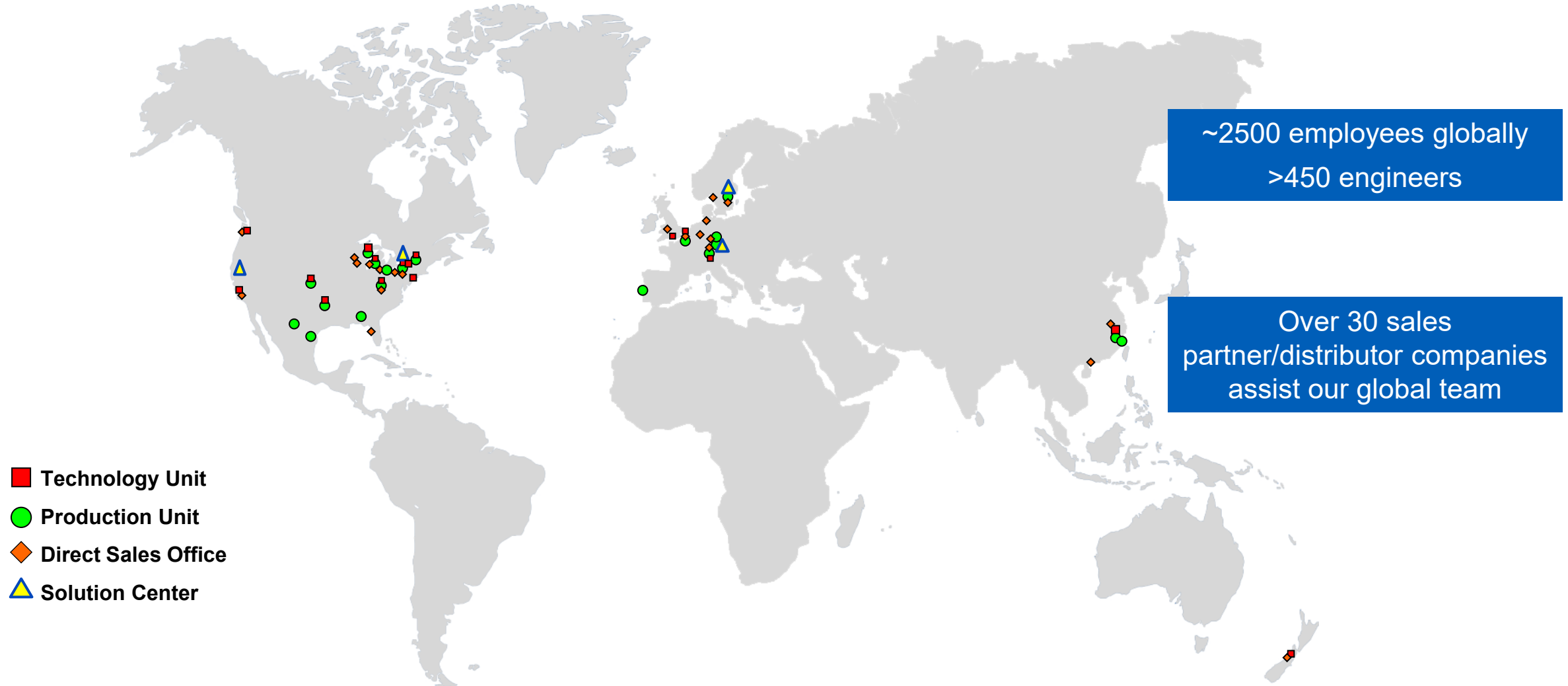


Develop a culture of lean (AST) to create value in everything we do to continuously improve company performance



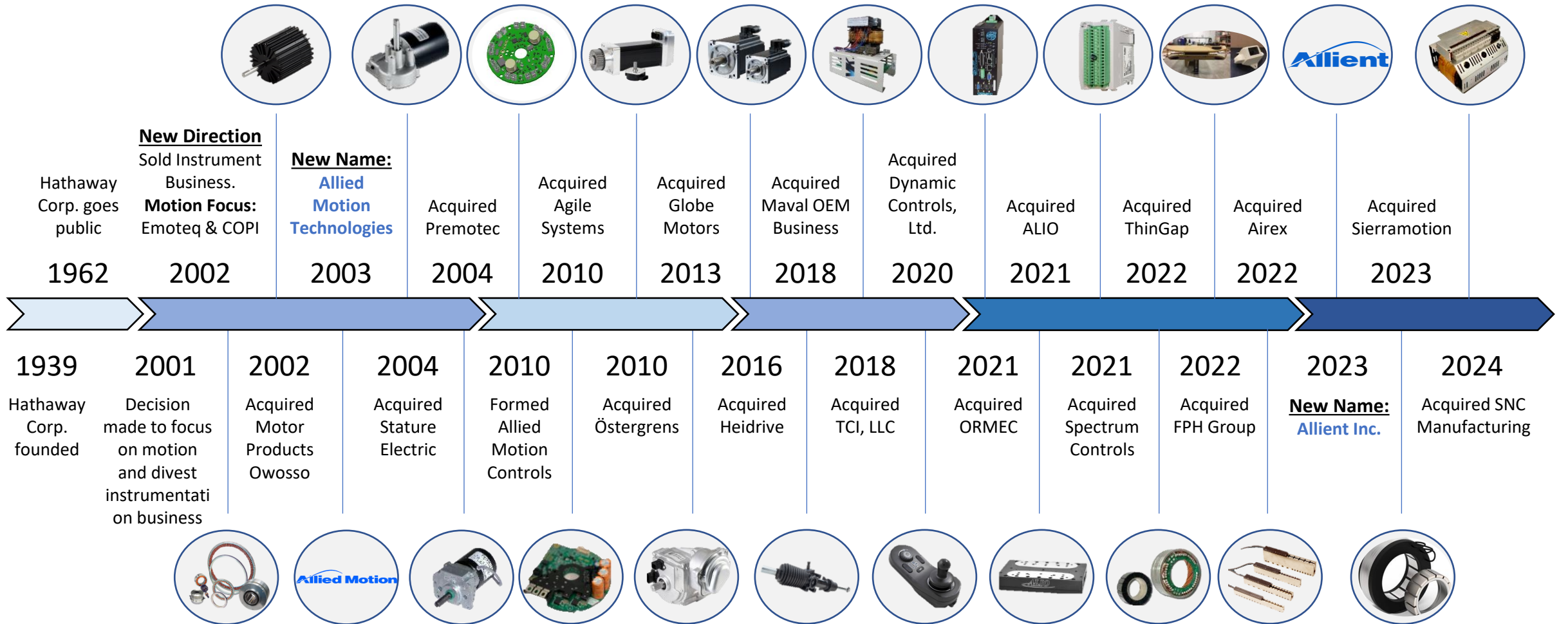
Train and develop our talent utilizing our AST tool kit and to help foster our One-Team approach to business

# ONE-TEAM GLOBAL PRESENCE



# M&A SUPPLEMENTED OUR GROWTH

Completed 18 complementary acquisitions over 20+ years

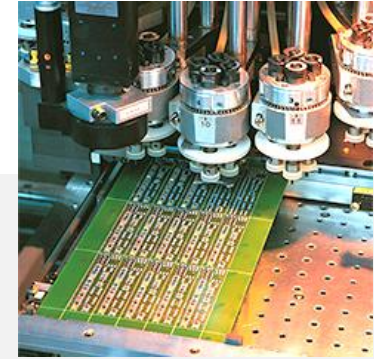


# TARGET MARKET: INDUSTRIAL

48% of TTM Q3 2025 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

17% of TTM Q3 2025 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: AEROSPACE & DEFENSE

*15% of TTM Q3 2025 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



# TARGET MARKET: MEDICAL

15% of TTM Q3 2025 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



# 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*

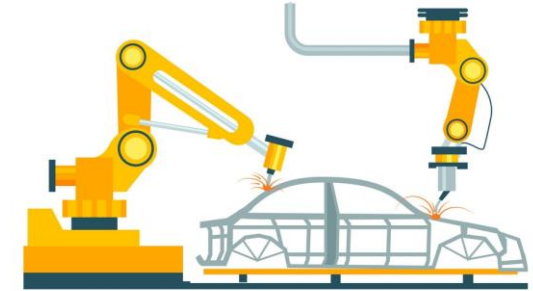


Massive effort to reduce energy consumption

Reduces operating costs

Minimizes carbon footprint

## *Industrial Automation*



Addresses challenging labor environment

Advances reshoring efforts

Drives efficiency and productivity

# SIMPLIFY TO ACCELERATE NOW: UNLOCKING MARGIN EXPANSION AND AGILITY

## *Cost reduction and profit enhancing initiatives*

- 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.

**Achieved \$10 million in annualized savings in 2024**

**Goal is to reduce annualized costs another \$6 to \$7 million in 2025; largely supported by the Dothan Fabrication Center of Excellence**

**Recognized \$2.0M in restructuring and related charges in 2024; \$3.5M YTD 2025**

**Continuing to identify new opportunities to enhance operational efficiency and cost structure**

# POSITIONED TO DRIVE RESILIENT PERFORMANCE AND PROFITABILITY THROUGH VARYING MARKET CONDITIONS<sup>1</sup>



## Proactively Managing Market Challenges:

- Managing trade and rare earth supply risks through supplier diversification and alternative materials
- Dynamic inventory management and close customer collaboration to mitigate volatility

## Driving Operational Leverage:

- Simplify to Accelerate NOW initiatives gaining traction, with early benefits from Dothan expected late 2025
- Focused execution delivering margin expansion and cost discipline

## Solid Financial Foundation:

- Leverage ratio of 2.10x provides flexibility
- Ongoing emphasis on working capital efficiency and cost reduction

## Strategic Outlook:

- Alignment with long-term secular growth drivers: electrification, automation, energy efficiency, and precision control
- Near-term cadence may reflect supply dynamics and typical year-end seasonality
- Confident in delivering sustainable, high-quality growth

<sup>(1)</sup> Outlook provided on November 6, 2025



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