Nasdaq: ALNT

August 6, 2026

Second Quarter Fiscal Year 2026 Financial Results Call

Dick Warzala
Chairman, President & CEO

Jim Michaud
Chief Financial Officer

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.

Q2 HIGHLIGHTS:

EXCELLENT SECOND QUARTER DRIVEN BY RECORD GROSS MARGIN & STRONG ORDERS

Revenue **$153.8M** *+10% YoY*	Net Income **$10.4M** *+85% YoY*
Record Gross Margin **34.9%** *+170bps YoY*	Record Q2 Orders **$201.3M** *+49% YoY*
Operating Margin **10.2%** *+180bps YoY*	Debt Reduction **$7.1M** *YTD change*

Results demonstrated the earnings power of the model when stronger demand, better mix and disciplined execution come together

Benefited from balanced exposure across targeted end markets

Portfolio aligned with attractive applications across industrial automation, data center and other infrastructure, defense programs, and precision medical applications

STAN IS DRIVING BETTER EXECUTION, MARGIN AND RESPONSIVENESS

- Company-wide operating mindset
- Focused on faster decisions, stronger accountability and continuous improvement across teams
- In Q2, operational improvements under STAN contributed to record gross margin through better mix, execution and cost discipline
- Program combines lean tools, digital enablement and a get-it-done culture to simplify work, accelerate decisions and improve responsiveness

STAN IS HOW WE WORK

Simplify To Accelerate Now

Delivered (annualized savings):

$10 million

in 2024

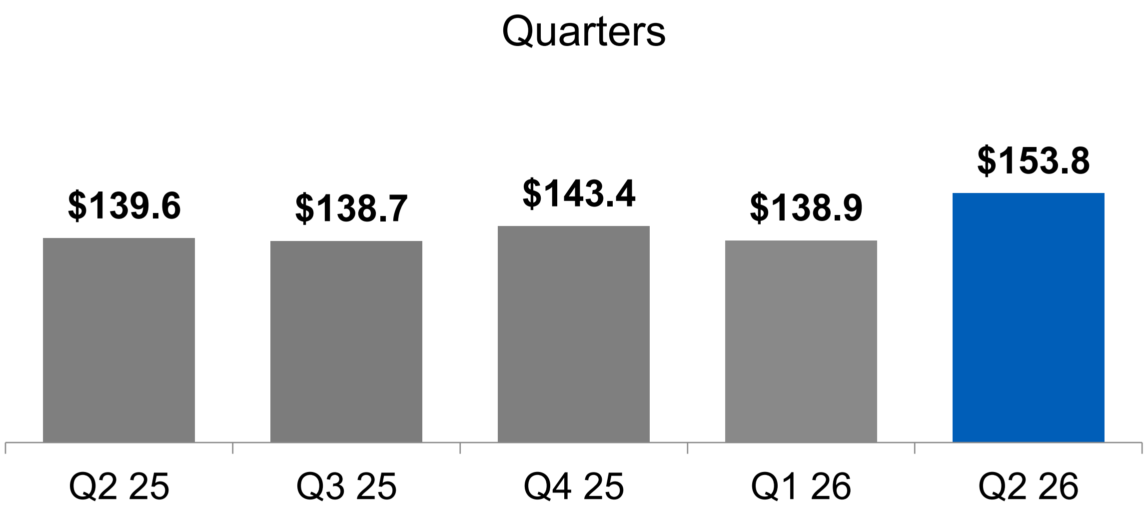
$6 million

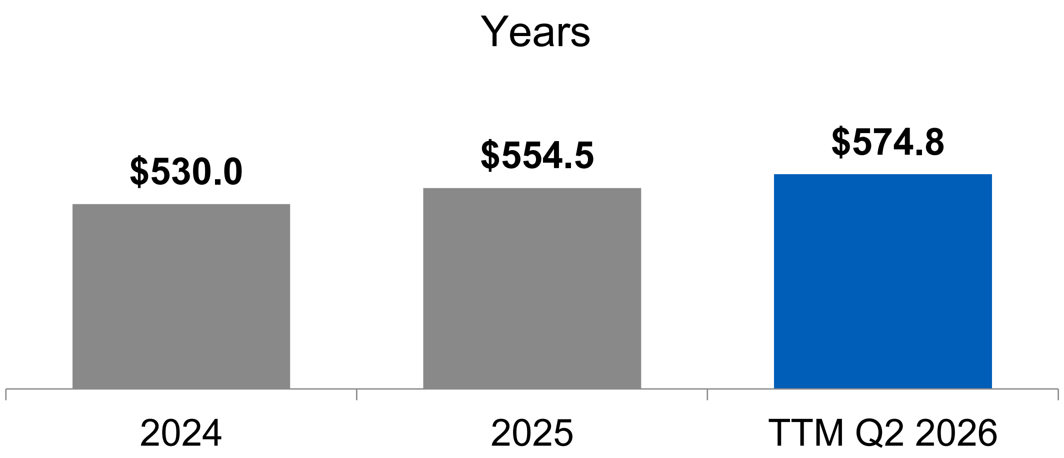
in 2025

Continues to be an important enabler of margin expansion, scalability and long-term profitable growth

REVENUE GROWTH ACROSS KEY VERTICALS

($ in millions; narrative compared with prior-year period unless otherwise noted)





Q2 26 market performance (YoY)

- **+ 17% Industrial** (to data centers & industrial automation)
- **+ 16% A&D** (program timing, strong defense-related demand)
- **+ 9% Medical** (broad-based demand)
- **- 7% Vehicle** (lower powersports demand)

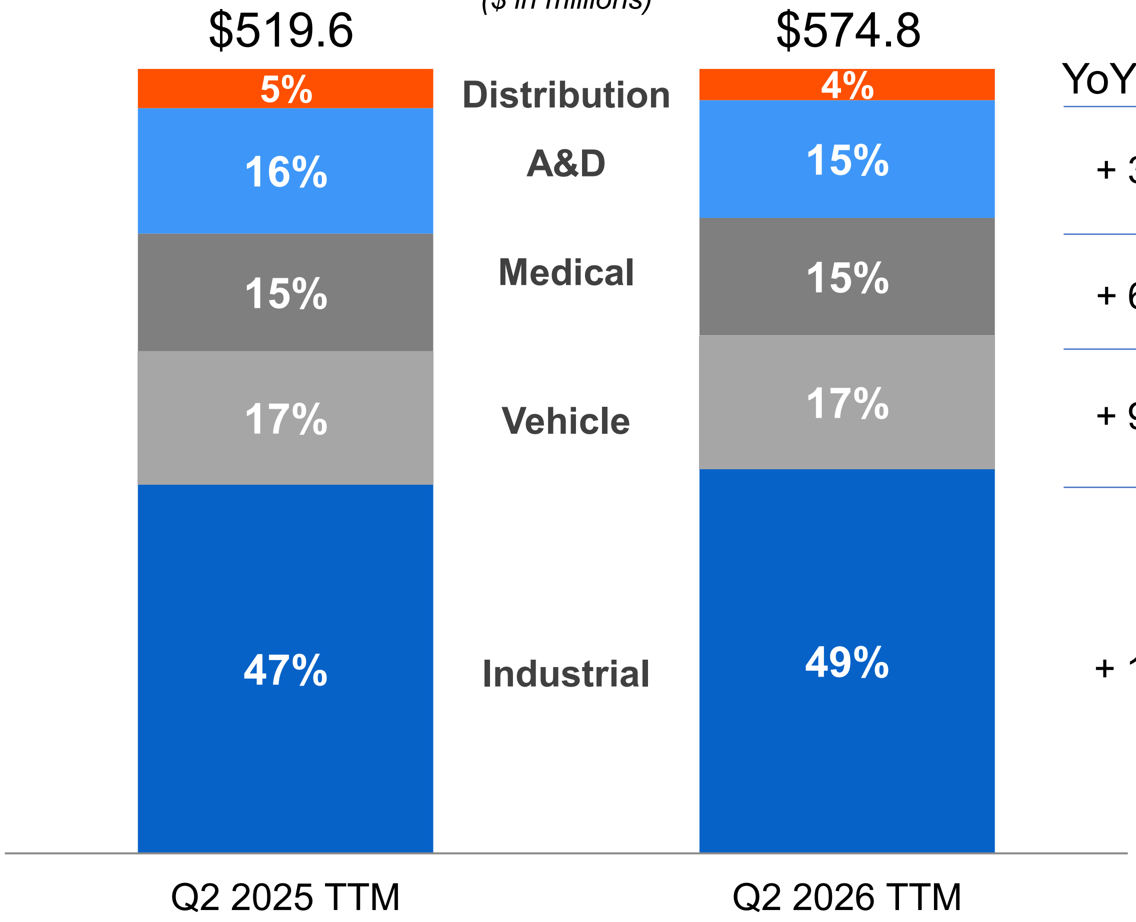
9% organic growth in Q2 (constant currency); FX tailwind of $1.3M

54% of Q2 26 sales to U.S. customers

DIVERSIFIED END MARKETS AND GLOBAL FOOTPRINT CONTINUE TO SUPPORT RESILIENT GROWTH

Revenue by Market

($ in millions)



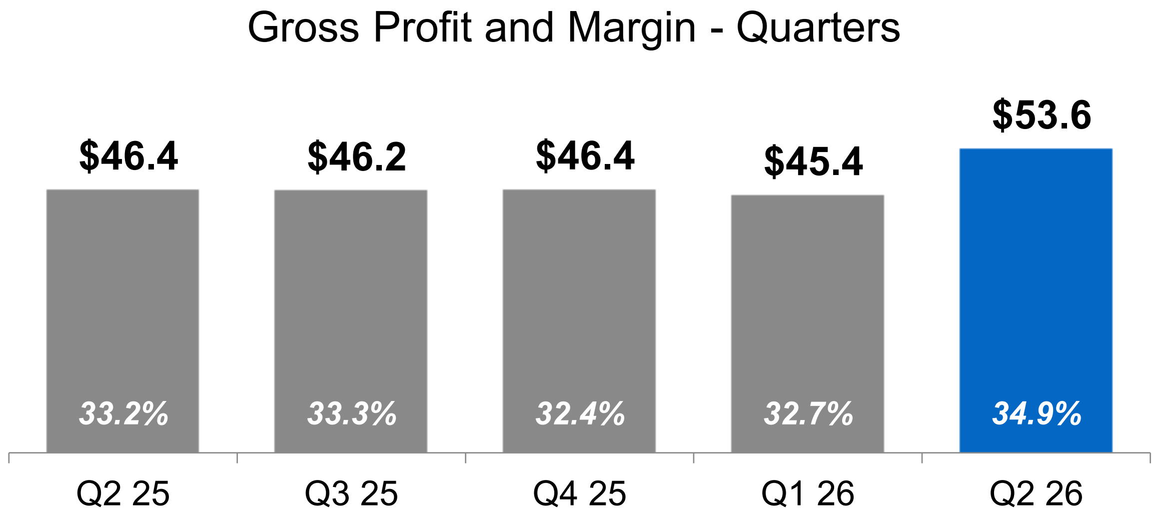
NOTE: Components may not add to totals due to rounding

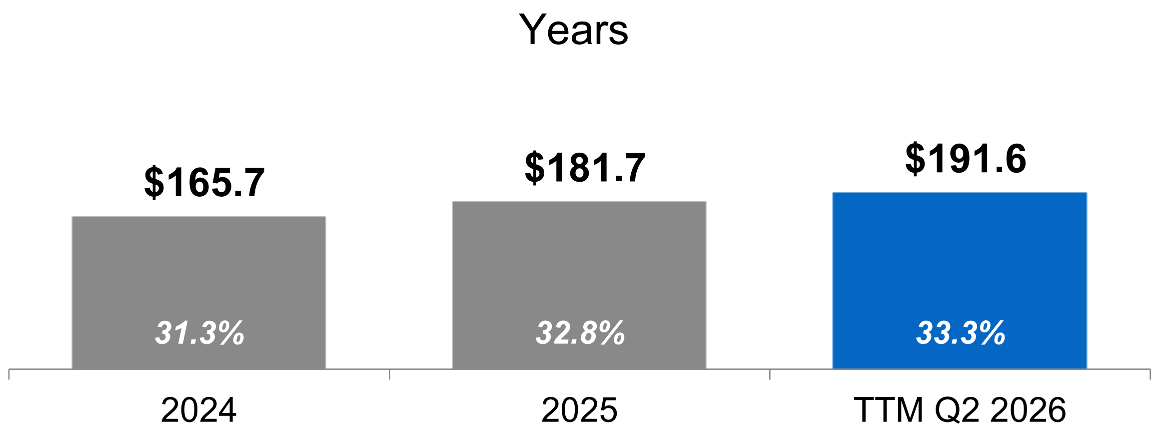
YoY Change and Market Drivers

+ 3%	Reflects defense program timing
+ 6%	Higher demand for surgical instruments and pumps
+ 9%	Commercial automotive and construction strength, partially offset by lower powersports and truck demand
+ 17%	Strong demand for solutions supporting data center and other infrastructure, along with growth in industrial automation and pumps

RECORD GROSS MARGIN REFLECTS VOLUME, MIX AND STAN-DRIVEN OPERATIONAL GAINS

($ in millions; narrative compared with prior-year period unless otherwise noted)





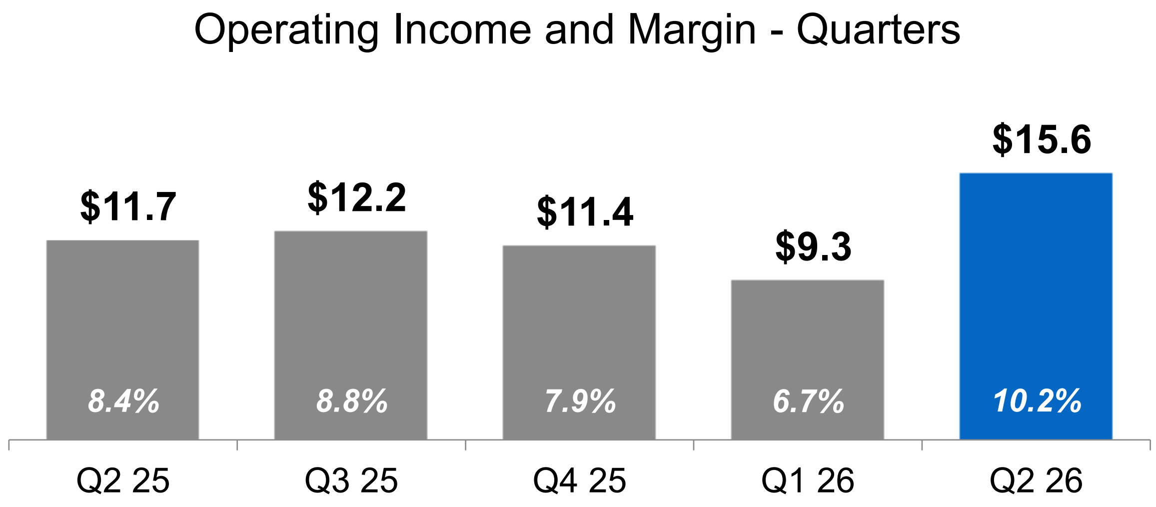
Margin expanded 170 bps YoY to a record 34.9% in Q2 26

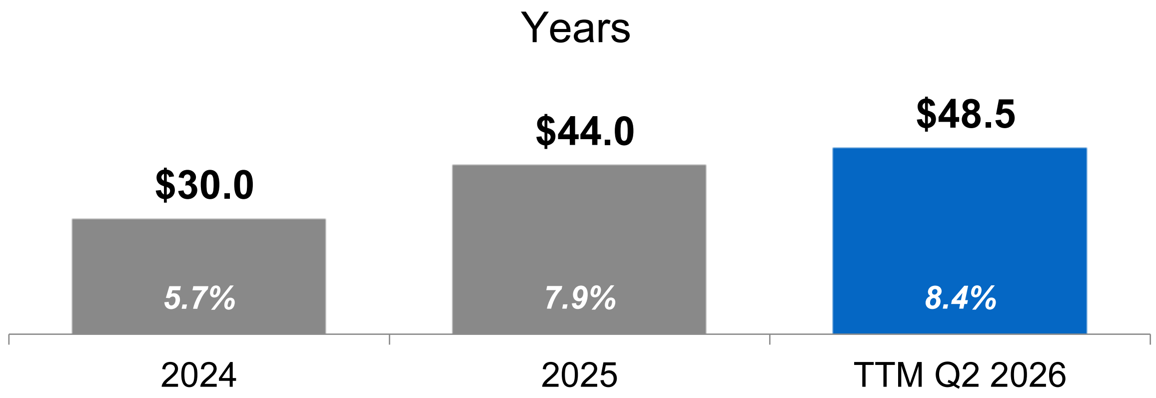
- + Higher volume
- + Favorable Mix
- + Simplify to Accelerate NOW
- + Lean tool kit (AST)

Continued execution on simplification, lean tools and productivity initiatives is supporting a more scalable margin profile

OPERATING MARGIN EXPANSION REFLECTS IMPROVED LEVERAGE

($ in millions; narrative compared with prior-year period unless otherwise noted)





Q2 26 margin expanded 180 bps YoY

Q2 operating costs were 24.7% of revenue, improving 10 bps YoY despite higher commissions, incentive compensation and growth-related spending

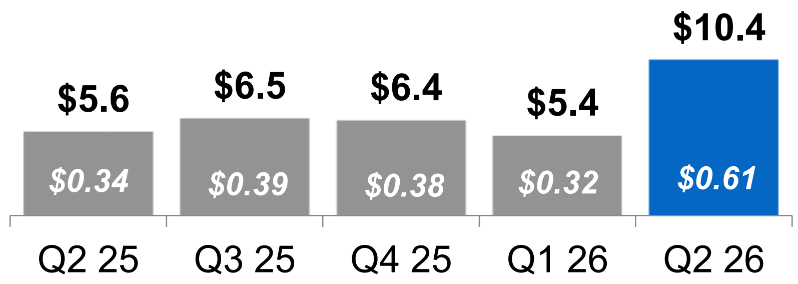
Restructuring and business realignment costs due to additional carryover costs associated with Dothan transition

Expect $2M to $3M of restructuring and realignment costs in 2026

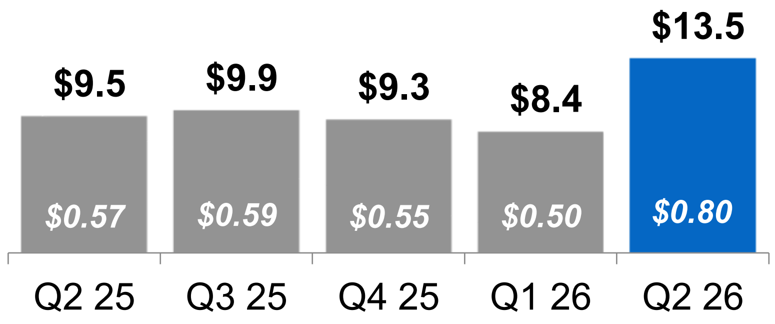
EARNINGS GROWTH ACCELERATED ON HIGHER MARGINS AND LOWER INTEREST EXPENSE

($ in millions, except per share data)

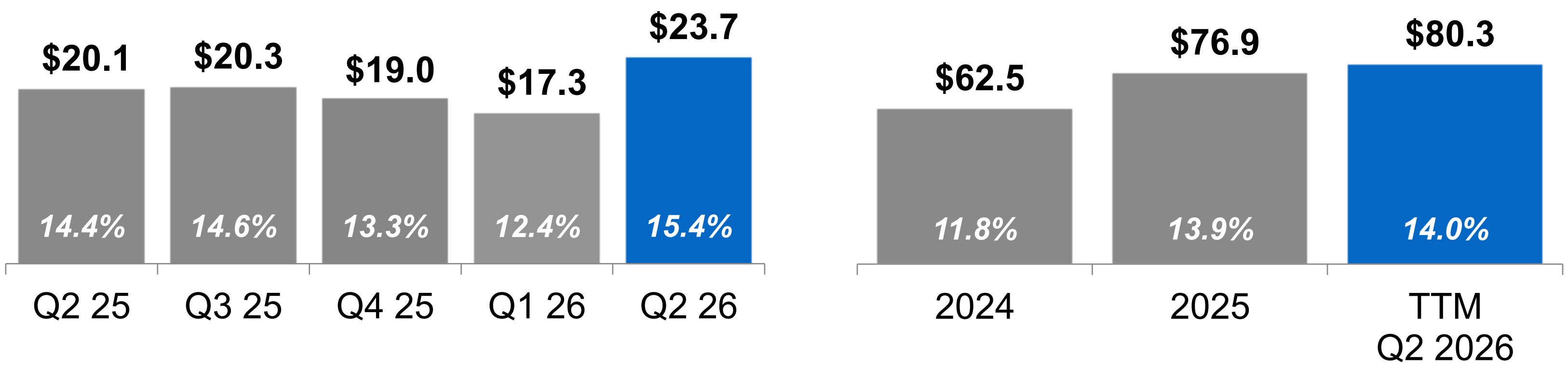
GAAP Net Income & EPS



Adjusted Net Income & Adjusted EPS¹



Adjusted EBITDA¹ and Margin



Q2 interest expense decreased $1.0M YoY to $2.5 million, due to lower average debt balances

Q2 YoY growth:

Net income	+85%
Adj. Net income(1)	+42%
Adj. EBITDA(1)	+18%

Full-Year 2026 expected tax rate: ~21%–23%

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

(1)See supplemental slides for Adjusted Net Income and Adjusted EBITDA reconciliations and other important disclaimers

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

WORKING CAPITAL INVESTMENTS SUPPORTED GROWTH

($ in millions)

	Three Months Ended		Six Months Ended	
	6/30/26	6/30/25	6/30/26	6/30/25
Net cash provided by operating activities	$ 14.0	$ 24.5	$ 20.1	$ 38.4
Capital expenditures (CapEx)	(4.9)	(2.1)	(7.1)	(3.2)
Operating free cash flow (FCF)[1]	**$ 9.1**	**$ 22.4**	**$ 13.1**	**$ 35.2**

Cash provided by operating activities variance was primarily due to accounts receivable timing and investments in inventory to support rapid growth and strategic buys of critical materials to mitigate supply constraints.

FY26 CapEx Expectation: $12 million – $15 million

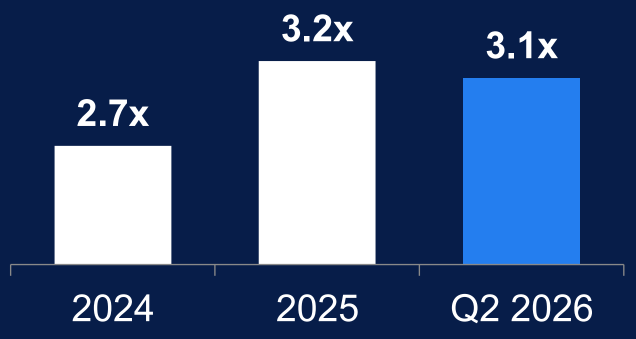
[1] Free cash flow is a non-GAAP metric defined as cash flow from operations, less capital expenditures

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

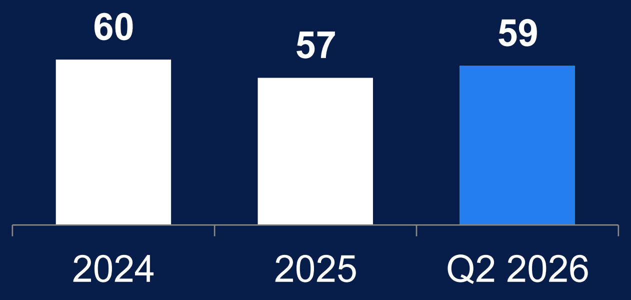
Financial priorities:

1. Reduce inventory and strengthen working capital management
2. Take out costs
3. Reduce debt

Inventory Turnover



Days Sales Outstanding



CONTINUED DELEVERAGING STRENGTHENS BALANCE SHEET FLEXIBILITY

($ in millions)

CAPITALIZATION		
	June 30, 2026	Dec 31, 2025
Cash and cash equivalents	$ 42.1	$ 40.7
Total debt	173.3	180.4
Total net debt	**131.2**	**139.7**
Shareholders' equity	312.3	301.5
Total capitalization	**$ 485.6**	**$ 481.8**
Debt/total capitalization	35.7%	37.4%
Net debt/net total capitalization	29.6%	31.7%
Leverage ratio[1]	1.63x	1.82x
Bank leverage ratio[2]	2.07x	2.35x

Debt down $7.1M YTD

$162.0 million of unused revolver capacity

Bank leverage ratio[2] well within covenant requirements

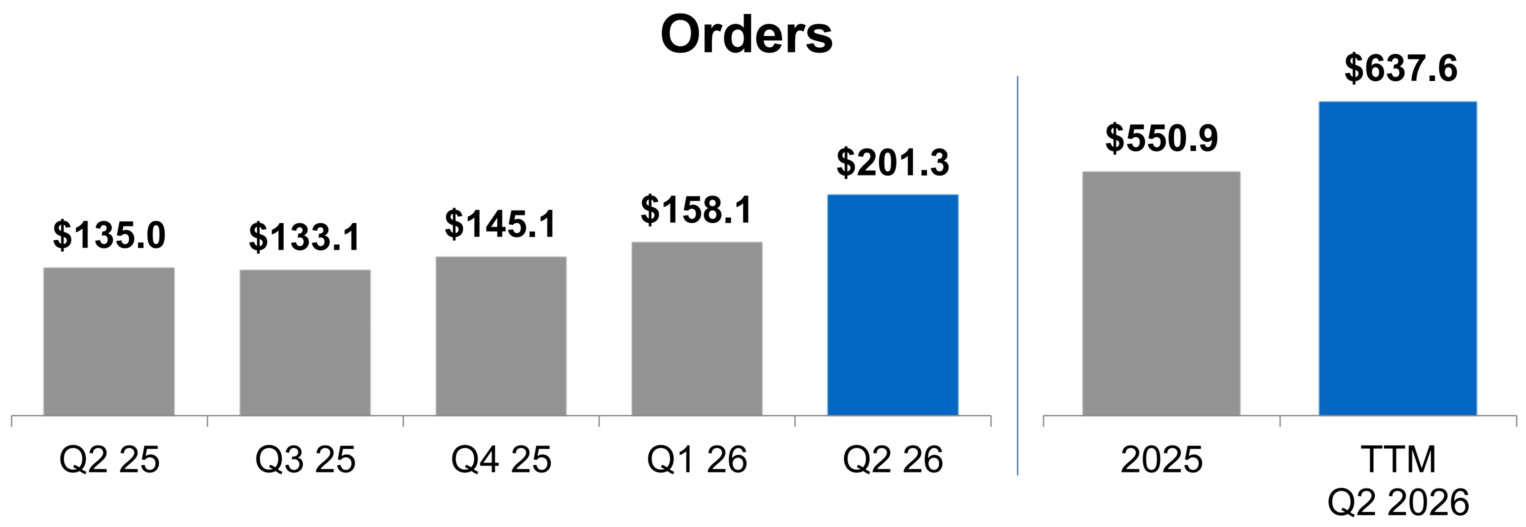
[1] Leverage ratio calculated as total net debt divided by trailing twelve months of Adjusted EBITDA. See supplemental slides for reconciliations.

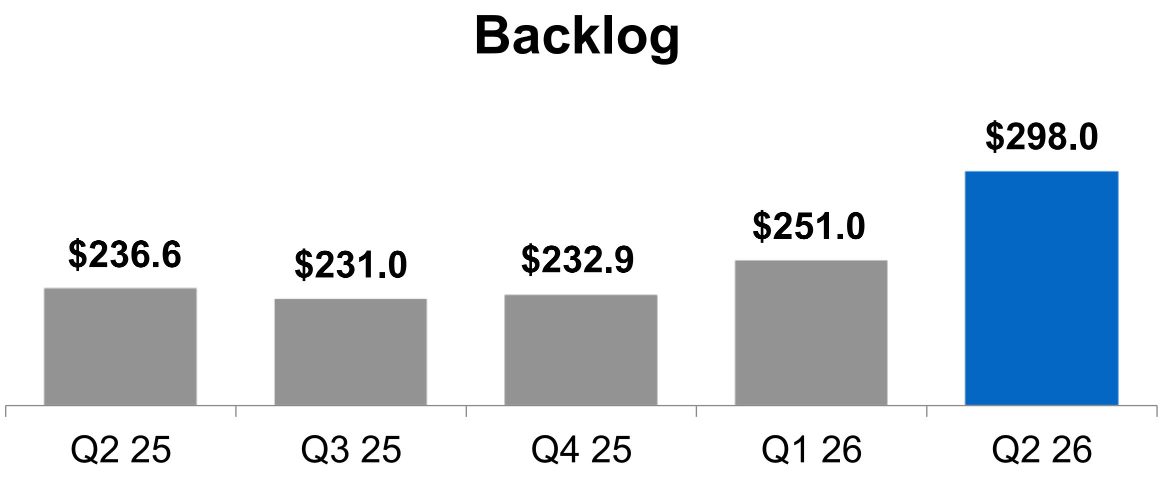
[2] Bank leverage ratio calculated in accordance with the Company's credit agreement, which amongst other items excludes foreign cash.

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

RECORD ORDERS AND HIGHER BACKLOG IMPROVE VISIBILITY INTO SECOND HALF 2026

($ in millions)





Book:Bill 1.31x

Orders increased 49% YoY and 27% sequentially, with strength led by Industrial and Aerospace & Defense

Backlog remains healthy, with most expected to convert to revenue within three to nine months

EXECUTING WITH DISCIPLINE WHILE POSITIONING FOR CONTINUED GROWTH[1]

Execution and Growth Priorities

- Industrial automation, data center and other infrastructure, aerospace & defense, and medical applications continue to align the portfolio with attractive growth verticals
- Diversified end markets and global operations support resilience in a dynamic macro and trade environment

Margin and Cash Discipline

- STAN and broader optimization actions continue to support margin expansion
- Focused on cash generation, disciplined capital spending and continued deleveraging

Positioned for Continued Growth

- Stronger demand, record orders and increased backlog support improved visibility
- Building momentum with improving earnings power

(1) *Outlook provided* on August 6, 2026

CONFERENCE CALL AND WEBCAST PLAYBACK

Replay Number: **412-317-6671** *passcode:* ***13761057***

Telephone replay available through Thursday, August 20, 2026

Webcast / Presentation / Replay available at
www.allient.com/investors

Transcript, when available, at
www.allient.com/investors

Nasdaq: ALNT

Supplemental Information

ADJUSTED NET INCOME RECONCILIATION

($ in thousands, except per share data)

	For the three months ended				
	June 30, 2025	Sept 30, 2025	Dec 31, 2025	Mar 31, 2026	June 30, 2026
Net income	$ 5,617	$ 6,477	$ 6,383	$ 5,357	$ 10,391
Non-GAAP adjustments, net of tax (1)					
Amortization of intangible assets - net	2,394	2,399	2,391	2,392	2,400
Foreign currency loss – net	637	356	80	15	263
Acquisition and integration-related costs – net	18	13	5	-	-
Restructuring and business realignment costs - net	859	640	412	660	491
Adjusted Net Income	**$ 9,525**	**$ 9,885**	**$ 9,271**	**$ 8,424**	**$ 13,545**
Average Diluted Shares Outstanding	16,713	16,780	16,803	16,879	16,875
Diluted earnings per share	$ 0.34	$ 0.39	$ 0.38	$ 0.32	$ 0.61
Adjusted diluted earnings per share	$ 0.57	$ 0.59	$ 0.55	$ 0.50	$ 0.80

(1) Applies a blended federal, state, and foreign tax rate of 23% 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 NET INCOME RECONCILIATION

($ in thousands, except per share data)

	For twelve months ended		
	Dec 31, 2024	Dec 31, 2025	June 30, 2026
Net income	$ 13,166	$ 22,034	$ 28,608
Non-GAAP adjustments, net of tax (1)			
Amortization of intangible assets - net	9,726	9,553	9,582
Foreign currency loss / (gain) – net	(64)	1,592	714
Acquisition and integration-related costs – net	341	36	18
Restructuring and business realignment costs - net	1,510	3,059	2,203
Non-GAAP Adjusted Net Income	**$ 24,679**	**$ 36,274**	**$ 41,125**
Average Diluted Shares Outstanding	16,603	16,732	16,834
Diluted earnings per share	$0.79	$1.32	$1.69
Adjusted diluted earnings per share	$1.49	$2.17	$2.44

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

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

ADJUSTED EBITDA RECONCILIATION

($ in thousands)

	For the three months ended				
	June 30, 2025	Sept 30, 2025	Dec 31, 2025	Mar 31, 2026	June 30, 2026
Net income	$ 5,617	$ 6,477	$ 6,383	$ 5,357	$ 10,391
Interest expense	3,552	3,401	2,587	2,553	2,523
Provision for income taxes	1,685	1,845	2,267	1,426	2,628
Depreciation and amortization	6,401	6,423	6,302	6,210	6,191
EBITDA	**17,255**	**18,146**	**17,539**	**15,546**	**21,733**
Stock compensation expense	835	835	840	848	998
Acquisition and integration-related costs	23	17	7	-	-
Restructuring and business realignment costs	1,122	836	536	862	641
Foreign currency loss	832	465	105	20	343
Adjusted EBITDA	**$ 20,067**	**$ 20,299**	**$ 19,027**	**$ 17,276**	**$ 23,715**
Revenue	**$ 139,578**	**$ 138,743**	**$ 143,354**	**$ 138,915**	**$ 153,770**
Adjusted EBITDA Margin	**14.4%**	**14.6%**	**13.3%**	**12.4%**	**15.4%**

In addition to reporting revenue and net income, which are U.S. generally accepted accounting principle (“GAAP”) measures, the Company presents EBITDA and Adjusted EBITDA (earnings before interest, income taxes, depreciation and amortization, stock-based compensation expense, acquisition and integration-related costs, restructuring and business realignment costs, and foreign currency gains/losses), which are non-GAAP measures. The Company believes EBITDA and Adjusted EBITDA are often a useful measure of a Company’s operating performance and are 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, acquisition and integration-related costs, restructuring and business realignment 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. EBITDA and Adjusted EBITDA do 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 GAAP.

ADJUSTED EBITDA RECONCILIATION

($ in thousands, except per share data)

	For twelve months ended		
	Dec 31, 2024	Dec 31, 2025	June 30, 2026
Net income	$ 13,166	$ 22,034	$ 28,608
Interest expense	13,296	13,175	11,064
Provision for income taxes	3,692	6,700	8,166
Depreciation and amortization	25,891	25,407	25,126
EBITDA	**$ 56,045**	**$ 67,316**	**$ 72,964**
Stock-based compensation expense	4,147	3,430	3,521
Acquisition and integration-related costs	445	47	24
Restructuring and business realignment costs	1,971	3,993	2,875
Foreign currency loss (gain)	(83)	2,079	933
Adjusted EBITDA	**$ 62,525**	**$ 76,865**	**$ 80,317**
Revenue	**$ 529,968**	**$ 554,478**	**$ 574,782**
Adjusted EBITDA Margin	**11.8%**	**13.9%**	**14.0%**

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REVENUE EXCLUDING FOREIGN CURRENCY EXCHANGE AND CALCULATION OF ORGANIC REVENUE

($ in thousands)

	Three months ended June 30, 2026	Six months ended June 30, 2026
Revenue as reported	$ 153,770	$ 292,685
Foreign currency impact - (favorable) / unfavorable	(1,255)	(6,341)
Revenue excluding foreign currency exchange impacts	$ 152,515	$ 286,344

	Three months ended June 30, 2026	Six months ended June 30, 2026
Revenue change over prior year	10.2 %	7.5 %
Less: Impact of acquisitions and foreign currency	(0.9)	(2.4)
Organic growth	9.3 %	5.1 %

In addition to reporting revenue and net income, which are U.S. generally accepted accounting principle ("GAAP") measures, the Company presents Revenue excluding foreign currency exchange rate impacts, Organic revenue, EBITDA and Adjusted EBITDA (earnings before interest, income taxes, depreciation and amortization, stock-based compensation expense, acquisition and integration-related costs, restructuring and business realignment costs, and foreign currency gains/losses), total net debt, and leverage ratio, which are non-GAAP measures. The Company believes that Revenue excluding foreign currency exchange rate impacts is a useful measure in analyzing organic sales results. The Company excludes the effect of currency translation from revenue for this measure because currency translation is not fully under management's control, is subject to volatility and can obscure underlying business trends. The portion of revenue attributable to currency translation is calculated as the difference between the current period revenue and the current period revenue after applying foreign exchange rates from the prior period. Organic revenue is reported revenues adjusted for the impact of foreign currency and the revenue contribution from acquisitions.

TOTAL NET DEBT AND LEVERAGE RATIO RECONCILIATION

($ in thousands)

	June 30, 2026	December 31, 2025
Total debt	$ 173,337	$ 180,389
Less: cash and cash equivalents	$ 42,088	$ 40,705
Total net debt (Non-GAAP)	$ 131,249	$ 139,684
Adjusted EBITDA (Non-GAAP)	$ 80,317	$ 76,865
Leverage Ratio (Non-GAAP)	1.63	1.82

We believe that total net debt and leverage ratio provide meaningful measures of liquidity and a useful basis for assessing our ability to fund our activities, including the financing of acquisitions and debt repayments. Total net debt is calculated as total debt less cash and cash equivalents. Leverage ratio is total net debt divided by adjusted EBITDA for the trailing twelve months.

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August 6, 2026

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