



Nasdaq: ALNT

August 23, 2023

Investor and Analyst Day

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 future goals and expected operating results, anticipated levels of capital expenditures, the Company’s belief that it has sufficient liquidity to fund its business operations and acquisitions, and opportunities to expand market share and addressable markets. 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 the Company’s actual results and financial condition to differ materially from those indicated today 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, the severity, magnitude and duration of any global pandemic, including impacts of governments’ responses to the pandemic on our operations and personnel and related impacts to commercial activity and demand across our and our customers’ businesses, and on global supply chains; our inability to predict the extent to which a pandemic and related impacts can continue to adversely impact our business operations, financial performance, results of operations, financial position, the prices of our securities and the achievement of our strategic objectives 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.

Non-GAAP Financial Measures and Forward-Looking Non-GAAP Financial Measures

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.

This presentation also contains forward-looking statements regarding non-GAAP adjusted EBITDA and adjusted EBITDA margin. The Company is unable to present a quantitative reconciliation of these forward-looking non-GAAP financial measures to their most directly comparable forward-looking GAAP financial measure because such information is not available, and management cannot reliably predict the necessary components of such GAAP measures without unreasonable effort largely because forecasting or predicting our future operating results is subject to many factors out of our control or not readily predictable. In addition, the Company believes that such reconciliations would imply a degree of precision that would be confusing or misleading to investors. The unavailable information could have a significant impact on the Company’s fiscal 2023 and future financial results. These non-GAAP financial measures are preliminary estimates and are subject to risks and uncertainties, including, among others, changes in connection with quarter-end and year-end adjustments. Any variation between the Company’s actual results and preliminary financial data set forth in this presentation may be material.

AGENDA

Start: 11:00 AM	Welcome & Introduction	Deborah Pawlowski
	Solving Customers' Critical Challenges	Video
	The New Nexus	Dick Warzala
	Delivering Technologies & Solutions	Ken May
	Expanding Market Share in Larger Addressable Markets	Steve Warzala
11:55 -12:30 PM	Lunch Break	
	Robust Solutions in Motion, Controls and Power	Video
	Motion Solutions Addressing Industrial Evolution Megatrends	Helmut Pirthauer
	Leading Edge Motion and Control Solutions for the Healthcare Industry	Simon Rees
	Essential Power Quality Solutions Solving Critical Challenges	Ashish Bendre
	Providing the Defense Industry Allient's Nexus of Technologies	Manoj Mehta
	Leveraging Allient Systematic Tools (AST) to Drive Results	Geoff Rondeau
	Acquiring & Retaining Talent	Alex Collichio
	Financial Strategy & Future Goals	Mike Leach
	The New Nexus to Attain Future Goals	Dick Warzala
	Question & Answer Session	
Closing: 2:45 PM	Wrap up and move to Nasdaq bell ringing	

PRESENTERS



Dick Warzala
Chairman, President &
Chief Executive Officer



Mike Leach
Senior Vice President &
Chief Financial Officer



Ashish Bendre
Vice President &
Group President



Helmut Pirthauer
Vice President &
Group President



Simon Rees
Managing Director,
Dynamic Controls



Manoj Mehta
President,
FPH



Alex Collichio
General Counsel &
Director of Corporate
Human Resources



Geoff Rondeau
Vice President of
Operational Excellence



Ken May
Vice President &
Chief Technology Officer



Steve Warzala
Director of Strategic
Business Development

Video:
SOLVING CUSTOMERS'
CRITICAL CHALLENGES

THE NEW NEXUS



DICK WARZALA

*Chairman of the Board,
President and CEO*

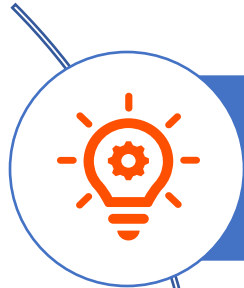
OUR ROOTS

Hathaway Corporation

A small, unprofitable and very fragmented public company with multiple business units looking for direction.

THE VISION - 2001

Defined the framework for a successful future



Provided the Vision to the Board to re-align the company to focus on Motion Control and become a leading global player in the Motion industry



Defined the new Culture for the company



Led the creation of a new and long-term Strategy that would drive our success

A SNAPSHOT OF THE MOTION BUSINESS

Highly fragmented with virtually no alignment of the team

The starting point – Hathaway Corp. (FY June 2002)

Motion revenue (primarily motors) of \$15.7M

Net loss of \$(48K)

EBITDA of \$1.2M

Stock price of \$1.18

Market cap of \$8.5M

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



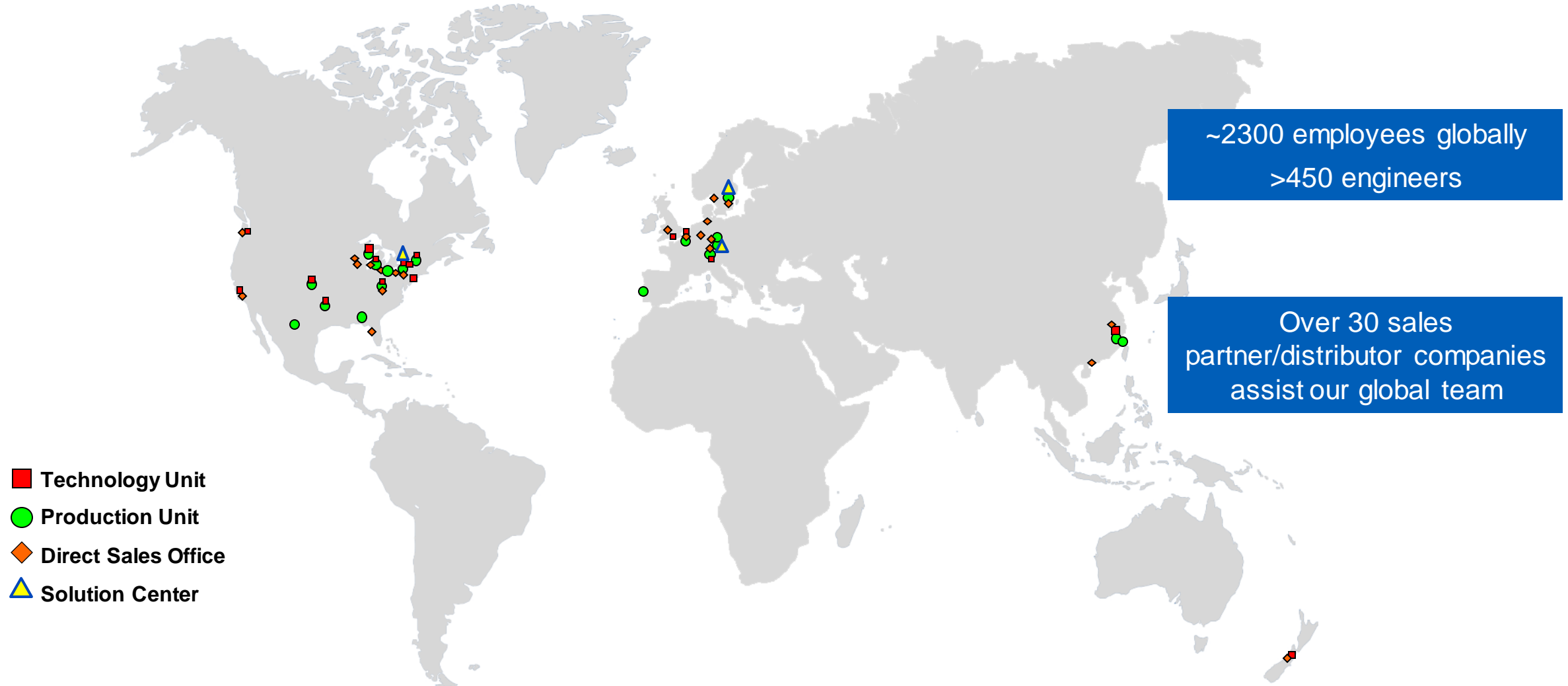
Train and develop our talent utilizing our AST tool kit and to help foster our One-Team approach to business

HOW DID WE DO

We executed our strategy and became a well diversified and leading global Motion Solutions company.

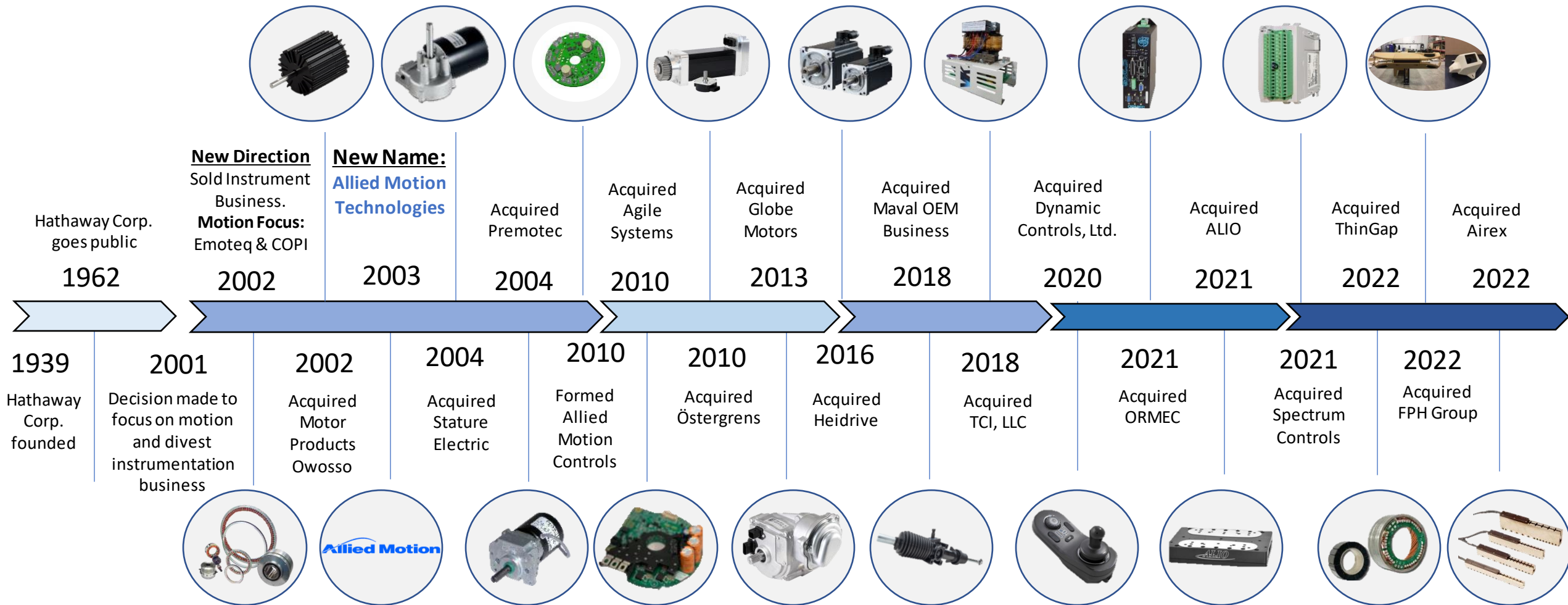
Operating with a One-Team mentality, Allied has created significant value for its stakeholders.

ONE-TEAM GLOBAL PRESENCE



M&A SUPPLEMENTED OUR GROWTH

Completed 16 complementary acquisitions over 20 years



WHERE WE ARE TODAY

An integrated solutions provider that employs multiple technologies to “change the game” and create value for all our stakeholders

The starting point – Hathaway Corp. (2002)

Motion revenue of \$15.7M

Net loss of \$(48K)

EBITDA of \$1.2M

Stock price of \$1.18

Market cap of \$8.5M

Today (TTM Q2 2023)

Revenue of \$557.8M

Net income of \$23.4M

Adj. EBITDA of \$75.9M¹

Stock price of \$33.41

Market cap of \$540.6M

Current market data as of August 18, 2023, Source: S&P Global IQ

(¹)See supplemental slides for Adjusted EBITDA reconciliation and other important disclaimers

WHAT'S NEXT – 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



CREATES STRONG VERTICAL MARKET FOCUS



The Expansion: Target Vertical Market Focus

Team that leverages the full footprint of Allient across Motion, Controls and Power to create best value solutions for our customers within their vertical. Have P&L responsibility for their Vertical Market.

The Foundation: Technology Units

Innovator and recognized experts for their specific technologies and products. Have strategic and P&L responsibility for their specific Technology Unit.

OUR STRATEGY REFINED

Simplify to Accelerate

Develop **Next Level One-Team** Organization to expand vertical market focus:

- Create a **Simplified** and **Focused** organization positioned to **Win** in our **Target Markets**
- Upgrade Corporate Marketing Program to support **Accelerated** growth in sales and profitability
- Strengthen **Leadership** and build **Focus** and **Accountability** in all areas of our business

Leverage **AST** tool kit to facilitate internal growth, expand margins and improve cash flow

Develop **M&A** opportunities to supplement existing organization to achieve new Growth and Profitability Goals

DRIVING TO THE NEXT LEVEL

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Stock price of \$33.41

Market cap of \$540.6M

Future

Continue organic growth at rates faster than the industry

Acquisitions complement growth trajectory

Expect to deliver:

- Revenue of >\$1B
- 100 bps annual margin improvement
- Operating margin mid-teens
- Adj. EBITDA margin high-teens¹

Current market data as of August 18, 2023, Source: S&P Global IQ

⁽¹⁾See supplemental slides for Adjusted EBITDA reconciliation and other important disclaimers, and the Forward-Looking Non-GAAP Financial Measures on Slide 2 for more information

Allient

CONNECTING what matters



Allied Motion



Allied Controls



Allied Power



Allient
CONNECTING what matters



Allied Motion



Allied Controls



Allied Power



Upcoming presentations

Technologies and Products

Business Development - Marketing and M&A

Selected Vertical Markets

AST

HR and Talent

Financial

Q&A






DELIVERING TECHNOLOGIES & SOLUTIONS



KEN MAY

*Vice President &
Chief Technology Officer*

DRIVING INNOVATION

-  450 engineers globally
-  Technology Know How company
-  Innovate to change the game
-  Collaboration enables unique solutions
-  Leverage expertise to solve customers' critical problems



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

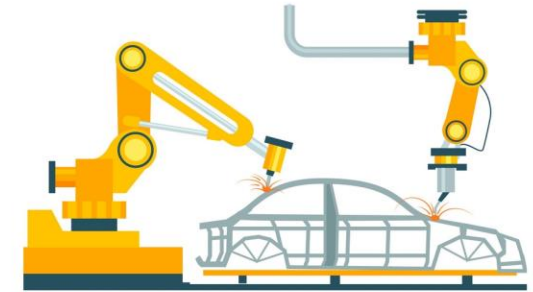


Massive effort to reduce energy consumption

Reduces operating costs

Minimizes carbon footprint

Industrial Automation



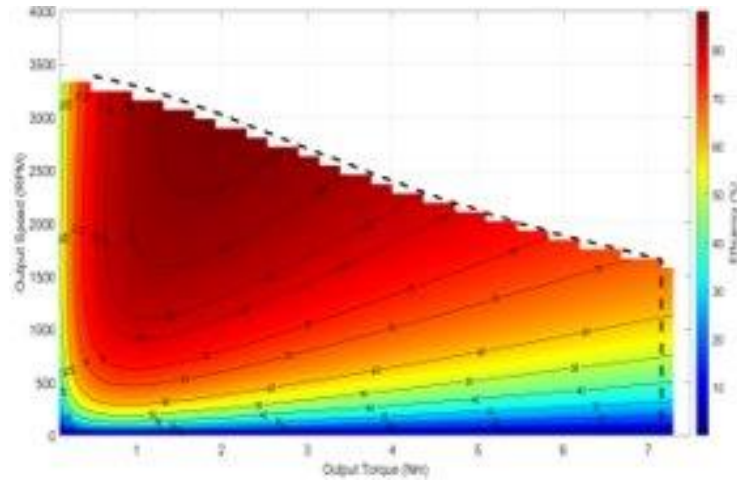
Addresses challenging labor environment

Advances reshoring efforts

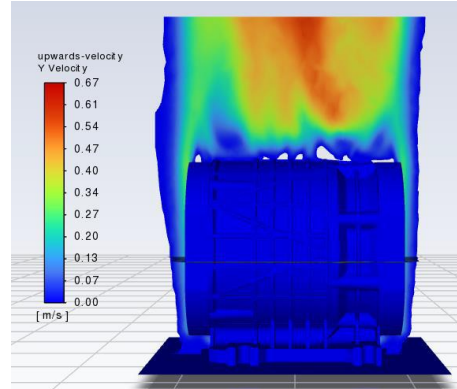
Drives efficiency and productivity

ENGINEERING EXPERTISE

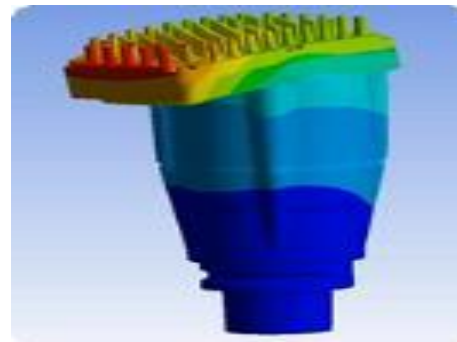
System Modelling and Simulation



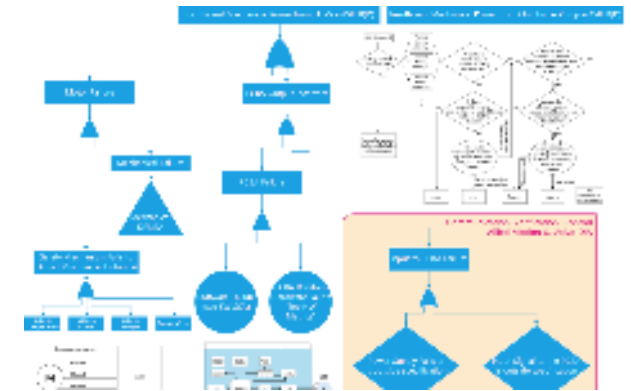
Thermal Analysis



Vibration Analysis



Functional Safety & Reliability Engineering



Rigorous Testing



MOTION AND CONTROLS

The Core Foundation of Allient

Motion Control



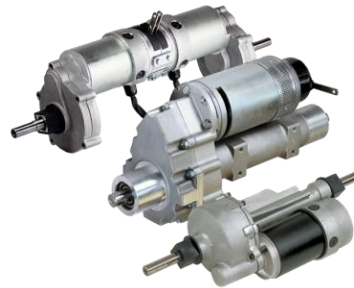
Drives



Motors



Gearing



Multi-axis System



ENGINEERED SOLUTIONS FOR CRITICAL APPLICATIONS

Integrated solutions leveraging advanced controls capabilities

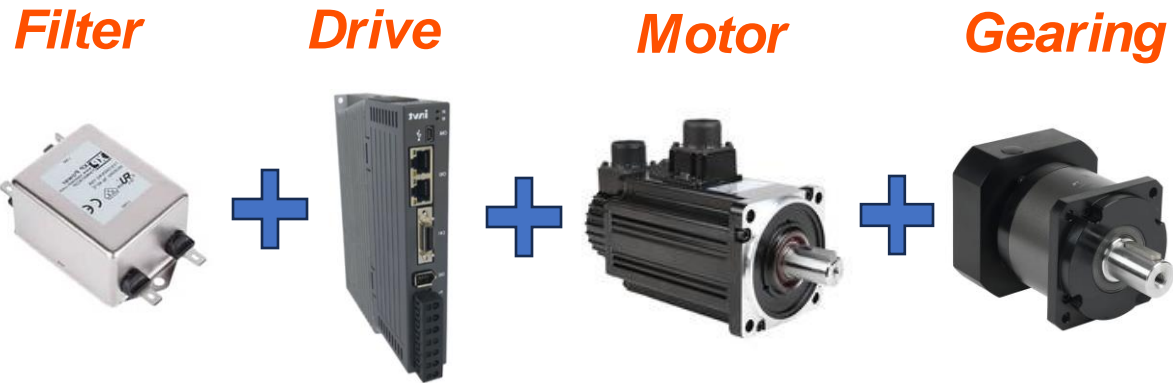
Customized process or assembly line automation solutions employing controls, drives, programming and electromechanical capabilities

- Single and multi-axis drives and controls
- Rotary and linear servo/brushless DC motors
- Tightly synchronized solutions
- Complete control system cabinets.



INTEGRATED SYSTEMS

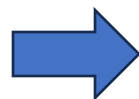
Conventional Assemblies



Variety of Fully Integrated System



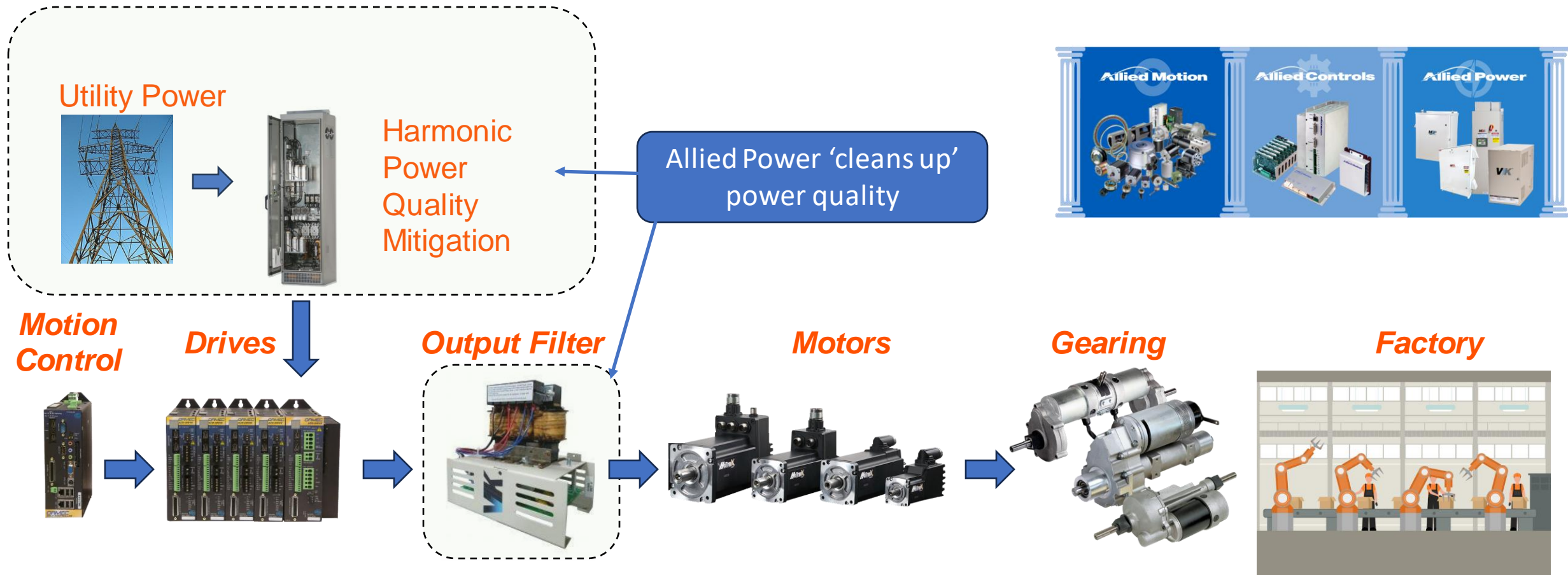
Allient: Equivalent Fully Integrated System



- Smaller volume
- Lighter weight
- More reliable
- Reduced, simplified wiring
- Thermally managed
- Less expensive
- 1 part and 1 vendor

ADDING POWER QUALITY MANAGEMENT

Expanding technology offerings for total solutions



THE FUTURE IS NOW



EXPANDING MARKET SHARE IN LARGER ADDRESSABLE MARKETS

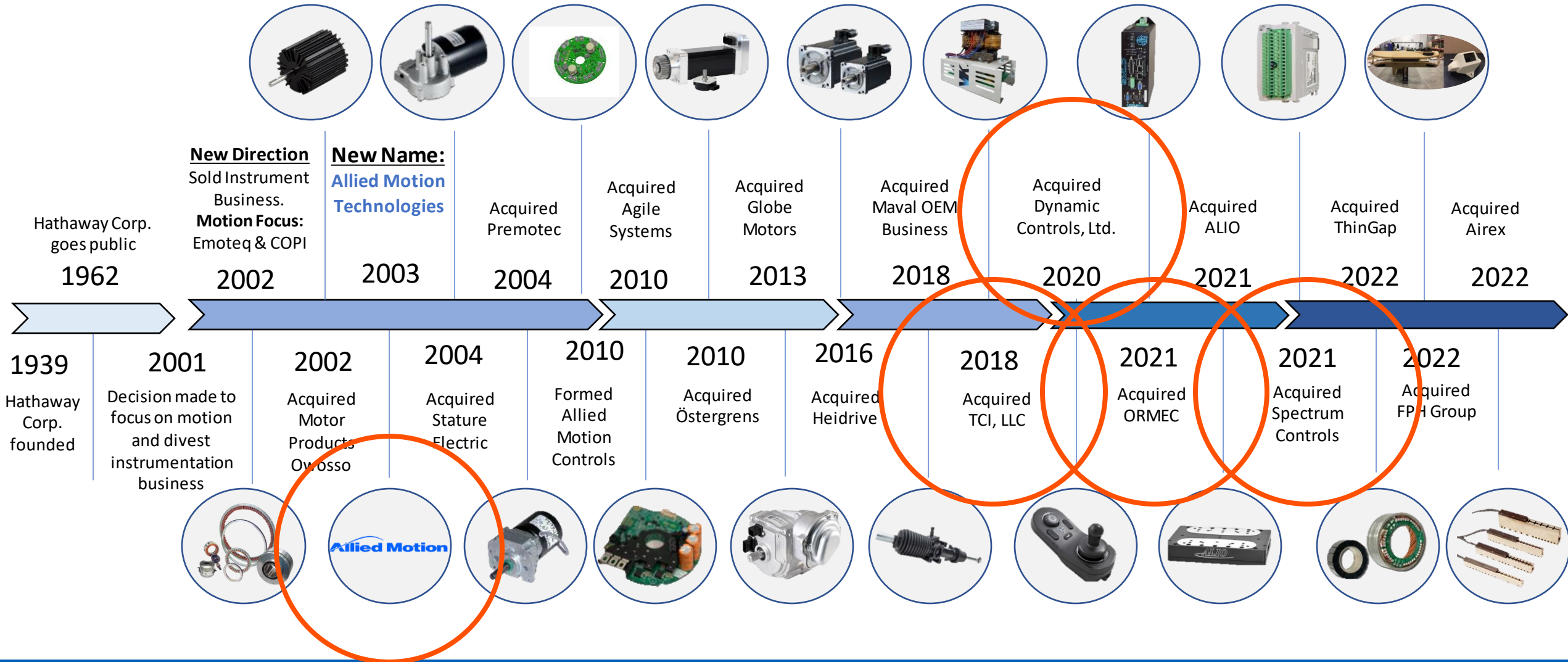


STEVE WARZALA

*Director of Strategic
Business Development*



M&A DROVE TECHNOLOGY PILLAR EXPANSION



MARKET FOCUSED

Simplify to Accelerate



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

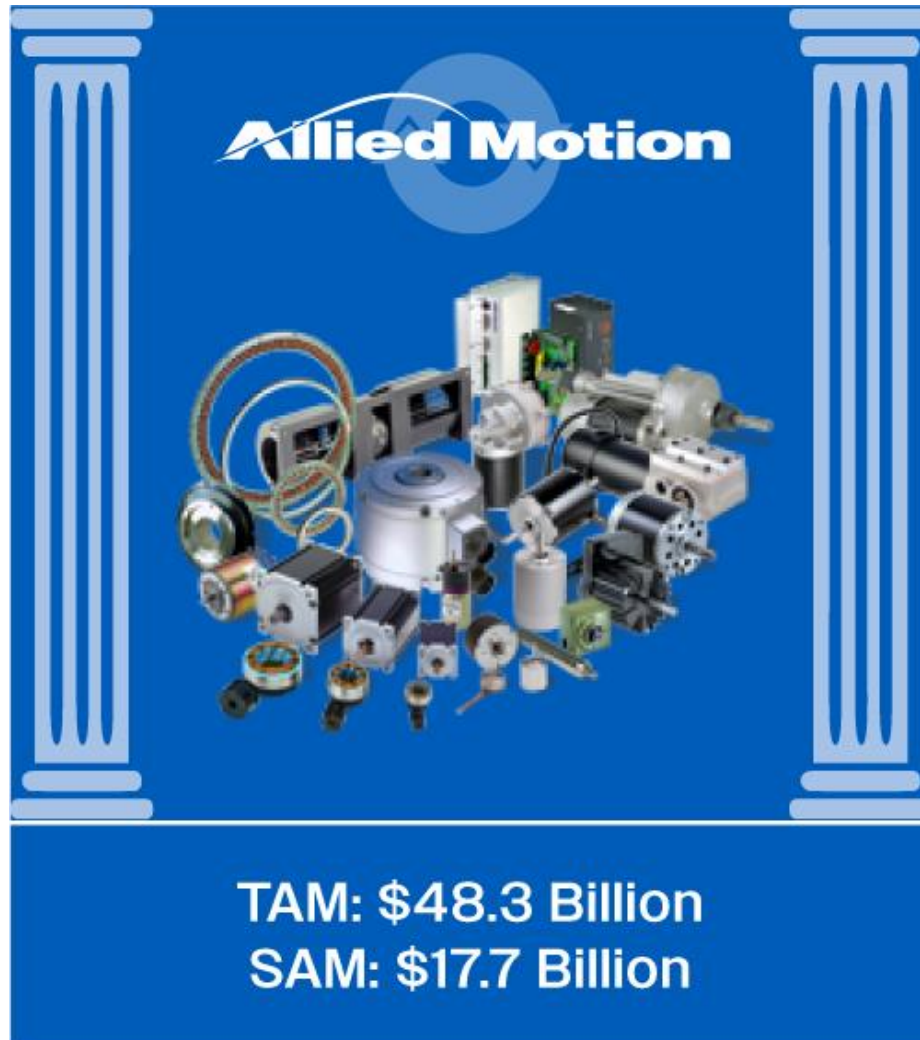
Each unit have P&L Responsibility – Ensures Ownership and Accountability

EXPANDED ADDRESSABLE MARKET

Unique combination of enabling products and technologies in Motion, Controls and Power



MOTION: 20+ YEAR HISTORY



The image features the Allied Motion logo at the top center, with a stylized circular arrow behind the text. Below the logo is a collage of various motion control components, including motors, actuators, sensors, and cables, arranged in a cluster. The entire graphic is set against a blue background with two white classical columns on either side. At the bottom of the graphic, the text 'TAM: \$48.3 Billion' and 'SAM: \$17.7 Billion' is displayed in white.

TAM: \$48.3 Billion
SAM: \$17.7 Billion

Core business:

Industrial, Vehicle, Medical and A&D

Global presence in motion industry

Provide quick design turnaround to customers

Components and integrated solutions

Dedicated regional sales teams

95% of revenue from target markets

CONTROLS ADD INCREMENTAL VALUE



The image features the Allied Controls logo at the top, which includes a gear icon and the text "Allied Controls". Below the logo are four electronic control components: a green printed circuit board (PCB) with multiple connectors, a tall white metal rack-mountable unit, a smaller white metal unit, and a flat white PCB. The entire scene is set against a blue background with two vertical columns on either side.

TAM: \$26.8 Billion
SAM: \$7.25 Billion

Expanded Capabilities and Talent thru Acquisitions:

Dynamic Controls, Ormec Systems & Spectrum Controls

Deepened presence in Industrial Automation, Aerospace & Defense and Medical

Highly complementary to Motion products and solutions

Building reputation for engineering excellence in design and development of controls

POWER PLATFORM EXPANDS REACH



Acquired Adjacent Platform with TCI Acquisition:

Strengthened position in controlled motion with capabilities to provide greater efficiency and longer life solutions

Expanded addressable market and creates total system solutions option for customers

Highly complementary to Motion and Controls products and solutions

Opportunity to leverage customer relationships across most industries

M&A STRATEGY

Active and growing pipeline

Key Objectives

- Enhance solution offerings with complementary/adjacent technologies
- Drive geographic expansion/depth in attractive markets
- Expand customer base in target markets

Strategic Filters

- Enhance the financial profile of Allient
- Solid management team
- Good cultural fit
- Provides significant upside potential
- Internal rate of return (IRR) threshold and create long-term shareholder value

Allient

CONNECTING what matters



Allied Motion



TAM: \$48.3 Billion
SAM: \$17.7 Billion

Allied Controls



TAM: \$26.8 Billion
SAM: \$7.25 Billion

Allied Power



TAM: \$23.9 Billion
SAM: \$6.5 Billion

COMING UP NEXT

LUNCH BREAK: SECOND HALF RESUMES AT 12:30PM ET

Robust Solutions in Motion, Controls and Power	Video
Motion Solutions Addressing Industrial Evolution Megatrends	Helmut Pirthauer
Leading Edge Motion and Control Solutions for the Healthcare Industry	Simon Rees
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The New Nexus to Attain Future Goals	Dick Warzala
Question & Answer Session	



Video:
**ROBUST SOLUTIONS IN
MOTION, CONTROLS AND POWER**

MOTION SOLUTIONS ADDRESSING INDUSTRIAL EVOLUTION MEGATRENDS



HELMUT PIRTHAUER

*Vice President &
Group President*

MOTION SOLUTIONS FOR INDUSTRIAL AUTOMATION



The graphic features a blue house-like shape with the Allient logo and tagline 'CONNECTING what matters' at the top. Below this is a banner for 'INDUSTRIAL AUTOMATION SOLUTIONS' with a collage of industrial scenes. The bottom section is divided into three columns by white pillars, each representing a product line: Allied Motion (motors), Allied Controls (control units), and Allied Power (power supplies).

Allient
CONNECTING what matters

INDUSTRIAL AUTOMATION SOLUTIONS

Allied Motion

Allied Controls

Allied Power

Automation advantages:

Reduces production costs, boosts productivity, improves quality and industrial safety

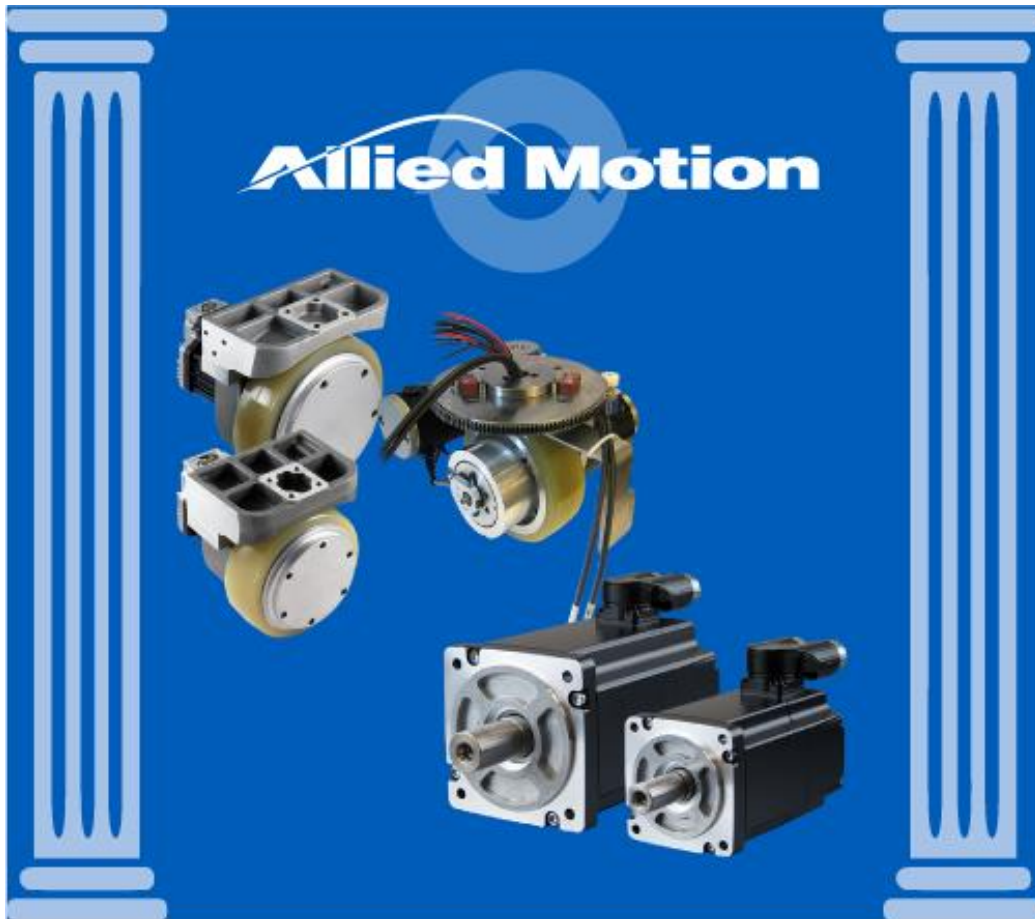
Diverse end market solutions:

Robotics, Logistics, Automation, Medical Technology, Industry, Aerospace, Agricultural, Transportation

Leading industrial robotics markets:

China, Japan, United States, Republic of Korea, and Germany

MOTION SOLUTIONS FOR INDUSTRIAL AUTOMATION



Automation advantages:

Reduces production costs, boosts productivity, improves quality and industrial safety

Diverse end market solutions:

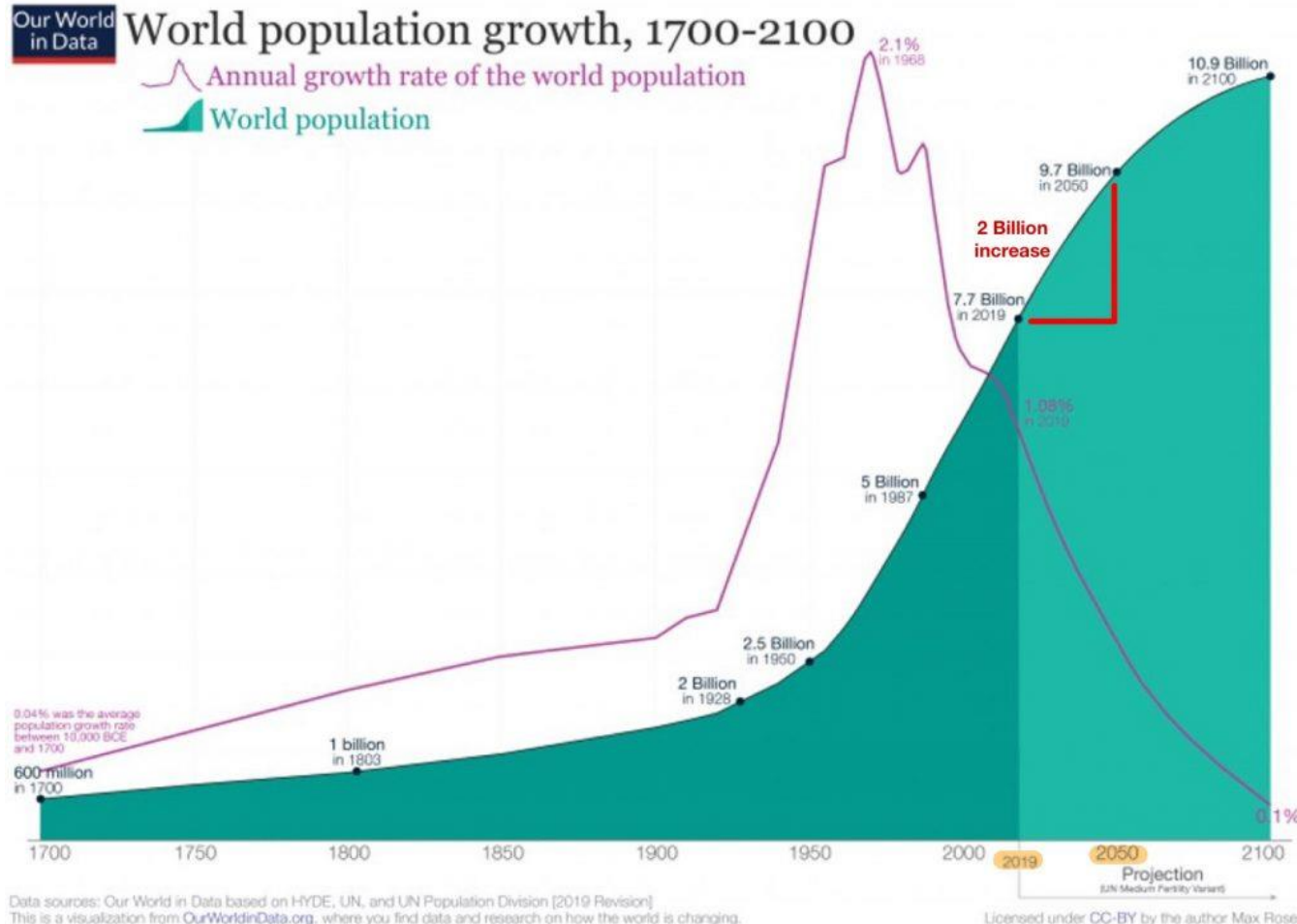
Robotics, Logistics, Automation, Medical Technology, Industry, Aerospace, Agricultural, Transportation

Leading industrial robotics markets:

China, Japan, United States, Republic of Korea, and Germany

WHAT'S DRIVING THE MEGATRENDS

Industrial automation and autonomous material handling



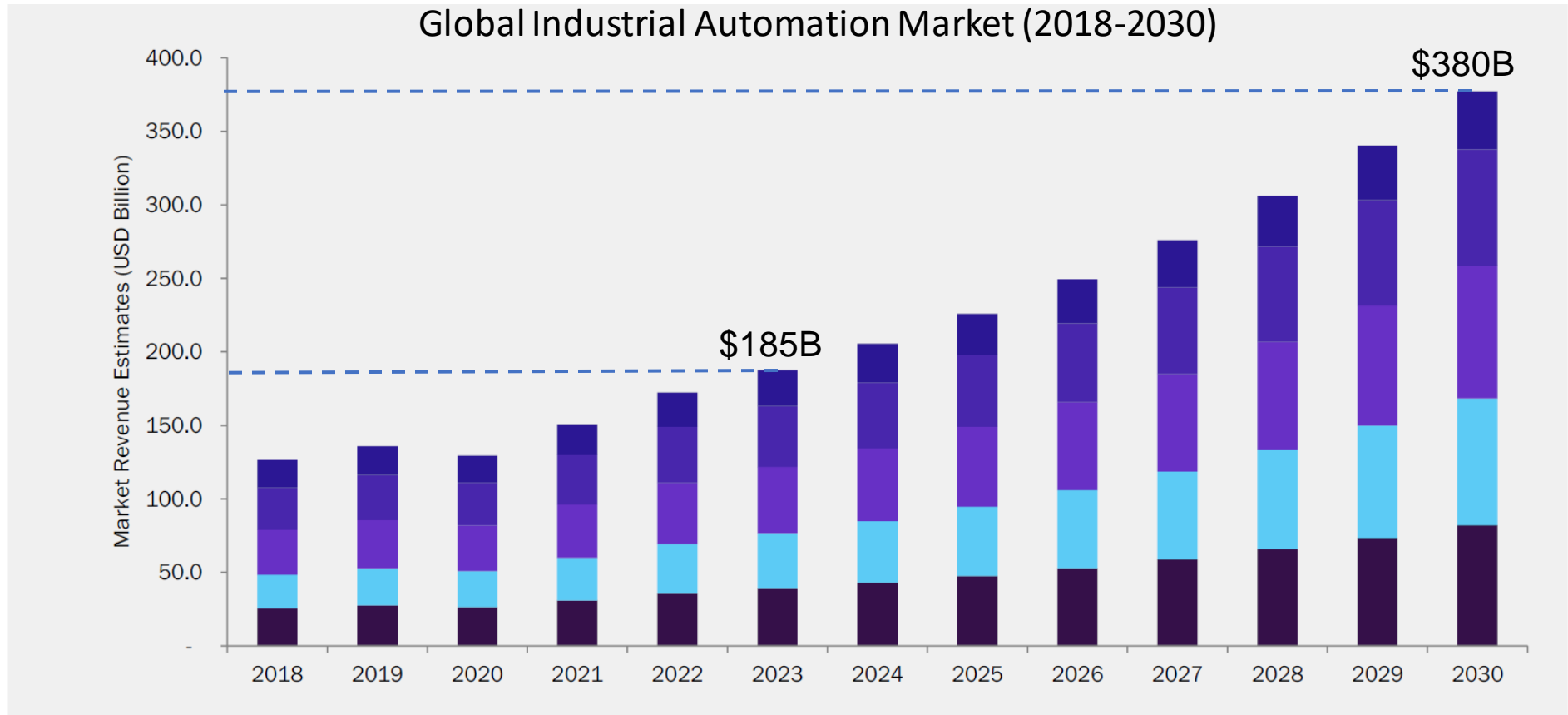
Drivers:

Shortage of skilled workers in most industrial countries

Significant material and salary inflation

Rising demand for environment-friendly and less labor-intensive work environments

EXPANDING INDUSTRIAL AUTOMATION MARKET



HMI★
 Industrial Robots
 Control Valves★
 Sensors
 Others

★ Human machine interface is a bridge between employees and systems & devices ★ components of industrial control systems responsible for inbound and outbound flow in a system or process

INDUSTRIAL AUTOMATION APPLICATIONS

Robotics

High Performance Servo Motor



Linear X-Y-Z Robots

High Performance Servo Motor



Food Industry

High Performance Servo Motor



Packaging Machine Systems

Brushless DC Outer-Rotor Motor



FROM MANUAL TO FULL AUTOMATION

The evolution of the milking process

circa 1950



Completely Manual

circa 1980



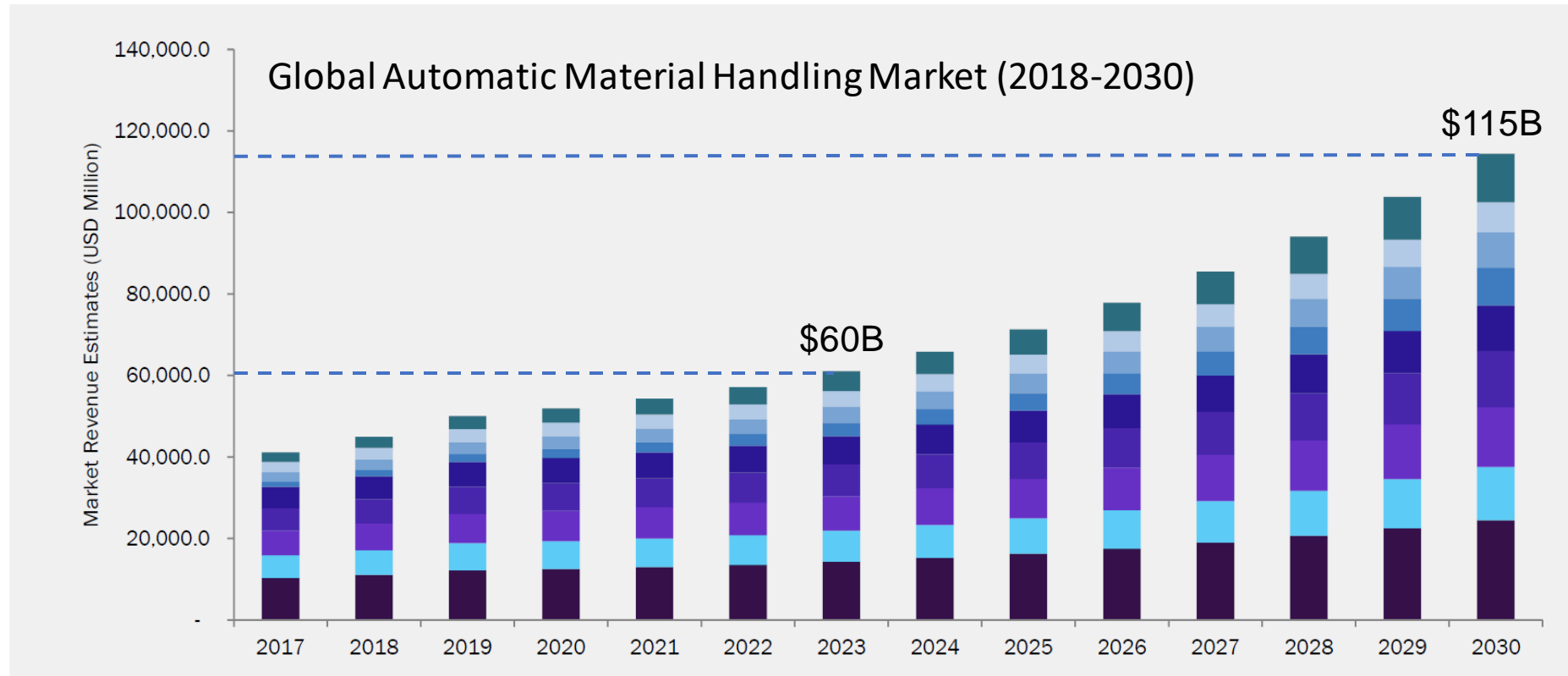
Semi-automatic

circa 2020



Fully Automatic

GROWING AUTOMATION IN MATERIAL HANDLING



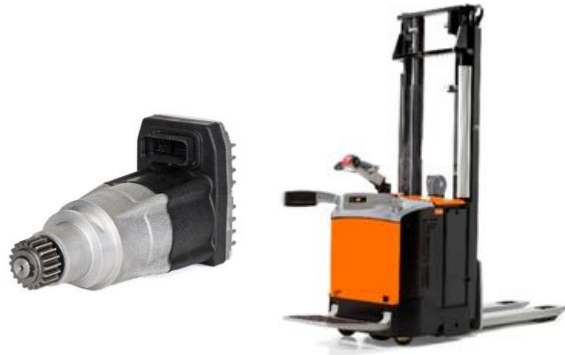
- Robots
- AS/RS ★
- Conveyors Systems
- Sortation Systems
- Cranes
- Collaborative Robots
- Autonomous Mobile Robots
- Automated Guided Vehicle
- Warehouse Management System

★ AS/RS = Automated Storage & Retrieval System (AS/RS)

MATERIAL HANDLING AUTOMATION SOLUTIONS

Forklift trucks

Steering drive



For Buses/Trucks

Electro Hydraulic Systems



AGV's

High Performance Motor-Kit (Stator/Rotor)



AGV's

Servo Motor



BLUE CHIP CUSTOMER BASE

Industrial Automation

thermoplan

KUKA

WMF

KEBA
Automation by innovation.

GEA
GEA Farm Technologies

Schneider
Electric

SSI SCHAFER

FESTO

Kannegiesser®

Telair
INTERNATIONAL

Rexroth
Bosch Group

ETA

KraussMaffei

SIEMENS

ThermoFisher
SCIENTIFIC

Lenze

medela

NORD
DRIVESYSTEMS

item

VEMAG

KNORR-BREMSE

Material Handling

VOLVO

TOYOTA

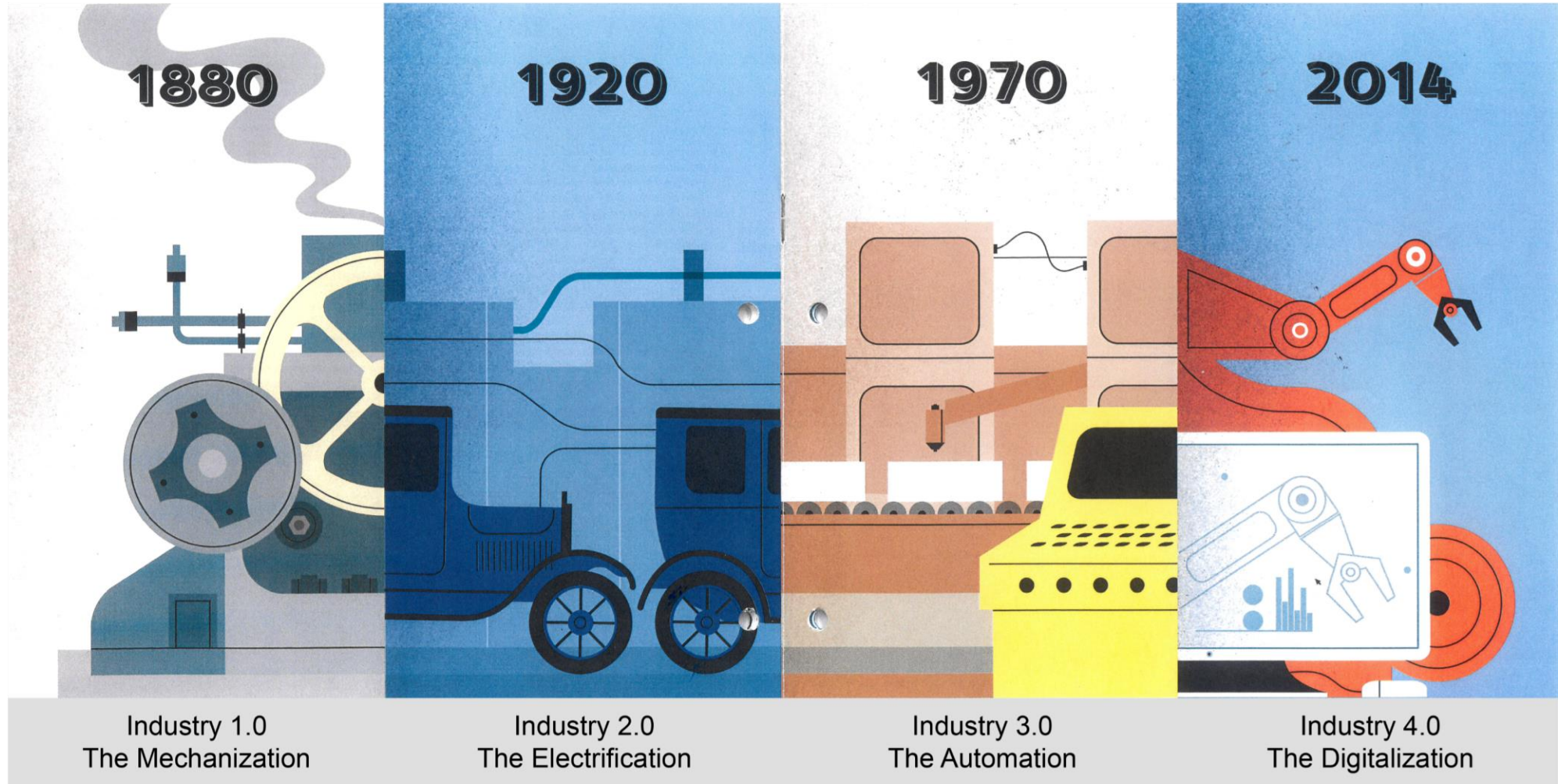
JUNGHEINRICH

JNOV
TECH

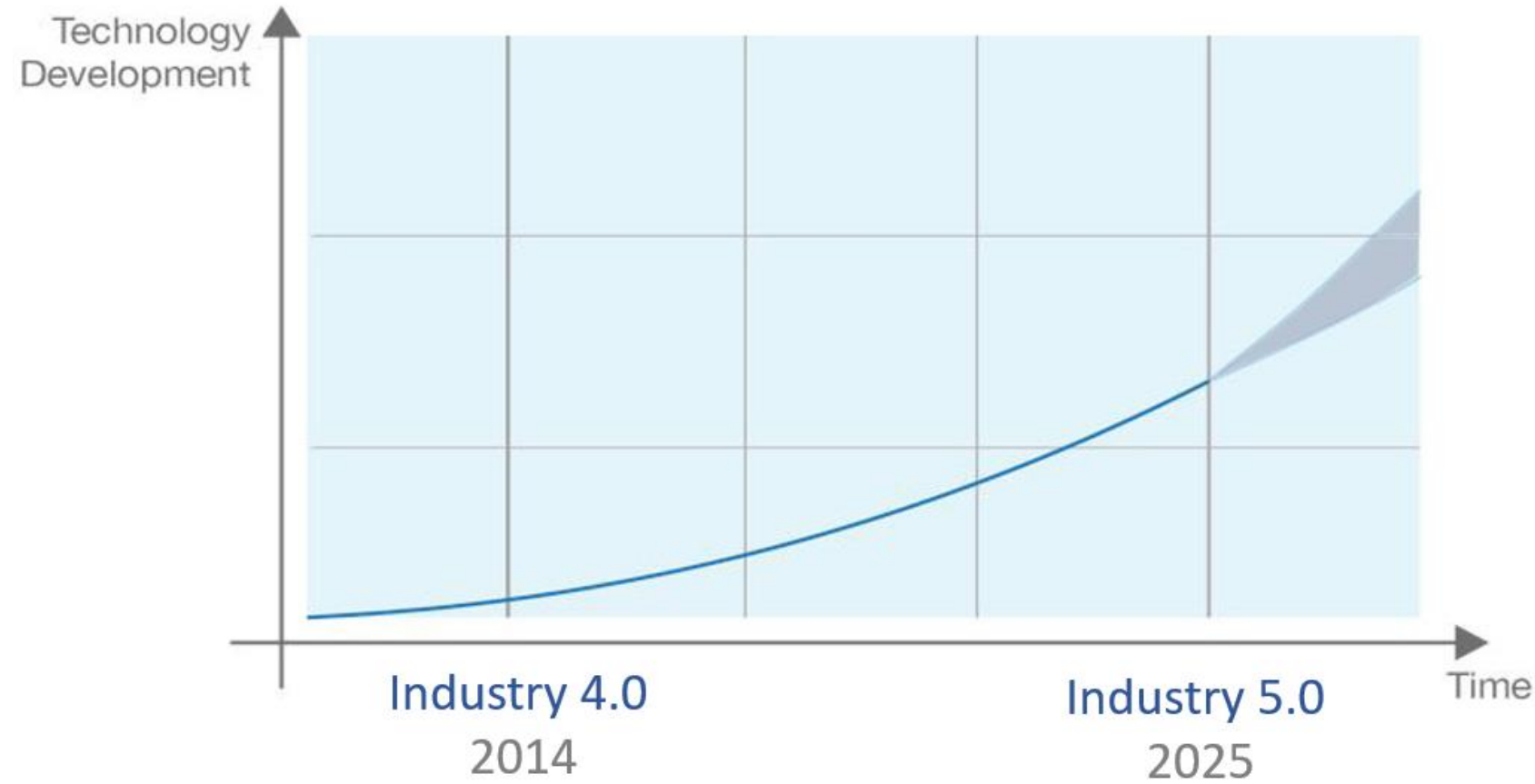
BHS

SCANIA

INDUSTRIAL EVOLUTION 1.0 TO 4.0



INDUSTRY EVOLUTION 4.0 TO 5.0



Collaboration

Cloud Computing

Internet of Things

Digital Twin

Virtual Reality

AI (Artificial Intelligence)

WHY WE WIN

Delivering innovative solutions

Providing both **standard products** and **unique solutions** to address current and future customers' critical challenges

Significant **manufacturing experience** and **knowhow** within the organization

Culture of **quality, service** and **high standards**

Global **support** and **international engineering team** through the Allient network

Targeting **growth market opportunities** with strong secular tailwinds



FUTURE OPPORTUNITIES

Change the game

Sourcing **opportunities in targeted markets** through intercompany leads and new applications

Market innovations create breakthrough applications for Allient products and technologies

Continuous development to drive **new technologies** and capitalize on the evolution to industry 5.0

Expansion in **new markets** emerging through changed technologies and new customer demand



Video: INDUSTRIAL AUTOMATION

LEADING EDGE MOTION & CONTROL SOLUTIONS FOR THE HEALTHCARE INDUSTRY



SIMON REES

*Managing Director,
Dynamic Controls*

MOTION & CONTROL SOLUTIONS FOR HEALTHCARE

The graphic is shaped like a blue house. At the top, the Allient logo is displayed with the tagline "CONNECTING what matters". Below the logo is a horizontal strip of three images: a hospital room with a patient, a surgical robot, and a robotic arm. Underneath this strip, the text "MEDICAL MARKET SOLUTIONS" is written in white. The base of the house is divided into three sections by white columns. The left section is labeled "Allied Motion" and shows various motor components. The middle section is labeled "Allied Controls" and shows two control units. The right section is labeled "Allied Power" and shows two power supply units, one with "HGP" and "VK" branding.

Markets:

Surgical

Medical Devices & Equipment

Applications:

Surgical Robotics

Medical Instrumentation

Programmable Pumps

Prosthetics

Power Wheelchairs

Leading supplier of high torque density, direct-drive joint motors and actuators on surgical robots

Leveraging 2020 acquisition of Dynamic Controls

MOTION & CONTROL SOLUTIONS FOR HEALTHCARE



Markets:

Surgical

Medical Devices & Equipment

Applications:

Surgical Robotics

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Programmable Pumps

Prosthetics

Power Wheelchairs

Leading supplier of high torque density, direct-drive joint motors and actuators on surgical robots

Leveraging 2020 acquisition of Dynamic Controls

WHAT'S DRIVING THE MEGATRENDS

Global Med-Tech: Medical Mobility and Surgical Robotics

Global Healthcare annual spending to reach \$9 trillion, or 11% of global GDP*

- Aging population – increasing expectation of wellbeing and activity
- Complex and costly problems to target innovation

Changing landscape:

- Hospital to Home – less invasive surgery
- Prevention vs cure – diagnostics and imaging
- Technology Advancement – automation, electronic control, connectivity

Growing industry investments



SURGICAL ROBOTICS APPLICATIONS

Motion solutions embedded with market leaders

Leading technology combined with close customer relationships

- Engineering team connected with customer design teams
- Responsive, dedicated service

Ease of motion solutions integration into robotics

- High quality, customized solutions meeting ISO13485 standards
- Product integration support



STRONG TAILWINDS IN SURGICAL ROBOTICS

Delivering innovative solutions

Market Drivers

Early in lifecycle with estimated CAGR of 18%* through 2030

Motion products (brushless motors) critical component of robotics

Multiple motors per product

Growth drivers:

- Increasing regulatory approval for surgical robots
- Strategic initiatives by key players driving investment
- Technology continuing to advance

Future Opportunities

Maintain and deepen relationships with market leaders

Leading supplier to industry thought leaders

Leverage existing designs and technology

Further investment in R&D

Capitalize on full complement of technologies to serve the market

Expanding geographic presence

*Source: Strategic Market Research – Surgical Robots Market 2021-2030 – May 2022

PURPOSE DRIVEN SOLUTIONS

Power and control for the worlds power wheelchairs and scooters

Our Purpose: *To enhance the lives of people who live with disabilities*

How we serve our purpose:

Insight Driven: Understand the user

One Allient

Innovate in Drive, Connectivity, Health



SOLID GROWTH IN MEDICAL MOBILITY

Delivering Innovative Solutions

Market Drivers

Solid growth profile for mature and stable market with an estimated CAGR of 7%*

Growth drivers

- Aging population
- Expectations of activity and wellbeing
- Diversity & Inclusion
- Technology advances

Future Opportunities

Drive market share with the market leaders

Leverage One Allient

Expand our solutions - greater presence on the device

Future acquisitions

Expand electronic control solutions content of ~5% to 10% of finished device to ~15%

*Source: Wheelchair Market Size, Share & Trends Analysis Report, Grand View Research

WHY WE WIN

Change the game



Leadership position provides foundation for future growth



High performance, high quality, customized technology



Earned recognition as an innovator through engineering expertise



ESSENTIAL POWER QUALITY SOLUTIONS SOLVING CRITICAL CHALLENGES



ASHISH BENDRE

*Vice President &
Group President*

POWER QUALITY SOLUTIONS ACROSS MULTIPLE KEY MARKETS



The graphic features the Allient logo at the top with the tagline "CONNECTING what matters". Below it is a banner for "VERTICAL MARKET SOLUTIONS" showing various industrial and commercial equipment. At the bottom, three columns represent different product lines: "Allied Motion" with various motors, "Allied Controls" with control units, and "Allied Power" with power quality equipment.

Leading manufacturer of active and passive filters:

Mitigate harmonics caused by variable frequency drives

Improve power quality

Partnered with electrical and machinery OEMs worldwide:

Providing standalone and integrated solutions

50+ years maximizing the potential of the electric grid

POWER QUALITY SOLUTIONS ACROSS MULTIPLE KEY MARKETS



Leading manufacturer of active and passive filters:

Mitigate harmonics caused by variable frequency drives

Improve power quality

Partnered with electrical and machinery OEMs worldwide:

Providing standalone and integrated solutions

50+ years maximizing the potential of the electric grid

DATACENTERS' POWER QUALITY NEEDS

Solutions improve power quality, reduce energy costs & improve motor efficiency

Market Drivers

High growth rate: Expanding datacenters requiring larger and increased number of air handlers

Harmonic issues created by

- Large drives (600hp) for chiller compressors
- Technology shift to harmonic rich loads
- Backup generators very sensitive to harmonics

Focus on security requires uptime solutions

Broad Range of Solutions

Under chiller mount passive filters

Facility wide large active filters

Line reactors

PQconnect - monitoring and control



ADDRESSING NEEDS OF NATURAL RESOURCE INDUSTRY

Solutions eliminate downtime, extend life of motors and reduce energy cost

Market Drivers

Strong domestic production

Major harmonic issues created by

- Large pumps (900hp) for deeper wells
- Remote locations with high power demand

Need to maximize uptime

- Drives demand for PQ solutions

Standalone Solutions & Integrable Kits

Passive filters for single wells

Multi well pads require large active filters

Deep wells need integrated sinewave filters

Packaging well suited for remote locations and outdoor rated

PQconnect provides remote monitoring and control



CRITICAL WATER TREATMENT SOLUTIONS

Solutions meet utility regulations to protect neighbors from harmonics

Market Drivers

Infrastructure investment and modernization

Major harmonic issues created by

- Transition to harmonic rich electronic drives
- Increasing power level of blowers and pumps

Public projects require harmonic compliance

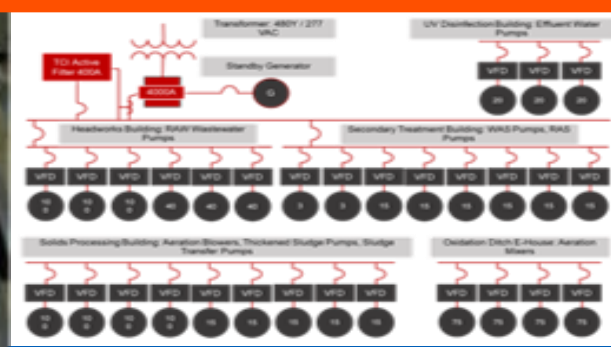
Tailored Solutions per Installation

Integrated passive filters for large blowers

Large active filters for complete facility solutions

Line reactors and dv/dt filters

PQconnect provides customized monitoring and control



WHY WE WIN

Delivering innovative solutions



Providing best solutions as the only US provider of active and passive filters



Outperforms competition with greater packaging options



Highest power ratings in industry for both active and passive filters



Intelligent control and real-time visibility via PQ Connect data



FUTURE OPPORTUNITIES

Change the game

Expand geographically

- Growth potential in Europe and Asia

Develop and acquire new products

- Add technologies in UPS, DVR, Sag correctors

Innovate with new technologies

- Expand into medium voltage

Increase Allient content in current Power Quality focused verticals

Position for new emerging market supporting fast EV chargers



PROVIDING THE DEFENSE INDUSTRY ALLIANT'S NEXUS OF TECHNOLOGIES



MANOJ MEHTA

President, FPH



NEXUS OF SOLUTIONS FOR DEFENSE



DEFENSE VEHICLE SOLUTIONS



Allied Motion



Allied Controls



Allied Power



Proven supplier of aerospace and defense motion solutions:

Serving OEM's and Tier 1/Prime contractors

Integrated solutions:

Motors, gearboxes, drives, programming and light weighting technology

Examples include Electric Ramp Drive System (ERDS) and Electronic Cooling Fans (EFS)

Dedicated engineering

Collaborate with customer to create specific solutions

NEXUS OF SOLUTIONS FOR DEFENSE



Proven supplier of aerospace and defense motion solutions:

Serving OEM's and Tier 1/Prime contractors

Integrated solutions:

Motors, gearboxes, drives, programming and light weighting technology

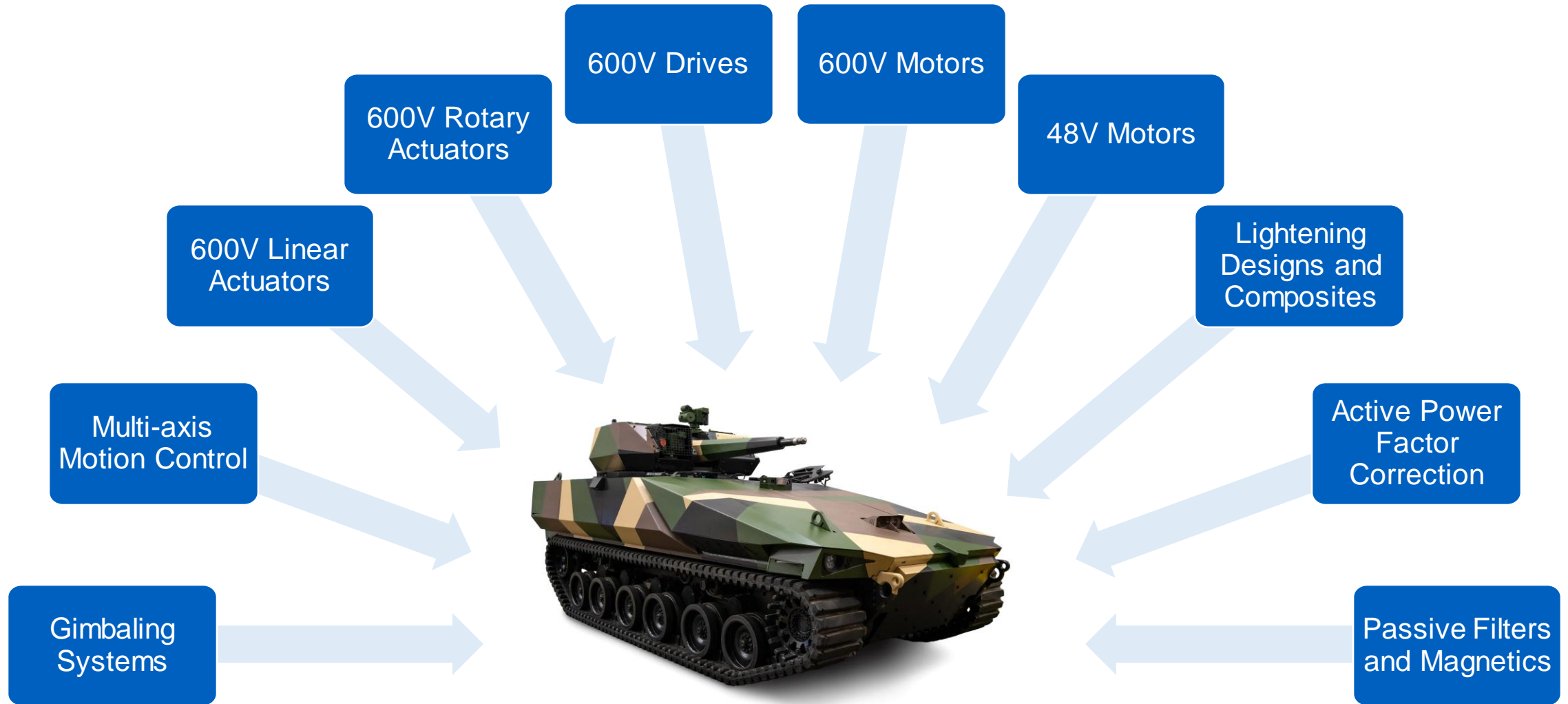
Examples include Electric Ramp Drive System (ERDS) and Electronic Cooling Fans (EFS)

Dedicated engineering

Collaborate with customer to create specific solutions

MARKET FOCUSED SOLUTIONS

Serving the defense industry at the Nexus of Allient's solutions



ADVANTAGES OF ELECTRIFICATION

Defense industry rapidly advancing to electric solutions

Legacy Systems: Hydraulics

Inefficient systems that generate a lot of heat

Hard to control

Require engine to be running creating noise signature

Hydraulic and mechanical system create measurable carbon footprint

Electrification Advantages

Reduced vehicle level complexity

Increased reliability, functionality & efficiency

Decreased space claim

System functional even when engine is off

Silent watch mode provides zero noise signature



Autonomous vehicle

ELECTRIC RAMP DRIVE SYSTEM

Advanced technology and integrated solution delivers better system

Legacy Process

Hydraulics raised & lowered heavy armored ramps and hatches

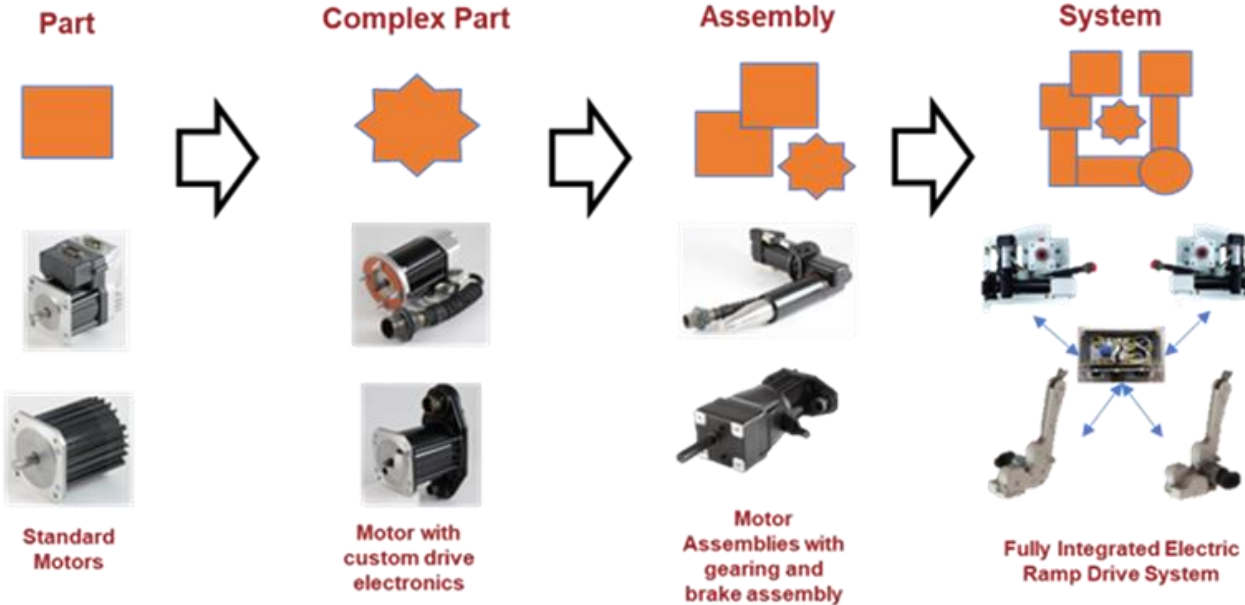
New Platforms

Electrification replaces hydraulics as new standard

Tactical Advantages

Reduces weight and space claim
Improves control, efficiency and reliability
Stealth and Fail-Safe Operation

Evolution of Product Development – Value Proposition



ELECTRIC FAN SYSTEMS

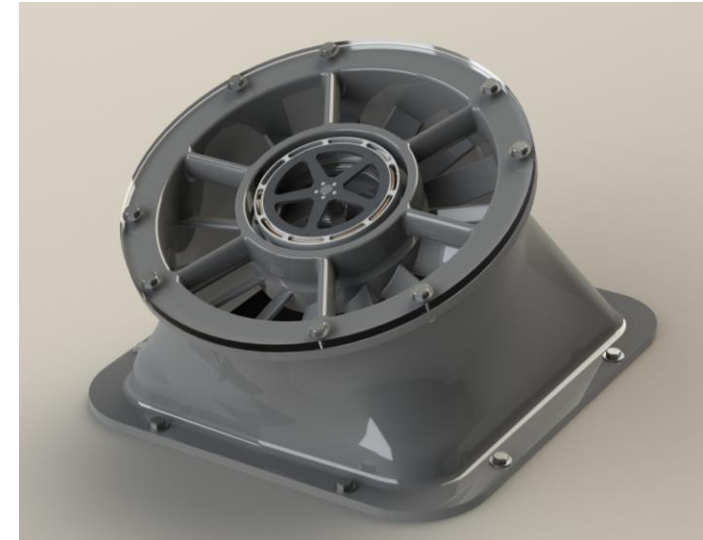
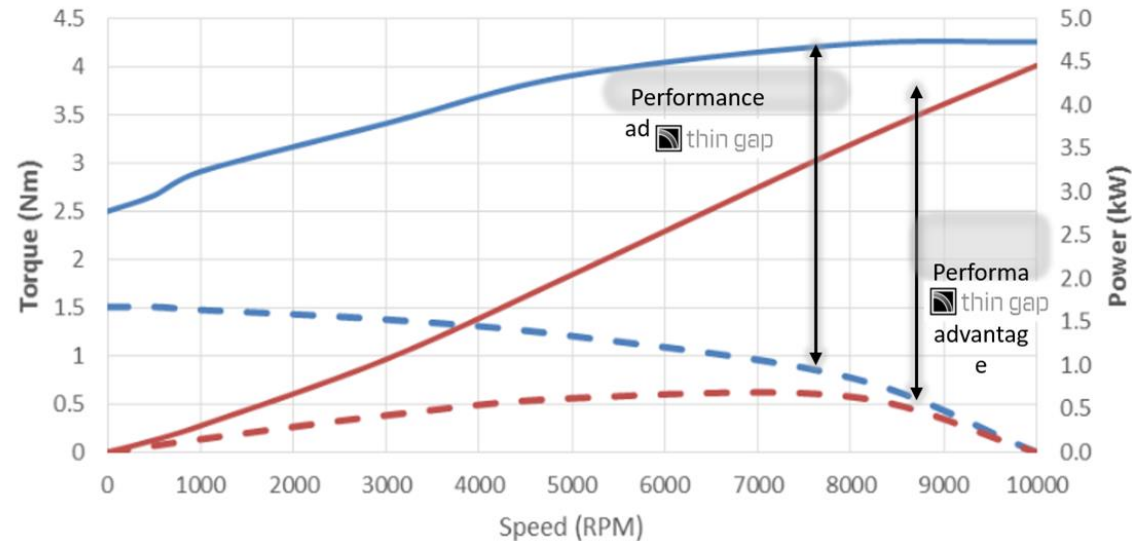
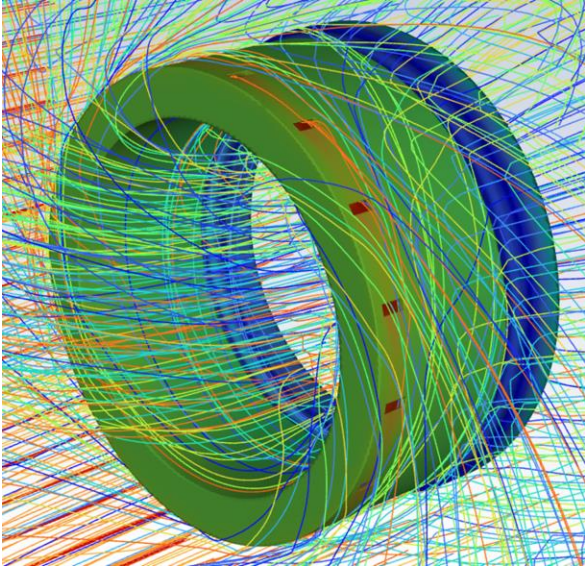
Advanced technology and integrated solution delivers better system

High Speed, High Power Motors

Replaces legacy hydraulic motor technology
Meets higher speed and power requirements

Delivering Turnkey Solutions

Includes motor, wiring, controller, fan, bearing system and composite shroud
Meets or exceeds vehicles specs in ruggedized military environment



WHY WE WIN

Delivering innovative solutions

Proven industry leading technology for defense industry with **hundreds of fielded systems**

Failure is not an option

Custom configurations address range of power, speed, environment and space claim requirements

Meets **gravity down and bi-directional** force applications

Custom **software controls and monitors** speed, torque and position

No external limit switches or sensors required for motion



ADVANTAGES OF ADVANCED MATERIALS

The industry NEEDS our lightweighting solutions

Current Challenge

“No vehicle is too light”

Systems capabilities continue to grow to stay ahead of the opposition



Advanced Materials Advantages

Allows for greater geographic access

Reducing weight gives customers more tactical benefits

Delivers greater fuel efficiency and range

Allows additional armor

Enables additional new technologies

Provides increased mobility

RECOGNITION OF CAPABILITIES

Won Army Futures Command Award



Selected out of 82 total submissions for Innovation Combine Award

WHY WE WIN

Delivering innovative solutions

Engaged from rapid prototype to lifecycle support

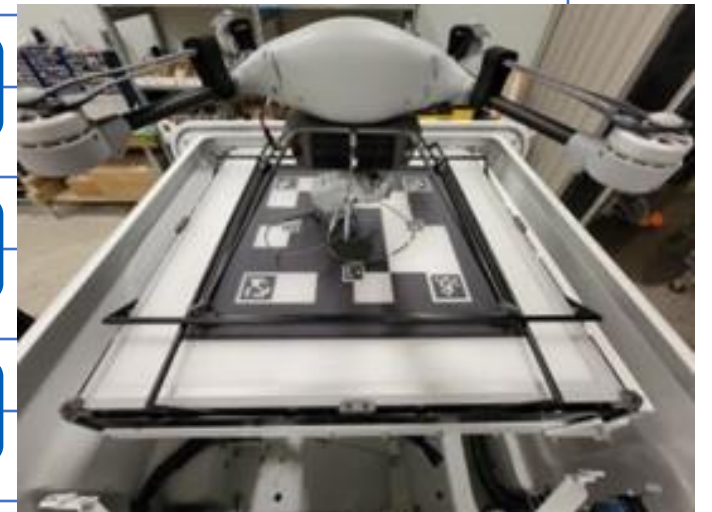
Mil spec compliant solutions fielded on 1,000s of global defense vehicles

Superior weight-to-strength ratio vs. traditional technologies

No weld joints or seams and improved aesthetics

Superior dimensional tolerances & well-suited for complex geometries

Increased impact capability with EMI and Thermal shielding



NEXUS OF TECHNOLOGY OFFERINGS

Delivering innovative solutions



Delivering Light Weighting and Electrification solutions



Targeting major programs of record that have longevity of up to 25 years plus



Leveraging past performance and relationships with leading prime defense contractors



High value offerings



FUTURE OPPORTUNITIES

Change the game

OMFVOPFOR Mechanized Vehicle Replacement

Customer: US Army

FY26-FY33: ~450 vehicle sets; life cycle support expected up to 2050

Targeting \$140M total revenue across initial production run content



XM30 Mechanized Infantry Combat Vehicle

Customer: US Army TACOM

FY23 – FY27: development/prototype ~46 units; FY30 – FY50: production 4,000+ vehicle sets

Targeting \$435M total revenue across initial production run assuming current content



Robotic Combat Vehicle (RCV)

Customer: Army Contracting Command

FY24 – FY27: Development/Prototype ~39 units; FY27 – FY37: production ~500 vehicle sets

Targeting \$30M total revenue across initial production run based on current targeted content



*Potential total additional revenue of ~\$600M over the next 15 years
based on current technology and platforms today and in development*

LEVERAGING ALLIENT SYSTEMATIC TOOLS (AST) TO DRIVE RESULTS



GEOFF RONDEAU

*Vice President of
Operational Excellence*



VIA DEFINES OUR CULTURE



PILLARS OF OPERATIONAL EXCELLENCE

Leveraging AST to drive operational improvement

Productivity

Core tools focused on elimination of waste

Labor productivity, quality and on time delivery

Increasing emphasis on transactional processes

Footprint rationalization

Growth

Innovation and the 7 Alternatives Process

Design for manufacturability and reliability

Creativity before capital

Scale (Academy)

AST Online Academy – Demystifying Lean

200+ employee students

13 global sites - one common language

No 3rd party reliance

Enables a learning organization

Vehicle for talent development

Creating Competitive Advantage

RELEASE WORKING CAPITAL

Plan for Every Part (PFEP)

Background

Mechanical Steering Product Line

Material = 84% of COGS

120 unique finished goods with three week lead time

Four day planning process

Approach

Cross functional KAIZEN event

Apply 80/20 to identify key items

Utilized (PFEP) Process to Design Kanban Management Program

Outcome

29 finished goods and 50 component items converted to pull

~\$2.5 million (40%) net inventory reduction

Eliminated 173 pallet positions from warehouse

On time delivery improved to 98% from 78%

DRIVING OPERATING LEVERAGE

Footprint rationalization

Background

Two independent manufacturing operations

Both mechanical and vertically integrated

Twinsburg, OH:

- 57K square feet
- 35 employees

Watertown, NY:

- 107K square feet
- 58 employees

Approach

Deployed Operational Excellence team to initiate action plan development and execution

Utilized AST to free space:
5S, PFEP, POU

Outcome

Six-month move from announcement to final production

+20% sales per employee

+55% sales per ft²

Well under one year payback

Twelve-month incremental operating profit = 165% of project cost

ACQUIRING & RETAINING TALENT



ALEX COLLICHIO, ESQ., SPHR

*General Counsel and
Director of Corporate Human Resources*



ALLIENT'S TALENT STRATEGY

Leveraging future goals to secure top talent

Recruitment

Global company with demonstrated growth

Advancement opportunities

Collaborative culture

Engagement

Variety of technologies

Align employee's career goals with Allient's opportunities

Growth

Promotional ladder that incorporates employee's career goals into multiple career pathways

Structured skills development

Creating Competitive Advantages

ENGINEERING PROMOTIONAL LINES

Unique promotional ladder provides competitive advantage

Technical

Principal Engineer
Senior Staff Engineer
Staff Engineer
Senior Engineer

Project Management

Staff Project Engineer
Senior Project Engineer
Project Engineer

Managerial

Engineering Director
Engineering Manager
Engineering Section Head
Engineering Unit Lead

Base Level

Engineer Intern/Co-op

Associate Engineer

Engineer I

Engineer II

ALLIENT'S VALUE PROPOSITION

Key takeaways of Allient's Talent Strategy

Recruitment

1. Culture of One Team – *One Allient*
2. Variety of interesting work and technologies
3. Training and development investment

Retention

1. Focus on growth from within through skills development
2. Managerial philosophy of serving as a coach/mentor
3. Transparent career pathways that enable advancement

FINANCIAL STRATEGY AND FUTURE GOALS



MIKE LEACH

*Chief Financial Officer &
Senior Vice President*

FUTURE GOALS

Today (TTM Q2 2023)

Revenue of \$557.8M

Net Income of \$23.4M

Adj. EBITDA of \$75.9M¹

Future

Expect to deliver:

- Revenue of >\$1B
- 100 bps annual margin improvement
- Operating margin mid-teens
- Adj. EBITDA margin high-teens¹

Continue organic growth at rates faster than the industry

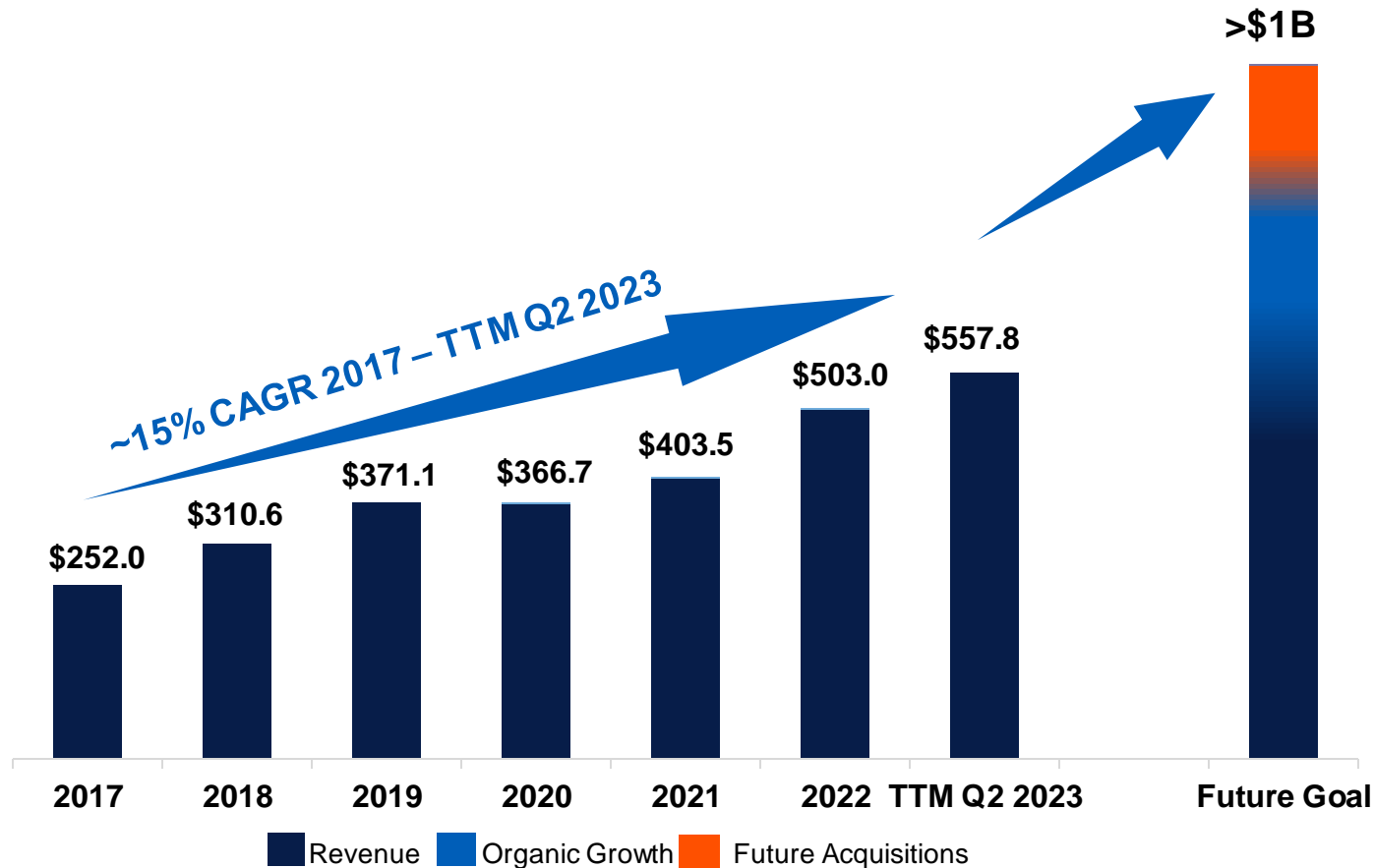
Acquisitions complement growth trajectory

⁽¹⁾See supplemental slides for Adjusted EBITDA reconciliation and other important disclaimers, and the Forward-Looking Non-GAAP Financial Measures on Slide 2 for more information

REVENUE BRIDGE

(\$ millions)

Historic and Projected Revenue



Growth Highlights & Assumptions

Organic

- Continued organic growth faster than industry rates
- Implies mid single digits
- Growth may not be linear

Strategic acquisitions

- Enhance financial profile
- Enhance solution offerings with complementary/adjacent technologies
- Drive geographic expansion/depth in attractive markets
- Expand customer base in target markets

MARGINS EXPAND WITH SCALE

Strong operating leverage potential in the business

Growth, volume and scale leverages fixed manufacturing costs

Penetrate niche markets that offer growth and higher margins

Margin expansion with accretive acquisitions

AST drives waste and cost out of the business

Leverage scale for buying power through strategic sourcing

Deliver operating leverage by not adding operating expense at the rate of growth

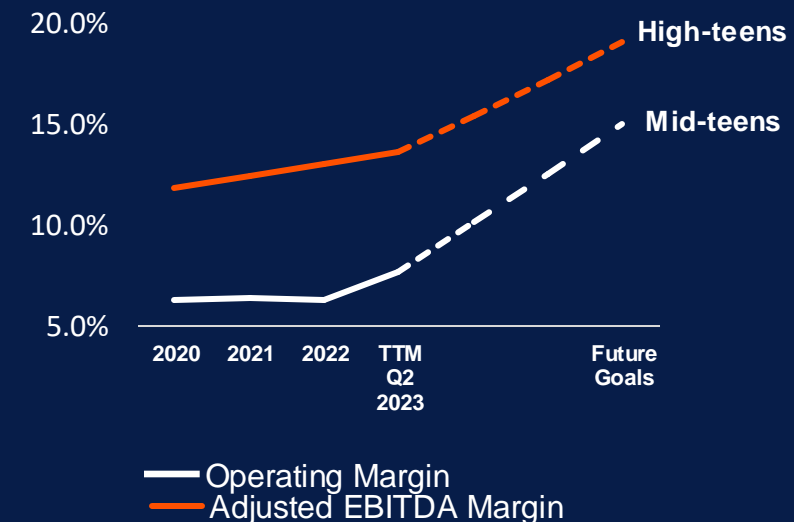
Optimize effective tax rate and reduce borrowing costs to improve net income

⁽¹⁾See supplemental slides for Adjusted EBITDA reconciliation and other important disclaimers, and the Forward-Looking Non-GAAP Financial Measures on Slide 2 for more information

Gross Margin



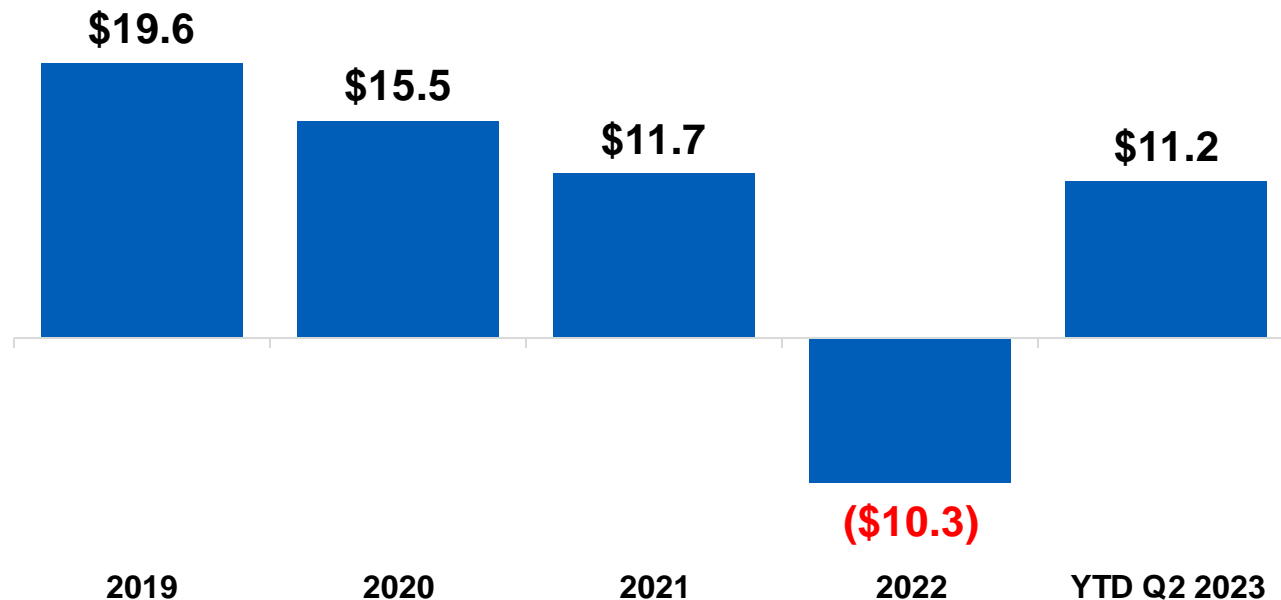
Operating Margin & Adjusted EBITDA Margin¹



CASH GENERATION

Driving toward >95% free cash flow conversion²

Free Cash Flow¹ (in millions)



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

(2) Free cash flow conversion defined as net income divided by free cash flow

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

Initiatives driving FCF¹

Continue to drive free cash flow growth with revenue expansion

Improving supply chain to support cash flow generation

Improving inventory turns

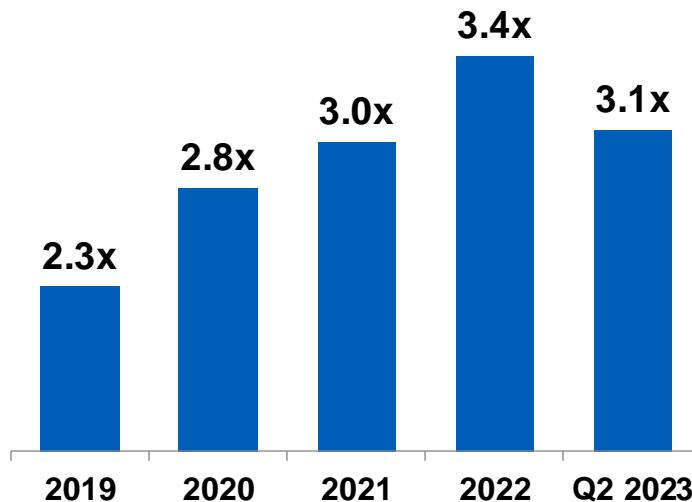
Working capital improvements

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

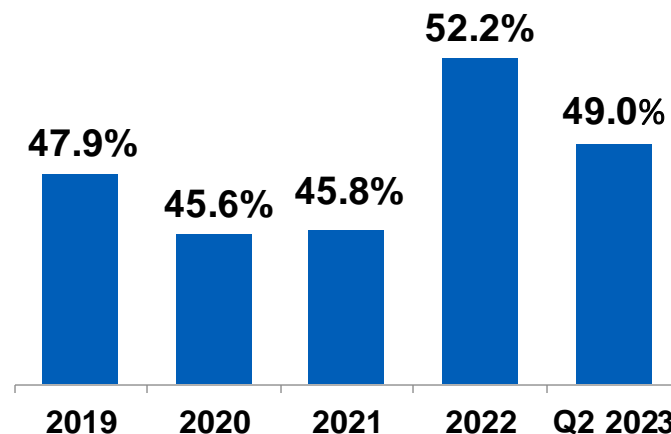
BALANCE SHEET STRATEGY

Focused on a disciplined long-term balance sheet strategy

Leverage Ratio¹



Debt/Total Capitalization



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

Driving Financial Flexibility

Generate cash and de-lever balance sheet

- Target 2.5x leverage ratio to provide dry powder for M&A
- Comfortable at 3.0x leverage ratio
- Flex up to 4.0x for acquisitions and quickly de-lever back to target levels

Evaluating future debt structure

- Maintain current structure
- Term-debt
- Bonds, ARS, etc.

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

FINANCIAL TAKEAWAYS

1

Revenue Growth



>\$1B revenue driven by a mix of organic growth and M&A transactions

2

Margin Expansion



100 basis points annual margin improvement

3

Financial Flexibility



Growing free cash flow and strengthened balance sheet

THE NEW NEXUS TO ATTAIN FUTURE GOALS



DICK WARZALA

*Chairman of the Board,
President and CEO*

OUR STRATEGY REFINED

Simplify to Accelerate



Further develop our **Structure to Win** within our selected Target Markets and Customers

Simplify the structure to ensure **Focus** and **Acceleration** are built-in

Improve **Speed of Play** in all areas of our business **through process improvement**

Simplify our systems and processes to facilitate the best path to **Accelerate** and **Win**

Strengthen our Balance Sheet by improving working capital turns and driving margin improvement

Focus on the key items that will have the greatest impact and then **Simplify** and **Accelerate** the best path to Success

Allient
CONNECTING what matters



Allied Motion



Allied Controls



Allied Power



Key takeaways

Expanded breadth and depth of our solutions

Expanded content within target markets

Retains Core Technology Unit Structure

Creates highly focused Vertical Market Solutions leveraging Motion, Controls and Power Technologies

Enhances our ability to achieve stated margin expansion goals at both the gross and operating margin levels



Nasdaq: ALNT

Q&A Session

For those participating via the webcast you can submit questions directly on the platform



Nasdaq: ALNT

August 23, 2023

Investor and Analyst Day



Nasdaq: ALNT

Supplemental Information

ADJUSTED EBITDA RECONCILIATION

(Unaudited, \$ in thousands)

	For twelve months ended			
	Dec 31, 2020	Dec 31, 2021	Dec 31, 2022	June 30, 2023
Net income	\$ 13,643	\$ 24,094	\$ 17,389	\$ 23,389
Interest expense	3,716	3,236	7,692	11,274
Provision (benefit) for income taxes	5,133	(981)	6,292	7,957
Depreciation and amortization	15,985	18,307	25,486	25,491
				\$ 68,111
EBITDA	\$ 38,477	\$ 44,656	\$ 56,859	
Stock compensation expense	3,550	4,161	5,073	5,394
Foreign currency loss	1,035	21	298	700
Business development costs	473	1,299	3,319	1,651
Non-income based tax assessment	(424)	-	-	-
Adjusted EBITDA	\$ 43,111	\$ 50,137	\$ 65,549	\$ 75,856
Revenue	\$ 366,694	\$ 403,516	\$ 502,988	\$557,799
Adjusted EBITDA Margin	11.8%	12.4%	13.0%	13.6%

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, foreign currency gains/losses, business development costs) and non-income based tax assessment, which is a non-GAAP measure. 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.

LEADERSHIP BIOS



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

Mr. Warzala has a strong management and technical background in the motion control industry and has served as a director of the Company since August 2006 and as Chairman of the Board since February 2014. Mr. Warzala joined Allied Motion as President and Chief Operating Officer in May 2002 and was appointed President and Chief Executive Officer in May 2009. Prior to joining Allied Motion, Mr. Warzala was President of the Motion Components Group of Danaher Corporation and held various positions at American Precision Industries Inc., including Corporate Vice President and President of its API Motion Division. His leadership experience and Company and industry knowledge, with more than 30 years of motion experience, provide valuable insight to the Board of Directors in formulating and executing the Company's strategy.



Mike Leach, *Chief Financial Officer & Senior Vice President*

Mr. Leach was named Chief Financial Officer, effective August 10, 2015. Prior to joining Allied Motion, he served for six years as the Executive Vice President and Chief Financial Officer for Osмосе Holdings, Inc. Previously, he was with Cytec Industries for eight years, where he progressed to the position of North American Operations Controller for Cytec Specialty Chemicals, and eight years with Belko Corporation, a division of Alco Industries, where he was the Vice President of Finance and Administration. Mr. Leach graduated from the State University of New York at Buffalo with a Bachelor of Science degree in Accounting and from the Rochester Institute of Technology with a Master of Business Administration with a concentration in Finance. He has vast experience in all aspects of the finance function along with a strong background in acquisition strategies and international businesses with multi-division company structures.

LEADERSHIP BIOS



Ashish Bendre, Vice President & Group President

Mr. Bendre was named Vice President & President of Allied Orion Group in July 2020. He has led the Allied Motion TCI technology unit since its acquisition by the Company in 2018. Mr. Bendre joined TCI LLC, a privately-owned manufacturer of power quality solutions, as Vice President of Engineering in 2011. He was promoted to President & Chief Operating Officer in 2014 and President & Chief Executive Officer in 2015. Prior to Allied Motion/TCI, Mr. Bendre served as the Director of Technology for DRS Power & Control Technologies, a division of Leonardo DRS focused on naval power conversion. He has a Ph.D. in Electrical Engineering from the University of Wisconsin, Madison and an MBA from the University of Chicago.



Manoj Mehta, President, FPH Group

Mr. Mehta has held management to executive level positions in North America, as well as internationally, in the automotive, rail and, now, defense sectors. This includes running automotive factories in the US and Europe with JCI, where he received his executive MBA from the University of Birmingham (UK). While at Electromotive/Caterpillar, Mr. Mehta was responsible for the OEM locomotive manufacturing operations globally as the VP Global Operations – Locomotive. In this role, his responsibilities included opening operations units in Canada, USA, Europe, Brazil, Mexico and South Africa. In his current role as President & CEO, Mr. Mehta is responsible for the overall direction, strategy and growth for FPH Group in both domestic and international markets.

LEADERSHIP BIOS



Helmut Pirthauer, *Vice President & Group President*

Mr. Pirthauer was named Vice President & President of Allied Dynamos Group in July 2020. He joined Allied Motion as Chief Executive Officer of the Heidrive Group after its acquisition by the Company in January 2016. Mr. Pirthauer progressed to the position of Chief Executive Officer of Heidrive GmbH in January 2013. Previously, he held several positions in Heidrive GmbH, including the position as Director of Sales and Technical Development since 2007 and Leader of the Sales Department since 2003. Prior to joining Heidrive GmbH, Mr. Pirthauer was the group leader of customer applications in the Heidolph GmbH & Co KG. Prior to that, he founded his own engineering consulting company, IHP, in August 1996 and served for the Heidolph GmbH & Co. KG since January 1997 as a consultant.



Simon Rees, *Managing Director, Dynamic Controls*

Mr. Rees is Managing Director of Dynamic Controls in Christchurch, New Zealand, leading the Allied Motion Technology Unit for Medical Mobility. He is an international business leader with 30+ years' experience in the technology sector across multiple industries, including medical, broadcasting and radio communications. He started his career with the BBC World Service in the UK before joining News Corp technology company, NDS, where he held various sales, marketing and business development roles. He joined the Allied Motion team with the acquisition of Dynamic Controls. Mr. Rees holds a BA (Hons) degree in Music from the University of Leeds and Postgraduate diploma from City University, London.

LEADERSHIP BIOS



Ken May, *Chief Technology Officer & Vice President*

Mr. May was named Chief Technology Officer & Vice President in August 2022. He joined Allied Motion as the Director of R&D, Global Electronics in January 2019. Prior to his time at Allied, he spent twenty-two years at Moog Inc. working on electromechanical actuation systems for aerospace and industrial applications, and eleven years working on automotive powertrain systems at Borg Warner and Zexel corporations. Mr. May has served in various capacities of systems engineering, project engineering, product line engineering management and functional management for actuation and electronics design. He holds a Master's degree in Electrical Engineering from the Rochester Institute of Technology (RIT) and a Graduate Certificate in Systems Engineering, also from RIT.



Alex Collichio, *General Counsel*

Mr. Collichio was named General Counsel/Director of Corporate Human Resources effective March 1, 2023. Prior to joining Allied Motion, Mr. Collichio served as the Vice President of Human Resources for the Niagara Falls Memorial Medical Center Corporation, the Director of Labor Relations for the Erie County Medical Center Corporation, and in legal counsel roles at other various corporate entities. Mr. Collichio graduated from the State University of New York at Buffalo with a Bachelor of History degree and from the State University at Buffalo Law School with his Juris Doctor. Since 2009, he has been a practicing attorney in New York State concentrating mainly on labor and employment law. With his knowledge of labor and employment law, Mr. Collichio's career progression into the Human Resources field was a natural extension based on his interests in creating and maintaining a supportive and engaging organizational culture.

LEADERSHIP BIOS



Geoff Rondeau, *Vice President of Operational Excellence*

Mr. Rondeau was named Vice President of Operational Excellence in July 2020. Prior to that he served as a General Manager of the Company's North American Mechatronics Group, a position he held since September 2014. Prior to joining Allied Motion, he worked for more than three years as the General Manager for Excelco Newbrook. For the fifteen years prior to that, Mr. Rondeau held several positions with API Motion/Danaher Motion where he progressed to the position of Director of Engineering for the Applied Products Group of Danaher Motion, a subsidiary of Danaher Corporation.



Steve Warzala, *Director of Strategic Business Development*

Mr. Warzala joined Allied Motion in 2010, working in various Sales and Marketing positions before being named Director of Strategic Business Development in August 2019. Prior to joining Allied Motion, Mr. Warzala worked in the broadcast industry. He graduated with a double major in Business Management and Broadcast Communications from Mercyhurst University.