Nasdaq: ALNT

August 7, 2025

Second Quarter 2025 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 2025:

RECORD GROSS MARGIN, STRONG PROFITABILITY AND CASH GENERATION

Revenue **$139.6M**	*+5% QoQ* *+3% YoY*	Net Income **$5.6M**	*+58% QoQ* *+388% YoY*
Gross Margin **33.2%**	*+100bps QoQ* *+330bps YoY*	Q2 Cash from Operations **$24.5M**	*+76% QoQ* *+197% YoY*
Operating Margin **8.4%**	*+180bps QoQ* *+480bps YoY*	Debt, net of cash **$152.3M**	*Down $35.8M YTD*

Continued momentum across revenue, margins, and earnings

Strong contribution from higher-margin end markets

Operational improvements driving efficiency

Record cash generation and further debt reduction

Strategic initiatives advancing and delivering results

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

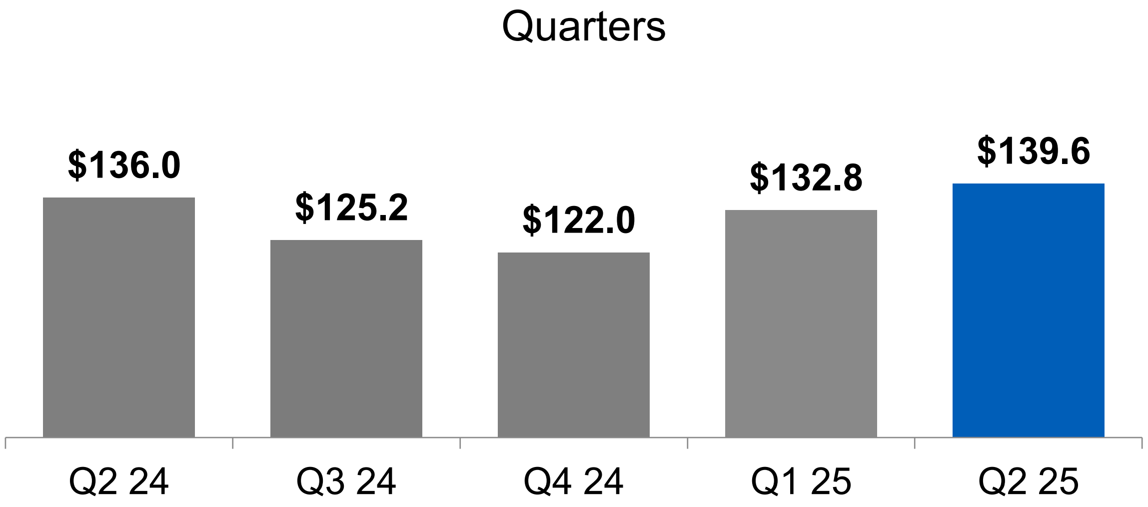
Goal is to reduce annualized costs another $6 to $7 million in 2025; largely supported by the Dothan Machining Center of Excellence

Recognized $2.0M in restructuring and related charges in 2024; $2.6M YTD 2025

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

REVENUE GROWTH REFLECTS STRENGTH IN DIVERSIFIED END MARKETS

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



Q2 25 market results:

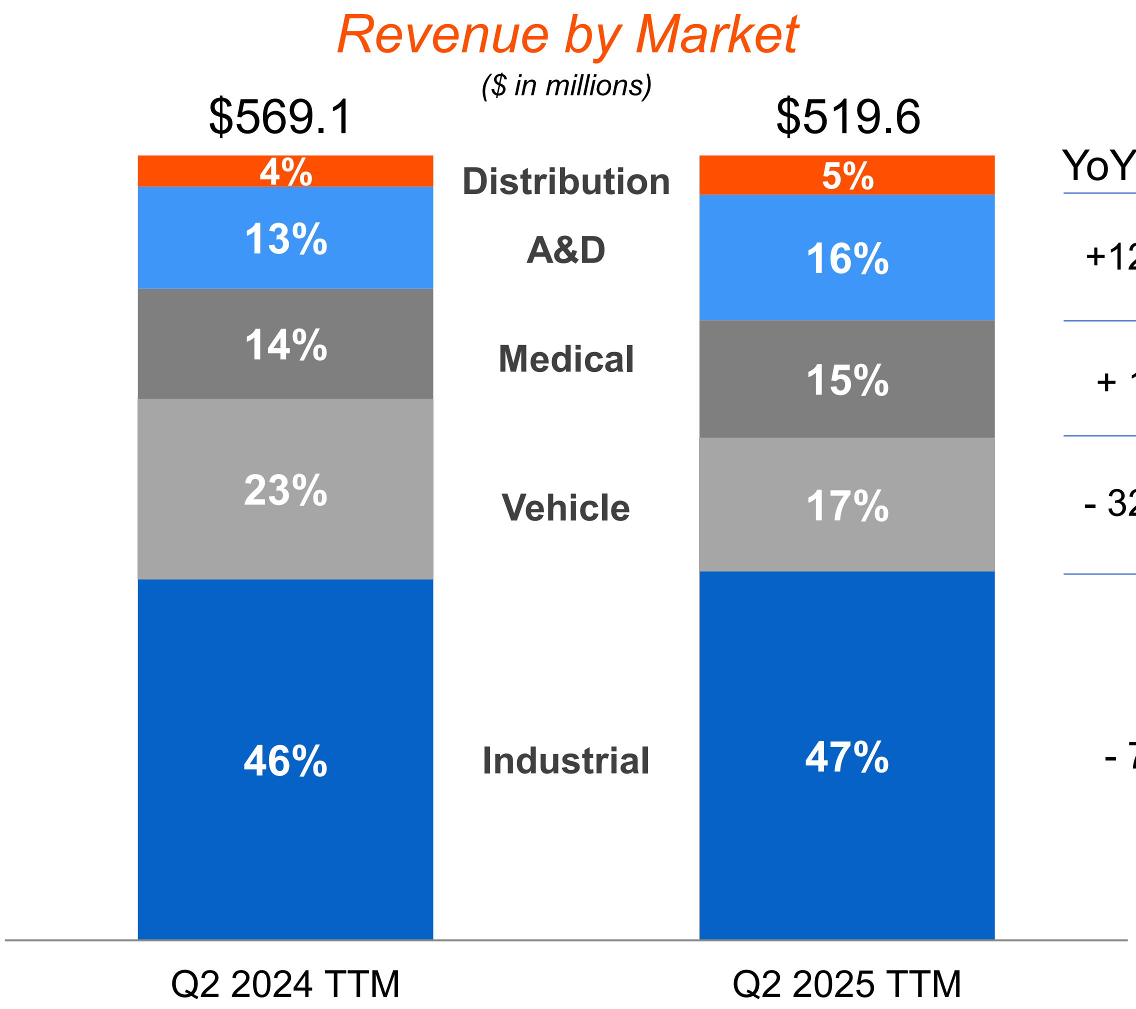
- **+ 13% A&D** (program timing)
- **+ 4% Medical** (surgical instrument demand)
- **+ 3% Industrial** (strength in power quality solutions to HVAC / data centers markets)
- **- 7% Vehicle** (powersports softness)

FX favorable $2.4M in Q2 25

Q2 included ~$3M to $4M in customer pull-ins from Q3 due to supply-related order acceleration

55% of Q2 sales to U.S. customers (flat YoY)

TTM REVENUE MIX EVOLUTION DRIVEN BY DEMAND AND REALIGNMENT



NOTE: Components may not add to totals due to rounding

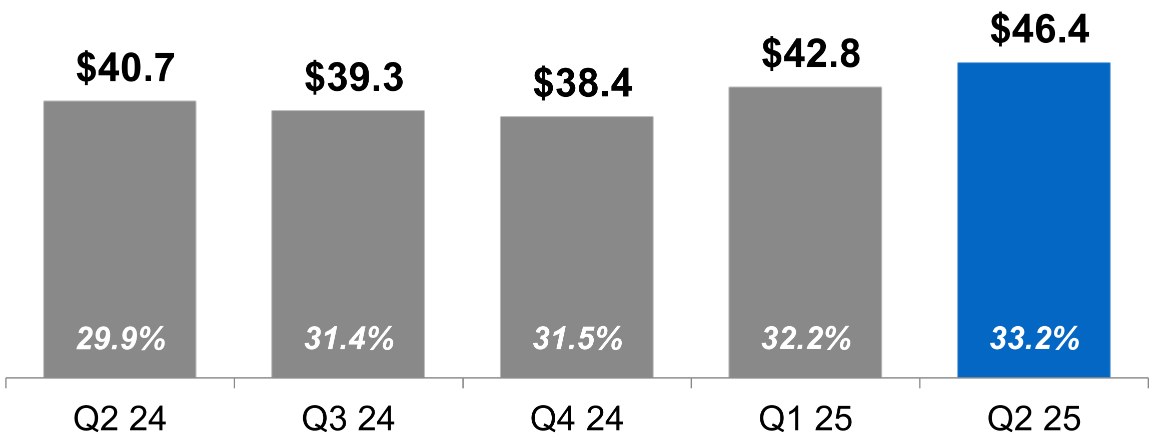
YoY Change and Market Drivers

+12%	Reflects defense and space program timing
+ 1%	Higher surgical related demand offset by softness in pump-related products and medical mobility solutions
- 32%	Reduced demand in powersports
- 7%	Higher demand for power quality solutions for HVAC / data center markets, material handling, and semiconductor equipment offset by lower demand for industrial automation due to inventory destocking by our largest customer

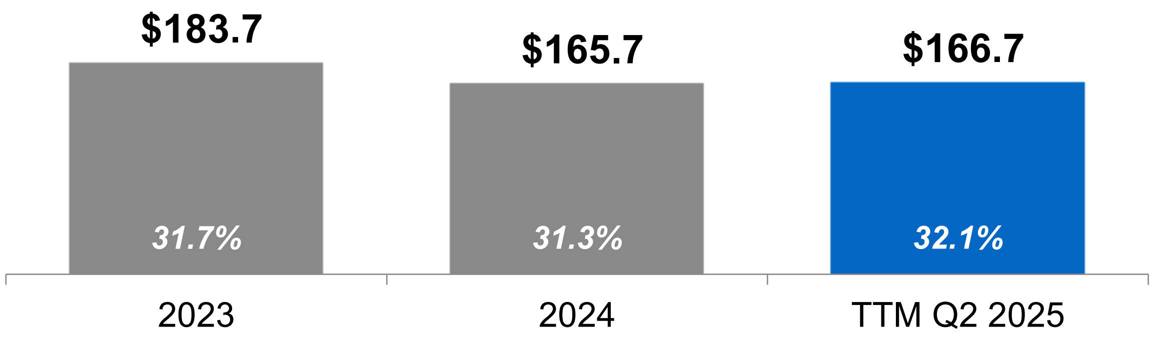
RECORD GROSS MARGIN

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

Gross Profit and Margin - Quarters



Years



Margin expansion continues for fourth straight quarter, up 330 bps since Q2 24 low

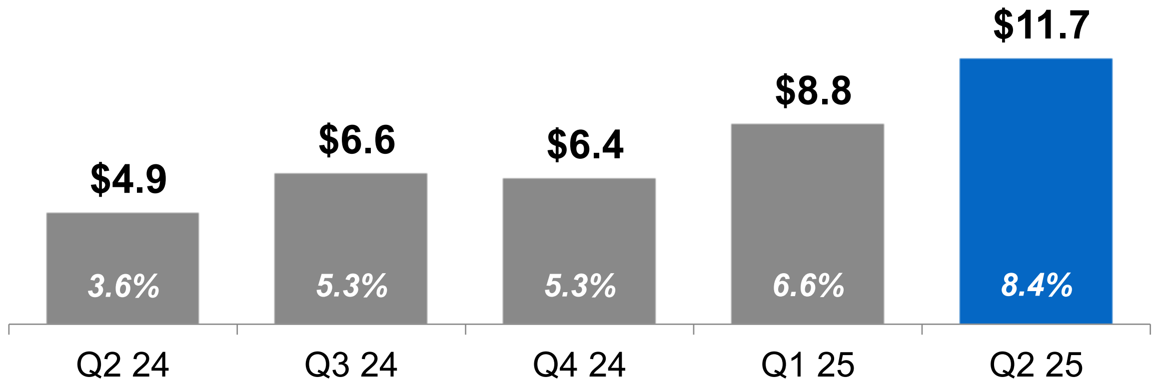
Q2 25 Gross margin impacts

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

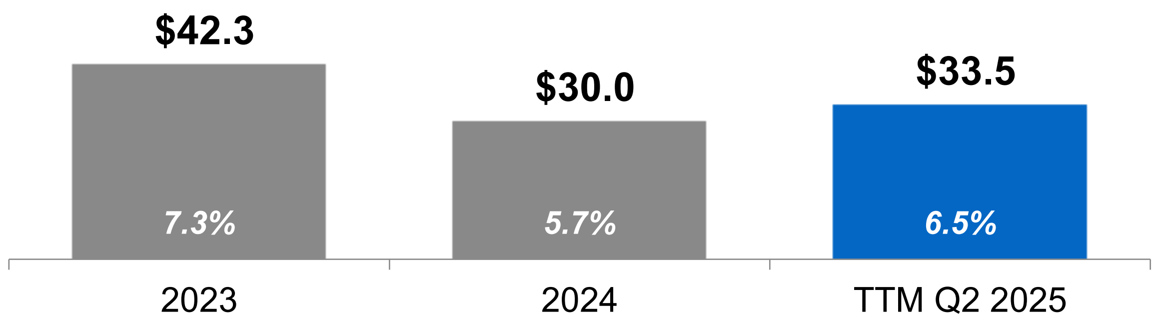
OPERATING LEVERAGE

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

Operating Income and Margin - Quarters



Years



Strong operating leverage given the execution of our cost transformation strategy

Q2 25 margin up 480 bps YoY and 180 bps sequentially

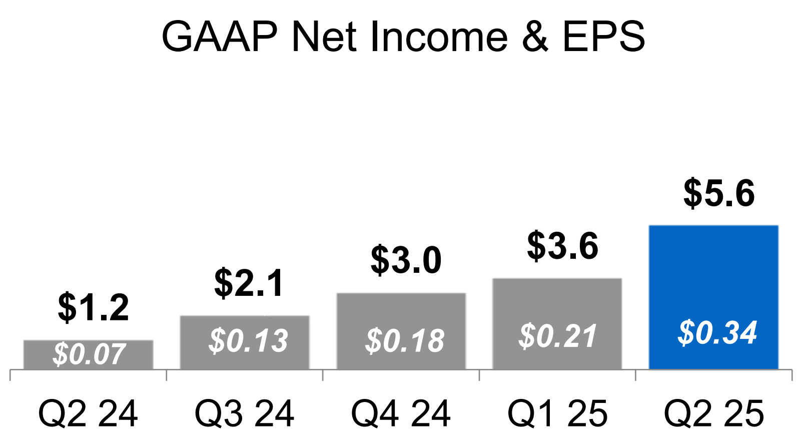
Q2 25 SG&A was 14.7% of sales, and improvement of 60 bps YoY and 20 bps sequentially

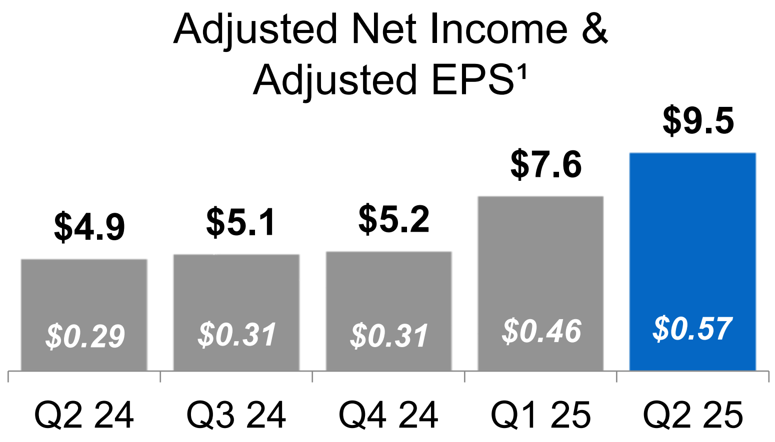
Restructuring and business realignment costs:

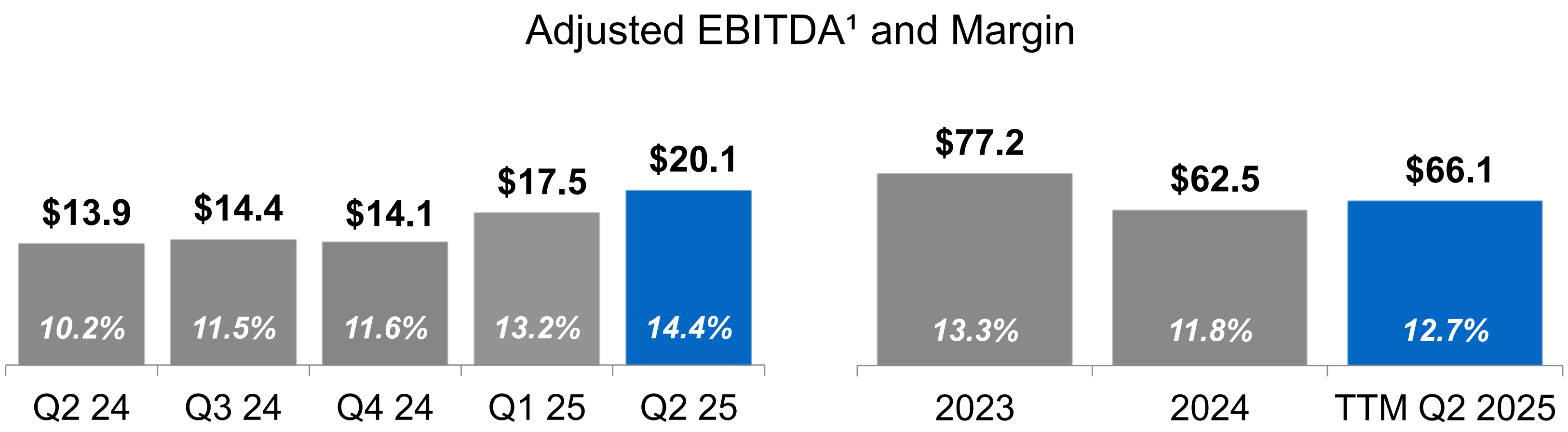
- $1.1M in Q2 25
- $1.5M in Q1 25
- $1.5M in Q2 24

EARNINGS GROWTH ACCELERATES ON SOLID EXECUTION

($ in millions, except per share data)







Sequential growth:

Net income	+58%
Adj. Net income[(1)]	+25%
Adj. EBITDA[(1)]	+15%
Adj. EBITDA margin[(1)]	+120 bps

Expect income tax rate for full year 2025 to be ~21% to 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

RECORD OPERATING CASH FLOW ENHANCES FINANCIAL FLEXIBILITY

($ in millions)

	Three Months Ended		Six Months Ended	
	6/30/25	6/30/24	6/30/25	6/30/24
Net cash provided by operating activities	$ 24.5	$ 8.3	$ 38.4	$ 17.4
Capital expenditures (CapEx)	(2.1)	(2.4)	(3.2)	(5.3)
Operating free cash flow (FCF)[1]	**$ 22.4**	**$ 5.9**	**$ 35.2**	**$ 12.0**

FY25 CapEx Expectation: $8 million – $10 million

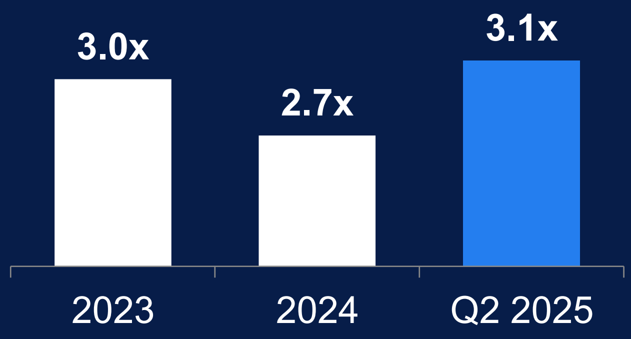
[1] Free cash flow is a non-GAAP metric defined as cash flow from operations, less capital expenditures

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

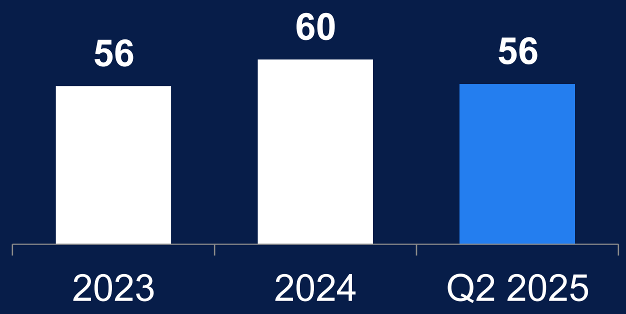
2025 Financial priorities:

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

Inventory Turnover



Days Sales Outstanding



STRONGER BALANCE SHEET WITH LOWER LEVERAGE AND INCREASED LIQUIDITY

($ in millions)

Capitalization		
	June 30, 2025	**Dec 31, 2024**
Cash and cash equivalents	$ 49.9	$ 36.1
Total debt	202.2	224.2
Total net debt	**152.3**	**188.1**
Shareholders' equity	289.1	264.9
Total capitalization	**$ 491.3**	**$ 489.0**
Debt/total capitalization	41.2%	45.8%
Net debt/net total capitalization	34.5%	41.5%
Leverage Ratio[1]	2.30x	3.01x

Debt down $20M in Q2 and $22M YTD

Net debt reduced $35.8M YTD

Bank leverage ratio[2] of 2.92x at quarter end

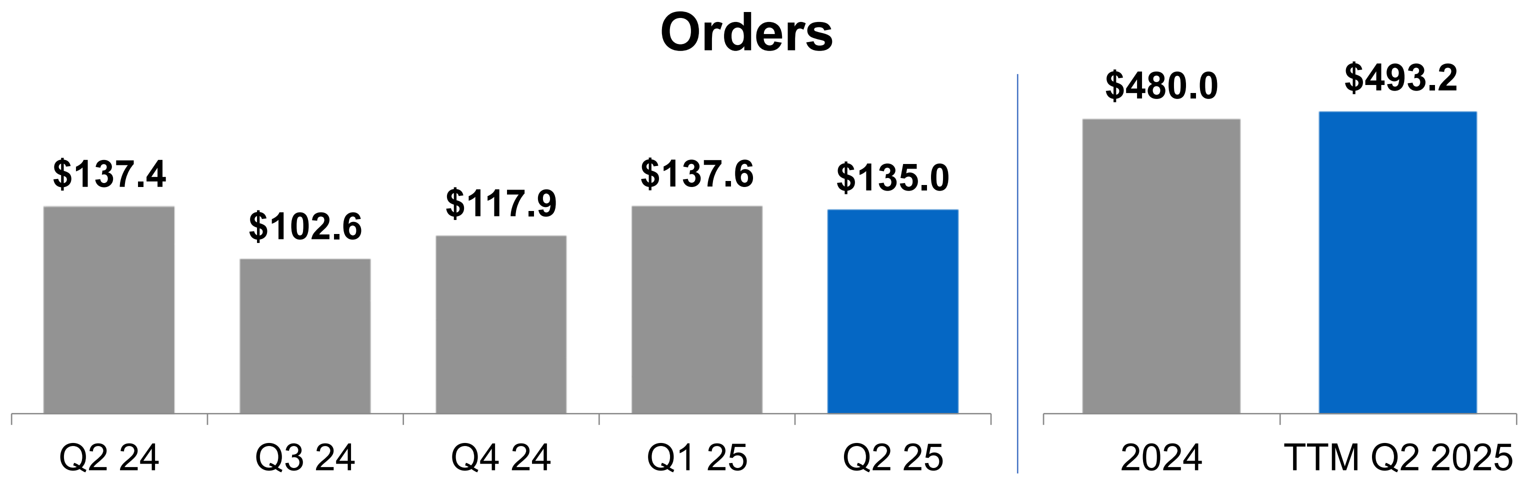
[1] Leverage ratio calculated as total net debt divided by trailing twelve months of Adjusted EBITDA. See supplemental slides for reconciliations.

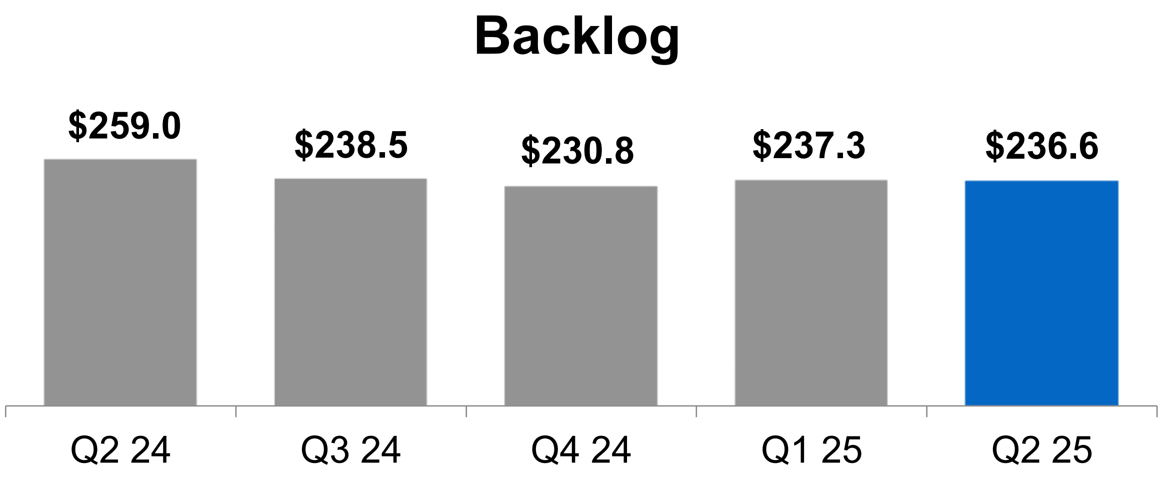
[2] Bank leverage ratio calculated in accordance with the Company's credit agreement, which amongst other items excludes foreign cash.

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

STEADY DEMAND AND BACKLOG CONVERSION SUPPORT VISIBILITY

($ in millions)





Q2 25 Book:Bill 0.97x

Steady demand in Industrial market applications where power quality solutions are needed, as well as continued strength in Aerospace & Defense

Backlog YoY change reflects customer inventory rebalancing

Majority of backlog to ship in three to nine months

POSITIONED FOR LONG-TERM GROWTH AMID COMPLEX MARKET DYNAMICS[1]

Proactively Managing Market Challenges:

- Tariff and rare earth trade risks remain manageable through agile supply strategies
- Customer order patterns continue to normalize as inventory levels rebalance

Driving Operational Leverage:

- Simplify to Accelerate NOW progressing, with early benefits from Dothan Center expected in late 2025
- Focused execution supporting gross margin expansion and cost discipline

Solid Financial Foundation:

- Leverage ratio at 2.30x provides flexibility
- Continued emphasis on working capital efficiency and cost takeout

Strategic Outlook:

- Ongoing alignment with long-term growth drivers including electrification, automation, energy efficiency, and precision control
- Near-term revenue cadence may reflect timing shifts related to supply dynamics and seasonal patterns, particularly in Europe
- Confident in delivering sustainable, high-quality growth despite near-term volatility

(1) *Outlook provided* on August 6, 2025

CONFERENCE CALL AND WEBCAST PLAYBACK

Replay Number: **412-317-6671** *passcode:* ***10200458***

Telephone replay available through Thursday, August 21, 2025

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, 2024	**Sept 30, 2024**	**Dec 31, 2024**	**Mar 31, 2025**	**June 30, 2025**
Net income	$ 1,150	$ 2,101	$ 3,013	$ 3,557	$ 5,617
Non-GAAP adjustments, net of tax (1)					
Amortization of intangible assets - net	2,475	2,401	2,387	2,369	2,394
Foreign currency loss – net	30	353	(355)	519	637
Acquisition and integration-related costs – net (2)	77	(154)	145	-	18
Restructuring and business realignment costs - net	1,125	367	18	1,148	859
Adjusted Net Income	**$ 4,857**	**$ 5,068**	**$ 5,208**	**$ 7,593**	**$ 9,525**
Average Diluted Shares Outstanding	16,583	16,605	16,608	16,638	16,713
Diluted earnings per share	$ 0.07	$ 0.13	$ 0.18	$ 0.21	$ 0.34
Adjusted diluted earnings per share	$ 0.29	$ 0.31	$ 0.31	$ 0.46	$ 0.57

(1) Applies a blended federal, state, and foreign tax rate of 23% applicable to the non-GAAP adjustments.
(2) Includes a Q3 2024 fair value measurement reduction of $270 due to acquisition-related contingent consideration.

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, 2023	Dec 31, 2024	June 30, 2025
Net income	$ 24,097	$ 13,166	$ 14,288
Non-GAAP adjustments, net of tax (1)			
Amortization of intangible assets - net	9,752	9,726	9,551
Foreign currency loss / (gain) – net	223	(64)	1,154
Acquisition and integration-related costs - net	2,344	341	9
Restructuring and business realignment costs - net	1,042	1,510	2,392
Non-GAAP Adjusted Net Income	**$ 37,458**	**$ 24,679**	**$ 27,394**
Average Diluted Shares Outstanding	16,272	16,608	16,671
Diluted earnings per share	$1.48	$0.79	$0.86
Adjusted diluted earnings per share	$2.30	$1.49	$1.65

(1) Applies a blended federal, state, and foreign tax rate of approximately 21% for 2023 and 23% for 2024 and TTM Q2 2025 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

($ in thousands)

	For the three months ended				
	June 30, 2024	**Sept 30, 2024**	**Dec 31, 2024**	**Mar 31, 2025**	**June 30, 2025**
Net income	$ 1,150	$ 2,101	$ 3,013	$ 3,557	$ 5,617
Interest expense	3,384	3,435	3,089	3,635	3,552
Provision for income taxes	299	612	862	903	1,685
Depreciation and amortization	6,416	6,447	6,643	6,281	6,401
EBITDA	**11,249**	**12,595**	**13,607**	**14,376**	**17,255**
Stock compensation expense	1,073	1,098	765	920	835
Acquisition and integration-related costs (1)	100	(201)	189	-	23
Restructuring and business realignment costs	1,469	479	23	1,499	1,122
Foreign currency loss (gain)	40	461	(464)	677	832
Adjusted EBITDA	**$ 13,931**	**$ 14,432**	**$ 14,120**	**$ 17,472**	**$ 20,067**
Revenue	**$ 136,032**	**$ 125,213**	**$ 122,010**	**$ 132,803**	**$ 139,578**
Adjusted EBITDA Margin	**10.2%**	**11.5%**	**11.6%**	**13.2%**	**14.4%**

(1) Includes a Q3 2024 fair value measurement reduction of $270 due to acquisition-related contingent consideration.

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, 2023	**Dec 31, 2024**	**June 30, 2025**
Net income	$ 24,097	$ 13,166	$ 14,288
Interest expense	12,383	13,296	13,711
Provision for income taxes	5,603	3,692	4,062
Depreciation and amortization	25,068	25,891	25,772
EBITDA	**$ 67,151**	**$ 56,045**	**$ 57,833**
Stock-based compensation expense	5,477	4,147	3,618
Acquisition and integration-related costs	2,959	445	11
Restructuring and business realignment costs	1,316	1,971	3,123
Foreign currency loss (gain)	281	(83)	1,506
Adjusted EBITDA	**$ 77,184**	**$ 62,525**	**$ 66,091**
Revenue	**$ 578,634**	**$ 529,968**	**$ 519,604**
Adjusted EBITDA Margin	**13.3%**	**11.8%**	**12.7%**

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REVENUE EXCLUDING FOREIGN CURRENCY EXCHANGE AND CALCULATION OF ORGANIC REVENUE

($ in thousands)

	Three Months Ended June 30, 2025	Six Months Ended June 30, 2025
Revenue as reported	$ 139,578	$ 272,381
Foreign currency impact	(2,382)	(563)
Revenue excluding foreign currency exchange impacts	$ 137,196	$ 271,818

	Three Months Ended June 30, 2025	Six Months Ended June 30, 2025
Revenue decrease year over year	2.6 %	(3.7) %
Less: Impact of acquisitions and foreign currency	1.7 %	0.6 %
Organic revenue	0.9 %	(4.3) %

In addition to reporting revenue, which is a U.S. generally accepted accounting principle (“GAAP”) measure, the Company presents Revenue excluding foreign currency exchange rate impacts and Organic growth, 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, 2025	December 31, 2024
Total debt	$ 222,218	$ 224,177
Less: cash and cash equivalents	$ 49,915	$ 36,102
Total net debt (Non-GAAP)	$ 152,303	$ 188,075
TTM Adjusted EBITDA (Non-GAAP)	$ 66,091	$ 62,525
Leverage Ratio (Non-GAAP)	2.30	3.01

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.

Nasdaq: ALNT

August 7, 2025

Second Quarter 2025 Financial Results Call

Dick Warzala
Chairman, President & CEO

Jim Michaud
Chief Financial Officer