



Nasdaq: ALNT

May 28, 2026

Craig-Hallum Institutional Investor Conference

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.

GLOBAL ENGINEERING & MANUFACTURING COMPANY

A family of companies driven by the same goal:

To act as one team to Connect What Matters and provide the most robust, reliable, and high-value products and systems in Motion, Controls, and Power

Founded: 1939		IPO: 1969		Nasdaq: ALNT	
Market Capitalization	\$1.1 billion	AVG Daily \$ Volume (3 mos.)	\$12.1 million		
Recent Closing Price	\$62.84	Annual Dividend / Yield	\$0.16 / 0.3%		
52 Week Low-High	\$29.57 - \$80.39	Institutional Ownership	76%		
Shares Outstanding	17.0 million	Insider Ownership	15%		

Market data as of May 21, 2026, Source: FactSet; Shares Outstanding as of May 6, 2026; Ownership as of most recent filings.

VIA: DEFINES OUR CULTURE



DEVELOPED OUR STRATEGY

Aligned the entire company to achieve our strategic goals and objectives



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



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



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

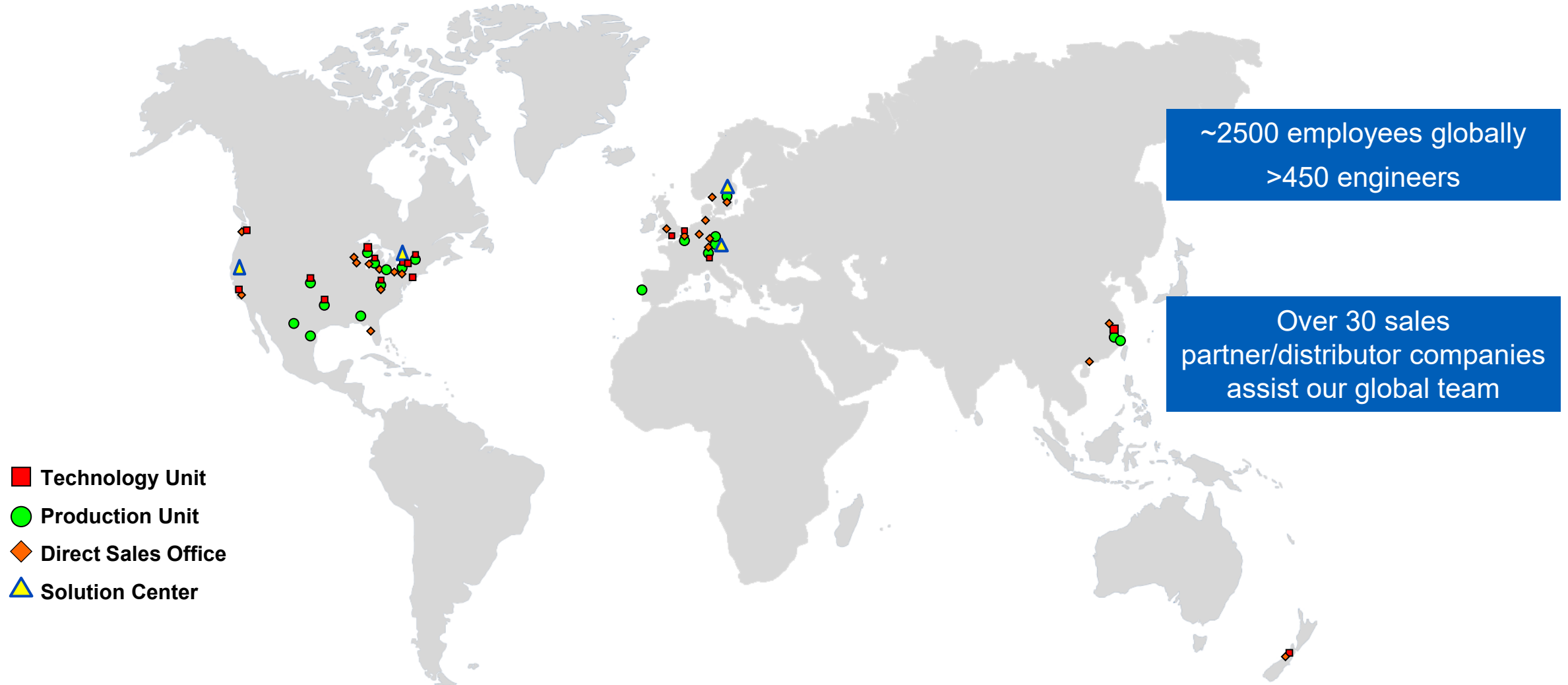


Develop a culture of lean (AST) to create value in everything we do to continuously improve company performance



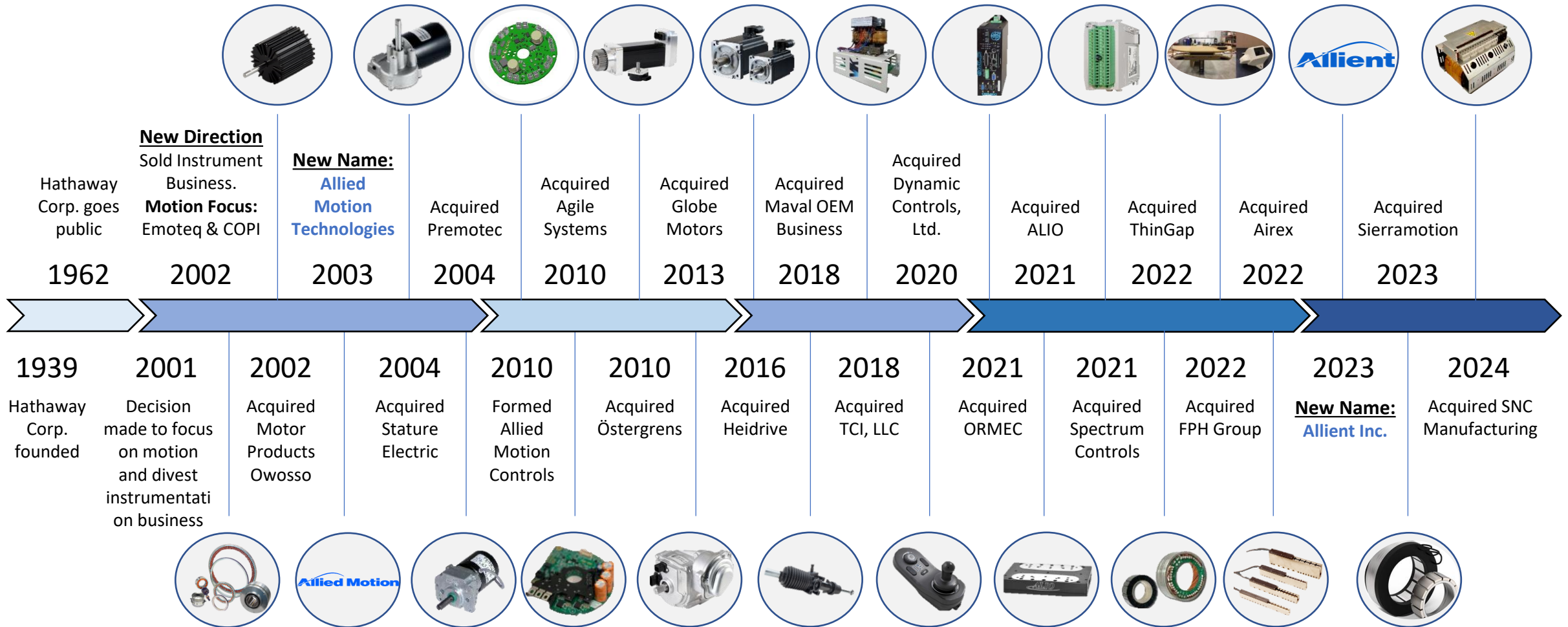
Train and develop our talent utilizing our AST tool kit and to help foster our One-Team approach to business

ONE-TEAM GLOBAL PRESENCE



M&A SUPPLEMENTED OUR GROWTH

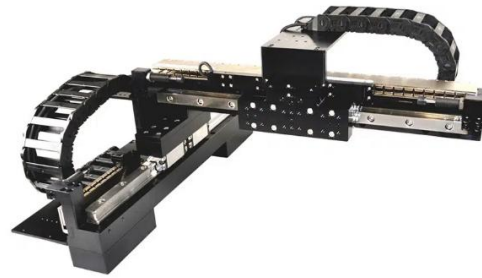
Completed 18 complementary acquisitions over 20+ years



COMPETITIVE ADVANTAGE THROUGH SYSTEM SOLUTIONS



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



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



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



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



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



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

System capabilities evolve with strategic acquisitions

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

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

THE NEW NEXUS

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

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

Environmental and **Social** responsibility built-in

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

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

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



MARKET FOCUSED

Unique products and technologies in Motion, Controls and Power



Allient
CONNECTING what matters

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

Target Vertical Market Development

Utilize: Technology from several TU's

Maintain: TU integrity

Improve: Single point of contact for the customer

Create vertical leadership team

Assign program responsibility

Assign technical team

Develop dynamic tailored marketing materials

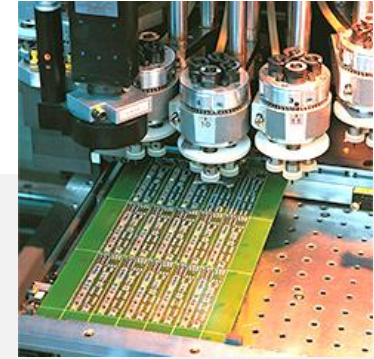
Each unit have P&L Responsibility – Ensures Ownership and Accountability

TARGET MARKET: INDUSTRIAL

49% of TTM Q1 2026 sales

Markets

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



Applications

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



TARGET MARKET: VEHICLE

18% of TTM Q1 2026 sales

Markets

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



Applications

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

TARGET MARKET: MEDICAL

15% of TTM Q1 2026 sales

Markets

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



Applications

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



TARGET MARKET: AEROSPACE & DEFENSE

14% of TTM Q1 2026 sales

Markets

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



Applications

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



MEGA TECHNOLOGY TRENDS

Electrification



Electrification supplanting internal combustion engines and hydraulics systems

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

Energy Efficiency

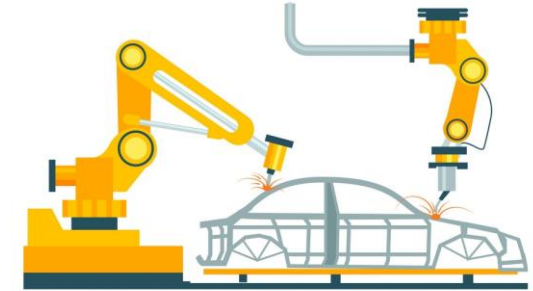


Massive effort to reduce energy consumption

Reduces operating costs

Minimizes carbon footprint

Industrial Automation



Addresses challenging labor environment

Advances reshoring efforts

Drives efficiency and productivity

SIMPLIFY TO ACCELERATE NOW: 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

Delivered \$6M+ in annualized savings in 2025; largely supported by the Dothan Fabrication Center of Excellence

Restructuring and related charges:

\$2.0M in 2024

\$4.0M in 2025

Expect \$2M to \$3M in 2026

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

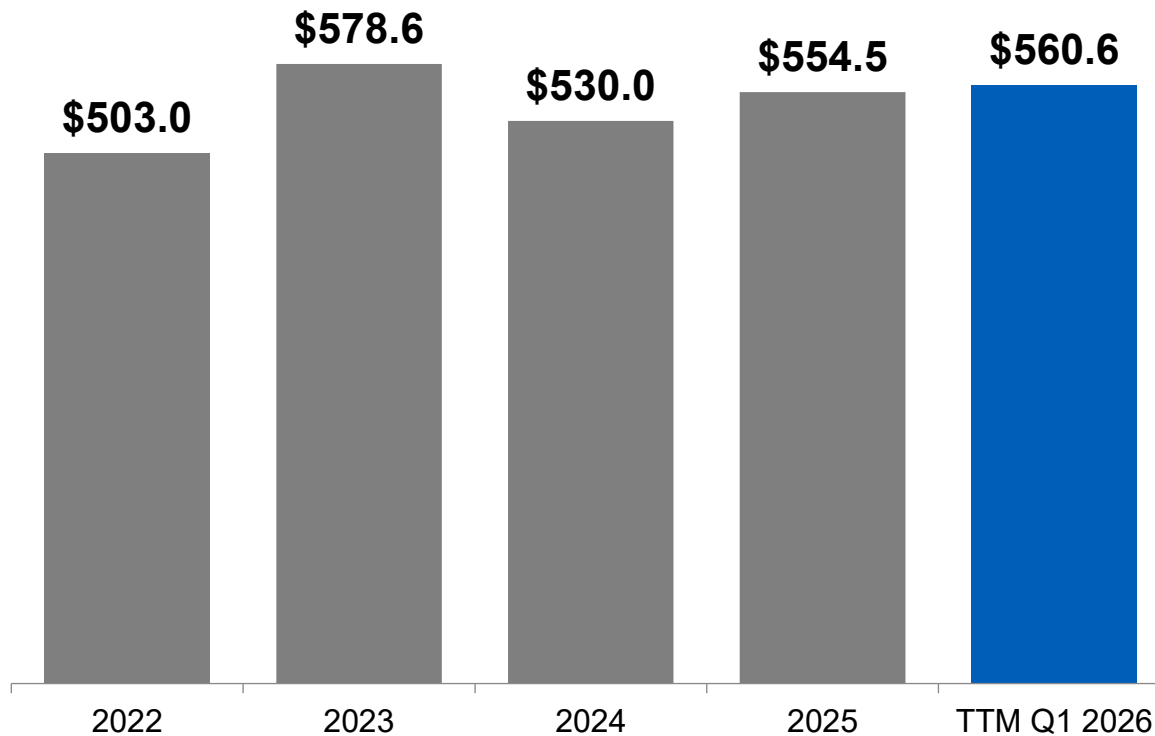


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Financial Highlights

REVENUE GROWTH ACROSS KEY MARKET VERTICALS

(\$ in millions)



Growth led by Industrial and Vehicle

50% of Q1 26 sales to U.S. customers

Acquisitions

SNC Manufacturing *Jan 2024*

Sierramotion *Sept 2023*

Airex *June 2022*

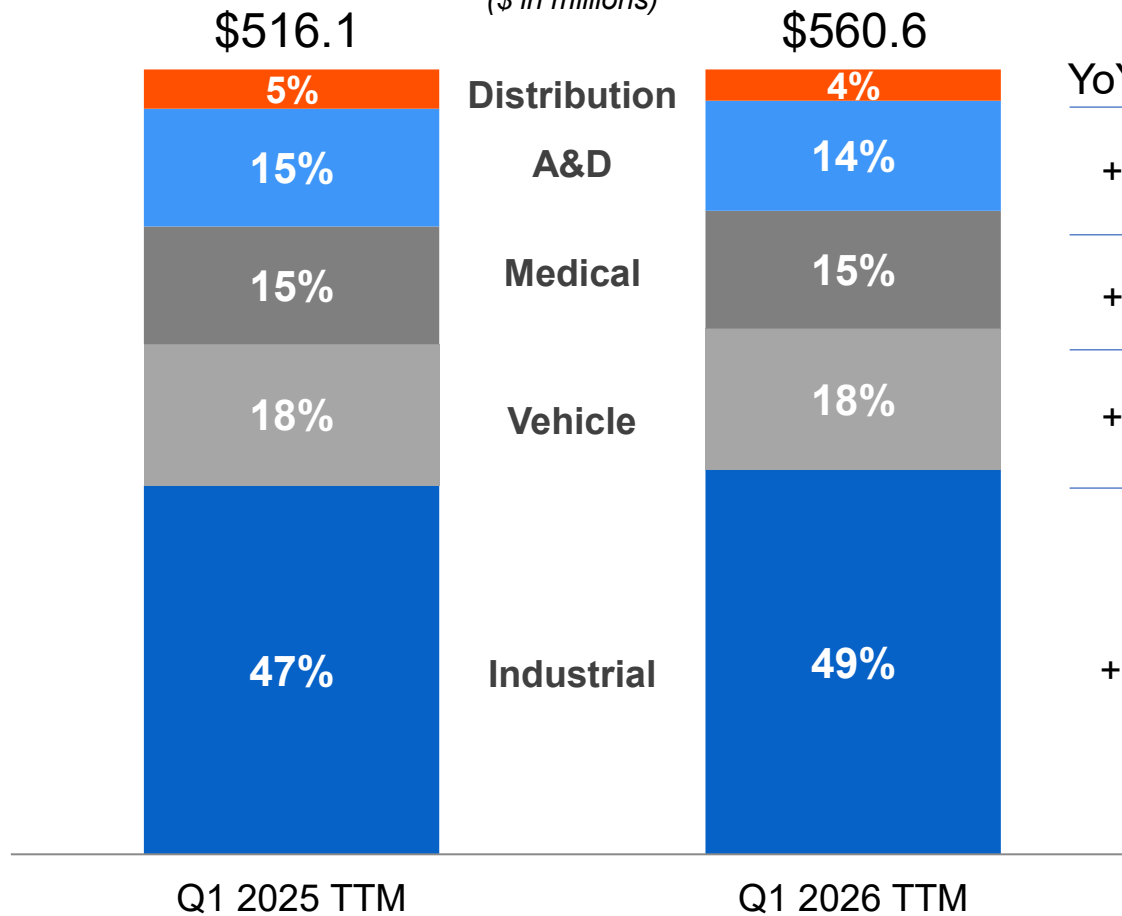
FPH *May 2022*

ThinGap *May 2022*

DIVERSIFIED END MARKETS CONTINUE TO SUPPORT DURABLE GROWTH

Revenue by Market

(\$ in millions)



YoY Change and Market Drivers

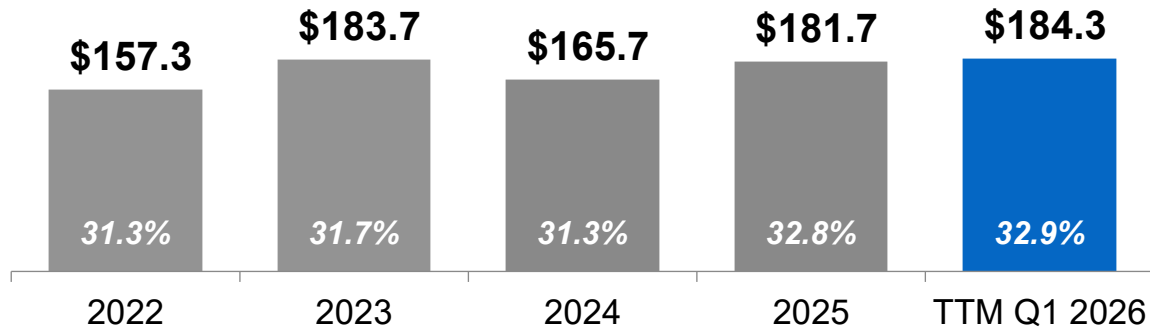
- + 2% Reflects defense and aerospace program timing, partially offset by M10 Booker Tank program cancellation
- + 5% Higher surgical instrument demand, partially offset by lower medical mobility
- + 8% Commercial automotive and construction strength, partially offset by lower powersports and truck demand
- + 13% Strong demand for power quality solutions supporting data center infrastructure, along with growth in industrial automation and pumps

NOTE: Components may not add to totals due to rounding

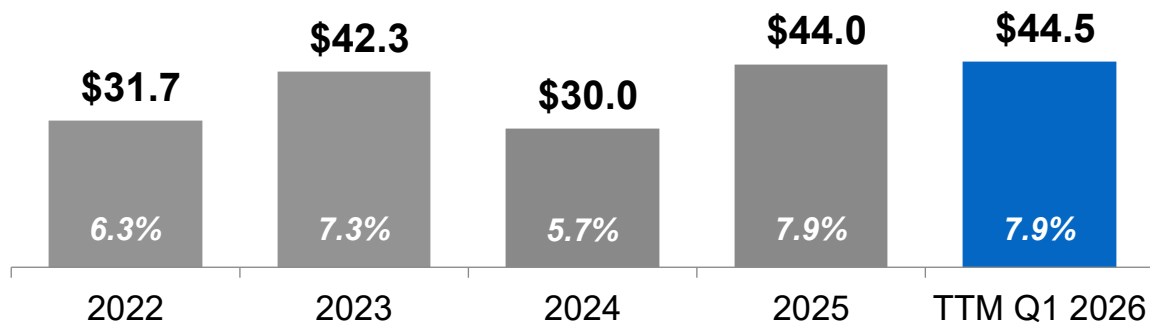
GROSS MARGIN EXPANSION

(\$ in millions)

Gross Profit & Margin



Operating Profit & Margin



Gross margin drivers:

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

Restructuring and business realignment costs elevated due to carryover costs with Dothan transition

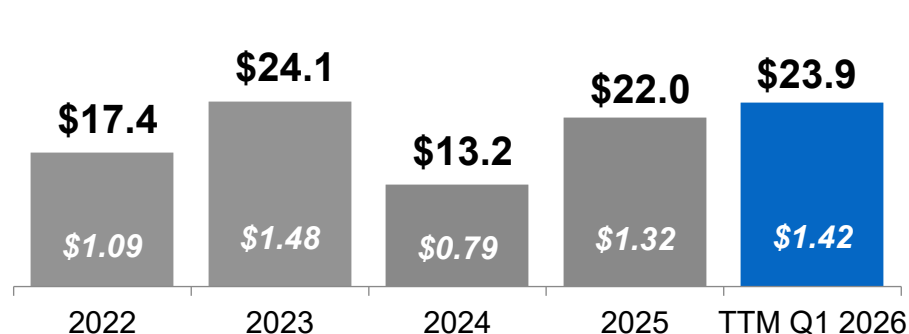
General & administrative 10.6%
of TTM Q1 2026 sales

Engineering & development 6.9%
of TTM Q1 2026 sales

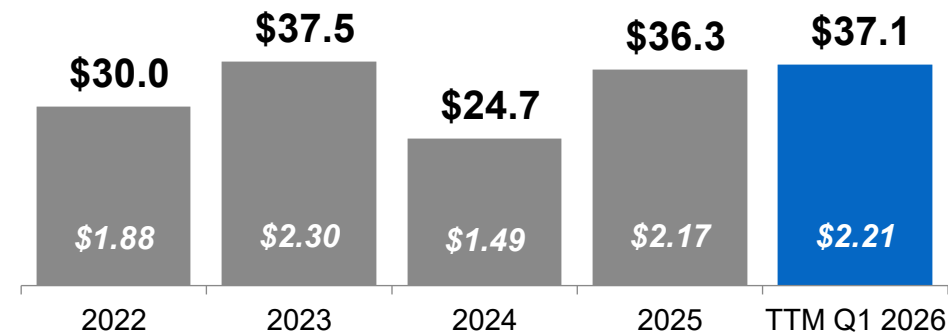
EARNINGS MOMENTUM REFLECTS IMPROVED PROFITABILITY AND LOWER INTEREST EXPENSE

(\$ in millions, except per share data)

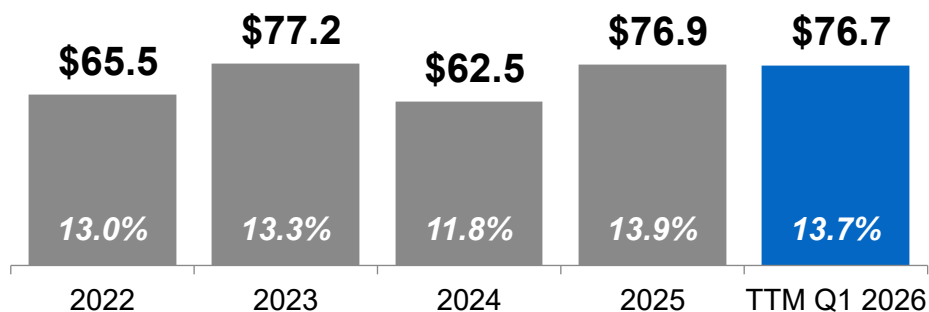
GAAP Net Income & EPS



Adjusted Net Income & Adjusted EPS¹



Adjusted EBITDA & Margin²



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

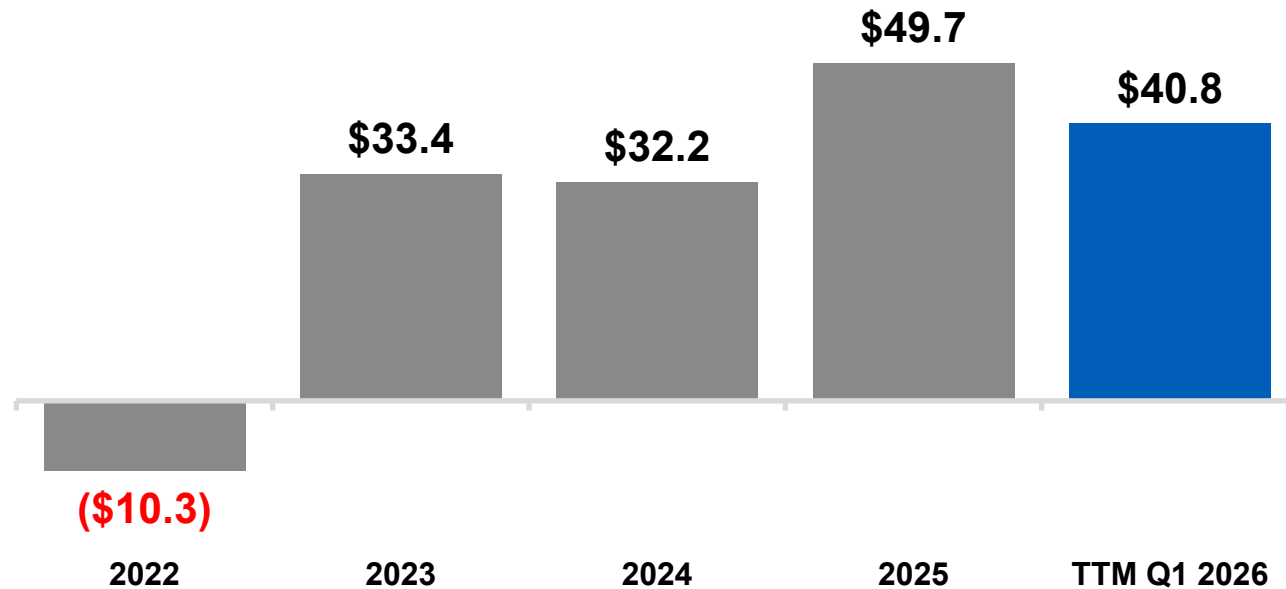
Adjusted net income excludes amortization of intangible assets related to acquisitions, acquisition and integration-related costs, restructuring and business realignment costs, and other non-recurring items

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

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

STRONG CASH GENERATION

Free Cash Flow¹ (in millions)



FY26 CapEx Expectation: \$12 million – \$15 million²

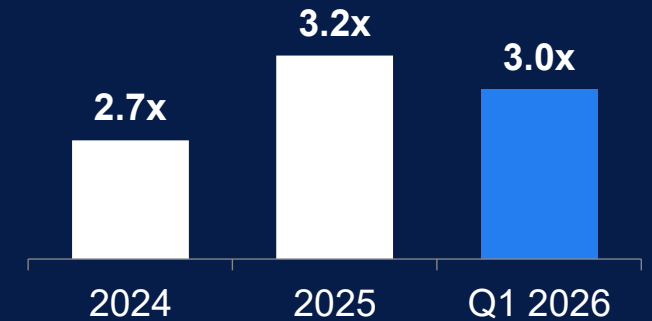
(1) Free cash flow is a non-GAAP metric defined as cash flow from operations less capital expenditures

(2) 2026 CapEx expectation provided on May 6, 2026

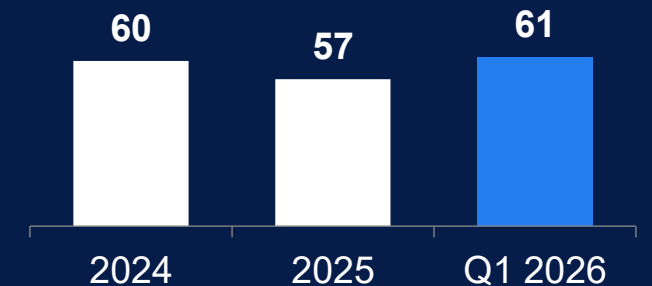
Financial priorities:

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		
	Mar 31, 2026	Dec 31, 2025
Cash and cash equivalents	\$ 41.2	\$ 40.7
Total debt	177.3	180.4
Total net debt	136.1	139.7
Shareholders' equity	305.9	301.5
Total capitalization	\$ 483.2	\$ 481.8
Debt/total capitalization	36.7%	37.4%
Net debt/net total capitalization	30.8%	31.7%
Leverage Ratio ¹	1.78x	1.82x

Balance sheet flexibility improved further in Q1

Debt down \$3.1M in the quarter

Bank leverage ratio² of 2.24x at quarter end remains comfortably within covenant requirements

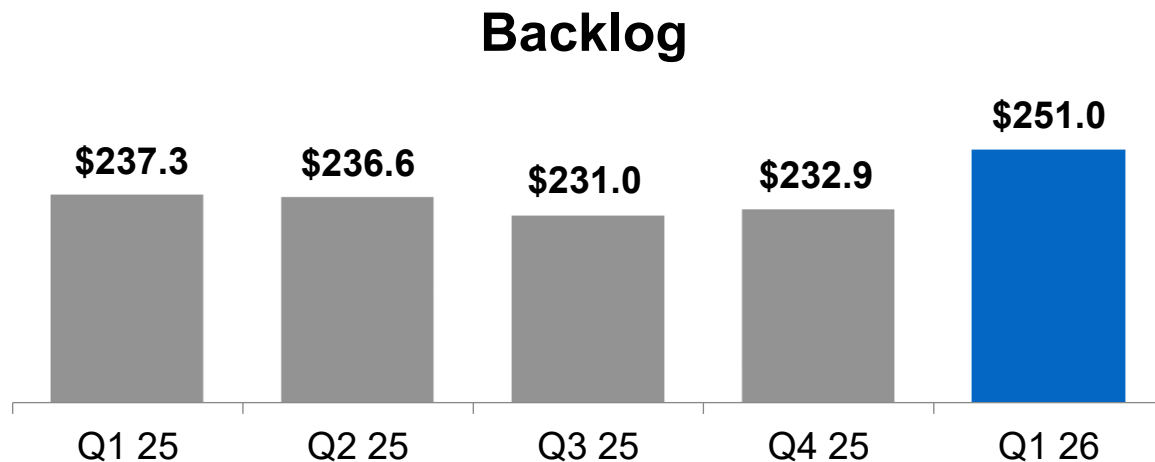
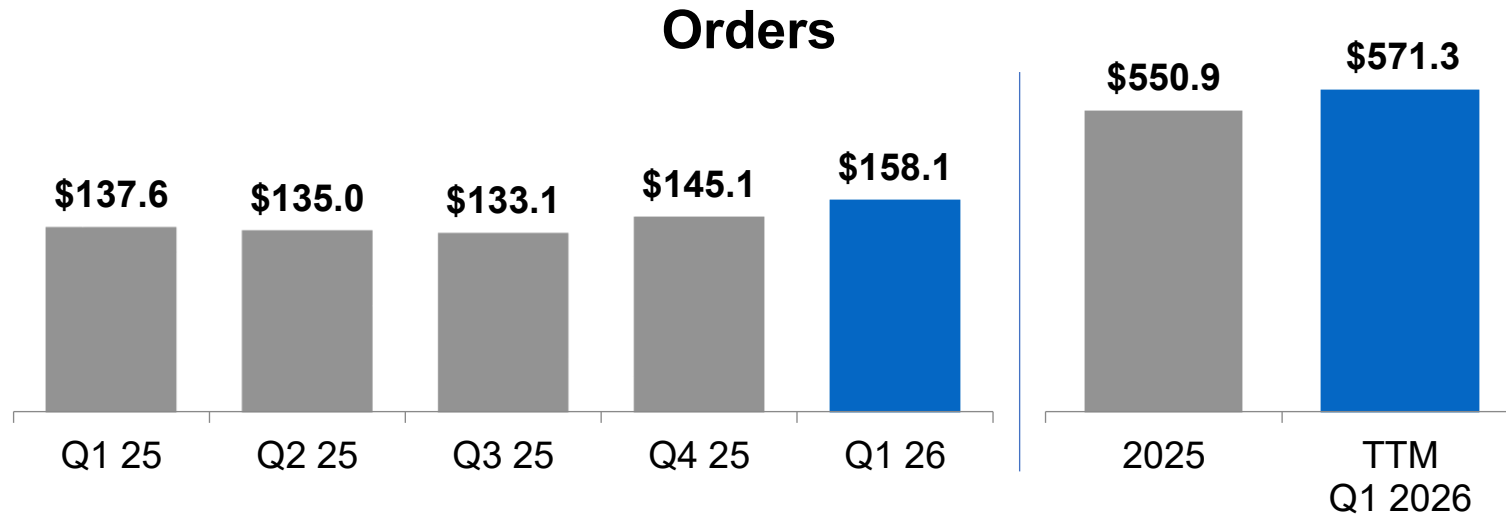
¹ Leverage ratio calculated as total net debt divided by trailing twelve months of Adjusted EBITDA. See supplemental slides for reconciliations.

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

STRONG ORDERS AND BACKLOG SUPPORT GROWTH VISIBILITY

(\$ in millions)



Q1 26 Book:Bill 1.14x

Strong Q1 bookings support improved growth visibility into the balance of 2026

Orders increased 9% sequentially and 15% year over year, with strength led by Industrial and Vehicle

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

BUILDING ON MOMENTUM WITH DISCIPLINE, FLEXIBILITY AND LONG-TERM GROWTH DRIVERS¹



Execution and Growth Priorities

- Strong Q1 bookings support demand visibility into the balance of 2026
- Industrial automation and power quality for data center infrastructure continue to align the portfolio with attractive growth verticals

Margin and Cash Discipline

- Simplify to Accelerate NOW and broader optimization actions continue to support margin improvement and operating leverage
- Focused on cash generation, disciplined capital spending and continued deleveraging

Positioned for 2026

- Diversified end markets and global operations support resilience in a dynamic macro and trade environment
- Portfolio aligned with long-term drivers including electrification, automation, energy efficiency and precision control

⁽¹⁾ Outlook provided on May 7, 2026



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Jim Michaud
Chief Financial Officer



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Supplemental Information

WIDE BREADTH OF TECHNOLOGIES

Linear Motion Systems



Slotless Motor Kits



Brushless Drives

Universal Gateway



Wheelchair Control System



Industrial Control Transformers



Active Harmonic Filter



Brushless Motor-Drives

Passive Harmonic Filter



Brushless Servo Motors



Optical Encoders



Permanent-Magnet DC Motors



Brushless Torque Motors



Gear Motors

Motion Controllers: single-axis & multi-axis

Drives: Integrated & Stand-Alone

Motors: Brushless and Brushed DC

Gearing: Parallel, Inline, Right Angle & Epicyclic

Encoders: Incremental & Absolute

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

Electrical transformers

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

Nano precision positioning systems

ALLIENT LOCATIONS

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

CORPORATE LEADERSHIP

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

- Joined 2002, appointed CEO in 2009, Chairman in 2014
- Previously, President, Motion Components Group, Danaher Corporation; held various positions at American Precision Industries Inc., including Corporate Vice President and President, API Motion Division
- More than 30 years of motion industry experience

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

Steve Warzala, *President of Allient Defense, Chief Growth Officer, Corporate Vice President*

Ashish Bendre, *Vice President and Group President*

Alex Collichio, *Chief Administrative Officer and Vice President*

Rob Mastromattei, *Chief Commercial Officer and Group President*

Ken May, *Chief Technology Officer & Vice President*

Helmut Pirthauer, *Vice President and Group President*

COMPETITION

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

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

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

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

ADJUSTED NET INCOME AND EPS RECONCILIATION (UNAUDITED)

(\$ in thousands, except per share data)

	For twelve months ended				
	Dec 31, 2022	Dec 31, 2023	Dec 31, 2024	Dec 31, 2025	Mar 31, 2026
Net income	\$ 17,389	\$ 24,097	\$ 13,166	\$ 22,034	\$ 23,834
Non-GAAP adjustments, net of tax ⁽¹⁾					
Amortization of intangible assets – net	9,812	9,752	9,726	9,553	9,576
Foreign currency loss / (gain) – net	228	223	(64)	1,592	1,088
Acquisition and integration-related costs – net	645	2,344	341	36	36
Restructuring and business realignment costs – net	1,897	1,042	1,510	3,059	2,571
Non-GAAP Adjusted Net Income	\$ 29,971	\$ 37,458	\$ 24,679	\$ 36,274	\$ 37,105
Average Diluted Shares Outstanding	15,951	16,272	16,603	16,732	16,879
Diluted earnings per share – GAAP	\$1.09	\$1.48	\$0.79	\$1.32	\$1.42
Diluted earnings per share – Non-GAAP	\$1.88	\$2.30	\$1.49	\$2.17	\$2.21

(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 EBITDA RECONCILIATION (UNAUDITED)

(\$ in thousands)

For twelve months ended

	Dec 31, 2022	Dec 31, 2023	Dec 31, 2024	Dec 31, 2025	Mar 31, 2026
Net income	\$ 17,389	\$ 24,097	\$ 13,166	\$ 22,034	\$ 23,834
Interest expense	7,692	12,383	13,296	13,175	12,093
Provision (benefit) for income taxes	6,292	5,603	3,692	6,700	7,223
Depreciation and amortization	25,486	25,068	25,891	25,407	25,336
EBITDA	\$ 56,859	\$ 67,151	\$ 56,045	\$ 67,316	\$ 68,486
Stock compensation expense	5,073	5,477	4,147	3,430	3,358
Restructuring and business realignment costs	2,477	1,317	1,971	3,993	3,356
Acquisition and integration-related costs	842	2,958	445	47	47
Foreign currency loss (gain)	298	281	(83)	2,079	1,422
Adjusted EBITDA	\$ 65,549	\$ 77,184	\$ 62,525	\$ 76,865	\$ 76,669
Revenue	\$ 502,988	\$ 578,634	\$ 529,968	\$ 554,478	\$ 560,590
Adjusted EBITDA Margin	13.0%	13.3%	11.8%	13.9%	13.7%

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.

TOTAL NET DEBT AND LEVERAGE RATIO RECONCILIATION

(\$ in thousands)

	<u>March 31, 2026</u>	<u>December 31, 2025</u>
Total debt	\$ 177,301	\$ 180,389
Less: cash and cash equivalents	\$ 41,175	\$ 40,705
Total net debt (Non-GAAP)	\$ 136,126	\$ 139,684
Adjusted EBITDA (Non-GAAP)	\$ 76,669	\$ 76,865
Leverage Ratio (Non-GAAP)	1.78	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.



Nasdaq: ALNT

For More Information:

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