ALAMO GROUP

NYSE: ALG

August 2026 Investor Presentation

ALAMO GROUP

Safe Harbor Statement

This presentation and related conference call contain "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995. These forward-looking statements are not historical facts and represent only the Company's beliefs and expectations. Forward-looking statements involve known and unknown risks and uncertainties, which may cause the Company's actual results in future periods to differ materially from forecasted results. Among those factors which could cause actual results to differ materially are the following: market demand, supply chain disruptions, labor shortages, competition, weather, disease outbreaks, seasonality, changes in U.S. and global trade policies, including tariffs, trade sanctions and investment restrictions, negative economic impacts resulting from geopolitical events, including the war in Ukraine and the Middle East, acquisition risks, financial issues, and other risks and uncertainties, including (but not limited to) those described under the captions "Forward-Looking Information" in Part I, Item 1 and "Risk Factors" in Item 1A of the Company's Annual Report on Form 10-K for the year ended December 31, 2025, as well as other risks and uncertainties listed from time to time in the Company's SEC filings. The Company does not undertake any obligation to update the information contained herein, which reflects management's beliefs and expectations only as of this date. More information about factors that potentially could affect Alamo Group's financial results are included in the Company's public filings.

Non-GAAP Measures

This presentation also contains non-GAAP financial measures. These measures are included to facilitate meaningful comparisons of our results to those in prior periods and future periods and to allow a better evaluation of our operating performance, in management's opinion. Our reference to these non-GAAP measures should not be considered as a substitute for results that are presented in a manner consistent with GAAP. These non-GAAP measures are provided to enhance investors' overall understanding of our financial performance. Please see the Appendix to this presentation (and our filings with the SEC) for reconciliations of these non-GAAP measures to the most closely comparable financial measures calculated in accordance with GAAP.

Alamo Group at a Glance

Alamo Group is a leading global manufacturer of high-quality industrial and vegetation management equipment essential for public and private infrastructure maintenance and responsible land management practices.

$1.66B
Q2’26 LTM
Net Sales

13.4%
Q2’26 LTM
Adj. EBITDA Margin

10.1%
Q2’26 LTM Adj.
Operating Income
Margin

0.3x
Q2’26 LTM
Net Leverage

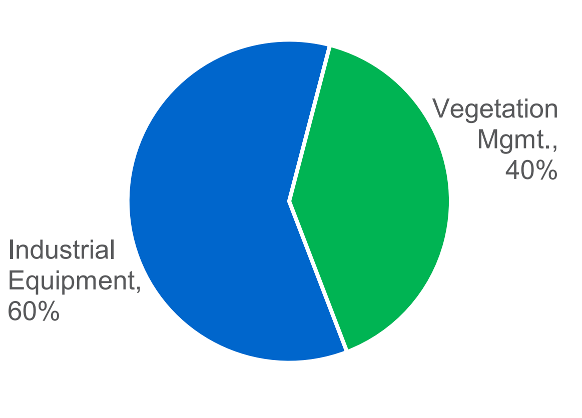
$135M
Q2’26 LTM
Free Cash Flow (FCF)

134%
Q2’26 LTM
FCF % of Net Income

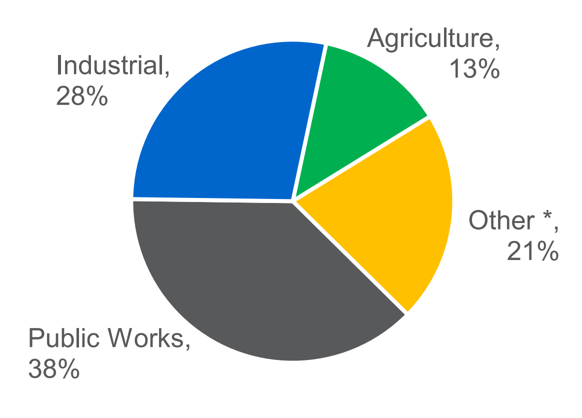
27
Global Manufacturing
Facilities

3,800+
Employees

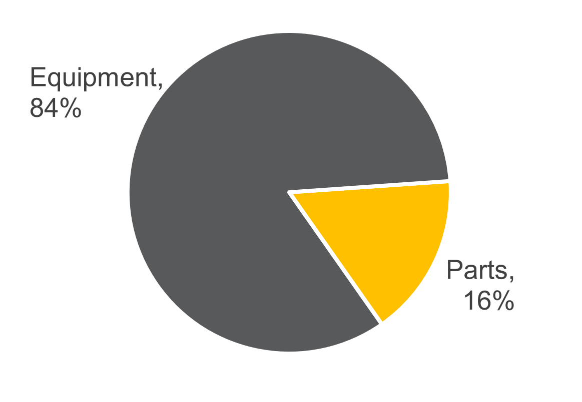
Sales by Division



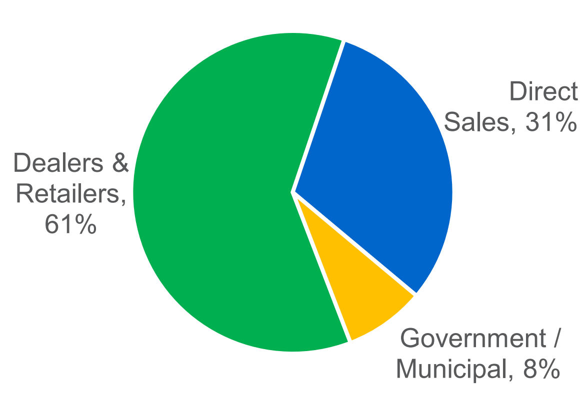
Sales by End Market



Sales by Product



Sales by Channel



** Other: landscape & turf maintenance, utilities, construction, tree care*

Industrial Equipment

Overview

The Industrial Equipment Division provides equipment solutions for infrastructure maintenance, industrial applications, and public works. Its products include hydraulic excavators, vacuum and hydro-excavation trucks, combination sewer cleaners, street sweepers, debris collectors, and snow and ice removal equipment. Serving state and local governments, utilities, contractors, and transportation agencies.

Financial Performance ($M)	YTD Q2'26	YTD Q2'25
Net Sales	**$513.4**	**$467.8**
Adj. Operating Income	**$70.8**	**$65.8**
Adj. Operating Margin	***13.8%***	***14.1%***
Adj. EBITDA	**$85.1**	**$77.8**
Adj. EBITDA Margin	***16.6%***	***16.6%***

Solutions		Brands	Key Products	Key End Markets	Channels
Excavators & Vacuum Trucks		Gradall, Super Products, Rivard, Vacall, Ring-O-Matic	• Hydraulic Excavators • Hydro-Excavation Trucks • Combination Sewer Cleaners • Vacuum Excavation Trailers	• Public Works • Industrial • Other	• Dealers & Retailers • Direct Sales
Snow & Roadway Maintenance		Everest, RPM Tech, Wausau, Tenco, Henke	• Snow Plows • Salt & Sand Spreaders • Snow Blowers • De-icing Equipment	• Public Works • Industrial	• Dealers & Retailers • Direct Sales
Sweepers & Debris Collectors		Nitehawk Sweepers, Lightning Loader Petersen Industries, Old Dominion Brush Company The ODB Co, Schwarze Industries	• Street Sweepers • Grapple Loaders • Leaf & Debris Collectors	• Public Works • Industrial	• Dealers & Retailers • Direct Sales
Roadway Safety		Royal Truck & Equipment	• Truck-Mounted Attenuators • Crash Cushions • Traffic Control Vehicles • Road Marking Equipment	• Public Works • Industrial	• Direct Sales

Vegetation Management

Overview

The Vegetation Management Division delivers innovative equipment solutions for land management, municipal maintenance, and agriculture. Its product portfolio includes rotary cutters, boom and flail mowers, tree care mulchers, chippers, stump grinders, and tree care equipment designed to manage vegetation safely and efficiently across all terrains. Serving contractors, farmers, ranchers, utilities, and government agencies.

Financial Performance ($M)

	YTD Q2'26	YTD Q2'25
Net Sales	**$354.5**	**$342.2**
Adj. Operating Income	**$23.9**	**$27.7**
Adj. Operating Margin	***6.8%***	***8.1%***
Adj. EBITDA	**$38.2**	**$39.3**
Adj. EBITDA Margin	***10.8%***	***11.5%***

Solutions		Brands	Key Products	Key End Markets	Channels
Municipal Mowing		Alamo Industrial, Mantis, TerrainKing, Tiger	• Boom Mowers • Flail Mowers • Rotary Mowers • Tractor-Mounted Mowers	• Public Works • Other	• Municipalities • Government • Dealers / Retailers
Biomass Recycling & Tree Care		Morbark, Timberwolf Lead the Pack, Rayco by Morbark, Boxer, Denis Cimaf	• Whole Tree Chippers • Horizontal Grinders • Stump Grinders • Mulchers	• Industrial • Other	• Dealers & Retailers
Agriculture and Other		Bush Hog, RhinoAg, McConnel, Bomford Turner, Schulte, Rousseau, Santa Izabel	• Rotary Cutters • Finishing Mowers • Tillage Tools • Landscape Implements	• Agriculture • Other	• Dealers & Retailers

Stable End Market Dynamics

Alamo Group's diversified portfolio serves essential sectors with recurring demand, predictable replacement cycles, and long equipment life, providing a stable foundation for growth through all economic conditions.

Public Works

- Reliable, non-discretionary spending on infrastructure maintenance, roadway safety, and other public works
- Essential for sewer cleaning/maintenance, snow and ice removal, mowing, and street sweeping
- Provides recurring, contract-based government funded demand stability

Industrial

- Serves utilities, manufacturing, oil and gas, steel and facility maintenance markets
- Focused on uptime, safety, and regulatory compliance
- Recurring replacement and aftermarket demand through service life
- Ongoing demand for hydro-excavation trucks, excavators, and other specialty equipment

Agriculture

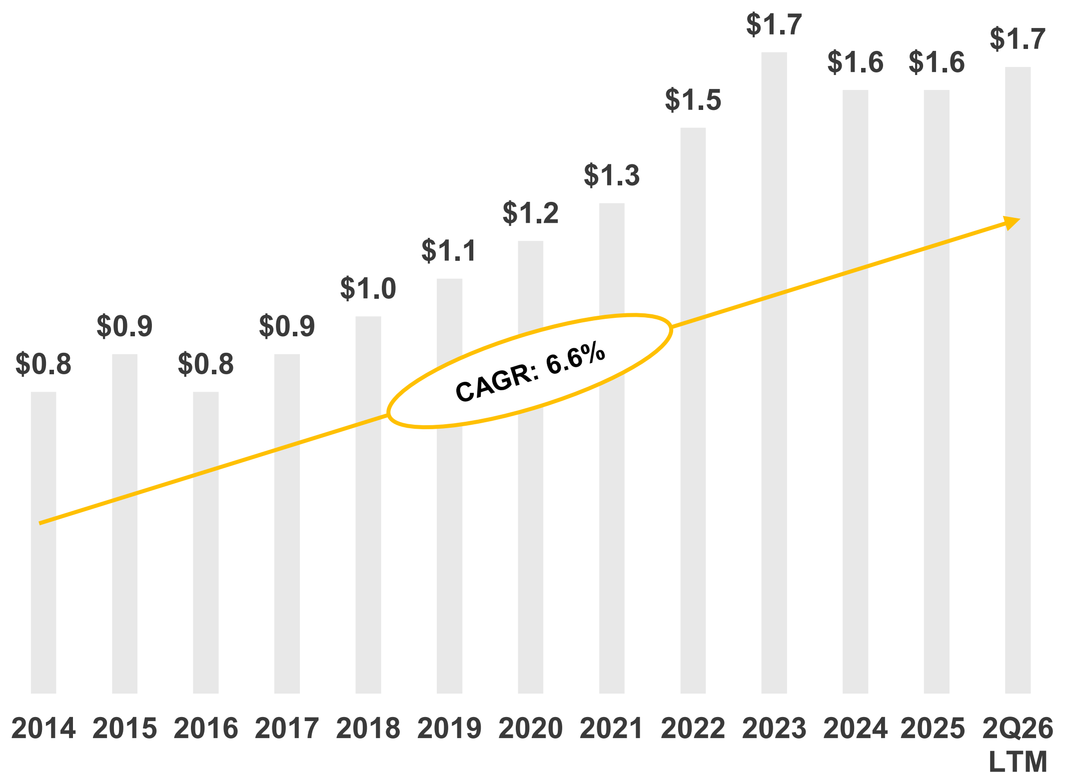
- A core business supported by long-standing brands
- Provide durable equipment for land, pasture, and vegetation management
- Steady demand even in soft commodity cycles

Other

- Products for landscape & turf maintenance, utilities, construction, tree care
- Driven by infrastructure investment, commercial and residential construction, and environmental compliance

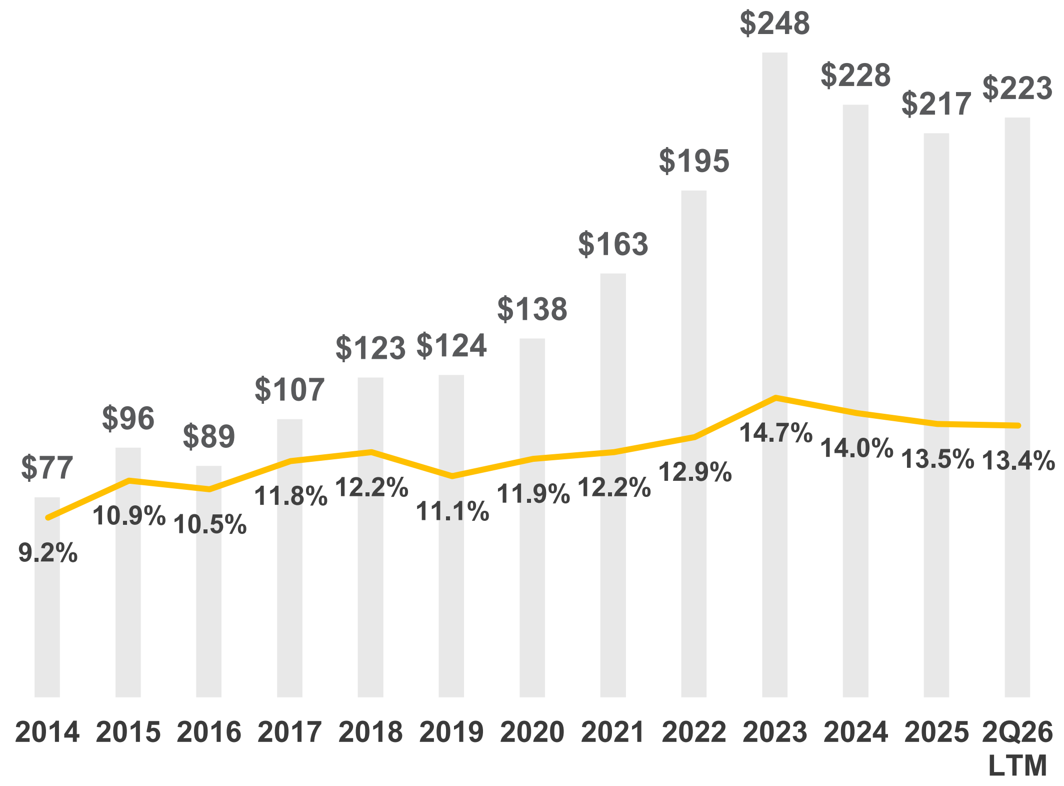
Successful Long-Term Growth and Resilient Margins Across the Cycle

Alamo Group Revenue ($Bn)



Adj. EBITDA Growth ($M) and Margin (%)

Average Adj. EBITDA Margin 12.1%



Compelling Investor Opportunity

Complementary differentiators make Alamo an attractive long-term investment

Attractive End Markets

- Large, growing addressable markets underpinned by government mandates and enduring safety, clean and sustainability themes

Leadership Market Positions

- Trusted products and brands in leadership positions, an established customer base supported by a solid dealer network, and continuous product development refined through customer insights

Scale Advantage

- Scale drives commercial and operational synergies across our businesses, with strategic sourcing a key driver

Strong Cash Flow

- Strong cash flow enables value-added capital deployment, supported by a robust pipeline of attractive M&A to drive growth and margins

Proven Management Team & Culture

- Experienced management team and a strong culture of entrepreneurship across the organization

Capital Allocation Framework

Our priorities for capital deployment include M&A, organic capex and returning capital to shareholders

Item	Target or Guidance	Commentary
Capital Expenditures	**~2.0%** of Net Sales	▪ Average annual spend rate, excluding any unusual expenditures (e.g., a new facility) ▪ Includes mix of maintenance and growth capital items
Net Leverage	**~2.5x** Net Debt / LTM EBITDA	▪ May temporarily exceed target for a larger, accretive acquisition ▪ Debt repayment as needed to stay below net leverage target ▪ $400mm revolver plus $400mm accordion (unlimited at net leverage <2.25x) ▪ 3.25x net leverage covenant (up to $75mm cash netting)
M&A	**Top Near-Term Priority**	▪ M&A guidelines as previously disclosed ▪ 1-2 tuck-in deals per year at accretive multiples ▪ Product categories, geographies and channels close to our core
Share Buybacks	**$50MM Authorization** Expiring October 2029	▪ Opportunistic, dependent on stock price ▪ ~20% of authorization deployed under current program through Q2'26
Dividends	**$0.34/Share** Current Dividend	▪ Targeting ~15% dividend payout ratio ▪ 2025 payout ratio of 14%

Long Term Financial Targets

Key Targets	
1	Sales Growth of 8-10% Inclusive of Acquisitions
2	Adjusted Operating Income Margins of ~15%
3	Adjusted EBITDA Margins of ~18%
4	Free Cash Flow of 100% as a Percentage of Net Income

Leadership

President & CEO
Robert Hureau

Executive VP & Chief Financial Officer
Agnes Kamps

Executive VP – Corporate Development
Ed Rizzuti

Executive VP – Industrial Equipment Division
Kevin Thomas

Vice President – General Counsel & Secretary
Andrew Sefzik

Vice President – Corporate Human Resources
Amber Steele

Vice President – Internal Audit
Lori Sullivan

Board of Directors

Independent Chair of the Board
Richard Parod

Chair of Compensation Committee
Robert Bauer

Chair of Nominating / Governance Committee
Eric Etchart

Chair of Audit Committee
Tracy Jokinen

Member
Robert Hureau

Member
Lorie Tekorius

Member
Paul Householder

Member
Nina Grooms

Member
Colleen Haley

Mission

To provide our customers with innovative equipment solutions

Vision

To help keep our communities clean, safe and sustainable

Safety

We look out for each other, so no one gets hurt

Respect

We treat people with a high regard and value different perspectives

Integrity

We are always honest in our work and keep our commitments

Accountability

We take full responsibility for our actions and outcomes

Customer Focused

We make decisions with our customers in mind and work to earn their trust

Teamwork

We succeed together to do our jobs well

Corporate Office 1627 East Walnut St. Seguin, Texas 78155

Robert P. Hureau
President & CEO

Agnes Kamps
EVP / Chief Financial Officer

Kevin Carter
VP / Finance, Strategy & Investor Relations

Additional details about Alamo Group's financial news and reports can be located on our website in the following documents:

Earning Release can be found at alamo-group.com > Investors > Financial News Release:
https://www.alamo-group.com/2026-financial-news-release/

10-Q can be found at alamo-group.com > Investors > Financial Reports:
https://www.alamo-group.com/2026-financial-reports/

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Appendix

Income Statement

(in USD Millions)	Q2'26	Q1'26	Q4'25	Q3'25	Q2'25	Q1'25	Q4'24	Q3'24
Net Sales	450.7	417.1	373.6	420.0	419.1	390.9	385.3	401.3
Gross Margin	110.9	104.8	85.0	101.7	108.3	102.8	91.8	100.9
% of Net Sales	*24.6%*	*25.1%*	*22.7%*	*24.2%*	*25.8%*	*26.3%*	*23.8%*	*25.1%*
Operating Expenses	65.1	62.6	62.5	64.1	61.2	58.4	57.3	60.8
Operating Income	45.8	42.2	22.5	37.5	47.1	44.5	34.4	40.1
Adjusted Operating Income	50.1	44.7	31.5	41.4	48.1	45.4	35.4	41.7
% of Net Sales	*11.1%*	*10.7%*	*8.4%*	*9.8%*	*11.5%*	*11.6%*	*9.2%*	*10.4%*
Net Income	30.9	29.2	15.5	25.4	31.1	31.8	28.1	27.4
Interest, Net	3.6	3.1	2.5	2.4	2.5	2.0	2.7	4.3
Provision for Income Taxes	10.7	9.9	5.8	9.6	10.3	10.0	6.4	8.3
Depreciation	9.4	9.8	10.0	9.6	9.8	9.4	9.6	9.2
Amortization	5.0	4.9	4.2	4.2	4.1	4.0	4.1	4.1
EBITDA	59.6	56.8	38.0	51.2	57.7	57.3	50.8	53.3
Adjusted EBITDA	63.9	59.3	44.8	55.0	58.8	58.3	51.8	54.9
% of Net Sales	*14.2%*	*14.2%*	*12.0%*	*13.1%*	*14.0%*	*14.9%*	*13.4%*	*13.7%*
Net Income	30.9	29.2	15.5	25.4	31.1	31.8	28.1	27.4
Adjustments:								
add: CEO Transition(1)	-	-	-	1.4	0.2	0.2	-	-
add: Acquisition and Integration Expenses(2)	0.3	0.4	1.2	1.0	0.2	-	-	-
add: Restructuring Expenses(3)	3.0	1.5	3.8	0.4	0.5	0.6	0.8	1.2
Adjusted Net Income	34.2	31.1	20.6	28.2	31.9	32.5	28.9	28.6
Adjusted Fully Diluted EPS	2.82	2.56	1.70	2.34	2.63	2.70	2.39	2.38

(1) CEO Transition includes accelerated stock compensation, recruiting expenses, sign-on bonus, and moving expenses
(2) Acquisition and integration expenses include advisory fees and other related costs for both successful and unsuccessful deals, integration and divestiture expenses
(3) Restructuring expenses include costs related to leadership changes, severance costs, facility move and setup costs, and advisory fees associated with operational improvements

Reconciliation

(in USD Millions)	Q2'26	Q1'26	Q4'25	Q3'25	Q2'25	Q1'25	Q4'24	Q3'24
Net Sales	450.7	417.1	373.6	420.0	419.1	390.9	385.3	401.3
Operating Income	45.8	42.2	22.5	37.5	47.1	44.5	34.4	40.1
Adjustments:								
add: CEO Transition(1)	-	-	-	1.9	0.2	0.2	-	-
add: Acquisition and Integration Expenses(2)	0.4	0.6	1.6	1.4	0.2	-	-	-
add: Restructuring Expenses(3)	4.0	1.9	7.3	0.6	0.6	0.8	1.0	1.6
Adjusted Operating Income	50.1	44.7	31.5	41.4	48.1	45.4	35.4	41.7
% of Net Sales	*11.1%*	*10.7%*	*8.4%*	*9.8%*	*11.5%*	*11.6%*	*9.2%*	*10.4%*
Operating Income	45.8	42.2	22.5	37.5	47.1	44.5	34.4	40.1
Depreciation	9.4	9.8	10.0	9.6	9.8	9.4	9.6	9.2
Amortization	5.0	4.9	4.2	4.2	4.1	4.0	4.1	4.1
Other (Income) / Expense	0.6	(0.0)	(1.3)	0.2	3.2	0.7	(2.7)	0.0
EBITDA	59.6	56.8	38.0	51.2	57.7	57.3	50.8	53.3
Adjustments:								
add: CEO Transition(1)	-	-	-	1.9	0.2	0.2	-	-
add: Acquisition and Integration Expenses(2)	0.4	0.6	1.6	1.4	0.2	-	-	-
add: Restructuring Expenses(3)	4.0	1.9	5.2	0.6	0.6	0.8	1.0	1.6
Adjusted EBITDA	63.9	59.3	44.8	55.0	58.8	58.3	51.8	54.9
% of Net Sales	*14.2%*	*14.2%*	*12.0%*	*13.1%*	*14.0%*	*14.9%*	*13.4%*	*13.7%*

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(3) Restructuring expenses include costs related to leadership changes, severance costs, facility move and setup costs, and advisory fees associated with operational improvements

Reconciliation – Industrial Division

(in USD Millions)	Q2'26	Q1'26	Q4'25	Q3'25	Q2'25	Q1'25	Q4'24	Q3'24
Net Sales	271.6	241.7	234.9	247.0	240.7	227.1	225.5	211.2
Operating Income	36.9	31.6	33.1	30.1	34.3	31.1	28.0	27.7
Adjustments:								
add: CEO Transition(1)	-	-	-	1.0	0.1	0.1	-	-
add: Acquisition and Integration Expenses(2)	0.2	0.4	0.9	0.7	0.1	-	-	-
add: Restructuring Expenses(3)	1.4	0.3	1.0	-	-	-	-	-
Adjusted Operating Income	38.5	32.4	35.0	31.8	34.6	31.3	28.0	27.7
% of Net Sales	*14.2%*	*13.4%*	*14.9%*	*12.9%*	*14.4%*	*13.8%*	*12.4%*	*13.1%*
Operating Income	36.9	31.6	33.1	30.1	34.3	31.1	28.0	27.7
Depreciation	5.3	5.5	5.7	5.6	5.5	5.4	5.1	4.7
Amortization	2.0	1.9	1.3	1.3	1.1	1.1	1.1	1.1
Other (Income) / Expense	0.5	0.0	0.5	0.4	0.9	0.4	(1.2)	0.4
EBITDA	43.7	39.0	39.6	36.5	40.1	37.3	35.5	33.1
Adjustments:								
add: CEO Transition(1)	-	-	-	1.0	0.1	0.1	-	-
add: Acquisition and Integration Expenses(2)	0.2	0.4	0.9	0.7	0.1	-	-	-
add: Restructuring Expenses(3)	1.4	0.3	1.0	-	-	-	-	-
Adjusted EBITDA	45.3	39.7	41.5	38.2	40.3	37.4	35.5	33.1
% of Net Sales	*16.7%*	*16.4%*	*17.7%*	*15.5%*	*16.8%*	*16.5%*	*15.7%*	*15.7%*

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(2) Acquisition and integration expenses include advisory fees and other related costs for both successful and unsuccessful deals, integration and divestiture expenses
(3) Restructuring expenses include costs related to leadership changes, severance costs, facility move and setup costs, and advisory fees associated with operational improvements

Reconciliation – Vegetation Division

(in USD Millions)	Q2'26	Q1'26	Q4'25	Q3'25	Q2'25	Q1'25	Q4'24	Q3'24
Net Sales	179.1	175.4	138.7	173.1	178.4	163.9	159.8	190.1
Operating Income	8.9	10.5	(10.6)	7.5	12.8	13.3	6.5	12.4
Adjustments:								
add: CEO Transition(1)	-	-	-	0.9	0.1	0.1	-	-
add: Acquisition and Integration Expenses(2)	0.1	0.2	0.7	0.7	0.1	-	-	-
add: Restructuring Expenses(3)	2.6	1.6	6.3	0.6	0.6	0.8	1.0	1.6
Adjusted Operating Income	11.7	12.3	(3.5)	9.6	13.6	14.2	7.5	14.0
% of Net Sales	*6.5%*	*7.0%*	*(2.5%)*	*5.6%*	*7.6%*	*8.6%*	*4.7%*	*7.4%*
Operating Income	8.9	10.5	(10.6)	7.5	12.8	13.3	6.5	12.4
Depreciation	4.1	4.3	4.2	4.1	4.3	4.1	4.4	4.5
Amortization	3.0	3.0	3.0	3.0	2.9	2.9	2.9	2.9
Other (Income) / Expense	0.1	(0.1)	(1.7)	(0.2)	2.3	0.3	(1.5)	(0.4)
EBITDA	15.9	17.8	(1.6)	14.7	17.7	20.0	15.3	20.2
Adjustments:								
add: CEO Transition(1)	-	-	-	0.9	0.1	0.1	-	-
add: Acquisition and Integration Expenses(2)	0.1	0.2	0.7	0.7	0.1	-	-	-
add: Restructuring Expenses(3)	2.6	1.6	4.1	0.6	0.6	0.8	1.0	1.6
Adjusted EBITDA	18.6	19.6	3.2	16.8	18.5	20.8	16.3	21.8
% of Net Sales	*10.4%*	*11.2%*	*2.3%*	*9.7%*	*10.4%*	*12.7%*	*10.2%*	*11.5%*

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Cash Flow & Balance Sheet

(in USD Millions)	Q2'26	Q1'26	Q4'25	Q3'25	Q2'25	Q1'25	Q4'24	Q3'24
Net Cash from Operating Activities	46.2	(23.5)	75.1	65.5	22.7	14.2	79.1	96.3
Capital Expenditures	(5.8)	(4.5)	(5.2)	(12.4)	(7.0)	(6.0)	(6.0)	(7.9)
Free Cash Flow	40.4	(28.0)	69.9	53.1	15.7	8.2	73.1	88.4
LTM Free Cash Flow % of Net Income	134%	109%	142%	129%	157%	172%	159%	130%
LTM Capex % of Net Sales	1.7%	1.8%	1.9%	1.9%	1.7%	1.5%	1.5%	1.8%
Dividends Paid	4.1	4.1	3.6	3.6	3.6	3.6	3.1	3.1
Common Stock Repurchased	9.4	1.4	0.0	1.4	0.0	1.6	0.0	0.1
Total Debt	262.7	290.5	205.7	209.4	213.1	216.8	220.5	224.2
Cash	195.0	195.2	309.7	244.8	201.8	200.3	197.3	140.0
Total Debt Net of Cash	67.7	95.2	(103.9)	(35.4)	11.3	16.5	23.2	84.1
LTM Adjusted EBITDA	223.0	217.9	216.9	223.9	223.8	226.1	228.4	235.9
Net Leverage (Net Debt / LTM Adjusted EBITDA)	0.3x	0.4x	(0.5x)	(0.2x)	0.1x	0.1x	0.1x	0.4x
Current Assets	992.7	983.6	998.1	979.4	942.6	911.2	857.5	879.6
Current Liabilities	226.1	227.8	218.4	221.1	206.9	211.7	190.3	212.0
Working Capital	766.6	755.7	779.7	758.3	735.7	699.5	667.2	667.6
Current Ratio	4.4x	4.3x	4.6x	4.4x	4.6x	4.3x	4.5x	4.1x
Shareholders' Equity	1,188.1	1,172.9	1,148.7	1,132.6	1,115.4	1,057.1	1,018.3	1,017.7
Total Debt % of Total Capitalization	18.1%	19.8%	15.2%	15.6%	16.0%	17.0%	17.8%	18.1%
Total Debt Net of Cash % of Total Capitalization	5.4%	7.5%	(9.9%)	(3.2%)	1.0%	1.5%	2.2%	7.6%

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