

ALAMO GROUP INC.
ANNUAL VIRTUAL MEETING OF SHAREHOLDERS
May 1, 2026

RULES OF CONDUCT

Welcome to Alamo Group's 2026 Annual Meeting of Shareholders. Your 16-digit control number is required to attend, vote and ask questions during the meeting. In fairness to all participants and in the interest of an orderly and constructive meeting, we ask that you abide by the following Rules of Conduct.

1. The Chair of the meeting has the authority to conduct the meeting and rule on any questions or procedural matters that may arise. Any action taken by the Chair of the meeting will be final and binding on all persons.
2. The only business to be conducted at the meeting consists of the three proposals set forth in the Notice of Annual Meeting of Shareholders and in the Proxy Statement. Proposals will be taken up in the sequence indicated on the Annual Meeting Agenda.
3. You do not need to vote at the meeting if you have already voted by telephone, Internet or mail. However, if you wish to change your vote, or if you have not previously voted, you may vote by logging into the virtual meeting at www.virtualshareholdermeeting.com/ALG2026 during the meeting while the polls are open. The polls will be opened and will remain open until the official business of the meeting has been completed. If any item of the official business of the meeting is not properly presented at the meeting, votes on that item will not be counted.
4. Shareholders will have the opportunity to submit questions during the meeting. To do so, please submit your question by logging into the virtual annual meeting platform and typing your question into the applicable field provided in the web portal. Please provide your name, address (city and state) and organization, and, if applicable, the specific proposal to which your question relates. In order to facilitate responses and discussion, all questions should be succinct and limited to one topic.