
# Third Quarter Fiscal 2026 Financial Results

February 6, 2026

GRAHAM CORPORATION

# Safe Harbor Statement

### Safe Harbor Regarding Forward Looking Statements

This presentation contains forward-looking statements within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended.

Forward-looking statements are subject to risks, uncertainties and assumptions and are identified by words such as “expects,” “future,” “outlook,” “anticipates,” “believes,” “could,” “guidance,” “should,” “target,” ”may”, “will,” “plan,” “project” and other similar words. All statements addressing operating performance, events, or developments that Graham Corporation expects or anticipates will occur in the future, including but not limited to, profitability of future projects and the business, its ability to deliver to plan, its ability to continue to strengthen relationships with customers in the defense industry, its ability to secure future projects and applications, expected expansion and growth opportunities, anticipated sales, revenues, adjusted EBITDA, adjusted EBITDA margins, capital expenditures and SG&A expenses, the timing of conversion of backlog to sales, orders, market presence, profit margins, tax rates, tariffs, foreign sales operations, customer preferences, changes in market conditions in the industries in which it operates, changes in general economic conditions and customer behavior, forecasts regarding the timing and scope of the economic recovery in its markets, and its acquisition and growth strategy, are forward-looking statements. Because they are forward-looking, they should be evaluated in light of important risk factors and uncertainties. These risk factors and uncertainties are more fully described in Graham Corporation’s most recent Annual Report filed with the Securities and Exchange Commission (the “SEC”), included under the heading entitled “Risk Factors”, and in other reports filed with the SEC.

Should one or more of these risks or uncertainties materialize or should any of Graham Corporation’s underlying assumptions prove incorrect, actual results may vary materially from those currently anticipated. In addition, undue reliance should not be placed on Graham Corporation’s forward-looking statements. Except as required by law, Graham Corporation disclaims any obligation to update or publicly announce any revisions to any of the forward-looking statements contained in this presentation.

### Use of Key Performance Indicators

This presentation includes key performance indicators, such as orders, backlog, and book-to-bill ratio. See the slide entitled "Disclaimer Regarding Key Performance Metrics" in this presentation for information regarding these key performance indicators.

### Use of Non-GAAP Measures

This presentation includes non-GAAP measures, such as Adjusted EBITDA, Adjusted EBITDA margin, Adjusted Net income (loss) and Adjusted Net income (loss) per diluted share. See the Appendix for information regarding these non-GAAP measures, including reconciliations to the most directly comparable U.S. GAAP financial measures.

### Use of Forward-Looking Non-GAAP Financial Measures

Forward-looking ROIC, adjusted EBITDA and adjusted EBITDA margin are non-GAAP measures. 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 measures 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 2025 financial results. These non-GAAP financial measures are preliminary estimates and are subject to risks and uncertainties, including, among others, changes in connection with purchase accounting, quarter-end, and year-end adjustments. Any variation between the Company’s actual results and preliminary financial estimates set forth above may be material.

Forward-looking ROIC is defined as a return on invested capital and is calculated by dividing net operating profit after taxes by the total invested capital. Forward-looking ROIC is not a measure determined in accordance with GAAP. Nevertheless, Graham believes that providing forward-looking ROIC is important for investors and other readers of Graham’s financial statements, as it is used as an analytical indicator by Graham’s management to better understand profitability and efficiency of use of capital for certain projects. Because forward-looking ROIC is a non-GAAP measure and is thus susceptible to varying calculations, forward-looking ROIC, as presented, may not be directly comparable to other similarly titled measures used by other companies.

# Financial Highlights

Graham is a ***GLOBAL LEADER*** in the design and manufacture of mission-critical fluid, power, vacuum, heat transfer, and advanced mixing solutions

GHM LISTED NYSE

## Strong Third Quarter Performance Driven by End Market Demand and Robust Backlog

### Q3 FY26 Highlights

| | | |
|---|---|---|
| $56.7M | +21% | Revenue |
| 23.8% | -100 bps | Gross Profit Margin |
| $2.8M | 79% | GAAP Net Income |
| $6.0M | +50% | Adj. EBITDA(1) |

***Record*** Backlog(2) of $515.6 million

Q3 FY26 Orders(2) of $71.7 million

Book-to-Bill ratio(2) of 1.3x

(1) See appendix for additional important disclosures regarding Graham's use of the non-GAAP measure of Adjusted EBITDA and the reconciliation of Net Income to Adjusted EBITDA.
(2) See appendix for additional information regarding Graham's use of key performance metrics.

# Graham Acquires FlackTek

GHM

+

FlackTek™

| | |
|---|---|
| **Transaction Overview** | • Purchase price of $35 million, compromised of 85% cash and 15% of GHM's common stock (75,818 shares)<br>• Four-year potential earn out of an additional $25 million beginning with fiscal year 2027, based upon achieving progressively increasing adjusted EBITDA performance targets each year<br>• The base purchase price represents approximately 12x FlackTek's projected adjusted EBITDA for 2026 |
| **Transaction Highlights** | • Adds advanced materials processing as a scalable third core platform<br>• Adds proprietary mixing products, utilizing bladeless dual asymmetric centrifugal principles, which builds off the strong foundation in vacuum, heat transfer, and high-speed turbomachinery<br>• Process-critical and market-agnostic, serving defense, energetics, oil & gas, food, battery, aerospace and space, medical, and other industrial applications<br>• Projected 2026 revenue of approximately $30 million<br>• FlackTek's Chief Executive Officer, Matt Gross, will join Graham's leadership team as VP & General Manager and will continue to lead the FlackTek business<br>• Acquisition consistent with defined M&A criteria: moated engineered product, 80% domestic customer base, privately owned with post-deal leadership continuity |

# Transaction Overview

## Company Overview

- Headquartered in Louisville, CO; Distribution facility in Greenville, SC
- Recognized as a leader in high-performance, bladeless centrifugal mixing, FlackTek designs and manufactures advanced mixing systems, accessories, consumables, and material processing solutions built on its proprietary product portfolio
- Trusted by a global customer base that includes industry-leading OEMs, research and development centers, defense laboratories, and industrial manufacturers
- Serves diverse end-users across advanced materials markets including adhesives, sealants, functional coatings, composites, electronics, and many more
- Large install base that drives predictable, recurring demand for proprietary consumables, accessories, and services, enhancing revenue visibility and lifetime value.

## End Markets & Applications

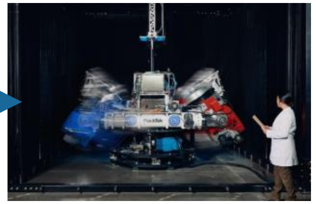
**Defense**
Mission-critical materials for energetics, radar, missiles, sensors, avionics, UAVs electronics, drones, etc.

**Space**
Precision materials mixing for thermal coatings, thrust control, insulation systems, structure coatings, etc.

**Energy & Process**
Coatings, sealants & adhesives for nuclear fuel, oil & gas, chemical, food, pharmacy, batteries, etc.

**Industrial**
Composites & advanced materials for aerospace, medical, personal care, additive mfg., etc.

## Products



Lab (<1kg) to Production (300kg) Mixers

Consumables

Integrated Systems

| 1996 | ~55 | ~$30M | 12x Valuation | 2,500+ | 20+ |
|---|---|---|---|---|---|
| Established | Employees | 2026 Annual Revenue | 2026 Adj. EBITDA | Units Installed Base | Patents & Pending |

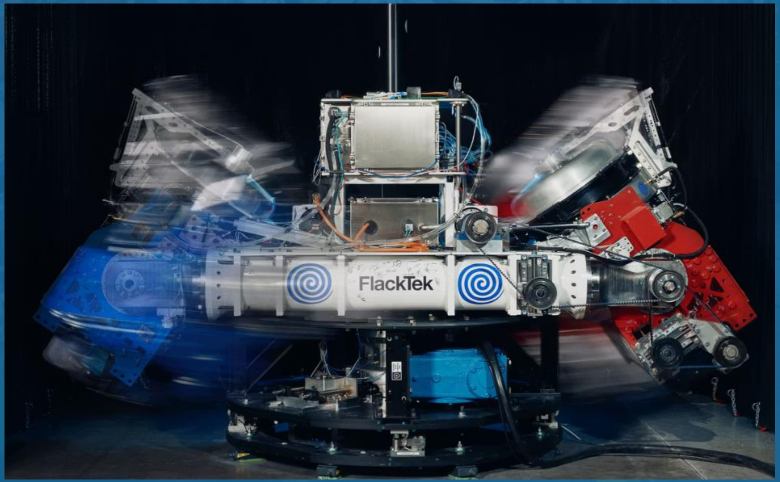
# Strategic Rationale

A ***pioneer*** in high-performance, mission-critical materials processing


- ✓ Acquisition adds advanced mixing and materials processing as the third pillar to Graham's technology platform
- ✓ Expands Graham's ability to solve complex customer challenges that increasingly demand integrated solutions spanning rotating machinery, vacuum environments, thermal management, and advanced materials processing
- ✓ FlackTek's technology sits naturally alongside Barber-Nichols' turbomachinery and Graham Manufacturing's vacuum and heat transfer systems, creating a more comprehensive engineered solutions platform
- ✓ FlackTek adds a proven and defensible product portfolio with a shared customer base and an installed footprint that extends across the full value chain, from upstream to downstream production and quality control
- ✓ Mixing systems are process-critical and market-agnostic, serving defense, energetics, oil & gas, food, battery, aerospace and space, medical, and other industrial applications where precision, repeatability, and consistency drive value
- ✓ Growing installed base drives repeat consumables, accessories, and service revenue, enhancing revenue visibility, durability, and margin profile over time
- ✓ Deal structure with upfront consideration and performance-based earnout supports strong returns while preserving balance sheet flexibility and long-term value creation

# MEGA by FlackTek

Unmatched speed, efficiency, precision and scale with the world's most sophisticated and largest high-speed bladeless mixer




## Product Highlights

- **Category-Defining Mixing Platform**
  - Proprietary bladeless dual asymmetric centrifugal mixer, the only system globally capable of multi-hundred-kilogram batch processing in twin, 55-gallon-scale drum format
- **The MEGA: Production-Validated by Anduril Industries**
  - Anduril and FlackTek collaborated to support rapid scaling of solid rocket motor propellant production, demonstrating performance in mission-critical, safety-sensitive applications
- **Step-Change in Manufacturing Throughput**
  - Delivers >24x production throughput versus conventional planetary mixers, reducing mixing cycles from hours to minutes and enabling true high-volume industrial scale
- **Precision at Scale**
  - Enables highly repeatable, uniform mixing with minimal waste maintaining quality consistency even at materially larger batch sizes
- **Compelling Customer Economics**
  - Smaller footprint, faster cycle times, and higher throughput translate to lower unit costs, improved capacity utilization, and accelerated time-to-delivery
- **Significant Growth Opportunity**
  - Demand for larger mixing platform is strong, with several use cases across the value chain and with current customer base

# Organic Investments Fueling Future Growth

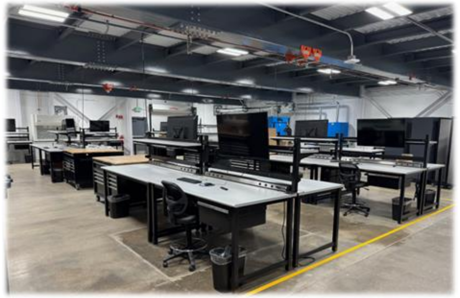
**Strategic >20% ROIC(1) projects nearing completion will drive sustainable growth**

## DEFENSE

- ✓ New Navy Facility in Batavia, NY completed in 2QFY26
  - *$17.6 million expansion backed by $13.5 million customer grant*
- ✓ Automated welding machines installed & commissioned
- Batavia, NY X-Ray Facility scheduled for completion in FY26

## ENERGY & PROCESS

- ✓ Renovated Assembly & Test Facility in Arvada, CO completed 1QFY26
  - *Fully operational with product & people*
- ✓ Kicked off aftermarket acceleration initiative utilizing AI
- ✓ Grew India team and consolidated in Pune



## SPACE

- ✓ Cryogenic Test Facility in Jupiter, FL completed in 4QFY26
  - *Commissioning through end of fiscal year*
- ✓ Liquid Nitrogen Testing in Arvada, CO completed in 2QFY26
  - *First 4 units successfully tested & delivered*


## GRAHAM CORPORATE

- ✓ IT infrastructure upgrade in Arvada, CO completed in 1QFY26
- Batavia ERP upgrade scheduled for "go-live" in 1QFY27
  - *Streamline workstreams, improve transactional efficiency, and standardize cross-functional comms*

*(1) See the Safe Harbor Statement for additional important disclosures regarding Graham's use of the non-GAAP measure of forward-looking ROIC*

# Completed Strategic Facility Expansions

## New Navy Facility in Batavia, NY *(Completed 2QFY26)*

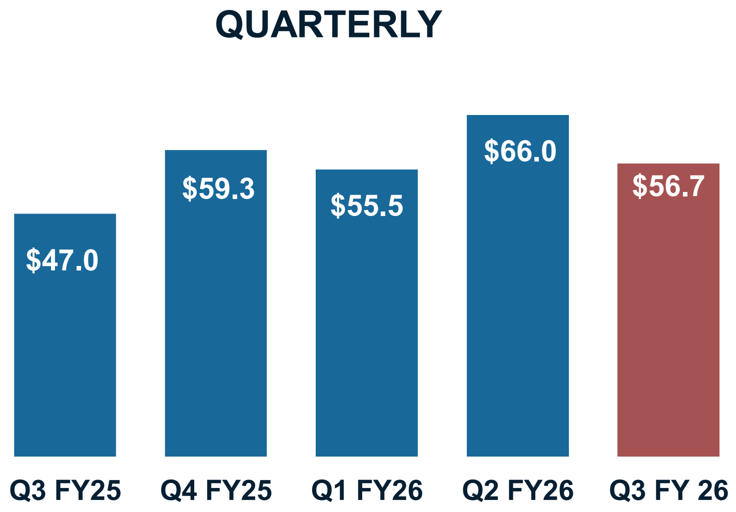

## Assembly & Test Facility at Barber Nichols *(Completed 1QFY26)*

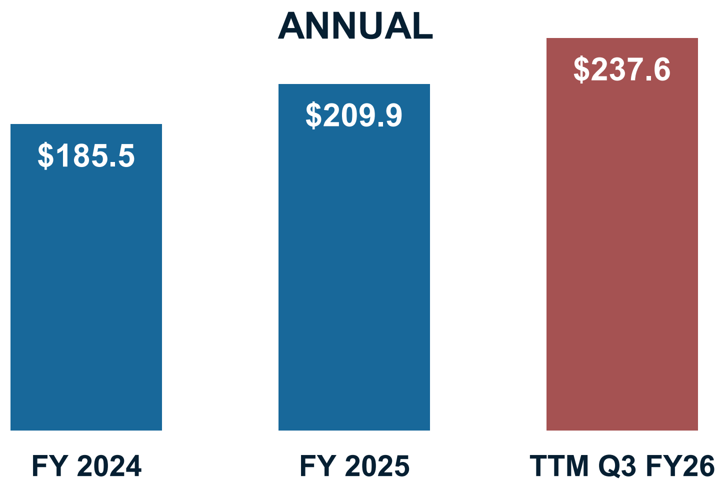
## Cryogenic Test Facility in Jupiter, FL *(Completed 4QFY26)*

## Liquid Nitrogen Testing at Barber Nichols *(Completed 2QFY26)*

# Revenue Performance

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




**Q3 FY26 sales up $9.7 million or 21%**

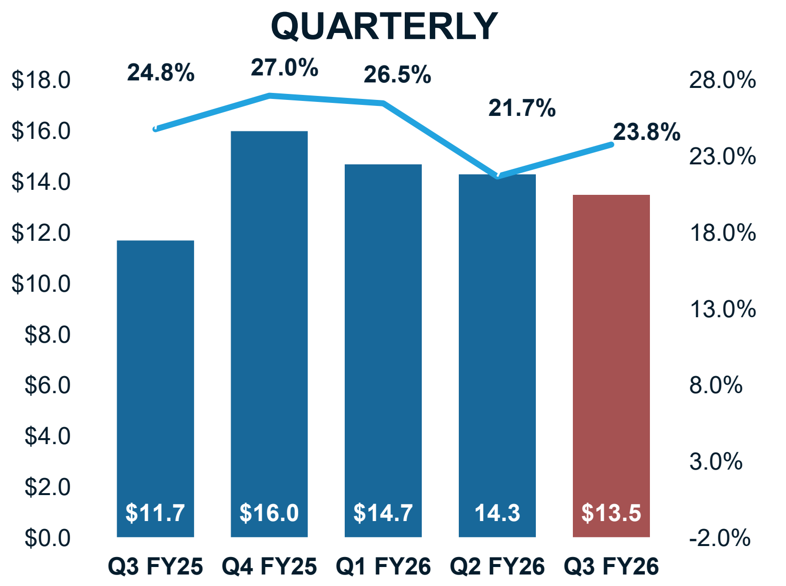
+ 31% Defense
+ 13% Energy & Process
+ 11% Aftermarket
- 18% Space

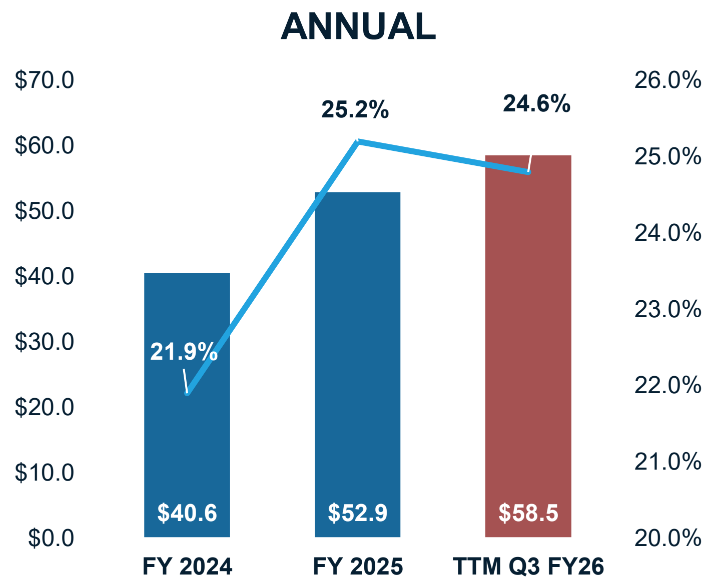
**Revenue Impacts**

+ Timing of project milestones (material receipts)
+ New programs
+ Growth in existing programs
+ Mix

# Strong Gross Profit & Margin Expansion

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



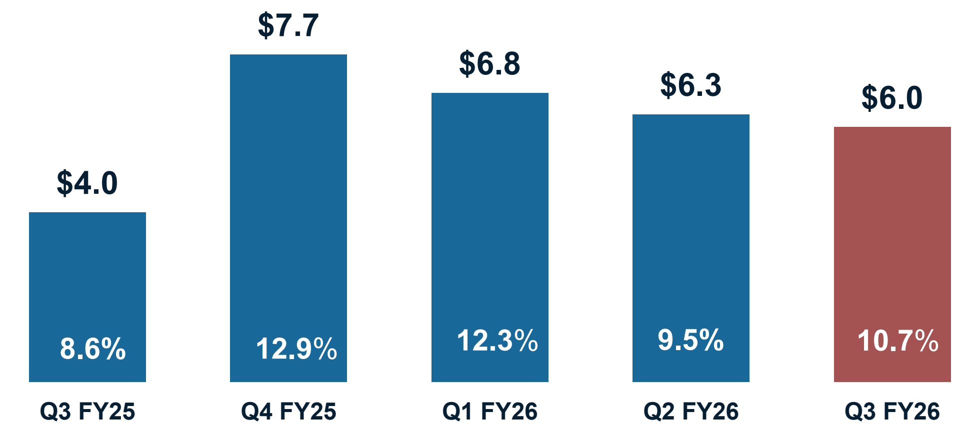

### Q3 FY26 Gross Profit Increased $1.8 Million or 15%

- Gross margin decreased 100 bps to 23.8%
- Q3 FY26 gross margin impacted by:

- Higher mix of lower margin sales including higher level of material receipts
- YTD impact of tariffs ~$1 *million*
- Q3 FY25 includes $0.3 million benefit of Blue Forge Alliance grant

# Adjusted EBITDA & Adjusted EBITDA Margins[(1)]

QUARTERLY




($ in millions except per share data)

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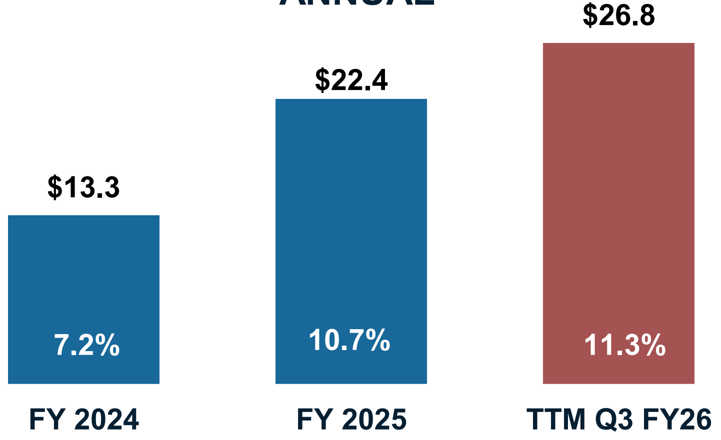
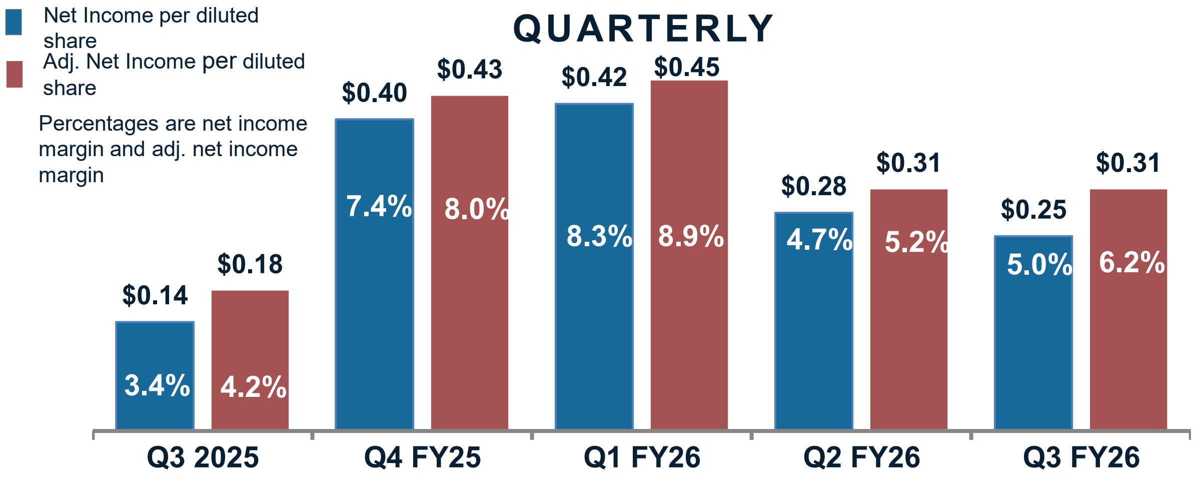



# Net Income, Adj. Net Income Per Diluted Share & Margin[(1)]

QUARTERLY




($ in millions except per share data)

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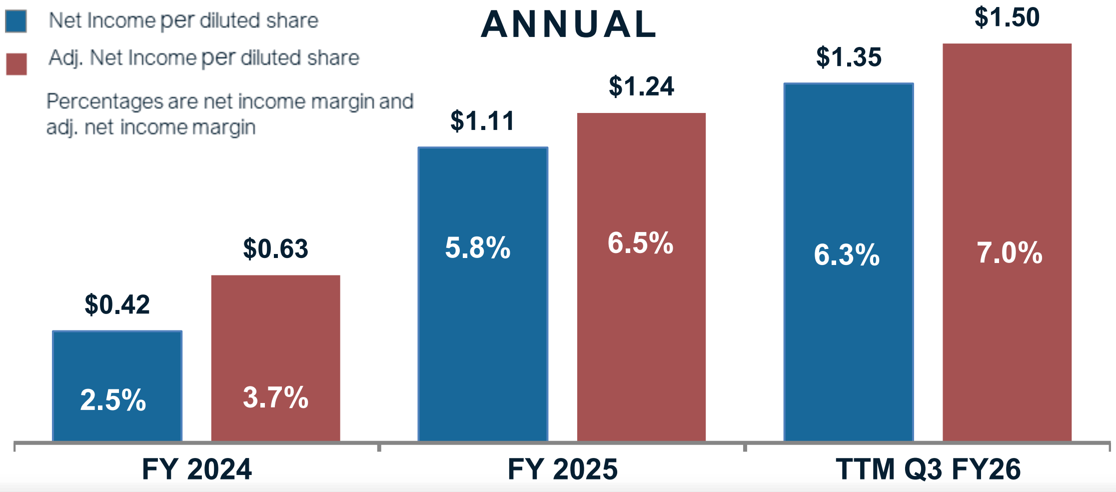
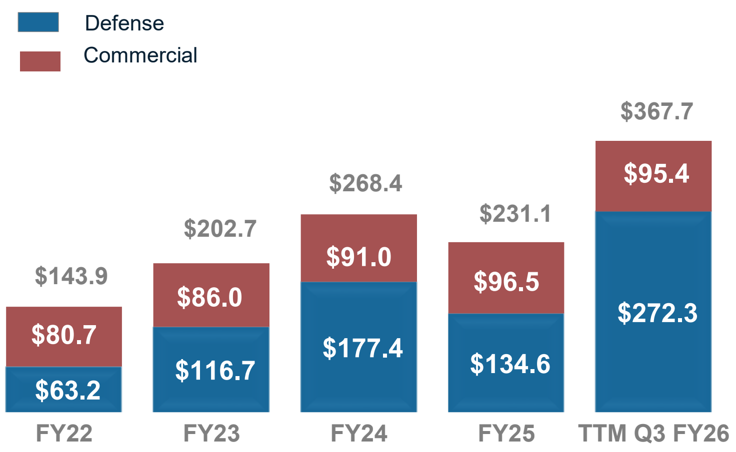



(1) See appendix for additional important disclosures regarding Graham's use of the non-GAAP measures of Adjusted EBITDA, Adjusted EBITDA Margins, Adjusted Net income and Adjusted Net Income per diluted share.

# Long-Term Demand For Graham Diversified Portfolio

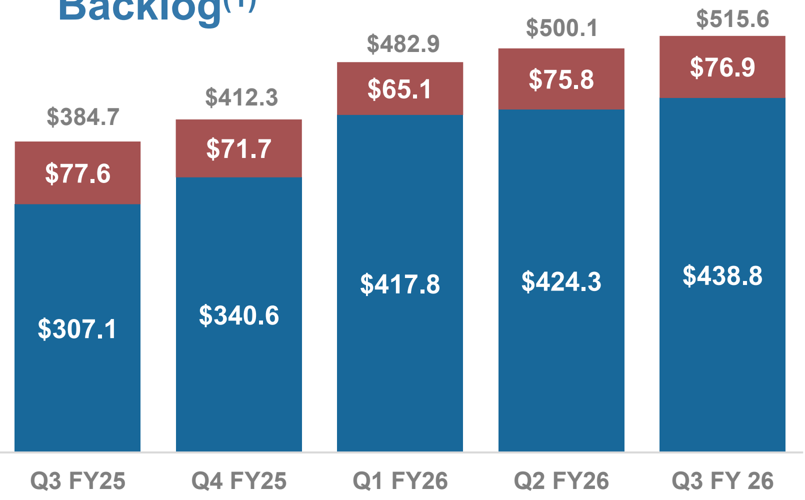
($ in millions; narrative compared with prior-year period unless otherwise noted)

## Total Orders[1]




**Q3 FY26 Book-to-Bill[1] of 1.3x**

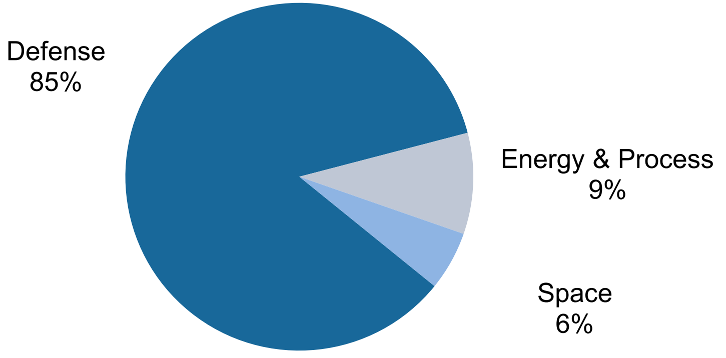
## Backlog[1]




## Highlights

- Orders increased 122%; book-to-bill 1.3x (1.6x YTD)
- Record backlog of $515.6 million
- Continued momentum in Defense and Space
- Aftermarket orders down from record levels
- E&P large capital projects delayed
- Expect approximately 35% to 40% of backlog to convert to sales in the next 12 months; another 25% to 30% the following year

## Q3 Backlog by Industry[2]




(1) See appendix for additional information regarding Graham's use of key performance metrics.
(2) Due to rounding, percentages may not sum up to 100%

# Balance Sheet & Liquidity

**CAPITAL DEPLOYED BASED ON HIGHEST RISK-ADJUSTED RETURNS TO MAXIMIZE LONG-TERM SHAREHOLDER VALUE**

## Q3 FY26 Overview

| | |
|---|---|
| **$4.8M** | Cash provided by operating activities |
| **$2.2M** | Capital Expenditures |
| **$22.3M** | Cash and cash equivalents |
| **$80.0M** (2) | Amended revolving credit agreement |
| **$53.0M** (2) | Remaining on revolving credit facility |
| **$20.0M** (2) | Debt outstanding |

## Capital Allocation Framework

**01** **STRONG BALANCE SHEET**

- Strong cash generation and fiscal discipline

**02** **ORGANIC GROWTH**

- Capex of 7-10% of sales | R&D of 1-2% of sales
- Greater than >20% ROIC[1] investments

**03** **M&A**

- Leverage <3.0x
- See appendix

(1) See the Safe Harbor Statement for additional important disclosures regarding Graham's use of the non-GAAP measure of forward-looking ROIC
(2) As of February 6, 2026; Increased revolving credit facility from $50 million to $80 million as of January 23, 2026

# FY26 Financial Outlook

| *(As of February 6, 2026)* | Fiscal 2026 Guidance[4] (New) | Fiscal 2026 Guidance (Old) |
|---|---|---|
| **Net Sales** | $233 million to $239 million | $225 million to $235 million |
| **Gross Margin[1]** | 24.0% to 25.0% of sales | 24.5% to 25.5% of sales |
| **SG&A Expense (including amortization)[2]** | 17.5% to 18.5% of sales | 17.5% to 18.5% of sales |
| **Adjusted EBITDA[1][3]** | $24 million to $28 million | $22 million to $28 million |
| **Effective Tax Rate** | 16% to 18% | 20% to 22% |
| **Capital Expenditures** | $15 million to $18 million | $15 million to $18 million |

## Highlights

- Implies 12% revenue growth at midpoint of range
- Implies 16% Adjusted EBITDA growth at midpoint of range
- Implies 11% Adjusted EBITDA margin at midpoint of range

*Our expectations for sales and profitability assumes that we will be able to operate our production facilities at planned capacity, have access to our global supply chain including our subcontractors, do not experience any global disruptions, and experience no impact from any other unforeseen events.*

(1) Includes the estimated impact of increased tariffs over the prior year of approximately $1.0 million to $1.5 million.
(2) Includes approximately $7.0 million to $8.0 million of Barber-Nichols supplemental performance bonus, equity-based compensation, acquisition & integration, and enterprise resource planning ("ERP") conversion costs included in SG&A expense.
(3) Excludes net interest expense (income), income taxes, depreciation, and amortization from net income, as well as approximately $3.0 million to $4.0 million of equity-based compensation, net acquisition & integration, and ERP conversion costs included in SG&A expense, net.
(4) Includes impact of FlackTek and Xdot acquisitions

# Q&A

# Appendix

# M&A Growth

OPPORTUNISTIC ACQUISITION STRATEGY TO SUPPLEMENT 8-10% ANNUAL ORGANIC GROWTH EXPECTATIONS

| TARGET CATEGORY | ATTRIBUTES |
|---|---|
| COMPANY TYPE | U.S. based, privately held, independently operated |
| INDUSTRY FOCUS | Fluid/power sectors supporting aerospace, defense, cryogenic, and niche industrial markets |
| MANAGEMENT & CULTURE | Leadership with a commitment to long-term growth and a high-quality, continuous improvement culture |
| PRODUCT ALIGNMENT | Complementary to GHM turbomachinery, heat transfer, and vacuum businesses |
| TECHNOLOGY MOAT | Engineered-to-order or systems developer covering full lifecycle (design, manufacturing, aftermarket) |
| FINANCIAL CRITERIA | Purchase Price of $20M to $80M, with a target multiple of <10x EBITDA, Combination of cash, stock, and earnout consideration, keep leverage <3.0x |

# Key Performance Metrics

**Key Performance Indicators**

In addition to the non-GAAP measures used in this presentation, management uses the following key performance metrics to analyze and measure the Company's financial performance and results of operations: orders, backlog, and book-to-bill ratio. Management uses orders and backlog as measures of current and future business and financial performance, and these may not be comparable with measures provided by other companies. Orders represent written communications received from customers requesting the Company to provide products and/or services. Backlog is defined as the total dollar value of net orders received for which revenue has not yet been recognized. Management believes tracking orders and backlog are useful as it often times is a leading indicator of future performance. In accordance with industry practice, contracts may include provisions for cancellation, termination, or suspension at the discretion of the customer.

The book-to-bill ratio is an operational measure that management uses to track the growth prospects of the Company. The Company calculates the book-to-bill ratio for a given period as net orders divided by net sales.

Given that each of orders, backlog, and book-to-bill ratio are operational measures and that the Company's methodology for calculating orders, backlog, and book-to-bill ratio does not meet the definition of a non-GAAP measure, as that term is defined by the U.S. Securities and Exchange Commission, a quantitative reconciliation for each is not required or provided.

# Adjusted EBITDA Reconciliation

| | Three Months Ended December 31, 2025 | Three Months Ended December 31, 2024 | Nine Months Ended December 31, 2025 | Nine Months Ended December 31, 2024 |
|---|---|---|---|---|
| **Net income** | **$ 2,845** | **$ 1,588** | **$ 10,530** | **$ 7,835** |
| Acquisition & integration expense (income), net | 320 | (220) | 157 | (900) |
| ERP Implementation costs | 39 | 157 | 91 | 704 |
| Net interest income | (169) | (128) | (414) | (442) |
| Income tax expense | 358 | 659 | 1,909 | 2,003 |
| Equity-based compensation expense | 642 | 426 | 1,727 | 1,204 |
| Depreciation & amortization | 2,009 | 1,545 | 5,177 | 4,375 |
| **Adjusted EBITDA** | **$ 6,044** | **$ 4,027** | **$ 19,177** | **$ 14,779** |
| Net sales | $ 56,701 | $ 47,037 | $ 178,215 | $ 150,551 |
| Net income margin | 5.0% | 3.4% | 5.9% | 5.2% |
| Adjusted EBITDA margin | 10.7% | 8.6% | 10.8% | 9.8% |

***Non-GAAP Financial Measure:***
*Adjusted EBITDA is defined as consolidated net income (loss) before net interest expense, income taxes, depreciation, amortization, other acquisition related expenses, and other unusual/nonrecurring expenses. Adjusted EBITDA margin is defined as Adjusted EBITDA as a percentage of sales. Adjusted EBITDA and Adjusted EBITDA margin are not measures determined in accordance with generally accepted accounting principles in the United States, commonly known as GAAP. Nevertheless, Graham believes that providing non-GAAP information, such as Adjusted EBITDA and Adjusted EBITDA margin, is important for investors and other readers of Graham's financial statements, as it is used as an analytical indicator by Graham's management to better understand operating performance. Moreover, Graham's credit facility also contains ratios based on Adjusted EBITDA. Because Adjusted EBITDA and Adjusted EBITDA margin are non-GAAP measures and are thus susceptible to varying calculations, Adjusted EBITDA, and Adjusted EBITDA margin, as presented, may not be directly comparable to other similarly titled measures used by other companies.*

# Adjusted Net Income & Adjusted Diluted EPS Reconciliation

| | Three Months Ended December 31, | | Nine Months Ended December 31, | |
|---|---|---|---|---|
| | 2025 | 2024 | 2025 | 2024 |
| **Net income** | **$ 2,845** | **$ 1,588** | **$ 10,530** | **$ 7,835** |
| Acquisition & integration expense (income), net | 320 | (220) | 157 | (900) |
| Amortization of intangible assets | 510 | 554 | 1,507 | 1,663 |
| ERP Implementation costs | 39 | 157 | 91 | 704 |
| Tax impact of adjustments[1] | (200) | (113) | (404) | (337) |
| **Adjusted net income** | **$ 3,514** | **$ 1,966** | **$ 11,881** | **$ 8,965** |
| GAAP net income per diluted share | $ 0.25 | $ 0.14 | $ 0.95 | $ 0.71 |
| **Adjusted net income per diluted share** | **$ 0.31** | **$ 0.18** | **$ 1.07** | **$ 0.81** |
| Diluted weighted average common shares outstanding | 11,157 | 11,057 | 11,108 | 11,016 |

(1) *Applies a normalized tax rate to non-GAAP adjustments, which are pre-tax, based upon the statutory tax rate of 23%.*

***Non-GAAP Financial Measure:***
*Adjusted net income and adjusted net income per diluted share are defined as net income and net income per diluted share as reported, adjusted for certain items and at a normalized tax rate. Adjusted net income and adjusted net income per diluted share are not measures determined in accordance with GAAP, and may not be comparable to the measures as used by other companies. Nevertheless, Graham believes that providing non-GAAP information, such as adjusted net income and adjusted net income per diluted share, is 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 fiscal year's net income and net income per diluted share to the historical periods' net income and net income per diluted share. Graham also believes that adjusted net income per share, which adds back intangible amortization expense related to acquisitions, provides a better representation of the cash earnings of the Company.*