



Third Quarter 2025 Earnings

November 5, 2025

BUILT TO CONNECT

Safe Harbor

Certain statements contained in this presentation contain forward-looking statements within the meaning of the Securities Act of 1933, as amended, the Securities Exchange Act of 1934, as amended, and the Private Securities Litigation Reform Act of 1995. Such statements relate to, among other things, income, earnings, cash flows, changes in operations, operating improvements, businesses in which we operate, anticipated benefits from the TerraSource acquisition, the United States and global economies and guidance for fiscal 2025. Statements in the presentation that are not historical are hereby identified as "forward-looking statements" and may be indicated by words or phrases such as "anticipates", "supports", "plans", "projects", "expects", "believes", "should", "would", "could", "hope", "forecast", "management is of the opinion", use of the future tense and similar words or phrases. These forward-looking statements are based largely on management's expectations, which are subject to a number of known and unknown risks, uncertainties and other factors discussed and described in our most recent Annual Report on Form 10-K, including those risks described in Part I, Item 1A thereof, and in other reports subsequently filed by us with the Securities and Exchange Commission, including those risks described in Part II, Item 1A in our most recent Quarterly Report on Form 10-Q, which may cause actual results, financial or otherwise, to be materially different from those anticipated, expressed or implied by the forward-looking statements. All forward-looking statements included in this document are based on information available to us on the date hereof, and we assume no obligation to update any such forward-looking statements to reflect future events or circumstances, except as required by law.

NON-GAAP MEASURES

In an effort to provide investors with additional information regarding the Company's results, the Company refers to various GAAP (U.S. generally accepted accounting principles) and non-GAAP financial measures which management believes provide useful information to investors. These non-GAAP measures have no standardized meaning prescribed by U.S. GAAP and therefore are unlikely to be comparable to the calculation of similar measures for other companies. Management of the Company does not intend these items to be considered in isolation or as a substitute for the related GAAP measures. Nonetheless, this non-GAAP information can be useful in understanding the Company's operating results and the performance of its core business. Management of the Company uses both GAAP and non-GAAP financial measures to establish internal budgets and targets and to evaluate the Company's financial performance against such budgets and targets. A reconciliation of these non-GAAP measures to the most directly comparable GAAP measure is included in the appendix.

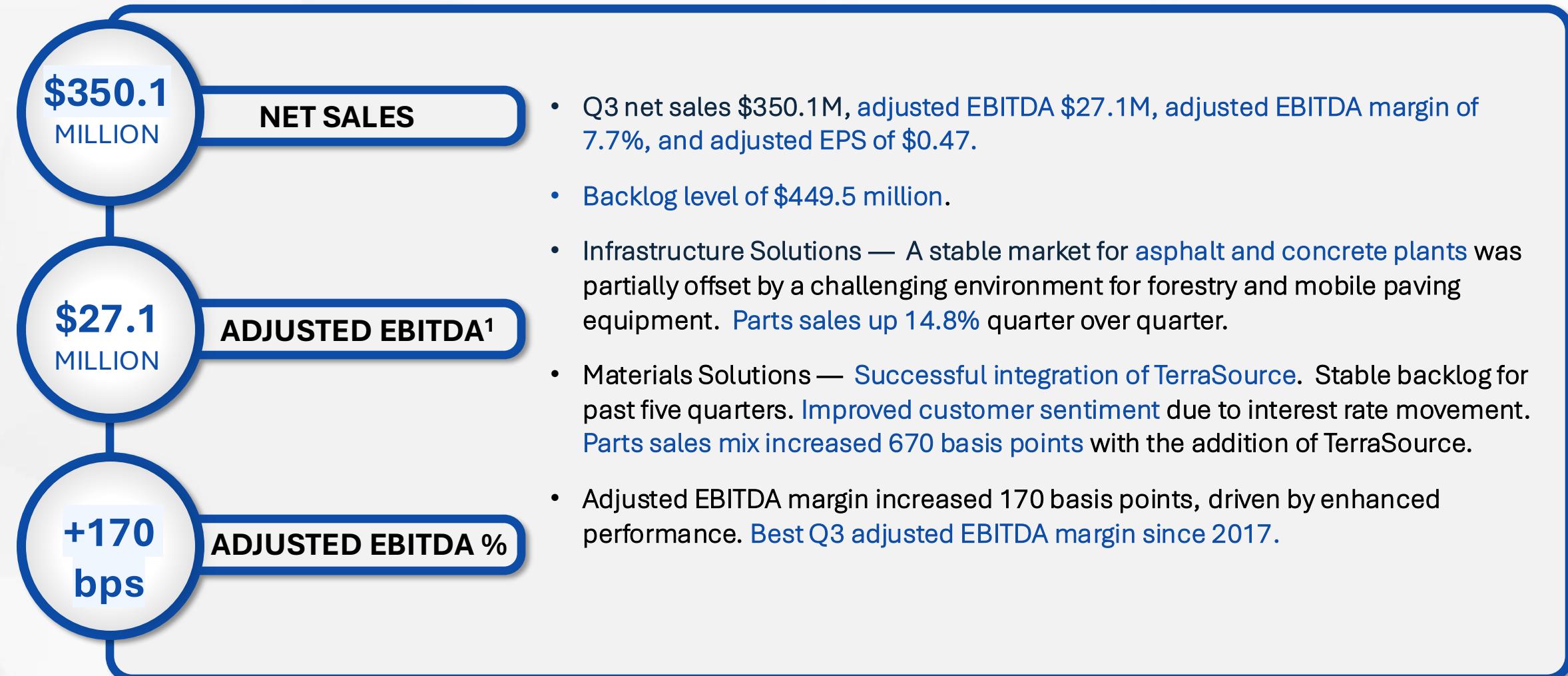
When we provide guidance for adjusted EBITDA we do not provide a reconciliation of the U.S. GAAP measures as we are unable to predict with a reasonable degree of certainty the actual impact of the non-GAAP adjustment items. By their very nature, non-GAAP adjusted items are difficult to anticipate with precision because they are generally associated with unexpected and unplanned events that impact our Company and its financial results. Therefore, we are unable to provide a reconciliation of these measures without unreasonable efforts.



Third Quarter Financial Results

JACO VAN DER MERWE
CEO AND PRESIDENT

Third Quarter Overview – Positive Momentum Continues



¹ See appendix for the reconciliation of GAAP to Non-GAAP measures.

Third Quarter Highlights and FY Outlook



\$350.1M

Sales



7.7%
Adjusted
EBITDA Margin¹



12.3%
Adjusted
ROIC¹



\$0.47
Adjusted
EPS¹

Raising 2025 FY Adjusted EBITDA Outlook to a range of \$132 million (up from \$123 million) to \$142 million

State of Operating Environment

OPPORTUNITIES

- Federal Highway Funding
- Customer Sentiment
- Inorganic Opportunities
- One Big Beautiful Bill Act
- Rare Earth Minerals Mining

CHALLENGES

- Tariff Activity
- Interest Rates
- Forestry Market
- Mobile Paving Market

OPERATING ENVIRONMENT MOSTLY POSITIVE



Infrastructure Investment Jobs Act Update



ASTEC OPERATES IN
**FAVORABLE
MARKETS**

AMERICA'S INFRASTRUCTURE FOUNDATIONAL TO:

- National economy
- Global competitiveness
- Quality of Life



RECENT FEDERAL AND STATE FUNDING

- Having a positive impact
- Sustained investment is key
- \$347.5 billion authorized by Congress
- \$230 billion (66% of total) committed to support over 105,000 new projects
- \$150 billion of work performed (44% total) as of August 30, 2025*



ASTEC PRODUCTS

- Rock to Road solutions
- Infrastructure needs and funding provide stable demand
 - Equipment
 - Aftermarket Parts
 - Digital Solutions



Tariffs: Proactive Mitigation Strategy

- Effective OneAstec procurement team negotiations with suppliers and process management
- Pro-active sales pricing strategy
- Steel Market: Lead times relatively unchanged since tariffs were announced. Take advantage of lower index pricing for Q4
- Dual/Re-sourcing – Expand beyond China to India
- Supply chain alignment – Reshore to the U.S. where possible
- Manufacturing footprint management
- Focus on cost reductions and pricing to offset tariff impact

Goal: Neutralize Impact of Tariffs

Tariff negotiations are fluid and create an element of uncertainty for future periods



TerraSource 2H2025 Integration and Synergy Focus



Benefits and employee onboarding - **Completed**



Synergy pipeline development and execution – **Progressing as planned**



Increase feet on the street to strengthen parts sales growth focus – **Planned**



Enhance parts fill rate – **Investments made in high-turn inventory**



Sales channel alignment and cross selling – **Progressing as planned**



New Product Development roadmaps and funding – **Target projects identified**

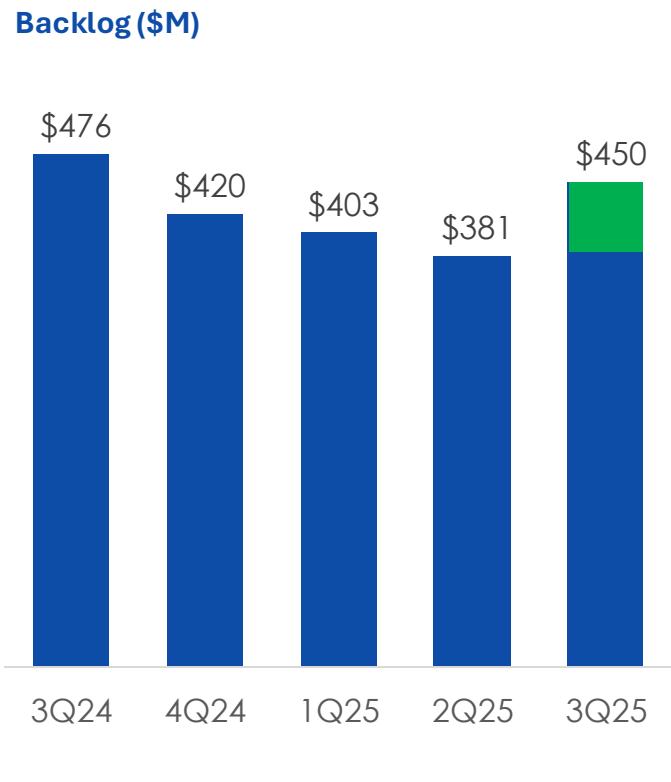


Factory utilization – **Utilization opportunities identified**



Historical Backlog

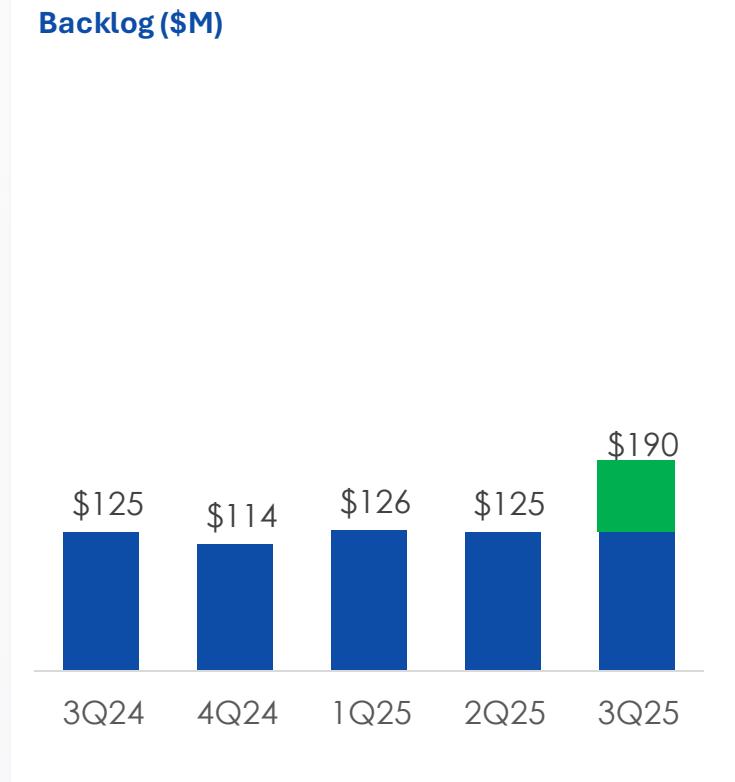
CONSOLIDATED



INFRASTRUCTURE SOLUTIONS



MATERIALS SOLUTIONS

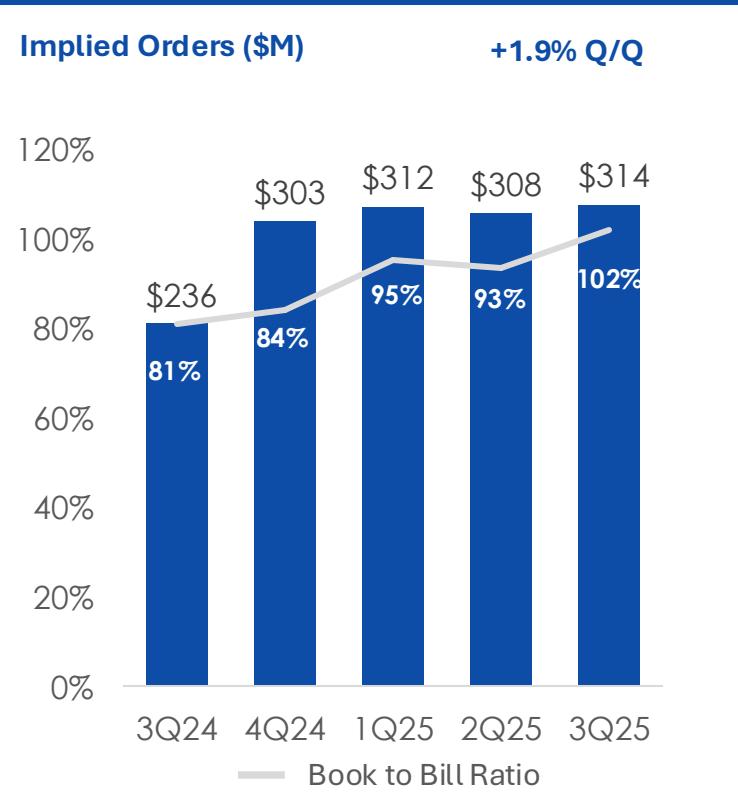


■ Terra Source backlog \$64M; Organic \$386M

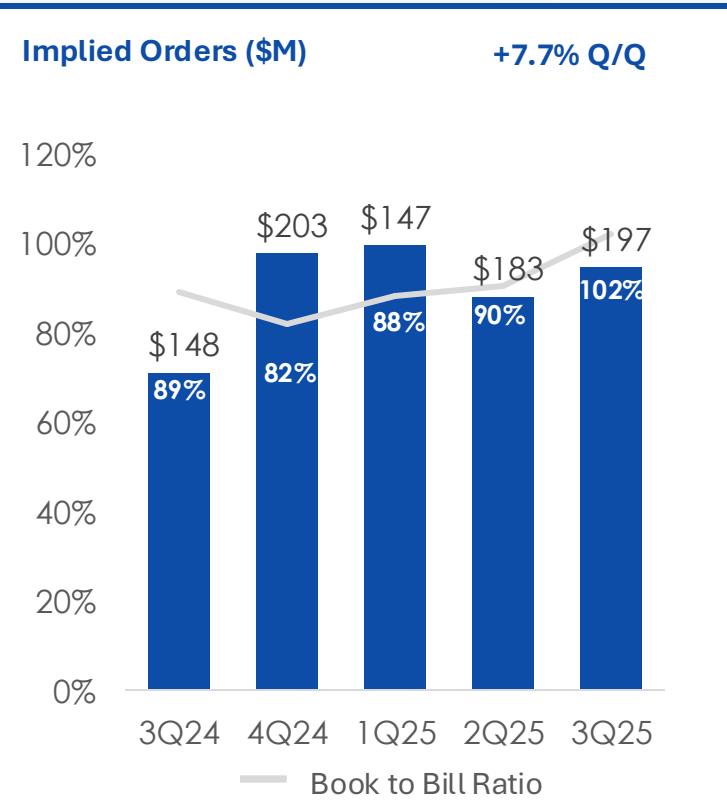
■ Terra Source backlog \$64M; Organic \$126M

3Q 25 Implied Orders (Organic)¹

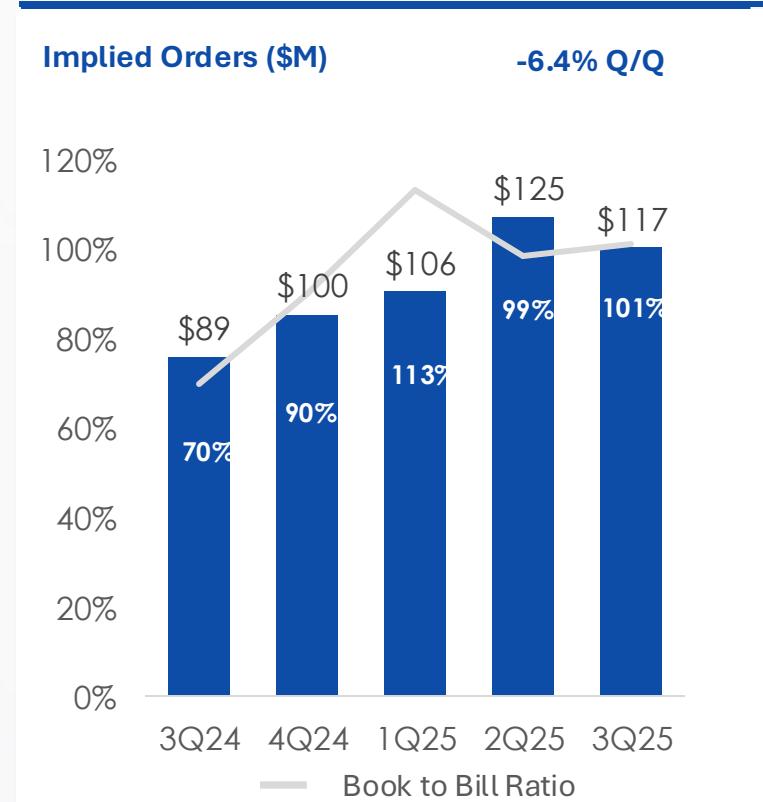
CONSOLIDATED



INFRASTRUCTURE SOLUTIONS



MATERIALS SOLUTIONS



¹Organic results exclude the impacts of the Terra Source acquisition

Implied orders are calculated by taking current period backlog minus prior period backlog plus current period sales

Book to Bill Ratio is Implied Orders for the period divided by Sales



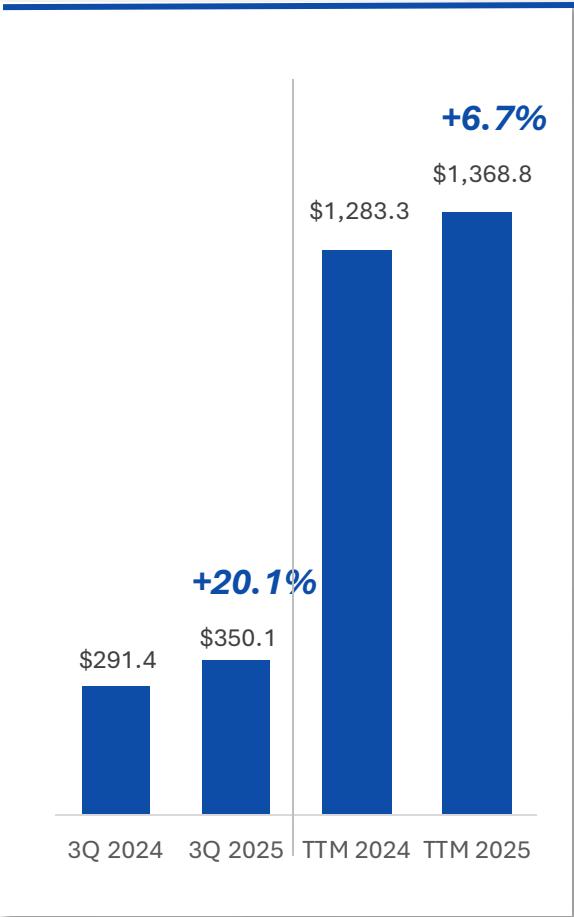
Third Quarter Financial Results

BRIAN HARRIS
CHIEF FINANCIAL OFFICER

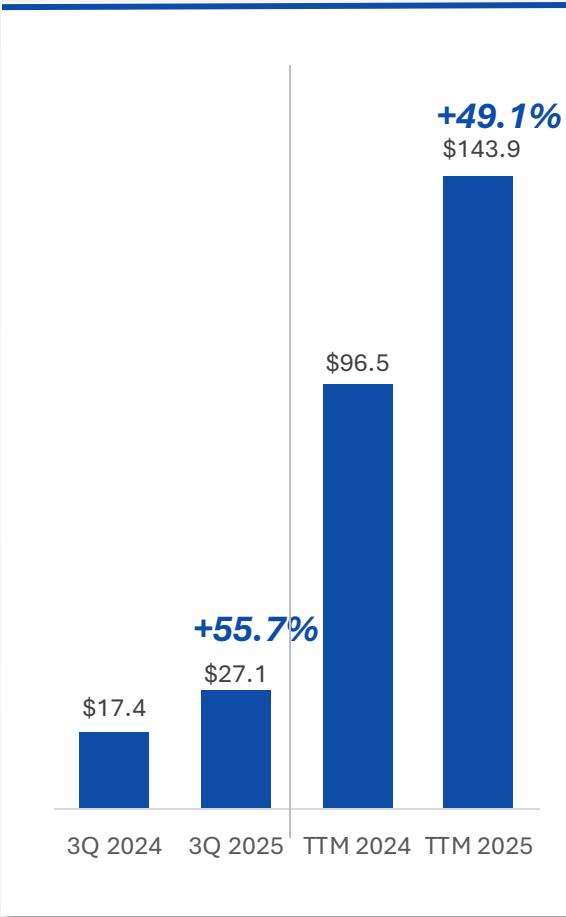
3Q25 Financial Results

(\$M, except per share and percentage data)

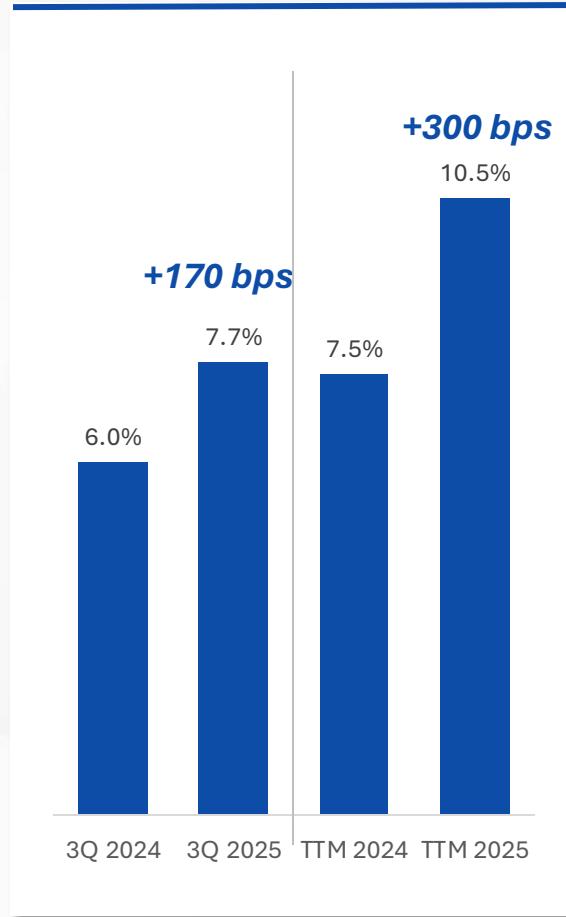
NET SALES



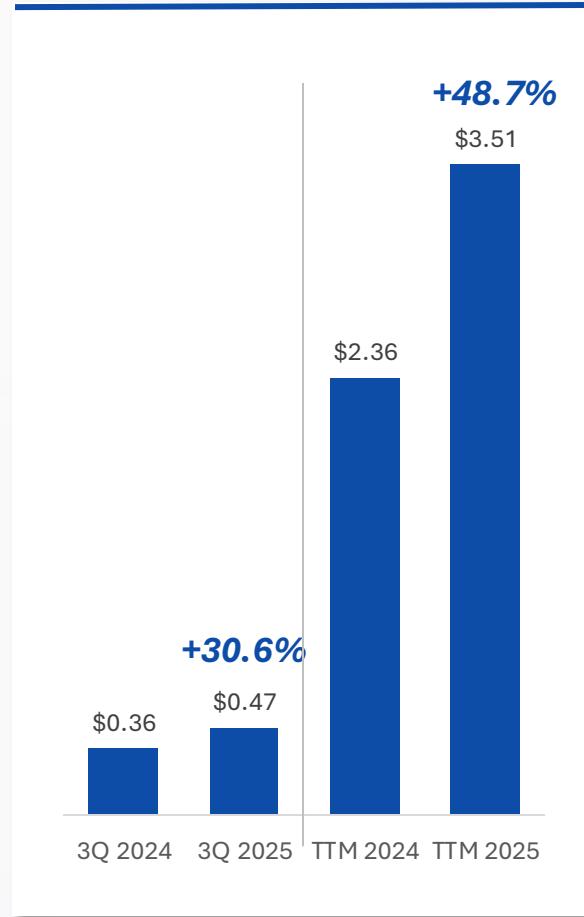
ADJ. EBITDA¹



ADJ. EBITDA MARGIN¹



ADJ. EPS¹



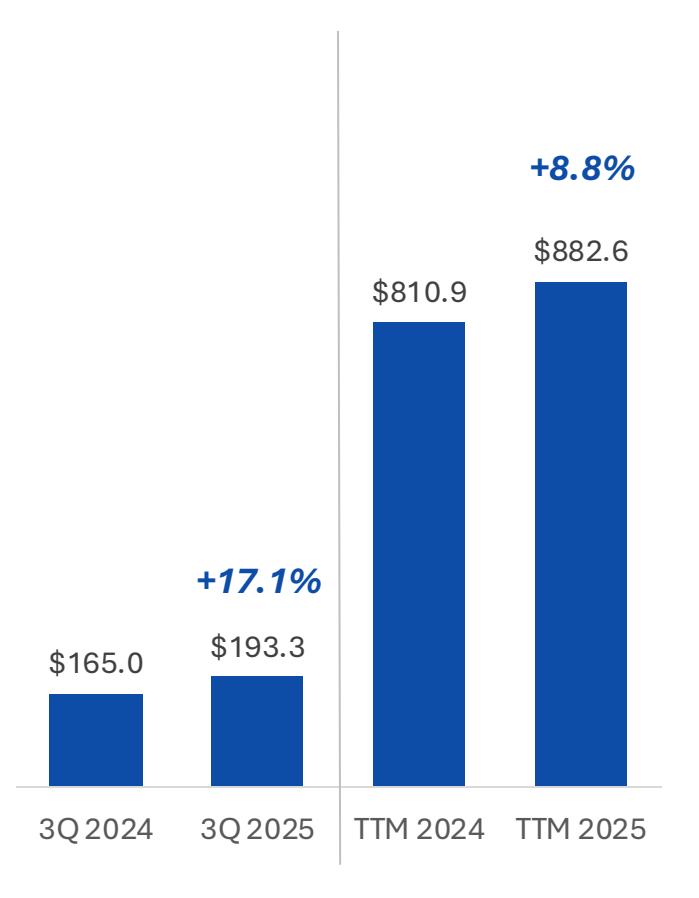
¹ See appendix for the reconciliation of GAAP to Non-GAAP measures.

TTM is trailing twelve months as of 9/30 for each respective year

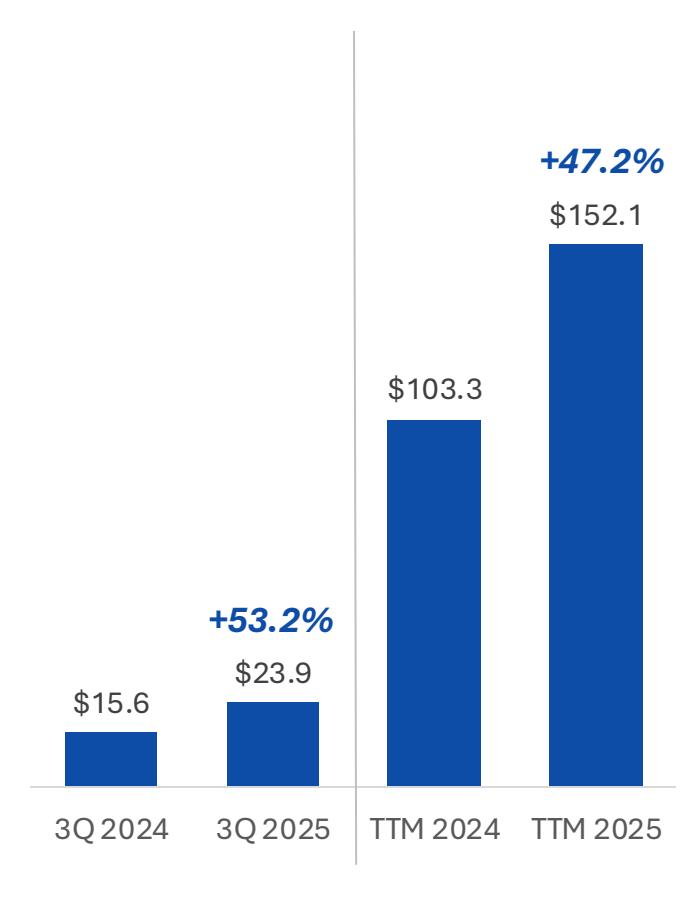
Infrastructure Solutions

3Q25 Financial Performance (\$M, except percentage data)

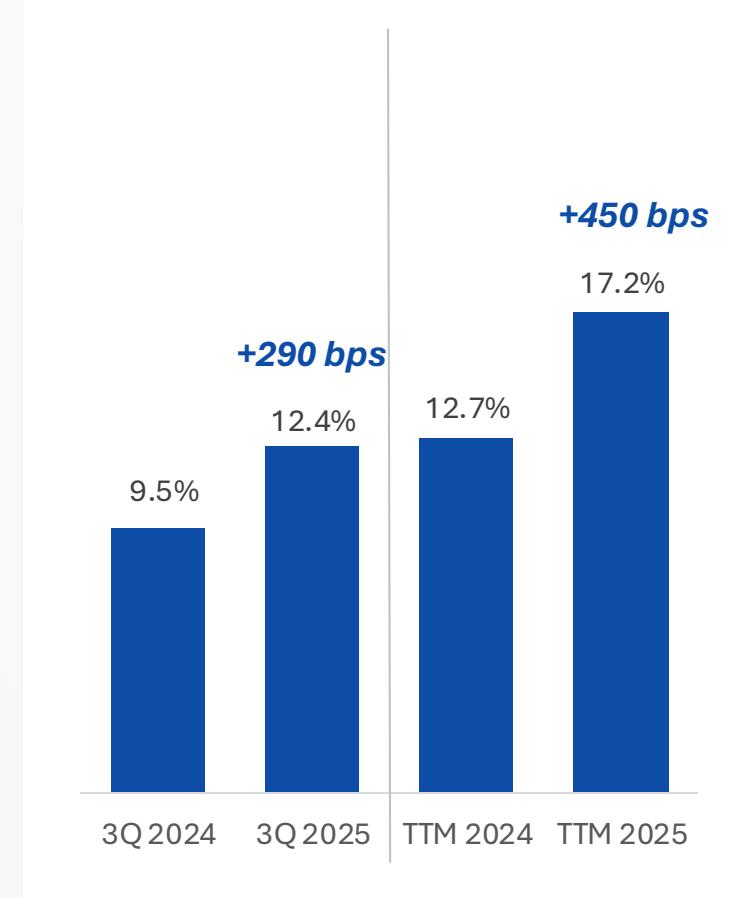
NET SALES



SEGMENT OPERATING ADJ. EBITDA



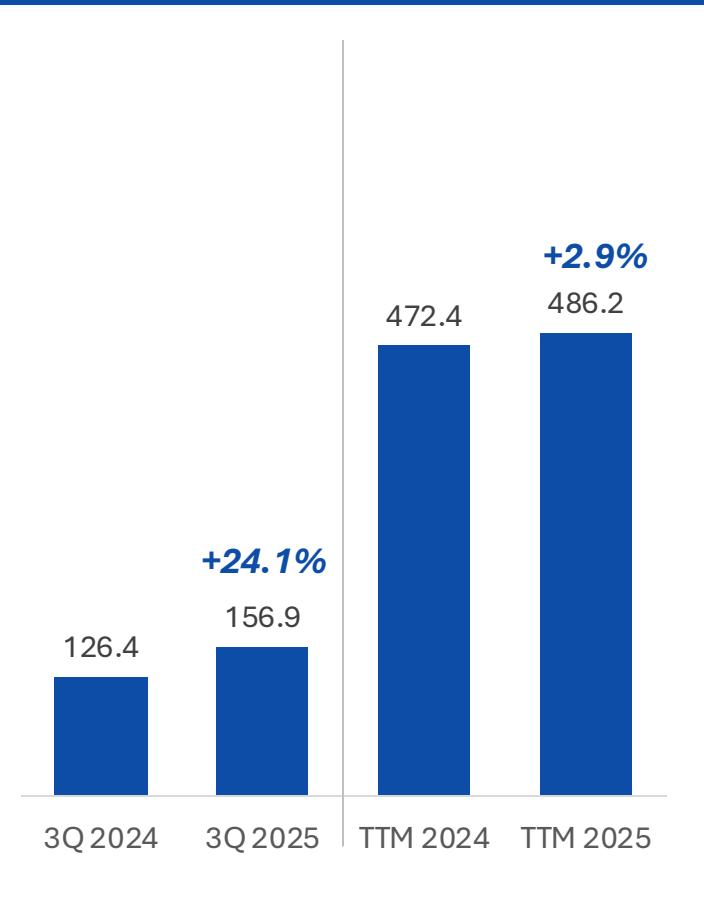
SEGMENT OPERATING ADJ. EBITDA MARGIN



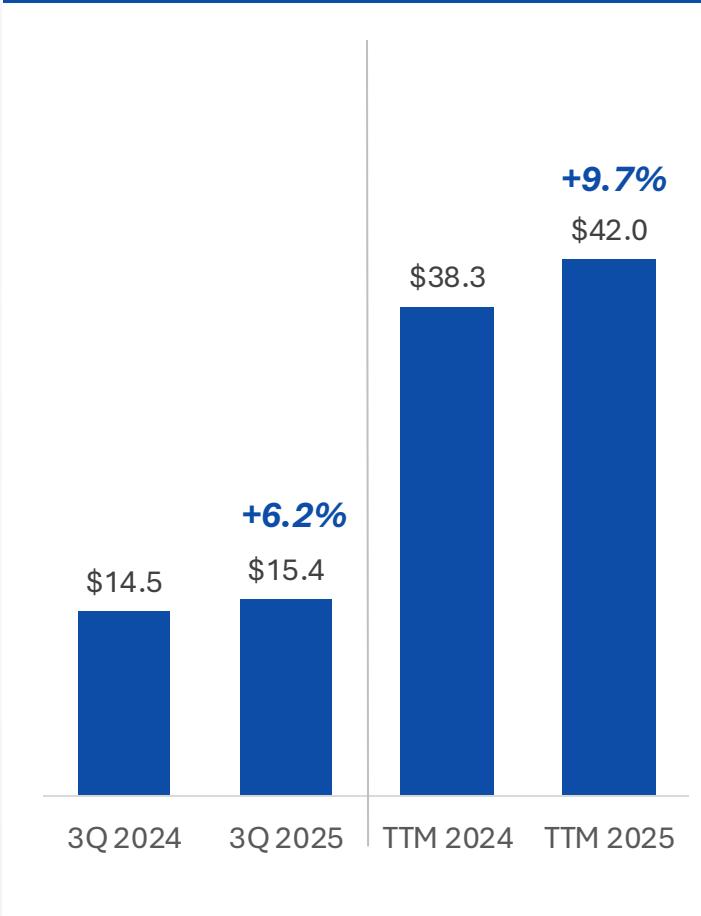
Materials Solutions

3Q25 Financial Performance (\$M, except percentage data)

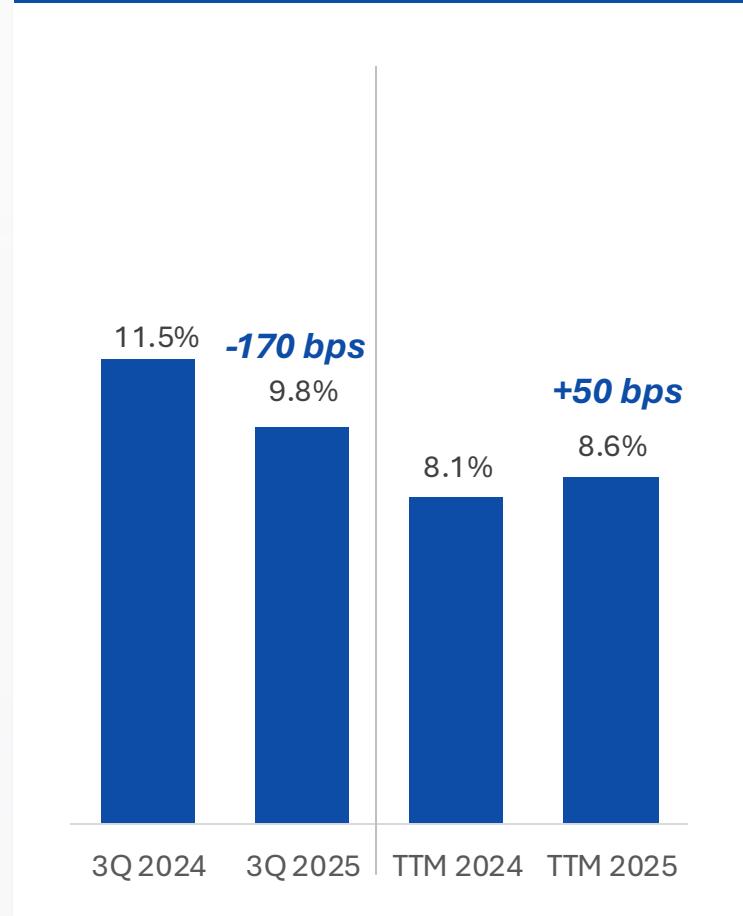
NET SALES



SEGMENT OPERATING ADJ. EBITDA

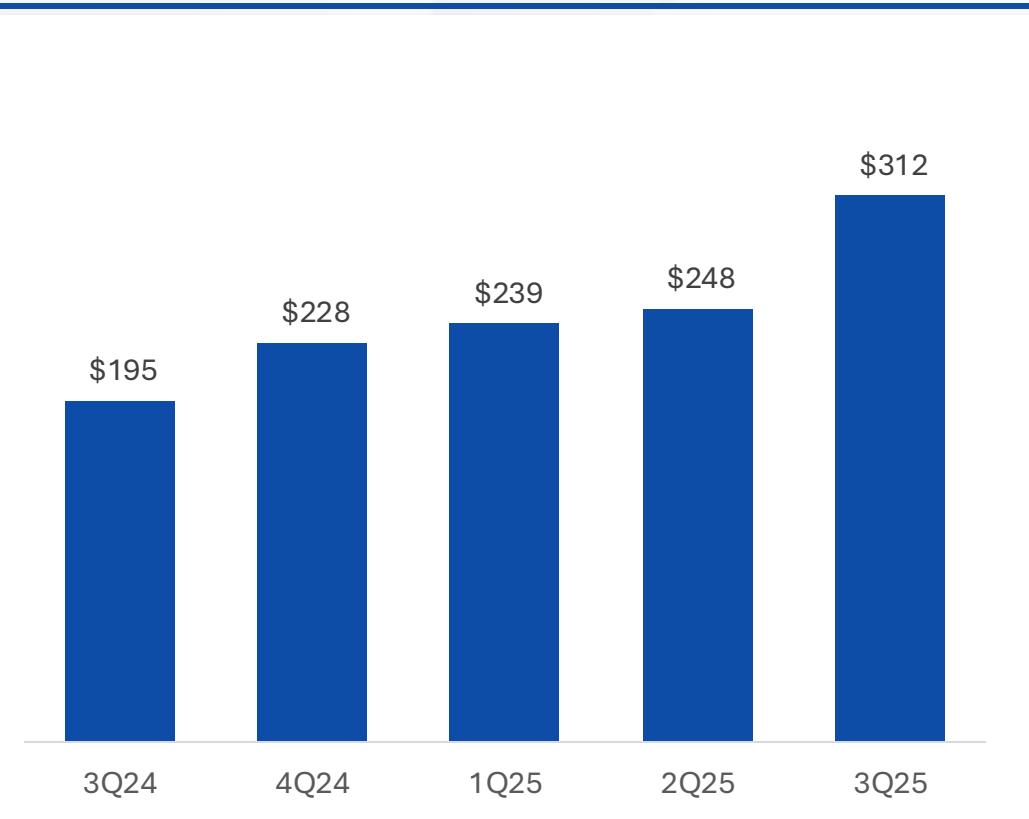


SEGMENT OPERATING ADJ. EBITDA MARGIN



Maintain Strong, Flexible Balance Sheet with Ample Liquidity

TOTAL LIQUIDITY (\$M)



LIQUIDITY

(\$M)	9/30/25
Cash and Cash Equivalents	\$67.3
Available Credit	\$244.8
Total Available Liquidity	\$312.1

COMMENTARY

- Operating activities were a \$8.1M use of cash for Q3 2025
- Available credit from a \$250M revolving credit facility
- In compliance with all covenants
- Net Debt/Adjusted EBITDA ~ 2.0x

Net Debt/Adjusted EBITDA within target range of 1.5x to 2.5x

¹ See appendix for the reconciliation of GAAP to Non-GAAP measures.

2025 Corporate Sustainability Report

Expanded sections on Supply Chain, Product Innovation, and ESG Data Governance

Cadence update: Full report will be published every two years, fact sheet in between

BUILT TO CONNECT

Focused on energy and cost reduction

The image shows the front cover and several pages from the 2025 Corporate Sustainability Report. The cover features a large '2025' in the top right, the title 'CORPORATE SUSTAINABILITY REPORT' in the center, and a large industrial conveyor belt image. The bottom left of the cover has the 'BUILT TO CONNECT' logo. The interior pages include a photo of a group of people at a construction site, a section titled 'INDUSTRY CHANGING INNOVATION' with a sub-section on sustainability pillars, a list of five pillars (Alternative Fuel, Efficiency, Recycling, Emission Reduction, Decarbonization), and a section on 'SUSTAINABILITY' with a photo of a conveyor belt system. The bottom of the report lists various product categories: ASPHALT, CONCRETE, INDUSTRIAL HEATING SYSTEMS, MATERIAL HANDLING, ROAD CONSTRUCTION, FORESTRY AND ENVIRONMENTAL RECYCLING, MOBILE CRUSHING AND SCREENING, ROCK BREAKER TECHNOLOGY, CRUSHING, SCREENS AND FEEDERS, WASHING AND CLASSIFYING, ASTEC DIGITAL, TRAINING, and PARTS.



Astec Investment Highlights

Trusted source — High-quality solutions and strong global brand recognition

Favorable Customer Sentiment — High level of engagement confirms customers remain cautiously optimistic.

Operational Excellence — Manufacturing investments and procurement efforts driving efficiencies

Growth Drivers —

- **Recurring Parts Revenue:** Growing aftermarket parts business consistently represents approximately 30% of total revenue
- **New Products:** Excitement and momentum in our innovation pipeline. (New Astec products will be displayed at the ConExpo trade show in Las Vegas, March 3-7, 2026)
- **Stable Funding:** Encouraged by increased federal and state highway funding
- **International:** Expansion opportunities in current and future markets
- **Inorganic Growth:** Capital allocation priorities focused on strategic alignment within a disciplined financial framework
- **Strong Balance Sheet:** Ample liquidity to fund growth and manage leverage



Questions & Answers

STEVE ANDERSON

SVP OF ADMINISTRATION & INVESTOR RELATIONS

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Appendix

GAAP vs Non-GAAP Adjusted EPS Reconciliations

(in millions, except per share amounts; unaudited)

	Three Months Ended September 30,		Trailing Twelve Months Ended September 30,	
	2025	2024	2025	2024
Net (loss) income attributable to controlling interest	\$ (4.2)	\$ (6.2)	\$ 47.9	\$ (1.9)
Adjustments:				
Transformation program	5.2	8.7	22.7	33.3
Restructuring and other related charges	(0.2)	8.4	(0.1)	9.5
Goodwill impairment	—	—	—	20.2
Asset impairment	—	—	—	0.4
Gain on sale of property and equipment, net	—	—	(0.1)	(1.1)
Amortization of acquired intangible assets	6.2	1.1	8.4	4.5
Transaction costs	8.3	—	11.3	—
Income tax impact of adjustments	(4.5)	(3.9)	(9.5)	(11.1)
Adjusted net income attributable to controlling interest	<u>\$ 10.8</u>	<u>\$ 8.1</u>	<u>\$ 80.6</u>	<u>\$ 53.8</u>
Diluted EPS	\$ (0.18)	\$ (0.27)	\$ 2.09	\$ (0.08)
Adjustments:				
Transformation program ^(a)	0.23	0.38	0.98	1.45
Restructuring and other related charges	(0.01)	0.37	—	0.42
Goodwill impairment	—	—	—	0.89
Asset impairment	—	—	—	0.02
Gain on sale of property and equipment, net	—	—	—	(0.05)
Amortization of acquired intangible assets ^(a)	0.27	0.05	0.36	\$ 0.20
Transaction costs	0.36	—	0.49	\$ —
Income tax impact of adjustments	(0.20)	(0.17)	(0.41)	\$ (0.49)
Adjusted EPS	<u>\$ 0.47</u>	<u>\$ 0.36</u>	<u>\$ 3.51</u>	<u>\$ 2.36</u>

^(a) Calculation includes the impact of a rounding adjustment

EBITDA and Adjusted EBITDA Reconciliations

(in millions, except percentage data; unaudited)

	Three Months Ended September 30,		Trailing Twelve Months Ended September 30,	
	2025	2024	2025	2024
Net sales	\$ 350.1	\$ 291.4	\$ 1,368.8	\$ 1,283.3
Net (loss) income attributable to controlling interest	\$ (4.2)	\$ (6.2)	\$ 47.9	\$ (1.9)
Interest expense, net	6.6	2.1	10.3	8.8
Depreciation and amortization	12.3	7.0	31.4	26.1
Income tax (benefit) provision	(0.9)	(2.3)	20.7	2.0
EBITDA	13.8	0.6	110.3	35.0
EBITDA margin	3.9 %	0.2 %	8.1 %	2.7 %
Adjustments:				
Transformation program	5.2	8.4	22.5	32.5
Restructuring and other related charges	(0.2)	8.4	(0.1)	9.5
Goodwill impairment	—	—	—	20.2
Asset impairment	—	—	—	0.4
Gain on sale of property and equipment, net	—	—	(0.1)	(1.1)
Transaction costs	8.3	—	11.3	—
Adjusted EBITDA	\$ 27.1	\$ 17.4	\$ 143.9	\$ 96.5
Adjusted EBITDA margin	7.7 %	6.0 %	10.5 %	7.5 %

Free Cash Flow Reconciliations

(in millions, except percentage data; unaudited)

	Three Months Ended September 30,	
	2025	2024
Net cash (used in) provided by operating activities	\$ (8.1)	\$ 22.5
Expenditures for property and equipment	(4.2)	(2.6)
Free cash flow	\$ (12.3)	\$ 19.9

Return on Invested Capital Reconciliations

(in millions, except percentage data; unaudited)

	Three Months Ended September 30,		Trailing Twelve Months Ended September 30,	
	2025	2024	2025	2024
Net (loss) income attributable to controlling interest	\$ (4.2)	\$ (6.2)	\$ 47.9	\$ (1.9)
Adjustments:				
Transformation program	5.2	8.7	22.7	33.3
Restructuring and other related charges	(0.2)	8.4	(0.1)	9.5
Goodwill impairment	—	—	—	20.2
Asset impairment	—	—	—	0.4
Gain on sale of property and equipment, net	—	—	(0.1)	(1.1)
Amortization of acquired intangible assets	6.2	1.1	8.4	4.5
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