Alliance™ Laundry Systems / *Every Day is Laundry Day*

Alliance Laundry (NYSE: ALH)

Q2 2026 Earnings Presentation

August 13, 2026

Forward-Looking Statements & Non-GAAP Financial Measures

Forward-Looking Statements

This earnings presentation includes "forward-looking statements" within the meaning of the "safe harbor" provisions of the United States Private Securities Litigation Reform Act of 1995. In some cases, you can identify these forward-looking statements by the use of terms such as "expect," "will," "continue," or similar expressions, and variations or negatives of these words, but the absence of these words does not mean that a statement is not forward-looking. Forward-looking statements represent our management's beliefs and assumptions only as of the date of this earnings presentation. You should read this earnings presentation with the understanding that our actual future results may be materially different from what we expect. All statements other than statements of historical fact are statements that could be deemed forward-looking statements, which include but are not limited to: expectations relating to revenues and other financial or business metrics; statements regarding the Company's plans, guidance, growth, execution, costs and cost savings; and any other statements of expectation or belief. These statements are subject to known and unknown risks, uncertainties and other factors that may cause our actual results, levels of activity, performance or achievements to differ materially from results expressed or implied in this earnings presentation. Such risk factors include, but are not limited to, those related to: the high degree of competition in the markets in which we operate; our reliance on the performance of distributors, route operators, suppliers, retailers and servicers; our ability to achieve and maintain a high level of product and service quality; fluctuations in the cost and availability of raw materials; our exposure to international markets, particularly emerging markets; our exposure to costs and difficulties of acquiring and integrating complementary businesses and technologies; and our exposure to worldwide economic conditions and potential global economic downturns.

Additional information concerning these and other risks and uncertainties are contained in the section entitled “Risk Factors” in the Company’s Annual Report on Form 10-K for the year ended December 31, 2025. Additional information will be made available in our quarterly reports on Form 10-Q, and other filings and reports that we may file from time to time with the SEC. Except as required by law, we assume no obligation, and do not intend to, to update these forward-looking statements, or to update the reasons actual results could differ materially from those anticipated in these forward-looking statements, even if new information becomes available in the future.

Non-GAAP Financial Measures

This presentation includes certain financial measures derived from consolidated financial data but not presented in accordance with U.S. generally applicable accounting principles (“GAAP”), including Adjusted EBITDA, Adjusted EBITDA Margin, North America Adjusted EBITDA, International Adjusted EBITDA, North America Adjusted EBITDA Margin, International Adjusted EBITDA Margin, Adjusted Net Income and Net Leverage. The Company believes that these non-GAAP measures, when taken together with its financial results presented in accordance with GAAP, provide a more complete understanding of our results of operations and the factors and trends affecting our business. These non-GAAP financial measures are also used by our management to evaluate financial results and to plan and forecast future periods. Non-GAAP financial measures should be considered a supplement to, and not a substitute for, or superior to, the corresponding measures calculated in accordance with GAAP. Non-GAAP financial measures used by us may differ from the non-GAAP measures used by other companies, including our competitors.

Q2 Highlights

Net Revenue	Adjusted EBITDA[1]
$477m +7% YoY	$134m +12% YoY

- **Continued Broad-based Growth:** across diversified end markets with non-discretionary, replacement-driven demand providing consistency and downside protection – Every Day is Laundry Day!
- **Strong 1H-2026 Performance and Good Visibility into 2H-2026:** Provides confidence to raise FY2026 guidance
- **Digital Innovation Continues to See Strong Adoption:** Ultimately drives a better owner and end-consumer experience
- **Diversity in Markets on Full Display:** North America with broad-based growth; International saw strong growth in APAC; Ongoing conflict in the Middle East had slight influence on results
- **Balance Sheet Strength:** Net leverage down 0.2x to 2.4x; $115 million of debt repaid YTD; Credit upgrades received lowered cost of debt

(1) Adjusted EBITDA and Net Leverage are non-GAAP financial measures. See Appendix for reconciliations to the nearest GAAP measure.

Thailand Event – Emerging Market Growth Case Study

Regional Growth Engine
Thailand anchors demand across the broader region

Durable Tailwinds
Structural demand drivers, not cyclical swings

Technology & Reliability
Where Alliance differentiates in-market

Hundreds of New Stores Contracted
New vended businesses throughout Thailand

"And Thailand isn't the exception, it's the template. We see the same early-innings dynamics taking shape in market after market. Structural tailwinds, a growing installed base, and emerging-market runway, all pointing to a business built to compound for years to come." *- Mike Schoeb, Chief Executive Officer*

Q2 Financial Results

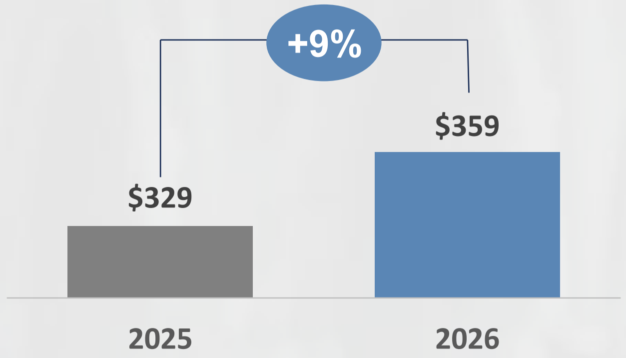
Metric (in millions)	Q2 Results	Performance Commentary
Revenue % YoY	**$477m** +7%	• Pricing contributing slightly more than half of revenue increase; balance volume
Gross Profit % YoY	**$190m** +9%	• Pricing offsets input cost increases and tariff exposure; supported by local-for-local manufacturing; volume leverage
Gross Margin ∆ bps YoY	**39.8%** +88 bps	
Adj. EBITDA (1) % YoY	**$134m** +12%	• OpEx of $84m (~18% of revenue); reflects full impact of public company costs and continued investment in people and innovation
Adj. EBITDA Margin (1) ∆ bps YoY	**28.1%** +135 bps	• Underlying margin expansion from volume, operational excellence and supply chain efficiency; insurance and tariff receipts added ~$3.8m
Adj. Net Income (1) % YoY	**$83m** +55%	• Up 55% YoY; driven by operating performance and significantly lower interest expense from deleveraging
Adj. EPS (1) ∆ YoY	**$0.41** +32%	• Up from $0.31 in the prior year, including 16% increase in shares outstanding
Net Leverage (1) ∆ vs. Q1	**2.4x** ↓0.2x	• $50m debt paydown in the quarter and 0.2x reduction in leverage, on track for new full year target

(1) Adjusted EBITDA, Adjusted EBITDA Margin, Net Leverage and Adjusted Net Income are non-GAAP financial measures. See Appendix for reconciliations to the nearest GAAP measures.

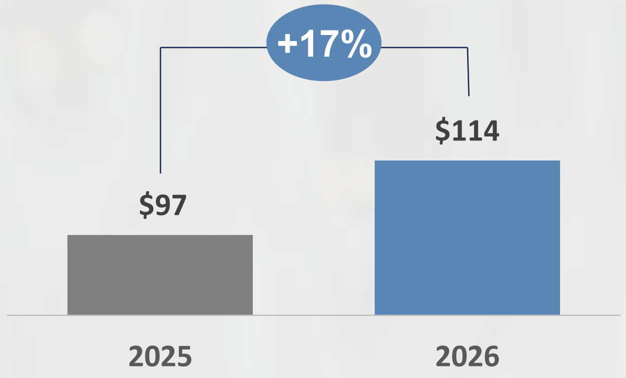
Q2 2026 Segment Results

$ in millions

North America Revenue



North America Adj. EBITDA (1)



Adj. EBITDA margin

2025	2026
29.4%	31.6%

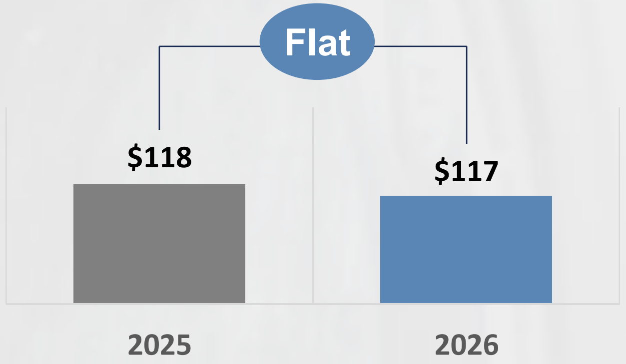
North America Highlights

- Growth broad-based across all verticals
- Pricing actions fully offset inflation and tariff impacts
- 31.6% Adj. EBITDA margin; mix provided a modest positive impact in the quarter
- Double-digit Adj. EBITDA growth excluding insurance and tariff refund

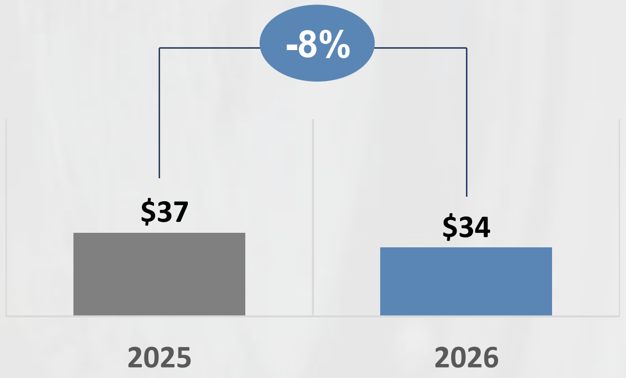
International Highlights

- Strong Asia Pacific growth, especially nascent vended markets
- Southern Europe remains a strong market
- Adj. EBITDA margin of 28.9%
- Pause in demand tied to the ongoing ME regional conflict; expect growth to return when conflict subsides

International Revenue



International Adj. EBITDA (1)



Adj. EBITDA margin

2025	2026
31.2%	28.9%

(1) North America Adjusted EBITDA, International Adjusted EBITDA, North America Adjusted EBITDA Margin and International Adjusted EBITDA Margin are non-GAAP financial measures. See Appendix for reconciliations to the nearest GAAP measures.

Updated 2026 Annual Guidance

Full Year 2026	Net Revenue Guidance	Adj. EBITDA (1)	Net Leverage Reduction (1)
Updated (Previous)	**+6-7% growth** (Unchanged)	**+8-10% growth** (Previously +7-8% growth)	**Reduction to 2.0x** (Improved from Low 2x)

Other Assumptions

Capex % Revenue	~3%
Effective Tax Rate	~23.0% (from 23.5%)
Interest Cost	~$80m (from $85m)
Diluted Share Count	~205m

1) Adjusted EBITDA and Net Leverage are non-GAAP financial measures. Guidance assumes no other capital allocation opportunities are contemplated

Global Leader in Commercial Laundry

1 Commercial Laundry is Resilient and Growing

- Clean laundry is essential, ubiquitous and consistent with predictable replacement cycle
- Commercial laundry operators value low Total Cost of Ownership

2 World’s Largest Commercial Laundry Systems Manufacturer

- Produce among highest-quality machines in industry - focus on durability, reliability and efficiency
- Exceptional support services drive sticky, long-term relationships

3 Best-in-Class Financial Performance

- Long term track record of consistent revenue growth exceeding the market
- Best-in-class Adj. EBITDA margin profile and minimal capex, driving significant cash flow generation

4 Compelling Growth Algorithm with Systemic Tailwinds

- Urbanization accelerates international vend and mature markets undergoing laundromat evolution
- History of downside protection across challenging macroeconomic environments

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Appendix

Commitment to Balanced Capital Allocation Strategy

Alliance Laundry Systems

Optimized Leverage Profile

- Deploy significant free cash flow generation to **deleverage balance sheet**
- Expect **continued organic deleveraging** in-line with historical performance

Investment in Organic Growth

- Strategic **investments to continuously improve product quality**, introduce new products, further penetrate existing customers and gain market share
- **CapEx** to support productivity and topline growth

Disciplined M&A to Supplement Organic Growth

- **Disciplined approach** to M&A
- Selectively supplement organic growth initiatives with **accretive and value-creating acquisitions** to continue to expand our platform

Return Cash to Shareholders

- **Share re-purchase** or **dividend opportunity** as company continues to delever

Capital allocation strategy designed to maximize shareholder value

Non-GAAP Reconciliation

The following table presents a reconciliation of Net income to the non-GAAP financial measure adjusted earnings before interest, taxes, depreciation and amortization (Adjusted EBITDA) and Net income margin to Adjusted EBITDA margin:

	(Unaudited)			
	Three Months Ended June 30,		Six Months Ended June 30,	
(in thousands, except percentages)	2026	2025	2026	2025
Net income	$ 68,669	$ 31,034	$ 125,585	$ 48,263
Provision for income taxes	19,163	9,653	34,635	14,874
Interest expense, net	17,809	39,376	35,697	84,288
Depreciation and amortization	22,219	22,644	44,723	45,958
Refinancing and debt related costs	—	(2)	5	1,054
Foreign exchange (gain)/loss on intercompany loans, net	7	13,789	(6,468)	19,854
Share-based compensation	3,508	768	5,403	1,771
Strategic transaction costs	2,406	2,182	3,221	3,044
Adjusted EBITDA	133,781	119,444	242,801	219,106
Net revenues	476,755	447,184	903,642	836,757
Net income margin	14.4 %	6.9 %	13.9 %	5.8 %
Adjusted EBITDA margin	28.1 %	26.7 %	26.9 %	26.2 %

Non-GAAP Reconciliation (cont.)

The following table presents a reconciliation of Net Income to Adjusted Net Income:

	(Unaudited)			
	Three Months Ended June 30,		Six Months Ended June 30,	
(in thousands, except per share data)	2026	2025	2026	2025
Net income	$ 68,669	$ 31,034	$ 125,585	$ 48,263
Amortization of intangible assets	11,700	12,310	23,524	25,434
Refinancing and debt related costs	—	(2)	5	1,054
Foreign exchange (gain)/loss on intercompany loans, net	7	13,789	(6,468)	19,854
Share-based compensation	3,508	768	5,403	1,771
Strategic transaction costs	2,406	2,182	3,221	3,044
Tax effect of add backs	(3,623)	(6,676)	(5,254)	(11,761)
Adjusted net income	$ 82,667	$ 53,405	$ 146,016	$ 87,659
Net income per share attributable to common stockholders - diluted:	$ 0.34	$ 0.18	$ 0.62	$ 0.28
Adjusted net income per share attributable to common stockholders - diluted:	$ 0.41	$ 0.31	$ 0.72	$ 0.50

Non-GAAP Reconciliation (cont.)

The following table presents a reconciliation of Debt to Net Debt:

	(Unaudited)	
(in thousands)	June 30, 2026	December 31, 2025
Term loan	$ 1,250,000	$ 1,365,000
Finance lease obligations	175	236
Debt	1,250,175	1,365,236
Less: Cash and cash equivalents	(159,467)	(123,102)
Net debt	$ 1,090,708	$ 1,242,134
LTM adjusted EBITDA	$ 460,168	$ 436,473
Net Debt to Adjusted EBITDA	2.4 x	2.8 x

Segment Information

Selected financial information for each segment is as follows:

	(Unaudited)					
	Three Months Ended June 30, 2026			Three Months Ended June 30, 2025		
(in thousands)	North America	International	Total	North America	International	Total
Net revenues	$ 359,258	$ 117,497	$ 476,755	$ 329,095	$ 118,089	$ 447,184
Cost of sales[(1)]	215,388	70,472		202,187	69,904	
Other segment items[(2)]	30,238	13,077		30,106	11,291	
Segment Adjusted EBITDA	$ 113,632	$ 33,948	$ 147,580	$ 96,802	$ 36,894	$ 133,696
Reconciling items:						
Interest expense, net			(17,809)			(39,376)
Depreciation and amortization			(22,219)			(22,644)
Refinancing and debt related costs			—			2
Foreign exchange gain/(loss) on intercompany loans, net			(7)			(13,789)
Share-based compensation			(3,508)			(768)
Strategic transaction costs			(2,406)			(2,182)
Corporate and other			(13,799)			(14,252)
Income before taxes			$ 87,832			$ 40,687

(1) *Consists of Cost of sales, Cost of sales - related parties and Equipment financing expenses for North America and Cost of sales and Cost of sales - related parties for International.*
(2) *Other segment items for each reportable segment includes allocated engineering, sales and marketing, information technology, and certain other overhead expenses.*

Segment Information

Selected financial information for each segment is as follows:

	(Unaudited)					
	Six Months Ended June 30, 2026			Six Months Ended June 30, 2025		
(in thousands)	North America	International	Total	North America	International	Total
Net revenues	$ 679,077	$ 224,565	$ 903,642	$ 621,414	$ 215,343	$ 836,757
Cost of sales[(1)]	419,346	135,187		387,455	128,421	
Other segment items[(2)]	59,171	22,872		56,381	21,228	
Segment Adjusted EBITDA	$ 200,560	$ 66,506	$ 267,066	$ 177,578	$ 65,694	$ 243,272
Reconciling items:						
Interest expense, net			(35,697)			(84,288)
Depreciation and amortization			(44,723)			(45,958)
Refinancing and debt related costs			(5)			(1,054)
Foreign exchange gain/(loss) on intercompany loans, net			6,468			(19,854)
Share-based compensation			(5,403)			(1,771)
Strategic transaction costs			(3,221)			(3,044)
Corporate and other			(24,265)			(24,166)
Income before taxes			$ 160,220			$ 63,137

(1) Consists of Cost of sales, Cost of sales - related parties and Equipment financing expenses for North America and Cost of sales and Cost of sales - related parties for International.
(2) Other segment items for each reportable segment includes allocated engineering, sales and marketing, information technology, and certain other overhead expenses.

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