

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 and the United States and global economies. 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, 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.

EXECUTIVE LEADERSHIP

Over 130+ Years of Industry Experience



JACO VAN DER MERWE
PRESIDENT & CEO



BRIAN HARRIS
CHIEF FINANCIAL OFFICER



CHAD HARTLEY
GROUP PRESIDENT



MICHAEL NORRIS
GROUP PRESIDENT



TERRELL GILLBERT
GENERAL COUNSEL AND
CORPORATE SECRETARY



ALETHEIA SILCOTT
CHIEF HUMAN RESOURCES
OFFICER



STEVE ANDERSON
SVP OF ADMINISTRATION AND
INVESTOR RELATIONS

AGENDA

Who We Are

The Next Era of Growth

Industry Megatrends

The Built to Connect Way

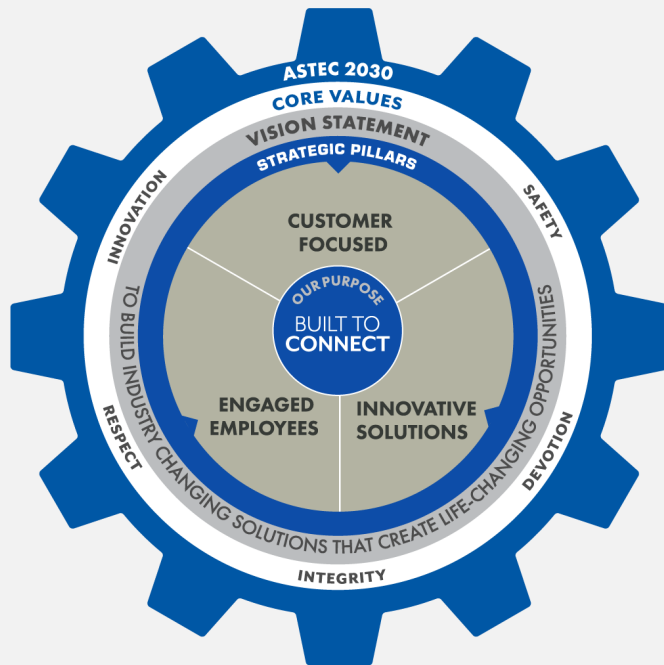
Why Invest

Appendix





BUILT TO CONNECT



✓
Employees

✓
Customers

✓
Innovation

- ✓ Stable base of operations, well-positioned for growth
- ✓ #1 “Rock-to-Road” play and beyond in the United States, with 80% of net sales in the domestic market
- ✓ High quality solutions & strong brand recognition
- ✓ Favorable market segments, including Public, Residential, Non-Residential, and Private
- ✓ Growing recurring revenue mix
 - 34% Parts & Services
- ✓ Accelerating innovation of scalable technologies
- ✓ Growing and refreshing expansive global installed base
- ✓ Strong balance sheet to support growth

Who We Are



ASTEC AT A GLANCE

Growing Scale



>4k

Employees



26

Manufacturing
Sites



6

Acquisitions
since 2020



\$1.4B

Market Cap.



\$785M

Average Invested Capital¹



\$141M

Adj. EBITDA²

Consistent Performance



+440bps

Margin Expansion
over the last 3 years³



11.4%

Adj. ROIC

3-Year CAGR⁴

3%

Revenue

26%

Adj. EBITDA⁵

39%

Adj. EPS

Astec has generated 74% total return for shareholders since the start of 2023⁶, supported by a strong foundation of market leading positions across product types and an unrelenting focus on positive financial results

LEADING MANUFACTURER OF EQUIPMENT FOR ASPHALT ROAD BUILDING, AGGREGATE & MINERAL PROCESSING & CONCRETE PRODUCTION

Infrastructure Solutions



Leading Product Brands¹



BMH SYSTEMS	CARLSON
HEATEC	CON-E-CO
PETERSON	POWER FLAME
REXCON	ROADTEC

Materials Solutions

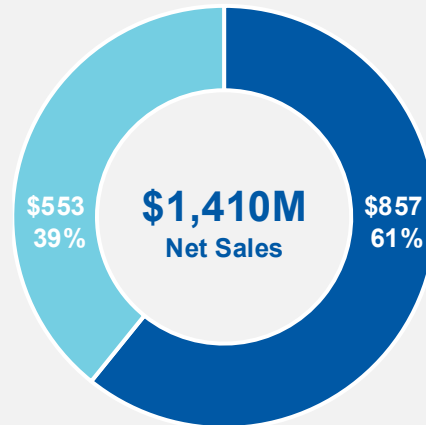


Leading Product Brands¹



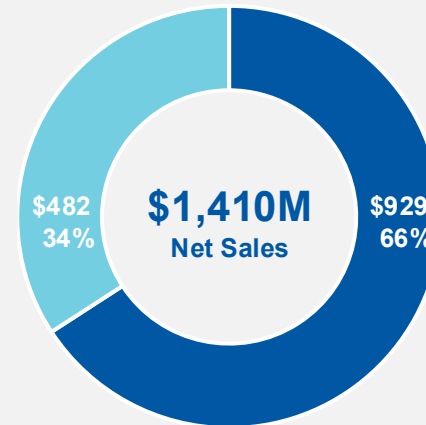
BTI	ELGIN	FRONTIER
JEFFREY RADER		
GUNDLACH CRUSHERS	KPI-JCI	
TELESTACK	TELSMITH	

Segment Mix – Revenue



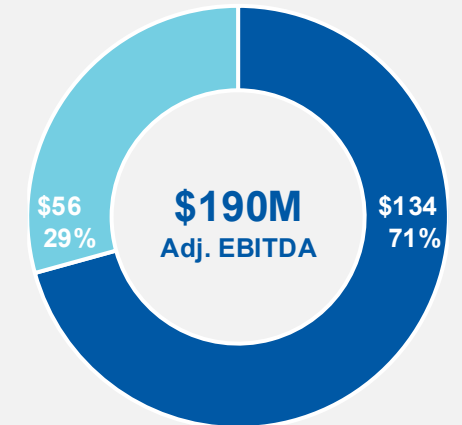
- Infrastructure Solutions
- Materials Solutions

OE vs Parts & Services Mix By Revenue



- Equipment
- Parts & Services

Segment Mix – Adj. EBITDA *(before corporate expenses)*



- Infrastructure Solutions
- Materials Solutions

MISSION-CRITICAL SOLUTIONS SPANNING THE "ROCK-TO-ROAD" SUPPLY CHAIN AND BEYOND

International brands and established market share as a leading player across multiple product types

Infrastructure Solutions



Asphalt Plants



Concrete Plants



Road Construction



Industrial Heating Systems



Forestry & Environmental Recycling

Materials Solutions



Crushing



Screening



Washing & Classifying



Mobile Crushing & Screening



Material Handling



Rock Breaker Tech



Coal Crushers



Roll Crushers

"Rock-to-Road" Integration and Beyond

Aftermarket and Support



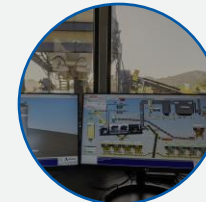
Parts & Services



Service & Construction



Training



Astec Digital



Environmental/Engineering Support

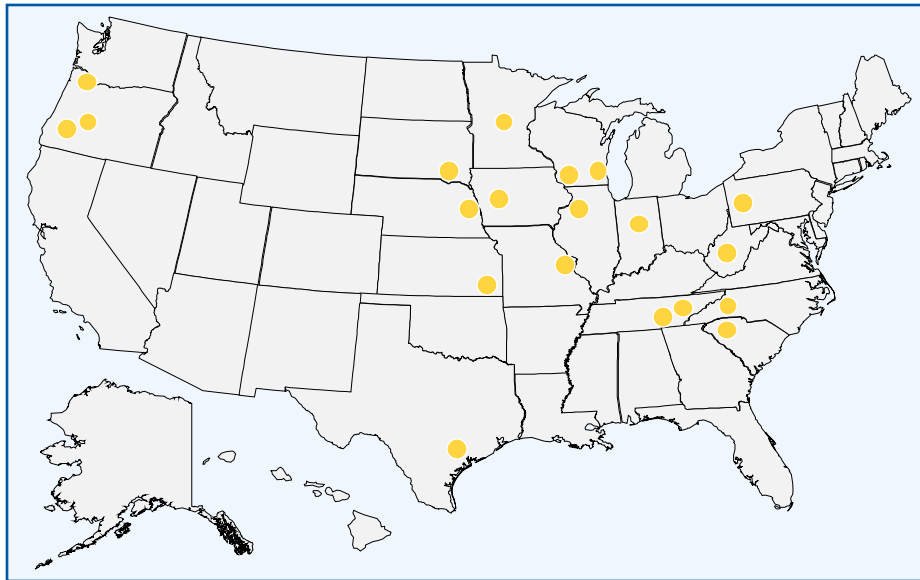
A leading and growing player across multiple product types with aftermarket and support across the entire value chain

LEADER IN THE UNITED STATES, SUPPLEMENTED BY GROWTH POTENTIAL IN INTERNATIONAL MARKETS

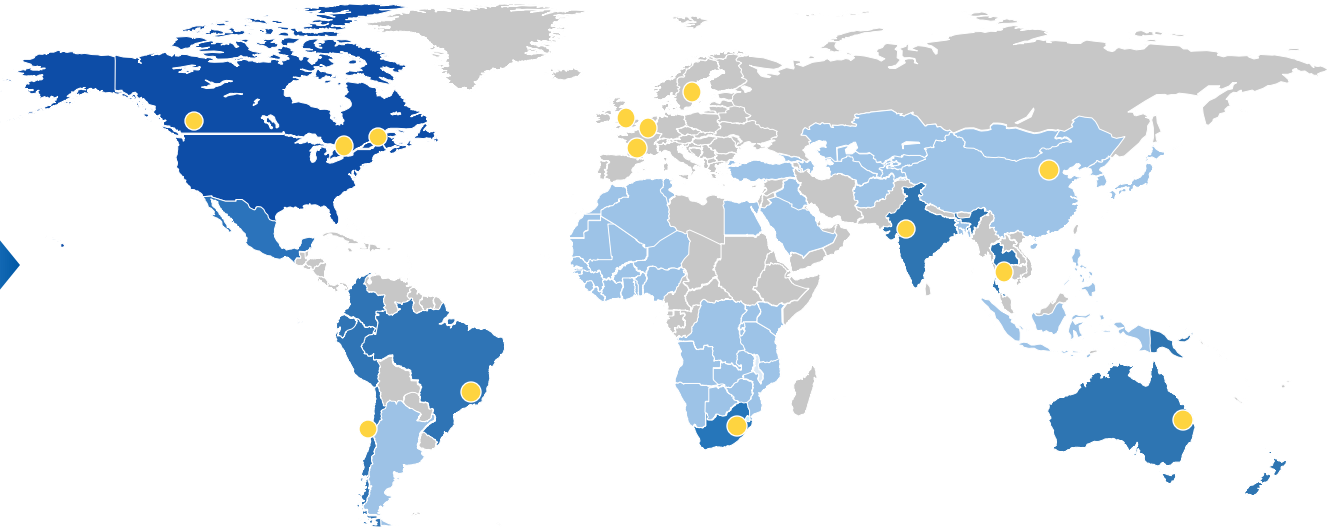
Global manufacturing footprint with market leadership positions in the United States

Market Penetration Overview

Over 3,000K sq. ft. of manufacturing facilities in the United States



Over 600K sq. ft. of manufacturing/sales facilities internationally function as a foundation for supplemental growth



Astec is a leader in Asphalt & Concrete; there is a large opportunity set for the Materials Solutions segment in the U.S.

Market Penetration



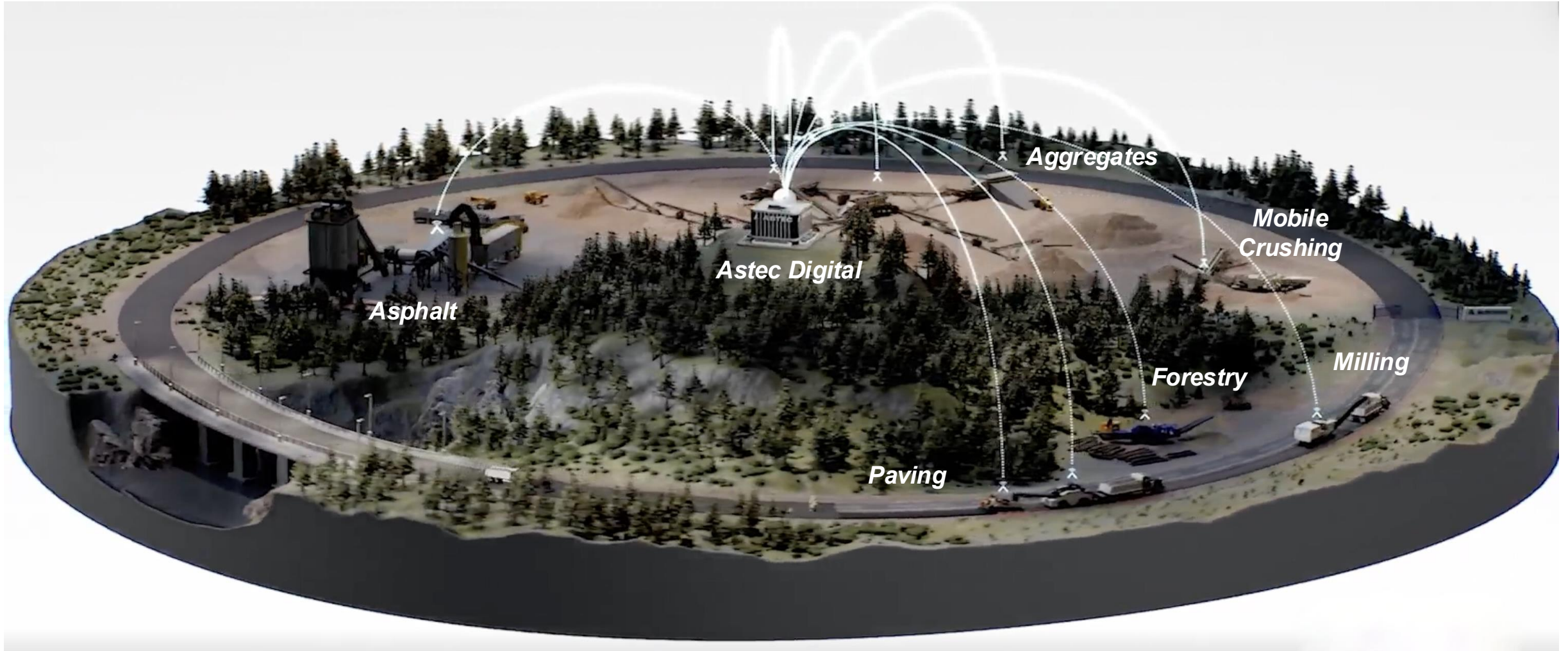
● Astec Location

<u>United States</u>	<u>International</u>
~80%	~20%
of FY 2025 Net Sales	of FY 2025 Net Sales

The United States provides a strong operational footprint and has the majority of core sales; significant market share gain opportunity domestically and internationally



ASTECC IS BUILT TO CONNECT AS THE LEADING "ROCK-TO-ROAD" PLAYER



HIGH LEVEL OF ENGAGEMENT WITH OUR CUSTOMERS

1st call for anything in the “Rock-to-Road” supply chain and beyond, front line of innovation due to customer engagement and company culture



“It’s been a long, enduring relationship because **the supplier understands what the customer requires and vice versa**... again they’ve come to the party to ensure that those aspects are sorted

– John White  **Fulton Hogan**”

“When Midwest Material Supply needed a burner upgrade, they chose the Astec Versa Jet™ — and it delivered. With its **quieter operation, energy savings, and versatile design, it met their plant’s needs and more**

– Donnie Endres ”

“I’ve **never seen as consistent results** in the lab as I have had with IntelliPac™ Moisture System. **It’s a game changer for us**

– Mike Fields ”

“One thing I really like about Astec is that **they address my concerns**. I can take a laundry list of items to them, and we will set up a call to review what needs to be addressed

– Ed Clayson ”

A.S.T.E.C. ¹ in Action

We partner with our customers to develop the best solutions for them



¹ A.S.T.E.C. stands for Act with Urgency and Empathy, Simplify Every Experience, Take Ownership, Engage as OneASTEC, Communicate Clearly and Often

EVOLUTION OF ASTEC

At an inflection point



✓ Integrated

✓ Scaled

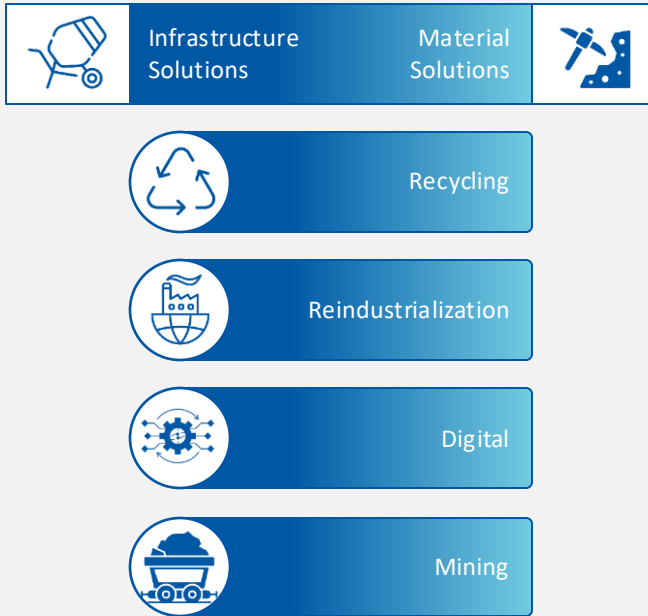
✓ Digitized

✓ Innovative

Astec has created a stable base of innovative products and market leading brands, creating an international platform to spearhead future growth initiatives

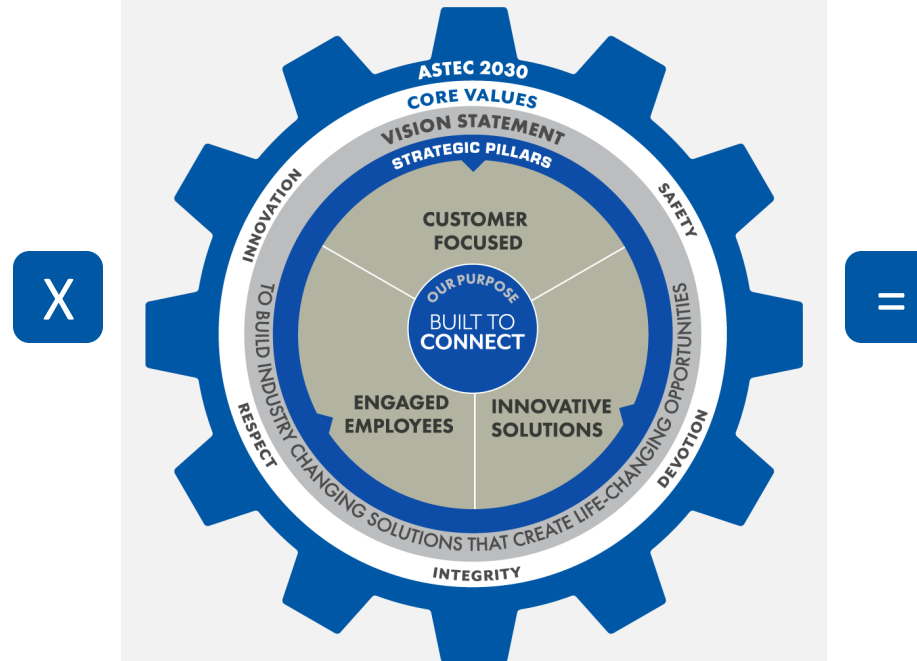
OUR GROWTH DRIVERS

Growing Megatrends within Segments...



...and Attractive Adjacencies

Built to Connect



“Strategic Roadmap”

Leading “Rock-to-Road” Provider



- ✓ Consistent Performance
- ✓ Proven Delivery

3%
Rev. CAGR
(FY 2022-2025)

+440bps
Adj. EBITDA¹ Margin
(FY 2022-2025)

11.4%
Adj. ROIC
(FY 2025)

... and Beyond

¹ Adj. EBITDA margin | ² 3-Year trailing average



The Next Era of Growth



2030 FINANCIAL AND OPERATIONAL TARGETS

Revenue

>6%
Organic CAGR²

(Vs. 3% 3-Year CAGR)

Adj. EBITDA
Margin

75 – 150bps
Average Annual
Improvement

(Vs. +440bps 3-Year
Improvement)

Adj. ROIC¹

13% – 15%

(Vs. 11.4% in FY 2025)

Operating Cash
Flow

25%+
CAGR²

(Vs. 49% 2-Year CAGR)

STRONG, RESILIENT BALANCE SHEET AND HIGH FREE CASH FLOW GENERATION SERVE AS A PLATFORM FOR STABLE GROWTH AND SHAREHOLDER VALUE CREATION

Last Three Years (as of 12/31/25)

Dividends	\$36M <i>(\$12M per year)</i>
Share Buybacks	–
Capex <i>(% of Revenue)</i>	~2.4%
Leverage	2.0x <i>(As of 12/31/2025)</i>
Capital Deployed	~\$380M

Next Five Years (FY'26 – '30)

Maintain Current Policy
~2.5%
1.5x–2.5x <i>(Up to ~3x leverage for transformative M&A)</i>
~\$409M <i>(~\$400M – \$600M Acquisition Capacity)</i>

- Prioritize accretive M&A, two significant acquisitions in 2025 / 2026: TerraSource and CWMF
- ~\$315M total available liquidity
 - Strong liquidity position with no near-term debt maturities

✓
Reinvest Into Manufacturing Velocity / Automation

✓
Growth Through Acquisitions

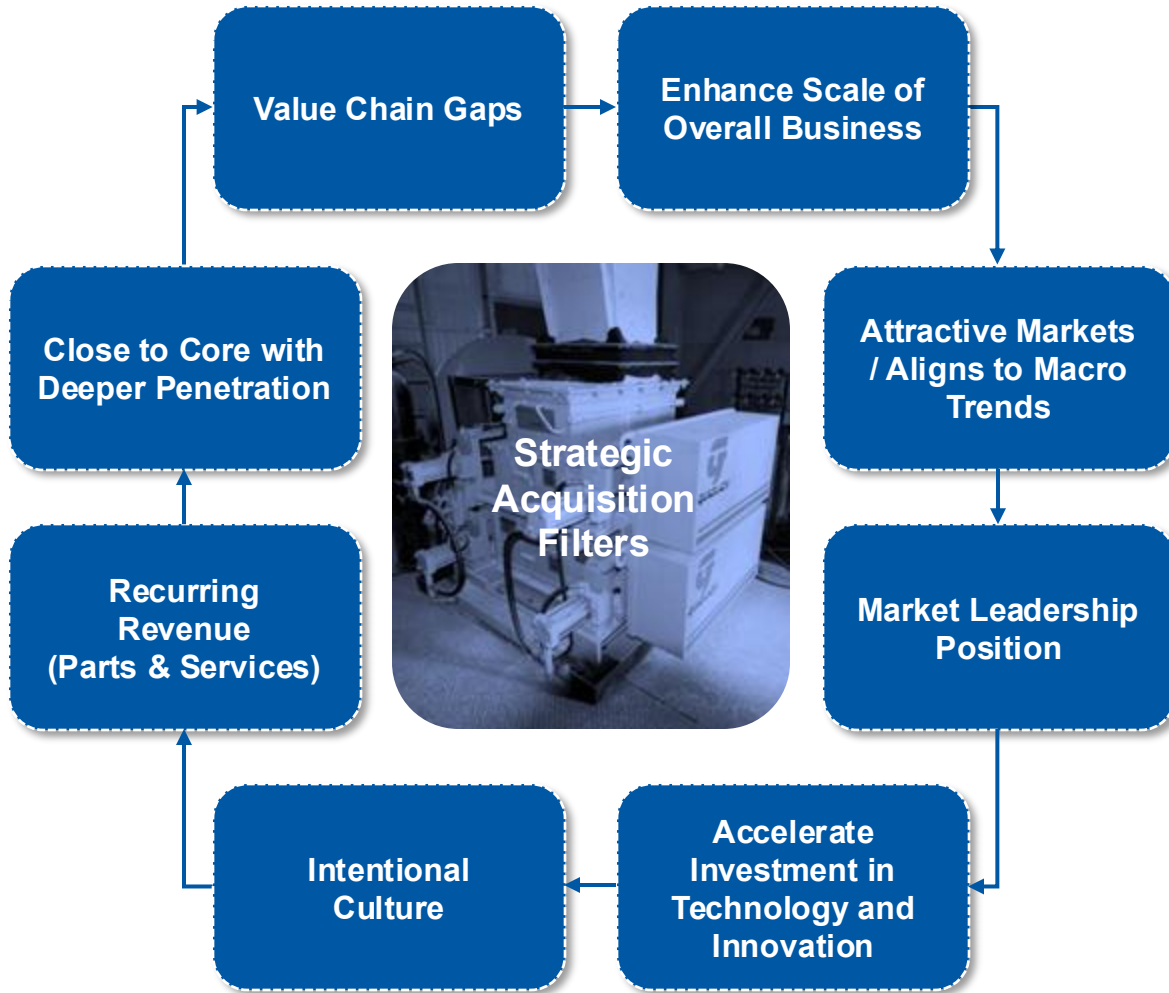
✓
Consistent Dividend Policy

✓
Disciplined Financial Framework

Strategic capital allocation policy focused on growth and value creation

ACQUISITIONS AS A KEY DRIVER FOR VALUE CREATION

Clear M&A Playbook



Financial Criteria

- ✓ EPS Accretion in First Full Year
- ✓ Meet or Exceed Long-term Financial Metrics

Recent Examples

The block contains two logos: 'TERRASOURCE GLOBAL' and 'CWMF ASPHALT PLANT EQUIPMENT'.

VALUE ACCRETIVE GROWTH INVESTMENTS IN THE NEAR TERM

Recycling



Reindustrialization



~\$380M

Growth Investments
Over Last 3 Years



~\$400M – \$600M

Acquisition Capacity
To 2030

Digital



Mining



■ Growth Investments

■ Shareholder Returns



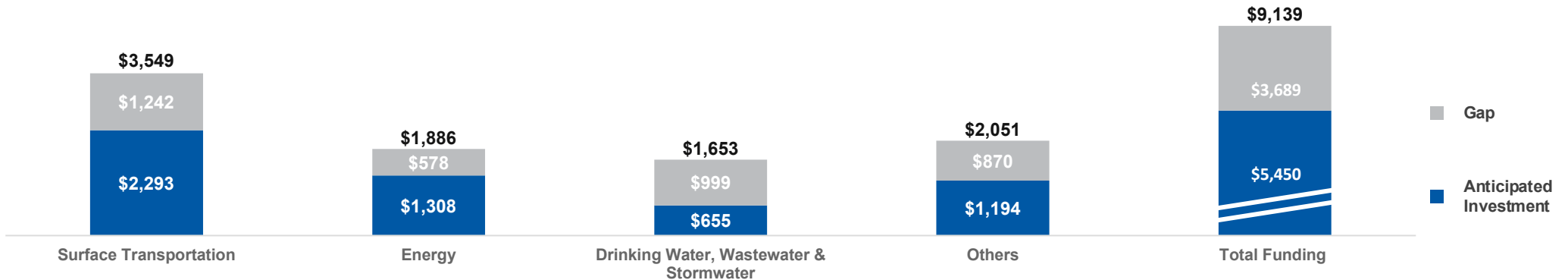
Industry Megatrends



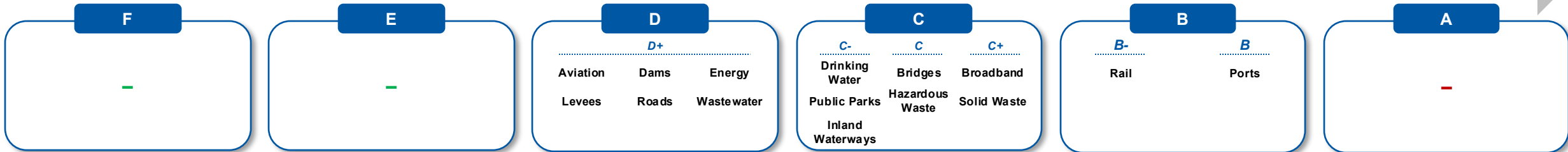
HIGH GROWTH OPPORTUNITY ACROSS INFRASTRUCTURE SECTOR



Total funding needed to reach overall B rating and maintain a state of good repair: \$9.1 Trillion¹



Report Card Grade Scale



While there are *no Infrastructure Categories with "E" or "F" ratings, sustained infrastructure investments are necessary* to maintain and improve the current state of Infrastructure across the country

- 4.1M miles of roads in the U.S. (39% in Poor or Mediocre condition)
- 623k bridges in the U.S. (6.8%, or 42k, in Poor condition)

Methodology

- ✓ Capacity
- ✓ Condition
- ✓ Funding
- ✓ Future Need
- ✓ Innovation
- ✓ O&M
- ✓ Public Safety
- ✓ Resilience

What's holding infrastructure grades back?

- ✗ Aging assets are outpacing their design life
- ✗ Regulatory demands are rising faster than budgets
- ✗ Critical data gaps limit strategic decision-making
- ✗ High levels of inflation eroded buying power of grant funding
- ✗ IJA provided momentum, but not permanence
- ✗ Current methods of funding outdated and simplistic for today's complex projects
- ✗ Workforce shortages constrain capacity

Source: American Society of Civil Engineers | ¹ Includes investment needs of infra sectors including surface transportation, water transportation, energy, aviation, drinking water, wastewater & stormwater | Total Needs = Gap + Anticipated Investment

HIGH GROWTH OPPORTUNITY ACROSS ASTEC'S BUSINESS SEGMENTS

Recycling



- Circular economy integration to reduce costs and strengthen supply chains
- Demand for sustainable construction practices and environmentally friendly materials
- Stricter regulatory oversight through Extended Producer Responsibility policy rollouts

Reindustrialization



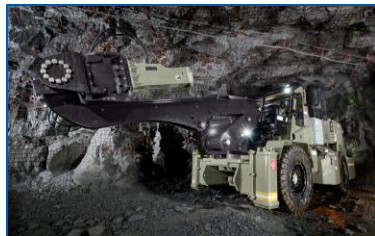
- AI demand fueling strong data center growth and advanced chip manufacturing
- Critical need to upgrade energy infrastructure and utility power grids
- Onshoring of domestic supply chains & manufacturing capabilities

Digital



- Customer demand for unified "Connectivity Suites" that aggregate data across product types
- Industry shift beyond simple data visualization to AI-driven optimization
- Industry moving from products with "extra" software to intelligence powering products

Mining

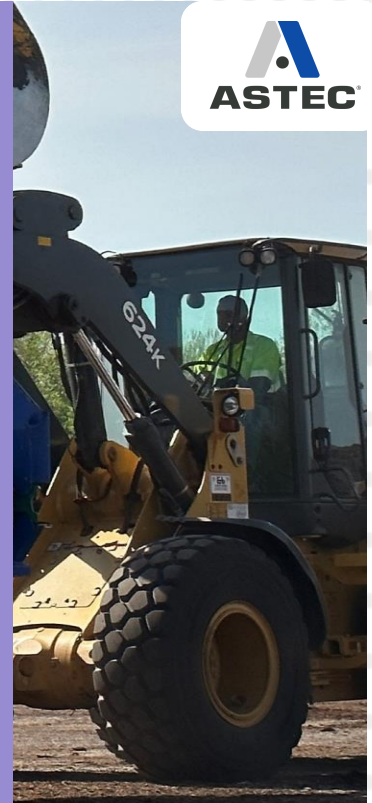


- Mining represents a major growth vector and market share opportunity for Astec
- Geopolitical competition driving an investment cycle in domestic North American rare earths
- Industrial mining sites are adopting closed-loop processing circuits

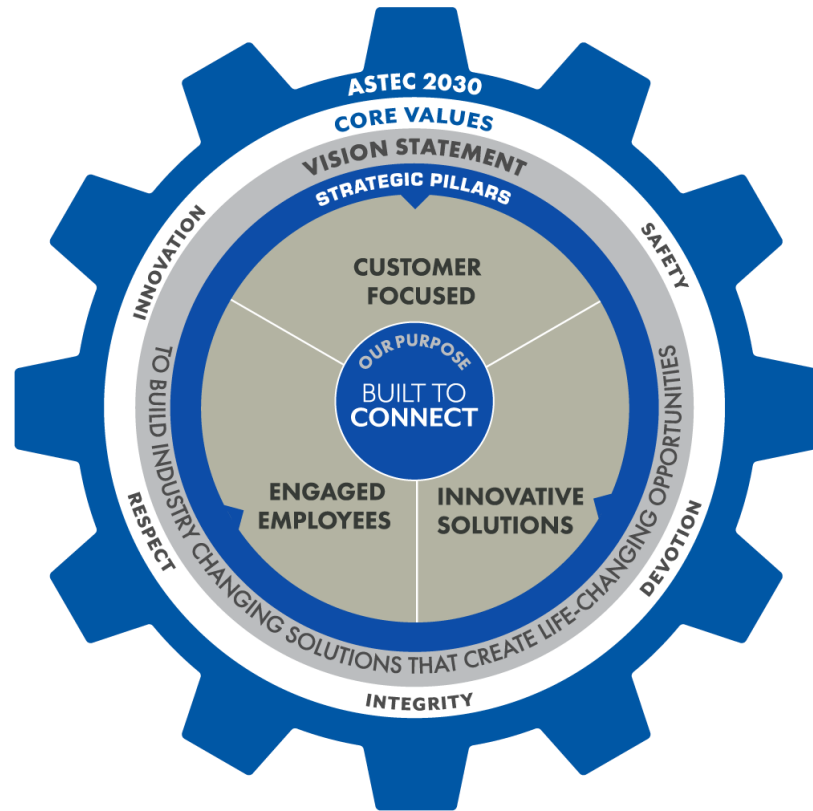
Aligned with our Asphalt, Aggregates, and Concrete Platforms



The Built to
Connect
Way



THE BUILT TO CONNECT WAY



Our Astec operating model is the roadmap that will guide our decisions and growth



EMPOWERED, ENABLED AND ENGAGED EMPLOYEES

Our employees are each guided by our Purpose: "Built to Connect"

Living Our Vision: Life-Changing Opportunities

- ✓ 300+ internal promotions or lateral moves in 2025
- ✓ Career journeys
- ✓ Leadership development programs



Establishing a High-Performance Culture

- ✓ Consistent execution with a focus on our OneASTEC operating model
- ✓ High-Performance framework



Operational Excellence

- ✓ WIN program with 3,000+ projects submitted by employees
- ✓ 93 LEAN manufacturing certification graduates to date, with 145 additional graduates scheduled this year



Training, Development and Employee Incentives

- ✓ 580+ Training Courses
- ✓ Biennial Voice of OneASTEC survey
- ✓ Bravo awards & peer recognition





CUSTOMER FOCUSED

Reliable provider of world-renowned brand and top tier solutions for customers

Develop Customer Focused Solutions

- ✓ Custom solutions from Rock to Road
- ✓ Developing innovative solutions to solve customer challenges



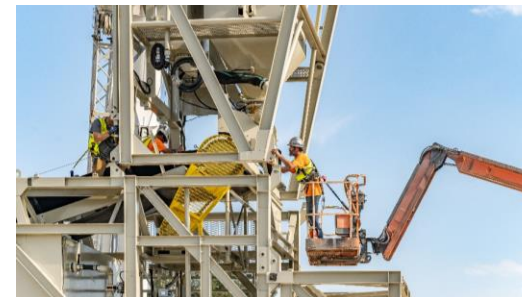
Focus on Customer Experience

- ✓ A.S.T.E.C.¹ customer focus principles
- ✓ Enabling customers to operate more efficiently (help improve recycle content by 20%)



Customer Training & Support

- ✓ Customer schools designed to maximize our tailored solutions
- ✓ Classroom, field, and virtual training



Deliver an Enhanced Aftermarket Experience

- ✓ Global service team for all business segments
- ✓ Inspection services to prevent downtime
- ✓ 1M+ sq. ft. of parts storage to ensure timely delivery



¹ A.S.T.E.C. stands for Act with Urgency and Empathy, Simplify Every Experience, Take Ownership, Engage as OneASTEC, Communicate Clearly and Often



INNOVATIVE SOLUTIONS

Legacy of industry changing innovation that has been instrumental to our success for over 50 years

New Product Development

- ✓ Established phase gate system enabling efficient go-to-market strategy
- ✓ 25+ new products recently launched at ConExpo 2026



Astec Digital

- ✓ Advanced Technology Group developing cutting-edge simulations and AI solutions
- ✓ Extended Reality (XR) as a sales & service tools
- ✓ DropZone truck loading with AI detection for safe loading



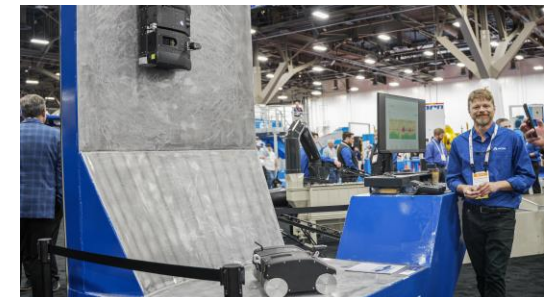
Signal Connectivity Suite

- ✓ Unified data for all products
- ✓ Real-time visibility into performance, health, productivity
- ✓ Asset management dashboard



Parts & Service

- ✓ 3 clicks to find exact part in MyAstec portal
- ✓ SiloBot inspection service with AI reporting
- ✓ Smart Services





ASTEC'S 50+ YEAR LEGACY OF INNOVATION ROOTED IN SUSTAINABILITY SOLUTIONS...

Alternative Fuels



Solutions support retrofits, multi-fuel and renewable fuel sources

Efficiency

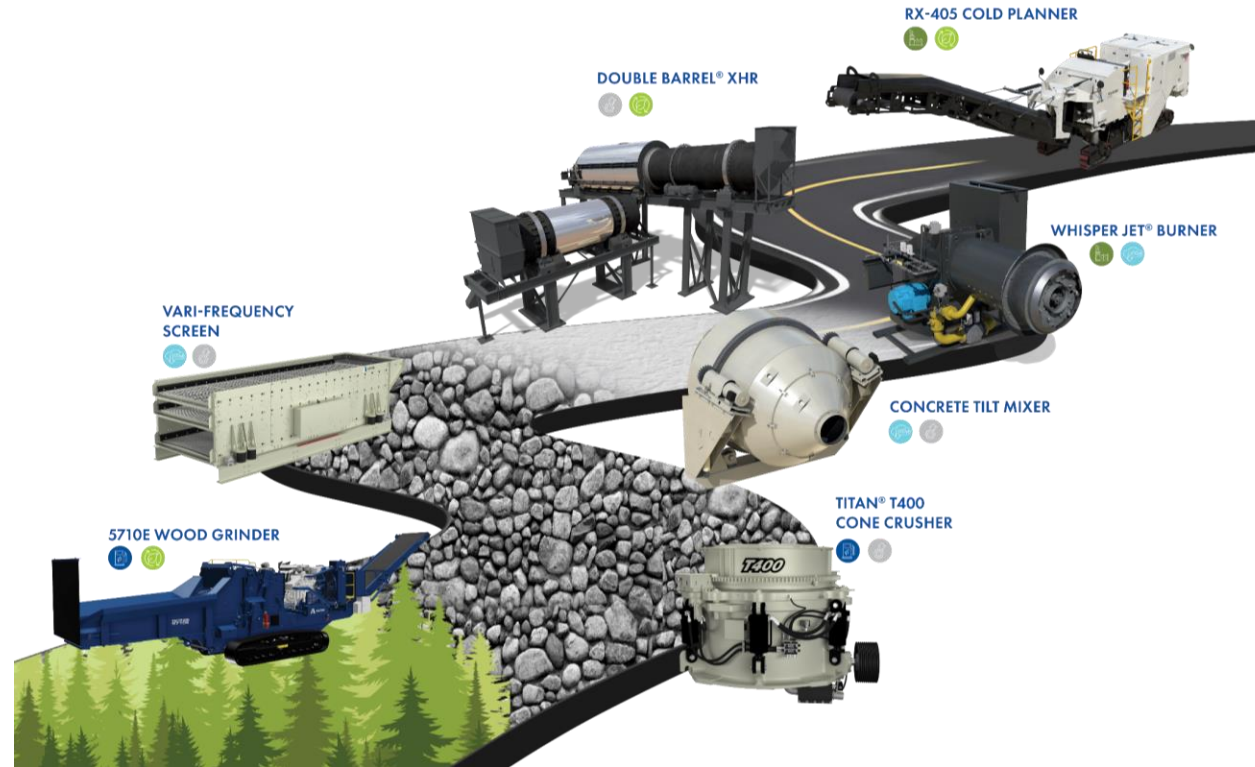


Solutions minimize energy use, waste, and equipment downtime

Recycling



Product portfolio supports material reuse, enable high levels of recycled asphalt pavement (RAP) utilization



100%
potential use of recycled materials

25%
commitment to reduce energy use

34,550
MT CO₂e emissions

95%
energy offset by recent solar project

Emission Reduction



Product lines reduce pollutant emissions that adversely impact atmosphere and environment

Alternative Fuels



Carbon-conscious design in products, prioritizing carbon reduction opportunities without sacrificing performance

...Translating into Customer Cost Reductions



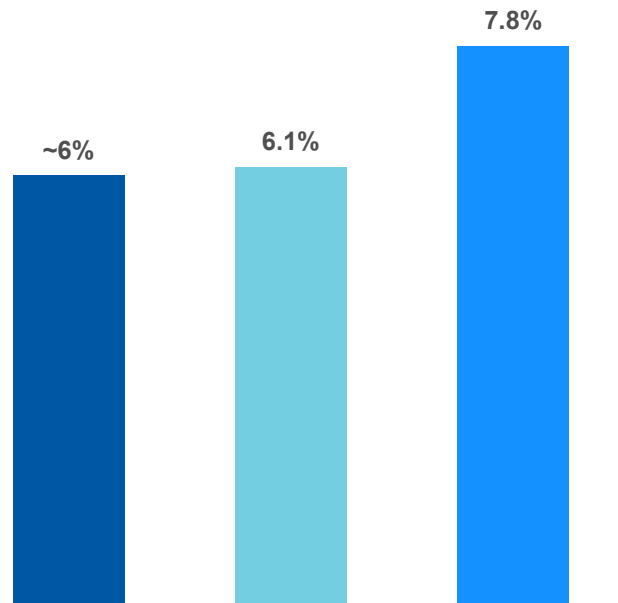
Why Invest

ASTEC VERSUS ITS PEERS

Revenue CAGR (Beginning FYE 2025)

2030E

2028E

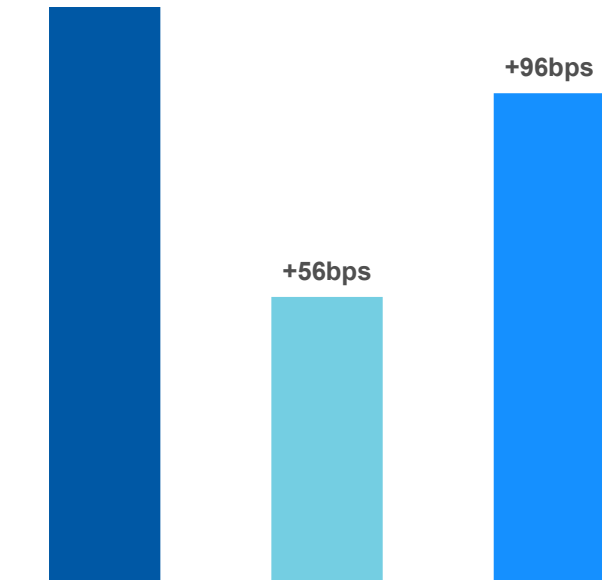
Peer
Median¹Best-in-Class
Median²

Annual EBITDA Margin Improvement (Beginning FYE 2025)

2030E

2028E

+75 – 150bps

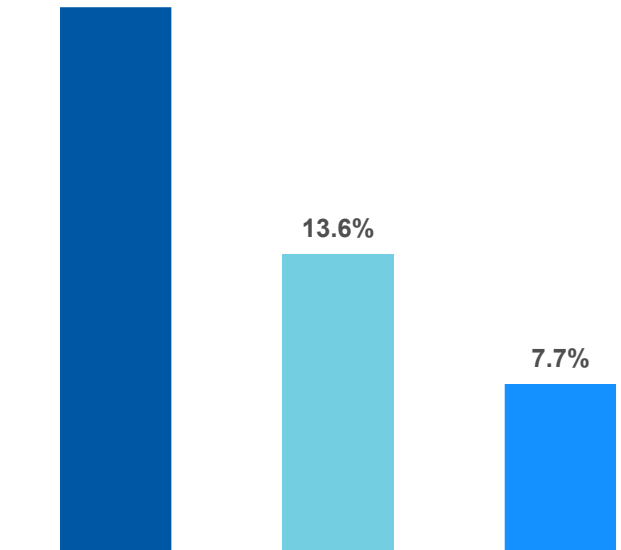
Peer
Median¹Best-in-Class
Median²

Operating Cash Flow CAGR (Beginning FYE 2025)

2030E

2028E

~25%

Peer
Median¹Best-in-Class
Median²

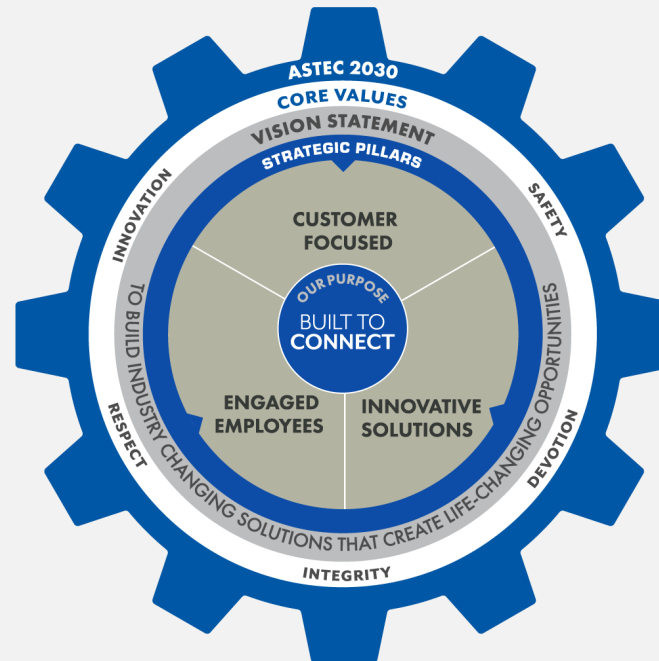
WHY INVEST

Growth Drivers

-  **New Products**
-  **Recurring Parts & Services Revenue**
-  **Stable Funding**
-  **Industry Megatrends**
-  **Strong Balance Sheet**



The Built to Connect Way

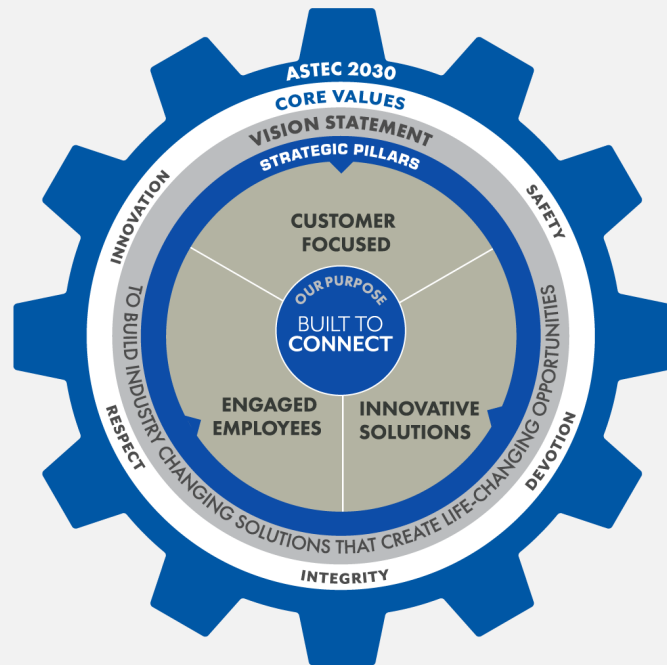


2030 Financial Targets

- Adj. EBITDA Margin**
14% to 17%
- Adj. ROIC**
13% to 15%
- Operating Cash Flow**
25%+ CAGR



BUILT TO CONNECT



Employees



Customers



Innovation

- ✓ Only pure-play “Rock-to-Road” operator and beyond
- ✓ Strategy driving continuous operational improvement with clear pathway to 2030 financial targets
- ✓ Expanding parts & service mix to 40% – 50% of total revenue
- ✓ Sales diversification (International sales mix currently ~20%)
- ✓ Financial capacity of ~\$400M – \$600M through 2030 to accelerate value creation
- ✓ Accelerating innovation of scalable technologies, drive efficiencies through emerging technologies



Appendix

Thank you to our partners.

Wells Fargo • 6 STRONG MEDIA • Q4 Inc.
Dynamic Studio + Air[]Space Acoustics

Astec Industries Inc.
GAAP vs Non-GAAP Adjusted EPS Reconciliations
(In millions, except per share amounts; unaudited)

	Year Ended December 31,	
	2025	2022
Net income (loss) attributable to controlling interest	\$ 38.8	\$ (0.1)
Adjustments:		
Transformation program	19.7	25.5
Restructuring and other related charges	(0.2)	6.2
Asset impairment	—	3.5
Gain on sale of property and equipment, net	(0.2)	(0.7)
Amortization of acquired intangible assets ^(b)	13.5	—
Acquisition and integration costs	16.9	2.0
Income tax impact of adjustments	(11.5)	(8.4)
Adjusted net income attributable to controlling interest	<u>\$ 77.0</u>	<u>\$ 28.0</u>
Diluted EPS	\$ 1.68	\$ —
Adjustments:		
Transformation program ^(a)	0.86	1.12
Restructuring and other related charges	(0.01)	0.27
Asset impairment	—	0.15
Gain on sale of property and equipment, net	(0.01)	(0.03)
Amortization of acquired intangible assets ^(b)	0.58	—
Acquisition and integration costs	0.73	0.09
Income tax impact of adjustments	(0.50)	(0.37)
Adjusted EPS	<u>\$ 3.33</u>	<u>\$ 1.23</u>

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

^(b) Beginning with the announcement of results for the third quarter of 2025, we have excluded amortization of acquired intangibles from the presentation of Adjusted net income attributable to controlling interest and Adjusted EPS. The amounts presented above for the year ended December 31, 2022 are consistent with the historically presented amounts and have not been updated for this change.

Astec Industries Inc.
EBITDA and Adjusted EBITDA Reconciliations
(In millions, except percentage data; unaudited)

	Year Ended December 31,	
	2025	2022
Net sales	\$ 1,410.4	\$ 1,274.5
Net income attributable to controlling interest	\$ 38.8	\$ (0.1)
Interest expense, net	15.2	1.5
Depreciation and amortization	36.3	27.9
Income tax provision	14.3	5.0
EBITDA	104.6	34.3
EBITDA margin	7.4 %	2.7 %
Adjustments:		
Transformation program	19.6	25.5
Restructuring and other related charges	(0.2)	6.2
Asset impairment	—	3.5
Gain on sale of property and equipment, net	(0.2)	(0.7)
Acquisition and integration costs	16.9	2.0
Adjusted EBITDA	\$ 140.7	\$ 70.8
Adjusted EBITDA margin	10.0 %	5.6 %

Astec Industries Inc.
Adjusted Return on Invested Capital
(In millions, except percentage amounts; unaudited)

	Year Ended December 31, 2025
Income (loss) from operations	\$ 65.9
Less: income tax provision (benefit)	14.3
Adjustments:	
Transformation program	19.7
Restructuring and other related charges	(0.2)
Gain on sale of property and equipment, net	(0.2)
Amortization of acquired intangible assets	13.5
Acquisition and integration costs	16.9
Income tax impact of adjustments	(11.5)
Adjusted net operating profit after tax	<u>\$ 89.8</u>
Average total equity ^(a)	\$ 663.2
Average current maturities of long-term debt ^(a)	6.5
Average short-term debt ^(a)	12.2
Average long-term debt ^(a)	185.8
Less: average cash, cash equivalents and restricted cash ^(a)	82.7
Average invested capital ^(a)	<u>\$ 785.1</u>
Adjusted ROIC ^(b)	11.4 %

^(a) Average of previous five quarters.

^(b) Calculated as Adjusted net operating profit after tax divided by Average invested capital.