Investor & Analyst Briefing

COLUMBUS McKINNON
CORPORATION

PARTNERS IN MOTION CONTROL

June 13, 2019

New York, NY

2019 Investor & Analyst Day

Agenda

Thursday, June 13, 2019

Convene, 810 Seventh Avenue, New York, NY

8:00	**Registration & Buffet Breakfast**	*Beekman Lounge*
8:30	***SESSIONS***	***Beekman Hub***
	Driving Change: *Blueprint for Growth*	**Mark Morelli** - President and Chief Executive Officer
	Operational Excellence	**Bert Brant** - Vice President, Global Manufacturing
	Ramp the Growth Engine	**Mario Ramos** - Vice President, Global Product Development
	Digital Platform	**Mark Paradowski** - Vice President, Information Services
	Industrial Products	**Kurt Wozniak** - Vice President, Industrial Products
	Crane Solutions	**Pete McCormick** - Vice President, Crane Solutions Group
10:15	***BREAK***	
	Engineered Solutions	**Appal Chintapalli** - Vice President, Engineered Products
	Driving Earnings Power	**Greg Rustowicz** - Vice President, Finance and Chief Financial Officer
	Further Pivot: *Blueprint for Growth*	**Mark Morelli** - President and Chief Executive Officer
	Q&A and Concluding Comments	
12:30	***BUFFET LUNCH***	***Beekman Lounge***

Investor & Analyst Day 2019

June 13, 2019

New York, NY

COLUMBUS McKINNON CORPORATION

PARTNERS IN MOTION CONTROL

IMPORTANT INFORMATION

Safe Harbor Statement

These slides, and the accompanying oral discussion, contain “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. Such statements include, but are not limited to, statements concerning future revenue and earnings, involve known and unknown risks, uncertainties and other factors that could cause the actual results of the Company to differ materially from the results expressed or implied by such statements, including the effectiveness of the Company’s 80/20 process to simplify operations, the ability of the Company’s operational excellence initiatives to drive profitability, the success of the Company’s new products to enhance revenue, the timing and success of the divestitures, global economic and business conditions, conditions affecting the industries served by the Company and its subsidiaries, conditions affecting the Company's customers and suppliers, competitor responses to the Company's products and services, the overall market acceptance of such products and services, the ability to expand into new markets and geographic regions, and other factors disclosed in the Company's periodic reports filed with the Securities and Exchange Commission. The Company assumes no obligation to update the forward-looking information contained in this presentation.

Non-GAAP Financial Measures

This presentation will discuss some non-GAAP financial measures, which we believe are useful in evaluating our performance. You should not consider the presentation of this additional information in isolation or as a substitute for results compared in accordance with GAAP. We have provided reconciliations of comparable GAAP to non-GAAP measures in tables found in the Supplemental Information portion of this presentation.

© 2019 Columbus McKinnon Corporation

EXECUTIVE COMMITTEE



Mark Morelli
Presaident &
Chief Executive Officer



Bert Brant
Vice President,
Global Manufacturing



Appal Chintapalli
Vice President,
Engineered Products



Alan Korman
Vice President,
Corporate Development,
General Counsel & CHRO



Pete McCormick
Vice President,
Crane Solutions Group



Mark Paradowski
Vice President,
Information Services



Mario Ramos
Vice President, Global
Product Development



Greg Rustowicz
Vice President, Finance
& Chief Financial Officer



Kurt Wozniak
Vice President,
Industrial Products

© 2019 Columbus McKinnon Corporation

Driving Change Through Blueprint for Growth Strategy

Mark Morelli

President & Chief Executive Officer

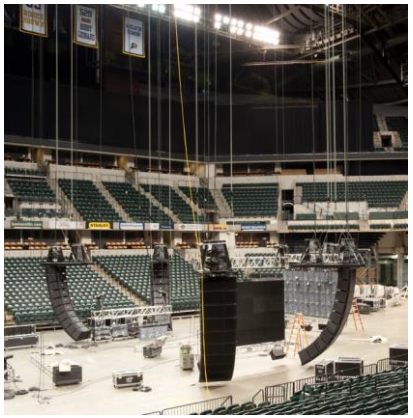
COLUMBUS McKINNON CORPORATION

PARTNERS IN MOTION CONTROL

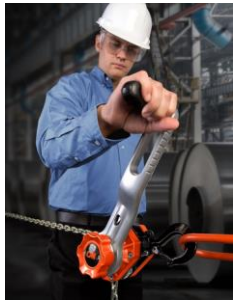
CHANGING COLUMBUS MCKINNON













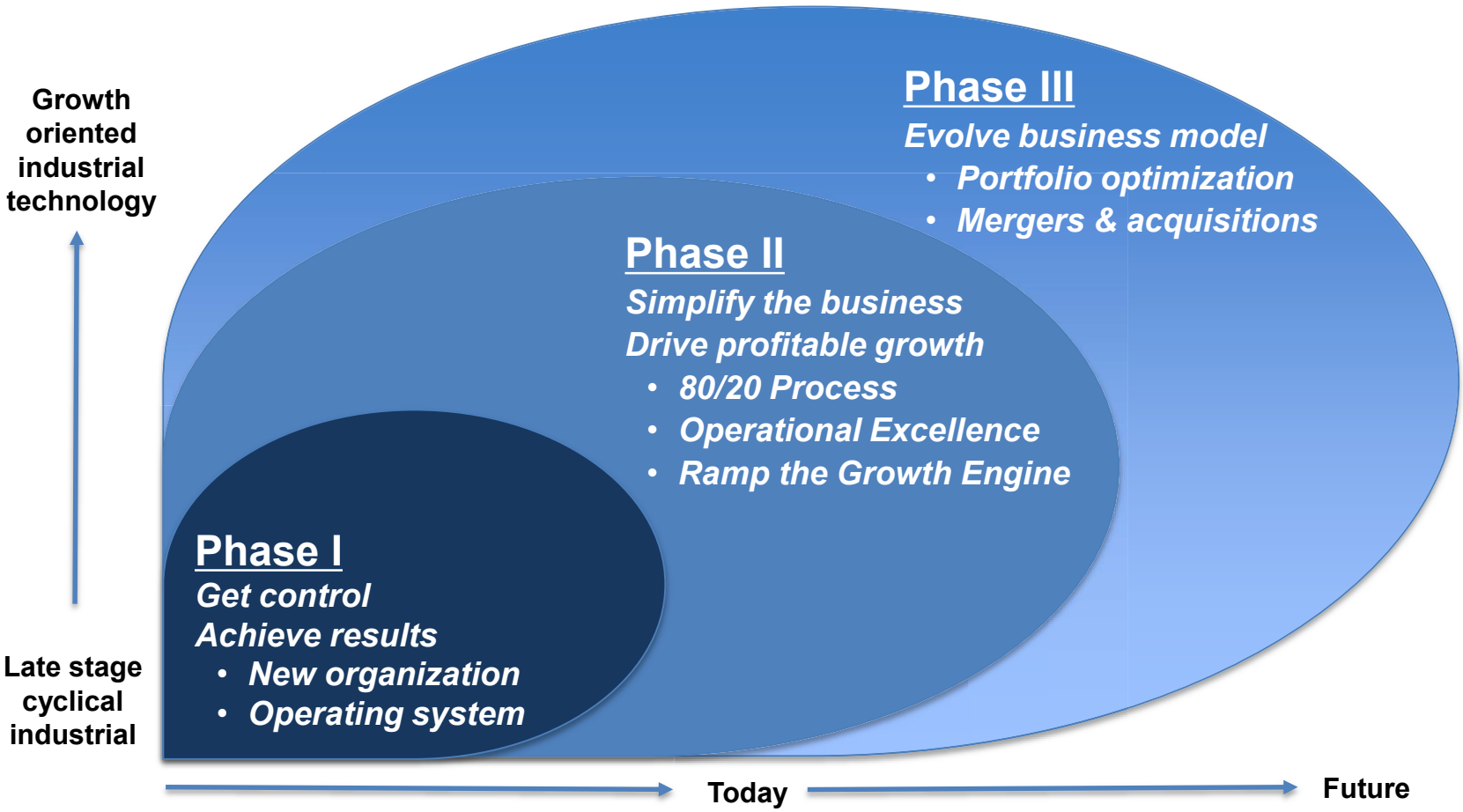




Highly relevant, professional-grade solutions
for solving customers' critical problems in safety & productivity

© 2019 Columbus McKinnon Corporation

STRATEGY: EVOLUTION OF COLUMBUS MCKINNON



Further pivot from late stage industrial to growth oriented industrial technology company

© 2019 Columbus McKinnon Corporation

E-PAS™: Earnings Power Acceleration System

Business Operating System



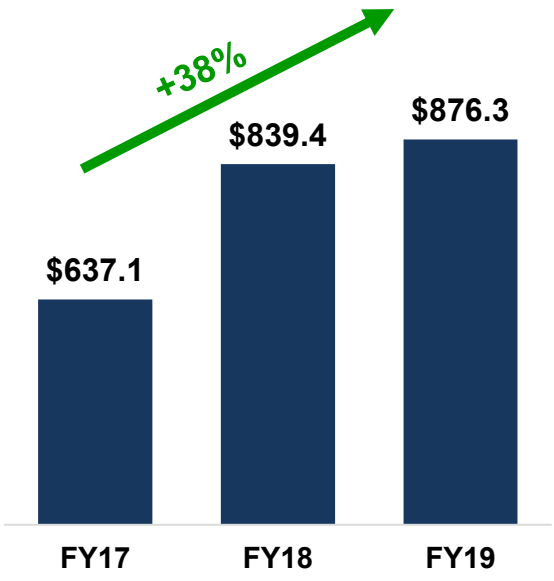
Business operating system drives execution

© 2019 Columbus McKinnon Corporation

FINANCIAL PERFORMANCE

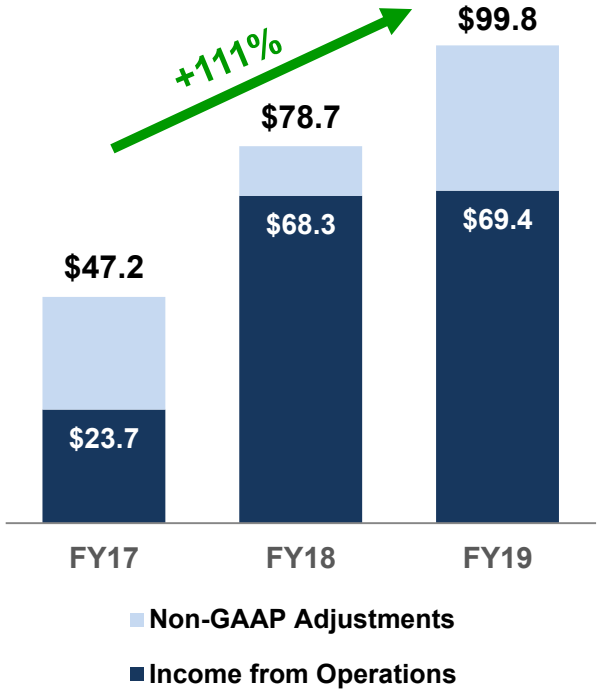
($ in millions)

Growth outpacing industry…

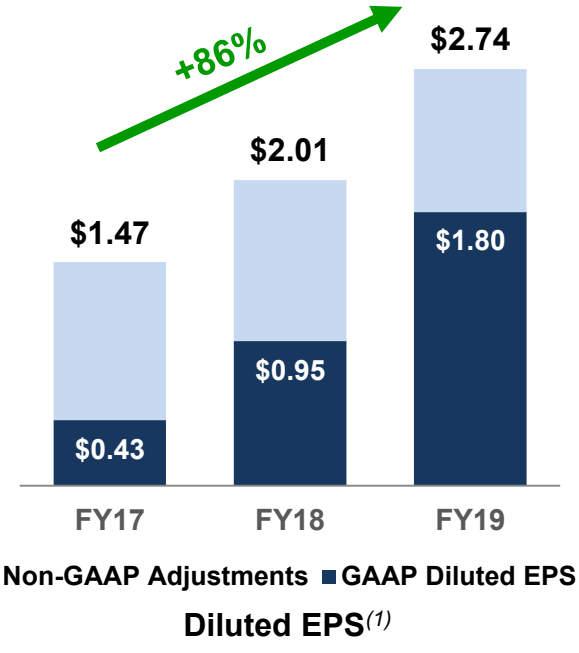


Sales and Gross Margin

Transformation doubles adjusted operating income (1) …



Strategy creates stronger earnings power…



Diluted EPS(1)

Operating margin expanded significantly and net income doubled

(1) Adjusted operating income and EPS are non-GAAP financial measures. Please see supplemental slides for reconciliations.

© 2019 Columbus McKinnon Corporation

PHASE II PROVEN EFFECTIVE IN FY2019

Simplify the Business

- $8.5 million of operating income from 80/20 Process
- Sharpened customer focus
- Divested 3 non-core operations

Operational Excellence

- Record productivity drove $8.5 million in savings
- Consolidated Ohio operations for $2 million in savings
- Further deploying EPAS™ Operating System

Ramp the Growth Engine

- Responsiveness and availability
- Redeployed product development resources
- Emerging growth from product development

Transform the Culture

- Mission, vision, values drive performance culture
- Top-grading talent across the organization

Self-help strategy is working

© 2019 Columbus McKinnon Corporation

SIMPLIFY THE BUSINESS: 80/20 PROCESS

Improve profitability

- Reduce overhead
- Strategic pricing

Profitable revenue growth

ROIC improvement

- Inventory reduction
- Footprint reduction



Purchased parts
~400,000



Product SKUs
~50,000

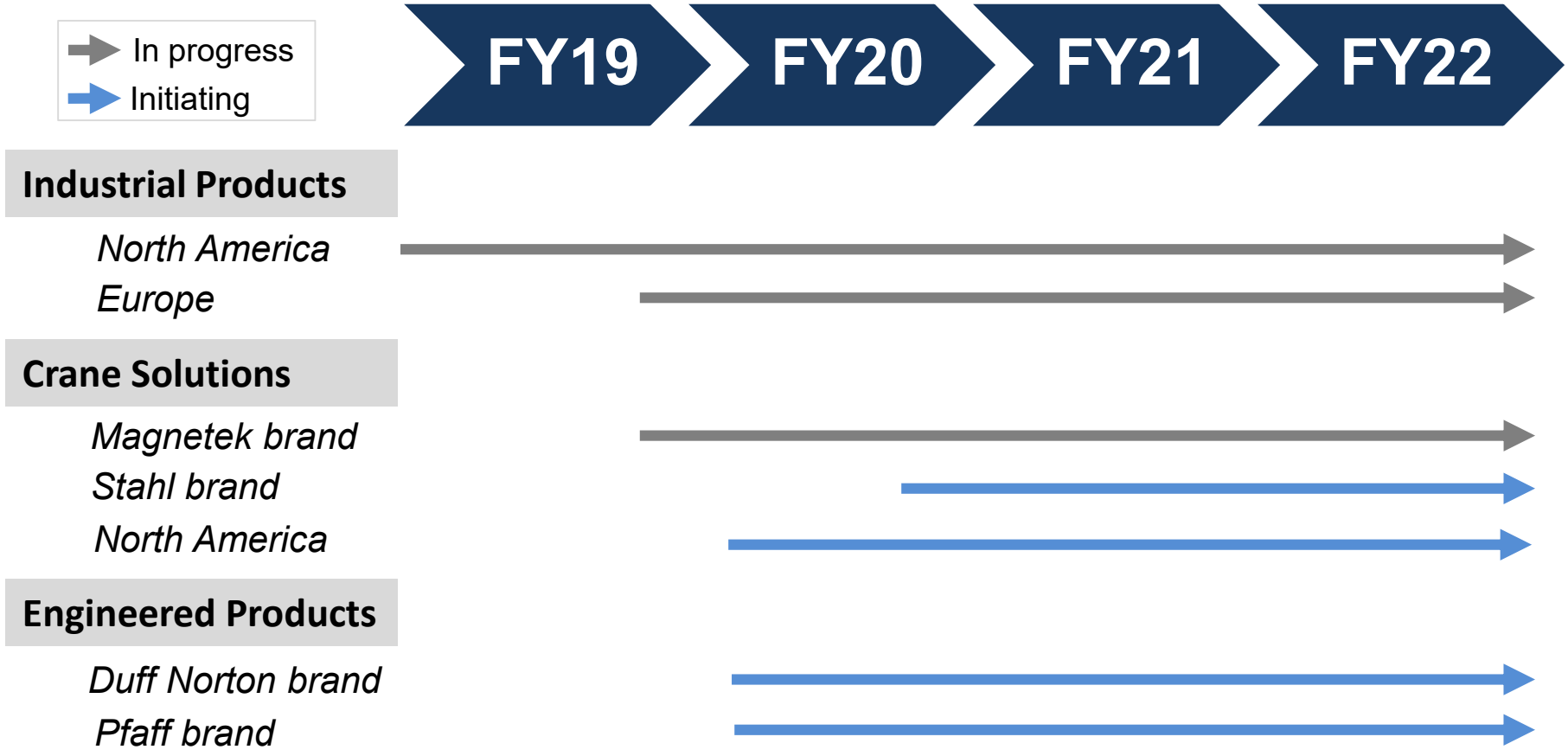
80 / 20 Process

Simplify the Business:
Eliminate bleeders… focus on areas of growth

80/20 Process: Centerpiece of the operating system… eliminates bleeders and sharpens focus on growth

© 2019 Columbus McKinnon Corporation

80/20 Process Implementation



About 1/3 of 80/20 process complete in organization

© 2019 Columbus McKinnon Corporation

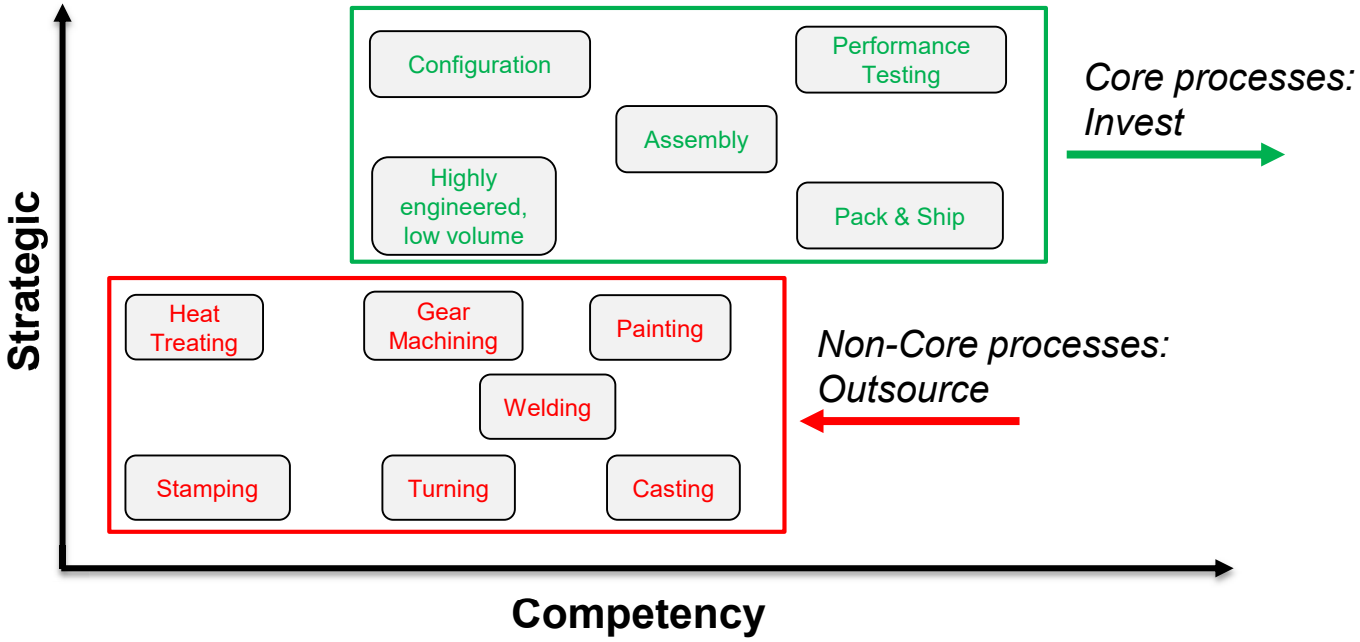
OPERATIONAL EXCELLENCE

Path to Top Tier Performance

Redefine Customer Experience

Improve Cost Structure

Optimize Working Capital



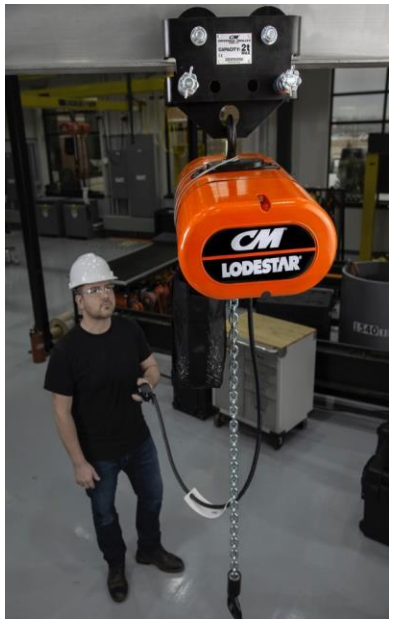
Strategic lens improves path to Operational Excellence

© 2019 Columbus McKinnon Corporation

RAMPING THE GROWTH ENGINE

Path to Profitable Growth

Strengthen the Core	Lifting Specialist	Smart Movement



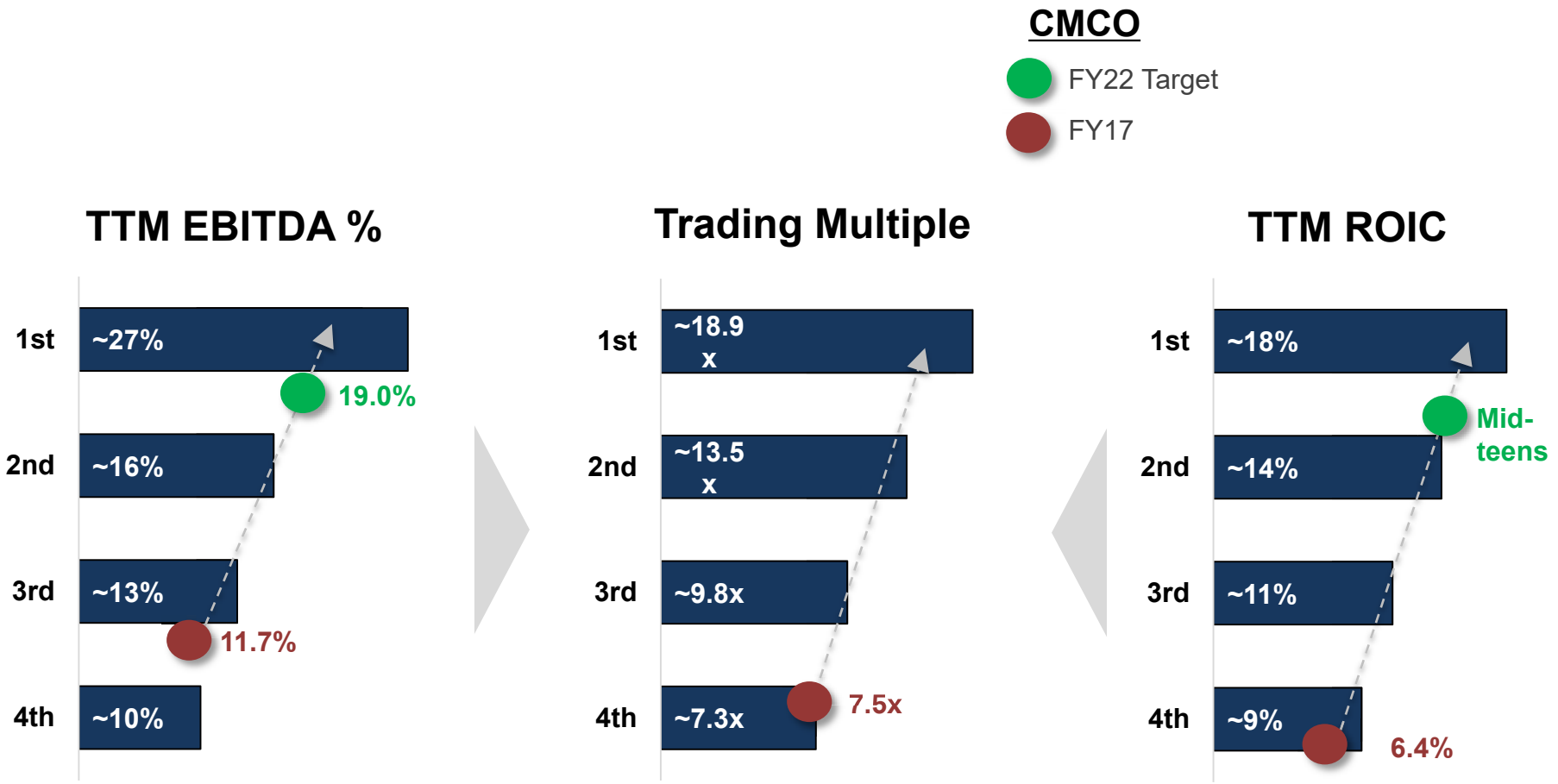




Solving customers' high value problems to improve safety & productivity

© 2019 Columbus McKinnon Corporation

VALUE CREATION VERSUS PEERS



Phase I-II execution resulting in improved earnings vs. peers… multiple undervalued

-Peer quartiles as of 3/31/19
-CMCO FY19F trading multiple as of 3/31/19
-Tax rates for ROIC. FY17: 30%, FY18: 22%, FY19-FY22: 25%

CMCO Peerset:
-Alamo Group, Altra Industrial Motion, CIRCOR, Federal Signal, Flowserve, Fortive, Franklin Electric, Graco, IDEX, Roper, Ingersoll-Rand, Kennametal, Kito, KoneCranes, Palfinger, Parker-Hannifin, RBC Bearings, Regal Beloit, Tennant, Terex

THREE DISTINCT PRODUCT CATEGORIES

Customer Driven Solutions



- ✓ Linear & Mechanical Actuators
- ✓ Lifting Tables
- ✓ Rail & Road
- ✓ Actuation Systems



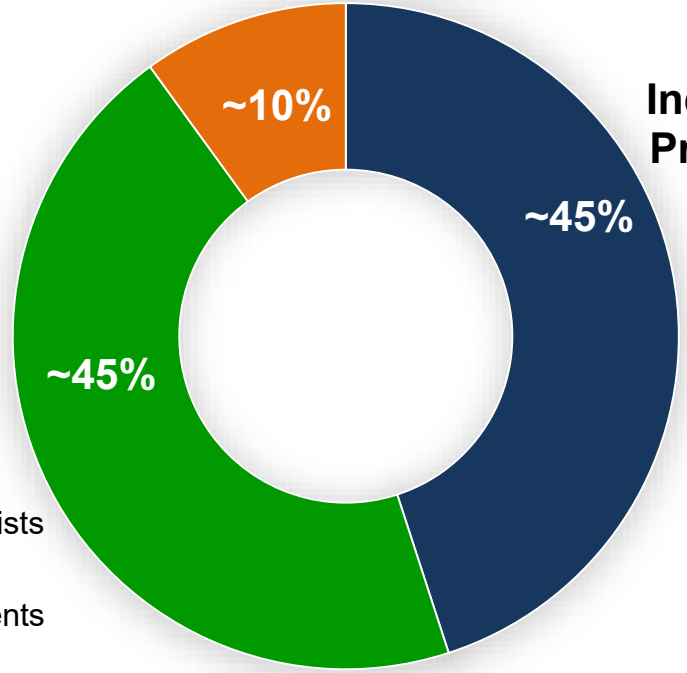
Engineered Products



Crane Solutions



- ✓ Cranes, Wire Rope Hoists
- ✓ Drives and Controls
- ✓ Crane Kits & Components
- ✓ Jibs, Workstations



Industrial Products



- ✓ Manual Chain Hoist
- ✓ Electric Chain Hoist
- ✓ Rigging / Clamps
- ✓ Industrial Winches

$876.3 Million

FY2019 Revenue

© 2019 Columbus McKinnon Corporation

TARGET MARKETS



ALTERNATIVE ENERGY



AEROSPACE & DEFENSE



ENTERTAINMENT



OIL & GAS/ PETROCHEMICAL



WASTEWATER TREATMENT



INFRASTRUCTURE



AUTOMATION



METALS PROCESSING

Targeting market segments with better than GDP growth

© 2019 Columbus McKinnon Corporation

MISSION, VISION, VALUES

COLUMBUS McKINNON
CORPORATION

Raising Expectations

Led by a clear vision, strategy and guiding values, we are raising the expectations of ourselves for our customers and shareholders.

Our Mission

We provide expert, professional-grade solutions and products, building the trust of customers by solving their high-value problems.

Our Vision

To become the leading industrial technology company in safe and productive motion control.

Partners in Motion Control

Our Values

We are raising expectations by living the values through our daily behaviors.



Be easy to do business with.
Focus on the customer.
Listen. Simplify.



Deliver on your commitments.
Aim for greatness. Do your best.
Hold yourself accountable.



Think differently.
Be proactive with new ideas.
Ask questions. Be part of the solution.



Win as a team.
Work together. Respect each other.
Celebrate success.



Act with integrity.
Do the right thing. Extend trust.
Appreciate differences.

© 2019 Columbus McKinnon Corporation

Operational Excellence

Bert Brant

Vice President, Global Manufacturing

COLUMBUS McKINNON
CORPORATION

PARTNERS IN MOTION CONTROL

Operational Excellence Strategy

Path to Top Tier Operational Performance

Initial Focus FY2019	Redefine Customer Experience	Improve Cost Structure	Optimize Working Capital

Operational KPI focus

Strategic assessment of factory operations

Top grading talent



Raise customer expectations and drive factory productivity

**SIOP: Sales, Inventory & Operations Planning*

INITIAL FOCUS IN FY2019

Refined KPI's

- Recast operational metrics
- Developed root cause, countermeasure culture
- Benchmarked best-in-class performance

Strategic Assessment

- Identified strategic core processes
- Developed tiered factory assessment
- Initiated operational excellence strategy

Team Performance Culture

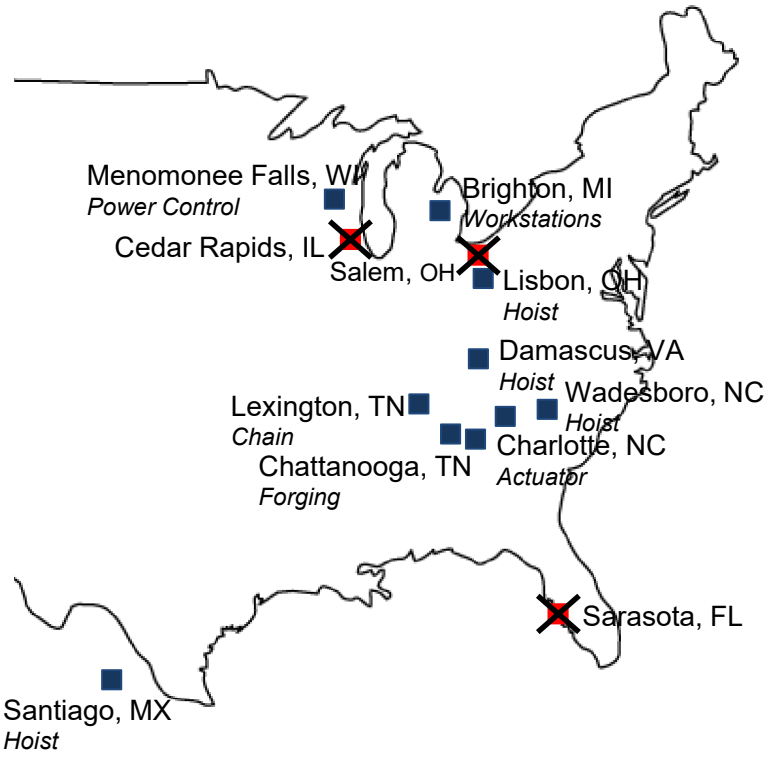
- Hired core/centralized team to execute strategy
- Embedded within the business unit structure

KPI's lead to strategic assessment and go-forward strategy… team in place to execute

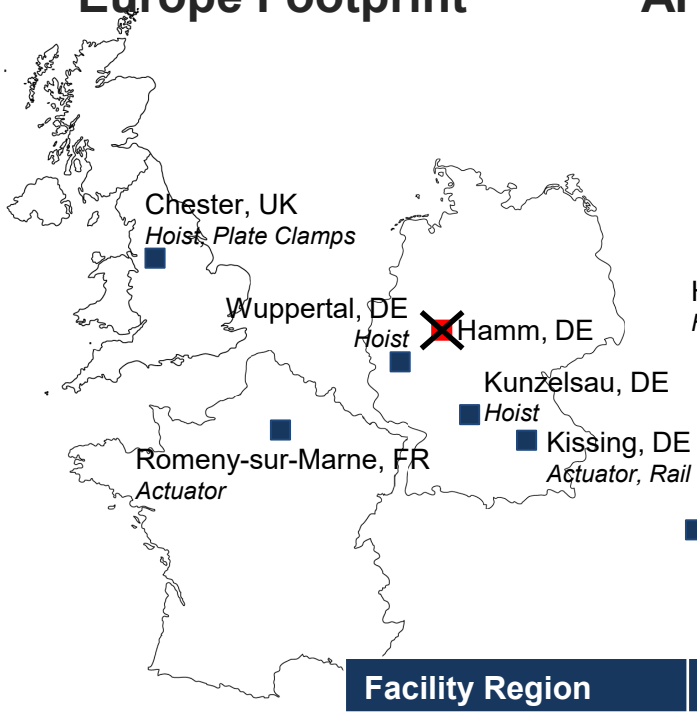
© 2019 Columbus McKinnon Corporation

STRATEGIC ASSESSMENT

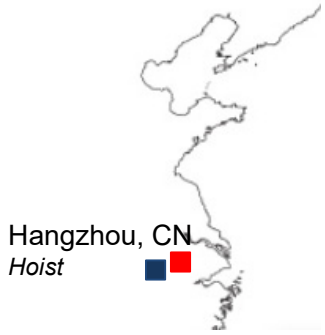
North America Footprint



Europe Footprint



APAC Footprint



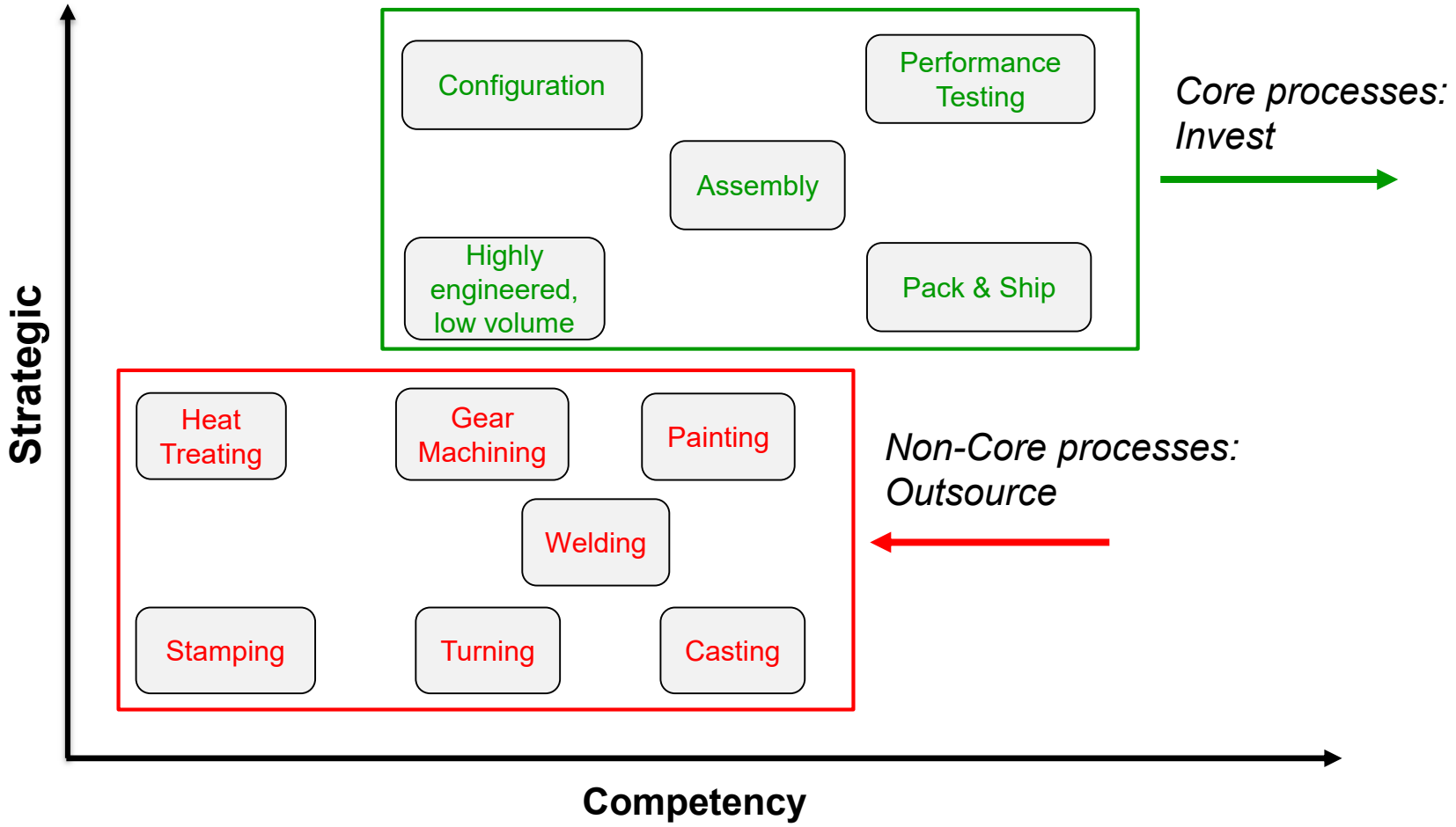
Facility Region	FY17	FY19
North America	13	10
EMEA	7	6
APAC	2	2
Total	**22**	**18**

Reduced manufacturing footprint from 22 to 18…evaluating further opportunities

© 2019 Columbus McKinnon Corporation

STRATEGIC ASSESSMENT

Core Versus Non-Core Processes



Invest and grow core processes and outsource others

© 2019 Columbus McKinnon Corporation

REDEFINE CUSTOMER EXPERIENCE

On-Time Delivery Progression



Measurement NOT aligned with Customers

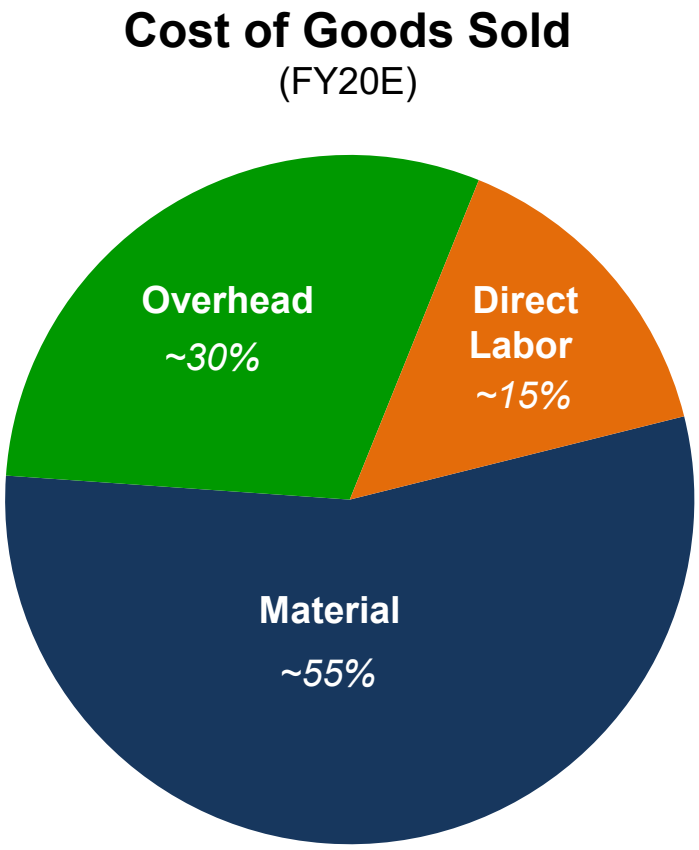
Measurement NOT aligned with 80/20

Measurement aligned with top Customers

Metric aligned with 80/20 strategy and top customers' expectations

© 2019 Columbus McKinnon Corporation

IMPROVE COST STRUCTURE



Overhead

Focus on simplifying footprint and reducing non value add labor cost:

- Improve direct to indirect ratio
- Reduce/consolidate factory labor cost

Material Cost

Manage a project funnel focused on net material savings:

- Best cost region
- SKU rationalization / VAVE

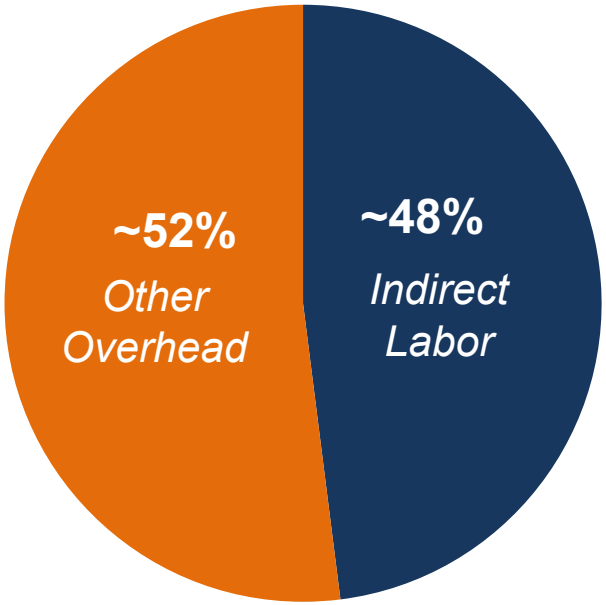
Opportunity to improve direct to indirect ratio

© 2019 Columbus McKinnon Corporation

IMPROVE COST STRUCTURE

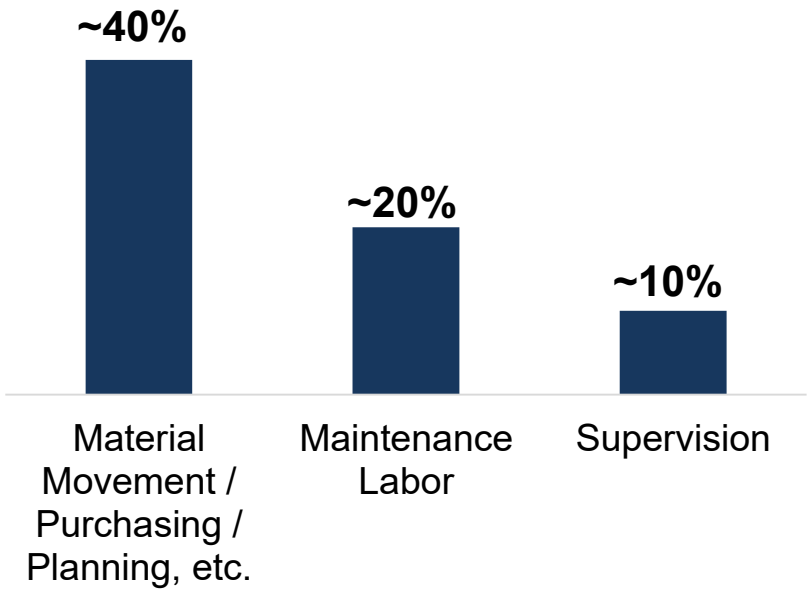
Lower Overhead

Objective is to reduce overhead…



~48% Indirect

by addressing top 70% of opportunities



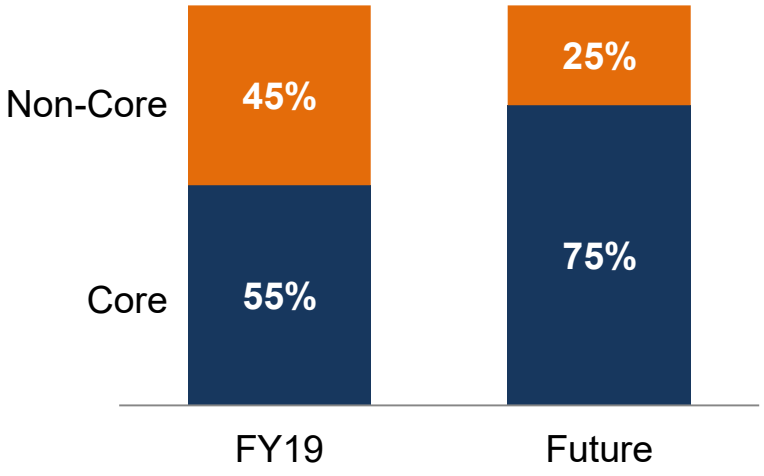
Indirect labor represents the largest opportunity to reduce overhead

© 2019 Columbus McKinnon Corporation

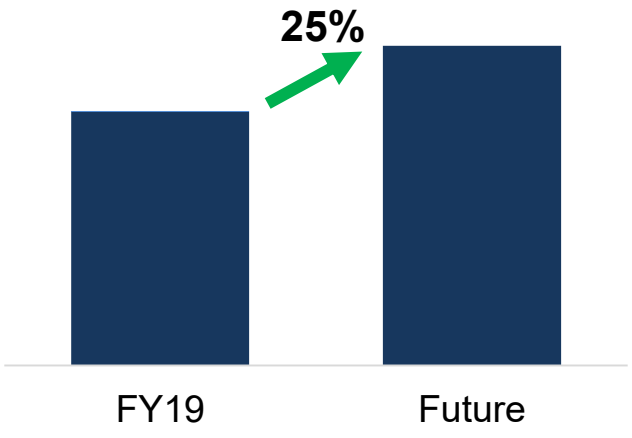
IMPROVE COST STRUCTURE

Footprint Optimization

Investing in core processes…



leads to improved revenue per square foot



Footprint optimization driving improved cost structure

© 2019 Columbus McKinnon Corporation

IMPROVE COST STRUCTURE

Supplier and SKU Rationalization

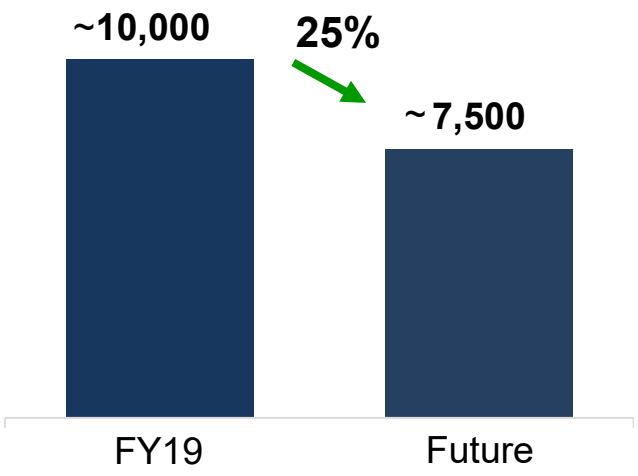
Key Initiatives:

Streamline supply chain with fewer, stronger suppliers

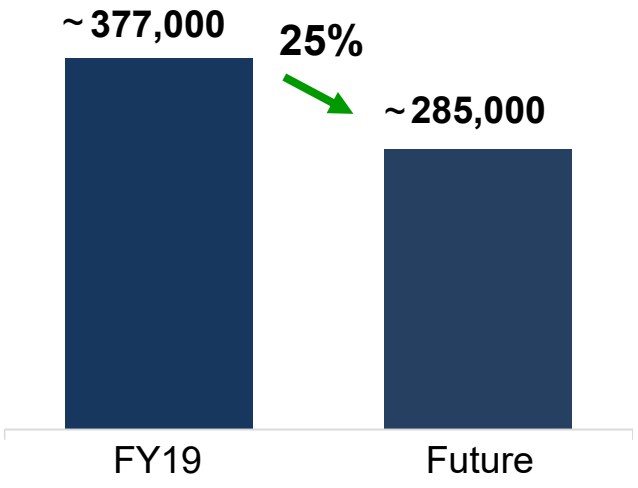
Simplify and leverage spend with reduced SKU count

Partner on new product development

# of Suppliers



# of SKUs Purchased



Targeting ~25% reduction to BOTH suppliers and SKUs

© 2019 Columbus McKinnon Corporation

Operational Excellence Strategy

Path to Top Tier Operational Performance

Initial Focus FY2019	Redefine Customer Experience	Improve Cost Structure	Optimize Working Capital
Operational KPI focus	On-time customer delivery	Factory overhead reduction	Days payable outstanding
Strategic assessment of factory operations	Simplification sharpens focus	Footprint optimization	Inventory turns and SIOP*
Top grading talent		Supplier and SKU rationalization	

Raise customer expectations and drive factory productivity

**SIOP: Sales, Inventory & Operations Planning*

Ramp the Growth Engine

Mario Ramos

Vice President, Global Product Development

COLUMBUS McKINNON
CORPORATION

PARTNERS IN MOTION CONTROL

RAMP THE GROWTH ENGINE STRATEGY

Path to Profitable Growth

Initial Focus FY19	Strengthen the Core	Lifting Specialist	Smart Movement
Eliminated low value projects Redeployed resources New processes & skills			

Solving high value problems improving safety & productivity

© 2019 Columbus McKinnon Corporation

INITIAL FOCUS IN FY2019

Enhanced Product Development Pipeline

Past	Future
Low return projects	Solve high value problems
Limited value engineering	Strong value engineering pipeline
Skills/talent gaps	New skills & processes

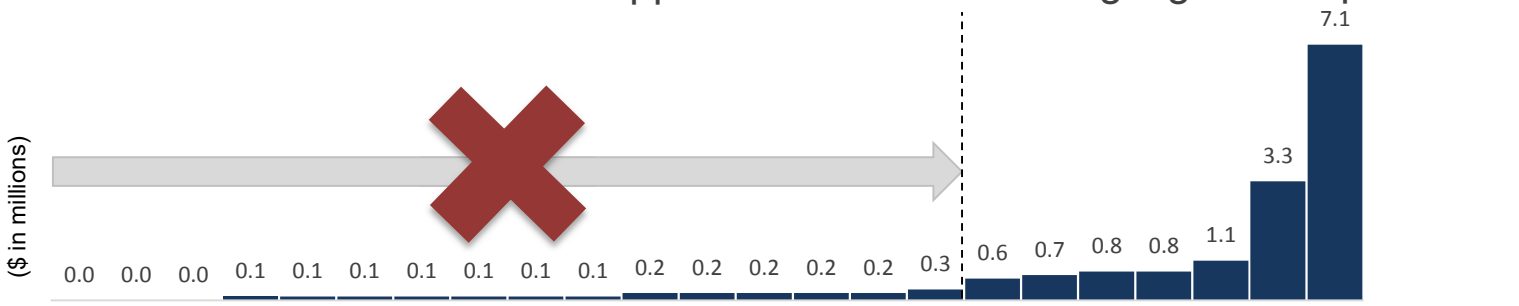
Enhanced Project Pipeline

Past

Eliminate tail to fund new opportunities

Future

Solving high value problems



Stopped low return projects & reallocated resources to high value activities

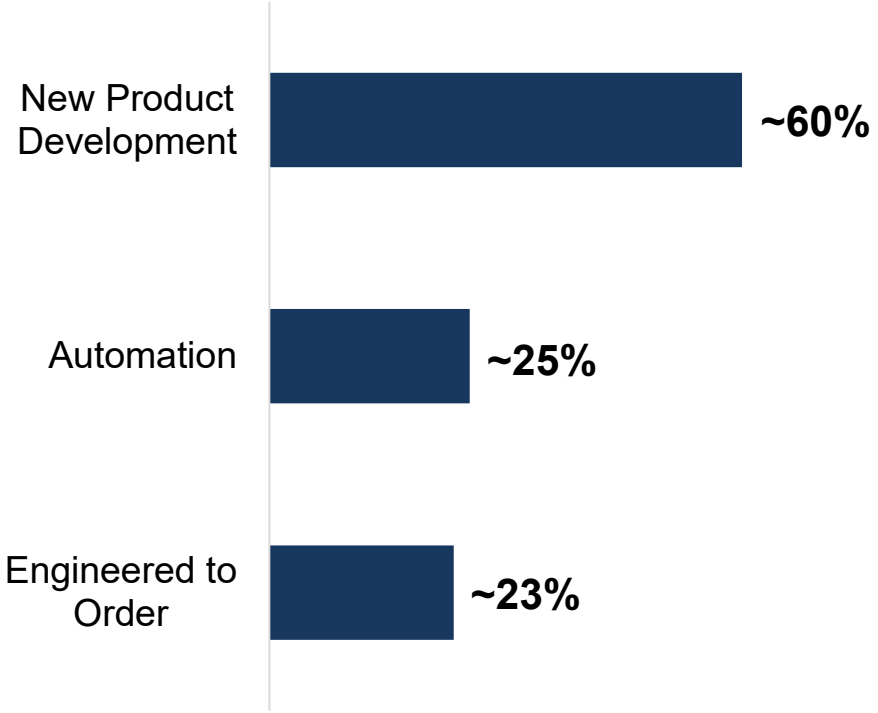
© 2019 Columbus McKinnon Corporation

STRENGTHEN THE CORE

Product Development Focus

Demonstrating Organic Growth

(Y/Y % revenue growth)



DC motor drives
Radio controls
Variable speed platform

Auto-dispatch
No-fly zone
Remote monitoring and control

Quote lead time improvement
On-time delivery improvement

Initial focus in R&D gaining traction

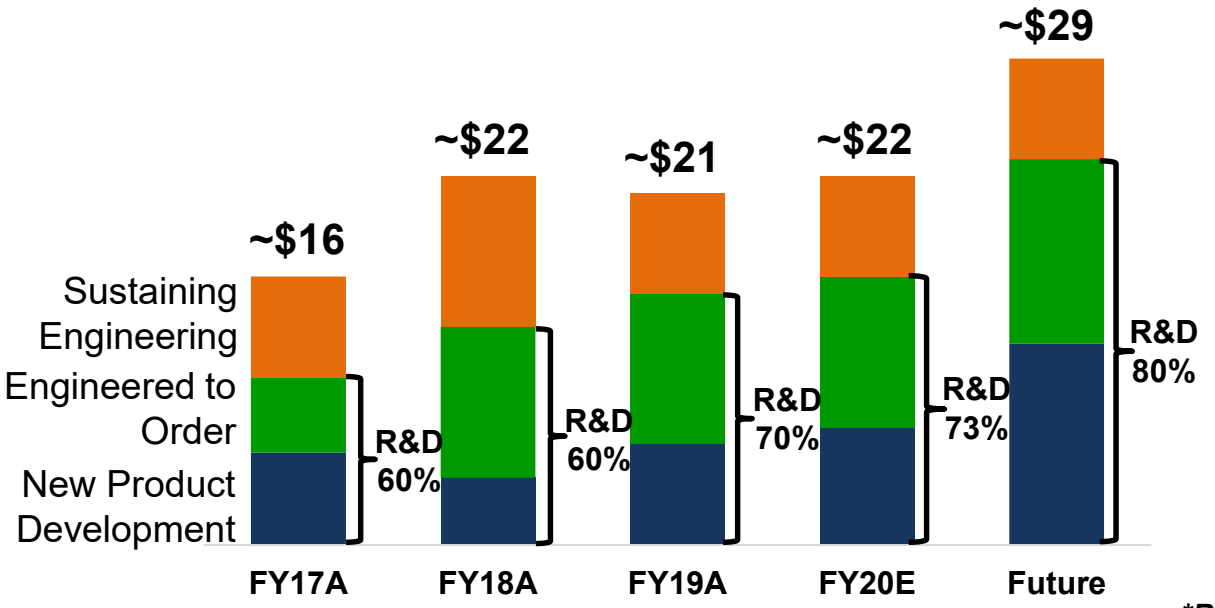
© 2019 Columbus McKinnon Corporation

STRENGTHEN THE CORE

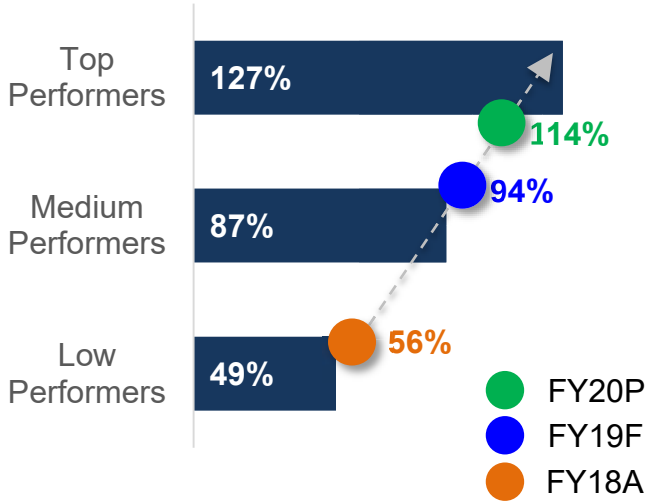
Product Development Return on Investment

($ in millions)

Have increased R&D investment on steady spend…



While improving returns*



Returns on R&D spend calculation:

$$\frac{\text{GM from New Product Development}}{\text{R\&D Cost}}$$

Higher returns through better project selection and discipline in execution

**Deloitte, Global Benchmarking of Product Development*

STRENGTHEN THE CORE

Powered Chain Hoist Product Line Simplification



Platform Consolidation Opportunity

SKU optimization

Leverage common components

North America capacity expansion

Simplified portfolio improves costs and value proposition

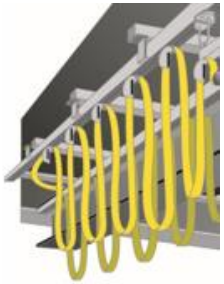
© 2019 Columbus McKinnon Corporation

LIFTING SPECIALIST

Explosion Proof Expansion



Wire Rope Hoist



Electrification



Power Chain Hoist

Hazardous location solutions



Radio Controls



End Trucks



Controls

Business Opportunity

Explosion proof equipment CAGR ~6%

Certification of Stahl explosion proof portfolio in new regions

Develop cost effective explosion proof components

Expands our role as the global specialist for explosion proof lifting technology

© 2019 Columbus McKinnon Corporation

SMART MOVEMENT FRAMEWORK

	Wire Rope Hoist	Powered Chain Hoist	Electromechanical Actuator
			
Features			
Variable speed	✓	✓	✓
Precision movement	✓	✓	✓
Remote monitoring	✓	Future	Future
Displace competitor's controls	In process	Future	Future
Productize & advance technology	In process	Future	Future
Diagnostics	Future	Future	Future

Smart solutions to improve safety & productivity

© 2019 Columbus McKinnon Corporation

SMART MOVEMENT

Starts with Identifying Customers "High-Value" Problems



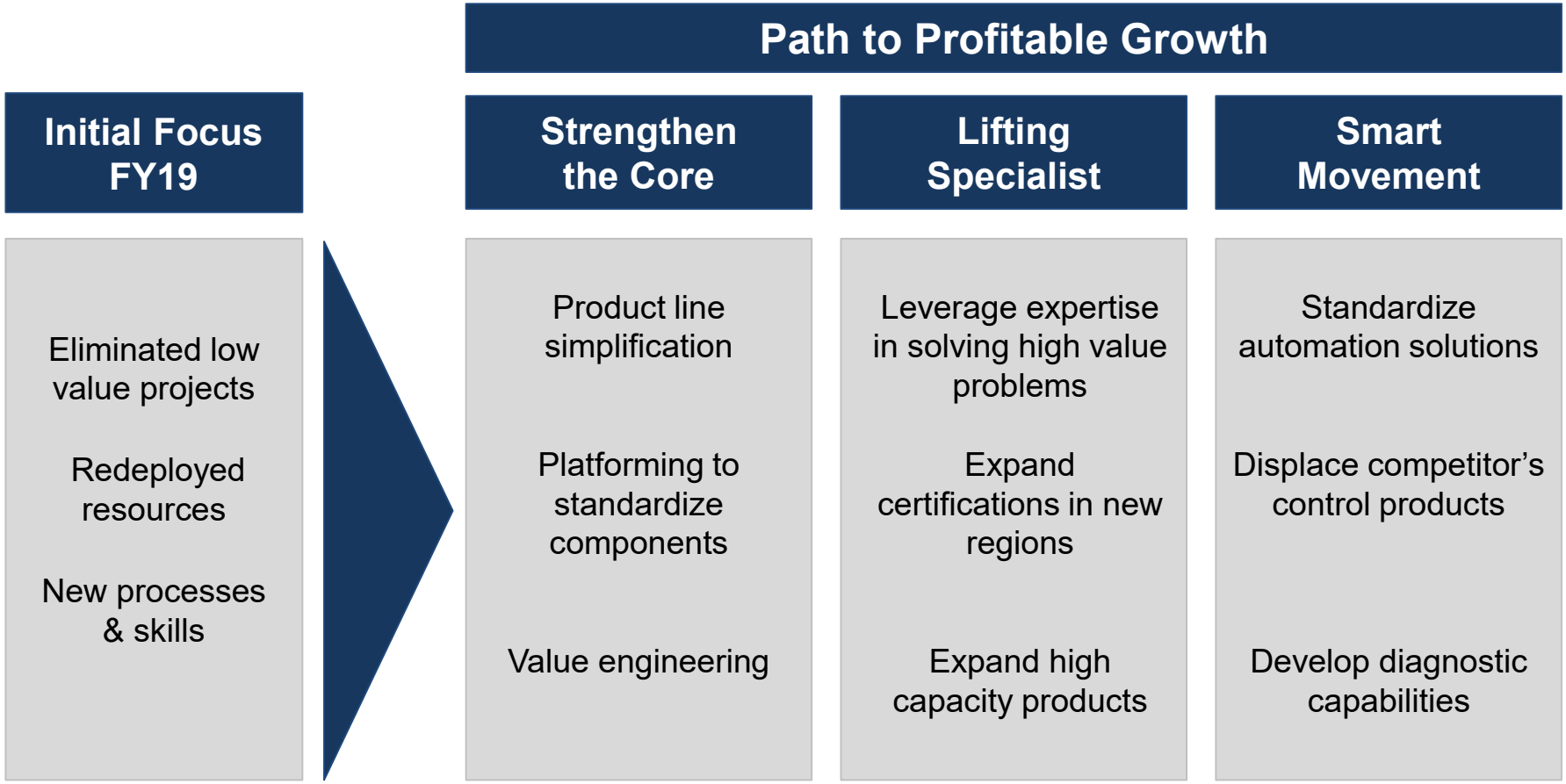
Total Addressable Lifting Automation Market ~$500 Million



Significant growth opportunity at +40% gross margins

© 2019 Columbus McKinnon Corporation

RAMP THE GROWTH ENGINE STRATEGY



Smart solutions to improve safety & productivity

© 2019 Columbus McKinnon Corporation

Ramp the Growth Engine: Digital Platform

Mark Paradowski

Vice President, Information Services

COLUMBUS McKINNON CORPORATION

PARTNERS IN MOTION CONTROL

PURPOSEFUL DIGITAL PLATFORM

Configure	Enable	Inform
Compass BY COLUMBUS McKINNON	**Product Information Management**	**Global Web Redesign**
Configure & quote	Share product information	Enhance online experience

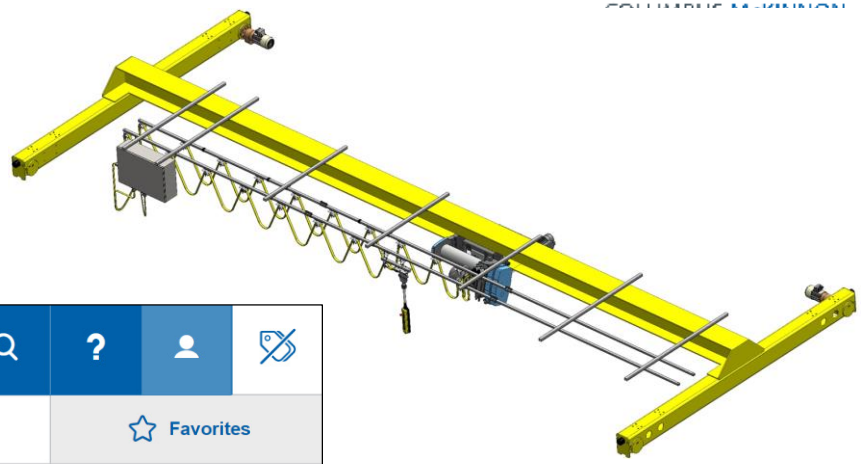
Advancing digital capabilities to "be easy to do business with"

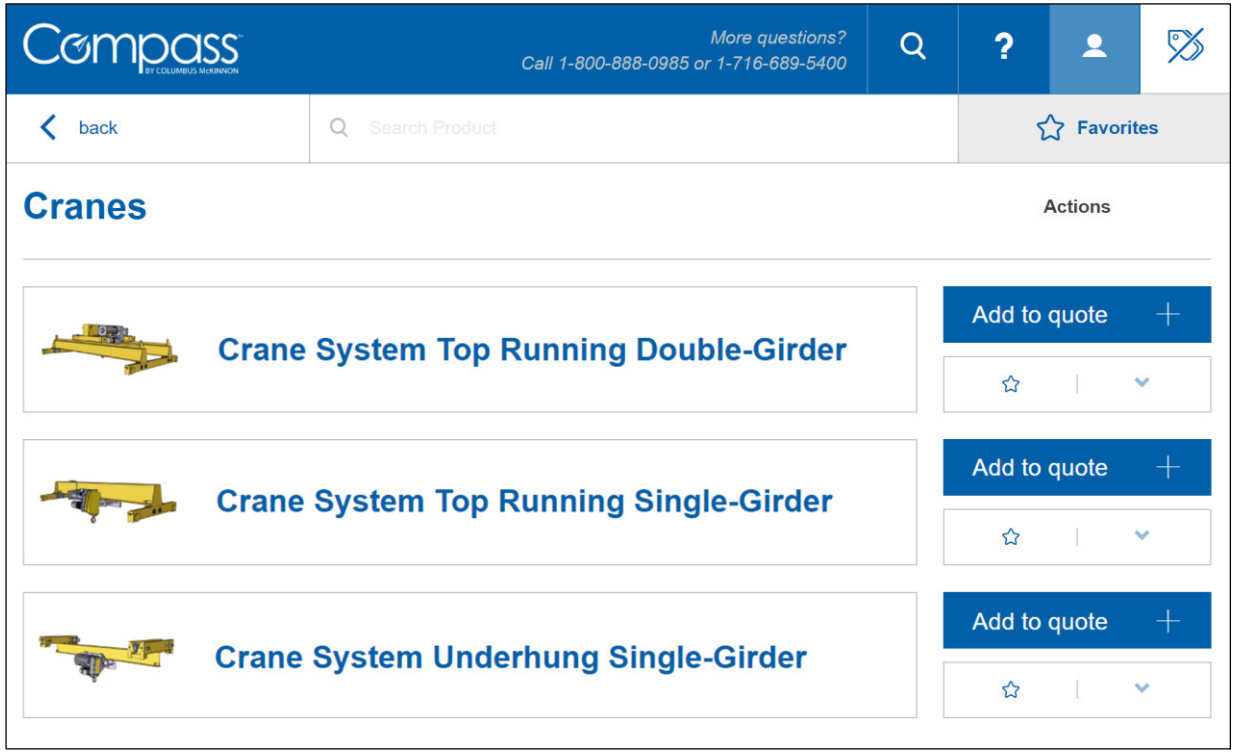
© 2019 Columbus McKinnon Corporation

CONFIGURE

Compass™

- Enables complex product configurations
- Expands functionality





Enabling our Channel Partners to configure and quote

© 2019 Columbus McKinnon Corporation

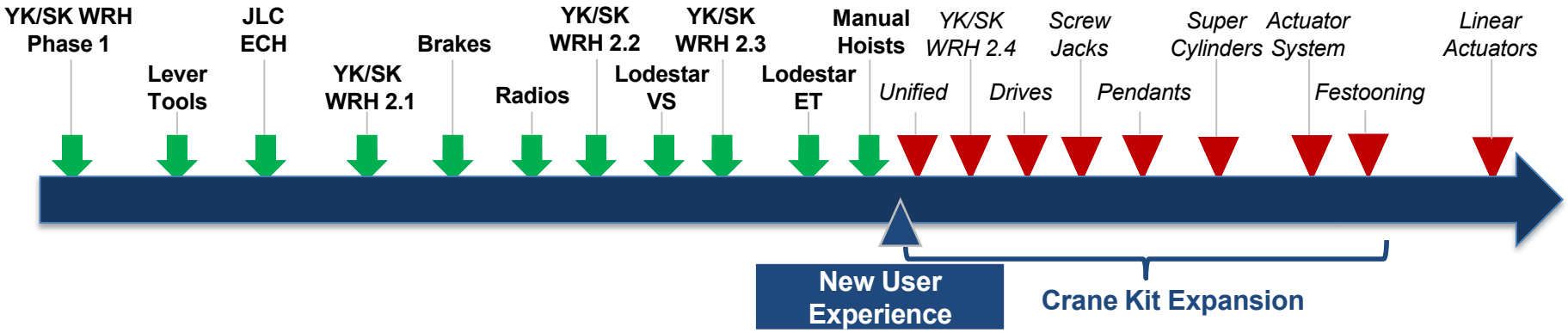
CONFIGURE

Compass™ Performance



Adoption continues to grow

Executing roadmap

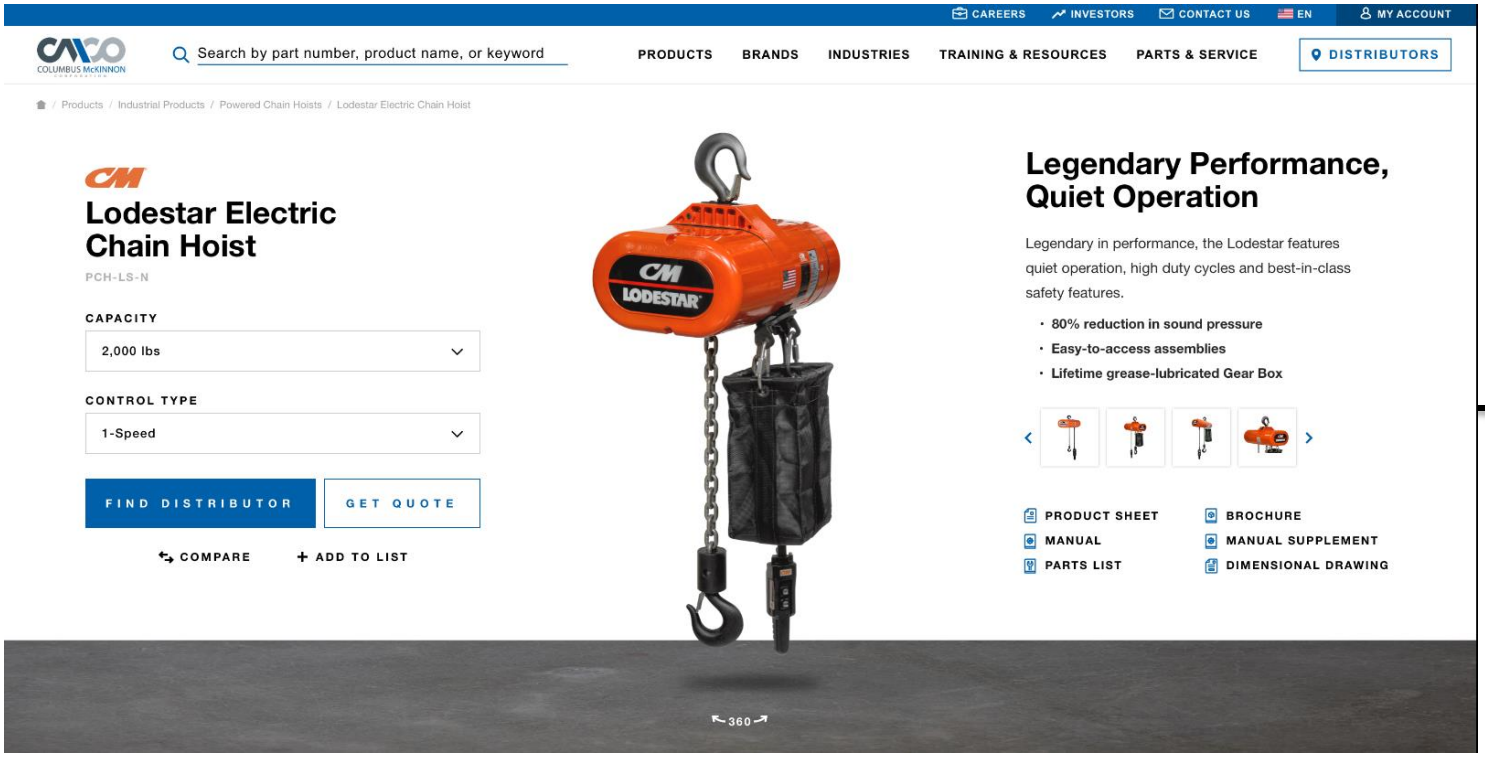


Adding products and training drives adoption of Compass™

© 2019 Columbus McKinnon Corporation

ENABLE

Product Information Management (PIM)



Channel Partner websites

CMCO websites

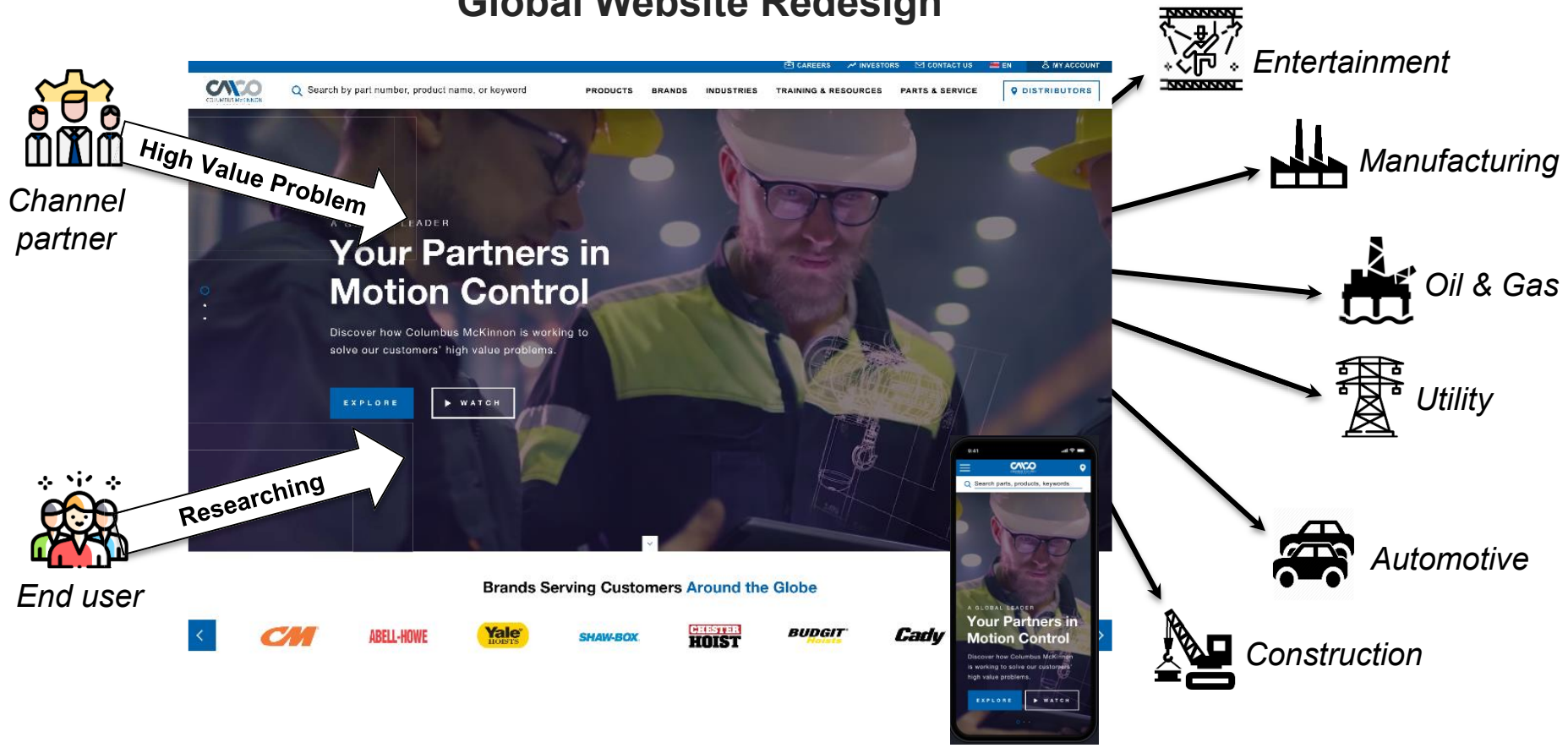
Printed materials

PIM driving toward data harmonization on a global digital platform

© 2019 Columbus McKinnon Corporation

INFORM

Global Website Redesign



Website drives digital engagement improving lead generation

© 2018 Columbus McKinnon Corporation

PURPOSEFUL DIGITAL PLATFORM

Configure	Enable	Inform
Compass BY COLUMBUS McKINNON	**Product Information Management**	**Global Web Redesign**
Empower customers to efficiently configure & quote	Harmonize, consolidate & efficiently share product information	Transform digital information into an engaging online experience

Advancing digital capabilities to "be easy to do business with"

© 2019 Columbus McKinnon Corporation

Industrial Products

Kurt Wozniak

Vice President, Industrial Products

COLUMBUS McKINNON
CORPORATION

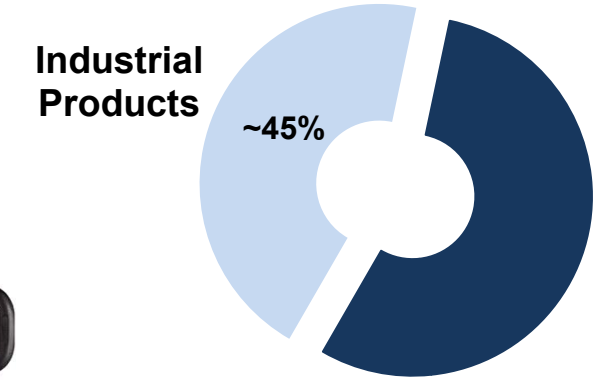
PARTNERS IN MOTION CONTROL

PRODUCTS & BRANDS



Revenue

$876 Million



© 2019 Columbus McKinnon Corporation

TARGET MARKETS

Infrastructure



Oil & Gas



Entertainment



Power & Utilities

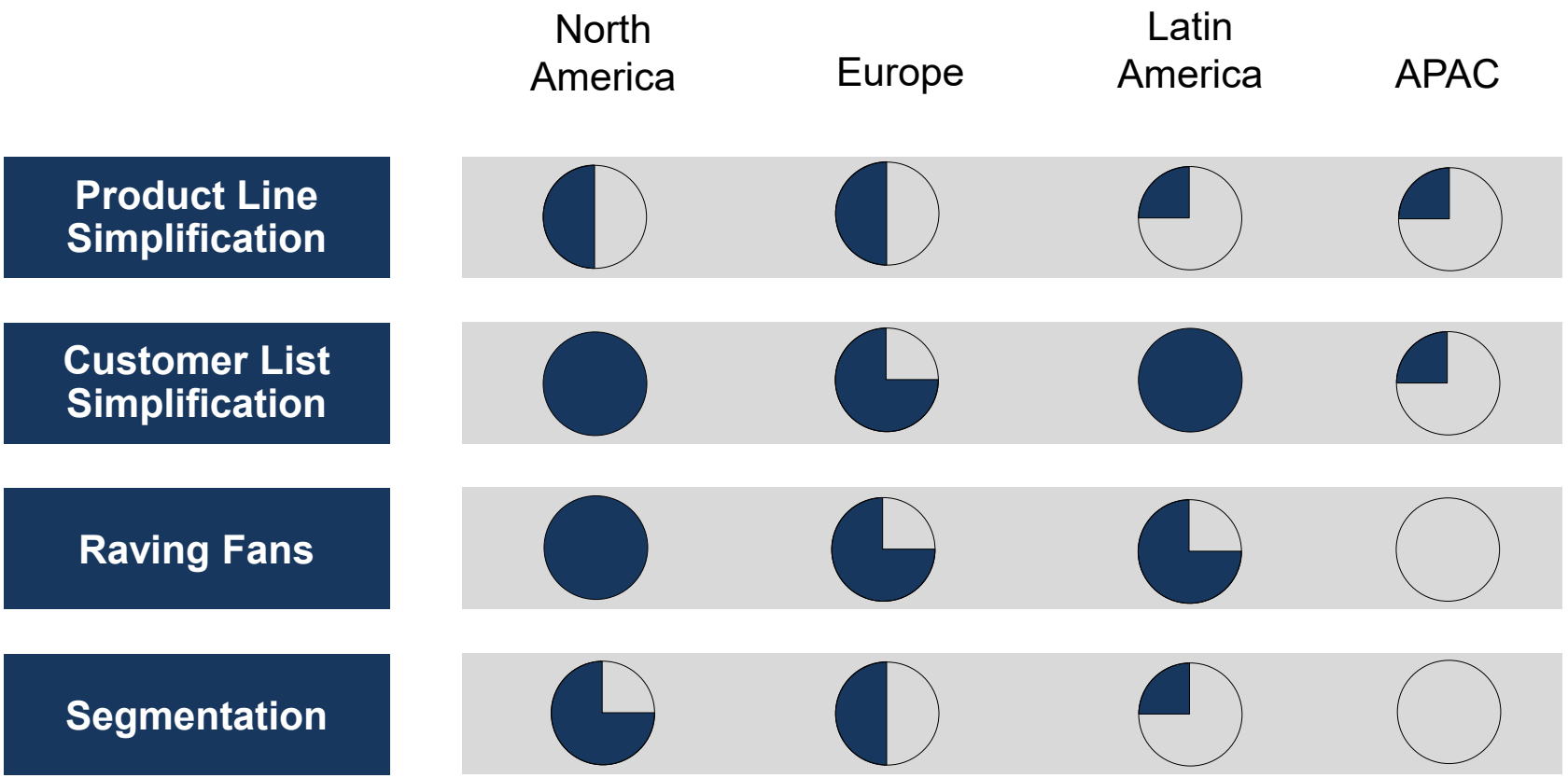


Targeting a variety of growing industries

© 2019 Columbus McKinnon Corporation

SIMPLIFY THE BUSINESS: 80/20 PROCESS

Implementation



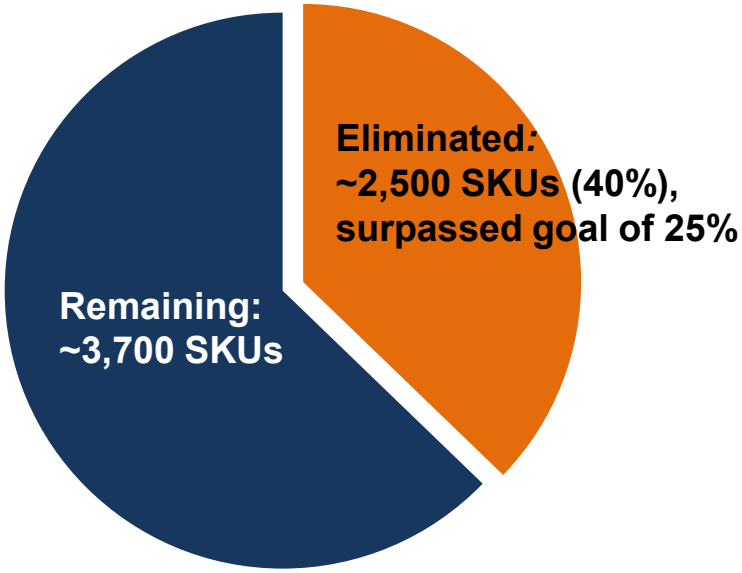
~40% implemented…driving improved results

© 2019 Columbus McKinnon Corporation

PRODUCT LINE SIMPLIFICATION

SKU Rationalization

Hoist and Rigging Product SKUs
Started: ~6,200



Electric Chain Hoists



Significant reduction in business complexity…more to come

© 2019 Columbus McKinnon Corporation

CUSTOMER LIST SIMPLIFICATION

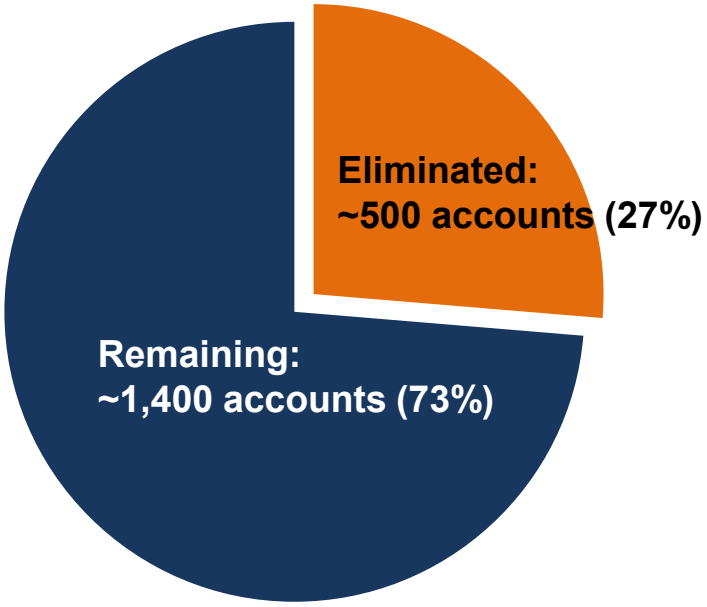
North American Industrial Products

Started: ~1,900 Active Customers

Targeted benefits:

Overhead reduction

Strategic pricing



~500 eliminated accounts represent less than 1% of revenue

© 2019 Columbus McKinnon Corporation

IMPROVING AVAILABILITY AND RESPONSIVENESS

Customer Focus

Select priority accounts



Solve high value problems



Create "Raving Fans"



"Be easy to do business with"…Transform priority accounts into "Raving Fans"

© 2019 Columbus McKinnon Corporation

GROWTH INITIATIVES: STRATEGIC ACCOUNT TEAM



- Dedicated commercial team
- Target key accounts and end-users
- Gain share through existing relationships
- Grow sales of core industrial products

Expanded coverage in national and international markets

© 2019 Columbus McKinnon Corporation

GROWTH INITIATIVES: GLOBAL ENTERTAINMENT



World-wide growth initiative

Enhance Lodestar with automation features to participate in high value industry trends

Expand into adjacent space to replace winches with hoists

Expanding market share in entertainment by solving high value problems

© 2019 Columbus McKinnon Corporation

GROWTH INITIATIVES: CHANNEL ENRICHMENT



Consolidated North America channel services team

Enhanced channel coverage and customer service performance

Transforming priority accounts into *“Raving Fans”*

Strengthening relationships with key channel partners

© 2019 Columbus McKinnon Corporation

INDUSTRIAL PRODUCTS PRIORITIES

Simplify the Business	• 80/20 Process • Digital marketing
Improve Productivity	• Material productivity / sourcing initiatives • Overhead reduction & plant productivity
Ramp the Growth Engine	• Priority Accounts / Raving Fans / Strategic Accounts • Automation-ready hoists
Transform the Culture	• E-PAS, strategic deployment process • Living “Our Values”

Strategy is delivering value with long runway of opportunity

© 2019 Columbus McKinnon Corporation

Crane Solutions

Pete McCormick

Vice President, Crane Solutions Group

COLUMBUS McKINNON CORPORATION

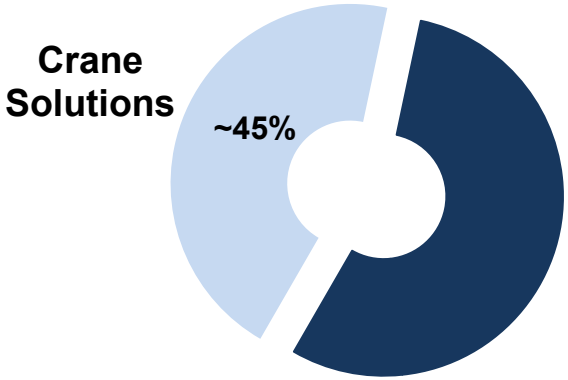
PARTNERS IN MOTION CONTROL

PRODUCTS & BRANDS





Revenue
$876 Million



MAGNETEK SHAW-BOX Yale HOISTS STAHL CraneSystems

© 2019 Columbus McKinnon Corporation

TARGET MARKETS

Power & Utilities



Metals Processing



Aerospace & Defense



Oil & Gas / Petrochemicals



Targeting a variety of growing industries

© 2019 Columbus McKinnon Corporation

CRANE SOLUTIONS PRIORITIES

Simplify the Business

- 80/20 Process continues
- Digital tools
- Legacy CMCO APAC rolled up under business unit

Improve Productivity

- Wire rope hoist centers of excellence
- Customer responsiveness: quotes, lead time
- Operational effectiveness (overhead, material productivity)

Ramp the Growth Engine

- Kit cranes
- Automation

Transform the Culture

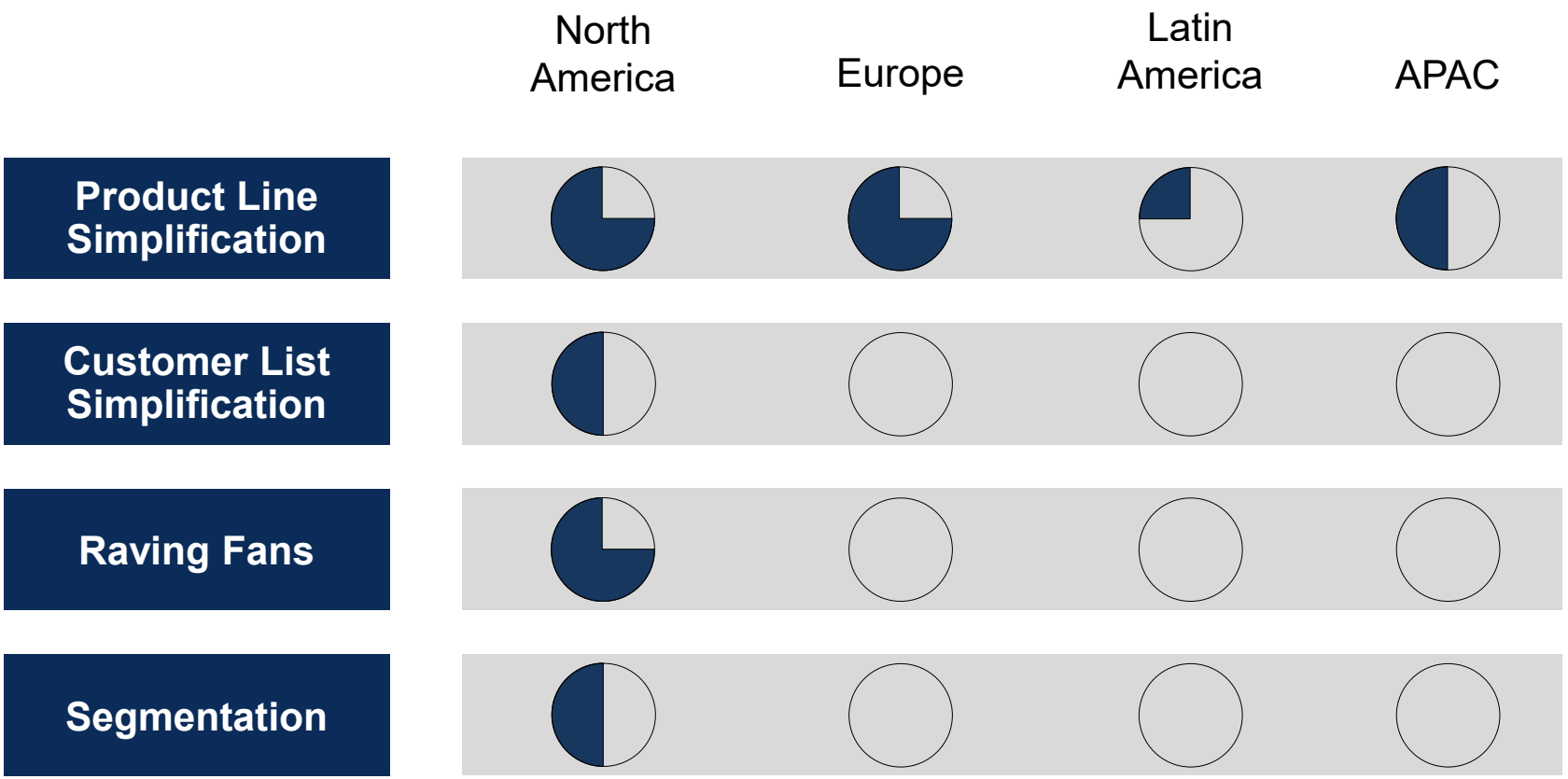
- Leverage new global marketing, product management and development teams
- Continue evolution into one team

Focus on a few key priorities required to drive results

© 2019 Columbus McKinnon Corporation

SIMPLIFY THE BUSINESS: 80/20 PROCESS

Implementation



Early in the 80/20 Process to capture significant opportunity

© 2019 Columbus McKinnon Corporation

SIMPLIFY THE BUSINESS

Wire Rope Hoist Product Simplification

Platform Strategy

Product	Coffing WR	Yale Y80	Shaw Box 700 Series	Yale Global King	Stahl SH	Chester Worm Drive	Yale Cable King	Yale Lodeking Classic	Yale Lodeking LT	Stahl AS
										

Brand Strategy

STANDARD	 
HIGH PERFORMANCE	

Simplified the product platform to leverage key brands in the market place

© 2019 Columbus McKinnon Corporation

SIMPLIFY THE BUSINESS

New Wire Rope Hoists

Platform Advantages

More than doubled lifting capacity to 135 tons

Added explosion proof feature





New platform offers higher quality, more features, lower cost

© 2019 Columbus McKinnon Corporation

IMPROVE PRODUCTIVITY

Focus on Operational Excellence

Optimize footprint

Exited Salem, Ohio facility

Created “Center of Excellence” for wire rope hoist

Consolidated workstation cranes into one showcase facility

Deliver 1.5% net material cost out

Strategic sourcing building funnel

Reduce engineering lead time



Stahl CraneSystems Kunzelsau facility

Simplifying the product platform and leveraging key brands in the market place

© 2019 Columbus McKinnon Corporation

RAMP THE GROWTH ENGINE

Penetrating Mid-Tier Segment with Kit Cranes



Mid-Tier Market
~$750 Million



Leverage new platform and crane kits to penetrate mid-tier segment

© 2019 Columbus McKinnon Corporation

RAMP THE GROWTH ENGINE

Adding Automation to Overhead Cranes



Increased Productivity



Maximized Performance



Labor Optimization



Energy Efficiency



Improved Quality



Safety & Health Benefits

Providing high-value solutions

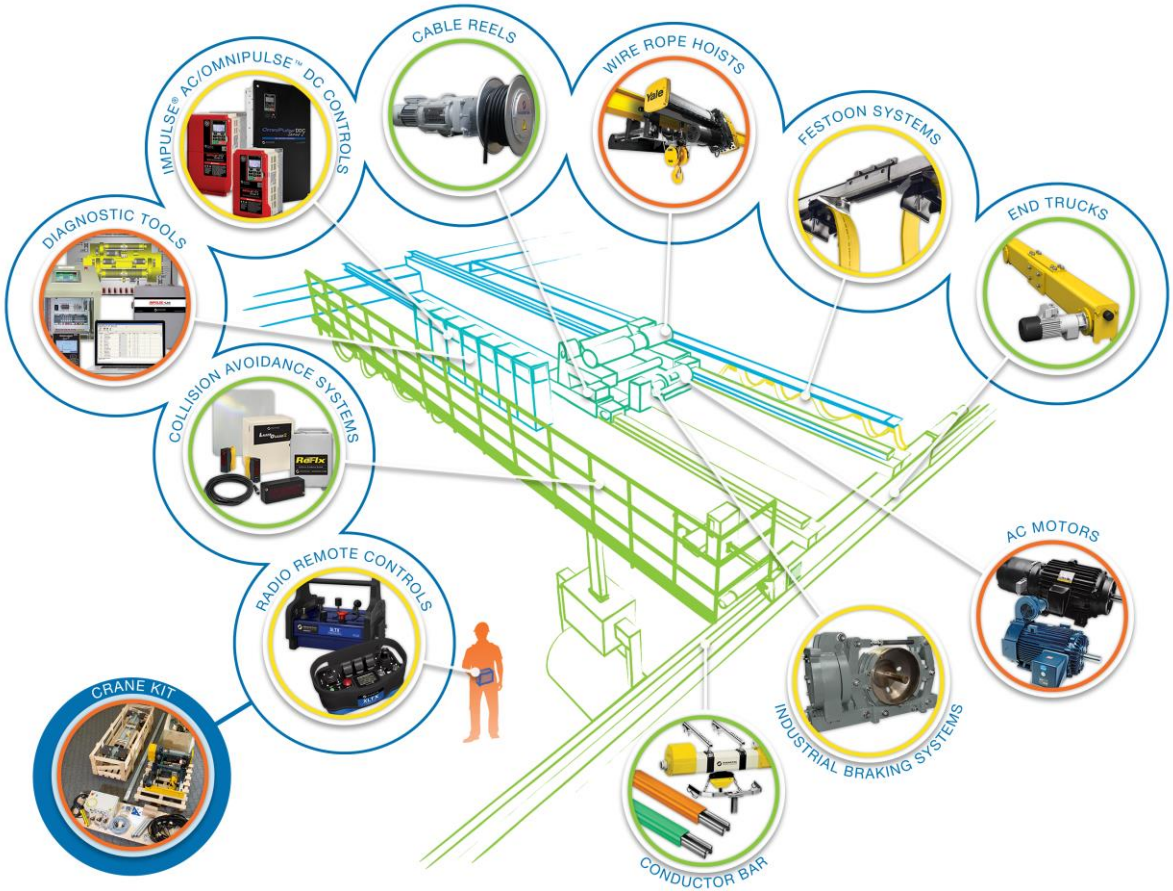
© 2019 Columbus McKinnon Corporation

FOCUS ON AVAILABILITY AND RESPONSIVENESS

One-Stop Source

Single Supply Partner

Team of Experts



Most Advanced, High Quality Products

Engineered & Tested to Work Together

"Be easy to do business with"…serving your high value motion control needs

© 2019 Columbus McKinnon Corporation

CRANE SOLUTIONS PRIORITIES

Simplify the Business

- 80/20 Process continues
- Digital tools
- Legacy CMCO APAC rolled up under business unit

Improve Productivity

- Wire rope hoist centers of excellence
- Customer responsiveness: quotes, lead time
- Operational effectiveness (overhead, material productivity)

Ramp the Growth Engine

- Kit cranes
- Automation

Transform the Culture

- Leverage new global marketing, product management and development teams
- Continue evolution into one team

Focus on a few key priorities required to drive results

© 2019 Columbus McKinnon Corporation

Engineered Products

Appal Chintapalli

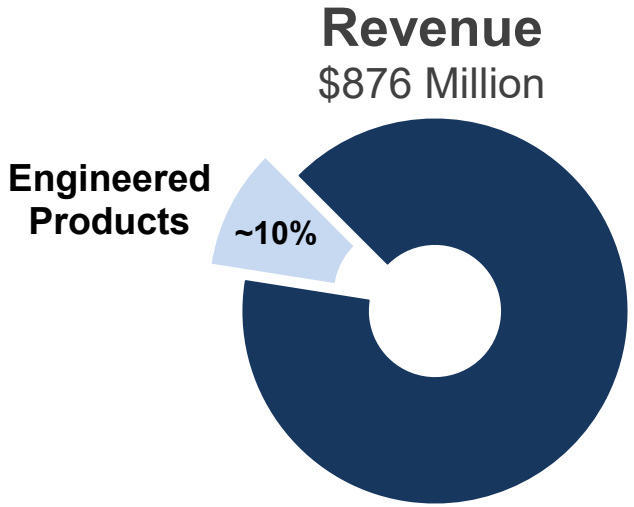
Vice President, Engineered Products

COLUMBUS McKINNON CORPORATION

PARTNERS IN MOTION CONTROL

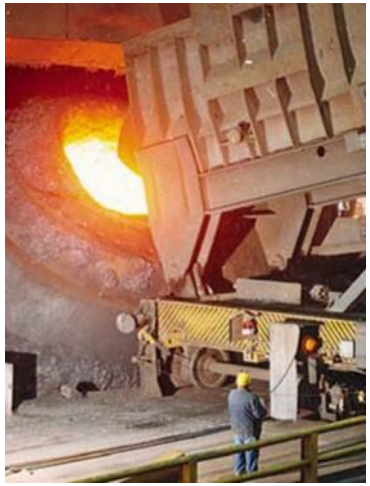
PRODUCTS & BRANDS











© 2019 Columbus McKinnon Corporation

TARGET MARKETS

Metal Processing



Oil & Gas



Infrastructure: Rail



Automation



Targeting a variety of growing industries

© 2019 Columbus McKinnon Corporation

RAMP THE GROWTH ENGINE – MARKET DRIVERS

Shift away from pneumatic/hydraulic	Automation for higher productivity	Maintainability	Rugged environments

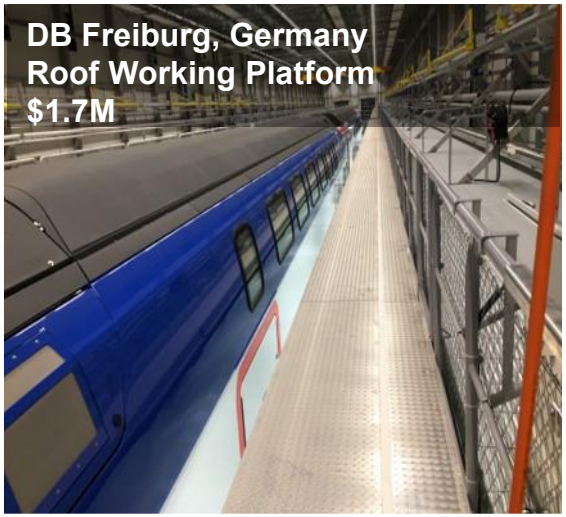


A lower total cost of ownership for our customers

Uniquely positioned to match actuation technology to the market drivers

© 2019 Columbus McKinnon Corporation

RAIL PROJECTS



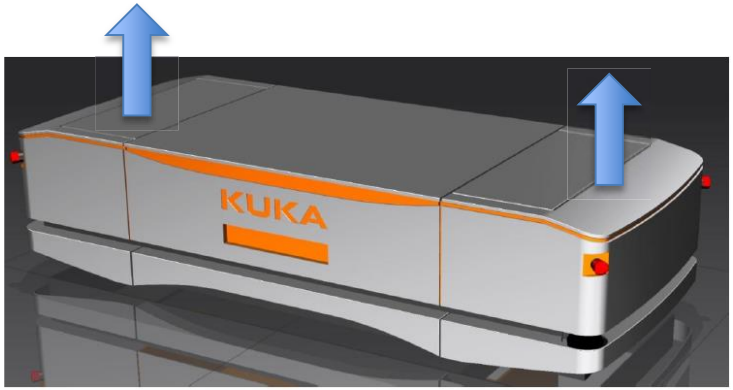


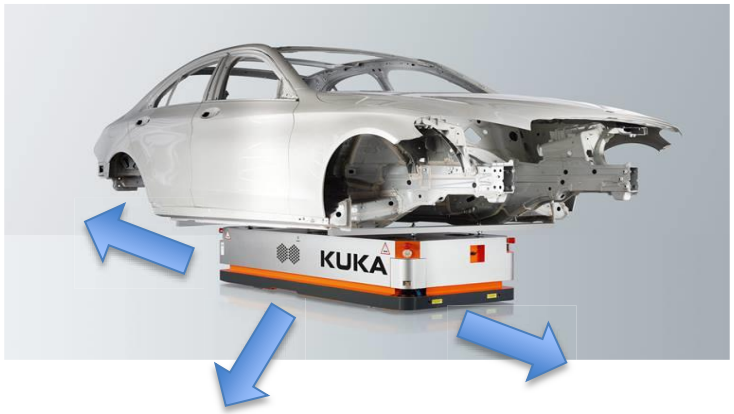
- Demonstrated leadership & differentiated offering
- Strong pipeline of projects - record backlog
- Complete solution
  - Advanced controls
  - New roof working platforms
- Significant lifetime value of projects

Multiple large projects expected to be delivered throughout FY2020

© 2019 Columbus McKinnon Corporation

MOBILE PLATFORMS





Advanced lifting mechanisms for Autonomous Guidance Vehicles (AGV)

Large variety of end uses

Automated “factories of the future” and “service robots”

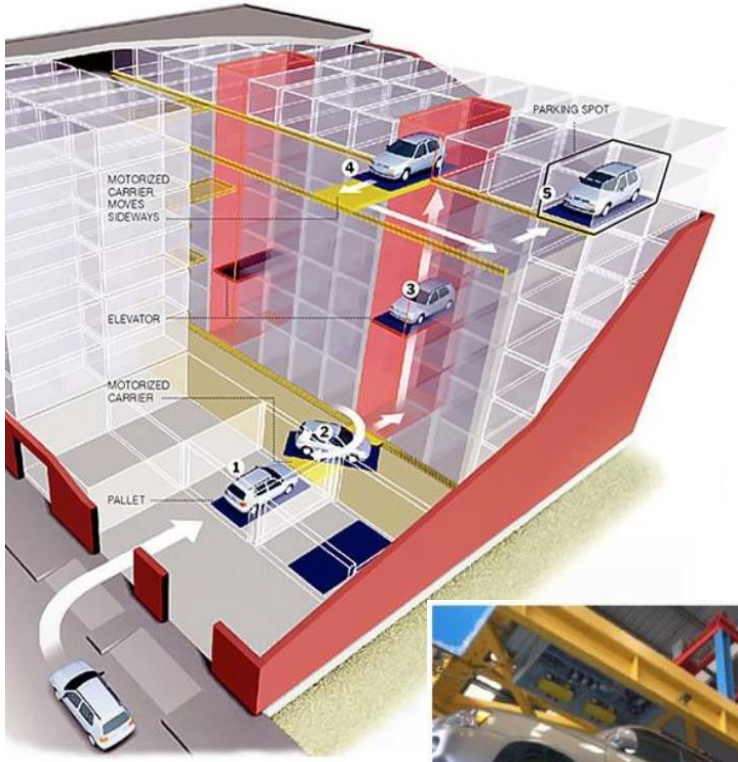
Working with several application-specific AGV suppliers

Expanding competency from simple lifting components to fully integrated solutions

**KUKA: German manufacturer and market leader of industrial robots and solutions for factory automation*

© 2019 Columbus McKinnon Corporation

SMART PARKING



- Fully automated self-serve parking garages
- Gears, chain drives and actuators automatically deliver vehicle to rack storage
- Significant growth potential as cities combat parking issues







Providing value added solution in growth segment

© 2019 Columbus McKinnon Corporation

AUTOMATION SYSTEMS



Mobile platform for aircraft maintenance personnel, built by Kern Steel for Southwest Airlines using Duff-Norton actuators

Lift and lower platforms for aircraft maintenance

User configurable actuation system includes smart microcontrollers and Magnetek variable frequency drives

Applications in all segments of the transportation industry



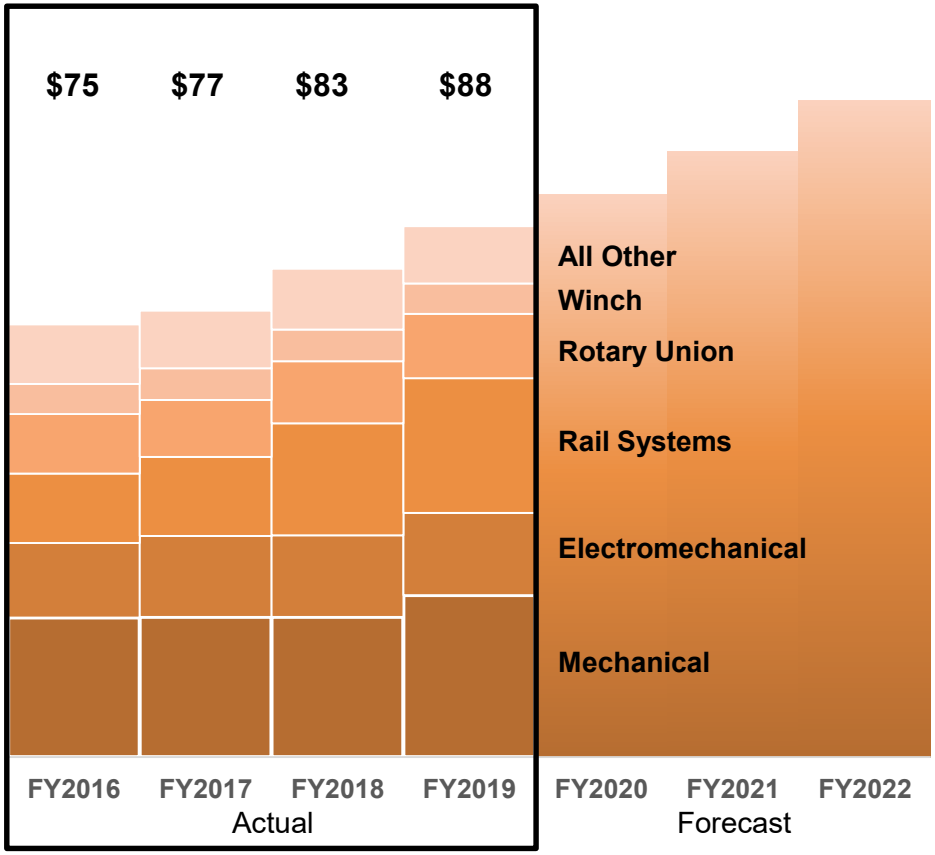


Legacy actuator products combined with advanced controls technology

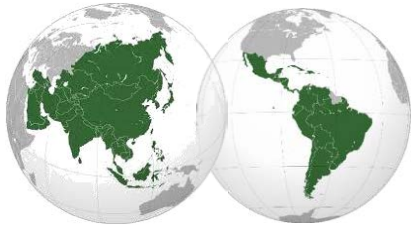
© 2019 Columbus McKinnon Corporation

Revenue Growth – Continue the Momentum

($ in millions)



Presence in New Geographies & New Verticals



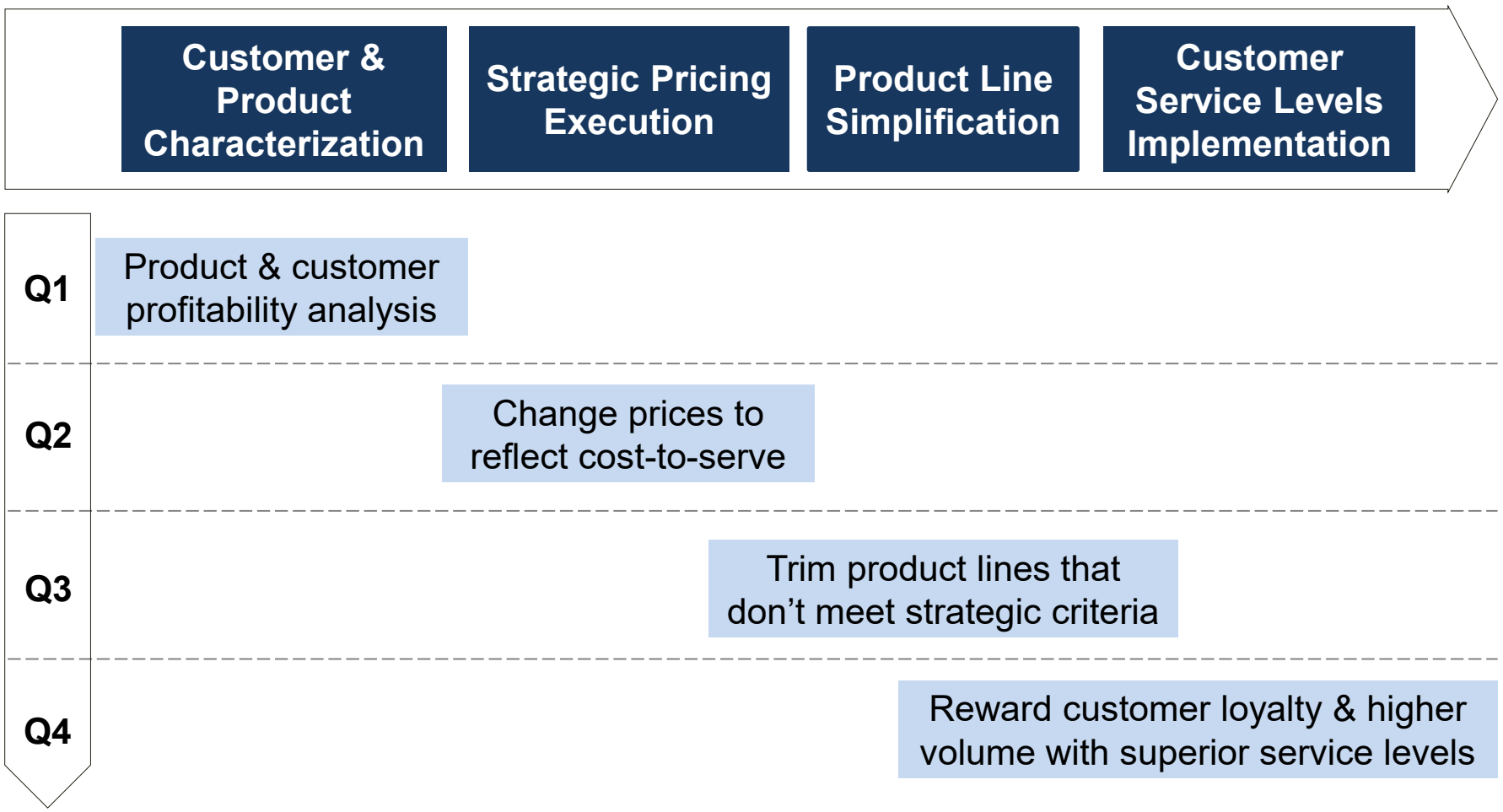
Differentiated Customer Value - Compass



Aligning market drivers and expanding our geographic reach

© 2019 Columbus McKinnon Corporation

SIMPLIFYING THE BUSINESS: 80/20 PROCESS



80/20 will provide focus and drive results

© 2019 Columbus McKinnon Corporation

OPERATIONAL EXCELLENCE

Lead Time Improvement to be "Easy To Do Business With"

Implementing Speedline

Take order from customer

Engineered or Standard?

To engineering

Standard product = Speedline

Speedline Cell – Kissing, Germany



Speedline Cell – Charlotte, NC



Independent assembly cells with kanban management

Generated excellent results with plant and workflow reconfiguration

Improved lead times from 10 days to 3 days, surpassed goal

Achieved 98% on-time-delivery

Lead time went from 10 business days to less than 3

© 2019 Columbus McKinnon Corporation

ENGINEERED PRODUCTS PRIORITIES

Simplify the Business	• 80/20 Process • Product simplification & customer focus
Improve Productivity	• Lead time reduction & factory reorganizations • Overhead cost reduction & strategic sourcing
Ramp the Growth Engine	• Targeted global markets • Product development & value engineering
Transform the Culture	• E-PAS, strategic deployment process • Living “Our Values”

Execute top-line and bottom-line growth priorities

© 2019 Columbus McKinnon Corporation

Driving Earnings Power

Greg Rustowicz

Vice President, Finance & Chief Financial Officer

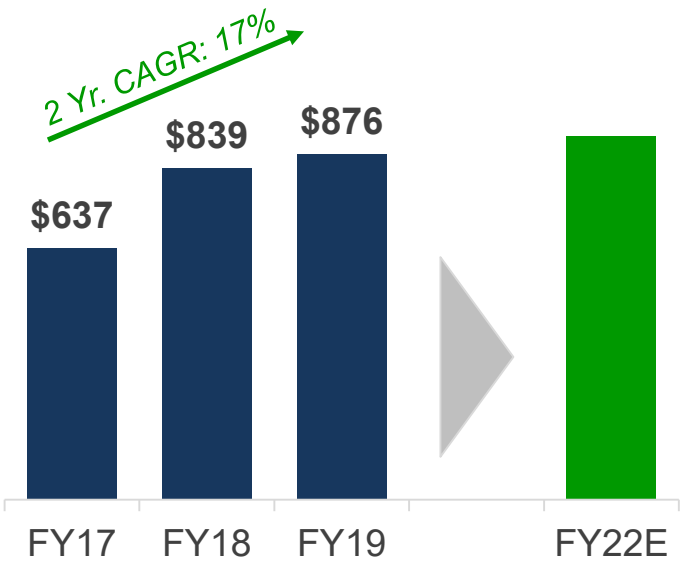
COLUMBUS McKINNON CORPORATION

PARTNERS IN MOTION CONTROL

SALES AND EBITDA GROWTH

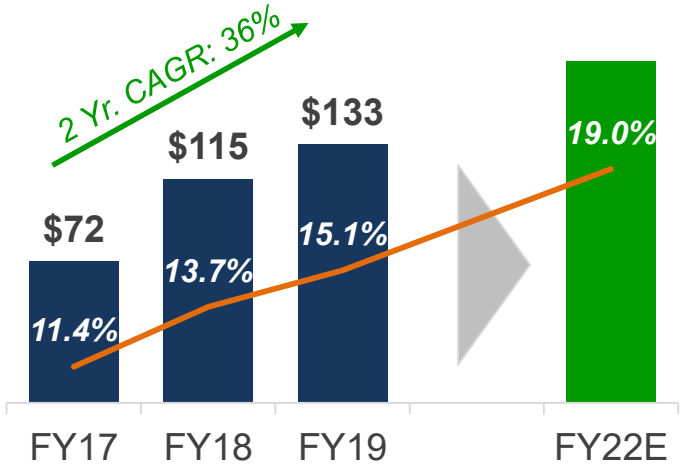
($ in millions)

Net Sales



Assumes GDP type growth

Adjusted EBITDA



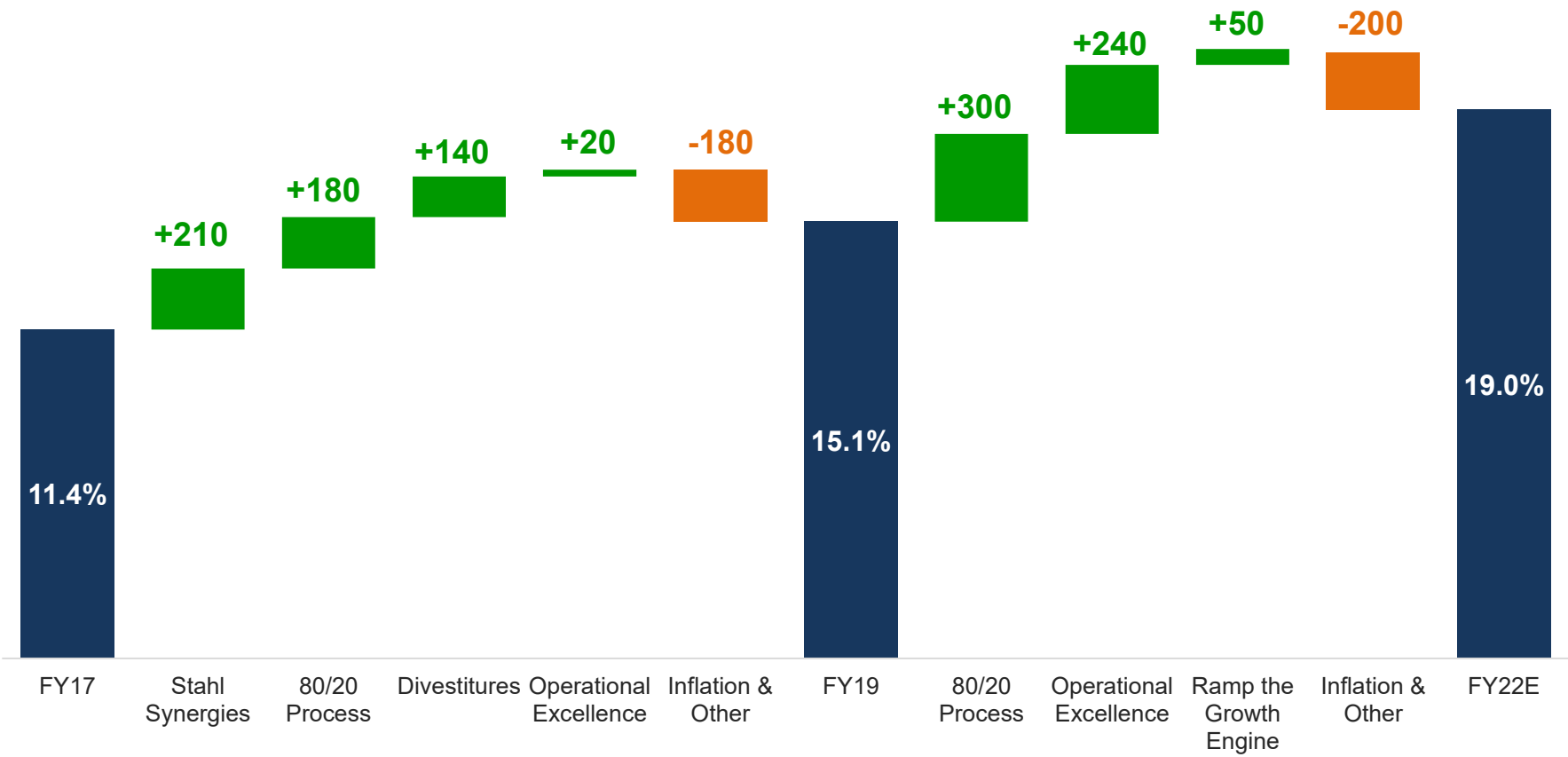
ROIC:	6.4%	8.7%	11.2%	Mid-teens

Strong performance to-date… targeting 19% EBITDA Margins in FY2022

Adjusted EBITDA is a non-GAAP financial measure. Please see supplemental slides for a reconciliation.

ROADMAP TO ACHIEVING EBITDA MARGIN TARGET

(+/- in basis points)

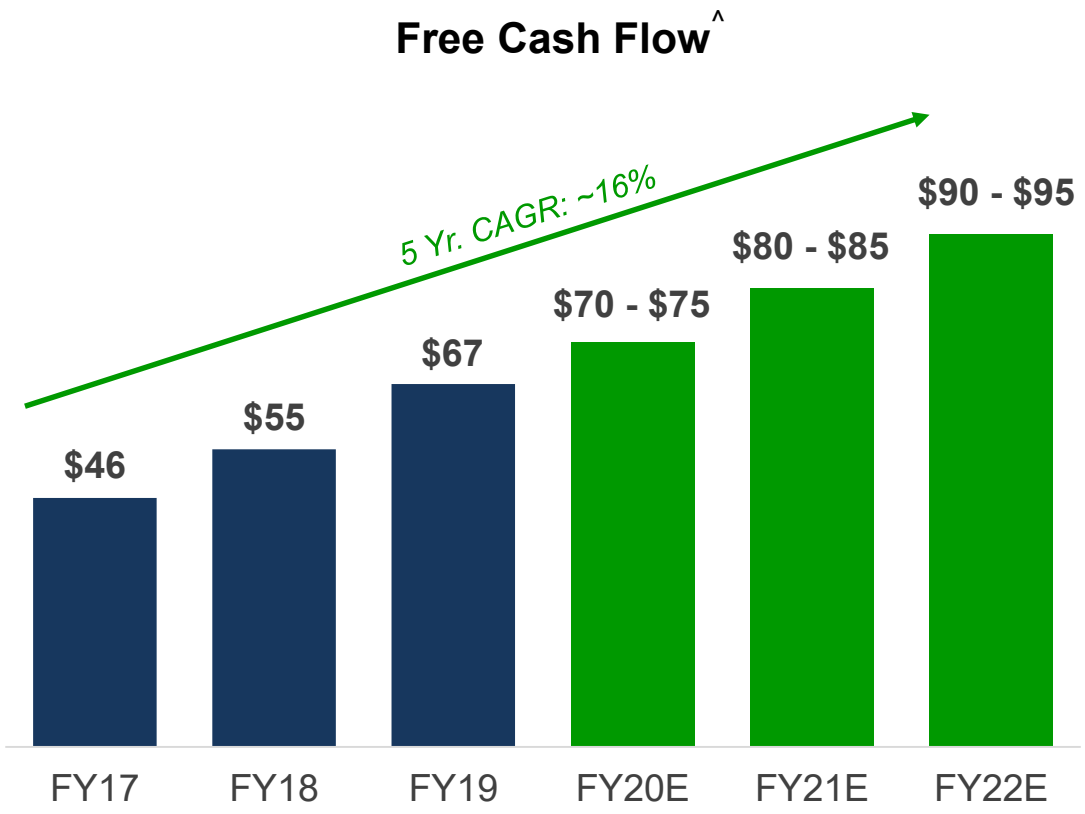


EBITDA margin expansion driven by Blueprint for Growth strategy

Adjusted EBITDA is a non-GAAP financial measure. Please see supplemental slides for a reconciliation.

SIGNIFICANT FREE CASH FLOW (FCF) GENERATION

($ in millions)



De-levering Balance Sheet

Paid down $125 million of debt in FY2018 & FY2019

Achieved net leverage of 1.7x in FY2019

FY2020E to FY2022E Assumptions:

Annual CapEx of ~$20 million*

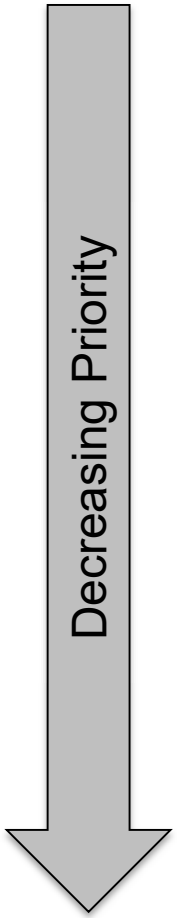
Annual pension contribution of ~$12 million

Expect to de-lever in FY2020 leading into Phase III strategy

** Guidance reiterated June 13, 2019*

^ Free cash flow is defined as cash provided by operating activities minus capital expenditures

Capital Deployment Priorities



Organic Growth

- De-lever the balance sheet — Achieve net leverage target
- New product development, other strategic initiatives — Invest in growth initiatives

In-organic Growth

- M&A — Fund M&A

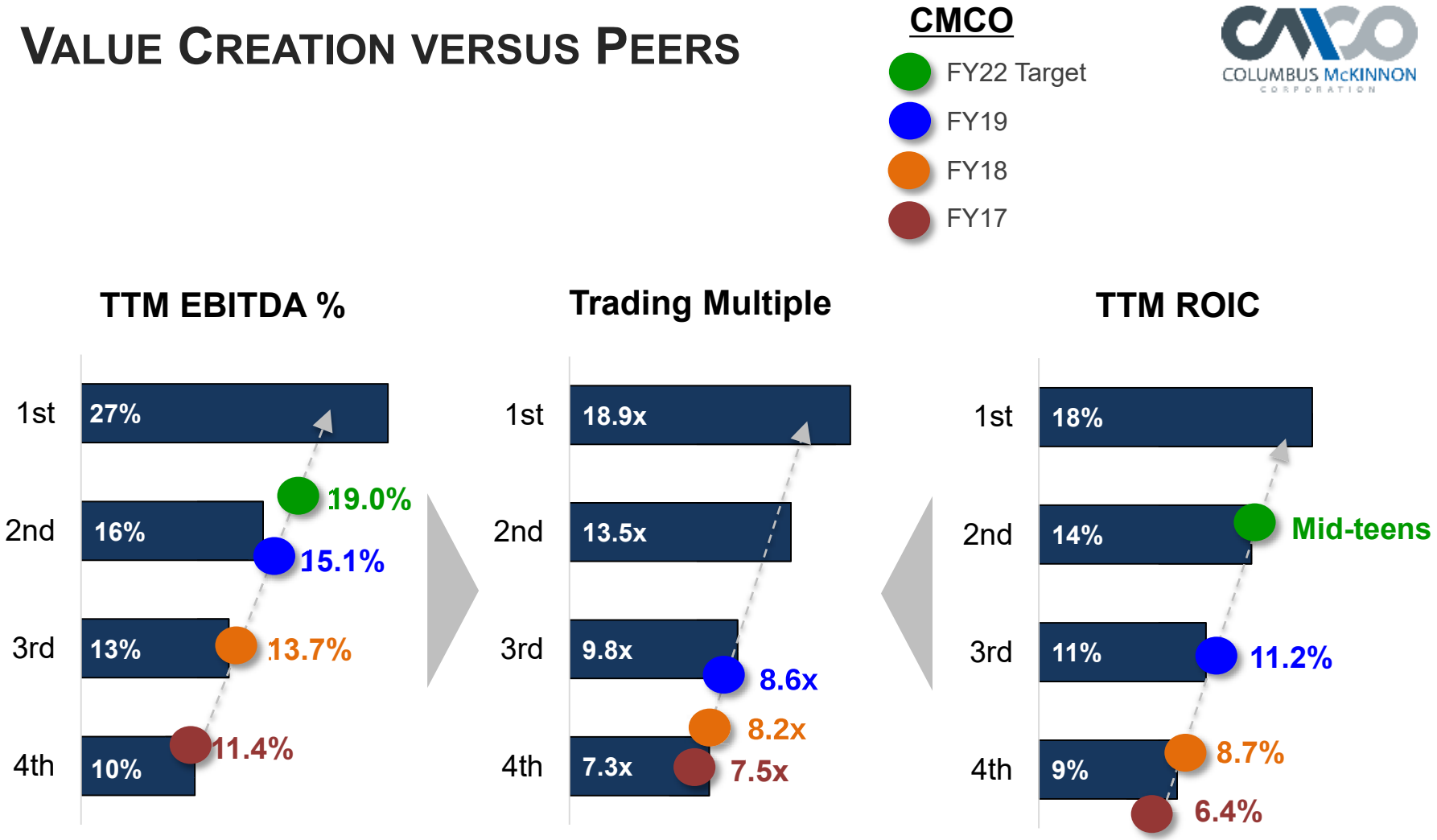
Return of Capital

- Regular dividend — Adhere to dividend policy
- Share repurchase — Consider opportunistically

Capital deployment priorities remain unchanged

© 2019 Columbus McKinnon Corporation

VALUE CREATION VERSUS PEERS



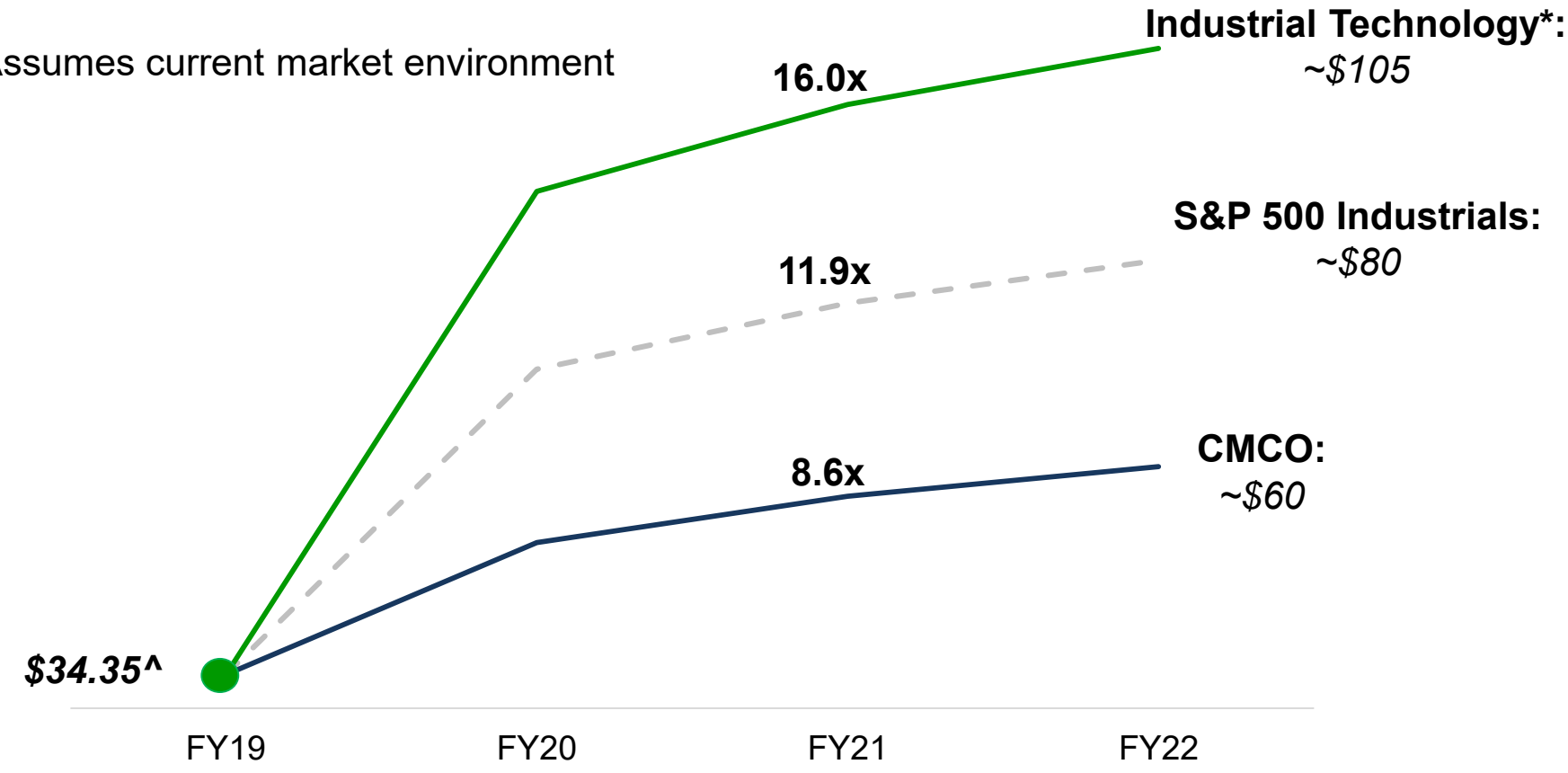
Phase I-II execution resulting in improved earnings vs. peers… multiple undervalued

- *Peer quartiles as of 3/31/19*
- *CMCO FY2019F trading multiple as of 3/31/19*
- *Tax rates for ROIC. FY2017: 30%, FY2018: 22%, FY2019-22: 25%*

CMCO Peerset: *Alamo Group, Altra Industrial Motion, CIRCOR, Federal Signal, Flowserve, Fortive, Franklin Electric, Graco, IDEX, Roper, Ingersoll-Rand, Kennametal, Kito, KoneCranes, Palfinger, Parker-Hannifin, RBC Bearings, Regal Beloit, Tennant, Terex*

EXPECTED RELATIVE VALUE APPRECIATION

Assumes current market environment



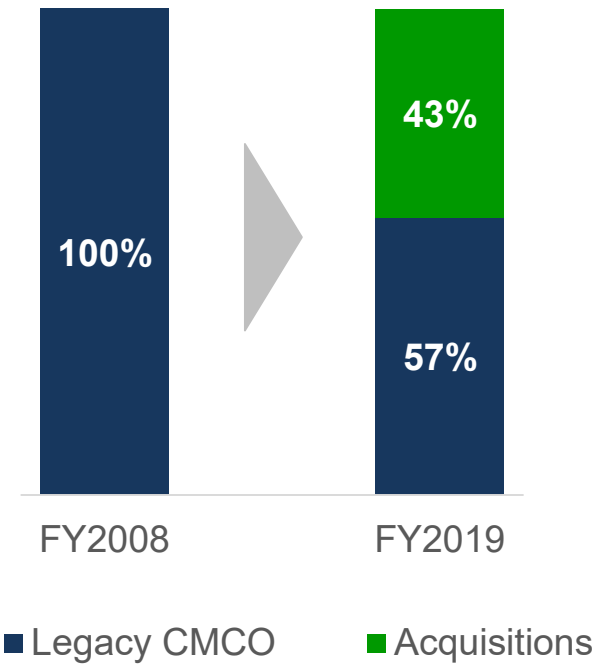
Earnings power will drive relative value and presumably multiple expansion

^ CMCO $34.35 Stock Price as of 3/31/19
** "Industrial Technology" is entry point of CMCO 1st Quartile Peers*

RECESSION PREPAREDNESS

($ millions)

Different business today



Blueprint for Growth
Phase II Transformation

80 / 20 process
- Raving Fans
- Product line simplification
- Customer list simplification

Operational excellence
- Overhead cost reduction
- Material productivity
- Outsourcing
- Footprint consolidation

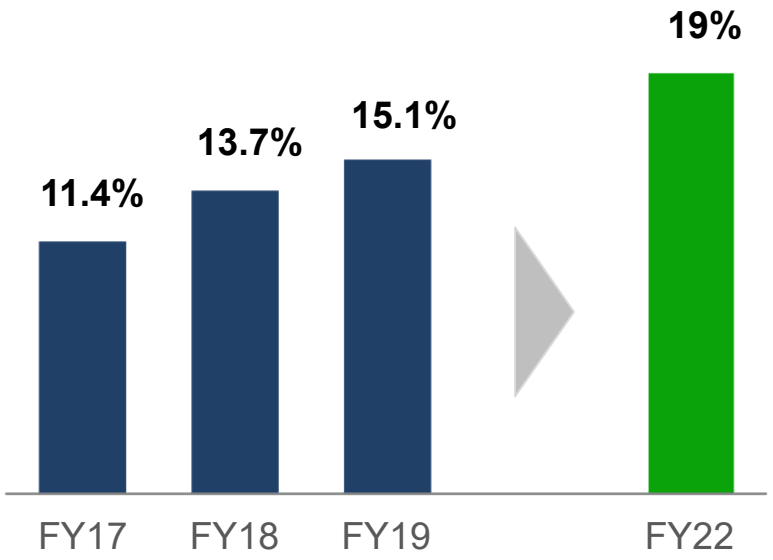
Ramp the growth engine
- Expand addressable market
- Grow aftermarket

Portfolio changes and Blueprint for Growth strategy drives us to outperform previous downturns

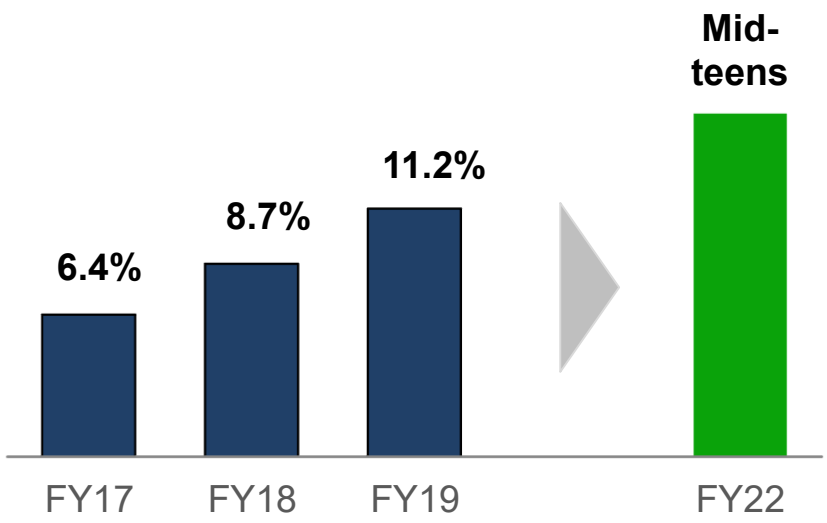
© 2019 Columbus McKinnon Corporation

CREATING SHAREHOLDER VALUE

Adjusted EBITDA Margin(1)



Return on Invested Capital (ROIC)(2)



GOAL: adjusted EBITDA margin of 19% and adjusted ROIC in mid-teens

(1) Adjusted EBITDA is a non-GAAP financial measure. Please see supplemental slides for a reconciliation.

(2) ROIC is defined as adjusted income from operations, net of taxes, for the trailing 12 months divided by the average of debt plus equity less cash (average capital) for the trailing 13 months. A 30% tax rate was used for fiscal year 2017, and 22% for fiscal years 2018 & 2019.

Further Pivot to High Performing Industrial Technology Company

Mark Morelli

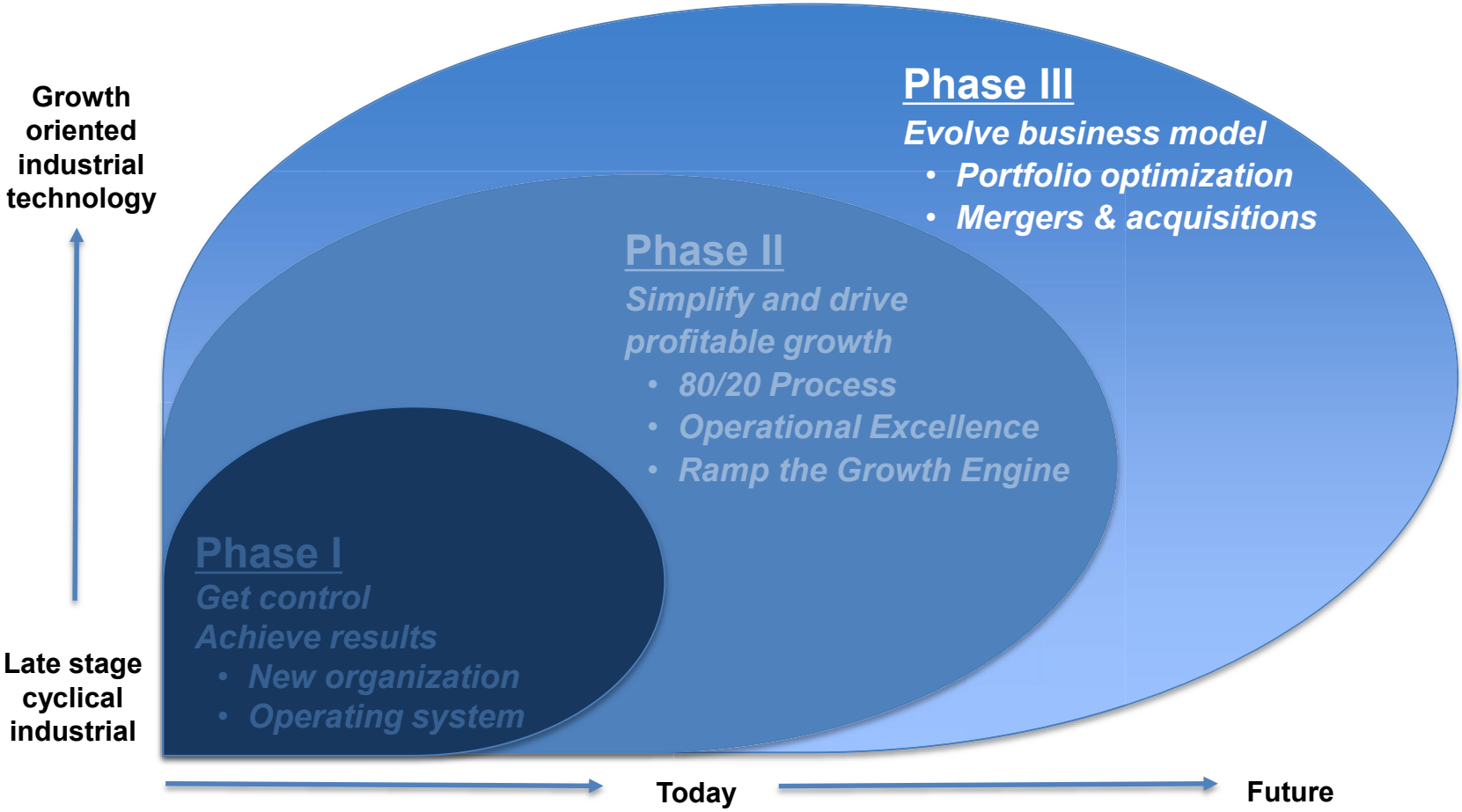
President & Chief Executive Officer

COLUMBUS McKINNON CORPORATION

PARTNERS IN MOTION CONTROL

FURTHER PIVOT

Phase III: Completing the transformation



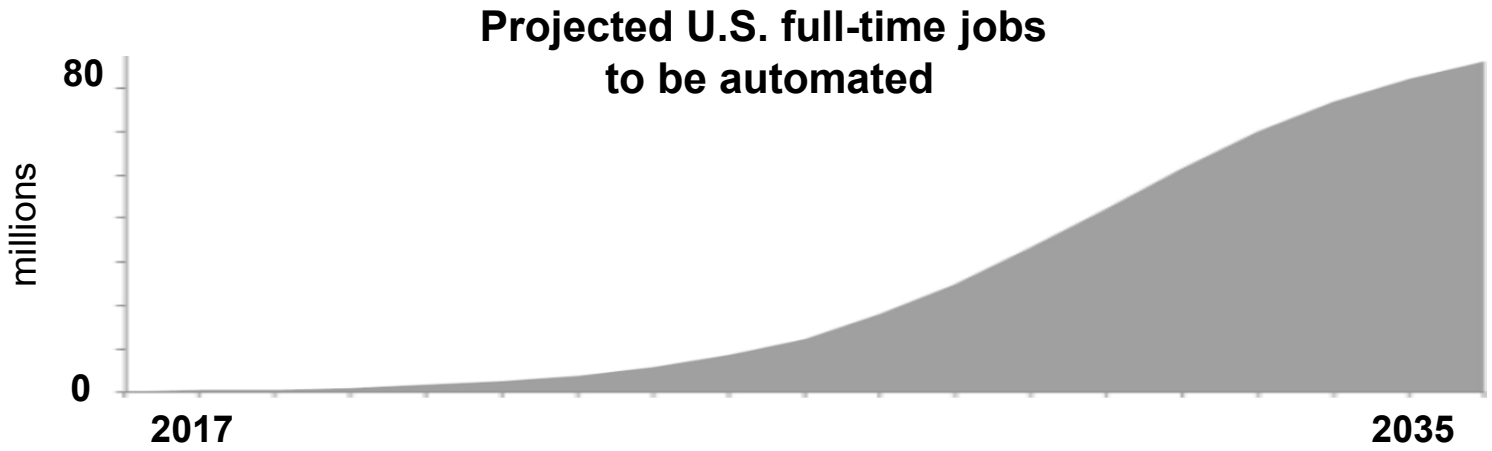
Further pivot from late stage industrial to growth oriented industrial technology company

© 2019 Columbus McKinnon Corporation

MEGATREND MOVEMENT TO INDUSTRIAL AUTOMATION





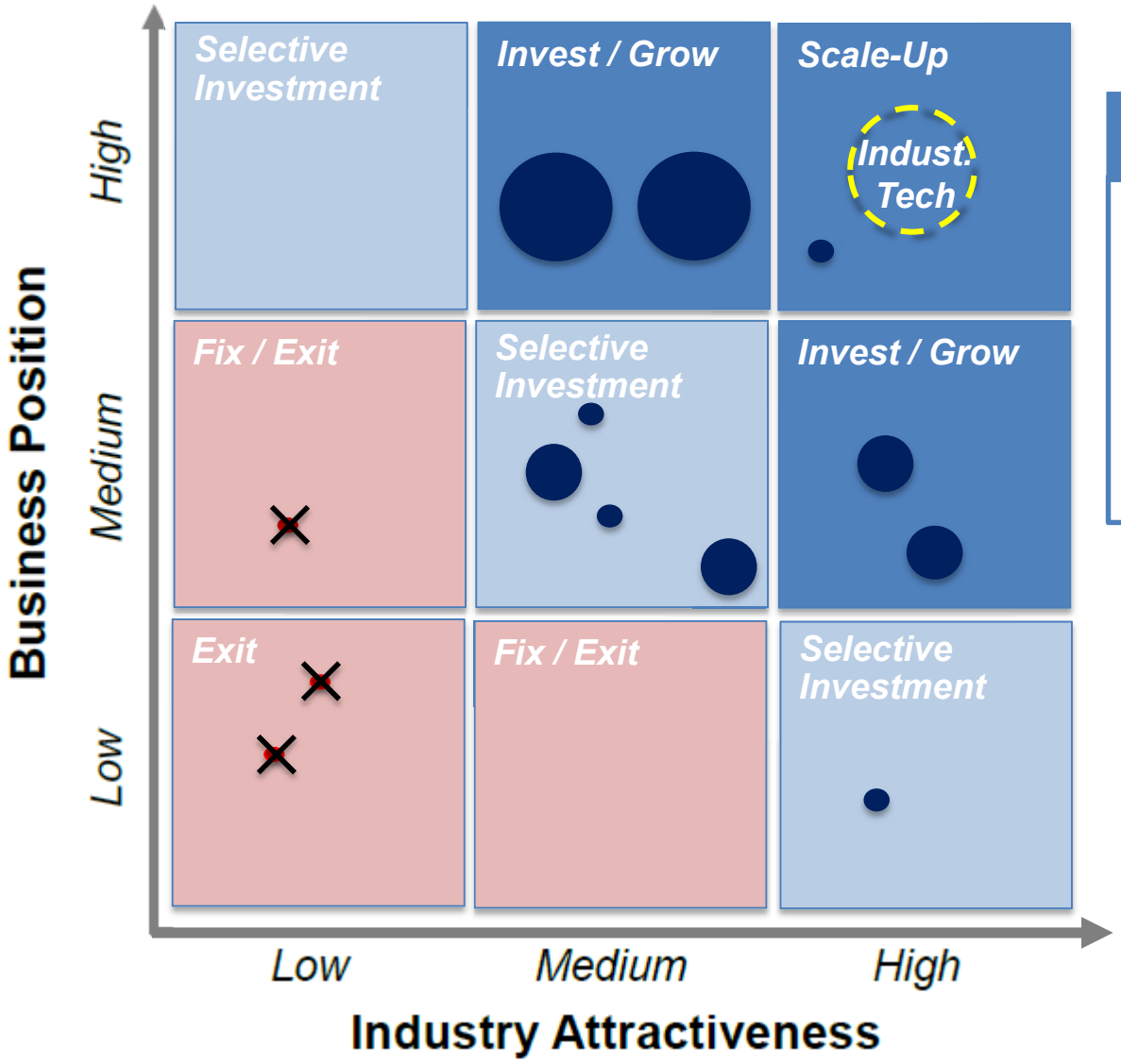


Opportunity to capitalize on automation megatrend

Source: University of Oxford, ARK Original Research

© 2019 Columbus McKinnon Corporation

PHASE III: PORTFOLIO OPTIMIZATION



Portfolio Assessment Criteria:

- **Business model**
- **Profitability**
- **Market position**
- **Industry growth**
- **Risk assessment**

Size of bubble = $ EBITDA

New

© 2019 Columbus McKinnon Corporation

THE PHASE III GROWTH NARRATIVE

Lifting Specialist

Lifting Specialist

Expands addressable market ~$400-$500M

Leverages engineering and production capabilities

Faster growth and less cyclical



Enhances existing position to improve safety & productivity for customers

© 2019 Columbus McKinnon Corporation

THE PHASE III GROWTH NARRATIVE

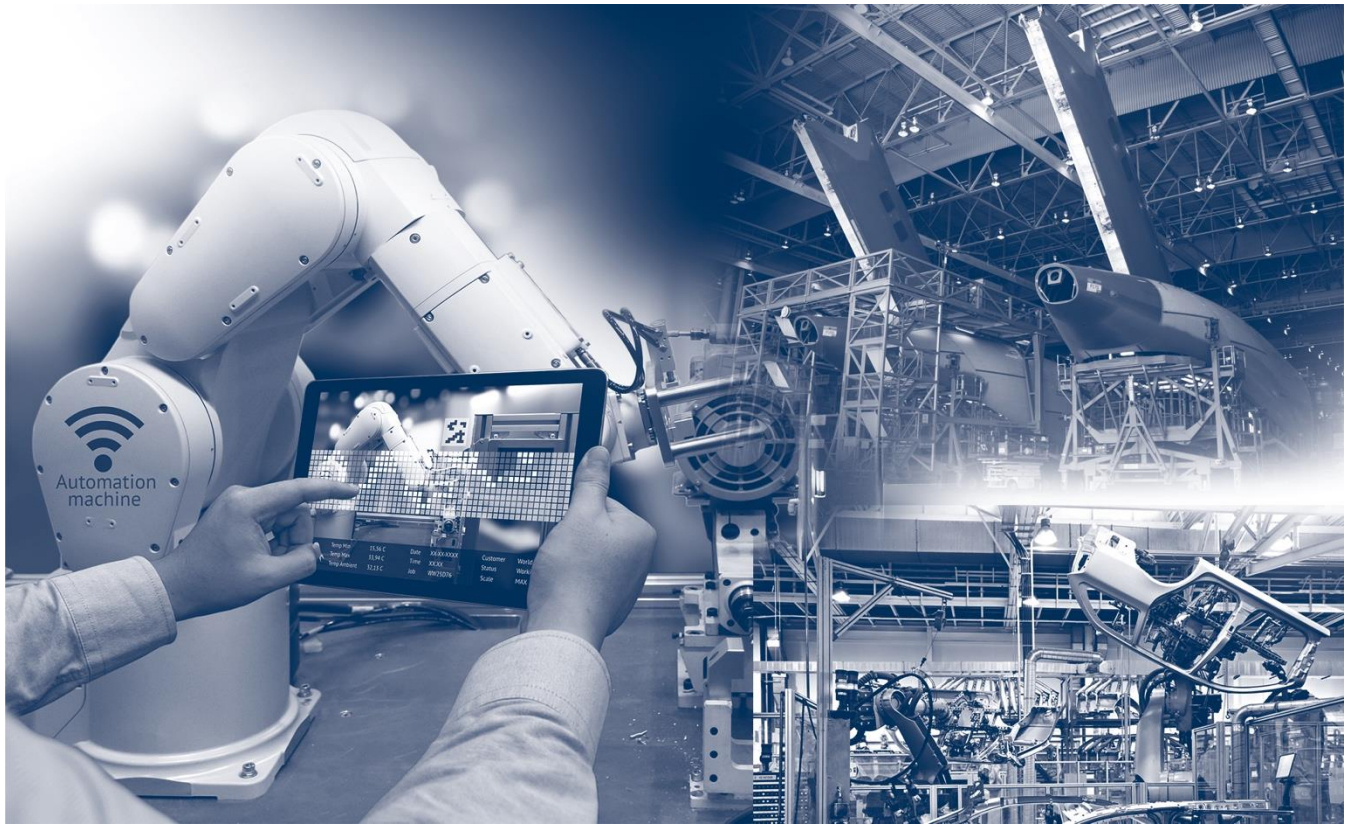
Smart Movement

Smart Movement

Expands addressable market ~$350-$600M

Expected to complement/ improve legacy offerings

High growth



Smart solutions to improve safety & productivity for customers

© 2019 Columbus McKinnon Corporation

Q & A

COLUMBUS McKINNON
CORPORATION

PARTNERS IN MOTION CONTROL

COLUMBUS MCKINNON IS CHANGED

- Blueprint for Growth strategy is driving change
- Building stronger earnings power - creating value
- Strong management team executing well
- Strategy expected to outperform in recession
- Delivering returns with lower risk profile

© 2019 Columbus McKinnon Corporation

Investor & Analyst Day 2019

June 13, 2019

New York, NY

COLUMBUS McKINNON CORPORATION

PARTNERS IN MOTION CONTROL

Supplemental Information

COLUMBUS McKINNON
CORPORATION

PARTNERS IN MOTION CONTROL

ADJUSTED INCOME FROM OPERATIONS RECONCILIATION

($ in thousands)	Fiscal Year		
	FY 2017	**FY 2018**	**FY 2019**
Income from operations	$ 23,725	$ 68,331	$ 69,442
Add back:			
Net (gain) loss on sales of businesses	—	—	25,672
Acquisition deal, integration, and severance costs	8,815	8,763	1,906
Ohio plant closure	—	—	1,473
Insurance recovery legal costs	1,359	2,948	1,282
Debt repricing fees	—	619	—
Magnetek litigation	—	400	—
Insurance settlement	—	(2,362)	—
Acquisition inventory step-up expense and real estate transfer taxes	8,852	—	—
CEO retirement pay and search costs	3,085	—	—
Impairment of intangible asset	1,125	—	—
Canadian pension lump sum settlements	247	—	—
Product liability costs for legal settlement	—	—	—
Facility consolidation costs	—	—	—
Magnetek acquisition amortization of backlog	—	—	—
Non-GAAP adjusted income from operations	$ 47,208	$ 78,699	$ 99,775
Sales	$ 637,123	$ 839,419	$ 876,282
Adjusted operating margin	7.4%	9.4%	11.4%

Adjusted income from operations is defined as income from operations as reported, adjusted for certain items. Adjusted income from operations is not a measure determined in accordance with generally accepted accounting principles in the United States, commonly known as GAAP, and may not be comparable with the measures as used by other companies. Nevertheless, Columbus McKinnon believes that providing non-GAAP information, such as adjusted income from operations, 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 year's income from operations to the historical periods' income from operations, as well as facilitates a more meaningful comparison of the Company's income from operations to that of other companies..

© 2019 Columbus McKinnon Corporation

ADJUSTED NET INCOME RECONCILIATION

($ in thousands, except per share data)	Fiscal Year		
	FY 2017	**FY 2018**	**FY 2019**
Net income	$ 8,984	$ 22,065	$ 42,577
Add back:			
Net (gain) loss on sales of businesses	—	—	25,672
Acquisition deal, integration, and severance costs	8,815	8,763	1,906
Insurance recovery legal costs	1,359	2,948	1.282
Debt refinancing costs	—	619	—
Magnetek litigation	—	400	—
Insurance settlement	—	(2,362)	—
Acquisition inventory step-up expense and real estate transfer taxes	8,852	—	—
CEO retirement pay and search costs	3,085	—	—
(Gain) loss on foreign exchange option for acquisition	1,590	—	—
Loss on extinguishment of debt	1,303	—	—
Impairment of intangible asset	1,125	—	—
Canadian pension lump sum settlements	247	—	—
Facility consolidation costs	—	—	—
Product liability costs for legal settlement	—	—	—
Magnetek acquisition amortization of backlog	—	—	—
Normalize tax rate [(1)]	(4,626)	14,408	(7,990)
Non-GAAP adjusted net income	$ 30,734	$ 46,841	$ 64,920
Average diluted shares outstanding	20,888	23,335	23,660
Diluted income per share - GAAP	$0.43	$0.95	$1.80
Diluted income per share - Non-GAAP	$1.47	$2.01	$2.74

[(1)] Applies normalized tax rate of 22% to GAAP pre-tax income and non-GAAP adjustments above, which are each pre-tax.

Adjusted net income and diluted EPS are defined as net income and diluted EPS as reported, adjusted for certain items and at a normalized tax rate. Adjusted net income and diluted EPS are not measures determined in accordance with generally accepted accounting principles in the United States, commonly known as GAAP, and may not be comparable to the measures as used by other companies. Nevertheless, Columbus McKinnon believes that providing non-GAAP information, such as adjusted net income and diluted EPS, 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 year's net income and diluted EPS to the historical periods' net income and diluted EPS, as well as facilitates a more meaningful comparison of the Company's net income and diluted EPS to that of other companies.

© 2019 Columbus McKinnon Corporation

ADJUSTED EBITDA RECONCILIATION

($ in thousands)	Fiscal Year		
	FY 2017	FY 2018	FY 2019
Net income (loss)	$ 8,984	$ 22,065	$ 42,577
Add back (deduct):			
Income tax expense/(benefit)	4,043	27,620	10,321
Interest and debt expense	10,966	19,733	17,144
Cost of debt refinancing	1,303	—	—
Cost of bond redemption	—	—	—
Investment (income) loss	(462)	(157)	(727)
Foreign currency exchange loss	1,232	1,539	843
Other (income)/expense	(2,341)	(2,469)	(716)
Depreciation and amortization expense	25,162	36,136	32,675
Net (gain) loss on sales of businesses	—	—	25,672
Acquisition deal, integration, and severance costs	8,815	8,763	1,906
Insurance recovery legal costs	1,359	2,948	1,282
Ohio plant closure	—	—	1,473
Debt repricing fees	—	619	—
Magnetek litigation	—	400	—
Insurance settlement	—	(2,362)	—
Acquisition inventory step-up expense	8,852	—	—
CEO retirement pay and search costs	3,085	—	—
Impairment of intangible asset	1,125	—	—
Canadian pension lump sum settlements	247	—	—
Product liability cost for legal settlement	—	—	—
North America facility consolidation and reduction in force	—	—	—
European facility consolidation costs and reduction in force	—	—	—
Acquisition amortization of backlog	—	—	—
Building held for sale impairment charge	—	—	—
Non-GAAP adjusted EBITDA	$ 72,370	$ 114,835	$ 132,450
Sales	$ 637,123	$ 839,419	$ 876,282
Adjusted EBITDA margin	11.4%	13.7%	15.1%

Adjusted EBITDA is defined as net income before interest expense, income taxes, depreciation, amortization, and other adjustments. Adjusted EBITDA is not a measure determined in accordance with generally accepted accounting principles in the United States, commonly known as GAAP, and may not be comparable with the measures as used by other companies. Nevertheless, Columbus McKinnon believes that providing non-GAAP information, such as adjusted EBITDA, 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 year's net income and diluted EPS to the historical periods' net income and diluted EPS, as well as facilitates a more meaningful comparison of the Company's net income and diluted EPS to that of other companies.

EXECUTIVE BIOS



Mark D. Morelli

President and Chief Executive Officer

Mark Morelli joined Columbus McKinnon Corporation in 2017 as President and Chief Executive Officer. Prior to joining Columbus McKinnon, Mr. Morelli served as President and Chief Operating Officer with Brooks Automation from 2012 through 2016. Previous to his role at Brooks, he was President and Chief Executive Officer for Energy Conversion Devices, an alternative energy company. Prior to that, Mr. Morelli was with United Technologies from 1993 to 2007, where he progressed through product management, marketing, strategy and increasing responsibilities of general management. His last assignment was as President of Carrier Commercial Refrigeration. Mr. Morelli began his career as a U.S. Army officer and helicopter pilot, serving as a company commander of an attack helicopter unit. In addition to graduating from the U.S. Army Flight School, Mr. Morelli also earned a Bachelor's degree in Mechanical Engineering from the Georgia Institute of Technology and a Master of Science degree in Management from the M.I.T. Sloan School of Management.



Bert A. Brant

Vice President, Global Manufacturing Operations

Bert Brant joined Columbus McKinnon in February of 2018 as Vice President, Global Manufacturing Operations. Previously, Mr. Brant served four years as Senior Vice President, Global Operations with Colfax Fluid Handling in North Carolina. From 2011 until 2014, he was Vice President, North American Operations for Apex Tool Group. Mr. Brant worked from 2003 until 2011 with Pergo, leading laminate flooring manufacturer serving Lowe's, Home Depot, and Sam's Club, as Executive Vice President, Operations / Chief Operating Officer. Before Pergo, Mr. Brant spent 21 years in Manufacturing Operations Management at five companies, including Denso Manufacturing, Emerson's Copeland division, and Texas Instruments. Mr. Brant earned a Bachelor of Science in Technology from Georgia Southern University.



Appal Chintapalli

Vice President, Engineered Products

Appal Chintapalli joined Columbus McKinnon in March of 2019 as Vice President, Engineered Products. Previously, Mr. Chintapalli served four years as General Manager and Vice President, IT & Edge Infrastructure EMEA with Vertiv, a $3.9 billion provider of equipment and services for datacenters. From 2006 until 2015, he held various management roles with Emerson Electric including Vice President, Marketing with Emerson Network Power from 2013 until 2015, Vice President and Director, Enterprise Services with Emerson Climate from 2008 until 2013, and Corporate Marketing Manager from 2006 until 2008. Before that, he worked for IBM and Clarkston Potomac Consulting. Mr. Chintapalli earned an MBA from Harvard Business School and a Master of Science degree in Chemical Engineering from University of Oklahoma.

© 2019 Columbus McKinnon Corporation. All Rights Reserved. Confidential and Proprietary.

EXECUTIVE BIOS



Alan S. Korman

Vice President, Corporate Development, General Counsel and Chief HR Officer

Alan Korman joined Columbus McKinnon Corporation in 2011 as General Counsel and Assistant Secretary. Six months later, he was elected Vice President, General Counsel and Corporate Secretary. In 2015, he assumed the role of Corporate Development and, in 2017, the role of Chief HR Officer. Prior to Columbus McKinnon, Mr. Korman spent 18 years serving in various senior executive positions of responsibility at Ivoclar Vivadent, Inc., including Vice President, General Counsel and Secretary, and President of Pentron Ceramics, Inc. Mr. Korman earned a Bachelor of Science from the University of Arizona and a Juris Doctorate from the State University of New York at Buffalo.



Peter M. McCormick

Vice President, Crane Solutions Group

Pete McCormick was appointed Vice President of Columbus McKinnon Corporation's Crane Solutions Group in 2017, having led the 2016 integration of the Company's Stahl CraneSystems acquisition. Mr. McCormick joined Columbus McKinnon in 2015 with its acquisition of Magnetek, where he served as President and Chief Executive Officer since 2008, and in previous roles including Executive Vice President and Chief Operating Officer from 2006 to 2008, and Executive Vice President and General Manager of Magnetek's Power Controls Group from 2002 to 2006. Mr. McCormick joined Magnetek in 1993 from Square-D Corporation, a diversified electrical manufacturing and supply company, where he held management positions of increasing responsibility in engineering, marketing and business development. Mr. McCormick serves on the Board of MRPC, a manufacturer of medical device components and assemblies and on the board of the Metropolitan Milwaukee Association of Commerce. He holds a Bachelor's degree in Industrial Technology with minors in Computer Science and Power and Control Systems from the University of Wisconsin – Platteville.



Mark Paradowski

Vice President, Information Services

Mark Paradowski joined Columbus McKinnon Corporation in 1997 as a Technical Manager. In 2013, he was named Vice President, Information Services. Before that, he served three years as Director – Global Information Systems, after serving as Director - Information Services for four years. Prior to joining Columbus McKinnon, Mr. Paradowski held various positions with Oracle Corporation and Electronic Data Systems (EDS). Mr. Paradowski earned Bachelor's degrees in Financial Analysis and Management Information Systems from State University of New York at Buffalo.

© 2019 Columbus McKinnon Corporation. All Rights Reserved. Confidential and Proprietary.

EXECUTIVE BIOS



Mario Y. Ramos

Vice President, Global Product Development

Mario Ramos joined Columbus McKinnon in June of 2018 as Vice President, Global Product Development. Previously, Mr. Ramos served 18 years with Schneider Electric, holding various management roles, most recently as Vice President, Strategic Marketing, Product Management and Partnerships for Schneider's Final Distribution Line of Business. Prior to that, he was Vice President, Global Engineering, directing a team of more than 500 R&D professionals in 14 locations across North America. Other positions at Schneider included, Director of Engineering for Low and Medium Voltage Equipment, and Director, Global Technology Center in Monterrey, México. Before joining Schneider, Mr. Ramos spent two and a half years in product engineering and project management with Whirlpool Corporation. He also served as Board of Directors Member of Habitat for Humanity of Greater Nashville between 2012 and 2017. Mr. Ramos earned a Bachelor's degree in Mechanical Engineering from Universidad de las Americas Puebla and, with a Fulbright Scholarship, a Master of Science degree in Mechanical Engineering from Lehigh University. Mr. Ramos also received his Executive MBA from Vanderbilt University Owen Graduate School of Management.



Greg P. Rustowicz

Vice President, Finance and Chief Financial Officer

Greg Rustowicz joined Columbus McKinnon Corporation in 2011 as Vice President, Finance and Chief Financial Officer. Previously, he spent 20 years with PPG Industries, Inc., where he progressed through a series of promotions in finance and accounting, including Group Chief Financial Officer of PPG's Glass, Fiber Glass and Chemicals businesses. After leaving PPG, he joined Momentive Performance Materials as Corporate Treasurer. Most recently, Mr. Rustowicz was the Vice President - Finance for Momentive Performance Materials. He began his career as a CPA with KPMG Peat Marwick. He is a graduate of Canisius College with a Bachelor's degree in Accounting and he earned a Master of Science, Industrial Administration from Carnegie Mellon University.



Kurt F. Wozniak

Vice President, Industrial Products Group

Kurt Wozniak joined Columbus McKinnon Corporation in 1999. In 2017, he was named Vice President, Industrial Products Group. Before that, he served three years as Vice President - Americas, and just prior was Vice President - Latin America for two years. Previously, Mr. Wozniak held the roles of Managing Director - Latin America, Director of Corporate Development, and Director of Materials Management. Prior to joining Columbus McKinnon, Mr. Wozniak was a management consultant with Ernst & Young. Mr. Wozniak earned a Bachelor's degree in Industrial Engineering from Kettering University and a MBA from the University of Michigan.

© 2019 Columbus McKinnon Corporation. All Rights Reserved. Confidential and Proprietary.

CONTACT INFORMATION

Corporate Headquarters

205 Crosspoint Parkway

Buffalo, NY 14068

Phone: 716.689.5400

Investor Relations

Gregory P. Rustowicz
Vice President - Finance and
Chief Financial Officer
Columbus McKinnon Corporation
716.689.5442
greg.rustowicz@cmworks.com

Deborah K. Pawlowski
Kei Advisors LLC
Phone: 716.843.3908
dpawlowski@keiadvisors.com

© 2019 Columbus McKinnon Corporation. All Rights Reserved. Confidential and Proprietary.