Pat, J.P. Morgan: Good afternoon, everyone. Welcome to our final presentation of the day at the J.P. Morgan Industrials Conference. Pleased to have with us Columbus McKinnon, CEO David Wilson, and CFO Greg Rustowicz. Thanks for joining us.

They have a presentation, and then we'll do some Q&A.

David Wilson: Great. Thank you, Pat. Really appreciate J.P. Morgan having us here today. To our audience, both in person and on the webcast, we're excited to be presenting our company to you today.

Before we begin, I just want to point out that we may make some forward-looking statements during this presentation and in the following Q&A. As you know, those statements are covered under the Safe Harbor that's provided.

Also, any references to non-GAAP metrics will have reconciliations provided in the supplemental slides. Those will be available for your view during this presentation.

I want to jump ahead and talk a little bit about Columbus McKinnon from a high-level standpoint. We're a company that provides lifting equipment, linear motion equipment, and conveyor solutions.

We're in the process of transforming the company from what has historically been a legacy cyclical industrial company to a company that's much more focused on secular growth markets. We're really thrilled about that transformation and it's already taking hold. I'll talk a little bit more about that as we advance into the slides.

We're executing on a strategy that's driving a lot of value in the portfolio. We are the number one hoist provider in the US. We're the second largest global hoist provider, and we're a market leader in the North American precision conveyor solution space.

The trailing 12 months data through December of 2021 has us at roughly $840 million of revenue. You can see our market cap listed on the slide here. Then, our product mix, which is representative of our latest quarter, so this is the fiscal Q3 quarter ending in December for Columbus McKinnon, and that's the current mix of business.

An important thing to note there is the mix of business in our non-lifting solutions portfolio is now greater than 40 percent of the total. That's an exciting development.

I want to start with our strategy. This is a visual depiction of our strategic framework. It's work we did as a team dating back to when I joined the company in 2020. I joined the company in June of 2020, partnered with our management team, who'd been doing a great job of advancing the profitability of the company.

They had the beginnings of what is now our Columbus McKinnon Business System. We really wanted to begin pivoting the company towards growth.

We spent a lot of time as a company looking at the portfolio, looking at our strengths and weaknesses, looking at our opportunities, analyzed the $1.8 trillion industrial-automation landscape, and said, “You know what? There are areas in this space that are really attractive.”

We started calling those micro-verticals. We identified some really attractive micro-verticals that we wanted to attack.

As we framed out what the visualization of the strategy we developed would look like, we developed this chart. What you see on the left-hand side of the chart is a circular diagram that really represents our Columbus McKinnon Business System. I'll talk a little bit more about that as we advance in the slides.

What's important to note is it has people and values at the center of it. Then, around the first loop of the circle, you can see the words "market led," "customer centric," and "operationally excellent." These are three key areas and top priorities for our company.

All of that is wrapped in innovation. That's really where it starts with the Columbus McKinnon Business System.

From there, emanating from that business system into the right, you can see the elements of our core growth framework, starting with strengthening the core, moving to growing the core, expanding the core, and reimagining the core as you move up from the bottom to the top.

As we execute on the strategy to drive growth on the foundation of the business system and through the growth framework, we're focused on transitioning the company and transforming the company from a legacy, cyclical-industrial company to a secular, growth-driven, top-tier, intelligent, motion-solutions enterprise.

I'm going to jump to the next slide and talk a little bit more about the top core competencies we're focused on within our Columbus McKinnon Business System.

In each one of the inner circular sections of the framework for our Columbus McKinnon Business System, we're focused on developing core competencies you can see listed on this screen. There are 10 listed, and this is where we're starting.

This is an evolutionary process. Over time, we'll continue to build competence and, potentially, additional competencies. We're really trying to create competitive advantages in these areas, as well as competitive advantages around people and values.

Then within the market-led section, strategic planning, marketing, product management, and M&A.

Under customer-centric section, you can see commercial selling and product development.

Then finally, as you focus on operationally excellent competencies, you can see we're listing operations, finance, and digitization.

I want to show you really what I mean by focusing on those core competencies in this visual cascading tiers. You can see how those competencies would be built out through standard processes and playbooks for Columbus McKinnon to execute on.

Starting on the left-hand side with the diagram that shows our top four priorities – people & values, market-led, customer-centric, and operationally excellent.

Then moving to the right, picking one of those core competencies, for example, commercial and selling, within the customer-centric section. From there you go to level three, key processes, and you can see the numbers underneath each of those references. Those refer to the number of items in that level. In level two, there's 10 core competencies. In level three, there's 65 key processes.

Taking what had been stitched together as a bunch of acquisitions over time and a disparate group of operational activities and really stitching them together with the best of Columbus McKinnon and best-in-class processes we can leverage to scale the business.

We're focused on things like, in this case, customer experience, the commercial 80/20 process, selling processes, aftermarket, and pipeline management.

Then going to level four, there are 270 sub-processes below that. Things such as customer list simplification, target selling, and something we call raving fans, which are all sub-processes of 80/20.

As we develop the framework for this work, cascade this to the organization, and make sure it's deployed with focus and discipline, we believe we can create core competencies across the enterprise we can leverage to become more scalable and consistent with our performance.

It serves as the foundation for what we're driving in terms of operational discipline and differentiated scalable performance. As we move from the Columbus McKinnon Business System to the growth framework, I want to highlight how that really builds both organic and M&A growth in a disciplined fashion.

If you think about growth and trying to achieve growth, you want to make sure you're protecting what you have. That's really where we're talking about strengthening the core. We have a good core business within Columbus McKinnon that is differentiated.

We've been around for 140 years. We have a leading market position, and we need to make sure we're continuously strengthening that. You can see a reference to strengthening competencies to improve our overall competitive position.

Growing the core really means how do we broaden that through organic initiatives that drive market share? Things such as product localization, new product development, and advancements in our automation processes will help us to do that.

Expanding that core means getting access to new vertical markets. Taking those same core activities and expanding them into new vertical areas that are more attractive, secular growth markets, channels, geographies, and so forth.

Then finally, we want to make sure we're allocating a certain percentage of our bandwidth and capital to ensuring we're reimagining the core and thinking about how we can grow beyond what is in the portfolio today.

A perfect example of this is what we did with the acquisition of Dorner. When we acquired Dorner, we bought a precision conveyance company that brought conveying technologies into the business. We hadn't had that in the past.

We took our expertise in terms of lifting and intelligent motion for material handling from the ceiling with our hoists and lifting equipment to the floor of a factory or a warehouse, and brought more precision movement and more industrial automation capabilities around that.

We're really excited about the work we're doing to advance our core growth framework on the foundation of our Columbus McKinnon Business System. That work has led to the evolution that you see listed on this slide.

When you think about our progress, what you see here is that we have evolved the business from fiscal year '21, last year. Last year, you can see automation and linear motion made up 27 percent of our portfolio; 73 percent of it was lifting. This year, through our organic growth initiatives and the addition of Dorner and Garvey, as we exit fiscal '22, we're at 41 percent of our revenue being tied to non-lifting solutions.

That's relevant because as you think about the growth rates of those particular categories, the growth rates within lifting are more GDP-plus. We think we can meet and beat GDP-plus growth in that segment with our organic efforts because we're doing a number of things that we think can improve the performance of that business.

We also know that the linear motion, automation, and now the conveyor solutions businesses are growing much faster. They're also supported by much more secular growth trends. We're playing in areas that are less cyclical with higher returns, and they're growing faster.

This chart here shows you the mix of business that we have in the portfolio. You can see it's very diverse, while transportation and general industrials make up the majority of our volume.

By the way, transportation is still attractive when you think about automotive. Even though chipsets are not in great supply, we're growing in that area because we're supporting the evolution of model changes and e-vehicles. Electric vehicles are booming. New models are coming out all over the place. We're providing solutions for the manufacture of those products and those vehicles.

What's interesting on this chart is that we've added some really attractive and interesting markets, food and beverage, consumer goods, e-commerce, and life sciences, which didn't show up on the chart previously.

Now, through the acquisitions that we made with Dorner and Garvey, we're playing a more meaningful role in those attractive growth markets. We're expanding our efforts there, both through organic action and through programmatic M&A over time.

I want to pause in the wake of understanding the mix of business and our strategy to talk more about the products that we have in the portfolio. We are number one in the US in hoists. Our lifting capacity generally ranges from one-eighth of a ton to 140 tons. We provide very robust and reliable products.

Again, we've been around for 140 years. We have a terrific foundation in this space. We also provide engineered crane solutions. These are for much larger tonnage projects. We use a configurator that enables us to configure price and quote those products.

Customers can self-serve through the use of our configuration technology. It's also an important

part of a whole digital strategy for end-to-end digital access for our customers. We're launching, and we continue to innovate, more and more automation capabilities for those products.

We also manufacture specialty actuation products. This is the portion of the business that we refer to as linear motion products. We have a demonstrated leadership position in that space. We're serving a breadth of applications from rail to warehousing to defense, and many others in between.

Next, I want to talk about the conveying solutions platform that we added. Here, we have images of those products being leveraged. These products are sold into a market that's about four billion dollars in total TAM. It's growing between six and eight percent annually.

We're growing faster than that with our Dorner and Garvey acquisitions. They have a higher margin profile. Again, as I've said, they support secular growth drivers. This market is pretty target rich as it relates to acquisitions, very fragmented. It presents an opportunity for us to continue to develop and grow that segment of our business.

There are also many complementary adjacencies. We are currently successful with both conveying technologies and accumulation technologies. You can see other technologies listed at the bottom of this page such as sortation, asynchronous conveyance, vibratory, and bands, etc.

Then just from an image standpoint, I will point out the image on the right-hand side in the middle, which looks like a little robot. On the top of that robot is a very narrow profile conveyor solution. That is an example of an automated mobile robot that would move around a warehouse and help to pick, pack, sort, and distribute product for e-commerce applications.

We acquired Garvey. Closed that deal in early December. This was the second acquisition we acquired over the last year. Started with Dorner and that led to the acquisition of Garvey.

Garvey brought to us some exceptional accumulation technology -- unique, patented, differentiated technology, not unlike what Dorner brought in the conveyor space -- that allows us to access some really attractive markets.

About 80 percent of the products they sell are sold into both pharmaceutical and food and beverage. Their customer list is a virtual who's who in those two industries. The combination of the two businesses makes us much stronger.

Within the first month of buying the company, Garvey was successful at selling Dorner conveyor solutions to the tune of about $700,000. We're in a position where both businesses get access to really interesting opportunities by working together.

We have very strong brand names and nice top-line growth and profitability in the business. We're excited about the work the teams are doing together and look forward to sharing more about that as we advance through this year and going forward.

We are, as I mentioned, serving secular markets that are very attractive. Food represents six percent of the business today. Life sciences, three percent. E-commerce, three percent. Those are the fastest-growing segments of our business today as well and pretty exciting areas where Columbus McKinnon now has access.

We're driving growth through a series of both organic initiatives that follow our core growth framework, as well as programmatic, strategic work to drive M&A for the business. In the organic growth activities, we're driving growth across the entire portfolio.

In our core lifting platform, in our conveyor solutions platform, and in our linear motion platform, you'll see initiatives that not only drive innovation in legacy technologies, but also introduce automated features and automation capabilities that take those products to the next level of connectivity and integration for intelligent motion solutions serving our customers.

Here are some examples of the latest automation solutions that we've launched into the market. You can see we have an Intelli-Protect system that allows our crane solutions to move in a way that's safe with protected boundaries for our customers.

Intelligent lift and auto-detection identifies off-center picks and hazardous lifts to increase the safety and productivity of our customer's organizations.

Then, through the use of our Intelli-Connect products, our customers are remotely connecting to these devices, monitoring performance, overload conditions, fault codes, and more. That's valuable to them so they don't have to get to the roofline to inspect, plug in and understand what's going on with the unit. They can do this wirelessly from a safe location or remotely and keep their operation up and running. Also, we get that information to better understand what kind of after-market opportunities may exist and how we can better service our customers.

As I mentioned, we're addressing growth through both organic initiatives, which I was just talking about, and through M&A. This chart highlights, on the left-hand side, a pretty robust process starting with our Columbus McKinnon Business System. Then moving through the stages that we've defined for our M&A process.

There's a lot of discipline built into that process that we believe creates differentiated outcomes. We've successfully acquired four companies since 2015. You can see those listed at the top of the chart.

Magnetek, STAHL, Dorner, and Garvey. In the bottom, we've also identified and executed on strategic disposals. You can see we've exited our Tire Shredder, STB, and CES Material Handling businesses over the last three years.

I'm going to now hand it off to Greg Rustowicz, our CFO, and he'll take you through the next several slides.

Greg Rustowicz: Thank you, David. Since the implementation of our blueprint for growth strategy in fiscal '18, we've been growing the top line through organic initiatives and acquisitions. In fiscal '17, our revenue was just slightly over $600 million at approximately $637 million.

You can see that we've grown it to $809 million in fiscal '20. During this time frame, we bought a large business from one of our competitors called STAHL, which was a significant acquisition for the company at the time.

It was the largest acquisition that we had done. Highly profitable. 17 cents EPS accretive in its first year, with a really high margin profile. We paid about eight times EBITDA for it. That was a very significant transaction for us.

We also divested three non-core businesses, those David just covered, that added about 39 million dollars of revenue and only about a million dollars of operating income.

Clearly, through our portfolio analysis, we felt those were three businesses really belonged better with somebody else. When we fast forward into our fiscal '21, with our April 1, 2020 start to the fiscal year, that was the beginning of the pandemic.

That clearly impacted us. We saw revenue drop in fiscal '21 by about 20 percent overall, but what was encouraging after a very significant drop in the first quarter of fiscal '21, ended June 30, 2020, we have been seeing sequentially improved revenue.

I would point out that in the Q3 fiscal '22 timeframe, the quarter ended December 31st, is typically our slowest seasonally. We have fewer shipping days both in the U.S. and Europe because of the holiday season.

Where we stand today, with the acquisitions of Dorner and Garvey that David mentioned, on a trailing 12-month basis, we're about $839 million of revenue, which includes about $104 million of revenue from the Dorner acquisition. With both of them together, we are at around the one-billion-dollar level going forward.

Over this timeframe, we have improved our earnings per share and adjusted EBITDA margins since we started our blueprint for growth strategy.

In fiscal '20, which was the last year before the pandemic, we delivered about $3.20 per share of adjusted EPS.

I do want to point out that because we have a programmatic M&A strategy, we do add back amortization expense on a tax affected basis to adjusted net income. All of these numbers on the top of this chart reflect that add back.

What I really want to address on this chart is the adjusted EBITDA margin. We sit today at an adjusted EBITDA margin of about 15.4 percent on a year-to-date basis.

You can see, we've had a nice increase in adjusted EBITDA margin as we marched through this past fiscal year. We have a goal of getting to 19 percent EBITDA by the end of our next fiscal year.

We think that the accretive acquisitions that we've completed will add to that. Also, we get more scale in the business as revenue returns, and with some of our operational excellence initiatives, as well as our 80/20 process, which I'm going to talk about next.

80/20 is a process that we started in fiscal '19. We're about three and a half years into it, almost four years. It's been hugely successful for the company. It's added about $41 million of incremental operating income on a year-over-year basis.

There's really four key parts to the 80/20 process. There's customer list simplification. There's product line simplification. A raving fans program where you try to get a bigger share of the wallet of your larger customers. As well as a business segmentation and Zero Up, which is in essence a portfolio review. It's an analytical process that starts with analyzing where you're making money and where you're not. You break your revenue by customer and by product into quartiles.

Almost always, what you find is that your top quartile represents 89 percent of your revenue. Your second quartile is about seven percent. Your third quartile is about three percent. Your bottom quartile is only one percent of your revenue.

We attacked it really hard in fiscal '18, fiscal '19, and in some cases, for instance, the customer list simplification in one of our businesses, we had 2,000 customers and we shed 500 of them. The 500 represented one percent of the revenue.

They were churning customer service looking for quotes that they were going to then shop to the competition. They weren't buying enough, and so there's just a lot of admin to that. It brings a really disciplined process on how you look at that.

We're in the process today of going through product line simplification. If you can see on the right of this chart, we've actually taken our sellable SKUs down from about 50,000 to a little over 26,000. We expect to hit our goal of 26,000 by the end of this fiscal year.

With that, we'll also reduce the components that are used in our finished product. I use the analogy, it's like cleaning out the garage. It's getting rid of all the stuff that you've never used in years. The simplification should result in opportunities for us to price better, as well as to drive manufacturing efficiencies in our operations.

For Columbus McKinnon, cash flow is one of the hallmarks of company. We generate a lot of cash throughout the business cycles. If you look at the graph on the right, you can see that in fiscal '20, for instance, we generated just under $100 million of free cash flow.

In the pandemic year, which obviously was a very difficult, challenging year, we freed up a lot of working capital and we can run the company for cash, and we generated $86 million of free cash flow.

Our free cash flow conversion rate is top quartile when we measure it against top companies. We're over 100 percent typically. What you're seeing though is that this year, as our business has returned, we have added back working capital to the business.

You almost have to look at fiscal '21 and fiscal '22 together because we shed a lot of working capital. That's why we had 229 percent conversion in fiscal '21, but with this year, we're going to be roughly 50 percent on a conversion.

A big part of what we're finding here that's impacting our free cash flow is that with all the supply chain challenges companies are facing, we have added back almost $42 million of inventory to the system. We're either buying in advance of price increases or we're just trying to get in front of all the issues in the global supply chain.

One other point I'd mentioned on free cash flow is we're not a CapEx intensive company. We do mostly assembly. We do CNC work, but our CapEx is typically about two and a half percent of revenue. Roughly, on a billion-dollar sized company, it'll be about $25 million.

Let me take a second to talk about our capital structure. This fiscal year, we bought two companies, Dorner Manufacturing Incorporated and Garvey Corp. Together, we spent $560 million on the two acquisitions.

After acquiring Dorner, we refinanced the capital structure entirely. After putting a bridge loan in place to get the deal done, we borrowed $450 million in the term loan market. This carries an interest rate of LIBOR plus 275 with a 50-basis point floor, so a very competitive capital raise.

We also raised $207 million of equity. That deal was upsized by the company, just given the strong demand, as well as the underwriter exercised the green shoe. It went from the $150 to $180 million range, ultimately, to a $207 million raise.

To finance the Garvey acquisition, we utilized the incremental feature of our term loan B and borrowed an additional $75 million. I think what's most important on this page is we're sitting here today with a leverage ratio of about 2.9 times.

On a financial covenant basis, it's actually even less than that because you're able to make certain credit agreement adjustments. We expect that number to be 2.0 times by the end of next year, which is our targeted net leverage ratio.

David: Thanks, Greg. I'm going to pick back up with orders and backlog. I'll try to move swiftly so we have a lot of time for Q&A. Demand has been increasing across all markets within the portfolio. We have particularly strong demand from life sciences, food and beverage, e-commerce, and parcel management.

On a per-day basis, Q3 levels were comparable with Q2, although you see them coming down sequentially from Q3 to Q2. That was really driven by the fact that there are fewer days in our fiscal Q3 with the Christmas and Thanksgiving holidays, as well as some religious holidays in Europe.

Our record backlog of almost $295 million, include $69 million worth of backlog from Dorner and Garvey. The legacy Columbus McKinnon business, excluding Dorner and Garvey, our backlog was $226 million. That's about $65 million higher than historic levels as we deal with current supply chain challenges.

Order rates have been terrific. Demand has been strong across all the markets. We're exercising our core growth framework to make sure we're not only recovering from the pandemic, but we're driving market share gains with our organic initiatives while we continue to execute on a strategy to grow through M&A.

I want to wrap up with a view on our Q4 outlook and perspective. This is consistent with the way we talked about the business for Q4 as we exited Q3. We're in our Q4. We're two weeks away from ending it. I'm going to refer back to publicly disclosed comments as we were wrapping up the quarter previously.

We're expecting net sales of about $235 million in the period. This reflects an assumption that our supply chain disruptions that we'd experienced in Q3 continue at roughly the same level through the quarter.

We expect order rates to continue to be robust as they have been in this past few quarters, so we expect them to continue at that level. We expect those markets that are most attractive -- food and beverage, e-commerce, and life sciences -- to be leading the way.

We've seen an uptick in aerospace as that market prepares for recovery. Automotive, I also

mentioned earlier, while hampered with chip shortages is still investing in new lines for electric vehicles. The metals industry is making investments, expansions, and upgrades.

Then paper and packaging have been particularly strong as they've invested in capacity and productivity improvements, given the strong growth in e-commerce and all the corrugated cardboard and other packaging materials that are required for that.

We're very encouraged by the market developments, very excited about our strategy and the way we're executing. Although these are unprecedented times, we're successfully transforming Columbus McKinnon through our efforts.

We are becoming a larger business with a larger percentage of the portfolio tied to more attractive, less cyclical markets. We're really excited about continuing that process and delivering what the future holds as possible for Columbus McKinnon.

I'm going to end with some key takeaways just to put a capstone on some of the points we made. In closing, we're really evolving our strategy. That strategy we're calling the Blueprint for Growth 2.0 that defines our growth framework.

The business system is providing a foundation and really enables scalability for our company. Conveying solutions we added through acquisition, adds a strong growth catalyst in attractive and fragmented markets. Operational excellence drives strong margins in the business.

The economy, whether it's recovering or not, we're in a position to control our own destiny. We've got runway on both the COGS and the structural cost side of the business to drive further margin improvement. As Greg just mentioned, we generate a significant amount of cash through all cycles.

We do have a strong management team that's not only demonstrated its ability to lead through cycles effectively over the last several years, but now to pivot the organization towards the strategic transformation that I believe will create value for our shareholders and opportunities for our management team.

Thank you very much for the attention and the time. We'll open it up now for any questions. I'll hand it back over to Pat.

Pat: Thanks, David. Thanks, Greg. It was a great overview of the business and its evolution. Maybe just starting off, just very near-term, the situation in Eastern Europe and how you're viewing that from your perspective in terms of trading in the region. Europe is a big exposure, obviously, for the company.

I'm wondering if you could provide some color on that. Then on top of that, any updates on the supply chain. That's more broadly what the bottlenecks are and if those are resolving.

David: Sure. Europe is a very important region for our business. It represents roughly 35 percent of our total portfolio. There's an opportunity for us to continue to grow in that region. We've been focused on that both organically and through strategic moves.

What's happening in that region today between Russia and Ukraine is obviously troubling. We have very limited exposure, whether it be selling activity into those two regions or direct supply

from those regions. We've implemented all the controls necessary to make sure we're compliant with the sanctions that have been put in place. We also have taken action to make sure we're prepared to implement change should that become necessary beyond what we've done already.

As it relates to the supply chain, more broadly, our team has been making great progress working with our strategic partners and all our vendors who have had disruptions associated with the scale of the recovery and the lack of access to materials in their supply chains and labor.

We've been making really good progress on that front, but that doesn't mean there aren't disruptions that persist. We've taken action to secure materials and provide visibility to our vendors for much longer periods of time.

We're in a position where we feel like we're responding well. As I mentioned in the prepared remarks, we expected Q4 to be disruptive from a supply chain standpoint consistent with Q3.

That's still, more or less, where we expect things to be. Greg, is there anything you'd add to that?

Greg: Just to size the Russian exposure. It's a couple million dollars of revenue, so two-tenths of a percent. We've taken all the appropriate actions at this point to repatriate cash and reduce our net exposure to the country. We hope that this does end sooner rather than later.

Pat: Then maybe as a follow up on one of the other twin pressure points that everyone wants to talk about. It's raw material inflation. What are your main exposures? How do you manage that? How is pricing looking, your ability to push that through the channel and to your customers?

David: We've been very successful at implementing a number of price actions throughout our last fiscal year. Our fiscal year ending in March, so just as we're executing here through the next two weeks. We, through each one of the quarters, have been able to out-pace inflation with price. We have net positive margin expansion through the last three quarters.

We are obviously impacted by inflation, and it's been significant. Greg will talk to what that looks like on a quarter-by-quarter basis and what we've seen in the business.

We have pricing power in the markets. We have a market leading technology and well-established, high-quality brands in the portfolio. We're also taking action to make sure we're continuing to execute on the 80/20 initiatives and other productivity enhancing initiatives to offset the impacts of inflation and continue to expand margins where price may not be able to always keep up.

There can be timing elements to this where you get notification of a freight surcharge or of a material surcharge that you can't respond to as quickly in your own pricing, whether that's because we have existing contracts with distributors that require notification or for other reasons.

You can have lumpiness where periodic impacts might swing and you could have a quarter where you do have inflation outpacing price. Generally speaking, over the last 10 years, we haven't had a quarter where we haven't been able to outpace material inflation with price.

Greg: To size inflation, in the December quarter, inflation was running at about a nine-million-dollar annualized rate on raw materials. In the December quarter, it's up to 16 million, and I would imagine it's going to be closer to 20 million when this quarter gets reported.

On the pricing side though, we went out with three price increases this past year. Our normal one takes place typically in the calendar first quarter. We had another price increase in June. Another one in the August time frame.

We have the ability to react quickly on pricing, and this past quarter pricing was 3.4 percent. We had a net favorable price relative to raw material inflation of a little over a million dollars.

Pat: Thank you so much for coming. With that, I think we're going to end the presentation as our time is coming to an end. Have a great day, everyone. Thanks.

David: Thank you, everyone. Appreciate your interest in Columbus McKinnon.