Wells Fargo Industrials Conference

May 4, 2022

David J. Wilson
President and Chief Executive Officer

Gregory P. Rustowicz
Senior Vice President Finance and Chief Financial Officer

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Safe Harbor Statement

These slides, and the accompanying oral discussion (together, this "presentation"), 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 sales, earnings and plans; the success of the Dorner Mfg. Corp. ("Dorner") and Garvey Corporation ("Garvey") acquisitions, achievement of cost and revenue synergies and the amount of such synergies and integration costs; the ability of the Company to achieve market success and earnings per share accretion expectations; the ability of the Company to employ the Columbus McKinnon Business System to drive profitability and to grow the business with its Blueprint for Growth 2.0 strategy, involve known and unknown risks, and are based upon current information and expectations. Actual results may differ materially from those anticipated if the information on which those estimates were based ultimately proves to be incorrect or as a result of certain risks and uncertainties that could cause our actual results to differ materially from the results expressed or implied by such statements, including the integration of recent acquisitions into the Company to achieve cost and revenue synergies, the ability of the Company and its recent acquisitions to achieve revenue expectations, global economic and business conditions including the impact of COVID-19, conditions affecting the industries served by us and our subsidiaries, conditions affecting our customers and suppliers, competitor responses to our products and services, the overall market acceptance of such products and services, facility consolidations and other restructurings, the ability to expand into new markets and geographic regions, foreign currency fluctuations, and other factors disclosed in our periodic reports filed with the Securities and Exchange Commission. Consequently, such forward-looking statements should be regarded as our current plans, estimates and beliefs. Except as required by applicable law, we do not undertake and specifically decline any obligation to publicly release the results of any revisions to these forward-looking statements that may be made to reflect any future events or circumstances after the date of such statements or to reflect the occurrence of anticipated or unanticipated events.

Non-GAAP Financial Measures

This presentation will discuss some non-GAAP ("adjusted") 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. The non-GAAP ("adjusted") measures are noted and reconciliations of comparable GAAP with non-GAAP measures can be found in tables included in the Supplemental Information portion of this presentation.

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Intelligent Motion Solutions for Material Handling

Columbus McKinnon (Nasdaq: CMCO)

Transforming from a legacy cyclical industrial company to a top-tier, secular growth, intelligent motion solutions company

Strategic priorities

- Strengthen the core lifting platform
- Invest in high-growth, high margin platforms
- Increase exposure to high growth, secular end markets
- Achieve top-tier performance utilizing CMBS and growth framework

Highly relevant, professional-grade solutions for solving customers' critical material handling requirements

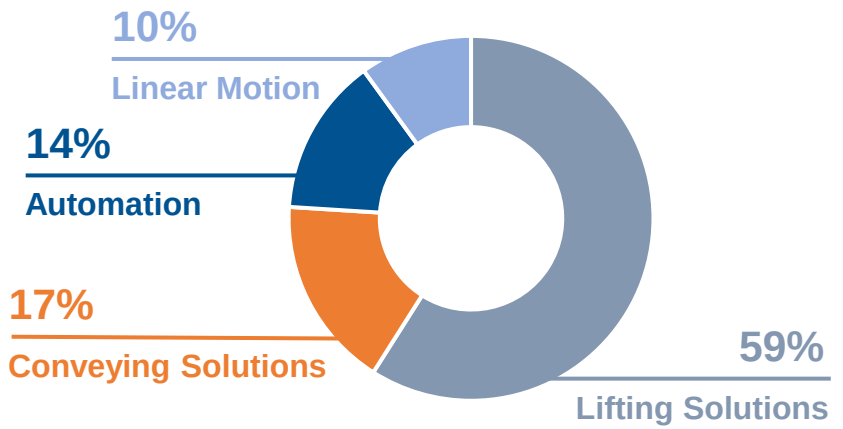
#1 U.S. hoist provider and #2 largest global hoist company

Market leader in North America in precision conveyance

Financial & Market Data[(1)]

$839M	$1.0B
Revenue	Market Cap.

Product Mix[(2)]



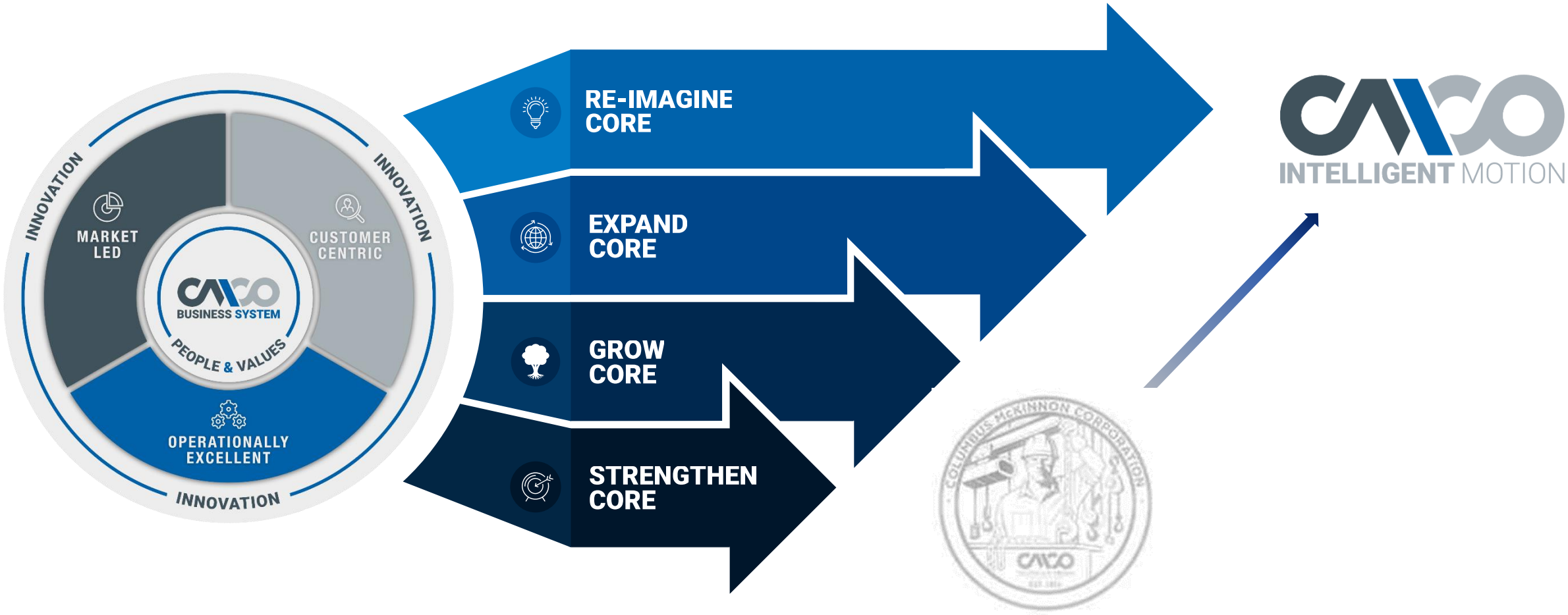
Seasoned leader with extensive history of safely, efficiently and ergonomically moving materials

(1) Market data as of 4/29/2022 (Source: S&P Capital IQ); Financial data represents TTM ended December 31, 2021
(2) Product mix data represents quarter ended December 31, 2021

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Blueprint for Growth 2.0

Business System and Core Growth Framework Transform CMCO



Strategy evolves Columbus McKinnon into a high value, intelligent motion enterprise

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Columbus McKinnon Business System

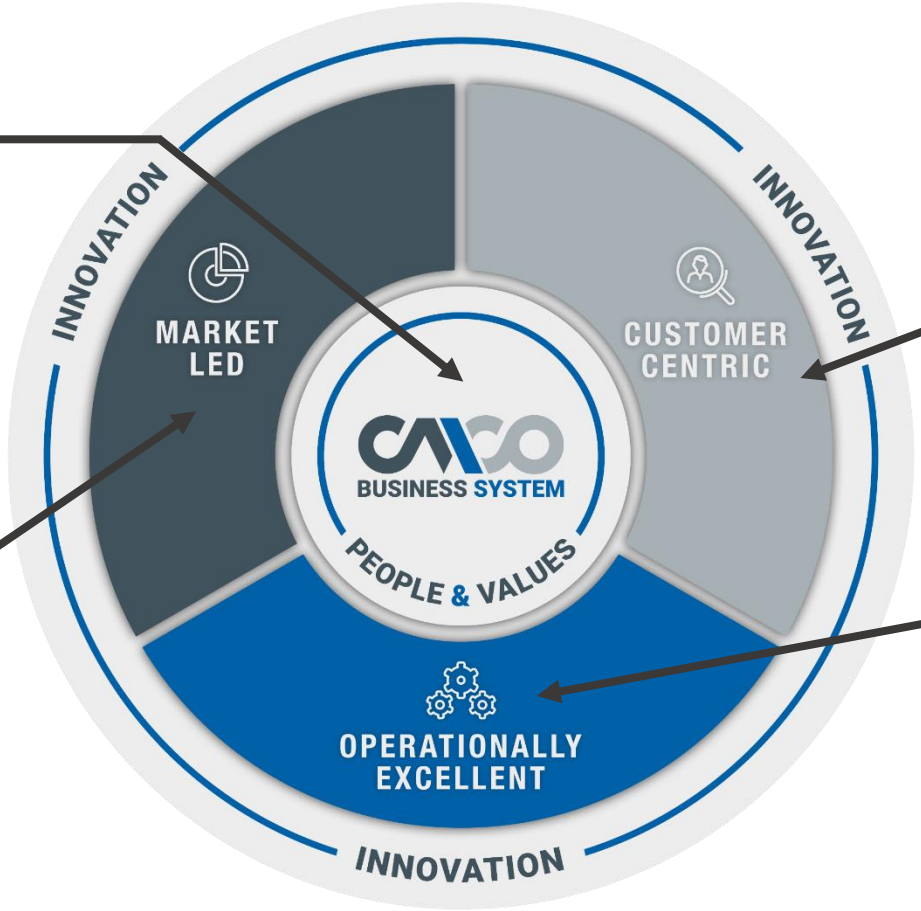
Core Competencies Defined To Drive Performance

1. People & Values

2. Strategic Planning
3. Marketing
4. Product Management
5. M&A

6. Commercial / Selling
7. Product Development

8. Operations
9. Finance
10. Digitization



Columbus McKinnon Business System (CMBS) enables top-tier performance and scalability

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CMBS Cascading Tiers

Playbook for Standard Work and Processes

Level 1

Strategic Framework
(4)



Level 2

Core Competencies
(10)

- Commercial / Selling

Level 3

Key Processes
(65)

- Customer Experience
- Commercial 80/20
- Selling Process
- Aftermarket
- Pipeline Management

Level 4

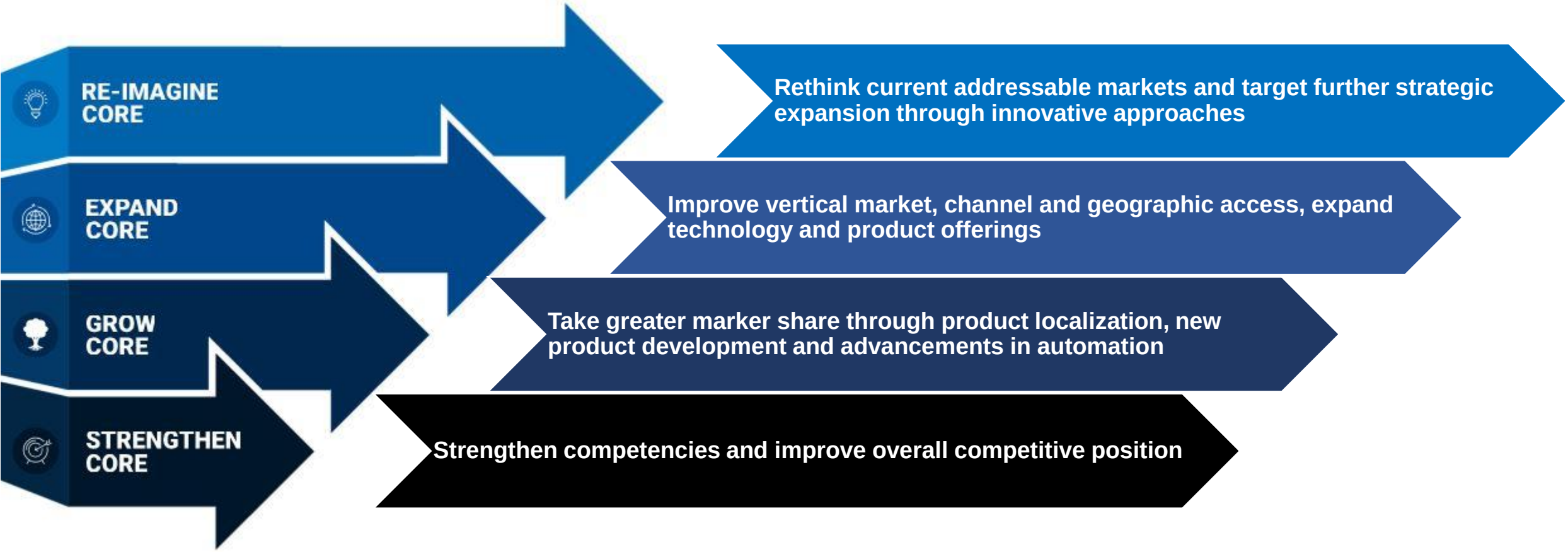
Sub-Processes
(270)

- Customer List Simplification
- Target Selling
- Raving Fans

CMBS framework provides repeatable, sustainable enterprise-wide processes

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Our Core Growth Framework

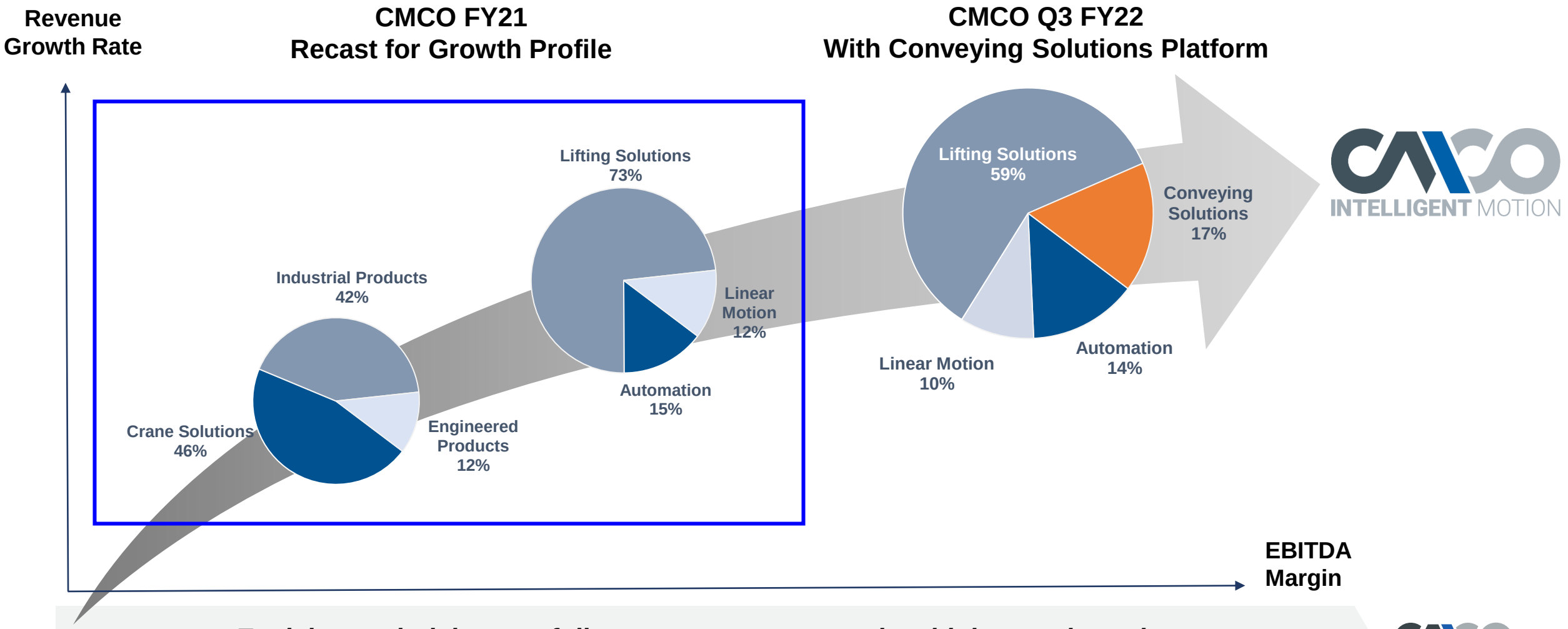


Providing a clear path to organic and strategic growth initiatives

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Business Model Evolution

Growth strategy substantially advances underlying portfolio

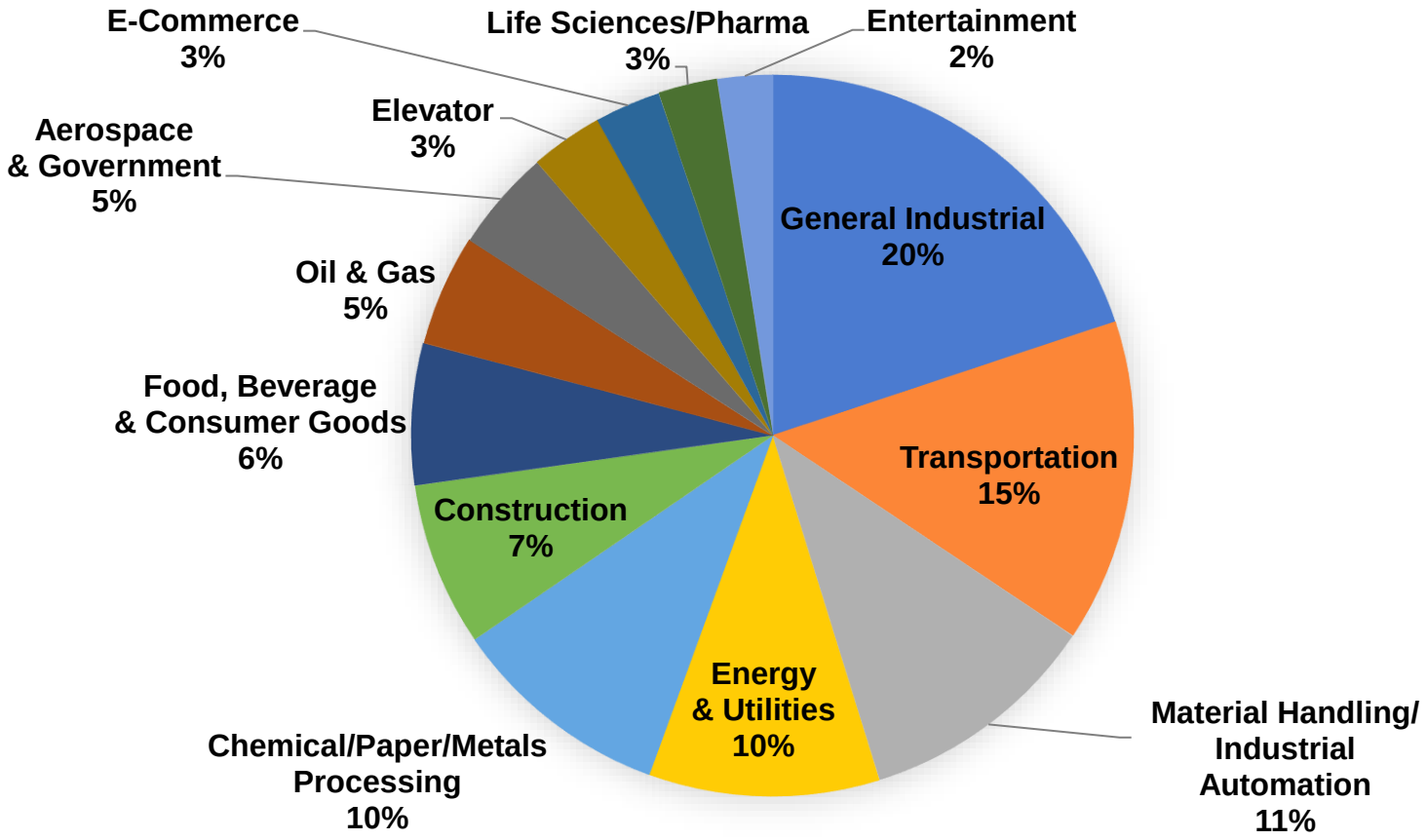


Evolving underlying portfolio to serve more attractive, high growth markets

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Increasing Presence in Secularly Driven Markets

Conveying Solutions Serves Less Cyclical Industries



Highly diverse end markets with varying industry cycles

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Columbus McKinnon Legacy Solutions

Lifting, Linear Motion and Automation Solutions

Standard Hoist & Rigging Products:

- #1 U.S. market position in hoists
- Lifting capacity from 1/8 ton to ~140 tons
- Reliable, high-quality products

Engineered Crane Solutions:

- Large tonnage projects
- Compass™ configure, price and quote tool
- Automation integrated into lifting solutions

Specialty Actuation Products:

- Demonstrated leadership and differentiated offering
- Serving a breadth of end markets from rail to warehousing to defense













Global leader in intelligent motion solutions for material handling

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Conveying Solutions Advances Intelligent Motion Strategy

Developing Leading Platform for Growth

Specialty conveying provides growth platform:

- ~$4B TAM growing at 6% to 8% CAGR
- Higher margin profile

Strong secular growth drivers:

- Supply chain automation
- Acceleration of e-commerce adoption

Fragmented market provides target rich acquisition environment

- Acquired Garvey in December 2021

Complementary adjacencies:

- Sortation, asynchronous, vibration, etc.

















Scalable, high-growth platform to advance our Intelligent Motion Strategy

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Acquired Garvey Corporation December 1, 2021

Leader in accumulation technology complements Dorner's conveying solutions

Provides **unique, patented technologies** in the design, application, manufacturing and integration of **accumulation systems**

Industries highest quality products, deep technical expertise and experienced management team

Strong brand name recognition in pharmaceutical and food & beverage industries

Strong **top-line growth and profitability**

- TTM Revenue ~$30M at September 30, 2021
- 100% of revenue in North America
- ~80%+ sales in F&B and Pharma
- TTM Adjusted EBITDA ~$9M at September 30, 2021
- Expect $0.05 GAAP EPS accretion in fiscal 2023

Headquartered in **Hammonton, New Jersey**

Products



Accumulators
46% of Revenue



Specialty Conveyors
30% of Revenue



Vial Loaders, Lubrication Systems, Gripper Elevators
24% of Revenue

Leading automation solutions company concentrated in F&B and pharma

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Secular Growth Markets Provide Strong Tailwinds

New platform adds attractive vertical markets with enduring tailwinds

Food, Beverage & Consumer Goods



Custom designed sanitary and easy to clean conveyors engineered to the strictest USDA guidelines

*~6% of YTD Q3 FY22 sales**

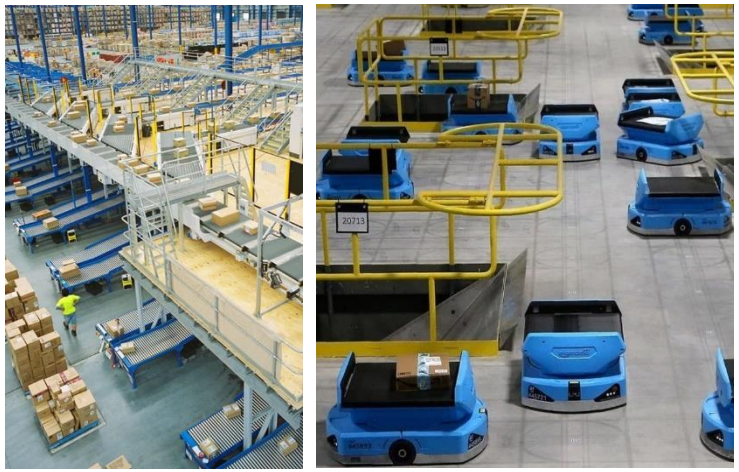
Life Sciences / Pharma



Customizable designs built for precision, speed, and to FDA / industry standards for clean-room certifications

*~3% of YTD Q3 FY22 sales**

E-Commerce



Single piece picking, robotics integration to automate picking and sorting functions

*~3% of YTD Q3 FY22 sales**

Strong performance and market share gains within attractive verticals

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** Percentage of total 12/31/21 fiscal year 2022 sales, includes acquisitions.*

Driving Organic Growth with New Products

Delivering Innovation

Tandem Hoist



- Improved facility safety for large complex loads
- Available in Compass™ configurator

Precision Pallet System



- Unique, beltless zone control for pallet and tray handling
- Ideal for accumulation and automation assembly applications

Linear Actuator with Intelli-Motion™





- Provides enhanced control and position feedback capabilities
- Reduces installation costs and the overall product footprint

Improved customer experience, safety and productivity at the core of new product development

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Driving Innovation Through Automation

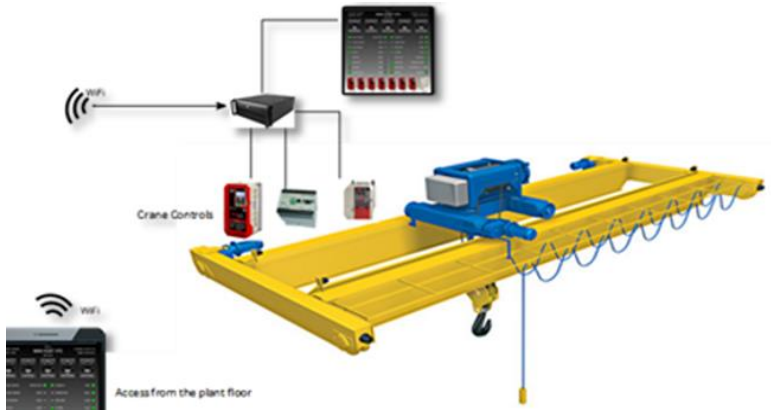
Intelli-Crane™ Solutions

INTELLI-PROTECT™ SYSTEM



- Protection boundaries for improved facility safety
- Full configuration to exact requirements

INTELLI-LIFT™ AUTO DETECTION



- Visible and audible warnings when off-center pick is detected
- Auto-correction mode

INTELLI-CONNECT™+ MOBILE APP



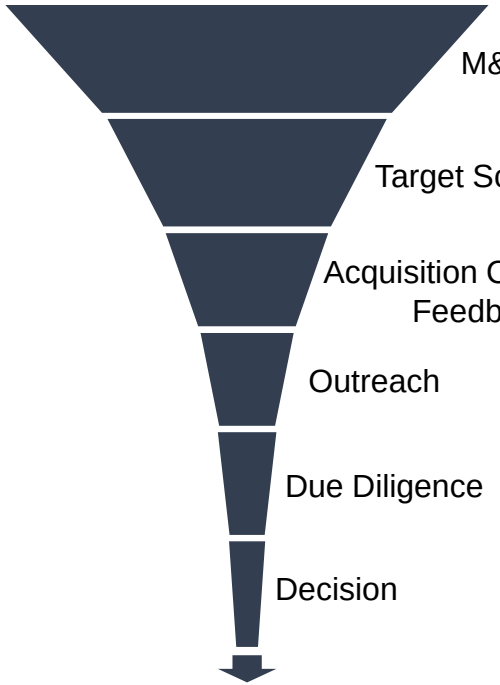
- Provides critical crane and hoist status information
- Reduces plan maintenance and ultimately increases uptime

Creating competitive advantages with pre-engineered automation solutions

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Strong Track Record of Creating Value Through M&A





Programmatic M&A

September 2015

MAGNETEK

Acquisition of Magnetek, Inc. for ~$182M added automation capabilities

January 2017

STAHL CraneSystems

Acquisition of STAHL CraneSystems from Konecranes for ~$218M strengthens leading global position in lifting solutions

April 2021

DORNER

Acquisition of Dorner for $485M advances Intelligent Motion strategy and creates platform for scalable growth

December 2021

GARVEY

Acquisition of Garvey for $74M expands conveying solutions platform

2015 2016 2017 2018 2019 2020 2021

December 2018

Tire Shredder

Divestiture of Tire Shredder Business

February 2019

STB Stahlhammer Bommern

Divestiture of Stahlhammer Bommern GmbH to Turbo Investment BV

February 2019

CES MATERIAL HANDLING

Divestiture of Crane Equipment and Service, Inc.

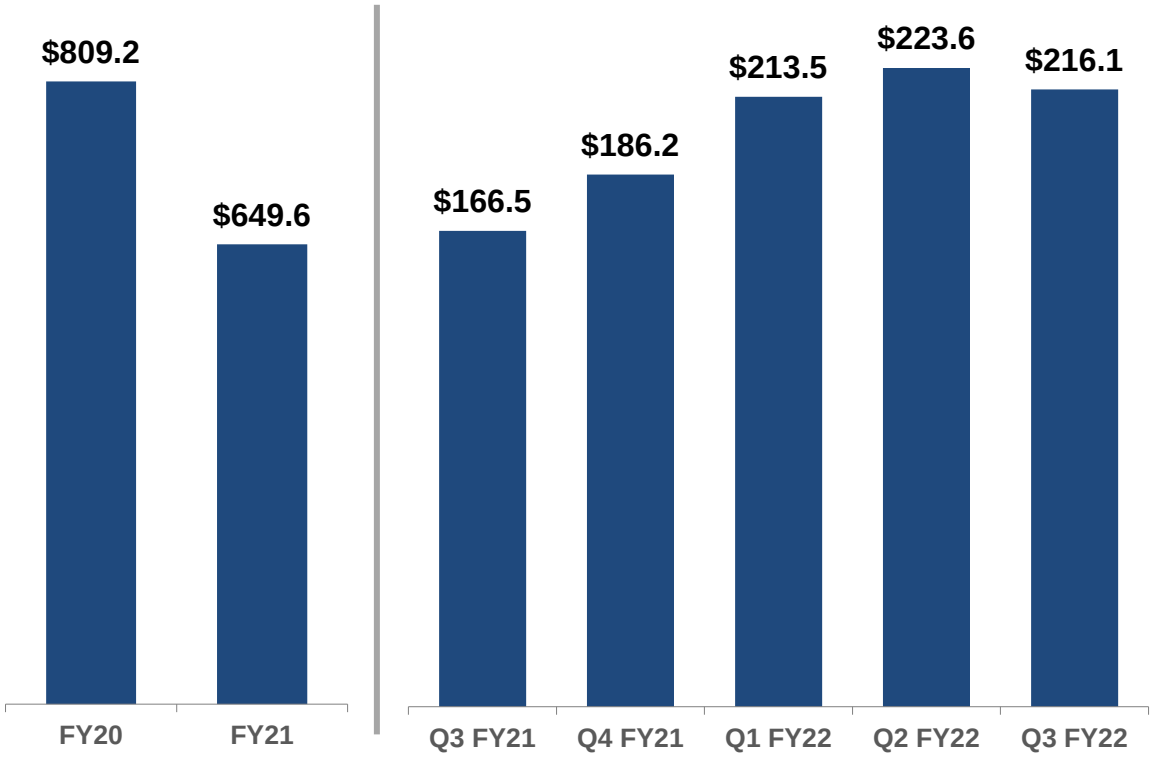
Transforming Columbus McKinnon into a top-tier, higher growth, higher margin enterprise

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Strong Demand Driving Recovery

($ in millions)

NET SALES



Strong demand for intelligent motion material handling solutions driving recovery

- Volume increased $9.1 million over Q3 FY21

Acquisitions contribution to net sales:

- Q1 FY22: $34.2 million
- Q2 FY22: $33.5 million
- Q3 FY22: $36.4 million

Pricing power evident

- More than offsetting raw material inflation challenges

Expect Q4 FY22 revenue of approximately $235 million[(1)]

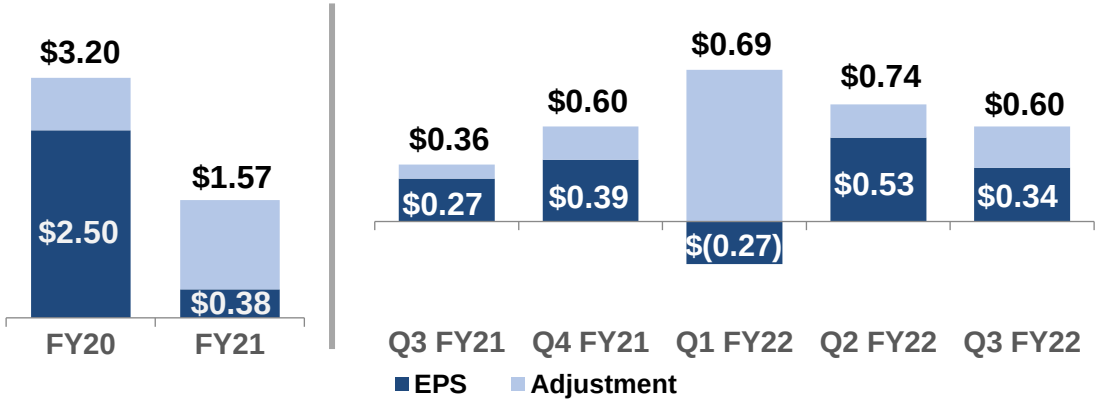
Driving towards $1 billion in annualized revenue

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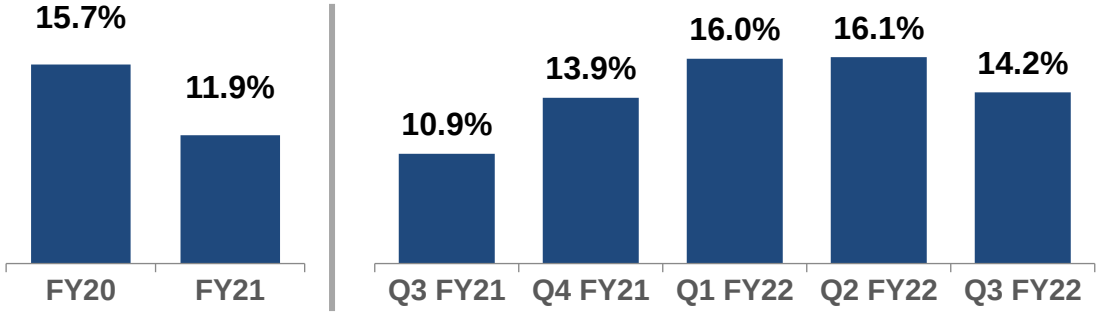
[(1)]Guidance provided on January 27, 2022. Equates to ~$888 million of FY22 revenue.

Converting Revenue to Earnings

Adjusted Earnings per Share



Adjusted EBITDA Margin



Adjusted EBITDA margin benefits from accretive acquisitions and economic recovery

- 200 basis points contribution from acquisitions YTD
- Continue to target 19% Adjusted EBITDA margin in FY23
- Expect to achieve target during FY23

Recent guidance:

- Q4 FY22 amortization expense of $6.7 million
- Q4 FY22 interest expense of $4.9 million[(1)]
- Q4 FY22 diluted shares outstanding: ~29 million[(1)]
- FY22 non-GAAP adjusted tax rate: 22%[(1)]

Advancing strategy to drive profitable growth and realize long-term objectives

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See Supplemental Slides for definition of Adjusted earnings per share, Adjusted EBITDA and reconciliation from GAAP and other disclaimers regarding non-GAAP information.
(1)Guidance on tax rate, interest expense, amortization expense, and number of diluted shares outstanding provided on January 27, 2022.

CMBS to Deliver Margin Expansion

80/20 Critical Business Tool

80/20 Embedded in CMBS

Product Line Simplification



Raving fans and priority account program

Customer list simplification

Business Segmentation, Zero Up

- **Processes being embedded into "Core Competencies"**
- **Ownership, Accountability & Measurability**
- **Drive realization of synergies from Dorner acquisition**

Focus Area: Product Line Simplification



Purchased parts
Reduced by 33% to ~270,000



Product SKUs
Down to ~26,500
from ~50,000 in 2019
Goal: 26,000

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

Created more than $41 million of incremental OI beginning in FY19… More opportunities to pursue

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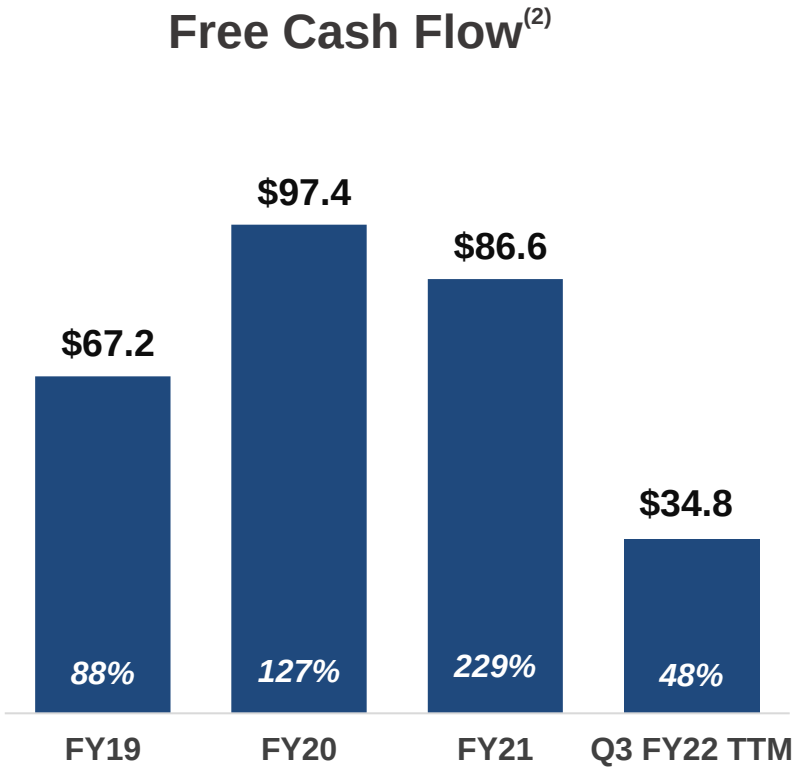
Cash Flow

($ in millions)

	Three Months Ended		YTD
	12/31/21	**12/31/20**	**12/31/21**
Net cash provided by operating activities	$5.8	$25.0	$23.7
CapEx	(2.8)	(3.1)	(9.5)
Free cash flow (FCF)	**$3.0**	**$21.9**	**$14.2**

Note: Components may not add to totals due to rounding

- Positive cash generation in Q3 FY22 despite inventory build to address supply chain constraints
- Q3 FY22 YTD includes cash outflow of $14.0 million for acquisition deal costs
- FY22 expected CapEx: $12 to $16 million[1]



FCF in FY22 reflects working capital increase as recovery from COVID continues

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(1)Capital expenditure guidance provided January 27, 2022.

(2)See Supplemental Slides for the definition of free cash flow, free cash flow conversion reconciliation from GAAP and other disclaimers regarding non-GAAP information.

Capital Structure

($ in millions)

CAPITALIZATION		
	Dec. 31, 2021	**March 31 2021**
Cash and cash equivalents	$ 106.7	$ 202.1
Total debt	**521.1**	**249.0**
Total net debt	**414.4**	**46.8**
Shareholders' equity	745.6	530.1
Total capitalization	**$ 1,266.8**	**$ 779.1**
Debt/total capitalization	41.1%	32.0%
Net debt/net total capitalization	35.7%	8.1%

Note: Components may not add to totals due to rounding

Financial flexibility

- ~$190 million of liquidity

Pro-forma net debt leverage ratio of ~2.9x[(1)]

- Net debt to net total capital: 35.7%

Financed Dorner acquisition with $207 million of equity and $450 million Term Loan B

Financed Garvey acquisition with $75 million incremental Term Loan B

Expect to quickly de-lever to target net leverage ratio of 2.0x

[(1)]*Pro-forma net debt leverage ratio is defined as Net Debt / TTM Adjusted EBITDA including acquisitions*

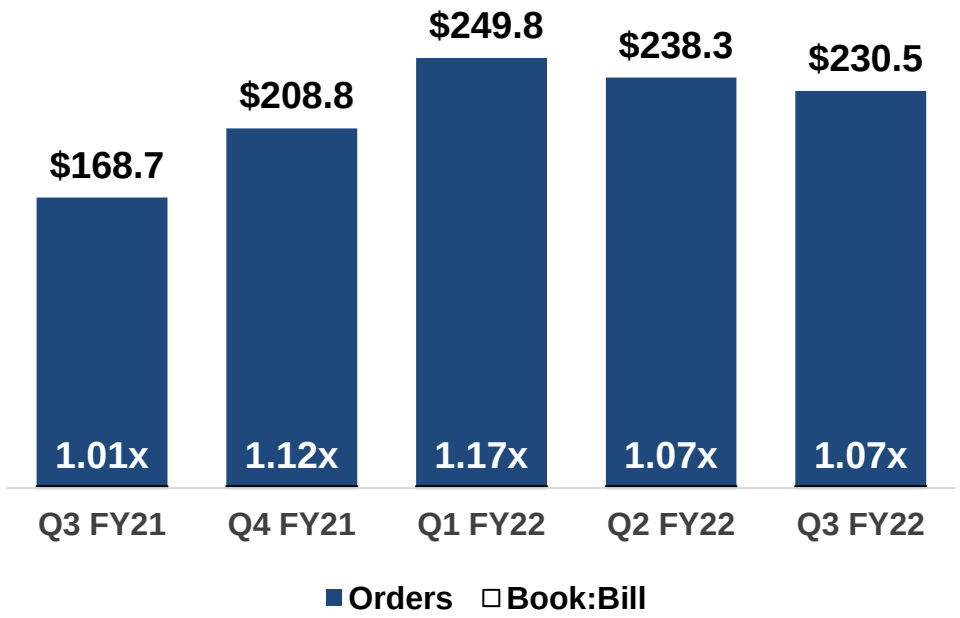
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Orders and Backlog

($ in millions)

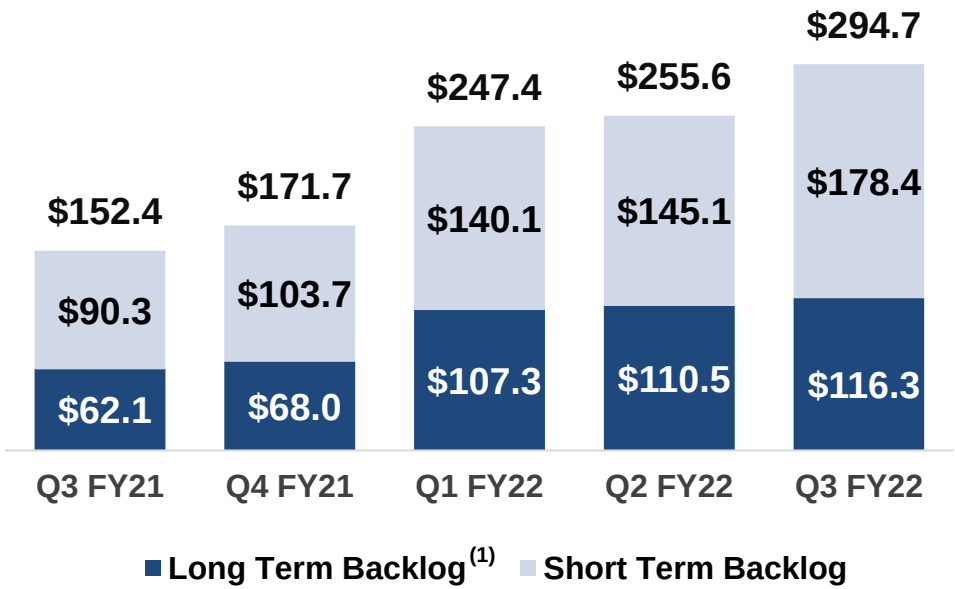
Continued Strength in Orders

- 37% year-over-year increase driven by short cycle demand, project business and acquisitions
- Avg daily order rate essentially unchanged from trailing quarter
- Conveying solutions orders were $37.8 million in quarter



Record backlog of $294.7 million

- Up 12% in short-cycle and 2% projects businesses, sequentially
- Dorner backlog up 8%, sequentially
- Garvey added ~$24 million to backlog



Demand remains strong across breadth of end markets

(1)Long-term backlog is expected to ship beyond three months

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Q4 FY22 Outlook and Perspective

Q4 FY2022 outlook

- Expect Q4 FY22 net sales of approximately $235 million[(1)]

Robust pipeline of opportunities

- Strength in e-commerce, food & beverage, life sciences, aerospace and automotive
- Process industries such as metals and paper remain strong
- International energy projects active

Addressing supply chain and staffing challenges

- Creatively responding to near-term demands while advancing long-term objectives

Executing on Blueprint for Growth 2.0 strategy to drive value creation

(1) Revenue guidance provided January 27, 2022

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Key Takeaways

Transforming to a Top-tier, Secular Growth, Intelligent Motion Solutions Enterprise

- EVOLVED STRATEGY **BLUEPRINT FOR GROWTH 2.0** DEFINES GROWTH FRAMEWORK
- COLUMBUS MCKINNON BUSINESS SYSTEM **– CMBS –** ENABLES **SCALABILITY**
- CONVEYING SOLUTIONS ADDS **GROWTH CATALYST** IN ATTRACTIVE MARKETS
- OPERATIONAL EXCELLENCE DRIVES **STRONGER MARGIN PROFILE** AS ECONOMY RECOVERS
- SIGNIFICANT **CASH GENERATION** THROUGHOUT BUSINESS CYCLES
- DEMONSTRATED PERFORMANCE WITH **STRONG LEADERSHIP TEAM**

Growth strategy is underpinned by CMBS enabling scalability and operational excellence

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May 2022

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President and Chief Executive Officer

Gregory P. Rustowicz
Senior Vice President Finance and Chief Financial Officer

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Supplemental Information

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Launched Inaugural CSR Report

Environmental Stewardship

- Climate Change & Energy Management
- Waste Management & Recycling

Social Responsibility

- Employee Health & Safety
- Talent Management
- DEI
- Product Quality & Innovation
- Purpose, Mission, Vision, Values
- Community Involvement
- Customer Intimacy

Governance & Ethics

- Ethics & Compliance
- Enterprise Risk Management
- Board Governance



Strategic Initiatives

- Five-year plan – based on baselines, gap analysis & target setting
- Tightly aligned with business strategy
- Prioritized by impact, risk assessment and opportunity for value
- Metrics and goals embedded in business functions

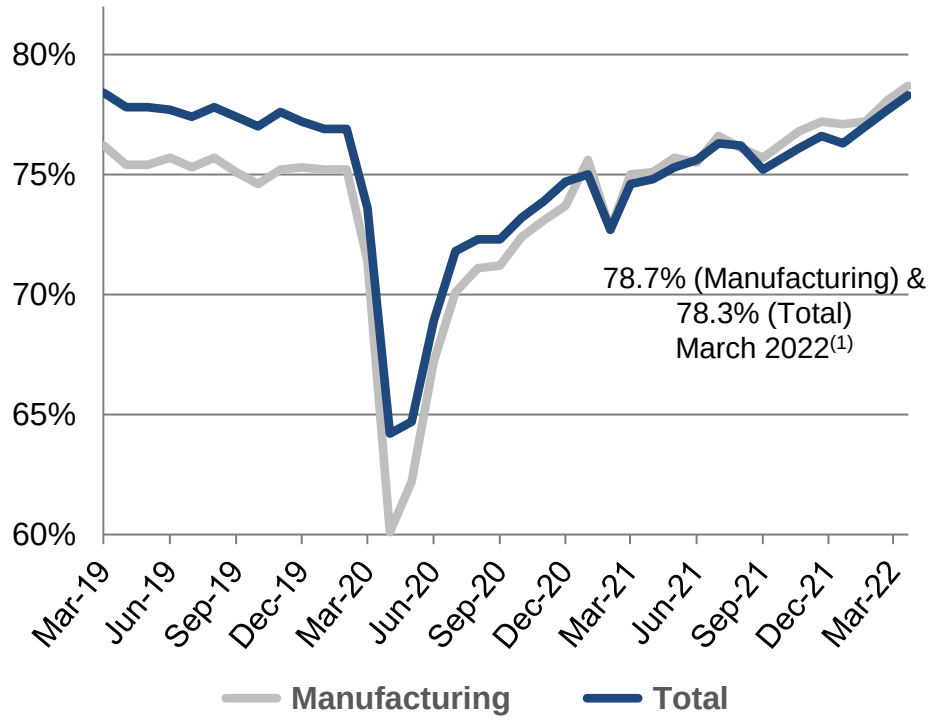
Advancing ESG priorities aligned with materiality assessment

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Industrial Capacity Utilization

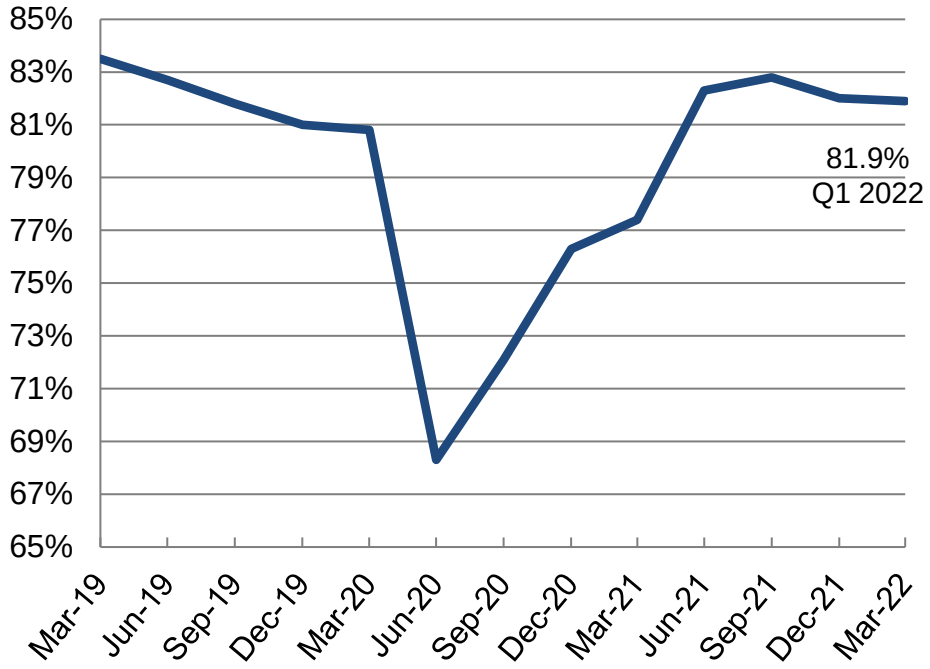
U.S. Capacity Utilization

Source: The Federal Reserve Board



Eurozone Capacity Utilization

Source: European Commission

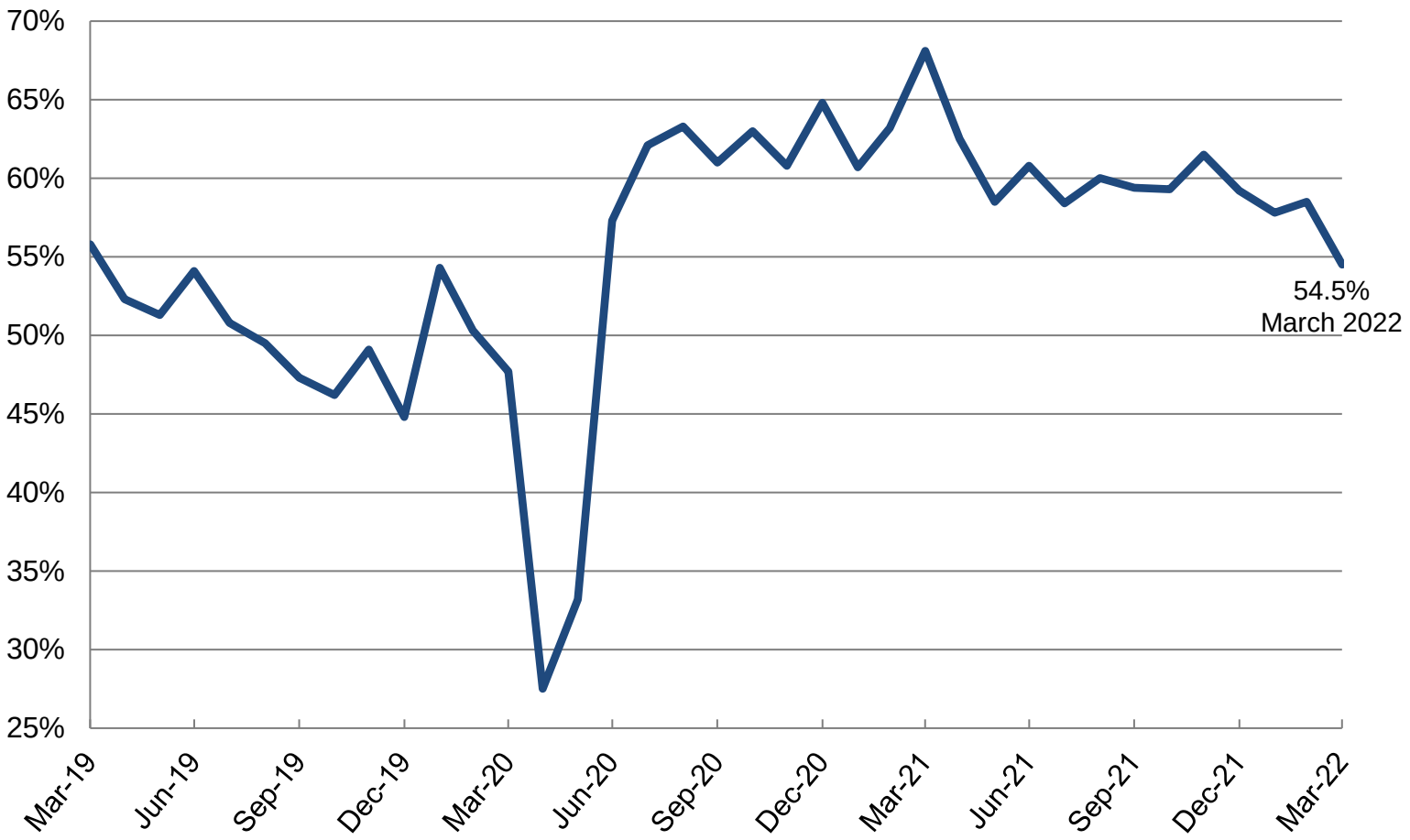


(1) *March 2022 numbers are preliminary*

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ISM Production Index

Source: Institute for Supply Chain Management



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Adjusted Net Income Reconciliation

($ in thousands, except per share data)	Year			Quarter				
	FY 2020	FY 2021	Q3 FY22 TTM	Q3 FY21	Q4 FY21	Q1 FY22	Q2 FY22	Q3 FY22
GAAP net income (loss)	$ 59,672	$ 9,106	$ 27,419	$ 6,594	$ 9,585	$ (7,263)	$ 15,203	$ 9,894
Add back:								
Amortization of intangibles	12,942	12,623	21,822	3,142	3,174	6,109	6,285	6,254
Cost of debt refinancing	—	—	14,803	—	—	14,803	—	—
Acquisition deal and integration costs	—	3,951	14,195	—	3,951	9,242	632	370
Acquisition inventory step-up expense	—	—	3,496	—	—	2,981	—	515
Business realignment costs	2,831	1,470	3,199	237	412	623	1,200	964
Product liability settlement	—	—	2,850	—	—	—	—	2,850
Acquisition amortization of backlog	—	—	450	—	—	—	—	450
Factory closures	4,709	3,778	306	469	306	—	—	—
Non-cash pension settlement expense	—	19,046	—	—	—	—	—	—
Insurance recovery legal costs	585	229	—	—	—	—	—	—
Gain on sale of building	—	(2,638)	—	—	—	—	—	—
Loss on sales of businesses	176	—	—	—	—	—	—	—
Insurance settlement	(382)	—	—	—	—	—	—	—
Normalize tax rate to 22%[(1)]	(4,080)	(9,708)	(16,363)	(1,817)	(2,772)	(7,792)	(1,946)	(3,854)
Non-GAAP adjusted net income	$ 76,453	$ 37,857	$ 72,177	$ 8,625	$ 14,656	$ 18,703	$ 21,374	$ 17,443
Average diluted shares outstanding	23,855	24,173	27,285	24,201	24,384	27,159	28,756	28,840
Diluted income (loss) per share – GAAP	$2.50	$0.38	$1.00	$0.27	$0.39	$(0.27)	$0.53	$0.34
Diluted income per share – Non-GAAP	$3.20	$1.57	$2.65	$0.36	$0.60	$0.69	$0.74	$0.60

(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.

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Adjusted EBITDA Reconciliation

($ in thousands)	Fiscal Year		Quarter				
	2020	2021	Q3 FY21	Q4 FY21	Q1 FY22	Q2 FY22	Q3 FY22
GAAP net income (loss)	$ 59,672	$ 9,106	$ 6,594	$ 9,585	$ (7,263)	$ 15,203	$ 9,894
Add back (deduct):							
Income tax expense (benefit)	17,484	970	616	1,362	(2,517)	4,083	1,066
Interest and debt expense	14,234	12,081	2,986	2,889	5,812	4,587	4,375
Investment (income) loss	(891)	(1,693)	(495)	(264)	(433)	(115)	(76)
Foreign currency exchange (gain) loss	(1,514)	941	602	(142)	94	441	512
Other (income) expense, net	839	20,850	144	769	250	(539)	(455)
Depreciation and amortization expense	29,126	28,153	6,993	6,950	10,467	10,502	10,276
Cost of debt refinancing	—	—	—	—	14,803	—	—
Acquisition deal and integration costs	—	3,951	—	3,951	9,242	632	370
Acquisition inventory step-up expense	—	—	—	—	2,981	—	515
Product liability settlement	—	—	—	—	—	—	2,850
Business realignment costs	2,831	1,470	237	412	623	1,200	964
Acquisition amortization of backlog	—	—	—	—	—	—	450
Factory closures	4,709	3,778	469	306	—	—	—
Insurance recovery legal costs	585	229	—	—	—	—	—
Loss on sales of businesses	176	—	—	—	—	—	—
Insurance settlement	(382)	—	—	—	—	—	—
Gain on sale of building	—	(2,638)	—	—	—	—	—
Non-GAAP adjusted EBITDA	$ 126,869	$ 77,198	$ 18,146	$ 25,818	$ 34,059	$ 35,994	$ 30,741
Sales	$ 809,162	$ 649,642	$ 166,547	$ 186,235	$ 213,464	$ 223,635	$ 216,088
Add back:							
Acquisition amortization of backlog	—	—	—	—	—	—	450
Non-GAAP sales	$ 809,162	$ 649,642	$ 166,547	$ 186,235	$ 213,464	$ 223,635	$ 216,538
Net income (loss) margin – GAAP	7.4%	1.4%	4.0%	5.1%	(3.4)%	6.8%	4.6%
Adjusted EBITDA margin – Non-GAAP	15.7%	11.9%	10.9%	13.9%	16.0%	16.1%	14.2%

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.

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Free Cash Flow & Free Cash Flow Conversion Reconciliation

($ in thousands, except per share data)	Fiscal Year			TTM
	2019	2020	2021	Q3 FY 2022
Cash from operations	$ 79,499	$ 106,795	$ 98,890	$ 50,669
Capital expenditures	(12,288)	(9,432)	(12,300)	(15,902)
Free cash flow (FCF)	$ 67,211	$ 97,363	$ 86,590	$ 34,767
Non-GAAP adjusted net income*	76,542	76,453	37,857	72,177
Free cash flow conversion	88%	127%	229%	48%

*See slide 29 for reconciliation of non-GAAP adjusted net income to GAAP net income

Free cash flow is defined as cash from operations minus capital expenditures. Free cash flow conversion is defined as free cash flow divided by adjusted net income including amortization. Free cash flow and free cash flow conversion are not measures 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 free cash flow and free cash flow conversion, 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 cash flow to the historical periods' cash flow, as well as facilitates a more meaningful comparison of the Company's cash flow to that of other companies.

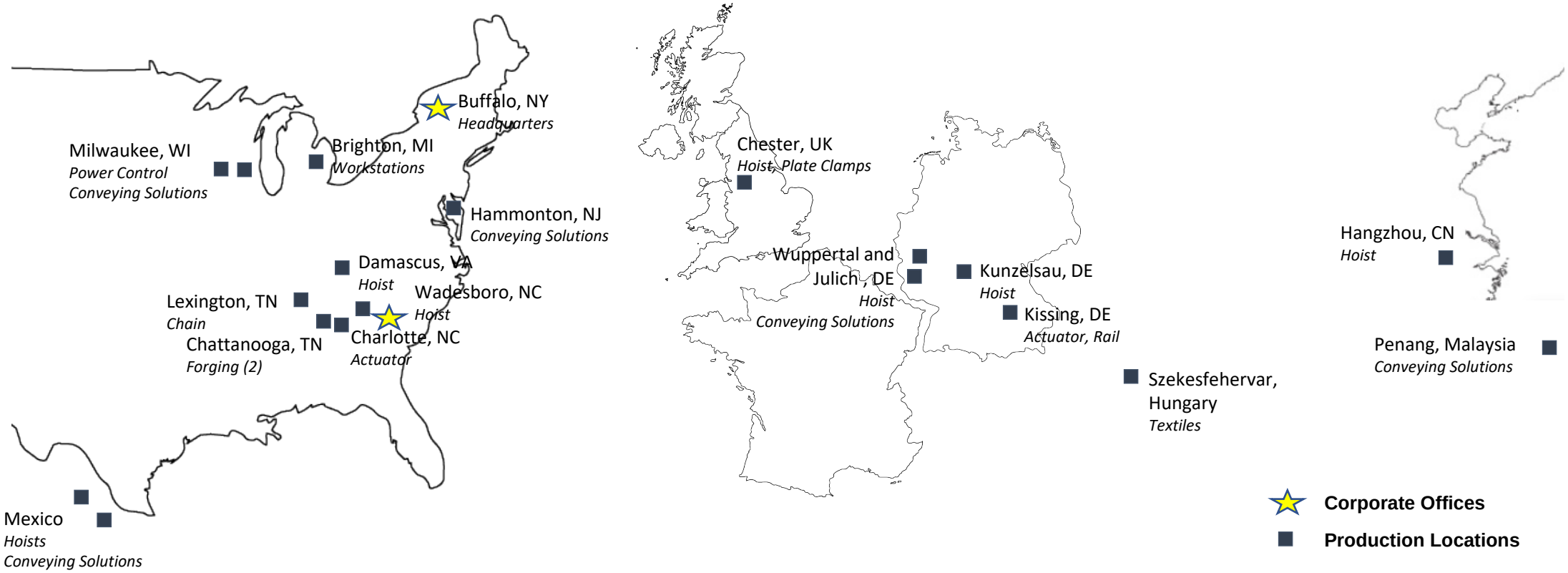
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Global Enterprise

AMERICAS
~67% OF REVENUE

EMEA
~28% OF REVENUE

APAC
~5% OF REVENUE



Global organization with production facilities in the Americas, EMEA, and APAC

*Revenue for YTD FY22 as of 12/31/2021

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