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2025 Sidoti Small-Cap Virtual Conference

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Safe Harbor Statement

This presentation and the accompanying oral discussion contains “forward-looking statements” within the meaning of the Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. Such forward looking statements are generally identified by the use of forward-looking terminology, including the terms “anticipate,” “believe,” “continue,” “could,” “estimate,” “expect,” “illustrative,” “intend,” “likely,” “may,” “opportunity,” “plan,” “possible,” “potential,” “predict,” “project,” “shall,” “should,” “target,” “will,” “would” and, in each case, their negative or other various or comparable terminology. Such forward-looking statements include, among others, statements regarding: (1) our strategy, outlook and growth prospects; (2) our operational and financial targets and capital allocation policy; (3) general economic trends, global policy, including tariff policy, trends in our industry and markets and their expected impacts on the Company; (4) the amount of debt to be paid down by the Company following the closing of the Kito Crosby acquisition and the amount of cost and revenue synergies expected to be achieved after the completion of the Kito Crosby acquisition; (5) the expected benefits of the Kito Crosby acquisition; (6) the expected future financial results of the combined companies and (7) the expected timing for the closing of the Kito Crosby acquisition. Forward-looking statements are not based on historical facts, but instead represent our current expectations and assumptions regarding our business, the economy and other future conditions, and involve known and unknown risks, uncertainties and other factors that could cause the actual results, performance or achievements of the Company to differ materially from any future results, performance or achievements expressed or implied by the forward-looking statements. It is not possible to predict or identify all such risks. These risks include, but are not limited to, (1) risks relating to the competitive environment in which we operate; (2) the risk that the cost synergies and any revenue synergies from the Kito Crosby transaction may not be fully realized or may take longer than anticipated to be realized; (3) the risk that the integration of Kito Crosby's business and operations into the Company will be materially delayed or will be more costly or difficult than expected, or that the Company is otherwise unable to successfully integrate Kito Crosby's business into its own, including as a result of unexpected factors or events; (4) risks regarding the ability of the Company and Kito Crosby to obtain required governmental approvals of the transaction on the timeline expected, or at all, and the risk that such approvals may result in the imposition of conditions that could adversely affect the Company after the closing of the transaction or adversely affect the expected benefits of the transaction; (5) the failure of the closing conditions in the purchase agreement for the acquisition of Kito Crosby to be satisfied, or any unexpected delay in closing the transaction or the occurrence of any event, change or other circumstances that could give rise to the termination of the purchase agreement; (6) the possibility that the Kito Crosby acquisition transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; (7) risks related to the general competitive, economic, political and market conditions and other factors that may affect future results of the Company and Kito Crosby; and (8) the other risk factors that are described under the section titled “Risk Factors” in our Annual Report on Form 10-K for the fiscal year ended March 31, 2025 as well as in our other filings with the Securities and Exchange Commission, which are available on its website at www.sec.gov. Given these uncertainties, you should not place undue reliance on these forward-looking statements. Forward looking statements speak only as of the date they are made. Columbus McKinnon undertakes no duty to update publicly any such forward-looking statement, whether as a result of new information, future events or otherwise, except as may be required by applicable law, regulation or other competent legal authority.

Non-GAAP Financial Measures and Forward-looking Non-GAAP Financial Measures

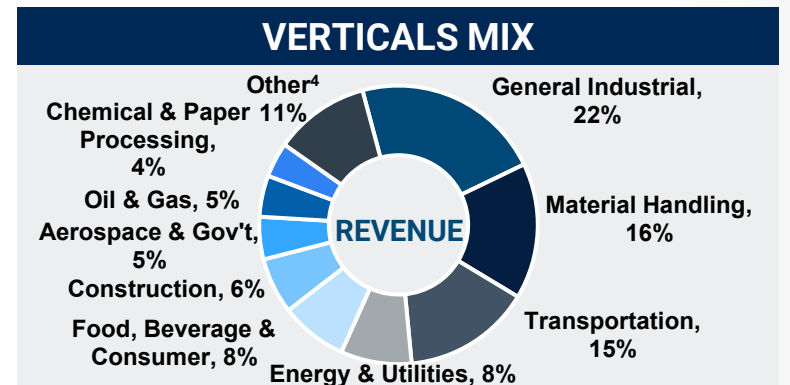
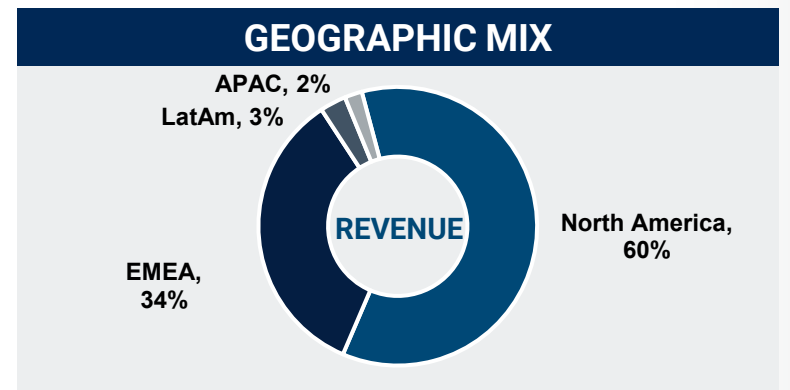
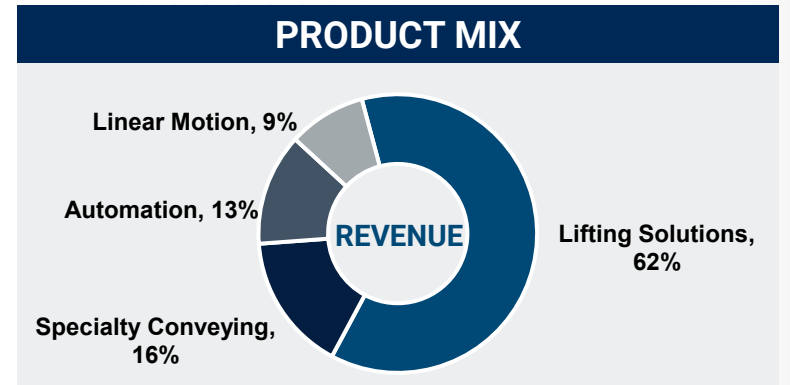
This presentation will discuss some non-GAAP (“adjusted”) financial measures which we believe are useful in evaluating Columbus McKinnon and Kito Crosby’s performance. You should not consider the presentation of this additional information in isolation or as a substitute for results prepared in accordance with GAAP. The non-GAAP financial measures are noted and reconciliations of comparable historical GAAP measures with historical non-GAAP financial measures can be found in tables either included in the Supplemental Information portion of this presentation or our filings with the Securities and Exchange Commission.

CMCO is a Global Leader in Intelligent Motion Solutions for Material Handling

- Leading global lifting and automation company providing professional-grade solutions for solving customers' critical material handling requirements
- Enhanced strategic positioning through expansion into secular growth categories and positioned to capitalize on megatrends in lifting, hoisting, precision conveyance, automation and linear motion
- Delivering growth and margin expansion and executing our transformation through our growth framework, "CMBS" business system and 80/20 Process

Total Addressable Market ¹	World-Wide Employees	Year History
\$20B	~3,500	150

Net Sales ²	5 Year Sales Growth CAGR ²	Adj. EBITDA Margin ^{2,3}	Cash From Operations
~\$1.0B	~4%	~15-16%	~\$38M



Seasoned Leader With Extensive History Of Safely, Efficiently And Ergonomically Positioning Materials

¹ Per Management Estimate.

² Financial data is TTM as of June 30, 2025.

³ Adjusted EBITDA Margin is a non-GAAP financial measure. See supplemental information for additional information on non-GAAP financial measures.

⁴ Other represents Life Sciences/Pharma (3%), Elevator (2%), Metals Processing (2%), Entertainment (2%), E-Commerce (2%), and Forestry (1%) as of fiscal year 2025.

Intelligent Motion Solutions

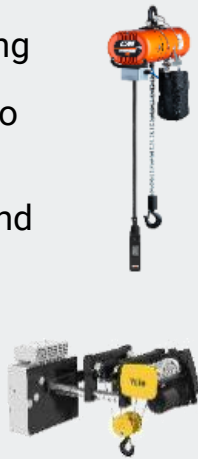
Four Categories of Solutions to Address Customers' Unique Motion Control Needs

LIFTING (62%)



~\$8.0B TAM¹

- Leading global position in lifting
- Lifting capacity from 1/8 ton to ~140 tons
- Manual chain, electric chain and wire rope hoists
- Reliable, high-quality products
- End-to-end digital solutions



PRECISION CONVEYANCE (16%)



~\$5.2B TAM¹

- Develops and manufactures complex intralogistics solutions connecting robots and workspaces with asynchronous conveying technology
- Specialty conveying provides growth platform in fragmented market
- Tailwinds from megatrends like automation, onshoring, ecommerce, electrification and life sciences

AUTOMATION (13%)



~\$4.5B TAM¹

- Design and develop drives and controls for lifting, linear motion and conveying systems
- Used in intelligent material handling solutions from ceiling to floor across entire product portfolio
- Solutions designed to increase uptime, enhance productivity and improve customer safety

LINEAR MOTION (9%)



~\$2.3B TAM¹

- Linear actuators with lifting capacity up to 50 tons, screw jacks, rotary unions and super cylinders
- Demonstrated leadership and differentiated offering
- Serving a breadth of end uses and applications from rail to warehousing to defense

\$20B¹ Total Addressable Market With Tailwinds From Megatrends In Attractive Verticals

Unlocking CMCO's Potential

Business System and Core Growth Framework to Transform CMCO



KITO CROSBY™

CMBS

GROWTH FRAMEWORK



RE-IMAGINE CORE



EXPAND CORE



GROW CORE



STRENGTHEN CORE

Positioning the CMCO for the Next Phase of its Value Creation Journey

- Geographic expansion: CMCO to expand across APAC and Kito Crosby to expand across LATAM and EMEA
- Cash flow generation enables reinvestment in the flywheel of growth over time

Solidifying CMCO's Leading Positioning in Lifting Solutions

- Growth in resilient hardware and consumables categories
- Increasing breadth and depth of product offering
- Invest to become a "one-stop-shop" for our customers

Kito Crosby Improves Scale and Delivers on Our Growth Framework; Combined Capabilities Further Enhances CMBS

Kito Crosby At-a-Glance

KITO CROSBY BY THE NUMBERS

4,000

Channel Partners

600K+

End-Users Trained

50+

Countries Served

250+

Years Of Brand Heritage

\$1.1B

2024 Revenue

7%

2021-2024 Revenue CAGR

KEY PRODUCTS

Chains & Fittings



Shackles



Wire Rope Fittings



Wire Rope & ECH Hoists



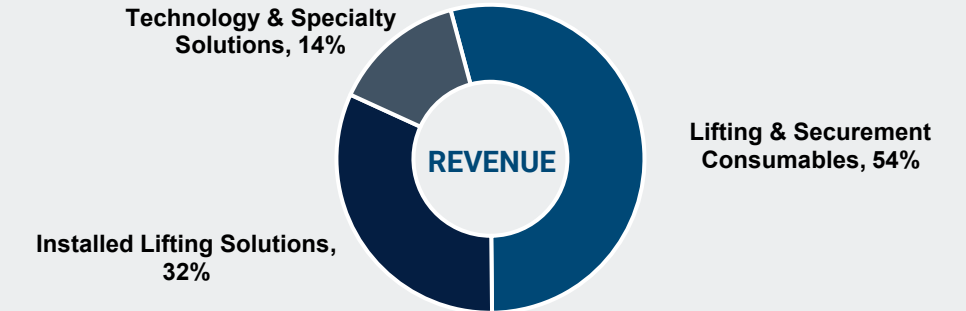
Crane Blocks & Sheaves



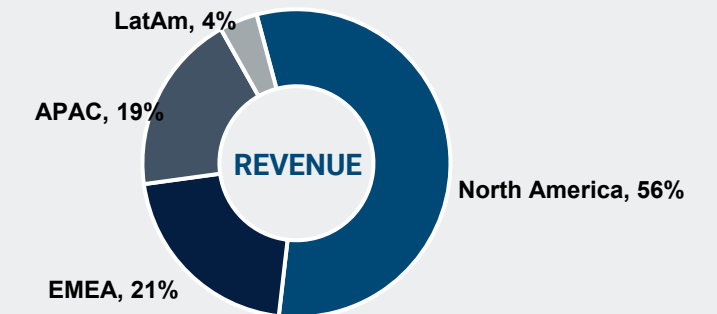
Load Monitoring Dynamometers



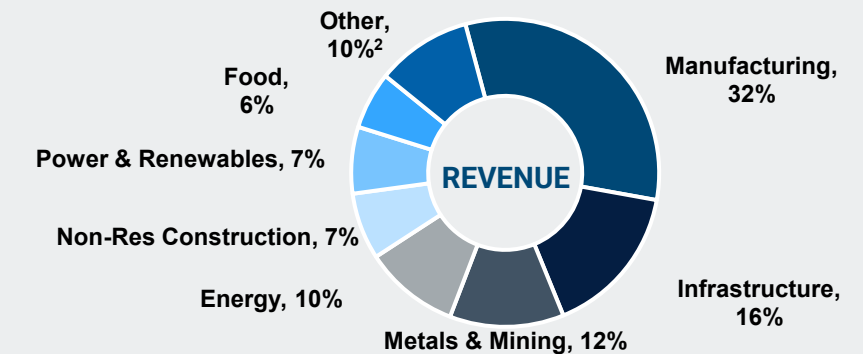
PRODUCT MIX¹



DIVERSIFIED GLOBAL PRESENCE¹



DIVERSIFIED END USES IN KEY VERTICALS¹



¹ Based on Kito Crosby Management Estimates; ² Reflects Consumer, Entertainment, Government, Forestry and Other/Miscellaneous verticals.

Significant Strategic and Financial Benefits



Historical Track Record of De-Leveraging Post-Acquisition

Demonstrated History of Reducing Net Leverage Ratio¹ Following Acquisitions

CAPITAL ALLOCATION PRIORITIES

1

Debt Reduction

- Primary allocation strategy for significant Free Cash Flow¹ generation
- History of acquisitions followed by de-levering
- Debt structure built to facilitate debt paydown

2

Growth

- Investment to drive sales growth and margin improvement

3

Dividend

- Continue track record of consistent dividend

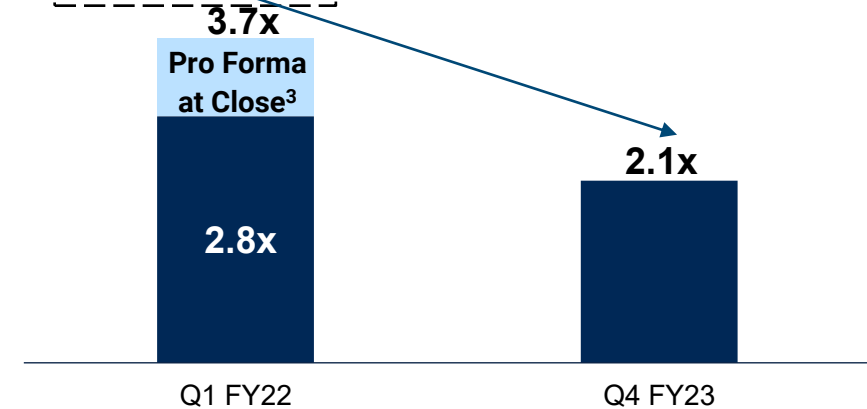
4

M&A

- Significant FCF supports investment in intelligent motion strategy over the long-term

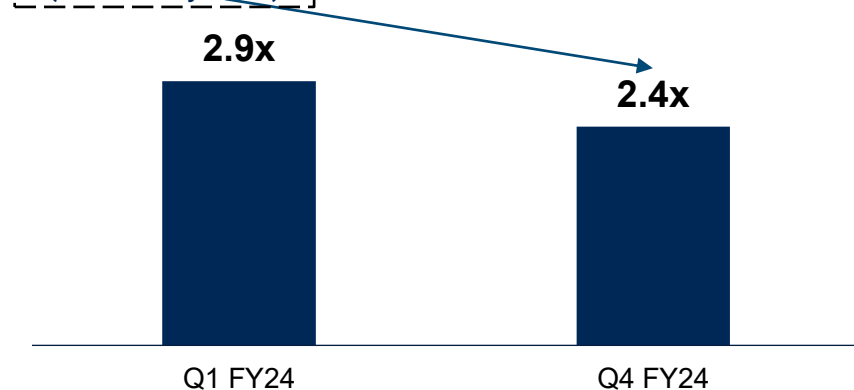
DORNER AND GARVEY ACQUISITIONS^{1,2} NET LEVERAGE RATIO

Dorner acquisition
(closed April 2021)



MONRATEC ACQUISITION^{1,2} NET LEVERAGE RATIO

Montratec acquisition
(closed May 2023)



¹ Non-GAAP financial measure; see definition and reconciliation at the end of this Presentation;

² Net Leverage Ratio is calculated in accordance with the terms and conditions in the Company's credit agreement and is defined as Net Debt over trailing-twelve month Adjusted EBITDA as defined in the Company's credit agreement and in accordance with the Company's previous filings with the Securities and Exchange Commission

³ Reflects the repayment of a portion of the debt incurred to finance the Dorner acquisition using proceeds from an underwritten public offering of shares of the Company's common stock.



Supplement

Non-GAAP Measures

The following information provides definitions and reconciliations of the non-GAAP financial measures presented in this presentation to the most directly comparable financial measures calculated and presented in accordance with generally accepted accounting principles (GAAP). The Company has provided this non-GAAP financial information, which is not calculated or presented in accordance with GAAP, as information supplemental and in addition to the financial measures presented in this presentation that are calculated and presented in accordance with GAAP. Such non-GAAP financial measures should not be considered superior to, as a substitute for or alternative to, and should be considered in conjunction with, the GAAP financial measures presented in this presentation. The non-GAAP financial measures in this presentation may differ from similarly titled measures used by other companies.

- Adjusted EBITDA and Adjusted EBITDA Margin
- Net Debt and Net Leverage Ratio

Forward-Looking:

The Company has not reconciled any forward looking measures to the most comparable GAAP financial measure because it is not possible to do so without unreasonable efforts due to the uncertainty and potential variability of reconciling items, which are dependent on future events and often outside of management's control and which could be significant. Because such items cannot be reasonably predicted with the level of precision required, we are unable to provide guidance for the comparable GAAP financial measure. Forward-looking guidance is made in a manner consistent with the relevant definitions and assumptions noted herein. Forward looking guidance regarding Adjusted EBITDA Margin for the proforma combination of Columbus McKinnon and the Kito Crosby acquisition is made in a manner consistent with the relevant definitions and assumptions noted herein.

Non-GAAP Measures: Adjusted EBITDA and Adjusted EBITDA Margin

(\$ in thousands)

	Year		
	FY24	FY25	Q2 FY26
Net income	\$ 46,625	\$ (5,138)	\$ (15,665)
Add back (deduct):			
Income tax expense (benefit)	14,902	(367)	(3,528)
Interest and debt expense	37,957	32,426	32,889
Investment (income) loss	(1,759)	(1,302)	(2,142)
Foreign currency exchange (gain) loss	1,826	3,179	2,443
Other (income) expense, net	7,597	25,775	24,921
Depreciation and amortization expense	45,945	48,187	48,613
Acquisition deal and integration costs	3,211	11,014	19,117
Business realignment costs	1,867	2,517	4,192
Factory and warehouse consolidation	744	17,546	18,028
Headquarter relocation costs	2,059	373	277
Hurricane Helene cost impact	—	171	171
Cost of debt repricing and refinancing	1,190	—	—
Mexico customs duty assessment	—	1,067	1,067
Customer bad debt ¹	—	1,299	1,299
Monterrey, MX new factory start-up costs	4,489	13,748	12,083
Adjusted EBITDA	\$ 166,653	\$ 150,495	\$ 143,765
Net sales	\$ 1,013,540	\$ 963,027	\$ 959,221
Net income margin	4.6%	(0.5)%	(1.6)%
Adjusted EBITDA Margin	16.4%	15.6%	15.0%

¹Customer bad debt represents a reserve of \$1,299,000 against an accounts receivable balance for a customer who declared bankruptcy in January of 2025.

Adjusted EBITDA is defined as net income (loss) before interest expense, income taxes, depreciation, amortization, and other adjustments. Adjusted EBITDA Margin is defined as Adjusted EBITDA divided by net sales. Adjusted EBITDA and Adjusted EBITDA Margin are not measures determined in accordance with GAAP and may not be comparable with Adjusted EBITDA and Adjusted EBITDA Margin as used by other companies. Nevertheless, Columbus McKinnon believes that providing non-GAAP financial measures, such as Adjusted EBITDA and Adjusted EBITDA Margin, are important for investors and other readers of the Company's financial statements.

Non-GAAP Measures: Historical Net Debt and Net Leverage Ratio

(\$ in thousands)

	Trailing Twelve Month			
	Q1 FY22	Q4 FY23	Q1 FY24	Q4 FY24
Net income	\$ 4,812	\$ 48,429	\$ 49,313	\$ 46,625
Add back (deduct):				
Annualize EBITDA for acquisitions ¹	25,356	-	7,994	1,331
Annualize synergies for acquisitions ¹	5,387	-	401	73
Income tax expense (benefit)	(585)	26,046	20,547	14,902
Interest and debt expense	14,705	27,942	30,364	37,957
Non-Cash loss related to asset retirement	-	175	2	-
Gain on sale of Facility	(2,638)	(232)	(232)	-
Non-cash pension settlement ²	105	-	-	4,984
Amortization of deferred financing costs	2,452	1,721	1,774	2,349
Stock compensation expense	8,213	10,425	11,655	12,039
Garvey contingent consideration	-	1,230	1,230	-
Depreciation and amortization expense	31,540	41,947	42,368	45,945
Acquisition deal and integration costs	13,193	616	3,117	3,211
Acquisition amortization of backlog	2,981	-	-	-
Excluded integration costs and realignment costs ³	(1,002)	-	(529)	-
Business realignment costs	1,272	5,140	3,857	1,867
Excluded business realignment costs ³	(649)	-	(3,482)	-
Monterrey, MX new factory start-up costs	-	-	-	4,489
Factory and warehouse consolidation	1,522	-	117	744
Headquarter relocation costs	-	996	2,224	2,059
Insurance settlement	88	-	-	-
BUE Settlement	16,211	-	-	-
Other	(1,488)	-	-	-
Cost of debt repricing and refinancing	14,803	-	-	1,190
Credit Agreement TTM Adjusted EBITDA	\$ 136,278	\$ 164,435	\$ 170,720	\$ 179,765
Total debt	459,296	471,592	579,769	530,236
Standby letters of credit	16,935	14,921	15,364	15,368
Cash and cash equivalents	(88,654)	(133,176)	(106,994)	(114,126)
Net Debt	\$ 387,577	\$ 353,337	\$ 488,139	\$ 431,478
Net Leverage Ratio	2.8x	2.1x	2.9x	2.4x

Net Debt is defined in the credit agreement as total debt plus standby letters of credit, net of cash and cash equivalents. Net Leverage Ratio is defined as Net Debt divided by the Credit Agreement Trailing Twelve Month ("TTM") Adjusted EBITDA. Credit Agreement TTM Adjusted EBITDA is defined in the Company's credit agreement as net income before interest expense, income taxes, depreciation, amortization, and other adjustments. Credit Agreement Adjusted EBITDA Margin is defined as Credit Agreement TTM Adjusted EBITDA divided by net sales. Net Debt, Net Leverage Ratio, Credit Agreement TTM Adjusted EBITDA and Credit Agreement Adjusted EBITDA Margin are not measures determined in accordance with GAAP and may not be comparable with the measures as used by other companies. Nevertheless, the Company believes that providing non-GAAP financial measures, such as Net Debt, Net Leverage Ratio, Credit Agreement TTM Adjusted EBITDA and Credit Agreement Adjusted EBITDA Margin are important for investors and other readers of the Company's financial statements.

¹ EBITDA is normalized to include a full year of the acquired entity and assuming that deal related synergies are achieved for montratec in fiscal year 2024 and Dorner and Garvey in fiscal year 2023; ² During the quarter ending December 31, 2023, certain employees in one of the Company's U.S pension plans accepted an offer to settle their pension obligation with a lump sum payment. These lump sum settlements are one of the steps the Company is taking to terminate the plan by transferring the liabilities to a third-party. As a result, the Company recorded a non-cash settlement charge in the amount \$4,599,000; ³ The Company's credit agreement definition of Adjusted EBITDA excludes certain acquisition deal and integration costs that are incurred beyond one year after the close of an acquisition, as well as excludes any cash restructuring costs in excess of \$10 million per fiscal year