



Bank of America Leveraged Finance Conference

December 2, 2025

Safe Harbor Statement

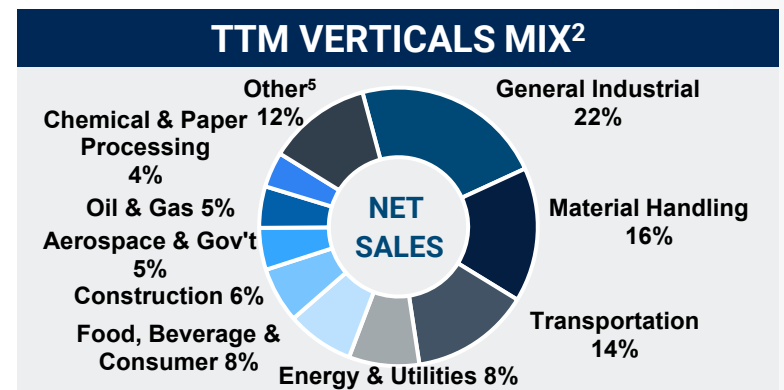
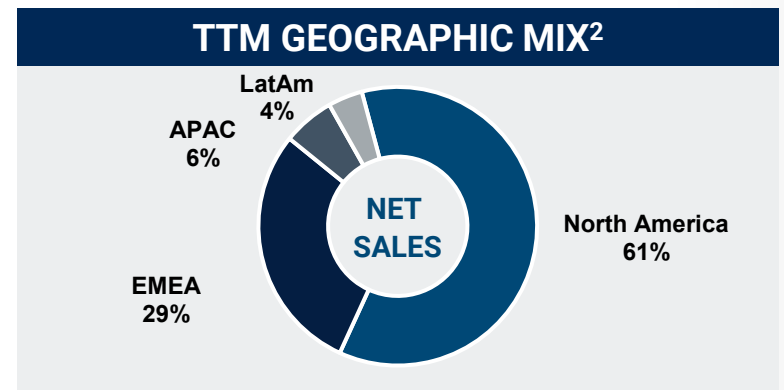
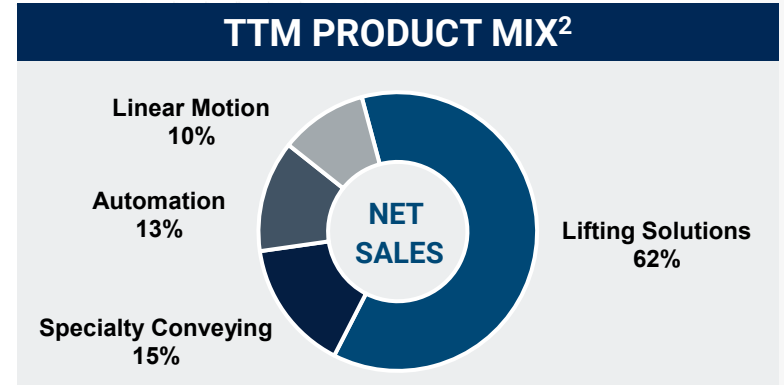
This presentation and the accompanying oral discussion contain “forward-looking statements” within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. Such forward looking statements are generally identified by the 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 during the 2026 fiscal year 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 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 and our Quarterly Report on Form 10-Q for the quarterly period ended September 30, 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. The Company 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, 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
\$34B	~3,500	150+

TTM Net Sales ²	5 Year TTM Sales Growth CAGR ²	TTM Adj. EBITDA Margin ^{2,3}	TTM Free Cash Flow Conversion ^{2,3,4}
\$978M	~7%	~15%	>100%

Seasoned Leader with Extensive History of Safely, Efficiently and Ergonomically Positioning Materials

Intelligent Motion Solutions

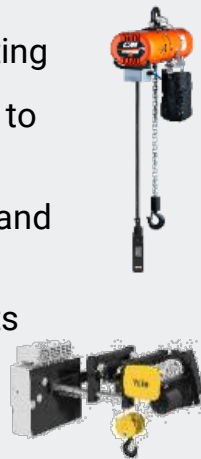
Four Categories of Solutions to Address Customers' Unique Motion Control Needs

LIFTING (62%)



~\$21.1B TAM

- 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



SPECIALTY CONVEYING (15%)



~\$6.1B TAM

- 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 and electrification

AUTOMATION (13%)



~\$4.6B TAM

- 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 (10%)



~\$2.5B TAM

- 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

\$34B Total Addressable Market with Tailwinds from Megatrends in Attractive Verticals

Growth Supported with Tailwinds from Industry Megatrends

Growth Supported by Exposure to Secular Megatrends Across the Full Portfolio



Labor Shortages & Automation



Lifting

- Broad increased global demand for lifting solutions
- Heightened emphasis on productivity, uptime and safety

Automation

- Key enabler of productivity and safety improvements
- Ceiling to floor applications support customer requirements



Industrial Resurgence & Growth



Precision Conveyance

- Increased demand for specialized solutions
- Tailwinds from automation and electrification trends

Linear Motion

- Bolsters a comprehensive intelligent motion portfolio
- Channel access to specialty verticals



Infrastructure Investment

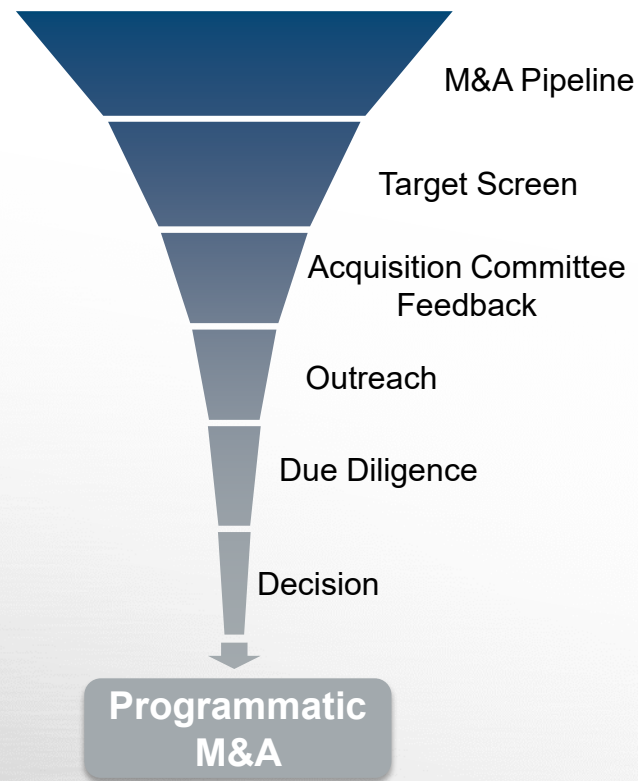
Safety & Sustainability Focus

Nearshoring & Supply Chain Resilience



Several Notable Players Across Multiple Industries Have Announced Plans to Nearshore Operations

Strong Track Record of Creating Value Through M&A and Executing on Synergies



Legend: Acquisition Divestiture

September 2015	January 2017	April 2021	December 2021	May 2023	2025
 Acquisition of Magnetek, Inc. for \$182M added automation capabilities	 Acquisition of STAHL CraneSystems from Konecranes for \$218M strengthens leading global position in lifting solutions	 Acquisition of Dornier for \$485M advances Intelligent Motion strategy and creates platform for scalable growth	 Acquisition of Garvey for \$74M expands conveying solutions platform	 Acquisition of montratec for \$110M expands precision conveyance and automation	 Announced the acquisition of Kito Crosby for \$2.7B



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

Unlocking CMCO's Potential

Business System and Core Growth Framework to Transform CMCO

Columbus McKinnon Business System ("CMBS")

GROWTH FRAMEWORK



RE-IMAGINE CORE



EXPAND CORE



GROW CORE



STRENGTHEN CORE

Positioning 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

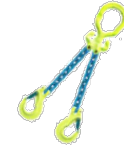
2024 Revenue

7%

2021-2024 Revenue CAGR

KEY PRODUCTS

Chains & Fittings



Shackles



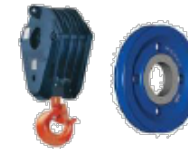
Wire Rope Fittings



Wire Rope & ECH Hoists



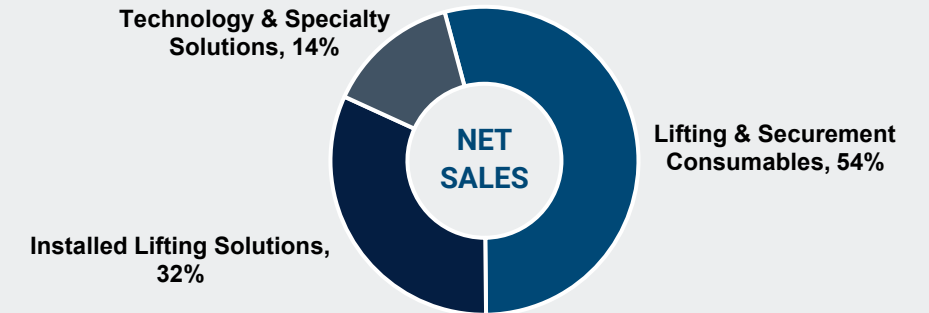
Crane Blocks & Sheaves



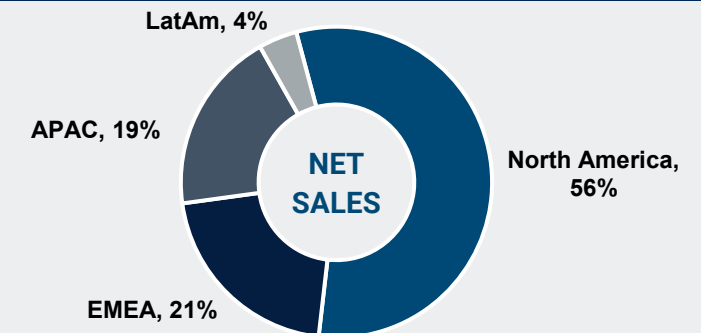
Load Monitoring Dynamometers



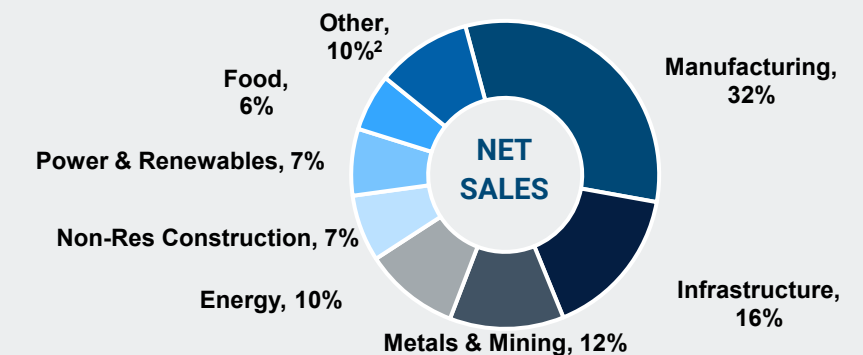
PRODUCT MIX¹



DIVERSIFIED GLOBAL PRESENCE¹



DIVERSIFIED END USES IN KEY VERTICALS¹



¹ Based on Kito Crosby data for Calendar Year Ended December 31, 2024;

² Reflects Consumer, Entertainment, Government, Forestry and Other/Miscellaneous verticals.

Best-In-Class Portfolio with Industry-Leading Positions Serving Broad Spectrum of Lifting and Securement Needs...



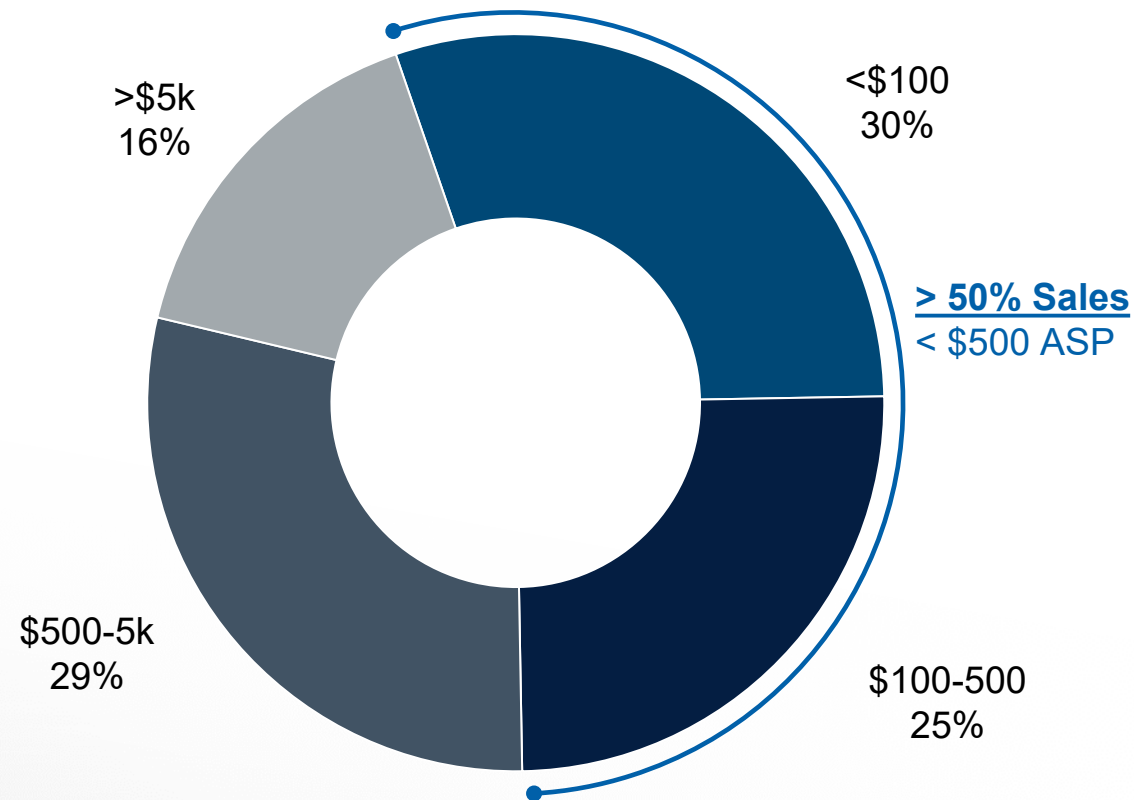
	Percent of Net Sales ¹	Select Products	Select Average Selling Price	Key Brands
Lifting & Securement Consumables <i>"Below the hook"</i>	<p>54%</p>	<p>Shackles Manual Chain Hoists</p>	<p>Lifting Shackle: ~\$30 Lever Chain Hoists: ~\$500</p>	
Installed Lifting Solutions <i>"Above the hook"</i>	<p>32%</p>	<p>Powered Chain Hoists Light Cranes</p>	<p>Electric Chain Hoists: ~\$3k Portal Crane Systems: ~\$5k</p>	
Technology & Specialty Solutions <i>"Specialized technologies"</i>	<p>14%</p>	<p>Load Cells Cameras</p>	<p>Digital Dynamometer: ~\$3k Camera System: ~\$10k</p>	

¹ Based on Kito Crosby Management Estimates for Calendar Year Ended December 31, 2024

Kito Crosby's Safety-Critical, Consumable-Oriented Products Form Bedrock of Non-Discretionary Replacement Demand









KITO CROSBY'S NET SALES DISTRIBUTION BY ASP RANGE¹

Estimated per current product portfolio



Higher volume, lower ASP products with replacement demand driven by product wear and duty cycle, a focus on safety and inspections and a bias for replacement mindset

SELECT KITO CROSBY PRODUCTS

Category	Select Product	Image	ASP ²
Shackles	Crosby Lifting Shackle		~\$30
Clips	Crosby Wire Rope Clip		~\$7
Hooks	Gunnebo Sling Hook		~\$50
Manual Chain Hoist	Kito LB Lever Hoist		~\$500
Cargo Control	Speedbinders Load Binder		~\$130
Power Chain Hoists	Kito Electric Chain Hoists		~\$3k
Blocks & Sheaves	McKissick Snatch Block		~\$1k
Load Monitoring	SP Radiolink Plus Wireless Dynamometer		~\$3k

Increasing Volume

Key Credit Highlights



Significant Cost Synergies Support Value Creation and Present Growth Opportunities

OVERVIEW

~\$80M

Expected Annual Gross Synergies

~\$10M

Expected Annual Dis-Synergies

~\$70M

Expected Annual Net Run Rate Synergies

Summary Of Key Synergy Areas And Corresponding Strategic Initiatives

Procurement



- Harmonize supply chain for best pricing
- Leverage combined spend to benefit from further volume discounts

Facility Optimization



- 80/20 and lean processes and tools
- Improve manufacturing facility efficiency; optimize for longer standard runs
- Optimize distribution / warehousing for improved customer experience and better freight cost

SG&A

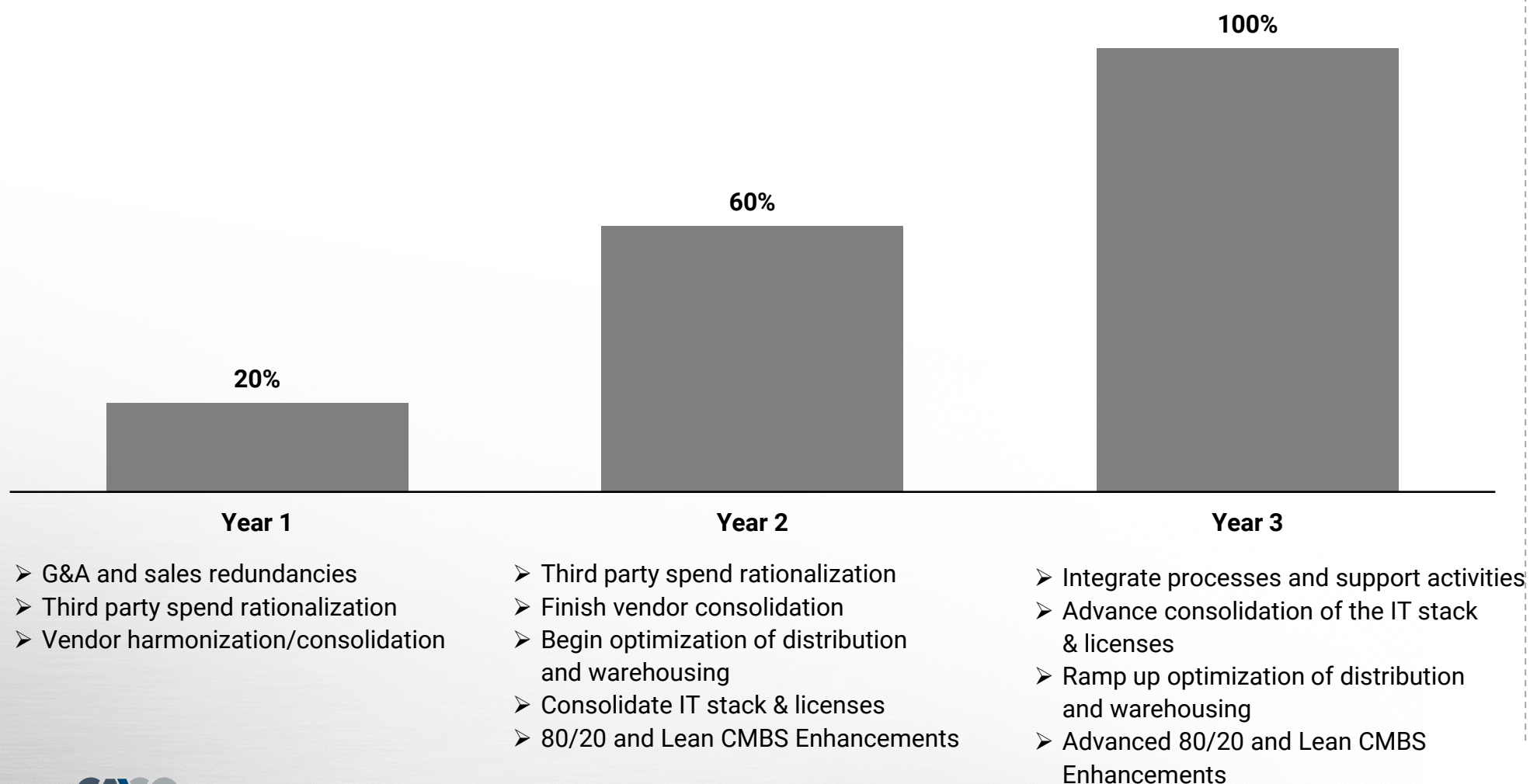


- Eliminate overlapping technology and third-party spend (i.e. auditors, insurance brokers, etc.)
- G&A and sales redundancies without impacting customer experience

Value Creation with Significant Synergies

Strong Track Record of Successful Integrations and Cost Synergy Realization

Expected Net Run Rate Synergies of ~\$70M Annually



Additional Upside from Revenue Synergies

- Increase breadth and depth of product offerings to existing customers
- Geographic expansion opportunities:
 - Kito Crosby's strong APAC footprint for CMCO products
 - CMCO's LatAm & EMEA footprint for Kito Crosby products
- Attract new customers with enhanced scale and combined capabilities
- Capture share of wallet by streamlining the customer experience

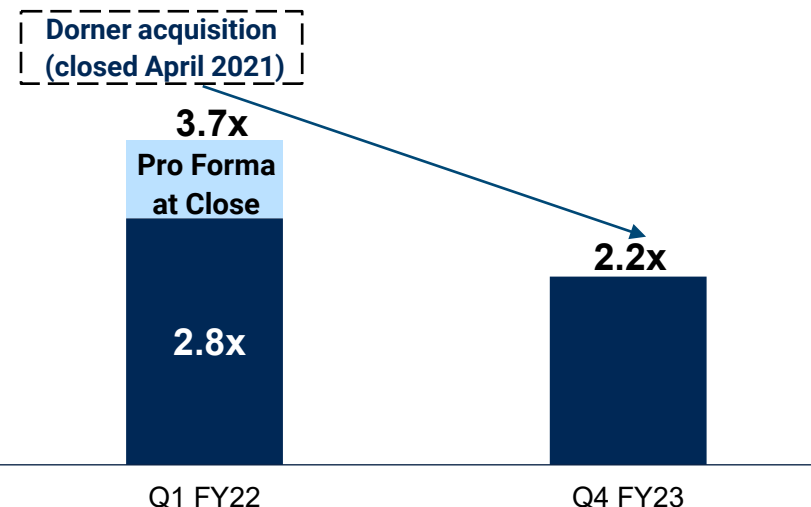
Historical Track Record of De-Leveraging Post-Acquisition

Demonstrated History Of Net Leverage Ratio¹ Reduction Following Acquisitions

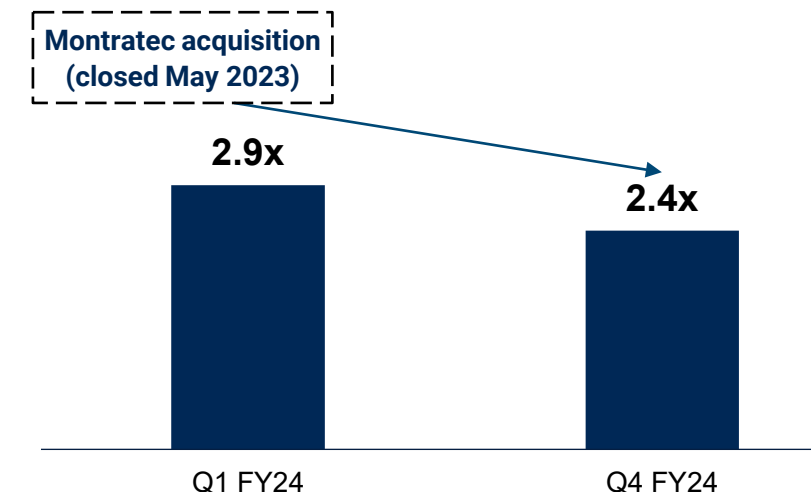
CAPITAL ALLOCATION PRIORITIES

- 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}



MONTRATEC ACQUISITION^{1,2}





Appendix

Non-GAAP Measures: CMC0 Adjusted EBITDA and Adjusted EBITDA Margin

(\$M)	FY24		FY25		TTM
					Q2 FY26
Net income	\$	46,625	\$	(5,138)	\$ 3,973
Add back (deduct):					
Income tax expense (benefit)		14,902		(367)	(66)
Interest and debt expense		37,957		32,426	33,284
Investment (income) loss		(1,759)		(1,302)	(2,053)
Foreign currency exchange (gain) loss		1,826		3,179	3,989
Other (income) expense, net		7,597		25,775	1,174
Depreciation and amortization expense		45,945		48,187	48,644
Acquisition deal and integration costs		3,211		11,014	29,113
Acquisition inventory step-up expense		—		—	—
Product liability settlement		—		—	—
Business realignment costs		1,867		2,517	5,042
Garvey contingent consideration		—		—	—
Acquisition amortization of backlog		—		—	—
Factory and warehouse consolidation		744		17,546	6,422
Headquarter relocation costs		2,059		373	297
Insurance settlement		—		—	—
Gain on sale of building		—		—	—
Hurricane Helene cost impact		—		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	9,862
Adjusted EBITDA	\$	166,653	\$	150,495	\$ 142,047
Net sales	\$	1,013,540	\$	963,027	\$ 977,994
Net margin		4.6%		(0.5)%	0.4%
Adjusted EBITDA Margin		16.4%		15.6%	14.5%

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.



Note: 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: Free Cash Flow (FCF) and Free Cash Flow Conversion

(\$ in thousands)

	Year					TTM
	FY21	FY22	FY23	FY24	FY25	Q2 FY26
Net cash provided by (used for) operating activities	\$ 98,890	\$ 48,881	\$ 83,636	\$ 67,198	\$ 45,612	\$ 47,231
Capital expenditures	(12,300)	(13,104)	(12,632)	(24,813)	(21,411)	(17,866)
Free Cash Flow (FCF)	\$ 86,590	\$ 35,777	\$ 71,004	\$ 42,385	\$ 24,201	\$ 29,365
Net income	\$ 9,106	\$ 29,660	\$ 48,429	\$ 46,625	\$ (5,138)	\$ 3,973
Free Cash Flow Conversion	951%	121%	147%	91%	NM	739%

Note: Free Cash Flow is defined as GAAP net cash provided by (used for) operating activities less capital expenditures included in the investing activities section of the consolidated statement of cash flows. Free Cash Flow Conversion is defined as Free Cash Flow divided by net income. Free Cash Flow and Free Cash Flow Conversion are not measures determined in accordance with GAAP and may not be comparable with the measures as defined or used by other companies. Nevertheless, the Company believes that providing non-GAAP financial measures, 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 periods' Free Cash Flow and Free Cash Flow Conversion to Free Cash Flow and Free Cash Flow Conversion for historical periods.

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