

November 12, 2025



2025 Baird Global Industrials Conference

David Wilson

*President &
Chief Executive Officer*

Gregory Rustowicz

*Executive Vice President Finance
& Chief Financial Officer*

Kristine Moser

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& Treasurer*

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.

Today's Presenters



David Wilson

*President &
Chief Executive Officer*



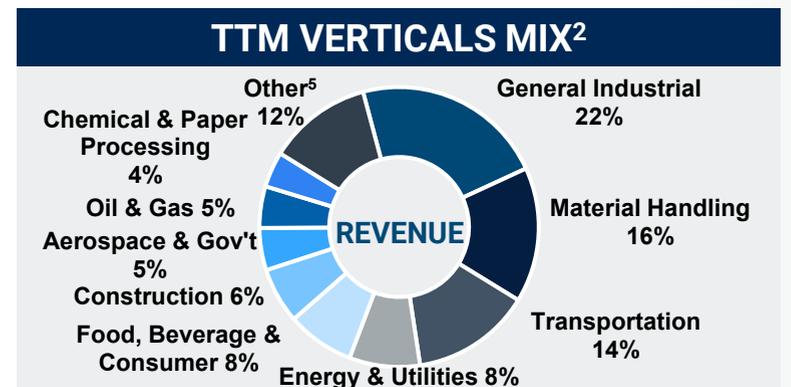
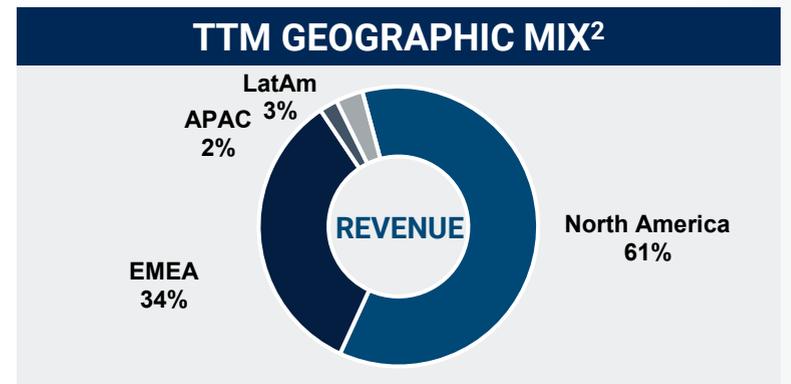
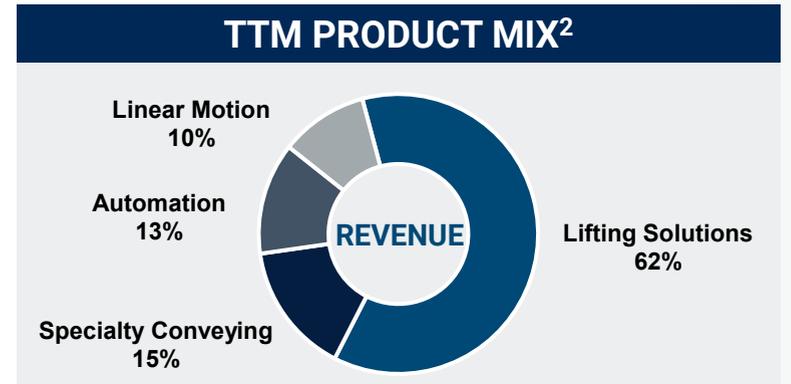
Greg Rustowicz

*EVP Finance &
Chief Financial Officer*

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 |
|---------------------------------------|----------------------|--------------|
| \$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 150+ Year History of Safely, Efficiently and Ergonomically Positioning Materials

Note: ¹ Per Management Estimate; ² Financial data represents TTM ended September 30, 2025; ³ Adjusted EBITDA Margin and Free Cash Flow Conversion are non-GAAP financial measures. See definitions and reconciliations at the end of this presentation; ⁴ Free Cash Flow Conversion is defined as net cash provided by (used for) operating activities less capital expenditures divided by net income; ⁵ 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

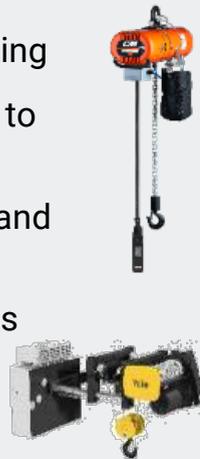
Four Categories of Solutions to Address Customers' Unique Motion Control Needs

LIFTING (62%)



~\$21.1B 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



SPECIALTY CONVEYING (15%)



~\$6.1B 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%)



~\$4.6B 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 (10%)



~\$2.5B 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

\$34B¹ Total Addressable Market with Tailwinds from Megatrends in Attractive Verticals

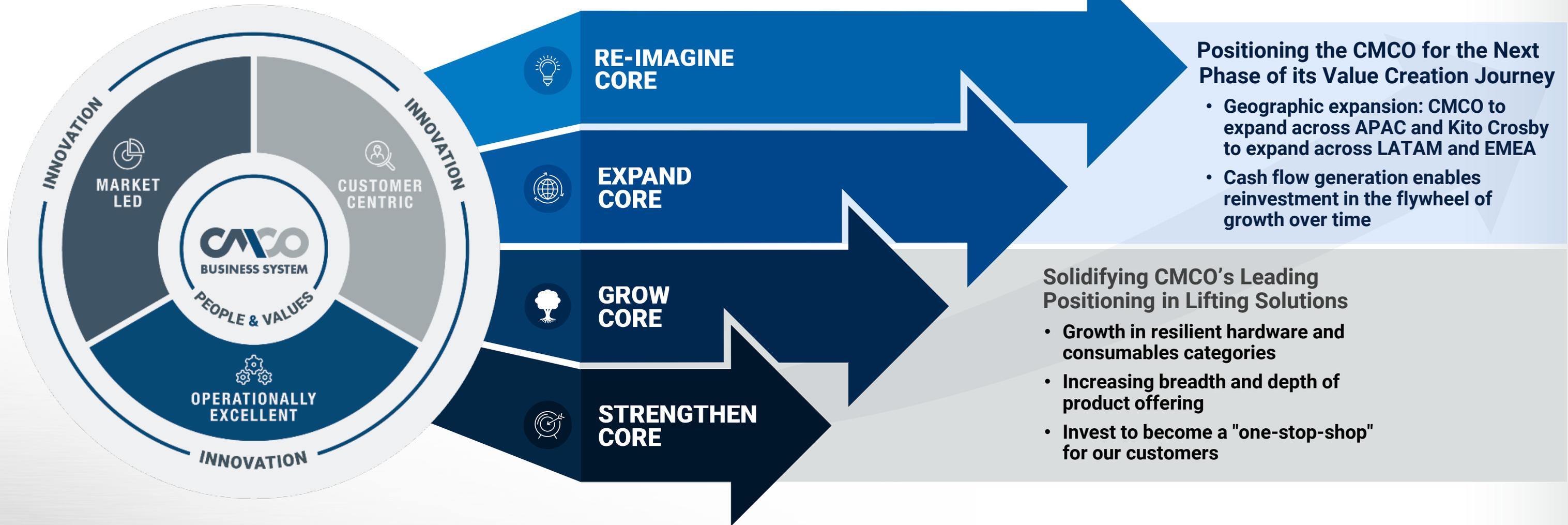
Unlocking CMCO's Potential

Business System and Core Growth Framework to Transform CMCO



CMBS

GROWTH FRAMEWORK



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



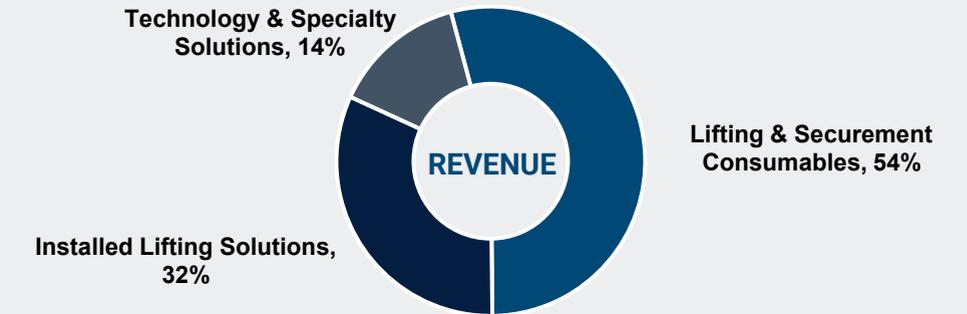
Crane Blocks & Sheaves



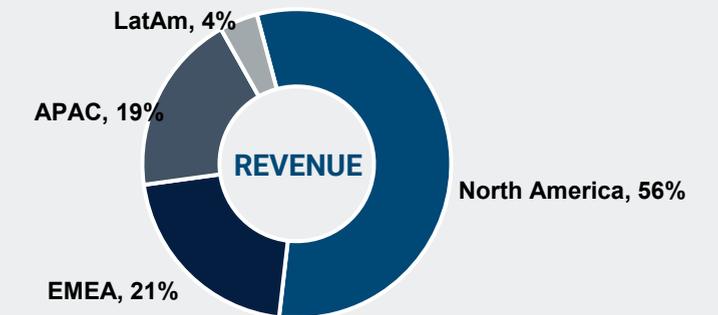
Load Monitoring Dynamometers



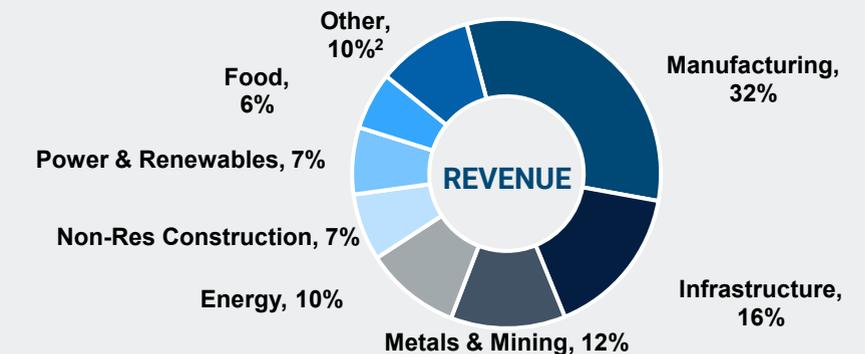
PRODUCT MIX¹



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 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

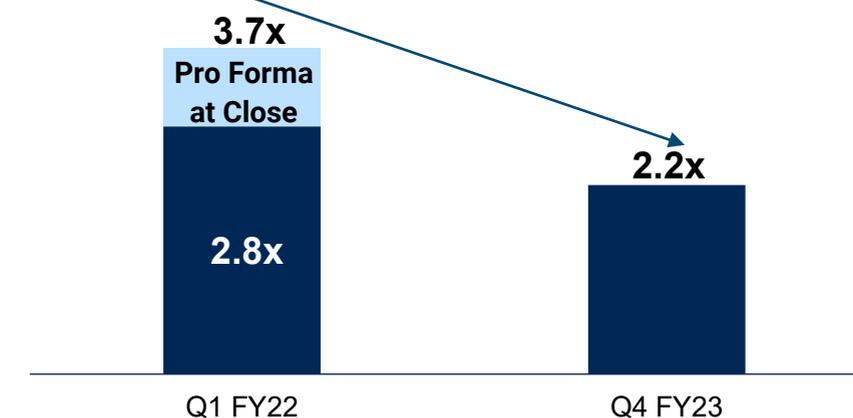
4

M&A

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

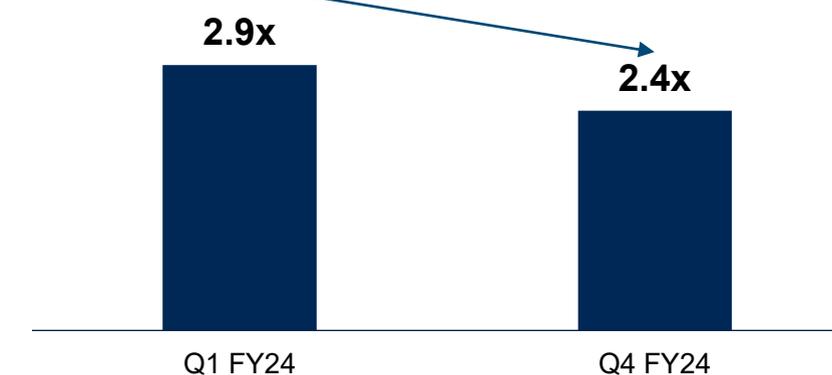
DORNER AND GARVEY ACQUISITIONS^{1,2}

Dorner acquisition
(closed April 2021)



MONTRATEC ACQUISITION^{1,2}

Montratec acquisition
(closed May 2023)





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
- Free Cash Flow and Free Cash Flow Conversion

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)

| | TTM Q2 FY26 |
|--|--------------------|
| Net income | \$ 3,973 |
| Add back (deduct): | |
| Income tax expense (benefit) | (66) |
| Interest and debt expense | 33,284 |
| Investment (income) loss | (2,053) |
| Foreign currency exchange (gain) loss | 3,989 |
| Other (income) expense, net | 1,174 |
| Depreciation and amortization expense | 48,644 |
| Acquisition deal and integration costs | 29,113 |
| Acquisition inventory step-up expense | — |
| Product liability settlement | — |
| Business realignment costs | 5,042 |
| Garvey contingent consideration | — |
| Acquisition amortization of backlog | — |
| Factory and warehouse consolidation | 6,422 |
| Headquarter relocation costs | 297 |
| Insurance settlement | — |
| Gain on sale of building | — |
| Hurricane Helene cost impact | — |
| Cost of debt repricing and refinancing | — |
| Mexico customs duty assessment | 1,067 |
| Customer bad debt ¹ | 1,299 |
| Monterrey, MX new factory start-up costs | 9,862 |
| Adjusted EBITDA | <u>\$ 142,047</u> |
| Net sales | \$ 977,994 |
| Net margin | 0.4% |
| Adjusted EBITDA Margin | <u>14.5%</u> |

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)

| | TTM Q2 FY26 |
|--|-------------|
| Net cash provided by (used for) operating activities | \$ 47,231 |
| Capital expenditures | (17,866) |
| Free Cash Flow (FCF) | \$ 29,365 |
| Net income | \$ 3,973 |
| Free Cash Flow Conversion | 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