



Craig-Hallum Institutional Investor Conference

June 2, 2021

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Vice President – Finance & Chief Financial Officer

Safe Harbor Statement

These slides, and the accompanying oral discussion, 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 and earnings, involve known and unknown risks, uncertainties and other factors that could cause the actual results of the Company to differ materially from the results expressed or implied by such statements, including the impact of Covid-19 and the Company’s efforts to reduce costs, maintain liquidity and generate cash in the current pandemic, the effectiveness of the Company’s 80/20 Process to simplify operations, the ability of the Company’s Operational Excellence initiatives to drive profitability, the Company’s ability to grow market share, the ability to achieve revenue expectations, global economic and business conditions, conditions affecting the industries served by the Company and its subsidiaries, conditions affecting the Company’s customers and suppliers, competitor responses to the Company’s products and services, the overall market acceptance of such products and services, the ability to expand into new markets and geographic regions, and other factors disclosed in the Company’s periodic reports filed with the Securities and Exchange Commission. The Company assumes no obligation to update the forward-looking information contained in this release.

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 notated and we have provided reconciliations of comparable GAAP to non-GAAP measures in tables found in the Supplemental Information portion of this presentation.

Who We Are: Columbus McKinnon

LEADING WORLDWIDE SUPPLIER OF INTELLIGENT MOTION SOLUTIONS FOR MATERIAL HANDLING

Market Capitalization	\$1.5 billion	Average Volume (3 mo.)	175,900
Recent Price / 52-Week Range	\$51.38 / \$28.98 - \$57.06	Common Shares Outstanding	28.3 million

- Headquartered in Buffalo, New York, USA
- World's second largest hoist company; #1 provider of hoists in U.S.
- Manufactures hoists, crane components, precision conveying solutions, actuators, rigging tools, light rail workstations, and digital power and motion control systems
- Highly relevant, professional-grade solutions for solving customers' critical material handling requirements
- Expansive distribution channels in approximately 50 countries
- Approximately 3,000 employees providing expertise worldwide
- Over 145 years of product innovation

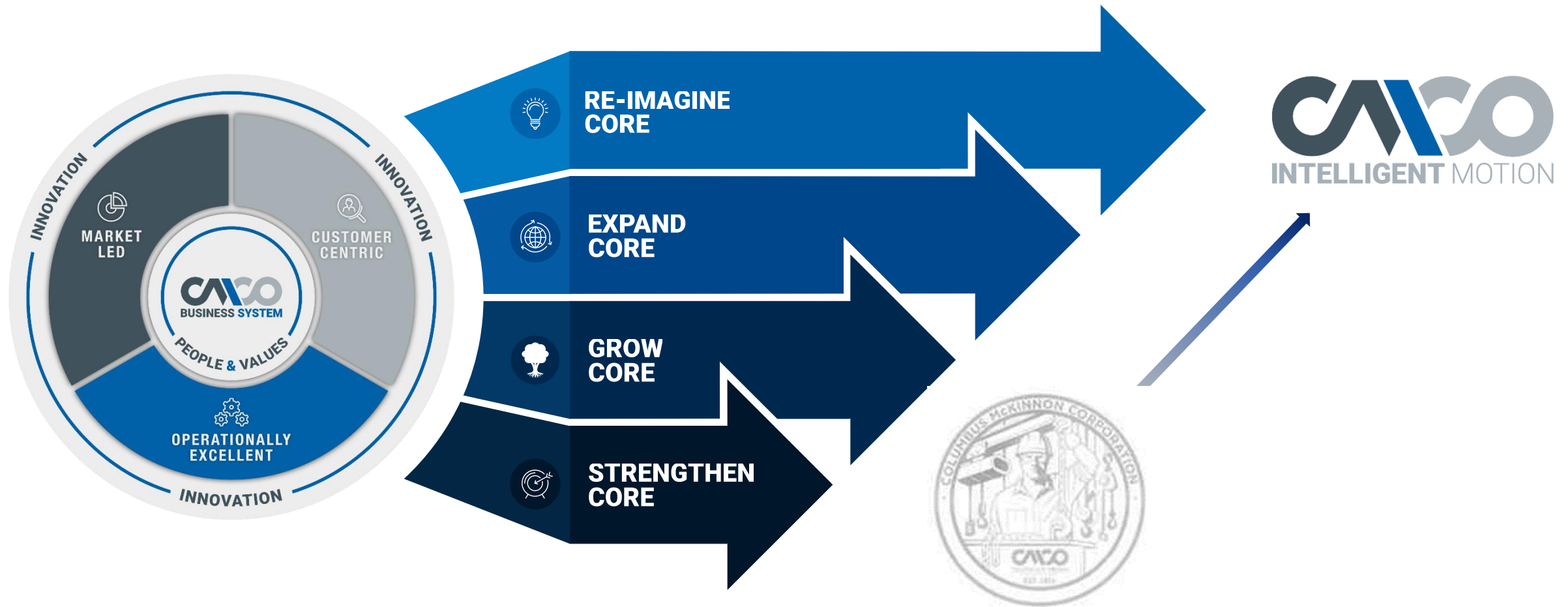


Seasoned leader with extensive history of safely, efficiently and ergonomically moving materials



Blueprint for Growth 2.0

Pivot Columbus McKinnon toward growth: Organic and Inorganic

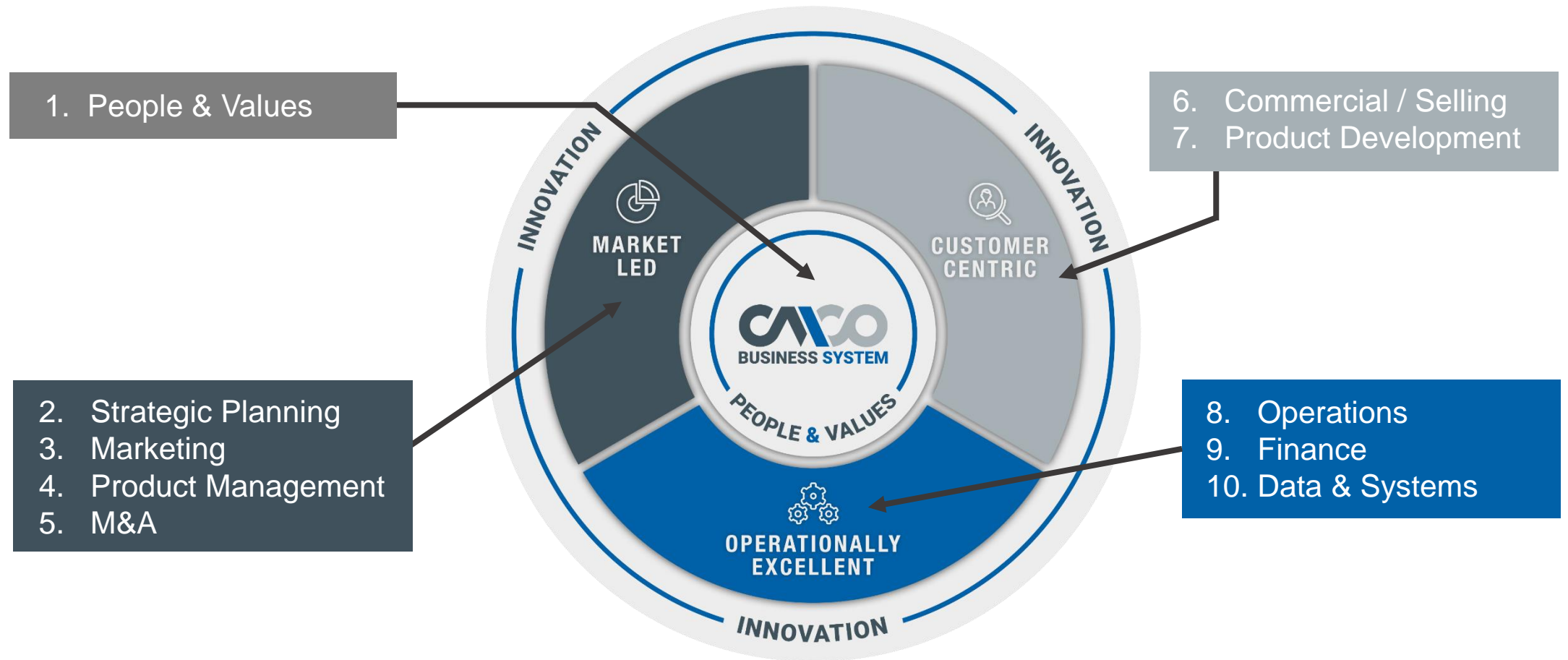


Strategy to deliver growth, financial performance and shareholder value



Columbus McKinnon Business System

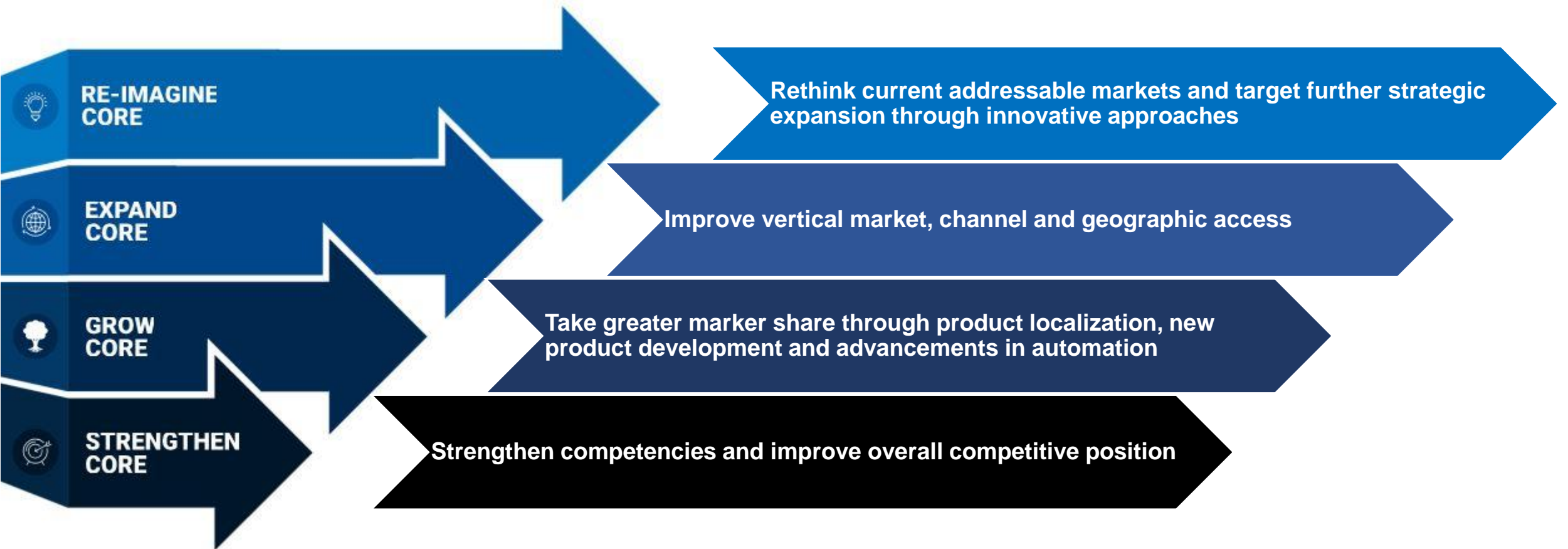
Strategic Framework and Core Competencies



A connected Columbus McKinnon Business System (CMBS) creates a harmonized base to scale



Our Growth Framework

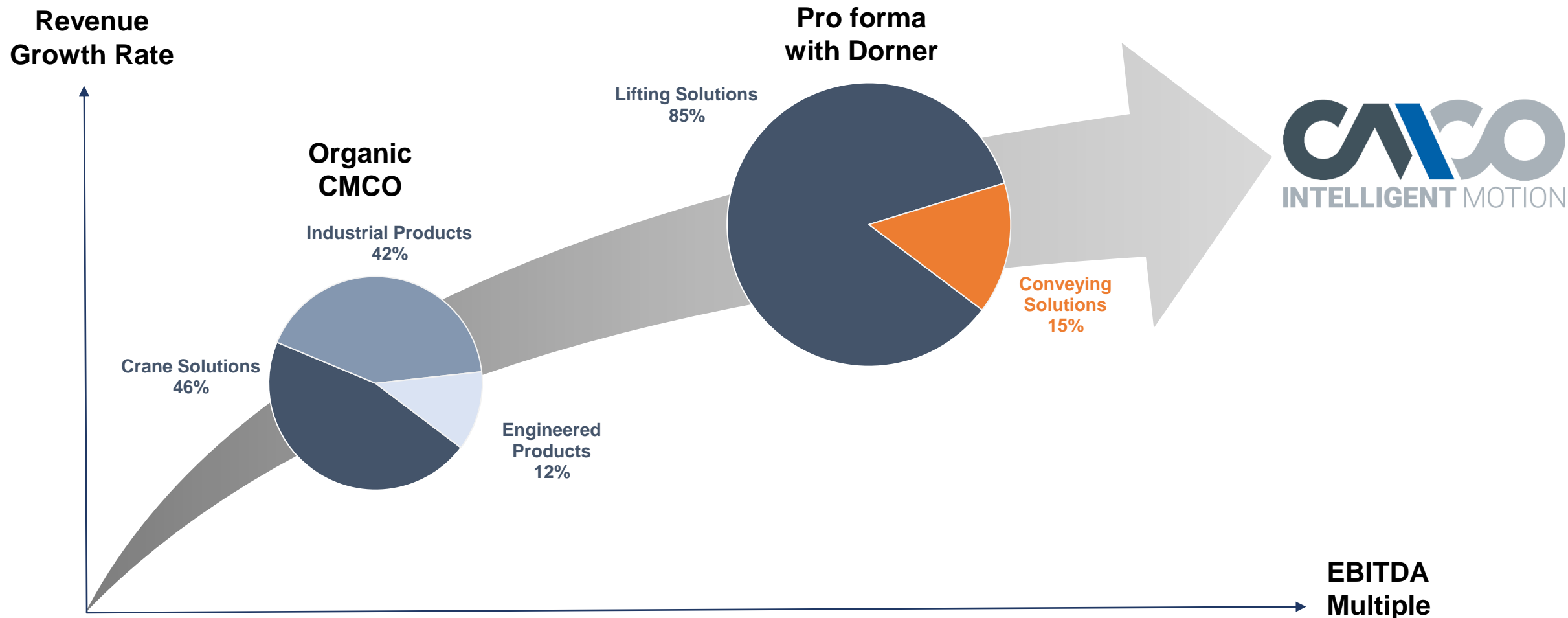


Providing a clear path to organic and strategic growth initiatives



Business Model Evolution

Growth Strategy Substantially Advances Underlying Portfolio



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



Lifting Solutions

Crane Solutions, Industrial Products and Engineered Products

Lifting Solutions
85%

Lifting capacity from 1/8 ton to ~140 tons

Standard Products:

#1 U.S. market position in hoists

Most advanced, high quality products

Engineered Solutions:

Large tonnage projects

Compass™ configure, price and quote tool

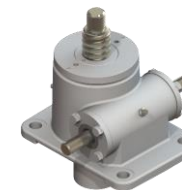
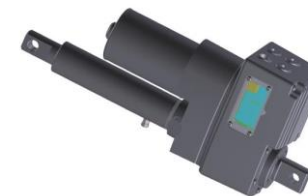
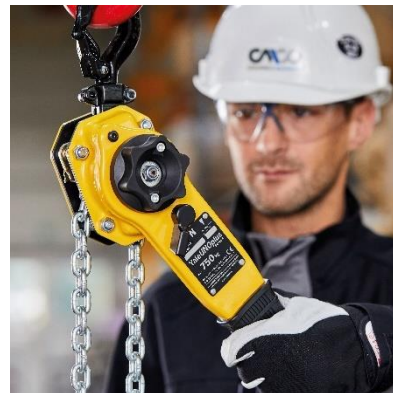
Automation integrated into lifting solutions

Actuation:

Demonstrated leadership and differentiated offering

Large variety of end uses

Serving a breadth of end markets from rail to warehousing to defense



Largest installed base of hoists in North America

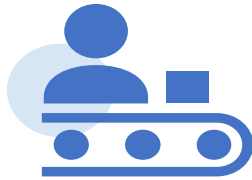


New: Conveying Solutions

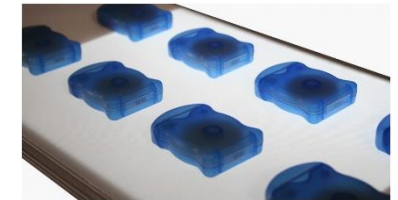
High-Precision Conveying Systems for Attractive Growth Markets



Specialty conveying platform for growth...



- ✓ \$5B TAM growing at 6% to 8% CAGR
- ✓ Strong secular growth drivers
 - Supply chain automation
 - Acceleration of e-commerce adoption
- ✓ Fragmented market provides target rich acquisition environment
- ✓ Complementary adjacencies including sortation, asynchronous, vibration, etc.



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



Global Enterprise

AMERICAS

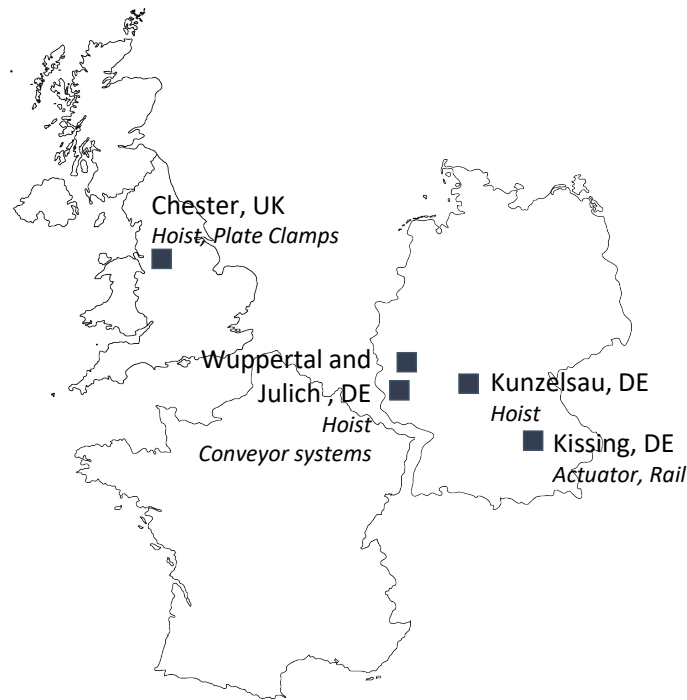
~64% OF REVENUE

EMEA

~30% OF REVENUE

APAC

~6% OF REVENUE



Corporate Offices



Production Locations

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

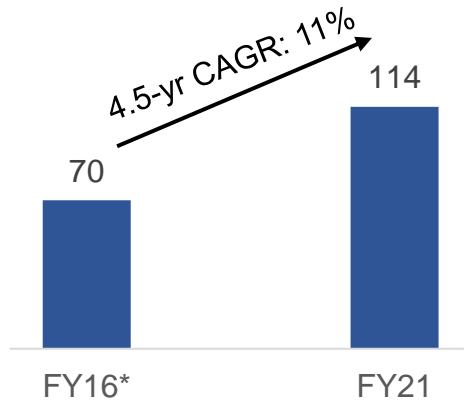


Acquired Dorner Manufacturing Corporation

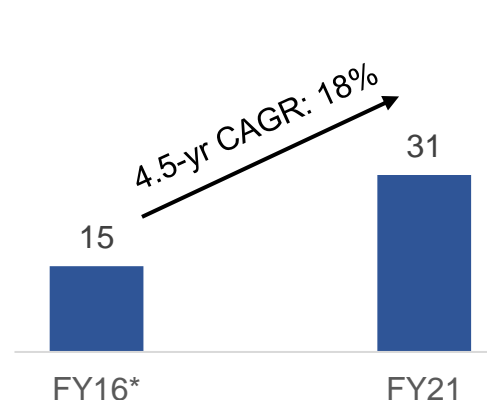
High-Precision Conveying Systems

- Headquartered in Hartland, WI with approximately 400 global employees
- 85% of revenue generated in North America
- Differentiated solutions enhance productivity, quality, reliability, speed, uptime & profitability
- Industry's broadest offering across modular-standard & highly-engineered custom solutions
- Premium brand known for highest precision solutions
- Trusted for mission critical applications

**DORNER
REVENUE (\$M)**



**DORNER
ADJ. EBITDA (\$M)**

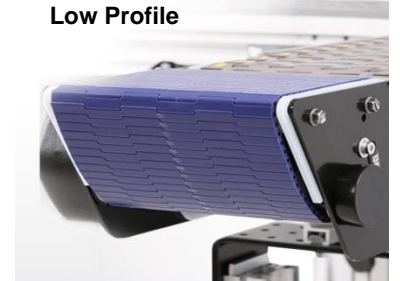


Product & Customer Examples

Flexible Chain



Low Profile



Large Scale



Sanitary



JR AUTOMATION™



Leading high-precision conveyor automation platform for growth



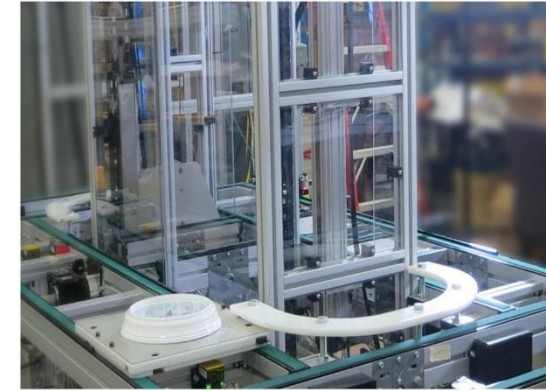
Acquisition Advances Intelligent Motion Strategy

Innovation and Differentiated Technology Provides Competitive Advantages

Provides a platform to accelerate profitable growth...



- ✓ Dorner has proven track record of double-digit organic revenue growth and an attractive pipeline of initiatives
- ✓ High profitability driven by product line differentiation
 - Accuracy: Greater precision than alternative conveying products
 - Configuration: well developed CPQ* tool
 - Differentiated Technology: patented technology and designs
 - Automation Ecosystem: integrates easily with other material handling and IoT systems



Enhances CMCO's intelligent motion and new product development strategy



Conveying Systems Expand Reach in Industrial Automation

Creates Multiple Pathways for Future Growth



Overhead
Lifting



Controls



Actuators



Conveying
Systems



Servo Drive / Motor



Auto. Storage &
Retrieval



Robotics



RFID/ Scanners



Vision Systems



Sensors



Precision conveying systems interface with nearly every facet of industrial automation



Enhanced Scale and Margins

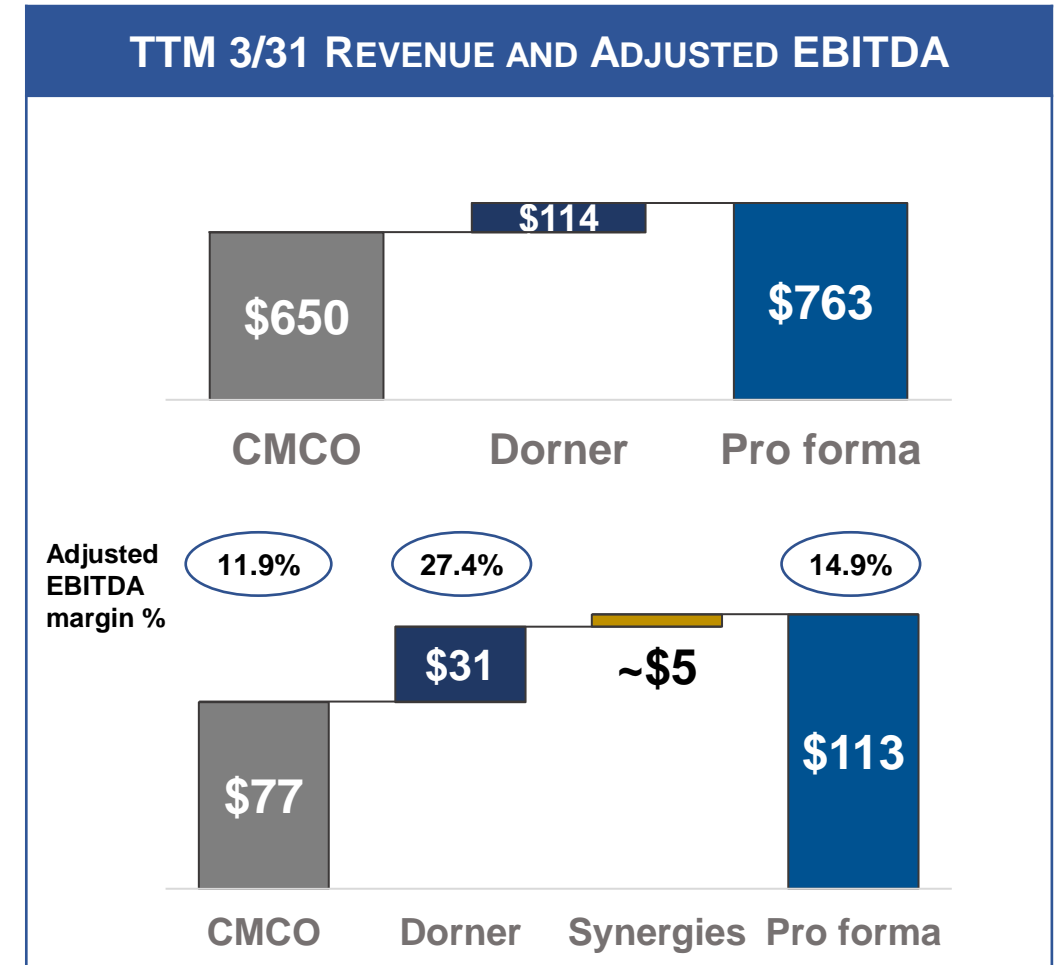
(\$ in millions)

Additional platform of precision conveying solutions to drive greater scale

Provides higher margin profile

\$5 million of annualized cost synergies expected over two years

- Supply chain and material sourcing
- Operations
- Other cost savings opportunities including professional services and back-office efficiencies



New platform accelerates achievement of 19% Adjusted EBITDA margin goal



Leading Participation in Secular Growth Markets

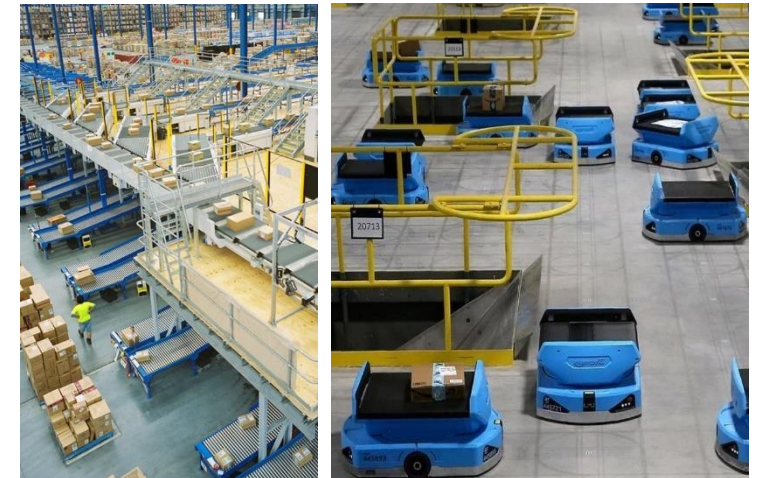
Dorner adds attractive vertical markets with enduring tailwinds



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



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



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

Strong performance and market share gains within attractive verticals



Delivering Innovation

Driving organic growth with new products

TANDEM HOIST



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

UTILITY LEVER HOIST



- Safety brake prevents unexpected load release
- Two patent applications on the YaleErgo 360

TECHNOLOGY CONVEYOR



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

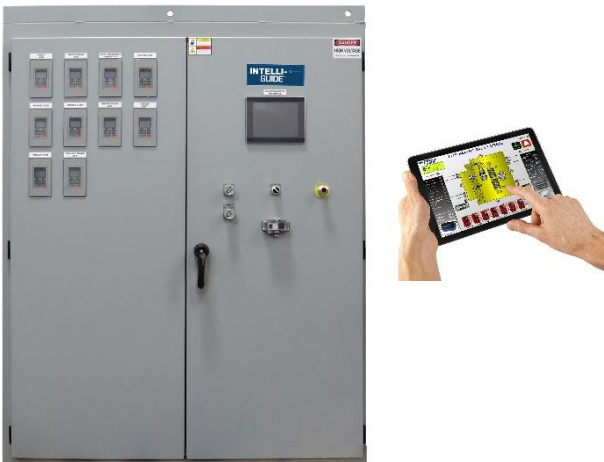
Improved customer experience, safety and productivity at the core of new product development



Intelli-Crane™ Solutions

Driving innovation through automation

INTELLI-GUIDE™ SYSTEM



- Maximized productivity through automation technology
- Auto-dispatch system provides additional application flexibility

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

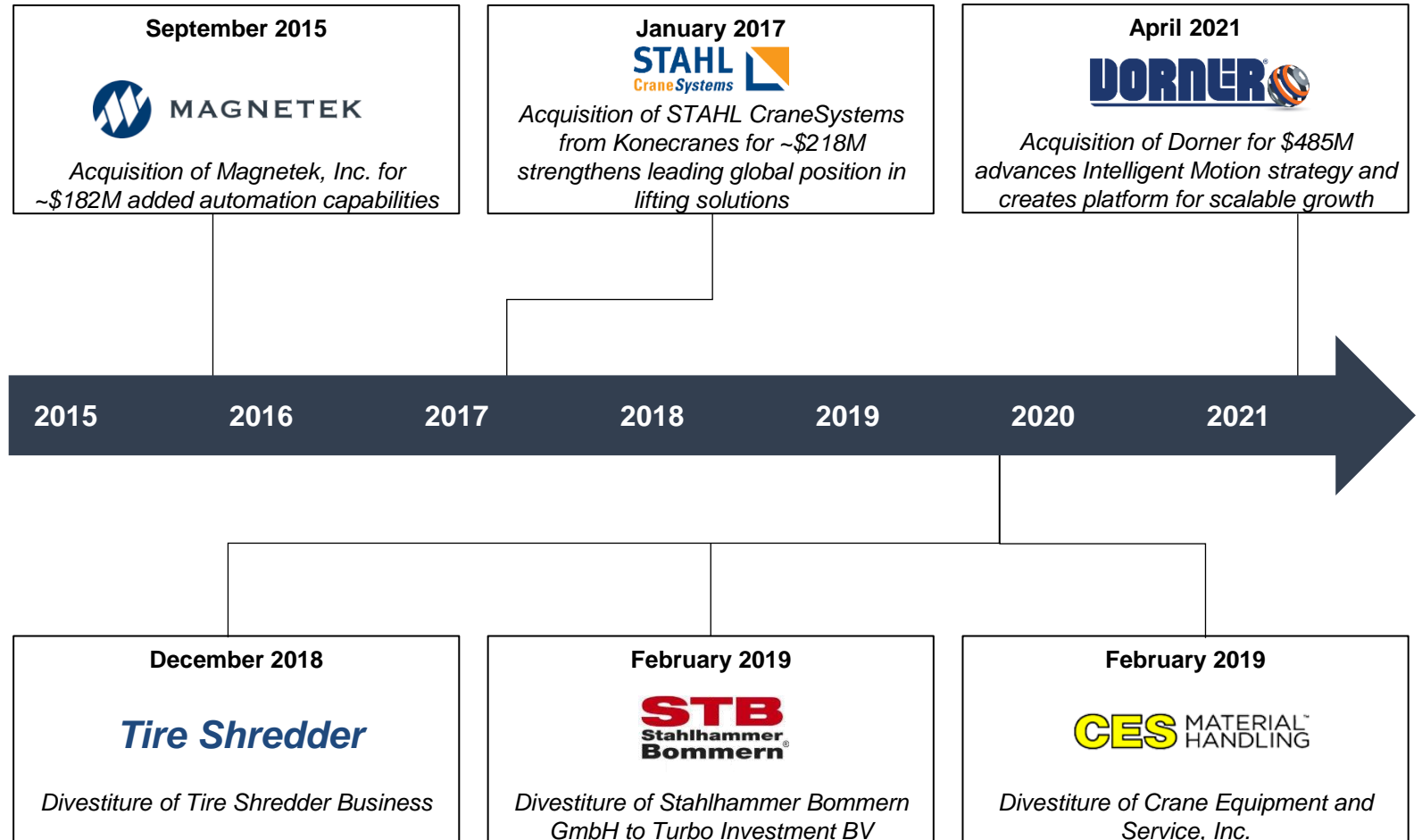
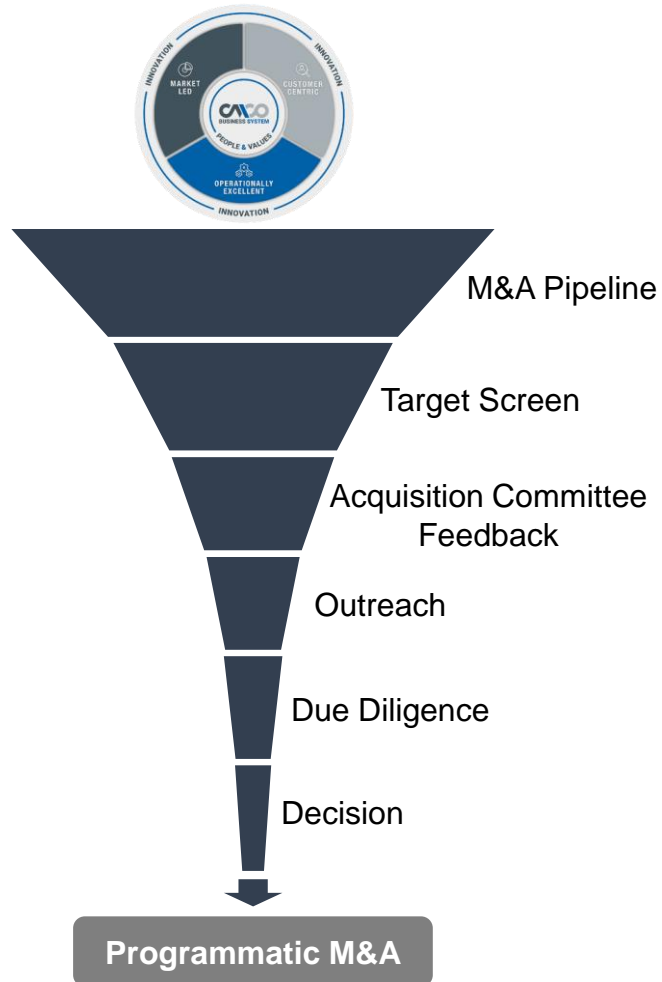
INTELLI-CONNECT™ MOBILE APP



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

Creating competitive advantages with pre-engineered automation solutions

Strong Track Record of Creating Value Through M&A

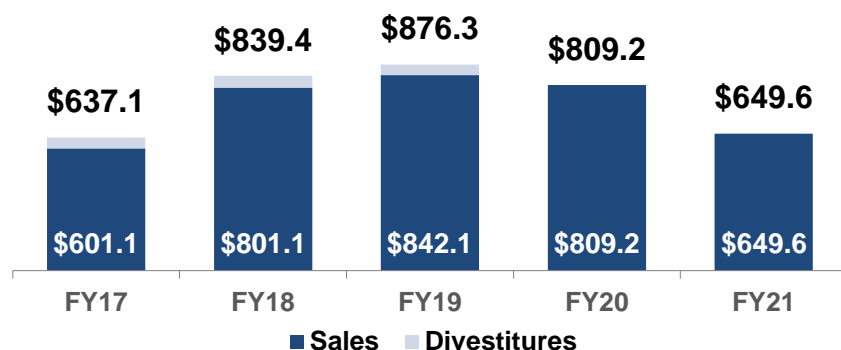


Leadership team with proven ability to integrate acquisitions to enhance scale and diversification

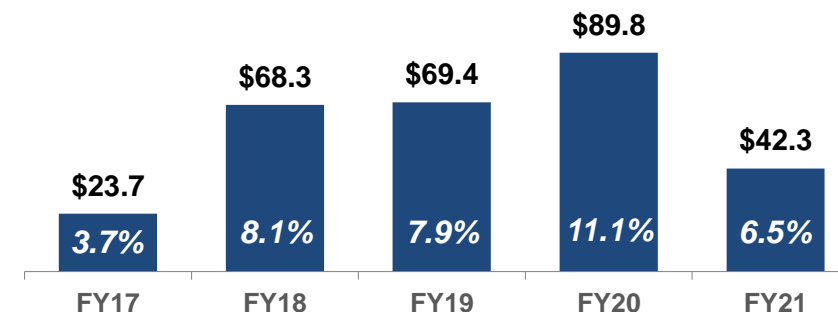


Solid Margins on Lower Volume

NET SALES



OPERATING INCOME & MARGIN

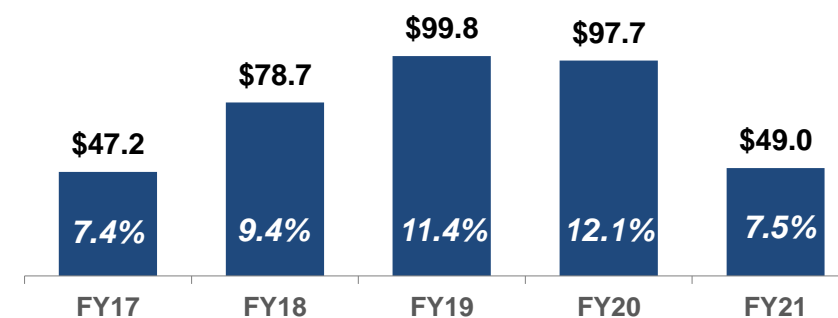


FY21 sales and operating income reflect impact of pandemic

Cost management efforts drive profitability in challenging environment

Provided Q1 FY22 net sales guidance of \$212 million to \$217 million on May 26, 2021

ADJUSTED OPERATING INCOME & MARGIN



80/20 Process and operational excellence initiatives drove margin performance

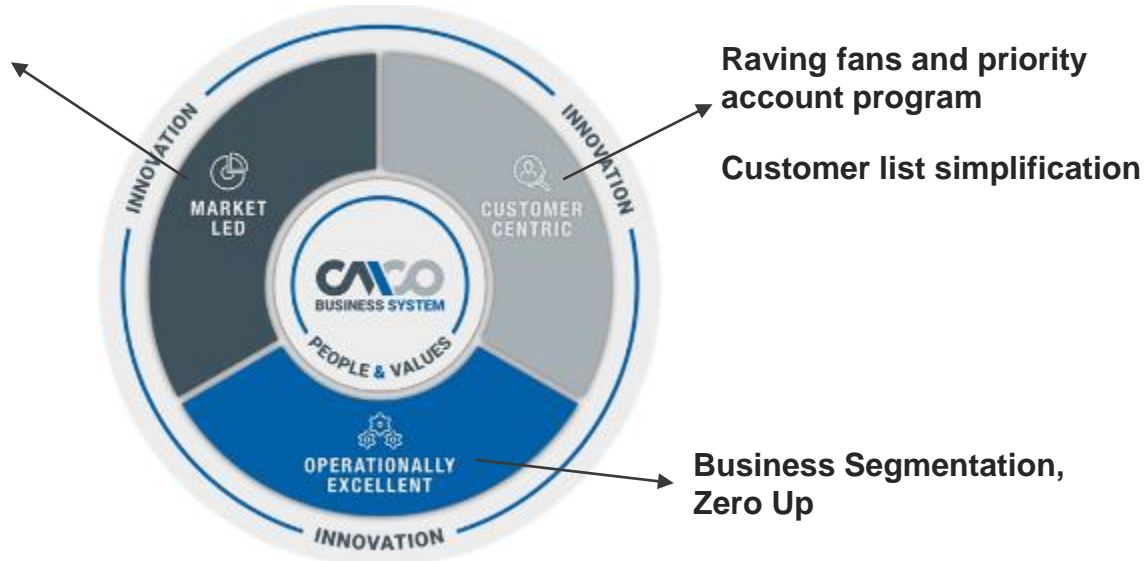


Continue to Drive Margin Expansion

80/20 Critical Business Tool

80/20 Embedded in CMBS

Product Line Simplification



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

Focus Area: Product Line Simplification



Purchased parts
~400,000



Product SKUs
Down to ~40,000
from ~50,000 in 2019

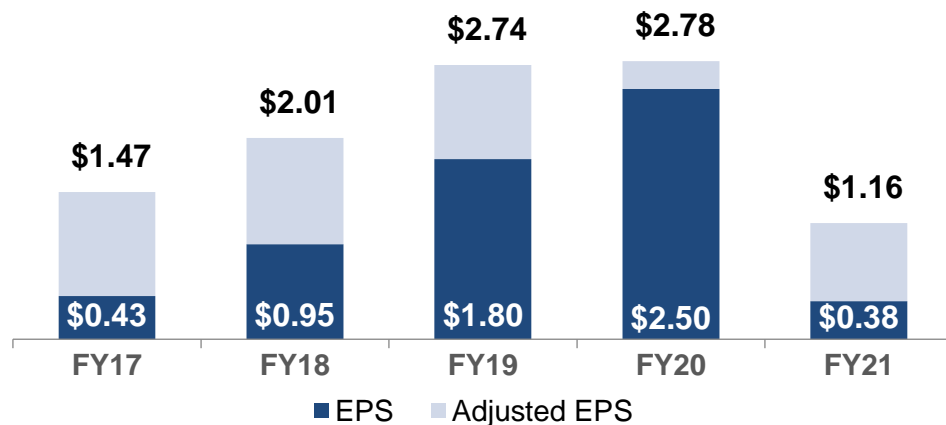
Simplify the Business:
Eliminate bleeders... focus on areas of growth

Created \$40 million of incremental OI beginning in FY19¹... Substantial opportunities still exist



EPS and Adjusted EBITDA

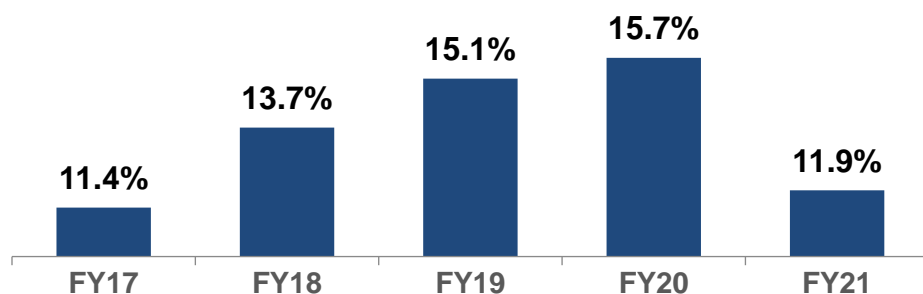
EARNINGS PER SHARE



Solid adjusted EBITDA margin during challenging environment

- Q4 FY2021 Adjusted EBITDA margin of 13.9% down 50 basis points from prior year on 6% lower volume
- Continuing to target 19% Adjusted EBITDA margin post COVID-19 recession
- Expect to achieve target during FY 2023

ADJUSTED EBITDA MARGIN



Strong confidence in strategy evolution to drive profitable growth and realize long-term objectives



Cash Flow

Strong cash generation

(\$ in millions)

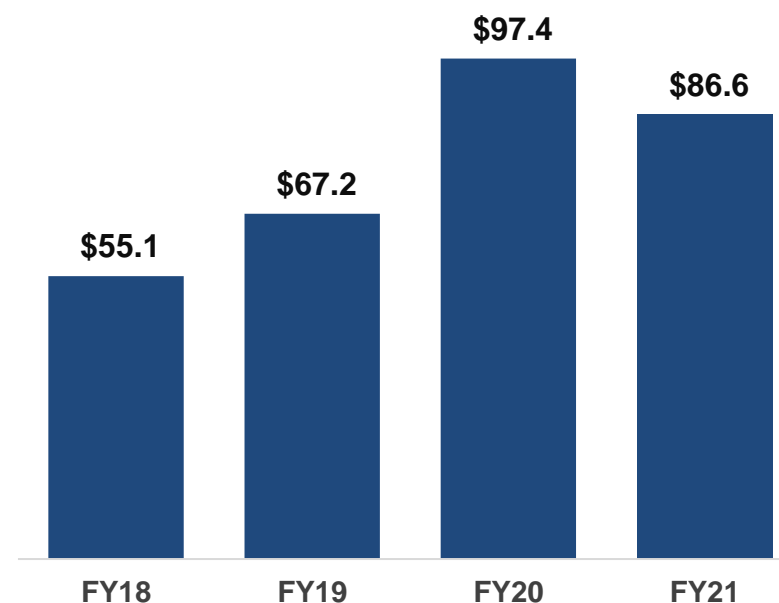
	FY18	FY19	FY20	FY21
	<u>3/31/18</u>	<u>3/31/19</u>	<u>3/31/20</u>	<u>12/31/20</u>
Net cash provided by operating activities	\$69.7	\$79.5	\$106.8	\$98.9
CapEx	(14.5)	(12.3)	(9.4)	(12.3)
Free cash flow (FCF)⁽²⁾	\$55.1	\$67.2	\$97.4	\$86.6

Note: Components may not add to totals due to rounding

- Dorner adds to CMCO's strong cash flow profile
- Expected to enable rapid de-levering of the balance sheet
- FY22 expected CapEx: \$20 to \$25 million⁽¹⁾

Free Cash Flow⁽²⁾

Free cash flow conversion >300% in FY21



Strong free cash flow throughout business cycles



Capital Structure

(\$ in millions)

CAPITALIZATION			
	March 31, 2021	March 31, 2020	Pro forma March 31, 2021
Cash and cash equivalents	\$ 202.1	\$ 114.5	\$ 89.6
Total debt	249.0	251.3	459.2
Total net debt	46.8	136.9	369.6
Shareholders' equity	530.1	463.6	1,013.5
Total capitalization	\$ 779.1	\$ 714.9	\$ 1,472.7
Debt/total capitalization	32.0%	35.2%	31.2%
Net debt/net total capitalization	8.1%	22.8%	26.7%

Successfully financed acquisition with equity and debt

- Initial bridge loan of \$650 million to fund acquisition
- Issued equity to de-lever balance sheet
 - Upsized public offering with net proceeds of ~\$198.7 million
- Refinanced debt with new Term Loan B of \$450 million

Pro forma net leverage ratio of 3.4x⁽¹⁾

At end of April, liquidity was \$155 million

Expect to achieve targeted net leverage ratio of ~2.0x within 2 years

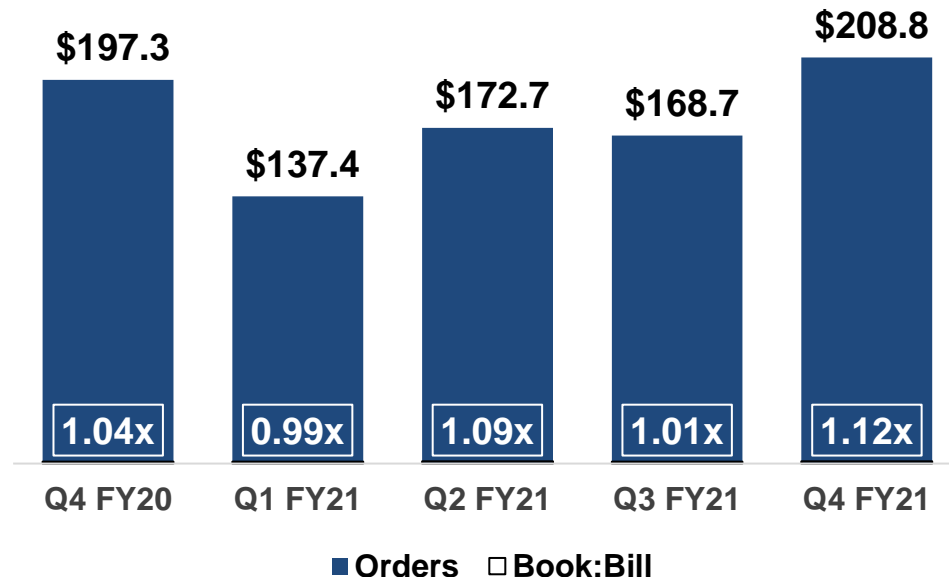
Significant financial strength and liquidity supports pivot to growth



Orders and Backlog

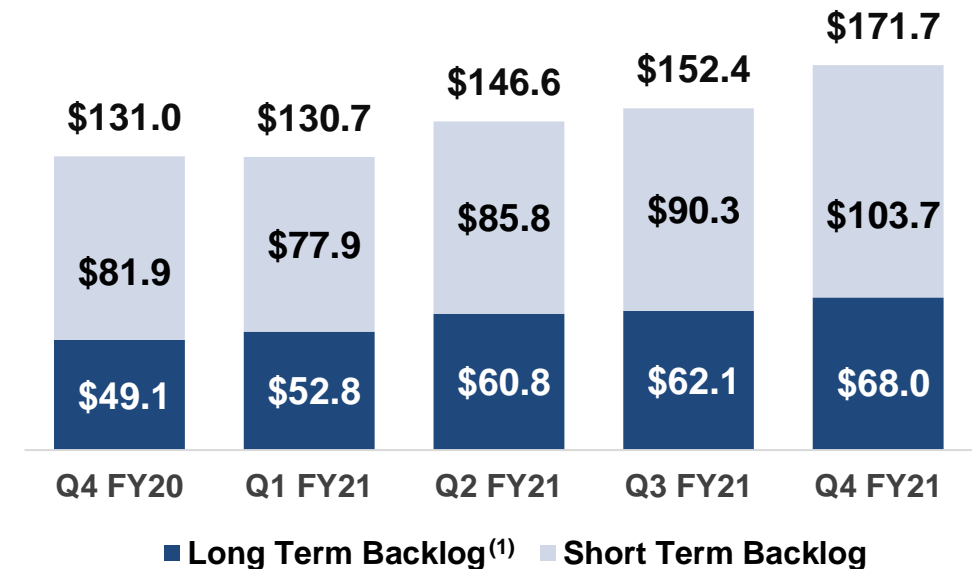
Outstanding orders of \$208.8 million

- 24% sequential and 6% year-over-year increases
- Up 32% in project business and 16% short cycle, sequentially



Backlog of \$171.7 million, up 31%

- Year-over-year increase of total backlog driven by both project and short-cycle businesses
- Backlog at end of April was \$223 million with Dorner



Strong orders and backlog growth sets up FY22



ESG Priorities

Aligning stakeholder priorities and what's critical to CMCO



ENVIRONMENTAL STEWARDSHIP

- CLIMATE CHANGE AND ENERGY MANAGEMENT
- WASTE MANAGEMENT & RECYCLING



SOCIAL RESPONSIBILITY

- EMPLOYEE HEALTH & SAFETY
- TALENT MANAGEMENT
- DIVERSITY, EQUITY & INCLUSION
- PRODUCT QUALITY & INNOVATION
- PURPOSE, MISSION, VALUES
- COMMUNITY ENGAGEMENT
- CUSTOMER INTIMACY



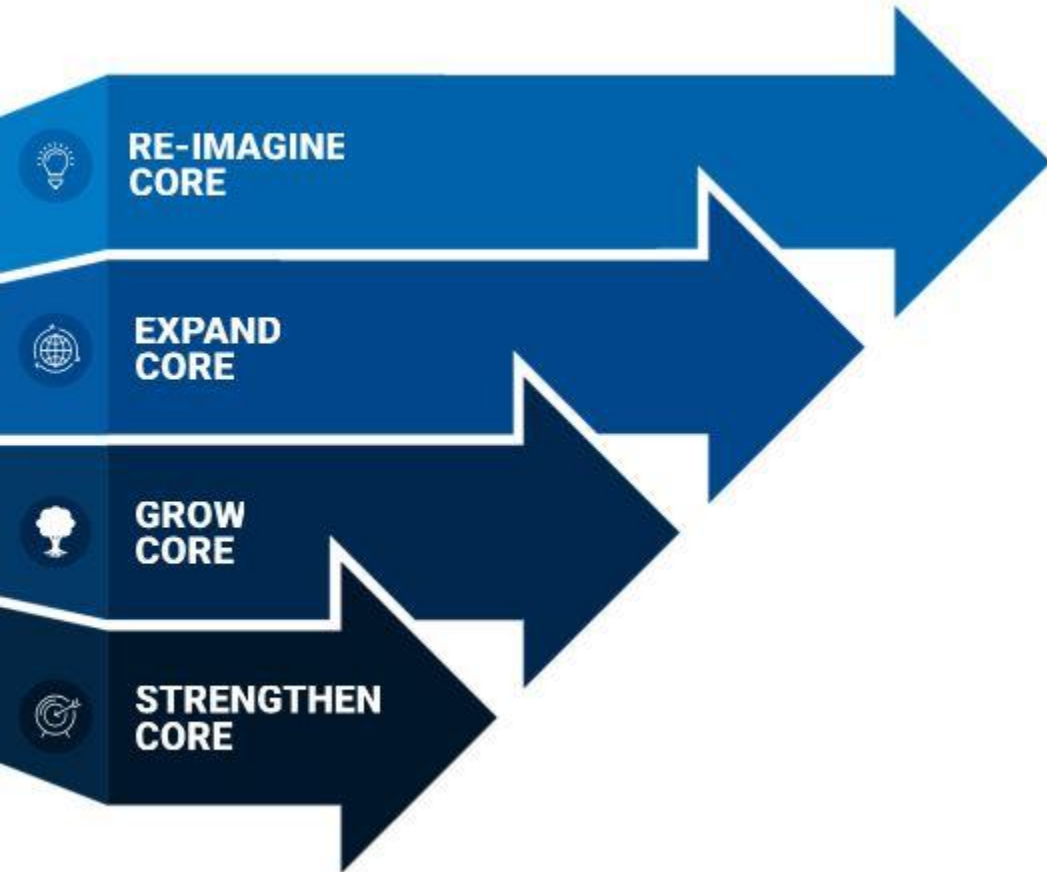
GOVERNANCE & ETHICS

- ETHICS & COMPLIANCE
- ENTERPRISE RISK MANAGEMENT
- BOARD GOVERNANCE

Advancing priorities and issuing initial corporate social responsibility report in early FY2022



Outlook and Perspective



Q1 FY2022 outlook

- Expect Q1 FY22 net sales in range of \$212 million to \$217 million with Dorner

Dorner entering fiscal 2022 with strong backlog

- Strong bookings trend in e-warehousing, life sciences and food processing
- Confident in growth and profit potential

Addressing inflation and supply chain challenges

- Announced additional price increases
- Actively managing suppliers

Driving progress and building momentum

- Focused on organic growth initiatives
- Active and growing M&A pipeline

2.0 Strategy defines growth framework and enables scalability



Key Takeaways

Expanding and Reimagining our Core



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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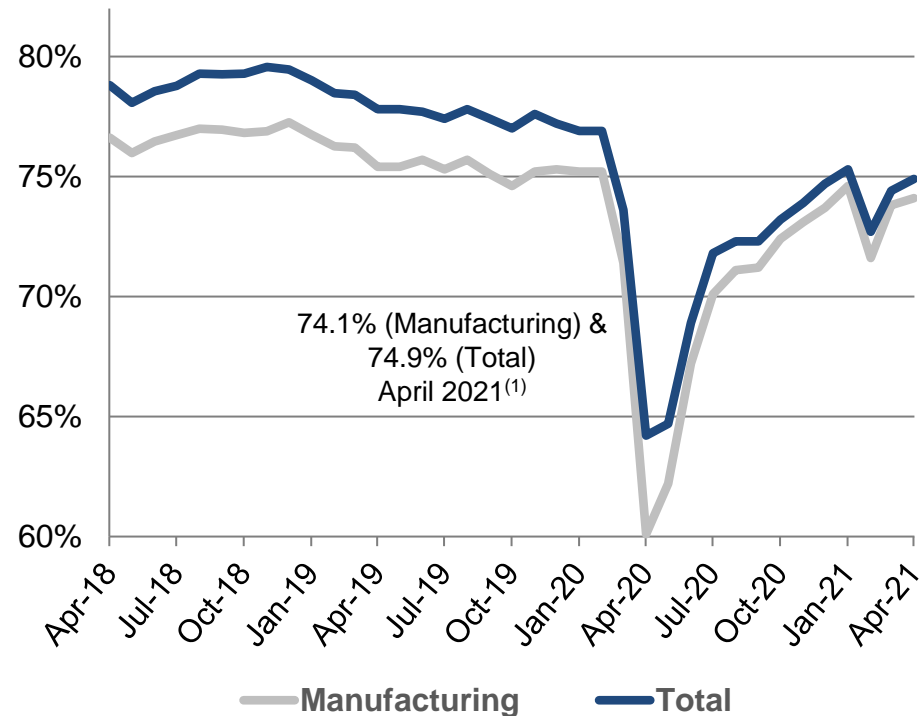


Supplemental Information

Industrial Capacity Utilization

U.S. Capacity Utilization

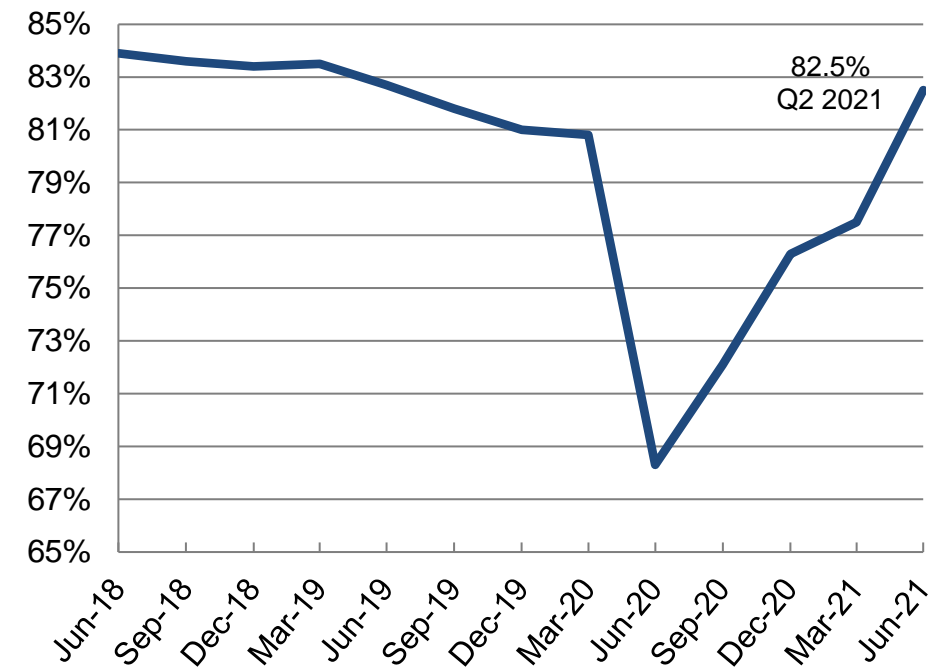
Source: The Federal Reserve Board



⁽¹⁾April 2021 numbers are preliminary

Eurozone Capacity Utilization

Source: European Commission



ISM Production Index

Source: Institute of Supply Chain Management



Adjusted Income from Operations Reconciliation

(\$ in thousands)	Fiscal Year				
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
GAAP income from operations	\$ 23,725	\$ 68,331	\$ 69,442	\$ 89,824	\$ 42,255
Add back (deduct):					
Factory closures	—	—	1,473	4,709	3,778
Business realignment costs	—	—	1,906	2,831	1,470
Insurance recovery legal costs	1,359	2,948	1,282	585	229
Insurance settlement	—	(2,362)	—	(382)	—
Gain on sale of building	—	—	—	—	(2,638)
Loss on sales of businesses	—	—	25,672	176	—
Acquisition deal, integration, and severance costs	8,815	8,763	—	—	3,951
Debt repricing fees	—	619	—	—	—
Magnetek litigation	—	400	—	—	—
Acquisition inventory step-up expense	8,852	—	—	—	—
CEO retirement pay and search costs	3,085	—	—	—	—
Impairment of intangible asset	1,125	—	—	—	—
Canadian pension lump sum settlements	247	—	—	—	—
Adjusted income from operations – Non-GAAP	\$ 47,208	\$ 78,699	\$ 99,775	\$ 97,743	\$ 49,045
Sales	\$ 637,123	\$ 839,419	\$ 876,282	\$ 809,162	\$ 649,642
Operating margin – GAAP	3.7%	8.1%	7.9%	11.1%	6.5%
Adjusted operating margin – Non-GAAP	7.4%	9.4%	11.4%	12.1%	7.5%

Adjusted income from operations is defined as income from operations as reported, adjusted for certain items. Adjusted income from operations 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 income from operations, 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 income from operations to the historical periods' income from operations, as well as facilitates a more meaningful comparison of the Company's income from operations to that of other companies.



Adjusted Net Income Reconciliation

(\$ in thousands, except per share data)	Fiscal Year				
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Net income (loss)	\$ 8,984	\$ 22,065	\$ 42,577	\$ 59,672	\$ 9,106
Add back:					
Non-cash pension settlement expense	—	—	—	—	19,046
Factory closures	—	—	1,473	4,709	3,778
Business realignment costs	—	—	1,906	2,831	1,470
Insurance recovery legal costs	1,359	2,948	1,282	585	229
Insurance settlement	—	(2,362)	—	(382)	—
Gain on sale of building	—	—	—	—	(2,638)
Loss on sales of businesses	—	—	25,672	176	—
Acquisition deal, integration, and severance costs	8,815	8,763	—	—	3,951
Debt refinancing costs	—	619	—	—	—
Magnetek litigation	—	400	—	—	—
Acquisition inventory step-up expense	8,852	—	—	—	—
CEO retirement pay and search costs	3,085	—	—	—	—
Loss on foreign exchange option for acquisition	1,590	—	—	—	—
Loss on extinguishment of debt	1,303	—	—	—	—
Impairment of intangible asset	1,125	—	—	—	—
Canadian pension lump sum settlements	247	—	—	—	—
Normalize tax rate to 22% ⁽¹⁾	(4,626)	14,408	(7,990)	(1,232)	(6,931)
Non-GAAP adjusted net income	\$ 30,734	\$ 46,841	\$ 64,920	\$ 66,359	\$ 28,011
Average diluted shares outstanding	20,888	23,335	23,660	23,855	24,173
Diluted income per share - GAAP	\$0.43	\$0.95	\$1.80	\$2.50	\$0.38
Diluted income per share - Non-GAAP	\$1.47	\$2.01	\$2.74	\$2.78	\$1.16

(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.



Adjusted EBITDA Reconciliation

(\$ in thousands)	Fiscal Year				
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
GAAP net income	\$ 8,984	\$ 22,065	\$ 42,577	\$ 59,672	\$ 9,106
Add back (deduct):					
Income tax expense (benefit)	4,043	27,620	10,321	17,484	970
Interest and debt expense	10,966	19,733	17,144	14,234	12,081
Cost of debt refinancing	1,303	—	—	—	—
Investment (income) loss	(462)	(157)	(727)	(891)	(1,693)
Foreign currency exchange (gain) loss	1,232	1,539	843	(1,514)	941
Other (income) expense, net	(2,341)	(2,469)	(716)	839	20,850
Depreciation and amortization expense	25,162	36,136	32,675	29,126	28,153
Factory closures	—	—	1,473	4,709	3,778
Business realignment costs	—	—	1,906	2,831	1,470
Insurance recovery legal costs	1,359	2,948	1,282	585	229
Insurance settlement	—	(2,362)	—	(382)	—
Gain on sale of building	—	—	—	—	(2,638)
Loss on sales of businesses	—	—	25,672	176	—
Acquisition deal, integration, and severance costs	8,815	8,763	—	—	3,951
Debt repricing fees	—	619	—	—	—
Magnetek litigation	—	400	—	—	—
Acquisition inventory step-up expense	8,852	—	—	—	—
CEO retirement pay and search costs	3,085	—	—	—	—
Impairment of intangible asset	1,125	—	—	—	—
Canadian pension lump sum settlements	247	—	—	—	—
Non-GAAP adjusted EBITDA	\$ 72,370	\$ 114,835	\$ 132,450	\$ 126,869	\$ 77,198
Sales	\$ 637,123	\$ 839,419	\$ 876,282	\$ 809,162	\$ 649,642
Net income margin – GAAP	1.4%	2.6%	4.9%	7.4%	1.4%
Adjusted EBITDA margin – Non-GAAP	11.4%	13.7%	15.1%	15.7%	11.9%

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.

Pro-Forma Adjusted EBITDA Reconciliation

(\$ in thousands)	Trailing twelve months ended 3/31/21		
	Dorner	CMCO	Pro-forma
GAAP net income (loss)	\$ 1,139	\$ 9,106	\$ 10,245
Add back (deduct):			
Income tax expense (benefit)	405	970	1,375
Interest and debt expense	5,650	12,081	17,731
Investment (income) loss	—	(1,693)	(1,693)
Foreign currency exchange (gain) loss	420	941	1,361
Other (income) expense, net	—	20,850	20,850
Depreciation and amortization expense	21,130	28,153	49,283
Factory closures	—	3,778	3,778
Business realignment costs	1,315	1,470	2,785
Insurance recovery legal costs	—	229	229
Gain on sale of building	—	(2,638)	(2,638)
Acquisition deal, integration, and severance costs	362	3,951	4,313
COVID-related costs	386	—	386
Board of directors and sponsor fees	402	—	402
Synergies	—	—	5,000
Non-GAAP adjusted EBITDA	\$ 31,209	\$ 77,198	\$ 113,407
Net sales	\$ 113,765	\$ 649,642	\$ 763,407
Net income (loss) margin – GAAP	1.0%	1.4%	1.3%
Adjusted EBITDA margin – Non-GAAP	27.4%	11.9%	14.9%

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. Adjusted EBITDA margin is computed by dividing Adjusted EBITDA for the relevant period by net sales for the same corresponding period.

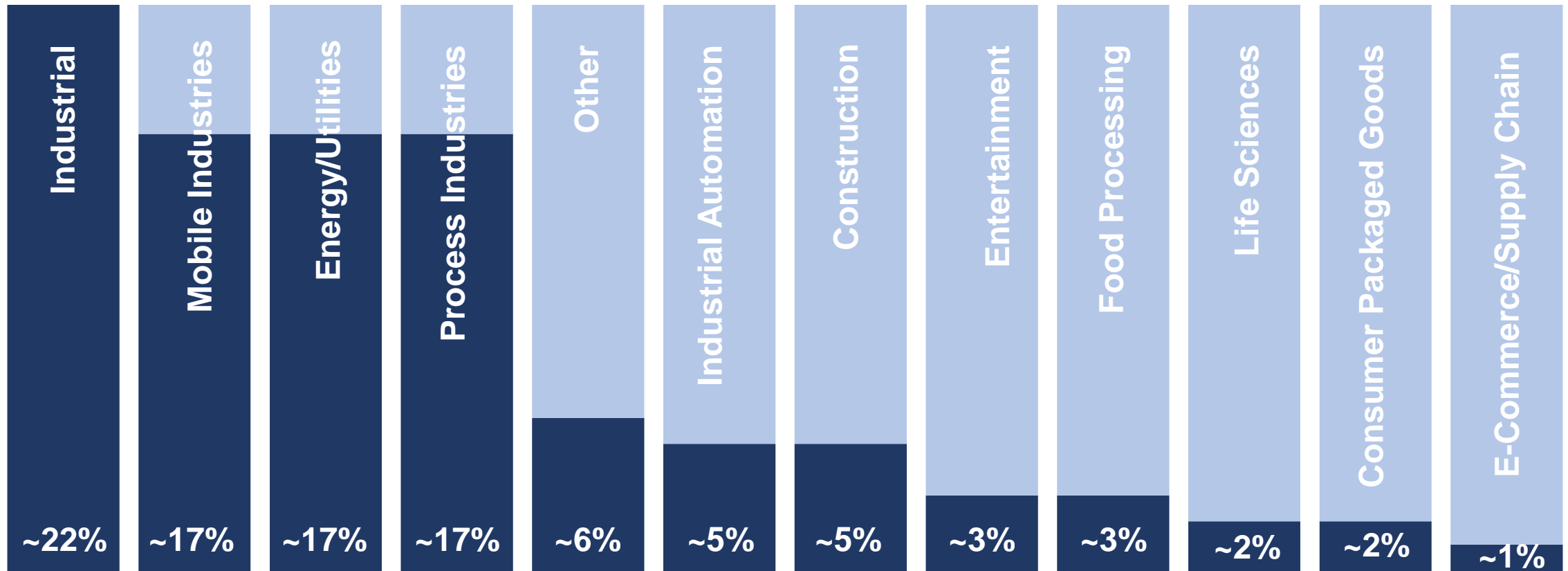
The Company is unable to present a quantitative reconciliation of Dorner non-GAAP Adjusted EBITDA margin for periods prior to 2019 to their most directly comparable forward-looking GAAP financial measures because such information is not available, and management cannot reliably assess the necessary components of such GAAP measures without unreasonable effort or expense. In addition, the Company believes that such reconciliations would imply a degree of precision that would be confusing or misleading to investors.



Transaction Overview

PURCHASE PRICE	\$485 million plus cash minus debt with working capital adjustment
TRANSACTION COSTS	Approximately \$11 million excluding financing fees (majority at close)
COST SYNERGIES	Approximately \$5 million in annual cost synergies by end of FY 2023
ONE-TIME COSTS	Approximately \$4 million over two years
EPS ACCRETION	Expected to be \$0.05 to \$0.10 per share accretive in FY 2022 <i>(subject to final purchase accounting)</i>
FINANCING	Issued equity to de-lever balance sheet with upsized public offering and net proceeds of ~\$198.7 million; refinanced debt with new Term Loan B of \$450 million
TRANSACTION CLOSE	Closed on April 7, 2021

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