D.A. Davidson Diversified Industrials & Services Conference

September 23, 2021

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Safe Harbor Statement

These slides, and the accompanying oral discussion (together, this "presentation"), contain "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995. Such statements include, but are not limited to, statements concerning: future sales, earnings and plans; the success of the integration of Dorner Mfg. Corp. ("Dorner") into Columbus McKinnon Corporation (the "Company", "Columbus McKinnon", "CMCO" or "our") to achieve cost and revenue synergies and the amount of such synergies and integration costs; the ability of the Company to achieve market success and earnings per share accretion expectations; the ability of the Company to achieve its Blueprint for Growth 2.0 strategy, involve known and unknown risks, and are based upon current information and expectations. Actual results may differ materially from those anticipated if the information on which those estimates were based ultimately proves to be incorrect or as a result of certain risks and uncertainties that could cause our actual results to differ materially from the results expressed or implied by such statements, including the integration of Dorner into the Company to achieve cost and revenue synergies, the ability of the Company and Dorner to achieve revenue expectations, global economic and business conditions including the impact of COVID-19, conditions affecting the industries served by us and our subsidiaries, conditions affecting our customers and suppliers, competitor responses to our products and services, the overall market acceptance of such products and services, facility consolidations and other restructurings, the ability to expand into new markets and geographic regions, foreign currency fluctuations, the integration of acquisitions, including the acquisition of Dorner, and other factors disclosed in our periodic reports filed with the Securities and Exchange Commission. Consequently, such forward-looking statements should be regarded as our current plans, estimates and beliefs. Except as required by applicable law, we do not undertake and specifically decline any obligation to publicly release the results of any revisions to these forward-looking statements that may be made to reflect any future events or circumstances after the date of such statements or to reflect the occurrence of anticipated or unanticipated events.

Non-GAAP Financial Measures

This presentation will discuss some non-GAAP ("adjusted") financial measures which we believe are useful in evaluating our performance. You should not consider the presentation of this additional information in isolation or as a substitute for results compared in accordance with GAAP. The non-GAAP ("adjusted") measures are noted and reconciliations of comparable GAAP with non-GAAP measures can be found in tables included in the Supplemental Information portion of this presentation.

Who We Are: Columbus McKinnon

LEADING WORLDWIDE SUPPLIER OF INTELLIGENT MOTION SOLUTIONS FOR MATERIAL HANDLING			
Market Capitalization	$1.3 billion	Average Volume (3 mo.)	124,500
Recent Price / 52-Week Range	$44.62 / $31.63 - $57.06	Common Shares Outstanding	28.4 million

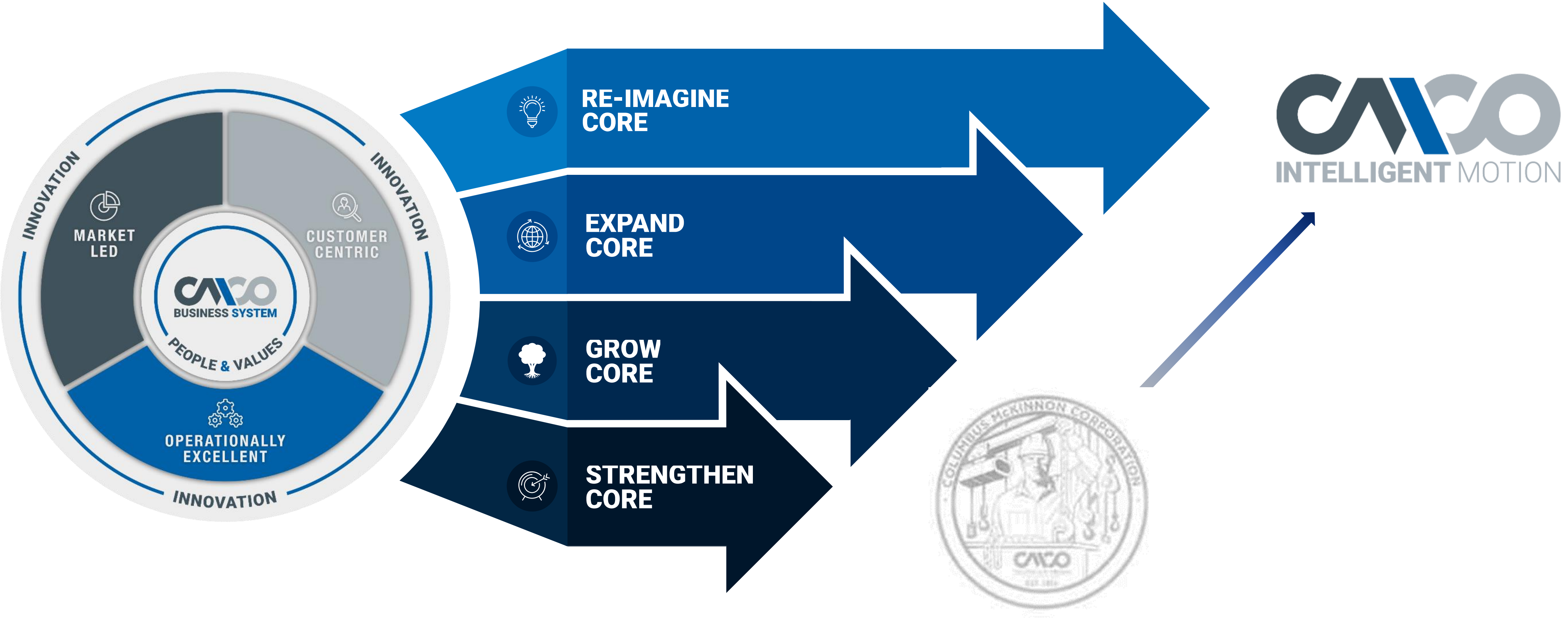
- Intelligent motion solutions for material handling:
  - Hoists and rigging solutions
  - Crane kits
  - Precision conveying solutions
  - Actuators
  - Light rail workstations
  - Digital power and motion control systems
- Highly relevant, professional-grade solutions for solving customers' critical material handling requirements
- #1 U.S. hoist provider and #2 largest global hoist company
- Market leader in North America in precision conveyance

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

Market data as of 9/17/2021 (Source: S&P Capital IQ); Shares outstanding as of 7/26/2021

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

1. People & Values

6. Commercial / Selling
7. Product Development

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

8. Operations
9. Finance
10. Data & Systems

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

CMBS Level 1 to Level 4 Tiers Example

Playbook for Standard Work and Processes

Level 1
Strategic Framework

Level 2
Core Competencies

- Commercial / Selling
- Product Development

Level 3
Key Processes

- Channel Management
- Selling Process
- Aftermarket
- Resource Pipeline

Level 4
Business Tools

- Standard Work
- Policies
- KPI’s
- Quad Analysis
- Strategic Pricing
- “Baby Whale” filter
- “Storybook” process

Framework to Enable Differentiated Performance and Scalability

Our Growth Framework

RE-IMAGINE CORE — Rethink current addressable markets and target further strategic expansion through innovative approaches

EXPAND CORE — Improve vertical market, channel and geographic access

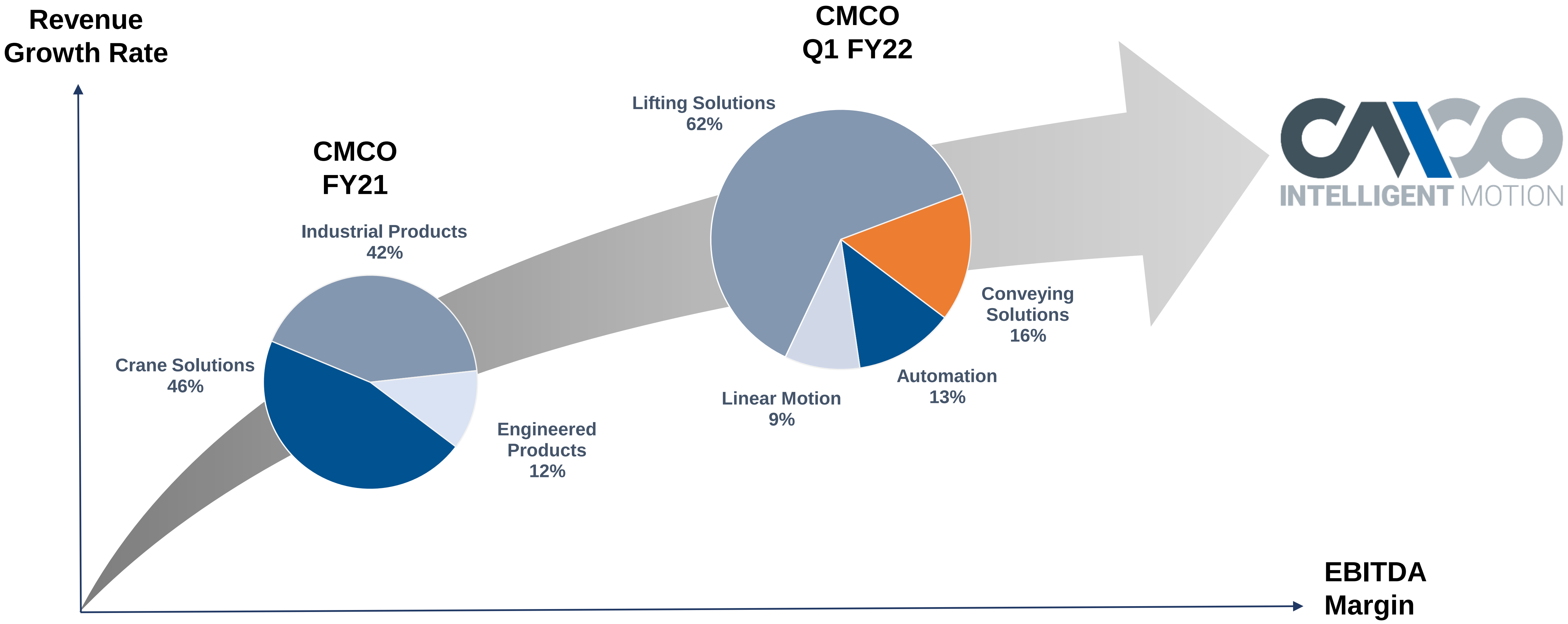
GROW CORE — Take greater marker share through product localization, new product development and advancements in automation

STRENGTHEN CORE — Strengthen competencies and improve overall competitive position

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

Columbus McKinnon Legacy Solutions

Crane Solutions, Industrial Products and Engineered Products

Lifting capacity from 1/8 ton to ~140 tons

Standard Crane and Hoist Products:

#1 U.S. market position in hoists

Reliable, high-quality products

Engineered Crane Solutions:

Large tonnage projects

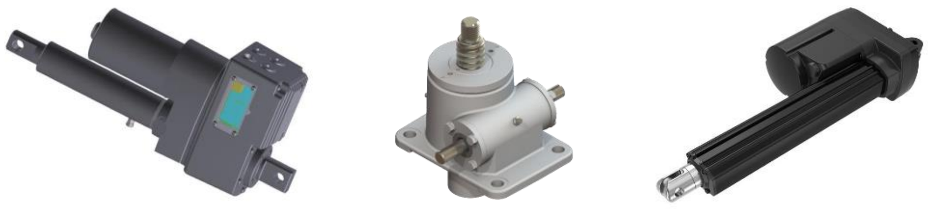
Compass™ configure, price and quote tool

Automation integrated into lifting solutions

Specialty Actuation Products:

Demonstrated leadership and differentiated offering

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



Largest installed base of hoists in North America

Conveying Solutions

Acquired High-Precision Conveying Systems for Attractive Growth Markets

Specialty conveying provides growth platform:

$5B TAM growing at 6% to 8% CAGR

Strong secular growth drivers:

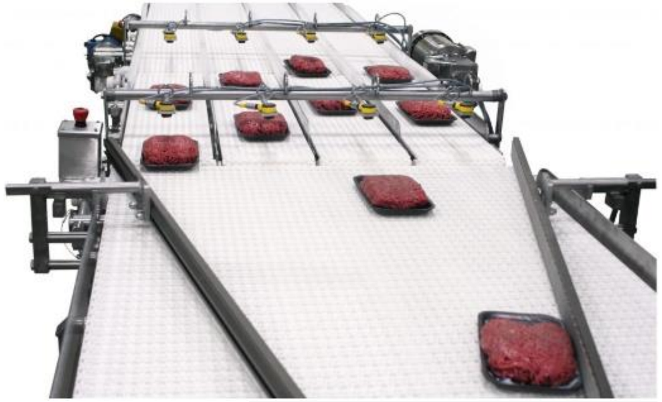
Supply chain automation

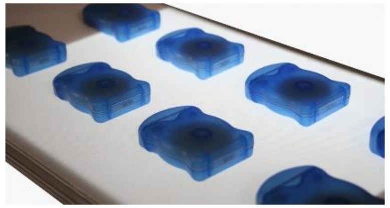
Acceleration of e-commerce adoption

Fragmented market provides target rich acquisition environment

Complementary adjacencies:

Sortation, asynchronous, vibration, etc.





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

Conveying Solutions Provide Higher Growth and Stronger Margins

Dorner acquired on April 7, 2021

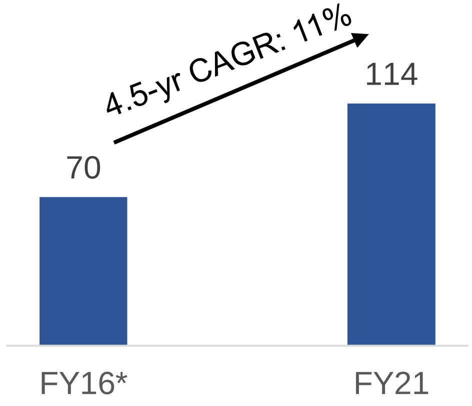
Additional platform of precision conveying solutions to drive greater scale

Provides higher margin profile

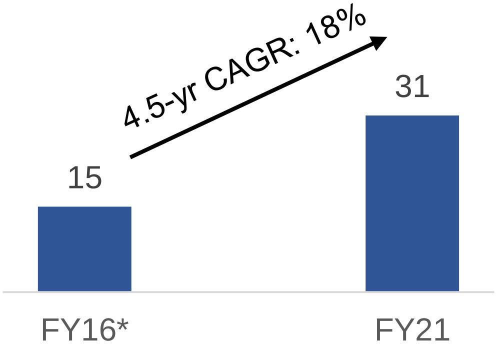
$5 million of annualized cost synergies expected over two years

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

DORNER REVENUE ($M)



DORNER ADJ. EBITDA ($M)



Product & Customer Examples

Flexible Chain

Low Profile

Large Scale

Sanitary

JR AUTOMATION Abbott Nestlé amazon McMASTER-CARR

Leading high-precision conveyor automation platform for growth

**FY16 information is for Dorner prior to being acquired and reflects fiscal year ended September 30, 2016. FY21 is for period ended March 31, 2021. See Supplemental Slides for definition of Adjusted EBITDA and reconciliation from GAAP and other disclaimers regarding non-GAAP information.*

Dorner Acquisition Advances Intelligent Motion Strategy

Innovation and Differentiated Technology Provides Competitive Advantages

Provides a platform to accelerate profitable growth…

New product development → **Replacement cycle** → **High-growth end markets** → **Platform for further M&A** → **Growing installed base**

- ✓ Proven track record of double-digit growth
- ✓ Attractive pipeline of projects
- ✓ 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

*Configure-Price-Quote

Conveying Solutions Expand Reach in Industrial Automation

Creates Multiple Pathways for Future Growth

COLUMBUS McKINNON

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

Secular Growth Markets Provide Strong Tailwinds

New platform adds attractive vertical markets with enduring tailwinds

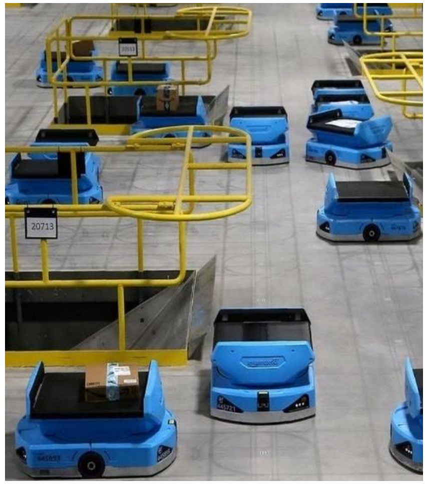
FOOD PROCESSING 2.2% OF SALES*

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

LIFE SCIENCES 2.2% OF SALES*

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

E-COMMERCE 4.6% OF SALES*



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

Strong performance and market share gains within attractive verticals

* *Percentage of total 6/30/21 TTM pro-forma consolidated sales*

Driving Organic Growth with New Products

Delivering Innovation

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

Driving Innovation Through Automation

Intelli-Crane™ Solutions

INTELLI-GUIDE™ SYSTEM	INTELLI-PROTECT™ SYSTEM	INTELLI-LIFT™ AUTO DETECTION	INTELLI-CONNECT™+ MOBILE APP

INTELLI-GUIDE™ SYSTEM


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

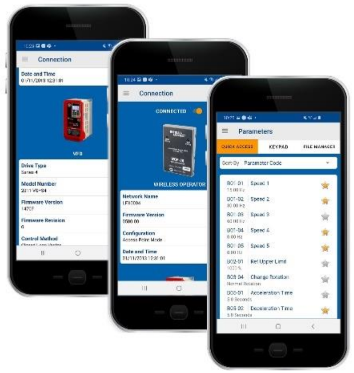
INTELLI-PROTECT™ SYSTEM

- 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

M&A Pipeline
Target Screen
Acquisition Committee Feedback
Outreach
Due Diligence
Decision

Programmatic M&A

September 2015
MAGNETEK
Acquisition of Magnetek, Inc. for ~$182M added automation capabilities

January 2017
STAHL CraneSystems
Acquisition of STAHL CraneSystems from Konecranes for ~$218M strengthens leading global position in lifting solutions

April 2021
DORNER
Acquisition of Dorner for $485M advances Intelligent Motion strategy and creates platform for scalable growth

2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021

December 2018
Tire Shredder
Divestiture of Tire Shredder Business

February 2019
STB Stahlhammer Bommern
Divestiture of Stahlhammer Bommern GmbH to Turbo Investment BV

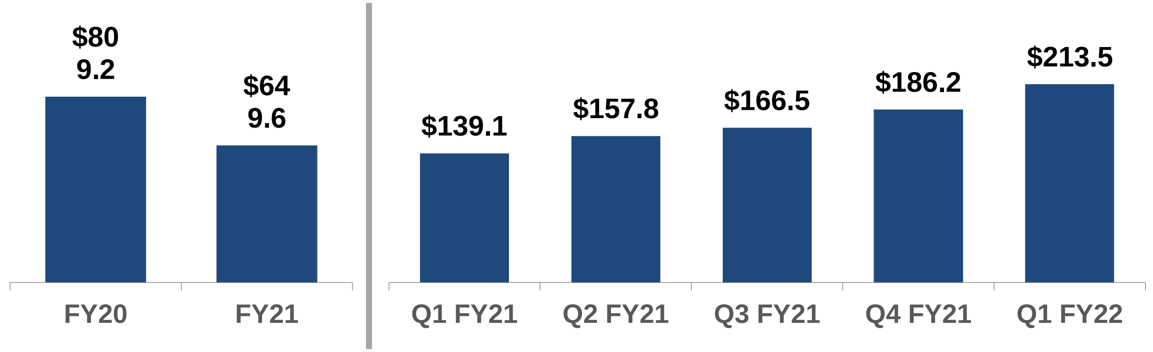
February 2019
CES MATERIAL HANDLING
Divestiture of Crane Equipment and Service, Inc.

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

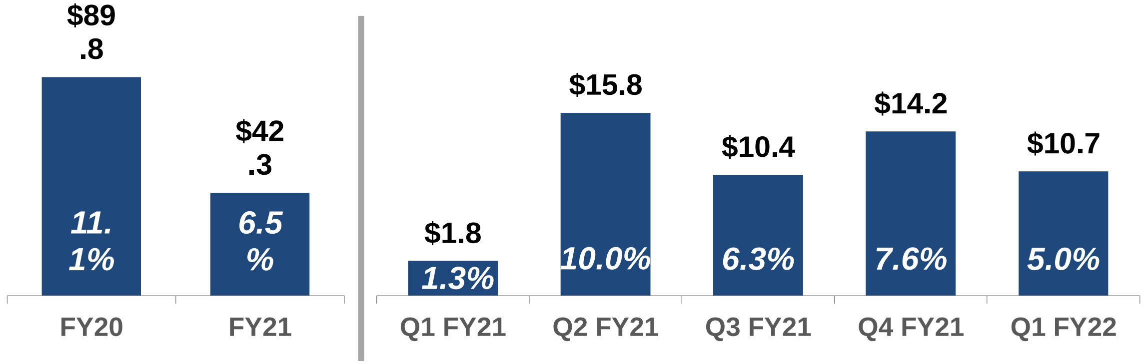
Strong Demand Driving Recovery

($ in millions)

Net Sales



Operating Income & Margin



Strong demand for intelligent motion material handling solutions driving recovery

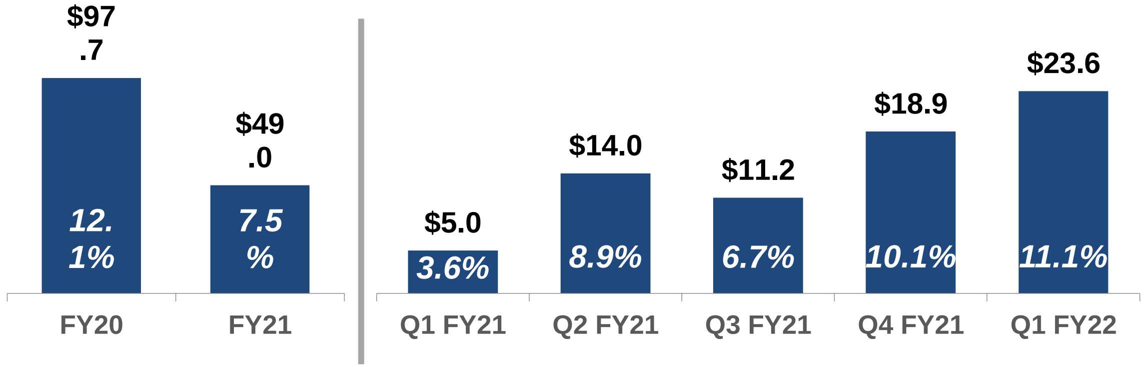
Adjusted operating margin recovered on lower revenue

- Reflects impact of self-help improvements like 80/20 Process

Historic strong operating leverage as capacity utilization increases

Expect Q1 FY22 revenue of $225 million to $230 million[1]

Adjusted Operating Income & Margin



Business strategy driving margin improvement

See Supplemental Slides for definition of Adjusted Income from Operations and reconciliation from GAAP and other disclaimers regarding non-GAAP information.
[1]Guidance provided on July 29, 2021. Equates to ~$794 million of Q2 FY22 TTM revenue at midpoint of guidance.

CMBS to Deliver Margin Expansion

80/20 Critical Business Tool

80/20 Embedded in CMBS

Product Line Simplification

Raving fans and priority account program

Customer list simplification

Business Segmentation, Zero Up

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

Focus Area: Product Line Simplification

Purchased parts
Reduced by 33% to ~270,000

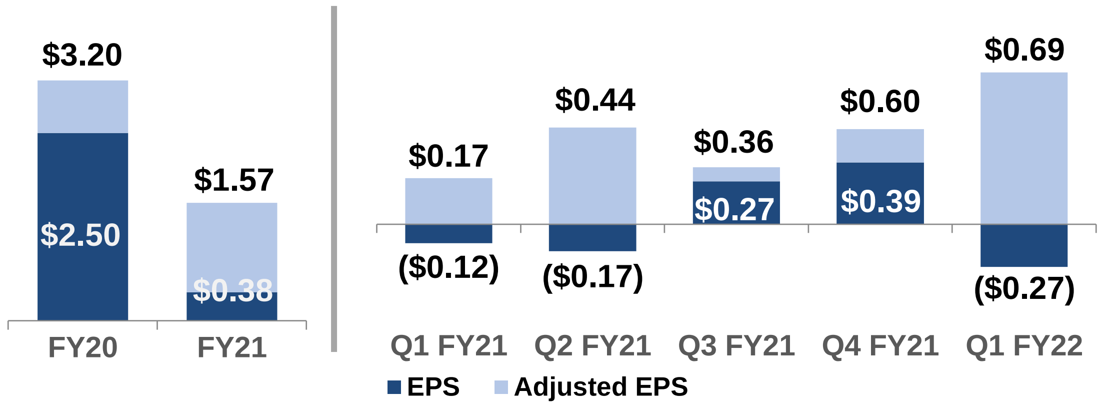
Product SKUs
Down to ~31,000 from ~50,000 in 2019
Goal: 26,000

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

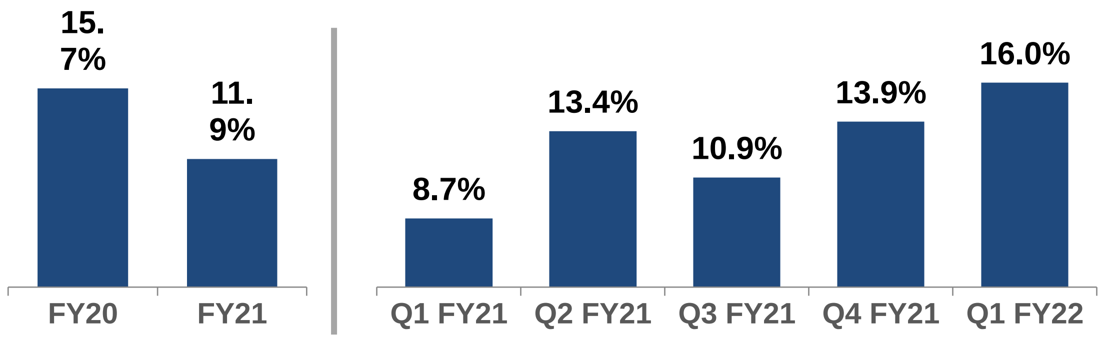
Created more than $41 million of incremental OI beginning in FY19… More opportunities to pursue

Converting Revenue to Earnings

Earnings per Share



Adjusted EBITDA Margin



Solid adjusted EBITDA margin during challenging environment

- 190 basis points contribution from Dorner in Q1 FY22
- Continuing to target 19% Adjusted EBITDA margin
- Expect to achieve target during FY23

Recent guidance:

- Amortization expense of $6.3 million per quarter in FY22 including Dorner
- Q2 FY22 interest expense of $4.7 million[(1)]
- Q2 FY22 diluted shares outstanding: ~29.0 million[(1)]
- FY22 non-GAAP adjusted tax rate: 22%[(1)]

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

See Supplemental Slides for definition of Adjusted earnings per share, Adjusted EBITDA and reconciliation from GAAP and other disclaimers regarding non-GAAP information.
[(1)]Guidance on tax rate, interest expense, and number of diluted shares outstanding provided on July 29, 2021.

Cash Flow

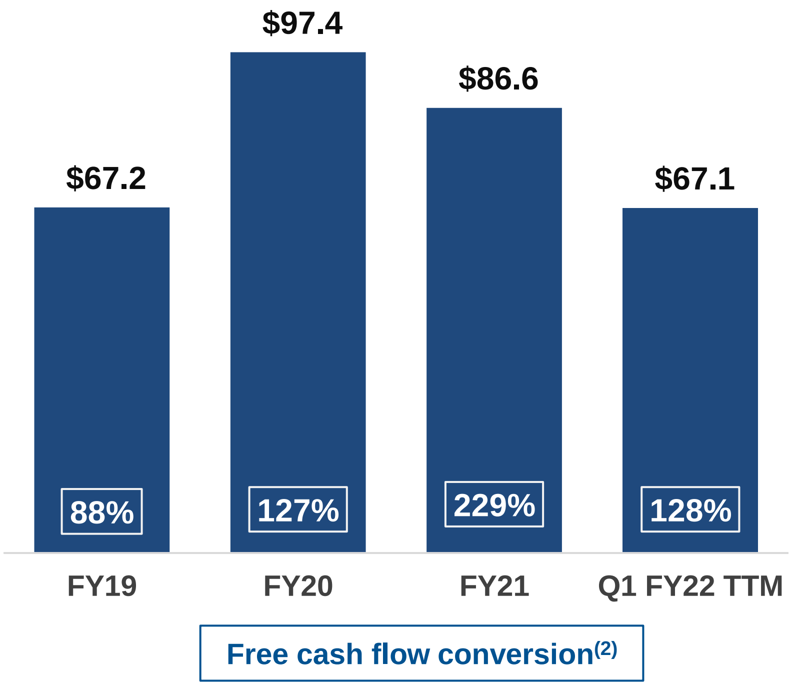
($ in millions)

	Three Months Ended	
	6/30/21	6/30/20
Net cash provided by operating activities	$ (7.4)	$ 9.5
CapEx	(3.6)	(1.1)
Free cash flow (FCF)[2]	**$ (11.0)**	**$ 8.4**

Note: Components may not add to totals due to rounding

- Q1 FY22 cash outflow of $10.9 million for acquisition deal costs related to Dorner acquisition
- Working capital increase of $26.3 million related to higher volumes
- FY22 expected CapEx: $20 to $25 million including Dorner[1]

Free Cash Flow[2]



Expect positive FCF for remainder of FY22

[1] *Capital expenditure guidance provided July 29, 2021.*

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

Capital Structure

($ in millions)

CAPITALIZATION		
	June 30, 2021	**March 31, 2021**
Cash and cash equivalents	$ 88.7	$ 202.1
Total debt	**459.3**	**249.0**
Total net debt	**370.6**	**46.8**
Shareholders' equity	724.5	530.1
Total capitalization	**$ 1,183.7**	**$ 779.1**
Debt/total capitalization	38.8%	32.0%
Net debt/net total capitalization	33.8%	8.1%

Pro-forma net debt leverage ratio of ~3.0x[1]

- Net debt to net total capital: 33.8%

~$170 million of liquidity

Financed Dorner 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

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

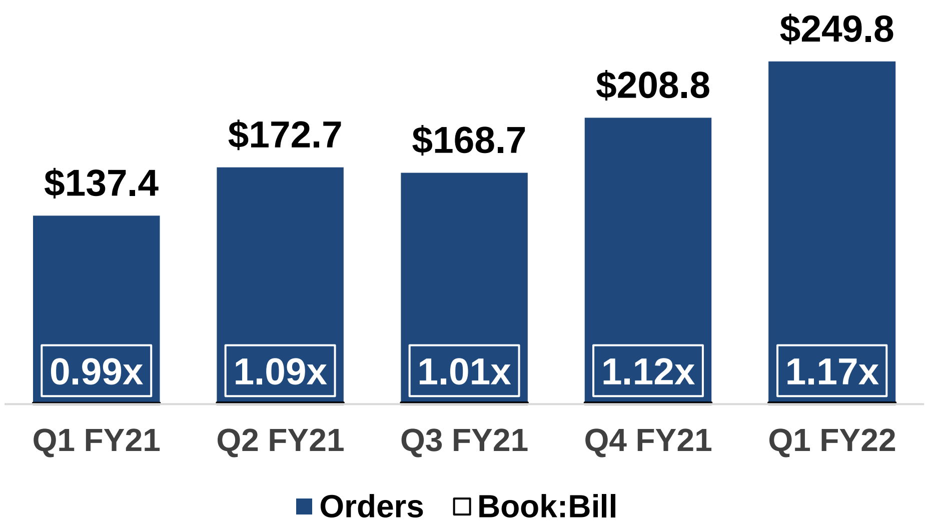
[1] *Pro-forma net debt leverage ratio is defined as Net Debt / TTM Adjusted EBITDA including Dorner*

Orders and Backlog

($ in millions)

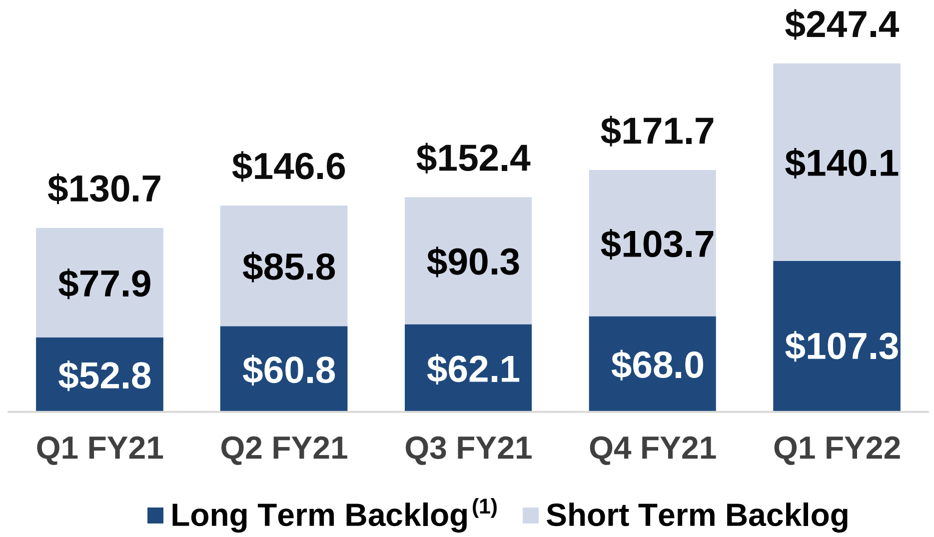
Record orders of $249.8 million

- 20% sequential and 82% year-over-year increases
- Sequential increase driven by short cycle business and Dorner
- 2.4% sequential organic growth vs. typical Q4 to Q1 declining trend



Record backlog of $247.4 million

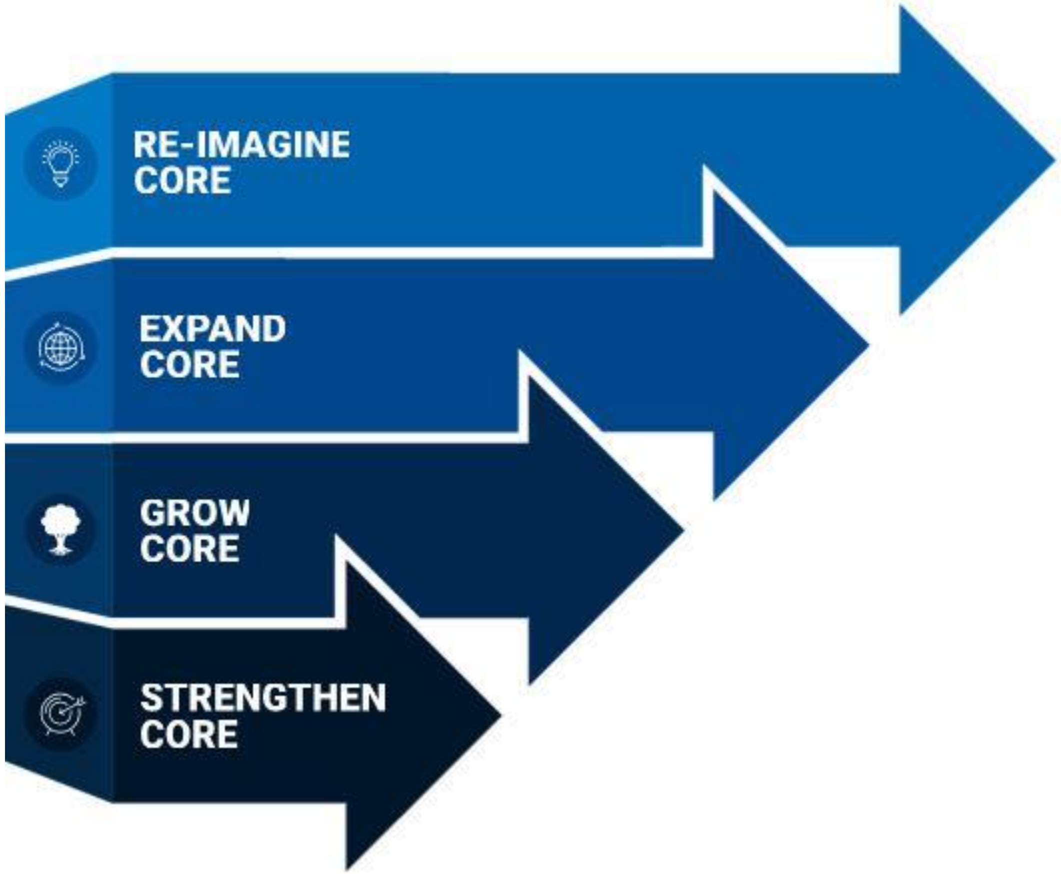
- Up 23% in short-cycle business and 19% project, sequentially
- Dorner added $40.5 million to backlog as of June 30th



Record orders and backlog provide momentum for FY22

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

Q2 FY22 Outlook and Perspective



Q2 FY2022 outlook

- Expect Q2 FY22 net sales in range of $225 million to $230 million[1]

Strong order and backlog levels drive growth

- Positive trends across all industries with encouraging trends in heavy industry and offshore oil & gas
- Entertainment coming back to life
- E-commerce and life sciences remain robust

Navigating supply chain and staffing challenges

Driving progress and building momentum

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

Excited about positive momentum and long-term potential for value creation

[1] *Revenue guidance provided July 29, 2021*

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

Launched Inaugural CSR Report

Environmental Stewardship
Climate Change & Energy Management
Waste Management & Recycling

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

Governance & Ethics
Ethics & Compliance
Enterprise Risk Management
Board Governance

Strategic Initiatives

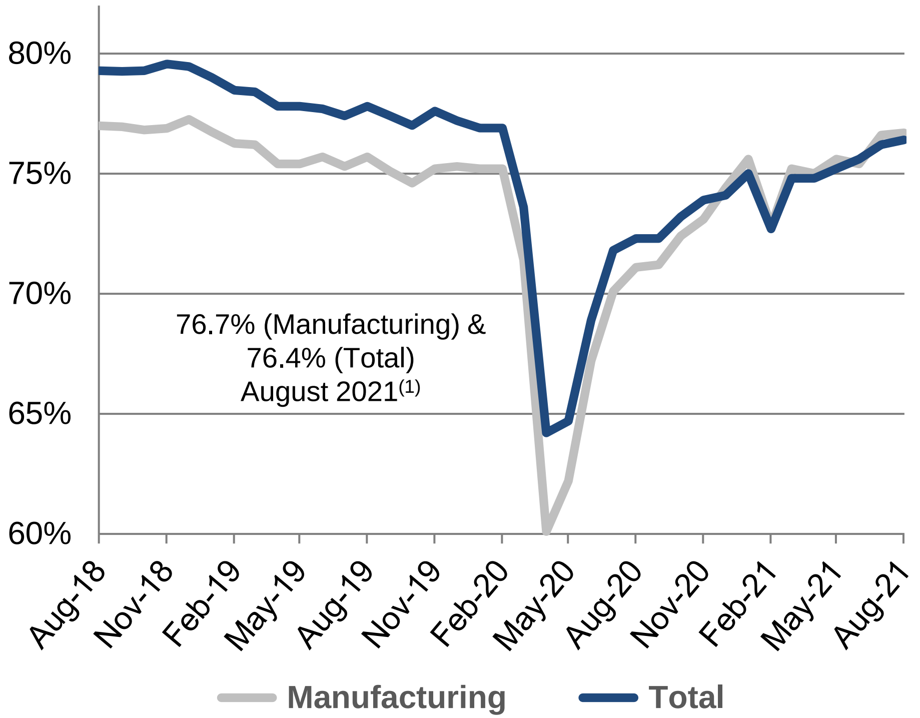
- Five-year plan – based on baselines, gap analysis & target setting
- Tightly aligned with business strategy
- Prioritized by impact, risk assessment and opportunity for value
- Metrics and goals embedded in business functions

Advancing ESG priorities aligned with materiality assessment

Industrial Capacity Utilization

U.S. Capacity Utilization

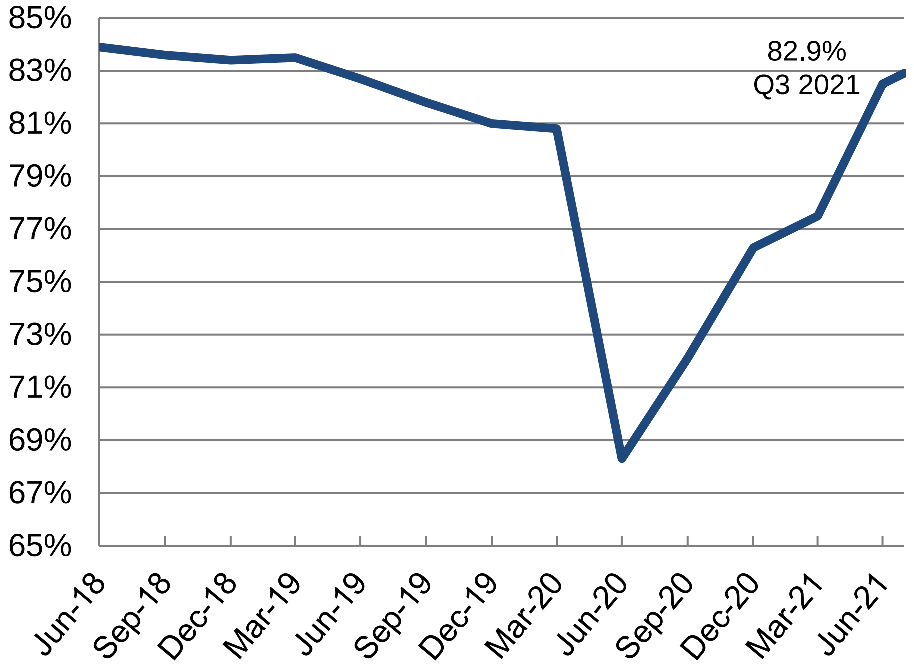
Source: The Federal Reserve Board



(1)*August 2021 numbers are preliminary*

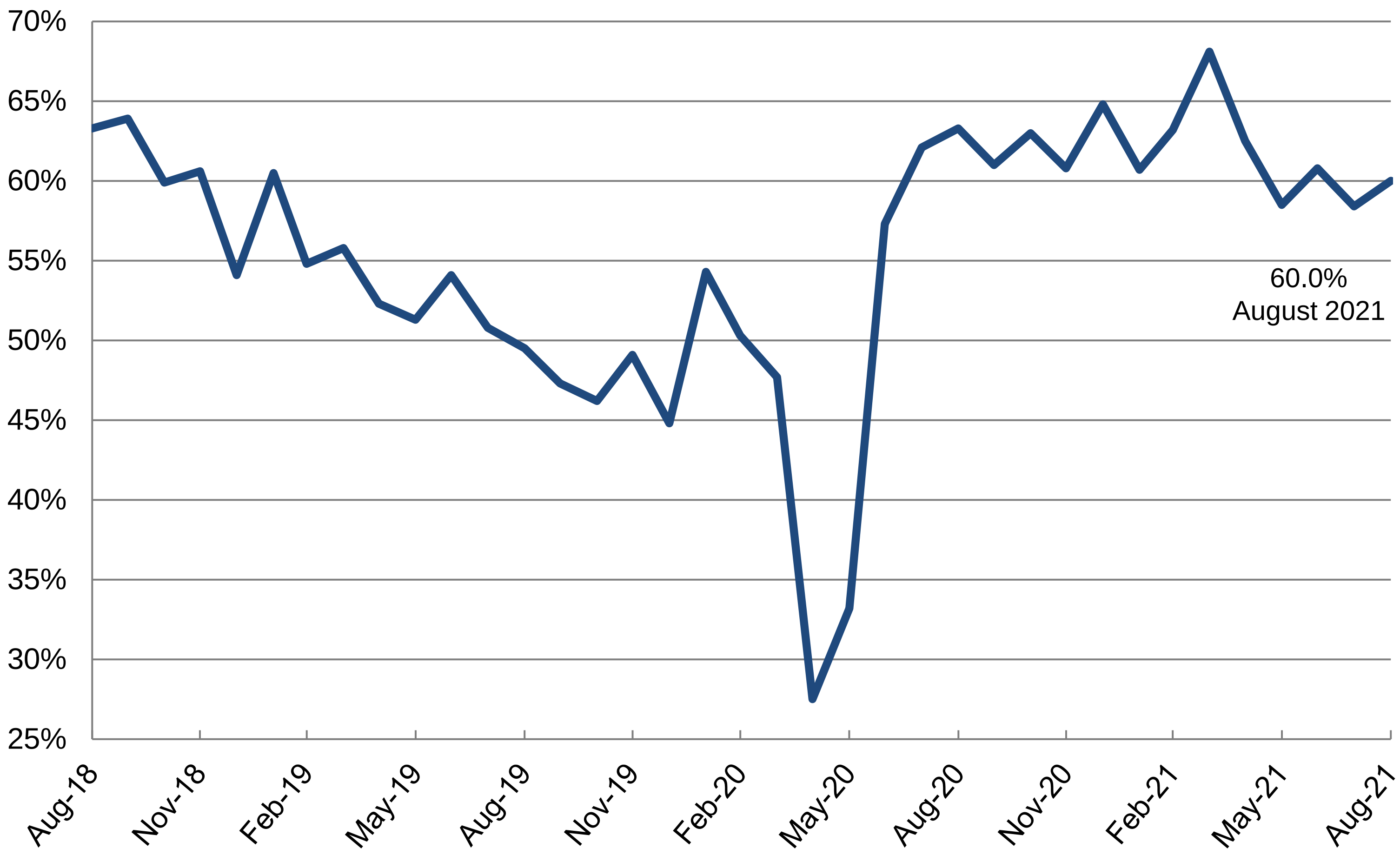
Eurozone Capacity Utilization

Source: European Commission



ISM Production Index

Source: Institute of Supply Chain Management



Adjusted Income from Operations Reconciliation

($ in thousands)	Year		Quarter				
	FY 2020	FY 2021	Q1 FY21	Q2 FY21	Q3 FY21	Q4 FY21	Q1 FY22
GAAP income from operations	$ 89,824	$ 42,255	$ 1,789	$ 15,820	$ 10,447	$ 14,199	$ 10,746
Add back (deduct):							
Factory closures	4,709	3,778	2,256	747	469	306	—
Business realignment costs	2,831	1,470	821	—	237	412	623
Insurance recovery legal costs	585	229	141	88	—	—	—
Insurance settlement	(382)	—	—	—	—	—	—
Gain on sale of building	—	(2,638)	—	(2,638)	—	—	—
Loss on sales of businesses	176	—	—	—	—	—	—
Acquisition deal, integration, and severance costs	—	3,951	—	—	—	3,951	9,242
Debt repricing fees	—	—	—	—	—	—	—
Magnetek litigation	—	—	—	—	—	—	—
Acquisition inventory step-up expense	—	—	—	—	—	—	2,981
Adjusted income from operations – Non-GAAP	$ 97,743	$ 49,045	$ 5,007	$ 14,017	$ 11,153	$ 18,868	$ 23,592
Sales	$ 809,162	$ 649,642	139,070	157,790	166,547	186,235	213,464
Operating margin – GAAP	11.1%	6.5%	1.3%	10.0%	6.3%	7.6%	5.0%
Adjusted operating margin – Non-GAAP	12.1%	7.5%	3.6%	8.9%	6.7%	10.1%	11.1%

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)	Year			Quarter				
	FY 2020	FY 2021	TTM Q1FY22	Q1 FY21	Q2 FY21	Q3 FY21	Q4 FY21	Q1 FY22
Net income (loss)	$ 59,672	$ 9,106	$ 4,812	$ (2,969)	$ (4,104)	$ 6,594	$ 9,585	$ (7,263)
Add back:								
Amortization of intangibles	12,942	12,623	15,617	3,115	3,192	3,142	3,174	6,109
Cost of debt refinancing	—	—	14,803	—	—	—	—	14,803
Non-cash pension settlement expense	—	19,046	16,324	2,722	16,324	—	—	—
Factory closures	4,709	3,778	1,522	2,256	747	469	306	—
Business realignment costs	2,831	1,470	1,272	821	—	237	412	623
Insurance recovery legal costs	585	229	88	141	88	—	—	—
Insurance settlement	(382)	—	—	—	—	—	—	—
Gain on sale of building	—	(2,638)	(2,638)	—	(2,638)	—	—	—
Loss on sales of businesses	176	—	—	—	—	—	—	—
Acquisition deal, integration, and severance costs	—	3,951	13,193	—	—	—	3,951	9,242
Debt refinancing fees	—	—	—	—	—	—	—	—
Magnetek litigation	—	—	—	—	—	—	—	—
Acquisition inventory step-up expense	—	—	2,981	—	—	—	—	2,981
Normalize tax rate to 22%[(1)]	(4,080)	(9,708)	(15,410)	(2,090)	(3,029)	(1,817)	(2,772)	(7,792)
Non-GAAP adjusted net income	$ 76,453	$ 37,857	$ 52,564	$ 3,996	$ 10,580	$ 8,625	$ 14,656	$ 18,703
Average diluted shares outstanding	23,855	24,173	24,967	23,922	24,123	24,201	24,384	27,159
Diluted income (loss) per share – GAAP	$2.50	$0.38	$0.19	$(0.12)	$(0.17)	$0.27	$0.39	$(0.27)
Diluted income per share - Non-GAAP	$3.20	$1.57	$2.11	$0.17	$0.44	$0.36	$0.60	$0.69

(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)	Year		Quarter				
	FY 2020	**FY 2021**	**Q1 FY21**	**Q2 FY21**	**Q3 FY21**	**Q4 FY21**	**Q1 FY22**
GAAP net income (loss)	$ 59,672	$ 9,106	$ (2,969)	$ (4,104)	$ 6,594	$ 9,585	$ (7,263)
Add back (deduct):							
Income tax expense (benefit)	17,484	970	(963)	(45)	616	1,362	(2,517)
Interest and debt expense	14,234	12,081	3,188	3,018	2,986	2,889	5,812
Investment (income) loss	(891)	(1,693)	(577)	(357)	(495)	(264)	(433)
Foreign currency exchange (gain) loss	(1,514)	941	84	397	602	(142)	94
Other (income) expense, net	839	20,850	3,026	16,911	144	769	250
Depreciation and amortization expense	29,126	28,153	7,081	7,129	6,993	6,950	10,467
Cost of debt refinancing	—	—	—	—	—	—	14,803
Acquisition deal and integration costs	—	3,951	—	—	—	3,951	9,242
Acquisition inventory step-up expense	—	—	—	—	—	—	2,981
Factory closures	4,709	3,778	2,256	747	469	306	—
Business realignment costs	2,831	1,470	821	—	237	412	623
Insurance recovery legal costs	585	229	141	88	—	—	
Loss on sales of businesses	176	—	—	—	—	—	—
Insurance settlement	(382)	—	—	—	—	—	—
Gain on sale of building	—	(2,638)	—	(2,638)	—	—	—
Non-GAAP adjusted EBITDA	$ 126,869	$ 77,198	$ 12,088	$ 21,146	$ 18,146	$ 25,818	$ 34,059
Sales	$ 809,162	$ 649,642	$ 139,070	$ 157,790	$ 166,547	$ 186,235	$ 213,464
Net income (loss) margin – GAAP	7.4%	1.4%	(2.1)%	(2.6)%	4.0%	5.1%	(3.4)%
Adjusted EBITDA margin – Non-GAAP	15.7%	11.9%	8.7%	13.4%	10.9%	13.9%	16.0%

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.

Free Cash Flow & Free Cash Flow Conversion Reconciliation

($ in thousands, except per share data)	Fiscal Year			
	FY 2019	**FY 2020**	**FY 2021**	**TTM Q1 FY 2022**
Cash from operations	$ 79,499	$ 106,795	$ 98,890	$ 81,978
Capital expenditures	(12,288)	(9,432)	(12,300)	(14,860)
Free cash flow (FCF)	$ 67,211	$ 97,363	$ 86,590	$ 67,118
Non-GAAP adjusted net income*	76,542	76,453	37,857	52,564
Free cash flow conversion	88%	127%	229%	128%

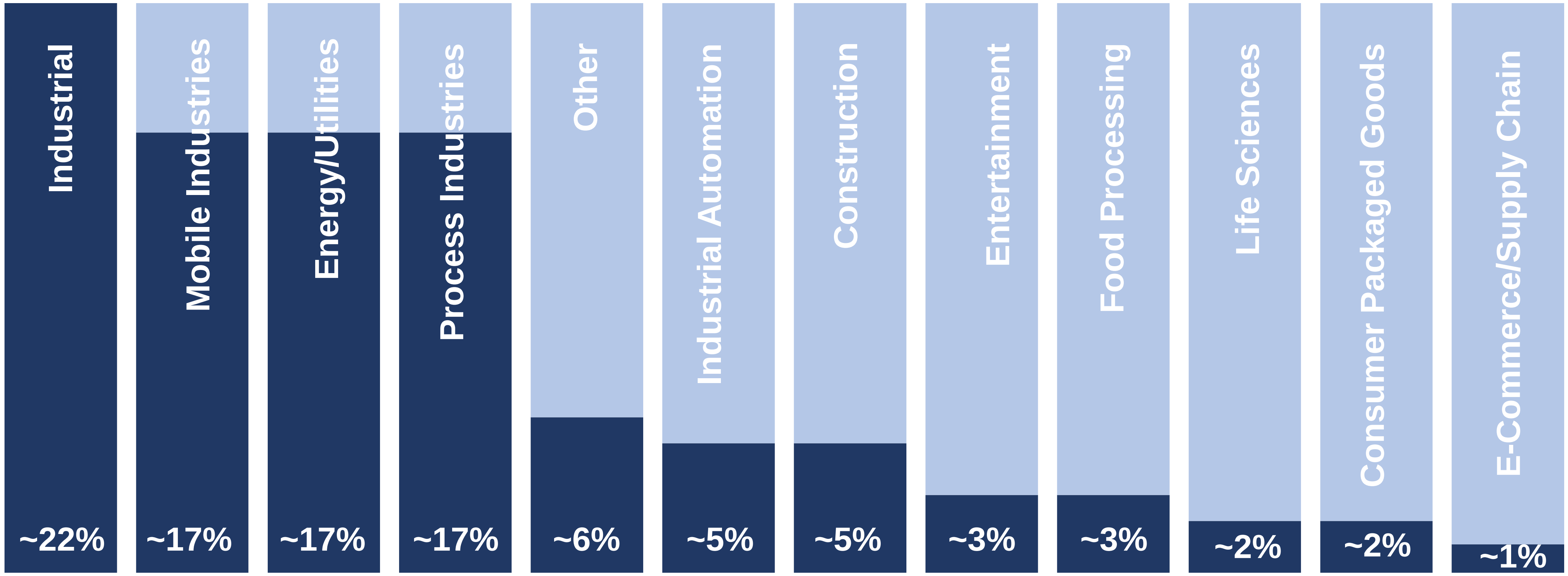
*See slide 31 for reconciliation of non-GAAP adjusted net income to GAAP net income

Free cash flow is defined as cash from operations minus capital expenditures. Free cash flow conversion is defined as free cash flow divided by adjusted net income including amortization. Free cash flow and free cash flow conversion are not measures determined in accordance with generally accepted accounting principles in the United States, commonly known as GAAP, and may not be comparable with the measures as used by other companies. Nevertheless, Columbus McKinnon believes that providing non-GAAP information, such as free cash flow and free cash flow conversion, is important for investors and other readers of the Company's financial statements and assists in understanding the comparison of the current quarter's and current year's cash flow to the historical periods' cash flow, as well as facilitates a more meaningful comparison of the Company's cash flow to that of other companies.

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 *(subject to final purchase accounting)*
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

Attractive and Diverse End Markets

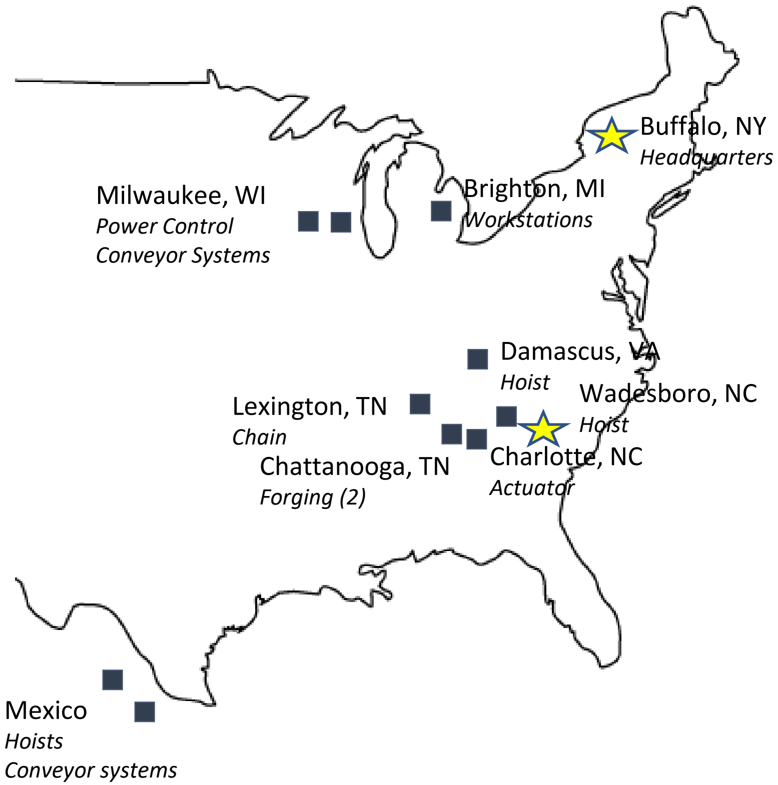


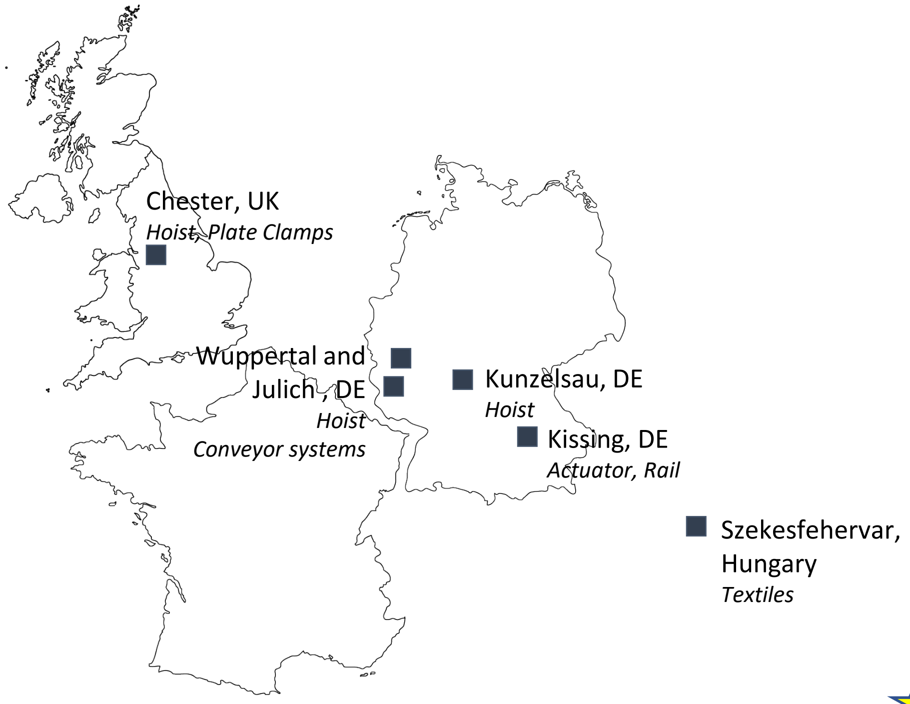
Enduring tailwinds gained with new markets for conveying solutions

Pro forma company estimates including Dorner.

Global Enterprise

Americas	EMEA	APAC
~64% of Revenue	~30% of Revenue	~6% of Revenue





★ **Corporate Offices**

■ **Production Locations**

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

**Pro forma including Dorner for TTM 6/30/2021*