

Baird 2024 Global Industrial Conference

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COLUMBUS McKINNON CORPORATION



November 14, 2024

Safe Harbor Statement



These slides, and the accompanying oral discussion (together, this “presentation”), contains “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. 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. All statements other than statements of historical facts contained in this document, including, but are not limited to, statements relating to: (i) our strategy, outlook and growth prospects and our full year and second quarter fiscal 2025 guidance; (ii) our operational and financial targets and capital distribution policy; (iii) general economic trend and trends in the industry and markets; (iv) the amount of debt to be paid down by the Company during fiscal 2025; and (v) the competitive environment in which we operate, are forward looking statements. 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, the 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, 2024 as well as in our other filings with the Securities and Exchange Commission, which are available on its website at www.sec.gov. Given these uncertainties, you should not place undue reliance on these forward-looking statements. Forward-looking statements speak only as of the date they are made. Columbus McKinnon undertakes no duty to update publicly any such forward-looking statement, whether as a result of new information, future events or otherwise, except as may be required by applicable law, regulation or other competent legal authority.

Non-GAAP Financial Measures and Forward-looking Non-GAAP 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 prepared in accordance with GAAP. The non-GAAP 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.

Use of Forward-looking Non-GAAP Financial Metrics

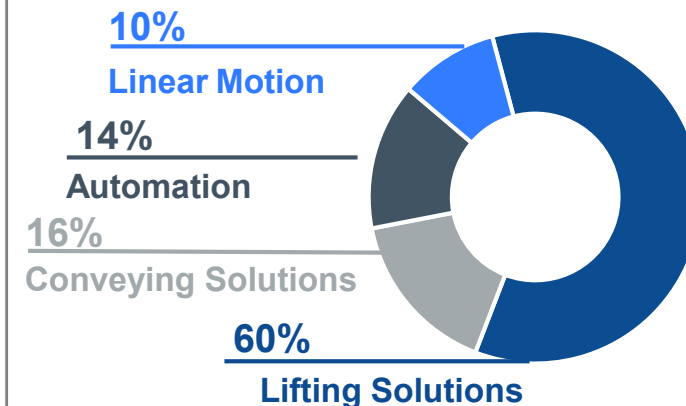
This presentation presents forward-looking statements regarding non-GAAP Adjusted EBITDA margin. The Company is unable to present a quantitative reconciliation of these forward-looking non-GAAP financial measures to their most directly comparable forward-looking GAAP financial measures because such information is not available, and management cannot reliably predict 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. The unavailable information could have a significant impact on the Company’s financial results. These non-GAAP financial measures are preliminary estimates and are subject to risks and uncertainties, including, among others, changes in connection with post-closing adjustments and the factors described above. Any variation between the Company’s actual results and preliminary financial data described in this presentation may be material.

Global Leader in Intelligent Motion Solutions for Material Handling

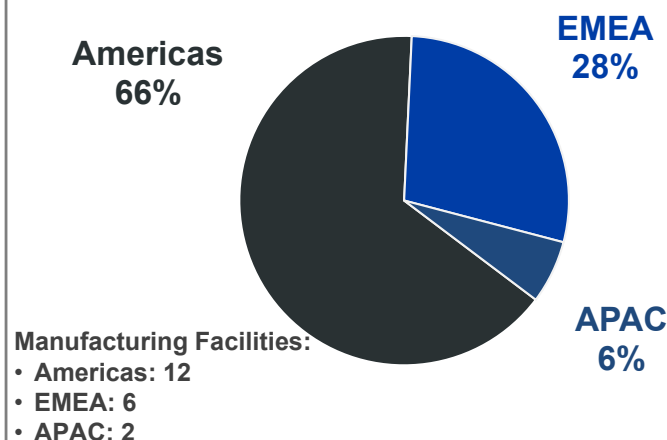


- Leading global lifting and automation company providing professional-grade solutions for solving customers’ critical material handling requirements
 - World’s 2nd Largest Hoist Company; #1 in the United States
 - Leader in Precision Conveyance
- Enhancing our strategic positioning through outsized growth in precision conveyance, automation and linear motion that are less cyclical.
- Delivering significant growth and margin expansion executing our transformation through our growth framework, “CMBS” business system and 80/20 Process.

Product Mix



Geographic Mix



Market Capitalization ¹	Total Addressable Market ²	World-Wide Employees	Year History
\$1.1B	\$20B	~3,500	150
Net Sales ³	3 Year Sales Growth CAGR ³	3 Year Adj EBITDA Margin Expansion ¹	Free Cash Flow Conversion ^{3,4}
\$1.0B	16%	+450 bps	91%

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



OUR PURPOSE



Together we create **intelligent motion solutions** that move the world forward and improve lives.

Intelligent Motion Solutions

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

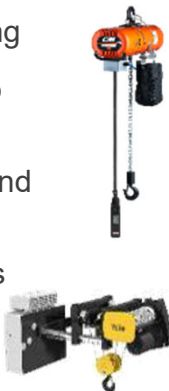


Lifting



~\$8.0B TAM¹

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



Precision Conveyance



~\$5.2B TAM¹

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

Automation



~\$4.5B TAM¹

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

Linear Motion



~\$2.3B TAM¹

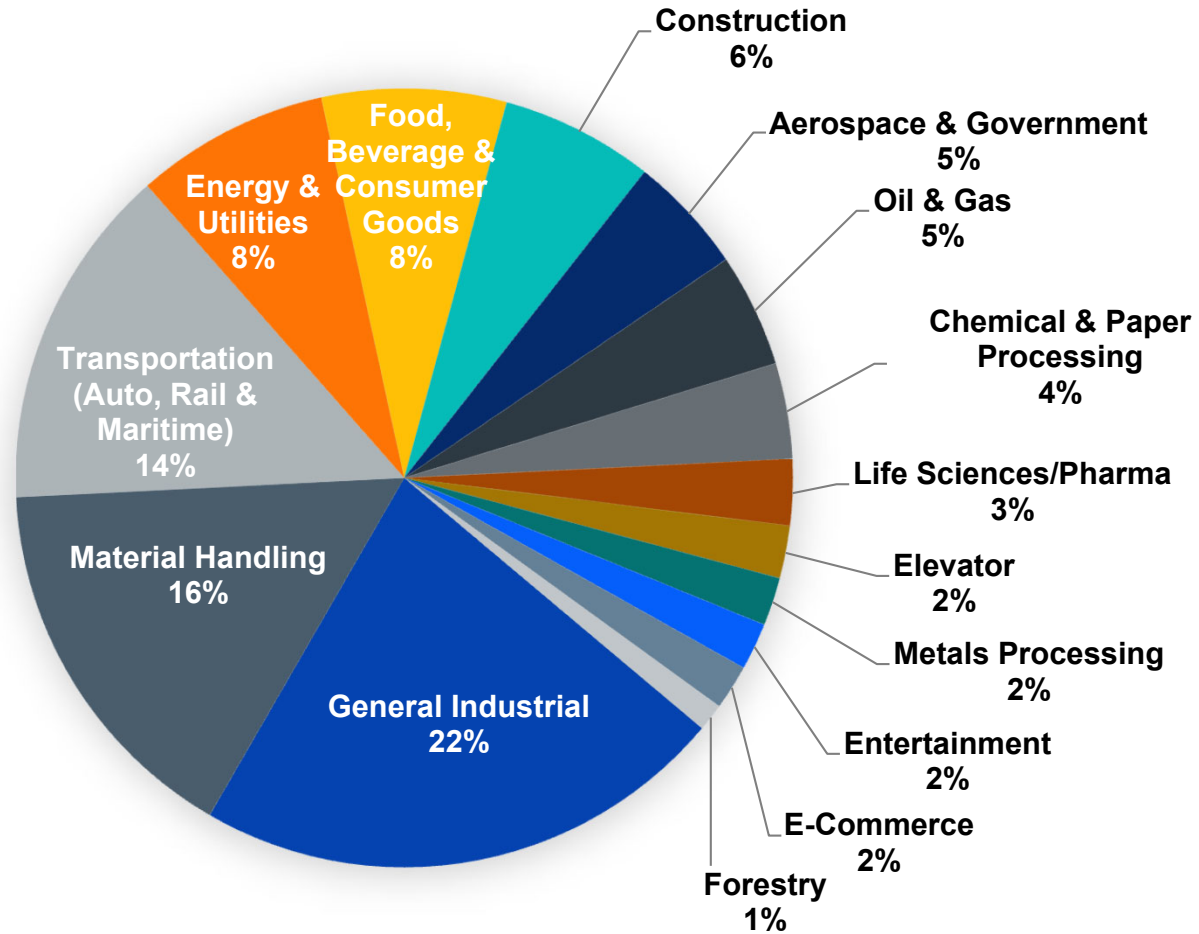
- Linear actuators with lifting capacity up to 50 tons, screw jacks, rotary unions and super cylinders
- Demonstrated leadership and differentiated offering
- Serving a breadth of end markets from rail to warehousing to defense

\$20B¹ Total Addressable Market with Tailwinds from Megatrends in Attractive End Markets

Growing Secular Market Presence

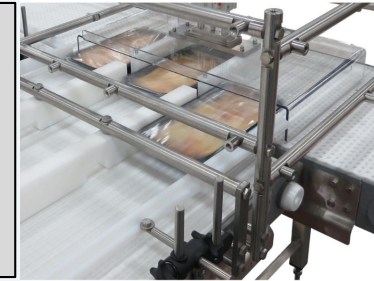
Conveying Solutions Serves Less Cyclical Industries

FY 2024



Focus on Secular Growth Markets

Food, Beverage & Consumer Goods



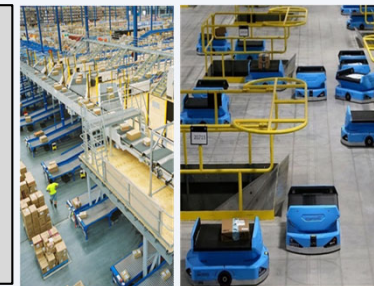
Custom designed sanitary and easy to clean conveyors engineered to the strictest USDA guidelines

Life Sciences / Pharma



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

E-Commerce



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

Highly Diverse End Markets With Varying Industry Cycles

CMCO Transformation Strategy



EVOLVES THE ENTERPRISE FROM CYCLICAL INDUSTRIAL TO A TOP-TIER, SECULAR GROWTH, INTELLIGENT MOTION SOLUTIONS BUSINESS



ADVANCES CMCO TO **~\$1.5B** IN REVENUE AND **21%** ADJUSTED EBITDA



TARGETS **MID-SINGLE DIGIT** ORGANIC GROWTH AND **\$250M** OF M&A GROWTH



INCREASES DIGITAL CAPABILITIES WITH INVESTMENTS IN **TECHNOLOGY ENABLERS** THAT SUPPORT **GROWTH AND COST OPTIMIZATION**



ELEVATES **COMPETITIVE ADVANTAGE** WITH COLUMBUS MCKINNON BUSINESS SYSTEM (**CMBS**)

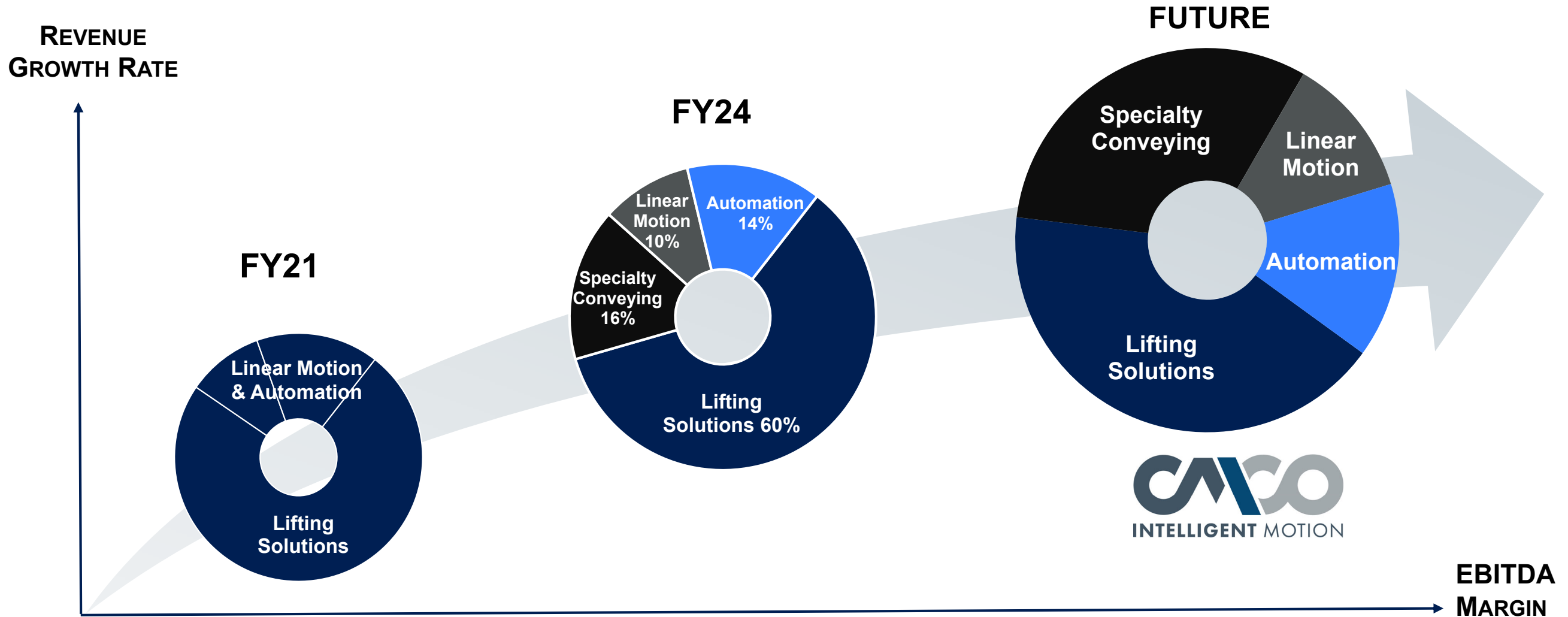


STRENGTHENS TALENT PROCESSES, IMPROVES THE ORGANIZATION & **BUILDS BENCH STRENGTH**

Targeting Top-Tier Performance Over The Strategic Planning Period

Advancing Along our Transformation Path

Targeting \$1.5 Billion In Revenue and ~21% EBITDA Margin in FY2027, with a Diversified Revenue & Business Mix



Executing Strategic Plan by Transforming the Portfolio to Higher Growth, Technology-Driven Platforms

Unlocking CMCO's Potential

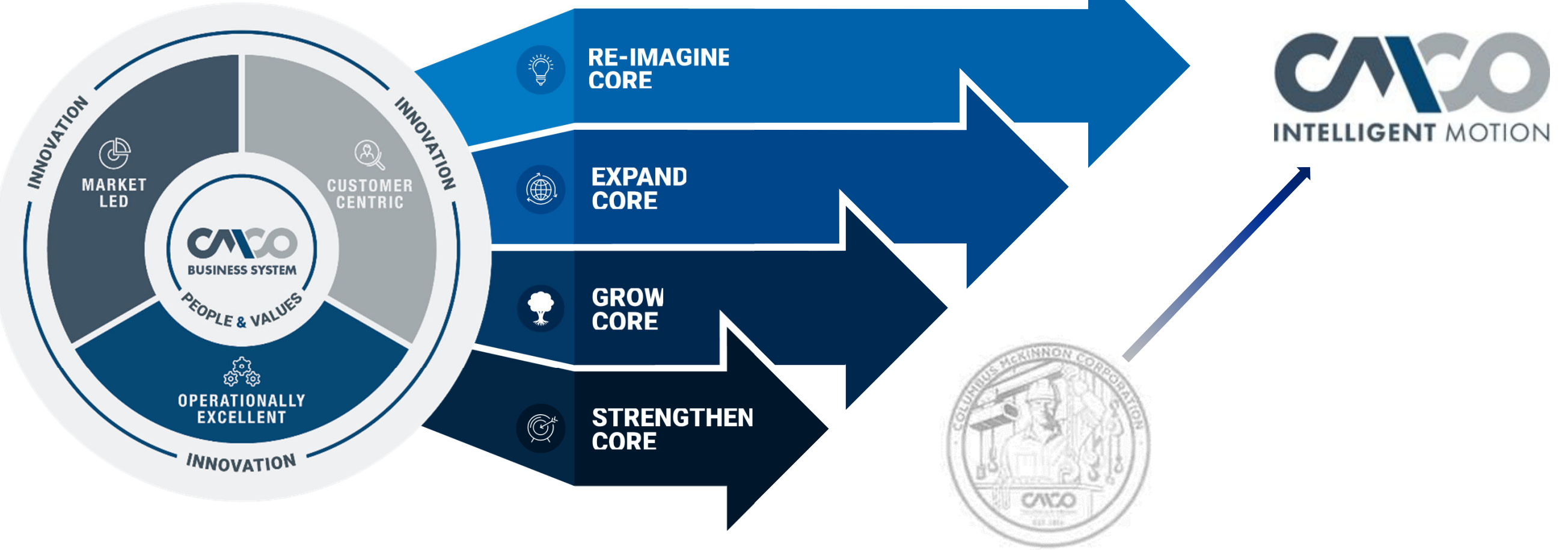
Business System and Core Growth Framework to Transform CMCO



CMBS

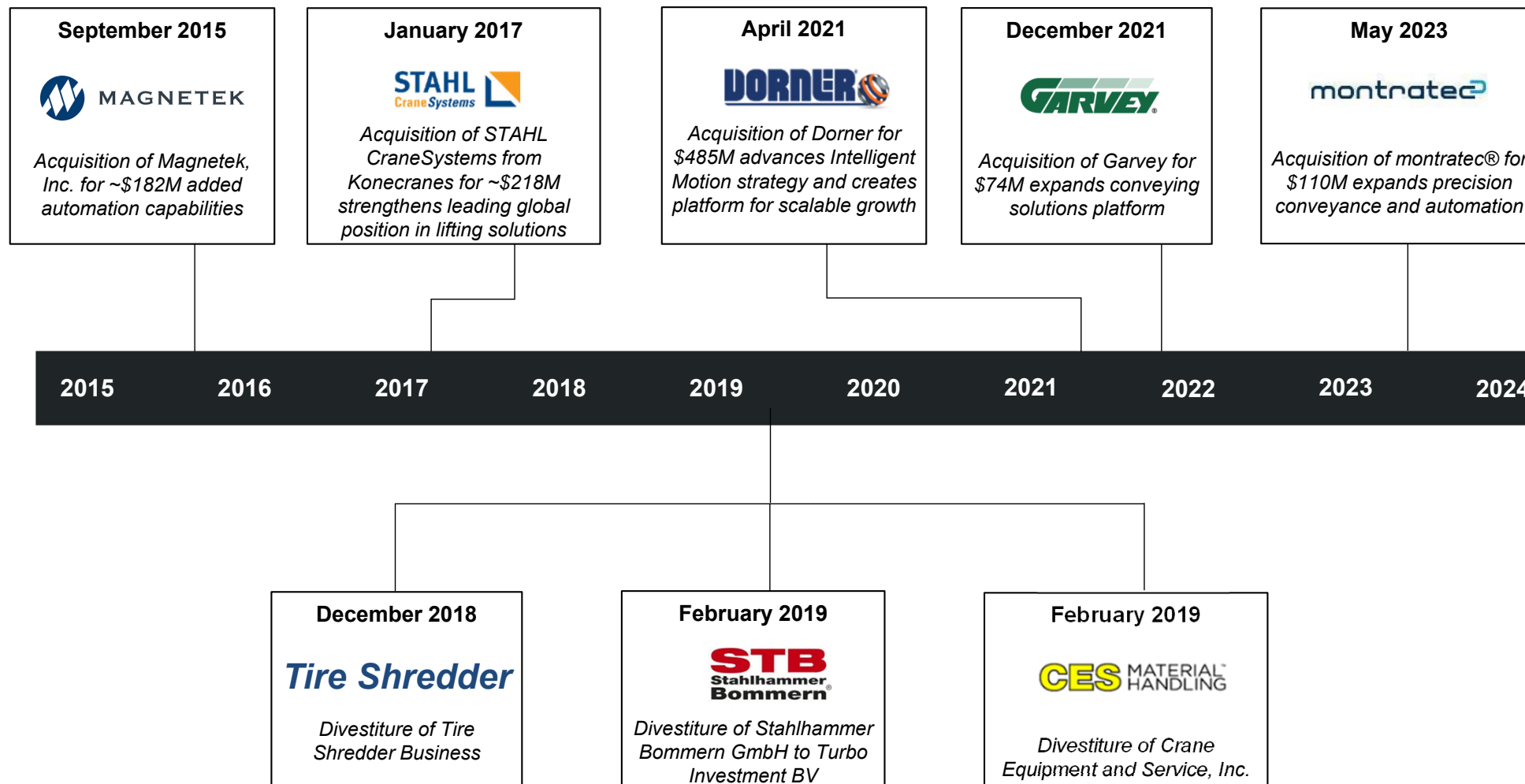
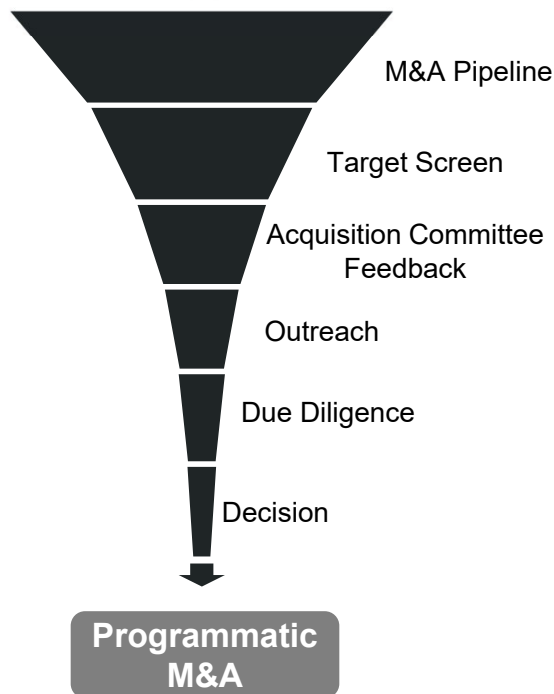
GROWTH FRAMEWORK

TRANSFORMATION



Framework To Deliver Differentiated Growth, Financial Performance And Shareholder Value

Strong Track Record Creating Value Through M&A



Transforming Columbus McKinnon Into A Top-Tier, Higher Growth, Higher Margin Enterprise

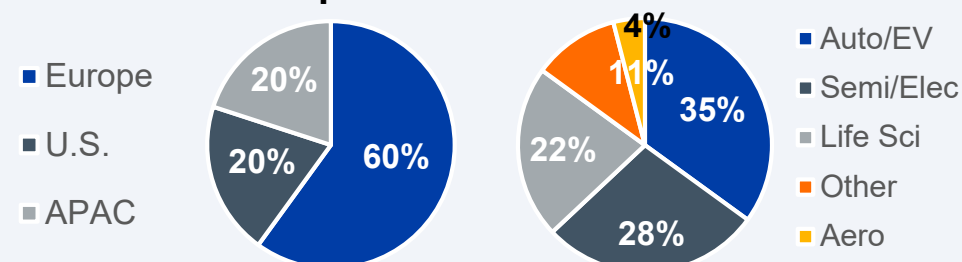
Expanding Precision Conveyance Platform with montratec®



Acquired montratec® on May 31, 2023

- Develops and manufactures complex intralogistics solutions connecting robots and workspaces
- Acquired \$30M of sales with high 40% gross margin; Expect to double business in 3 years
- Attractive markets with secular tailwinds: Battery Production, Electronics, Semiconductors and Life Sciences

Acquired Revenue Profile



- Differentiated solutions: asynchronous movement, cleanroom certification, speed, space saving, Industry 4.0 controls, low energy consumption, easier change outs and faster set-up – 2,500 installations worldwide
- Technology driven organization: advanced software capabilities, robust NPD pipeline, talented engineering team, patented technologies

Differentiated Technology in Secular Growth Markets; Expanding Conveyance Platform in Europe

FY2027 Financial Targets

Key Assumptions



SALES



Growing Sales by >10% CAGR

- Organic growth of ~5% driven by go-to-market structure and strategic initiatives
- Inorganic growth of ~6% from programmatic M&A inclusive of market growth
- No material changes to current market conditions

COGS



Expanding Gross Margin to ~40%+

- Factory footprint simplification & productivity improvements reduce COGS by ~\$30M
- Product Line Simplification (PLS), material productivity and value engineering savings of ~\$9M
- Raw material inflation normalizes to ~2% on average from FY23 levels

RSG&A



Reducing RSG&A as a Percent of Sales to ~20%*

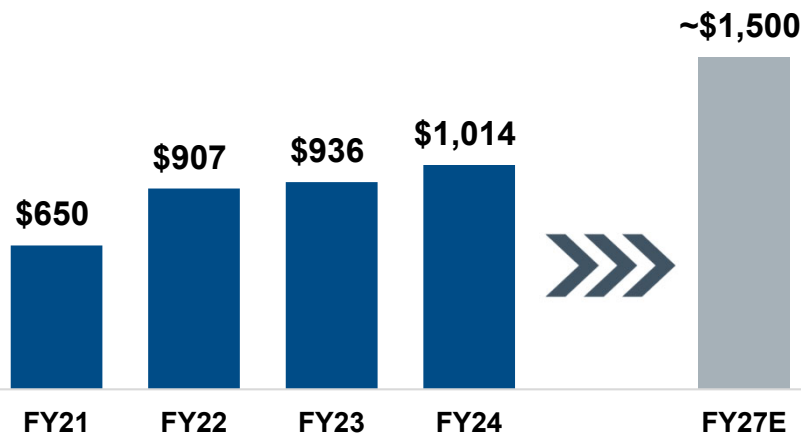
- Reorganization to optimize management and commercial structure
- ERP implementations enable shared service model
- Additional investments in digital enablement (i.e. HRIS, CRM, CPQ, SIOP)
- Improved leverage and scale with mid-single-digit organic revenue growth & accretive M&A

Driving Gross Margin Expansion while Reducing SG&A as a Percent of Revenue

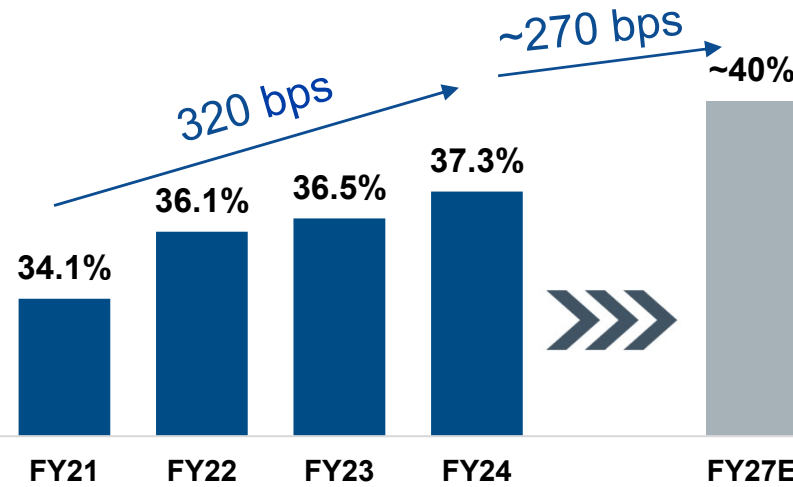
Executing Plan and Delivering Results



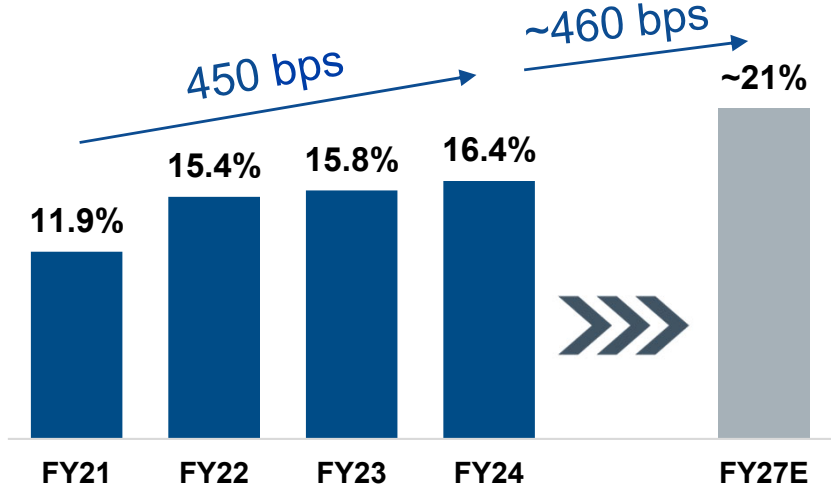
Net Sales



Adjusted Gross Margin¹



Adjusted EBITDA Margin¹



GROWTH DRIVERS

Organic growth

- Commercial initiatives
- New product development
- Customer experience improvement

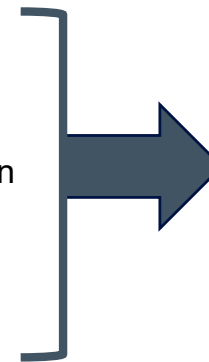
M&A growth

- Expand precision conveyance platform
- Opportunistic with core portfolio
- Reimagine portfolio

Operating initiatives

- Operational excellence/VAVE
- Operating leverage on growth
- Pricing in excess of material inflation
- Product line simplification
- Factory simplification

Margin accretive M&A



RSG&A leverage on organic and M&A related growth

Gross margin expansion

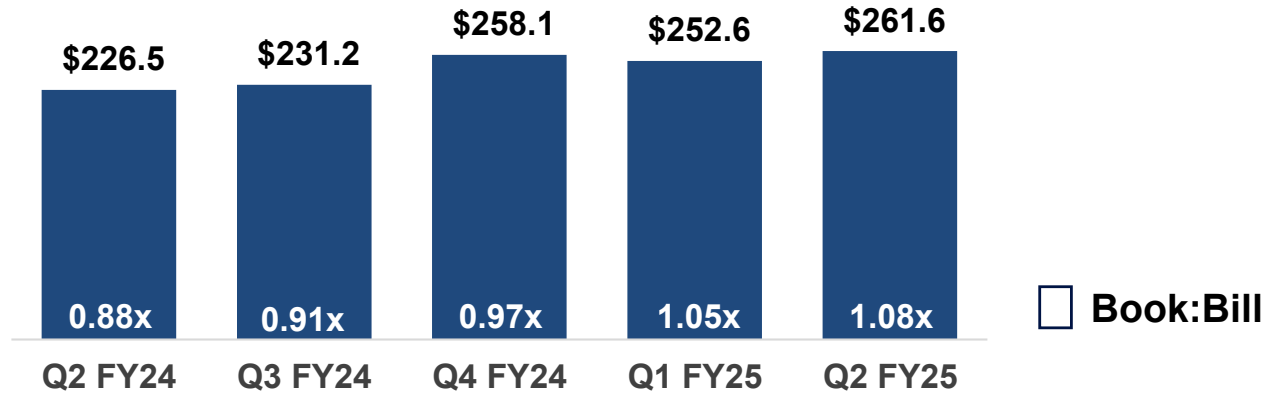
Execution of Strategy Delivers Record Performance on Key Metrics in FY24

Orders and Backlog

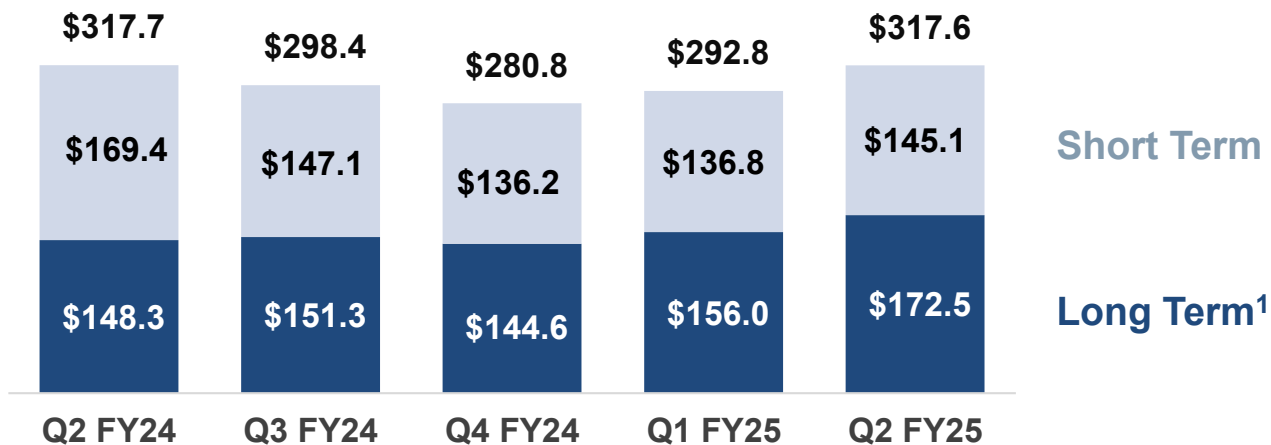


(\$ in millions, \$M)

Orders



Backlog



Healthy pipeline of opportunities

- Orders up 16% Y/Y with growth in all geographies and across all product platforms
 - Strength in precision conveyance, up 42% Y/Y with 20%+ growth for each of our recent acquisitions
 - Automation orders up 24% Y/Y
- Project orders increased 33% and short-cycle orders remained stable
- Encouraging funnel for project business

Backlog up 8% sequentially

- Project order growth increasing long-term backlog
- Lead times improving; Customer experience remains an important focus
- Expect short-term backlog to normalize from elevated levels over time

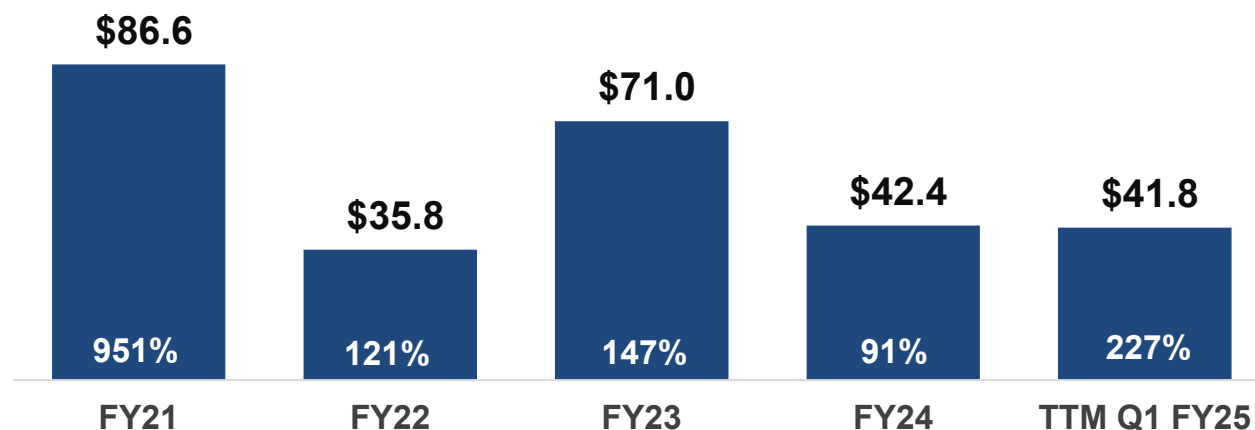
Orders Grew 16% Y/Y with Book-to-Bill Ratio of 1.08x

Cash Flow



(\$ in millions, \$M)

Free Cash Flow¹ & FCF Conversion¹



YTD Net cash used for operating activities and Free Cash Flow¹ in-line with prior year

Free Cash Flow Conversion¹ of 277% on a trailing twelve-month basis

- Reflects impact of noncash pension settlement expense on GAAP net income

Capital Priorities:

- 1 Organic Growth
- 2 Debt Reduction
- 3 Steady Dividend
- 4 Share Repurchases
- 5 M&A

	Q2 FY25 YTD	
	9/30/24	9/30/23
Net cash provided by (used for) operating activities	(\$1.4)	(\$0.6)
Capital Expenditures	10.1	10.3
Free Cash Flow (FCF)¹	(\$ 11.4)	(\$10.9)

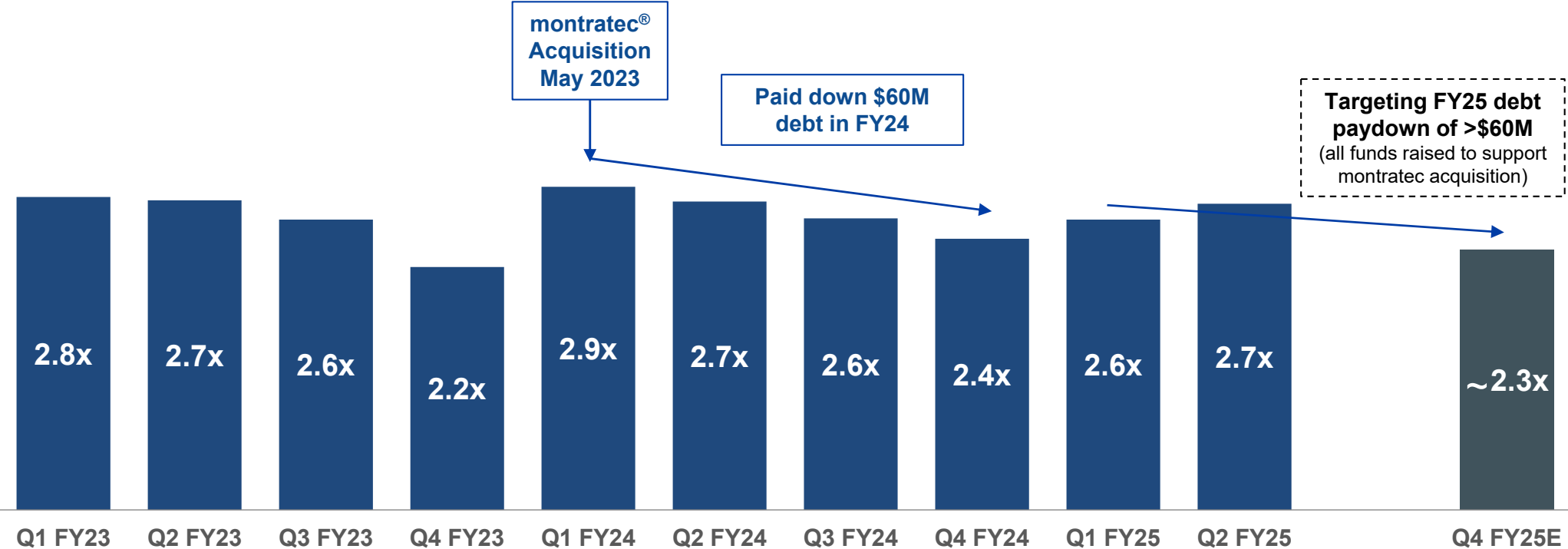
Note: Components may not sum due to rounding

Annual Free Cash Flow Conversion¹ Typically Over 100% of Net Income

Historical Net Leverage – per Credit Agreement



Net Leverage Ratio^{1,2}



Credit Agreement TTM Adj. EBITDA^{1,2} (\$ in M)

Q1 FY23	Q2 FY23	Q3 FY23	Q4 FY23	Q1 FY24	Q2 FY24	Q3 FY24	Q4 FY24	Q1 FY25	Q2 FY25	Q4 FY25E
\$156	\$153	\$162	\$164	\$171	\$176	\$179	\$180	\$178	\$170	

CMCO De-levered Since the montratec Acquisition, with Expected Net Leverage of ~2.3x by EOY FY25

© 2024 COLUMBUS MCKINNON CORPORATION ¹ Non-GAAP financial measure; see definition and reconciliation at the end of this Presentation. ² On a financial covenant basis per the Company's Amended and Restated Credit Agreement

Priority Initiatives in FY25



Profitable Growth

Deliver on commercial initiatives and drive margin expansion

- Grow share of wallet through improved customer experience
- Execute commercial, geographic expansion and product innovation initiatives
- Focus on margin expansion through 80/20 actions



Customer Experience

Improve performance and customer intimacy

- Continue Net Promotor Score improvement following double-digit increase in FY24
- Reduce lead-times and improve on-time delivery to market competitive levels or better
- Enhance demand planning process and leverage technology



Factory Performance

Improve operational KPIs

- Increase material productivity and VAVE savings
- Improve direct labor efficiency
- Reduce overhead rates driven by strategic priorities



Footprint Simplification

Execute footprint simplification plan

- Generate cost savings and operational improvement through Americas Manufacturing Center of Excellence in Monterrey, Mexico
- Deliver synergies in EMEA through shared services

Focused on Delivering Profitable Growth and Margin Expansion



INTELLIGENT MOTION

PURPOSE IN MOTION

Supplemental Information

SOCIAL RESPONSIBILITY

PRODUCT QUALITY & INNOVATION

CUSTOMER INTIMACY

EMPLOYEE HEALTH AND SAFETY

DIVERSITY, EQUITY, AND INCLUSION

TALENT MANAGEMENT

COMMUNITY INVOLVEMENT

GOVERNANCE & ETHICS

ENTERPRISE RISK MANAGEMENT

ETHICS & COMPLIANCE

BOARD GOVERNANCE

ENVIRONMENTAL STEWARDSHIP

CLIMATE CHANGE & ENERGY MANAGEMENT

WASTE MANAGEMENT & RECYCLING



Strategic Initiatives

- Long-term 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

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 Gross Profit and Adjusted Gross Margin
- Adjusted Operating Income and Adjusted Operating Margin
- Adjusted EBITDA and Adjusted EBITDA Margin
- Free Cash Flow and Free Cash Flow Conversion
- Net Debt and Net Leverage Ratio

Forward-Looking:

The Company has not reconciled the Adjusted Gross Margin, Adjusted EBITDA Margin, Adjusted EPS and Net Leverage Ratio guidance to the most comparable GAAP 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 measures. Forward-looking guidance regarding Net Leverage Ratio for full year fiscal 2025 are made in a manner consistent with the relevant definitions and assumptions noted herein. Forward-looking guidance regarding Adjusted Gross Margin and Adjusted EBITDA for fiscal 2027 are made in a manner consistent with the relevant definitions and assumptions noted herein.

Non-GAAP Measures: Adjusted Gross Profit and Adjusted Gross Margin



(\$ in thousands)	Fiscal Year			
	2021	2022	2023	2024
Gross profit	\$ 220,225	\$ 315,730	\$ 342,099	\$ 374,838
Add back (deduct):				
Product liability settlement	—	2,850	—	—
Acquisition amortization of backlog	—	2,100	—	—
Acquisition inventory step-up expense	—	5,042	—	—
Business realignment costs	830	1,606	—	346
Acquisition deal and integration costs	—	521	—	—
Factory and warehouse consolidation	2,671	—	—	262
Monterrey, MX new factory start-up costs	—	—	—	2,987
Insurance settlement	—	—	—	—
Gain on sale of building	(2,189)	—	—	—
Hurricane Helene cost impact	—	—	—	—
Adjusted Gross Profit	\$ 221,537	\$ 327,849	\$ 342,099	\$ 378,433
Net sales	\$ 649,642	\$ 906,555	\$ 936,240	\$ 1,013,540
Add back:				
Acquisition amortization of backlog	—	2,100	—	—
Adjusted Net Sales	\$ 649,642	\$ 908,655	\$ 936,240	\$ 1,013,540
Gross margin	33.9%	34.8%	36.5%	37.0%
Adjusted Gross Margin	34.1%	36.1%	36.5%	37.3%

Adjusted Gross Profit is defined as gross profit as reported, adjusted for certain items. Adjusted Gross Profit Margin is defined as Adjusted Gross Profit divided by net sales. Adjusted Gross Profit and Adjusted Gross Margin are not measures determined in accordance with GAAP and may not be comparable with Adjusted Gross Profit and Adjusted Gross Profit Margin as used by other companies. Nevertheless, Columbus McKinnon believes that providing non-GAAP financial measures, such as Adjusted Gross Profit and Adjusted Gross Profit Margin, are 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 gross profit and gross profit margin to the historical periods' gross profit and gross margin, as well as facilitates a more meaningful comparison of the Company's gross profit and gross profit margin to that of other companies.

Non-GAAP Measures: Adjusted Operating Income and Adjusted Operating Margin



(\$ in thousands)	Fiscal Year			
	2021	2022	2023	2024
Income from operations	\$ 42,255	\$ 73,781	\$ 97,841	\$ 107,148
Add back (deduct):				
Acquisition deal and integration costs	3,951	10,473	616	3,211
Acquisition inventory step-up expense	—	5,042	—	—
Business realignment costs	1,470	3,902	5,140	1,867
Garvey contingent consideration	—	—	1,230	—
Product liability settlement	—	2,850	—	—
Headquarter relocation costs	—	—	996	2,059
Acquisition amortization of backlog	—	2,100	—	—
Factory and warehouse consolidation	3,778	—	—	744
Monterrey, MX new factory start-up costs	—	—	—	4,489
Insurance recovery legal costs	229	—	—	—
Gain on sale of building	(2,638)	—	—	—
Hurricane Helene cost impact	—	—	—	—
Cost of debt repricing	—	—	—	1,190
Adjusted Operating Income	\$ 49,045	\$ 98,148	\$ 105,823	\$ 120,708
Net sales	\$ 649,642	\$ 906,555	\$ 936,240	\$ 1,013,540
Add back:				
Acquisition amortization of backlog	—	2,100	—	—
Adjusted Net Sales	\$ 649,642	\$ 908,655	\$ 936,240	\$ 1,013,540
Operating margin	6.5%	8.1%	10.5%	10.6%
Adjusted Operating margin	7.5%	10.8%	11.3%	11.9%

Adjusted Operating Income is defined as income from operations as reported, adjusted for certain items. Adjusted Operating Margin is defined as Adjusted Operating Income divided by net sales. Adjusted Operating Income and Adjusted Operating Margin are not measures determined in accordance with GAAP and may not be comparable with Adjusted Operating Income and Adjusted Operating Margin as used by other companies. Nevertheless, Columbus McKinnon believes that providing non-GAAP financial measures, such as Operating Income and Adjusted Operating Margin, are 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 and operating margin to the historical periods' income from operations and operating margin, as well as facilitates a more meaningful comparison of the Company's income from operations and operating margin to that of other companies.

Non-GAAP Measures: Adjusted EBITDA and Adjusted EBITDA Margin



(\$ in thousands)	Fiscal Year			
	2021	2022	2023	2024
Net income	\$ 9,106	\$ 29,660	\$ 48,429	\$ 46,625
Add back (deduct):				
Income tax expense (benefit)	970	8,786	26,046	14,902
Interest and debt expense	12,081	20,126	27,942	37,957
Investment (income) loss	(1,693)	(46)	(315)	(1,759)
Foreign currency exchange (gain) loss	941	1,574	(2,189)	1,826
Other (income) expense, net	20,850	(1,122)	(2,072)	7,597
Depreciation and amortization expense	28,153	41,924	41,947	45,945
Cost of debt refinancing	—	14,803	—	—
Acquisition deal and integration costs	3,951	10,473	616	3,211
Acquisition inventory step-up expense	—	5,042	—	—
Product liability settlement	—	2,850	—	—
Business realignment costs	1,470	3,902	5,140	1,867
Factory and warehouse consolidation	3,778	—	—	744
Headquarter relocation costs	—	—	996	2,059
Garvey contingent consideration	—	—	1,230	—
Acquisition amortization of backlog	—	2,100	—	—
Insurance settlement	229	—	—	—
Gain on sale of building	(2,638)	—	—	—
Monterrey, MX new factory start-up costs	—	—	—	4,489
Hurricane Helene cost impact	—	—	—	—
Cost of debt repricing	—	—	—	1,190
Adjusted EBITDA	\$ 77,198	\$ 140,072	\$ 147,770	\$ 166,653
Sales	\$ 649,642	\$ 906,555	\$ 936,240	\$ 1,013,540
Add back:				
Acquisition amortization of backlog	—	2,100	—	—
Adjusted Net Sales	\$ 649,642	\$ 908,655	\$ 936,240	\$ 1,013,540
Net income margin	1.4%	3.3%	5.2%	4.6%
Adjusted EBITDA margin	11.9%	15.4%	15.8%	16.4%

Adjusted EBITDA is defined as net income 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 FCF Conversion



(\$ in thousands)	Year-to-Date		Fiscal Year				TTM
	Q2 FY24	Q2 FY25	2021	2022	2023	2024	Q2 FY25
Net cash provided by operating activities	\$ (558)	\$ (1,370)	\$ 98,890	\$ 48,881	\$ 83,636	\$ 67,198	\$ 66,386
Capital expenditures	(10,319)	(10,068)	(12,300)	(13,104)	(12,632)	(24,813)	(24,562)
Free Cash Flow (FCF)	\$ (10,877)	\$ (11,438)	\$ 86,590	\$ 35,777	\$ 71,004	\$ 42,385	\$ 41,824
Net income			\$ 9,106	\$ 29,660	\$ 48,429	\$ 46,625	\$ 15,123
Free Cash Flow Conversion			951%	121%	147%	91%	277%

Free Cash Flow is defined as net cash provided by (used for) operating activities less capital expenditures. 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: Net Debt and Net Leverage Ratio



(\$ in thousands)	Trailing Twelve Month									
	Q1 FY23	Q2 FY23	Q3 FY23	Q4 FY23	Q1 FY24	Q2 FY24	Q3 FY24	Q4 FY24	Q1 FY25	Q2 FY25
Net income	\$ 45,314	\$ 44,225	\$ 46,360	\$ 48,429	\$ 49,313	\$ 51,012	\$ 48,711	\$ 46,625	\$ 45,978	\$ 15,123
Add back (deduct):										
Annualize EBITDA for montratec ¹	3,822	665	—	—	7,994	5,410	2,131	1,331	—	—
Annualize synergies for montratec ¹	2,300	1,445	660	—	401	293	184	73	—	—
Income tax expense (benefit)	20,196	21,066	24,701	26,046	20,547	20,694	19,904	14,902	14,929	4,920
Interest and debt expense	20,517	22,698	25,626	27,942	30,364	33,807	36,456	37,957	37,567	35,708
Non-Cash loss related to asset retirement	173	175	175	175	2	—	—	—	—	—
Gain on Sale of Facility	(375)	(232)	(232)	(232)	(232)	—	—	—	—	—
Non-Cash Pension Settlement ²	—	—	—	—	—	—	4,599	4,984	4,984	28,185
Amortization of deferred financing costs	1,662	1,696	1,720	1,721	1,774	1,967	2,158	2,349	2,488	2,487
Stock Compensation Expense	9,735	9,371	9,800	10,425	11,655	12,060	11,859	12,039	11,159	10,950
Garvey contingent consideration	—	—	1,230	1,230	1,230	1,230	—	—	—	—
Depreciation and amortization expense	41,924	41,848	42,059	41,947	42,368	43,536	44,619	45,945	46,895	47,491
Acquisition deal and integration costs	1,317	704	672	616	3,117	3,606	3,381	3,211	624	116
Excluded deal and integration costs ³	—	(222)	(169)	—	(529)	(510)	(172)	—	—	—
Acquisition inventory set-up expense	2,061	2,061	1,546	—	—	—	—	—	—	—
Acquisition amortization of backlog	2,100	2,100	1,650	—	—	—	—	—	—	—
Business realignment costs	4,936	4,969	5,406	5,140	3,857	2,664	2,715	1,867	2,341	2,583
Excluded business realignment costs ³	—	—	—	—	(3,482)	(2,249)	(848)	—	—	—
Factory and warehouse consolidation	—	—	—	—	117	199	199	744	627	12,449
Headquarter relocation costs	—	—	315	996	2,224	2,370	2,565	2,059	927	832
Cost of debt refinancing	—	—	—	—	—	—	—	1,190	1,190	1,190
Monterrey, MX new factory start-up costs	—	—	—	—	—	—	755	4,489	8,055	11,806
Excluded Monterrey, MX new factory start-up costs ⁴	—	—	—	—	—	—	—	—	—	(3,664)
Credit Agreement TTM Adjusted EBITDA	\$ 55,682	\$ 152,569	\$ 161,519	\$ 164,435	\$ 170,720	\$ 176,089	\$ 179,216	\$ 179,765	\$ 177,764	\$ 170,176
Net Sales TTM	\$ 913,378	\$ 21,483	\$ 935,765	\$ 936,240	\$ 951,445	\$ 978,105	\$ 1,001,878	\$ 1,013,540	\$ 1,017,773	\$ 1,001,647
Net Margin	5.0%	4.8%	5.0%	5.2%	5.2%	5.2%	4.7%	4.6%	4.5%	1.5%
Credit Agreement Adjusted EBITDA Margin	17.0%	16.6%	17.3%	17.6%	17.9%	18.0%	17.9%	17.7%	17.5%	17.0%
Total debt	501,327	491,420	481,512	471,592	579,769	564,841	550,040	530,236	510,430	500,614
Standby letters of credit	15,660	14,682	15,275	14,921	15,364	15,525	15,740	15,368	15,630	15,692
Cash and cash equivalents	(85,660)	(88,865)	(81,520)	(133,176)	(106,994)	(99,058)	(102,945)	(114,126)	(68,373)	(55,683)
Net Debt	\$ 431,327	\$ 417,237	\$ 415,267	\$ 353,337	\$ 488,139	\$ 481,308	\$ 462,835	\$ 431,478	\$ 457,687	\$ 460,623
Net Leverage Ratio	2.77x	2.73x	2.57x	2.15x	2.86x	2.73x	2.58x	2.40x	2.57x	2.71x

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 Adjusted (“TTM”) EBITDA. Credit Agreement TTM Adjusted EBITDA is defined 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.

³ The Company’s credit agreement definition of Adjusted EBITDA excludes certain acquisition deal and integration costs and business realignment costs that are incurred up to two years after the close of an acquisition

⁴ The Company’s credit agreement definition of Adjusted EBITDA excludes certain Monterrey, MX factory start-up costs.