Intelligent Motion

Sidoti Small Cap Conference

September 23, 2026

Safe Harbor Statement

This presentation and the accompanying oral discussion contains “forward-looking statements” within the meaning of the Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. Such forward looking statements are generally identified by the use of forward-looking terminology, including the terms "anticipate," “believe,” “continue,” “could,” “estimate,” “expect,” “illustrative,” “intend,” “likely,” “may,” “opportunity,” “plan,” “possible,” “potential,” “predict,” “project,” “shall,” “should,” “target,” “will,” “would” and, in each case, their negative or other various or comparable terminology. Such forward-looking statements include, among others, statements regarding: (1) our strategy, outlook and growth prospects, including the Company's full year fiscal 2027 guidance, consisting of net sales, Adjusted EBITDA and Adjusted EPS for fiscal 2027, as well as the associated assumed inputs for fiscal 2027 regarding interest expense, including the amount of non-cash amortization of deferred financing fees, amortization expense, depreciation expense, effective tax rate and Adjusted Diluted Shares Outstanding; (2) our operational and financial targets and capital distribution policy, including regarding our expectation that the dividends payable on the Preferred Shares (as defined herein) will be accrued, accumulated and compounded, rather than being paid in cash, during fiscal 2027 (3) general economic trends and trends in our industry and markets; (4) our ability to successfully integrate the Kito Crosby Acquisition and achieve targeted net cost synergies and leverage reduction targets; (5) our ability to expand margins in future periods; and (6) the competitive environment in which we operate. Forward-looking statements are not based on historical facts, but instead represent our current expectations and assumptions regarding our business, the economy and other future conditions, and involve known and unknown risks, uncertainties and other factors that could cause the actual results, performance or achievements of the Company to differ materially from any future results, performance or achievements expressed or implied by the forward-looking statements. It is not possible to predict or identify all such risks. These risks include, but are not limited to, (1) risks relating to the competitive environment in which we operate; (2) the risk that the integration of Kito Crosby's business and operations into the Company will be more costly or difficult to complete than expected, or that the Company is otherwise unable to achieve its target synergies or that the timeline of such net cost synergy realization may be delayed, including as a result of unexpected factors or events; (3) risks related to the general competitive, economic, political and market conditions and other factors that may affect future results of the Company; and (4) the other risk factors that are described under the section titled “Risk Factors” in our Annual Report on Form 10-K for the fiscal year ended March 31, 2026 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 Financial Measures

This presentation will discuss some non-GAAP (“adjusted”) financial measures which we believe are useful in evaluating Columbus McKinnon’s performance. You should not consider the presentation of this additional information in isolation or as a substitute for results prepared in accordance with GAAP. The non-GAAP financial measures are noted and reconciliations of comparable historical GAAP measures with historical non-GAAP financial measures can be found in tables either included in the Supplemental Information portion of this presentation or our filings with the Securities and Exchange Commission.

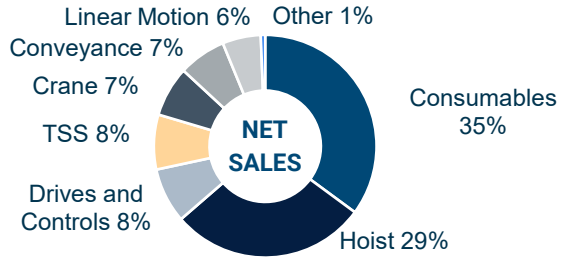
“New” CMCO is a Global Market Leader in Intelligent Motion Solutions for Material Handling

- Leading global lifting and automation company providing professional-grade solutions for solving customers’ critical material handling requirements
- Enhancing strategic position through expansion into secular growth categories while positioning to capitalize on megatrends in Lifting, Precision Conveyance, Automation and Linear Motion
- Delivering growth and margin expansion while executing our transformation through our growth framework, Columbus McKinnon Business System (“CMBS”) and 80/20 Process

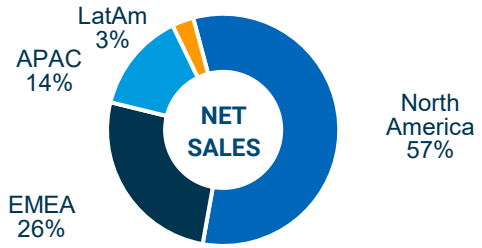
Total Addressable Market[1]	World-Wide Employees	Year History	Countries Served
$35B	>7,000	260+	70+

TTM Net Sales[2]	Adj. Gross Margin[2,3]	TTM Credit Agreement Adj. EBITDA Margin[2,3]	TTM Free Cash Flow Conversion[2,3]
$2.0B	~36%	~22%	>100%

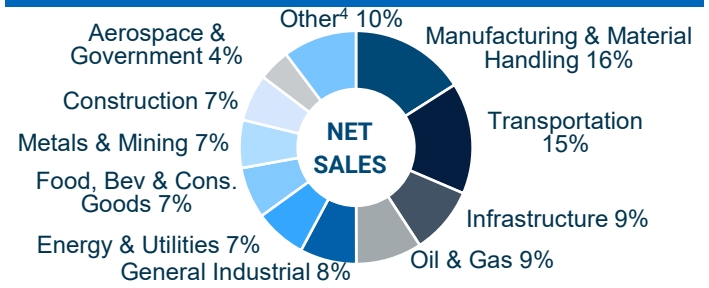
TTM PRODUCT MIX[2]



TTM GEOGRAPHIC MIX[2]



TTM VERTICALS MIX[2]



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

1. Per Industry Research and management estimates;
2. Financial data represents TTM ended September 30, 2025 except vertical sales mix for Kito Crosby, which represents 9/30/24 data;
3. Credit Agreement Adjusted EBITDA Margin, Adjusted Gross Margin, and Free Cash Flow Conversion are non-GAAP financial measures. See definitions and reconciliations at the end of this Presentation; 4 Other verticals include: Chemical & Paper Processing (2%), E-Commerce (2%), Life Sciences/Pharma (1%), Elevator (1%), Metals Processing (1%), Forestry (1%) and other verticals for the TTM ended September 30, 2025

Business Combination Expected to Unlock Value and Drive Improved Financial Results

Organic Growth

- Enhance ease of doing business for customers through new combined organization
- Integrate customer facing e-commerce portals
- Build world class customer service organization
- Advance customer share of wallet strategy
- Drive new product innovation
- Strategic pricing

Margin Improvement

- Optimize product portfolio and manufacturing capacity
- Leverage scale to reduce direct spend costs
- Mature CMBS processes to drive continuous improvement and productivity
- Eliminate overlapping technology and third-party spending
- Enhance organizational design

Free Cash Flow[1] Generation

- Drive Free Cash Flow[1] through increased margin and sales growth to enable rapid de-leveraging
- Optimize net working capital
- Maximize asset efficiency
- Minimize cash taxes
- Capital allocation priority is debt paydown

Integration on Track to Deliver Organic Growth, Margin Improvement and Free Cash Flow[1] Generation to Enable Rapid De-Leveraging

1. Non-GAAP financial measure; see definition and reconciliation at the end of this Presentation



APPENDIX

Non-GAAP Measure: Credit Agreement Adjusted EBITDA & Credit Agreement Adjusted EBITDA Margin

($'000s)	CMCO Standalone (pre-Divestiture)	Kito Crosby	Divestiture	Pro Forma and Other Adjustments	Pro Forma
	Trailing Twelve Months Ended September 30, 2025				
Net Income (Loss)	$3,973	$41,268	$29,198	(314,022)	($239,583)
Addback (deduct):					
Income Tax (Benefit) Expense	(66)	24,900	35,200	(57,766)	2,268
Interest Expense	33,284	72,800	(11,200)	128,818	223,703
Depreciation & Amortization	48,644	69,332	(2,162)	124,879	240,693
EBITDA	**$85,835**	**$208,300**	**$51,036**	**(118,091)**	**$227,081**
Loss on Debt Extinguishment	-	-	-	4,739	4,739
Gain on Divestiture	-	-	(105,641)	-	(105,641)
Stock Based Compensation	6,707	-	-	-	6,707
Acquisition Deal and Integration Costs	29,113	40,222	5,000	35,558	109,893
Business Realignment Costs	5,042	-	-	-	5,042
Factory and Warehouse Consolidation Costs	6,422	-	-	-	6,422
Headquarter Relocation Costs	297	-	-	-	297
Mexico Customs Duty Assessment	1,067	-	-	-	1,067
Customer Bad Debt Expense	1,299	-	-	-	1,299
Monterrey, Mexico New Factory Start-Up Costs	9,862	-	-	-	9,862
Investment (Income) Loss	(2,053)	-	-	-	(2,053)
Foreign Currency Exchange Loss	3,989	-	-	-	3,989
Other (income) Expense, Net	740	500	-	-	1,240
Kito Crosby Realized/unrealized hedge (gains) losses	-	(4,100)	-	-	(4,100)
Pension Settlement Expense	433	-	-	-	433
Kito Crosby Management Fees and Related Expenses	-	1,600	-	-	1,600
Kito Crosby Inventory Step-Up from Purchase Accounting	-	300	-	77,795	78,094
Kito Crosby Legal	-	11,414	-	-	11,414
Kito Crosby Other	-	4,135	-	-	4,135
Adjusted EBITDA	**$148,753**	**$262,371**	**($49,605)**	**1**	**$361,520**
Investment Income (Loss)[1]	2,053	-	-	-	2,053
Foreign Currency Exchange Loss[1]	(3,989)	-	-	-	(3,989)
Other Income (Expense), Net[1]	(740)	(500)	-	-	(1,240)
Estimated Annual Net Run Rate Cost Synergies	-	-	-	70,640	70,640
Credit Agreement Adjusted EBITDA	**$146,077**	**$261,871**	**($49,605)**	**70,641**	**$428,984[2]**
Credit Agreement Adjusted EBITDA Margin	***14.9%***	***23.6%***	***36.7%***	***NM***	***22.0%***

Note: [1] Reflects removal of certain items included in the Company's public Adjusted EBITDA calculation but excluded from Credit Agreement Adjusted EBITDA; [2] Credit Agreement Adjusted EBITDA for TTM 9/30/2025, giving pro forma effect to the transactions, is referred to as "Pro Forma Adjusted EBITDA" elsewhere in the presentation

Non-GAAP Measure: Adjusted Gross Profit & Adjusted Gross Profit Margin

	Trailing Twelve Months Ended September 30, 2025				
($M)	CMCO Standalone (pre-Divestiture)	Kito Crosby	Divestiture Adjustments	Purchase Accounting Adjustments	Pro Forma
Gross profit	**$329.3**	**$416.3[1]**	**($58.7)**	**($97.7)**	**$589.2**
Addback:					
Acquisition integration costs	0.1	-	-	-	0.1
Business realignment costs	2.0	-	-	-	2.0
Factory and warehouse consolidation costs	5.4	-	-	-	5.4
Monterrey, Mexico new factory start-up costs	9.5	-	-	-	9.5
eepos purchase accounting adjustments	-	0.3	-	-	0.3
Other adjustments	-	0.3	-	-	0.3
Kito Crosby inventory step-up from purchase accounting	-	-	-	77.8	77.8
Incremental Depreciation Expense from purchase accounting	-	-	-	19.9	19.9
Adjusted Gross Profit	**$346.3**	**$416.9**	**($58.7)**	**-**	**$704.5**
Net Sales	978.0	1,110.7	(135.3)	-	1,953.4
Gross margin	***33.7%***	***37.5%***	***43.4%***	***-***	***30.2%***
Adjusted Gross Margin	***35.4%***	***37.5%***	***43.4%***	***-***	***36.1%***

Note: Adjusted Gross Profit is gross profit as reported, adjusted for certain items. Adjusted Gross Margin is defined as Adjusted Gross Profit divided by net sales; [1] For purposes of the presentation set forth above, certain reclassification adjustments have been made to conform Kito Crosby's gross profit for the twelve months ended September 30, 2025 to Columbus McKinnon's financial statement presentation.

Non-GAAP Measures: CMCO Free Cash Flow (FCF) and Free Cash Flow Conversion

($'000s)	CMCO FYE 3/31/2023	CMCO FYE 3/31/2024	CMCO FYE 3/31/2025	CMCO TTM 9/30/2025
Net cash provided by operating activities	$83,636	$67,198	$45,612	$47,230
Capital expenditures	(12,632)	(24,813)	(21,411)	(17,866)
Free Cash Flow (FCF)	**$71,004**	**$42,385**	**$24,201**	**$29,364**
Net income	$48,429	$46,625	($5,138)	$3,973
Free Cash Flow Conversion (%)	*147%*	*91%*	*NM*	*739%*

Note: Free Cash Flow is defined as GAAP net cash provided by (used for) operating activities less capital expenditures included in the investing activities section of the consolidated statement of cash flows. Free Cash Flow Conversion is defined as Free Cash Flow divided by net income.