

INVESTOR DAY 2026

BUILT FOR MORE

NOVEMBER 4, 2026 | NYC

ENERPAC TOOL GROUP

WELCOME AND OPENING REMARKS



CHRISTIAN AUDI
SENIOR DIRECTOR,
INVESTOR RELATIONS



FORWARD-LOOKING STATEMENTS AND NON-GAAP MEASURES

Statements made in this presentation that are not historical are forward-looking statements made pursuant to the provisions of the Private Securities Litigation Reform Act of 1995 that involve risks and uncertainties. In addition to statements with respect to guidance, the terms “outlook,” “may,” “should,” “could,” “anticipate,” “believe,” “estimate,” “expect,” “objective,” “plan,” “project” and similar expressions are intended to identify forward-looking statements. Such forward-looking statements are subject to inherent risks and uncertainties that may cause actual results or events to differ materially from those contemplated by such forward-looking statements. The following is a list of factors, among others, that could cause actual results to differ materially from the forward-looking statements, general economic uncertainty; the impact of geopolitical activity, including the armed conflicts in the Middle East, including the impact on shipping in the area and the invasion of Ukraine by Russia and international sanctions imposed in response thereto; market conditions in the industrial, oil & gas, energy, power generation, infrastructure, commercial construction, truck and automotive industries, including as a result of significant volatility in oil prices resulting from disruptions in the oil markets as a result of geopolitical activity; supply chain risks, including disruptions in deliveries from suppliers due to political tensions and armed conflicts; impacts from the imposition, or threat of imposition, of tariffs and other trade restrictions; the ability of the Company to achieve its plans or objectives related to its growth strategy; market acceptance of existing and new products; market acceptance of price increases; successful integration of acquisitions, the impact of dispositions and restructurings; the ability of the Company to continue to achieve or maintain operational improvements related to restructuring actions; operating margin risk due to competitive pricing and operating efficiencies; risks related to reliance on independent agents and distributors for the distribution and service of products; material, labor, or overhead cost increases; tax law changes; foreign currency risk; interest rate risk; commodity risk; litigation matters; cybersecurity risk; impairment of goodwill or other intangible assets; the Company’s ability to access capital markets and other risks and uncertainties that may be referred to or noted in the Company’s reports filed with the Securities and Exchange Commission from time to time, including those described in the Company’s Form 10-K for the fiscal year ended August 31, 2026. In addition, statements with respect to the post-closing contributions of SFE Group to the Company’s consolidated results are subject to risks and uncertainties that include, but are not limited to: the ultimate outcome, benefits and synergies of the acquisition of SFE Group and future financial performance, including revenues, cash flows, operating expenses and profitability, involve risks and uncertainties, and are subject to change based on various important factors, including risks that the acquisition disrupts current plans and operations of Enerpac Tool Group or SFE Group; the risk that disruptions from the transaction may make it more difficult to maintain business and operational relationships, including retaining and hiring key personnel and maintaining relationships with SFE Group’s customers, distributors, vendors and others with whom it does business; and the impact of changes in relevant national and regional economies. Enerpac Tool Group disclaims any obligation to publicly update or revise any forward-looking statements as a result of new information, future events or any other reason, except to the extent required by law.

This presentation also contains financial measures that are not measures presented in conformity with GAAP. These non-GAAP measures include organic sales, EBITDA, adjusted EBITDA, adjusted EBITDA margin, adjusted net earnings, adjusted earnings per share, and net debt. The supplemental financial schedules appended at the end of this presentation include reconciliations of these non-GAAP measures to the most comparable GAAP measure. Enerpac Tool Group acknowledges that there are many items that impact a company’s reported results, and the adjustments reflected in these non-GAAP measures are not intended to present all items that may have impacted these results. In addition, these non-GAAP measures are not necessarily comparable to similarly titled measures used by other companies. Adjusted diluted earnings per share for fiscal year 2027 is calculated in a manner consistent with the historical presentation of that measure in the accompanying tables. Because of the forward-looking nature of this estimate, it is impractical to present a quantitative reconciliation of this non-GAAP measure to the comparable GAAP measure, and accordingly no such GAAP measure for that period is being presented.

TODAY'S AGENDA

9:00 AM **Welcome and Opening Remarks**
Christian Audi | Senior Director, Investor Relations

A Stronger Enerpac, Positioned to Outperform
Paul Sternlieb | President and CEO

Scaling Commercial Excellence to Accelerate Growth
Phil Jefferson | EVP, Chief Commercial Officer

SFE: New Platform for Profitable Growth
Vinay Varma | President, SFE

9:55 AM **Q&A Session**

10:15 AM **BREAK**

10:30 AM **Innovation Powers the Portfolio and Propels Our Growth Strategy**
Mart Hinnen | EVP of Innovation and Heavy Industrial Technologies

Continuous Improvement Culture Driving Operational Excellence
Eric Chack | EVP, Operations

Financial Framework for a High-Quality Industrial Compounder
Darren Kozik | EVP and CFO

Closing Remarks: Invest with Us
Paul Sternlieb | President and CEO

11:30 AM **Q&A Session**

12:00 PM **Leadership Luncheon and Product Demo**

ENERPAC VIDEO



A STRONGER ENERPAC, POSITIONED TO OUTPERFORM



PAUL STERNLIEB
PRESIDENT AND CEO



INVESTMENT THESIS

1. **Delivering Mission-Critical Industrial Solutions**
   through highly engineered equipment, applications expertise, and innovation into attractive end markets benefiting from favorable secular growth tailwinds

2. **Advancing from ASCEND to PROPEL**
   next-generation profitable growth strategy with systems and processes to enable greater commercial and operational excellence

3. **Expanding Technology and Market Leadership**
   through differentiated solutions and deeper penetration of attractive end markets

4. **Driving Sustainable Top-Quartile Returns**
   through consistent execution, competitive advantages, and disciplined capital allocation

5. **Sharpening Execution with Experienced and Empowered Management Team**
   and clear strategy to accelerate above-market growth in a ~$5.5B SAM



SAM = Serviceable Addressable Market.

OUR COMPANY HAS UNDERGONE A TRANSFORMATION

Evolution of Our Company

115+ Years of Excellence

- **1910** American Mfg. Grinder Co.
- **1927** BLACKHAWK
- **1987** APPLIED POWER INC.
- **2000** Actuant — **Applied Power Spin-Off**
- **2019** ENERPAC TOOL GROUP

SAM = Serviceable Addressable Market.

A Track Record of Strategic Execution

2016 – 2021

- **Realigned segments** and portfolio optimization
- **Sold non-core businesses** including EC&S segment
- **Rebranded** as Enerpac Tool Group

2021 – 2026

- **Paul Sternlieb joined Enerpac** as CEO in October 2021
- **Introduced clear initiatives** to take organization to next level of growth and profitability
- **Divested Cortland Industrial**, focusing portfolio on higher-growth Cortland Biomedical business
- **Completed ASCEND transformation program** and reaccelerated strategic M&A through **acquisition of DTA**
- Expanded Heavy Lifting Technology through **Hydra Pac acquisition**
- Completed **transformational SFE Group acquisition**, expanding SAM opportunity by ~$1B

STRONG EXECUTION HAS DELIVERED SIGNIFICANTLY IMPROVED RESULTS, DESPITE MACRO HEADWINDS

	FY26[1]	Performance *FY22 – FY26*
Net Sales	**$652M**	**+3.4% CAGR**
Gross Profit Margin	**49.2%**	**+270 bps**
Adjusted EBITDA[2]	**$154M**	**+16.8% CAGR**
Adjusted EBITDA Margin[2]	**23.7%**	**+920 bps**
Adjusted Diluted EPS[2]	**$1.87**	**+131%**
ROIC[3]	**12.6%**	**+700 bps**
Free Cash Flow[2]	**$120M**	**+29% CAGR**



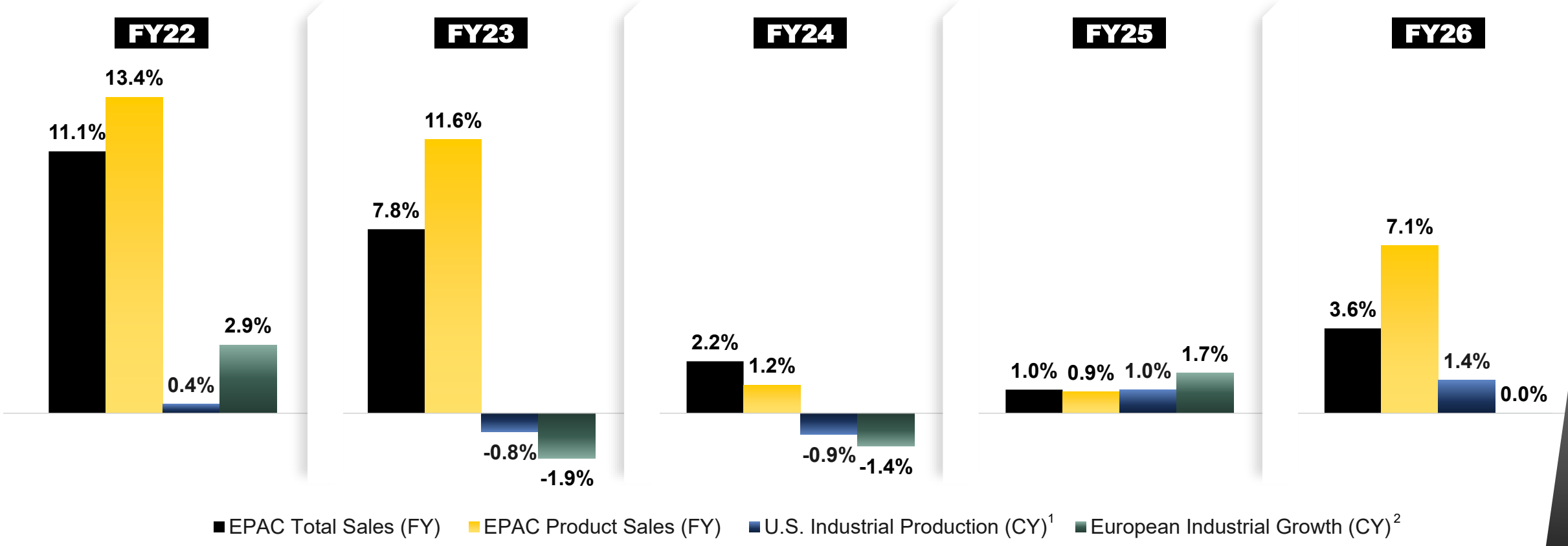
ADVANCING FROM ASCEND PROGRAM TO PROPEL – BECOMING AN INDUSTRIAL COMPOUNDER

[1] Excludes SFE Group. [2] Adjusted EBITDA, adjusted EBITDA margin, adjusted diluted EPS, and free cash flow are non-GAAP measures and exclude restructuring and other charges identified in the accompanying reconciliations to GAAP measures. Free cash flow is a non-GAAP measure calculated as cash from operations less capital expenditures. The calculation of year-over-year changes in basis points may differ due to rounding. [3] Based on CAPIQ definition calculated as EBIT x (1 - 37.5%) / average total capital.

ENERPAC GROWTH OUTPACING INDUSTRIAL MARKETS

SALES AND MARKET GROWTH

Legacy Enerpac Tool Group Total and Product YoY Organic Sales Growth by Fiscal Year vs. U.S. and European Industrial Growth



FY = EPAC Fiscal Year ended August 31. CY = Calendar Year ended December 31. [1] Source: Board of Governors of the Federal Reserve System (U.S.) via FRED®. [2] Source: Industrial Production Index – Euromonitor International from UN / National Statistics / Eurostat / OECD.

LONGER-CYCLE PROJECT VISIBILITY SUPPORTS A MORE DURABLE GROWTH PROFILE

MISPERCEPTIONS	REALITY
Enerpac is Purely Short-Cycle / Book-and-Ship	**Demand generation program** and **balanced opportunity tracking** enables visibility to longer-cycle opportunities tied to maintenance, infrastructure, industrial production, and large customer programs, utilizing Enerpac Commercial Excellence (ECX)
Limited Visibility Beyond Near-Term Demand	**Global sales organization leverages CRM** to identify, track, and advance project opportunities well ahead of order conversion
Demand Generation Starts When Order is Placed	**Commercial teams and application engineers leverage customer relationships and monitor channel activity** months or quarters before purchase decisions are finalized
Longer-Cycle Projects are Not Meaningful to Growth	**Opportunities being developed today can become orders 2 – 3 years from now,** supporting a more durable growth pipeline, and often a 'hunting license' for additional orders as customer needs expand on a given project



DISCIPLINED COMMERCIAL ENGINE PROVIDES ENERPAC GREATER PIPELINE VISIBILITY

CRM = Customer Relationship Management.

ENERPAC TOOL GROUP SNAPSHOT (NYSE: EPAC)

KEY STATISTICS

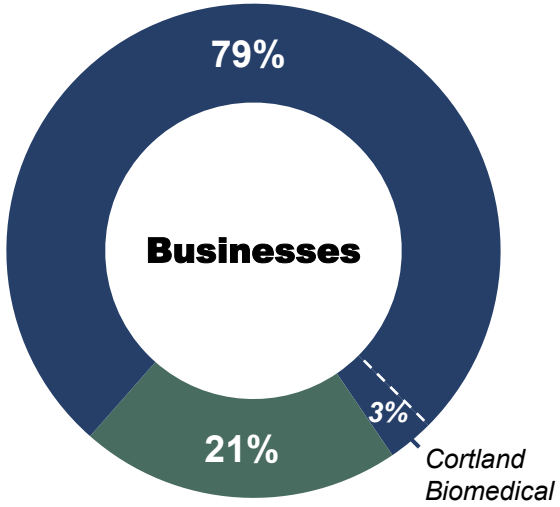
Includes Legacy Enerpac Tool Group and SFE Group

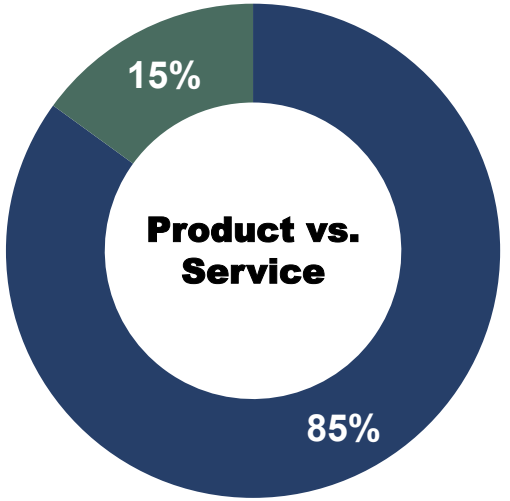
Founded	**1910**
Global HQ	**Milwaukee, WI**
Market-cap[1]	**~$2.0B**
Employees[2]	**~2,550**
Distributors and Customers[2]	**~2,200**

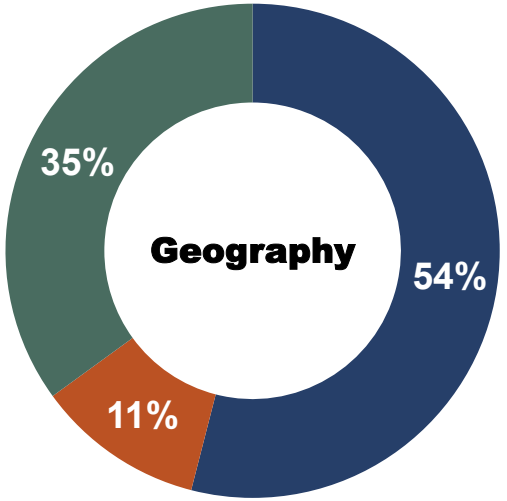


[1] As of October 30, 2026.
[2] Pro Forma data includes SFE Group as of TTM Mar-26.

$822M Pro Forma FY26 Net Sales Breakdown[2]







BUILT FOR MORE – PROPELLING FORWARD TO DELIVER HIGH-QUALITY INDUSTRIAL TOOLS AND TOP-QUARTILE FINANCIAL PERFORMANCE

DRIVING A CONNECTED ONE ENERPAC CULTURE

MISSION STATEMENT

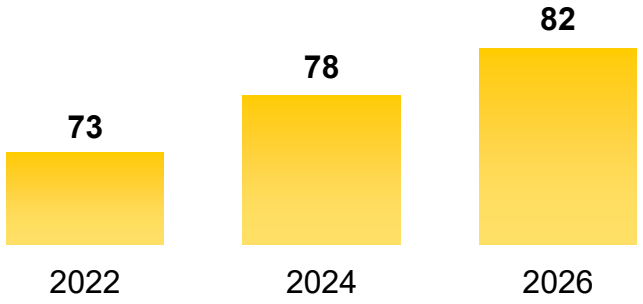
We Make Complex, Often Hazardous Jobs Possible Safely and Efficiently

CORE VALUES

- SAFETY
- INTEGRITY
- OWNERSHIP
- TEAMWORK
- AGILITY

Engaged Employees Are Our Strength

Global Employee Overall Engagement Scores[1]



- Employee engagement score of 82, **exceeding industrial benchmark by 2 points**
- **Improved 12%** since 2022
- Leadership, communication, and engagement opportunities driving **growth mindset and culture**

DIRECT SURVEY RESPONSE QUOTES

*"The company provides a positive work environment with **ample opportunities for professional growth**. There are plenty of chances to learn and **team collaboration is outstanding.**"*

*"Strong focus on **quality** and **continuous improvement**."*

*"I appreciate the **high level of trust** leadership places in employees. It **allows for a sense of ownership** that is rare for this industry."*

[1] Survey results are legacy Enerpac Tool Group.

THE NEW ENERPAC TOOL GROUP: BUILT FOR MORE

$822M Pro Forma FY26 Net Sales[1]

	LEGACY ENERPAC TOOL GROUP (79%)[2]		SFE (21%)[2]
	INDUSTRIAL TOOLS & SERVICES (IT&S) (76%)[2]	CORTLAND BIOMEDICAL (3%)[2]	
FY26 Net Sales	$626M	$26M	$170M[3]
Product *(% of FY26 Net Sales)*	83%	100%	91%
Service *(% of FY26 Net Sales)*	17%	0%	9%



High-growth, high-margin medical device component platform

Durable customer relationships and capital-efficient growth

Differentiated textile manufacturing capabilities



[1] Includes SFE Group net sales as of TTM Mar-26. [2] Percent of Pro Forma FY26 net sales. [3] SFE Group net sales for TTM Mar-26.

WHAT WE DO: LEGACY ENERPAC TOOL GROUP – IT&S (76% OF NET SALES[1])

STRONG BRAND RECOGNITION

Serving a Diversified Customer Base of Specialty Dealers, National Distributors, and Large OEMs

ENERPAC

hydratight

DTA

LARZEP HYDRAULIC

SIMPLEX



PUMPS



CYLINDERS



BOLTING



PULLERS



SPREADERS



CUTTERS



PRESSES



WORK HOLDING



HEAVY LIFTING



MANUAL MACHINE SKATE SETS (E-MOVERS)



AUTOMATED LOAD MOVERS (AGVs)

SERVICE & RENTAL
Bolting • Machining • Joint Integrity • Spares • Repairs • Training



IT&S = Industrial Tools & Service. OEM = Original Equipment Manufacturer.
[1] Percent of Pro Forma FY26 net sales that includes SFE Group for TTM Mar-26.

WHAT WE DO: SFE (21% OF NET SALES[1])

STRONG BRAND RECOGNITION

Premium Brand Platform with Strong Margins and a Complementary Market-Leading Position

CLIMAX · B&B SUMNER · SUMNER MATERIAL LIFTS · AXXAIR · H&S TOOL · TAG PIPE EQUIPMENT SPECIALISTS · MATHEY DEARMAN · BORTECH · MAGNATECH · CALDER · FIT-UP PRO · PPM PIPE PURGE MASTERS



PIPE BEVELING & ON-SITE MACHINING



ORBITAL WELDING & CUTTING



TOOLS & LIFTING EQUIPMENT

SERVICE & RENTAL



[1] Percent of Pro Forma FY26 net sales that includes SFE Group net sales for TTM Mar-26.

WHAT WE DO: SERVICE BUSINESS (15% OF NET SALES[1])

HIGHLY COMPLEMENTARY TO PRODUCT BUSINESS

- **Puts Our Tools in the Field**
- **Sells Our Products**
- **Directly Feeds R&D**

HOW WE OPERATE



RENTAL

Manufacture and place in our rental fleet

~60,000 tools in rental fleet

~30 locations globally

HIGHLY-SKILLED LABOR

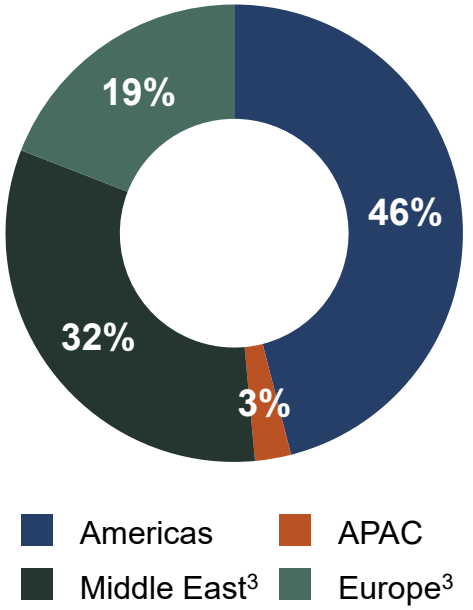
Bolting, machining, joint integrity and leak sealing, under Hydratight brand

~500 technicians globally on time-and-material projects

7 of top 10 major Refining and Petrochemical companies served

Recurring by design: master service agreements can be up to five years for large projects

GEOGRAPHIC EXPOSURE



PROVIDING MISSION-CRITICAL INTEGRITY ASSURANCE SERVICES

[1] Percent of Pro Forma FY26 net sales that includes SFE Group net sales for TTM Mar-26. [2] Percent of Pro Forma FY26 Service net sales that includes SFE Group net sales for TTM Mar-26. [3] Includes Middle East / North Africa / Caspian (MENAC). Middle East and Europe are reported as EMEA.

RESHAPING SERVICE TO DRIVE MORE CONSISTENT GROWTH AND HIGHER MARGINS...

WHERE WE WERE
Why Change Was Needed

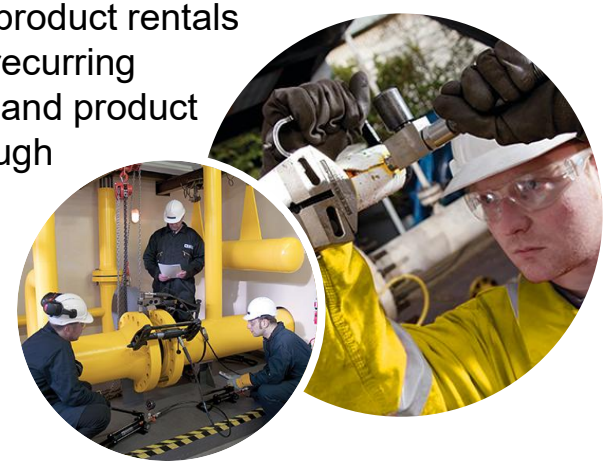
- Revenue pressured by softer turnaround and outage activity
- Regulatory and geopolitical challenges constrained demand
- Broad portfolio with exposure to lower-value work

WHAT WE DID
Actions Taken to Strengthen Foundation of Business

- Sharpened commercial focus on higher-value opportunities
- Right-sized based on market demand
- Rationalized portfolio to prioritize differentiated technical scopes and capabilities

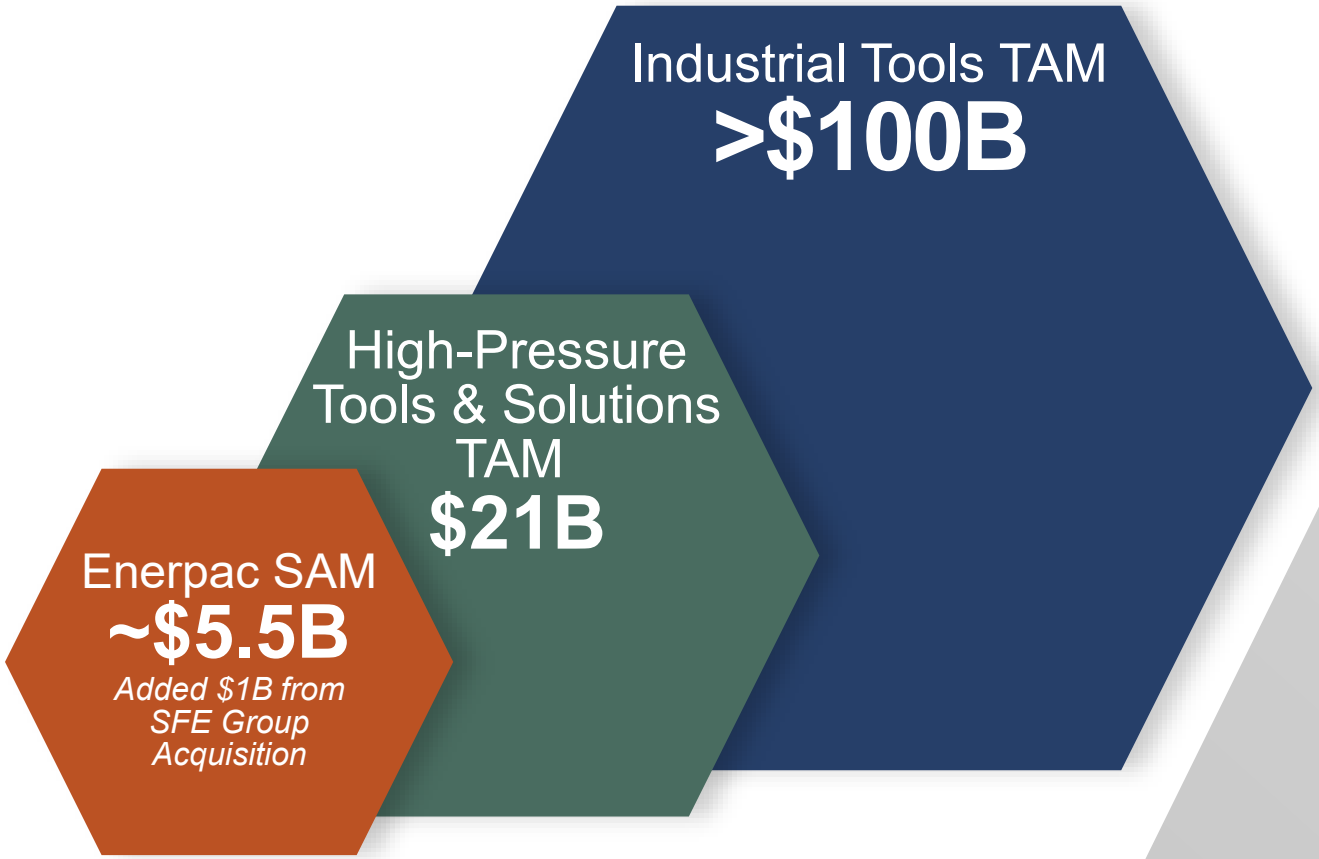
WHERE WE ARE GOING
Repositioned for Profitable Growth

- Expand in attractive markets with stronger demand and growth potential
- Selectively invest in differentiated, higher-margin technical services
- Expand product rentals to drive recurring revenue and product pull-through



...WITH STRONGER PRODUCT PULL-THROUGH

SIGNIFICANT MARKET OPPORTUNITY: POISED TO GROW ABOVE MARKET



2% – 3% — **Market Growth Rate**[1] (2026 – 2030)

+200 – 300 bps — **EPAC Above-Market Growth Target**

FAVORABLE MEGA TRENDS PROVIDE GROWTH TAILWINDS

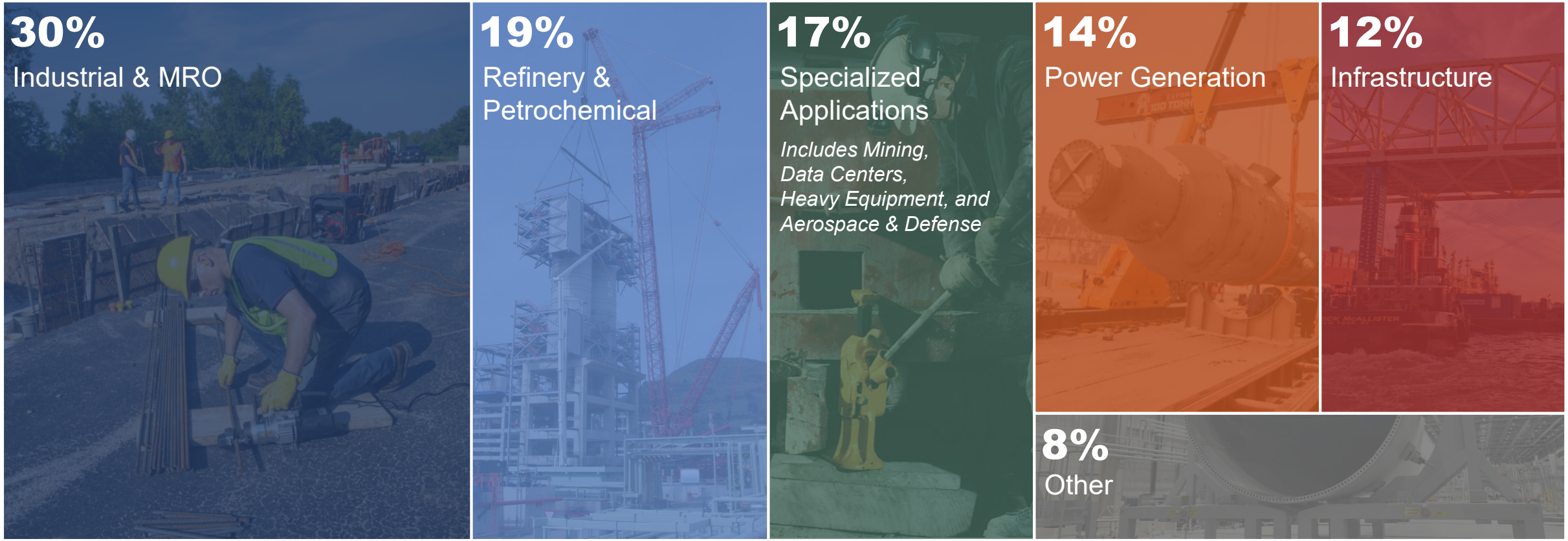
- Government investments in infrastructure upgrades
- Energy transition buildout and U.S. nuclear investments
- Data center / digital infrastructure buildout
- Maintenance and asset integrity investments
- Increased defense spending and industrial reshoring

WELL POSITIONED TO CAPITALIZE ON TRENDS WITH OUR COMPETITIVE ADVANTAGES

SAM = Serviceable Addressable Market. TAM = Total Addressable Market. [1] Source: demand-driven and competitive market assessments.

LARGE, FRAGMENTED END MARKETS PROVIDE GROWTH OPPORTUNITIES

PRO FORMA[1] FY26 END MARKET EXPOSURE[2]



MRO = Maintenance, Repair, and Operation. [1] Includes legacy Enerpac Tool group and SFE Group. [2] Represents the Company's best estimate of end market revenues by category.

CONCENTRATING CAPITAL AND RESOURCES ON ATTRACTIVE END MARKETS

	Industrial & MRO	Refinery & Petrochemical	Specialized Applications[2]	Power Generation	Infrastructure
Market Size[1]	~$1.3B	~$1.5B	~$1.1B	~$0.7B	~$0.5B
Market Growth[1]	~2% – 3%	~2% – 3%	~3% – 4%	~3% – 4%	~4% – 5%
% of EPAC PF FY26 Net Sales[3]	30%	19%	17%	14%	12%
Mega Trends Benefiting Enerpac	Increased Defense Spending and Industrial Reshoring	Maintenance and Asset Integrity Investments	Data Center / Digital Infrastructure Buildout	Energy Transition Buildout and U.S. Nuclear Investments	Government Investments in Infrastructure Upgrades
Enerpac's Right to Win	✓ Mission-Critical Solutions ✓ Specialized Tool Portfolio ✓ Shipyard and Technical Expertise	✓ Bolting and Joint Integrity Expertise ✓ Specialized Services ✓ Established Customer Relationships	✓ Heavy Lifting Solutions ✓ Application Expertise ✓ Expanded SFE Capabilities	✓ Broad Product Portfolio with Specialized Nuclear Capabilities ✓ Technical Expertise	✓ Product Portfolio ✓ Customer Relationships ✓ Technological Advantage

PRIORITIZATION ALIGNED TO DEMAND POCKETS ACROSS END MARKETS

MRO = Maintenance, Repair, and Operation. [1] Source: demand-driven and competitive market assessments. [2] Includes Mining, Data Centers, Heavy Equipment, and Aerospace & Defense. [3] Source: Percent of Pro Forma FY26 net sales that includes SFE Group net sales for TTM Mar-26.

STRUCTURAL COMPETITIVE ADVANTAGES SUPPORT SUSTAINABLE SHAREHOLDER VALUE CREATION

	WHY THIS IS SUSTAINABLE
Mission-critical, engineered solutions known for quality, durability, reliability, and safety supporting pricing power	Often a relatively **low portion of customer's overall project budget**, where customers value safety, reliability, and quality above all
Differentiated technical and application expertise driving commercial reliance and share of wallet	Mission-critical applications expertise **enables share capture through specification work**
Strength of brands with global scale, channel reach / distribution network, and breadth of portfolio enabling consistent market capture	**One-stop shop** for customers
Proven operating system (PEP) and **commercial engine (ECX)** paired with disciplined capital allocation underpinning consistent value creation	Enerpac business system tools are key enablers to supporting **top-quartile returns** for shareholders



PEP = Powering Enerpac Performance. ECX = Enerpac Commercial Excellence.

INTRODUCING OUR NEXT-GEN GROWTH STRATEGY



PROPEL

ELEVATING PERFORMANCE

A SHARPENED LONG-TERM PROFITABLE GROWTH STRATEGY TO BECOME AN INDUSTRIAL COMPOUNDER

PROPEL
ELEVATING PERFORMANCE

GROW

in Attractive End Markets with Commercial Excellence

Lifecycle Value via Service



DIFFERENTIATE

through Product-First, Application-Led Innovation



EXPAND

through Operational Excellence Initiatives, including Inventory Management and Service Expansion



ENABLED BY POWERING ENERPAC PERFORMANCE (PEP) AND DISCIPLINED CAPITAL ALLOCATION TO EXPAND MARGINS

PROPEL IN ACTION

	GROW	DIFFERENTIATE	EXPAND
	Utilize next-gen **ECX** to accelerate growth initiatives across businesses / regions	Leverage new Innovation Center to **accelerate pace of R&D investment** in mission-critical solutions	Scale **continuous improvement** culture via operational excellence and **PEP** to drive productivity and margin expansion
 Product	**Capture share gains** via differentiated channels, digital reach, and application-led selling	**Launch core product / connected technology advancements** along with battery platform to improve safety and productivity	Optimize **inventory management**, sourcing, and **manufacturing footprint**
 SFE	**Accelerate SFE growth** by leveraging Enerpac's global distribution and key account capabilities	**Deliver more integrated solutions** that enhance overall quality	**Deploy PEP operating system** to capture cost synergies and scale operational efficiencies
 Service	**Drive more lifecycle participation** via service, rental, and aftermarket solutions	Continue **shift into more unique services** with technical solutions	**Expand higher-margin service capabilities** and **rental penetration** in attractive end markets

ECX = Enerpac Commercial Excellence. PEP = Powering Enerpac Performance.

EXECUTING PROPEL WITH DISCIPLINE THROUGH POWERING ENERPAC PERFORMANCE (PEP)

Embedding 80/20 discipline to focus resources on highest-value customers, products, and applications

Driving productivity through continuous improvement including IT investments, standardization, and AI / automation

Utilizing strong Free Cash Flow and **disciplined capital allocation framework to compound value**

Leveraging scale and infrastructure to enhance efficiency and margin performance through **sourcing optimization and footprint consolidation**

80/20 IN ACTION

SIMPLIFYING THE BUSINESS THROUGH OPERATIONAL EXCELLENCE

	FY22	FY26	FUTURE
SKUs[1]	~30K	~21K	*Further rationalization*
Suppliers[2]	~2,700	~1,800	*Fewer, more strategic partners*
Distributors	~1,000	~800	*More focused channel network*

Reducing complexity is improving focus, lowering cost-to-serve, and making it easier to direct customers to the right solutions

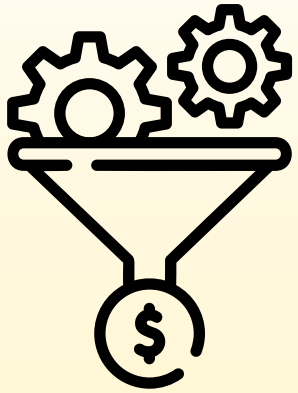


SKU = Stock Keeping Unit. [1] Active Finished Goods. [2] Direct material suppliers only.

DISCIPLINED CAPITAL ALLOCATION ACCELERATES PROPEL

Investing to Accelerate Organic Growth

- **Advancing product innovation** with accelerated R&D investments and expanding application capabilities
- **Scaling application-led selling** and **commercial excellence (ECX)** to deepen customer relationships and increase share of wallet
- **Growing lifecycle revenue** through aftermarket, service rental, and digital capabilities



Enhancing Platform through Targeted Acquisitions

STRATEGIC FILTERS

- Improves Overall Market Position
- Extends Customer / End Market Reach
- Presents Clear Operational Efficiencies / Meaningful Synergies
- Enhances Technology and Innovation
- Offers Premium Brand Platform with High-Quality Products
- Demonstrates Track Record of Organic and Inorganic Growth
- Enables Delivery of Attractive ROIC

TRACK RECORD OF MANAGING LEVERAGE AT OR BELOW TARGETED RANGE OF 1.5X – 2.5X

ECX = Enerpac Commercial Excellence.

RECAP ON SFE GROUP ACQUISITION

GLOBAL PROVIDER OF SPECIALIZED FABRICATION AND INDUSTRIAL TOOL SOLUTIONS FOR CRITICAL INDUSTRIES

~$472M	10.6x	9.5x	~$170M	~$44M
Purchase Price	**Multiple**[1] *Trailing Adj. EBITDA*	**Multiple**[1] *Trailing Adj. EBITDA, Including Synergies Expected to be Realized within 3 Years*	**Sales**[1] *TTM Mar-26*	**Adj. EBITDA**[1] *TTM Mar-26*

Strategic and Financial Rationale

- **Compelling growth opportunity** in attractive, high-growth end markets (i.e., A&D, power generation, data centers, and semiconductors)
- **Proven integration capabilities** supported by an experienced team
- **Excellent cultural fit / alignment** and ownership mindset
- SAM expansion of **~$1B**
- Estimated transaction cost: **~$8M**
- Estimated integration costs: **$10M – $14M**
- Expect **accretive to FY27 Adj. EPS**[2]
- **Revenue synergies:** leveraging global distribution network, national accounts, and ECX deployment
- **Cost synergies:** combined scale / sourcing; leveraging infrastructure and utilizing core competencies with PEP and ECX

STATUS UPDATE – INTEGRATION ON TRACK

- Closed: October 28, 2026
- Established integration governance and execution teams
  - Cross-functional integration sessions underway
  - Identified owners of ECX and multiple cost synergy initiatives
- Expected Adj. EBITDA synergies of $4M – $6M by year 3

A&D = Aerospace & Defense. SAM = Serviceable Addressable Market. PEP = Powering Enerpac Performance. ECX = Enerpac Commercial Excellence. TTM = Trailing Twelve Months. [1] For TTM Mar-26. [2] Adjusted for transaction costs, integration costs, and non-cash acquisition related charges.

INTRODUCING FY30 FINANCIAL TARGETS

4% – 6%
Organic Growth CAGR
(FY26 – FY30)

+200 – 300 bps
Above-Market
Growth

10% – 13%
Adj. Diluted EPS CAGR
(FY26 – FY30)

>100%
Free Cash Flow
Conversion[1]



[1] Free Cash Flow Conversion defined as Free Cash Flow / GAAP Net Income.

EXPERIENCED LEADERSHIP TEAM EMPOWERED WITH OWNERSHIP AND AUTONOMY TO DRIVE STRATEGIC PRIORITIES



PAUL STERNLIEB
President and CEO
Joined: 2021

JBT Marel | ITW | Danaher | H.J. Heinz
McKinsey



DARREN KOZIK
EVP and CFO
2024

ManpowerGroup | Mortara Instrument | GE



ERIC CHACK
EVP, Operations
2024

Mohawk Industries | Briggs & Stratton
SPX | IDEX



MART HINNEN
EVP of Innovation and
Heavy Industrial Technologies
2008

AXA



PHIL JEFFERSON
EVP, Chief Commercial Officer
2023

Honeywell | Barcode Warehouse
Motorola Solutions



VINAY VARMA
President, SFE
2026

Eaton | Hilti Group | Baker Hughes | SLB



NOAH POPP
EVP, General Counsel, and Secretary
2025

JBT Marel | Kraft Foods Group | TMK IPSCO



BEN TOPERCER
EVP, Chief People & Technology Officer
2022

Vantage Specialty Chemicals | Rexam
Henkel | Eaton

110+ Years of Combined Industrial Industry Experience

88% New to Company Since 2021

35+ Global Leadership Council Members

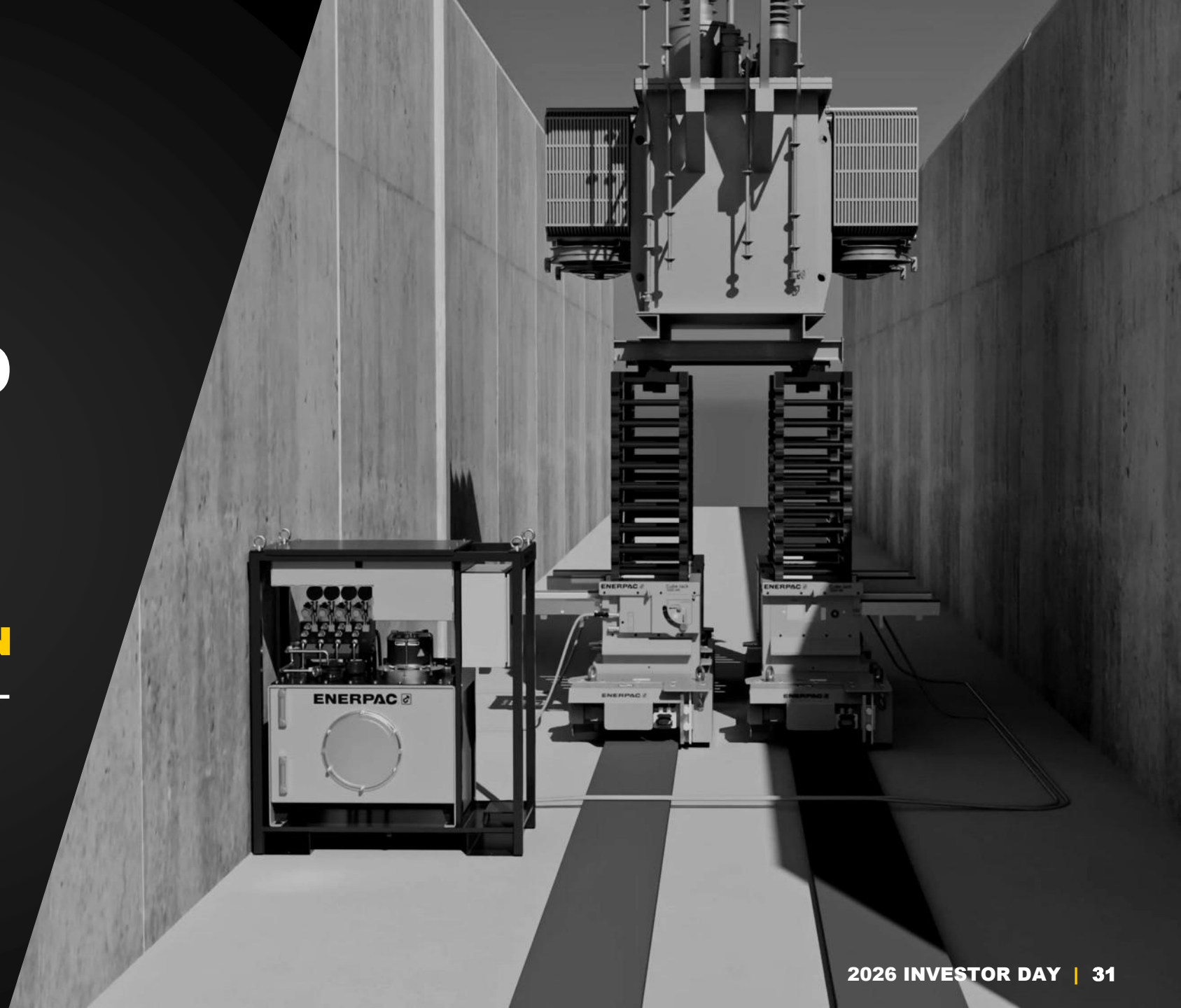
Presenter Today

SCALING COMMERCIAL EXCELLENCE TO ACCELERATE GROWTH



PHIL JEFFERSON

EVP, CHIEF COMMERCIAL OFFICER



KEY MESSAGES

1

Scaling Enerpac Commercial Excellence (ECX) across global organization to drive enterprise-wide improvements

2

Accelerating PROPEL's GROW pillar through targeted commercial initiatives to drive above-market growth

3

Enhancing customer value through solution-led selling, strategic account development, and deeper channel partnerships



DIFFERENTIATED COMMERCIAL ORGANIZATION

Engagement and Accountability

Driving clear local ownership and accountability across priority markets

- Upgraded commercial talent and structure, including district manager model
- Increased focus on direct engagement with customers
- Complemented above with strong channel relationships



305 Global Sales Professionals

5 Global District Managers

~80% Time Spent with End Customers / Users

~20% Time Spent with Channel Partners

Application and Engineering Expertise

Helping solve complex, mission-critical applications

- Deep industry expertise across targeted, attractive end markets
- Experts work directly with customers to
  - Understand application
  - Specify right solution
  - Connect execution through appropriate channel partner



38 Application / Engineering Experts

~10 Years Average EPAC Tenure

~25 Years Average Industry Experience

DEEP CUSTOMER RELATIONSHIPS AND SPECIALIZED EXPERTISE THAT IS DIFFICULT TO REPLICATE

Note: commercial organization statistics reflect legacy Enerpac Tool Group only and exclude SFE Group.

ENERPAC ACADEMY: TECHNICAL TRAINING AND SUPPORT EXTENDS ENERPAC'S COMMERCIAL REACH

8
Global Training Centers

120+
Online Product Training Modules Available

800+
Customers Trained Annually

TRAINING AND SUPPORT AS A COMMERCIAL CAPABILITY



Builds Product and Application Expertise

- Hands-on training covering tool operation, maintenance, repair, and safety led by experts
- Practical, interactive curriculum grounded in real-world use

We are an applications partner, not just an equipment supplier



Enables Distribution Channel

- Training for distributors, service centers, and end users to keep partners current on solutions
- Builds technical capabilities closer to customer

Extends commercial reach via a more capable, trusted channel



Provides Support throughout Product Lifecycle

- Training on operation and maintenance supporting safe, productive, and reliable tool use
- Complemented by Authorized Service Centers for support

Deepens customer relationships and reinforces value

STRENGTHENS CUSTOMER VALUE PROPOSITION

Note: Enerpac Academy statistics reflect legacy Enerpac Tool Group only and exclude SFE Group.

COMMERCIAL EXCELLENCE IS DURABLE AND SCALABLE

ENERPAC COMMERCIAL EXCELLENCE (ECX)

WHAT IT DOES

- Creates end-to-end commercial discipline and predictability
  - Global playbook enabling enterprise selling
  - ECX competency framework
  - Mandatory adoption
  - Coaching culture
  - ECX SharePoint hub

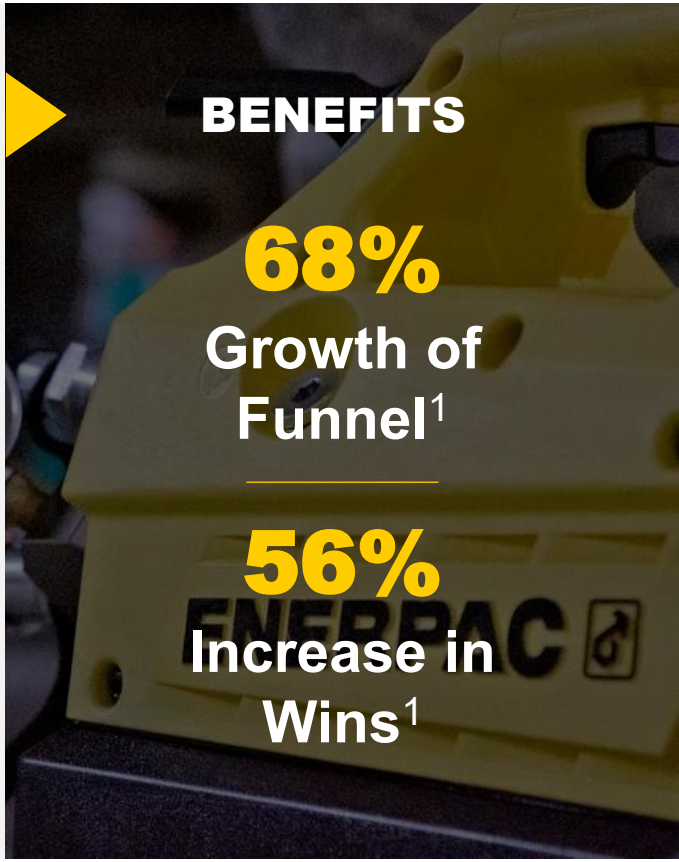
WHY IT MATTERS

- Standardizes funnel management and sales execution
- Institutionalizes KPI-driven commercial rigor and aligns incentives
- Advances cross-selling with strategic customer accounts
- Develops consultative talent
- Results in longer-cycle project visibility

HOW IT EMPOWERS

- Creates structured, globally aligned framework
  - Training and education
  - Content creation
  - Enablement hub
  - CRM and sales tools
  - Prospecting and data sources

BENEFITS



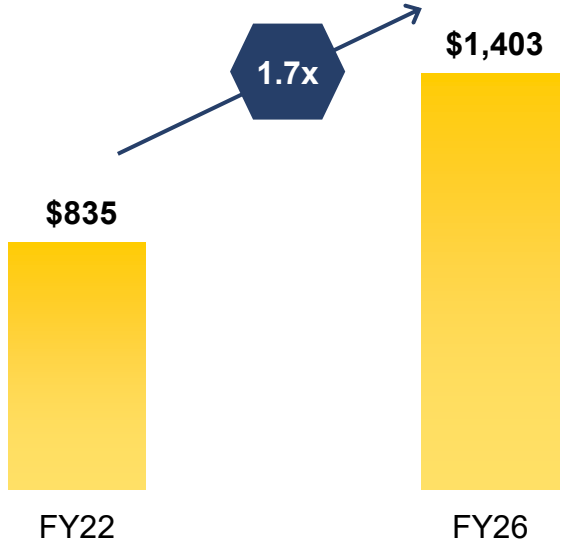
COMBINING TALENTED SALES FORCE WITH GLOBAL SCALE AND LOCAL EXECUTION

ECX = Enerpac Commercial Excellence. KPI = Key Performance Indicator. CRM = Customer Relationship Management. [1] FY22 – FY26. Reflects legacy Enerpac Tool Group only and excludes SFE Group.

ECX ACCELERATING MEASURABLE EXECUTION

$4.7B+
Pipeline Added to Funnel (FY22 – FY26)

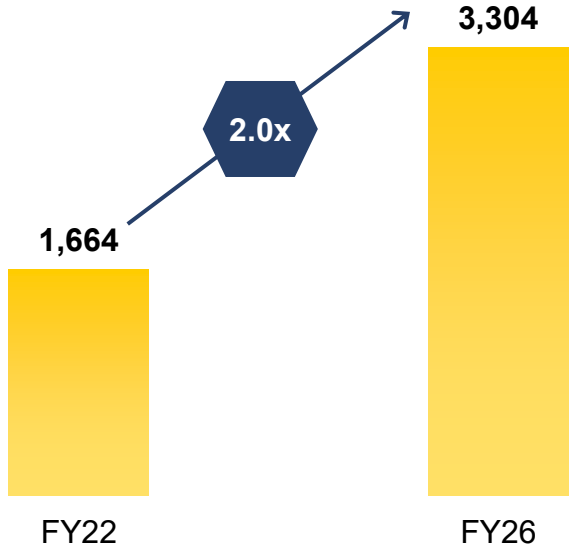
Pipeline Added to Funnel ($M)



Expanding Funnel and Increasing Opportunities

11,500+
New End-User Opportunities (FY22 – FY26)

Number of New End-User Opportunities Created



GREATER REVENUE VISIBILITY, CUSTOMER INTIMACY, AND COMMERCIAL PRODUCTIVITY

ECX = Enerpac Commercial Excellence. Note: data reflects legacy Enerpac Tool Group only and excludes SFE Group.

A REPEATABLE COMMERCIAL PLAYBOOK TO CONSISTENTLY OUTGROW MARKETS

ECX Supports Playbook

Significant Market Opportunity across **Business Lines**

Favorable Growth Tailwinds and Targeted Actions in **Attractive End Markets**

Targeted GROW Initiatives Where We Have the **Right to Win**

+200 – 300 bps
EPAC ABOVE-MARKET GROWTH TARGET

Enerpac SAM[1]
~$5.5B
Added $1B from SFE Group Acquisition

2% – 3%
Market Growth Rate[1]
(2026 – 2030)



ECX = Enerpac Commercial Excellence. [1] Source: demand-driven and competitive market assessments.

EXECUTING TARGETED INITIATIVES TO ACCELERATE ABOVE-MARKET GROWTH

PROPEL
ELEVATING PERFORMANCE

GROW

in Attractive End Markets with Commercial Excellence

Lifecycle Value via Service



DIFFERENTIATE

through Product-First, Application-Led Innovation



EXPAND

through Operational Excellence Initiatives, including Inventory Management and Service Expansion



ENABLED BY POWERING ENERPAC PERFORMANCE (PEP) AND DISCIPLINED CAPITAL ALLOCATION TO EXPAND MARGINS

GROW PRIORITIES: LEGACY ENERPAC TOOL GROUP

1 Drive Distributor-Led Excellence

- Deepen relationships and exclusivity with national accounts, while enhancing support in specific regions

2 Enhance Go-to-Market

- Build application-based sales model in select end markets
- Reduce lead times by streamlining portfolio, improving inventory forecasts, and providing finished inventory closer to customers
- Accelerate e-commerce reach underpinned by recent investment in new technology platform

3 Deploy and Scale Enterprise Selling Initiative

- Deepen strategic relationships with high-value, global customers through coordinated enterprise-level engagement
- Expand wallet share by leveraging existing customer relationships to capture opportunities across multiple sites, regions, and applications
- Drive earlier engagement with key decision-makers to influence specifications and build visibility into future project opportunities

Data Center Spotlight

- ✓ Adding dedicated U.S. commercial resources
- ✓ Direct engagements with large asset owners, EPCs, and contractors
- ✓ Strong momentum in hydraulic gantries and e-Mover solutions through go-to-market model – **recent wins:**
  - **~$5M** with leading modular design and manufacturing company
  - **~$1.5M** with leading U.S. engineering contractor
  - **~$825K** with heavy equipment rental provider



SCALING WITH STRONGER CHANNELS, FASTER EXECUTION, AND DEEPER MARKET PENETRATION

EPC = Engineering, Procurement, and Construction.

GROW PRIORITIES: SERVICE

hydratight

1 Drive Opportunistic Expansion

- Increase technicians in U.S. to capture surge in nuclear and shipbuilding
- Add nitrogen service packages in North Sea

2 Invest in High-Margin Capabilities

- Increase exposure to leak sealing and hot tapping by investing in design, building, and technical capabilities
- Scale high-margin service capabilities for Refinery and Petrochemical and Power Generation

3 Expand Product Rentals

- Drive increased service asset utilization with go-to-market initiative for new customers

Aerospace & Defense Spotlight

- ✓ Executed 500+ nuclear industry projects since 2006 either direct to utility or with Tier 1 defense contractors
- ✓ Invested to become CMMC certified
- ✓ Integrated on-site expertise and specialized equipment
- ✓ Expanding customer value with complementary capabilities in niche applications gained via SFE

Recent Hydratight Win with Leading Defense Contractor

- **$1.1M contract** providing mission-critical marine applications
  - Deck milling
  - Drilling systems
  - EDM
  - Line boring
  - Flange-facing applications



BUILDING A HIGHER-MARGIN, MORE RECURRING SERVICE PLATFORM WITH SIGNIFICANT RUNWAY

CMMC = Cybersecurity Maturity Model Certification. EDM = Electrical Discharge Machining.

DRIVING INCREMENTAL SALES BY ACCELERATING E-COMMERCE PRESENCE

1 INCREASE DISCOVERY
Stronger product awareness through digital visibility

- Complete digital portfolio coverage
- Improved product visibility and searchability
- Localized digital content for key regions

2 SEAMLESS ENGAGEMENT
Easier for customers to find the right product

- Simplified product navigation and selection
- Seamless and connected customer experience

3 GREATER CONVERSION
Digital engagement drives incremental sales

- Improved lead capture rate and conversion
- Faster sales process
- Increased growth in small-order and long-tail



$7M
FY26 e-Commerce Sales[1]
55% CAGR (FY22 – FY26)

High-Quality Incremental Sales
Full List Price | Top-Tier Customers
No Meaningful Channel Conflict

Commercial Synergies
Opportunity with SFE Given
Currently Not an Offering

SELF-SERVICE PLATFORM ENABLES TEAM TO SHIFT FROM TRANSACTIONAL TO SOLUTION SALES

[1] Reflects legacy Enerpac Tool Group only and excludes SFE Group.

80/20 IN ACTION | CREATING A MORE PRODUCTIVE DISTRIBUTOR NETWORK

Recent Actions to Optimize Enerpac Channel

~1,000
Distributors (FY22)[1]

~800
Distributors (FY26)[1]

- **Rationalized distributors** based on productivity and growth potential
- Concentrated network with **fewer, higher-performing partners** (i.e., winners)
- **Increased sales, marketing,** and **technical support** for priority distributors

Introduced Channel Management Program with Optimized Network

Aligning Incentives

- Growth-based rebate programs
- Discount tiers linked to growth and scale
- Third-party representative support to drive execution at branch level

Driving Greater Share of Wallet

- Increased lead sharing
- Targeted marketing support and joint commercial activity
- Greater concentration of business with fewer distributors

Making Us Easier to do Business with

- New EDI portal simplifying order processes
- Enhanced tools and support
- Improved connectivity and daily commercial coordination

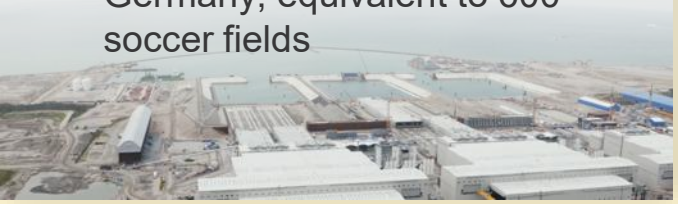
WINNING WITH THE WINNERS

EDI = Electronic Data Interchange. [1] Reflects legacy Enerpac Tool Group only and excludes SFE Group.

CASE STUDY | FEHMARNBELT TUNNEL: WINNING A MARQUEE INFRASTRUCTURE PROJECT THROUGH ECX

BACKGROUND

- **Identified a complex, high-value opportunity** aligned with our capabilities and capacity
- Customer **required integrated partner** capable of reducing technical and execution risk
- **World's longest immersed tunnel** connecting Denmark to Germany; equivalent to 600 soccer fields



OUR SOLUTION

- **Engaged early with customer** to develop a deep understanding of project requirements
- **Engineered integrated hydraulic and controls solution** for positioning and aligning the tunnel elements
- **Delivered complete supporting system**, including controls, hoses, couplings, cabling, testing, and aftersales support
- **Mobilized multidisciplinary expertise** from initial design through onsite commissioning



We Make Complex, Often Hazardous Jobs Possible, Safely and Efficiently

BENEFITS

- **Secured initial ~$3M order and expanded to ~$13M of revenue (FY24 – FY26)**
- **Established repeatable commercial playbook for winning complex projects**
- **Supported successful installation of first tunnel element with runway for additional elements**

CONVERTING EARLY ENGAGEMENT AND CUSTOMER INSIGHT INTO DIFFERENTIATED VALUE

ECX = Enerpac Commercial Excellence.

CASE STUDY | LEVERAGING LOCAL EXPERTISE TO UNLOCK A GLOBAL POWER GENERATION OPPORTUNITY

BACKGROUND

- **Leading global electricity producer** required solution to support maintenance of large-scale hydroelectric dams
- **Secured 8-year framework agreement** in February 2024, with potential extension



OUR SOLUTION

- **Initial solution: delivered specialized multi-stud tensioning systems** tailored to application requirements
- **Cross-sell win:** leveraged established customer relationship and **DTA's application expertise to develop a customized AGV solution** for separate heavy-component handling application





BENEFITS

- **$6.2M in orders received under framework agreement to date**
- **$6M – $15M in potential additional orders over next 5 years**
- **~$400K incremental DTA order demonstrates cross-selling potential and expanded share of wallet**

COMBINING EXPERTISE WITH SCALE TO DRIVE GROWTH IN ATTRACTIVE MARKET

AGV = Automated Guided Vehicle.

CASE STUDY | LEVERAGING ECX-DRIVEN FLYWHEEL TO OPTIMIZE AND DEEPEN CUSTOMER RELATIONSHIPS

BACKGROUND

- The old distributor-led sales model **limited direct end-user engagement** and **created inconsistent sales opportunities**
- Limited ability to **proactively shape customer demand and brand preference**

OUR SOLUTION

- **Flywheel** drives deeper engagement, disciplined account planning, and proactive opportunity creation
- **Data and CRM visibility** enables earlier customer identification and systematic funnel progression
- **Repeatable execution cadence** converts customer insights into actions and wins



BENEFITS

- **Greater ability to shape demand and brand preference**
- **Strong funnel creation and execution**

EXAMPLE TERRITORY MANAGER SPOTLIGHT:

Delivering Strong Results with ECX

- **+29% YoY Growth**
- **119% Sales to Plan**
- **115% Funnel to Plan**

SCALABLE FLYWHEEL SUPPORTING SUSTAINABLE GROWTH

ECX = Enerpac Commercial Excellence. CRM = Customer Relationship Management.

KEY TAKEAWAYS

1

Scaling Enerpac Commercial Excellence (ECX) across global organization to drive enterprise-wide improvements

2

Accelerating PROPEL's GROW pillar through targeted commercial initiatives to drive above-market growth

3

Enhancing customer value through solution-led selling, strategic account development, and deeper channel partnerships

SFE: NEW PLATFORM FOR PROFITABLE GROWTH



VINAY VARMA
PRESIDENT, SFE



KEY MESSAGES

1. Advancing **pure-play fabrication solutions** strategy

2. **Building on premium brand platform** with demonstrated track record of organic and inorganic growth and strong margins

3. **Expanding addressable market and platform for growth** with financial strength and established M&A playbook

4. **Increasing and aligning exposure to priority end markets,** including industrial & MRO, power generation, and data centers

5. **Capturing upside opportunities** through commercial and operational synergies



MRO = Maintenance, Repair, and Operation.

SFE SNAPSHOT

1936
Founded

~350
Employees

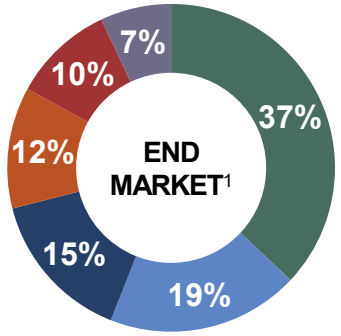
~1,400
Active Distributors

5
Production Facilities

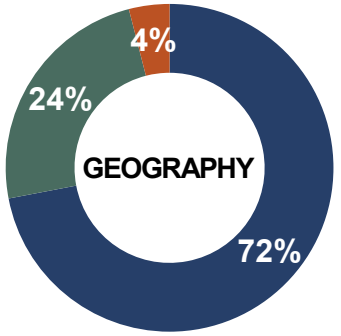
7
Rental Depots

16
Product Launches within Last 3 Years

TTM MAR-26 NET SALES BREAKDOWN



- Specialized Applications[2]
- Refining & Petrochemical
- Industrial & MRO
- Power Generation
- Infrastructure
- Other



- Americas
- EMEA
- APAC

PRODUCT CATEGORIES SUPPORTED BY STRONG BRANDS



Pipe Beveling & On-Site Machining



Orbital Welding & Cutting



Tools & Lifting Equipment

CLIMAX · TAG PIPE EQUIPMENT SPECIALISTS · H&S TOOL · CALDER · AXXAIR · MAGNATECH · PPM PIPE PURGE MASTERS · BORTECH · B&B SUMNER · SUMNER MATERIAL LIFTS · MATHEY DEARMAN · FIT-UP PRO

PREMIUM BRAND PLATFORM WITH STRONG MARGINS AND A MARKET-LEADING POSITION

TTM = Trailing Twelve Months. MRO = Maintenance, Repair, and Operation. [1] Represents the Company's best estimate of end market revenues by category. [2] Includes Mining, Data Centers, Heavy Equipment, and Aerospace & Defense.

SFE VIDEO



WHAT WE DO: GLOBAL PROVIDER OF SPECIALIZED FABRICATION SOLUTIONS FOR CRITICAL INDUSTRIES

PIPE BEVELING & ON-SITE MACHINING | 42%[1]

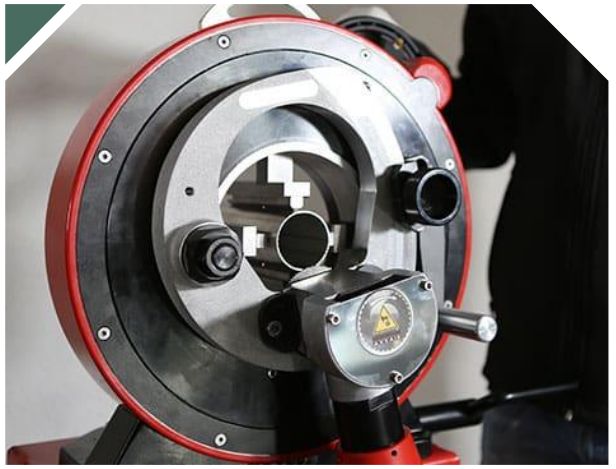
Average Selling Price: $5K – $50K



CLIMAX · TAG PIPE EQUIPMENT SPECIALISTS · H&S TOOL · CALDER

ORBITAL WELDING & CUTTING | 25%[1]

Average Selling Price: $25K – $75K



AXXAIR · MAGNATECH · BORTECH · PPM PIPE PURGE MASTERS

TOOLS & LIFTING EQUIPMENT | 33%[1]

Average Selling Price: $1K – $2K



B&B SUMNER · SUMNER MATERIAL LIFTS · MATHEY DEARMAN · FIT-UP PRO

STRONG MARKET POSITIONS

ESTABLISHED LEADER
#1 in On-Site Machining through Climax Brand

EMERGING LEADER
Combined #2 Market Position through AXXAIR + Magnatech Brands

ESTABLISHED LEADER
#1 in Tools through B&B Sumner and Mathey Dearman Brands

[1] Percentages represent percent of SFE Group net sales for TTM Mar-26.

DIFFERENTIATED, SUSTAINABLE COMPETITIVE ADVANTAGES

Product Excellence

- Industry-leading **durability** and **build quality**; customer feedback drives innovation
- **Customized solutions** for mission-critical applications
- **On-site** machining and welding solutions



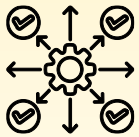
Legacy of 12 Premium Brands

- **250+ years** of combined manufacturing experience
- Commitment to **long-term brand investment** and market growth

AXXAIR · CLIMAX · B&B SUMNER · SUMNER MATERIAL LIFTS

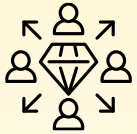
Channel, Distribution, and Market Reach

- Strong **industrial rep network** with deep application expertise
- Strategic **distribution partnerships** across key channels



Customer Support and Service Excellence

- **Rapid response technical support** and application guidance
- Reliable **parts availability** and **aftermarket support**
- Comprehensive **pre- and post-sales support**, including last mile delivery



Training and End User Empowerment

- **Two global, state-of-the-art experience centers** leveraged for end user education and training (Germany and Houston, TX)
- **Onsite product training** at end user facilities
- **Orbital welding school** with product experts



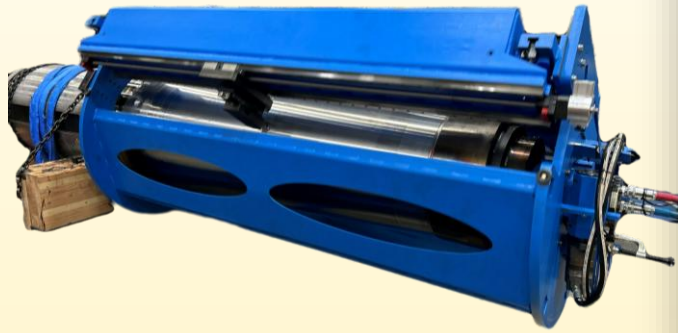
CASE STUDY | TAPERED SHAFT LATHE: MISSION-CRITICAL FABRICATION SOLUTION DELIVERING PRECISION

BACKGROUND

- A&D customer needed shipbuilding application **for in-place, re-machining of tapered propulsion shafts**
- **Traditional processes required shaft removal**, creating significant downtime and repair complexity
- Required more efficient solution to support **large-diameter, mission-critical applications**

OUR SOLUTION

- **Purpose-built tapered shaft lathe** enabling precision machining directly on vessel
- **Portable design** eliminated need to remove propulsion shaft
- **Adaptable modular platform** across shaft sizes and applications



BENEFITS

- **~85% reduction in production time from ~21 to ~3 days**
- **Improved quality while reducing downtime and complexity**
- **~$450K opportunity with replicable solution across shipyards globally**

ENGINEERING-LED INNOVATION CREATING A SCALABLE GROWTH OPPORTUNITY

A&D = Aerospace & Defense.

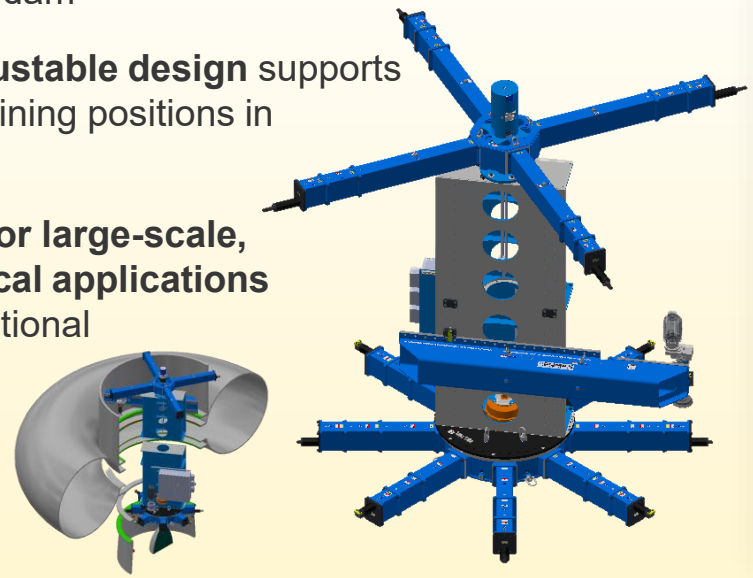
CASE STUDY | CIRCULAR MILL FOR TURBINE REPAIR: SPECIALIZED ENGINEERING ENABLES PRECISION MACHINING

BACKGROUND

- Power Generation customer required a **hydropower application for in-place machining of large turbine components**
- **Asset could not be removed from dam**, requiring machining directly at point of repair
- Traditional repair approach resulted in **extended production time and operational disruption**

OUR SOLUTION

- **Purpose-built circular mill** enabling precision machining directly within dam
- **Modular, adjustable design** supports multiple machining positions in a single setup
- **Engineered for large-scale, mission-critical applications** where conventional machining is impractical



BENEFITS

- **>60% reduction in production time from ~8 to ~3 weeks**
- **Improved quality while reducing downtime and complexity**
- **~$1.3M solution value with potential to replicate across other hydropower applications globally**

EXPERTISE DRIVING CUSTOMER PRODUCTIVITY AND REPEATABLE GROWTH OPPORTUNITIES

DISCIPLINED INTEGRATION PRINCIPLES PRESERVE SFE'S HIGH-PERFORMANCE CULTURE



Built on Strong Foundation

- Preserve entrepreneurial culture, agility, and customer-centric mindset
- Build on proven reputation for quality, reliability, and technical expertise

Proven Continuous Improvement

- Scale existing track record of operational improvement, including SKU rationalization and portfolio optimization
- Apply PEP disciplines to accelerate productivity, execution, and accountability

Unlock Power of Combined Platform

- Enable SFE with Enerpac's commercial capabilities, operating cadence, systems, and infrastructure
- Accelerate innovation and growth while preserving the attributes that have made SFE successful

COMBINING SFE'S PROVEN CAPABILITIES WITH ENERPAC'S SCALE TO DRIVE LONG-TERM VALUE

SKU = Stock Keeping Unit. PEP = Powering Enerpac Performance.

EXECUTING AGAINST A DISCIPLINED INTEGRATION ROADMAP

DAY 1 – 100
Assess

- **Deepen understanding** of customers, channels, operations, and talent while establishing integration governance
- Baseline **synergy opportunities** and infrastructure needs

MONTHS 3 – 12
Integrate

- Deploy **PEP and ECX** across operations, commercial execution, and performance management
- Prioritize **commercial / operational opportunities**, including international distribution and national accounts

YEAR 2 – 3+
Accelerate & Scale

- Launch priority **revenue** and **cost synergy initiatives** with clear ownership / performance measures
- Execute to deliver **$4M – $6M of Adj. EBITDA synergies** by year 3

SYNERGIES UNDERWAY

- Map **cross-selling** opportunities across customer bases
- Identify **priority national accounts** and **distributor opportunities**
- Build **product / customer whitespace analysis** to prioritize commercial actions

- Expand **national accounts in Americas** leveraging Enerpac customer relationships
- Scale **specialty distribution in EMEA and APAC** through Enerpac's distributor network
- **Accelerate product commercialization** via Enerpac's proven innovation engine

- Deepen **product overlay** and **cross-selling** to increase share of wallet
- Broaden **successful account** and **channel plays** across regions
- Scale **new product introductions** through global commercial platform

CONVERTING STRATEGIC FIT INTO TANGIBLE GROWTH AND SYNERGY OPPORTUNITIES

PEP = Powering Enerpac Performance. ECX = Enerpac Commercial Excellence.

KEY TAKEAWAYS

1

Advancing **pure-play fabrication solutions** strategy

2

Building on premium brand platform with demonstrated track record of organic and inorganic growth and strong margins

3

Expanding addressable market and platform for growth with financial strength and established M&A playbook

4

Increasing and aligning exposure to priority end markets, including industrial & MRO, power generation, and data centers

5

Capturing upside opportunities through commercial and operational synergies

MRO = Maintenance, Repair, and Operation.

Q&A SESSION

BREAK

~15 MINUTES

INNOVATION POWERS THE PORTFOLIO AND PROPELS OUR GROWTH STRATEGY



MART HINNEN

EVP OF INNOVATION
AND HEAVY INDUSTRIAL
TECHNOLOGIES



KEY MESSAGES

1

Building on position of strength through portfolio of premium solutions and top-tier distribution to extend market leadership

2

Advancing PROPEL's DIFFERENTIATE pillar through innovation priorities to expand served markets and capture share in high-growth end markets

3

Driving disciplined innovation process to deliver commercial solutions on time, on budget, and at scale

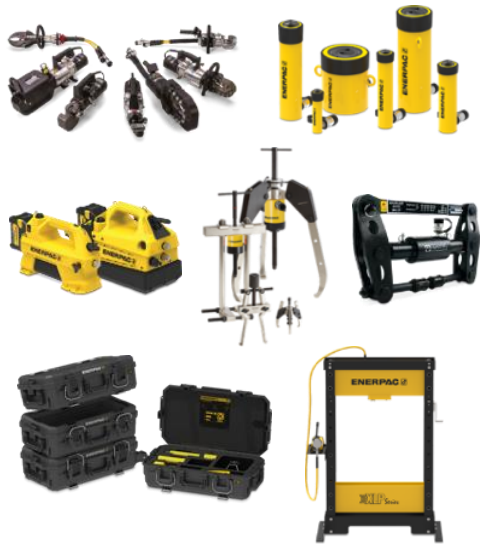


BUILDING FROM POSITION OF STRENGTH WITH RICH HISTORY OF INNOVATIVE SOLUTIONS

INDUSTRIAL TOOLS | 70%[1]

Average Selling Price: $1K – $10K

Pumps • Cylinders • Pullers • Spreaders • Cutters • Presses



HEAVY LIFTING TECHNOLOGY | 17%[1]

Average Selling Price: $75K – $1.5M

Gantries • Jack-Up Systems • Trolley Systems • Skidding Systems • Turntables • AGVs and e-Movers



TORQUE AND TENSION | 13%[1]

Average Selling Price: $2.5K – $10K

Torque Wrenches • Torque Tensioners • Torque Pumps • Bolting Tools



STRONG MARKET POSITIONS

ESTABLISHED LEADER	EMERGING LEADER	ASCENDING DISRUPTOR
#1 Globally	**#1 in Europe, Scaling in Americas**	**Top 5 Globally**

AGV = Automated Guided Vehicle. [1] Percentages represent percent of legacy Enerpac Tool Group IT&S product FY26 net sales.

PROPEL: A SHARPENED LONG-TERM PROFITABLE GROWTH STRATEGY

PROPEL
ELEVATING PERFORMANCE

GROW

in Attractive End Markets with Commercial Excellence

Lifecycle Value via Service



DIFFERENTIATE

through Product-First, Application-Led Innovation



EXPAND

through Operational Excellence Initiatives, including Inventory Management and Service Expansion



ENABLED BY POWERING ENERPAC PERFORMANCE (PEP) AND DISCIPLINED CAPITAL ALLOCATION TO EXPAND MARGINS

DIFFERENTIATE: INNOVATION PRIORITIES POWER PROPEL'S GROWTH AGENDA

BATTERY EXPANSION

Drive adoption through lighter, more efficient batteries, which are changing how customers work

DIGITAL ECOSYSTEM

Create customer stickiness through connected products that enhance traceability and reduce downtime and errors

SOLUTION SELLING

Expand solution suite to strengthen distributor reach and continue to position Enerpac as a one-stop shop

PLATFORM STANDARDIZATION

Standardize platforms to improve time-to-market, lead times, and cost position



DIFFERENTIATE: SCALING BATTERY PLATFORM ACROSS OUR PORTFOLIO

BATTERY EXPANSION

EXPANDING BATTERY POWERED SOLUTIONS

- Applying battery-enabled solutions across portfolio
- Accelerating development and speed-to-market through selective partnerships
- Using selected partnerships for different types of battery systems to support our global portfolio

RESULTS

- Greater portability and safety across jobsite applications
- Improved operator productivity
- Faster product development and launches
- Ability to customize to customer needs for specific solutions



Battery-Powered Split-Flow Pump



Battery-Powered Hydraulic Pump



Battery Torque Wrench



Battery-Powered Machine Skate Set

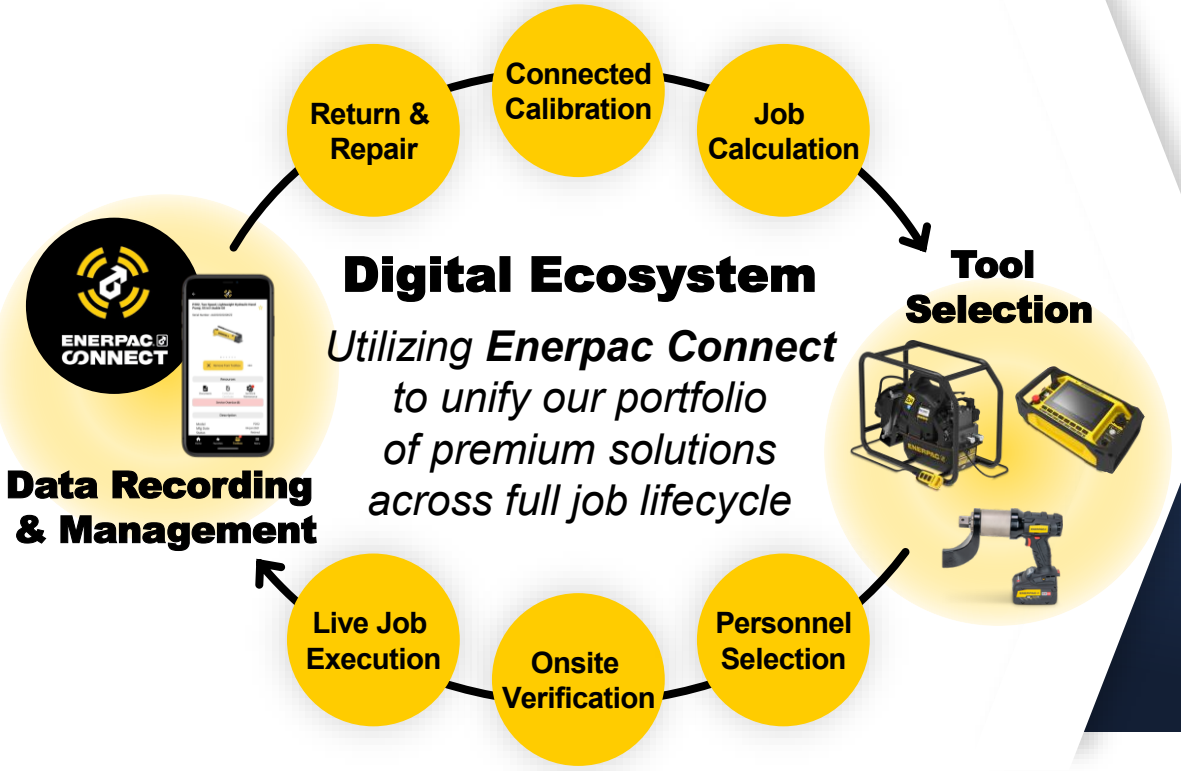
ACHIEVED 26% CAGR[1] IN BATTERY PRODUCT SALES, DRIVEN BY PLATFORM EXPANSION

[1] FY22 – FY26.

DIFFERENTIATE: CREATING A CONNECTED, DIGITAL ECOSYSTEM BY LEVERAGING PORTFOLIO BREADTH

DIGITAL ECOSYSTEM

First Connected Solution Unveiled at WindEnergy Hamburg Trade Fair in Sept. 2026



Why It Matters

- Breadth of portfolio creates advantage
- Focused where connectivity is most important from data traceability to reduced downtime to error-free execution
- One platform with distinguished mechanics and features:
  - Tool-to-cloud connectivity
  - Automatic data recording
  - Downloadable data and reports
  - Trackable user / operator data for specified equipment
  - On-board diagnostics

Ecosystem Benefits

- One connected platform replaces fragmented, multi-supplier systems
- Deeper workflow integration and more consistent job execution

ENHANCING VALUE PROPOSITION AND DRIVING CUSTOMER RETENTION

DIFFERENTIATE: CAPTURING INTERCONNECTED END MARKET GROWTH THROUGH SOLUTION SELLING

SOLUTION SELLING

MARKET NEEDS

- AI accelerating DC buildout and increasing power demand and generation investments
- Increased scale and equipment density drive more complex installation requirements
- Reliability / structural integrity are critical to plant operations
- Complex, heavy equipment requires precise installation and maintenance

POSITIONED TO ADDRESS NEEDS

DATA CENTER BUILDOUT

Positioning high-value equipment within constrained facilities

- Server / electrical equipment movement
- Controlled equipment transport
- Final positioning and installation



e-Movers / Electric Transport Systems

POWER GENERATION

Positioning heavy generation equipment without reliance on overhead cranes

- Turbine / generator installation
- Heavy component lifting / positioning
- Maintenance and replacement





Hydraulic Gantries / Jack-Up Systems

ONE INTEGRATED SOLUTION SUITE

SHARED CUSTOMER VALUE & BENEFITS

- Safer execution
- Faster installation and maintenance
- Reduced downtime and risk
- Greater asset reliability
- Flexible, mobile solutions enable redeployment across facilities

STRENGTHEN DISTRIBUTOR REACH AND CAPTURE GROWING INFRASTRUCTURE OPPORTUNITY

DC = Data Center.

DIFFERENTIATE: STANDARDIZING DIFFERENTIATED PLATFORMS TO ACCELERATE SCALABILITY

PLATFORM STANDARDIZATION

DEPLOY COMMON PLAYBOOK

Standardize the Core ▶ Configure for Application ▶ Scale Across Product Lines

PLAYBOOK IN ACTION

ARMOR STACK™ MODULAR CASE PLATFORM

Common architecture configured across product families



SHARED BATTERY PLATFORM

Common technology deployed across multiple cordless tools



STANDARDIZED DTA PLATFORM

Combined with application-specific machine-skate configurations



SHARED BENEFITS

- Lowers cost per unit
- Shortens lead times
- Improved speed-to-market
- High-margin growth via configuration and customization

SCALING PROVEN SOLUTIONS TO ENABLE FURTHER GROWTH AND MARGIN EXPANSION

TURNING INNOVATION INTO A REPEATABLE GROWTH ENGINE THROUGH DISCIPLINED STAGE-GATE PROCESS

RIGOROUS PROCESS TO MEET UNIQUE CUSTOMER / MARKET-SPECIFIC NEEDS AND RETURN REQUIREMENTS

DISCOVER

- Conduct user research through dedicated, in-field team
- Validate concepts
- Solve pain points and unmet needs

DEFINE

- Develop and prototype rapidly
- Engineer and test
- Leverage partnerships and third-parties to boost development

DELIVER

- Manufacture, test and evaluate, and move to production
- Utilize new innovation lab capabilities, at our Milwaukee HQ, to accelerate time to launch

DEPLOY

- De-risked launches with pre-positioned inventory and trained channel partners
- Integrated marketing campaigns
- Consistent cross-portfolio playbook

Integrate Voice of Customer Feedback Throughout Process

RECENT INNOVATIONS ACROSS PORTFOLIO



Battery-Powered Split-Flow Pump



Battery Torque Wrench



Armor Stack™ Modular Cases



LU-Series Lightweight Torque Pump



30-Ton Hydraulic Toe Jack



Low-Height Skidding System



CR-Series Cribbing Rings



Intelli-Lift 2.0 Wireless Gantry Controller

DEVELOPING AND DEPLOYING SOLUTIONS ON TIME, ON BUDGET, AND AT SCALE

CASE STUDY | LIGHT-WEIGHT BOLTING PUMP: CUSTOMER-LED INNOVATION IN A $140M TORQUE PUMP MARKET

BACKGROUND

- **Customers actively seeking** lightweight electric bolting pump
- Lightweight design **opens a new front in the $140M torque pump market**, extending Enerpac's lead in torque tooling

OUR SOLUTION

LU-SERIES TORQUE PUMP

- **Light-weight, easy-to-use solution** designed specifically for intermittent bolting applications
- **Developed from direct customer insight** and validated through early field trials
- **Delivers portability, speed, and performance** without compromising durability and reliability



BENEFITS

- **Expands addressable market and strengthens position**
- **Optimized pump performance**
- **Designed to withstand harsh conditions, providing dependable protection**
- **Strengthens the full bolting system, not just the pump**

CUSTOMER-LED INNOVATION CREATES NEW PATHWAYS FOR ORGANIC GROWTH

DEDICATED INNOVATION FUNCTION DRIVING PRIORITIES

Global Innovation Labs

Industry Experts Continually Advancing Innovation



~70
Dedicated Innovation FTEs

187
Active Patents

UP TO 75%
Faster Prototype Development[1]

~90%
Reduction in Outsourced Prototype Machining[1]

UP TO 3X
More Design Iterations in Same Timeframe[1]

CORE INNOVATION ENGINE

- Lead with evidence
- Clear governance
- Close collaboration
- Disciplined roadmap

ENABLES OUR RIGHT TO WIN

- Customer-driven innovation
- Application-led solutions
- Disciplined commercialization
- Scalable innovation across business

Note: innovation metrics reflect legacy Enerpac Tool Group only and exclude SFE Group. FTE = Full-Time Employee. [1] Based on performance at the new Enerpac Center innovation lab. Comparisons are from FY24 – FY26.

BUILDING A FASTER, MORE PRODUCTIVE INNOVATION ENGINE

Recently Opened Innovation Lab at Our HQ in Milwaukee, WI Enabling Faster Execution for Full Product Portfolio

Opened Spring 2025 | 3,000 sq. ft. R&D facility

Expanded in-house prototyping capabilities reduce reliance on external vendors (i.e., 3D printing, CNC machining, metrology, testing, welding, and waterjet)

Rapid design iteration allows engineers to test, refine, and make decisions faster

Closer collaboration helps translate customer needs into differentiated products

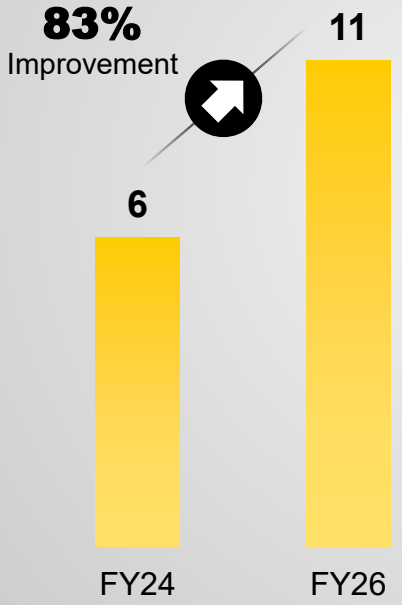






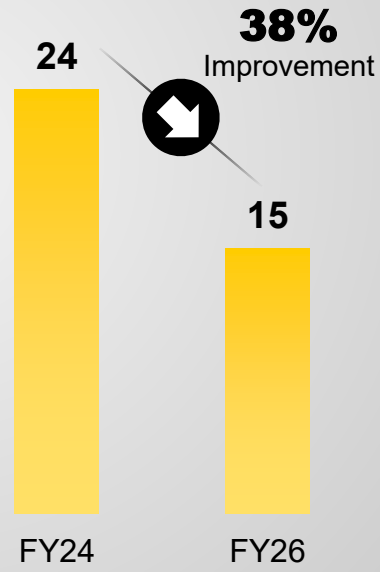
DRIVING FASTER PRODUCT LAUNCHES...

(NPI)



...WHILE ACCELERATING TIME TO LAUNCH

(Months)



FASTER ITERATION AND INCREASED INVESTMENT TRANSLATES INTO HIGHER PACE OF NPI

NPI = New Product Introductions. CNC = Computer Numerical Control.

VOICE OF CUSTOMER SPOTLIGHT: TURNING DISCOVERY INTO STANDARDIZED SOLUTIONS FOR SCALABLE GROWTH

Field Immersion and Data Intake

Embed innovation team on-site with customers, seeing firsthand how tools were stored and moved between jobs

Validate with Customers

Test alongside operators on live jobsites across multiple applications, refining portability, ergonomics, and durability

Custom-to-Standard Pathway

Co-develop with customer to solve specific heavy-move challenge, then standardize across other applications

Proof Points

Armor Stack™ cases: *direct field observation exposed a storage and mobility gap, which identified opportunity for industrial-grade kits that are stackable and configurable*



LU-Series lightweight electric torque pump: *validated in the field, now serving bolting applications across multiple end markets, including Power Generation*



Synchronized e-Mover: *scalable solution that first sold into power generation, then data centers, proving demand across fast-growing adjacent end markets*



VOICE OF CUSTOMER DRIVES INNOVATION PRIORITIES

CASE STUDY | JUNEAU CREEK BRIDGE: ADDRESSING COMPLEX CUSTOMER NEEDS IN DEMANDING ENVIRONMENT

BACKGROUND

- **Required ~1,000-ft. bridge** to be assembled across remote canyon in Alaska
- **Complex launch** demanded exceptional safety, precision, and synchronization



OUR SOLUTION

- **Engineered customized hydraulic bridge-launch system** tailored to specific project requirements
- **~$2.1M revenue generated from customized solution** enabling real-time data on pressure, position, and movement
- **Combined engineering expertise, digital controls, and on-site support** to manage project from concept to execution

We Make Complex, Often Hazardous Jobs Possible, Safely and Efficiently



BENEFITS

- **Improved schedule certainty through expert support**
- **Safe and controlled bridge launch, enabled construction in challenging environment**

> ***This project is a giant milestone and accomplishment.*** *It's very exciting how bridge launching infrastructure is developing and* ***how Enerpac is a spearhead*** *in that."*
>
> – CUSTOMER FIELD MANAGER

ENGINEERING DIFFERENTIATION AND EXPERTISE UNLOCK HIGH-MARGIN OPPORTUNITIES

CASE STUDY | HS2 UK HIGHWAY BRIDGES: SAFER, FASTER INFRASTRUCTURE EXECUTION

BACKGROUND

- High Speed 2 (HS2 UK) highway bridges **required deck installations during weekend work window**
- High-capacity installation **required safe, efficient, and precise movements**

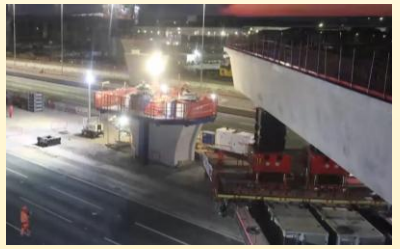


OUR SOLUTION

- **Provided upfront consultation** to optimize solution selection and execution planning
- **$1.5M+ revenue generated from proven JS-500 jack-up** technology for high-capacity bridge installation, a solution pioneered and developed by Enerpac
- **Combined digital controls and field support** to enable safe, controlled execution

We Make Complex, Often Hazardous Jobs Possible, Safely and Efficiently





BENEFITS

- **Reduced execution risk and schedule uncertainty**
- **Improved safety, precision, and execution confidence**
- **Executed in one weekend rather than requiring weeks or months of highway closures**

PROVEN, MISSION-CRITICAL SOLUTIONS FOR COMPLEX INFRASTRUCTURE PROJECTS

KEY TAKEAWAYS

1

Building on position of strength through portfolio of premium solutions and top-tier distribution to extend market leadership

2

Advancing PROPEL's DIFFERENTIATE pillar through innovation priorities to expand served markets and capture share in high-growth end markets

3

Driving disciplined innovation process to deliver commercial solutions on time, on budget, and at scale

CONTINUOUS IMPROVEMENT CULTURE DRIVING OPERATIONAL EXCELLENCE



ERIC CHACK
EVP, OPERATIONS



KEY MESSAGES

1. **Leveraging data-driven decision making** to drive business and financial acumen, continuous improvement mentality, and disciplined execution

2. **Centralizing professional sourcing function** to leverage scale and deliver sustainable margin expansion

3. **Executing PROPEL's EXPAND pillar** through PEP-driven productivity improvements, footprint optimization, and margin expansion

4. **Driving structured monthly operating system** to offset inflation and deliver optimal cost basis



PEP = Powering Enerpac Performance.

OPERATIONAL EXCELLENCE IS DURABLE AND SCALABLE

HOW WE WIN

Execution Discipline

- **Standardized and rigorous operating cadence** across all sites to codify excellence
- Deployment of **Lean and 80/20** tools across enterprise
- Monthly P&L rigor and KPI tracking **(SQDICG)** ensuring accountability
- **Robust strategic goal setting** to drive process and employee development

POWERING ENERPAC PERFORMANCE

=

WHAT IT ENABLES

Strong Financial Outcomes

- Annual productivity engine **offsets inflation and expands margins**
- Sourcing transformation from inflation headwind to **cost savings tailwind**
- Footprint rationalization drives large scale **cost leverage** and **profitability improvement**

PROVEN SQDICG RESULTS[1]

Safety: Industry-leading TCIR, half national average — **0.68 TCIR**

Quality: Global reputation as quality leader — **Best-in-Class PPM Rates**

Delivery: Maintain leading core products order-to-fill rate — **<2 Days**

Inventory: Focus on core product turning — **12+ Turns**

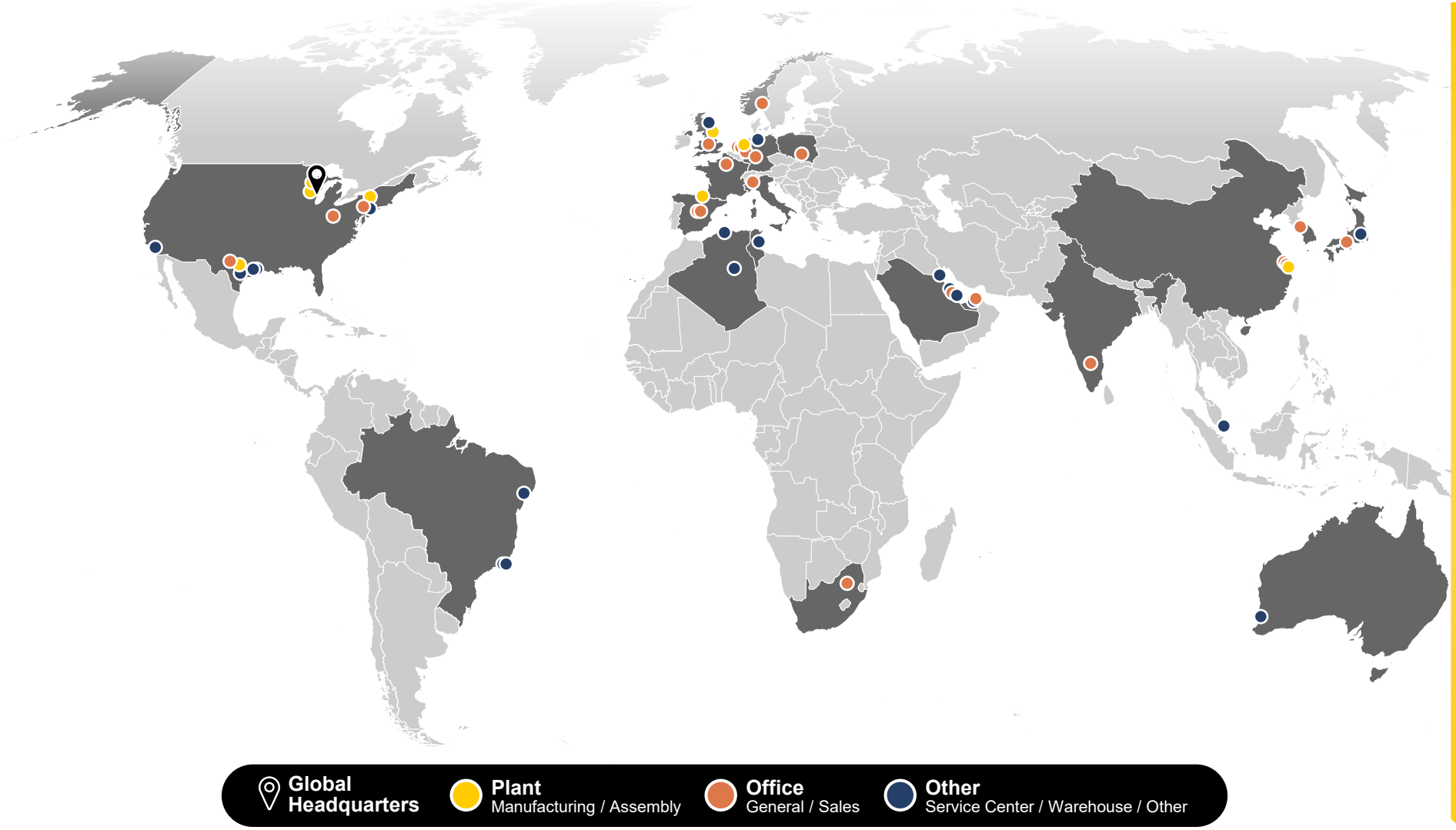
Cost: Drive annual plant productivity gains — **~$2M**

Growth: Product launches in FY26 — **11**

REPEATABLE PLAYBOOK WITH PROVEN ABILITY TO EXECUTE AND SCALE

SQDICG = Safety, Quality, Delivery, Inventory, Cost, Growth. TCIR = Total Case Incident Rate. PPM = Parts Per Million. [1] Results reflect legacy Enerpac Tool Group only and exclude SFE Group.

GLOBAL REACH WITH LOCAL EXPERTISE AND EXECUTION



KEY STATISTICS[1]

11
Global Manufacturing Plants and Distribution Centers

$129M
FY26 Material Spend

~55%
Of Our Products Are Manufactured in U.S., Supported by Our Largest Manufacturing Plant Located in Wisconsin

[1] Key statistics reflect legacy Enerpac Tool Group only and exclude SFE Group.

PROPEL: A SHARPENED LONG-TERM PROFITABLE GROWTH STRATEGY

PROPEL
ELEVATING PERFORMANCE

GROW

in Attractive End Markets with Commercial Excellence

Lifecycle Value via Service



DIFFERENTIATE

through Product-First, Application-Led Innovation



EXPAND

through Operational Excellence Initiatives, including Inventory Management and Service Expansion



ENABLED BY POWERING ENERPAC PERFORMANCE (PEP) AND DISCIPLINED CAPITAL ALLOCATION TO EXPAND MARGINS

KEY VALUE DRIVERS FURTHER ENHANCING ENERPAC'S PROPEL STRATEGY

SOURCING EXCELLENCE

FORMALIZED VA/VE PROGRAM

OPERATIONAL PRODUCTIVITY

ACQUISITION INTEGRATION



VA/VE = Value Analysis and Value Engineering.

BUILDING A SCALABLE SOURCING ENGINE WITH 80/20 TO DRIVE MARGIN EXPANSION

SOURCING EXCELLENCE

KEY FOCUS AREAS

- Shifting to **centralized commodity sourcing strategy** (i.e., low-cost region sourcing and vendor consolidation), while investing in processes to **drive material cost reduction**
- Activating **large, multi-year savings funnel** to support ongoing **margin improvements**
- **Executing ongoing optimization initiatives** (i.e., supplier consolidation), leveraging 80/20, to further **enhance scale / purchasing power**
- **Investing in labs, talent, and capacity** to operationalize and realize savings from funnel

BENEFITS

- ✓ **Consolidating spend** with key suppliers to **drive cost out**
- ✓ **Offset input cost inflation** while enabling **margin expansion**
- ✓ Creates **structural cost advantage** and drives greater **continuous improvement**



DEEPENING OUR STRUCTURAL COST ADVANTAGE

UNLOCKING STRUCTURAL MARGIN EXPANSION THROUGH FORMALIZED VA/VE PROGRAM

FORMALIZED VA/VE PROGRAM

KEY FOCUS AREAS

- **Reducing product and material costs** through design-to-cost initiatives while embedding repeatable processes to drive **ongoing, scalable cost reduction**
- Building and converting a **structured savings funnel** to drive **consistent cost reduction opportunities**
- **Integrating engineering, sourcing, and operations** to accelerate **implementation** and **cost savings**

BENEFITS

- ✓ Pilot event in Q4 FY26 yielded **30%+ material reduction in COGS**
- ✓ **Target 6 – 10 events** across largest product families for FY27
- ✓ Drive sustainable, **repeatable cost reduction**
- ✓ Continue to **feed the funnel**



DELIVERING SAVINGS WHILE BUILDING REPEATABLE COST PRODUCTIVITY

VA/VE = Value Analysis and Value Engineering.

DRIVING GREATER OPERATIONAL PRODUCTIVITY

OPERATIONAL PRODUCTIVITY

KEY FOCUS AREAS

- Driving incremental cost savings and offsetting inflationary headwinds through **annual productivity initiatives** utilizing Lean and 80/20
- Improving capacity utilization and fixed cost absorption through **consolidation of underutilized facilities**
  - Completed **6 manufacturing and service site consolidations** since 2022
- **Streamlining manufacturing network** to reduce overhead and simplify operational complexity

BENEFITS

- ✓ **Improves fixed cost leverage** through higher capacity utilization and reduced overhead
- ✓ **Enhances profitability** by consolidating operations
- ✓ **Positions business to scale efficiently** as demand grows
- ✓ **Holds costs flat**, absorbing annual inflationary headwinds



REDUCING STRUCTURAL OVERHEAD WHILE CREATING CAPACITY TO SCALE EFFICIENTLY

DEPLOYING ACQUISITION INTEGRATION PLAYBOOK TO STANDARDIZE BEST PRACTICES

ACQUISITION INTEGRATION

KEY FOCUS AREAS

- **Applying standardized operating model** to accelerate integration and drive consistent execution
- **Capturing cost and operational synergies** through sourcing, footprint alignment, and process optimization
- **Integrating systems, data, and KPIs** to enhance visibility, accountability, and performance management

BENEFITS

- ✓ **Consolidated global distribution network** to optimize overhead and freight costs
- ✓ **Greater economies of scale** with enhanced discounts and volume rebates
- ✓ **Potential site consolidations** to minimize overhead and maximize fixed asset utilization



ENABLES SCALABLE, REPEATABLE VALUE CREATION THROUGH PROVEN INTEGRATION PLAYBOOK

KPI = Key Performance Indicator.

CASE STUDY | 80/20 PORTFOLIO SIMPLIFICATION THROUGH SKU RATIONALIZATION PROGRAM

BACKGROUND

- **30,000+ active finished-good SKUs** created portfolio complexity
- Long-tail demand contributed to **inventory inefficiency** and **demand variability**
- **Broad assortment remains important** to maintaining Enerpac's solutions-provider value proposition

OUR SOLUTION

- Applying 80/20, **rationalized ~9,200 SKUs**, including ~4,400 standard items, based on demand and ordering trends
- Provides adjacent alternatives or substitutes with **AI-enabled e-commerce tool**
- Uses demand data more systematically to **identify long-tail inventory** and **portfolio opportunities**





BENEFITS

- **Reduced complexity to improve ease of doing business**
- **Improved working capital efficiency**
- **Enhanced quality, availability, and delivery for customers**

REDUCING COMPLEXITY WHILE IMPROVING AVAILABILITY AND UNLOCKING WORKING CAPITAL

SKU = Stock Keeping Unit.

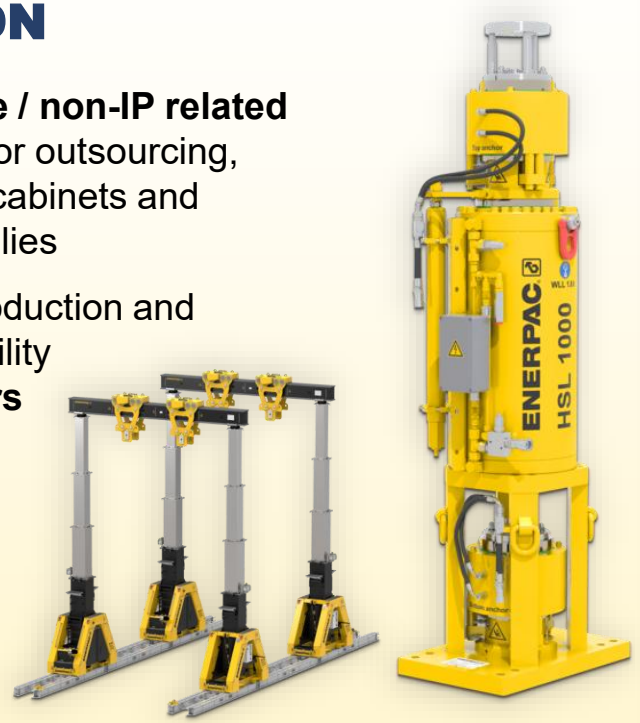
CASE STUDY | HLT STRATEGIC OUTSOURCING OF NON-CORE ACTIVITIES IMPROVED SPEED AND MARGIN

BACKGROUND

- Non-core manufacturing activities **consume capacity and working capital**
- Opportunity to **better utilize plant capacity for higher-value growth**

OUR SOLUTION

- **Identified non-core / non-IP related activities** suitable for outsourcing, including electrical cabinets and welding subassemblies
- Shifted selected production and inventory responsibility to **qualified vendors**



BENEFITS

- **Targeting 15% – 20% cost savings**
- **Shortened project cycles through reduced lead times**
- **Increased working capital efficiency**
- **Utilized space freed up to support aftermarket sales and refurbishment operations**

OUTSOURCING LOWERS COST, ACCELERATES PROJECTS, AND UNLOCKS CAPACITY FOR GROWTH

HLT = Heavy Lifting Technology. IP = Intellectual Property.

CASE STUDY | TENSIONERS RE-SOURCING AND STOCKING

BACKGROUND

- **Insufficient stocking protocols** limited availability, responsiveness, and sales conversion
- Constrained by **high costs** and **gaps in lead times**



OUR SOLUTION

- **Re-sourced to a low-cost region** to strengthen cost competitiveness
- **Increased EOQs and stocking protocols** to enhance product availability and fulfillment



BENEFITS

- **Increased funnel by 6x**
- **Improved win rate by 25% – 35%**
- **Represents $1.4M – $2.2M improvement in annual sales**

ESTABLISHED A REPEATABLE PLAYBOOK FOR ADJACENT PRODUCT FAMILIES

EOQ = Economic Order Quantity.

KEY TAKEAWAYS

1

Leveraging data-driven decision making to drive business and financial acumen, continuous improvement mentality, and disciplined execution

2

Centralizing professional sourcing function to leverage scale and deliver sustainable margin expansion

3

Executing PROPEL's EXPAND pillar through PEP-driven productivity improvements, footprint optimization, and margin expansion

4

Driving structured monthly operating system to offset inflation and deliver optimal cost basis

PEP = Powering Enerpac Performance.

FINANCIAL FRAMEWORK FOR A HIGH-QUALITY INDUSTRIAL COMPOUNDER



DARREN KOZIK
EVP AND CFO



KEY MESSAGES

1. **Increasing exposure** to higher-growth, higher-margin end markets and geographies

2. **Investing in high-return, organic opportunities** to accelerate long-term profitable growth

3. **Delivering a durable financial algorithm** through disciplined execution, strong cash generation, and increasing returns

4. Leveraging disciplined capital allocation strategy to build a **high-quality industrial compounder**

5. **Introducing financial targets** that demonstrate our earnings power and shareholder value creation potential



A STRONG FINANCIAL FOUNDATION TO ACCELERATE OUR NEXT PHASE OF VALUE CREATION

Track Record of Strong Execution

Significant Improvements in Profitability, Earnings, Returns, and Cash Generation

+

Strengthened Financial Position

Capital-Light Business Model, Disciplined Capital Allocation, and Balance Sheet Flexibility Support Continued Investment and M&A

×

PROPEL
ELEVATING PERFORMANCE

GROW
in Attractive End Markets with Commercial Excellence

Lifecycle Value via Service

DIFFERENTIATE
through Product-First, Application-Led Innovation

EXPAND
through Operational Excellence Initiatives, including Inventory Management and Service Expansion

ENABLED BY POWERING ENERPAC PERFORMANCE (PEP) AND DISCIPLINED CAPITAL ALLOCATION TO EXPAND MARGINS

=

High-Quality Industrial Compounder

Sustainable Growth

Margin Expansion

Increasing Returns

PROVEN EXECUTION AND FINANCIAL STRENGTH FUEL LONG-TERM SHAREHOLDER VALUE

TRACK RECORD OF EXECUTION AND STRONG RESULTS

EFFECTIVE CAPITAL DEPLOYMENT

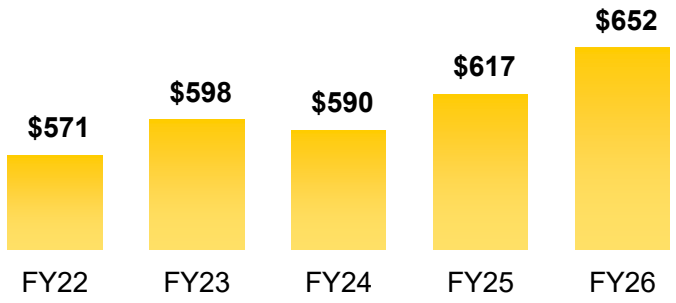
- Activate and leverage strong balance sheet to deploy capital efficiently
- Prioritize organic growth investment and value-creating M&A
- Invest in industry-leading portfolio with a focus on new product innovation

OPERATIONAL DISCIPLINE

- Support capital and product investments for highest ROIC opportunities
- Apply consistent processes and rigor as business scales profitability

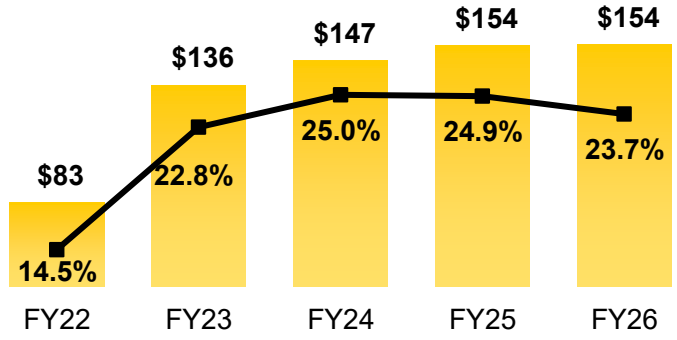
NET SALES ($M)

3% CAGR



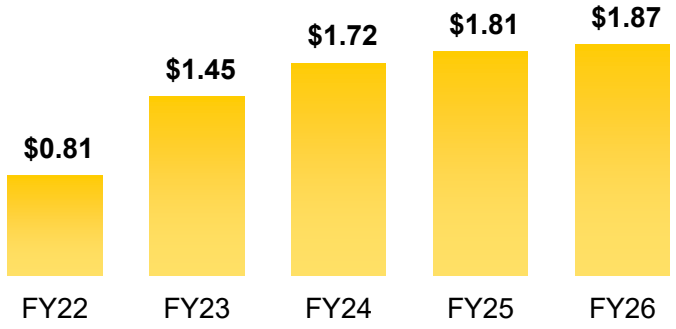
ADJ. EBITDA[1] ($M) & ADJ. EBITDA MARGIN[1] (%)

17% CAGR | +920 bps

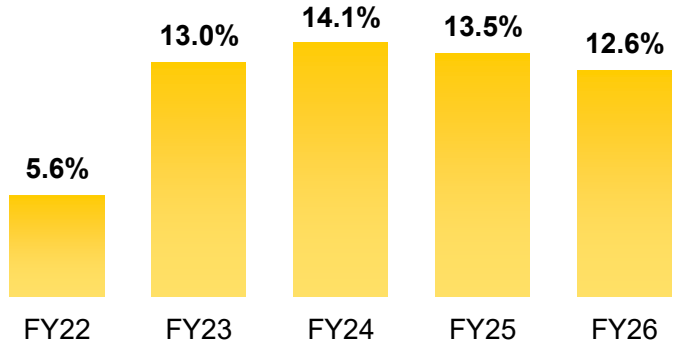


ADJ. DILUTED EPS[1]

23% CAGR



ROIC[2]

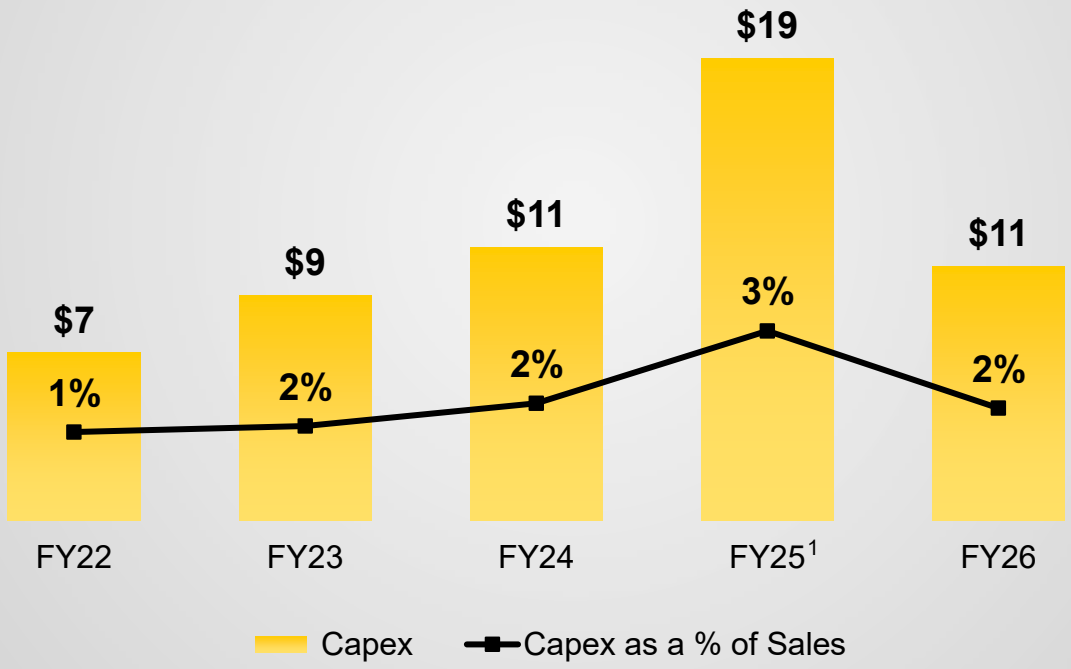


Note: All charts exclude SFE Group. [1] Non-GAAP measure. See reconciliation to GAAP measure included in the Appendix. [2] Based on CAPIQ definition calculated as EBIT x (1 - 37.5%) / average total capital.

CAPITAL-LIGHT MODEL SUPPORTS GROWTH INVESTMENT AND STRONG FREE CASH FLOW GENERATION

CAPITAL EXPENDITURES ($M)

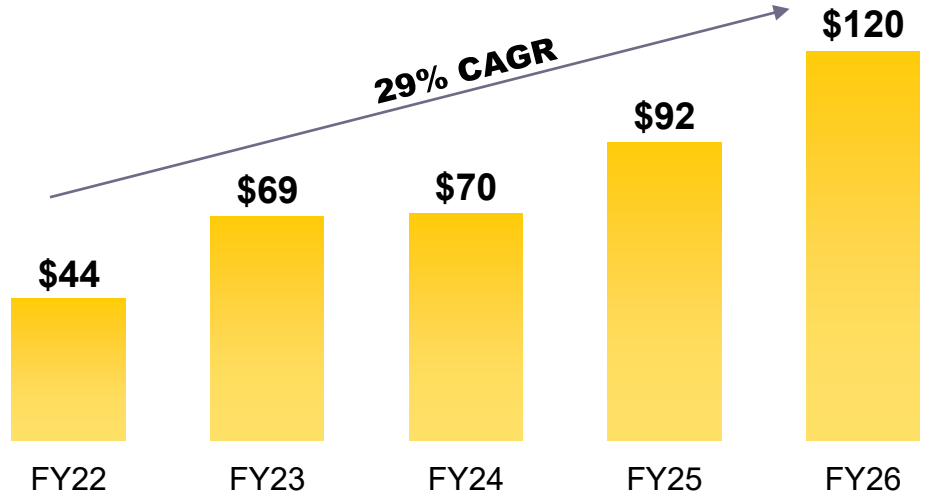
Disciplined Capital Allocation in Asset-Light Model



FREE CASH FLOW[2] ($M)

Improving Cash Flow via Net Working Capital Efficiencies

119% CUMULATIVE FREE CASH FLOW CONVERSION[3]

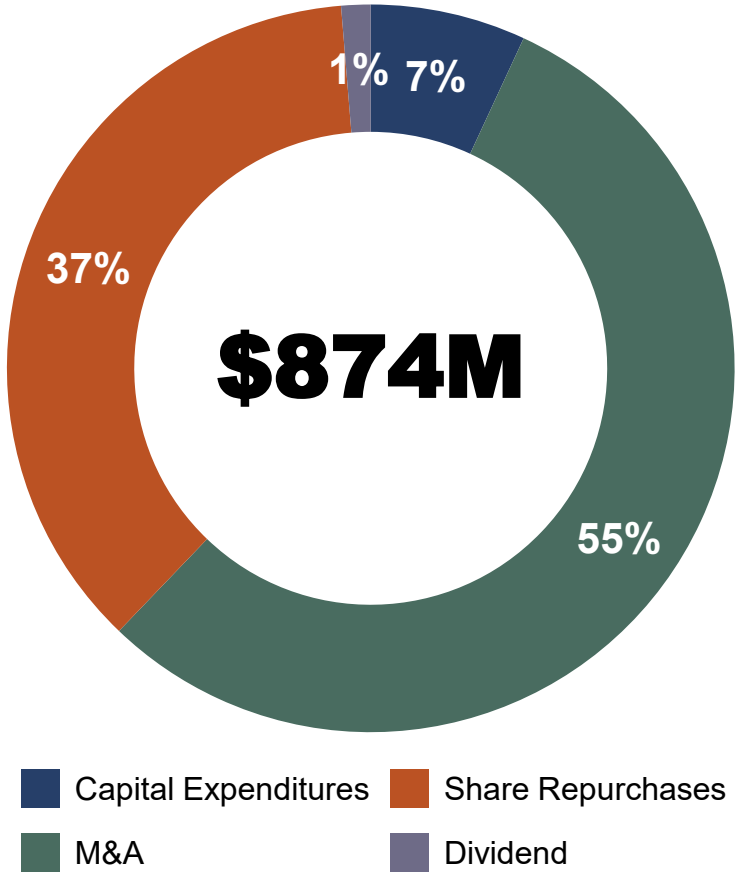


Note: All charts exclude SFE Group. [1] Higher capex in FY25 primarily due to one-time investments for the buildout of our new headquarters. [2] Non-GAAP measure. See Appendix for reconciliation to the comparable GAAP measure. [3] Free Cash Flow Conversion defined as Free Cash Flow / GAAP Net Income.

BALANCED APPROACH TO CAPITAL ALLOCATION

HISTORICAL USES OF CASH

(FY22 – FY26)[1]



GO-FORWARD PRIORITIES

Capital Expenditures	• R&D and product innovation to support growth • Plant automation and productivity • Enterprise system enhancements
M&A	• Attractive end markets / geographies and adjacencies • Recurring revenue opportunities • Premium brands with strong financial profiles
Share Repurchases	• Active in market and opportunistically return capital to shareholders • ~$200M current Board authorization (approved October 2025); ~$120M remaining
Dividend	• Maintain appropriate annual dividend, currently $0.04/share, and pay out ~$2M annually

[1] FY26 includes legacy Enerpac Tool Group and purchase price of SFE Group prior to any post close adjustments.

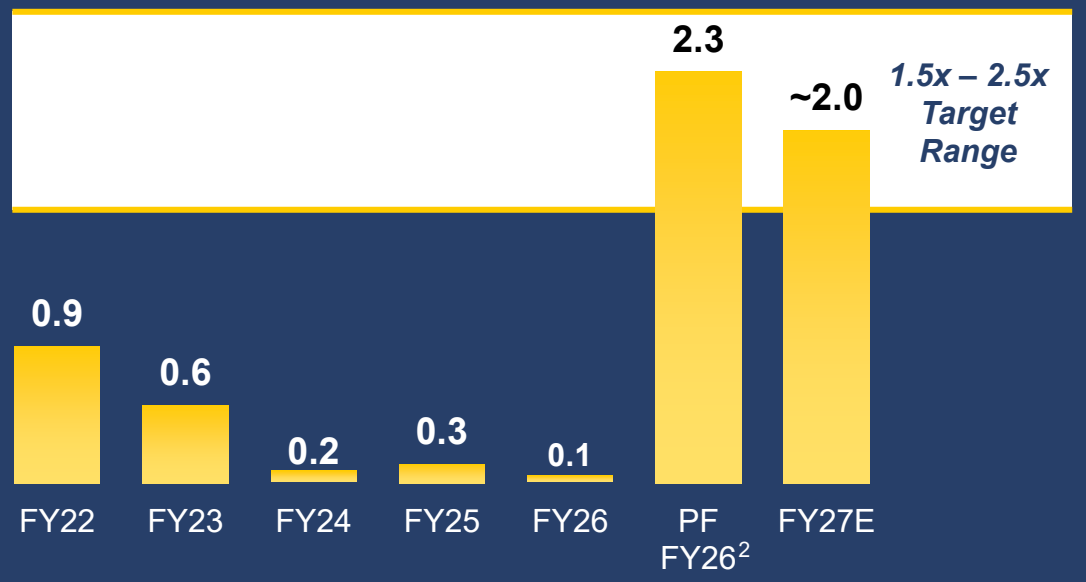
STRONG AND FLEXIBLE BALANCE SHEET

NEW CREDIT FACILITY SIGNED OCTOBER 16, 2026

- ✓ Renewed and expanded credit facility **maturing October 16, 2031**
- ✓ New 5-year facility **increases capacity to $850M** consisting of a $300M term loan and $550M revolver
- ✓ **Additional $425M accordion** feature provides the option for future M&A
- ✓ **Strong bank support** with key lenders increasing commitments
- ✓ New facility enables us to **continue funding our capital allocation priorities**

NET DEBT TO ADJUSTED EBITDA[1]

Track Record of Managing Leverage At or Below Targeted Range While Driving M&A Model



FLEXIBLE CAPITAL STRUCTURE AND HISTORY OF DISCIPLINED LEVERAGE

[1] Calculated in accordance with the terms of the new credit facility signed on October 16, 2026. [2] The estimated net leverage ratio is based on estimates of the Company's consolidated net debt at closing following the acquisition of SFE Group, reflecting the application of cash and borrowings at closing to fund the acquisition, and of the Company's adjusted EBITDA for the twelve months ended August 31, 2026 plus an additional $44M of adjusted EBITDA to reflect the pro forma contribution of SFE Group.

EXECUTING A DISCIPLINED M&A STRATEGY

STRATEGIC FILTERS

- Improves Overall Market Position
- Extends Customer / End Market Reach
- Presents Clear Operational Efficiencies / Meaningful Synergies
- Enhances Technology and Innovation
- Offers Premium Brand Platform with High-Quality Products
- Demonstrates Track Record of Organic and Inorganic Growth
- Enables Delivery of Attractive ROIC

FINANCIAL CRITERIA

- Focus on DCF Model Analysis
- ROIC > WACC by Year 3
- >40% Gross Margins[1]
- Accretive to Adj. EPS within 2 Years



REMAIN FOCUSED ON IMPROVING MARKET POSITION AS A LEADING PURE PLAY INDUSTRIAL TOOLS AND SOLUTIONS PROVIDER

DCF = Discounted Cash Flow. WACC = Weighted Average Cost of Capital. [1] Or ability to achieve within 2 – 3 years.

M&A STRATEGY IN ACTION: SFE GROUP SCORECARD

SPECIALIZED FABRICATION EQUIPMENT GROUP

Transaction Snapshot

Closed	**October 28, 2026**
Purchase Price[1]	**~$472M**
TTM FY26 Adj. EBITDA Multiple[2]	**10.6x**
TTM FY26 Adj. EBITDA Multiple, Including Synergies Expected to be Realized within 3 Years	**9.5x**
TTM FY26 Sales[2]	**~$170M**
TTM FY26 Adj. EBITDA[2]	**~$44M**

Strategic Criteria

Improves Overall Market Position	✓
Extends Customer / End Market Reach	✓
Presents Clear Operational Efficiencies / Meaningful Synergies	✓
Enhances Technology and Innovation	✓
Offers Premium Brand Platform with High-Quality Products	✓
Demonstrates Track Record of Organic and Inorganic Growth	✓
Enables Delivery of Attractive ROIC	✓

Financial Criteria

ROIC > WACC by Year 3	○
>40% Gross Margins	✓
Accretive to Adj. EPS within 2 Years	○

VALUE CREATION AND INTEGRATION PROGRESS

Integration execution on track vs. planned timeline following close

- Integration governance and cross-functional execution teams established
- Synergy owners identified across PEP, sourcing, ECX, and commercial initiatives

Revenue synergy opportunities underway

- Expanding national accounts across combined customer base
- Leveraging Enerpac's distribution network to broaden SFE reach
- Accelerating commercialization through Enerpac's global platform

Financial value creation

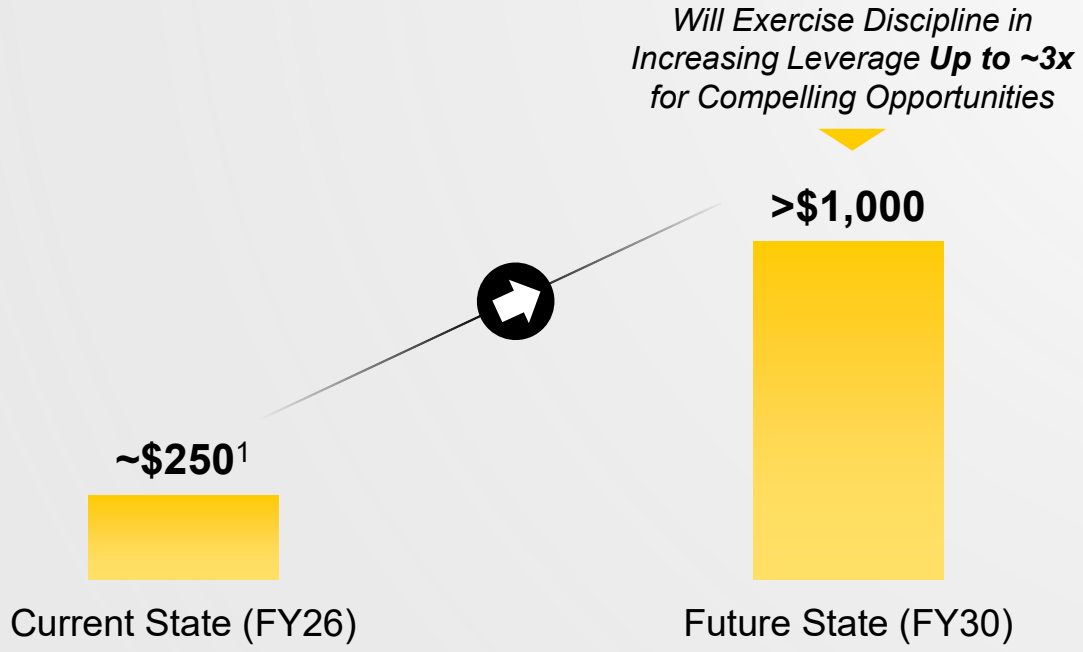
- Targeting $4M – $6M of Adj. EBITDA synergies by year 3
- Benefits expected from both revenue growth and cost / sourcing opportunities
- Execution supports EPS accretion and ROIC > WACC underwriting objectives

Disciplined Underwriting and Integration Execution Drive Attractive Returns and Advance Our Evolution to Become a Pure-Play Industrial Compounder

PEP = Powering Enerpac Performance. ECX = Enerpac Commercial Excellence. WACC = Weighted Average Cost of Capital.
[1] Includes $20M of restricted stock units awarded to key SFE Group personnel in lieu of cash payment of transaction bonuses owed by seller of SFE Group. [2] For TTM Mar-26.

GROWING CASH FLOW STRENGTHENS BALANCE SHEET AND INCREASES CAPITAL DEPLOYMENT CAPACITY

NET DEBT CAPACITY ($M)



CAPITAL ALLOCATION HIGHLIGHTS

- Increase in Free Cash Flow results from EBITDA growth
- Balance sheet flexibility provides additional capital availability
- Increased liquidity enables flexibility to invest in growth
- Near term opportunities focused on bolt-ons and longer term in position for larger deals

CASH FLOW AND BALANCE SHEET PROVIDE FLEXIBILITY TO PURSUE MEANINGFUL ORGANIC / INORGANIC INVESTMENT

[1] The estimated net debt is based on estimates of the Company's consolidated net debt at closing following the acquisition of SFE Group, reflecting the application of cash and borrowings at closing to fund the acquisition.

A SHARPENED LONG-TERM PROFITABLE GROWTH STRATEGY TO BECOME AN INDUSTRIAL COMPOUNDER

PROPEL
ELEVATING PERFORMANCE

GROW

in Attractive End Markets with Commercial Excellence

Lifecycle Value via Service



DIFFERENTIATE

through Product-First, Application-Led Innovation



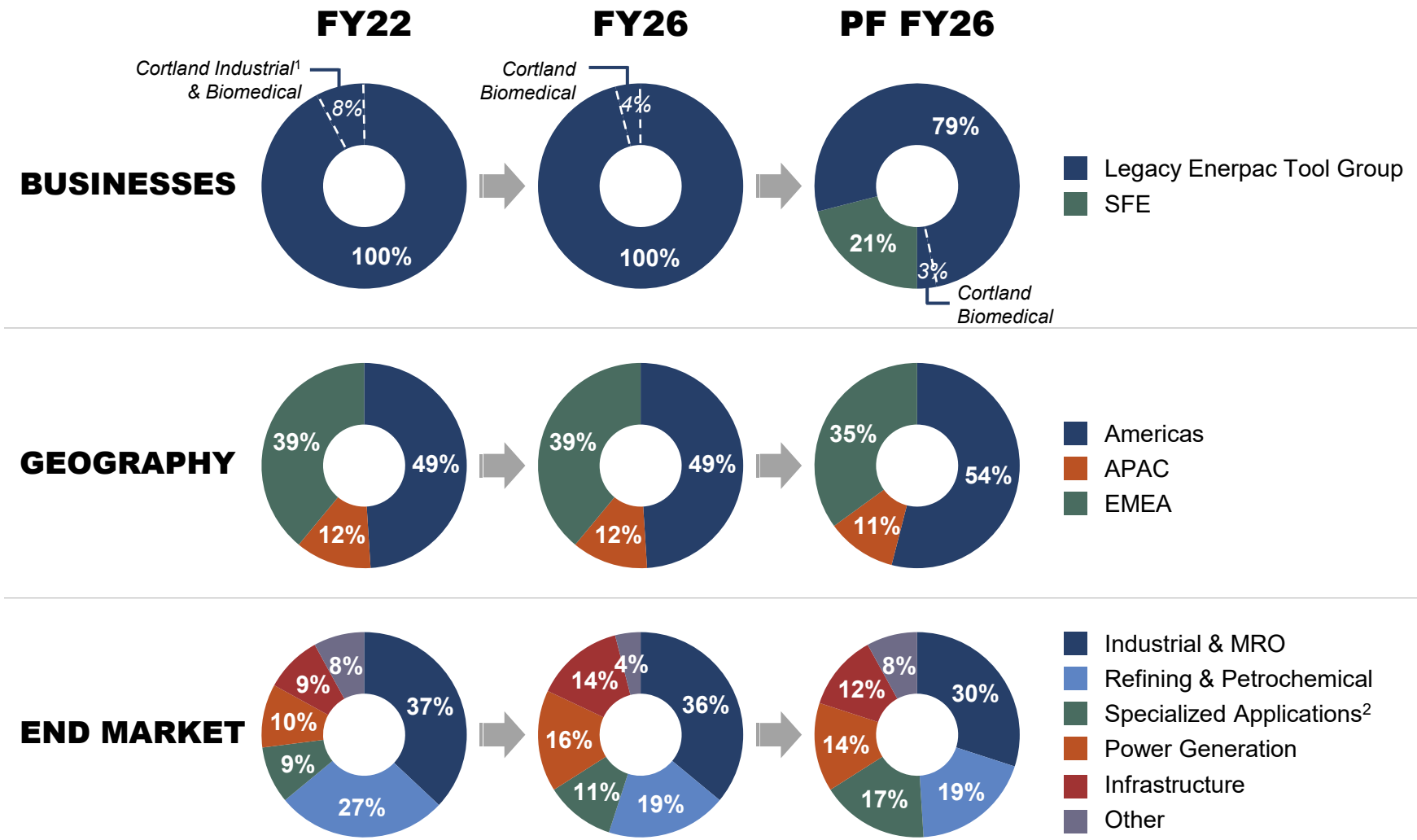
EXPAND

through Operational Excellence Initiatives, including Inventory Management and Service Expansion



ENABLED BY POWERING ENERPAC PERFORMANCE (PEP) AND DISCIPLINED CAPITAL ALLOCATION TO EXPAND MARGINS

PORTFOLIO DIVERSIFICATION TO DRIVE GROWTH



KEY GROWTH DRIVERS

- **Diversifying business portfolio** to drive a more balanced and **resilient revenue mix**
- **Strengthening product-led revenue mix** (85% of PF FY26 net sales) with the addition of SFE's complementary product portfolio
- **Increasing exposure** in Americas to capture macro and secular tailwinds
- **Investing organically and inorganically** while driving ECX-led share gains in targeted end markets

PF = Pro Forma includes SFE Group net sales for TTM Mar-26. MRO = Maintenance, Repair, and Operation. ECX = Enerpac Commercial Excellence. [1] Cortland Industrial was divested in July 2023. [2] Includes Mining, Data Centers, Heavy Equipment, and Aerospace & Defense.

MULTIPLE LEVERS FOR MARGIN EXPANSION

		PROOF POINTS
Sales Growth Commercial Excellence (ECX)	• Win share in targeted, attractive end markets • Leverage pricing excellence to enhance value capture and profitable growth	**Fehmarnbelt Tunnel:** early engagement turned a first order into a multi-year program
Innovation Product-first, Platform-led	• Standardize core platforms • Configure for application • Drive faster launches at lower cost per unit	**Platform Standardization:** standardize across case platform, battery, and DTA platforms and configure for application
Gross Margin PEP Operating System	• Leverage central sourcing and VA/VE program • Drive improved capacity utilization via strategic outsourcing and footprint optimization • Focus on SKU and portfolio discipline	**Heavy-lift Outsourcing:** non-core subassemblies moved to partners, freeing plant capacity for growth
SG&A & Automation Lean, Scalable, & AI-enabled	• Instill disciplined staffing and SG&A management as business scales • Scale shared services • Incorporate AI in quoting, close, and back office	**India CoE:** operates HR, IT, and Finance in one hub on standard processes, which is the base for automation

+920 BPS ADJ. EBITDA MARGIN IMPROVEMENT SINCE FY22 WITH CONTINUED MOMENTUM

PEP = Powering Enerpac Performance. ECX = Enerpac Commercial Excellence. CoE = Center of Excellence. VA/VE = Value Analysis and Value Engineering.

STRONG BUSINESS MODEL AND OPERATING LEVERAGE

EPAC COST STRUCTURE

~60% Variable

- Material
- Distribution
- Labor
- Logistics, fuel, and utilities
- Executive compensation aligned with shareholder interests

~40% Fixed

- Overhead and facility spend
- Core FTE spend; IT infrastructure
- Depreciation and amortization

WHEN SALES GROW

Growth Flows through to EBITDA

EBITDA Flowthrough
~40%
Incremental[1]

- **Capacity already in place:** consolidated footprint can absorb more volume without new sites
- **Capital-light-growth:** adding volume requires little new investment in plants or equipment
- **Scalable support platform:** ECX, India CoE, and systems built; SG&A grows slower than sales

IF MARKETS TURN

Costs Flex with Demand

EBITDA Flowthrough
~25%
Target Decremental

- **Variable cost base:** materials, freight, and outsourced subassemblies move with volume
- **Compensation tied to results:** incentives adjust automatically with sales, EBITDA and FCF results
- **Agile resourcing:** temporary labor, service crews, hiring, and discretionary spend flex quickly

SCALABLE COST STRUCTURE SUPPORTS EBITDA GROWTH AND FLEXIBILITY THROUGH CYCLES

FTE = Full-Time Employee. ECX = Enerpac Commercial Excellence. CoE = Center of Excellence. FCF = Free Cash Flow. [1] The natural expected incrementals prior to any additional growth investments (e.g., PROPEL).

FY27 GUIDANCE

FY27 GUIDANCE INCLUDES ~10 MONTHS OF SFE GROUP

NET SALES	**$825M – $845M**
ORGANIC GROWTH[1]	**4% – 6%**
ADJ. EBITDA[1]	**$195M – $205M**
ADJ. DILUTED EPS[1]	**$2.00 – $2.15**

ASSUMPTIONS

Depreciation & Amortization[2]	$26M – $30M
Interest Expense	$30M – $34M
Capex as % of Sales	2% – 3%
Adj. Tax Rate	22% – 26%
Share Count	51M – 52M
Key FX Rates	$1.13/1€ | $1.33/1£
Tariffs	No Substantial Change

[1] Non-GAAP measure. Reconciliation of Adjusted EBITDA and Adjusted Diluted EPS is not currently practicable due to purchase price accounting, and is therefore currently not provided. [2] Depreciation and amortization guidance excludes the impact of SFE purchase accounting.

FY30 FINANCIAL TARGETS

4% – 6%
Organic Growth CAGR
(FY26 – FY30E)

+200 – 300 bps
Above-Market Growth

10% – 13%
Adj. Diluted EPS CAGR
(FY26 – FY30E)

>100%
Free Cash Flow
Conversion[1]



ASSUMPTIONS

2% – 3%	~25%	~2%	$1.13/1€ | $1.33/1£
Market Growth Rate	Effective Tax Rate	Capex as % of sales	Key FX Rates

[1] Free Cash Flow Conversion defined as Free Cash Flow / GAAP Net Income.

PROPEL DRIVES 200 – 300 BPS SALES GROWTH ABOVE MARKET AND MARGIN EXPANSION

PRO FORMA FY26 – FY30E NET SALES BRIDGE ($M)



Adjusted EBITDA Margin	~24%	~40 bps	~50 bps	~30 bps	~50 bps	25.5% – 26.0%

Additional Upside through Potential M&A Opportunities

HLT = Heavy Lifting Technology.
[1] Pro Forma data includes SFE Group as of TTM Mar-26.

BALANCED INCENTIVE STRUCTURE

ALIGNED WITH PROFITABLE GROWTH AND SHAREHOLDER RETURNS

SHORT-TERM
Incentive Plan

Annual Bonus Based on 1-Year Performance Period

- **1/4** *Free Cash Flow Conversion[1]*
- **1/4** *Adjusted EBITDA Margin*
- **1/4** *Adjusted EBITDA*
- **1/4** *Organic Sales Growth*

LONG-TERM
Performance Shares

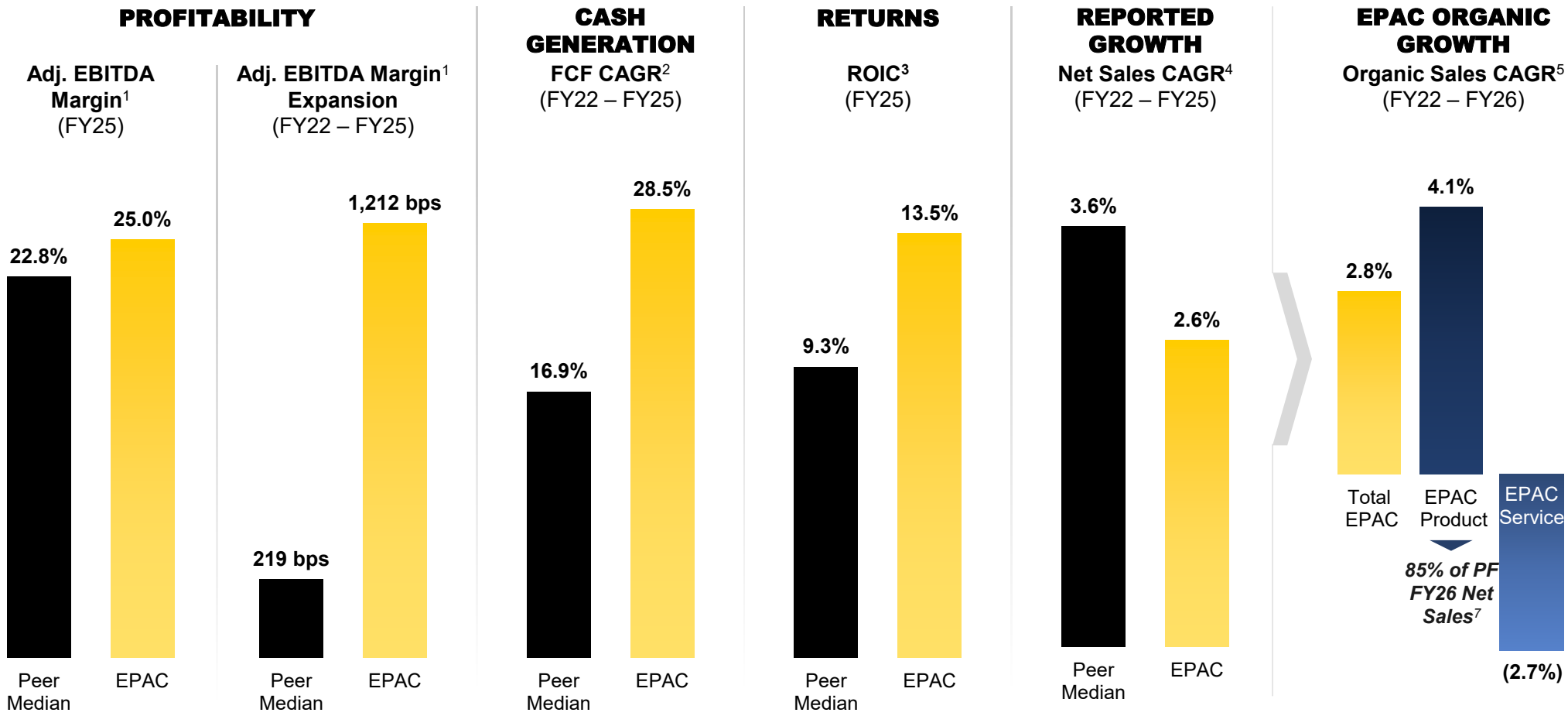
Equity Incentives Over 3-Year Performance Period

- **1/3** *Adjusted EPS*
- **1/3** *ROIC[2]*
- **1/3** *Relative TSR*



Note: Above also applies to SFE executives that have joined EPAC. TSR = Total Shareholder Return. [1] Free Cash Flow Conversion defined as Free Cash Flow / GAAP Net Income. [2] ROIC for purposes of this calculation is adjusted EBITDA, calculated in a manner consistent with adjusted EBITDA as presented by the Company in its quarterly and annual earnings announcements, which may be further adjusted for certain items selected by the Committee that it believes do not reflect normal operating conditions, divided by the sum of shareholders' equity and net debt defined as the total of long-term and current debt less cash. Such measures in the calculation of ROIC may be further adjusted to reflect the impact of any acquisitions and dispositions effected during the three-year measurement period.

STRONG FINANCIAL PERFORMANCE SUPPORTS COMPELLING INVESTMENT OPPORTUNITY



Peer Median consists of AMETEK, Atlas Copco, Columbus McKinnon, Crane, Dover, Eaton, Emerson, ESAB, Fastenal, Fortive, Graco, Helios, Husqvarna, IDEX, Illinois Tool Works, Ingersoll Rand, Kadant, Kennametal, Lincoln Electric, MSA Safety, Nordson, Parker-Hannifin, Pentair, Regal Rexnord, Snap-on, Stanley Black & Decker, Techtronic, W.W. Grainger, Zurn Elkay. [1] Adjusted EBITDA as presented is the amount reported as "EBITDA" by Capital IQ, which indicates that such amounts reflect adjustments for unusual items; amounts presented for EPAC are per Capital IQ and differ from adjusted EBITDA reported by the Company. [2] Per Capital IQ FCF = Cash from operations – capital expenditures. [3] Per Capital IQ Return on Capital calculated as EBIT x (1 - 37.5%) / avg. total capital. [4] As reported, including acquisitions and FX. [5] Organic sales is a non-GAAP measure and excludes the impact of foreign exchange rates and acquisitions and dispositions identified in the accompanying reconciliations to GAAP measures. [6] NTM EBITDA = Capital IQ consensus EBITDA estimate, next twelve months as of 10/30/2026. EPAC is inclusive of Pro Forma SFE Debt. [7] Pro Forma data includes SFE Group as of TTM Mar-26.

VALUE CREATION ENGINE ENABLED BY PROPEL FY26 – FY30

PROPEL
ELEVATING PERFORMANCE

GROWTH DRIVERS

4% – 6%
Organic Growth CAGR

GROW
in Attractive End Markets with Commercial Excellence

Lifecycle Value via Service

DIFFERENTIATE
through Product-First, Application-Led Innovation

EXPAND
through Operational Excellence Initiatives, including Inventory Management and Service Expansion

PROFITABILITY ENABLERS

+150 – 200 bps
Margin Expansion

FINANCIAL DIFFERENTIATORS

>100%
Free Cash Flow Conversion Over Period[1]

- Capital-light model; robust cash generation
- Flexible balance sheet and disciplined capital allocation

HIGH-QUALITY INDUSTRIAL COMPOUNDER

- **Compounding earnings growth**
- **Significant value creation through the cycle**



[1] Free Cash Flow Conversion defined as Free Cash Flow / GAAP Net Income.

CLOSING REMARKS: INVEST WITH US



PAUL STERNLIEB
PRESIDENT AND CEO



WHY INVEST IN ENERPAC

1. **Delivering Mission-Critical Industrial Solutions**
   through highly engineered equipment, applications expertise, and innovation into attractive end markets benefiting from favorable secular growth tailwinds

2. **Advancing from ASCEND to PROPEL**
   next-generation profitable growth strategy with systems and processes to enable greater commercial and operational excellence

3. **Expanding Technology and Market Leadership**
   through differentiated solutions and deeper penetration of attractive end markets

4. **Driving Sustainable Top-Quartile Returns**
   through consistent execution, competitive advantages, and disciplined capital allocation

5. **Sharpening Execution with Experienced and Empowered Management Team**
   and clear strategy to accelerate above-market growth in a ~$5.5B SAM



FY30 FINANCIAL TARGETS

4% – 6%
Organic Growth CAGR
(FY26 – FY30E)

+200 – 300 bps
Above-Market Growth

10% – 13%
Adj. Diluted EPS CAGR
(FY26 – FY30E)

>100%
Free Cash Flow Conversion[1]

SAM = Serviceable Addressable Market. [1] Free Cash Flow Conversion defined as Free Cash Flow / GAAP Net Income.

Q&A SESSION

APPENDIX

RECONCILIATIONS OF NON-GAAP MEASURES

RECONCILIATION OF NON-GAAP MEASURES

($ IN MILLIONS, EXCEPT PER SHARE)

Net Sales

	FY2022	FY2023	FY2024	FY2025	FY2026
Enerpac Tool Group	$ 571	$ 598	$ 590	$ 617	$ 652

EBITDA From Continuing Operations

	FY2022	FY2023	FY2024	FY2025	FY2026
Net earnings from continuing operations	$ 20	$ 54	$ 82	$ 93	$ 90
Financing costs, net	4	12	14	10	9
Income tax expense	4	15	23	28	28
Depreciation & amortization	20	16	13	16	18
EBITDA	$ 48	$ 98	$ 132	$ 146	$ 144

Adjusted EBITDA From Continuing Operations

	FY2022	FY2023	FY2024	FY2025	FY2026
EBITDA	$ 48	$ 98	$ 132	$ 146	$ 144
Impairment & divestiture (benefit) charges	2	(6)	0	-	-
Restructuring charges (1)	8	8	8	6	3
Gain on sale of facility, net of transaction charges	(1)	-	-	-	-
Leadership transition charges	8	1	-	-	0
Business review charges	3	-	-	-	-
M&A charges (2)	-	1	0	1	7
ASCEND transformation program charges	14	35	7	-	-
Adjusted EBITDA	$ 83	$ 136	$ 147	$ 154	$ 154
Adjusted EBITDA %	14.5%	22.8%	25.0%	24.9%	23.7%

Free Cash Flow

	FY2022	FY2023	FY2024	FY2025	FY2026
Cash provided by operating activities	$ 52	$ 78	$ 81	$ 111	$ 130
Capital expenditures	(7)	(9)	(11)	(19)	(11)
Free Cash Flow	$ 44	$ 69	$ 70	$ 92	$ 120

Adjusted Net Earnings from Continuing Operations

	FY2022	FY2023	FY2024	FY2025	FY2026
Net Earnings	$ 16	$ 47	$ 86	$ 93	$ 90
(Loss) Earning from Discontinued Operations, net of income tax	(4)	(7)	4	-	-
Net Earnings from Continuing Operations	$ 20	$ 54	$ 82	$ 93	$ 90
Impairment & divestiture (benefit) charges	2	(6)	0	-	-
Restructuring charges (1)	8	8	8	6	3
Gain on sale of facility, net of transaction charges	(1)	-	-	-	-
Leadership transition charges	8	1	-	-	-
Business review charges	3	-	-	-	-
M&A charges (2)	-	1	0	1	7
ASCEND transformation program charges	14	35	7	-	-
Accelerated debt issuance costs	-	0	-	-	-
Net tax effect of reconciling items above	(6)	(10)	(3)	(1)	(2)
Other income tax expense	0	0	0	-	-
Adjusted Net Earnings from Continuing Operations	$ 48	$ 83	$ 95	$ 99	$ 98

Adjusted Diluted Earnings per share from Continuing Operations

	FY2022	FY2023	FY2024	FY2025	FY2026
Diluted Earnings Per Share	$ 0.26	$ 0.82	$ 1.56	$ 1.70	$ 1.72
(Loss) Earnings from Discontinued Operations, net of income tax	(0.07)	(0.12)	0.06	-	-
Net Earnings from Continuing Operations	$ 0.33	$ 0.94	$ 1.50	$ 1.70	$ 1.72
Impairment & divestiture charges (benefit), net of tax effect	0.04	(0.11)	0.00	-	-
Restructuring charges (1), net of tax effect	0.11	0.11	0.11	0.09	0.05
Leadership transition charges, net of tax effect	0.12	0.01	-	-	-
Gain on sale of facility, net of transaction charges, net of tax effect	(0.01)	-	-	-	-
Business review charges, net of tax effect	0.04	-	-	-	-
M&A charges (2), net of tax effect	-	0.01	0.00	0.02	0.10
ASCEND transformation program charges, net of tax effect	0.17	0.48	0.11	-	-
Accelerated debt issuance costs, net of tax effect	-	0.00	-	-	-
Other income tax expense	0.00	-	0.00	-	-
Adjusted Diluted Earnings per share from Continuing Operations	$ 0.81	$ 1.45	$ 1.72	$ 1.81	$ 1.87

RECONCILIATION OF NON-GAAP MEASURES

($ IN MILLIONS, EXCEPT PER SHARE)

ETG Organic Sales			
	YTD FY22	YTD FY21	% Change
Net Sales	$571	$529	8%
Fx Impact	-	(15)	
Organic Sales	$571	$514	11%

ETG Organic Sales			
	YTD FY23	YTD FY22	% Change
Net Sales	$598	$571	5%
Fx Impact	-	(11)	
Divestiture	0	(6)	
Organic Sales	$598	$555	8%

ETG Organic Sales			
	YTD FY24	YTD FY23	% Change
Net Sales	$590	$598	-1%
Fx Impact	-	1	
Divestiture	0	(23)	
Organic Sales	$590	$577	2%

ETG Organic Sales			
	YTD FY25	YTD FY24	% Change
Net Sales	$617	$590	5%
Fx Impact	-	2	
Acquisition	(20)	0	
Organic Sales	$597	$592	1%

ETG Organic Sales			
	YTD FY26	YTD FY25	% Change
Net Sales	$652	$617	6%
Fx Impact	-	13	
Organic Sales	$652	$630	4%

ETG Organic Sales - Product			
	YTD FY26	YTD FY22	CAGR
Net Sales	$546	$454	
Fx Impact	(1)	1	
Divestiture	-	(6)	
Acquisition	(17)	-	
Organic Sales	$528	$449	4.1%

ETG Organic Sales - Service			
	YTD FY26	YTD FY22	CAGR
Net Sales	$106	$117	
Fx Impact	(0)	1	
Organic Sales	$106	$118	-2.7%

ETG Organic Sales - Total			
	YTD FY26	YTD FY22	CAGR
Net Sales	$652	$571	
Fx Impact	(1)	2	
Divestiture	-	(6)	
Acquisition	(17)	-	
Organic Sales	$634	$567	2.8%

ETG Organic Sales - Product			
	YTD FY22	YTD FY21	% Change
Net Sales	$454	$412	10.3%
Fx Impact	-	(11)	
Organic Sales	$454	$400	13.4%

ETG Organic Sales - Product			
	YTD FY23	YTD FY22	% Change
Net Sales	$491	$454	8.0%
Fx Impact	-	(9)	
Divestiture	-	(6)	
Organic Sales	$491	$440	11.6%

ETG Organic Sales - Product			
	YTD FY24	YTD FY23	% Change
Net Sales	$474	$491	-3.4%
Fx Impact	-	0	
Divestiture	-	(23)	
Organic Sales	$474	$468	1.2%

ETG Organic Sales - Product			
	YTD FY25	YTD FY24	% Change
Net Sales	$500	$474	5.5%
Fx Impact	-	2	
Acquisition	(20)	-	
Organic Sales	$481	$476	0.9%

ETG Organic Sales - Product			
	YTD FY26	YTD FY25	% Change
Net Sales	$546	$500	9.2%
Fx Impact	-	10	
Organic Sales	$546	$510	7.1%

RECONCILIATION OF NON-GAAP MEASURES

(1) Approximately $0.6 million of the Q4 fiscal 2023 and $0.4 million of the Q4 fiscal 2024 restructuring charges were recorded in cost of products sold.

(2) Minimal amounts of M&A charges are recorded in cost of products sold in Q2 and Q4 fiscal 2026 and Q2 fiscal 2025.

(3) EBITDA represents net earnings from continuing operations before financing costs, net, income tax expense, and depreciation & amortization. Neither EBITDA nor adjusted EBITDA are calculated based upon generally accepted accounting principles ("GAAP"). The amounts included in the EBITDA and adjusted EBITDA calculation, however, are derived from amounts included in the Company's consolidated statements of earnings. EBITDA and adjusted EBITDA should not be considered as alternatives to net earnings, operating profit or operating cash flows. The Company has presented EBITDA and adjusted EBITDA because it regularly reviews these performance measures. In addition, EBITDA and adjusted EBITDA are used by many of our investors and lenders, and are presented as a convenience to them. The EBITDA and adjusted EBITDA measures presented may not always be comparable to similarly titled measures reported by other companies due to differences in the components of the calculation.

(4) Adjusted earnings from continuing operations and adjusted diluted earnings per share represent net earnings and diluted earnings per share per the Company's consolidated statements of earnings net of charges or credits for items to be highlighted for comparability purposes. These measures are not calculated based upon GAAP and should not be considered as an alternative to net earnings or diluted earnings per share or as an indicator of the Company's operating performance.

(5) Management does not provide guidance on certain GAAP financial measures as we are unable to predict and estimate with certainty items such as potential impairments, refinancing costs, business divestiture gains/losses, discrete tax adjustments, or other items impacting GAAP financial metrics. As a result, we have included only those items about which we are aware and are reasonably likely to occur during the guidance period covered.

For all reconciliations of GAAP measures to Non-GAAP measures, the summation of the individual components may not equal the total due to rounding. With respect to the earnings per share reconciliations the impact of share dilution on the calculation of the net earnings or loss per share and discontinued operations per share may result in the summation of these components not equaling the total earnings per share from continuing operations.

APPENDIX

SPEAKER BIOGRAPHY

PAUL STERNLIEB

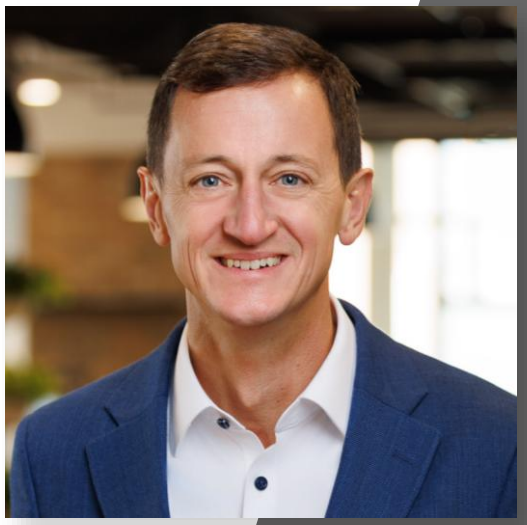
PRESIDENT AND CEO



Paul Sternlieb joined Enerpac Tool Group as President & CEO in October 2021. Before joining Enerpac Tool Group, Paul served as EVP & President, Protein at JBT Corporation. Prior to this Paul was Group President, Global Cooking Equipment within the Food Equipment Group segment of Illinois Tool Works and Vice President & General Manager with Danaher, where he led a division within the industrial technologies segment. Prior to these Paul held senior marketing and strategy roles at H.J. Heinz, in both the US and Europe, and he was also an Engagement Manager with McKinsey & Company where he led marketing and growth strategy projects for clients in both the US and Europe. Paul currently serves on the Board of Directors for Kennametal Inc. (NYSE: KMT), a global industrial technology leader in materials science, tooling, and wear resistant solutions. He also serves on the Board of Directors for National Association of Manufacturers (NAM), Children's Wisconsin (a private, independent, not-for-profit health care system dedicated solely to the health and well-being of children) and the Metropolitan Milwaukee Association of Commerce (MMAC), as well as the Board of Trustees for Manufacturers Alliance. As a graduate of the Jerome Fisher Program in Management & Technology, Paul holds dual bachelor's degrees, in Economics and Computer Science, from the University of Pennsylvania. He received his MBA from the Wharton School, where he graduated as a Palmer Scholar.

DARREN KOZIK

EVP AND CFO



Darren joined Enerpac Tool Group as Executive Vice President and Chief Financial Officer in October 2024. Before joining Enerpac, Darren was SVP, Global Corporate Finance for ManpowerGroup, where he led their global financial planning & analysis, mergers & acquisitions, treasury, procurement, and investor relations functions. Prior to ManpowerGroup, Darren was the CFO of Mortara Instrument, where he led all aspects of the finance organization and subsequently was the VP & General Manager responsible for the overall business. Earlier in his career, he worked in roles of increasing scope and global responsibility at the General Electric Company. Darren holds a BSBA in Economics from Saint Louis University and an MBA from the Kellogg School of Management at Northwestern University.

ERIC CHACK

EVP, OPERATIONS



Eric joined Enerpac Tool Group as the Executive Vice President – Operations in July 2024 and leads all aspects of Enerpac's global operations, including oversight for manufacturing, procurement, logistics, continuous improvement, quality, and reliability. Prior to joining Enerpac, Eric was SVP Supply Chain for Mohawk Industries. Before his time at Mohawk, Eric was SVP Global Operations & Supply Chain for Briggs & Stratton and held global operations leadership roles at SPX Corporation and IDEX Corporation. He has extensive experience building, developing, and optimizing the performance of world-class operations teams. Eric served as an Infantry Officer in the Marine Corps and holds an MBA from University of Phoenix and a Bachelor of Science in Education from Northern Illinois University.

MART HINNEN

EVP OF INNOVATION AND HEAVY INDUSTRIAL TECHNOLOGIES



Mart Hinnen joined Enerpac Tool Group in March of 2008 and has been promoted into roles of increasing responsibility since then, including General Manager of Heavy Lifting Technology (HLT) & Machining in May of 2018, leading ASCEND (the company's Enterprise transformation program) in April of 2022, Vice President of Innovation as of January of 2024; and most recently to Executive Vice President of Innovation and Heavy Industrial Technologies. Prior to joining Enerpac, Mart was an Internal Auditor at AXA. He has a proven track record of driving success through business transformations and market-leading innovation programs. Mart holds master's degrees in Industrial Engineering and Management from the University of Twente (Netherlands), in IT Auditing from the University of Amsterdam (Netherlands), and in Finance & Control from the University of Nyenrode (Netherlands).

PHIL JEFFERSON

EVP, CHIEF COMMERCIAL OFFICER



Phil Jefferson joined Enerpac Tool Group as the President of the Europe, Middle East, and Africa (EMEA) Region in June of 2023; was promoted to Regional President, Americas & EMEA, in November of 2024; and most recently to Executive Vice President, Chief Commercial Officer in May of 2026. Prior to joining Enerpac, Phil held senior commercial leadership roles at Honeywell International, Fujitsu Services, and Motorola Solutions. He has a proven track record in recruiting, developing, and leading high performing commercial teams. Phil holds a bachelor's degree from the University of Birmingham (UK).

VINAY VARMA

PRESIDENT, SFE



Vinay Varma joined Enerpac Tool Group upon its acquisition of SFE Group, where he served as Chief Executive Officer, leading the company's global growth, strategic acquisitions, and operational transformation. Prior to SFE Group, Vinay was Vice President & General Manager of Oil, Gas & Chemicals at Eaton Corporation, where he led the global Energy vertical. Before Eaton, he served as Senior Vice President of the Energy Segment at Hilti Corporation, with global responsibility for the Oil & Gas (Onshore) business. Earlier in his career, Vinay held various leadership positions of increasing scope and responsibility across multinational organizations. Vinay holds Bachelor's and Master's degrees in Mechanical Engineering, and an MBA with Honors from the University of Chicago Booth School of Business.