RAISING THE BAR

ENERPAC TOOL GROUP INVESTOR DAY 2022



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. The terms “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. Among other risks and uncertainties, the Company’s results are subject to risks and uncertainties arising from the economic impact of the COVID-19 pandemic and other general economic uncertainty, market conditions in the industrial, oil & gas, energy, power generation, infrastructure, commercial construction, truck and automotive industries, the impact of geopolitical activity, including the invasion of Ukraine by Russia and international sanctions imposed in response thereto, 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 achieve its plans or objectives related to the ASCEND program, including any assumptions underlying its calculation of expected incremental operating profit or program investment, operating margin risk due to competitive pricing and operating efficiencies, operating margin risk due to competitive pricing and operating efficiencies, supply chain risk, material, labor, or overhead cost increases, tax law changes, foreign currency risk, interest rate risk, commodity risk, tariffs, litigation matters, and impairment of goodwill or other intangible assets. See the Company’s Form 10-K for the fiscal year ended August 31, 2022 and its other filings with the Securities and Exchange Commission for further information regarding risk factors. 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.

All estimates of future performance are as of November 16, 2022. Enerpac Tool Group’s inclusion of these estimates or targets in the presentation is not an update, confirmation, affirmation or disavowal of the estimates or targets.

This presentation also contains financial measures that are not measures presented in conformity with GAAP. These non-GAAP measures include EBITDA, adjusted EBITDA, adjusted EBITDA margin, adjusted operating profit, adjusted operating profit margin, free cash flow and core sales. The supplemental financial schedules appended at the end of this presentation include reconciliations of historical 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.

All financial information presented reflect results of continuing operations, unless otherwise indicated.

Agenda

9:00 AM TO 9:05 AM	**INTRODUCTION AND FORWARD-LOOKING STATEMENTS**	**Bobbi Belstner** *Senior Director of Investor Relations and Strategy*
9:05 AM TO 9:35 AM	**COMPANY OVERVIEW AND STRATEGY BRIEFING**	**Paul Sternlieb** *President and Chief Executive Officer*
9:35 AM TO 9:55 AM	**TARGETED VERTICAL GROWTH STRATEGY**	**Scott Vuchetich** *Executive Vice President, Marketing and President – Americas*
9:55 AM TO 10:05 AM	**DIGITAL TRANSFORMATION**	**Scott Vuchetich** *Executive Vice President, Marketing and President – Americas*
10:05 AM TO 10:15 AM	**INNOVATING FOR THE FUTURE**	**Art Donaldson** *Vice President, Engineering*
10:15 AM TO 10:25 AM	**BREAK**	
10:25 AM TO 10:35 AM	**REGIONAL GROWTH IN ASIA PACIFIC**	**James Gaskell** *President – Asia Pacific*
10:35 AM TO 10:50 AM	**ASCEND TRANSFORMATION PLAN**	**Paul Sternlieb** *President and Chief Executive Officer* **Markus Limberger** *Executive Vice President, Operations*
10:50 AM TO 11:05 AM	**FINANCIAL OVERVIEW AND FUTURE GOALS**	**Tony Colucci** *Executive Vice President and Chief Financial Officer*
11:05 AM TO 12:00 PM	**Q&A**	**Full Team**



ENERPAC TOOL GROUP INVESTOR DAY 2022

PAUL STERNLIEB

President & Chief Executive Officer

Key Takeaways

01 **Premier Industrial Solutions Provider** Serving a Broad and Diverse Set of Customers Globally

02 Defined Organic Growth Strategy Focused on **Maximizing Shareholder Value** and Capitalizing on Global Macro Trends

03 Transformation Plan to **Elevate Performance, Create Resiliency,** and **Manage Through Cycles** – Already Yielding Results

04 **Strong Balance Sheet** With a Disciplined Capital Allocation Plan

05 New Leadership Team Positioned to **Achieve Long-term Targets**



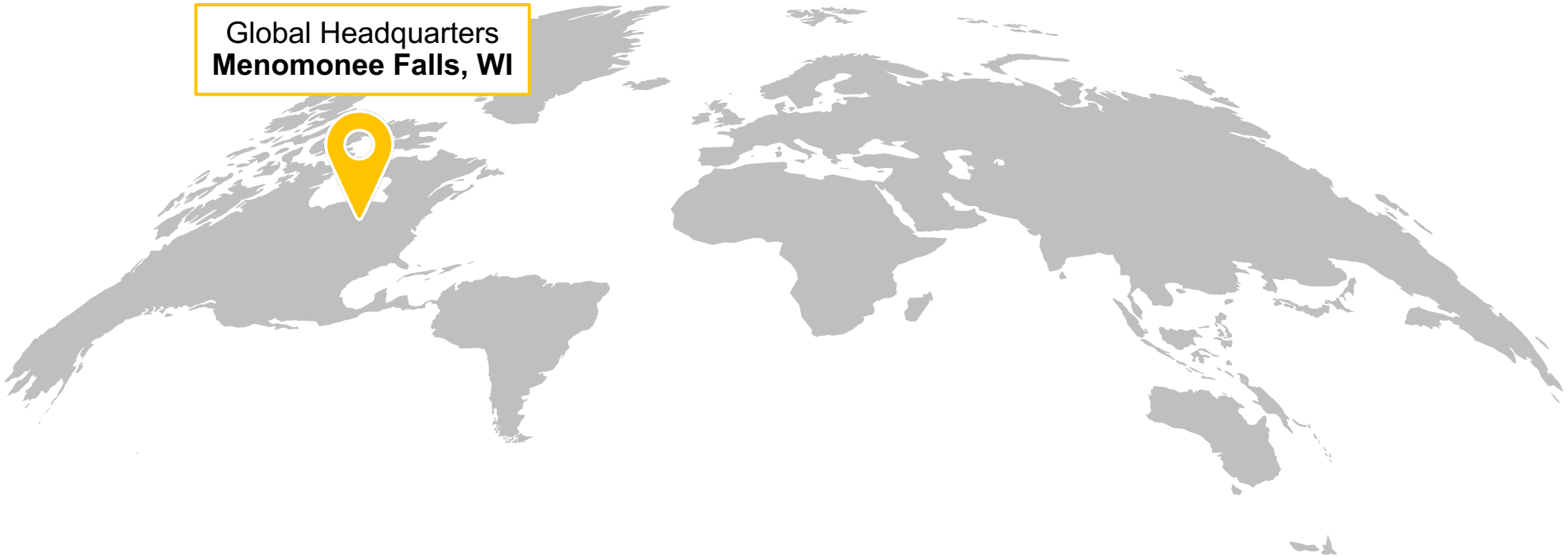
Premier Industrial Solutions Provider

Making Complex and Often Hazardous Jobs Possible Safely and Efficiently

$571M
FY2022 Revenue

$83M
FY2022
Adj. EBITDA*

110+
Years of History



100+
Countries Served

~2200
Global Employees

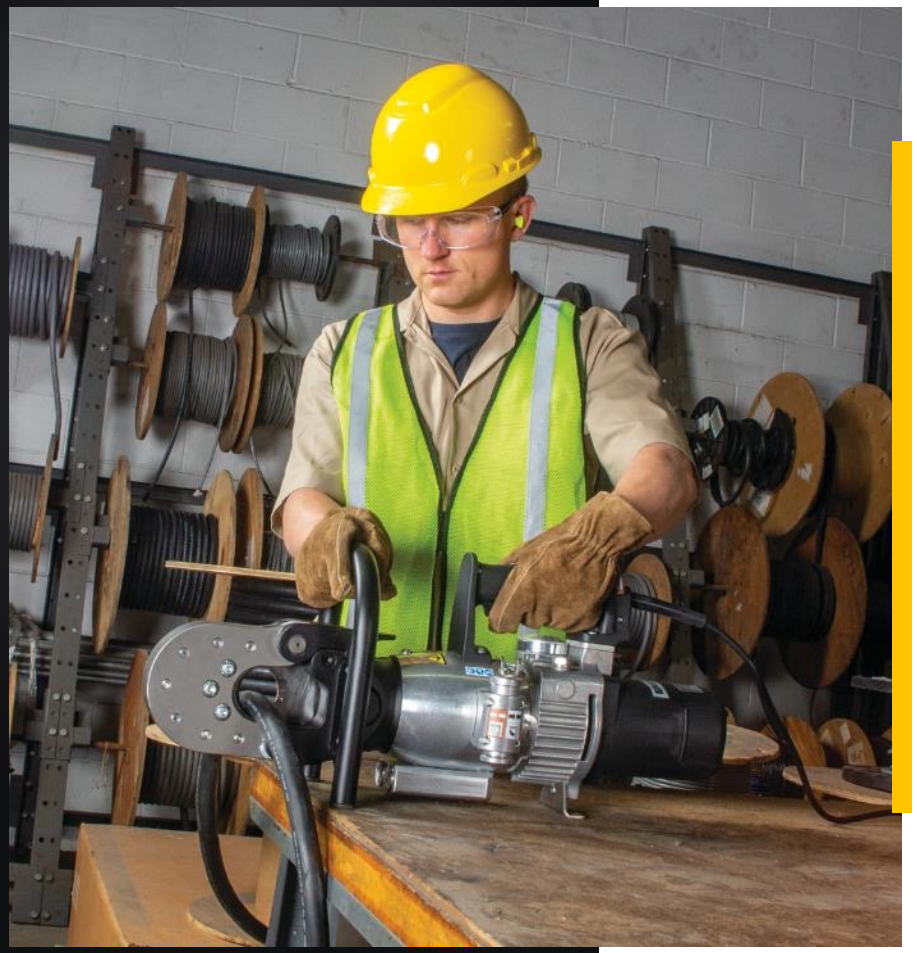
~1000
Distributors

~$1.4B
Market Cap**

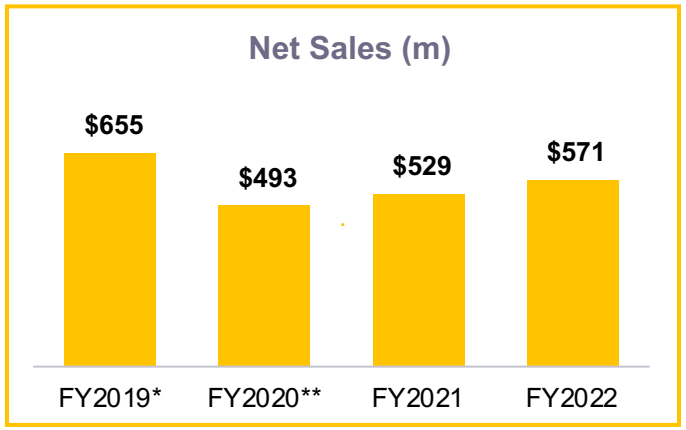
30 YEARS EPAC LISTED NYSE

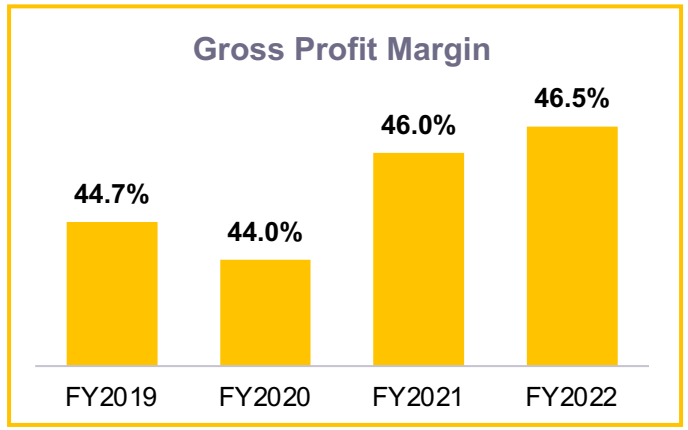
*Includes $13.2M charge for increase in MENAC AR reserve
**As of 11/15/2022

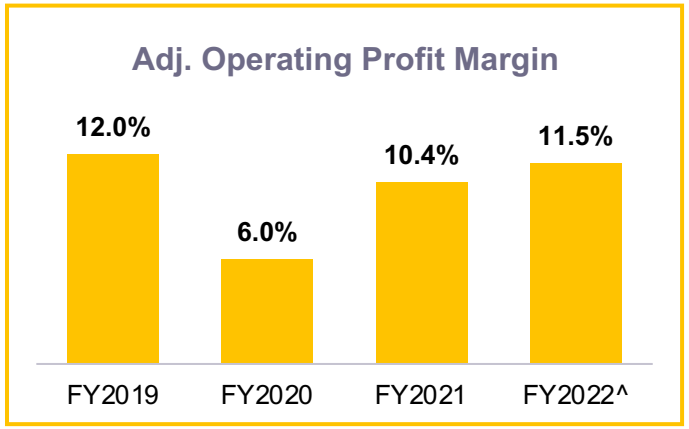
Rebounding From COVID-19 Setbacks

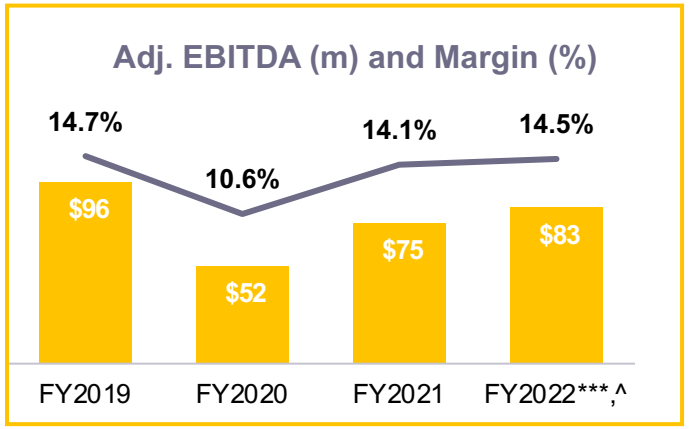


Building on a Solid Foundation









*Includes $53M of Strategic Exits
**Includes $8M of Strategic Exits
***Includes $13.2M charge for increase in MENAC AR reserve
^Includes 230 bps impact of MENAC AR reserve

New Team Supporting a New Mission



NEW TEAM

NEW MISSION

NEW PLAN

NEW GOALS

Team in Place to Maximize Shareholder Value



Paul Sternlieb
President and Chief Executive Officer
Years at Enerpac **1**
Years of Experience **26**



Matt Baisley
President – Middle East/North Africa/Caspian
Years at Enerpac **8**
Years of Experience **26**



Barb Bolens
EVP and Chief Strategy Officer
Years at Enerpac **4**
Years of Experience **38**



Tony Colucci
EVP and Chief Financial Officer
Years at Enerpac **<1**
Years of Experience **30**



James Denis
EVP, General Counsel, Company Secretary & Chief Compliance Counsel
Years at Enerpac **9**
Years of Experience **23**



Art Donaldson
VP, Engineering
Years at Enerpac **6**
Years of Experience **38**



James Gaskell
President – Asia Pacific
Years at Enerpac **9**
Years of Experience **22**



Mart Hinnen
VP, Enterprise Transformation
Years at Enerpac **14**
Years of Experience **16**



Markus Limberger
EVP, Operations
Years at Enerpac **<1**
Years of Experience **29**



Ben Topercer
EVP and Chief Human Resource Officer
Years at Enerpac **<1**
Years of Experience **22**



Scott Vuchetich
EVP, Marketing and President - Americas
Years at Enerpac **~1**
Years of Experience **31**

New Mission Reflects Core Capabilities



OUR MISSION

WE MAKE **COMPLEX**, OFTEN **HAZARDOUS** JOBS **POSSIBLE** **SAFELY** AND **EFFICIENTLY**



OUR VALUES

- **SAFETY**
- **TEAMWORK**
- **INTEGRITY**
- **AGILITY**
- **OWNERSHIP**



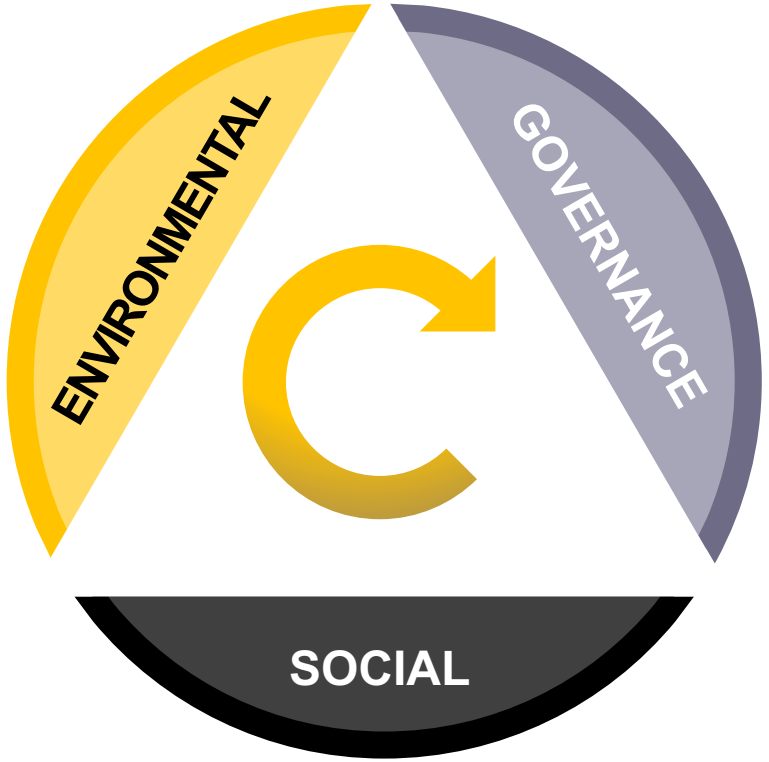
STRATEGIC PILLARS

- **HARD** TO DO
- TARGET MARKET **LEADERSHIP**
- **SIMPLIFIED** AND STANDARDIZED **PROCESSES** AND **OPERATIONS**

Commitment to Strong ESG Principles Underpins All Operations

Sustainability Is Core to Our Operations and Incorporated Into Our Products

Good for the Planet and Meets Market Demands



Committed To **Doing Right** by All of Our Stakeholders

Board Composition **Refreshed** to be Independent, Tenured and Diverse

Safety Is Our #1 Priority and Is Reflected in Our Values

Focused On Building a Community **Committed to Diversity, Equity and Inclusion**

ENERPAC LIFTS UP

MSCI ESG RATINGS

BBB

CCC | B | BB | **BBB** | A | AA | AAA

RATING ACTION DATE: June 03, 2021
LAST REPORT UPDATE: August 30, 2022

Negligible	Low	Medium	High	Severe
0-10	10-20	20-30	30-40	40+

	Rank | Percentile
Industry (Machinery)	54 / 511 | 11th
Subindustry (Industrial Machinery)	31 / 377 | 9th

Ambitious Growth Strategy Centered Around Four Key Pillars



EXPANSION
in Targeted
Vertical Markets



Digital
TRANSFORMATION



Customer Driven
INNOVATION



EXPANSION
in Asia Pacific

Transformation Plan Powering Future Growth

ASCEND Plan Enables the **Growth Strategy** and **Optimizes Performance** Through Three Key Elements:

01 Accelerated Organic Growth Go-to-Market Strategies

02 Improved Operational Excellence and Production Efficiency Through Lean Initiatives

03 Greater Efficiency and Productivity in SG&A



Recent Accomplishments

Integrated **New** Management Team

Flattened Organizational Structure Leading to **More Visibility** of Global Operations

Added **New Talent** at Multiple Levels in the Organization

Our Commitments

- Perform Deep Dive Review of Business
- Implement ASCEND Transformation Plan
- Flatten Organization
- Improve Performance & Deliver Results

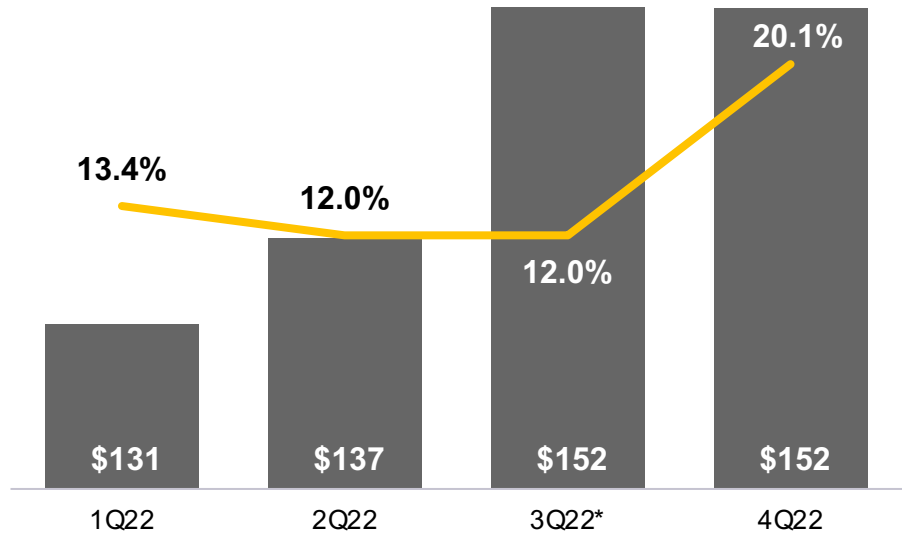
Managed Through COVID, Supply Chain, Logistics, Ukraine Crisis, FX and Inflationary Challenges

Holistic Review of Business Resulted in **Launch of ASCEND** Transformation Plan

Initiated a New Share Repurchase Program, Including $75M Repurchased in FY22

Defined Our New Mission, Strategy and **Refreshed Financial Targets**

Sales ($m) and Adj. EBITDA Margin (%)



*Includes increased MENAC AR reserve which had a 720 bps impact on Adj. EBITDA margin

History of Enerpac Tool Group

Actuant (Spin off From Applied Power) Was a Small Cap Diversified Industrial, With Enerpac as the Crown Jewel

110+ YEARS OF EXCELLENCE

1910
American Grinder & Manufacturing

1927
BLACKHAWK

1987
Applied Power

2000
Actuant

2016-2021

Focused On:

- Realigning Segments and Portfolio Optimization
- Selling Non-core Businesses Including the EC&S Segment
- Rebranding as Enerpac Tool Group
- Maintaining a Strong Balance Sheet Through COVID-19

2019
ENERPAC TOOL GROUP



2021
PAUL STERNLIEB
Joins Enerpac as CEO

With Goals To:

- Take Organization to Next Level of Growth and Profitability
- Launch a Deep Dive, Holistic Review
- Flatten Organization
- Transform the Company via the ASCEND Program
- Develop and Launch New Growth Strategy

Globally Recognized Leader in Industrial Tools and Services

PRODUCTS

Cylinders/Jacks, Pumps, Bolting Tools, Presses, Pullers, Tools, Heavy Lifting Technology (HLT)

SERVICE AND RENTAL

Bolting, Machining and Joint Integrity

EXTENSIVE GLOBAL DISTRIBUTION

~1,000 Long-standing Distribution Relationships

DIVERSIFIED CUSTOMER BASE

Specialty Dealers

National Distribution

Large OEMs

STRONG BRAND RECOGNITION

ENERPAC

PREMIUM INDUSTRIAL TOOLS

HEAVY LIFTING

hydratight

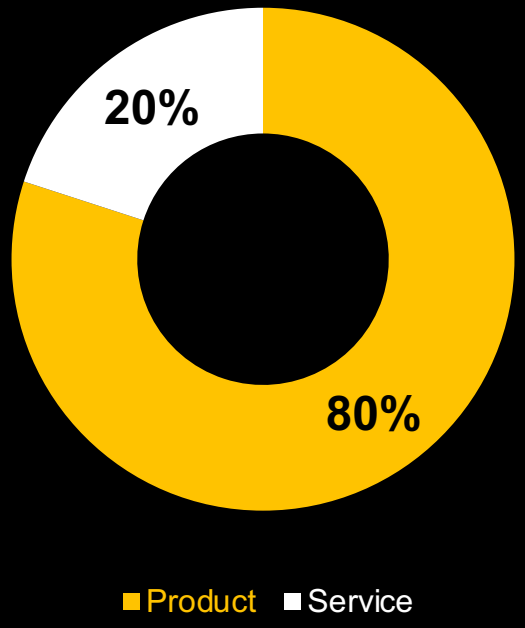
SERVICE | RENTAL | TRAINING

CORTLAND

MEDICAL

INDUSTRIAL ROPES

Revenue Mix





Enerpac's Competitive Advantage

STRENGTH OF BRAND

QUALITY, DURABILITY, RELIABILITY, SAFETY

BREADTH AND DEPTH OF **PRODUCT PORTFOLIO**

BREADTH OF **CHANNEL PARTNER NETWORK**

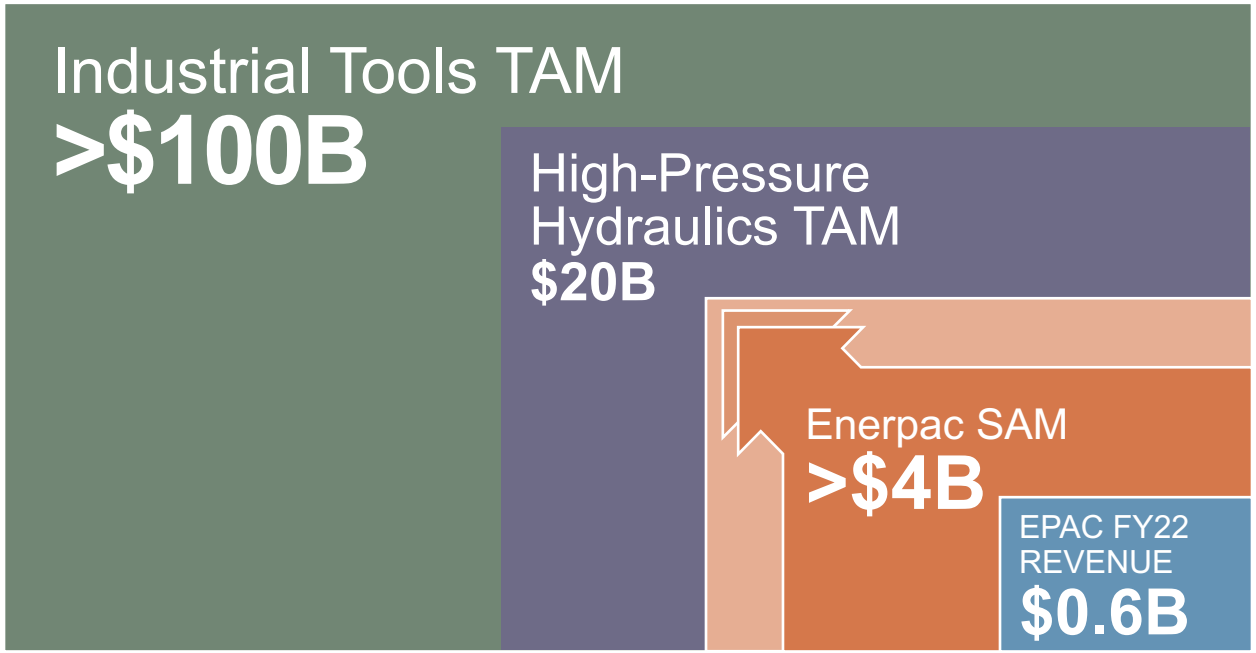
GLOBAL COVERAGE

TECHNICAL AND APPLICATIONS EXPERTISE THAT **CUSTOMERS RELY UPON**

POSITIVE CUSTOMER/ DISTRIBUTOR EXPERIENCES

Significant Market Opportunity





Enerpac Has Identified **Large Market Opportunities** Across Our Verticals

Growth Strategy Aims to **Capitalize** on **Targeted Market Opportunities**

Positioned to Win via our Products, Services, and Distribution Networks

Serving Broad Array of Vertical End Markets

Large, Fragmented Vertical Markets Provide Growth Opportunities, Both Organic and Inorganic, and Create Diversification for Enerpac

- INFRASTRUCTURE/ CIVIL CONSTRUCTION
- INDUSTRIAL MRO
- POWER GENERATION (WIND/NUCLEAR)
- RAIL
- AEROSPACE
- MANUFACTURING & MACHINING
- OIL & GAS
- MINING
- MILITARY
- OFF-HIGHWAY VEHICLE REPAIR

Offering a Wide Array of Durable and Reliable Products



Pumps



Cylinders



Bolting



Pullers



Spreaders



Cutters



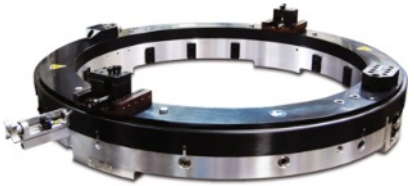
Presses



Work Holding



Heavy Lifting



Machining

Providing High Quality Services Our Customers Rely On

Primary Focus on **Repairs** and **Maintenance**

Large Opportunity in Niche Services including Specialty **High Margin** Services

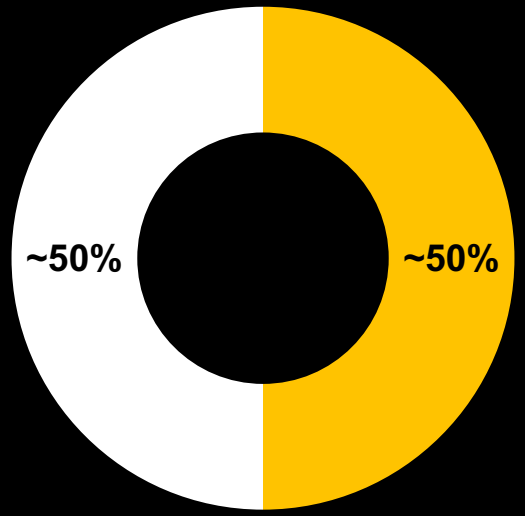
Additional Opportunities in **Power Generation**, **Wind**, **Rail** and **Industrial MRO**







Service Breakdown



Synergistic Services Strategy

STRATEGIC BUILDING BLOCKS

01 Invest in Additional **Business Process and System Improvements**

02 Scale Selected **High-Margin Offerings and Strengthen Position** as an End-to-End Service Provider

03 Optimize Regional Portfolio by Focusing on **Local High-Margin Services** and Ensuring Healthy Base Utilization

SERVICES TO LEVERAGE ACROSS VERTICALS

Integrity Assurance	**Leak Sealing**	**Nitrogen Leak Sealing**
Electro Discharge Machining	**Calibration**	**Process Pipeline Services**

GROWTH OPPORTUNITIES

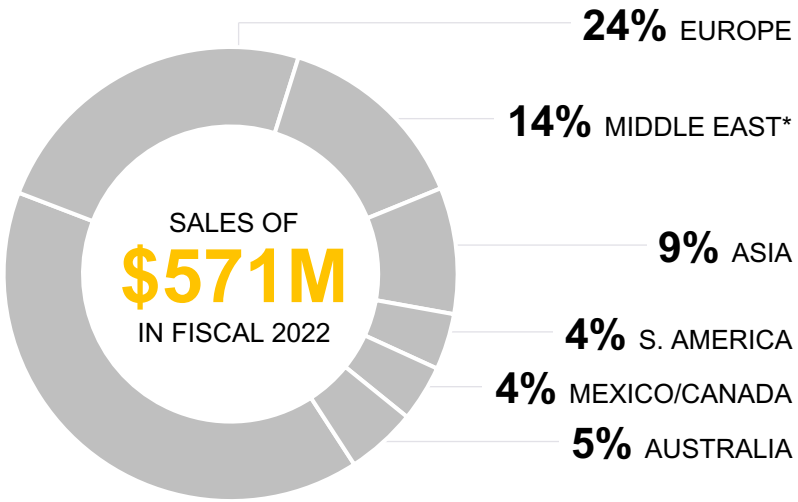

WIND


INDUSTRIAL MRO

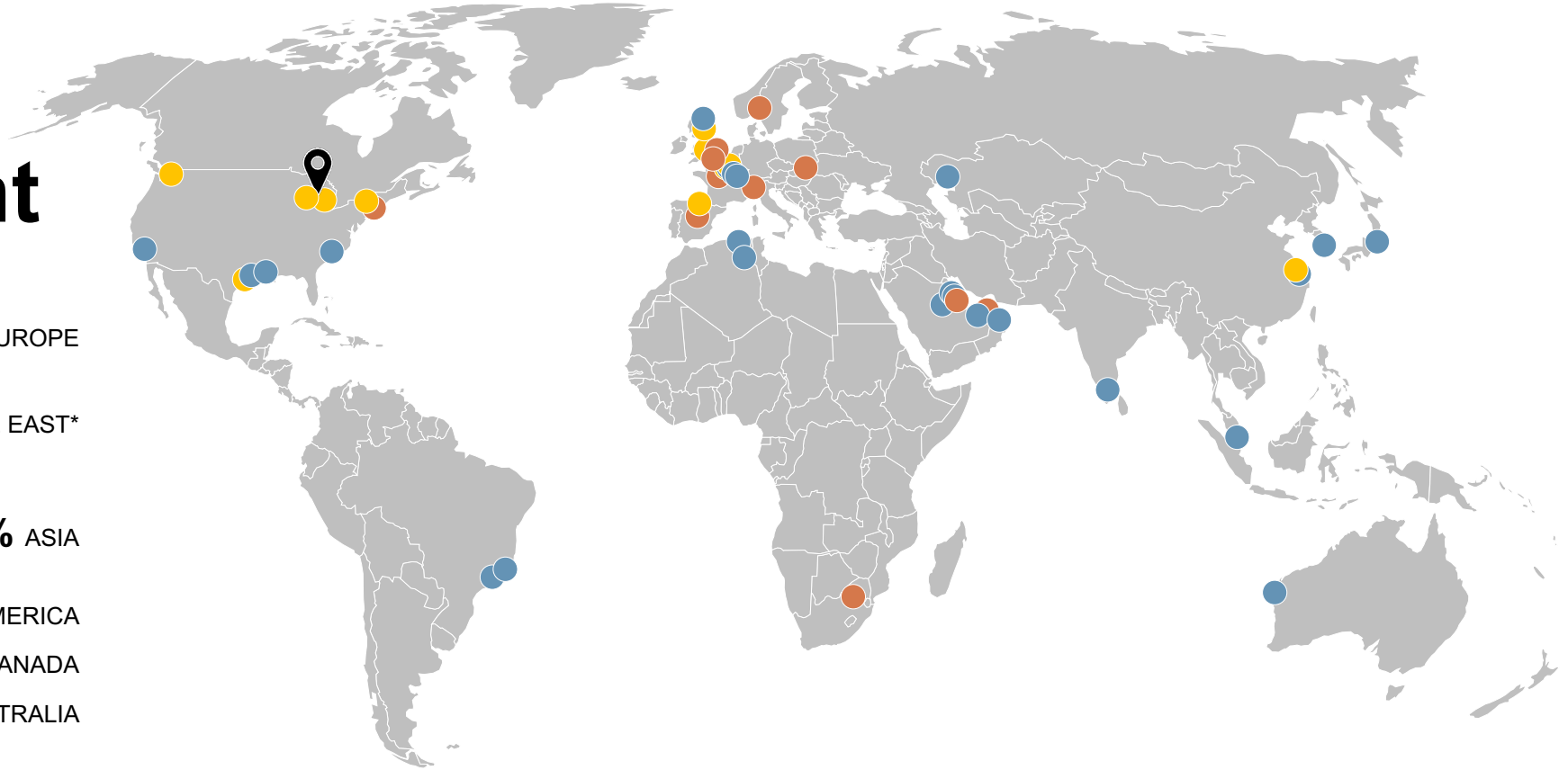

RAIL


POWER GENERATION

Extensive Global Footprint



- **24%** EUROPE
- **14%** MIDDLE EAST*
- **9%** ASIA
- **4%** S. AMERICA
- **4%** MEXICO/CANADA
- **5%** AUSTRALIA
- **40%** UNITED STATES



GLOBAL HEADQUARTERS

PLANT
Manufacturing/Assembly

OFFICE
Sales Office/General Office

OTHER
Service Center/Warehouse/Other

OUR GLOBAL FOOTPRINT ALLOWS US TO
Better Serve Our Customers

- Producing Near Our Customers = Quicker Response Time
- Understanding Local Market Needs and Demand
- Some Projects Require In-country Production
- Low-cost Manufacturing/ Sourcing Drives Competitive Margins
- Geographic Diversification of Sales Reduces Exposure to Regional Economic Downturns
- Opportunities for Further Geographic Expansion

*Middle East/North Africa/Caspian (MENAC)



Favorable Macro Trends Provide Tailwinds for Enerpac

AGING INFRASTRUCTURE

- Repairs
- Replacements
- Government Investment

RENEWABLE ENERGY/SUSTAINABILITY

- Shift to Clean Energy
- Government Investment

SHIFT TO DIGITAL

- Internet of Things (IoT)
- Automation

Secure Financial Position



STRONG BALANCE SHEET ALLOWS FOR FLEXIBILITY



BALANCED CAPITAL ALLOCATION STRATEGY



DISCIPLINED M&A PROGRAM

Balanced Capital Allocation Strategy

Invest in Ourselves

Investments in Digital, Product Innovation, R&D, Operational Excellence Improvements

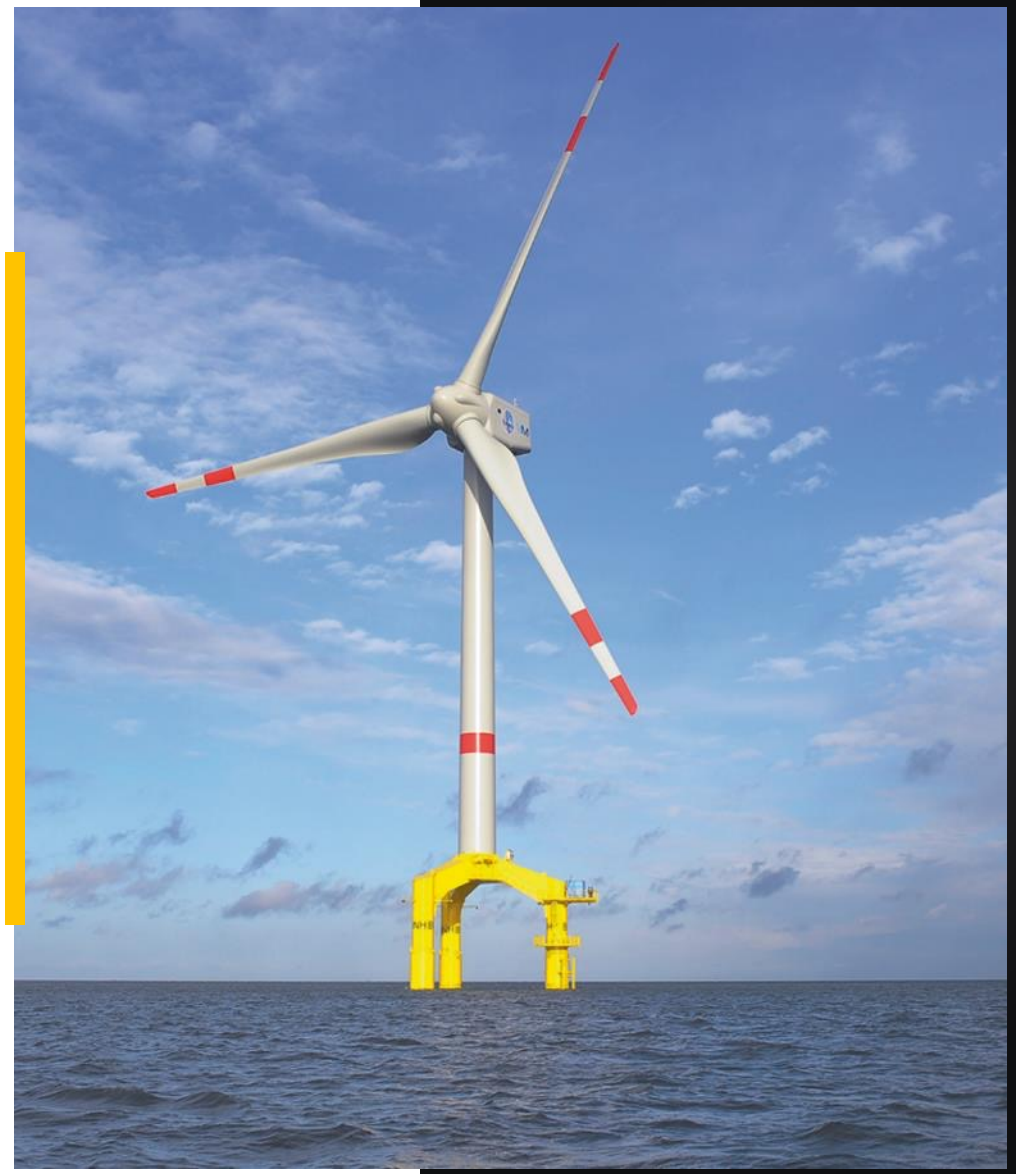
Disciplined M&A

Maintain Our Strong Balance Sheet

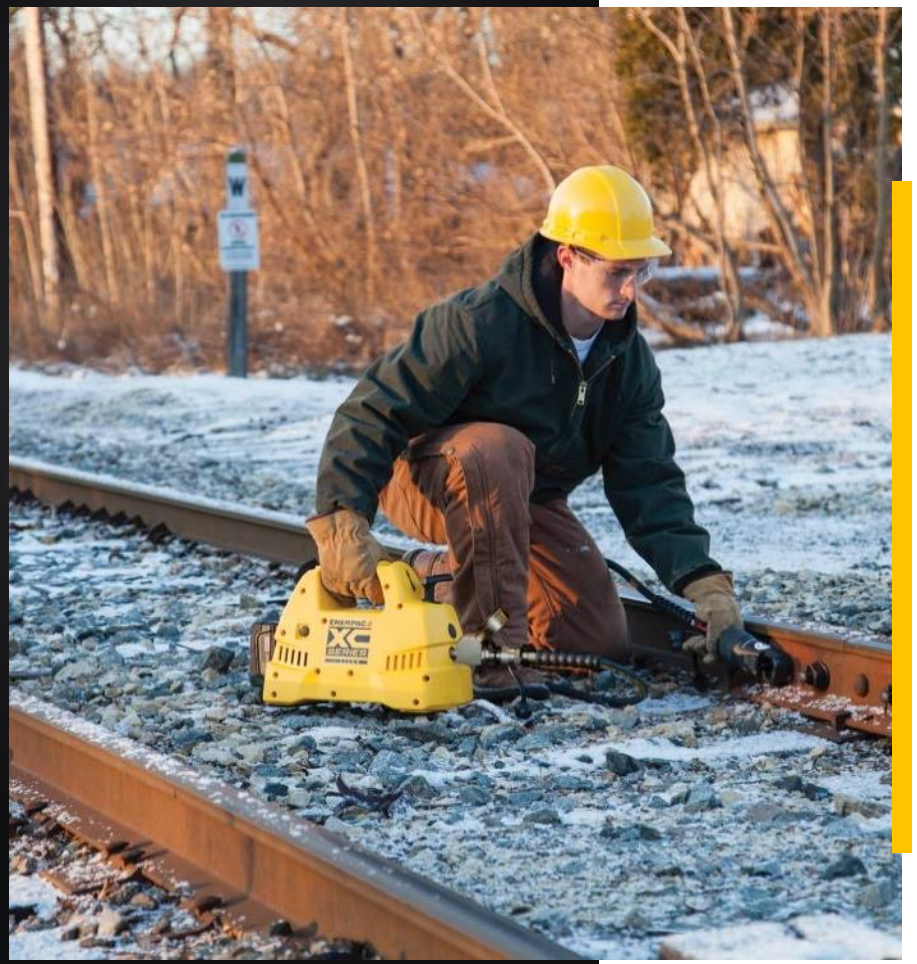
Target Leverage of 1.5x – 2.5x

Opportunistically Returning Capital to Shareholders

Board Recently Authorized a 10m Share Repurchase Program



Disciplined M&A Program



Continuing **Pure Play Strategy**, but Looking Beyond Just Tools and Services to **Solve Customer Needs** in Targeted Vertical Markets

Healthy Pipeline with Focus on Our 4 Key Verticals

M&A Activity Focused on **Expanding Solutions** Offerings by Addressing Gaps in:
Product Offerings | Market/Vertical/Geographies | Technology

Disciplined Approach Means any Targets Must Meet Strict **Financial** and **Operational Criteria**

Enerpac Offers Strong Investment Potential



01

Leading Solutions Provider

With a Broad Portfolio of Products and Services and Deep Customer Relationships

02

High Gross Margin Profile

With Pathway to Expanded EBITDA Margin Growth

03

Enhanced Organic Growth Strategy

Targeting Market Leadership in Key Verticals and Wider Geographic Expansion Supported by ASCEND Transformation Plan

04

Strong Balance Sheet

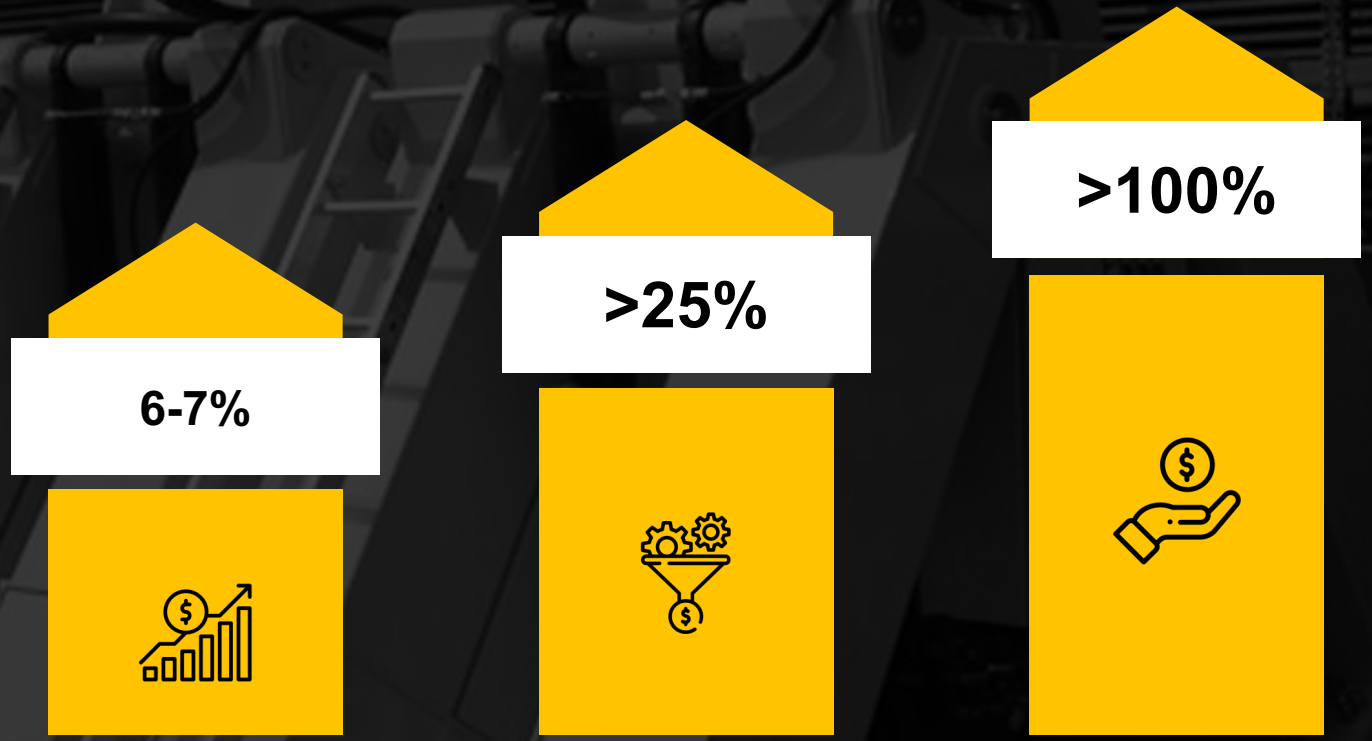
to Support Both Organic and Inorganic Growth While Maintaining a Balanced Approach to Capital Allocation

05

Updated Financial Goals

Reflect Management's Belief in Winning Strategy

Long-Term Goals Through FY26 Demonstrate Commitment to Strong Growth, Margin Enhancement, and Cash Generation



Organic Revenue CAGR*

Adj. EBITDA Margin of 25% as We Exit FY24 Through ASCEND, With 50bps Improvement in Subsequent Years

FCF Conversion Toward End of Outlook; Lower in Earlier Years due to ASCEND Costs

*Based on FY22 FX adjusted revenue of $550M

Well-Positioned to Manage Through Uncertain Times



SERVING A DIVERSE SET OF END MARKETS



STRONG BALANCE SHEET AND FOCUS ON FREE CASH FLOW GENERATION



TARGET DECREMENTALS OF 20–25% IN A DOWNTURN SCENARIO*



UNDERWAY WITH IMPLEMENTATION OF ASCEND – PORTFOLIO OF SELF-HELP INITIATIVES AT THE READY

*Assuming no greater than 15% drop in revenue


RAISING
THE BAR
ENERPAC
ULTIMA

New **Team**

New **Mission**

New **Plan**

New **Goals**



Premier Industrial Solutions Provider Serving a Broad and Diverse Set of Customers Globally

Defined Organic Growth Strategy Focused on **Maximizing Shareholder Value** and Capitalizing on Global Macro Trends

Transformation Plan to **Elevate Performance, Create Resiliency** and **Manage Through Cycles** – Already Yielding Results

Strong Balance Sheet With a Disciplined Capital Allocation Plan

New Leadership Team Positioned to **Achieve Long-term Targets**



ENERPAC TOOL GROUP INVESTOR DAY 2022

EXPANSION IN TARGETED VERTICAL MARKETS

SCOTT VUCHETICH
EVP, Marketing & President, Americas

Ambitious Growth Strategy Centered Around Four Key Pillars



EXPANSION
in Targeted
Vertical Markets



Digital
TRANSFORMATION



INNOVATION
and Product Vitality



EXPANSION
in APAC

Rigorous Approach to Prioritizing Markets

We Reviewed Dozens of Spaces in Building our Strategic Roadmap, and Evaluated Against Three Key Criteria

Size, Growth & Diversity

Market Dynamics

Enerpac Fit

WHAT WE LOOKED FOR:

Room To Play in Core and **Opportunities for Adjacent Products & Services**

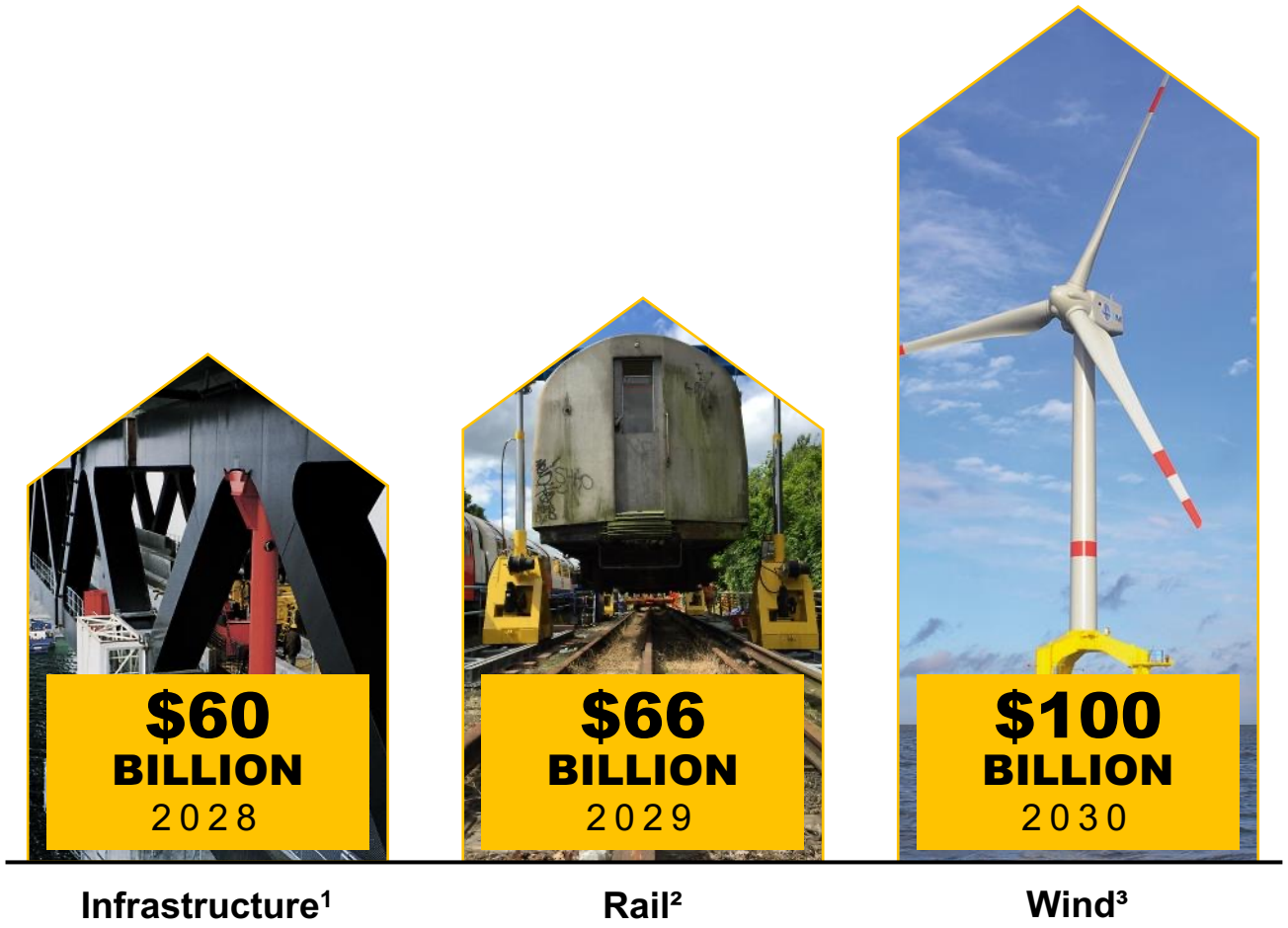
Secular Trends and Strategic Inflection Points That **Create Openings**

End Users That Have Jobs That Are **"Hard to Do"**



Macro Trends Supporting Target Verticals

Large Capital Investments Across Wind, Rail, and Infrastructure Create an Opportunistic Outlook for Enerpac

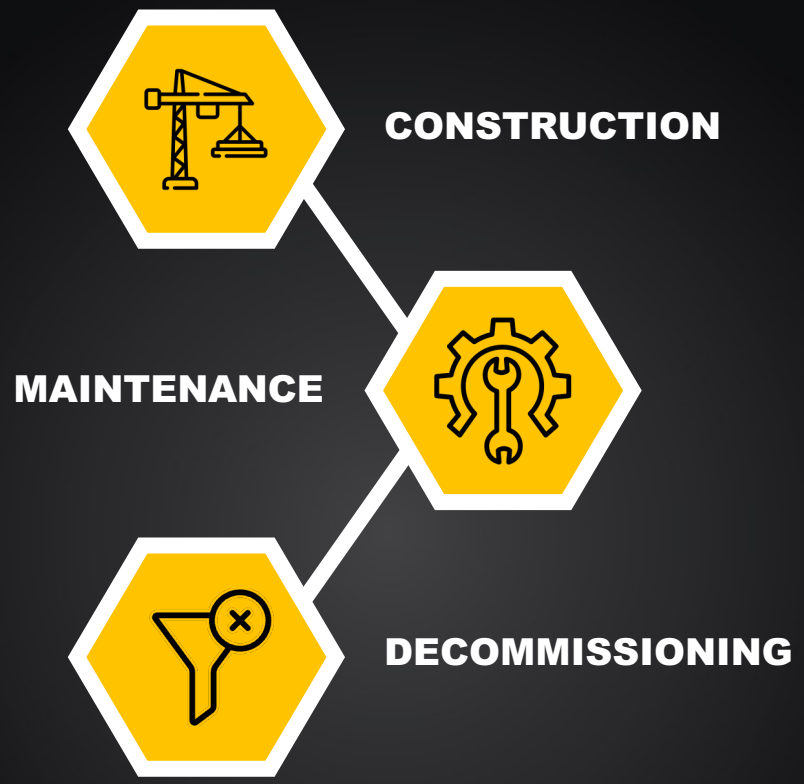


1&2 Federal Government Jobs Act Spending Bill
3 Clean Energy & Jobs Bill

Targeted Expansion Opportunities

Standalone Attractiveness	Infrastructure		Wind		Rail		Industrial MRO*	
	Size/Growth	Rating	Size/Growth	Rating	Size/Growth	Rating	Size/Growth	Rating
Market Size and Growth	SAM: **$550-$650M** Growth **MSD-HSD****	↗	SAM: **$330-$430M** Growth **MSD****	↗	Rail SAM: **$140-$180M** Growth **MSD****	↗	SAM: **~$1.2-$1.6B** Growth **LSD****	↗
Trends Benefitting Enerpac	Government Investment, Infrastructure Upgrades		Public and Private Investments, Energy Independence and Security		Green Transportation, Automation of Maintenance		Larger Distribution Networks, Automation in Manufacturing	
Enerpac's Right to Win	Product Portfolio, Customer Relationships, Technological Advantage		Solutions Offerings, Battery Powered Solutions, Legacy Relationships with OEMs		Targeted Rail Solutions, Strong Brand Reputation		Brand Recognition, Reputation for Quality, Shift to E-Commerce	

*Maintenance, Repair, Operations
**LSD: Low single-digits, MSD: mid-single-digits, HSD: high single-digits



Our strategic initiatives are designed to add value across the bridge lifecycle, including

BRIDGE CONSTRUCTION, MAINTENANCE, AND DECOMMISSIONING

Positioned to Win in the Attractive Infrastructure Vertical

WHY WE BELIEVE IN THE **OPPORTUNITY**

- **Strong MSD global growth** with an addressable market of ~$600M
- Demand exacerbated by **aging infrastructure** in developed nations and **new bridge construction** in emerging economies
- **Intensive and complex demands** for moving & lifting massive weight **efficiently and safely**
- Existing**, comprehensive** product portfolio
- **Strong reputation** in major infrastructure projects

Be in the Conversation at the Beginning of the Process

Core Levers Addressed as Part of Our Strategy

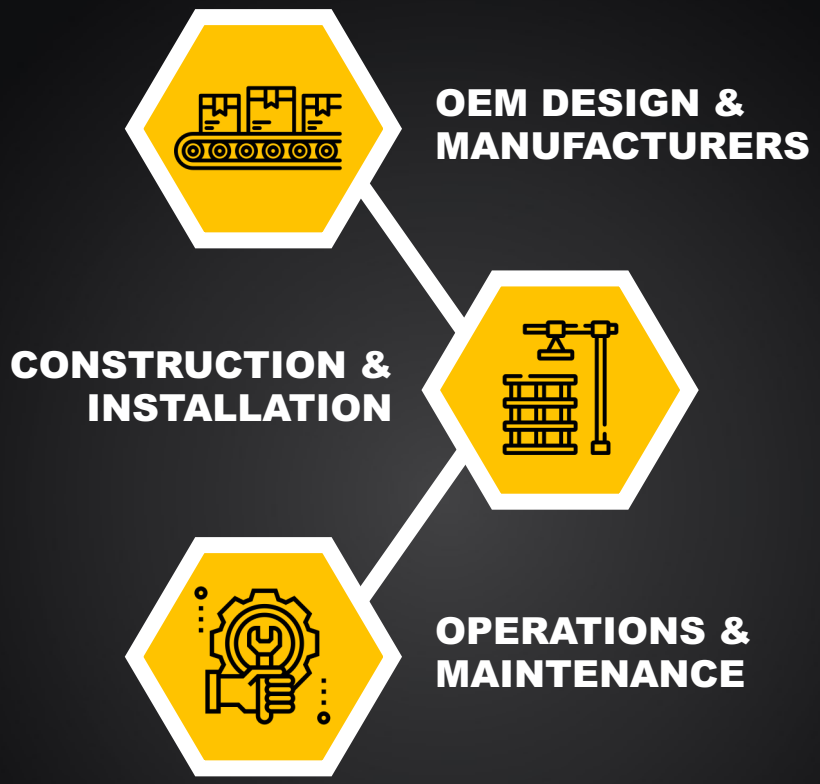


EXAMPLE INITIATIVES
(Not Exhaustive)

ESTABLISH ENHANCED COMMERCIAL TEAMS
across the globe to pursue a wide range of bridge projects from the design & engineering phase to the final build

DEVELOP SPECIAL AND CUSTOM SOLUTIONS
engineering and manufacturing capability to deliver bespoke products to end-users in a timely manner

DRIVE HIGH-VALUE SALES TO END-PRODUCT USERS IN THE US,
especially for heavy-lifting technology and high-tonnage cylinders



Our strategic initiatives are aligned to winning with customers in each step of the Wind value chain,

ENABLING ALL CUSTOMERS TO DO DIFFICULT THINGS SAFELY, AND EFFECTIVELY

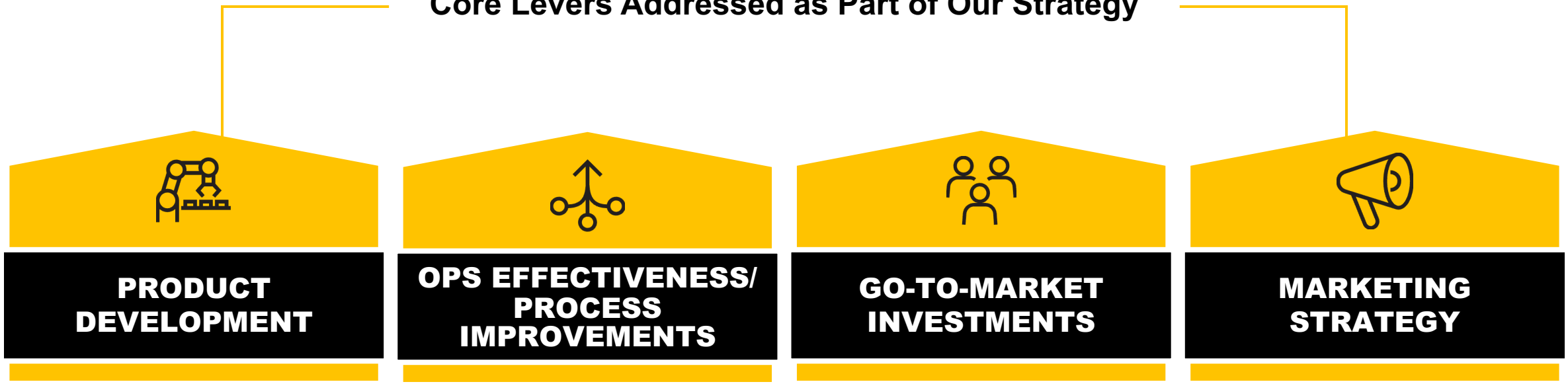
Expanding Investment in Wind Power Offers Strong Growth Potential

WHY WE BELIEVE IN THE **OPPORTUNITY**

- **Underlying growth, fueled by significant investment** around the world in the development of wind energy allows for a broad market of ~$330-$430M
- Large, expensive, critical applications that excel with Enerpac's highest standard and performance solutions
- There is **clear whitespace** for us to go after, while working with new and established partners in the space

Focus on Serving the Entire Wind Lifecycle

Core Levers Addressed as Part of Our Strategy



EXAMPLE INITIATIVES

ESTABLISH A DEDICATED GLOBAL WIND ACCOUNT MANAGEMENT TEAM
to better serve and cover current and future customers

ENHANCE OPERATIONAL PROCESSES
(quoting, inventory, order routing)
to significantly improve lead times and meet evolving customer demands

INVEST IN CUSTOMIZED OFFERINGS
tailored to Wind, including bundles and new products focused on technological innovation, data management and connectivity



Our strategic initiatives
TARGET THE ENTIRE RAIL VALUE CHAIN,
from train manufacturing to track and rolling stock maintenance

Opportunity to Expand into Growing Rail Market

WHY WE BELIEVE IN THE **OPPORTUNITY**

- **$150M addressable market**, growing MSD
- Rail represents an **extremely sticky revenue opportunity** in Americas and Europe
- Renewed **focus on climate goals** may lead to increased spending on climate-friendlier methods of transportation, including rail
- **Expansive rail networks** in the US, Europe, and APAC present opportunities across the train and railroad value chain
- **Leverage existing** go-to-market and channel partner **relationships,** direct relationships with major rail operations

Bespoke Solutions for the Needs of the Space

Core Levers Addressed as Part of Our Strategy



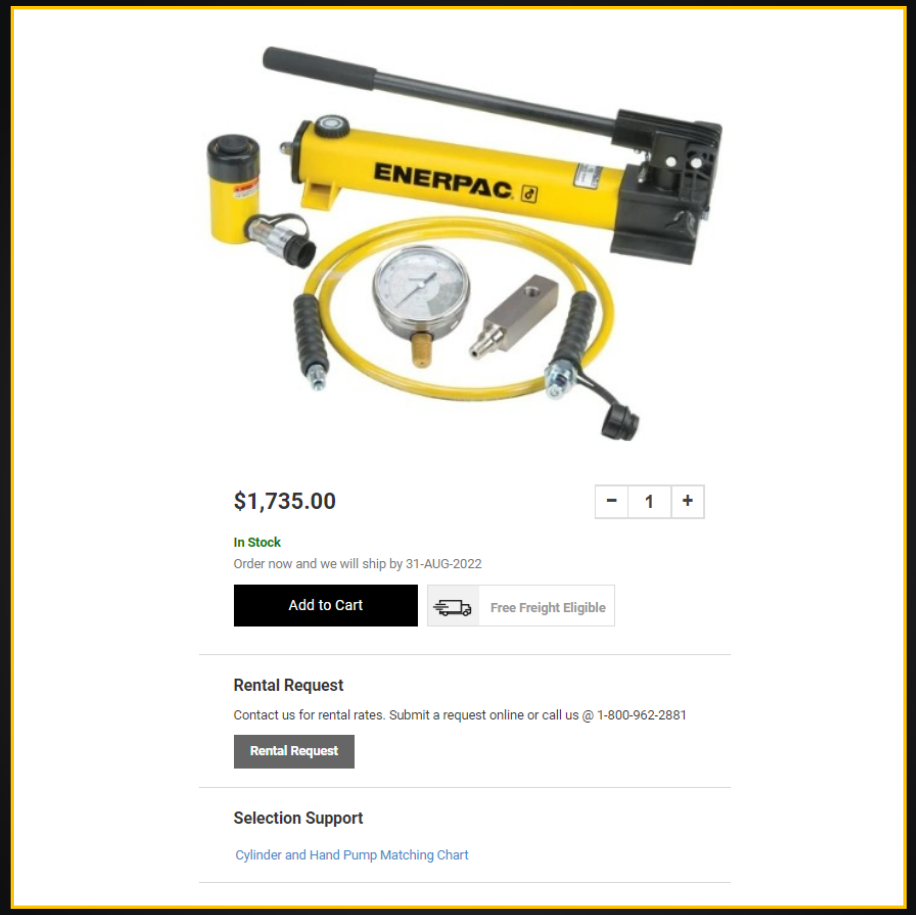
EXAMPLE INITIATIVES

ADDRESS GAPS BY DEVELOPING NEW PRODUCTS
across geographies with a focus on the specific needs of track maintenance and rolling stock manufacturing

EXPAND BUSINESS DEVELOPMENT FOCUS
through the hiring of dedicated teams to work with end-rail customers and distributors

IMPROVE CHANNEL SALES BY STRENGTHENING RELATIONSHIPS
with existing distributors

SCR102H, 10 Ton, 2.13 in Stroke, Hydraulic Cylinder and Hand Pump



Our strategic initiatives **ENHANCE THE OVERALL CUSTOMER EXPERIENCE** by improving the buying process and tailoring products to specific usages

Industrial MRO Vertical is Enerpac's Largest Value Pool

WHY WE BELIEVE IN THE **OPPORTUNITY**

- **Large global market** of ~$1.5B in a fragmented industry growing at GDP
- **Strong brand recognition** and long-lasting relationships with distributors
- **Changing profile of buyer** as maintenance and purchasing teams are asked to do more with less
- Enerpac's **existing product portfolio** can serve MRO's **diverse customer base** across industries

Streamlining the Buying Journey

Core Levers Addressed as Part of Our Strategy



EXAMPLE INITIATIVES

ESTABLISH DIGITAL EXCELLENCE
in MRO by building a seamless direct-to-customer e-commerce platform

IMPROVE CUSTOMER EXPERIENCE
with enhanced content and by supporting distributor e-commerce

GROW DEMAND GENERATION
through increased digital and e-commerce investments

DEVELOP AND DEPLOY
specific industry micro-verticals product offerings through targeting, bundling, and kitting

Multi-faceted Growth Plan to Raise the Bar in Key Verticals

Verticals	Product Development	Go-To-Market Investments	Marketing Strategy	Operational Effectiveness/ Process Improvements
INFRASTRUCTURE	✓	✓	✓	
WIND	✓	✓	✓	✓
RAIL	✓	✓	✓	
INDUSTRIAL MRO		✓	✓	



ENERPAC TOOL GROUP INVESTOR DAY 2022

DIGITAL TRANSFORMATION

SCOTT VUCHETICH
EVP, Marketing & President, Americas

Ambitious Growth Strategy Centered Around Four Key Pillars



EXPANSION
in Targeted
Vertical Markets



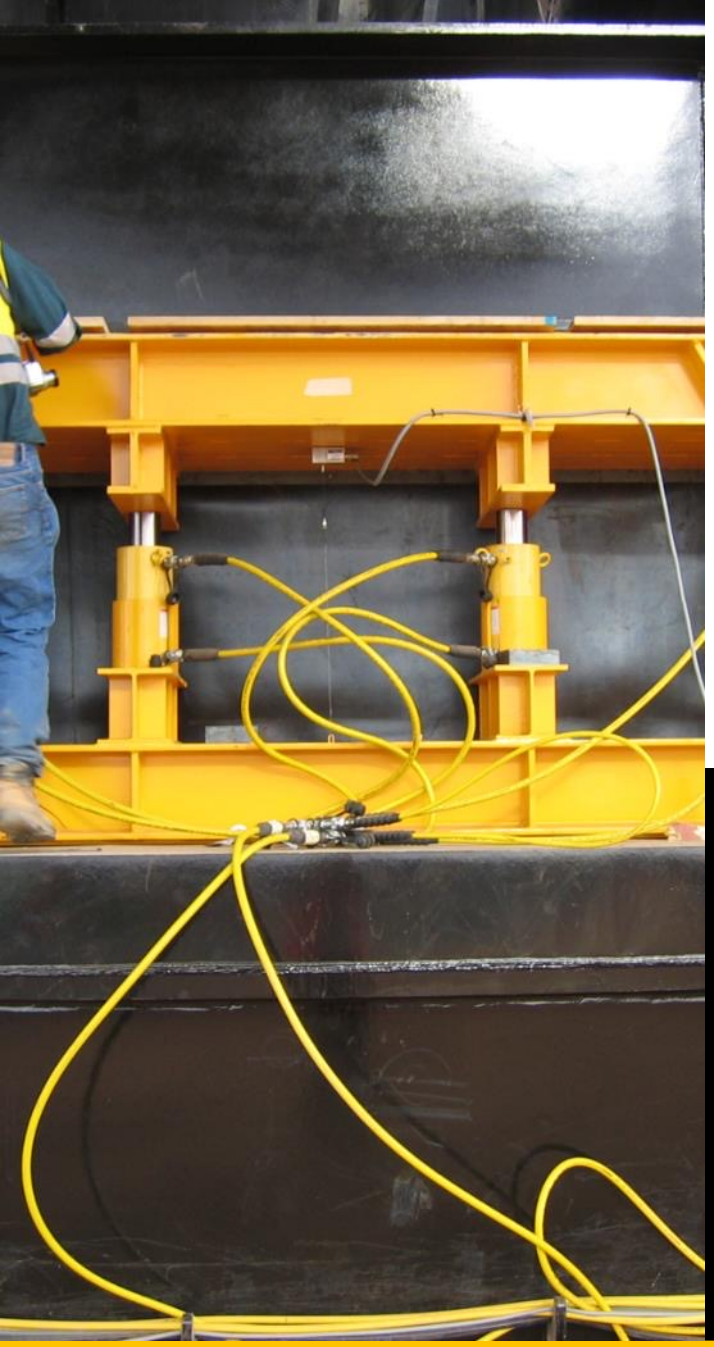
Digital
TRANSFORMATION



INNOVATION
and Product Vitality



EXPANSION
in APAC



Broad Digital Ecosystem To Support Customer Needs

ACQUIRE → **ENGAGE** → **SUSTAIN**

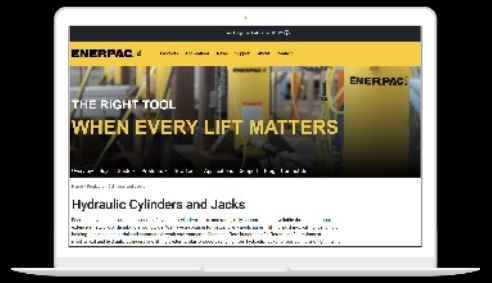
SUCCESS MEANS

Finding Customers Early in Their Buying Journey
With Targeted Messaging and Effective and Efficient Digital Platforms

Serving Those Customers
With Easy to Navigate and Relevant Content, Technical Know-How, and a Streamlined Experience

Maintaining an On-Going Relationship
With Training, Technical Support and Product Enhancements That Link the Tools to the Digital Experience

Acquire Customers With a Multi-pronged Strategy



RIGHT PLATFORMS

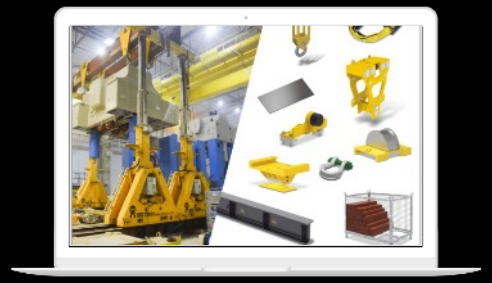
Enerpac.com, recently re-platformed to be fast, efficient and content rich

Hydratight.com to target the field service users

Enerpac warehouse to serve distributor orders

YouTube.com and social media to drive interest and deliver content

PLATFORM CONSOLIDATION
moving from 11 supported legacy sites to 3 core sites, all sites mobile responsive



TARGET OUTREACH

Organic search strategy based on fresh, relevant content

Paid-word-search strategy on a postcode, time-of-day specific level

Targeted emails and integrated campaigns

Event driven social media presence

OVER 60% OF SITE VISITS
in FY22 were from new visitors



ADVANCED ANALYTICS

Constant feedback loop on investment and traffic generated to optimize ROI

Customer segmentation and profiling to best understand the various personas

Integration with CRM systems to engage field team

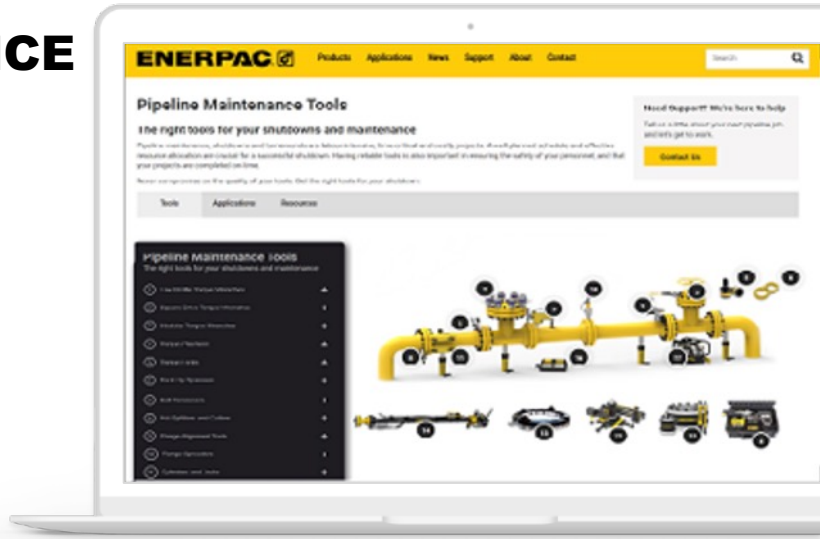
ATTRACTIVE OPPORTUNITY FUNNEL
Generated by 20,732 web leads spending an average of 3:15 onsite with an average of 4.5 pages viewed

CASE STUDY

Demand Generation in Action

PIPELINE MAINTENANCE CAMPAIGN





TOTAL ROI: 500%

WEB:
Pageviews: 2,600

EMAIL:
Delivered: 23,136
Unique Opens: 1,557 (6.7%)
Click-Through Rate: 7.94%

ORGANIC SOCIAL:
Impressions: 23,136
Interactions: 578
Click-Through Rate: 1.21%

TARGETED SOCIAL:
Impressions: 36,340
Interactions: 180
Click-Through Rate: 5.33%
Budget: $500

Engage Customers by Solving Their Complex Problems



INSTRUCTIONAL MANUALS & REPAIR SHEETS



PRODUCT SAFETY & SUPPORT RESOURCES



PRODUCT SELECTION TOOLS



TRAINING WEBINARS & VIDEOS



PRODUCT MAINTENANCE & SERVICE CENTER SUPPORT



MARKETING MATERIALS



IGES 7 STEP CAD FILES



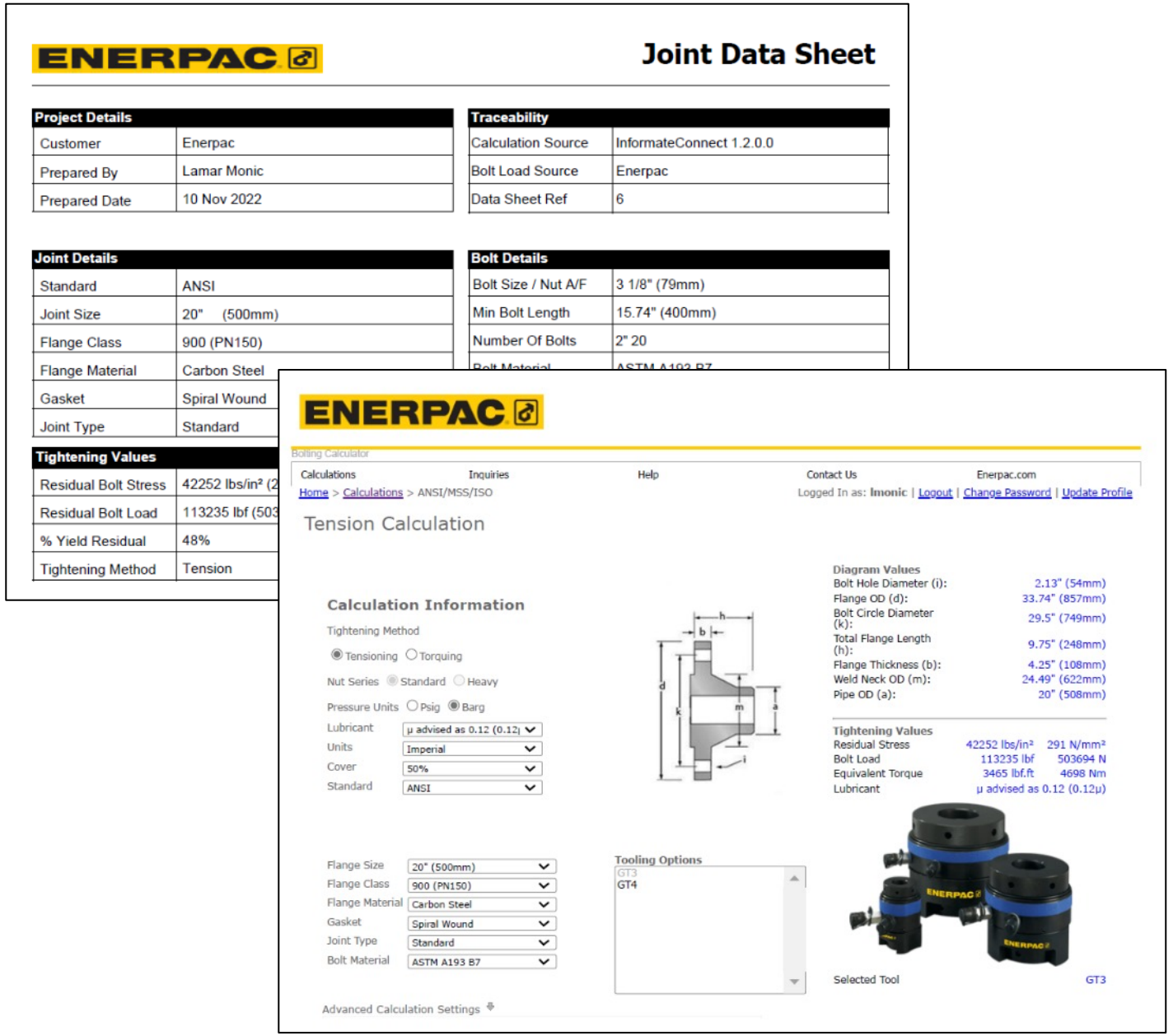
CERTIFICATIONS

IT'S NOT ENOUGH TO **ACQUIRE & CONVERT A CUSTOMER**; BOTH OUR CHANNEL PARTNERS AND END-USERS **REQUIRE ONGOING SUPPORT** AS THEY TACKLE TOUGH PROBLEMS AND NEED TO DO THEM **SAFELY**

CASE STUDY

Bolting Selector

- Helps Technicians Select the Right Tool and Pump Setting for Safer and More Accurate Use
- Provides Engineers Selection Guides to Help Design the Most Cost-Effective Bolted Flange



ENERPAC

Joint Data Sheet

Project Details	
Customer	Enerpac
Prepared By	Lamar Monic
Prepared Date	10 Nov 2022

Traceability	
Calculation Source	InformateConnect 1.2.0.0
Bolt Load Source	Enerpac
Data Sheet Ref	6

Joint Details	
Standard	ANSI
Joint Size	20" (500mm)
Flange Class	900 (PN150)
Flange Material	Carbon Steel
Gasket	Spiral Wound
Joint Type	Standard

Bolt Details	
Bolt Size / Nut A/F	3 1/8" (79mm)
Min Bolt Length	15.74" (400mm)
Number Of Bolts	2" 20

Tightening Values	
Residual Bolt Stress	42252 lbs/in² (2
Residual Bolt Load	113235 lbf (503
% Yield Residual	48%
Tightening Method	Tension

ENERPAC

Bolting Calculator

Calculations Inquiries Help Contact Us Enerpac.com

Home > Calculations > ANSI/MSS/ISO

Logged In as: Imonic | Logout | Change Password | Update Profile

Tension Calculation

Calculation Information

Tightening Method: Tensioning / Torquing

Nut Series: Standard / Heavy

Pressure Units: Psig / Barg

Lubricant: μ advised as 0.12 (0.12μ)

Units: Imperial

Cover: 50%

Standard: ANSI

Flange Size: 20" (500mm)

Flange Class: 900 (PN150)

Flange Material: Carbon Steel

Gasket: Spiral Wound

Joint Type: Standard

Bolt Material: ASTM A193 B7

Advanced Calculation Settings

Tooling Options

GT3

GT4

Diagram Values

Bolt Hole Diameter (i):	2.13" (54mm)
Flange OD (d):	33.74" (857mm)
Bolt Circle Diameter (k):	29.5" (749mm)
Total Flange Length (h):	9.75" (248mm)
Flange Thickness (b):	4.25" (108mm)
Weld Neck OD (m):	24.49" (622mm)
Pipe OD (a):	20" (508mm)

Tightening Values

Residual Stress	42252 lbs/in²	291 N/mm²
Bolt Load	113235 lbf	503694 N
Equivalent Torque	3465 lbf.ft	4698 Nm
Lubricant	μ advised as 0.12 (0.12μ)	

Selected Tool GT3

Sustain a Long-term Customer Relationship by Building On-going Value

Driving Sustainable Value For Customers, Channel Partners, And Enerpac Beyond Top-line Revenue Opportunities

MARKET CHALLENGES

LABOR

- AVAILABILITY & TURNOVER
- TRAINING

MARGIN PRESSURE

- PROJECT TIMELINES
- SUPPLY CHAIN

REGULATORY

- SUSTAINABILITY
- COMPLIANCE

CUSTOMER NEEDS

PRODUCTIVITY **IMPROVEMENT**

DOWN-TIME **AVOIDANCE**

QUALITY INFORMATION & TRACKING

FLEET **MANAGEMENT**

SIMPLIFICATION OF WORKFLOW/ONSITE EDUCATION

DIGITAL RECORD KEEPING

OPPORTUNITY FOR ENERPAC

SELL A SUITE OF PRODUCTS/ **PRODUCT UP-SELL**

DATA **MONETIZATION**

VALUE ADDED SERVICE (CALIBRATION, REPAIR)

REMOTE SERVICE DELIVERY

PRODUCT DEVELOPMENT & MARKETING DATA



DIGITAL TRANSFORMATION IS
POWERING INNOVATION



ENERPAC TOOL GROUP INVESTOR DAY 2022

INNOVATION & PRODUCT VITALITY

ART DONALDSON
VP, Engineering

Ambitious Growth Strategy Centered Around Four Key Pillars



EXPANSION
in Targeted
Vertical Markets



Digital
TRANSFORMATION



INNOVATION
and Product Vitality



EXPANSION
in Asia Pacific



Philosophy on Innovation

Revamped, Customer-focused INNOVATION PROCESS

Designing Solutions, Not Tools

Safety, Efficiency, and Industry Macro Factors All KEY COMPONENTS

Meeting **Customer Demands**

INNOVATING, Not Iterating

Fewer, Bigger, **More Meaningful Launches**

REDUCED Innovation Timeline

Idea to Concept Unit Time Down ~25%

Digital Ecosystem Group Moved From IT to PRODUCT TEAM

New Digital & Connectivity Solutions Will Work With Existing and Developing Product Lines



Innovation Journey

Foundation

NPD Process Based on Product Line Centers of Excellence (COE)

Organized the Project Management Office

Product Centric

Engaged Operations and Supply Chain Into the Process

Evolution

Shifting From COE Structure to **VERTICAL FOCUS**

Product Families Morphing to **INDUSTRY SOLUTIONS**

SOLUTIONS Centric

New Process Focused on **ENHANCED COLLABORATION**

Discovering and Exploring Customer Pain Points and Unmet Needs



PRODUCT MANAGEMENT & DISCOVERY TEAMS

Solicits Ideas from Customers



CONCEPT ENGINEERING TEAM & INDUSTRIAL DESIGN TEAM

Build Concept Units, with Input from Customers along the Way



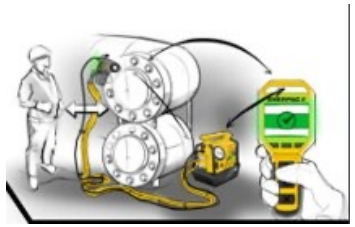
ADVANCED DEVELOPMENT TEAM & SYSTEMS ENGINEERING TEAM

Focus on Building Suites of Products with Incorporated Electronics

COLLABORATION

Across Teams Leads to Drastically Reduced **IDEA-TO-CONCEPT UNIT PRODUCTION TIME**

Areas of Focus Based on Customer Needs



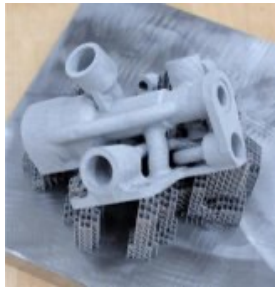
Automated Operations

Ultra Light-Weighting



Battery-Operated Tools

Self-Contained Units



Metal 3D-Printed Components

Solutions vs. Products

Miniaturization

CUSTOMER BENEFITS

ENHANCED SAFETY

REDUCED WEIGHT

BETTER ERGONOMICS

LOWER TOTAL COST OF OWNERSHIP

Driving to Component Suites

- **Suites of Components** vs. One-Off Designs
- **Solutions** vs. Products
- **Innovating** vs. Iterating

Common Motors | Drivers | Controllers | Micropumps | Pendants

- **Re-Purposing Existing Products**
- **Economies of Scale**
- **Driving Margin Expansion**

Development Speed | Reliability | Economies of Scale | Supply Chain Stability

- **Familiarity of Tools**
- **Common Battery Packs**
- **Expanding Range of Solutions**

Pendants | Wireless Accessories | Parts/Maintenance | Tools



Enerpac Connect® Ecosystem and Connected Product Strategy

CUSTOMER BENEFITS

- Relevant Info at the Touch of a Button
- Helping Users Find Information Quickly

CONNECTED TOOLS

- Smart Cylinder Monitor
- Live Data Monitoring

ENERPAC CONNECT®

FEATURES

- Enerpac Safety Feature
- Enerpac Rewards

DATA ACQUISITION

- Data Transfer: Wireless or USB

Enerpac Connect Progress/Roadmap

JULY 2021

Enerpac Command
Product Serialization **Launched**



Enerpac Connect®
Mobile App Available on Android/ iOS App Stores

Features Product Data and Documentation Lookup Via Serial Number

OCTOBER 2022

Enerpac Connect®
Feature Enhancements
- **Improved** Customer Support Feature
- **Added** Find Nearest Service Center

Enerpac Command & Enerpac Connect®
Major Technical Release for **Future Platform Scalability and Performance**

Over The Air Firmware (OTA) Feature Launch
For Smart Connected Products

Access to Digital Service and Maintenance Records

Access to Published Digital Job Reports

On-board Diagnostics (OBD) Feature Launch for Smart Connected Products

Specialized Apps for Smart Connected Products in Lifting and Bolting Applications

AUGUST 2024

EnerSafe™

Safety is a Key Component of Innovation

MISUSE OF PRODUCTS
is the Number One Cause of Safety Issues Amongst Customers

EnerSafe™

Will Offer Customers Easy Access to:

SAFETY INSPECTION CRITERIA

SERVICE HISTORY

OPERATOR TRAINING

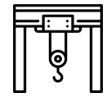
TOOL SELECTION ALTERNATIVES



NEW, WIRELESS SOLUTIONS WILL REDUCE RISK
by Moving Operators Further Away From Dangerous Components



SMART DEVICES
Will Sense When They are Being Misused or at Risk of Damage and Automatically Turn Off



SELF-CONTAINED, AUTONOMOUS TOOLS
Will Have Fewer Exposed Parts, More Direct Functionality, and Less Opportunity for Misuse

Raising the Bar Through Innovation

Joint Task Force of Discovery and Engineering Teams **REDUCES DEVELOPMENT TIME & INCREASES VIABILITY** of Potential New Solutions by Putting Design Thinking First

Advanced Development Team **FOCUSES ON DEVELOPING TECHNOLOGY**, Not Tools, Expanding Potential Applications

Enerpac Connect® Provides the Future of Connected and Integrated Products, **INCREASING SAFETY, PERFORMANCE, AND DATA ANALYTICS**

FOCUS ON SAFETY AND EFFICIENCY, Self-Contained Units and Common Battery Systems Increase Customer Adoption of New Solutions



10 Minute Break



ENERPAC TOOL GROUP INVESTOR DAY 2022

EXPANSION IN ASIA PACIFIC

JAMES GASKELL
President, Asia Pacific

Ambitious Growth Strategy Centered Around Four Key Pillars



EXPANSION
in Targeted
Vertical Markets



Digital
TRANSFORMATION



INNOVATION
and Product Vitality



EXPANSION
in Asia Pacific

Current APAC Business

AUSTRALIA

SOUTHEAST ASIA

SOUTH KOREA

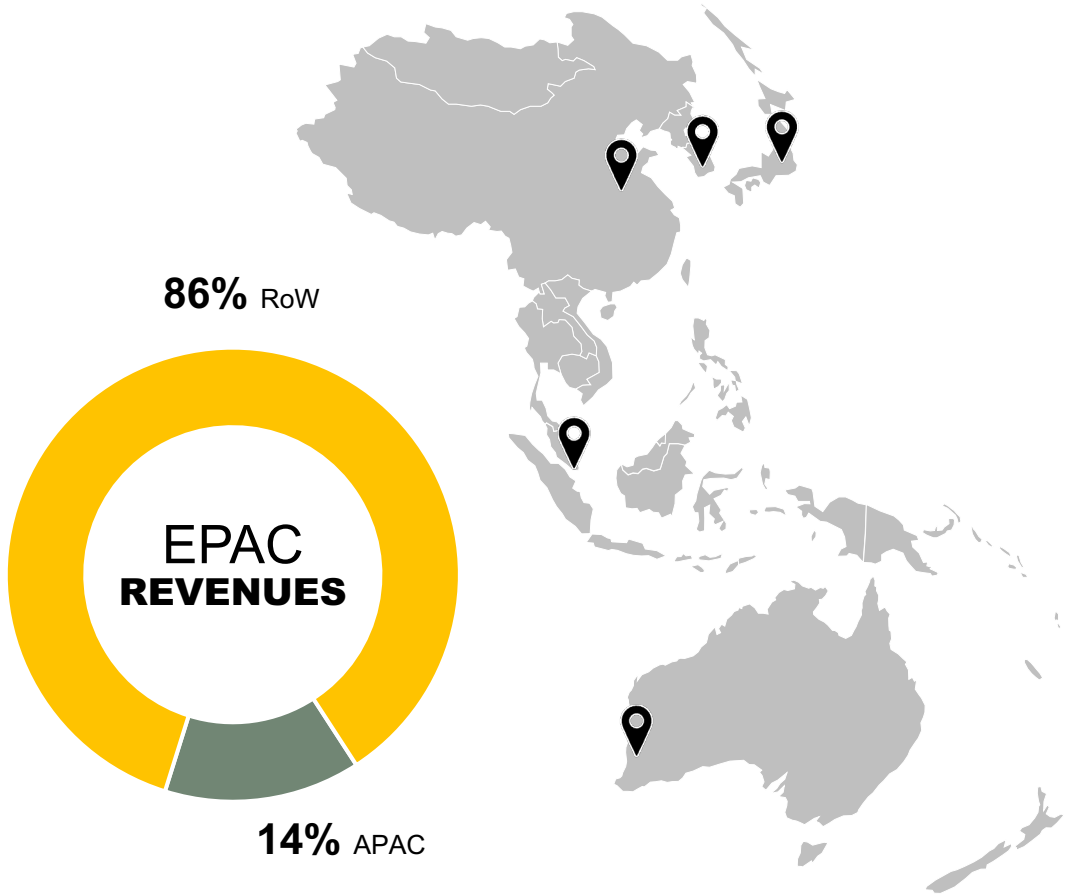
JAPAN

CHINA

FY22 TOTAL

245
Employees

202/1311
Distribution/Branches



DIVERSIFIED CUSTOMER BASE

General & Specialty Distribution
National Accounts & OEMs
State-owned Enterprises
End-users
Asset Owners
Large Contractors
Service Companies

ENERPAC

PREMIUM PRODUCTS

Cylinders, Bolting, Pumps, Specialty Tools
Heavy Lifting Technologies

LARZEP HYDRAULIC | BAOSTONE™ | SIMPLEX

MID-TIER PRODUCTS

Cylinders, Bolting, Pumps
High Tonnage Solutions

hydratight

SERVICE & RENTAL

Joint Integrity, Onsite Bolting & Machining, Rental and Training

APAC Offers a Strong Regional Opportunity With Diverse Markets

Shift in Thinking From Country-Specific Silos to Region-Specific Opportunities

Power	Infrastructure	Oil & Gas	Mining	Industrial MRO	Rail
					
OUTLOOK					
Coal-fired Power Plants and Continuing Maintenance	**Government Spending on Capital Projects**, Especially in China, Australia and Japan	**Sustained Growth** in Energy Demand and Commodity Prices	**Continued Demand** for Raw Materials	Large and Stable but Fragmented Industry with Moderate, **Consistent Growth**	Ongoing Maintenance Needs and Construction Projects; De-carbonization **Gaining Momentum**

Strategy for Capturing Value in APAC



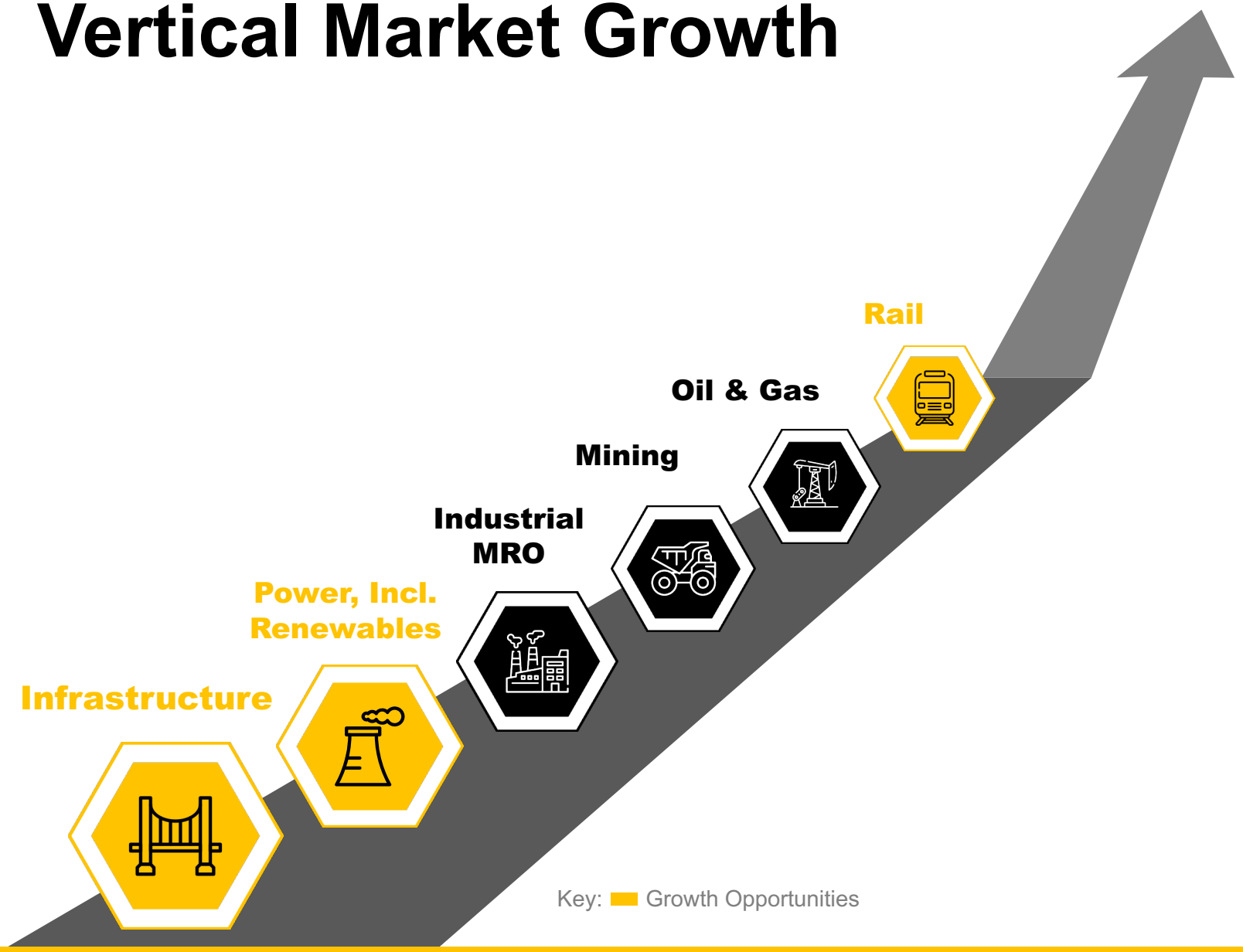
FOCUS ON TARGETED
VERTICAL MARKET EXPANSION

IMPROVE
COMMERCIAL EFFECTIVENESS

BUSINESS
SIMPLIFICATION

SECOND
BRAND OFFERING

Vertical Market Growth



FOCUSED ON OUR UNDERSERVED **VERTICALS**

INCREASED WALLET SHARE THROUGH:

Improved Coverage

Improved Market Data & Business Intelligence

New Talent
(Industry Specialists)

Defined Offering
(Leverage Regional Successes)

Improved Commercial Effectiveness

Improved Territory Manager Coverage and Management

Standardized Performance Measurement and Planning

Acquisition/ Advancement of New Talent and Succession

Key Account Management & OEM Focus*

Dedicated Resource on **Key Accounts & OEMs**

Leverage Technical Expertise Creating Differentiation

Distributor Performance Management & Planning

Distributor Plan and Recalibration of Discount Structures

Segmentation of Channel and **Enhanced** Management of Distributors

Go-to-market Strategy for HLT & Machining

Redefined Value Proposition and Routes to Market

Leveraging of Regional Resource to Support Sales Specialists

Direct Selling and Service Line Expansion*

Supporting End-users Directly Through Hydratight

Selected **Service Line Expansion** Focusing on High Value Services

ENHANCED COVERAGE & IMPROVED COMMERCIAL EXECUTION

to Drive to Out-pace Market Growth and Improve Wallet Share in Both the Premium and Mid-tier Segments

Business Simplification



Supply Chain Planning & Forecasting

Upgrade and Enhance ERP to Improve Control Over Supply Chain

Enhance S&OP Process to Improve Lead Times and Reduce Inventory Levels

Implement Regional S&OP Process

Inventory Management

Manage Manufactured Product Inventory to Reduce Lead

Centralize Inventory of High Mix Low Volume Items

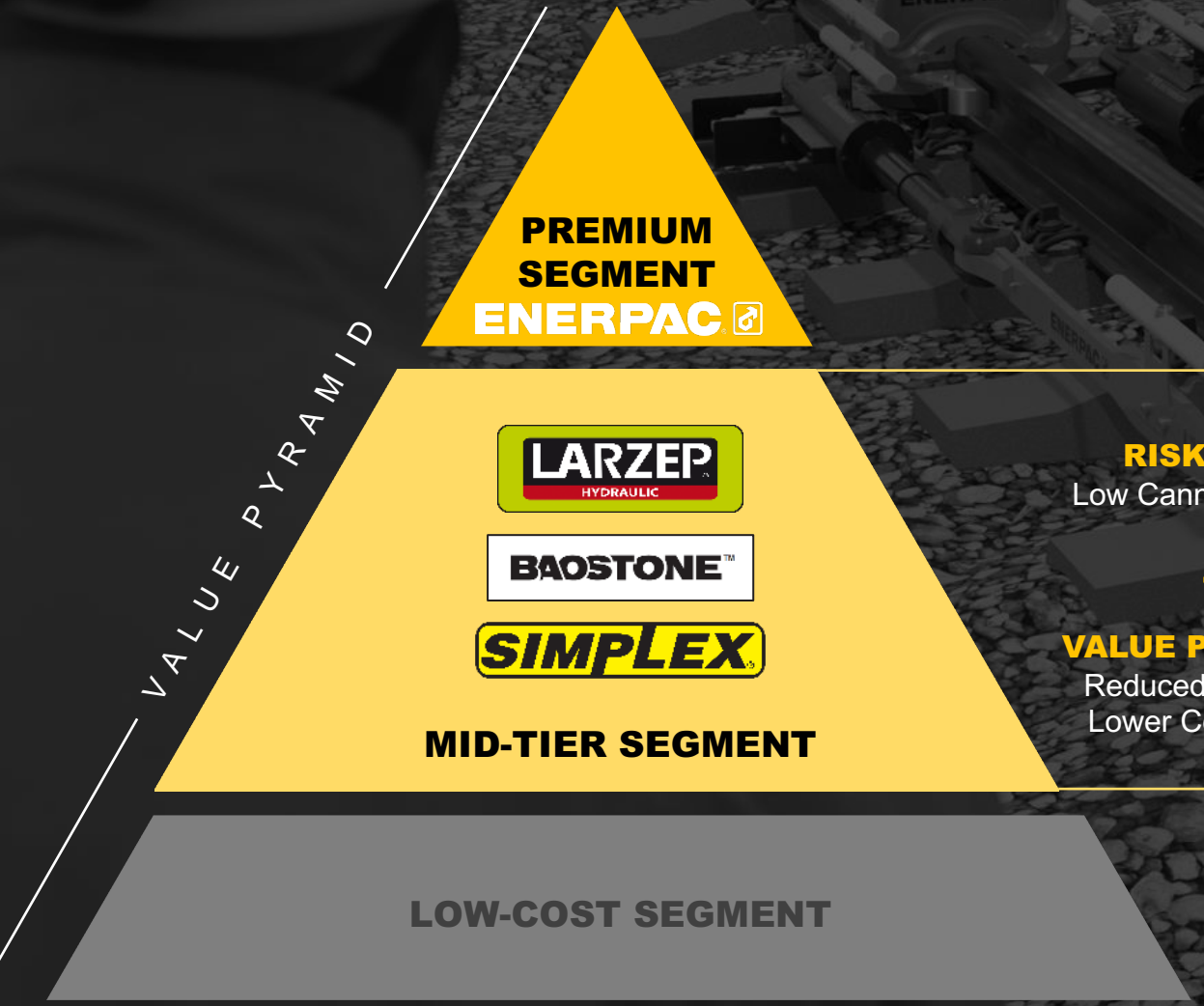
Warehouse Process & Logistics*

Improve Warehouse Processes

Standardize Warehouse Management

Simplify Shipping Routes

Second Brand Offers Additional Value Stream



RISK PROFILE
Low Cannibalization Risk

PRODUCT RANGE AND MANUFACTURING STRATEGY
Reduced Inventory and Manufacturing Costs

SOME CUSTOMERS DRIVEN BY PRICE
Reduced Features/Life and Availability

VALUE PROPOSITION
Reduced Selling Costs; Lower Cost Production

SIGNIFICANT OPPORTUNITY
Across Current Verticals
(>$100m Market Size)

ATTRACTIVE MARGINS
Through Reduced Value Proposition Offering



West Gate Project

Demonstrates APAC Strategy in Action

Project Value **>$1M**

Purchasing vs Rental Offered Better Price Control
Project Included 6 Bridges With Multiple Segment Lifts Completed at the Same Time

Commerical Execution
Dedicated Key Account Focus Leveraging Global Expertise

Flagship Infrastructure Project
Government Backed Funding

Product Solution
Including ~350 High Tonnage Cylinders (Mix of Premium Featured and Mid-Tier Products) and HLT products

Raising the Bar in the Asia Pacific Region



REGION-WIDE FOCUS



MULTIFACETED GROWTH STRATEGY



ATTRACTIVE INDUSTRY TRENDS



ENERPAC TOOL GROUP INVESTOR DAY 2022

ASCEND

PAUL STERNLIEB
President & Chief Executive Officer

MARKUS LIMBERGER
EVP, Operations

Transformative Plan to Power Performance

ACCELERATE ORGANIC GROWTH
GO-TO-MARKET STRATEGIES

IMPROVE OPERATIONAL EXCELLENCE
AND **PRODUCTION EFFICIENCY**

DRIVE GREATER
EFFICIENCY & PRODUCTIVITY
IN SG&A

Rigorous Process to Power Performance for the Long Term

HUNDREDS OF INITIATIVES
Across all Functions and Regions

Frequently Refreshing the Funnel and
ADDING NEW INITIATIVES

FULL-TIME PROGRAM MANAGEMENT OFFICE COORDINATING GLOBALLY
Through Weekly Steering Committee Meetings by Function and Region with Senior Management Ownership

LED BY ~100 WORKSTREAM LEADS
and Initiative Owners with
Meaningful Incentives Tied to Results

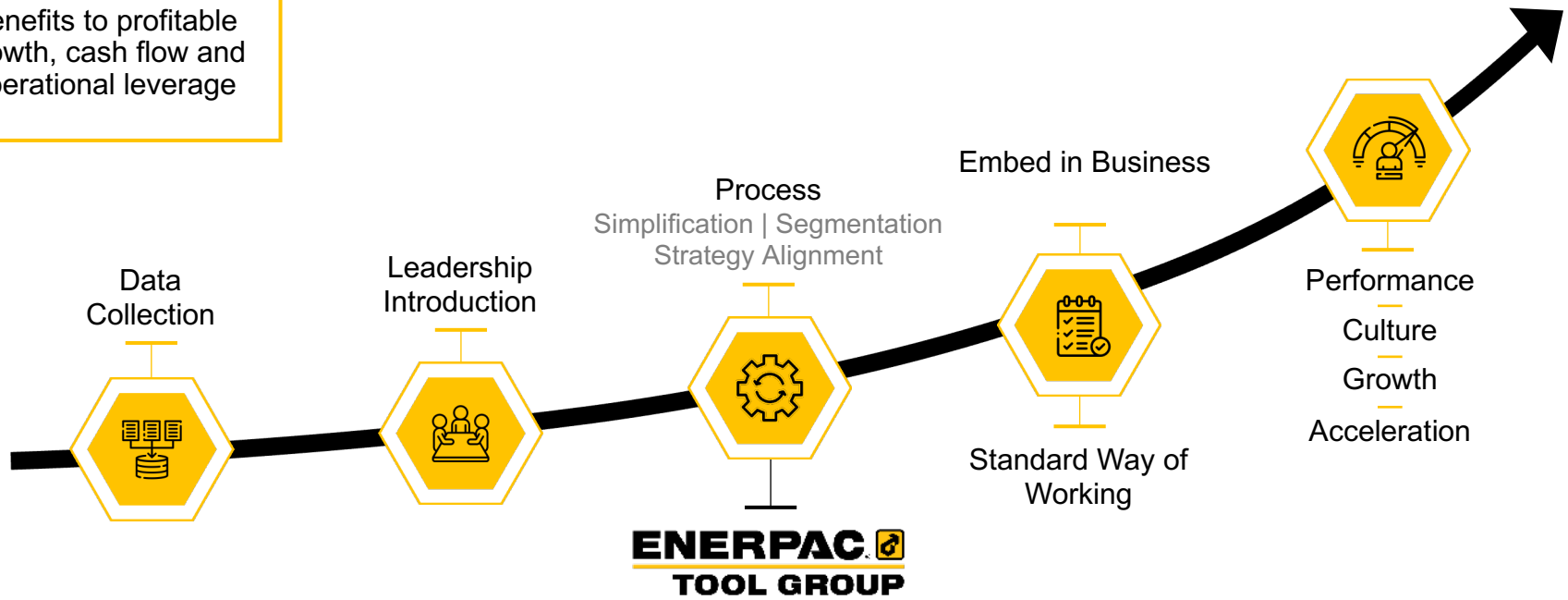
UTILIZING A FORMAL STAGE-GATE PROCESS
to Track Progress: Idea → Business Case → Plan → Implementation → Impact

CAPTURING STATUS, ACTIONS, OWNERS, MILESTONES, AND IMPACT
in a Central Repository for
'Single Source of Truth'

80/20 Journey Underpinning ASCEND

Initial Situation Assessment Through 80/20 Lens	Implementation	Sustainable 80/20 Profit and Growth Strategies

Benefits to profitable growth, cash flow and operational leverage



80/20

80/20 IS A JOURNEY THAT CREATES

LONG-TERM GROWTH & MARGIN IMPROVEMENT

WHICH BECOMES A CORE PART OF THE CULTURE



Accelerating Organic Growth Go-To-Market Strategies

COMMERCIAL EFFECTIVENESS
Enhancing Sales and Channel Coverage

80/20

CHANNEL OPTIMIZATION

80/20

STRATEGIC PRICING

SELECTIVE INNOVATION
to Meet Broader and Emerging Market Demands

EXAMPLE

Channel Simplification to Drive More Focus on the ‘80’ Channel Partners; Actively Reducing the ‘20’ Distributors that Aren't Positioned to Drive Growth for Enerpac



Lean Approach to Operational Excellence

BUSINESS SIMPLIFICATION

STRATEGIC GLOBAL SOURCING
and Indirect Spend Optimization

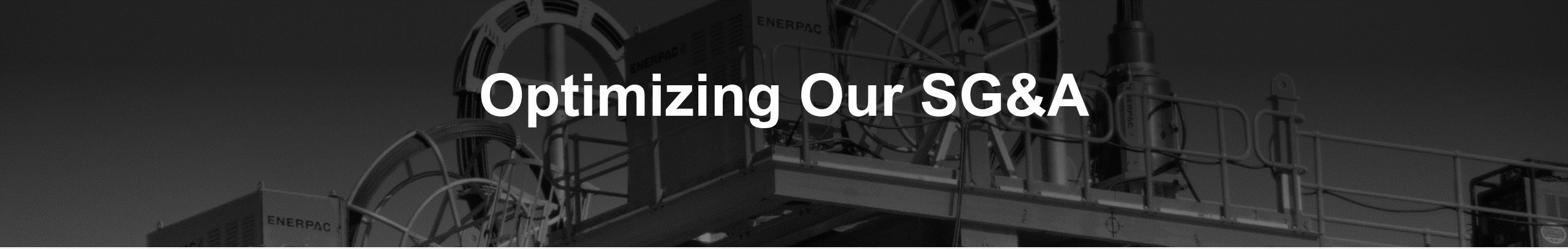
SKU RATIONALIZATION

FOOTPRINT RATIONALIZATION

EXAMPLES

Consolidated 19% of Global Spend in One Direct Material Category, Reducing Supply Base from 82 to 73

Rationalized Several Thousand ‘20’ SKUs to Simplify Product Portfolio and Reduce Complexity



Optimizing Our SG&A

OPTIMIZE GENERAL & ADMINISTRATION COSTS
Through Consolidation and Additional Shared Service Implementation

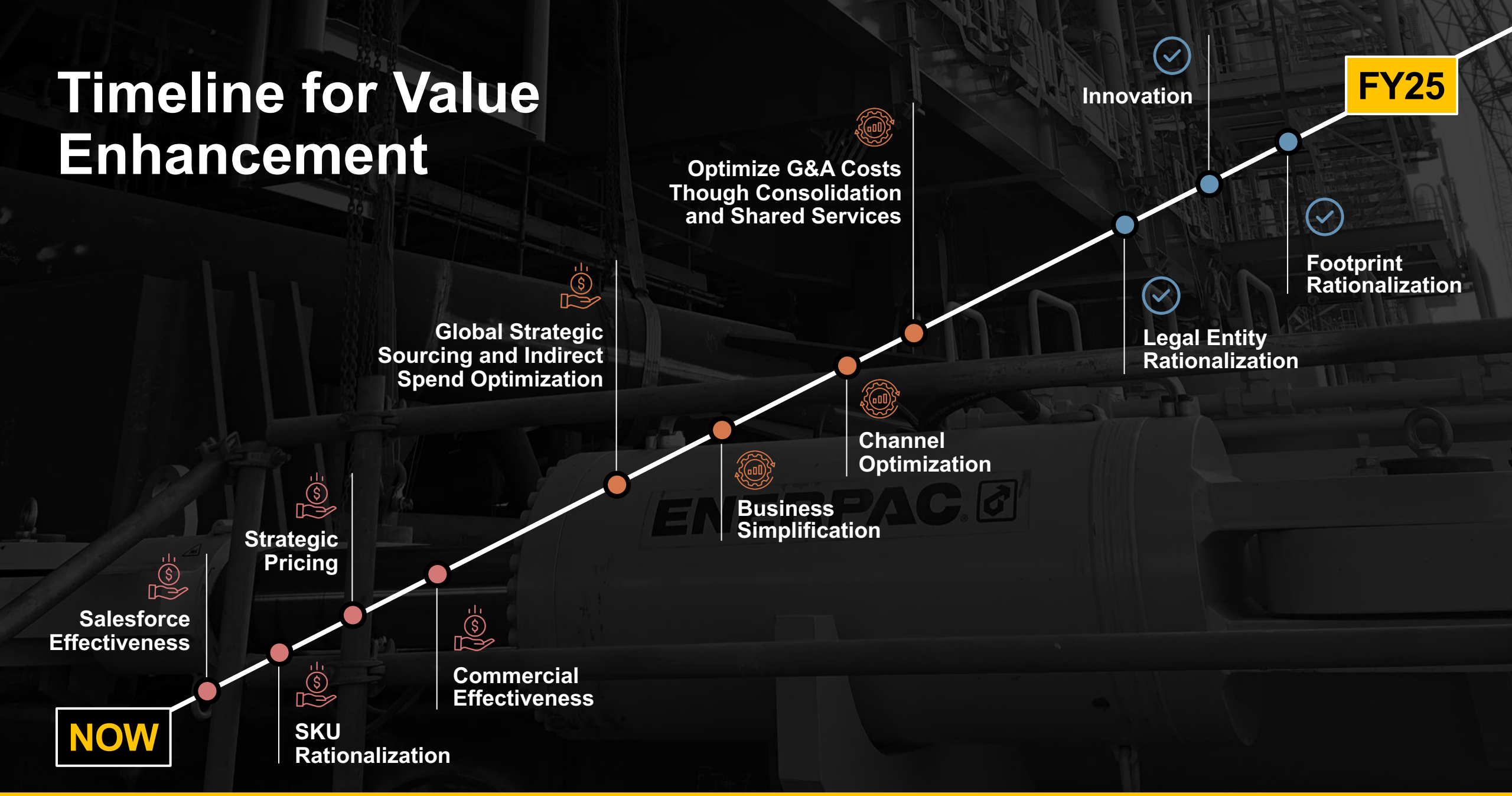
IMPROVE SALESFORCE EFFICIENCY
Spans-and-Layers and Activity Analyses to Create More Time for Customer-Facing Activities

RATIONALIZE LEGAL ENTITIES
to Further Simplify the Business and Generate Cost Savings

EXAMPLE

Moving Transactional Processes to Shared Service Centers in Lower-Cost Geographies

Timeline for Value Enhancement



Powerful Impact on EPAC Performance

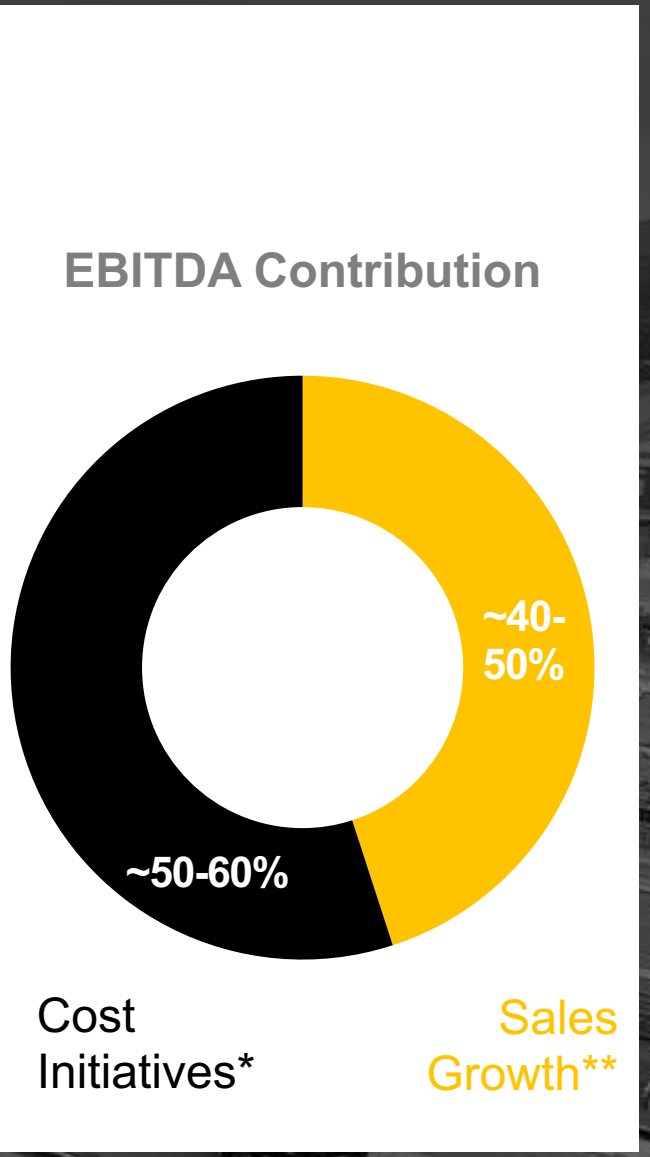
On Track to Deliver

~$40-50M

Adjusted EBITDA Impact by FY25

~$12-18M
FY23

~$15-25M
FY24



*Split Roughly Equally Between COGS and SG&A
**With a Meaningful Portion Linked to Strategic Pricing Actions

One-Time Costs Funding ASCEND

Restructuring
~$10-15M

$3M in FY22
~$6-$9M in FY23
~$1-$3M in FY24

Footprint Rationalization

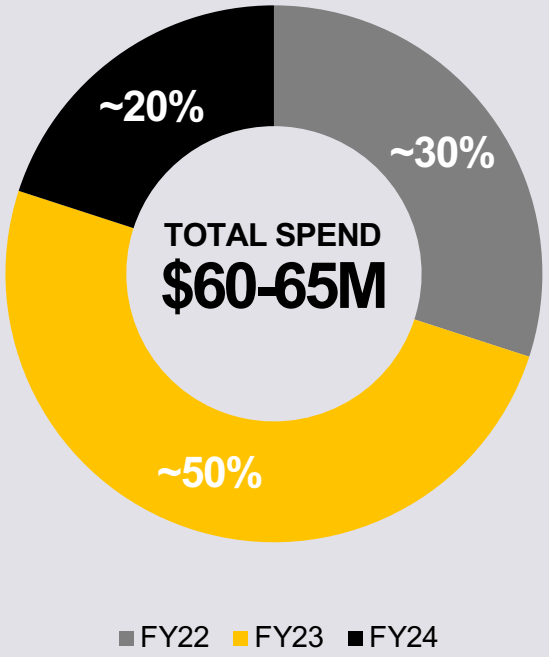
Capital Investments in Manufacturing

Third-Party Program Support Fees

Expense vs. Cash

Majority Is **Cash**

Incentive Costs



Markus Limberger

- Joined September 2022 as EVP of Operations
- Leads All Enerpac Manufacturing, Distribution and Procurement
- Responsible for Implementation of Key Operational Aspects of ASCEND Transformation



ASCEND Enables Operational Philosophy Through Continuous Improvement

VERTICAL LEAN EFFORTS

IN-FACTORY OPTIMIZATION

REGIONAL **RESOURCE ALLOCATION**

WAREHOUSE MANAGEMENT OPTIMIZATION

HORIZONTAL LEAN EFFORTS

MANUFACTURING **KNOWLEDGE** TRANSFER

INVEST IN HIGH **ROI ASSETS**

ENSURE GLOBAL **QUALITY MANAGEMENT**

COMPLEXITY REDUCTION AND DE-COMPLICATION

CONTINUED SKU **RATIONALIZATION**

MAKE VS. BUY **STRATEGY**

REDUCE WASTE IN PROCESSES

CONSOLIDATION



ENERPAC TOOL GROUP INVESTOR DAY 2022

FINANCIAL FRAMEWORK

TONY COLUCCI
EVP & Chief Financial Officer

Strong Financial Position

FY22 Results

CORE SALES GROWTH
11.0%

ADJ. EBITDA MARGIN
14.5%*

FREE CASH FLOW
$44M

BALANCE SHEET
0.9X
NET DEBT TO ADJ. EBITDA**

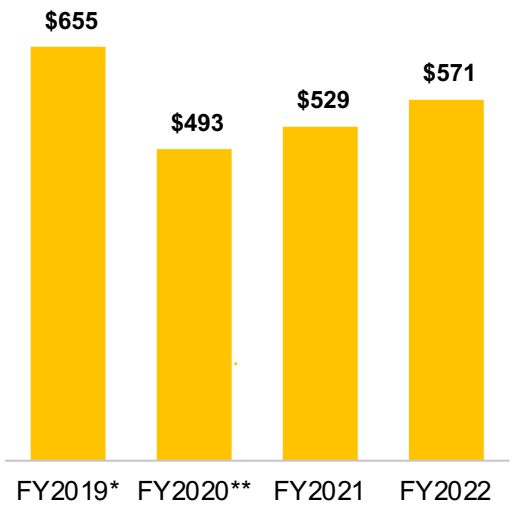
SHARES REPURCHASED
3.8M
OF 10M AUTHORIZATION

ENERPAC IS POSITIONED FOR GROWTH AND VALUE CREATION

*Includes 230 bps impact of MENAC AR reserve
**Calculated in accordance with the terms of the Company's September 2022 Senior Credit Facility

Durable Business Model

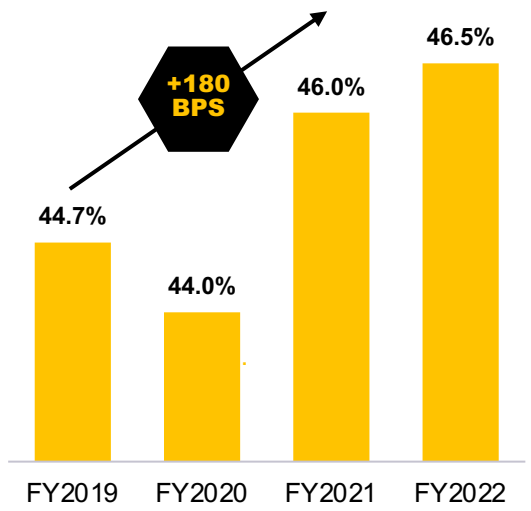
Net Sales (m)



Steady Rebound
From COVID Setback

ASCEND and Strategic Growth Initiatives **Driving Performance**

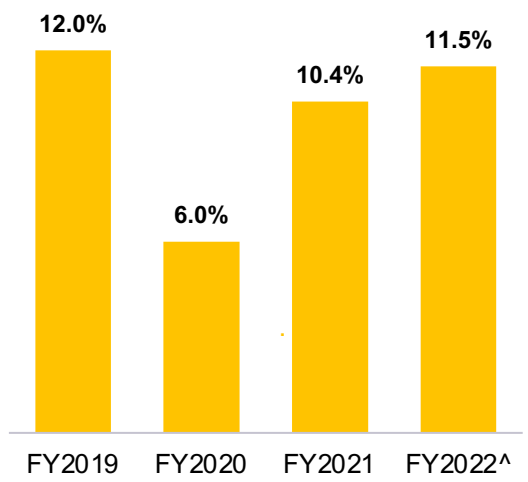
Gross Profit Margin



Strong Gross Margin Improvement Despite Macro Environment

Expect **Strong Performance** Going Forward

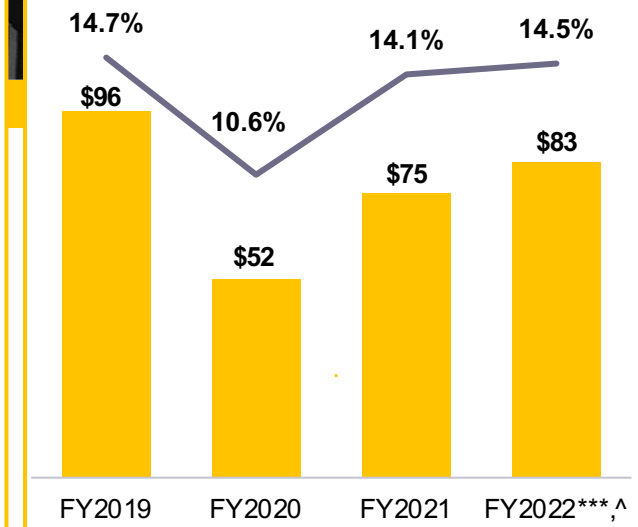
Adj. Operating Profit Margin



Operating Margin Continues to **Improve** Following COVID Decline

Expect to Exceed
Pre-COVID Levels in FY23

Adj. EBITDA (m) and Margin (%)



Strong Incremental Margins
Leading to Robust EBITDA Bounce Back

Strategic Initiatives Expected to Improve **Performance Further**

*Includes $53M of Strategic Exits
**Includes $8M of Strategic Exits
***Includes $13.2M charge for increase in MENAC AR reserve
^Includes 230 bps impact of MENAC AR reserve

Confirming FY23 Guidance

Confirming Our **Full Year Outlook**

Assumes **Steady Foreign Exchange Rates** as Stated in our Guidance Announcement on September 28, 2022

Assumes **No Global Recession**



NET SALES

$565-585M

CORE **GROWTH** OF 3-6%



ADJ. EBITDA

$113-123M

ASCEND EBITDA **BENEFIT** OF $12-18M

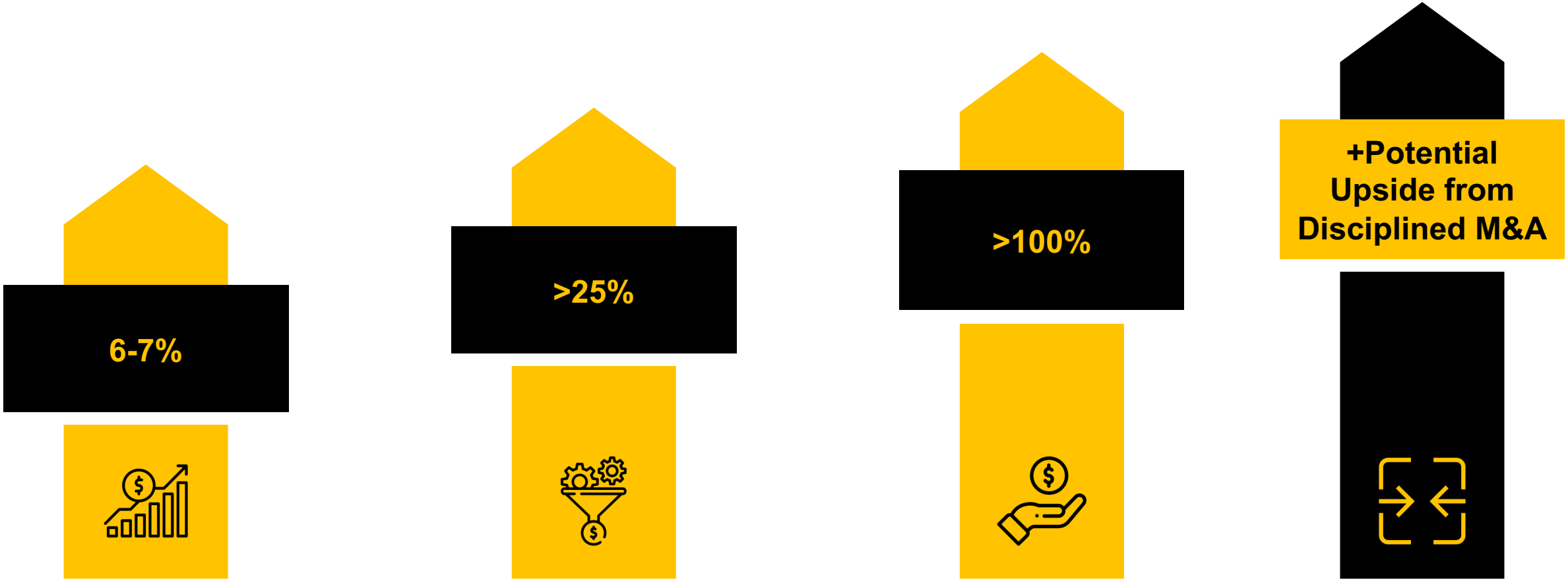


FREE CASH FLOW

$50-65M

FULL YEAR

Path to Profitable Organic Growth in FY26



Organic Revenue CAGR*

Adj. EBITDA Margin of 25% as We Exit FY24 Through ASCEND, With 50bps Improvement in Subsequent Years

FCF Conversion Toward End of Outlook; Lower in Earlier Years due to ASCEND Costs

*Based on FY22 FX adjusted revenue of $550M

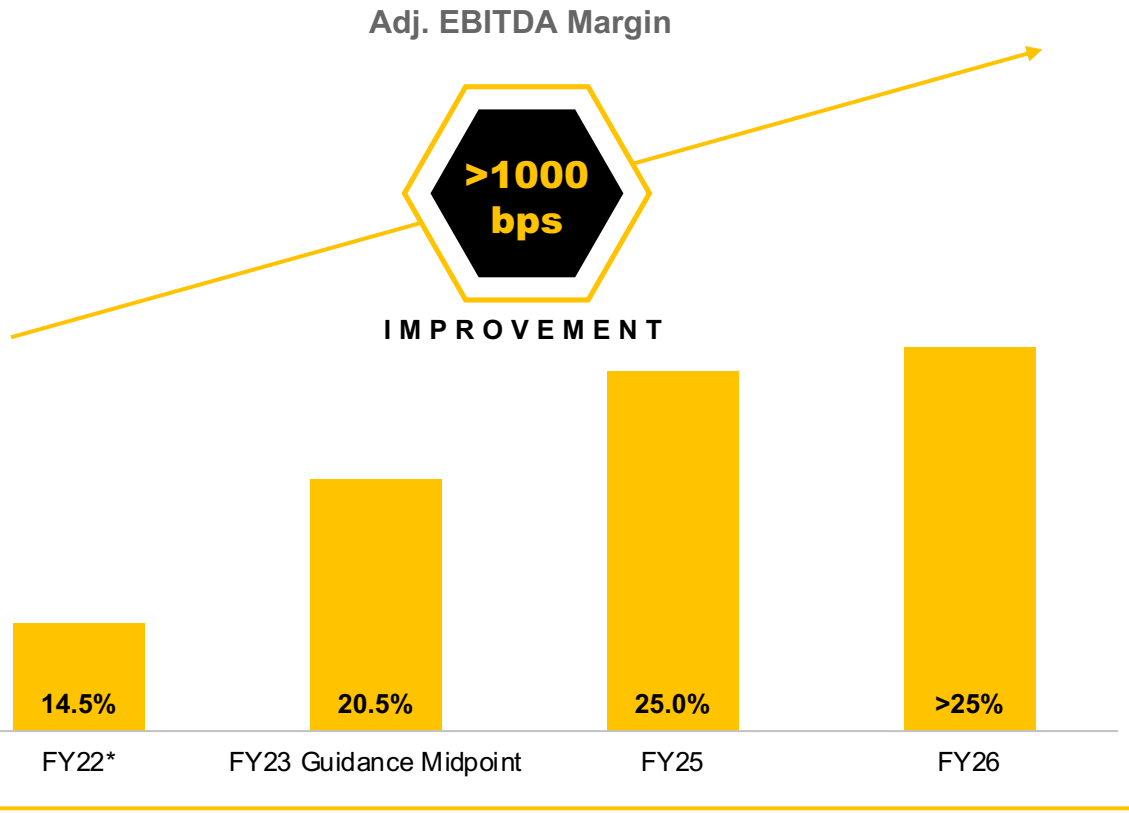
Continued Margin Expansion Levers

ASCEND

Strategic Pricing

Operational Excellence Initiatives

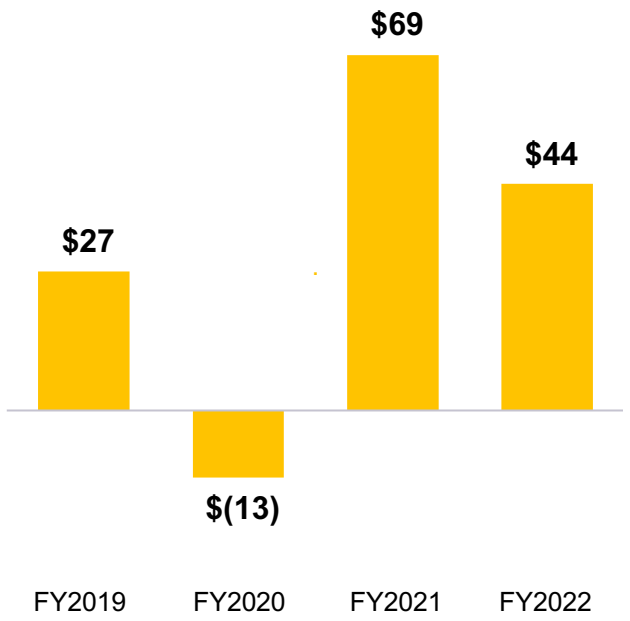
80/20



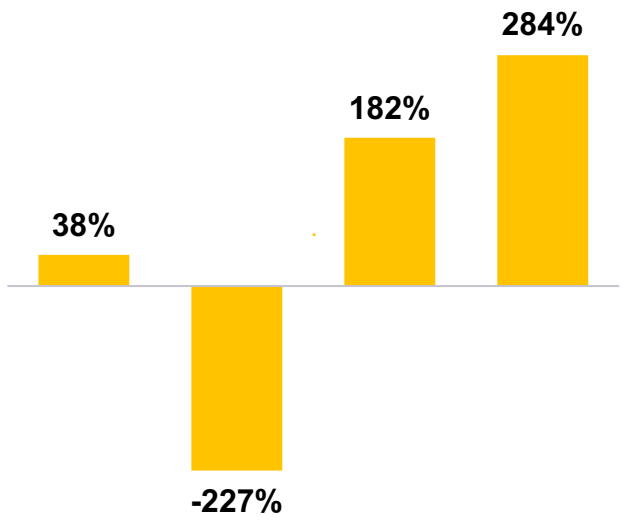
*Includes 230 bps impact of MENAC AR reserve

Growing Cash Generation Supports Capital Allocation Priorities

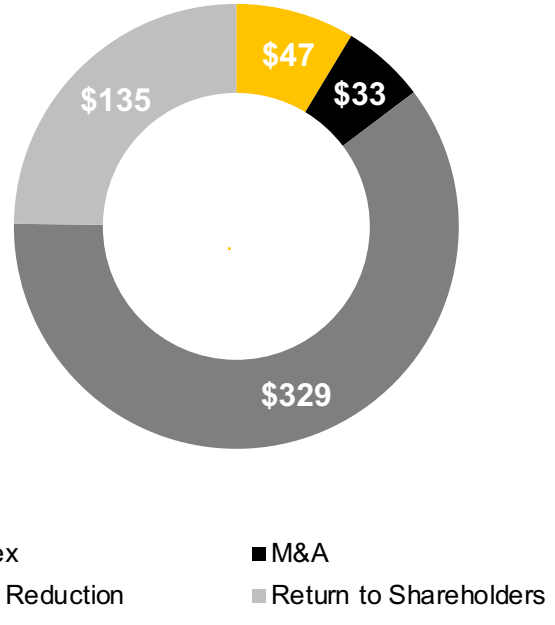
Free Cash Flow (m)



FCF Conversion*



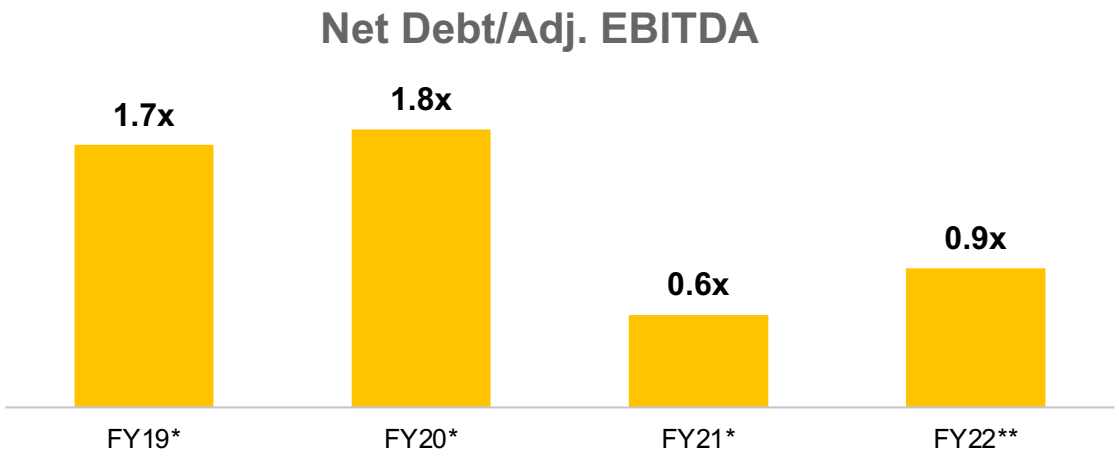
FY19-FY22 Capital Deployment (m)



*Free Cash Flow as a Percentage of Consolidated GAAP Net Income

Strengthened Balance Sheet Provides for Continued Growth Investments

Maintaining Target Leverage Ratio of 1.5x-2.5x



Solid Liquidity

$600M
Senior Credit Facility

$121M
Cash & Equivalents***

*Calculated in Accordance with the Terms of the Company's March 2019 Senior Credit Facility
**Calculated in Accordance with the Terms of the Company's September 2022 Senior Credit Facility
***As of 8/31/2022

Journey to Value Creation

DELIVER SUSTAINABLE LONG-TERM RETURNS OVER THE PLAN CYCLE

1 — 6-7% Organic Revenue CAGR*

ASCEND Growth & Pricing

—

Strategic Growth Initiatives

2 — Margin Expansion

ASCEND Efficiency Initiatives

—

Operational Excellence

—

80/20

—

Volume Leverage & Pricing

3 — FCF Conversion

EBITDA Flow Through

—

Working Capital Optimization

DISCIPLINED CAPITAL ALLOCATION

4 — Balanced Capital Allocation Strategy

Deploying Available Capital in a Balanced Approach

CONVERT ABOVE-MARKET REVENUE GROWTH INTO EXPANDING MARGINS

Which Drives Greater Cash to Invest Back Into the Business

*Based on FY22 FX Adjusted Revenue of $550M

Balanced Capital Allocation Strategy Supports Growth

CAPITAL DEPLOYMENT PRIORITIES

Organic Growth
Investments

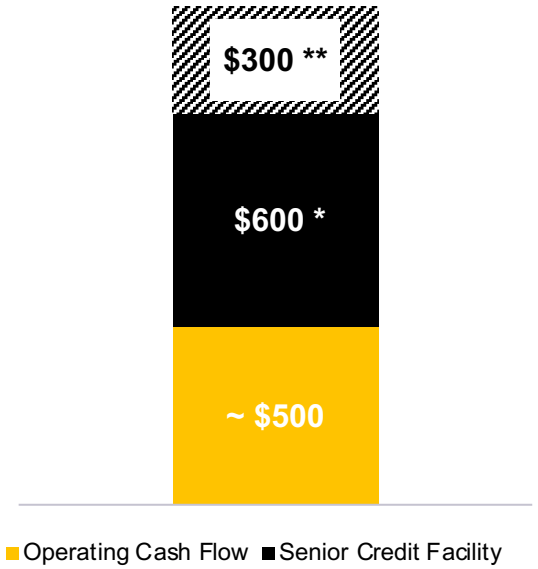
Maintain Strong
Balance Sheet

Return Capital
to Shareholders

Disciplined M&A

SOURCES & USES OF CAPITAL (FY23-FY26)

Available Capital (m)



Uses of Capital

- **CapEx**
- **ASCEND/Internal Investments**
- **Disciplined M&A**
- **Returning Capital to Shareholders**

*Currently Drawn $200M, $400M Available
**Acquisition accordion subject to bank approval and credit facility covenants



Disciplined M&A Program

DISCIPLINED SET OF PROCESSES
to Ensure We Screen, Identify, Cultivate, Acquire, and Integrate Companies in a Consistent Way

USE CONSISTENT FINANCIAL CRITERIA
to Drive to M&A that Delivers Shareholder Value

1

GROWTH

Established History of Growth – GDP+ or Greater

Must be Accretive to **Growth Factoring in Cannibalization**

2

MARGIN ACCRETION

Shows Strong Gross Margins at or With a Short-Term Path to **>40%**

Must be Accretive to **EBITDA Margin within 2 Years**

3

RETURNS

Year 3 Cash ROIC Above WACC

Focused M&A Criteria

MISSION

Aligned With Our Overall Mission of **Helping our Customers Perform** Complex, Often Hazardous Jobs Safely and Efficiently

TALENT

Targets Must Have Reasonably **Strong Leadership and Talent Throughout** the Organization

STRATEGIC PILLARS

Targets Must Align With Our **Strategic Pillars:** Enabling Hard to Do Projects, Enhance Target Market Leadership, and Simplify Processes and Operations

TECHNOLOGY

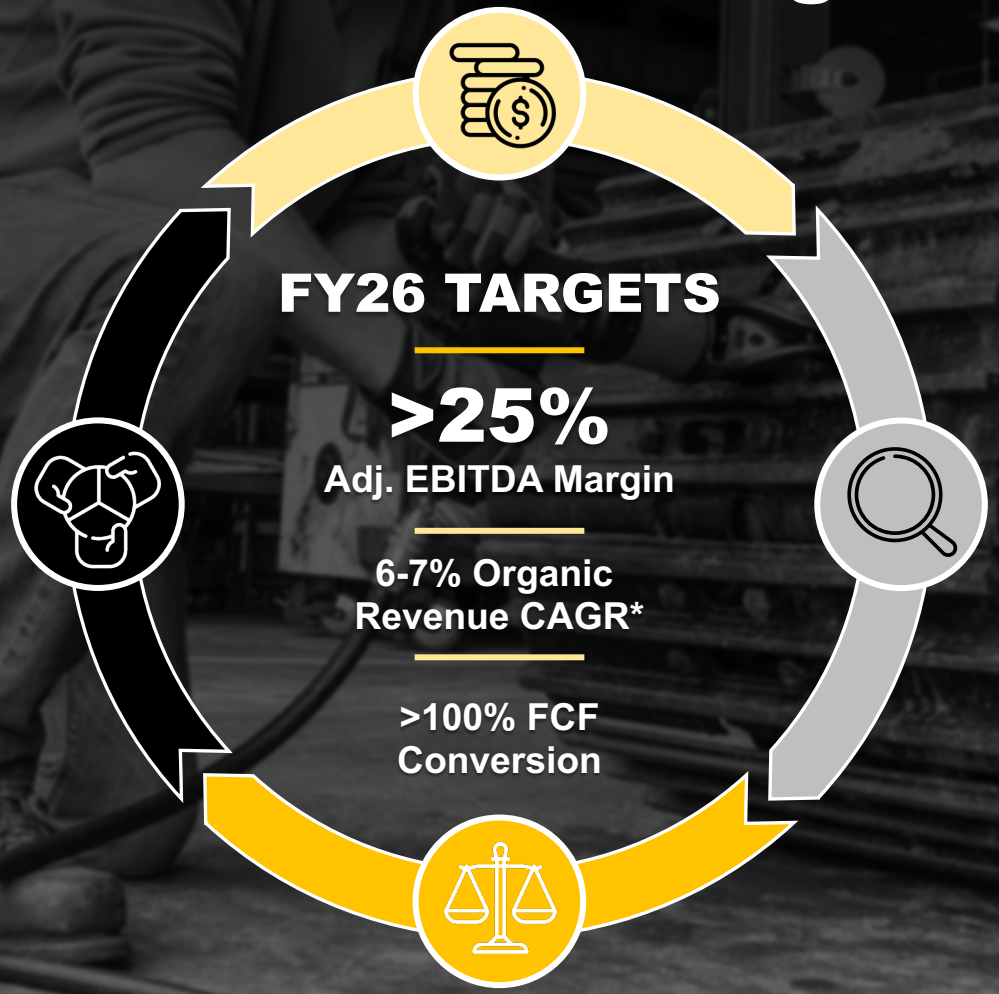
Targets Must be **Technically Advantaged** Relative to Their Competitive Set

INTEGRATION

There Must be a Reasonable Likelihood of **Successful Integration** of the Target and a Clear Roadmap to **Achieve Stated Financial Synergies** Within the Target Timeframe

Durable Business Model Provides Stability and Fuels Strategic Priorities

- Resilient, Cash-Generative Business Model
- Continued Focus on Margin Improvement
- Balanced Capital Allocation Strategy
- Proven Ability to Maintain Balance Sheet Strength



RAISING THE BAR

*Based on FY22 FX Adjusted Revenue of $550M

New Strategy Focused on Results

New Team Brings a
FRESH PERSPECTIVE
With a New Level of Rigor
and Accountability

COMMITTED
TO OUR MISSION
and Stated Values

BROADENING
OUR APERTURE
Beyond Just a Pure Play Industrial
Tools and Service Provider

ASCEND Transformation Program
is Laying the Groundwork for Future
PROFITABLE GROWTH
That Will Deliver Our
New Financial Targets

Investing in Our
FOCUSED-GROWTH
STRATEGY
That Was Developed Based on
a Bottoms Up, Data Driven Analysis

RAISING THE BAR

We Are
RAISING THE BAR

New **Team**

New **Mission**

New **Plan**

New **Goals**



Premier Industrial Solutions Provider Serving a Broad and Diverse Set of Customers Globally

Defined Organic Growth Strategy Focused on **Maximizing Shareholder Value** and Capitalizing on Global Macro Trends

Transformation Plan to **Elevate Performance, Create Resiliency** and **Manage Through Cycles** – Already Yielding Results

Strong Balance Sheet With a Disciplined Capital Allocation Plan

New Leadership Team Positioned to **Achieve Long-term Targets**



5 Minute Break



Q&A



ENERPAC TOOL GROUP INVESTOR DAY 2022

APPENDIX

RECONCILIATIONS

Consolidated Core Sales

(In Thousands)	FY2022	FY2021	% CHANGE
Net Sales	$571,223	$528,661	8%
FX Impact	-	($14,565)	
TOTAL	$571,223	$514,096	11%

GAAP to Non-GAAP Supplemental Segment Data

(In Thousands)	FY2019	FY2020	FY2021	FY2022
Sales	$654,758	$493,292	$528,660	$571,223
Adjusted Operating Profit				
Operating Profit	**$47,516**	**$24,181**	**$51,113**	**$30,660**
Impairment & Divestiture Charges	22,827	(3,159)	6,198	2,413
Restructuring & Other Exit Charges	5,973	8,179	2,392	8,135
Gain on Sale of Facility, Net Transaction Charges	-	-	(5,359)	(585)
Leadership Transition & Board Search Charges	-	-	609	8,269
Business Revenue Charges	-	-	-	3,002
ASCEND Transformation Program Charges	-	-	-	13,616
Accelerated Debt Issuance Costs	288	-	-	-
Depreciation & Amortization True Up	1,704	-	-	-
Purchase Accounting Inventory Step-Up Charge	-	403	-	-
Adjusted Operating Profit	**$78,308**	**$29,604**	**$54,953**	**$65,510**
Adjusted Operating Profit %	12.0%	6.0%	10.4%	11.5%
EBITDA				
Earnings	$8,067	$5,557	$40,212	$19,591
Financing Costs, Net	28,163	19,218	5,266	4,386
Income Tax Expense	10,657	2,292	3,763	4,401
Depreciation & Amortization	20,217	20,720	21,611	19,600
EBITDA	$67,104	$47,787	$70,852	$47,978
Adjusted EBITDA				
EBITDA	**$67,104**	**$47,787**	**$70,852**	**$47,978**
Impairment & Divestiture Charges	22,827	(3,159)	6,198	2,413
Restructuring & Other Exit Charges	5,973	8,179	2,392	8,135
Gain on Sale of Facility, Net of Transaction Charges	-	-	(5,359)	(585)
Leadership Transition & Board Search Charges	-	-	609	8,269
Business Review Charges	-	-	-	3,002
ASCEND Transformation Program Charges	-	-	-	13,616
Accelerated Debt Issuance Costs	288	-	-	-
Purchase Accounting Inventory Step-Up Charges	-	403	-	-
Pension Curtailment	-	(758)	-	-
Adj EBITDA	**$96,192**	**$52,452**	**$74,692**	**$82,828**
Adjusted EBITDA %	14.7%	10.6%	14.1%	14.5%

FY2022 Quarterly Adjusted EBITDA

(In Thousands)	Q1	Q2	Q3	Q4	FULL YEAR
Sales	$130,903	$136,599	$151,894	$151,827	$571,223
EBITDA					
Earnings	$3,185	$2,121	$4,061	$10,224	$19,591
Financing Costs, Net	961	755	951	1,719	4,386
Income Tax Expense (Benefit)	1,781	1,337	1,377	(94)	4,401
Depreciation & Amortization	5,175	4,986	4,822	4,617	19,600
EBITDA	**$11,102**	**$9,199**	**$11,211**	**$16,466**	**$47,978**
Adjusted EBITDA					
EBITDA	**$11,102**	**$9,199**	**$11,211**	**$16,466**	**$47,978**
Impairment & Divestiture Charges	-	1,116	-	1,297	2,413
Restructuring & Other Exit Charges	2,737	1,832	517	3,049	8,135
Gain on Sale of Facility, Net of Transaction Charges	-	-	(585)	-	(585)
Leadership Transition & Board Search Charges	3,759	1,747	2,800	(37)	8,269
Business Review Charges	-	2,500	502	-	3,002
ASCEND Transformation Program Charges	-	-	3,856	9,760	13,616
Adjusted EBITDA	**$17,598**	**$16,394**	**$18,301**	**$30,535**	**$82,828**
Adjusted EBITDA %	13.4%	12.0%	12.0%	20.1%	14.5%

Free Cash Flow

(In Thousands)	FY2019	FY2020	FY2021	FY2022
Cash From Operations	$53,845	$(3,159)	$54,183	$51,736
Capital Expenditures	$(26,755)	$(12,053)	$(12,019)	$(8,417)
Proceeds From Sale of PP&E	$1,642	$708	$22,409	$1,176
Other	$(1,625)	$1,487	$4,599	-
	$27,107	**$(13,017)**	**$69,172**	**$44,495**

Non-GAAP Guidance

FISCAL 2023		
(In Millions)	**LOW**	**HIGH**
Reconciliation of Continued Operations GAAP Operating Profit		
To Adjusted EBITDA		
GAAP Operating Profit	$64	$83
ASCEND Transformation Program Charges	23	18
Restructuring Charges	9	7
Adjusted Operating Profit	$96	$108
Other Expense, Net	(1)	(1)
Depreciation & Amortization	18	16
Adjusted EBITDA	$113	$123
Reconciliation of GAAP Cash Flow From Operations to Free Cash Flow		
Cash Provided by Operating Activities	$60	$80
Capital Expenditures	(10)	(15)
Other	-	-
Free Cash Flow Guidance	$50	$65

Note: Management does not provide guidance on 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 above only those items about which we are aware and are reasonably likely to occur during the guidance period covered. Reconciliations of adjusted EBITDA, adjusted EBITDA margin and free cash flow targets for the Fiscal 2023 to 2026 period to the most comparable GAAP measure are not presented, as the period for these forward-looking statements makes it impractical to present quantitative reconciliations of such measures to comparable GAAP measures. Adjusted EBITDA and free cash flow targets for the Fiscal 2023 to 2026 period are calculated in a manner consistent with the presentation of these measures in this presentation.