



Baird Global Industrial Conference, November 2021

Statements in this presentation that are not historical are considered “forward-looking statements” and are subject to change based on various factors and uncertainties that may cause actual results to differ significantly from expectations. Those factors are contained in Enerpac Tool Group’s Securities and Exchange Commission filings.

All estimates of future performance are as of September 29, 2021. 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.

In this presentation certain non-GAAP financial measures may be used. Please see the supplemental financial schedules accompanying the Q4 Fiscal 2021 earnings press release for a reconciliation to the appropriate GAAP measure.

- Joins Enerpac Tool Group from John Bean Technologies (JBT) where he held the role of Executive Vice President & President, Protein
- Has held various roles at other leading organizations including the following:
 - Illinois Tool Works, Group President, Global Cooking Equipment
 - Danaher, Vice President & General Manager, Danaher Specialty Products
 - H.J. Heinz, Marketing Director and Director, Strategic Initiatives – Europe
 - McKinsey & Company
- Graduate of the Jerome Fisher Program in Management & Technology (dual-degree program) at the University of Pennsylvania. Also holds an MBA from the Wharton School, with dual majors in Strategic Management and Finance
- Deep, relevant, global experience:
 - Has lived and worked in US, Netherlands, and UK
 - Experience in several highly-engineered industrial product segments
 - Experience in many routes to market – channel/distribution/dealers and direct



Why Enerpac Tool Group?

- Great products, services, and team
- Strong market position, global breadth and depth
- Heavy lifting of portfolio work is done, and Enerpac is now a pure-play industrial tools and services company
- Many business processes improved (NPD, marketing, digital, operations)
- Successfully navigated through the pandemic
- Strong balance sheet
- Poised for profitable growth





Focus and Discipline

- Continue and accelerate our pure-play industrial tools strategy
- Capture organic opportunities for improvements in base business (both growth and margin)
- Look selectively at inorganic opportunities to complement our product and service portfolio, while maintaining appropriate discipline and commitment to strong returns
- Maintain a balanced capital allocation framework, always through the lens of the shareholder



Culture and Execution

- Focus on frequent, open, and transparent communication within the organization
- Leverage existing operational metrics with consistent approach and framework
- Build deeper connection to end-user to drive innovation and create value
- Continue performance management journey, maintaining alignment with shareholders



Cost Structure

- Pursue additional opportunities for overhead cost reduction and operational efficiencies
- Drive further simplification with an 80/20 lens

Great Products, Services, Brands, and Team

110

YEARS OF
HISTORY

**Menomonee
Falls, WI**
HEADQUARTERS

~2,100

EMPLOYEES

100+

MANAGEMENT TEAM
YEARS EXPERIENCE

100+

OF COUNTRIES
PRODUCTS SOLD
INTO

**Global leader in high
precision tools, controlled
force products, and
solutions for precise heavy
lifting**

Products

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

Service and Rental

Bolting,
machining and
joint integrity

Extensive Global Distribution

1,500+ long-standing
distribution relationships

3,500+ distributor
locations

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

~75%



Tools

~25%



Service

Manpower

Rental

Wide Array of Durable and Reliable Products

Bolting



Cylinders



Heavy Lift



Presses



Pumps



Work Holding



Pullers



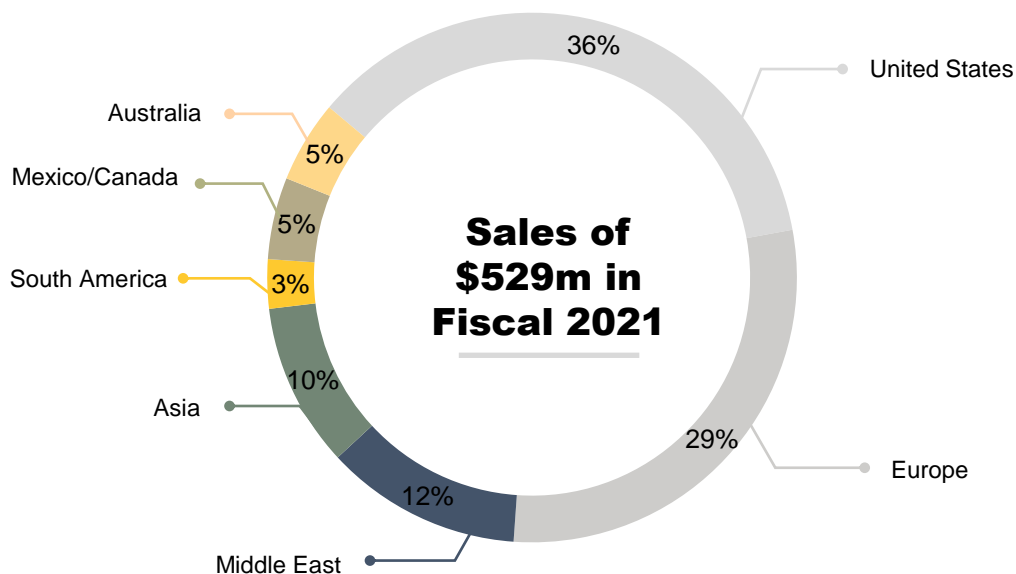
Spreaders



Cutters



Enerpac Tools and Services benefit from having a diverse geographic customer base



Geographic diversification of sales reduces overall exposure to regional economic downturns

Opportunities for further geographic expansion

Extensive Global Distribution



**1,500+
distributors**



**3,500+
points of sale**



**100+
countries**



**Global distribution network
is a competitive advantage**

- **Most robust distribution network in the competitive space**
- **Application experts with hands-on product demonstrations**
- **Local access to world-class tools quickly and conveniently**
- **Sale and rental of the right tools when & where customers need them**
- **Ability to support global customers in all regions**

- **Digital marketing channels are utilized to drive awareness, demand and sales for Enerpac products**
- Leveraging digital channels to generate awareness ensures Enerpac is easily found and is top-of-mind among industrial professionals
- Easy to use digital assets simplify product selection and generate demand and sale leads
- Sales leads are shared with distribution partners, or sales are captured immediately online via our e-commerce channel



Growth Opportunities in Broad Vertical Markets

13 VERTICAL END MARKETS



Civil Construction



Power Gen/
Wind



Oil & Gas



Off-Highway
Vehicle Repair



Industrial MRO



On-Highway
Vehicle Repair



Manufacturing
and Machine
Tools



Paper/Wood



Mining



Military



Aerospace

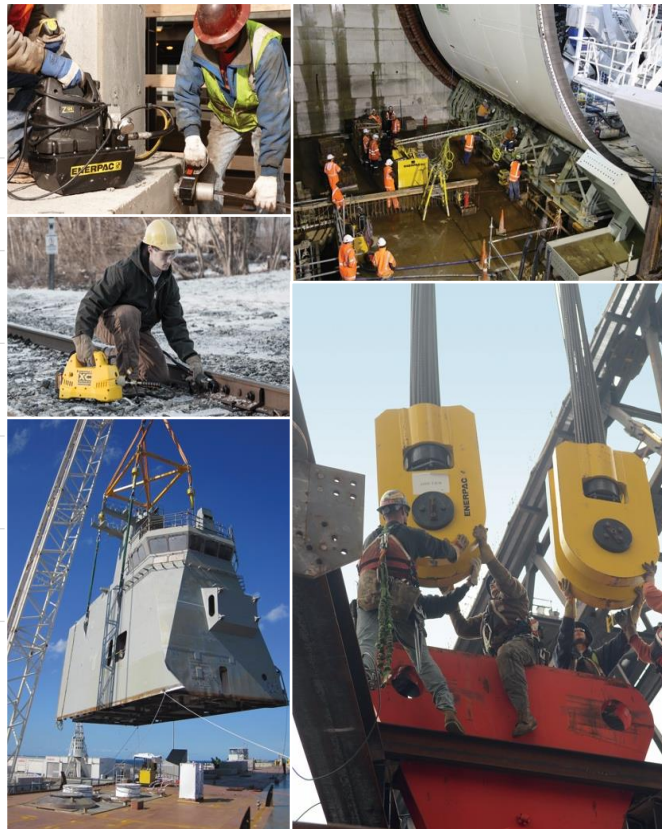


Steel & Metal

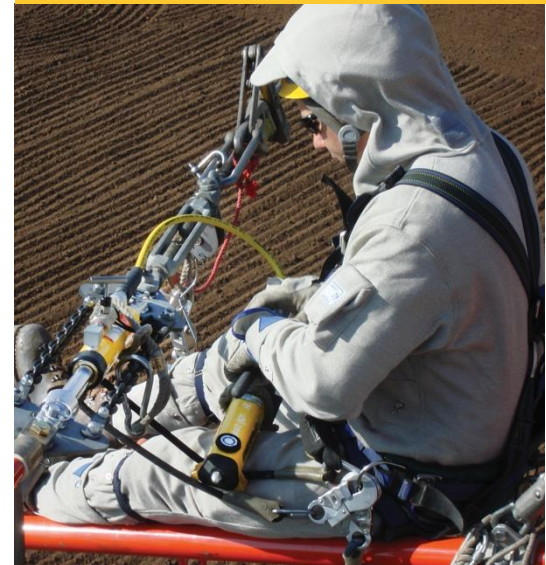


Rescue

Seeing favorable trends in several of our
key end markets



**Large, fragmented vertical
markets provide growth
opportunities, both organic
and inorganic**



NEVER COMPROMISE

Infrastructure – Where We Participate

- Roads and Bridges
- Rail
- Commercial Construction
- Electrical Distribution
- Water
- Airports
- Port Facilities



Premium Product Offering

- Known for precision, durability, and safety
- Strong brand recognition within lifting, pulling, positioning, and cutting
- Well positioned to take advantage of increased government infrastructure spend



Jack Up System



ZU Pump



Rail Stressor

NEW PRODUCT DEVELOPMENT

- Focusing on innovation through Centers of Excellence (CoE) and Vertical Market teams
- Bringing new products to market faster
- Improving utilization of resources between CoE's, supply chain, and regions to drive launch execution

KEY OBJECTIVES OF ENERPAC NPD

- Create value for end users by simplifying the “job to be done,” leveraging deep VOC insight
- Develop and launch highly differentiated products with proprietary technology
- Create profitable incremental revenue streams that are complementary to existing offerings and leverage our channel
- Maintain and enhance Enerpac's leading position in the market



ZE2/ZW2 Electric Pump



RP70 Rail Stressor



Mini Gantry



Sync Grip Puller – 100T



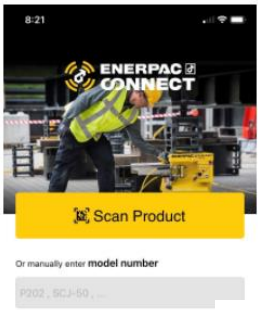
ZU Concrete



XLP Press

Enerpac Connect™ - Launching Soon

- SmartID tags and Connect app are foundations for the future of Smart Tools, IoT data, and closer ‘connection’ with our customers
- Ultimately, opportunities to drive growth in digital future
- Initial foundation built, with additional features over time such as the following:



“Smart” Tools

Tools working together as systems, e.g.,

- Synchronized lifting systems using independent pumps working together
- Torque wrench and pump identify each other, simplify job setup and control
- Pendant configurations change to suit job type, equipment type, etc.
- Built-in sensors, closed-loop control systems



Connected Tools

Bluetooth and wireless technology built into certain tool types, connecting to Enerpac App:

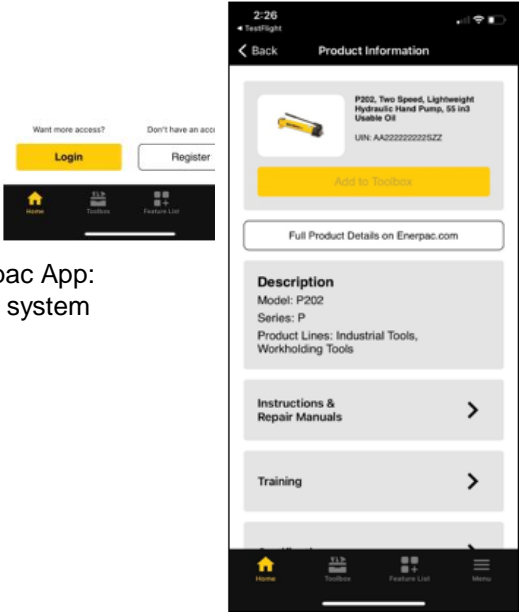
- Tool set-up/maintenance and configuration/calibration, e.g., synchronous lifting system
- Real-time wireless control, wireless pendants, pumps, etc.
- Tool location and identification



Job Reporting

Recording job details, preparing and exporting reports

- Torques applied to specific joints
- Machining operations completed
- Time taken; consumables used
- Operator ID, qualifications





DISCIPLINED STRATEGY

- Commitment to pure-play industrial tools and services
- Targeting adjacent bolt-on and strategic acquisitions with high degree of complementarity
- Any target must meet our financial and operational criteria
- Margins in line with Enerpac line average

DRIVING GROWTH THROUGH M&A

- Goal is to become larger, more meaningful provider in our space
- We target acquisitions to support the growth in verticals, provide technology opportunities, or expand geographic coverage which gives Enerpac a competitive advantage

STRONG BALANCE SHEET

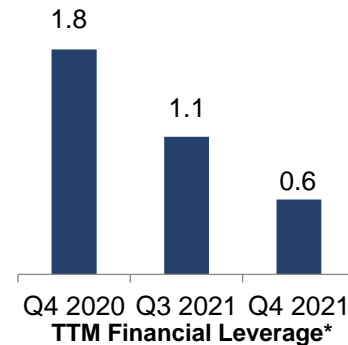
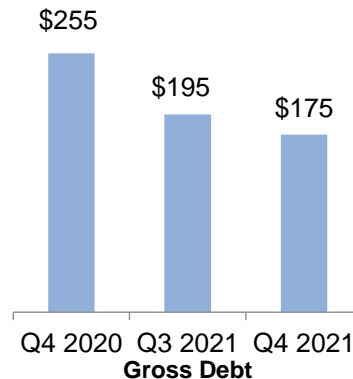
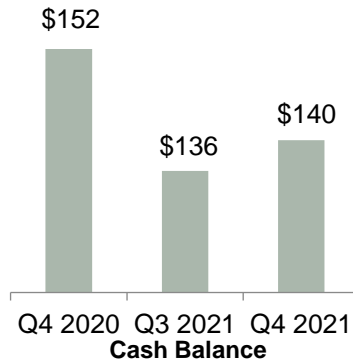
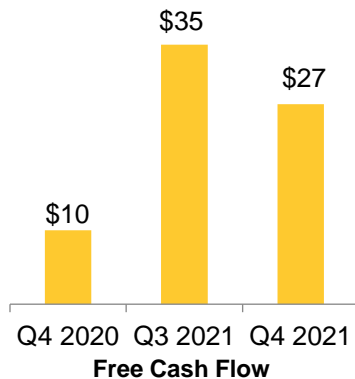
- Will maintain strong financial position
- Current liquidity gives us ample capacity between our cash on hand, existing credit facilities and access to debt markets

Investing in strategic acquisitions through a disciplined process to capture new growth opportunities



Strong Balance Sheet

(US\$ in millions)



Free Cash Flow (FCF)

- Free cash flow generation in excess of 100% in Fiscal 2021
- Proactively managing Primary Working Capital

Debt & Leverage

- Continued debt reduction through fiscal 2021
- Leverage well below target range of 1.5-2.5x
- \$900M Credit Facility Expires in 2024

Return on Invested Capital – Deploying Capital to Create Long-Term Sustainable Returns



**Invest in Ourselves to
Drive Organic Growth**



**Disciplined M&A within
Industrial Tools Space**



**Reduce Debt and Maintain
a Strong Balance Sheet**



**Opportunistic Share
Buybacks**

**Goal of enhancing Enerpac's
position as a premier industrial
tools and services company
and its commitment to
sustainable shareholder value
creation**





Strong Business Model

built on well recognized brands, robust global distribution, and broad reach of end markets



Pure-Play Industrial Tools Strategy

to drive core growth above market and expand margins



Disciplined Capital Deployment

powered by strong balance sheet and free cash flow conversion



Experienced Leadership Team

capable of executing to win



**BEST IN
CLASS
RETURNS**

Appendix

- Track record and experience driving growth in sales and margins and effectively allocating capital
- International experience at large, well run global industrial and manufacturing organizations
- Development and implementation of global operating strategies that delivered meaningful, sustainable organic growth and margin expansion
- Experience across a range of key value drivers, including new product development, commercial growth initiatives, digital and IoT innovation, supply chain efficiency programs, and effective capital allocation
- Record of implementing Lean principles to drive sustained improvements in operational excellence, productivity, efficiency, innovation, and cultural transformation
- Successful M&A execution and integration