



ENERPAC 
TOOL GROUP

Investor Overview

March 2024

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 “outlook,” “guidance,” “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. Risks and uncertainties, that may cause actual results or events to differ materially from those contemplated by such forward-looking statements include, without limitation, 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, as well as the armed conflict involving Hamas and Israel, 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 its 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, supply chain risk, 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, tariffs, litigation matters, 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, 2023 and most recent report on Form 10-Q. 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 December 19, 2023.

This presentation also contains financial measures that are not measures presented in conformity with GAAP. These non-GAAP measures include organic sales, EBITDA from continuing operations, adjusted EBITDA from continuing operations, adjusted earnings from continuing operations, adjusted diluted earnings per share from continuing operations, adjusted operating profit from continuing operations, segment adjusted operating profit and adjusted EBITDA, adjusted SG&A, free cash flow 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.

Strong Investment Potential



Premier industrial solutions provider serving a broad and diverse set of customers globally for mission-critical applications



Exceptional channel partner network built over decades, creates competitive moat and enables truly global coverage



Well-defined organic growth strategy: expansion in targeted vertical markets, digital transformation, customer-driven innovation, and expansion in Asia Pacific



ASCEND transformation structurally improving margin profile through commercial initiatives, operational efficiency improvements, and greater productivity in SG&A



Strong balance sheet & solid FCF generation enables a balanced capital allocation approach: investments to drive organic growth, strategic M&A, and opportunistic share repurchases

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

1927
BLACKHAWK

1910
American Grinder
& Manufacturing

2000
Actuant

1987
Applied Power

2019
ENERPAC
TOOL GROUP

2016-2021

Focused On:

- Realigning Segments and Portfolio Optimization
- Selling Non-core Businesses Including the EC&S Segment
- Rebranding as Enerpac Tool Group



2021
PAUL STERNLIEB
Joins Enerpac as CEO

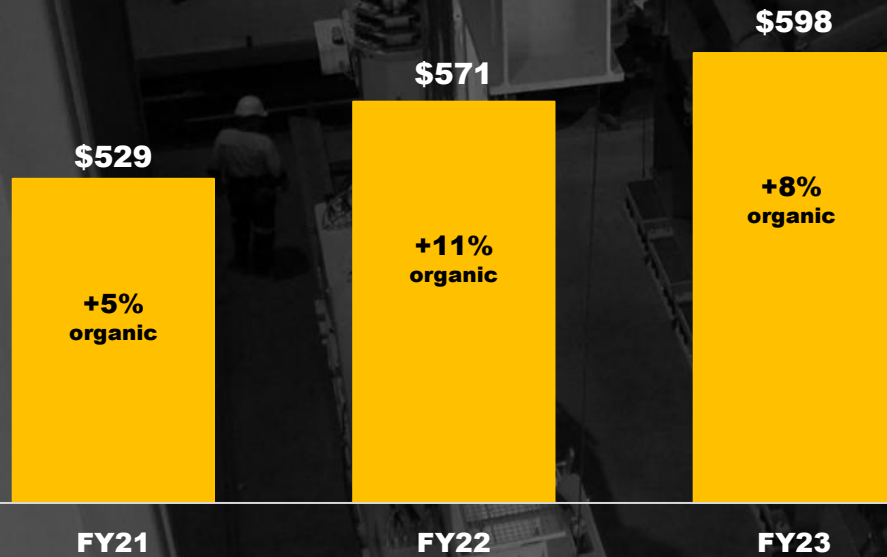
With Goals To:

- 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

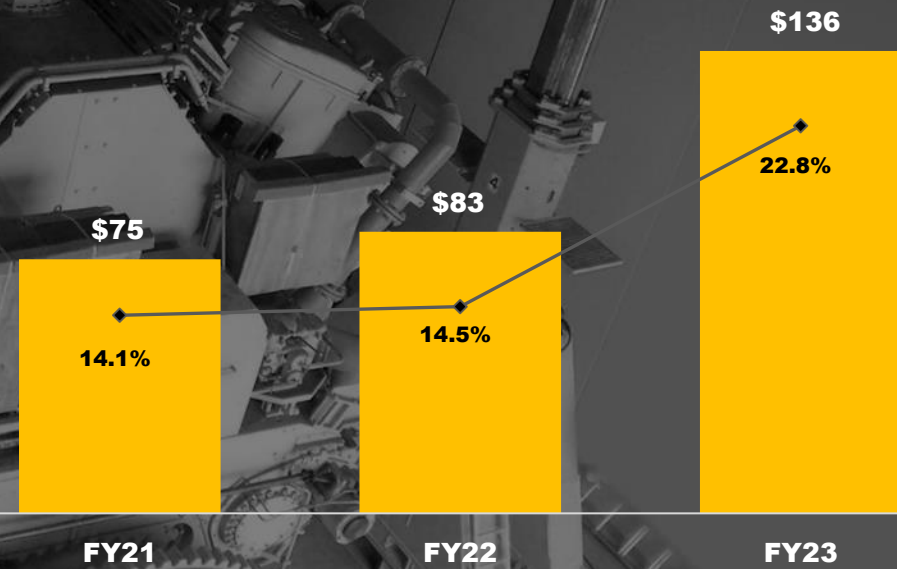
Accelerated Performance With ASCEND Transformation & Growth Strategy

(\$ in millions, except per share)

Net Sales & Organic Growth *



Adjusted EBITDA & Margin (%) **





Business Overview

Premier Industrial Solutions Provider

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**

100+

Countries Served

~2100

Global Employees

~1000

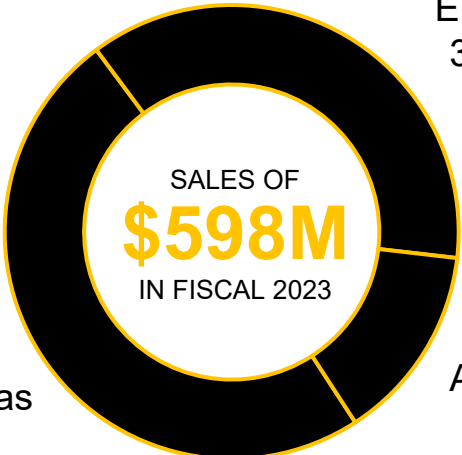
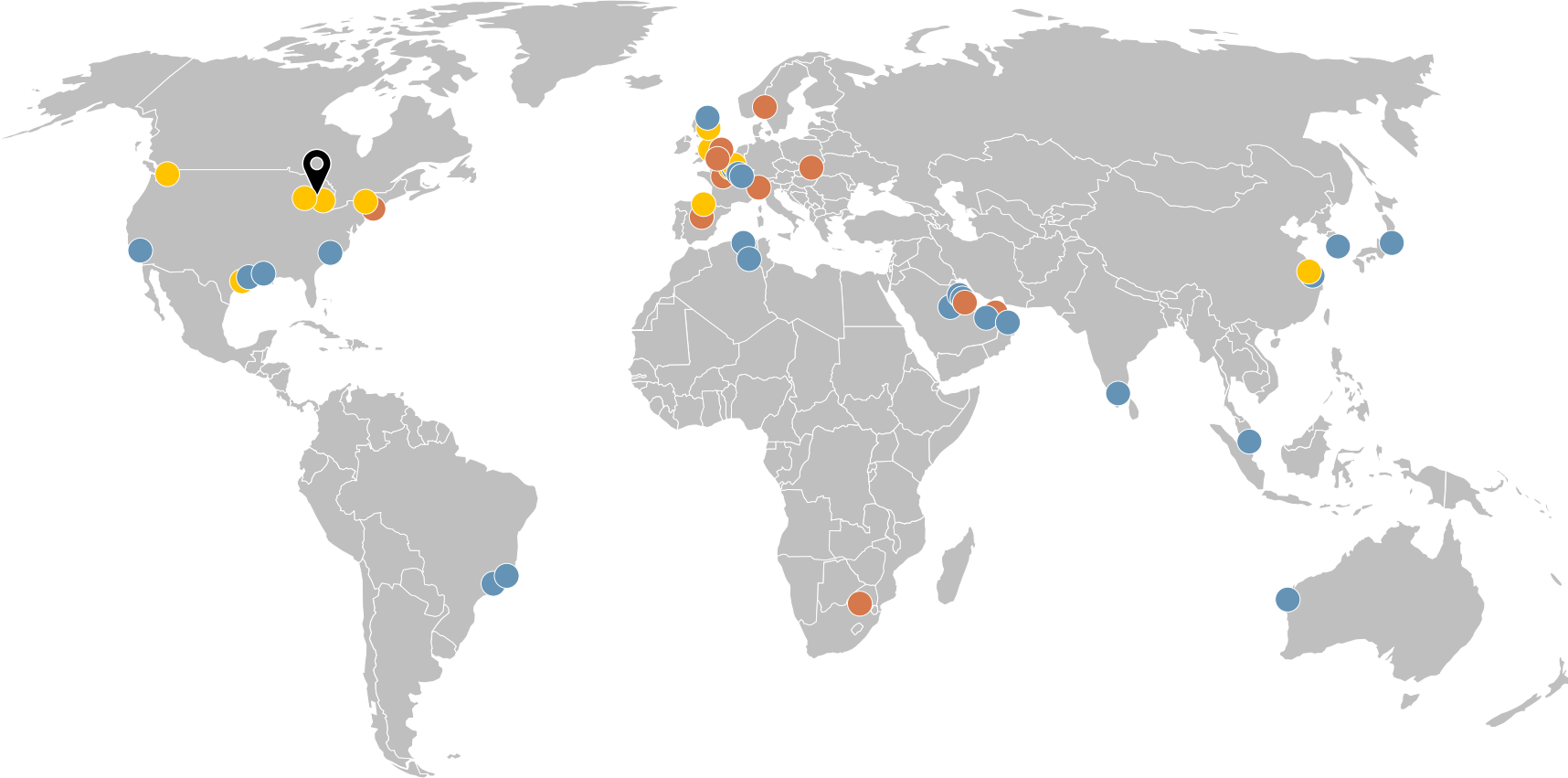
Distributors

~\$1.8B

Market Cap*



Geographic Diversity



📍 **GLOBAL HEADQUARTERS**
 ● **PLANT** Manufacturing/Assembly
 ● **OFFICE** Sales Office/General Office
 ● **OTHER** Service Center/Warehouse/Other

GLOBAL COVERAGE
ALLOWS US TO
Better Serve Our Customers


 Producing Near Our Customers
 =
 Quicker Response Time

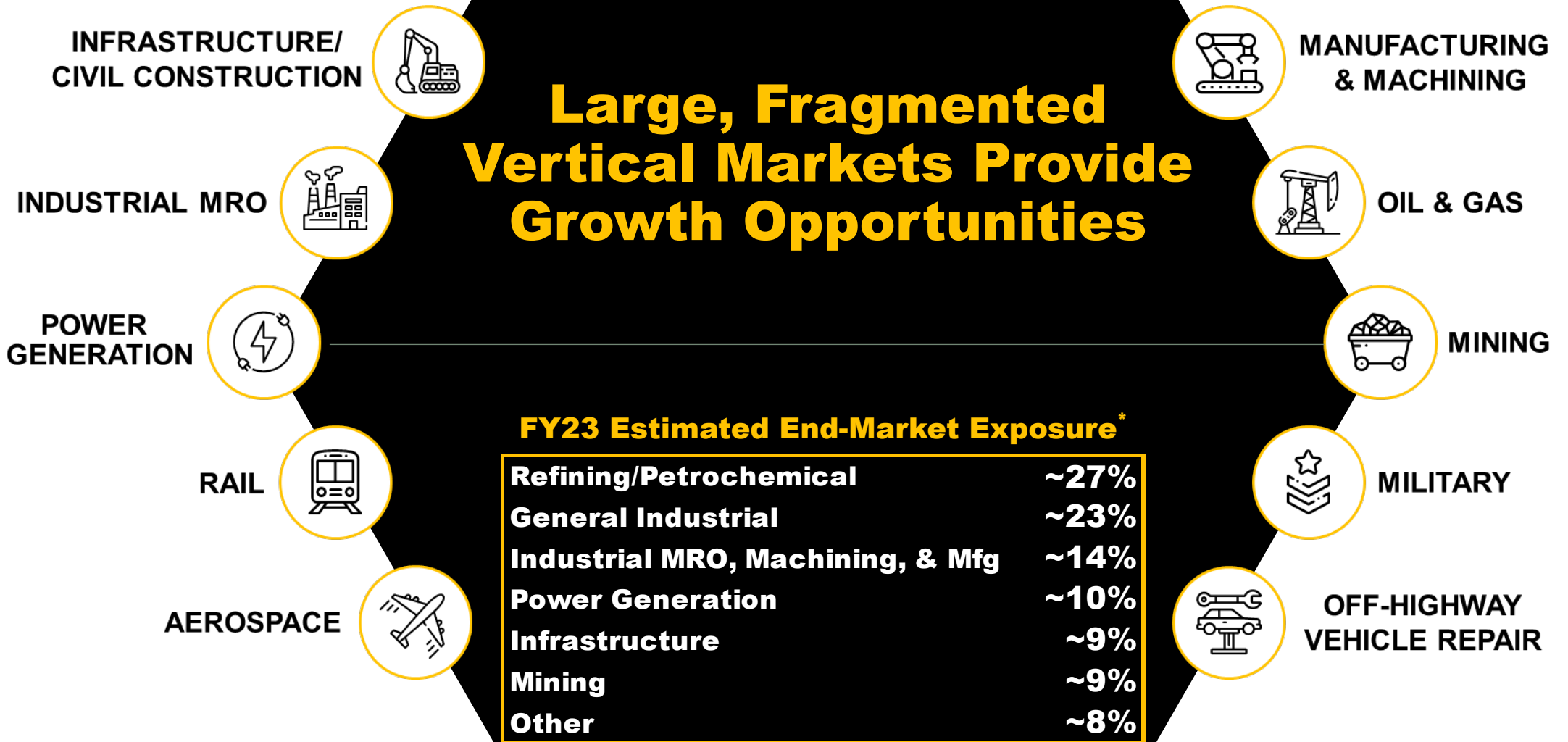

 Understanding Local Market Needs and Demand


 Some Projects Require In-country Production


 Low-cost Manufacturing/Sourcing Drives Competitive Margins


 Geographic Diversification of Sales Reduces Exposure to Regional Economic Volatility

Large, Fragmented Vertical Markets Provide Growth Opportunities



Globally Recognized Leader in Industrial Tools and Services

PRODUCTS

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

EXTENSIVE GLOBAL DISTRIBUTION

~1,000 Long-standing
Distribution Relationships

SERVICE & RENTAL

Bolting, Machining
and Joint Integrity

DIVERSIFIED CUSTOMER BASE

Specialty Dealers
National Distribution
Large OEMs

STRONG BRAND RECOGNITION

ENERPAC 

PREMIUM INDUSTRIAL TOOLS

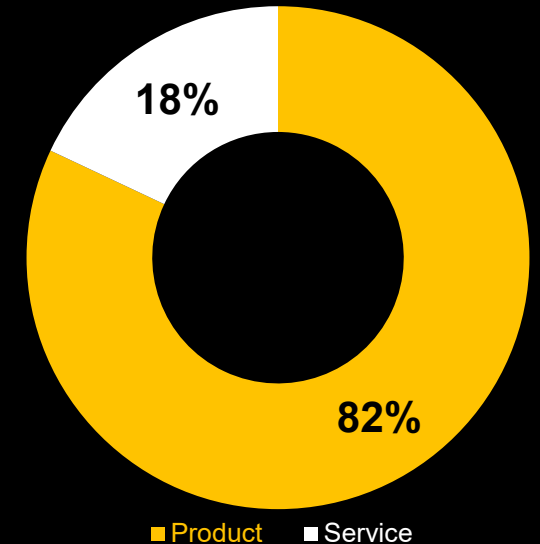
HEAVY LIFTING

hydratight

SERVICE | RENTAL | TRAINING

CORTLAND
BIOMEDICAL

FY23 Revenue Mix



Offering a Wide Array of Durable and Reliable Products to Address Mission-Critical Applications



Pumps



Cylinders



Bolting



Pullers



Spreaders



Cutters



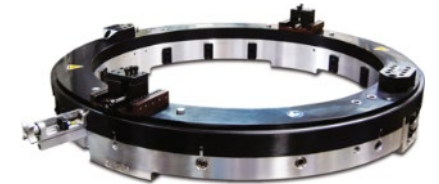
Presses



Work Holding



Heavy Lifting



Machining

Providing High Quality Services Our Customers Rely On



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



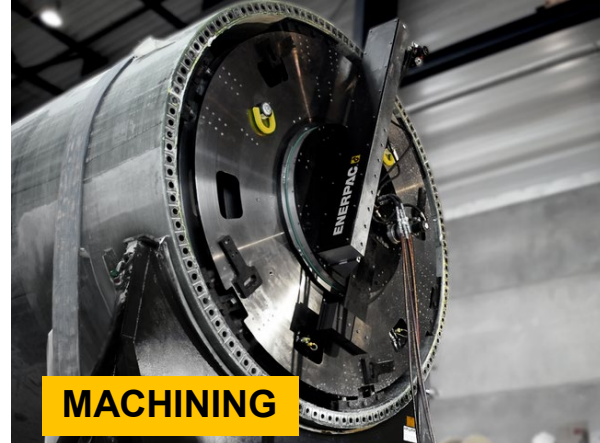
Large Opportunity in Niche Services including Specialty **High Margin** Services



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



BOLTING

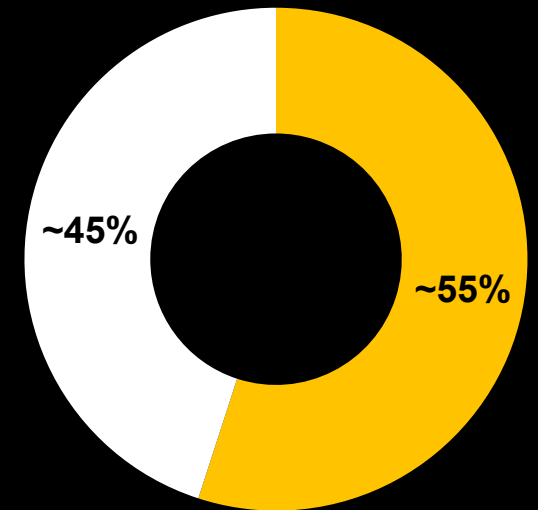


MACHINING



JOINT INTEGRITY

Service Breakdown



■ Rental ■ Manpower

Enerpac's Competitive Advantage



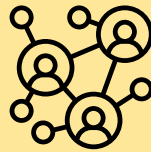
**STRENGTH
OF BRAND**



**QUALITY,
DURABILITY,
RELIABILITY,
SAFETY**



**BREADTH AND
DEPTH OF
PRODUCT
PORTFOLIO**



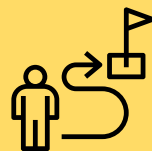
**BREADTH OF
CHANNEL PARTNER
NETWORK; NO
SIGNIFICANT
CUSTOMER
CONCENTRATION**



**GLOBAL
COVERAGE**



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



**SERVES MISSION-CRITICAL
CUSTOMER APPLICATIONS**



Taking Enerpac to the Next Level of Growth & Profitability

ASCEND Transformation Powering Performance

Launched in March 2022 with three key initiatives:



ACCELERATE ORGANIC GROWTH

GO-TO-MARKET
STRATEGIES

- Improved **Commercial Effectiveness**
- **Channel Optimization** using 80/20 Approach
- **Strategic Pricing** Optimization
- **Selective Innovation** to Meet Broader & Emerging Market Demands



IMPROVE OPERATIONAL EXCELLENCE

& PRODUCTION EFFICIENCY

- Business **Simplification**
- Accelerating **Global Strategic Sourcing** & indirect spend
- **Rationalizing SKU's** using 80/20 Approach
- **Footprint Rationalization**



DRIVE GREATER EFFICIENCY & PRODUCTIVITY

IN SG&A

- **Optimizing SG&A** through Consolidation & Shared Service Implementation
- **Improving Salesforce Efficiency** to Increase Customer-Facing Activities
- **Legal Entity Rationalization** to Further Simplify the Business and Generate Cost Savings

Significant Progress Achieved in Fiscal 2023

8% Organic Sales Growth*

**ACCELERATE ORGANIC GROWTH
GO-TO-MARKET STRATEGIES**

**49% Gross Margin
+280 bps**

**IMPROVE OPERATIONAL EXCELLENCE
& PRODUCTION EFFICIENCY**

**Adj. SG&A Improved
550 bps to 28%***

**DRIVE GREATER EFFICIENCY & PRODUCTIVITY
IN SG&A**

March 2022

Expected Adjusted EBITDA Impact

**\$40-\$50M
Adjusted EBITDA*
Impact by FY25**

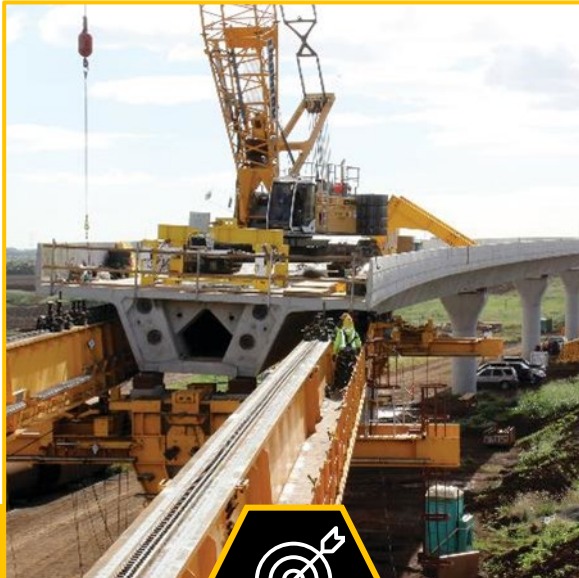
March 2023

**Increased to \$50-\$60M
Adjusted EBITDA*
Impact by FY25**

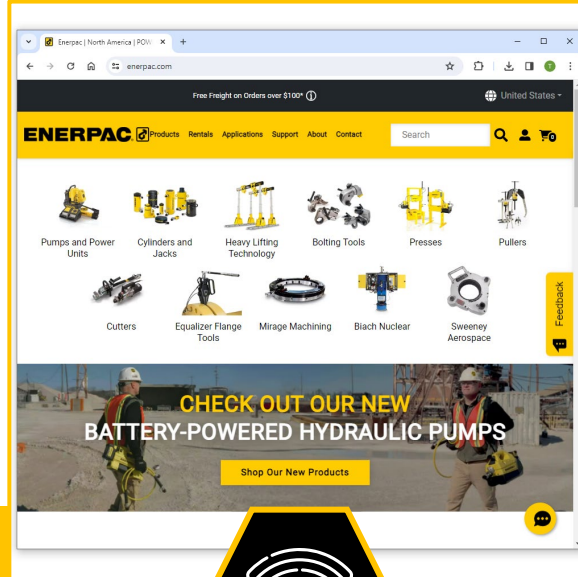
August 2023

***Achieved
Expected Impact a
Year Ahead of Plan***

Ambitious Growth Strategy Centered Around Four Key Pillars



EXPANSION
in Targeted
Vertical Markets



Digital
TRANSFORMATION







Customer Driven
INNOVATION



EXPANSION
in Asia Pacific

6-7% Organic Revenue CAGR Targeted Through FY26

Targeted Vertical Markets

	Infrastructure		Rail		Industrial MRO*		Wind	
Standalone Attractiveness	Size/Growth	Rating	Size/Growth	Rating	Size/Growth	Rating	Size/Growth	Rating
Market Size and Growth	SAM: \$600 - \$800M Growth 6 - 8%		Rail SAM: \$180 - \$220M Growth 4 - 6%		SAM: \$1.4 - \$1.8B Growth 1 - 3%		SAM: \$300 - \$400M Growth 3 - 5%	
Trends Benefitting Enerpac	Government Investment, Infrastructure Upgrades		Green Transportation, Automation of Maintenance		Larger Distribution Networks, Automation in Manufacturing		Public and Private Investments, Energy Independence and Security	
Enerpac's Right to Win	Product Portfolio, Customer Relationships, Technological Advantage		Targeted Rail Solutions, Strong Brand Reputation		Brand Recognition, Reputation for Quality, Shift to E-Commerce		Solutions Offerings, Battery Powered Solutions, Legacy Relationships with OEMs	

Significant Market Opportunity



Industrial Tools TAM
>\$100B

High-Pressure
Hydraulics TAM
\$20B

Enerpac SAM
~\$4.5B

EPAC FY22
REVENUE
\$0.6B

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

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

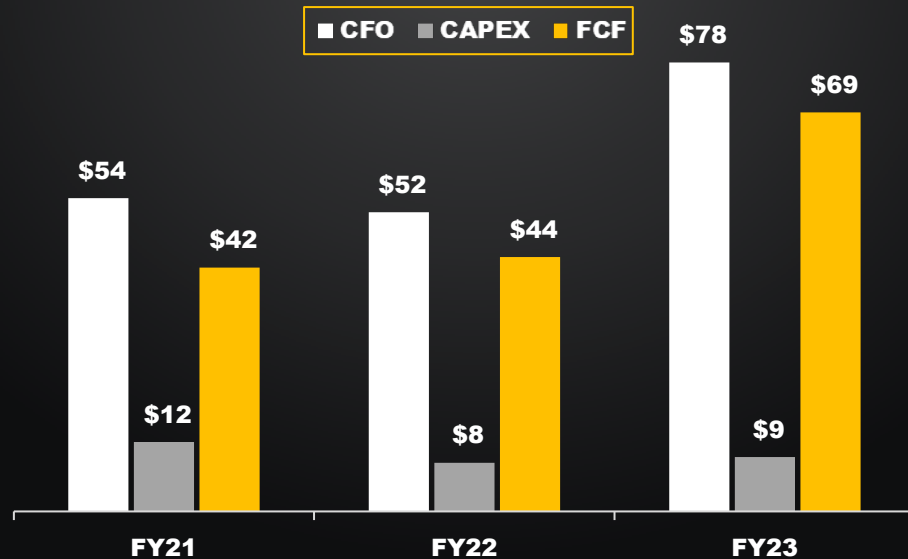
Positioned to Win via our Products, Services, and Distribution Networks

Strong Liquidity & Balance Sheet

(\$ in millions)

Cash & Equivalents	\$148
Revolver Capacity (Undrawn)	\$352
Total Liquidity	\$500
Total Debt	\$245
Net Debt/Adj. EBITDA*	0.9x

Asset-Light Model Enables Strong FCF**



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

~3M shares remaining on current 10M share repurchase authorization

Disciplined M&A Program



Continuing pure-play strategy, but looking beyond tools and services to **solve customer needs** in targeted vertical markets



Healthy pipeline with **focus on our four key verticals** of infrastructure, rail, industrial MRO, and wind



M&A activity focused on **solution offerings that address gaps** in product offerings, market/vertical/geographies, and technology



Disciplined approach means any targets must meet strict financial and operational criteria

FY24 Guidance

Key Assumptions:

- Targeting to outperform industry and gain market share
- No broad-based global recession
- Any M&A would be incremental to guidance

Depreciation & Amortization	~\$13 - \$15M
Interest Expense	~\$14 - \$16M
Adjusted Tax Rate	~20 - 25%
Cash Taxes	~\$22 - \$24M
Capex	~\$12 - \$17M
ASCEND Costs	-\$10 - \$15M*
Key FX Rates	\$1.10/1€, \$1.25/1£



NET SALES

\$590 - \$605M

ORGANIC GROWTH OF ~2-4%



ADJ. EBITDA**

\$142 - \$152M



FREE CASH FLOW**

\$60 - \$70M

Long-Term Goals Through FY26

**Demonstrating
Commitment to
Strong Growth,
Margin Expansion,
and Cash Generation**

6-7%



Organic
revenue CAGR*

>25%



Adjusted EBITDA
margin of 25% as we
exit FY24 through
ASCEND, with 50bps
improvement in
subsequent years

>100%

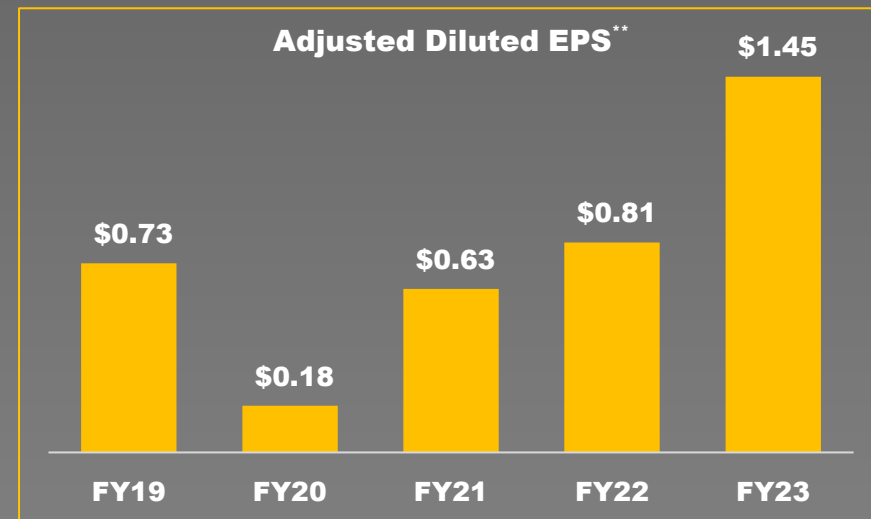
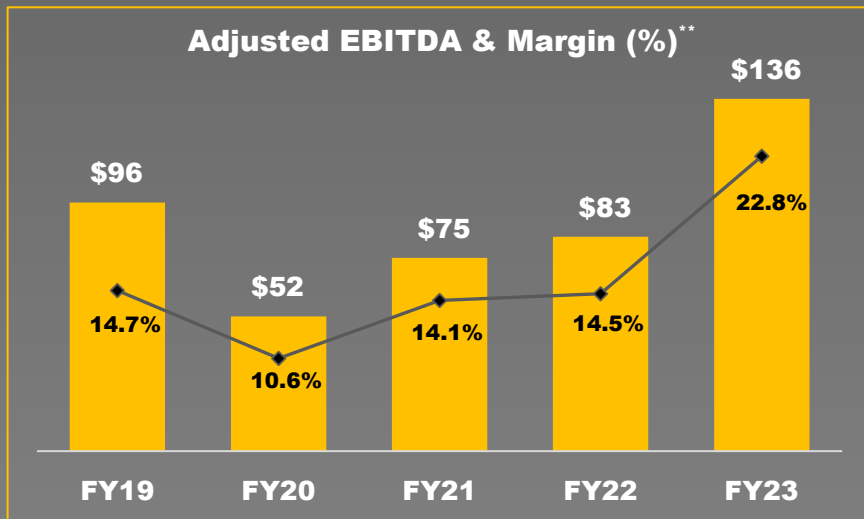
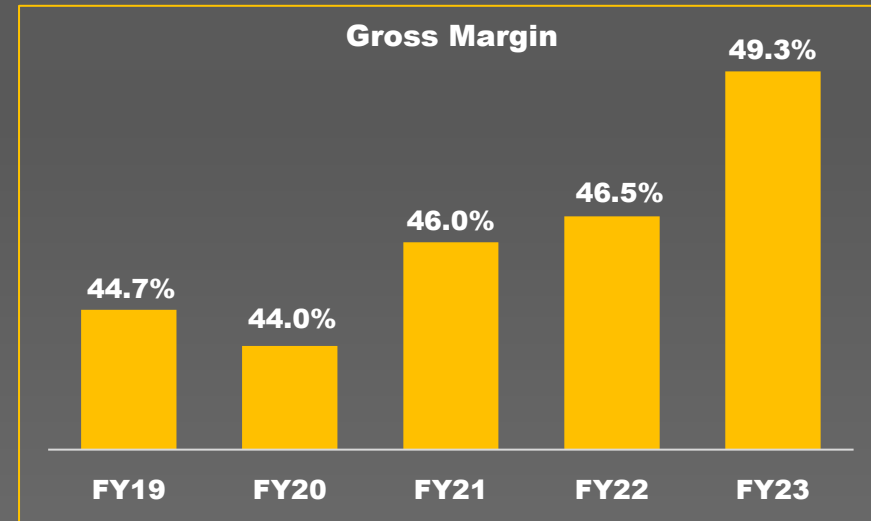
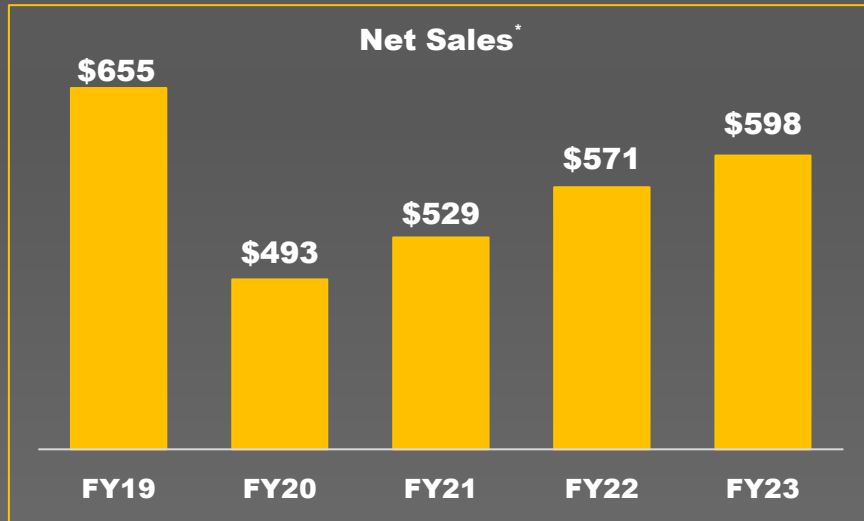


FCF conversion
toward end of
outlook; lower
in earlier years due
to ASCEND costs

Appendix

Annual Results

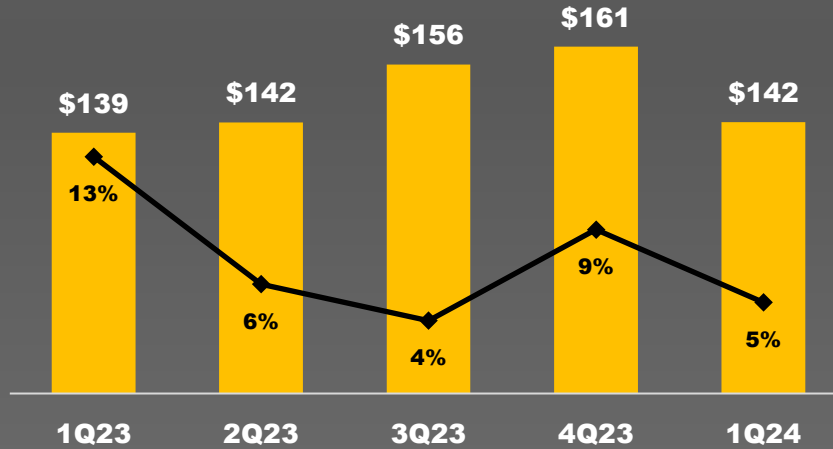
(\$ in millions, except per share)



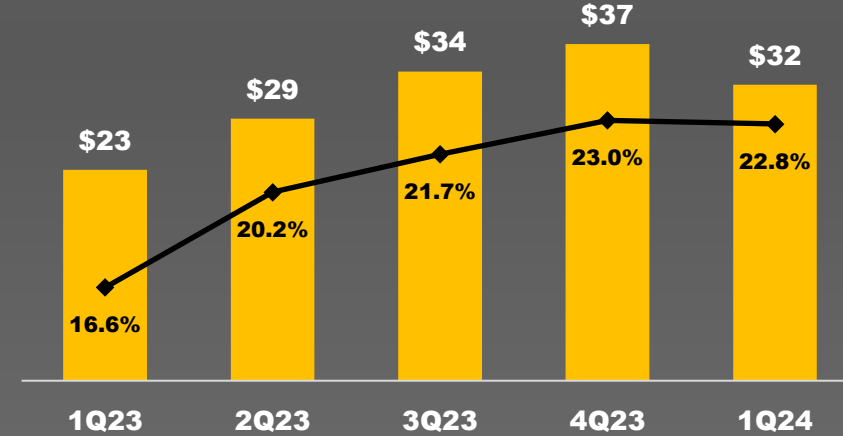
Quarterly Results

(\$ in millions, except per share)

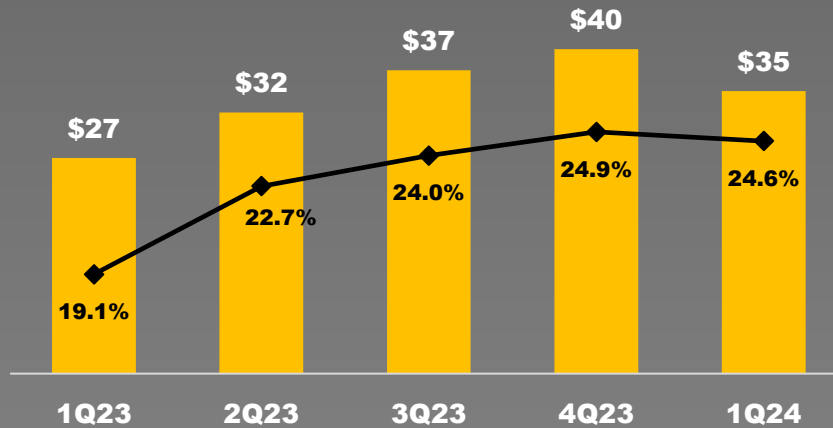
Net Sales & YoY Organic Growth*



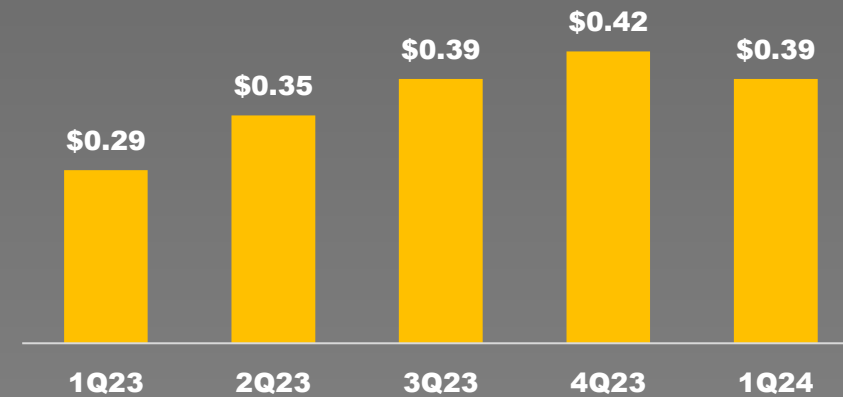
Adjusted Operating Profit and Margin*



Adjusted EBITDA and Margin*



Adjusted Diluted EPS*



*Adjusted Operating Profit, EBITDA and Diluted EPS are non-GAAP measures and exclude restructuring and other charges identified in the accompanying reconciliations to GAAP measures. Organic revenue growth, which is a non-GAAP measure, excludes the impact of foreign exchange rates, acquisitions, and dispositions. See accompanying reconciliations to GAAP measures.

Reconciliation of Non-GAAP Measures

(US\$ in millions, except per share)

Quarterly Consolidated Organic Sales Growth

Q1 FY23

	Q1 FY23	Q1 FY22	% Change
Net Sales	\$139	\$131	6.5%
Fx Impact	-	(7)	
Total	\$139	\$124	12.6%

Q2 FY23

	Q2 FY23	Q2 FY22	% Change
Net Sales	\$142	\$137	3.9%
Fx Impact	-	(3)	
Total	\$142	\$133	6.4%

Q3 FY23

	Q3 FY23	Q3 FY22	% Change
Net Sales	\$156	\$152	2.9%
Fx Impact	-	(2)	
Divestiture	-	0	
Total	\$156	\$150	4.3%

Q4 FY23

	Q4 FY23	Q4 FY22	% Change
Net Sales	\$161	\$152	5.8%
Fx Impact	-	1	
Divestiture	-	(6)	
Total	\$160	\$148	8.8%

Q1 FY24

	Q1 FY24	Q1 FY23	% Change
Net Sales	\$142	\$139	1.9%
Fx Impact	-	2	
Divestiture	-	(7)	
Total	\$142	\$135	5.5%

Annual Consolidated Organic Sales Growth

	FY2023	FY2022	% Change
Net sales	\$598	\$571	5%
Fx impact	-	(11)	
Divestiture	-	(6)	
Organic Sales	\$598	\$555	8%

	FY2022	FY2021	% Change
Net sales	\$571	\$529	8%
Fx impact	-	(15)	
Organic Sales	\$571	\$514	11%

	FY2021	FY2020	% Change
Net sales	\$529	\$493	7%
Strategic exits		(9)	
Acquisitions	(14)	(7)	
Fx impact	-	11	
Organic Sales	\$515	\$489	5%

Note: The summation of individual components may not equal the total due to rounding.

Reconciliation of Non-GAAP Measures

(US\$ in millions, except per share)

Adjusted EBITDA and Margin

	FY2023	FY2022	FY2021	FY2020	FY2019
Net earnings from continuing operations	\$54	\$20	\$40	\$6	\$8
Financing costs	12	4	5	19	28
Income taxes	15	4	4	2	11
Depreciation & amortization	16	20	22	21	20
Impairment & divestiture charges (benefit)	(6)	2	6	(3)	23
Restructuring charges	8	8	2	8	6
Gain on sale of facility, net of transaction charges	-	(1)	(5)	-	-
Leadership transition charges (benefit)	1	8	1	-	-
Business review charges	-	3	-	-	-
M&A charges	1	-	-	-	-
ASCEND transformation program charges	35	14	-	-	-
Purchase accounting inventory step-up charge	-	-	-	0	-
Pension curtailment	-	-	-	(1)	-
Adjusted EBITDA	\$136	\$83	\$75	\$52	\$96
Net sales	\$598	\$571	\$529	\$493	\$655
Adjusted EBITDA margins	22.8%	14.5%	14.1%	10.6%	14.7%

Adjusted Diluted Earnings Per Share*

	FY2023	FY2022	FY2021	FY2020	FY2019
Net Earnings	\$ 0.82	\$ 0.26	\$ 0.63	\$ 0.01	\$ (4.04)
Loss from Discontinued Operations	(0.12)	(0.07)	(0.04)	(0.08)	(4.18)
Earnings from Continuing Operations	\$ 0.94	\$ 0.33	\$ 0.67	\$ 0.09	\$ 0.13
Impairment & divestiture charges (benefit)	(0.11)	0.04	0.09	(0.04)	0.34
Restructuring charges	0.11	0.11	0.03	0.11	0.09
Gain on sale of facility, net of transaction charges	-	(0.01)	(0.04)	-	-
Leadership transition charges (benefit)	0.01	0.12	0.01	-	-
Business review charges	-	0.04	-	-	-
M&A charges	0.01	-	-	-	-
ASCEND transformation program charges	0.48	0.17	-	-	-
Accelerated debt issuance costs	0.00	-	-	0.02	0.01
Purchase accounting inventory step-up charge	-	-	-	0.01	-
Pension curtailment, net of transaction charges	-	-	-	(0.01)	-
Depreciation & amortization true up	-	-	-	-	0.02
Other income tax (benefit) expense	-	-	(0.14)	0.00	0.14
Adjusted Diluted Earnings Per Share	\$ 1.45	\$ 0.81	\$ 0.63	\$ 0.18	\$ 0.73

Reconciliation of Non-GAAP Measures

(US\$ in millions, except per share)

Net Sales					
	Q1 FY23	Q2 FY23	Q3 FY23	Q4 FY23	Q1 FY24
Enerpac Tool Group	139	142	156	161	142

Adjusted Operating Profit					
	Q1 FY23	Q2 FY23	Q3 FY23	Q4 FY23	Q1 FY24
Operating profit	12	14	25	32	29
Impairment & divestiture (benefit) charges	-	-	-	(6)	-
Restructuring charges	1	3	2	1	2
Leadership transition charges	0	0	0	0	-
M&A charges	-	0	0	1	-
ASCEND transformation program charges	9	11	6	9	1
Adjusted operating profit	\$ 23	\$ 29	\$ 34	\$ 37	\$ 32
Adjusted operating profit %	16.6%	20.2%	21.7%	23.0%	22.8%

EBITDA					
	Q1 FY23	Q2 FY23	Q3 FY23	Q4 FY23	Q1 FY24
Net earnings from continuing operations	6	7	17	23	18
Financing costs, net	3	3	3	3	4
Income tax expense	2	3	5	5	6
Depreciation & amortization	4	4	4	4	3
EBITDA	\$ 16	\$ 17	\$ 29	\$ 35	\$ 31

Adjusted EBITDA					
	Q1 FY23	Q2 FY23	Q3 FY23	Q4 FY23	Q1 FY24
EBITDA	16	17	29	35	31
Impairment & divestiture (benefit) charges	-	-	-	(6)	0
Restructuring charges	1	3	2	1	2
Leadership transition charges	0	0	0	0	-
M&A charges	-	0	0	1	-
ASCEND transformation program charges	9	11	6	9	1
Adjusted EBITDA	\$ 27	\$ 32	\$ 37	\$ 40	\$ 35
Adjusted EBITDA %	19.1%	22.7%	24.0%	24.9%	24.6%

Adjusted Diluted Earnings per share from Continuing Operations					
	Q1 FY23	Q2 FY23	Q3 FY23	Q4 FY23	Q1 FY24
Net Earnings	0.13	0.08	0.22	0.40	0.32
Earnings (loss) from Discontinued Operations, net of income tax	0.02	(0.05)	(0.08)	(0.02)	(0.01)
Net Earnings from Continuing Operations	0.11	0.12	0.30	0.41	0.33
Impairment & divestiture (benefit) charges, net of tax effect	-	-	-	(0.11)	-
Restructuring charges, net of tax effect	0.02	0.05	0.03	0.01	0.04
Leadership transition charges, net of tax effect	0.01	0.00	0.00	0.00	-
M&A charges, net of tax effect	-	0.00	0.00	0.01	-
ASCEND transformation program charges, net of tax effect	0.15	0.17	0.06	0.10	0.02
Accelerated debt issuance costs, net of tax effect	0.01	-	-	-	-
Other income tax expense	-	0.00	-	-	-
Adjusted Diluted Earnings per share from Continuing Operations	0.29	0.35	0.39	0.42	0.39

Adjusted Net Earnings from Continuing Operations					
	Q1 FY23	Q2 FY23	Q3 FY23	Q4 FY23	Q1 FY24
Net Earnings	7	4	12	22	18
Earnings (loss) from Discontinued Operations, net of income tax	1	(3)	(5)	(1)	(1)
Net Earnings from Continuing Operations	6	7	17	23	18
Impairment & divestiture (benefit) charges	-	-	-	(6)	-
Restructuring charges	1	3	2	1	2
Leadership transition charges	-	-	-	-	-
M&A charges	-	-	-	1	-
ASCEND transformation program charges	9	11	6	9	1
Accelerated debt issuance costs	-	-	-	-	-
Net tax effect of reconciling items above	(1)	(2)	(3)	(4)	-
Other income tax expense	-	-	-	-	-
Adjusted Net Earnings from Continuing Operations	17	20	22	23	22

Free Cash Flow					
	Q1 FY23	Q2 FY23	Q3 FY23	Q4 FY23	Q1 FY24
Cash provided by (used in) operating activities	18	(8)	17	51	(7)
Capital expenditures	(3)	(2)	(3)	(1)	(2)
Free Cash Flow	15	(10)	14	50	(8)

Reconciliation of Non-GAAP Measures

(US\$ in millions)

Fiscal 2024 Guidance

	Fiscal 2024	
	Low	High
Reconciliation of Continued Operations GAAP Operating Profit To Adjusted EBITDA ⁽⁵⁾		
GAAP Operating profit	\$ 113	\$ 130
ASCEND transformation program charges	10	7
Restructuring charges	5	3
Adjusted operating profit	\$ 128	\$ 140
Other expense, net	(1)	(1)
Depreciation & amortization	15	13
Adjusted EBITDA	\$ 142	\$ 152
Reconciliation of GAAP Cash Flow From Operations to Free Cash Flow		
Cash provided by operating activities	\$ 72	\$ 87
Capital expenditures	(12)	(17)
Free Cash Flow Guidance	\$ 60	\$ 70

Adjusted SG&A

	FY23	FY22
Selling, general and administrative expenses	212	225
Restructuring charges	(7)	(8)
Gain on sale of facility, net of transaction charges	-	1
Leadership transition charges (benefit)	(1)	(8)
Business review charges	-	(3)
M&A charges	(1)	-
ASCEND transformation program charges	(34)	(14)
Adjusted SG&A	\$169	\$193
Net Sales	\$598	\$571
Adj. SG&A as a percent of net sales	28.2%	33.7%

Note: The summation of individual components may not equal the total due to rounding.