

ENERPAC  [®]

TOOL GROUP

November 2019

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 Actuant Corporation’s Securities and Exchange Commission filings.

All estimates of future performance are as of November 14, 2019. Actuant Corporation’s (doing business as Enerpac Tool Group) inclusion of these estimates or targets in the presentation is not an update, confirmation, affirmation or disavowal of the estimates or targets.

10:00 – 12:00 pm	Welcome and Strategy Overview Enerpac Tool Group Strategy Achieving Growth Financial Targets	R. Baker, R. Dillon, B. Bolens
12:00 – 12:15 pm	Lunch	
12:15 – 1:15 pm	IT&S Commercial Strategy	J. Schmaling
1:15 – 2:00 pm	New Product Development/Product Showcase	J. Schmaling, A. Donaldson
2:00 – 2:45 pm	Operations/Sourcing	R. Baker
2:45 – 3:00 pm	Break	
3:00 – 3:30 pm	Cortland Strategy	R. Baker
3:30 – 4:00 pm	Questions and Conclusion	All

Questions can be emailed to questions@enerpac.com

ENERPAC ®

TOOL GROUP

Strategic Overview

A Global Leader in Industrial Tools and Services

110
YEARS OF
HISTORY

**Menomonee
Falls, WI**
HEADQUARTERS

~2,600
EMPLOYEES

100+
MANAGEMENT TEAM
YEARS EXPERIENCE

90+
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

2,500+ long-standing
distribution relationships
4,000+ distributor
locations

Diversified Customer Base

Specialty Dealers
National
Distribution
Large OEMs

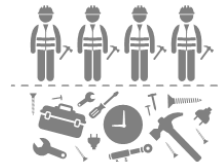
Revenue Mix

~75%



Tools

~25%



Service

Manpower

Rental

**STRONG
BRAND
RECOGNITION**



Premium Industrial Tools
Heavy Lifting



Service
Rental
Training



Medical
Industrial Ropes

100 Years of History...

1910

The history of Enerpac dates back to 1910, when our original company produced water pumps for the Ford's legendary 'Model T' motor car.

1927

Herbert Brumder visited a small hydraulic jack manufacturer, he realized he was looking at a technology that would become his company's future. The basic hydraulic principle was simplicity itself: fluid under pressure in a closed system exerts equal force in all areas within that system. He purchased the company, rebranding it part of his Blackhawk Tools company.

1930s

Blackhawk added product lines during the Great Depression and while other businesses were folding, Brumder confidently advertised his growing business as *"the world's largest manufacturer of hydraulic equipment."*

1940s

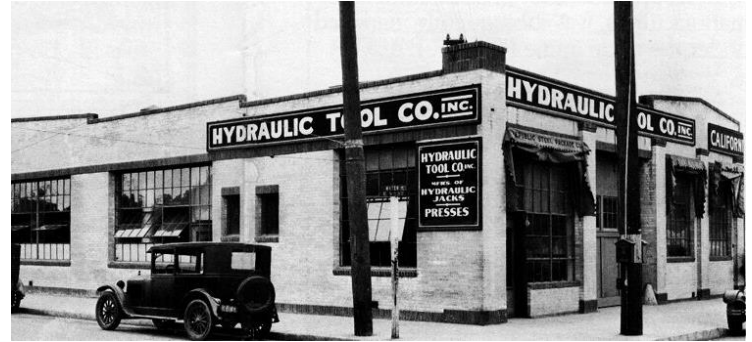
During WWII and the years following, the use of hydraulics grew far beyond its original application and expanded into components and tools that lifted, bent, straightened, pushed, pulled, held, cut and more.

1960

Blackhawk's industrial division that housed these components was given the more formal name **"Enerpac," for all the energy packed into each hydraulic tool.** Since that time, the Enerpac business has been the heartbeat of its various ownership companies, whether it was Blackhawk Tool, Applied Power or Actuant Corporation.

2019

Our company has focused its strategy with Enerpac at its center, leading to the creation of Enerpac Tool Group, a company that will grow from the legacy of delivering the most reliable and advanced industrial tools and services for nearly a century.





Sustainable business model

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



Clear strategy

to drive core growth above market and expand margins



Disciplined capital deployment

powered by strong balance sheet and free cash flow conversion



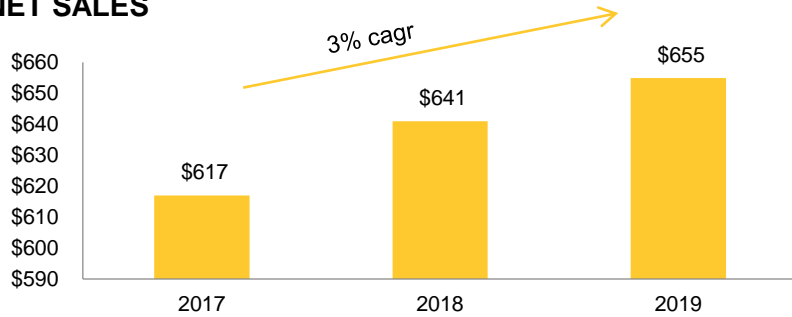
Experienced leadership team

capable of executing to win

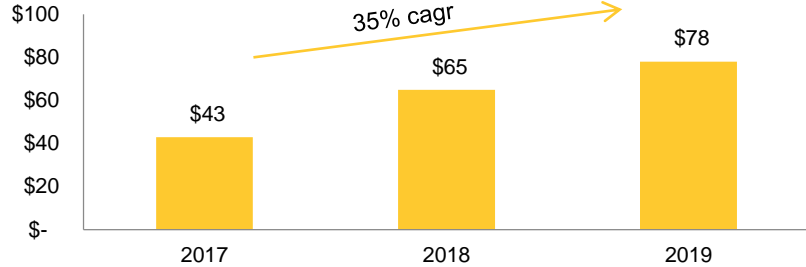


**BEST IN
CLASS
RETURNS**

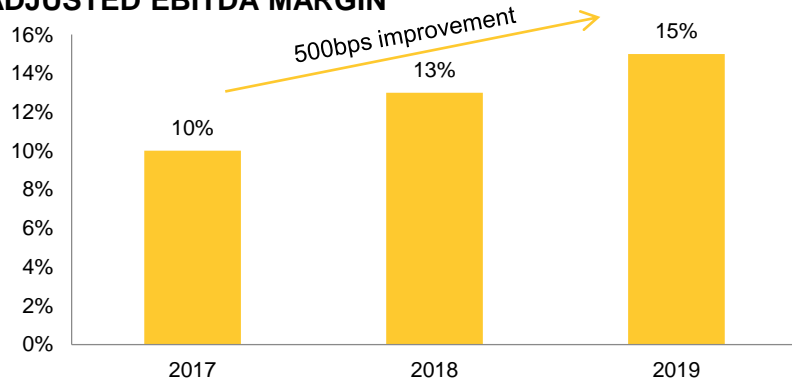
NET SALES



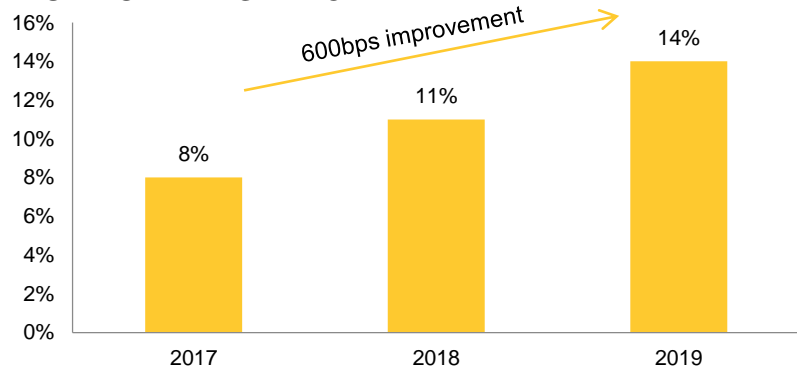
ADJUSTED OPERATING PROFIT



ADJUSTED EBITDA MARGIN



RETURN ON INVESTED CAPITAL



Growth in Alternative Energy

Products and services span multiple alternative markets including nuclear, wind, oil & gas

Mission critical tools are required for difficult conditions

Increasing Product Complexity

Products are high precision matched to the increasing standards and tolerances.

The right tool makes all the difference when precision and safety are of the highest importance

Infrastructure Demand

Heavy lifting technology provides reliable solutions to match challenging infrastructure demands

Aging infrastructure demands products to safely build and repair infrastructure across the globe

Growth in Aerospace

Tools are used throughout the Aerospace industry for the building and on-going maintenance and repair of jet engines

Highest reliability and precision in critical functions

13 VERTICAL END MARKETS



Civil Construction



Power Gen
& Utility



Oil & Gas



Off-Hwy
Vehicle Repair



Industrial MRO



On Hwy
Vehicle Repair



Manufacturing
and Machine
Tools



Paper/Wood



Mining



Military



Aerospace



Steel & Metal

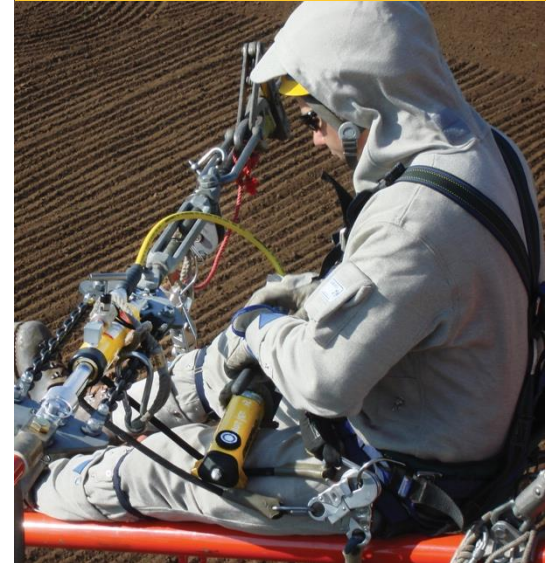


Rescue

NEVER COMPROMISE



**Diverse verticals provide
reduced cyclicality and
increased predictability**



CIVIL CONSTRUCTION



CHALLENGE

The Golden Horn Metro Bridge is a 936 m (3,071 ft.) long cable-stayed bridge which spans the Golden Horn waterway in Istanbul, Turkey. Portions of the bridge deck rotate in order to permit large shipping vessels through the waterway. The rotating bridge deck segments were fabricated off-site and floated in on a barge. The 300 ton deck sections needed to be lifted off the barge nearly 17 meters and installed into position.

SOLUTION

Mounted on the top of two temporary steel gantries were two 200 ton capacity HSL2000 hydraulic strand jacks. A custom made bracket was built to connect the deck sections to the strand jack's lifting lug. Operating in unison, the strand jacks lifted the deck sections synchronously. The strand jacks successfully lifted a total 11 deck sections into position.

PRODUCT

Four HSL2000 Strand Jacks

OFF HIGHWAY REPAIR



CHALLENGE

Leading rail maintenance and engineering company, Downer Rail, was looking for safety, reliability and performance when performing bolting tasks on Electro Motive Diesel (EMD) locomotive engines.

SOLUTION

Downer Rail, uses Enerpac's Electric Torque Wrench (ETW) when performing bolting tasks on Electro Motive Diesel (EMD) locomotive engines.

The ETWs are used to torque crab bolts – a critical component of EMD locomotive engines that holds the power assembly to the engine. EMD Locomotives are used to haul minerals such as iron ore for major Australian mining, minerals processing and resources companies.

To further enhance flexibility and efficiency, a sliding reaction arm was fitted to the ETW. The sliding reaction arm is designed for applications where the distance to an adjacent reaction point or bolt center are widely spaced and uneven, making it difficult to use a standard reaction arm.

PRODUCT

ETW-Series Electric Torque Wrench

POWER GENERATION



CHALLENGE

Lasalle Station, an Exelon Nuclear Power Plant, was looking to reduce manpower, dose exposure and maintenance costs along with increasing reliability when opening and closing their reactor.

SOLUTION

Enerpac's new RPV tensioning system has all hydraulics and controls onboard (eliminating need for centralized hydraulic pump and hoses into the cavity) along with hoist and tractor controls on the tensioner allowing for single operator use. We were able to maintain their industry leading tensioning times while cutting the number of tensioners from 8 to 4 and reducing manpower and dose exposure accordingly by only requiring 6 individuals in the cavity compared to 12+ historically.

PRODUCT

RPV Tensioning System

Wide Array of Products

Bolting



Cylinders



Heavy Lift



Presses



Pumps



Work Holding



Pullers



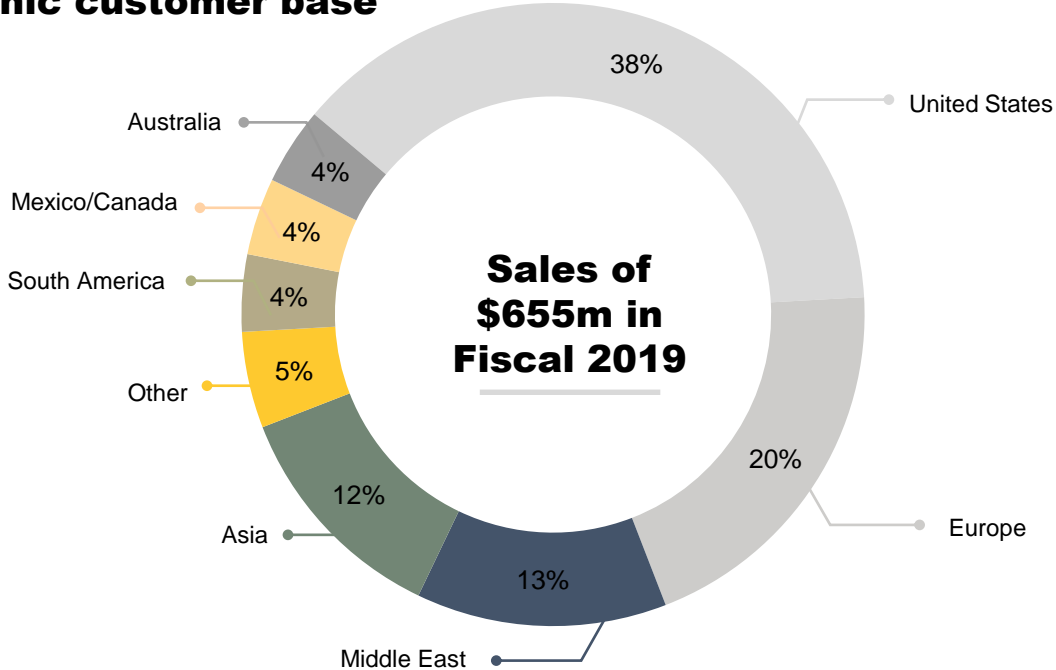
Spreaders



Cutters



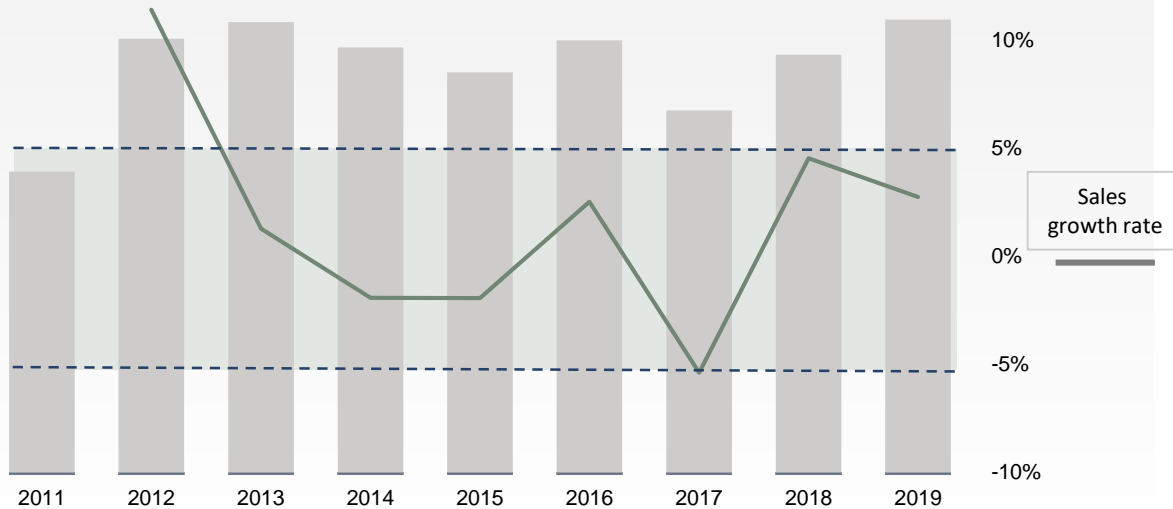
Enerpac Tools and Services benefit from having a diverse geographic customer base



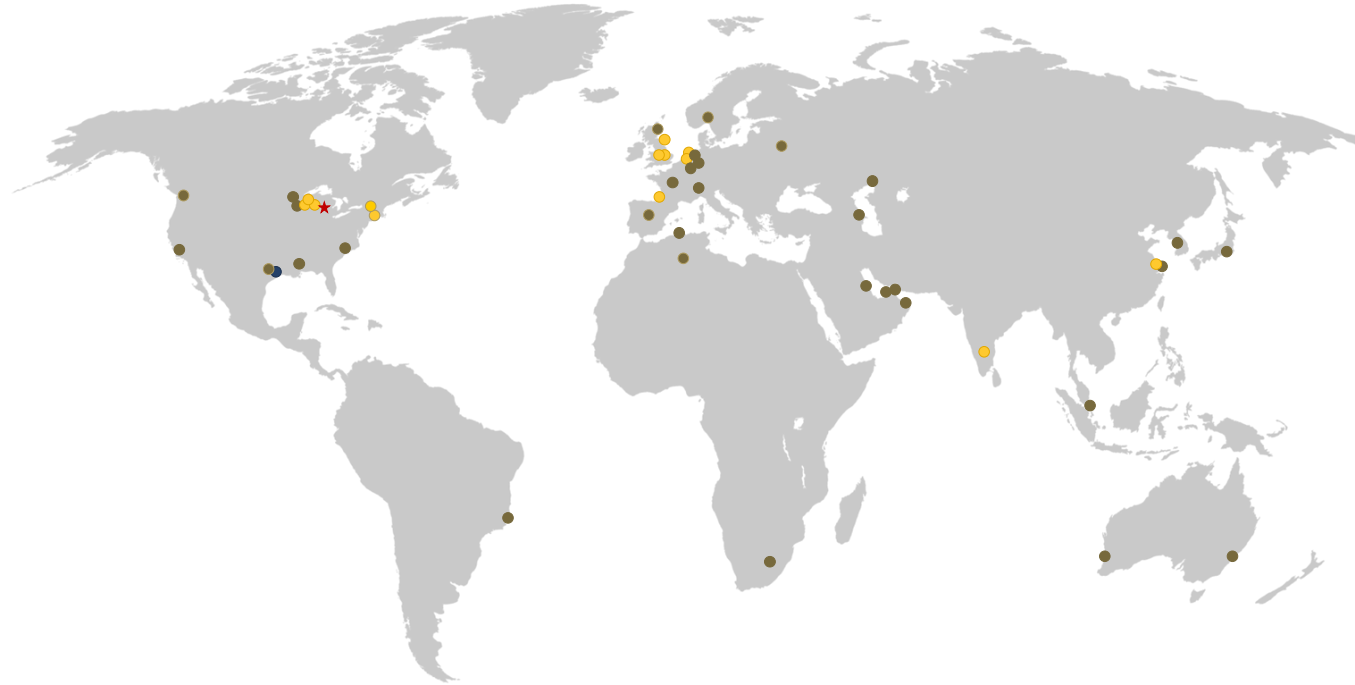
Geographic diversification of sales reduces overall exposure to regional economic downturns

...Creates Less Cyclicalty and Greater Stability

Net Sales



With the exception of 2011-2012, IT&S sales growth has been in a range of +/-5%



Our Global Footprint Allows Us To Better Serve Our Customers and Shareholders

- **Producing near our customers leads to a quicker response time**
- **Understanding local market needs and demand**
- **Some projects require in-country production**
- **Low cost country manufacturing/sourcing drives competitive margins**

★ Corporate Headquarters

● Manufacturing Location

● Enerpac Tool Center

● Service Center and/or Sales Office

CORE GROWTH ABOVE MARKET

~5% CORE GROWTH CAGR OR

200-300bps CORE SALES GROWTH > MARKET

- Product innovation
- Expand industries and regions
- Commercial effectiveness & share capture
- Incremental growth through strategic M&A



STRONG CASH FLOW GENERATION

+100% FCF CONVERSION = FUEL FOR GROWTH

- Margin expansion
- Low capital intensity (Capex ~2% of sales)
- Drive working capital velocity

DRIVING EFFICIENCY AND PROFITABILITY

~25% EBITDA MARGINS

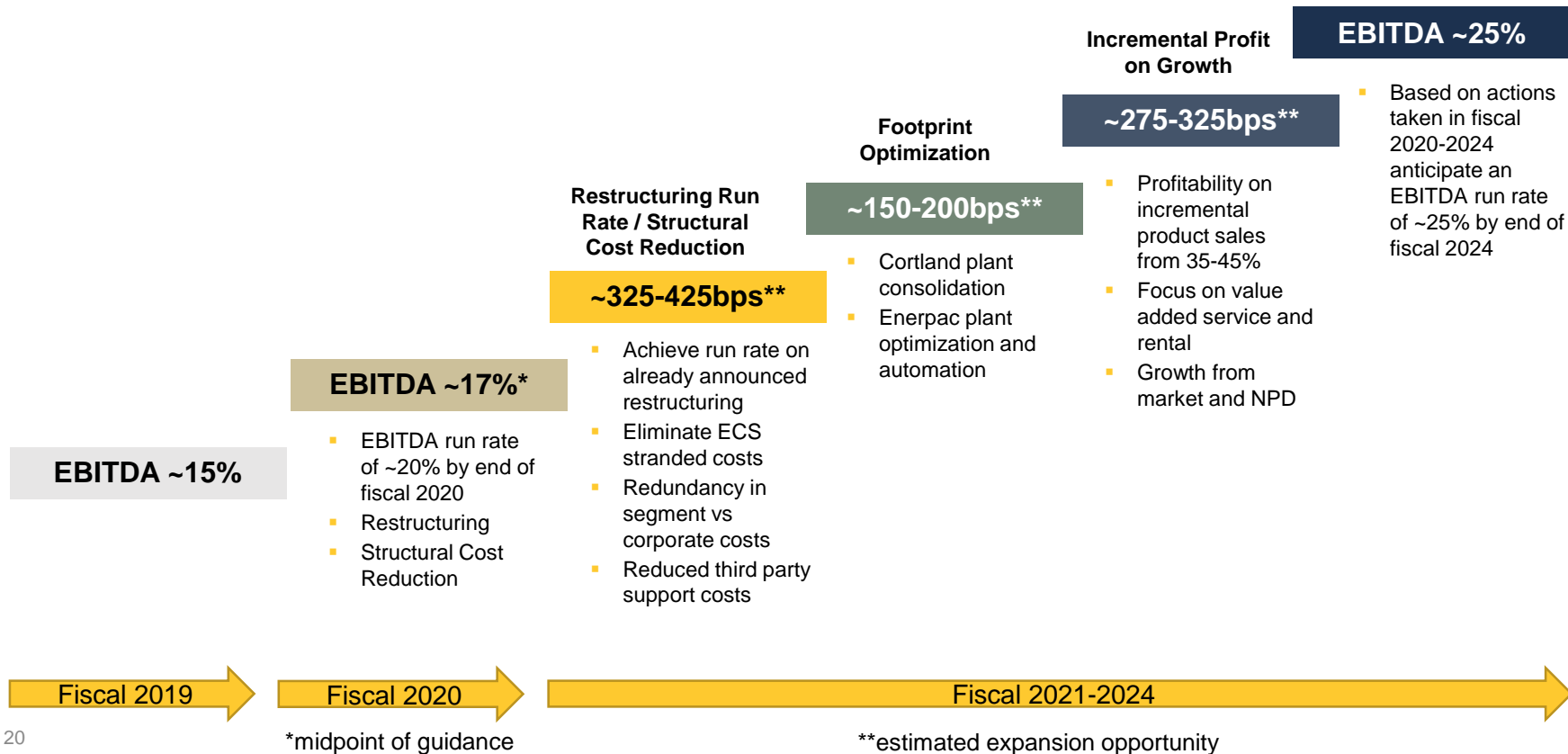
- 35%-45% incremental margins
- Optimized manufacturing footprint
- Structural cost reduction
- Completion of service & product line restructuring exits
- Strategic sourcing
- Proprietary products

BEST-IN-CLASS RETURNS AND DISCIPLINED CAPITAL DEPLOYMENT

~20% RETURN ON INVESTED CAPITAL

- Organic growth: products, services & people
- Strategic acquisitions
- Opportunistic share repurchases
- Debt reduction; maintain strong balance sheet
- Leverage target of 1.5x – 2.5x

Achieving EBITDA Margin Expansion – Next 5 Years



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



Invest in Ourselves to Drive Organic Growth



Disciplined M&A within Tool Space

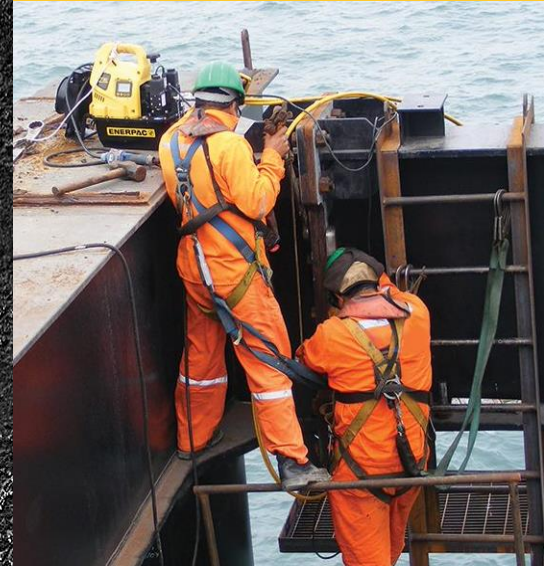


Reduce Debt and Maintain a Strong Balance Sheet



Opportunistic Share Buybacks

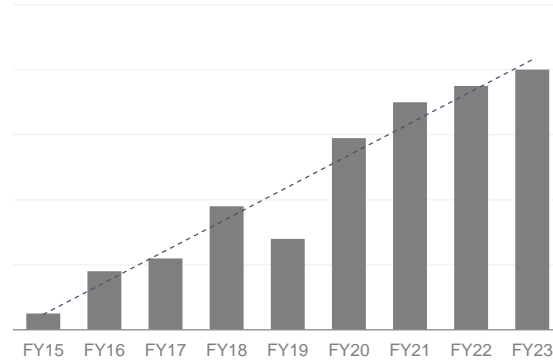
Goal of enhancing Enerpac's position as a premier industrial tools and services company and its commitment to sustainable shareholder value creation



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

NEW PRODUCT SALES



NEW PRODUCT VITALITY

FY15	FY19	FY20	FY21+
3.5%	7%	10%	10+%

Investment in NPD which began in FY'16 has driven acceleration in new products as a percent of sales



E-Pulse Hydraulic Pump



New Self Locking Cube Jack



XC-Torque Wrench Pump



Clamshell Cutters



RSL Torque Wrench



Lock-Grip Pullers

CHANNEL DEVELOPMENT

- Leveraging new products through entire channel footprint and owned service centers
- Strengthening distributor relationship via expanded product offerings
- Offering Enhanced Distributor programming for new products

EXPANDED NETWORK OF VALUE ADDED DISTRIBUTORS

- Enhancing distributor capabilities and coverage



COVERAGE

- Increasing distributor support from Product specialists and Vertical Market teams
- Expanding key / national account coverage combining Enerpac and Hydratight relationships

ENERPAC TOOL CENTERS

- Opened pilot ENERPAC Tool Center with launch in Deer Park, TX
- Selling and renting more through existing network of Service Centers
- Enhances distribution coverage
- Drives additional rental of Enerpac tools





Opportunity to Drive Profitability

- Enhancing EBITDA growth through operational improvements



Value Added Service

- Focus on value-add service – joint integrity, custom machining, bolting
- Eliminating commodity service creates profit improvement



Manufacturing Excellence

- Facilities/locations
- Employing lean techniques and continuous operational improvements/SQDC
- Optimized manufacturing, service and distribution



Strategic Sourcing & Supply Chain

- Proven competency of leveraging global supply chain
- Sales & operations planning (S&OP)

Philosophy of continuous improvement





DISCIPLINED STRATEGY

- Targeting bolt-on and strategic acquisitions of small to mid-sized companies
- 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
- Any acquisition must support the extension of product lines and/or provide technology, which gives Enerpac a competitive advantage

STRONG BALANCE SHEET

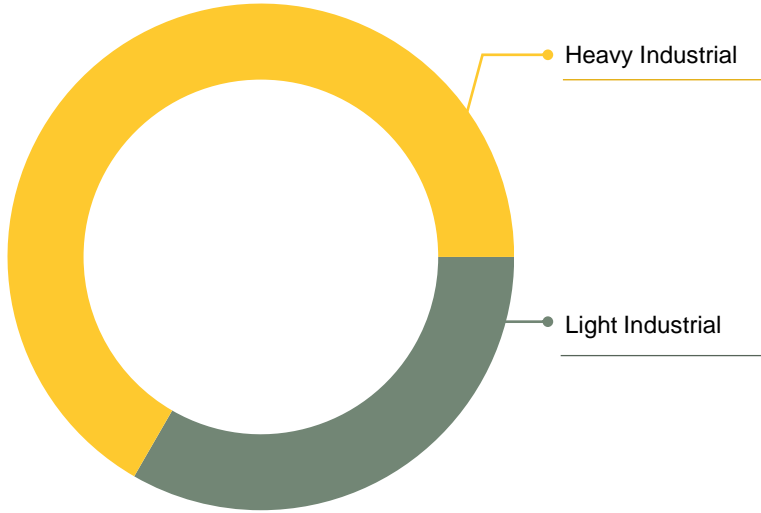
- Will maintain strong financial position
- Current liquidity gives us ample capacity between our cash on hand, existing credit facilities and access to debt markets

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



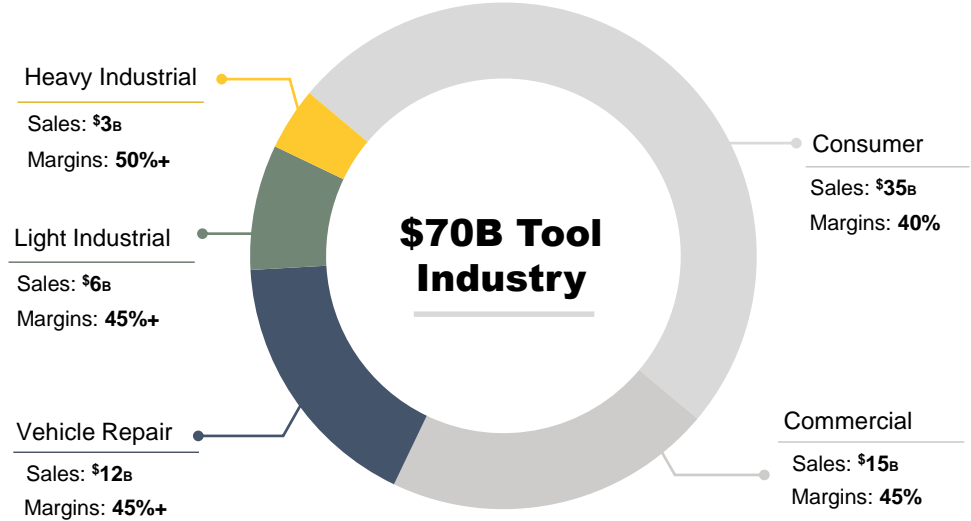
Enerpac Today*

Strong Market Position in Key Segments

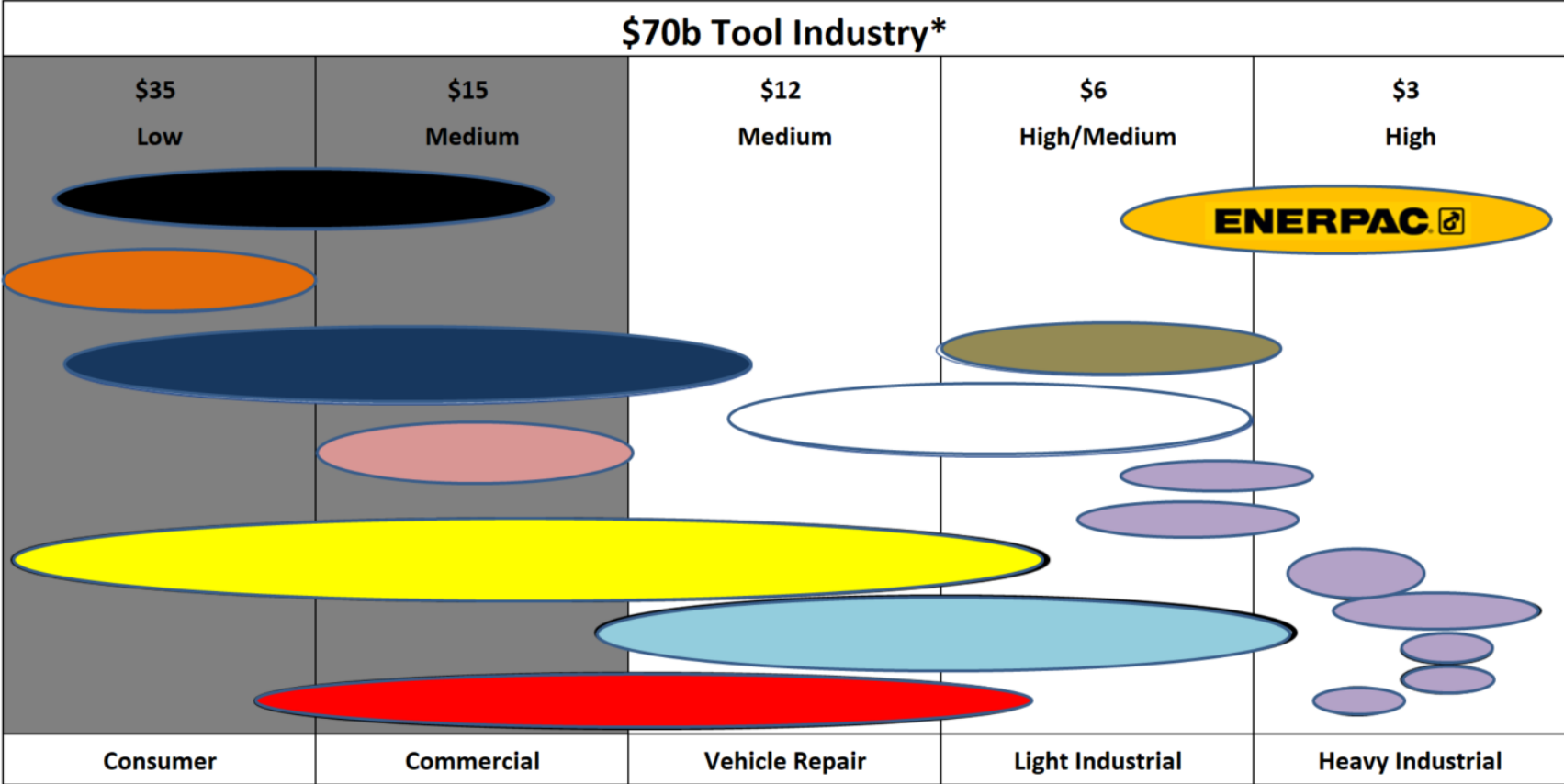


Tool Industry Market*

Targeting Growth in High Margin Segments

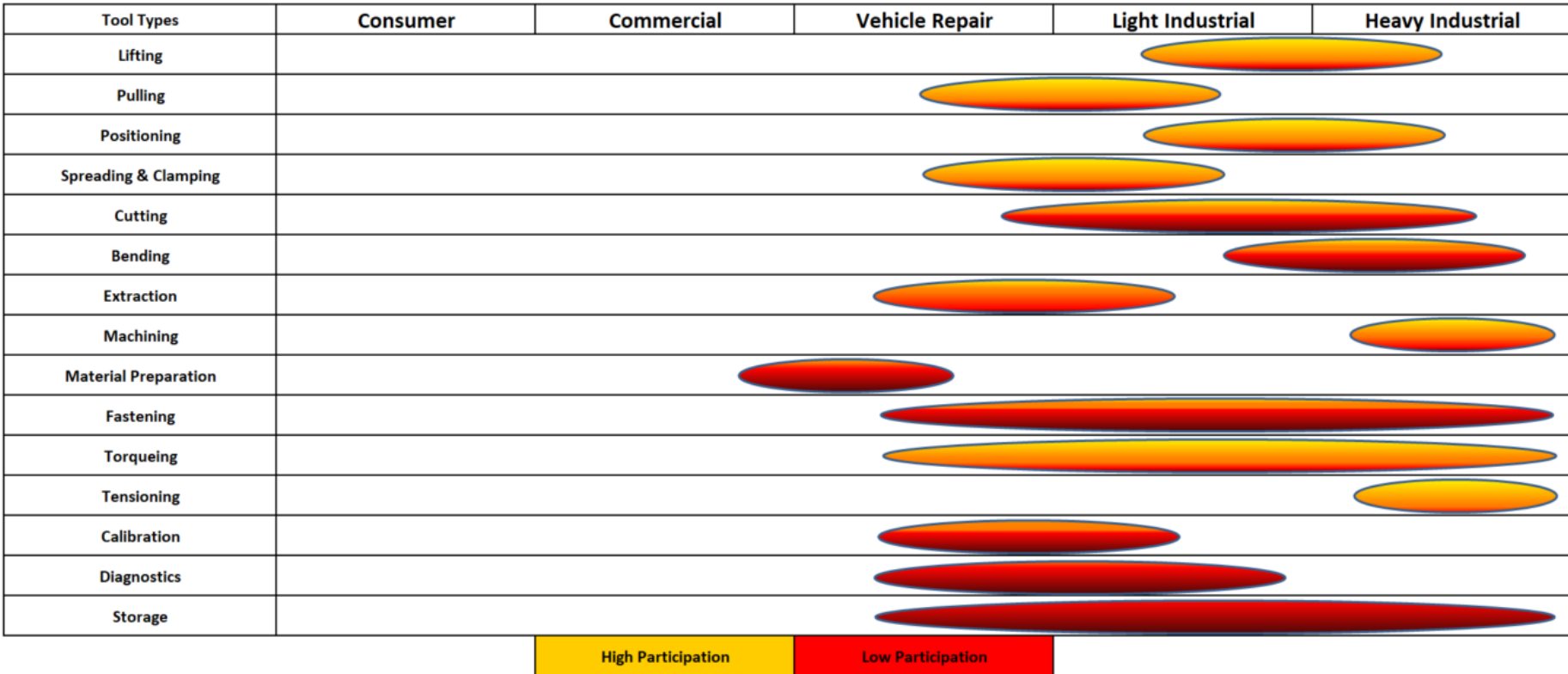


Tools Industry — Consumer to Heavy Industrial



* Based on management estimates

Tools Industry – Consumer to Heavy Industrial





Full Year Guidance for Fiscal 2020*

- Net sales of \$575 to \$600 million
- Adjusted EBITDA of \$94-\$104 million
- Adjusted diluted EPS of \$0.68 to \$0.81



Core Sales Expectations

- Industrial Tools: -1% to 3%
- Service: -9% to -5%
- Cortland: 0% to 4%
- Consolidated -3% to 1%



Assumptions

- Key FX rates – approximately \$1.10/1€ and \$1.22/1£
- Shares outstanding ~61 million
- Free cash flow \$50-\$75 million
- ~20% effective tax rate

* FY2020 guidance excludes restructuring, impairment & divestiture charges and other tax adjustments. FY2020 guidance also excludes any future acquisitions, divestitures or stock repurchases not specially identified.

In fiscal 2020, we will continue to focus on our growth initiatives, while managing costs in difficult market conditions building on our premier Enerpac brand.





OUR VISION

Is to be our customers' preferred partner through relentless innovation of industrial tools and services that help them safely and reliably tackle their toughest jobs around the world.



OUR PEOPLE

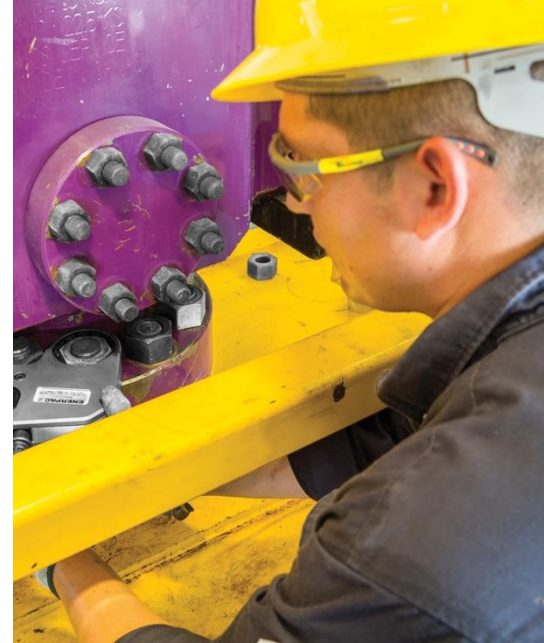
Our talented teams across the globe are our most valuable asset. We recognize their hard work and dedication to make Enerpac Tool Group what it is today. We are focused on employee development and retention of our talent.



OUR VALUES

- We put safety and integrity first
- We focus on our customers
- We work collaboratively
- We deliver on our commitments
- We support our employees and communities

NEVER COMPROMISE





HEALTH, SAFETY, SECURITY & ENVIRONMENT

We are committed to the safety, security and health of our people along with the safety and protection of the facilities and communities in which we operate.

Our company promotes awareness about protecting the environment, and considers environmental criteria when evaluating projects, products, processes and purchases.

We encourage technologies that do not pollute and employ processes and product designs that minimize waste.



COMMUNITY OUTREACH

We strive to improve the quality of life and enhance the vitality of the communities in which we operate throughout the world.

We encourage our employees to volunteer their time and talent on behalf of the company and provide paid time off for team-related, sanctioned events.

Our “Give Where You Live” program supports local organizations both financially and through employee volunteer efforts.



CORE GROWTH ABOVE MARKET

~5% CORE GROWTH CAGR OR

200-300bps CORE SALES GROWTH > MARKET

- Product innovation
- Expand industries and regions
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STRONG CASH FLOW GENERATION

+100% FCF CONVERSION = FUEL FOR GROWTH

- Margin expansion
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DRIVING EFFICIENCY AND PROFITABILITY

~25% EBITDA MARGINS

- 35%-45% incremental margins
- Optimized manufacturing footprint
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BEST-IN-CLASS RETURNS AND DISCIPLINED CAPITAL DEPLOYMENT

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- Organic growth: products, services & people
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- Debt reduction; maintain strong balance sheet
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Session Two begins at 12:15 ET

Online live-stream viewers will need to go back
to enerpactoolgroup.com/investors/live

and choose the link for Session Two to view
the second half of our meeting

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TOOL GROUP

Tools and Service Commercial Strategy

The Pillars Supporting Enerpac's Growth Strategy



Product Offering

- New Product Development
- Technology/ Innovation
- Strategic M&A



Operational Excellence

- Facility Rationalization and Lean Initiatives
- Service Excellence
- Global Sourcing Strategy



Commercial Effectiveness

- Leveraging our combined Team
- Expanding Service Centers
- New Verticals

Drivers

Initiatives

Revenue Mix

~75%



Tools

~25%



Manpower

Rental

Service



Strong Positions

- Brand
- Market Share
- Channel



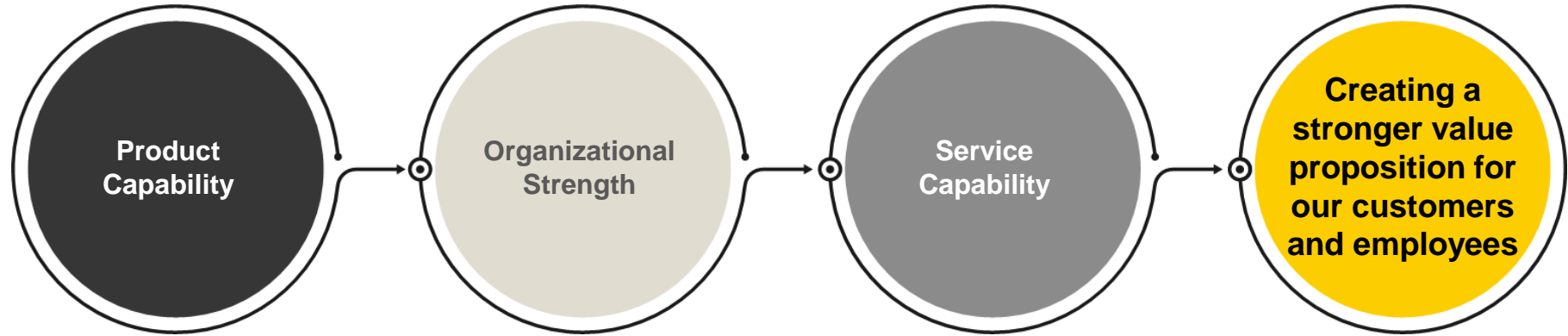
Success Drivers

- Investment in Innovation
- M&A
- Talent Connection

Combining our Two Strong Businesses

ENERPAC 

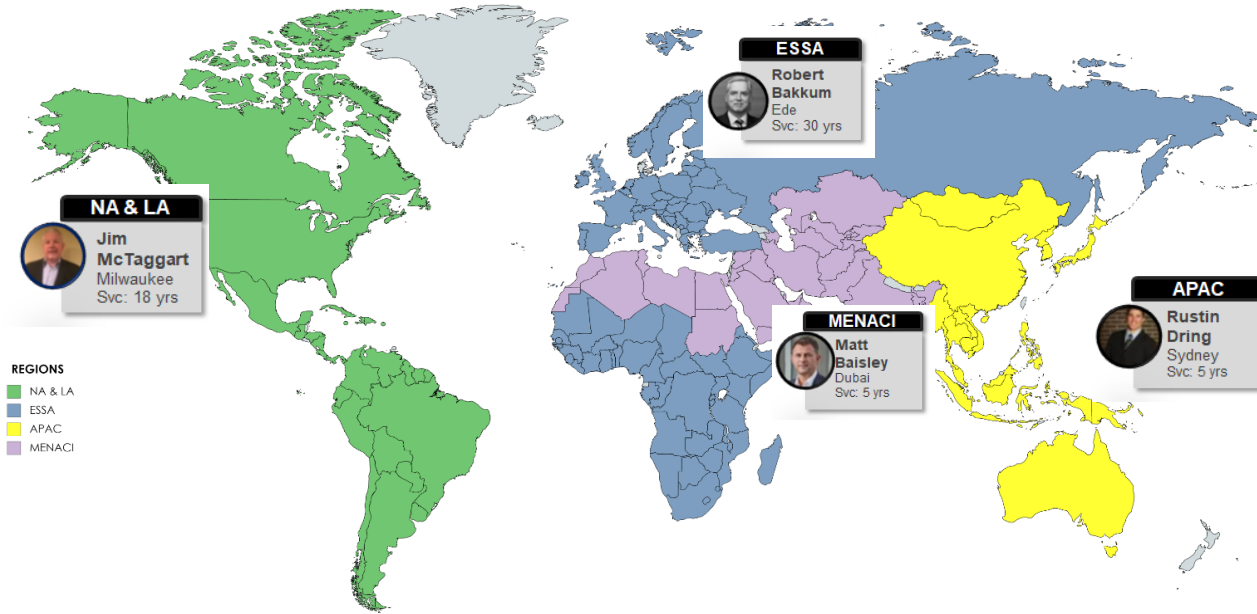
hydratight



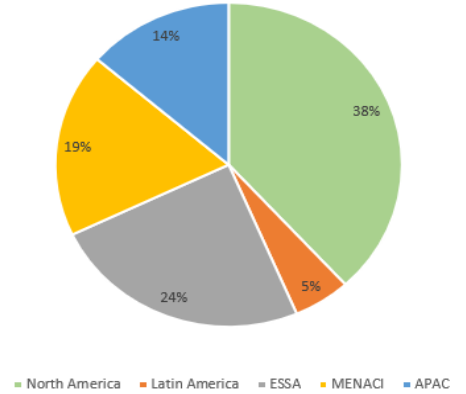
- Combining product portfolios to create centers of excellence
- Improved sales coverage
- Strengthening of vertical market presence
- Enhanced commercial proposition
- Internal and direct external VoC
- Access to service capability

- Ability to provide an enlarged scope to our customers
- Ability to leverage vertical markets, footprint and channel
- Operational leverage
- Ability to offer customized solutions
- Ability to leverage talent across the organization

- Access to a broader set of services
- Creation of a stronger rental offering
- Improved access to customized solutions and vertical markets
- Ability to drive and benefit from NPD
- Deeper technical resources



Tools & Services - F'19 Regions



Global Support

Marketing	Engineering	Finance	Corp Dev	HR	Operations	Channel	Sourcing
 Chris Kolbe Milwaukee Svc: 5 yrs	 Art Donaldson Milwaukee Svc: 3 yrs	 Andy Capps Milwaukee Svc: 17 yrs	 James Gaskell Aberdeen Svc: 6 yrs	 Dorit Liberman Milwaukee Svc: 1 yrs	 Brian Lee Milwaukee Svc: 1 yrs	 Scott Lynch Milwaukee Svc: <1 yrs	 Leslie Gyertson Singapore Svc: 1 yr. .

COMMON GLOBAL INITIATIVES

- Geographic Expansion – optimize coverage to reach new customers
- Accelerate new product introductions
- Leverage our service footprint and relationships to grow product and rental sales
- Attack new vertical markets with expanded product & service portfolio
- Grow our rental revenue, utilize our global asset fleet
- Enhance our channel effectiveness through training, certification, improved coverage
- Talent development and Succession planning

REGIONAL EXECUTION

- Each regional team will have a consistent look and feel
- Product and service offering, channels to market, and vertical markets served may vary by region
- Unique Channel Strategies to strengthen coverage
- Strong regional P&L ownership combined with support from our global functional teams

885

EMPLOYEES

6

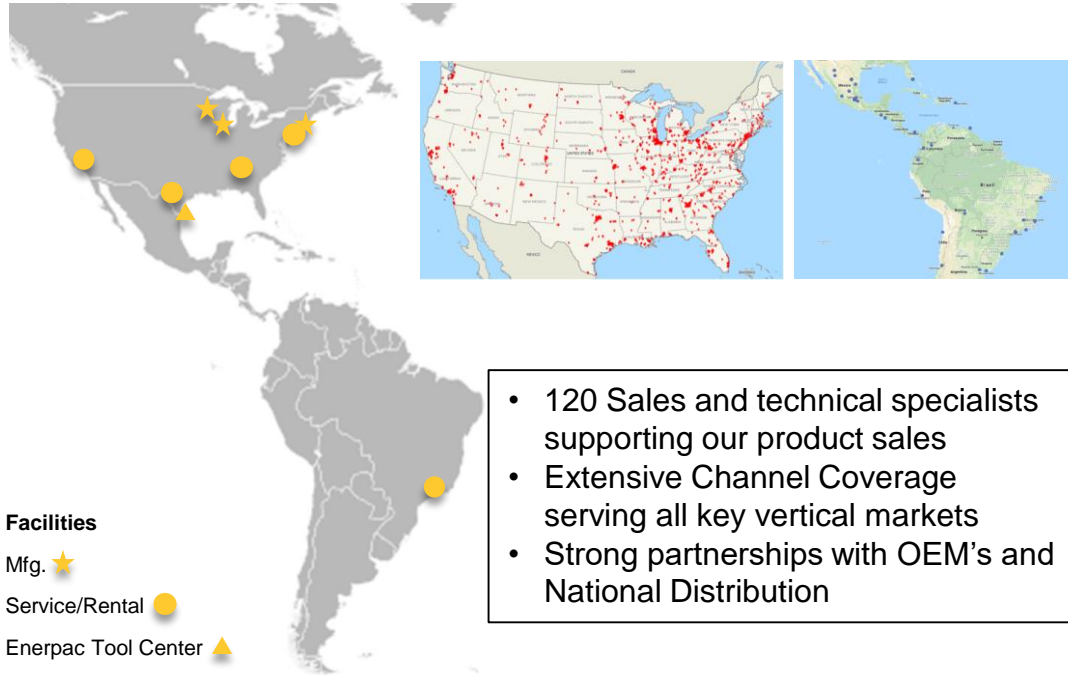
SERVICE AND
RENTAL FACILITIES

23

COUNTRIES SERVED

1800

DISTRIBUTORS
LOCATIONS



REGIONAL GROWTH INITIATIVES

- New product growth via distributor training, technical support, demo's and programming
- Dry rental growth through direct and re-rent through distribution utilizing our full product range
- Growth in adjacent verticals – Aero, Mining, Power Gen through our dedicated sales team.
- Expanding HLT standard products through distribution
- Successful launch of Enerpac Tool Center in Deer Park, TX
- Realigned service strategy focused on higher value services and add-on product



256

EMPLOYEES

7

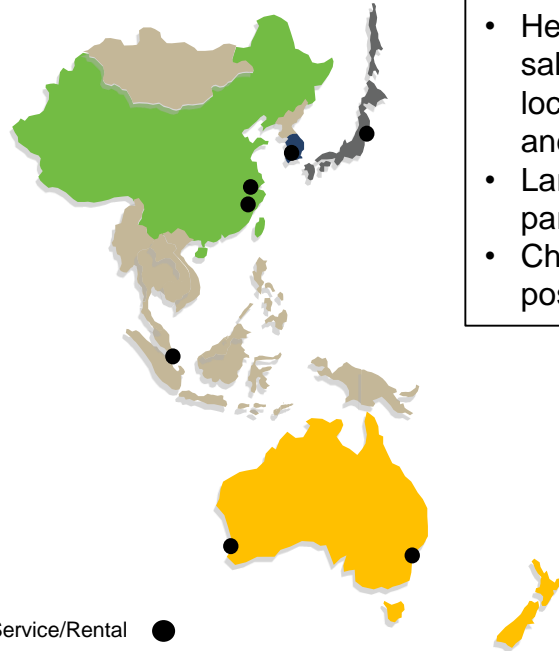
SERVICE AND
RENTAL FACILITIES

20

COUNTRIES SERVED

1007

DISTRIBUTORS
LOCATIONS



- Headquartered in Singapore with 50 sales and support staff strategically located to support our customers and distributors
- Large, well funded distribution partners committed to our strategy
- China facility and team well positioned for continued growth

REGIONAL GROWTH INITIATIVES

- Additional Product/Vertical Market specialists
- Faster NPD launches through distributor focus programs, demos and e-training
- Significant available market for sales and dry rentals in specialty machining in Indonesia, Malaysia, AUS
- Expanding our existing Master Service Agreements with global O&G producers to unlock product opportunities
- Leveraging our second brands



713

EMPLOYEES

17

SERVICE AND
RENTAL FACILITIES

84

COUNTRIES SERVED

1000

DISTRIBUTORS
LOCATIONS

10 MFG/WH

7 SERVICE/RENTAL



- 75 sales and technical specialists
- Country managers and sales teams located close to our customers
- EDE, Netherlands distribution hub enables fast response and superior customer service

REGIONAL GROWTH INITIATIVES

- New hub in Krakow, Poland aiming to increase our coverage in Eastern Europe
- Additional coverage planned in Sub Sahara Africa
- Build out dry rental through owned service centers and distribution
- NPD commercialization, distributor training, demos
- Expand our leak sealing coverage beyond Germany
- Utilize machining capability to insource, reduce lead times, cost reduce
- Complete Aberdeen consolidation, growth in North Sea product sales and rentals related to 2020 shutdown, decommissioning opportunities



335

EMPLOYEES

13

SERVICE AND RENTAL FACILITIES

19

COUNTRIES SERVED

81

DISTRIBUTORS LOCATIONS

3 MFG/WH

10 SERVICE/RENTAL

- Dubai headquarters and regional teams serving ME/N. Africa, Caspian and India
- Strong partnerships with distributors and agents focused on growing our product business
- Experienced team of sales and service professionals and longstanding customer relationships

REGIONAL GROWTH INITIATIVES

- Build on our strong relationships with NOC's and large contractors to expand product sales and rentals
- Product sales focus in N. Africa, Caspian with additional coverage actions
- Leverage our core service competencies to attack Power Gen (specialty machining, HLT) buffering the O&G shutdown cycles
- Service bundling to include more rentals of full line of Enerpac products
- Utilize second brands to improve penetration in construction, local markets



Continuous Improvement: Competency, Coverage, Mindshare

CHANNEL DEVELOPMENT

- Execute on the global channel strategy, align Enerpac goals & objectives with our distributor network
- Distributor business plans, regional focus on growth, market share, mindshare, and customer acquisition
- Continue to strengthen distributor personnel using Enerpac Academy and working with Enerpac product specialists
- Expanded product/service offering with current channel partners to carry full line of Enerpac products and services
- Expand number of Authorized Service Centers (additional part sales and calibration opportunities)

COVERAGE

- Align channel coverage to end markets and key verticals
- Dealer stratification as required to strengthen channel, reduce overlaps
- Increase certified rebuild centers at current partners (increase part sales and calibration sales)

COMPANY OWNED STORES

- Capture first hand VOC with our end users
- Support our existing channel partners with regional rental inventories (re-rent model)
- Provide channel with additional service capabilities to enhance customer service levels (calibration, repairs, local inventory)
- Provide regional training and certification for end users and channel partners



Continue to develop our strongest asset – our channel

Increasing our Authorized Service Center Locations

SERVICE CENTERS

- Quality calibrations
- Inspections
- Maintenance & repair
 - Superior Product Safety
 - OEM parts
- Highly trained & certified technicians
- Workshops designed specifically for Enerpac repairs
- Regularly re-certified to meet Enerpac standards



Offering greater value to our customers

Incremental Revenue Growth

- Leverage current Channel Partners to rent and grow market share.
- Rental growth will be incremental to Product sales and Service sales.
- Multiple channels to grow our rental business.
- Rental facility will be capable of repair, refurbishment, and calibration of tools
- Access to customers who want to try Enerpac products before purchasing.



New / Updated Products:

Enerpac Torque and Tension products, Equalizer flange spreaders and pullers. Mirage machining products, high tonnage cylinders

Geographic Expansion:

North America
South America
ESSA
MENACI
APAC

New sales channels/ programs:

Short Term & Long Term rental opportunities
Distributor rent model
Distributor product extension

Operational improvements:

Better Business Systems
Asset rationalization
Quality Certified Tools
Certified rebuild Calibration

Increase Customer Awareness of Enerpac Products

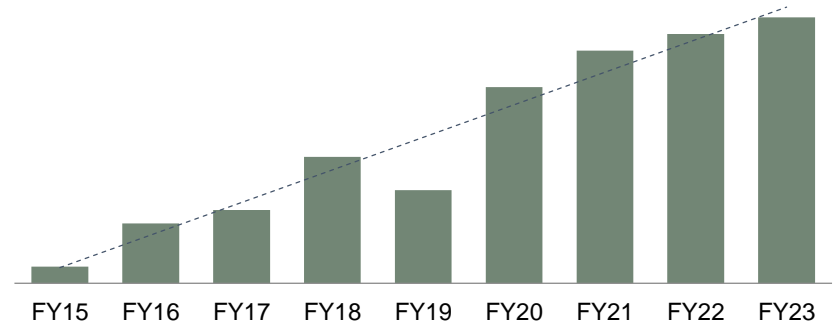
Growing our network of company owned retail sales and service centers

- Expanding capabilities and focus of our existing service centers
- Application support & Tool specification
- Operator training
- Tool maintenance & calibration
- On-site services & expertise
- E-commerce sales
- Access to new products
- Short and Long Term Rental
- Demo abilities
- **Support for 3rd party Distribution**
 - Training
 - Inventory
 - Calibration
 - RE-Rent



Target: Best in Class

- Grow faster than the market through new product development, achieving at least 10% NPVI
- Investing in Innovation and increasing our NPD speed to market
- Vertical Market teams to focus on our customers' jobs to be done.
- Improving collaboration between our Centers of Excellence
- Investing in emerging technologies to solve our customer's toughest challenges, always focused on Safety and Productivity



NEW PRODUCT VITALITY

FY15	FY19	FY20	FY21+
3.5%	7%	10%	10+%



Focusing on more innovative, impactful products!

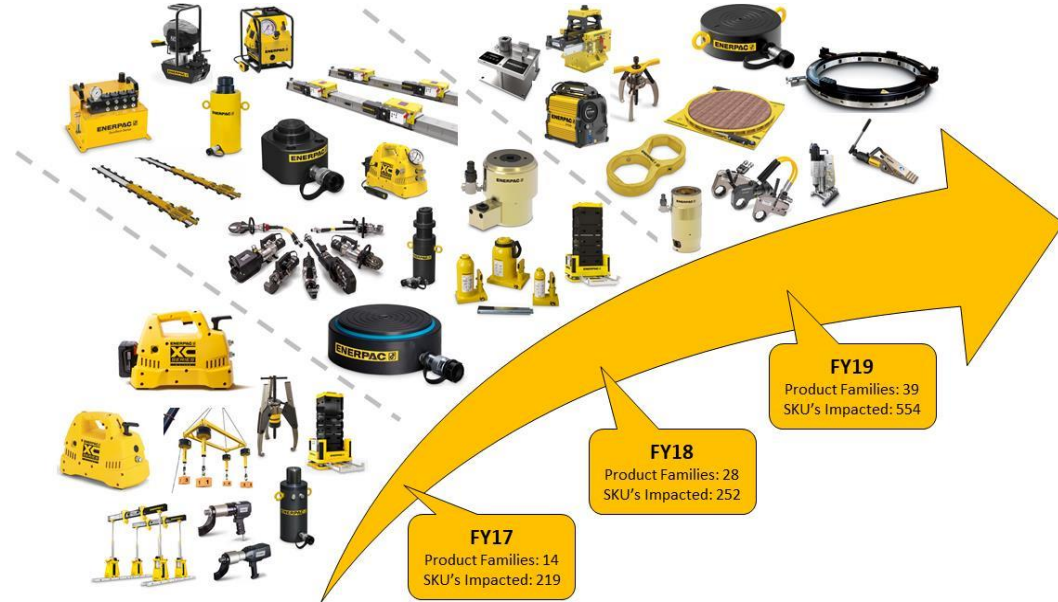
PHASE 1 Structure and Process

- Established Center of Excellences (CoE)
- Organized the Product Management Office (PMO)
- Developed Regional Marketing Structure
- Upgraded NPD process

PHASE 2 Increasing NPD Throughput

- Spread launches evenly throughout the year
- Increased from 2 to 39 launches per year
- Optimizing the commercialization process
- Engaging operations and supply chain into the process

PHASE 3 Focus on Innovation



Improving our NPD process to drive Innovation!

- Design and Innovation

- Our innovation process develops insights into actionable learnings, concepts, and prototypes.
- We focus on solutions that extend beyond the current Enerpac landscape to create a more cohesive product portfolio.

- Integrating creativity and ingenuity to create new concepts that develop into innovative products.

- Utilizing Industrial Design to establish “product families” that are attractive to our customers

- Using Industrial Design to reinforce our brand identity



Developing solutions based on customer/ market needs



**Qualitative Research +
Ethnographic Study**



Ideation + Brainstorm Moderation



Persona Mapping



Concept Ideation



Low-fidelity prototyping

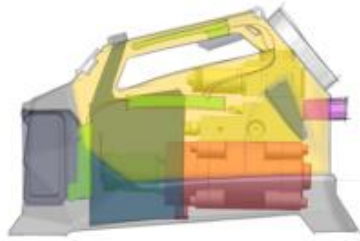


Storyboarding

Developing concepts quickly to test market and technical feasibility



Rapid Form Development



Quick layout blocking



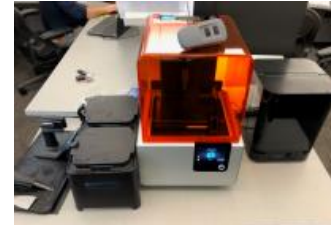
Quick CAD + Photorealistic Rendering



Graphical Treatments



CMF Documentation



Surface CAD Modeling + Small Scale 3D Printing

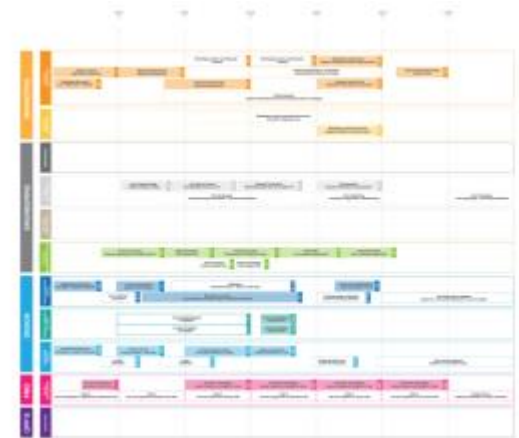
Developing solutions to meet the entire user experience



Heuristic Evaluations



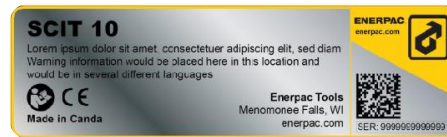
User Experience Process Mapping



Process Mapping



User Interface Investigation +
Wireframing



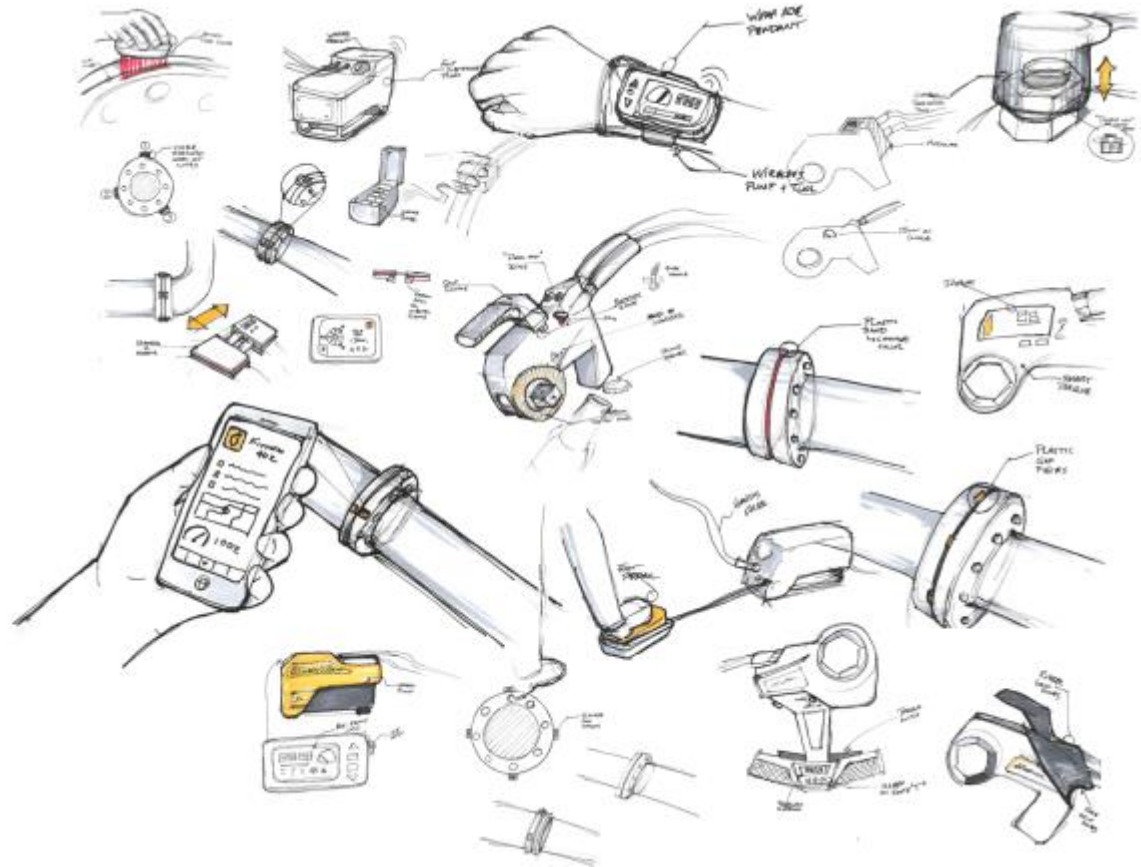
Product Graphics + Markings

A line of safety products have been identified as a way to add additional value to our products while making users safer while using our tools.



Smart Products

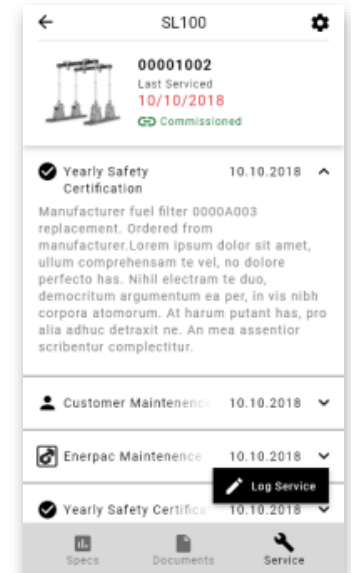
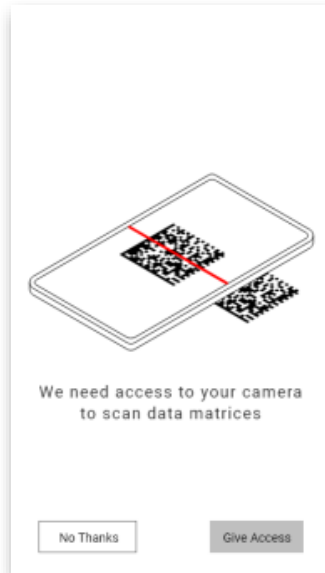
- Exploring areas of opportunity within Enerpac as we incorporate technology into our products
- Focusing on creating safety and productivity across various applications



Coupling serial numbers with digital technology to create a superior user experience

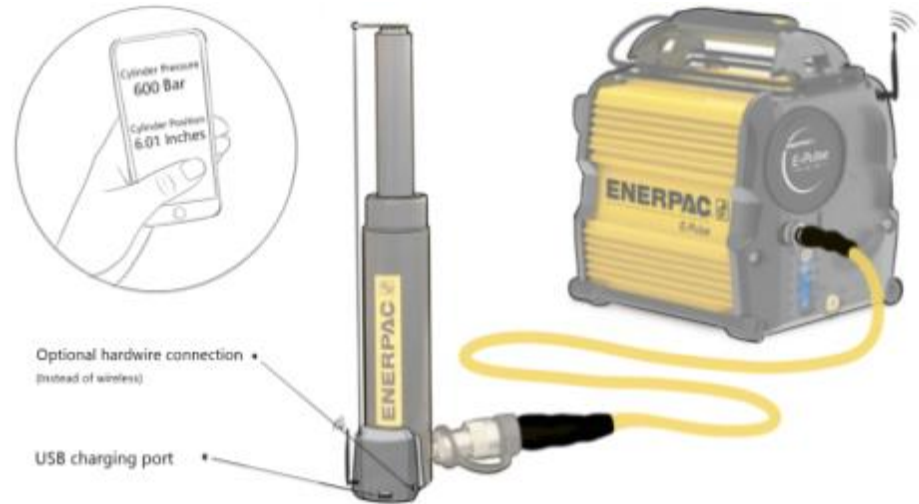
Enerpac SmartID

Propagating ID labels to allow customers and users to track and access information as well as manage their products.



Smart Systems

- Exploring add-on accessories that allow different products to
- Communicate with each other seamlessly
- Provide critical feedback to user
- Coordinate and control key functions
- Increase ease of use



Unified Controls Standards

- Bringing consistent, repeatable embedded technology to streamline controls across our product platform. Giving users the ability to control more with less
- Unifying the overall user experience with consistent look and feel for our controllers



Battery Pump | Family Strategy

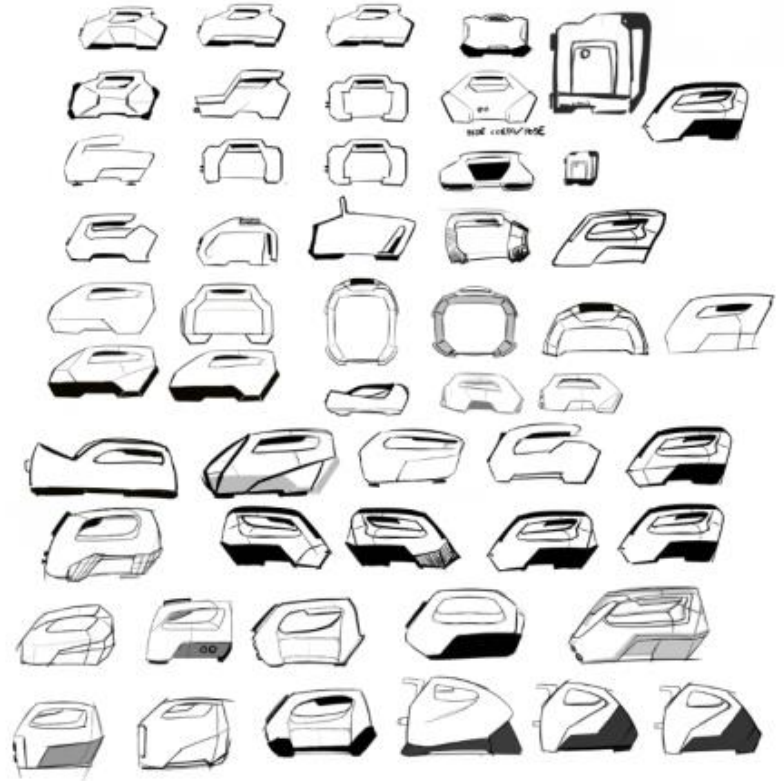
- Unifying the look and feel of all of our battery operated pump line
- Exploring how varied use cases affect the size and shape requirements
- Establishing visual brand language cues to differentiate products



Establishing a brand identity for our products

Enerpac Visual Brand Language Exploration

- Setting the stage for a unified brand appearance for Enerpac product
- Visual cues that represent our product regardless of family



Aerospace Tools – Enerpac Brand Integration

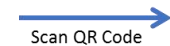
Developing an ergonomic and intuitive system that enhances the perceived value of the tool and simplifies the job for users while unifying with the Enerpac Brand vision.



- Innovation at the core of all we do
- Solutions based on customer needs
- Engineers spending more time in the field working with our products
- Industrial design involved at stage 0 of every NPD project
- Commercialization starts earlier in the process
- Utilizing our distributors in field validation program
- Advanced engineering focused on core technologies like battery, micro pump elements, wireless, smart...



+



New Products

RSL Mid-Tier Torque Wrench

The Ratchet Slim Line or RSL is our new mid-tier torque wrench offering. It will be positioned below the S&W as a more cost-effective option for our customers.

Features & Benefits

Performance

- 30-35° of operating stroke provides added productivity while avoiding “tool lock on”
- Minimal nose radius for trouble-free tool fit
- Interchangeable Square Drive to Hex Cassette design

Durability

- High-strength alloy housing performs even in the harshest environments
- Black electroless-plating for increased protection during the life of the tool
- Low maintenance – only 3 moving parts

Safety

- Completely encloses all moving parts and minimizes pinch points



Key Applications

- Flange Management
- Bolt Tightening and Loosening
- Clamp Connectors

Equalizer Flange Tools

Equalizer International became a part of the Enerpac family in May 2018. This addition to our bolting group provides our customers with a wider range of high quality flange maintenance tools.



Flange Spreading Wedges



Wind Tower Flange Tools



Secure-Grip Spreaders



Hand Pumps



Flange Alignment Tools



Flange Pulling Tools

E-Pulse Pump

Features & Benefits

Premium Performance

- High efficiency permanent magnet, direct drive motor enables continuous use and long service life
- Smart controls enable motor to maintain constant power across the pressure range
- Speed control with dial adjustment for precise operation

Rugged Durability

- Fully-enclosed, aluminum extruded shell with integrated roll cage
- Impact-absorbing, vibration-dampening feet

User-Friendly Convenience

- Integrated cord management and magnetic pendant
- Aluminum exterior easily opens for maintenance by removing handle



Key Applications

- | | |
|-------------|------------|
| ■ Bolting | ■ Crimping |
| ■ Lifting | ■ Pressing |
| ■ Spreading | ■ Bending |
| ■ Cutting | ■ Punching |
| ■ Pulling | |

The XC Torque Wrench Pump is an addition to the XC-Series of cordless hydraulic pumps. The XCTW is ideal for maintenance bolting applications requiring portability and convenience.

Features & Benefits

High Performing

- 28V 5Ah lithium-ion battery eliminates the need for air hoses, generators, or extension cords and provides excellent run time
- Brushless DC motor extends motor life and reduces motor maintenance

Convenient to Operate

- Bladder reservoir allows pump to operate in any position
- User-adjustable relief valve can be locked when desired pressure is set
- Two options for operation – trigger or pendant control
- Integrated handle and carrying strap

Interactive Pendant Design

- Vibration pulses and indicator LED provide feedback of pump operations
- User can set pressure and operate in manual or auto cycle mode



Key Markets

- MRO
- Power Generation
- Oil & Gas

The Enerpac Cutters are rugged tools designed to cut heavy duty materials including rebar, chain, wire ropes, cables, pipes, steel bar and more in construction, mining, manufacturing and many other industries.

Features & Benefits

- A broad range of hydraulic and electric tools
- Highly durable, long-lasting blades outlast angle grinder or saw blades
- Controlled cutting process enhances user safety compared with use of cut-off blades
- Minimal spark risk compared to torching, grinding and sawing methods
- Cutters produce minimal vibration, helping prevent HAVS (Hand Arm Vibration Syndrome)



Key Applications by Cutter Type

- Bar Cutter: cut rebar in construction
- Chain Cutter: cut up to 1.25" chain in rigging & transportation
- Cutters Spreader: cut objects in demolition & recycling & spread up to 11.8"
- Wire & Cable Cutter: cut steel wire & electrical cable in rigging & electrical
- Decommissioning Cutter: cut large metal objects with 6.69" max blade opening in demolition & recycling
- Flat Bar Cutter: cut rectangular bar in metal fabrication

Lock-Grip Pullers

The new Lock-Grip Pullers feature increased pulling capabilities from Enerpac's previous EP-Series Pullers. The synchronous jaw movement and locking mechanism make the LG-Series Lock-Grip Pullers a simple, safe and cost-effective solution.

Features & Benefits

- **Convenient** – Adjustment handle simplifies positioning of jaws on application and increases speed of operation
- **Safe** – Locking mechanism helps prevent jaws from slipping off application during pulling process
- **Spreading Width** – Greater spreading width on jaws enables use on thicker objects
- **Synchronous** – Synchronous jaw movement increases ease of use, and allows one operator to mount the tool and perform the pulling application
- **Point Protector** – Point protector helps prevent damage to spindle when pulling against a flat surface
- **Hollow Cylinder** – Detachable Hollow Cylinder offers increased pulling capacity compared to mechanical alternatives (Hydraulic Only)



LWC16 Lifting Wedge with Integral Pump

The LWC16 has a built-in pump and comes with a blow molded carrying case. The LWC16 is a compact, portable and easy to setup option for clearances as low as 0.39 inches.

Features & Benefits

- Integrated hand pump offers greater maneuverability and fit on constrained spaces
- Minimized access gap allows for accessibility on applications with limited insertion space
- Quick configuration and set up on the application for simple, stable lifting motion with no slippage

Included with the LWC16:



LWC16



SB2
Safety Block



LWB1
Stepped Block



Blow Molded
Carrying Case



Key Applications

- Lifting & lowering heavy equipment
- Machine maintenance & leveling
- Machinery installation & disassembly

Ultraflat Cylinders

The Ultra-Flat cylinders are designed for maintenance & lifting applications where high lifting forces are required in confined spaces starting at 1.1 inch.



CULP – Ultra-Flat with Stop-Ring

Features & Benefits

- Up to 4% side load of maximum capacity
- Stop-ring for maximum stroke limitation
- Extremely low collapsed height
- Nitrocarburized surface treatment for harsh conditions



CUSP – Ultra-Flat with Integrated Tilting Plunger

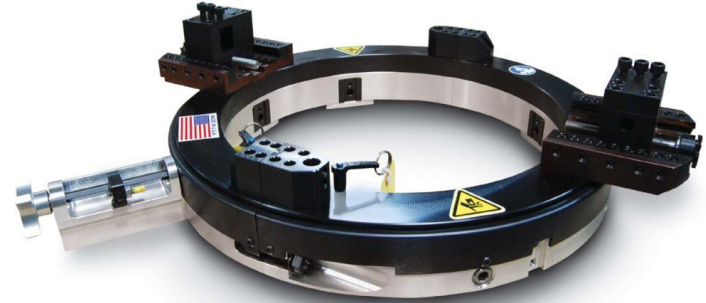
Features & Benefits

- Up to 4% side load of maximum capacity
- Extremely low collapsed height
- Integrated tilting function up to 4 degrees to evenly distribute the load
- Nitrocarburized surface treatment for harsh conditions
- “Red Line” for visual maximum stroke indication

The NB or Narrow Body portable clamshell lathe is ideal when space is at a premium. The narrow body design makes them the ideal pipe cold cutting machine for tight spaces and when obstructions are present.

Features & Benefits

- 15 Standard models cover a range from 2" to 36" outside diameter
- Pneumatic, hydraulic and electric drive options provide increased versatility
- Fully adjustable heavy duty bearing design provides greater serviceability
- Stepped and keyed gear clamps equipped with a through bolt provide a positive fit at each assembly joint
- Several different drive options are available to best position the motor for a specific machining application
- NB series clamshells accept a wide range of accessories to increase performance and expand capabilities



Global Operations

Manufacturing Excellence

- Focus on Safety, Quality, Delivery and Cost (SQDC)
- Global Manufacturing Footprint Optimization 12 plants
- Maximize machining asset utilization – Selective insourcing and investment to reduce cost and lead time
- Maintain Lean Manufacturing Culture – Manufacturing and Business Processes
- Early manufacturing engagement - Support the NPD process
- Make vs. Buy Assessments - Partnership with Procurement



Safety
<0.5 TCIR



Delivery
>95% OTD

Quality

<400 External & Intercompany PPM



Costs

>3% Material and Labor Efficiency





Lean Operations

- TCIR: < 0.5, DPPM < 400, OTD > 95%, Cost : > 3% Controllable Save
- Leverage continuous improvement culture in place globally



Footprint Optimization

- End user customer intimacy required with local relationships
- Create Regional Assembly, Machining, & Distribution Centers
- Pursue selective insourcing of machining with available/new capacity
- Disciplined capital planning



System Harmonization

- System improvements: Oracle in all manufacturing operations
- Implement user friendly business tools linked with Oracle



Supply Chain

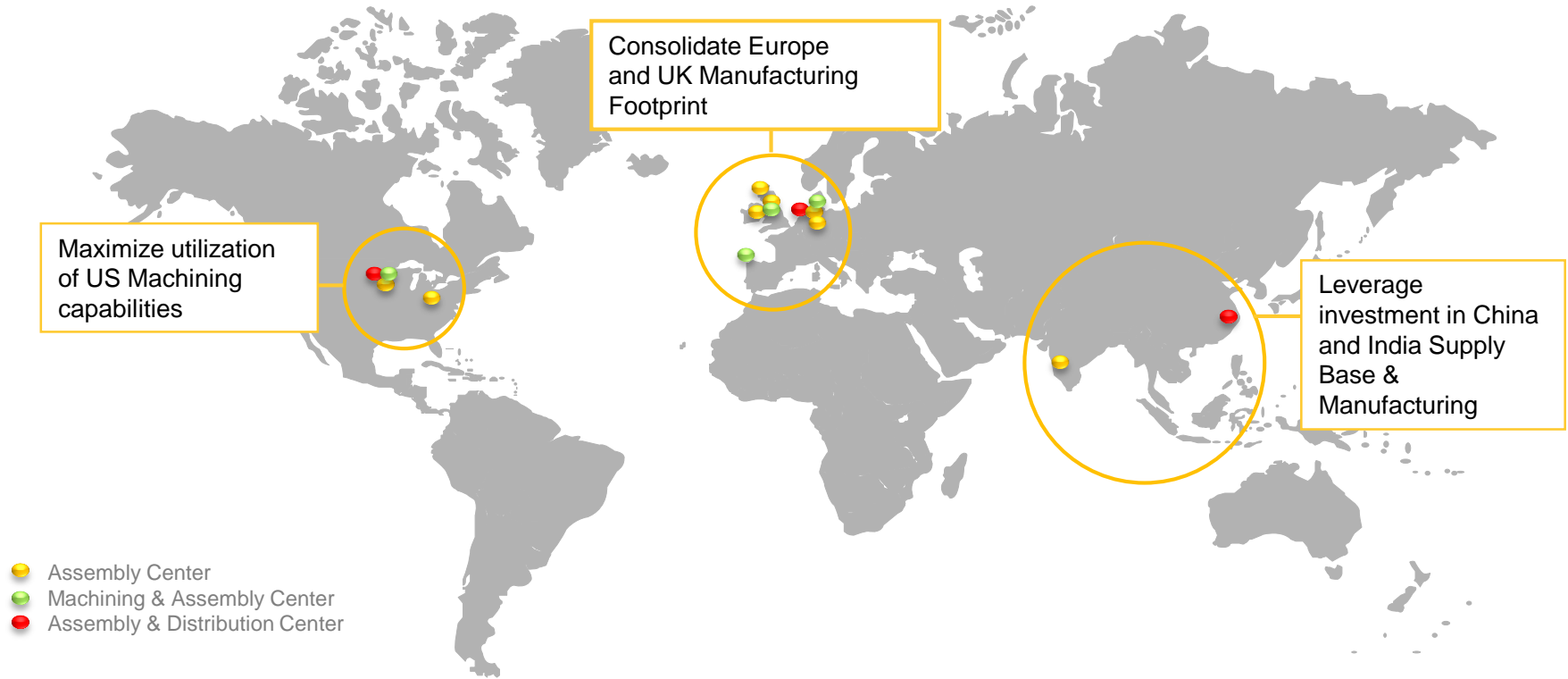
- Sourcing aligned with global category management strategy
- Drive Make v Buy analysis in NPD and current products.



Acquisitions/Divestitures

- Drive rapid and effective integration with dedicated project management

Continued improved performance to expand margins



Consolidation to drive capacity utilization and margin expansion

Columbus, Wisconsin USA



Activity:	North American Distribution Center Pump, Cylinder, Tool Assembly
Safety:	200 Days without a recordable incident
Number of employees:	180
Approximate office space:	3,000 m ²
Approximate shop floor:	13,000 m ²



Ede, Netherlands



Activity:	European Distribution Center – all tool products
Safety:	1038 Days without a recordable incident
Number of employees:	190
Approximate office space:	1,960 m ²
Approximate shop floor:	4,170 m ²

Hengelo, Netherlands



Activity:

Machine, Welding and Assembly
Heavy Lifting Technology

Safety:

667 Days without a recordable incident

Number of employees:

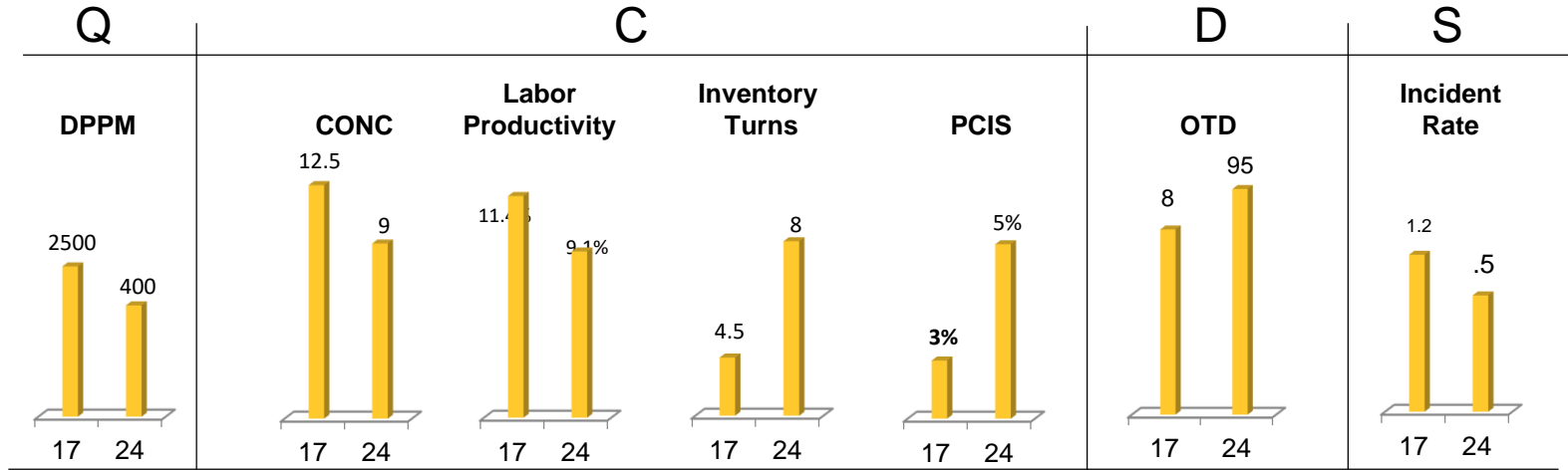
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Approximate office space:

1,200 m²

Approximate shop floor:

8,070 m²



- Consolidated regional manufacturing with flexible capacity and optimal cost.
- Standardized processes and systems, which are scalable for acquisitions.
- Culture of innovation to increase the velocity of new product development.
- Continued progress toward LEAN operations



- Transformational organizational change is underway to drive alignment around our customers, our product offering, our people and our expected results



- Multiple yet aligned and prioritized initiatives to achieve year over year growth in excess of our markets



- We will execute a global growth strategy through strong regional leadership and capability that is flexible to the particular needs of their customers and markets



- We are establishing a culture of innovation that will enable us to increase the velocity of new product development and find new ways to improve our customer's productivity and safety



- We continue to strive to be an employer of choice and offer our team the opportunity to expand their careers



Business Overview

- Focused on the use of high performance synthetic fibers and materials in custom engineered medical textiles, ropes and lifting products
- Medical and Industrial Product Lines sold under Cortland Biomedical and Cortland respectively
- Serve diverse end markets
 - Biomedical: endoscopy, sports medicine, robotics, cardiovascular, ENT, orthopedics
 - Industrial: marine, oil and gas, heavy lift, mining, aerospace and defense
- Strong end user partnerships leveraging application and product engineering expertise



- Manufacturer of biomedical textiles for implantable and non-implantable devices for over 15 years
- Go to market as component manufacturer which isolates from liability and regulatory compliance requirements of a device manufacturer. We do not sterilize or provide final packaging.
- Business started from reputation as expert in steel to synthetic conversion for industrial cables. Initially focused on braided products.
- Purpose built facility with ISO7/8 manufacturing with expanded state of the art textile capabilities, including weaving and knitting, completed at the end of 2018.
- Facility is ISO 13485:2016 Certified, compliant FDA 21CFR Part 820

Primary Competitors

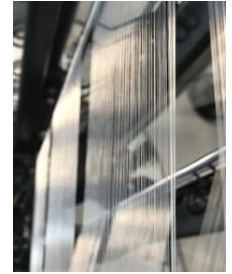
Secant Medical
Confluent Medical
Atex





Device Manufacturers

Cook Medical
Abbott
Intuitive Surgical
Medtronic
Edwards
Smith & Nephew

Capabilities

Braiding
Knitting
Weaving
Post processing
-Heat setting/shaping
-Laser cutting
-Ultrasonic welding
-Coating
-Scouring



Market	Endoscopic	Robotics	Sports Medicine	Cardiovascular
Application	Catheter cable for actuation, steering and safety retrieval	Actuation cable for suture staplers	ACL repair	Transcatheter Heart valve replacement
				
Product	Braided synthetic cable	Braided synthetic cable	Endless synthetic loop	textile skirt
Value	Synthetic textile is smaller than comparable steel cable	Synthetic textile is more flexible	Synthetic cable limits damage to soft tissue	Textile provide more effective sealing
Growth Driver	Increase use of catheters for diagnostic and treatment of cardiovascular disease; aging population	Increase use of robotic assisted procedures	Injury rates/identification in developed countries; standard of living improvement in developing countries	Increase use of THV as preferred method for valve replacement and aging population

- Focused on steel to synthetic replacement for over 35 years.
- Lighter weight synthetic products increase safety, efficiency and reduce costs by lowering operational times; synthetic products can also increase capability of existing equipment.
- Differentiated technical and development capabilities with in house engineering expertise along with industry leading testing capabilities.
- Deep and longstanding relationships across wide customer base and end markets offering made to order solutions.
- Offer integrated hardware which facilitates the integration of synthetics on existing systems
- In the process of consolidating manufacturing sites

Primary Competitors

Samson Rope
Lankhorst
Slingmax

Customers

Vestas
Technip
Foss Maritime
BAE Systems
Derrick



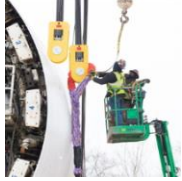





Capabilities

Braiding
Fabrication
Extrusion
Round Slings
Hardware Design
Testing



Cortland Industrial Representative Applications



Market	Marine	Mining	Oil and Gas	Industrial/Infrastructure	Aerospace/Defense
Product	Tow out rope	Towing sling	Winch line	Lifting sling	Balloon tendons
					
Value	Low weight and high strength improves productivity	Low weight	Last longer than steel and increases vessel installation capacity	Low weight improves safety and allows easier connection	Tendon has the highest strength to weight ratio commercially available
Product	Ship assist lines	Dump truck tie back	Integrated Hardware	Installation slings	Specialized fabrications
					
Value	Increased safety and performance	Reduces set-up time for maintenance	Enables integration of synthetics	Does not damage rotors and allows for increased height	Deliver application specific lifting solutions

CORE GROWTH ABOVE MARKET

~5% CORE GROWTH CAGR OR

200-300bps CORE SALES GROWTH > MARKET

- Product innovation
- Expand industries and regions
- Commercial effectiveness & share capture
- Incremental growth through strategic M&A



STRONG CASH FLOW GENERATION

+100% FCF CONVERSION = FUEL FOR GROWTH

- Margin expansion
- Low capital intensity (Capex ~2% of sales)
- Drive working capital velocity

DRIVING EFFICIENCY AND PROFITABILITY

~25% EBITDA MARGINS

- 35%-45% incremental margins
- Optimized manufacturing footprint
- Structural cost reduction
- Completion of service & product line restructuring exits
- Strategic sourcing
- Proprietary products

BEST-IN-CLASS RETURNS AND DISCIPLINED CAPITAL DEPLOYMENT

~20% RETURN ON INVESTED CAPITAL

- Organic growth: products, services & people
- Strategic acquisitions
- Opportunistic share repurchases
- Debt reduction; maintain strong balance sheet
- Leverage target of 1.5x – 2.5x

Q&A

ENERPAC  [®]

TOOL GROUP