

## **Investor Presentation**

August 2015

#### **Safe Harbor**



Today's presentation includes forward-looking statements that reflect management's current expectations about the Company's future business and financial performance.

These statements are subject to certain risks and uncertainties that could cause actual results to differ from anticipated results.

Factors that could cause actual results to differ from anticipated results are identified in Part 1, Item 1A of the Company's Form 10-K, and the current Quarterly Report on Form 10-Q.



### ✓ Overview

- Enduring Business Model
- Strategies for Long-Term Growth
  - Invest in New Products
  - Expand Geographically
  - Target New Markets
  - Make Acquisitions
- Company Performance

#### **Business Overview**

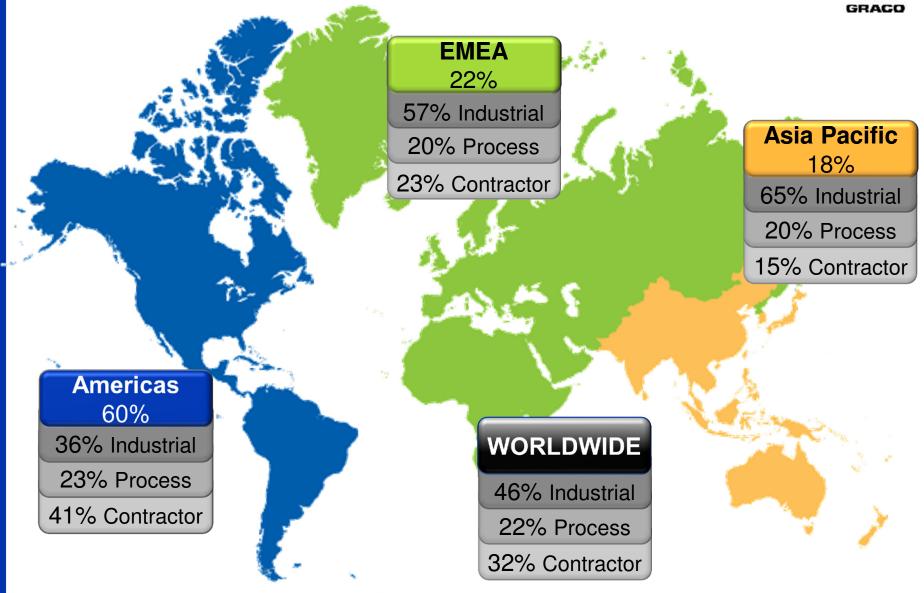


- Graco manufactures premium equipment to pump, move, meter, mix and dispense a wide variety of fluids and coatings
  - Difficult to handle materials with high viscosities
  - Abrasive and corrosive properties
  - Multiple component materials that require precise ratio control
  - Serving a broad number of end markets
- A strong business formula for sustained margin generation
  - High customer value through product differentiation
  - Manufacturing and engineering drive cost savings, reliability and quality



#### Year-To-Date June 2015 Sales — \$642 Million





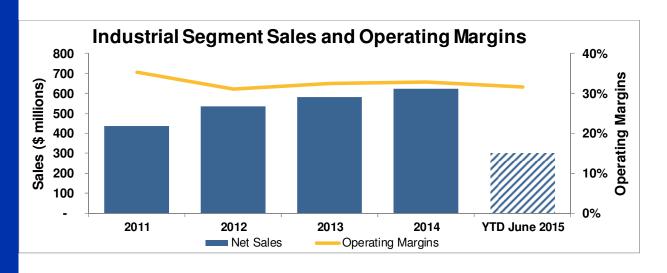
### **Industrial Equipment Segment**

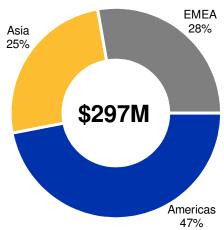
GRACO

- Growth Drivers and Trends
  - Factory movements and upgrades
  - Integration of equipment with factory data and control systems
  - Reducing energy consumption
  - Material changes driving demand
- Other Representative Industry Participants
  - Exel, Wagner, Carlisle Companies and regional players



#### YTD June 2015 Sales





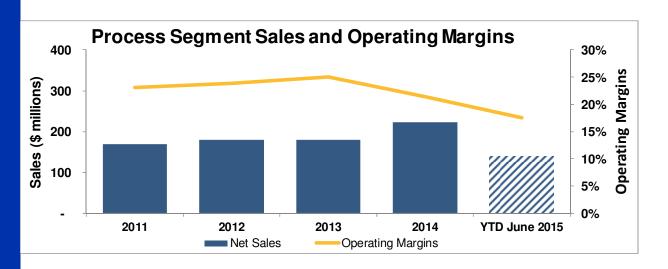
### **Process Equipment Segment**

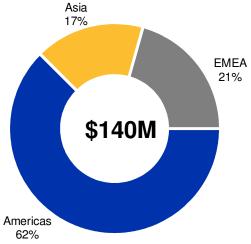
GRAGO

- Growth Drivers and Trends
  - Fill product lines for a single source solution
  - Targeting competition in the industrial lubrication market
- Other Representative Industry Participants
  - Idex, Dover, IR, Lincoln, Vogel, Bijur, Hannay, Coxreels, and regional players



#### YTD June 2015 Sales





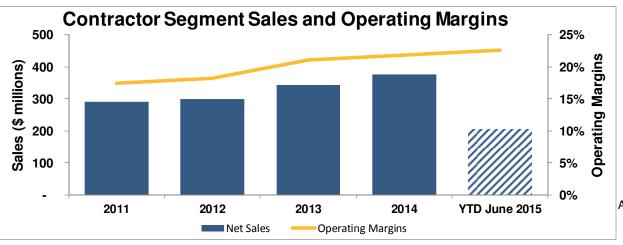
### **Contractor Equipment Segment**

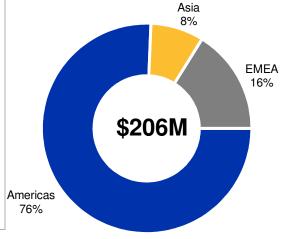


- Growth Drivers and Trends
  - Conversion of end users from manual application methods to equipment is a major focus outside North America
  - Application of texture & cementitious materials
  - Entry level product & channel expansion
  - Expanding pavement maintenance product line & channel
- Other Representative Industry Participants
  - Wagner, TTI, Campbell Hausfeld, Larius, Bedford, QTech, and regional players



#### YTD June 2015 Sales







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### **High Customer Value, Strong Product Differentiation**





### **Manufacturing and Engineering Excellence**



- 80%+ of production is based in the United States
  - High-quality, efficient, engaged labor force
  - Centralization allows for leverage of overheads
  - A currency mismatch of sales to COGS exists, however
- Continuous improvement culture
  - Unique Graco cost-to-produce measurement tool
- Ongoing capital investment
  - Plant efficiency
  - Cost reductions
  - Capacity
- New product development initiatives include value engineering focus
- Low overall warranty costs





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### **Graco's Growth Plans and Earnings Drivers**



12%+

- Acquisitions
- New Product Development
- New Markets
- Global Expansion
- **▶** End User Conversion

Graco
Targeted
Earnings
CAGR

Industrial
Production
Average
Growth
Rate

3% - 5%

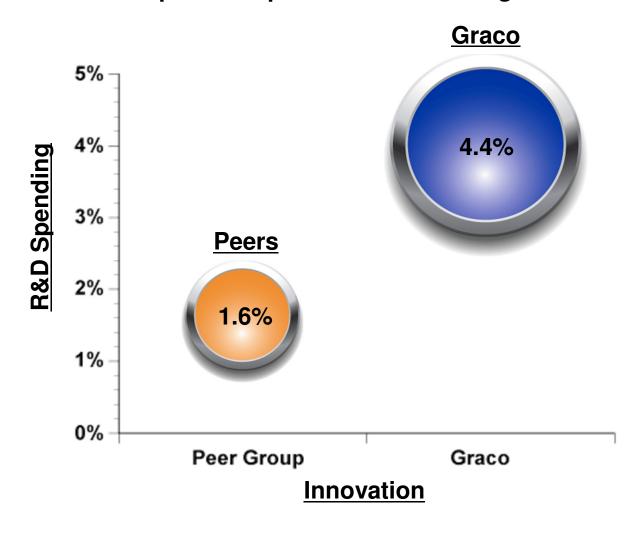


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### **Targeting Growth Through New Products & Markets**



#### **New Product Development Expense as a Percentage of Revenues – 2014**



#### **Contractor – Professional Airless Line Upgrade**



#### Small to Midsize Electric Sprayers

- New ProConnect™ Quick Change Paint Pump for "On the Job" Replacement Repairs
- NEW FastFlush™ Mode Saves Time with Easy/Fast Sprayer Clean-Up
- NEW "Rugged Durable" look with Enhanced Motor, Control, Pump Improvements for Longer Life





#### FinishPro™ Airless



#### **Contractor – Professional Gas Airless Upgrade**



- New Standard Series
  - No frills, Day-In-Day-Out Performance/Reliability at an Attractive Price
- New ProContractor Series
  - Full Featured Heavy-Duty Performance/Reliability for "New Construction"
     Job Sites Hose Reel, MaxLife® Pump, Pressure Gauge, Heavy-Duty Frame



## **ProContractor™ Series**



### Industrial – Reactor® 2 Hydraulic

# GRAGO

#### Advancing the Industry through improved control

- On board data recording of key process parameters
- Graco InSite Remote Reporting Technology
  - Real-time remote viewing of machine status w/ PC or smart device
  - Cloud storage of all key processing parameters
- Drum level indicators
- Recipe storage
- QR code troubleshooting link
  - Graco managed website with troubleshooting content









### Industrial – Therm-O-Flow® Bulk Hot Melt System



- For hot melt adhesives in 55 gal drums
- Offers fast melt rates and throughput capability two times greater than the leading competitor
- Updated to include Graco Control Architecture™
- Advanced temperature controls eliminate scorched material, material degradation & rework





#### Industrial – M2K

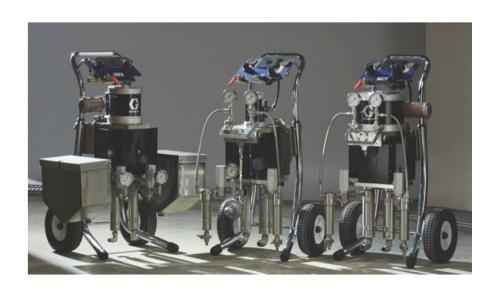


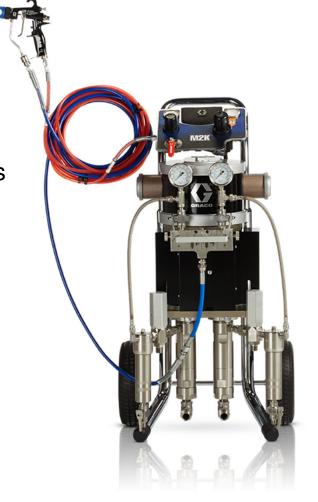
#### Fixed Ratio, Entry Level Mechanical Proportioner

 Increases mix material accuracy to improve finish quality and reduce material waste compared to hand mixing

 Compact size makes it faster and easier to flush, saving time and disposal costs

Ideal for lower volume two component materials





### Industrial – Pro Xp™ Auto

GRACO

- Increases spray performance and transfer efficiency
- 24/7 gun monitoring tracks performance
- Easily adapts to changing voltage needs
- Fits almost any system requirement
- Service reminders eliminate guesswork







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### **Acquired December 2014**



- A manufacturer and distributor of finishing products in Brazil
- Establishes Graco's first operational presence in market
- While small, Multimaq has an existing customer base and knowledgeable sales force
- Allows us to enhance our longterm competitive position in Brazil





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#### Painting just got easier – It's in the Bag!

- Spray in ANY direction, even upside down
- Handles unthinned paints and stains
- Easy cleanup reuse or toss the bag













\$169







\$199

\$259

#### **Process – Chemsafe™ Diaphragm Pumps**



#### **Pumping Solution for Corrosive Chemicals**

- Features 100% PTFE or UHMW polyethylene fluid paths
- PTFE over-molded diaphragm
- CNC machined design insures precision fit and superior chemical containment
- Full line available in 1.5", 1",1/2", 3/8", 1/4" models





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#### **Recent Acquisitions**













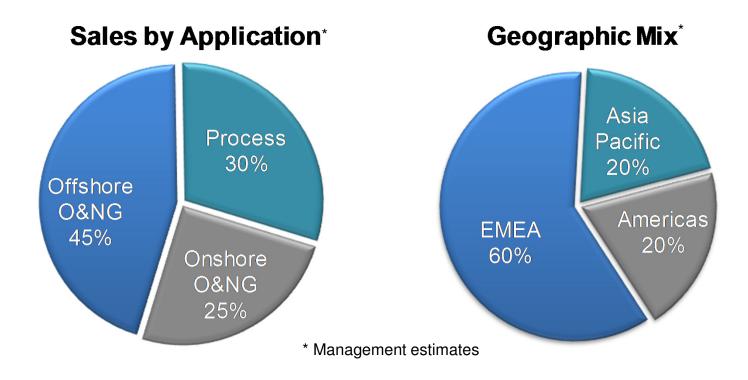




### - Alco Valves Group - Acquisition of Alco Valves Group



- The Alco Valves Group (Alco), a United Kingdom based manufacturer of high quality, high pressure valves used in Oil & Natural Gas (O&NG) and other industrial processes was acquired on October 1, 2014.
- Alco generated approximately £19 million of revenue in the most recent trailing twelve months. The acquisition was an all cash transaction which closed for £72 million and is subject to normal post-closing purchase price adjustments.



### **Alco Valves Group** Acquired October 1, 2014



#### **Alco Hi-Tek**™ (Oil and Gas projects)

- Double block and bleed (DBB) valves
- Chemical injection valves
- Mono-flange valves
- Piping valves







#### **Alco Valves**™ (Oil and Gas standard distributed valves)

- High pressure single valves
- Needle and ball
- Instrument manifolds
- Super alloy valves

#### **Alco Sub-Tek**™ (Sub-sea valves)

- Subsea DBB
- Subsea gate and ball valves

#### **Alco Process** (General industrial valves)

· Gate, ball, globe and check valves













### **Acquired December 2014**



- Adds new products and technologies to build our surface prep business
- Expands rental channel opportunities worldwide
- Manufacturing will relocate from Ontario to Minneapolis in 2015
- New product launch in February 2015 upgrading all Geo-Blaster models
  - Improved performance
  - Easier to use















### **Acquired January 2015**



 White Knight - Manufactures high purity and ultra-high purity fluid handling equipment used to deliver, circulate, reclaim and transport aggressive chemical fluids and slurries





Semiconductor Fabrication



**Solar Panel Fabrication** 





Flat Panel Display
/ LED / Electronics
Fabrication



**Chemical** 

### **Acquisition – High Pressure Equipment**



 High Pressure Equipment Company (HiP), an Erie, Pennsylvania based manufacturer of high quality, high pressure valves used in Oil & Natural Gas (O&NG) and other industrial processes was acquired on January 20, 2015



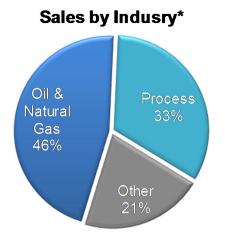




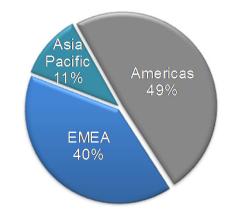




 The acquisition was an all cash transaction which closed for \$160 million and is subject to normal post-closing purchase price adjustments







**Geographic Mix\*** 

\* Management estimates



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### **Change in Segment Reporting**



- During Q1, the Company revised the presentation of our financial reporting segments into the following three segments:
  - Industrial includes Industrial Products and Applied Fluid Technologies divisions
  - Process includes Process, Oil and Natural Gas, and Lubrication divisions
  - Contractor remains unchanged
- Change aligns the types of products offered and markets served within the segments

#### 2014 Reportable Segments Lubrication **Contractor Segment Industrial Segment Segment** Proportioning systems Vehicle servicing · Protective coatings and Professional grade Diaphragm pumps foam sprayers equipment handheld paint sprayers Groundwater sampling and Adhesives dispensing Metered and non-metered · Architectural paint, stain remediation pumps and air dispense for oil, grease, or equipment and lacquer sprayers strippers automotive fluids · Liquid and powder Pavement marking and High and ultra-high application pumps Industrial lubrication grinding equipment pressure valves equipment Circulating and paint supply sprayers **Contractor Segment Industrial Segment Process Segment** 2015 Reportable Segments

- Prior year segment information has been restated to conform to 2015 reporting
  - See Appendix

#### **Graco Reported Second Quarter Results**



| \$ millions except EPS               |    | Second Quarter  |    |                 |                   |      | Year-to-Date    |      |                 |                   |  |
|--------------------------------------|----|-----------------|----|-----------------|-------------------|------|-----------------|------|-----------------|-------------------|--|
|                                      |    | 2015            |    | 2014            | Change            | 2015 |                 | 2014 |                 | Change            |  |
| Sales                                | \$ | 335.5           | \$ | 322.5           | 4 %               | \$   | 641.9           | \$   | 612.5           | 5 %               |  |
| Gross Profit<br>% of Sales           |    | 180.6<br>53.8 % |    | 176.9<br>54.8 % | 2 %<br>(1.0) pts  |      | 342.8<br>53.4 % |      | 336.2<br>54.9 % | 2 %<br>(1.5) pts  |  |
| Operating Earnings<br>% of Sales     |    | 83.9<br>25.0 %  |    | 85.8<br>26.6 %  | (2)%<br>(1.6) pts |      | 149.1<br>23.2 % |      | 160.6<br>26.2 % | (7)%<br>(3.0) pts |  |
| Held Separate Investment Income, Net |    | 158.8           |    | 10.6            |                   |      | 188.4           |      | 14.2            |                   |  |
| Net Earnings<br>% of Sales           | \$ | 172.6<br>51.5 % | \$ | 66.2<br>20.5 %  | 161 %<br>31.0 pts | \$   | 241.5<br>37.6 % | \$   | 117.0<br>19.1 % | 106 %<br>18.5 pts |  |
| Diluted Earnings<br>Per Share        | \$ | 2.90            | \$ | 1.07            | 171 %             | \$   | 4.02            | \$   | 1.88            | 114 %             |  |
| Diluted Shares in Millions           |    | 59.6            |    | 62.0            |                   |      | 60.0            |      | 62.2            |                   |  |

- Changes in currency translation rates reduced sales by approximately \$17 million for the quarter and \$30 million year-to-date, and decreased net earnings by approximately \$6 million for the quarter and \$10 million for the year-to-date
- Non-recurring income tax benefits increased net earnings by a total of \$9 million, or \$0.15 per diluted share for both the quarter and year-to-date

|                         | <br>2015     | 2014 |        |  |
|-------------------------|--------------|------|--------|--|
| Adjusted Net Earnings   | \$<br>62.9 M | \$   | 55.4 M |  |
| Diluted EPS as adjusted | \$<br>1.05   | \$   | 0.89   |  |

| Year-to-Date |         |  |      |         |  |  |  |
|--------------|---------|--|------|---------|--|--|--|
| 2015         |         |  | 2014 |         |  |  |  |
| \$           | 102.0 M |  | \$   | 102.5 M |  |  |  |
| \$           | 1.70    |  | \$   | 1.65    |  |  |  |

## **Divestiture of Held Separate Business Assets**



- April 1, 2015, pursuant to the Federal Trade Commission final order, the Company sold the Liquid Finishing business assets acquired in 2012
- The sale price was \$590 million. The transaction is subject to customary working capital and other post-closing adjustments
- Net earnings include gain on the sale, after transaction costs and tax, and investment income of \$110 million (\$1.85 per diluted share) for the quarter and \$139 million (\$2.32 per diluted share) year-to-date
  - Transaction costs include a \$7 million contribution to the Company's charitable foundation
- Calculation of the non-GAAP measurement of net earnings excluding investment income and expense follows (in millions except per share amounts):

|                                                                                                                     | Second Q | uarter  | Year-to-Date |          |  |  |
|---------------------------------------------------------------------------------------------------------------------|----------|---------|--------------|----------|--|--|
|                                                                                                                     | 2015     | 2014    | 2015         | 2014     |  |  |
| Net earnings Held separate investment (income), net Income tax effect on Held Separate income Adjusted net earnings | \$ 172.6 | \$ 66.2 | \$ 241.5     | \$ 117.0 |  |  |
|                                                                                                                     | (158.8)  | (10.6)  | (188.4)      | (14.2)   |  |  |
|                                                                                                                     | 49.1     | (0.2)   | 48.9         | (0.3)    |  |  |
|                                                                                                                     | \$ 62.9  | \$ 55.4 | \$ 102.0     | \$ 102.5 |  |  |
| Diluted EPS as reported Diluted EPS as adjusted                                                                     | \$ 2.90  | \$ 1.07 | \$ 4.02      | \$ 1.88  |  |  |
|                                                                                                                     | 1.05     | 0.89    | 1.70         | 1.65     |  |  |

No further investment dividends will be received

#### Tax Items



- The effective tax rate was 28% for the quarter, consistent with the comparable period last year, and 26% for the year-to-date down 3 percentage points compared to last year
  - During the second quarter, the Company asserted that it will indefinitely reinvest earnings of foreign subsidiaries to support expansion of its international business.
     The change in assertion decreased deferred income taxes related to undistributed foreign earnings by \$7 million (non-recurring), reducing the effective tax rate as compared to last year
  - Tax rate effects of the gain on the sale of the Liquid Finishing assets offset the effects of the foreign earnings reinvestment assertion
  - Higher post-tax dividend income and an additional non-recurring tax benefit related to completion of certain tax items of \$2 million further reduced the year-to-date effective tax rate
- Tax rate for third quarter and the second half is expected to be approximately 31-33%; for the year approximately 28-29%
  - Assumes the Federal R&D tax credit will not be reinstated in 2015. If renewed, the annual benefit is expected to be approximately \$3 million or 1 percentage point on earnings (exclusive of the Held Separate gain)

### **Second Quarter 2015 Sales Data**



#### **Components of Net Sales Change**

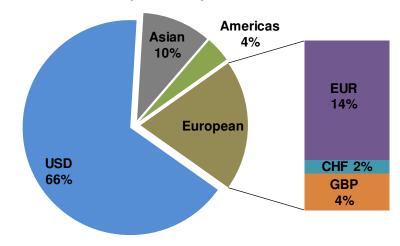
#### **Second Quarter June 2015**

|                  | Segment    |         |            |          |       |              |              |
|------------------|------------|---------|------------|----------|-------|--------------|--------------|
|                  | Industrial | Process | Contractor | Americas | EMEA  | Asia Pacific | Consolidated |
| Volume and Price | 3 %        | 4 %     | 3 %        | 3 %      | 1 %   | 5 %          | 3 %          |
| Acquisitions     | 1 %        | 32 %    | _          | 5 %      | 9 %   | 8 %          | 6 %          |
| Currency         | (6)%       | (5)%    | (4)%       | (1)%     | (15)% | (5)%         | (5)%         |
| Total            | (2)%       | 31 %    | (1)%       | 7 %      | (5)%  | 8 %          | 4 %          |

#### Year-to-Date June 2015

|                  |            | Segment |            |          |       |              |              |
|------------------|------------|---------|------------|----------|-------|--------------|--------------|
|                  | Industrial | Process | Contractor | Americas | EMEA  | Asia Pacific | Consolidated |
| Volume and Price | 1 %        | 4 %     | 9 %        | 7 %      | _     | (2)%         | 4 %          |
| Acquisitions     | 1 %        | 30 %    |            | 5 %      | 9 %   | 6 %          | 6 %          |
| Currency         | (6)%       | (5)%    | (4)%       | (1)%     | (15)% | (4)%         | (5)%         |
| Total            | (4)%       | 29 %    | 5 %        | 11 %     | (6)%  | _            | 5 %          |

#### Sales by Currency YTD June 2015



Asian currencies include: AUD, CNY/RMB, KRW, JPY

Americas currencies include: CAD, BRL, MXN

## **Operating Earnings**



| $\sim$ 1 | . ^  |          |          |
|----------|------|----------|----------|
| ( 'hanaa | 1011 | naratina |          |
| CHAILLE  | 1111 | DEIAIIIC | Earnings |
| Oagc     |      | P 0 . ag | _ ~90    |

2014 Q2 Operating Earnings (\$M and % of sales)

Translation effect

Mix, pricing and product cost

Effect of acquired businesses on operating earnings leverage

Effect of inventory step-up, net, and acquisition costs for acquired businesses

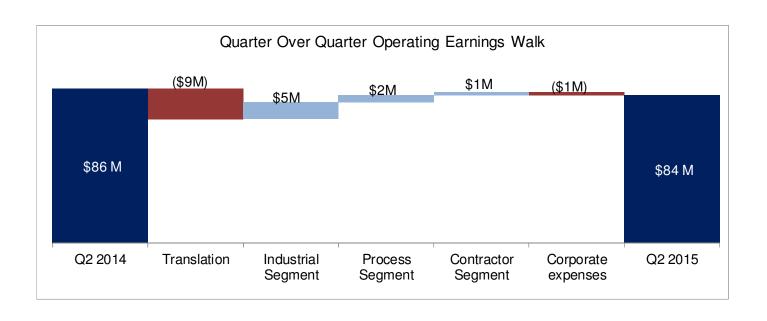
Incremental investment in regional and product growth initiatives

Increased unallocated corporate expenses (pension, stock compensation)

Volume effect on expense leverage

2015 Q2 Operating Earnings (\$M and % of sales)

| Second ( | Quarter | Year-to-Date |      |  |  |
|----------|---------|--------------|------|--|--|
| \$ 86    | 27 %    | \$ 161       | 26 % |  |  |
| (9)      | (2)     | (16)         | (1)  |  |  |
| 7        | 1       | 14           | _    |  |  |
| 2        | (1)     | 4            | (1)  |  |  |
| _        |         | (3)          | _    |  |  |
| (1)      | _       | (3)          | _    |  |  |
| (1)      | (1)     | (3)          | (1)  |  |  |
| _        | 1       | (5)          | _    |  |  |
| \$ 84    | 25 %    | \$ 149       | 23 % |  |  |



# Notable Info from Second Quarter 2015 Earnings Release & Call



- Capital expenditures expected to be approximately \$40 million in 2015
- During the quarter, we met our goal of less than 60 million diluted shares outstanding. Share repurchases will continue via open market transactions and/or short-dated accelerated share repurchase programs
- With the realization on the gain on the sale of the Held Separate business assets, the Company contributed \$7 million to the Company's charitable foundation. The Company does not plan significant future contributions to the foundation
- At exchange rates in effect on July 21, 2015, assuming the same volumes, mix of products and mix of business by currency as in 2014, the unfavorable movement in foreign currencies would be a headwind of approximately 5% on sales and 11% on earnings

## **Current Environment**



|                       | Americas                                                                                                 | ЕМЕА                                                                                 | Asia Pacific                                                                                              |
|-----------------------|----------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|
| Industrial<br>Segment | Stable: General Industrial<br>Challenging: Heavy Machinery                                               | Stable: Western Europe<br>Challenging: Currency,<br>Geopolitical                     | Stable: General Industrial, Adhesive Dispense Challenging: Ship Building, Mining Spotty: Project Activity |
| Contractor<br>Segment | Improving: Pro Paint and General Construction, DIY                                                       | Favorable: Northern Europe, Middle East Challenging: Currency, Geopolitical          | Favorable: Southeast Asia & Australia Challenging: Gen Construction, Equipment Adoption Rates             |
| Process<br>Segment    | Favorable: Process applications,<br>Vehicle services & Industrial lube<br>Challenging: Oil & Natural Gas | Stable: Western Europe,<br>Challenging: Currency,<br>Geopolitical, Oil & Natural Gas | Favorable: Process applications Challenging: Industrial Lubrication, Mining                               |

## **Long-Term Cash Deployment Priorities**



# Organic Growth

- International Footprint
- Product Development
- Production Capacity and Capabilities

#### Acquisitions

- Supplement to Organic Growth
- Leverage Our Strengths

# Shareholder Return

- Dividend Payout Ratio ~30%
- More than 6 Million Shares Remaining on Authorization

## **Key Investment Attributes**



- Strategies that will drive long-term, above-market growth
- Premium products that provide a strong ROI for end users
- Leading industry positions
- Serves niche markets where customers are willing to purchase quality, technology-based products
- Products perform critical functions
- Consistent investments in capital and growth initiatives
- Shareholder-minded management
- Financial strength



# **Financial Summary Q2 2015**

**Appendix** 

### Financial Results – Year-to-Date June



| (\$ Millions except EPS) | 2015     | 2014     | Change |
|--------------------------|----------|----------|--------|
| Sales                    | \$ 641.9 | \$ 612.5 | 5%     |
| Gross Profit Rate        | 53.4%    | 54.9%    |        |
| Operating Expenses       | 193.6    | 175.6    | 10%    |
| Operating Earnings       | 149.1    | 160.6    | (7%)   |
| Net Earnings             | \$ 241.5 | \$ 117.0 | 106%   |
| Earnings Per Share       | \$ 4.02  | \$ 1.88  | 114%   |

In April, the Company sold the Held Separate business assets acquired in 2012. Calculation of the non-GAAP measurement of net earnings excluding investment income and expense follows (in millions except per share amounts):

2015
2014

| Net earnings                              | \$ 241.5 | \$ 117.0 |
|-------------------------------------------|----------|----------|
| Held separate investment (income), net    | (188.4)  | (14.2)   |
| Income tax effect on Held Separate income | 48.9     | (0.3)    |
| Adjusted net earnings                     | \$ 102.0 | \$ 102.5 |
|                                           |          |          |
| Diluted EPS as reported                   | \$ 4.02  | \$ 1.88  |
| Diluted EPS as adjusted                   | 1.70     | 1.65     |

#### **Year-to-Date June 2015 Results**



- Sales increased 5 percent, 10 percent at consistent exchange rates, including
   6 percentage points from acquired operations
- Gross profit margin of 53½ percent, down 1½ percentage points from last year
  - Changes in currency translation rates reduced gross margin 1 percentage point
  - Non-recurring inventory-related purchase accounting effects and lower margins in acquired operations accounted for approximately ½ percentage point
- Operating expenses were 10 percent higher than last year
  - Expenses of acquired operations, spending on regional and product initiatives and an increase in unallocated corporate expenses; mostly pension stock compensation and new central warehouse
- Backlog increased \$9 million as compared to prior year-end
- Non-recurring income tax benefits increased net earnings by a total of \$9 million, or \$0.15 per diluted share for both the quarter and year-to-date
- Net earnings increased by 106 percent compared to last year and diluted EPS was \$4.02 including the gain on the sale of the Held Separate business assets and non-recurring income tax benefits

### Financial Results – Second Quarter



| (\$ Millions except EPS) | 2015     | 2014     | Change |
|--------------------------|----------|----------|--------|
| Sales                    | \$ 335.5 | \$ 322.5 | 4%     |
| Gross Profit Rate        | 53.8%    | 54.8%    |        |
| Operating Expenses       | 96.7     | 91.0     | 6%     |
| Operating Earnings       | 83.9     | 85.8     | (2%)   |
| Net Earnings             | \$ 172.6 | \$ 66.2  | 161%   |
| Earnings Per Share       | \$ 2.90  | \$ 1.07  | 171%   |

In April, the Company sold the Held Separate business assets acquired in 2012. Calculation of the non-GAAP measurement of net earnings excluding investment income and expense follows (in millions except per share amounts):

|                                           | 2010     | 2017    |
|-------------------------------------------|----------|---------|
|                                           |          |         |
| Net earnings                              | \$ 172.6 | \$ 66.2 |
| Held separate investment (income), net    | (158.8)  | (10.6)  |
| Income tax effect on Held Separate income | 49.1     | (0.2)   |
| Adjusted net earnings                     | \$ 62.9  | \$ 55.4 |
|                                           |          |         |
| Diluted EPS as reported                   | \$ 2.90  | \$ 1.07 |
| Diluted EPS as adjusted                   | 1.05     | 0.89    |

#### **Second Quarter 2015 Results**



- Sales increased 4 percent, 9 percent at consistent exchange rates, including 6 percentage points from acquired operations
- Gross profit margin of 54 percent, down 1 percentage point from last year
  - Changes in currency translation rates and lower average gross margin rates of acquired operations
- Operating expenses were 6 percent higher than second quarter last year
  - Expenses of acquired operations, spending on regional and product initiatives, and an increase in unallocated corporate expenses
- Non-recurring income tax benefits increased net earnings by a total of \$9 million, or \$0.15 per diluted share for both the quarter and year-to-date
- Net earnings increased by 161 percent compared to second quarter last year and diluted EPS was \$2.90 including the gain on the sale of the Held Separate business assets and non-recurring income tax benefits



## **Financial Summary 2014**

**Appendix** 

### **Financial Performance**

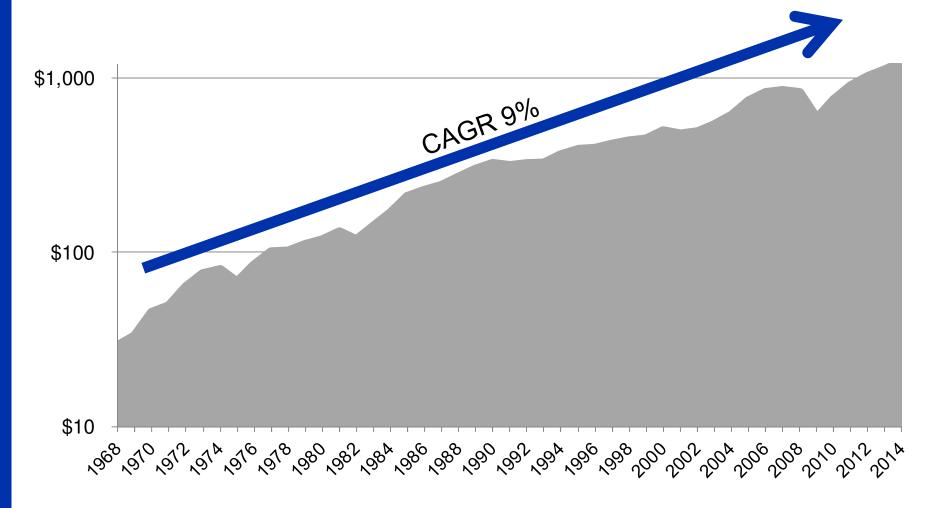


### Sales and Operating Margin



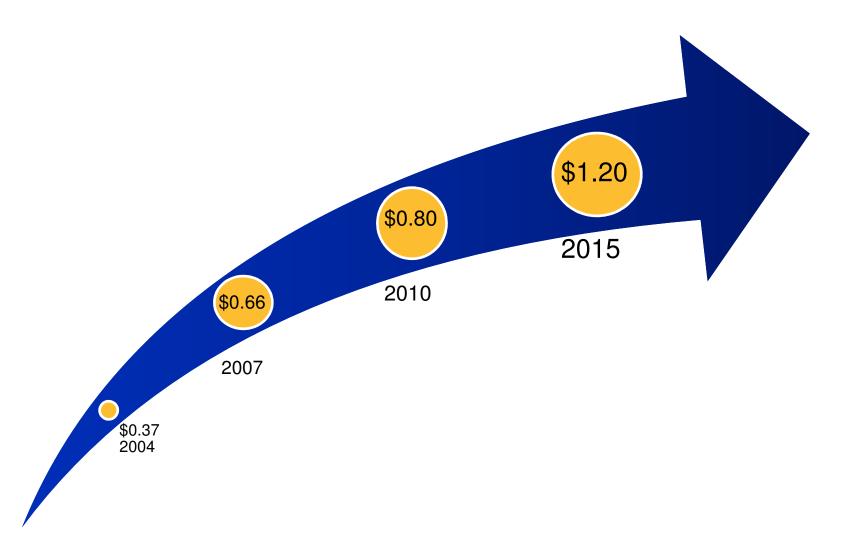
## **Historic Sales** (\$ Millions)





## **Stock Dividend Growth**





## **Strong Cash Generation**



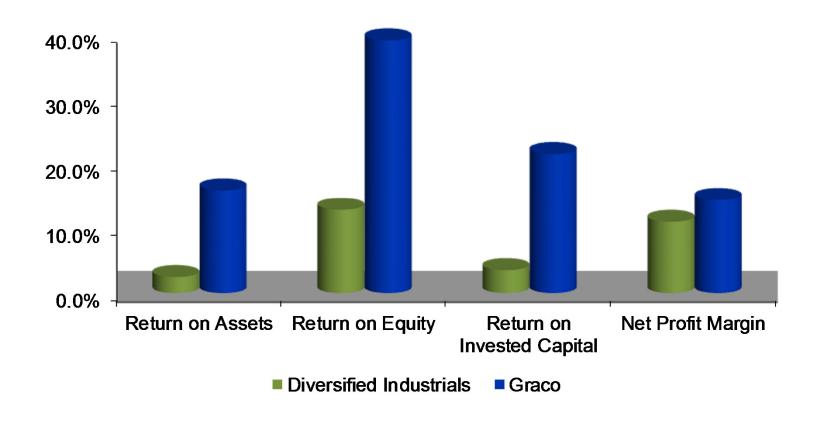
| (\$ Millions)        | 2014   | 2013   | 2012   | 2011   | 2010   | 2009   | 2008   | 2007   | 2006   |
|----------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Operating Cash Flows | \$ 241 | \$ 243 | \$ 190 | \$ 162 | \$ 101 | \$ 147 | \$ 162 | \$ 177 | \$ 156 |
| % of Net Income      | 107%   | 115%   | 127%   | 114%   | 98%    | 300%   | 134%   | 116%   | 104%   |
| Capital Expenditures | 31     | 23     | 18     | 24     | 17     | 11     | 29     | 37     | 34     |
| Free Cash Flow       | \$ 210 | \$ 220 | \$ 172 | \$ 138 | \$ 84  | \$ 136 | \$ 133 | \$ 140 | \$ 122 |

| (\$ Millions)       | 2014   | 2013  | 2012   | 2011  | 2010  | 2009  | 2008   | 2007   | 2006   |
|---------------------|--------|-------|--------|-------|-------|-------|--------|--------|--------|
| Dividends           | \$ 66  | \$ 61 | \$ 54  | \$ 51 | \$ 48 | \$ 45 | \$ 45  | \$ 43  | \$ 39  |
| Acquisitions        | 185    | 12    | 667    | 2     | -     | -     | 55     | -      | 31     |
| Share Repurchases * | 165    | 26    | (29)   | 21    | 11    | (6)   | 101    | 206    | 76     |
|                     | \$ 416 | \$ 99 | \$ 692 | \$ 74 | \$ 59 | \$ 39 | \$ 201 | \$ 249 | \$ 146 |

<sup>\*</sup> Net of shares issued

## **Capital Efficiency – 5 Year Average**





Source: Interactive Data, MSN Money

# New Segment Reporting – Historical Financial Information



| Segment Results (in millions):              | 1Q15        | 2014      | 4Q14         | 3Q14      | 2Q14        | 1Q14        | 2013               | 4Q13        | 3Q13        | 2Q13         | 1Q13      | 2012                                             | 2011            |
|---------------------------------------------|-------------|-----------|--------------|-----------|-------------|-------------|--------------------|-------------|-------------|--------------|-----------|--------------------------------------------------|-----------------|
| Sales                                       |             |           |              |           |             |             |                    |             |             |              |           |                                                  |                 |
| Industrial                                  | \$ 143.3    | \$ 622.5  | \$ 163.3     | \$ 150.5  | \$ 156.6    | \$ 152.1    | \$ 581.5           | \$ 155.3    | \$ 139.0    | \$ 142.3     | \$ 144.9  | \$ 534.5                                         | \$ 435.4        |
| Process                                     | 67.7        | 223.1     | 62.6         | 52.7      | 54.8        | 53.0        | 180.0              | 43.1        | 45.1        | 45.2         | 46.6      | 179.2                                            | 169.2           |
| Contractor                                  | 95.5        | 375.5     | 80.1         | 99.4      | 111.1       | 84.9        | 342.5              | 73.5        | 92.9        | 98.5         | 77.6      | 298.8                                            | 290.7           |
| Total                                       | \$ 306.5    | \$1,221.1 | \$ 306.0     | \$ 302.6  | \$ 322.5    | \$ 290.0    | \$1,104.0          | \$ 271.9    | \$ 277.0    | \$ 286.0     | \$ 269.1  | \$1,012.5                                        | \$ 895.3        |
| iotai                                       | ψ 000.5     | Ψ1,221.1  | Ψ 000.0      | Ψ 002.0   | Ψ 022.0     | Ψ 250.0     | ψ1,104.0           | Ψ 2/1.5     | Ψ 277.0     | Ψ 200.0      | Ψ 200.1   | Ψ1,012.3                                         | Ψ 000.0         |
| Operating Earnings                          |             |           |              |           |             |             |                    |             |             |              |           |                                                  |                 |
| Industrial                                  | \$ 42.9     | \$ 203.9  | \$ 54.7      | \$ 49.2   | \$ 50.9     | \$ 49.1     | \$ 188.6           | \$ 50.7     | \$ 43.7     | \$ 45.8      | \$ 48.4   | \$ 165.9                                         | \$ 153.5        |
| Process                                     | 10.5        | 47.8      | 9.5          | 12.2      | 13.5        | 12.6        | 45.2               | 9.7         | 11.2        | 12.3         | 12.0      | 42.8                                             | 39.1            |
| Contractor                                  | 19.4        | 81.9      | 12.0         | 23.3      | 28.3        | 18.3        | 72.3               | 9.9         | 21.5        | 24.5         | 16.4      | 54.3                                             | 50.6            |
| Unallocated Corporate (expense)             | (7.6)       | (24.7)    | (6.7)        | (5.8)     | (6.9)       | (5.3)       | (26.3)             | (6.9)       | (6.7)       | (7.4)        | (5.3)     | (38.3)                                           | (23.7)          |
| Total                                       | \$ 65.2     | \$ 308.9  | \$ 69.5      | \$ 78.9   | \$ 85.8     | \$ 74.7     | \$ 279.8           | \$ 63.4     | \$ 69.7     | \$ 75.2      | \$ 71.5   | \$ 224.7                                         | \$ 219.5        |
|                                             | <del></del> | <b>*</b>  | <del>-</del> | <u> </u>  | <del></del> | *           | <b>V</b> = 1010    | <del></del> | <del></del> | <del>*</del> | <u> </u>  | · · · ·                                          | <b>V</b> = 1010 |
| Assets                                      |             |           |              |           |             |             |                    |             |             |              |           |                                                  |                 |
| Industrial                                  | \$ 546.9    | \$ 548.8  | \$ 548.8     | \$ 550.5  | \$ 572.4    | \$ 566.3    | \$ 560.3           | \$ 560.3    | \$ 542.2    | \$ 539.3     | \$ 531.7  | n/a                                              | n/a             |
| Process                                     | 489.8       | 304.9     | 304.9        | 183.5     | 182.5       | 182.5       | 113.3              | 113.3       | 114.9       | 111.3        | 113.8     | n/a                                              | n/a             |
| Contractor                                  | 209.9       | 176.8     | 176.8        | 185.3     | 187.8       | 173.7       | 152.3              | 152.3       | 166.4       | 169.7        | 160.4     | n/a                                              | n/a             |
| Unallocated Corporate                       | 521.2       | 514.3     | 514.3        | 508.5     | 514.2       | 508.1       | 501.3              | 501.3       | 508.4       | 520.2        | 527.4     | n/a                                              | n/a             |
| Total                                       | \$ 1,767.8  | \$1,544.8 | \$1,544.8    | \$1,427.8 | \$1,456.9   | \$1,430.6   | \$1,327.2          | \$1,327.2   | \$1,331.9   | \$1,340.5    | \$1,333.3 | n/a                                              | n/a             |
|                                             |             |           |              |           |             |             |                    |             |             |              |           |                                                  |                 |
| Industrial Results (dollars in millions):   | 1Q15        | 2014      | 4Q14         | 3Q14      | 2Q14        | 1Q14        | 2013               | 4Q13        | 3Q13        | 2Q13         | 1Q13      | 2012                                             | 2011            |
| Sales                                       |             |           |              |           |             |             |                    |             |             |              |           |                                                  |                 |
| Americas                                    | \$ 67.8     | \$ 272.9  | \$ 72.4      | \$ 65.3   | \$ 69.4     | \$ 65.8     | \$ 246.9           | \$ 64.2     | \$ 61.6     | \$ 63.0      | \$ 58.1   | \$ 233.1                                         | \$ 194.1        |
| EMEA                                        | 41.0        | 196.0     | 50.5         | 48.5      | 49.4        | 47.6        | 184.1              | 49.5        | 45.9        | 44.2         | 44.5      | 162.7                                            | 113.6           |
| Asia Pacific                                | 34.5        | 153.6     | 40.4         | 36.7      | 37.8        | 38.7        | 150.5              | 41.6        | 31.5        | 35.1         | 42.3      | 138.7                                            | 127.7           |
| Total                                       | \$ 143.3    | \$ 622.5  | \$ 163.3     | \$ 150.5  | \$ 156.6    | \$ 152.1    | \$ 581.5           | \$ 155.3    | \$ 139.0    | \$ 142.3     | \$ 144.9  | \$ 534.5                                         | \$ 435.4        |
|                                             | <del></del> | · ·       | <u> </u>     | <u> </u>  | <del></del> | <del></del> | <del>*</del> ••••• | <u> </u>    | <u> </u>    | <u> </u>     | <u> </u>  | <del>* ***********************************</del> | <del>-</del>    |
| Operating Earnings as a Percentage of Sales | 30%         | 33%       | 33%          | 33%       | 33%         | 32%         | 32%                | 33%         | 31%         | 32%          | 33%       | 31%                                              | 35%             |
|                                             |             |           |              |           |             |             |                    |             |             |              |           |                                                  |                 |
| Process Results (dollars in millions):      | 1Q15        | 2014      | 4Q14         | 3Q14      | 2Q14        | 1Q14        | 2013               | 4Q13        | 3Q13        | 2Q13         | 1Q13      | 2012                                             | 2011            |
| Sales                                       |             |           |              |           |             |             |                    |             |             |              |           |                                                  |                 |
| Americas                                    | \$ 42.9     | \$ 146.4  | \$ 39.5      | \$ 36.2   | \$ 36.2     | \$ 34.5     | \$ 111.5           | \$ 27.6     | \$ 27.4     | \$ 27.8      | \$ 28.7   | \$ 109.5                                         | \$ 98.0         |
| EMEA                                        | 13.9        | 38.5      | 11.8         | 8.2       | 9.1         | 9.4         | 32.0               | 7.3         | 7.8         | 8.7          | 8.2       | 30.1                                             | 29.8            |
| Asia Pacific                                | 10.9        | 38.2      | 11.3         | 8.3       | 9.5         | 9.1         | 36.5               | 8.2         | 9.9         | 8.7          | 9.7       | 39.6                                             | 41.4            |
| Total                                       | \$ 67.7     | \$ 223.1  | \$ 62.6      | \$ 52.7   | \$ 54.8     | \$ 53.0     | \$ 180.0           | \$ 43.1     | \$ 45.1     | \$ 45.2      | \$ 46.6   | \$ 179.2                                         | \$ 169.2        |
|                                             |             |           |              |           |             |             |                    |             |             |              |           |                                                  |                 |
| Operating Earnings as a Percentage of Sales | 16%         | 21%       | 15%          | 23%       | 25%         | 24%         | 25%                | 23%         | 25%         | 27%          | 26%       | 24%                                              | 23%             |
|                                             |             |           |              |           |             |             |                    |             |             |              |           |                                                  |                 |
| Contractor Results (dollars in millions):   | 1Q15        | 2014      | 4Q14         | 3Q14      | 2Q14        | 1Q14        | 2013               | 4Q13        | 3Q13        | 2Q13         | 1Q13      | 2012                                             | 2011            |
| Sales                                       |             |           |              |           |             |             |                    |             |             |              |           |                                                  |                 |
| Americas                                    | \$ 74.2     | \$ 265.2  | \$ 53.8      | \$ 73.7   | \$ 79.2     | \$ 58.5     | \$ 236.8           | \$ 48.3     | \$ 67.1     | \$ 69.9      | \$ 51.5   | \$ 194.0                                         | \$ 184.0        |
| EMEA                                        | 13.9        | 70.3      | 16.2         | 16.4      | 21.3        | 16.4        | 66.8               | 16.1        | 16.6        | 18.0         | 16.1      | 64.2                                             | 67.8            |
| Asia Pacific                                | 7.4         | 40.0      | 10.1         | 9.3       | 10.6        | 10.0        | 38.9               | 9.1         | 9.2         | 10.6         | 10.0      | 40.6                                             | 38.9            |
| Total                                       | \$ 95.5     | \$ 375.5  | \$ 80.1      | \$ 99.4   | \$ 111.1    | \$ 84.9     | \$ 342.5           | \$ 73.5     | \$ 92.9     | \$ 98.5      | \$ 77.6   | \$ 298.8                                         | \$ 290.7        |
|                                             |             |           |              |           |             |             |                    |             |             |              |           |                                                  |                 |
| Operating Earnings as a Percentage of Sales | 20%         | 22%       | 15%          | 23%       | 25%         | 22%         | 21%                | 13%         | 23%         | 25%          | 21%       | 18%                                              | 17%             |

## **New Segment Reporting – Historical Financial Information**

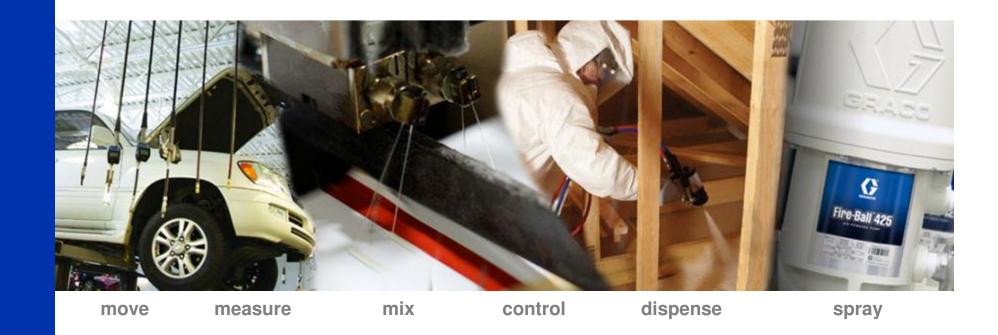


#### **Components of Net Sales Change**

|                  | 1Q15       |         |            |       |  |  |  |  |  |  |  |  |  |
|------------------|------------|---------|------------|-------|--|--|--|--|--|--|--|--|--|
|                  | Industrial | Process | Contractor | Total |  |  |  |  |  |  |  |  |  |
| Volume and Price | -1%        | 5%      | 16%        | 5%    |  |  |  |  |  |  |  |  |  |
| Acquisition      | 0%         | 27%     | 0%         | 5%    |  |  |  |  |  |  |  |  |  |
| Currency         | -5%        | -4%     | -4%        | -4%   |  |  |  |  |  |  |  |  |  |
| Total            | -6%        | 28%     | 12%        | 6%    |  |  |  |  |  |  |  |  |  |

| Volume and Price | -1%        | 5%      | 16%        | 5%    |            |                                |           |       |            |                                        |     |                               |                               |       |            |           |                              |       |     |       |
|------------------|------------|---------|------------|-------|------------|--------------------------------|-----------|-------|------------|----------------------------------------|-----|-------------------------------|-------------------------------|-------|------------|-----------|------------------------------|-------|-----|-------|
| Acquisition      | 0%         | 27%     | 0%         | 5%    |            |                                |           |       |            |                                        |     |                               |                               |       |            |           |                              |       |     |       |
| Currency         | -5%        | -4%     | -4%        | -4%   |            |                                |           |       |            |                                        |     |                               |                               |       |            |           |                              |       |     |       |
| Total            | -6%        | 28%     | 12%        | 6%    |            |                                |           |       |            |                                        |     |                               |                               |       |            |           |                              |       |     |       |
|                  |            | 10      | 14         |       |            | 2Q14                           |           |       |            | 3Q14                                   |     |                               |                               | 4Q14  | 1          |           | 2014                         |       |     |       |
|                  | Industrial | Process | Contractor | Total | Industrial | Process Co                     | ontractor | Total | Industrial | Industrial Process Contractor Total II |     | Industrial Process Contractor |                               | Total | Industrial | Process C | ontractor                    | Total |     |       |
| Volume and Price | 3%         | 4%      | 9%         | 5%    | 7%         | 6%                             | 12%       | 8%    | 5%         | 3%                                     | 7%  | 6%                            | 8%                            | 19%   | 11%        | 11%       | 5%                           | 8%    | 10% | 7%    |
| Acquisition      | 1%         | 11%     | 0%         | 3%    | 1%         | 15%                            | 0%        | 4%    | 3%         | 14%                                    | 0%  | 3%                            | 1%                            | 28%   | 0%         | 5%        | 2%                           | 17%   | 0%  | 4%    |
| Currency         | 1%         | -1%     | 0%         | 0%    | 2%         | 0%                             | 1%        | 1%    | 0%         | 0%                                     | 0%  | 0%                            | -4%                           | -2%   | -2%        | -3%       | 0%                           | -1%   | 0%  | 0%    |
| Total            | 5%         | 14%     | 9%         | 8%    | 10%        | 21%                            | 13%       | 13%   | 8%         | 17%                                    | 7%  | 9%                            | 5%                            | 45%   | 9%         | 13%       | 7%                           | 24%   | 10% | 11%   |
|                  |            | 10      | 13         |       |            | 2Q13                           |           |       | 3Q13       |                                        |     |                               |                               | 4Q13  | 3          |           | 2013                         |       |     |       |
|                  | Industrial | Process | Contractor | Total | Industrial | trial Process Contractor Total |           | Total | Industrial | Industrial Process Contractor To       |     | Total                         | Industrial Process Contractor |       |            | Total     | Industrial Process Contracto |       |     | Total |
| Volume and Price | -4%        | 1%      | 8%         | 1%    | 1%         | 1%                             | 20%       | 7%    | 1%         | 3%                                     | 24% | 8%                            | 10%                           | 0%    | 5%         | 7%        | 3%                           | 1%    | 14% | 6%    |
| Acquisition      | 29%        | 0%      | 0%         | 14%   | 0%         | 0%                             | 0%        | 0%    | 0%         | 0%                                     | 0%  | 0%                            | 0%                            | 0%    | 0%         | 0%        | 6%                           | 0%    | 0%  | 3%    |
| Currency         | 0%         | 0%      | 0%         | 0%    | 0%         | -1%                            | 0%        | 0%    | 0%         | -1%                                    | 0%  | 0%                            | 1%                            | -1%   | 0%         | 0%        | 0%                           | -1%   | 1%  | 0%    |
| Total            | 25%        | 1%      | 8%         | 15%   | 1%         | 0%                             | 20%       | 7%    | 1%         | 2%                                     | 24% | 8%                            | 11%                           | -1%   | 5%         | 7%        | 9%                           | 0%    | 15% | 9%    |
|                  |            |         |            |       |            |                                |           |       |            | •                                      |     |                               |                               |       |            |           |                              |       |     |       |





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