



A CENTURY OF INGENUITY. A FUTURE OF POSSIBILITY.



**THIRD QUARTER 2026
EARNINGS CALL**

OCTOBER 22, 2026

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 Item 1A of the Company's Form 10-K, and Item 1A of the most recent Quarterly Report on Form 10-Q and also the Company's Earnings Release dated October 21, 2026.

KEY HIGHLIGHTS THIRD QUARTER 2026



THIRD QUARTER PERFORMANCE

REVENUE

\$586M

Up 8% YoY

ADJ. DILUTED EARNINGS PER SHARE*

\$0.81

Up 5% YoY

ADJ. OPERATING MARGIN*

27%

Down 180 bps YoY

REVENUE GROWTH

Revenue growth was driven by strength across all segments, including organic growth in Contractor Americas, finishing system project activity, and continued momentum in semiconductor-related end markets.

Q3 BOOKINGS

+7%

Organic orders¹

ORGANIC BACKLOG

+15%

From year-end¹

CAPITAL ALLOCATION

Over \$1 billion

Deployed year to date through dividends, share repurchases and acquisitions to support growth and shareholder returns.

Closed the Valco Melton acquisition.

¹ Third quarter organic bookings year over year and third quarter organic backlog compared to 2025 year-end.

*Adjusted diluted EPS and operating margin reflect the Company's updated non-GAAP methodology. See appendix for non-GAAP reconciliation.

CAPITAL ALLOCATION FRAMEWORK



INVEST FOR GROWTH

Organic Investment

Fund innovation and business growth

Strategic M&A

Strengthen the core and expand into premium niches

RETURN CAPITAL TO SHAREHOLDERS

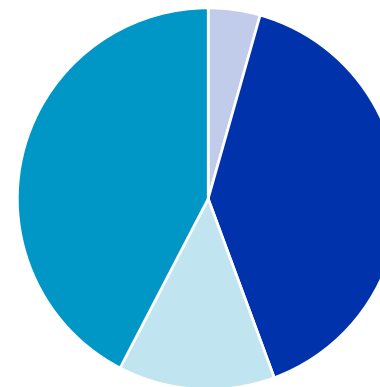
Dividends

Return cash to shareholders

Share Buybacks

Repurchase shares opportunistically

CAPITAL ALLOCATION IN ACTION



BALANCED DISTRIBUTION YTD 2026

- Capital
- Strategic M&A
- Dividends
- Share Buybacks

LONG-TERM OBJECTIVE

Support profitable growth and long-term shareholder value through disciplined capital allocation.

INVESTMENT-GRADE BALANCE SHEET

Up to \$2B of capital with flexibility to invest through the cycle and return capital to shareholders

Note: 17M shares remaining under share repurchase authorization.

M&A: A CORE LEVER FOR LONG-TERM GROWTH

Seeking to generate approximately one-third of long-term revenue growth



M&A has contributed approximately one-third of our current revenue base and, historically, has grown at a faster rate

WHAT WE LOOK FOR

- ✓ **Premium niches**
High technical barriers and precision requirements
- ✓ **Strategic fit**
Extends fluid handling, dispense and process-control know-how
- ✓ **Aftermarket**
Recurring parts and service revenue
- ✓ **Graco leverage**
Global distribution, manufacturing and operating model
- ✓ **Financial return**
Double digit rate of return

STRENGTHEN CORE, EXPAND PREMIUM NICHES

Bolt-on growth and new platforms in high-barrier, precision niches

Valco Melton

Adhesive application & quality-assurance systems

Radia

Paint mixing, shaking & automated material handling

Color Service

Automatic precision dosing systems for powders and liquids

Corob

Precision tinting dispense, mixing & shaking for paints and coatings

FOCUS AREAS

-  **Sealants & Adhesives**
-  **Food, Bev & Pharma**
-  **Water & Wastewater**
-  **Semiconductor & Data Center**

HOW WE EXECUTE

Proactive Sourcing

Over 100 names in active pipeline

Financial Valuation

Return higher than cost of capital

Integration

Structured plans; Graco operating model

Value Capture

Growth, synergies & shareholder returns

GRACO – THIRD QUARTER 2026

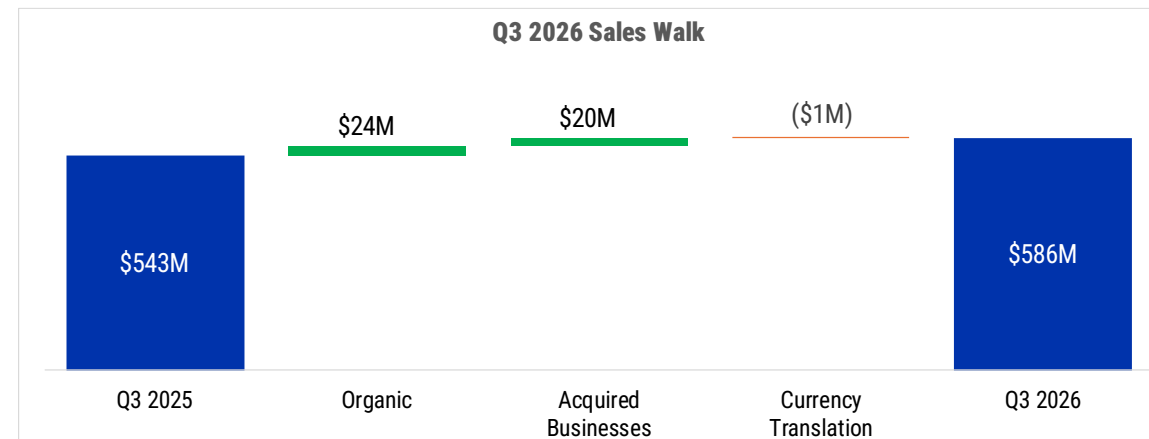


Sales

- Reported sales of \$586 million, an increase of 8% compared to third quarter 2025.
 - Organic sales increased 4% driven by finishing system sales and strong out the door revenue from the North America professional paint channel and continued momentum in semiconductor.
 - Acquisitions contributed 4%.

Adjusted Operating Earnings

- Adjusted operating earnings of \$161 million, an increase of 1% compared to third quarter 2025.
 - Negatively impacted by unfavorable product and channel mix within the Industrial segment and the dilutive impact of acquired operations. Previously implemented pricing actions fully offset commodity inflation.



Statement of Earnings

\$ in millions except per share amounts

	Third Quarter		
	2026	2025	Change
Net Sales	\$ 586	\$ 543	8 %
Operating Earnings	\$ 148	\$ 165	(10)%
Net Earnings	\$ 122	\$ 138	(12)%
Diluted Net Earnings Per Share	\$ 0.75	\$ 0.82	(9)%
Operating Earnings, Adjusted*	\$ 161	\$ 159	1 %
Net Earnings, Adjusted*	\$ 131	\$ 129	2 %
Diluted Net Earnings Per Share, Adjusted*	\$ 0.81	\$ 0.77	5 %

*Adjusted operating earnings, adjusted net earnings and adjusted diluted net earnings per common share reflect the Company's updated non-GAAP methodology. See appendix for non-GAAP reconciliation.

CONTRACTOR SEGMENT – THIRD QUARTER 2026



Sales

- Sales of \$276 million, a 5% increase compared to third quarter 2025.
 - Organic sales increased by 2% with growth in the Americas driven primarily by sales in the professional paint channel.
 - Acquisitions contributed 3%.

Operating Earnings

- Operating earnings of \$71 million, an increase of 5% compared to third quarter 2025.
 - Increase in operating earnings primarily due to higher sales volume.
 - Operating margin declined versus the second quarter of 2026 due to unfavorable expense leverage on lower revenue, tariff refunds that did not recur in the third quarter, and unfavorable channel and product mix.
 - Acquired businesses contributed \$1 million.

\$ in millions

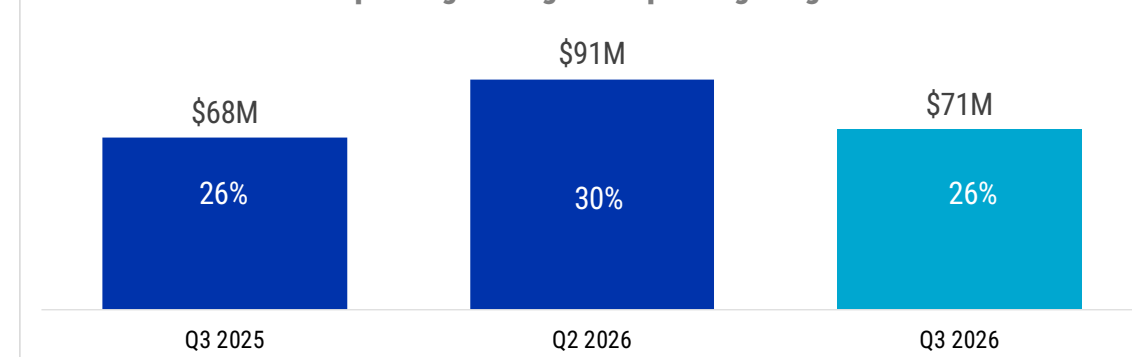
Net Sales

Americas
EMEA
Asia Pacific

Total

Third Quarter		
2026	2025	Change
\$ 196	\$ 186	5 %
55	52	4
25	24	6
\$ 276	\$ 262	5 %

Operating Earnings and Operating Margin



INDUSTRIAL SEGMENT – THIRD QUARTER 2026



Sales

- Sales of \$264 million, an 11% increase compared to third quarter 2025.
 - 6% organic sales increase driven by finishing system sales and completion of other project-related activity.
 - Acquisitions contributed 5% due primarily to Valco Melton.

Operating Earnings

- Operating earnings of \$74 million were reduced by \$7 million of Valco Melton and related acquisition costs in the quarter.
 - Adjusted to exclude Valco Melton and related costs, operating margin as a percentage of revenue was 33%, reflecting unfavorable product and channel mix specific to the quarter.

\$ in millions

Net Sales

Americas

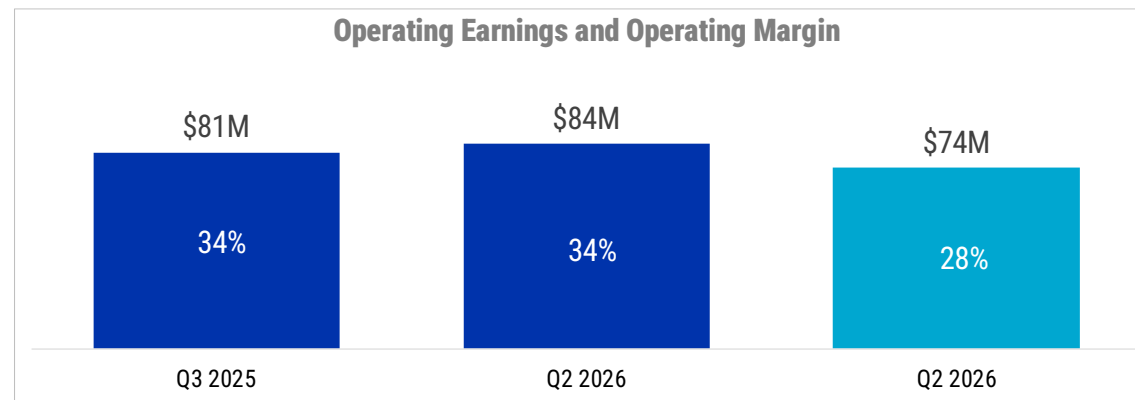
EMEA

Asia Pacific

Total

Third Quarter		
2026	2025	Change
\$ 140	\$ 130	8%
68	59	17
56	50	11
\$ 264	\$ 239	11%

Operating Earnings and Operating Margin



EXPANSION MARKETS SEGMENT – THIRD QUARTER 2026



Sales

- Sales of \$46 million, an 8% increase compared to third quarter 2025.
 - Increase driven primarily by strong semiconductor activity.

Operating Earnings

- Operating earnings of \$11 million, an increase of 5% from third quarter 2025.
 - Operating margin declined 1 percentage point during the quarter, primarily due to upfront license fee revenue recognized in the electric motor product application in the prior year that did not recur.

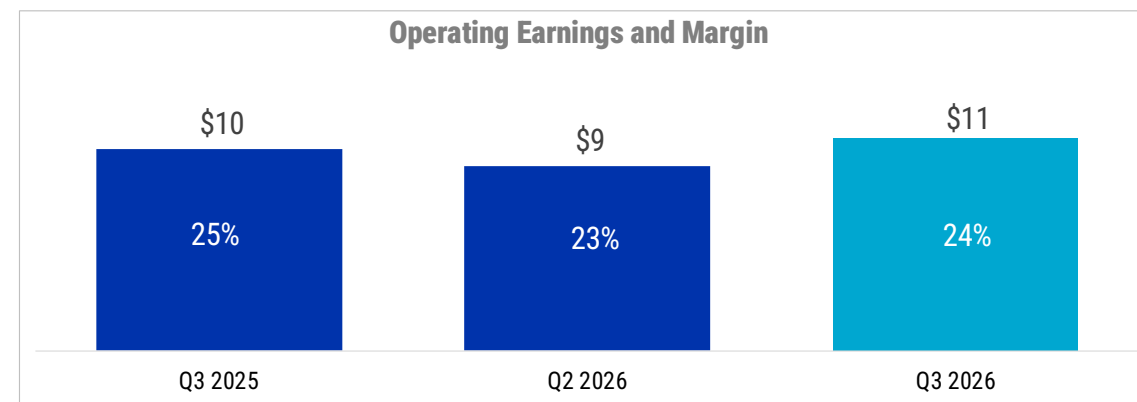
\$ in millions

Net Sales

Americas
EMEA
Asia Pacific

Total

Third Quarter		
2026	2025	Change
\$ 25	\$ 25	(4)%
6	7	(9)
15	10	50
\$ 46	\$ 42	8%



BACKLOG AND BOOKINGS



	Q2 2026 Bookings	Q3 2026 Bookings	Through October 16, 2026	
			YTD Bookings	Increase in Backlog From Year End
Excluding acquisitions	From Q2 2025	From Q3 2025	Year over Year	\$M
Contractor Segment	4 %	7 %	2 %	\$ 3
Industrial Segment	(2)%	(0)%	1 %	16
Expansion Markets Segment	58 %	62 %	44 %	32
	5 %	7 %	4 %	\$ 51

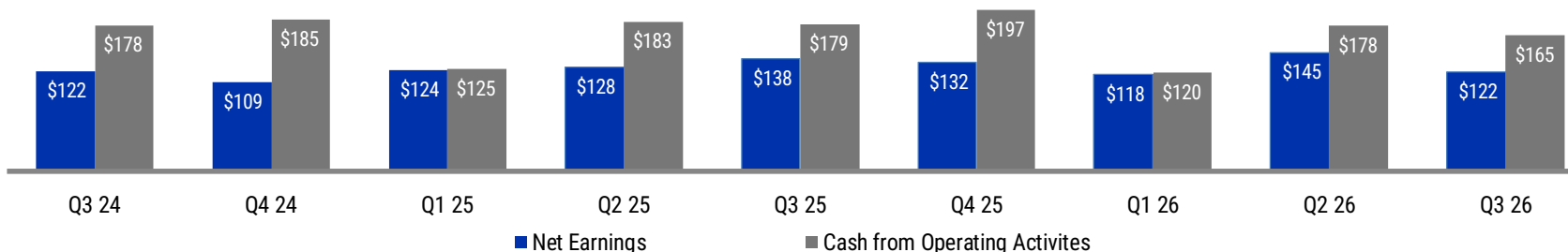
- Backlog, excluding acquisitions, increased \$51 million, or 18%, from December year-end 2025 through October 16, 2026.

CASH FLOW AND LIQUIDITY



Net Earnings, and Cash from Operating Activities

\$ in millions



Other Significant (Uses) Sources of Cash (\$M)

	Year to Date	
	2026	2025
Acquisitions, Net of Cash Acquired	\$ (436)	\$ (70)
Share Repurchases, Net of Shares Issued	(418)	(329)
Dividends	(145)	(138)
Capital Expenditures	(48)	(34)
Net Borrowing on Debt	106	6
Sale of Building	-	11

- Net cash from operations through September 2026 was \$463 million vs. \$487 million through September 2025.
- Capital expenditures of \$48 million.
- During the third quarter, closed on the previously announced acquisition of Valco Melton.
- 2025 proceeds from the sale of a manufacturing and distribution facility in Switzerland of \$11 million.

GUIDANCE



Revenue	• We expect fourth quarter total company revenue to be in the range of \$610 million to \$640 million.
Cap Ex	• Capital expenditure expectations of approximately \$70 - \$80 million in 2026 including approximately \$40 million in facility projects.
Expenses	• Unallocated corporate expenses in 2026 are expected to be approximately \$38 - \$41 million.
Shares	• We repurchased 5.9 million shares of stock through September 2026. We may make opportunistic share repurchases via open market transactions.
Currency	• At current exchange rates, assuming the same volumes, mix of products and mix of business by currency as in 2025, the movement in foreign currencies would have a favorable impact of 1 percentage point on net sales and on net earnings for the full year 2026.
Taxes	• We anticipate the effective tax rate in for the fourth quarter and the full year 2026 to be between 20 - 21%, excluding any impact from excess tax benefits related to stock option exercises and other one-time items. Actual results and mix of earnings may materially impact the expected tax rate.
Fiscal Year 2027	• There will be 53 weeks in fiscal year 2027, with 14 weeks in the fourth quarter.

The image features a solid dark blue background. On the left side, there is a large, abstract geometric shape composed of teal and dark blue segments, separated by a white line that forms a jagged, angular border. The word "APPENDIX" is written in white, bold, uppercase letters within the dark blue area of this shape.

APPENDIX

CHANGE IN NON-GAAP METHODOLOGY



- Beginning in the second quarter, the Company updated its non-GAAP adjusted measurements to exclude acquisition costs and amortization of acquired intangible assets.
- While we have a history of acquisition activity, our acquisitions do not occur on a predictable cycle, and transactions vary in complexity, timing, size and nature.
- We exclude acquisition costs and amortization of intangible assets to provide a consistent comparison of operating results across reporting periods.
- These excluded items provide supplemental information useful in evaluating the Company's underlying operating performance.
- Prior-period amounts have been recast to conform to the current presentation.
- See a calculation of the non-GAAP adjusted measurements on page 15.

Change in Non-GAAP Methodology Reconciliation

Diluted EPS - As Reported

Previous non-GAAP adjustments

Adjusted Diluted EPS - Historical Presentation

Additional non-GAAP adjustments

Adjusted Diluted EPS - Current Presentation

Third Quarter		
2026	2025	Change
\$ 0.75	\$ 0.82	(9)%
	(0.09)	
\$ 0.75	\$ 0.73	3 %
0.06	0.04	
\$ 0.81	\$ 0.77	5 %

ADJUSTED FINANCIAL RESULTS



Non-GAAP Reconciliation

\$ in millions except per share amounts

Operating earnings, as reported

Acquisition costs
Amortization of acquired intangible assets
Contingent Consideration

Operating earnings, adjusted

Income taxes, as reported

Tax impact of acquisition costs
Tax impact of amortization of acquired intangible assets
Excess tax benefit from option exercises

Income taxes, adjusted

Effective income tax rate

As reported

Adjusted

Net earnings, as reported

Acquisition costs
Amortization of acquired intangible assets
Excess tax benefit from option exercises
Contingent Consideration

Net earnings, adjusted

Weighted average diluted shares

Diluted earnings per share

As reported

Adjusted

Third Quarter		
2026	2025	Change
\$ 148.1	\$ 164.7	(10)%
5.8	1.0	
7.0	7.1	
-	(14.1)	
\$ 160.9	\$ 158.7	1 %
\$ 30.8	\$ 30.8	(0)%
1.3	0.2	
1.7	1.6	
0.1	0.7	
\$ 33.9	\$ 33.3	2 %
20.2%	18.3%	
20.5%	20.6%	
\$ 121.6	\$ 137.6	(12)%
4.5	0.8	
5.3	5.5	
(0.1)	(0.7)	
	(14.1)	
\$ 131.3	\$ 129.1	2 %
163.0	168.6	
\$ 0.75	\$ 0.82	(9)%
\$ 0.81	\$ 0.77	5 %

Financial results have been adjusted for comparability. Certain items have caused fluctuation in the Company's financial results. Excluding the impact of these items presents a more consistent basis for comparison of financial results.



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