



A CENTURY OF INGENUITY. A FUTURE OF POSSIBILITY.



**FIRST QUARTER 2026
EARNINGS CALL**

2026.04.23

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 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 April 22, 2026.

FINANCIAL RESULTS



Statement of Earnings

\$ in millions except per share amounts

Net Sales

Gross Profit

% of Net Sales

Operating Earnings

% of Net Sales

Net Earnings

% of Net Sales

Diluted Net Earnings Per Share

Diluted Shares in Millions

Net Earnings, Adjusted (1)

Diluted Net Earnings Per Share, Adjusted (1)

	First Quarter		
	2026	2025	Change
\$	540.1	\$ 528.3	2 %
	280.6	277.7	1 %
	52.0%	52.6%	(0.6) pts
	137.8	144.0	(4)%
	25.5%	27.3%	(1.8) pts
\$	118.5	\$ 124.1	(5)%
	21.9%	23.5%	(1.6) pts
\$	0.70	\$ 0.72	(3)%
	168.3	171.6	
\$	111.8	\$ 120.5	(7)%
\$	0.66	\$ 0.70	(6)%

1) Net earnings and diluted net earnings per share have been adjusted to provide a more consistent basis of comparison of on-going results. See page 17 for a reconciliation of the adjusted non-GAAP financial measures to GAAP.

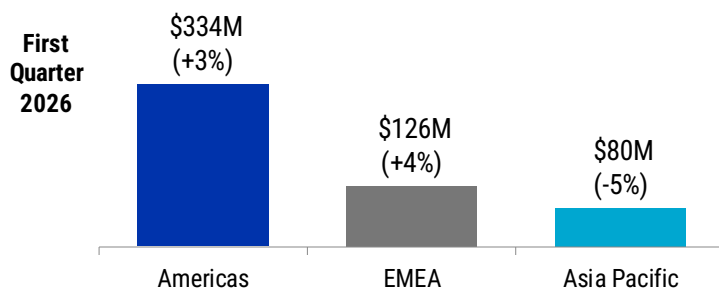
NET SALES



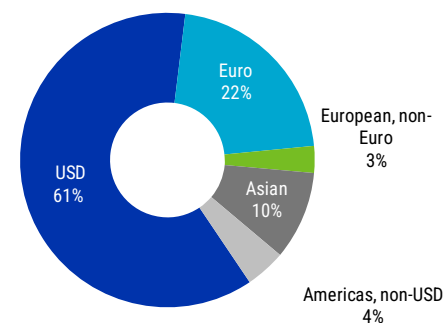
Components of Net Sales Change

2026 First Quarter	Segment			Region			Consolidated
	Contractor	Industrial	Expansion Markets	Americas	EMEA	Asia Pacific	
Volume and Price	(4)%	(8)%	(5)%	(1)%	(14)%	(8)%	(6)%
Acquisitions	3 %	8 %	0 %	4 %	9 %	0 %	5 %
Currency	3 %	4 %	1 %	0 %	9 %	3 %	3 %
Total	2 %	4 %	(4)%	3 %	4 %	(5)%	2 %

Net Sales by Region



First Quarter 2026 Net Sales by Currency



Asian currencies include: AUD, CNY, JPY, KRW, INR.
 European, non-euro currencies include: CHF, GBP, RON.
 Americas, non-USD currencies include: BRL, CAD, MXN.

BACKLOG AND BOOKINGS



Excluding Acquisitions at Actual Currency

	First Quarter Change in Sales as Reported	First Quarter Increase in Backlog from Year End	Change in Sales if Backlog Converted
	From Q1 2025	\$M	From Q1 2025
Contractor Segment	(1)%	\$ 3	0 %
Industrial Segment	(4)%	23	5 %
Expansion Markets Segment	(4)%	1	(3)%
	(3)%	\$ 26	2 %

- Backlog, excluding acquisitions, increased \$26 million, or 13%, from December year end 2025
- If these bookings were converted to revenue in the quarter, organic revenue growth would have been 2%. The timing of revenue recognition may be deferred into the back half of the year.
- Backlog has increased an additional \$21 million subsequent to the end of the first quarter
- Six-week booking trends support low single-digit guide

OPERATING EARNINGS

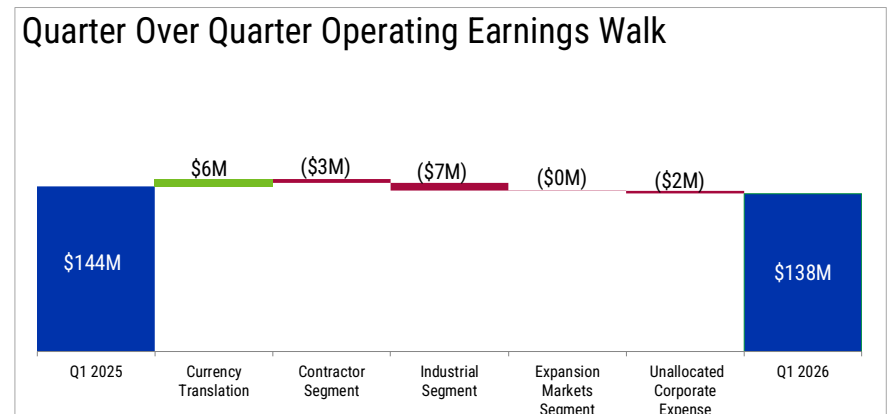
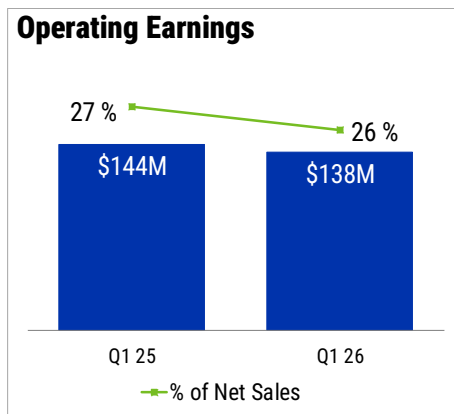


2025 Operating Earnings, as reported (\$M and % of sales)

- Currency translation
- Product and channel mix
- Effect of acquired businesses
- Expense leverage

2026 Operating Earnings, as reported (\$M and % of sales)

First Quarter	
\$ 144	27 %
6	1
(19)	(1)
6	0
1	(1)
\$ 138	26 %



FIRST QUARTER 2026

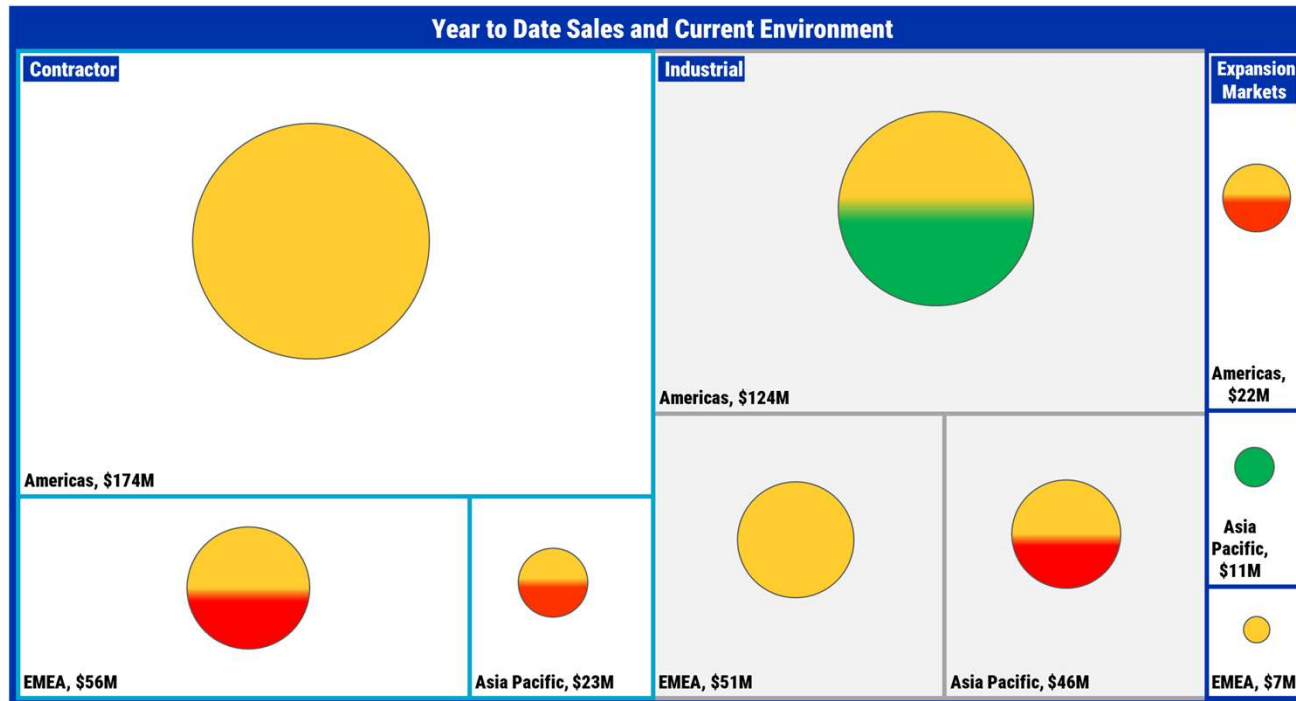


Net Sales	<ul style="list-style-type: none">• Up 2 percent from first quarter 2025. Sales from acquired businesses contributed 5 percentage points of growth. Currency translation increased net sales by 3 percentage points.
Gross Margin	<ul style="list-style-type: none">• Margin rate down 0.6 percentage points compared to first quarter 2025<ul style="list-style-type: none">> Primarily due to unfavorable product and channel mix and lower margin rates of acquired operations> Price realization was able to offset the impact of incremental tariffs of \$7 million
Operating Earnings	<ul style="list-style-type: none">• Down \$6 million compared to first quarter 2025<ul style="list-style-type: none">> Unfavorable impact of lower sales volume and gross margin rates> Acquired businesses contributed \$6 million of operating earnings
Other (Income)	<ul style="list-style-type: none">• Down \$5 million compared to first quarter 2025 which included a gain on the sale of a building in Switzerland
Interest Expense	<ul style="list-style-type: none">• Comparable to first quarter 2025
Taxes	<ul style="list-style-type: none">• Adjusted effective tax rate was comparable to first quarter 2025

2026 ENVIRONMENT



2026 Outlook Low Single-Digit Growth



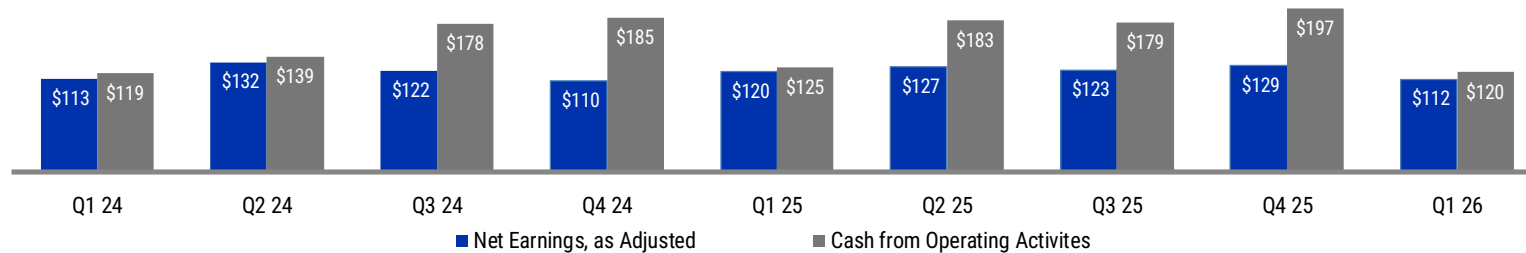
Net Sales Change	First Quarter
Contractor Segment	(4%)
Americas	(2%)
EMEA	(6%)
Asia Pacific	(12%)
Industrial Segment	(8%)
Americas	1 %
EMEA	(22%)
Asia Pacific	(12%)
Expansion Markets Segment	(5%)
Americas	(15%)
EMEA	(6%)
Asia Pacific	28 %
Graco	(6%)
Americas	(1%)
EMEA	(14%)
Asia Pacific	(8%)

All amounts are on a constant currency basis and excluding acquisitions completed in the prior 12 months

CASH FLOW AND LIQUIDITY



Net Earnings, as Adjusted, and Cash from Operating Activities



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

	2026	2025
Dividends	\$ (49)	\$ (47)
Capital Expenditures	(12)	(11)
Net Share Issuances (Repurchases)	28	(210)
Acquisitions	-	(10)
Sale of Building	-	11

- Net cash from operations was \$120 million vs. \$125 million in 2025
- Capital expenditures of \$12 million
- 2025 proceeds from the sale of a manufacturing and distribution facility in Switzerland of \$11 million

OTHER DISCUSSION ITEMS



Cap Ex	<ul style="list-style-type: none"> Capital expenditure expectations of approximately \$90 - \$100 million in 2026 including approximately \$50 million in facility expansion projects
Expenses	<ul style="list-style-type: none"> Unallocated corporate expenses in 2026 are expected to be approximately \$40 - \$43 million
Shares	<ul style="list-style-type: none"> We repurchased 189,000 shares of stock in first quarter 2026. We may make opportunistic share repurchases via open market transactions.
Currency	<ul style="list-style-type: none"> 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 2 percentage points on net earnings for the full year 2026
Taxes	<ul style="list-style-type: none"> We anticipate the effective tax rate in for the second 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	<ul style="list-style-type: none"> There will be 53 weeks in fiscal 2027, with 14 weeks in the fourth quarter

CONTRACTOR SEGMENT RESULTS



\$ in millions

Net Sales

Americas
EMEA
Asia Pacific

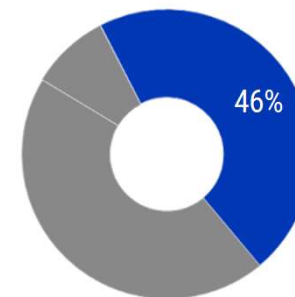
Total

Operating Earnings

% of sales

	First Quarter		
	2026	2025	Change
Americas	\$ 181	\$ 176	3%
EMEA	56	54	3
Asia Pacific	23	25	(7)
Total	\$ 260	\$ 255	2 %
Operating Earnings	\$ 62	\$ 62	0%
% of sales	24 %	24 %	

2026 Contractor Segment
Net Sales as % of Graco



2026 Components of Net Sales Change

	First Quarter	First Quarter
Americas		
Volume & Price	(2)%	(12)%
Acquisitions	4 %	0 %
Currency	1 %	5 %
Total	3 %	(7)%
EMEA		
Volume & Price	(6)%	(4)%
Acquisitions	0 %	3 %
Currency	9 %	3 %
Total	3 %	2 %
Asia Pacific		
Volume & Price	(12)%	(4)%
Acquisitions	0 %	3 %
Currency	5 %	3 %
Total	(7)%	2 %
Segment Total		
Volume & Price	(6)%	(4)%
Acquisitions	0 %	3 %
Currency	9 %	3 %
Total	3 %	2 %

CONTRACTOR SEGMENT RESULTS



Change in % of net sales

2025 Operating Earnings

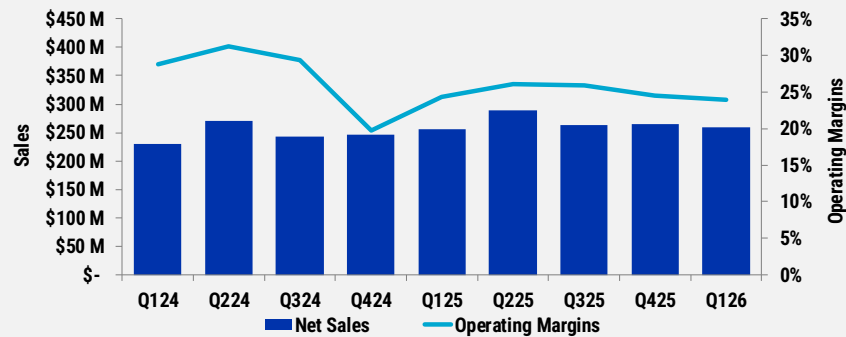
Currency translation

Expense leverage

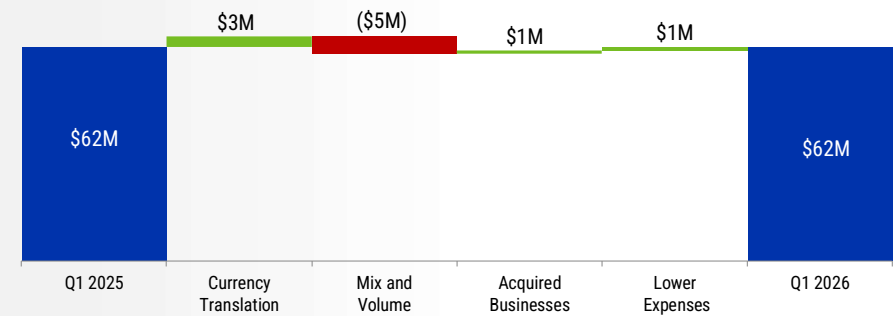
2026 Operating Earnings

First Quarter	
	24 %
	1
	(1)
	24 %

Contractor Segment Net Sales and Operating Margins



Contractor Segment Operating Earnings QTD



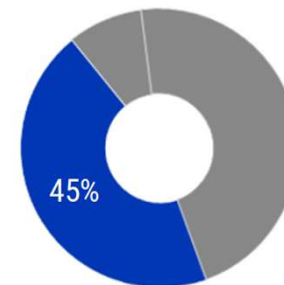
INDUSTRIAL SEGMENT RESULTS



\$ in millions

	First Quarter		
	2026	2025	Change
Net Sales			
Americas	\$ 131	\$ 121	8%
EMEA	63	60	6
Asia Pacific	46	51	(9)
Total	\$ 240	\$ 232	4%
Operating Earnings	\$ 76	\$ 80	(5)%
% of sales	32 %	34 %	

2026 Industrial Segment Net Sales as % of Graco



2026 Components of Net Sales Change

	First Quarter	First Quarter
Americas		
Volume & Price	1 %	
Acquisitions	6 %	
Currency	1 %	
Total	8 %	
Asia Pacific		
Volume & Price		(12)%
Acquisitions		1 %
Currency		2 %
Total		(9)%
EMEA		
Volume & Price	(22)%	
Acquisitions	18 %	
Currency	10 %	
Total	6 %	
Segment Total		
Volume & Price		(8)%
Acquisitions		8 %
Currency		4 %
Total		4 %

INDUSTRIAL SEGMENT FINANCIAL RESULTS



Change in % of net sales

2025 Operating Earnings

Currency translation

Product cost, product and channel mix

Expense leverage

2026 Operating Earnings

First Quarter

34 %

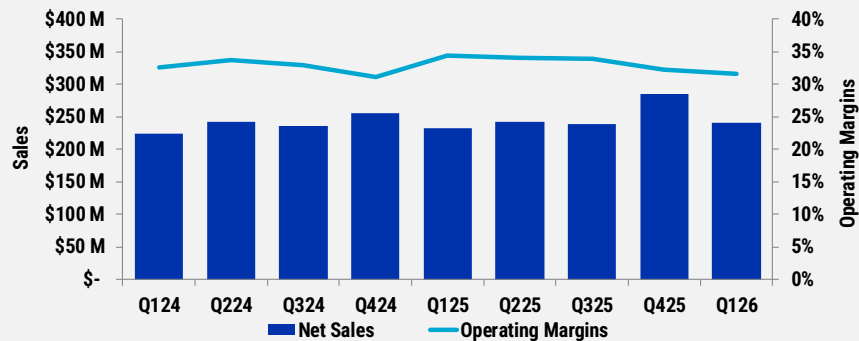
1

(1)

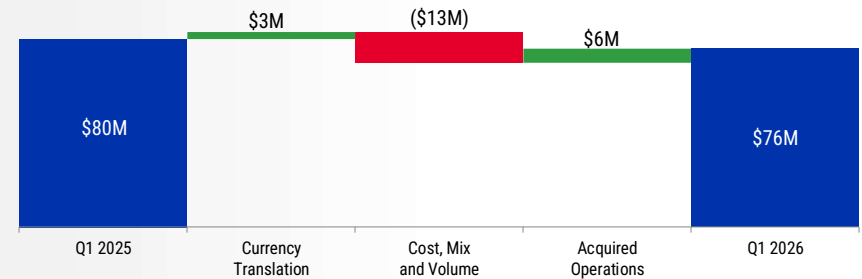
(2)

32 %

Industrial Segment Net Sales and Operating Margins



Industrial Segment Operating Earnings QTD



EXPANSION MARKETS SEGMENT FINANCIAL RESULTS

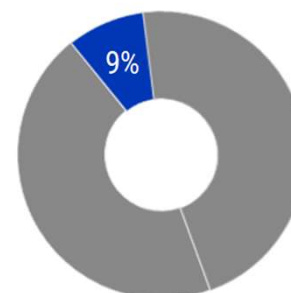


\$ in millions

Net Sales

	First Quarter		
	2026	2025	Change
Americas	\$ 22	\$ 26	(15)%
EMEA	7	7	(4)
Asia Pacific	11	8	28
Total	\$ 40	\$ 41	(4)%
Operating Earnings	\$ 10	\$ 10	(4)%
% of sales	24 %	24 %	

2026 Expansion Markets Segment
Net Sales as % of Graco



2026 Components of Net Sales Change

	First Quarter	First Quarter
Americas		
Volume & Price	(15)%	
Acquisitions	0 %	
Currency	0 %	
Total	(15)%	
Asia Pacific		
Volume & Price		28 %
Acquisitions		0 %
Currency		0 %
Total		28 %
EMEA		
Volume & Price	(6)%	
Acquisitions	0 %	
Currency	2 %	
Total	(4)%	
Segment Total		
Volume & Price		(5)%
Acquisitions		0 %
Currency		1 %
Total		(4)%

EXPANSION MARKETS SEGMENT FINANCIAL RESULTS



Change in % of net sales

2025 Operating Earnings

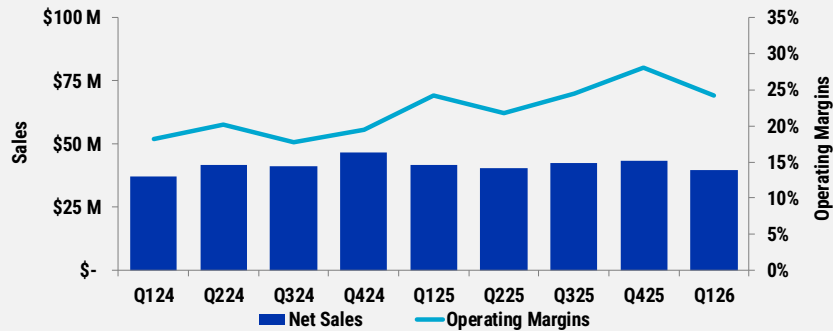
Product and channel mix, cost

Expense leverage

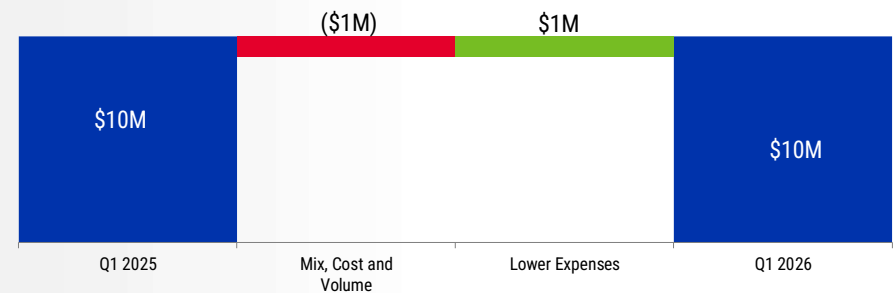
2026 Operating Earnings

First Quarter	
	24 %
	0
	0
	24 %

Expansion Markets Segment Net Sales and Operating Margins



Expansion Markets Segment Operating Earnings QTD



ADJUSTED FINANCIAL RESULTS



Non-GAAP Reconciliation

\$ in millions except per share amounts

Income taxes, as reported

Excess tax benefit from option exercises

Income taxes, adjusted

Effective income tax rate

As reported

Adjusted

Net earnings, as reported

Excess tax benefit from option exercises

Net earnings, adjusted

Weighted average diluted shares

Diluted earnings per share

As reported

Adjusted

	First Quarter		
	2026	2025	Change
Income taxes, as reported	\$ 21.6	\$ 27.4	(21)%
Excess tax benefit from option exercises	6.7	3.6	
Income taxes, adjusted	\$ 28.3	\$ 31.0	(9)%
Effective income tax rate			
As reported	15.4%	18.1%	
Adjusted	20.2%	20.5%	
Net earnings, as reported	\$ 118.5	\$ 124.1	(5)%
Excess tax benefit from option exercises	(6.7)	(3.6)	
Net earnings, adjusted	\$ 111.8	\$ 120.5	(7)%
Weighted average diluted shares	168.3	171.6	
Diluted earnings per share			
As reported	\$ 0.70	\$ 0.72	(3)%
Adjusted	\$ 0.66	\$ 0.70	(6)%

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.

