GRACO

A CENTURY OF INGENUITY. A FUTURE OF POSSIBILITY.

SECOND QUARTER 2026 EARNINGS CALL

JULY 23, 2026

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 July 22, 2026.

KEY HIGHLIGHTS SECOND QUARTER 2026

Celebrated Graco's centennial and hosted our Investor Access Event

REVENUE	ADJ. OPERATING EARNINGS*	ADJ. OPERATING MARGIN*
$591M	$183M	31%
Up 3% YoY	Up 11% YoY	Up 230 bps YoY

BOOKINGS	ORGANIC BACKLOG
+5%	+28%
Organic orders through July 17, 2026	From year-end through July 17, 2026

Q2 HIGHLIGHTS

- Revenue growth across all segments, including Contractor Americas organic growth, broad industrial demand, and semiconductor strength.
- Announced acquisition of Valco Melton expected to close in Q3 2026.
- Repurchased 4.2 million shares totaling $331 million year to date through June 2026.

*Adjusted operating earnings reflect the Company's updated non-GAAP methodology. See appendix for non-GAAP reconciliation.

VALCO MELTON ACQUISITION

Expected to close in third quarter 2026

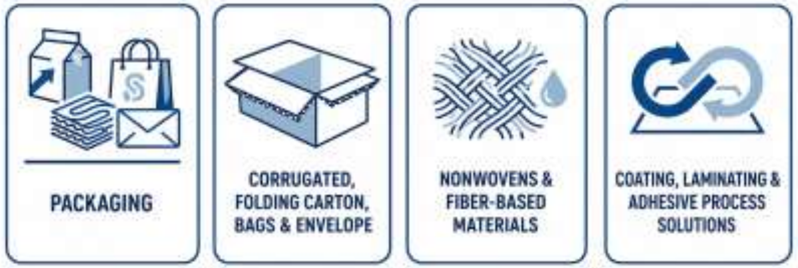
Strong Integrated Portfolio

Global Scale with Omni-Channel Strategy

Differentiated Innovation and Growing Installed Base

Experienced Leadership Team

Represented End Markets



High Quality Strategic Asset

$145M
2025 Net Revenue

+50% Aftermarket
~9% Revenue CAGR (5Yr)

- Global sales: 54% US / 46% International
- 80+ Countries Served; ~650 Total Employees
- Footprint; 27 Mfg., Sales & Services Facilities

Potential for Value Creation

20%
2025 Adjusted EBITDA

>24%
2028E Adjusted EBITDA

- GDP plus growth rates
- Strategic fit within product portfolio
- Expected Cash EPS Accretive 2026
- Expected GAAP EPS Accretive 2027

Disciplined Capital Allocation

~14x(1)
2025 Adj. EBITDA

~10x(1,2)
2026E Synergy Adj. EBITDA

- Adds long-term product platform across growing markets
- Natural strategic fit with growth to support long-term IRR
- Expands addressable market and technology capabilities

1) Multiple shown net of expected tax benefit. 2) Pro forma synergies assume run-rate achieved by end of year 3

CAPITAL ALLOCATION FRAMEWORK

Invest for Growth

Organic investment + strategic M&A

+

Return Capital to Shareholders

Growing dividends + opportunistic buybacks

*2025 – 1H 2026

CURRENT DATA POINTS

- $0.6B committed to M&A*
- >$1B returned via buybacks & dividends*
- 18.6M shares remaining for repurchase

LONGER-TERM THESIS

Compound share gains through business performance, innovation, acquisitions, and disciplined capital allocation.

Foundation: Investment-Grade Balance Sheet

- Up to $2B of capital within desired leverage range
- Financial flexibility for growth and shareholder returns

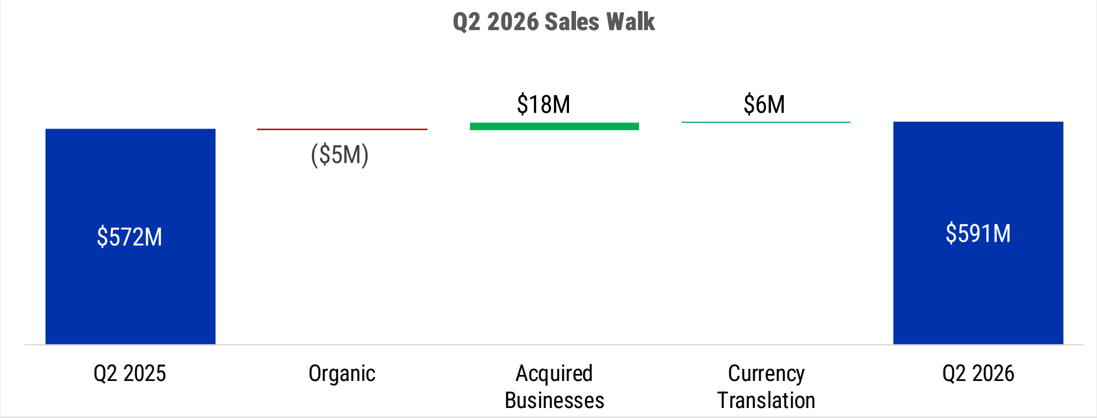
GRACO – SECOND QUARTER 2026

Sales

- Reported sales of $591 million, an increase of 3% compared to second quarter 2025.
  - 1% organic sales decline driven by timing impact of finishing system sales and other project-related activity.
  - Acquisitions contributed 3%.
  - Favorable currency translation impact of 1%.

Adjusted Operating Earnings

- Adjusted operating earnings of $183 million, an increase of 11% compared to second quarter 2025.
  - Increase due primarily to a higher gross margin rate driven by $9 million of net favorable impact from tariffs and lower operating expenses.



Statement of Earnings $ in millions except per share amounts	Second Quarter 2026	Second Quarter 2025	Change
Net Sales	$ 591	$ 572	3 %
Operating Earnings	$ 175	$ 157	11 %
Net Earnings	$ 145	$ 128	14 %
Diluted Net Earnings Per Share	$ 0.87	$ 0.76	14 %
Operating Earnings, Adjusted*	$ 183	$ 164	11 %
Net Earnings, Adjusted*	$ 151	$ 132	15 %
Diluted Net Earnings Per Share, Adjusted*	$ 0.91	$ 0.78	17 %

*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 – SECOND QUARTER 2026

Sales

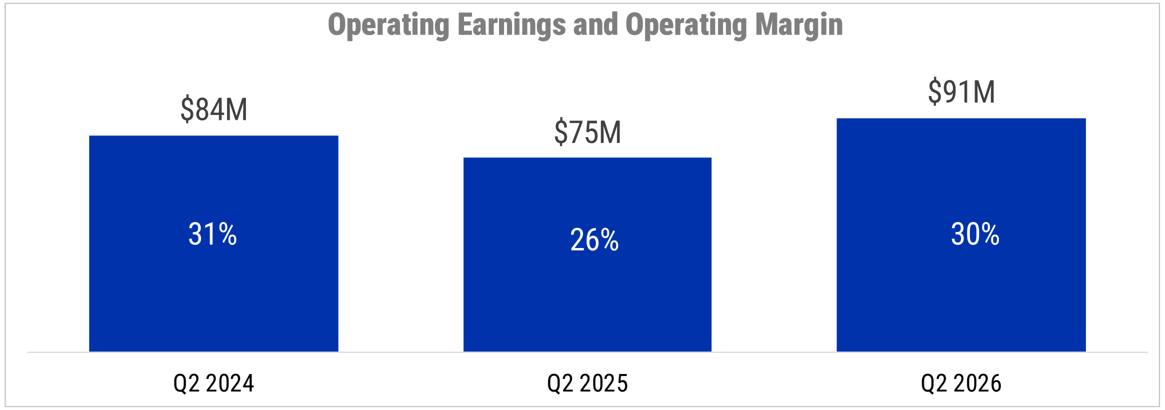
- Sales of $299 million, a 4% increase compared to second quarter 2025.
  - Organic sales increased in the Americas by 3%.
  - Acquisitions contributed 3%.
  - Favorable currency translation impact of 1%.

Operating Earnings

- Operating earnings of $91 million, an increase of 21% compared to second quarter 2025.
  - Operating margin improved 4 percentage points.
  - Increase primarily due to net favorable impact of $5 million from tariffs and lower operating expenses.
  - Acquired businesses contributed $1 million.

$ in millions

Net Sales	Second Quarter 2026	Second Quarter 2025	Second Quarter Change
Americas	$ 215	$ 201	7%
EMEA	60	61	(2)
Asia Pacific	24	27	(8)
Total	**$ 299**	**$ 289**	**4 %**



INDUSTRIAL SEGMENT – SECOND QUARTER 2026

Sales

- Sales of $249 million, a 3% increase compared to second quarter 2025.
  - 3% organic sales decline driven by timing of finishing system sales and other project-related activity.
  - Acquisitions contributed 5%.
  - Favorable currency translation impact of 1%.

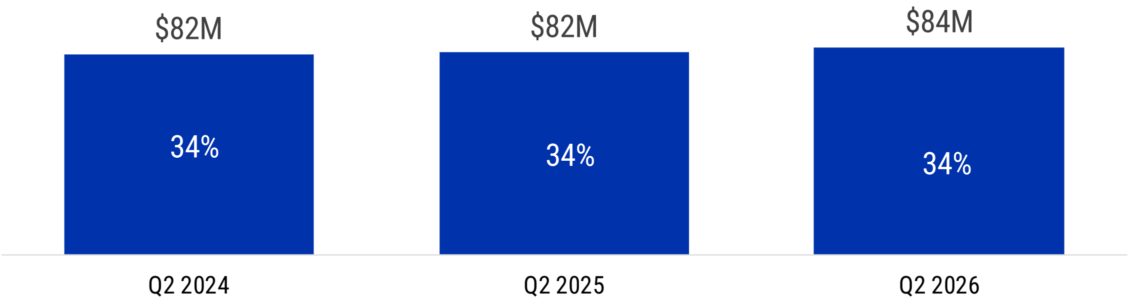
Operating Earnings

- Operating earnings of $84 million, an increase of 2% compared to second quarter 2025.
  - Increase due primarily to a higher gross margin rate driven by net favorable impact of $4 million from tariffs which more than offset the unfavorable effects of lower margin rates of acquired operations.
  - Acquisitions had no significant impact.

$ in millions

	Second Quarter		
Net Sales	**2026**	**2025**	**Change**
Americas	$ 131	$ 127	4%
EMEA	62	61	1
Asia Pacific	56	54	2
Total	**$ 249**	**$ 242**	**3%**

Operating Earnings and Operating Margin



EXPANSION MARKETS SEGMENT – SECOND QUARTER 2026

Sales

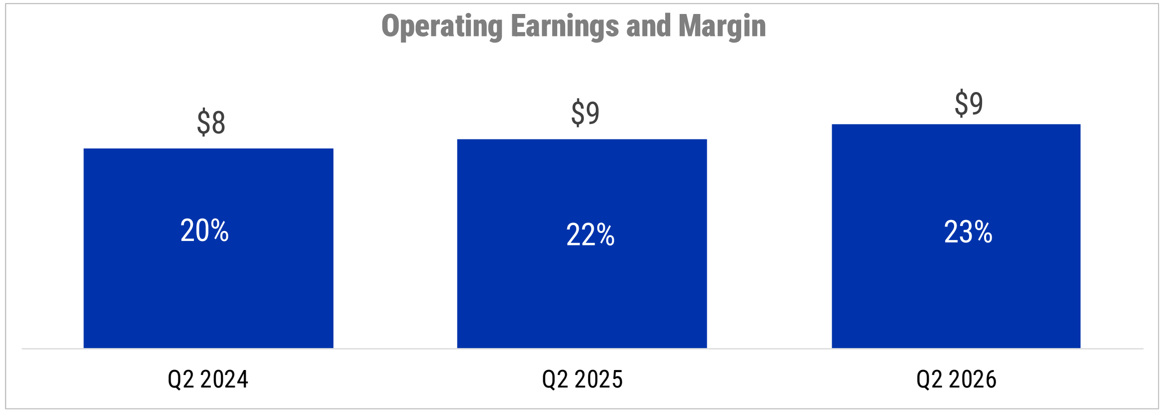
- Sales of $42 million, a 3% organic increase compared to second quarter 2025, driven by strong semiconductor activity.
  - Currency translation had no significant impact.

Operating Earnings

- Operating earnings of $9 million, an increase of 7% from second quarter 2025.
  - Operating margin improved 1 percentage point compared to the same period last year due primarily to lower expenses.

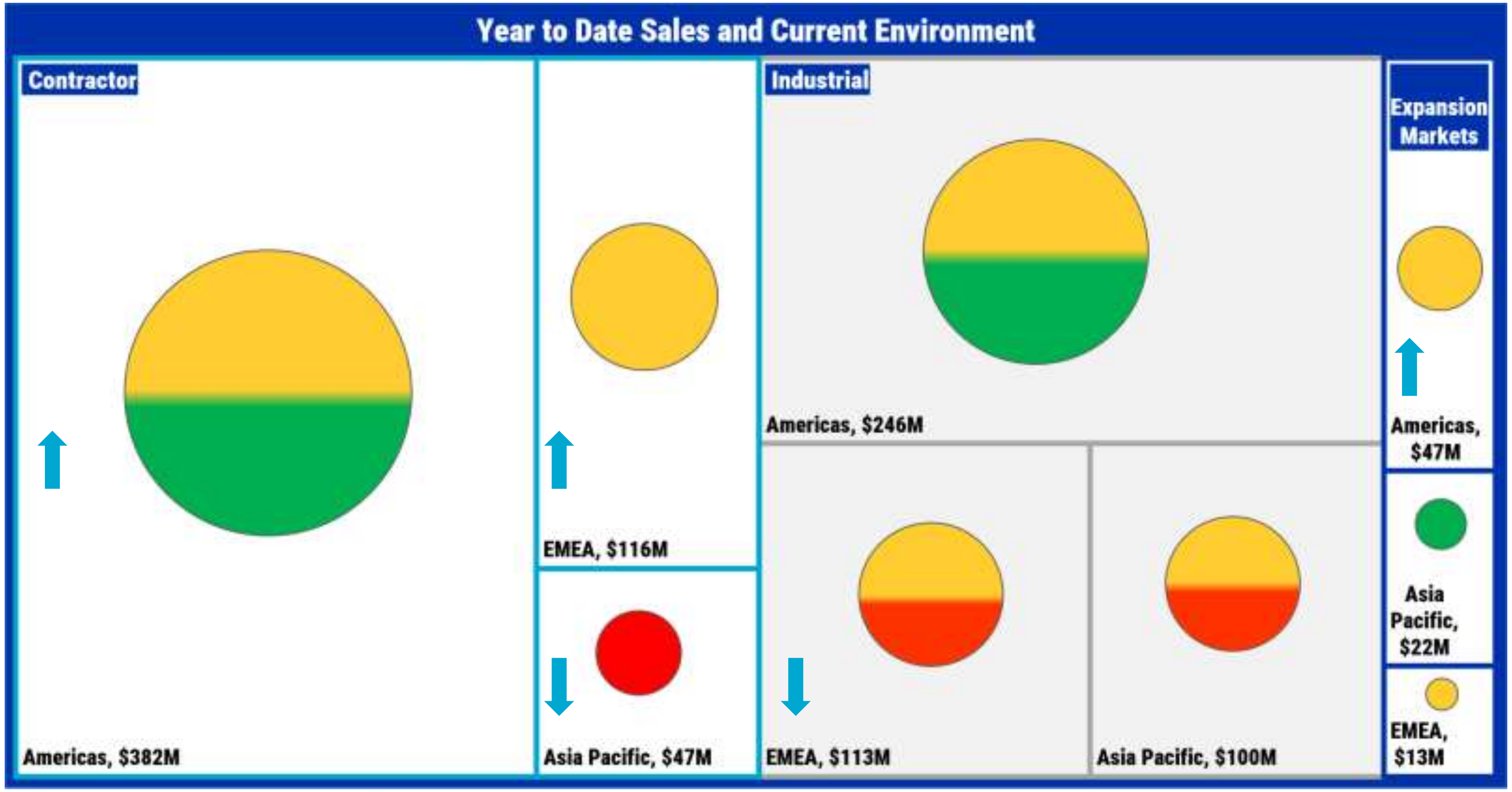
$ in millions

Net Sales	Second Quarter 2026		Second Quarter 2025		Second Quarter Change
Americas	$	25	$	24	4%
EMEA		6		8	(24)
Asia Pacific		11		9	23
Total	**$**	**42**	**$**	**41**	**3%**



2026 ENVIRONMENT

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



Net Sales Change	Second Quarter	June Year to Date
Contractor Segment	0 %	(2%)
Americas	3 %	1 %
EMEA	(4%)	(5%)
Asia Pacific	(10%)	(10%)
Industrial Segment	(3%)	(5%)
Americas	(4%)	(2%)
EMEA	(2%)	(12%)
Asia Pacific	(2%)	(7%)
Expansion Markets Segment	3 %	(1%)
Americas	4 %	(6%)
EMEA	(24%)	(15%)
Asia Pacific	23 %	25 %
Graco	(1%)	(3%)
Americas	1 %	(1%)
EMEA	(4%)	(9%)
Asia Pacific	(2%)	(5%)

2026 Full Year Outlook Low Single-Digit Organic Revenue Growth.
We are initiating third-quarter total company revenue guidance of $580-$600 million.

BACKLOG AND BOOKINGS

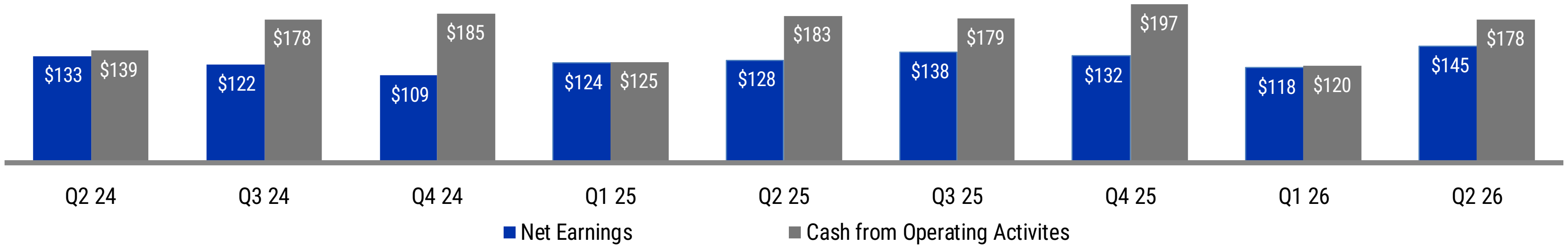
Excluding acquisitions	Q1 2026 Bookings	Q2 2026 Bookings	YTD Bookings Through July 17, 2026	Last 6 Weeks Bookings through July 17, 2026	July 17, 2026 Increase in Backlog From Year End
	From Q1 2025	From Q2 2025	From 2025	6 Week Average	$M
Contractor Segment	(1)%	4 %	2 %	14 %	$ 9
Industrial Segment	5 %	(2)%	3 %	11 %	28
Expansion Markets Segment	11 %	58 %	33 %	36 %	20
	2 %	5 %	5 %	14 %	$ 57

- Backlog, excluding acquisitions, increased $57 million, or 28%, from December year-end 2025 through July 17, 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**
Net Share Issuances (Repurchases)	$ (288)	$ (335)
Dividends	(98)	(92)
Capital Expenditures	(29)	(30)
Acquisitions	-	(10)
Sale of Building	-	11

- Net cash from operations through June 2026 was $298 million vs. $308 million through June 2025.
- Capital expenditures of $29 million. Construction has begun on facility expansion projects.
- 2025 proceeds from the sale of a manufacturing and distribution facility in Switzerland of $11 million.

OTHER DISCUSSION ITEMS

Cap Ex	• Capital expenditure expectations of approximately $90 - $100 million in 2026 including approximately $50 million in facility expansion projects.
Expenses	• Unallocated corporate expenses in 2026 are expected to be approximately $39 - $42 million.
Shares	• We repurchased 4.2 million shares of stock through June 2026. We continue to 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 third 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 2027, with 14 weeks in the fourth quarter.

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 16.

Change in Non-GAAP Methodology Reconciliation	Second Quarter		
	2026	2025	Change
Diluted EPS - As Reported	$ 0.87	$ 0.76	14 %
Previous non-GAAP adjustments	-	(0.01)	
Adjusted diluted EPS - Historical Presentation	$ 0.87	$ 0.75	16 %
Additional non-GAAP adjustments	0.04	0.03	
Adjusted diluted EPS - Current Presentation	$ 0.91	$ 0.78	17 %

ADJUSTED FINANCIAL RESULTS

Non-GAAP Reconciliation

$ in millions except per share amounts

	Second Quarter		
	2026	2025	Change
Operating earnings, as reported	$ 175.1	$ 157.5	11 %
Acquisition costs	2.5	0.3	
Amortization of acquired intangible assets	5.6	6.6	
Operating earnings, adjusted	$ 183.2	$ 164.4	11 %
Income taxes, as reported	$ 36.5	$ 30.6	19 %
Tax impact of acquisition costs	0.5	0.1	
Tax impact of amortization of acquired intangible assets	1.4	1.8	
Excess tax benefit from option exercises	0.1	0.7	
Income taxes, adjusted	$ 38.5	$ 33.2	16 %
Effective income tax rate			
As reported	20.1%	19.3%	
Adjusted	20.4%	20.1%	
Net earnings, as reported	$ 144.9	$ 127.6	14 %
Acquisition costs	2.0	0.2	
Amortization of acquired intangible assets	4.2	4.8	
Excess tax benefit from option exercises	(0.1)	(0.7)	
Net earnings, adjusted	$ 151.0	$ 131.9	15 %
Weighted average diluted shares	165.7	168.6	
Diluted earnings per share			
As reported	$ 0.87	$ 0.76	14 %
Adjusted	$ 0.91	$ 0.78	17 %

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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MOVING MATERIALS THAT MATTER™