

**UNITED STATES  
SECURITIES AND EXCHANGE COMMISSION**  
Washington, D.C. 20549

**FORM 8-K**

**CURRENT REPORT  
Pursuant to Section 13 or 15(d)  
of the Securities Exchange Act of 1934**

**Date of Report (Date of earliest event reported): May 5, 2026**

**Graco Inc.**

(Exact name of registrant as specified in charter)

**Minnesota**  
(State or other Jurisdiction  
of Incorporation)

**001-09249**  
(Commission  
File Number)

**41-0285640**  
(I.R.S. Employer  
Identification No.)

**88 - 11th Avenue Northeast**  
**Minneapolis, Minnesota**  
(Address of principal executive offices)

**55413**  
(Zip Code)

**(612) 623-6000**  
Registrant's telephone number, including area code

**Not Applicable**  
(Former name or former address if changed since last report.)

Check the appropriate box below if the Form 8-K filing is intended to simultaneously satisfy the filing obligation of the registrant under any of the following provisions:

- Written communications pursuant to Rule 425 under the Securities Act (17 CFR 230.425)
- Soliciting material pursuant to Rule 14a-12 under the Exchange Act (17 CFR 240.14a-12)
- Pre-commencement communications pursuant to Rule 14d-2(b) under the Exchange Act (17 CFR 240.14d-2(b))
- Pre-commencement communications pursuant to Rule 13e-4(c) under the Exchange Act (17 CFR 240.13e-4(c))

Securities registered pursuant to Section 12(b) of the Act:

Title of each class	Trading Symbol(s)	Name of each exchange on which registered
Common Stock	GGG	The New York Stock Exchange

Indicate by check mark whether the registrant is an emerging growth company as defined in Rule 405 of the Securities Act of 1933 (§230.405 of this chapter) or Rule 12b-2 of the Securities Exchange Act of 1934 (§240.12b-2 of this chapter).

Emerging growth company

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act.

**Item 7.01 Regulation FD Disclosure.**

On May 5, 2026, Graco Inc. (the “Company”) published an investor presentation (the “Presentation”) that it plans to use for investor relations purposes. A copy of the Presentation can be found on Graco’s website at [investors.graco.com](http://investors.graco.com) in the “Presentations” section under the “News & Events” page.

The information furnished pursuant to Item 7.01 of this Current Report, including the Presentation, shall not be deemed “filed” for purposes of Section 18 of the Securities Exchange Act of 1934, as amended (the “Exchange Act”), or otherwise subject to the liability of such section, nor shall it be incorporated by reference into future filings by the Company under the Securities Act, or under the Exchange Act, unless the Company expressly sets forth in such future filing that such information is to be considered “filed” or incorporated by reference therein.

**Item 9.01 Financial Statements and Exhibits.**

- (d) Exhibits
- 99.1 [Company slide presentation.](#)
- 104 Cover Page Interactive Data File (included within the Inline XBRL document).

**Signature**

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

Date: May 5, 2026

GRACO INC.

By: /s/ Joseph James Humke

Joseph James Humke

Its: Executive Vice President, General Counsel and Corporate Secretary



**INVESTOR  
ACCESS EVENT**

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May 5, 2026  
Dayton, Minnesota

## CAUTIONARY STATEMENT REGARDING THE FORWARD-LOOKING STATEMENTS

THE COMPANY DESIRES TO TAKE ADVANTAGE OF THE "SAFE HARBOR" PROVISIONS REGARDING FORWARD-LOOKING STATEMENTS OF THE PRIVATE SECURITIES LITIGATION ACT OF 1995 AND IS MAKING THIS CAUTIONARY STATEMENT IN ORDER TO DO SO. FROM TIME TO TIME VARIOUS FORMS FILED BY OUR COMPANY WITH THE SECURITIES AND EXCHANGE COMMISSION, INCLUDING OUR FORM 10-K, FORM 10-QS AND FORM 8-KS, AND OTHER DISCLOSURES, INCLUDING OUR 2025 OVERVIEW REPORT, PRESS RELEASES, EARNINGS RELEASES, ANALYST BRIEFINGS, CONFERENCE CALLS AND OTHER WRITTEN DOCUMENTS OR ORAL STATEMENTS RELEASED BY OUR COMPANY, MAY CONTAIN FORWARD-LOOKING STATEMENTS. FORWARD-LOOKING STATEMENTS GENERALLY USE WORDS SUCH AS "EXPECT," "FORESEE," "ANTICIPATE," "BELIEVE," "PROJECT," "SHOULD," "ESTIMATE," "WILL," AND SIMILAR EXPRESSIONS, AND REFLECT OUR COMPANY'S EXPECTATIONS CONCERNING THE FUTURE. ALL FORECASTS AND PROJECTIONS ARE FORWARD-LOOKING STATEMENTS.

FUTURE RESULTS COULD DIFFER MATERIALLY FROM THOSE EXPRESSED, DUE TO THE IMPACT OF CHANGES IN VARIOUS FACTORS. THESE RISK FACTORS INCLUDE, BUT ARE NOT LIMITED TO, RISKS RELATING TO THE DEMAND FOR OUR PRODUCTS AND THE LEVEL OF COMMERCIAL, INDUSTRIAL AND CONSTRUCTION ACTIVITY WORLDWIDE; CHANGES IN CURRENCY TRANSLATION RATES; INTERNATIONAL AND DOMESTIC INSTABILITY; INTEREST RATE FLUCTUATIONS AND CHANGES IN CREDIT MARKETS; GLOBAL SOURCING OF MATERIALS; INFLATIONARY COST PRESSURES AND OUR ABILITY TO RAISE PRICES WITHOUT DECREASING DEMAND FOR OUR PRODUCTS; INTERRUPTIONS OF OR INTRUSIONS INTO OUR INFORMATION SYSTEMS; INTELLECTUAL PROPERTY RIGHTS; THE USE OF GENERATIVE ARTIFICIAL INTELLIGENCE AND OTHER EMERGING TECHNOLOGIES; CONDUCTING BUSINESS INTERNATIONALLY; CATASTROPHIC EVENTS; OUR ABILITY TO ATTRACT, DEVELOP AND RETAIN QUALIFIED PERSONNEL; PUBLIC HEALTH CRISES; OUR GROWTH STRATEGIES AND ACQUISITIONS; POTENTIAL GOODWILL IMPAIRMENT; OUR ABILITY TO COMPETE EFFECTIVELY; OUR DEPENDENCE ON A FEW LARGE CUSTOMERS; OUR DEPENDENCE ON CYCLICAL INDUSTRIES; CHANGES IN LAWS AND REGULATIONS; CLIMATE-RELATED LAWS, REGULATIONS AND ACCORDS; ENVIRONMENTAL, SOCIAL AND GOVERNANCE-RELATED EXPECTATIONS AND REQUIREMENTS; COMPLIANCE WITH ANTI-CORRUPTION AND TRADE LAWS; CHANGES IN TAX OR TARIFF RATES OR THE ADOPTION OF NEW TAX OR TARIFF LEGISLATION; AND COSTS ASSOCIATED WITH LEGAL PROCEEDINGS. PLEASE REFER TO ITEM 1A OF OUR ANNUAL REPORT ON FORM 10-K FOR FISCAL YEAR 2025 (AND THE MOST RECENT FORM 10-Q) FOR A MORE COMPREHENSIVE DISCUSSION OF THESE AND OTHER RISK FACTORS. THESE REPORTS ARE AVAILABLE ON THE COMPANY'S WEBSITE AT [WWW.GRACO.COM](http://WWW.GRACO.COM) AND THE SECURITIES AND EXCHANGE COMMISSION'S WEBSITE AT [WWW.SECURITIESANDEXCHANGE.COM](http://WWW.SECURITIESANDEXCHANGE.COM). SHAREHOLDERS, POTENTIAL INVESTORS AND OTHER READERS ARE URGED TO CONSIDER THESE FACTORS IN EVALUATING FORWARD-LOOKING STATEMENTS AND ARE CAUTIONED NOT TO PLACE UNDUE RELIANCE ON SUCH FORWARD-LOOKING STATEMENTS.

INVESTORS SHOULD REALIZE THAT FACTORS OTHER THAN THOSE IDENTIFIED ABOVE AND IN ITEM 1A OF OUR ANNUAL REPORT ON FORM 10-K FOR FISCAL YEAR 2025 MIGHT PROVE IMPORTANT TO THE COMPANY'S FUTURE RESULTS. IT IS NOT POSSIBLE FOR MANAGEMENT TO IDENTIFY EACH AND EVERY FACTOR THAT MAY HAVE AN IMPACT ON THE COMPANY'S OPERATIONS IN THE FUTURE AS NEW FACTORS CAN DEVELOP FROM TIME TO TIME.



# A CENTURY OF INGENUITY. A FUTURE OF POSSIBILITY.



**100** GRACO  
YEARS

## HOUSEKEEPING



Restrooms



Breaks



Transportation & Lunch

**8:00–9:45 AM**

Executive presentations

**10:00 AM –12:00 PM**

Facility tour and product demonstrations

**12:15–1:00 PM**

Lunch and fireside chat

**1:00-1:15 PM**

Departure

**1:15–4:00 PM**

Optional session at distribution center and contractor facility



## **MARK W. SHEAHAN**

President and Chief Executive Officer

Mark was appointed President and Chief Executive Officer in June 2021. Prior to that, he served as Chief Financial Officer and Treasurer from June 2018 to June 2021. He led the Applied Fluid Technologies Division as Vice President and General Manager from February 2008 to June 2018. He also served as Chief Administrative Officer from September 2005 to February 2008. Earlier in his career, he was Vice President and Treasurer from December 1998 to September 2005.

He serves as a director of Tennant Company and is a member of the board of managers of Fernweh Group, LLC.

## OBJECTIVES

- Hear from Graco executive team to get a closer look at Graco strategy and operations

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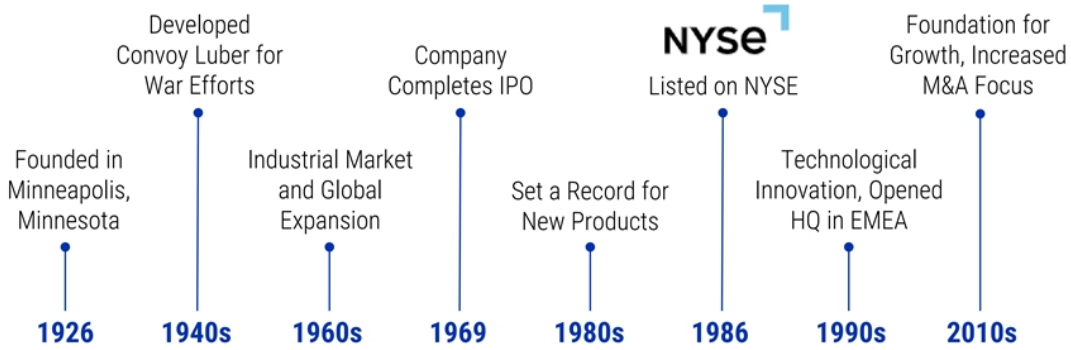
- Learn about 100-year anniversary milestone

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- Tour facilities and experience product demonstrations



# CELEBRATING 100 YEARS IN 2026



## Global Reach

- Surpassed \$1B in revenue in 2012; \$2B in revenue in 2022
- Expanded global scale through targeted acquisitions and new product innovations
- Used M&A to add specialized capabilities and deepen exposure to attractive end markets
- Continued disciplined investment in global operations and advanced automation to support long-term growth

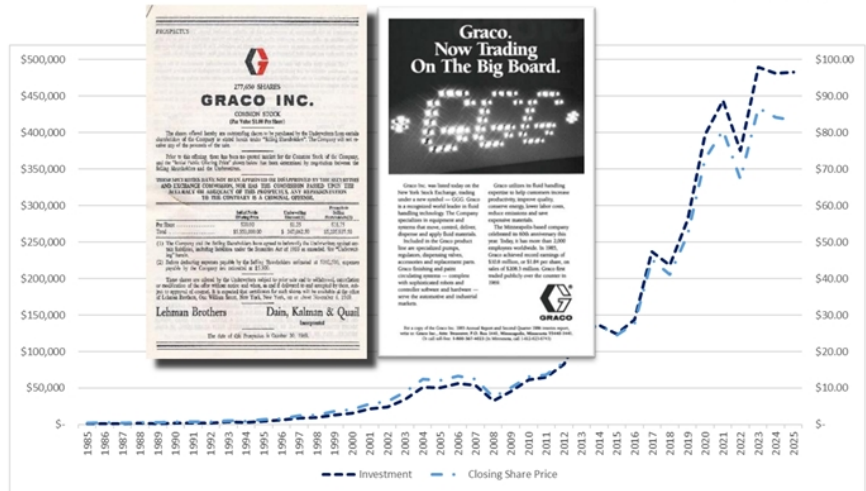


# 100 YEARS OF DISCIPLINE, DECADES OF VALUE CREATION



If you invested **\$1,000 in Graco stock** in 1986 and reinvested the dividends earned each year, that investment would be worth about **\$480,000** at the end of 2025. That's a **17.2%** growth rate and a **48,000%** return.

In comparison, the compound annual growth rate of the S&P500 over the same period is **9.4%** generating a **3,180%** return.



# GRACO TODAY: DIVERSIFIED MATERIAL HANDLING



## NICHE

DIFFICULT APPLICATIONS,  
HARD-TO-MOVE MATERIALS

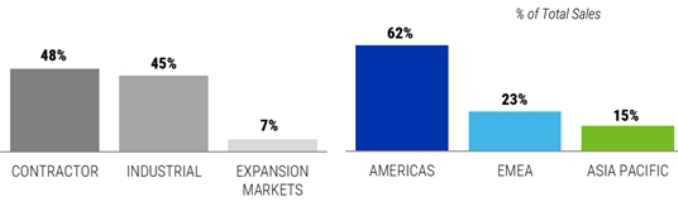
**4,400**

GLOBAL EMPLOYEES

Graco designs and manufactures systems to move, measure, dispense and control hard-to-move fluids and materials that professionals rely on in homes, factories, and job sites worldwide.

**\$2.2B**

2025 REVENUE



## EXTENSIVE REACH

**30,000+**  
OUTLETS/DISTRIBUTORS\*

CUSTOMERS IN  
**100+ COUNTRIES**

FACILITIES IN  
**15+ COUNTRIES**

## BUSINESS MODEL STRENGTH

**48%**  
REVENUE FROM HIGH  
VALUE, LOW VOLUME  
PRODUCTS

**40%**  
REVENUE FROM  
PARTS & ACCESSORIES

**>1.5X**  
R&D INVESTMENT  
COMPARED TO PEERS\*\*

\*Select distributors serve multiple divisions

\*\*Based on a 5-year average, 2021 - 2025, Peers: ITW, LECO, DOV, IEX, NDSN,

## GOALS

- 1** Increase revenue by 10%+ annually on average, with about two-thirds from core business growth and one-third from acquisitions.
- 2** Grow earnings by 12%+ annually, on average, over time.
- 3** Drive above market shareholder returns.

## STRATEGY

Win in premium niche markets that have the most challenging materials to move through our product quality, product performance, exceptional service and comprehensive aftermarket support.

## LONG-TERM STRATEGIC GROWTH DRIVERS

### DRIVE GROWTH FROM CORE PRODUCTS

Drive measurable revenue and margin growth from our core product lines through increased customer value and loyalty. Focus on driving down product costs, making targeted investments, and expanding aftermarket opportunities.

### MEET FUTURE CUSTOMER NEEDS

Innovate today to serve customers tomorrow by positioning our products, processes and systems to meet evolving needs. Offer advancements in technology and seamless purchasing experiences.

### ACCELERATE GROWTH THROUGH M&A

Strengthen our balanced approach to growth by increasing focus on strategic mergers and acquisitions to shape Graco's next 100 years.



One Graco is focused on improving growth through commercial and engineering execution and scaling operations—delivering measurable savings and margin resilience today while building a more scalable, integrated growth platform over time.

- 1 Commercial & Selling Effectiveness**  
One Graco aligned category, product, channel, and sales teams across divisions, enabling earlier collaboration, consistent messaging, and cross-division selling.
- 2 Engineering & Technical Execution**  
Engineering adopted a cross-functional model with stronger project management discipline, global visibility, and cross-division collaboration.
- 3 Operating Model & Supply Chain Scale**  
Operations implemented a global, analytics-driven operating model with aligned metrics, regional manufacturing, and integrated supply chain and logistics networks.
- 4 Cost, Capital & Efficiency Discipline**  
One Graco drove footprint optimization, asset sharing through Centers of Excellence, localized manufacturing, and a structured enterprise cost-out program.
- 5 Organizational Simplification & Enterprise Alignment**  
Leadership, operations, and support functions were centralized to reduce regional silos, standardize processes, and improve enterprise collaboration.

# ONE GRACO: SELECT EXAMPLES



1

## Revenue Expansion

- New market opportunities through cross-selling
- Sales cross-training and integrated selling activities uncovering previously under-penetrated opportunities
- Improved launch readiness and coordination between commercial and engineering teams supporting future growth
- Expanded product offering drove 20% growth in Industrial Finishing sales with existing customer in 2026 YTD

2

## Increased Margins

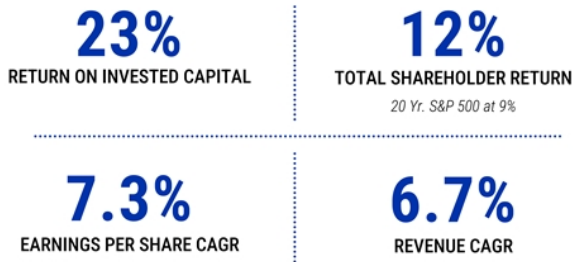
- Centers of Excellence reducing duplication, improving utilization, and accelerating execution
- Stronger project management discipline across engineering and operations improving cost and timeline
- Value and ROI based selling reinforcing margin quality even in uneven demand environments
- \$15M restructuring savings in FY2025 and \$30M annualized cost savings target for FY2026

3

## Improved Working Capital

- Sales & Operations Planning (S&OP) enabling better demand planning, inventory alignment, and cross-functional ownership
- Regional manufacturing and sourcing flexibility reducing lead times, logistics complexity, and inventory risk
- Simplified organizational structures and aligned metrics improving execution discipline and cash conversion over time
- Improved capacity utilization and inventory management with \$50M inventory reduction in FY2025

## PROVEN PERFORMANCE



25 Consecutive Years of Dividend Increases

Based on a 20-year average. Organic revenue at constant currency. Adjusted diluted EPS.

## KEY INVESTMENT ATTRIBUTES

- Durable revenue supported by strong, longstanding customer relationships
- Defensible market positions with leadership in niche, high-value applications
- High margins and strong cash flow supported by innovation and strategic acquisitions
- Strong balance sheet with disciplined capital allocation and consistent shareholder returns

Targeted Revenue CAGR **10%**

Targeted Earnings CAGR **12%+**

# GROWTH PLANS AND EARNINGS DRIVERS



## KEY END MARKETS AND APPLICATIONS

### Contractor

- Paint
- Protective & Heavy Coatings
- Pavement, Turf & Flooring
- Foam & Polyurea
- Color Solutions

### Industrial

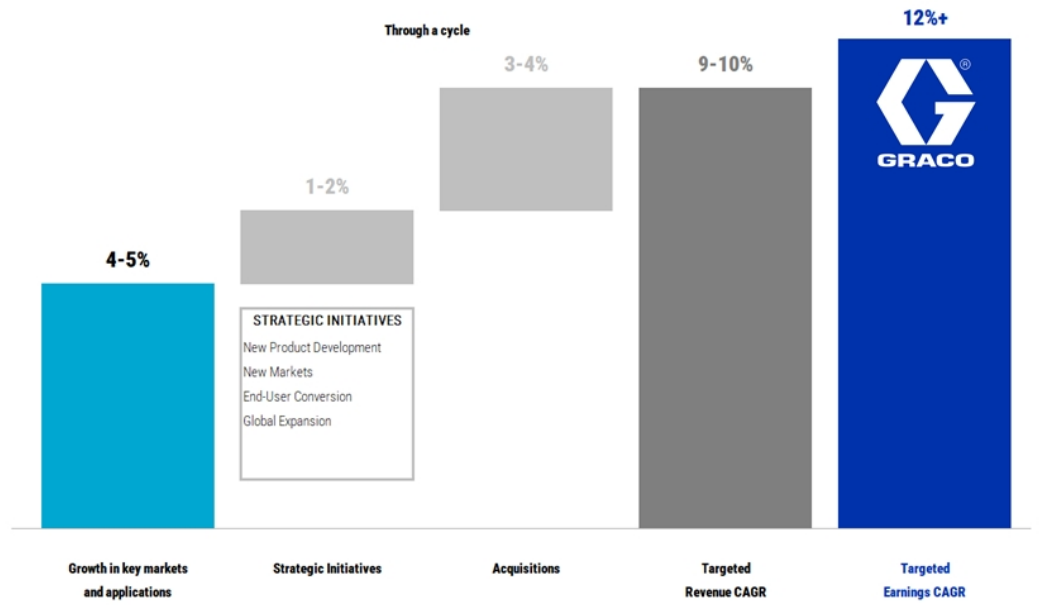
- Transportation Manufacturing
- General Manufacturing
- Machinery Manufacturing
- Process Manufacturing
- Service & Repair

### Powder

- Powder Coatings
- Aluminum Extrusions
- Dosing

### Expansion Markets

- Semiconductor
- Environmental
- High Pressure Equipment
- Electric Motors



# EXECUTIVE TEAM



**David J. Thompson**  
President, Global Contractor Division



**Peter J. O'Shea**  
President, Global Industrial Division



**Claudio Merengo**  
President, Global Powder Division



**Timothy R. White**  
President, Expansion Markets Division



**Angela F. Wordell**  
Executive Vice President and Chief  
Operations and Supply Chain Officer



**Sanjiv Gupta**  
Chief Financial Officer and Treasurer



**Joseph J. Humke**  
Executive Vice President, General  
Counsel and Corporate Secretary



**Kathryn L. Schoenrock**  
Executive Vice President and Chief  
Information Officer



**Laura L. Evanson**  
Executive Vice President and Chief  
Marketing Officer



**Ronita Banerjee**  
Executive Vice President and Chief  
Human Resources Officer



**David M. Lowe**  
Retired Chief Financial Officer  
and Treasurer



**Christopher D. Knutson**  
Vice President, Controller and Chief  
Accounting Officer

**Executive team averages 22 years of tenure**



## SANJIV GUPTA

Chief Financial Officer and Treasurer

- Vice President & CFO, GM International (2023–2026), General Motors Company
- Head of Global FP&A (2019–2023)
- President & Managing Director, India; (2017–2019)
- CFO, International Markets (ANZ, India, Southeast Asia)
- Global leadership across finance, operations, and manufacturing
- Early career at Nestlé and Loblaw Companies Limited



## DAVID J. THOMPSON

President, Global Contractor Division

- President, Global Contractor Division (January 2025–present)
- President, Worldwide Contractor Equipment Division (2024)
- Vice President of Engineering, Contractor Equipment Division (2021–2024)
- Progressed through engineering leadership roles: Engineering Manager, Senior Engineering Manager, Director of Engineering
- Joined the company in 1988

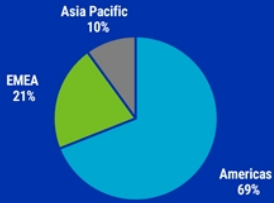
**2025**  
PERFORMANCE

**\$1,072M**

SEGMENT REVENUE

**25%**

OPERATING MARGIN



REVENUE BY REGION



**CONTRACTOR**

**10 GRACO**  
YEARS



# CONTRACTOR DIVISION

**Growth Drivers:** Housing and new construction, infrastructure spending, material changes, end-user conversion from brush and roll, new applications, product innovation and channel expansion

**10** GRACO  
YEARS

# CONTRACTOR OVERVIEW



## BUILDING & CONSTRUCTION



## HOME IMPROVEMENT



## INFRASTRUCTURE



The Contractor division serves professional contractors, DIY customers, material manufacturers, and paint stores worldwide with precision-engineered, customer-fit platforms that are easy to use and offer the highest quality at the lowest total cost of ownership. The Graco global partner network—supported by a direct salesforce—delivers scalable solutions with local reach and deep distributor and end-user relationships.

## PAINT



**Niche Applications:** Residential | Commercial | Industrial | Institutional

**Graco Value:**

- Serving customers from DIYers to pro contractors with the most complete product offering
- Proprietary innovations bring speed, quality, durability and ease of use to spray applications
- Accessibility to accessories and repair parts ensures continuous productivity
- Brand quality and global responsiveness drive loyalty, lifetime value and recurring revenue

**Select Industry Participants:** Wagner, Titan

## PROTECTIVE & HEAVY COATINGS



**Niche Applications:** Industrial Corrosion Protection | Fire-Proofing | Roofing & Water Proofing | Decorative & Aggregate Building Textures

**Graco Value:**

- Bring simplicity and savings to the movement of demanding 1K and 2K materials
- Electrified systems eliminate compressors and generators to ensure repeatable results
- Continuous innovation delivers best-in-class total cost of ownership
- Precise 2K ratio control meeting and exceeding material manufacturers requirements

**Select Industry Participants:** PFT, Wiwa

## PAVEMENT, TURF & FLOORING



**Niche Applications:** Sports field & turf marking | Industrial & commercial flooring systems | Commercial parking lots | Roadways

**Graco Value:**

- Preferred brand of marking solutions for municipalities, contractors, schools, and airports
- Innovation provides less fatigue, faster, accurate 1K/2K, tape, and thermoplastics application
- Technology advancement provides productivity from set up and layout to final application
- Automation reduces fatigue, less labor, increased productivity, and repeatable accuracy

**Select Industry Participants:** Titan, Turf Tank

## FOAM & POLYUREA



**Niche Applications:** Tank, piping & containment systems | Building insulation | In-plant foam for manufacturing

**Graco Value:**

- Solutions to help contractors and in-plant manufacturers maximize yield with precise, consistent mix-ratio systems
- Integrated remote reporting and monitoring ensures job accuracy, and validation
- Innovation that significantly reduces on job maintenance, providing increased productivity

**Select Industry Participants:** Binks, PMC

## NEW

## COLOR SOLUTIONS



**Niche Applications:** Paint manufacturers | Paint retailers | Auto refinishers | Ink producers

**Graco Value:**

- Strong customer value comes from using our high-quality automation for high-volume, high-output dispense tinting and shaking
- High performance solutions ensure speed, exact accuracy, and labor efficiency and speed to serve customers for paint retailers
- Responsiveness of our service network contributes to improved uptime for store operations
- Innovative systems designed to specific industries provide automated, productive, high volume, repeatable precision solutions

**Select Industry Participants:** Fluid Management, Santint

# corob

Acquired in November 2024



# RADIA

Acquired in November 2025



# ONE GRACO - CONTRACTOR



- 1 Organizational Simplification & Leadership Alignment**

Contractor consolidated leadership and operations under a single enterprise structure, removing regional silos and layered decision-making.
- 2 Sales Effectiveness & Cross-Division Selling**

Contractor sales increased collaboration with Industrial teams and leveraged shared channels, supported by improved IT tools and enterprise sales enablement.
- 3 Marketing Centralization & Commercial Support**

Marketing was centralized to improve cross-regional collaboration, deploy common tools and dashboards, and enable greater flexibility in selling and discounting across divisions.
- 4 Engineering Collaboration & Cost Discipline**

Engineering implemented global visibility into technical assistance, warranty, and training metrics while strengthening cross-divisional collaboration and cost optimization discipline.
- 5 Execution Discipline & Enterprise Enablement**

Contractor adopted enterprise IT tools and improved coordination with central functions to support sales execution, engineering workflows, and operational launches.

# PROMINENT END-USERS

10 GRACO  
YEARS



SHERWIN-WILLIAMS.



#1

Brand preferred by professional contractors

30,000+

Distribution outlets providing unmatched global reach

100+

Countries served



All trademarks are the properties of their respective owners. Logos shown for illustrative purposes only. No endorsement or affiliation is implied.



## **PETER J. O'SHEA**

President, Global Industrial Division

- President, Global Industrial Division (2025–present)
- President roles across Industrial Products and Lubrication Equipment, including South and Central America leadership (2016–2024)
- Vice President and General Manager roles in Asia Pacific (2012–2015)
- Sales, marketing, and international leadership roles, including Asia, Australia and New Zealand (2002–2012)
- Joined the company in 1995

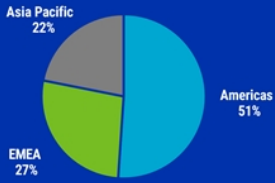
# 2025 PERFORMANCE

**\$997M**

SEGMENT REVENUE

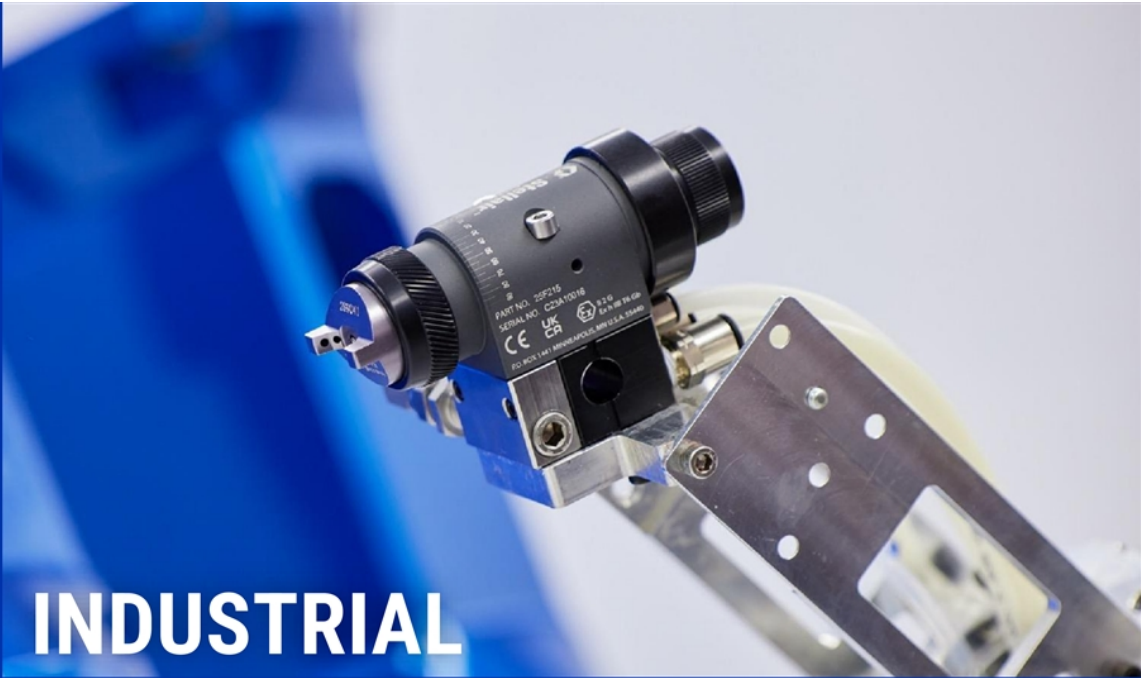
**34%**

OPERATING MARGIN

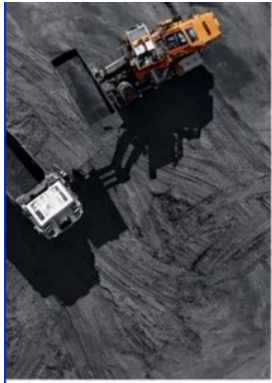


REVENUE BY REGION

# INDUSTRIAL



**10** GRACO  
YEARS



# INDUSTRIAL DIVISION

**Growth Drivers:** Factory movement and expansion, automation, technology upgrades, energy efficiency upgrades, material changes, fluid management

**10** GRACO  
YEARS

## MANUFACTURING



## SERVICE & REPAIR



The Industrial division helps manufacturers and service teams achieve quality, performance and uptime with integrated automation and system intelligence. Customers reduce risk and waste, while lowering lifecycle cost with systems embedded into daily production and maintenance workflows.

## TRANSPORTATION MANUFACTURING



**Niche Applications:** Sealant & bonding in automotive manufacturing | Liquid finishing in aerospace & commercial vehicles, | Material bonding, transfer & finishing in rail & marine

**Graco Value:**

- System-level precision solutions proven in highly regulated, high-volume transportation production applications
- Built to deliver safety, quality, and repeatability
- Embedded solutions across long-lifecycle platforms scale easily and reduce integration risk

**Select Industry Participants:** Atlas Copco, Binks, Nordson, Sames, DURR

## GENERAL MANUFACTURING



**Niche Applications:** Sealant, adhesive, and thermal material for electronics, energy, & industrial equipment | Liquid finishing in wood, metal fabrication | Fluid transfer for general manufacturing operations

**Graco Value:**

- Precision micro dispensing across a high variety of manufacturing environments
- Automation and monitoring reduce defects, downtime, and integration risk
- Global expert teams support strategic customer platforms end-to-end

**Select Industry Participants:** Nordson, Viscotec, PVA, Musashi, Wagner

## MACHINERY MANUFACTURING



**Niche Applications:** Sealant and adhesive in machinery assembly | Fluid management solutions with traceability | Auto lubrication on mobile equipment | Liquid finishing

**Graco Value:**

- Reputable brand of on-vehicle lubrication with broad OEM adoption
- End-to-end system portfolio across sealant, adhesive and liquid finishing applications
- Proven reliability within diverse, complex environments
- High-quality deployment, uptime, and rapid issue resolution through global channel and service model

**Select Industry Participants:** Lincoln/SKF, Groeneveld-Beka, Sames, Nordson, Binks

## PROCESS MANUFACTURING



**Niche Applications:** Ingredient unloading | Hot melt adhesive dispense | Latex and slurry transfer in paint manufacturing | Starch transfer in corrugated board manufacturing

**Graco Value:**

- Protects product integrity where contamination or inconsistency can diminish value
- Broad range of material handling from medium- to low-viscosity ingredients
- Moving sensitive high-value materials
- Enables hygienic, validated, and repeatable batches

**Select Industry Participants:** Wilden (Dover), ARO (Ingersoll Rand), Sandpiper (IDEX), Nordson

## SERVICE & REPAIR



**Niche Applications:** Fluid management in service garages | Auto lubrication in off-road mobile & material processing | Fluid transfer & dispense in mobile service

**Graco Value:**

- Improved service efficiency and profitability
- High durability maximizes equipment uptime and asset life
- End-to-end solution portfolio across products, accessories, and support
- Platforms deeply embedded in customer service workflows

**Select Industry Participants:** SKF/Lincoln/Alemite, Groeneveld-Beka, Samson, Balcrank

- 1 Commercial Alignment & Go to Market Simplification**

Industrial aligned category, product, channel, sales, and engineering teams earlier in planning to simplify decision-making and deliver more consistent market messaging.
- 2 Selling Effectiveness & Cross-Selling**

Sales teams were cross-trained across products and supported by a new sales operations model to improve focus, account coverage, and collaboration.
- 3 Engineering Collaboration & Execution Discipline**

Industrial engineering adopted a cross-functional model with stronger project management discipline across cost, timing, and technical execution.
- 4 Centers of Excellence & Organizational Scale**

Centers of Excellence were leveraged to centralize expertise, standardize execution, and support multiple products and regions from a common platform.
- 5 Financial Discipline Amid Macro Headwinds**

Industrial maintained a focus on value-based selling and operational rigor despite uneven demand conditions.

# PROMINENT END-USERS

100 YEARS  
GRACO



445

Active worldwide patents

20,000+

Distribution outlets providing unmatched global reach

100+

Countries in which our products are used



All trademarks are the properties of their respective owners. Logos shown for illustrative purposes only. No endorsement or affiliation is implied.



## CLAUDIO MERENGO

President, Global Powder Division

- President, Global Powder Division (2025–present)
- President, Worldwide Powder Division (2024)
- President, Worldwide Gema (2007–2024)
- Additional leadership roles at ITW Finishing and ITW Dynatec (2008–2012)
- Earlier leadership roles at Gema across Europe (1999–2007)
- Early career in R&D, sales, and after-sales at Gema (1994–1999)
- Joined Gema in 1994; Gema became part of Graco in 2012

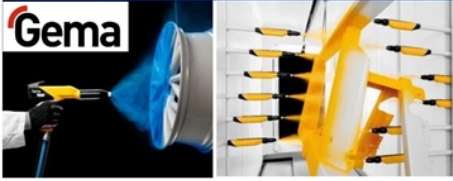


# POWDER DIVISION

**Growth Drivers:** Investments in factory expansion and modernization, where our differentiated technologies and global service network deliver industrial customers value through automation, process optimization, productivity gains, quality improvements.

**10** GRACO  
YEARS

## POWDER COATING



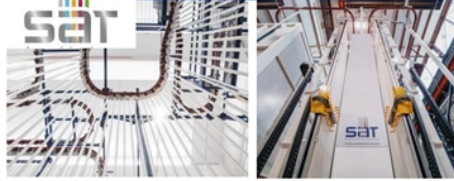
**Niche Applications:** Residential Appliances | Office Furniture | Agriculture Machinery | Automotive Tier 1

**Graco Value:**

- Green technology providing durable, protective, and decorative surfaces
- Key technologies include:
  - Powder handling
  - Electrostatic charging
  - Automation

**Select Industry Participants:** Nordson, Wagner

## ALUMINUM EXTRUSIONS



**Niche Applications:** Architectural Extrusions Elements  
Industrial Extrusions Elements

**Graco Value:**

- Complete powder coating lines
- Fully automated anodizing plants
- Vertical lines offer space saving and improved efficiency advantages

**Select Industry Participants:** EUROIMPIANTI

## DOSING

## NEW



**Niche Applications:** Tires | Cosmetics | Plastics | Food Textiles | Rubber

**Graco Value:**

- Automatic dispensing and weighing solutions for powder and liquid products—pigments, additives, chemicals, various ingredients
- Automated solutions offer high levels of precision and reproducibility

**Select Industry Participants:** Mesnac

# PROMINENT END-USERS



**5**

Manufacturing plants  
in Europe and Asia

**10**

Countries covered  
by direct sales offices

**100+**

Countries in which our  
products are used



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## TIMOTHY R. WHITE

President, Expansion Markets Division

- President, Expansion Markets Division (2025–present)
- President, Worldwide Process Division (2021–2024)
- President, White Knight and QED Environmental Systems (2020–2021)
- President, EMEA (2018–2020)
- President, QED Environmental Systems (2015–2018)
- Leadership roles in sales, marketing, and operations across divisions (2008–2015)
- Earlier career in manufacturing management
- Joined the company in 1992

## 2025 PERFORMANCE

**\$168M**

SEGMENT REVENUE

**25%**

OPERATING MARGIN

Asia Pacific  
23%



REVENUE BY REGION

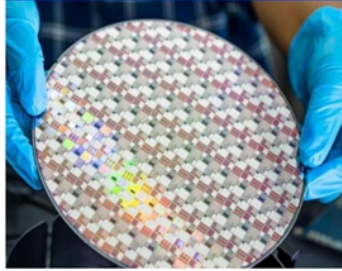


**10 GRACO**  
YEARS

## ENVIRONMENTAL



## SEMICONDUCTOR



## HIGH PRESSURE



## ELECTRIC MOTORS



- Niche markets and key parts of the value chain
- Key growth drivers from regulation, advanced computing, energy self-sufficiency, and advanced manufacturing
- Built via platform acquisitions in specialized, engineered applications
- Attractive margins and M&A runway

## HIGH PRESSURE EQUIPMENT



**Niche Applications:** Oil & Gas | Clean Energy | Aerospace | Industrial Testing

**Graco Value:**

- Focused on elevated fluid pressure applications
- Complete line of high-pressure pumps, valves, fittings, and accessories
- Providing leak-free operations at pressures from 10,000 to 150,000 psi

**Select Industry Participants:** Parker-Hannifin, Swagelok, Maximator

## ENVIRONMENTAL



**Niche Applications:** Landfill | Clean Energy/Biogas | Groundwater Testing & Remediation

**Graco Value:**

- Top-tier manufacturer of environmental monitoring and remediation equipment
- Air and electric-powered pumping systems for groundwater sampling
- Precision wellheads for gas collection, control and management

**Select Industry Participants:** PumpOne, Geotech Environmental

## SEMICONDUCTOR



**Niche Applications:** Wafer Manufacturing | Life Sciences | Specialty Chemicals

**Graco Value:**

- Providing a total solution for high-purity fluid handling systems
- Chemical compatible, high-purity fluoropolymer materials
- Clean room assembly, vertically integrated processing

**Select Industry Participants:** Trebor, Furon, Process Technology

## ELECTRIC MOTORS



**Niche Applications:** Pump Applications | Marine Propulsion | Robotics & Actuators  
Heat Exchangers & Fans: Data Centers & Industrial

**Graco Value:**

- Superior continuous torque, no gear boxes equating to 20-40% lower cost
- 3x smaller than comparable conventional motors
- Flexible licensing-based business model: vertically integrate or utilize a qualified contract manufacturer

**Select Industry Participants:** Servax

# PROMINENT END-USERS



11

Countries with  
direct sales offices

6

Manufacturing  
locations

95

Electric  
motor patents

BLUE ORIGIN



SPACEX



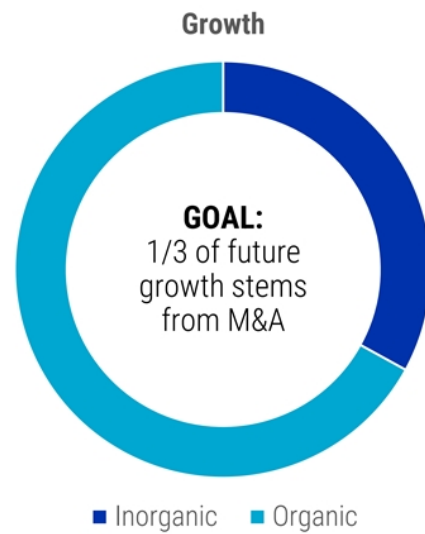


## RYAN PATRICK

Vice President, Corporate Development

- Vice President, Corporate Development (2026–Present), Graco Inc.
- Director, Corporate Development (2020-2026), Graco Inc.
- M&A Investment Banker (2018–2020), Chartwell Financial Advisory, Inc.
- M&A Engagement Leader (2016–2018), EY Strategy & Transactions
- Various finance and corporate M&A leadership roles (2010-2016) 3M, Inc.
- Early career in public accounting with Abdo LLP – Ryan is an inactive CPA

- Acquisitions expected to play a key role in extending our technology portfolio and enhancing our position in attractive, high-growth markets
- Actively evaluating opportunities aligned with our strategy, capabilities and financial return objectives
- Our pipeline remains healthy, and we will continue to be patient and disciplined as we pursue the right opportunities



# HISTORY OF VALUE-CREATING ACQUISITIONS

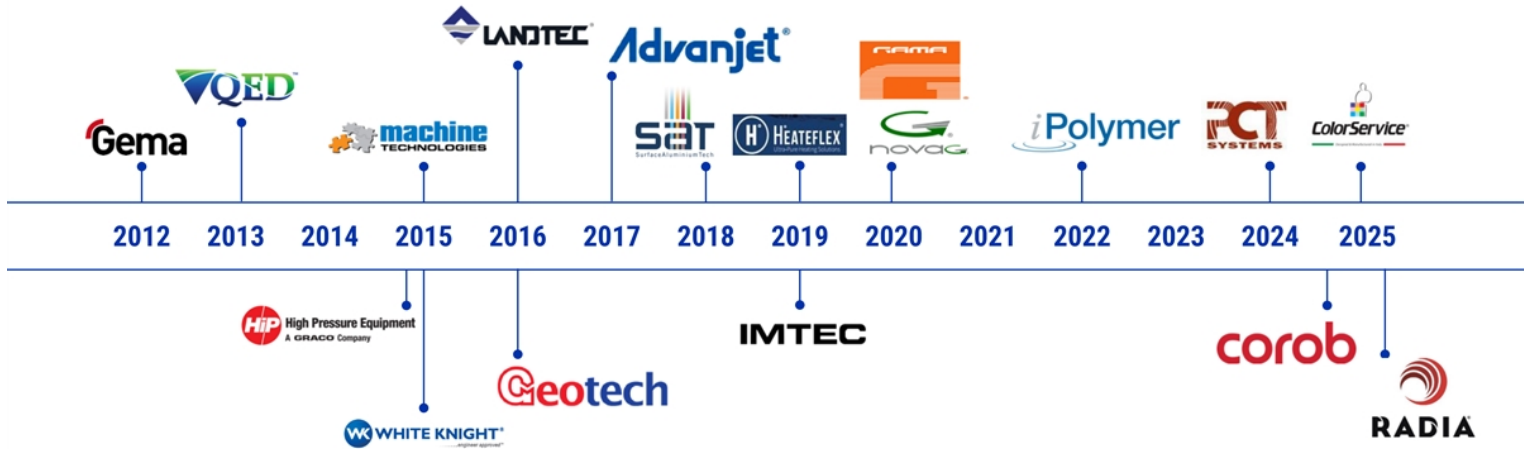


Long-standing, disciplined acquirer

Strong alignment with core capabilities

Financial discipline throughout cycles

Repeatable results-oriented process



## STRATEGIC CRITERIA

- Mission-critical, highly engineered product technologies in premium niche applications

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- Challenging applications where quality and reliability offer premium value to the customer

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- Businesses where we can leverage Graco's core competencies to drive meaningful value creation

## FINANCIAL CRITERIA

- Market segments with sustainable GDP+ growth expectations

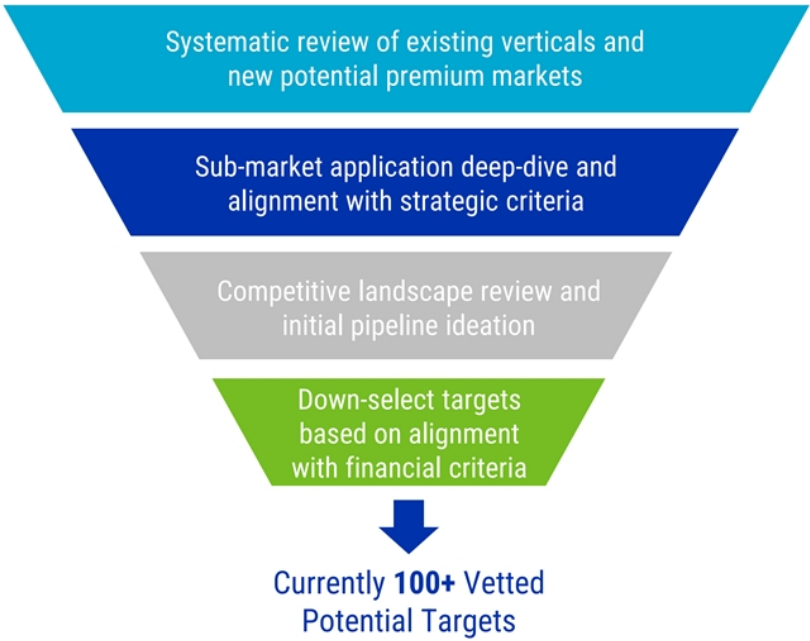
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- Synergies capable of lifting profitability to Graco's margin profile

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- Returns that offers a premium to our cost of capital

- Market segments and priority verticals linked to enterprise strategy
- Rigorous screening using investment and M&A scorecards
- Dedicated corporate and division resources driving target cultivation
- Regular internal pipeline review



## CORE BUSINESSES

- Prioritizing capital allocation to opportunities with the greatest strategic and financial attractiveness

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- Filling technology and capability gaps necessary to achieve strategic ambitions

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- Enhancing existing business, leveraging existing commercial and operational capabilities

## EXPANSION MARKETS DIVISION

- Analyzing and pursuing new end-markets with attractive growth

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- Targeting scaled platforms for follow-on M&A and new growth vectors

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- Evaluating existing Expansion Markets businesses and investing where appropriate



## ANGELA F. WORDELL

Executive Vice President and Chief Operations and Supply Chain Officer

- Executive Vice President and Chief Operations & Supply Chain Officer (2025–present)
- Executive Vice President, Operations (2018–2024), including dual role leading Worldwide Oil & Natural Gas Division (2020–2022)
- Leadership roles in sourcing and operations, including Purchasing Director and Strategic Sourcing Director (2017–2018)
- Operations Director, IPD Division and China Factory (2010–2017)
- Earlier career in manufacturing management and engineering
- Joined the company in 1993



# OPERATIONS

**10** GRACO  
YEARS

### Global Manufacturing Scale

- Customer-proximate global operations

### Operational Excellence

- Disciplined execution and continuous improvement

### Strategic Capital Deployment

- High-return capital investment

### Integrated Supply Chain

- Resilient and adaptable model

### One Graco Operating System

- Shared systems enabling scale and execution

## OPERATIONS EXCELLENCE

**> 75%**

PRODUCTS MANUFACTURED IN US

**ZERO**

COST CHANGE GOAL

WARRANTY COSTS

**< 1%**

IN STOCK SERVICE LEVEL

**95%**

- On-time deliveries; orders in by noon, ship same day
- Superior quality; stringent product requirements
- Strong material supplier relationships

## Globalized Supply Chain:

- Integrated sourcing, materials, distribution, and quality teams across all regions

## Centers of Excellence:

- Specialized manufacturing hubs driving capital savings and improved utilization

## Regional Manufacturing:

- Serve local markets while reducing lead time and tariff exposure

## M&A Integration:

- Execute proven acquisition playbook

## OPERATIONS DRIVERS

- Deliver the right products at the right time with high quality and competitive cost to support growth
- Partner closely with commercial teams to align operations with market demand
- Scale globally through simplified, standardized processes and Centers of Excellence that lower costs
- Drive continuous improvement with a zero cost mindset and maintain flexibility to adapt to market changes

INCREASE  
SALES

IMPROVE  
PROFITABILITY

PROVIDE  
SHAREHOLDER  
VALUE

## PILLARS OF SUCCESS

### SAFETY

Become Incident Free  
\*Zero Harm\*

### QUALITY

Zero Defects  
\*Right First Time\*

### DELIVERIES

100% On Time  
\*Customer promise fulfillment\*

### COST

Zero Cost Change

## OPERATIONS DRIVERS

- Safety and quality by design through standard global processes and clear ownership
- Reliable delivery via regional manufacturing, optimized networks, and integrated S&OP
- Cost discipline and productivity from simplification, automation, analytics, and operating metrics
- Technology-enabled visibility across sourcing, materials, and customer interfaces
- Talent and leadership systems embedding accountability at every level

**PROCESS  
DRIVEN**

**TECHNOLOGY  
ENABLED**

**PEOPLE  
POWERED**

# ONE GRACO - OPERATIONS



- 1 Seamless Purchasing Experience**

Make it easier for our customers to do business with Graco by creating a connected, effortless experience through simplifying and evolving our processes and systems.
- 2 Cost Optimization**

Drive cost out of existing products through redesign, resourcing, or manufacturing optimization, ensuring customers receive quality Graco products at competitive prices.
- 3 Investments Prioritized by Market Opportunities**

Prioritize and deploy resources guided by business strategy, market and customer insights. Invest to grow where market potential and company strengths align, while driving profitability in important but lower-growth businesses.
- 4 Aftermarket Sales Growth**

Deliver lifetime value to customers beyond the initial purchase by capturing greater share in parts, accessories, maintenance, repair and operations to keep them coming back to Graco.
- 5 Acquisitions to Expand the Core**

Apply core operational expertise and capacity across acquired businesses.

