

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

FORM 10-Q

(Mark one)

- QUARTERLY REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934**

For the quarterly period ended April 2, 2022

OR

- TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934**

For the transition period from

to

Commission File Number 1-7724

Snap-on Incorporated

(Exact name of registrant as specified in its charter)

Delaware

(State of incorporation)

39-0622040

(I.R.S. Employer Identification No.)

2801 80th Street, Kenosha, Wisconsin

(Address of principal executive offices)

53143

(Zip code)

(262) 656-5200

(Registrant's telephone number, including area code)

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

<u>Title of each class</u>	<u>Trading Symbol(s)</u>	<u>Name of each exchange on which registered</u>
Common Stock, \$1.00 par value	SNA	New York Stock Exchange

Indicate by check mark whether the registrant (1) has filed all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports), and (2) has been subject to such filing requirements for the past 90 days. Yes No

Indicate by check mark whether the registrant has submitted electronically every Interactive Data File required to be submitted pursuant to Rule 405 of Regulation S-T (§232.405 of this chapter) during the preceding 12 months (or for such shorter period that the registrant was required to submit such files). Yes No

Indicate by check mark whether the registrant is a large accelerated filer, an accelerated filer, a non-accelerated filer, a smaller reporting company, or an emerging growth company. See the definitions of "large accelerated filer," "accelerated filer," "smaller reporting company," and "emerging growth company" in Rule 12b-2 of the Exchange Act.

Large accelerated filer Accelerated filer Non-accelerated filer Smaller reporting company

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.

Indicate by check mark whether the registrant is a shell company (as defined in Rule 12b-2 of the Exchange Act). Yes No

Indicate the number of shares outstanding of each of the registrant's classes of common stock, as of the latest practicable date:

<u>Class</u>	<u>Outstanding at April 15, 2022</u>
Common Stock, \$1.00 par value	53,374,248 shares

TABLE OF CONTENTS

	<u>Page</u>
Part I: Financial Information	
Item 1. Financial Statements	
Condensed Consolidated Statements of Earnings (unaudited) – Three Months Ended April 2, 2022, and April 3, 2021	3
Condensed Consolidated Statements of Comprehensive Income (unaudited) – Three Months Ended April 2, 2022, and April 3, 2021	4
Condensed Consolidated Balance Sheets (unaudited) – April 2, 2022, and January 1, 2022	5
Condensed Consolidated Statements of Equity (unaudited) – Three Months Ended April 2, 2022, and April 3, 2021	7
Condensed Consolidated Statements of Cash Flows (unaudited) – Three Months Ended April 2, 2022, and April 3, 2021	8
Notes to Condensed Consolidated Financial Statements (unaudited)	9
Item 2. Management’s Discussion and Analysis of Financial Condition and Results of Operations	33
Item 3. Quantitative and Qualitative Disclosures About Market Risk	47
Item 4. Controls and Procedures	48
Part II: Other Information	
Item 2. Unregistered Sales of Equity Securities and Use of Proceeds	49
Item 6. Exhibits	51
Signatures	52

PART I. FINANCIAL INFORMATION**Item 1: Financial Statements**

SNAP-ON INCORPORATED
CONDENSED CONSOLIDATED STATEMENTS OF EARNINGS
(Amounts in millions, except per share data)
(Unaudited)

	Three Months Ended	
	April 2, 2022	April 3, 2021
Net sales	\$ 1,097.8	\$ 1,024.6
Cost of goods sold	(563.5)	(511.0)
Gross profit	534.3	513.6
Operating expenses	(311.2)	(312.7)
Operating earnings before financial services	223.1	200.9
Financial services revenue	87.7	88.6
Financial services expenses	(17.3)	(23.3)
Operating earnings from financial services	70.4	65.3
Operating earnings	293.5	266.2
Interest expense	(11.6)	(14.3)
Other income (expense) – net	8.3	4.3
Earnings before income taxes and equity earnings	290.2	256.2
Income tax expense	(67.5)	(59.1)
Earnings before equity earnings	222.7	197.1
Equity earnings, net of tax	—	0.5
Net earnings	222.7	197.6
Net earnings attributable to noncontrolling interests	(5.3)	(5.0)
Net earnings attributable to Snap-on Incorporated	<u>\$ 217.4</u>	<u>\$ 192.6</u>
Net earnings per share attributable to Snap-on Incorporated:		
Basic	\$ 4.07	\$ 3.55
Diluted	4.00	3.50
Weighted-average shares outstanding:		
Basic	53.4	54.2
Effect of dilutive securities	0.9	0.9
Diluted	<u>54.3</u>	<u>55.1</u>
Dividends declared per common share	\$ 1.42	\$ 1.23

See Notes to Condensed Consolidated Financial Statements.

SNAP-ON INCORPORATED
CONDENSED CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME
(Amounts in millions)
(Unaudited)

	Three Months Ended	
	April 2, 2022	April 3, 2021
Comprehensive income (loss):		
Net earnings	\$ 222.7	\$ 197.6
Other comprehensive income (loss):		
Foreign currency translation	(9.7)	(29.0)
Unrealized cash flow hedges, net of tax:		
Reclassification of cash flow hedges to net earnings	(0.4)	(0.4)
Defined benefit pension and postretirement plans:		
Amortization of net unrecognized losses	4.5	9.1
Income tax benefit	(1.1)	(2.2)
Net of tax	3.4	6.9
Total comprehensive income	216.0	175.1
Comprehensive income attributable to noncontrolling interests	(5.3)	(5.0)
Comprehensive income attributable to Snap-on Incorporated	\$ 210.7	\$ 170.1

See Notes to Condensed Consolidated Financial Statements.

SNAP-ON INCORPORATED
CONDENSED CONSOLIDATED BALANCE SHEETS
(Amounts in millions, except share data)
(Unaudited)

	April 2, 2022	January 1, 2022
ASSETS		
Current assets:		
Cash and cash equivalents	\$ 861.1	\$ 780.0
Trade and other accounts receivable – net	731.3	682.3
Finance receivables – net	542.7	542.3
Contract receivables – net	102.1	110.4
Inventories – net	864.1	803.8
Prepaid expenses and other assets	134.7	134.6
Total current assets	3,236.0	3,053.4
Property and equipment:		
Land	33.3	33.8
Buildings and improvements	427.9	434.4
Machinery, equipment and computer software	1,067.6	1,059.2
Property and equipment – gross	1,528.8	1,527.4
Accumulated depreciation and amortization	(1,015.7)	(1,009.2)
Property and equipment – net	513.1	518.2
Operating lease right-of-use assets	50.1	51.9
Deferred income tax assets	69.3	49.5
Long-term finance receivables – net	1,099.2	1,114.0
Long-term contract receivables – net	377.6	378.2
Goodwill	1,077.8	1,116.5
Other intangibles – net	295.5	301.7
Other assets	176.6	176.3
Total assets	\$ 6,895.2	\$ 6,759.7

See Notes to Condensed Consolidated Financial Statements.

SNAP-ON INCORPORATED
CONDENSED CONSOLIDATED BALANCE SHEETS
(Amounts in millions, except share data)
(Unaudited)

	April 2, 2022	January 1, 2022
LIABILITIES AND EQUITY		
Current liabilities:		
Notes payable	\$ 19.6	\$ 17.4
Accounts payable	297.3	277.6
Accrued benefits	73.1	67.4
Accrued compensation	74.8	114.8
Franchisee deposits	74.8	80.7
Other accrued liabilities	484.5	424.3
Total current liabilities	1,024.1	982.2
Long-term debt	1,183.2	1,182.9
Deferred income tax liabilities	112.9	122.7
Retiree health care benefits	30.4	31.1
Pension liabilities	96.4	104.9
Operating lease liabilities	32.5	34.2
Other long-term liabilities	95.1	97.9
Total liabilities	2,574.6	2,555.9
Commitments and contingencies (Note 15)		
Equity		
Shareholders' equity attributable to Snap-on Incorporated:		
Preferred stock (authorized 15,000,000 shares of \$1 par value; none outstanding)	—	—
Common stock (authorized 250,000,000 shares of \$1 par value; issued 67,444,714 and 67,438,129 shares, respectively)	67.4	67.4
Additional paid-in capital	474.7	472.7
Retained earnings	5,841.0	5,699.9
Accumulated other comprehensive loss	(350.6)	(343.9)
Treasury stock at cost (14,073,448 and 14,008,479 shares, respectively)	(1,734.2)	(1,714.2)
Total shareholders' equity attributable to Snap-on Incorporated	4,298.3	4,181.9
Noncontrolling interests	22.3	21.9
Total equity	4,320.6	4,203.8
Total liabilities and equity	\$ 6,895.2	\$ 6,759.7

See Notes to Condensed Consolidated Financial Statements.

SNAP-ON INCORPORATED
CONDENSED CONSOLIDATED STATEMENTS OF EQUITY
(Amounts in millions, except share data)
(Unaudited)

The following summarizes the changes in total equity for the three month period ended April 2, 2022:

	Shareholders' Equity Attributable to Snap-on Incorporated						Total Equity
	Common Stock	Additional Paid-in Capital	Retained Earnings	Accumulated Other Comprehensive Loss	Treasury Stock	Noncontrolling Interests	
Balance at January 1, 2022	\$ 67.4	\$ 472.7	\$ 5,699.9	\$ (343.9)	\$ (1,714.2)	\$ 21.9	\$ 4,203.8
Net Earnings for the three months ended April 2, 2022	—	—	217.4	—	—	5.3	222.7
Other comprehensive loss	—	—	—	(6.7)	—	—	(6.7)
Cash dividends – \$1.42 per share	—	—	(75.7)	—	—	—	(75.7)
Stock compensation plans	—	2.0	—	—	8.8	—	10.8
Share repurchases – 136,000 shares	—	—	—	—	(28.8)	—	(28.8)
Other	—	—	(0.6)	—	—	(4.9)	(5.5)
Balance at April 2, 2022	<u>\$ 67.4</u>	<u>\$ 474.7</u>	<u>\$ 5,841.0</u>	<u>\$ (350.6)</u>	<u>\$ (1,734.2)</u>	<u>\$ 22.3</u>	<u>\$ 4,320.6</u>

The following summarizes the changes in total equity for the three month period ended April 3, 2021:

	Shareholders' Equity Attributable to Snap-on Incorporated						Total Equity
	Common Stock	Additional Paid-in Capital	Retained Earnings	Accumulated Other Comprehensive Loss	Treasury Stock	Noncontrolling Interests	
Balance at January 2, 2021	\$ 67.4	\$ 391.7	\$ 5,156.9	\$ (365.8)	\$ (1,425.3)	\$ 21.7	\$ 3,846.6
Net Earnings for the three months ended April 3, 2021	—	—	192.6	—	—	5.0	197.6
Other comprehensive loss	—	—	—	(22.5)	—	—	(22.5)
Cash dividends – \$1.23 per share	—	—	(66.7)	—	—	—	(66.7)
Stock compensation plans	—	28.0	—	—	71.9	—	99.9
Share repurchases – 722,000 shares	—	—	—	—	(151.9)	—	(151.9)
Other	—	—	(0.3)	—	—	(4.8)	(5.1)
Balance at Balance at April 3, 2021	<u>\$ 67.4</u>	<u>\$ 419.7</u>	<u>\$ 5,282.5</u>	<u>\$ (388.3)</u>	<u>\$ (1,505.3)</u>	<u>\$ 21.9</u>	<u>\$ 3,897.9</u>

See Notes to Condensed Consolidated Financial Statements.

SNAP-ON INCORPORATED
CONDENSED CONSOLIDATED STATEMENTS OF CASH FLOWS
(Amounts in millions)
(Unaudited)

	Three Months Ended	
	April 2, 2022	April 3, 2021
Operating activities:		
Net earnings	\$ 222.7	\$ 197.6
Adjustments to reconcile net earnings to net cash provided (used) by operating activities:		
Depreciation	18.5	18.7
Amortization of other intangibles	7.2	6.0
Provision for losses on finance receivables	6.3	11.3
Provision for losses on non-finance receivables	3.8	2.6
Stock-based compensation expense	9.0	12.3
Deferred income tax provision	2.3	2.3
Gain on sales of assets	(2.7)	—
Changes in operating assets and liabilities, net of effects of acquisitions:		
Trade and other accounts receivable	(53.1)	(9.8)
Contract receivables	9.7	5.6
Inventories	(61.7)	8.3
Prepaid and other assets	1.9	(1.8)
Accounts payable	24.1	17.5
Accruals and other liabilities	5.9	48.7
Net cash provided by operating activities	193.9	319.3
Investing activities:		
Additions to finance receivables	(205.5)	(216.5)
Collections of finance receivables	215.6	228.6
Capital expenditures	(20.2)	(19.3)
Acquisitions of businesses, net of cash acquired	—	(200.0)
Disposals of property and equipment	3.8	—
Other	(0.3)	—
Net cash used by investing activities	(6.6)	(207.2)
Financing activities:		
Net increase in other short-term borrowings	2.3	2.4
Cash dividends paid	(75.7)	(66.7)
Purchases of treasury stock	(28.8)	(151.9)
Proceeds from stock purchase and option plans	5.8	93.0
Other	(9.9)	(7.8)
Net cash used by financing activities	(106.3)	(131.0)
Effect of exchange rate changes on cash and cash equivalents	0.1	0.1
Increase (decrease) in cash and cash equivalents	81.1	(18.8)
Cash and cash equivalents at beginning of year	780.0	923.4
Cash and cash equivalents at end of period	\$ 861.1	\$ 904.6
Supplemental cash flow disclosures:		
Cash paid for interest	\$ (13.8)	\$ (19.4)
Net cash paid for income taxes	(18.0)	(15.9)

See Notes to Condensed Consolidated Financial Statements.

SNAP-ON INCORPORATED
NOTES TO CONDENSED CONSOLIDATED FINANCIAL STATEMENTS
(Unaudited)

Note 1: Summary of Accounting Policies**Principles of consolidation and presentation**

The Condensed Consolidated Financial Statements include the accounts of Snap-on Incorporated and its wholly owned and majority-owned subsidiaries (collectively, “Snap-on” or the “company”). These financial statements should be read in conjunction with, and have been prepared in conformity with, the accounting principles reflected in the consolidated financial statements and related notes included in Snap-on’s 2021 Annual Report on Form 10-K for the fiscal year ended January 1, 2022 (“2021 year end”). The company’s 2022 fiscal first quarter ended on April 2, 2022; the 2021 fiscal first quarter ended on April 3, 2021. The company’s 2022 and 2021 fiscal first quarters each contained 13 weeks of operating results. Snap-on’s Condensed Consolidated Financial Statements are prepared in conformity with generally accepted accounting principles in the United States of America (“GAAP”).

In the opinion of management, all adjustments (consisting of normal recurring adjustments) necessary for the fair presentation of the Condensed Consolidated Financial Statements for the three month periods ended April 2, 2022, and April 3, 2021, have been made. Interim results of operations are not necessarily indicative of the results to be expected for the full fiscal year.

Use of Estimates

The preparation of financial statements in conformity with GAAP requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Financial Instruments

The fair value of the company’s derivative financial instruments is generally determined using quoted prices in active markets for similar assets and liabilities. The carrying value of the company’s non-derivative financial instruments either approximates fair value, due to their short-term nature, or the amount disclosed for fair value is based upon a discounted cash flow analysis or quoted market values. See Note 10 for further information on financial instruments.

New Accounting Standards

In March 2022, the FASB issued ASU No. 2022-02, *Financial Instruments – Credit Losses (Topic 326) – Troubled Debt Restructurings and Vintage Disclosures*, which requires enhanced disclosure of certain loan refinancings and restructurings by creditors when a borrower is experiencing financial difficulty while eliminating certain current recognition and measurement accounting guidance. This ASU also requires the disclosure of current-period gross write-offs by year of origination for financing receivables and net investments in leases. ASU No. 2022-02 is effective for fiscal years beginning after December 15, 2022, including interim periods within those fiscal years; this ASU allows for early adoption in any interim period after issuance of the update. The company is currently assessing the impact this ASU will have on its consolidated financial statements.

Note 2: Revenue Recognition

Snap-on recognizes revenue from the sale of tools, diagnostics, equipment, and related services based on when control of the product passes to the customer or the service is provided and is recognized at an amount that reflects the consideration expected to be received in exchange for such goods or services.

SNAP-ON INCORPORATED
NOTES TO CONDENSED CONSOLIDATED FINANCIAL STATEMENTS (continued)
(Unaudited)

Revenue Disaggregation: The following table shows the consolidated revenues by revenue source:

<i>(Amounts in millions)</i>	Three Months Ended	
	April 2, 2022	April 3, 2021
Revenue from contracts with customers	\$ 1,091.9	\$ 1,018.8
Other revenues	5.9	5.8
Total net sales	1,097.8	1,024.6
Financial services revenue	87.7	88.6
Total revenues	<u>\$ 1,185.5</u>	<u>\$ 1,113.2</u>

Snap-on evaluates the performance of its operating segments based on segment revenues, including both external and intersegment net sales, and segment operating earnings. Snap-on accounts for both intersegment sales and transfers based primarily on standard costs with reasonable mark-ups established between the segments. Intersegment amounts are eliminated to arrive at Snap-on's consolidated financial results.

The following tables represent external net sales disaggregated by geography, based on the customers' billing addresses:

<i>(Amounts in millions)</i>	For the Three Months Ended April 2, 2022					
	Commercial & Industrial Group	Snap-on Tools Group	Repair Systems & Information Group	Financial Services	Eliminations	Snap-on Incorporated
Net sales:						
North America*	\$ 113.7	\$ 447.8	\$ 242.8	\$ —	\$ —	\$ 804.3
Europe	81.8	40.1	61.9	—	—	183.8
All other	65.7	24.2	19.8	—	—	109.7
External net sales	261.2	512.1	324.5	—	—	1,097.8
Intersegment net sales	78.9	—	73.7	—	(152.6)	—
Total net sales	340.1	512.1	398.2	—	(152.6)	1,097.8
Financial services revenue	—	—	—	87.7	—	87.7
Total revenue	<u>\$ 340.1</u>	<u>\$ 512.1</u>	<u>\$ 398.2</u>	<u>\$ 87.7</u>	<u>\$ (152.6)</u>	<u>\$ 1,185.5</u>

<i>(Amounts in millions)</i>	For the Three Months Ended April 3, 2021					
	Commercial & Industrial Group	Snap-on Tools Group	Repair Systems & Information Group	Financial Services	Eliminations	Snap-on Incorporated
Net sales:						
North America*	\$ 118.0	\$ 408.1	\$ 200.9	\$ —	\$ —	\$ 727.0
Europe	84.3	44.2	60.6	—	—	189.1
All other	68.8	26.0	13.7	—	—	108.5
External net sales	271.1	478.3	275.2	—	—	1,024.6
Intersegment net sales	74.6	—	72.4	—	(147.0)	—
Total net sales	345.7	478.3	347.6	—	(147.0)	1,024.6
Financial services revenue	—	—	—	88.6	—	88.6
Total revenue	<u>\$ 345.7</u>	<u>\$ 478.3</u>	<u>\$ 347.6</u>	<u>\$ 88.6</u>	<u>\$ (147.0)</u>	<u>\$ 1,113.2</u>

* North America is comprised of the United States, Canada and Mexico.

SNAP-ON INCORPORATED
NOTES TO CONDENSED CONSOLIDATED FINANCIAL STATEMENTS (continued)
(Unaudited)

The following tables represent external net sales disaggregated by customer type:

	For the Three Months Ended April 2, 2022					
	Commercial & Industrial Group	Snap-on Tools Group	Repair Systems & Information Group	Financial Services	Eliminations	Snap-on Incorporated
<i>(Amounts in millions)</i>						
Net sales:						
Vehicle service professionals	\$ 23.9	\$ 512.1	\$ 324.5	\$ —	\$ —	\$ 860.5
All other professionals	237.3	—	—	—	—	237.3
External net sales	261.2	512.1	324.5	—	—	1,097.8
Intersegment net sales	78.9	—	73.7	—	(152.6)	—
Total net sales	340.1	512.1	398.2	—	(152.6)	1,097.8
Financial services revenue	—	—	—	87.7	—	87.7
Total revenue	<u>\$ 340.1</u>	<u>\$ 512.1</u>	<u>\$ 398.2</u>	<u>\$ 87.7</u>	<u>\$ (152.6)</u>	<u>\$ 1,185.5</u>

	For the Three Months Ended April 3, 2021					
	Commercial & Industrial Group	Snap-on Tools Group	Repair Systems & Information Group	Financial Services	Eliminations	Snap-on Incorporated
<i>(Amounts in millions)</i>						
Net sales:						
Vehicle service professionals	\$ 24.1	\$ 478.3	\$ 275.2	\$ —	\$ —	\$ 777.6
All other professionals	247.0	—	—	—	—	247.0
External net sales	271.1	478.3	275.2	—	—	1,024.6
Intersegment net sales	74.6	—	72.4	—	(147.0)	—
Total net sales	345.7	478.3	347.6	—	(147.0)	1,024.6
Financial services revenue	—	—	—	88.6	—	88.6
Total revenue	<u>\$ 345.7</u>	<u>\$ 478.3</u>	<u>\$ 347.6</u>	<u>\$ 88.6</u>	<u>\$ (147.0)</u>	<u>\$ 1,113.2</u>

Nature of Goods and Services: Snap-on derives net sales from a broad line of products and complementary services that are grouped into three categories: (i) tools; (ii) diagnostics, information and management systems; and (iii) equipment. The tools product category includes hand tools, power tools, tool storage products and other similar products. The diagnostics, information and management systems product category includes handheld and computer-based diagnostic products, service and repair information products, diagnostic software solutions, electronic parts catalogs, business management systems and services, point-of-sale systems, integrated systems for vehicle service shops, original equipment manufacturer (“OEM”) purchasing facilitation services, and warranty management systems and analytics to help OEM dealership service and repair shops (“OEM dealerships”) manage and track performance. The equipment product category includes solutions for the service of vehicles and industrial equipment. Snap-on supports the sale of its diagnostics and vehicle service shop equipment by offering training programs as well as after-sales support to its customers. Through its financial services businesses, Snap-on derives revenue from various financing programs designed to facilitate the sales of its products and support its franchise business.

Approximately 90% of Snap-on’s net sales are products sold at a point in time through ship-and-bill performance obligations that also include repair services. The remaining sales revenue is earned over time primarily on a subscription basis including software, extended warranty and other subscription service agreements.

SNAP-ON INCORPORATED
NOTES TO CONDENSED CONSOLIDATED FINANCIAL STATEMENTS (continued)
(Unaudited)

Snap-on enters into contracts related to the selling of tools, diagnostics, repair information, equipment and related services. At contract inception, an assessment of the goods and services promised in the contracts with customers is performed and a performance obligation is identified for each distinct promise to transfer to the customer a good or service (or bundle of goods or services). To identify the performance obligations, Snap-on considers all of the goods or services promised in the contract regardless of whether they are explicitly stated or are implied by customary business practices. Contracts with customers are comprised of customer purchase orders, invoices and written contracts.

For certain performance obligations related to software subscriptions, extended warranty and other subscription agreements that are settled over time Snap-on has elected not to disclose the value of unsatisfied performance obligations for: (i) contracts that have an original expected length of one year or less; (ii) contracts where revenue is recognized as invoiced; and (iii) contracts with variable consideration related to unsatisfied performance obligations. The remaining duration of these unsatisfied performance obligations range from one month up to 60 months. Snap-on had approximately \$195.0 million of long-term contracts that have fixed consideration that extends beyond one year as of April 2, 2022. Snap-on expects to recognize approximately 65% of these contracts as revenue by the end of fiscal 2023, an additional 30% by the end of fiscal 2025 and the balance thereafter.

Contract Liabilities: Contract liabilities are recorded when cash payments are received in advance of Snap-on's performance. The timing of payment is typically on a monthly, quarterly or annual basis. The balance of total contract liabilities was \$65.8 million and \$63.8 million at April 2, 2022, and January 1, 2022, respectively. The current portion of contract liabilities is included in "Other accrued liabilities" and the non-current portion of such liabilities is included in "Other long-term liabilities" on the accompanying Condensed Consolidated Balance Sheets. During the three months ended April 2, 2022, Snap-on recognized revenue of \$34.6 million that was included in the \$63.8 million contract liability balance at January 1, 2022, which was primarily from the amortization of software subscriptions, extended warranties and other subscription agreements.

Note 3: Acquisitions

On August 1, 2021, Snap-on acquired AutoCrib EMEA GmbH ("AutoCrib Germany"), a former independent distributor, for a cash purchase price of \$4.4 million (or \$4.2 million, net of cash acquired). AutoCrib Germany, based in Hamburg, Germany, distributes asset and tool control solutions for a variety of aerospace, automotive, military, natural resources and general industry operations. In the first quarter of 2022, the company completed the purchase accounting valuations for the acquired net assets of AutoCrib Germany. The \$3.3 million excess of the purchase price over the fair value of the net assets acquired is recorded in "Goodwill" on the accompanying Condensed Consolidated Balance Sheets.

On July 1, 2021, Snap-on exchanged its 35% equity interest in Deville S.A., valued at \$21.8 million, for 100% ownership of Secateurs Pradines ("Pradines"), a wholly owned subsidiary of Deville S.A. with a fair value of \$20.7 million (or \$16.2 million, net of cash acquired), and cash of \$1.1 million. Pradines, located in Bauge-en-Anjou, France, designs and manufactures horticultural hand tools for professionals and individuals. As of April 2, 2022, the company recorded, on a preliminary basis, the \$10.7 million excess of the purchase price over the fair value of net assets acquired in "Goodwill" in the accompanying Condensed Consolidated Balance Sheets. The company will complete the purchase accounting for the acquired net assets of Pradines in the second quarter of 2022.

On February 26, 2021, Snap-on acquired Dealer-FX Group, Inc. ("Dealer-FX") for a cash purchase price of \$200.1 million (or \$200.0 million, net of cash acquired). Dealer-FX, based in Markham, Ontario, is a leading developer, marketer and provider of service operations software solutions for automotive OEM customers and their dealers. Dealer-FX specializes in software as a service (SaaS) management systems, communications platforms, extensive data integrations, and offers a digitalized solution that increases productivity and enhances the vehicle owners' experience. In the first quarter of 2022, the company completed the purchase accounting valuations for the acquired net assets of Dealer-FX, and recorded \$32.6 million of net deferred tax changes. The \$118.2 million excess of the purchase price over the fair value of the net assets acquired is recorded in "Goodwill" on the accompanying Condensed Consolidated Balance Sheets.

For segment reporting purposes, the results of operations and assets of Dealer-FX have been included in the Repair Systems & Information Group since the acquisition date, and the results of operations and assets of AutoCrib Germany and Pradines have been included in the Commercial & Industrial Group since the respective acquisition dates.

Pro forma financial information has not been presented for these acquisitions as the net effects were neither significant nor material to Snap-on's results of operations or financial position. See Note 6 for further information on goodwill and other intangible assets.

SNAP-ON INCORPORATED
NOTES TO CONDENSED CONSOLIDATED FINANCIAL STATEMENTS (continued)
(Unaudited)

Note 4: Receivables

Trade and Other Accounts Receivable: Snap-on's trade and other accounts receivable primarily arise from the sale of tools, diagnostics, and equipment products to a broad range of industrial and commercial customers and to Snap-on's independent franchise van channel with payment terms generally ranging from 30 to 120 days.

The components of Snap-on's trade and other accounts receivable as of April 2, 2022, and January 1, 2022, are as follows:

<i>(Amounts in millions)</i>	April 2, 2022	January 1, 2022
Trade and other accounts receivable	\$ 759.7	\$ 709.6
Allowances for credit losses	(28.4)	(27.3)
Total trade and other accounts receivable – net	\$ 731.3	\$ 682.3

The following is a rollforward of the allowances for credit losses related to trade and other accounts receivable for the three months ended April 2, 2022, and April 3, 2021:

<i>(Amounts in millions)</i>	Three months ended	
	April 2, 2022	April 3, 2021
Allowances for credit losses:		
Beginning of period	\$ 27.3	\$ 26.3
Provision for credit losses	3.7	1.9
Charge-offs	(3.0)	(2.1)
Recoveries	0.1	—
Currency translation	0.3	(0.3)
End of period	\$ 28.4	\$ 25.8

Finance and Contract Receivables: Snap-on Credit LLC ("SOC"), the company's financial services operation in the United States, originates extended-term finance and contract receivables on sales of Snap-on's products sold through the U.S. franchisee network and to certain other customers of Snap-on; Snap-on's foreign finance subsidiaries provide similar financing internationally. Interest income on finance and contract receivables is included in "Financial services revenue" on the accompanying Condensed Consolidated Statements of Earnings.

Finance receivables are comprised of extended-term payment contracts to both technicians and independent shop owners (i.e., franchisees' customers) to enable them to purchase tools, diagnostics, and equipment products on an extended-term payment plan, with average payment terms of approximately four years.

Contract receivables, with payment terms of up to ten years, are comprised of extended-term payment contracts to a broad base of customers worldwide, including shop owners, both independents and national chains, for their purchase of tools, diagnostics, and equipment products, as well as extended-term contracts to franchisees to meet a number of financing needs, including working capital loans, loans to enable new franchisees to fund the purchase of the franchise and van leases, or the expansion of an existing franchise. Finance and contract receivables are generally secured by the underlying tools, diagnostics and/or equipment products financed and, for contracts to franchisees, other franchisee assets.

SNAP-ON INCORPORATED
NOTES TO CONDENSED CONSOLIDATED FINANCIAL STATEMENTS (continued)
(Unaudited)

The components of Snap-on's current finance and contract receivables as of April 2, 2022, and January 1, 2022, are as follows:

<i>(Amounts in millions)</i>	April 2, 2022	January 1, 2022
Finance installment receivables	\$ 557.7	\$ 557.0
Finance lease receivables, net of unearned finance charges of \$0.9 million and \$1.3 million, respectively	5.5	7.1
Total finance receivables	563.2	564.1
Contract installment receivables	47.3	55.2
Contract lease receivables, net of unearned finance charges of \$18.6 million and \$18.7 million, respectively	56.7	57.3
Total contract receivables	104.0	112.5
Total	667.2	676.6
Allowances for credit losses:		
Finance installment receivables	(20.4)	(21.7)
Finance lease receivables	(0.1)	(0.1)
Total finance allowance for credit losses	(20.5)	(21.8)
Contract installment receivables	(0.8)	(0.9)
Contract lease receivables	(1.1)	(1.2)
Total contract allowance for credit losses	(1.9)	(2.1)
Total allowance for credit losses	(22.4)	(23.9)
Total current finance and contract receivables – net	\$ 644.8	\$ 652.7
Finance receivables – net	\$ 542.7	\$ 542.3
Contract receivables – net	102.1	110.4
Total current finance and contract receivables – net	\$ 644.8	\$ 652.7

SNAP-ON INCORPORATED
NOTES TO CONDENSED CONSOLIDATED FINANCIAL STATEMENTS (continued)
(Unaudited)

The components of Snap-on's finance and contract receivables with payment terms beyond one year as of April 2, 2022, and January 1, 2022, are as follows:

<i>(Amounts in millions)</i>	April 2, 2022	January 1, 2022
Finance installment receivables	\$ 1,138.1	\$ 1,155.3
Finance lease receivables, net of unearned finance charges of \$0.4 million and \$0.5 million, respectively	3.1	4.2
Total finance receivables	1,141.2	1,159.5
Contract installment receivables	198.4	197.1
Contract lease receivables, net of unearned finance charges of \$29.5 million and \$30.3 million, respectively	185.0	187.4
Total contract receivables	383.4	384.5
Total	1,524.6	1,544.0
Allowances for credit losses:		
Finance installment receivables	(42.0)	(45.4)
Finance lease receivables	—	(0.1)
Total finance allowance for credit losses	(42.0)	(45.5)
Contract installment receivables	(3.2)	(3.2)
Contract lease receivables	(2.6)	(3.1)
Total contract allowance for credit losses	(5.8)	(6.3)
Total allowance for credit losses	(47.8)	(51.8)
Total long-term finance and contract receivables – net	\$ 1,476.8	\$ 1,492.2
Finance receivables – net	\$ 1,099.2	\$ 1,114.0
Contract receivables – net	377.6	378.2
Total long-term finance and contract receivables – net	\$ 1,476.8	\$ 1,492.2

Credit quality: The company's receivable portfolio is comprised of two portfolio segments, finance and contract receivables, which are the same segments used to estimate expected credit losses reported in the allowance for credit losses. The amortized cost basis for finance and contract receivables is the amount originated adjusted for applicable accrued interest and net of deferred fees or costs, collection of cash, and write-offs. The company monitors and assesses credit risk based on the characteristics of each portfolio segment.

When extending credit, Snap-on evaluates the collectability of the receivables based on a combination of various financial and qualitative factors that may affect a customer's ability to pay. These factors may include the customer's financial condition, past payment experience, and credit bureau and proprietary Snap-on credit model information, as well as the value of the underlying collateral.

SNAP-ON INCORPORATED
NOTES TO CONDENSED CONSOLIDATED FINANCIAL STATEMENTS (continued)
(Unaudited)

For finance and contract receivables, Snap-on assesses quantitative and qualitative factors through the use of credit quality indicators consisting primarily of collection experience and related internal metrics. Delinquency is the primary indicator of credit quality for finance and contract receivables. Snap-on conducts monthly reviews of credit and collection performance for both the finance and contract receivable portfolios focusing on data such as delinquency trends, nonaccrual receivables, and write-off and recovery activity. These reviews allow for the formulation of collection strategies and potential collection policy modifications in response to changing risk profiles in the finance and contract receivable portfolios. The other internal metrics include credit exposure by customer and delinquency classification to further monitor changing risk profiles. The company maintains a system that aggregates credit exposure and provides delinquency data by days past due aging categories. A receivable 30 days or more past due is considered delinquent. However, customers are monitored prior to becoming 30 days past due.

The amortized cost basis of finance and contract receivables by origination year as of April 2, 2022, are as follows:

(Amounts in millions)	2022	2021	2020	2019	2018	Prior	Total
Finance Receivables:							
Delinquent	\$ 0.2	\$ 15.1	\$ 13.8	\$ 6.8	\$ 3.3	\$ 2.0	\$ 41.2
Non-delinquent	391.0	788.9	315.0	114.9	41.8	11.6	1,663.2
Total Finance receivables	\$ 391.2	\$ 804.0	\$ 328.8	\$ 121.7	\$ 45.1	\$ 13.6	\$ 1,704.4
Contract receivables:							
Delinquent	\$ 0.1	\$ 1.0	\$ 0.8	\$ 0.6	\$ 0.4	\$ 0.3	\$ 3.2
Non-delinquent	40.9	153.9	110.6	80.3	52.1	46.4	484.2
Total Contract receivables	\$ 41.0	\$ 154.9	\$ 111.4	\$ 80.9	\$ 52.5	\$ 46.7	\$ 487.4

Allowance for credit losses: The allowance for credit losses utilizes an expected credit loss objective for the recognition of credit losses on receivables over the contractual life using historical experience, asset specific risk characteristics, current conditions, reasonable and supportable forecasts, and the appropriate reversion period, when applicable.

The allowance for credit losses is maintained at a level that is considered adequate to cover credit-related losses on the receivables. Management performs detailed reviews of its receivables on a monthly and/or quarterly basis to assess the adequacy of the allowance and determine if any impairment has occurred. A receivable may have credit losses when it is expected that all amounts related to the receivable will not be collected according to the contractual terms of the agreement. Amounts determined to be uncollectable are charged directly against the allowance, while amounts recovered on previously written-off accounts increase the allowance. For both finance and contract receivables, net write-offs include the principal amount of losses written off as well as written-off accrued interest and fees, and recourse from franchisees on finance receivables. Recovered interest and fees previously written off are recorded through the allowance for credit losses and increase the allowance. Finance receivables are assessed for write-off when an account becomes 120 days past due and are written off typically within 60 days of asset repossession. Contract receivables related to equipment leases are generally written off when an account becomes 150 days past due, while contract receivables related to franchise finance and van leases are generally written off up to 180 days past the asset return date. For finance and contract receivables, customer bankruptcies are generally written off upon notification that the associated debt is not being reaffirmed or, in any event, no later than 180 days past due. Changes to the allowances for credit losses are maintained through adjustments to the provision for credit losses.

For finance receivables, the company uses a vintage loss rate methodology to determine expected losses. Vintage analysis aims to calculate losses based on the timing of the losses relative to the origination of the receivables. The finance receivable portfolio contains a substantial amount of homogeneous contracts which fits well with the vintage analysis.

For contract receivables the company primarily uses a Weighted-Average Remaining Maturity methodology ("WARM"). The WARM methodology calculates the average annual write-off rate and applies it to the remaining term of the receivables. The WARM method is used since the contract receivables have limited loss experience over generally longer terms and, therefore, the predictive loss patterns are more difficult to estimate.

SNAP-ON INCORPORATED
NOTES TO CONDENSED CONSOLIDATED FINANCIAL STATEMENTS (continued)
(Unaudited)

The company performed a correlation analysis to compare historical losses to many economic factors. The primary economic factors considered were real gross domestic product, civilian unemployment, industrial production index, and repair and maintenance employment rate; the company determined that there is limited correlation between the historical losses and economic factors. As a result, consideration was given to qualitative factors to adjust the reserve balance for asset specific risk characteristics, current conditions and future expectations. Similar qualitative factors are considered for both finance and contract receivables. The qualitative factors used in determining the estimate of expected credit losses are influenced by the changes in the composition of the portfolio, underwriting practices, and other relevant conditions that were different from the historical periods.

The allowance for credit losses is adjusted each period for changes in the credit risk and expected lifetime credit losses.

The following is a rollforward of the allowances for credit losses for finance and contract receivables for the three months ended April 2, 2022, and April 3, 2021:

	Three Months Ended April 2, 2022		Three Months Ended April 3, 2021	
	Finance Receivables	Contract Receivables	Finance Receivables	Contract Receivables
<i>(Amounts in millions)</i>				
Allowances for credit losses:				
Beginning of period	\$ 67.3	\$ 8.4	\$ 76.3	\$ 9.0
Provision for credit losses	6.3	0.1	11.3	0.7
Charge-offs	(13.4)	(0.8)	(14.9)	(0.6)
Recoveries	2.3	—	2.6	0.1
End of period	<u>\$ 62.5</u>	<u>\$ 7.7</u>	<u>\$ 75.3</u>	<u>\$ 9.2</u>

Past due: Depending on the contract, payments for finance and contract receivables are due on a monthly or weekly basis. Weekly payments are converted into a monthly equivalent for purposes of calculating delinquency. Delinquencies are assessed at the end of each month following the monthly equivalent contractual payment due date. The entire receivable balance of a contract is considered delinquent when contractual payments become 30 days past due. Removal from delinquent status occurs when the cumulative amount of monthly contractual payments then due have been received by the company.

It is the general practice of Snap-on's financial services business not to engage in contract or loan modifications. In limited instances, Snap-on's financial services business may modify certain receivables in troubled debt restructurings. The amount and number of restructured finance and contract receivables as of April 2, 2022, and January 1, 2022, were immaterial to both the financial services portfolio and the company's results of operations and financial position.

SNAP-ON INCORPORATED
NOTES TO CONDENSED CONSOLIDATED FINANCIAL STATEMENTS (continued)
(Unaudited)

The aging of finance and contract receivables as of April 2, 2022, and January 1, 2022, is as follows:

<i>(Amounts in millions)</i>	30-59 Days Past Due	60-90 Days Past Due	Greater Than 90 Days Past Due	Total Past Due	Total Not Past Due	Total	Greater Than 90 Days Past Due and Accruing
April 2, 2022:							
Finance receivables	\$ 13.1	\$ 9.8	\$ 18.3	\$ 41.2	\$ 1,663.2	\$ 1,704.4	\$ 15.8
Contract receivables	1.3	0.6	1.3	3.2	484.2	487.4	0.2
January 1, 2022:							
Finance receivables	\$ 16.0	\$ 10.5	\$ 18.0	\$ 44.5	\$ 1,679.1	\$ 1,723.6	\$ 16.0
Contract receivables	1.7	0.9	0.9	3.5	493.5	497.0	0.1

Nonaccrual: SOC maintains the accrual of interest income during the progression through the various stages of delinquency prior to processing for write-off. At the time of write-off, the entire balance including the accrued but unpaid interest income amount is recorded as a loss.

Finance receivables are generally placed on nonaccrual status (nonaccrual of interest and other fees): (i) when a customer is placed on repossession status; (ii) upon receipt of notification of bankruptcy; (iii) upon notification of the death of a customer; or (iv) in other instances in which management concludes collectability is not reasonably assured.

Contract receivables are generally placed on nonaccrual status: (i) when a receivable is more than 90 days past due or at the point a customer's account is placed on terminated status regardless of its delinquency status; (ii) upon notification of the death of a customer; or (iii) in other instances in which management concludes collectability is not reasonably assured.

The accrual of interest and other fees is resumed when the finance or contract receivable becomes contractually current and collection of all remaining contractual amounts due is reasonably assured. A receivable may have credit losses when it is expected that all amounts related to the receivable will not be collected according to the contractual terms of the applicable agreement. Such finance and contract receivables are covered by the company's respective allowances for credit losses and are written-off against the allowances when appropriate.

The amount of finance and contract receivables on nonaccrual status as of April 2, 2022, and January 1, 2022, is as follows:

<i>(Amounts in millions)</i>	April 2, 2022	January 1, 2022
Finance receivables	\$ 8.4	\$ 7.7
Contract receivables	2.7	2.7

Note 5: Inventories

Inventories by major classification are as follows:

<i>(Amounts in millions)</i>	April 2, 2022	January 1, 2022
Finished goods	\$ 730.7	\$ 686.5
Work in progress	68.7	64.3
Raw materials	153.4	140.2
Total FIFO value	952.8	891.0
Excess of current cost over LIFO cost	(88.7)	(87.2)
Total inventories – net	<u>\$ 864.1</u>	<u>\$ 803.8</u>

SNAP-ON INCORPORATED
NOTES TO CONDENSED CONSOLIDATED FINANCIAL STATEMENTS (continued)
(Unaudited)

Inventories accounted for using the first-in, first-out (“FIFO”) method approximated 61% and 60% of total inventories as of April 2, 2022 and January 1, 2022, respectively. The company accounts for its non-U.S. inventory on the FIFO method. As of April 2, 2022, approximately 35% of the company’s U.S. inventory was accounted for using the FIFO method and 65% was accounted for using the last-in, first-out (“LIFO”) method. There were no LIFO inventory liquidations in the three months ended April 2, 2022, or April 3, 2021.

Note 6: Goodwill and Other Intangible Assets

The changes in the carrying amount of goodwill by segment for the three months ended April 2, 2022, are as follows:

<i>(Amounts in millions)</i>	Commercial & Industrial Group	Snap-on Tools Group	Repair Systems & Information Group	Total
Balance as of January 1, 2022	\$ 325.8	\$ 12.4	\$ 778.3	\$ 1,116.5
Currency translation	(3.6)	—	(2.5)	(6.1)
Acquisition-related adjustments	—	—	(32.6)	(32.6)
Balance as of April 2, 2022	<u>\$ 322.2</u>	<u>\$ 12.4</u>	<u>\$ 743.2</u>	<u>\$ 1,077.8</u>

Goodwill of \$1,077.8 million as of April 2, 2022, included \$118.2 million from the acquisition of Dealer-FX, \$10.7 million, on a preliminary basis, from the acquisition of Pradines and \$3.3 million from the acquisition of AutoCrib Germany. As of the three months ended April 2, 2022, the purchase accounting valuations for the acquired net assets, including deferred tax assets, of Dealer-FX were completed, resulting in a reduction of goodwill of \$32.6 million from 2021 year end. The goodwill from Dealer-FX is included in the Repair Systems & Information Group and the goodwill from Pradines and AutoCrib Germany is included in the Commercial & Industrial Group. See Note 3 for additional information on acquisitions.

Additional disclosures related to other intangible assets are as follows:

<i>(Amounts in millions)</i>	April 2, 2022		January 1, 2022	
	Gross Carrying Value	Accumulated Amortization	Gross Carrying Value	Accumulated Amortization
Amortized other intangible assets:				
Customer relationships	\$ 216.8	\$ (144.5)	\$ 217.8	\$ (142.1)
Developed technology	36.5	(24.0)	36.6	(23.2)
Internally developed software	179.2	(136.0)	182.7	(139.1)
Patents	45.9	(25.3)	45.7	(25.1)
Trademarks	3.9	(2.4)	3.9	(2.3)
Other	8.3	(4.1)	8.3	(4.1)
Total	<u>490.6</u>	<u>(336.3)</u>	<u>495.0</u>	<u>(335.9)</u>
Non-amortized trademarks	141.2	—	142.6	—
Total other intangible assets	<u>\$ 631.8</u>	<u>\$ (336.3)</u>	<u>\$ 637.6</u>	<u>\$ (335.9)</u>

As of April 2, 2022, the gross carrying value of intangible assets includes \$28.4 million of customer relationships, \$14.8 million of developed technology and a \$17.7 million non-amortized trademark related to the Dealer-FX acquisition.

Provision for impairment of goodwill and/or other intangible assets could arise in a future period due to significant and unanticipated changes in circumstances, such as declines in profitability and cash flow due to significant and long-term deterioration in macroeconomic, industry and market conditions, the loss of key customers, changes in technology or markets, significant changes in key personnel or litigation, a significant and sustained decrease in share price and/or other events, including effects from the sale or disposal of a reporting unit. As of April 2, 2022, the company had no accumulated impairment losses.

SNAP-ON INCORPORATED
NOTES TO CONDENSED CONSOLIDATED FINANCIAL STATEMENTS (continued)
(Unaudited)

The weighted-average amortization periods related to other intangible assets are as follows:

	<u>In Years</u>
Customer relationships	14
Developed technology	5
Internally developed software	6
Patents	14
Trademarks	9
Other	39

Snap-on is amortizing its customer relationships on both an accelerated and straight-line basis over a 14 year weighted-average life; the remaining intangibles are amortized on a straight-line basis. The weighted-average amortization period for all amortizable intangibles on a combined basis is 12 years.

The company's customer relationships generally have contractual terms of three to five years and are typically renewed without significant cost to the company. The weighted-average 14 year life for customer relationships is based on the company's historical renewal experience. Intangible asset renewal costs are expensed as incurred.

The aggregate amortization expense was \$7.2 million and \$6.0 million for the respective three month periods ended April 2, 2022, and April 3, 2021. Based on current levels of amortizable intangible assets and estimated weighted-average useful lives, estimated annual amortization expense is expected to be \$28.3 million in 2022, \$24.9 million in 2023, \$19.6 million in 2024, \$14.1 million in 2025, \$10.5 million in 2026, and \$9.7 million in 2027.

Note 7: Exit and Disposal Activities

Snap-on did not record any costs for exit and disposal activities for both the three month periods ended April 2, 2022, and April 3, 2021.

Snap-on's exit and disposal accrual activity for the first three months of 2022 is as follows:

<i>(Amounts in millions)</i>	<u>Balance at January 1, 2022</u>	<u>First Three Months</u>		<u>Balance at April 2, 2022</u>
		<u>Provision</u>	<u>Usage</u>	
Severance costs:				
Commercial & Industrial Group	\$ 4.3	\$ —	\$ (0.5)	\$ 3.8
Snap-on Tools Group	0.3	—	—	0.3
Repair System & Information Group	2.4	—	(0.4)	2.0
Total	<u>\$ 7.0</u>	<u>\$ —</u>	<u>\$ (0.9)</u>	<u>\$ 6.1</u>

As of April 2, 2022, the company expects that approximately \$4.3 million of the \$6.1 million exit and disposal accrual will be utilized in 2022, and the remainder thereafter, primarily for longer-term severance payments.

Snap-on expects to fund the remaining cash requirements of its exit and disposal activities with available cash on hand, cash flows from operating activities and borrowings under the company's existing credit facilities. The estimated costs for the exit and disposal activities were based on management's best business judgement under prevailing circumstances.

SNAP-ON INCORPORATED
NOTES TO CONDENSED CONSOLIDATED FINANCIAL STATEMENTS (continued)
(Unaudited)

Note 8: Income Taxes

Snap-on's effective income tax rate on earnings attributable to Snap-on was 23.7% and 23.5% in the respective first three month periods of 2022 and 2021.

Snap-on and its subsidiaries file income tax returns in the United States and in various state, local and foreign jurisdictions. It is reasonably possible that certain unrecognized tax benefits may either be settled with taxing authorities or the statutes of limitations for such items may lapse within the next 12 months, causing Snap-on's gross unrecognized tax benefits to decrease by a range of zero to \$4.2 million. Over the next 12 months, Snap-on anticipates taking certain tax positions on various tax returns for which the related tax benefit does not meet the recognition threshold. Accordingly, Snap-on's gross unrecognized tax benefits may increase by a range of zero to \$0.8 million over the next 12 months for uncertain tax positions expected to be taken in future tax filings.

Note 9: Short-term and Long-term Debt

Short-term and long-term debt as of April 2, 2022, and January 1, 2022, consisted of the following:

<i>(Amounts in millions)</i>	April 2, 2022	January 1, 2022
3.25% unsecured notes due 2027	300.0	300.0
4.10% unsecured notes due 2048	400.0	400.0
3.10% unsecured notes due 2050	500.0	500.0
Other*	2.8	0.3
	1,202.8	1,200.3
Less: notes payable		
Other notes	(19.6)	(17.4)
	(19.6)	(17.4)
Total long-term debt	\$ 1,183.2	\$ 1,182.9

* Includes unamortized debt issuance costs.

Notes payable of \$19.6 million as of April 2, 2022, compared to \$17.4 million as of 2021 year end.

Snap-on has an \$800 million multi-currency revolving credit facility that terminates on September 16, 2024 (the "Credit Facility"); no amounts were outstanding under the Credit Facility as of April 2, 2022. Borrowings under the Credit Facility bear interest at varying rates based on either: (i) Snap-on's then-current, long-term debt ratings; or (ii) Snap-on's then-current ratio of consolidated debt net of certain cash adjustments ("Consolidated Net Debt") to earnings before interest, taxes, depreciation, amortization and certain other adjustments for the preceding four fiscal quarters then ended (the "Consolidated Net Debt to EBITDA Ratio"). The Credit Facility's financial covenant requires that Snap-on maintain, as of each fiscal quarter end, either (i) a ratio not greater than 0.60 to 1.00 of Consolidated Net Debt to the sum of Consolidated Net Debt plus total equity and less accumulated other comprehensive income or loss (the "Leverage Ratio"); or (ii) a Consolidated Net Debt to EBITDA Ratio not greater than 3.50 to 1.00. Snap-on may, up to two times during any five-year period during the term of the Credit Facility (including any extensions thereof), elect to increase the maximum Leverage Ratio to 0.65 to 1.00 and/or increase the maximum Consolidated Net Debt to EBITDA Ratio to 4.00 to 1.00 for four consecutive fiscal quarters in connection with certain material acquisitions (as defined in the related credit agreement). As of April 2, 2022, the company's actual ratios of 0.08 and 0.30, respectively, were both within the permitted ranges set forth in this financial covenant. Snap-on generally issues commercial paper to fund its financing needs on a short-term basis and uses the Credit Facility as back-up liquidity to support such commercial paper issuances. As of April 2, 2022, there were no commercial paper issuances outstanding.

SNAP-ON INCORPORATED
NOTES TO CONDENSED CONSOLIDATED FINANCIAL STATEMENTS (continued)
(Unaudited)

Note 10: Financial Instruments

Derivatives: All derivative instruments are reported in the Condensed Consolidated Financial Statements at fair value. Changes in the fair value of derivatives are recorded each period in earnings or on the accompanying Condensed Consolidated Balance Sheets, depending on whether the derivative is designated and effective as part of a hedged transaction. Gains or losses on derivative instruments recorded in earnings are presented in the same Condensed Consolidated Statement of Earnings line that is used to present the earnings effect of the hedged item. Gains or losses on derivative instruments in accumulated other comprehensive income (loss) (“Accumulated OCI”) are reclassified to earnings in the period in which earnings are affected by the underlying hedged item.

The criteria used to determine if hedge accounting treatment is appropriate are: (i) the designation of the hedge to an underlying exposure; (ii) whether or not overall risk is being reduced; and (iii) if there is a correlation between the value of the derivative instrument and the underlying hedged item. Once a derivative contract is entered into, Snap-on designates the derivative as a fair value hedge, a cash flow hedge, a hedge of a net investment in a foreign operation, or a natural hedging instrument whose change in fair value is recognized as an economic hedge against changes in the value of the hedged item. Snap-on does not use derivative instruments for speculative or trading purposes.

The company is exposed to global market risks, including the effects of changes in foreign currency exchange rates, interest rates, and the company’s stock price, and therefore uses derivatives to manage financial exposures that occur in the normal course of business. The primary risks managed by using derivative instruments are foreign currency risk, interest rate risk and stock-based deferred compensation risk.

Foreign Currency Risk Management: Snap-on has significant international operations and is subject to certain risks inherent with foreign operations, including currency fluctuations. Foreign currency exchange risk exists to the extent that Snap-on has payment obligations or receipts denominated in currencies other than the functional currency, including intercompany loans denominated in foreign currencies. To manage these exposures, Snap-on identifies naturally offsetting positions and then purchases hedging instruments to protect the residual net exposures. Snap-on manages most of these exposures on a consolidated basis, which allows for netting of certain exposures to take advantage of natural offsets. Foreign currency forward contracts (“foreign currency forwards”) are used to hedge the net exposures. Gains or losses on net foreign currency hedges are intended to offset losses or gains on the underlying net exposures in an effort to reduce the earnings volatility resulting from fluctuating foreign currency exchange rates. Snap-on’s foreign currency forwards are typically not designated as hedges. The fair value changes of these contracts are reported in earnings as foreign exchange gain or loss, which is included in “Other income (expense) - net” on the accompanying Condensed Consolidated Statements of Earnings. See Note 17 for additional information on Other income (expense) - net.

Interest Rate Risk Management: Snap-on aims to control funding costs by managing the exposure created by the differing maturities and interest rate structures of Snap-on’s borrowings through the use of interest rate swap agreements (“interest rate swaps”) and treasury lock agreements (“treasury locks”).

Interest rate swaps: Snap-on may enter into interest rate swaps to manage risks associated with changing interest rates related to the company’s fixed rate borrowings. Interest rate swaps are accounted for as fair value hedges. The differentials paid or received on interest rate swaps are recognized as adjustments to “Interest expense” on the accompanying Condensed Consolidated Statements of Earnings. The change in the fair value of the derivative is recorded in “Long-term debt” on the accompanying Condensed Consolidated Balance Sheets. There were no outstanding interest rate swaps as of both April 2, 2022, and January 1, 2022.

Treasury locks: Snap-on may use treasury locks to manage the potential change in interest rates in anticipation of the issuance of fixed rate debt. Treasury locks are accounted for as cash flow hedges. The differentials to be paid or received on treasury locks related to the anticipated issuance of fixed rate debt are initially recorded in Accumulated OCI for derivative instruments that are designated and qualify as cash flow hedges. Upon the issuance of debt, the related amount in Accumulated OCI is released over the term of the debt and recognized as an adjustment to interest expense on the Condensed Consolidated Statements of Earnings. There were no treasury locks outstanding as of both April 2, 2022, and January 1, 2022.

SNAP-ON INCORPORATED
NOTES TO CONDENSED CONSOLIDATED FINANCIAL STATEMENTS (continued)
(Unaudited)

Stock-based Deferred Compensation Risk Management: Snap-on aims to manage market risk associated with the stock-based portion of its deferred compensation plans through the use of prepaid equity forward agreements (“equity forwards”). Equity forwards are used to aid in offsetting the potential mark-to-market effect on stock-based deferred compensation from changes in Snap-on’s stock price. Since stock-based deferred compensation liabilities increase as the company’s stock price rises and decrease as the company’s stock price declines, the equity forwards are intended to mitigate the potential impact on deferred compensation expense that may result from such mark-to-market changes. As of April 2, 2022, Snap-on had equity forwards in place intended to manage market risk with respect to 74,000 shares of Snap-on common stock associated with its deferred compensation plans.

Counterparty Risk: Snap-on is exposed to credit losses in the event of non-performance by the counterparties to its various financial agreements, including its foreign currency forward contracts, interest rate swap agreements, treasury lock agreements and prepaid equity forward agreements. Snap-on does not obtain collateral or other security to support financial instruments subject to credit risk, but monitors the credit standing of the counterparties and generally enters into agreements with financial institution counterparties with a credit rating of A- or better. Snap-on does not anticipate non-performance by its counterparties, but cannot provide assurances.

Fair Value of Financial Instruments: The fair values of financial instruments that do not approximate the carrying values in the financial statements are as follows:

<i>(Amounts in millions)</i>	April 2, 2022		January 1, 2022	
	Carrying Value	Fair Value	Carrying Value	Fair Value
Finance receivables – net	\$ 1,641.9	\$ 1,931.2	\$ 1,656.3	\$ 1,988.6
Contract receivables – net	479.7	517.9	488.6	542.5
Long-term debt and notes payable	1,202.8	1,196.5	1,200.3	1,339.7

The following methods and assumptions were used in estimating the fair value of financial instruments:

- Finance and contract receivables include both short-term and long-term receivables. The fair value estimates of finance and contract receivables are derived utilizing discounted cash flow analyses performed on groupings of receivables that are similar in terms of loan type and characteristics. The cash flow analyses consider recent prepayment trends where applicable. The cash flows are discounted over the average life of the receivables using a current market discount rate of a similar term adjusted for credit quality. Significant inputs to the fair value measurements of the receivables are unobservable and, as such, are classified as Level 3.
- Fair value of long-term debt was estimated, using Level 2 fair value measurements, based on quoted market values of Snap-on’s publicly traded senior debt. The carrying value of long-term debt includes unamortized debt issuance costs. The fair value of notes payable approximates such instruments’ carrying value due to their short-term nature.
- The fair value of all other financial instruments, including trade and other accounts receivable, accounts payable and other financial instruments, approximates such instruments’ carrying value due to their short-term nature.

SNAP-ON INCORPORATED
NOTES TO CONDENSED CONSOLIDATED FINANCIAL STATEMENTS (continued)
(Unaudited)

Note 11: Pension Plans

Snap-on's net periodic pension (benefit) cost included the following components:

<i>(Amounts in millions)</i>	Three Months Ended	
	April 2, 2022	April 3, 2021
Service cost	\$ 7.1	\$ 7.5
Interest cost	11.1	10.6
Expected return on plan assets	(24.5)	(23.6)
Amortization of unrecognized loss	4.5	9.1
Net periodic pension (benefit) cost	<u>\$ (1.8)</u>	<u>\$ 3.6</u>

The components of net periodic pension (benefit) cost, other than the service cost component, are included in "Other income (expense) - net" on the accompanying Condensed Consolidated Statements of Earnings. See Note 17 for additional information on other income (expense) - net.

Snap-on intends to make contributions of \$9.4 million to its foreign pension plans and \$9.5 million to its domestic pension plans in 2022, as required by law. Depending on market and other conditions, Snap-on may make discretionary cash contributions to its pension plans in 2022.

Note 12: Postretirement Health Care Plans

Snap-on's net periodic postretirement health care cost included the following components:

<i>(Amounts in millions)</i>	Three Months Ended	
	April 2, 2022	April 3, 2021
Interest cost	\$ 0.3	\$ 0.3
Expected return on plan assets	(0.2)	(0.2)
Net periodic postretirement health care cost	<u>\$ 0.1</u>	<u>\$ 0.1</u>

The components of net periodic postretirement health care cost are included in "Other income (expense) - net" on the accompanying Condensed Consolidated Statements of Earnings. See Note 17 for additional information on other income (expense) - net.

Note 13: Stock-based Compensation and Other Stock Plans

The 2011 Incentive Stock and Awards Plan (the "2011 Plan") provides for the grant of stock options, performance share units ("PSUs"), stock appreciation rights ("SARs") and restricted stock awards (which may be designated as "restricted stock units" or "RSUs"). As of April 2, 2022, the 2011 Plan had 3,096,154 shares available for future grants. The company uses treasury stock to deliver shares under the 2011 Plan.

Net stock-based compensation expense was \$9.0 million and \$12.3 million for the respective three month periods ended April 2, 2022, and April 3, 2021. Cash received from stock purchase and option plan exercises during the respective three month periods ended April 2, 2022, and April 3, 2021 totaled \$5.8 million and \$93.0 million. The tax benefit realized from both the exercise and vesting of share-based payment arrangements was \$2.1 million and \$7.7 million for the respective three month periods ended April 2, 2022, and April 3, 2021.

Stock Options: Stock options are granted with an exercise price equal to the market value of a share of Snap-on's common stock on the date of grant and have a contractual term of ten years. Stock option grants vest ratably on the first, second and third anniversaries of the date of grant.

SNAP-ON INCORPORATED
NOTES TO CONDENSED CONSOLIDATED FINANCIAL STATEMENTS (continued)
(Unaudited)

The fair value of each stock option award is estimated on the date of grant using the Black-Scholes valuation model. The company uses historical data regarding stock option exercise and forfeiture behaviors for different participating groups to estimate the period of time that options granted are expected to be outstanding. Expected volatility is based on the historical volatility of the company's stock for the length of time corresponding to the expected term of the option. The expected dividend yield is based on the expected annual dividend as a percentage of the market value of our common stock as of the date of grant. The risk-free interest rate is based on the U.S. treasury yield curve on the grant date for the expected term of the option.

The following weighted-average assumptions were used in calculating the fair value of stock options granted during the three months ended April 2, 2022, and April 3, 2021, using the Black-Scholes valuation model:

	Three Months Ended	
	April 2, 2022	April 3, 2021
Expected term of option <i>(in years)</i>	5.14	5.33
Expected volatility factor	22.61%	21.80%
Expected dividend yield	2.68%	2.59%
Risk-free interest rate	2.00%	0.67%

A summary of stock option activity as of and for the three months ended April 2, 2022, is presented below:

	Shares <i>(in thousands)</i>	Exercise Price Per Share*	Remaining Contractual Term* <i>(in years)</i>	Aggregate Intrinsic Value <i>(in millions)</i>
Outstanding at January 1, 2022	2,432	\$ 151.32		
Granted	288	211.41		
Exercised	(40)	145.13		
Forfeited or expired	(11)	183.55		
Outstanding at April 2, 2022	<u>2,669</u>	157.77	5.9	\$ 124.8
Exercisable at April 2, 2022	2,031	147.09	4.9	115.0

* Weighted-average

The weighted-average grant date fair value of options granted during the three months ended April 2, 2022, and April 3, 2021, was \$34.35 and \$26.19, respectively. The intrinsic value of options exercised was \$2.8 million and \$30.8 million during the respective three month periods ended April 2, 2022, and April 3, 2021. The fair value of stock options vested was \$10.5 million and \$12.5 million during the respective three month periods ended April 2, 2022, and April 3, 2021.

As of April 2, 2022, there was \$17.5 million of unrecognized compensation cost related to non-vested stock options that is expected to be recognized as a charge to earnings over a weighted-average period of 2.1 years.

Performance Share Units and Restricted Stock Units: PSUs are earned and expensed using the fair value of the award over a contractual term of three years based on the company's performance. Vesting of the PSUs is dependent upon performance relative to pre-defined goals for revenue growth and return on net assets for the applicable performance period. For performance achieved above specified levels, the recipient may earn additional shares of stock, not to exceed 100% of the number of performance awards initially granted. The PSUs have a three-year performance period based on the results of the consolidated financial metrics of the company.

Time-based RSUs are earned and expensed using the fair value of the award over the contractual term of three years. Vesting of the time-based RSUs is dependent upon continued employment over the 3-year cliff vesting period.

SNAP-ON INCORPORATED
NOTES TO CONDENSED CONSOLIDATED FINANCIAL STATEMENTS (continued)
(Unaudited)

The fair value of PSUs and RSUs is calculated using the market value of a share of Snap-on's common stock on the date of grant and assumed forfeitures based on recent historical experience; in recent years, forfeitures have not been significant. The weighted-average grant date fair value of awards granted during the three months ended April 2, 2022, and April 3, 2021, was \$207.67 and \$188.72, respectively. PSUs related to 46,217 shares were paid out during the three months ended April 2, 2022. There were no PSUs paid out during the three months ended April 3, 2021. Earned PSUs vest and are generally paid out following the conclusion of the applicable performance period upon approval by the Organization and Executive Compensation Committee of the company's Board of Directors (the "Board").

Changes to the company's non-vested PSUs and RSUs during the three months ended April 2, 2022, are as follows:

	Shares <i>(in thousands)</i>	Fair Value Price per Share*
Non-vested PSUs and RSUs at January 1, 2022	215	\$ 180.29
Granted	104	207.67
Vested	—	—
Cancellations and other	(2)	193.02
Non-vested PSUs and RSUs at April 2, 2022	<u>317</u>	<u>189.22</u>

* Weighted-average

As of April 2, 2022, there was \$38.3 million of unrecognized compensation cost related to non-vested PSUs and RSUs that are expected to be recognized as a charge to earnings over a weighted-average period of 1.8 years.

Stock Appreciation Rights: The company also issues stock-settled and cash-settled SARs to certain key non-U.S. employees. SARs have a contractual term of ten years and vest ratably on the first, second and third anniversaries of the date of grant. SARs are granted with an exercise price equal to the market value of a share of Snap-on's common stock on the date of grant.

Stock-settled SARs are accounted for as equity instruments and provide for the issuance of Snap-on common stock equal to the amount by which the company's stock has appreciated over the exercise price. Stock-settled SARs have an effect on dilutive shares and shares outstanding as any appreciation of Snap-on's common stock value over the exercise price will be settled in shares of common stock. Cash-settled SARs provide for the cash payment of the excess of the fair market value of Snap-on's common stock price on the date of exercise over the grant price. Cash-settled SARs have no effect on dilutive shares or shares outstanding as any appreciation of Snap-on's common stock over the grant price is paid in cash and not in common stock.

The fair value of stock-settled SARs is estimated on the date of grant using the Black-Scholes valuation model. The fair value of cash-settled SARs is revalued (mark-to-market) each reporting period using the Black-Scholes valuation model based on Snap-on's period-end stock price. The company uses historical data regarding SARs exercise and forfeiture behaviors for different participating groups to estimate the expected term of the SARs granted based on the period of time that similar instruments granted are expected to be outstanding. Expected volatility is based on the historical volatility of the company's stock for the length of time corresponding to the expected term of the SARs. The expected dividend yield is based on the expected annual dividend as a percentage of the market value of our common stock as of the date of grant (for stock-settled SARs) or reporting date (for cash-settled SARs). The risk-free interest rate is based on the U.S. treasury yield curve in effect as of the grant date (for stock-settled SARs) or reporting date (for cash-settled SARs) for the length of time corresponding to the expected term of the SARs.

SNAP-ON INCORPORATED
NOTES TO CONDENSED CONSOLIDATED FINANCIAL STATEMENTS (continued)
(Unaudited)

The following weighted-average assumptions were used in calculating the fair value of stock-settled SARs granted during the three months ended April 2, 2022, and April 3, 2021, using the Black-Scholes valuation model:

	Three Months Ended	
	April 2, 2022	April 3, 2021
Expected term of stock-settled SARs <i>(in years)</i>	4.02	3.94
Expected volatility factor	23.09%	22.50%
Expected dividend yield	2.68%	2.59%
Risk-free interest rate	1.96%	0.19%

A summary of stock-settled SARs as of and for the three months ended April 2, 2022, are as follows:

	Stock-settled SARs <i>(in thousands)</i>	Exercise Price Per Share*	Remaining Contractual Term* <i>(in years)</i>	Aggregate Intrinsic Value <i>(in millions)</i>
Outstanding at January 1, 2022	397	\$ 160.09		
Granted	75	211.67		
Exercised	(4)	155.55		
Forfeited or expired	(14)	162.84		
Outstanding at April 2, 2022	<u>454</u>	168.56	7.0	\$ 16.6
Exercisable at April 2, 2022	<u>296</u>	155.09	5.8	14.4

* Weighted-average

The weighted-average grant date fair value of stock-settled SARs granted during the three months ended April 2, 2022, and April 3, 2021, was \$32.63 and \$24.05, respectively. The intrinsic value of stock-settled SARs exercised was \$0.2 million and \$2.2 million during the respective three month periods ended April 2, 2022, and April 3, 2021. The fair value of stock-settled SARs vested was \$2.0 million and \$2.1 million during the respective three month periods ended April 2, 2022, and April 3, 2021.

As of April 2, 2022, there was \$4.1 million of unrecognized compensation cost related to non-vested stock-settled SARs that is expected to be recognized as a charge to earnings over a weighted-average period of 2.2 years.

The following weighted-average assumptions were used in calculating the fair value of cash-settled SARs granted during the three months ended April 2, 2022, and April 3, 2021, using the Black-Scholes valuation model:

	Three Months Ended	
	April 2, 2022	April 3, 2021
Expected term of cash-settled SARs <i>(in years)</i>	3.88	3.83
Expected volatility factor	23.09%	22.49%
Expected dividend yield	2.79%	2.12%
Risk-free interest rate	2.58%	0.39%

The intrinsic value of cash-settled SARs exercised was \$0.4 million and \$0.5 million during the respective three month periods ended April 2, 2022, and April 3, 2021. The fair value of cash-settled SARs vested was \$0.1 million for both of the three month periods ended April 2, 2022, and April 3, 2021.

SNAP-ON INCORPORATED
NOTES TO CONDENSED CONSOLIDATED FINANCIAL STATEMENTS (continued)
(Unaudited)

Changes to the company's non-vested cash-settled SARs during the three months ended April 2, 2022, are as follows:

	Cash-settled SARs <i>(in thousands)</i>	Fair Value Price per Share*
Non-vested cash-settled SARs at January 1, 2022	2	\$ 47.13
Granted	1	32.31
Vested	(1)	44.86
Non-vested cash-settled SARs at April 2, 2022	<u>2</u>	<u>36.59</u>

* Weighted-average

As of April 2, 2022, there was \$0.1 million of unrecognized compensation cost related to non-vested cash-settled SARs that is expected to be recognized as a charge to earnings over a weighted-average period of 2.2 years.

Restricted Stock Awards – Non-employee Directors: The company awarded 6,525 shares and 6,858 shares of restricted stock to non-employee directors for the respective three month periods ended April 2, 2022, and April 3, 2021. The fair value of the restricted stock awards is expensed over a one-year vesting period based on the fair value on the date of grant. All restrictions generally lapse upon the earlier of the first anniversary of the grant date, the recipient's death or disability or in the event of a change in control, as defined in the 2011 Plan. If termination of the recipient's service occurs prior to the first anniversary of the grant date for any reason other than death or disability, the shares of restricted stock would be forfeited, unless otherwise determined by the Board.

Employee stock purchase plan: Substantially all Snap-on employees in the United States and Canada are eligible to participate in an employee stock purchase plan. The purchase price of the company's common stock to participants is the lesser of the mean of the high and low price of the stock on the beginning date (May 15) or ending date (the following May 14) of each plan year. There were no share issuances under this plan for the three month periods ended April 2, 2022, and April 3, 2021. As of April 2, 2022, shares reserved for issuance under this plan totaled 597,275 shares and Snap-on held participant contributions of approximately \$4.1 million. Participants are able to withdraw from the plan at any time prior to the ending date and receive back all contributions made during the plan year. Compensation expense for plan participants was zero and \$4.8 million for the respective three month periods ended April 2, 2022, and April 3, 2021.

Franchisee stock purchase plan: All franchisees in the United States and Canada are eligible to participate in a franchisee stock purchase plan. The purchase price of the company's common stock to participants is the lesser of the mean of the high and low price of the stock on the beginning date (May 15) or ending date (the following May 14) of each plan year. There were no share issuances under this plan for the three month periods ended April 2, 2022, and April 3, 2021. As of April 2, 2022, shares reserved for issuance under this plan totaled 270,162 shares and Snap-on held participant contributions of approximately \$9.4 million. Participants are able to withdraw from the plan at any time prior to the ending date and receive back all contributions made during the plan year. The company recognized mark-to-market expense of zero and \$5.4 million for the respective three month periods ended April 2, 2022, and April 3, 2021.

Note 14: Earnings Per Share

The shares used in the computation of the company's basic and diluted earnings per common share are as follows:

	Three Months Ended	
	April 2, 2022	April 3, 2021
Weighted-average common shares outstanding	53,396,714	54,184,438
Effect of dilutive securities	915,300	933,451
Weighted-average common shares outstanding, assuming dilution	<u>54,312,014</u>	<u>55,117,889</u>

The dilutive effect of the potential exercise of outstanding options and stock-settled SARs to purchase common shares is calculated using the treasury stock method. As of April 2, 2022, there were 358,774 awards outstanding that were anti-dilutive; as of April 3, 2021, there were 400 awards outstanding that were anti-dilutive. Performance-based equity awards are included in the diluted earnings per share calculation based on the attainment of the applicable performance metrics to date.

SNAP-ON INCORPORATED
NOTES TO CONDENSED CONSOLIDATED FINANCIAL STATEMENTS (continued)
(Unaudited)

Note 15: Commitments and Contingencies

Snap-on provides product warranties for specific product lines and accrues for estimated future warranty cost in the period in which the sale is recorded. Snap-on calculates its accrual requirements based on historic warranty loss experience that is periodically adjusted for recent actual experience, including the timing of claims during the warranty period and actual costs incurred.

Snap-on's product warranty accrual activity for the three months ended April 2, 2022, and April 3, 2021, is as follows:

<i>(Amounts in millions)</i>	Three Months Ended	
	April 2, 2022	April 3, 2021
Warranty reserve:		
Beginning of period	\$ 17.3	\$ 17.6
Additions	2.2	4.1
Usage	(3.0)	(3.4)
End of period	<u>\$ 16.5</u>	<u>\$ 18.3</u>

Snap-on is involved in various legal matters that are being litigated and/or settled in the ordinary course of business. Although it is not possible to predict the outcome of legal matters, management believes that the results of all legal matters will not have a material impact on Snap-on's consolidated financial position, results of operations or cash flows.

Note 16: Leases

Lessee Accounting: Supplemental balance sheet information related to leases as of April 2, 2022, and January 1, 2022, is as follows:

<i>(Amounts in millions)</i>	April 2, 2022	January 1, 2022
Finance leases:		
Property and equipment - gross	\$ 21.2	\$ 22.3
Accumulated depreciation and amortization	(16.9)	(17.4)
Property and equipment - net	<u>\$ 4.3</u>	<u>\$ 4.9</u>
Other accrued liabilities	\$ 2.3	\$ 2.4
Other long-term liabilities	3.7	4.5
Total finance lease liabilities	<u>\$ 6.0</u>	<u>\$ 6.9</u>
Operating leases:		
Operating lease right-of-use assets	<u>\$ 50.1</u>	<u>\$ 51.9</u>
Other accrued liabilities	\$ 19.5	\$ 19.6
Operating lease liabilities	32.5	34.2
Total operating lease liabilities	<u>\$ 52.0</u>	<u>\$ 53.8</u>

Lessor Accounting: Snap-on's Financial Services business offers its customers lease financing for the lease of tools, diagnostics, and equipment products and to franchisees who require financing for vehicle leases. Sales-type leases are included in both "Finance receivables - net" and "Long-term finance receivables - net" and also in both "Contract receivables - net" and "Long-term contract receivables - net" on the accompanying Condensed Consolidated Balance Sheets.

See Note 4 for further information on finance and contract receivables.

SNAP-ON INCORPORATED
NOTES TO CONDENSED CONSOLIDATED FINANCIAL STATEMENTS (continued)
(Unaudited)

Note 17: Other Income (Expense) – Net

“Other income (expense) – net” on the accompanying Condensed Consolidated Statements of Earnings consists of the following:

<i>(Amounts in millions)</i>	Three Months Ended	
	April 2, 2022	April 3, 2021
Interest income	\$ 0.5	\$ 0.4
Net foreign exchange loss	(1.0)	(0.2)
Net periodic pension and postretirement benefits – non-service	8.8	3.8
Other	—	0.3
Total other income (expense) – net	<u>\$ 8.3</u>	<u>\$ 4.3</u>

Note 18: Accumulated Other Comprehensive Income (Loss)

The following is a summary of net changes in Accumulated OCI by component and net of tax for the three months ended April 2, 2022:

<i>(Amounts in millions)</i>	Foreign Currency Translation	Cash Flow Hedges	Defined Benefit Pension and Postretirement Plans	Total
	Balance as of January 1, 2022	\$ (145.1)	\$ 8.9	\$ (207.7)
Other comprehensive loss before reclassifications	(9.7)	—	—	(9.7)
Amounts reclassified from Accumulated OCI	—	(0.4)	3.4	3.0
Net other comprehensive income (loss)	<u>(9.7)</u>	<u>(0.4)</u>	<u>3.4</u>	<u>(6.7)</u>
Balance as of April 2, 2022	<u>\$ (154.8)</u>	<u>\$ 8.5</u>	<u>\$ (204.3)</u>	<u>\$ (350.6)</u>

The following is a summary of net changes in Accumulated OCI by component and net of tax for the three months ended April 3, 2021:

<i>(Amounts in millions)</i>	Foreign Currency Translation	Cash Flow Hedges	Defined Benefit Pension and Postretirement Plans	Total
	Balance as of January 2, 2021	\$ (74.7)	\$ 10.5	\$ (301.6)
Other comprehensive loss before reclassifications	(29.0)	—	—	(29.0)
Amounts reclassified from Accumulated OCI	—	(0.4)	6.9	6.5
Net other comprehensive income (loss)	<u>(29.0)</u>	<u>(0.4)</u>	<u>6.9</u>	<u>(22.5)</u>
Balance as of April 3, 2021	<u>\$ (103.7)</u>	<u>\$ 10.1</u>	<u>\$ (294.7)</u>	<u>\$ (388.3)</u>

SNAP-ON INCORPORATED
NOTES TO CONDENSED CONSOLIDATED FINANCIAL STATEMENTS (continued)
(Unaudited)

The reclassifications out of Accumulated OCI for the three month periods ended April 2, 2022, and April 3, 2021, are as follows:

	Amount Reclassified from Accumulated OCI		Statement of Earnings Presentation
	Three Months Ended		
	April 2, 2022	April 3, 2021	
<i>(Amounts in millions)</i>			
Gains on cash flow hedges:			
Treasury locks	\$ 0.4	\$ 0.4	Interest expense
Income tax expense	—	—	Income tax expense
Net of tax	<u>0.4</u>	<u>0.4</u>	
Amortization of net unrecognized losses	\$ (4.5)	\$ (9.1)	See footnote below*
Income tax benefit	1.1	2.2	Income tax expense
Net of tax	<u>(3.4)</u>	<u>(6.9)</u>	
Total reclassifications for the period, net of tax	<u>\$ (3.0)</u>	<u>\$ (6.5)</u>	

* These Accumulated OCI components are included in the computation of net periodic pension and postretirement health care costs; see Note 11 and Note 12 for further information.

Note 19: Segments

Snap-on's business segments are based on the organization structure used by management for making operating and investment decisions and for assessing performance. Snap-on's reportable business segments are: (i) the Commercial & Industrial Group; (ii) the Snap-on Tools Group; (iii) the Repair Systems & Information Group; and (iv) Financial Services. The Commercial & Industrial Group consists of business operations serving a broad range of industrial and commercial customers worldwide, including customers in the aerospace, natural resources, government, power generation, transportation and technical education market segments (collectively, "critical industries"), primarily through direct and distributor channels. The Snap-on Tools Group consists of business operations primarily serving vehicle service and repair technicians through the company's worldwide mobile tool distribution channel. The Repair Systems & Information Group consists of business operations serving other professional vehicle repair customers worldwide, primarily owners and managers of independent repair shops and OEM dealerships, through direct and distributor channels. Financial Services consists of the business operations of Snap-on's finance subsidiaries.

Snap-on evaluates the performance of its operating segments based on segment revenues, including both external and intersegment net sales, and segment operating earnings. Snap-on accounts for intersegment sales and transfers based primarily on standard costs with reasonable mark-ups established between the segments. Identifiable assets by segment are those assets used in the respective reportable segment's operations. Corporate assets consist of cash and cash equivalents (excluding cash held at Financial Services), deferred income taxes and certain other assets. Intersegment amounts are eliminated to arrive at Snap-on's consolidated financial results.

SNAP-ON INCORPORATED
NOTES TO CONDENSED CONSOLIDATED FINANCIAL STATEMENTS (continued)
(Unaudited)

Financial Data by Segment:

	Three Months Ended	
	April 2, 2022	April 3, 2021
<i>(Amounts in millions)</i>		
Net sales:		
Commercial & Industrial Group	\$ 340.1	\$ 345.7
Snap-on Tools Group	512.1	478.3
Repair Systems & Information Group	398.2	347.6
Segment net sales	<u>1,250.4</u>	<u>1,171.6</u>
Intersegment eliminations	(152.6)	(147.0)
Total net sales	<u>1,097.8</u>	<u>1,024.6</u>
Financial Services revenue	87.7	88.6
Total revenues	<u>\$ 1,185.5</u>	<u>\$ 1,113.2</u>
Operating earnings:		
Commercial & Industrial Group	\$ 45.7	\$ 50.7
Snap-on Tools Group	116.0	98.9
Repair Systems & Information Group	91.6	81.4
Financial Services	70.4	65.3
Segment operating earnings	<u>323.7</u>	<u>296.3</u>
Corporate	(30.2)	(30.1)
Operating earnings	<u>293.5</u>	<u>266.2</u>
Interest expense	(11.6)	(14.3)
Other income (expense) – net	8.3	4.3
Earnings before income taxes and equity earnings	<u>\$ 290.2</u>	<u>\$ 256.2</u>

	April 2, 2022	January 1, 2022
	<i>(Amounts in millions)</i>	
Assets:		
Commercial & Industrial Group	\$ 1,225.1	\$ 1,209.3
Snap-on Tools Group	828.2	791.4
Repair Systems & Information Group	1,637.9	1,624.3
Financial Services	2,139.6	2,163.6
Total assets from reportable segments	<u>5,830.8</u>	<u>5,788.6</u>
Corporate	1,152.4	1,039.7
Elimination of intersegment receivables	(88.0)	(68.6)
Total assets	<u>\$ 6,895.2</u>	<u>\$ 6,759.7</u>

SNAP-ON INCORPORATED
MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS
OF OPERATIONS

Item 2: Management's Discussion and Analysis of Financial Condition and Results of Operations

Caution Regarding Forward-Looking Statements:

Statements in this document that are not historical facts, including statements that (i) are in the future tense, (ii) include the words “expects,” “plans,” “targets,” “estimates,” “believes,” “anticipates,” or similar words that reference Snap-on Incorporated (“Snap-on” or “the company”) or its management, (iii) are specifically identified as forward-looking, or (iv) describe Snap-on’s or management’s future outlook, plans, estimates, objectives or goals, are forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. Snap-on cautions the reader that any forward-looking statements included in this document that are based upon assumptions and estimates were developed by management in good faith and are subject to risks, uncertainties or other factors that could cause (and in some cases have caused) actual results to differ materially from those described in any such statement. Accordingly, forward-looking statements should not be relied upon as a prediction of actual results or regarded as a representation by the company or its management that the projected results will be achieved. For those forward-looking statements, Snap-on cautions the reader that numerous important factors, such as those listed below, the factors discussed in its Annual Report on Form 10-K for the fiscal year ended January 1, 2022 (“2021 year end”), and those discussed in this document, could affect the company’s actual results and could cause its actual consolidated results to differ materially from those expressed in any forward-looking statement made by, or on behalf of, Snap-on.

Risks and uncertainties include, without limitation:

- The evolving impact and unknown duration of the ongoing coronavirus (“COVID-19”) pandemic, as well as the effects of governmental actions related thereto on Snap-on’s business, which has the potential to amplify the impact of the other risks facing the company;
- Uncertainties related to estimates, assumptions and projections generally;
- The timing and progress with which Snap-on can attain value through its Snap-on Value Creation Processes, including its ability to (i) realize efficiencies and savings from its rapid continuous improvement and other cost reduction initiatives, (ii) improve workforce productivity, (iii) achieve improvements in the company’s manufacturing footprint and greater efficiencies in its supply chain, and (iv) enhance machine maintenance, plant productivity and manufacturing line set-up and change-over practices, any or all of which could result in production inefficiencies, higher costs and/or lost revenues;
- Snap-on’s capability to successfully implement future strategies with respect to its existing businesses;
- Snap-on’s ability to refine its brand and franchise strategies, retain and attract franchisees, and further enhance service and value to franchisees in order to help improve the sales and profitability of franchisees;
- The company’s ability to introduce successful new products;
- Risks related to pursuing, completing and integrating acquisitions;
- Snap-on’s ability to withstand disruption arising from natural disasters, including climate-related events or other unusual occurrences, impacting our operations;
- The impact of labor interruptions or challenges;
- Snap-on’s ability to successfully manage planned facility closures or to withstand disruptions from unexpected closures;
- The effects of external economic factors, including adverse developments in world financial markets, disruptions related to tariffs and other trade issues, and global supply chain interruptions including as a result of the current war in Ukraine;
- Weakness in certain geographic areas, including as a result of armed conflicts, localized recessions, and the impact of matters related to the United Kingdom’s exit from the European Union;
- Significant changes in the current competitive environment;
- Inflation, interest rate changes and other monetary and market fluctuations;
- Changes in tax rates, laws and regulations as well as uncertainty surrounding potential changes;
- Price and supply fluctuations related to raw materials, components and certain purchased finished goods, such as steel, plastics, and electronics;
- Snap-on’s ability to successfully manage changes in prices and the availability of energy sources, including gasoline;

SNAP-ON INCORPORATED
MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS
OF OPERATIONS
(continued)

- The amount, rate and growth of Snap-on's general and administrative expenses, including health care and postretirement costs, and continuing and potentially increasing required contributions to pension and postretirement plans;
- The effects of new requirements, legislation, regulations or government-related developments or issues, as well as third party actions, including those addressing climate change;
- Risks associated with data security and technological systems and protections, including the effects of new legislation, regulations or government-related developments;
- Potential reputational damages and costs related to litigation;
- The ability to effectively manage human capital resources; and
- Other world or local events outside Snap-on's control, including terrorist disruptions, other outbreaks of infectious diseases and civil unrest.

Snap-on disclaims any responsibility to update any forward-looking statement provided in this document, except as required by law.

In addition, investors should be aware that generally accepted accounting principles in the United States of America ("GAAP") prescribe when a company should reserve for particular risks, including litigation exposures. Accordingly, results for a given reporting period could be significantly affected if and when a reserve is established for a major contingency. Reported results, therefore, may appear to be volatile in certain accounting periods.

Non-GAAP Measures

References in this report to "organic sales" refer to sales from continuing operations calculated in accordance with GAAP, adjusted to exclude acquisition-related sales and the impact of foreign currency translation. Management evaluates the company's sales performance based on organic sales growth, which primarily reflects growth from the company's existing businesses as a result of increased output, expanded customer base, geographic expansion, new product development and pricing changes, and excludes sales contributions from acquired operations the company did not own as of the comparable prior-year reporting period. Organic sales also exclude the effects of foreign currency translation as foreign currency translation is subject to volatility that can obscure underlying business trends. Management believes that the non-GAAP financial measure of organic sales is meaningful to investors as it provides them with useful information to aid in identifying underlying growth trends in the company's businesses and facilitates comparisons of its sales performance with prior periods.

Recent Acquisitions

On August 1, 2021, Snap-on acquired AutoCrib EMEA GmbH ("AutoCrib Germany"), for a cash purchase price of \$4.4 million (or \$4.2 million, net of cash acquired). AutoCrib Germany, based in Hamburg, Germany, distributes asset and tool control solutions for a variety of aerospace, automotive, military, natural resources and general industry operations. The acquisition of AutoCrib Germany, a former independent distributor, enhanced and expanded Snap-on's capabilities in providing solutions for the company's existing tool control offerings.

On July 1, 2021, Snap-on exchanged its 35% equity interest in Deville S.A., valued at \$21.8 million, for 100% ownership of Secateurs Pradines ("Pradines"), a wholly owned subsidiary of Deville S.A. with a fair value of \$20.7 million (or \$16.2 million, net of cash acquired), and cash of \$1.1 million. Pradines, located in Bauge-en-Anjou, France, designs and manufactures horticultural hand tools for professionals and individuals. Pradines has been the primary supplier of pruning products to Snap-on and the acquisition allows the company to improve and expand its pruning tool offering.

On February 26, 2021, Snap-on acquired Dealer-FX Group, Inc. ("Dealer-FX") for a cash purchase price of \$200.1 million (or \$200.0 million, net of cash acquired). Dealer-FX, based in Markham, Ontario, is a leading developer, marketer and provider of service operations software solutions for automotive original equipment manufacturer ("OEM") customers and their dealers. Dealer-FX specializes in software as a service (SaaS) management systems, communications platforms, extensive data integrations, and offers a digitalized solution that increases productivity and enhances the vehicle owners' experience. The acquisition of Dealer-FX complemented and expanded Snap-on's existing OEM and dealership business that provides electronic parts catalogs, essential tool and diagnostic programs, and custom analytics to OEMs and dealerships.

SNAP-ON INCORPORATED
MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS
OF OPERATIONS
(continued)

For segment reporting purposes, the results of operations and assets of Dealer-FX has been included in the Repair Systems & Information Group since the acquisition date, and the results of operations and assets of AutoCrib Germany and Pradines have been included in the Commercial & Industrial Group since the respective acquisition dates.

Pro forma financial information has not been presented for these acquisitions as the net effects were neither significant nor material to Snap-on's results of operations or financial position.

Effect of COVID-19

Our markets and our operations possess and, indeed, have demonstrated considerable resilience against the effects of the pandemic. The company sustained the accommodation of its operations to the virus environment, continuing without significant disruption to serve its franchisees and other professional customers as they performed their essential work, while taking what it believes to be appropriate measures to ensure the health and safety of its people. Throughout the pandemic, Snap-on has generally maintained its workforce and manufacturing capacity, as well as its investments in brand building and product development. As the global supply chain inefficiencies and associated cost increases caused by the COVID-19 pandemic have developed, the company has taken steps to ensure access to raw materials, components and purchased finished goods, and to provide for counterbalancing price and efficiency offsets. See also Part I, Item 1A: Risk Factors in Snap-on's 2021 Form 10-K for an additional discussion of risks related to COVID-19 and Other Infectious Diseases.

Recent Security Incident

In early March 2022, Snap-on detected unusual activity in some areas of its information technology environment and quickly took down its network connections as part of the company's defense protocols. The company launched a comprehensive analysis assisted by a leading external forensics firm, identified the event as a security incident, and notified law enforcement of the incursion. The company continued to pursue its commercial activities and restored connections as system interfaces were cleared. As of the date of this disclosure, substantially all impacted systems have been restored. The incident did not significantly affect the company's financial results during the first quarter of 2022.

SNAP-ON INCORPORATED
MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS
OF OPERATIONS
(continued)

RESULTS OF OPERATIONS

Results of operations for the three months ended April 2, 2022, and April 3, 2021, are as follows:

<i>(Amounts in millions)</i>	Three Months Ended					
	April 2, 2022		April 3, 2021		Change	
Net sales	\$ 1,097.8	100.0 %	\$ 1,024.6	100.0 %	\$ 73.2	7.1 %
Cost of goods sold	(563.5)	(51.3)%	(511.0)	(49.9)%	(52.5)	(10.3)%
Gross profit	534.3	48.7 %	513.6	50.1 %	20.7	4.0 %
Operating expenses	(311.2)	(28.4)%	(312.7)	(30.5)%	1.5	0.5 %
Operating earnings before financial services	223.1	20.3 %	200.9	19.6 %	22.2	11.1 %
Financial services revenue	87.7	100.0 %	88.6	100.0 %	(0.9)	(1.0)%
Financial services expenses	(17.3)	(19.7)%	(23.3)	(26.3)%	6.0	25.8 %
Operating earnings from financial services	70.4	80.3 %	65.3	73.7 %	5.1	7.8 %
Operating earnings	293.5	24.8 %	266.2	23.9 %	27.3	10.3 %
Interest expense	(11.6)	(1.0)%	(14.3)	(1.3)%	2.7	18.9 %
Other income (expense) – net	8.3	0.7 %	4.3	0.4 %	4.0	93.0 %
Earnings before income taxes and equity earnings	290.2	24.5 %	256.2	23.0 %	34.0	13.3 %
Income tax expense	(67.5)	(5.7)%	(59.1)	(5.3)%	(8.4)	(14.2)%
Earnings before equity earnings	222.7	18.8 %	197.1	17.7 %	25.6	13.0 %
Equity earnings, net of tax	—	—	0.5	0.1 %	(0.5)	NM
Net earnings	222.7	18.8 %	197.6	17.8 %	25.1	12.7 %
Net earnings attributable to noncontrolling interests	(5.3)	(0.5)%	(5.0)	(0.5)%	(0.3)	(6.0)%
Net earnings attributable to Snap-on Inc.	<u>\$ 217.4</u>	18.3 %	<u>\$ 192.6</u>	17.3 %	<u>\$ 24.8</u>	12.9 %

NM: Not meaningful

Percentage Disclosure: All income statement line item percentages below “Operating earnings from financial services” are calculated as a percentage of the sum of Net sales and Financial services revenue.

Net sales of \$1,097.8 million in the first quarter of 2022 increased \$73.2 million, or 7.1%, from 2021 levels, reflecting an \$80.4 million, or 8.0%, organic gain and \$8.5 million of acquisition-related sales, partially offset by \$15.7 million of unfavorable foreign currency translation.

Gross profit of \$534.3 million in the first quarter of 2022 increased \$20.7 million, or 4.0%, compared to \$513.6 million last year. Gross margin (gross profit as a percentage of net sales) of 48.7% in the quarter declined 140 basis points (100 basis points (“bps”) equals 1.0 percent) from the first quarter of 2021 primarily due to higher material and other costs, partially offset by higher sales volumes, pricing actions, benefits from the company’s “Rapid Continuous Improvement” or “RCI” initiatives and 30 bps of favorable foreign currency effects.

Snap-on’s RCI initiatives employ a structured set of tools and processes across multiple businesses and geographies intended to eliminate waste and improve operations. Savings from Snap-on’s RCI initiatives reflect benefits from a wide variety of ongoing efficiency, productivity and process improvements, including savings generated from product design cost reductions, improved manufacturing line set-up and change-over practices, lower-cost sourcing initiatives and facility consolidations. Unless individually significant, it is not practicable to disclose each RCI activity that generated savings and/or segregate RCI savings embedded in sales volume increases.

Operating expenses of \$311.2 million in the first quarter of 2022 compared to \$312.7 million last year. Operating expenses as a percentage of net sales of 28.4% improved 210 bps from last year primarily due to the higher sales volumes, savings from RCI initiatives, and lower costs associated with stock-based expenses; these improvements were partially offset by 40 bps of unfavorable acquisition effects.

SNAP-ON INCORPORATED
MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS
OF OPERATIONS
(continued)

Operating earnings before financial services of \$223.1 million in the first quarter of 2022 increased \$22.2 million, or 11.1%, compared to \$200.9 million in the first quarter of 2021. As a percentage of net sales, operating earnings before financial services of 20.3% compared to 19.6% last year.

Financial services revenue of \$87.7 million in the first quarter of 2022 compared to \$88.6 million last year. Financial services operating earnings of \$70.4 million in the period compared to \$65.3 million in 2021.

Operating earnings of \$293.5 million in the first quarter of 2022 increased \$27.3 million, or 10.3%, compared to \$266.2 million last year. As a percentage of revenues (net sales plus financial services revenue), operating earnings of 24.8% in the quarter compared to 23.9% last year.

Interest expense in the first quarter of 2022 decreased \$2.7 million compared to last year. See Note 9 to the Condensed Consolidated Financial Statements for information on Snap-on's debt and credit facilities.

Other income (expense) – net primarily includes net gains and losses associated with hedging and currency exchange rate transactions, non-service components of net periodic benefit costs, and interest income. See Note 17 to the Condensed Consolidated Financial Statements for information on Other income (expense) – net.

Snap-on's effective income tax rate on earnings attributable to Snap-on was 23.7% in the first quarter of 2022 and 23.5% in the first quarter of 2021. See Note 8 to the Condensed Consolidated Financial Statements for information on income taxes.

Net earnings attributable to Snap-on in the first quarter of 2022 were \$217.4 million, or \$4.00 per diluted share. Net earnings attributable to Snap-on in the first quarter of 2021 were \$192.6 million, or \$3.50 per diluted share.

Segment Results

Snap-on's business segments are based on the organization structure used by management for making operating and investment decisions and for assessing performance. Snap-on's reportable business segments are: (i) the Commercial & Industrial Group; (ii) the Snap-on Tools Group; (iii) the Repair Systems & Information Group; and (iv) Financial Services. The Commercial & Industrial Group consists of business operations serving a broad range of industrial and commercial customers worldwide, including customers in the aerospace, natural resources, government, power generation, transportation and technical education market segments (collectively, "critical industries"), primarily through direct and distributor channels. The Snap-on Tools Group consists of business operations primarily serving vehicle service and repair technicians through the company's worldwide mobile tool distribution channel. The Repair Systems & Information Group consists of business operations serving other professional vehicle repair customers worldwide, primarily owners and managers of independent repair shops and OEM dealerships, through direct and distributor channels. Financial Services consists of the business operations of Snap-on's finance subsidiaries.

Snap-on evaluates the performance of its operating segments based on segment revenues, including both external and intersegment net sales, and segment operating earnings. Snap-on accounts for intersegment sales and transfers based primarily on standard costs with reasonable mark-ups established between the segments. Identifiable assets by segment are those assets used in the respective reportable segment's operations. Corporate assets consist of cash and cash equivalents (excluding cash held at Financial Services), deferred income taxes and certain other assets. Intersegment amounts are eliminated to arrive at Snap-on's consolidated financial results.

SNAP-ON INCORPORATED
MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS
OF OPERATIONS
(continued)

Commercial & Industrial Group

<i>(Amounts in millions)</i>	Three Months Ended					
	April 2, 2022		April 3, 2021		Change	
External net sales	\$ 261.2	76.8 %	\$ 271.1	78.4 %	\$ (9.9)	(3.7)%
Intersegment net sales	78.9	23.2 %	74.6	21.6 %	4.3	5.8 %
Segment net sales	340.1	100.0 %	345.7	100.0 %	(5.6)	(1.6)%
Cost of goods sold	(216.4)	(63.6)%	(211.8)	(61.3)%	(4.6)	(2.2)%
Gross profit	123.7	36.4 %	133.9	38.7 %	(10.2)	(7.6)%
Operating expenses	(78.0)	(23.0)%	(83.2)	(24.0)%	5.2	6.3 %
Segment operating earnings	<u>\$ 45.7</u>	13.4 %	<u>\$ 50.7</u>	14.7 %	<u>\$ (5.0)</u>	(9.9)%

Segment net sales of \$340.1 million in the first quarter of 2022 decreased \$5.6 million, or 1.6%, from 2021 levels, reflecting a \$3.6 million, or 1.1%, organic sales increase, which was more than offset by \$9.2 million of unfavorable foreign currency translation. The organic gain primarily reflects a double-digit increase in the segment's Asia Pacific operations, partially offset by a mid single-digit decline in sales to customers in critical industries, where lower activity with the military more than offset higher sales to general industry and technical education customers.

Segment gross margin in the first quarter of 36.4% declined 230 bps from last year, primarily due to higher material and other costs and 40 bps of unfavorable foreign currency effects, partially offset by benefits from pricing actions and the segment's RCI initiatives.

Segment operating expenses as a percentage of sales in the first quarter of 23.0% improved 100 bps as compared to 2021 primarily reflecting savings from cost containment actions and 10 basis points of favorable foreign currency effects.

As a result of these factors, segment operating earnings of \$45.7 million in the first quarter of 2022, including \$2.2 million of unfavorable foreign currency effects, decreased \$5.0 million, or 9.9%, compared to \$50.7 million in 2021. Operating margin (segment operating earnings as a percentage of segment net sales) for the Commercial & Industrial Group of 13.4% in the first quarter of 2022 compared to 14.7% in 2021.

Snap-on Tools Group

<i>(Amounts in millions)</i>	Three Months Ended					
	April 2, 2022		April 3, 2021		Change	
Segment net sales	\$ 512.1	100.0 %	\$ 478.3	100.0 %	\$ 33.8	7.1 %
Cost of goods sold	(278.9)	(54.5)%	(258.6)	(54.1)%	(20.3)	(7.8)%
Gross profit	233.2	45.5 %	219.7	45.9 %	13.5	6.1 %
Operating expenses	(117.2)	(22.8)%	(120.8)	(25.2)%	3.6	3.0 %
Segment operating earnings	<u>\$ 116.0</u>	22.7 %	<u>\$ 98.9</u>	20.7 %	<u>\$ 17.1</u>	17.3 %

Segment net sales of \$512.1 million in the first quarter of 2022 increased \$33.8 million, or 7.1%, from 2021 levels, reflecting a \$36.8 million, or 7.7%, organic sales gain, partially offset by \$3.0 million of unfavorable foreign currency translation. The organic increase is due to a double-digit gain in the U.S. franchise business, partially offset by a low single-digit decline in the segment's international operations.

Segment gross margin in the first quarter of 45.5% declined 40 bps from last year primarily due to increased material and other costs, which were mostly offset by benefits from the higher sales volumes, pricing actions and 30 bps of favorable foreign currency effects.

Segment operating expenses as a percentage of net sales in the first quarter of 22.8% improved 240 bps from last year primarily due to the impact of higher sales volumes, savings from RCI initiatives, and lower stock-based expenses related to the company's franchisee stock purchase plan.

SNAP-ON INCORPORATED
MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS
OF OPERATIONS
(continued)

As a result of these factors, segment operating earnings of \$116.0 million in the first quarter of 2022, including \$0.8 million of favorable foreign currency effects, increased \$17.1 million, or 17.3%, compared to \$98.9 million in 2021. Operating margin for the Snap-on Tools Group of 22.7% in the first quarter of 2022 compared to 20.7% last year.

Repair Systems & Information Group

<i>(Amounts in millions)</i>	Three Months Ended					
	April 2, 2022		April 3, 2021		Change	
External net sales	\$ 324.5	81.5 %	\$ 275.2	79.2 %	\$ 49.3	17.9 %
Intersegment net sales	73.7	18.5 %	72.4	20.8 %	1.3	1.8 %
Segment net sales	398.2	100.0 %	347.6	100.0 %	50.6	14.6 %
Cost of goods sold	(220.8)	(55.4)%	(187.6)	(54.0)%	(33.2)	(17.7)%
Gross profit	177.4	44.6 %	160.0	46.0 %	17.4	10.9 %
Operating expenses	(85.8)	(21.6)%	(78.6)	(22.6)%	(7.2)	(9.2)%
Segment operating earnings	<u>\$ 91.6</u>	23.0 %	<u>\$ 81.4</u>	23.4 %	<u>\$ 10.2</u>	12.5 %

Segment net sales of \$398.2 million in the first quarter of 2022 increased \$50.6 million, or 14.6%, from 2021 levels, reflecting a \$45.7 million, or 13.3%, organic sales increase and \$8.5 million of acquisition-related sales, partially offset by \$3.6 million of unfavorable foreign currency translation. The organic gain is comprised of double-digit increases in sales of undercar equipment and in activity with OEM dealerships, as well as a low single-digit gain in sales of diagnostic and repair information products to independent repair shop owners and managers.

Segment gross margin in the first quarter of 44.6% declined 140 bps from last year primarily due to increased sales in lower gross margin businesses and higher material and other costs. These declines were partially offset by benefits from pricing actions and 50 bps from acquisitions, as well as from 30 bps of favorable foreign currency effects and savings from RCI initiatives.

Segment operating expenses as a percentage of net sales in the first quarter of 21.6%, improved 100 bps from 2021 primarily due to the benefits from sales volume leverage, including higher volumes in lower expense businesses, and savings from RCI initiatives; these improvements were partially offset by 110 bps of unfavorable acquisition effects in 2022.

As a result of these factors, segment operating earnings of \$91.6 million in the first quarter of 2022, including \$0.9 million of favorable foreign currency effects, increased \$10.2 million, or 12.5%, from \$81.4 million in 2021. Operating margin for the Repair Systems & Information Group of 23.0% in the first quarter of 2022 compared to 23.4% last year.

Financial Services

<i>(Amounts in millions)</i>	Three Months Ended					
	April 2, 2022		April 3, 2021		Change	
Financial services revenue	\$ 87.7	100.0 %	\$ 88.6	100.0 %	\$ (0.9)	(1.0)%
Financial services expenses	(17.3)	(19.7)%	(23.3)	(26.3)%	6.0	25.8 %
Segment operating earnings	<u>\$ 70.4</u>	80.3 %	<u>\$ 65.3</u>	73.7 %	<u>\$ 5.1</u>	7.8 %

Financial services revenue is generally dependent on the size of the average financial services portfolio during the period, as well as on the average yield on receivables in the period. Financial services revenue in the first quarter of 2022 decreased \$0.9 million, or 1.0%, from 2021, primarily due to a decline in the size of the average financial services portfolio during the quarter as compared to last year. In both the first quarters of 2022 and 2021, the average yield on finance receivables was 17.6%. In the first quarters of 2022 and 2021, the respective average yields on contract receivables were 8.5% and 8.4%. Originations of \$245.6 million in the first quarter of 2022 decreased \$16.2 million, or 6.2%, from 2021 levels.

SNAP-ON INCORPORATED
MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS
OF OPERATIONS
(continued)

Financial services expenses primarily include personnel-related and other general and administrative costs, as well as provisions for credit losses. These expenses are generally more dependent on changes in the size of the financial services portfolio than they are on the revenue of the segment. Financial services expenses in the first quarter of 2022 decreased primarily due to lower provisions for credit losses as compared to those recorded in the first quarter of 2021. As a percentage of the average financial services portfolio, financial services expenses were 0.8% in the first quarter of 2022 and 1.1% in 2021.

Financial services operating earnings in the first quarter of 2022, including \$0.2 million of unfavorable foreign currency effects, increased \$5.1 million, or 7.8%, from 2021 levels.

Corporate

Snap-on's first quarter 2022 general corporate expenses of \$30.2 million compared to \$30.1 million last year. Lower stock-based compensation, including costs associated with the company's employee stock purchase plan, was offset by other cost increases.

Non-GAAP Supplemental Data

The following non-GAAP supplemental data is presented for informational purposes to provide readers with insight into the information used by management for assessing the operating performance of Snap-on's non-financial services ("Operations") and "Financial Services" businesses.

The supplemental Operations data reflects the results of operations and financial position of Snap-on's tools, diagnostics, equipment products, software, and other non-financial services operations with Financial Services presented on the equity method. The supplemental Financial Services data reflects the results of operations and financial position of Snap-on's U.S. and international financial services operations. The financing needs of Financial Services are met through intersegment borrowings and cash generated from Operations; Financial Services is charged interest expense on intersegment borrowings at market rates. Income taxes are charged to Financial Services on the basis of the specific tax attributes generated by the U.S. and international financial services businesses. Transactions between the Operations and Financial Services businesses are eliminated to arrive at the Condensed Consolidated Financial Statements.

SNAP-ON INCORPORATED
MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS
OF OPERATIONS
(continued)

Non-GAAP Supplemental Consolidating Data – Supplemental Condensed Statements of Earnings information for the three months ended April 2, 2022, and April 3, 2021, are as follows:

<i>(Amounts in millions)</i>	Operations*		Financial Services	
	April 2, 2022	April 3, 2021	April 2, 2022	April 3, 2021
Net sales	\$ 1,097.8	\$ 1,024.6	\$ —	\$ —
Cost of goods sold	(563.5)	(511.0)	—	—
Gross profit	534.3	513.6	—	—
Operating expenses	(311.2)	(312.7)	—	—
Operating earnings before financial services	223.1	200.9	—	—
Financial services revenue	—	—	87.7	88.6
Financial services expenses	—	—	(17.3)	(23.3)
Operating earnings from financial services	—	—	70.4	65.3
Operating earnings	223.1	200.9	70.4	65.3
Interest expense	(11.6)	(14.3)	—	—
Intersegment interest income (expense) – net	14.9	14.4	(14.9)	(14.4)
Other income (expense) – net	8.3	4.3	—	—
Earnings before income taxes and equity earnings	234.7	205.3	55.5	50.9
Income tax expense	(53.2)	(46.5)	(14.3)	(12.6)
Earnings before equity earnings	181.5	158.8	41.2	38.3
Financial services – net earnings attributable to Snap-on	41.2	38.3	—	—
Equity earnings, net of tax	—	0.5	—	—
Net earnings	222.7	197.6	41.2	38.3
Net earnings attributable to noncontrolling interests	(5.3)	(5.0)	—	—
Net earnings attributable to Snap-on	\$ 217.4	\$ 192.6	\$ 41.2	\$ 38.3

* Snap-on with Financial Services presented on the equity method.

SNAP-ON INCORPORATED
MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS
OF OPERATIONS
(continued)

Non-GAAP Supplemental Consolidating Data – Supplemental Condensed Balance Sheet information as of April 2, 2022, and January 1, 2022, is as follows:

<i>(Amounts in millions)</i>	Operations*		Financial Services	
	April 2, 2022	January 1, 2022	April 2 2022	January 1, 2022
ASSETS				
Current assets:				
Cash and cash equivalents	\$ 860.8	\$ 779.9	\$ 0.3	\$ 0.1
Intersegment receivables	13.1	12.5	—	—
Trade and other accounts receivable – net	730.3	681.7	1.0	0.6
Finance receivables – net	—	—	542.7	542.3
Contract receivables – net	6.4	6.4	95.7	104.0
Inventories – net	864.1	803.8	—	—
Prepaid expenses and other assets	136.9	136.8	7.3	7.4
Total current assets	2,611.6	2,421.1	647.0	654.4
Property and equipment – net	511.2	516.5	1.9	1.7
Operating lease right-of-use assets	48.4	50.0	1.7	1.9
Investment in Financial Services	345.2	350.6	—	—
Deferred income tax assets	48.1	26.5	21.2	23.0
Intersegment long-term notes receivable	542.8	570.1	—	—
Long-term finance receivables – net	—	—	1,099.2	1,114.0
Long-term contract receivables – net	9.1	9.7	368.5	368.5
Goodwill	1,077.8	1,116.5	—	—
Other intangibles – net	295.5	301.7	—	—
Other assets	188.7	188.6	0.1	0.1
Total assets	\$ 5,678.4	\$ 5,551.3	\$ 2,139.6	\$ 2,163.6

* Snap-on with Financial Services presented on the equity method.

SNAP-ON INCORPORATED
MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS
OF OPERATIONS
(continued)

Non-GAAP Supplemental Consolidating Data – Supplemental Condensed Balance Sheets Information (continued):

	Operations*		Financial Services	
	April 2, 2022	January 1, 2022	April 2, 2022	January 1, 2022
<i>(Amounts in millions)</i>				
LIABILITIES AND EQUITY				
Current liabilities:				
Notes payable	\$ 19.6	\$ 17.4	\$ —	\$ —
Accounts payable	296.9	276.6	0.4	1.0
Intersegment payables	—	—	13.1	12.5
Accrued benefits	73.0	67.4	0.1	—
Accrued compensation	72.8	110.9	2.0	3.9
Franchisee deposits	74.8	80.7	—	—
Other accrued liabilities	456.4	407.1	37.6	26.8
Total current liabilities	993.5	960.1	53.2	44.2
Long-term debt and intersegment long-term debt	—	—	1,726.0	1,753.0
Deferred income tax liabilities	112.9	122.7	—	—
Retiree health care benefits	30.4	31.1	—	—
Pension liabilities	96.4	104.9	—	—
Operating lease liabilities	31.0	32.5	1.5	1.7
Other long-term liabilities	93.6	96.2	13.7	14.1
Total liabilities	1,357.8	1,347.5	1,794.4	1,813.0
Total shareholders' equity attributable to Snap-on	4,298.3	4,181.9	345.2	350.6
Noncontrolling interests	22.3	21.9	—	—
Total equity	4,320.6	4,203.8	345.2	350.6
Total liabilities and equity	\$ 5,678.4	\$ 5,551.3	\$ 2,139.6	\$ 2,163.6

* Snap-on with Financial Services presented on the equity method.

SNAP-ON INCORPORATED
MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS
OF OPERATIONS
(continued)

Liquidity and Capital Resources

Snap-on's growth has historically been funded by a combination of cash provided by operating activities and debt financing. Snap-on believes that its cash from operations and collections of finance receivables, coupled with its sources of borrowings and available cash on hand, are sufficient to fund its currently anticipated requirements for scheduled debt repayments, payments of interest and dividends, new receivables originated by our financial services businesses, capital expenditures, working capital, the funding of pension plans, and funding for share repurchases and acquisitions, if and as they arise.

Due to Snap-on's credit rating over the years, external funds have been available at an acceptable cost. As of April 15, 2022, Snap-on's long-term debt and commercial paper were rated, respectively, A2 and P-1 by Moody's Investors Service; A- and A-2 by Standard & Poor's; and A and F1 by Fitch Ratings. Snap-on believes that its current credit arrangements are sound and that the strength of its balance sheet affords the company the financial flexibility, including through access to financial markets for potential new financing, to respond to both internal growth opportunities and those available through acquisitions. However, Snap-on cannot provide any assurance that financing will be available in the future on acceptable terms, or that its debt ratings will not decrease.

The following discussion focuses on information included in the accompanying Condensed Consolidated Balance Sheets.

As of April 2, 2022, working capital (current assets less current liabilities) of \$2,211.9 million increased \$140.7 million from \$2,071.2 million as of January 1, 2022 (fiscal 2021 year end), primarily as a result of the net changes discussed below.

The following represents the company's working capital position as of April 2, 2022, and January 1, 2022:

<i>(Amounts in millions)</i>	<u>April 2, 2022</u>	<u>January 1, 2022</u>
Cash and cash equivalents	\$ 861.1	\$ 780.0
Trade and other accounts receivable – net	731.3	682.3
Finance receivables – net	542.7	542.3
Contract receivables – net	102.1	110.4
Inventories – net	864.1	803.8
Prepaid expenses and other assets	134.7	134.6
Total current assets	<u>3,236.0</u>	<u>3,053.4</u>
Notes payable	(19.6)	(17.4)
Accounts payable	(297.3)	(277.6)
Other current liabilities	(707.2)	(687.2)
Total current liabilities	<u>(1,024.1)</u>	<u>(982.2)</u>
Working capital	<u>\$ 2,211.9</u>	<u>\$ 2,071.2</u>

Cash and cash equivalents of \$861.1 million as of April 2, 2022, increased \$81.1 million from 2021 year-end levels primarily due to: (i) \$215.6 million of cash from collections of finance receivables; (ii) \$193.9 million of cash generated from operations; (iii) \$5.8 million of cash proceeds from stock purchase and option plan exercises; and (iv) \$2.3 million of net proceeds from other short-term borrowings. These increases in cash and cash equivalents were partially offset by: (i) the funding of \$205.5 million of new finance receivables; (ii) dividend payments to shareholders of \$75.7 million; (iii) the repurchase of 136,000 shares of the company's common stock for \$28.8 million; and (iv) the funding of \$20.2 million of capital expenditures.

Of the \$861.1 million of cash and cash equivalents as of April 2, 2022, \$286.2 million was held outside of the United States. Snap-on maintains non-U.S. funds in its foreign operations to: (i) provide adequate working capital; (ii) satisfy various regulatory requirements; and/or (iii) take advantage of business expansion opportunities as they arise. Although the Tax Cuts and Jobs Act ("Tax Act") generally eliminated U.S. federal taxation of dividends from foreign subsidiaries, such dividends may still be subject to state income taxation and foreign withholding taxes. Snap-on periodically evaluates its cash held outside the United States and may pursue opportunities to repatriate certain foreign cash amounts to the extent that it can be accomplished in a tax efficient manner.

SNAP-ON INCORPORATED
MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS
OF OPERATIONS
(continued)

Trade and other accounts receivable – net of \$731.3 million as of April 2, 2022, increased \$49.0 million from 2021 year-end levels, primarily due to higher sales and \$0.1 million of foreign currency translation. Days sales outstanding (trade and other accounts receivable – net as of the respective period end, divided by the respective trailing 12 months sales, times 360 days) was 61 days at April 2, 2022, and 58 days at January 1, 2022.

The current portions of net finance and contract receivables of \$644.8 million as of April 2, 2022, compared to \$652.7 million at 2021 year end. The long-term portions of net finance and contract receivables of \$1,476.8 million as of April 2, 2022, compared to \$1,492.2 million at 2021 year end. The combined \$23.3 million decrease in net current and long-term finance and contract receivables over 2021 year-end levels is primarily due to an increase in net collections, partially offset by \$2.9 million of foreign currency translation.

Inventories – net of \$864.1 million as of April 2, 2022, increased \$60.3 million from 2021 year-end levels primarily to support higher customer demand and new product innovation, partially offset by \$0.2 million of foreign currency translation. Inventory turns (trailing 12 months of cost of goods sold, divided by the average of the beginning and ending inventory balance for the trailing 12 months) were 2.8 turns as of both April 2, 2022, and January 1, 2022. Inventories accounted for using the first-in, first-out (“FIFO”) method approximated 61% and 60% of total inventories as of April 2, 2022, and January 1, 2022, respectively. All other inventories are accounted for using the last-in, first-out (“LIFO”) method. The company’s LIFO reserve was \$88.7 million and \$87.2 million as of April 2, 2022, and January 1, 2022, respectively.

Notes payable of \$19.6 million as of April 2, 2022, compared to \$17.4 million as of 2021 year end.

Accounts payable of \$297.3 million as of April 2, 2022, increased \$19.7 million from 2021 year-end levels primarily due to the timing of payments, partially offset by \$0.5 million of foreign currency translation.

Other accrued liabilities of \$484.5 million as of April 2, 2022, increased \$60.2 million from 2021 year-end levels primarily due to higher tax accruals, partially offset by \$0.7 million of foreign currency translation.

Long-term debt of \$1,183.2 million as of April 2, 2022, consisted of: (i) \$300 million of unsecured 3.25% notes that mature on March 1, 2027 (the “2027 Notes”); (ii) \$400 million of unsecured 4.10% notes that mature on March 1, 2048 (the “2048 Notes”); and (iii) \$500 million of 3.10% notes that mature on May 1, 2050 (“the 2050 Notes”), partially offset by \$16.8 million of unamortized debt issuance costs.

Snap-on has an \$800 million multi-currency revolving credit facility that terminates on September 16, 2024 (the “Credit Facility”); no amounts were outstanding under the Credit Facility as of April 2, 2022. Borrowings under the Credit Facility bear interest at varying rates based on either: (i) Snap-on’s then-current, long-term debt ratings; or (ii) Snap-on’s then-current ratio of consolidated debt net of certain cash adjustments (“Consolidated Net Debt”) to earnings before interest, taxes, depreciation, amortization and certain other adjustments for the preceding four fiscal quarters then ended (the “Consolidated Net Debt to EBITDA Ratio”). The Credit Facility’s financial covenant requires that Snap-on maintain, as of each fiscal quarter end, either (i) a ratio not greater than 0.60 to 1.00 of Consolidated Net Debt to the sum of Consolidated Net Debt plus total equity and less accumulated other comprehensive income or loss (the “Leverage Ratio”); or (ii) a Consolidated Net Debt to EBITDA Ratio not greater than 3.50 to 1.00. Snap-on may, up to two times during any five-year period during the term of the Credit Facility (including any extensions thereof), elect to increase the maximum Leverage Ratio to 0.65 to 1.00 and/or increase the maximum Consolidated Net Debt to EBITDA Ratio to 4.00 to 1.00 for four consecutive fiscal quarters in connection with certain material acquisitions (as defined in the related credit agreement). As of April 2, 2022, the company’s actual ratios of 0.08 and 0.30 respectively, were both within the permitted ranges set forth in this financial covenant. Snap-on generally issues commercial paper to fund its financing needs on a short-term basis and uses the Credit Facility as back-up liquidity to support such commercial paper issuances. As of April 2, 2022, there were no commercial paper issuances outstanding.

SNAP-ON INCORPORATED
MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS
OF OPERATIONS
(continued)

Snap-on believes it has sufficient available cash and access to both committed and uncommitted credit facilities to cover its expected funding needs on both a short-term and long-term basis. Snap-on manages its aggregate short-term borrowings so as not to exceed its availability under the Credit Facility. Snap-on believes that it can access short-term debt markets, predominantly through commercial paper issuances and existing lines of credit, to fund its short-term requirements and to ensure near-term liquidity. Snap-on regularly monitors the credit and financial markets and, if it believes conditions are favorable, it may take advantage of such conditions to issue long-term debt to further improve its liquidity and capital resources. Near-term liquidity requirements for Snap-on include payments of interest and dividends, funding to support new receivables originated by our financial services businesses, capital expenditures, working capital, the funding of pension plans, and funding for share repurchases and acquisitions, if and as they arise. Snap-on intends to make contributions of \$9.4 million to its foreign pension plans and \$9.5 million to its domestic pension plans in 2022, as required by law. Depending on market and other conditions, Snap-on may make discretionary cash contributions to its pension plans in 2022.

Snap-on's long-term financing strategy is to maintain continuous access to the debt markets to accommodate its liquidity needs, including the potential use of commercial paper, additional fixed-term debt and/or securitizations.

The following discussion focuses on information included in the accompanying Condensed Consolidated Statements of Cash Flows.

Operating Activities

Net cash provided by operating activities was \$193.9 million and \$319.3 million in the first three months of 2022 and 2021, respectively. The \$125.4 million year-over-year decrease in net cash provided by operating activities primarily reflects a \$141.7 million decrease from net changes in operating assets and liabilities, partially offset by a \$25.1 million increase in net earnings.

Investing Activities

Net cash used by investing activities of \$6.6 million in the first three months of 2022 included additions to finance receivables of \$205.5 million, offset by collections of \$215.6 million. Net cash used by investing activities of \$207.2 million in the first three months of 2021 included additions to finance receivables of \$216.5 million, offset by collections of \$228.6 million. Finance receivables are comprised of extended-term installment payment contracts to both technicians and independent shop owners (i.e., franchisees' customers) to enable them to purchase tools, diagnostics, and equipment products on an extended-term payment plan, generally with payment terms of approximately four years.

Net cash used by investing activities in the first three months of 2021 also included a net \$200.0 million for acquisitions. See Note 3 to the Condensed Consolidated Financial Statements for information about acquisitions.

Capital expenditures were \$20.2 million and \$19.3 million in the first three months of 2022 and 2021, respectively. Capital expenditures in both years included continued investments related to the company's execution of its strategic Value Creation Processes around safety, quality, customer connection, innovation and RCI.

Financing Activities

Net cash used by financing activities of \$106.3 million in the first three months of 2022 included net proceeds from other short-term borrowings of \$2.3 million. Net cash used by financing activities of \$131.0 million in the first three months of 2021 included net proceeds from other short-term borrowings of \$2.4 million.

Proceeds from stock purchase and option plan exercises totaled \$5.8 million and \$93.0 million in the first three months of 2022 and 2021, respectively. Snap-on has undertaken stock repurchases from time to time to offset dilution created by shares issued for employee and franchisee stock purchase plans, as well as stock options, and for other corporate purposes. In the first three months of 2022, Snap-on repurchased 136,000 shares of its common stock for \$28.8 million under its previously announced share repurchase programs. In the first three months of 2021, Snap-on repurchased 722,000 shares of its common stock for \$151.9 million under its previously announced share repurchase programs. As of April 2, 2022, Snap-on had remaining availability to repurchase up to an additional \$442.2 million in common stock pursuant to its Board's authorizations. The purchase of Snap-on common stock is at the company's discretion, subject to prevailing financial and market conditions. Snap-on believes that its cash generated from operations, available cash on hand, and funds available from its credit facilities, will be sufficient to fund the company's additional share repurchases, if any.

SNAP-ON INCORPORATED
MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS
OF OPERATIONS
(continued)

Snap-on has paid consecutive quarterly cash dividends, without interruption or reduction, since 1939. Cash dividends totaled \$75.7 million and \$66.7 million in the first three months of 2022 and 2021, respectively. On November 4, 2021, the Board increased the quarterly cash dividend by 15.4% to \$1.42 per share (\$5.68 per share annualized). Snap-on believes that its cash generated from operations, available cash on hand, and funds available from its credit facilities, will be sufficient to pay dividends.

Critical Accounting Policies and Estimates

Snap-on's discussion of its critical accounting policies and estimates, contained in its Annual Report on Form 10-K for the fiscal year ended January 1, 2022, have not materially changed since the report was filed.

Outlook

COVID-19, its subsequent variants, as well as related supply chain inefficiencies, continue to impact economic activity worldwide in 2022. The company believes that our markets and our operations possess and, indeed, have demonstrated considerable resilience against the impact of the virus and that there will be ongoing advancement even in the midst of the turbulence. The trajectory, however, may be uncertain due to the evolving nature of the situation.

Snap-on expects to make continued progress in 2022 along its defined runways for coherent growth, leveraging capabilities already demonstrated in the automotive repair arena and developing and expanding its professional customer base, not only in automotive repair, but in adjacent markets, additional geographies and other areas, including extending in critical industries, where the cost and penalties for failure can be high. In pursuit of these initiatives, the company anticipates that capital expenditures in 2022 will be in a range of \$90 million to \$100 million, of which \$20.2 million was incurred in the first three months of the year. Snap-on continues to respond to the global macroeconomic challenges through its RCI process and other cost reduction initiatives.

Snap-on currently anticipates that its full year 2022 effective income tax rate will be in the range of 23% to 24%.

Item 3: Quantitative and Qualitative Disclosures About Market Risk

There has been no significant change in the company's exposure to market risk during the first quarter of 2022. Refer to Part II, Item 7A. Quantitative and Qualitative Disclosures About Market Risk in the company's Annual Report on Form 10-K for the year ended January 1, 2022 for further discussion.

Interest Rate Risk Management

Snap-on may manage the exposure created by the differing maturities and interest rate structures of Snap-on's borrowings through the use of interest rate swap agreements. Treasury lock agreements are used from time to time to manage the potential change in interest rates in anticipation of the issuance of fixed rate debt. See Note 10 to the Condensed Consolidated Financial Statements for information on interest rate risk management.

Snap-on utilizes a Value-at-Risk ("VAR") model to determine the potential one-day loss in the fair value of its interest rate and foreign exchange-sensitive financial instruments from adverse changes in market factors. The VAR model estimates were made assuming normal market conditions and a 95% confidence level. Snap-on's computations are based on the inter-relationships among movements in various currencies and interest rates (variance/co-variance technique). These inter-relationships were determined by observing interest rate and foreign currency market changes over the preceding quarter.

The estimated maximum potential net one-day loss in fair value, calculated using the VAR model, as of April 2, 2022, was \$25.4 million on interest rate-sensitive financial instruments and \$0.4 million on foreign currency-sensitive financial instruments. The VAR model is a risk management tool and does not purport to represent actual losses in fair value that will be incurred by Snap-on, nor does it consider the potential effect of favorable changes in market factors.

Item 4: Controls and Procedures

Evaluation of Disclosure Controls and Procedures

Snap-on maintains a system of disclosure controls and procedures that is designed to provide reasonable assurance that material information relating to the company and its consolidated subsidiaries is timely communicated to the officers who certify Snap-on's financial reports and to other members of senior management and the Board, as appropriate.

In accordance with Rule 13a-15(b) of the Securities Exchange Act of 1934 (the "Exchange Act"), the company's management evaluated, with the participation of the Chief Executive Officer and Chief Financial Officer, the effectiveness of the design and operation of the company's disclosure controls and procedures (as defined in Rules 13a-15(e) and 15d-15(e) under the Exchange Act) as of April 2, 2022. Based upon their evaluation of these disclosure controls and procedures, the Chief Executive Officer and Chief Financial Officer concluded that the disclosure controls and procedures were effective as of April 2, 2022, to ensure that information required to be disclosed by the company in the reports it files or submits under the Exchange Act is recorded, processed, summarized and reported, within the time period specified in the Securities and Exchange Commission rules and forms, and to ensure that information required to be disclosed by the company in the reports it files or submits under the Exchange Act is accumulated and communicated to the company's management, including its principal executive and principal financial officers, or persons performing similar functions, as appropriate, to allow timely decisions regarding required disclosure.

Changes in Internal Control

There has not been any change in the company's internal control over financial reporting during the quarter ended April 2, 2022, that has materially affected, or is reasonably likely to materially affect, the company's internal control over financial reporting (as such term is defined in Exchange Act Rules 13a-15(f) and 15d-15(f)).

PART II. OTHER INFORMATION**Item 2: Unregistered Sales of Equity Securities and Use of Proceeds****Issuer Purchases of Equity Securities**

The following chart discloses information regarding the shares of Snap-on's common stock repurchased by the company during the first quarter of fiscal 2022, all of which were purchased pursuant to the Board's authorizations that the company has publicly announced. Snap-on has undertaken stock repurchases from time to time to offset dilution created by shares issued for employee and franchisee stock purchase plans and equity plans, and for other corporate purposes, as well as when the company believes market conditions are favorable. The repurchase of Snap-on common stock is at the company's discretion, subject to prevailing financial and market conditions, and pursuant to the Board's authorizations that the company has publicly announced.

Period	Shares purchased	Average price per share	Shares purchased as part of publicly announced plans or programs	Approximate value of shares that may yet be purchased under publicly announced plans or programs*
01/02/2022 to 01/29/2022	—	—	—	\$456.7 million
01/30/2022 to 02/26/2022	118,000	\$212.62	118,000	\$445.8 million
02/27/2022 to 04/02/2022	18,000	\$207.91	18,000	\$442.2 million
Total/Average	136,000	\$212.00	136,000	N/A

N/A: Not applicable

* Subject to further adjustment pursuant to the 1996 Authorization described below, as of April 2, 2022, the approximate value of shares that may yet be purchased pursuant to the outstanding Board authorizations discussed below is \$442.2 million.

- In 1996, the Board authorized the company to repurchase shares of the company's common stock from time to time in the open market or in privately negotiated transactions (the "1996 Authorization"). The 1996 Authorization allows the repurchase of up to the number of shares issued or delivered from treasury from time to time under the various plans the company has in place that call for the issuance of the company's common stock. Because the number of shares that are purchased pursuant to the 1996 Authorization will change from time to time as (i) the company issues shares under its various plans; and (ii) shares are repurchased pursuant to this authorization, the number of shares authorized to be repurchased will vary from time to time. The 1996 Authorization will expire when terminated by the Board. When calculating the approximate value of shares that the company may yet purchase under the 1996 Authorization, the company assumed a price of \$206.54, \$212.10 and \$203.70 per share of common stock as of the end of the respective fiscal 2022 months ended January 29, 2022, February 26, 2022, and April 2, 2022.
- On November 4, 2021, the Board authorized the repurchase of up to \$500 million of the company's common stock (the "2021 Authorization"). The 2021 Authorization will expire when the aggregate repurchase price limit is met, unless terminated earlier by the Board.

Other Purchases or Sales of Equity Securities

The following chart discloses information regarding transactions in shares of Snap-on's common stock by Citibank, N.A. ("Citibank") during the first quarter of 2022 pursuant to a prepaid equity forward agreement (the "Agreement") with Citibank that is intended to reduce the impact of market risk associated with the stock-based portion of the company's deferred compensation plans. The company's stock-based deferred compensation liabilities, which are impacted by changes in the company's stock price, increase as the company's stock price rises and decrease as the company's stock price declines. Pursuant to the Agreement, Citibank may purchase or sell shares of the company's common stock (for Citibank's account) in the market or in privately negotiated transactions. The Agreement has no stated expiration date and does not provide for Snap-on to purchase or repurchase its shares.

Citibank Purchases of Snap-on Stock

Period	Shares Purchased	Average Price per Share
01/02/2022 to 01/29/2022	—	—
01/30/2022 to 02/26/2022	1,900	\$201.75
02/27/2022 to 04/02/2022	—	—
Total/Average	1,900	\$201.75

Item 6: Exhibits

Exhibit 31.1	Certification of Chief Executive Officer pursuant to Section 302 of the Sarbanes-Oxley Act of 2002
Exhibit 31.2	Certification of Principal Financial Officer pursuant to Section 302 of the Sarbanes-Oxley Act of 2002
Exhibit 32.1	Certification of Chief Executive Officer Pursuant to 18 U.S.C. Section 1350, as Adopted Pursuant to Section 906 of the Sarbanes-Oxley Act of 2002
Exhibit 32.2	Certification of Principal Financial Officer Pursuant to 18 U.S.C. Section 1350, as Adopted Pursuant to Section 906 of the Sarbanes-Oxley Act of 2002
Exhibit 101.INS	Inline XBRL Instance Document - the instance document does not appear in the Interactive Data File because its XBRL tags are embedded within the Inline XBRL document
Exhibit 101.SCH	Inline XBRL Taxonomy Extension Schema Document
Exhibit 101.CAL	Inline XBRL Taxonomy Extension Calculation Linkbase Document
Exhibit 101.DEF	Inline XBRL Taxonomy Extension Definition Linkbase Document
Exhibit 101.LAB	Inline XBRL Taxonomy Extension Label Linkbase Document
Exhibit 101.PRE	Inline XBRL Taxonomy Extension Presentation Linkbase Document
Exhibit 104	Cover page Inline XBRL data (contained in Exhibit 101)

SIGNATURES

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

SNAP-ON INCORPORATED

Date: April 21, 2022

/s/ Aldo J. Pagliari

Aldo J. Pagliari, Principal Financial Officer,
Senior Vice President – Finance and
Chief Financial Officer