



Quarterly Financial Review

First Quarter 2026



Who We Are

OUR MISSION

The most valued productivity solutions in the world

BELIEFS

We deeply believe in:

Non-negotiable Product and Workplace Safety

Uncompromising Quality

Passionate Customer Care

Fearless Innovation

Rapid Continuous Improvement

VALUES

Our behaviors define our success:

We demonstrate Integrity.

We tell the Truth.

We respect the Individual.

We promote Teamwork.

We Listen.

VISION

To be acknowledged as the:

Brands of Choice

Employer of Choice

Franchisor of Choice

Business Partner of Choice

Investment of Choice

Cautionary Statement

- These slides should be read in conjunction with comments from the April 23, 2026 conference call. The financial statement information included herein is unaudited.
- Statements made during the April 23, 2026 conference call and/or information included in this presentation may contain statements, including earnings projections, that are forward-looking in nature and, accordingly, are subject to risks and uncertainties regarding Snap-on's expected results; actual results may differ materially from those described or contemplated in these forward-looking statements. Factors that may cause actual results to differ materially from those contained in the forward-looking statements, including those found in Snap-on's reports filed with the Securities and Exchange Commission, and the information under "Safe Harbor" and "Risk Factors" headings in its most recent Annual Report on Form 10-K, which are incorporated herein by reference. Snap-on disclaims any responsibility to update any forward-looking statement provided during the April 23, 2026 conference call and/or included in this presentation, except as required by law.
- This presentation includes certain non-GAAP measures of financial performance, which are not meant to be considered in isolation or as a substitute for their GAAP counterparts. Additional information regarding these non-GAAP measures is included in Snap-on's April 23, 2026 press release and Form 8-K, which can be found on the company's website in the investors section at www.snapon.com.



Nick Pinchuk
Chairman and
Chief Executive Officer



Aldo Pagliari
Senior Vice President and
Chief Financial Officer

Consolidated Results

(\$ in millions, except per share data - unaudited)	Q1 2026		Q1 2025		Change
	\$	%	\$	%	
Net sales	\$ 1,207.2		\$ 1,141.1		5.8 %
➤ Organic sales	39.2				3.4 %
➤ Currency translation	26.9				2.4 %
Gross profit	\$ 608.3	50.4 %	\$ 578.5	50.7 %	
Operating expenses	357.5	29.6 %	335.4	29.4 %	
Operating earnings before financial services	\$ 250.8	20.8 %	\$ 243.1	21.3 %	3.2 %
Financial services revenue	\$ 101.1		\$ 102.1		(1.0)%
Financial services operating earnings	68.0		70.3		(3.3)%
Operating earnings	\$ 318.8	24.4 %	\$ 313.4	25.2 %	1.7 %
Diluted EPS – as reported	\$ 4.69		\$ 4.51		4.0 %

- Net sales of \$1,207.2 million in the first quarter of 2026 represented an increase of \$66.1 million, or 5.8%, from 2025 levels, reflecting a \$39.2 million, or 3.4%, organic gain and \$26.9 million of favorable foreign currency translation
- Gross margin decreased 30 basis points (“bps”) to 50.4% from 50.7% last year primarily reflecting 40 bps of unfavorable foreign currency effects
- Operating expenses as a percentage of net sales rose 20 bps from last year primarily reflecting increased personnel costs and expanded technology investments, partially offset by the favorable effects of sales volume
- As a percentage of net sales, operating earnings before financial services were 20.8% including 40 bps of unfavorable foreign currency effects and compared to 21.3% last year

Commercial & Industrial

<i>(\$ in millions - unaudited)</i>	Q1 2026	Q1 2025	Change
Segment sales	\$ 381.0	\$ 343.9	10.8 %
➤ Organic sales	25.2		7.1 %
➤ Currency translation	11.9		3.7 %
Gross profit	\$ 153.6	\$ 146.5	
% of sales	40.3 %	42.6 %	
Operating expenses	\$ 98.7	\$ 93.3	
% of sales	25.9 %	27.1 %	
Operating earnings	\$ 54.9	\$ 53.2	
% of sales	14.4 %	15.5 %	(110) bps

- Organic sales increase of \$25.2 million, or 7.1%, reflects gains in each of the segment's operations, including a high single-digit improvement with customers in critical industries and a double-digit rise in the specialty torque business
- Gross margin decreased 230 bps from last year primarily due to higher tariffs and material costs, and 50 bps of unfavorable foreign currency effects, partially offset by benefits from the increased sales
- Operating expenses as a percentage of net sales improved 120 bps from 2025 primarily reflecting the higher sales volumes
- Operating earnings of \$54.9 million compared to \$53.2 million in 2025; the operating margin of 14.4%, including 50 bps of unfavorable foreign currency effects, compared to 15.5% last year

Snap-on Tools

<i>(\$ in millions - unaudited)</i>	Q1 2026	Q1 2025	Change
Segment sales	\$ 486.0	\$ 462.9	5.0 %
➤ Organic sales	15.9		3.4 %
➤ Currency translation	7.2		1.6 %
Gross profit	\$ 231.6	\$ 214.5	
% of sales	47.7 %	46.3 %	
Operating expenses	\$ 126.6	\$ 122.1	
% of sales	26.1 %	26.3 %	
Operating earnings	\$ 105.0	\$ 92.4	
% of sales	21.6 %	20.0 %	160 bps

- Organic sales rise of \$15.9 million, or 3.4%, was due to low single-digit gains both in the U.S. and in the segment's international operations
- Gross margin improved 140 bps from last year primarily due to the increased sales and savings from the segment's RCI initiatives, partially offset by higher material and other costs
- Operating expenses as a percentage of net sales improved 20 bps from 2025 primarily reflecting the higher sales volumes
- Operating earnings of \$105.0 million compared to \$92.4 million in 2025; the operating margin of 21.6% compared to 20.0% last year

Repair Systems & Information

(\$ in millions - unaudited)	Q1 2026	Q1 2025	Change
Segment sales	\$ 485.3	\$ 475.9	2.0 %
➤ Organic sales	0.3		0.1 %
➤ Currency translation	9.1		1.9 %
Gross profit	\$ 223.1	\$ 217.5	
% of sales	46.0 %	45.7 %	
Operating expenses	\$ 103.6	\$ 95.4	
% of sales	21.4 %	20.0 %	
Operating earnings	\$ 119.5	\$ 122.1	
% of sales	24.6 %	25.7 %	(110) bps

- On an organic basis, a low single-digit increase in sales of diagnostic and repair information products to independent repair shop owners and managers was offset by lower activity with OEM dealerships, while sales of undercar equipment were essentially flat
- Gross margin improved 30 bps from last year primarily reflecting favorable business mix and savings from the segment's RCI initiatives, partially offset by higher tariffs and material costs, and 40 bps of unfavorable foreign currency effects
- Operating expenses as a percentage of net sales increased 140 bps from 2025 primarily due to expanded technology investments and higher personnel costs, as well as 20 bps of unfavorable foreign currency effects
- Operating earnings of \$119.5 million compared to \$122.1 million in 2025; the operating margin of 24.6%, including 60 bps of unfavorable foreign currency effects, compared to 25.7% last year

Financial Services

<i>(\$ in millions - unaudited)</i>	Q1 2026	Q1 2025	Change
Segment revenue	\$ 101.1	\$ 102.1	(1.0)%
Operating earnings	\$ 68.0	\$ 70.3	(3.3)%
Originations	\$ 264.6	\$ 268.7	(1.5)%

- Originations decreased \$4.1 million or 1.5%
- Average yield on finance receivables was 17.6% in both periods
- Average yield on contract receivables was 9.1% in both periods

Financial Services Portfolio Data

(\$ in millions - unaudited)	United States		International	
	Extended Credit	Total	Extended Credit	Total
Gross finance portfolio	\$ 1,690.2	\$ 2,127.0	\$ 254.7	\$ 357.6
Portfolio net losses (TTM)	\$ 68.0	\$ 70.0	\$ 4.9	\$ 5.7
60+ Delinquency:				
As of 03/31/26	1.9 %	1.5 %	1.0 %	1.1 %
As of 12/31/25	2.1 %	1.7 %	1.0 %	0.9 %
As of 09/30/25	2.0 %	1.7 %	1.0 %	0.9 %
As of 06/30/25	1.8 %	1.5 %	1.0 %	0.9 %
As of 03/31/25	2.0 %	1.6 %	1.1 %	1.0 %

- Gross finance portfolio of \$2,484.6 million as of Q1 2026
 - Compares to \$2,509.5 million as of Q4 2025

- TTM – Trailing twelve months

Cash Flows

(\$ in millions - unaudited)	First Quarter	
	2026	2025
Net cash provided by operating activities	\$ 368.7	\$ 298.5
➤ Net earnings	253.5	246.7
➤ Depreciation and amortization	25.0	24.0
➤ Changes in deferred income taxes	3.8	3.7
➤ Changes in working investment	15.3	(17.9)
➤ Changes in accrued and other liabilities	42.2	20.0
➤ Changes in all other operating activities	28.9	22.0
Net increase in finance receivables	\$ (2.5)	\$ (8.2)
Capital expenditures	\$ (21.2)	\$ (22.9)
Free cash flow	\$ 345.0	\$ 267.4
Free cash flow from Operations	\$ 284.1	\$ 203.4
Free cash flow from Financial Services	\$ 60.9	\$ 64.0
Increase in cash	\$ 128.8	\$ 74.4

- Changes in working investment – Net changes in trade and other accounts receivable, inventories and accounts payable
- Free cash flow – Net cash provided by operating activities less net change in finance receivables and capital expenditures
- Free cash flow from Operations – Net cash provided by operating activities, exclusive of financial services, less capital expenditures
- Free cash flow from Financial Services – Net cash provided by financial services operating activities, less net change in finance receivables and capital expenditures

Balance Sheet

<i>(\$ in millions - unaudited)</i>	April 4, 2026	January 3, 2026
Trade & Other Accounts Receivable – net	\$ 890.7	\$ 881.4
Days Sales Outstanding	67	67
Finance Receivables – net	\$ 1,871.5	\$ 1,889.0
Contract Receivables – net	\$ 545.0	\$ 553.1
Inventories – net	\$ 1,020.5	\$ 1,025.2
Inventory turns – TTM	2.4	2.4
Cash	\$ 1,753.3	\$ 1,624.5
Total debt	\$ 1,203.1	\$ 1,202.6
Net debt	\$ (550.2)	\$ (421.9)
Net debt to capital ratio	(10.2)%	(7.7)%