



APOLLO™

# INVESTOR OVERVIEW

Q3 2025



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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. Statements made that (i) are in the future tense; (ii) include the words "expects," "anticipates," "intends," "approximates," "plans," "targets," "estimates," "believes," or similar words that reference Snap-on 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. The company's actual results may differ materially from those described or contemplated in the forward-looking statements. Factors that may cause the company's actual results to differ materially from those contained in the forward-looking statements include those found in the company's reports filed with the Securities and Exchange Commission, including the information under the "Safe Harbor" and "Risk Factors" headings in its Annual Report on Form 10-K for the fiscal year ended December 28, 2024, which is incorporated herein by reference. Snap-on disclaims any responsibility to update any forward-looking statement provided during 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 Form 10-K and earnings press releases available at [snapon.com](https://www.snapon.com).

Please see page 27 in the Appendix for terminology and definitions.

# 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



# Snap-on: Leading global productivity solutions

## INVESTMENT RATIONALE

Execution of a **defined and coherent strategy**

Holds **exceptional brand loyalty** and value proposition

Steadfast commitment to **Snap-on Value Creation** and clear runways for improvement

Attractive **dividend yield**

Trend of mid-single-digit **sales gains** driven by multiple runways for growth

Demonstration of ongoing operating income **margin expansion**

Effective combination of **practical insights and technology** to address increasing complexity of critical work

## Diluted EPS Growth



**\$4.71 B**

Net Sales – 2024

**\$1.35 B**

Operating Earnings – 2024



Founded in  
**1920**



Serving professionals in over  
**130 countries**



**\$18.0 B**  
Market Cap\*



**36** Manufacturing Facilities  
**15** in the United States



**13,000**  
Employees



**22.7%**  
Operating Margin  
(before financial services) – 2024



**2.5%**  
Dividend Yield\*



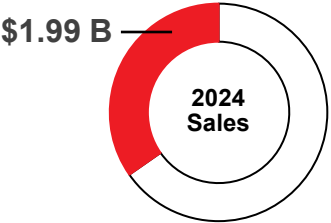
# Established global footprint through four complementary segments



- Manufacturing facilities: in the markets where we sell
- ◆ Distribution and other non-manufacturing facilities

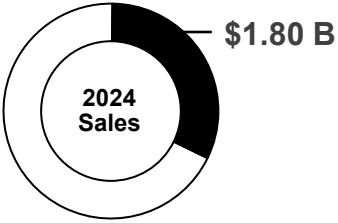


## Snap-on Tools Group



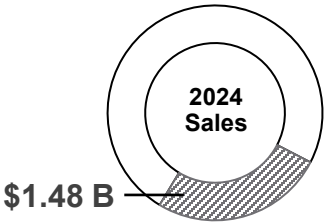
Primary focus on vehicle service and repair technicians through multinational franchised mobile tool distribution

## Repair Systems & Information Group



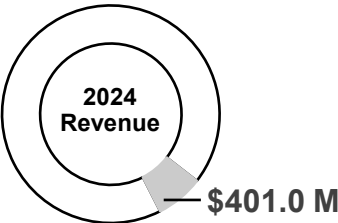
Providing technology and equipment solutions for owners and managers of independent repair shops and OEM dealerships worldwide

## Commercial & Industrial Group



Productivity solutions for critical industries including customers in aerospace, natural resources, government, military, and power generation

## Financial Services



Customer financing for the purchase of Snap-on tools and equipment and franchisee financing for business and vehicle loans



# World-renowned brands & productivity solutions

With More Than **35 BRANDS** And **85,000 SKUs**, Snap-on Is Consistently Among The **HIGHEST RATED FOR QUALITY** Across Industries



**Snap-on** **Mitchell1** **JohnBean**

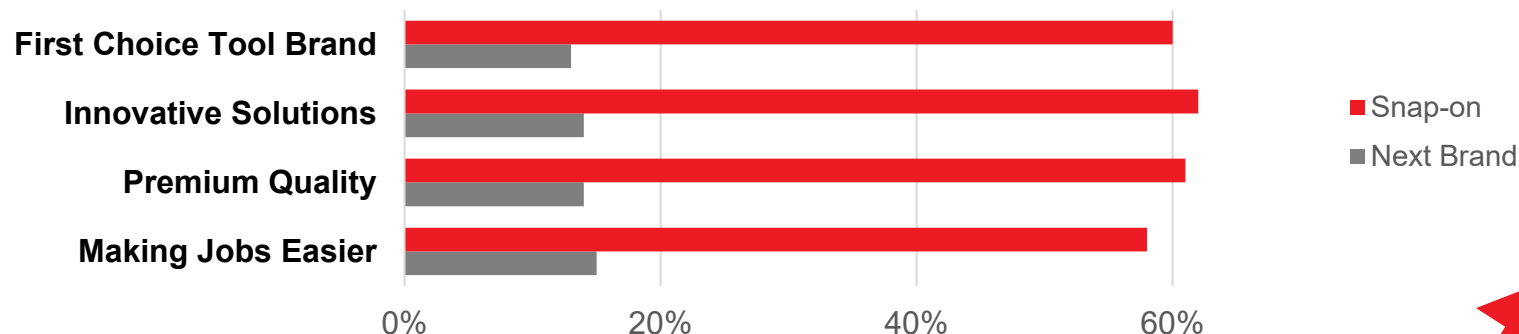
**CAR-O-LINER** **AUTOGRIB** **CL Challenger Lifts**

**DEALER-FX** **HOFMANN** **ECOTECHNICS**

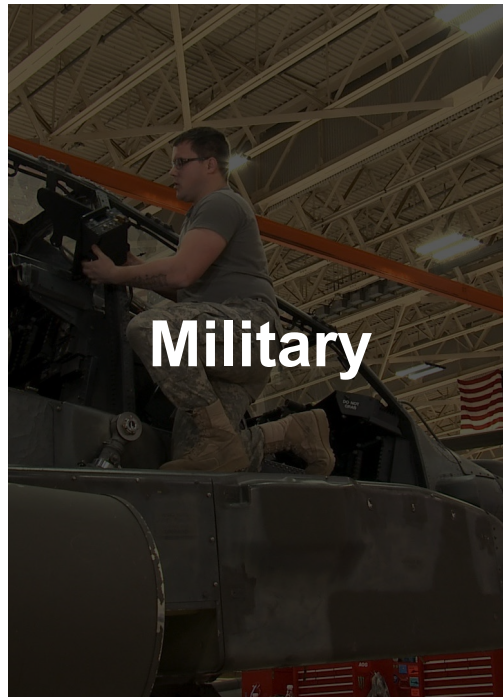
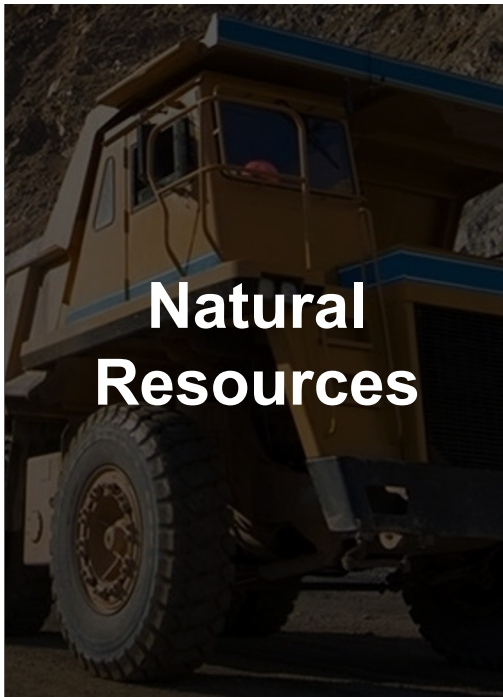
**Blue-Point** **SUN** **Sturtevant Richmond** **NEXIQ TECHNOLOGIES** **BAHCO**

**mountz** **PRO-CUT BRAKE SOLUTIONS** **Gorbar**

## 2024 Frost and Sullivan Survey: Technicians Choose Snap-on



# Snap-on enables critical activities in essential industries



Essential for  
functioning of society



Rooted in the  
dignity of work

Providing Solutions  
to Match Critical Tasks  
**for over 105 years**



Penalty for  
failure is high

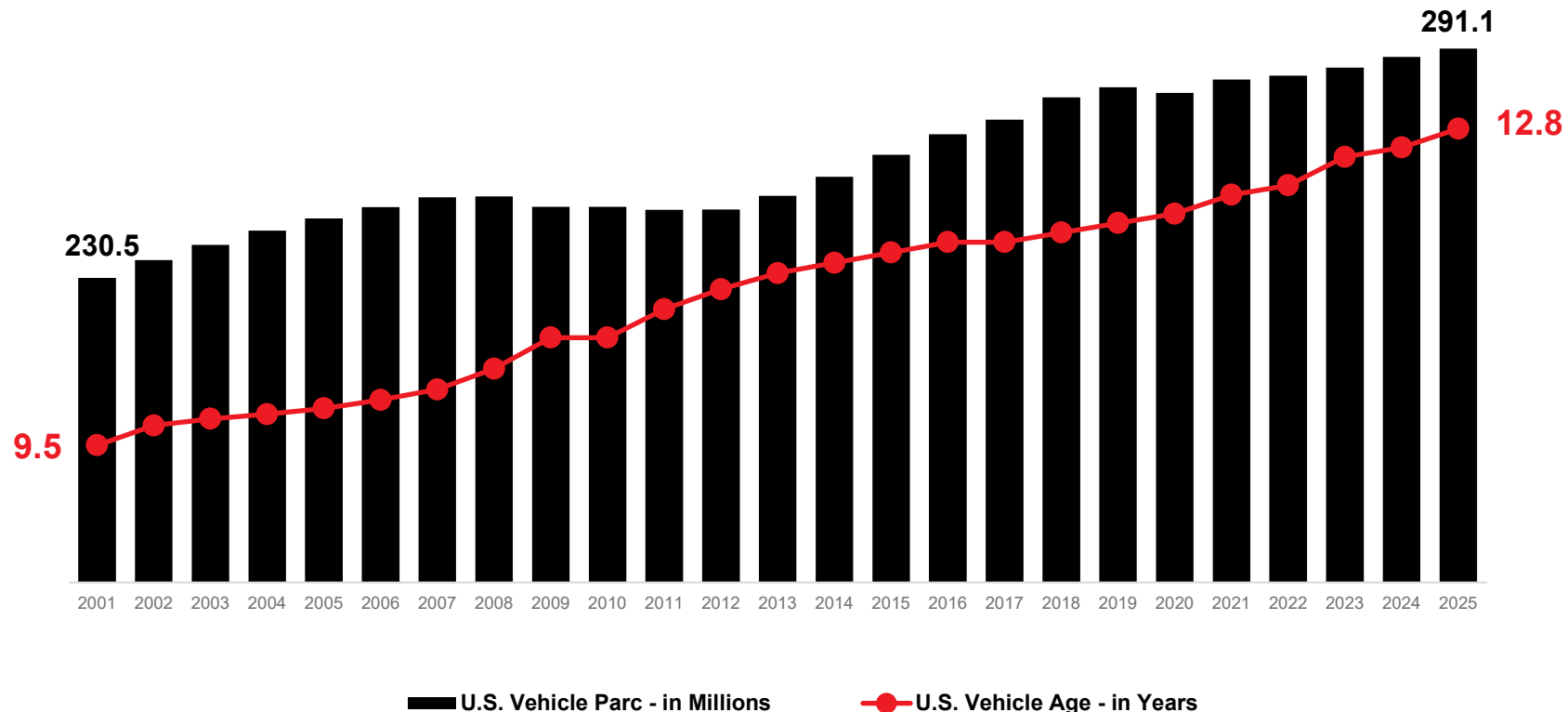


Cannot be fully  
outsourced or automated



# We are entering a golden age of vehicle repair

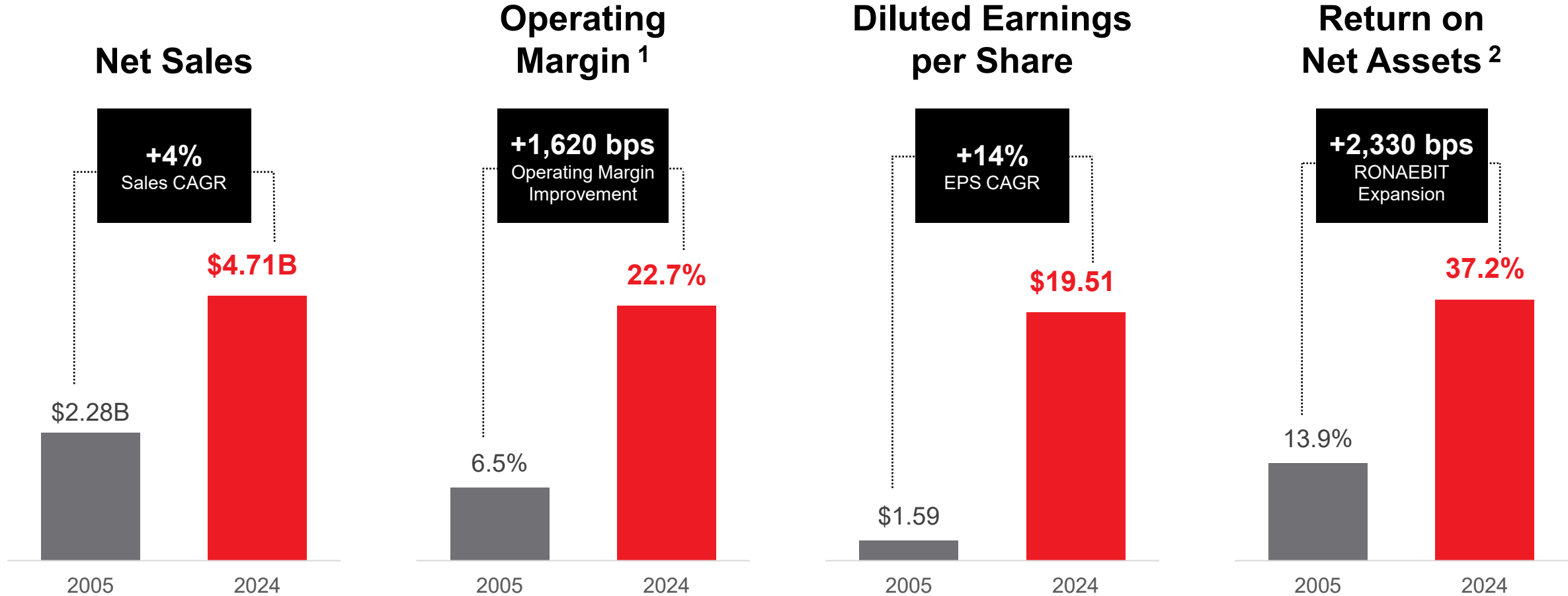
Vehicle aging and increasing parc drives service growth



Vehicle technology and complexity provides opportunity

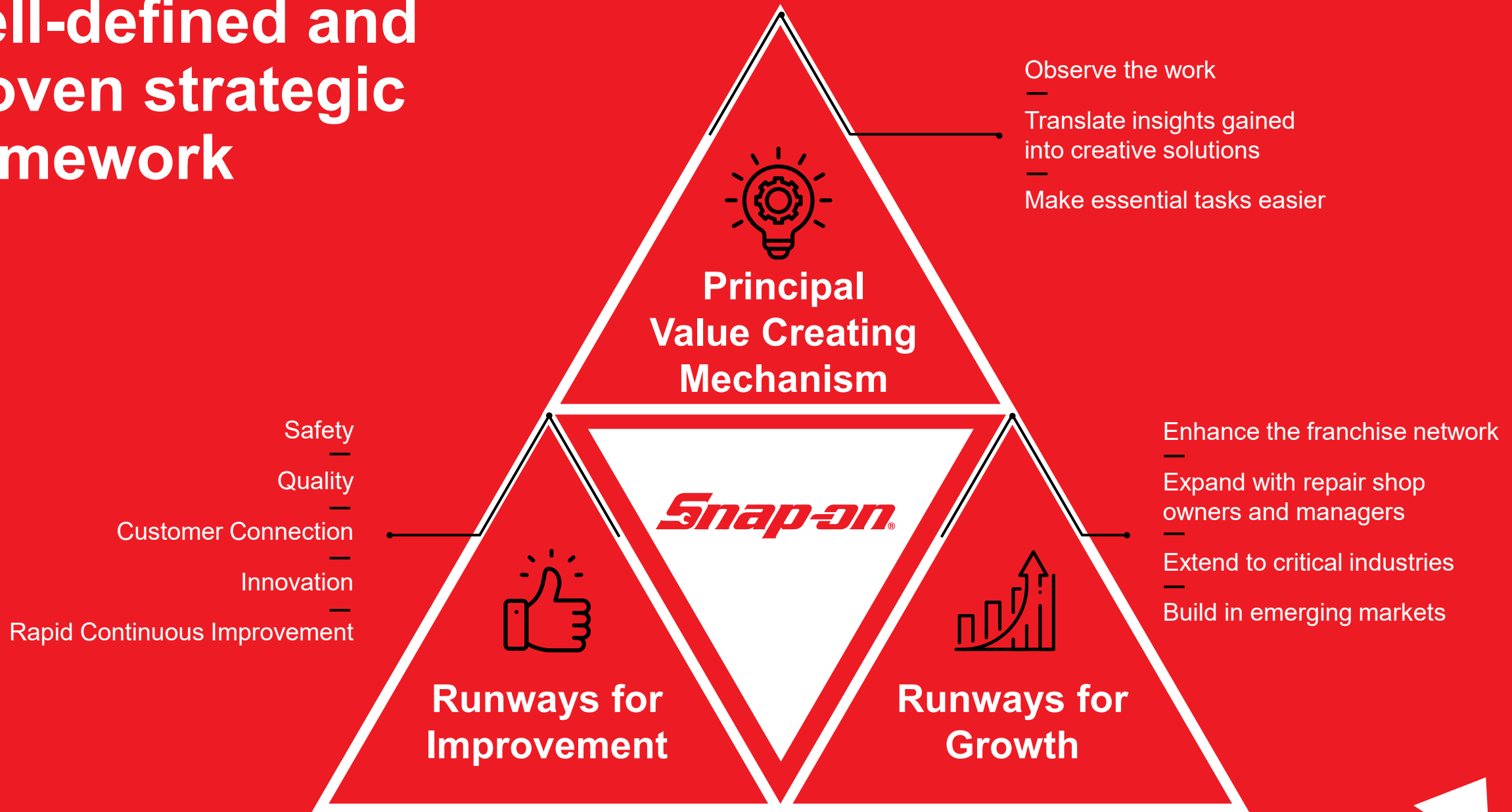
- ✓ Emerging drivetrains create new solution needs
- ✓ Advanced Driver Assistance Systems (ADAS) expanding
- ✓ Productive shop management rising in importance

# Our advantages drive performance



<sup>1</sup> Operating earnings before financial services as a percentage of net sales  
<sup>2</sup> Operating earnings before financial services divided by average operating net assets

# Well-defined and proven strategic framework





# Principal value-creating mechanism:

Observe the work

Translate insights gained into creative solutions

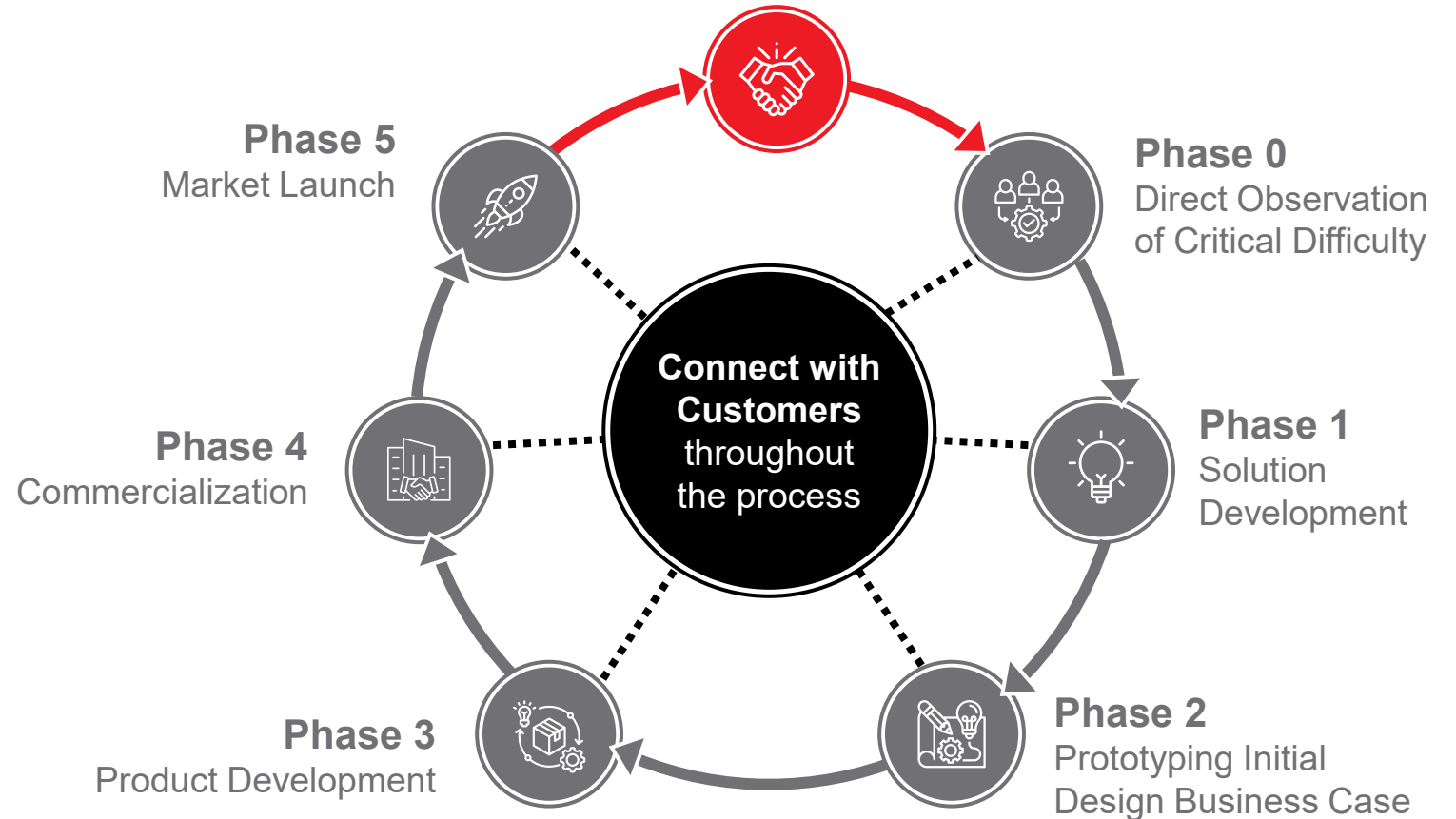
Make essential tasks easier



*Many ideas based on real customer connections*



## Customer Connection / Innovation Feedback Loop



Recipient of **27 product awards** in 2025

Snap-on holds over **4,000 active and pending patents**, including **~940** in the U.S.

# Runways for Improvement

## Safety

2024 total recordable incident rate (TRIR) = **1.08**

Compares to 2023 TRIR for manufacturing companies = **2.8**  
or for all private industry = **2.4** per the U.S. Bureau of Labor Statistics

## Quality

Snap-on was **rated the most preferred in multiple categories** by U.S. automotive technicians in the latest Frost & Sullivan survey

## Customer Connection

We directly observe customers and workplaces through our **4,700 mobile stores** and multiple direct sales forces, with **~1.0 million technicians** in the U.S. weekly, in over **700,00 repair shops** in North America and Europe, and in **~3,700 vocational schools**

## Innovation

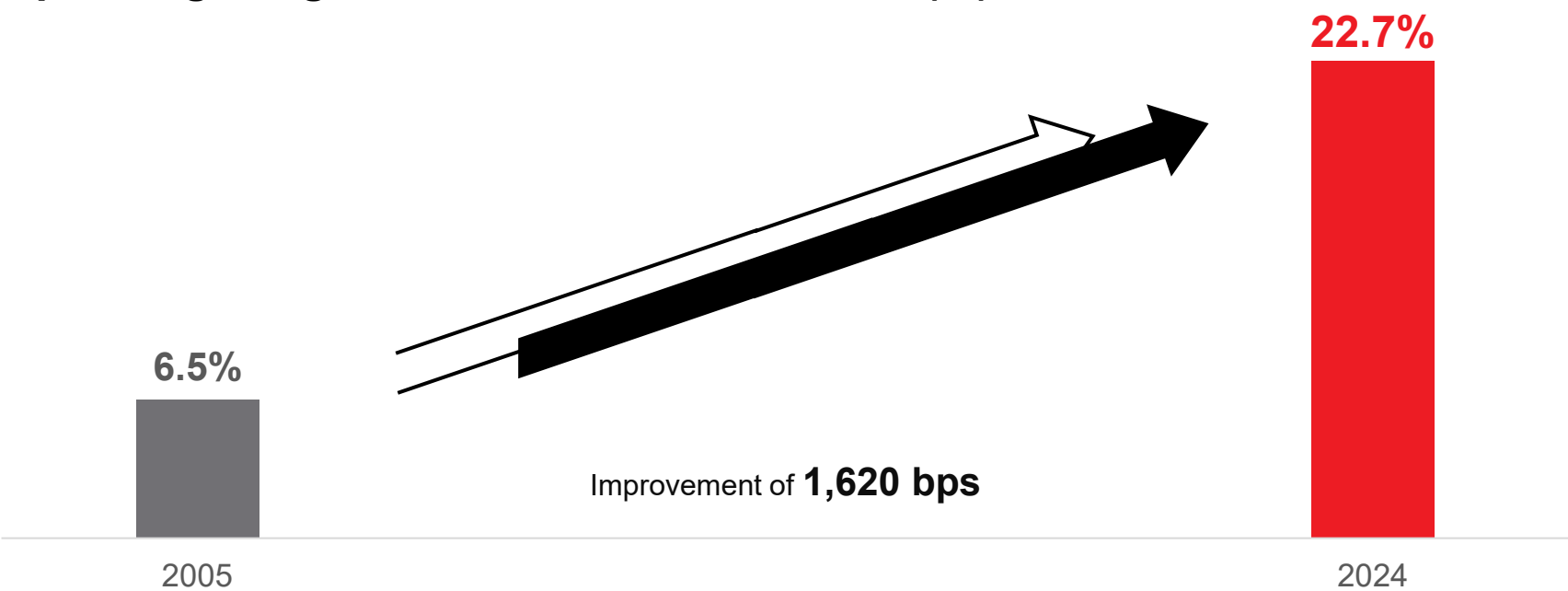
We use **insights gained** to develop new products using **technologies** like 3D printing, direct metal laser sintering, and advanced modeling techniques

## Rapid Continuous Improvement (RCI)

Since RCI was established in 2005, our operating margin before financial services **improved 1,620 basis points, or 85 basis points, on average per year**

# Rapid Continuous Improvement (RCI)

Operating Margin before Financial Services (%)



RCI is a structured set of tools and processes used across the company to **eliminate waste** and **improve operations**.

Since RCI was established in 2005, Snap-on's OI Margin has improved **1,620 basis points**, or **85 bps**, on average per year.



- ✓ Engage people through Kaizen
- ✓ Enhance them with new technologies to ease the way forward
- ✓ Enable them through training
- ✓ Enlist them through celebration



A Snap-on technician, a woman wearing safety glasses and a Snap-on uniform, is working on a large engine. She is using a tool to adjust a component. The engine is yellow and black, and the technician is wearing a yellow Snap-on shirt with a name tag that says "Chelsea".

# Runways for Growth

## Enhance the Franchise Network

**Raise franchisee productivity and improve coverage, increase new product introductions, and refine the selling process** with programs to amplify the power of the van channel

## Expand With Repair Shop Owners and Managers

**Leverage deep understanding** of customers, help shop owners and managers **improve competency and business acumen, integrate broad capabilities, innovate and add new products**

## Extend to Critical Industries

**Target** places where tasks require repeatability and reliability, **build a deep understanding of the work, and provide specialized productivity solutions** for critical activities

## Build in Emerging Markets

**Optimize product lines, manufacturing capability, and distribution** for local markets

# Snap-on Tools Group at a glance

Serving vehicle service technicians through **franchised multinational mobile tool distribution**

**Enhance the Franchise Network**

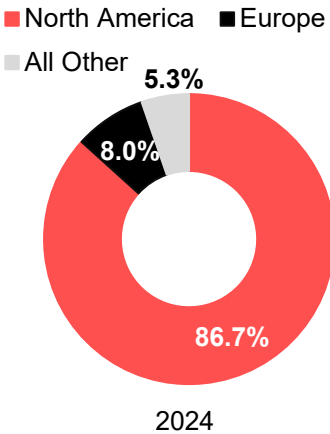
Maintain strong franchisee health metrics

Enhance franchisee productivity and improve coverage

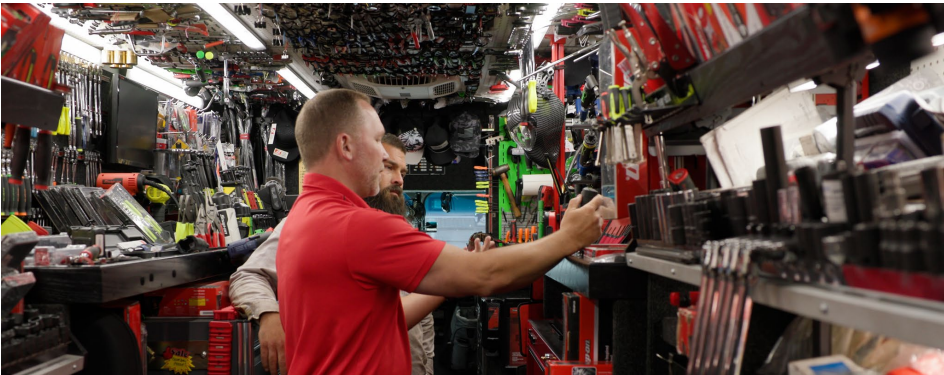
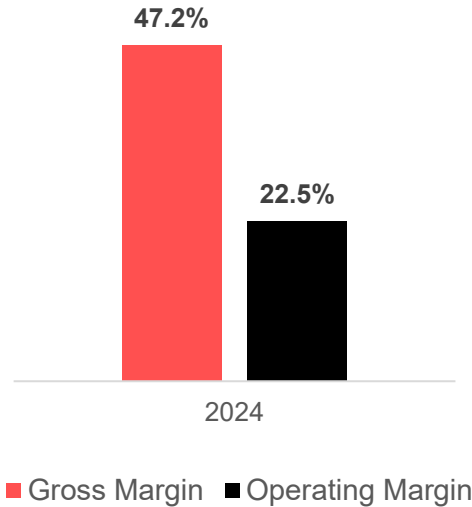
Maintain a growing array of new product introductions

Innovate the selling process with programs aimed at amplifying the power of the van channel

Segment External Net Sales by Geography



Segment Gross Profit and Operating Earnings Margins




**\$1.99 B**


Segment Net Sales – 2024


**\$447.3 M**


Segment Operating Earnings – 2024


 **4,700** Total routes, including **3,400** in the United States

 **22.5%** Segment Operating Margin

 **45,000 SKUs** in catalog including hand tools, power tools, tool storage, diagnostics, and accessories

 **~1.0 M** Mechanics and technicians served in the U.S. alone

 **4** Hand tool and tool storage plants, all in the U.S.

 **Supported by Snap-on Credit** offering financing to automotive technicians, repair shop owners, and franchisees



# Repair Systems & Information Group at a glance

**Productivity solutions, equipment and diagnostics** serving primarily owners and managers of independent repair shops and OEM dealerships

**Expand with Repair Shop Owners and Managers**

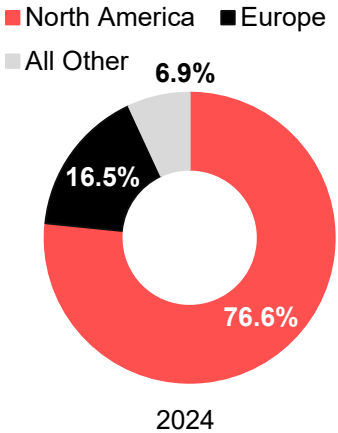
Leverage deep understanding of customers in parts and service operations

Help shop owners and managers improve both technical competency and business acumen

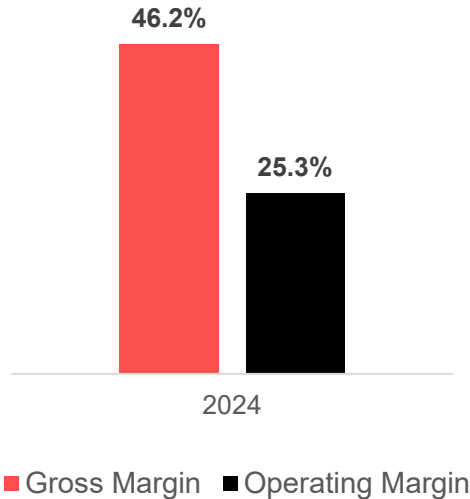
Grow and integrate broad capabilities

Innovate and add new products for this important customer group

Segment External Net Sales by Geography



Segment Gross Profit and Operating Earnings Margins



**Primary Brands**



**\$1.80 B**

Segment Net Sales – 2024

**\$455.2 M**

Segment Operating Earnings – 2024



**25.3%**  
Segment Operating Margin



**Global leader** in sophisticated diagnostic platforms



The most **advanced equipment** including Imaging Aligners, ADAS Calibration, Wheel Balancers, Tire Changers, and Lifts



**>700,000**  
North American and European repair shops served



Comprehensive database utilizes **~3 billion repair records** and over **600 BILLION** unique diagnostic events



Rapidly changing **technologies** and increasing vehicle **complexity** provide **opportunities**



# Commercial & Industrial Group at a glance

**Specialized, engineered productivity solutions for a wide range of critical industries** including: aerospace, natural resources, military, power generation, transportation, and technical education

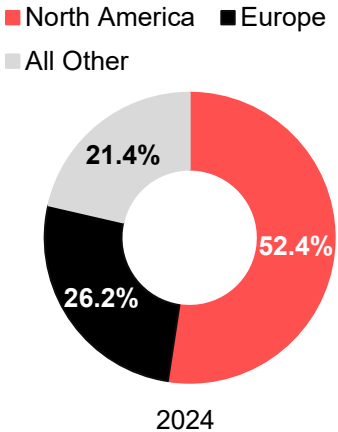
**Extend to Critical Industries**

- Target more places where tasks require repeatability and reliability
- Build a deep understanding of the work performed
- Provide specialized productivity solutions for critical activities

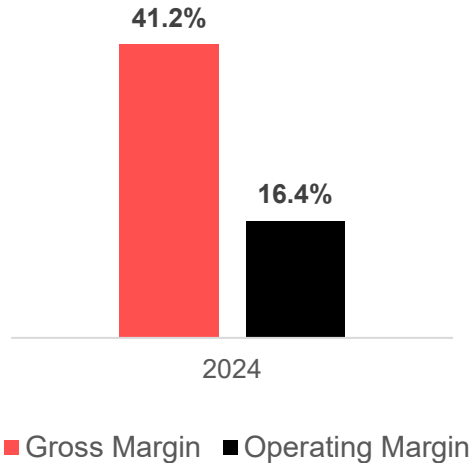
**Build in Emerging Markets**

- Optimize product lines, manufacturing capability, and distribution for local markets

Segment External Net Sales by Geography



Segment Gross Profit and Operating Earnings Margins



Primary Brands



\$1.48 B

Segment Net Sales, highest proportion of distribution sales – 2024

\$242.1 M

Segment Operating Earnings – 2024



**16.4%**  
Segment Operating Margin



**~50%**  
of revenue from more volatile international markets



**19**  
dedicated manufacturing facilities with six in the U.S., eight in Europe and five in Asia



Innovator of **complex, customized kits** for specific uses in military, aviation and other industries



**Investing in precision torque** through acquisitions of Norbar, Sturtevant Richmond, and Mountz

# Financial Services: Supporting customers and franchisees

**Snap-on Credit's primary financial products and services include:**

Customer financing for the purchase or lease of tools, diagnostics, and equipment products on an **extended-term** payment plan (finance receivables)

Business and vehicle loans and leases to franchisees (contract receivables)

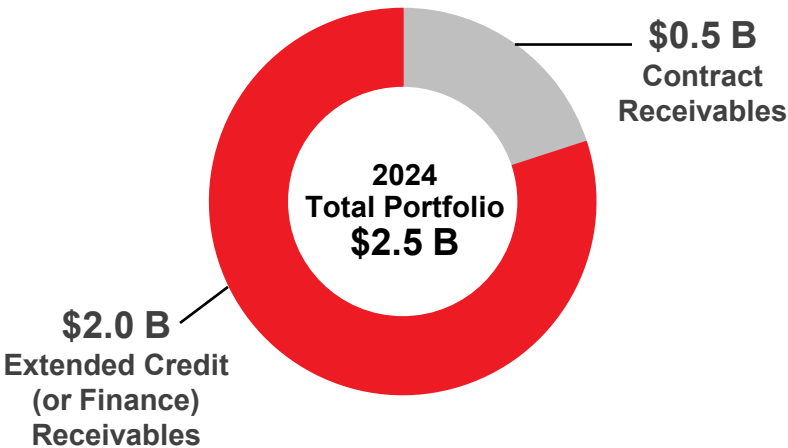
**Strategic Priorities:**

Attract and sustain profitable franchisees

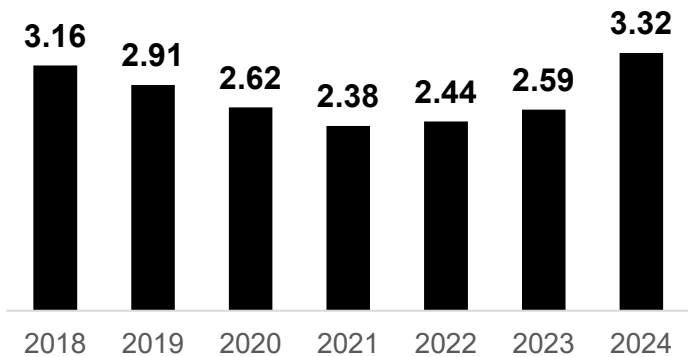
Improving productivity levels and ensuring high quality in all financial products

Maintaining healthy portfolio performance levels

**Gross Finance Portfolio**



**TTM Extended Credit Net Losses as % of Portfolio**



**\$401.0 M**

Finance Revenue – 2024

**\$276.9 M**

Operating Earnings – 2024



**\$158 M**

Net Earnings (after interest and taxes)



**\$15.1%**

Of Consolidated Net Earnings



**\$2.5 B**

2024 Gross Finance Portfolio



**17.7%**

2024 Average Yield on finance receivables



**9.0%**

2024 Average Yield on contract receivables



**5-to-1**

Debt/equity ratio for Snap-on Credit



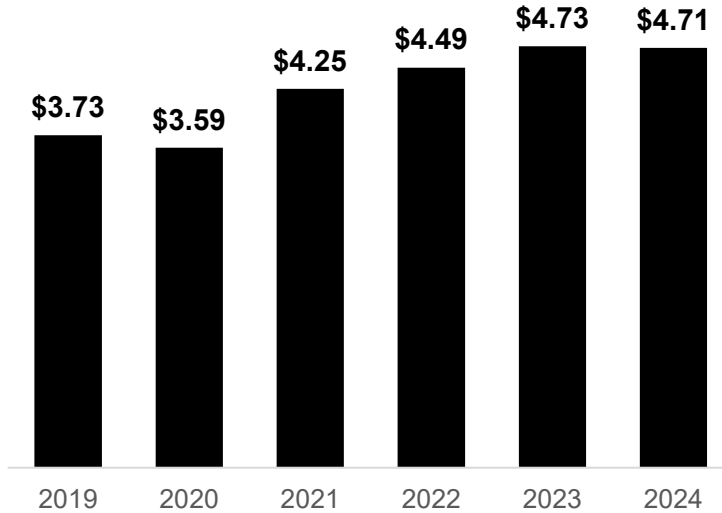
**3.59%**

Q3 2025 TTM Extended Credit Net Losses as % of Portfolio

# Consistent execution across diverse markets and macro environments

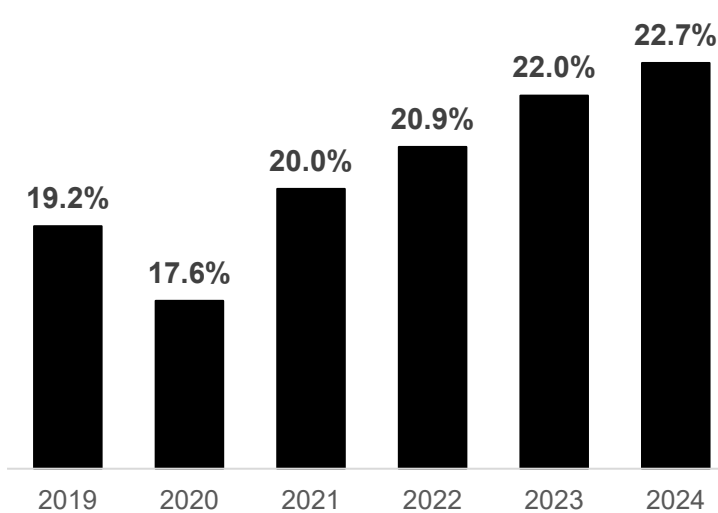
## Net Sales

\$ Billions

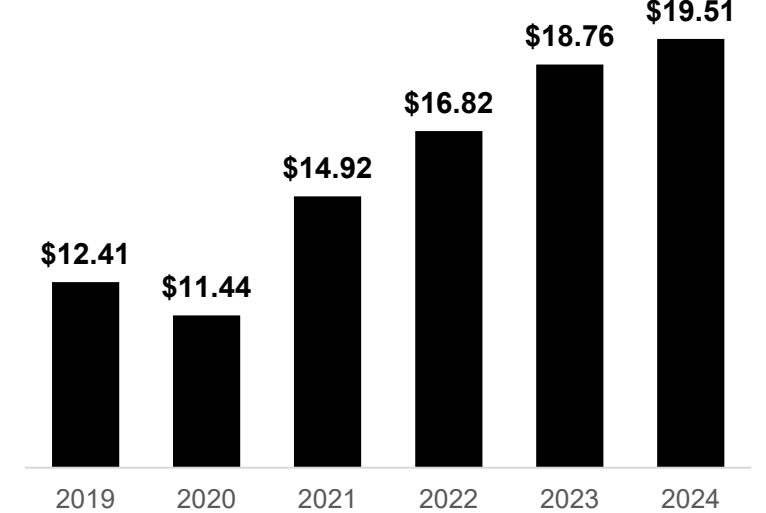


## Operating Margin

(before financial services)



## Diluted EPS



***Snap-on***®'s approach through customer connection and providing essential solutions has thrived in the post-pandemic economy

# Robust balance sheet creates financial flexibility



**Strong cash flow and low capital requirements** continue to bolster balance sheet



Financial strength creates flexibility to **fund growth and return of capital**

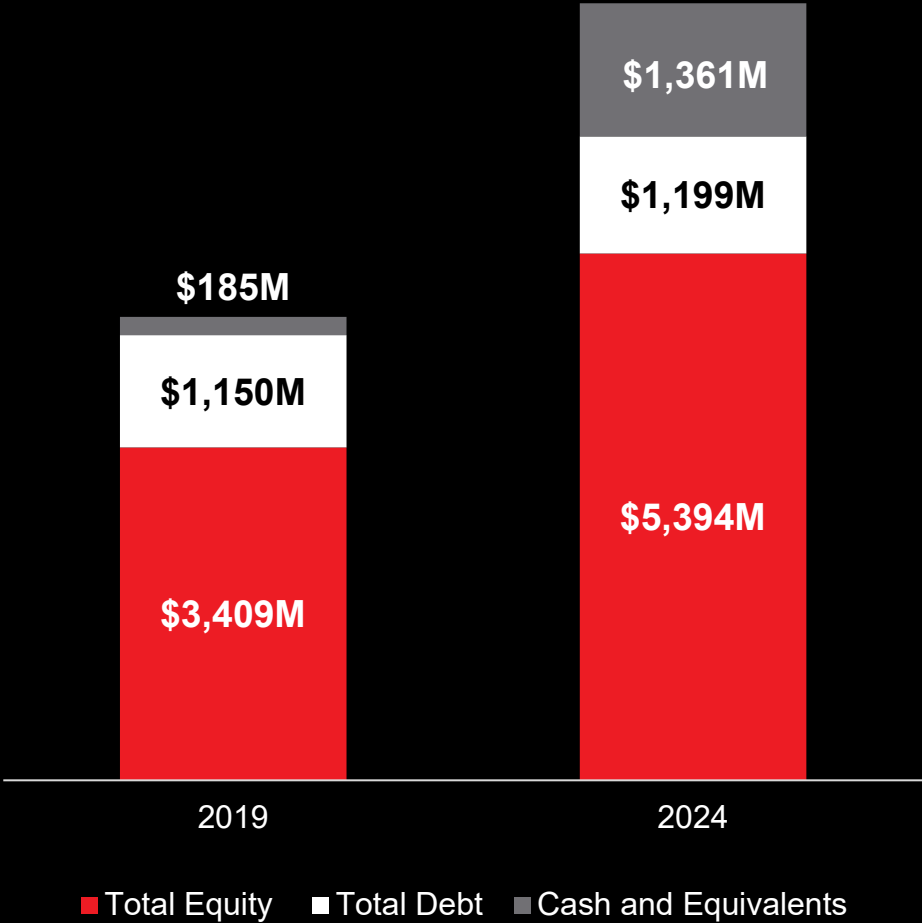


**High quality of Snap-on Credit receivables** proven across the cycle and numerous market shocks



25%  18%

Total Debt to Total Capital



# Disciplined capital allocation strategy

## Organic investment in growth

- Manufacturing capacity
- R&D and new product development
- Investing in franchise network
- Enhancing software and data analytics

## Dividends + Share Repurchases

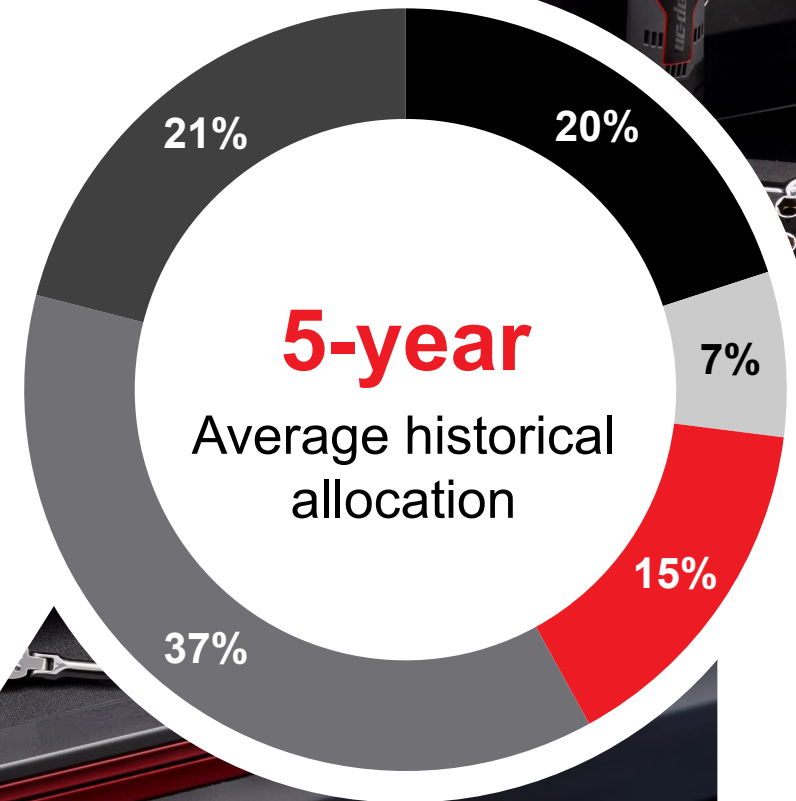
- \$2.1 B in dividends returned to shareholders over the last 10 years
- Dividend per share payment CAGR of ~15% over last 10 years
- In 2024, repurchased 952,000 shares for \$290 M and in August 2024 renewed a share repurchase authority of up to \$500 M

## Coherent Acquisitions

- Mountz acquisition in 2023 expanded precision torque solutions
- Dealer-FX acquisition in 2021 extended Snap-on's existing OEM and dealership business
- Opportunistically considering strategically attractive and accretive bolt-on M&A

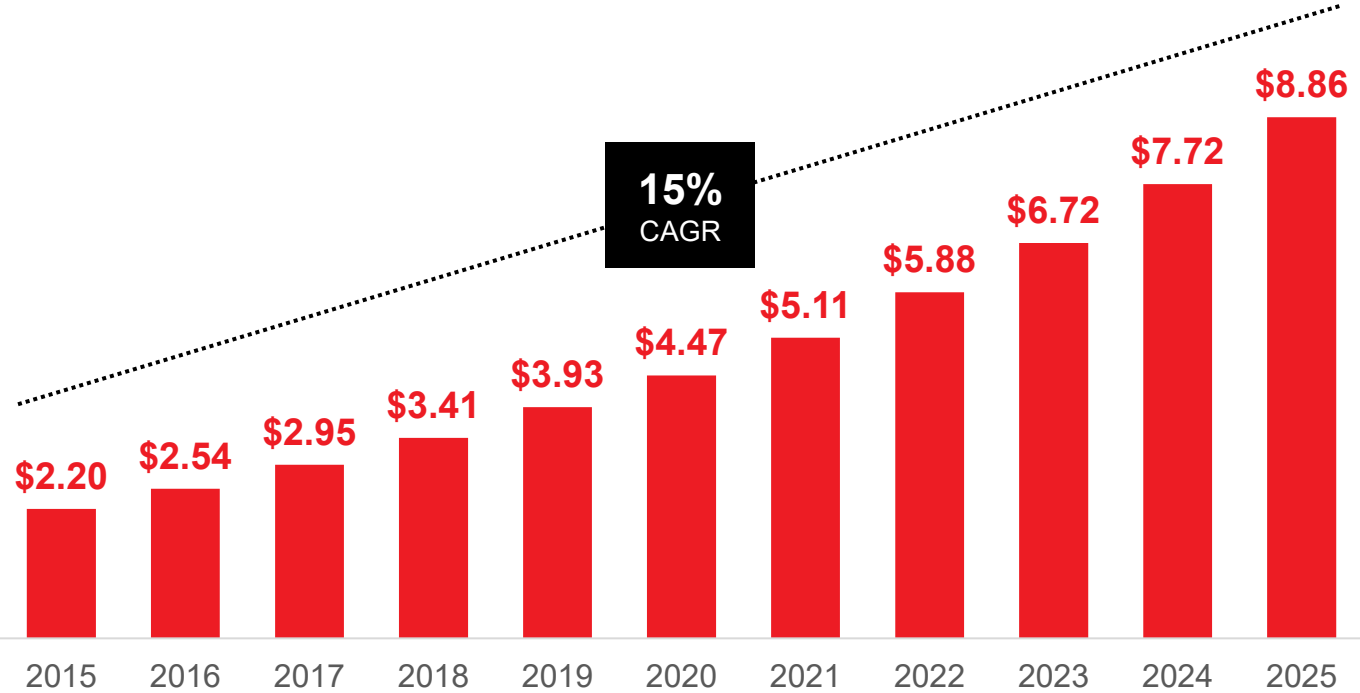


- Organic Growth
- Acquisitions
- Finance Portfolio
- Dividends
- Share Repurchase, Net





# 86-year dividend record: Proven commitment to shareholders



**14.0%**  
quarterly dividend  
increase November 2025

Dividends paid **without interruption** or  
reduction since 1939

Exceptional cash flow generation and operating leverage  
has enabled above average dividend payment and growth

Dividend payout ratio on par with S&P 500 with  
substantially higher dividend yield and dividend growth

# Investment rationale

Execution of a **defined and coherent strategy**

Holds **exceptional brand loyalty** and value proposition

Steadfast commitment to **Snap-on Value Creation** and clear runways for improvement

Attractive **dividend yield**

Trend of mid-single-digit **sales gains** driven by multiple runways for growth

Demonstration of ongoing operating income **margin expansion**

Effective combination of **practical insights and technology** to address increasing complexity of critical work







**Snap-on®**



# APPENDIX

# Q3 2025 Consolidated Results

(\$ in millions, except EPS - unaudited)	Q3 2025*	Q3 2024	2025 vs. 2024
Net Sales	\$1,190.8	\$1,147.0	3.8%
Change in Organic Sales			3.0%
Operating Earnings before Financial Services	\$ 278.5	\$ 252.4	10.3%
Operating Margin before Financial Services	23.4%	22.0%	
Operating Earnings from Financial Services	\$ 68.9	\$ 71.7	(3.9)%
Consolidated Operating Margin	26.9%	26.0%	
Diluted EPS	\$ 5.02	\$ 4.70	6.8%

\*In the third quarter of 2025, operating earnings before financial services includes a \$22.0 million benefit from a legal settlement. The related margin includes a 190 bps benefit, while the consolidated operating margin benefits by 170 bps from the legal item. The benefit to diluted EPS is \$0.31 in the period.



# Full Year Consolidated Results

(\$ in millions, except EPS - unaudited)	2024	2023	2024 vs. 2023
Net Sales	\$4,707.4	\$4,730.2	(0.5)%
Change in Organic Sales			(0.9)%
Operating Earnings before Financial Services	\$1,068.8	\$1,039.9	2.8%
Operating Margin before Financial Services	22.7%	22.0%	70 bps
Operating Earnings from Financial Services	\$ 276.9	\$ 270.5	2.4%
Operating Margin Consolidated	26.3%	25.7%	60 bps
Diluted EPS	\$ 19.51	\$ 18.76	4.0%

# Definitions

## Terminology and definitions

\$B = billions of dollars, \$M = millions of dollars

“Sales” may refer to consolidated “net sales” or “segment net sales”

Operating earnings = Operating earnings before financial services + Operating earnings from financial services

Operating margin (before financial services) = Operating earnings before financial services / Net sales

OI = Operating income, may be used to refer to “Operating earnings”

Segment operating margin or OI margin = Segment operating earnings / Segment net sales