THIRD QUARTER 2026 EARNINGS

October 28, 2026



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THIRD QUARTER 2026 EARNINGS CALL

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Forward-Looking Statements and Non-GAAP Financial Measures

Forward-Looking Statements

This presentation includes certain statements that are "forward-looking statements" as that term is defined under the Private Securities Litigation Reform Act of 1995 that are based on the beliefs of Hayward's management as well as assumptions made by, and information currently available to it. These forward-looking statements include, but are not limited to, statements about Hayward's strategies, plans, objectives, expectations, intentions, expenditures and assumptions and other statements contained in or incorporated by reference in this presentation that are not historical facts. When used in this presentation, words such as "guidance," "outlook," "may," "will," "should," "could," "intend," "potential," "continue," "anticipate," "believe," "estimate," "expect," "plan," "target," "predict," "project," "seek" and similar expressions as they relate to Hayward are intended to identify forward-looking statements. Examples of forward-looking statements include, among others, statements Hayward makes regarding: Hayward's 2026 guidance; business plans and objectives; general economic and industry trends; business prospects; future product development and acquisition strategies; future channel stocking levels; growth and expansion opportunities; operating results; and working capital and liquidity. Hayward may not achieve the plans, intentions or expectations disclosed in Hayward's forward-looking statements, and you should not place undue reliance on its forward-looking statements. Important factors that could affect Hayward's future results and could cause those results or other outcomes to differ materially from those indicated in its forward-looking statements include the following: our business depends on the performance of distributors, builders, buying groups, retailers and servicers; the demand for our products may be adversely affected by unfavorable economic and business conditions; we operate in markets with high levels of competition; our future success depends on developing, manufacturing and attaining market adoption of new products and maintaining product quality and reliability; our ability to keep pace with rapidly evolving technological developments and standards, including artificial intelligence, and effectively deploy such technologies; our results of operations and cash flows may fluctuate from quarter to quarter; a loss of, or material cancellation, reduction or delay in purchases by one or more of our largest customers; our exposure to credit risk on our accounts receivable; risks arising from our international operations; past growth may not be indicative of future growth; our inability to identify, finance and complete suitable acquisitions; negative impacts of litigation and other claims; future impairment of our goodwill and intangible assets; exchange rate fluctuations, cost increases and other inflation, changes in our effective tax rate or exposure to additional income tax liabilities; our ability to attract, develop and retain highly qualified personnel, including key members of management; disruptions in the financial markets; significant disruption or breach of our technology infrastructure or that of our vendors or third parties, or failure to maintain the security of confidential information; difficulties in operating or implementing the new ERP system or human resources information system; misuse of our technology-enabled products; failure to maintain an effective system of internal controls; dependence on key suppliers, including single-source suppliers and sole-source suppliers; ability to manage product inventory in an effective and efficient manner; product manufacturing disruptions, including as a result of catastrophic or other events beyond our control; tariffs and other trade restrictions and the cost of raw materials; compliance with, and potential liabilities under, employment, environmental, health, transportation, safety, and other governmental laws and regulations; risks related to our handling of personal information; our employees, commercial partners and vendors may engage in misconduct or other improper activities; violations of the U.S. Foreign Corrupt Practices Act, the U.K. Bribery Act, and other anti-corruption laws; our failure to comply with international trade compliance regulations, and changes in U.S. government sanctions; changes in laws, regulations, government policies or regulatory interpretations; climate change and legal or regulatory responses thereto, and increasing scrutiny from stakeholders on environmental, social and other sustainability matters; our ability to obtain, maintain and enforce our intellectual property and proprietary rights; protection of our trademarks or trade names; our reliance on access to intellectual property owned by third parties; claims that our employees, consultants or advisors have wrongfully used or disclosed trade secrets or other proprietary information or claims asserting ownership of intellectual property that we regard as our own; our ability to enforce our intellectual property rights in all jurisdictions; other risks related to our indebtedness, corporate structure and ownership of our common stock; and other factors set forth in Hayward's most recent Annual Report on Form 10-K for the year ended December 31, 2025 and in our other Securities and Exchange Commission filings.

Many of these factors are macroeconomic in nature and are, therefore, beyond our control. Should one or more of these risks or uncertainties materialize, or should underlying assumptions prove incorrect, our actual results, performance or achievements may vary materially from those described in this presentation. The forward-looking statements included in this presentation are made only as of the date of this presentation. Unless required by United States federal securities laws, Hayward neither intends nor assumes any obligation to update these forward-looking statements for any reason to conform these statements to actual results or to changes in Hayward's expectations.

Non-GAAP Financial Measures

This presentation includes certain financial measures not presented in accordance with the generally accepted accounting principles in the United States ("GAAP"). These measures should not be considered in isolation or as an alternative to their comparable measures under GAAP. See the appendix for a reconciliation of historical non-GAAP measures to the most directly comparable GAAP measures.

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Key Messages

1. Delivered another solid quarter; net sales +6%, adjusted diluted EPS[1] +29%
2. Expanded margins; gross profit margin +10 bps, adjusted EBITDA[1] margin +60 bps
3. Continued resilient aftermarket; balanced channel inventory; increased NAM early buy orders
4. Maintained net leverage[2] of 1.5x, lowest since IPO in 2021, while increasing share repurchases
5. Increased FY 2026 guidance

1. Non-GAAP financial measure. See the appendix for a reconciliation to the most directly comparable GAAP measure.
2. Net leverage is a non-GAAP measure and calculated as (A) total debt less cash & cash equivalents and short-term investments divided by (B) the sum of last twelve months adjusted EBITDA.

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Financial Overview

	Q3 2026	YoY
Net Sales	$260.1M	+6%
Gross Profit Margin	47.9%	+10 bps
Adj. EBITDA[1]	$64.5M	+9%
Adj. EBITDA Margin[1]	24.8%	+60 bps
Adj. Diluted EPS[1]	$0.18	+29%

	YTD 2026	YoY
Net Sales	$833.7M	+8%
Gross Profit Margin	47.8%	flat
Adj. EBITDA[1]	$213.6M	+9%
Adj. EBITDA Margin[1]	25.6%	+20 bps
Adj. Diluted EPS[1]	$0.58	+21%



RESULTS REFLECT:

- Continued strong execution
- Resilient installed base aftermarket
- Positive net price realization and volume
- Strong margins
- Targeted strategic growth investments in product innovation and customer service

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All comparisons are year over year

1. Non-GAAP financial measure. See the appendix for a reconciliation to the most directly comparable GAAP measure.

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Business Update

END DEMAND

- ✓ Strong end demand trends for Hayward products
- ✓ Resilient aftermarket maintenance offsetting pressured new construction activity

CHANNEL INVENTORY

- ✓ Balanced channel inventory
- ✓ Optimizing inventory positions to support growth plans

EARLY BUY

- ✓ Early buy programs nearing completion in NAM, underway in ERW
- ✓ Seeing solid customer participation as expected, increased NAM orders YoY

PRODUCT INNOVATION

- ✓ Received the 2026 “Innovation Award” from the pool industry’s largest distributor
- ✓ Recognizes the impact of Hayward’s investments in RD&E and advanced engineering, industry-leading products

PRICE-COST OPTIMIZATION

- ✓ Increased price to combat inflation net of productivity
- ✓ Value-based pricing, SKU rationalization initiatives continuing
- ✓ Expecting net price realization up mid-single digits in 2026

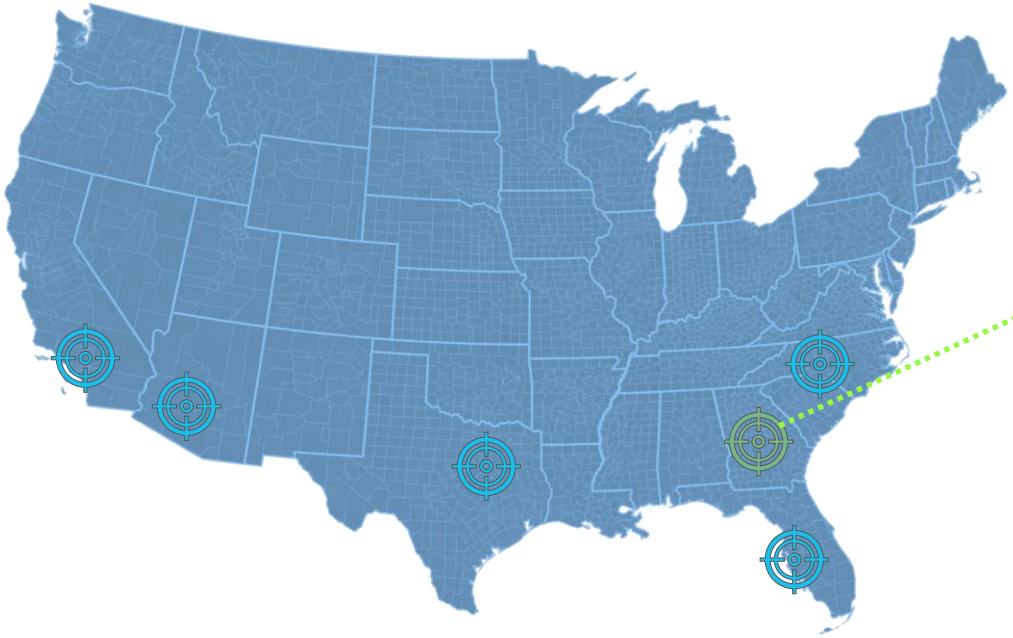
ADVANCING OUR GROWTH STRATEGY

- ✓ Bringing superior automation to the existing installed base
- ✓ Enhancing the customer experience, converting new dealers to Hayward
- ✓ Leveraging operational excellence, including repurposing our China facility to support ERW

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HAYWARD® HUB

EXPANDING OUR HUB NETWORK



- Dallas, TX
- Clemmons, NC
- Irvine, CA
- Tampa, FL
- Phoenix, AZ
- 6 Atlanta, GA



ATLANTA, GA
NOW OPEN

Hayward's First Commercial Aquatics HUB

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Third Quarter 2026 Financials

NET SALES OF $260.1M

NET SALES +6% YoY

- Net price +5%
- Volume +1%
- F/X ~flat

GROSS PROFIT OF $124.7M

GROSS PROFIT MARGIN OF 47.9%

- Increased 10 bps YoY
- NAM reduced 10 bps YoY
- ERW reduced 40 bps YoY

ADJ. EBITDA[1] OF $64.5M

ADJ. EBITDA MARGIN[1] OF 24.8%

- Increased 60 bps YoY
- Leveraging targeted strategic investments in sales & marketing, advanced engineering, and customer experience

ADJ. DILUTED EPS[1] OF $0.18

DILUTED EPS OF $0.15; ADJ. DILUTED EPS[1] OF $0.18

- Diluted EPS +36% YoY; adjusted diluted EPS +29% YoY

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Source: Company financial data.

1. Non-GAAP financial measure. See Appendix for a reconciliation to the most directly comparable GAAP measure.

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Third Quarter 2026 Segment Overview

NORTH AMERICA

NET SALES	GROSS PROFIT	ADJ. SEGMENT INCOME[1]
$226.4M	$110.8M	$68.8M
YoY Change: +8.7%	*Gross Profit Margin: 48.9%*	*Adj. Segment Income Margin[1]: 30.4%*

- Net price +7%, volume +2%
- US +10%, Canada -9%
- Gross profit margin reduced 10 bps YoY
- Adjusted segment income margin up 80 bps YoY

EUROPE & REST OF WORLD

NET SALES	GROSS PROFIT	ADJ. SEGMENT INCOME[1]
$33.8M	$13.5M	$6.4M
YoY Change: -6.4%	*Gross Profit Margin: 40.0%*	*Adj. Segment Income Margin[1]: 19.0%*

- Net price -1%, volume -6%
- Europe -18%, Rest of World +6%
- Gross profit margin reduced 40 bps YoY, increased 210 bps sequentially from Q2'26
- Adjusted segment income margin up 50 bps YoY

1. Non-GAAP financial measure. See Appendix for a reconciliation to the most directly comparable GAAP measure.

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YTD 2026 Segment Overview

NORTH AMERICA

NET SALES	GROSS PROFIT	ADJ. SEGMENT INCOME[1]
$713.8M	$353.2M	$223.2M
YoY Change: +9.7%	*Gross Profit Margin: 49.5%*	*Adj. Segment Income Margin[1]: 31.3%*

- Net price +8%, volume +2%
- US +10%, Canada +5%
- Gross profit margin reduced 30 bps YoY
- Adjusted segment income margin up 30 bps YoY

EUROPE & REST OF WORLD

NET SALES	GROSS PROFIT	ADJ. SEGMENT INCOME[1]
$119.9M	$45.2M	$22.6M
YoY Change: -1.9%	*Gross Profit Margin: 37.7%*	*Adj. Segment Income Margin[1]: 18.8%*

- Net price ~flat, volume -6%, F/X +4%
- Europe -1%, Rest of World -4%
- Gross profit margin increased 70 bps YoY
- Adjusted segment income margin up 110 bps YoY

1. Non-GAAP financial measure. See Appendix for a reconciliation to the most directly comparable GAAP measure.

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Balance Sheet and Cash Flow Highlights

BALANCE SHEET ($M)

	9/26/2026
Cash and cash equivalents	$236
Short-term investments	$239
Total debt principal	$965
Term debt (2033 maturity)[1]	$960
Cash flow revolver (2031 maturity)	$0
LTM adjusted EBITDA[2]	$316
Net leverage[3]	1.5x

$600M fixed rate, remainder variable

Blended interest rate of 5.4%[5]

>> Net leverage reduced from 1.8x to 1.5x YoY

>> No near-term debt maturities; ~$900M total liquidity[4]

CASH FLOW ($M)

	YTD 2026	YTD 2025
Cash flows from operating activities	$225	$283
Less capex[6]	($29)	($21)
Free cash flow[7]	$196	$262

>> Q3 cash flow impacted by timing of shipments and receivable collections

1. As of September 26, 2026, $600M of the term debt was swapped with interest rate swap maturities in 2027 ($350M) and 2028 ($250M).
2. Non-GAAP financial measure. See Appendix for a reconciliation to the most directly comparable GAAP measure.
3. Net leverage is a non-GAAP measure and calculated as (A) total debt principal less cash & cash equivalents and short-term investments divided by (B) the sum of last twelve months adjusted EBITDA.
4. Total liquidity includes cash and cash equivalents and short-term investments of $475 million plus availability under our credit facilities of $422 million.
5. Excluding financing fees and inclusive of the impact of the interest rate swaps.
6. Capex includes capitalized software development costs.
7. Free cash flow is calculated as net cash provided by operating activities less capital expenditures.

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Capital Allocation Priorities

1

GROWTH INVESTMENTS

- Innovative new product development, IoT digital leadership
- Commercial programs, dealer conversions
- Operational excellence, productivity, automation, footprint optimization

2

STRATEGIC M&A

- Pipeline of opportunities to complement our product offering (Residential / Commercial Pool, Flow Control), geographic footprint, customer relationships

3

RETURN CAPITAL TO STOCKHOLDERS

- Repurchased ~7.8M shares for ~$115M YTD; $331M remaining under $450M repurchase authorization

4

DE-LEVERING

- Net leverage[1] 1.5x, lowest level post IPO

Funding strategic growth investments and stockholder returns while maintaining prudent financial leverage

1. Net leverage is a non-GAAP measure and calculated as (A) total debt less cash & cash equivalents and short-term investments divided by (B) the sum of last twelve months adjusted EBITDA

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Increased FY 2026 Financial Outlook

Net sales up 5% to 6% YoY, compared to prior guidance of ~5%

Adjusted diluted EPS[1] of $0.86 to $0.88, up ~12% to 14% YoY, compared to prior guidance of $0.84 to $0.87

Free cash flow[1] of ~$200M, >100% of net income

Modeling assumptions:

- Net interest expense ~$47M
- Effective tax rate ~24%
- Capex ~$40M



OUTLOOK REFLECTS:

- Continued profitable growth
- Resilient aftermarket demand
- Positive net price realization
- Balanced channel inventory levels
- Robust margins
- Solid cash flow generation

Outlook based on enacted tariffs as of October 23, 2026.

1. Reconciliation for the full year fiscal 2026 adjusted diluted EPS and free cash flow guidance are not being provided, as such reconciliations are not available without unreasonable efforts because Hayward does not currently have sufficient data to accurately estimate variables and individual adjustments for such reconciliation. Adjusted diluted EPS and free cash flow estimated for full year fiscal 2026 are calculated in a manner consistent with historical adjusted diluted EPS and free cash flow, respectively, included in this presentation.

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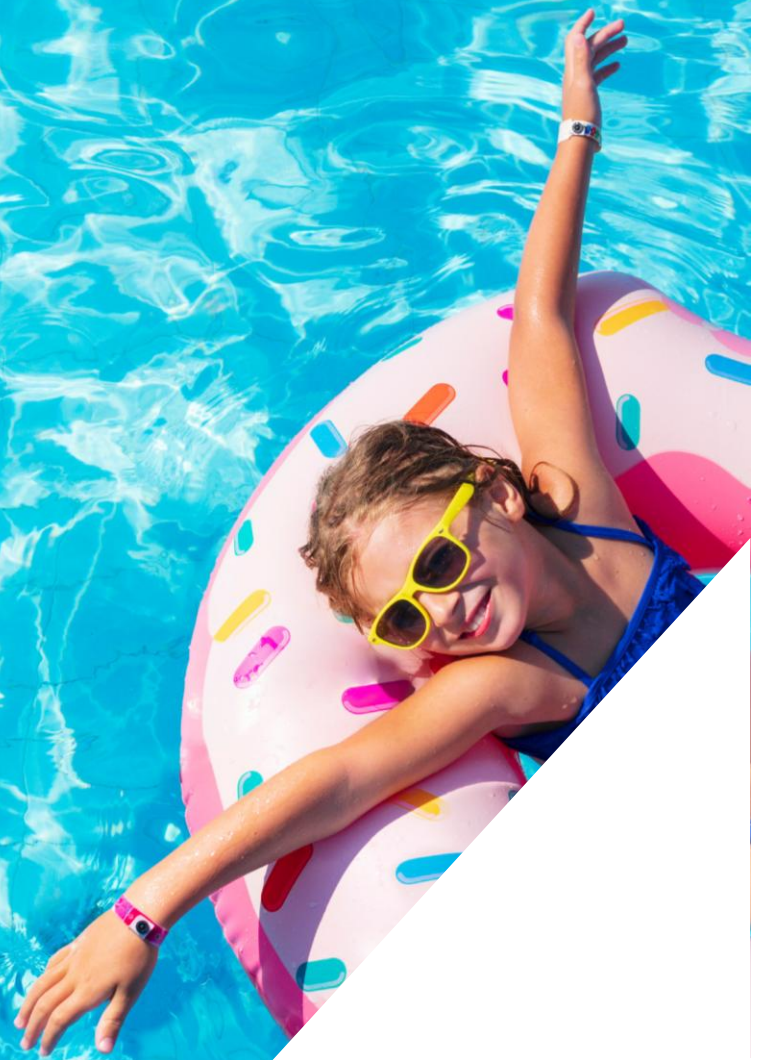
Key Messages

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1. Non-GAAP financial measure. See the appendix for a reconciliation to the most directly comparable GAAP measure.
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COMPANY OVERVIEW



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Hayward at a Glance

$1.12B
2025
Net Sales

7%
Net Sales
6-year CAGR
(2019-2025)

48.0%
2025 Gross Profit
Margin

~85%
of sales from
aftermarket[2]

26.7%
2025
Adj. EBITDA[1]
Margin

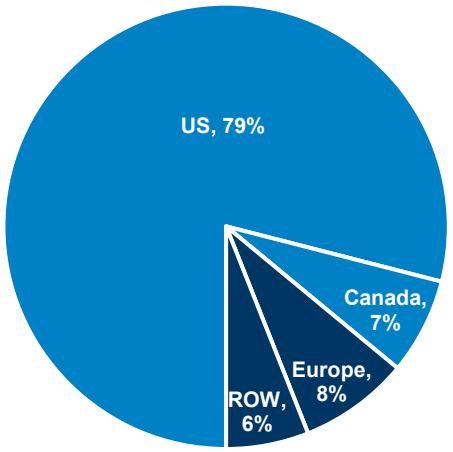
10%
Adjusted EBITDA
6-year CAGR
(2019-2025)[1]

>85%
of global Net Sales
U.S. manufactured

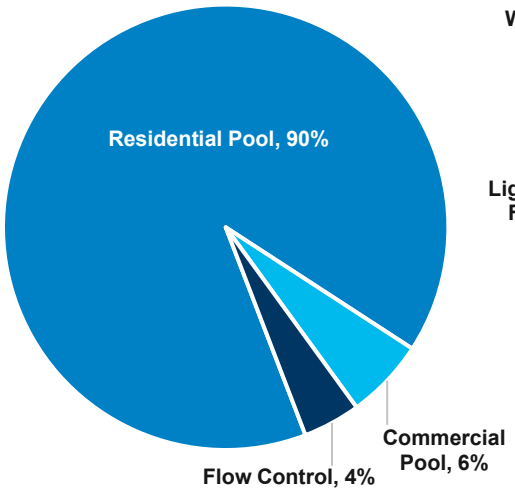
>550
current / pending
patents globally

- ✓ Global leader in pool and outdoor living technology with a highly recognized and trusted brand
- ✓ Strong, recurring aftermarket sales driven by one of the largest installed bases in the world
- ✓ Energy-efficient, environmentally sustainable products catering to increased focus on outdoor living
- ✓ Industry-leading smart home technology (Omni) for increased pool owner connectivity and automation

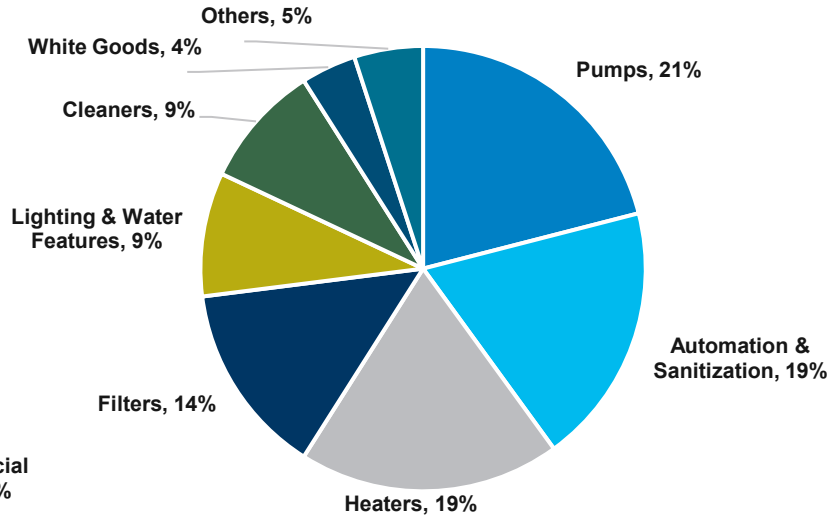
Net Sales by Segment[3]



Net Sales by End Market[3]



Net Sales by Product Category[3]



1. See Appendix for a reconciliation of non-GAAP measures to the most directly comparable GAAP measures. 2. Aftermarket equipment sales are driven primarily by the ongoing repair, replacement, remodeling and upgrading of equipment for existing pools. Aftermarket sales based upon feedback from certain representative customers and management's interpretation of available industry and government data, and not upon our GAAP net sales results. 3. Source: Company financial data for year ending December 31, 2025.

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Why Invest in Hayward?



Attractive Industry

- Secular tailwinds (sunbelt migration, healthy outdoor living)
- Large installed base that grows every year
- Disciplined industry, demonstrated pricing power

Recurring Aftermarket Model

- Aftermarket[1] sales mix ~85%
- Majority non-discretionary purchases to maintain existing pools
- Technology adoption of IoT-enabled smart products (OmniX)

Competitive Advantages

- Technology leadership. Innovative, best-in-class products in high-growth categories
- Operational excellence. Agile manufacturing and supply chain management
- Go-to-market. New customer acquisition / loyalty programs with significant traction

Strong Financial Profile

- Long-term organic sales CAGR of mid-to-high single digits
- High 40s gross margin, mid-to-high 20s adjusted EBITDA[2] margin on an annual basis
- Robust FCF generation, capital allocation optionality

Commitment to Sustainability

- Energy-efficient products
- Established strategy and reporting framework – Products, Planet, People, Principles

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1. Aftermarket equipment sales are driven primarily by the ongoing repair, replacement, remodeling and upgrading of equipment for existing pools. Aftermarket sales based upon feedback from certain representative customers and management's interpretation of available industry and government data, and not upon our GAAP net sales results.
2. Non-GAAP financial measure. See the appendix for a reconciliation to the most directly comparable GAAP measure.

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Corporate Strategy



Organic Growth

- Execute global product and technology leadership roadmaps
- Advance regional sales & marketing strategies
- Expand customer experience initiatives
- Accelerate growth plans in Commercial Pool and Flow Control markets



Margin Expansion

- Proven culture of operational excellence, driving productivity and continuous improvement
- Richer mix of higher-margin technology products
- Leverage top-line growth, increase capacity utilization
- Price-cost management



Disciplined Capital Allocation

- Growth investments (products/technologies, customer programs, productivity)
- Strategic M&A in pool and broader water management applications
- Return capital to stockholders
- De-levering the balance sheet

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Attractive Long-Term Growth Dynamics

Secular Tailwinds

- ✓ Healthy outdoor living
- ✓ Sunbelt migration
- ✓ “Smart home” IoT adoption
- ✓ Environmentally sustainable products

Industry Drivers

- ✓ Growing, aging installed base
- ✓ Non-discretionary aftermarket spending
- ✓ Demonstrated pricing power
- ✓ Conversion to connected product technologies

Competitive Advantages

- ✓ Strong brand and installed base
- ✓ Technology leadership
- ✓ Operational excellence
- ✓ Multi-channel strength

HAYWARD IS WELL POSITIONED TO DRIVE COMPELLING LONG-TERM GROWTH

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APPENDIX

Non-GAAP Reconciliations

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Adjusted EBITDA & Adjusted EBITDA Margin Reconciliation

APPENDIX

(Dollars in thousands)	Three Months Ended		Nine Months Ended	
	September 26, 2026	September 27, 2025	September 26, 2026	September 27, 2025
Net income	$ 32,419	$ 24,028	$ 101,395	$ 83,160
Depreciation	6,053	5,509	17,915	17,026
Amortization	8,240	8,642	24,668	25,808
Interest expense, net	7,921	11,316	36,409	38,617
Income taxes	8,722	7,178	29,121	26,166
Loss on debt extinguishment	—	—	2,037	—
EBITDA	63,355	56,673	211,545	190,777
Stock-based compensation [(a)]	—	—	—	57
Currency exchange items [(b)]	949	(536)	368	236
Acquisition and restructuring related expense, net [(c)]	8	276	1,261	3,767
Other [(d)]	203	2,653	437	1,567
Total Adjustments	1,160	2,393	2,066	5,627
Adjusted EBITDA	$ 64,515	$ 59,066	$ 213,611	$ 196,404
Net income margin	12.5 %	9.8 %	12.2 %	10.8 %
Adjusted EBITDA margin	24.8 %	24.2 %	25.6 %	25.4 %

(a) Represents non-cash stock-based compensation expense related to equity awards issued to management, employees, and directors. The adjustment includes only expense related to awards issued under the 2017 Equity Incentive Plan, which were awards granted prior to the effective date of Hayward's Initial Public Offering ("IPO").

(b) Represents unrealized non-cash (gains) losses on foreign denominated monetary assets and liabilities and foreign currency contracts.

(c) Adjustments in the three months ended September 26, 2026 were primarily driven by $0.008 million of costs related to a restructuring action in E&RW.

Adjustments in the three months ended September 27, 2025 were primarily driven by $0.3 million of costs related to restructuring actions in E&RW.

Adjustments in the nine months ended September 26, 2026 were primarily driven by $0.8 million of costs related to a restructuring action in E&RW and $0.5 million of termination benefits associated with the restructuring of several teams.

Adjustments in the nine months ended September 27, 2025 were primarily driven by $3.3 million of transaction and integration costs associated with the acquisition of the ChlorKing business, $0.5 million of costs related to restructuring actions in E&RW and $0.2 million of separation costs for the consolidation of operations in North America, partially offset by a reduction in expense of $0.2 million to finalize the relocation of the Company's corporate office functions to Charlotte, NC from Berkeley Heights, NJ.

(d) Adjustments in the three months ended September 26, 2026 primarily included $0.2 million of non-recurring transition costs related to the restructuring in E&RW. Adjustments in the three months ended September 27, 2025 primarily included a $2.8 million non-recurring litigation expense. Expense beyond the $2.8 million was paid by the Company's insurance carriers pursuant to the Company's retention amount with its insurance carriers. Other adjustments include $0.2 million of income from insurance proceeds related to flood damage associated with a hurricane at a contract manufacturing facility.

Adjustments in the nine months ended September 26, 2026 primarily included $0.4 million of non-recurring transition costs related to the restructuring in E&RW. Adjustments in the nine months ended September 27, 2025 primarily included a $2.8 million non-recurring litigation expense. Expense beyond the $2.8 million was paid by the Company's insurance carriers pursuant to the Company's retention amount with its insurance carriers. Other adjustments include $1.3 million of income from insurance proceeds related to flood damage associated with a hurricane at a contract manufacturing facility.

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Adjusted EBITDA & Adjusted EBITDA Margin Last Twelve Months Reconciliation

APPENDIX

(Dollars in thousands)	Last Twelve Months[e] September 26, 2026	Fiscal Year December 31, 2025
Net income	$ 169,805	$ 151,570
Depreciation	23,724	22,835
Amortization	33,311	34,451
Interest expense, net	48,074	50,282
Income taxes	36,022	33,067
Loss on debt extinguishment	2,037	—
EBITDA	312,973	292,205
Stock-based compensation [a]	—	57
Currency exchange items [b]	211	79
Acquisition and restructuring related expense, net [c]	1,380	3,886
Other [d]	1,922	3,052
Total Adjustments	3,513	7,074
Adjusted EBITDA	$ 316,486	$ 299,279
Net income margin	14.4 %	13.5 %
Adjusted EBITDA margin	26.8 %	26.7 %

(a) Represents non-cash stock-based compensation expense related to equity awards issued to management, employees, and directors. The adjustment includes only expense related to awards issued under the 2017 Equity Incentive Plan, which were awards granted prior to the effective date of the IPO.

(b) Represents unrealized non-cash (gains) losses on foreign denominated monetary assets and liabilities and foreign currency contracts.

(c) Adjustments in the last 12 months ended September 26, 2026 were primarily driven by $0.8 million of costs related to restructuring actions in E&RW and $0.5 million of termination benefits associated with the restructuring of several teams.

Adjustments in the year ended December 31, 2025 were primarily driven by $3.1 million of compensation expenses for the retention of key employees acquired in the ChlorKing acquisition. Pursuant to the ChlorKing acquisition agreement, the full amount held in escrow was released to the specified key employees if such employees were employed by Hayward on the one-year anniversary of the acquisition. These payments were contingent on continued employment and were not dependent on the achievement of any metric or performance measure. The retention costs were recognized over the 12-month period from the date of acquisition. Other adjustments for the year ended December 31, 2025 included $0.4 million of costs related to restructuring actions in E&RW, $0.3 million of separation costs for the consolidation of operations in North America and $0.2 million of other acquisition and integration costs, partially offset by a reduction in expense of $0.2 million to finalize the relocation of the Company's corporate office functions to Charlotte, North Carolina from Berkeley Heights, New Jersey.

(d) Adjustments in the last 12 months ended September 26, 2026 were primarily driven by $1.5 million for the settlement of the securities class action litigation. Expenses beyond the total $4.3 million recognized during Fiscal Year 2025 related to this case was paid by the Company's insurance carriers pursuant to the Company's retention amount with its insurance carriers. Other adjustments included $0.4 million of non-recurring transition costs related to the restructuring in E&RW.

Adjustments in the year ended December 31, 2025 were primarily driven by $4.3 million for the settlement of the securities class action litigation as discussed above, partially offset by $1.3 million of income from insurance proceeds related to flood damage associated with a hurricane at a contract manufacturing facility.

(e) Items for the last 12 months ended September 26, 2026 were calculated by adding the items for the nine months ended September 26, 2026 plus fiscal year ended December 31, 2025 and subtracting the items for the nine months ended September 27, 2025.

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Adjusted Net Income & Adjusted EPS Reconciliation

APPENDIX

(Dollars in thousands, except per share data)	Three Months Ended		Nine Months Ended	
	September 26, 2026	September 27, 2025	September 26, 2026	September 27, 2025
Net income	$ 32,419	$ 24,028	$ 101,395	$ 83,160
Tax adjustments [a]	(551)	(481)	(809)	(673)
Other adjustments and amortization:				
Stock-based compensation [b]	—	—	—	57
Currency exchange items [c]	949	(536)	368	236
Acquisition and restructuring related expense, net [d]	8	276	1,261	3,767
Other [e]	203	2,653	437	1,567
Total other adjustments	1,160	2,393	2,066	5,627
Loss on debt extinguishment	—	—	2,037	—
Amortization	8,240	8,642	24,668	25,808
Debt refinancing fees [f]	—	—	5,186	—
Tax effect [g]	(2,119)	(2,708)	(7,787)	(7,717)
Adjusted net income	$ 39,149	$ 31,874	$ 126,756	$ 106,205
Net income margin	12.5 %	9.8 %	12.2 %	10.8 %
Adjusted net income margin	15.0 %	13.0 %	15.2 %	13.7 %
Weighted average number of common shares outstanding, basic	212,209,178	216,826,626	215,276,635	216,395,032
Weighted average number of common shares outstanding, diluted	216,531,281	222,420,881	219,897,633	222,074,267
Basic EPS	$ 0.15	$ 0.11	$ 0.47	$ 0.38
Diluted EPS	$ 0.15	$ 0.11	$ 0.46	$ 0.37
Adjusted basic EPS	$ 0.18	$ 0.15	$ 0.59	$ 0.49
Adjusted diluted EPS	$ 0.18	$ 0.14	$ 0.58	$ 0.48

(a) Tax adjustments for the three and nine months ended September 26, 2026 reflected a normalized tax rate of 22.5% and 22.9%, respectively, compared to the Company's effective tax rate of 21.2% and 22.3%, respectively. The Company's effective tax rate for the three and nine months ended September 26, 2026 primarily included the tax benefits resulting from stock-based compensation and interest on a refund received. Tax adjustments for the three and nine months ended September 27, 2025 reflect a normalized tax rate of 24.5% and 24.5%, respectively, compared to the Company's effective tax rate of 23.0% and 23.9%, respectively. The Company's effective tax rate for the three and nine months ended September 27, 2025 primarily included the tax benefits resulting from stock-based compensation.

(b) Represents non-cash stock-based compensation expense related to equity awards issued to management, employees, and directors. The adjustment includes only expense related to awards issued under the 2017 Equity Incentive Plan, which were awards granted prior to the effective date of the IPO.

(c) Represents unrealized non-cash (gains) losses on foreign denominated monetary assets and liabilities and foreign currency contracts.

(d) Adjustments in the three months ended September 26, 2026 were primarily driven by $0.008 million of costs related to a restructuring action in E&RW.

Adjustments in the three months ended September 27, 2025 were primarily driven by $0.3 million of costs related to restructuring actions in E&RW.

Adjustments in the nine months ended September 26, 2026 were primarily driven by $0.8 million of costs related to a restructuring action in E&RW and $0.5 million of termination benefits associated with the restructuring of several teams.

Adjustments in the nine months ended September 27, 2025 were primarily driven by $3.3 million of transaction and integration costs associated with the acquisition of the ChlorKing business, $0.5 million of costs related to restructuring actions in E&RW and $0.2 million of separation costs for the consolidation of operations in North America, partially offset by a reduction in expense of $0.2 million to finalize the relocation of the Company's corporate office functions to Charlotte, NC from Berkeley Heights, NJ.

(e) Adjustments in the three months ended September 26, 2026 primarily included $0.2 million of non-recurring transition costs related to the restructuring in E&RW. Adjustments in the three months ended September 27, 2025 primarily included a $2.8 million non-recurring litigation expense. Expense beyond the $2.8 million was paid by the Company's insurance carriers pursuant to the Company's retention amount with its insurance carriers. Other adjustments include $0.2 million of income from insurance proceeds related to flood damage associated with a hurricane at a contract manufacturing facility.

Adjustments in the nine months ended September 26, 2026 primarily included $0.4 million of non-recurring transition costs related to the restructuring in E&RW. Adjustments in the nine months ended September 27, 2025 primarily included a $2.8 million non-recurring litigation expense. Expense beyond the $2.8 million was paid by the Company's insurance carriers pursuant to the Company's retention amount with its insurance carriers. Other adjustments include $1.3 million of income from insurance proceeds related to flood damage associated with a hurricane at a contract manufacturing facility.

(f) Represents non-recurring professional fees expensed as part of our credit facility refinance for the portion of debt that was accounted for as a modification.

(g) The tax effect represented the immediately preceding adjustments at the normalized tax rates as discussed in footnote (a) above.

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Net Leverage Reconciliation

APPENDIX

(Dollars in thousands)	September 26, 2026	December 31, 2025
Term Facility, due June 23, 2033	$ 960,000	$ 955,000
Other bank debt	1,182	4,826
Finance lease obligations	3,715	3,639
Total Debt	$ 964,897	$ 963,465
Cash and cash equivalents	236,250	329,648
Short-term investments	239,186	69,462
Net Debt	$ 489,461	$ 564,355
Adjusted EBITDA	316,486	299,279
Net Leverage	1.5	1.9

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Adjusted Segment Income Reconciliation

APPENDIX

(Dollars in thousands)	Three Months Ended September 26, 2026		Three Months Ended September 27, 2025	
	NAM	E&RW	NAM	E&RW
Segment income	$ 61,782	$ 5,733	$ 55,387	$ 6,247
Depreciation	5,141	486	4,675	441
Amortization	1,885	—	1,760	—
Other [a]	—	203	(101)	—
Total adjustments	7,026	689	6,334	441
Adjusted segment income	$ 68,808	$ 6,422	$ 61,721	$ 6,688
Segment income margin	27.3 %	17.0 %	26.6 %	17.3 %
Adjusted segment income margin	30.4 %	19.0 %	29.6 %	18.5 %

(a) Adjustments in the three months ended September 26, 2026 for E&RW primarily included $0.2 million for non-recurring transition costs related to the restructuring in E&RW.

Adjustments in the three months ended September 27, 2025 for NAM primarily included $0.1 million of income from insurance proceeds related to flood damage associated with a hurricane at a contract manufacturing facility.

(Dollars in thousands)	Nine Months Ended September 26, 2026		Nine Months Ended September 27, 2025	
	NAM	E&RW	NAM	E&RW
Segment income	$ 202,502	$ 20,656	$ 182,215	$ 20,374
Depreciation	15,148	1,485	14,623	1,294
Amortization	5,586	—	5,221	—
Other [a]	—	437	(611)	—
Total adjustments	20,734	1,922	19,233	1,294
Adjusted segment income	$ 223,236	$ 22,578	$ 201,448	$ 21,668
Segment income margin	28.4 %	17.2 %	28.0 %	16.7 %
Adjusted segment income margin	31.3 %	18.8 %	31.0 %	17.7 %

(a) Adjustments in the nine months ended September 26, 2026 for E&RW primarily included $0.4 million of non-recurring transition costs related to the restructuring in E&RW.

Adjustments in the nine months ended September 27, 2025 for NAM primarily included $0.6 million of income from insurance proceeds related to flood damage associated with a hurricane at a contract manufacturing facility.

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