



INVESTOR PRESENTATION

May 2026

Forward Looking Statements

Certain statements in this presentation constitute forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995.

These statements are related to forecasts of sales, margins, earnings, earnings per share, effective tax rate, capital expenditures, cash flow, market growth, acquisition strategy and integration, construction outlook, inflation and management goals and objectives.

Watts cautions investors that any such forward-looking statements made by Watts are not guarantees of future performance. All forward-looking statements are subject to known and unknown risks, uncertainties, and contingencies, many of which are beyond the control of Watts, which may cause actual results, performance or achievements to differ materially from anticipated future results, performance or achievements expressed or implied by the forward-looking statements.

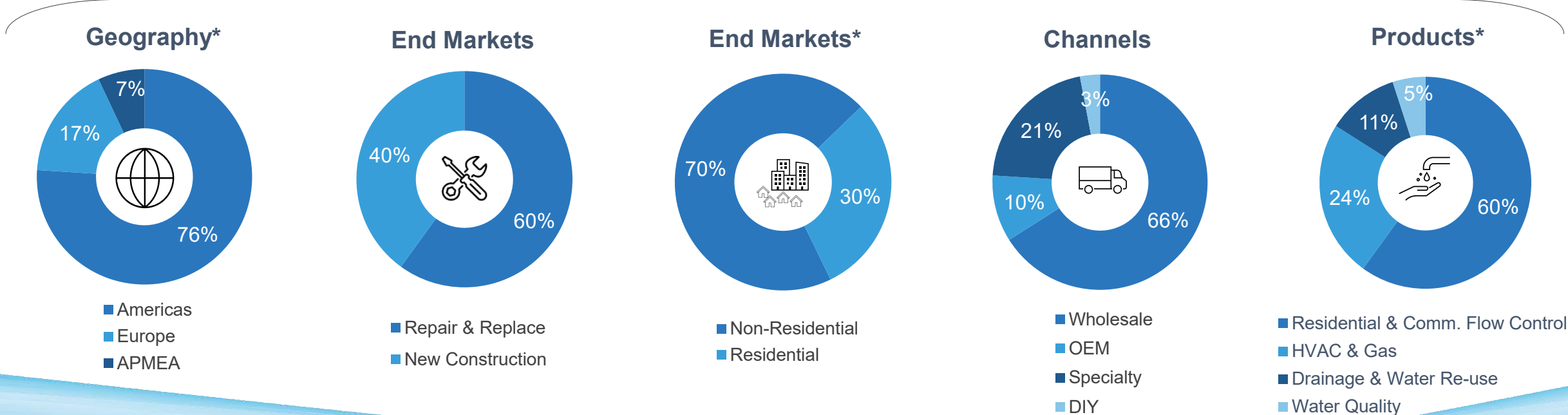
Factors that might affect forward-looking statements include overall economic and business conditions, changes in tariff rates, competitive factors, changes in laws affecting Watts, future acquisitions of material assets or businesses by Watts, the demand for Watts' products and services and other factors identified in "Item 1A. Risk Factors" in our most recent Annual Report on Form 10-K and in subsequent reports filed with the SEC.

Key Messages

- 1 **Global water solutions** leader in commercial, residential and light industrial end markets
- 2 **Industry leading brands aligned** with long-term secular trends; large installed base provides strong repair and replacement footprint
- 3 Driving profitable growth through **innovation and smart & connected offerings**
- 4 Significant cash flow generation and flexible balance sheet to support **balanced capital deployment**

Watts Water Snapshot (NYSE: WTS)

2025 Key Statistics With 5 Year Performance vs. 2020



Strong Global Footprint



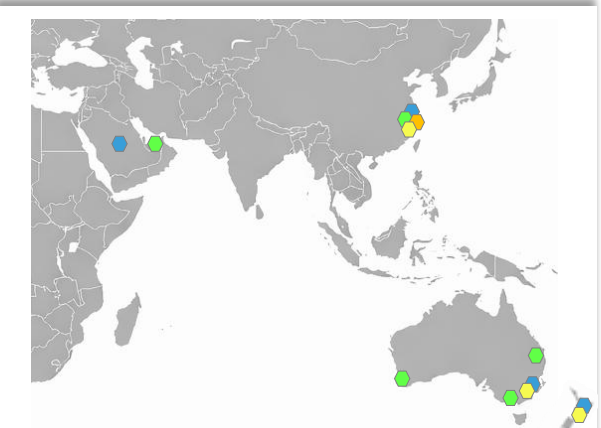
Americas

Corporate Headquarters	1	●
Distribution Centers	5	●
Manufacturing Sites	16	●
Watts Works Learning Centers	8	●



Europe

Distribution Centers	2	●
Manufacturing Sites	8	●
Watts Works Learning Centers	3	●



APMEA

Region Headquarters	1	●
Distribution Centers	5	●
Manufacturing Sites	4	●
Watts Works Learning Centers	3	●

North Andover, MA
Headquarters

~5,700
Employees

6
Continents

Aligning the Business to Secular Growth Trends

Secular Growth Trends

- Safety and regulation – high performing products to safeguard critical water systems
- Energy efficiency – engineered high efficiency heating and hot water products
- Water conservation – valves, drainage, washroom and leak detection capabilities to conserve water

Competitive Advantages

Global Footprint

Vertical integration keeps production near customers and reduces supply chain

Broad Product Portfolio

Code and specification driven; Extensive certification process

Manufacturing Expertise

Driving operational efficiencies with One Watts Performance System

Proven Track Record

150-year history with large installed base and deep customer relationships; Leadership in regulatory code development

Technology and Innovation

Investing in R&D; Expanding Smart and Connected portfolio to drive growth

Diverse End Market Exposure

Diverse exposure to residential, non-residential and light industrial end markets

Competitive Advantages Position Watts to Leverage Long-term Secular Growth Trends

Large and Diverse Addressable Markets



¹ Based on Company estimates of global market.

Broad Range of Industry-leading Products and Solutions



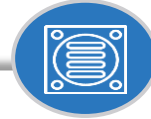
Residential and Commercial Flow Control Solutions

Safeguarding water systems through backflow preventers, regulators, relief valves, thermostatic mixing valves, leak detection, commercial washroom, hydration and emergency safety solutions



Water Quality Solutions

Point-of-use, point-of-entry, closed loop, cooling tower, and other water applications used for water filtration, monitoring, conditioning and scale prevention systems



Drainage & Water Re-use Solutions

High performance drainage systems and engineered rainwater harvesting solutions for commercial, industrial, marine and residential uses



Heating, Hot Water and Other HVAC Solutions

Advanced commercial, institutional and industrial high-efficiency boilers, water heaters, under-floor heating solutions and controls designed to optimize energy efficiency

High Quality Products and Solutions for the Conveyance, Conservation, Control and Safe Use of Water

Non-residential Offerings

~70% of Sales*; More Complexity / Systems

Commercial / Institutional Washroom

Hand Washing Stations • Tapware • Fixtures • Shower Valves • Partitions • Locker Systems • Lavatory Carriers • Correctional Controllers



Boiler / Mechanical Room

Hot Water Heaters / Boilers • Digital Thermostatic Mixing Stations • Boiler & Pump Controls • Temperature and Pressure Sensors



Leak Detection

Wireless Leak Detection & Notification



Industrial Safety

Eyewash Systems • Full Body Systems • Handheld Showers • Shower Skids



Hydration

Bottle Filling Stations • Drinking Water Fountains • Electric Water Coolers



Driveway / Sidewalk

Electronic Temperature Controls • Snow Melt Hydronic Systems • Manifolds



Commercial Kitchens

Gas Connectors • Stainless Steel Drains • Point of Use Filtration Systems



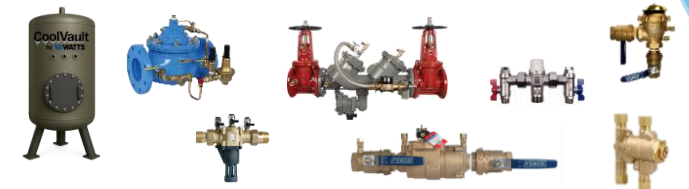
Guestroom

Shower Valves • Shower Drains • Underfloor Heating • Thermostats



Water Safety / Fire Protection / Irrigation

Backflow Preventers • Cross Connection Systems • Isolation Valves • Automatic Control Valves • Pressure Reducing Valves • Ball, Gate, & Butterfly Valves • Thermostatic Mixing Valves • Thermal Storage Tanks



Water Quality

Anti-Scale Systems • Ballast Water • Water Softeners • SmartStream UV System • Salt & Chemical Free Conditioners



Drainage

Cast Iron & Trench • Stainless Steel Drains & Pipe • Rainwater Harvesting • Roofs, Parking Garages, Bathrooms, Kitchens



Residential Offerings

~30% of Sales*; Comprehensive Product Range

Kitchen

Undersink Thermostatic Mixing Valves • Reverse Osmosis Water Filtration Systems • Electric Tile Warming • SmartSense Excess Flow Valve & Thermal Shutoff



Living Room

Control Panel / Thermostat • Radiant Underfloor Heating



Leak Detection

Wireless Leak Detection

LEAKDEFENSE



Bathroom

Tempering Valves • Electric Tile Warming • Stainless Steel Shower Drains • Hot Water on Demand Recirculation



Laundry Room

Gas Ball Valves & Connectors • SmartSense Excess Flow Valve & Thermal Shutoff • IntelliFlow Automatic Washing Machine Shutoff Valves



Driveway / Sidewalk

Snow Melt Hydronic Systems • Electronic Temperature Controls • Manifolds • Quick Connect Fittings • Hydrocontrol Panels



Water Safety

Backflow Preventers • Pressure Reducing Valves

WATTS



Irrigation

Backflow Preventers • Pressure Reducing Valves • Flow Control Valves

FEBCO WATTS



Water Quality

Whole House Filtration Systems • Water Softeners • SmartStream UV Disinfection Systems • Anti-Scale Systems



Boiler / Mechanical Room

T&P Relief Valves • Tempering Valves • Pressure Reducing Valves • Expansion Tanks • Temperature & Pressure Gauges • Air Separators • Anti-Scale Systems



Solving Key Water Issues for Customers and Society to Drive Durable, Long-term Value Creation

“Triple Play” Strategy: Deliver differentiated solutions that meet customers’ needs to ensure safe and proper water management while reducing their environmental impact

“Triple Play” Strategic Pillar	Aligned to Secular Trends Driving Growth in \$22B Addressable Market	Key End Markets	Watts’ Sustainable Competitive Advantages
1 Safety and Regulation 75%* of Watts gross revenue	<ul style="list-style-type: none"> • Stricter plumbing, health and safety codes • Modernization of aging infrastructure • Increased hygiene standards for public facilities 	<ul style="list-style-type: none"> • Institutional / Educational • Healthcare • Hospitality • Multi-family Residential 	<ul style="list-style-type: none"> • Deep regulatory and standards expertise • Strong installed base • Code-compliant innovation capabilities
2 Water Conservation 42%* of Watts gross revenue	<ul style="list-style-type: none"> • Growing water scarcity and drought duration • Water re-use and leak mitigation regulations • Smart plumbing and monitoring systems for buildings 	<ul style="list-style-type: none"> • Data Centers / Mega Projects • Hospitality • Light Industrial • Multi- and Single-family Residential 	<ul style="list-style-type: none"> • Smart & Connected strategy with digital solutions, including Nexa • Full-system solutions: shutoff valves, drainage, and re-use • Life Cycle Assessments (LCAs) and Environmental Product Declarations (EPDs) for wide variety of products
3 Energy Efficiency 22%* of Watts gross revenue	<ul style="list-style-type: none"> • Building decarbonization and electrification • HVAC and water heating efficiency incentives • Integrated smart energy systems demand 	<ul style="list-style-type: none"> • Institutional / Educational • Healthcare • Hospitality • Multi-family Residential • Light Industrial 	<ul style="list-style-type: none"> • High-efficiency boilers and radiant heating systems with proprietary technology and exclusive features • Smart building integration • Demonstrated customer energy savings

To Learn More, See Our [2024 Sustainability Report](#)

Experienced Executive Leadership Team



Bob Pagano
 CEO, President and Chairperson
 Previously at ITT Corporation
 Joined WTS: 2014



Diane McClintock
 Chief Financial Officer
 Previously at AutoImmune Inc.
 Joined WTS: 2010



Andre Dhawan
 Chief Operating Officer
 Previously at Vontier Corporation
 Joined WTS: 2022



Kim Trevisan
 Chief Information Officer
 Previously at Old Castle APG
 Joined WTS: 2025



Kenneth Lepage
 General Counsel
 Chief Sustainability Officer
 Secretary
 Joined WTS: 2003



James F. Dagley
 President of Watts Applied Solutions
 Previously at Johnson Controls
 Joined WTS: 2016



Elie Melhem
 President, Asia Pacific,
 Middle East & Africa
 Previously at Ariston Thermo Group
 Joined WTS: 2011



Monica Barry
 Chief Human Resource Officer
 Previously at Colfax Corporation
 Joined WTS: 2021



Ram Ramakrishnan
 Executive Vice President, Strategy
 and Business Development
 Previously at Avery Dennison Corporation
 Joined WTS: 2013

Strong Management Team with Sound Execution Track Record

- ✓ Long-standing management team with an average tenure of ~11 years
- ✓ Significant industry knowledge and experience allowing to identify and solve critical water challenges through utilizing global team and best-in-class R&D capabilities
- ✓ Experienced finance and strategy-oriented team focused on maintaining a strong balance sheet and balanced capital deployment

The Right Leadership in Place to Lead Watts Forward

Engaged and Accountable Board of Directors



David Dunbar
Lead Independent Director
President and CEO,
Standex International Corp.
Joined WTS: 2017



Kenneth Napolitano
Retired President of Applied
Water Systems, Xylem Inc.
Joined WTS: 2024



Bob Pagano
CEO, President and
Chairperson
Joined WTS: 2014



Michael Dubose
Operating Partner,
GenNx360 Capital Partners
Joined WTS: 2020



Merilee Raines
Retired CFO, IDEXX
Laboratories, Inc.
Joined WTS: 2011



Suzanne L. Stefany
Senior Advisor, PJT Partners
Joined WTS: 2025



Louise Goeser
Retired President and CEO,
Grupo Siemens S.A. de C.V.
Joined WTS: 2018



Joseph Noonan
eCommerce Entrepreneur;
Horne Family Member
Joined WTS: 2013



Joseph Reitmeier
Retired CFO,
Lennox International Inc.
Joined WTS: 2016



Rebecca Boll
Chief Customer Officer,
Fortescue Zero
Joined WTS: 2024

Board Skillsets and Attributes

- ✓ Operational & C-Suite Experience
- ✓ International Markets Exposure
- ✓ Public Company Board Experience
- ✓ Global Manufacturing
- ✓ Relevant End Market Exposure
- ✓ Business Ethics
- ✓ eCommerce / Digital

62 Years
Avg. Age

8 Years
Avg. Tenure

Director Skillset and Attributes Support Long-term Strategy

Executing on Strategic Growth Initiatives: Data Centers

Facility Water: Air-Cooled and Liquid-Cooled



Ductile Iron Butterfly Valves



Ductile Iron Strainers



Drains (Iron and Stainless Steel)



Carbon Steel High-Performance Butterfly Valves

- Data center suite of solutions includes cooling valves, strainers, chilled water tanks and drains plus traditional products
- Addressable market >\$1B with projected double-digit CAGR
- 2025 data center sales were just over 3% of total sales and growing at double-digit pace

Technical Water: Liquid-Cooled



Cool Vault Thermal Tanks



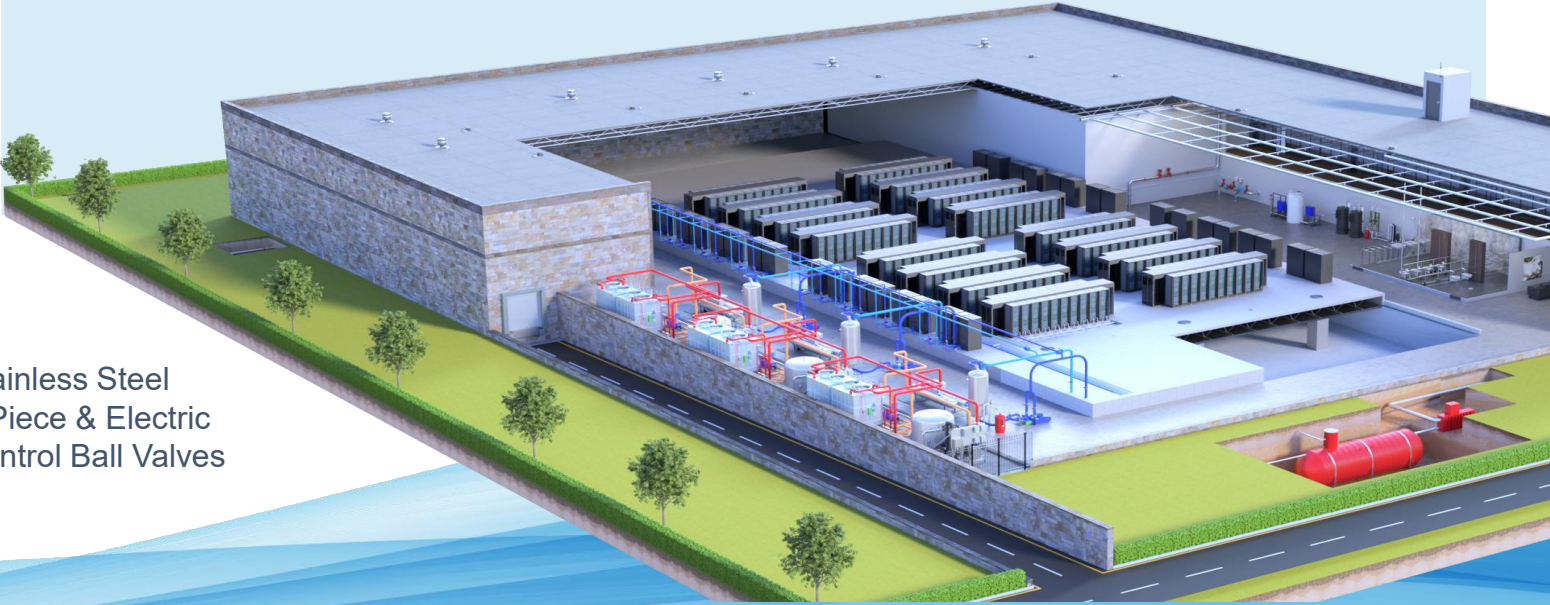
Stainless Steel Strainers



Stainless Steel High-Performance Butterfly Valves

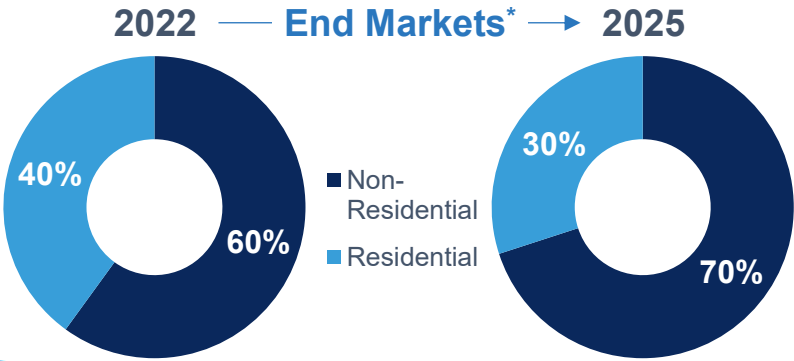


Stainless Steel 3-Piece & Electric Control Ball Valves



Executing on Strategic Growth Initiatives: M&A

- Added strong brands with market leadership
- Expanded market, channel and geographic access
- Expanded product offering, including new / improved technology
- Shifted portfolio mix with higher non-residential, institutional and light industrial exposure
- Annualized sales of ~\$450 million

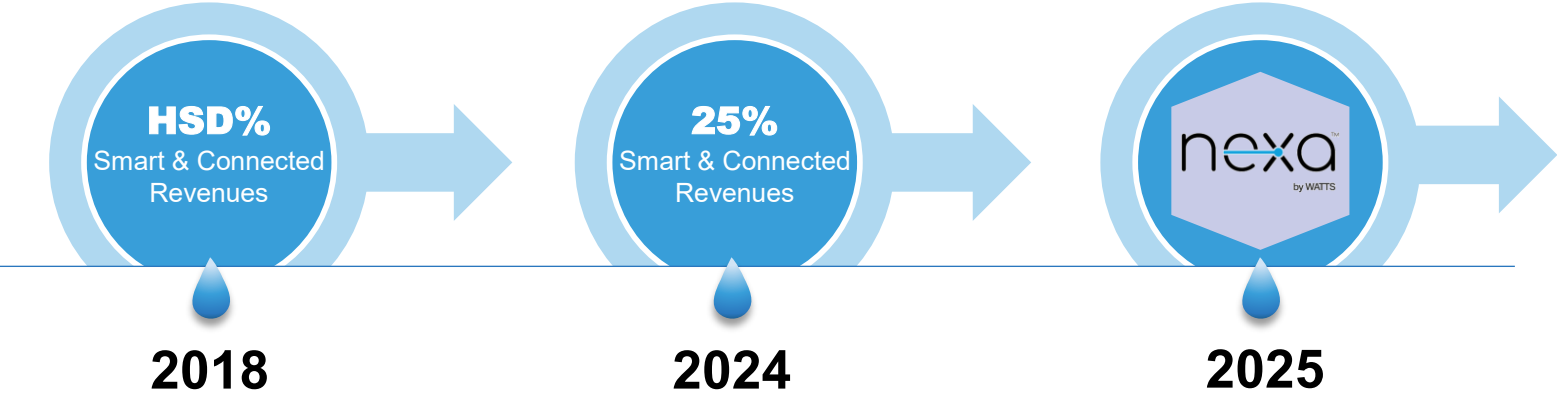


Eight Strategic Acquisitions: Deployed ~\$660M Since 2023

2023		Enware: Leading supplier for specialty plumbing and safety equipment used in institutional and commercial end markets in Australia
		Bradley Corporation: Trusted provider and manufacturer of commercial washroom and emergency safety products serving commercial (primarily institutional) and industrial end markets
2024		Josam Company: Leading provider and manufacturer of drainage and plumbing products offering customized products to commercial and multi-family end markets
2025		I-CON Systems: Leading provider of plumbing control solutions primarily for correctional facilities within the institutional end market
		EasyWater: Leading provider of innovative salt and chemical-free water treatment solutions for residential, commercial and industrial applications
		Haws Corporation: Leading global brand providing emergency safety and hydration solutions for use in industrial, institutional and non-residential end markets
		Superior Boiler: Leading manufacturer of industrial steam and hot-water boilers, delivering custom-engineered solutions for commercial, institutional, and industrial applications
		Saudi Cast: Manufacturer of high quality, specified cast iron and stainless-steel drainage solutions serving the non-residential and industrial markets in the Middle East

* Reflect proforma sales assuming all 2025 acquisitions were acquired as of January 1, 2025.

A New Chapter in Our Smart & Connected Strategy



2018 Launched Smart & Connected strategy

- Increased focus on building S&C pipeline
- Established a base portfolio of connected products
- Expanded internal capabilities

2024 Continued digital transformation

- R&D spend >3% of sales
- ~100 digital engineers, focused on S&C products and platform
- Continued investments in digital offerings

2025 Nexa, the intelligent water management solution

- Integrates hardware, software and extensive systems expertise to enable real-time monitoring and notifications in commercial buildings
- Expands digital / SaaS capabilities to improve data and enhance customer experience

Nexa Addressing Commercial Customer Challenges

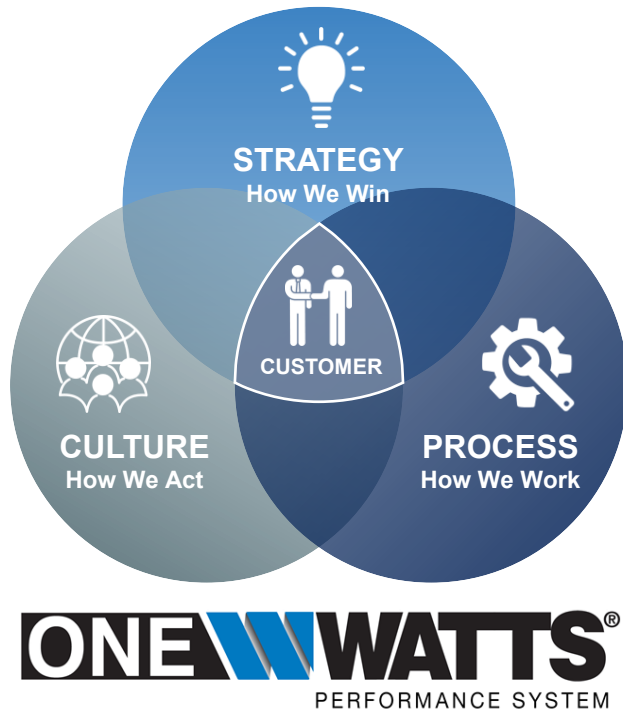
Sustainability
Increasing focus on water scarcity and efficiency standards make comprehensive water usage solutions critical

Efficiency
Shrinking pool of skilled plumbers and facility managers drives need for easy-to-install products and remotely monitorable systems

Risk Mitigation
Increasing water-related risks drive demand for intelligent water management solutions

Driving Digital Innovation Through Our Evolution to Intelligent Water Management Solutions

Continuous Improvement Through One Watts Performance System (OWPS)



Tools and Processes

- Product road maps
- Product development stage gates
- 80 / 20 profitability analysis
- Integrated SIOP processes
- Kaizen and lean training
- Value stream mapping
- Job hazard analysis
- Talent / performance management
- Learning management system
- Monthly business operating reviews
- Disciplined M&A evaluation process
- Standard M&A integration process

Benefits

For customers:

- Consistency is the foundation of high-quality products and customer service

For employees:

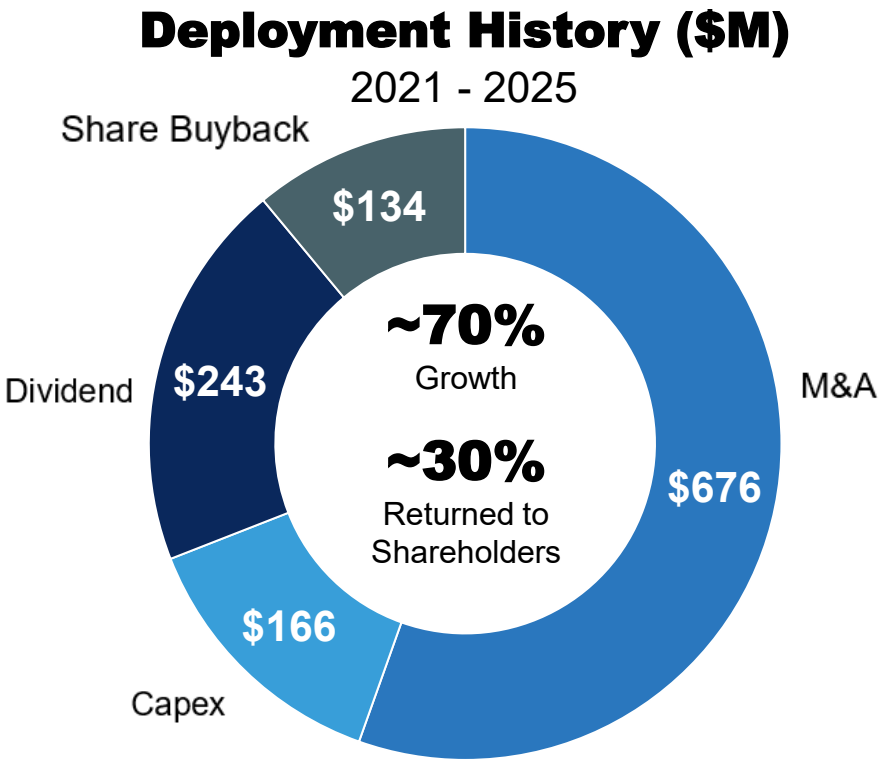
- Well-implemented safety procedures support an engaged workplace

For investors:

- Sustainable best practices and efficiencies yield consistently strong results

Creating Customer-focused Culture to Drive Operational Excellence

Balanced Capital Deployment



Priorities

- 1 Strategic M&A**
 - Disciplined valuation / screening process
- 2 Investing in High ROI Capex**
 - ~70% of capex invested in growth and productivity initiatives
 - Reinvestment ratio >100%
- 3 Competitive Dividend**
 - 16.7% 5-year CAGR through 2025
 - Increased dividend 21% effective June 2026 to annual dividend of \$2.52/share, 0.9% yield¹
- 4 Stable Share Buyback**
 - Offset stock dilution at minimum

Strong Cash Flow Generation Provides Flexibility

¹Yield as of May 6, 2026.

Flexible Balance Sheet

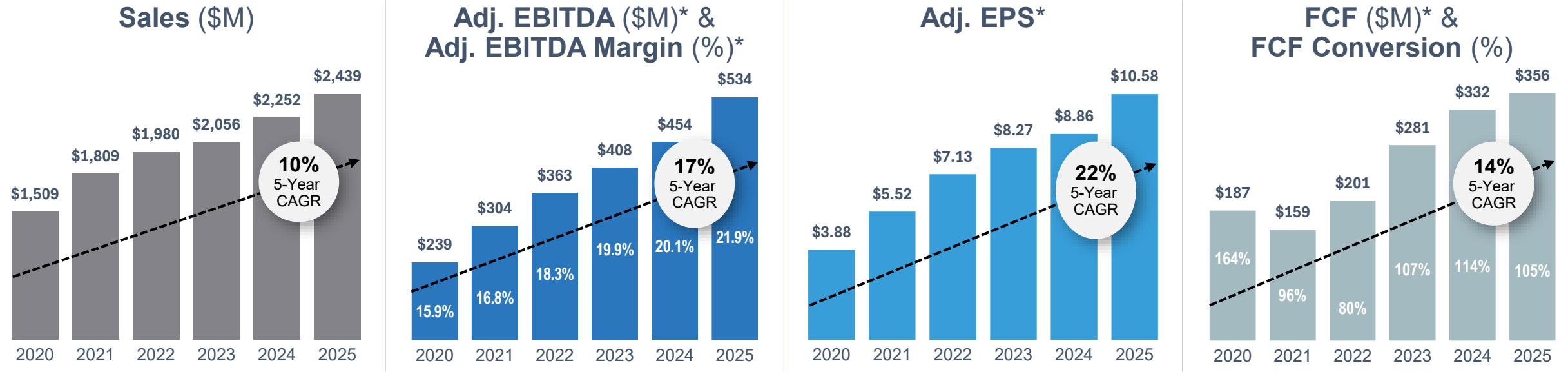
\$ in millions	Mar. 29, 2026
Cash	\$375
Other Current Assets	973
Non-Current Assets	1,592
TOTAL ASSETS	\$2,940
Current Liabilities, Excluding Short-term Debt	\$496
Non-Current Liabilities	150
Debt	198
Equity	2,096
TOTAL LIABILITIES & EQUITY	\$2,940
Net Debt / Capitalization Ratio	(9%)
UNUSED AND AVAILABLE CREDIT CAPACITY	~ \$588M

\$ in millions	TTM ¹ ended Mar. 29, 2026
Net cash provided by operations	\$365
Less: additions to property, plant, and equipment	(48)
FREE CASH FLOW	\$317
Net income	\$366
Cash conversion rate of free cash flow to net income	87%



Ample Capacity to Execute on Strategic Growth

Proven Track Record of Resilience



5-year performance versus 2020

Strong performance in a challenging market supported by:

Alignment to secular growth trends

Recognized leadership

Proactive and nimble team

One Watts Performance System

Flexible balance sheet

Commitment to long-term strategy

* See Appendix for reconciliation of non-GAAP measures to their corresponding GAAP measures

Q2 and Full Year 2026 Outlook*

	Maintaining FY Outlook	Q2 Outlook
Sales Growth	<p>Reported +8% to +12% Organic +2% to +6%**</p> <p>Segment Organic Growth Americas: +3% to +7% Europe: -4% to Flat APMEA: +4% to +8%</p> <p>Acquired: Americas ~+\$110M to +\$115M Acquired: APMEA ~+\$18M to +\$20M 80/20 Europe ~-\$10M to -\$15M** 80/20 Americas ~-\$25M to -\$30M** FX: Sales ~+\$18M; EPS ~+\$0.06</p>	<p>Reported +10% to +14% Organic +4% to +8%**</p> <p>Segment Organic Growth Americas: +5% to +9%*** Europe: -3% to +1% APMEA: +2% to +6%</p> <p>Acquired: Americas ~+\$25M - +\$30M Acquired: APMEA ~+\$5M 80/20 Europe ~-\$2M** 80/20 Americas ~-\$6M** FX: Sales ~+\$5M; EPS ~+\$0.02</p>
Adj. EBITDA Margin	<p>21.5% to 22.1% -40 bps to +20 bps</p>	<p>22.3% to 22.9% -140 bps to -80 bps</p>
Adj. Operating Margin	<p>19.1% to 19.7% -50 bps to +10 bps</p> <p>Acquisition dilution: ~-50 bps Watts, ~-100 bps Americas Americas: -110 bps to -50 bps Europe: -30 bps to +30 bps APMEA: +30 bps to +90 bps</p>	<p>20.0% to 20.6% -160 bps to -100 bps</p> <p>Acquisition dilution: ~-70 bps Watts, ~-120 bps Americas PY Price/Cost ~-\$6M ~-90 bps Watts, ~-120 bps Americas Americas: -250 bps to -190 bps Europe: +30 bps to +90 bps APMEA: +30 bps to +90 bps</p>
Free Cash Flow	≥ 90% of Net Income	

*Outlook incorporates estimates as of May 6, 2026. Assumes Middle East conflict is short term in nature and no change in current tariff structure. Outlook does not include potential tariff refunds. See Appendix for other Outlook assumptions.

**Organic growth guidance includes 80/20 product rationalization. Excluding product rationalization organic growth outlook would be approximately 2% higher.

*** PY compare includes approximately \$20 million of pull-forward sales from Q3 2025 into Q2 2025 due to price increase cadence

Long-term Aspirations

Organic Growth 1% Above Market

- New product development, led by our **smart & connected** strategy
- Leveraging **Voice of Customer (VOC)** to drive product innovation
- Key account management and **commercial excellence**
- Providing training in 14 state-of-the-art **Watts Works Learning Centers**

Operating Margin Expansion 30 – 50 bps per Year

- Driving productivity through **One Watts Performance System**; both inside and outside the factory
- Continuous focus on **price/cost dynamic**
- Volume leverage

Growth through **M&A** and **Geographic Expansion**

How We Will Reach Our Goal...

Strategic Criteria:

- **Brand name products** with strong **market positions** in core or complementary markets
- Expanding access to new markets, channels and geographies, particularly geographies with **well-established plumbing codes**
- Expanding product offerings, including **new / improved technology**

Financial Criteria:

- ROIC > Cost of capital within 3 – 5 years
- Accretive to EPS in year 1
- Accretive to EBITDA margin within 3 – 5 years

Profitable Growth Through Innovation, Commercial Excellence and Acquisitions

Compelling Investment Thesis



Recognized Leader

Global reach with leading market positions in commercial, residential and light industrial water space



Aligned to Long-term Secular Trends and Diverse Markets

Solutions aligned with global macro trends
Broad portfolio diversifies market exposure



Focus on Innovation and Profitable Growth

Continuing investment in digital strategy
Driving One Watts Performance System to expand margins



Accretive Capital Deployment and Strong Balance Sheet

Targeting >100% cash conversion with efficient capital structure
Balanced capital allocation



Resilient Business Model Tested Across Economic Cycles

Large installed base; strong repair and replacement footprint
Focused on long-term strategy

APPENDIX

A decorative graphic consisting of several overlapping, wavy, translucent blue bands that flow from the left side towards the right, creating a sense of movement and depth. The bands vary in opacity and shade, ranging from light sky blue to a deeper cerulean.

Other 2026 Outlook* Inputs

	Maintaining Other FY Inputs	Other Q2 Inputs
Corporate Costs	~\$60M	~\$16M
Net Interest Expense	~\$3M to \$4M	~\$1M
Stock-Based compensation	~\$22M	~\$7M
Adj Effective Tax Rate	~25%	~25%
Share Count	~33.5M	~33.5M
Capex	\$50M to \$60M	~\$15M
Depreciation & Amortization	~\$70M	~\$16M
FX	Europe (EUR at 1.16) ~+\$13M Americas (CAD) ~+\$2M APMEA (RMB/AUD/NZD) ~+\$3M	Europe (EUR at 1.16) ~+\$3M Americas (CAD) ~Flat APMEA (RMB/AUD/NZD) ~+\$2M

Reconciliation of Long-term Debt (Including Current Portion) to Net Debt to Capitalization Ratio

	March 29, 2026	December 31, 2025
Current portion of long-term debt	\$ -	\$ -
<u>Plus:</u> Long-term debt, net of current portion	197.8	197.7
<u>Less:</u> Cash and cash equivalents	(374.7)	(405.5)
Net debt	(\$176.9)	(\$207.8)
Net debt	(\$176.9)	(\$207.8)
<u>Plus:</u> Total stockholders' equity	2,096.3	2,027.7
Capitalization	\$1,919.4	\$1,819.9
Net debt to capitalization ratio	(9%)	(11%)

Reconciliation of GAAP to Non-GAAP Measures

\$ in millions	Year					
	2020	2021	2022	2023	2024	2025
Net sales	\$1,508.6	\$1,809.2	\$1,979.5	\$2,056.3	\$2,252.2	\$2,438.5
Operating income	\$181.1	\$239.6	\$315.0	\$350.9	\$390.4	\$448.1
Operating margin %	12.0%	13.2%	15.9%	17.1%	17.3%	18.4%
Adjustments for special items:						
Restructuring and long-lived asset impairment charges	\$11.3	\$19.3	\$10.6	\$5.5	\$7.2	\$23.7
Acquisition-related costs	1.3	-	-	11.3	14.2	5.4
Pension settlement	-	-	-	-	(7.8)	-
Contingent consideration	(1.5)	-	-	(2.5)	-	-
(Gain) loss on sale of assets and other adjustments	1.7	-	(1.8)	-	(4.4)	-
Adjusted operating income	\$193.9	\$258.9	\$323.8	\$365.2	\$399.6	\$477.2
Adjusted operating margin %	12.9%	14.3%	16.4%	17.8%	17.7%	19.6%
Net income	\$114.3	\$165.7	\$251.5	\$262.1	\$291.2	\$340.8
Adjustments for special items – tax effected:						
Restructuring and long-lived asset impairment charges	\$8.4	\$14.1	\$7.9	\$4.1	\$5.4	\$17.8
Acquisition-related costs	1.0	-	-	8.3	10.7	4.5
Pension settlement	-	-	-	-	(5.8)	-
Contingent consideration	(1.5)	-	-	(2.5)	-	-
(Gain) loss on sale of assets and other adjustments	0.1	-	(1.4)	-	(4.5)	-
Tax adjustment items	9.7	7.2	(18.2)	5.3	-	(8.3)
Adjusted net income	\$132.0	\$187.0	\$239.8	\$277.3	\$297.0	\$354.8
Diluted earnings per share	\$3.36	\$4.88	\$7.48	\$7.82	\$8.69	\$10.17
Adjustments for special items	0.52	0.64	(0.35)	0.45	0.17	0.41
Adjusted diluted earnings per share	\$3.88	\$5.52	\$7.13	\$8.27	\$8.86	\$10.58

Reconciliation of Net Cash Provided by Operations to Free Cash Flow

\$ in millions	Year					
	2020	2021	2022	2023	2024	2025
Net cash provided by operations	\$228.8	\$180.8	\$224.0	\$310.8	\$361.1	\$402.0
<u>Less:</u> additions to property, plant, and equipment	(43.8)	(26.7)	(28.1)	(29.7)	(35.3)	(45.7)
<u>Plus:</u> proceeds from the sale of property, plant, and equipment	2.2	5.1	5.2	-	5.9	-
Free cash flow	\$187.2	\$159.2	\$201.1	\$281.1	\$331.7	\$356.3
Net income	\$114.3	\$165.7	\$251.5	\$262.1	\$291.2	\$340.8
Cash conversion rate of free cash flow to net income	164%	96%	80%	107%	114%	105%

Reconciliation between GAAP and Non-GAAP Measures Included in 2026 Outlook*

	Second Quarter 2026	Full Year 2026
Net Sales		
Net sales growth	+10% to +14%	+8% to +12%
Forecasted impact of acquisition / FX	-6%	-6%
Organic net sales growth	+4% to +8%	+2% to +6%
Operating Margin		
Operating margin range	19.2% to 19.8%	18.8% to 19.4%
Forecasted restructuring / other costs	0.8%	0.3%
Adjusted operating margin range	20.0% to 20.6%	19.1% to 19.7%

Calculation of EBITDA

\$ in millions	Year					
	2020	2021	2022	2023	2024	2025
Sales	\$1,508.6	\$1,809.2	\$1,979.5	\$2,056.3	\$2,252.2	\$2,438.5
Net income	\$114.3	\$165.7	\$251.5	\$262.1	\$291.2	\$340.8
<u>Plus</u> : Interest expense, net	13.3	6.2	6.4	1.0	5.8	1.0
<u>Plus</u> : Income taxes	52.7	68.4	56.1	87.4	94.8	105.0
<u>Plus</u> : Depreciation	31.3	31.4	27.6	30.1	34.6	36.2
<u>Plus</u> : Amortization	15.2	13.7	12.1	13.2	19.8	20.6
EBITDA - Earnings before interest, taxes, depreciation and amortization	\$226.8	\$285.4	\$353.7	\$393.8	\$446.2	\$503.6
<i>EBITDA Margin %</i>	15.0%	15.8%	17.9%	19.2%	19.8%	20.7%
Adjustments for special items (excluding depreciation & amortization) & amortization of cloud computing arrangements	12.3	18.3	8.8	14.3	7.8	29.9
Adjusted EBITDA – Adjusted earnings before interest, taxes, depreciation and amortization	\$239.1	\$303.7	\$362.5	\$408.1	\$453.7	\$533.5
<i>Adjusted EBITDA Margin %</i>	15.9%	16.8%	18.3%	19.9%	20.1%	21.9%