FIRST QUARTER 2024 EARNINGS

May 2, 2024



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FIRST QUARTER 2024 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. Examples of forward-looking statements include, among others, statements Hayward makes regarding: Hayward’s 2024 financial guidance and business outlook for future periods; business plans and objectives; anticipated SG&A cost savings and capital expenditures; future channel inventory stocking levels; general economic and industry trends; business prospects; future product development and acquisition strategies; and growth and expansion opportunities. Hayward may not achieve the plans, intentions or expectations disclosed in Hayward’s forward-looking statements, and you should not place significant 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: its relationships with and the performance of distributors, builders, buying groups, retailers and servicers who sell Hayward’s products to pool owners; impacts on Hayward’s business from the sensitivity of its business to seasonality and unfavorable economic, business and weather conditions; competition from national and global companies, as well as lower-cost manufacturers; Hayward’s ability to develop, manufacture and effectively and profitably market and sell its new planned and future products; its ability to execute on its growth strategies and expansion opportunities; Hayward’s exposure to credit risk on its accounts receivable; impacts on Hayward’s business from political, regulatory, economic, trade, and other risks associated with operating foreign businesses, including risks associated with geopolitical conflict; its ability to maintain favorable relationships with suppliers and manage disruptions to its global supply chain and the availability of raw materials; Hayward’s ability to identify emerging technological and other trends in its target end markets; failure of markets to accept new product introductions and enhancements; the ability to successfully identify, finance, complete and integrate acquisitions; its reliance on information technology systems and susceptibility to threats to those systems, including cybersecurity threats, and risks arising from its collection and use of personal information data; regulatory changes and developments affecting Hayward’s current and future products; volatility in currency exchange rates and interest rates; Hayward’s ability to service its existing indebtedness and obtain additional capital to finance operations and its growth opportunities; Hayward’s ability to establish and maintain intellectual property protection for its products, as well as its ability to operate its business without infringing, misappropriating or otherwise violating the intellectual property rights of others; the impact of material cost and other inflation; Hayward’s ability to attract and retain senior management and other qualified personnel; the impact of changes in laws, regulations and administrative policy, including those that limit U.S. tax benefits, impact trade agreements and tariffs, or address the impacts of climate change; the outcome of litigation and governmental proceedings; impacts on Hayward's product manufacturing disruptions, including as a result of catastrophic and other events beyond its control; uncertainties related to distribution channel inventory practices and the impact on net sales volumes; Hayward's ability to realize cost savings from restructuring activities; Hayward’s and its customers’ ability to manage product inventory in an effective and efficient manner; and other factors set forth in Hayward’s most recent Annual Report on Form 10-K.

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. Reported Q1 2024 results in line with expectations
2. Delivered strong gross profit margin expansion
3. Launched new products in high-growth robotic cleaner category
4. Completed a voluntary early debt repayment subsequent to quarter end
5. Reaffirmed full year 2024 guidance

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Financial Overview

Q1 2024

- Net sales of $212.6M
- Gross profit margin of 49.2%
- Adj. EBITDA[1] of $45.0M
- Adj. EBITDA margin[1] of 21.2%
- Adj. diluted EPS[1] of $0.08



RESULTS REFLECT:

- Solid execution
- Modest increases in net price and volume
- Strong gross profit margin expansion, matching the quarterly record[2]
- Disciplined SG&A cost control

1. Non-GAAP financial measure. See the appendix for a reconciliation to the most directly comparable GAAP measure.
2. Record gross profit margin since Hayward's IPO.

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Business Update

END DEMAND

- ✓ Resilient aftermarket maintenance
- ✓ Discretionary spending impacted by economic and interest rate environment

CHANNEL INVENTORY

- ✓ Channel inventory levels largely normalized
- ✓ Channel partners taking a prudent approach

PRICE - COST

- ✓ Expecting ~2% net price realization in 2024
- ✓ Maintaining price-cost neutrality

EUROPEAN FOOTPRINT CONSOLIDATION

- ✓ Better utilizing our new/modern facility in Barcelona
- ✓ Delayed shipments in Q1; achieving full production rates in Q2

SENIOR LEADERSHIP

- ✓ Eric Sejourne appointed SVP & Chief Global Operations Officer
- ✓ Brings 30+ years of experience in global operations, lean manufacturing and supply chain management

SUSTAINABILITY

- ✓ Received 2024 ENERGY STAR Partner of the Year Award
- ✓ 4th consecutive year of recognition by the US Environmental Protection Agency

ENERGY STAR AWARD 2024 PARTNER OF THE YEAR

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New Products for Second Quarter 2024

NEW Robotic Cleaners: R110 & R130



R110

- ✓ Floor/Wall Cleaning
- ✓ Smart Navigation
- ✓ Interchangeable Filters
- ✓ Lightweight design



R130

- ✓ Floor/Wall/Waterline Cleaning
- ✓ Active, Dual Brush Scrubbing
- ✓ Smart Navigation, Cord Swivel
- ✓ Interchangeable Filters
- ✓ Lightweight design



User Interface

- ✓ Programmable
- ✓ Daily/Weekly Schedules
- ✓ Intuitive User Interface

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First Quarter 2024 Financials

NET SALES OF $212.6M

NET SALES +1.2% YoY
- Net price +0.6%
- Volume +0.5%
- F/X +0.1%

GROSS PROFIT OF $104.6M

GROSS PROFIT MARGIN OF 49.2%; INCREASED 260 BPS YoY
- Strong execution, increased operational efficiencies
- Positive price realization offsetting inflation

ADJ. EBITDA[1] OF $45.0M

ADJ. EBITDA[1] MARGIN OF 21.2%
- Disciplined cost control
- Targeted organizational investments in marketing & sales

ADJ. DILUTED EPS[1] OF $0.08

DILUTED EPS OF $0.04; ADJ. DILUTED EPS[1] OF $0.08

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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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First Quarter 2024 Segment Overview

NORTH AMERICA

NET SALES	GROSS PROFIT	ADJ. SEGMENT INCOME[1]
$173.4M	$89.9M	$45.3M
YoY Change: +6.6%	*Gross Profit Margin: 51.8%*	*Adj. Segment Income Margin[1]: 26.1%*

- Net price +0.7%, volume +5.9%
- Volume growth due to increased Early Buy shipments
- Record gross margin, increased 320 bps YoY driven by volume leverage and operational efficiencies
- 5th consecutive quarter of YoY gross margin expansion

EUROPE & REST OF WORLD

NET SALES	GROSS PROFIT	ADJ. SEGMENT INCOME[1]
$39.1M	$14.7M	$6.3M
YoY Change: (17.5%)	*Gross Profit Margin: 37.6%*	*Adj. Segment Income Margin[1]: 16.1%*

- Net price +0.2%, volume -18.0%, F/X +0.3%
- Volume reductions due in part to delays related to European footprint consolidation; achieving full production rates in Q2
- Gross margin reduced 220 bps YoY driven by lower volumes

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)

	3/30/2024
Cash and cash equivalents	$116
Total debt principal	$1,110
Term debt (2028 maturity)[1]	$1,096
ABL revolver (2026 maturity)	$0
LTM adjusted EBITDA[2]	$247
Net leverage[3]	4.0x

$600M fixed rate, remainder variable

Blended interest rate of 6.7%[4]

CASH FLOW ($M)

	Q1 2024	Q1 2023
Cash flow used in operating activities	($77)	($91)
Less capex	($6)	($6)
Free cash flow[5]	($83)	($97)

>> $463M total liquidity

>> Voluntary early debt repayment in Q2; repaid the full outstanding balance of ~$123M on the Incremental Term Loan B

>> No near-term debt maturities

>> Expect FY 2024 FCF ~$160M; conversion >100% of net income[6]

>> Q1 is a seasonally soft period for cash flow; Q2 is seasonally strong

1. $600M of the term debt is swapped with interest rate swap maturities in 2025 ($250M), 2026 ($100M) and 2027 ($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 less cash & cash equivalents and short-term investments divided by (B) the sum of last twelve months adjusted EBITDA.
4. Excluding financing fees.
5. Free cash flow is calculated as net cash provided by operating activities less capital expenditures.
6. Free cash flow divided by net income.

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Capital Allocation Priorities

1

GROWTH INVESTMENTS

- Innovative new product development, IoT digital leadership
- Commercial programs, dealer conversions
- Operational excellence, productivity, growth capex



2

DE-LEVERING

- Debt repayment



3

STRATEGIC M&A

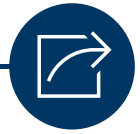
- Pipeline of tuck-in opportunities to complement our product offering, geographic footprint, commercial relationships



4

RETURN TO SHAREHOLDERS

- $400M remaining on existing $450M authorization



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

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Unchanged FY 2024 Financial Outlook

Net sales of $1.010B to $1.060B, up ~2% to 7%

Seasonality expectations
- Normal seasonal strength in Q2 & Q4

Adjusted EBITDA[1] of $255M to $275M

Free cash flow[1] of ~$160M, >100% of net income

Modeling assumptions:
- Net interest expense ~$67M
- Effective tax rate ~25% for the remainder of the year
- Capex ~$35M



OUTLOOK REFLECTS:

- Uncertain macro conditions
  - Resilient aftermarket maintenance
  - New construction, remodel, upgrade impacted by economic and interest rate environment
- Net price realization of ~2%
- Margin expansion
- Solid cash flow generation

1. Reconciliation for the full-year fiscal 2024 Adjusted EBITDA and free cash flow guidance is not being provided, as Hayward does not currently have sufficient data to accurately estimate variables and individual adjustments for such reconciliation, Adjusted EBITDA and free cash flow estimated for full-year fiscal 2024 are calculated in a manner consistent with historical adjusted EBITDA and free cash flow, respectively, included in this presentation

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Key Messages

1. Reported Q1 2024 results in line with expectations
2. Delivered strong gross profit margin expansion
3. Launched new products in high-growth robotic cleaner category
4. Completed a voluntary early debt repayment subsequent to quarter end
5. Reaffirmed full year 2024 guidance

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COMPANY OVERVIEW

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Hayward at a Glance

~$1B
2023
Net Sales

$247M
2023
Adj. EBITDA[1]
(25% margin)

#1
products brand amongst U.S. pool professionals

~80%
of sales from aftermarket[2] historically

>550
current / pending patents globally

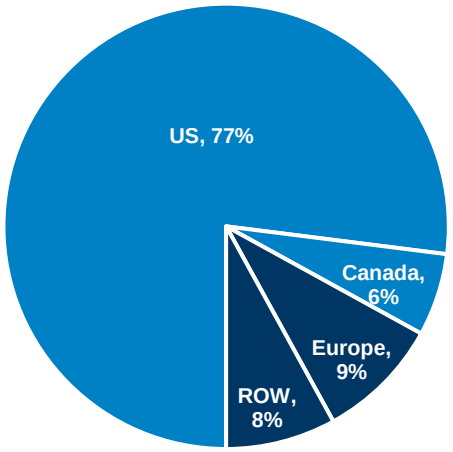
~90%
of products associated with sustainability themes

94%
attach rate for the Omni app[2]

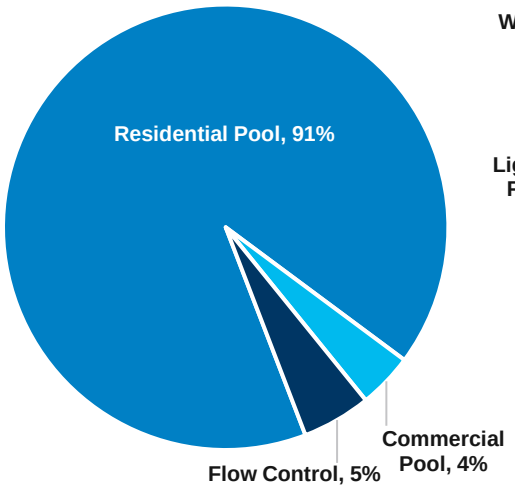
20+
year relationships on average with top 20 customers

- ✓ Global leader in pool and outdoor living technology with the industry's most 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

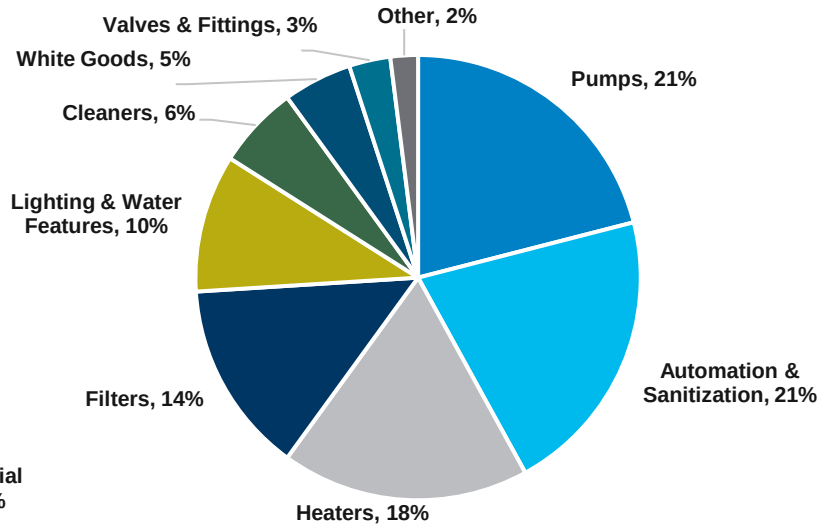
Net Sales by Segment[3]



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, 2023.

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Why Invest in Hayward?

Pure Play Leader In Attractive Industry

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 of ~80%
- Majority non-discretionary purchases to maintain existing pools
- Early in the technology adoption cycle of IoT-enabled smart products

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 margins, mid-to-high 20s adjusted EBITDA margins on an annual basis
- Robust FCF generation, capital allocation optionality

Commitment to Sustainability

- Energy-efficient, environmentally sustainable products
- Established strategy and reporting framework – Products, Planet, People, Principles
- Morningstar Sustainalytics 2023 “Regional Top Rated” award, MSCI “A” rating

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.

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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
- ✓ Predictable, 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 Three Months Ended Reconciliation

APPENDIX

(Dollars in thousands)	Three Months Ended	
	March 30, 2024	April 1, 2023
Net income	$ 9,840	$ 8,410
Depreciation	4,310	4,362
Amortization	8,543	9,254
Interest expense	18,592	19,361
Income taxes	3,065	835
EBITDA	44,350	42,222
Stock-based compensation [a]	190	357
Currency exchange items [b]	54	(74)
Acquisition and restructuring related expense, net [c]	504	1,563
Other [d]	(57)	861
Total Adjustments	691	2,707
Adjusted EBITDA	$ 45,041	$ 44,929
Adjusted EBITDA margin	21.2 %	21.4 %

(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 (the "IPO").

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

(c) Adjustments in the three months ended March 30, 2024 are primarily driven by $0.4 million of separation and other costs associated with the centralization of operations in Europe. Adjustments in the three months ended April 1, 2023 are primarily driven by $0.8 million of separation costs associated with the enterprise cost reduction program initiated in 2022, $0.3 million of integration costs from prior acquisitions and $0.3 million of costs associated with the relocation of the corporate headquarters.

(d) Adjustments in the three months ended March 30, 2024 are primarily driven by gains on the sale of assets, partially offset by costs incurred related to ongoing securities litigation. Adjustments in the three months ended April 1, 2023 primarily includes $0.4 million of transitional expenses incurred to enable go-forward public company regulatory compliance and $0.4 million of costs incurred related to the selling stockholder offering of shares in March 2023.

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Adjusted EBITDA & Adjusted EBITDA Margin Last Twelve Months Reconciliation

APPENDIX

(Dollars in thousands)	Last Twelve Months[e] March 30, 2024	Fiscal Year December 31, 2023
Net income	$ 82,117	$ 80,687
Depreciation	15,931	15,983
Amortization	36,368	37,079
Interest expense	72,815	73,584
Income taxes	22,630	20,400
EBITDA	229,861	227,733
Stock-based compensation [a]	1,103	1,270
Currency exchange items [b]	914	786
Acquisition and restructuring related expense, net [c]	12,154	13,213
Other [d]	3,353	4,271
Total Adjustments	17,524	19,540
Adjusted EBITDA	$ 247,385	$ 247,273
Adjusted EBITDA margin	24.9 %	24.9 %

(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 losses on foreign denominated monetary assets and liabilities and foreign currency contracts.

(c) Adjustments in the last twelve months ended March 30, 2024 include $6.7 million of costs related to the discontinuation of a product line leading to an impairment of the associated fixed assets, inventory and intangible assets, $2.9 million related to programs to centralize and consolidate operations and professional services in Europe, $1.7 million of costs associated with the relocation of the corporate headquarters, $0.5 million of integration costs from prior acquisitions and $0.4 million separation costs associated with a reduction-in-force from the 2022 enterprise cost-reduction program.

Adjustments in the year ended December 31, 2023 primarily include $6.7 million of costs related to the discontinuation of a product line leading to an impairment of the associated fixed assets, inventory and intangible assets, $2.4 million related to programs to centralize and consolidate operations and professional services in Europe, $1.9 million of costs associated with the relocation of the corporate headquarters to Charlotte, North Carolina, $1.2 million separation costs associated with the 2022 cost reduction program and $0.8 million of costs associated with integration costs from prior acquisitions.

(d) Adjustments in the last twelve months ended March 30, 2024 primarily include $1.7 million of costs related to inventory and fixed assets as part of the centralization of operations in Europe and $1.1 million of costs associated with follow-on equity offerings

Adjustments in the year ended December 31, 2023 primarily include $1.8 million related to inventory and fixed asset write-offs in Europe and $1.5 million of costs incurred related to the selling stockholder offerings of shares in March, May and August 2023, which are reported in SG&A in our consolidated statements of operations.

(e) Items for the last twelve months ended March 30, 2024 are calculated by adding the items for the three months ended March 30, 2024 plus fiscal year ended December 31, 2023 and subtracting the items for the three months ended April 1, 2023.

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Adjusted Net Income & Adjusted EPS Reconciliation

APPENDIX

(Dollars in thousands)	Three Months Ended	
	March 30, 2024	April 1, 2023
Net income	$ 9,840	$ 8,410
Tax adjustments [a]	(147)	(1,548)
Other adjustments and amortization:		
Stock-based compensation [b]	190	357
Currency exchange items [c]	54	(74)
Acquisition and restructuring related expense, net [d]	504	1,563
Other [e]	(57)	861
Total other adjustments	691	2,707
Amortization	8,543	9,254
Tax effect [f]	(2,298)	(3,084)
Adjusted net income	$ 16,629	$ 15,739
Weighted average number of common shares outstanding, basic	214,357,439	212,523,221
Weighted average number of common shares outstanding, diluted	221,076,443	220,501,177
Basic EPS	$ 0.05	$ 0.04
Diluted EPS	$ 0.04	$ 0.04
Adjusted basic EPS	$ 0.08	$ 0.07
Adjusted diluted EPS	$ 0.08	$ 0.07

(a) Tax adjustments for the three months ended March 30, 2024 reflect a normalized tax rate of 24.9% compared to the Company's effective tax rate of 23.8%. The Company's effective tax rate for the three months ended March 30, 2024 includes the tax benefits resulting from stock compensation. Tax adjustments for the three months ended April 1, 2023 reflect a normalized tax rate of 25.8% compared to the effective tax rate of 9.0%. The Company's effective tax rate for the three ended April 1, 2023 includes the tax benefit resulting from the exercise of stock options. All non-tax adjustments are effected at the normalized rate.

(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 losses on foreign denominated monetary assets and liabilities and foreign currency contracts.

(d) Adjustments in the three months ended March 30, 2024 are primarily driven by $0.4 million of separation and other costs associated with the centralization of operations in Europe. Adjustments in the three months ended April 1, 2023 are primarily driven by $0.8 million of separation costs associated with the enterprise cost reduction program initiated in 2022, $0.3 million of integration costs from prior acquisitions and $0.3 million of costs associated with the relocation of the corporate headquarters.

(e) Adjustments in the three months ended March 30, 2024 are primarily driven by gains on the sale of assets, partially offset by costs incurred related to ongoing securities litigation. Adjustments in the three months ended April 1, 2023 primarily includes $0.4 million of transitional expenses incurred to enable go-forward public company regulatory compliance and $0.4 million of costs incurred related to the selling stockholder offering of shares in March 2023.

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

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Adjusted Segment Income Reconciliation

APPENDIX

(Dollars in thousands)	Three Months Ended March 30, 2024			Three Months Ended April 1, 2023		
	Total	NAM	E&RW	Total	NAM	E&RW
Net sales	$ 212,569	$ 173,429	$ 39,140	$ 210,136	$ 162,704	$ 47,432
Gross profit	$ 104,579	$ 89,877	$ 14,702	$ 97,891	$ 79,013	$ 18,878
Gross profit margin %	49.2 %	51.8 %	37.6 %	46.6 %	48.6 %	39.8 %
Income from operations before income taxes	$ 12,905			$ 9,245		
Expenses not allocated to segments						
Corporate expense, net	7,515			6,099		
Acquisition and restructuring related expense	504			1,563		
Amortization of intangible assets	6,900			7,617		
Interest expense, net	18,592			19,361		
Other (income) expense, net	(638)			(759)		
Segment income	$ 45,778	$ 39,742	$ 6,036	$ 43,126	$ 33,276	$ 9,850
Segment income margin %	21.5 %	22.9 %	15.4 %	20.5 %	20.5 %	20.8 %
Depreciation	$ 4,144	$ 3,887	$ 257	$ 4,305	$ 4,088	$ 217
Amortization	1,643	1,643	—	1,637	1,637	—
Stock-based compensation	22	12	10	173	162	11
Other [a]	19	19	—	98	98	—
Total adjustments	5,828	5,561	267	6,213	5,985	228
Adjusted segment income	$ 51,606	$ 45,303	$ 6,303	$ 49,339	$ 39,261	$ 10,078
Adjusted segment income margin %	24.3 %	26.1 %	16.1 %	23.5 %	24.1 %	21.2 %

(a) The three months ended March 30, 2024 for NAM represents losses on the sale of assets. The three months ended April 1, 2023 includes miscellaneous items the Company believes are not representative of its ongoing business operations.

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