SECOND QUARTER 2026 EARNINGS

July 29, 2026

SECOND QUARTER 2026 EARNINGS CALL

KEVIN HOLLERAN
President and Chief Executive Officer

EIFION JONES
Senior Vice President and Chief Financial Officer

KEVIN MACZKA
Vice President of Investor Relations and FP&A

NYSE: HAYW

HAYWARD
SINCE 1925

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 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: 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.

Key Messages

1. Delivered another strong quarter; net sales +6% YoY in Q2, +9% in H1 2026
2. Focused execution of aftermarket growth strategies, operational excellence initiatives
3. Completed debt refinancing; extended maturities, reduced cost of capital, added flexibility
4. Reduced net leverage[1] to 1.5x, lowest since IPO in 2021, while increasing share repurchases
5. Maintained FY 2026 guidance

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.

Financial **Overview**

	Q2 2026	YoY
Net Sales	$318.4M	+6%
Gross Profit Margin	48.7%	-50 bps
Adj. EBITDA[1]	$92.7M	+5%
Adj. EBITDA Margin[1]	29.1%	-40 bps
Adj. Diluted EPS[1]	$0.26	+8%

	H1 2026	YoY
Net Sales	$573.6M	+9%
Gross Profit Margin	47.7%	-10 bps
Adj. EBITDA[1]	$149.1M	+9%
Adj. EBITDA Margin[1]	26.0%	Flat
Adj. Diluted EPS[1]	$0.40	+18%

RESULTS REFLECT:

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

HAYWARD SINCE 1925

All comparisons are year over year
1. Non-GAAP financial measure. See the appendix for a reconciliation to the most directly comparable GAAP measure.

Advancing Our Growth Strategy

Customer Intimacy: Driving Sales and Share

Product Innovation
- ✓ Increased RD&E investments; LTM New Product Vitality up to 23%
- ✓ Proprietary OmniX products leading the way in aftermarket conversions; new additions planned to expand the ecosystem

Hayward Hub Expansions
- ✓ 5 training centers to attract new dealers and support existing dealer development (TX, CA, FL, AZ, NC)
- ✓ Atlanta, GA location scheduled for Q4

Leverage AI to Enhance Customer Experience
- ✓ 98% of all NAM calls answered within 1 second by AI agent
- ✓ 80% of calls resolved with no escalation to live technical service reps

Operational Excellence: Driving Profitable Growth

Continued Proactive Cost Reductions
- ✓ Increased investments in automation and productivity
- ✓ Near-shoring, dual-sourcing for tariff and geopolitical risk mitigation
- ✓ Process and product value engineering

Commitment to Continuous Improvement
- ✓ Disciplined inventory management, both finished goods & raw materials
- ✓ Accelerated SKU rationalization and product platforming strategy

Channel Inventory Management
- ✓ Visibility into inventory levels across our primary NAM channel partners
- ✓ Levels consistent with seasonal norms, expected end market sell through

"Power Of US" Campaign
- ✓ Proud American Company, resonating across the industry
- ✓ ~90% of products sold in the US are manufactured or assembled in domestic Centers of Excellence

POWER OF US.
PROUD AMERICAN COMPANY SINCE 1925
HAYWARD

Second Quarter 2026 Financials

NET SALES OF $318.4M

NET SALES +6.3% YoY

- Net price +6%
- Volume ~flat
- F/X ~flat

GROSS PROFIT OF $155.1M

GROSS PROFIT MARGIN OF 48.7%

- Reduced 50 bps from a record[1] level in the year-ago period
- NAM reduced 90 bps YoY
- ERW increased 50 bps YoY

ADJ. EBITDA[2] OF $92.7M

ADJ. EBITDA MARGIN[2] OF 29.1%

- Reduced 40 bps YoY
- Targeted strategic investments in sales & marketing, advanced engineering, and customer service

ADJ. DILUTED EPS[2] OF $0.26

DILUTED EPS OF $0.21; ADJ. DILUTED EPS[2] OF $0.26

- Diluted EPS +5% YoY; adjusted diluted EPS +8% YoY

Source: Company financial data.
1. Record since Hayward's IPO
2. Non-GAAP financial measure. See Appendix for a reconciliation to the most directly comparable GAAP measure.

Second Quarter 2026 Segment Overview

NORTH AMERICA

NET SALES	GROSS PROFIT	ADJ. SEGMENT INCOME[1]
$277.7M	$140.0M	$97.1M
YoY Change: +8.8%	*Gross Profit Margin: 50.4%*	*Adj. Segment Income Margin[1]: 35.0%*

- Net price +7%, volume +2%
- US +9%, Canada +2%
- Gross profit margin reduced 90 bps YoY; impacted by timing of price-cost actions

EUROPE & REST OF WORLD

NET SALES	GROSS PROFIT	ADJ. SEGMENT INCOME[1]
$40.7M	$15.4M	$7.4M
YoY Change: -8.3%	*Gross Profit Margin: 37.9%*	*Adj. Segment Income Margin[1]: 18.1%*

- Net price +1%, volume -12%, F/X +2%
- Europe -4%, Rest of World -16%
- Gross profit margin increased 50 bps YoY

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

First Half 2026 Segment Overview

NORTH AMERICA

NET SALES	GROSS PROFIT	ADJ. SEGMENT INCOME[1]
$487.5M	$242.4M	$154.4M
YoY Change: +10.2%	*Gross Profit Margin: 49.7%*	*Adj. Segment Income Margin[1]: 31.7%*

- Net price +8%, volume +2%
- US +10%, Canada +12%
- Gross profit margin reduced 50 bps YoY

EUROPE & REST OF WORLD

NET SALES	GROSS PROFIT	ADJ. SEGMENT INCOME[1]
$86.1M	$31.7M	$16.2M
YoY Change: -0.1%	*Gross Profit Margin: 36.8%*	*Adj. Segment Income Margin[1]: 18.8%*

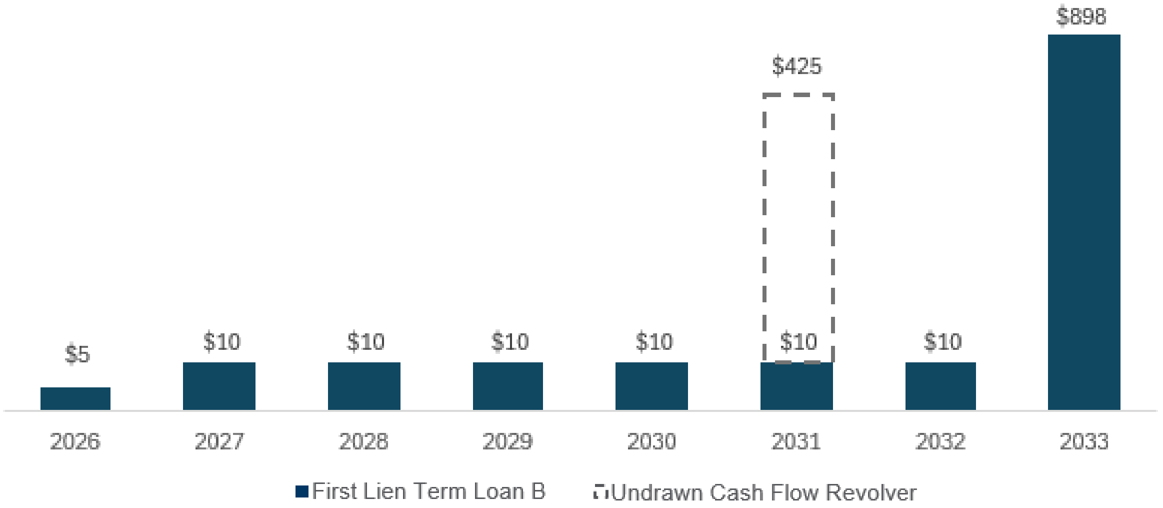
- Net price +1%, volume -6%, F/X +5%
- Europe +5%, Rest of World -9%
- Gross profit margin increased 130 bps YoY

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

Successful Debt Refinancing

Extended Maturities, Reduced Interest Expense

Debt Maturity Profile ($M)



Refinancing Highlights

Term Loan B

- ✓ Replaced the $955M First Lien Term Loan B due 2028 with a new $960M 7-year Term Loan B, extending the maturity to 2033
- ✓ Repriced to SOFR + 200 bps and removed the credit spread adjustment (CSA)
  - ✓ Reduces spread by 61 bps[1]
  - ✓ Lowers annual run-rate interest expense by ~$6M

Revolver

- ✓ Replaced the $425M ABL Revolver maturing 2028 with a new undrawn $425M 5-year Cash Flow Revolver maturing 2031
  - ✓ Significantly improves liquidity as ABL was constrained by borrowing base; full $425M liquidity now available

Credit Rating

- ✓ Moody's upgraded the Corporate Family Rating to Ba3
- ✓ S&P affirmed its BB issuer credit rating with a positive outlook

Refinancing extended debt maturities to 2031 / 2033, lowered annual interest expense by ~$6 million, and expanded total liquidity to over $900 million

HAYWARD SINCE 1925

1. Inclusive of 50 bps spread reduction and removal of 11.448 bps 1-month CSA (CSA of 26.161 and 71.513 bps for 3-month and 6-month tenors, respectively).

Balance Sheet and Cash Flow Highlights

BALANCE SHEET ($M)

	6/27/2026
Cash and cash equivalents	$304
Short-term investments	$179
Total debt principal	$965
Term debt (2033 maturity)[1]	$960
Cash flow revolver (2031 maturity)	$0
LTM adjusted EBITDA[2]	$311
Net leverage[3]	1.5x

$600M fixed rate, remainder variable

Blended interest rate of 5.7%[5]

>> Net leverage reduced from 2.1x to 1.5x YoY

>> No near-term debt maturities; $908M total liquidity[4]

CASH FLOW ($M)

	YTD 2026	YTD 2025
Cash flows from operating activities	$172	$188
Less capex[6]	($18)	($13)
Free cash flow[7]	$154	$175

>> Full year free cash flow outlook unchanged

1. $600M of the term debt is 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 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 $483 million plus availability under our credit facilities of $426 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.

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 ~4.4M shares for ~$64M in fiscal H1 2026 under $450M share repurchase authorization

4

DE-LEVERING

- Net leverage 1.5x, lowest level post IPO

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

FY 2026 Financial Outlook

Net sales up ~5% YoY

Adjusted diluted EPS[1] of $0.84 to $0.87, up ~9% to 13% YoY

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

Modeling assumptions:

- Net interest expense ~$45M
- 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 July 24, 2026.

1. Reconciliation for the full year fiscal 2026 adjusted diluted EPS and free cash flow guidance are not being provided, as 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.

Key Messages

1. Delivered another strong quarter; net sales +6% YoY in Q2, +9% in H1 2026
2. Focused execution of aftermarket growth strategies, operational excellence initiatives
3. Completed debt refinancing; extended maturities, reduced cost of capital, added flexibility
4. Reduced net leverage[1] to 1.5x, lowest since IPO in 2021, while increasing share repurchases
5. Maintained FY 2026 guidance

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.

COMPANY OVERVIEW

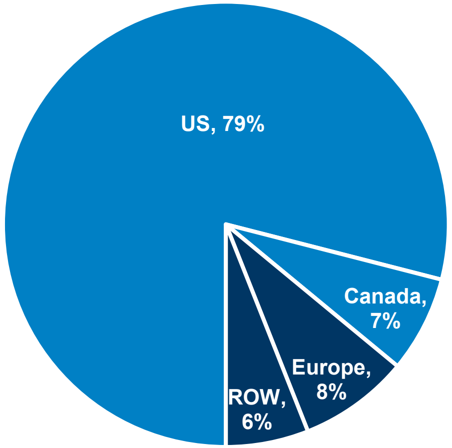
HAYWARD
SINCE 1925

Hayward at a Glance

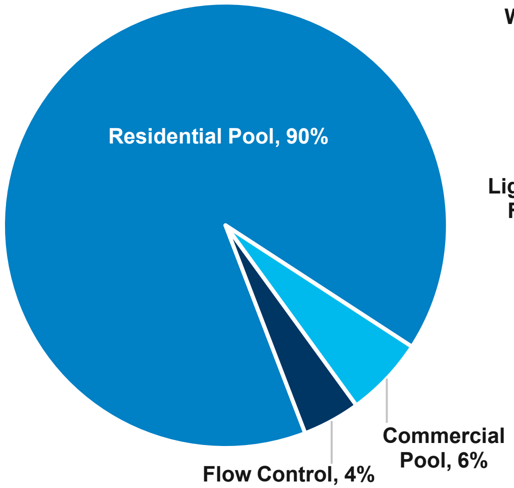
$1.12B 2025 Net Sales	**7%** Net Sales 6-year CAGR (2019-2025)
48.0% 2025 Gross Profit Margin	**~85%** of sales from aftermarket[2]
26.7% 2025 Adj. EBITDA[1] Margin	**10%** Adjusted EBITDA 6-year CAGR (2019-2025)[1]
>85% of global Net Sales U.S. manufactured	**>550** current / pending patents globally

- ✓ 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

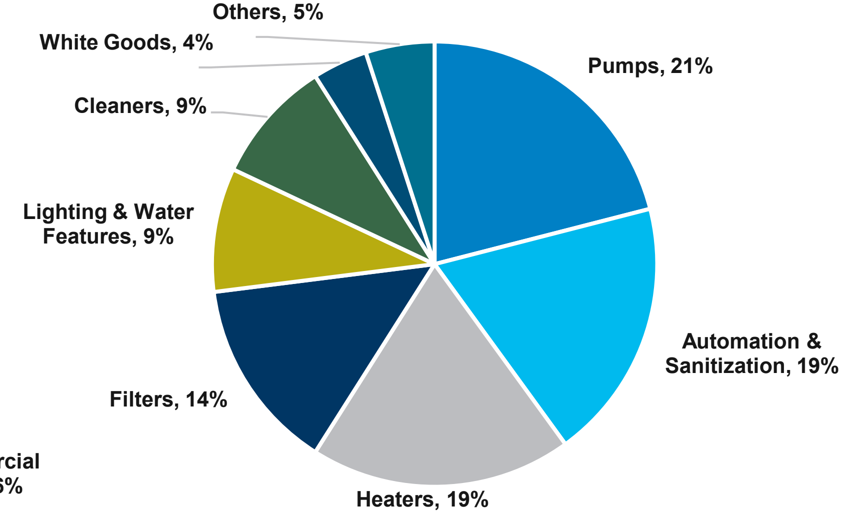
Net Sales by Segment[3]



Net Sales by End Market[3]



Net Sales by Product Category[3]



HAYWARD SINCE 1925

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.

Why Invest in Hayward?

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 ~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 margin 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

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.

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, early debt repayment

Attractive Long-Term Growth Dynamics

Secular Tailwinds	Industry Drivers	Competitive Advantages
✓ Healthy outdoor living ✓ Sunbelt migration ✓ "Smart home" IoT adoption ✓ Environmentally sustainable products	✓ Growing, aging installed base ✓ Non-discretionary aftermarket spending ✓ Demonstrated pricing power ✓ Conversion to connected product technologies	✓ Strong brand and installed base ✓ Technology leadership ✓ Operational excellence ✓ Multi-channel strength

HAYWARD IS WELL POSITIONED TO DRIVE COMPELLING LONG-TERM GROWTH

APPENDIX

Non-GAAP Reconciliations

Adjusted EBITDA & Adjusted EBITDA Margin Reconciliation

APPENDIX

(Dollars in thousands)	Three Months Ended		Six Months Ended	
	June 27, 2026	June 28, 2025	June 27, 2026	June 28, 2025
Net income	$ 45,617	$ 44,799	$ 68,976	$ 59,132
Depreciation	5,913	5,254	11,862	11,517
Amortization	8,247	8,631	16,428	17,166
Interest expense, net	16,981	13,650	28,488	27,301
Income taxes	13,644	14,640	20,399	18,988
Loss on debt extinguishment	1,836	—	2,037	—
EBITDA	92,238	86,974	148,190	134,104
Stock-based compensation [(a)]	—	11	—	57
Currency exchange items [(b)]	(505)	778	(581)	772
Acquisition and restructuring related expense, net [(c)]	748	1,565	1,253	3,491
Other [(d)]	234	(1,092)	234	(1,086)
Total Adjustments	477	1,262	906	3,234
Adjusted EBITDA	$ 92,715	$ 88,236	$ 149,096	$ 137,338
Net income margin	14.3 %	15.0 %	12.0 %	11.2 %
Adjusted EBITDA margin	29.1 %	29.5 %	26.0 %	26.0 %

(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 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 June 27, 2026 were primarily driven by $0.8 million of costs related to a restructuring action in E&RW.

Adjustments in the three months ended June 28, 2025 were primarily driven by $1.5 million of transaction and integration costs associated with the acquisition of ChlorKing and $0.2 million of termination benefits related to a reduction-in-force within E&RW, 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.

Adjustments in the six months ended June 27, 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 six months ended June 28, 2025 were primarily driven by $3.3 million of transaction and integration costs associated with the acquisition of the ChlorKing business, $0.2 million of separation costs for the consolidation of operations in North America and $0.2 million of termination benefits related to a reduction-in-force within E&RW, 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 and six months ended June 27, 2026 primarily included $0.2 million of non-recurring transition costs related to the restructuring in E&RW.

Adjustments in the three and six months ended June 28, 2025 primarily included $1.1 million of income from insurance proceeds related to flood damage associated with a hurricane at a contract manufacturing facility.

Adjusted EBITDA & Adjusted EBITDA Margin Last Twelve Months Reconciliation

APPENDIX

(Dollars in thousands)	Last Twelve Months[e]	Fiscal Year
	June 27, 2026	December 31, 2025
Net income	$ 161,414	$ 151,570
Depreciation	23,180	22,835
Amortization	33,713	34,451
Interest expense, net	51,469	50,282
Income taxes	34,478	33,067
Loss on debt extinguishment	2,037	—
EBITDA	306,291	292,205
Stock-based compensation [a]	—	57
Currency exchange items [b]	(1,274)	79
Acquisition and restructuring related expense, net [c]	1,648	3,886
Other [d]	4,372	3,052
Total Adjustments	4,746	7,074
Adjusted EBITDA	$ 311,037	$ 299,279
Net income margin	13.8 %	13.5 %
Adjusted EBITDA margin	26.6 %	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 June 27, 2026 were primarily driven by $1.1 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 June 27, 2026 were primarily driven by $4.3 million for the settlement of the securities class action litigation. Expenses beyond the $4.3 million related to this case are subject to insurance recoveries pursuant to the Company's retention amount with its insurance carriers. Other adjustments included $0.2 million of non-recurring transition costs related to the restructuring in E&RW, offset by $0.2 million of income from insurance proceeds related to flood damage associated with a hurricane at a contract manufacturing facility.

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 June 27, 2026 were calculated by adding the items for the six months ended June 27, 2026 plus fiscal year ended December 31, 2025 and subtracting the items for the six months ended June 28, 2025.

Adjusted Net Income & Adjusted EPS
Reconciliation

APPENDIX

(Dollars in thousands, except per share data)	Three Months Ended		Six Months Ended	
	June 27, 2026	June 28, 2025	June 27, 2026	June 28, 2025
Net income	$ 45,617	$ 44,799	$ 68,976	$ 59,132
Tax adjustments [(a)]	18	(9)	(258)	(192)
Other adjustments and amortization:				
Stock-based compensation [(b)]	—	11	—	57
Currency exchange items [(c)]	(505)	778	(581)	772
Acquisition and restructuring related expense, net [(d)]	748	1,565	1,253	3,491
Other [(e)]	234	(1,092)	234	(1,086)
Total other adjustments	477	1,262	906	3,234
Loss on debt extinguishment	1,836	—	2,037	—
Amortization	8,247	8,631	16,428	17,166
Debt refinancing fees [(f)]	5,186	—	5,186	—
Tax effect [(g)]	(3,621)	(2,438)	(5,676)	(5,008)
Adjusted net income	$ 57,760	$ 52,245	$ 87,599	$ 74,332
Net income margin	14.3 %	15.0 %	12.0 %	11.2 %
Adjusted net income margin	18.1 %	17.4 %	15.3 %	14.1 %
Weighted average number of common shares outstanding, basic	216,352,470	216,382,177	216,844,828	216,175,618
Weighted average number of common shares outstanding, diluted	220,806,675	221,834,188	221,606,626	221,856,056
Basic EPS	$ 0.21	$ 0.21	$ 0.32	$ 0.27
Diluted EPS	$ 0.21	$ 0.20	$ 0.31	$ 0.27
Adjusted basic EPS	$ 0.27	$ 0.24	$ 0.40	$ 0.34
Adjusted diluted EPS	$ 0.26	$ 0.24	$ 0.40	$ 0.34

(a) Tax adjustments for the three and six months ended June 27, 2026 reflected a normalized tax rate of 23.0% and 23.1%, respectively, compared to the Company's effective tax rate of 23.0% and 22.8%, respectively. The Company's effective tax rate for the three and six months ended June 27, 2026 approximated the normalized tax rate as the net impact of discrete tax items was not significant. Tax adjustments for the three and six months ended June 28, 2025 reflect a normalized tax rate of 24.6% and 24.6% compared to the Company's effective tax rate of 24.6% and 24.3%, respectively. The Company's effective tax rate for the three and six months ended June 28, 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 June 27, 2026 were primarily driven by $0.8 million of costs related to a restructuring action in E&RW.

Adjustments in the three months ended June 28, 2025 were primarily driven by $1.5 million of transaction and integration costs associated with the acquisition of ChlorKing and $0.2 million of termination benefits related to a reduction-in-force within E&RW, 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.

Adjustments in the six months ended June 27, 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 six months ended June 28, 2025 were primarily driven by $3.3 million of transaction and integration costs associated with the acquisition of the ChlorKing business, $0.2 million of separation costs for the consolidation of operations in North America and $0.2 million of termination benefits related to a reduction-in-force within E&RW, 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 and six months ended June 27, 2026 primarily included $0.2 million of non-recurring transition costs related to the restructuring in E&RW.

Adjustments in the three and six months ended June 28, 2025 primarily included $1.1 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.

Adjusted Segment Income Reconciliation

APPENDIX

(Dollars in thousands)

	Three Months Ended June 27, 2026		Three Months Ended June 28, 2025	
	NAM	E&RW	NAM	E&RW
Segment income	$ 90,214	$ 6,640	$ 83,374	$ 7,589
Depreciation	4,994	491	4,448	439
Amortization	1,885	—	1,761	—
Other [(a)]	—	234	(513)	—
Total adjustments	6,879	725	5,696	439
Adjusted segment income	$ 97,093	$ 7,365	$ 89,070	$ 8,028
Segment income margin	32.5 %	16.3 %	32.7 %	17.1 %
Adjusted segment income margin	35.0 %	18.1 %	34.9 %	18.1 %

(a) Adjustments in the three months ended June 27, 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 June 28, 2025 for NAM primarily included $0.5 million of income from insurance proceeds related to flood damage associated with a hurricane at a contract manufacturing facility.

(Dollars in thousands)

	Six Months Ended June 27, 2026		Six Months Ended June 28, 2025	
	NAM	E&RW	NAM	E&RW
Segment income	$ 140,720	$ 14,923	$ 126,828	$ 14,127
Depreciation	10,007	999	9,948	853
Amortization	3,701	—	3,461	—
Other [(a)]	—	234	(510)	—
Total adjustments	13,708	1,233	12,899	853
Adjusted segment income	$ 154,428	$ 16,156	$ 139,727	$ 14,980
Segment income margin	28.9 %	17.3 %	28.7 %	16.4 %
Adjusted segment income margin	31.7 %	18.8 %	31.6 %	17.4 %

(a) Adjustments in the six months ended June 27, 2026 for E&RW primarily included $0.2 million of non-recurring transition costs related to the restructuring in E&RW.

Adjustments in the six months ended June 28, 2025 for NAM primarily included $0.5 million of income from insurance proceeds related to flood damage associated with a hurricane at a contract manufacturing facility.

Net Leverage
Reconciliation

APPENDIX

(Dollars in thousands)	June 27, 2026	December 31, 2025
Term Facility, due June 23, 2033	$ 960,000	$ 955,000
Other bank debt	1,317	4,826
Finance lease obligations	3,904	3,639
Total Debt	$ 965,221	$ 963,465
Cash and cash equivalents	304,117	329,648
Short-term investments	179,263	69,462
Net Debt	$ 481,841	$ 564,355
Adjusted EBITDA	311,037	299,279
Net Leverage	1.5	1.9

THANK YOU

HAYWARD
SINCE 1925

