

FIRST QUARTER 2025 EARNINGS

May 1, 2025



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FIRST QUARTER 2025 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," "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 2025 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: 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; the imposition, or threat of imposition, of tariffs and other trade restrictions could adversely affect our business, including as a result of an adverse impact on general economic conditions; 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; misuse of its technology-enabled products could lead to reduced sales, liability claims or harm to its reputation; the impact of product manufacturing disruptions, including as a result of catastrophic and other events beyond Hayward's control; Hayward's ability to extend the maturity of its credit facilities; 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, maintain and effectively enforce 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, including as a result of new or increased tariffs; 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, or address the impacts of climate change; the outcome of litigation and governmental proceedings; uncertainties related to distribution channel inventory practices and its impact on sales volumes; Hayward's ability to realize cost savings from restructuring activities; and other factors set forth in Hayward's most recent Annual Report on Form 10-K.

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 Q1 2025 results ahead of expectations; net sales up 8% YoY
- 2 Net leverage¹ within target range at 2.8x during seasonally low cash collection period
- 3 Launched OmniX: innovative wireless solution to automate existing installed equipment
- 4 Executing action plans to mitigate the impact of tariffs
- 5 Confirming full year 2025 guidance

Financial Overview

	Q1 2025	YoY
Net Sales	\$228.8M	+8%
Gross Profit Margin	49.5%	+30 bps
Adj. EBITDA ¹	\$49.1M	+9%
Adj. EBITDA ¹ Margin	21.5%	+30 bps
Adj. Diluted EPS ¹	\$0.10	+25%

RESULTS REFLECT:

- Continued solid execution
- Positive net price realization and increased volumes
- Solid gross profit margin and adjusted EBITDA margin
- Targeted strategic growth investments

Tariff Impact and Mitigation Action Plans



Estimated Tariff Impact¹

- ✓ ~\$85M annualized cost increase
- ✓ ~\$30M cost increase for FY'25
 - ✓ Mostly related to China sourcing
 - ✓ Limited by partial year impact, mitigation actions, inventory on hand
- ✓ Assume incremental tariffs remain in place
 - ✓ 145% China, 10% Rest of World
- ✓ Assume exemptions under USMCA continue
- ✓ Working to significantly reduce the exposure



Tariff Mitigation Action Plans

- ✓ Mitigation
 - ✓ Accelerated cost reduction, productivity initiatives
 - ✓ Actioned structural supply chain alternatives
- China direct sourcing into the US going from ~10% to ~3% of COGS by year end 2025*
- ✓ Pricing
 - ✓ Implemented a 3% increase in NAM effective April and 4% effective June
 - ✓ Evaluating the need for additional pricing actions
 - ✓ Managing the channel, limits on ordering ahead

*Aggressively executing tariff mitigation action plans to support profitability
Expect incremental pricing to offset tariff-related volume pressure*

OmniX: Innovative IoT Automation Platform for the Aftermarket

Current OmniLogic

Centralized Controls for New Construction
(TAM: ~62K annual pool builds in the US¹)



New OmniX Platform

Decentralized Controls for the Aftermarket
(TAM: ~3.5M non-automated pools in the US²)



*Significant aftermarket opportunity: large TAM of ~3.5M non-automated pools in the US (~65% of the 5.4M installed base)
Compelling path for pool owners to add wireless IoT control*

First Quarter 2025 Financials

NET SALES OF \$228.8M

GROSS PROFIT OF \$113.4M

ADJ. EBITDA¹ OF \$49.1M

ADJ. DILUTED EPS¹ OF \$0.10

NET SALES +7.7% YoY

- Net price +3%
- Volume +3%
- Acquisition +3% (ChlorKing)
- FX -1%

GROSS PROFIT MARGIN OF 49.5%

- Increased 30 bps YoY
- NAM up 100 bps YoY
- ERW down 260 bps YoY, progressing as expected sequentially, up 360 bps from Q4'24

ADJ. EBITDA¹ MARGIN OF 21.5%

- Increased 30 bps YoY
- Disciplined cost control, targeted strategic investments in sales & marketing, customer service, advanced engineering

DILUTED EPS OF \$0.06; ADJ. DILUTED EPS¹ OF \$0.10

First Quarter 2025 Segment Overview

NORTH AMERICA

NET SALES	GROSS PROFIT	ADJ. SEGMENT INCOME ¹
\$187.1M	\$98.7M	\$50.7M
YoY Change: +7.9%	Gross Profit Margin: 52.8%	Adj. Segment Income Margin ¹ : 27.1%

- Net price +3%, volume +2%, M&A +3%
- US +9%, Canada -5%
- Gross margin increased 100 bps YoY

EUROPE & REST OF WORLD

NET SALES	GROSS PROFIT	ADJ. SEGMENT INCOME ¹
\$41.8M	\$14.6M	\$7.0M
YoY Change: +6.7%	Gross Profit Margin: 35.0%	Adj. Segment Income Margin ¹ : 16.6%

- Net price +1%, volume +8%, F/X -2%
- Europe +8%, Rest of World +3%
- Gross margin reduced 260 bps YoY, increased 360 bps sequentially from 31.4% in Q4'24

Balance Sheet and Cash Flow Highlights

BALANCE SHEET (\$M)

	3/29/2025
Cash and cash equivalents	\$181
Total debt principal	\$973
Term debt (2028 maturity) ¹	\$965
ABL revolver (2026 maturity)	\$0
LTM adjusted EBITDA ²	\$282
Net leverage ³	2.8x

\$600M fixed rate,
remainder variable
Blended interest
rate of 5.8%⁵

CASH FLOW (\$M)

	Q1 2025	Q1 2024
Cash flows from operating activities	(\$6)	(\$77)
Less capex	(\$6)	(\$6)
Free cash flow ⁶	(\$12)	(\$83)

- >> Net leverage reduced to 2.8x from 4.0x a year ago
- >> No near-term debt maturities; \$398M total liquidity⁴

- >> Q1 2025 cash flows from operating activities include \$99M in net proceeds from accounts receivable sales under a Receivables Purchase Agreement initiated in 2024

1. \$600M of the term debt is swapped with interest rate swap maturities in 2025 (\$250M) (to be replaced with 2028 maturities), 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.

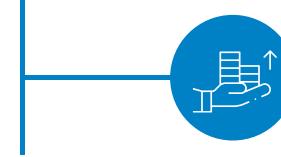
4. Total liquidity includes cash and equivalents of \$181 million plus availability under our credit facilities of \$217 million.
 5. Excluding financing fees and inclusive of the impact of the interest rate swaps.
 6. Free cash flow is calculated as net cash flows from operating activities less capital expenditures.

Capital Allocation Priorities



GROWTH INVESTMENTS

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



STRATEGIC M&A

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



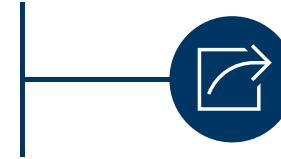
DE-LEVERING

- Debt repayment



RETURN TO SHAREHOLDERS

- \$400M remaining on existing \$450M authorization



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

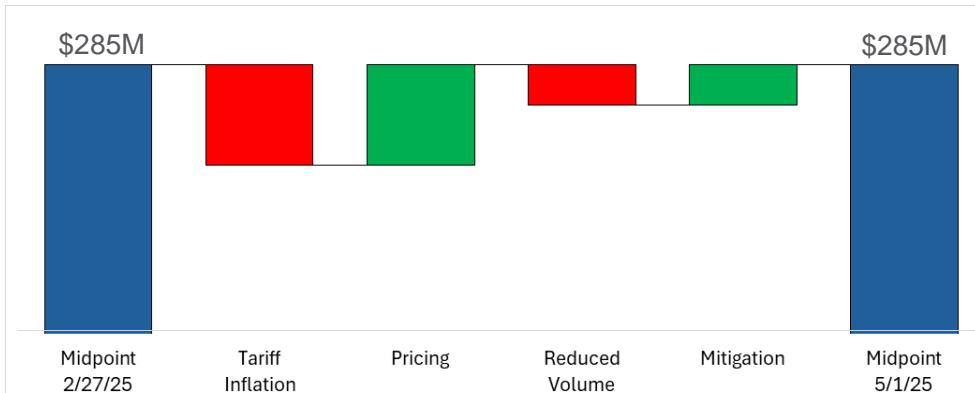
FY 2025 Financial Outlook

- Net sales of \$1.060B to \$1.100B
- Adjusted EBITDA¹ of \$280M to \$290M
- Free cash flow¹ of ~\$150M, >100% of net income

Modeling assumptions:

- Net interest expense ~\$50M
- Effective tax rate ~25% for the remainder of the year
- Capex ~\$35M

Adjusted EBITDA Guidance



OUTLOOK REFLECTS:

- Incremental pricing offset by increased macroeconomic uncertainty
- Resilient non-discretionary aftermarket maintenance
- Discretionary new construction, remodel, upgrade impacted by economic and interest rate environment
- Net price realization of ~5-6%
- Robust margins
- Solid cash flow generation

Key Messages

- 1 Q1 2025 results ahead of expectations; net sales up 8% YoY
- 2 Net leverage¹ within target range at 2.8x during seasonally low cash collection period
- 3 Launched OmniX: innovative wireless solution to automate existing installed equipment
- 4 Executing action plans to mitigate the impact of tariffs
- 5 Confirming full year 2025 guidance



COMPANY OVERVIEW

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Hayward at a Glance

\$1.05B

2024
Net Sales

50.5%

2024 Gross Profit
margin

26.4%

2024
Adj. EBITDA¹
margin

#1

products brand
amongst U.S. pool
professionals

~80%

of sales from
aftermarket²
historically

>550

current / pending
patents globally

~90%

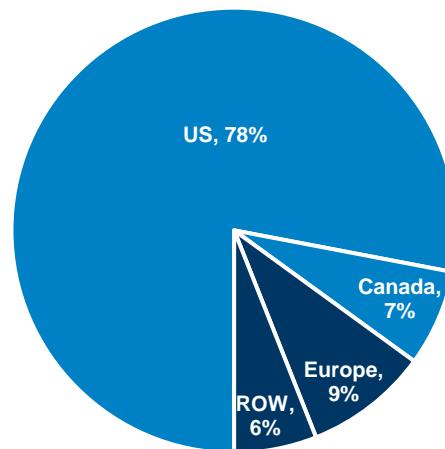
of products
associated with
sustainability
themes

94%

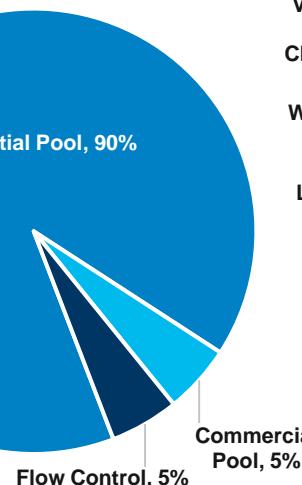
attach rate for the
Omni app²

- ✓ 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

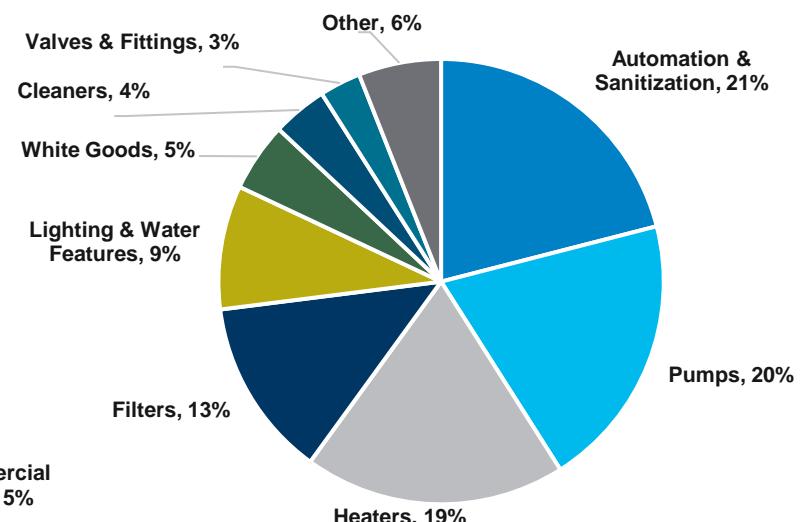
Net Sales by Segment³



Net Sales by End Market³



Net Sales by Product Category³



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 with agile manufacturing footprint
- Higher-margin technology product mix
- Leverage top-line growth, increase capacity utilization
- Price-cost management



Disciplined Capital Allocation

- Growth investments (products/technologies, customer programs, productivity)
- Strategic M&A and partnerships
- Balance sheet de-levering
- Return to shareholders

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

- Aftermarket¹ sales mix historically ~80%
- Majority non-discretionary purchases to maintain existing pools
- Early in the technology adoption cycle 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
- Gross margin ~50%, 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 2024 industry top quartile rating

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

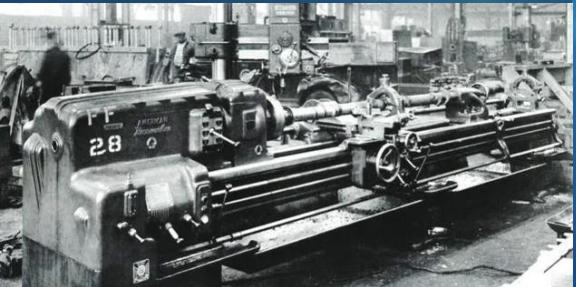
Competitive Advantages

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

HAYWARD IS WELL POSITIONED TO DRIVE COMPELLING LONG-TERM GROWTH

Celebrating 100 Years of Hayward

FROM HUMBLE BEGINNINGS TO GLOBAL PUBLIC COMPANY



Irving Hayward
Establishes Hayward

1925



Oscar Davis
Acquires Hayward &
Enters Pool Market

1960s



Hayward IPO
NYSE: HAYW

2021



Hayward Celebrating
100 Years

Today



APPENDIX

Non-GAAP Reconciliations

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Adjusted EBITDA & Adjusted EBITDA Margin Reconciliation

APPENDIX

(Dollars in thousands)	Three Months Ended	
	March 29, 2025	March 30, 2024
Net income	\$ 14,333	\$ 9,840
Depreciation	6,263	4,310
Amortization	8,535	8,543
Interest expense, net	13,651	18,592
Income taxes	4,348	3,065
EBITDA	<u>47,130</u>	<u>44,350</u>
Stock-based compensation ^(a)	46	190
Currency exchange items ^(b)	(6)	54
Acquisition and restructuring related expense, net ^(c)	1,926	504
Other ^(d)	6	(57)
Total Adjustments	<u>1,972</u>	<u>691</u>
Adjusted EBITDA	<u><u>\$ 49,102</u></u>	<u><u>\$ 45,041</u></u>

Net income margin	6.3 %	4.6 %
Adjusted EBITDA margin	21.5 %	21.2 %

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

(c) Adjustments in the three months ended March 29, 2025 are primarily driven by \$1.7 million of transaction and integration costs associated with the acquisition of the ChlorKing business and \$0.2 million of separation costs for the consolidation of operations in North America.

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.

(d) Adjustments in the three months ended March 29, 2025 are primarily driven by losses on the sale of assets.

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 litigation.

Adjusted EBITDA & Adjusted EBITDA Margin Last Twelve Months Reconciliation

APPENDIX

(Dollars in thousands)	Last Twelve Months ^(e)		Fiscal Year
	March 29, 2025	December 31, 2024	
Net income	\$ 123,148	\$ 118,655	
Depreciation	22,031	20,078	
Amortization	35,775	35,783	
Interest expense, net	57,222	62,163	
Income taxes	26,810	25,527	
Loss on debt extinguishment	4,926	4,926	
EBITDA	269,912	267,132	
Stock-based compensation ^(a)	464	608	
Currency exchange items ^(b)	(896)	(836)	
Acquisition and restructuring related expense, net ^(c)	7,886	6,464	
Other ^(d)	4,142	4,079	
Total Adjustments	11,596	10,315	
Adjusted EBITDA	<u>\$ 281,508</u>	<u>\$ 277,447</u>	
Net income margin	11.5 %	11.3 %	
Adjusted EBITDA margin	26.4 %	26.4 %	

(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 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 twelve months ended March 29, 2025 primarily include \$4.7 million of compensation expenses for the retention of key employees acquired in the ChlorKing acquisition. Pursuant to the ChlorKing acquisition agreement, this \$4.7 million was part of a total \$6.3 million employee retention payment that was deposited into an escrow account on the date of acquisition. The full amount held in escrow will be released to the specified key employees if such employees are employed by Hayward on the one-year anniversary of the acquisition. These payments are contingent on continued employment and are not dependent on the achievement of any metric or performance measure. The retention costs will be recognized over the twelve-month period from the date of acquisition. Further, other adjustments include \$1.3 million of transaction and integration costs associated with the acquisition of the ChlorKing business, \$0.9 million of termination benefits related to a reduction-in-force within E&RW, \$0.4 million of costs to finalize restructuring actions initiated in prior years, \$0.3 million of separation and other costs associated with the centralization and consolidation of operations in Europe and \$0.2 million of separation costs associated with the consolidation of operations in North America.

Adjustments in the year ended December 31, 2024 are primarily driven by \$3.2 million of compensation expenses for the retention of key employees acquired in the ChlorKing acquisition. Pursuant to the ChlorKing acquisition agreement, this \$3.2 million was part of a total \$6.3 million employee retention payment that was deposited into an escrow account on the date of acquisition. The full amount held in escrow will be released to the specified key employees if such employees are employed by Hayward on the one-year anniversary of the acquisition. These payments are contingent on continued employment and are not dependent on the achievement of any metric or performance measure. The retention costs will be recognized over the twelve-month period from the date of acquisition. Further, other adjustments for the year ended December 31, 2024 include \$1.1 million of transaction and integration costs associated with the acquisition of the ChlorKing business, \$0.9 million of termination benefits related to a reduction-in-force within E&RW, \$0.8 million of separation and other costs associated with the centralization and consolidation of operations in Europe and \$0.4 million of costs to finalize restructuring actions initiated in prior years.

(d) Adjustments in the last twelve months ended March 29, 2025 are primarily driven by a \$3.3 million increase in cost of goods sold resulting from the fair value inventory step-up adjustment recognized as part of the purchase accounting for the acquisition of the ChlorKing business, \$0.7 million of costs sustained from flood damage associated with a hurricane at a contract manufacturing facility and \$0.5 million of costs incurred related to litigation, partially offset by \$0.4 million of gains on the sale of assets.

Adjustments in the year ended December 31, 2024 are primarily driven by a \$3.3 million increase in cost of goods sold resulting from the fair value inventory step-up adjustment recognized as part of the purchase accounting for the acquisition of the ChlorKing business, \$0.7 million of costs sustained from flood damage associated with a hurricane at a contract manufacturing facility and \$0.5 million of costs incurred related to litigation, partially offset by \$0.5 million of gains on the sale of assets.

(e) Items for the last twelve months ended March 29, 2025 are calculated by adding the items for the three months ended March 29, 2025 plus fiscal year ended December 31, 2024 and subtracting the items for the three months ended March 30, 2024.

Adjusted Net Income & Adjusted EPS Reconciliation

APPENDIX

(Dollars in thousands, except per share data)

	Three Months Ended	
	March 29, 2025	March 30, 2024
Net income	\$ 14,333	\$ 9,840
Tax adjustments ^(a)	(182)	(147)
Other adjustments and amortization:		
Stock-based compensation ^(b)	46	190
Currency exchange items ^(c)	(6)	54
Acquisition and restructuring related expense, net ^(d)	1,926	504
Other ^(e)	6	(57)
Total other adjustments	1,972	691
Amortization	8,535	8,543
Tax effect ^(f)	(2,548)	(2,298)
Adjusted net income	<u>\$ 22,110</u>	<u>\$ 16,629</u>
Weighted average number of common shares outstanding, basic	215,962,018	214,357,439
Weighted average number of common shares outstanding, diluted	221,851,399	221,076,443
Basic EPS	\$ 0.07	\$ 0.05
Diluted EPS	\$ 0.06	\$ 0.04
Adjusted basic EPS	\$ 0.10	\$ 0.08
Adjusted diluted EPS	\$ 0.10	\$ 0.08

(a) Tax adjustments for the three months ended March 29, 2025 reflect a normalized tax rate of 24.3% compared to the Company's effective tax rate of 23.3%. The Company's effective tax rate for the three months ended March 29, 2025 primarily includes the tax benefits resulting from stock compensation. 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.

(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 March 29, 2025 are primarily driven by \$1.7 million of transaction and integration costs associated with the acquisition of the ChlorKing business and \$0.2 million of separation costs for the consolidation of operations in North America.

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.

(e) Adjustments in the three months ended March 29, 2025 are primarily driven by losses on the sale of assets.

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 litigation.

(f) The tax effect represents 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		Three Months Ended	
	March 29, 2025		March 30, 2024	
	NAM	E&RW	NAM	E&RW
Segment income	\$ 43,454	\$ 6,538	\$ 39,742	\$ 6,036
Depreciation	5,500	414	3,887	257
Amortization	1,700	—	1,643	—
Stock-based compensation	—	—	12	10
Other ^(a)	3	—	19	—
Total adjustments	7,203	414	5,561	267
Adjusted segment income	<u>\$ 50,657</u>	<u>\$ 6,952</u>	<u>\$ 45,303</u>	<u>\$ 6,303</u>
Segment income margin %	23.2 %	15.7 %	22.9 %	15.4 %
Adjusted segment income margin %	27.1 %	16.6 %	26.1 %	16.1 %

(a) The three months ended March 29, 2025 and March 30, 2024 represents losses on the sale of assets, which the Company believes are not representative of its ongoing business operations.



THANK YOU

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