20220630325587

Styrelsen

Car-O-Liner Group AB

Org nr 556695-7675

får härmed avge

Årsredovisning

för räkenskapsåret 1 januari - 31 december 2021

Innehåll: **sida**

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Fastställelseintyg

Undertecknad styrelseledamot i Car-O-Liner Group AB intygar att resultaträkningen och balansräkningen i årsredovisningen har fastställts på årsstämma den **2022-06-16**

Årsstämman beslutade att godkänna styrelsens förslag till hur vinsten ska fördelas.

Jag intygar också att innehållet i årsredovisningen och revisionsberättelsen stämmer överens med originalen.

Göteborg 2022-06-28

Joacim Einvall

20220630325888

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Org nr 556695-7675

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Förvaltningsberättelse

Allmänt om verksamheten

Car-O-Liner Group AB, med säte i Göteborg, ingår i en koncern vars affärsidé är att genom unik know-how, bidra till ökad produktivitet och vinstgenerering för bilskadeverkstäder och lastbilsverkstäder genom att erbjuda kunderna avancerad teknisk utrustning för mätning, riktning, svetsning samt relaterade tjänster. Koncernen har hela världen som marknad och hör till de ledande företagen i branschen.

Utveckling av företagets verksamhet, resultat och ställning (Tkr)

Ekonomisk översikt (TKR)	*2021*	*2020*	*2019*	*2018*	*2017*
Nettoomsättning	652 164	474 370	591 909	589 803	593 215
Resultat efter finansnetto	96 595	59 824	91 403	47 383	48 322
Balansomslutning	528 108	426 294	358 645	325 049	398 193
Antal anställda	210	180	197	210	196
Soliditet %	*70%*	*70%*	*69%*	*51%*	*33%*
Avkastning på eget kapital %	*26%*	*20%*	*37%*	*29%*	*37%*
Avkastning på totalt kapital %	*18%*	*10%*	*21%*	*17%*	*12%*

Se nyckeltalsdefinitioner i Not 33

Väsentliga händelser under räkenskapsåret och efter dess utgång

Bolaget har under 2021 haft en stark återhämtning efter Covid-19 utbrottet på såväl orderingång samt produktionstakt. Vi har särskilt beaktat hur effekten av oroligheterna i världen kan komma att påverka bolagets framtida utveckling och risker som kan påverka den finansiella rapporteringen framåt. Vi kan i dagsläget inte bedöma de totala effekterna, men följer utvecklingen framåt avseende ökade råvaru- samt transportkostnader.

Förväntad framtida utveckling och väsentliga risker och osäkerhetsfaktorer

Bolagets etablering inom segmenten personbilar och lätta och tunga fordon i kombination med omfattande geografiska spridning ger en god riskspridning. Verksamheten bedrivs direkt mot OEM, distributörer och andra direkta slutkunder vilket också medför en riskspridning av verksamheten.

Ägarförhållanden

Bolaget är helägt dotterbolag till SNA Europe Holdings BV, org nr 61532282. Ägande bolag längst upp i koncernen är Snap-on Incorporated (org nr: #0280021), noterad på US New York Stock Exchange.
Bolaget är moderbolag i en koncern men upprättar ingen koncernredovisning med hänvisning till ÅRL 7 kap 2 §.
Koncernredovisning upprättas av Snap-on Incorporated (US - Delaware) #0280021.

Forskning och utveckling

Bolaget bedriver utveckling av nya produkter och programvaror. Kostnaderna för utveckling har belastat resultatet. Utvecklingskostnaderna uppgick under räkenskapsåret till ca 6,1% (4,9%) av de totala rörelsekostnaderna.

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Hållbarhetsrapport

Miljöpåverkan

Car-O-Liner Group AB bedriver anmälningspliktig verksamhet enligt miljöbalken. Vi arbetar med förebyggande åtgärder mot utsläpp av olja och kemikalier genom att följa av Kungsörs kommun godkänt program för egenkontroll som innefattar kontroll och underhållsinstruktioner av den utrustning och de lagrings/avfallsplatser där risk för utsläpp finns. Två gånger per år görs en identifiering och bedömning av miljöaspekter. Utifrån förändringar i verksamhet, processer och produktsortiment bedöms huruvida listan över miljöaspekter skall förändras samt om värderingen av aspekterna är korrekta. Sveriges 16 miljömål fungerar som vägledning. Värdering av miljöaspekter sker utifrån ett livscykelperspektiv - från råvara till utsläpp eller avfall. Värderingen sker på två områden, konsekvens och omfattning.

För de miljöaspekter som bedöms som betydande dokumenteras miljömål och handlingsplaner. Nyckeltal för dessa tas fram och följs kontinuerligt på ledningsnivå. Under 2021 har vi följt nyckeltal för fraktoptimering och förbrukade kilowattimmar (kWh) el per direkta arbetstimmar. Uppsatt mål för fraktoptimering var att fraktkostnaderna skulle uppgå till högst 3 % av totala kostnad för sålda varor. Under 2021 uppgick förbrukningen till 3,56 %. Målet för förbrukade kilowattimmar (kWh) el per direkta arbetstimmar var satt till 49 kWh. Under 2021 var genomsnittlig förbrukning 40 kWh per direkt arbetstimme.

Sociala förhållanden och personal

Personalens hälsa och välmående är en prioritet på Car-O-Liner och vi arbetar utifrån företagets Hälso-, Säkerhets- och Miljöpolicy. Vi erbjuder friskvårdsbidrag till samtliga medarbetare samt ordnar företagshälsovård för förebyggande och hälsofrämjande arbete för arbetsrelaterade sjukdomar, exempelvis tillhandahålls årlig influensavaccination och hälsokontroller vid behov. Orsakerna till sjukfrånvaro kartläggs och ett aktivt arbete med rehabiliteringsinsatser sker i ett tidigt skede för att minska sjukfrånvaron och risken för långtidssjukskrivningar i organisationen.

Respekt för mänskliga rättigheter

Car-O-Liner arbetar för flera av de mänskliga rättigheterna och har stort fokus på motverkande av diskriminering. Vi följer den koncerngemenamma uppförandekoden i Snap-On, Code of Conduct, samt företagets Likabehandlingspolicy som bland annat anger att mångfald ska vara ett självklart och naturligt inslag i vår verksamhet, där alla medarbetare ska ha samma möjligheter utifrån sin kompetens, erfarenhet och prestation oavsett kön, religion, funktionshinder, sexuell läggning etc. Likabehandlingspolicyn har kommunicerats och diskuterats på platsmöten under 2021 och vi arbetar för att öka kunskapen och medvetenheten inom organisationen för att förebygga diskriminering. Samtliga medarbetare inom berörda funktioner genomgår dessutom en koncerngemensam utbildning i "Eliminating Forced Labor, Slavery, and Human Trafficking from the Global Supply Chain" med fokus på respekt för mänskliga rättigheter i ett större perspektiv, som komplement till vår uppförandekods riktlinjer på samma område. Under 2021 har inga fall av diskriminering rapporterats.

Motverkande av korruption

Car-O-Liner följer de koncerngemensamma riktlinjer kring mutor, korruption och pengatvätt som finns angivna i uppförandekoden. För att ytterligare öka medvetenheten kring korruption och dess risker, går samtliga nya medarbetare även en utbildning i "Global Bribery and Corruption Awareness and Anti-Corruption Certification" som innebär en fördjupning i företagets policy. Vidare har vi en affärsetisk telefonjour där medarbetare kan lämna konfidentiella rapporter om problem som berör företagets bokföring, revision och andra finansiella frågor. Under 2021 har inga fall av korruption observerats.

Förslag till disposition av företagets vinst

Styrelsen föreslår att fritt eget kapital, 327 149 tkr, disponeras enligt följande:

Balanseras i ny räkning	327 149
Summa	327 149

Vad beträffar resultat och ställning i övrigt, hänvisas till efterföljande resultat- och balansräkningar med tillhörande noter.

Car-O-Liner Group AB

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Resultaträkning

Belopp i Tkr	*Not*	*2021*	*2020*
Nettoomsättning	1	652 164	474 370
Övriga rörelseintäkter	2	6 948	12 769
		659 112	487 139
Rörelsens kostnader			
Råvaror och förnödenheter		-325 724	-240 371
Övriga externa kostnader	3, 7	-89 462	-75 019
Personalkostnader	5	-143 208	-123 018
Av- och nedskrivningar av anläggningstillgångar	4	-5 458	-4 616
Övriga rörelsekostnader	6	–	-227
Rörelseresultat		95 260	43 888
Resultat från finansiella poster			
Resultat från andelar i koncernföretag	8	1 269	15 970
Resultat från andelar i intresseföretag	9	92	–
Övriga ränteintäkter och liknande resultatposter	10	47	37
Räntekostnader och liknande resultatposter	11	-73	-71
Resultat efter finansiella poster		96 595	59 824
Bokslutsdispositioner			
Bokslutsdispositioner	12	-2 835	160
Resultat före skatt		93 760	59 984
Skatt på årets resultat	13	-22 170	-11 023
Årets resultat		71 590	48 961

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Balansräkning

Belopp i Tkr	*Not*	*2021-12-31*	*2020-12-31*
TILLGÅNGAR			
Anläggningstillgångar			
Immateriella anläggningstillgångar			
Licenser, varumärken samt liknande rättigheter	14	5 397	6 857
		5 397	6 857
Materiella anläggningstillgångar			
Byggnader och mark	15	1 805	1 845
Maskiner och andra tekniska anläggningar	16	8 100	5 634
Inventarier, verktyg och installationer	17	8 027	8 784
Pågående nyanläggningar och förskott avseende materiella anläggningstillgångar	18	2 857	2 008
		20 789	18 271
Finansiella anläggningstillgångar			
Andelar i koncernföretag	19	56 776	56 762
Andelar i intresseföretag	20	933	933
Uppskjuten skattefordran	21	5 346	5 443
Andra långfristiga fordringar		215	170
		63 270	63 308
Summa anläggningstillgångar		89 456	88 436
Omsättningstillgångar			
Varulager m m	22		
Färdiga varor och handelsvaror		151 124	125 319
Pågående arbete för annans räkning		696	327
		151 820	125 646
Kortfristiga fordringar			
Kundfordringar		30 421	20 740
Fordringar hos koncernföretag		246 555	181 767
Övriga fordringar		6 885	6 134
Förutbetalda kostnader och upplupna intäkter	23	2 542	3 258
		286 403	211 899
Kassa och bank			
Kassa och bank	24	429	313
		429	313
Summa omsättningstillgångar		438 652	337 858
SUMMA TILLGÅNGAR		528 108	426 294

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Balansräkning

Belopp i Tkr	*Not*	*2021-12-31*	*2020-12-31*
EGET KAPITAL OCH SKULDER			
Eget kapital			
Bundet eget kapital			
Aktiekapital	25	668	668
		668	668
Fritt eget kapital			
Balanserat resultat		255 560	206 599
Årets resultat		71 589	48 961
		327 149	255 560
		327 817	256 228
Obeskattade reserver	26		
Ackumulerade överavskrivningar		6 705	3 870
Periodiseringsfonder		47 860	47 860
		54 565	51 730
Avsättningar			
Övriga avsättningar	27	8 643	11 731
		8 643	11 731
Kortfristiga skulder			
Förskott från kunder		3 165	620
Leverantörsskulder		54 497	41 112
Skulder till koncernföretag		18 582	13 870
Aktuell skatteskuld		17 290	15 888
Övriga skulder		4 431	4 148
Upplupna kostnader och förutbetalda intäkter	28	39 118	30 967
		137 083	106 605
SUMMA EGET KAPITAL OCH SKULDER		528 108	426 294

Rapport över förändringar i eget kapital

Belopp i Tkr

2020-12-31	**Bundet eget kapital**	**Fritt eget kapital**	
	Aktiekapital	*Balanserat resultat inklusive årets resultat*	*Summa eget kapital*
Ingående balans	668	206 599	207 267
Årets resultat		48 961	48 961
Vid årets utgång	668	255 560	256 228

2021-12-31	**Bundet eget kapital**	**Fritt eget kapital**	
	Aktiekapital	*Balanserat resultat inklusive årets resultat*	*Summa eget kapital*
Ingående balans	668	255 560	256 228
Årets resultat		71 589	71 589
Vid årets utgång	668	327 149	327 817

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Kassaflödesanalys

Belopp i Tkr		*2021*	*2020*
Den löpande verksamheten			
Resultat efter finansiella poster		96 595	59 824
Justering för poster som inte ingår i kassaflödet	31	1 075	-7 313
		97 670	52 511
Betald inkomstskatt		-20 671	-9 006
Kassaflöde från den löpande verksamheten före förändringar av rörelsekapital		76 999	43 505
Förändringar i rörelsekapital			
Ökning(-)/Minskning(+) av varulager		-26 174	-16 101
Ökning(-)/Minskning(+) av rörelsefordringar		-9 716	5 555
Ökning(+)/Minskning(-) av rörelseskulder		24 364	1 854
Kassaflöde från den löpande verksamheten		65 473	34 813
Investeringsverksamheten			
Förvärv av immateriella anläggningstillgångar		–	-5 736
Förvärv av materiella anläggningstillgångar		-6 520	-4 131
Avyttring av materiella anläggningstillgångar		29	225
Förvärv av andra finansiella tillgångar		-45	37
Avyttring av koncernföretag		–	14 786
Kassaflöde från investeringsverksamheten		-6 536	5 181
Finansieringsverksamheten			
Förändring koncernmellanhavanden		-58 821	-40 451
Kassaflöde från finansieringsverksamheten		-58 821	-40 451
Årets kassaflöde		116	-457
Likvida medel vid årets början		313	770
Likvida medel vid årets slut	24	429	313

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Redovisningsprinciper och noter

Belopp i Tkr om inget annat anges

Redovisningsprinciper
Årsredovisningen har upprättats i enlighet med årsredovisningslagen och Bokföringsnämndens allmänna råd BFNAR 2012:1 Årsredovisning och koncernredovisning (K3).
Redovisningsprinciper är oförändrade jämfört med föregående år.

Tillgångar, avsättningar och skulder har värderats till anskaffningsvärden om inget annat anges nedan.

Immateriella tillgångar
Utgifter för forskning och utveckling
Utgifter för forskning, dvs. planerat och systematiskt sökande i syfte att erhålla ny vetenskaplig eller teknisk kunskap och insikt, redovisas som kostnad när de uppkommer.

Övriga immateriella anläggningstillgångar
Övriga immateriella anläggningstillgångar som förvärvats är redovisade till anskaffningsvärde minskat med ackumulerade avskrivningar och nedskrivningar.
Utgifter för internt genererad goodwill och varumärken redovisas i resultaträkningen som kostnad när de uppkommer.

Avskrivningar
Avskrivning sker linjärt över tillgångens beräknade nyttjandeperiod. Avskrivningen redovisas som kostnad i resultaträkningen.

Förvärvade immateriella tillgångar	*Nyttjandeperiod*
Övriga immateriella anläggningstillgångar	5-10 år

Materiella anläggningstillgångar
Materiella anläggningstillgångar redovisas till anskaffningsvärde minskat med ackumulerade avskrivningar och nedskrivningar. I anskaffningsvärdet ingår förutom inköpspriset även utgifter som är direkt hänförliga till förvärvet.

Tillkommande utgifter
Tillkommande utgifter som uppfyller tillgångskriteriet räknas in i tillgångens redovisade värde.
Utgifter för löpande underhåll och reparationer redovisas som kostnader när de uppkommer.

Avskrivningar
Avskrivning sker linjärt över tillgångens beräknade nyttjandeperiod eftersom det återspeglar den förväntade förbrukningen av tillgångens framtida ekonomiska fördelar. Avskrivningen redovisas som kostnad i resultaträkningen.

	Nyttjandeperiod
Inventarier, verktyg och installationer	3-10 år
Maskiner och andra tekniska anläggningar	5-10 år
Byggnader och mark	20-100 år
Markanläggningar	20 år

Leasing
Leasetagare
Alla leasingavtal redovisas som operationella leasingavtal.

Operationella leasingavtal
Leasingavgifterna enligt operationella leasingavtal, inklusive förhöjd förstagångshyra men exklusive utgifter för tjänster som försäkring och underhåll, redovisas som kostnad linjärt över leasingperioden.

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Utländsk valuta
Poster i utländsk valuta
Monetära poster i utländsk valuta räknas om till balansdagens kurs. Icke-monetära poster räknas inte om utan redovisas till kursen vid anskaffningstillfället.

Valutakursdifferenser som uppkommer vid reglering eller omräkning av monetära poster redovisas i resultaträkningen det räkenskapsår de uppkommer.

Varulager
Varulagret är upptaget till det lägsta av anskaffningsvärdet och nettoförsäljningsvärdet. Därvid har inkuransrisk beaktats i det bokförda värdet. Anskaffningsvärdet beräknas enligt först in- först ut-principen. I anskaffningsvärdet ingår förutom utgifter för inköp även utgifter för att bringa varorna till deras aktuella plats och skick.

I egentillverkade halv- och helfabrikat består anskaffningsvärdet av direkta tillverkningskostnader och de indirekta kostnader som utgör mer än en oväsentlig del av den sammanlagda utgiften för tillverkningen. Vid värdering har hänsyn tagits till normalt kapacitetsutnyttjande.

Finansiella instrument
Finansiella instrument som redovisas i balansräkningen inkluderar värdepapper, kundfordringar och övriga fordringar, kortfristiga placeringar, leverantörsskulder, och låneskulder. Instrumenten redovisas i balansräkningen när bolaget blir part i instrumentets avtalsmässiga villkor.
Finansiella tillgångar tas bort från balansräkningen när rätten att erhålla kassaflöden från instrumentet har löpt ut eller överförts och koncernen har överfört i stort sett alla risker och förmåner som är förknippade med äganderätten.
Finansiella skulder tas bort från balansräkningen när förpliktelserna har reglerats eller på annat sätt upphört.

Säkringsredovisning
Säkringsredovisning tillämpas för derivatinstrument som ingår i ett dokumenterat säkringssamband. För att uppfylla kraven på säkringsredovisning krävs att det finns en tydlig koppling till den säkrade posten och att säkringen effektivt skyddar den säkrade positionen. Vinster och förluster avseende säkringar redovisas vid samma tidpunkt som vinster och förluster på de poster som säkrats. Säkringsredovisningen upphör när säkringsinstrumentet förfaller, säljs, avvecklas eller löses in samt när säkringen inte längre uppfyller villkoren för säkringsredovisning.

Andelar i dotterföretag och intresseföretag
Andelar i dotterföretag, intresseföretag, gemensamt styrda företag och företag det finns ägarintresse i redovisas till anskaffningsvärde minskat med ackumulerade nedskrivningar.
I anskaffningsvärdet ingår förutom inköpspriset även utgifter som är direkt hänförliga till förvärvet.

Ersättningar till anställda
Ersättningar till anställda efter avslutad anställning
Vid avgiftsbestämda planer betalas fastställda avgifter till ett annat företag, normalt ett försäkringsföretag, och företaget har inte längre någon förpliktelse till den anställde när avgiften är betald. Storleken på den anställdes ersättningar efter avslutad anställning är beroende av de avgifter som har betalats och den kapitalavkastning som avgifterna ger.

Avgiftsbestämda planer
Avgifterna för avgiftsbestämda planer redovisas som kostnad. Obetalda avgifter redovisas som skuld.

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Skatt
Skatt på årets resultat i resultaträkningen består av aktuell skatt och uppskjuten skatt. Aktuell skatt är inkomstskatt för innevarande räkenskapsår som avser årets skattepliktiga resultat och den del av tidigare räkenskapsårs inkomstskatt som ännu inte har redovisats. Uppskjuten skatt är inkomstskatt för skattepliktigt resultat avseende framtida räkenskapsår till följd av tidigare transaktioner eller händelser.
Uppskjuten skatteskuld redovisas för alla skattepliktiga temporära skillnader, dock särredovisas inte uppskjuten skatt hänförlig till obeskattade reserver eftersom obeskattade reserver redovisas som en egen post i balansräkningen. Uppskjuten skattefordran redovisas för avdragsgilla temporära skillnader och för möjligheten att i framtiden använda skattemässiga underskottsavdrag. Värderingen baseras på hur det redovisade värdet för motsvarande tillgång eller skuld förväntas återvinnas respektive regleras. Beloppen baseras på de skattesatser och skatteregler som är beslutade per balansdagen och har inte nuvärdeberäknats.

Avsättningar
En avsättning redovisas i balansräkningen när företaget har en legal eller informell förpliktelse till följd av en inträffad händelse och det är sannolikt att ett utflöde av resurser krävs för att reglera förpliktelsen och en tillförlitlig uppskattning av beloppet kan göras.

Vid första redovisningstillfället värderas avsättningar till den bästa uppskattningen av det belopp som kommer att krävas för att reglera förpliktelsen på balansdagen. Avsättningarna omprövas varje balansdag.

Intäkter
Det inflöde av ekonomiska fördelar som företaget erhållit eller kommer att erhålla för egen räkning redovisas som intäkt. Intäkter värderas till verkliga värdet av det som erhållits eller kommer att erhållas, med avdrag för rabatter.

Försäljning av varor
Vid försäljning av varor redovisas en intäkt när följande kriterier är uppfyllda:
- De ekonomiska fördelarna som är förknippade med transaktionen sannolikt kommer att tillfalla företaget,
- Inkomsten kan beräknas på ett tillförlitligt sätt,
- Företaget har överfört de väsentliga riskerna och fördelarna som är förknippade med varornas ägande till köparen,
- Företaget har inte längre ett sådant engagemang i den löpande förvaltningen som vanligtvis förknippas med ägande och utövar inte heller någon reell kontroll över de sålda varorna, samt
- De utgifter som har uppkommit eller förväntas uppkomma till följd av transaktionen kan beräknas på ett tillförlitligt sätt.

Försäljning av programlicenser
Intäkterna redovisas löpande under licensperioden.

Koncernbidrag och aktieägartillskott
Koncernbidrag som erhållits/lämnats redovisas som en bokslutsdisposition i resultaträkningen. Det erhållna/lämnade koncernbidraget har påverkat företagets aktuella skatt.

Kassaflödesanalys
Kassaflödesanalysen upprättas enligt indirekt metod. Det redovisade kassaflödet omfattar endast transaktioner som medfört in- eller utbetalningar.
Som likvida medel klassificerar företaget, förutom kassamedel, disponibla tillgodohavanden hos banker och andra kreditinstitut samt kortfristiga likvida placeringar som är noterade på en marknadsplats och har en kortare löptid än tre månader från anskaffningstidpunkten. Förändringar i spärrade medel redovisas i investeringsverksamheten.

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Not 1 Nettoomsättning per geografisk marknad

	2021	2020
Nettoomsättning per geografisk marknad		
Sverige	58 934	54 335
Europa exkl Sverige	169 432	103 175
Övriga marknader	423 798	316 860
	652 164	474 370

Not 2 Övriga rörelseintäkter

	2021	2020
Kursvinster på fordringar/skulder av rörelsekaraktär	1 056	–
Vidarefakturerade kostnader	5 549	4 732
Hyresintäkter	220	470
Vinst vid avyttring av materiella anläggningstillgångar	26	86
Övrigt	97	7 481
	6 948	12 769

Not 3 Arvode och kostnadsersättning till revisorer

	2021	2020
EY		
Revisionsuppdrag	387	387
Skatterådgivning	526	242
Andra uppdrag	81	78

Med revisionsuppdrag avses lagstadgad revision av årsredovisningen och bokföringen samt styrelsens och verkställande direktörens förvaltning samt revision och annan granskning utförd i enlighet med överenskommelse eller avtal.

Detta inkluderar övriga arbetsuppgifter som det ankommer på bolagets revisor att utföra samt rådgivning eller annat biträde som föranleds av iakttagelser vid sådan granskning eller genomförandet av sådana övriga arbetsuppgifter.

Not 4 Av- och nedskrivningar av anläggningstillgångar

	2021	2020
Licenser, varumärken samt liknande rättigheter	-1 460	-535
Byggnader och mark	-84	-79
Maskiner och andra tekniska anläggningar	-1 596	-1 404
Inventarier, verktyg och installationer	-2 318	-2 598
	-5 458	-4 616

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Not 5 Anställda, personalkostnader och arvoden till styrelse

Medelantalet anställda

	2021	varav män	2020	varav män
Sverige	210	74%	180	73%
Totalt	210	74%	180	73%

Redovisning av könsfördelning i företagsledningar

	2021-12-31 Andel kvinnor	2020-12-31 Andel kvinnor
Styrelsen	25%	25%

Löner och andra ersättningar samt sociala kostnader, inklusive pensionskostnader

	2021	2020
Löner och ersättningar	*95 405*	*82 609*
Sociala kostnader	*44 939*	*38 508*
(varav pensionskostnad)	*(12 254)*	*(10 650)*

Löner och andra ersättningar fördelade mellan styrelseledamöter m.fl. och övriga anställda

	2021		2020	
	Styrelse	Övriga anställda	Styrelse	Övriga anställda
Löner och andra ersättningar	–	140 344	–	121 117
(varav tantiem o.d.)	(–)		(–)	

Not 6 Övriga rörelsekostnader

	2021	2020
Kursförluster på fordringar/skulder av rörelsekaraktär	–	-227
Förlust vid avyttring av materiella anläggningstillgångar	–	–
	–	-227

Not 7 Operationell leasing

Leasingavtal där företaget är leasetagare

	2021	2020
Framtida minimileaseavgifter avseende icke uppsägningsbara operationella leasingavtal		
Inom ett år	4 901	3 862
Mellan ett och fem år	5 712	5 584
Senare än fem år	–	–
	10 613	9 446

	2021	2020
Räkenskapsårets kostnadsförda leasingavgifter	6 665	5 911

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Not 8 Resultat från andelar i koncernföretag

	2021	*2020*
Realisationsresultat vid avyttring och nedskrivning av andelar	–	14 786
Resultatandel	1 269	1 184
	1 269	15 970

Not 9 Resultat från andelar i intresseföretag

	2021	*2020*
Utdelning	92	–
	92	–

Not 10 Övriga ränteintäkter och liknande resultatposter

	2021	*2020*
Ränteintäkter, koncernföretag	47	35
Ränteintäkter, övriga	–	2
	47	37

Not 11 Räntekostnader och liknande resultatposter

	2021	*2020*
Räntekostnader, övriga	-73	-71
	-73	-71

Not 12 Bokslutsdispositioner

	2021	*2020*
Skillnad mellan skattemässig och redovisad avskrivning	-2 835	160
	-2 835	160

Not 13 Skatt på årets resultat

	2021	*2020*
Aktuell skattekostnad (-) /skatteintäkt (+)	-21 126	-12 242
Utländsk källskatt	-947	-477
Uppskjuten skatt	-97	1 696
	-22 170	-11 023

Avstämning av effektiv skatt

	2021		*2020*	
	Procent	*Belopp*	*Procent*	*Belopp*
Resultat före skatt		93 760		59 984
Skatt enligt gällande skattesats	20,6%	-19 315	21,4%	-12 836
Ej avdragsgilla kostnader	2,2%	-2 093	1,2%	-709
Ej skattepliktiga intäkter	0,0%	19	-5,3%	3 164
Utländsk källskatt	1,0%	-947	0,8%	-477
Effekt på temporära skillnader av ändrad skattesats	-0,2%	166	0,4%	-211
Justering av skatt från tidigare år	0,0%	–	-0,1%	46
Redovisad effektiv skatt	23,6%	-22 170	18,4%	-11 023

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Not 14 Licenser, varumärken samt liknande rättigheter

	2021-12-31	2020-12-31
Ackumulerade anskaffningsvärden		
Vid årets början	34 902	28 171
Nyanskaffningar	–	6 731
Vid årets slut	34 902	34 902
Ackumulerade avskrivningar		
Vid årets början	-28 045	-27 510
Årets avskrivning	-1 460	-535
Vid årets slut	-29 505	-28 045
Redovisat värde vid årets slut	5 397	6 857

Not 15 Byggnader och mark

	2021-12-31	2020-12-31
Ackumulerade anskaffningsvärden		
Vid årets början	24 375	24 163
Nyanskaffningar	44	212
Avyttringar och utrangeringar	-1 342	–
Vid årets slut	23 077	24 375
Ackumulerade avskrivningar		
Vid årets början	-22 530	-22 450
Återförda avskrivningar på avyttringar och utrangeringar	1 342	–
Årets avskrivning	-84	-80
Vid årets slut	-21 272	-22 530
Redovisat värde vid årets slut	1 805	1 845

Not 16 Maskiner och andra tekniska anläggningar

	2021-12-31	2020-12-31
Ackumulerade anskaffningsvärden		
Vid årets början	68 640	68 174
Nyanskaffningar	4 062	466
Avyttringar och utrangeringar	-12 234	–
Vid årets slut	60 468	68 640
Ackumulerade avskrivningar		
Vid årets början	-63 006	-61 602
Återförda avskrivningar på avyttringar och utrangeringar	12 234	–
Årets avskrivning	-1 596	-1 404
Vid årets slut	-52 368	-63 006
Redovisat värde vid årets slut	8 100	5 634

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Not 17 Inventarier, verktyg och installationer

	2021-12-31	2020-12-31
Ackumulerade anskaffningsvärden		
Vid årets början	29 637	28 148
Nyanskaffningar	1 563	1 785
Avyttringar och utrangeringar	-9 406	-296
Vid årets slut	21 794	29 637
Ackumulerade avskrivningar		
Vid årets början	-20 853	-18 426
Återförda avskrivningar på avyttringar och utrangeringar	9 404	158
Årets avskrivning på anskaffningsvärden	-2 318	-2 585
Vid årets slut	-13 767	-20 853
Redovisat värde vid årets slut	8 027	8 784

Not 18 Pågående nyanläggningar och förskott avseende materiella anläggningstillgångar

	2021-12-31	2020-12-31
Vid årets början	2 008	1 335
Omklassificeringar	–	-3 292
Investeringar	849	3 965
Redovisat värde vid årets slut	2 857	2 008

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Not 19 Andelar i koncernföretag

	2021-12-31	2020-12-31
Ackumulerade anskaffningsvärden		
Vid årets början	65 853	65 951
Resultatandel Car-O-Liner KB	1 269	1 184
Uttag	-1 255	-1 282
Vid årets slut	65 867	65 853
Ackumulerade nedskrivningar		
Vid årets början	-9 091	-9 091
Vid årets slut	-9 091	-9 091
Redovisat värde vid årets slut	56 776	56 762

Spec av företagets innehav av andelar i koncernföretag

			2021-12-31	2020-12-31
Dotterföretag / Org nr / Säte	*Antal aktier*	*Andel i % 1)*	*Redovisat värde*	*Redovisat värde*
Car-O-Liner Commercial AB, 556122-6506, Göteborg	218 261	100	45 410	45 410
Car-O-Liner BV, 34220452, Nederländerna		100		
Car-O-Liner MEA FZE, 15841, Dubai	1	100	340	340
Car-O-Liner Deutschland GmbH, HRB9117, Tyskland		100	0	0
Car-O-Liner A/S, 812113232, Norge	8 574	100	9 729	9 729
Car-O-Liner (Beijing) Co. Ltd, Kina		100	0	0
Car-O-Liner KB, 916458-2414, Örebro		99	912	898
Car-O-Liner APAC Distr. Center Co., Ltd Thailand	9 800	49	234	234
Car-O-Liner Hold. Co., Ltd 0115558016417 Thailand	5 880	49	140	140
Car-O-Liner APAC Distribution Center Co., Ltd Thailand		51		–
Car-O-Liner India Pvt Ltd, Indien		100	11	11

1) Ägarandelen av kapitalet avses, vilket även överensstämmer med andelen av rösterna för totalt antal aktier, bortsett från andelarna i Car-O-Liner Hold. Co., Thailand där bolaget innehar samtliga röster i dotterbolaget.

Not 20 Andelar i intresseföretag

	2021-12-31	2020-12-31
Ackumulerade anskaffningsvärden		
Vid årets början	933	933
Redovisat värde vid årets slut	933	933

Specifikation av företagets innehav av andelar i intresseföretag

			2021-12-31	2020-12-31
Intresseföretag / org nr, säte	*Antal aktier*	*Andel i % 1)*	*Redovisat värde*	*Redovisat värde*
Josam Richttechnik GmbH, HRB4717, Tyskland	3	23	933	933
			933	933

1) Ägarandelen av kapitalet avses, vilket även överensstämmer med andelen av rösterna för totalt antal aktier.

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Not 21 Uppskjuten skatt

	2021-12-31		
	Uppskjuten skattefordran	*Uppskjuten skatteskuld*	*Netto*
Väsentliga temporära skillnader			
Inkuransreserv	3 766	–	3 766
Reserv osäkra kundfordringar	379	–	379
Övriga temporära skillnader	987	–	987
Investeringsavdrag	214	–	214
Uppskjuten skattefordran/skuld	5 346	–	5 346

	2020-12-31		
	Uppskjuten skattefordran	*Uppskjuten skatteskuld*	*Netto*
Väsentliga temporära skillnader			
Inkuransreserv	3 932	–	3 932
Reserv osäkra kundfordringar	524	–	524
Övriga temporära skillnader	987	–	987
Uppskjuten skattefordran/skuld	5 443	–	5 443

Not 22 Varulager m m

	2021-12-31	*2020-12-31*
Färdiga varor och handelsvaror	151 124	125 319
Pågående arbete	696	327
	151 820	125 646

Not 23 Förutbetalda kostnader och upplupna intäkter

	2021-12-31	*2020-12-31*
Förutbetalda hyror	853	821
Övriga förutbetalda kostnader	1 689	2 437
	2 542	3 258

Not 24 Likvida medel

	2021-12-31	*2020-12-31*
Följande delkomponenter ingår i likvida medel:		
Banktillgodohavanden	429	313
	429	313

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Not 25 Antal aktier och kvotvärde

	2021-12-31	2020-12-31
Stamaktier		
Antal aktier	667 938	667 938
Kvotvärde (SEK)	1	1

Not 26 Obeskattade reserver

	2021-12-31	2020-12-31
Ackumulerade överavskrivningar	6 705	3 870
Periodiseringsfonder	47 860	47 860
	54 565	51 730

Not 27 Övriga avsättningar

	2021-12-31	2020-12-31
Garantiåtagande	5 657	5 285
Övrigt	2 986	6 446
	8 643	11 731

Not 28 Upplupna kostnader och förutbetalda intäkter

	2021-12-31	2020-12-31
Upplupna lönerelaterade kostnader	7 118	2 457
Upplupna semesterlöner	11 026	10 698
Upplupna sociala avgifter	5 718	4 116
Förutbetalda prenumerationer	2 771	3 083
Övriga poster	12 485	10 613
	39 118	30 967

Not 29 Ställda säkerheter och eventualförpliktelser

	2021-12-31	2020-12-31
Ställda säkerheter	–	–
Företagsinteckningar	56 600	56 600
Varav i eget förvar	-56 600	-56 600
Eventualförpliktelser	Inga	Inga

Not 30 Transaktioner med närstående

Inköp och försäljning inom koncernen

Företagets försäljning till andra företag inom koncernen uppgår till 478 614 tkr (286 650 tkr).
Inköp från andra företag inom koncernen uppgår till 264 118 tkr (70 202 tkr).

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Not 31 Övriga upplysningar till kassaflödesanalysen

Justeringar för poster som inte ingår i kassaflödet m m

	2021	*2020*
Avskrivningar	5 458	4 616
Rearesultat försäljning av anläggningstillgångar	-26	-86
Rearesultat vid avyttring, nedskrivning och likvidering av dotterföretag	–	-14 786
Resultatandelar	-1 269	-1 184
Övriga avsättningar	-3 088	4 127
	1 075	-7 313

Not 32 Koncernuppgifter

Moderföretag i den största koncern där Car-O-Liner Group AB är dotterföretag och koncernredovisning upprättas är Snap-on Incorporated, #0280021, Delaware - USA.

Årsredovisningen finns tillgänglig hos;
Snap-on Incorporated
2801 80th Street
Kenosha, Wisconsin 53143
USA

Not 33 Nyckeltalsdefinitioner

Balansomslutning:	Totala tillgångar
Soliditet:	(Totalt eget kapital +79,4 % av obeskattade reserver) / Totala tillgångar
Avkastning på eget kapital:	Resultat efter finansiella poster i förhållande till eget kapital (+79,4 % av obeskattade reserver)
Avkastning på totalt kapital:	Resultat före finansiella poster i förhållande till balansomslutningen

Not 34 Vinstdisposition

Till årsstämmans förfogande står följande vinstmedel:	327 149
Styrelsen föreslår att vinstmedel balanseras i ny räkning:	327 149

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Not 35 Väsentliga händelser efter balansdagen

Vi kan i nuläget se potentiella negativa effekter av företagets verksamhet, resultat och ställning efter utbrottet av kriget i Ukraina. Det har bland annat medfört att våra leverenser till Ryssland och Ukraina stoppats. Det har även medfört högre kostnader för bland annat energi-, råvaru- och fraktkostnader.

Göteborg
Den dag som framgår av vår elektroniska underskrift

Holly Judt
Ordförande

Christian Della Rosa

Joacim Einvall

Christina Ekstrand

Vår revisionsberättelse har lämnats den dag som framgår av vår elektroniska underskrift
Ernst & Young Aktiebolag

Kristian Raa
Auktoriserad revisor

20220630326O8

Verifikat

Transaktion 09222115557471570806

Dokument

2021 ÅR COL Group AB
Huvuddokument
20 sidor
Startades 2022-06-16 14:11:32 CEST (+0200) av Ulrika Ringblom (UR)
Färdigställt 2022-06-22 07:43:11 CEST (+0200)

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EY
Building a better working world

Revisionsberättelse

Till bolagsstämman i Car-O-Liner Group AB, org.nr 556695-7675

Rapport om årsredovisningen

Uttalanden

Vi har utfört en revision av årsredovisningen för Car-O-Liner Group AB för år 2021 med undantag för hållbarhetsrapporten på sidan 3.

Enligt vår uppfattning har årsredovisningen upprättats i enlighet med årsredovisningslagen och ger en i alla väsentliga avseenden rättvisande bild av Car-O-Liner Group ABs finansiella ställning per den 31 december 2021 och av dess finansiella resultat och kassaflöde för året enligt årsredovisningslagen. Våra uttalanden omfattar inte hållbarhetsrapporten på sidan 3.

Förvaltningsberättelsen är förenlig med årsredovisningens övriga delar.

Vi tillstyrker därför att bolagsstämman fastställer resultaträkningen och balansräkningen.

Grund för uttalanden

Vi har utfört revisionen enligt International Standards on Auditing (ISA) och god revisionssed i Sverige. Vårt ansvar enligt dessa standarder beskrivs närmare i avsnittet *Revisorns ansvar*. Vi är oberoende i förhållande till Car-O-Liner Group AB enligt god revisorssed i Sverige och har i övrigt fullgjort vårt yrkesetiska ansvar enligt dessa krav.

Vi anser att de revisionsbevis vi har inhämtat är tillräckliga och ändamålsenliga som grund för våra uttalanden.

Annan information än årsredovisningen

Detta dokument innehåller även annan information än årsredovisningen och återfinns på sidan 3. Det är styrelsen som har ansvaret för denna andra information.

Vårt uttalande avseende årsredovisningen omfattar inte denna information och vi gör inget uttalande med bestyrkande avseende denna andra information.

I samband med vår revision av årsredovisningen är det vårt ansvar att läsa den information som identifieras ovan och överväga om informationen i väsentlig utsträckning är oförenlig med årsredovisningen. Vid denna genomgång beaktar vi även den kunskap vi i övrigt inhämtat under revisionen samt bedömer om informationen i övrigt verkar innehålla väsentliga felaktigheter.

Om vi, baserat på det arbete som har utförts avseende denna information, drar slutsatsen att den andra informationen innehåller en väsentlig felaktighet, är vi skyldiga att rapportera detta. Vi har inget att rapportera i det avseendet.

Styrelsens ansvar

Det är styrelsen som har ansvaret för att årsredovisningen upprättas och att den ger en rättvisande bild enligt årsredovisningslagen. Styrelsen ansvarar även för den interna kontroll som de bedömer är nödvändig för att upprätta en årsredovisning som inte innehåller några väsentliga felaktigheter, vare sig dessa beror på oegentligheter eller på fel.

Vid upprättandet av årsredovisningen ansvarar styrelsen för bedömningen av bolagets förmåga att fortsätta verksamheten. De upplyser, när så är tillämpligt, om förhållanden som kan påverka förmågan att fortsätta verksamheten och att använda antagandet om fortsatt drift. Antagandet om fortsatt drift tillämpas dock inte om styrelsen avser att likvidera bolaget, upphöra med verksamheten eller inte har något realistiskt alternativ till att göra något av detta.

Revisorns ansvar

Våra mål är att uppnå en rimlig grad av säkerhet om att årsredovisningen som helhet inte innehåller några väsentliga felaktigheter, vare sig dessa beror på oegentligheter eller på fel, och att lämna en revisionsberättelse som innehåller våra uttalanden. Rimlig säkerhet är en hög grad av säkerhet, men är ingen garanti för att en revision som utförs enligt ISA och god revisionssed i Sverige alltid kommer att upptäcka en väsentlig felaktighet om en sådan finns. Felaktigheter kan uppstå på grund av oegentligheter eller fel och anses vara väsentliga om de enskilt eller tillsammans rimligen kan förväntas påverka de ekonomiska beslut som användare fattar med grund i årsredovisningen.

Som del av en revision enligt ISA använder vi professionellt omdöme och har en professionellt skeptisk inställning under hela revisionen. Dessutom:

- identifierar och bedömer vi riskerna för väsentliga felaktigheter i årsredovisningen, vare sig dessa beror på oegentligheter eller på fel, utformar och utför granskningsåtgärder bland annat utifrån dessa risker och inhämtar revisionsbevis som är tillräckliga och ändamålsenliga för att utgöra en grund för våra uttalanden. Risken för att inte upptäcka en väsentlig felaktighet till följd av oegentligheter är högre än för en väsentlig felaktighet som beror på fel, eftersom oegentligheter kan innefatta agerande i maskopi, förfalskning, avsiktliga utelämnanden, felaktig information eller åsidosättande av intern kontroll.
- skaffar vi oss en förståelse av den del av bolagets interna kontroll som har betydelse för vår revision för att utforma granskningsåtgärder som är lämpliga med hänsyn till omständigheterna, men inte för att uttala oss om effektiviteten i den interna kontrollen.
- utvärderar vi lämpligheten i de redovisningsprinciper som används och rimligheten i styrelsens uppskattningar i redovisningen och tillhörande upplysningar.
- drar vi en slutsats om lämpligheten i att styrelsen använder antagandet om fortsatt drift vid upprättandet av årsredovisningen. Vi drar också en slutsats, med grund i de inhämtade revisionsbevisen, om det finns någon väsentlig osäkerhetsfaktor som avser sådana händelser eller förhållanden som kan leda till betydande tvivel om bolagets förmåga att fortsätta verksamheten. Om vi drar slutsatsen att det finns en väsentlig osäkerhetsfaktor, måste vi i revisionsberättelsen fästa uppmärksamheten på upplysningarna i årsredovisningen om den väsentliga osäkerhetsfaktorn eller, om sådana upplysningar är otillräckliga, modifiera uttalandet om årsredovisningen. Våra slutsatser baseras på de revisionsbevis som inhämtas fram till datumet för revisionsberättelsen. Dock kan

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Building a better working world

framtida händelser eller förhållanden göra att ett bolag inte längre kan fortsätta verksamheten.

- utvärderar vi den övergripande presentationen, strukturen och innehållet i årsredovisningen, däribland upplysningarna, och om årsredovisningen återger de underliggande transaktionerna och händelserna på ett sätt som ger en rättvisande bild.

Vi måste informera styrelsen om bland annat revisionens planerade omfattning och inriktning samt tidpunkten för den. Vi måste också informera om betydelsefulla iakttagelser under revisionen, däribland de eventuella betydande brister i den interna kontrollen som vi identifierat.

Rapport om andra krav enligt lagar och andra författningar

Uttalanden

Utöver vår revision av årsredovisningen har vi även utfört en revision av styrelsens förvaltning av Car-O-Liner Group AB för år 2021 samt av förslaget till dispositioner beträffande bolagets vinst eller förlust.

Vi tillstyrker att bolagsstämman disponerar vinsten enligt förslaget i förvaltningsberättelsen och beviljar styrelsens ledamöter ansvarsfrihet för räkenskapsåret.

Grund för uttalanden

Vi har utfört revisionen enligt god revisionssed i Sverige. Vårt ansvar enligt denna beskrivs närmare i avsnittet *Revisorns ansvar*. Vi är oberoende i förhållande till Car-O-Liner Group AB enligt god revisorssed i Sverige och har i övrigt fullgjort vårt yrkesetiska ansvar enligt dessa krav.

Vi anser att de revisionsbevis vi har inhämtat är tillräckliga och ändamålsenliga som grund för våra uttalanden.

Styrelsens ansvar

Det är styrelsen som har ansvaret för förslaget till dispositioner beträffande bolagets vinst eller förlust. Vid förslag till utdelning innefattar detta bland annat en bedömning av om utdelningen är försvarlig med hänsyn till de krav som bolagets verksamhetsart, omfattning och risker ställer på storleken av bolagets egna kapital, konsolideringsbehov, likviditet och ställning i övrigt.

Styrelsen ansvarar för bolagets organisation och förvaltningen av bolagets angelägenheter. Detta innefattar bland annat att fortlöpande bedöma bolagets ekonomiska situation och att tillse att bolagets organisation är utformad så att bokföringen, medelsförvaltningen och bolagets ekonomiska angelägenheter i övrigt kontrolleras på ett betryggande sätt.

Revisorns ansvar

Vårt mål beträffande revisionen av förvaltningen, och därmed vårt uttalande om ansvarsfrihet, är att inhämta revisionsbevis för att med en rimlig grad av säkerhet kunna bedöma om någon styrelseledamot i något väsentligt avseende:

- företagit någon åtgärd eller gjort sig skyldig till någon försummelse som kan föranleda ersättningsskyldighet mot bolaget, eller
- på något annat sätt handlat i strid med aktiebolagslagen, årsredovisningslagen eller bolagsordningen.

Vårt mål beträffande revisionen av förslaget till dispositioner av bolagets vinst eller förlust, och därmed vårt uttalande om detta, är att med rimlig grad av säkerhet bedöma om förslaget är förenligt med aktiebolagslagen.

Rimlig säkerhet är en hög grad av säkerhet, men ingen garanti för att en revision som utförs enligt god revisionssed i Sverige alltid kommer att upptäcka åtgärder eller försummelser som kan föranleda ersättningsskyldighet mot bolaget, eller att ett förslag till dispositioner av bolagets vinst eller förlust inte är förenligt med aktiebolagslagen.

Som en del av en revision enligt god revisionssed i Sverige använder vi professionellt omdöme och har en professionellt skeptisk inställning under hela revisionen. Granskningen av förvaltningen och förslaget till dispositioner av bolagets vinst eller förlust grundar sig främst på revisionen av räkenskaperna. Vilka tillkommande granskningsåtgärder som utförs baseras på vår professionella bedömning med utgångspunkt i risk och väsentlighet. Det innebär att vi fokuserar granskningen på sådana åtgärder, områden och förhållanden som är väsentliga för verksamheten och där avsteg och överträdelser skulle ha särskild betydelse för bolagets situation. Vi går igenom och prövar fattade beslut, beslutsunderlag, vidtagna åtgärder och andra förhållanden som är relevanta för vårt uttalande om ansvarsfrihet. Som underlag för vårt uttalande om styrelsens förslag till dispositioner beträffande bolagets vinst eller förlust har vi granskat om förslaget är förenligt med aktiebolagslagen.

Revisorns yttrande avseende den lagstadgade hållbarhetsrapporten

Det är styrelsen som har ansvaret för hållbarhetsrapporten på sidan 3 och för att den är upprättad i enlighet med årsredovisningslagen.

Vår granskning har skett enligt FARs rekommendation RevR 12 *Revisorns yttrande om den lagstadgade hållbarhetsrapporten*. Detta innebär att vår granskning av hållbarhetsrapporten har en annan inriktning och en väsentligt mindre omfattning jämfört med den inriktning och omfattning som en revision enligt International Standards on Auditing och god revisionssed i Sverige har. Vi anser att denna granskning ger oss tillräcklig grund för vårt uttalande.

En hållbarhetsrapport har upprättats.

Göteborg den dag som framgår av vår elektroniska underskrift

Ernst & Young AB

Kristian Raa
Auktoriserad revisor

A member firm of Ernst & Young Global Limited
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Verifikat

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Dokument

RB Car-O-Liner Group AB 2021
Huvuddokument
2 sidor
Startades 2022-06-22 08:38:41 CEST (+0200) av Ulrika Ringblom (UR2)
Färdigställt 2022-06-22 08:47:58 CEST (+0200)

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Signerade 2022-06-22 08:47:58 CEST (+0200)

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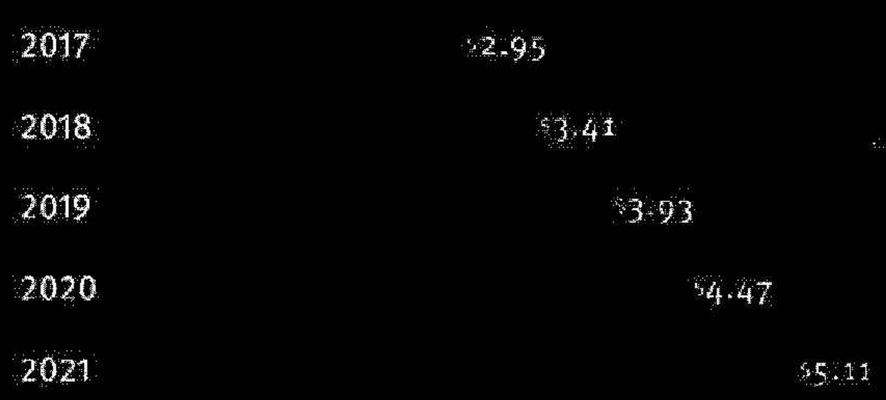


Snap-on®

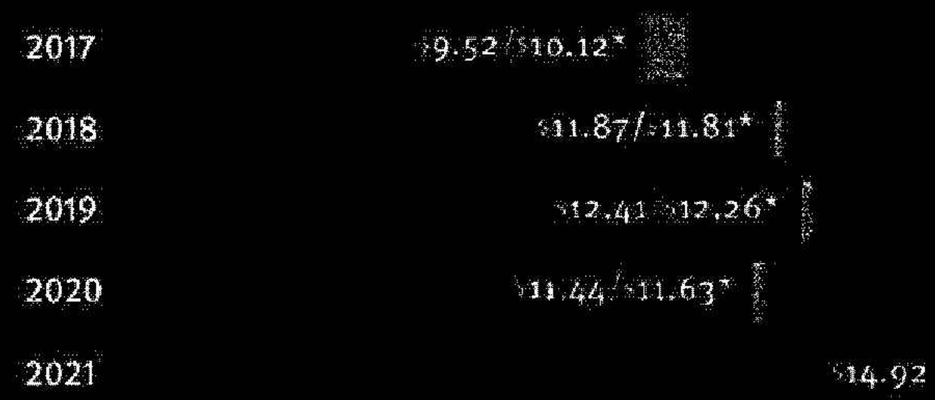
RISING

WITH PRODUCT, BRAND, AND PEOPLE

DIVIDENDS PER SHARE



EARNINGS PER DILUTED SHARE

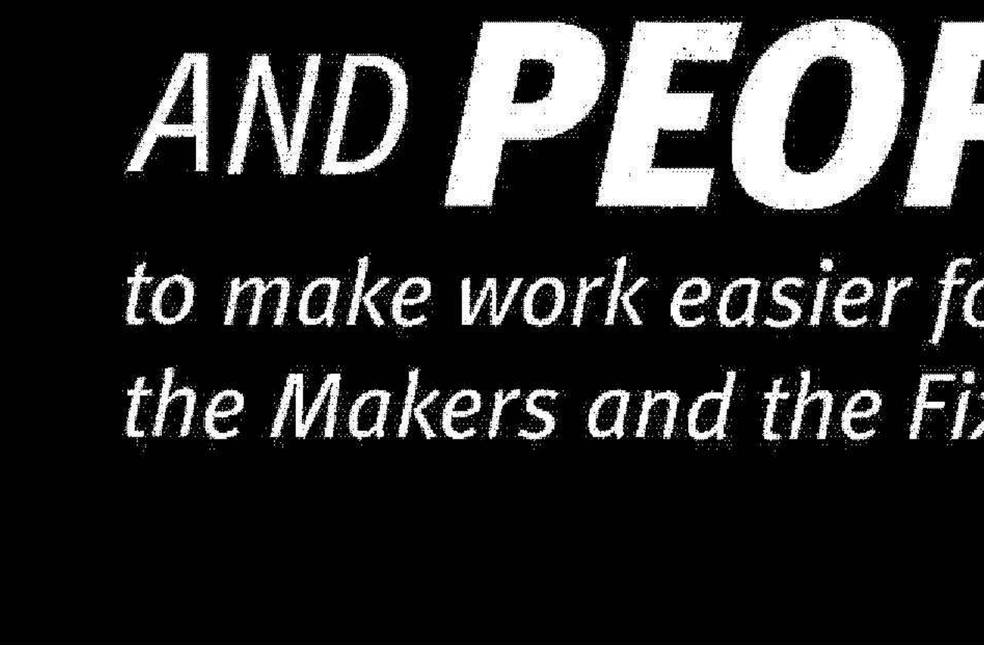


EXTENDING OUR ADVANTAGES IN

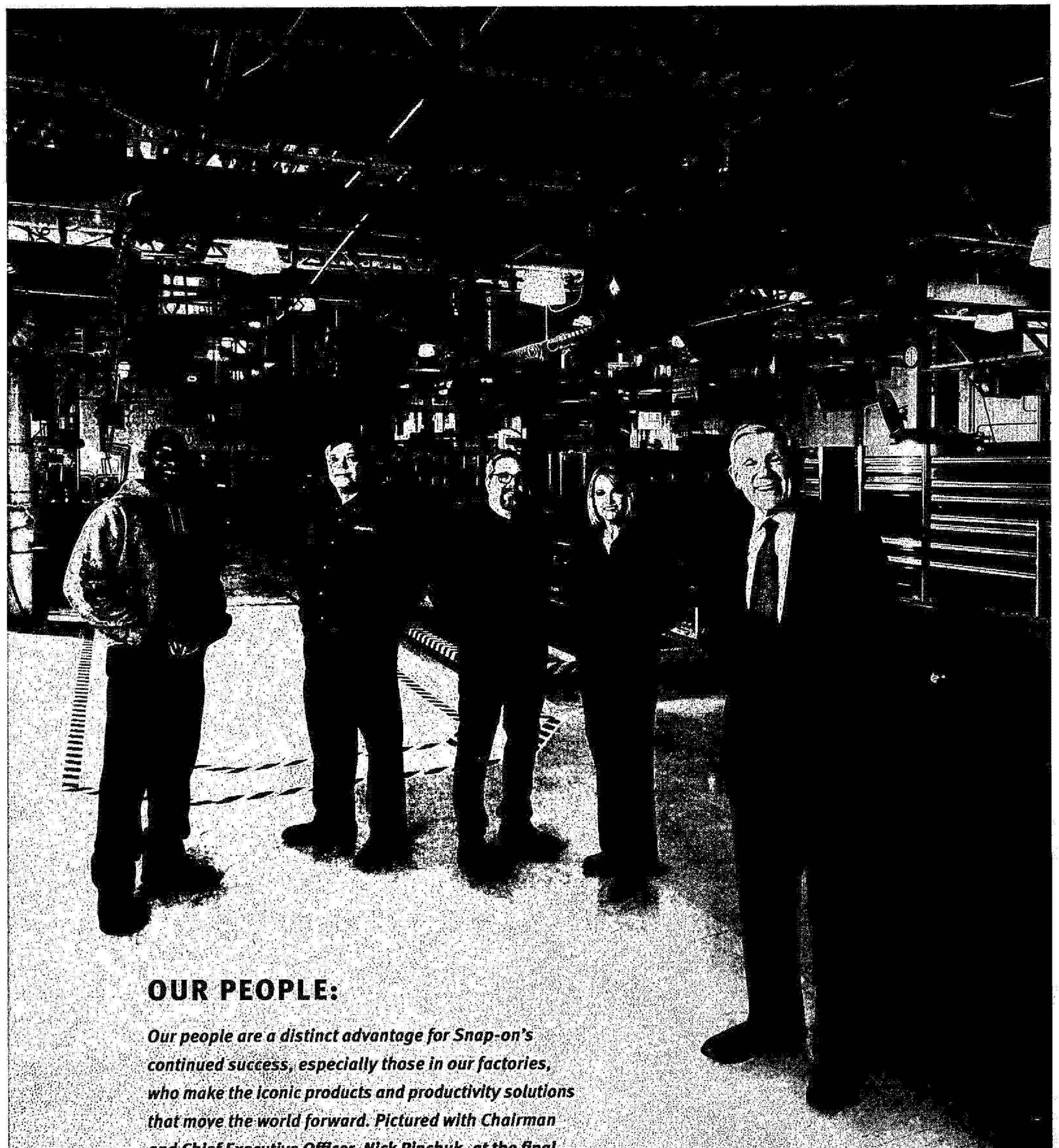
PRODUCTS, BRANDS, AND PEOPLE

to make work easier for serious professionals, the Makers and the Fixers of the world.

OPERATING SEGMENTS

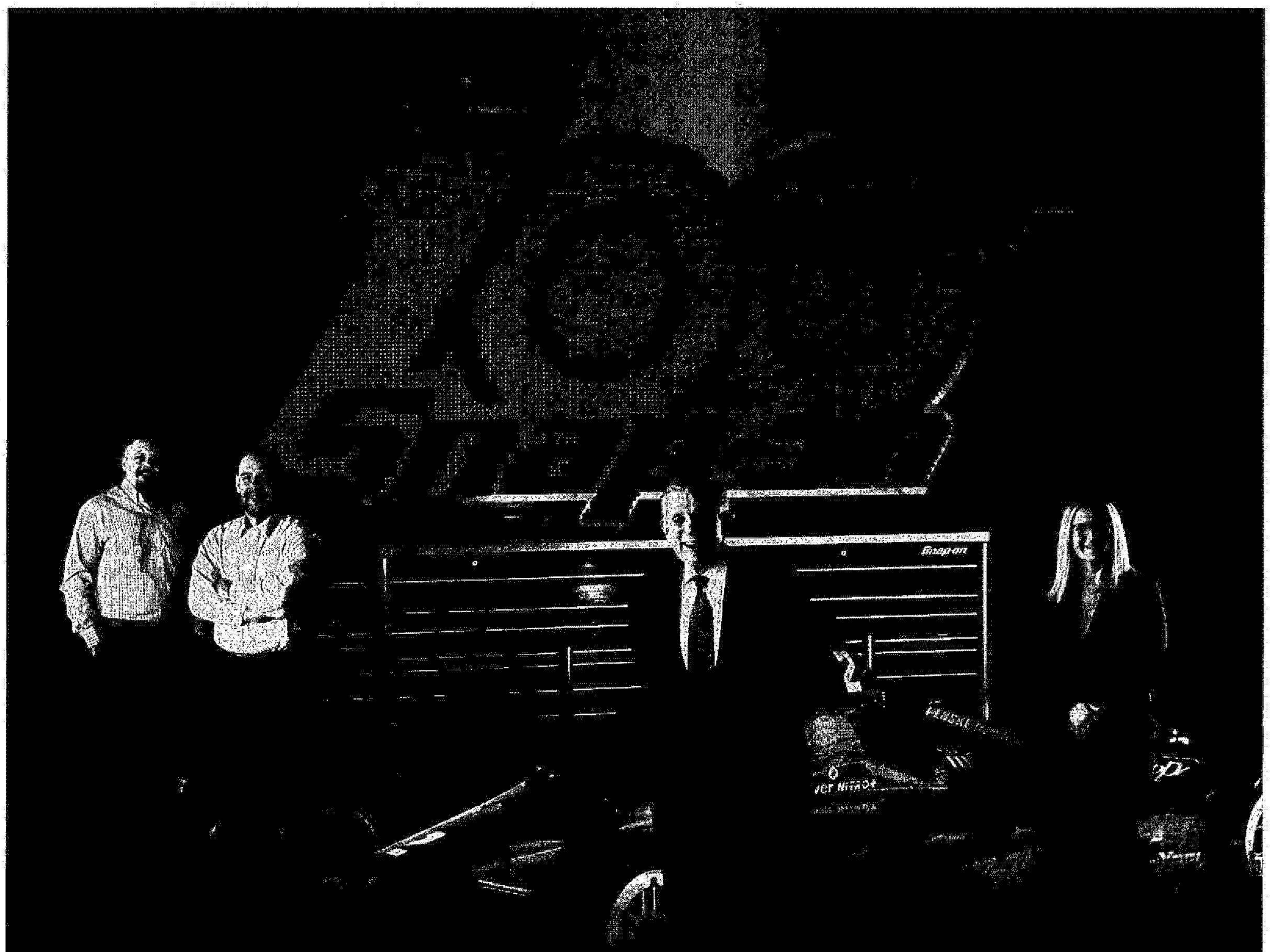


SNAP-ON FACTS



OUR PEOPLE:

Our people are a distinct advantage for Snap-on's continued success, especially those in our factories, who make the iconic products and productivity solutions that move the world forward. Pictured with Chairman and Chief Executive Officer, Nick Pinchuk, at the final assembly line in our vertically integrated Algona, Iowa tool storage factory are Snap-on associates (from left to right), Demetrice Buckner, Chad Devine, Steve Scobba and Jodie Rath.



Over the company's 100-year history, Snap-on has become synonymous with quality and innovation. The Snap-on™ brand is the outward sign of the pride and dignity that working men and women take in their essential professions. Pictured with a special sculpture, made from over 16,000 of our sockets, and the #2 INDYCAR® fashioned in its Snap-on™ branded wrap are ***Nick Pinchuk, Chairman and Chief Executive Officer, and Snap-on associates*** *(from left to right),* ***Greg Gorman*** *(Snap-on Tools Group),* ***Gustavo Gonzalez*** *(Commercial Group),* ***and Dana Dombrowski*** *(Snap-on Corporate).*

SHAREHOLDERS



Snap-on is rooted in the dignity of work. We connect with our customers, developing further advantages in our products, meeting the needs of rapidly changing workplaces. We enable the makers and the fixers who perform day in and day out to move the world forward . . . a focus that has been particularly relevant in this turbulent era.

As we navigated through the pandemic, the continuing momentum of our operations throughout 2020 and 2021 demonstrated our varied and abundant opportunities, confirmed the resilience of our markets, and highlighted our considerable capabilities to overcome the challenges of this demanding environment. Despite the ongoing headwinds associated with the virus, 2021 was a special period of advancement and celebration, where we commemorated our founding over 100 years ago and honored our ongoing customers, the makers and fixers of the world . . . those who are essential in preserving our society in the midst of the COVID.

As the pandemic began, we characterized the impact on our customers in three phases: shock, interruption in the face of uncertainty; accommodation, gradual learning regarding the pursuit of essential work while remaining safe; and psychological recovery, confidence in the future and a return to more normal buying patterns. During 2021, we encountered a fourth phase . . . exhilaration, a certainty that we're moving sharply to higher levels, ignited by the conviction that society has met and managed the virus and that we won't get shocked again. Of course, new challenges have emerged, the virus is still lingering, and its side effects, inflation and supply chain inefficiencies, have authored new disruptions. But, Snap-on is firmly arrayed to engage these difficulties and to rise on an upward trajectory into the future, enabled by the development of innovative new products, our strong and meaningful brand position, and the extraordinary and challenge-tested capabilities of our teams.

Since our founding in 1920, our principal value-creating mechanism has been to observe work, translate the insights gained, and create solutions that make essential tasks easier. Opportunities to leverage this approach, both within and beyond vehicle repair, are embodied in our runways for growth: enhance the franchise network; expand with repair shop owners and managers; extend to critical industries, and build in emerging markets. In 2021, we continued to invest in each of these strategically decisive areas to position Snap-on for continuing growth, increasing profitability, and ongoing prosperity for years to come. As the world moves through the current challenges, significant opportunities remain for our businesses, and with our agile pricing, our vertical integration with the resulting shorter supply chain, and our extraordinarily broad product line, Snap-on is positioned to take full advantage.

At the same time, through our Snap-on Value Creation Processes, a suite of principles we use every day, we remain committed to the areas of safety, quality, customer connection, innovation, and rapid continuous improvement (RCI). The contributions of these runways for improvement were evident in diverse ways throughout 2021. For example, our robust safety program, including preventative protocols, multiple onsite vaccination programs, and easy access to other protective measures, provided ongoing support for our businesses around the globe to operate continuously without harm. Furthermore, we again received recognition for a number of our new products, earning awards from both *Motor Magazine* and *Professional Tool & Equipment News*, illustrating our success in connecting

Through customer connection, we innovate, manufacture, and market new solutions for professional users performing critical tasks. We continue to address complexity and ever-changing technologies for the vehicle repair and critical industry sectors. From the original Snap-on interchangeable socket set to the latest vehicle diagnostics platforms, we make work easier for serious professionals.

with customers and translating that insight into winning innovations. Since it was established in 2005, Snap-on's RCI framework, a structured set of tools and processes used across the company to eliminate waste and improve operations, has contributed to significant improvements in our operating margin. In the last year, RCI again served us well, combating inflationary and supply chain pressures, helping to deliver new levels of profitability.

We were very encouraged by our positive results in 2021, won against turbulence, clearly demonstrating the power of Snap-on's unique positioning, strategic advantage, and consistent and capable execution. Net sales of $4,252.0 million, the highest in the history of Snap-on, increased $659.5 million, or 18.4%, including a $550.5 million, or 15.1%, organic sales[1] gain, $62.6 million of acquisition-related sales, and $46.4 million of favorable foreign currency translation. With respect to our end markets, sales in our automotive repair sector were particularly robust, while sales in our industrial sector were strong, but somewhat slower to recover. Significant gains were achieved this year in all our businesses and across most geographies, defining a clear upward trend, rising above the COVID interlude. In that regard, as compared to the pre-pandemic period of 2019, net sales grew $522.0 million, or 14.0%, including a $392.3 million, or 10.4%, organic sales gain, $80.2 million of acquisition-related sales, and $49.5 million of favorable foreign currency translation.

[1] *Organic sales is a non-GAAP financial measure that excludes acquisition-related sales and the impact of foreign currency translation.*

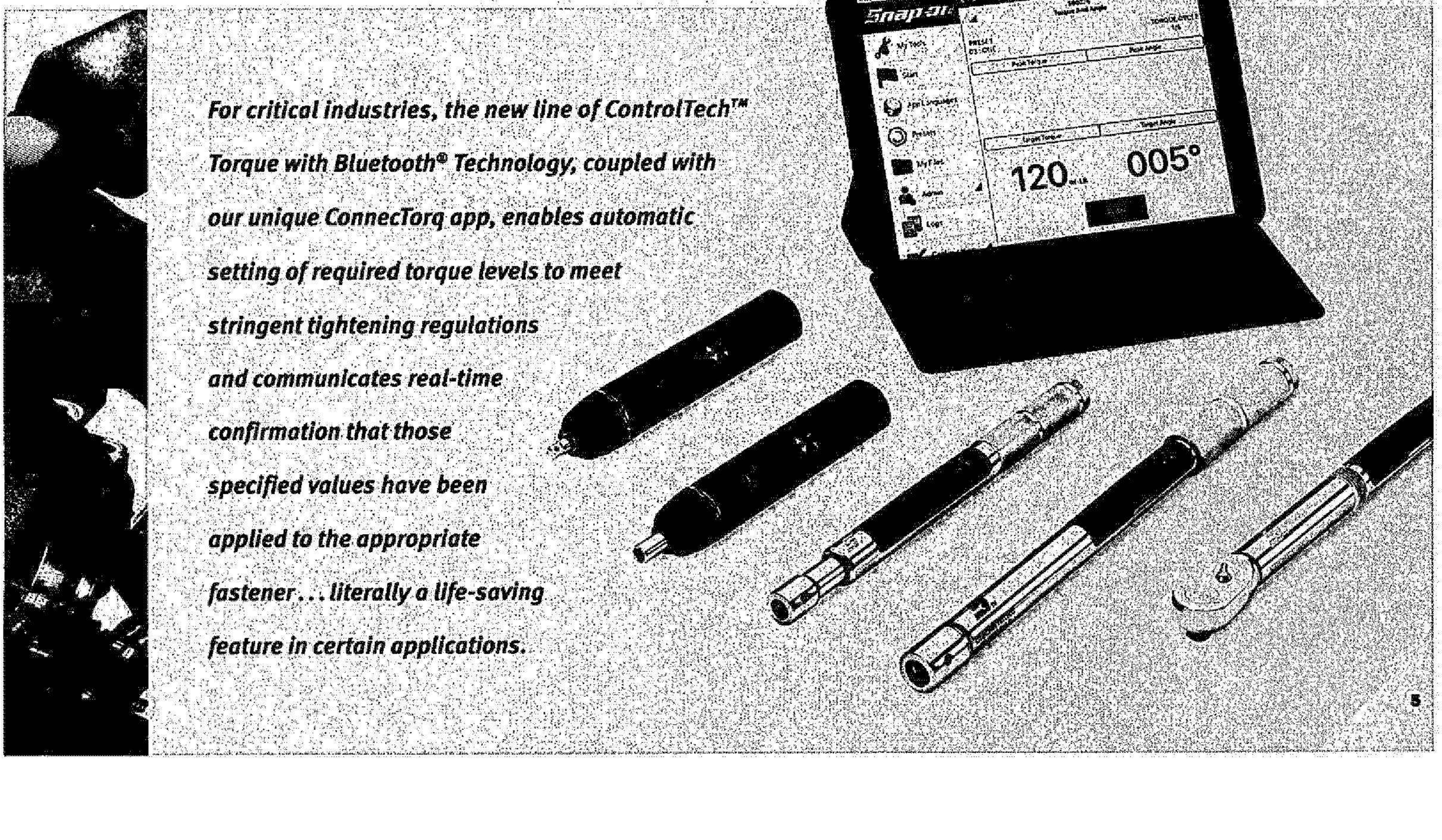


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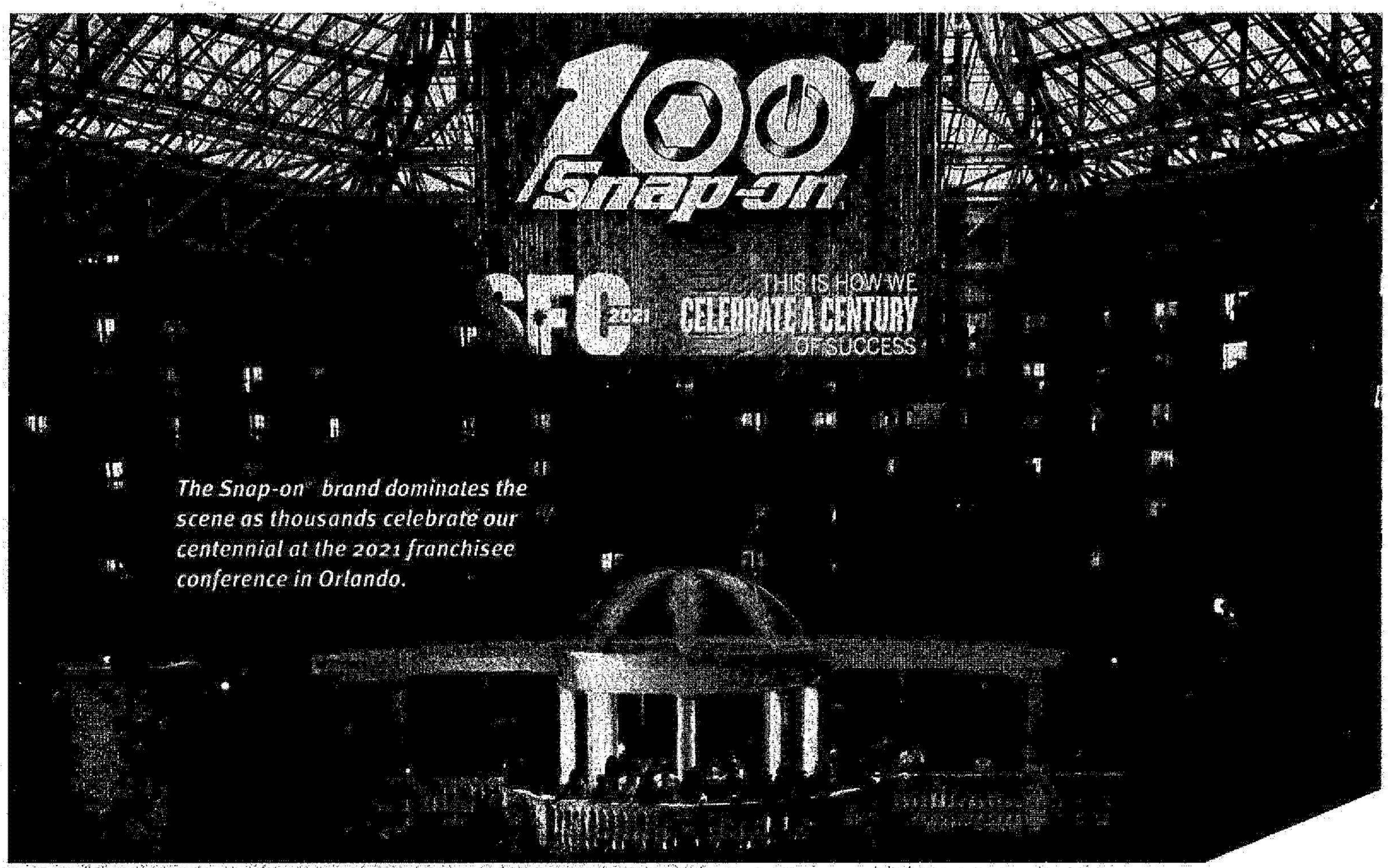
With respect to profitability, increased activity and the operating improvement driven by our Snap-on Value Creation Processes delivered diluted earnings per share of $14.92, up 30.4% versus 2020 and rising 20.2% versus 2019. Operating margin before financial services of 20.0% improved 240 basis points from 17.6% in 2020, which included 30 basis points of costs from restructuring charges. For the overall company, operating margin including financial services of 24.4% in 2021 improved from 22.3% last year, which also included 30 basis points of costs from restructuring charges.

Our ***COMMERCIAL & INDUSTRIAL (C&I) GROUP*** serves a broad range of customers including professionals in critical industries and emerging markets, primarily through direct and distributor channels. Net sales of $1,406.3 million increased 13.9% as compared to 2020, reflecting a $131.9 million, or 10.5%, organic gain, $22.5 million of acquisition-related activity, and $17.3 million of favorable foreign currency translation. The organic increase reflects higher sales in all the segment's operations over the COVID-19-impacted activity of 2020. As compared to the pre-pandemic period of 2019, net sales increased $60.6 million, or 4.5%, including $31.9 million of acquisition-related activity, $21.0 million of favorable foreign currency translation, and an organic gain of $7.7 million, or 0.6%. Sales in our European-based hand tools business exceeded pre-pandemic results while particular businesses, including the company's Asia Pacific operations and those serving certain critical industries, were more impacted by the virus environment and have not yet returned to 2019 levels. With the higher activity, the 2021 operating margin of 14.9%, including 50 basis points of unfavorable currency effects, improved 250 basis points from 12.4% recorded in 2020, which included 60 basis points of costs from restructuring charges.

The C&I operations, which have our greatest international presence, continued to face headwinds associated with COVID-19, including rising material costs, supply disruption, and varying economic impacts across its geographies. While year-over-year sales gains were realized in all the segment's businesses, activity versus the pre-pandemic period of 2019 was mixed. At our European-based hand tools business, the momentum that began in the fourth quarter of 2020, continued throughout most of 2021 and resulted in higher overall volume when compared to both 2020 and 2019. Our Asia Pacific operations did rebound from the virus-impacted periods, but certain geographies, such as India and much of Southeast Asia, have continued to encounter difficulties at varying times over the year. Similarly, in our business with customers in critical industries, sales to the United States (U.S.) military and to international aviation customers were lower than in both 2020 and 2019, while in other end markets, including technical education, the U.S. aviation sector, and heavy duty, sales were higher than both last year and pre-pandemic levels. Sales to customers in the oil and gas sector this year were increased from 2020 but were still down from 2019. Even in this mixed environment,



For critical industries, the new line of ControlTech™ Torque with Bluetooth® Technology, coupled with our unique ConnecTorq app, enables automatic setting of required torque levels to meet stringent tightening regulations and communicates real-time confirmation that those specified values have been applied to the appropriate fastener . . . literally a life-saving feature in certain applications.

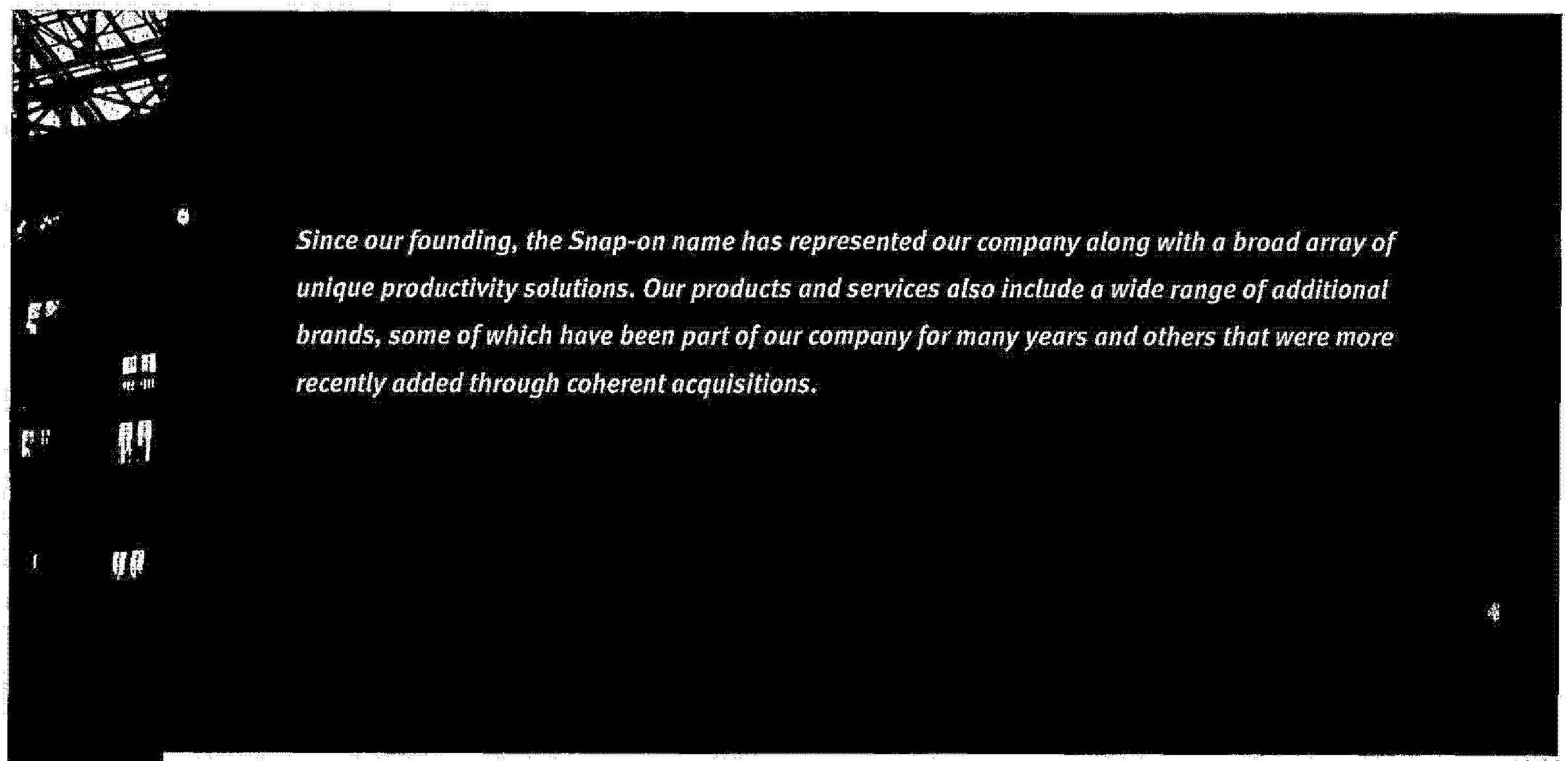


The Snap-on® brand dominates the scene as thousands celebrate our centennial at the 2021 franchisee conference in Orlando.

we believe there are abundant opportunities for penetrating these important vertical markets as we introduce innovative new products aimed at solving the critical tasks of customers in these essential sectors.

As we have accommodated to current conditions, we continue to invest in our operations and in our product development. While Asia Pacific is still impacted by COVID-19, we believe the long-term potential is substantial for building in emerging markets, one of our runways for growth, and we continue to invest in our products, in our manufacturing, and in our distribution for this important region. To further extend our reach into critical industries, we introduced our new ⅜-inch brushless cordless ratchet, equipped with an effective combination of power and speed, with high torque to bust loose stubborn bolts and with rapid rotation for removing fasteners in short order. The new ratchet also includes important safety features including a switch that shuts down the tool to eliminate the chance of overheating and a built-in brake that stops the tool from throwing fasteners, both significant inclusions for essential applications. Based on customer connection, our European-based hand tools business continues to invest in its capacity to design and produce bespoke tool kits, or as the feature is called, the Bahco® ERGO™ Tool Management System (BETMS). An example is our unique Fit&Go system, consisting of a wide range of ready-to-use foam inlays that take tool organization to the next level. Fit&Go includes hundreds of off-the-shelf options enabling customers to quickly configure their individual kit, choosing the layout, shape and color to specifically support their particular needs. Despite the ongoing challenges of the virus, the C&I Group is moving forward, increasing product flexibility, matching our offerings to the needs of serious professionals across industrial sectors, and making a broad range of critical tasks easier.

In the ***SNAP-ON TOOLS GROUP***, net sales to our franchised mobile van network, primarily serving vehicle repair technicians, reached $1,938.6 million, increasing 17.9% as compared to 2020, reflecting a $274.4 million, or 16.5%, organic gain and $20.3 million of favorable foreign currency translation. The organic increase reflects higher sales in both our U.S. and international franchise operations. As compared to the pre-COVID period of 2019, net sales increased $325.7 million, or 20.2%, including a $303.2 million, or 18.5%, organic gain and $22.5 million of favorable foreign currency translation. Operating margin of 21.2%, including 70 basis points of favorable currency effects, increased 490 basis points from the 16.3% registered in 2020.



Since our founding, the Snap-on name has represented our company along with a broad array of unique productivity solutions. Our products and services also include a wide range of additional brands, some of which have been part of our company for many years and others that were more recently added through coherent acquisitions.

Sales in the U.S. and in our international markets were up robustly both from last year and from the pre-pandemic period. The Group's performance was achieved through increasing its product advantage, fortifying its brands, and further enabling its franchisees, giving them more selling capacity . . . it all worked and it's continuing to work. With respect to more selling capacity, as an example, through the careful development of streamlined and professional content, franchisees are enabled to pre-brief customers on new and more complex products through social media, allowing them to close the sale faster and more efficiently during their valuable face-to-face time in the shop. We see our franchisees' strong confidence in their businesses through our network health metrics, the financial and physical indicators we monitor regularly. Based on that quantitative confirmation and on the positive qualitative feedback from ongoing interactions with franchisees and customers, we continue to believe vehicle repair is a considerable opportunity, and with the strength and resilience of our direct model, the Snap-on network is prospering in the present and is well-positioned to increasingly benefit over the longer term.

Another key to success for our van network is ongoing training, which was delivered throughout the year and at our annual Snap-on Franchisee Conference (SFC). This year's event was back in person . . . bigger and better than ever . . . celebrating Snap-on's Centennial with a record 9,100 participants, including franchisees and their families. It was a memorable gathering, a commercial success, a reminder of the unique nature of our team, and a dramatic reinforcement that we have had an extraordinary past and possess a promising future. Those in attendance were unmistakably energetic and enthusiastic for reaching even higher as we go forward.

Additionally, during the year, we remained guided by customer connection as we introduced a broad array of innovative new products that contributed to greater task efficiency and addressed the increasing complexity of today's vehicle repairs. To increase productivity in space-limited shops, we introduced a new 7-Drawer Single Bank EPIQ™ roll cab, configured entirely with 62-inch drawers. Providing "uninterrupted storage," it's the first large-capacity roll cab with a full complement of these extra wide drawers, accommodating higher tool density while still delivering that statement-making EPIQ™ tool storage styling. As a part of our efforts to continually expand our leadership in the growing torque arena, we launched a ½-inch adjustable 50-250 ft. lb. click-type torque wrench, featuring significant engineering and manufacturing advancements. The higher strength spring and the redesigned hardened-chrome internals combine to give the unit greater accuracy and longer precision retention . . . important features for technicians performing critical repairs. These new products and a host of others introduced during the year reinforce the uniqueness of our brand while, at the same time, broadening the already substantial reach of our distinct franchise business model.



Expanding on our lineup supporting Advanced Driver Assistance Systems in 2021, we introduced our revolutionary Tru-Point™ one-stop calibration solution. This innovative product utilizes precision camera technology to enable quick and accurate recalibrations to OEM specifications, now an essential step in many vehicle repairs.

In the
which serves the owners and managers of both OEM dealerships and independent service and repair shops, net sales of $1,503.1 million increased 21.4% as compared to 2020, reflecting a $211.3 million, or 16.9%, organic gain, $40.1 million of acquisition-related activity, and $13.5 million of favorable foreign currency translation. The organic rise reflects higher volumes of undercar equipment, as well as gains in diagnostics and repair information products to independent repair shop owners and managers, and an uplift in the activity focused on OEM dealerships. As compared to the pre-pandemic period of 2019, net sales increased $168.6 million, or 12.6%, reflecting a $107.7 million, or 8.0%, organic gain, $48.3 million of acquisition-related activity, and $12.6 million of favorable foreign currency translation. Operating margin of 23.2%, including 90 basis points of unfavorable acquisition effects and 30 basis points of unfavorable currency, compared to 24.1% in 2020, which included 40 basis points of costs from restructuring charges.

In February 2021, we acquired the Dealer-FX Group, Inc., a leading developer, marketer, and provider of service-operation-software solutions for automotive OEM dealerships. Dealer-FX specializes in software-as-a-service management systems, communications platforms,and extensive data integrations, offering a digitalized solution that increases shop productivity and enhances the vehicle owner's experience. Dealer-FX complements and expands on Snap-on's existing businesses that provide electronic parts catalogs, essential tool and diagnostic programs, and custom analytics to OEM and dealership customers worldwide.

Across our RS&I businesses, we continue to address increasing vehicle complexity and ever-changing technologies. For example, we're expanding on our Advanced Driver Assistance Systems (ADAS) products with the addition of our Tru-Point™ one-stop ADAS calibration solution. The growing array of installed ADAS features, including collision avoidance, lane departure warnings, and automated parking, require periodic and complex recalibration in a number of repair situations,

particularly following light body repair, glass replacement, or wheel alignment. Tru-Point™ uses highly accurate camera technology to create a three-dimensional model of the vehicle, streamlining the precise placement of on-vehicle calibration targets while adhering to OEM requirements . . . a significant time saver in a labor intensive and sensitive process. In the heavy duty arena, Mitchell 1 equipped its after-market truck-repair software system, TruckSeries, with the Snap-on ADAS QuickLink feature . . . already a popular element of our light vehicle software system. Utilizing our 1Search® Plus engine, this feature presents a consolidated view of the vehicle's component and system names, potential calibrations, and particular requirements for special tools and diagnostics. These and a number of our other product introductions serve a wide variety of customers and directly address the continually expanding repair complexity authored by the increasing sophistication of today's vehicle parc.

In 2021, we also launched our latest Fast-Track® Intelligent Diagnostics platform, the Triton-D10™, featuring an ultrafast two-second start up, a best in class ten-inch screen, and one-touch, full diagnostic component testing. This unit is geared to the more capable technician and is powered by our Fast-Track® software, a proprietary database developed from over 200 billion unique vehicle events . . . a Snap-on-only feature that enables quick and accurate diagnosis of even the most difficult and unusual repairs. The Snap-on® handheld lineup now includes the Apollo-D9™, for speed on everyday jobs; the new Triton-D10™, combining diagnosis with direct component testing; and Zeus™, the most powerful handheld unit in the market, intended for the most difficult tasks. In addition to our diagnostics platforms, we continue to build on the functionality of our auto repair information product, Mitchell 1's ProDemand®, by adding innovative and exclusive features to its award-winning wiring-diagram software. As vehicle electronics have expanded, wiring diagrams have become of rising importance in garages of all kinds. Overall, we believe our broad suite of diagnostics and repair information meets the growing needs of serious professional technicians as they encounter the ever-evolving repair challenges of today.

FINANCIAL SERVICES operating earnings of $272.0 million on revenue of $349.7 million compared to operating earnings of $248.6 million on revenue of $349.7 million a year ago. Aimed at supporting essential big-ticket purchases by technicians and shops, as well as enabling our franchisees' investment in their businesses, our Financial Services operation, with a strong connection to the Snap-on Tools Group, has a decades-long track record of providing the advantage of customized financing to those particular constituencies in a variety of economic environments.

In November 2021, our Board of Directors authorized a new share repurchase program for up to $500 million of common stock. During 2021, we repurchased 1,943,900 shares for $431.3 million, and we believe Snap-on has ample availability for future share repurchases under its current authorizations. Additionally, in November, our Board of Directors raised Snap-on's quarterly cash dividend by 15.4% to $1.42 per share. This twelfth consecutive annual dividend increase demonstrates our steadfast commitment to create long-term value for our shareholders and our ongoing belief that we're well-positioned for the future. Snap-on has paid consecutive quarterly cash dividends, without interruption or reduction, since 1939, confirming the resilience and strength of our business, even during times of substantial turbulence. We believe our strong financial position authors ongoing strategic investments, both organically and through coherent acquisitions, enabling us in a continuing return of capital to our shareholders.

In 2022, as we draw upon the exhilaration of our customers, we expect to further our journey along our runways for both growth and improvement. We will maintain and expand our ongoing advantages in our products, our brands, and our people . . . a commitment that has served us well in the storm. We will leverage our Snap-on Value Creation Processes, creating productivity and efficiency. We will maintain our responsibility to our communities by pursuing gains in the environmental, social, and governance arenas. We will remain deeply dedicated to honoring and celebrating the dignity of work, providing the makers and the fixers with the innovative solutions to solve their critical tasks. And, we will endeavor with great emphasis to maintain the Snap-on brand as the visible sign of the pride working men and women take in their special contributions that move our society forward. Finally, as we turn to the opportunities of our future, I thank our franchisees and associates across the globe for their dedication and contributions, our Board of Directors for their support and counsel, and our customers and shareholders for their confidence and commitment.



Nicholas T. Pinchuk
Chairman and Chief Executive Officer

THE MOST VALUED PRODUCTIVITY SOLUTIONS IN THE WORLD

We deeply believe in:

Non-negotiable Product and Workplace Safety

Uncompromising Quality

Passionate Customer Care

Fearless Innovation

Rapid Continuous Improvement

Our behaviors define our success:

We demonstrate integrity.

We tell the Truth.

We respect the Individual.

We promote Teamwork.

We Listen.

To be acknowledged as the:

Brands of Choice

Employer of Choice

Franchisor of Choice

Business Partner of Choice

Investment of Choice

PRINCIPLES AND PROCESSES WE APPLY TO CREATE VALUE

SAFETY

QUALITY

CUSTOMER CONNECTION

INNOVATION

RAPID CONTINUOUS IMPROVEMENT

NON-GAAP FINANCIAL MEASURES

For 2020, 2019, 2018, and 2017, the company is including diluted earnings per share, as adjusted, a non-GAAP financial measure that excludes the items discussed in the reconciliations in this paragraph. In 2020, reported diluted earnings per share were $11.44. Adjusted diluted earnings per share of $11.63 excludes the impact of a pre-tax $12.5 million charge ($10.3 million after tax, or $0.19 per diluted share) associated with exit and disposal activities. In 2019, reported diluted earnings per share were $12.41. Adjusted diluted earnings per share of $12.26 excludes the impact of a pre-tax $11.6 million benefit ($8.7 million after tax, or $0.15 per diluted share) for a settlement of a litigation matter. In 2018, reported diluted earnings per share were $11.87. Adjusted diluted earnings per share of $11.81 excludes the impact of a pre-tax $4.3 million benefit ($3.2 million after tax, or $0.06 per diluted share) for a settlement of a litigation matter, the impact of a net pre-tax $5.5 million gain ($4.1 million after tax, or $0.07 per diluted share) related to net debt items and the impact of a $3.9 million, or $0.07 per diluted share, charge related to the implementation of U.S. tax legislation. In 2017, diluted earnings per share were $9.52. Adjusted diluted earnings per share of $10.12 excludes the impact of pre-tax charges of $45.9 million ($28.4 million after tax, or $0.48 per diluted share) related to judgments in litigation matters, and the impact of a $7.0 million, or $0.12 per diluted share, charge related to the implementation of U.S. tax legislation.

Management believes that these are unusual events and therefore the non-GAAP financial measures provide more meaningful comparisons to the company's 2021 operating performance.

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BOARD OF DIRECTORS

NICHOLAS T. PINCHUK
Chairman of the Board
and Chief Executive Officer
Snap-on Incorporated
Director since 2007

DAVID C. ADAMS (C)*
Chairman of the Board,
Retired Chief Executive Officer
Curtiss-Wright Corporation
Director since 2016

KAREN L. DANIEL (B)
Retired Division President
and Chief Financial Officer
Black & Veatch Corporation
Director since 2005

RUTH ANN M. GILLIS (A)
Retired Executive Vice
President and Chief
Administrative Officer
Exelon Corporation
Director since 2014

JAMES P. HOLDEN (C)
Lead Director
Retired President and
Chief Executive Officer
DaimlerChrysler Corporation
Director since 2007

NATHAN J. JONES (A)*
Retired President,
Worldwide Commercial
& Consumer Equipment Division
Deere & Company
Director since 2008

HENRY W. KNUEPPEL (C)
Retired Chairman of the Board
and Chief Executive Officer
Regal Beloit Corporation
Director since 2011

W. DUDLEY LEHMAN (B)
Retired Group President
Kimberly-Clark Corporation
Director since 2003

GREGG M. SHERRILL (B)*
Retired Chairman of the Board
and Chief Executive Officer
Tenneco Inc.
Director since 2010

DONALD J. STEBBINS (A)
Retired President and
Chief Executive Officer
Superior Industries
International, Inc.
Director since 2015

Board Committees:
(A) Audit Committee
(B) Organization and Executive Compensation Committee
(C) Corporate Governance and Nominating Committee
** Denotes Chair*

MANAGEMENT TEAM

EUGENIO AMADOR
President –
Equipment

GOVIND K. ARORA
Vice President –
Worldwide Strategic
Sourcing

JESUS ARREGUI
Senior Vice President
and President –
Commercial Group

ANUP R. BANERJEE
Senior Vice President –
Human Resources and
Chief Development Officer

MARY E. BAUERSCHMIDT
Vice President –
Human Resources

SAMUEL E. BOTTUM
Vice President and
Chief Marketing Officer

IAIN BOYD
Vice President –
Operations Development

BENNETT L. BRENTON
Vice President –
Innovation

JOSEPH J. BURGER
President –
Snap-on Credit

TIMOTHY L. CHAMBERS
Senior Vice President
and President –
Snap-on Tools Group

RAUL COLON
Vice President –
Corporate Safety,
Environment and
Disruption Management

DAVID ELLINGEN
President –
Diagnostics and Mitchell 1

MICHAEL G. GENTILE
President –
Operations and
Product Management
Snap-on Tools Group

JACOB L. GUNIA
Director –
Rapid Continuous
Improvement

ROBERT J. HAMILTON
Vice President –
Finance
Snap-on Tools Group

GARY S. HENNING
Vice President –
Manufacturing Development

DAVID T. HIETPAS
Vice President and
General Manager –
Specialty Tools

JEFFREY W. HOWE
Vice President –
North American Sales
and Franchising
Snap-on Tools Group

JEFFREY F. KOSTRZEWA
Vice President
and Treasurer

JUNE C. LEMERAND
Vice President and
Chief Information Officer

RICHARD T. MILLER
Vice President,
General Counsel
and Secretary

JAMES NG
President –
Snap-on Asia Pacific

BENNY OH
Chairman –
Snap-on Asia Pacific

MARTY V. OZOLINS
Vice President
and Controller

ALDO J. PAGLIARI
Senior Vice President –
Finance and
Chief Financial Officer

NICHOLAS T. PINCHUK
Chairman and
Chief Executive Officer

CHRISTOPHER H. POTTER
President –
Power Tools

SCOTT R. RUGG
Vice President –
Corporate Tax

IRENE S. SUDAC
Vice President –
Financial Services

KEVIN L. THATCHER
Vice President –
Business Development

DAVID L. THOMPSON
Vice President –
Finance
Repair Systems &
Information Group

SARA M. VERBSKY
Vice President –
Investor Relations

THOMAS J. WARD
Senior Vice President
and President –
Repair Systems &
Information Group

MARIAN T. WELLS
President –
SNA Europe

BART A. WIGNALL
President –
Industrial

JOHN A. WOLF
President –
OEM Solutions

BARRIE YOUNG
Vice President –
International Sales
and Franchising
Snap-on Tools Group

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UNITED STATES
SECURITIES AND EXCHANGE COMMISSION
Washington, D.C. 20549

FORM 10-K

☒ ANNUAL REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934

For the fiscal year ended January 1, 2022, or

☐ TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934

Commission File Number 1-7724

Snap-on Incorporated

(Exact name of registrant as specified in its charter)

Delaware	**39-0622040**
(State of incorporation)	*(I.R.S. Employer Identification No.)*
2801 80th Street Kenosha Wisconsin	**53143**
(Address of principal executive offices)	*(Zip code)*

(262) 656-5200
(Registrant's telephone number, including area code)

Securities registered pursuant to Section 12(b) of the Act:

Title of each class	Trading Symbol(s)	Name of each exchange on which registered
Common Stock, $1.00 par value	SNA	New York Stock Exchange

Securities registered pursuant to Section 12(g) of the Act: **None**

Indicate by check mark if the registrant is a well-known seasoned issuer, as defined in Rule 405 of the Securities Act. Yes ☒ No ☐

Indicate by check mark if the registrant is not required to file reports pursuant to Section 13 or 15(d) of the Act. Yes ☐ No ☒

Indicate by check mark whether the registrant (1) has filed all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports), and (2) has been subject to such filing requirements for the past 90 days. Yes ☒ No ☐

Indicate by check mark whether the registrant has submitted electronically every Interactive Data File required to be submitted pursuant to Rule 405 of Regulation S-T (§232.405 of this chapter) during the preceding 12 months (or for such shorter period that the registrant was required to submit such files). Yes ☒ No ☐

Indicate by check mark whether the registrant is a large accelerated filer, an accelerated filer, a non-accelerated filer, a smaller reporting company, or an emerging growth company. See the definitions of "large accelerated filer," "accelerated filer," "smaller reporting company," and "emerging growth company" in Rule 12b-2 of the Exchange Act.

Large accelerated filer ☒ Accelerated filer ☐ Non-accelerated filer ☐

Smaller reporting company ☐ Emerging growth company ☐

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act. ☐

Indicate by check mark whether the registrant has filed a report on and attestation to its management's assessment of the effectiveness of its internal control over financial reporting under Section 404(b) of the Sarbanes-Oxley Act (15 U.S.C. 7262(b)) by the registered public accounting firm that prepared or issued its audit report. ☒

Indicate by check mark whether the registrant is a shell company (as defined in Rule 12b-2 of the Exchange Act). Yes ☐ No ☒

The aggregate market value of voting and non-voting common equity held by non-affiliates (excludes 797,583 shares held by directors and executive officers) computed by reference to the price ($223.91) at which common equity was last sold as of the last business day of the registrant's most recently completed second fiscal quarter (July 3, 2021) was $11.9 billion.

The number of shares of Common Stock ($1.00 par value) of the registrant outstanding as of February 4, 2022, was 53,438,639 shares.

DOCUMENTS INCORPORATED BY REFERENCE

Part III of this Annual Report on Form 10-K incorporates by reference certain information that will be set forth in Snap-on's Proxy Statement, which is expected to first be mailed to shareholders on or about March 11, 2022, prepared for the Annual Meeting of Shareholders scheduled for April 28, 2022.

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PART I

Safe Harbor

Statements in this document that are not historical facts, including statements that (i) are in the future tense, (ii) include the words "expects," "plans," "targets," "estimates," "believes," "anticipates," or similar words that reference Snap-on Incorporated ("Snap-on" or "the company") or its management, (iii) are specifically identified as forward-looking, or (iv) describe Snap-on's or management's future outlook, plans, estimates, objectives or goals, are forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. Snap-on cautions the reader that any forward-looking statements included in this document that are based upon assumptions and estimates were developed by management in good faith and are subject to risks, uncertainties or other factors that could cause (and in some cases have caused) actual results to differ materially from those described in any such statement. Accordingly, forward-looking statements should not be relied upon as a prediction of actual results or regarded as a representation by the company or its management that the projected results will be achieved. For those forward-looking statements, Snap-on cautions the reader that numerous important factors, such as those listed below, as well as those factors discussed in this Annual Report on Form 10-K, particularly those in "Item 1A: Risk Factors," could affect the company's actual results and could cause its actual consolidated results to differ materially from those expressed in any forward-looking statement made by, or on behalf of, Snap-on.

Risks and uncertainties include, without limitation:

- The evolving impact and unknown duration of the ongoing coronavirus ("COVID-19") pandemic, as well as the effects of governmental actions related thereto on Snap-on's business, which has the potential to amplify the impact of the other risks facing the company;
- Uncertainties related to estimates, assumptions and projections generally;
- The timing and progress with which Snap-on can attain value through its Snap-on Value Creation Processes, including its ability to (i) realize efficiencies and savings from its rapid continuous improvement and other cost reduction initiatives, (ii) improve workforce productivity, (iii) achieve improvements in the company's manufacturing footprint and greater efficiencies in its supply chain, and (iv) enhance machine maintenance, plant productivity and manufacturing line set-up and change-over practices, any or all of which could result in production inefficiencies, higher costs and/or lost revenues;
- Snap-on's capability to successfully implement future strategies with respect to its existing businesses;
- Snap-on's ability to refine its brand and franchise strategies, retain and attract franchisees, and further enhance service and value to franchisees in order to help improve the sales and profitability of franchisees;
- The company's ability to introduce successful new products;
- Risks related to pursuing, completing and integrating acquisitions;
- Snap-on's ability to withstand disruption arising from natural disasters, including climate-related events or other unusual occurrences, impacting our operations;
- The impact of labor interruptions or challenges;
- Snap-on's ability to successfully manage planned facility closures or to withstand disruptions from unexpected closures;
- The effects of external economic factors, including adverse developments in world financial markets, disruptions related to tariffs and other trade issues, and global supply chain interruptions;
- Weakness in certain geographic areas, including as a result of armed conflicts, localized recessions, and the impact of matters related to the United Kingdom's exit from the European Union;
- Significant changes in the current competitive environment;
- Inflation, interest rate changes and other monetary and market fluctuations;
- Changes in tax rates, laws and regulations as well as uncertainty surrounding potential changes;
- Price and supply fluctuations related to raw materials, components and certain purchased finished goods, such as steel, plastics, and electronics;
- Snap-on's ability to successfully manage changes in prices and the availability of energy sources, including gasoline;
- The amount, rate and growth of Snap-on's general and administrative expenses, including health care and postretirement costs, and continuing and potentially increasing required contributions to pension and postretirement plans;

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- The effects of new requirements, legislation, regulations or government-related developments or issues, as well as third party actions, including those addressing climate change;
- Risks associated with data security and technological systems and protections, including the effects of new legislation, regulations or government-related developments;
- Potential reputational damages and costs related to litigation;
- The ability to effectively manage human capital resources; and
- Other world or local events outside Snap-on's control, including terrorist disruptions, other outbreaks of infectious diseases and civil unrest.

Snap-on disclaims any responsibility to update any forward-looking statement provided in this document, except as required by law.

In addition, investors should be aware that generally accepted accounting principles in the United States of America ("GAAP") prescribe when a company should reserve for particular risks, including litigation exposures. Accordingly, results for a given reporting period could be significantly affected if and when a reserve is established for a major contingency. Reported results, therefore, may appear to be volatile in certain accounting periods.

Fiscal Year

Snap-on's fiscal year ends on the Saturday that is on or nearest to December 31. Unless otherwise indicated, references in this document to "fiscal 2021" or "2021" refer to the fiscal year ended January 1, 2022; references to "fiscal 2020" or "2020" refer to the fiscal year ended January 2, 2021; and references to "fiscal 2019" or "2019" refer to the fiscal year ended December 28, 2019. References in this document to 2021, 2020 and 2019 year end refer to January 1, 2022, January 2, 2021, and December 28, 2019, respectively. Snap-on's 2021 and 2019 fiscal years each contained 52 weeks of operating results. Snap-on's 2020 fiscal year contained 53 weeks of operating results with the extra week occurring in the fourth quarter.

Item 1: Business

Snap-on is a leading global innovator, manufacturer and marketer of tools, equipment, diagnostics, repair information and systems solutions for professional users performing critical tasks. Products and services include hand and power tools, tool storage, diagnostic software, handheld and computer-based diagnostic products, information and management systems, shop equipment and other solutions for vehicle dealerships and repair centers, as well as for customers in industries, such as aviation and aerospace, agriculture, construction, government and military, mining, natural resources, power generation and technical education. Snap-on also derives income from various financing programs designed to facilitate the sales of its products and support its franchise business.

Snap-on markets its products and brands worldwide through multiple sales distribution channels in more than 130 countries. Snap-on's largest geographic markets include the United States, Europe, Canada and Asia Pacific. Snap-on reaches its customers through the company's franchised, company-direct, distributor and internet channels.

The company began with the development of the original Snap-on interchangeable socket set in 1920 and subsequently pioneered mobile tool distribution in the automotive repair market, where well-stocked vans sell to professional vehicle technicians at their place of business. Today, Snap-on defines its value proposition more broadly, extending its reach "beyond the garage" to deliver a broad array of unique solutions that make work easier for serious professionals performing critical tasks. The company's "coherent growth" strategy focuses on developing and expanding its professional customer base in its legacy automotive market, as well as in adjacent markets, additional geographies and other areas, including in critical industries, where the cost and penalties for failure can be high. In addition to its coherent growth strategy, Snap-on is committed to its "Value Creation Processes" – a set of strategic principles and processes designed to create value and employed in the areas of (i) safety; (ii) quality; (iii) customer connection; (iv) innovation; and (v) rapid continuous improvement ("RCI"). Snap-on's RCI initiatives employ a structured set of tools and processes across multiple businesses and geographies intended to eliminate waste and improve operations. Savings from Snap-on's RCI initiatives reflect benefits from a wide variety of ongoing efficiency, productivity and process improvements, including savings generated from product design cost reductions, improved manufacturing line set-up and change-over practices, lower-cost sourcing initiatives and facility consolidations.

Snap-on's primary customer segments include: (i) commercial and industrial customers, including professionals in critical industries and emerging markets; (ii) professional vehicle repair technicians who purchase products through the company's mobile tool distribution network; and (iii) other professional customers related to vehicle repair, including owners and managers of independent and original equipment manufacturer ("OEM") dealership service and repair shops ("OEM dealerships"). Snap-on's Financial Services customer segment includes: (i) franchisees' customers, principally serving vehicle repair technicians, and Snap-on customers who require financing for the purchase or lease of tools, diagnostics, and equipment products on an extended-term payment plan; and (ii) franchisees who require financing options for vehicle and business needs.

Snap-on's business segments are based on the organization structure used by management for making operating and investment decisions and for assessing performance. Snap-on's reportable business segments are: (i) the Commercial & Industrial Group; (ii) the Snap-on Tools Group; (iii) the Repair Systems & Information Group; and (iv) Financial Services. The Commercial & Industrial Group consists of business operations serving a broad range of industrial and commercial customers worldwide, including customers in the aerospace, natural resources, government, power generation, transportation and technical education market segments (collectively, "critical industries"), primarily through direct and distributor channels. The Snap-on Tools Group consists of business operations primarily serving vehicle service and repair technicians through the company's worldwide mobile tool distribution channel. The Repair Systems & Information Group consists of business operations serving other professional vehicle repair customers worldwide, primarily owners and managers of independent repair shops and OEM dealerships, through direct and distributor channels. Financial Services consists of the business operations of Snap-on Credit LLC ("SOC"), the company's financial services business in the United States, and Snap-on's other financial services subsidiaries in those international markets where Snap-on has franchise operations. See Note 20 to the Consolidated Financial Statements for information on business segments and foreign operations.

Snap-on evaluates the performance of its operating segments based on segment revenues, including both external and intersegment net sales, and segment operating earnings. Snap-on accounts for intersegment sales and transfers based primarily on standard costs with reasonable mark-ups established between the segments. Identifiable assets by segment are those assets used in the respective reportable segment's operations. Corporate assets consist of cash and cash equivalents (excluding cash held at Financial Services), deferred income taxes and certain other assets. All intersegment amounts are eliminated to arrive at Snap-on's consolidated financial results.

Recent Acquisitions

Snap-on has continued to broaden its business through a series of coherent acquisitions, which have expanded and enhanced Snap-on's capabilities in a variety of critical industries and in its business operations serving primarily owners and managers of independent repair shops and OEM dealerships. For information regarding recent acquisitions, see Item 7, "Management's Discussion and Analysis of Financial Condition and Results of Operations" and Note 3 to the Consolidated Financial Statements.

Information Available on the Company's Website

Additional information about Snap-on, including its products and its sustainability commitment, is available on the company's website at www.snapon.com. Snap-on is not including the information contained on its website as a part of, or incorporating it by reference into, this Annual Report on Form 10-K. Snap-on's Annual Reports on Form 10-K, Quarterly Reports on Form 10-Q, Proxy Statements on Schedule 14A and Current Reports on Form 8-K, as well as any amendments to those reports, are made available to the public at no charge through the "Investors" section of the company's website at www.snapon.com. Snap-on makes such material available on its website as soon as reasonably practicable after it electronically files such material with, or furnishes it to, the Securities and Exchange Commission ("SEC"). Copies of any materials the company files with the SEC can also be obtained free of charge through the SEC's website at www.sec.gov. In addition, Snap-on's (i) charters for the Audit, Corporate Governance and Nominating, and Organization and Executive Compensation Committees of the company's Board of Directors; (ii) Corporate Governance Guidelines; and (iii) Code of Business Conduct and Ethics are available on the company's website. Snap-on will also post any amendments to these documents, or information about any waivers granted to directors or executive officers with respect to the Code of Business Conduct and Ethics, on the company's website at www.snapon.com.

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Products and Services

Tools; Diagnostics, Information and Management Systems; and Equipment

Snap-on offers a broad line of products and complementary services that are grouped into three product categories: (i) tools; (ii) diagnostics, information and management systems; and (iii) equipment. Further product line information is not presented as it is not practicable to do so. The following table shows the consolidated net sales of these product categories for the last three years:

(Amounts in millions)	Net Sales		
	2021	2020	2019
Product Category:			
Tools	$ 2,343.0	$ 1,984.7	$ 2,017.5
Diagnostics, information and management systems	892.5	783.8	827.5
Equipment	1,016.5	824.0	885.0
	$ 4,252.0	$ 3,592.5	$ 3,730.0

The *tools* product category includes hand tools, power tools, tool storage products and other similar products. Hand tools include wrenches, sockets, ratchet wrenches, pliers, screwdrivers, punches and chisels, saws and cutting tools, pruning tools, torque measuring instruments and other similar products. Power tools include cordless (battery), pneumatic (air), hydraulic and corded (electric) tools, such as impact wrenches, ratchets, screwdrivers, drills, sanders, grinders and similar products. Tool storage includes tool chests, roll cabinets and other similar products. For many industrial customers, Snap-on creates specific, engineered solutions, including facility-level tool control and asset management hardware and software, custom kits in a wide range of configurations, and custom-built tools designed to meet customer requirements. The majority of products are manufactured by Snap-on and, in completing the product offering, other items are purchased from external manufacturers.

The *diagnostics, information and management systems* product category includes handheld and computer-based diagnostic products, service and repair information products, diagnostic software solutions, electronic parts catalogs, business management systems and services, point-of-sale systems, integrated systems for vehicle service shops, OEM purchasing facilitation services, and warranty management systems and analytics to help OEM dealerships manage and track performance.

The *equipment* product category includes solutions for the service of vehicles and industrial equipment. Products include wheel alignment equipment, wheel balancers, tire changers, vehicle lifts, test lane equipment, collision repair equipment, vehicle air conditioning service equipment, brake service equipment, fluid exchange equipment, transmission troubleshooting equipment, safety testing equipment, battery chargers and hoists.

Snap-on supports the sale of its diagnostics and vehicle service shop equipment by offering training programs as well as after-sales support for its customers, primarily focusing on the technologies and the application of specific products developed and marketed by Snap-on.

Products are marketed under a number of brand names and trademarks, many of which are well known in the vehicle service and industrial markets served. Some of the major trade names and trademarks and the products and services with which they are associated include the following:

Names	Products and Services
Snap-on	Hand tools, power tools, tool storage products (including tool control software and hardware), diagnostics, certain equipment and related accessories, mobile tool stores, websites, electronic parts catalogs, warranty analytics solutions, business management systems and services, OEM specialty tools and equipment development and distribution, and OEM facilitation services
ATI	Aircraft hand tools and machine tools
AutoCrib	Asset and tool control systems
autoVHC	Vehicle inspection and training services
BAHCO	Saw blades, cutting tools, pruning tools, hand tools, power tools and tool storage, including tool control systems
Blackhawk	Collision repair equipment
Blue-Point	Hand tools, power tools, tool storage, diagnostics, certain equipment and related accessories
Cartec	Safety testing, brake testers, test lane equipment, dynamometers, suspension testers, emission testers and other equipment
Car-O-Liner	Collision repair equipment, and information and truck alignment systems
CDI	Torque tools
Challenger	Vehicle lifts
Cognitran	OEM SaaS products
Dealer-FX	Service operation solutions and OEM SaaS systems
Ecotechnics	Vehicle air conditioning service equipment
Fastorq	Hydraulic torque and tensioning products
Fish and Hook	Saw blades, cutting tools, pruning tools, hand tools, power tools and tool storage
Hofmann	Wheel balancers, vehicle lifts, tire changers, wheel aligners, brake testers and test lane equipment
Irimo	Saw blades, cutting tools, hand tools, power tools and tool storage
John Bean	Wheel balancers, vehicle lifts, tire changers, wheel aligners, brake testers and test lane equipment
Josam	Heavy duty alignment and collision repair solutions
Lindström	Hand tools
Mitchell1	Repair and service information, shop management systems and business services
Nexiq	Diagnostic tools, information and program distributions for fleet and heavy duty equipment
Norbar	Torque tools
Power Hawk	Rescue tools and related equipment for military, government, fire and rescue
Pro-Cut	Brake service equipment and accessories
Sandflex	Hacksaw blades, bandsaws, saw blades, hole saws and reciprocating saw blades
ShopKey	Repair and service information, shop management systems and business services
Sioux	Power tools
Sturtevant Richmont	Torque tools
Sun	Diagnostic tools, wheel balancers, vehicle lifts, tire changers, wheel aligners, air conditioning products and emission testers
TreadReader	Automotive tire drive-over ramps and handheld devices
TruckCam	Commercial vehicle OEM factory solutions
Williams	Hand tools, tool storage, certain equipment and related accessories

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Financial Services

Snap-on also generates revenue from various financing programs that include: (i) installment sales and lease contracts arising from franchisees' customers and Snap-on customers who require financing for the purchase or lease of tools, diagnostics, and equipment products on an extended-term payment plan; and (ii) business and vehicle loans and leases to franchisees. The decision to finance through Snap-on or another financing source is solely by election of the customer. When assessing customers for potential financing, Snap-on considers various factors regarding ability to pay, including the customers' financial condition, debt-servicing ability, past payment experience, and credit bureau and proprietary Snap-on credit model information, as well as the value of the underlying collateral.

Snap-on offers financing through SOC and the company's international finance subsidiaries in most markets where Snap-on has franchise operations. Financing revenue from contract originations is recognized over the life of the underlying contracts, with interest or finance charges computed primarily on the average daily balances of the underlying contracts.

Markets

Sales and Distribution

Snap-on markets and distributes its products and related services principally to professional tool and equipment users around the world. The two largest market sectors are the vehicle service and repair sector and the industrial sector.

Vehicle Service and Repair Sector

The vehicle service and repair sector has three main customer groups: (i) professional technicians who purchase tools, diagnostics, and equipment products for use in their work; (ii) other professional customers related to vehicle repair, including owners and managers of independent repair shops and OEM dealerships who purchase tools, diagnostics, and equipment products for use by multiple technicians within a service or repair facility; and (iii) OEMs.

Snap-on provides innovative tool, equipment and business solutions, as well as technical sales support and training, designed to meet technicians' evolving needs. Snap-on's mobile tool distribution system offers technicians the convenience of purchasing quality tools at their place of business with minimal disruption of their work routine. Snap-on also provides owners and managers of repair shops, where technicians work, with tools, diagnostics, equipment, and repair and service information, including electronic parts catalogs and shop management products. Snap-on's OEM facilitation business provides OEMs with products and services including special and essential tools as well as consulting and facilitation services, which include product procurement, distribution and administrative support to customers for their dealership equipment programs.

The market for vehicle service and repair is driven by an increasing rate of technological change, car and truck population growth and increasing unit life, and the resulting effects of these changes on the businesses of both our suppliers and customers. In recent years, there has been an increase in the development and sales of electric and hybrid vehicles and this trend is expected to continue. Snap-on has historically benefited from the increasing complexity of car and truck fleets and the changing tools, technologies and data needed to monitor, calibrate, service and repair evolving vehicle platforms. While new technologies, including those associated with alternative energy drivetrains and greater vehicle autonomy, may alter the nature of certain service and repair for particular vehicle types, we believe many of these new technologies provide opportunities to fulfill requirements for enhanced solutions or increased precision. Snap-on believes it is well-positioned to innovate new products to address these changing needs and to extend its leadership position in the expanding vehicle service and repair market sector.

Industrial Sector

Snap-on markets its products and services globally to a broad cross-section of commercial and industrial customers, including maintenance and repair operations; manufacturing and assembly facilities; various government agencies, facilities and operations, including military operations; schools with vocational and technical programs; aviation and aerospace operations; oil and gas developers; mining operations; power generation operations, including those associated with alternative energies; equipment fabricators and operators; railroad manufacturing and maintenance; customers in agriculture; infrastructure construction companies; and other customers that require instrumentation, service tools and/or equipment for their products and business needs. The industrial sector for Snap-on focuses on providing value-added products and services to an increasingly expanding global base of customers in critical industries.

The industrial sector is characterized by a highly competitive environment with multiple suppliers offering either a full line or industry-specific portfolios for tools and equipment. Industrial customers increasingly require specialized solutions that provide repeatability and reliability in performing tasks of consequence that are specific to the particular end market in which they operate. Snap-on believes it is a meaningful participant in the industrial tools and equipment market sector.

Distribution Channels

Snap-on serves customers primarily through the following channels of distribution: (i) the mobile van channel; (ii) company direct sales; (iii) distributors; and (iv) e-commerce. The following discussion summarizes Snap-on's general approach for each channel and is not intended to be all-inclusive.

Mobile Van Channel

In the United States, a significant portion of sales to the vehicle service and repair sector is conducted through Snap-on's mobile franchise van channel. Snap-on's franchisees primarily serve vehicle repair technicians and vehicle service shop owners, generally providing weekly contact at the customer's place of business. Franchisees' sales are concentrated in hand and power tools, tool storage products, shop equipment, diagnostics and repair information products, which can be transported in a van or trailer and demonstrated during a sales call. Franchisees purchase Snap-on's products at a discount from suggested list prices and resell them at prices established by the franchisee. U.S. franchisees are provided a list of calls that serves as the basis of the franchisee's sales route. Snap-on's franchisees also have the opportunity to add a limited number of additional franchises.

Snap-on charges nominal initial and ongoing monthly franchise fees. Franchise fee revenue, including nominal, non-refundable initial and ongoing monthly fees (primarily for sales and business training, marketing and product promotion programs, and technology support), is recognized as the fees are earned. Franchise fee revenue totaled $17.3 million, $16.2 million and $15.4 million in fiscal 2021, 2020 and 2019, respectively.

Snap-on also has a company-owned route program that is designed to: (i) provide another pool of potential field organization personnel; (ii) service customers in select new and/or open routes not currently serviced by franchisees; and (iii) allow Snap-on to pilot new sales and promotional ideas prior to introducing them to franchisees. As of 2021 year end, company-owned routes comprised approximately 4% of the total route population. Snap-on may elect to increase or reduce the number of company-owned routes in the future.

In addition to its mobile van channel in the United States, Snap-on has franchise distribution models in certain other countries, including Canada, the United Kingdom, Japan, Australia, Germany, Netherlands, South Africa, New Zealand, Belgium and Ireland. In many of these markets, as in the United States, purchase decisions are generally made or influenced by professional vehicle service technicians as well as repair shop owners and managers. As of 2021 year end, Snap-on's worldwide route count was approximately 4,775, including approximately 3,425 routes in the United States.

Through SOC, financing is available to U.S. franchisees, including financing for van leases, working capital loans and loans to help enable new franchisees to fund the purchase of the franchise or the expansion of an existing franchise. In many international markets, Snap-on offers a variety of financing options to its franchisees and/or customer networks through its international finance subsidiaries. The decision to finance through Snap-on or another financing source is solely at the customer's election.

Snap-on supports its franchisees with a field organization of regional offices, franchise performance teams, customer care centers and distribution centers. Snap-on also provides sales and business training, and marketing and product promotion programs, as well as customer and franchisee financing programs through SOC and the company's international finance subsidiaries, all of which are designed to strengthen franchisee sales. National Franchise Advisory Councils in the United States, the United Kingdom, Canada and Australia, composed primarily of franchisees that are elected by franchisees, assist Snap-on in identifying and implementing enhancements to the franchise program.

Company Direct Sales

A significant proportion of shop equipment sales in North America under the John Bean, Hofmann, Blackhawk, Car-O-Liner, Challenger and Pro-Cut brands, diagnostic products under the Snap-on brand, and information and shop management products under the Mitchell1 brand are made by direct and independent sales forces that have responsibility for national and other accounts. As the vehicle service and repair sector consolidates (with more business conducted by national chains and franchised service centers), Snap-on believes these larger organizations can be serviced most effectively by sales people who can demonstrate and sell the full line of diagnostics, equipment, and services. Snap-on also sells these products and services directly to OEMs and their franchised dealers.

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Snap-on brand tools and equipment are marketed to industrial and governmental customers worldwide through both industrial sales associates and independent distributors. Selling activities focus on industrial customers whose main purchase criteria are quality and integrated solutions. As of 2021 year end, Snap-on had industrial sales associates and independent distributors primarily in the United States, Canada and in various European, Latin American, Middle Eastern, Asian and African countries, with the United States representing the majority of Snap-on's total industrial sales.

Snap-on also sells software, services and solutions to the automotive, commercial, heavy duty, agriculture, power equipment and power sports segments. Products and services are marketed to targeted groups, including OEMs and their dealerships, fleets and individual repair shops. To effectively reach OEMs, which frequently have a multi-national presence, Snap-on has deployed focused business teams globally.

Distributors

Sales of certain tools and equipment are made through independent distributors who purchase the items from Snap-on and resell them to end users. Hand tools sold under the BAHCO, Irimo, Lindström, CDI, ATI, Fastorq, Norbar, Sioux, Sturtevant Richmont and Williams brands and trade names, for example, are sold through distributors worldwide. Wheel service and other vehicle service equipment are sold through distributors primarily under brands including Hofmann, John Bean, Car-O-Liner, Challenger, Pro-Cut, Cartec, Blackhawk and Ecotechnics. Diagnostics and equipment products are marketed through distributors in South America and Asia, and through both a direct sales force and distributors in Europe under the Snap-on, Sun and Blue-Point brands.

E-commerce

Snap-on offers current and prospective customers online access to research and purchase products through its public website, www.snapon.com. The site features an online catalog of Snap-on hand tools, power tools, tool storage units and diagnostic equipment available to customers in the United States, the United Kingdom, Canada and Australia. E-commerce and certain other system enhancement initiatives are designed to improve productivity and further leverage the one-on-one relationships and service Snap-on has with its current and prospective customers. Sales through the company's e-commerce distribution channel were not significant in any of the last three years.

Competition

Snap-on competes on the basis of its product quality and performance, product line breadth and depth, service, brand awareness and imagery, technological innovation and availability of financing (through SOC or its international finance subsidiaries). While Snap-on does not believe that any single company competes with it across all of its product lines and distribution channels, various companies compete in one or more product categories and/or distribution channels.

Snap-on believes it is a leading manufacturer and distributor of professional tools, tool storage, diagnostics, equipment products, and repair software and solutions, offering a broad line of these products to both vehicle service and industrial marketplaces. Various competitors target and sell to professional technicians in the vehicle service and repair sector through the mobile tool distribution channel. Snap-on also competes with companies that sell tools and equipment to vehicle service and repair technicians online and through retail stores, vehicle parts supply outlets and tool supply warehouses/distributorships. Within the power tools category and the industrial sector, Snap-on has various other competitors, including companies with offerings that overlap with other areas discussed herein. Major competitors selling diagnostics, shop equipment, and information to vehicle dealerships and independent repair shops include OEMs and their proprietary electronic parts catalogs and diagnostics and information systems, and other companies that offer products serving this sector.

Resources

Raw Materials and Purchased Product

Snap-on's supply of raw materials, including steel, and purchased components are generally available from numerous suppliers and the company continuously works to expand and enhance supplier relationships to meet its supply needs. Snap-on believes it has secured a sufficient amount of raw materials and purchased components for the near future to meet the expected general sales demand. While the company does experience raw material and component cost fluctuations from time to time and from operation to operation, including during the ongoing COVID-19 pandemic, it endeavors to employ its RCI processes to improve efficiencies and reduce waste to minimize the impact of any cost increases. The company does not currently anticipate experiencing any significant impact in 2022 from raw material and purchased component cost or availability issues. In addition, to date, the company has not observed any meaningful supply shortages or cost increases directly or indirectly resulting from climate change factors.

Patents, Trademarks and Other Intellectual Property

Snap-on vigorously pursues and relies on patent protection to protect its intellectual property and position in its markets. As of 2021 year end, Snap-on and its subsidiaries held approximately 850 active and pending patents in the United States and approximately 2,550 active and pending patents outside of the United States. Sales relating to any single patent did not represent a material portion of Snap-on's revenues in any of the last three years.

Examples of products that have features or designs that benefit from patent protection include hand tools (including sealed ratchets and ratcheting screwdrivers), power tools, wheel alignment systems, wheel balancers, tire changers, vehicle lifts, tool storage, tool control, collision measurement, test lane equipment, brake lathes, electronic torque instruments, emissions-sensing devices and diagnostic equipment.

Much of the technology used in the manufacture of vehicle service tools and equipment is in the public domain. Snap-on relies primarily on trade secret protection for proprietary processes used in manufacturing. Methods and processes are patented when appropriate. Copyright protection is also utilized when appropriate.

Trademarks used by Snap-on are of continuing importance in the marketplace. Trademarks have been registered in the United States and many other countries, and additional applications for trademark registrations are pending. Snap-on vigorously polices proper use of its trademarks. Snap-on's right to manufacture and sell certain products is dependent upon licenses from others; however, these products under license do not represent a material portion of Snap-on's net sales.

Domain names are a valuable corporate asset for companies around the world, including Snap-on. Domain names often contain a trademark or service mark or even a corporate name and are often considered intellectual property. The recognition and value of the Snap-on name, trademark and domain name are core strengths of the company.

Snap-on strategically licenses the Snap-on brand to carefully selected manufacturing and distribution companies for items such as apparel and a variety of other goods, in order to further build brand awareness and market presence for the company's strongest brand.

Government Regulations

Snap-on is subject to various federal, state and local laws, such as those related to international trade, data privacy, tax and government contracts, as well as environmental laws, ordinances, regulations, and requirements of government authorities in the United States and other nations. At Snap-on, environmental liabilities are managed through the Snap-on Environmental, Health and Safety Management System ("EH & SMS"), which is applied worldwide. The system is based upon continual improvement and is certified to ISO 14001:2015 and ISO 45001:2018, verified through Det Norske Veritas (DNV) Certification, Inc.

Snap-on believes that it complies with applicable environmental and government requirements in its operations. Expenditures on environmental and governmental matters through EH & SMS have not had a material effect upon Snap-on's capital expenditures, earnings or competitive position. However, the increasing global focus on climate change may result in new or more stringent environmental or climate-related regulations or standards. While such regulations have historically created select opportunities for our business operations, the company continually monitors developments in this area.

Human Capital Management

As of January 1, 2022, Snap-on employed approximately 12,800 people worldwide, of which approximately 7,000 were employed in the United States and approximately 5,800 were outside the United States. Based on the most recently filed EEO-1 data, which is available in the "Investors" section on the company's website at www.snapon.com, females constitute 25.8% and minorities constitute 22.4% of the workforce in the United States. Additionally, on a global basis, approximately 2,700 employees are represented by unions and/or covered under collective bargaining agreements with varying expiration dates through 2023. In recent years, Snap-on has not experienced any significant work slowdowns, stoppages or other labor disruptions.

Snap-on is guided by the beliefs and values in the company's "Who We Are" mission statement and strives to be the "employer of choice" for its current and future associates. Our "Who We Are" beliefs serve as the guidepost against which we evaluate performance in operating reviews throughout the company. Furthermore, through our Snap-on Value Creation Processes, a suite of principles we use every day, the company remains committed to the areas of safety, quality, customer connection, innovation and RCI, which are closely linked to and contribute to improving employee engagement, productivity, and efficiency.

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Successful execution of our way forward is dependent on attracting, developing and retaining key employees and members of our management team, which we achieve through the following:

- Snap-on believes strongly in workplace safety. As a permanent priority agenda item at all operational meetings, safety comes first. Snap-on strives to maintain a safe workplace and expects its employees to broadly embrace the company's safety programs. Snap-on invests in its strong safety culture and in elevating the importance of worker safety throughout all levels of the organization. For 2021, Snap-on had an overall safety incident rate of 1.01 (number of injuries and illnesses multiplied by 200,000, divided by hours worked).

- Snap-on is committed to its employees and provides developmental opportunities, as well as competitive pay and benefits. Leadership reviews to identify high potential talent in the organization are conducted on an ongoing basis with all business units and on an annual basis with the Board of Directors. Snap-on offers pension, postretirement health care benefits and stock-based compensation as well as other stock plans, including an employee stock purchase plan for associates in the United States and Canada. Additional information related to these plans is included in Notes 12, 13 and 14 to the Consolidated Financial Statements. Other benefits, including skill training and tuition assistance programs, are available to employees, but vary from location to location.

- Snap-on seeks to advance our progress on diversity and inclusion within our company and is committed to providing equal opportunities. The company does not tolerate discrimination. As part of our efforts, Snap-on has instituted company-wide training on inclusion and unconscious bias, and has expanded internship, mentorship and recruitment activities for underrepresented groups. Additionally, to further our support of makers and fixers, both within and outside our company, Snap-on is partnering with national nonprofit organizations and community colleges to leverage career and technical education to expand the opportunities for underrepresented groups in our facilities, as well as in the critical industries we serve and beyond. The company is also investing in and building relationships with several Historically Black Colleges and Universities (HBCUs) to help advance their missions and broaden the pipeline of Black engineers and other technically trained graduates.

- Snap-on's people and the behaviors they display define our success, including integrity, respect and teamwork. Annual employee training is used to reinforce ethics, environmental matters, health and safety, information security and regulatory compliance, which includes anti-corruption training for all relevant employees.

Throughout the COVID-19 pandemic, Snap-on has generally maintained its headcount and has accommodated its operations to the virus environment. Snap-on has taken what it believes to be appropriate measures to ensure the health and safety of its personnel, including enhancing cleaning protocols, providing protective equipment and providing wages for quarantined associates. Refer to the "Impact of the COVID-19" included in Item 7, "Management's Discussion and Analysis of Financial Condition and Results of Operations" for additional information on actions taken by the company in response to the COVID-19 pandemic.

Social Responsibility and Sustainability Commitment

Snap-on is deeply dedicated to honoring and celebrating the dignity of work. The company supports upskilling the workforce through collaborations with Career and Technical Education (CTE) schools across the United States and throughout the world, and with SkillsUSA and World Skills to engage youth in order to enable and promote technical careers. Additionally, the company is a founding partner of the National Coalition of Certification Centers (NC3), which aims to more effectively match technical school curricula with the precise needs of the current and future workplace by developing, implementing, and sustaining industry-recognized certifications with programs in automotive, aviation, energy, oil and gas, manufacturing and other critical industries. To date, nearly 200,000 students have earned Snap-on certifications, preparing them for successful and satisfying careers across various technical disciplines.

Snap-on is committed to conducting business and making decisions honestly, ethically, fairly and within the law, and is guided by the company's "Who We Are" mission statement, which is translated into multiple languages and prominently displayed in our facilities around the world. Snap-on is dedicated to earning and keeping the trust and confidence of its shareholders, customers, franchisees, distributors, retirees and associates, as well as of the communities where the company does business. Snap-on's Code of Business Conduct and Ethics provides guidelines and a framework for conducting business in an ethical manner. These beliefs go beyond Snap-on and are expected of our suppliers as detailed in the company's Supplier Code of Conduct. Snap-on has adopted policies that seek to eliminate human trafficking, slavery, forced labor and child labor from its global supply chain.

Snap-on prioritizes continuous improvement in all facets of its operations, including environmental matters and health and safety. The company strives to protect environmental quality and human welfare in its workplaces and in its communities by implementing sound policies designed to prevent, mitigate and reduce the company's impact on the environment. The company has voluntarily reported Scope 1 and Scope 2 greenhouse gas ("GHG") emissions to the CDP (formerly known as the Carbon Disclosure Project) on an annual basis since 2008. As reported to the CDP in 2021, the company's total GHG emissions of 102,137 metric tons of carbon dioxide equivalent ("CO2e") reflected an intensity of 28.4 (metric tons of CO2e, divided by net sales in millions), which is 30% lower than when initially reported in 2008.

Snap-on's sustainability framework is focused on key areas impacting our industry, including energy management, employee health and safety, and material management, and is aligned with the standards of the Value Reporting Foundation (formerly known as the Sustainability Accounting Standards Board or "SASB"). Snap-on's SASB Index, along with additional information regarding the company's sustainability commitment, is available in the "Investors" section on the company's website at www.snapon.com.

Customers and Seasonality

Snap-on does not have any single customer or government on which its business was substantially dependent in any of the indicated periods. Most of Snap-on's businesses are not seasonal and their inventory needs are relatively constant.

Item 1A: Risk Factors

In evaluating the company, careful consideration should be given to the following risk factors, in addition to the other information included in this Annual Report on Form 10-K, including the Consolidated Financial Statements and the related notes. Each of these risk factors could adversely affect, and in some cases may have already affected, the company's business, operating results, cash flows and/or financial condition, as well as adversely affect the value of an investment in the company's common stock.

Risk related to COVID-19 and Other Infectious Diseases

The ongoing COVID-19 pandemic is expected to continue to pose risks to our business, results of operations, financial condition and cash flows, and other epidemics or outbreaks of infectious diseases may have a similar impact.

We face risks related to outbreaks of infectious diseases, including the ongoing COVID-19 pandemic. In response to COVID-19, national and local governments around the world instituted certain measures, including travel bans, prohibitions on group events and gatherings, shutdowns of certain businesses, curfews, shelter-in-place orders and recommendations to practice social distancing. Existing measures may be extended in certain regions and additional measures may be imposed to combat the COVID-19 pandemic or future outbreaks of infectious diseases.

Among the effects of COVID-19, and potential effects of other similar outbreaks, on the company could include, but are not limited to, reduced consumer and investor confidence, instability in the credit and financial markets, volatile corporate profits, supply chain inefficiencies, and reduced business and consumer spending, which could adversely affect our results of operations by reducing our sales, margins and/or net income as a result of rising costs, a slowdown in customer orders or order cancellations. To the extent the COVID-19 pandemic, or a future outbreak, adversely affects our business, financial condition, results of operations and cash flows, it may also heighten many of the other risks described in this section. The ultimate impact of COVID-19, as well as future outbreaks of infectious diseases, is dependent on future developments, including the duration of the pandemic and the related length of its impact on the global economy, which are uncertain and cannot be predicted at this time.

Business Risks

The sales of many of our products are dependent on the health of the vehicle repair market and the changing requirements of vehicle repair.

We believe sales of many of our products are dependent on the changing vehicle repair requirements, the number of vehicles on the road, the general aging of vehicles and the number of miles driven. These factors affect the frequency, type and amount of service and repair performed on vehicles by technicians, and therefore affect the demand for the number of technicians, the prosperity of technicians and, consequently, the demand technicians have for our tools, other products and services, as well as the value technicians place on those products and services. The use of other methods of transportation, including more frequent use of public transportation in the future, could result in a decrease in the use of privately-operated vehicles. A decrease in the use of privately-operated vehicles may lead to fewer repairs and less demand for our products.

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In addition, the number of electric and hybrid vehicles developed and sold has risen in recent years, and is expected to continue to increase in the future. While we believe that advances in vehicle technologies provide us with opportunities to provide innovative products and solutions to the vehicle repair market, if we are not able to execute on those possibilities, our business and results of operations could suffer.

The performance of Snap-on's mobile tool distribution business depends on the success of its franchisees.

Approximately 42% of our consolidated net revenues in 2021 were generated by the Snap-on Tools Group, which consists of Snap-on's business operations primarily serving vehicle service and repair technicians through the company's worldwide mobile tool distribution channel. Snap-on's success is dependent on its relationships with franchisees, individually and collectively, as they are the primary sales and service link between the company and vehicle service and repair technicians, who are an important class of end users for Snap-on's products and services.

If our franchisees are not successful, or if we do not maintain an effective relationship with our franchisees, the delivery of products, the collection of receivables and/or our relationship with end users could be adversely affected and thereby negatively impact our business, financial condition, results of operations and cash flows.

In addition, if we are unable to maintain effective relationships with franchisees, Snap-on or the franchisees may choose to terminate the relationship, which may result in: (i) open routes, in which end-user customers are not provided reliable service; (ii) litigation resulting from termination; (iii) reduced collections or increased charge-offs of franchisee receivables owed to Snap-on; and/or (iv) reduced collections or increased charge-offs of finance and contract receivables.

The inability to continue to introduce new products that respond to customer needs and achieve market acceptance could result in lower revenues and reduced profitability.

Sales from new products represent a significant portion of our net sales and are expected to continue to represent a significant component of our future net sales. We may not be able to compete effectively unless we continue to enhance existing products or introduce new products to the marketplace in a timely manner. Product improvements and new product introductions require significant financial and other resources, including significant planning, design, development, sourcing and testing at the technological, product and manufacturing process levels. Our competitors' new products may beat our products to market, be more effective, contain more features, be less expensive than our products, and/or render our products obsolete. Any new products that we develop may not receive market acceptance or otherwise generate any meaningful net sales or profits for us relative to our expectations based on, among other things, existing and anticipated investments in manufacturing capacity and commitments to fund advertising, marketing, promotional programs and research and development.

Failure to adequately protect intellectual property, or claims of infringement, could adversely affect our business, reputation, financial condition, results of operations and cash flows.

Intellectual property rights are an important and integral component of our business and failure to obtain or maintain adequate protection of our intellectual property rights for any reason could have a material adverse effect on our business. We attempt to protect our intellectual property rights through a combination of patent, trademark, copyright and trade secret laws, as well as licensing agreements and third-party nondisclosure and assignment agreements. In addition, we have been, and in the future may be, subject to claims of intellectual property infringement against us by third parties; whether or not these claims have merit, we could be required to expend significant resources in defense of those claims. Adverse determinations in a judicial or administrative proceeding or via a settlement could prevent us from manufacturing and selling our products, prevent us from stopping others from manufacturing and selling competing products, and/or result in payments for damages. In the event of an infringement claim, we may also be required to spend significant resources to develop alternatives or obtain licenses, which may not be available on reasonable terms or at all, and may reduce our sales and disrupt our production. Failure to obtain or maintain adequate protection of our intellectual property rights for any reason could have a material adverse effect on our business.

The global tool, equipment, diagnostics, and repair information industries are competitive.

We face strong competition in all of our market segments. Price competition in our various industries is intense and pricing pressures from competitors and customers continue to increase. In general, as a manufacturer and marketer of premium products and services, the expectations of Snap-on's customers and its franchisees are high and continue to increase. Any inability to maintain customer satisfaction could diminish Snap-on's premium image and reputation and could result in a lessening of our ability to command premium pricing. We expect that the level of competition will remain high in the future, which could limit our ability to maintain or increase market share or profitability.

Foreign operations are subject to political, economic and other risks that could adversely affect our business, financial condition, results of operations and cash flows.

Approximately 31% of our revenues in 2021 were generated outside of the United States. Future growth rates and success of our business depends in large part on continued growth in our non-U.S. operations, including growth in emerging markets and critical industries. Numerous risks and uncertainties affect our non-U.S. operations. These include political, economic and social instability, such as acts of war, armed conflicts, civil disturbance or acts of terrorism, local labor conditions, trade relations with China, changes in government policies and regulations, including those intended to address climate change, imposition or increases in withholding and other taxes on remittances and other payments by international subsidiaries, as well as exposure to liabilities under anti-bribery and anti-corruption laws in various countries, such as the U.S. Foreign Corrupt Practices Act, currency volatility, transportation delays or interruptions, sovereign debt uncertainties and difficulties in enforcement of contract and intellectual property rights, reputational risks related to, among other factors, different standards and practices among countries, as well as natural disasters, weather events and outbreaks of infectious diseases. Should the economic environment in our non-U.S. markets deteriorate from current levels, our results of operations and financial position could be materially impacted, including as a result of the effects of potential impairment write-downs of goodwill and/or other intangible assets related to these businesses.

The United Kingdom ("U.K.") has formally left the European Union ("Brexit"). As part of the agreement between the U.K. and the European Union regarding Brexit, there is a new series of customs and regulatory checks, including rules of origin and stringent local content requirements. There are also restrictions on the free movement of people and temporary visas for work-related purposes have been re-introduced. The implications of Brexit, including disruptions to trade and the movement of goods, services and people between the U.K. and the European Union or other countries, may lead to additional cost, delays and volatility in currency exchange rates, as well as create legal and global economic uncertainty. These and other potential implications could adversely affect our business and results of operations.

Operational Risks

Risks associated with the disruption of manufacturing operations could adversely affect our profitability or competitive position.

We manufacture a significant portion of the products we sell. Any prolonged disruption in the operations of our existing manufacturing facilities, whether due to technical or labor difficulties, facility consolidation or closure actions, lack of raw material or component availability, destruction of or damage to any facility (as a result of natural disasters, climate or weather events, use and storage of hazardous materials, acts of war, sabotage, terrorism, civil unrest or other events), or other reasons, including outbreaks of infectious diseases, such as the ongoing COVID-19 pandemic, could have a material adverse effect on our business, financial condition, results of operations and cash flows.

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Price fluctuations and shortages of raw materials, components, certain purchased finished goods and energy sources could adversely affect the ability to obtain needed materials or products and could adversely affect our results of operations.

Snap-on's supply of raw materials and purchased components are generally available from numerous suppliers, and the company continuously works to expand its supplier base to ensure availability. The principal raw material used in the manufacture of our products is steel, which we purchase in competitive, price-sensitive markets. To meet Snap-on's high quality standards, our steel needs range from specialized alloys, which are available only from a limited group of approved suppliers, to common alloys, which are available from multiple suppliers. Some of these materials have been, and in the future may be, in short supply, particularly in the event of mill shutdowns or production cut backs. In addition, outbreaks of infectious diseases, weather events or other circumstances beyond our control could also impact the availability of raw materials and components. Physical risks of climate change may also impact the availability and cost of materials, sources and supply of energy and could also increase operating costs. Raw materials, components and certain purchased finished goods can exhibit price and demand cyclicality, including as a result of tariffs, other trade protection measures, inflationary factors, and supply chain inefficiencies. Associated unexpected variability could result in an increase in product costs and require Snap-on to increase prices to maintain margins.

We use various energy sources to transport, produce and distribute products, and some of our products have components that are petroleum based. Petroleum and energy prices have periodically increased significantly over short periods of time; future volatility and changes may be caused by market fluctuations, supply and demand, currency fluctuations, production and transportation disruptions, climate change regulations, world events and changes in governmental programs. Energy price increases raise both our operating costs and the costs of our materials, and we may not be able to increase our prices enough to offset these costs in certain areas. Higher prices also may reduce the level of future customer orders and our profitability.

Failure to maintain effective distribution of products and services could adversely impact revenue, gross margin and profitability.

We use a variety of distribution methods to sell our products and services. Successfully managing the interaction of our distribution efforts to reach various potential customer segments for our products and services is a complex process. Moreover, since each distribution method has distinct risks, costs and gross margins, our failure to implement the most advantageous balance in the delivery model for our products and services could adversely affect our revenue, gross margins and profitability.

Data security and information technology infrastructure and security are critical to supporting business objectives; failure of our systems to operate effectively could adversely affect our business and reputation.

We depend heavily on information technology infrastructure to achieve our business objectives and to protect sensitive information, and continually invest in improving such systems. Problems that impair or compromise this infrastructure, including natural disasters, power outages, major network failures, security breaches or malicious attacks, or during system upgrades and/or new system implementations, could impede our ability to record or process orders, manufacture and ship in a timely manner, manage our financial services operations including originating, processing, accounting for and collecting receivables, protect sensitive data of the company, our customers, our suppliers and business partners, or otherwise carry on business in the normal course. Any such events, if significant, could cause us to lose customers and/or revenue and could require us to incur significant expense to remediate, including as a result of legal or regulatory claims, proceedings, fines or penalties, and could also damage our reputation. While we have taken steps to maintain adequate data security and address these risks and uncertainties by implementing security technologies, internal controls, network and data center resiliency, and redundancy and recovery processes, as well as by securing insurance, these measures may be inadequate. These risks may be heightened when associates work remotely.

In association with initiatives to better integrate business units, rationalize our operating footprint and improve responsiveness to franchisees and customers, Snap-on is continually enhancing its global Enterprise Resource Planning (ERP) management information systems. As we integrate, implement and deploy new information technology processes and enhance our information infrastructure across our global operations, we could experience disruptions in our business that could have an adverse effect on our business, financial condition, results of operations and cash flows.

Failure to attract, retain and effectively manage qualified personnel could lead to a loss of revenue and/or profitability.

Snap-on's success depends, in part, on the efforts and abilities of its senior management team and other key employees. Their skills, experience and industry contacts significantly benefit our operations and administration. The failure to attract and retain members of our senior management team and other key employees, to effectively develop personnel and to execute succession plans could have a negative effect on our operating results. In addition, transitions of important responsibilities to new individuals inherently include the possibility of disruptions to our business and operations, which could negatively affect our business, financial condition, results of operations and cash flows.

We may not successfully integrate businesses we acquire, which could have an adverse impact on our business, financial condition, results of operations and cash flows.

The pursuit of growth through acquisitions, including participation in joint ventures, involves significant risks that could have a material adverse effect on our business, financial condition, results of operations and cash flows. These risks include:

- Loss of the acquired businesses' customers;
- Inability to integrate successfully the acquired businesses' operations;
- Inability to coordinate management and integrate and retain employees of the acquired businesses;
- Unforeseen or contingent liabilities of the acquired businesses;
- Large write-offs or write-downs, or the impairment of goodwill or other intangible assets;
- Difficulties in implementing and maintaining consistent standards, controls, procedures, policies and information systems;
- Failure to realize anticipated synergies, economies of scale or other anticipated benefits, or to maintain operating margins;
- Strain on our personnel, systems and resources, and diversion of attention from other priorities;
- Incurrence of additional debt and related interest expense; and
- The dilutive effect in the event of the issuance of additional equity securities.

The steps taken to restructure operations, rationalize operating footprint, lower operating expenses and achieve greater efficiencies in the supply chain could disrupt business.

We have taken steps in the past, and may take additional steps in the future, intended to improve customer service and drive further efficiencies as well as reduce costs, some of which could be disruptive to our business. Future efforts to reduce components of expense could result in the recording of charges for inventory and technology-related write-offs, workforce reduction costs or other charges relating to the consolidation or closure of facilities. If we were to incur a substantial charge or are unable to effectively manage our cost reduction and restructuring efforts, our business, financial condition, results of operations and cash flows could be adversely affected in certain periods.

Financial Risks

Our inability to provide acceptable financing alternatives to franchisees and other end-user customers could adversely impact our operating results.

An integral component of our business and profitability is our ability to offer competitive financing alternatives to franchisees and other end-user customers. The lack of our ability to offer such alternatives or obtain capital resources or other financing to support our receivables on terms that we believe are attractive, whether resulting from the state of the financial markets, our own operating performance, or other factors, would negatively affect our operating results and financial condition. Adverse fluctuations in interest rates and/or our ability to provide competitive financing programs could also have an adverse impact on our revenue and profitability.

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Exposure to credit risks of customers and resellers may make it difficult to collect receivables, and our allowances for credit losses for receivables may prove inadequate, which could adversely affect operating results and financial condition.

A decline in industry and/or economic conditions could have the potential to weaken the financial position of some of our customers, including financial services customers. If circumstances surrounding our customers' ability to repay their credit obligations were to deteriorate and result in the write-down or write-off of such receivables, it would negatively affect our operating results for the relevant period and, if large, could have a material adverse effect on our business, financial condition, results of operations and cash flows.

The company maintains allowances for credit losses for receivables to provide for defaults and nonperformance. These allowances represent an estimate of losses over the remaining contractual lives of our receivables which include current market conditions and estimates for reasonable and supportable forecasts, when appropriate. The determination of the appropriate levels of the allowances for credit losses involves a high degree of subjectivity and judgement, and requires the company to make estimates of credit risks, which may undergo material changes as a result of economic conditions and other factors. The company's allowances may not be adequate to cover actual losses, and future allowances for credit losses could materially and adversely affect our financial condition, results of operations and cash flows.

Foreign operations are subject to currency exchange, inflation, interest and other risks that could adversely affect our business, financial condition, results of operations and cash flows.

The reporting currency for Snap-on's consolidated financial statements is the U.S. dollar. Certain of the company's assets, liabilities, expenses and revenues are denominated in currencies other than the U.S. dollar. In preparing Snap-on's Consolidated Financial Statements, those assets, liabilities, expenses and revenues are translated into U.S. dollars at applicable exchange rates. Increases or decreases in exchange rates between the U.S. dollar and other currencies affect the U.S. dollar value of those items, as reflected in the Consolidated Financial Statements. Substantial fluctuations in the value of the U.S. dollar or other transactional currencies could have a significant impact on the company's financial condition and results of operations.

We are also affected by changes in inflation rates and interest rates. Additionally, cash generated in certain non-U.S. jurisdictions may be difficult to repatriate to the United States in a tax-efficient manner. Our foreign operations are also subject to other risks and challenges, such as the need to staff and manage diverse workforces, respond to the needs of multiple national and international marketplaces, and differing business climates and cultures in various countries.

Adverse developments in the credit and financial markets could negatively impact the availability of credit that we and our customers need to operate our businesses.

We depend upon the availability of credit to operate our business, including the financing of receivables from end-user customers that are originated by our financial services businesses. Our end-user customers, franchisees and suppliers also require access to credit for their businesses. At times, world financial markets have been unstable and subject to uncertainty. Adverse developments in the credit and financial markets, or unfavorable changes in Snap-on's credit rating, could negatively impact the availability of future financing and the terms on which it might be available to Snap-on, its end-user customers, franchisees and suppliers. Inability to access credit or capital markets, or a deterioration in the terms on which financing might be available, could have an adverse impact on our business, financial condition, results of operations and cash flows.

Increasing our financial leverage could affect our operations and profitability.

The maximum available credit under our multi-currency revolving credit facility is $800 million. The company's leverage ratio may affect both our availability of additional capital resources as well as our operations in several ways, including:

- The terms on which credit may be available to us could be less attractive, both in the economic terms of the credit and the covenants stipulated by the credit terms;
- The possible lack of availability of additional credit or access to the commercial paper market;
- The potential for higher levels of interest expense to service or maintain our outstanding debt;
- The possibility of additional borrowings in the future to repay our indebtedness when it comes due; and
- The possible diversion of capital resources from other uses.

While we believe we will have the ability to service our debt and obtain additional resources in the future if and when needed, that will depend upon our results of operations and financial position at the time, the then-current state of the credit and financial markets, and other factors that may be beyond our control. Therefore, we cannot give assurances that credit will be available on terms that we consider attractive, or at all, if and when necessary or beneficial to us.

Failure to achieve expected investment returns on pension plan assets, as well as changes in interest rates or plan demographics, could adversely impact our results of operations, financial condition and cash flows.

Snap-on sponsors various defined benefit pension plans (the "pension plans"). The assets of the pension plans are diversified in an attempt to mitigate the risk of a large loss. Required funding for the company's domestic defined benefit pension plans is determined in accordance with guidelines set forth in the federal Employee Retirement Income Security Act ("ERISA"); foreign defined benefit pension plans are funded in accordance with local statutes or practice. Additional contributions to enhance the funded status of the pension plans can be made at the company's discretion. However, there can be no assurance that the value of the pension plan assets, or the investment returns on those plan assets, will be sufficient to meet the future benefit obligations of such plans. In addition, during periods of adverse investment market conditions and declining interest rates, the company may be required to make additional cash contributions to the pension plans that could reduce our financial flexibility. Changes in plan demographics, including an increase in the number of retirements or changes in life expectancy assumptions, may also increase the costs and funding requirements of the obligations related to the company's pension plans.

Our pension plan obligations are affected by changes in market interest rates. Significant fluctuations in market interest rates have added, and may further add, volatility to our pension plan obligations. In periods of declining market interest rates, our pension plan obligations generally increase; in periods of increasing market interest rates, our pension plan obligations generally decrease. While our plan assets are broadly diversified, there are inherent market risks associated with investments; if adverse market conditions occur, our plan assets could incur significant or material losses. Since we may need to make additional contributions to address changes in obligations and/or a loss in plan assets, the combination of declining market interest rates, past or future plan asset investment losses, and/or changes in plan demographics could adversely impact our results of operations, financial condition and cash flows.

The company's pension plan expense is comprised of the following factors: (i) service cost; (ii) interest on projected benefit obligations; (iii) expected return on plan assets; (iv) the amortization of prior service costs and credits; (v) effects of actuarial gains and losses; and (vi) settlement/curtailment costs, when applicable. The accounting for pensions involves the estimation of a number of factors that are highly uncertain. Certain factors, such as the interest on projected benefit obligations and the expected return on plan assets, are impacted by changes in market interest rates and the value of plan assets. A significant decrease in market interest rates and a decrease in the fair value of plan assets would increase net pension expense and may adversely affect the company's future results of operations. See Note 12 to the Consolidated Financial Statements for further information on the company's pension plans.

The recognition of impairment charges on goodwill or other intangible assets would adversely impact our future financial condition and results of operations.

We have a substantial amount of goodwill and purchased intangible assets, almost all of which are booked in the Commercial & Industrial Group and in the Repair Systems & Information Group. We are required to perform impairment tests on our goodwill and other intangibles annually or at any time when events occur that could impact the value of our business segments. Our determination of whether impairment has occurred is based on a comparison of each of our reporting units' fair market value with its carrying value.

Significant and unanticipated changes in circumstances, such as significant and long-term adverse changes in business climate, adverse actions by regulators, unanticipated competition, the loss of key customers, and/or changes in technology or markets, could require a provision for impairment in a future period that could substantially impact our reported earnings and reduce our consolidated net worth and shareholders' equity. Should the economic environment in these markets deteriorate, our results of operations and financial position could be materially impacted, including as a result of the effects of potential impairment write-downs of goodwill and/or other intangible assets related to these businesses.

Legal and Regulatory Risks

Legislation and regulations relating to our business and the countries where we operate, including those related to sustainability matters, as well as any changes to such legislation or regulations, in addition to new compliance obligations or a failure to maintain existing compliance requirements, may, if significant, affect our business, reputation, results of operations and financial condition.

Significant changes to legislative and regulatory activity, and compliance burdens, including those associated with: (i) sales to our government, military and defense contractor customers; and (ii) classification of third parties, including our franchisees, as independent from the company, as well as the manner in which they are applied, could significantly impact our business and the economy as a whole.

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Financial services businesses of all kinds are subject to significant and complex regulations and enforcement. In addition to potentially increasing the costs and other requirements of doing business due to compliance obligations, new laws and regulations, or changes to existing laws and regulations, as well as the enforcement thereof, may affect the relationships between creditors and debtors, inhibit the rights of creditors to collect amounts owed to them, expand liability for certain actions or inaction, or limit the types of financial products or services offered, any or all of which could have a material adverse effect on our financial condition, results of operations and cash flows. Failure to comply with any of these laws or regulations could also result in civil, criminal, monetary and/or non-monetary penalties, damage to our reputation, and/or the incurrence of remediation costs.

In recent years there has been increased public awareness, concern and focus on environmental and sustainability issues, including matters related to global climate change. The current focus on these matters is expected to result in additional and/or more restrictive regulations, requirements and/or industry or third-party standards to reduce or mitigate global warming and other environmental or sustainability risks, though the timing is uncertain.

Increased regulatory requirements or standards may result in increased compliance or input costs, including those related to energy or raw materials, for us and our suppliers. If environmental laws or regulations or industry standards are either changed or adopted, and impose significant operational restrictions and compliance requirements upon the company, the company's business, reputation, results of operations, financial condition and competitive position could be negatively impacted. For example, if significant increases in fuel economy requirements or changes to vehicle emissions requirements for internal combustion engine vehicles were imposed, there could be a decrease in demand for such vehicles and a reduction in miles driven, which could adversely impact the demand for certain of our products and services. Furthermore, an inability to successfully manage climate change or sustainability matters, or to effectively respond to new, or changes in, legal or regulatory requirements concerning sustainability matters, or increased operating or manufacturing costs due to changes in the regulatory environment, could adversely affect our business.

These developments, and other potential future legislation and regulations, including the increasing global regulation of privacy rights, may also adversely affect the customers to which, and the markets into which, we sell our products, and increase our costs and otherwise negatively affect our business, reputation, results of operations and financial condition, including in ways that cannot yet be foreseen.

Product liability claims and litigation could affect our business, reputation, financial condition, results of operations and cash flows.

The products that we design and/or manufacture, and/or the services we provide, can lead to product liability claims or other legal claims being filed against us. To the extent that plaintiffs are successful in showing that a defect in a product's design, manufacture or warnings led to personal injury or property damage, or that our provision of services resulted in similar injury or damage, we may be subject to claims for damages. Although we are insured for damages above a certain amount, we bear the costs and expenses associated with defending claims, including frivolous lawsuits, and are responsible for damages up to the insurance retention amount. In addition to claims concerning individual products, as a manufacturer, we can be subject to costs, potential negative publicity and lawsuits related to product recalls, which could adversely impact our results of operations and damage our reputation.

Legal disputes could adversely affect our business, reputation, financial condition, results of operations and cash flows.

From time to time we are subject to legal disputes that are being litigated and/or settled in the ordinary course of business. Disputes or future lawsuits could result in the diversion of management's time and attention away from business operations. Additionally, negative developments with respect to legal disputes and the costs incurred in defending ourselves, even if successful, could have an adverse impact on the company and its reputation. Successful outcomes, at trial or on appeal, can never be assured. Adverse outcomes or settlements could also require us to pay damages, potentially in excess of amounts reserved, or incur liability for other remedies that could have a material adverse effect on our business, reputation, financial condition, results of operations and cash flows.

Our operations expose us to the risk of environmental liabilities, costs, litigation and violations that could adversely affect our financial condition, results of operations and reputation.

Certain of our operations are subject to environmental laws and regulations in the jurisdictions in which they operate, which impose limitations on the discharge of pollutants into the ground, air and water and establish standards for the generation, treatment, use, storage and disposal of hazardous wastes. We must also comply with various health and safety regulations in the United States and abroad in connection with our operations. Failure to comply with any of these laws could result in civil and criminal, monetary and non-monetary penalties and damage to our reputation. In addition, we may incur costs related to remedial efforts or alleged environmental damage associated with past or current waste disposal practices. We cannot provide assurance that our costs of complying with current or future environmental protection and health and safety laws will not exceed our estimates.

The inability to successfully defend claims from taxing authorities could adversely affect our financial condition, results of operations and cash flows.

We conduct business in many countries, which requires us to interpret the income tax laws and rulings in each of those taxing jurisdictions. Due to the subjectivity of tax laws in and between jurisdictions, as well as the subjectivity of factual interpretations, our estimates of income tax liabilities may differ from actual payments or assessments. Claims from taxing authorities related to these differences could have an adverse impact on our financial condition, results of operations and cash flows.

General Risk Factor

Economic conditions and world events could affect our operating results.

In addition to the specific risks above, we, our franchisees and our customers, may be adversely affected by changing economic conditions, including conditions that may particularly impact specific regions. These conditions may result in reduced consumer and investor confidence, instability in the credit and financial markets, volatile corporate profits, and reduced business and consumer spending. We, our franchisees and our customers, and the economy as a whole, also may be affected by future world or local events outside our control, such as tariffs and other trade protection measures put in place by the United States or other countries, acts of terrorism, developments in the war on terrorism, armed conflicts, civil unrest, conflicts in international situations, weather events and natural disasters, outbreaks of infectious diseases such as the ongoing COVID-19 pandemic, as well as government-related developments or issues, including changes in tax laws and regulations, including regulations related to climate change and other sustainability matters, and changes in financial accounting standards. These factors may affect the results of operations by reducing our sales, margins and/or net earnings as a result of a slowdown in customer orders or order cancellations, impact the availability and/or pricing of raw materials and/or the supply chain, and could potentially lead to future impairment of goodwill or other intangible assets. In addition, political, social turmoil, international conflicts and terrorist acts may put pressure on global economic conditions. Unstable political, social and economic conditions may make it difficult for our franchisees, customers, suppliers and us to accurately forecast and plan future business activities. If such conditions persist, our business, financial condition, results of operations and cash flows could be negatively affected.

Item 1B: Unresolved Staff Comments

None.

Item 2: Properties

Snap-on maintains leased and owned manufacturing, software development, warehouse, distribution, research and development and office facilities throughout the world. Snap-on believes that its facilities currently in use are suitable and have adequate capacity to meet its present and foreseeable future demand. Snap-on's facilities in the United States occupy approximately 3.9 million square feet, of which 74% is owned, including its corporate and general office facility located in Kenosha, Wisconsin. Snap-on's facilities outside the United States occupy approximately 4.6 million square feet, of which approximately 74% is owned. Certain Snap-on facilities are leased through operating and finance lease agreements. See Note 17 to the Consolidated Financial Statements for information on the company's operating and finance leases. Snap-on management continually monitors the company's capacity needs and makes adjustments as dictated by market and other conditions.

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The following table provides information about our corporate headquarters and financial services operations, and each of Snap-on's principal active manufacturing locations, distribution centers and software development locations (exceeding 50,000 square feet) as of 2021 year end:

Location	Principal Property Use	Owned/Leased	Segment*
U.S. Locations:			
Elkmont, Alabama	Manufacturing	Owned	SOT
Conway, Arkansas	Manufacturing and distribution	Owned	RS&I
City of Industry, California	Manufacturing	Leased	C&I
San Diego, California	Software development	Owned	RS&I
San Jose, California	Software development	Leased	RS&I
Tustin, California	Manufacturing and distribution	Leased	C&I
Columbus, Georgia	Distribution	Owned	C&I
Crystal Lake, Illinois	Distribution	Owned and leased	SOT
Libertyville, Illinois	Financial services	Leased	FS
Algona, Iowa	Manufacturing and distribution	Owned	SOT
Louisville, Kentucky	Manufacturing and distribution	Leased	RS&I
Olive Branch, Mississippi	Distribution	Owned	SOT
Carson City, Nevada	Distribution	Owned and leased	SOT
Murphy, North Carolina	Manufacturing and distribution	Owned and leased	C&I
Richfield, Ohio	Software development	Owned	RS&I
Robesonia, Pennsylvania	Distribution	Owned	SOT
Elizabethton, Tennessee	Manufacturing	Owned	SOT
Kenosha, Wisconsin	Distribution and corporate	Owned	SOT, C&I, RS&I
Milwaukee, Wisconsin	Manufacturing	Owned	SOT
Pleasant Prairie, Wisconsin	Distribution	Owned	SOT, C&I, RS&I
Non-U.S. Locations:			
Santo Tome, Argentina	Manufacturing	Owned	C&I
New South Wales, Australia	Distribution and financial services	Leased	SOT, FS
Minsk, Belarus	Manufacturing	Owned	C&I
Santa Bárbara d'Oeste, Brazil	Manufacturing and distribution	Owned	RS&I
Calgary, Canada	Distribution	Leased	SOT
Mississauga, Canada	Distribution	Leased	SOT, RS&I
Beijing, China	Manufacturing and distribution	Leased	C&I
Kunshan, China	Manufacturing	Owned	C&I
Xiaoshan, China	Manufacturing	Owned	C&I
Banbury, England	Manufacturing and distribution	Owned	C&I
Bramley, England	Manufacturing	Owned	C&I
Kettering, England	Distribution and financial services	Owned and leased	SOT, C&I, FS
Bauge-en-Anjou, France	Manufacturing	Owned	C&I
Sopron, Hungary	Manufacturing	Owned	RS&I
Correggio, Italy	Manufacturing	Owned	RS&I
Tokyo, Japan	Distribution	Leased	C&I
Helmond, Netherlands	Distribution	Owned	C&I
Vila do Conde, Portugal	Manufacturing	Owned	C&I
Irun, Spain	Manufacturing	Owned	C&I
Placencia, Spain	Manufacturing	Owned	C&I
Vitoria, Spain	Manufacturing and distribution	Owned	C&I
Bollnäs, Sweden	Manufacturing	Owned	C&I
Edsbyn, Sweden	Manufacturing	Owned	C&I
Kungsör, Sweden	Manufacturing and distribution	Owned	RS&I
Lidköping, Sweden	Manufacturing	Owned	C&I

* Segment abbreviations:

C&I – Commercial & Industrial Group SOT – Snap-on Tools Group RS&I – Repair Systems & Information Group FS – Financial Services

Item 3: Legal Proceedings

Snap-on is involved in various legal matters that are being litigated and/or settled in the ordinary course of business. Although it is not possible to predict the outcome of these legal matters, management believes that the results of these legal matters will not have a material impact on Snap-on's consolidated financial position, results of operations or cash flows.

Item 4: Mine Safety Disclosures

Not applicable.

PART II

Item 5: Market for Registrant's Common Equity, Related Stockholder Matters and Issuer Purchases of Equity Securities

Snap-on had 53,429,650 shares of common stock outstanding as of 2021 year end. Snap-on's stock is listed on the New York Stock Exchange under the ticker symbol "SNA." At February 4, 2022, there were 4,226 registered holders of Snap-on common stock.

Issuer Purchases of Equity Securities

The following chart discloses information regarding the shares of Snap-on's common stock repurchased by the company during the fourth quarter of fiscal 2021, all of which were purchased pursuant to the Board's authorizations that the company has publicly announced. Snap-on has undertaken stock repurchases from time to time to offset dilution created by shares issued for employee and franchisee stock purchase plans, and equity plans, and for other corporate purposes, as well as when the company believes market conditions are favorable. The repurchase of Snap-on common stock is at the company's discretion, subject to prevailing financial and market conditions.

Period	Shares purchased	Average price per share	Shares purchased as part of publicly announced plans or programs	Approximate value of shares that may yet be purchased under publicly announced plans or programs*
10/03/21 to 10/30/21	40,000	$206.07	40,000	$188.8 million
10/31/21 to 11/27/21	155,000	$215.30	155,000	$476.9 million
11/28/21 to 01/01/22	160,000	$212.06	160,000	$454.9 million
Total/Average	355,000	$212.80	355,000	N/A

N/A: Not applicable

* Subject to further adjustment pursuant to the 1996 Authorization described below, as of January 1, 2022, the approximate value of shares that may yet be purchased pursuant to the outstanding Board authorizations discussed below is $454.9 million.

- In 1996, the Board authorized the company to repurchase shares of the company's common stock from time to time in the open market or in privately negotiated transactions ("the 1996 Authorization"). The 1996 Authorization allows the repurchase of up to the number of shares issued or delivered from treasury from time to time under the various plans the company has in place that call for the issuance of the company's common stock. Because the number of shares that are purchased pursuant to the 1996 Authorization will change from time to time as (i) the company issues shares under its various plans; and (ii) shares are repurchased pursuant to this authorization, the number of shares authorized to be repurchased will vary from time to time. The 1996 Authorization will expire when terminated by the Board. When calculating the approximate value of shares that the company may yet purchase under the 1996 Authorization, the company assumed a price of $203.23, $211.30 and $215.38 per share of common stock as of the end of the fiscal 2021 months ended October 30, 2021, November 27, 2021, and January 1, 2022, respectively.
- On February 14, 2019, the Board authorized the repurchase of an aggregate of up to $500 million of the company's common stock (the "2019 Authorization"). On November 4, 2021, the Board authorized the repurchase of up to $500 million of the company's common stock (the "2021 Authorization"). The 2021 Authorization replaced the 2019 Authorization (under which approximately $179 million remained available at the time of replacement) and, will expire when the aggregate repurchase price limit is met, unless terminated earlier by the Board.

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Other Purchases or Sales of Equity Securities

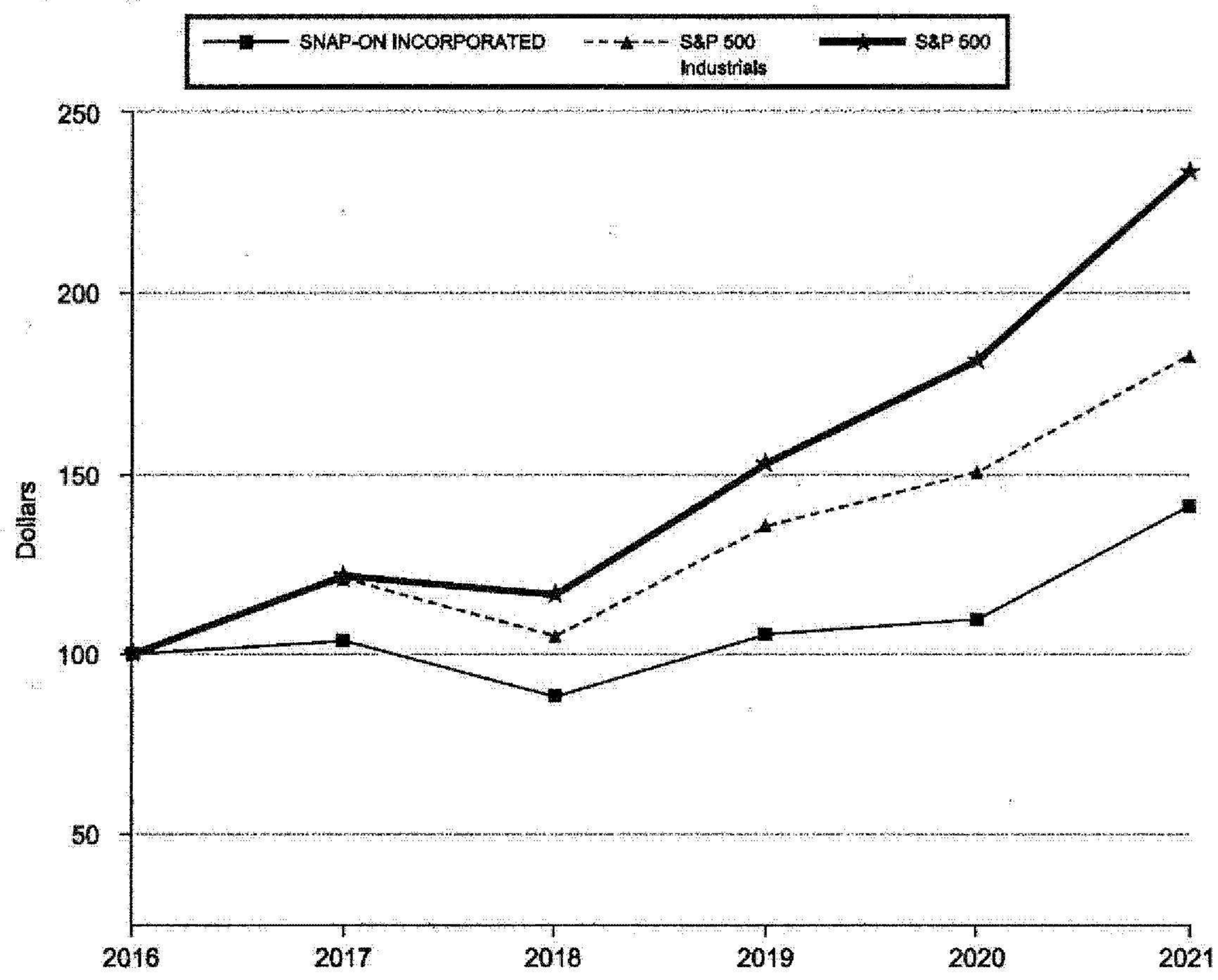
The following chart discloses information regarding transactions in shares of Snap-on's common stock by Citibank, N.A. ("Citibank") during the fourth quarter of 2021 pursuant to a prepaid equity forward agreement (the "Agreement") with Citibank that is intended to reduce the impact of market risk associated with the stock-based portion of the company's deferred compensation plans. The company's stock-based deferred compensation liabilities, which are impacted by changes in the company's stock price, increase as the company's stock price rises and decrease as the company's stock price declines. Pursuant to the Agreement, Citibank may purchase or sell shares of the company's common stock (for Citibank's account) in the market or in privately negotiated transactions. The Agreement has no stated expiration date and does not provide for Snap-on to purchase or repurchase its shares.

Citibank Sales of Snap-on Stock

Period	Shares Sold	Average Price per Share
10/03/21 to 10/30/21	—	—
10/31/21 to 11/27/21	5,000	$203.00
11/28/21 to 01/01/22	3,900	$209.99
Total/Average	8,900	$206.06

Five-year Stock Performance Graph

The graph below illustrates the cumulative total shareholder return on Snap-on common stock since December 31, 2016, of a $100 investment, assuming that dividends were reinvested quarterly. The graph compares Snap-on's performance to that of the Standard & Poor's 500 Industrials Index ("S&P 500 Industrials") and Standard & Poor's 500 Stock Index ("S&P 500").



Fiscal Year Ended [1]	Snap-on Incorporated	S&P 500 Industrials	S&P 500
December 31, 2016	$100.00	$100.00	$100.00
December 31, 2017	$103.65	$121.03	$121.83
December 31, 2018	$88.26	$104.95	$116.49
December 31, 2019	$105.50	$135.77	$153.17
December 31, 2020	$109.73	$150.79	$181.35
December 31, 2021	$141.38	$182.63	$233.41

(1) The company's fiscal year ends on the Saturday that is on or nearest to December 31 of each year; for ease of calculation, the fiscal year end is assumed to be December 31.

Item 6: [Reserved]

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Item 7: Management's Discussion and Analysis of Financial Condition and Results of Operations

Management Overview

We believe our 2021 operating results demonstrate the continued momentum of our operations and confirms the resilience of our markets and our considerable capabilities to overcome the challenges of the COVID environment. Throughout the turbulence, we maintained and further developed our ongoing advantages in our products, brands and people. At the same time, we leveraged existing proficiencies to focus on expanding our professional customer base, not only in automotive repair, but in adjacent markets, additional geographies and other areas, including critical industries, where the cost and penalties for failure can be high. Snap-on's value proposition of making work easier for serious professionals is an ongoing strength as we move forward along our runways for coherent growth:

- Enhancing the franchise network, where we continued to focus on helping our franchisees extend their reach through innovative selling processes and productivity initiatives that break the traditional time and space barriers inherent in a mobile van;
- Expanding with repair shop owners and managers, where we continued to make progress in connecting with customers and translating the resulting insights into innovation that solves specific challenges in the repair facility;
- Further extending to critical industries, where we continued to grow our lines of products customized for specific industries, including through further integration of acquisitions; and
- Building in emerging markets, where we continued to maintain manufacturing capacity, as well as refine product lines and distribution capabilities.

Our strategic priorities and plans for 2022 involve continuing to build on our Snap-on Value Creation Processes – our suite of strategic principles and processes we employ every day designed to create value, and employed in the areas of safety, quality, customer connection, innovation and rapid continuous improvement ("Rapid Continuous Improvement" or "RCI"). We expect to continue to deploy these processes in our existing operations as well as into our recently acquired businesses.

Snap-on's RCI initiatives employ a structured set of tools and processes across multiple businesses and geographies intended to eliminate waste and improve operations. Savings from Snap-on's RCI initiatives reflect benefits from a wide variety of ongoing efficiency, productivity and process improvements, including savings generated from product design cost reductions, improved manufacturing line set-up and change-over practices, lower-cost sourcing initiatives and facility consolidations. Unless individually significant, it is not practicable to disclose each RCI activity that generated savings and/or segregate RCI savings embedded in sales volume increases.

Our global financial services operations continue to serve a significant strategic role in offering financing options to our franchisees, to their customers, and to customers in other parts of our business. We expect that our global financial services business, which includes both Snap-on Credit LLC ("SOC") in the United States and our other international finance subsidiaries, will continue to be a meaningful contributor to our operating earnings going forward.

Snap-on has significant international operations and is subject to risks inherent with foreign operations, including foreign currency translation fluctuations.

Recent Acquisitions

On August 1, 2021, Snap-on acquired AutoCrib EMEA GmbH ("AutoCrib Germany"), for a cash purchase price of $4.4 million (or $4.2 million, net of cash acquired). AutoCrib Germany, based in Hamburg, Germany, distributes asset and tool control solutions for a variety of aerospace, automotive, military, natural resources and general industry operations. The acquisition of AutoCrib Germany, a former independent distributor, enhanced and expanded Snap-on's capabilities in providing solutions for the company's existing tool control offerings.

On July 1, 2021, Snap-on exchanged its 35% equity interest in Deville S.A., valued at $21.8 million, for 100% ownership of Secateurs Pradines ("Pradines"), a wholly owned subsidiary of Deville S.A. with a fair value of $20.7 million (or $16.2 million, net of cash acquired), and cash of $1.1 million. Pradines, located in Bauge-en-Anjou, France, designs and manufactures horticultural hand tools for professionals and individuals. Pradines has been the primary supplier of pruning products to Snap-on and the acquisition allows the company to improve and expand its pruning tool offering.

On February 26, 2021, Snap-on acquired Dealer-FX Group, Inc. ("Dealer-FX") for a cash purchase price of $200.1 million (or $200.0 million, net of cash acquired). Dealer-FX, based in Markham, Ontario, is a leading developer, marketer and provider of service-operations software solutions for automotive original equipment manufacturer ("OEM") customers and their dealers. Dealer-FX specializes in software as a service (SaaS) management systems, communications platforms, extensive data integrations, and offers a digitalized solution that increases productivity and enhances the vehicle owners' experience. The acquisition of Dealer-FX complemented and expanded Snap-on's existing OEM and dealership business that provides electronic parts catalogs, essential tool and diagnostic programs, and custom analytics to OEMs and dealerships.

On September 28, 2020, Snap-on acquired substantially all of the assets of AutoCrib, Inc. ("AutoCrib") for a cash purchase price of $35.4 million. AutoCrib, based in Tustin, California, designs, manufactures and markets asset and tool control solutions. The acquisition of AutoCrib complemented and expanded Snap-on's existing tool control offering to customers in a variety of industrial applications, including aerospace, automotive, military, natural resources and general industry.

On January 31, 2020, Snap-on acquired substantially all of the assets related to the TreadReader product line from Sigmavision Limited ("Sigmavision") for a cash purchase price of $5.9 million. Sigmavision designs and manufactures handheld devices and drive-over ramps that provide tire information for use in the automotive industry. The acquisition of the TreadReader product line enhanced and expanded Snap-on's existing capabilities in serving vehicle repair facilities and expanded the company's presence with repair shop owners and managers.

For segment reporting purposes, the results of operations and assets of Dealer-FX and Sigmavision have been included in the Repair Systems & Information Group since the respective acquisition dates, and the results of operations and assets of AutoCrib Germany, Pradines, and AutoCrib have been included in the Commercial & Industrial Group since the respective acquisition dates.

Pro forma financial information has not been presented for any of these acquisitions as the net effects, individually and collectively, were neither significant nor material to Snap-on's results of operations or financial position.

Fiscal Year

Snap-on's fiscal year ends on the Saturday that is on or nearest to December 31. Unless otherwise indicated, references in this document to "fiscal 2021" or "2021" refer to the fiscal year ended January 1, 2022; references to "fiscal 2020" or "2020" refer to the fiscal year ended January 2, 2021; and references to "fiscal 2019" or "2019" refer to the fiscal year ended December 28, 2019. References in this document to 2021, 2020 and 2019 year end refer to January 1, 2022, January 2, 2021, and December 28, 2019, respectively.

Snap-on's 2021 and 2019 fiscal years each contained 52 weeks of operating results. Snap-on's 2020 fiscal year contained 53 weeks of operating results with the extra week occurring in the fourth quarter. The impact of the additional week of operations in fiscal 2020 was not material to Snap-on's full year or fourth quarter total revenues or net earnings.

Fiscal 2020 as Compared to Fiscal 2019

A discussion regarding our financial condition and results of operations for fiscal 2020 compared to fiscal 2019 can be found under "Part II, Item 7: Management's Discussion and Analysis of Financial Condition and Results of Operations," in our Annual Report on the Form 10-K for the fiscal year ended January 2, 2021, which was filed with the SEC on February 11, 2021, and is available on the SEC's website at www.sec.gov as well as in the "Investors" section of our corporate website at www.snapon.com.

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Non-GAAP Measures

References in this Management's Discussion and Analysis of Financial Condition and Results of Operations to "organic sales" refer to sales from continuing operations calculated in accordance with generally accepted accounting principles in the United States of America ("GAAP"), adjusted to exclude acquisition-related sales and the impact of foreign currency translation. Management evaluates the company's sales performance based on organic sales growth, which primarily reflects growth from the company's existing businesses as a result of increased output, expanded customer base, geographic expansion, new product development and pricing changes, and excludes sales contributions from acquired operations the company did not own as of the comparable prior-year reporting period. Organic sales also exclude the effects of foreign currency translation as foreign currency translation is subject to volatility that can obscure underlying business trends. Management believes that the non-GAAP financial measure of organic sales is meaningful to investors as it provides them with useful information to aid in identifying underlying growth trends in the company's businesses and facilitates comparisons of its sales performance with prior periods.

Effect of COVID-19

Our markets and our operations possess and, indeed, have demonstrated considerable resilience against the effects of the pandemic. During 2021, the impact on sales and the need for remediating costs associated with the pandemic have lessened, particularly from the heavily-impacted second quarter of 2020. The company sustained the accommodation of its operations to the virus environment, continuing without significant disruption to serve its franchisees and other professional customers as they performed their essential work, while taking what it believes to be appropriate measures to ensure the health and safety of its people. Throughout the pandemic, Snap-on has generally maintained its workforce and manufacturing capacity, as well as its investments in brand building and product development. As the global supply chain inefficiencies and associated cost increases caused by the COVID-19 pandemic have developed, the company has taken steps to ensure access to raw materials, components and purchased finished goods, and to provide for counterbalancing price and efficiency offsets. See also Part I, Item 1A: Risk Factors - Risk related to COVID-19 and Other Infectious Diseases.

Summary of Consolidated Performance

Consolidated net sales of $4,252.0 million in 2021 increased $659.5 million, or 18.4%, from 2020 levels, reflecting a $550.5 million, or 15.1%, organic gain, $62.6 million of acquisition-related sales and $46.4 million of favorable foreign currency translation.

Operating earnings before financial services of $851.5 million in 2021 increased $219.6 million, or 34.8%, compared to $631.9 million in 2020, which included $12.5 million of exit and disposal ("restructuring") charges. As a percentage of net sales, operating earnings before financial services of 20.0% compared to 17.6% last year.

Operating earnings of $1,123.5 million in 2021 increased $243.0 million, or 27.6%, compared to $880.5 million last year, which included $12.5 million of charges for restructuring actions. As a percentage of revenues, operating earnings of 24.4%, compared to 22.3% last year.

Net earnings attributable to Snap-on in 2021 of $820.5 million, or $14.92 per diluted share, increased $193.5 million, or $3.48 per diluted share, from 2020 levels. Net earnings attributable to Snap-on in 2020 were $627.0 million, or $11.44 per diluted share and included a $10.3 million, or $0.19 per diluted share, after-tax charge related to the restructuring actions.

Summary of Segment Performance

The **Commercial & Industrial Group** consists of business operations serving a broad range of industrial and commercial customers worldwide, including customers in the aerospace, natural resources, government, power generation, transportation and technical education market segments (collectively, "critical industries"), primarily through direct and distributor channels. Segment net sales of $1,406.3 million in 2021 increased $171.7 million, or 13.9%, from 2020 levels, reflecting a $131.9 million, or 10.5%, organic sales increase, $22.5 million of acquisition-related sales and $17.3 million of favorable currency translation. The organic gain reflects higher activity in all of the segment's operations and includes mid single-digit increases in sales to customers in critical industries. Operating earnings of $209.9 million in 2021, including $3.8 million of unfavorable foreign currency effects, increased $56.2 million, or 36.6%, compared to $153.7 million in 2020, which included $6.4 million of restructuring charges.

The Commercial & Industrial Group intends to continue building on the following strategic priorities in 2022:

- Continuing to invest in emerging market growth initiatives;
- Expanding our business with existing customers and reaching new customers in critical industries and other market segments;
- Broadening our product offering designed particularly for critical industry segments;
- Increasing our customer-connection-driven understanding of work across multiple industries;
- Investing in innovation that, guided by that understanding of work, delivers an ongoing stream of productivity-enhancing custom engineered solutions; and
- Continuing to reduce structural and operating costs, as well as improve efficiencies, through RCI initiatives.

The Snap-on Tools Group consists of business operations primarily serving vehicle service and repair technicians through the company's worldwide mobile tool distribution channel. Segment net sales of $1,938.6 million in 2021 increased $294.7 million, or 17.9%, from 2020 levels, reflecting a $274.4 million, or 16.5%, organic sales gain and $20.3 million of favorable foreign currency translation. The organic increase reflects double-digit gains in both the U.S. and international operations. Operating earnings of $411.1 million in 2021, including $17.0 million of favorable foreign currency effects, increased $143.4 million, or 53.6%, compared to $267.7 million in 2020.

In 2022, the Snap-on Tools Group intends to continue these initiatives, with specific focus on the following:

- Continuing to improve franchisee satisfaction, productivity, profitability and commercial health;
- Developing new programs and products to expand market coverage, reaching new technician customers and increasing penetration with existing customers;
- Increasing investment in new product innovation and development; and
- Increasing customer service levels and productivity in back office support functions, manufacturing and the supply chain through RCI initiatives and investment.

By focusing on these areas, we believe that Snap-on, as well as its franchisees, will have the opportunity to serve more customers, more effectively, more profitably and with improved satisfaction.

The **Repair Systems & Information Group** consists of business operations serving other professional vehicle repair customers worldwide, primarily owners and managers of independent repair shops and OEM dealership service and repair shops ("OEM dealerships") through direct and distributor channels. Segment net sales of $1,503.1 million in 2021 increased $264.9 million, or 21.4% from 2020 levels, reflecting a $211.3 million, or 16.9%, organic sales increase, $40.1 million of acquisition-related sales and $13.5 million of favorable foreign currency translation. The organic gain reflects an increase of more than 25% in sales of undercar equipment, as well as double-digit gains in both sales of diagnostic and repair information products to independent repair shop owners and managers and in activity focused on OEM dealerships. Operating earnings of $348.6 million in 2021, including $1.6 million of unfavorable foreign currency effects, increased $50.6 million, or 17.0%, from $298.0 million in 2020, which included $5.5 million of restructuring charges.

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The Repair Systems & Information Group intends to focus on the following strategic priorities in 2022:

- Expanding the product offering with new products and services, thereby providing more to sell to repair shop owners and managers;
- Continuing software and hardware upgrades to further improve functionality, performance and efficiency;
- Leveraging integration of software solutions;
- Continuing productivity advancements through RCI initiatives and leveraging of resources; and
- Increasing penetration in geographic markets, including emerging markets.

Financial Services generates revenue from various financing programs and is a strategic partner of the company's mobile franchise van channel. Financial services revenue was $349.7 million in both 2021 and 2020. Originations of $1,073.2 million in 2021 increased $36.6 million, or 3.5%, from 2020 levels. Operating earnings from financial services in 2021 of $272.0 million, including $2.3 million of favorable foreign currency effects, increased $23.4 million, or 9.4%, compared to $248.6 million last year.

Financial Services intends to focus on the following strategic priorities in 2022:

- Delivering financial products and services that attract and sustain profitable franchisees and support Snap-on's strategies for expanding market coverage and penetration;
- Improving productivity levels and ensuring high quality in all financial products and processes through the use of RCI initiatives; and
- Maintaining healthy portfolio performance levels.

Cash Flows

Net cash provided by operating activities of $966.6 million in 2021 decreased $42.0 million from $1,008.6 million in 2020. The $42.0 million decrease is primarily due to a $253.6 million change in net operating assets and liabilities, partially offset by a $195.0 million increase in net earnings.

Net cash used by investing activities of $290.4 million in 2021 included additions to finance receivables of $878.1 million, partially offset by collections of $854.2 million, as well as a total of $199.7 million for the acquisitions of Dealer-FX, AutoCrib Germany and Pradines. Net cash used by investing activities of $187.8 million in 2020 included additions to finance receivables of $835.0 million, partially offset by collections of $750.3 million, as well as a total of $41.5 million for the acquisitions of Sigmavision and AutoCrib, and a $0.2 million working capital adjustment for the 2019 Cognitran acquisition. Capital expenditures in 2021 and 2020 totaled $70.1 million and $65.6 million, respectively. Capital expenditures in both years included continued investments related to the company's execution of its strategic growth initiatives and Value Creation Processes around safety, quality, customer connection, innovation and RCI.

Net cash used by financing activities of $818.8 million in 2021 included $431.3 million for the repurchase of 1,943,900 shares of Snap-on's common stock, $275.8 million for dividend payments to shareholders and the September 2021 repayment of $250.0 million of 6.125% unsecured notes upon maturity (the "2021 Notes"). These amounts were partially offset by $162.4 million of proceeds from stock purchase and option plan exercises and net proceeds from notes payable and other short-term borrowings of $3.3 million. Net cash used by financing activities of $84.3 million in 2020 included $243.3 million for dividend payments to shareholders, $187.2 million for repayments of notes payable and other short-term borrowings and $174.3 million for the repurchase of 1,109,000 shares of Snap-on's common stock. These amounts were partially offset by Snap-on's sale, on April 27, 2020, of $500 million of unsecured 3.10% notes that mature on May 1, 2050 (the "2050 Notes"), at a discount, from which Snap-on received $489.9 million of net proceeds, reflecting $4.4 million of transaction costs, and $55.8 million of proceeds from stock purchase and option plan exercises.

Results of Operations

2021 vs. 2020

Results of operations for 2021 and 2020 are as follows:

(Amounts in millions)	2021		2020		Change	
Net sales	$ 4,252.0	100.0 %	$ 3,592.5	100.0 %	$ 659.5	18.4 %
Cost of goods sold	(2,141.2)	(50.4)%	(1,844.0)	(51.3)%	(297.2)	(16.1)%
Gross profit	2,110.8	49.6 %	1,748.5	48.7 %	362.3	20.7 %
Operating expenses	(1,259.3)	(29.6)%	(1,116.6)	(31.1)%	(142.7)	(12.8)%
Operating earnings before financial services	851.5	20.0 %	631.9	17.6 %	219.6	34.8 %
Financial services revenue	349.7	100.0 %	349.7	100.0 %	—	—
Financial services expenses	(77.7)	(22.2)%	(101.1)	(28.9)%	23.4	23.1 %
Operating earnings from financial services	272.0	77.8 %	248.6	71.1 %	23.4	9.4 %
Operating earnings	1,123.5	24.4 %	880.5	22.3 %	243.0	27.6 %
Interest expense	(53.1)	(1.2)%	(54.0)	(1.3)%	0.9	1.7 %
Other income (expense) – net	16.5	0.4 %	8.7	0.2 %	7.8	89.7 %
Earnings before income taxes and equity earnings	1,086.9	23.6 %	835.2	21.2 %	251.7	30.1 %
Income tax expense	(247.0)	(5.3)%	(189.1)	(4.8)%	(57.9)	(30.6)%
Earnings before equity earnings	839.9	18.3 %	646.1	16.4 %	193.8	30.0 %
Equity earnings, net of tax	1.5	—	0.3	—	1.2	NM
Net earnings	841.4	18.3 %	646.4	16.4 %	195.0	30.2 %
Net earnings attributable to noncontrolling interests	(20.9)	(0.5)%	(19.4)	(0.5)%	(1.5)	(7.7)%
Net earnings attributable to Snap-on Inc.	$ 820.5	17.8 %	$ 627.0	15.9 %	$ 193.5	30.9 %

NM: Not meaningful

Percentage Disclosure: All income statement line item percentages below "Operating earnings from financial services" are calculated as a percentage of the sum of Net sales and Financial services revenue.

Net sales of $4,252.0 million in 2021 increased $659.5 million, or 18.4%, from 2020 levels, reflecting a $550.5 million, or 15.1%, organic gain, $62.6 million of acquisition-related sales and $46.4 million of favorable foreign currency translation.

Gross profit of $2,110.8 million in 2021 increased $362.3 million, or 20.7%, compared to $1,748.5 million last year. Gross margin (gross profit as a percentage of net sales) of 49.6% in 2021 improved 90 basis points (100 basis points ("bps") equals 1.0 percent) from last year primarily due to higher sales volumes, pricing actions, benefits from the company's RCI initiatives and 20 basis points from lower costs related to $7.1 million of restructuring charges recorded last year, partially offset by higher material and other costs.

Operating expenses of $1,259.3 million in 2021 compared to $1,116.6 million in 2020. Operating expenses as a percentage of net sales of 29.6% in 2021 improved 150 bps from last year primarily due to higher sales volumes and 10 bps from lower costs related to $5.4 million of restructuring actions recorded in 2020. These items were partially offset by costs associated with higher stock-based expenses and 50 bps of unfavorable acquisition effects.

Operating earnings before financial services of $851.5 million in 2021 increased $219.6 million, or 34.8%, compared to $631.9 million in 2020, which included $12.5 million of charges for restructuring actions. As a percentage of net sales, operating earnings before financial services of 20.0% improved 240 bps from 17.6% last year, which included 30 bps of costs from restructuring actions.

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Financial services revenue of $349.7 million in 2021 was unchanged from 2020. Financial services operating earnings of $272.0 million in 2021 compared to $248.6 million last year.

Operating earnings of $1,123.5 million in 2021 increased $243.0 million, or 27.6%, compared to $880.5 million last year, which included $12.5 million of charges for restructuring actions. As a percentage of revenues, operating earnings of 24.4% improved 210 bps from 22.3% last year, which included 30 bps of costs from restructuring actions.

Interest expense in 2021 decreased $0.9 million from last year. See Note 10 to the Consolidated Financial Statements for information on Snap-on's debt and credit facilities.

Other income (expense) – net includes net gains and losses associated with hedging and currency exchange rate transactions, non-service components of net periodic benefit costs, and interest income. See Note 18 to the Consolidated Financial Statements for information on other income (expense) – net.

The effective income tax rate on earnings attributable to Snap-on in both 2021 and 2020 was 23.2%. The 2020 effective tax rate included a 10 bps increase related to restructuring actions. See Note 9 to the Consolidated Financial Statements for information on income taxes.

Net earnings attributable to Snap-on in 2021 of $820.5 million, or $14.92 per diluted share, increased $193.5 million, or $3.48 per diluted share, from 2020 levels. Net earnings attributable to Snap-on in 2020 were $627.0 million, or $11.44 per diluted share, which included a $10.3 million, or $0.19 per diluted share, after-tax charge related to the restructuring actions.

Exit and Disposal Activities

Snap-on did not record any costs for exit and disposal activities in 2021. Snap-on recorded costs for exit and disposal activities outside of the United States of $12.5 million in 2020. See Note 8 to the Consolidated Financial Statements for information on Snap-on's exit and disposal activities.

Segment Results

Snap-on's business segments are based on the organization structure used by management for making operating and investment decisions and for assessing performance. Snap-on's reportable business segments are: (i) the Commercial & Industrial Group; (ii) the Snap-on Tools Group; (iii) the Repair Systems & Information Group; and (iv) Financial Services. The Commercial & Industrial Group consists of business operations serving a broad range of industrial and commercial customers worldwide, including customers in the aerospace, natural resources, government, power generation, transportation and technical education market segments, primarily through direct and distributor channels. The Snap-on Tools Group consists of business operations primarily serving vehicle service and repair technicians through the company's worldwide mobile tool distribution channel. The Repair Systems & Information Group consists of business operations serving other professional vehicle repair customers worldwide, primarily owners and managers of independent repair shops and OEM dealerships, through direct and distributor channels. Financial Services consists of the business operations of Snap-on's finance subsidiaries.

Snap-on evaluates the performance of its operating segments based on segment revenues, including both external and intersegment net sales, and segment operating earnings. Snap-on accounts for intersegment sales and transfers based primarily on standard costs with reasonable mark-ups established between the segments. Identifiable assets by segment are those assets used in the respective reportable segment's operations. Corporate assets consist of cash and cash equivalents (excluding cash held at Financial Services), deferred income taxes and certain other assets. All significant intersegment amounts are eliminated to arrive at Snap-on's consolidated financial results.

Commercial & Industrial Group

(Amounts in millions)	2021		2020		Change	
External net sales	$ 1,095.6	77.9 %	$ 951.4	77.1 %	$ 144.2	15.2 %
Intersegment net sales	310.7	22.1 %	283.2	22.9 %	27.5	9.7 %
Segment net sales	1,406.3	100.0 %	1,234.6	100.0 %	171.7	13.9 %
Cost of goods sold	(868.9)	(61.8)%	(781.2)	(63.3)%	(87.7)	(11.2)%
Gross profit	537.4	38.2 %	453.4	36.7 %	84.0	18.5 %
Operating expenses	(327.5)	(23.3)%	(299.7)	(24.3)%	(27.8)	(9.3)%
Segment operating earnings	$ 209.9	14.9 %	$ 153.7	12.4 %	$ 56.2	36.6 %

Segment net sales of $1,406.3 million in 2021 increased $171.7 million, or 13.9%, from 2020 levels, reflecting a $131.9 million, or 10.5%, organic sales increase, $22.5 million of acquisition-related sales and $17.3 million of favorable currency translation. The organic gain reflects higher activity in all of the segment's operations and includes mid single-digit increases in sales to customers in critical industries.

Segment gross margin in 2021 of 38.2% improved 150 bps from last year, primarily due to benefits from higher sales volumes and 60 bps from lower costs related to $6.4 million of restructuring actions recorded in 2020, partially offset by 40 bps of unfavorable foreign currency effects.

Segment operating expenses as a percentage of net sales in 2021 of 23.3% improved 100 bps as compared to 2020 primarily reflecting the higher sales.

As a result of these factors, segment operating earnings of $209.9 million in 2021, including $3.8 million of unfavorable foreign currency effects, increased $56.2 million, or 36.6%, compared to $153.7 million in 2020, which included $6.4 million of restructuring charges. Operating margin (segment operating earnings as a percentage of segment net sales) for the Commercial & Industrial Group of 14.9% in 2021 compared to 12.4% last year.

Snap-on Tools Group

(Amounts in millions)	2021		2020		Change	
Segment net sales	$ 1,938.6	100.0 %	$ 1,643.9	100.0 %	$ 294.7	17.9 %
Cost of goods sold	(1,055.0)	(54.4)%	(932.1)	(56.7)%	(122.9)	(13.2)%
Gross profit	883.6	45.6 %	711.8	43.3 %	171.8	24.1 %
Operating expenses	(472.5)	(24.4)%	(444.1)	(27.0)%	(28.4)	(6.4)%
Segment operating earnings	$ 411.1	21.2 %	$ 267.7	16.3 %	$ 143.4	53.6 %

Segment net sales of $1,938.6 million in 2021 increased $294.7 million, or 17.9%, from 2020 levels, reflecting a $274.4 million, or 16.5%, organic sales gain and $20.3 million of favorable foreign currency translation. The organic increase is due to double-digit gains in both the U.S. and international operations.

Segment gross margin in 2021 of 45.6% improved 230 bps from last year primarily due to higher sales volumes, pricing actions, benefits from RCI initiatives, and 70 bps of favorable foreign currency effects, partially offset by higher material and other costs.

Segment operating expenses as a percentage of net sales in 2021 of 24.4% improved 260 bps from last year primarily reflecting the higher sales, partially offset by higher stock-based expenses related to the company's franchisee stock purchase plan.

As a result of these factors, segment operating earnings of $411.1 million in 2021, including $17.0 million of favorable foreign currency effects, increased $143.4 million, or 53.6%, compared to $267.7 million in 2020. Operating margin for the Snap-on Tools Group of 21.2% in 2021 compared to 16.3% last year.

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Repair Systems & Information Group

(Amounts in millions)	2021		2020		Change	
External net sales	$ 1,217.8	81.0 %	$ 997.2	80.5 %	$ 220.6	22.1 %
Intersegment net sales	285.3	19.0 %	241.0	19.5 %	44.3	18.4 %
Segment net sales	1,503.1	100.0 %	1,238.2	100.0 %	264.9	21.4 %
Cost of goods sold	(813.3)	(54.1)%	(654.9)	(52.9)%	(158.4)	(24.2)%
Gross profit	689.8	45.9 %	583.3	47.1 %	106.5	18.3 %
Operating expenses	(341.2)	(22.7)%	(285.3)	(23.0)%	(55.9)	(19.6)%
Segment operating earnings	$ 348.6	23.2 %	$ 298.0	24.1 %	$ 50.6	17.0 %

Segment net sales of $1,503.1 million in 2021 increased $264.9 million, or 21.4%, from 2020 levels, reflecting a $211.3 million, or 16.9%, organic sales increase, $40.1 million of acquisition-related sales and $13.5 million of favorable foreign currency translation. The organic gain is comprised of an increase of more than 25% in sales of undercar equipment, as well as double-digit gains both in sales of diagnostic and repair information products to independent repair shop owners and managers and in activity focused on OEM dealerships.

Segment gross margin in 2021 of 45.9% declined 120 bps from last year primarily due to the impact of higher sales in lower gross margin businesses, increased material and other costs, and 20 bps of unfavorable foreign currency effects. These declines were partially offset by 60 bps of benefits from acquisitions.

Segment operating expenses as a percentage of net sales in 2021 of 22.7% improved 30 bps from last year primarily due to the higher sales volumes and 30 bps from lower costs related to $4.8 million of restructuring actions recorded in 2020, partially offset by 150 bps of unfavorable acquisition effects.

As a result of these factors, segment operating earnings of $348.6 million in 2021, including $1.6 million of unfavorable foreign currency effects, increased $50.6 million, or 17.0%, from $298.0 million in 2020, which included $5.5 million of restructuring charges. Operating margin for the Repair Systems & Information Group of 23.2% in 2021 compared to 24.1% last year.

Financial Services

(Amounts in millions)	2021		2020		Change	
Financial services revenue	$ 349.7	100.0 %	$ 349.7	100.0 %	$ —	—
Financial services expenses	(77.7)	(22.2)%	(101.1)	(28.9)%	23.4	23.1 %
Segment operating earnings	$ 272.0	77.8 %	$ 248.6	71.1 %	$ 23.4	9.4 %

Financial services revenue is generally dependent on the size of the average financial services portfolio during the period, as well as on the average yield on receivables in the period. Financial services revenue of $349.7 million in 2021 was unchanged from 2020, as the size of the average financial services portfolio and the average yields on receivables were largely the same in both years. In both 2021 and 2020, the average yield on finance receivables was 17.7% and the average yield on contract receivables was 8.5%. Originations of $1,073.2 million in 2021 increased $36.6 million, or 3.5%, from 2020 levels.

Financial services expenses primarily include personnel-related and other general and administrative costs, as well as expenses for credit losses. These expenses are generally more dependent on changes in the financial services portfolio than they are on the revenue of the segment. Financial services expenses in 2021 decreased $23.4 million from last year primarily due to lower provisions for credit losses as compared to those recorded in 2020, which included a $2.6 million charge related to higher credit reserves resulting from the economic uncertainty associated with the COVID-19 pandemic. As a percentage of the average financial services portfolio, financial services expenses were 3.5% and 4.6% in 2021 and 2020, respectively.

As a result of these factors, segment operating earnings of $272.0 million in 2021, including $2.3 million of favorable foreign currency effects, increased $23.4 million, or 9.4%, from 2020 levels.

See Note 1 and Note 4 to the Consolidated Financial Statements for further information on financial services.

Corporate

Snap-on's general corporate expenses in 2021 of $118.1 million compared to $87.5 million last year. The year-over-year increase primarily reflects higher stock-based and performance-based compensation, including costs associated with the company's employee stock purchase plan, and increased brand-building expenses.

Quarterly Data

(Amounts in millions, except per share data)	First Quarter	Second Quarter	Third Quarter	Fourth Quarter	Total
2021					
Net sales	$ 1,024.6	$ 1,081.4	$ 1,037.7	$ 1,108.3	$ 4,252.0
Gross profit	513.6	543.1	520.7	533.4	2,110.8
Financial services revenue	88.6	86.9	87.3	86.9	349.7
Financial services expenses	(23.3)	(18.0)	(16.7)	(19.7)	(77.7)
Net earnings	197.6	213.2	201.5	229.1	841.4
Net earnings attributable to Snap-on Incorporated	192.6	208.0	196.2	223.7	820.5
Earnings per share – basic*	3.55	3.85	3.65	4.18	15.22
Earnings per share – diluted*	3.50	3.76	3.57	4.10	14.92
Cash dividends paid per share	1.23	1.23	1.23	1.42	5.11

	First Quarter	Second Quarter	Third Quarter	Fourth Quarter	Total
2020					
Net sales	$ 852.2	$ 724.3	$ 941.6	$ 1,074.4	$ 3,592.5
Gross profit	421.6	341.2	469.5	516.2	1,748.5
Financial services revenue	85.9	84.6	85.8	93.4	349.7
Financial services expenses	(29.0)	(27.0)	(20.2)	(24.9)	(101.1)
Net earnings	142.0	105.9	184.7	213.8	646.4
Net earnings attributable to Snap-on Incorporated	137.2	101.2	179.7	208.9	627.0
Earnings per share – basic*	2.52	1.86	3.31	3.85	11.55
Earnings per share – diluted*	2.49	1.85	3.28	3.82	11.44
Cash dividends paid per share	1.08	1.08	1.08	1.23	4.47

* Amounts may not total to annual earnings per share because each quarter and year are calculated separately based on basic and diluted weighted-average common shares outstanding during each respective period.

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Fourth Quarter

Results of operations for the fourth quarters of 2021 and 2020 are as follows:

	Fourth Quarter					
(Amounts in millions)	2021		2020		Change	
Net sales	$ 1,108.3	100.0 %	$ 1,074.4	100.0 %	$ 33.9	3.2 %
Cost of goods sold	(574.9)	(51.9)%	(558.2)	(52.0)%	(16.7)	(3.0)%
Gross profit	533.4	48.1 %	516.2	48.0 %	17.2	3.3 %
Operating expenses	(301.2)	(27.1)%	(300.0)	(27.9)%	(1.2)	(0.4)%
Operating earnings before financial services	232.2	21.0 %	216.2	20.1 %	16.0	7.4 %
Financial services revenue	86.9	100.0 %	93.4	100.0 %	(6.5)	(7.0)%
Financial services expenses	(19.7)	(22.7)%	(24.9)	(26.7)%	5.2	20.9 %
Operating earnings from financial services	67.2	77.3 %	68.5	73.3 %	(1.3)	(1.9)%
Operating earnings	299.4	25.1 %	284.7	24.4 %	14.7	5.2 %
Interest expense	(11.3)	(0.9)%	(15.4)	(1.3)%	4.1	26.6 %
Other income (expense) – net	5.1	0.3 %	2.4	0.2 %	2.7	NM
Earnings before income taxes and equity earnings	293.2	24.5 %	271.7	23.3 %	21.5	7.9 %
Income tax expense	(64.1)	(5.3)%	(58.2)	(5.0)%	(5.9)	(10.1)%
Earnings before equity earnings	229.1	19.2 %	213.5	18.3 %	15.6	7.3 %
Equity earnings, net of tax	—	—	0.3	—	(0.3)	NM
Net earnings	229.1	19.2 %	213.8	18.3 %	15.3	7.2 %
Net earnings attributable to noncontrolling interests	(5.4)	(0.5)%	(4.9)	(0.4)%	(0.5)	(10.2)%
Net earnings attributable to Snap-on Inc.	$ 223.7	18.7 %	$ 208.9	17.9 %	$ 14.8	7.1 %

NM: Not meaningful

Percentage Disclosure: All income statement line item percentages below "Operating earnings from financial services" are calculated as a percentage of the sum of Net sales and Financial services revenue.

Net sales of $1,108.3 million in the fourth quarter of 2021 increased $33.9 million, or 3.2%, from 2020 levels, reflecting a $24.7 million, or 2.3%, organic gain and $12.2 million of acquisition-related sales, partially offset by $3.0 million of unfavorable foreign currency translation.

Gross profit of $533.4 million in the fourth quarter of 2021 increased $17.2 million, or 3.3%, compared to $516.2 million last year. Gross margin of 48.1% in the quarter improved 10 bps from the fourth quarter of 2020 primarily due to higher sales volumes, pricing actions, 30 bps of favorable foreign currency effects, and benefits from the company's RCI initiatives, which offset higher material and other costs.

Operating expenses of $301.2 million in the fourth quarter of 2021 compared to $300.0 million last year. Operating expenses as a percentage of net sales of 27.1% in the quarter improved 80 bps from last year primarily due to higher sales volumes and 10 bps from lower costs related to $1.0 million of restructuring actions recorded in the fourth quarter of 2020. These items were partially offset by 40 bps of unfavorable acquisition effects.

Operating earnings before financial services of $232.2 million in the fourth quarter of 2021 increased $16.0 million, or 7.4%, compared to $216.2 million in the fourth quarter of 2020, which included $1.0 million of charges for restructuring actions. As a percentage of net sales, operating earnings before financial services of 21.0%, improved 90 bps from 20.1% last year.

Financial services revenue of $86.9 million in the fourth quarter of 2021 compared to $93.4 million last year. Financial services operating earnings of $67.2 million in the period compared to $68.5 million in 2020.

Operating earnings of $299.4 million in the fourth quarter of 2021, increased $14.7 million, or 5.2%, compared to $284.7 million last year, which included $1.0 million of charges for restructuring actions. As a percentage of revenues, operating earnings of 25.1% in the quarter compared to 24.4% last year.

Interest expense in the fourth quarter of 2021 decreased $4.1 million from last year primarily as a result of lower year-over-year outstanding debt levels. See Note 10 to the Consolidated Financial Statements for information on Snap-on's debt and credit facilities.

Other income (expense) – net includes net gains and losses associated with hedging and currency exchange rate transactions, non-service components of net periodic benefit costs, and interest income. See Note 18 to the Consolidated Financial Statements for information on other income (expense) – net.

Snap-on's fourth quarter 2021 effective income tax rate on earnings attributable to Snap-on was 22.3%. The 2020 effective income tax rate was 21.8%, which included a 10 bps increase related to the restructuring actions. See Note 9 to the Consolidated Financial Statements for information on income taxes.

Net earnings attributable to Snap-on in the fourth quarter of 2021 of $223.7 million, or $4.10 per diluted share, increased $14.8 million, or $0.28 per diluted share, from 2020 levels. Net earnings attributable to Snap-on in the fourth quarter of 2020 were $208.9 million, or $3.82 per diluted share, which included a $1.0 million, or $0.02 per diluted share, after-tax charge related to the restructuring actions.

Exit and Disposal Activities

Snap-on did not record any exit and disposal costs for the three months ended January 1, 2022. Snap-on recorded costs for exit and disposal activities in Europe of $1.0 million in the three months ended January 2, 2021. See Note 8 to the Consolidated Financial Statements for information on Snap-on's exit and disposal activities.

Segment Results

Commercial & Industrial Group

	Fourth Quarter					
(Amounts in millions)	2021		2020		Change	
External net sales	$ 278.1	77.5 %	$ 284.2	78.0 %	$ (6.1)	(2.1)%
Intersegment net sales	80.6	22.5 %	80.2	22.0 %	0.4	0.5 %
Segment net sales	358.7	100.0 %	364.4	100.0 %	(5.7)	(1.6)%
Cost of goods sold	(227.8)	(63.5)%	(226.6)	(62.2)%	(1.2)	(0.5)%
Gross profit	130.9	36.5 %	137.8	37.8 %	(6.9)	(5.0)%
Operating expenses	(80.8)	(22.5)%	(81.6)	(22.4)%	0.8	1.0 %
Segment operating earnings	$ 50.1	14.0 %	$ 56.2	15.4 %	$ (6.1)	(10.9)%

Segment net sales of $358.7 million in the fourth quarter of 2021 decreased $5.7 million, or 1.6%, from 2020 levels, including a $1.6 million, or 0.4%, organic sales decline and $4.1 million of unfavorable foreign currency translation. The organic decrease primarily reflects a low single-digit decline in sales to customers in critical industries, including lower sales to the military.

Segment gross margin in the fourth quarter of 2021 of 36.5% declined 130 bps primarily due to higher material and other costs and 10 bps of unfavorable foreign currency effects, partially offset by benefits from the segment's RCI initiatives.

Segment operating expenses as a percentage of net sales of 22.5% in the fourth quarter of 2021 compared to 22.4% last year.

As a result of these factors, segment operating earnings of $50.1 million in the fourth quarter of 2021, including $1.2 million of unfavorable foreign currency effects, decreased $6.1 million from 2020 levels. Operating margin for the Commercial & Industrial Group of 14.0% in the quarter compared to 15.4% last year.

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Snap-on Tools Group

(Amounts in millions)	Fourth Quarter 2021		Fourth Quarter 2020		Change	
Segment net sales	$ 504.8	100.0 %	$ 494.9	100.0 %	$ 9.9	2.0 %
Cost of goods sold	(283.3)	(56.1)%	(282.8)	(57.1)%	(0.5)	(0.2)%
Gross profit	221.5	43.9 %	212.1	42.9 %	9.4	4.4 %
Operating expenses	(111.0)	(22.0)%	(118.5)	(24.0)%	7.5	6.3 %
Segment operating earnings	$ 110.5	21.9 %	$ 93.6	18.9 %	$ 16.9	18.1 %

Segment net sales of $504.8 million in the fourth quarter of 2021 increased $9.9 million, or 2.0%, from 2020 levels, reflecting a $7.9 million, or 1.6%, organic sales increase and $2.0 million of favorable foreign currency translation. The organic increase is due to a low single-digit gain in the U.S. franchise business, partially offset by a low single-digit decline in the segment's international operations.

Segment gross margin in the fourth quarter of 43.9% improved 100 bps from last year primarily due to higher sales volumes, pricing actions, and 60 bps of favorable foreign currency effects, which offset higher material and other costs.

Segment operating expenses as a percentage of net sales of 22.0% in the fourth quarter improved 200 bps from last year primarily reflecting the higher sales, as well as benefits from ongoing cost containment efforts.

As a result of these factors, segment operating earnings of $110.5 million in the fourth quarter of 2021, including $3.6 million of favorable foreign currency effects, increased $16.9 million, or 18.1%, from 2020 levels. Operating margin for the Snap-on Tools Group of 21.9% in the quarter compared to 18.9% last year.

Repair Systems & Information Group

(Amounts in millions)	Fourth Quarter 2021		Fourth Quarter 2020		Change	
External net sales	$ 325.4	82.9 %	$ 295.3	81.8 %	$ 30.1	10.2 %
Intersegment net sales	67.1	17.1 %	65.8	18.2 %	1.3	2.0 %
Segment net sales	392.5	100.0 %	361.1	100.0 %	31.4	8.7 %
Cost of goods sold	(211.5)	(53.9)%	(194.8)	(53.9)%	(16.7)	(8.6)%
Gross profit	181.0	46.1 %	166.3	46.1 %	14.7	8.8 %
Operating expenses	(83.8)	(21.3)%	(76.3)	(21.2)%	(7.5)	(9.8)%
Segment operating earnings	$ 97.2	24.8 %	$ 90.0	24.9 %	$ 7.2	8.0 %

Segment net sales of $392.5 million in the fourth quarter of 2021 increased $31.4 million, or 8.7%, from 2020 levels, reflecting a $19.7 million, or 5.5%, organic sales increase and $12.2 million of acquisition-related sales, partially offset by $0.5 million of unfavorable foreign currency translation. The organic gain is comprised of a double-digit increase in sales of undercar equipment and a mid single-digit gain in sales of diagnostic and repair information products to independent repair shop owners and managers, partially offset by a low single-digit decrease in sales to OEM dealerships.

Segment gross margin in the fourth quarter of 46.1% was unchanged from last year. Benefits from pricing actions and 60 bps from acquisitions were offset by increased material and other costs.

Segment operating expenses as a percentage of net sales in the fourth quarter of 21.3%, increased 10 bps from last year primarily due to 150 bps of unfavorable acquisition effects in 2021, partially offset by the impact of higher sales volumes and 30 bps from lower costs related to $1.0 million of restructuring actions recorded in the fourth quarter of 2020.

As a result of these factors, segment operating earnings of $97.2 million in the fourth quarter of 2021, including $0.3 million of favorable foreign currency effects, increased $7.2 million, or 8.0%, from $90.0 million in 2020, which included $1.0 million of restructuring charges. Operating margin for the Repair Systems & Information Group of 24.8% in the quarter compared to 24.9% last year.

Financial Services

(Amounts in millions)	Fourth Quarter 2021		Fourth Quarter 2020		Change	
Financial services revenue	$ 86.9	100.0 %	$ 93.4	100.0 %	$ (6.5)	(7.0)%
Financial services expenses	(19.7)	(22.7)%	(24.9)	(26.7)%	5.2	20.9 %
Segment operating earnings	$ 67.2	77.3 %	$ 68.5	73.3 %	$ (1.3)	(1.9)%

Financial services revenue of $86.9 million in the fourth quarter of 2021 decreased $6.5 million, or 7.0%, from $93.4 million last year, primarily as a result of an additional week of interest income from the 53-week 2020 fiscal year. In the fourth quarters of both 2021 and 2020, the average yield on finance receivables was 17.7% and the average yield on contract receivables was 8.5%. Originations of $256.3 million in the fourth quarter of 2021 decreased $16.1 million, or 5.9%, from 2020 levels.

Financial services expenses in the fourth quarter of 2021 decreased $5.2 million from last year primarily due to lower provisions for credit losses as compared to those recorded in the fourth quarter of 2020. As a percentage of the average financial services portfolio, financial services expenses were 0.9% and 1.1% for the fourth quarters of 2021 and 2020, respectively.

As a result of these factors, segment operating earnings of $67.2 million in the fourth quarter of 2021, including $0.2 million of favorable foreign currency effects, decreased $1.3 million, or 1.9%, from 2020 levels.

See Note 1 and Note 4 to the Consolidated Financial Statements for further information on financial services.

Corporate

Snap-on's fourth quarter 2021 general corporate expenses of $25.6 million compared to $23.6 million last year. The year-over-year increase in general corporate expenses is primarily due to higher performance-based compensation costs.

Non-GAAP Supplemental Data

The following non-GAAP supplemental data is presented for informational purposes to provide readers with insight into the information used by management for assessing the operating performance of Snap-on's non-financial services ("Operations") and "Financial Services" businesses.

The supplemental Operations data reflects the results of operations and financial position of Snap-on's tools, diagnostics, equipment products, software, and other non-financial services operations with Financial Services presented on the equity method. The supplemental Financial Services data reflects the results of operations and financial position of Snap-on's U.S. and international financial services operations. The financing needs of Financial Services are met through intersegment borrowings and cash generated from Operations; Financial Services is charged interest expense on intersegment borrowings at market rates. Income taxes are charged to Financial Services on the basis of the specific tax attributes generated by the U.S. and international financial services businesses. Transactions between the Operations and Financial Services businesses were eliminated to arrive at the Consolidated Financial Statements.

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Non-GAAP Supplemental Consolidating Data – Supplemental Statements of Earnings information for 2021, 2020 and 2019 is as follows:

	Operations*			Financial Services		
(Amounts in millions)	2021	2020	2019	2021	2020	2019
Net sales	$ 4,252.0	$ 3,592.5	$ 3,730.0	$ —	$ —	$ —
Cost of goods sold	(2,141.2)	(1,844.0)	(1,886.0)	—	—	—
Gross profit	2,110.8	1,748.5	1,844.0	—	—	—
Operating expenses	(1,259.3)	(1,116.6)	(1,127.6)	—	—	—
Operating earnings before financial services	851.5	631.9	716.4	—	—	—
Financial services revenue	—	—	—	349.7	349.7	337.7
Financial services expenses	—	—	—	(77.7)	(101.1)	(91.8)
Operating earnings from financial services	—	—	—	272.0	248.6	245.9
Operating earnings	851.5	631.9	716.4	272.0	248.6	245.9
Interest expense	(53.0)	(53.8)	(48.8)	(0.1)	(0.2)	(0.2)
Intersegment interest income (expense) – net	57.1	68.5	70.5	(57.1)	(68.5)	(70.5)
Other income (expense) – net	16.4	8.5	8.9	0.1	0.2	(0.1)
Earnings before income taxes and equity earnings	872.0	655.1	747.0	214.9	180.1	175.1
Income tax expense	(193.3)	(142.7)	(166.6)	(53.7)	(46.4)	(45.2)
Earnings before equity earnings	678.7	512.4	580.4	161.2	133.7	129.9
Financial services – net earnings attributable to Snap-on	161.2	133.7	129.9	—	—	—
Equity earnings, net of tax	1.5	0.3	0.9	—	—	—
Net earnings	841.4	646.4	711.2	161.2	133.7	129.9
Net earnings attributable to noncontrolling interests	(20.9)	(19.4)	(17.7)	—	—	—
Net earnings attributable to Snap-on	$ 820.5	$ 627.0	$ 693.5	$ 161.2	$ 133.7	$ 129.9

* Snap-on with Financial Services presented on the equity method.

Non-GAAP Supplemental Consolidating Data – Supplemental Balance Sheet Information as of 2021 and 2020 year end is as follows:

	Operations*		Financial Services	
(Amounts in millions)	2021	2020	2021	2020
ASSETS				
Current assets:				
Cash and cash equivalents	$ 779.9	$ 923.2	$ 0.1	$ 0.2
Intersegment receivables	12.5	14.6	—	0.2
Trade and other accounts receivable – net	681.7	639.7	0.6	1.0
Finance receivables – net	—	—	542.3	530.2
Contract receivables – net	6.4	7.0	104.0	105.5
Inventories – net	803.8	746.5	—	—
Prepaid expenses and other assets	136.8	131.1	7.4	7.8
Total current assets	2,421.1	2,462.1	654.4	644.9
Property and equipment – net	516.5	524.4	1.7	1.8
Operating lease right-of-use assets	50.0	49.7	1.9	2.2
Investment in Financial Services	350.6	349.8	—	—
Deferred income tax assets	26.5	27.6	23.0	22.7
Intersegment long-term notes receivable	570.1	316.9	—	—
Long-term finance receivables – net	—	—	1,114.0	1,136.3
Long-term contract receivables – net	9.7	12.4	368.5	362.3
Goodwill	1,116.5	982.4	—	—
Other intangibles – net	301.7	260.8	—	—
Other assets	188.6	103.9	0.1	0.1
Total assets	$ 5,551.3	$ 5,090.0	$ 2,163.6	$ 2,170.3

* Snap-on with Financial Services presented on the equity method.

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Non-GAAP Supplemental Consolidating Data – Supplemental Balance Sheet Information (continued):

(Amounts in millions)	Operations*		Financial Services	
	2021	2020	2021	2020
LIABILITIES AND EQUITY				
Current liabilities:				
Notes payable and current maturities of long-term debt	$ 17.4	$ 18.5	$ —	$ 250.0
Accounts payable	276.6	222.3	1.0	0.6
Intersegment payables	—	—	12.5	14.8
Accrued benefits	67.4	59.7	—	—
Accrued compensation	110.9	87.2	3.9	2.7
Franchisee deposits	80.7	78.4	—	—
Other accrued liabilities	407.1	418.8	26.8	35.9
Total current liabilities	960.1	884.9	44.2	304.0
Long-term debt and intersegment long-term debt	—	—	1,753.0	1,499.0
Deferred income tax liabilities	122.7	70.4	—	—
Retiree health care benefits	31.1	34.5	—	—
Pension liabilities	104.9	127.1	—	—
Operating lease liabilities	32.5	31.6	1.7	2.4
Other long-term liabilities	96.2	94.9	14.1	15.1
Total liabilities	1,347.5	1,243.4	1,813.0	1,820.5
Total shareholders' equity attributable to Snap-on	4,181.9	3,824.9	350.6	349.8
Noncontrolling interests	21.9	21.7	—	—
Total equity	4,203.8	3,846.6	350.6	349.8
Total liabilities and equity	$ 5,551.3	$ 5,090.0	$ 2,163.6	$ 2,170.3

* Snap-on with Financial Services presented on the equity method.

Liquidity and Capital Resources

Snap-on's growth has historically been funded by a combination of cash provided by operating activities and debt financing. Snap-on believes that its cash from operations and collections of finance receivables, coupled with its sources of borrowings and available cash on hand, are sufficient to fund its currently anticipated requirements for scheduled debt repayments, payments of interest and dividends, new receivables originated by our financial services businesses, capital expenditures, working capital, the funding of pension plans, and funding for share repurchases and acquisitions, if and as they arise.

Due to Snap-on's credit rating over the years, external funds have been available at an acceptable cost. As of February 4, 2022, Snap-on's long-term debt and commercial paper were rated, respectively, A2 and P-1 by Moody's Investors Service; A- and A-2 by Standard & Poor's; and A and F1 by Fitch Ratings. Snap-on believes that its current credit arrangements are sound and that the strength of its balance sheet affords the company the financial flexibility, including through access to financial markets for potential new financing, to respond to both internal growth opportunities and those available through acquisitions. However, Snap-on cannot provide any assurance that financing will be available in the future on acceptable terms, or that its debt ratings will not decrease.

The following discussion focuses on information included in the accompanying Consolidated Balance Sheets.

As of 2021 year end, working capital (current assets less current liabilities) of $2,071.2 million increased $153.1 million from $1,918.1 million as of 2020 year end primarily as a result of other net changes in working capital discussed below.

The following represents the company's working capital position as of 2021 and 2020 year end:

(Amounts in millions)	2021	2020
Cash and cash equivalents	$ 780.0	$ 923.4
Trade and other accounts receivable – net	682.3	640.7
Finance receivables – net	542.3	530.2
Contract receivables – net	110.4	112.5
Inventories – net	803.8	746.5
Prepaid expenses and other assets	134.6	129.7
Total current assets	3,053.4	3,083.0
Notes payable and current maturities of long-term debt	(17.4)	(268.5)
Accounts payable	(277.6)	(222.9)
Other current liabilities	(687.2)	(673.5)
Total current liabilities	(982.2)	(1,164.9)
Working capital	$ 2,071.2	$ 1,918.1

Cash and cash equivalents of $780.0 million as of 2021 year end decreased $143.4 million from 2020 year-end levels primarily due to: (i) the funding of $878.1 million of new finance receivables; (ii) the repurchase of 1,943,900 shares of the company's common stock for $431.3 million; (iii) dividend payments to shareholders of $275.8 million; (iv) the repayment of $250.0 million of the 2021 Notes; (v) the funding of $199.7 million for acquisitions; and (vi) the funding of $70.1 million for capital expenditures. These decreases in cash and cash equivalents were partially offset by: (i) $966.6 million of cash generated from operations; (ii) $854.2 million of cash from collections of finance receivables; (iii) $162.4 million of cash proceeds from stock purchase and option plan exercises; and (iv) $3.3 million of net proceeds from notes payable and other short-term borrowings.

Of the $780.0 million of cash and cash equivalents as of 2021 year end, $293.1 million was held outside of the United States. Snap-on maintains non-U.S. funds in its foreign operations to: (i) provide adequate working capital; (ii) satisfy various regulatory requirements; and/or (iii) take advantage of business expansion opportunities as they arise. Although the Tax Cuts and Jobs Act ("Tax Act") generally eliminated U.S. federal taxation of dividends from foreign subsidiaries, such dividends may still be subject to state income taxation and foreign withholding taxes. Snap-on periodically evaluates its cash held outside the United States and may pursue opportunities to repatriate certain foreign cash amounts to the extent that it can be accomplished in a tax efficient manner.

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Trade and other accounts receivable – net of $682.3 million as of 2021 year end increased $41.6 million from 2020 year-end levels primarily due to higher sales and $9.7 million from acquisitions, partially offset by $12.5 million of foreign currency translation. Days sales outstanding (trade and other accounts receivable – net as of the respective period end, divided by the respective trailing 12 months sales, times 360 days) was 58 days and 64 days at the respective 2021 and 2020 year ends.

The current portions of net finance and contract receivables of $652.7 million as of 2021 year end compared to $642.7 million at 2020 year end. The long-term portions of net finance and contract receivables of $1,492.2 million as of 2021 year end compared to $1,511.0 million at 2020 year end. The combined $8.8 million decrease in net current and long-term finance and contract receivables compared to 2020 year-end levels is primarily due to $36.6 million of higher originations more than offset by collections and other reductions as well as $2.6 million of unfavorable foreign currency translation.

Inventories – net of $803.8 million as of 2021 year end increased $57.3 million from 2020 year-end levels primarily to support higher customer demand, new product innovations and $2.8 million from acquisitions, partially offset by $16.1 million of foreign currency translation. As of 2021 and 2020 year end, inventory turns (trailing 12 months of cost of goods sold, divided by the average of the beginning and ending inventory balance for the trailing 12 months) were 2.8 turns and 2.4 turns, respectively. Inventories accounted for using the first-in, first-out ("FIFO") method as of 2021 and 2020 year end approximated 60% and 57% of total inventories, respectively. All other inventories are accounted for using the last-in, first-out ("LIFO") method. The company's LIFO reserve was $87.2 million and $84.0 million at 2021 and 2020 year end, respectively.

As of 2021 year end, notes payable and current maturities of long-term debt consisted of $17.4 million of other notes. Notes payable of $268.5 million as of 2020 year end consisted of $250.0 million of the 2021 Notes and $18.5 million of other notes.

Average notes payable outstanding, including commercial paper borrowings in 2020 and short-term credit facility borrowings in both years, were $16.7 million and $68.4 million in 2021 and 2020, respectively. The 2021 weighted-average interest rate on such borrowings of 8.39% compared with 2.98% in 2020. There were no commercial paper borrowings during 2021. Average commercial paper borrowings were $41.0 million in 2020 with a weighted-average interest rate of 1.53%. No commercial paper was outstanding as of year-end 2021 or 2020. There were no amounts borrowed under the short-term credit facility during 2021. Average short-term credit facility borrowings were $13.9 million in 2020 with a weighted-average interest rate of 1.7%. No amounts were outstanding under the short-term credit facility as of year-end 2021 or 2020. At 2021 year end, the weighted-average interest rate on outstanding notes payable of 8.39% compared with 8.87% in 2020. The 2021 year-end rate decreased primarily due to lower rates on local borrowings in emerging markets.

Accounts payable of $277.6 million as of 2021 year end increased $54.7 million from 2020 year-end levels, primarily due to the timing of payments and $3.4 million from acquisitions, partially offset by $3.4 million of foreign currency translation.

Other accrued liabilities of $424.3 million as of 2021 year end decreased $21.2 million from 2020 year-end levels primarily due to lower tax accruals and $7.1 million of foreign currency translation, partially offset by $3.7 million from acquisitions.

Long-term debt of $1,182.9 million as of 2021 year end consisted of: (i) $300.0 million of unsecured 3.25% notes that mature on March 1, 2027 (the "2027 Notes"); (ii) $400.0 million of unsecured 4.10% notes that mature on March 1, 2048 ("the 2048 Notes"); and (iii) $500.0 million of 3.10% notes that mature on May 1, 2050 (the "2050 Notes"), partially offset by $17.1 million from the net effects of debt amortization costs.

Snap-on has an $800 million multi-currency revolving credit facility that terminates on September 16, 2024 (the "Credit Facility"); no amounts were outstanding under the Credit Facility as of January 1, 2022. Borrowings under the Credit Facility bear interest at varying rates based on either: (i) Snap-on's then-current, long-term debt ratings; or (ii) Snap-on's then-current ratio of consolidated debt net of certain cash adjustments ("Consolidated Net Debt") to earnings before interest, taxes, depreciation, amortization and certain other adjustments for the preceding four fiscal quarters then ended (the "Consolidated Net Debt to EBITDA Ratio"). The Credit Facility's financial covenant requires that Snap-on maintain, as of each fiscal quarter end, either (i) a ratio not greater than 0.60 to 1.00 of Consolidated Net Debt to the sum of Consolidated Net Debt plus total equity and less accumulated other comprehensive income or loss (the "Leverage Ratio"); or (ii) a Consolidated Net Debt to EBITDA Ratio not greater than 3.50 to 1.00. Snap-on may, up to two times during any five-year period during the term of the Credit Facility (including any extensions thereof), elect to increase the maximum Leverage Ratio to 0.65 to 1.00 and/or increase the maximum Consolidated Net Debt to EBITDA Ratio to 4.00 to 1.00 for four consecutive fiscal quarters in connection with certain material acquisitions (as defined in the related credit agreement). As of January 1, 2022, the company's actual ratios of 0.09 and 0.37 respectively, were both within the permitted ranges set forth in this financial covenant. Snap-on generally issues commercial paper to fund its financing needs on a short-term basis and uses the Credit Facility as back-up liquidity to support such commercial paper issuances.

Snap-on's Credit Facility and other debt agreements also contain certain usual and customary borrowing, affirmative, negative and maintenance covenants. As of 2021 year end, Snap-on was in compliance with all covenants of its Credit Facility and other debt agreements.

Snap-on believes it has sufficient available cash and access to both committed and uncommitted credit facilities to cover its expected funding needs on both a short-term and long-term basis. Snap-on manages its aggregate short-term borrowings so as not to exceed its availability under the Credit Facility. Snap-on believes that it can access short-term debt markets, predominantly through commercial paper issuances and existing lines of credit, to fund its short-term requirements and to ensure near-term liquidity. Snap-on regularly monitors the credit and financial markets and, if it believes conditions are favorable, it may take advantage of such conditions to issue long-term debt to further improve its liquidity and capital resources. Near-term liquidity requirements for Snap-on include payments of interest and dividends, funding to support new receivables originated by our financial services businesses, capital expenditures, working capital, the funding of pension plans, and funding for share repurchases and acquisitions, if and as they arise. Snap-on intends to make contributions of $9.4 million to its foreign pension plans and $9.5 million to its domestic pension plans in 2022, as required by law. Depending on market and other conditions, Snap-on may make discretionary cash contributions to its pension plans in 2022.

Snap-on's long-term financing strategy is to maintain continuous access to the debt markets to accommodate its liquidity needs, including the potential use of commercial paper, additional fixed-term debt and/or securitizations.

The following discussion focuses on information included in the accompanying Consolidated Statements of Cash Flows.

Operating Activities

Net cash provided by operating activities of $966.6 million in 2021 decreased $42.0 million from $1,008.6 million in 2020. The $42.0 million decrease is primarily due to a $253.6 million change in net operating assets and liabilities, partially offset by a $195.0 million increase in net earnings.

Depreciation expense was $75.6 million in 2021 and $73.3 million in 2020. Amortization expense was $29.2 million in 2021 and $23.4 million in 2020. See Note 7 to the Consolidated Financial Statements for information on goodwill and other intangible assets.

Investing Activities

Net cash used by investing activities of $290.4 million in 2021 included additions to finance receivables of $878.1 million, partially offset by collections of $854.2 million. Net cash used by investing activities of $187.8 million in 2020 included additions to finance receivables of $835.0 million, partially offset by collections of $750.3 million. Finance receivables are comprised of extended-term installment payment contracts to both technicians and independent shop owners (i.e., franchisees' customers) to enable them to purchase tools, diagnostics, and equipment products on an extended-term payment plan, generally with payment terms of approximately four years.

Net cash used by investing activities in 2021 also included a total of $199.7 million for the acquisitions of Dealer-FX, AutoCrib Germany and Pradines. Net cash used by investing activities in 2020 included a total of $41.5 million for the acquisitions of Sigmavision and AutoCrib and a $0.2 million working capital adjustment for the 2019 Cognitran acquisition. See Note 3 to the Consolidated Financial Statements for information about acquisitions.

Capital expenditures in 2021 and 2020 totaled $70.1 million and $65.6 million, respectively. Capital expenditures in both years included continued investments related to the company's execution of its strategic Value Creation Processes. The company also invested in: (i) new product, efficiency, safety and cost reduction initiatives that are intended to expand and improve its manufacturing and distribution capabilities worldwide; (ii) new production and machine tooling to enhance manufacturing operations, as well as ongoing replacements of manufacturing and distribution equipment, particularly in the United States; and (iii) the ongoing enhancement of the company's global enterprise resource planning (ERP) management information systems. Snap-on believes that its cash generated from operations, as well as its available cash on hand and funds available from its credit facilities will be sufficient to fund the company's capital expenditure requirements in 2022.

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Financing Activities

Net cash used by financing activities of $818.8 million in 2021 included the $250.0 million repayment of the 2021 Notes at maturity and net proceeds from notes payable and other short-term borrowings of $3.3 million. Net cash used by financing activities of $84.3 million in 2020 included Snap-on's sale, on April 27, 2020, of $500 million of the 2050 Notes at a discount, from which Snap-on received $489.9 million of net proceeds, reflecting $4.4 million of transaction costs, partially offset by repayments of notes payable and other short-term borrowings of $187.2 million.

Proceeds from stock purchase and option plan exercises totaled $162.4 million in 2021 and $55.8 million in 2020. Snap-on has undertaken stock repurchases from time to time to offset dilution created by shares issued for employee and franchisee stock purchase plans, as well as stock options, and for other corporate purposes. In 2021, Snap-on repurchased 1,943,900 shares of its common stock for $431.3 million under its previously announced share repurchase programs. As of 2021 year end, Snap-on had remaining availability to repurchase up to an additional $454.9 million in common stock pursuant to its Board's authorizations. The purchase of Snap-on common stock is at the company's discretion, subject to prevailing financial and market conditions. Snap-on repurchased 1,109,000 shares of its common stock for $174.3 million in 2020. Snap-on believes that its cash generated from operations, available cash on hand, and funds available from its credit facilities, will be sufficient to fund the company's additional share repurchases, if any.

Snap-on has paid consecutive quarterly cash dividends, without interruption or reduction, since 1939. Cash dividends paid in 2021 and 2020 totaled $275.8 million and $243.3 million, respectively. On November 4, 2021, the company announced that its Board increased the quarterly cash dividend by 15.4% to $1.42 per share ($5.68 per share annualized). Quarterly dividends in 2021 were $1.42 per share in the fourth quarter and $1.23 per share in the first three quarters ($5.11 per share for the year). Quarterly dividends in 2020 were $1.23 per share in the fourth quarter and $1.08 per share in the first three quarters ($4.47 per share for the year).

	2021	2020
Cash dividends paid per common share	$ 5.11	$ 4.47
Cash dividends paid as a percentage of prior-year retained earnings	5.3%	5.1%

Snap-on believes that its cash generated from operations, available cash on hand, and funds available from its credit facilities, will be sufficient to pay dividends in 2022.

Contractual Obligations and Commitments

Snap-on's contractual obligations for long-term debt and operating and finance leases are reflected in the Consolidated Balance Sheets; see Note 10 and Note 17 to the Consolidated Financial Statements for information on the company's long-term debt and leases. Snap-on also enters into contracts for future purchases in the normal course of business. As of year-end 2021, the company had $147.5 million in purchase commitments to be paid in 2022 and $17.3 million to be paid thereafter.

Snap-on intends to make contributions of $9.4 million to its foreign pension plans and $9.5 million to its domestic pension plans in 2022, as required by law. Depending on market and other conditions, Snap-on may make additional discretionary cash contributions to its pension plans in 2022; see Note 12 and Note 13 to the Consolidated Financial Statements for information on the company's benefit plans and payments.

Due to the uncertainty of the timing of settlements with taxing authorities, Snap-on is unable to make reasonably reliable estimates of the period of cash settlement of unrecognized tax benefits totaling $8.9 million for its remaining uncertain tax liabilities. See Note 9 to the Consolidated Financial Statements for information on income taxes.

Environmental Matters

Snap-on is subject to various federal, state and local government requirements regulating the discharge of materials into the environment or otherwise relating to the protection of the environment. Snap-on's policy is to comply with these requirements and the company believes that, as a general matter, its policies, practices and procedures are properly designed to prevent unreasonable risk of environmental damage, and of resulting financial liability, in connection with its business. Some risk of environmental damage is, however, inherent in some of Snap-on's operations and products, as it is with other companies engaged in similar businesses.

Snap-on is and has been engaged in the handling, manufacture, use and disposal of many substances classified as hazardous or toxic by one or more regulatory agencies. Snap-on believes that, as a general matter, its handling, manufacture, use and disposal of these substances are in accordance with environmental laws and regulations. It is possible, however, that future knowledge or other developments, such as improved capability to detect substances in the environment or increasingly strict environmental laws and standards and enforcement policies, could affect the company's handling, manufacture, use or disposal of these substances.

In recent years there has been increased public awareness, concern and focus on environmental and sustainability issues, including matters related to global climate change. The current focus on these matters is expected to result in additional and/or more restrictive regulations, requirements and/or industry or third-party standards to reduce or mitigate global warming and other environmental or sustainability risks, though the timing is uncertain. Snap-on is monitoring developments in this area.

New Accounting Standards

See Note 1 to the Consolidated Financial Statements for information on new accounting standards.

Critical Accounting Policies and Estimates

The Consolidated Financial Statements and related notes contain information that is pertinent to management's discussion and analysis. The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America ("GAAP") requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. These estimates are generally based on historical experience, current conditions and on various other assumptions that are believed to be reasonable under the circumstances, the results of which form the basis for making judgments about the carrying values of assets and liabilities that are not readily available from other sources, as well as identifying and assessing our accounting treatment with respect to commitments and contingencies. Actual results could differ from those estimates.

In addition to the company's significant accounting policies described in Note 1 to the Consolidated Financial Statements, Snap-on considers the following policies and estimates to be the most critical in understanding the judgments that are involved in the preparation of the company's consolidated financial statements and the uncertainties that could impact the company's financial position, results of operations and cash flows.

Allowance for Credit Losses on Finance Receivables: The allowance for credit losses on finance receivables is maintained at a level management believes is adequate to cover expected losses in Snap-on's finance receivables portfolio as of the reporting date. The allowance represents management's estimate of the expected losses in the company's finance receivables portfolio based on ongoing assessments and evaluations of credit losses over the expected contractual life of the receivables portfolio considering collectability, historical loss experience, current conditions and future market changes. Determination of the proper level of allowance requires management to exercise judgment about the timing, frequency and severity of credit losses that could materially affect the provision for credit losses and, as a result, net earnings. The allowance takes into consideration numerous quantitative and qualitative factors that include receivable type, historical loss experience, delinquency trends, collection experience, current and future economic conditions and credit risk characteristics. Some of these factors are influenced by items such as the customers' financial condition, past payment experience, credit bureau and proprietary Snap-on credit model information, as well as the value of the underlying collateral. Changes in economic conditions and assumptions, including the resulting credit quality metrics relative to the performance of the finance receivables portfolio, create uncertainty and could result in changes to both the allowance for credit losses and provision for credit losses.

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Management utilizes established policies and procedures in an effort to ensure the estimates and assumptions are well controlled, reviewed and consistently applied. As of January 1, 2022, the ratio of the allowance for credit losses to finance receivables was 3.90%. As of January 2, 2021, the allowance ratio was 4.38%. While management believes it exercises prudent judgment and applies reasonable assumptions in establishing its estimates for allowances for finance receivables, there can be no assurance that changes in economic conditions or other factors would not adversely impact the financial health of our customers and result in changes to the estimates used in the allowance calculation. For reference, a 100 bps increase in the allowance ratios for finance receivables as of January 1, 2022, would have increased Snap-on's 2021 provision for credit losses and related allowance for credit losses by approximately $17.2 million.

For additional information on Snap-on's allowances for credit losses, see Note 1 and Note 4 to the Consolidated Financial Statements.

Impairment of Goodwill: Goodwill is tested for impairment annually or more frequently if events or changes in circumstances indicate that the assets might be impaired. Annual impairment tests are performed by the company in the second quarter of each year using information available as of April month end.

Snap-on evaluates the recoverability of goodwill by estimating the future discounted cash flows of the businesses to which the goodwill relates. Estimated cash flows and related goodwill are grouped at the reporting unit level. The company has determined that its reporting units for testing goodwill impairment are its operating segments or components of an operating segment that constitute a business for which discrete financial information is available and for which segment management regularly reviews the operating results. Within its four reportable operating segments, the company has identified 11 reporting units.

Snap-on evaluates the recoverability of goodwill by utilizing an income approach that estimates the fair value of the future discounted cash flows of the reporting units to which the goodwill relates. The future projections, which are based on both past performance and the projections and assumptions used in the company's operating plans, are subject to change as a result of changing economic and competitive conditions. This approach reflects management's internal outlook at the reporting units, which management believes provides the best determination of value due to management's insight and experience with the reporting units. Significant estimates used by management in the discounted cash flows methodology include estimates of future cash flows based on expected growth rates, price increases, working capital levels, expected benefits from RCI initiatives, and a weighted-average cost of capital that reflects the specific risk profile of the reporting unit being tested. The company's methodologies for valuing goodwill are applied consistently on a year-over-year basis; the assumptions used in performing the second quarter 2021 impairment calculations were evaluated in light of then-current market and business conditions. Snap-on continues to believe that the future discounted cash flow valuation model provides the most reasonable and meaningful fair value estimate based upon the reporting units' projections of future operating results and cash flows and replicates how market participants would value the company's reporting units in an orderly transaction.

In the event the fair value of a reporting unit is less than the carrying value, including goodwill, the company would then record an impairment charge based on the excess of a reporting units carrying amount over its fair value.

Inherent in fair value determinations are significant judgments and estimates, including material assumptions about future revenue, profitability and cash flows, the company's operational plans and its interpretation of current economic indicators. Should the operations of the businesses with which goodwill is associated incur significant declines in profitability and cash flow due to significant and long-term deterioration in macroeconomic, industry and market conditions, the loss of key customers, changes in technology or markets, significant changes in key personnel or litigation, a significant and sustained decrease in share price and/or other events, including effects from the sale or disposal of a reporting unit, some or all of the recorded goodwill could be subject to impairment and could result in a material adverse effect on Snap-on's financial position or results of operations.

Snap-on completed its annual impairment testing of goodwill in the second quarter of 2021, which did not result in any impairment. As of 2021 year end, the company has no accumulated impairment losses. Although the company consistently uses the same methods in developing the assumptions and estimates underlying the fair value calculations, such estimates are uncertain by nature and can vary from actual results. In performing its annual impairment testing the company performed a sensitivity analysis on the material assumptions used in the discounted cash flow valuation models for each of its 11 reporting units. Based on the company's second quarter 2021 impairment testing, and assuming a hypothetical 10% decrease in the estimated fair values of each of its 11 reporting units, the hypothetical fair value of each of the company's 11 reporting units would have been greater than its carrying value. See Note 7 to the Consolidated Financial Statements for further information about goodwill.

Pension Benefits: The pension benefit obligation and related pension expense are calculated in accordance with GAAP and are impacted by certain actuarial assumptions. Changes in these assumptions are primarily influenced by factors outside of Snap-on's control, such as changes in economic conditions, and can have a significant effect on the amounts reported in the financial statements. Snap-on believes that the two most critical assumptions are (i) the expected return on plan assets; and (ii) the assumed discount rate.

Snap-on's domestic pension plans have a long-term investment horizon and a total return strategy that emphasizes a capital growth objective. In 2021, the long-term investment performance objective for Snap-on's domestic plans' assets was to achieve net of expense returns that met or exceeded the 6.75% domestic expected return on plan assets assumption. Snap-on uses a three-year, market-related value asset method of amortizing the difference between actual and expected returns on its domestic plans' assets. As of 2021 year end, Snap-on's domestic pension plans' assets comprised approximately 86% of the company's worldwide pension plan assets.

Based on forward-looking capital market expectations, Snap-on selected an expected return on plan assets assumption for its U.S. pension plans of 6.50%, a decrease of 25 bps from 2021, to be used in determining pension expense for 2022. In estimating the domestic expected return on plan assets, Snap-on utilizes a nominal returns forecasting method. For each asset class, future returns are estimated by identifying the premium of riskier asset classes over lower risk alternatives. The methodology constructs expected returns using a "building block" approach to the individual components of total return. These forecasts are stated in both nominal and real (after inflation) terms. This process first considers the long-term historical return premium based on the longest set of data available for each asset class. These premiums, calculated using the geometric mean, are then adjusted based on current relative valuation levels, macro-economic conditions, and the expected alpha related to active investment management. The asset return assumption is also adjusted by an implicit expense load for estimated administrative and investment-related expenses. Since asset allocation is a key determinant of expected investment returns, the current and expected mix of plan assets are also considered when setting the assumption.

Pension expense increases as the expected rate of return on plan assets decreases. Lowering the expected rate of return assumption for Snap-on's domestic pension plans' assets by 50 bps would have increased Snap-on's 2021 domestic pension expense by approximately $6.2 million.

The objective of Snap-on's discount rate assumption is to reflect the rate at which the pension benefits could be effectively settled. In making this determination, the company takes into account the timing and amount of benefits that would be available under the plans. The domestic discount rate as of 2021 and 2020 year end was selected based on a cash flow matching methodology developed by the company's outside actuaries and which incorporates a review of current economic conditions. This methodology matches the plans' yearly projected cash flows for benefits and service costs to those of hypothetical bond portfolios using high-quality, AA rated or better, corporate bonds from either Moody's Investors Service or Standard & Poor's credit rating agencies available at the measurement date. This technique calculates bond portfolios that produce adequate cash flows to pay the plans' projected yearly benefits and then selects the portfolio with the highest yield and uses that yield as the recommended discount rate.

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The selection of the 2.9% weighted-average discount rate for Snap-on's domestic pension plans as of 2021 year end (compared to 2.7% as of 2020 year end) represents the single rate that produces the same present value of cash flows as the estimated benefit plan payments. Lowering Snap-on's domestic discount rate assumption by 50 bps would have increased Snap-on's 2021 domestic pension expense and projected benefit obligation by approximately $4.0 million and $77.0 million, respectively. As of 2021 year end, Snap-on's domestic projected benefit obligation comprised approximately 82% of Snap-on's worldwide projected benefit obligation. The weighted-average discount rate for Snap-on's foreign pension plans of 2.0% (compared to 1.7% as of 2020 year end) represents the single rate that produces the same present value of cash flows as the estimated benefit plan payments. Lowering Snap-on's foreign discount rate assumption by 50 bps would have increased Snap-on's 2021 foreign pension expense and projected benefit obligation by approximately $2.4 million and $27.8 million, respectively.

Actuarial gains and losses in excess of 10 percent of the greater of the projected benefit obligation or market-related value of assets are amortized on a straight-line basis over the average remaining service period of active participants or over the average remaining life expectancy for plans with primarily inactive participants. Prior service costs and credits resulting from plan amendments are amortized in equal annual amounts over the average remaining service period of active participants or over the average remaining life expectancy for plans with primarily inactive participants.

To determine the 2022 net periodic benefit cost, Snap-on is using weighted-average discount rates for its domestic and foreign pension plans of 2.9% and 2.0%, respectively, and an expected return on plan assets for its domestic pension plans of 6.50%. The expected returns on plan assets for foreign pension plans ranged from 1.3% to 5.6% as of 2021 year end. Due to the net change in these two key assumptions, in addition to the overall benefit plan status, Snap-on expects to have pension income in 2022. Other factors, such as changes in plan demographics and discretionary contributions, may further increase or decrease pension income in 2022. See Note 12 to the Consolidated Financial Statements for further information on pension plans.

Outlook

COVID-19, its subsequent variants, as well as related supply chain inefficiencies, continue to impact economic activity worldwide in 2022. Snap-on is accommodating to the virus-related turbulence and is capitalizing on opportunities in this mixed environment. The company believes that our markets and our operations possess and, indeed, have demonstrated considerable resilience against the impact of the virus and that there will be ongoing advancement even in the midst of the pandemic. The trajectory, however, may be uncertain due to the evolving nature and duration of the situation.

Snap-on expects to make continued progress in 2022 along its defined runways for coherent growth, leveraging capabilities already demonstrated in the automotive repair arena and developing and expanding its professional customer base, not only in automotive repair, but in adjacent markets, additional geographies and other areas, including extending in critical industries, where the cost and penalties for failure can be high. In pursuit of these initiatives, it is projected that capital expenditures in 2022 will be in a range of $90 million to $100 million. Snap-on continues to respond to global macroeconomic challenges through its RCI process and other cost reduction initiatives.

Snap-on currently anticipates that its full year 2022 effective income tax rate will be in the range of 23% to 24%.

Item 7A: Quantitative and Qualitative Disclosures About Market Risk

Market, Credit and Economic Risks

Market risk is the potential economic loss that may result from adverse changes in the fair value of financial instruments. Snap-on is exposed to market risk from changes in interest rates and foreign currency exchange rates. Snap-on is also exposed to market risk associated with the stock-based portion of its deferred compensation plans. Snap-on monitors its exposure to these risks and attempts to manage the underlying economic exposures through the use of financial instruments such as foreign currency forward contracts, interest rate swap agreements, treasury lock agreements and prepaid equity forward agreements ("equity forwards"). Snap-on does not use derivative instruments for speculative or trading purposes. Snap-on's broad-based business activities help to reduce the impact that volatility in any particular area or related areas may have on its operating earnings as a whole. Snap-on's management takes an active role in the risk management process and has developed policies and procedures that require specific administrative and business functions to assist in the identification, assessment and control of various risks.

Foreign Currency Risk Management

Snap-on has significant international operations and is subject to certain risks inherent with foreign operations that include currency fluctuations. Foreign currency exchange risk exists to the extent that Snap-on has payment obligations or receipts denominated in currencies other than the functional currency, including intercompany loans denominated in foreign currencies. To manage these exposures, Snap-on identifies naturally offsetting positions and then purchases hedging instruments to protect the residual net exposures. See Note 11 to the Consolidated Financial Statements for information on foreign currency risk management.

Interest Rate Risk Management

Snap-on aims to control funding costs by managing the exposure created by the differing maturities and interest rate structures of Snap-on's borrowings through the use of interest rate swap agreements. Treasury lock agreements are used from time to time to manage the potential change in interest rates in anticipation of the issuance of fixed rate debt. See Note 11 to the Consolidated Financial Statements for information on interest rate risk management.

Snap-on utilizes a Value-at-Risk ("VAR") model to determine the potential one-day loss in the fair value of its interest rate and foreign exchange-sensitive financial instruments from adverse changes in market factors. The VAR model estimates were made assuming normal market conditions and a 95% confidence level. Snap-on's computations are based on the inter-relationships among movements in various currencies and interest rates (variance/co-variance technique). These inter-relationships were determined by observing interest rate and foreign currency market changes over the preceding quarter.

The estimated maximum potential net one-day loss in fair value, calculated using the VAR model, as of 2021 and 2020 year end was $20.6 million and $13.9 million, respectively, on interest rate-sensitive financial instruments, and $0.3 million and $0.1 million, respectively, on foreign currency-sensitive financial instruments. The VAR model is a risk management tool and does not purport to represent actual losses in fair value that will be incurred by Snap-on, nor does it consider the potential effect of favorable changes in market factors.

Stock-based Deferred Compensation Risk Management

Snap-on aims to manage market risk associated with the stock-based portion of its deferred compensation plans through the use of equity forwards. Equity forwards are used to aid in offsetting the potential mark-to-market effect on stock-based deferred compensation from changes in Snap-on's stock price. Since stock-based deferred compensation liabilities increase as the company's stock price rises and decrease as the company's stock price declines, the equity forwards are intended to mitigate the potential impact on deferred compensation expense that may result from such mark-to-market changes. See Note 11 to the Consolidated Financial Statements for additional information on stock-based deferred compensation risk management.

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Credit Risk

Credit risk is the possibility of loss from a customer's failure to make payments according to contract terms. Prior to extending credit, each customer is evaluated, taking into consideration various factors, including the customer's financial condition, past payment experience, credit bureau information, and other financial and qualitative factors that may affect the customer's ability to repay, as well as the value of the underlying collateral. Finance receivable credit risk is also monitored regularly through the use of internal proprietary custom scoring models to evaluate each transaction at the time of the application for credit. Snap-on evaluates credit quality through the use of an internal proprietary measuring system that provides a framework to analyze finance receivables on the basis of risk factors of the individual obligor as well as transaction specific risk. The finance receivables are typically monitored through an asset quality review process that closely monitors past due accounts and initiates a progressive collection action process when appropriate.

Counterparty Risk

Snap-on is exposed to credit losses in the event of non-performance by the counterparties to its various financial agreements, including its foreign currency forward contracts, interest rate swap agreements, treasury lock agreements and prepaid equity forward agreements. Snap-on does not obtain collateral or other security to support financial instruments subject to credit risk, but monitors the credit standing of the counterparties and generally enters into agreements with financial institution counterparties with a credit rating of A- or better. Snap-on does not anticipate non-performance by its counterparties, but cannot provide assurances.

Economic Risk

Economic risk is the possibility of loss resulting from economic instability in certain areas of the world. Snap-on continually monitors its exposure in these markets. For example, the company is monitoring the impact of and developments related to the ongoing COVID-19 pandemic, which continues to have an impact on the global economy. While inflation has become more prevalent in the world economy, Snap-on has taken steps to control and offset associated cost increases through its supply chain management, pricing actions, and deployment of Rapid Continuous Improvement ("RCI"). In addition, the company continues to monitor developments related to the United Kingdom's exit from the European Union, and the effects this may have on the world economy and the company.

As a result of the above market, credit and economic risks, net earnings and revenues in any particular period may not be representative of full-year results and may vary significantly from year to year.

Commodity Risk

Snap-on is a purchaser of certain commodities such as steel, natural gas and electricity. The company is also a purchaser of components and parts that are integrated into the company's end products, as well as the purchaser of certain finished goods, all of which may contain various commodities including steel, aluminum, nickel, copper and others. Snap-on's supply of raw materials and purchased components are generally and readily available from numerous suppliers, and the company continuously works to expand and enhance supplier relationships to meet its supply needs.

The principal raw material used in the manufacture of the company's products is steel, which the company purchases in competitive, price-sensitive markets. To meet Snap-on's high quality standards, the company's steel requirements range from specialized alloys, which are available only from a limited group of approved suppliers, to common alloys, which are available from multiple suppliers. Some of these materials have been, and in the future may be, in short supply, particularly in the event of mill shutdowns or production cut backs, as well as from supply chain disruptions or inefficiencies, some of which may be associated with significant weather or climate-related events. As some steel alloys require specialized manufacturing procedures, Snap-on could experience shortages if it were required to use an alternative manufacturer on short notice. Steel and other raw materials, components and certain finished goods can exhibit price and demand cyclicality, including as a result of tariffs and other trade protection measures. Associated unexpected price increases could result in an erosion of product margins or require Snap-on to increase prices to customers to maintain margins.

To the extent that commodity prices increase and the company does not have firm pricing agreements with its suppliers, the company may experience margin declines to the extent that it is not able to increase the selling prices of its products.

Item 8: Financial Statements and Supplementary Data

The financial statements and schedules are listed in Part IV, Item 15(a) and are incorporated by reference into this Item 8.

Item 9: Changes in and Disagreements With Accountants on Accounting and Financial Disclosure

None.

Item 9A: Controls and Procedures

Evaluation of Disclosure Controls and Procedures

Snap-on maintains a system of disclosure controls and procedures that is designed to provide reasonable assurance that material information relating to the company and its consolidated subsidiaries is timely communicated to the officers who certify Snap-on's financial reports and to other members of senior management and the Board, as appropriate.

In accordance with Rule 13a-15(b) of the Securities Exchange Act of 1934 (the "Exchange Act"), the company's management evaluated, with the participation of the Chief Executive Officer and Chief Financial Officer, the effectiveness of the design and operation of the company's disclosure controls and procedures (as defined in Rules 13a-15(e) and 15d-15(e) under the Exchange Act) as of January 1, 2022. Based upon their evaluation of these disclosure controls and procedures, the Chief Executive Officer and Chief Financial Officer concluded that the disclosure controls and procedures were effective as of January 1, 2022, to ensure that information required to be disclosed by the company in the reports it files or submits under the Exchange Act is recorded, processed, summarized and reported, within the time period specified in the Securities and Exchange Commission rules and forms, and to ensure that information required to be disclosed by the company in the reports it files or submits under the Exchange Act is accumulated and communicated to the company's management, including its principal executive and principal financial officers, or persons performing similar functions, as appropriate, to allow timely decisions regarding required disclosure.

Changes in Internal Control

There has not been any change in the company's internal control over financial reporting during the quarter ended January 1, 2022, that has materially affected, or is reasonably likely to materially affect, the company's internal control over financial reporting (as such term is defined in Exchange Act Rules 13a-15(f) and 15d-15(f)).

Management's Report on Internal Control over Financial Reporting

Our management is responsible for establishing and maintaining adequate internal control over financial reporting (as defined in Exchange Act Rules 13a-15(f) and 15d-15(f) under the Securities Exchange Act of 1934, as amended). Under the supervision and with the participation of our management, including our Chief Executive Officer and Chief Financial Officer, we evaluated the effectiveness of our internal control over financial reporting based on the criteria set forth by the Committee of Sponsoring Organizations of the Treadway Commission in *Internal Control - Integrated Framework (2013)*. The company's February 26, 2021, acquisition of Dealer-FX Group, Inc. (which represented 3% of total assets at January 1, 2022, and 0.9% of 2021 net sales) was excluded from the scope of management's assessment of internal control over financial reporting as of January 1, 2022. Based on this assessment, the company's management believes that, as of January 1, 2022, our internal control over financial reporting was effective at a reasonable assurance level. The company's internal control over financial reporting as of January 1, 2022, has been audited by Deloitte & Touche LLP, an independent registered public accounting firm, as stated in its attestation report, which is included herein.

Our management, including the Chief Executive Officer and Chief Financial Officer, does not expect that our internal control over financial reporting will prevent all errors or fraud. Because of inherent limitations, a system of internal control over financial reporting can provide only reasonable assurance and may not prevent or detect misstatements. Further, because of changes in conditions, the effectiveness of internal control over financial reporting may vary over time.

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REPORT OF INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM

To the Shareholders and Board of Directors of Snap-on Incorporated:

Opinion on Internal Control over Financial Reporting

We have audited the internal control over financial reporting of Snap-on Incorporated and subsidiaries (the "Company") as of January 1, 2022, based on criteria established in *Internal Control — Integrated Framework (2013)* issued by the Committee of Sponsoring Organizations of the Treadway Commission ("COSO"). In our opinion, the Company maintained, in all material respects, effective internal control over financial reporting as of January 1, 2022, based on criteria established in *Internal Control — Integrated Framework (2013)* issued by COSO.

We have also audited, in accordance with the standards of the Public Company Accounting Oversight Board (United States) ("PCAOB"), the consolidated financial statements as of and for the year ended January 1, 2022, of the Company and our report dated February 10, 2022, expressed an unqualified opinion on those financial statements and included an explanatory paragraph regarding the Company's adoption of Accounting Standard Update No. 2016-13, *Financial Instruments – Credit Losses* (Topic 326).

Basis for Opinion

The Company's management is responsible for maintaining effective internal control over financial reporting and for its assessment of the effectiveness of internal control over financial reporting, included in the accompanying Management's Report on Internal Control over Financial Reporting. Our responsibility is to express an opinion on the Company's internal control over financial reporting based on our audit. We are a public accounting firm registered with the PCAOB and are required to be independent with respect to the Company in accordance with the U.S. federal securities laws and the applicable rules and regulations of the Securities and Exchange Commission and the PCAOB.

We conducted our audit in accordance with the standards of the PCAOB. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether effective internal control over financial reporting was maintained in all material respects. Our audit included obtaining an understanding of internal control over financial reporting, assessing the risk that a material weakness exists, testing and evaluating the design and operating effectiveness of internal control based on the assessed risk, and performing such other procedures as we considered necessary in the circumstances. We believe that our audit provides a reasonable basis for our opinion.

As described in Management's Report on Internal Control over Financial Reporting, management excluded from its assessment the internal control over financial reporting at Dealer-FX Group, Inc. ("Dealer-FX"), which was acquired on February 26, 2021, and whose financial statements represents 3% of total assets and 0.9% of net sales of the consolidated financial statement amounts as of and for the year ended January 1, 2022. Accordingly, our audit did not include the internal control over financial reporting at Dealer-FX.

Definition and Limitations of Internal Control over Financial Reporting

A company's internal control over financial reporting is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal control over financial reporting includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorizations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

Because of its inherent limitations, internal control over financial reporting may not prevent or detect misstatements. Also, projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

/s/ DELOITTE & TOUCHE LLP
Milwaukee, Wisconsin
February 10, 2022

Item 9B: Other Information

None.

Item 9C: Disclosure Regarding Foreign Jurisdictions that Prevent Inspections

Not applicable

PART III

Item 10: Directors, Executive Officers and Corporate Governance

Incorporated by reference to the sections entitled "Item 1: Election of Directors," "Corporate Governance Practices and Board Information" and "Other Information" in Snap-on's 2022 Annual Meeting Proxy Statement, which is expected to be mailed to shareholders on or about March 11, 2022 (the "2022 Proxy Statement").

The Section 16(a) filing compliance disclosure pursuant to Item 405 of Regulation S-K is contained in Snap-on's 2022 Proxy Statement in the section entitled "Other Information – Delinquent Section 16(a) Reports," and is incorporated herein by reference.

Information about our Executive Officers

Information regarding Snap-on's executive officers, including their ages, business experience (for at least the last five years) and titles as of January 1, 2022, is presented below:

Nicholas T. Pinchuk (75) – Chairman of the Board of Directors since 2009, President and Chief Executive Officer since December 2007, and President and Chief Operating Officer during 2007. Senior Vice President and President – Worldwide Commercial & Industrial Group from 2002 to 2007. Prior to joining Snap-on, Mr. Pinchuk held various positions, including President of Global Refrigeration Operations and President of Asia Pacific Operations, at Carrier Corporation, a producer of air conditioning, heating and refrigeration systems, and a subsidiary of United Technologies Corporation. Mr. Pinchuk serves on the board of directors of Columbus McKinnon Corporation. Mr. Pinchuk served as an officer of the U.S. Army in Vietnam.

Aldo J. Pagliari (67) – Senior Vice President – Finance and Chief Financial Officer since 2010.

Jesus M. Arregui (56) – Senior Vice President and President – Commercial Group since 2019. President of SNA Europe from 2015 to 2019.

Anup R. Banerjee (71) – Senior Vice President – Human Resources and Chief Development Officer since 2015.

Iain Boyd (59) – Vice President – Operations Development since 2015.

Timothy L. Chambers (57) – Senior Vice President and President – Snap-on Tools Group since 2019. President of Commercial Group from 2015 to 2019.

June C. Lemerand (59) – Vice President and Chief Information Officer since 2017. Vice President of Information Technology Services from 2015 to 2017.

Richard T. Miller (51) – Vice President, General Counsel and Secretary since 2018. Associate General Counsel from 2012 to 2018.

Marty V. Ozolins (50) – Vice President and Controller since 2021. Vice President, and formerly Director, of Internal Audit from 2016 to 2021.

Thomas J. Ward (69) – Senior Vice President and President – Repair Systems & Information Group since 2010.

Snap-on's executive officers include a woman, a veteran of the U.S. Army, and two executives who are ethnically diverse.

Additionally, there is no family relationship among the executive officers and there has been no involvement in legal proceedings during the past ten years that would be material to the evaluation of the ability or integrity of any of the executive officers. Executive officers may either be elected by the Board or may be appointed by the Chief Executive Officer at the regular meeting of the Board that follows the Annual Shareholders' Meeting, which is ordinarily held in April each year, or at such other times as new positions are created or vacancies must be filled.

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Code of Ethics and Website Disclosure

Snap-on has adopted a written code of ethics that applies to its Chief Executive Officer, Chief Financial Officer, Vice President and Controller, and all other financial officers and executives performing similar functions. Snap-on has posted a copy of the code of ethics in the "Investors" section on the company's website at www.snapon.com. Snap-on will also post any amendments to these documents, or information about any waivers granted to directors or executive officers with respect to the Code of Business Conduct and Ethics, on the company's website at www.snapon.com.

Snap-on intends to satisfy the disclosure requirements under Item 10 of Form 8-K regarding amendments to, or waivers from, the code of ethics by posting such information in the "Investors" section of its corporate website at www.snapon.com.

Item 11: Executive Compensation

The information required by Item 11 is contained in Snap-on's 2022 Proxy Statement in the sections entitled "Executive Compensation," "Board Compensation," "Compensation Committee Report," and "Other Information" and is incorporated herein by reference.

Item 12: Security Ownership of Certain Beneficial Owners and Management and Related Stockholder Matters

The following table sets forth information about Snap-on's equity compensation plans at 2021 year end:

Plan Category	Number of securities to be issued upon exercise of outstanding options, warrants and rights (a)	Weighted-average exercise price of outstanding options, warrants and rights (b)	Number securities remaining available for future issuance under equity compensation plans (excluding securities reflected in column (a)) (c)
Equity compensation plans approved by security holders	2,874,019 (1)	$152.55 (2)	4,430,957 (3)
Equity compensation plans not approved by security holders	54,920 (4)	Not Applicable	- (5)
Total	2,928,939	$152.55 (2)	4,430,957 (5)

(1) Includes (i) options and stock appreciation rights ("SARs") to acquire 2,828,710 shares granted under the 2011 Incentive Stock and Awards Plan (the "2011 Plan"); (ii) 32,265 shares represented by time-based restricted stock units granted under the 2011 Plan; and (iii) 13,044 shares represented by deferred share units under the Directors' Fee Plan. Excludes 229,106 shares issuable in connection with the vesting of performance share awards under the 2011 Plan. Also excludes shares of common stock that may be issuable under the employee and franchisee stock purchase plans.

(2) Reflects only the weighted-average exercise price of outstanding stock options and SARs granted under the 2011 Plan and does not include shares represented by deferred share units under the Directors' Fee Plan and shares issuable in connection with the vesting of restricted stock units or performance units under the 2011 Plan for which there are no exercise prices. Also excludes shares of common stock that may be issuable under the employee and franchisee stock purchase plans.

(3) Includes (i) 3,643,845 shares reserved for issuance under the 2011 Plan; (ii) 189,837 shares reserved for issuance under the Directors' Fee Plan; and (iii) 597,275 shares reserved for issuance under the employee stock purchase plan.

(4) Consists of deferred share units under Snap-on's Deferred Compensation Plan, which allows elected and appointed officers of Snap-on to defer all or a percentage of their respective annual salary and/or incentive compensation. The deferred share units are payable in shares of Snap-on common stock on a one-for-one basis and are calculated at fair market value. Shares of common stock delivered under the Deferred Compensation Plan are previously issued shares reacquired and held by Snap-on.

(5) The Deferred Compensation Plan provides that Snap-on will make available, as and when required, a sufficient number of shares of common stock to meet the needs of the plan. It further provides that such shares shall be previously issued shares reacquired and held by Snap-on.

The additional information required by Item 12 is contained in Snap-on's 2022 Proxy Statement in the sections entitled "Executive Compensation," "Security Ownership of Certain Beneficial Owners and Management," and "Other Information," and is incorporated herein by reference.

Item 13: Certain Relationships and Related Transactions, and Director Independence

Incorporated by reference to the sections entitled "Corporate Governance Practices and Board Information – Board Information" and "Other Information – Transactions with the Company" in Snap-on's 2022 Proxy Statement.

Item 14: Principal Accounting Fees and Services

Incorporated by reference to the section entitled "Deloitte & Touche LLP Fee Disclosure" in Snap-on's 2022 Proxy Statement.

PART IV

Item 15: Exhibits, Financial Statement Schedules

Item 15(a): Documents Filed as Part of This Report:

1. List of Financial Statements

Unless otherwise indicated, references to "fiscal 2021" or "2021" refer to the fiscal year ended January 1, 2022; references to "fiscal 2020" or "2020" refer to the fiscal year ended January 2, 2021; and references to "fiscal 2019" or "2019" refer to the fiscal year ended December 28, 2019. References to 2021, 2020 and 2019 year end refer to January 1, 2022, January 2, 2021, and December 28, 2019, respectively.

The following consolidated financial statements of Snap-on and the Report of Independent Registered Public Accounting Firm thereon, are filed as part of this report:

- Report of Independent Registered Public Accounting Firm (PCAOB ID No. 34)
- Consolidated Statements of Earnings for the 2021, 2020 and 2019 fiscal years.
- Consolidated Statements of Comprehensive Income for the 2021, 2020 and 2019 fiscal years.
- Consolidated Balance Sheets as of 2021 and 2020 year end.
- Consolidated Statements of Equity for the 2021, 2020 and 2019 fiscal years.
- Consolidated Statements of Cash Flows for the 2021, 2020 and 2019 fiscal years.
- Notes to Consolidated Financial Statements.

2. Financial Statement Schedules

All schedules are omitted because they are not applicable, or the required information is included in the consolidated financial statements or notes thereto.

3. List of Exhibits(*)

(3)	(a)	Restated Certificate of Incorporation of Snap-on Incorporated, as amended through April 25, 2013 (incorporated by reference to Exhibit 3.1 to Snap-on's Quarterly Report on Form 10-Q for the quarterly period ended September 28, 2013 (Commission File No. 1-7724))
	(b)	Bylaws of Snap-on Incorporated, as amended and restated as of April 6, 2020 (incorporated by reference to Exhibit 3.1 to Snap-on's Current Report on Form 8-K dated April 6, 2020 (Commission File No. 1-7724))
(4)	(a)	Indenture, dated as of January 8, 2007, between Snap-on Incorporated and U.S. Bank National Association as trustee (incorporated by reference to Exhibit (4)(b) to Form S-3 Registration Statement (Registration No. 333-139863))
	(b)	Officer's Certificate, dated as of February 21, 2017, providing for the $300,000,000 3.25% Notes due 2027 (the "2027 Notes") (incorporated by reference to Exhibit 4.2 to Snap-on's Current Report on Form 8-K dated February 15, 2017 (Commission File No. 1-7724))
	(c)	Officer's Certificate, dated as of February 26, 2018, providing for the $400,000,000 4.10% Notes due 2048 (the "2048 Notes") (incorporated by reference to Exhibit 4.2 to Snap-on's Current Report on Form 8-K dated February 20, 2018 (Commission File No. 1-7724))
	(d)	Officer's Certificate, dated as of April 30, 2020, providing for the $500,000,000 3.10% Notes due 2050 (the "2050 Notes") (incorporated by reference to Exhibit 4.2 to Snap-on's Current Report on Form 8-K dated April 27, 2020 (Commission File No. 1-7724))
	(e)	Description of Securities
	(e)(1)	Description of Common Stock (incorporated by reference to Exhibit 4(e)(1) to Snap-on's Annual Report on Form 10-K for the fiscal year ended December 28, 2019 (Commission File No. 1-7724))
	(e)(2)	Description of 2027 Notes (incorporated by reference to Exhibit 4(e)(3) to Snap-on's Annual Report on Form 10-K for the fiscal year ended December 28, 2019 (Commission File No. 1-7724))
	(e)(3)	Description of 2048 Notes (incorporated by reference to Exhibit 4(e)(4) to Snap-on's Annual Report on Form 10-K for the fiscal year ended December 28, 2019 (Commission File No. 1-7724))
	(e)(4)	Description of 2050 Notes (incorporated by reference to Exhibit 4(f)(5) to Snap-on's Annual Report on Form 10-K for the fiscal year ended January 2, 2021 (Commission File No. 1-7724))

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Except for the foregoing, Snap-on and its subsidiaries have no unregistered long-term debt agreement for which the related outstanding debt exceeds 10% of consolidated total assets as of January 1, 2022. Copies of debt instruments for which the related debt is less than 10% of consolidated total assets will be furnished to the Commission upon request.

(10) Material Contracts

(a) Amended and Restated Snap-on Incorporated 2001 Incentive Stock and Awards Plan (Amended and Restated as of April 27, 2006, as further amended on August 6, 2009) (incorporated by reference to Exhibit 10.1 to Snap-on's Quarterly Report on Form 10-Q for the quarterly period ended October 3, 2009 (Commission File No. 1-7724))** (superseded except as to outstanding awards)

(b) Snap-on Incorporated 2011 Incentive Stock and Awards Plan (As Amended and Restated) (incorporated by reference to Exhibit 10.1 to Snap-on's Current Report on Form 8-K dated April 29, 2021 (Commission File No. 1-7724))**

(c) Form of Restated Executive Agreement between Snap-on Incorporated and each of its executive officers** (incorporated by reference to Exhibit 10(c) to Snap-on's Annual Report on Form 10-K for the fiscal year ended December 30, 2017 (Commission File No. 1-7724))**

(d)(1) Form of Indemnification Agreement between Snap-on Incorporated and certain executive officers (incorporated by reference to Exhibit 10.1 to Snap-on's Annual Report on Form 10-K for the fiscal year ended January 1, 2011 (Commission File No. 1-7724))**

(d)(2) Form of Indemnification Agreement between Snap-on Incorporated and directors (incorporated by reference to Exhibit 10.1 to Snap-on's Annual Report on Form 10-K for the fiscal year ended January 1, 2011 (Commission File No. 1-7724))**

(e)(1) Amended and Restated Snap-on Incorporated Directors' 1993 Fee Plan (as amended through August 5, 2010) (incorporated by reference to Exhibit 10.1 to Snap-on's Quarterly Report on Form 10-Q for the quarterly period ended October 2, 2010 (Commission File No. 1-7724))**

(e)(2) Amendment to Amended and Restated Snap-on Incorporated Directors' 1993 Fee Plan (incorporated by reference to Exhibit 10(e)(2) to Snap-on's Annual Report on Form 10-K for the fiscal year ended December 28, 2013 (Commission File No. 1-7724))**

(f)(1) Snap-on Incorporated Deferred Compensation Plan (as amended and restated as of September 1, 2011) (incorporated by reference to Exhibit 10(g) to Snap-on's Annual Report on Form 10-K for the fiscal year ended December 31, 2011 (Commission File No. 1-7724))**

(f)(2) Amendment to Snap-on Incorporated Deferred Compensation Plan (incorporated by reference to Exhibit 10(f)(2) to Snap-on's Annual Report on Form 10-K for the fiscal year ended December 28, 2013 (Commission File No. 1-7724))**

(g) Snap-on Incorporated Supplemental Retirement Plan for Officers (as amended through June 11, 2010) (incorporated by reference to Exhibit 10.2 to Snap-on's Quarterly Report on Form 10-Q for the quarterly period ended July 3, 2010 (Commission File No. 1-7724))**

(h) Form of Restricted Stock Unit Agreement for Directors under the 2001 Incentive Stock and Awards Plan (and accompanying Restricted Stock Unit Offer Letter) (incorporated by reference to Exhibit 10.2 to Snap-on's Quarterly Report on Form 10-Q for the quarterly period ended October 3, 2009 (Commission File No. 1-7724))** (superseded except as to outstanding awards)

(i) Form of Non-Qualified Stock Option Agreement under the 2011 Incentive Stock and Awards Plan (and accompanying Non-Qualified Stock Option Grant Offer Letter) (incorporated by reference to Exhibit 10.1 to Snap-on's Quarterly Report on Form 10-Q for the quarterly period ended October 1, 2011 (Commission File No. 1-7724))**

(j) Form of Performance Share Unit Award Agreement under the 2011 Incentive Stock and Awards Plan (incorporated by reference to Exhibit 10.1 to Snap-on's Quarterly Report on Form 10-Q for the quarterly period ended March 31, 2012 (Commission File No. 1-7724))**

(k) Form of Performance-Based Restricted Unit Award Agreement for Executive Officers under the 2011 Incentive Stock and Awards Plan (incorporated by reference to Exhibit 10.1 to Snap-on's Quarterly Report on Form 10-Q for the quarterly period ended March 31, 2012 (Commission File No. 1-7724))**

(l) Form of Restricted Unit Award Agreement for Directors under the 2011 Incentive Stock and Awards Plan (incorporated by reference to Exhibit 10.1 to Snap-on's Quarterly Report on Form 10-Q for the quarterly period ended March 31, 2012 (Commission File No. 1-7724))**

(m)	Form of Restricted Stock Award Agreement for Directors under the 2011 Incentive Stock and Awards Plan (incorporated by reference to Exhibit 10.1 to Snap-on's Quarterly Report on Form 10-Q for the quarterly period ended March 30, 2013 (Commission File No. 1-7724))**
(n)	Form of Restricted Stock Unit Award Agreement for Executive Officers and Key Employees under the 2011 Incentive Stock and Awards Plan (incorporated by reference to Exhibit 10(o) to Snap-on's Annual Report on Form 10-K for the fiscal year ended January 2, 2021 Commission File No. 1-7724))**
(o)	Third Amended and Restated Five Year Credit Agreement, dated as of September 16, 2019, among Snap-on Incorporated and the lenders and agents listed on the signature pages thereof, and JPMorgan Chase Bank, N.A., Citibank N.A. and U.S. Bank National Association as joint lead arrangers and joint bookrunners (incorporated by reference to Exhibit 10.1 to Snap-on's Current Report on Form 8-K dated September 16, 2019 (Commission File No. 1-7724))
(14)	Snap-on Incorporated Section 406 of the Sarbanes-Oxley Act Code of Ethics (incorporated by reference to Exhibit 10(aa) to Snap-on's Annual Report on Form 10-K for the fiscal year ended January 3, 2004 (Commission File No. 1-7724))
(21)	Subsidiaries of the Corporation
(23)	Consent of Independent Registered Public Accounting Firm
(31.1)	Certification of the Chief Executive Officer pursuant to Section 302 of the Sarbanes-Oxley Act of 2002
(31.2)	Certification of the Principal Financial Officer pursuant to Section 302 of the Sarbanes-Oxley Act of 2002
(32.1)	Certification of Chief Executive Officer Pursuant to 18 U.S.C. Section 1350, as Adopted Pursuant to Section 906 of the Sarbanes-Oxley Act of 2002
(32.2)	Certification of Principal Financial Officer Pursuant to 18 U.S.C. Section 1350, as Adopted Pursuant to Section 906 of the Sarbanes-Oxley Act of 2002
(101.INS)	Inline XBRL Instance Document - the instance document does not appear in the Interactive Data File because its XBRL (Extensible Business Reporting Language) tags are embedded within the Inline XBRL document
(101.SCH)	Inline XBRL Taxonomy Extension Schema Document
(101.CAL)	Inline XBRL Taxonomy Extension Calculation Linkbase Document
(101.DEF)	Inline XBRL Taxonomy Extension Definition Linkbase Document
(101.LAB)	Inline XBRL Taxonomy Extension Label Linkbase Document
(101.PRE)	Inline XBRL Taxonomy Extension Presentation Linkbase Document
(104)	Cover Page Interactive Data File (contained in Exhibit 101)

* Filed electronically or incorporated by reference as an exhibit to this Annual Report on Form 10-K. Copies of any materials the company files with the SEC can also be obtained free of charge through the SEC's website at www.sec.gov.

** Represents a management compensatory plan or agreement.

Item 16: Form 10-K Summary

None.

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REPORT OF INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM

To the Shareholders and Board of Directors of Snap-on Incorporated:

Opinion on the Financial Statements

We have audited the accompanying consolidated balance sheets of Snap-on Incorporated and subsidiaries (the "Company") as of January 1, 2022, and January 2, 2021, and the related consolidated statements of earnings, comprehensive income, equity, and cash flows for each of the three years in the period ended January 1, 2022, and the related notes (collectively referred to as the "financial statements"). In our opinion, the financial statements present fairly, in all material respects, the financial position of the Company as of January 1, 2022, and January 2, 2021, and the results of its operations and its cash flows for each of the three years in the period ended January 1, 2022, in conformity with accounting principles generally accepted in the United States of America.

We have also audited, in accordance with the standards of the Public Company Accounting Oversight Board (United States) ("PCAOB"), the Company's internal control over financial reporting as of January 1, 2022, based on criteria established in *Internal Control — Integrated Framework (2013)* issued by the Committee of Sponsoring Organizations of the Treadway Commission and our report dated February 10, 2022, expressed an unqualified opinion on the Company's internal control over financial reporting.

Change in Accounting Principles

As discussed in Note 4 to the consolidated financial statements, the Company changed its method of accounting for credit losses in the year ended January 2, 2021, due to the adoption of Accounting Standard Update No. 2016-13, *Financial Instruments – Credit Losses* (Topic 326) under the modified retrospective adoption method.

Basis for Opinion

These financial statements are the responsibility of the Company's management. Our responsibility is to express an opinion on the Company's financial statements based on our audits. We are a public accounting firm registered with the PCAOB and are required to be independent with respect to the Company in accordance with the U.S. federal securities laws and the applicable rules and regulations of the Securities and Exchange Commission and the PCAOB.

We conducted our audits in accordance with the standards of the PCAOB. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement, whether due to error or fraud. Our audits included performing procedures to assess the risks of material misstatement of the financial statements, whether due to error or fraud, and performing procedures that respond to those risks. Such procedures included examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements. Our audits also included evaluating the accounting principles used and significant estimates made by management, as well as evaluating the overall presentation of the financial statements. We believe that our audits provide a reasonable basis for our opinion.

Critical Audit Matter

The critical audit matter communicated below is a matter arising from the current-period audit of the financial statements that was communicated or required to be communicated to the audit committee and that (1) relates to accounts or disclosures that are material to the financial statements and (2) involved our especially challenging, subjective, or complex judgments. The communication of critical audit matters does not alter in any way our opinion on the financial statements, taken as a whole, and we are not, by communicating the critical audit matter below, providing a separate opinion on the critical audit matter or on the accounts or disclosures to which it relates.

Finance Receivables - Net - Refer to Notes 1 and 4 to the financial statements

Critical Audit Matter Description

The Company's finance receivables are comprised of extended-term installment payment contracts to both technicians and independent shop owners (i.e., franchisees' customers) to enable them to purchase tools, diagnostics, and equipment products on an extended-term payment plan, generally with average payment terms of approximately four years. The receivables are generally secured by the underlying tools, diagnostics and/or equipment products financed. At January 1, 2022, these loans totaled $1,723.6 million with an allowance of $67.3 million recorded against the receivables. Determining the proper level of allowance requires management to exercise judgment about the timing, frequency and severity of credit losses expected to occur over the life of the contracts. The Company estimates and records an allowance for credit losses over the expected contractual life of their contracts considering collectability, historical loss experience, current conditions and future market changes.

Evaluating the judgments related to the finance receivable allowance for credit losses is subjective and requires auditor judgment to effectively evaluate whether management's judgments were reasonable.

How the Critical Audit Matter Was Addressed in the Audit

Our audit procedures related to the finance receivables allowance for credit losses balance included the following procedures, among others:

- We tested the design, implementation and operating effectiveness of management's controls over the allowance for credit losses including controls over the completeness and accuracy of underlying data.
- Where appropriate, we assessed the reasonableness of, and evaluated support for, qualitative adjustments based on market conditions and/or portfolio performance metrics.
- We tested the completeness and accuracy and evaluated the relevance of the key data used as inputs in management's allowance for credit losses calculation, including loan balances, recoveries, charge-offs, portfolio characteristics and other data.
- We tested the mathematical accuracy of the allowance for credit losses calculation and developed an expectation of the allowance for credit losses and compared it to the recorded balance.
- We performed a retrospective review based on net losses as compared to estimates in the Company's allowance to highlight any inconsistencies.

/s/ DELOITTE & TOUCHE LLP
Milwaukee, Wisconsin
February 10, 2022

We have served as the Company's auditor since 2002.

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Snap-on Incorporated – Consolidated Statements of Earnings

(Amounts in millions, except per share data)	2021	2020	2019
Net sales	$ 4,252.0	$ 3,592.5	$ 3,730.0
Cost of goods sold	(2,141.2)	(1,844.0)	(1,886.0)
Gross profit	2,110.8	1,748.5	1,844.0
Operating expenses	(1,259.3)	(1,116.6)	(1,127.6)
Operating earnings before financial services	851.5	631.9	716.4
Financial services revenue	349.7	349.7	337.7
Financial services expenses	(77.7)	(101.1)	(91.8)
Operating earnings from financial services	272.0	248.6	245.9
Operating earnings	1,123.5	880.5	962.3
Interest expense	(53.1)	(54.0)	(49.0)
Other income (expense) – net	16.5	8.7	8.8
Earnings before income taxes and equity earnings	1,086.9	835.2	922.1
Income tax expense	(247.0)	(189.1)	(211.8)
Earnings before equity earnings	839.9	646.1	710.3
Equity earnings, net of tax	1.5	0.3	0.9
Net earnings	841.4	646.4	711.2
Net earnings attributable to noncontrolling interests	(20.9)	(19.4)	(17.7)
Net earnings attributable to Snap-on Incorporated	$ 820.5	$ 627.0	$ 693.5
Net earnings per share attributable to Snap-on Incorporated:			
Basic	$ 15.22	$ 11.55	$ 12.59
Diluted	14.92	11.44	12.41
Weighted-average shares outstanding:			
Basic	53.9	54.3	55.1
Effect of dilutive securities	1.1	0.5	0.8
Diluted	55.0	54.8	55.9

See Notes to Consolidated Financial Statements.

Snap-on Incorporated – Consolidated Statements of Comprehensive Income

(Amounts in millions)	2021	2020	2019
Comprehensive income (loss):			
Net earnings	$ 841.4	$ 646.4	$ 711.2
Other comprehensive income (loss):			
Foreign currency translation	(69.4)	112.7	(9.5)
Reclassification of foreign currency translation loss from sale of equity interest to net earnings	(1.0)	—	—
Unrealized cash flow hedges, net of tax:			
Other comprehensive income before reclassifications	—	1.4	—
Reclassification of cash flow hedges to net earnings	(1.6)	(1.6)	(1.5)
Defined benefit pension and postretirement plans:			
Net prior service costs and credits and unrecognized gain (loss)	85.1	3.8	(6.7)
Income tax (expense) benefit	(18.6)	(0.3)	0.2
Net of tax	66.5	3.5	(6.5)
Amortization of unrecognized loss and net prior service costs included in net periodic benefit cost	36.4	34.5	23.5
Income tax benefit	(9.0)	(8.4)	(5.8)
Net of tax	27.4	26.1	17.7
Total comprehensive income	863.3	788.5	711.4
Comprehensive income attributable to noncontrolling interests	(20.9)	(19.4)	(17.7)
Comprehensive income attributable to Snap-on Incorporated	$ 842.4	$ 769.1	$ 693.7

See Notes to Consolidated Financial Statements.

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Snap-on Incorporated – Consolidated Balance Sheets

(Amounts in millions, except share data)	Fiscal Year End 2021	2020
ASSETS		
Current assets:		
Cash and cash equivalents	$ 780.0	$ 923.4
Trade and other accounts receivable – net	682.3	640.7
Finance receivables – net	542.3	530.2
Contract receivables – net	110.4	112.5
Inventories – net	803.8	746.5
Prepaid expenses and other assets	134.6	129.7
Total current assets	3,053.4	3,083.0
Property and equipment – net	518.2	526.2
Operating lease right-of-use assets	51.9	51.9
Deferred income tax assets	49.5	50.3
Long-term finance receivables – net	1,114.0	1,136.3
Long-term contract receivables – net	378.2	374.7
Goodwill	1,116.5	982.4
Other intangibles – net	301.7	260.8
Other assets	176.3	91.7
Total assets	$ 6,759.7	$ 6,557.3
LIABILITIES AND EQUITY		
Current liabilities:		
Notes payable and current maturities of long-term debt	$ 17.4	$ 268.5
Accounts payable	277.6	222.9
Accrued benefits	67.4	59.7
Accrued compensation	114.8	89.9
Franchisee deposits	80.7	78.4
Other accrued liabilities	424.3	445.5
Total current liabilities	982.2	1,164.9
Long-term debt	1,182.9	1,182.1
Deferred income tax liabilities	122.7	70.4
Retiree health care benefits	31.1	34.5
Pension liabilities	104.9	127.1
Operating lease liabilities	34.2	34.0
Other long-term liabilities	97.9	97.7
Total liabilities	2,555.9	2,710.7
Commitments and contingencies (Note 16)		
Equity		
Shareholders' equity attributable to Snap-on Incorporated:		
Preferred stock (authorized 15,000,000 shares of $1 par value; none outstanding)	—	—
Common stock (authorized 250,000,000 shares of $1 par value; issued 67,438,129 and 67,430,958 shares, respectively)	67.4	67.4
Additional paid-in capital	472.7	391.7
Retained earnings	5,699.9	5,156.9
Accumulated other comprehensive loss	(343.9)	(365.8)
Treasury stock at cost (14,008,479 and 13,328,859 shares, respectively)	(1,714.2)	(1,425.3)
Total shareholders' equity attributable to Snap-on Incorporated	4,181.9	3,824.9
Noncontrolling interests	21.9	21.7
Total equity	4,203.8	3,846.6
Total liabilities and equity	$ 6,759.7	$ 6,557.3

See Notes to Consolidated Financial Statements.

Snap-on Incorporated – Consolidated Statements of Equity

(Amounts in millions, except share data)	Shareholders' Equity Attributable to Snap-on Incorporated						
	Common Stock	Additional Paid-in Capital	Retained Earnings	Accumulated Other Comprehensive Income (Loss)	Treasury Stock	Noncontrolling Interests	Total Equity
Balance at December 29, 2018	**$ 67.4**	**$ 359.4**	**$ 4,257.6**	**$ (462.2)**	**$ (1,123.4)**	**$ 19.8**	**$ 3,118.6**
Impact of the Tax Act on Accumulated Other Comprehensive Income (ASU No. 2018-02)	—	—	45.9	(45.9)	—	—	—
Balance at December 30, 2018	67.4	359.4	4,303.5	(508.1)	(1,123.4)	19.8	3,118.6
Net earnings for 2019	—	—	693.5	—	—	17.7	711.2
Other comprehensive income	—	—	—	0.2	—	—	0.2
Cash dividends – $3.93 per share	—	—	(216.6)	—	—	—	(216.6)
Stock compensation plans	—	19.7	—	—	52.6	—	72.3
Share repurchases – 1,495,000 shares	—	—	—	—	(238.4)	—	(238.4)
Other	—	—	(0.7)	—	—	(15.8)	(16.5)
Balance at December 28, 2019	**67.4**	**379.1**	**4,779.7**	**(507.9)**	**(1,309.2)**	**21.7**	**3,430.8**
Impact of the Credit Loss Standard (ASU No. 2016-13)	—	—	(6.1)	—	—	—	(6.1)
Balance at December 29, 2019	67.4	379.1	4,773.6	(507.9)	(1,309.2)	21.7	3,424.7
Net earnings for 2020	—	—	627.0	—	—	19.4	646.4
Other comprehensive income	—	—	—	142.1	—	—	142.1
Cash dividends – $4.47 per share	—	—	(243.3)	—	—	—	(243.3)
Stock compensation plans	—	12.6	—	—	58.2	—	70.8
Share repurchases – 1,109,000 shares	—	—	—	—	(174.3)	—	(174.3)
Other	—	—	(0.4)	—	—	(19.4)	(19.8)
Balance at January 2, 2021	**67.4**	**391.7**	**5,156.9**	**(365.8)**	**(1,425.3)**	**21.7**	**3,846.6**
Net earnings for 2021	—	—	820.5	—	—	20.9	841.4
Other comprehensive income	—	—	—	21.9	—	—	21.9
Cash dividends – $5.11 per share	—	—	(275.8)	—	—	—	(275.8)
Stock compensation plans	—	81.0	—	—	142.4	—	223.4
Share repurchases – 1,943,900 shares	—	—	—	—	(431.3)	—	(431.3)
Other	—	—	(1.7)	—	—	(20.7)	(22.4)
Balance at January 1, 2022	**$ 67.4**	**$ 472.7**	**$ 5,699.9**	**$ (343.9)**	**$ (1,714.2)**	**$ 21.9**	**$ 4,203.8**

See Notes to Consolidated Financial Statements.

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Snap-on Incorporated – Consolidated Statements of Cash Flows

(Amounts in millions)	2021	2020	2019
Operating activities:			
Net earnings	$ 841.4	$ 646.4	$ 711.2
Adjustments to reconcile net earnings to net cash provided (used) by operating activities:			
Depreciation	75.6	73.3	70.1
Amortization of other intangibles	29.2	23.4	22.3
Provision for losses on finance receivables	32.1	54.6	49.9
Provision for losses on non-finance receivables	16.3	22.7	18.3
Stock-based compensation expense	41.4	19.5	23.8
Deferred income tax provision (benefit)	8.4	(8.2)	34.2
Loss on sales of assets	1.7	1.4	0.9
Settlement of treasury lock	—	1.4	—
Changes in operating assets and liabilities, net of effects of acquisitions:			
Trade and other accounts receivable	(61.4)	47.9	(15.7)
Contract receivables	(3.1)	(29.9)	(20.9)
Inventories	(75.4)	34.2	(97.0)
Prepaid and other assets	(10.7)	8.5	(22.2)
Accounts payable	56.8	17.8	(2.6)
Accruals and other liabilities	14.3	95.6	(97.7)
Net cash provided by operating activities	966.6	1,008.6	674.6
Investing activities:			
Additions to finance receivables	(878.1)	(835.0)	(841.9)
Collections of finance receivables	854.2	750.3	754.3
Capital expenditures	(70.1)	(65.6)	(99.4)
Acquisitions of businesses, net of cash acquired	(199.7)	(41.5)	(38.6)
Disposals of property and equipment	2.1	1.8	1.7
Other	1.2	2.2	1.8
Net cash used by investing activities	(290.4)	(187.8)	(222.1)
Financing activities:			
Proceeds from issuance of long-term debt	—	489.9	—
Repayments of long-term debt	(250.0)	—	—
Net increase (decrease) in other short-term borrowings	3.3	(187.2)	17.6
Cash dividends paid	(275.8)	(243.3)	(216.6)
Purchases of treasury stock	(431.3)	(174.3)	(238.4)
Proceeds from stock purchase and option plans	162.4	55.8	51.4
Other	(27.4)	(25.2)	(23.4)
Net cash used by financing activities	(818.8)	(84.3)	(409.4)
Effect of exchange rate changes on cash and cash equivalents	(0.8)	2.4	0.5
Increase (decrease) in cash and cash equivalents	(143.4)	738.9	43.6
Cash and cash equivalents at beginning of year	923.4	184.5	140.9
Cash and cash equivalents at end of year	$ 780.0	$ 923.4	$ 184.5
Supplemental cash flow disclosures:			
Cash paid for interest	$ (55.9)	$ (49.8)	$ (46.3)
Net cash paid for income taxes	(249.0)	(188.4)	(191.2)

See Notes to Consolidated Financial Statements.

Note 1: Summary of Accounting Policies

Principles of consolidation and presentation: The Consolidated Financial Statements include the accounts of Snap-on Incorporated and its wholly-owned and majority-owned subsidiaries (collectively, "Snap-on" or "the company"). The Consolidated Financial Statements do not include the accounts of the company's independent franchisees. Snap-on's Consolidated Financial Statements are prepared in conformity with generally accepted accounting principles in the United States of America ("GAAP"). Intercompany accounts and transactions have been eliminated.

Snap-on accounts for investments in unconsolidated affiliates where the company has a non-significant ownership interest under the equity method of accounting. An investment in an unconsolidated affiliate of $21.8 million as of July 1, 2021, was exchanged for 100% ownership of a wholly owned subsidiary of the unconsolidated affiliate. Investments in unconsolidated affiliates of $21.0 million as of January 2, 2021, are included in "Other assets" on the accompanying Consolidated Balance Sheets; no equity investment dividends were received in any period presented. See Note 3 for further information on acquisitions.

In the normal course of business, the company may purchase products or services from, or sell products or services to, unconsolidated affiliates. Purchases from unconsolidated affiliates were $7.7 million, $9.3 million and $10.4 million in 2021, 2020 and 2019, respectively, and sales to unconsolidated affiliates were $0.6 million in 2021, $0.5 million in 2020 and $0.6 million in 2019.

Fiscal year accounting period: Snap-on's fiscal year ends on the Saturday that is on or nearest to December 31. The 2021 fiscal year ended on January 1, 2022 ("2021") and contained 52 weeks of operating results. The 2020 fiscal year ended on January 2, 2021 ("2020") and contained 53 weeks of operating results, with the additional week occurring in the fourth quarter; the impact of the additional week of operations was not material to Snap-on's 2020 total revenues or net earnings. The 2019 fiscal year ended on December 28, 2019 ("2019") and contained 52 weeks of operating results.

Use of estimates: The preparation of financial statements in conformity with GAAP requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Financial instruments: The fair value of the company's derivative financial instruments is generally determined using quoted prices in active markets for similar assets and liabilities. The carrying value of the company's non-derivative financial instruments either approximates fair value, due to their short-term nature, or the amount disclosed for fair value is based upon a discounted cash flow analysis or quoted market values. See Note 11 for further information on financial instruments.

Revenue recognition: Snap-on recognizes revenue from the sale of tools, diagnostics, and equipment products and related services based on when control of the product passes to the customer or the service is provided and is recognized at an amount that reflects the consideration expected to be received in exchange for such goods or services. See Note 2 for information on revenue recognition.

Financial services revenue: Snap-on generates revenue from various financing programs that include: (i) installment sales and lease contracts arising from franchisees' customers and Snap-on customers who require financing for the purchase or lease of tools, diagnostics, and equipment products on an extended-term payment plan; and (ii) business and vehicle loans and leases to franchisees. These financing programs are offered through Snap-on's wholly owned finance subsidiaries. Financial services revenue consists primarily of interest income on finance and contract receivables and is recognized over the life of the underlying contracts, with interest computed primarily on the average daily balances of the underlying contracts.

The decision to finance through Snap-on or another financing source is solely at the election of the customer. When assessing customers for potential financing, Snap-on considers various factors regarding ability to pay, including the customers' financial condition, past payment experience, and credit bureau and proprietary Snap-on credit model information, as well as the value of the underlying collateral. For finance and contract receivables, Snap-on assesses quantitative and qualitative factors through the use of credit quality indicators consisting primarily of collection experience and related internal metrics. Delinquency is the primary indicator of credit quality for finance and contract receivables. Snap-on conducts monthly reviews of credit and collection performance for both the finance and contract receivable portfolios, focusing on data such as delinquency trends, nonaccrual receivables, and write-off and recovery activity.

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Financial services lease arrangements: Snap-on accounts for its financial services leases as sales-type leases. The company recognizes the net investment in the lease as the present value of the lease payments not yet received plus the present value of the unguaranteed residual value, using the interest rate implicit in the lease. The difference between the undiscounted lease payments received over the lease term and the related net investment in the lease is reported as unearned finance charges. Unearned finance charges are amortized to income over the life of the contract. The default covenants included in the lease arrangements are usual and customary, consistent with industry practice, and do not impact the lease classification. Except in circumstances where the company has concluded that a lessee's financial condition has deteriorated, the other default covenants under Snap-on's lease arrangements are objectively determinable. See Notes 4 and 17 for further information on finance and contract receivables and lessor accounting.

Research and engineering: Snap-on incurred research and engineering costs of $61.1 million, $57.4 million and $59.1 million in 2021, 2020 and 2019, respectively. Research and engineering costs are included in "Operating expenses" on the accompanying Consolidated Statements of Earnings.

Internally developed software: Costs incurred in the development of software that will ultimately be sold are capitalized from the time technological feasibility has been attained and capitalization ceases when the related product is ready for general release. During 2021, 2020 and 2019, Snap-on capitalized $10.9 million, $12.0 million and $12.6 million, respectively, of such costs. Amortization of capitalized software development costs, which is included in "Cost of goods sold" on the accompanying Consolidated Statements of Earnings, was $11.4 million in 2021, $10.5 million in 2020 and $10.1 million in 2019. Unamortized capitalized software development costs of $43.6 million as of 2021 year end and $44.2 million as of 2020 year end are included in "Other intangibles – net" on the accompanying Consolidated Balance Sheets.

Internal-use software: Costs that are incurred in creating software solutions and enhancements to those solutions are capitalized only for the application development stage of the project.

Shipping and handling: Amounts billed to customers for shipping and handling are included as a component of sales. Costs incurred by Snap-on for shipping and handling are included as a component of cost of goods sold when the costs relate to manufacturing activities. In 2021, 2020 and 2019, Snap-on incurred shipping and handling charges of $69.9 million, $53.7 million and $56.5 million, respectively, that were recorded in "Cost of goods sold" on the accompanying Consolidated Statements of Earnings. Shipping and handling costs incurred in conjunction with selling or distribution activities are included as a component of operating expenses. Shipping and handling charges were $100.9 million in 2021, $94.2 million in 2020 and $88.7 million in 2019; these charges were recorded in "Operating expenses" on the accompanying Consolidated Statements of Earnings.

Advertising and promotion: Production costs of future media advertising are deferred until the advertising occurs. All other advertising and promotion costs are expensed when incurred. For 2021, 2020 and 2019, advertising and promotion expenses totaled $33.2 million, $38.0 million and $47.7 million, respectively. Advertising and promotion costs are included in "Operating expenses" on the accompanying Consolidated Statements of Earnings.

Warranties: Snap-on provides product warranties for specific product lines and accrues for estimated future warranty costs in the period in which the sale is recorded. See Notes 2 and 16 for information on warranties.

Foreign currency: The financial statements of Snap-on's foreign subsidiaries are translated into U.S. dollars. Assets and liabilities of foreign subsidiaries are translated at current rates of exchange, and income and expense items are translated at the average exchange rates for the period. The resulting translation adjustments are recorded directly into "Accumulated other comprehensive loss" on the accompanying Consolidated Balance Sheets. Foreign exchange transactions, net of foreign currency hedges, resulted in pretax losses of $1.2 million, $3.9 million and $3.6 million in 2021, 2020 and 2019, respectively. Foreign exchange transaction gains and losses are reported in "Other income (expense) – net" on the accompanying Consolidated Statements of Earnings.

Income taxes: Current tax assets and liabilities are based upon an estimate of taxes refundable or payable for each of the jurisdictions in which the company is subject to tax. In the ordinary course of business, there is inherent uncertainty in quantifying income tax positions. Snap-on assesses income tax positions and records tax benefits for all years subject to examination based upon management's evaluation of the facts, circumstances and information available at the reporting dates. For those tax positions where it is more-likely-than-not that a tax benefit will be sustained, Snap-on records the largest amount of tax benefit with a greater than 50% likelihood of being realized upon ultimate settlement with a taxing authority that has full knowledge of all relevant information. For those income tax positions where it is not more-likely-than-not that a tax benefit will be sustained, no tax benefit is recognized in the financial statements. When applicable, associated interest and penalties are recognized as a component of income tax expense. Accrued interest and penalties are included within the related tax asset or liability on the accompanying Consolidated Balance Sheets.

Deferred income taxes are provided for temporary differences arising from differences in bases of assets and liabilities for tax and financial reporting purposes. Deferred income taxes are recorded on temporary differences using enacted tax rates in effect for the year in which the temporary differences are expected to reverse. The effect of a change in tax rates on deferred tax assets and liabilities is recognized in income in the period that includes the enactment date. Deferred tax assets are reduced by a valuation allowance when, in the opinion of management, it is more-likely-than-not that some portion or all of the deferred tax assets will not be realized. See Note 9 for further information on income taxes.

Per share data: Basic earnings per share calculations were computed by dividing net earnings attributable to Snap-on Incorporated by the corresponding weighted-average number of common shares outstanding for the period. The dilutive effect of the potential exercise of outstanding options and stock-settled stock appreciation rights ("SARs") to purchase common shares is calculated using the treasury stock method. As of January 1, 2022, there were no awards outstanding that were anti-dilutive; as of January 2, 2021, there were 2,207,411 awards outstanding that were anti-dilutive; and as of December 28, 2019 there were 1,215,695 awards outstanding that were anti-dilutive. Performance-based equity awards are included in the diluted earnings per share calculation based on the attainment of the applicable performance metrics to date. Snap-on had dilutive securities totaling 1,058,553 shares, 473,196 shares and 748,395 shares, as of the end of 2021, 2020 and 2019, respectively. See Note 14 for further information on equity awards.

Stock-based compensation: Snap-on recognizes the cost of employee services in exchange for awards of equity instruments based on the grant date fair value of those awards. That cost, based on the estimated number of awards that are expected to vest, is recognized on a straight-line basis over the period during which the employee is required to provide the service in exchange for the award. No compensation cost is recognized for awards for which employees do not render the requisite service. The grant date fair value of employee stock options and similar instruments is estimated using the Black-Scholes valuation model.

The Black-Scholes valuation model requires the input of subjective assumptions, including the expected life of the stock-based award and stock price volatility. The assumptions used are management's best estimates, but the estimates involve inherent uncertainties and the application of management judgment. As a result, if other assumptions had been used, the recorded stock-based compensation expense could have been materially different from that depicted in the financial statements. See Note 14 for further information on stock-based compensation.

Derivatives: Snap-on utilizes derivative financial instruments, including foreign currency forward contracts, interest rate swap agreements, treasury lock agreements and prepaid equity forward agreements to manage its exposures to foreign currency exchange rate risks, interest rate risks, and market risk associated with the stock-based portion of its deferred compensation plans. Snap-on accounts for its derivative instruments at fair value. Snap-on does not use financial instruments for speculative or trading purposes. See Note 11 for further information on derivatives.

Cash equivalents: Snap-on considers all highly liquid investments with an original maturity of three months or less to be cash equivalents. Cash and cash equivalents consisted of investments in money market funds and bank deposits at January 1, 2022 and January 2, 2021.

Receivables and allowances for credit losses: All trade, finance and contract receivables are reported on the Consolidated Balance Sheets at their amortized cost adjusted for any write-offs and net of allowances for credit losses. The amortized costs for finance and contract receivables is the amount originated adjusted for applicable accrued interest and net of deferred fees or costs, net of collections and write-offs.

Snap-on maintains allowances for credit losses, which represent an estimate of expected losses over the remaining contractual life of its receivables considering current market conditions and supportable forecasts when appropriate. The estimate is a result of the company's ongoing assessments and evaluations of collectability, historical loss experience, and future expectations in estimating credit losses in each of its receivable portfolios (trade, finance and contract receivables). For trade receivables, Snap-on uses historical loss experience rates by portfolio and applies them to a related aging analysis while also considering customer and/or economic risk where appropriate. For finance receivables, Snap-on uses a vintage loss experience analysis. For contract receivables, a weighted-average remaining maturity method is primarily used. Determination of the proper amount of allowances by portfolio requires management to exercise judgment about the timing, frequency and severity of credit losses that could materially affect the provision for credit losses and, as a result, net earnings. The allowances take into consideration numerous quantitative and qualitative factors that include receivable type, historical loss experience, delinquency trends, collection experience, current economic conditions, supportable forecasts, when appropriate, and credit risk characteristics.

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Snap-on evaluates the credit risk of the customer when extending credit based on a combination of various financial and qualitative factors that may affect its customers' ability to pay. These factors may include the customer's financial condition, past payment experience, and credit bureau and proprietary Snap-on credit model information, as well as the value of the underlying collateral.

Management performs detailed reviews of its receivables on a monthly and/or quarterly basis to assess the adequacy of the allowances and to determine if any impairment has occurred. Monthly reviews of credit and collection performance are conducted for both its finance and contract receivable portfolios focusing on data such as delinquency trends, non-performing assets, and write-off and recovery activity. These reviews allow for the formulation of collection strategies and potential collection policy modifications in response to changing risk profiles in the finance and contract receivable portfolios. A receivable generally has credit losses when it is expected that all amounts related to the receivable will not be collected according to the contractual terms of the agreement. Amounts determined to be uncollectable are charged directly against the allowance, while amounts recovered on previously written-off accounts increase the allowance. For both finance and contract receivables, net write-offs include the principal amount of losses written off as well as written-off accrued interest and fees, and recourse from franchisees on finance receivables. Recovered interest and fees previously written off are recorded through the allowance for credit losses and increase the allowance. Finance receivables are assessed for write-off when an account becomes 120 days past due and are written off typically within 60 days of asset repossession. Contract receivables related to equipment leases are generally written off when an account becomes 150 days past due, while contract receivables related to franchise finance and van leases are generally written off up to 180 days past the asset return date. For finance and contract receivables, customer bankruptcies are generally written off upon notification that the associated debt is not being reaffirmed or, in any event, no later than 180 days past due. Changes to the allowances for credit losses are maintained through adjustments to the provision for credit losses, which are charged to current period earnings.

Actual amounts as of the balance sheet dates may be materially different than the amounts reported in future periods due to the uncertainty in the estimation process. Also, future amounts could differ materially from those estimates due to changes in circumstances after the balance sheet date.

Snap-on does not believe that its trade, finance or contract receivables represent significant concentrations of credit risk because of the diversified portfolio of individual customers and geographical areas. See Note 4 for further information on receivables and allowances for credit losses.

Other accrued liabilities: Supplemental balance sheet information for "Other accrued liabilities" as of 2021 and 2020 year end is as follows:

(Amounts in millions)	2021	2020
Income taxes	$ 18.9	$ 32.8
Accrued warranty	17.3	17.6
Operating lease liability	19.6	19.3
Deferred subscription revenue	56.4	53.6
Accrued new tool return	55.0	56.3
Accrued property, payroll and other taxes	43.8	62.8
Accrued selling and promotion expense	41.0	33.2
Accrued restructuring expense	7.0	10.0
Other	165.3	159.9
Total other accrued liabilities	$ 424.3	$ 445.5

Inventories: Snap-on values its inventory at the lower of cost or market and adjusts for the value of inventory that is estimated to be excess, obsolete or otherwise unmarketable. Snap-on records allowances for excess and obsolete inventory based on historical and estimated future demand and market conditions. Allowances for raw materials are largely based on an analysis of raw material age and actual physical inspection of raw material for fitness for use. As part of evaluating the adequacy of allowances for work-in-progress and finished goods, management reviews individual product stock-keeping units (SKUs) by product category and product life cycle. Cost adjustments for each product category/product life-cycle state are generally established and maintained based on a combination of historical experience, forecasted sales and promotions, technological obsolescence, inventory age and other actual known conditions and circumstances. Should actual product marketability and raw material fitness for use be affected by conditions that are different from management estimates, further adjustments to inventory allowances may be required.

Snap-on adopted the "last-in, first-out" ("LIFO") inventory valuation method in 1973 for its U.S. locations. Snap-on's U.S. inventories accounted for on a LIFO basis consist of purchased product and inventory manufactured at the company's heritage U.S. manufacturing facilities (primarily hand tools and tool storage). Since Snap-on began acquiring businesses in the 1990's, the company has used the "first-in, first-out" ("FIFO") inventory valuation methodology for acquisitions; the company does not adopt the LIFO inventory valuation methodology for new acquisitions. See Note 5 for further information on inventories.

Property and equipment: Property and equipment is stated at cost less accumulated depreciation and amortization. Depreciation and amortization are provided on a straight-line basis over estimated useful lives. Major repairs that extend the useful life of an asset are capitalized, while routine maintenance and repairs are expensed as incurred. Capitalized software included in property and equipment reflects costs related to internally developed or purchased software for internal use and is amortized on a straight-line basis over their estimated useful lives. Long-lived assets, including operating lease right-of-use assets, are evaluated for impairment when events or circumstances indicate that the carrying amount of the long-lived asset may not be recoverable. See Note 6 for further information on property and equipment.

Goodwill and other intangible assets: Goodwill and other indefinite-lived assets are tested for impairment annually or more frequently if events or changes in circumstances indicate that the assets might be impaired. Annual impairment tests are performed by the company in the second quarter of each year using information available as of April month end. Snap-on evaluates the existence of goodwill and indefinite-lived intangible asset impairment on the basis of whether the assets are fully recoverable from projected, discounted cash flows of the related reportable unit or asset. Intangible assets with finite lives are amortized over their estimated useful lives using straight-line and accelerated methods depending on the nature of the particular asset. Intangible assets with finite lives are evaluated for impairment when events or circumstances indicate that the carrying amount of the intangible asset may not be recoverable. See Note 7 for further information on goodwill and other intangible assets.

New accounting standards

On January 3, 2021, the beginning of Snap-on's 2021 fiscal year, the company adopted ASU No. 2019-12, *Simplifying the Accounting for Income Taxes*, which is designed to simplify the accounting for income taxes by removing certain exceptions to the general principles in Topic 740. The adoption of this ASU did not have a significant impact on the company's Consolidated Financial Statements.

Note 2: Revenue Recognition

Snap-on recognizes revenue from the sale of tools, diagnostics, equipment, and related services based on when control of the product passes to the customer or the service is provided and is recognized at an amount that reflects the consideration expected to be received in exchange for such goods or services.

Revenue disaggregation

The following table shows the consolidated revenues by revenue source:

(Amounts in millions)	2021	2020
Revenue from contracts with customers	$ 4,228.3	$ 3,569.3
Other revenues	23.7	23.2
Total net sales	4,252.0	3,592.5
Financial services revenue	349.7	349.7
Total revenues	$ 4,601.7	$ 3,942.2

Snap-on evaluates the performance of its operating segments based on segment revenues, including both external and intersegment net sales, and segment operating earnings. Snap-on accounts for both intersegment sales and transfers based primarily on standard costs with reasonable mark-ups established between the segments. Intersegment amounts are eliminated to arrive at Snap-on's consolidated financial results.

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The following table represents external net sales disaggregated by geography, based on the customers' billing addresses:

(Amounts in millions)	Commercial & Industrial Group	Snap-on Tools Group	Repair Systems & Information Group	Financial Services	Eliminations	Snap-on Incorporated
2021						
Net sales:						
North America*	$ 494.9	$ 1,680.0	$ 896.1	$ —	$ —	$ 3,071.0
Europe	325.5	164.7	249.7	—	—	739.9
All other	275.2	93.9	72.0	—	—	441.1
External net sales	1,095.6	1,938.6	1,217.8	—	—	4,252.0
Intersegment net sales	310.7	—	285.3	—	(596.0)	—
Total net sales	1,406.3	1,938.6	1,503.1	—	(596.0)	4,252.0
Financial services revenue	—	—	—	349.7	—	349.7
Total revenue	$ 1,406.3	$ 1,938.6	$ 1,503.1	$ 349.7	$ (596.0)	$ 4,601.7
2020						
Net sales:						
North America*	$ 432.3	$ 1,442.8	$ 720.7	$ —	$ —	$ 2,595.8
Europe	276.2	125.7	214.9	—	—	616.8
All other	242.9	75.4	61.6	—	—	379.9
External net sales	951.4	1,643.9	997.2	—	—	3,592.5
Intersegment net sales	283.2	—	241.0	—	(524.2)	—
Total net sales	1,234.6	1,643.9	1,238.2	—	(524.2)	3,592.5
Financial services revenue	—	—	—	349.7	—	349.7
Total revenue	$ 1,234.6	$ 1,643.9	$ 1,238.2	$ 349.7	$ (524.2)	$ 3,942.2

* North America is comprised of the United States, Canada and Mexico.

The following table represents external net sales disaggregated by customer type:

(Amounts in millions)	Commercial & Industrial Group	Snap-on Tools Group	Repair Systems & Information Group	Financial Services	Eliminations	Snap-on Incorporated
	2021					
Net sales:						
Vehicle service professionals	$ 99.9	$ 1,938.6	$ 1,217.8	$ —	$ —	$ 3,256.3
All other professionals	995.7	—	—	—	—	995.7
External net sales	1,095.6	1,938.6	1,217.8	—	—	4,252.0
Intersegment net sales	310.7	—	285.3	—	(596.0)	—
Total net sales	1,406.3	1,938.6	1,503.1	—	(596.0)	4,252.0
Financial services revenue	—	—	—	349.7	—	349.7
Total revenue	$ 1,406.3	$ 1,938.6	$ 1,503.1	$ 349.7	$ (596.0)	$ 4,601.7

(Amounts in millions)	Commercial & Industrial Group	Snap-on Tools Group	Repair Systems & Information Group	Financial Services	Eliminations	Snap-on Incorporated
	2020					
Net sales:						
Vehicle service professionals	$ 87.2	$ 1,643.9	$ 997.2	$ —	$ —	$ 2,728.3
All other professionals	864.2	—	—	—	—	864.2
External net sales	951.4	1,643.9	997.2	—	—	3,592.5
Intersegment net sales	283.2	—	241.0	—	(524.2)	—
Total net sales	1,234.6	1,643.9	1,238.2	—	(524.2)	3,592.5
Financial services revenue	—	—	—	349.7	—	349.7
Total revenue	$ 1,234.6	$ 1,643.9	$ 1,238.2	$ 349.7	$ (524.2)	$ 3,942.2

Nature of goods and services: Snap-on derives net sales from a broad line of products and complementary services that are grouped into three categories: (i) tools; (ii) diagnostics, information and management systems; and (iii) equipment. The tools product category includes hand tools, power tools, tool storage products and other similar products. The diagnostics, information and management systems product category includes handheld and computer-based diagnostic products, service and repair information products, diagnostic software solutions, electronic parts catalogs, business management systems and services, point-of-sale systems, integrated systems for vehicle service shops, original equipment manufacturer ("OEM") purchasing facilitation services, and warranty management systems and analytics to help OEM dealership service and repair shops ("OEM dealerships") manage and track performance. The equipment product category includes solutions for the service of vehicles and industrial equipment. Snap-on supports the sale of its diagnostics and vehicle service shop equipment by offering training programs as well as after-sales support to its customers. Through its financial services businesses, Snap-on derives revenue from various financing programs designed to facilitate the sales of its products and support its franchise business.

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Approximately 90% of Snap-on's net sales are products sold at a point in time through ship-and-bill performance obligations that also include repair services. The remaining sales revenue is earned over time primarily on a subscription basis including software, extended warranty and other subscription service agreements.

Snap-on enters into contracts related to the selling of tools, diagnostics, repair information, equipment and related services. At contract inception, an assessment of the goods and services promised in the contracts with customers is performed and a performance obligation is identified for each distinct promise to transfer to the customer a good or service (or bundle of goods or services). To identify the performance obligations, Snap-on considers all of the goods or services promised in the contract regardless of whether they are explicitly stated or are implied by customary business practices. Contracts with customers are comprised of customer purchase orders, invoices and written contracts.

For certain performance obligations related to software subscriptions, extended warranty and other subscription agreements that are settled over time, Snap-on has elected not to disclose the value of unsatisfied performance obligations for: (i) contracts that have an original expected length of one year or less; (ii) contracts where revenue is recognized as invoiced; and (iii) contracts with variable consideration related to unsatisfied performance obligations. The remaining duration of these unsatisfied performance obligations range from one month up to 60 months. Snap-on had approximately $190.0 million of long-term contracts that have fixed consideration that extends beyond one year as of January 1, 2022. Snap-on expects to recognize approximately 75% of these contracts as revenue by the end of fiscal 2023, an additional 20% by the end of fiscal 2025 and the balance thereafter.

Snap-on typically expenses incremental direct costs of obtaining a contract (sales commissions) when incurred because the amortization period is generally 12 months or less. Capitalized long-term contract costs are not significant. Contract costs are expensed or amortized in "Operating expenses" on the accompanying Consolidated Statements of Earnings.

When performance obligations are satisfied: For performance obligations related to the majority of ship-and-bill products, including repair services contracts, control transfers at a point in time when title transfers upon shipment of the product to the customer, and for some sales, control transfers when title is transferred at time of receipt by customer. Once a product or repaired product has shipped or has been delivered, the customer is able to direct the use of, and obtain substantially all of the remaining benefits from the asset, revenue is recognized. Snap-on considers control to have transferred upon shipment or delivery when Snap-on has a present right to payment, the customer has legal title to the asset, Snap-on has transferred physical possession of the asset, and the customer has significant risk and rewards of ownership of the asset.

For performance obligations related to software subscriptions, extended warranties and other subscription agreements, Snap-on transfers control and recognizes revenue over time on a ratable basis using a time-based output method. The performance obligations are typically satisfied as services are rendered on a straight-line basis over the contract term, which is generally for 12 months but can be for a term up to 60 months.

Significant payment terms: For ship-and-bill type contracts with customers, the contract states the final terms of the sale, including the description, quantity, and price of each product or service purchased. Payment terms are typically due upon delivery or up to 30 days after delivery but can range up to 120 days after delivery.

For subscription contracts, payment terms are in advance or in arrears of services on a monthly, quarterly or annual basis over the contract term, which is generally for 12 months but can be for a term up to 60 months depending on the product or service. The customer typically agrees to a stated rate and price in the contract that does not vary over the contract term. In some cases, customers prepay for their licenses, or in other cases, pay on a monthly or quarterly basis. When the timing of the payment made by the customer precedes the delivery of the performance obligation, a contract liability is recognized.

Variable consideration: In some cases, the nature of Snap-on's contracts give rise to variable consideration, including rebates, credits, allowances for returns or other similar items that generally decrease the transaction price. These variable amounts generally are credited to the customer, based on achieving certain levels of sales activity, product returns and making payments within specific terms.

In the normal course of business, Snap-on allows franchisees to return product per the provisions in the franchise agreement that allow for the return of product in a saleable condition. For other customers, product returns are generally not accepted unless the item is defective as manufactured. Where applicable, Snap-on establishes provisions for estimated sales returns. Estimated product returns are recorded as a reduction in reported revenues at the time of sale based upon historical product return experience and is adjusted for known trends to arrive at the amount of consideration that Snap-on expects to receive.

Variable consideration is estimated at the most likely amount that is expected to be earned. Estimated amounts are included in the transaction price to the extent it is probable that a significant reversal of cumulative revenue recognized will not occur when the uncertainty associated with the variable consideration is resolved. Estimates of variable consideration and determination of whether to include estimated amounts in the transaction price are based largely on an assessment of the anticipated performance and all information (historical, current and forecasted) that is reasonably available.

Warranties: Snap-on allows customers to return product when the product is defective as manufactured. Where applicable, Snap-on establishes provisions for estimated warranties. Estimated product warranties are provided for specific product lines and Snap-on accrues for estimated future warranty cost in the period in which the sale is recorded. The costs are included in "Cost of goods sold" on the accompanying Consolidated Statements of Earnings. Snap-on calculates its accrual requirements based on historic warranty loss experience that is periodically adjusted for recent actual experience, including the timing of claims during the warranty period and actual costs incurred. Snap-on does not typically provide customers with the right to a refund.

Contract liabilities: Contract liabilities are recorded when cash payments are received in advance of Snap-on's performance. The timing of payment is typically on a monthly, quarterly or annual basis. The balance of total contract liabilities was $63.8 million and $61.0 million at January 1, 2022, and January 2, 2021, respectively. The current portion of contract liabilities is included in "Other accrued liabilities" and the non-current portion of such liabilities is included in "Other long-term liabilities" on the accompanying Consolidated Balance Sheets. In 2021, Snap-on recognized revenue of $52.3 million that was included in the contract liability balance at January 2, 2021, which was primarily from the amortization of software subscriptions, extended warranties and other subscription agreements. The increase in the total contract liabilities balance is primarily driven by the timing of cash payments received or due in advance of satisfying Snap-on's performance obligations and growth in certain software subscriptions, partially offset by revenues recognized that were included in the contract liability balance at the beginning of the year.

Franchise fee revenue, including nominal, non-refundable initial fees, is recognized upon the granting of a franchise, which is when the company has performed substantially all initial services required by the franchise agreement. Franchise fee revenue also includes ongoing monthly fees (primarily for sales and business training as well as marketing and product promotion programs) that are recognized as the fees are earned. Franchise fee revenue in 2021, 2020 and 2019 totaled $17.3 million, $16.2 million and $15.4 million, respectively.

Note 3: Acquisitions

On August 1, 2021, Snap-on acquired AutoCrib EMEA GmbH ("AutoCrib Germany"), a former independent distributor, for a cash purchase price of $4.4 million (or $4.2 million, net of cash acquired). AutoCrib Germany, based in Hamburg, Germany, distributes asset and tool control solutions for a variety of aerospace, automotive, military, natural resources and general industry operations. In fiscal 2021, the company recorded, on a preliminary basis, the $3.3 million excess of the purchase price over the fair value of the net assets acquired in "Goodwill" on the accompanying Consolidated Balance Sheets. The company anticipates completing the purchase accounting for the acquired net assets of AutoCrib Germany in first half of 2022.

On July 1, 2021, Snap-on exchanged its 35% equity interest in Deville S.A., valued at $21.8 million, for 100% ownership of Secateurs Pradines ("Pradines"), a wholly owned subsidiary of Deville S.A. with a fair value of $20.7 million (or $16.2 million, net of cash acquired), and cash of $1.1 million. Pradines, located in Bauge-en-Anjou, France, designs and manufactures horticultural hand tools for professionals and individuals. In fiscal 2021, the company recorded, on a preliminary basis, the $10.7 million excess of the purchase price over the fair value of net assets acquired in "Goodwill" in the accompanying Consolidated Balance Sheets. The company anticipates completing the purchase accounting for the acquired net assets of Pradines in the first half of 2022.

On February 26, 2021, Snap-on acquired Dealer-FX Group, Inc. ("Dealer-FX") for a cash purchase price of $200.1 million (or $200.0 million, net of cash acquired). Dealer-FX, based in Markham, Ontario, is a leading developer, marketer and provider of service-operations software solutions for automotive OEM customers and their dealers. Dealer-FX specializes in software as a service (SaaS) management systems, communications platforms, extensive data integrations, and offers a digitalized solution that increases productivity and enhances the vehicle owners' experience. In fiscal 2021, the company substantially completed the purchase accounting valuations for the acquired net assets of Dealer-FX, including identifiable intangible assets. Final purchase accounting valuations are expected to be completed in the first quarter of 2022, including the evaluation of tax benefits associated with net operating loss carryforwards. The preliminary $150.8 million excess of the purchase price over the fair value of the net assets acquired was recorded in "Goodwill" on the accompanying Consolidated Balance Sheets.

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On September 28, 2020, Snap-on acquired substantially all of the assets of AutoCrib, Inc. ("AutoCrib") for a cash purchase price of $35.4 million. AutoCrib, based in Tustin, California, designs, manufactures and markets asset and tool control solutions for a variety of aerospace, automotive, military, natural resources and general industry operations. In fiscal 2021, the company completed the purchase accounting valuations for the acquired net assets of AutoCrib, including intangible assets. The $18.3 million excess of the purchase price over the fair value of the net assets acquired was recorded in "Goodwill" on the accompanying Consolidated Balance Sheets.

On January 31, 2020, Snap-on acquired substantially all of the assets related to the TreadReader product line from Sigmavision Limited ("Sigmavision") for a cash purchase price of $5.9 million. Sigmavision designs and manufactures handheld devices and drive-over ramps that provide tire information for use in the automotive industry. In fiscal 2020, the company completed the purchase accounting valuations for the acquired net assets of Sigmavision, including intangible assets. The $5.6 million excess of the purchase price over the fair value of the net assets acquired was recorded in "Goodwill" on the accompanying Consolidated Balance Sheets.

On August 7, 2019, Snap-on acquired Cognitran Limited ("Cognitran") for a cash purchase price of $30.6 million (or $29.6 million, net of cash acquired), which reflects a $0.2 million working capital adjustment finalized in fiscal 2020. Cognitran, based in Chelmsford, U.K., specializes in flexible, modular and highly scalable "Software as a Service" (SaaS) products for OEM customers and their dealers, focused on the creation and delivery of service, diagnostics, parts and repair information to the OEM dealers and connected vehicle platforms. In fiscal 2020, the company completed the purchase accounting valuations for the acquired net assets of Cognitran, including intangible assets. The $14.5 million excess of the purchase price over the fair value of the net assets acquired in "Goodwill" on the accompanying Consolidated Balance Sheets.

On April 2, 2019, Snap-on acquired Power Hawk Technologies, Inc. ("Power Hawk") for a cash purchase price of $7.9 million. Power Hawk, based in Rockaway, New Jersey, designs, manufactures and distributes rescue tools and related equipment for a variety of military, governmental, fire and rescue, and emergency operations. In fiscal 2019, the company completed the purchase accounting valuations for the acquired net assets of Power Hawk, including intangible assets. The $6.4 million excess of the purchase price over the fair value of the net assets acquired was recorded in "Goodwill" on the accompanying Consolidated Balance Sheets.

On January 25, 2019, Snap-on acquired substantially all of the assets of TMB GeoMarketing Limited ("TMB") for a cash purchase price of $1.3 million. TMB, based in Dorking, U.K., designs planning software used by OEMs to optimize dealer locations and manage the performance of dealer outlets. In fiscal 2019, the company completed the purchase accounting valuations for the acquired net assets of TMB. Substantially all of the purchase price over the fair value of the net assets acquired was recorded in "Goodwill" on the accompanying Consolidated Balance Sheets.

For segment reporting purposes, the results of operations and assets of Dealer-FX, Sigmavision, Cognitran and TMB have been included in the Repair Systems & Information Group since the respective acquisition dates, and the results of operations and assets of AutoCrib Germany, Pradines, AutoCrib and Power Hawk have been included in the Commercial & Industrial Group since the respective acquisition dates.

Pro forma financial information has not been presented for any of these acquisitions as the net effects, individually and collectively, were neither significant nor material to Snap-on's results of operations or financial position. See Note 7 for further information on goodwill and other intangible assets.

Note 4: Receivables

At the beginning of fiscal 2020, Snap-on adopted ASU No. 2016-13, *Financial Instruments - Credit Losses (Topic 326)*. The adoption did not have a significant impact on the company's consolidated financial statements. Under ASU No. 2016-13, Snap-on is required to determine expected credit losses for financial instruments held at the reporting date based on historical experience, current conditions and reasonable forecasts.

Trade and Other Accounts Receivable: Snap-on's trade and other accounts receivable primarily arise from the sale of tools, diagnostics, and equipment products to a broad range of industrial and commercial customers and to Snap-on's independent franchise van channel with payment terms generally ranging from 30 to 120 days.

The components of Snap-on's trade and other accounts receivable as of 2021 and 2020 year end are as follows:

(Amounts in millions)	2021	2020
Trade and other accounts receivable	$ 709.6	$ 667.0
Allowances for credit losses	(27.3)	(26.3)
Total trade and other accounts receivable -- net	$ 682.3	$ 640.7

The following is a rollforward of the allowances for credit losses related to trade and other accounts receivable for 2021 and 2020:

(Amounts in millions)	2021	2020
Allowances for credit losses:		
Beginning of period	$ 26.3	$ 20.9
Provision for credit losses	15.5	18.9
Charge-offs	(13.6)	(13.6)
Recoveries	—	0.2
Currency translation	(0.9)	(0.1)
End of period	$ 27.3	$ 26.3

Finance and Contract Receivables: Snap-on Credit LLC ("SOC"), the company's financial services operation in the United States, originates extended-term finance and contract receivables on sales of Snap-on's products sold through the U.S. franchisee network and to certain other customers of Snap-on; Snap-on's foreign finance subsidiaries provide similar financing internationally. Interest income on finance and contract receivables is included in "Financial services revenue" on the accompanying Consolidated Statements of Earnings.

Snap-on's finance receivables are comprised of extended-term payment contracts to both technicians and independent shop owners (i.e., franchisees' customers) to enable them to purchase tools, diagnostics, and equipment products on an extended-term payment plan, generally with average payment terms of approximately four years.

Contract receivables, with payment terms of up to 10 years, are comprised of extended-term payment contracts to a broad base of customers worldwide, including shop owners, both independents and national chains, for their purchase of tools, diagnostics, and equipment products, as well as extended-term contracts to franchisees to meet a number of financing needs, including working capital loans, loans to enable new franchisees to fund the purchase of the franchise and van leases, or the expansion of an existing franchise. Finance and contract receivables are generally secured by the underlying tools, diagnostics and/or equipment products financed and, for contracts to franchisees, other franchisee assets.

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The components of Snap-on's current finance and contract receivables as of 2021 and 2020 year end are as follows:

(Amounts in millions)	2021	2020
Finance installment receivables	$ 557.0	$ 533.9
Finance lease receivables, net of unearned finance charges of $1.3 million and $4.4 million, respectively	7.1	20.2
Total finance receivables	564.1	554.1
Contract installment receivables	55.2	59.1
Contract lease receivables, net of unearned finance charges of $18.7 million and $18.2 million, respectively	57.3	55.7
Total contract receivables	112.5	114.8
Total	676.6	668.9
Allowances for credit losses:		
Finance installment receivables	(21.7)	(23.6)
Finance lease receivables	(0.1)	(0.3)
Total finance allowance for credit losses	(21.8)	(23.9)
Contract installment receivables	(0.9)	(1.4)
Contract lease receivables	(1.2)	(0.9)
Total contract allowance for credit losses	(2.1)	(2.3)
Total allowance for credit losses	(23.9)	(26.2)
Total current finance and contract receivables – net	$ 652.7	$ 642.7
Finance receivables – net	$ 542.3	$ 530.2
Contract receivables – net	110.4	112.5
Total current finance and contract receivables – net	$ 652.7	$ 642.7

The components of Snap-on's finance and contract receivables with payment terms beyond one year as of 2021 and 2020 year end are as follows:

(Amounts in millions)	2021	2020
Finance installment receivables	$ 1,155.3	$ 1,173.1
Finance lease receivables, net of unearned finance charges of $0.5 million and $2.5 million, respectively	4.2	15.6
Total finance receivables	1,159.5	1,188.7
Contract installment receivables	197.1	199.7
Contract lease receivables, net of unearned finance charges of $30.3 million and $30.2 million, respectively	187.4	181.7
Total contract receivables	384.5	381.4
Total	1,544.0	1,570.1
Allowances for credit losses:		
Finance installment receivables	(45.4)	(52.1)
Finance lease receivables	(0.1)	(0.3)
Total finance allowance for credit losses	(45.5)	(52.4)
Contract installment receivables	(3.2)	(3.1)
Contract lease receivables	(3.1)	(3.6)
Total contract allowance for credit losses	(6.3)	(6.7)
Total allowance for credit losses	(51.8)	(59.1)
Total long-term finance and contract receivables – net	$ 1,492.2	$ 1,511.0
Finance receivables – net	$ 1,114.0	$ 1,136.3
Contract receivables – net	378.2	374.7
Total long-term finance and contract receivables – net	$ 1,492.2	$ 1,511.0

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Long-term finance and contract receivables installments, net of unearned finance charges, as of 2021 and 2020 year end are scheduled as follows:

	2021		2020	
(Amounts in millions)	Finance Receivables	Contract Receivables	Finance Receivables	Contract Receivables
Due in Months:				
13 – 24	$ 428.1	$ 91.7	$ 444.6	$ 92.0
25 – 36	361.3	81.3	360.3	78.9
37 – 48	246.2	66.6	250.9	67.1
49 – 60	119.8	52.2	132.9	51.3
Thereafter	4.1	92.7	—	92.1
Total	$ 1,159.5	$ 384.5	$ 1,188.7	$ 381.4

Credit quality: The company's receivable portfolio is comprised of two portfolio segments, finance and contract receivables, which are the same segments used to estimate expected credit losses reported in the allowance for credit losses. The amortized cost basis for finance and contract receivables is the amount originated adjusted for applicable accrued interest and net of deferred fees or costs, collection of cash, and write-offs. The company monitors and assesses credit risk based on the characteristics of each portfolio segment.

When extending credit, Snap-on evaluates the collectability of the receivables based on a combination of various financial and qualitative factors that may affect a customer's ability to pay. These factors may include the customer's financial condition, past payment experience, and credit bureau and proprietary Snap-on credit model information, as well as the value of the underlying collateral.

For finance and contract receivables, Snap-on assesses quantitative and qualitative factors through the use of credit quality indicators consisting primarily of collection experience and related internal metrics. Delinquency is the primary indicator of credit quality for finance and contract receivables. Snap-on conducts monthly reviews of credit and collection performance for both the finance and contract receivable portfolios focusing on data such as delinquency trends, nonaccrual receivables, and write-off and recovery activity. These reviews allow for the formulation of collection strategies and potential collection policy modifications in response to changing risk profiles in the finance and contract receivable portfolios. The other internal metrics include credit exposure by customer and delinquency classification to further monitor changing risk profiles. The company maintains a system that aggregates credit exposure and provides delinquency data by days past due aging categories. A receivable 30 days or more past due is considered delinquent. However, customers are monitored prior to becoming 30 days past due.

The amortized cost basis of finance and contract receivables by origination year as of 2021 year end is as follows:

(Amounts in millions)	2021	2020	2019	2018	2017	Prior	Total
Finance Receivables:							
Delinquent	$ 12.8	$ 16.4	$ 8.2	$ 4.4	$ 2.1	$ 0.6	$ 44.5
Non-delinquent	1,070.7	392.4	144.1	54.4	14.9	2.6	1,679.1
Total Finance receivables	$ 1,083.5	$ 408.8	$ 152.3	$ 58.8	$ 17.0	$ 3.2	$ 1,723.6
Contract receivables:							
Delinquent	$ 0.7	$ 1.3	$ 0.6	$ 0.7	$ 0.1	$ 0.1	$ 3.5
Non-delinquent	172.0	121.5	87.8	56.9	30.5	24.8	493.5
Total Contract receivables	$ 172.7	$ 122.8	$ 88.4	$ 57.6	$ 30.6	$ 24.9	$ 497.0

Allowance for credit losses: The allowance for credit losses utilizes an expected credit loss objective for the recognition of credit losses on receivables over the contractual life using historical experience, asset specific risk characteristics, current conditions, reasonable and supportable forecasts, and the appropriate reversion period, when applicable.

The allowance for credit losses is maintained at a level that is considered adequate to cover credit-related losses on the receivables. Management performs detailed reviews of its receivables on a monthly and/or quarterly basis to assess the adequacy of the allowance and determine if any impairment has occurred. A receivable may have credit losses when it is expected that all amounts related to the receivable will not be collected according to the contractual terms of the agreement. Amounts determined to be uncollectable are charged directly against the allowance, while amounts recovered on previously written-off accounts increase the allowance. For both finance and contract receivables, net write-offs include the principal amount of losses written off as well as written-off accrued interest and fees, and recourse from franchisees on finance receivables. Recovered interest and fees previously written off are recorded through the allowance for credit losses and increase the allowance. Finance receivables are assessed for write-off when an account becomes 120 days past due and are written off typically within 60 days of asset repossession. Contract receivables related to equipment leases are generally written off when an account becomes 150 days past due, while contract receivables related to franchise finance and van leases are generally written off up to 180 days past the asset return date. For finance and contract receivables, customer bankruptcies are generally written off upon notification that the associated debt is not being reaffirmed or, in any event, no later than 180 days past due. Changes to the allowances for credit losses are maintained through adjustments to the provision for credit losses.

For finance receivables, the company uses a vintage loss rate methodology to determine expected losses. Vintage analysis aims to calculate losses based on the timing of the losses relative to the origination of the receivables. The finance receivable portfolio contains a substantial amount of homogeneous contracts which fits well with the vintage analysis.

For contract receivables the company primarily uses a Weighted-Average Remaining Maturity methodology ("WARM"). The WARM methodology calculates the average annual write-off rate and applies it to the remaining term of the receivables. The WARM method is used since the contract receivables have limited loss experience over generally longer terms and, therefore, the predictive loss patterns are more difficult to estimate.

The company performed a correlation analysis to compare historical losses to many economic factors. The primary economic factors considered were real gross domestic product, civilian unemployment, industrial production index, and repair and maintenance employment rate; the company determined that there is limited correlation between the historical losses and economic factors. As a result, consideration was given to qualitative factors to adjust the reserve balance for asset specific risk characteristics, current conditions and future expectations. Similar qualitative factors are considered for both finance and contract receivables. The qualitative factors used in determining the estimate of expected credit losses are influenced by the changes in the composition of the portfolio, underwriting practices, and other relevant conditions that were different from the historical periods, which included considering the impact of the coronavirus ("COVID-19") pandemic.

The allowance for credit losses is adjusted each period for changes in the credit risk and expected lifetime credit losses.

The following is a rollforward of the allowances for credit losses for finance and contract receivables for 2021 and 2020:

	2021		2020	
(Amounts in millions)	Finance Receivables	Contract Receivables	Finance Receivables	Contract Receivables
Allowances for credit losses:				
Beginning of year	$ 76.3	$ 9.0	$ 61.9	$ 5.6
Impact of adopting ASU No. 2016-13	—	—	5.2	2.9
Provision for credit losses	32.1	0.8	54.6	3.8
Charge-offs	(50.9)	(1.8)	(53.8)	(3.8)
Recoveries	9.8	0.4	8.2	0.4
Currency translation	—	—	0.2	0.1
End of year	$ 67.3	$ 8.4	$ 76.3	$ 9.0

Past due: Depending on the contract, payments for finance and contract receivables are due on a monthly or weekly basis. Weekly payments are converted into a monthly equivalent for purposes of calculating delinquency. Delinquencies are assessed at the end of each month following the monthly equivalent contractual payment due date. The entire receivable balance of a contract is considered delinquent when contractual payments become 30 days past due. Removal from delinquent status occurs when the cumulative amount of monthly contractual payments then due have been received by the company.

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It is the general practice of Snap-on's financial services business not to engage in contract or loan modifications. In limited instances, Snap-on's financial services business may modify certain receivables in troubled debt restructurings. The amount and number of restructured finance and contract receivables as of 2021 and 2020 year end were immaterial to both the financial services portfolio and the company's results of operations and financial position.

The aging of finance and contract receivables as of 2021 and 2020 year end is as follows:

(Amounts in millions)	30-59 Days Past Due	60-90 Days Past Due	Greater Than 90 Days Past Due	Total Past Due	Total Not Past Due	Total	Greater Than 90 Days Past Due and Accruing
2021 year end:							
Finance receivables	$ 16.0	$ 10.5	$ 18.0	$ 44.5	$ 1,679.1	$ 1,723.6	$ 16.0
Contract receivables	1.7	0.9	0.9	3.5	493.5	497.0	0.1
2020 year end:							
Finance receivables	$ 18.4	$ 12.2	$ 21.1	$ 51.7	$ 1,691.1	$ 1,742.8	$ 18.2
Contract receivables	1.3	0.6	1.5	3.4	492.8	496.2	0.2

Nonaccrual: SOC maintains the accrual of interest income during the progression through the various stages of delinquency prior to processing for write-off. At the time of write-off, the entire balance including the accrued but unpaid interest income amount is recorded as a loss.

Finance receivables are generally placed on nonaccrual status (nonaccrual of interest and other fees): (i) when a customer is placed on repossession status; (ii) upon receipt of notification of bankruptcy; (iii) upon notification of the death of a customer; or (iv) in other instances in which management concludes collectability is not reasonably assured.

Contract receivables are generally placed on nonaccrual status: (i) when a receivable is more than 90 days past due or at the point a customer's account is placed on terminated status regardless of its delinquency status; (ii) upon notification of the death of a customer; or (iii) in other instances in which management concludes collectability is not reasonably assured.

The accrual of interest and other fees is resumed when the finance or contract receivable becomes contractually current and collection of all remaining contractual amounts due is reasonably assured. A receivable may have credit losses when it is expected that all amounts related to the receivable will not be collected according to the contractual terms of the applicable agreement. Such finance and contract receivables are covered by the company's respective allowances for credit losses and are written-off against the allowances when appropriate.

The amount of finance and contract receivables on nonaccrual status as of 2021 and 2020 year end is as follows:

(Amounts in millions)	2021	2020
Finance receivables	$ 7.7	$ 9.6
Contract receivables	2.7	2.4

Note 5: Inventories

Inventories by major classification as of 2021 and 2020 year end are as follows:

(Amounts in millions)	2021	2020
Finished goods	$ 686.5	$ 643.4
Work in progress	64.3	61.6
Raw materials	140.2	125.5
Total FIFO value	891.0	830.5
Excess of current cost over LIFO cost	(87.2)	(84.0)
Total inventories – net	$ 803.8	$ 746.5

Inventories accounted for using the FIFO method approximated 60% and 57% of total inventories as of 2021 and 2020 year end, respectively. The company accounts for its non-U.S. inventory on the FIFO method. As of 2021 year end, approximately 33% of the company's U.S. inventory was accounted for using the FIFO method and 67% was accounted for using the LIFO method. There were no LIFO inventory liquidations in 2021, 2020 or 2019.

Note 6: Property and Equipment

Property and equipment (which are carried at cost) as of 2021 and 2020 year end are as follows:

(Amounts in millions)	2021	2020
Land	$ 33.8	$ 34.0
Buildings and improvements	434.4	432.0
Machinery, equipment and computer software	1,059.2	1,033.4
Property and equipment – gross	1,527.4	1,499.4
Accumulated depreciation and amortization	(1,009.2)	(973.2)
Property and equipment – net	$ 518.2	$ 526.2

The estimated service lives of property and equipment are principally as follows:

Buildings and improvements	3 to 50 years
Machinery, equipment and computer software	2 to 15 years

Depreciation expense was $75.6 million, $73.3 million and $70.1 million in 2021, 2020 and 2019, respectively.

Note 7: Goodwill and Other Intangible Assets

The changes in the carrying amount of goodwill by segment for 2021 and 2020 are as follows:

(Amounts in millions)	Commercial & Industrial Group	Snap-on Tools Group	Repair Systems & Information Group	Total
Balance as of 2019 year end	$ 286.2	$ 12.5	$ 615.1	$ 913.8
Currency translation	26.7	(0.1)	15.0	41.6
Acquisitions	18.3	—	8.7	27.0
Balance as of 2020 year end	$ 331.2	$ 12.4	$ 638.8	$ 982.4
Currency translation	(19.4)	—	(11.3)	(30.7)
Acquisitions	14.0	—	150.8	164.8
Balance as of 2021 year end	$ 325.8	$ 12.4	$ 778.3	$ 1,116.5

Goodwill of $1,116.5 million as of 2021 year end included $150.8 million, on a preliminary basis, from the acquisition of Dealer-FX, $10.7 million, on a preliminary basis, from the acquisition of Pradines and $3.3 million, on a preliminary basis, from the acquisition of AutoCrib Germany. The goodwill from Dealer-FX is included in the Repair Systems & Information Group and the goodwill from AutoCrib Germany and Pradines is included in the Commercial & Industrial Group.

Goodwill of $982.4 million as of 2020 year end includes: (i) $5.6 million from the acquisition of certain assets of Sigmavision, (ii) $14.5 million from the acquisition of Cognitran; and (iii) $18.3 million, from the acquisition of AutoCrib. During 2020, the purchase accounting valuations for the acquired net assets, including intangible assets, of Sigmavision and Cognitran were completed, resulting in an increase in goodwill of $3.1 million for Cognitran. The remaining purchase accounting valuations for the acquired net assets, including intangible assets, of AutoCrib were completed in the first quarter of 2021. The goodwill from the Sigmavision and Cognitran acquisitions is included in the Repair Systems & Information Group. The goodwill from the AutoCrib acquisition is included in the Commercial & Industrial Group.

See Note 3 for additional information on acquisitions.

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Additional disclosures related to other intangible assets as of 2021 and 2020 year end are as follows:

(Amounts in millions)	2021 Gross Carrying Value	2021 Accumulated Amortization	2020 Gross Carrying Value	2020 Accumulated Amortization
Amortized other intangible assets:				
Customer relationships	$ 217.8	$ (142.1)	$ 191.5	$ (130.1)
Developed technology	36.6	(23.2)	21.8	(19.9)
Internally developed software	182.7	(139.1)	172.2	(128.0)
Patents	45.7	(25.1)	43.2	(25.3)
Trademarks	3.9	(2.3)	3.9	(2.4)
Other	8.3	(4.1)	8.2	(3.9)
Total	495.0	(335.9)	440.8	(309.6)
Non-amortized trademarks	142.6	—	129.6	—
Total other intangible assets	$ 637.6	$ (335.9)	$ 570.4	$ (309.6)

As of year-end 2021, the gross carrying value of intangible assets includes $28.4 million of customer relationships, $14.8 million of developed technology and a $17.7 million non-amortized trademark related to the Dealer-FX acquisition. As of year-end 2020, the gross carrying value of intangible assets includes $4.6 million of customer relationships, $1.7 million of developed technology and a $7.4 million non-amortized trademark from the AutoCrib acquisition, as well as $0.3 million of patents related to the Sigmavision acquisition.

Provision for impairment of goodwill and/or other intangible assets could arise in a future period due to significant and unanticipated changes in circumstances, such as declines in profitability and cash flow due to significant and long-term deterioration in macroeconomic, industry and market conditions, the loss of key customers, changes in technology or markets, significant changes in key personnel or litigation, a significant and sustained decrease in share price and/or other events, including effects from the sale or disposal of a reporting unit. As of 2021 year end, the company had no accumulated impairment losses.

The weighted-average amortization periods related to other intangible assets are as follows:

	In Years
Customer relationships	14
Developed technology	5
Internally developed software	6
Patents	14
Trademarks	9
Other	39

Snap-on is amortizing its customer relationships on both an accelerated and straight-line basis over a 14 year weighted-average life; the remaining intangibles are amortized on a straight-line basis. The weighted-average amortization period for all amortizable intangibles on a combined basis is 12 years.

The company's customer relationships generally have contractual terms of three to five years and are typically renewed without significant cost to the company. The weighted-average 14 year life for customer relationships is based on the company's historical renewal experience. Intangible asset renewal costs are expensed as incurred.

The aggregate amortization expense was $29.2 million in 2021, $23.4 million in 2020 and $22.3 million in 2019. Based on current levels of amortizable intangible assets and estimated weighted-average useful lives, estimated annual amortization expense is expected to be $28.0 million in 2022, $24.5 million in 2023, $18.8 million in 2024, $14.0 million in 2025, and $10.8 million in 2026.

Note 8: Exit and Disposal Activities

Snap-on did not record any costs for exit and disposal activities during fiscal 2021. Snap-on recorded $12.5 million of costs associated with exit and disposal activities during fiscal 2020. The costs associated with disposal activities by operating segment are as follows:

(Amounts in millions)	2021	2020
Exit and disposal costs		
Cost of goods sold:		
Commercial & Industrial Group	$ —	$ 6.4
Repair System & Information Group	—	0.7
Total cost of goods sold	$ —	$ 7.1
Operating Expenses:		
Snap-on Tools Group	$ —	$ 0.6
Repair System & Information Group	—	4.8
Total operating expenses	$ —	$ 5.4
Total exit and disposal costs:		
Commercial & Industrial Group	$ —	$ 6.4
Snap-on Tools Group	—	0.6
Repair System & Information Group	—	5.5
Total exit and disposal costs	$ —	$ 12.5

Of the $12.5 million of costs incurred in 2020, $12.2 million qualified for accrual treatment. Costs associated with exit and disposal activities in 2020 primarily related to headcount reductions from the ongoing optimization of the company's cost structure in Europe and various other management and realignment actions.

Snap-on's exit and disposal accrual activity for 2021 and 2020 are as follows:

(Amounts in millions)	Balance at 2019 Year End	Provision in 2020	Usage in 2020	Balance at 2020 Year End	Provision in 2021	Usage in 2021	Balance at 2021 Year End
Severance costs:							
Commercial & Industrial Group	$ —	$ 6.4	$ (0.6)	$ 5.8	$ —	$ (1.5)	$ 4.3
Snap-on Tools Group	—	0.6	(0.2)	0.4	—	(0.1)	0.3
Repair System & Information Group	—	5.2	(1.4)	3.8	—	(1.4)	2.4
Total	$ —	$ 12.2	$ (2.2)	$ 10.0	$ —	$ (3.0)	$ 7.0

As of January 1, 2022, the company expects that approximately $5.2 million of the $7.0 million exit and disposal accrual will be utilized in 2022, and the remainder thereafter, primarily for longer-term severance payments.

Snap-on expects to fund the remaining cash requirements of its exit and disposal activities with available cash on hand, cash flows from operating activities and borrowings under the company's existing credit facilities. The estimated costs for the exit and disposal activities were based on management's best business judgement under prevailing circumstances.

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Note 9: Income Taxes

The source of earnings before income taxes and equity earnings consisted of the following:

(Amounts in millions)	2021	2020	2019
United States	$ 911.4	$ 715.9	$ 765.3
Foreign	175.5	119.3	156.8
Total	$ 1,086.9	$ 835.2	$ 922.1

The provision (benefit) for income taxes consisted of the following:

(Amounts in millions)	2021	2020	2019
Current:			
Federal	$ 152.9	$ 136.8	$ 110.0
Foreign	48.2	29.9	38.1
State	37.5	30.6	29.5
Total current	238.6	197.3	177.6
Deferred:			
Federal	6.1	(10.0)	26.6
Foreign	(0.3)	3.0	1.5
State	2.6	(1.2)	6.1
Total deferred	8.4	(8.2)	34.2
Total income tax provision	$ 247.0	$ 189.1	$ 211.8

The following is a reconciliation of the statutory federal income tax rate to Snap-on's effective tax rate:

	2021	2020	2019
Statutory federal income tax rate	21.0%	21.0%	21.0%
Increase (decrease) in tax rate resulting from:			
State income taxes, net of federal benefit	2.8	2.9	2.9
Noncontrolling interests	(0.4)	(0.5)	(0.4)
Repatriation of foreign earnings	(0.5)	(0.7)	(0.1)
Change in valuation allowance for deferred tax assets	0.2	0.5	0.4
Adjustments to tax accruals and reserves	0.3	(0.5)	(0.4)
Foreign rate differences	0.5	0.5	0.4
Excess tax benefits related to equity compensation	(1.0)	(0.5)	(0.5)
Other	(0.2)	(0.1)	(0.3)
Effective tax rate	22.7%	22.6%	23.0%

Snap-on's effective income tax rate on earnings attributable to Snap-on Incorporated was 23.2% in 2021, 23.2% in 2020, and 23.4% in 2019.

Temporary differences that give rise to the net deferred income tax liability as of 2021, 2020 and 2019 year end are as follows:

(Amounts in millions)	2021	2020	2019
Deferred income tax assets (liabilities):			
Inventories	$ 37.5	$ 41.4	$ 34.7
Accruals not currently deductible	77.6	75.1	62.4
Tax credit carryforward	1.2	2.4	2.0
Employee benefits	6.4	32.4	41.3
Net operating losses	35.0	37.1	40.4
Depreciation and amortization	(213.2)	(192.0)	(178.9)
Valuation allowance	(24.5)	(26.7)	(27.8)
Equity-based compensation	13.1	14.3	16.2
Undistributed non-U.S. earnings	(4.4)	(5.4)	(6.6)
Other	(1.9)	1.3	(0.7)
Net deferred income tax liability	$ (73.2)	$ (20.1)	$ (17.0)

As of 2021 year end, Snap-on had tax net operating loss carryforwards totaling $160.5 million as follows:

(Amounts in millions)	State	Federal	Foreign	Total
Year of expiration:				
2022-2026	$ 0.3	$ —	$ 46.7	$ 47.0
2027-2031	36.3	—	15.5	51.8
2032-2036	—	—	—	—
2037-2041	—	—	10.8	10.8
2042-2046	—	—	17.6	17.6
Indefinite	—	—	33.3	33.3
Total net operating loss carryforwards	$ 36.6	$ —	$ 123.9	$ 160.5

A valuation allowance totaling $24.5 million, $26.7 million and $27.8 million as of 2021, 2020 and 2019 year end, respectively, has been established for deferred income tax assets primarily related to certain subsidiary loss carryforwards that may not be realized. Realization of the net deferred income tax assets is dependent on generating sufficient taxable income prior to their expiration. Although realization is not assured, management believes it is more-likely-than-not that the net deferred income tax assets will be realized. The amount of the net deferred income tax assets considered realizable, however, could change in the near term if estimates of future taxable income during the carryforward period fluctuate. The expected realization of tax benefits associated with the February 26, 2021 acquired loss carryforwards will be recorded in the first quarter of 2022, with the final purchase accounting valuation for Dealer-FX. See Note 3 for more information on acquisitions.

The following is a reconciliation of the beginning and ending amounts of unrecognized tax benefits for 2021, 2020 and 2019:

(Amounts in millions)	2021	2020	2019
Unrecognized tax benefits at beginning of year	$ 9.1	$ 10.3	$ 11.1
Gross increases – tax positions in prior periods	0.4	0.4	—
Gross decreases – tax positions in prior periods	(0.4)	—	(0.6)
Gross increases – tax positions in the current period	0.4	0.4	0.5
Settlements with taxing authorities	—	(1.4)	—
Lapsing of statutes of limitations	(0.6)	(0.6)	(0.7)
Unrecognized tax benefits at end of year	$ 8.9	$ 9.1	$ 10.3

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The unrecognized tax benefits of $8.9 million, $9.1 million and $10.3 million as of 2021, 2020 and 2019 year end, respectively, would impact the effective income tax rate if recognized. As of January 1, 2022, unrecognized tax benefits of $1.3 million and $7.6 million were included in "Deferred income tax assets" and "Other long-term liabilities," respectively, on the accompanying Consolidated Balance Sheets. Interest and penalties related to unrecognized tax benefits are recorded in income tax expense. As of 2021, 2020 and 2019 year end, the company had provided for $1.4 million, $1.1 million and $1.1 million, respectively, of accrued interest and penalties related to unrecognized tax benefits. As of January 1, 2022, $1.4 million of accrued interest and penalties were included in "Other long-term liabilities" on the accompanying Consolidated Balance Sheets.

Snap-on and its subsidiaries file income tax returns in the United States and in various state, local and foreign jurisdictions. It is reasonably possible that certain unrecognized tax benefits may either be settled with taxing authorities or the statutes of limitations for such items may lapse within the next 12 months, causing Snap-on's gross unrecognized tax benefits to decrease by a range of zero to $4.2 million. Over the next 12 months, Snap-on anticipates taking certain tax positions on various tax returns for which the related tax benefit does not meet the recognition threshold. Accordingly, Snap-on's gross unrecognized tax benefits may increase by a range of zero to $0.8 million over the next 12 months for uncertain tax positions expected to be taken in future tax filings.

With few exceptions, Snap-on is no longer subject to U.S. federal and state/local income tax examinations by tax authorities for years prior to 2017, and Snap-on is no longer subject to non-U.S. income tax examinations by tax authorities for years prior to 2012.

In general, it is Snap-on's practice and intention to reinvest certain earnings of its non-U.S. subsidiaries in those operations. As of 2021 year end, the company has not made a provision for incremental U.S. income taxes or additional foreign withholding taxes on approximately $358.7 million of such undistributed earnings that is deemed indefinitely reinvested. Determination of the amount of unrecognized deferred tax liability related to these earnings is not practicable. As a result of the Tax Act, which subjected the majority of the company's undistributed foreign earnings to taxation for the 2017 tax year, the company can now repatriate non-U.S. cash in a tax efficient manner. Accordingly, the company has reversed its prior assertion concerning the indefinite reinvestment of the majority of its undistributed foreign earnings and has recorded a deferred tax liability of $4.4 million for the incremental tax costs associated with the future potential repatriation of such earnings.

Note 10: Short-term and Long-term Debt

Short-term and long-term debt as of 2021 and 2020 year end consisted of the following:

(Amounts in millions)	2021	2020
6.125% unsecured notes due 2021	$ —	$ 250.0
3.25% unsecured notes due 2027	300.0	300.0
4.10% unsecured notes due 2048	400.0	400.0
3.10% unsecured notes due 2050	500.0	500.0
Other debt*	0.3	0.6
	1,200.3	1,450.6
Less: notes payable and current maturities of long-term debt:		
Current maturities of long-term debt	$ —	$ (250.0)
Other notes*	(17.4)	(18.5)
	(17.4)	(268.5)
Total long-term debt	$ 1,182.9	$ 1,182.1

* Includes the net effects of debt amortization costs and fair value adjustments related to interest rate swaps.

There are no annual maturities of Snap-on's long-term debt and notes payable over the next five years.

Average notes payable outstanding, including commercial paper borrowings in 2020 and short-term credit facility borrowings in both years, were $16.7 million and $68.4 million in 2021 and 2020, respectively. The 2021 weighted-average interest rate on such borrowings of 8.39% compared with 2.98% in 2020. There were no commercial paper borrowings during 2021. Average commercial paper borrowings were $41.0 million in 2020 with a weighted-average interest rate of 1.53%. No commercial paper was outstanding as of year-end 2021 or 2020. There were no amounts borrowed under the short-term credit facility during 2021. Average short-term credit facility borrowings were $13.9 million in 2020 with a weighted-average interest rate of 1.7%. No amounts were outstanding under the short-term credit facility as of year-end 2021 or 2020. At 2021 year end, the weighted-average interest rate on outstanding notes payable of 8.39% compared with 8.87% in 2020. The 2021 year-end rate decreased primarily due to lower rates on local borrowings in emerging markets.

On April 27, 2020, Snap-on sold, at a discount, $500 million of unsecured 3.10% notes that mature on May 1, 2050 (the "2050 Notes"). Interest on the 2050 Notes accrues at a rate of 3.10% and is paid semi-annually. Snap-on used the $489.9 million net proceeds from the sale of the 2050 Notes, reflecting $4.4 million of transaction costs, for general corporate purposes, which included working capital, capital expenditures and acquisitions.

Snap-on has an $800 million multi-currency revolving credit facility that terminates on September 16, 2024 (the "Credit Facility"); no amounts were outstanding under the Credit Facility as of January 1, 2022. Borrowings under the Credit Facility bear interest at varying rates based on either: (i) Snap-on's then-current, long-term debt ratings; or (ii) Snap-on's then-current ratio of consolidated debt net of certain cash adjustments ("Consolidated Net Debt") to earnings before interest, taxes, depreciation, amortization and certain other adjustments for the preceding four fiscal quarters then ended (the "Consolidated Net Debt to EBITDA Ratio"). The Credit Facility's financial covenant requires that Snap-on maintain, as of each fiscal quarter end, either (i) a ratio not greater than 0.60 to 1.00 of Consolidated Net Debt to the sum of Consolidated Net Debt plus total equity and less accumulated other comprehensive income or loss (the "Leverage Ratio"); or (ii) a Consolidated Net Debt to EBITDA Ratio not greater than 3.50 to 1.00. Snap-on may, up to two times during any five-year period during the term of the Credit Facility (including any extensions thereof), elect to increase the maximum Leverage Ratio to 0.65 to 1.00 and/or increase the maximum Consolidated Net Debt to EBITDA Ratio to 4.00 to 1.00 for four consecutive fiscal quarters in connection with certain material acquisitions (as defined in the related credit agreement). As of January 1, 2022, the company's actual ratios of 0.09 and 0.37 respectively, were both within the permitted ranges set forth in this financial covenant. Snap-on generally issues commercial paper to fund its financing needs on a short-term basis and uses the Credit Facility as back-up liquidity to support such commercial paper issuances.

Note 11: Financial Instruments

Derivatives: All derivative instruments are reported in the Consolidated Financial Statements at fair value. Changes in the fair value of derivatives are recorded each period in earnings or on the accompanying Consolidated Balance Sheets, depending on whether the derivative is designated and effective as part of a hedged transaction. Gains or losses on derivative instruments recorded in earnings are presented in the same Consolidated Statement of Earnings line that is used to present the earnings effect of the hedged item. Gains or losses on derivative instruments in accumulated other comprehensive income (loss) ("Accumulated OCI") are reclassified to earnings in the period in which earnings are affected by the underlying hedged item.

The criteria used to determine if hedge accounting treatment is appropriate are: (i) the designation of the hedge to an underlying exposure; (ii) whether or not overall risk is being reduced; and (iii) if there is a correlation between the value of the derivative instrument and the underlying hedged item. Once a derivative contract is entered into, Snap-on designates the derivative as a fair value hedge, a cash flow hedge, a hedge of a net investment in a foreign operation, or a natural hedging instrument whose change in fair value is recognized as an economic hedge against changes in the value of the hedged item. Snap-on does not use derivative instruments for speculative or trading purposes.

The company is exposed to global market risks, including the effects of changes in foreign currency exchange rates, interest rates, and the company's stock price, and therefore uses derivatives to manage financial exposures that occur in the normal course of business. The primary risks managed by using derivative instruments are foreign currency risk, interest rate risk and stock-based deferred compensation risk.

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Foreign currency risk management: Snap-on has significant international operations and is subject to certain risks inherent with foreign operations that include currency fluctuations. Foreign currency exchange risk exists to the extent that Snap-on has payment obligations or receipts denominated in currencies other than the functional currency, including intercompany loans denominated in foreign currencies. To manage these exposures, Snap-on identifies naturally offsetting positions and then purchases hedging instruments to protect the residual net exposures. Snap-on manages most of these exposures on a consolidated basis, which allows for netting of certain exposures to take advantage of natural offsets. Foreign currency forward contracts ("foreign currency forwards") are used to hedge the net exposures. Gains or losses on net foreign currency hedges are intended to offset losses or gains on the underlying net exposures in an effort to reduce the earnings volatility resulting from fluctuating foreign currency exchange rates. Snap-on's foreign currency forwards are typically not designated as hedges. The fair value changes of these contracts are reported in earnings as foreign exchange gain or loss, which is included in "Other income (expense) - net" on the accompanying Consolidated Statements of Earnings. See Note 18 for additional information on Other income (expense) - net.

As of 2021 year end, Snap-on had $81.3 million of net foreign currency forward sell contracts outstanding comprised of sell contracts including $290.0 million in Canadian dollars, $10.3 million in euros, $8.1 million in Indian rupees, $6.3 million in Hungarian forints, and $4.5 million in other currencies, and buy contracts comprised of $79.6 million in British pounds, $48.4 million in Swedish kronor, $31.0 million in Chinese renminbi, $30.0 million in Hong Kong dollars, $14.3 million in Australian dollars, $14.2 million in Singapore dollars, $7.2 million in Norwegian kroner, $4.9 million in Danish kroner, and $8.3 million in other currencies. As of 2020 year end, Snap-on had $46.7 million of net foreign currency forward buy contracts outstanding comprised of buy contracts including $58.9 million in Swedish kronor, $43.5 million in British pounds, $26.1 million in Chinese renminbi, $22.5 million in Hong Kong dollars, $14.6 million in Singapore dollars, $6.2 million in Australian dollars, $5.8 million in Norwegian kroner, $5.1 million in Danish kroner, and $3.7 million in other currencies, and sell contracts comprised of $120.4 million in Canadian dollars, $7.9 million in Indian rupees, $3.5 million in Hungarian forints, and $7.9 million in other currencies.

Interest rate risk management: Snap-on aims to control funding costs by managing the exposure created by the differing maturities and interest rate structures of Snap-on's borrowings through the use of interest rate swap agreements ("interest rate swaps") and treasury lock agreements ("treasury locks").

Interest rate swaps: Snap-on enters into interest rate swaps to manage risks associated with changing interest rates related to the company's fixed rate borrowings. Interest rate swaps are accounted for as fair value hedges. The differentials paid or received on interest rate swaps are recognized as adjustments to "Interest expense" on the accompanying Consolidated Statements of Earnings. The change in the fair value of the derivative is recorded in "Notes payable and current maturities of long-term debt" in 2020 on the accompanying Consolidated Balance Sheets. As of 2020 year end, the notional amount of interest rate swaps outstanding and designated as fair value hedges was $100 million. The interest rate swaps matured in fiscal 2021 and there were no outstanding swaps as of 2021 year end.

Consolidated Balance Sheets Line Item Where Hedge Item is Recorded	Carrying Amount of the Hedged Assets/(Liabilities) *(in millions)*		Cumulative Amount of Fair Value Hedging Adjustment Included in the Carrying Amount of the Hedged Assets/ (Liabilities) *(in millions)*	
	2021	2020	2021	2020
Notes payable and current maturities of long-term debt	$ —	$ (255.1)	$ —	$ (5.1)

Treasury locks: Snap-on uses treasury locks to manage the potential change in interest rates in anticipation of the issuance of fixed rate debt. Treasury locks are accounted for as cash flow hedges. The differentials to be paid or received on treasury locks related to the anticipated issuance of fixed rate debt are initially recorded in Accumulated OCI for derivative instruments that are designated and qualify as cash flow hedges. Upon the issuance of debt, the related amount in Accumulated OCI is released over the term of the debt and recognized as an adjustment to interest expense on the Consolidated Statements of Earnings.

In the second quarter of 2020, Snap-on entered into a $300.0 million treasury lock to manage changes in interest rates in anticipation of the issuance of fixed rate debt. Snap-on settled the $300.0 million treasury lock in conjunction with the April 2020 issuance of the 2050 Notes. The $1.4 million gain on the settlement of the treasury lock was recorded in Accumulated OCI and is being amortized over the initial 10-year term of the 2050 Notes and recognized as an adjustment to interest expense on the Consolidated Statements of Earnings.

There were no treasury locks outstanding as of both January 1, 2022, and January 2, 2021. See Note 18 for additional information on Other income (expense) - net.

Stock-based deferred compensation risk management: Snap-on aims to manage market risk associated with the stock-based portion of its deferred compensation plans through the use of prepaid equity forward agreements ("equity forwards"). Equity forwards are used to aid in offsetting the potential mark-to-market effect on stock-based deferred compensation from changes in Snap-on's stock price. Since stock-based deferred compensation liabilities increase as the company's stock price rises and decrease as the company's stock price declines, the equity forwards are intended to mitigate the potential impact on deferred compensation expense that may result from such mark-to-market changes. As of 2021 and 2020 year end, Snap-on had equity forwards in place intended to manage market risk with respect to 72,100 shares and 78,800 shares, respectively, of Snap-on common stock associated with its deferred compensation plans.

Counterparty risk: Snap-on is exposed to credit losses in the event of non-performance by the counterparties to its various financial agreements, including its foreign currency forward contracts, interest rate swap agreements, treasury lock agreements and prepaid equity forward agreements. Snap-on does not obtain collateral or other security to support financial instruments subject to credit risk, but monitors the credit standing of the counterparties and generally enters into agreements with financial institution counterparties with a credit rating of A- or better. Snap-on does not anticipate non-performance by its counterparties, but cannot provide assurances.

Fair value measurements: The fair value measurement hierarchy prioritizes the inputs used to measure fair value. The hierarchy gives the highest priority ("Level 1") to unadjusted quoted prices in active markets for identical assets and liabilities and the lowest priority ("Level 3") to unobservable inputs. Fair value measurements primarily based on observable market information are given a "Level 2" priority.

Snap-on has derivative assets and liabilities related to interest rate swaps, treasury locks, foreign currency forwards and equity forwards that are measured at Level 2 fair value on a recurring basis. The fair values of derivative instruments included within the accompanying Consolidated Balance Sheets as of 2021 and 2020 year end are as follows:

(Amounts in millions)	Balance Sheet Presentation	2021 Derivative Assets Fair Value	2021 Derivative Liability Fair Value	2020 Derivative Assets Fair Value	2020 Derivative Liability Fair Value
Derivatives designated as hedging instruments:					
Interest rate swaps	Other assets	$ —	$ —	$ 5.1	$ —
Derivatives not designated as hedging instruments:					
Foreign currency forwards	Prepaid expenses and other assets	$ 10.2	$ —	$ 12.2	$ —
Foreign currency forwards	Other accrued liabilities	—	5.3	—	7.0
Equity forwards	Prepaid expenses and other assets	15.5	—	13.5	—
		25.7	5.3	25.7	7.0
Total derivative instruments		$ 25.7	$ 5.3	$ 30.8	$ 7.0

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Fair value is defined as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between participants at the measurement date. Level 2 fair value measurements for derivative assets and liabilities are measured using quoted prices in active markets for similar assets and liabilities. Interest rate swaps are valued based on the six-month LIBOR swap rate for similar instruments. Foreign currency forwards are valued based on exchange rates quoted by domestic and foreign banks for similar instruments. Equity forwards are valued using a market approach based primarily on the company's stock price at the reporting date. The company did not have any derivative assets or liabilities measured at Level 1 or Level 3, nor did it implement any changes in its valuation techniques in 2021 and 2020, respectively.

The effect of derivative instruments designated as cash flow hedges as included in the Accumulated OCI on the Consolidated Balance Sheets is as follows:

	Amount of Gain (Loss) Recognized in Other Comprehensive Income on Derivative		
(Amounts in millions)	2021	2020	2019
Derivatives in Hedging Relationships:			
Treasury locks	$ —	$ 1.4	$ —

The effect of derivative instruments designated as fair value and cash flow hedges as included in the Consolidated Statements of Earnings is as follows:

	Gain (Loss) Recognized in Income on Fair Value and Cash Flow Hedging Relationships					
	2021		2020		2019	
(Amounts in millions)	Interest expense	Other income (expense) - net	Interest expense	Other income (expense) - net	Interest expense	Other income (expense) - net
Total amounts of income and expense presented in the Consolidated Statements of Earnings:	$ (53.1)	$ 16.5	$ (54.0)	$ 8.7	$ (49.0)	$ 8.8
Gain (loss) on fair value hedging relationships:						
Interest rate swaps						
Long-term debt	$ (10.2)	$ —	$ (15.7)	$ —	$ (15.4)	$ —
Derivatives designated as hedging instruments	2.7	—	3.9	—	2.0	—
Gain on cash flow hedging relationships:						
Treasury locks						
Gain reclassified from accumulated OCI into income	$ 1.6	$ —	$ 1.6	$ —	$ 1.5	$ —

During the next 12 months, Snap-on expects to reclassify into earnings net gains from Accumulated OCI of approximately $1.2 million after tax at the time the underlying hedge transactions are realized.

The effects of derivative instruments not designated as hedging instruments as included in the Consolidated Statements of Earnings are as follows:

(Amounts in millions)	Statement of Earnings Presentation	Gain (Loss) Recognized in Income on Derivatives 2021	2020	2019
Gain (loss) on derivative relationships:				
Foreign currency forwards	Other income (expense) – net	$ (10.8)	$ (6.6)	$ (20.0)
Net exposures	Other income (expense) – net	9.6	2.7	16.4
Equity forwards	Operating expenses	$ 4.1	$ 1.0	$ 3.0
Stock-based deferred compensation liabilities	Operating expenses	(4.3)	(1.2)	(3.0)

Snap-on's foreign currency forwards are typically not designated as hedges for financial reporting purposes. The fair value changes of foreign currency forwards not designated as hedging instruments are reported in earnings as foreign exchange gain or loss in "Other income (expense) – net" on the accompanying Consolidated Statements of Earnings. See Note 18 for additional information on "Other income (expense) – net."

Snap-on's equity forwards are not designated as hedges for financial reporting purposes. Fair value changes of both the equity forwards and related stock-based (mark-to-market) deferred compensation liabilities are reported in "Operating expenses" on the accompanying Consolidated Statements of Earnings.

Fair value of financial instruments: The fair values of financial instruments that do not approximate the carrying values in the financial statements as of 2021 and 2020 year end are as follows:

(Amounts in millions)	2021 Carrying Value	2021 Fair Value	2020 Carrying Value	2020 Fair Value
Finance receivables – net	$ 1,656.3	$ 1,988.6	$ 1,666.5	$ 2,024.4
Contract receivables – net	488.6	542.5	487.2	545.4
Long-term debt, notes payable and current maturities of long-term debt	1,200.3	1,339.7	1,450.6	1,678.2

The following methods and assumptions were used in estimating the fair value of financial instruments:

- Finance and contract receivables include both short-term and long-term receivables. The fair value estimates of finance and contract receivables are derived utilizing discounted cash flow analyses performed on groupings of receivables that are similar in terms of loan type and characteristics. The cash flow analyses consider recent prepayment trends where applicable. The cash flows are discounted over the average life of the receivables using a current market discount rate of a similar term adjusted for credit quality. Significant inputs to the fair value measurements of the receivables are unobservable and, as such, are classified as Level 3.

- Fair value of long-term debt and current maturities of long-term debt were estimated, using Level 2 fair value measurements, based on quoted market values of Snap-on's publicly traded senior debt. The carrying value of long-term debt and the current maturities of long-term debt includes adjustments related to fair value hedges. The fair value of notes payable approximates such instruments' carrying value due to their short-term nature.

- The fair value of all other financial instruments, including trade and other accounts receivable, accounts payable and other financial instruments, approximates such instruments' carrying value due to their short-term nature.

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Note 12: Pension Plans

Snap-on has several non-contributory defined benefit pension plans covering most U.S. employees and certain employees in foreign countries. Snap-on also has foreign contributory defined benefit pension plans covering certain foreign employees. Retirement benefits are generally provided based on employees' years of service and average earnings or stated amounts for years of service. Normal retirement age is 65, with provisions for earlier retirement.

The status of Snap-on's pension plans as of 2021 and 2020 year end is as follows:

(Amounts in millions)	2021	2020
Change in projected benefit obligation:		
Benefit obligation at beginning of year	$ 1,710.0	$ 1,565.6
Service cost	28.8	27.0
Interest cost	42.3	48.7
Plan participant contributions	0.5	0.4
Plan amendments	—	0.1
Benefits paid	(75.6)	(72.1)
Actuarial (gain) loss	(30.2)	122.8
Foreign currency impact	(8.7)	17.5
Benefit obligation at end of year	$ 1,667.1	$ 1,710.0
Change in plan assets:		
Fair value of plan assets at beginning of year	$ 1,632.4	$ 1,455.5
Actual gain on plan assets	146.3	227.9
Employer contributions	10.7	10.4
Plan participant contributions	0.5	0.4
Benefits paid	(75.6)	(72.1)
Foreign currency impact	(3.4)	10.3
Fair value of plan assets at end of year	$ 1,710.9	$ 1,632.4
Funded (unfunded) status at end of year	$ 43.8	$ (77.6)

The decrease in the defined benefit pension plans benefit obligations in 2021 was primarily due to an increase in the discount rate in 2021 as compared to 2020.

Amounts recognized in the Consolidated Balance Sheets as of 2021 and 2020 year end are as follows:

(Amounts in millions)	2021	2020
Other assets	$ 160.7	$ 54.2
Accrued benefits	(12.0)	(4.7)
Pension liabilities	(104.9)	(127.1)
Net asset (liability)	$ 43.8	$ (77.6)

Amounts included in Accumulated OCI on the accompanying Consolidated Balance Sheets as of 2021 and 2020 year end are as follows:

(Amounts in millions)	2021	2020
Net loss, net of tax of $68.1 million and $95.4 million, respectively	$ (209.4)	$ (302.2)
Prior service cost, net of tax of ($0.2) million and ($0.2) million, respectively	(0.6)	(0.7)
Total amount included in Accumulated OCI	$ (210.0)	$ (302.9)

The accumulated benefit obligation for Snap-on's pension plans as of 2021 and 2020 year end was $1,580.4 million and $1,621.5 million, respectively.

The projected benefit obligation, accumulated benefit obligation and fair value of plan assets for Snap-on's pension plans as of 2021 and 2020 year end are as follows:

(Amounts in millions)	2021	2020
Pension plans with accumulated benefit obligations in excess of plan assets:		
Accumulated benefit obligation	$ 127.8	$ 266.3
Fair value of plan assets	25.1	152.6
Pension plans with projected benefit obligations in excess of plans assets:		
Projected benefit obligation	$ 280.4	$ 284.4
Fair value of plan assets	163.5	152.6

The components of net periodic benefit cost and changes recognized in "Other comprehensive income (loss)" ("OCI") are as follows:

(Amounts in millions)	2021	2020	2019
Net periodic benefit cost:			
Service cost	$ 28.8	$ 27.0	$ 23.5
Interest cost	42.3	48.7	56.4
Expected return on plan assets	(94.4)	(94.7)	(91.5)
Amortization of unrecognized loss	36.3	34.5	25.2
Amortization of prior service cost (credit)	0.1	—	(0.9)
Net periodic benefit cost	$ 13.1	$ 15.5	$ 12.7
Changes in benefit obligations recognized in OCI, net of tax:			
Net (gain) loss	$ (92.8)	$ (31.6)	$ 31.9
Prior service cost (credit)	(0.1)	0.1	0.4
Total recognized in OCI	$ (92.9)	$ (31.5)	$ 32.3

The components of net periodic pension cost, other than the service cost component, are included in "Other income (expense) - net" on the accompanying Consolidated Statements of Earnings. See Note 18 for additional information on Other income (expense) - net.

The worldwide weighted-average assumptions used to determine Snap-on's full-year pension costs are as follows:

	2021	2020	2019
Discount rate	2.5%	3.2%	4.2%
Expected return on plan assets	6.5%	7.0%	7.1%
Rate of compensation increase	3.4%	3.4%	3.4%
Interest crediting rate - U.S. cash balance plan	3.8%	3.8%	3.8%

The worldwide weighted-average assumptions used to determine Snap-on's projected benefit obligation as of 2021 and 2020 year end are as follows:

	2021	2020
Discount rate	2.8%	2.5%
Rate of compensation increase	3.4%	3.4%
Interest crediting rate - U.S. cash balance plan	3.8%	3.8%

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The objective of Snap-on's discount rate assumption is to reflect the rate at which the pension benefits could be effectively settled. In making this determination, the company takes into account the timing and amount of benefits that would be available under the plans. The domestic discount rate as of 2021 and 2020 year end was selected based on a cash flow matching methodology developed by the company's outside actuaries and which incorporates a review of current economic conditions. This methodology matches the plans' yearly projected cash flows for benefits and service costs to those of hypothetical bond portfolios using high-quality, AA rated or better, corporate bonds from either Moody's Investors Service or Standard & Poor's credit rating agencies available at the measurement date. This technique calculates bond portfolios that produce adequate cash flows to pay the plans' projected yearly benefits and then selects the portfolio with the highest yield and uses that yield as the recommended discount rate.

The weighted-average discount rate for Snap-on's domestic pension plans of 2.9% represents the single rate that produces the same present value of cash flows as the estimated benefit plan payments. Lowering Snap-on's domestic discount rate assumption by 50 basis points (100 basis points ("bps") equals 1.0 percent) would have increased Snap-on's 2021 domestic pension expense and projected benefit obligation by approximately $4.0 million and $77.0 million, respectively. As of 2021 year end, Snap-on's domestic projected benefit obligation comprised approximately 82% of Snap-on's worldwide projected benefit obligation. The weighted-average discount rate for Snap-on's foreign pension plans of 2.0% represents the single rate that produces the same present value of cash flows as the estimated benefit plan payments. Lowering Snap-on's foreign discount rate assumption by 50 bps would have increased Snap-on's 2021 foreign pension expense and projected benefit obligation by approximately $2.4 million and $27.8 million, respectively.

Actuarial gains and losses in excess of 10 percent of the greater of the projected benefit obligation or market-related value of assets are amortized on a straight-line basis over the average remaining service period of active participants or over the average remaining life expectancy for plans with primarily inactive participants. Prior service costs and credits resulting from plan amendments are amortized in equal annual amounts over the average remaining service period of active participants or over the average remaining life expectancy for plans with primarily inactive participants.

As a practical expedient, Snap-on uses the calendar year end as the measurement date for its plans. Snap-on funds its pension plans as required by governmental regulation and may consider discretionary contributions as conditions warrant. Snap-on intends to make contributions of $9.4 million to its foreign pension plans and $9.5 million to its domestic pension plans in 2022, as required by law. Depending on market and other conditions, Snap-on may make discretionary cash contributions to its pension plans in 2022.

The following benefit payments, which reflect expected future service, are expected to be paid as follows:

(Amounts in millions)	Amount
Year:	
2022	$ 92.4
2023	87.6
2024	91.5
2025	92.6
2026	94.5
2027-2031	493.9

Snap-on's domestic pension plans have a long-term investment horizon and a total return strategy that emphasizes a capital growth objective. The long-term investment performance objective for Snap-on's domestic plans' assets is to achieve net of expense returns that meet or exceed the 6.50% domestic long-term return on plan assets assumption used for reporting purposes. Snap-on uses a three-year, market-related value asset method of amortizing the difference between actual and expected returns on its domestic plans' assets. As of 2021 year end, Snap-on's domestic pension plans' assets comprised approximately 86% of the company's worldwide pension plan assets.

The basis for determining the overall expected long-term return on plan assets assumption is a nominal returns forecasting method. For each asset class, future returns are estimated by identifying the premium of riskier asset classes over lower risk alternatives. The methodology constructs expected returns using a "building block" approach to the individual components of total return. These forecasts are stated in both nominal and real (after inflation) terms. This process first considers the long-term historical return premium based on the longest set of data available for each asset class. These premiums, which are calculated using the geometric mean, are then adjusted based on current relative valuation levels, macro-economic conditions, and the expected alpha related to active investment management. The asset return assumption is also adjusted by an implicit expense load for estimated administrative and investment-related expenses.

For risk and correlation assumptions, the actual experience for each asset class is reviewed for the longest time period available. Expected relationships for a 10 to 20 year time horizon are determined based upon historical results, with adjustments made for material changes.

Investments are diversified to attempt to minimize the risk of large losses. Since asset allocation is a key determinant of expected investment returns, assets are periodically rebalanced to the targeted allocation to correct significant deviations from the asset allocation policy that are caused by market fluctuations and cash flow. Asset/liability studies are conducted periodically to determine if any revisions to the strategic asset allocation policy are necessary.

Snap-on's domestic pension plans' target allocation and actual weighted-average asset allocation by asset category and fair value of plan assets as of 2021 and 2020 year end are as follows:

	Target	2021	2020
Asset category:			
Equity securities	54%	52%	54%
Debt securities and cash and cash equivalents	41%	42%	41%
Hedge funds	5%	6%	5%
Total	100%	100%	100%
Fair value of plan assets *(Amounts in millions)*		$1,464.7	$1,401.0

The fair value measurement hierarchy prioritizes the inputs used to measure fair value. The hierarchy gives the highest priority (Level 1) to unadjusted quoted prices in active markets for identical assets and liabilities and the lowest priority (Level 3) to unobservable inputs. Fair value measurements primarily based on observable market information are given a Level 2 priority.

Certain equity and debt securities are valued at quoted per share or unit market prices for which an official close or last trade pricing on an active exchange is available and are categorized as Level 1 in the fair value hierarchy. If quoted market prices are not readily available for specific securities, values are estimated using quoted prices of securities with similar characteristics and are categorized as Level 2 in the fair value hierarchy. Insurance contracts are valued at the present value of the estimated future cash flows promised under the terms of the insurance contracts and are categorized as Level 2 in the fair value hierarchy.

Commingled equity securities and commingled multi-strategy funds are valued at the Net Asset Value ("NAV") per share or unit multiplied by the number of shares or units held as of the measurement date, as reported by the fund managers. The share or unit price is quoted on a private market and is based on the value of the underlying investments, which are primarily based on observable inputs; such investments that are measured at fair value using the NAV per share (or its equivalent) practical expedient have not been classified in the fair value hierarchy.

Private equity partnership funds, hedge funds, and real estate and other real assets are valued at the NAV as reported by the fund managers. Private equity partnership funds, certain hedge funds, and certain real estate and other real assets are valued based on the proportionate interest or share of net assets held by the pension plan, which is based on the estimated fair market value of the underlying investments. Certain other hedge funds and real estate and other real assets are valued at the NAV per share or unit multiplied by the number of shares or units held as of the measurement date, based on the estimated value of the underlying investments as reported by the fund managers. These investments are measured at fair value using the NAV per share (or its equivalent) practical expedient and have not been classified in the fair value hierarchy.

The company regularly reviews fund performance directly with its investment advisor and the fund managers, and performs qualitative analysis to corroborate the reasonableness of the reported NAVs. For funds for which the company did not receive a year-end NAV, the company recorded an estimate of the change in fair value for the latest period based on return estimates and other fund activity obtained from the fund managers.

The columns labeled "Investments Measured at NAV" in the following tables reflect certain investments that are measured at fair value using the NAV per share (or its equivalent) practical expedient and have not been categorized in the fair value hierarchy. The fair value amounts presented in these tables are intended to permit a reconciliation of the fair value hierarchy to the pension plan assets.

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The following is a summary, by asset category, of the fair value and the level within the fair value hierarchy of Snap-on's domestic pension plans' assets as of 2021 year end:

(Amounts in millions)	Quoted Prices for Identical Assets (Level 1)	Significant Other Observable Inputs (Level 2)	Investments Measured at NAV	Total
Asset category:				
Cash and cash equivalents	$ 23.7	$ —	$ —	$ 23.7
Equity securities:				
Domestic	109.4	—	—	109.4
Foreign	59.1	—	—	59.1
Commingled funds – domestic	—	—	311.7	311.7
Commingled funds – foreign	—	—	261.4	261.4
Private equity partnerships	—	—	14.5	14.5
Debt securities:				
Government	180.0	0.7	—	180.7
Corporate bonds	—	414.3	—	414.3
Real estate and other real assets	—	—	2.7	2.7
Hedge funds	—	—	87.2	87.2
Total	$ 372.2	$ 415.0	$ 677.5	$ 1,464.7

The following is a summary, by asset category, of the fair value and the level within the fair value hierarchy of Snap-on's domestic pension plans' assets as of 2020 year end:

(Amounts in millions)	Quoted Prices for Identical Assets (Level 1)	Significant Other Observable Inputs (Level 2)	Investments Measured at NAV	Total
Asset category:				
Cash and cash equivalents	$ 30.3	$ —	$ —	$ 30.3
Equity securities:				
Domestic	111.8	—	—	111.8
Foreign	62.4	—	—	62.4
Commingled funds – domestic	—	—	312.9	312.9
Commingled funds – foreign	—	—	248.5	248.5
Private equity partnerships	—	—	14.7	14.7
Debt securities:				
Government	161.7	2.9	—	164.6
Corporate bonds	—	377.9	—	377.9
Real estate and other real assets	—	—	4.3	4.3
Hedge funds	—	—	73.6	73.6
Total	$ 366.2	$ 380.8	$ 654.0	$ 1,401.0

Snap-on's primary investment objective for its foreign pension plans' assets is to meet the projected obligations to the beneficiaries over a long period of time, and to do so in a manner that is consistent with the company's risk tolerance. The foreign asset allocation policies consider the company's financial strength and long-term asset class risk/return expectations, since the obligations are long term in nature. The company believes the foreign pension plans' assets, which are managed locally by professional investment firms, are well diversified.

The expected long-term rates of return on foreign plans' assets, which range from 1.3% to 5.6% as of 2021 year end, reflect management's expectations of long-term average rates of return on funds invested to provide benefits included in the plans' projected benefit obligation. The expected returns are based on outlooks for inflation, fixed income returns and equity returns, asset allocations and investment strategies. Differences between actual and expected returns on foreign pension plans' assets are recorded as an actuarial gain or loss and amortized accordingly.

Snap-on's foreign pension plans' target allocation and actual weighted-average asset allocation by asset category and fair value of plan assets as of 2021 and 2020 year end are as follows:

	Target	2021	2020
Asset category:			
Equity securities*	44%	43%	46%
Debt securities* and cash and cash equivalents	44%	45%	40%
Insurance contracts and hedge funds	12%	12%	14%
Total	100%	100%	100%
Fair value of plan assets *(Amounts in millions)*		$246.2	$231.4

* Includes commingled funds - multi-strategy

The following is a summary, by asset category, of the fair value and the level within the fair value hierarchy of Snap-on's foreign pension plans' assets as of 2021 year end:

(Amounts in millions)	Quoted Prices for Identical Assets (Level 1)	Significant Other Observable Inputs (Level 2)	Investments Measured at NAV	Total
Asset category:				
Cash and cash equivalents	$ 1.8	$ —	$ —	$ 1.8
Commingled funds – multi-strategy	—	—	172.5	172.5
Debt securities:				
Government	13.9	—	—	13.9
Corporate bonds	—	28.1	—	28.1
Insurance contracts	—	29.9	—	29.9
Total	$ 15.7	$ 58.0	$ 172.5	$ 246.2

The following is a summary, by asset category, of the fair value and the level within the fair value hierarchy of Snap-on's foreign pension plans' assets as of 2020 year end:

(Amounts in millions)	Quoted Prices for Identical Assets (Level 1)	Significant Other Observable Inputs (Level 2)	Investments Measured at NAV	Total
Asset category:				
Cash and cash equivalents	$ 1.0	$ —	$ —	$ 1.0
Commingled funds – multi-strategy	—	—	162.4	162.4
Debt securities:				
Government	12.0	—	—	12.0
Corporate bonds	—	23.8	—	23.8
Insurance contracts	—	32.2	—	32.2
Total	$ 13.0	$ 56.0	$ 162.4	$ 231.4

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Snap-on has several 401(k) plans covering certain U.S. employees. Snap-on's employer match to the 401(k) plans is made with cash contributions. For 2021, 2020 and 2019, Snap-on recognized $11.3 million, $10.3 million and $9.8 million, respectively, of expense related to its 401(k) plans.

Note 13: Postretirement Plans

Snap-on provides health care benefits for certain retired U.S. employees. For comprehensive major medical plans since 1989, benefits are paid based on deductibles and percentages of covered expenses. Plan provisions allow for benefit and coverage changes. Most retirees are required to pay the entire cost of the coverage, but Snap-on may elect to subsidize the cost of coverage under certain circumstances. Additionally, certain eligible retirees have been provided with an account for the reimbursement of qualifying medical expenses during retirement. Upon achieving specific age and service requirements, certain active associates are eligible for this account upon retirement from the company.

Employees retiring prior to 1989 were eligible for retiree medical coverage upon reaching early retirement age, with no retiree contributions required. Benefits are paid based on deductibles and percentages of covered expenses and take into consideration payments made by Medicare and other insurance coverage.

Snap-on has a Voluntary Employees Beneficiary Association ("VEBA") trust for the funding of existing postretirement health care benefits for certain union retirees in the United States; all other retiree health care plans are unfunded.

The status of Snap-on's U.S. postretirement health care plans as of 2021 and 2020 year end is as follows:

(Amounts in millions)	2021	2020
Change in accumulated postretirement benefit obligation:		
Benefit obligation at beginning of year	$ 50.6	$ 49.2
Interest cost	1.1	1.5
Plan participant contributions	0.2	0.2
Benefits paid	(3.6)	(3.6)
Actuarial (gain) loss	(0.8)	3.3
Benefit obligation at end of year	$ 47.5	$ 50.6
Change in plan assets:		
Fair value of plan assets at beginning of year	$ 13.3	$ 12.8
Actual return on plan assets	1.1	1.4
Employer contributions	2.7	2.5
Plan participant contributions	0.2	0.2
Benefits paid	(3.6)	(3.6)
Fair value of plan assets at end of year	$ 13.7	$ 13.3
Unfunded status at end of year	$ (33.8)	$ (37.3)

Amounts recognized in the Consolidated Balance Sheets as of 2021 and 2020 year end are as follows:

(Amounts in millions)	2021	2020
Accrued benefits	$ (2.7)	$ (2.8)
Retiree health care benefits	(31.1)	(34.5)
Net liability	$ (33.8)	$ (37.3)

Amounts included in Accumulated OCI on the accompanying Consolidated Balance Sheets as of 2021 and 2020 year end are as follows:

(Amounts in millions)	2021	2020
Net gain, net of tax of $0.8 million and $0.5 million, respectively	$ 2.3	$ 1.3

The components of net periodic benefit cost and changes recognized in OCI are as follows:

(Amounts in millions)	2021	2020	2019
Net periodic benefit cost:			
Interest cost	$ 1.1	$ 1.5	$ 1.9
Expected return on plan assets	(0.6)	(0.6)	(0.7)
Amortization of unrecognized gain	—	—	(0.8)
Net periodic benefit cost	$ 0.5	$ 0.9	$ 0.4
Changes in benefit obligations recognized in OCI, net of tax:			
Net (gain) loss	$ (1.0)	$ 1.9	$ 2.4

The components of net periodic postretirement health care cost, other than the service cost component, are included in "Other income (expense) - net" on the accompanying Consolidated Statements of Earnings. See Note 18 for additional information on Other income (expense) - net.

The weighted-average discount rate used to determine Snap-on's postretirement health care expense is as follows:

	2021	2020	2019
Discount rate	2.3%	3.1%	4.2%

The weighted-average discount rate used to determine Snap-on's accumulated benefit obligation is as follows:

	2021	2020
Discount rate	2.7%	2.3%

The methodology for selecting the year-end 2021 and 2020 weighted-average discount rate for the company's domestic postretirement plans was to match the plans' yearly projected cash flows for benefits and service costs to those of hypothetical bond portfolios using high-quality, AA rated or better, corporate bonds from either Moody's Investors Service or Standard & Poor's credit rating agencies available at the measurement date. As a practical expedient, Snap-on uses the calendar year end as the measurement date for its plans.

For 2022, the actuarial calculations assume a pre-65 health care cost trend rate of 5.4% and a post-65 health care cost trend rate of 5.7%, both decreasing gradually to 4.0% in 2046 and thereafter.

The following benefit payments, which reflect expected future service, are expected to be paid as follows:

(Amounts in millions)	Amount
Year:	
2022	$ 3.5
2023	3.5
2024	3.6
2025	3.6
2026	3.6
2027-2031	18.2

The objective of the VEBA trust is to achieve net of expense returns that meet or exceed the 4.8% long-term return on plan assets assumption used for reporting purposes. Investments are diversified to attempt to minimize the risk of large losses. Since asset allocation is a key determinant of expected investment returns, assets are periodically rebalanced to the targeted allocation to correct significant deviations from the asset allocation policy that are caused by market fluctuations and cash flow.

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The basis for determining the overall expected long-term return on plan assets assumption is a nominal returns forecasting method. For each asset class, future returns are estimated by identifying the premium of riskier asset classes over lower risk alternatives. The methodology constructs expected returns using a "building block" approach to the individual components of total return. These forecasts are stated in both nominal and real (after inflation) terms. This process first considers the long-term historical return premium based on the longest set of data available for each asset class. These premiums, which are calculated using the geometric mean, are then adjusted based on current relative valuation levels and macro-economic conditions. The asset return assumption is also adjusted by an implicit expense load for estimated administrative and investment-related expenses.

Snap-on's VEBA plan target allocation and actual weighted-average asset allocation by asset category and fair value of plan assets as of 2021 and 2020 year end are as follows:

	Target	2021	2020
Asset category:			
Debt securities and cash and cash equivalents	46%	44%	46%
Equity securities	29%	34%	35%
Hedge funds	25%	22%	19%
Total	100%	100%	100%
Fair value of plan assets *(Amounts in millions)*		$13.7	$13.3

The fair value measurement hierarchy prioritizes the inputs used to measure fair value. The hierarchy gives the highest priority (Level 1) to unadjusted quoted prices in active markets for identical assets and liabilities and the lowest priority (Level 3) to unobservable inputs. Fair value measurements primarily based on observable market information are given a Level 2 priority.

Debt securities are valued at quoted per share or unit market prices for which an official close or last trade pricing on an active exchange is available and are categorized as Level 1 in the fair value hierarchy.

Equity securities are valued at the NAV per share or unit multiplied by the number of shares or units held as of the measurement date, as reported by the fund managers. The share or unit price is quoted on a private market and is based on the value of the underlying investments, which are primarily based on observable inputs; such investments that are measured at fair value using the NAV per share (or its equivalent) practical expedient have not been classified in the fair value hierarchy.

Hedge funds are stated at the NAV per share or unit (based on the estimated fair market value of the underlying investments) multiplied by the number of shares or units held as of the measurement date, as reported by the fund managers. These investments are measured at fair value using the NAV per share (or its equivalent) practical expedient and have not been classified in the fair value hierarchy.

The company regularly reviews fund performance directly with its investment advisor and the fund managers, and performs qualitative analysis to corroborate the reasonableness of the reported NAVs. For funds for which the company did not receive a year-end NAV, the company recorded an estimate of the change in fair value for the latest period based on return estimates and other fund activity obtained from the fund managers.

The columns labeled "Investments Measured at NAV" in the following tables are measured at fair value using the NAV per share (or its equivalent) practical expedient and have not been categorized in the fair value hierarchy. The fair value amounts presented in these tables are intended to permit a reconciliation of the fair value hierarchy to the VEBA plan assets.

The following is a summary, by asset category, of the fair value and the level within the fair value hierarchy of the VEBA plan assets as of 2021 year end:

(Amounts in millions)	Quoted Prices for Identical Assets (Level 1)	Investments Measured at NAV	Total
Asset category:			
Cash and cash equivalents	$ 0.3	$ —	$ 0.3
Debt securities	5.8	—	5.8
Equity securities	—	4.6	4.6
Hedge fund	—	3.0	3.0
Total	$ 6.1	$ 7.6	$ 13.7

The following is a summary, by asset category, of the fair value and the level within the fair value hierarchy of the VEBA plan assets as of 2020 year end:

(Amounts in millions)	Quoted Prices for Identical Assets (Level 1)	Investments Measured at NAV	Total
Asset category:			
Cash and cash equivalents	$ 0.3	$ —	$ 0.3
Debt securities	5.9	—	5.9
Equity securities	—	4.6	4.6
Hedge fund	—	2.5	2.5
Total	$ 6.2	$ 7.1	$ 13.3

Note 14: Stock-based Compensation and Other Stock Plans

The 2011 Incentive Stock and Awards Plan (the "2011 Plan") provides for the grant of stock options, performance awards, SARs and restricted stock awards (which may be designated as "restricted stock units" or "RSUs"). As of 2021 year end, the 2011 Plan had 3,643,845 shares available for future grants. The company uses treasury stock to deliver shares under the 2011 Plan.

Net stock-based compensation expense was $41.4 million in 2021, $19.5 million in 2020 and $23.8 million in 2019. Cash received from stock purchase and option plan exercises was $162.4 million in 2021, $55.8 million in 2020 and $51.4 million in 2019. The tax benefit realized from both the exercise and vesting of share-based payment arrangements was $18.2 million in 2021, $8.2 million in 2020 and $9.6 million in 2019.

Stock options: Stock options are granted with an exercise price equal to the market value of a share of Snap-on's common stock on the date of grant and have a contractual term of ten years. Stock option grants vest ratably on the first, second and third anniversaries of the date of grant.

The fair value of each stock option award is estimated on the date of grant using the Black-Scholes valuation model. The company uses historical data regarding stock option exercise and forfeiture behaviors for different participating groups to estimate the period of time that options granted are expected to be outstanding. Expected volatility is based on the historical volatility of the company's stock for the length of time corresponding to the expected term of the option. The expected dividend yield is based on the expected annual dividend as a percentage of the market value of our common stock as of the date of grant. The risk-free interest rate is based on the U.S. treasury yield curve on the grant date for the expected term of the option.

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The following weighted-average assumptions were used in calculating the fair value of stock options granted during 2021, 2020 and 2019, using the Black-Scholes valuation model:

	2021	2020	2019
Expected term of option *(in years)*	5.33	5.53	5.53
Expected volatility factor	21.80%	21.67%	21.30%
Expected dividend yield	2.59%	2.78%	1.79%
Risk-free interest rate	0.67%	1.50%	2.54%

A summary of stock option activity during 2021 is presented below:

	Shares *(in thousands)*	Exercise Price per Share*	Remaining Contractual Term* *(in years)*	Aggregate Intrinsic Value *(in millions)*
Outstanding at beginning of year	3,120	$ 142.47		
Granted	333	189.91		
Exercised	(991)	135.88		
Forfeited or expired	(30)	168.82		
Outstanding at end of year	2,432	151.32	5.7	$ 155.8
Exercisable at end of year	1,675	142.82	4.5	121.5

* Weighted-average

The weighted-average grant date fair value of options granted was $26.19 in 2021, $22.95 in 2020 and $29.98 in 2019. The intrinsic value of options exercised was $76.1 million in 2021, $26.0 million in 2020 and $29.9 million in 2019. The fair value of stock options vested was $12.5 million in 2021, $14.6 million in 2020 and $15.7 million in 2019.

As of 2021 year end, there was $10.2 million of unrecognized compensation cost related to non-vested stock options that is expected to be recognized as a charge to earnings over a weighted-average period of 1.4 years.

Performance share unit and restricted stock unit awards: Performance share units ("PSUs") are earned and expensed using the fair value of the award over a contractual term of three years based on the company's performance. Vesting of the PSUs is dependent upon performance relative to pre-defined goals for revenue growth and return on net assets for the applicable performance period. For performance achieved above specified levels, the recipient may earn additional shares of stock, not to exceed 100% of the number of performance awards initially granted. The PSUs have a three-year performance period based on the results of the consolidated financial metrics of the company.

Time-based RSUs are earned and expensed using the fair value of the award over the contractual term of three years. Vesting of the time-based RSUs is dependent upon continued employment for the 3-year cliff vesting period. Prior to 2021, the company granted performance-based RSUs with a one-year performance period followed by a two-year cliff vesting schedule.

The fair value of PSUs and RSUs is calculated using the market value of a share of Snap-on's common stock on the date of grant and assumed forfeitures based on recent historical experience; in recent years, forfeitures have not been significant. The weighted-average grant date fair value of awards granted during 2021, 2020 and 2019, was $184.32, $155.34 and $155.92, respectively. Earned PSUs totaled 46,343 shares as of the 2021 year end. There were no earned PSUs as of the 2020 year end and as of 2019 year end earned PSUs totaled 21,183 shares. Earned PSUs vest and are generally paid out following the conclusion of the applicable performance period upon approval by the Organization and Executive Compensation Committee of the company's Board of Directors (the "Board"). There were no PSUs paid out in 2021. PSUs related to 21,183 shares and 32,114 shares were paid out in 2020 and 2019, respectively.

In fiscal 2021, 32,265 time-based RSUs were granted; assuming continued employment, these RSUs will vest at the end of the 3-year cliff vesting period. Based on the company's 2020 and 2019 performance, none of the performance-based RSUs granted in either 2020 or 2019 were earned.

Changes to the company's non-vested PSUs and RSUs in 2021 are as follows:

	Shares *(in thousands)*	Fair Value Price per Share*
Non-vested PSUs and RSUs at beginning of year	76	$ 155.61
Granted	188	184.32
Vested	(46)	155.92
Cancellations and other	(3)	181.51
Non-vested PSUs and RSUs at end of year	215	180.29

* Weighted-average

As of 2021 year end, there was $22.9 million of unrecognized compensation cost related to non-vested PSUs and RSUs that is expected to be recognized as a charge to earnings over a weighted-average period of 1.4 years.

Stock appreciation rights: The company also issues stock-settled and cash-settled SARs to certain key non-U.S. employees. SARs have a contractual term of ten years and vest ratably on the first, second and third anniversaries of the date of grant. SARs are granted with an exercise price equal to the market value of a share of Snap-on's common stock on the date of grant.

Stock-settled SARs are accounted for as equity instruments and provide for the issuance of Snap-on common stock equal to the amount by which the company's stock has appreciated over the exercise price. Stock-settled SARs have an effect on dilutive shares and shares outstanding as any appreciation of Snap-on's common stock value over the exercise price will be settled in shares of common stock. Cash-settled SARs provide for the cash payment of the excess of the fair market value of Snap-on's common stock price on the date of exercise over the grant price. Cash-settled SARs have no effect on dilutive shares or shares outstanding as any appreciation of Snap-on's common stock over the grant price is paid in cash and not in common stock.

The fair value of stock-settled SARs is estimated on the date of grant using the Black-Scholes valuation model. The fair value of cash-settled SARs is revalued (mark-to-market) each reporting period using the Black-Scholes valuation model based on Snap-on's period-end stock price. The company uses historical data regarding SARs exercise and forfeiture behaviors for different participating groups to estimate the expected term of the SARs granted based on the period of time that similar instruments granted are expected to be outstanding. Expected volatility is based on the historical volatility of the company's stock for the length of time corresponding to the expected term of the SARs. The expected dividend yield is based on the expected annual dividend as a percentage of the market value of our common stock as of the date of grant (for stock-settled SARs) or reporting date (for cash-settled SARs). The risk-free interest rate is based on the U.S. treasury yield curve in effect as of the grant date (for stock-settled SARs) or reporting date (for cash-settled SARs) for the length of time corresponding to the expected term of the SARs.

The following weighted-average assumptions were used in calculating the fair value of stock-settled SARs granted during 2021, 2020 and 2019, using the Black-Scholes valuation model:

	2021	2020	2019
Expected term of stock-settled SARs *(in years)*	3.94	3.75	3.65
Expected volatility factor	22.50%	22.50%	22.60%
Expected dividend yield	2.59%	2.78%	1.81%
Risk-free interest rate	0.19%	1.42%	2.48%

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Changes to the company's stock-settled SARs in 2021 are as follows:

	Stock-settled SARs *(in thousands)*	Exercise Price per Share*	Remaining Contractual Term* *(in years)*	Aggregate Intrinsic Value *(in millions)*
Outstanding at beginning of year	502	$ 151.59		
Granted	83	189.89		
Exercised	(48)	144.38		
Forfeited or expired	(140)	152.52		
Outstanding at end of year	397	160.09	6.7	$ 21.9
Exercisable at end of year	227	151.18	5.3	14.6

* Weighted-average

The weighted-average grant date fair value of stock-settled SARs granted was $24.05 in 2021, $21.31 in 2020 and $26.45 in 2019. The intrinsic value of stock-settled SARs exercised was $3.1 million in 2021, $0.4 million in 2020 and $0.1 million in 2019. The fair value of stock-settled SARs vested was $2.1 million in 2021, $2.3 million in 2020 and $2.1 million in 2019.

As of 2021 year end there was $2.2 million of unrecognized compensation cost related to non-vested stock-settled SARs that is expected to be recognized as a charge to earnings over a weighted-average period of 1.4 years.

The following weighted-average assumptions were used in calculating the fair value of cash-settled SARs granted during 2021, 2020 and 2019, using the Black-Scholes valuation model:

	2021	2020	2019
Expected term of cash-settled SARs *(in years)*	3.09	3.00	2.87
Expected volatility factor	22.49%	34.58%	23.33%
Expected dividend yield	2.64%	2.87%	2.02%
Risk-free interest rate	0.97%	0.17%	1.60%

The intrinsic value of cash-settled SARs exercised was $0.6 million in 2021, $1.0 million in 2020 and $1.2 million in 2019. The fair value of cash-settled SARs vested during 2021, 2020 and 2019 was $0.1 million, zero and $0.1 million, respectively.

Changes to the company's non-vested cash-settled SARs in 2021 are as follows:

	Cash-settled SARs *(In thousands)*	Fair Value Price per Share*
Non-vested cash-settled SARs at beginning of year	2	$ 36.99
Granted	1	37.69
Vested	(1)	54.83
Non-vested cash-settled SARs at end of year	2	47.13

* Weighted-average

As of 2021 year end there was $0.1 million of unrecognized compensation cost related to non-vested cash-settled SARs that is expected to be recognized as a charge to earnings over a weighted-average period of 1.4 years.

Restricted stock awards – non-employee directors: The company awarded 6,858 shares, 7,380 shares and 7,605 shares of restricted stock to non-employee directors in 2021, 2020 and 2019, respectively. The fair value of the restricted stock awards is expensed over a one-year vesting period based on the fair value on the date of grant. All restrictions for the restricted stock generally lapse upon the earlier of the first anniversary of the grant date, the recipient's death or disability or in the event of a change in control, as defined in the 2011 Plan. If termination of the recipient's service occurs prior to the first anniversary of the grant date for any reason other than death or disability, the shares of restricted stock would be forfeited, unless otherwise determined by the Board.

Directors' fee plan: Under the Directors' 1993 Fee Plan, as amended, non-employee directors may elect to receive up to 100% of their fees and retainer in shares of Snap-on's common stock. Directors may elect to defer receipt of all or part of these shares. For 2021, 2020 and 2019, issuances under the Directors' Fee Plan totaled 1,235 shares, 1,836 shares and 1,784 shares, respectively, of which 922 shares, 1,364 shares and 1,374 shares, respectively, were deferred. As of 2021 year end, shares reserved for issuance to directors under this plan totaled 189,837 shares.

Employee stock purchase plan: Substantially all Snap-on employees in the United States and Canada are eligible to participate in an employee stock purchase plan. The purchase price of the company's common stock to participants is the lesser of the mean of the high and low price of the stock on the beginning date (May 15) or ending date (the following May 14) of each plan year. For 2021, 2020 and 2019, issuances under this plan totaled 82,286 shares, 25,425 shares and 25,820 shares, respectively. As of 2021 year end, shares reserved for issuance under this plan totaled 597,275 shares and Snap-on held participant contributions of approximately $3.0 million. Participants are able to withdraw from the plan at any time prior to the ending date and receive back all contributions made during the plan year. Compensation expense for plan participants was $9.6 million in 2021, $1.1 million in 2020 and $0.1 million in 2019.

Franchisee stock purchase plan: All franchisees in the United States and Canada are eligible to participate in a franchisee stock purchase plan. The purchase price of the company's common stock to participants is the lesser of the mean of the high and low price of the stock on the beginning date (May 15) or ending date (the following May 14) of each plan year. For 2021, 2020 and 2019, issuances under this plan totaled 143,388 shares, 55,980 shares and 49,921 shares, respectively. As of 2021 year end, shares reserved for issuance under this plan totaled 270,162 shares and Snap-on held participant contributions of approximately $7.0 million. Participants are able to withdraw from the plan at any time prior to the ending date and receive back all contributions made during the plan year. The company recognized mark-to-market expense of $16.7 million in 2021, $1.9 million in 2020, and $0.8 million in 2019.

Note 15: Capital Stock

Snap-on has undertaken repurchases of Snap-on common stock from time to time to offset dilution created by shares issued for employee and franchisee stock purchase plans, stock awards and other corporate purposes. Snap-on repurchased 1,943,900 shares, 1,109,000 shares and 1,495,000 shares in 2021, 2020 and 2019, respectively. As of 2021 year end, Snap-on has remaining availability to repurchase up to an additional $454.9 million in common stock pursuant to Board authorizations. The purchase of Snap-on common stock is at the company's discretion, subject to prevailing financial and market conditions.

Cash dividends paid in 2021, 2020 and 2019 totaled $275.8 million, $243.3 million and $216.6 million, respectively. Cash dividends per share in 2021, 2020 and 2019 were $5.11, $4.47 and $3.93, respectively. On February 10, 2022, the company's Board declared a quarterly dividend of $1.42 per share, payable on March 10, 2022, to shareholders of record on February 23, 2022.

Note 16: Commitments and Contingencies

Snap-on provides product warranties for specific product lines and accrues for estimated future warranty cost in the period in which the sale is recorded. Snap-on calculates its accrual requirements based on historic warranty loss experience that is periodically adjusted for recent actual experience, including the timing of claims during the warranty period and actual costs incurred. Snap-on's product warranty accrual activity for 2021, 2020 and 2019 is as follows:

(Amounts in millions)	2021	2020	2019
Warranty accrual:			
Beginning of year	$ 17.6	$ 17.3	$ 17.1
Additions	13.7	13.9	16.0
Usage	(14.0)	(13.6)	(15.8)
End of year	$ 17.3	$ 17.6	$ 17.3

Approximately 2,700 employees, or 21% of Snap-on's worldwide workforce, are represented by unions and/or covered under collective bargaining agreements. The number of covered union employees whose contracts expire over the next five years approximates 1,300 employees in 2022, 875 employees in 2023, 400 employees in 2024, and 125 employees in 2025; there are no contracts currently scheduled to expire in 2026. In recent years, Snap-on has not experienced any significant work slowdowns, stoppages or other labor disruptions.

Snap-on is involved in various legal matters that are being litigated and/or settled in the ordinary course of business. Although it is not possible to predict the outcome of legal matters, management believes that the results of all legal matters will not have a material impact on Snap-on's consolidated financial position, results of operations or cash flows.

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Note 17: Leases

Lessee accounting: Snap-on determines if an arrangement is a lease at inception. Snap-on has operating and finance leases for manufacturing plants, distribution centers, software development facilities, financial services offices, data centers, company store vans and certain equipment. Snap-on's leases have lease terms of one year to 20 years and some include options to extend and/or terminate the lease. The exercise of lease renewal options is at the company's sole discretion. Certain leases also include options to purchase the leased property. When deemed reasonably certain of exercise, the renewal and purchase options are included in the determination of the lease term and lease payment obligation, respectively. The depreciable life of assets and leasehold improvements are limited to the expected term, unless there is a transfer of title or purchase option reasonably certain of exercise. The company's lease agreements do not contain any material variable lease payments, material residual value guarantees or any material restrictive covenants.

Right-of-use ("ROU") assets represent Snap-on's right to use an underlying asset for the lease term and lease liabilities represent the obligation to make lease payments arising from the lease. Operating lease ROU assets and liabilities are recognized at commencement date of the lease based on the present value of lease payments over the lease term. When readily determinable, Snap-on uses the implicit rate in determining the present value of lease payments. When leases do not provide an implicit rate, Snap-on uses its country specific incremental borrowing rate based on the information available at the lease commencement date, including the lease term. The operating lease ROU asset also includes any lease payments made and excludes lease incentives. Lease expense for lease payments is recognized on a straight-line basis over the lease term.

Snap-on has lease agreements with lease and non-lease components, which are generally accounted for separately. For all equipment leases, including vehicles, Snap-on accounts for the lease and non-lease components as a single lease component.

Total lease costs for 2021, 2020 and 2019 consist of the following:

(Amounts in millions)	2021	2020	2019
Finance lease costs:			
Amortization of ROU assets	$ 1.7	$ 1.7	$ 1.5
Interest on lease liabilities	0.3	0.4	0.5
Operating lease costs*	25.4	24.6	25.1
Total lease costs	$ 27.4	$ 26.7	$ 27.1

* Includes short-term leases, variable lease costs and sublease income, which are immaterial.

Supplemental cash flow information related to leases in 2021, 2020 and 2019 is as follows:

(Amounts in millions)	2021	2020	2019
Cash paid for amounts included in the measurement of lease liabilities:			
Financing cash flows from finance leases	$ 3.1	$ 3.4	$ 2.8
Operating cash flows from finance leases	0.3	0.4	0.5
Operating cash flows from operating leases	23.5	23.1	23.5
ROU assets obtained in exchange for new lease obligations:			
Finance lease liabilities	$ 0.3	$ 0.4	$ 1.4
Operating lease liabilities	23.4	15.2	12.5

Supplemental balance sheet information related to leases in 2021 and 2020 is as follows:

(Amounts in millions)	2021	2020
Finance leases:		
Property and equipment - gross	$ 22.3	$ 24.3
Accumulated depreciation and amortization	(17.4)	(17.5)
Property and equipment - net	$ 4.9	$ 6.8
Other accrued liabilities	$ 2.4	$ 2.7
Other long-term liabilities	4.5	7.4
Total finance lease liabilities	$ 6.9	$ 10.1
Operating leases:		
Operating lease right-of-use assets	$ 51.9	$ 51.9
Other accrued liabilities	$ 19.6	$ 19.3
Operating lease liabilities	34.2	34.0
Total operating lease liabilities	$ 53.8	$ 53.3

Weighted-average lease terms and discount rates in 2021 and 2020 are as follows:

	2021	2020	2019
Weighted-average remaining lease terms:			
Finance leases	2.9 years	3.7 years	4.5 years
Operating leases	3.3 years	3.3 years	3.7 years
Weighted-average discount rates:			
Finance leases	3.1%	3.4%	3.4%
Operating leases	1.9%	2.6%	2.8%

Maturities of lease liabilities as of January 1, 2022 are as follows:

(Amounts in millions)	Operating Leases	Finance Leases
Year:		
2022	$ 20.5	$ 2.5
2023	14.8	2.4
2024	10.2	1.9
2025	6.1	0.3
2026	3.3	0.1
2027 and thereafter	0.7	—
Total lease payments	55.6	7.2
Less: amount representing interest	(1.8)	(0.3)
Total lease liabilities	$ 53.8	$ 6.9

In 2021, Snap-on did not have any significant additional operating or finance leases that have not yet commenced.

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Lessor accounting: Snap-on's Financial Services business offers its customers lease financing for the lease of tools, diagnostics, and equipment products and to franchisees who require financing for vehicle leases. Snap-on accounts for its financial services leases as sales-type leases. In certain circumstances, the lessee has the option to terminate the lease. In the event of the lessee's deteriorated financial condition or default, Snap-on has the right to terminate the lease. The leases contain an end-of-term purchase option that is generally insignificant and is reasonably certain to be exercised by the lessee.

The company recognizes the net investment in the lease as the present value of the lease payments not yet received plus the present value of the unguaranteed residual value, using the interest rate implicit in the lease. The difference between the undiscounted lease payments received over the lease term and the related net investment in the lease is reported as unearned finance charges. Unearned finance charges are amortized to income over the life of the contract and are included as a component of "Financial services revenue" on the accompanying Consolidated Statements of Earnings.

Sales-type leases are included in both "Finance receivables - net" and "Long-term finance receivables - net" on the accompanying Consolidated Balance Sheets, with lease terms of up to five years. In 2021 and 2020, finance receivables have future minimum lease payments, including unguaranteed residual value, of $13.1 million and $42.7 million, respectively, and unearned finance charges of $1.8 million and $6.9 million, respectively.

Sales-type leases are included in both "Contract receivables - net" and "Long-term contract receivables - net" on the accompanying Consolidated Balance Sheets, with lease terms of up to seven years. In 2021 and 2020, contract receivables have future minimum lease payments, including unguaranteed residual value, of $293.7 million and $285.8 million, respectively, and unearned finance charges of $49.0 million and $48.4 million, respectively.

Future minimum lease payments as of January 1, 2022 are as follows:

(Amounts in millions)	Lease Receivables
Year:	
2022	$ 84.4
2023	72.9
2024	58.5
2025	43.3
2026	28.2
2027 and thereafter	19.5
Total lease payments	306.8
Less: unearned finance charges	(50.8)
Net investment in leases	$ 256.0

See Note 4 for further information on finance and contract receivables.

Note 18: Other Income (Expense) – Net

"Other income (expense) – net" on the accompanying Consolidated Statements of Earnings consists of the following:

(Amounts in millions)	2021	2020	2019
Interest income	$ 2.1	$ 1.7	$ 1.5
Net foreign exchange loss	(1.2)	(3.9)	(3.6)
Net periodic pension and postretirement benefits - non-service	15.2	10.6	10.4
Foreign currency translation loss from sale of equity interest	(1.0)	—	—
Other	1.4	0.3	0.5
Total other income (expense) – net	$ 16.5	$ 8.7	$ 8.8

Note 19: Accumulated Other Comprehensive Income (Loss)

The following is a summary of net changes in Accumulated OCI by component and net of tax for 2021 and 2020:

(Amounts in millions)	Foreign Currency Translation	Cash Flow Hedges	Defined Benefit Pension and Postretirement Plans	Total
Balance at beginning of 2020	$ (187.4)	$ 10.7	$ (331.2)	$ (507.9)
Other comprehensive income before reclassifications	112.7	1.4	3.5	117.6
Amounts reclassified from Accumulated OCI	—	(1.6)	26.1	24.5
Net other comprehensive income (loss)	112.7	(0.2)	29.6	142.1
Balance as of 2020 year end	$ (74.7)	$ 10.5	$ (301.6)	$ (365.8)
Other comprehensive income (loss) before reclassifications	(69.4)	—	66.5	(2.9)
Amounts reclassified from Accumulated OCI	(1.0)	(1.6)	27.4	24.8
Net other comprehensive income (loss)	(70.4)	(1.6)	93.9	21.9
Balance as of 2021 year end	$ (145.1)	$ 8.9	$ (207.7)	$ (343.9)

The reclassifications out of Accumulated OCI in 2021 and 2020 are as follows:

(Amounts in millions)	Amounts Reclassified from Accumulated OCI 2021	Amounts Reclassified from Accumulated OCI 2020	Statement of Earnings Presentation
Foreign currency loss from sale of equity interest:			
Foreign currency	$ 1.0	$ —	Other income (expense) - net
Income tax expense	—	—	Income tax expense
Net of tax	1.0	—	
Gains on cash flow hedges:			
Treasury locks	1.6	1.6	Interest expense
Income tax expense	—	—	Income tax expense
Net of tax	1.6	1.6	
Amortization of net unrecognized losses and prior service credits	(36.4)	(34.5)	See footnote below*
Income tax benefit	9.0	8.4	Income tax expense
Net of tax	(27.4)	(26.1)	
Total reclassifications for the period, net of tax	$ (24.8)	$ (24.5)	

* These Accumulated OCI components are included in the computation of net periodic pension and postretirement health care costs; see Note 12 and Note 13 for further information.

Note 20: Segments

Snap-on's business segments are based on the organization structure used by management for making operating and investment decisions and for assessing performance. Snap-on's reportable business segments are: (i) the Commercial & Industrial Group; (ii) the Snap-on Tools Group; (iii) the Repair Systems & Information Group; and (iv) Financial Services. The Commercial & Industrial Group consists of business operations serving a broad range of industrial and commercial customers worldwide, including customers in the aerospace, natural resources, government, power generation, transportation and technical education market segments (collectively, "critical industries"), primarily through direct and distributor channels. The Snap-on Tools Group consists of business operations primarily serving vehicle service and repair technicians through the company's worldwide mobile tool distribution channel. The Repair Systems & Information Group consists of business operations serving other professional vehicle repair customers worldwide, primarily owners and managers of independent repair shops and OEM dealerships, through direct and distributor channels. Financial Services consists of the business operations of Snap-on's finance subsidiaries.

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Snap-on evaluates the performance of its operating segments based on segment revenues, including both external and intersegment net sales, and segment operating earnings. Snap-on accounts for intersegment sales and transfers based primarily on standard costs with reasonable mark-ups established between the segments. Identifiable assets by segment are those assets used in the respective reportable segment's operations. Corporate assets consist of cash and cash equivalents (excluding cash held at Financial Services), deferred income taxes and certain other assets. Intersegment amounts are eliminated to arrive at Snap-on's consolidated financial results.

Snap-on does not have any single customer or government that represents 10% or more of its revenues in any of the indicated periods.

Financial Data by Segment:

(Amounts in millions)	2021	2020	2019
Net sales:			
Commercial & Industrial Group	$ 1,406.3	$ 1,234.6	$ 1,345.7
Snap-on Tools Group	1,938.6	1,643.9	1,612.9
Repair Systems & Information Group	1,503.1	1,238.2	1,334.5
Segment net sales	4,848.0	4,116.7	4,293.1
Intersegment eliminations	(596.0)	(524.2)	(563.1)
Total net sales	4,252.0	3,592.5	3,730.0
Financial Services revenue	349.7	349.7	337.7
Total revenues	$ 4,601.7	$ 3,942.2	$ 4,067.7
Operating earnings:			
Commercial & Industrial Group	$ 209.9	$ 153.7	$ 188.7
Snap-on Tools Group	411.1	267.7	245.8
Repair Systems & Information Group	348.6	298.0	342.7
Financial Services	272.0	248.6	245.9
Segment operating earnings	1,241.6	968.0	1,023.1
Corporate	(118.1)	(87.5)	(60.8)
Operating earnings	1,123.5	880.5	962.3
Interest expense	(53.1)	(54.0)	(49.0)
Other income (expense) – net	16.5	8.7	8.8
Earnings before income taxes and equity earnings	$ 1,086.9	$ 835.2	$ 922.1

(Amounts in millions)	2021	2020
Assets:		
Commercial & Industrial Group	$ 1,209.3	$ 1,210.4
Snap-on Tools Group	791.4	775.3
Repair Systems & Information Group	1,624.3	1,399.7
Financial Services	2,163.6	2,170.3
Total assets from reportable segments	5,788.6	5,555.7
Corporate	1,039.7	1,063.2
Elimination of intersegment receivables	(68.6)	(61.6)
Total assets	$ 6,759.7	$ 6,557.3

Financial Data by Segment (continued):

(Amounts in millions)	2021	2020	2019
Capital expenditures:			
Commercial & Industrial Group	$ 24.3	$ 20.3	$ 30.1
Snap-on Tools Group	27.1	24.2	42.7
Repair Systems & Information Group	15.4	14.7	22.7
Financial Services	0.8	0.8	0.8
Total from reportable segments	67.6	60.0	96.3
Corporate	2.5	5.6	3.1
Total capital expenditures	$ 70.1	$ 65.6	$ 99.4
Depreciation and amortization:			
Commercial & Industrial Group	$ 28.2	$ 25.1	$ 23.5
Snap-on Tools Group	31.2	32.7	31.7
Repair Systems & Information Group	40.9	34.6	33.0
Financial Services	0.9	0.7	0.7
Total from reportable segments	101.2	93.1	88.9
Corporate	3.6	3.6	3.5
Total depreciation and amortization	$ 104.8	$ 96.7	$ 92.4
Revenues by geographic region:*			
United States	$ 3,153.0	$ 2,772.3	$ 2,794.0
Europe	808.5	677.5	730.3
All other	640.2	492.4	543.4
Total revenues	$ 4,601.7	$ 3,942.2	$ 4,067.7

(Amounts in millions)	2021	2020
Long-lived assets:**		
United States	$ 342.2	$ 345.3
Europe	171.2	174.2
All other	56.7	58.6
Total long-lived assets	$ 570.1	$ 578.1

* Revenues are attributed to countries based on origin of the sale.

** Long-lived assets consist of Property and equipment - net and Operating lease right-of-use assets. Prior year has been recast to conform with the current year presentation which includes Operating lease right-of-use assets and excludes Goodwill and Other intangibles - net.

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Products and Services: Snap-on derives net sales from a broad line of products and complementary services that are grouped into three categories: (i) tools; (ii) diagnostics, information and management systems; and (iii) equipment. The tools product category includes hand tools, power tools, tool storage products and other similar products. The diagnostics, information and management systems product category includes handheld and computer-based diagnostic products, service and repair information products, diagnostic software solutions, electronic parts catalogs, business management systems and services, point-of-sale systems, integrated systems for vehicle service shops, OEM purchasing facilitation services, and warranty management systems and analytics to help OEM dealerships manage and track performance. The equipment product category includes solutions for the service of vehicles and industrial equipment. Snap-on supports the sale of its diagnostics and vehicle service shop equipment by offering training programs as well as after-sales service support for its customers. Through its financial services businesses, Snap-on also derives revenue from various financing programs designed to facilitate the sales of its products and support its franchise business. Further product line information is not presented as it is not practicable to do so.

The following table shows the consolidated net sales and revenues of these product groups in the last three years:

(Amounts in millions)	2021	2020	2019
Net sales:			
Tools	$ 2,343.0	$ 1,984.7	$ 2,017.5
Diagnostics, information and management systems	892.5	783.8	827.5
Equipment	1,016.5	824.0	885.0
Total net sales	4,252.0	3,592.5	3,730.0
Financial services revenue	349.7	349.7	337.7
Total revenues	$ 4,601.7	$ 3,942.2	$ 4,067.7

SIGNATURES

Pursuant to the requirements of Section 13 or 15(d) of the Securities Exchange Act of 1934, Snap-on has duly caused this report to be signed on its behalf by the undersigned, thereunto duly authorized.

SNAP-ON INCORPORATED

By: /s/ Nicholas T. Pinchuk — Date: February 10, 2022

Nicholas T. Pinchuk, Chairman, President and Chief Executive Officer

Pursuant to the requirements of the Securities Exchange Act of 1934, this report has been signed below by the following persons on behalf of Snap-on and in the capacities and on the date indicated.

/s/ Nicholas T. Pinchuk — Date: February 10, 2022

Nicholas T. Pinchuk, Chairman, President and Chief Executive Officer

/s/ Aldo J. Pagliari — Date: February 10, 2022

Aldo J. Pagliari, Principal Financial Officer, Senior Vice President – Finance and Chief Financial Officer

/s/ Marty V. Ozolins — Date: February 10, 2022

Marty V. Ozolins, Principal Accounting Officer, Vice President and Controller

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SIGNATURES

Pursuant to the requirements of the Securities Exchange Act of 1934, this report has been signed below by the following persons on behalf of Snap-on and in the capacities and on the date indicated.

By: /s/ David C. Adams — Date: February 10, 2022
David C. Adams, Director

By: /s/ Karen L. Daniel — Date: February 10, 2022
Karen L. Daniel, Director

By: /s/ Ruth Ann M. Gillis — Date: February 10, 2022
Ruth Ann M. Gillis, Director

By: /s/ James P. Holden — Date: February 10, 2022
James P. Holden, Director

By: /s/ Nathan J. Jones — Date: February 10, 2022
Nathan J. Jones, Director

By: /s/ Henry W. Knueppel — Date: February 10, 2022
Henry W. Knueppel, Director

By: /s/ W. Dudley Lehman — Date: February 10, 2022
W. Dudley Lehman, Director

By: /s/ Nicholas T. Pinchuk — Date: February 10, 2022
Nicholas T. Pinchuk, Director

By: /s/ Gregg M. Sherrill — Date: February 10, 2022
Gregg M. Sherrill, Director

By: /s/ Donald J. Stebbins — Date: February 10, 2022
Donald J. Stebbins, Director

EXHIBIT 23

CONSENT OF INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM

We consent to the incorporation by reference in Registration Statement Nos. 33-37924, 333-21285, and 333-261567 on Form S-3 and Registration Statement Nos. 33-57898, 33-58939, 333-21277, 333-62098, 333-91712, 333-142412, 333-177794, 333-177795, 333-208479 and 333-261566 on Form S-8 of our reports dated February 10, 2022, relating to the consolidated financial statements of Snap-on Incorporated, and the effectiveness of Snap-on Incorporated's internal control over financial reporting, appearing in this Annual Report on Form 10-K of Snap-on Incorporated for the year ended January 1, 2022.

/s/ DELOITTE & TOUCHE LLP
Milwaukee, Wisconsin
February 10, 2022

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EXHIBIT 31.1

Certification of the Chief Executive Officer pursuant to Section 302 of the Sarbanes-Oxley Act of 2002

On February 26, 2021, Snap-on Incorporated (the "registrant") acquired Dealer-FX Group, Inc. ("Dealer-FX"). Management has excluded this acquisition from its assessment of internal control over financial reporting for the year ended January 1, 2022. Dealer-FX represented 3% of the registrant's total assets at January 1, 2022, and 0.9% of the registrant's 2021 net sales.

I, Nicholas T. Pinchuk, certify that:

1. I have reviewed this annual report on Form 10-K of Snap-on Incorporated;

2. Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report;

3. Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the registrant as of, and for, the periods presented in this report;

4. The registrant's other certifying officer and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rules 13a-15(f) and 15d-15(f)) for the registrant and have:

a) Designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the registrant, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared;

b) Designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;

c) Evaluated the effectiveness of the registrant's disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such evaluation; and

d) Disclosed in this report any change in the registrant's internal control over financial reporting that occurred during the registrant's most recent fiscal quarter (the registrant's fourth fiscal quarter in the case of an annual report) that has materially affected, or is reasonably likely to materially affect, the registrant's internal control over financial reporting; and

5. The registrant's other certifying officer and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the registrant's auditors and the audit committee of the registrant's board of directors (or persons performing the equivalent functions):

a) All significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the registrant's ability to record, process, summarize and report financial information; and

b) Any fraud, whether or not material, that involves management or other employees who have a significant role in the registrant's internal control over financial reporting.

Date: February 10, 2022

/s/ Nicholas T. Pinchuk
Nicholas T. Pinchuk
Chief Executive Officer

EXHIBIT 31.2

Certification of the Principal Financial Officer pursuant to Section 302 of the Sarbanes-Oxley Act of 2002

On February 26, 2021, Snap-on Incorporated (the "registrant") acquired Dealer-FX Group, Inc. ("Dealer-FX"). Management has excluded this acquisition from its assessment of internal control over financial reporting for the year ended January 1, 2022. Dealer-FX represented 3% of the registrant's total assets at January 1, 2022, and 0.9% of the registrant's 2021 net sales.

I, Aldo J. Pagliari, certify that:

1. I have reviewed this annual report on Form 10-K of Snap-on Incorporated;

2. Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report;

3. Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the registrant as of, and for, the periods presented in this report;

4. The registrant's other certifying officer and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rules 13a-15(f) and 15d-15(f)) for the registrant and have:

a) Designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the registrant, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared;

b) Designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;

c) Evaluated the effectiveness of the registrant's disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such evaluation; and

d) Disclosed in this report any change in the registrant's internal control over financial reporting that occurred during the registrant's most recent fiscal quarter (the registrant's fourth fiscal quarter in the case of an annual report) that has materially affected, or is reasonably likely to materially affect, the registrant's internal control over financial reporting; and

5. The registrant's other certifying officer and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the registrant's auditors and the audit committee of the registrant's board of directors (or persons performing the equivalent functions):

a) All significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the registrant's ability to record, process, summarize and report financial information; and

b) Any fraud, whether or not material, that involves management or other employees who have a significant role in the registrant's internal control over financial reporting.

Date: February 10, 2022

/s/ Aldo J. Pagliari

Aldo J. Pagliari

Principal Financial Officer

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EXHIBIT 32.1

Certification of Chief Executive Officer
Pursuant to 18 U.S.C. Section 1350,
As Adopted Pursuant to
Section 906 of the Sarbanes-Oxley Act of 2002

In connection with the Annual Report of Snap-on Incorporated (the "Company") on Form 10-K for the period ended January 1, 2022, as filed with the Securities and Exchange Commission on the date hereof (the "Report"), Nicholas T. Pinchuk as Chief Executive Officer of the Company, hereby certifies, pursuant to 18 U.S.C. § 1350, as adopted pursuant to § 906 of the Sarbanes-Oxley Act of 2002, to the best of his knowledge, that:

(1) The Report fully complies with the requirements of section 13(a) or 15(d) of the Securities Exchange Act of 1934; and

(2) The information contained in the Report fairly presents, in all material respects, the financial condition and results of operations of the Company.

/s/ Nicholas T. Pinchuk
Nicholas T. Pinchuk
Chief Executive Officer
February 10, 2022

EXHIBIT 32.2

Certification of Principal Financial Officer
Pursuant to 18 U.S.C. Section 1350,
As Adopted Pursuant to
Section 906 of the Sarbanes-Oxley Act of 2002

In connection with the Annual Report of Snap-on Incorporated (the "Company") on Form 10-K for the period ended January 1, 2022, as filed with the Securities and Exchange Commission on the date hereof (the "Report"), Aldo J. Pagliari as Principal Financial Officer of the Company, hereby certifies, pursuant to 18 U.S.C. § 1350, as adopted pursuant to § 906 of the Sarbanes-Oxley Act of 2002, to the best of his knowledge, that:

(1) The Report fully complies with the requirements of section 13(a) or 15(d) of the Securities Exchange Act of 1934; and

(2) The information contained in the Report fairly presents, in all material respects, the financial condition and results of operations of the Company.

/s/ Aldo J. Pagliari
Aldo J. Pagliari
Principal Financial Officer
February 10, 2022

INVESTOR INFORMATION

EXCHANGE LISTING
Snap-on Incorporated's common stock is listed on the New York Stock Exchange under the ticker symbol SNA.

TRANSFER AGENT AND REGISTRAR
Computershare Trust Company, N.A.
462 South 4th Street
Suite 1600
Louisville, KY 40202, U.S.A.

Shareholders with questions may call our transfer agent, Computershare Trust Company, N.A., toll-free at 800-446-2617 (in the United States) or 781-575-2723 (outside the United States). The deaf and hearing impaired may call 800-952-9245. An interactive automated system is available 24 hours a day, every day. Operators are available Monday through Friday, 8:30 a.m. to 6 p.m. U.S. Eastern Time. More information is available at www.computershare.com/investor.

CERTIFICATE TRANSFERS
By mail:
Computershare Investor Services
P.O. Box 505000
Louisville, KY 40233-5000, U.S.A.

By overnight mail or private courier:
Computershare Investor Services
462 South 4th Street
Suite 1600
Louisville, KY 40202, U.S.A.

COMPUTERSHARE INVESTMENT PLAN
Investors may purchase Snap-on stock and increase their investment through a no-commission dividend reinvestment and direct stock purchase plan sponsored by Computershare Trust Company, N.A. All fees and brokerage commissions in connection with the purchase of stock, as well as most administrative costs, are paid by Snap-on. Visit www.computershare.com/investor for more information or write to:

Computershare Investor Services
462 South 4th Street
Suite 1600
Louisville, KY 40202, U.S.A.

ANTICIPATED DIVIDEND RECORD AND PAYMENT DATES FOR 2022

Quarter	Record Date	Payment Date
First	February 23	March 10
Second	May 20	June 10
Third	August 19	September 9
Fourth	November 21	December 9

FINANCIAL PUBLICATIONS
Publications are available without charge. Contact the Snap-on investor relations department at 2801 80th Street, Kenosha, WI 53143, visit our website, or send an e-mail to InvestorRelations@snapon.com.

WEBSITE
Snap-on's website contains Form 10-Qs, Form 10-Ks, news releases, annual reports, proxy statements and other information about Snap-on. Our website address is www.snapon.com.

INDEPENDENT AUDITORS
Deloitte & Touche LLP
555 East Wells Street, Suite 1400
Milwaukee, WI 53202-3824, U.S.A.

INVESTOR RELATIONS
Investors and other interested parties should direct inquiries to:
Sara M. Verbsky
Vice President, Investor Relations
InvestorRelations@snapon.com

ANNUAL MEETING
The Annual Meeting of Shareholders will be held on Thursday, April 28, 2022. Please see the Notice of 2022 Annual Meeting of Shareholders and Proxy Statement for more details.

CORPORATE OFFICES
2801 80th Street
Kenosha, WI 53143, U.S.A.
262-656-5200

CAUTIONARY STATEMENT REGARDING FORWARD-LOOKING INFORMATION:
Statements in this Report that are not historical facts are forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. Such statements include those that are in the future tense; include the words "expects," "plans," "targets," "estimates," "believes," "anticipates," or similar words; are specifically identified as forward-looking; or describe Snap-on's or management's outlook, plans, estimates, objectives or goals. These forward-looking statements are subject to risks, uncertainties or other factors that could cause actual results to differ materially from those described. Numerous important factors, such as those in the Annual Report on Form 10-K (forming part of this Report) in Part I under "Safe Harbor" or Item 1A: "Risk Factors," could affect Snap-on's actual results and could cause its actual results to differ materially from those expressed in any forward-looking statement.

SNAP-ON INCORPORATED 2801 80th Street Kenosha, WI 53143 U.S.A. 262.656.5200 snapon.com