



Powerful Brands
Innovative Products
Exceptional People
Operational Excellence



2021 1H Interim Results Presentation

August 12th, 2021

Frank Chan

2021 1st Half Results

	<u>2020</u>	<u>2021</u>	<u>Change</u>
Sales	\$4,206	\$6,394	+52.0%
Gross Profit	\$1,597	\$2,465	+54.3%
Gross Margin %	38.0%	38.6%	+58 bps
EBIT	\$363	\$572	+57.4%
<i>% of sales</i>	<i>8.6%</i>	<i>8.9%</i>	
Net Profit	\$332	\$524	+57.9%
<i>% of sales</i>	<i>7.9%</i>	<i>8.2%</i>	
EPS (cents)	18.14¢	28.62¢	+57.8%
Interim Dividend (cents)	6.82¢	10.94¢	+60.4%

Sales, EBIT & Net Profit 1st Half

13 Year Performance Trend

Sales

+13% CAGR

2009 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020 2021

EBIT

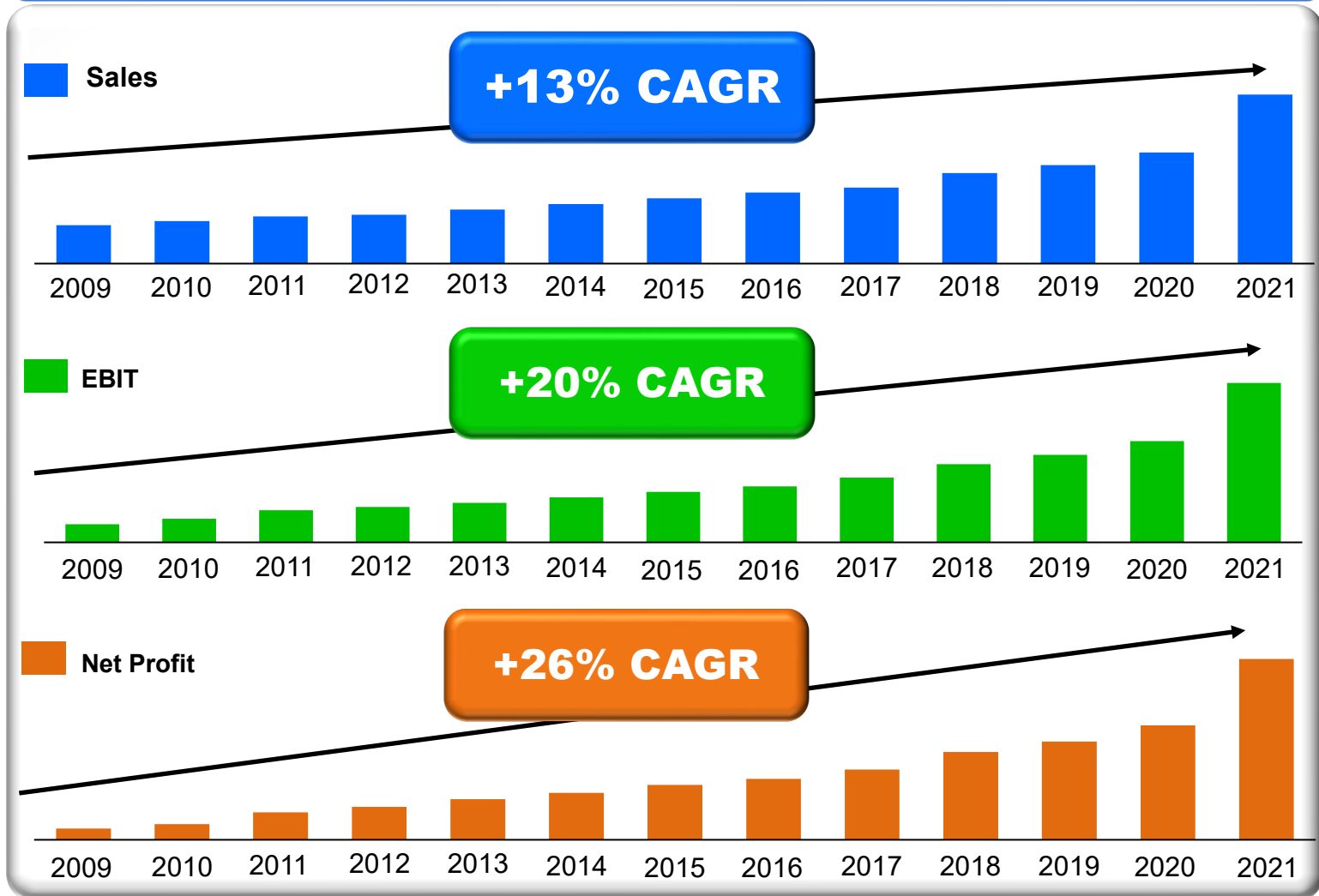
+20% CAGR

2009 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020 2021

Net Profit

+26% CAGR

2009 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020 2021



2021 1st Half Segment Results

<u>Segment</u>		<u>2020</u>	<u>2021</u>	<u>Change</u>
Power Equipment	Sales	\$3,748	\$5,820	+55.3%
	<i>Segment %</i>	<i>89.1%</i>	<i>91.0%</i>	
	Op Profit	\$359	\$565	+57.1%
	<i>% of sales</i>	<i>9.6%</i>	<i>9.7%</i>	
Floorcare & Cleaning	Sales	\$458	\$574	+25.3%
	<i>Segment %</i>	<i>10.9%</i>	<i>9.0%</i>	
	Op Profit	\$3.6	\$6.8	+90.4%
	<i>% of sales</i>	<i>0.8%</i>	<i>1.2%</i>	

2021 1st Half Region Sales

<u>Region</u>	<u>2020</u>	<u>2021</u>	<u>Change</u>
North America	\$3,252	\$4,886	+50.2%
<i>Region %</i>	<i>77.3%</i>	<i>76.4%</i>	
Europe	\$628	\$1,019	+62.3%
<i>Region %</i>	<i>14.9%</i>	<i>15.9%</i>	
Rest of World	\$326	\$489	+50.0%
<i>Region %</i>	<i>7.8%</i>	<i>7.7%</i>	

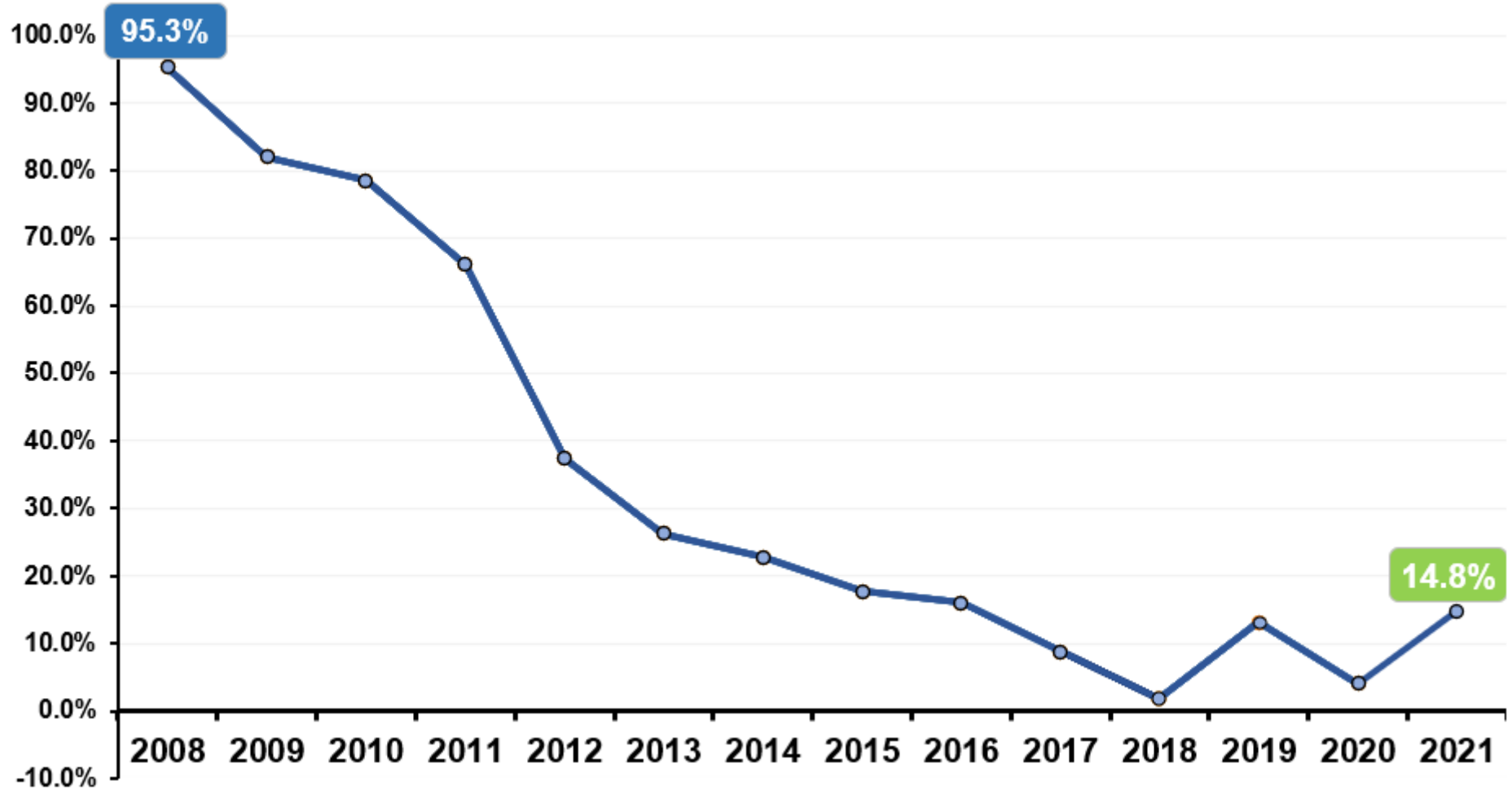
2021 1st Half Income Statement

	<u>2020</u>	<u>2021</u>	<u>Change</u>
Sales	\$4,206	\$6,394	+52.0%
Gross Profit	\$1,597	\$2,465	+54.3%
<i>% of sales</i>	<i>38.0%</i>	<i>38.6%</i>	
Selling, Distribution, & Advertising	\$671	\$1,031	+53.7%
Administrative Expenses	\$448	\$673	+50.3%
Research & Development	\$121	\$196	+62.2%
Total SG&A Expenses	\$1,240	\$1,900	+53.3%
<i>% of sales</i>	<i>29.5%</i>	<i>29.7%</i>	
Net Finance Cost	\$7	\$9	+23.1%
Profit before Income Tax	\$356	\$563	+58.1%
Income Tax Expense	\$24	\$39	+60.3%
Net Profit	\$332	\$524	+57.9%
<i>% of sales</i>	<i>7.9%</i>	<i>8.2%</i>	

2021 1st Half Financial Position

	<u>2020</u>	<u>2021</u>	<u>Change</u>
Non-current Assets	\$2,769	\$3,293	+18.9%
Current Assets	\$5,927	\$8,975	+51.4%
Current Liabilities	\$3,807	\$6,621	+73.9%
Net Current Assets	\$2,120	\$2,354	+11.0%
Long-term Liabilities	\$1,302	\$1,381	+6.1%
Equity	\$3,587	\$4,266	+18.9%

2021 1st Half Gearing Trend



2021 1st Half Financial Figures

	<u>2020</u>	<u>2021</u>	<u>Change</u>
Inventory	\$2,327	\$4,471	
<i>Days</i>	<i>102</i>	<i>136</i>	<i>+34 days</i>
Receivables	\$1,500	\$1,837	
<i>Days</i>	<i>65</i>	<i>56</i>	<i>-9 days</i>
Payables	\$2,501	\$4,108	
<i>Days</i>	<i>109</i>	<i>125</i>	<i>+16 days</i>
Net Working Capital	\$1,326	\$2,200	
<i>% of Sales</i>	<i>15.8%</i>	<i>18.3%</i>	
Cash Balance	\$1,715	\$2,270	+32.4%
CAPEX	\$117	\$245	+109.0%
<i>% of Sales</i>	<i>2.8%</i>	<i>3.8%</i>	

2021 1st Half Debt Profile

		<u>2020</u>		<u>2021</u>	<u>Change</u>
Cash Balance		\$1,715		\$2,270	+32.4%
<i>Debt with Fixed Maturities</i>		\$1,063		\$1,058	-0.5%
<i>Working Capital Financing</i>		\$796		\$1,842	+131.4%
Total Debt		\$1,859		\$2,900	+56.0%
Total Net Debt		\$144		\$629	+337.1%
Floating Rate	69%	\$1,283	75%	\$2,162	+68.5%
Fixed Rate	31%	\$576	25%	\$738	+28.1%
LT Debts - due after 1 year	50%	\$931	32%	\$919	-1.3%
ST Debts - due within 1 year	50%	\$928	68%	\$1,981	+113.5%

Joe Galli

“The best way to predict the future is **to create it.**”

-Abraham Lincoln

“We must dare to
be **great.**”

-Theodore Roosevelt

2021 1st Half Sales Growth

	<u>2020</u>	<u>2021</u>	<u>Change</u>
Sales	\$4,206	\$6,394	+52.0%
\$ Chg			+\$2,188

2021 1st Half Sales Growth vs 2020



+52%



+64%

2021 1st Half Sales Growth vs 2019



+71%

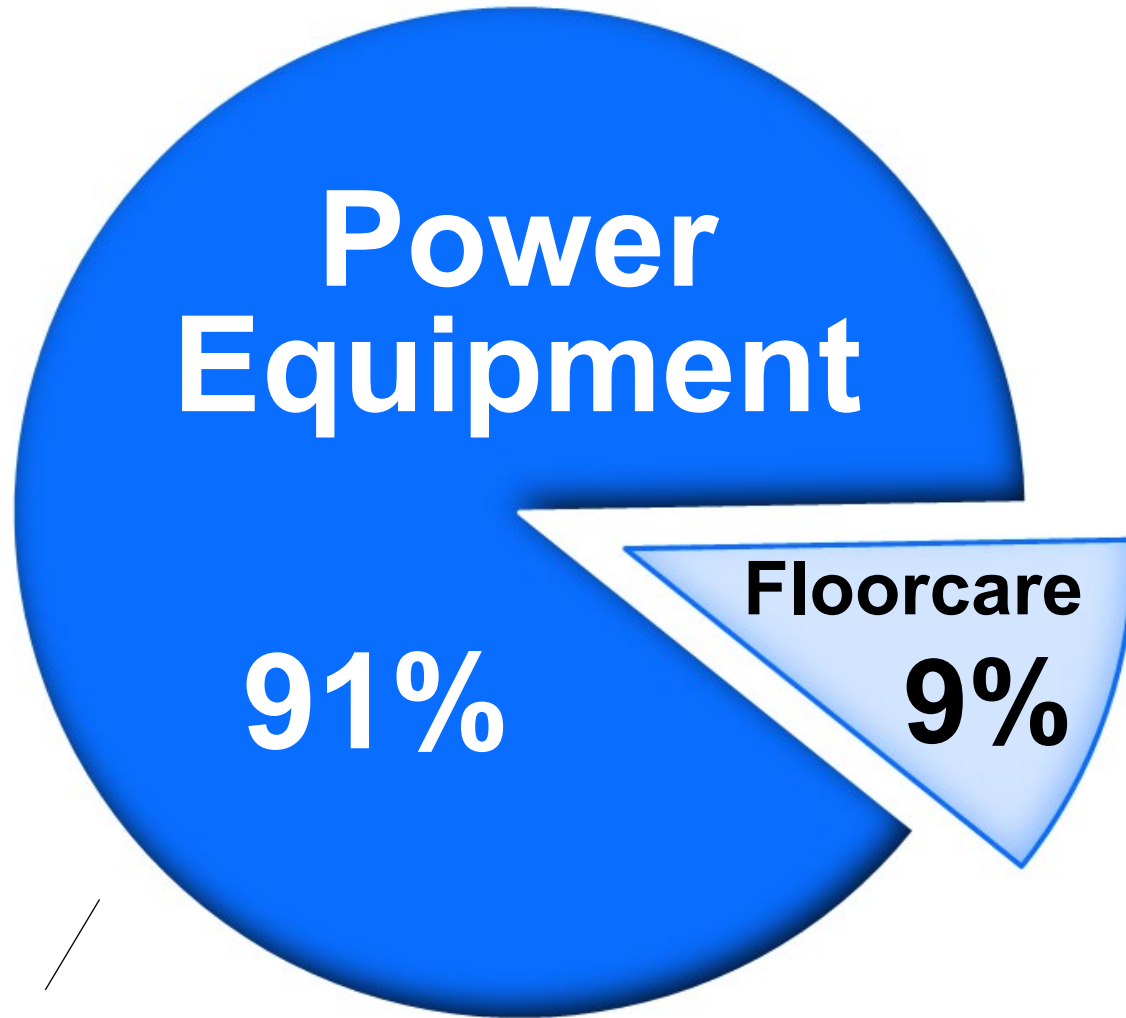


+84%

2021 vs 2019 1st Half Region Sales

<u>Region</u>	<u>2019</u>	<u>2021</u>	<u>Change</u>
North America <i>Region %</i>	\$2,845 <i>76.3%</i>	\$4,886 <i>76.4%</i>	+71.7%
Europe <i>Region %</i>	\$595 <i>16.0%</i>	\$1,019 <i>15.9%</i>	+71.1%
Rest of World <i>Region %</i>	\$288 <i>7.7%</i>	\$489 <i>7.7%</i>	+69.9%

2021 1st Half Sales



+55.3%

+25.3%

2021 1st Half Results

	<u>2020</u>	<u>2021</u>	<u>Change</u>
Sales	\$4,206	\$6,394	+52.0%
Gross Margin %	38.0%	38.6%	+58 bps
SGA %	29.5%	29.7%	+25 bps
EBIT	\$363	\$572	+57.4%
<i>% of sales</i>	<i>8.6%</i>	<i>8.9%</i>	
<hr/>			
Net Profit	\$332	\$524	+57.9%
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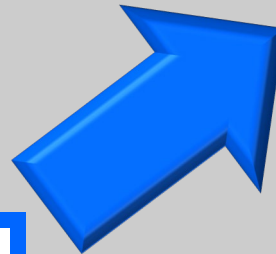
2021 1st Half Gross Margin

2020

2021

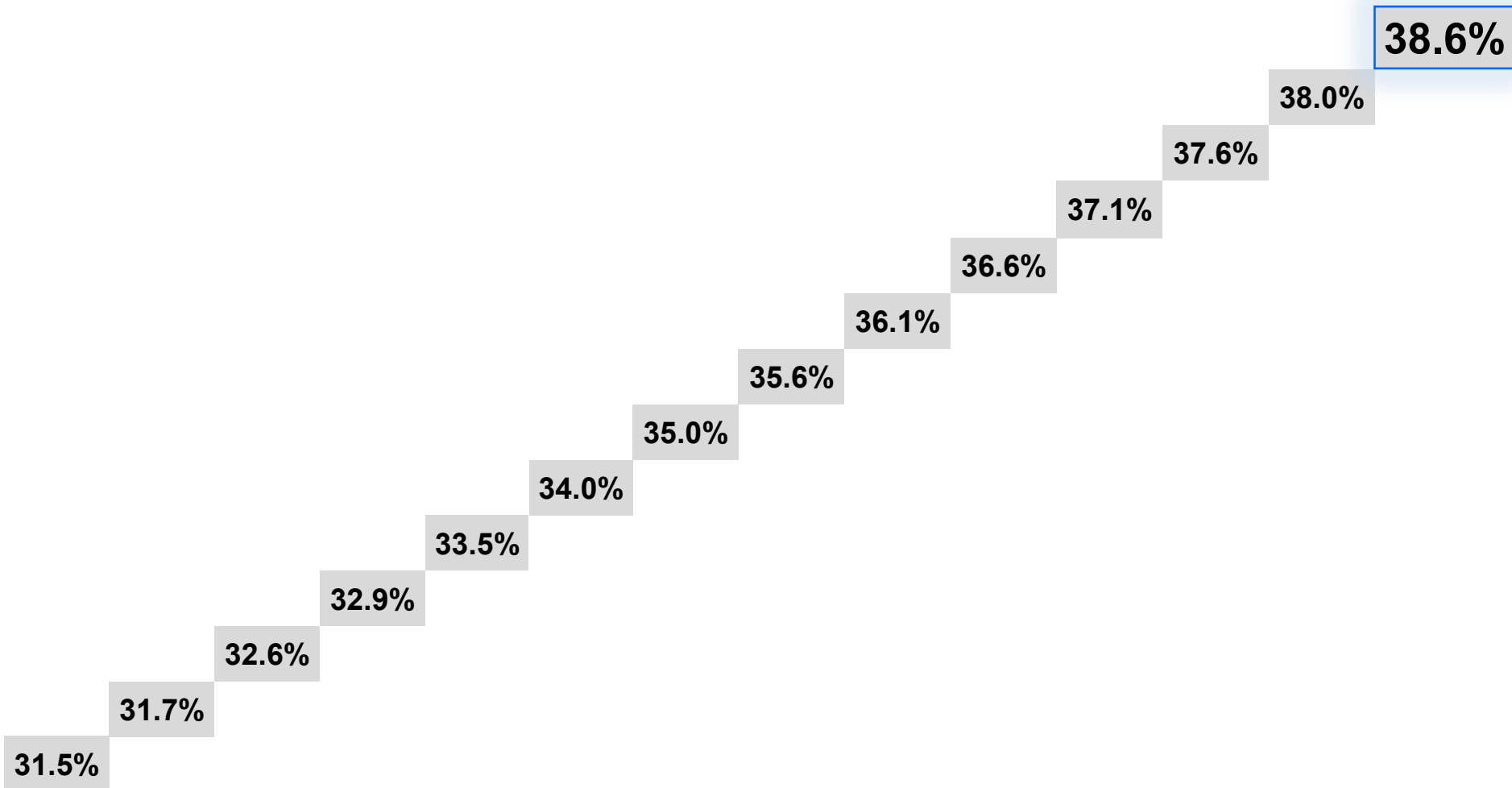
38.0%

38.6%

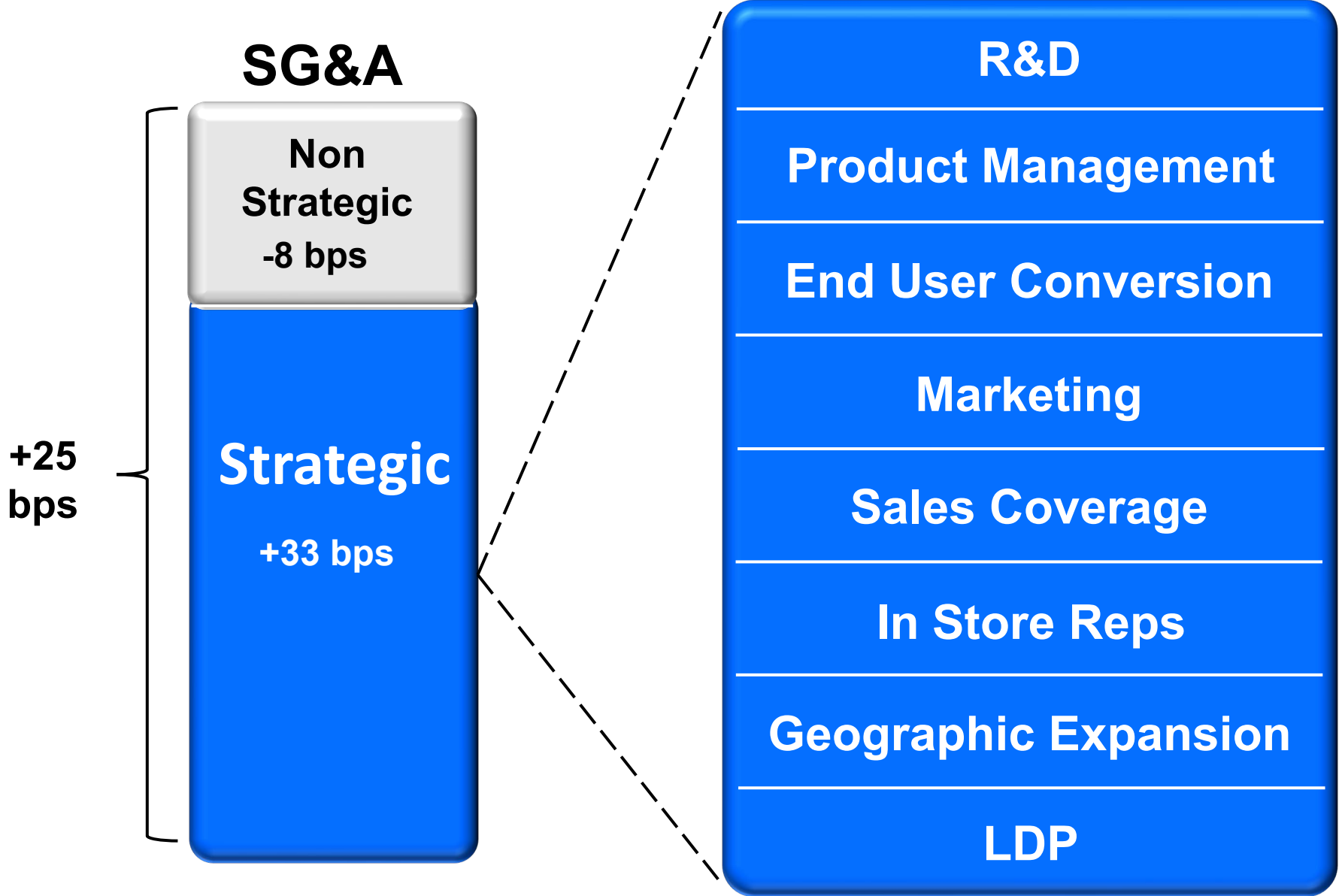


1st Half Gross Margin Trend

2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020 2021



2021 1st Half SG&A Strategic Investment



2021 1st Half Working Capital

	<u>2020</u>	<u>2021</u>	<u>Change</u>
Inventory	\$2,327	\$4,471	
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Payables	\$2,501	\$4,108	
<i>Days</i>	<i>109</i>	<i>125</i>	<i>+16 days</i>
WC % of Sales	+15.8%	+18.3%	



ESG

Environmental ● Social ● Governance

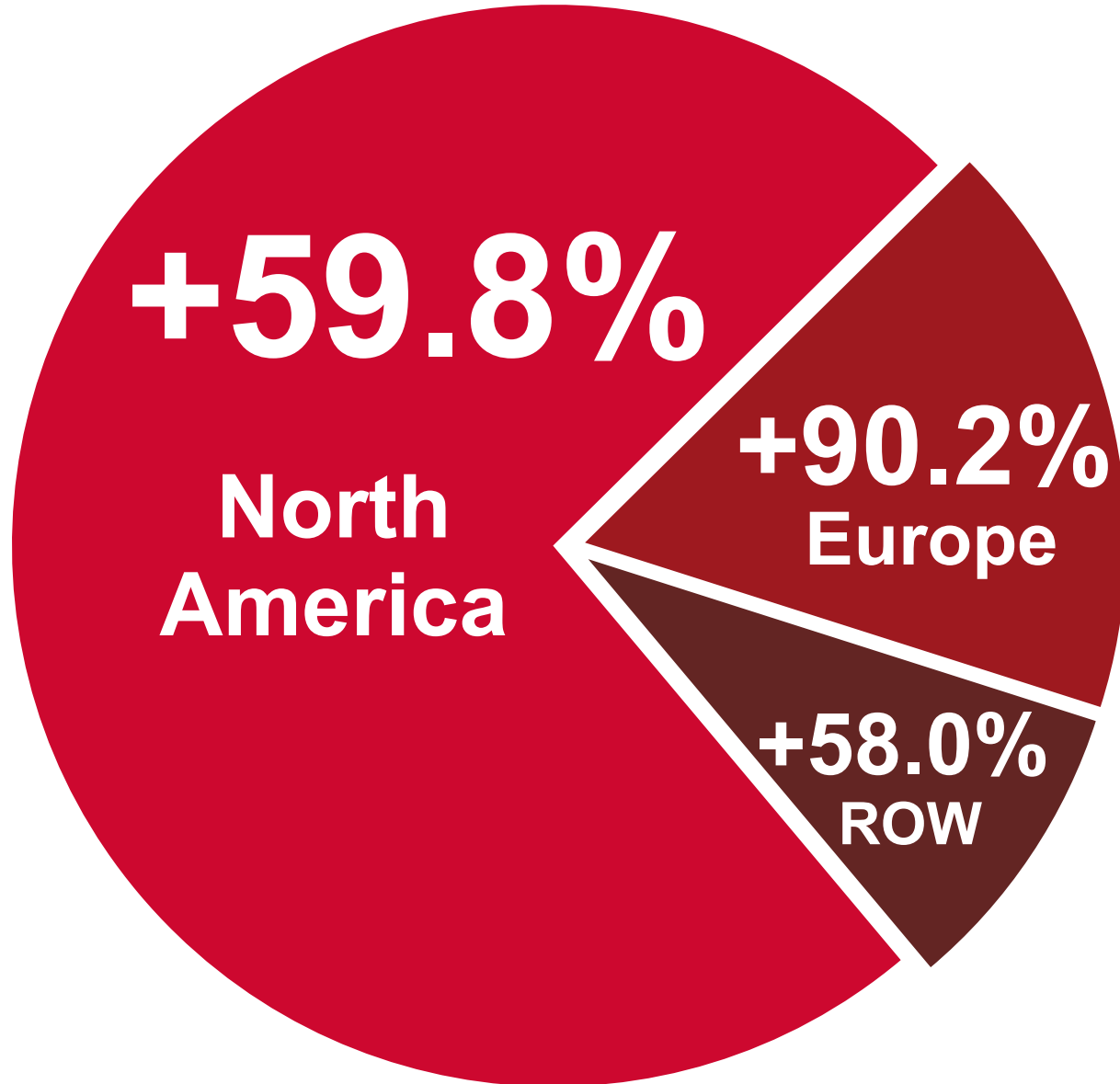
1st Half 2021 Sales



+64.1%



1st Half 2021 Sales



Milwaukee

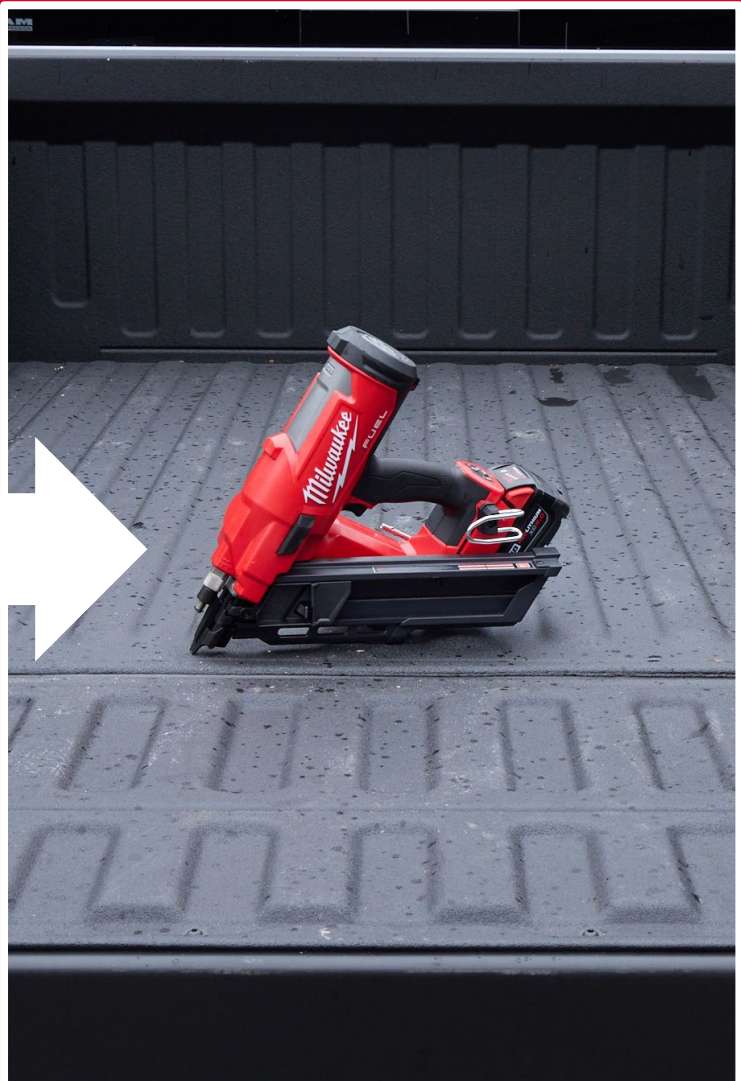
14" ABRASIVE CHOP SAW



M18 FUEL



TRANSITION TO CORDLESS NAILERS



Milwaukee

NAILERS



M18

M12

Milwaukee[®]

OUTDOOR POWER EQUIPMENT



M18 FUEL[™]

Milwaukee[®]

M18 FUEL™



Milwaukee

COMPACT SPOT BLOWER



M12

Milwaukee

UNDERBODY LIGHT



M12

Milwaukee[®]

M12 FUEL[™]



Milwaukee[®]

BACKPACK CONCRETE VIBRATOR

ONE  KEY



MX
FUEL

Milwaukee

**MX
FUEL**





POWER TOOL ACCESSORIES





MECHANICS HAND TOOLS



Milwaukee

ROLLING TOOL CHEST



PACKOUT™

Milwaukee

DEEP ORGANIZER



PACKOUTTM

Milwaukee
PACKOUT

Milwaukee®

PACKOUT™



Milwaukee[®]

HARD HATS



Milwaukee

PERSONAL PROTECTIVE EQUIPMENT



RYOBI.

NATION

RYOBI

18V **ONE+** HP



1/4" EXTENDED REACH RATCHET

RYOBI

18V **ONE+** HP



1/2" HIGH TORQUE IMPACT WRENCH

RYOBI

18V **ONE+** HP



COMPACT 1/4" RIGHT ANGLE DIE GRINDER

RYOBI

18V ONE+



AUTOMOTIVE SERIES

RYOBI

18V **ONE+**



CORDLESS NAILERS

RYOBI

ONE+ HP



GLOBAL BATTERY-POWERED CORDLESS OUTDOOR

+57.8%

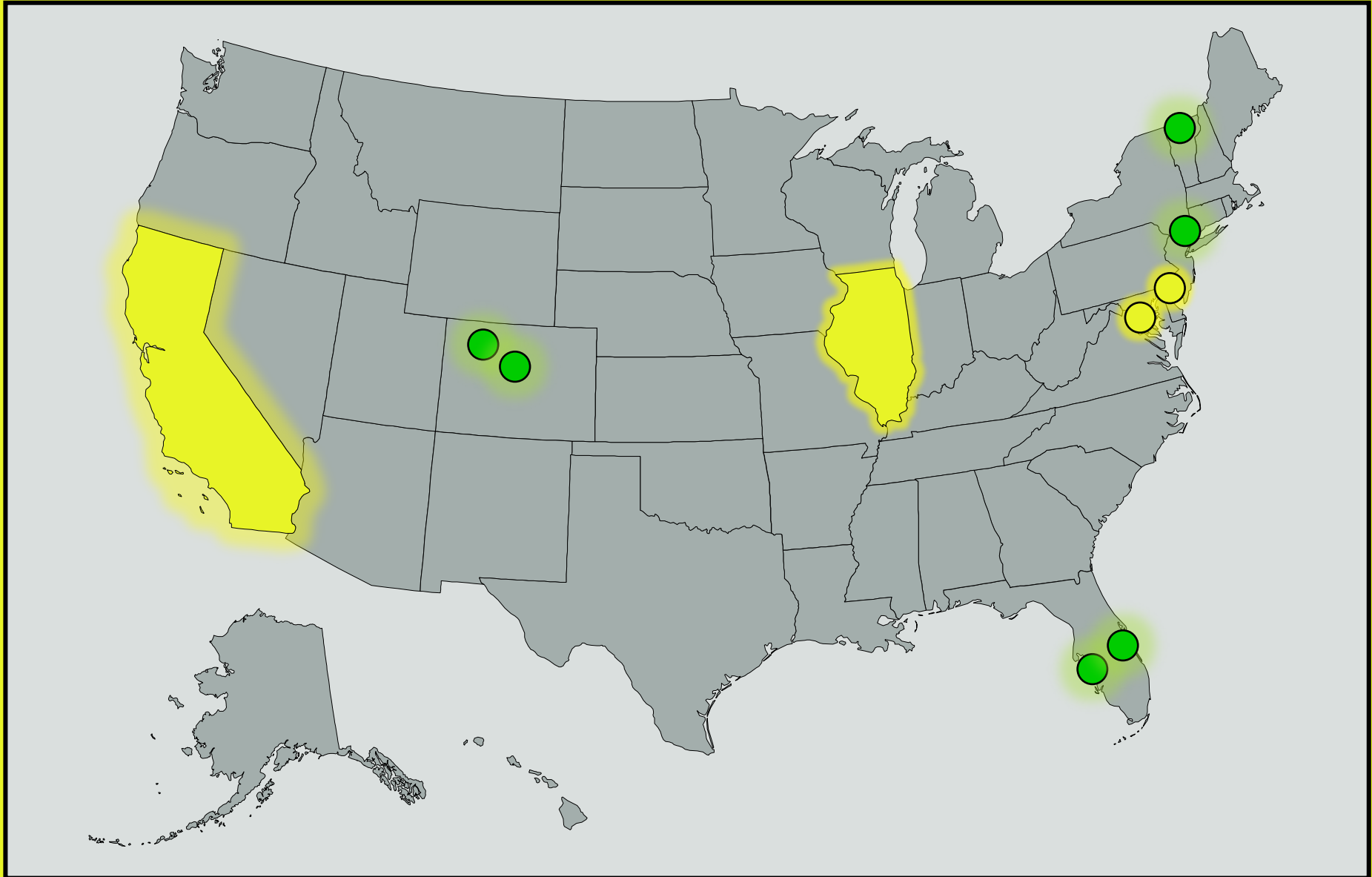


40V

ONE+

RYOBI

Growing Momentum to Eliminate Gas



RYOBI

40V HP



WHISPER
SERIES.

THE INDUSTRY'S QUIETEST BLOWERS

RYOBI



WHISPER SERIES™





18V ONE+ 40V



BATTERY-POWERED LAWN MOWERS

RYOBI

40V HP



2-STAGE 24" SNOW BLOWER

RYOBI

40V HP



BATTERY-POWERED SNOW BLOWERS

RYOBI

40V HP



POWER CLEANER

RYOBI



18V ONE+™ 40V
73 NEW PRODUCTS



2021 1st Half Floorcare Results

	<u>2020</u>	<u>2021</u>	<u>Change</u>
Sales	\$458	\$574	+25.3%
EBIT	\$3.6	\$6.8	+90.4%



CARPET WASHING & FORMULAS

vax™





ONEPWR
CORDLESS

vax™





The Future is

Bright