

Frank Chan

2020 Full Year Results

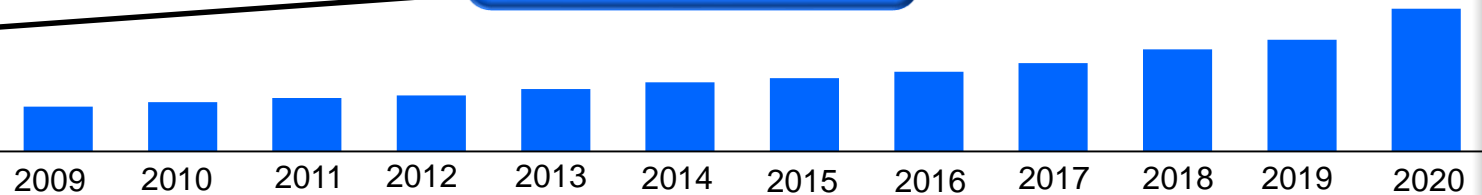
	<u>2019</u>	<u>2020</u>	<u>Change</u>
Sales	\$7,667	\$9,812	+28.0%
Gross Profit	\$2,893	\$3,753	+29.7%
Gross Margin %	37.7%	38.3%	+52 bps
EBIT	\$673	\$868	+29.0%
<i>% of sales</i>	<i>8.8%</i>	<i>8.9%</i>	
Net Profit	\$615	\$801	+30.2%
<i>% of sales</i>	<i>8.0%</i>	<i>8.2%</i>	
EPS (cents)	33.67¢	43.80¢	+30.1%
Final Dividend (HK cents)	58.00¢	82.00¢	+41.4%

Sales, EBIT & Net Profit

12 Year Performance Trend

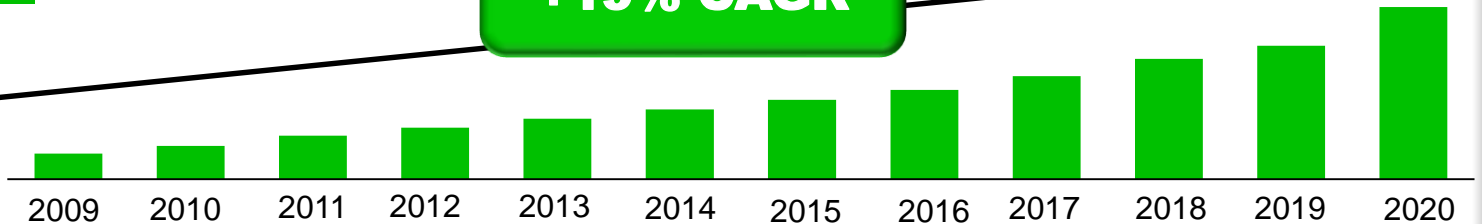
Sales

+11% CAGR



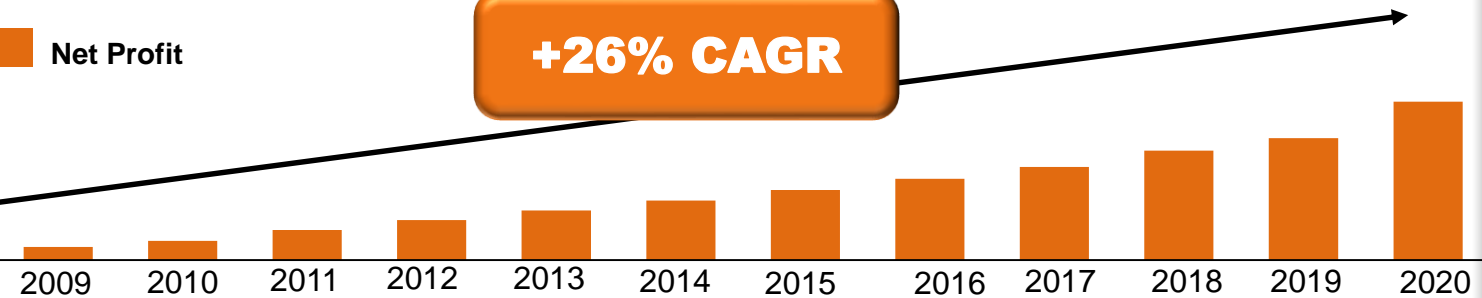
EBIT

+19% CAGR



Net Profit

+26% CAGR



2020 Segment Results

<u>Segment</u>		<u>2019</u>	<u>2020</u>	<u>Change</u>
Power Equipment	Sales	\$6,792	\$8,730	+28.5%
	<i>Segment %</i>	<i>88.6%</i>	<i>89.0%</i>	
	Op Profit	\$663	\$844	+27.3%
	<i>% of sales</i>	<i>9.8%</i>	<i>9.7%</i>	
Floorcare	Sales	\$875	\$1,082	+23.6%
	<i>Segment %</i>	<i>11.4%</i>	<i>11.0%</i>	
	Op Profit	\$10.3	\$24.6	+138.0%
	<i>% of sales</i>	<i>1.2%</i>	<i>2.3%</i>	

2020 Region Sales

	<u>2019</u>	<u>2020</u>	<u>Change</u>
North America	\$5,910	\$7,650	+29.5%
<i>Region %</i>	<i>77.1%</i>	<i>78.0%</i>	
Europe	\$1,161	\$1,383	+19.1%
<i>Region %</i>	<i>15.1%</i>	<i>14.1%</i>	
ROW	\$596	\$779	+30.6%
<i>Region %</i>	<i>7.8%</i>	<i>7.9%</i>	

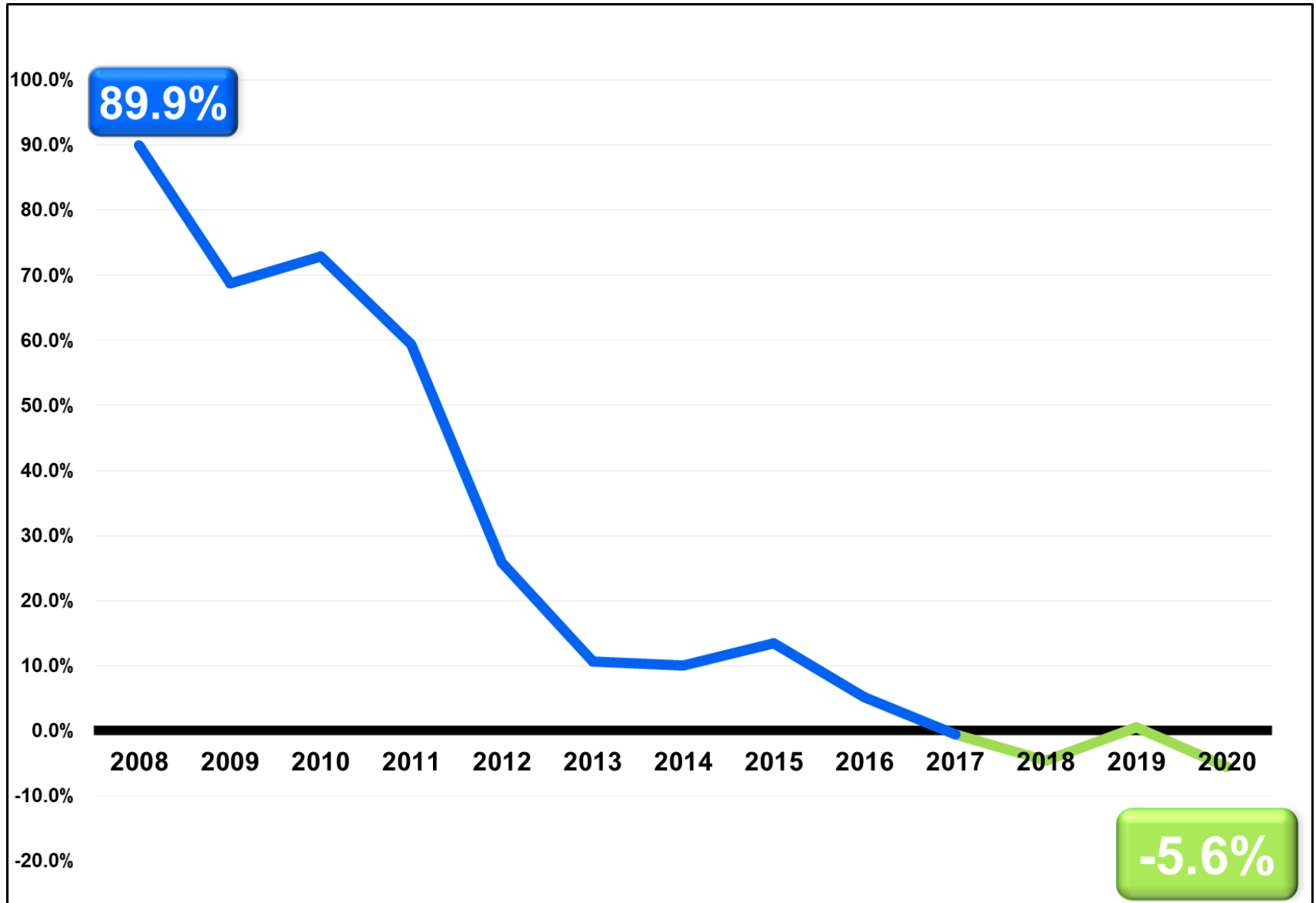
2020 Income Statement

	<u>2019</u>	<u>2020</u>	<u>Change</u>
Sales	\$7,667	\$9,812	+28.0%
Gross Profit	\$2,893	\$3,753	+29.7%
<i>% of sales</i>	<i>37.7%</i>	<i>38.3%</i>	
Selling, Distribution, & Advertising	\$1,195	\$1,573	+31.6%
Administrative Expenses	\$805	\$1,006	+25.0%
Research & Development	\$230	\$317	+37.8%
Total SG&A Expenses	\$2,230	\$2,896	+29.9%
<i>% of sales</i>	<i>29.1%</i>	<i>29.5%</i>	
Net Finance Cost	\$12	\$7	-38.6%
Profit before Income Tax	\$661	\$861	+30.2%
Income Tax Expense	\$46	\$60	+30.2%
Net Profit	\$615	\$801	+30.2%
<i>% of sales</i>	<i>8.0%</i>	<i>8.2%</i>	

2020 Financial Position

	<u>2019</u>	<u>2020</u>	<u>Change</u>
Non-current Assets	\$2,674	\$3,050	+14.1%
Current Assets	\$5,024	\$6,340	+26.2%
Current Liabilities	\$3,218	\$4,081	+26.8%
Net Current Assets	\$1,806	\$2,259	+25.1%
Long-term Liabilities	\$1,086	\$1,406	+29.5%
Equity	\$3,394	\$3,903	+15.0%

2020 Gearing Trend



2020 Key Financial Figures

	<u>2019</u>	<u>2020</u>	<u>Change</u>
Inventory	\$2,113	\$3,224	
<i>Days</i>	<i>101</i>	<i>120</i>	<i>+19 days</i>
Receivables	\$1,161	\$1,284	
<i>Days</i>	<i>55</i>	<i>48</i>	<i>-7 days</i>
Payables	\$2,177	\$3,137	
<i>Days</i>	<i>104</i>	<i>117</i>	<i>+13 days</i>
Net Working Capital	\$1,097	\$1,371	
<i>% of Sales</i>	<i>14.3%</i>	<i>14.0%</i>	
Cash Balance	\$1,412	\$1,534	+8.6%
Operating CAPEX	\$375	\$459	+22.4%

2020 FY Debt Profile

		<u>2019</u>		<u>2020</u>	<u>Change</u>
Cash Balance		\$1,412		\$1,534	+8.6%
<i>Debt with Fixed Maturities</i>		\$863		\$1,085	+25.7%
<i>Working Capital Financing</i>		\$564		\$232	-58.9%
Total Debt		\$1,427		\$1,317	-7.7%
Total Net Cash / (Net Debt)		-\$16		\$217	+1493.2%
Floating Rate	76%	\$1,082	49%	\$639	-41.0%
Fixed Rate	24%	\$345	51%	\$678	+96.4%
LT Debts - due after 1 year	53%	\$755	71%	\$940	+24.6%
ST Debts - due within 1 year	47%	\$672	29%	\$377	-44.0%

Joe Galli

Fate whispers to the warrior:

‘You can not withstand the storm’

The warrior whispers back:

‘I am the storm.’

2nd Half 2020

+42%

2020 Full Year

+28%

2020 Full Year

+\$2.1 Billion

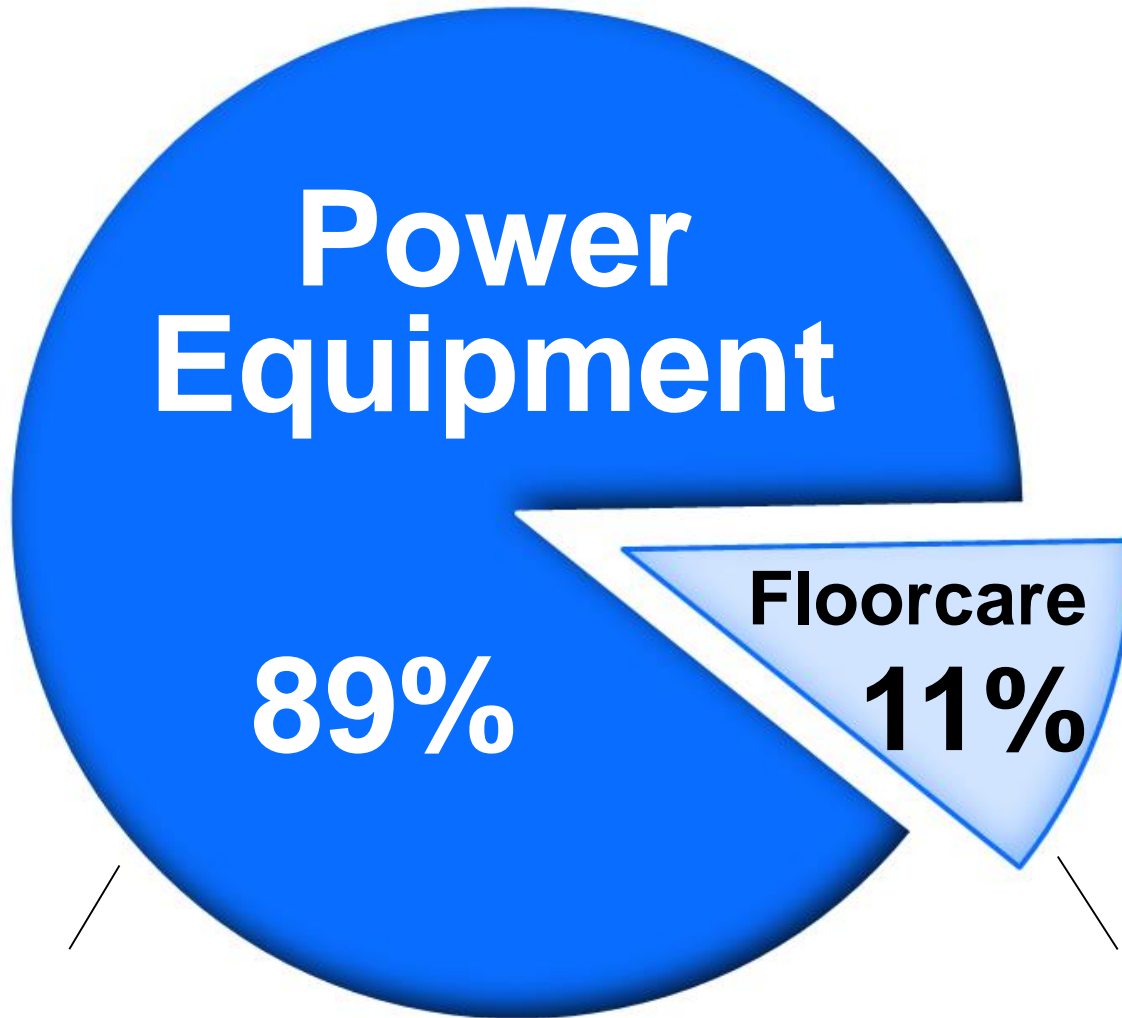


#1 Pro Brand



#1 DIY Brand

2020 Full Year Sales



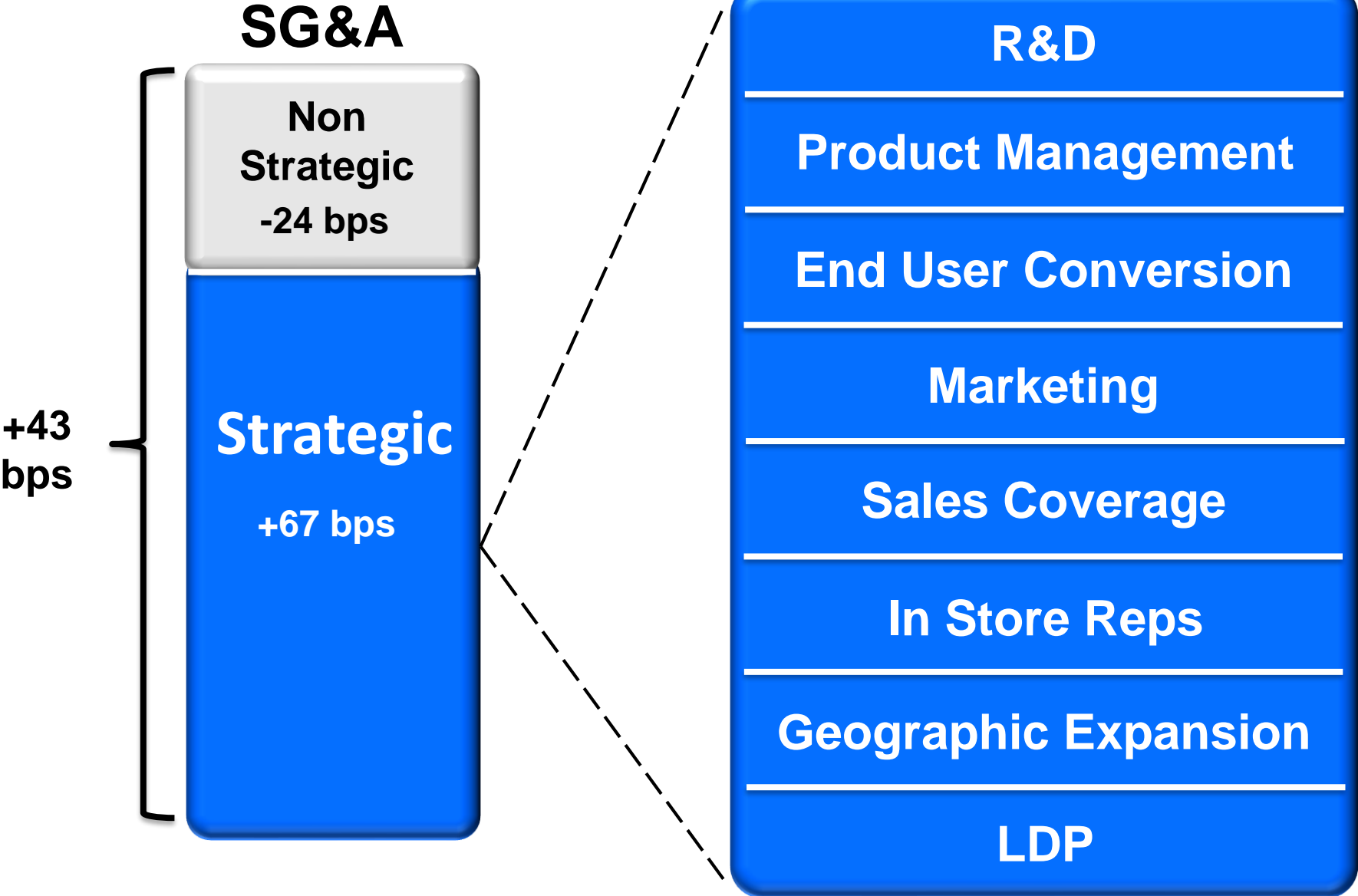
+28.5%

+23.6%

2020 Results

	<u>2019</u>	<u>2020</u>	<u>Change</u>
Sales	\$7,667	\$9,812	+28.0%
GM %	37.7%	38.3%	+52 bps
SGA %	29.1%	29.5%	+43 bps
EBIT	\$673	\$868	+29.0%
<i>% of sales</i>	<i>8.8%</i>	<i>8.9%</i>	
Net Profit	\$615	\$801	+30.2%
<i>% of sales</i>	<i>8.0%</i>	<i>8.2%</i>	

2020 SG&A Strategic Investment



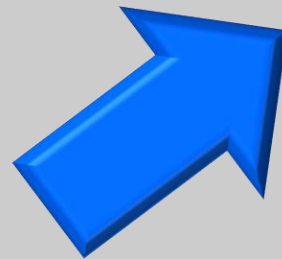
2020 Gross Margin

2019

2020

37.7%

38.3%



Gross Margin Trend

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

38.3%

37.7%

37.2%

36.7%

36.2%

35.7%

35.2%

34.2%

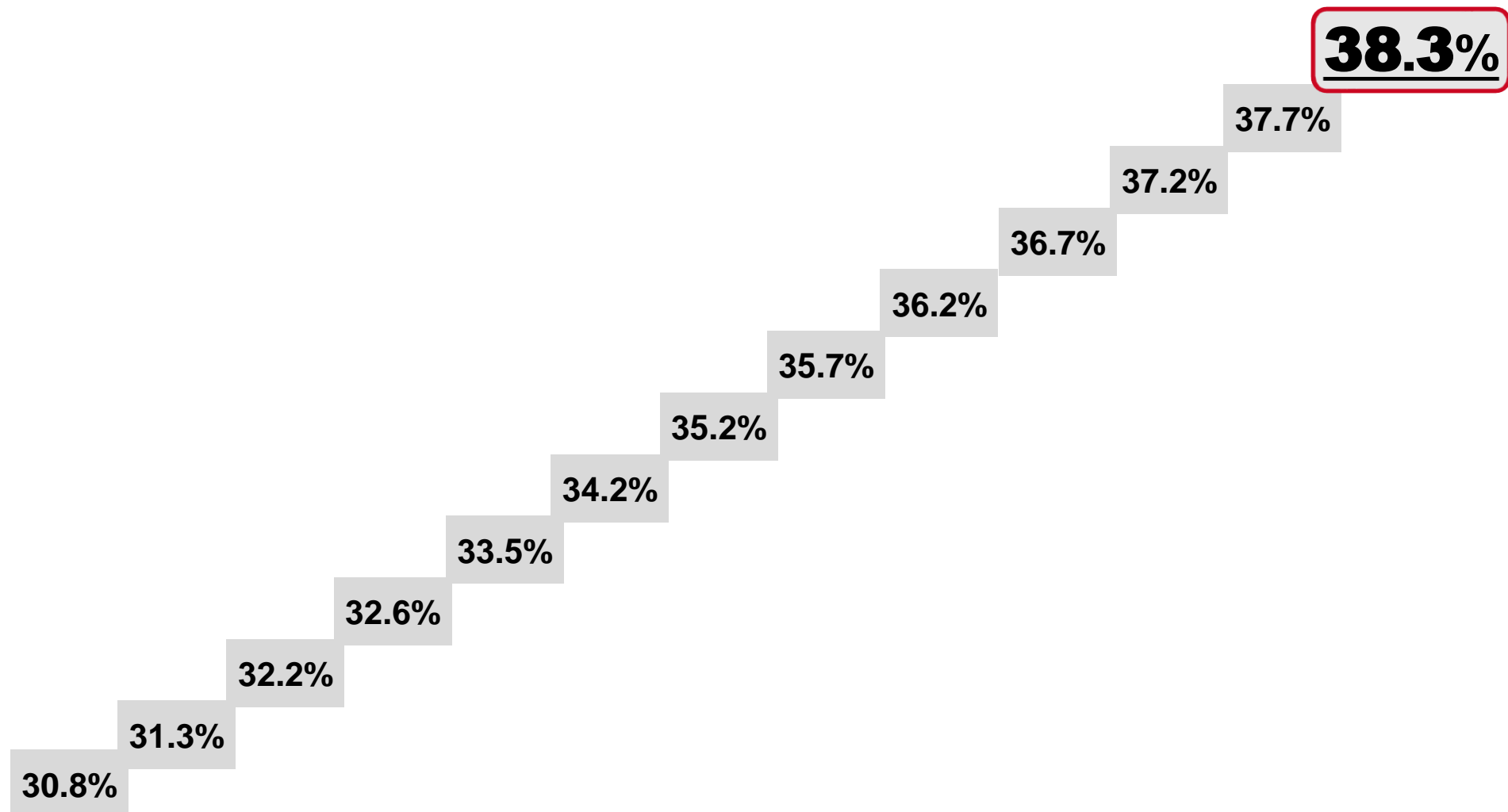
33.5%

32.6%

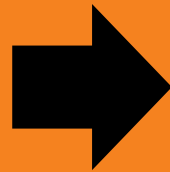
32.2%

31.3%

30.8%



E-Commerce Leadership



**INTERCONNECTED
Partner of the Year**



2020 Working Capital

	<u>2019</u>	<u>2020</u>	<u>Change</u>
Inventory	\$2,113	\$3,224	
<i>Days</i>	<i>101</i>	<i>120</i>	<i>+19 days</i>
Receivables	\$1,161	\$1,284	
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Payables	\$2,177	\$3,137	
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WC % of Sales	+14.3%	+14.0%	



Environmental
Social
Governance

2021 New Manufacturing Sites

NORTH AMERICA

Mukwonago, WI
USA

West Bend, WI
USA

Cookeville, TN
USA

Torreón, Coahuila,
MEXICO

Anderson, SC
USA

ASIA

Ho Chi Minh City
VIETNAM

Floorcare 2020 Results

	<u>2019</u>	<u>2020</u>	<u>Change</u>
Sales	\$875	\$1,082	+23.6%
EBIT	\$10	\$25	+138.0%
<i>% of sales</i>	<i>1.2%</i>	<i>2.3%</i>	



CARPET WASHING & FORMULAS





**ONE
PWR**
SYSTEM™

CORDLESS

CORDLESS CLEANING PLATFORM



vax™



RYOBI

GLOBAL OUTDOOR

+46.3%



RYOBI

18V ONE+™ 40V



CORDLESS MOWERS

RYOBI
#1 CORDLESS
MOWER BRAND

RYOBI

48V

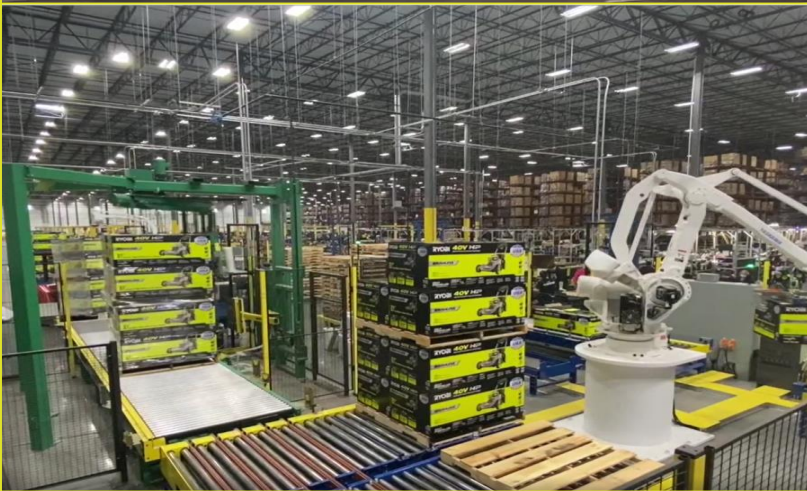


RIDING MOWERS

RYOBI

CORDLESS MOWERS

MADE IN USA



40V HP





Returns - Order Pick Up

\$279

RYOBI

18V ONE+ HP



NEXT GENERATION → 18 TOOLS

RYOBI

HOBBY & CRAFT

ONE+





SWEDEN



RYOBI

150+ tools
one battery

3X More Power

NEW FOR 2021
ONE+ HP
RUNTIME POWER COMPACT

VERKTYGSKIT RYOBI
ONE+ R18B01D-2705 18V
1999.-

VERKTYGSKIT RYOBI
ONE+ R18C4B-2525 18V

RYOBI

TOTAL PRODUCTS

TOOLS



123

OUTDOOR



44

CLEANING



15

18V ONE+



182

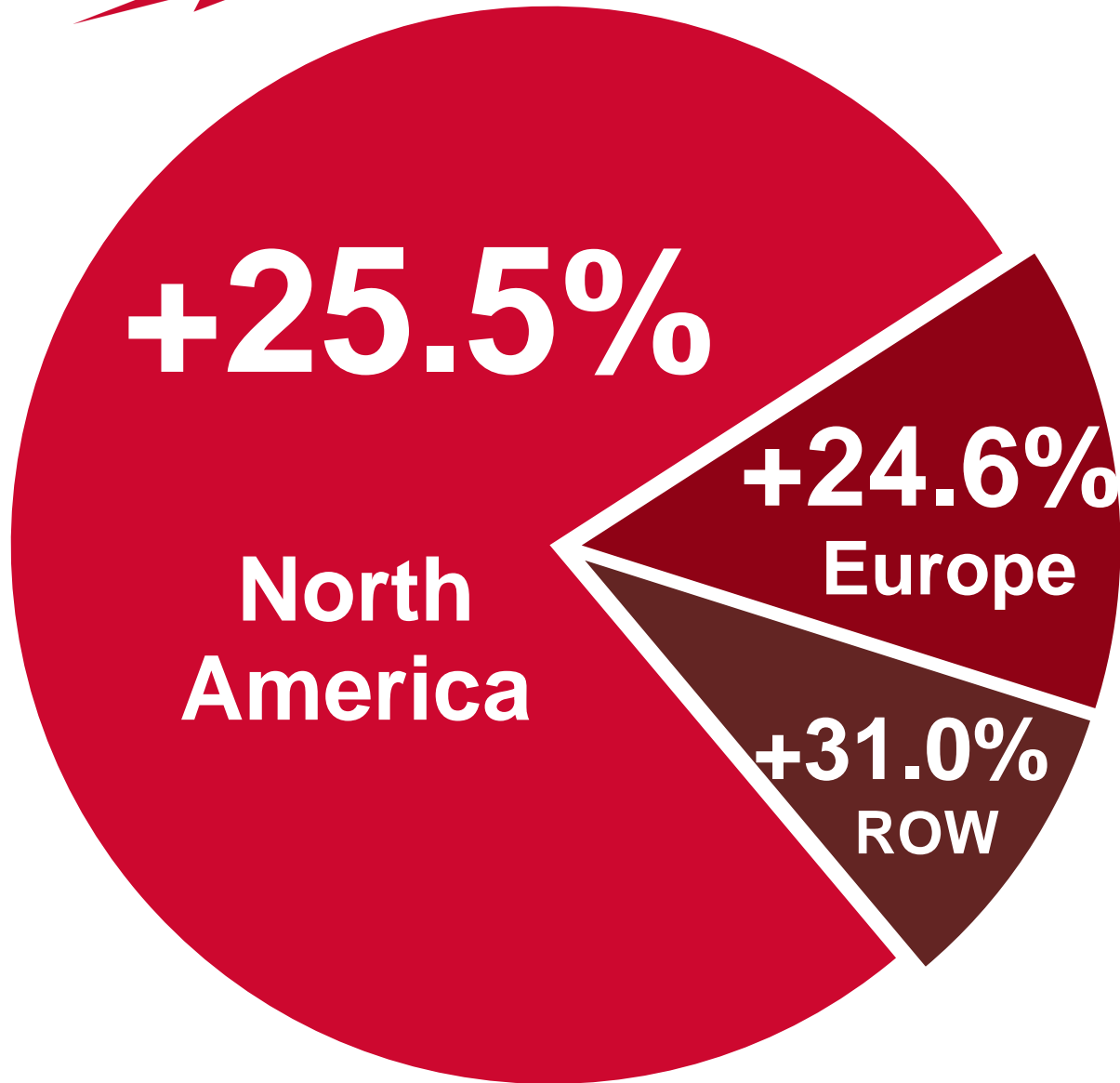
2020 Sales



+25.8%



2020 Sales



Milwaukee

NEXT GENERATION



M18 FUEL

**SAWZALL™ RECIP SAW
W/ ONE-KEY™**

Milwaukee

1" SDS PLUS ROTARY HAMMER w/ HAMMERVAC DUST EXTRACTOR



M18 FUEL

Milwaukee[®]

1/4" BLIND RIVET TOOL



M18 FUEL[™]

Milwaukee

NEXT GENERATION



M18 FUEL

4-1/2" / 5" GRINDER

Milwaukee[®]

M18 FUEL™



M18 TOTAL PLATFORM = 216 PRODUCTS

Milwaukee

NAILERS



M18

M12

Milwaukee

23 GAUGE PIN NAILER



M12

Milwaukee[®]

**1/4" & 3/8"
HIGH SPEED RATCHETS**



M12 FUEL[™]

Milwaukee®

LOW SPEED TIRE BUFFER



M12 FUEL™

Milwaukee

NEXT GENERATION

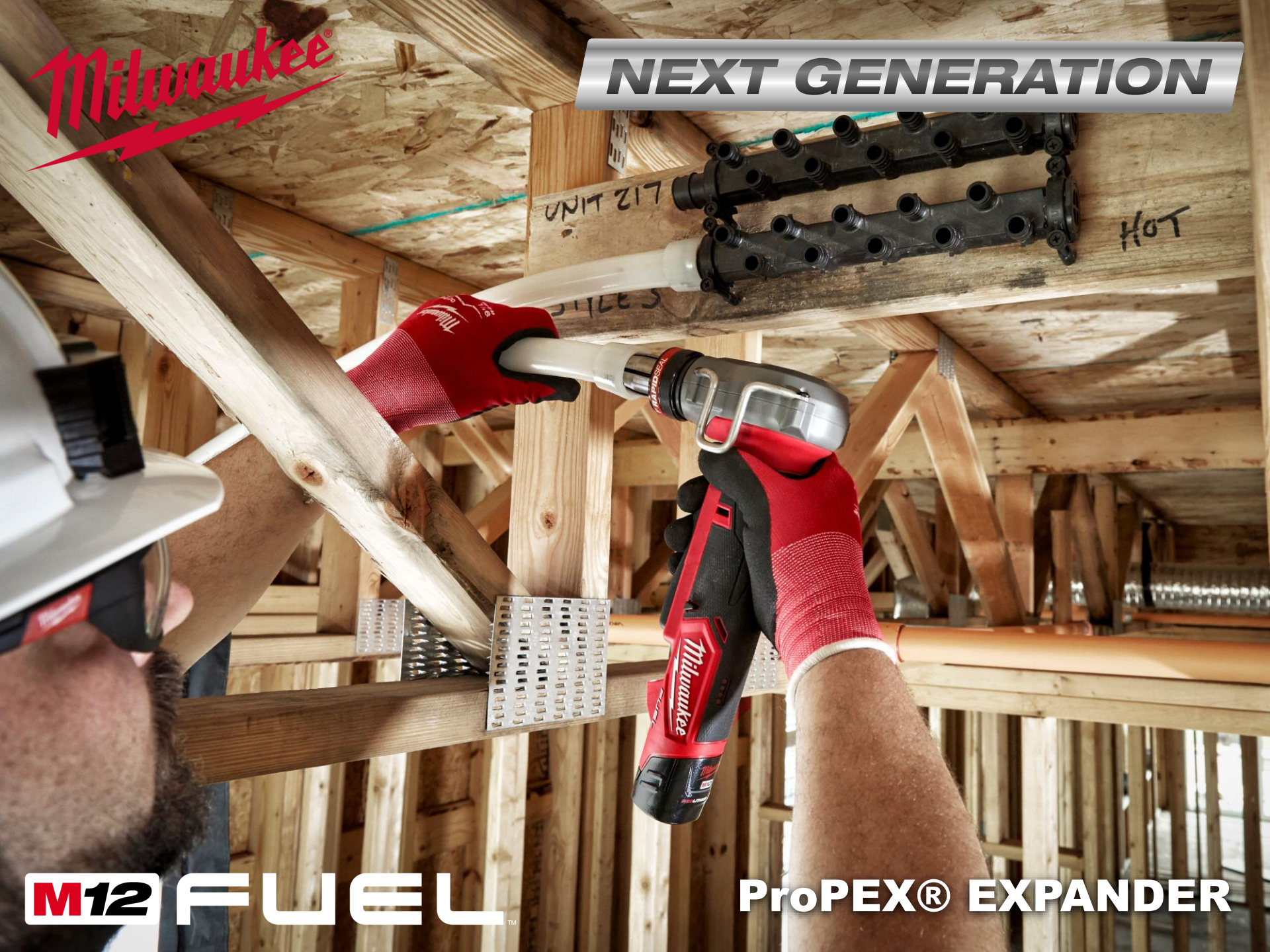


M12 FUEL

COMPACT BAND SAW

Milwaukee

NEXT GENERATION



M12 FUEL

ProPEX® EXPANDER

Milwaukee[®]

M12 FUEL[™]



M12 TOTAL PLATFORM = 130 PRODUCTS

Milwaukee

LASER LEVELS & ACCESSORIES



M12

**REDLITHIUM™
USB**

Milwaukee

**MX
FUEL**



**MX
FUEL**

TOTAL PLATFORM = 10 PRODUCTS

Milwaukee[®]

PERSONAL PROTECTIVE EQUIPMENT



OVER 500 PRODUCTS

Milwaukee[®]

PACKOUT[™]



Milwaukee

SHOCKWAVE
IMPACT DUTY



