



Powerful Brands
Innovative Products
Exceptional People
Operational Excellence



2022 1H Interim Results Presentation

August 10th, 2022

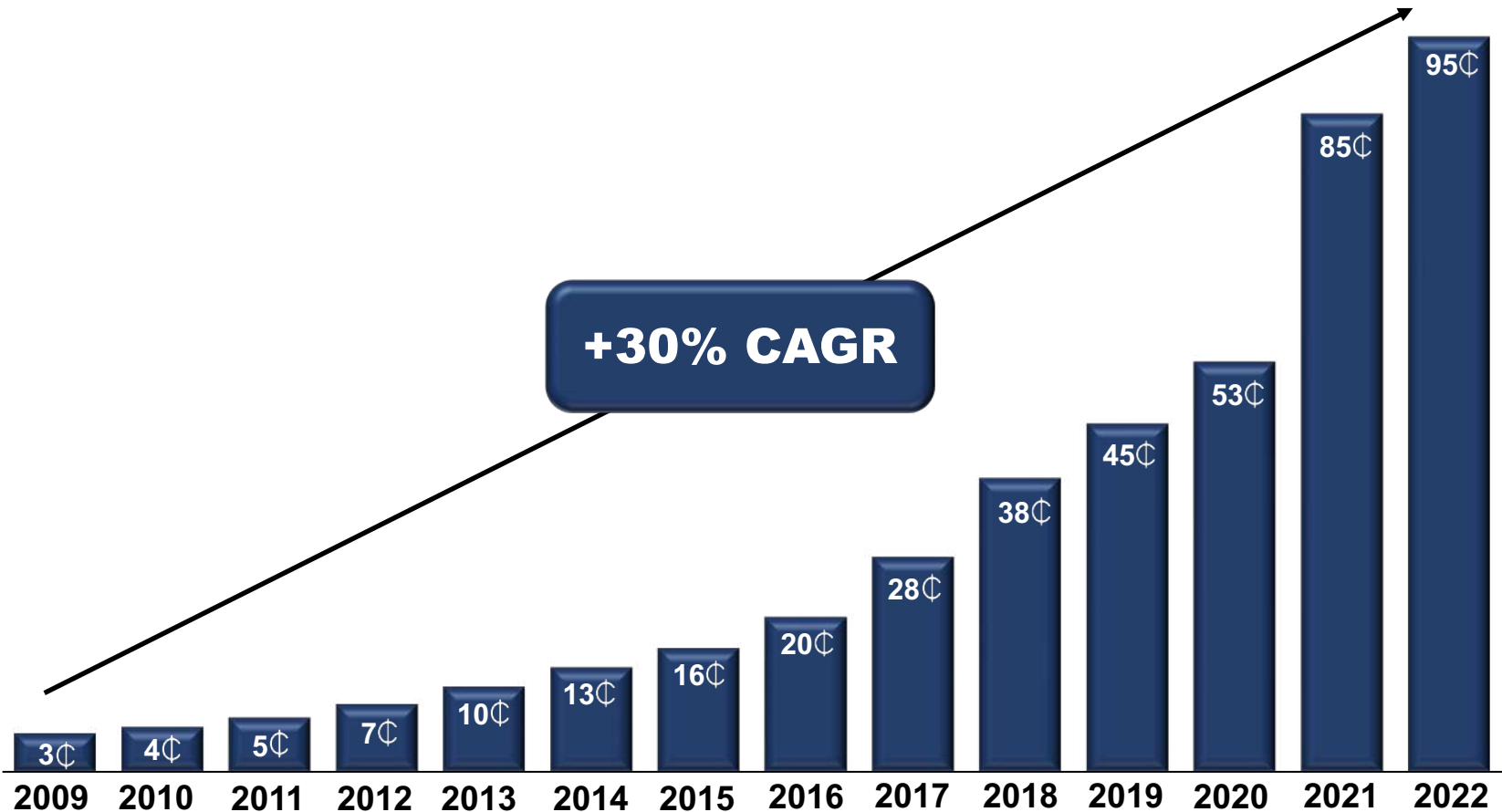
Frank Chan

2022 1st Half Results

	<u>2021</u>	<u>2022</u>	<u>Change</u>
Sales	\$6,394	\$7,034	+10.0%
Gross Profit	\$2,465	\$2,747	+11.4%
Gross Margin %	38.6%	39.1%	+50 bps
EBIT	\$572	\$633	+10.7%
<i>% of sales</i>	<i>8.9%</i>	<i>9.0%</i>	
Net Profit	\$524	\$578	+10.4%
<i>% of sales</i>	<i>8.2%</i>	<i>8.2%</i>	
EPS (cents)	28.62¢	31.59¢	+10.4%

Dividend Per Share 1st Half

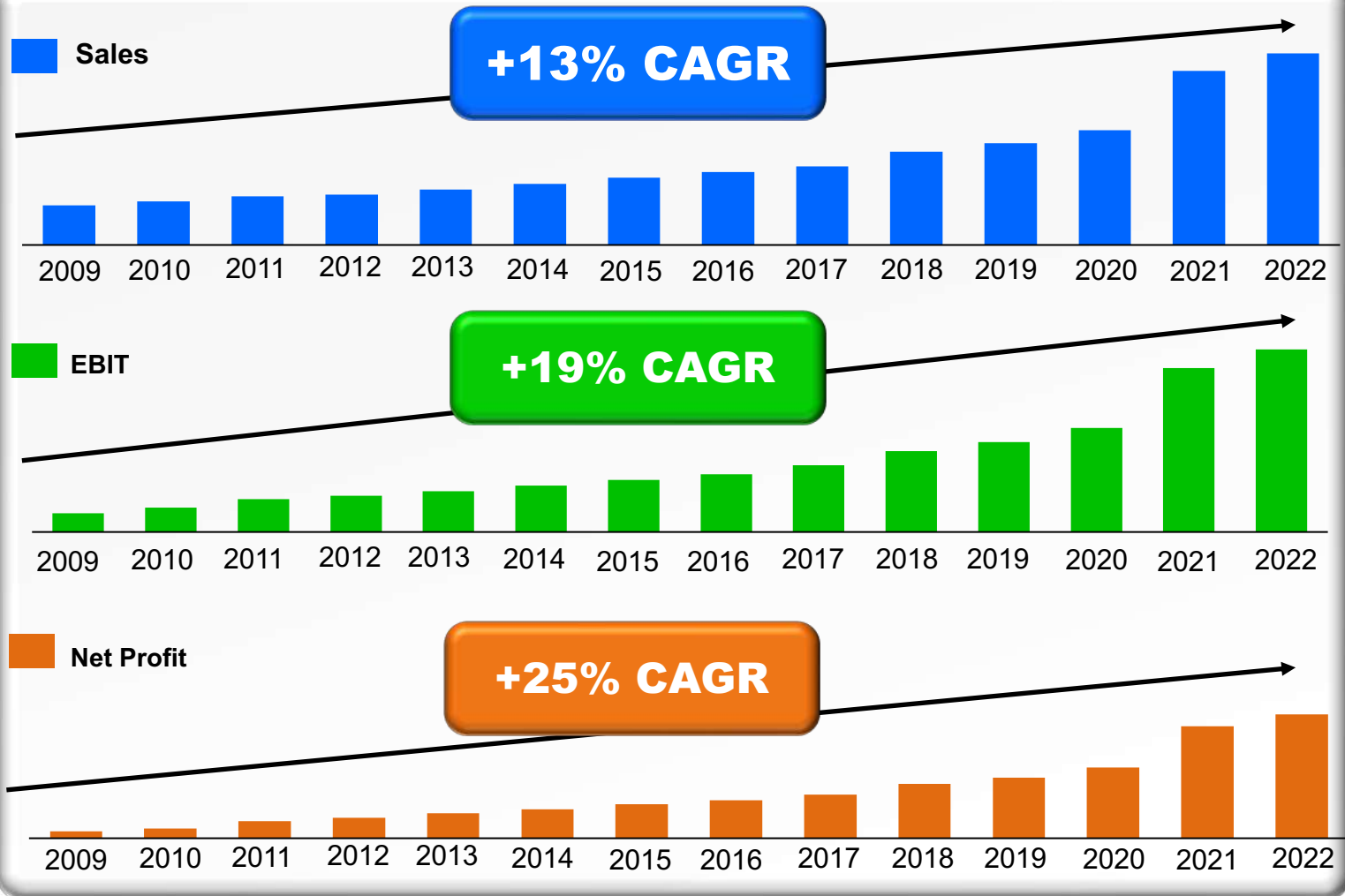
(HK Cents)



	<u>2021</u>	<u>2022</u>	<u>Chg.</u>
Interim Dividend (HK Cents)	85¢	95¢	+11.8%

Sales, EBIT & Net Profit 1st Half

14 Year Performance Trend



2022 1st Half Segment Results

<u>Segment</u>		<u>2021</u>	<u>2022</u>	<u>Change</u>	<u>LC</u>
Power Equipment	Sales	\$5,820	\$6,562	+12.8%	+14.9%
	<i>Segment %</i>	91.0%	93.3%		
	Op Profit	\$565	\$646	+14.4%	
	<i>% of sales</i>	9.7%	9.8%		
Floorcare & Cleaning	Sales	\$574	\$472	-17.8%	-16.4%
	<i>Segment %</i>	9.0%	6.7%		
	Op Profit	\$6.8	(\$13.3)	N/A	
	<i>% of sales</i>	1.2%	-2.8%		

2022 1st Half Region Sales

<u>Region</u>	<u>2021</u>	<u>2022</u>	<u>Change</u>	<u>LC</u>
North America <i>Region %</i>	\$4,886 <i>76.4%</i>	\$5,397 <i>76.7%</i>	+10.5%	+10.5%
Europe <i>Region %</i>	\$1,019 <i>15.9%</i>	\$1,074 <i>15.3%</i>	+5.4%	+14.1%
Rest of World <i>Region %</i>	\$489 <i>7.7%</i>	\$563 <i>8.0%</i>	+15.1%	+23.0%

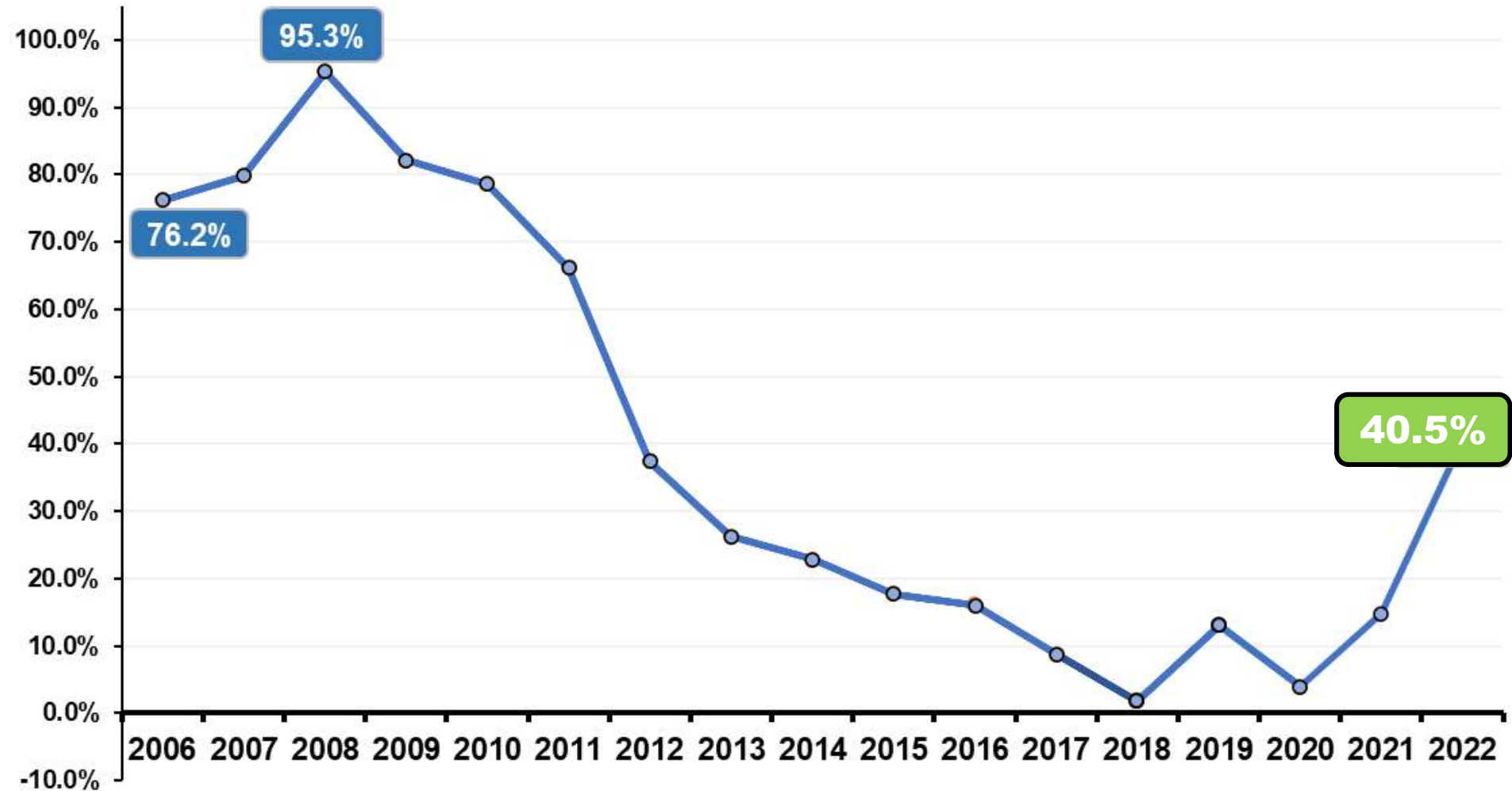
2022 1st Half Income Statement

	<u>2021</u>	<u>2022</u>	<u>Change</u>
Sales	\$6,394	\$7,034	+10.0%
Gross Profit	\$2,465	\$2,747	+11.4%
<i>% of sales</i>	<i>38.6%</i>	<i>39.1%</i>	
Selling, Distribution, & Advertising	\$1,031	\$1,153	+11.9%
Administrative Expenses	\$673	\$737	+9.5%
Research & Development	\$196	\$232	+18.2%
Total SG&A Expenses	\$1,900	\$2,122	+11.7%
<i>% of sales</i>	<i>29.7%</i>	<i>30.2%</i>	
Net Finance Cost	\$9	\$11	+32.0%
Profit before Income Tax	\$563	\$621	+10.4%
Income Tax Expense	\$39	\$43	+10.3%
Net Profit	\$524	\$578	+10.4%
<i>% of sales</i>	<i>8.2%</i>	<i>8.2%</i>	

2022 1st Half Financial Position

	<u>2021</u>	<u>2022</u>	<u>Change</u>
Non-current Assets	\$3,293	\$4,196	+27.5%
Current Assets	\$8,975	\$9,322	+3.9%
Current Liabilities	\$6,621	\$6,608	-0.2%
Net Current Assets	\$2,354	\$2,714	+15.3%
Long-term Liabilities	\$1,381	\$1,861	+34.8%
Equity	\$4,266	\$5,049	+18.4%

2022 1st Half Gearing Trend



2022 1st Half Financial Figures

	<u>2021</u>	<u>2022</u>	<u>Change</u>
Inventory	\$4,471	\$5,232	
<i>Days</i>	<i>136</i>	<i>138</i>	<i>+2 days</i>
Receivables	\$1,837	\$2,060	
<i>Days</i>	<i>56</i>	<i>54</i>	<i>-2 days</i>
Payables	\$4,108	\$4,066	
<i>Days</i>	<i>125</i>	<i>107</i>	<i>-18 days</i>
Net Working Capital	\$2,200	\$3,226	
<i>% of Sales</i>	<i>18.3%</i>	<i>23.3%</i>	
CAPEX	\$245	\$229	-6.4%
<i>% of Sales</i>	<i>3.8%</i>	<i>3.3%</i>	

2022 1st Half Debt Profile

		<u>YE 2021</u>	<u>1H 2022</u>	<u>Change</u>
Cash Balance		\$1,874	\$1,274	-32.0%
<i>Debt with Fixed Maturities</i>		\$1,190	\$1,484	+24.7%
<i>Working Capital Financing</i>		\$2,018	\$1,835	-9.1%
Total Debt		\$3,208	\$3,319	+3.5%
Total Net Debt		\$1,334	\$2,045	+53.3%
Floating Rate	70%	\$2,258	63% \$2,106	-6.7%
Fixed Rate	30%	\$950	37% \$1,213	+27.7%
LT Debts - due after 1 year	32%	\$1,028	40% \$1,312	+27.6%
ST Debts - due within 1 year	68%	\$2,180	60% \$2,007	-7.9%

Joe Galli

“A **pessimist** sees the difficulty
in every opportunity;

an **optimist** sees the opportunity
in every difficulty.”

-Winston Churchill

“My job is to think about
the future,
even when the present
is on fire.”

-Bob Myers

General Manager

Golden State Warriors

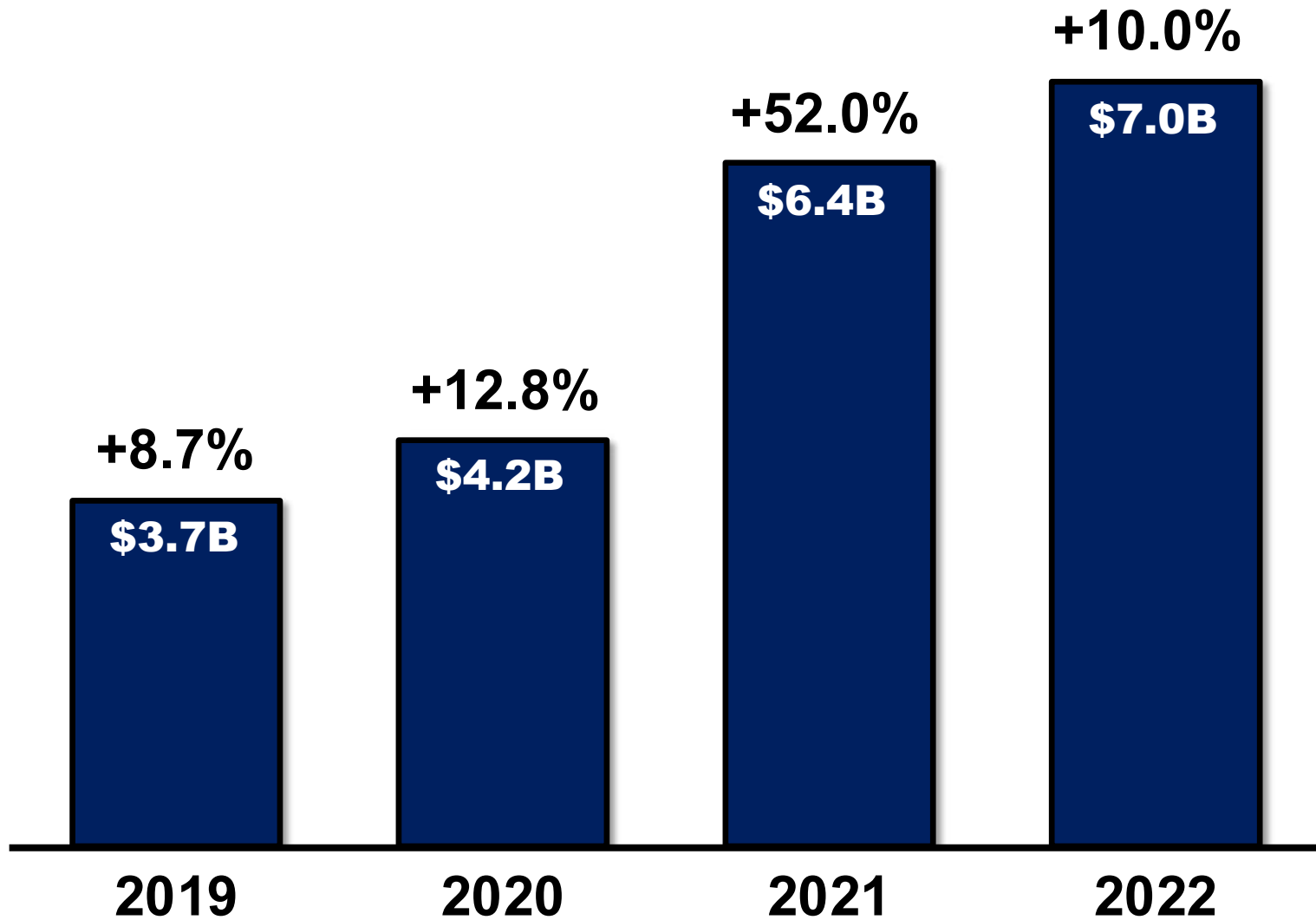


2022 1st Half Sales Growth

	<u>2021</u>	<u>2022</u>
Sales	\$6,394	\$7,034
% Chg		+10.0%
% Chg Local Currency		+12.1%

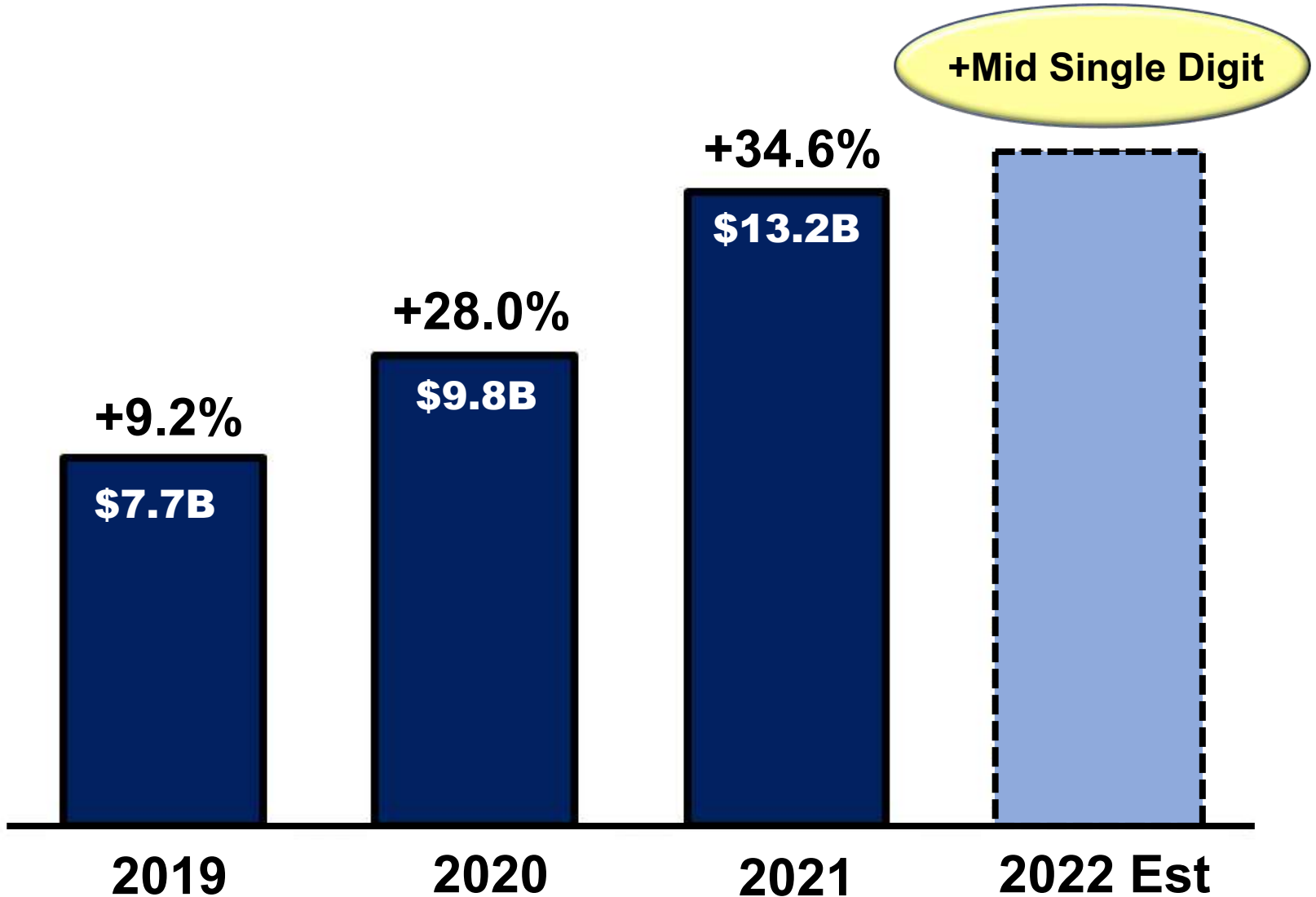


1st Half Sales Performance

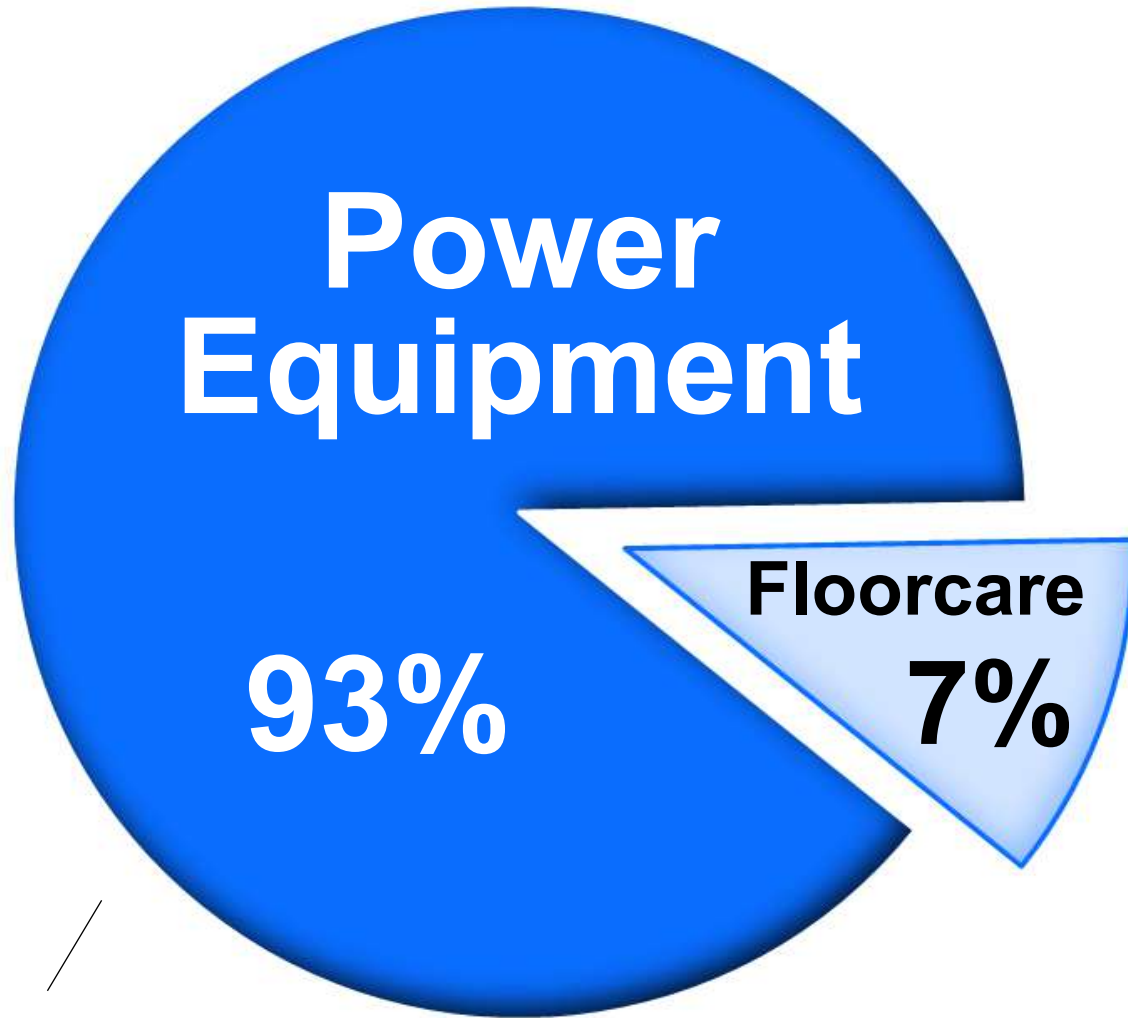




FY Sales Performance/Estimate



2022 1st Half Sales in Local Currency



+14.9%

-16.4%

2022 1st Half Results

	<u>2021</u>	<u>2022</u>	<u>vs 2021</u>
Sales	\$6,394	\$7,034	+10.0%
GM %	38.6%	39.1%	+50 bps
SGA %	29.7%	30.2%	+45 bps
EBIT	\$572	\$633	+10.7%
<i>% of sales</i>	<i>8.9%</i>	<i>9.0%</i>	
Net Profit	\$524	\$578	+10.4%
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EPS (cents)	28.62¢	31.59¢	+10.4%

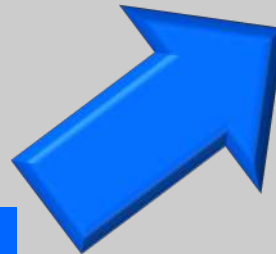
2022 1st Half Gross Margin

2021

2022

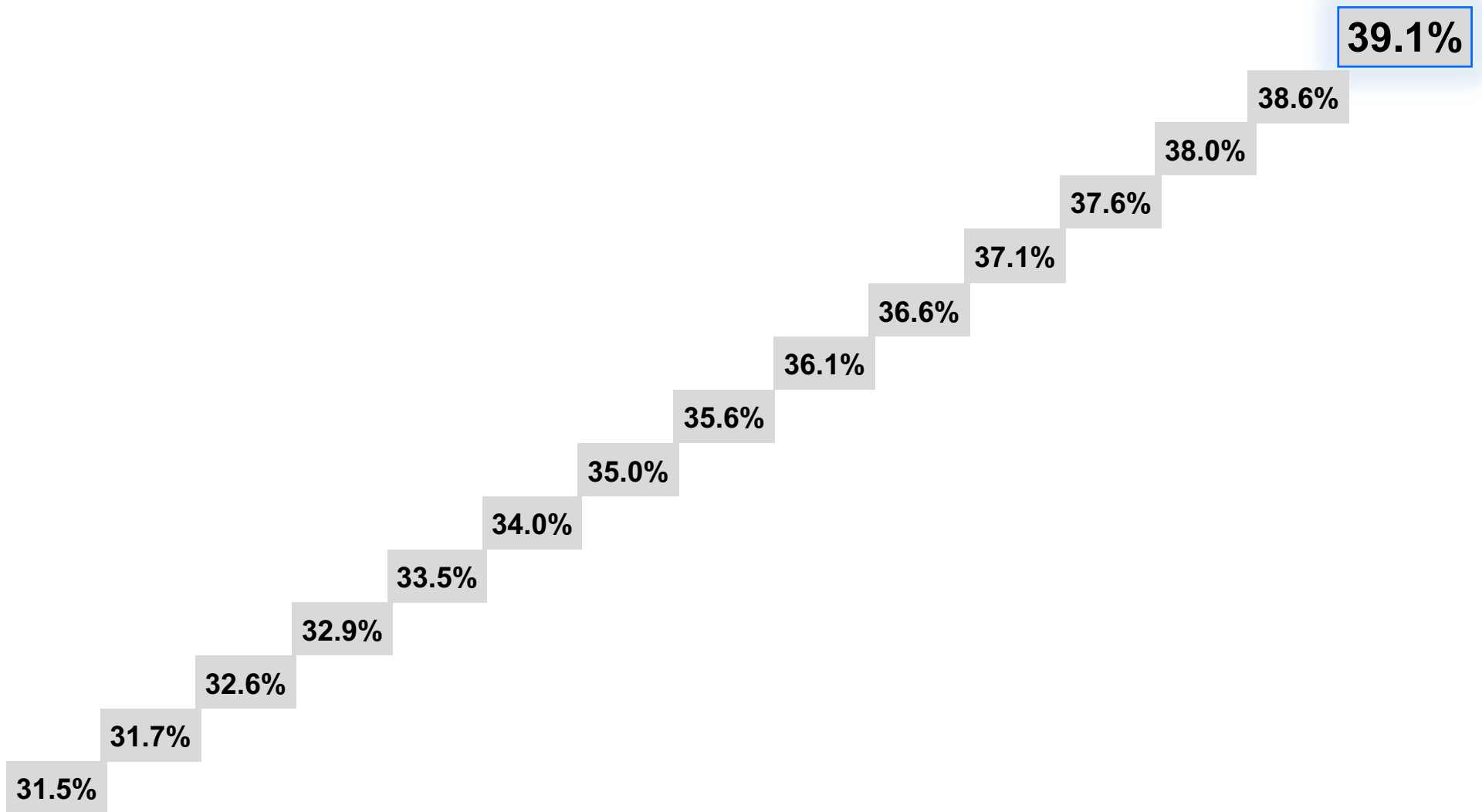
38.6%

39.1%



Gross Margin Performance

[2008](#) [2009](#) [2010](#) [2011](#) [2012](#) [2013](#) [2014](#) [2015](#) [2016](#) [2017](#) [2018](#) [2019](#) [2020](#) [2021](#) [2022](#)





- ➔ **POWERFUL BRANDS**
- ➔ **INNOVATIVE PRODUCTS**
- ➔ **EXCEPTIONAL PEOPLE**
- ➔ **OPERATIONAL EXCELLENCE**

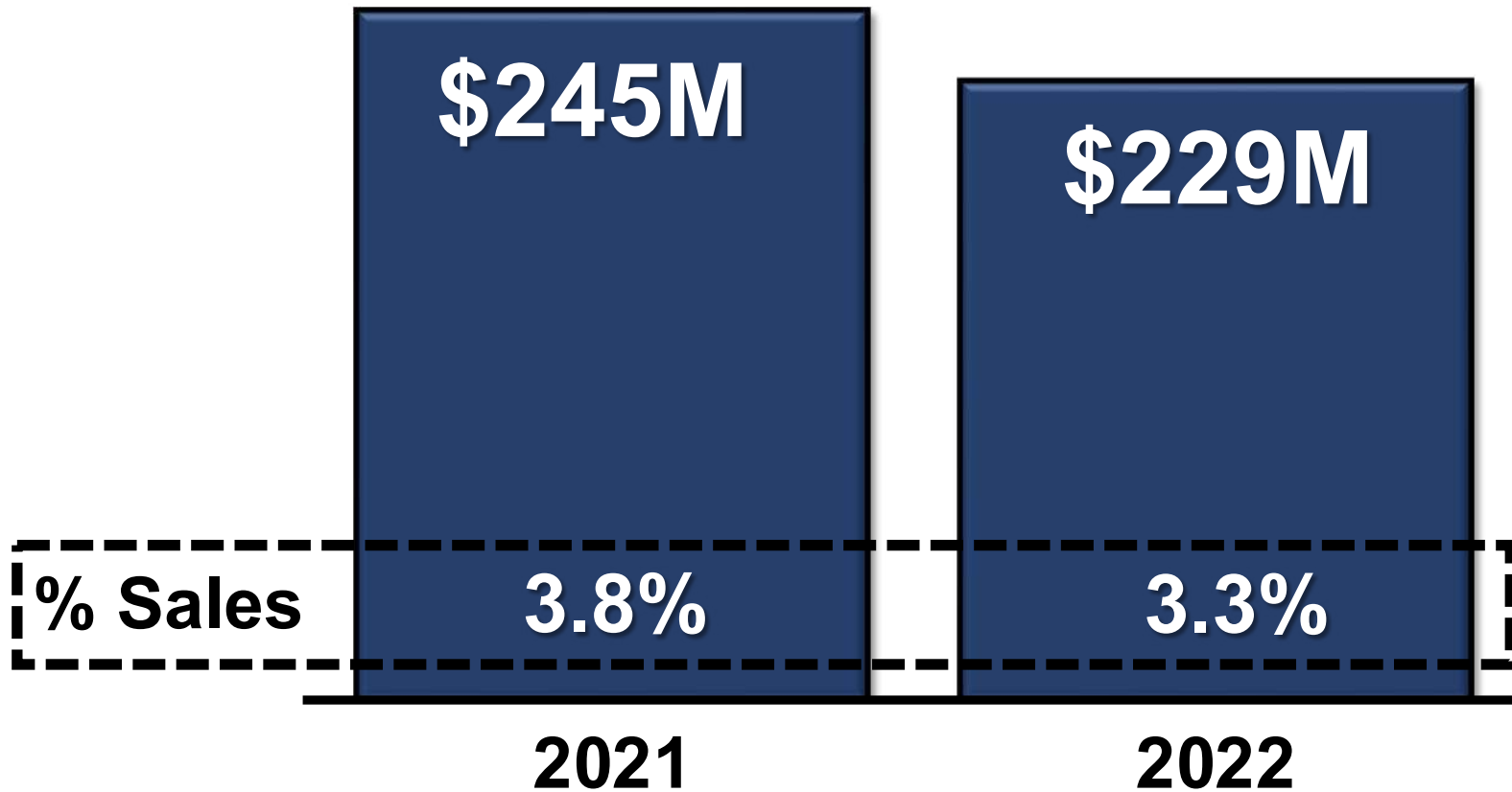
**DISCIPLINED
SKU
MANAGEMENT**

2022 1st Half Inventory

	<u>1H 2021</u>	<u>FY 2021</u>	<u>1H 2022</u>	<u>vs. Dec 21</u>
Raw/Components	\$471	\$602	\$ 754	
<i>Days</i>	14	17	20	+3 Days
WIP	\$112	\$61	\$ 100	
<i>Days</i>	3	2	3	+1 Days
Finished Goods	\$3,888	\$4,186	\$4,378	
<i>Days</i>	118	116	115	-1 Days
<hr/>				
Inventory	\$4,471	\$4,850	\$5,232	
<i>Days</i>	136	134	138	+4 Days



2022 1st Half CAPEX Spend





2022 Free Cash Flow

2021

H1

FY

-\$0.7B

-\$1.0B

2022

-\$0.2B

CASH FLOW
POSITIVE

2022 1st Half Sales



+26%



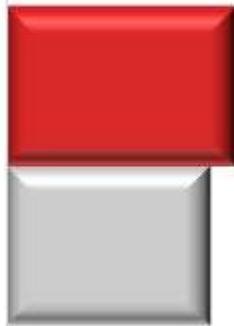
2022 1st Half Sales

**NORTH
AMERICA**



+25%

EUROPE



+23%

**REST
OF
WORLD**



+35%

■ 2022 ■ 2021



PRO CORDLESS

#1 Market Share



CORDLESS

M12TM



#1 Market Share

M18TM



#1 Market Share

**MX
FUEL**TM



#1 Market Share



CORDLESS

M12TM



144 Products

M18TM



259 Products

**MX
FUEL**TM



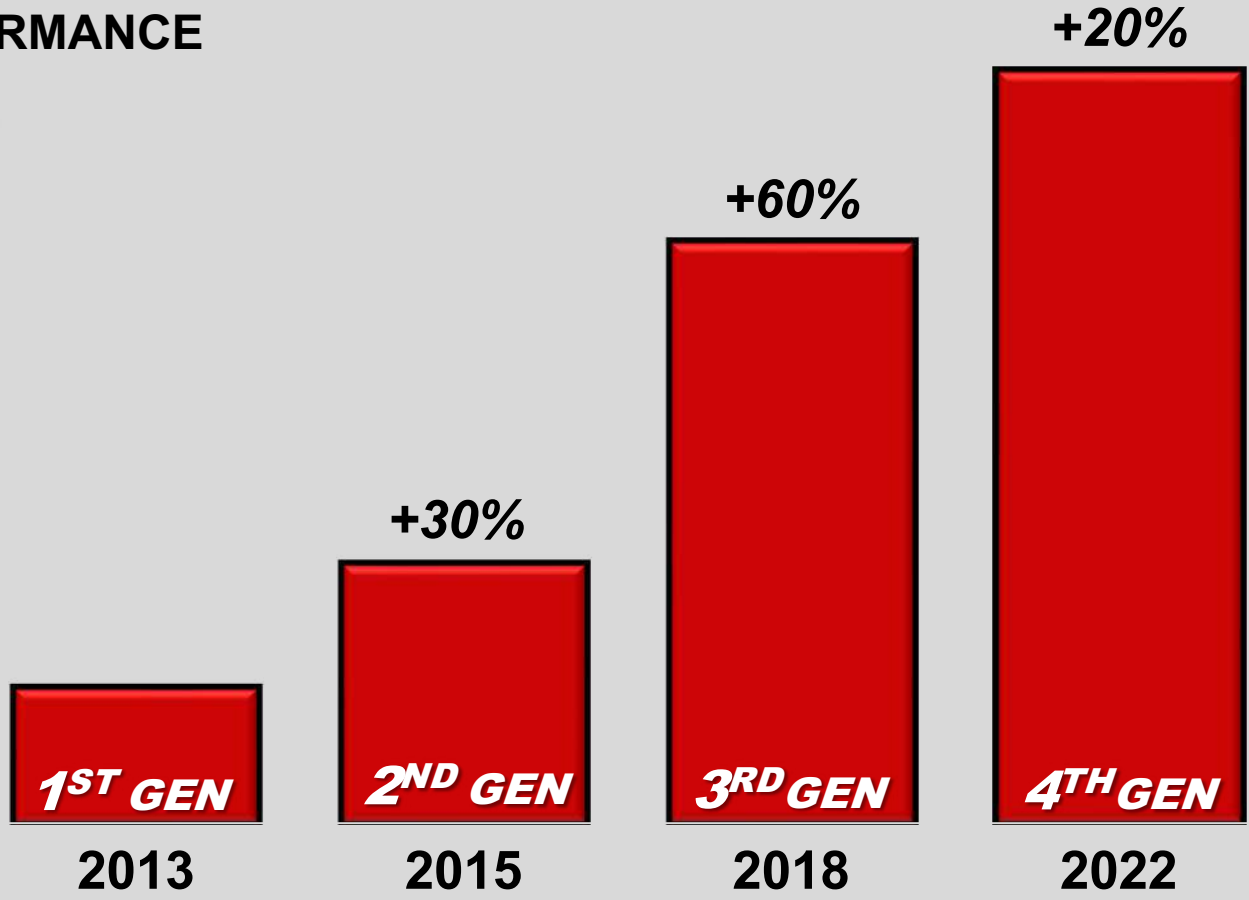
13 Products



M18

4TH GENERATION

POWER &
PERFORMANCE



Milwaukee

4TH GENERATION



M18 FUEL

1/2" DRILL DRIVER & HAMMER DRILL

Milwaukee

4TH GENERATION

Milwaukee
FUEL
FUEL BRUSHLESS

M18 RED L

M18 FUEL

1/4" HEX IMPACT DRIVER



Milwaukee

UTILITY FENCING STAPLER



M18 FUEL™

Milwaukee

6-1/2" PLUNGE TRACK SAW



M18 FUEL

Milwaukee

TOP HANDLE CHAINSAW

M18 FUEL



Milwaukee[®]

M18 FUEL™



M18 #1 PRO CORDLESS PLATFORM



M12

3RD GENERATION

**POWER &
PERFORMANCE**



2013



+15%

2018



+30%

2022

1ST GEN

2ND GEN

3RD GEN

Milwaukee

3RD GENERATION



M12 FUEL

1/2" DRILL DRIVER & HAMMER DRILL

Milwaukee

3RD GENERATION



M12 FUEL

1/4" HEX IMPACT DRIVER

Milwaukee

M12 FUEL



M12

#1 MARKET SHARE LEADER

Milwaukee[®]

MX
FUEL



MX
FUEL

#1 CORDLESS LIGHT EQUIPMENT PLATFORM

Milwaukee

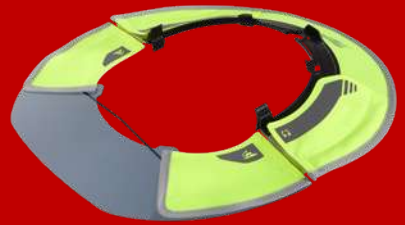
SHOP STORAGE



PACKOUT[™]
MODULAR STORAGE SYSTEM

Milwaukee[®]

BOLT™ SYSTEM



**DIY /
CONSUMER**

**RYOBI[®] ONE[™]+
18V
SYSTEM**

USA Household Penetration:

42%

RYOBI[®] ONE[™] 18V + SYSTEM

**#1 Market Share
in
DIY Cordless**

RYOBI® 18V ONE+

Same Battery System Since:

1996

RYOBI ONE+TM SYSTEM



1996

2000

2002

2007

2010

2012

ONE+

Lithium
18V

Lithium+
18V



2013

2014

2016

2020

2021

2022

Lithium+ HP

18V LITHIUM
HIGH PERFORMANCE

RYOBI ONE+TM SYSTEM



1996



2000



2002



2007

Lithium
18V



2010



2012

Lithium+
18V



2013

Lithium
Hybrid 18V

2014

Lithium+ HP



2016



2020

18V LITHIUM
HIGH PERFORMANCE



2021

ONE+ HP
COMPACT SERIES

2022

ONE+ HP



RYOBI® ONE+™ SYSTEM

POWER TOOLS

162



OUTDOOR

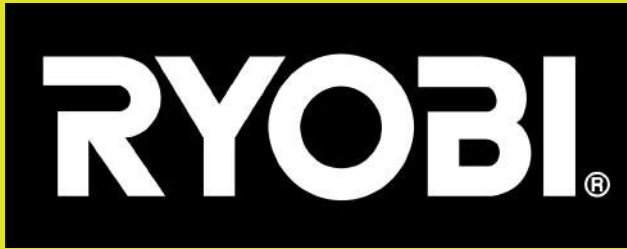
84



CLEANING

21





BATTERY POWERED OUTDOOR

ONE+TM
18V

84
Products

A black rectangular box with a white border. At the top, the text "ONE+" is written in large, bold, yellow letters, with a small "TM" superscript. To the left of "ONE+" is a yellow circle containing the text "18V" in black. Below this, a yellow oval with a white border contains the number "84" in large black font, with the word "Products" in smaller black font underneath.

+

40V

81
Products

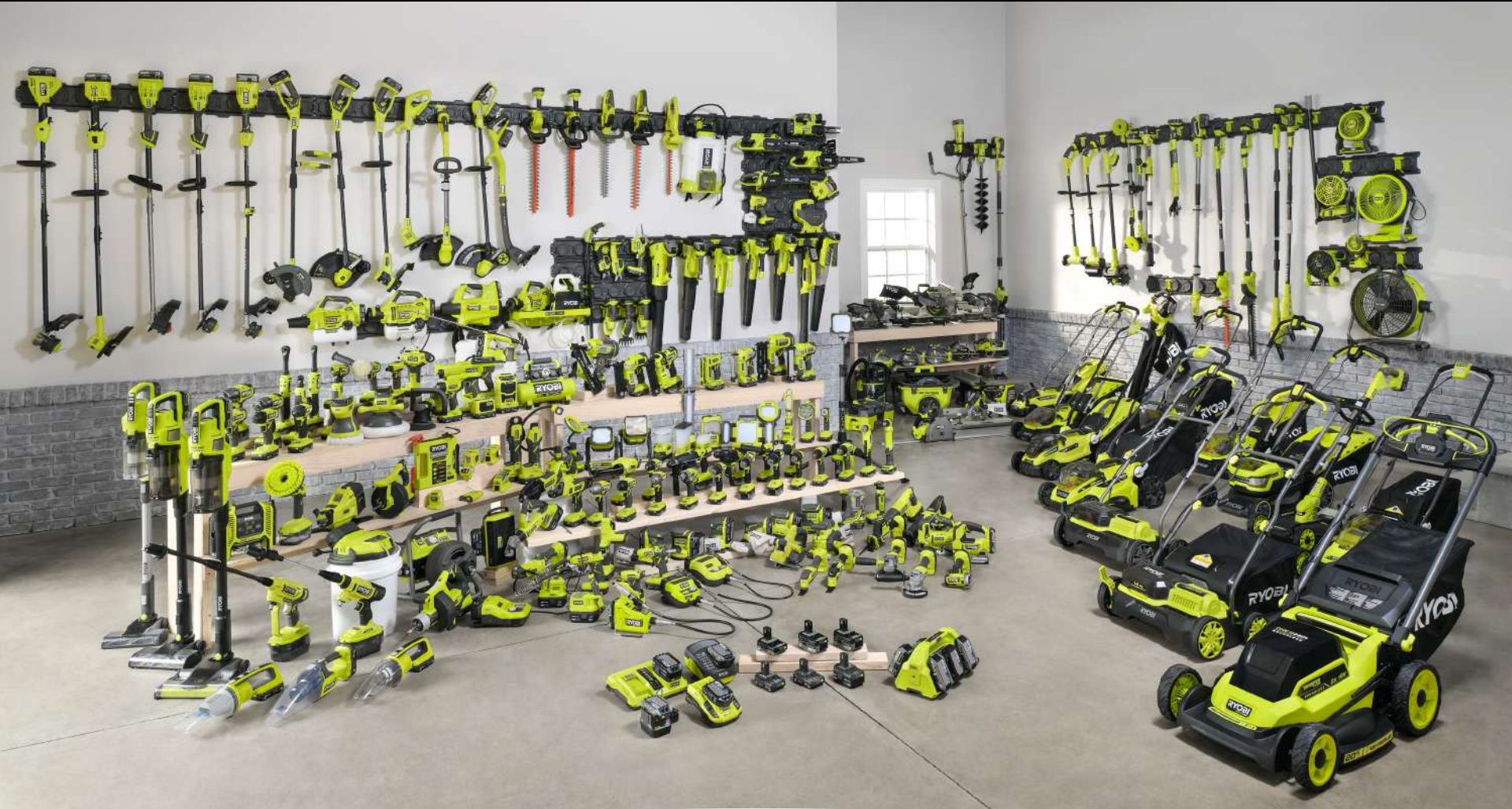
A black rectangular box with a white border. At the top, the text "40V" is written in large, bold, yellow letters. Below this, a yellow oval with a white border contains the number "81" in large black font, with the word "Products" in smaller black font underneath.

RYOBI®

**BATTERY POWERED
OUTDOOR**

#1 in Market Share

RYOBI® 18V ONE+™ SYSTEM



84 Outdoor Products

RYOBI® 40V SYSTEM



81 Outdoor Products

RYOBI®

WHISPER SERIES™



20 Outdoor Products

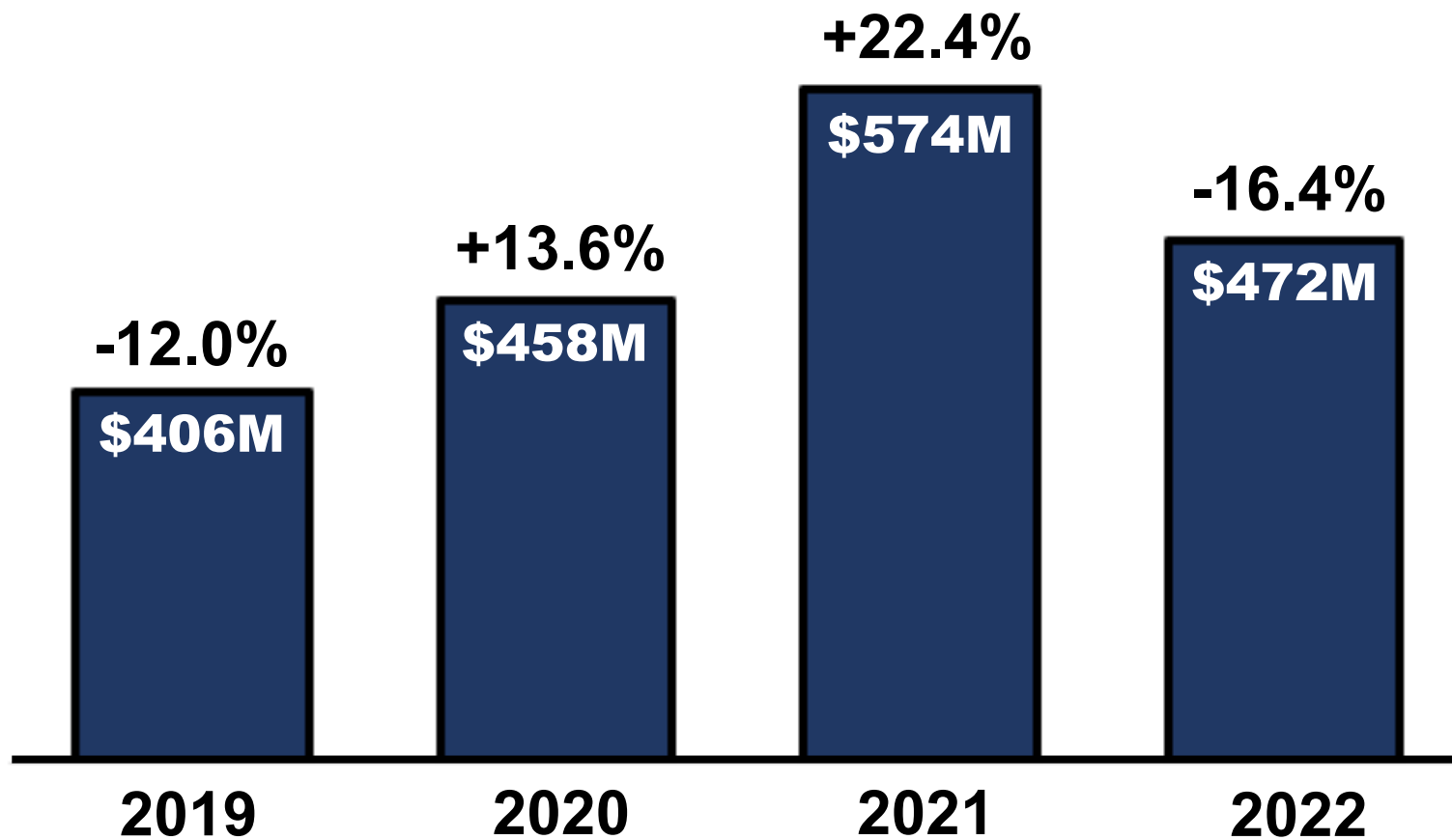
RYOBI®

80V HP



ZERO TURN RIDER

Floorcare & Cleaning 1st Half Sales



RYOBI®

FLOORCARE & CLEANING FAMILY



40V

18V ONE+

