



Powerful Brands
Innovative Products
Exceptional People
Operational Excellence



2020 Interim Results Presentation

August 13th, 2020

Frank Chan

1H 2020 Results

2020 1st Half Results

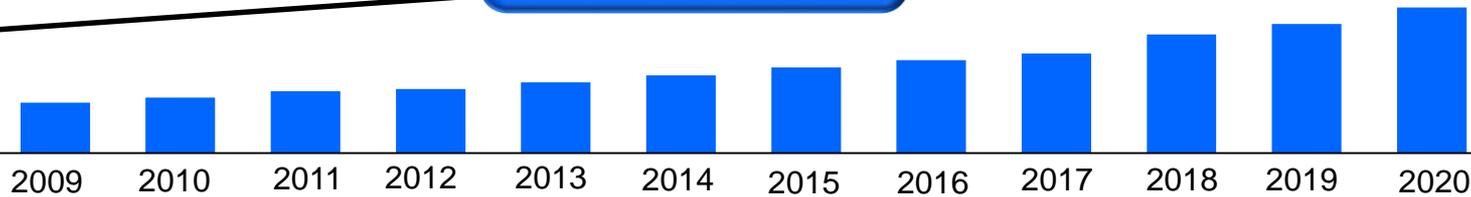
	<u>1H 2019</u>	<u>1H 2020</u>	<u>Change</u>
Sales	\$3,728	\$4,206	+12.8%
Gross Profit	\$1,403	\$1,597	+13.9%
Gross Margin %	37.6%	38.0%	+40 bps
EBIT	\$314	\$363	+15.6%
<i>% of sales</i>	<i>8.4%</i>	<i>8.6%</i>	
Net Profit	\$285	\$332	+16.3%
<i>% of sales</i>	<i>7.6%</i>	<i>7.9%</i>	
EPS (cents)	15.61¢	18.14¢	+16.2%
Interim Dividend (HK cents)	45.00¢	53.00¢	+17.8%

Sales, EBIT & Net Profit 1st Half

12 Year Performance Trend

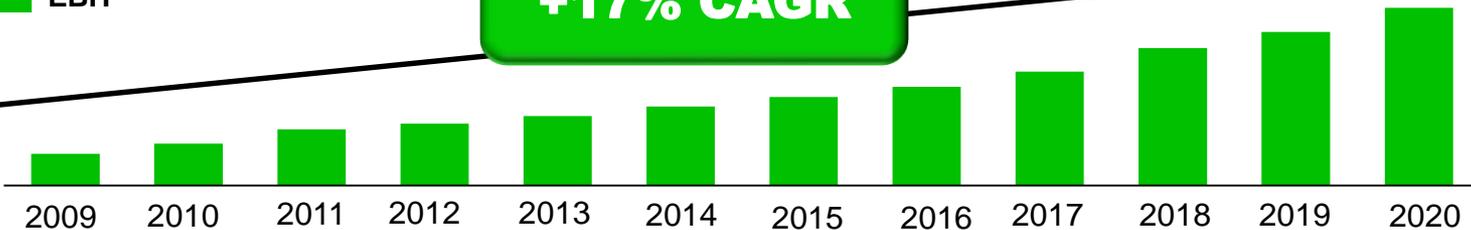
Sales

+10% CAGR



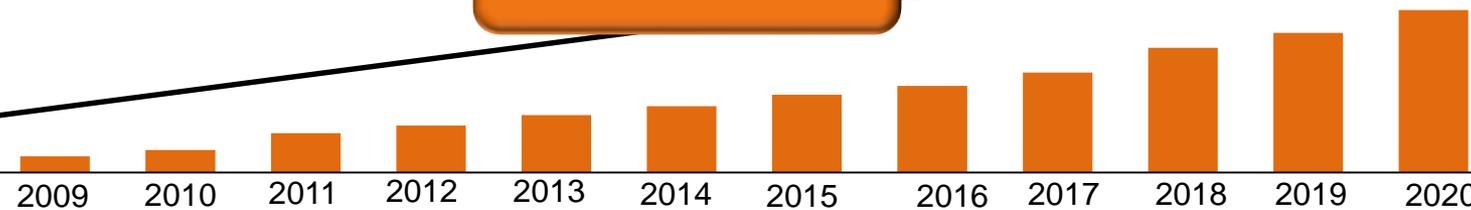
EBIT

+17% CAGR



Net Profit

+23% CAGR



2020 1st Half Segment Results

<u>Segment</u>		<u>1H 2019</u>	<u>1H 2020</u>	<u>Change</u>	<u>LC</u>
Power Equipment	Sales	\$3,322	\$3,748	+12.8%	+14.0%
	<i>Segment %</i>	89.1%	89.1%		
	Op Profit	\$314	\$359	+14.5%	
	<i>% of sales</i>	9.5%	9.6%		
Floorcare & Appliance	Sales	\$406	\$458	+12.7%	+13.6%
	<i>Segment %</i>	10.9%	10.9%		
	Op Profit	\$0.1	\$3.6	+\$3.5m	
	<i>% of sales</i>	0.0%	0.8%		

2020 1st Half Region Sales

<u>Region</u>	<u>1H 2019</u>	<u>1H 2020</u>	<u>Change</u>	<u>LC</u>
North America <i>Region %</i>	\$2,845 <i>76.3%</i>	\$3,252 <i>77.3%</i>	+14.3%	+14.5%
Europe <i>Region %</i>	\$595 <i>16.0%</i>	\$628 <i>14.9%</i>	+5.4%	+8.2%
Rest of World <i>Region %</i>	\$288 <i>7.7%</i>	\$326 <i>7.8%</i>	+13.3%	+21.0%

2020 1st Half Income Statement

	<u>1H 2019</u>	<u>1H 2020</u>	<u>Change</u>
Sales	\$3,728	\$4,206	+12.8%
Gross Profit	\$1,403	\$1,597	+13.9%
<i>% of sales</i>	37.6%	38.0%	
Selling, Distribution, & Advertising	\$582	\$671	+15.3%
Administrative Expenses	\$403	\$448	+11.3%
Research & Development	\$108	\$121	+11.3%
Total SG&A Expenses	\$1,093	\$1,240	+13.4%
<i>% of sales</i>	29.3%	29.5%	
Net Finance Cost	\$7	\$7	-5.1%
Profit before Income Tax	\$307	\$356	+16.1%
Income Tax Expense	(\$22)	(\$24)	+13.4%
Net Profit	\$285	\$332	+16.3%
<i>% of sales</i>	7.6%	7.9%	

2020 1st Half Financial Position

	<u>1H 2019</u>	<u>1H 2020</u>	<u>Change</u>
Non-current Assets	\$2,529	\$2,769	+9.5%
Current Assets	\$4,767	\$5,927	+24.3%
Current Liabilities	\$3,145	\$3,807	+21.0%
Net Current Assets	\$1,622	\$2,120	+30.7%
Long-term Liabilities	\$971	\$1,302	+34.1%
Equity	\$3,181	\$3,587	+12.8%

2020 1st Half Gearing Trend

1H 2014

1H 2015

1H 2016

1H 2017

1H 2018

1H 2019

1H 2020

Gearing

22.8%

17.7%

16.0%

8.8%

1.8%

13.1%

4.0%

2020 1H Financial Figures

	<u>1H 2019</u>	<u>1H 2020</u>	<u>Change</u>
Inventory	\$1,961	\$2,327	
<i>Days</i>	94	102	+8 days
Receivables	\$1,319	\$1,500	
<i>Days</i>	63	65	+2 days
Payables	\$1,885	\$2,501	
<i>Days</i>	91	109	+18 days
Net Working Capital	\$1,395	\$1,326	
<i>% of Sales</i>	18.4%	15.8%	
Cash Balance	\$1,206	\$1,715	+42.2%
CAPEX	\$211	\$117	(44.4%)

2020 1st Half Debt Profile

		<u>2H 2019</u>	<u>1H 2020</u>	<u>Change</u>
Cash Balance		\$1,412	\$1,715	+21.5%
<i>Debt with Fixed Maturities</i>		\$863	\$1,063	+23.1%
<i>Working Capital Financing</i>		\$564	\$796	+41.0%
Total Debt		\$1,427	\$1,859	+30.2%
Total Net Debt		\$16	\$144	+822.7%
Floating Rate	76%	\$1,082	69% \$1,283	+18.5%
Fixed Rate	24%	\$345	31% \$576	+66.9%
LT Debts - due after 1 year	53%	\$755	50% \$931	+23.4%
ST Debts - due within 1 year	47%	\$672	50% \$928	+38.0%

Joe Galli

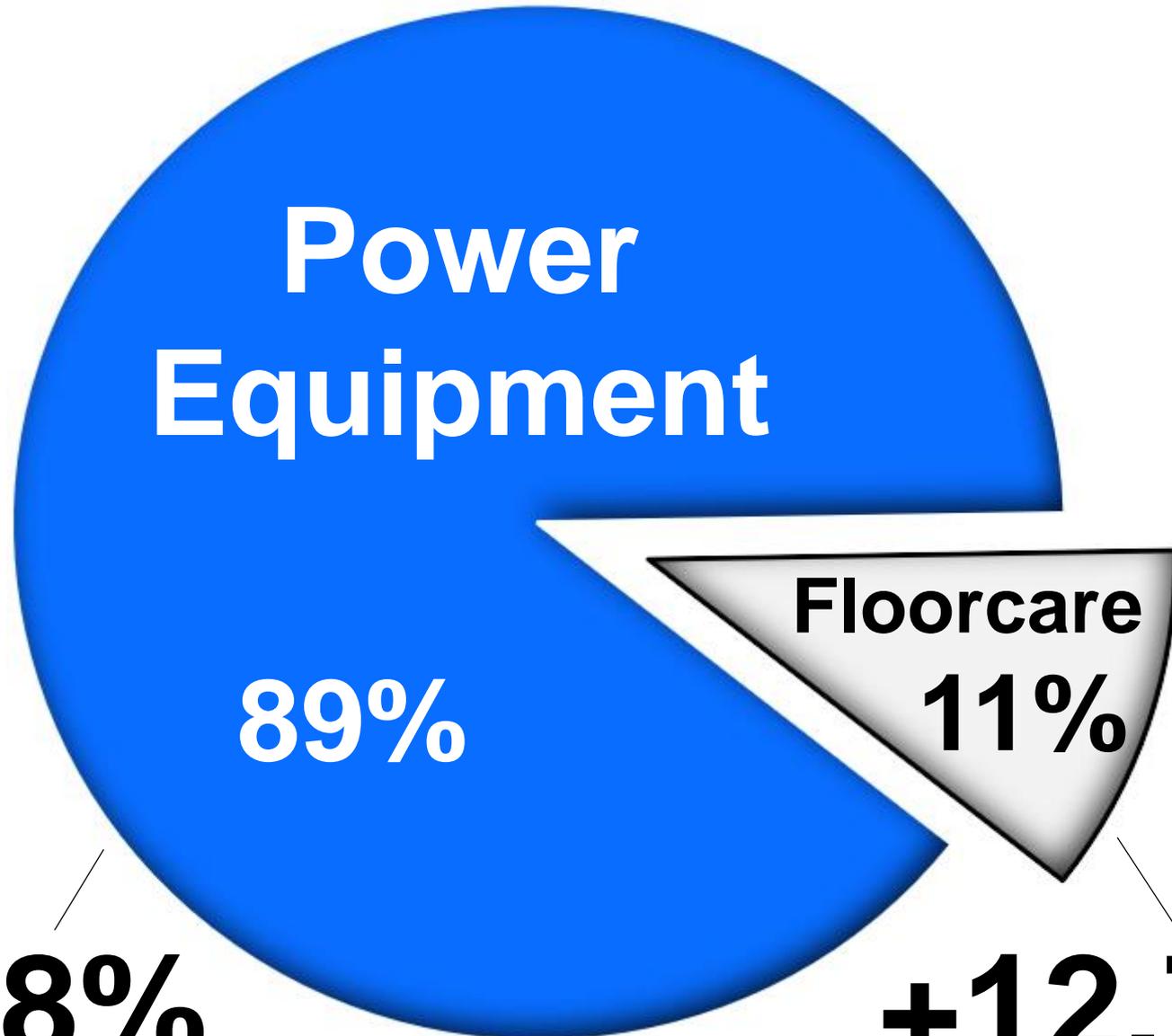
“A crisis does not build
character.

A crisis reveals it.”

2020 1st Half Sales Growth

	<u>1H 2019</u>	<u>1H 2020</u>
Sales	\$3,728	\$4,206
% chg		+12.8%
% chg Local Currency		+14.0%

2020 1st Half Sales



+12.8%

+12.7%

2020 1st Half Results

	<u>2019</u>	<u>2020</u>	<u>Change</u>
Sales	\$3,728	\$4,206	+12.8%
Gross Margin %	37.6%	38.0%	+40 bps
SGA %	29.3%	29.5%	+20 bps
EBIT	\$314	\$363	+15.6%
<i>% of sales</i>	<i>8.4%</i>	<i>8.6%</i>	
Net Profit	\$285	\$332	+16.3%
<i>% of sales</i>	<i>7.6%</i>	<i>7.9%</i>	

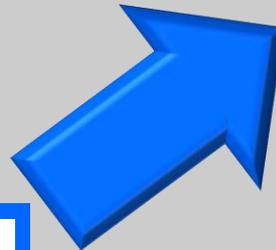
2020 1st Half Gross Margin

1H 2019

1H 2020

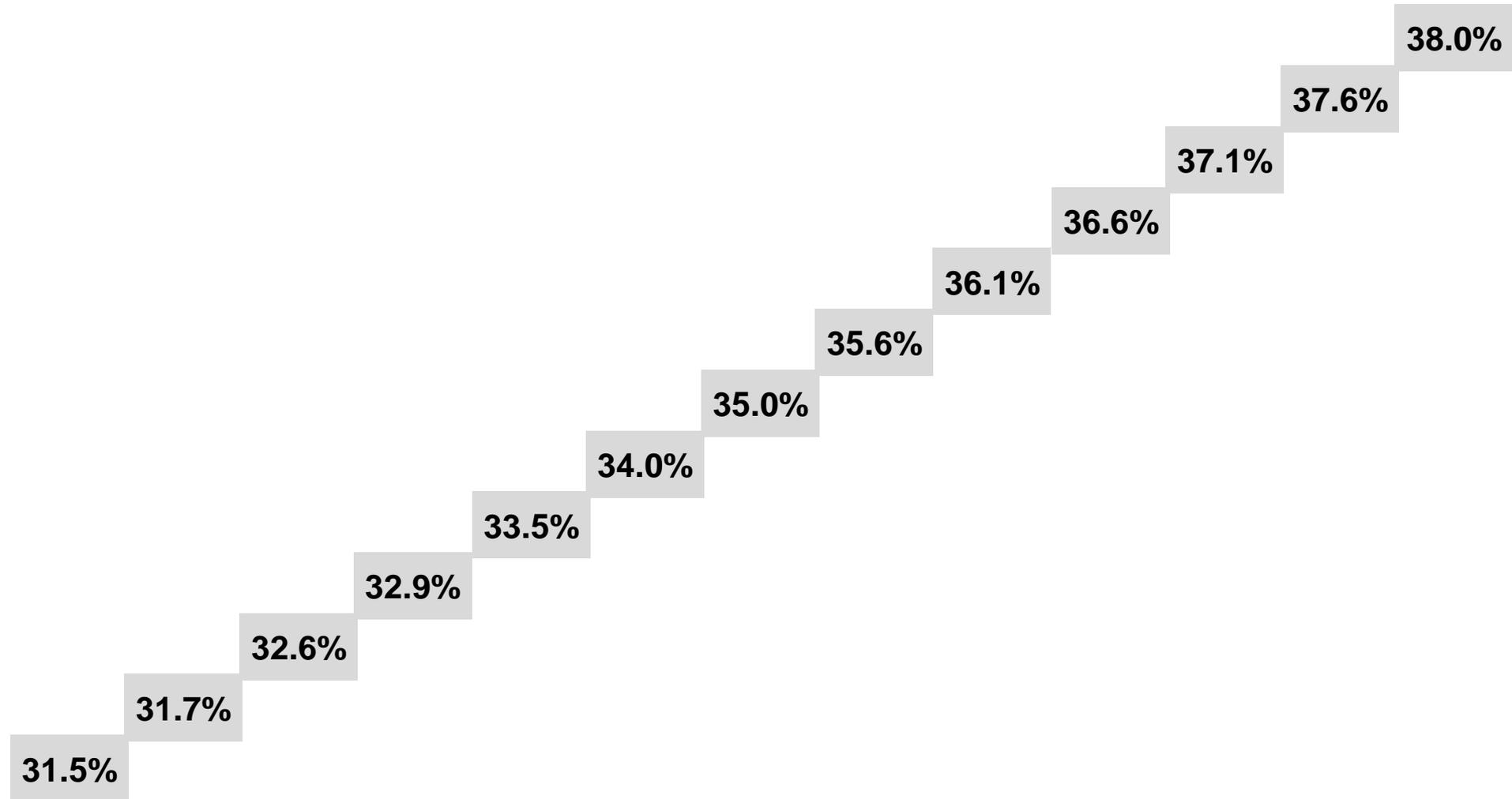
37.6%

38.0%



1st Half Gross Margin Trend

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



2020 1H Working Capital

	<u>1H 2019</u>	<u>1H 2020</u>	<u>Change</u>
Inventory	\$1,961	\$2,327	
<i>Days</i>	<i>94</i>	<i>102</i>	<i>+8 days</i>
Receivables	\$1,319	\$1,500	
<i>Days</i>	<i>63</i>	<i>65</i>	<i>+2 days</i>
Payables	\$1,885	\$2,501	
<i>Days</i>	<i>91</i>	<i>109</i>	<i>+18 days</i>
WC % of Sales	+18.4%	+15.8%	

Leadership Development Program

1,000+

Campus hires in 2020

Sales • Marketing • Engineering • Ops

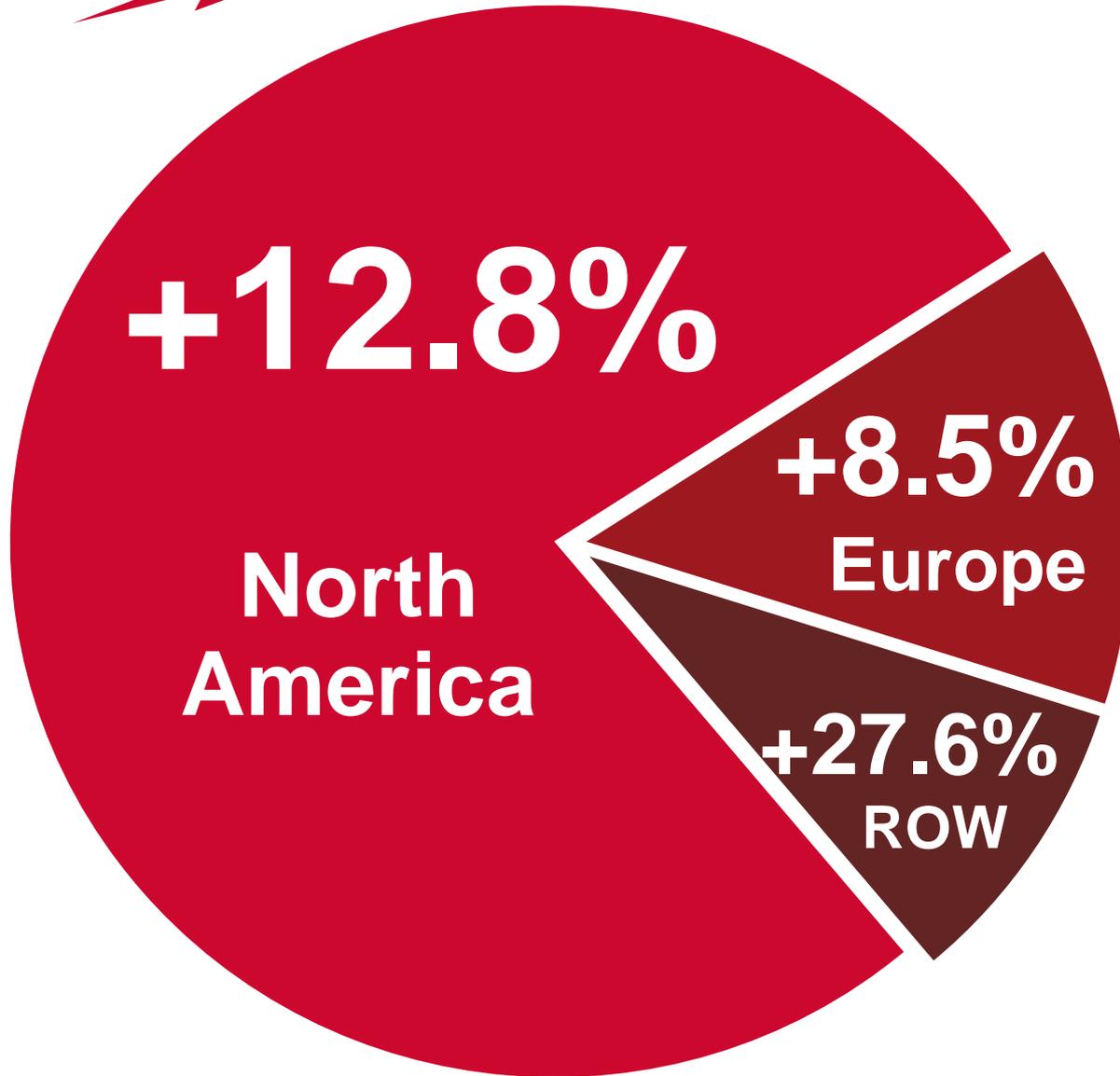
2020 Sales



+13.3%



2020 Sales



Milwaukee

**1" D-HANDLE EXTENDED ANVIL
HIGH TORQUE IMPACT WRENCH**

ONE KEY



M18 FUEL

Milwaukee[®]

8" METAL CIRCULAR SAW



M18 FUEL[™]

Milwaukee

METAL CUTTING CIRCULAR SAW BLADES



Milwaukee

COMPACT BANDSAW



M18 FUEL

Milwaukee

**2 GALLON COMPACT
QUIET COMPRESSOR**



M18 FUEL

Milwaukee

NAILERS



M18 FUEL

Milwaukee[®]

M18 FUEL[™]



Milwaukee

HATCHET™



M12 FUEL™

Milwaukee[®]

**RIGHT ANGLE
IMPACT WRENCHES**



M12 FUEL[™]

Milwaukee[®]

OSCILLATING MULTI-TOOL



M12 FUEL[™]

Milwaukee[®]

HIGH OUTPUT LIGHTING



Milwaukee[®]

MX
FUEL



Milwaukee[®]

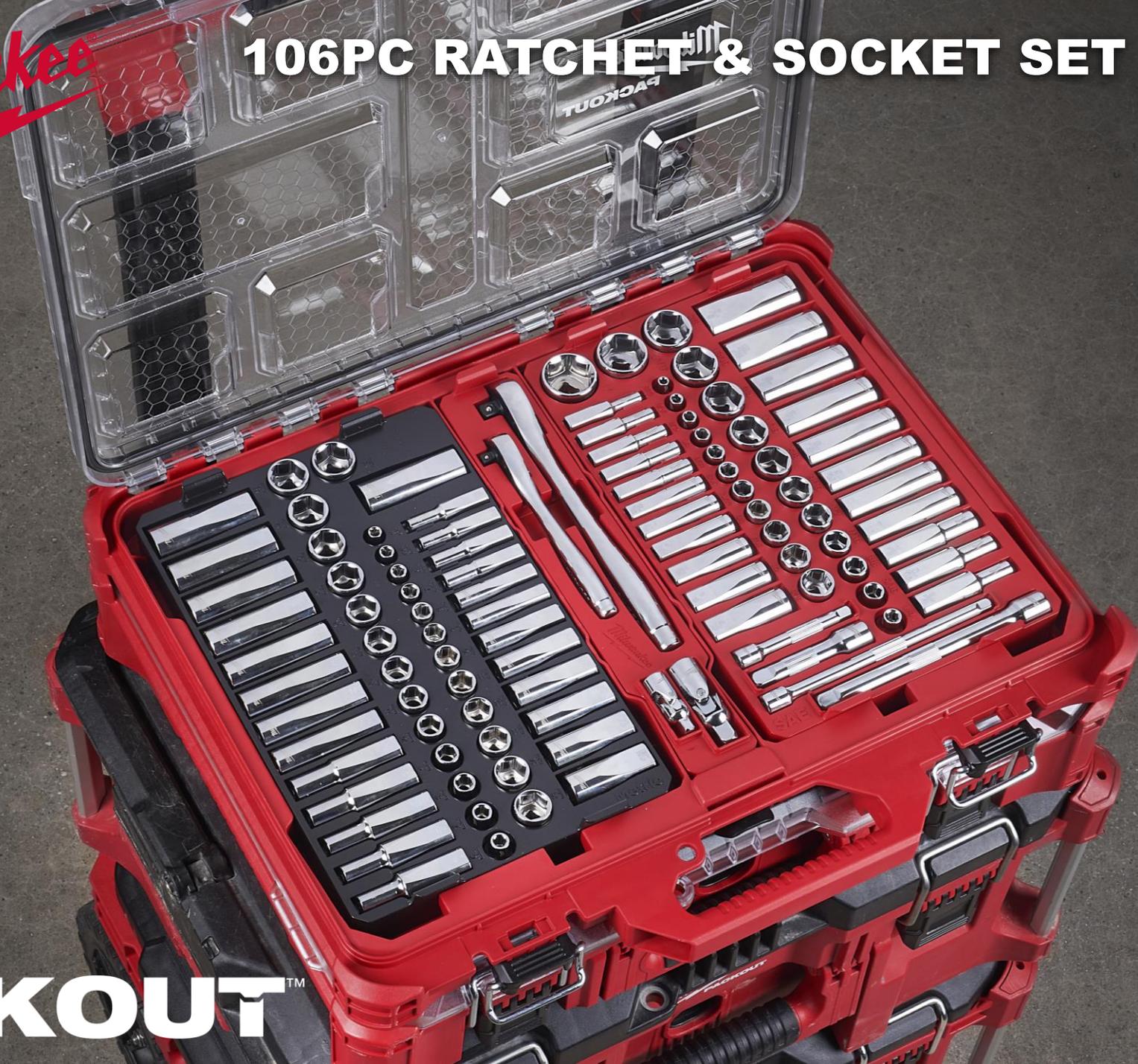
PACKOUT[™]



Milwaukee

106PC RATCHET & SOCKET SET

PACKOUT™





PERSONAL PROTECTIVE EQUIPMENT



RYOBI

ONE+ HP BRUSHLESS



COMPACT SERIES

RYOBI

ONE+ HP
BRUSHLESS

COMPACT CUT-OFF TOOL



RYOBI

ONE+ HP
BRUSHLESS



1/2" COMPACT DRILL DRIVER

RYOBI

ONE+ HP
BRUSHLESS



1/4" COMPACT IMPACT DRIVER

ONE+
18V LITHIUM
1.5Ah
RYOBI
ONE+

RYOBI

ONE HP
BRUSHLESS



ONE HANDED RECIP SAW

RYOBI

18V ONE+



CLEANING SERIES

RYOBI

OVER
175
18V ONE+
TOOLS



18V ONE+

RYOBI OUTDOOR

+25.0%

RYOBI

40V



CORDLESS MOWERS

RYOBI

CORDLESS MOWERS

RYOBI
#1 CORDLESS
MOWER BRAND



18V ONE+

40V

RYOBI

40V



SNOW BLOWERS

RYOBI

18V ONE+

40V



CORDLESS OUTDOOR



vax[®]

2020 1st Half Floorcare Results

	<u>1H 2019</u>	<u>1H 2020</u>	<u>Change</u>
Sales	\$406	\$458	+12.7%
EBIT	\$0.1	\$3.6	+\$3.5m
<i>% of sales</i>	<i>0.0%</i>	<i>0.8%</i>	



CARPET CLEANING



POWERDASH

SMARTWASH



**ONE
PWR**
SYSTEM

CORDLESS

CORDLESS CLEANING PLATFORM



vax™



**Just the
Beginning**