

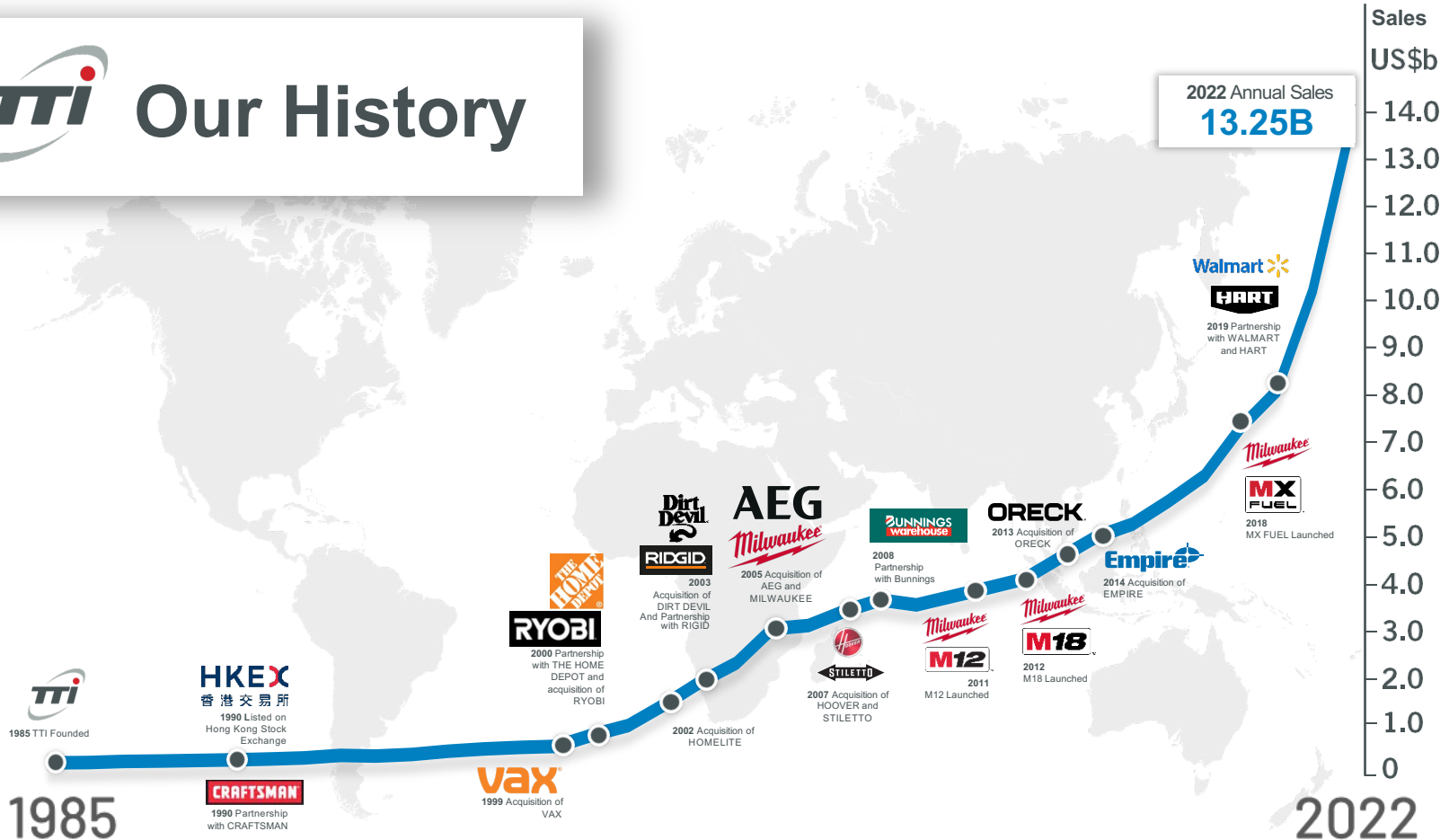


Techtronic Industries

Investor Presentation

December 7, 2023

TTI Our History



Milwaukee®

#1

Global Cordless Professional Tool Brand



RYOBI®

#1

Global Cordless DIY Tool Brand



AEG

Empire

IMPERIAL
BLADES

STILETTO

KANGO

HART

Hoover

Dirt
Devil

vax

ORECK



Cordless Leadership



M12



M18



**MX
FUEL**



**USB
LITHIUM**



ONE+



40V



80V



20V SYSTEM



**40V CORDESS
SYSTEM**

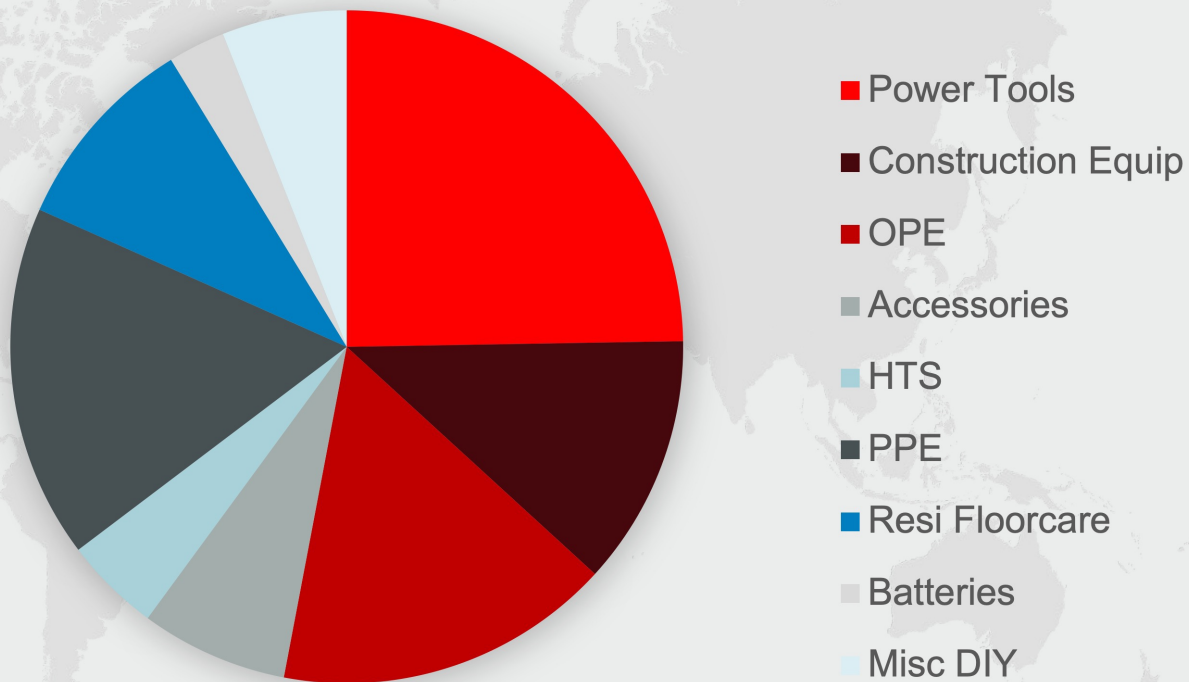


**ONEPWR
SYSTEM**





\$200B+ Global Addressable Market in 3-5 Years



Note: Internal estimate of current market size is \$160-170bn. Addressable market in 3-5 years assumes 5% annual market growth from 2024-28.



Major North American and Developed Market Play

North America

77.2%

of Total Revenue

Europe

14.5%

of Total Revenue

ROW

8.3%

of Total Revenue

Power Equipment

93%

of Total Revenue

**US\$13.25
billion**

Total Sales

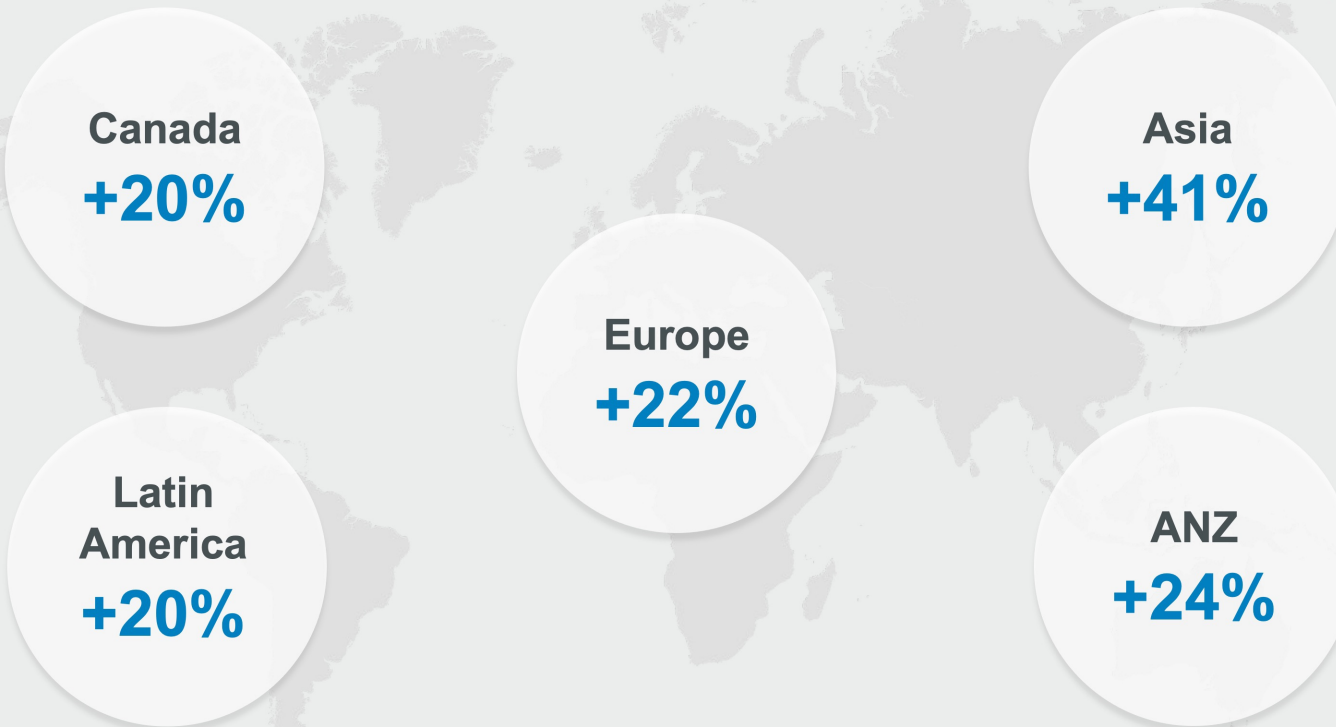
Floorcare & Cleaning

7%

of Total Revenue



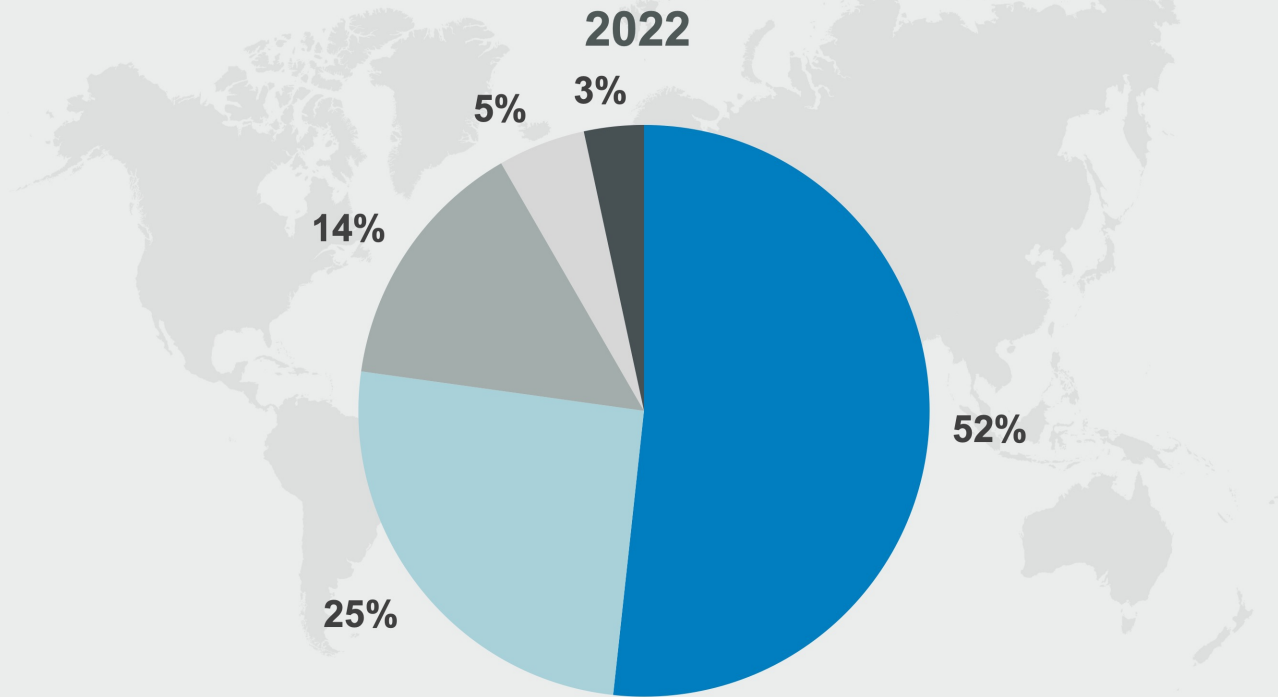
MILWAUKEE Share Surging Globally



Note: Reported revenue CAGRs shown are from 2010-2022, except for Asia (2011).



Diversified Global Manufacturing Footprint



■ China ■ Vietnam ■ USA ■ Mexico ■ EMEA

China footprint remains core, while TTI has diversified its global production



Strategic Partnership with Home Depot

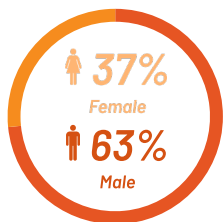


TTI invests heavily in its Leadership Development Program for The Home Depot

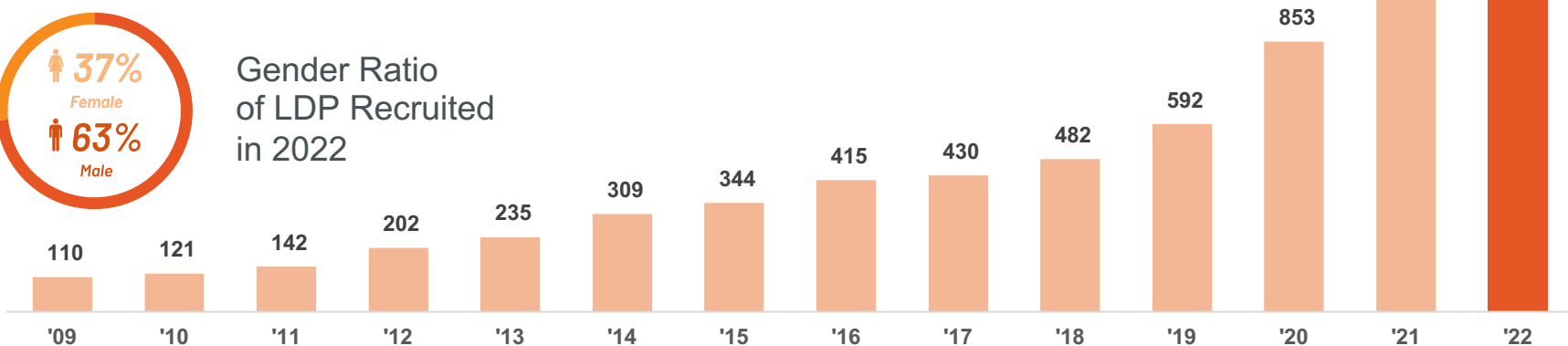
Exclusive Brands in

2,322

Home Depot Locations
Across North America



Gender Ratio
of LDP Recruited
in 2022



Global Leadership Development Program Hires 2009-2022 – Trailing 3-Year Average



Strategic Partnership with Home Depot

HD Committed to

85%

Battery Powered Outdoor Power Equipment by 2028

- This will reduce over **2,000,000** metric tons of greenhouse gases annually.
- TTI is the largest supplier to HD of Battery Powered Outdoor Power Equipment



Broad Global Distribution Channels

Mass Merchants / Home Centers



Industrial Distributors & Independent Hardware Stores



Unparalleled Track Record





Gross Margin Performance

Gross Profit Margin
%

14th consecutive year of
**GROSS MARGIN
IMPROVEMENT**
+54 bps
for the year ended Dec. 31st, 2022

FY 2022
39.3%



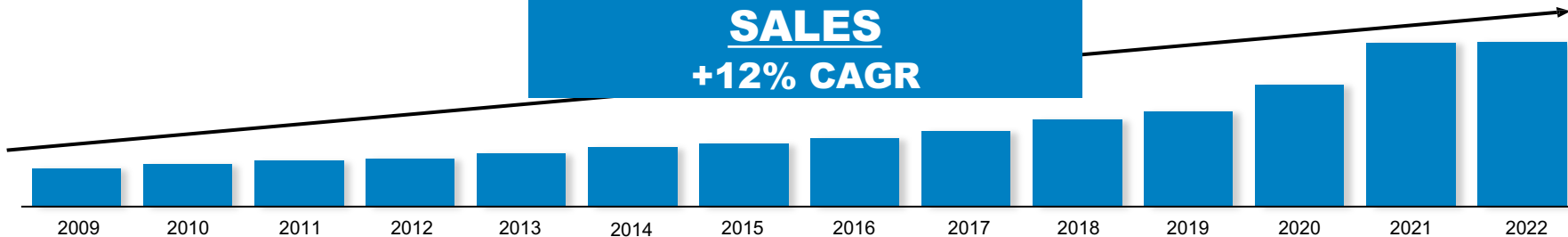
Driven by

- + **Market growth** of MILWAUKEE
- + **Success** of our aftermarket battery business
- + **Margin accretive** new product
- + **Manufacturing productivity**

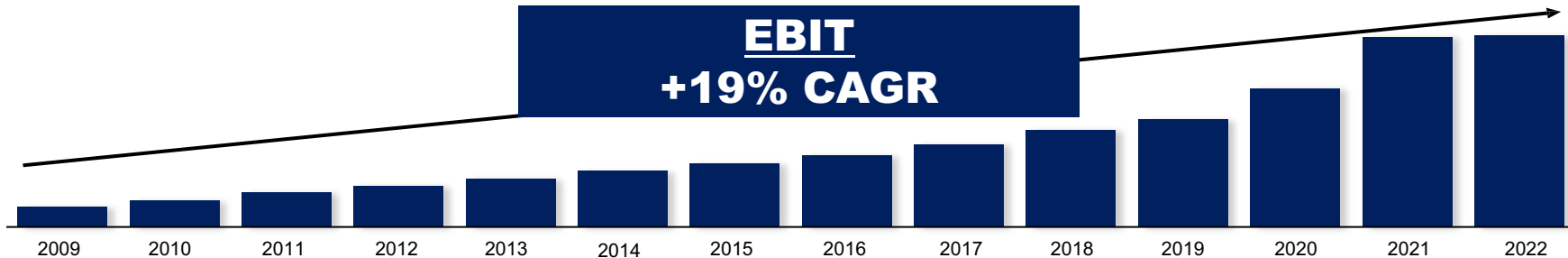


14 Year Performance Trend

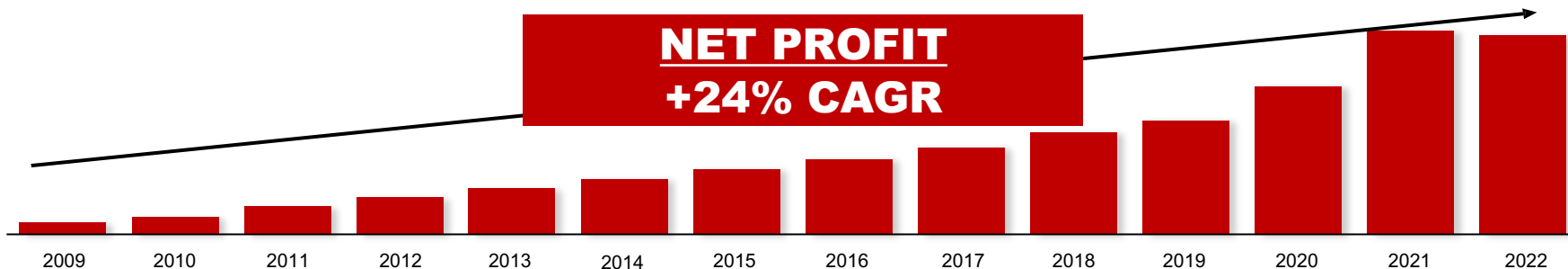
SALES
+12% CAGR



EBIT
+19% CAGR

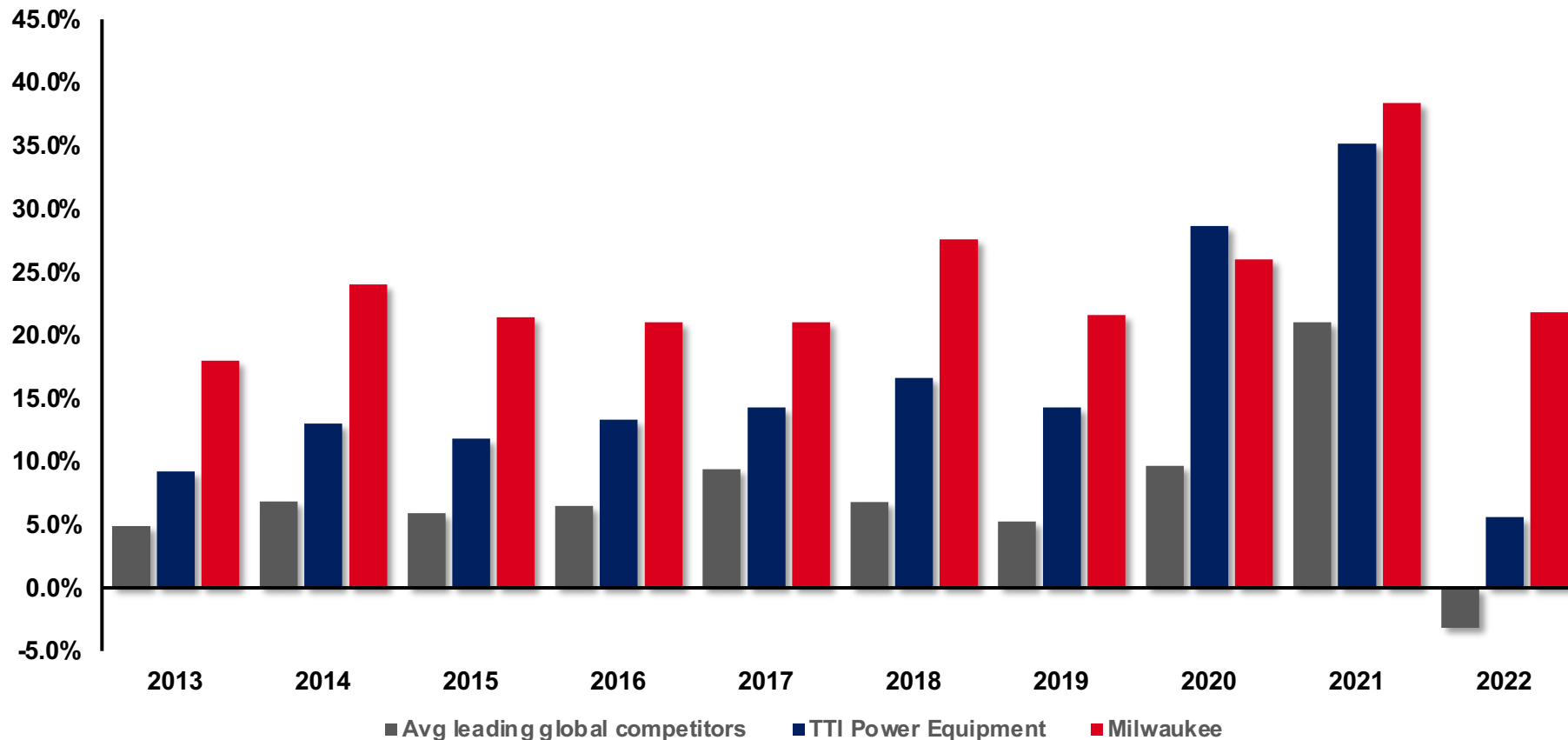


NET PROFIT
+24% CAGR





Growing 2-3x Faster Than Competition

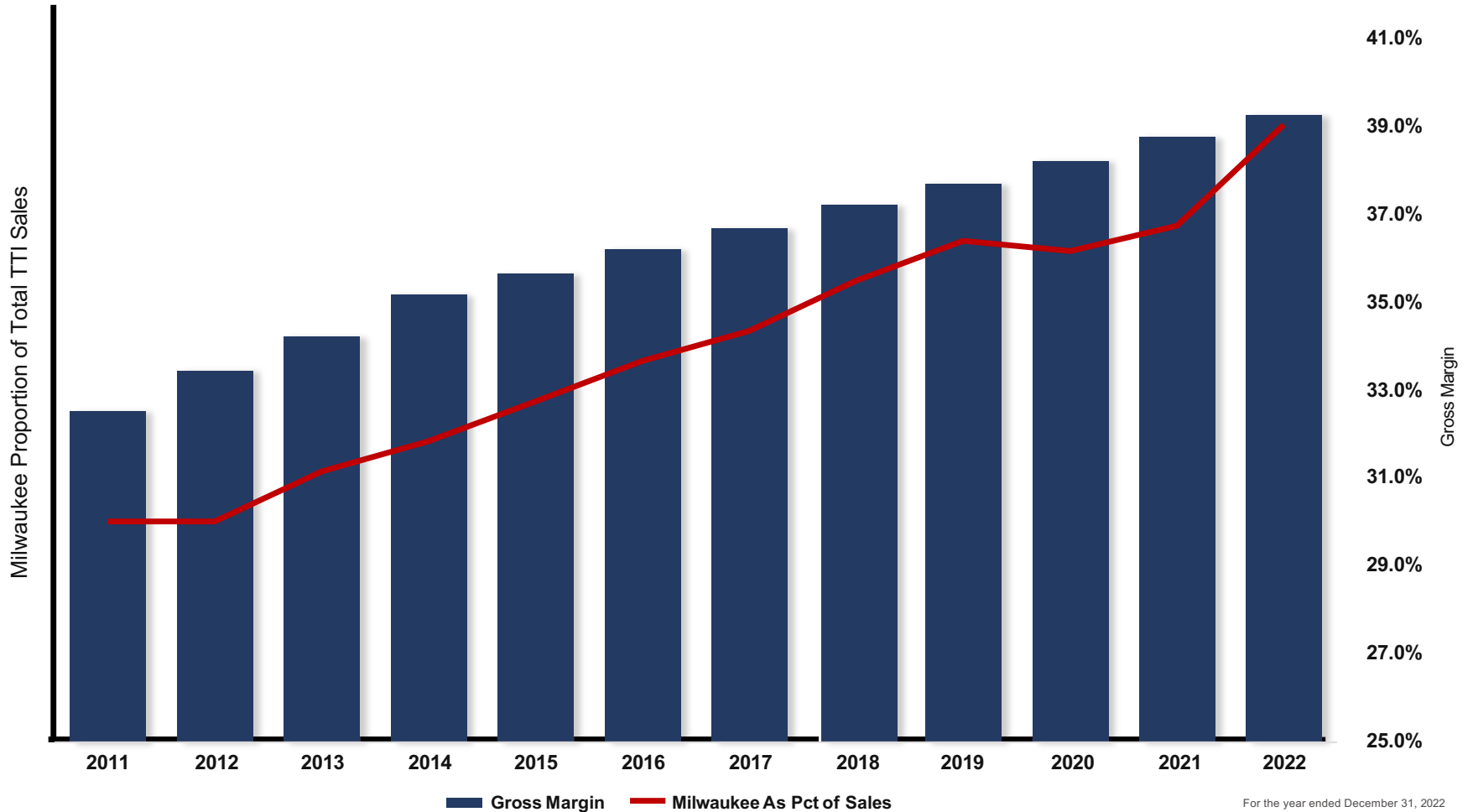


*TTI Power Equipment and Milwaukee from 2016 onwards is organic ex. currency impacts. 2013-15 is on an as reported basis.

**Leading global competitors are competitor A and competitor B with average sales growth of the two companies shown on an organic basis for the calendar year.



Gross Margin Driven by Mix



Why Cordless?

- 1 Generational Shift in Technology
- 2 The Network Effect
- 3 Cordless Drives Aftermarket



Cordless Technology Leadership

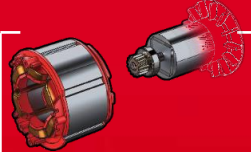


REDLINK™
INTELLIGENCE



REDLITHIUM™
BATTERIES

FUEL



POWERSTATE™
BRUSHLESS MOTORS

ONE-KEY™
UNLOCKING THE DIGITAL JOBSITE:

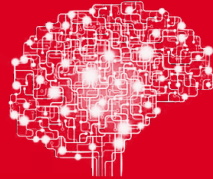


ONE-KEY™



HIGH OUTPUT
BREAKTHROUGH

MX FUEL
EQUIPMENT SYSTEM

MACHINE
LEARNING

REDLITHIUM™
FORGE™



2008

2010

2012

2015

2018

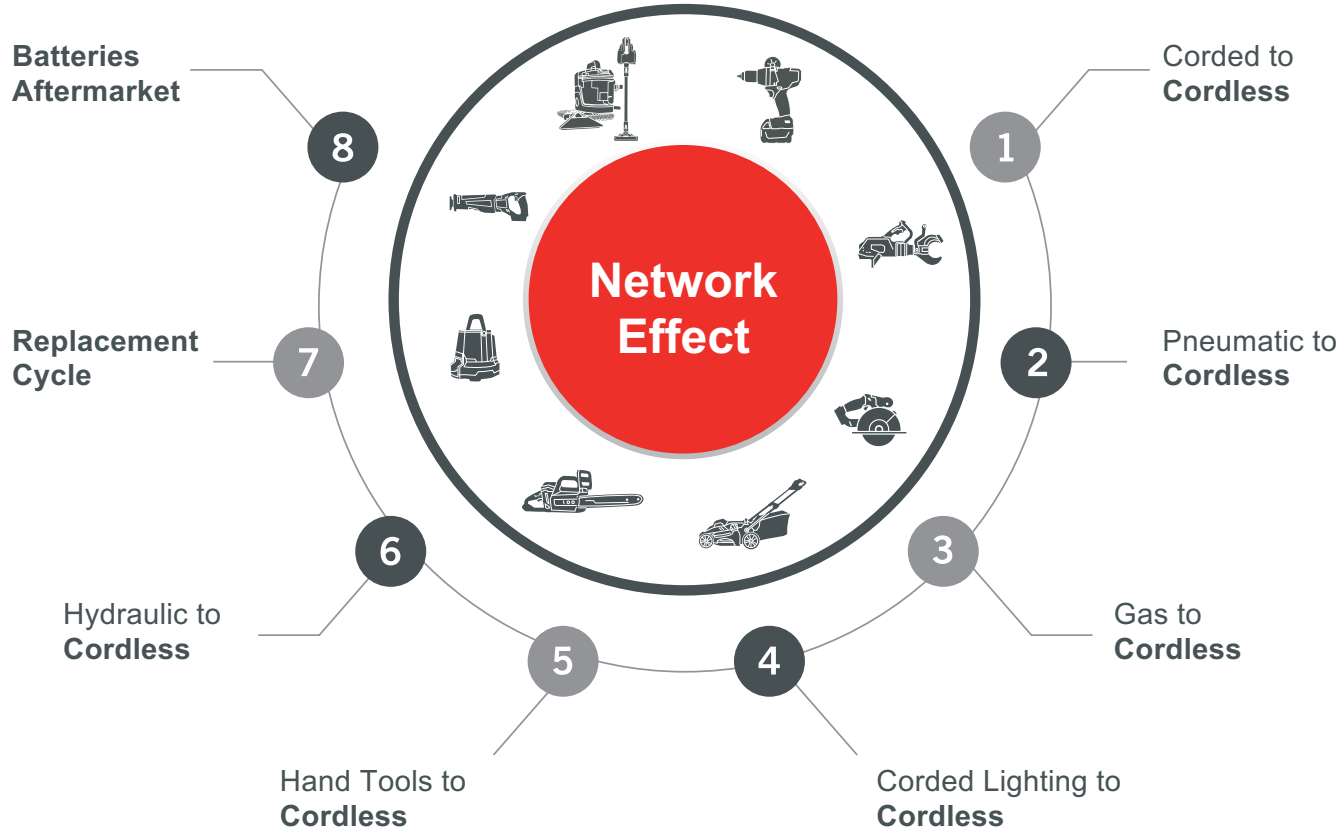
2020

2022

2023

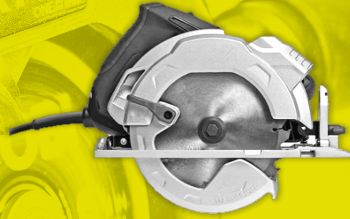


The Network Effect





Converting Traditional Power Sources





ASP Increases

1/2" Hammer Drill



M18 FUEL

LEADING PRO CORDED

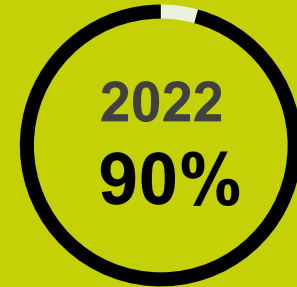
\$69

CORDLESS

\$299



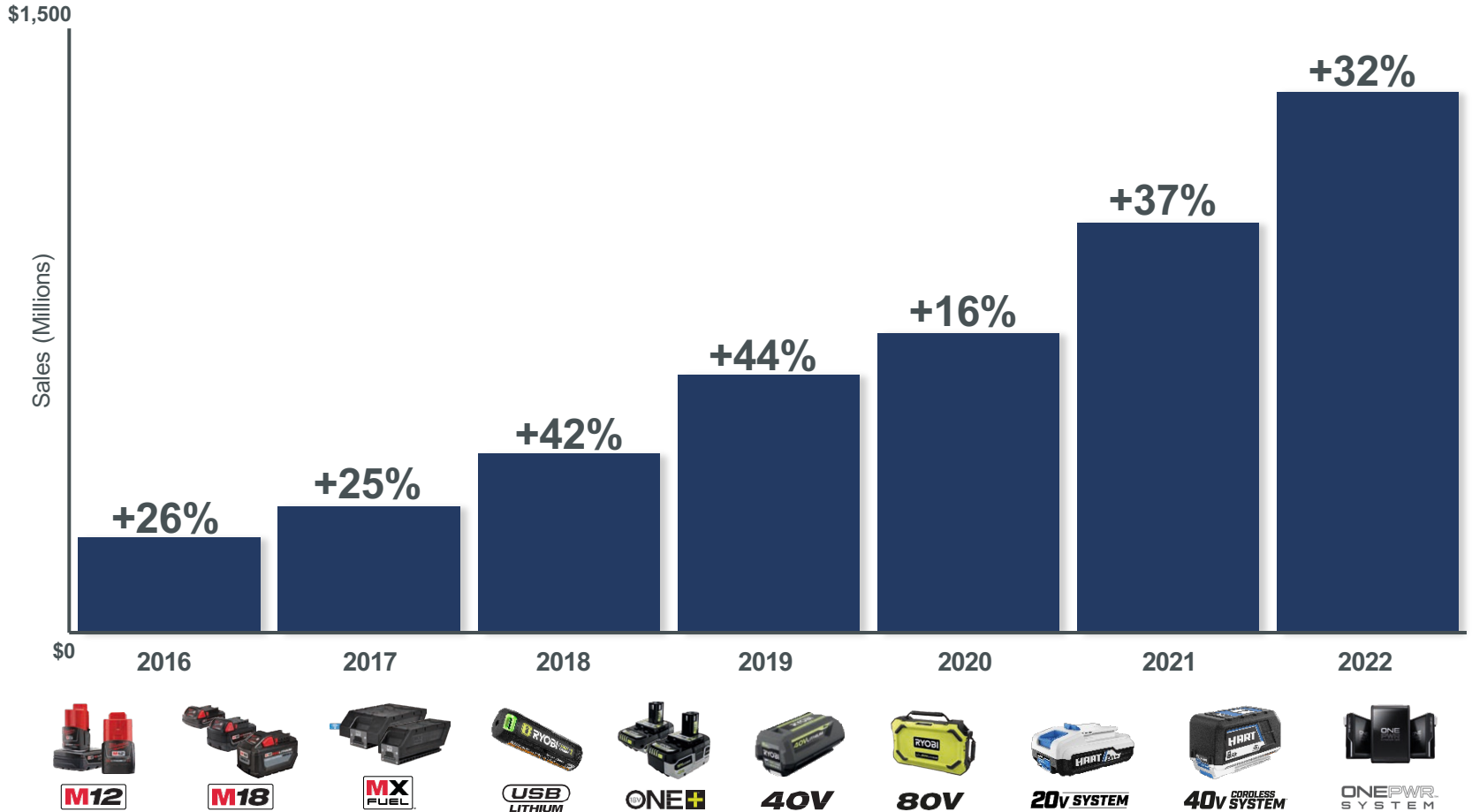
Far Ahead of the Pack on Cordless



Note: Milwaukee is North America only, Ryobi is US & Mexico ex. pressure washers.
Percentage of power tools & outdoor power equipment that are cordless. Excludes hand tools, storage, accessories, and PPE.



Cordless Penetration Drives Aftermarket



* Peak initial battery voltage measured without a workload is approximately 40V. Nominal voltage varies by product, use, and battery charge.

Milwaukee

M12 CORDLESS



Milwaukee

M18 CORDLESS



Milwaukee[®]

M12

M18

MX
FUEL

CORDLESS



445+ TOOLS



RYOBI 40V

88
PRODUCTS



RYOBI



18V ONE+

40V 80V

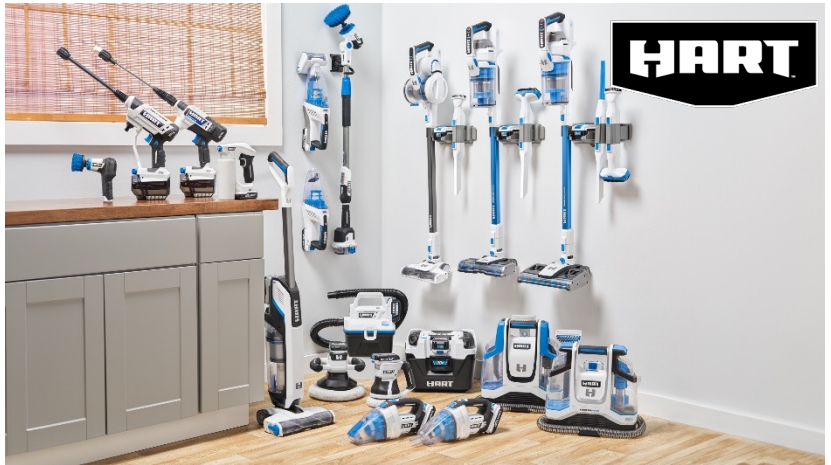
MOWERS

RYOBI





Floorcare & Cleaning



Driving ESG Through Product Innovation

- 1 Most Comprehensive Environmental Solutions
- 2 Cordless Drives Greater Jobsite Safety
- 3 Comprehensive Safety Solutions Built for Productivity
- 4 MX FUEL Eliminates Jobsite Emissions
- 5 Government Regulations Further Driving Pro Adoption Of Battery Outdoor Power Equipment



Most Comprehensive Environmental Solutions

Our focus is to innovate and expand our offerings of clean tech products.



Energy-Efficient Products



Milwaukee

POWERSTATE
BRUSHLESS
MOTOR

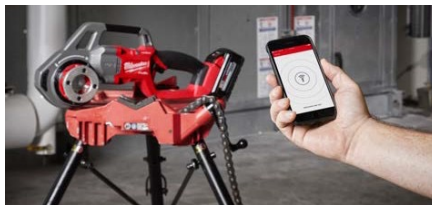


RYOBI

ONE+ HP



Smart, Digital Solutions



Batteries and battery system

95%

RECYCLABLE
MATERIALS IN
LITHIUM-ION
RECHARGEABLE
BATTERY

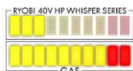


Reduced Noise Pollution



Up to 85%

QUIETER THAN GAS



WHISPER
SERIES

HUSH TONE™
POWERFULLY QUIET



Reduced Emissions

Savings of 79,347 tCO₂e*

IS EQUIVALENT
TO DRIVING
US ROUTE 66:
49,993 TIMES^



LED Lights



* Assumptions:
 • Average CO₂e gram per year is from US EPA Database of certification data
 • Usage is based on an internal estimate/consensus
 • Average current during use is based on an internal estimate
 • Nominal voltage for 10S lithium6*4S lead acid
 • Charger efficiency from CEC 24 hour charge test
 • Industry average for CO₂ generated per kWh

* Applicable to the usage of consumer electric string trimmers, blowers, walk-behind and riding mowers sold in the USA in 2021*

^ ecoinvent LCA database v3.7.1 (2020.12.17). Transport, passenger car, large size, petrol, EURO 5 (CLO) market for | APOS, S.



Cordless Drives Greater Jobsite Safety

- The construction industry has the greatest number of both fatal and nonfatal traumatic brain injuries (TBIS).
- Slips, trips, and falls cause nearly 700 fatalities per year and many more injurious accident in the workplace according to the Bureau of Labor Statistics.

FALLS LED TO

>50%

OF FATAL WORK
RELATED TBIS



TBIS ARE

25%

OF ALL
CONSTRUCTION
FATALITIES



IN 2019 THERE WERE

7,090

NONFATAL
HEAD INJURIES

RESULTING IN MISSED
DAYS OF WORK IN THE
CONSTRUCTION INDUSTRY



IN 2019 THERE WERE

408

FATALITIES

IN THE CONSTRUCTION
INDUSTRY FROM SLIPS,
TRIPS AND FALLS



Cordless:

- Significantly reduces tripping hazards
- Eliminates risk of electrocution from frayed cords
- Eliminates risk of inhaling dangerous noxious fumes
- Reduces risk of hearing impairment from noisy pneumatic tools



Comprehensive Safety Solutions Built for Productivity

Pillars of Health & Safety

PROBLEM

SOLUTIONS

DUST MANAGEMENT

SILICOSIS



EMISSIONS

INHALATION



VISIBILITY

**SLIPS, TRIPS,
& FALLS**



VIBRATION & NOISE

CHRONIC & PERMANENT INJURIES



ERGONOMICS

MSDS



SAFETY TECHNOLOGY

ACUTE INJURIES



PERSONAL SAFETY

ACUTE INJURIES



Solutions Focused Full Line Product Strategy



MX FUEL Eliminates Jobsite Emissions

Globally, construction produces 23% of total CO₂ emissions across the supply chain*



No Gas, No Fumes

Ergonomics

Safety

Noise Reduction

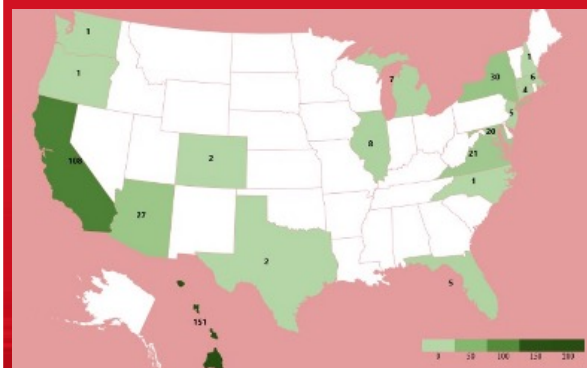
Anti-Vibration

Government Regulations Further Driving Pro Adoption Of Battery Outdoor Power Equipment

Statewide Gas Engine Bans



Noise Regulations (Below 65dB)



West Coast Fire Restrictions

STAGE 1 FIRE RESTRICTIONS

PROHIBITED FROM 9 A.M. TO 8 P.M.

1. OPERATING A GENERATOR, CHAINSAW OR OTHER EQUIPMENT POWERED BY AN INTERNAL COMBUSTION ENGINE FOR FELLING, BUCKING, SKIDDING, PROCESSING, ROAD BUILDING AND WOODCUTTING DURING INDUSTRIAL OPERATIONS OR FIREWOOD GATHERING CAPABLE OF IGNITING A FIRE.



Growth Drivers

1

Disrupt and Expand End User Verticals

2

Infrastructure Spending

3

Expand in Storage, Hand Tools, PPE



EXPANDING END-USER VERTICALS

INVESTING IN DEDICATED RESOURCES TO DRIVE GROWTH



2007



2015



2023

RYOBI

#1 DIY TOOL BRAND

USB
LITHIUM

18V ONE+

40V

80V

LINK
MODULAR STORAGE SYSTEM



LIGHT DIY



HEAVY DIY/REMODEL



HOBBY/CRAFT & MAKER



STORAGE & ORGANIZATION



LAWN & GARDEN



TRANSPORTATION MAINTENANCE



LIFESTYLE & RECREATION



CLEANING



US FEDERAL INFRASTRUCTURE PROGRAMS 2022 – 2028+

INFRASTRUCTURE INVESTMENT

Bill Funding



\$110B+



\$95B+



\$11B+*

\$1.2T+ FUNDING

CHIPS & SCIENCE

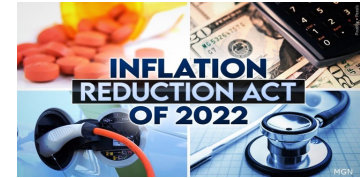


\$4B - \$30B CHIP/BATTERY/EV PLANTS



\$280B+ FUNDING

INFLATION REDUCTION



\$370B+ FUNDING



US MEGA SITES

> \$300B

& FOUNDRIES

SEMICONDUCTOR FOUNDRY

BOISE, ID \$15B

COMMERCIAL / INDUSTRIAL

DETROIT, MI \$7B

SEMICONDUCTOR FOUNDRY

COLUMBUS, OH \$20B

SEMICONDUCTOR FOUNDRY

MALTA, NY \$7.5B

COMMERCIAL / INDUSTRIAL

SAN JOSE, CA \$3B

TRANSPORTATION

CALIFORNIA \$70B

TRANSPORTATION

SAN DIEGO, CA \$2.7B

SEMICONDUCTOR FOUNDRY

PHOENIX, AZ \$60B

SEMICONDUCTOR FOUNDRY

CHANDLER, AZ \$30B



COMMERCIAL / INDUSTRIAL

BOSTON, MA \$8B

TRANSPORTATION

NEW YORK, NY \$7B

TRANSPORTATION

QUEENS, NY \$10B

COMMERCIAL / INDUSTRIAL

OHIO \$4.4B

COMMERCIAL / INDUSTRIAL

OHIO \$5.7B



SEMICONDUCTOR PACKAGING

RIO RANCHO, NM \$3.5B

SEMICONDUCTOR FOUNDRY

TAYLOR, TX \$17B

SEMICONDUCTOR FOUNDRY

SHERMAN, TX \$31B

COMMERCIAL / INDUSTRIAL

STANTON, TN \$6.5B

MASSIVE OPPORTUNITY FROM PUBLIC INFRASTRUCTURE PROJECTS



GLOBAL

> \$680B

MEGA SITES

TRANSPORTATION/RAIL



LONDON, ENGLAND \$111B

CLEAN ENERGY



NORTH SEA, UK \$9.6B

TRANSPORTATION/RAIL



FRANCE/ITALY \$27.5B

TRANSPORTATION/CANAL



OISE, FRANCE \$5.1B

CLEAN ENERGY



BC, CA \$11B

UTILITY



VANCOUVER, CA \$7.3B

COMMERCIAL/INDUSTRIAL



ONTARIO, CA \$9.6B

TRANSPORTATION/RAIL



TORONTO, CA \$11B

COMMERCIAL/INDUSTRIAL



PLOCK, POLAND \$3.3B

TRANSPORTATION




BUZAU, ROMANIA \$8.7B

COMMERCIAL / INDUSTRIAL



ATHENS, GREECE \$8.2B

TRANSPORTATION/RAIL



VICTORIA, AUS \$20B

MASSIVE OPPORTUNITY FROM PUBLIC INFRASTRUCTURE PROJECTS

CLEAN ENERGY



KIMBERLEY, AUS \$36.7B

CLEAN ENERGY




KIMBERLY, AUS \$2B

TRANSPORTATION



SOUTH AUSTRALIA \$10.1B

UTILITY



NEW SOUTH WALES \$5.3B

Infrastructure Growth Drivers

ROADWAY DEMOLITION



UNDERGROUND CABLE CUTTING



DATACENTER INSTALLATION



STRUCTURAL FASTENING



STRUCTURAL CONCRETE FINISHING



OVERHEAD CABLE CUTTING



Infrastructure Growth Drivers

MANUFACTURING INSTALLATION



COMMERCIAL PANEL INSTALL & REPAIR



OVERHEAD CABLE CRIMPING



HEAVY EQUIPMENT MAINTENANCE



TEMPORARY LIGHTING



RAILWAY MAINTENANCE



Milwaukee

POWER UTILITY SOLUTIONS



PACKOUT™ MODULAR STORAGE SYSTEM



POWER TOOL ACCESSORIES



MECHANICS HAND TOOLS



ELECTRICIAN HAND TOOLS

Milwaukee®



BOLT™
SECURE ACCESSORIES
SIMULTANEOUSLY

STAY SAFE.
STAY PRODUCTIVE.



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