



Powerful Brands
Innovative Products
Exceptional People
Operational Excellence



2021 Results Presentation

March 2nd, 2022

Frank Chan

2021 Results

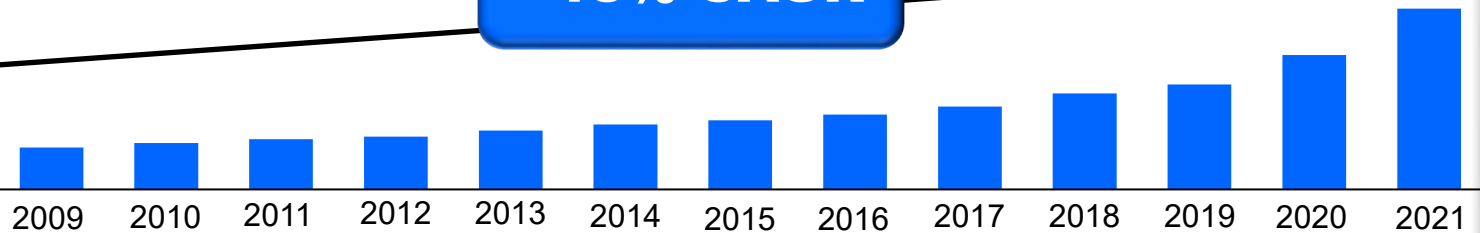
	<u>2020</u>	<u>2021</u>	<u>Change</u>
Sales	\$9,812	\$13,203	+34.6%
Gross Profit	\$3,753	\$5,122	+36.5%
Gross Margin %	38.3%	38.8%	+54 bps
EBIT	\$868	\$1,192	+37.2%
<i>% of sales</i>	<i>8.9%</i>	<i>9.0%</i>	
Net Profit	\$801	\$1,099	+37.2%
<i>% of sales</i>	<i>8.2%</i>	<i>8.3%</i>	
EPS (cents)	43.80¢	60.04¢	+37.1%
Final Dividend (HK cents)	82.00¢	100.00¢	+22.0%

Sales, EBIT & Net Profit

13 Year Performance Trend

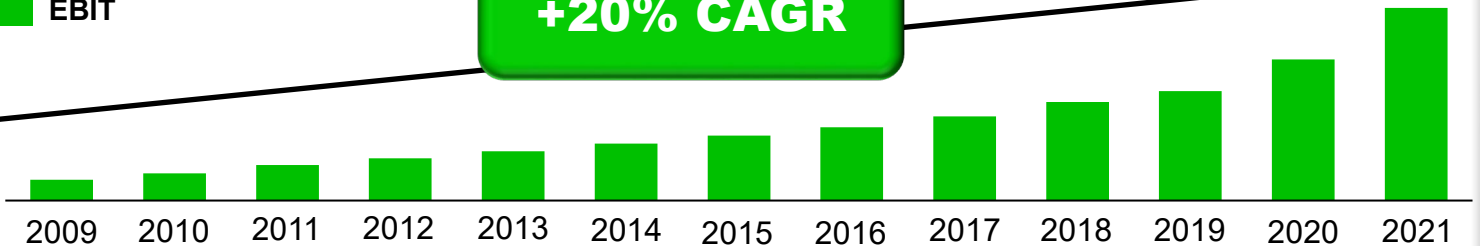
Sales

+13% CAGR



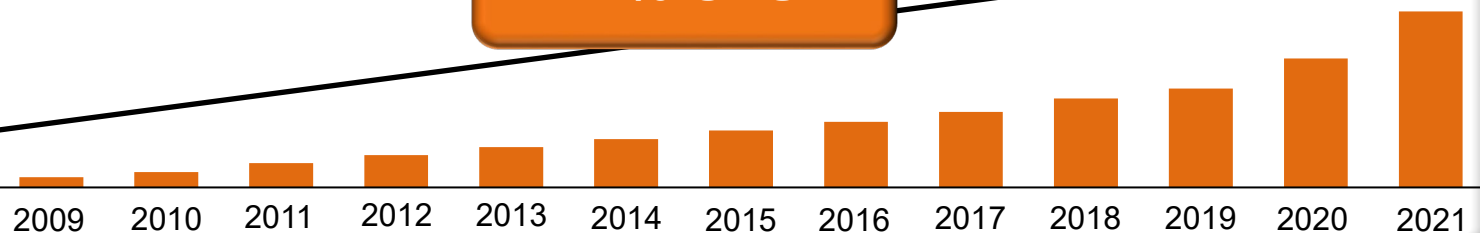
EBIT

+20% CAGR

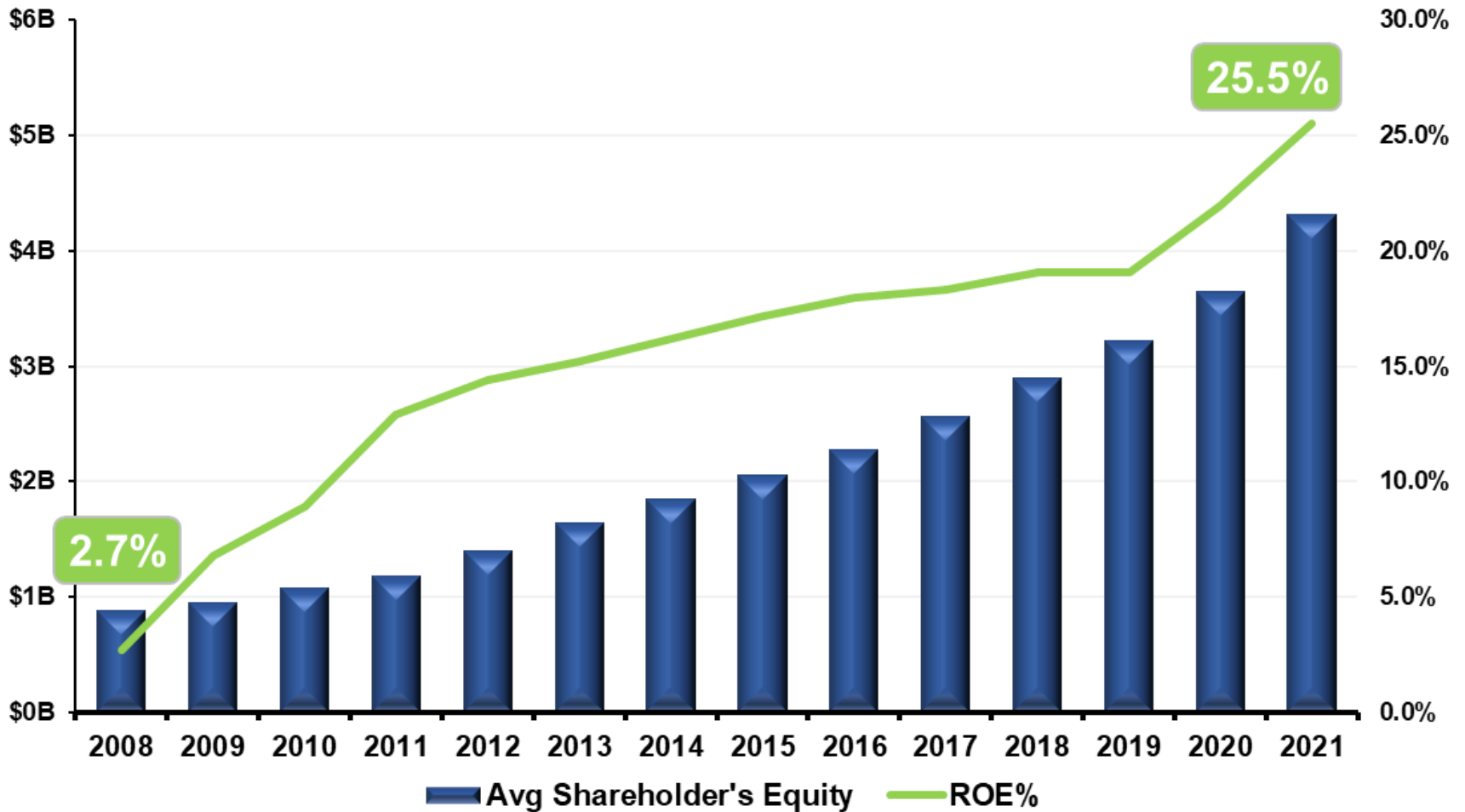


Net Profit

+27% CAGR



2021 Return on Equity Trend



2021 Segment Results

<u>Segment</u>		<u>2020</u>	<u>2021</u>	<u>Change</u>
Power Equipment	Sales	\$8,730	\$11,961	+37.0%
	<i>Segment %</i>	<i>89.0%</i>	<i>90.6%</i>	
	Op Profit	\$844	\$1,162	+37.8%
	<i>% of sales</i>	<i>9.7%</i>	<i>9.7%</i>	
Floorcare & Cleaning	Sales	\$1,082	\$1,242	+14.8%
	<i>Segment %</i>	<i>11.0%</i>	<i>9.4%</i>	
	Op Profit	\$24.6	\$29.2	+18.7%
	<i>% of sales</i>	<i>2.3%</i>	<i>2.4%</i>	

2021 Region Sales

<u>Region</u>	<u>2020</u>	<u>2021</u>	<u>Change</u>
North America <i>Region %</i>	\$7,650 <i>78.0%</i>	\$10,225 <i>77.4%</i>	+33.7%
Europe <i>Region %</i>	\$1,383 <i>14.1%</i>	\$1,951 <i>14.8%</i>	+41.1%
Rest of World <i>Region %</i>	\$779 <i>7.9%</i>	\$1,027 <i>7.8%</i>	+31.8%

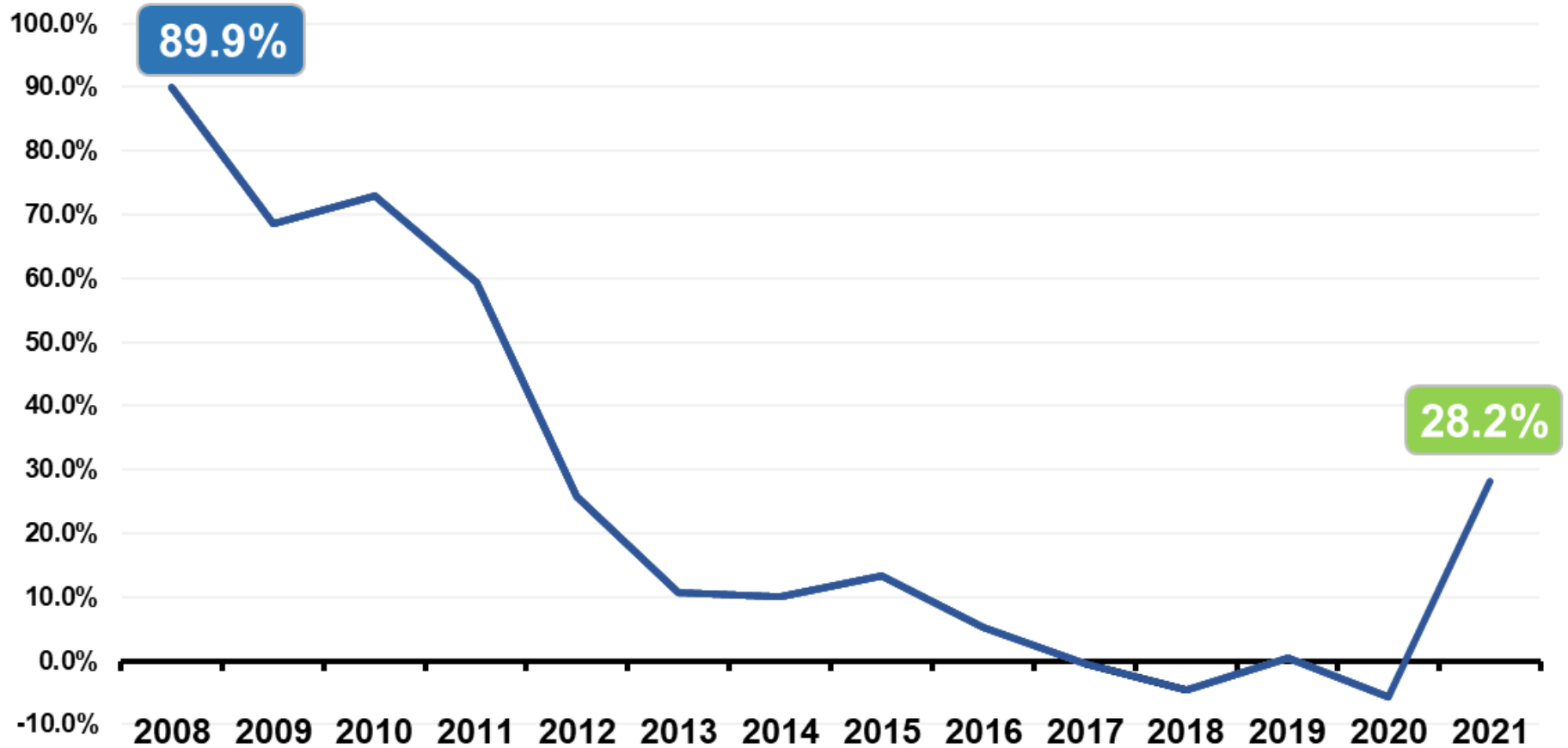
2021 Income Statement

	<u>2020</u>	<u>2021</u>	<u>Change</u>
Sales	\$9,812	\$13,203	+34.6%
Gross Profit	\$3,753	\$5,122	+36.5%
<i>% of sales</i>	<i>38.3%</i>	<i>38.8%</i>	
Selling, Distribution, & Advertising	\$1,573	\$2,165	+37.7%
Administrative Expenses	\$1,006	\$1,352	+34.3%
Research & Development	\$317	\$426	+34.5%
Total SG&A Expenses	\$2,896	\$3,943	+36.1%
<i>% of sales</i>	<i>29.5%</i>	<i>29.9%</i>	
Net Finance Cost	\$7	\$10	+34.2%
Profit before Income Tax	\$861	\$1,182	+37.2%
Income Tax Expense	\$60	\$83	+37.3%
Net Profit	\$801	\$1,099	+37.2%
<i>% of sales</i>	<i>8.2%</i>	<i>8.3%</i>	

2021 Financial Position

	<u>2020</u>	<u>2021</u>	<u>Change</u>
Non-current Assets	\$3,050	\$3,946	+29.4%
Current Assets	\$6,340	\$9,062	+42.9%
Current Liabilities	\$4,081	\$6,679	+63.6%
Net Current Assets	\$2,259	\$2,383	+5.5%
Long-term Liabilities	\$1,406	\$1,606	+14.2%
Equity	\$3,903	\$4,723	+21.0%

2021 Gearing Trend



2021 Financial Figures

	<u>2020</u>	<u>2021</u>	<u>Change</u>
Inventory	\$3,224	\$4,850	
<i>Days</i>	<i>120</i>	<i>134</i>	<i>+14 days</i>
Receivables	\$1,284	\$1,900	
<i>Days</i>	<i>48</i>	<i>53</i>	<i>+5 days</i>
Payables	\$3,137	\$3,992	
<i>Days</i>	<i>117</i>	<i>110</i>	<i>-7 days</i>
Net Working Capital	\$1,371	\$2,758	
<i>% of Sales</i>	<i>14.0%</i>	<i>20.9%</i>	
Cash Balance	\$1,534	\$1,874	+22.2%
CAPEX	\$459	\$747	+62.7%
<i>% of Sales</i>	<i>4.7%</i>	<i>5.7%</i>	

2021 Debt Profile

		<u>2020</u>	<u>2021</u>	<u>Change</u>
Cash Balance		\$1,534	\$1,874	+22.2%
<i>Debt with Fixed Maturities</i>		\$1,085	\$1,190	+9.7%
<i>Working Capital Financing</i>		\$232	\$2,018	+769.7%
Total Debt		\$1,317	\$3,208	+143.6%
Total Net Cash / (Net Debt)		\$217	-\$1,334	-714.5%
Floating Rate	49%	\$639	70% \$2,258	+253.4%
Fixed Rate	51%	\$678	30% \$950	+40.0%
LT Debts - due after 1 year	71%	\$940	32% \$1,028	+9.4%
ST Debts - due within 1 year	29%	\$377	68% \$2,180	+478.2%

Joe Galli

“When things are **bad**, they are
worse than you think.

When things are **good**, they are
better than you think.”

2nd Half 2021

+21%

2021 Sales Growth

	<u>2020</u>	<u>2021</u>	<u>Change</u>
Sales	\$9,812	\$13,203	+34.6%
\$ Chg			+\$3,391

2021 Sales Growth vs 2020



+35%



+41%

2021 Sales Growth vs 2019

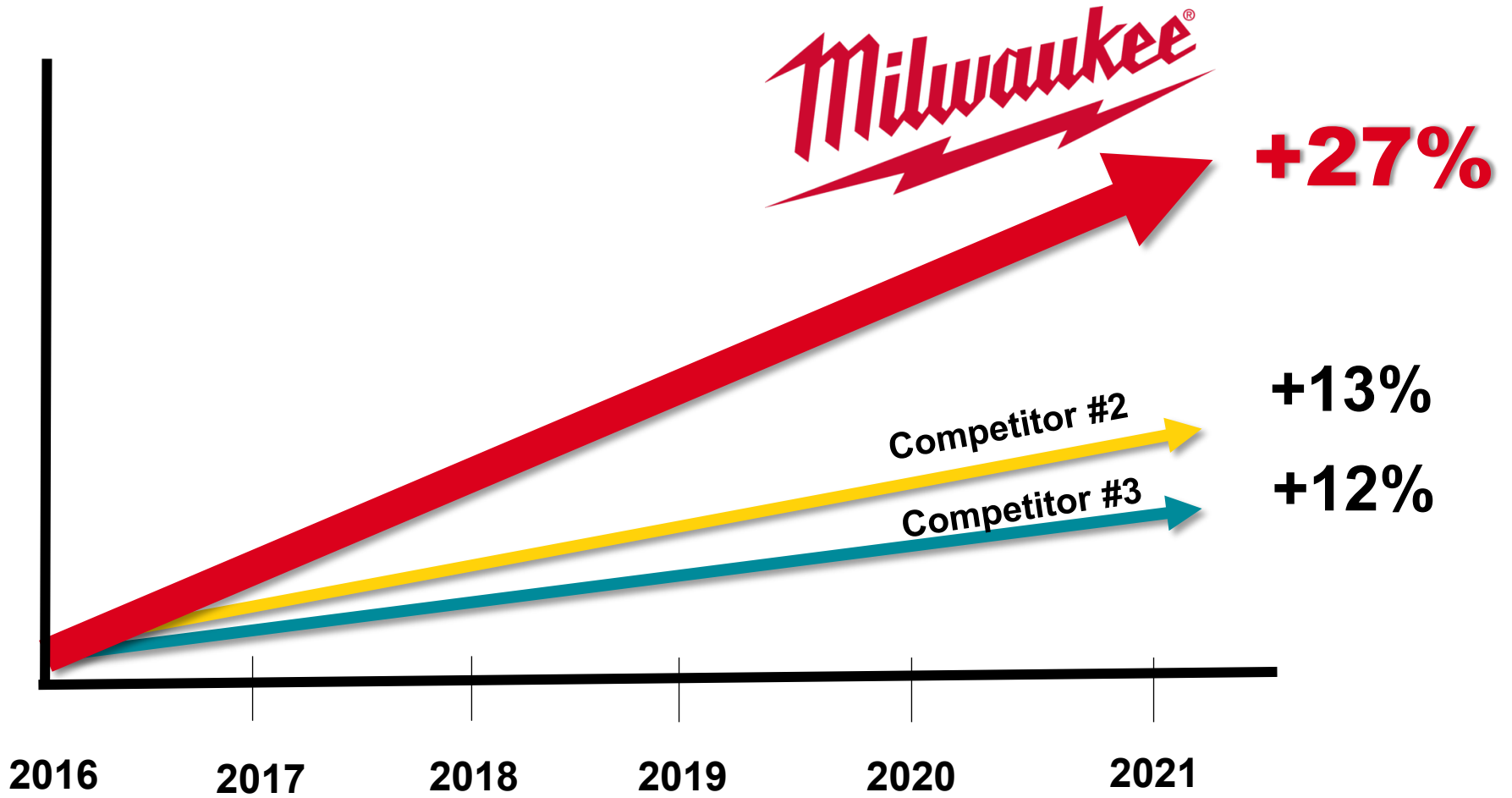


+72%



+77%

5 Year Pro Tool CAGR



2021 Results

	<u>2020</u>	<u>2021</u>	<u>vs 2020</u>
Sales	\$9,812	\$13,203	+34.6%
GM %	38.3%	38.8%	+54 bps
SGA %	29.5%	29.9%	+35 bps
EBIT	\$868	\$1,192	+37.2%
<i>% of sales</i>	<i>8.9%</i>	<i>9.0%</i>	
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EPS (cents)	43.80¢	60.04¢	+37.1%

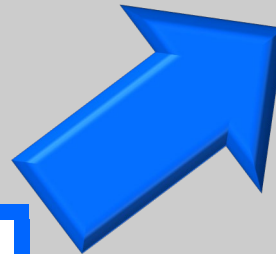
2021 Gross Margin

2020

2021

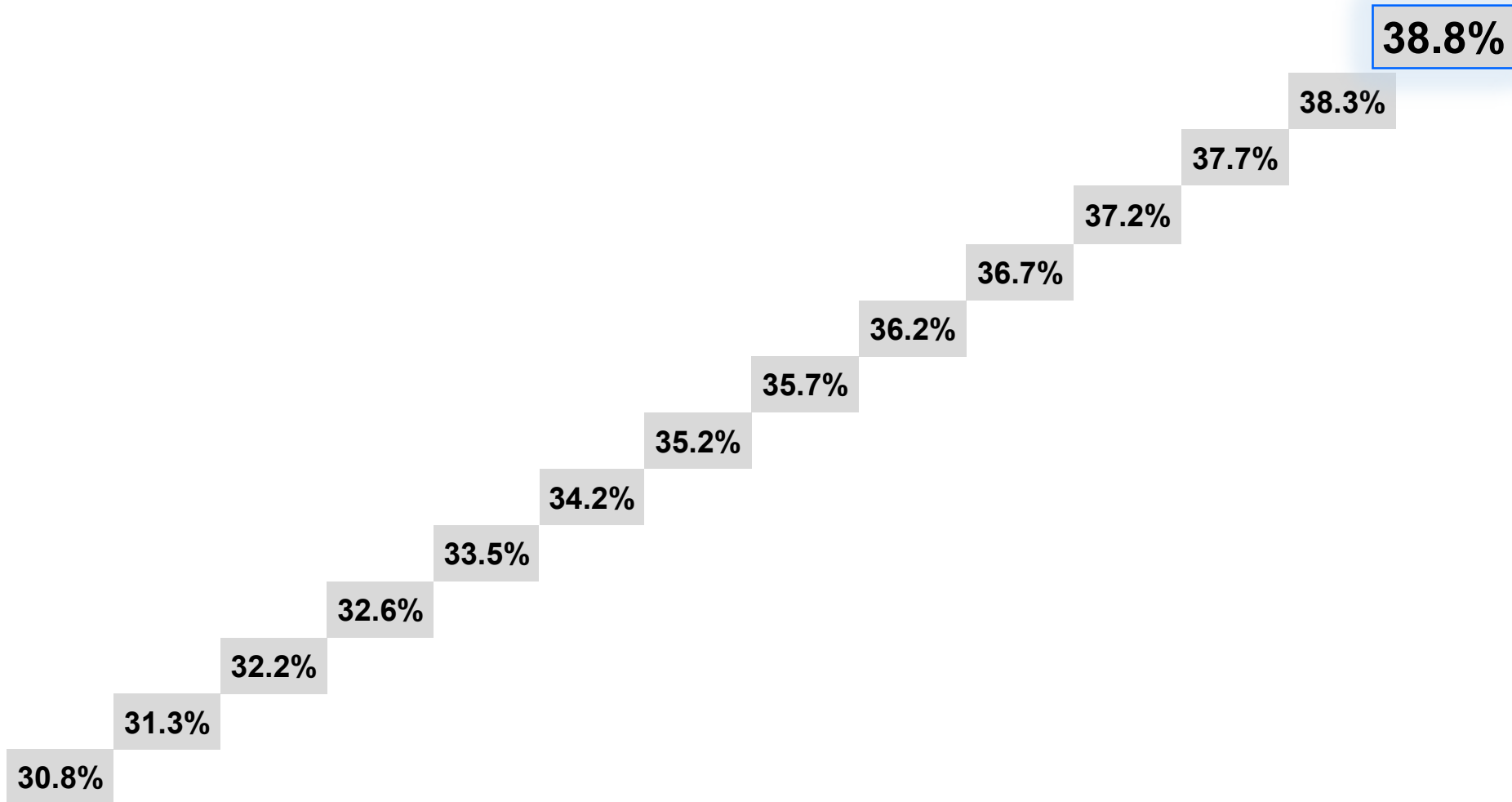
38.3%

38.8%

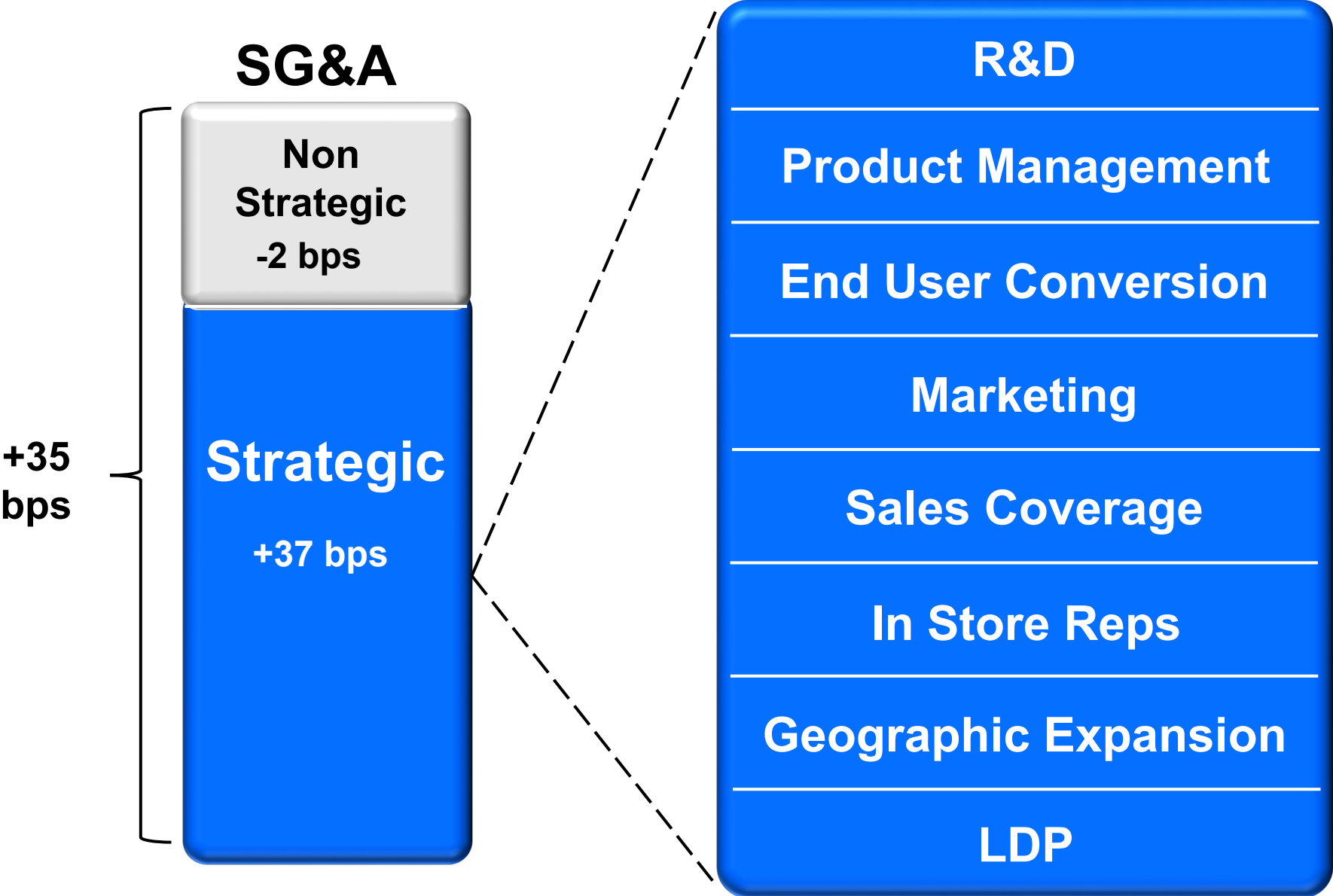


Gross Margin Performance

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



2021 SG&A Strategic Investment

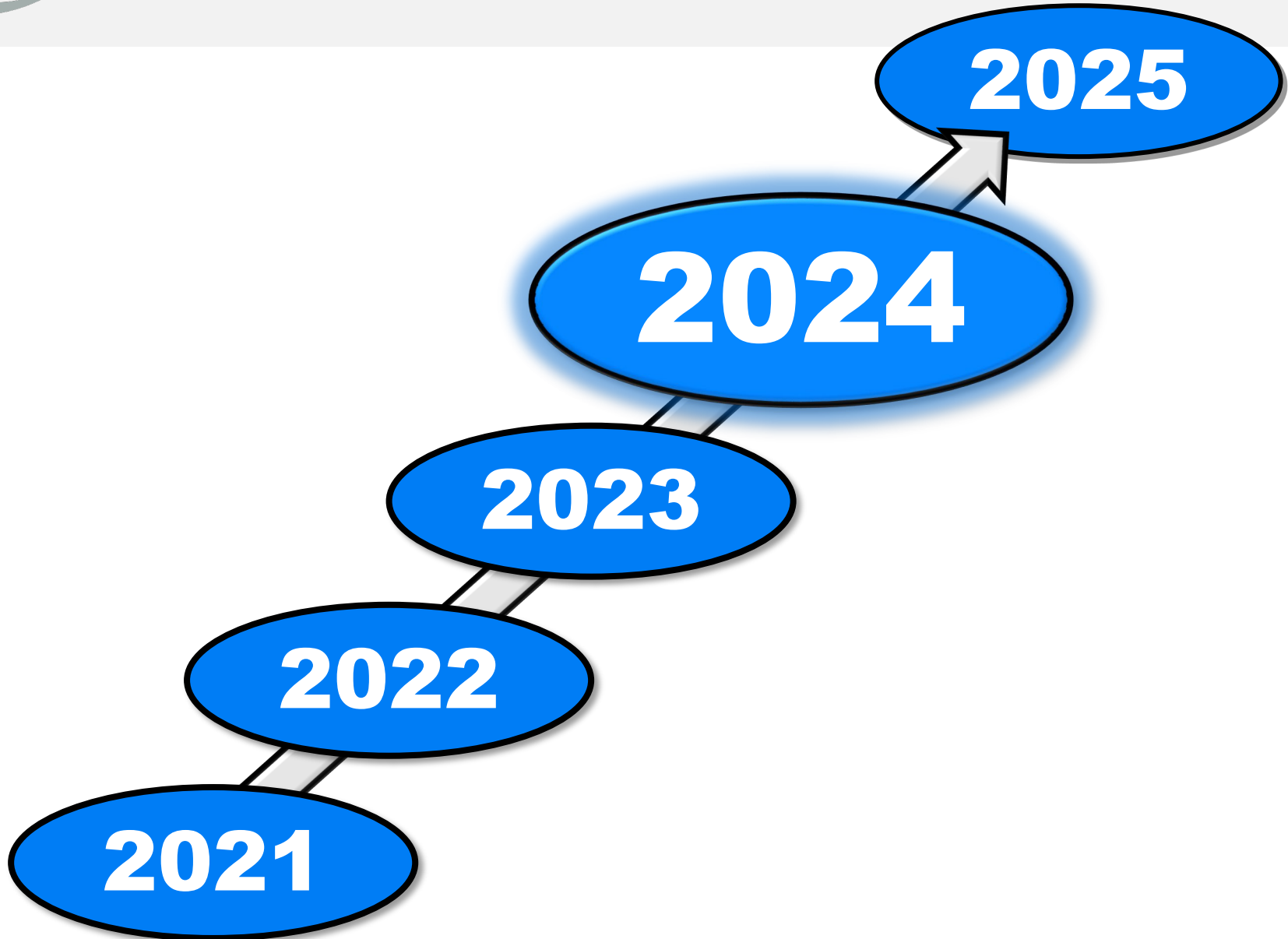


Weaponizing Inventory

	<u>2020</u>	<u>2021</u>	<u>Change</u>
Inventory:	\$3,224	\$4,850	+\$1,626
Days:	120	134	+14 days



Growth





ESG

Environmental • Social • Governance



GLOBAL CORDLESS OUTDOOR

+71%





**RYOBI OUTDOOR
70 NEW PRODUCTS**

RYOBI

ZERO TURN RIDER



80V HP



ZERO TURN RIDER

RYOBI

54 inch Cutting Deck
42 Horsepower
5 Acres Runtime
6 Blades
Rubber Discharge Chute
Eliminate Windrow
***IDRIVE* Joystick**
INTELLIGENT DRIVE SYSTEM

VS.

Competitor #2

52 inch Cutting Deck
25 Horsepower
4 Acres Runtime
3 Blades
Plastic Discharge Chute
Chronic Windrow
Standard Control Levers

RYOBI

iDRIVE
INTELLIGENT DRIVE SYSTEM



RYOBI

41 BATTERY MOWERS





USA Cordless Mower Manufacturing Facility



RYOBI

TILLER - REAR TINE



40V HP

RYOBI

TILLER - FRONT TINE



40V HP

WHISPER
SERIES™

RYOBI

STRING TRIMMER

40V HP
WHISPER
SERIES™



RYOBI

BLOWER



40V HP
WHISPER
SERIES™



Global Leader in:

**Noise Reduction
Technology**



RYOBI

BACKPACK BLOWER



40V HP

WHISPER
SERIES™

RYOBI



WHISPER SERIES™

RYOBI

18V ONE+



Milwaukee[®]

**21" SELF-PROPELLED
DUAL BATTERY MOWER**

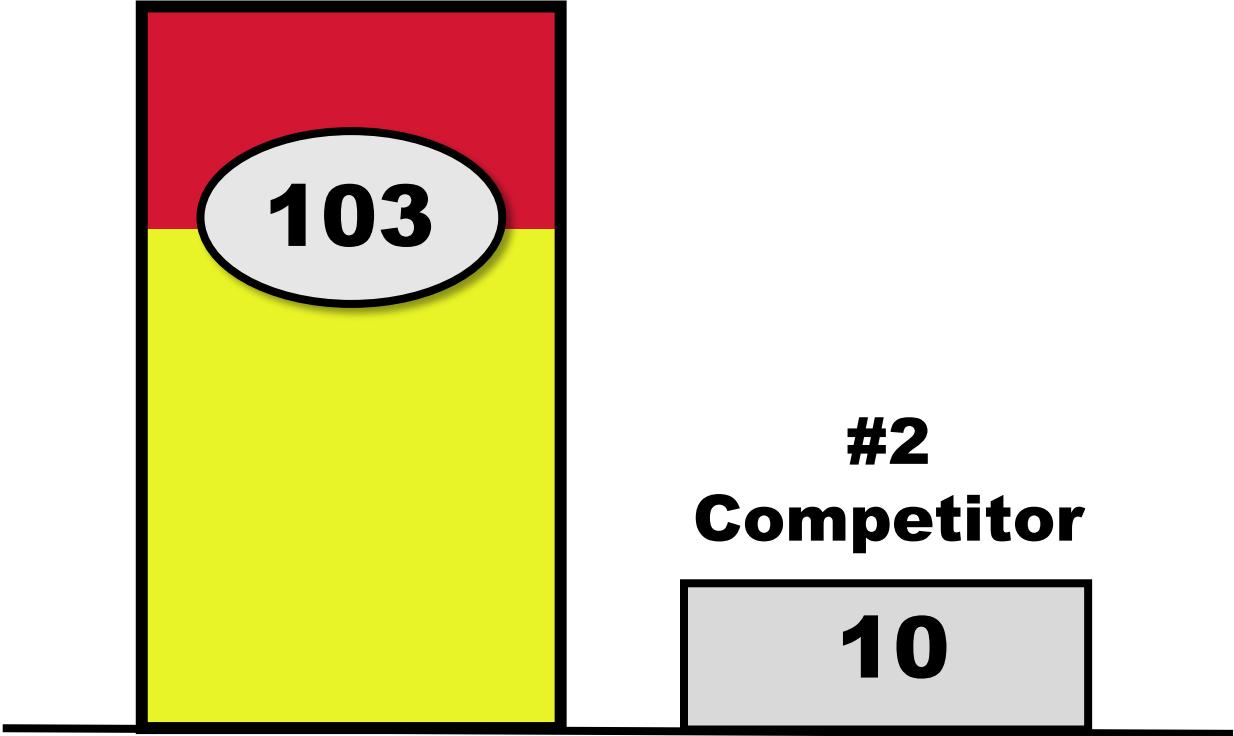


M18 FUEL[™]

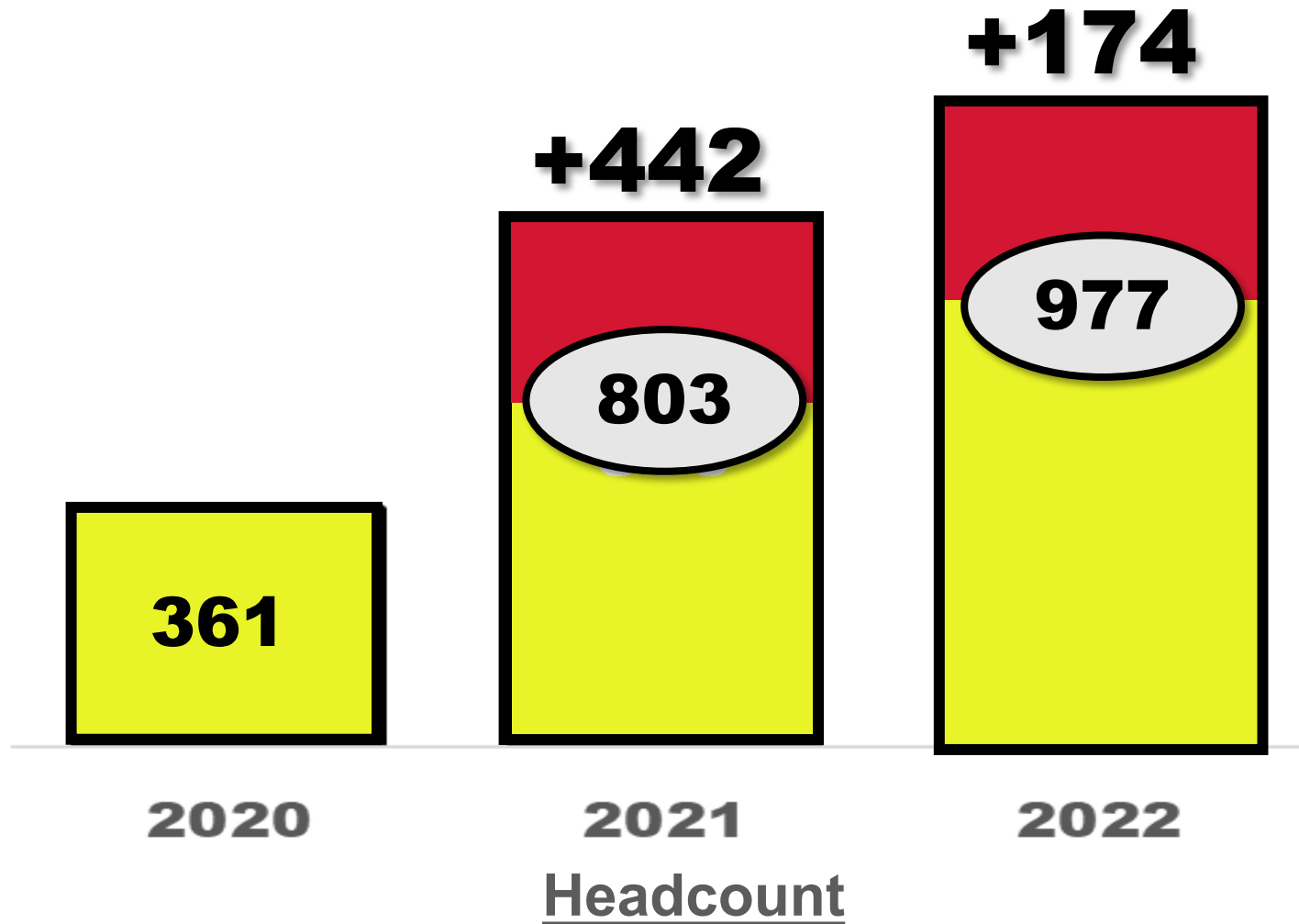


**OUTDOOR
15 NEW PRODUCTS**

Cordless Outdoor New Products - 2022



Outdoor Battery Only Engineering Investment



A logo consisting of the letters 'DIY' in a bold, white, sans-serif font. The letters are centered within a black, horizontally-oriented oval. The oval has a thin white border. The background of the entire image is a light gray gradient.

DIY

A solid yellow rectangular block containing the text 'Vast Potential' in a bold, black, sans-serif font.

Vast Potential

RYOBI

ONE+ HP



RYOBI

18GA BRAD NAILER



18V ONE+ HP

RYOBI

BENCHTOP SAWS



18V ONE+ HP

RYOBI

CLEANING FAMILY



RYOBI

**HOBBY
STATION**



RYOBI

POWER CARVER



USB
LITHIUM

RYOBI

**MAGNIFYING
LIGHT**



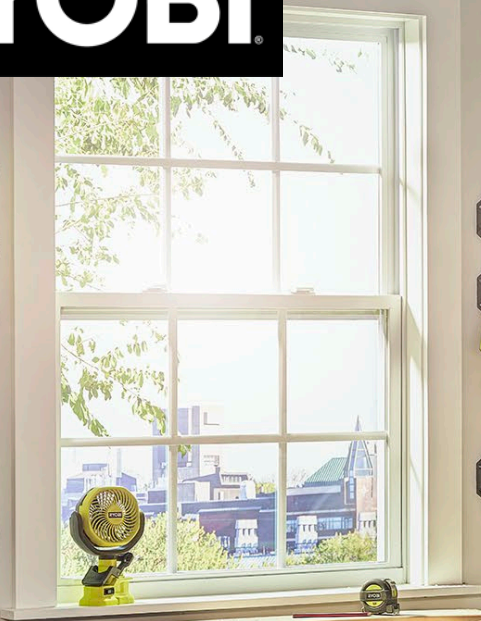
18V ONE+

RYOBI

HOBBY KNIFE



RYOBI



LINK

MODULAR STORAGE SYSTEM

2021 Sales



+41%



2021 Sales

**NORTH
AMERICA**

+38%

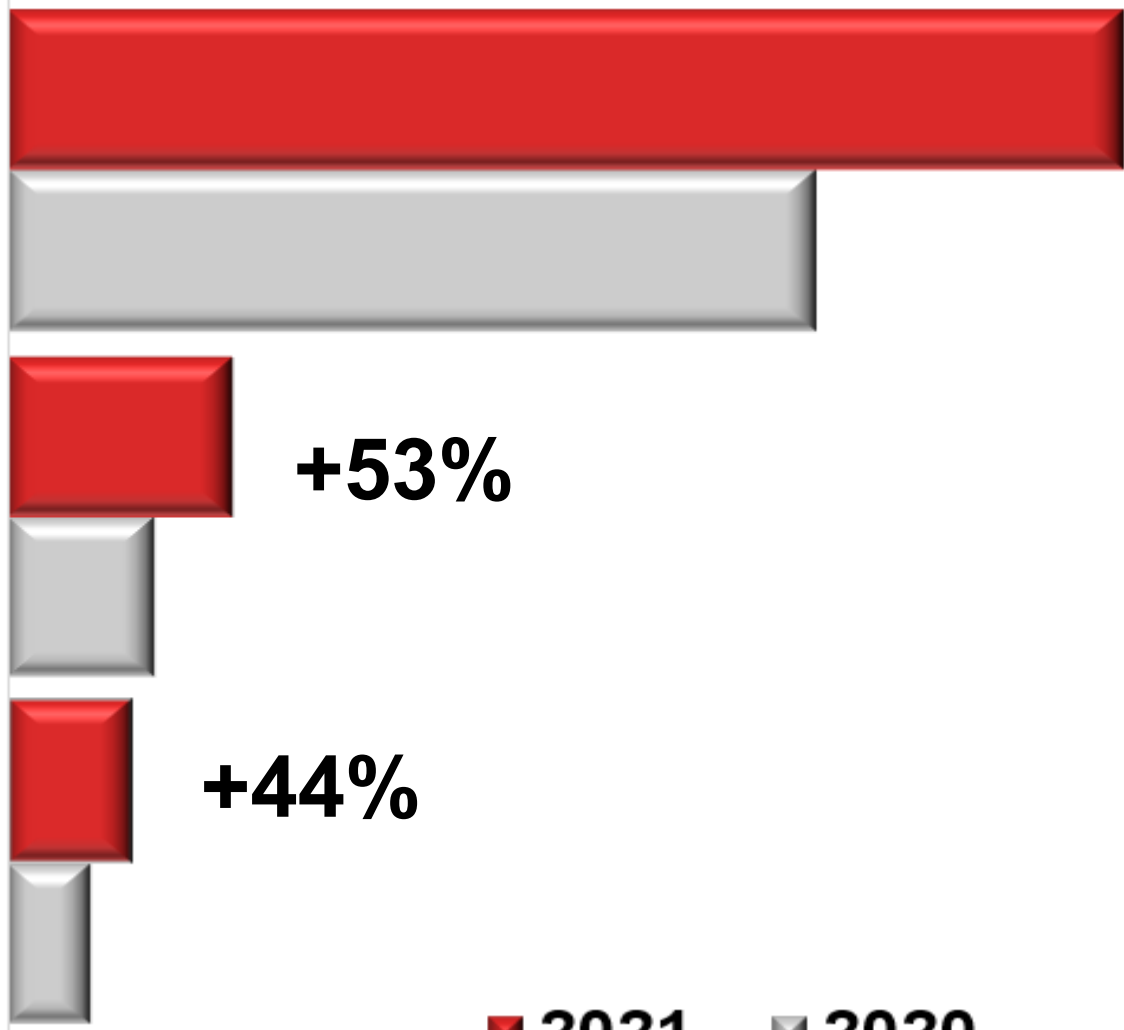
EUROPE

+53%

**REST
OF
WORLD**

+44%

■ 2021 ■ 2020



Milwaukee

WET/DRY VACS
With Vac Tools



M18 FUEL

AIR-TIP

Milwaukee[®]

UTILITY NOZZLE



M12

AIR-TIP[™]

Milwaukee

**1-1/8" SDS PLUS
ROTARY HAMMER**

M18 FUEL



Milwaukee[®]

FLATHEAD BRAKING GRINDER



M18 FUEL[™]

INFLATOR

Milwaukee



M18

Milwaukee[®]

M18 FUEL[™]





Milwaukee

VIBRATORY SCREED

ONE  KEY

MX
FUEL

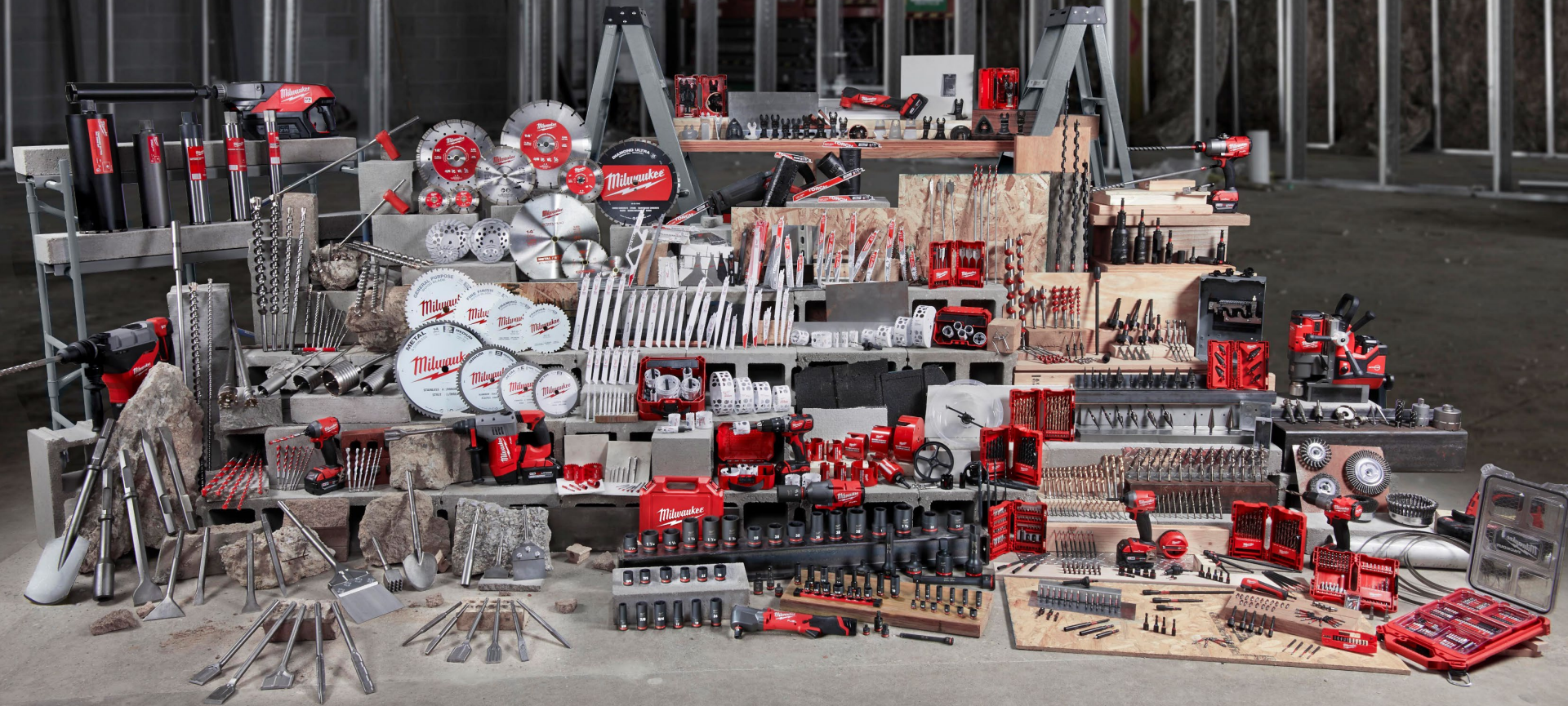
Milwaukee[®]

MX
FUEL



Milwaukee[®]

ACCESSORIES



Milwaukee

OSCILLATING BLADES



Milwaukee

PERSONAL PROTECTIVE EQUIPMENT



vax®

CARPET WASHING & FORMULAS





SPOT CLEANER



