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Powerful Brands
Innovative Products
Exceptional People
Operational Excellence



2024 Analyst Presentation

March 5th, 2025



HORST PUDWILL

CHAIRMAN OF THE BOARD



STEPHAN PUDWILL

VICE CHAIRMAN



FRANK CHAN

CHIEF FINANCIAL OFFICER

2024 RESULTS

	2023	2024	Change
Sales	\$13,731	\$14,622	+6.5%
GM %	39.5%	40.3%	+85 bps
SGA %	31.3%	31.7%	+42 bps
EBIT	\$1,135	\$1,270	+11.9%
<i>% of sales</i>	<i>8.3%</i>	<i>8.7%</i>	
Net Profit	\$976	\$1,122	+14.9%
<i>% of sales</i>	<i>7.2%</i>	<i>7.7%</i>	
EPS (cents)	53.36¢	61.43¢	+15.1%
Final Dividend (HK cents)	98.00¢	118.00¢	+20.4%

2024 SEGMENT RESULTS

Segment		2023	2024	Change	LC
Power Equipment	Sales	\$12,794	\$13,723	+7.3%	+7.6%
	<i>Segment %</i>	93.2%	93.9%		
	Op Profit	\$1,108	\$1,242	+12.1%	
	<i>% of sales</i>	8.7%	9.0%		
Floorcare & Cleaning	Sales	\$937	\$899	-4.1%	-4.5%
	<i>Segment %</i>	6.8%	6.1%		
	Op Profit	\$27	\$28	+4.3%	
	<i>% of sales</i>	2.9%	3.2%		

2024 REGION SALES

Region	2023	2024	Change	LC
North America <i>Region %</i>	\$10,513 76.6%	\$11,079 75.8%	+5.4%	+5.5%
Europe <i>Region %</i>	\$2,093 15.2%	\$2,323 15.9%	+11.0%	+10.2%
Rest of World <i>Region %</i>	\$1,125 8.2%	\$1,220 8.3%	+8.4%	+12.5%

2024 INCOME STATEMENT

	2023	2024	Change
Sales	\$13,731	\$14,622	+6.5%
Gross Profit <i>% of sales</i>	\$5,420 39.5%	\$5,896 40.3%	+8.8%
Selling, Distribution, & Advertising	\$2,347	\$2,504	+6.7%
Administrative Expenses	\$1,406	\$1,490	+5.9%
Research & Development	\$549	\$648	+18.2%
Total SG&A Expenses <i>% of sales</i>	\$4,302 31.3%	\$4,642 31.7%	+7.9%
Net Finance Cost	\$79	\$54	-31.9%
Profit before Income Tax	\$1,056	\$1,216	+15.2%
Income Tax Expense	\$80	\$94	+19.5%
Net Profit <i>% of sales</i>	\$976 7.1%	\$1,122 7.7%	+14.9%

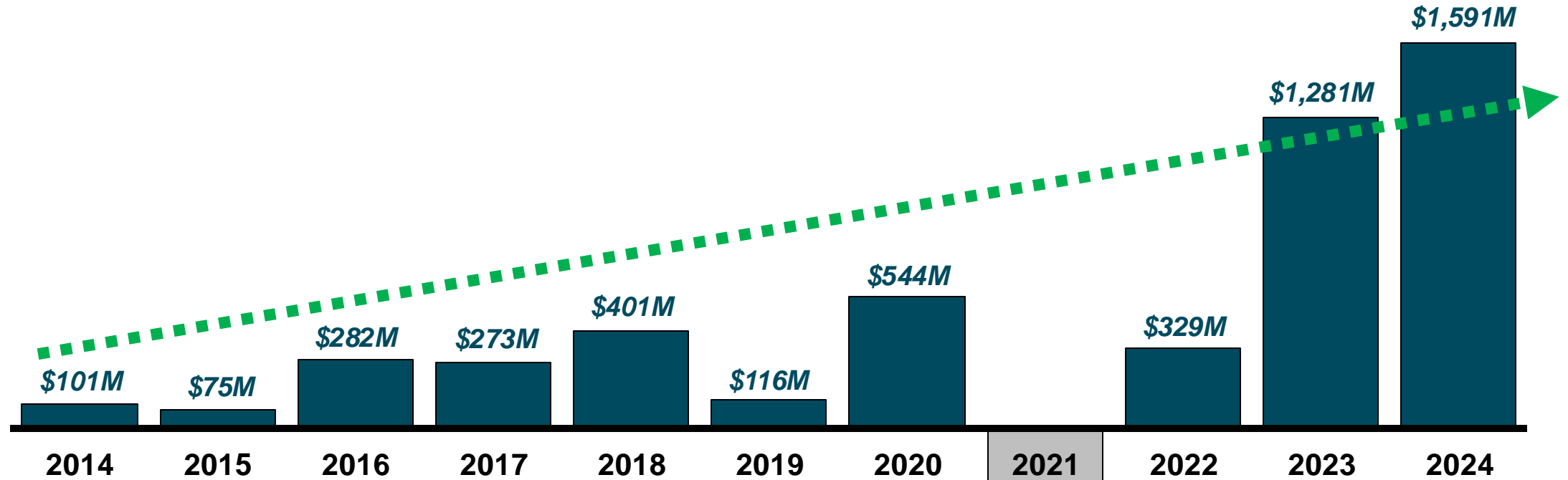
2024 FINANCIAL POSITION

	2023	2024	Change
Non-current Assets	\$5,279	\$5,191	-1.7%
Current Assets	\$7,123	\$7,699	+8.1%
Current Liabilities	\$4,783	\$4,919	+2.8%
Net Current Assets	\$2,340	\$2,780	+18.9%
Long-term Liabilities	\$1,871	\$1,607	-14.1%
Equity	\$5,748	\$6,363	+10.7%

2024 FINANCIAL FIGURES

	2023	2024	Change
Inventory	\$4,098	\$4,076	
<i>Days</i>	<i>109</i>	<i>102</i>	<i>-7 days</i>
Receivables	\$1,699	\$1,884	
<i>Days</i>	<i>45</i>	<i>47</i>	<i>+2 days</i>
Payables	\$3,373	\$3,849	
<i>Days</i>	<i>90</i>	<i>96</i>	<i>+6 days</i>
Net Working Capital	\$2,424	\$2,111	
<i>% of Sales</i>	<i>17.7%</i>	<i>14.4%</i>	
CAPEX	\$502	\$292	-41.9%
<i>% of Sales</i>	<i>3.7%</i>	<i>2.0%</i>	

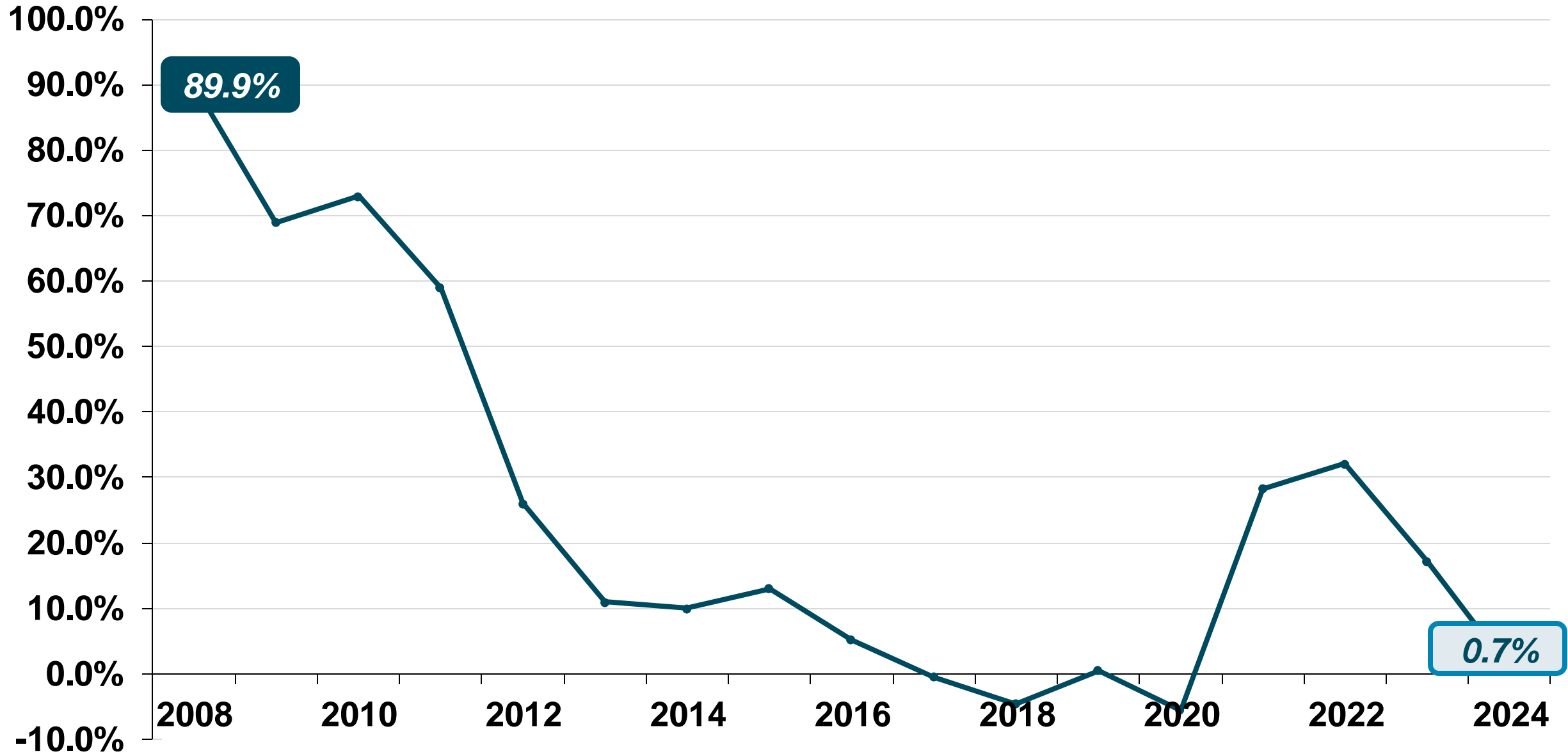
FREE CASH FLOW TREND



CONVERSION: 34% 21% 69% 58% 73% 19% 68% -105% 31% 131% 142%

-\$1,156M

GEARING TREND



2024 YEAR END DEBT PROFILE

	2023		2024		Change
Cash Balance	\$953		\$1,232		+29.3%
<i>Debts with Fixed Maturities</i>	\$1,333		\$1,039		-22.1%
<i>Working Capital Financing</i>	\$601		\$238		-60.4%
Total Debts	\$1,934		\$1,277		-34.0%
Total Net Debts	\$981		\$45		-95.4%
Floating Rate	40%	\$767	28%	\$354	-53.8%
Fixed Rate	60%	\$1,167	72%	\$923	-20.9%
LT Debts - due after 1 year	53%	\$1,031	60%	\$764	-25.9%
ST Debts - due within 1 year	47%	\$903	40%	\$513	-43.2%



STEVE RICHMAN

CHIEF EXECUTIVE OFFICER



OUR FOUNDATION...

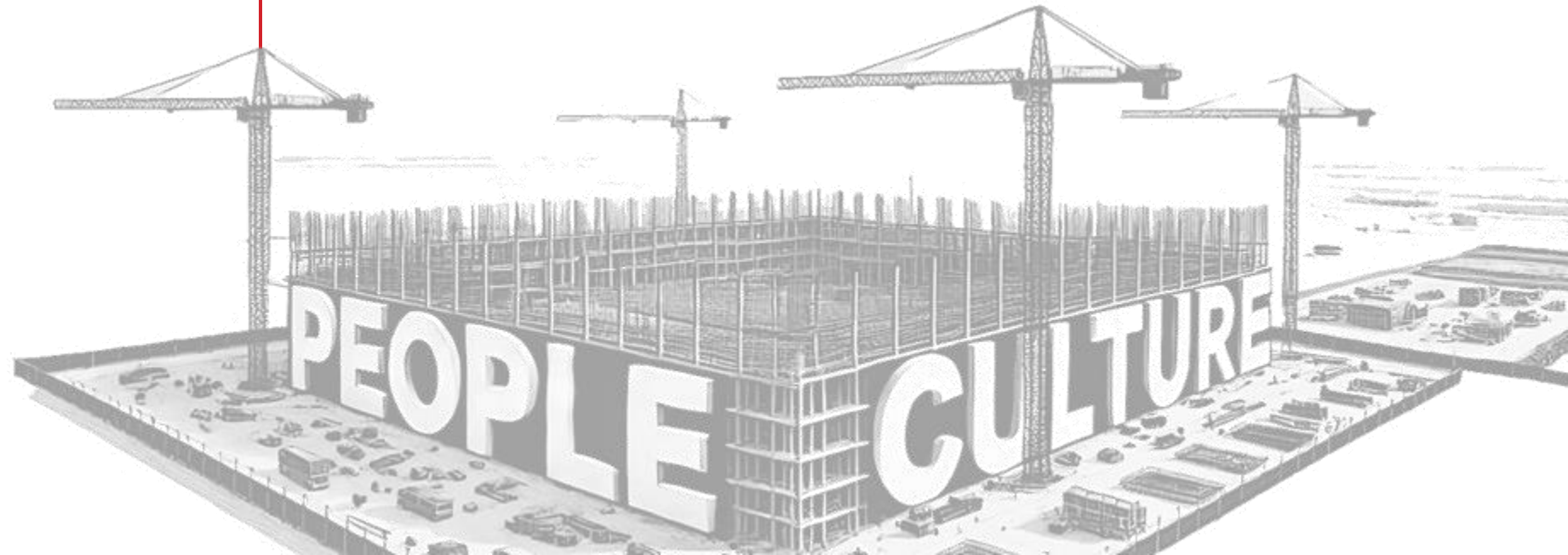
BUILT BY PEOPLE & CULTURE



GROW
SALES

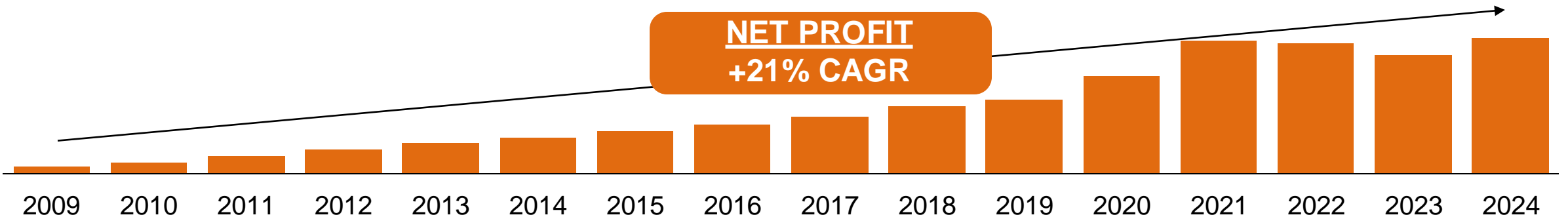
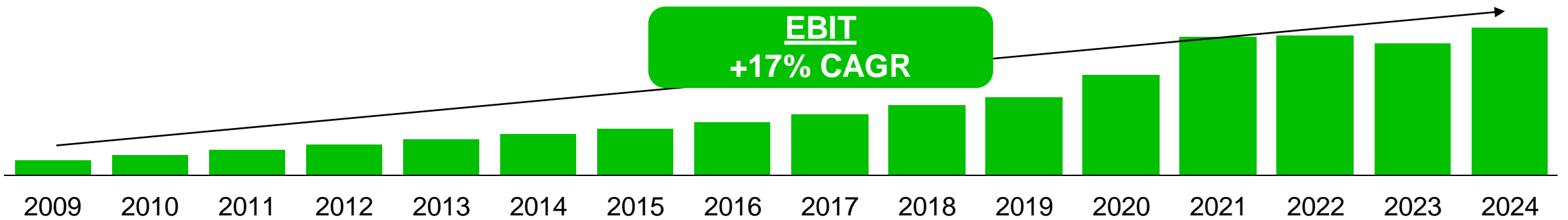
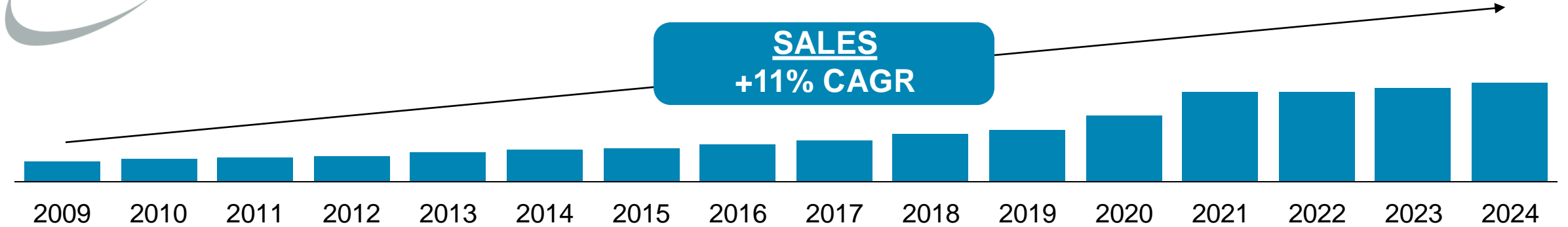
DRIVE
INNOVATIVE SOLUTIONS

DELIVER STRONG
FINANCIAL RESULTS



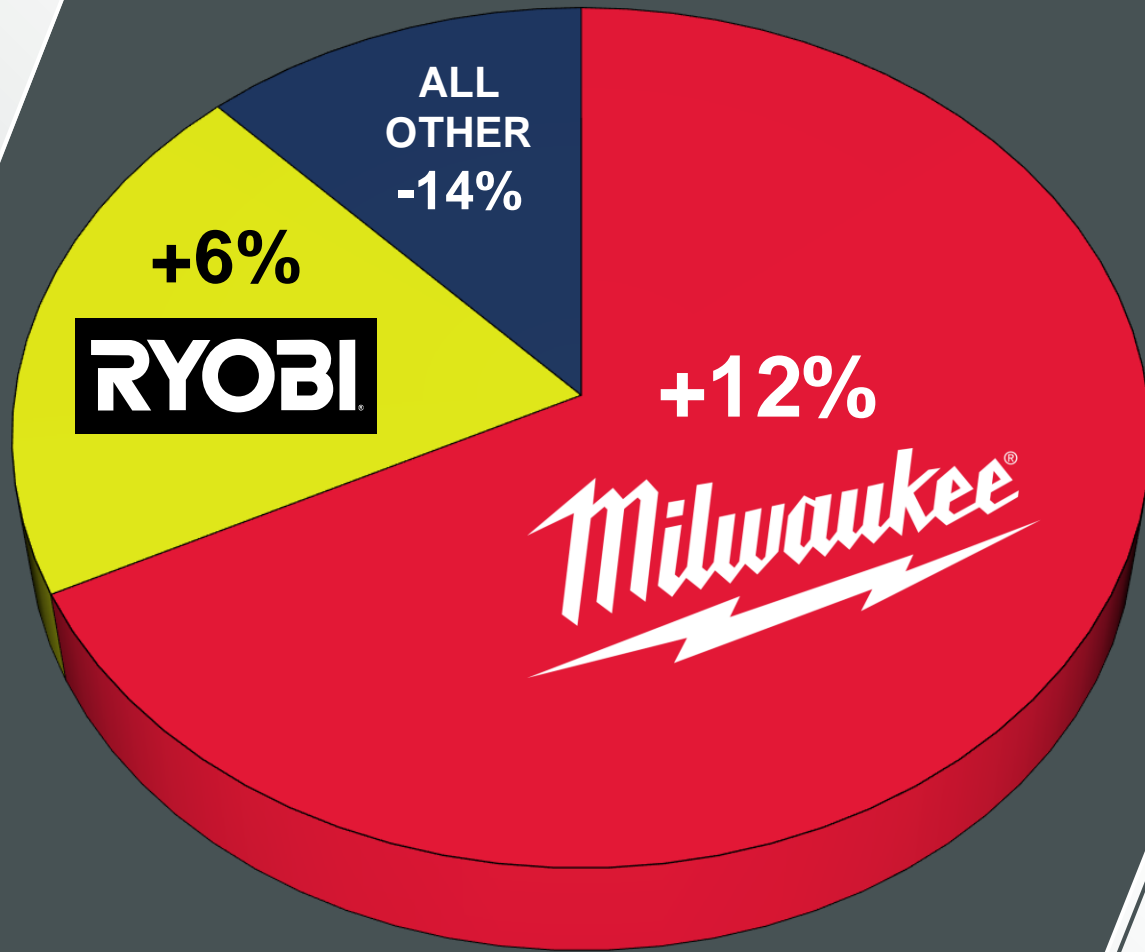


16 YEAR PERFORMANCE TREND





SALES PERFORMANCE



FOCUS:
SALES GROWTH:



PROFITABILITY:
ALL OTHER



FINANCIAL FOCUS AREAS

1

**SALES
GROWTH**

ABOVE MARKET

2

**EBIT
ACCRETION**

**DRIVING TO 10%
OF SALES**

3

**FREE CASH
FLOW**

**OVER \$1B USD
ANNUALLY**



CORDLESS DOMINATION

WITH DEEPLY ENTRENCHED BATTERY SYSTEMS



**DELIVERING PRODUCTIVITY
& SAFETY SOLUTIONS**



**DELIVERING VALUE &
SOLVING END USER NEEDS**



\$100B+ GLOBAL OPPORTUNITY

OUR CORE TRADES

MECHANICAL



ELECTRICAL



PLUMBING



REMODELING



UTILITY



TRANSPORTATION MAINTENANCE



GENERAL CONTRACTING



LANDSCAPE MAINTENANCE



RENEWABLE ENERGY



MINING



RYOBI

\$80B+ GLOBAL OPPORTUNITY

LIGHT DIY



HEAVY DIY



TRANSPORTATION MAINTENANCE



LAWN & GARDEN



LIFESTYLE & RECREATION



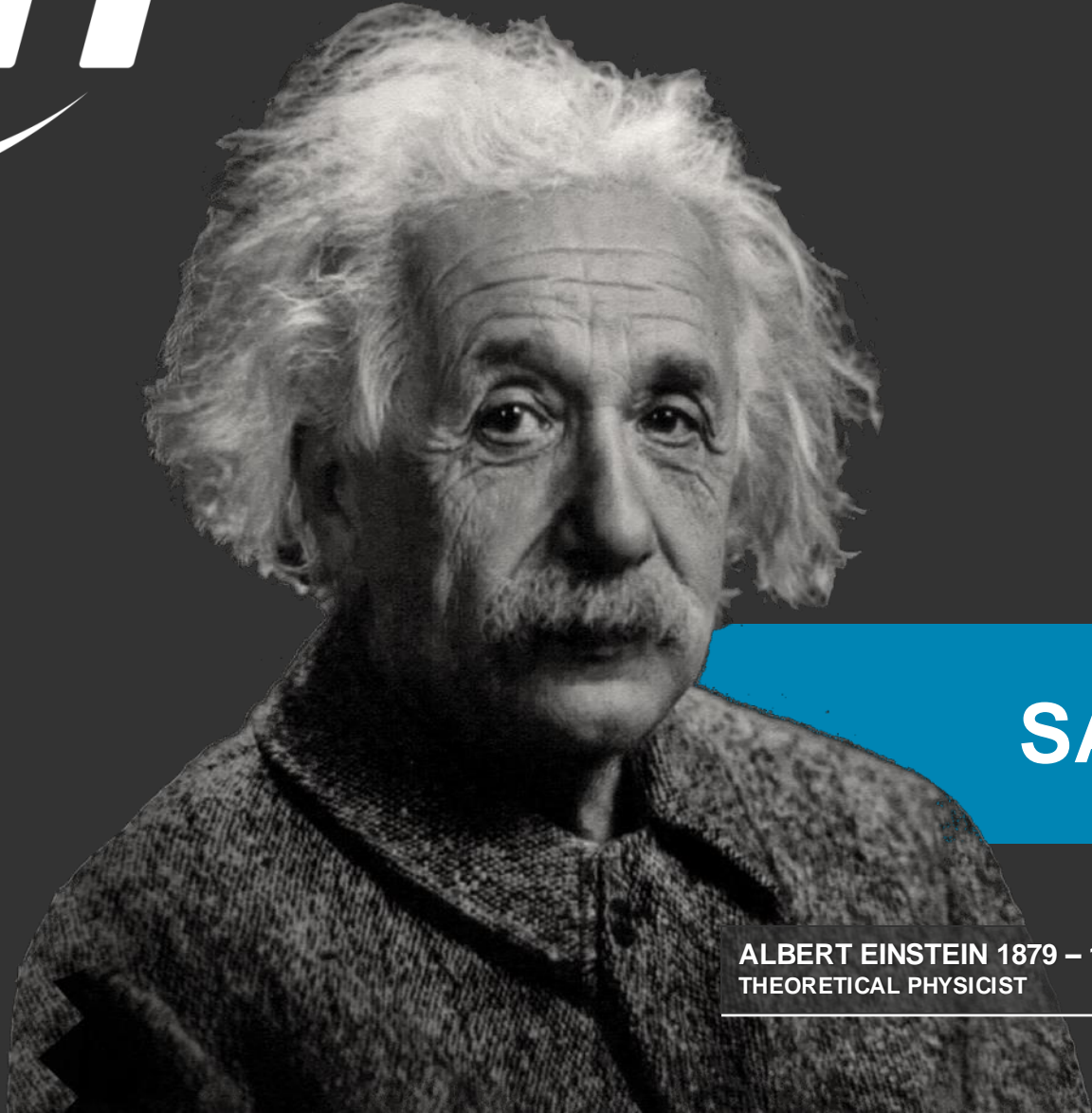
CLEANING





WE HAD TO THINK DIFFERENTLY...

DISRUPTIVE INNOVATION



“PROBLEMS CANNOT BE SOLVED BY THE
SAME LEVEL OF THINKING
THAT CREATED THEM.”

ALBERT EINSTEIN 1879 – 1955
THEORETICAL PHYSICIST

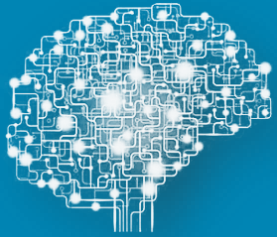
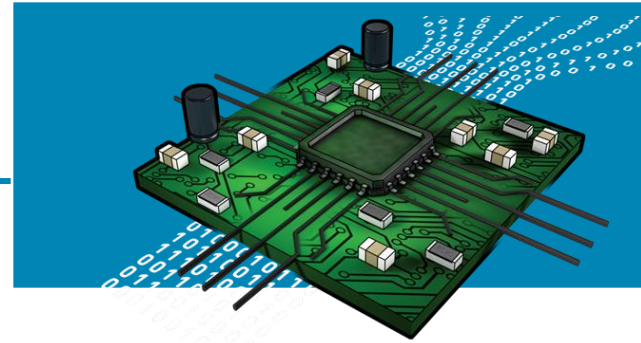


SYSTEM ARCHITECTURE

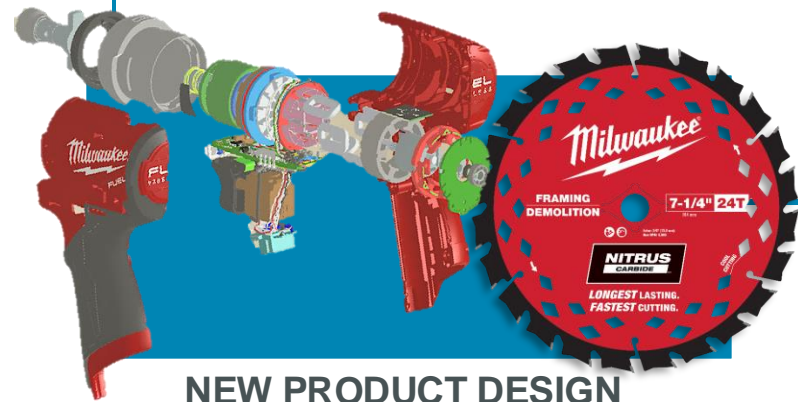
ONE KEY
AUTO STOP



HARDWARE DEVELOPMENT



DISRUPTIVE INNOVATION



NEW PRODUCT DESIGN



MANUFACTURING



DISTRIBUTION & SUPPLY CHAIN



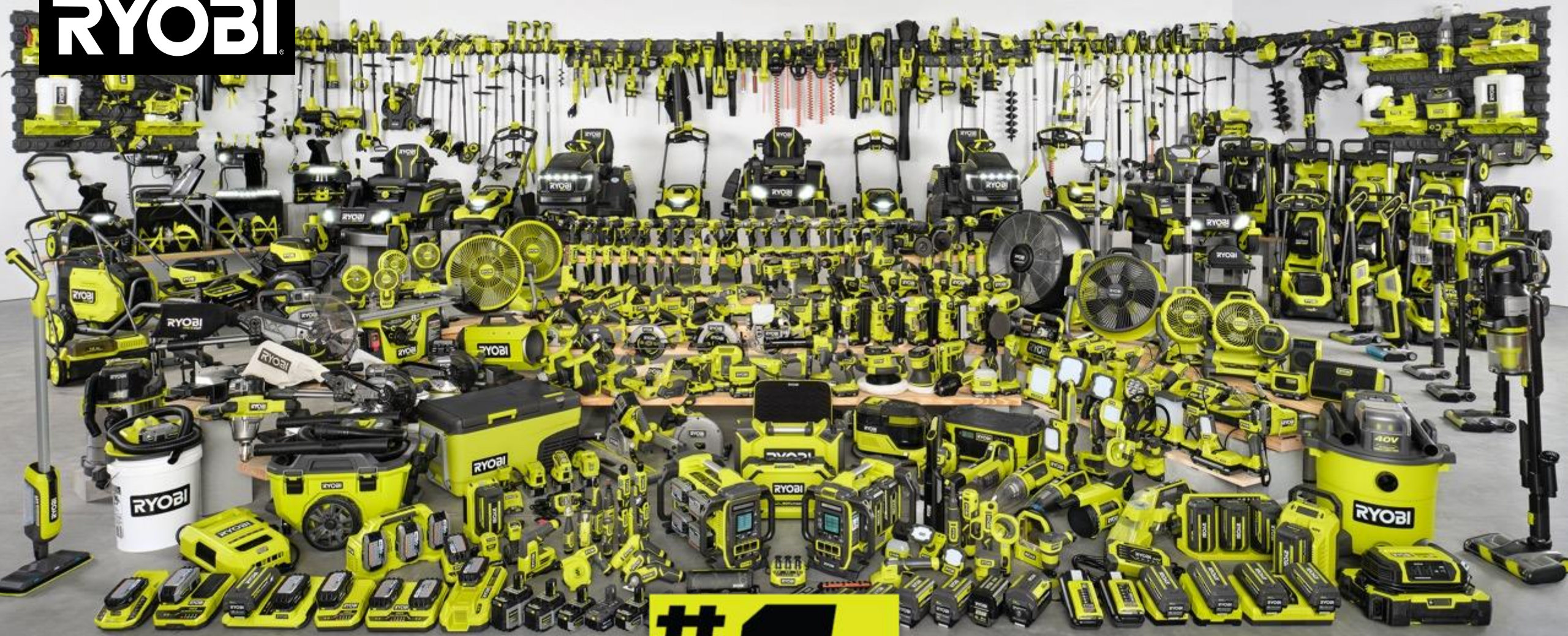
PEOPLE & **TTI** CULTURE



BOBBY SHAW

**GROUP PRESIDENT - CONSUMER
POWER TOOLS**

RYOBI



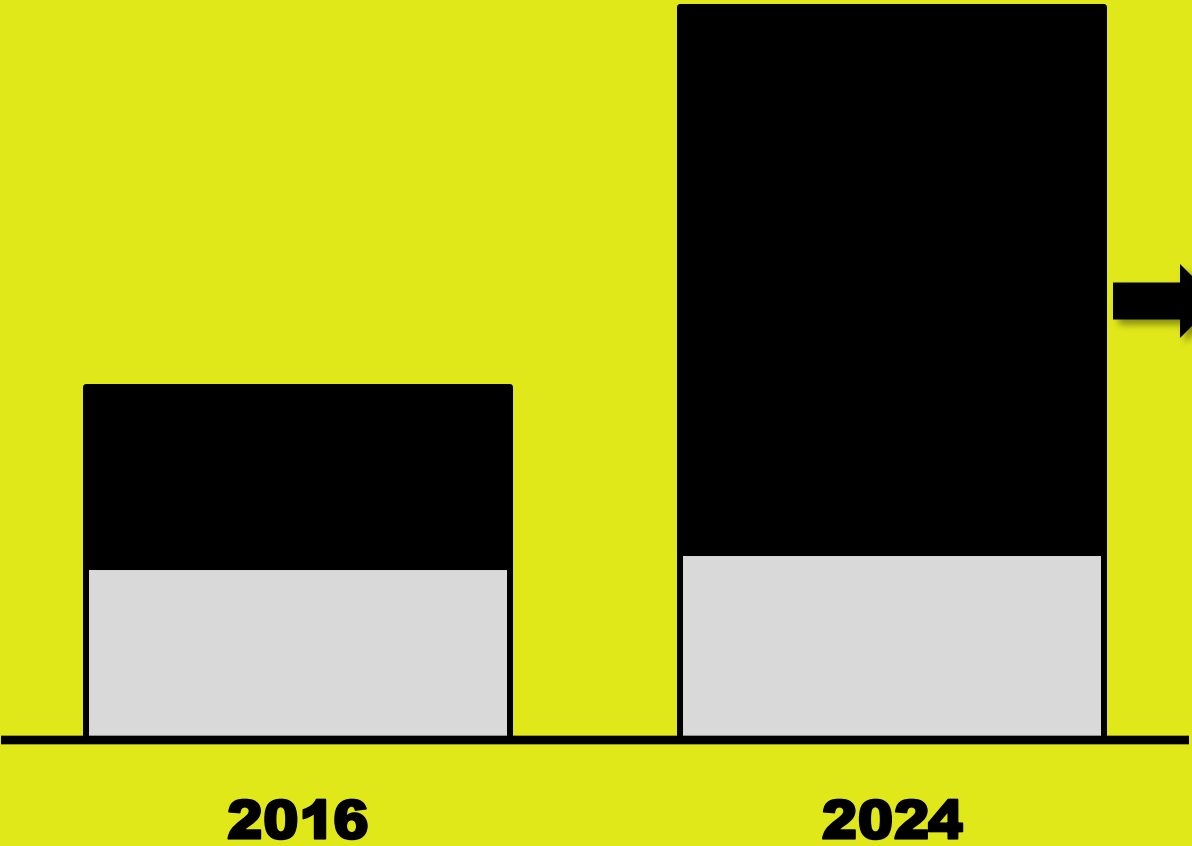
400+ CORDLESS SOLUTIONS

#1
DIY
BRAND





GLOBAL SALES GROWTH



RYOBI
CORDLESS:
CAGR +15%

RYOBI

“DO IT YOURSELF” (DIY) USER STRATEGY

LIGHT DIY



HEAVY DIY



TRANSPORTATION MAINTENANCE



LAWN & GARDEN



LIFESTYLE & RECREATION



CLEANING



RYOBI

CUSTOMER STRATEGY

NEW USERS

SYSTEM ENTRY



EXISTING USERS

DRIVE DEEPER & ENTRENCH



RYOBI

RYOBI ADVANTAGE

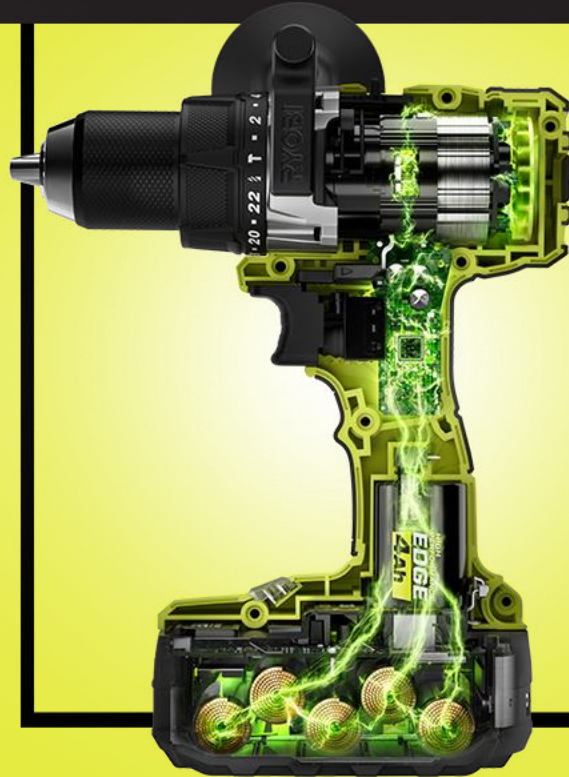
COMPATIBILITY
NO CUSTOMER LEFT BEHIND

1996



2024

PERFORMANCE.
INNOVATION. PERFORMANCE. VALUE.



SYSTEM SIZE
LARGEST BREADTH OF LINE



300+
18V ONE+
PRODUCTS

18V ONE+ HP

RYOBI

INNOVATION. PERFORMANCE. VALUE.



2X FASTER Cutting
LESS VIBRATION

44% QUIETER
24% MORE Velocity

2X MORE Power
BEST Cut Performance

RYOBI

A TOOL FOR EVERY YARD



GAS PERFORMANCE. CORDLESS CONVENIENCE.

RYOBI

LIFESTYLE & RECREATION



CORDLESS SYSTEM SOLUTIONS FOR ON THE GO

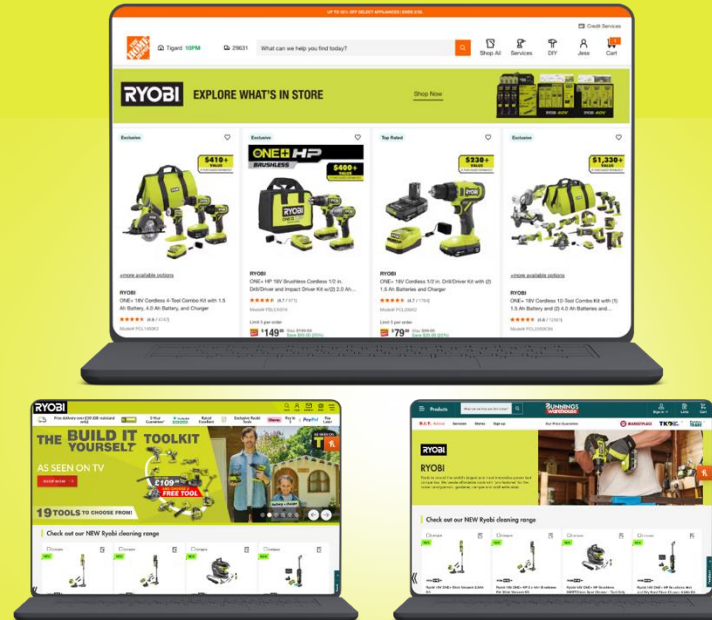
RYOBI

DEMAND GENERATION

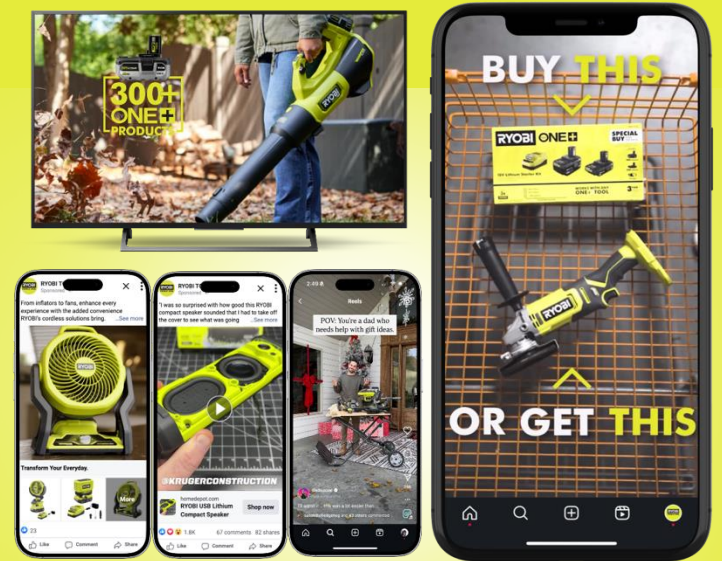
IN STORE



ONLINE



DIGITAL/SOCIAL



BRAND BUILDING • PRODUCT & SYSTEM EDUCATION • INSPIRATION • PROMOTION • TARGETED ADVERTISING

RYOBI

DISTRIBUTION PARTNERS



RYOBI

OWN THE HOME



IN THE HOME



IN THE YARD



ON THE GO

ENDLESS OPPORTUNITIES TO GROW

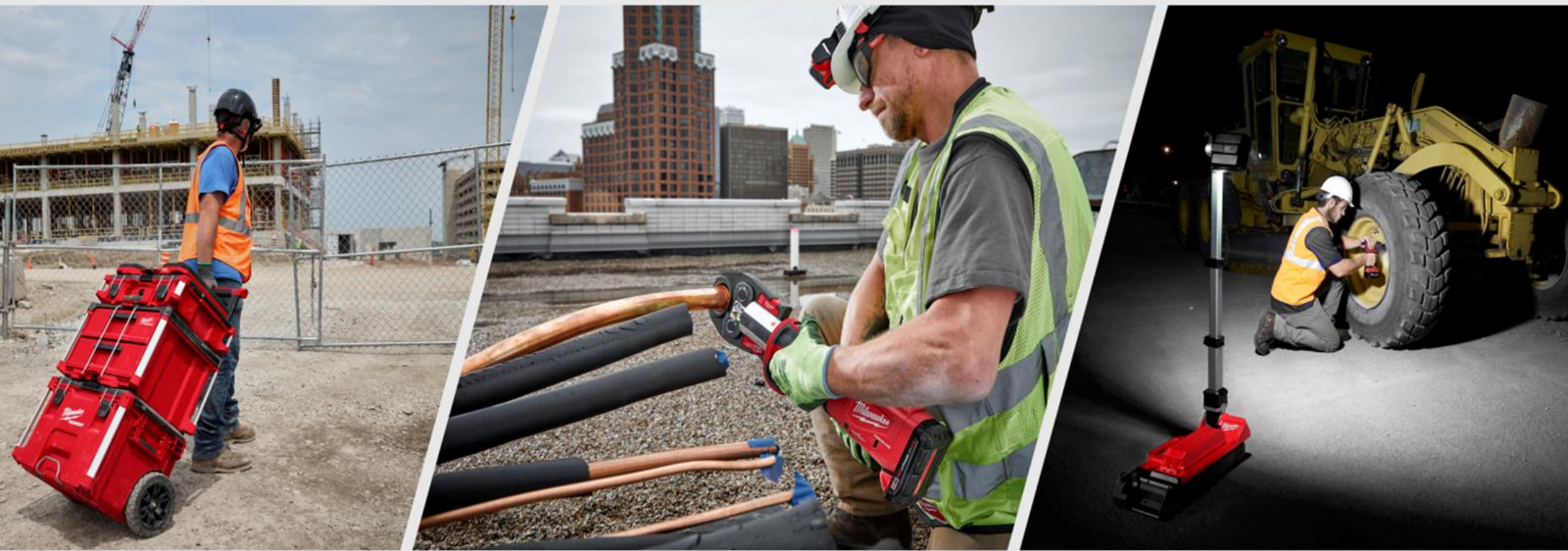


SHANE MOLL

**GROUP PRESIDENT – MILWAUKEE TOOL
POWER TOOLS & EQUIPMENT**

Milwaukee

PRODUCTIVITY & SAFETY SOLUTIONS

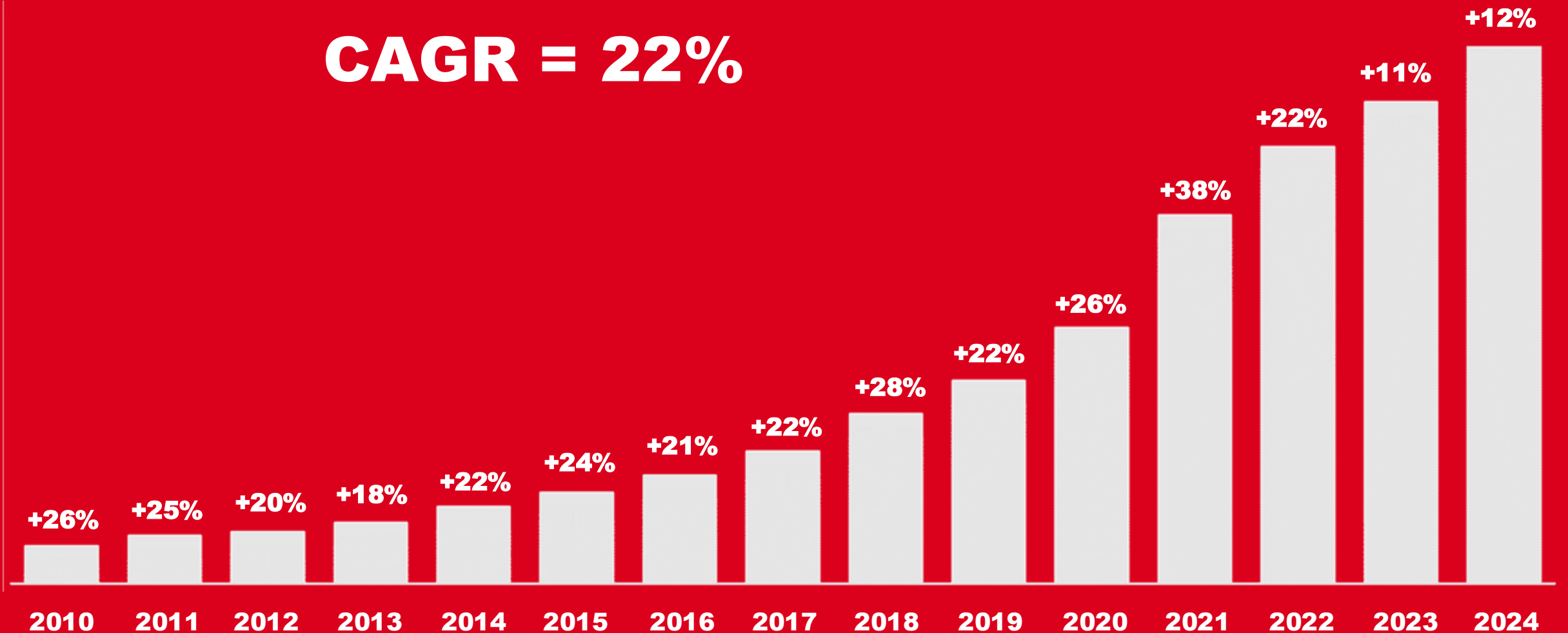


ONE TEAM FOCUSED ON THE USER



GLOBAL SALES GROWTH

CAGR = 22%



Reported Currency 2010 – 2013, local currency after 2014



\$100B+ GLOBAL OPPORTUNITY

OUR CORE TRADES

MECHANICAL



ELECTRICAL



PLUMBING



REMODELING



UTILITY



TRANSPORTATION MAINTENANCE



GENERAL CONTRACTING



LANDSCAPE MAINTENANCE



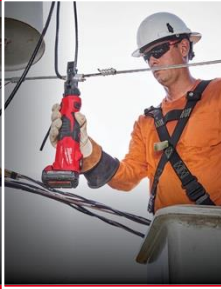











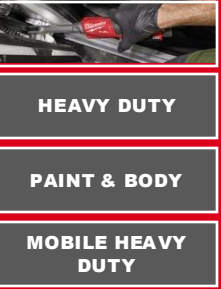



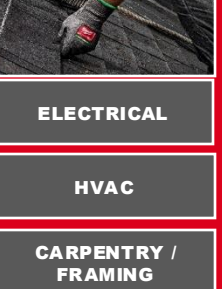


RENEWABLE ENERGY



MINING



CURRENT SUB-TRADES

UTILITY	MECHANICAL	ELECTRICAL	PLUMBING	RENEWABLE ENERGY	LANDSCAPING & TREE CARE	TRANSPORTATION MAINTENANCE	GENERAL CONTRACTING	REMODELING	MINING
									
POWER	COMMERCIAL HVAC	COMMERCIAL	COMMERCIAL	UTILITY SCALE SOLAR	MAINTENANCE	AFTER MARKET	CARPENTRY	PLUMBING	CONSTRUCTION
Generation	RESIDENTIAL HVAC		RESIDENTIAL		COMMERCIAL		CONCRETE		MAINTENANCE
Transmission	SPRINKLER FITTING		INDUSTRIAL		OFFSHORE WIND		HEAVY DUTY		VEHICLE MAINTENANCE
Distribution	PIPE FITTING			ONSHORE WIND	PAINT & BODY		MOBILE HEAVY DUTY		
Substation	STEAM FITTING			RESIDENTIAL	AVIATION				
GAS	WELDING	INDUSTRIAL	RESIDENTIAL SOLAR	TREE CARE		TIRE			
Distribution	REFRIGERATION	DATA COMM	ENERGY STORAGE	IRRIGATION		RAIL			
Transmission	SHEETMETAL	SERVICE	SERVICE	CONSTRUCTION	FARM & AG	STRUCTURAL STEEL	CARPENTRY / FRAMING		
TELECOM	SERVICE	SERVICE	SERVICE	CONSTRUCTION	FARM & AG	STRUCTURAL STEEL	CARPENTRY / FRAMING		
Wireline									
Wireless									
WATER									

OPPORTUNITY TO GROW

JOBSITE SOLUTIONS TEAM

EARNING THE RIGHT TO PARTNER | 1,600+ STRONG





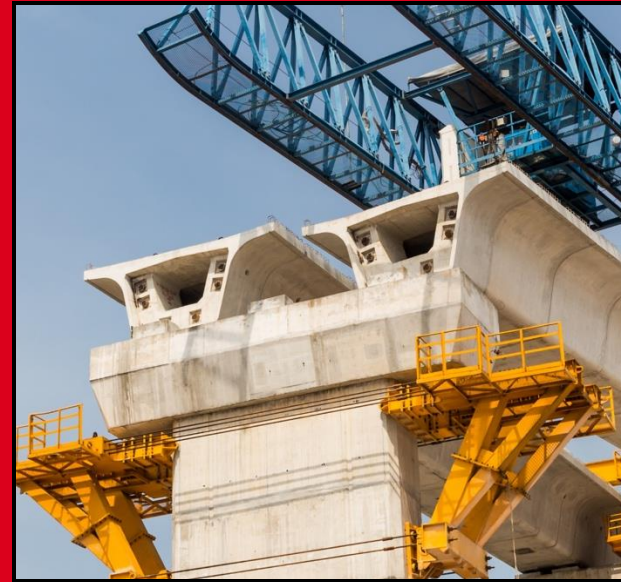
HYPERGROWTH SEGMENTS

DATA CENTERS

ENERGY

MEGA PROJECTS

INFRASTRUCTURE

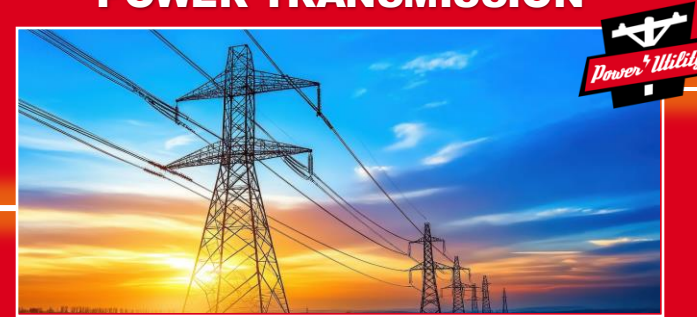




POWER GENERATION



POWER TRANSMISSION

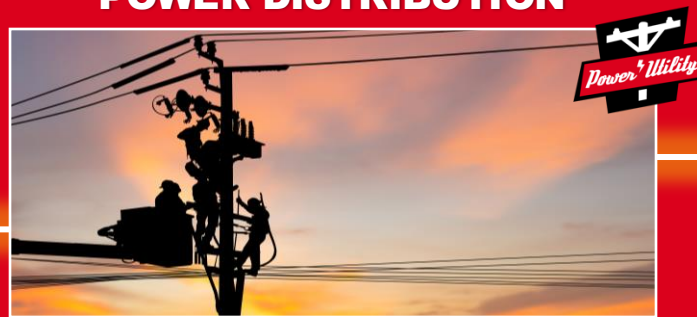


EMBEDDED WITHIN THE ENTIRE VALUE CHAIN

DATA CENTERS



POWER DISTRIBUTION



POWER TRANSFORMERS & SUBSTATIONS





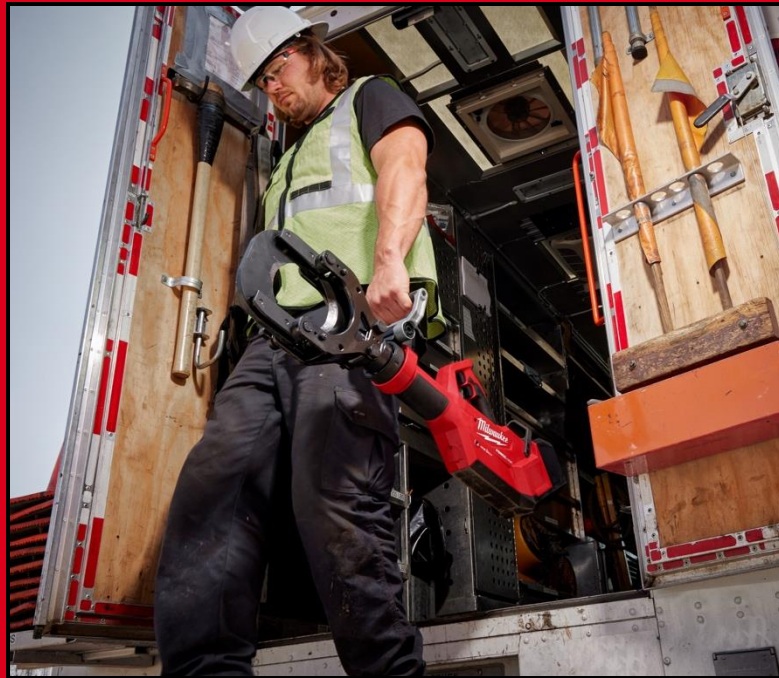
SOLUTIONS PROVIDER

\$12B+ GLOBAL OPPORTUNITY

M18



M18



BOLT[™]
SECURE ACCESSORIES
SIMULTANEOUSLY



POWER UTILITY



SOLUTIONS PROVIDER

\$15B+ GLOBAL OPPORTUNITY

M12



M18



ELECTRICAL



SOLUTIONS PROVIDER

\$9B+ GLOBAL OPPORTUNITY

M12



M18



BOLT
SECURE ACCESSORIES
SIMULTANEOUSLY



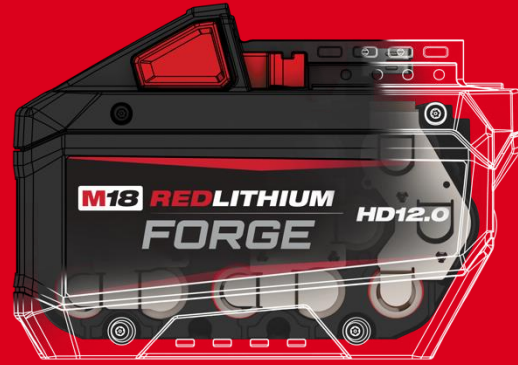
MECHANICAL



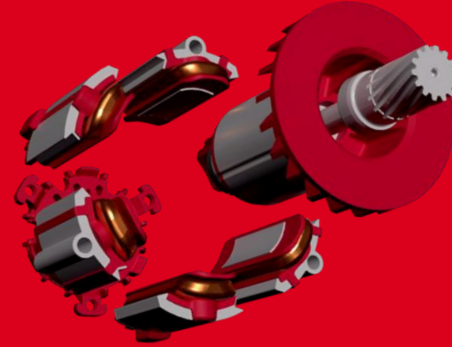
TECHNOLOGY LEADERSHIP



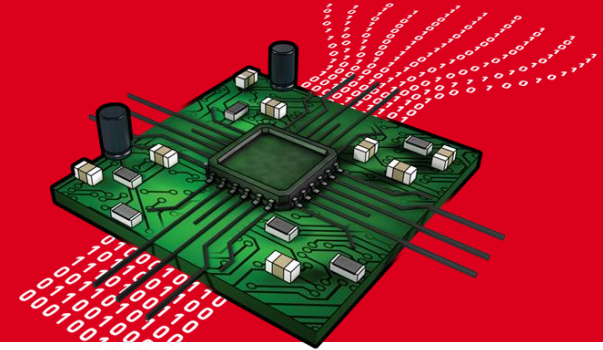
CELLS



BATTERY PACKS



MOTORS



ELECTRONICS



CHARGING



CONNECTIVITY



SOFTWARE

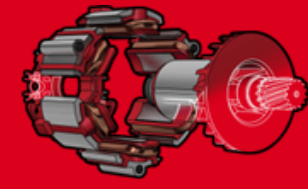


AI / ML

M18™

OVER
10X
CAPABILITY

FULL
COMPATIBILITY



POWERSTATE™
BRUSHLESS MOTOR



REDLINK PLUS™
INTELLIGENCE



REDLITHIUM™
FORGE™
HD12.0
BATTERY PACK
FITS M18™ TOOLS

2007



2010



2018



2015



2012



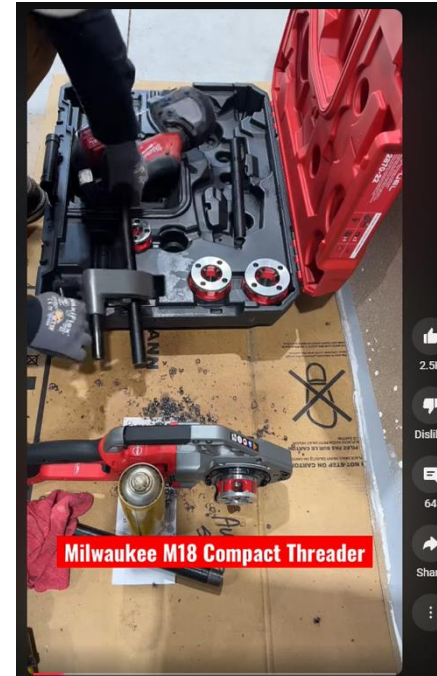
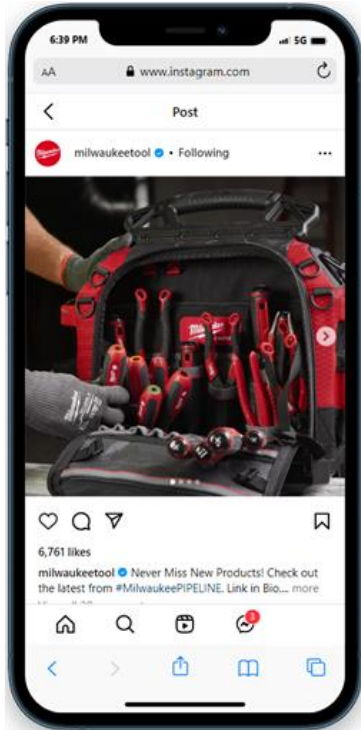
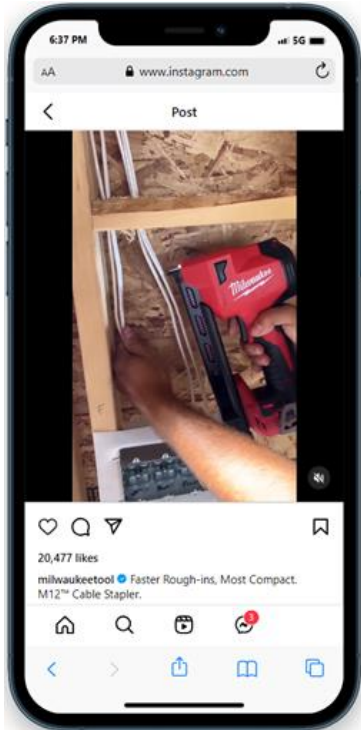
AUTO STOP™

POWERED BY
MACHINE
LEARNING





DEMAND CREATION



Milwaukee[®]

The image features the Milwaukee logo in a white, stylized, gothic-style font against a solid black background. The word "Milwaukee" is written in a bold, italicized script with sharp, pointed edges. A white lightning bolt graphic is positioned below the text, extending from the bottom left towards the bottom right, crossing under the letters "l", "l", "a", and "k". A small registered trademark symbol (®) is located at the top right of the word.

