

Environmental, Social and Governance Report



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About This Report

This report covers the Environment Social and Governance (ESG) initiatives and performance of TTI for the calendar year 2019 with reference to previous performance where relevant. Our HKEX ESG Guide Content Index is available on TTI's corporate website and outlines how we address the Hong Kong Exchanges and Clearing Limited's mandatory "comply or explain" requirements and recommended disclosures. This report has also been prepared in reference to the GRI Standards: Core option, and our GRI Content Index, which specifies how we fulfill the Standards, is also available on our website. TTI's previous report was endorsed by the Board of Directors (the "Board") on March 6 2019, as was this report on March 4 2020. The data in this report, unless otherwise stated, covers our operations in Asia, Australia and New Zealand, Central, North and South America and EMEA. Environmental information and data from TTI business units is presented by region with data from TTI AIP Dongguan highlighted separately to show progress from the previous year. Environmental data for Central and South America is not included as TTI has only 21 staff across the region working in offices with immaterial environmental impact. For a full list of TTI business units covered under each region and abbreviations used in this report, refer to page 121. For any questions regarding this report, please contact our Investor Relations Department at ir@tti.com.hk.

CEO's Sustainability Message

“Sustainability is a big deal. With our no emission cordless leadership strategy, we are helping to make the world a better place.”

We are accelerating our actions to further our global commitment to sustainability. TTI is reshaping sustainability into a core competence by embracing best environmental, social and governance (ESG) practices. Our sustainability principles and practices extend throughout our operations, supply chain and products with priorities to responsibly source, conserve, reuse and recycle resources, provide safe respectful workplaces and always be in compliance with applicable laws and policies. We have long taken responsibility to improve the lives of our customers by disrupting the power tool, outdoor product and floorcare markets with reduced environmental impact Lithium cordless tools and equipment. Our global organization understands that economic, social and environmental aims are all interrelated and firmly believes that our ability to grow, innovate and prosper is linked to our ESG performance. TTI's core strategic drivers and culture are closely aligned with our ESG practices and standards to ensure that sustainability is firmly entrenched at all levels of our value chain.

Sustainability Improvements

Now in our fifth year of reporting on sustainability separately in our annual report, I am very pleased to state that we continue to strengthen managing ESG issues that are directly linked to our activities and products. Under the management of our ESG Executive and Working Committees, we have made significant strides in improving our sustainability performance both internally and in engagements with all our stakeholders. In 2019, we implemented and strengthened the important initiatives shared in this report to further our sustainability strategy.

Enhanced Data Management: Greenstone

With the understanding that increased transparency is key to improving ESG performance, in 2019 TTI partnered with software data specialists to collect, analyze and better manage our ESG data. This allows us to greatly enhance the quality of our oversight and extend the breadth and credibility of our disclosures to meet the expectations of stakeholders, including investors.

Cobalt Procurement Policy

The newly-implemented TTI Cobalt Procurement Policy signifies our ongoing effort to do the right thing across our value chain. This policy outlines the standards that TTI and its suppliers must follow to ensure that all cobalt is from reputable sources, free from conflict or other human rights violations.

Commitment to Global Initiatives

Recognizing the importance of adopting a comprehensive international and independent standard to understand and communicate our impact on global issues such as climate change, human rights and anti-corruption, in 2019 TTI became a member of the Responsible Minerals Initiative (RMI) and actively began working towards becoming a Community Member of the Global Reporting Initiative (GRI) in January 2020.

Our commitment to global action on sustainability was also strengthened in aligning our strategy with the United Nations (UN) Global Compact's universal principles on human rights, labor, environment and anti-corruption, and the advancement of societal goals. By supporting 14 of the 17 UN's Sustainable Development Goals (SDGs) most relevant to TTI's business, we have outlined a strategic roadmap for TTI to follow to further our sustainability performance.

Confidently Moving Forward

I am confident that our adoption of enhanced data management tools, more robust procurement mechanisms and our commitment to global initiatives and principles will help us manage risks and opportunities in the ESG arena to achieve our targets in the short to medium term with a view towards longer-term success. I would like to thank all the TTI team members for their dedication and hard work to make sustainability a powerful thrust of the TTI culture. We look forward to working with all our stakeholders to create sustainable value and to build a better world for all. At TTI, we strongly believe that cordless technology is helping us all along this journey.

Joseph Galli Jr
Chief Executive Officer
March 4, 2020

Global Performance Highlights for 2019

GOVERNANCE	ENVIRONMENT	SUPPLY CHAIN MANAGEMENT	SOCIAL	COMMUNITY
Zero Public legal cases of corruption were brought against TTI Group	-39% Reduction in product packaging materials	Zero Cases of child labour	149,780 Training hours (on e-learning)	+63% Increase in in-kind and cash donation contributions
Zero Cases of identified leaks, theft or loss of customer data	-6% Reduction of TTI AIP scope 1 and 2 GHG emissions intensity	Zero High-risk cases in sourcing of conflict minerals or cobalt	+1.5% Increase in ratio of female to male employees	Over 50 Non-Governmental Organisations (NGO) and charities that TTI partners with and supports
Greenstone Global implementation of ESG data software	-2% and -15% Reduction of TTI AIP electricity and natural gas intensity	Responsible Mineral Initiative (RMI) Membership	1,475 Graduates in our Leadership Development Program (LDP)	Habitat for Humanity Global partnership
GRI Incorporation of Global Reporting Initiative Standards	+200% Increase in battery collection at TTI's North American sites	Cobalt Procurement Policy launched	Zero Work-related fatality cases	Asian University for Women Global partnership

Our Sustainability Commitment

Stakeholder Engagement and Materiality

At TTI, we believe that aligning our long-term interests with those of our stakeholders is the path to corporate sustainability and a more sustainable world. Employees, customers, suppliers, investors and the broader community are our key stakeholder groups. We maintain regular communication with regulatory authorities, business partners, customers, suppliers, employees, shareholders,

investors and community members to understand their priorities and sustainability-related concerns. Our ESG Working Committee has identified a number of material issues, which we believe are of utmost importance to our stakeholders. The table below identifies our key stakeholders, their main areas of interest that inform the content of our reporting, and the ways that we engage with them.

Stakeholder Groups	Key Concerns / Areas of Interest	Engagement Channels	Frequency
Employees	<ul style="list-style-type: none"> Working terms, conditions and benefits Equal opportunities Health, safety and wellness Training and development Governance Community engagement 	<ul style="list-style-type: none"> Compliance hotline TTI Group Intranet Learn TTI (e-learning platform) Face-to-face trainings Engagement with NGOs Social media ESG sub-committees 	<ul style="list-style-type: none"> Ongoing basis Annual compliance training Topic-specific training available all year round
Customers	<ul style="list-style-type: none"> Social and environmental responsibility Modern slavery Conflict minerals and cobalt Packaging Battery recycling Quality of products, including safety and environmental impact Circular economy Transport, storage and recycling of products 	<ul style="list-style-type: none"> Acknowledge customers' policies and codes Conduct audits and implement corrective action plans in accordance with TTI's requirements and communicate regularly on progress Complete declarations for conflict minerals and conduct due diligence Focus groups at product development stage Customer service Social media 	<ul style="list-style-type: none"> Ongoing basis Declarations and audits once a year Product presentation conferences once a year
Suppliers	<ul style="list-style-type: none"> Governance Anti-corruption Social and environmental responsibility (SER) Quality of products including safety and environmental impact 	<ul style="list-style-type: none"> Compliance hotline Online compliance platform Regular meetings On-site presence of our quality and SER employees Regular audits Supplier conferences 	<ul style="list-style-type: none"> Ongoing basis Annual training Conferences once a year

Stakeholder Groups	Key Concerns / Areas of Interest	Engagement Channels	Frequency
Investors	<ul style="list-style-type: none"> Governance Independence and engagement of board members Diversity Climate change strategy and greenhouse gas emission reduction Risk management Supply chain management Conflict minerals and cobalt 	<ul style="list-style-type: none"> Host meetings to understand ESG expectations Surveys / interviews conducted by external facilitators 	<ul style="list-style-type: none"> Ongoing basis Annual roadshow One survey conducted by an external facilitator in 2019
Community	<ul style="list-style-type: none"> Diversity of employees Equal opportunities Training and development programs Social and environmental responsibility Climate change strategy Product and manufacturing health and safety 	<ul style="list-style-type: none"> Local and international engagement with NGOs Community events with local associations School fairs Internship programs 	<ul style="list-style-type: none"> Ongoing basis



Our Strategic Approach to Sustainability




To enhance our sustainability performance and transparency, TTI has engaged in a number of global initiatives, one of these involves working towards meeting the Global Reporting Initiative (GRI) Standards for sustainability reporting. In 2019 we engaged with GRI to discuss the scope of our membership and became a member in January 2020. As a member, TTI will have access to a variety of sustainability resources such as webinars with experts from GRI and the opportunity

to exchange information with leaders from the corporate world who are championing sustainability reporting. By joining this global community of more than 500 organizations that are committed to sustainability, TTI will be able to contribute to improving the quality of reporting. One of TTI's key priorities in joining GRI is to be part of the leadership committee on supply chain and in particular, the modern slavery committee to enhance sustainable practices across

our supply chain. Along with GRI membership, we remain committed to meeting global responsibilities by working towards 14 of the 17 SDGs that are most relevant to TTI's operations and doing our part in furthering sustainability initiatives in our communities. The table aligns the focus areas of our strategy: Innovative Products, Operational Excellence, Powerful Brands and Exceptional People, with the SDGs and support our four strategic drivers, as well as the relevant material

issues and their related risks and opportunities we must take into account. The key initiatives we undertake to implement our strategy and achieve our ESG goals, and the progress we are making, are also outlined here. As part of this journey, we engage our stakeholders on an ongoing basis to review our approach, integrate their priorities into our strategies and reporting, and identify opportunities to both enhance our sustainability performance and collaborate as partners.






Governance

Material Issues (grouped with related SDG)	Risks	Opportunities	Key Goals	Initiatives	Progress
<ul style="list-style-type: none"> Corporate governance Ethical conduct and practices 	<ul style="list-style-type: none"> Change in trade regulations Diversification of manufacturing footprint Breach of intellectual property Breach of data privacy Cyber attacks due to large exchange of data 	<ul style="list-style-type: none"> Expansion and diversification of manufacturing footprint (USA, Vietnam and Mexico) Opportunities for TTI to have group policies and processes in place for compliance with regional/local laws Be innovative and increase the number of TTI's qualitative IP rights Safeguarding valuable assets (e.g. logos, patents, trademarks, copyrights, software) Protection of customer data, business strategy and intellectual property Protection of TTI and customer information, and TTI's systems and operational integrity 	<ul style="list-style-type: none"> ▲ Zero incidents of non-compliance with TTI's Policies and Codes with transparency in reporting and remediation when necessary ■ Protect and enforce TTI's IP rights ■ Compliance with new regulations, GDPR, preparation for compliance with the California Consumer Privacy Act as of January 1, 2020 ■ Minimize any risk of business disruption ■ No breaches or incidents 	<ul style="list-style-type: none"> Code of Ethics and Business Conduct (COC) and Business Partner Code of Conduct (BPCOC) with policies and guidelines restating requirements and relaunched in 2019 Policies and trainings being implemented at new manufacturing sites COC and BPCOC with policies and guidelines that set requirements Intellectual Property clearance, protection and enforcement process Strong online enforcement Data privacy policy in place and training delivered End users data privacy policy updated in the USA Screening of external emails (Canada and EMEA) 8 cybersecurity policies launched in 2017 on a three-year rollout plan with appropriate training, and global auditing to begin in 2020 Cybersecurity committee at a group level, which meets on a monthly basis Ongoing monitoring of anyone clicking on known phishing links COC and BPCOC that set requirements and emphasize the prohibition of corruption and bribes providing guidelines that are acknowledged by all employees and suppliers New anti-corruption training and updated policy in 2019 Amendment to the BPCOC to expand on trade compliance provision TTI Compliance hotline for employees and suppliers Complaint resolution policy Anti-corruption declarations, internal audit investigations and ongoing compliance monitoring across TTI and TTI's suppliers Engagement against corruption by participating in an anti-fraud association (Enterprise Anti-Fraud Alliance in China) Membership to the Global Reporting Initiative (GRI) to further transparency and performance in disclosure Membership to Responsible Mineral Initiatives (RMI) to share industry best practices 	<ul style="list-style-type: none"> 90% of training completed on COC on e-learning platforms and additional face to face training, with close to 100% of employees trained 2,888 take downs by Milwaukee only in 2019 One enforcement action settled One data privacy incident with no loss of personal information or customer data Customized the IT process for structured and unstructured data (EMEA) No public corruption cases 22 separate complaints received through either the compliance hotline or management 100% of complaints have been addressed in a timely manner
<ul style="list-style-type: none"> Anti-corruption Supply chain management 	<ul style="list-style-type: none"> Risks of non-compliance to international and local laws due the broad scope of TTI's group operations 	<ul style="list-style-type: none"> Training of employees in new manufacturing sites on COC and new suppliers on compliance with BPCOC and other TTI policies 	<ul style="list-style-type: none"> ▲ Zero incidents of non-compliance with TTI's Policies and Codes with transparency in reporting and remediation when necessary ▲ Zero cases of corruption among TTI Group and its business partners 	<ul style="list-style-type: none"> TTI Compliance hotline for employees and suppliers Complaint resolution policy Anti-corruption declarations, internal audit investigations and ongoing compliance monitoring across TTI and TTI's suppliers Engagement against corruption by participating in an anti-fraud association (Enterprise Anti-Fraud Alliance in China) Membership to the Global Reporting Initiative (GRI) to further transparency and performance in disclosure Membership to Responsible Mineral Initiatives (RMI) to share industry best practices 	<ul style="list-style-type: none"> No public corruption cases 22 separate complaints received through either the compliance hotline or management 100% of complaints have been addressed in a timely manner
<ul style="list-style-type: none"> Partnerships Community engagement 	<ul style="list-style-type: none"> Reputational risk of not being engaged in industry initiatives or from not supporting local community needs 	<ul style="list-style-type: none"> Contribute to policy and program development to affect change across the industry and supply chain 	<ul style="list-style-type: none"> ▲ Establish strategic partnerships with industry partners and NGOs 	<ul style="list-style-type: none"> Engagement against corruption by participating in an anti-fraud association (Enterprise Anti-Fraud Alliance in China) Membership to the Global Reporting Initiative (GRI) to further transparency and performance in disclosure Membership to Responsible Mineral Initiatives (RMI) to share industry best practices 	<ul style="list-style-type: none"> Ongoing membership partnerships Engaged GRI to become a member in January 2020 RMI membership in November 2019

▲ Key Goals ■ Supporting Key Goals



Our Strategic Approach to Sustainability (continued)

Environment						
Material Issues (grouped with related SDG)	Risks	Opportunities	Key Goals	Initiatives	Progress	
<ul style="list-style-type: none"> Innovation and reduced environmental impact along product lifecycle 	<ul style="list-style-type: none"> Consumer trends in purchasing products with environmental attributes / certifications 	<ul style="list-style-type: none"> Eco-design opportunities 	<ul style="list-style-type: none"> ▲ Reduce environmental impact through innovation in product design, packaging design, manufacturing, use and end of useful life phases 	<ul style="list-style-type: none"> Environmental policies and procedures, and COC, outlining our commitments for reducing environmental impact Engagement of partnership for reconditioning of power tools Community engagement and partnership with NGOs Service and repair centers globally (improving the lifecycle of products) Online enforcement (take down of fake batteries) Improving packaging and packing to reduce material consumption and environmental impact 	<ul style="list-style-type: none"> Launch of factory outlet where refurbished products are being sold to end-users RMI membership in November 2019 	
<ul style="list-style-type: none"> Energy and climate change 	<ul style="list-style-type: none"> Climate change Natural disasters Financial risks Political risks 	<ul style="list-style-type: none"> Strategic mitigation 	<ul style="list-style-type: none"> ▲ Reduce energy consumption and GHG emissions ▲ Adopt renewable energy ▲ Develop climate resilience strategy 	<ul style="list-style-type: none"> Energy and GHG emissions management procedures Energy reduction initiatives in manufacturing plants and offices Introducing fuel efficient and electric vehicles Adopt renewable energy and recycling initiatives within the supply chain 	<ul style="list-style-type: none"> -2% electricity and -15% natural gas intensity reductions at TTI AIP 	
<ul style="list-style-type: none"> Resource / material efficiency, chemical and waste management 	<ul style="list-style-type: none"> Commodity pricing and sourcing Environmental impact 	<ul style="list-style-type: none"> Research and development of new technologies Resource conservation and cost savings Leadership in environmental and health and safety performance 	<ul style="list-style-type: none"> ▲ Reduce water consumption at TTI's operations ■ Reduce packaging and increase adoption of reduced impact packaging and packing ■ Reduce usage and safely manage chemicals and waste 	<ul style="list-style-type: none"> Water reuse initiatives in manufacturing operations Improving packaging and packing to reduce material consumption and environmental impact Compliance with policies and procedures for chemical and waste management with priority on toxicity waste reduction and recycling 	<ul style="list-style-type: none"> Reduction of packaging material by nearly 39% -12% absolute and -18% intensity reductions of non-hazardous waste at TTI AIP 	
<ul style="list-style-type: none"> Tool and battery recycling 	<ul style="list-style-type: none"> Financial management of recycling programs Availability of recycling programs in new markets and distribution networks 	<ul style="list-style-type: none"> Improve the end of useful life of products / push for circular economy Implement recycling programs 	<ul style="list-style-type: none"> ▲ Increase the volume of battery and tool collection and recycling ▲ Establish strategic partnerships with industry partners and NGOs 	<ul style="list-style-type: none"> Battery recycling programs to reduce electronic waste and tool recycling programs Partnership with recycling partners Audit of recycling facilities and recycling process 	<ul style="list-style-type: none"> Increased the battery recycling at TTI's North American sites by 200% 	
<ul style="list-style-type: none"> Supply chain environmental performance 	<ul style="list-style-type: none"> Risk of not meeting the same level of environmental management standards across global manufacturing sites and the supply chain 	<ul style="list-style-type: none"> Diversification of manufacturing and supply chain 	<ul style="list-style-type: none"> ▲ Substantive initiatives to raise awareness and reduce environmental impact in the supply chain ■ Reduce GHG emissions, energy and water consumption and packaging in the supply chain ■ Require suppliers to collect environmental data 	<ul style="list-style-type: none"> Environmental policies for suppliers to reduce impact and ensure compliance throughout the supply chain Reporting on environmental impact metrics 	<ul style="list-style-type: none"> Zero environmental non-compliance issues found in supply chain 	

▲ Key Goals ■ Supporting Key Goals

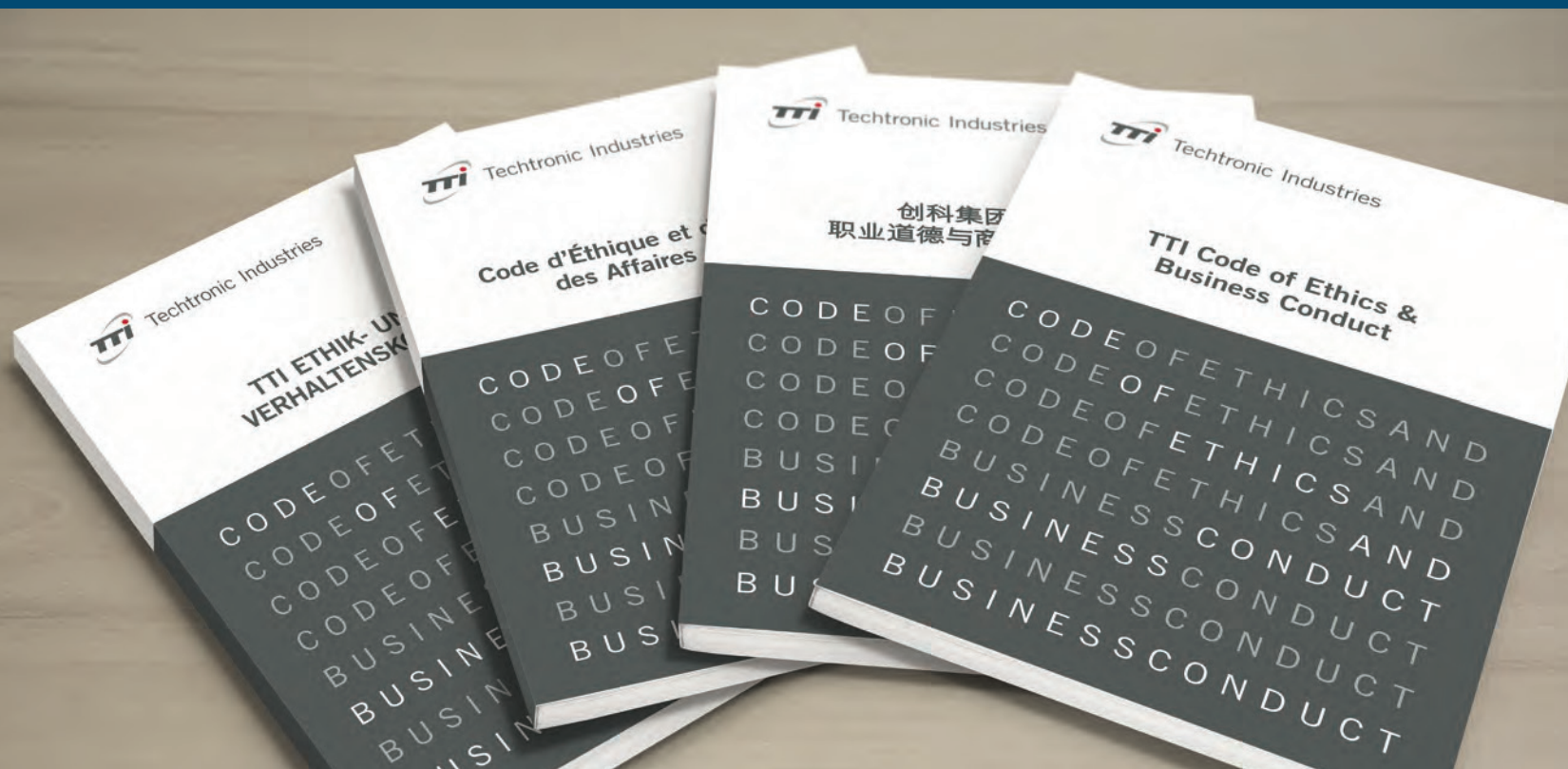


Our Strategic Approach to Sustainability (continued)

Social						
Material Issues (grouped with related SDG)	Risks	Opportunities	Key Goals	Initiatives	Progress	
<ul style="list-style-type: none"> Talent attraction and retention 	<ul style="list-style-type: none"> Low unemployment rate globally Turnover / recruitment / salary cost Not finding qualified candidates 	<ul style="list-style-type: none"> Development of long-term career opportunities Development of partnerships with universities / trade associations / organizations Development of global expatriation program 	<ul style="list-style-type: none"> Attract and retain the best talent 	<ul style="list-style-type: none"> Providing competitive working terms, conditions and benefits Leadership Development Program (LDP) implemented globally Apprenticeship / internship programs Continuous training and development Referral policies Partnership with universities Engagement survey Promoting from within policies / succession planning 	<ul style="list-style-type: none"> 1,475 LDPs recruited in 2019 	
<ul style="list-style-type: none"> Equal opportunities, inclusion and diversity 	<ul style="list-style-type: none"> Male dominated industry: challenging to attract female employees and to achieve gender diversity at management levels 	<ul style="list-style-type: none"> Attracting talent from different cultures to achieve diverse thinking, methods, values and perspectives within TTI 	<ul style="list-style-type: none"> Promote respect, inclusion and diversity in the workplace Zero incidents of non-compliance with TTI's policies and codes with reporting and remediation when necessary 	<ul style="list-style-type: none"> COC that outlines our values and requirements for human and labor rights Policies for equal employment and to protect human and labor rights Gender equality initiatives 	<ul style="list-style-type: none"> Increased female employees globally by 1.5% 	
<ul style="list-style-type: none"> Occupational, health, safety (OHS) and wellness 	<ul style="list-style-type: none"> Safety of end users, job sites and TTI employees 	<ul style="list-style-type: none"> Tools with safety functions Safe workplace practices at TTI 	<ul style="list-style-type: none"> Promote healthy and safe workplaces Zero fatal accidents in our workplaces Compliance with laws 	<ul style="list-style-type: none"> Hiring practices (respect diversity and equal opportunities) Monitor compliance with OSH requirements Expanding and enhancing wellness programs 	<ul style="list-style-type: none"> Zero work related fatality case 	
<ul style="list-style-type: none"> Training and development 	<ul style="list-style-type: none"> Investment costs Skill and experience of workforce Succession planning 	<ul style="list-style-type: none"> Development of TTI employees Attraction and retention of talent 	<ul style="list-style-type: none"> Continuous training and development 	<ul style="list-style-type: none"> Training employees on compliance, education, leadership, professional and skill development 	<ul style="list-style-type: none"> 149,780 hours of training provided on TTI's e-learning platform, globally 	
<ul style="list-style-type: none"> Human rights (modern slavery, human trafficking, conflict minerals and cobalt) 	<ul style="list-style-type: none"> Disruption of supply chain Fines from violations / claims Reputational damage Commercial risk 	<ul style="list-style-type: none"> Positive recognition as a responsible corporate citizen Responsible employer and supply chain partner Supplier capacity building 	<ul style="list-style-type: none"> Zero incidents of non-compliance with TTI's policies and codes with transparency in reporting and remediation when necessary, including incidents and reporting of child and forced labor Substantive initiatives to raise awareness and improve human rights conditions in the supply chain Effective partnerships with NGOs in major countries of operations and where there is a greater risk of human rights violations within the supply chain 	<ul style="list-style-type: none"> BPCOC Policy Against Slavery and Human Trafficking for own business and supply chain Policies on Conflict Minerals and Cobalt Procurement for supply chain Strategic partnerships with industry partners and NGOs 	<ul style="list-style-type: none"> Zero incidents of non-compliance with TTI's Policies and Codes in relation to human rights 	
<ul style="list-style-type: none"> Product responsibility, quality and safety Customer service 	<ul style="list-style-type: none"> Fines from product claims or recalls Reputational damage Commercial risk Cost of claims or recalls 	<ul style="list-style-type: none"> Positive recognition for safe products Improvements in the quality of products and customer service capability 	<ul style="list-style-type: none"> Innovative product design to enhance user experience with improved quality, safety and environmental / health benefits Promote tool reconditioning and recycling services 	<ul style="list-style-type: none"> Policies and procedures and COC that outline our commitments to product quality, environmental performance, reconditioning and recycling Product safety policy and training Factory outlet setup 	<ul style="list-style-type: none"> No recalls in 2019 	
<ul style="list-style-type: none"> Community investment and engagement 	<ul style="list-style-type: none"> Risk of not meeting expectations of customers and potential employees / young talent Reputational risk management Corruption risk 	<ul style="list-style-type: none"> Positive recognition as a responsible corporate citizen Global engagement Support work of NGOs Give back to the community Build brand loyalty 	<ul style="list-style-type: none"> Establish strategic partnerships with NGOs Develop impact metrics to track our community investment and engagement activities 	<ul style="list-style-type: none"> Strategic initiatives and partnerships to bring social, environmental and economic benefits for local communities Launch of new anti-corruption policy and trainings 	<ul style="list-style-type: none"> Global Partnership with Habitat for Humanity Increase of donations from US\$1.2 Million to nearly US\$2 Million 	

▲ Key Goals ■ Supporting Key Goals

Governance



Zero

Public legal cases of corruption were brought against TTI Group

Zero

Cases of identified leaks, theft or loss of customer data

Greenstone

Global implementation of ESG data software

GRI

Incorporation of Global Reporting Initiative Standards



Overview

Good corporate governance is material to the long-term health of our company as it allows us to achieve our objectives, driving growth and positive change while our Exceptional People continually maintain high legal and ethical standards in all aspects of our business. TTI's governance strategy is implemented through codes and policies that set requirements and emphasize accountability and responsibility to maintain Operational Excellence throughout our business. Our performance is continually evaluated by a number of mechanisms including an independent compliance hotline, internal audit investigations and ongoing compliance monitoring to ensure that our processes of disclosure and transparency are effectively maintained.

TTI's global strategy is aligned with key SDGs. In our pursuit of good governance, we promote inclusive societies and strive to build accessible, effective and accountable channels for engaging our stakeholders. We also play a part in strengthening the global partnership for sustainable development by participating in effective multi-stakeholder partnerships across markets where we operate.

Governance Structure

TTI's principles of good governance form a solid foundation from which we make progress toward our targets and build stakeholders' confidence in our performance. The codes and policies that define our business management and ethical performance reflect our fastidious commitment to do the right thing by our stakeholders.

Our governance structure provides clear direction and assigns roles, responsibilities and accountability to individuals within the company. Stringent governance practices are championed by the TTI Board of Directors and our Executive Committees. The Board of Directors approves the ESG strategy of the Group, including the goals, targets and Key Performance Indicators ("KPIs"). The ESG Executive Committee oversees our ESG Working Committee which in turn is responsible for managing our overall Sustainability Strategy. The ESG Working Committee, made up of 13 members representing business units in each region, works to enhance ESG performance by fine-tuning policies, establishing goals and targets, and setting KPIs that are used to monitor our performance against our goals and targets.

Each business unit across TTI develops its own implementation plan and KPIs based upon local needs as per the medium – and long-term strategies developed by the ESG Working Committee. This exercise entails the review of performance on an annual basis against the KPIs that are set at the beginning of each financial year. In 2019, the Board endorsed TTI's ESG strategy. Our CEO requested regular updates on sustainability initiatives and results from all business units, which were presented to management across the group at the year-end of 2019. The ESG Working Committee's annual meeting was postponed due to social unrest in Hong Kong in 2019, but the Committee conducted its business through three conference calls for this period as a result.

In 2019, the ESG Working Committee's working approach and initiatives included:

- Enhancing ESG performance and strategy implementation management by partnering with software data specialists – Greenstone – to collect, analyze and better manage our ESG data. This has been instrumental in stepping up our internal auditing capabilities and ongoing compliance monitoring. Our comprehensive global data collection and information sharing system also allows us to identify and manage economic, environmental and social impacts more efficiently
- Responsible Mineral Initiative (RMI) – As a member since November 2019, we joined more than 380 companies and organizations to address responsible mineral sourcing in the supply chain
- Global Reporting Initiative (GRI) – Reporting with reference to the GRI Standards furthers our ongoing efforts to enhance our environmental, social and governance performance and transparency in reporting to all of our stakeholders
- Non-Governmental Organizations (NGO) – Becoming a corporate member of Habitat for Humanity allows us to support local communities and reach parts of the world where we have engaged in new business activities with the support of our tools, monetary resources and volunteers. More details about our global partnerships and community initiatives can be found in the Community Engagement section of this report.

Environment



-39%

Reduction in product packaging materials

-6%

Reduction of TTI AIP scope 1 and 2 GHG emissions intensity

-2% and -15%

Reduction of TTI AIP electricity and natural gas intensity

+200%

Increase in battery collection at TTI's North American sites



Overview

TTI is committed to minimizing environmental impact throughout the lifecycle of our products and across our value chain. Driven by our focus on Innovative Products and Operational Excellence, our responsible sourcing and innovative designs have made us a leader in our industry. We continuously strive to improve our environmental performance through research and development, long-term product planning, responsible manufacturing and understanding consumer needs.

Through our environmental initiatives we are focused on furthering relevant SDGs. These include striving for clean water and sanitation, affordable and clean energy options in our operations and through our supply chain, encouraging industry innovation and infrastructure, building sustainable cities and communities, championing responsible consumption and production in all markets where we operate and taking action to combat climate change and its impacts.

Environmental Management

TTI's environmental strategy for our internal operations is outlined in this section and details how this is managed with suppliers is included in the Supply Chain section of this report. In subsequent sections, environmental information and data from TTI business units are presented by region with data from TTI AIP Dongguan highlighted separately to show progress from previous years.

Environmental Management Strategy

In 2019, we continued to enhance our environmental management strategy across the company with the following priorities:

Our manufacturing sites and offices implement these priorities, follow stringent environmental policies, track and measure environmental metrics and encourage an ethos of sustainability at all sites. Employees receive regular communications on environmental issues and how to minimize their impact.

Actions taken across our business units include the ongoing monitoring and timely maintenance of air-conditioning, heating, ventilation and building management systems to ensure energy efficiency and healthy indoor air quality. In addition, other initiatives are implemented such as adopting LED-efficient lighting, adjusting lighting levels based on occupancy needs and the availability of natural lighting, and separating materials for recycling.

A key part of our environmental strategy is focused on developing climate resilience. We assess climate change risk, such as impacts arising from extreme weather events that affect our operations and our supply chain, as part of our risk management approach. This includes ensuring our facilities are able to mitigate the impact of climate changes through diversifying our manufacturing and supply chain, to reducing our greenhouse gas emissions and adopting renewable energy. Our continued engagement with Greenstone in 2020 will enable us to have the appropriate system to collect and report on the financial implications of climate change.



Environmental Compliance

We are committed to ensuring that our operations and those of our suppliers are in compliance with all relevant environmental, legal, and regulatory requirements. For a full list of legal and regulatory requirements that have the potential to have a significant impact to our operations and performance, please refer to Appendix A of our HKEX ESG Guide Content Index on our website.

As a power equipment and household appliance manufacturer, we understand the environmental impact of our operations must be properly managed. We continuously strive to improve our environmental performance by ensuring our operations not only follow local regulations but also meet the high expectations of our customers and other stakeholders. Given the critical global need to minimize the impact of climate change, TTI's individual business units have environmental management policies in place that cover a wide array of issues ranging from energy and greenhouse gas (GHG) emission management to sustainable buildings for our manufacturing sites. Our efforts include striving to manufacture defect-free products to reduce waste, enhancing our environmental and hazardous substance management systems, investing in new technology and equipment, and raising the awareness and skills of our employees thereby minimizing our overall environmental impact.

Data Collection and Audit

A renewed focus on measuring environmental performance data across our markets was applied in 2019. Greenstone's ESG data collection and analysis software was implemented at all locations of TTI. Accordingly, our report provides more comprehensive data on air and GHG emissions, energy, water and packaging consumption, and hazardous and non-hazardous waste material usage across our markets.

In 2019, TTI AIP and some business units in North America and the EMEA regions conducted regular audits of their ISO 14001-certified

Environmental Management Systems (EMS). Offices in Germany are also certified to several DIN ISO standards, including ISO 9001 and ISO 14001, and are regularly audited by fiscal authorities as well as by the German statutory pension insurance body. In addition, in North America, TTI PE underwent two significant government regulatory inspections, one for air permit compliance and another for wastewater discharge compliance, achieving 100% compliance.

Environmental Impact

Reducing Air and GHG Emissions

TTI is consistently working to responsibly manage air emissions globally. Air and GHG emissions are mainly the result of office energy consumption, transportation and manufacturing processes. Air emissions include carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), sulphur oxide (SO_x) and fine particulate matter (PM) emitted from cars, trucks and other small machinery, and from combustion processes to generate electricity for manufacturing, lighting, building management systems, heating and cooling. Fluorinated gases, such as HCFC-22, R-410a and R-404a, are also consumed as refrigerants.

Operational Improvements

In 2019, TTI did not have any incidents of non-compliance with emissions regulations. We report our Scope 1, 2 and 3 GHG emissions below for those business units for which data is available. Scope 1 emissions arise from onsite sources identified above, Scope 2 indirectly arise from purchased electricity and Scope 3 arise from business travel, marine transport, and from consumption of water and generation of waste. We are continuing to work on expanding our disclosure of GHG emissions as we strive to enhance transparency across all markets. TTI's total GHG emissions in 2019 amounted to 186,793 tonnes of carbon dioxide equivalent (tCO₂e).

TTI GHG Emissions by Region

	Scope 1	Scope 2	Total Scope 1 and 2 emissions (tCO ₂ e)	Scope 3*	Total emissions (tCO ₂ e)
Asia	5,770	51,435	57,205	14,853	72,058
ANZ	1,817	2,020	3,837	823	4,660
EMEA	4,922	4,853	9,775	12,546	22,321
North America	8,414	67,297	75,711	12,043	87,754
TTI Total	20,923	125,605	146,528	40,265	186,793

* In 2019, Scope 3 emissions only include data from TTI HK (business travel) and VAX UK (marine transport).

Our business units took the following measures to decrease emissions in 2019.

Asia

In Zhuhai, PRC, TTI's manufacturing operation has various initiatives to conserve gas, electricity and water, to enable the reduction of GHG emissions. These included buying air conditioners that use refrigerants with reduced environmental impact and organizing commuter buses for employees, with three of the eight being electric vehicles.

EMEA

At TTI ELC GmbH a partnership was formed with Interseroh which works together with the Fraunhofer Institute to calculate the reduction of GHG emissions per year related to polyethylene, polypropylene, mixed plastic, paper, cartons and wood.

North America

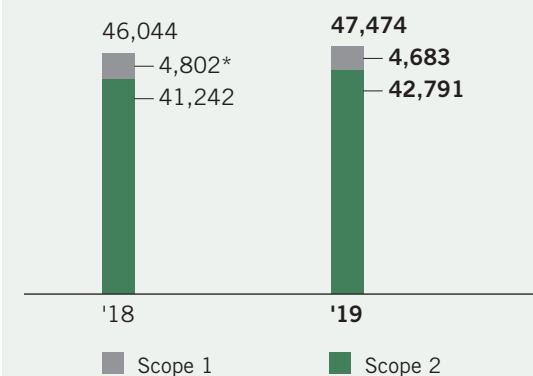
Low-NOx boilers were installed in Milwaukee's Innovation Center.

TTI AIP

TTI AIP's GHG emission figures are highlighted in the table below. In 2019, Scope 1 decreased by 2% due to our Continuous Improvement Program (CIP) which is designed to reduce energy consumption in our operations. This resulted in an overall emission intensity reduction of 6% as compared to 2018, despite an increase in production value of 7% in that same period. In 2019, the heat produced by two air compressors, comprising waste heat recovered from the manufacturing process, was used to warm water. The warm water is used as bath water for the workers living in the company dormitory. This is the third year that a reduction in emission intensity has been achieved since 2017.

TTI AIP GHG Emissions (Scope 1 & 2)

tCO₂e



	US\$ million production value	Intensity (tCO ₂ e per US\$ million production value)
TTI AIP 2019	2,892	16
TTI AIP 2018*	2,692	17
Changes in % (2019 vs. 2018)	7%	-6%

* In 2018, TTI AIP's Scope 1 GHG emissions of 7,790 tCO₂e and TTI AIP's Scope 2 GHG emissions of 54,341 tCO₂e as disclosed were calculated using the ISO 14064-1:2006 methodology. 2018 and 2019 emissions disclosed in the above table were calculated using the GHG Protocol methodology.

TTI AIP GHG Emissions (Scope 1, 2 & 3)

	Scope 1	Scope 2	Scope 3	Total emissions (tCO ₂ e)	US\$ million production value	Intensity (tCO ₂ e per US\$ million production value)
TTI AIP 2019	4,683	42,791	11,574	59,048	2,892	20

Product Improvements

TTI produces a number of Innovative Products that minimize environmental impact. Specific product categories with improved features include our cordless tools and lawnmowers as well as our low-emission generators.

Gas to Cordless Innovation

Our cordless products are more environmentally-responsible and superior in terms of safety and productivity over gas products. Examples of these products include the MILWAUKEE MX FUEL Equipment System and the RYOBI RLM18X41H240 Cordless Lawn Mower.

MX FUEL Equipment System

While our MILWAUKEE tool line is well known for revolutionary cordless power tools using our lithium-ion technology, the brand took a groundbreaking step by introducing the cordless MX FUEL Equipment System in 2019.



The MX FUEL Equipment System is the output of years of tireless research and investment in new technology and ground up development of new batteries, motors and electronics. This system aims to eliminate the environmental and health related hazards associated with emissions and reduces overall noise and vibration while delivering the performance, run time and durability demanded by the construction industry. By operating off one completely compatible battery system, the system eliminates the limitations of gasoline and power cords, thereby taking away the frustrations of gas maintenance.

RYOBI Cordless Lawn Mower

Another of our environmentally-conscious products is the RYOBI cordless lawn mower. One of our cordless lawn mowers was compared with one of our petrol lawn mowers to understand the benefits of the cordless technology. The results of the analysis conducted by an independent expert showed there is a reduction of 8% in the GHG emission footprint of the cordless lawn mower when looking purely at the products, namely as a result of their materials, manufacturing and assembly. However, an indicative scenario of 500 uses of the two products yields different results.

Testing showed that after 500 uses, the RYOBI Cordless Lawn mower had a significantly lower GHG emissions footprint, approximately 166% or 2.6 times lower than the gas lawn mower equivalent.



Low-emission Generator

RYOBI RY907022FI Portable Generator

Our RYOBI RY907022FI Portable Generator has also been recognized for minimizing carbon monoxide (CO) emissions, as well as having safety features that save lives. Portable generators can emit high levels of CO. This product is highly regarded for both its built-in sensor that triggers an automatic shutoff if CO builds up to dangerous levels and its low-emission engine that releases less CO.

Other generators with safety features meet the standard created by the Portable Generator Manufacturers' Association (PGMA), approved by the American National Standards Institute. The PGMA standard requires that the shutoff mechanism of generators automatically stop the engine before CO reaches 800 ppm or if the average exceeds 400 ppm over any 10-minute period. TTI, however, follows the more stringent UL standard that shuts off if an average of 150 ppm across any 10-minute period or a peak of 400 ppm arises. Since our product was the only one voluntarily tested to meet the UL 2201 CO safety standard, with its automatic shutoff and for its significantly reduced CO emissions, the RYOBI RY907022FI Portable Generator was rated No. 1 out of 11 generator models by Consumer Reports in 2019.

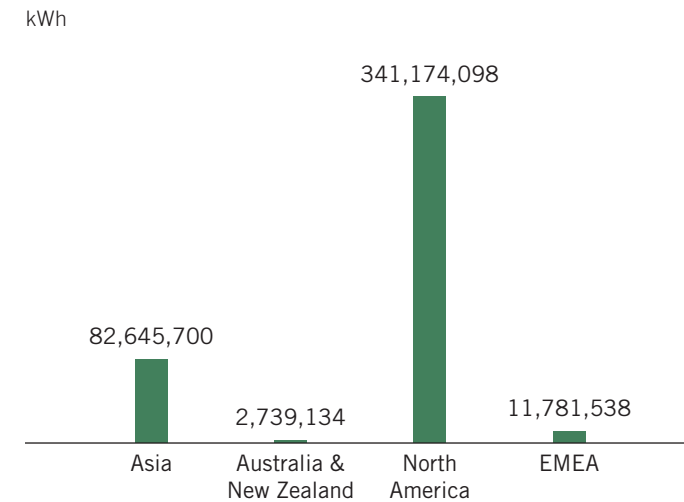


Improving Energy Efficiency

As our business continues to grow with higher production rates that make reducing energy consumption difficult to accomplish, we therefore focus on improving energy efficiency. TTI is committed to embracing and investing in both cleaner and renewable sources of energy across all our manufacturing operations.

TTI's total electricity consumption in 2019 amounted to 438,340,470 kWh. Consumption figures by region are included in the table below.

TTI Electricity Consumption by Region



Business units across the globe took the following initiatives to improve energy efficiency.

Asia

In TTI Zhuhai, PRC, production was scheduled to minimize changeover so machines were not left idle. In addition, heat treatment and painting machines were run continuously to avoid wasting energy during warm up and cool down periods.

At TTI AIP, a cooling pump that stops automatically when the air conditioning compressor is stopped, was implemented on one of the building's air-conditioning lines to save electricity.

EMEA

DreBo Germany installed a new compressor and used waste heat to reduce gas consumption for the factory heating system. The business unit also adopted its first hybrid car and is in the process of installing electronic car charging stations and providing electronic bikes for employees. All employees were educated on the importance of turning off lights and devices when leaving the office and only running the dishwasher once a day.

North America

In North America, the TTI FC facility in Cookeville installed energy-efficient hybrid injection presses in the molding area. Various energy-efficiency initiatives were also implemented at Milwaukee. To keep systems running efficiently, biannual preventative maintenance was conducted on heating, ventilation, and air-conditioning (HVAC) equipment such as remote terminal units (RTUs), boilers and pumps. In addition, all HVAC controls were put on a building automation system (BAS) to help monitor and maintain heating systems for maximum efficiency. Also, filters on all RTUs and exhaust systems were changed regularly to help with airflow to reduce strain on fan motors. With regards to lighting, a building automation system was added to control light levels and run times more effectively.

TTI AIP

Manufacturing output increased by approximately 7% and part of the warehouse facilities were re-purposed as a workshop. As a result, overall electricity consumption increased by 5% in 2019 over the previous year. The use of natural gas decreased by 9% compared to 2018 due to changes in the kitchen equipment. Another key initiative in 2019 was the replacement of the original screw chiller with the energy-saving Maglev central chiller. The estimated power savings per year due to this replacement is over 590,000 kWh.

TTI AIP Electricity and Natural Gas Consumption

	Electricity			Natural gas		
	Consumption (kWh)	US\$ million production value	Intensity (kWh per US\$ million production value)	Consumption (m³)	US\$ million production value	Intensity (m³ per US\$ million production value)
TTI AIP 2019	68,356,004	2,892	23,636	544,736	2,892	188
TTI AIP 2018	64,946,273	2,692	24,126*	595,410	2,692	221
TTI AIP 2017	60,357,750	2,062	29,271*	541,990	2,062	263
Changes in % (2019 vs. 2018)	5%	7%	-2%	-9%	7%	-15%
Changes in % (2018 vs. 2017)	8%	31%	-18%	10%	31%	-16%

* The electricity intensity of 2017 and 2018 have been restated.

Reducing Water Usage

TTI is also actively working to improve our water management to address worldwide concerns over water scarcity. Our efforts are put towards finding ways to consume water efficiently and maximize its beneficial use. TTI obtains all water for its operations from local sources and has not had any issues with sourcing. All of our operations follow regulations for water usage and wastewater discharge and, in 2019, there were no incidents of non-compliance.

In 2019, TTI's total water consumption amounted to 1,288,367 m³. Consumption figures by region are included in the tables below.

TTI Water Consumption by Region

	2018 (m ³)	2019 (m ³)
Asia	1,056,431	1,164,387
ANZ	N/A	262
EMEA	5,031*	29,488
North America	7,777*	94,230
TTI Total	1,069,239	1,288,367

* In 2018, only partial data from EMEA and North America were disclosed.

Examples of market-specific water conservation initiatives are as follows.

Asia

In TTI's Zhuhai PRC operation, cooling water was recycled, regular checks were conducted on water pipes and water usage was closely monitored to detect leakage. In addition, conservation of water and other natural resources was promoted.

EMEA

DreBo Germany continues to avoid fluid cooling systems for machining when possible to minimize water consumption.

North America

At TTI PE, water-saving fixtures were installed in new facilities and fixtures were checked to ensure they are set to optimize water use.

In addition to managing our own water consumption, we also ensure that any legacy issues at the sites that we operate at are addressed. For example, TTI PE continues to contribute to the Anderson and Pickens community by aggressively addressing legacy environmental issues created by previous owners of properties. To reduce risk to the community, all issues are currently contained and the cleanup is well underway. Since 2016, over 160 million liters of groundwater have been treated.

At Milwaukee, motion-sensing faucets were installed in all restrooms to reduce water flow.

TTI AIP

To work towards achieving its water reduction targets, TTI AIP maintained its wastewater recycling system and took steps to strengthen awareness about water conservation among staff. The wastewater recycling system reduces consumption of fresh water and reduces wastewater discharge to the municipal sewage system. A total of 195,955 m³ of water was reused through this system at TTI AIP in 2019.

TTI AIP's consumption rate increased by 5% in 2019 due to a break in an underground water pipe. Once detected and fixed, additional pipe maintenance was conducted to prevent and minimize the impact of future occurrences.

TTI AIP Water Consumption

	Water consumption (m ³)
TTI AIP 2019	1,105,146
TTI AIP 2018	1,054,058
TTI AIP 2017	847,212
Changes in % (2019 vs. 2018)	5%
Changes in % (2018 vs. 2017)	24%

Waste, Materials and Recycling Management

TTI is focused on reducing our consumption of materials and minimizing the generation of waste throughout our operations. When waste production cannot be avoided, we ensure recycling or responsible disposal procedures are followed. Across our facilities and offices, building management services provide separate bins for recyclables and properly dispose of non-hazardous and hazardous waste.

Hazardous waste is managed using scheduled pick-ups by licensed professionals to ensure its proper disposal. To improve our waste management process, we continuously track the types of waste disposed of by our business units. In 2019, there were no incidents of non-compliance with waste management regulations.

In 2019, TTI produced 38,563 tonnes of non-hazardous waste and 1,570 tonnes of hazardous waste. Waste primarily consists of cutting fluid, dye coating, filter, oily sludge, organic solvent, packaging bucket, packaging / container, rags, batteries, and WEEE waste.

TTI's Non-hazardous and Hazardous Waste by Region

	Non-hazardous waste (tonnes)	Hazardous waste (tonnes)
Asia	14,168	271
ANZ	1,091	0
EMEA	6,935	1,167
North America	16,369	132
TTI Total	38,563	1,570

Local regulations and building management procedures determine how waste is managed in each of our locations. Initiatives by region are outlined as follows.

Asia

TTI AIP provided recycling training and campaigns for employees twice in the year and achieved an overall recycling rate of 97.1%. Recycled input materials used in primary products consisted of 4,688 tonnes of recycled paper, which amounted to 13.5% of all paper consumed in 2019. Overall, at TTI AIP, the quantity of hazardous waste generated increased substantively in 2019 by 30%. The increase in hazardous waste generation resulted from several factors, including increased testing conducted at our laboratories, and by our regulatory team, operating a new chemical testing laboratory, our TTI Suzhou laboratory moving operations back to TTI AIP, as well as floorcare products, which went from being outsourced to being produced by TTI AIP. In TTI Zhuhai, materials such as paint containers, cooling water and plastic boxes were recycled. Paint line changes were also minimized to reduce the hazardous waste generated with each change.

TTI AIP Non-hazardous and Hazardous Waste

	Non-hazardous waste		Hazardous waste	
	Quantities (tonnes)	Intensity (tonnes per US\$ million production value)	Quantities (tonnes)	Intensity (tonnes per US\$ million production value)
TTI AIP 2019	13,060	4.5	243	0.084
TTI AIP 2018	14,900	5.5	187*	0.065
TTI AIP 2017	7,239	3.5	120	0.058
Changes in % (2019 vs. 2018)	-12%	-18%	30%	29%
Changes in % (2018 vs. 2017)	106%	57%	56%	12%

* Hazardous waste data for 2018 that was previously disclosed as totaling 122 tonnes, has been restated in the above table to include waste that was generated in 2018 but had yet to be quantified as it was sent for proper disposal in 2019.

EMEA

In Germany, offices recycled scrap, paper, emulsion, used oil and batteries according to local laws. DreBo Germany achieved an overall recycling rate of 90%. At TTI ELC GmbH, 80% of input materials used to manufacture primary products comprised recycled materials. Actions to reduce hazardous and non-hazardous waste products were taken according to two European directives, REACH and RoHS. Lead material was added to the scope of REACH, which led to efforts to track the amount of lead used and to work on corrective actions with suppliers to remove or substitute lead materials. In addition, responsible waste disposal initiatives were adopted for batteries, recyclables and organics.

North America

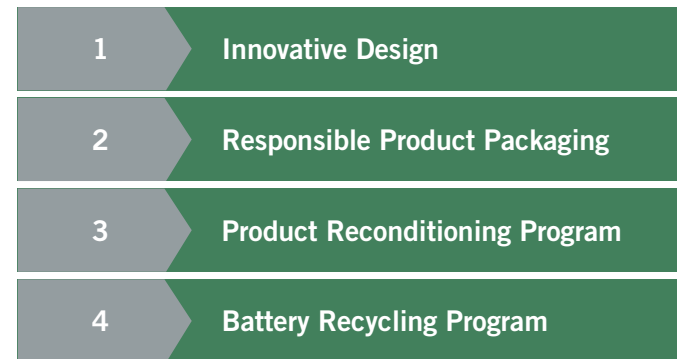
At TTI NA, single stream recycling of Styrofoam, glass, office paper, cardboard and plastic bottles is conducted using separate containers for dry recyclables and wet waste provided by building management. In addition to paper recycling containers, the pantry has designated waste receptacles for recyclables and waste. The bags for waste and recyclables are made from biodegradable and compostable material.

At TTI PE, washable tableware was purchased for the cafeteria, break areas and conference catering. A dishwasher was also installed, reusable takeout containers provided and a food bio-digester for food waste management was installed. In addition, the office paper recycling program was upgraded and a plastic bottle and aluminum can recycling program was added, achieving an 83% solid waste diversion rate in 2019. In Canada, a new waste diversion program was initiated at all offices in 2019. This included separating organic and non-organic waste and eliminating all single-use plastic at the head office and service centers. As a result, 0.091 tonnes of plastic and 0.141 tonnes of disposable paper cups were avoided. The in-house recycling program now captures 90% of recyclable materials.

The principles of minimizing waste and effectively managing materials are built into our product planning process and considered from the design stage through to after sales. As described in the next section, the initiatives embedded in the product lifecycle of our Powerful Brands, including our design, packaging, product reconditioning scheme and battery recycling programs are key to our environmental strategy.

Product Lifecycle Management

Measures to reduce environmental impact are, when feasible, integrated across the lifecycle of our products starting from product design as a key part of the production process, all the way through to the end of the product's life. Even after products are sold, our efforts to minimize waste continue through our comprehensive product reconditioning schemes and battery recycling programs across all markets.



1. Innovative Design

Our environmental considerations begin with design innovation. Our research and development projects aim to enhance the user experience, ensure the safety of the production process and of the end user, reduce emissions, improve resource efficiency, and increase the durability and recyclability of our products where possible, in order to work towards a closed loop, circular economy. TTI conducts lifecycle assessments and takes recyclability, reparability and longevity of products into consideration during our design development stage.

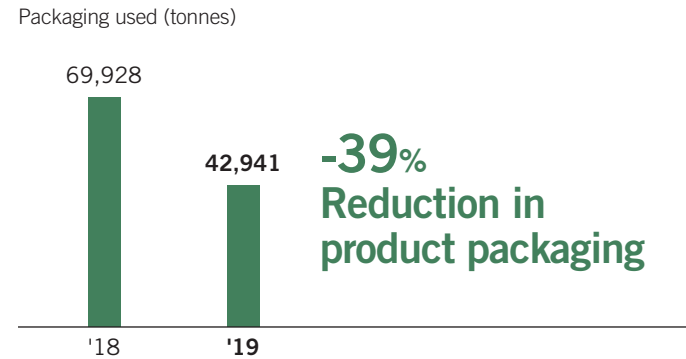
One example is the successful RYOBI cordless tools which currently rely on One+ lithium-ion battery technology. This brand platform meets all our design objectives as they are easier for customers to use and also effectively reduce resource consumption and waste. Our cordless tools effectively minimize waste as they are powered by a system which has remained consistent since the launch of TTI's first RYOBI ONE+ Battery Tool in 1996. The original ONE+ Battery was a NiCad battery and it was replaced by our newer lithium-ion battery platform in 2007. Tools which use these NiCad batteries can still be used with the lithium-ion battery. Likewise, a battery from a previous generation can also be used with a newly launched tool. With the connection system remaining consistent between the battery and the tool, our system has allowed end users to buy compatible tools, batteries and chargers separately, minimizing waste and excess consumption for the past 23 years.

2. Responsible Product Packaging

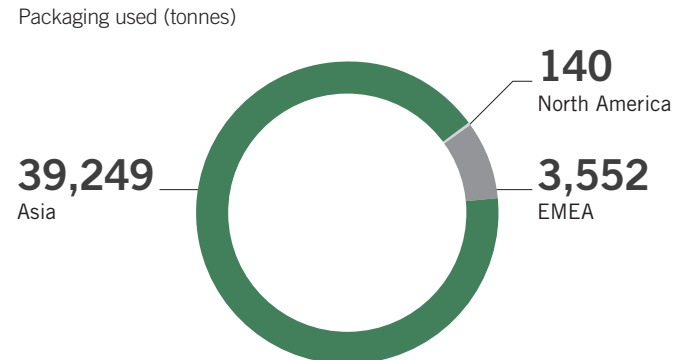
Another environmental management initiative in our product lifecycle is in the way we approach packaging materials. Environmentally responsible packaging and packing materials are a key focus for TTI as these minimize our impact and reduce our material and transportation costs. The most common materials we use for packaging include paper for boxes, cartons, die cut sheets, and plastic for polybags, bubble bags, clamshells and tool bags. We consciously use recycled materials whenever possible, opting for corrugated cardboard, honeycomb board, chipboard, paperboard and/or molded pulp. We also use biodegradable packaging and paper in packaging products.

Driven by our consistent efforts to achieve Operational Excellence in all areas of our business, TTI strives to adopt more environmentally responsible packaging and packing options across our business units. This resulted in a nearly 39% reduction of packaging used in 2019 as compared to the year before. Packaging and paper data globally and by region are included in the below charts.

TTI Product Packaging Data Comparison



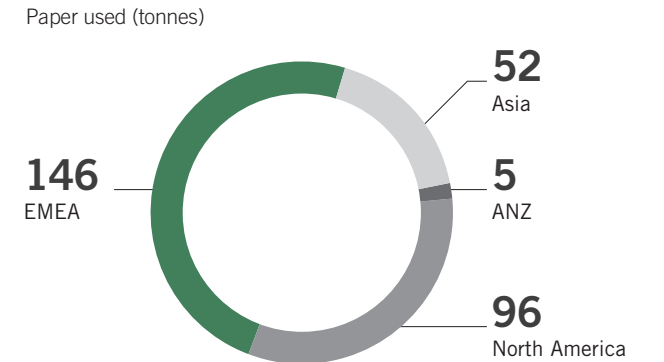
TTI Product Packaging Data Comparison by Region



In 2019, TTI consumed 300 tonnes of paper across our offices in Asia, Australia, New Zealand, North America and Europe. Of the 300 tonnes, 4.67 tonnes (1.6%) of total paper was classified as 100% recycled paper content.

Examples of initiatives to monitor and reduce packaging and paper consumption by region in 2019 were as follows.

TTI Paper Consumption Data by Region



Asia

TTI AIP monitors its packaging material composition and recycling on a daily basis. In 2019, packaging redesign resulted in avoided consumption of 201 tonnes of paper and 25.8 tonnes of plastic. Overall, packaging consumption comprised 31,492 tonnes of paper, approximately 300 tonnes of polyfoam and 4,536 tonnes of bags for DIY tools. The performance of our PRC operations provides a good example of our progress in this area. More information is provided in the TTI AIP Packaging Initiative spotlight example.

EMEA

TTI Central Europe maintained an almost paperless office, with TTI Eastern Europe using recycled Xerox paper for internal use and reusing carton boxes for deliveries. TTI ELC GmbH adopted measures to reduce paper consumed in the sample inspection report process.

North America

TTI PE teams are always looking for sustainable and efficient packaging options that meet shipping requirements. In 2019, testing was implemented to replace or reduce polybags, Styrofoam and corrugated materials. Testing was completed and changes were implemented that are expected to result in a 113 tonnes reduction in corrugated material in the coming year. Also, testing is underway and looking favorable to reduce the use of polybags in favor of biodegradable materials. At TTI FC, initiatives to reduce foam packaging and cardboard were implemented at our manufacturing operations in Cookeville.

TTI AIP Packaging Initiative

While packaging reduction efforts in the PRC have been successful, improvements are needed in other areas including the use of polybags. Our consumption of polybags amounted to 86 million pieces in 2019, which is equivalent to 534 tonnes of plastic and 942 tonnes of CO₂ emissions. To minimize the environmental impact of this, we have invested in three key initiatives.

1. TTI has invested in a Random Vibration Machine (RVM) for use in testing products before they are shipped. This machine performs a more realistic ISTA-2A standard compliant pre-shipment test which is better at simulating the shipping process in comparison to the ordinarily used, Fixed Displacement Vibration Machine (FDVM). As the RVM is less damaging to the products, it shows where polybag protection can be eliminated, hence reducing plastic.
2. TTI is working to replace polybag packaging for batteries with biodegradable bags that are compliant with shipment safety requirements.
3. TTI is aiming to replace polybags that hold manuals, leaflets and accessories with paper bags. This will reduce polybag consumption by 133 tonnes, which is equivalent to an 82-tonne reduction of CO₂.

With these initiatives in place, our PRC operations hope to meet the following targets in 2020:

- ▼ Avoid 58 million polybags
- ↔ Replace 28 million polybags with biodegradable bags
- ↔ Replace 35 million polybags with paper bags
- ▼ Avoid 425 tonnes of plastic
- ▼ Avoid 597 tonnes of GHG emissions

Manuals and Safety Literature

Another area where our responsible packaging initiatives have been successful is in our approach to the instruction manuals and safety literature, which accompany our products.

Beginning in 2012, TTI business units initiated various cost reduction measures, which also minimize our environmental impact, mainly by reducing the amount of paper we use in manuals. As a result, ANZ and EMEA regions reduced the number of pages in their outdoor and power tool manuals by 48% and 36%, respectively. The techniques used to achieve these types of savings include:

- Implementing new manual templates to reduce overall white space and thus page count
- Reducing manual paper weight, thereby reducing the cost and amount of paper
- Transitioning from wood-free paper to 100% recycled paper
- Eliminating redundant warnings, instructions and specifications for less complex tools, thereby reducing the length of manuals
- Replacing manuals with simple one page instructions or installation sheets for spare parts and consumables such as filters
- Replacing instructional text with instructional graphics and pictograms where appropriate, thereby reducing manual length

3. Product Reconditioning Program

Our product reconditioning scheme is another initiative that minimizes environmental impact, and results in 80% of the original product being reused with labor being conserved. Reconditioned tools, power tools and outdoor equipment under our consumer power tools brands are sold through our Direct Tools Factory Outlets. As a result, waste is avoided, TTI can guarantee quality and our customers are able to reuse the products with a one year warranty.

All reconditioned products, including batteries and chargers, are rigorously inspected for mechanical problems. Products are then professionally repaired by manufacturer-trained technicians who use replacement parts from our factory. After this, the products are tested to ensure they are working at optimal standards and packaged as certified pre-owned units. In this way, the lifecycle of our products is extended without compromising on quality.

Across the globe, TTI has service centers where products are professionally repaired to extend usage and minimize waste. TTI operates 45 service centers and 1,386 are operated by third parties.

4. Battery Recycling Program

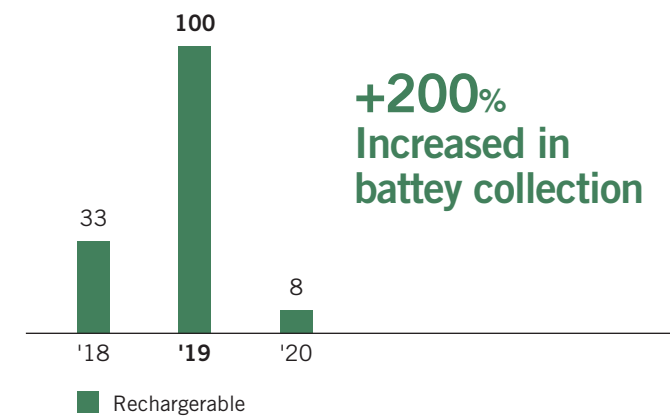
Another important product lifecycle initiative to reduce environmental impact is our battery recycling program. As described above, TTI is a leader in the design and manufacturing of lithium-ion batteries, which are interchangeable within each brand to reduce battery waste. We strive to implement recycling partnerships globally with the goal of increasing the recycling rate of batteries and products, which have reached the end of their useful lives.

Different markets partner with various external organizations to reduce battery waste, thereby responsibly recycling our batteries and our products containing batteries. In North America, rechargeable battery recycling is done through our partner, Call2Recycle®. Call2Recycle®, North America's first and largest battery stewardship program, has been collecting and recycling batteries since 1994 and is the first program of its kind to receive the Responsible Recycling Practices Standard (R2) certification.

In 2019, over 100 tonnes of batteries were collected for recycling from TTI's plants and offices across North America. This significant increase from the 33 tonnes collected in 2018 was due to TTI's active efforts in facilitating collection from sites. TTI pays stewardship fees to Call2Recycle® based on North American battery and battery product sales. In return, TTI has the licensing rights to apply the Call2Recycle® battery recycling seals on our batteries, products and packaging. Customers can easily access the toll-free number on the seal in order to locate collection sites in the United States and Canada. Customers can also go to the website at www.call2recycle.org to find the locations of more than 25,000 collection sites, including local household hazardous waste sites and national retailers.



2018-2020 Total Collection at TTI's North America Sites
Weight (tonnes)



Region	Battery collection (tonnes)
Asia	74
ANZ	38
EMEA	26
North America	104

In 2019, Call2Recycle® collected and recycled over 3,175 tonnes of batteries in North America with rechargeable batteries accounting for approximately 2,268 tonnes of that total. Based on a recent audit, 65-70% of rechargeable batteries collected are power tool batteries, many of which are TTI brands. Since its inception, Call2Recycle® has collected and recycled more than 71,214 tonnes of batteries in North America.

Apart from our partnership with Call2Recycle®, we partner with recycling organizations across the globe as outlined below.

Asia

In the PRC, TTI has been partnering with recycling companies specializing in battery recycling for several years. In 2019, 74 tonnes of batteries and cells were collected and recycled from TTI's sites.

ANZ

In Australia and New Zealand, the business units have partnered with Envirostream and other retail partners to ensure battery recycling stations have been established in their stores. Battery drop-off stations are provided at point of sale locations and within service centers. The batteries are crushed down to recover cobalt, copper, steel and aluminium. These materials are then returned to the manufacturing sector. This process also produces Mixed Metal Dust (MMD) which is used as an input material in the manufacture of cathode materials for new batteries. This revolutionary approach to battery recycling ensured that over 38 tonnes of battery waste was repurposed and saved from landfills through the partnership with Envirostream in 2019. TTI continued to participate in the industry-led voluntary program, Batteries 4 Planet Ark (B4PA) stewardship scheme in Australia in 2019. This program also helps divert batteries from landfill and supports a circular economic model which returns materials in manufacturing sectors.

EMEA

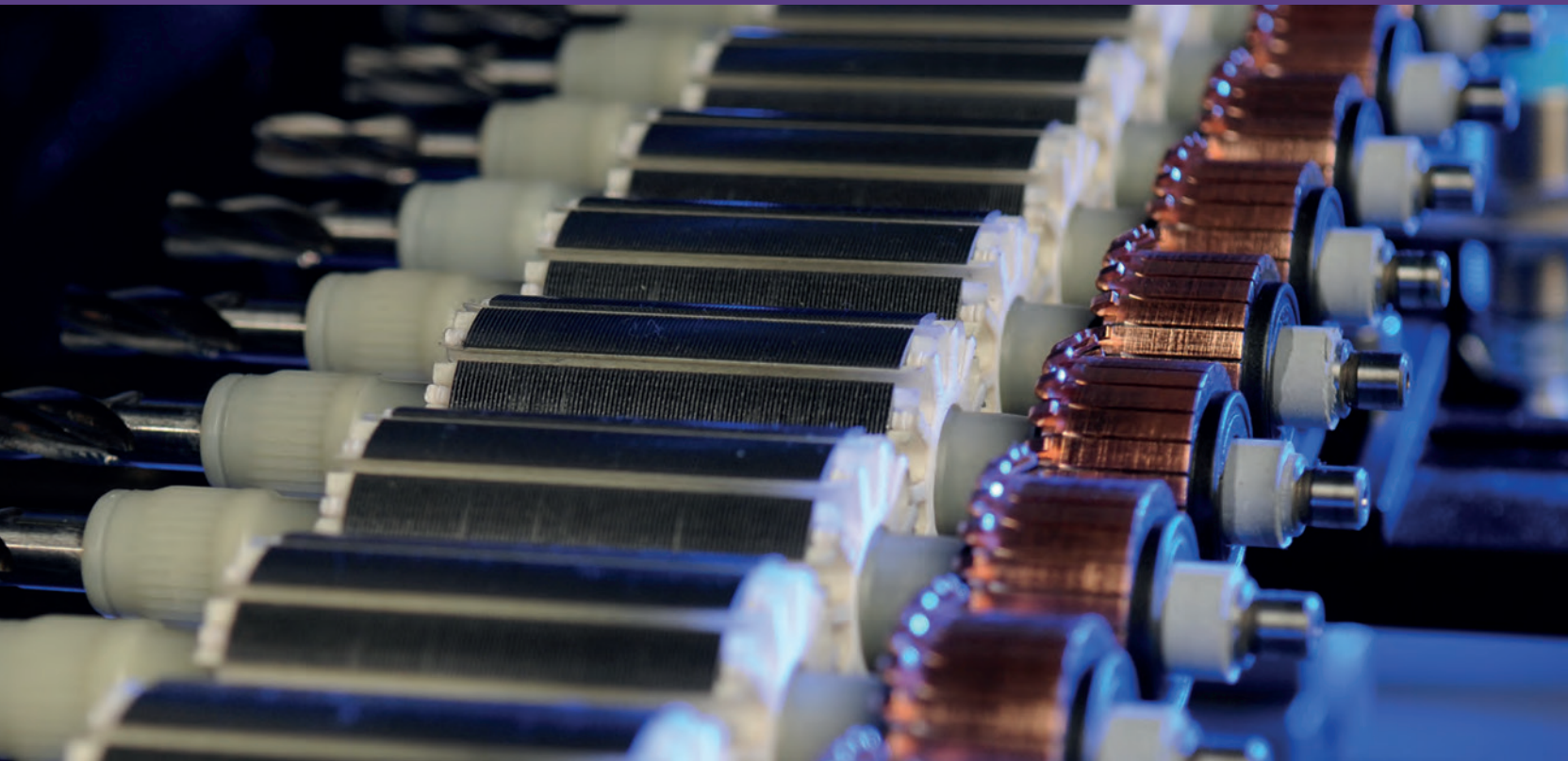
In Europe, battery recycling is organized according to applicable national laws derived from the European Union Battery Directive. We have joined common collection schemes in each country that involve registering with the local authorities, reporting sales to authorities, joining a collection scheme and financing the recovery of batteries based on reported sales.

The common collection scheme is acting on behalf of the producers who supply containers for battery collection to retail outlets, public institutions and commercial end users. The producers organize the transport of full containers to sorting facilities where the batteries are sorted according to their various electrochemical system properties and materials. The batteries are then treated in recycling facilities to recover materials such as iron, manganese, nickel and lead. The whole process is controlled by the common recycling scheme to ensure compliance with all legal requirements and environmental, health and safety standards. 26 tonnes of batteries were recycled in 2019.

North America

In addition to Call2Recycle®, other battery recycling partnerships were pursued by business units in North America. At TTI FC, batteries were recycled through Blue Sky Recycling with batteries collected from our facility by a vendor. In 2019, 4 tonnes of batteries were recycled by Brown's Recycling.

Supply Chain Management



Zero

Cases of child labour

Zero

High-risk cases in sourcing of conflict minerals or cobalt

Responsible Mineral Initiative (RMI)

Membership

Cobalt

Procurement Policy launched



Overview

Our ESG initiatives on both a global and market-specific level extend to our suppliers. TTI works with a large number of suppliers around the world. We encourage our business units to engage with local suppliers as much as possible to support local economies and create a positive impact. Our suppliers are essential to the quality of our products and our overall success. As a result, we work to ensure that sustainability practices are properly implemented across our supply chain. This includes a commitment to security and social responsibility, complying with all applicable laws and regulations and minimizing environmental impact.

The TTI Social & Environmental Responsibility (SER) Compliance Program is used to manage all TTI suppliers around the globe. Key compliance requirements are outlined in codes and policies that form part of the agreement terms with our suppliers. All suppliers must acknowledge and comply with our policies, especially those outlined in our Business Partner Code of Conduct, which was revised in 2019 and will be re-launched in 2020 to address updated trade sanction provisions.

TTI's Online Compliance Platform allows business units to work with suppliers globally to improve the transparency of our supply chain and the efficiency of our data collection process. Through this platform, business units request supplier information, and suppliers are able to access training materials and acknowledge their acceptance of key compliance requirements online. The information received from suppliers is used to generate a rating which forms part of each supplier's overall KPI. This allows TTI to determine whether to continue the relationship with the supplier. Key compliance policies accessible to suppliers online include:

Key Compliance Policies

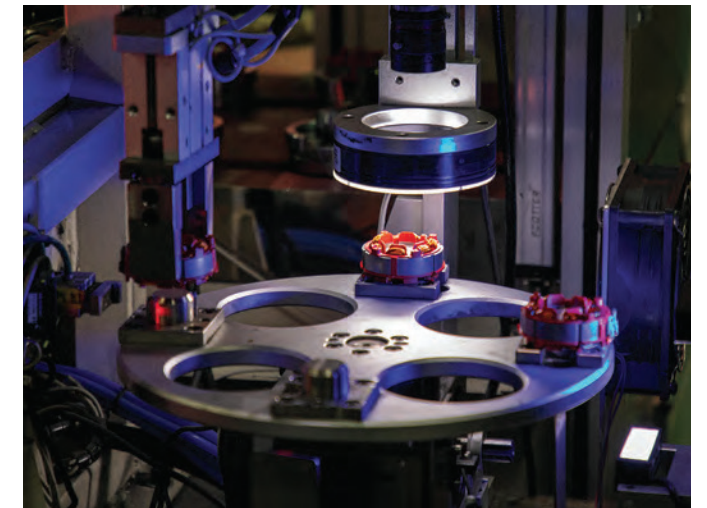
● Governance ● Social ● Environment

- Business Partner Code of Conduct, Anti-Corruption Declaration, Conflict of Interest Declaration
- Product Liability Insurance check
- Anti-human Trafficking and Modern Slavery Policy acknowledgement and questionnaire
- Social Environmental Responsibility questionnaires
- Conflict Minerals Policy and the Cobalt Procurement Policy

All suppliers also have access to our third-party operated, TTI compliance hotline so they can play an active role in compliance and improved performance. Suppliers are encouraged to actively report actions that are in violation of our codes and policies. In 2019, three suppliers contacted the hotline regarding three non-compliance issues. Those were related to a contract violation, an allegation of overpayment for equipment and a quality issue.

TTI considers anti-corruption and bribery prevention a top priority. Our supply chain is regularly assessed for corruption risk and misconduct is not allowed among suppliers. We not only conduct investigations upon receiving tips and complaints, but also proactively conduct supplier and service provider audits as described below. There were no cases of anti-competitive behavior, anti-trust or monopoly practices in 2019.

In 2019, TTI also took measures to enhance our approach to trade compliance by hiring a global trade compliance vice president and trade compliance officers across our business units. We also amended our Business Partner Code of Conduct hiring to expand on the trade compliance provisions, which clearly outline our requirements in relation to trade sanctions.

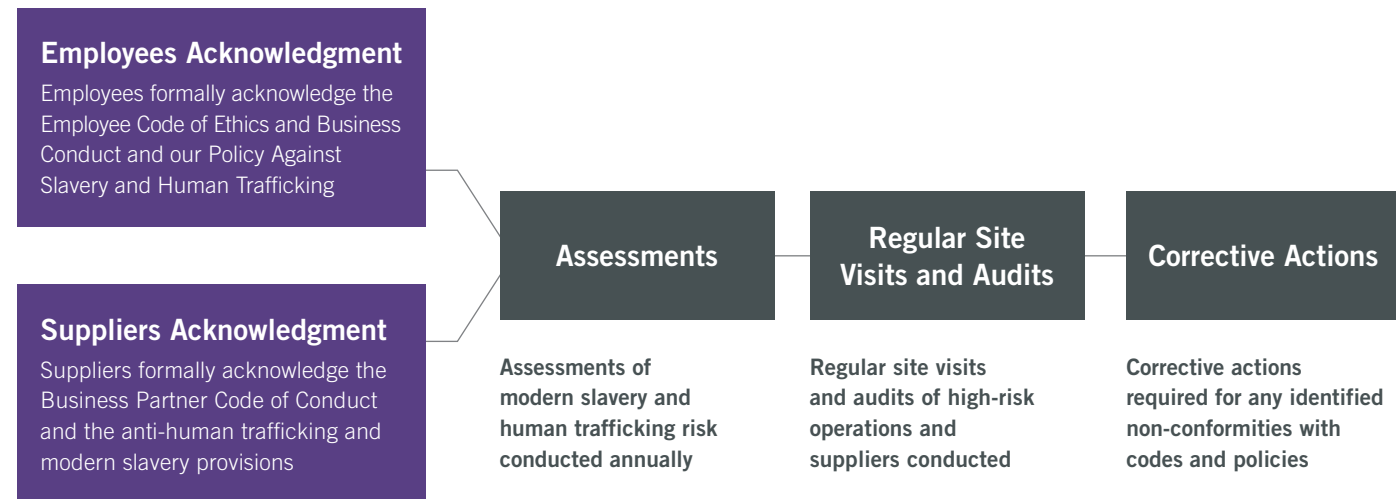


Environmental and Social Responsibility in the Supply Chain

TTI works with suppliers that are committed to minimizing their environmental impact and upholding high standards for human rights. On the environmental front, pollution prevention, resource efficiency and responsible sourcing are some of the key initiatives that are monitored. Recognizing that the sourcing of raw materials, as well as activities along the supply chain and at product end of life can have an impact on biodiversity, we actively engage with suppliers to maintain accountability. We perform extensive due diligence to ensure our suppliers are meeting our environmental standards across all markets. As outlined in the Supplier Auditing section below, all new suppliers must undergo a rigorous vetting process and we regularly review existing suppliers to ensure they adhere to all regulations and our stringent policies.

Our environmental initiatives go hand in hand with raising awareness and improving human rights conditions in the supply chain. The SER Compliance Program focuses on stringent labor rights, in particular reinforcing TTI's commitment to no child or forced labor. In 2019, there were no incidents of non-compliance raised.

A number of policies outlined in our Governance section above protect human rights in our supply chain. Of these, our Policy Against Slavery and Human Trafficking specifically addresses TTI's expectations in relation to human rights and modern slavery and the consequences of non-compliance. This policy has been communicated globally to all our suppliers and is available in all local languages where we operate. Suppliers are required to fill in detailed questionnaires. The steps taken by TTI to proactively avoid and address risks related to modern slavery and human trafficking in the supply chain are as follows:



Our protection of human rights extends to our conflict minerals initiatives. In 2010, the US Securities and Exchange Commission (SEC) issued the Dodd-Frank Wall Street Reform and Consumer Protection Act requiring companies to disclose if their products contain tantalum, tin, tungsten or gold (3TG) mined from the Democratic Republic of Congo or its surrounding countries. TTI's Conflict Minerals Policy outlines the standards that TTI and its suppliers must follow to ensure that any 3TG is from reputable sources, free from conflict or other human rights violations. Conflict Minerals Declaration forms are completed by suppliers annually, according to which all suppliers must provide details about their source of 3TG and acknowledge compliance with the Conflict Minerals Policy. Our policy also mandates that suppliers must source from a conflict-free smelter.

In 2018, we conducted a review of suppliers using cobalt in products sold to TTI and as a result, a procurement policy for cobalt was implemented in 2019. As with the Conflict Minerals Policy, suppliers must comply with the policy and report the source of cobalt used in the manufacturing of TTI products. The Cobalt Procurement Policy, aimed at eliminating any form of human rights violations in cobalt sourcing, was launched through our supply chain compliance platform. As with conflict minerals, we engaged a US-based, third party to conduct ongoing analysis of compliance data and risk assessments.

In 2019, no high-risk cases were identified in our conflict minerals and our cobalt due diligence campaigns.

Also, in 2019, TTI became a member of the Responsible Minerals Initiative (RMI), which facilitates effective due diligence over conflict mineral and cobalt supply chains in accordance with the OECD Due Diligence Guidance. Through RMI, TTI has access to a number of valuable resources that can support responsible sourcing decisions. The resources include:

- Reasonable country of origin (RCOI) data: country of origin information associated with smelters and refiners that are validated through the Responsible Minerals Assurance Process (RMAP)
- Smelter database: an online database of data obtained through RMAP and workgroup research on thousands of companies in the 3TG and cobalt supply chains
- Country risk assessment platform: a practical tool for companies to identify conflict-affected and high-risk areas using resources recommended by the OECD and the European Commission

A member of



Supplier Auditing

TTI's SER Compliance team and external auditors conduct quality management system audits on a regular basis. The SER audits involve a comprehensive supplier scorecard that tracks a number of issues including anti-corruption, workers' rights and safety and environmental impact. New suppliers are also required to complete a screening and audit process before engagement. The engagement of new suppliers is conditional on them having SER policies and practices that are in accordance with our policies, best practices, and applicable laws and regulations. Suppliers with an unacceptable rating are given a probation period to rectify any issues and are then re-evaluated. Suppliers are audited every 12 to 18 months if their previous audit result was rated acceptable. More frequent audits are carried out on suppliers with lower ratings. Suppliers are terminated if they are found to be non-compliant in areas where TTI has a zero-tolerance policy, such as for corruption, child or forced labor and harassment. In 2019, our internal audit department launched investigations and conducted audits into several sectors, including raw material and part suppliers, administration service providers, fire protection and security suppliers as well as scrap handling and transportation suppliers. The results of all investigations were addressed and reported. As a result, six employees and three suppliers were disciplined.

Our approach to managing ESG concerns in our supply chain are highlighted for specific regions below.

Asia

At TTI AIP, our global sourcing and purchasing department and teams from the quality department are responsible for supply chain performance. In 2019, the TTI AIP team engaged with suppliers from different regions, Asia, Europe, and the USA. 230 audits were conducted on existing suppliers and all new suppliers were screened for environmental and social criteria with no major non-compliance found. In TTI Zhuhai, the initiatives included an annual quality audit of key suppliers and full audits of new suppliers covering areas such as Hazardous Substances Process Management (HSPM), social and environmental responsibility, environment management systems and factory security.

EMEA

In the EMEA region, we worked with suppliers from Europe, the USA and Asia in 2019. At TTI ELC GmbH, our purchasing team audited non-EU suppliers on ISO 14001 compliance.

North America

In North America, we worked with suppliers from Europe, the USA and Asia in 2019. The TTI PE team engaged with suppliers to reduce plastic in packaging and as part of this initiative, Hart Tools also implemented a program to reduce corrugated material by 114 tonnes in 2020.



Social



149,780

Training hours (on e-learning)

+1.5%

Increase in ratio of female to male employees

1,475

Graduates in our Leadership Development Program (LDP)

Zero

Work-related fatality cases



Overview

Our social policies and codes are designed to ensure that we can attract and retain the best talent, our customers can count on product integrity and protection and that the communities in which we operate flourish.

TTI has a long history of investing in employee development. For over 10 years we have been actively recruiting college graduates over 100 campuses worldwide. Our recruitment practices bring high-potential candidates to the LDP, ensuring our focus on nurturing Exceptional People is maintained across all areas of our business.

An important aspect of our strategy is to create positive social impact through comprehensive employee initiatives, robust customer-centric policies, and active community investment across all markets. Through these initiatives, we strive to achieve some of the United Nation's most crucial SDGs namely, the elimination of poverty, reduction of inequality and the promotion of good health and wellbeing, quality education, gender equality, and decent work and economic growth. Our policies are aimed at championing justice through strong institutions and engaging in multi-stakeholder partnerships across markets for the betterment of communities at large.

Employee Management

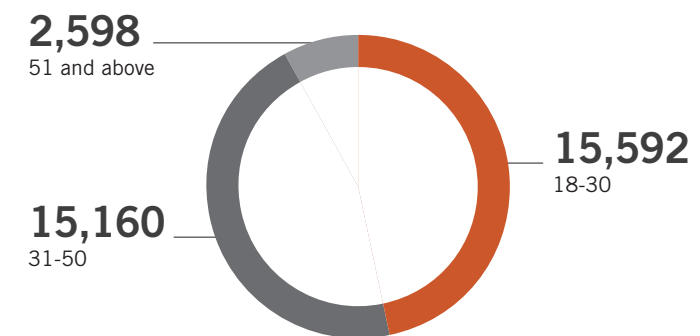
A Diverse Global Team

TTI operates in 40 jurisdictions globally, employing over 33,350 employees of varied backgrounds, skill sets and experience. Our diverse teams bring invaluable ideas that enrich our company. As a result, we consider respecting diversity and providing equal opportunities as key to our success. As one of TTI's core strategic focus areas is the development of Exceptional People, recruiting, hiring and mentoring diverse youth is our key strategy.

We invest heavily in our employees, providing extensive opportunities for staff training and development, robust health and safety measures and competitive remuneration and benefits in order to recruit and retain the best talent.

Detailed information about our employee profile is as follows.

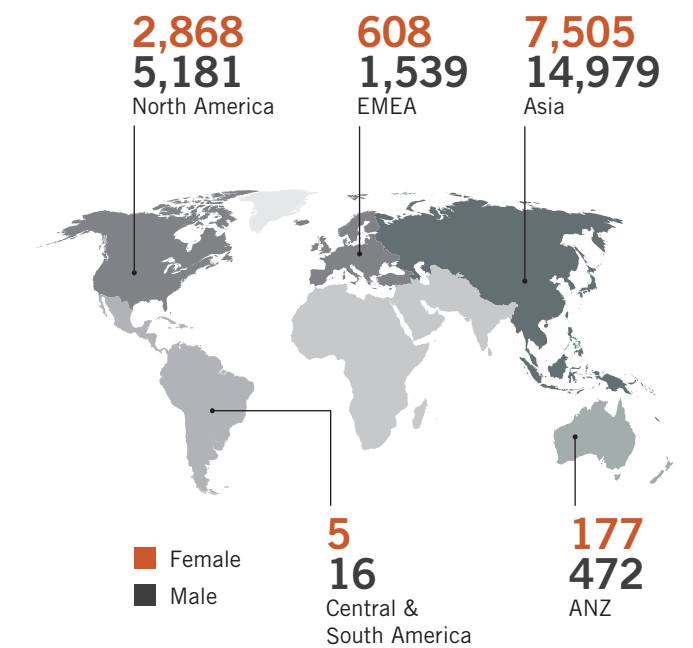
Global Employees by Age Group



Global Employees by Gender



Global Employees Headcount by Region and Gender



Global Full-time and Part-time Employee Headcount by Geographic Region

	Full time	Part time	Total
Asia	22,431	53	22,484
ANZ	646	3	649
EMEA	2,055	92	2,147
Central and South America	21	0	21
North America	8,024	25	8,049
TTI Total	33,177	173	33,350

Global Permanent and Temporary Employee Headcount by Geographic Region

	Permanent		Temporary	
	Female	Male	Female	Male
Asia	6,190	13,513	1,311	1,470
ANZ	177	472	0	0
EMEA	570	1,467	41	69
Central and South America	5	16	0	0
North America	2,550	4,744	318	437
TTI Total	9,492	20,212	1,670	1,976

Average Turnover Rate by Region, Gender and Age Group

	Turnover rate	Turnover rate	Turnover rate
Asia	114*	Female 13	Age 18-20 20
ANZ	11	Male 24	Age 21-30 29
EMEA	19		Age 31-40 12
North America	14		Age 41-50 9
			Age 51-60 3
			Age 60+ 5

*High turnover rate due to the closure of TTI Suzhou.

Working at TTI

Employee Handbook and Code of Conduct

Each TTI business unit has an Employee Handbook written specifically for its location that incorporates all relevant and applicable employment policies, procedures and best practices, as well as national and local regulations. Handbooks are updated annually or when significant changes occur. All employees are required to read and sign off on the Employee Handbook when they join, as well as when changes are made.

Everyone at TTI, including employees, officers and directors across different business units, are expected to fully adhere to our Code of Ethics and Business Conduct. All of TTI's new hires are required to complete training on the Code of Ethics and Business Conduct and everyone must take an e-learning course on modern slavery and human trafficking. In the Code of Ethics and Business Conduct training, we provide real-life scenarios of harassment, and human and labor rights violations, for employees to be able to better identify issues and report them accordingly. Employees are encouraged to actively report activities that are not compliant with our codes and policies to senior management or via the compliance hotline, as outlined in the Governance section of this report.

Human and Labor Rights

TTI takes human and labor rights very seriously. We comply with all international, national, state and local employment laws, in addition to International Labor Organization (ILO) core labor standards to ensure our workers are treated fairly. TTI does not tolerate child or forced labor under any circumstances. As such, we always ensure that workers are of appropriate age and that working hours are managed according to legal requirements. Across all markets, workers must have the required legal permits to work at our facilities and we ensure the same requirements are applied and respected in our supply chain.

A full list of legal and regulatory requirements related to human and labor rights that have the potential to have a significant impact to TTI operations and performance can be found in Appendix A of our HKEX ESG Guide Content Index on our website.

Some examples of our labor practices in specific regions are as follows.

Asia

Policies followed by our People's Republic of China (PRC) business units demonstrate how we manage fair labor practices. We have stringent policies regarding child labor, juvenile workers and forced labor. Our PRC facilities never hire anyone under the age of 16 and only hire workers between the ages of 16 and 18 during peak seasons for non-hazardous work. TTI requires our PRC locations to adhere to the Juvenile Worker Protection Policy and register workers with the local labor bureau. In addition to following TTI policies, our PRC locations have instituted several preventative actions including checking identification cards (with date of birth information) via a system linked with public security agencies, and registering the names of all juvenile workers with the local labor bureau. To ensure freedom of association and collective bargaining rights are respected, workers have access to the union where they can express their concerns and opinions, which are in addition to TTI's established channels.

ANZ

In Australia and New Zealand, the business units are legally obligated to consult with employees in the event of any major workplace change. This practice is continuously adopted by TTI ANZ and as a result, the company has not had any litigation cases related to a breach of procedural fairness.

North America

Our business units in the United States also provide a good example of how fair labor practices are maintained. All employees must complete a formal application for employment. For workers between the ages of 16 and 18, we follow local guidelines that limit the number of hours allowed and we ensure that working hours are approved by the parent or legal guardian.

Equal Employment Opportunities

TTI is committed to treating all individuals with dignity and respect. We provide equal employment opportunities for all qualified persons, without regard to race, national origin, gender or gender identity, sexual orientation, pregnancy, age, religion, military service, status as an individual with a disability or status as a veteran or any other status protected by applicable local, state or national law. Our commitment to equal opportunity practices is outlined in our Code of Ethics and Business Conduct, which covers our overall philosophy and approach to harassment prevention, anti-discrimination and anti-retaliation. Our employees receive regular training on our e-learning platform and in face-to-face sessions. All employees are required to take an e-learning course on addressing discriminatory issues to understand how to manage any such incidents, should they occur.

In 2019, no incidents of discrimination were found to have occurred and therefore, no corrective actions had to be taken.

Our equal opportunity practices are aligned to cultivate inclusion and diversity, celebrate differences and welcome all employees to participate fully in our business. Practices in regions highlighted below serve as examples of our commitment.

Asia

In Asia, TTI AIP offers a special recruitment campaign for disabled persons in the community. Across the PRC, business units follow local laws that protect female employees. Qualified candidates are hired regardless of gender, with many female students and individuals from under represented groups joining the company.

ANZ

In Australia and New Zealand, business units work to achieve merit-based selection and promotion and to apply the principle of fairness in decision making. This policy extends to external contractors and anyone who provides goods and services to our customers. Bullying is not tolerated under any circumstances and no employee is penalized or disadvantaged as a result of raising genuine concerns or complaints relating to discrimination or harassment.

EMEA

In EMEA, DreBo Germany follows German laws that set a quota on the integration of employees with a disability.

Environmental, Social and Governance Report

North America

In the United States, TTI's Equal Employment Opportunity (EEO) Policy, as well as its affirmative action obligations, have full support from senior management. All employees are encouraged to be engaged in the EEO Policy and affirmative action initiatives to ensure the success of the program. TTI FC NA develops affirmative action programs in accordance with the EEO policy on an annual basis. At TTI PE, the team actively recruits female engineers to apply to TTI, and also attends career fairs hosted by women's organizations, such as Clemson's Women in Engineering to keep the recruitment pool diverse. At TTI Canada, the policy is to hire the best candidate for the role, with job postings advertised on national job boards to encourage a wide range of applicants.

Employee Benefits and Wellbeing

TTI considers employee benefits to be a valuable part of working at TTI. The wellbeing of our employees is very important, and this is reflected in our practice of ensuring employees receive competitive benefits above and beyond what is legally mandated. Each of our business units puts special emphasis on providing incentives such as gym memberships, sports facilities and flexible working hours that are relevant to their local employees. Here are some examples across our regions. Apart from wellness initiatives, TTI offers parental leave benefits to employees, with 1,044 females taking leave in 2019.

Asia

In Asia, TTI AIP contributes to a housing fund for all employees as per local government requirements. Employees can access the full amount of this fund when they retire or when they need to purchase a house. In addition to government-stipulated benefits, TTI AIP also offers family-friendly initiatives such as games and DIY competitions for employees and their families, as well as an office tour and a free buffet lunch so families can visit and learn more about the company. TTI AIP received the 2019 American Chamber of Commerce in Southern China's HR Best Practice – Premium Innovation Pioneer Award for its initiatives. Other PRC business units also provide similar benefits. In TTI Suzhou and TTI Shanghai, employees are offered annual physical check ups and small gifts to celebrate traditional holidays such as the moon and dragon-boat festivals. In TTI Zhuhai, team building activities, such as a day out at the Mysterious Land Park, were organized.

In Hong Kong, TTI has set up a "Wellbeing Room" furnished with electrical outlets for connecting pump attachments and a refrigerator for storing expressed breast milk. This supports our female employees who continue to breastfeed after returning to work from maternity leave. At TTI HK, we also run a weekly Green Monday program to encourage employees to eat healthier vegetarian meals.

ANZ

In Australia and New Zealand employees are provided with an Employee Assistance Program (EAP), which gives them access to online wellbeing portals as well as six free sessions with a trained counselor. Offsite team building days are encouraged to ensure good camaraderie within teams, creating fun within the workplace. Offices also offer bonus incentive programs to the majority of our employees and healthy initiatives such as company-supplied fruit bowls. TTI ANZ has a paid parental leave policy which is above government entitlements for paid maternity and paternity leave. This is designed to provide a supportive and inclusive approach towards people, and is awarded based on a years of continuous service to promote engagement and retention.

EMEA

In the EMEA region, DreBo Germany provides flexibility in shift work planning and incentives for long service. At our operations in TTI MEA, ergonomic seating and monitors that reduce eye strain are provided.

North America

In North America, TTI provides a basic level of benefits, called "Core Benefits" at no cost to the employee. In addition, employees have the opportunity to enroll in "Additional Coverage" for themselves and their families. For most plans, coverage is effective on the first day of active employment. Benefits include comprehensive medical, dental, vision, life insurance, flexible spending accounts and disability coverage. In addition, employees can participate in a tax-qualified savings plan to help them save for their retirement. The savings plan provides Pre-Tax, Roth* and After-Tax options, including a generous match. All employees, regardless of whether they are full-time, part-time or temporary hires are eligible to contribute immediately to the savings plan.

TTI NA offers flexible work programs, including reduced hours and work-from-home options, which are offered on a case-by-case basis. Other offices like TTI PE has an onsite Wellness Director with 250 employees participating in wellness classes each week. A new onsite Healthy Choice cafeteria program with incentives and regular lunch and learn nutrition classes are also offered. Outreach to those with special dietary needs and the opportunity to meet with a dietician and wellness director has also been implemented. As a result, the new cafeteria has seen up to 300 transactions a day. At TTI Canada, some initiatives include annual monetary wellness benefits, a daily fruit bowl, healthy snack breaks, monthly in-house yoga sessions and massages. Milwaukee hired a new chef to revamp the cafeteria menu and provide healthier food options for employees.

Parental Leave by TTI Employees

	Total female employees who took parental leave	Total females who returned to work after parental leave and were still with TTI after 12 months	Total male employees who took parental leave	Total males who returned to work after parental leave and were still with TTI after 12 months
Asia	592	441	838	523
ANZ	4	4	9	9
EMEA	31	16	31	34
North America	417	8	2	18
TTI Total	1,044	469	880	584

Social Impact

Our social initiatives are designed to benefit employees, customers as well as the wider community.

Employee Initiatives

When it comes to our employees, positive impact is created by ensuring their health, safety and wellbeing is well taken care of and they are provided with training and development opportunities to broaden their skills and reach their potential.

Occupational Health and Safety

TTI employees are the foundation of our business and we are committed to their safety at work. To do this, we focus on monitoring our occupational health and safety performance across all our markets. Our Environmental Health & Safety (EHS) and Occupational Hazard Management Policies and systems are designed to ensure that all safety issues, risks and hazards are identified with measures adopted to avoid, eradicate and minimize wherever possible any potential injury, harm or other occurrence, and to mitigate and address any incidents or violations with follow-up investigations and corrective actions adopted. Comprehensive Occupational Health and Safety (OHS) training initiatives in local markets are an important part of our strategy to uphold the highest standards of workplace safety. Our OHS management systems ensure we comply stringently with all relevant legal requirements and in 2019, there were no incidents of

non-compliance with regulations or voluntary codes. Despite this, there were 184 recorded work-related injuries and 2,625 lost days due to injury across our global operations. There were 16 high-consequence injuries recorded, including those involving splinters, cuts, strains and bruising arising from slips, falls, manual handling or mechanical work. In 2019, there were no work-related fatality cases reported.

TTI Lost Work Days Due to Injury by Region

	Lost days due to injury
Asia	1,412
ANZ	0
EMEA	309
North America	904
TTI Total	2,625

A complete list of relevant health and safety legal and regulatory requirements that have the potential to have a significant impact to TTI's operations and performance can be found in Appendix A of our HKEX ESG Guide Content Index on our website.

TTI takes proactive measures to make safety a top priority. Examples of initiatives we have taken by region are as follows.

* Roth Individual Retirement Account.

Asia

All our business units have OHS management systems covering onsite work activities as well as traffic safety and safety practices in dormitories and the canteen. Health and safety training is provided to all employees and EHS teams conduct regular inspections of health and safety performance. In addition, third parties are brought in to regularly identify and monitor hazards and ensure procedures are properly implemented to prevent incidents.

ANZ

TTI ANZ's Work Health and Safety Committees meet at least quarterly and report on performance and compliance to the Group HR Manager and Presidents of the business unit. Toolbox talks focusing on safety regularly take place and all facilities have trained first aid officers and dedicated fire wardens.

EMEA

In addition to comprehensive OHS management systems implemented across the EMEA region, each of our German business units also engage external health and safety officers and company doctors as required by law, who are also members of health and safety steering committees along with representatives of the workers' council and employees.

North America

OHS policies are regularly reviewed to ensure standards are maintained across our North American business units. At TTI PE, provincial health and safety officials make periodic visits to sites to ensure compliance with legal requirements. At TTI FC, an onsite EHS Director and Coordinator monitors safe working practices onsite and holds regular employee briefings to receive suggestions for improvement. TTI Canada has a health and safety committee that meets on a quarterly basis and provides first-aid courses for both employees across its operations and personnel at all of its service centers.

Training and Development

As a key part of their development, employees receive annual performance reviews conducted by their managers. During these yearly appraisals, training needs and targets are planned and discussed with managers.

Another major employee initiative is the provision of training and development opportunities. Across our regional business units, training is provided according to job levels and for specific functions. Training topics range from new hire orientation to technical skills and product training, to marketing and customer service. TTI sponsors professional memberships, fully reimburses seminars and business conferences and organizes in-house and external training, coaching and mentorship programs to support our people to enhance their skills. We also provide financial support for continuing education.

Training and employee development at TTI is focused around Learn TTI, an online training platform that offers courses for employees, ranging from mandatory courses on compliance for all employees, to professional courses designed for employees at different levels of the company. A total of 362 unique courses were launched on Learn TTI in 2019. Of these, training courses on TTI's three new policies in relation to compliance and ESG, were implemented globally. TTI employees engaged in 919 courses through Learn TTI, equivalent to 149,780 training hours this year. In addition, other e-learning platforms such as TTI's intranet and Litmos in ANZ are also used for training. Training hours completed by region are listed in the table below.

TTI E-learning Total Training Hours

By region	Total users	Total users trained	Percentage of users trained	Total hours trained	Hours trained per user	% trained female	% trained male
Asia	4,668	3,773	81%	12,388	3.28	74%	72%
ANZ	673	673	100%	10,095	15	100%	100%
EMEA	1,992	1,649	83%	5,160	3	86%	86%
North, Central & South America	6,717	5,071	75%	122,137	24	65%	85%
Total	14,050	11,166	79%	149,780	13		

TTI Average Training Hours by Region, Gender, Age and Employment Category

By region	Female	Male	Employees age 18 to 30	Employees age 31 to 50	Employees age over 50	General employees	Managerial employees
Asia	9	8	4*	3*	3*	4	6
ANZ	15	15	15	15	15	15	15
EMEA	11	16	10	5	1	14	16
Central, North & South America	28	25	40	14	8	25	17

* Data of e-learning training hours only.

Leadership Development Program (LDP)

The Leadership Development Program is a key initiative for TTI. This challenging program nurtures talent with training, support and freedom to experience numerous aspects of the business by providing opportunities to move across sales, marketing and management roles. Many of our executives have been through the LDP and have been promoted to serve at the top level of management. There were 509 promotions as a result of the LDP in 2019.



The table below shows the female and male numbers in LDP.

2019 LDP by Gender

TTI Group	Female	Male	Total
Total	425	1,050	1,475

Promotions through LDP by Gender

TTI Group	Female	Male	Total
Total	136	373	509

Customer Initiatives

TTI's customer centric practices focus on user satisfaction, safety and protection. We strive to build continuous improvement into our processes, to provide customers with the best possible products and user experience.

Customer Satisfaction

Customer satisfaction of all our products – whether they are designed, manufactured, distributed or licensed by TTI – is extremely important to us. We provide a product warranty period so that our customers have a satisfactory after-purchase experience. In addition, we have a policy of taking all customer feedback seriously and proactively review comments on social media and online sales platforms. If a complaint or after-sale service request is received, all issues are recorded and analyzed so our design team can utilize the data to improve the product.

Examples of initiatives taken by specific regions to ensure customer satisfaction are as follows.

Asia

In the PRC, the Shanghai business unit established a product service center to provide repair services to customers, with more service centers to be established in 2020. The sales and Jobsite Solution teams also offer product safety training to customers.



EMEA

In the EMEA region, TTI ELC GmbH arranges technical training at the product information center for customers, including dealers and OEM partners. At TTI MEA, around 50 end user safety training sessions were held and service agent training was also conducted. At TTI Iberia, end user safety presentations are provided by the Job Site Solution team.

North America

At TTI PE, customer service lines are staffed seven days per week for all tool brands. Every effort is made to satisfy each caller including sending new tools and parts free of charge when appropriate. At TTI Canada all our Field Service and Customer Service Representatives must attend a course on Building Customer Relationships. Customer and trade school demonstrations are also run, where safe tool handling practices are followed.

We meet or exceed all applicable and voluntary industry standards globally. Relevant legal and regulatory requirements related to health and safety, advertising, labeling and privacy matters relating to our products that have the potential to significantly impact our operations and performance are listed in Appendix A of our HKEX ESG Guide Content Index on our website.



Safety of End Users

A key part of our customer relations policy is focused on ensuring the safety of our end users. All our products are tested for safety and quality to ensure TTI products are the safest and most innovative items available. Internal audit investigations and ongoing compliance monitoring are key to our customer management strategy so that high standards are maintained and immediate remedial actions can be taken if and when required. Our comprehensive product safety and consumer product regulatory compliance policy and systems are managed by our Global Product Safety Director. At each business unit, our Product Safety Directors, Committees and teams oversee the safety, quality and regulatory compliance of our products. We strive for continual improvement of our safety and regulatory functions globally.



Any product recalls are referred to our legal teams, and together with the safety and regulatory departments, they ensure compliance with regulations for managing recalls until their safe disposal. We have a rigorous quality assurance process in place, including quality control of incoming materials, in-process quality control, and inspection and reliability testing of our outgoing products.

In 2019, there were no recalls of TTI products due to health and safety reasons.

Data Privacy and Cybersecurity

Our commitment to customer protection extends to the safety of their personal data. To ensure that all collected data is protected, we comply with all relevant legal requirements. In 2018, TTI became compliant under Europe's General Data Protection Regulation. All of our computer systems are protected by authorization management processes and monitored by our IT department. TTI has over eight global security policies in place to protect our data systems. In 2019, there were not any substantiated complaints concerning breaches of customer privacy and data.

TTI's management of cybersecurity covers the protection of customer data, the growth of our business and intellectual property. Cybersecurity is managed by our Group Senior Manager Cybersecurity who leads the Informational Technology Steering Committee (ITSC) which meets monthly. We follow the National Institute of Standards and Technology Cybersecurity Framework. This framework includes our guidelines and outlines our approach to cybersecurity. All systems in the company run anti-virus and anti-malware programs and we have local firewall rules, file integrity scanning and network-level firewalls in place. All our employees are updated about cyberattacks and email phishing and are trained on how to remain protected. For cloud-based services, we ensure that protection of both TTI's and our customer's information is properly managed through relevant agreements and practices.

Intellectual Property Rights

Along with data, our intellectual property is one of TTI's most valuable assets. TTI's intellectual property portfolio includes logos, patents, trademarks, copyrights, computer software and trade secrets. We have procedures and policies in place for the proper use and protection of our intellectual property rights and for our protection from infringement by others. We encourage and support our employees' inventions, discoveries, ideas, concepts, written material or trade secrets and cooperate in the documentation of ownership of such intellectual property. As a responsible business, we respect the intellectual property rights of others and communicate and train our employees to not use patented, trademarked, copyrighted or otherwise protected intellectual property.

Community



+63%

Increase in in-kind and cash donation contributions

Over 50

NGOs and charities that TTI partners with and supports

Habitat for Humanity

Global partnership

Asian University for Women

Global partnership



Overview

TTI has a long-standing commitment to supporting communities in which we operate. With the understanding that the robust community programs are good for business and our stakeholders, oversight of our community investment strategy remains an important objective of our social initiatives.

TTI recognizes the importance of engaging with communities to jointly address environmental and social concerns. At the corporate level, our strategic plan for community engagement focuses on key areas most relevant to our company and those that will create the biggest impact to our business and the communities in which we serve. These include promoting women's rights and education, fighting modern slavery and poverty, developing clean technology and raw material sustainability and responsibility.

In 2019, we continued our engagement with local communities across different business units by donating tools, providing financial support and encouraging our employees to volunteer their time and effort. Some of our business units allocate a specific number of working hours or days for employees to volunteer for their favorite charity. Our employees can choose a variety of areas to support, ranging from the environment, education, home building and child wellness to sports.

Some of our business units have formal committees that select organizations through which employees can embark on community engagement projects. Other business units sponsor the same causes annually while also evaluating new partnerships as they arise. In 2019, in-kind donations of tools and other items, equivalent to approximately US\$830,000, US\$1.1 million in financial support and over 4,100 hours of volunteer time were donated by TTI and our employees globally. We also partnered with or supported over 50 programs run by charities and NGOs. Here are a few of our many engagement activities by region in 2019.

Environmental and Disaster Relief Initiatives

Asia

An environmental initiative that continues to be championed by TTI HK is its Green Fair. The fair is held at the office to support local organic farmers and fair-trade merchants and all proceeds are donated to the New Life Psychiatric Rehabilitation Association to provide support to individuals with mental health issues in the community. As part of this initiative, TTI HK employees along with their family members visit the Go Green Organic Farm to enjoy a day out and learn about farming and biodiversity in Hong Kong.

EMEA

In TTI MEA, US\$15,000 worth of products, such as generators, pumps and lights, were donated to support disaster relief after the Mozambique hurricane.

North America

Another environmental endeavor is TTI Canada's participation in the CN Tower Climb, raising US\$1,636 for the World Wildlife Fund (WWF). In 2019, TTI Canada was proud to run a national program for 40ceans raising US\$1,152 which equates to eliminating the equivalent of 0.062 tonnes of waste from oceans and shorelines.

Home-building and Support for Veterans

In 2019, TTI became a global partner of Habitat for Humanity. Habitat for Humanity is an NGO with programs tackling the issue of homelessness in the community and focuses on building new homes for low-income households.

A global partner with



TTI PE donated products, helping Habitat affiliates build homes, communities and hope for various locations in the United States. TTI employees volunteered more than 480 hours in the Habitat Executive Build program, showing their support to the local communities where TTI sponsored house building for underprivileged families. TTI PE employees volunteer in the Habitat – Women's Build program and also support the program by raising money to fund the cost of building houses.

Apart from Habitat, TTI PE works with The Home Depot Foundation and Team Depot, a 400,000-strong army of associate volunteers, to improve the homes and lives of United States veterans. The Foundation trained skilled tradespeople to fill labor gaps and support communities impacted by natural disasters.



Environmental, Social and Governance Report

TTI Canada also supports Habitat for Humanity on a national level and 47 colleagues were involved in four Habitat for Humanity builds with one in both Montreal and Calgary and two in Toronto in 2019.

Another business unit, Milwaukee Brookfield also worked to build homes for those in need, specifically veterans. Milwaukee supported the Veterans Outreach of Wisconsin (VOW) and Operation Tiny Home (OTH) organizations in 2019. Engagement with VOW and OTH entailed eight volunteers contributing 88 hours to help homeless and at-risk veterans by providing food, clothing, shelter and other basic human needs. Cash contributions were also donated to purchase land and complete surveys, and 65 tools were donated to veterans.

Nurturing the Next Generation

Our business units support a number of educational and wellbeing initiatives for youth across the globe.

Asia

A number of Asian community initiatives are focused on youth development. In Hong Kong, TTI has been providing practical design technology workshops to BTEC Engineering high school students from the English School Foundation, West Island School. In 2019, the workshop extended into a 4-day study tour at TTI AIP. Through the tour, students were able to learn from experts representing different brands and production lines and receive hands-on tool training at the Pudwill Leadership Center (PLC).

Students from West Island School were also able to take part in an 8-week Concept Engineering Internship Program in 2019. During this, students studied drill and impact driver electro-mechanisms for one week, joined 101 PLC training sessions and a factory tour for one week and learned about concept development and prototyping for the remaining six weeks.

From 2017 to 2019, TTI HK actively supported the Hong Kong University of Science and Technology, the Technological and Higher Education Institute of Hong Kong (THEi) and the Hong Kong Design Institute (HKDI) in creating higher-quality product design and engineering programs. We provided internships for 41 individuals from around the world. Our interns are on average, 20-years old and hail from different educational backgrounds, with many coming from overseas universities, such as the University of British Columbia, Oxford University, McGill University and the University of Manchester. During the program, interns were assigned to various departments with some working for multiple departments during their time with TTI HK. Two interns joined TTI HK following their internship with the company.

Outside of Hong Kong, youth development is also pursued in locations like Cambodia. TTI provided power tools for the construction of three educational facilities at Kung Ruth Village, Cambodia through The IDEA Project in 2019, with the project and volunteer tour scheduled to take place in early 2020.



EMEA

In the EMEA region, German business units such as DreBo Germany supported specific areas of education, sports and local associations focusing on youth and children. Programs included support for children and teens in a local traditional music society, youth and children's festival support and engagement with local kindergartens.

North America

TTI Canada supports children's education and sports activities such as baseball and hockey through monetary donations. Milwaukee Brookfield also engaged in various projects to nurture youth. The main goal of their initiatives in 2019 included stimulating interest in Science, Technology, Engineering and Mathematics (STEM) education. As part of the STEM education program, the Milwaukee business unit organized a First Robotics Day for employees to be mentors to teams. For this project, 25 employees signed up to volunteer and six employees were placed as mentors contributing 350 hours as part of Weekly First Mentorships. Another initiative planned was a STEM activity for 60 students from Burleigh Elementary, whose task was to work with eight TTI volunteers to use lemons and potatoes to light up a light bulb. The Milwaukee team also participated in the NSBE Professional Partners in the Classroom (PPIC) program at a local high school, Bradley Tech, to discuss careers in STEM and financial information with high school students approaching graduation. Other initiatives were CareerX and Careers Uncovered programs where TTI participated with other companies to promote STEM technical careers at Milwaukee and Waukesha Schools. Our employees also volunteered in the LAUNCH Innovation Challenge where they mentored student teams on challenges posed by Milwaukee employees to solve real business problems.



Supporting Women and Girls

A member of



Asia

With women's rights and education identified as a key area for TTI, in 2019 TTI HK ran an internship program with the Asian University of Women (AUW). AUW caters to students from 20 countries around the region that are home to marginalized groups, including garment factory workers, Rohingya refugees and women from conflict zones in Afghanistan, Syria and Yemen. By recruiting from marginalized groups, AUW aims to identify talent in places where women's potential is undervalued or ignored. In this way, the university provides a platform for women with few opportunities to acquire a world-class education and create and sustain international networks of women leaders and their supporters.

TTI's internship program provided AUW students with invaluable work experience, while allowing personal and professional development to occur. Through this initiative, we were delighted to introduce these women to the professional working world, empowering them and giving them the opportunity to improve their decision-making, organizational, communication and interpersonal skills. TTI HK is committed to continuing this partnership with AUW in 2020.



North America

One of the initiatives TTI Canada is very proud of over the past four years is participation in the unique program, 'Girls Can Too', which introduces construction skills to female high school students from low-income families in Toronto. This practical program is operated by the Toronto Region Conservation Authority with the assistance and support of key members of the design, construction and related industries including E.R.A. Architects and Milwaukee Tools.

Healthcare Initiatives

North America

Other donations and programs supported by TTI are in the area of healthcare.

TTI PE contributed to the following initiatives in 2019:

- Replay for Life for American Cancer Society: a local fundraising effort by employees benefiting cancer research. US\$19,000 was contributed in 2019
- City of Hope: participation in fundraising in support of cancer research and caregiving with US\$30,000 donated annually
- American Red Cross: corporate donation to hurricane relief efforts with US\$50,000 given in 2019
- The Blood Connection: employee support of local blood bank every quarter
- Shalom Bike Race: providing holistic recovery for women addicted to alcohol and drugs

Participant of



TTI Canada also gives to local health charities through bereavement donations, supports the Canadian Cancer Society and participates in various other healthcare initiatives. In 2019, 29 colleagues participated in volleyball events to raise funds for the SickKids Foundation. In addition, 29 colleagues participated in the Heart & Stroke Big Bike Ride, raising US\$1,925 for research and care.

TTI NA supports Autism Speaks through monetary contributions and participation in a yearly walk and run for employees and their families.

ANZ

TTI ANZ continues a strong affiliation with a local mental health charity called Beyond Blue.

Other Community Programs

Other community initiatives by region in 2019 were as follows.

North America

TTI PE also runs a TTI Power Equipment campaign for United Way supported by employee contributions with over US\$30,000 contributed annually. Additionally, this business unit supported local YMCA efforts through fundraising donations, donating US\$10,000 worth of tools.

TTI Canada joined National Cupcake Day with 50 colleagues, raising funds in support of local shelters, SPCA's and Humane Societies to promote animal welfare. Other initiatives included 32

TTI colleagues working to sort and pack 2,500 gift boxes for underprivileged children as part of the Santa Claus Fund and four colleagues participating in a the 5K Holly Jolly Run at the Santa Claus Parade. In addition, in 2019, TTI Canada joined the Home Depot Foundation's charity golf tournament and ran a Volunteer for a Day program.

Milwaukee in Brookfield's other community initiatives included a number of hunger relief projects in 2019 where 172 volunteers contributed 555 hours of service. Initiatives included the distribution of food and material donations.

At Milwaukee's Olive Branch location, the company planned 12 events with 210 participants volunteering a total of 763 hours. Some focused on veterans appreciation and others food pantry donations, back-to-school drives and an industry mentorship program.

Industry Engagement

Our community engagement also takes the form of participation in industry-wide activities. We have been involved in the following international industry shows and exhibitions, and recognized with a number of awards for our Innovative Design.

Shows and Exhibitions:

- Technological and Higher Education Institute of Hong Kong Degree Show
- The Greater Bay Area – Dongguan Innovation and Creativity Based Show
- Poland and Brazil exhibition organized by the Hong Kong Electrical Appliance Industries Association
- Hong Kong Design Institute Degree Show



Legend and List of Business Units Under Each Region

Region/Name of business division	Abbreviation	Country/Location
Asia		
Techtronic Asia Company Limited	TTI HK	Hong Kong
Techtronic Industries Company Limited	TTI HK	Hong Kong
Techtronic Industries Korea LLC	TTI Korea	Korea
Techtronic Industries (Thailand) Limited	TTI Thailand	Thailand
Techtronic Product Development Philippines Branch Office	TTI Philippines	The Philippines
Techtronic Power Tools (M) Sdn Bhd. Limited	TTI Malaysia	Malaysia
Techtronic Industries Vietnam Company Limited	TTI Vietnam	Vietnam
Techtronic Industries Vietnam Manufacturing Company Limited	TTI Vietnam Manufacturing	Vietnam
Techtronic Tools Limited Taiwan Branch	TTI Taipei	Taipei, Taiwan
Techtronic Industries (Taiwan) Co. Limited	TTI Taichung	Taichung, Taiwan
Techtronic Industries (Dongguan) Company Limited	TTI AIP	Dongguan, PRC
Techtronic Industries (Zhuhai) Co. Limited	TTI Zhuhai	Zhuhai, PRC
Techtronic (Suzhou) Commercial Consulting Co. Limited	TTI Suzhou	Suzhou, PRC
Techtronic Trading (Shanghai) Limited	TTI Shanghai	Shanghai, PRC
ANZ		
Techtronic Industries Australia Pty Limited	TTI ANZ	Australia
Techtronic Industries N.Z. Limited	TTI ANZ	New Zealand
United States – North America		
Techtronic Industries North America, Inc.	TTI NA	North America
DreBo America Inc.	DreBo US	North America
Milwaukee Electric Tool Corporation	Milwaukee	North America
Techtronic Industries Power Equipment	TTI PE	North America
Techtronic Industries Floor Care North America	TTI FC NA	North America
TTI Canada Inc.	TTI Canada	Canada
Techtronic Industries Mexico S.A. de. C.V.	TTI Mexico	Mexico
Hart Consumer Products, Inc.	Hart Tools	USA
EMEA		
Techtronic Industries Middle East and Africa FZCO	TTI MEA	United Arab Emirates
Techtronic Industries Central Europe GmbH	TTI Central Europe	Central Europe
Techtronic Industries Eastern Europe	TTI Eastern Europe	Eastern Europe
DreBo Werkzeugfabrik GmbH	DreBo Germany	Germany
Techtronic Industries France SAS	TTI France	France
Techtronic Industries Iberia SL	TTI Iberia	Spain
Techtronic Industries Italia SRL	TTI Italia	Italy
Techtronic Industries Manufacturing CZ s.r.o. CR	TTI CZ	Czech Republic
Techtronic Industries Switzerland AG	TTI Switzerland	Switzerland
Techtronic Industries Nordic Aps	TTI Nordic	Nordic
Techtronic Industries GmbH	TTI GmbH	Germany
Techtronic Industries ELC GmbH	TTI ELC GmbH	Germany
Techtronic Industries UK Limited	TTI UK	United Kingdom
Vax Limited	VAX UK	United Kingdom
Techtronic Industries EMEA Limited	TTI UK	United Kingdom