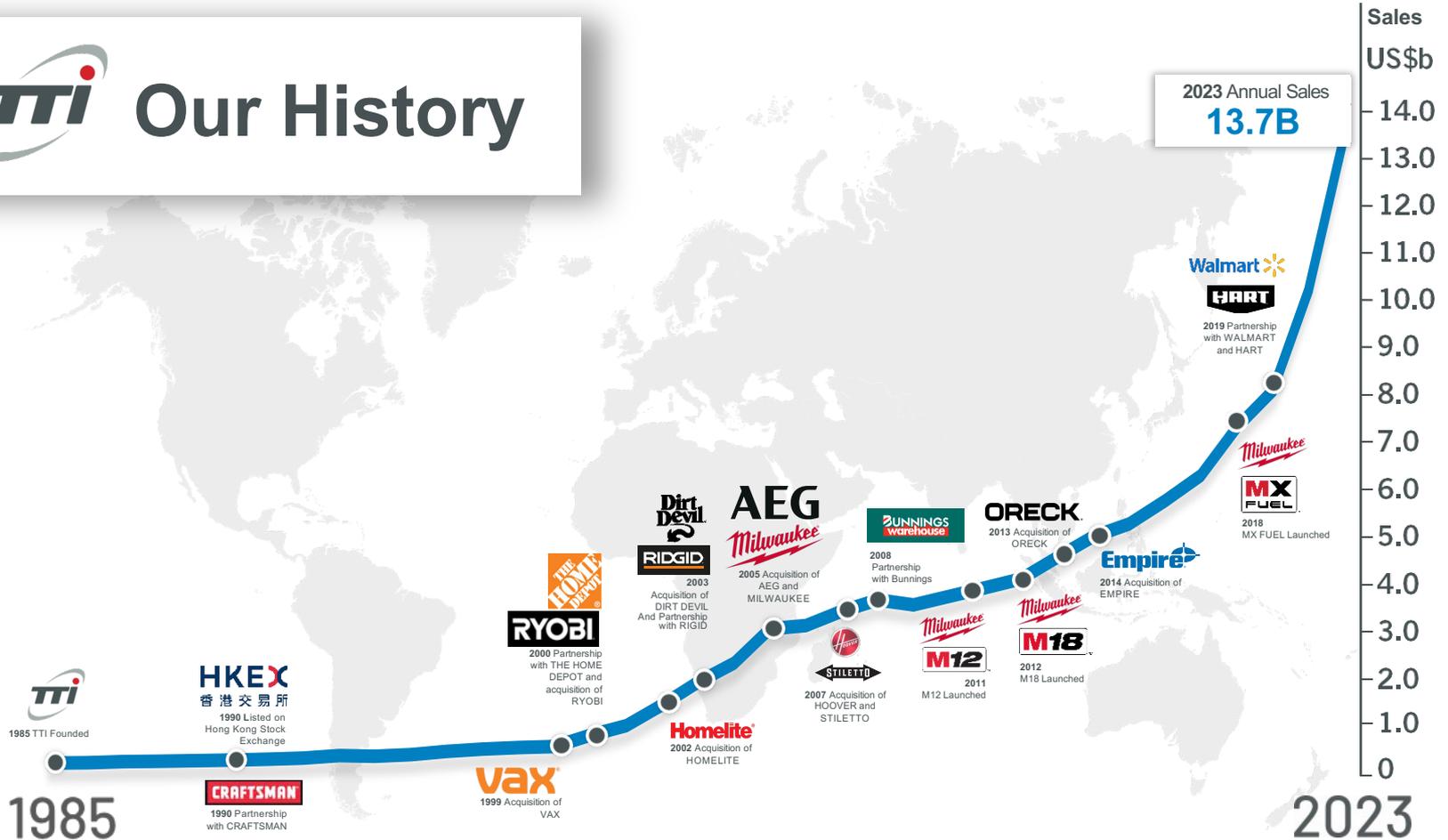




# TTI Our History



# Milwaukee®

# #1

## Global Cordless Professional Tool Brand



# RYOBI®

# #1

## Global Cordless DIY Tool Brand



AEG

Empire

IMPERIAL  
BLADES

STILETTO

KANGO

HART

Hoover

Dirt  
Devil

vax

ORECK



# Cordless Leadership



**M12**



**M18**



**MX  
FUEL**



**USB  
LITHIUM**



**ONE+**



**40V**



**80V**



**20V SYSTEM**



**40V CORDESS  
SYSTEM**

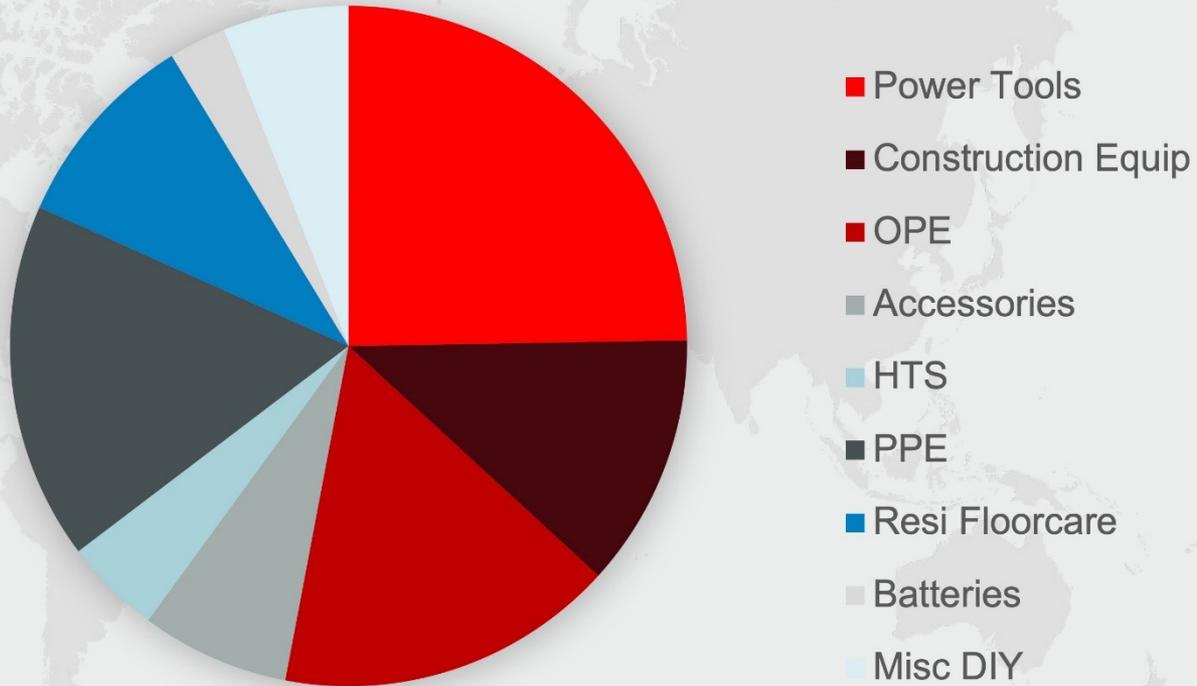


**ONE PWR  
SYSTEM**





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



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



# Major North American and Developed Market Play

North America

**76.6%**

of Total Revenue

Europe

**15.2%**

of Total Revenue

ROW

**8.2%**

of Total Revenue

Power Equipment

**93.4%**

of Total Revenue

**US\$12.8b**

**US\$13.7**  
**billion**  
**TOTAL SALES**

Floorcare & Cleaning

**6.6%**

of Total Revenue

**US\$937m**



# Milwaukee Share Surging Globally



Canada  
**+19%**

Asia  
**+39%**

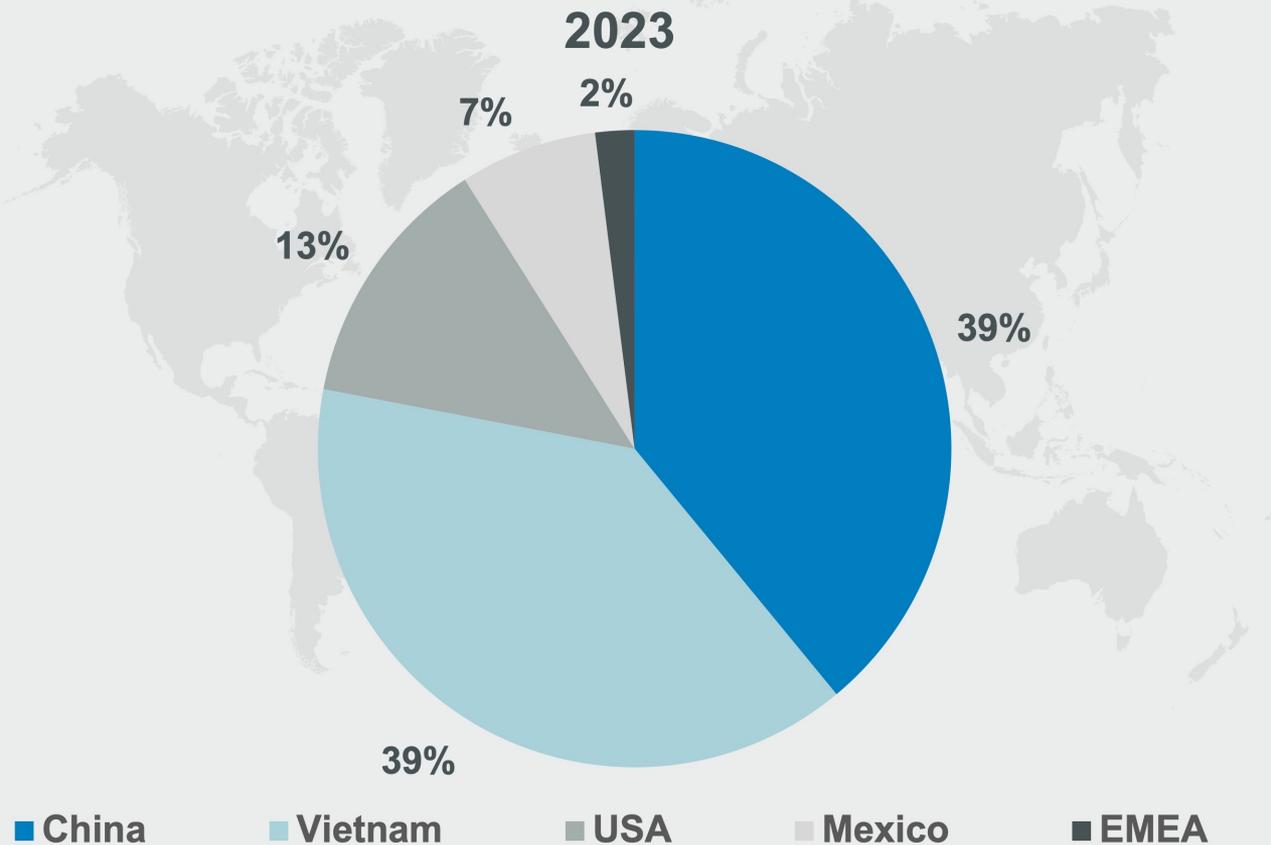
Europe  
**+21%**

Latin  
America  
**+20%**

ANZ  
**+23%**



## Diversified Global Manufacturing Footprint



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



# Strategic Partnership with Home Depot

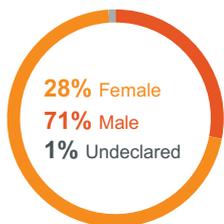


TTI invests heavily in its Leadership Development Program for The Home Depot

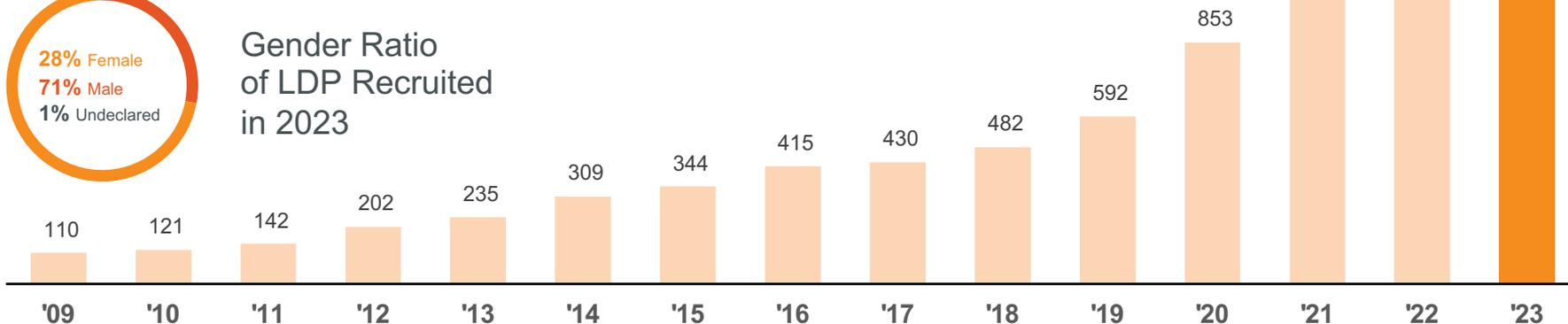
Exclusive Brands in

# 2,335

Home Depot Locations  
Across North America



### Gender Ratio of LDP Recruited in 2023



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



# Strategic Partnership with Home Depot

HD Committed to

# 85%

Battery Powered Outdoor Power Equipment by 2028

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



# Broad Global Distribution Channels

## Mass Merchants / Home Centers

---



## Industrial Distributors & Independent Hardware Stores

---



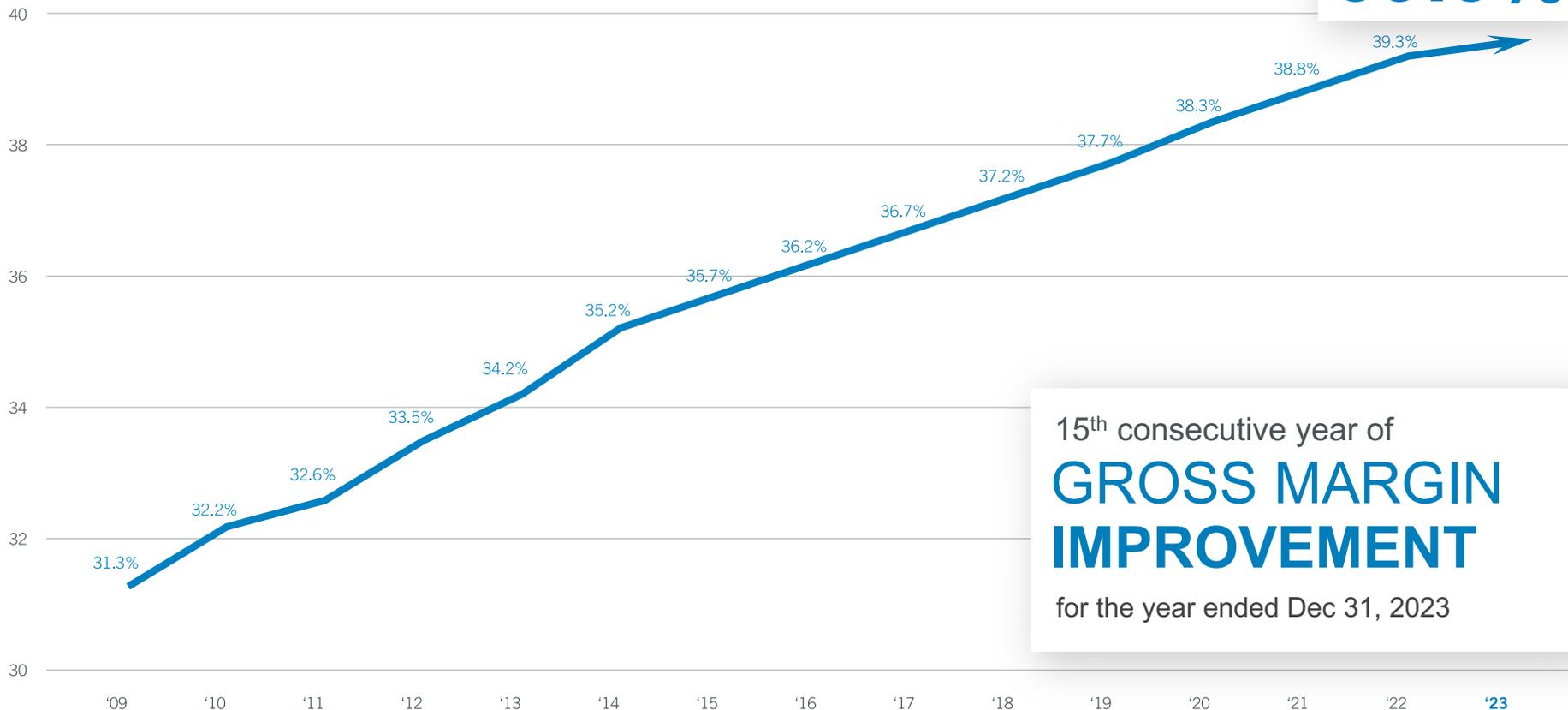
# Unparalleled Track Record





# Gross Margin Performance

Gross Profit Margin %

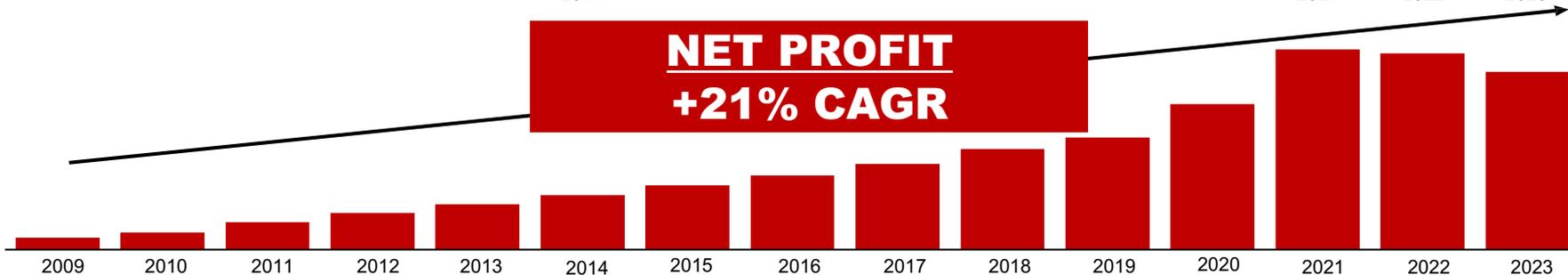
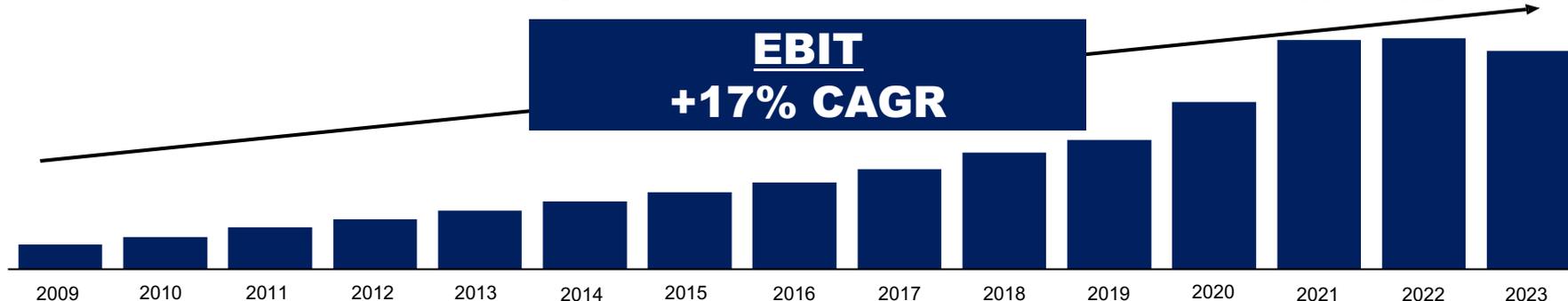
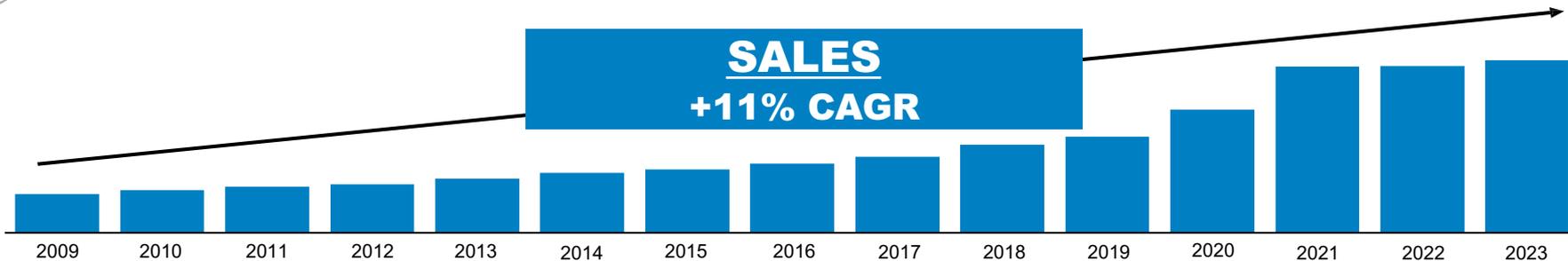


FY 2023  
**39.5%**

15<sup>th</sup> consecutive year of  
**GROSS MARGIN  
IMPROVEMENT**  
for the year ended Dec 31, 2023

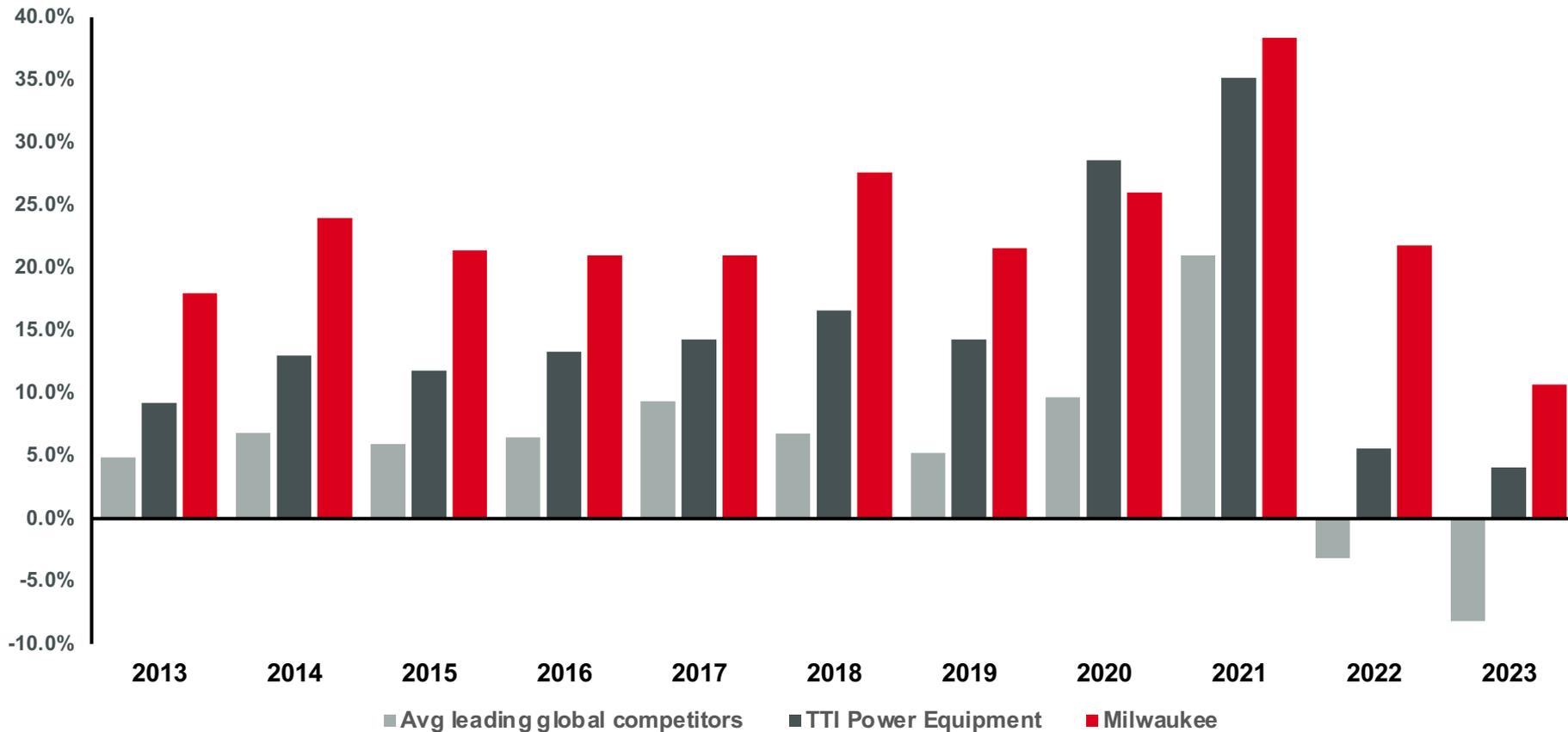


# 15 Year Performance Trend





# Growing 2-3x Faster Than Competition

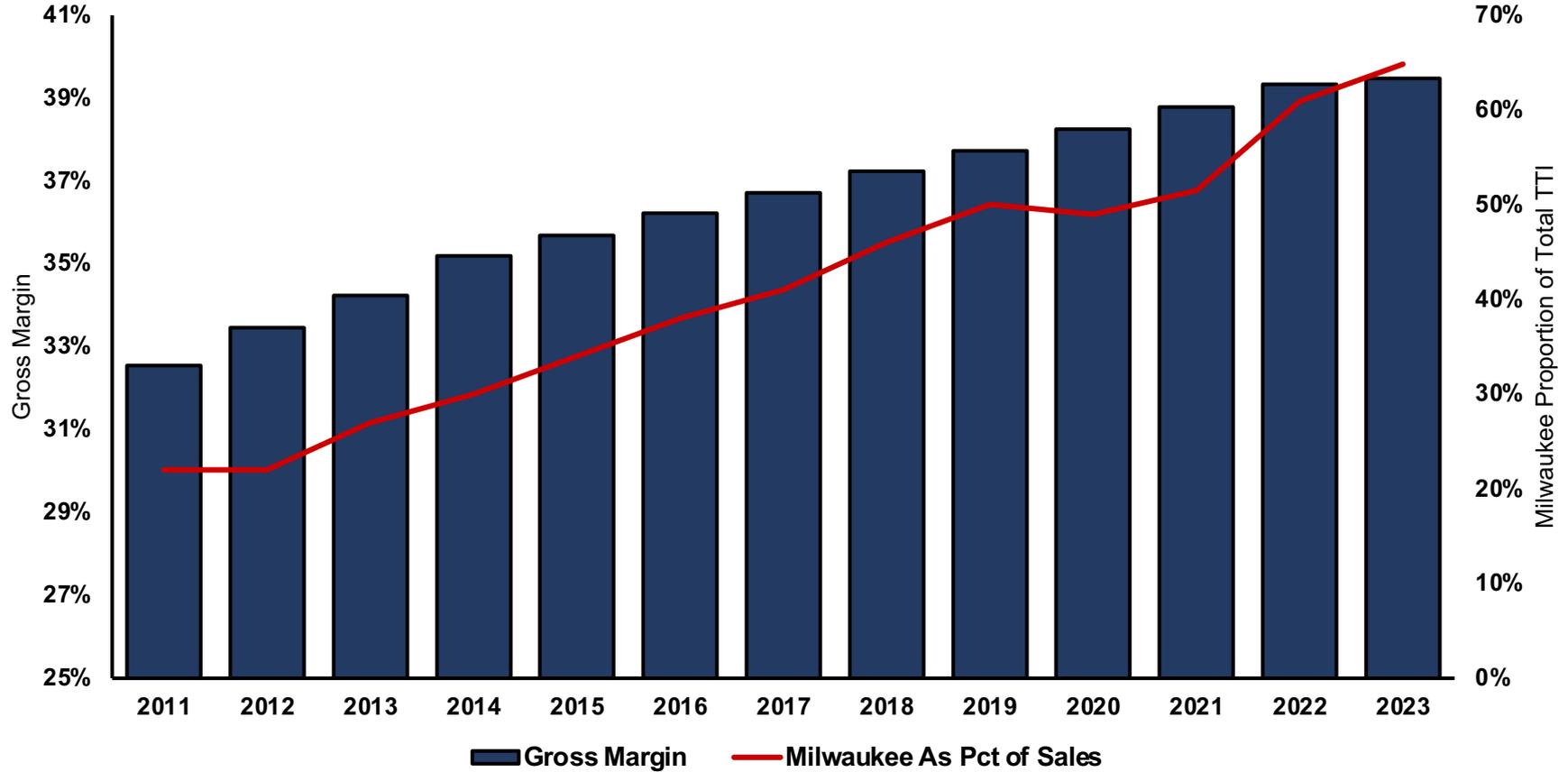


\*TTI Power Equipment and Milwaukee from 2016 onwards is organic ex. currency impacts. 2013-15 is on an as reported basis.

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



# Gross Margin Driven by Mix

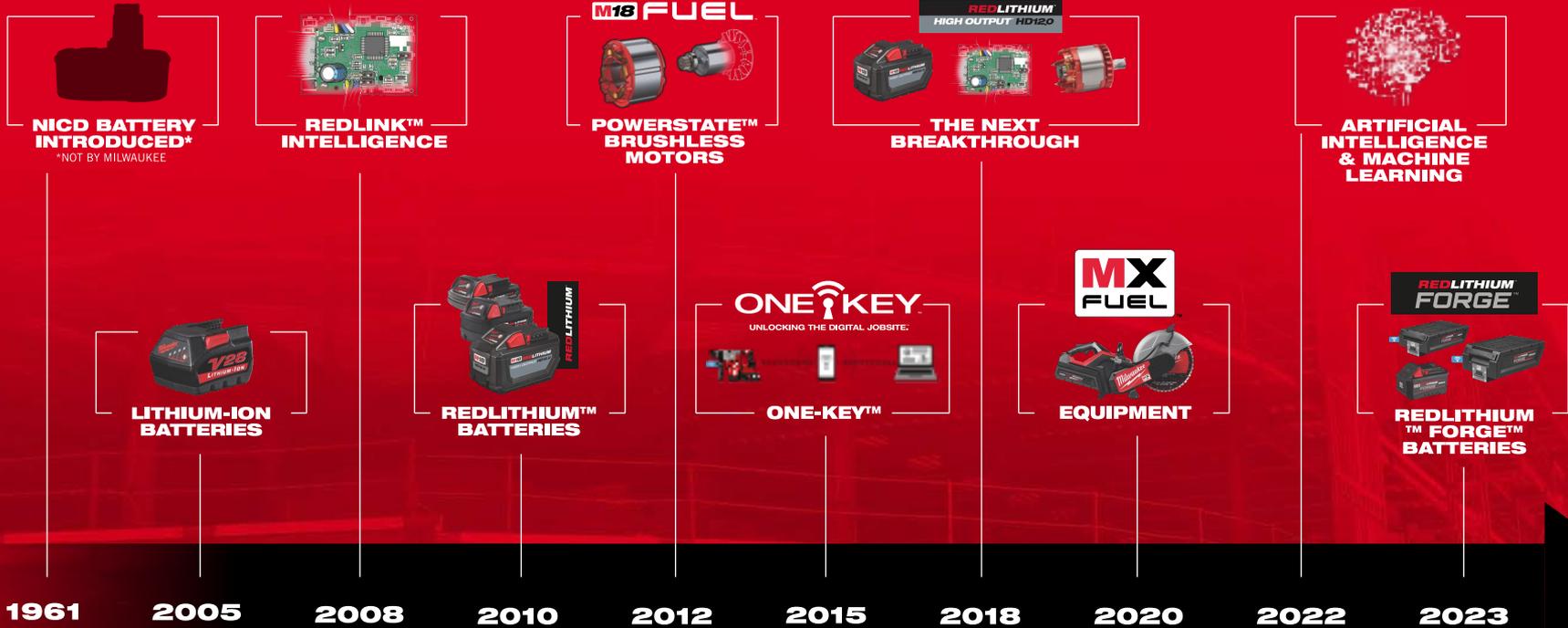


# Why Cordless?

- 
- A woman wearing glasses and a purple long-sleeved shirt is driving a black and yellow Ryobi riding lawn mower on a well-maintained green lawn. The mower has 'RYOBI' and '80V HP' branding. In the background, there are trees and a brick building. A semi-transparent dark green overlay covers the middle of the image, containing a list of three points.
- 1** Generational Shift in Technology
  - 2** The Network Effect
  - 3** Cordless Drives Aftermarket

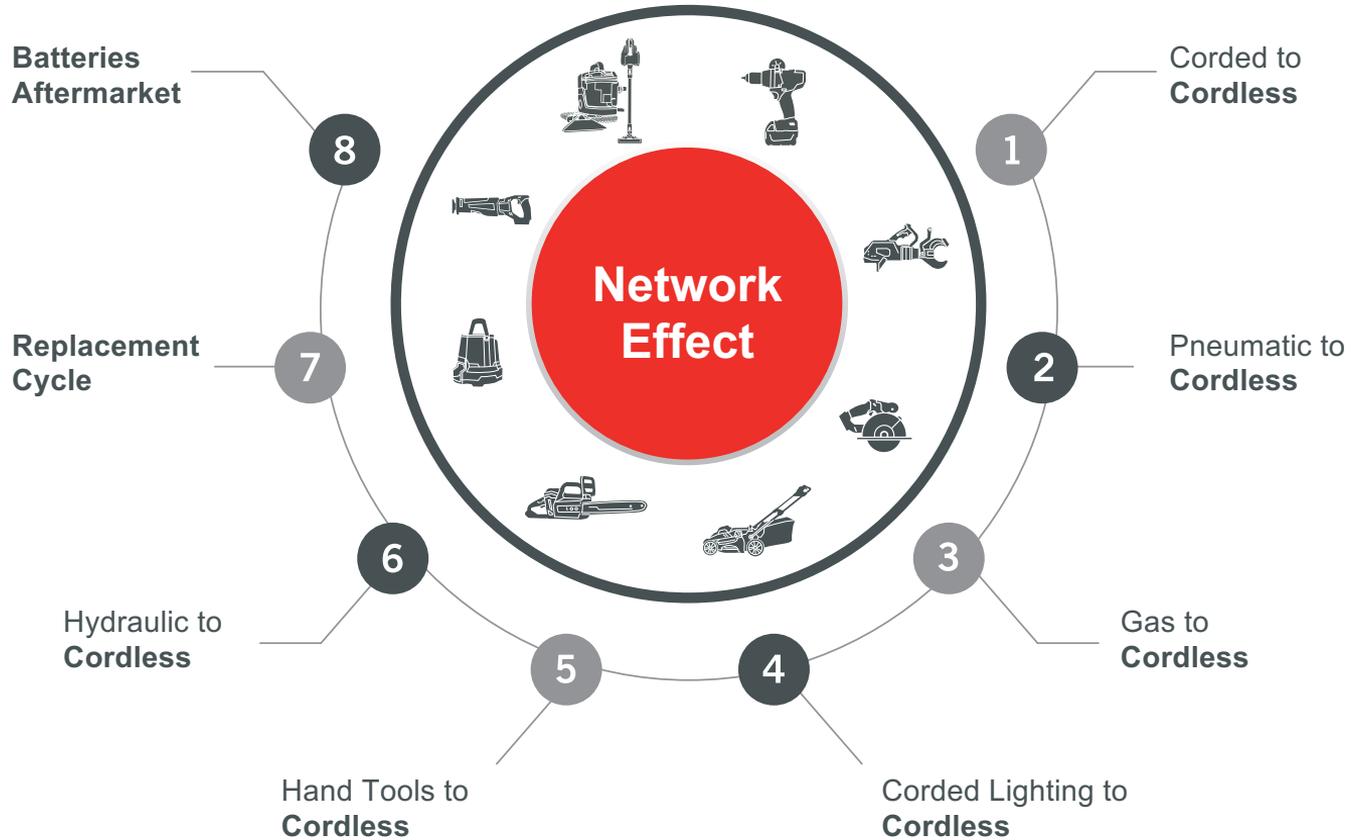


# Cordless Technology Leadership





# The Network Effect





# Converting Traditional Power Sources



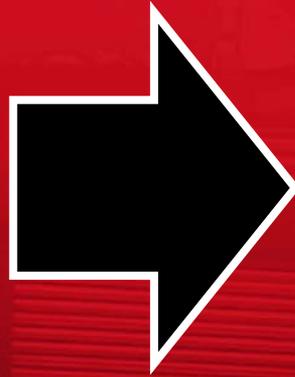


# ASP Increases

## 1/2" Hammer Drill



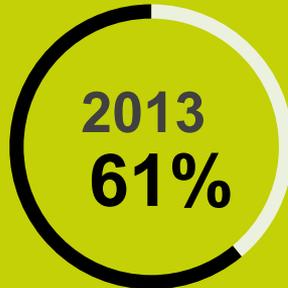
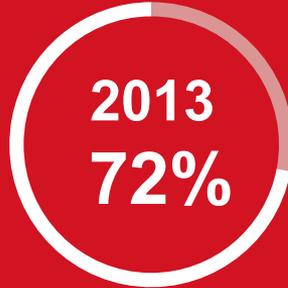
**LEADING PRO CORDED**  
**\$69**



**M18 FUEL**  
**CORDLESS**  
**\$299**



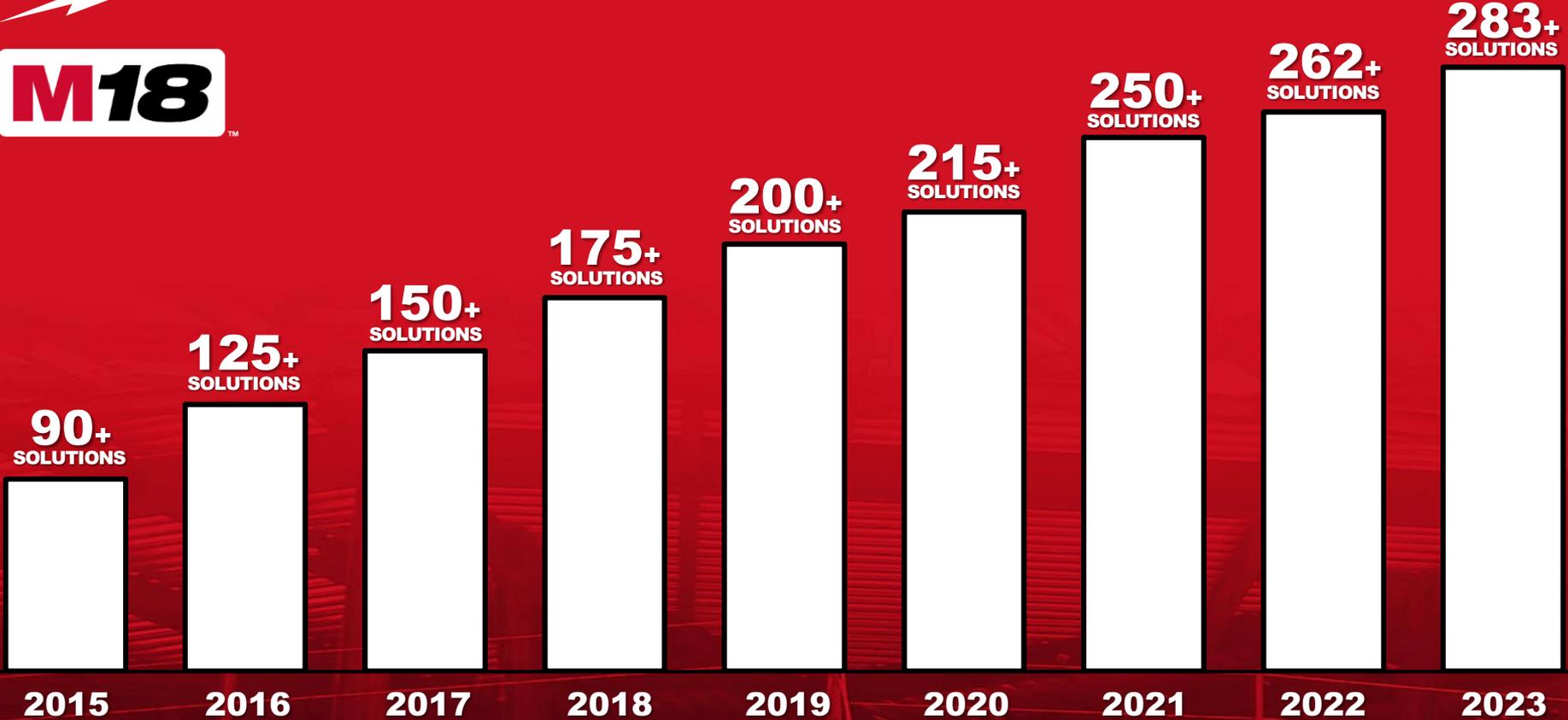
## Far Ahead of the Pack on Cordless



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

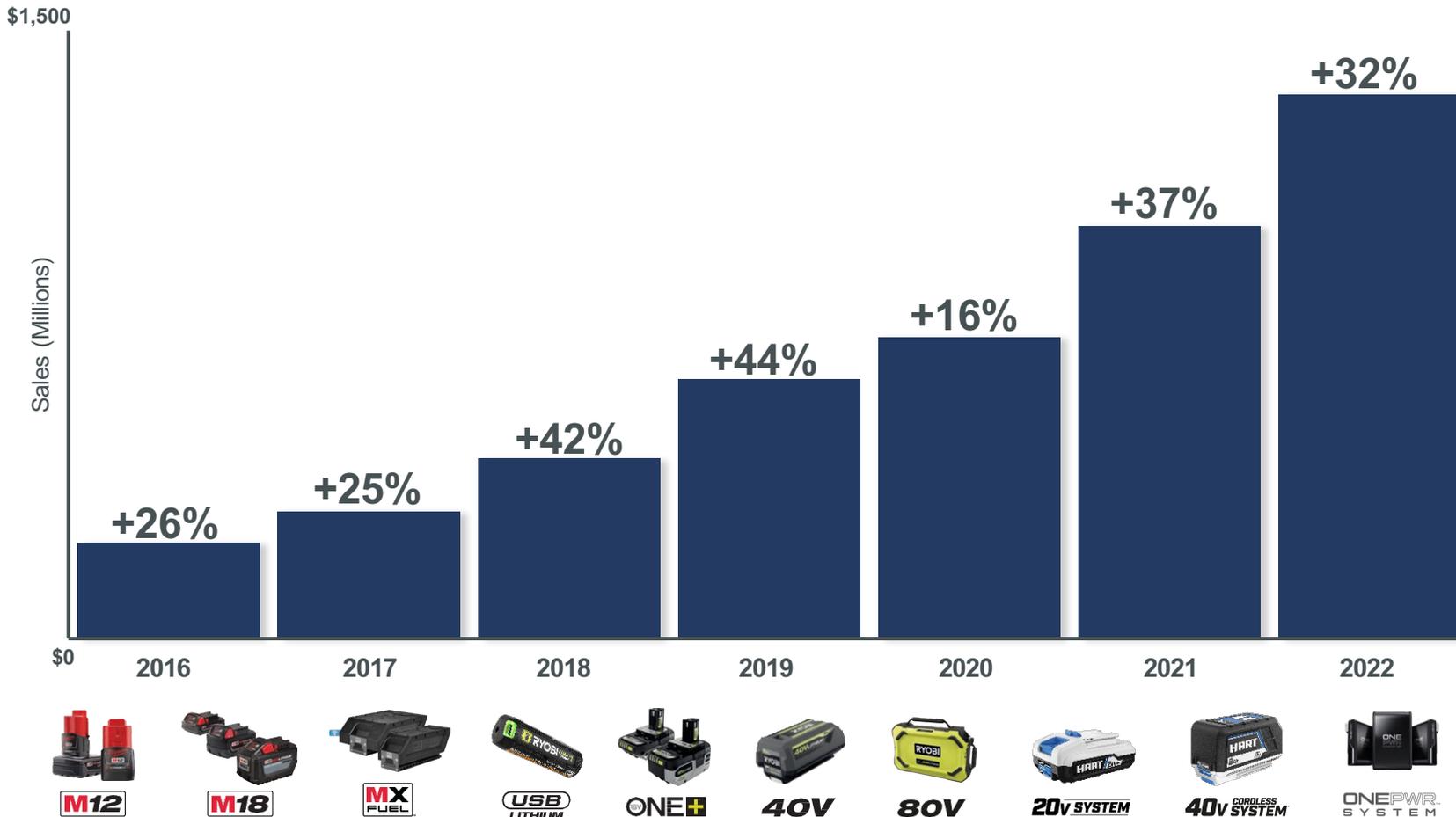


# Cordless Platform Expansion





# Cordless Penetration Drives Aftermarket



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

*Milwaukee*

**M12** CORDLESS



**153 TOOLS**

*Milwaukee*

**M18** CORDLESS



**284 TOOLS**

*Milwaukee*<sup>®</sup>

**M12**

**M18**

**MX**  
FUEL

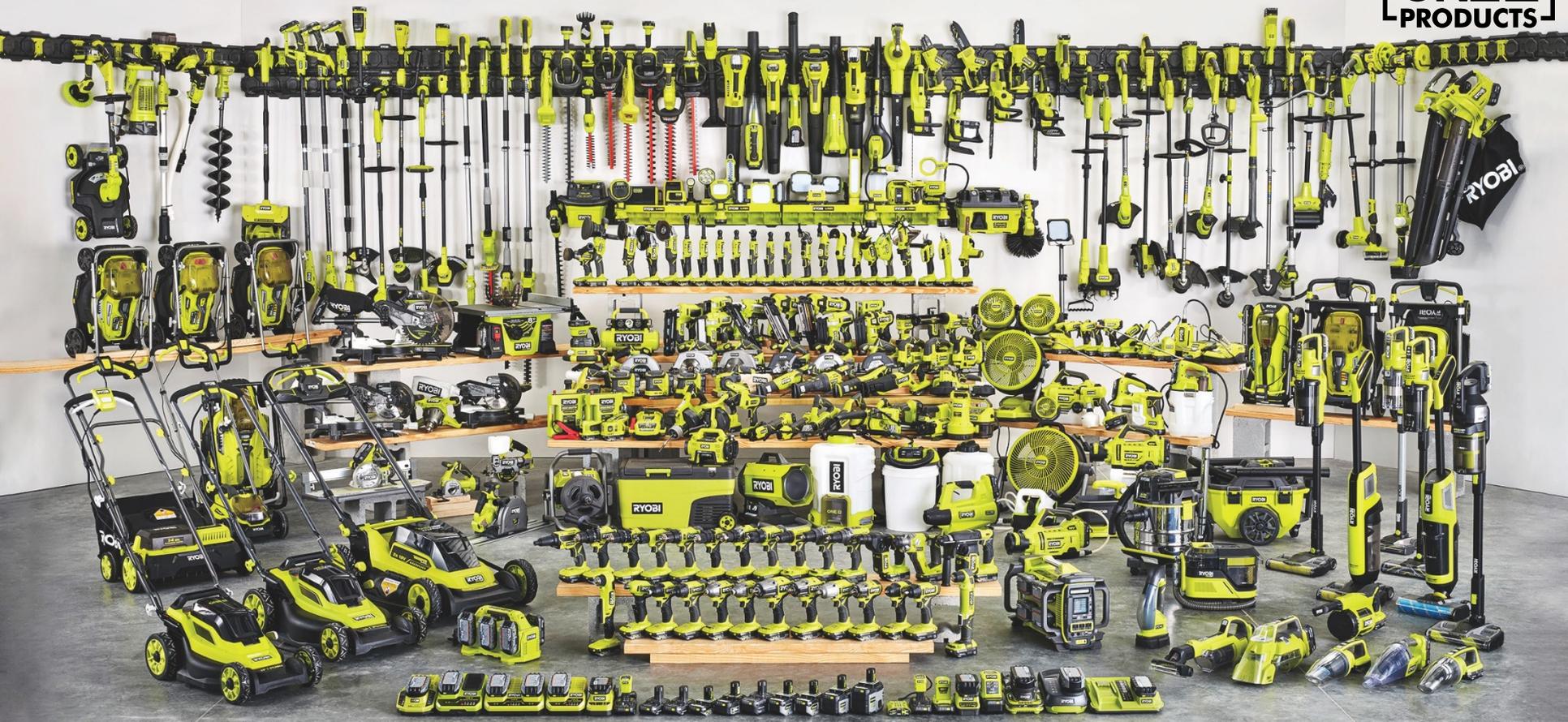
**CORDLESS**



**460+ TOOLS**

**RYOBI** 18V **ONE+**

**300+**  
18V **ONE+**  
PRODUCTS



# RYOBI 40V

85+  
40V  
PRODUCTS



**RYOBI**



**ONE+ 40V 80V**

**MOWERS**

# RYOBI





# Floorcare & Cleaning



# Driving ESG Through Product Innovation



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



# Most Comprehensive Environmental Solutions

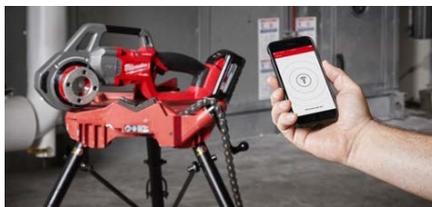
Our focus is to innovate and expand our offerings of clean tech products.



### Energy-Efficient Products



### Smart, Digital Solutions



### Batteries and battery system

# 95%

RECYCLABLE MATERIALS IN LITHIUM-ION RECHARGEABLE BATTERY



### Reduced Noise Pollution



## Up to 85% QUIETER THAN GAS



**WHISPER SERIES**

**HUSH TONE™**  
POWERFULLY QUIET



### Reduced Emissions

Savings of **79,347 tCO<sub>2</sub>e\***  
IS EQUIVALENT TO DRIVING US ROUTE 66: 49,993 TIMES<sup>^</sup>



### LED Lights



\* Assumptions:  
• Average CO<sub>2</sub>e gram per year is from US EPA Database of certification data  
• Usage is based on an internal estimate/consensus  
• Average current during use is based on an internal estimate  
• Nominal voltage for 10S lithium6\*4S lead acid  
• Charger efficiency from CEC 24 hour charge test  
• Industry average for CO<sub>2</sub> generated per kWh

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

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



# Cordless Drives Greater Jobsite Safety

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

FALLS LED TO

**>50%**

OF FATAL WORK  
RELATED TBIS



TBIS ARE

**25%**

OF ALL  
CONSTRUCTION  
FATALITIES



IN 2019 THERE WERE

**7,090**

NONFATAL  
HEAD INJURIES

RESULTING IN MISSED  
DAYS OF WORK IN THE  
CONSTRUCTION INDUSTRY



IN 2019 THERE WERE

**408**

FATALITIES

IN THE CONSTRUCTION  
INDUSTRY FROM SLIPS,  
TRIPS AND FALLS



## Cordless:

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



# Comprehensive Safety Solutions Built for Productivity

## Pillars of Health & Safety

PROBLEM

SOLUTIONS

**DUST MANAGEMENT**

**SILICOSIS**



**EMISSIONS**

**INHALATION**



**VISIBILITY**

**SLIPS, TRIPS, & FALLS**



**VIBRATION & NOISE**

**CHRONIC & PERMANENT INJURIES**



**ERGONOMICS**

**MSDS**



**SAFETY TECHNOLOGY**

**ACUTE INJURIES**



**PERSONAL SAFETY**

**ACUTE INJURIES**



**Solutions Focused Full Line Product Strategy**



# MX FUEL Eliminates Jobsite Emissions

Globally, construction produces 23% of total CO<sub>2</sub> emissions across the supply chain\*



**No Gas, No Fumes**

**Ergonomics**

**Safety**

**Noise Reduction**

**Anti-Vibration**



# Government Regulations Further Driving Pro Adoption Of Battery Outdoor Power Equipment

## Statewide Gas Engine Bans



## Noise Regulations (Below 65dB)



## West Coast Fire Restrictions

**STAGE 1 FIRE RESTRICTIONS** 

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

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



# Growth Drivers

1

Disrupt and Expand End User Verticals

2

Infrastructure Spending

3

Expand in Storage, Hand Tools, PPE



# EXPANDING END-USER VERTICALS

INVESTING IN DEDICATED RESOURCES TO DRIVE GROWTH



2007



2015



2023

# RYOBI

# #1 DIY TOOL BRAND

**USB**  
LITHIUM

**18V ONE+**

**40V**

**80V**

**LINK**  
MODULAR STORAGE SYSTEM



DIY



HOBBY/CRAFT & MAKER



LAWN & GARDEN



LIFESTYLE & RECREATION



REMODEL



STORAGE & ORGANIZATION



TRANSPORTATION MAINTENANCE



CLEANING



# US FEDERAL INFRASTRUCTURE PROGRAMS 2022 – 2028+

## INFRASTRUCTURE INVESTMENT

### Bill Funding



\$110B+



\$95B+



\$11B+\*

**\$1.2T+ FUNDING**

## CHIPS & SCIENCE



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



**\$280B+ FUNDING**

## INFLATION REDUCTION



**\$370B+ FUNDING**



US MEGA SITES

> \$300B

& FOUNDRIES

SEMICONDUCTOR FOUNDRY

BOISE, ID \$15B

COMMERCIAL / INDUSTRIAL

DETROIT, MI \$7B

SEMICONDUCTOR FOUNDRY

COLUMBUS, OH \$20B

SEMICONDUCTOR FOUNDRY

MALTA, NY \$7.5B

COMMERCIAL / INDUSTRIAL

SAN JOSE, CA \$3B

TRANSPORTATION

CALIFORNIA \$70B

TRANSPORTATION

SAN DIEGO, CA \$2.7B

SEMICONDUCTOR FOUNDRY

PHOENIX, AZ \$60B

SEMICONDUCTOR FOUNDRY

CHANDLER, AZ \$30B



COMMERCIAL / INDUSTRIAL

BOSTON, MA \$8B

TRANSPORTATION

NEW YORK, NY \$7B

TRANSPORTATION

QUEENS, NY \$10B

COMMERCIAL / INDUSTRIAL

OHIO \$4.4B

COMMERCIAL / INDUSTRIAL

OHIO \$5.7B



SEMICONDUCTOR PACKAGING

RIO RANCHO, NM \$3.5B

SEMICONDUCTOR FOUNDRY

TAYLOR, TX \$17B

SEMICONDUCTOR FOUNDRY

SHERMAN, TX \$31B

COMMERCIAL / INDUSTRIAL

STANTON, TN \$6.5B

# MASSIVE OPPORTUNITY FROM PUBLIC INFRASTRUCTURE PROJECTS



GLOBAL

> \$680B

MEGA SITES

**TRANSPORTATION/RAIL**



**LONDON, ENGLAND \$111B**

**CLEAN ENERGY**



**NORTH SEA, UK \$9.6B**

**TRANSPORTATION/RAIL**



**FRANCE/ITALY \$27.5B**

**TRANSPORTATION/CANAL**



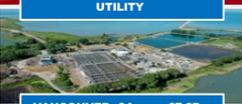
**OISE, FRANCE \$5.1B**

**CLEAN ENERGY**



**BC, CA \$11B**

**UTILITY**



**VANCOUVER, CA \$7.3B**

**COMMERCIAL/INDUSTRIAL**



**ONTARIO, CA \$9.6B**

**TRANSPORTATION/RAIL**



**TORONTO, CA \$11B**

# MASSIVE OPPORTUNITY FROM PUBLIC INFRASTRUCTURE PROJECTS

**COMMERCIAL/INDUSTRIAL**



**PLOCK, POLAND \$3.3B**

**TRANSPORTATION**



**BUZAU, ROMANIA \$8.7B**

**COMMERCIAL / INDUSTRIAL**



**ATHENS, GREECE \$8.2B**

**TRANSPORTATION/RAIL**



**VICTORIA, AUS \$20B**

**CLEAN ENERGY**



**KIMBERLEY, AUS \$36.7B**

**CLEAN ENERGY**



**KIMBERLY, AUS \$2B**

**TRANSPORTATION**



**SOUTH AUSTRALIA \$10.1B**

**UTILITY**



**NEW SOUTH WALES \$5.3B**

# Infrastructure Growth Drivers

## ROADWAY DEMOLITION



## UNDERGROUND CABLE CUTTING



## DATACENTER INSTALLATION



## STRUCTURAL FASTENING



## STRUCTURAL CONCRETE FINISHING



## OVERHEAD CABLE CUTTING



# Infrastructure Growth Drivers

## MANUFACTURING INSTALLATION



## COMMERCIAL PANEL INSTALL & REPAIR



## OVERHEAD CABLE CRIMPING



## HEAVY EQUIPMENT MAINTENANCE



## TEMPORARY LIGHTING



## RAILWAY MAINTENANCE



*Milwaukee*

# POWER UTILITY SOLUTIONS



# CONTROLLED TORQUE IMPACT WRENCHES



**MACHINE  
LEARNING**



**ARTIFICIAL  
INTELLIGENCE**

# SINGLE CHANNEL STRUT SHEAR & DIES



**M18** FORCELOGIC™

# 5" UNDERGROUND CABLE CUTTER



**M18** FORCELOGIC™

# 2.5kWh POWER SUPPLY



**ROLL-ON™**

**PACKOUT™**  
MODULAR STORAGE SYSTEM



# POWER TOOL ACCESSORIES



# MECHANICS HAND TOOLS



# ELECTRICIAN HAND TOOLS

Milwaukee



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