



ENVIRONMENTAL, SOCIAL, AND GOVERNANCE REPORT **2025**





SAFETY HELMET WITH IMPACT ARMOR LINER

Our BOLT Safety Helmet with IMPACT ARMOR liner delivers advanced slip, trip, and fall protection on the jobsite. Slips, trips, and falls are among the most common jobsite injuries and often result in oblique impact forces to the brain, which can cause Traumatic Brain Injuries (TBIs). The BOLT IMPACT ARMOR liner delivers the best oblique impact protection to help protect the brain, utilizing RHEON Technology. As part of the BOLT system, the helmet allows easy integration of additional PPE and accessories so users can secure accessories simultaneously.

**ADVANCED SLIP, TRIP, &
FALL PROTECTION**

**PROTECTS SIDE
AND TOP IMPACT**

**IMPACT ARMOR LINER
DELIVERS THE BEST
OBLIQUE IMPACT PROTECTION**

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EXECUTIVE VICE CHAIRMAN'S MESSAGE

We are committed to advancing sustainable innovation by delivering powerful, efficient, and safe solutions that meet customer needs while reducing environmental impact.



I am pleased to present the Techtronic Industries (TTI) Environmental, Social, and Governance (ESG) Report for 2025. This year reflects meaningful progress in our long-term sustainability journey and the continued integration of ESG goals into the way we operate, innovate, and deliver value. Our commitment to responsible growth remains central to our mission, guiding how we design our products, manage our resources, support our people, and uphold strong governance across our global operations.

In 2025, we made significant strides in elevating our disclosure practices and overall transparency. This year, we aligned our ESG reporting with the new Hong Kong Exchanges and Clearing Limited (HKEX) requirements and completed a comprehensive “double materiality” assessment that evaluates sustainability issues through a financial lens in addition to our impact materiality perspective. This enhanced methodology enabled us to more precisely link the topics that matter most to our stakeholders to the long-term success of our business. The assessment enables us to prioritize the most business-critical emerging trends, regulatory developments, and sustainability considerations. Our goal is to provide clear, decision-useful information for our stakeholders.

Sustainable Products

Innovation is a core element of TTI's identity. Our products are engineered to meet end user requirements through advanced cordless technology, durable design, and user-centered safety features. In 2025, we expanded our portfolio with new solutions across our brands, reinforcing our leadership in high-performance cordless platforms. We made progress in sustainable product design, integrating considerations such as material efficiency, recyclability, reduced vibration, noise mitigation, and improved ergonomics. These advancements contribute to a more sustainable product lifecycle and empower users to adopt safer, cleaner, and more efficient alternatives to traditional fuel-powered, pneumatic, and hydraulic tools. As the expectations of users evolve, we continue to prioritize innovations that reduce environmental impact while supporting productivity, reliability, and safety.

One example is the rapid expansion of data center infrastructure in the United States, which reflects the broader demand for advanced construction and electrical work. In an environment where skilled labor is in short supply, safety and productivity are critical on the jobsite. Milwaukee Tool designs products with advanced safety features such as intelligent kickback control that detects binding situations and stops the motor to help prevent injuries, as well as ergonomic innovations that reduce repetitive strain and help trades professionals work more efficiently.

Environment

Environmental stewardship remains integral to our strategy. In 2025, we continued to drive progress toward our long-term decarbonization and resource management goals. We strengthened our emissions management performance by achieving further reductions in our absolute Scope 1 and Scope 2 baseline emissions and making strides in our year-over-year intensity-based targets for Scope 3 Categories 1 and 4. Given our steady growth relative to direct peers and our expansion into vertical manufacturing integration, we believe prioritizing a decrease in emission intensity is the best way to balance shareholder value creation and sustainability. Furthermore, we completed the mapping of the remaining Scope 3 categories to deepen our understanding of our broader emissions profile and support more comprehensive planning in the years ahead.

Our circular economy and waste management initiatives also advanced this year. We made steady progress toward our 90% waste-diverted-from-landfill target through improved recycling processes, responsible materials selection, and enhanced operational practices across key facilities. We also finalized a new plastics reduction pledge tied to our Scope 3 performance to help reduce the environmental impact of raw material use and packaging. These efforts reflect our broader intention to conserve resources, extend product lifecycles, and minimize waste generation across operations, product design, and our global supply chain.

Social

Our commitment to social responsibility remains a core pillar of our long-term sustainability strategy. We continue to invest in employee development across the organization, building on the success of programs that have helped shape our workforce. From our Leadership Development Program to employee benefits, Employee Resource Groups (ERGs), and educational sponsorship initiatives, we are cultivating an environment conducive to growth for our employees. Our people are the foundation of our culture, and we remain focused on maintaining a safe, inclusive, and engaging workplace.

In 2025, we reduced work-related injuries and continued to strengthen our culture of occupational health and safety. Our community programs continued to grow globally, emphasizing tool donations, volunteerism, and initiatives that enhance the resilience and well-being of the communities where we operate.

Governance

Strong governance continues to guide our responsible business practices, ensuring that accountability, transparency, and ethical conduct remain embedded throughout the organization. The Board of Directors receives regular updates on key ESG issues. Oversight of ESG related matters is supported by the Sustainability Sub-Committee, which draws on cross-functional expertise and defined competencies to inform key decisions and guide management actions. This year, we focused on enhancing our cybersecurity and data protection oversight, strengthening supplier risk management frameworks, and continued integration of ESG considerations into enterprise risk management.

Oversight is reinforced through the formalization of an internal ESG policy that defines our sustainability priorities, accountability mechanisms, and expectations for responsible conduct across the business. Alignment with international reporting standards was further enhanced, supported by ESG training at the Sustainability Sub-Committee level to strengthen decision-making competence.

TTI's achievements this year reflect the dedication, innovation, and collaboration of our global teams. As we look ahead, we remain focused on driving sustainable value creation through strategic investments in technology, operational excellence, and responsible resource management. We recognize that the ESG landscape is rapidly evolving, yet we remain confident in our ability to navigate it, through innovation, discipline, and strong execution.

I would like to thank our associates, customers, partners, and stakeholders for their continued trust and collaboration. Together, we will continue to advance our sustainability journey with purpose, accountability, and an unwavering focus on delivering long-term value for all.

Stephan Horst Pudwill
Executive Vice Chairman
March 3, 2026

ABOUT OUR BUSINESS

Techtronic Industries Company Limited (“TTI”, or the “Company”), founded in 1985 by German entrepreneur Horst Julius Pudwill, is a world leader in cordless technology. As a pioneer in Power Tools, Outdoor Power Equipment, Floorcare and Cleaning Products, TTI serves professional, industrial, Do It Yourself (DIY), and consumer markets worldwide. With more than 48,000 employees globally, the company’s relentless focus on innovation and strategic growth has established its leading position in the industries it serves.

MILWAUKEE is at the forefront of TTI’s professional tool portfolio. With global research and development headquartered in Brookfield, Wisconsin, the historic MILWAUKEE brand is renowned for driving innovation, safety, and jobsite productivity worldwide. The RYOBI brand, headquartered in Greenville, South Carolina, remains the top

choice for DIYers and continues to set the standard in DIY tool innovation. TTI’s diverse brand portfolio also includes trusted brands like AEG, EMPIRE, HOMELITE, and leading floorcare names HOOVER, ORECK, VAX, and DIRT DEVIL.

TTI’s international recognition and renowned brand portfolio are supported by a strong ownership structure that underscores the company’s global reach and stability. The Pudwill family remains the company’s largest shareholder, with the remaining ownership held largely by institutional investors at North American and European-owned firms. TTI is publicly traded on the Hong Kong Stock Exchange and is a constituent stock of the Hang Seng Index, operating globally with a strong commitment to environmental, social, and corporate governance standards.



Sales by Business

94.7%
Power Equipment



5.3%
Floorcare & Cleaning

Sales by Region

NORTH AMERICA

75.0%
US\$11,441 million



EUROPE

17.2%
US\$2,630 million



ROW

7.8%
US\$1,189 million



REPORT HIGHLIGHTS

STRATEGY

- Updated HKEX Appendix C2 Environmental, Social, and Governance Reporting Code disclosures
- Completed a double materiality assessment
- Enhanced climate-related risk and opportunity disclosures

PRODUCTS

- **MILWAUKEE BOLT Helmets** - Engineering the industry's top-rated helmets
- **RYOBI WHISPER SERIES Blowers** - Advancing quieter, more efficient cordless outdoor solutions
- 90% of sales are from cordless and non-powered products, up from 89% in 2024

SOCIAL AND COMMUNITY

- Reduced employee work-related recordable injuries to 0.63 from 0.70, marking 3 consecutive years of decline
- Globally aligned our Community Impact Areas: Developing People, Strengthening Communities, Environmental Advocacy

ENVIRONMENT

- Achieved a 7% reduction in Scope 1 and 2 (Market-Based) baseline absolute emissions
- Achieved a 11% reduction in Scope 1 and 2 (Market-Based) baseline emissions intensity
- Increased renewable energy consumption to 22% of total energy
- 88% of waste-diverted-from-landfill
- Established a new plastics reduction pledge tied to Scope 3 Category 1 and Category 12 emissions

GOVERNANCE

- On track to comply with California SB 253 & 261
- On track to comply with AASB for Australia entity
- Published an internal ESG policy

TTI'S ESG APPROACH AND STRATEGIC FRAMEWORK



Sustainability is embedded within TTI's strategic framework, guiding responsible decisions that drive operational excellence and long-term stakeholder value. Our ESG approach is built around four strategic drivers: Powerful Brands, Innovative Products, Exceptional People, and Operational Excellence. Together, these pillars support responsible growth while reinforcing our long-term success and resilience.

Through our **Powerful Brands** innovation continues to shape our sustainability journey. Cordless technology remains central to our product strategy, enabling lower emissions and improved user safety and comfort. We have advanced the transition from traditional petrol, electric corded, manual, hydraulic, and pneumatic tools to battery-powered solutions, reducing the environmental and health impacts associated with older technologies. Sustainability principles are considered throughout our design and manufacturing processes, resulting in **Innovative Products** that are durable, efficient, environmentally responsible and meet evolving market expectations.

Our **Exceptional People** remain at the core of our business. Through initiatives such as the Leadership Development Program, we invest in developing a diverse, inclusive, and highly skilled workforce that drives innovation and continuous improvement. Beyond our organization, we extend this commitment to our broader stakeholder network by collaborating with suppliers, customers, shareholders, partners, and communities to strengthen shared success.

Operational Excellence continues to be a defining element of our ESG strategy. We integrate sustainability considerations where they create measurable business value, focusing on areas such as emissions reduction, responsible waste management, resource conservation, and the advancement of circular economy practices.

Our Scope 1 and Scope 2 emissions are verified annually, as well as Scope 3 Category 5 emissions, which include water consumption and waste-diverted-from-landfill. Our disclosure now covers the Scope 3 categories most material to our business, with ongoing reviews to improve data accuracy and transparency. We have strengthened our ESG governance through the completion of a double materiality assessment that considers our business's financial and impact materiality. This assessment was developed through a comprehensive evaluation of our impacts, risks, and opportunities across product, environmental, social, and governance topics. The process enhances our understanding of how sustainability factors influence business performance and how our operations, products, and value chain affect the wider environment and society. TTI aligns with key sustainability frameworks and reporting standards, including the HKEX Appendix C2 ESG Reporting Code, which aligns to IFRS Sustainability Disclosure Standards, GRI, and SASB. As a signatory of the United Nations Global Compact, we remain committed to upholding its Ten Principles across human rights, labor, the environment, and anti-corruption, while advancing progress toward the UN Sustainable Development Goals.

STAKEHOLDER ENGAGEMENT

As part of our corporate governance practices, TTI places strong emphasis on stakeholder engagement to ensure that our ESG strategy reflects the expectations and interests of key stakeholder groups. Through transparent communication, we seek to understand evolving priorities, address emerging issues, and strengthen collaboration with those who influence or are impacted by our operations. Our stakeholders include the Board of Directors and employees, customers and product end-users, suppliers, investors and shareholders, and the communities we impact.

We have summarized the key concerns raised by our stakeholders, along with the channels and frequency of engagement. This process helps ensure that our strategy remains responsive to emerging issues and aligned with the expectations of those who influence and are impacted by our business. Our identification of key stakeholder groups is guided by the AA1000 Stakeholder Engagement Standard (2015).

The insights gathered from stakeholder engagement directly inform our assessment of Impacts, Risks, and Opportunities (IROs) and the identification of material topics presented in the following sections of this report.

PRODUCTS

1 Sustainable Products

ENVIRONMENT

2 Climate Change

3 Resource Use and Circular Economy

4 Water, Pollution, Biodiversity and Ecosystems

SOCIAL AND COMMUNITY

5 Workforce

6 Communities

GOVERNANCE

7 Business Conduct

Investors and Shareholders

Material Topics 1 2 3 4 5 6 7

Channels and Frequency of Engagement

Through roadshows, results announcements, conferences, private meetings, and the Annual General Meeting, investors and shareholders are able to express their key concerns related to:

- Board members independence, diversity, and engagement
- Ethics and governance
- Responsible sourcing
- Environmental risk management
- Forward-looking financial risk assessment linked to ESG
- Decarbonization strategy, targets, and milestones
- Sustainable design, recyclability, and circular economy
- Diversity and inclusion
- Community engagement
- Carbon pricing

Employees

Material Topics 1 2 5 6 7

Channels and Frequency of Engagement

Through surveys, trainings, associate committees, roundtables, performance reviews, word-of-mouth, compliance hotlines, and TTI Group Intranet, associates are able to express their key concerns related to:

- Climate action
- Working conditions and benefits
- Training and development
- Equal opportunities
- Open-door policies
- Diversity and inclusion
- Health, safety, and wellness
- Community engagement and volunteer events

Customers and Product End-Users

Material Topics 1 2 3 5 7

Channels and Frequency of Engagement

Through jobsite visits via our JSS teams, focus groups, public communications, conferences, social media, compliance hotlines, and customer service communication channels, customers are able to express their key concerns related to:

- Data privacy protection
- Conflict minerals
- Climate actions and risks
- Packaging materials
- Chemical substances in products
- Circular economy
- Transport, storage, recycling, end-of-life of products and batteries
- Quality of products
- Product safety
- Social and environmental responsibility, including low emission products
- Modern slavery and vulnerable migrant workers
- Noise mitigation
- Renewable energy

Suppliers

Material Topics 1 2 3 4 7

Channels and Frequency of Engagement

Through the complaint hotline and online platform, regular audits and meetings through our Social and Environmental Responsibility (SER) compliance program, training, and supplier engagement conferences, suppliers are able to express their key concerns related to:

- Governance
- Anti-corruption
- Climate change and extreme weather events
- Resource scarcity
- Pollution
- Waste management
- Social and environmental responsibility

Communities

Related Material Topics 1 2 3 4 5 6 7

Channels and Frequency of Engagement

Through volunteer events, community engagement activities, school fairs, university programs, mentoring and internship programs, and collaborative partnerships, community members are able to express their key concerns, including:

- Climate action
- Water conservation
- Biodiversity conservation
- Training and development
- Health and safety
- Equal opportunities
- Diversity and inclusion
- Product safety
- Poverty eradication
- Community engagement
- Social and environmental responsibility

DOUBLE MATERIALITY

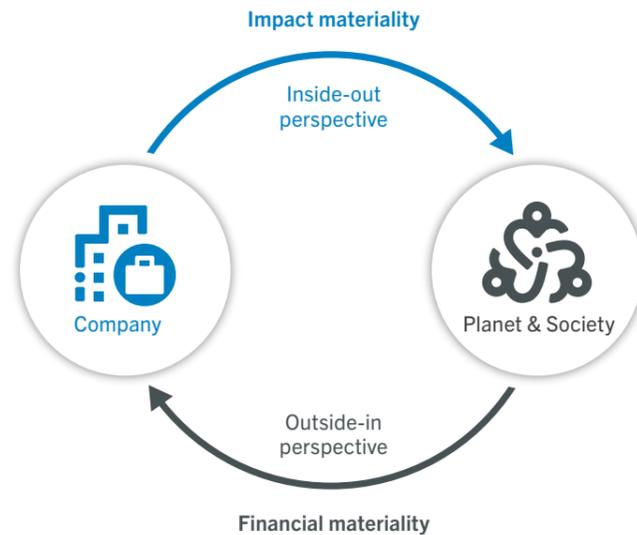
Understanding the correlation between sustainability considerations and business performance has long been an integral part of our ESG strategy. To strengthen this approach, we implemented an evaluation process to identify and assess our IROs to inform our business's material topics. This framework deepens our understanding of how our operations both influence, and are influenced by, environmental, social, and governance factors, helping us align long-term strategic priorities with evolving global standards and stakeholder expectations.

Methodology

Our evaluation process began by building on the results of our stakeholder engagement. We analyzed recurring themes and concerns across our value chain to identify the sustainability topics most relevant to our business and external stakeholders. This process reflected a diverse cross-section of perspectives, informed by internal expertise, risk assessments, and industry benchmarking.

Guided by the European Sustainability Reporting Standards (ESRS), we identified a comprehensive set of potential IROs based on the key concerns of our stakeholders. These IROs spanned our products, operations, supply chain, and broader business ecosystem. Each IRO was assessed holistically and through scenario analyses.

Each IRO was evaluated through a structured process that considered its likelihood, severity, potential financial impact, and overall business relevance. The analysis examined the scale of impact ranging from low to very high, the geographic scope at local, regional, or global levels, and the extent to which impacts could be reversed. For each IRO, we determined whether it represented an actual or potential effect as well as whether it was positive or negative. These parameters provided a consistent basis for rating significance and prioritizing issues for further assessment.



Following this evaluation, we analyzed each IRO through two complementary lenses, impact materiality and financial materiality. This approach reflects both the inside-out and outside-in perspectives that form the foundation of our double materiality framework.

By integrating stakeholder insights with internal risk assessments, we consolidated and summarized our IROs into key topic areas, forming the foundation of the topics most material to our business.

A summary of our findings is presented on pages 12-13 under the "Impacts, Risks, and Opportunities" section. This chart provides an overview of the IROs identified through our assessment, grouped across our four key sustainability dimensions: Product, Environment, Social, and Governance. Each category highlights the most relevant issues and explains why they are material to our business.

Double Materiality Results

After evaluating the results of our IRO assessment, we mapped the findings to key topics to assess their significance, providing a comprehensive view of the issues most material to both our stakeholders and our business. This step provided deeper insight into where sustainability topics hold relevance from both an impact and financial perspective. The assessment resulted in seven material

topics, which are illustrated in the chart below, with the size of each bubble representing its relative significance to our stakeholders. Our double materiality assessment was conducted in close coordination with internal and governance stakeholders, including the Board's Sustainability Sub-Committee. Their insights helped ensure alignment between enterprise-level priorities and stakeholder concerns.



IMPACTS, RISKS, AND OPPORTUNITIES

In the chart below, each material topic identified through our double materiality assessment is mapped to corresponding ESRS topics, which together illustrate how each material business issue interacts with our operations or value chain. The 'Type of IRO' column indicates whether the topic represents an impact, risk, or opportunity for our

business. This structure demonstrates how each material topic brings about specific impacts or dependencies on our business, aligning with the HKEX requirements under Appendix C2, Part B for the identification and assessment of material impacts, risks, and opportunities.

PRODUCTS

| | ESRS Topic | Subtopic | Type of IRO |
|-----------------------------|---|---|---|
| Sustainable Products | <ul style="list-style-type: none"> Consumers and end-users | <ul style="list-style-type: none"> Personal safety of consumers and/or end-users Information-related impacts for consumers and/or end-users | <ul style="list-style-type: none"> Negative Impact Positive Impact Financial Opportunity |

ENVIRONMENT

| | ESRS Topic | Subtopic | Type of IRO |
|--|---|--|---|
| Climate Change | <ul style="list-style-type: none"> Climate change | <ul style="list-style-type: none"> Climate change adaptation Climate change mitigation Energy | <ul style="list-style-type: none"> Negative Impact Positive Impact Financial Risk Financial Opportunity |
| Resource Use and Circular Economy | <ul style="list-style-type: none"> Circular economy Pollution | <ul style="list-style-type: none"> Resource outflows related to products and services Waste | <ul style="list-style-type: none"> Negative Impact Positive Impact Financial Risk Financial Opportunity |
| Water, Pollution, Biodiversity and Ecosystems | <ul style="list-style-type: none"> Pollution | <ul style="list-style-type: none"> Pollution of air | <ul style="list-style-type: none"> Negative Impact Financial Risk |

SOCIAL AND COMMUNITY

| | ESRS Topic | Subtopic | Type of IRO |
|--------------------|--|---|--|
| Workforce | <ul style="list-style-type: none"> Own workforce | <ul style="list-style-type: none"> Working conditions Equal treatment and opportunities for all | <ul style="list-style-type: none"> Positive Impact Financial Risk Financial Opportunity |
| Communities | <ul style="list-style-type: none"> Affected communities | <ul style="list-style-type: none"> Communities' economic, social and cultural rights | <ul style="list-style-type: none"> Positive Impact |

GOVERNANCE

| | ESRS Topic | Subtopic | Type of IRO |
|-------------------------|--|--|---|
| Business Conduct | <ul style="list-style-type: none"> Business Conduct | <ul style="list-style-type: none"> Political engagement and lobbying activities Supplier relationship management Corruption and bribery Corporate culture Protection of whistle-blowers | <ul style="list-style-type: none"> Negative Impact Positive Impact Financial Risk Financial Opportunity |

CLIMATE RISKS AND OPPORTUNITIES

Climate Risk Analysis

To deepen our understanding of the climate-related challenges TTI faces, we conducted a comprehensive physical climate risk assessment and scenario analysis in 2024. The analysis examined both transition and physical risks across our global operations, providing valuable insights to inform enterprise risk management and strategic planning. Conducted in collaboration with external experts, the study aligned with HKEX’s Guidance on Climate Disclosures (November 2021) and the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).

The assessment covered all 46 of our key sites spanning China, Vietnam, Mexico, the United States, the United Kingdom, Germany, Canada, and Australia. It modeled the potential consequences of ten climate hazards under three climate scenarios, applying the Shared Socioeconomic Pathways (SSPs) framework established by the Intergovernmental Panel on Climate Change.

These scenarios were evaluated across multiple time horizons to understand both near- and long-term exposures, strengthening our ability to anticipate and manage the evolving impacts of climate change across our operations and supply chain. Our time horizons are defined as one to three years for short-term, three to ten years for medium-term, and anything above ten years for long-term.

Climate Risk Analysis Results

Following the completion of our 2024 climate risk assessment, we analyzed both portfolio- and asset-level exposures to evaluate the potential financial implications of climate-related risks. This included assessing potential physical asset damage and business interruptions that could lead to operational losses. Markets and sites were ranked based on their relative Climate Value at Risk (CVaR), enabling us to prioritize locations for adaptation and resilience planning.

The analysis revealed that the greatest exposure stems from acute climatic events such as typhoons, storm surges, and heavy rainfall-induced flooding, which could result in physical damage and operational disruptions. Chronic hazards, including extreme heat, were identified as potential areas of concern, as prolonged exposure may reduce building performance, affect infrastructure efficiency, and drive higher cooling and energy costs over time.

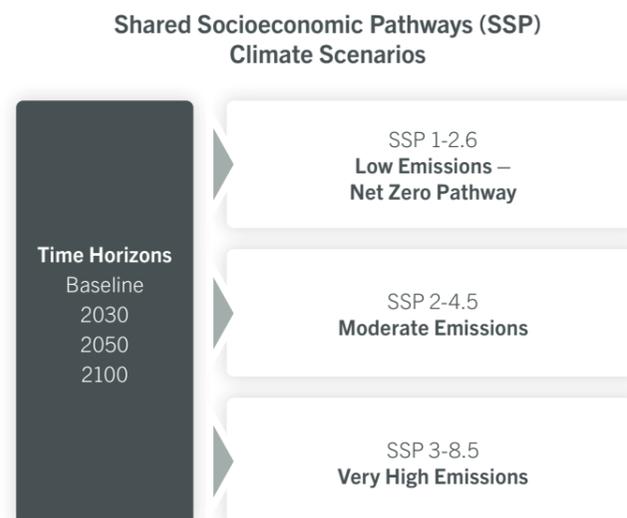
A transition risk analysis was conducted examining the potential risks and opportunities associated with the global shift toward

a low-carbon economy. The analysis was guided by two International Energy Agency (IEA) climate scenarios:

- Net Zero Emissions by 2050 (NZE): representing a stringent pathway; and
- Stated Policies Scenario (STEP): reflecting a business-as-usual pathway

The selected SSP and IEA scenarios were chosen for their relevance to TTI’s manufacturing footprint and exposure to both transition and physical risks. By assessing associated government policies, market dynamics, and technological trends, we identified key transition risks and opportunities and prioritized them based on their potential financial and strategic impacts to guide long-term investment and innovation planning. While these analyses provide valuable directional insights, the results are inherently subject to uncertainty due to evolving climate data, scenario assumptions, and model limitations. The outcomes should therefore be interpreted as indicative rather than predictive.

At present, these climate-related risks have not resulted in material changes to our financial position, performance, or cash flows. No significant risk of material adjustment to the carrying amounts of assets or liabilities within the next annual reporting period has been identified. Current projections indicate that rainfall, flooding, and extreme-heat impacts remain long-term considerations rather than near-term financial adjustments.



Managing Climate-Related Risks and Trade-Offs

Recognizing these risks and opportunities, we continue to make strategic adjustments across our operations to minimize exposure and capture emerging opportunities. These findings help us assess how climate-related factors may influence our business model enabling more resilient value-chain planning over time.

While none of the identified risks are considered immediate, we see meaningful potential to leverage growing market demand for low-carbon, energy-efficient products.

As part of our approach, TTI carefully evaluates trade-offs between risk-management measures, operational efficiencies, and expenses. For example, strengthening site resilience can lead to higher upfront investment costs, while implementing advanced materials or low-carbon technologies may lengthen the time required to realize returns. These trade-offs are assessed within our enterprise risk management and capital planning processes to balance financial planning with long-term sustainability goals.

Insights from the climate risk analysis have been integrated into our enterprise risk management framework and site-level planning. The findings guide initiatives such as enhancing drainage infrastructure, improving flood protection, and assessing

building performance to manage long-term heat exposure. We are reviewing business continuity plans to better account for potential climate-related disruptions.

We regularly monitor climate-related risks through our enterprise risk management and sustainability frameworks to ensure new developments and site-level changes are reflected in our planning and decision-making.

From an investment perspective, no significant changes to investment or disposal plans are currently anticipated, as climate-related considerations are already embedded within our due diligence and portfolio management processes. Existing funding sources are expected to be sufficient to support identified resilience measures.

Looking ahead, we do not foresee any material adverse financial effects from climate-related risks in the short to medium term. Operations continue on a business-as-usual basis while we progressively strengthen climate resilience and advance our decarbonization initiatives. We remain focused on refining risk models, engaging suppliers, and enhancing adaptive capacity to maintain resilience across our global portfolio.

OPPORTUNITIES

Market & Technology – increased demand for low-carbon, energy-efficient products, electrification, and switching to low-carbon sources

- Higher energy prices will drive demand for electric powered products
- Households will continue to rely less on oil and gas to meet their energy needs

RISKS

Market – increased price for raw materials, as well as for low carbon packaging materials

- Potential to increase the costs of production

Market – increased price for electricity

Policy & Legal – increased number of disclosures related to sustainability, carbon, EHS, and other ESG related topics

- Potential to increase the operational costs to comply

Policy & Legal – increased exposure to ESG-related litigation

- Potential to increase legal costs related to ESG

DELIVERING CORDLESS
INNOVATIVE PRODUCTS
DESIGNED TO DRIVE
EFFICIENCY, SAFETY,
AND SUSTAINABILITY



PRODUCTS

MATERIAL TOPICS

P.28 | Sustainable Products

RELENTLESS SAFETY SOLUTIONS, BUILT FOR PRODUCTIVITY

For more than a century, MILWAUKEE has led the way in jobsite safety innovation. Safety is integrated into every stage of our design and development process, shaping solutions that protect users and improve productivity. Through our 7 Pillars of Safety, we continue to work side by side with professionals to understand emerging risks and deliver solutions that combine advanced technology, ergonomic design, and environmental responsibility, creating safer, more efficient jobsites worldwide.

1. Safety Technology

MILWAUKEE continues to advance power tool safety through data-driven technology. The new M18 FUEL 7-1/4" Circular Saw with ONE-KEY features AUTOSTOP Advanced Kickback Protection, developed using machine learning and Artificial Intelligence (AI) to detect and respond to sudden tool bind-ups. By automatically shutting off power in milliseconds, it significantly reduces the risk

of kickback while maintaining productivity. REDLINK PLUS Electronics safeguard against overload and overheating, while VACLINK Wireless Dust Control minimizes airborne particles during operation.

2. Ergonomics

Through an evidence-based approach to product design, MILWAUKEE is redefining jobsite ergonomics to reduce physical strain while increasing accuracy and efficiency. The new M18 FUEL Branch Conduit Bender with AUTO-ZERO transforms how commercial and industrial electricians perform branch installations, delivering precise bends at the point of installation and eliminating the strain of manual bending. Its optimized working height and ergonomic orientation maintain clear visibility of layout points, while AUTO-ZERO Technology automatically detects 0° for consistent accuracy. Requiring up to 10X less peak effort in lower back muscles than hand bending, this innovation helps prevent musculoskeletal strain and fatigue.



3. Vibration & Noise

Reducing exposure to vibration and noise remains essential to long-term jobsite health. The second-generation M18 FUEL SURGE 1/4" Hex Hydraulic Driver introduces a redesigned FLUID-DRIVE Hydraulic Powertrain that delivers 50% quieter operation and 3X less vibration than standard impact drivers, minimizing fatigue and supporting extended, more comfortable use in occupied or noise-sensitive environments. By pairing speed and precision with quieter, smoother operation, MILWAUKEE continues to redefine productivity while protecting user comfort and long-term health.

4. Visibility

Proper illumination is critical to jobsite safety and precision. The new M12 ROVER Multi-Directional Flood Light with PACKOUT Compatibility delivers up to 1,200 lumens of TRUEVIEW High-Definition Output, ensuring consistent, natural light for safer work in low-light environments. Its adjustable light head provides 360° horizontal and 180° vertical mobility, allowing users to direct light precisely where needed, while multiple mounting options enable secure placement on any surface or PACKOUT system for stable, hands-free operation.

5. Emissions

As the industry moves toward zero-emission jobsites, MILWAUKEE is replacing gas-powered and temporary power products with cleaner, battery-driven solutions. The new ROLL-ON 7200W/3600W 6.0kWh Power Supply eliminates the hazards associated with gas fumes, noise, and refueling while delivering reliable power for demanding applications. Its integrated REDLITHIUM 6.0kWh Battery provides extended runtime with no engine maintenance, start-up delay, or

exhaust emissions, enabling safer operation indoors and in confined spaces.* With instant setup, multiple protected power outlets, and IP54-rated durability, this innovation empowers professionals to work anywhere with quieter, cleaner, and more efficient power.

6. Dust Management

Cleaner air means safer, more productive jobsites. The new M18 FUEL NEXUS 6 Gallon Wet/Dry Vacuum with PACKOUT Compatibility and VACLINK eliminates cord-related hazards while delivering powerful, cordless cleanup for greater flexibility. VACLINK Wireless Dust Control allows users to remotely activate the vacuum from compatible tools, reducing airborne dust exposure during cutting, drilling, or grinding. The modular design enables customized tank capacity and mobility while maintaining OSHA-compliant workplace. By combining advanced filtration, cordless convenience, and intelligent connectivity, MILWAUKEE continues to deliver cleaner, safer, and more efficient jobsites.

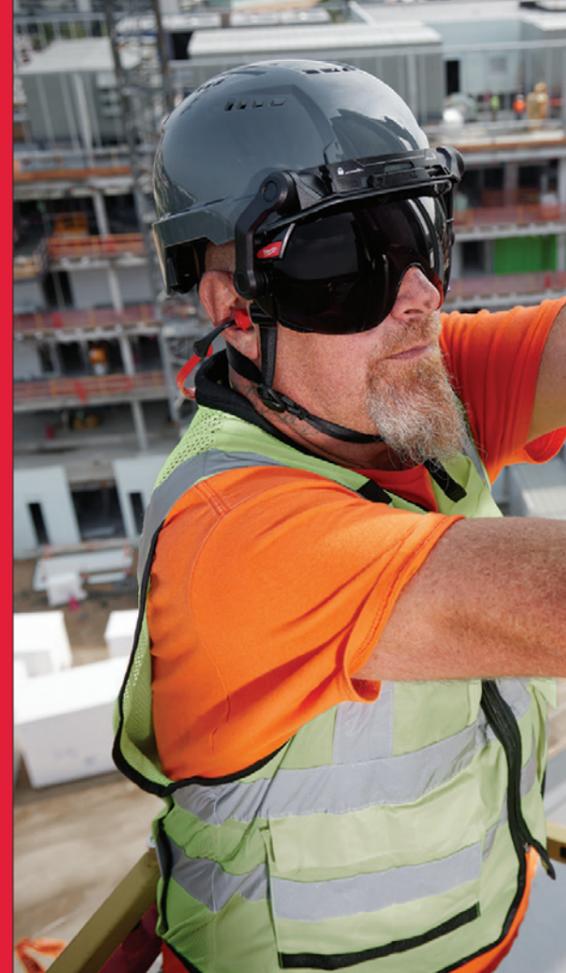
7. Personal Safety

Protective equipment plays a vital role in keeping users safe, comfortable, and productive. The new Type 2 Full Brim Safety Helmets, available in Class C Vented and Class E Non-Vented options, deliver outstanding impact protection while remaining the lightest full-brim helmets in their class. Designed to be 15 degrees cooler than other full brim safety helmets, they feature BOLT Accessory Compatibility, allowing multiple accessories to be secured simultaneously for complete jobsite protection and comfort.

*While in use



THE LEADER IN SAFETY HELMET PERFORMANCE



ENGINEERING THE INDUSTRY'S TOP-RATED HELMETS

Since 2021, MILWAUKEE safety helmet solutions have helped redefine industry expectations. Now, they're earning recognition across the United States for driving innovation in PPE that sets new safety benchmarks and more greatly protects worker health as a core social responsibility.



Identifying the Safety Gap

Current helmet safety standards were developed to address specific impact scenarios and have not yet fully incorporated the latest research on how most traumatic brain injuries (TBIs) occur in high-risk environments like construction sites. Through a review of Occupational Health & Safety (OSHA) data and in partnership with the PANTHER Program, a university-led TBI research initiative, MILWAUKEE has become one of the first to design an industrial helmet to address the well-known and understood underlying cause of TBI. Our commitment goes further than addressing existing standards, which primarily focus on linear impacts from falling objects or strikes to the side of the head. We've partnered with leading universities to create a deeper understanding of TBIs and how we can protect workers from them with a complete rethinking of helmet design and an approach focused on real-world factors.

Built Smarter. Enhanced Safety.

True product innovation begins with understanding the challenges faced by those who work in the trades. Construction users told us they need enhanced safety but also greater customization. Combining field feedback with injury data, MILWAUKEE engineered the BOLT Safety Helmet line. The lineup includes modern helmets designed with advanced materials to deliver comfort, functionality, and outstanding protection.

The key to BOLT Helmets is an energy-absorbing shell that is stronger and longer-lasting than any other material used in safety helmets today. MILWAUKEE's IMPACT ARMOR Liner, found in some of our top-performing helmets, delivers the best oblique impact protection for the brain using RHEON Technology. With 25+ accessories to choose from, BOLT Helmets let users personalize their helmet setup without compromising safety.

Our goal is simple: significantly reduce TBIs in construction.

We've engineered a helmet that accounts for real jobsite risks and helps to ensure workers go home in the same condition they left for work. This is how we lead — with research, passion, collaboration, and a commitment to continuous innovation.

Tony Wilcox
Vice President, Innovation & Advanced Engineering

Fighting for a Future Without TBIs

As one of the fastest-growing categories in our business, Personal Protective Equipment (PPE) represents an important responsibility to protect the professionals who build and maintain our world. The BOLT Helmet line embodies that mission: engineered through jobsite insights, informed by leading TBI research, and driven by MILWAUKEE's leadership in product design and deep understanding of the trades.

At MILWAUKEE, innovation is about more than creating the next award-winning product; it's about redesigning safety standards and driving the industry toward a future where TBIs are someday eliminated.

Proven by Independent Validation

In 2025, the Virginia Tech Helmet Lab, recognized globally for its gold-standard, science-based safety ratings, ranked the MILWAUKEE BOLT Safety Helmet with IMPACT ARMOR Liner and the BOLT Safety Helmet as the top-performing helmets on the market for preventing TBIs. Compared to traditional hard hats, these helmets reduce concussion risk by 50% and skull fracture risk by nearly 75%.

The Virginia Tech Helmet Ratings is an independent, non-biased study funded by construction organizations that evaluates helmets' ability to reduce both linear impacts and rotational head acceleration across scenarios that mirror typical construction accidents. **Out of 21 helmets tested globally by Virginia Tech, only nine earned a 5-star rating, and three of those are MILWAUKEE BOLT. No other brand comes close.**

VIRGINIA TECH HELMET

VIRGINIA TECH™
HELMET RATING



2025



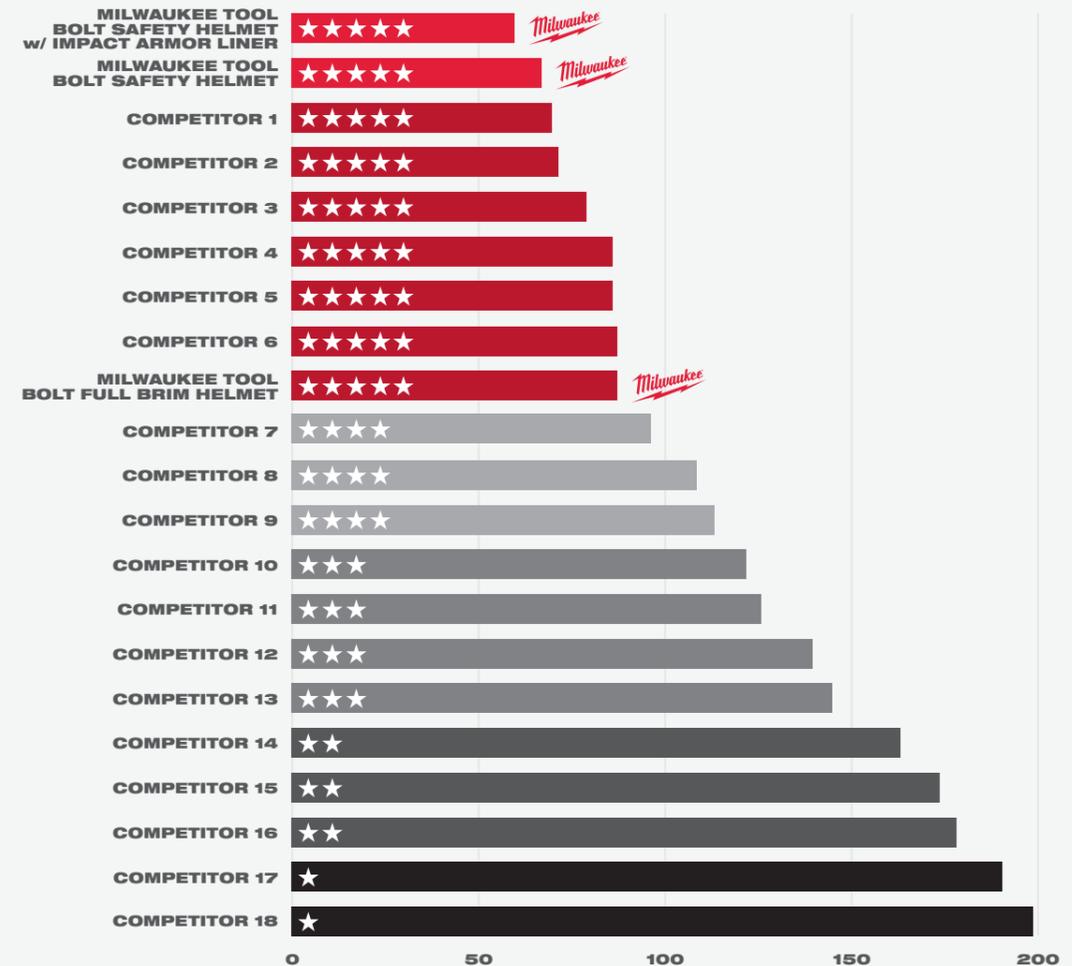
#1
BOLT WHITE SAFETY HELMET
w/ IMPACT ARMOR LINER -
TYPE 2, CLASS E



#2
BOLT SAFETY HELMET -
TYPE 2, CLASS C

VIRGINIA TECH HELMET STUDY

Number of Predicted Injuries*



*Based on Virginia Tech test protocol using 25 angled impacts on a steel anvil coated with 80-grit sandpaper at two speeds: 5.5 m/s (moderate) and 6.8 m/s (high).

CORDLESS OUTDOOR INNOVATION

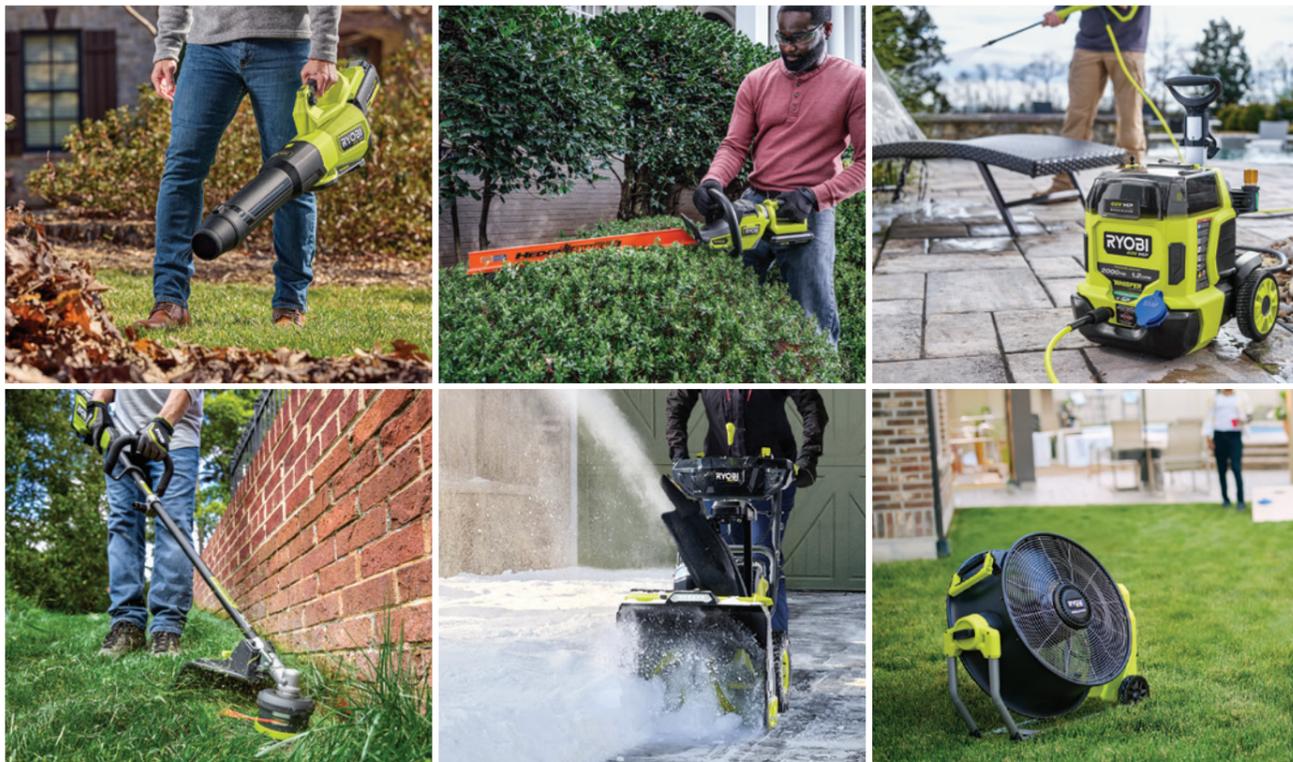


WHISPER SERIES™



RYOBI continues to lead the way in cordless outdoor innovation with its newest 40V HP Brushless Blowers. Introduced in 2025, both the new handheld blower and backpack blower offer more power than gas while operating at under 60dB, providing a cleaner alternative with no fumes, no maintenance, and minimal noise pollution. The RYOBI 40V platform offers more than 85 different solutions, ranging from yard maintenance to cordless cleaning and portable power.

Minimizing noise pollution is one of the key benefits of RYOBI's WHISPER SERIES Blowers, which operate significantly quieter than gas blowers and many other cordless competitors. Gas blowers produce a deep, far-traveling noise, while battery blowers generate a quieter sound that reduces disruption in surrounding areas. The average gas leaf blower operates at 90–115dB, while RYOBI WHISPER SERIES Blowers average 58.1dB. This noise differential is achieved by pairing a high-powered brushless motor with integrated sound-dampening technology that reduces vibration and overall sound output. A precision-balanced jet fan sits deep inside the unit, boosting airflow while naturally absorbing sound. The result is a lineup of blowers that deliver more power than gas while operating quieter than an average conversation.

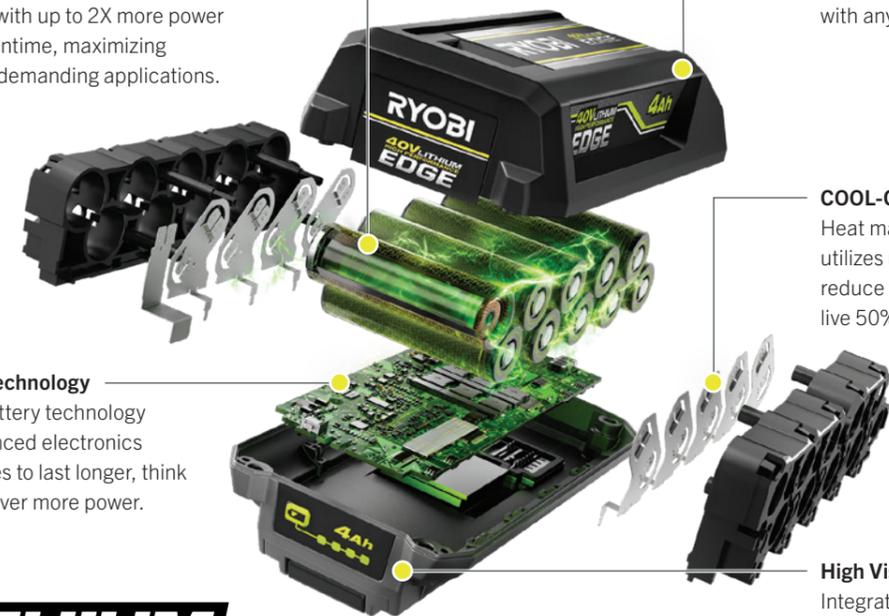


Lithium Cells

Lithium cell technology delivers efficient energy transfer with up to 2X more power and 4X longer runtime, maximizing performance in demanding applications.

40V System Compatibility

RYOBI 40V batteries are compatible with any RYOBI 40V tool.



INTELLICELL Technology

INTELLICELL battery technology integrates advanced electronics allowing batteries to last longer, think smarter and deliver more power.

COOL-CORE PRO

Heat management system that utilizes upgraded heat sinks to reduce temperature by 25% and live 50% longer.

High Visibility LED Fuel Gauge

Integrated on-board LED fuel gauge to monitor remaining runtime.





40V HP Brushless 850 CFM Backpack Blower

The RYOBI 40V HP Brushless 850 CFM Backpack Blower is RYOBI's most powerful 40V blower to date. Utilizing 40V HP Technology, this blower delivers 850 CFM of airflow and air speeds of 180 miles per hour while being engineered to be 40% lighter than the backpack blower it replaces. With over two hours of runtime and performance exceeding a 58cc gas blower, this tool delivers more power than gas while operating 83% quieter, supporting reduced environmental impact and improved user comfort.

Contoured Back / Shoulder Harness & Adjustable Straps

- LCD Screen Displays Battery Life & Mode
- Variable Speed Trigger & Cruise Control

Two Modes to Maximize Power or Runtime

Full Throttle in under 1 Second

| | | |
|------------------------------|--------------------------------|------------------------------|
| 40% Lighter Weight | 83% Quieter than Gas | 850 CFM Air Volume |
|------------------------------|--------------------------------|------------------------------|

Two Modes to Maximize Power or Runtime

- Full Throttle in under 1 Second
- Variable Speed Trigger & Cruise Control

RYOBI LINK Wall Storage Compatible

| | | |
|---------------------------|--------------------------------|------------------------------|
| 85 MIN+ Runtime | 82% Quieter than Gas | 800 CFM Air Volume |
|---------------------------|--------------------------------|------------------------------|

40V HP Brushless 800 CFM Blower

The RYOBI 40V HP Brushless 800 CFM Blower is the most powerful RYOBI handheld blower to date. Featuring an intelligent brushless motor, advanced electronics, and HIGH PERFORMANCE lithium-ion battery technology, this blower delivers over 800 CFM of airflow and air speeds of 180 miles per hour, exceeding the performance of a 31cc gas blower. With features such as a variable-speed trigger, cruise control, and up to 85 minutes of runtime, this blower supports efficient removal of leaves, compacted grass, and other demanding yard applications.



SUSTAINABLE PRODUCTS

GOALS AND TARGETS

- Investment in energy-efficient products and safety solutions
- Achieve a year-over-year increase in cordless and non-powered products as a percentage of sales

PROGRESS

- US\$757M spent in Research and Development
- 90% of sales are from cordless and non-powered products, up from 89% in 2025

Rooted in our commitment to cordless battery-powered innovation, our sustainable products deliver high performance and durability while advancing energy efficiency and safety to support a more responsible future.

How We Are Managing It

Sustainable products are central to TTI's innovation strategy and a key driver of long-term growth. When developing our products, we consider environmental responsibility, durability, and safety, ensuring that each solution not only meets industry-leading benchmarks but also advances sustainability. Dedicated teams oversee product design and innovation focused on enhancing safety and efficiency while reducing our products' environmental impact. Building on these efforts, our lead engineering teams across Asia operations have been trained on the principles of sustainable design, with plans for expansion into other regions.

To further these efforts, we continue to invest heavily in the development of clean technology, defined as any process, product, or service that reduces negative environmental impacts through significant energy efficiency improvements, sustainable resource use, or carbon reduction activities. Our Research and Development (R&D) spending, reflected on our income statement, represents a key financial indicator of progress for our sustainable products. This information can be found in the company's Annual Report.



VALUE CHAIN



Our products comply with all essential regulations and are designed to utilize fewer resources and operate with greater energy efficiency. They are designed to enhance safety while minimizing waste, emissions, and noise during use. This approach reflects our dedication to empowering users to lessen their environmental impact without compromising performance.

We prioritize durability through rigorous testing to ensure long-lasting performance. Through ongoing assessments, we evaluate the feasibility of incorporating recycled materials into our products while considering recyclability at the end of their lifecycle, all without compromising quality. Additional factors, such as weight and material efficiency, further help reduce environmental impact throughout the production and distribution stages.

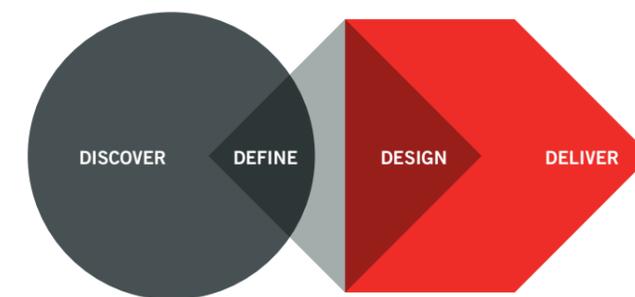
Research and Innovation

Through ongoing investment in R&D, we continue to discover, define, design, and deliver product innovations that reflect both customer needs and sustainability priorities. Our design and engineering processes are grounded in principles of reliability, durability, repairability, and recyclability, ensuring each product embodies sustainable attributes and can be responsibly managed throughout its lifecycle. Lead designers and engineers apply our Sustainable Design Actions, which align every stage of development with environmental, health, and safety standards while integrating

circular design principles. These guidelines inform key decisions around material selection, resource efficiency, and the responsible management of substances throughout concept development and manufacturing.

To further strengthen our sustainability performance, our R&D team has developed a carbon footprint calculator that enables engineers to assess and reduce the environmental impact of new products during the design phase. This proactive approach ensures that sustainability remains embedded in innovation from concept to completion.

Product Development Framework (4Ds)



R&D initiatives focus on enhancing user experience, improving manufacturing safety, reducing emissions, increasing resource efficiency, and integrating circularity into product design, where feasible.

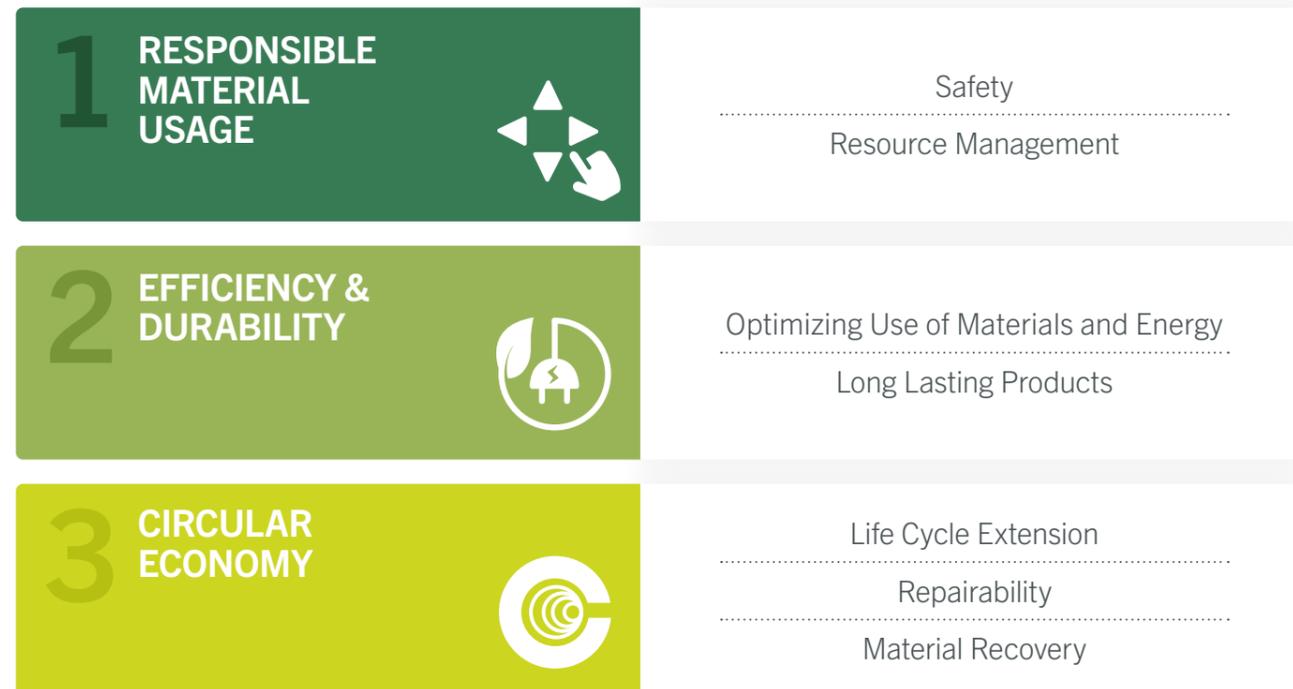
Much of this work centers on advancing our cordless battery platforms, which stands as a cornerstone of TTI's innovation strategy. These platforms are engineered for both backward and forward compatibility, allowing users to operate any product or battery within the same system regardless of generation. By continually refining our battery technology, we deliver greater performance, efficiency, and functionality with each iteration. This progress not only improves jobsite productivity and safety but also supports users in reducing their environmental footprint by lowering emissions and noise during

operation. Our focus on the end user ensures that these innovations contribute to a more sustainable and responsible approach to energy consumption.

Sustainable Product Design

Our design philosophy focuses on reducing emissions, advancing circularity, and ensuring product safety throughout the value chain. This integrated approach enables teams to identify and implement sustainable design opportunities across materials selection, electronics optimization, manufacturing efficiency, packaging, and product lifespan. By considering each stage of a product's life cycle, we drive innovation that not only meets performance expectations but also contributes to a more resource-efficient and responsible future.

Product Design Principles (3Ps)



Sustainable Design Action Chart

This table below highlights our sustainable design actions and areas of consideration.

| Sustainable Design Actions | Health & Safety | Emission Reduction | Circular Economy |
|-----------------------------|-----------------|--------------------|------------------|
| Responsible material use | ✓ | ✓ | ✓ |
| Vibration reduction | ✓ | | |
| Dust management | ✓ | | |
| Noise reduction | ✓ | ✓ | |
| Material & weight reduction | | ✓ | |
| Cost reduction | | ✓ | |
| Improved efficiencies | | ✓ | |
| Component reduction | | ✓ | ✓ |
| Platform modularity | | ✓ | ✓ |
| Improved durability | | | ✓ |
| Improved repairability | | | ✓ |

Product Carbon Footprint

Our proprietary carbon footprint calculator serves as a crucial tool in our sustainable product design approach. This tool allows us to measure the environmental impact of our products and discover opportunities for sustainable design. We regularly perform carbon footprint assessments for essential product categories and share our insights throughout the company to inform decision-making. Additionally, relevant associates are receiving training on the carbon footprint calculation process to incorporate sustainability into the product development journey.

TTI is in the early stages of expanding its product carbon footprints into full life cycle assessments to better understand and manage environmental impacts across each phase of a product's life. Initial efforts will focus on developing an upgraded version of the carbon footprint calculator which considers various environmental impacts.

In 2025, 1,447,045 kgCO₂e was saved through sustainable design efforts such as material optimization, improved efficiencies, as well as component and cost reduction.

Sustainable Product Features

Brushless Motors

Brushless motor technology delivers superior efficiency and durability compared to traditional brushed motors, which experience mechanical energy loss through friction. By eliminating this friction, brushless motors enhance performance, extend product lifespan, and reduce maintenance needs. Their advanced electronic design allows for more precise control of power output, enabling greater efficiency within a smaller and lighter form factor. The result is cordless tools that deliver higher power, longer run times, and improved reliability, all while supporting a more sustainable product lifecycle.

Noise Reduction

Recognizing the demand for quieter solutions that don't compromise on performance, our RYOBI WHISPER SERIES and HOOVER HUSHTONE product lines deliver remarkable results. The RYOBI WHISPER SERIES is recognized as the quietest range in the industry, employing advanced noise-reducing technology to ensure exceptional power while operating over 60% quieter than similar petrol-powered products. In 2025, we expanded the WHISPER SERIES with 6 new additions, bringing the total to 23 products in the lineup.

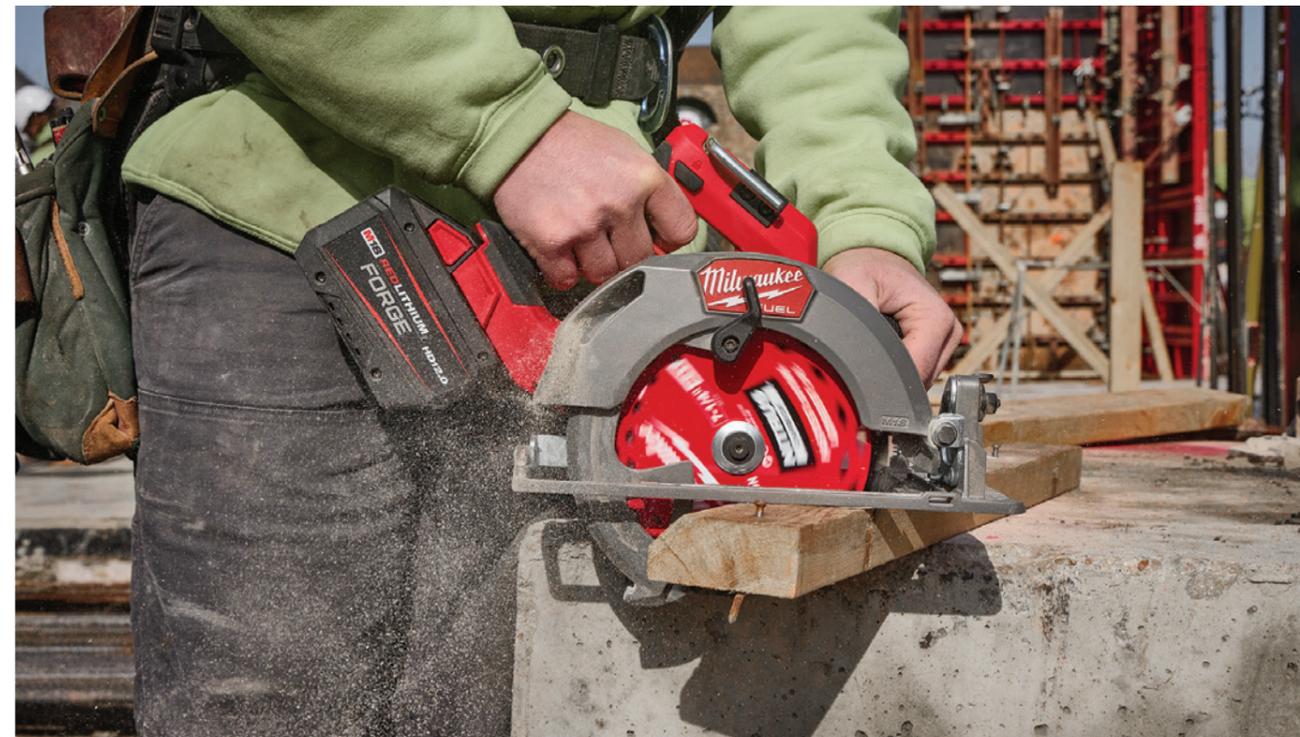
Our HOOVER HUSHTONE technology introduces an innovative noise reduction feature in our vacuum cleaners, drastically decreasing noise levels while preserving powerful suction.

LED

Our LED lights surpass conventional incandescent bulbs by providing brighter and more energy-efficient illumination. Designed for a variety of applications, they are perfect for both professionals and DIY enthusiasts in search of reliable, durable, portable, and high-performance lighting options.

Artificial Intelligence

The integration of AI and Machine Learning allows us to deliver tools that prioritize both safety and performance. The MILWAUKEE M18 FUEL Circular Saw with AUTO STOP Advanced Kickback Protection is a clear example. Engineered with advanced sensors and intelligent algorithms, the saw continuously tracks torque, speed, and cutting conditions to identify signs of a potential bind-up. By analyzing this data in real time, AUTO STOP reacts instantly to shut down the saw when a severe kickback event is detected, allowing users to work confidently, stay productive, and finish the job right the first time.



Product Quality and Safety

At TTI, our product safety directors, committees, and teams are dedicated to maintaining stringent safety, quality, and compliance standards throughout all business divisions. We continually refine our processes to adapt to changing demands and requirements. Our unwavering commitment to customer satisfaction motivates us to improve safety protocols for every product we design, manufacture, distribute, or license.

TTI has implemented thorough product safety and consumer product regulatory compliance policies to steer our safety initiatives. Our Product Safety Committees diligently uphold these standards through ongoing compliance monitoring and routine internal reviews. Meeting on a monthly basis, these committees focus on assessing and evaluating the following:

- Customer complaints and online reviews that may indicate potential compliance or safety issues
- Findings from the assessment results of returned product that could reveal safety or compliance risks
- Warranty data that could be associated with potential safety risks



We have established strong quality control mechanisms that encompass the inspection, testing, and reliability evaluation of materials at every stage, from the arrival of components to manufacturing processes and the final products shipped out. Comprehensive safety hazard assessments are conducted both prior to and following a product's release. Should corrective action be required, our established product recall policies and protocols allow for swift, decisive action.

In support of these efforts, we maintain active partnerships with government regulators, product safety standard developers, trade associations, and consumer groups. Our legal teams, in collaboration with safety and regulatory departments, manage product recalls, ensuring complete adherence to relevant laws until all products are safely handled and disposed of.





In 2025, there were no incidents of non-compliance related to marketing communications, and no violations of labeling or advertising regulations were reported. Information on product recalls is provided in the Indices section of this report.

Our safety evaluations span the entire design and development process, covering the following aspects:

- A formal safety review carried out in line with applicable International Organization for Standardization (ISO) requirements to evaluate hazards and assess risks.
- An initial safety review based on the results of our Design Failure Mode and Effect Analysis (DFMEA) and a review of tool construction will be conducted before the product release.
- A final safety review that verifies the necessary implementation of corrective and preventive actions before products are released for mass production.

TTI adheres to all applicable industry standards and regulatory requirements for our products globally. Our entities engage in third-party testing, verification, and certification to guarantee product safety, ensuring compliance with US and European market requirements through processes that are free from hazardous substances, as well as through the Registration, Evaluation, and Authorization of Chemicals (REACH) and Restriction of Hazardous Substances (ROHS) testing and certification.

Our customer satisfaction team plays a vital role in ensuring product safety and performance align with user expectations. The team actively collects and analyzes customer feedback to identify improvement opportunities, resolve concerns, and strengthen overall satisfaction. Each report triggers a structured review process to determine appropriate actions. Root causes are analyzed, corrective measures are implemented as needed, and preventive steps are established to mitigate recurrence. Through consistent communication with customers, their insights directly inform continuous improvements in product safety, quality, and functionality.

Product Safety Stewardship

TTI upholds rigorous product safety and stewardship standards to protect consumers and ensure the reliability of every product brought to market. In alignment with the HKEX ESG Reporting Guide Content Index, we monitor and comply with regulations related to health and safety, advertising, labeling, and data privacy, which may significantly influence our operations and performance.

To strengthen accountability, we maintain internal quality control systems designed to detect and address potential safety issues before they escalate. Cross-functional safety reviews, inspection protocols, and incident tracking mechanisms enable early identification of risks, minimizing the likelihood of product recalls. These systems are supported by proactive communication across our R&D, manufacturing, and customer service teams to ensure timely corrective actions when necessary.

We closely monitor customer feedback through social media and online sales platforms, systematically recording and analyzing comments to identify recurring issues and opportunities for improvement. Feedback related to product design, technical functionality, or user experience is promptly reviewed, with appropriate measures taken to enhance safety and performance.

Our product safety framework extends beyond manufacturing to include pollution management, the reduction of end-user exposure to harmful emissions and noise, and a strong post-purchase support system through our product warranty policy. Together, these efforts reflect our commitment to protecting users while upholding the highest standards of quality, reliability, and sustainability.



SAFETY AS A SHARED VALUE

Milwaukee North America is driving cultural change across our manufacturing, distribution, and service sites by elevating safety from a procedural requirement to a shared mindset. Our "Obsessed with Safety" campaign embeds safety into the rhythm of daily work, reinforcing that protocols are not just rules, but reflections of pride and extreme ownership. Through bold messaging, commitment boards, Tool Box Talks, and enhanced incident reporting, we're helping employees connect safety to purpose. This initiative is reshaping how teams think, speak, and act on safety, making it a core value that drives performance, engagement, and long-term business resilience.



EMPOWERING
A SUSTAINABLE
FUTURE BY REDUCING
OUR ENVIRONMENTAL
IMPACT THROUGH
RESPONSIBLE
BUSINESS PRACTICES
AND INNOVATIVE
PRODUCTS

ENVIRONMENT

MATERIAL TOPICS

- P.44 Climate Change
- P.48 Resource Use and Circular Economy
- P.54 Water, Pollution, Biodiversity, and Ecosystems

ENVIRONMENTAL MANAGEMENT

Our environmental management approach centers on reducing our carbon emissions, enhancing energy efficiency, and responsibly handling waste to limit our environmental impact.

Incorporating a strong environmental strategy into our business operations begins with implementing effective management systems. Our manufacturing facilities utilize thorough Quality Management Systems (QMS) and Environmental Management Systems (EMS), in accordance with ISO 9001, 14001, and 17025 respectively. We have developed guidelines, policies, procedures, and accountability frameworks in order to promote continuous improvement throughout all our BUs. We have introduced an internal ESG Policy which establishes clear governance for key environmental topics, including responsible resource use, waste management, emissions reduction, energy efficiency, and pollution prevention. This policy reinforces consistent standards across our global operations and provides guidance to ensure alignment with our overarching environmental strategy.

Our environmental management strategy is guided by our Sustainability Sub-Committee, which operates under the oversight of our Audit Committee reporting to the Board of Directors. The committee meets regularly to assess our short, medium, and long-term sustainability goals. The committee, alongside the Environmental, Health, and Safety (EHS) team and BU leaders, is responsible for identifying and securing the resources necessary for implementing EMS across all operations.

These teams actively oversee and evaluate the effectiveness of environmental management systems, ensuring that departmental roles and responsibilities are clearly defined to drive continuous improvement. Their collaborative efforts help promote environmental awareness and accountability across all levels of the organization.

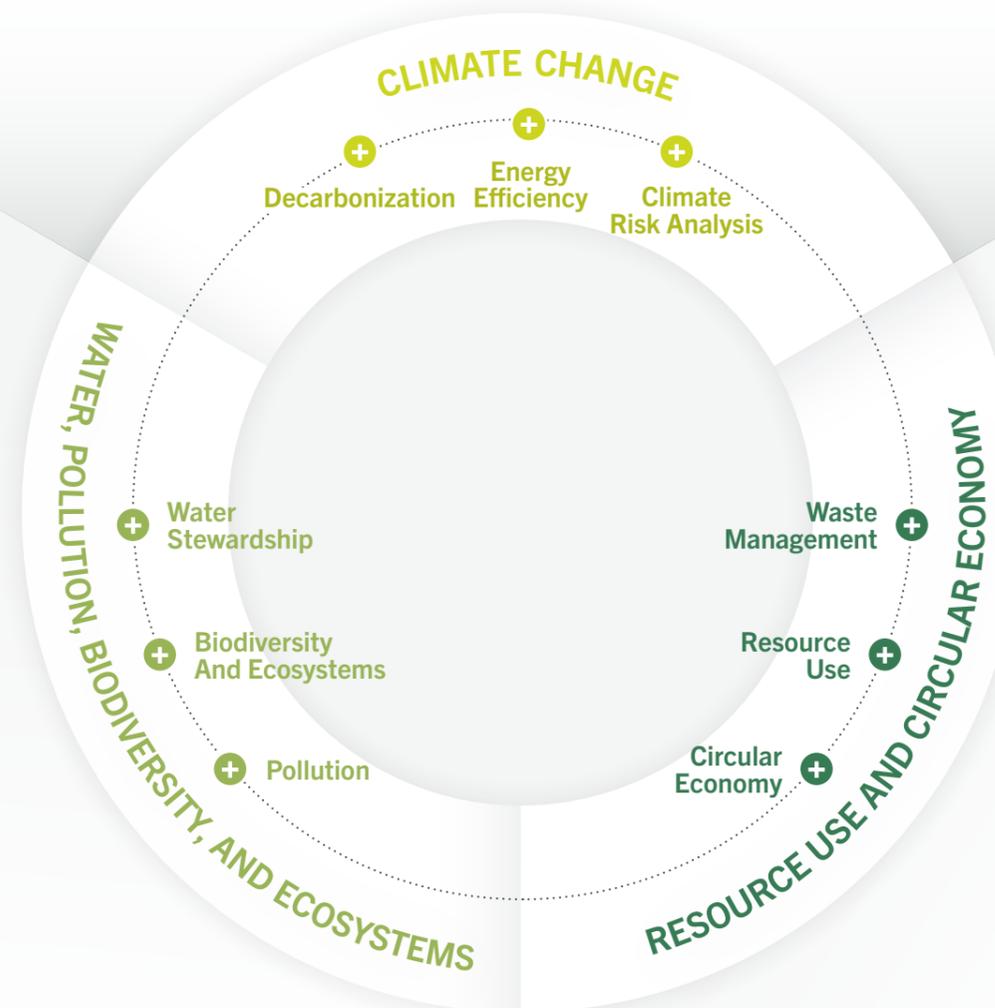
Environmental Manual

TTI's Environmental Manual is aligned with ISO 14001:2015 and serves as a comprehensive guide for establishing, implementing, and evaluating environmental objectives and targets. It integrates the Company's Safety and Responsibility Policy, which encompasses quality assurance and EHS management functions. The manual is periodically reviewed and updated to ensure continued alignment with evolving environmental, health, and safety standards.

Complementing the Environmental Manual, a series of Standard Operating Procedures (SOPs) define the protocols necessary to maintain compliance with applicable legal and regulatory requirements. All associates, including part-time employees, contractors, and suppliers, receive training to uphold the quality, health, safety, and environmental standards established within these documents.

Climate Change

Addressing our environmental impact by actively pursuing a decarbonization plan that includes initiatives aimed at reducing our carbon footprint through energy efficiency and minimizing our effect on climate change.



Water, Pollution, Biodiversity, and Ecosystems

Effectively managing water resources, controlling pollutants, and adopting environmentally conscious practices are essential for minimizing damage to ecosystems and surrounding habitats.

Resource Use and Circular Economy

Optimizing resource efficiency and promoting circular economy principles to reduce waste, conserve raw materials, and ensure the responsible handling of hazardous substances.

Compliance and Transparency

All relevant compliance requirements have been fulfilled across our global operations. A comprehensive list of legal and regulatory obligations that could significantly impact our operations and performance can be found in the HKEX ESG Reporting Guide Content Index.

Our commitment to transparency regarding our environmental impacts and strategies for action is demonstrated by annually disclosing through the Carbon Disclosure Project (CDP). As of this report, we achieved a “B” score on our 2025 Climate Change CDP Questionnaire, which places us in the Management band for “Taking coordinated action on climate issues.” This score exceeds regional, sector, and global averages. Moreover, we received a “B-” on our 2025 Water Security questionnaire. As we strive to meet our environmental targets, we will keep implementing ESG best practices wherever possible, as evidenced by our ongoing enhancements in CDP standards. Additionally, CDP has acknowledged us as an Enhanced Disclosure Supporter for 2025.



We strongly encourage stakeholders with concerns about our environmental practices to utilize the reporting methods outlined in the Business Conduct section of this report. Furthermore, our Global Investor Relations team is readily available to address any investor inquiries or concerns.

Key Environmental Priorities

Significant progress has been made in advancing our decarbonization efforts. We have entered into various green energy agreements, reinforcing our commitment to reducing Scope 1 and Scope 2 (Market-Based) emissions by 2030. We have also completed the full mapping of relevant Scope 3 categories.

We continue to make progress toward our waste-diverted-from-landfill target, reinforcing our ongoing commitment to responsible waste management. Circular economy practices have been strengthened across our operations, with continued improvements in waste reduction, material efficiency, and product durability. Through ongoing design enhancements, our products are becoming increasingly recyclable and longer lasting, supporting extended lifecycles, reduced waste generation, and consistent alignment with our sustainability goals.

STANDARD OPERATING PROCEDURES

- **Chemical Management** – outlines requirements to ensure the effective transport, storage, and use to prevent the accidental release of chemicals, fire or explosions
- **Waste Collection & Disposal** – identifies the process for recycling materials, and disposing unrecyclable and hazardous waste (including medical waste)
- **Water Pollution Management** – outlines the management of wastewater discharge, treatment, and recycling to meet discharge standards
- **EHS Program, Work-Related Injuries** – comprises documented EHS objectives, targets, and programs to achieve our commitment to pollution prevention and continual improvement
- **Emergency Preparedness & Response** – ensures proper coordination and control in emergency situations to minimize loss and impact, and prevent or reduce adverse environmental impacts that may occur



DECARBONIZATION

Our decarbonization target will reduce baseline Scope 1 and 2 (Market-Based) GHG emissions by 60% by 2030 as compared to our 2021 baseline

WASTE

Our global target is to achieve a 90% waste-diverted-from-landfill rate by 2030

WATER

We strive to have a progressive decline in our absolute water withdrawal year after year

TARGET PROGRESS

TTI is committed to advancing environmental stewardship and limiting our environmental impact through measurable action on greenhouse gas reduction and responsible resource management. Our environmental targets reflect a strategic approach grounded in science-based methodologies, operational efficiency, and continuous improvement. Progress toward these goals is assured through third-party verification to ensure transparency and accountability.

Scope 1 & 2

In 2021, we set a target to reduce our baseline Scope 1 and Scope 2 (Market-Based) GHG emissions by 60%, reflecting our alignment with the goals of the Paris Agreement to limit global temperature rise to 1.5 degrees Celsius. This target continues to guide our decarbonization efforts as we enhance energy efficiency, expand renewable energy use, and strengthen emission management practices across our operations.

As of the end of 2025, we have reduced our Market-Based GHG emissions by 21% since our baseline, demonstrating meaningful progress toward our 60% target. We anticipate both near-term and long-term opportunities to continue making progress toward this target, alongside challenges that may arise. We remain focused on addressing these challenges and capitalizing on opportunities as they emerge, recognizing their direct impact on our ability to achieve our reduction goals. This reporting period, we achieved a 7% reduction in absolute Scope 1 and 2 (Market-Based) baseline emissions.

As our footprint grows, we remain committed to tracking emissions from newly operational sites to ensure consistency with our reduction pathway. While these facilities fall outside of our 2021 baseline and therefore do not factor into progress toward the 60% Scope 1 and 2 (Market-Based) reduction target, we actively monitor and manage their emissions performance, with ongoing review of our GHG inventory informing the evaluation of a future reduction target that more appropriately reflects business growth and expanded facilities.

Scope 3

Our Scope 3 journey began with mapping emissions across our value chain to identify where reductions would be most impactful and within our influence. This process highlighted two priority categories, Category 1 (Purchased Goods and Services) and Category 4 (Upstream Transportation and Distribution). Together, these two categories represent the most material portion of our upstream emissions.

To drive reductions in these areas, we established year-over-year intensity-based (tCO₂e per Million of Revenue) reduction targets for both Category 1 and Category 4 that apply across our global operations. Through strategic initiatives across our value chain, we are targeting a reduction in emissions associated with both purchased goods and

outbound logistics. For Category 1, we've limited spend on materials where feasible, such as phasing out paper manuals and transitioning toward more sustainable inputs including recycled packaging and lower-impact raw materials. For Category 4, we've improved logistics efficiency by reducing product weight and volume through design innovations which allow more products to be shipped with less freight impact.

Our year-over-year intensity increase in Scope 3 Category 4 emissions was due to our reduction of finished goods inventory in 2023, which resulted in unusually low shipping container volumes and therefore higher intensity that year. As inventory levels normalized in 2024, shipping activity returned to typical patterns, leading to higher reported emissions relative to the 2023 baseline. Early 2025 results indicate a downward trend, which will be reflected in the next reporting cycle.

The remaining Scope 3 categories are presented in the Performance Metrics section of this report, where we continue to expand data coverage and refine accuracy to ensure transparent and comprehensive reporting.

Waste

Our 90% waste-diverted-from-landfill target by 2030 underscores our commitment to minimizing operational waste and promoting resource efficiency across all facilities. Progress toward this goal is driven by strengthened recycling systems, repair and refurbishment initiatives, and partnerships with certified waste management providers to ensure responsible disposal. This reporting period we reported our waste-diverted-from-landfill rate at 88%, increasing 3% from 2024. Together, these efforts advance our broader circular economy objectives while reducing the environmental footprint of our operations.

TTI has set a new plastics pledge focused on reducing environmental impact across our product and packaging portfolio. Throughout our packaging, we pledge to avoid single-use and problematic plastics where feasible, eliminate unnecessary packaging across SKUs where possible, and replace poly bags with recycled alternatives whenever legally permissible. Through these efforts, in 2025, we were able to remove 24 tonnes of plastic from our packaging.

Assurance

Verification of our greenhouse gas emissions is an integral part of TTI's decarbonization strategy, ensuring accuracy, transparency, and accountability in our reporting. Scope 1 emissions encompass those generated from on-site operations and company-operated vehicles, while Scope 2 emissions reflect indirect emissions from purchased electricity. Independent third-party verification is a regular part of our environmental management strategy, through which we validate our Scope 1 and Scope 2 emissions, water consumption, and waste generated in operations, and waste-diverted-from-landfill rate annually to maintain data integrity and tracking progress.

TARGET PROGRESS



ON TRACK
Scope 1 and 2 (Market-Based)
60% GHG Reduction
 by 2030 Target



ON TRACK
Scope 3 Category 1
 Purchased Goods YOY
 Intensity Reduction Target

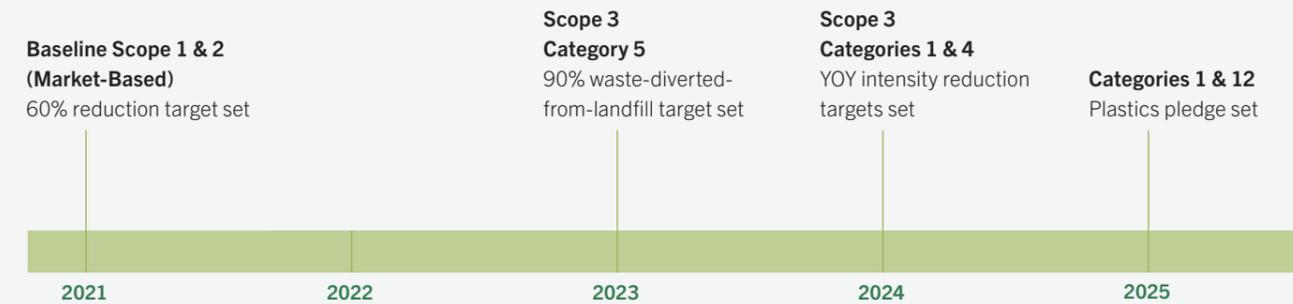


ON TRACK
Scope 3 Category 5
90% Waste-Diverted-From-Landfill Rate
 by 2030 Target



IN PROGRESS
Scope 3 Category 4
 Transportation & Distribution YOY
 Intensity Reduction Target

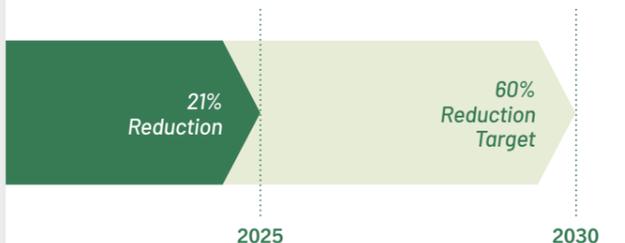
Timeline



Baseline Facilities Scope 1 & 2 (Market-Based) GHG Emission Tracker



Baseline Scope 1 & 2 (Market-Based) GHG Emission Reduction Progress (%)



CLIMATE CHANGE

GOALS AND TARGETS

- Reduce Scope 1 and 2 (Market-Based) GHG emissions by 60% by 2030, compared to 2021 baseline
- Reduce Select Scope 3 categories intensity year-over-year
- Ensure full compliance with climate-related frameworks and regulations
- Increase renewable energy use

PROGRESS

- Reduced absolute Scope 1 and Scope 2 (Market-Based) baseline emissions by 7%
- Disclosed all relevant Scope 3 categories
- Reduced emissions intensity for Scope 3 Category 1 by 1%
- 22% of energy is from renewable sources

By evaluating the impact of our business activities on climate change, we can develop a strategy focused on managing greenhouse gas emissions, minimizing energy consumption, and fostering collaboration with global partners.

How We Are Managing It

Climate management at TTI is guided by structured actions that target emission reductions, energy efficiency, renewable energy integration, and operational resilience. We continue to make steady progress in reducing Scope 1 and Scope 2 (Market-Based) emissions while reviewing our Scope 3 categories. Scope 1, Scope 2, and Scope 3 results are disclosed in the Performance Metrics section of this report.

Our approach integrates research, technology, and data insights to identify effective reduction opportunities across operations. Internal energy inspections are conducted at all material Group sites, followed by targeted action plans to improve efficiency. Furthermore, we are increasing the share of renewable energy used across our operations through solar panels, local procurement, and green energy partnerships. These efforts align with our broader environmental objectives and global climate goals, strengthening our long-term resilience to both physical and transitional climate risks.

To ensure compliance and build internal awareness, relevant associates receive training on climate action and disclosure standards aligned with applicable frameworks and regulations.



VALUE CHAIN



Emissions

TTI's approach to managing climate impact focuses on assessing our carbon footprint and reducing emissions across all operations. In line with the Paris Agreement's goal of limiting global temperature rise to 1.5 degrees Celsius, we continue to strengthen our efforts to measure, manage, and reduce greenhouse gas emissions. These efforts span our manufacturing sites, offices, service centers, logistics, and broader value chain, recognizing that each area contributes to our overall environmental footprint.

Our emissions primarily stem from three key sources: the combustion of fossil fuels used in manufacturing, vehicles, and machinery; the purchase of electricity, heating, and cooling; and the use of refrigerant gases. The contribution of refrigerants, or fluorinated gases, remains minimal, primarily linked to our high-efficiency Heating, Ventilation, and Air-Conditioning (HVAC) systems. By closely tracking these sources, we can target the most material areas for improvement and support our broader decarbonization strategy.

Energy

TTI prioritizes efficient and responsible energy use across its facilities to reduce emissions, lower costs, and enhance long-term performance. Our strategy focuses on four key areas:

- Improving energy efficiency
- Expanding onsite renewables
- Increasing renewable energy procurement
- Advancing fleet decarbonization

To enhance energy efficiency, we proactively maintain HVAC and building management systems to optimize performance and minimize waste. This includes using LED lighting, adjusting light levels based on occupancy and natural light availability, and deploying advanced energy management systems across our facilities.

Renewable energy generation and procurement continue to play a central role in our approach. We are actively increasing the use of green energy across our operations through solar installations and power purchase agreements, where feasible. Together, these measures strengthen operational resilience, support emissions reduction, and drive long-term sustainability performance.



Renewable Energy Procurement

TTI continues to expand its renewable energy portfolio through both onsite generation and offsite procurement. Accredited green energy agreements are in place across Australia, China, the United States, and Europe, complementing our ongoing renewable energy initiatives. In Australia, four facilities now operate on 100% renewable energy certified by GreenPower. Our MILWAUKEE operations in Wisconsin, including the West Bend hand tool factory, have transitioned to green electricity, while multiple sites across Europe, such as the United Kingdom, Switzerland, Central Europe, and Germany, source power from renewable sources via utility providers.

In 2025, renewable energy accounted for approximately 22% of our total energy consumption. While overall energy use increased slightly to just under 622,066 MWh compared to 2024, renewable energy procurement continues to rise as a share of our total mix. As part of our long-term decarbonization strategy, we are expanding onsite solar installations in Asia and Europe and exploring new Power Purchase Agreements, virtual agreements, and renewable energy certificates to strengthen our renewable energy integration.

For sites that have not yet transitioned, upcoming initiatives include evaluating solar panel installations, shifting from standard grid power to certified renewable sources, and formalizing regional renewable energy procurement frameworks. These steps reinforce our continued progress toward greater energy independence, resilience, and alignment with our global sustainability objectives.

Energy Inspections

Energy inspections form a key component of TTI's broader energy management and decarbonization efforts. Comprehensive assessments have been conducted across major regions, including China, Europe, the Middle East, and the Americas, to evaluate energy use and identify opportunities for efficiency improvements. Each inspection examines alternative energy options, operational practices, and facility performance, helping uncover both immediate and long-term savings potential.

Findings have highlighted areas for improvement in lighting systems, HVAC performance, machinery operation, and overall process energy use. Site inspections provide insights into maintenance practices and equipment optimization to reduce consumption. Informed by these evaluations, we continue to engage with reliable utility partners to expand access to clean electricity and integrate renewable energy sources into our operations.

Localization

To enhance our resilience against global disruptions, we minimize dependence on single sources and improve our adaptability to regional market needs by diversifying and localizing our manufacturing and supply chains. This approach involves sourcing and producing goods closer to their respective markets, which reduces extensive transportation requirements and the associated emissions. By collaborating with local suppliers, we also strengthen our connections with emerging markets.

The Group's largest supplier, along with the next five largest suppliers based on the volume of goods and services provided, represented approximately 5.0% and 15.6% of the Group's total purchases, respectively (excluding purchases of items of a capital nature). Our objective is to partner with businesses worldwide to raise environmental and safety standards throughout our value chain. In doing so, we actively support the development of local communities, positively impacting their economies, living conditions, and educational opportunities.

Building Standards

To enhance our business's environmental impact, we have launched several initiatives to help improve the sustainability of our buildings. These initiatives include:

- Preventive maintenance and monitoring systems
- Installation of LED lighting with timers and motion sensors
- Effective management of water usage
- Implementation of efficient chilled water systems
- Utilization of ENERGY STAR low NOx condensing boilers

We pursue recognized building certifications such as GREEN STAR, ENERGY STAR, LEED, and Green Building Certification to validate our commitment to energy efficiency and sustainable practices.



RESOURCE USE AND CIRCULAR ECONOMY

GOALS AND TARGETS

- Develop and promote a circular business model by increasing repairability and recyclability of our products
- Ensure the responsible consumption of resources across our business
- Achieve a 90% waste-diverted-from-landfill rate by 2030

PROGRESS

- 206,690 tools refurbished in 2025
- Waste-diverted-from-landfill rate at 88%

Continually enhancing our circular economy strategies by managing resources, materials, and waste within our operations and communities is essential for fostering responsible consumption and production.

How We Are Managing It

Managing resource use responsibly and advancing circular economy practices remain integral to how we operate responsibly. Our efforts focus on minimizing resource consumption, reusing materials where feasible, and strengthening waste management systems across our operations and communities. By leveraging emerging technologies, upgraded equipment, and innovative systems, we continue to identify new ways to conserve, recover, and repurpose resources without compromising product quality or performance. Our initiatives address waste reduction, resource scarcity, and the use of sustainable raw materials in products and packaging. Progress toward our 90% waste-diverted-from-landfill target continues, strengthened by internal reviews, workforce training, and focused initiatives aimed at reducing waste across operations.

Circularity is embedded into our product lifecycle through repair and refurbishment programs such as the RYOBI Rapid Repair and MILWAUKEE eService programs, which allow users to repair and extend the lifespan of their products. These efforts help reduce waste while maintaining customer satisfaction.



VALUE CHAIN



We continue to collaborate with partners and suppliers to strengthen responsible material sourcing and promote sustainable packaging solutions. Initiatives include phasing out expanded polystyrene, transitioning from paper manuals to digital e-manuals, and introducing recyclable and eco-friendly packaging. These practices are championed across our major brands, including MILWAUKEE, RYOBI, and HOOVER, reinforcing our progress toward a more circular and resource-efficient business model.

To maintain alignment and foster innovation, quarterly meetings are held to review ongoing circular economy initiatives. These sessions provide a platform for cross-functional teams to exchange insights, monitor progress, and identify new opportunities to improve material efficiency and waste management throughout the organization.

Sustainable Packaging

Our packaging strategy is anchored in the 4R Principles: Reduce, Reuse, Recycle, and Rethink. These principles guide how we minimize environmental impact throughout the entire packaging lifecycle. They shape the design, material selection, and innovation behind our packaging solutions, ensuring that sustainability is

considered at every stage. Building on these principles, our current initiatives focus on addressing stakeholder priorities such as waste reduction, recyclability, and responsible material sourcing.

To minimize our environmental footprint, we continue transitioning to more sustainable and lower-impact packaging materials. These include corrugated paper made from 82% recycled pulp, honeycomb board, chipboard, paperboard, and molded pulp alternatives. Where feasible, expanded polystyrene foam has been eliminated from the majority of our packaging, with ongoing efforts to further minimize its use. During the reporting period, total packaging materials amounted to 74,205 tonnes, of which 62% were produced from recycled content.

Packaging weight has been reduced through material optimization, and printed manuals have been streamlined into single-page inserts featuring QR codes that link users to digital resources. Design for recyclability remains a key focus, with teams prioritizing mono-materials and clear end-of-life labeling to support proper disposal and recycling. Discarded materials are repurposed within operations, for example, corrugated cardboard from suppliers is reused in spare-parts packaging as an alternative to bubble wrap.

Waste Management

To demonstrate our commitment to responsible waste management, we continue to strengthen waste reduction, recycling, and recovery initiatives across our operations while making steady progress toward our 90 percent waste-diverted-from-landfill target by 2030. We collaborate with trusted waste management partners across key markets to ensure the safe collection, treatment, and disposal of hazardous and non-hazardous operational waste, with an emphasis on recycling and recovery solutions that meet regulatory requirements and uphold our standards for responsible operations.

Beyond our operational footprint, our teams also advance community-focused environmental stewardship initiatives. For example, during the reporting period, Milwaukee NA hosted a household electronic waste collection event for employees, collecting approximately 12,000 lbs of e-waste across four locations. This initiative supported responsible recycling and proper handling of hazardous components while reinforcing employee engagement and environmental awareness within our communities.

Comprehensive training programs further reinforce proper waste handling among associates. Guided by our Waste Collection and Disposal SOP, employees are instructed on recycling methods, the disposal of non-recyclable materials, and the management of hazardous waste in full compliance with national environmental protection laws. Through these combined efforts, we continue to strengthen our waste management performance and reduce our overall environmental footprint.

Our EHS teams work diligently to ensure that every location is thoroughly prepared to comply with these guidelines and regulations, making certain that the necessary resources are accessible. To uphold accountability, we perform internal evaluations of our waste management procedures, which undergo periodic evaluations by third parties, further guaranteeing compliance with industry standards and environmental best practices.

Circular Economy

Circular economy principles are embedded in our approach to sustainable resource management, waste reduction, and product longevity. We continue to integrate circularity models across operations and product lifecycles to minimize waste and maximize resource efficiency from sourcing through end-of-life. This includes designing products that are durable, repairable, and recyclable, as well as phasing out environmentally harmful materials in favor of more sustainable alternatives.

Externally, we collaborate with NGO partners to support responsible material sourcing, address resource scarcity, and minimize environmental impact throughout our supply chain. Internally, we hold quarterly meetings to evaluate circular economy initiatives, fostering cross-functional collaboration and continuous improvement. These sessions provide a forum for departments to share updates and discuss how circular practices are being embedded into product design, packaging, and operations.

We offer internal training sessions aimed at equipping associates with the essential knowledge and skills to implement circular principles in their daily roles, covering areas such as responsible sourcing, waste reduction, and efficient resource utilization. Additionally, we provide resources for teams focused on product design, repair programs, and packaging enhancements, ensuring they stay informed about the latest sustainable technologies and practices. We also engage customers through educational materials, empowering them to make informed choices regarding product maintenance, repair, and recycling.

Repair and Reuse

Repair and servicing centers across our value chain play an important role in extending product lifecycles and maintaining performance standards. Through these facilities, components from previously owned tools are reclaimed and repurposed for repairs and maintenance where feasible, reducing waste and supporting more sustainable use of materials.

Refurbishing

Our refurbishment process plays a vital role in extending product lifespans, reducing waste, and minimizing environmental impact. In 2025, our refurbishment efforts resulted in over 600 tonnes of tools being reconditioned.

To ensure every refurbished product meets the same quality standards as new items, each component, including batteries and chargers, undergoes detailed inspection and testing. Only after meeting our performance and safety benchmarks do expert technicians carry out repairs using factory-authorized components and refurbished replacement parts. This rigorous process ensures that refurbished tools meet both consumer expectations and our commitment to responsible production.

Plastics Pledge

Throughout our packaging, we pledge to avoid single-use and problematic plastics where feasible, eliminate unnecessary packaging across SKUs where possible, and replace poly bags with recycled alternatives whenever legally permissible.

| | |
|--|---|
| Eliminate Unnecessary Packaging | We are focusing on eliminating unnecessary packaging across SKUs where possible by optimizing material use during the design process to minimize consumption per SKU. We also repurpose offcuts as internal support inserts, enhance container loading efficiency, and make better use of warehouse space. |
| Avoid Single Use and Problematic Plastics | We are continuously working to eliminate single-use plastics such as polybags, clamshells, and blister packs where possible and substitute with environmentally friendly alternatives. We design our packaging to eliminate problematic plastics such as expanded polystyrene, wherever feasible and replace them with paper-based alternatives. |
| Recycled Alternatives | We collaborate with suppliers to increase recycled content in our plastic packaging. We currently use 30%+ post-consumer recycled (PCR) plastic, where feasible, and continue to evaluate opportunities to expand higher-PCR content. Recycled plastics are integrated wherever legally and operationally practical to reduce reliance on virgin materials. |

Circular Economy Principles



Batteries

A key element driving our success is the “network effect” of our battery platform, allowing users to power any product within the same system with a single battery. This “network effect” has played a crucial role in shaping our business strategy and continued success. By designing rechargeable battery packs that are interchangeable across each product network, we have effectively reduced excess consumption, production, and waste.

Battery Recycling

TTI has long championed battery recycling as part of its commitment to circularity and resource efficiency. Since 1994, we have implemented initiatives to recover valuable materials from end-of-life batteries and reduce reliance on virgin raw materials. Our recycling process meets stringent environmental, health, and safety standards while complying with all applicable regulations. Through partnerships with leading organizations such as The Battery Network (formerly Call2Recycle), Redwood Materials, GRS Batterien, Valpak, and Quantum Lifecycle, we support the safe collection, transportation, and processing of batteries across our global operations. The recycling process involves breaking down battery packs into their various components and chemistries. Cylindrical metal casings are repurposed into steel and stainless-steel products, while lithium-ion, cobalt, and other critical minerals are recovered for use in new battery chemistries.

The Battery Network

In collaboration with The Battery Network, we have helped establish more than 20,000 collection sites across North America, enabling convenient consumer access to recycling programs. In 2025 alone, these efforts resulted in the collection and recycling of over 205 tonnes of batteries.



MILWAUKEE has been recognized as one of the top 100 leaders in sustainability for its outstanding contributions to The Battery Network’s battery collection and recycling program.



Service Centers

Our service centers play a vital role in extending product lifecycles and maintaining quality performance. Through dedicated repair and maintenance programs, such as MILWAUKEE eService and RYOBI Rapid Repair, we provide customers with efficient, reliable, and accessible solutions that promote longevity, reduce waste, and support our broader circular economy objectives.

RYOBI Rapid Repair

The RYOBI Rapid Repair program, launched in 2023, continues to redefine the repair experience by providing a fast, reliable, and sustainable service for RYOBI products. Operated from our facility in South Carolina, the program has processed more than 65,000 repair orders this year, underscoring our commitment to quality and customer satisfaction.

Designed for convenience, the repair process allows customers to register tools online, complete a claim form, and receive a prepaid shipping label. Once received at our facility, skilled technicians perform detailed inspections and repairs, ensuring each product meets our high standards of safety and performance. Customers are kept informed through real-time status updates from receipt to completion, offering full visibility throughout the process.

By extending the lifespan of products, the RYOBI Rapid Repair program supports TTI’s broader circular economy objectives. The initiative not only enhances product quality control but also reinforces our commitment to minimizing waste and providing efficient, customer-focused repair solutions that align with our environmental and operational goals.

MILWAUKEE eService

The MILWAUKEE eService digital platform provides customers with convenient, around-the-clock access to repair, maintenance, calibration, and certification services. Designed for efficiency and ease, the platform enables users to create an account, submit tool details, and instantly receive a prepaid shipping label to send tools from nearly 8,000 authorized locations. Alternatively, they can visit a service center for in-person support.

Factory-trained technicians perform every service using genuine parts to ensure precision, reliability, and quality. Tools are typically returned within 7 to 10 business days, reflecting MILWAUKEE’s commitment to both performance and customer satisfaction. By extending the lifespan of tools through expert repair and maintenance, MILWAUKEE eService reduces waste and supports long-term product use, reinforcing our dedication to sustainable and responsible operations.

WATER, POLLUTION, BIODIVERSITY, AND ECOSYSTEMS

GOALS AND TARGETS

- Achieve an absolute decline in water consumption year over year
- Implement programs for biodiversity protection and restoration
- Compliance with local water, natural resources, and biodiversity conservation regulations

PROGRESS

- 25,962 m³ total water consumption in 2025
- Facility development plans that consider biodiversity impacts
- Zero violations with local water, natural resources, or biodiversity conservation regulations or laws

Promoting healthy ecosystems and biodiversity by minimizing the impact of our operations on the air, water, and soil quality of surrounding communities.

How We Are Managing It

TTI's operations depend on both renewable and non-renewable resources that originate from natural ecosystems. To minimize our impact, we integrate sustainable practices across all business functions, guided by R&D initiatives that prioritize environmentally responsible innovation.

Our management systems are supported by dedicated SOPs designed to safeguard environmental quality and employee well-being. The Water SOP promotes efficient water use through conservation and recycling practices, while the Chemical SOP establishes strict protocols for the safe handling and disposal of chemicals to reduce hazardous waste. The Waste SOP reinforces responsible waste management and pollution prevention, ensuring alignment with our broader sustainability objectives.

Biodiversity considerations are incorporated into new facility planning and site selection processes to support coexistence with surrounding habitats. Regular monitoring and environmental inspections, often conducted in collaboration with NGO partners, help us assess and manage biodiversity impacts responsibly. These efforts are strengthened by comprehensive training programs that build awareness among associates and foster a culture of environmental accountability throughout the organization.



VALUE CHAIN



As we continue to grow, we remain focused on strengthening environmental risk management across our operations. This includes regularly updating internal policies to reflect evolving regulations, integrating environmental considerations into strategic decision-making, and maintaining strong performance oversight through internal reviews and cross-functional accountability. By embedding these practices into everyday operations, we work to minimize our impact on natural resources and surrounding ecosystems as well as contribute to long-term business resilience.

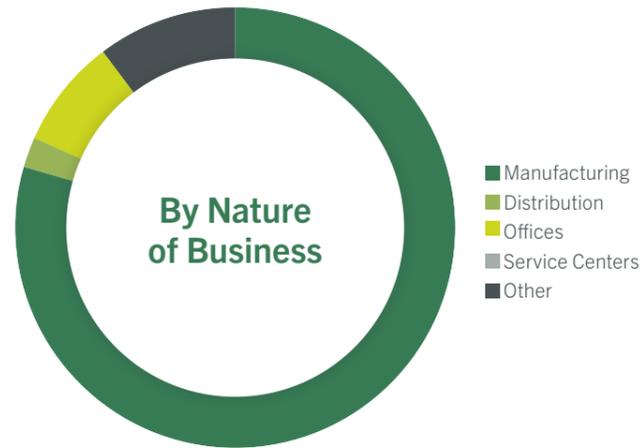
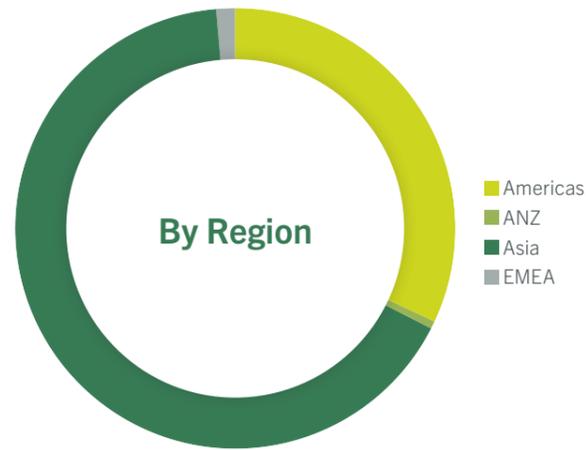
Water

Water plays an essential role in supporting our manufacturing and operational processes; however, we do not depend on significant volumes of fresh, recycled, brackish, or produced water. Following an internal review, we found that our water use primarily arises from cooling and WASH (water, sanitation, and hygiene) activities. This usage does not notably impact our surrounding communities, business model, strategy, or financial planning. While our operations do not require large quantities of freshwater, we continue to evaluate our nature-related dependencies, impacts, and risks to ensure responsible management across all sites.

To maintain sustainable practices, all water used within our operations is sourced from local municipal suppliers in compliance with regional withdrawal and discharge regulations. Water use is closely monitored through on-site meters or vendor-provided data, which are collected monthly and integrated into our ESG reporting system for transparency and performance tracking. During the reporting period, there were no incidents of non-compliance with water management regulations, and TTI did not incur any fines or sanctions related to discharges into bodies of water.

Less than 10% of our total water consumption originates from areas experiencing water stress. To minimize potential risks and support conservation, we continue to implement water-saving measures such as the use of recycled water, leak detection systems, and sensor-activated technologies at key facilities. Each business unit tailors its water management approach to its regional context, incorporating water efficient technologies, automated systems, and regular evaluations to enhance efficiency.

Water Withdrawal in 2025



Through the guidance of our Water Pollution Management SOP, we maintain strict procedures for wastewater discharge and treatment. Beyond operational improvements, we promote water stewardship through employee engagement programs that raise awareness and encourage efficient water use across daily operations. As our global footprint expands, we remain committed to integrating sustainable water management practices wherever feasible.

Pollution

TTI is committed to minimizing pollution across its operations through effective environmental management and regulatory compliance. Our efforts focus on preventing air, water, and soil pollutants arising from manufacturing and logistics activities where feasible. Through continuous improvements, equipment upgrades, and regular compliance audits, we work to reduce waste, treat pollutants prior to discharge, and safeguard biodiversity and surrounding ecosystems.

To support responsible growth, we continue to assess our operational processes and look for practical opportunities to reduce pollutant generation wherever feasible. We leverage internal oversight mechanisms to validate compliance, monitor emissions and discharges, and ensure treatment systems are functioning effectively. As environmental standards and stakeholder expectations evolve, we remain focused on strengthening controls and investing in improvements that help reduce our environmental footprint while maintaining safe and efficient operations.

Air Emissions

TTI continues to monitor and manage air emissions across its global operations to minimize environmental impact and ensure compliance with applicable regulations. Through internal investigations, we have identified potential sources of air pollutants within our manufacturing and operational activities. After assessing the results, we determined that the associated air emissions are not significant. Nevertheless, we remain proactive in monitoring and evaluating these sources to prevent future risks and maintain transparency in our environmental performance.

In 2025, we recorded zero incidents of non-compliance related to air emissions regulations, underscoring the effectiveness of our control measures and oversight systems. Our facilities operate under stringent environmental management practices, focusing on energy efficiency,

pollution prevention, and operational process improvements that reduce potential emissions. We maintain full compliance with all relevant air emissions laws and regulations, ensuring our operations meet or exceed established standards.

Chemicals

Our objective is to minimize the presence of chemicals and hazardous substances throughout our value chain. To accomplish this, we adhere to stringent industry regulations that inform our internal policies. Our Chemical Management SOP outlines the responsibilities in safely handling chemicals, encompassing purchasing, transportation, storage, and the use of both hazardous and non-hazardous substances. It includes emergency protocols for leaks, contamination, or fires, along with guidance on data sheets, regulations, and procedures.





We are dedicated to complying with global chemical safety standards, including the EU's REACH regulation, which mandates that companies producing or importing over one tonne of chemicals annually must register with the European Chemicals Agency. We follow the Restriction of Hazardous Substances (RoHS) regulations in Europe and parts of Asia, as well as the Toxic Substances Control Act and the U.S. Environmental Protection Agency's Clean Air Act. We strive to avoid using REACH-designated substances of high concern whenever possible, and our in-house laboratories perform verification testing for RoHS compliance. Additionally, we actively monitor and report any REACH substances through the Substances of Concern in Products database.

At the beginning of each project, we perform a thorough risk analysis to pinpoint any potentially hazardous elements. To guarantee the safety and compliance of these elements and the finished products, we require our suppliers to provide test reports from TTI-approved, third-party certified laboratories. These independent labs confirm that all materials adhere to our stringent safety standards.

To ensure transparency and traceability, we systematically organize most test reports in a centralized database, which allows for easy access and continuous monitoring throughout the product's lifecycle. This meticulous process not only preserves product integrity but also strengthens our dedication to the highest safety and quality standards throughout our entire value chain.

Biodiversity

We are dedicated to protecting ecosystems that are crucial for maintaining air, water, and soil quality while promoting species and habitat diversity. This year, we continued our ongoing partnerships with organizations such as the Responsible Minerals Initiative and the Responsible Business Alliance. These partnerships as well as our other biodiversity-related initiatives highlight our commitment to sustainably sourcing minerals and metals across different industries, and advancing our water conservation efforts.

Alongside our partnerships, our individual BUs are actively participating in initiatives aimed at protecting natural ecosystems and reducing carbon emissions. For example, our Milwaukee team in Dubai launched an annual partnership with Tree Nation, committing to plant two trees each month in a certified forest in Madagascar, which helps offset some of the CO₂ emissions from the local office. Furthermore, for every product sold from our MILWAUKEE MX FUEL range in the surrounding areas, we planted an additional 100 trees. In 2025, we continued our collaboration with Tree Nation, resulting in the planting of a total of 14,005 Trees, and offsetting nearly 534 tonnes of CO₂ emissions.



EMPOWERING
EXCEPTIONAL PEOPLE
TO PROMOTE BUSINESS
EXCELLENCE AND
UPLIFT OUR COMMUNITIES



SOCIAL & COMMUNITY

MATERIAL TOPICS

P.64 Workforce

P.72 Communities

OUR PEOPLE

In 2025, TTI’s global workforce grew to 48,318 associates, reflecting the continued strength of our talent strategy.

We believe that promoting a culture rooted in fairness, inclusion, and safety is essential to empowering our people and sustaining our global workforce. We are committed to a healthy working environment, free from forced or child labor and eradicating the illegal movement of people for modern slavery. To this end, we enforce a zero-tolerance policy for such practices across both our operations and supply chains.

To ensure equitable treatment for all associates, we comply with all international, national, state, and local employment laws. This means oversight of factors such as legal working age, hours, and permits across various markets and supply chains. These measures are introduced to our new hires and existing associates through targeted communication and training.

Our TTI Code of Ethics & Business Conduct (CoC), Employee Handbook and training materials are updated regularly to keep all associates current on these company guidelines. Our corporate policies are also under continuous review to align with local regulations, emphasizing safe employment procedures, and social principles. As a result, we are able to actively minimize the risk of non-compliance with laws and/or regulations in social and economic areas.

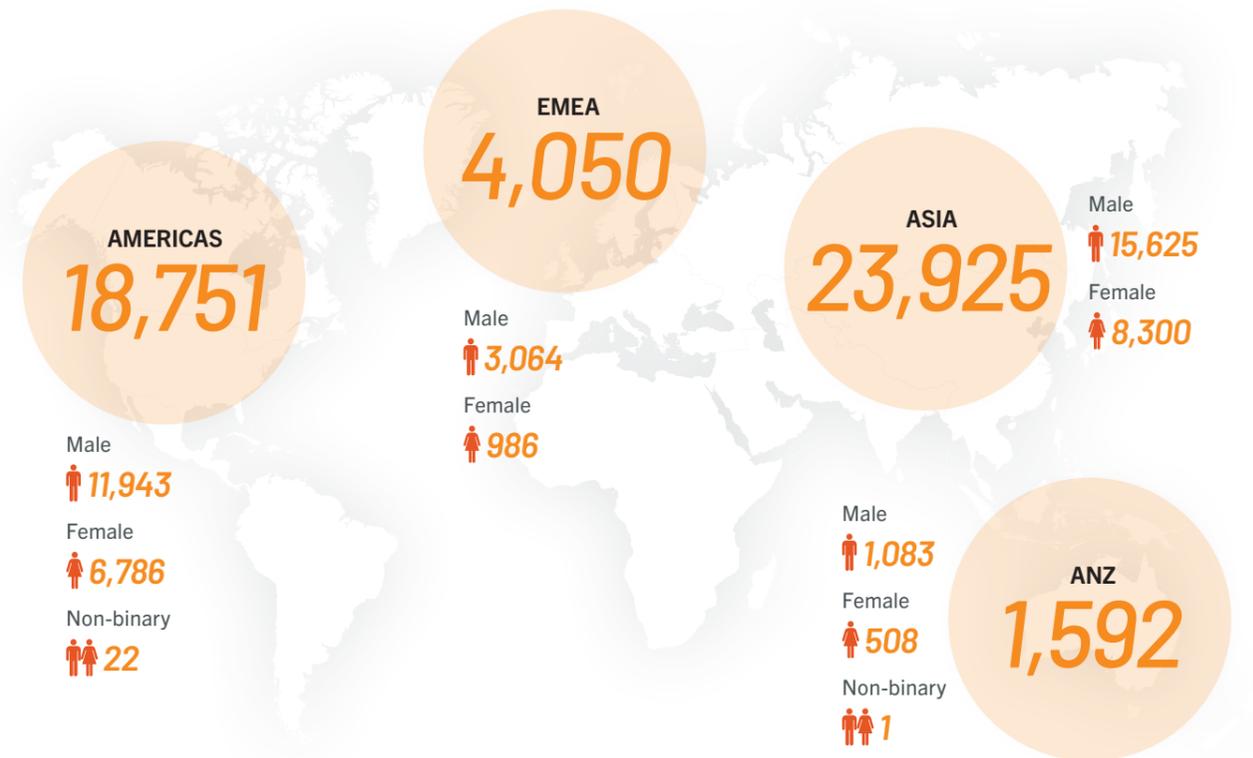
A comprehensive list of legal and regulatory requirements with the potential to significantly impact our operations and performance is publicly available through the HKEX ESG Reporting Guide Content Index on our website. This index outlines our adherence to labor, human rights, and health and safety standards, and is accessible to associates as well as external stakeholders.

Each business unit is responsible for setting compensation and benefits packages for associates. While these may vary across the organization, TTI upholds universal programs that ensure fairness, equitable treatment, and proper recognition of associate contributions. These programs address a broad range of priorities, including providing associates with a livable wage, protecting human and labor rights, developing and engaging talent, promoting health, safety, and wellness, and strengthening community involvement. Oversight of these efforts is carried out by the Board’s Sustainability Sub-Committee and ESG Working Committee, in close collaboration with our human resource teams.

Many of our business units have earned awards recognizing strong human resource practices and employee empowerment. These honors reflect our workplace culture, where innovation is encouraged, employees are supported, and professional growth is prioritized. Each recognition reinforces our ongoing efforts to maintain a dynamic and inclusive workplace across the organization.

48,318

Employees Globally



Employer Awards from 2024-2025



WORKFORCE

GOALS AND TARGETS

- Over 30% women in management roles by 2030
- Maintain a recordable work-related injury rate below 1.00
- Deliver year-over-year increase in total training hours per associate

PROGRESS

- 26% women in management roles
- Recordable work-related injuries rate at 0.62
- 13.9 training hours per associate



VALUE CHAIN

- Suppliers
- Operations

We prioritize health, safety, fairness, and equal opportunity across our operations and value chain to support a healthy workforce.

How We Are Managing It

Empowering our associates starts with a culture grounded in safety, well-being, equity, inclusion, and development, where fair labor practices and equal opportunities are embedded throughout our operations. These principles are outlined in our CoC, which provides the framework for responsible practices across the organization. Supporting mechanisms such as employee training programs, the compliance hotline, and employee engagement initiatives further strengthen accountability and reinforce our high standards of safety and integrity.

The health and safety of our associates are safeguarded through comprehensive occupational health and safety (OHS) programs. These include regular training, system oversight, and alignment with OHSAS 18001 and ISO 45001 standards to ensure compliance and workplace protection. To attract and retain talent, we provide competitive compensation and benefits alongside professional development opportunities. In addition, Employee Resource Groups (ERGs) and our various social initiatives foster diversity, inclusion, and the exchange of perspectives, cultivating a workplace culture where associates feel valued and empowered.

Human and Labor Rights

TTI upholds the core labor standards and related guidelines established by the International Labour Organization. Our practices comply with statutory minimum wage laws in every country where we operate, with compensation packages that incorporate variable performance-based pay.

We support the principles of freedom of association and collective bargaining in line with local regulations across our operations and supply chain. Employees are free to join or establish trade unions and worker associations of their choice without fear of discrimination, harassment, or retaliation. We respect collective bargaining rights and engage in good faith negotiations with recognized unions or worker representatives to establish fair employment agreements covering wages, benefits, working hours, safety protocols, and other critical aspects of employment.

To ensure our commitments to fair wages and lawful labor practices are upheld, we have established robust monitoring and enforcement measures. These include ongoing processes for identifying, verifying, and addressing potential violations through regular monitoring and reviews. Enforcement of our standards includes verifying identification cards and drivers' licenses to confirm the

legal working age of associates. This ensures that young workers above the legal threshold have limited working hours, receive proper training, and are not exposed to harmful or hazardous conditions. Associates across our value chain have access to multiple channels for raising concerns, including a confidential hotline, trade unions, and the procedures outlined in our Complaint Resolution Policy. In addition, our partnerships with global industry organizations reinforce our responsibility to protect and promote human rights throughout our operations.

Modern Slavery

Our policy against modern slavery and human trafficking provides the framework for protecting human and labor rights across our operations and supply chain. Both associates and suppliers are responsible for adhering to this policy, as well as to our CoC and Business Partner Code of Conduct (BPCoC). These standards explicitly prohibit human trafficking, forced labor, and the use of illegal child labor. All employees and suppliers are required to read, understand, and formally acknowledge compliance with these codes and policies.



To prevent and address risks of modern slavery and human trafficking, we implement the following measures across our operations and supplier network:

- Inclusion of anti-slavery and human trafficking provisions in direct supplier contracts
- Modern Slavery and Human Trafficking risk assessments with 100% completion rate
- Supplier screening and relationship mapping via global trade compliance, sanctions and supply chain risk management software solutions
- Site visits and audits focused on high-risk operations and suppliers
- Corrective action plans where warranted

Our policies affirm our commitment to preventing, detecting, and eliminating human trafficking and modern slavery within our organization and along our value chain. They outline potential red flags related to work and living conditions, poor health, or unusual work behavior. These indicators are designed to help associates and suppliers identify possible issues.

We remain fully compliant with all applicable laws and regulations that have a significant impact on preventing child labor and forced labor across our operations and supply chain.

This reporting period there were zero cases of human rights violations, and zero incidents of employees were dismissed or disciplined for corruption, anti-trust, anti-bribery, anti-competition, or monopoly violations.

Non-Discrimination, Diversity, and Inclusion

With global operations spanning multiple jurisdictions, we are committed to ensuring fairness and equal opportunity for all associates and without regard to the following factors: race, ethnicity, sex, gender identity, sexual orientation, color, religion, age, disability, marital status, genetic information, national origin, veteran status, or any other characteristic protected by local, state, or federal law.

To strengthen awareness, we provide training programs that give associates practical examples to help them identify discrimination and harassment and take prompt action by reporting concerns. As an equal opportunity employer, we maintain a zero-tolerance approach for harassment, discrimination, and retaliation, reinforced by our CoC.

Talent Engagement and Attraction

TTI's ability to attract and retain top talent is reinforced through strategic recruiting, inclusive programs that support engagement, competitive compensation and benefits, and well-defined pathways for professional development.

Inclusive and Diverse Recruiting

We are committed to building equitable recruitment and advancement processes that provide fair access to opportunities for all. This includes welcoming candidates with diverse abilities, backgrounds, and perspectives across a wide range of races, genders, ethnicities, and experiences. Our recruitment teams support this commitment by partnering with universities, implementing standardized interview processes, training hiring managers in inclusive practices, and ensuring transparency in selection and advancement. By fostering an inclusive environment that values unique viewpoints, we strengthen our workforce, drive innovation, and better reflect the communities we serve. While we do not establish quotas, we remain dedicated to embedding fairness and inclusiveness throughout our hiring and career development practices, ensuring every associate can thrive and contribute to our collective success.

Employee Resource Groups

To advance diversity and inclusion, we support the formation of ERGs. These groups create inclusive spaces for employees with shared identities to connect, exchange perspectives, and build supportive communities. ERGs not only provide associates with a sense of belonging but also enrich our workplace by strengthening the inclusive culture at the core of our organization. Some of our ERGs at differing BUs include:

- Women Network Group
- Culture Committee
- WISE
- Focus Groups
- Woman at Milwaukee
- Milwaukee Tool Alliance of Veterans and Supporters
- Asian American/Native Hawaiian/Pacific Islander
- Pride
- Hispanic at Milwaukee
- Black at Milwaukee



Employee Benefits

Associate well-being is supported through a comprehensive range of benefits designed to meet both professional and personal needs. In addition to meeting all legally mandated compensation and benefit requirements, we provide programs that extend beyond compliance to reflect the diverse needs of our global workforce. Each business unit tailors incentives to its local context. Depending on the job function and role, this may include remote work arrangements, role-specific flexibility, or scheduling models that allow certain associates to set start and end times within defined parameters.

Available benefits include parental leave, housing finance support, fitness and wellness programs, medical, dental, and vision coverage, life and disability insurance, retirement savings plans, flexible spending accounts, and long-service awards. To further support associates and their families, lactation rooms are available across necessary facilities, and certain locations, such as our Greenville office, provide on-site childcare. While specific offerings vary by market, business unit, and role, all benefits are structured to provide consistent support that meets the needs of our associates.

Professional Development

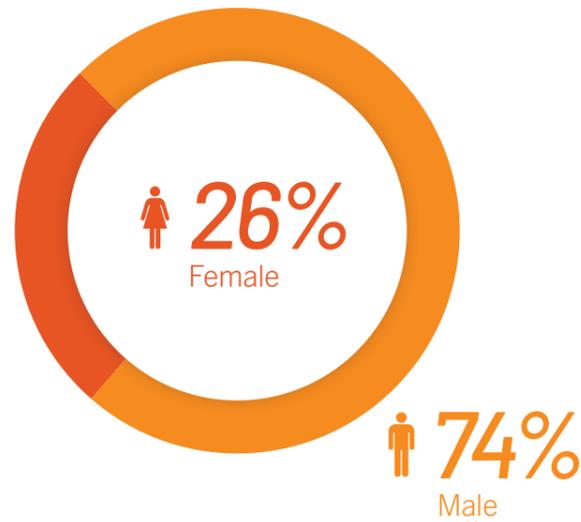
Developing our associates is an essential part of sustaining a skilled and resilient workforce. From their first day, associates receive thorough training to equip them with the knowledge and skills needed to succeed in their roles. Development continues beyond onboarding through targeted initiatives and program which reflects our commitment to preparing associates for long-term career growth and success.

As associates advance in their careers, performance reviews are conducted to identify training needs, set objectives, and provide structured feedback. Managers offer guidance throughout the year, complemented by comprehensive evaluations at least annually. Contractors and temporary employees receive tailored training aligned with our practices and the specific requirements of their roles. For employees in transition, we provide support through severance packages, outplacement services, résumé assistance, and career transition programs.

Professional growth is further supported by our Education Sponsorship Program, which provides financial assistance for coaching, mentorship, seminars, conferences, and continuing education. Tuition reimbursement is available for associates pursuing academic advancement, and those seeking Continuing Professional Education credits are encouraged to maintain professional certifications through third-party training opportunities funded by the organization.

Our broader training programs cover a wide range of topics, including compliance, ethics, leadership, technical skills, marketing, customer service, well-being, health, and safety. LearnTTI, our internal training platform, serves as the central hub for learning across all business units. It provides both mandatory and role-specific courses, such as the Global Trade Sanction Compliance training and the Anti-Trust and Competition training. In addition, development is enhanced through Lunch-and-Learn sessions led by employees or external experts. Part-time associates and contractors have access to relevant training resources, ensuring learning opportunities are broadly available across the workforce.

Women in Management



Leadership Development Program

Through the Leadership Development Program (LDP), associates gain access to opportunities that foster innovation, mentorship, and continuous learning while preparing them for leadership roles. The program provides participants with the resources, training, and experiences needed to support both professional and personal growth, while also strengthening the organization by building a pipeline of capable leaders who can drive long-term success.

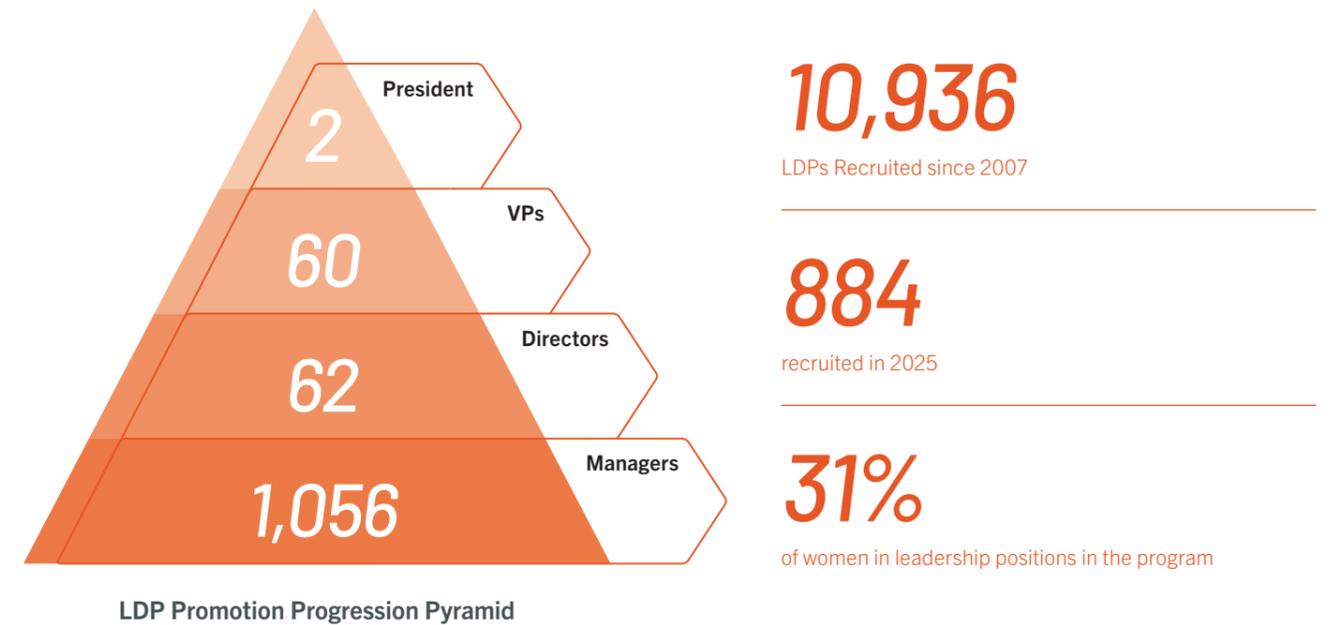
Our recruitment teams span a wide range of colleges and universities worldwide, with graduates gaining opportunities to rotate across functions, business units, or geographies. Tailored pathways are available in disciplines such as sales and marketing, finance, engineering, operations, and legal.

In addition to the LDP, we also offer global summer internships across various business functions, many of which lead to full-time. We also offer the Hong Kong Youth Development Program, which introduces high school and university students to professional experiences through mentorship and project-based learning. Together, these initiatives reflect the breadth of opportunities available to develop future leaders and ensure a strong pipeline of talent across our global operations.

In recognition of our commitment to cultivating the next generation of leaders, Milwaukee NA received the Early Talent Award from Handshake for the second year. This award recognized Milwaukee for their robust internship program, which welcomed more than 250 students this reporting year.

Leadership Development Program Highlights

19 YEARS OF NURTURING EXCEPTIONAL PEOPLE





Occupational Health and Safety

TTI is committed to safeguarding the well-being of our associates through comprehensive OHS management systems that align with all relevant legal requirements. Each BU maintains its own health and safety policies, supported by procedures for identifying risks, mitigating hazards, and implementing corrective actions where needed. These systems are reinforced by health and safety committees, which meet quarterly to address concerns and strengthen workplace protections.

Training plays a central role in maintaining a safe workplace. Associates across all markets receive OHS instruction covering topics such as safe handling of hazardous materials, first aid, cardiopulmonary resuscitation, and fire response. In 2025, 81% of employees completed workplace safety training, underscoring our commitment to ensuring a well-equipped workforce. Our methods are aligned with internationally recognized standards, including ISO 45001 and OHSAS 18001, and is guided by standard operating procedures such as the Work-Related Injury Handling Instruction guide.

To evaluate effectiveness, we conduct regular risk assessments and inspections at least every two to three years, both internally and with third-party experts. These assessments inform corrective and preventative actions that address common workplace risks, including strains from manual handling, cuts and burns, respiratory concerns related to soldering or chemical exposure, and musculoskeletal discomfort from extended driving hours. Other risks identified include electrical contact, traffic accidents, and fire incidents. With the aid of these prevention efforts, we achieved a 6.2% reduction in employee recordable work-related injuries in 2025 compared to the previous year. In the same year, recordable and high-consequence injuries were reduced to 336 and 5, respectively, resulting in 4,664 lost workdays across our global operations. Our overall rate of recordable work-related injuries was 0.62, while the rate of recordable high-consequence injuries was 0.01.

To further enhance workplace safety, we have implemented initiatives aimed at protecting associates and preventing incidents.

These include regular equipment and machinery assessments, frequent internal inspections, and the verification of safety equipment such as eye wash stations and defibrillators. We implement emergency preparedness drills, provide targeted response training, and set zero-incident targets across facilities. Health and safety inspections are carried out at the departmental, line, and management levels to ensure accountability and continuous improvement.

Well-being

By implementing a range of initiatives that address mental, physical, and emotional health, we promote a culture of well-being that supports our associates both inside and outside the workplace. With each BU differing to best meet the needs of the employees, our wellbeing resources include access to the Employee Assistance Program offering 24/7 counseling, the Wellbeing Gateway App, Lyra mental health support services, psychosocial health surveys, and routine stress checks and consultations. We also provide mental health webinars and lectures to increase awareness and encourage proactive care.

To further promote work-life balance, some associates are offered flexible telecommuting arrangements based on role, along with the option for reduced working hours when necessary. Additional examples include access to gym memberships, fitness reimbursements, and nutritious onsite food options at select locations. Some of our wellness offerings throughout our BUs include:

- Onsite fitness classes – yoga, HIIT, and spin
- Team-building events
- Meditation classes
- Family events throughout the year
- Recreational sports teams – basketball, ultimate frisbee, soccer, softball, hockey, pickleball, golf, running, badminton, and biking
- Milestone celebration parties
- Employee appreciation events
- Counseling and mental health care



COMMUNITIES

GOALS AND TARGETS

- Support community livelihoods through investment and engagement activities
- Establish strategic relationships with industry partners and NGOs
- Enhance talent and customer attraction through community engagements

PROGRESS

- Increased cash donations to US\$1.9 million
- Sustained strategic relationships with community organizations and initiated new connections to broaden our reach
- Supported local programs that strengthened brand visibility through active community involvement



VALUE CHAIN

- Suppliers
- Operations

Through meaningful engagements, investments and partnerships, we help strengthen communities and build resilience.

How We Are Managing It

We are committed to supporting and uplifting the places where we operate through initiatives that give back and create long-term value. Recognizing that each community has unique needs, our vision is centered on developing people and communities while considering the environment. Guided by this vision, our initiatives include funding programs that address poverty, modern slavery, disaster relief, and environmental conservation, as well as collaborations with organizations such as Habitat for Humanity. We also emphasize educational opportunities that prepare the next generation of leaders.

While each business unit approaches community giving in ways that best reflect local priorities, our shared vision ensures alignment and consistency across the organization. Furthermore, to support alignment across BUs, community engagement expectations are incorporated into our internal ESG Policy. The related content in the policy reinforces our community impact areas and underscores the importance of understanding local needs while ensuring that our activities respect and consider the interests of the communities where we operate.



To extend our reach, we provide opportunities for associates to participate in volunteer activities during paid workdays, fostering a culture of service and shared responsibility. Each business unit manages localized engagement efforts to ensure that resources and programs deliver meaningful impact. Our teams track the effectiveness of our community initiatives by monitoring participation levels, hours volunteered, and the outcomes of funded programs. This accountability ensures that our contributions create lasting and impactful value.

Community Impact Areas

TTI's community engagement efforts are centered around three core impact areas of Developing People, Strengthening Communities, and Environmental Advocacy. These impact areas guide the company's outreach but still allow for tailored needs of the regions where TTI operates, ensuring activities reflect local priorities and create shared value. We support these efforts through volunteerism and contributions to community-led initiatives, including work alongside organizations such as UNICEF, Habitat for Humanity, the Fearless Dragon Run, Veterans Community Project, and Ren Academy.

Developing People

Our investment in people is not just limited to our own team. We support the development and well-being of individuals through initiatives that foster growth, learning, and opportunity.

This effort not only strengthens the areas where we operate but also empowers individuals by providing opportunities for growth, education, and support. Through our collective actions, we create a positive ripple effect that enhances the well-being of people in our communities.

Strengthening Communities

Utilizing our resources to help drive impactful change. Whether responding in times of need or supporting ongoing local initiatives, we remain committed to fostering stronger, more resilient communities. Our BUs have been involved in various initiatives to support these efforts. Many of our volunteer actions have been made possible through strategic collaborations, both locally and globally.

Environmental Advocacy

Environmental stewardship is one of the ways we engage with our communities. Through various initiatives, we give back to efforts that promote sustainability and support environmental responsibility.

Examples of our contributions include organizing beach cleanups, establishing recycling initiatives, and actively participating in planting trees to support reforestation.

Community Engagement Highlights

Our commitment to community engagement reflects the global nature of our company and the local impact we strive to make. Across diverse regions, our employees actively participated in initiatives that address unique community needs.

AMERICAS

- In Milwaukee, Wisconsin, U.S., employees proudly supported the Veterans Community Project with a \$250,000 donation to help build transitional housing for homeless veterans. Later in the year, we celebrated the groundbreaking of an \$11.7 million village that will provide 40 tiny homes and wraparound services, marking a major step toward ending veteran homelessness in the region
- When devastating floods struck Southeast Wisconsin, our team in Milwaukee, Wisconsin, U.S., responded with a \$25,000 donation to United Way and organized volunteer cleanup efforts to help families recover
- In Milwaukee, Wisconsin, U.S., we strengthened workforce development by donating \$50,000 in tools to Wisconsin Regional Training Partnership's new training hub, creating hands-on learning opportunities for future skilled trades professionals
- Employees in Fort Lauderdale volunteered at Birch State Park in collaboration with Broward County Parks, supporting environmental preservation and enhancing local green spaces
- Employees in Greenville, South Carolina, U.S., participated in a recycling challenge aimed at promoting environmental awareness and waste reduction. Departments competed to collect aluminum cans, encouraging teamwork and responsible recycling practices while fostering employee engagement
- In Greenville, South Carolina, U.S., employees wrote Valentine's Day cards for children undergoing treatment at St. Jude Children's Research Hospital. The initiative helped raise awareness of volunteer opportunities while offering encouragement and emotional support to pediatric patients and their families
- Through a partnership with Rebuild Upstate, our team in Greenville, South Carolina, U.S., contributed volunteer hours, product support, and resources to advance home preservation efforts in the local community, helping strengthen housing stability for families in need
- In Canada, employees partnered with the Canadian Red Cross to support a mobile food bank initiative in Ontario. Volunteers assisted with sorting, repacking, and assembling food donations to help improve food access for individuals and families in need

ASIA

- To commemorate World Environment Day, employees in Hong Kong supported Green Council's Hong Kong Green Day, promoting eco-conscious practices and raising public awareness on sustainability
- Through the "To Elderly with Love" program, Hong Kong employees contributed funds and volunteered to visit seniors living alone in public housing, fostering care and connection within the community
- In Thailand, employees joined the Mirror Foundation's "Share for Change" initiative, donating clothing, toys, and essential items to improve living conditions for underprivileged families
- Since 2003, TTI has been a long-standing contributor to Habitat for Humanity to advance safe, affordable housing worldwide. In 2025, we accelerated these efforts through the "Safe and Healthy Homes" project in Vietnam's Thap Muoi District, mobilizing over 50 volunteers from Vietnam and Hong Kong to build and upgrade homes for 42 families. Co-funded by TTI and Habitat partners, this initiative delivered training on construction safety, WASH practices, and financial literacy, empowering communities to thrive amid climate challenges

EMEA

- In Central and Eastern Europe, employees supported flood recovery efforts in Poland and the Czech Republic by donating MILWAUKEE equipment to local emergency services and organizing fundraising initiatives to support disaster relief





DRIVING STRONG
GOVERNANCE AND
OPERATIONAL
EXCELLENCE
WITH INTEGRITY,
ACCOUNTABILITY,
AND SUSTAINABILITY

GOVERNANCE

MATERIAL TOPICS

P.82 | Business Conduct

CORPORATE GOVERNANCE

Sound corporate governance is fundamental to TTI’s long-term success and accountability.

Our governance framework is designed to uphold transparency, ethical conduct, and responsible management across operations. We align our practices with leading global sustainability standards and frameworks, including the UNSDGs, GRI, SASB, HKEX, IFRS, and relevant local reporting regulations.

In line with these governance practices, TTI regions are subject to mandatory climate reporting requirements, beginning with Australia under the Australian Sustainability Reporting Standards. This includes the publication of a standalone sustainability report alongside annual financial statements, outlining region-specific climate risks and opportunities, emissions, climate-related financial risks, scenario analysis, and management approaches. The ANZ business unit is expected to release a corresponding sustainability publication for the 2025 reporting year, to be made available in the subsequent reporting cycle. As a proud signatory of the UN Global Compact, we reinforce our commitment to responsible business conduct and the Ten Principles covering human rights, labor, the environment, and anti-corruption. We also demonstrate transparency through annually disclosing to CDP, reporting on our greenhouse gas emissions, water consumption, and climate-related performance and initiatives.

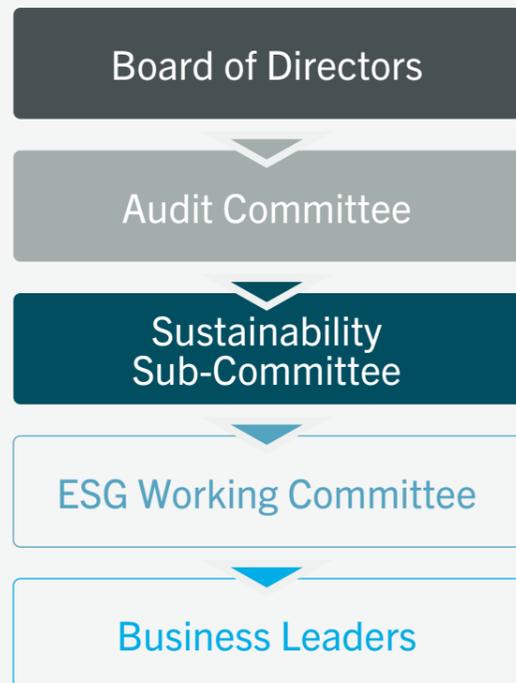
The Board maintains oversight of the Company’s corporate governance framework, encompassing our codes of conduct, policies, and compliance practices. It reviews and endorses disclosures through the Corporate Governance Report, published as part of our Annual Report, and provides guidance to management on continuous improvement and emerging regulatory developments. Furthermore, the Board oversees the Company’s business continuity management plan to ensure operational resilience in the event of environmental, social, or security-related disruptions.

This reporting period, we formalized an internal ESG Policy to reinforce accountability and clearly define governance of our environmental and social priorities. The policy provides guidance to associates across the organization, ensuring our sustainability commitments are consistent in our daily operation as well as long-term strategic planning.

This ESG Report should be read in conjunction with TTI’s Annual Report 2025, which contains detailed information and a comprehensive review about our corporate governance.

Sustainability Oversight

The Board provides oversight and strategic direction for TTI’s sustainability initiatives. This oversight includes assessing dependencies, impacts, risks, and opportunities related to our business, financial performance, climate change, and biodiversity. Prior to publication, the Board reviews and approves the annual ESG Report to ensure accuracy, transparency, and alignment with stakeholder expectations.



The Sustainability Management Flow

Sustainability management at TTI is structured through a multi-tiered approach that ensures accountability and integration across all business levels, from operational execution to Board oversight.

Within each business unit, designated sustainability leaders are responsible for implementing and monitoring ESG initiatives. These leaders either specialize in overseeing environmental Key Performance Indicators (KPIs) and decarbonization efforts, or enhancing community relations and overseeing social KPIs and initiatives. Insights and performance updates from these leaders are reviewed quarterly as part of the ESG Working Committee meetings to maintain alignment across the organization.

Building on these efforts, the ESG Working Committee, supported by our global EHS teams and EMS committees, coordinates the development and execution of sustainability initiatives company wide. This includes driving employee engagement through both online and in-person training programs that reinforce understanding of EHS and sustainability principles. At the Group level, the Finance department oversees the ESG reporting process by tracking KPIs, managing disclosures such as CDP reporting, and collaborating with Investor Relations, Legal, Human Resources, and Operations to ensure compliance, transparency, and consistency across all business units.

Oversight of sustainability at the governance level is carried out through the Board’s Sustainability Sub-Committee, which focuses on the management of material ESG risks and opportunities and their impact on business strategy and performance. The Sub-Committee, composed of Board members and senior executives, reviews ESG related policies, performance, and training to ensure sustainability initiatives remain aligned with the Company’s long term goals. Reporting directly to the Audit Committee, the Sub-Committee ensures ESG considerations are embedded into TTI’s governance structure.

The Audit Committee evaluates the Company’s progress toward ESG goals, monitors the effectiveness of sustainability programs, and reviews risk management processes to ensure alignment with business priorities. Regular updates are provided to the Board of Directors, which maintains ultimate oversight of TTI’s sustainability strategy and performance. At the executive level, the Executive Vice Chairman is responsible for climate and nature-related matters, ensuring these priorities are integrated into operational and strategic decision making across the Group.

Group Risk Mitigation Process

Risk Assessment

Risk assessments are conducted annually, at a minimum, and span various departments and business units to provide a comprehensive understanding of risks. Insights from these assessments inform plans developed to identify and address the most significant business risks, ensuring preparedness for potential threats.

Risk Management

Through day-to-day activities, internal teams provide ongoing oversight and risk mitigation across the organization. This includes process, financial, and compliance audits, as well as investigations. Doing so enables teams to assess risk management and internal control systems, offer an impartial evaluation, and share key findings with the Board of Director’s Audit Committee and relevant parties.

Assurance

Independent assessments are conducted to confirm the presence and effectiveness of risk management activities and controls across global operations.

Communication

Regular dialogue is maintained both internally and externally with TTI’s external auditor to foster transparency and ensure alignment on risk management practices.

Across all levels, risk mitigation remains a central focus of our governance framework. Through regular assessments, internal reviews, and assurance processes, we evaluate financial, operational, reputational, climate, and legal risks. Many of these mitigation practices are implemented across different business units. Some of the mitigation practices include the following:

- Risk reviews
- Dedicated Risk task force
- Leadership oversight
- Emergency response plans
- SOPs
- Failure Modes and Effects Analysis (FMEAs)
- Compliance checks
- Anti-corruption training
- Ethics and fraud prevention programs

These activities are complemented by transparent communication and ongoing engagement with stakeholders to strengthen accountability and support continuous improvement.

The Sustainability Sub-Committee

The Sustainability Sub Committee is comprised of Board members and senior leaders from departments such as Finance, Operations, and Executive Management. The Sub-Committee works collaboratively to advance the Company’s sustainability agenda. Meeting annually, the Sub Committee focuses on integrating sustainability considerations into TTI’s strategic and operational decision making across short, medium, and long term goals.

Key areas of review include progress toward Scope 1 and 2 emissions reduction, Scope 3 targets, including waste-diverted-from-landfill, circularity, supplier compliance programs, and employee health and safety targets. The Sub-Committee also oversaw the reassessment of the Company’s IROs and the completion of a double materiality analysis that aligns with the ESRS, ensuring continued consistency with emerging global standards.

Regular updates are provided to the Audit Committee of the Board, reinforcing that sustainability remains a core element of our corporate governance framework.

The ESG Working Committee and Business Units

The ESG Working Committee includes over 20 members, with at least one representative from each BU to ensure group alignment on sustainability matters. While each business unit operates with a degree of independence and develop strategies that reflect their specialized needs, the Committee serves as a platform for coordination, knowledge exchange, and accountability. Through the committee, best practices are shared and risks and opportunities are addressed on climate and nature-related issues such as decarbonization efforts, waste management strategies, environmental impacts, and resource efficiency.

Monthly meetings are held to plan and review the implementation of strategies from the Board and the Sustainability Sub-Committee. These sessions facilitate communication and collaboration among BUs to strengthen sustainability strategies, share knowledge, collect

and report data, establish targets as well as monitor performance against these targets. The ESG Working Committee also reviews goals, deadlines, metrics, dependencies, risks, reporting concerns, and opportunities both at the local level and Group level.

Board Roles and Responsibilities

The Board is collectively responsible for leading, supervising and creating directions and strategies for the affairs of the Group with an effective corporate governance framework to strive for long term success of the Company. The Board is also responsible for ensuring ongoing effective communication with shareholders and engagement with key stakeholders. The principal responsibilities of the Board include, but are not limited to, the following:

- develop and monitor the overall mid-term and long-term directions, objectives and strategies of the Company;
- supervise and evaluate financial performance and operations of the Company by determining the annual budget and continuous review of performance results;
- monitor and review risks and changes in local and international business communities to enhance shareholders’ value;
- set, monitor and oversee the policies and practices on corporate governance of the Company; and
- consider matters covering appointment of Directors, senior management and external auditors, major acquisitions and disposals, as well as other significant operational matters.

Delegation to Board committees and senior management of the Group with specific functions is continuously monitored by the Board with clear instructions as well as reservation for the Board’s decision and consideration of specifically identified matters. The Board reviews regularly the formal written procedures adopted by the Company for the governance of delegation and reservation of responsibilities of the Board.

The Board considers that Board evaluation is essential to assess its performance, effectiveness and efficiency. An internal Board evaluation was conducted during the year with each Director completing a Board evaluation questionnaire providing comments on aspects including, but not limited to, Board performance, Board diversity, information flow, Board proceedings and ethics and conducts. The objective of the evaluation is to confirm that the Board and Board committees continue to operate effectively in fulfilling their expected duties and responsibilities, and to identify action plans for further improvement. Positive feedback was received in recognition of the Company’s continuous efforts in the improvement of communication and information flow. Effective communication and timely information flow are crucial for the Board to perform its duties and formulate appropriate long-term strategies. Directors also expressed their satisfaction on the Executive Chairman’s leadership and the Directors’ active participation in Board and Board committee meetings. The Board is satisfied that it has fulfilled its performance objectives, and that each Director has made positive and meaningful contributions to the overall effectiveness of the Board and Board committees.

Directors’ Continuous Professional Development

In order to ensure all Directors are aware of the current trends in the commercial and regulatory environment in which the Company conducts its business, the Company provides regular updates, written materials and trainings to them on relevant laws, rules and regulations. To ensure that the Directors’ contributions to the Board remains informed and relevant, the Directors are encouraged to participate in various professional development programs such as seminars, webcasts and relevant reading materials, especially in relation to compliance requirements to develop and refresh their knowledge and skills and the latest updates on the relevant rules and regulations.

All Directors participate in continuous professional development as set out in Rule 3.09F and 3.09G of the Listing Rules. During 2025, the Directors received at least 1.5 hours and up to 106.5 hours of training by way of, but not limited to, attending internal and external seminars and webinars, participating in panel discussion and in-person meetings, and self-studying reading materials on topics as set out in Rule 3.09G of the Listing Rules, representing an average of approximately 20.3 hours for each Director. According to the records of training provided by each Director to the Company, the training received by the Directors in 2025 is summarized in the following table:

Topics of Continuous Professional Development

| | The roles, functions and responsibilities of the Board, its committees and its Directors, and Board effectiveness | The Company’s obligations and Directors’ duties under Hong Kong law and the Listing Rules, and key legal and regulatory developments relevant to the discharge of such obligations and duties | Corporate governance and ESG matters | Risk management and internal controls | Updates on industry-specific developments, business trends and strategies relevant to the Company | Approximate number of hours of training completed in 2025 |
|--|---|---|--------------------------------------|---------------------------------------|---|---|
| Group Executive Directors | | | | | | |
| Mr Horst Julius Pudwill | ✓ | ✓ | ✓ | ✓ | ✓ | 1.5 hours |
| Mr Stephan Horst Pudwill | ✓ | ✓ | ✓ | ✓ | ✓ | 1.5 hours |
| Mr Steven Philip Richman | ✓ | ✓ | ✓ | ✓ | ✓ | 1.5 hours |
| Mr Kin Wah Chan | ✓ | ✓ | ✓ | ✓ | ✓ | 30.5 hours |
| Mr Chi Chung Chan | ✓ | ✓ | ✓ | ✓ | ✓ | 42 hours |
| Mr Camille Jojo | ✓ | ✓ | ✓ | ✓ | ✓ | 17 hours |
| Independent Non-executive Directors | | | | | | |
| Mr Peter David Sullivan | ✓ | ✓ | ✓ | ✓ | ✓ | 1.5 hours |
| Mr Johannes-Gerhard Hesse | ✓ | ✓ | ✓ | ✓ | ✓ | 8.5 hours |
| Mr Robert Hinman Getz | ✓ | ✓ | ✓ | ✓ | ✓ | 3.5 hours |
| Ms Virginia Davis Wilmerding | ✓ | ✓ | ✓ | ✓ | ✓ | 46 hours |
| Ms Caroline Christina Kracht | ✓ | ✓ | ✓ | ✓ | ✓ | 10.5 hours |
| Mr Andrew Philip Roberts | ✓ | ✓ | ✓ | ✓ | ✓ | 106.5 hours |
| Ms Karen Ka Fai Ng | ✓ | ✓ | ✓ | ✓ | ✓ | 4.5 hours |
| Mr Stephen Tsi Chuen Wong | ✓ | ✓ | ✓ | ✓ | ✓ | 9 hours |

Directors’ ESG Training

TTI recognizes the importance of informed Board oversight of sustainability topics that affect long-term business performance. As global ESG expectations advance, ensuring Directors understand the implications for strategy, risk, and value creation is essential to effective governance.

To support this, the Sustainability Sub-Committee participated in a dedicated ESG training session led by an independent external

expert in 2025. The session provided deeper insight into greenhouse gas emissions management, including Scope 1, Scope 2, and Scope 3 considerations, evolving disclosure regulations across markets, and how climate- and sustainability-related risks are assessed within enterprise risk management. Directors in the Sustainability Sub-Committee reviewed sector-wide trends, best practices in ESG governance, and how credible target setting and performance measurement influence investor perspectives.

BUSINESS CONDUCT

GOALS AND TARGETS

- Zero legal cases of non-compliance with international and local laws on corruption and anti-trust
- Zero cybersecurity breaches or incidents
- Increase the number of effective engagements with NGOs in major countries of operation and where there is a greater risk of human rights violations within the supply chain

PROGRESS

- Zero legal cases of non-compliance with international and local laws on corruption and anti-trust
- Zero cases of leaks, theft, or loss of customer and personal data
- Increased diversification and localization of manufacturing, warehousing, and the supply chain across the globe



VALUE CHAIN



Upholding strong governance and ethical conduct through accountability, transparency, risk management, and global stakeholder engagement.

How We Are Managing It

TTI's governance framework is anchored in the ethical principles outlined in the Company's CoC. The CoC provides clear guidance for conducting business with integrity and accountability and is accessible to all associates. It reinforces compliance with global legal standards, supports the protection of human rights, and outlines procedures for identifying and managing conflicts of interest.

Alongside the CoC are additional policies that govern business conduct and ensure compliance across operations and supply chains. These include, but are not limited to, the Anti Corruption Policy, Trade Compliance Policy, and Anti Trust Policy, each designed to uphold adherence to international and local regulations while promoting ethical practices throughout the organization.

Employees engage with our CoC and other policies through resources such as our e-learning platform and in-person training. All policies are regularly reviewed to ensure their provisions align with laws and regulations and are available in 22 languages, ensuring understanding across all subsidiaries. A full list of policies and standards can be found on our corporate website.

The protection of our data and digital infrastructure is an essential part of TTI's governance approach. Cybersecurity measures are implemented to safeguard customers, employees, suppliers, and business systems from potential threats. These measures include ongoing monitoring of industry breaches, integrating cybersecurity



into business planning and system testing, conducting regular employee training, maintaining compliance with applicable regulations, and continuously enhancing data protection standards across the supply chain.

Our operations are supported by emergency response plans and policies that help ensure business continuity and minimize disruptions in the event of unforeseen incidents. To further strengthen accountability and transparency, we integrate risk mitigation and sustainability principles into our supply chain practices. Supplier assessments are conducted from ethical, environmental, and social perspectives to ensure alignment with TTI's standards and values. Quality and reliability remain key priorities in supplier selection, supported by a collaborative review process involving the sustainability, finance, legal, and procurement teams. This process ensures that potential suppliers meet essential criteria, including:

- Financial stability
- Respect for working hours and freedom of association
- Prevention of unethical labor practices, harassment, abuse, and discrimination
- Compliance with health and safety standards
- Provision of fair wages and benefits
- Demonstration of environmental stewardship

Aligned with our values, codes, and policies, TTI fully supports the United Nations Guiding Principles on Business and Human Rights. All suppliers are required to comply with applicable laws, including minimum wage regulations, and to adhere to the standards and expectations outlined in our contracts and purchase orders.

We maintain a strict stance against corruption, bribery, and forced labor within the supply chain, supported by compliance monitoring and investigative mechanisms that assess adherence to our ethical and human rights requirements.

At a minimum, suppliers are expected to implement policies consistent with ISO principles and to establish management systems addressing anti-corruption, pollution control, waste management, resource conservation, and human rights. These systems must include relevant environmental, health, and safety certifications.

To enhance accountability and drive improvement, we collaborate with non-governmental organizations and multi stakeholder groups such as the Responsible Business Alliance (RBA), Responsible Minerals Initiative (RMI), Responsible Labor Initiative (RLI), Better Mining Initiative, and The Mekong Club. Through these partnerships, we advance initiatives promoting renewable energy, recycling, and the responsible sourcing of conflict minerals and cobalt.

We enforce a zero-tolerance policy on forced labor of any kind and maintain rigorous oversight to prevent modern slavery and human trafficking. Ongoing efforts focus on sourcing and producing goods closer to markets while reducing our dependence on single suppliers in critical areas.

Compliance and Risk Management

TTI's risk management and compliance function defines the policies, training protocols, and regulatory interpretations that guide our operations. These programs are enforced by management, internal audit, and other risk management groups across the organization to ensure consistent adherence to legal and ethical standards.

Our Group Senior Vice President and Chief Counsel of Global Compliance leads global compliance initiatives and reports directly to the Head of Group Legal, Compliance, and Corporate Governance. The Board receives regular updates on risk management priorities and emerging compliance issues to maintain oversight and accountability.

Regional legal, finance, and compliance teams provide continuous support to uphold effective governance. The Global Trade Compliance function plays a key role in screening and evaluating business partners to ensure they are not denied, debarred, sanctioned or otherwise restricted by relevant authorities. Our Global Trade Compliance Policy provides detailed guidance on export and import control laws, regulations, and economic sanctions that apply to both the Company and its suppliers.

To maintain strong compliance awareness, continuous training is provided on key business conduct topics to ensure legal and compliance teams remain informed of the latest regulatory standards.

Anti-Corruption

TTI strategically works against corruption of all forms by promoting ethical conduct, transparency, and accountability across its operations and value chain. This approach is reinforced through the Company's Anti-Corruption Policy, which provides structured guidance for identifying and managing corruption risks. The policy addresses topics such as gifts and entertainment, company sponsored travel, political and charitable contributions, and engagement with business partners to minimize exposure to corruption related risks. Aligned with international anti-bribery standards, the policy reflects TTI's commitment to integrity and responsible business practices. To strengthen awareness and help prevent anti-corruption, a mandatory online training module is provided alongside the policy to reinforce key principles and expectations. Relevant associates complete training at least once every two years, or sooner if policy updates occur.

Internal controls are embedded within accounting processes and record-keeping systems, and they are evaluated during audits to ensure effectiveness in reducing fraud and corruption risks. Regular

internal reviews evaluate the effectiveness of anti-corruption and anti-bribery measures, with results reported to senior management and the Audit Committee. Annually, an enterprise wide risk assessment is performed to inform the development of the annual internal audit plan. The risk assessment covers operational, financial, compliance, and fraud-related risks.

Since 2019, TTI has collaborated with the China Enterprise Anti-Fraud Alliance as part of its commitment to combating corruption throughout the supply chain through our Social and Environmental Responsibility (SER) compliance program. A comprehensive list of legal and regulatory requirements related to anti-corruption practices is available in Appendix A of our HKEX ESG Reporting Guide Content Index on our website.

Anti-Trust

TTI actively promotes fair competition and compliance with global trade laws through the implementation of its Anti-Trust Policy. The policy provides a comprehensive framework for understanding legal obligations and the Company's standards for ethical business conduct. It establishes clear principles for complying with applicable laws, regulations, and internal codes related to anti-competitive behavior.

Applicable to all employees, officers, directors, consultants, agents, temporary workers, and contractors, the policy defines prohibited practices, outlines potential penalties for non-compliance, and addresses improper agreements or exchanges involving competitors. To strengthen understanding, it also provides illustrative examples and responses, ensuring that associates can apply the principles of fair competition in their daily work.

The Company reported zero substantive complaints by suppliers and zero confirmed legal cases of money laundering, insider trading, corruption, or monopoly practices. To reinforce our ethical culture, 95% of employees received training in anti-corruption and anti-trust compliance, further embedding responsible business conduct across our global operations.

Complaint Resolution

TTI provides clear and accessible channels for reporting concerns or potential misconduct. Associates, suppliers, customers, and other stakeholders are encouraged to raise complaints or ethical concerns through established reporting mechanisms. This process is supported by our Whistleblower Policy, which empowers individuals to report actual or perceived violations confidentially and, where permitted by law, anonymously through a trusted third-party service provider.

Our comprehensive training equips associates with the necessary knowledge on how to manage and escalate complaints appropriately. The Senior Vice President and Chief Counsel for Global Compliance receives and reviews all reports, collaborating with relevant departments to conduct fair and thorough investigations. To preserve impartiality, any matter involving the Senior Vice President and Chief Counsel for Global Compliance and/or General Counsel is independently evaluated by the Group CFO.

To safeguard those who speak up, confidentiality is maintained throughout the reporting process, and retaliation is strictly prohibited. Each report is assessed to by the Legal department to determine its severity and scope before a formal investigation is initiated, including engagement with Human Resources, Internal Audit, and other business functions as appropriate. All cases are documented to ensure transparency and enable effective resolution.

Information on complaints and related corrective actions is regularly communicated to management and the Audit Committee. The Company's Complaint Resolution Policy formalizes these procedures, outlining the process for reporting, investigation, and resolution while reinforcing our commitment to compliance, integrity, and the protection of individuals who act in good faith.

Reporting Violations

A third-party-operated complaint hotline is available for suppliers and business partners to report potential policy violations, ethical concerns, or sustainability-related issues. Reports are promptly reviewed, investigated, and addressed with appropriate corrective actions to ensure accountability and compliance across our value chain.

Data Protection and Cybersecurity

Robust measures are in place to prevent cybersecurity breaches and protect the integrity of our digital landscape. These comprehensive measures cover our customers, employees, suppliers, products, and networks, ensuring that data and system controls strengthen resilience across all operations. Our cybersecurity governance structure includes a dedicated management team and specialized units responsible for cloud operations, risk management, and incident response, ensuring accountability at every level. Different entities within our organization implement tailored cybersecurity and data protection policies based on their specific business needs, ensuring flexibility without compromising security. Our Cybersecurity Management Team provides regular updates to the Audit Committee to ensure consistent oversight and accountability.

During the reporting year, there were zero reported incidents involving breaches of customer privacy or data loss, alongside a 30% year-over-year increase in the total number of data protection and cybersecurity training sessions completed.

Personal information is protected by embedding strong privacy governance across our operations. Our Privacy Policy outlines how personal data is collected, used, and safeguarded throughout its lifecycle, ensuring it is handled lawfully, transparently, and only for legitimate business purposes. Individuals are informed of their rights and provided clear channels to contact us regarding how their data is managed. Data protection is embedded within our organizational governance and operational practices, supported by routine simulations and testing to evaluate incident response readiness. Security programs are regularly reviewed and enhanced to adapt to emerging risks, with nearly 45,000 company devices monitored in real time for potential attacks and indicators of compromise.

We maintain compliance with major data protection regulations, including the European Union's General Data Protection Regulation (GDPR) and the California Consumer Privacy Act. To further enhance our capabilities, business units across North America, Asia, ANZ, and Europe have conducted Cybersecurity GAP Assessments aligned with the National Institute of Standards and Technology framework.

Cloud Operations and Operational Continuity

Our cloud infrastructure approach is designed to strengthen operations and safeguard business continuity through diversified planning and rigorous governance standards. We maintain comprehensive contingency plans, recovery protocols, and continuous monitoring to minimize potential downtime from service disruptions. Regular testing and scenario planning ensure preparedness for emerging risks, while lessons from industry-wide outages have informed enhancements to disaster recovery and escalation procedures. Provider selection is informed by reliability, compliance, and risk management criteria, aligning with our cybersecurity and ESG commitments. While we expect outages to remain infrequent, we proactively maintain strategies to mitigate impact. The most significant IT risks we monitor include evolving cyber threats, third-party vulnerabilities, and operational disruptions, all addressed through layered defenses and ongoing risk assessments to protect stakeholders and maintain trust.

Intellectual Property

Intellectual property protection is an integral part of our cybersecurity and governance framework. We safeguard patents, trademarks, software, copyrights, and trade secrets through established controls, monitoring, and compliance practices. These measures support ethical business conduct, innovation, and long-term value creation. Employee training further reinforces respect for both company-owned and third-party intellectual property rights, promoting responsible technology use and fair competition across our ecosystem.

Supply Chain Governance

Strong governance within the supply chain is essential to maintaining responsible and compliant operations. TTI enforces clear expectations for suppliers through structured measures that ensure adherence to environmental, social, and regulatory standards. Internally, we have strengthened responsible sourcing practices through enhanced screening, supplier relationship mapping, training programs, including procurement and compliance sessions conducted in partnership

with our Group Director of Responsible Sourcing. We also maintain regular engagement with business units to ensure alignment on sourcing standards.

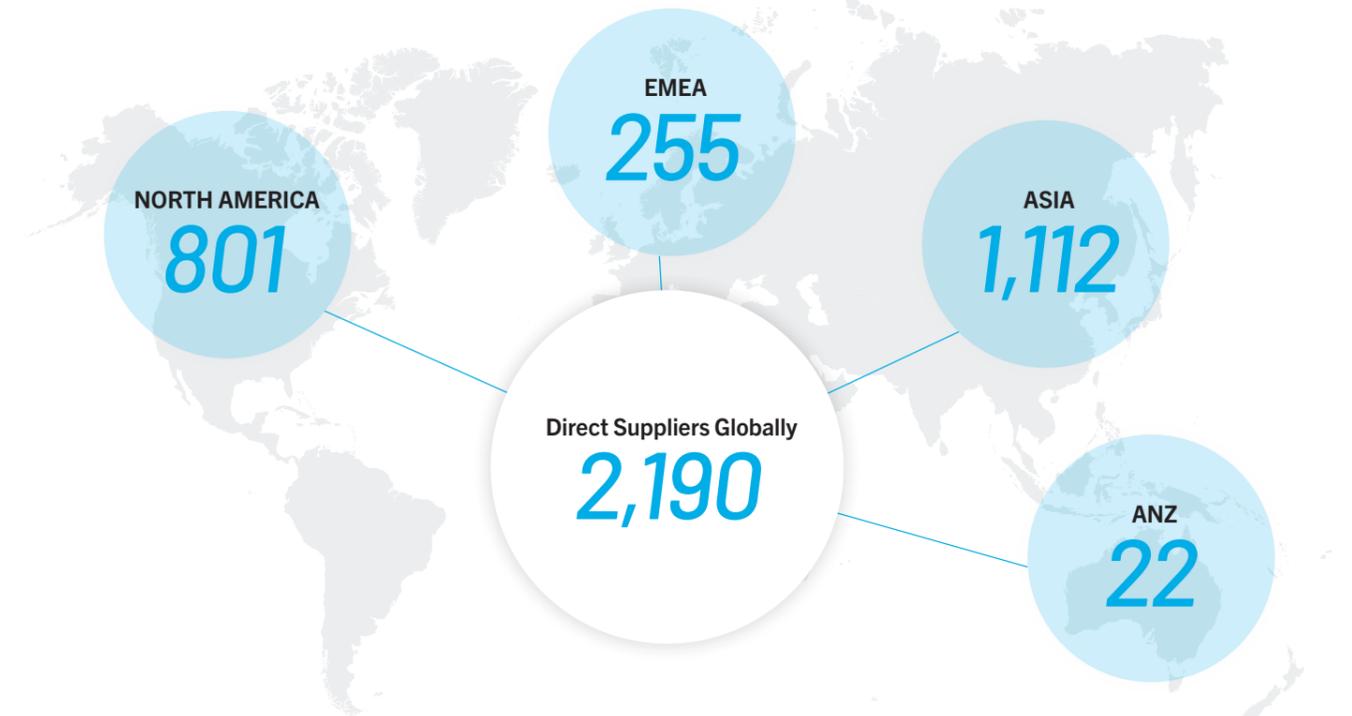
Our supply chain governance framework includes acknowledgment of the BPCoC, participation in compliance surveys, regular audits, and the issuance of Corrective Action Plans (CAPs) when non-compliance is identified.

Additionally, suppliers are required to acknowledge our Policy Against Modern Slavery and Human Trafficking and complete an annual survey to assess related risks. Comprehensive supplier reviews are conducted through in-person audits led by SER compliance, quality, and sourcing teams, or by external auditors when necessary.

Supplier due diligence applies to potential, new, and existing partners. Before onboarding, potential suppliers undergo a pre-assessment by the Asia procurement team to evaluate ISO/TS16949 certifications, inspection procedures, quality management practices, supplier relationship mapping, as well as global trade and sanctions screening.



Number of Suppliers by Geographical Region



Selected suppliers then move to a formal factory audit conducted by the divisional Quality Audit team, assessing process control, environmental management, factory security, and product quality to determine an overall score.

Existing suppliers are reviewed annually using similar criteria, with additional assessments covering human resource systems, personnel safety, and production realization. If a finding is discovered during an audit, a follow-up review is conducted, and a CAP is issued to address root causes, corrective actions, and preventative measures. The ongoing status is monitored until the CAP is completed. Supplier scorecards are based on implementation effectiveness. For example, a supplier would be categorized as having “No System” if they lack SOPs aligning with ISO/TS16949 or other regulatory standards.

Recent assessments have not identified forced-labor risk indicators within the tiers where visibility has been established. We are enhancing our mapping and due-diligence coverage across deeper tiers, including Tier 2 and beyond, and will update our findings as this work progresses. Ongoing due diligence, monitoring, and assessments are conducted to uphold ethical sourcing and compliance across our global operations.

Through strategic supplier engagement we build supplier relationships that strengthen performance and deliver shared value. TTI earned key strategic partner recognitions for excellence in supply chain performance, including Home Depot’s D25P Partner of the Year. These honors reflect our commitment to operational efficiency, reliability, and strong supplier partnerships across the value chain.

Supplier Risk Framework

Our supplier risk management framework leverages two systems: one for initial screening which is our Global Supply Chain ESG Compliance Monitoring Platform and another for in-depth analysis across multiple tiers which is our Social and Environmental Compliance and Auditing system.

Global Supply Chain ESG Compliance Monitoring Platform

To strengthen transparency and accountability across our value chain, TTI utilizes a global ESG compliance monitoring platform that enhances sustainability performance and regulatory alignment within the supply chain. The system automates supplier data collection and verification, streamlining due diligence and significantly reducing administrative workload. This technology enables real-time tracking of compliance metrics, helping us meet evolving regulatory requirements and customer expectations on ESG standards. Key functions of the platform include:

- **Supplier Assessments:** Identifying high-risk suppliers and areas within the supply chain requiring closer evaluation
- **ESG Risk Monitoring:** Tracking risks related to human rights and other ESG factors to ensure supplier compliance with established criteria
- **Reporting Tools:** Generating visual dashboards that automate ESG reporting, provide comparable data, and support strategic decision-making for supply chain sustainability

Beyond compliance, the platform promotes collaboration with suppliers to improve ESG performance, fostering a more sustainable and resilient global supply chain.

Social and Environmental Compliance and Auditing

The SER Compliance Program ensures that the ESG practices of potential and existing partners align with TTI's standards and international regulations. Serving as a reference point for compliance with frameworks such as the National Environmental Policy Act and related U.S. federal laws, the program employs internal and third party audits to evaluate adherence to environmental, social, and ethical requirements.

Before onboarding new suppliers, an initial audit is conducted to confirm compliance with our expectations. Follow-up audits occur every 12 to 18 months to verify continued alignment. These reviews assess key areas such as occupational health and safety, ethics and integrity, environmental protection, and human rights. The scope includes, but is not limited to:

- Supply Chain Responsibility
- Conflict of Interest

- Management and Ownership
- Quality Management
- Energy Management
- Cybersecurity and Data Protection (aligned with GDPR)
- Conflict Minerals, Cobalt, and Mica
- Business Continuity
- Carbon Footprint

When cases of non-compliance are identified, a CAP is implemented to address the findings. Suppliers under active CAPs collaborate with TTI to close gaps through additional training and more frequent follow-up audits. Persistent or unresolved violations may result in the discontinuation of supplier relationships to maintain the integrity of our supply chain.

In 2025, 602 supplier audits were conducted, resulting in 456 CAPs issued to reinforce accountability and strengthen supplier ESG systems. Audits are carried out by TTI's SER compliance, quality, and sourcing teams, as well as certified third-party auditors. We utilize recognized social audit methodologies, including the Sedex Members Ethical Trade Audit (SMETA) and the Business Social Compliance Initiative (BSCI) by amfori. Audits are conducted by independent firms approved by the Association of Professional Social Compliance Auditors. To date, TTI-owned sites have completed SMETA audits, and suppliers have undergone either SMETA or BSCI audits. Findings from these audits contribute to industry knowledge sharing and promote higher standards across the global supply chain.

Complementing these efforts, the SER online compliance platform enables suppliers to acknowledge key requirements and policies while allowing TTI to monitor performance and risks more efficiently. As part of our SER compliance program, all suppliers are required to sign an annual declaration confirming their understanding of and adherence to TTI's SER policies and standards. Annual supplier risk assessments are supported by global indices, including the GRI Index, Corruption Index, and Human Development Index, as well as partnership with the Mekong Club, membership in the Responsible Business Alliance (RBA), and Better Mining Initiative.

A risk-based approach helps ensure our supply chain compliance management. Using advanced risk intelligence and mapping tools, we evaluate supplier relationships beyond direct vendors to include sub-suppliers and other critical partners. This multilayered visibility allows us to proactively identify high-risk entities, assess compliance gaps, and monitor emerging ESG issues across the value chain. The insights gained from these evaluations inform strategic decision making and strengthen our ability to safeguard against potential disruptions, ethical breaches, and environmental non-compliance.

Responsible Mineral Procurement

Our products, which include electronic components and batteries, may contain rare minerals that require stringent and responsible procurement practices. To address potential risks, we carry out supplier assessments, advocate for best practices, incorporate risk analysis into our procurement process, and actively participate in industry partnerships. Our Conflict Minerals Policy and Cobalt and Mica Procurement policies require that all tantalum, tin, tungsten, gold, and cobalt originate from reputable sources or certified conflict-free entities.

Suppliers are required to acknowledge and adhere to these policies by submitting annual conflict minerals and cobalt reporting templates that outline their sourcing practices. This information is reviewed and shared with sourcing leaders through our online SER compliance platform.

Our commitment to responsible sourcing and the protection of human rights has expanded significantly through memberships in global social responsibility organizations like the RBA and The Mekong Club. Within the RBA, we actively participate in various programs, such as the Responsible Labor Initiative (RLI), which fosters collaborative, cross-industry efforts to help address the underlying causes of forced labor. The RLI offers specialized services and tools to help establish company-level due diligence programs.

Our memberships grant us access to crucial resources, such as Reasonable Country of Origin data. This information is verified through the RBA's Responsible Minerals Initiative (RMI) Responsible Minerals Assurance Process (RMAP), which employs an independent third-party assessment to evaluate smelter and refiner management systems and sourcing practices, to determine conformance with RMAP standards. Additionally, our involvement in industry groups has facilitated participation in community impact initiatives, such as the Better Mining Initiative. This program is mineral-agnostic and focuses on assurance and capacity building to enhance conditions at artisanal and small-scale mining (ASM) sites in both the Democratic Republic of Congo and Rwanda.

Better Mining

In 2025, TTI supported Better Mining's cobalt and copper monitoring program in the Democratic Republic of Congo. Through this partnership, Better Mining conducted daily monitoring of human rights, legal compliance, and health and safety risks across select ASM sites. Identified risks were addressed through targeted corrective action and verified through on-site follow-up.

Better Mining operated across four ASM cobalt and copper mine sites, collectively supporting approximately 15,000 workers. The implementation of corrective actions contributed to improvements in environmental management, pit safety, worker registration, and ongoing efforts to prevent child labor.



Better Mining also continued to support the development of Entreprise Générale du Cobalt (EGC), a subsidiary of Gécamines, which is mandated to centralize the purchasing and export of artisanal cobalt and other strategic minerals. In 2025, EGC secured five mining squares in Lualaba to develop a pilot site for responsibly sourced ASM cobalt and copper, aligned with DRC government objectives and international standards.

Better Mining was also able to refine its digital traceability tools for the ASM cobalt and copper context and delivered a concept note to EGC outlining an upstream assurance mechanism to support responsible production.

As part of this broader engagement, TTI donated personal protective equipment (PPE) to Better Mining. The PPE will support artisanal miners operating at EGC's Tombolo pilot site upon commencement of production in 2025, contributing to improved safety conditions in an environment where access to protective equipment is often limited.



PERFORMANCE METRICS

Consolidation of Sustainability Data

Environmental KPIs

| Indicators | 2025 | 2024 | Change % | Unit |
|--|----------------|---------|-------------|---|
| Emissions | | | | |
| Total Scope 1 & 2 (Market-Based) GHG Emissions | 180,316 | 185,980 | -3% | tCO ₂ e |
| Total Scope 1 & 2 (Market-Based) GHG Emission Intensity | 11.82 | 12.72 | -7% | tCO ₂ e per sales revenue (US\$ million) |
| Total Scope 1, 2 (Location-Based) GHG Emissions | 225,313 | 224,629 | 0% | tCO ₂ e |
| Total Scope 1 & 2 (Location-Based) GHG Emission Intensity | 14.77 | 15.36 | -4% | tCO ₂ e per sales revenue (US\$ million) |
| Scope 1 Emissions by Region | | | | |
| Americas | 28,764 | 32,270 | -11% | tCO ₂ e |
| ANZ | 2,190 | 2,805 | -22% | tCO ₂ e |
| Asia | 2,191 | 2,258 | -3% | tCO ₂ e |
| EMEA | 12,000 | 11,130 | 8% | tCO ₂ e |
| Scope 1 Emissions by Activity | | | | |
| Facilities | 10,910 | 10,809 | 1% | tCO ₂ e |
| Fleet | 33,125 | 36,185 | -8% | tCO ₂ e |
| Refrigerants | 1,110 | 1,469 | -24% | tCO ₂ e |
| Scope 2 (Market-Based) Emissions by Region | | | | |
| Americas | 38,429 | 35,394 | 9% | tCO ₂ e |
| ANZ | 1,411 | 1,814 | -22% | tCO ₂ e |
| Asia | 93,068 | 98,178 | -5% | tCO ₂ e |
| EMEA | 2,263 | 2,131 | 6% | tCO ₂ e |
| Scope 2 (Location-Based) Emissions by Region | | | | |
| Americas | 70,472 | 69,429 | 2% | tCO ₂ e |
| ANZ | 3,488 | 3,336 | 5% | tCO ₂ e |
| Asia | 100,807 | 98,178 | 3% | tCO ₂ e |
| EMEA | 5,402 | 5,223 | 3% | tCO ₂ e |

Baseline vs Growth Emissions (Market-Based)

| | | | | |
|---|----------------|---------|-------------|---|
| Total Baseline Emissions | 142,312 | 153,017 | -7% | tCO ₂ e |
| Total Growth Emissions | 38,004 | 32,964 | 15% | tCO ₂ e |
| Total Scope 1 & 2 GHG Emissions | 180,316 | 185,980 | -3% | tCO ₂ e |
| Total Baseline Emissions Intensity | 9.33 | 10.47 | -11% | tCO ₂ e per sales revenue (US\$ million) |
| Total Growth Emissions Intensity | 2.49 | 2.25 | 10% | tCO ₂ e per sales revenue (US\$ million) |
| Total Scope 1 & 2 GHG Emission Intensity | 11.82 | 12.72 | -7% | tCO ₂ e per sales revenue (US\$ million) |

Notes:

- Baseline emissions represent all facilities, excluding vertical integration facilities that were not apart of our business operations at the time of our target setting process in 2021. Please see our Target Progress Section for more information.
- Growth emissions represent facilities added after 2021 with operational types that were not in existence at the time of our target setting in 2021.

| Indicators | 2024 | 2023 | Change % |
|--|------------------|-----------|-------------|
| Scope 3 Emissions | | | |
| Scope 3 Emissions by Category (tCO₂e) | 4,626,337 | 4,140,992 | 12% |
| Category 1: Purchased Goods & Services | 1,767,938 | 1,681,376 | 5% |
| Category 2: Capital Goods | 53,005 | 94,204 | -44% |
| Category 4: Upstream T&D | 178,132 | 140,222 | 27% |
| Category 5: Waste Generated in Operations | 10,067 | 9,448 | 7% |
| Category 6: Business Travel | 12,627 | 10,330 | 22% |
| Category 7: Employee Commuting | 119,929 | 110,991 | 8% |
| Category 9: Downstream T&D | 92,912 | 78,072 | 19% |
| Category 11: Use of Sold Products | 2,387,135 | 2,009,943 | 19% |
| Category 12: End-of-Life Treatment of Sold Products | 4,593 | 6,405 | -28% |
| Scope 3 Emissions Intensity by Category (tCO₂e per sales revenue (US\$ million)) | 316.40 | 301.57 | 5% |
| Category 1: Purchased Goods & Services | 120.91 | 122.45 | -1% |
| Category 2: Capital Goods | 3.63 | 6.86 | -47% |
| Category 4: Upstream T&D | 12.18 | 10.21 | 19% |
| Category 5: Waste Generated in Operations | 0.69 | 0.69 | 0% |
| Category 6: Business Travel | 0.86 | 0.75 | 15% |
| Category 7: Employee Commuting | 8.20 | 8.08 | 1% |
| Category 9: Downstream T&D | 6.35 | 5.69 | 12% |
| Category 11: Use of Sold Products | 163.26 | 146.38 | 12% |
| Category 12: End-of-Life Treatment of Sold Products | 0.31 | 0.47 | -33% |

Notes:

- Categories 1, 2, and 6 are calculated using the spend-based method.
- Categories 4, 7, and 9 are calculated using the distance-based method.
- Category 5 is calculated using the waste-type-specific method.
- Our Scope 3 emissions data is presented one year in arrears.
- 2023 Scope 3 emissions have been recalculated to align to 2024 methodology. Please see our ESG Reporting Methodology for more information on how these are calculated.
- Categories 3, 8, 10, 13, 14, 15 were initially mapped but deemed Not Applicable to our business.

Consolidation of Sustainability Data (continued)**Environmental KPIs** (continued)

| Indicators | 2025 | 2024 | Change % | Unit |
|--|--------------------|-------------|----------------|---|
| Energy Consumption | | | | |
| Total Energy Consumption | 622,065,756 | 602,855,499 | 3% | kWh |
| Total Energy Consumption Intensity | 40,766 | 41,230 | -1% | kWh per sales revenue (US\$ million) |
| Electricity | 407,265,496 | 380,328,479 | 7% | kWh |
| Fuel | 214,800,260 | 222,527,020 | -3% | kWh |
| Fuel by Activity | | | | |
| Mobile Sources | 149,217,203 | 154,590,558 | -3% | kWh |
| Stationary Sources | 65,583,057 | 67,936,462 | -3% | kWh |
| Renewable vs Non-Renewable Energy Consumption | | | | |
| Renewable | 133,866,830 | 65,822,177 | 103% | kWh |
| % of Total | 22% | 11% | | |
| Non-Renewable | 488,198,926 | 537,033,322 | -9% | kWh |
| % of Total | 78% | 89% | | |
| Water Stewardship | | | | |
| Total Water Consumption | 25,962 | 2,424 | 971% | m ³ |
| Total Water Consumption Intensity | 1.70 | 0.17 | 926% | m ³ per sales revenue (US\$ million) |
| Withdrawal | 1,636,894 | 1,582,730 | 3% | m ³ |
| Discharge | 1,610,931 | 1,580,307 | 2% | m ³ |
| Recycled | 0 | 438 | -100% | m ³ |
| Water Consumption by Region | | | | |
| Americas | 21,204 | 10 | 204749% | m ³ |
| ANZ | 3,711 | 946 | 292% | m ³ |
| Asia | 0 | 0 | | m ³ |
| EMEA | 1,047 | 1,467 | -29% | m ³ |
| Water Consumption by Nature of Business | | | | |
| Manufacturing | 1,096 | 9 | 11971% | m ³ |
| Distribution | 10,020 | 660 | 1417% | m ³ |
| Offices | 4,959 | 1,654 | 200% | m ³ |
| Service Centers | 230 | 100 | 129% | m ³ |
| Other | 9,658 | 0 | N/A | m ³ |
| Water Withdrawal Source by Region | | | | |
| Americas | | | | |
| Municipal Supply | 511,455 | 462,970 | 10% | m ³ |
| Ground Water | 12,090 | 17,878 | -32% | m ³ |
| ANZ | | | | |
| Municipal Supply | 8,614 | 7,108 | 21% | m ³ |
| Asia | | | | |
| Municipal Supply | 1,084,891 | 1,075,030 | 1% | m ³ |
| EMEA | | | | |
| Municipal Supply | 19,841 | 19,744 | 1% | m ³ |

| Indicators | 2025 | 2024 | Change % | Unit |
|--|---------------|--------|--------------|---|
| Waste Management | | | | |
| Total Waste Generated | 84,717 | 81,552 | 4% | Tonnes |
| Non-Hazardous Waste Generated | 81,466 | 79,628 | 2% | Tonnes |
| Hazardous Waste Generated | 3,250 | 1,924 | 69% | Tonnes |
| Total Waste Intensity | 5.55 | 5.34 | 4% | Tonnes per sales revenue (US\$ million) |
| Non-Hazardous Waste Intensity | 5.34 | 5.22 | 2% | Tonnes per sales revenue (US\$ million) |
| Hazardous Waste Intensity | 0.21 | 0.13 | 69% | Tonnes per sales revenue (US\$ million) |
| Waste by Treatment | | | | |
| Non-Hazardous Waste | | | | |
| Landfill | 9,859 | 11,323 | -13% | Tonnes |
| Recycled | 66,584 | 61,411 | 8% | Tonnes |
| Combustion (with Energy Recovery) | 4,308 | 6,850 | -37% | Tonnes |
| Composting | 716 | 44 | 1515% | Tonnes |
| Hazardous Waste | | | | |
| Landfill | 119 | 323 | -63% | Tonnes |
| Recycled | 2,105 | 1,197 | 76% | Tonnes |
| Combustion (with Energy Recovery) | 1,026 | 404 | 154% | Tonnes |
| Waste % Diverted from/to Landfill | | | | |
| Waste % Diverted to Landfill | 12% | 14% | -18% | |
| Waste % Diverted from Landfill | 88% | 86% | 3% | |

Packaging

| Indicators | 2025 | 2024 | Change % |
|--|---------------|--------|-------------|
| Paper Consumption | | | |
| Packaging material used for finished products | 74,205 | 74,762 | -1% |
| Total weight of recycled materials used in packaging | 46,326 | 52,929 | -12% |

Notes:

- Emissions are being calculated using the latest published emission factors, based on location and commodity, including: DEFRA, EPA, GHG Protocol, IEA, NGA, and other regional factors.
- tCO₂e includes the following gases: CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, and NF₃.
- Consolidation approach used is the operational control method.
- Baseline emissions represent all facilities, excluding vertical integration facilities that were not a part of our business operations at the time of our target setting process in 2021. Please see Target Progress Section for more information.
- Growth emissions represent facilities added after 2021 with operational types that were not in existence at the time of our target setting in 2021.
- Scope 3 calculations follow GHG Protocol.
- Water consumption is calculated by subtracting water discharge from water withdrawal.
- Diverted from Landfill includes waste that was recycled, combusted with energy recovery, composted, and/or anaerobic digested.
- Diverted to Landfill includes waste that was sent to Landfill and combusted without energy recovery.
- Packaging data is based on purchased date of the packaging materials.
- 2025 Water Consumption values include an estimate of 50% water discharge for all water withdrawn for irrigation use.

Consolidation of Social Data

Workforce KPIs

| Indicators | 2025 | | 2024 | |
|--|---------------|------------|--------|------------|
| | Number | % of Total | Number | % of Total |
| Employment | | | | |
| Total Number of Employees | 48,318 | | 46,580 | |
| <i>By Gender</i> | | | | |
| Female | 16,580 | 34% | 15,551 | 33% |
| Male | 31,715 | 66% | 31,009 | 67% |
| Non-Binary | 23 | 0% | 20 | 0% |
| <i>By Age Group</i> | | | | |
| 30 Years Old and Under | 19,067 | 39% | 18,950 | 41% |
| 31-50 | 24,504 | 51% | 23,056 | 49% |
| Over 51 Years Old | 4,746 | 10% | 4,574 | 10% |
| <i>By Region</i> | | | | |
| Americas | 18,751 | 39% | 17,952 | 39% |
| ANZ | 1,592 | 3% | 1,281 | 3% |
| Asia | 23,925 | 50% | 23,447 | 50% |
| EMEA | 4,050 | 8% | 3,900 | 8% |
| <i>Permanent and Temporary by Gender</i> | | | | |
| Females | | | | |
| Permanent | 15,736 | 95% | 14,958 | 96% |
| Temporary | 844 | 5% | 593 | 4% |
| Males | | | | |
| Permanent | 31,090 | 98% | 30,502 | 98% |
| Temporary | 625 | 2% | 507 | 2% |
| Non-Binary | | | | |
| Permanent | 23 | 100% | 20 | 100% |
| Temporary | 0 | 0% | 0 | 0% |
| <i>Permanent and Temporary by Region</i> | | | | |
| Americas | | | | |
| Permanent | 17,486 | 93% | 17,051 | 95% |
| Temporary | 1,265 | 7% | 901 | 5% |
| ANZ | | | | |
| Permanent | 1,578 | 99% | 1,265 | 99% |
| Temporary | 14 | 1% | 16 | 1% |
| Asia | | | | |
| Permanent | 23,864 | 100% | 23,407 | 100% |
| Temporary | 61 | 0% | 40 | 0% |
| EMEA | | | | |
| Permanent | 3,921 | 97% | 3,757 | 96% |
| Temporary | 129 | 3% | 143 | 4% |

- Notes:
1. This table includes workers employed as of the end of the reporting period. This does not include employees departed before the end of the reporting period.
 2. Compiled using Age Group / Employee Contract Type / Employment Type as of the end of the reporting period.
 3. Interns & External Workers are not included as employees.

| Indicators | 2025 | | 2024 | |
|--|--------|------------|--------|------------|
| | Number | % of Total | Number | % of Total |
| Employment (continued) | | | | |
| <i>Full-Time and Part-Time by Gender</i> | | | | |
| Females | | | | |
| Full-Time | 16,411 | 99% | 15,402 | 99% |
| Part-Time | 169 | 1% | 149 | 1% |
| Males | | | | |
| Full-Time | 31,650 | 100% | 30,914 | 100% |
| Part-Time | 65 | 0% | 95 | 0% |
| Non-Binary | | | | |
| Full-Time | 23 | 100% | 20 | 100% |
| Part-Time | 0 | 0% | 0 | 0% |
| <i>Full-Time and Part-Time by Region</i> | | | | |
| Americas | | | | |
| Full-Time | 18,730 | 100% | 17,900 | 100% |
| Part-Time | 21 | 0% | 52 | 0% |
| ANZ | | | | |
| Full-Time | 1,540 | 97% | 1,238 | 97% |
| Part-Time | 52 | 3% | 43 | 3% |
| Asia | | | | |
| Full-Time | 23,918 | 100% | 23,444 | 100% |
| Part-Time | 7 | 0% | 3 | 0% |
| EMEA | | | | |
| Full-Time | 3,896 | 96% | 3,754 | 96% |
| Part-Time | 154 | 4% | 146 | 4% |
| <i>Guaranteed and Non-Guaranteed Hours by Gender</i> | | | | |
| Females | | | | |
| Guaranteed | 16,568 | 100% | 15,277 | 98% |
| Non-Guaranteed | 12 | 0% | 274 | 2% |
| Males | | | | |
| Guaranteed | 31,705 | 100% | 30,604 | 99% |
| Non-Guaranteed | 10 | 0% | 405 | 1% |
| Non-Binary | | | | |
| Guaranteed | 23 | 100% | 18 | 90% |
| Non-Guaranteed | 0 | 0% | 2 | 10% |

- Notes:
1. This table includes workers employed as of the end of the reporting period. This does not include employees departed before the end of the reporting period.
 2. Compiled using Age Group / Employee Contract Type / Employment Type as of the end of the reporting period.
 3. Interns & External Workers are not included as employees.

Consolidation of Social Data (continued)

Workforce KPIs (continued)

| Indicators | 2025 | | 2024 | |
|--|--------|------------|--------|------------|
| | Number | % of Total | Number | % of Total |
| Employment (continued) | | | | |
| <i>Guaranteed and Non-Guaranteed Hours by Region</i> | | | | |
| Americas | | | | |
| Guaranteed | 18,736 | 100% | 17,276 | 96% |
| Non-Guaranteed | 15 | 0% | 676 | 4% |
| ANZ | | | | |
| Guaranteed | 1,587 | 100% | 1,276 | 100% |
| Non-Guaranteed | 5 | 0% | 5 | 0% |
| Asia | | | | |
| Guaranteed | 23,925 | 100% | 23,447 | 100% |
| Non-Guaranteed | 0 | 0% | 0 | 0% |
| EMEA | | | | |
| Guaranteed | 4,048 | 100% | 3,900 | 100% |
| Non-Guaranteed | 2 | 0% | 0 | 0% |

- Notes:
- This table includes workers employed as of the end of the reporting period. This does not include employees departed before the end of the reporting period.
 - Compiled using Age Group / Employee Contract Type / Employment Type as of the end of the reporting period.
 - Interns & External Workers are not included as employees.

| Indicators | 2025 | | 2024 | |
|--|--------|------------|--------|------------|
| | Number | % of Total | Number | % of Total |
| New Hires and Employee Turnover | | | | |
| Total Number of New Hires | 17,291 | | 27,718 | |
| <i>By Gender</i> | | | | |
| Female | 6,596 | 38% | 8,629 | 31% |
| Male | 10,688 | 62% | 19,080 | 69% |
| Non-Binary | 7 | 0% | 9 | 0% |
| <i>By Age Group</i> | | | | |
| 30 Years Old and Under | 10,580 | 61% | 16,502 | 60% |
| 31-50 | 6,187 | 36% | 10,530 | 38% |
| Over 51 Years Old | 524 | 3% | 686 | 2% |
| <i>By Region</i> | | | | |
| Americas | 7,479 | 43% | 8,642 | 31% |
| ANZ | 300 | 2% | 253 | 1% |
| Asia | 8,852 | 51% | 17,927 | 65% |
| EMEA | 660 | 4% | 896 | 3% |

| Indicators | 2025 | | 2024 | |
|--|--------|------------|--------|------------|
| | Number | % of Total | Number | % of Total |
| New Hires and Employee Turnover (continued) | | | | |
| Total Number of Employee Departures | 15,800 | | 24,011 | |
| <i>By Gender</i> | | | | |
| Female | 5,633 | 36% | 7,019 | 29% |
| Male | 10,164 | 64% | 16,984 | 71% |
| Non-Binary | 3 | 0% | 8 | 0% |
| <i>By Age Group</i> | | | | |
| 30 Years Old and Under | 8,405 | 53% | 13,045 | 54% |
| 31-50 | 6,510 | 41% | 10,141 | 42% |
| Over 51 Years Old | 885 | 6% | 825 | 3% |
| <i>By Region</i> | | | | |
| Americas | 6,685 | 42% | 7,103 | 30% |
| ANZ | 284 | 2% | 264 | 1% |
| Asia | 8,339 | 53% | 16,099 | 67% |
| EMEA | 492 | 3% | 545 | 2% |

| Indicators | 2025 | | 2024 | |
|------------------------------------|---------------|---------------|---------------|---------------|
| | New Hire Rate | Turnover Rate | New Hire Rate | Turnover Rate |
| New Hire and Turnover Rates | | | | |
| | 36% | 33% | 62% | 54% |
| <i>By Gender</i> | | | | |
| Female | 41% | 35% | 59% | 48% |
| Male | 34% | 32% | 64% | 57% |
| Non-Binary | 33% | 14% | 46% | 41% |
| <i>By Age Group</i> | | | | |
| 30 Years Old and Under | 56% | 44% | 92% | 73% |
| 31-50 | 26% | 27% | 47% | 45% |
| Over 51 Years Old | 11% | 19% | 16% | 19% |
| <i>By Region</i> | | | | |
| Americas | 41% | 36% | 50% | 41% |
| ANZ | 21% | 20% | 20% | 21% |
| Asia | 37% | 35% | 80% | 71% |
| EMEA | 17% | 12% | 24% | 15% |

- Notes:
- This table includes a cumulative count of new hires and departures throughout the reporting period.
 - New Hire & Turnover Rates are calculated using a 2-year average of total number of employees as a denominator.
 - Interns and External Workers are not included in Hires or Departures.

Consolidation of Social Data (continued)

Workforce KPIs (continued)

| Indicators | 2025 | | 2024 | |
|--|--------|------------|--------|------------|
| | Number | % of Total | Number | % of Total |
| Employees by Gender and Employment Category | | | | |
| <i>C-Suite</i> | 6 | 0% | 6 | 0% |
| Female | 0 | 0% | 0 | 0% |
| Male | 6 | 100% | 6 | 100% |
| Non-Binary | 0 | 0% | 0 | 0% |
| <i>Director or Above</i> | 986 | 2% | 866 | 2% |
| Female | 192 | 20% | 169 | 20% |
| Male | 793 | 80% | 696 | 80% |
| Non-Binary | 1 | 0% | 1 | 0% |
| <i>Managerial</i> | 4,545 | 9% | 4,668 | 10% |
| Female | 1,261 | 28% | 1,196 | 26% |
| Male | 3,280 | 72% | 3,468 | 74% |
| Non-Binary | 4 | 0% | 4 | 0% |
| <i>General Employee</i> | 42,781 | 89% | 41,040 | 88% |
| Female | 15,127 | 35% | 14,186 | 35% |
| Male | 27,636 | 65% | 26,839 | 65% |
| Non-Binary | 18 | 0% | 15 | 0% |
| <i>By Management Role</i> | | | | |
| Total Employees in Management | 5,531 | 11% | 5,534 | 12% |
| Percentage of Females in Management | 26% | | 25% | |

Interns

| | | | | |
|--|-----|-----|-----|-----|
| <i>Total Number of Interns by Gender</i> | 669 | 1% | 652 | 1% |
| Female | 162 | 24% | 255 | 39% |
| Male | 506 | 76% | 397 | 61% |
| Non-Binary | 1 | 0% | 0 | 0% |

| Indicators | 2025 | | 2024 | |
|---|--------|----------|--------|----------|
| | Number | % Change | Number | % Change |
| <i>Total Number of External Workers</i> | 6,090 | -54% | 13,273 | 16% |

Notes:

1. If employees change job category throughout year, the employment category as of the end of the reporting period is used.
2. Includes all External Workers employed during the reporting period.

| Indicators | 2025 | | 2024 | |
|---|--------|------------|--------|------------|
| | Number | % of Total | Number | % of Total |
| Return to Work and Retention after Parental Leave | | | | |
| <i>Return to Work Rate</i> | 82% | | 82% | |
| Female | 63% | | 66% | |
| Male | 94% | | 93% | |
| Non-Binary | 0% | | 0% | |
| <i>Retention Rate</i> | 82% | | 76% | |
| Female | 61% | | 63% | |
| Male | 92% | | 83% | |
| Non-Binary | | | | |
| <i>Total Number of Employees that were Entitled to Parental Leave</i> | 47,306 | | 42,825 | |
| Female | 16,145 | 34% | 14,523 | 34% |
| Male | 31,156 | 66% | 28,298 | 66% |
| Non-Binary | 5 | 0% | 4 | 0% |
| <i>Total Number of Employees Who Took Parental Leave</i> | 1,674 | | 1,526 | |
| Female | 620 | 37% | 603 | 40% |
| Male | 1,054 | 63% | 922 | 60% |
| Non-Binary | – | 0% | 1 | 0% |
| <i>Total Number of Employees that Returned to Work After Parental Leave Ended</i> | 1,377 | | 1,257 | |
| Female | 388 | 28% | 397 | 32% |
| Male | 989 | 72% | 860 | 68% |
| Non-Binary | – | 0% | – | 0% |
| <i>Total Number of Employees that Returned to Work After Parental Leave Ended that Were Still Employed 12 Months After Their Return to Work</i> | 1,035 | | 871 | |
| Female | 241 | 23% | 235 | 27% |
| Male | 794 | 77% | 636 | 73% |
| Non-Binary | – | 0% | – | 0% |
| <i>Number of Employees Due to Return to Work After Taking Parental Leave</i> | 589 | | 855 | |
| Female | 282 | 48% | 355 | 42% |
| Male | 307 | 52% | 499 | 58% |
| Non-Binary | – | 0% | 1 | 0% |

Notes:

1. Return to Work Rate is calculated using the following formula: (Total Number of Employees who Took Parental Leave in the reporting period + Number of Employees Due to Return to Work After Taking Parental Leave in the reporting period) / Total Number of Employees who Took Parental Leave in the reporting period.
2. Retention Rate is calculated using the following formula: Total Number of Employees that Returned to Work after Parental Leave Ended that were still Employed 12 Months After Their Return to Work in the reporting period / Total Number of Employees that Returned to Work in the Previous Reporting Period after Parental Leave Ended.
3. Total Number of Employees Entitled to Parental Leave are those covered by an organizational or government policy to take Job-protected Parental Leave in event of birth or adoption of child. Included in this for example would be employees covered under the United States Family and Medical Leave Act (FMLA).
4. Total Number of Employees with Parental Leave Qualified Activity during Year are employees who had a qualifying event take place such as a birth or adoption of a child during the year.

Consolidation of Social Data (continued)**Occupational Health & Safety KPIs**

| Indicators | 2025 | 2024 | 2023 |
|---|--------------------|-------------|-------------|
| Total Number of Hours Worked | 107,871,046 | 107,353,630 | 100,279,551 |
| Total Number of Hours – Employees | 96,209,713 | 92,562,887 | |
| Total Number of Work Days Lost due to Work Injuries | 4,632 | 4,449 | 6,116 |
| Total Number of Recordable Injuries – Employees | 304 | 324 | 408 |
| <i>By Type of Recordable Work Injury</i> | | | |
| Injuries from contact with objects/equipment | 142 | 159 | 176 |
| Injuries from exposure to harmful substance or environments | 7 | 9 | 19 |
| Injuries from overexertion/muscle strains | 86 | 98 | 126 |
| Injuries from slips, trips, and falls | 39 | 42 | 61 |
| Injuries from vehicles related accidents | 22 | 14 | 15 |
| Injuries caused by persons/animals/insects | 7 | 2 | 11 |
| Injuries from other causes | 1 | – | – |
| Rate of Recordable Work–Related Injuries | 0.63 | 0.70 | 0.81 |
| Total High Consequences Injuries – Employees | 4 | 11 | 19 |
| <i>By Type of Recordable High Consequence Work Injury</i> | | | |
| Injuries from contact with objects/equipment | – | 7 | 10 |
| Injuries from exposure to harmful substance or environments | 1 | 2 | – |
| Injuries from overexertion/muscle strains | 2 | – | 2 |
| Injuries from slips, trips, and falls | 1 | 1 | 2 |
| Injuries from vehicles related accidents | – | 1 | 4 |
| Injuries caused by persons/animals/insects | – | – | 1 |
| Injuries from other causes | – | – | – |
| Rate of High Consequence Injuries | 0.01 | 0.02 | 0.04 |
| Total Number of Hours – External Workers | 11,661,334 | 14,790,743 | – |
| Total Number of Work Days Lost due to Work Injuries | 89 | 633 | – |
| Total Number of Recordable Injuries – External Workers | 32 | 37 | – |
| <i>By Type of Recordable Work Injury</i> | | | |
| Injuries from contact with objects/equipment | 20 | 23 | – |
| Injuries from exposure to harmful substance or environments | – | 2 | – |
| Injuries from overexertion/muscle strains | 5 | 9 | – |
| Injuries from slips, trips, and falls | 5 | 2 | – |
| Injuries from vehicles related accidents | 1 | 1 | – |
| Injuries caused by persons/animals/insects | 1 | – | – |
| Injuries from other causes | – | – | – |
| Rate of Recordable Work–Related Injuries | 0.55 | 0.50 | – |

| Indicators | 2025 | 2024 | 2023 |
|---|-------------|------|------|
| Total High Consequences Injuries – External Workers | 1 | 1 | – |
| <i>By Type of Recordable High Consequence Work Injury</i> | | | |
| Injuries from contact with objects/equipment | – | 1 | – |
| Injuries from exposure to harmful substance or environments | – | – | – |
| Injuries from overexertion/muscle strains | – | – | – |
| Injuries from slips, trips, and falls | – | – | – |
| Injuries from vehicles related accidents | 1 | – | – |
| Injuries caused by persons/animals/insects | – | – | – |
| Injuries from other causes | – | – | – |
| Rate of High Consequence Injuries | 0.02 | 0.01 | – |
| Cases of Work–Related Ill Health | | | |
| Employees | 3 | – | – |
| External Workers | 1 | – | – |
| Number of Fatalities | | | |
| Number of Employee Fatalities due to Work–Related Ill Health | – | – | – |
| Number of External Worker Fatalities due to Work–Related Ill Health | – | – | – |
| Number of Employee Fatalities due to Work–Related Injuries | – | 2 | – |
| Number of External Worker Fatalities due to Work–Related Injuries | – | – | 1 |
| Fatality Rate | – | 0.00 | 0.00 |

Notes:

- Total Hours Worked include total gross hours by all employees during the reporting period (If actual hours could not be recorded, we assumed 2080 hours for salaried + additional hourly logged hours).
- Total Hours Worked includes time worked by employees departed during the reporting period.
- Total Hours Worked includes Intern hours.
- High consequence injuries are those from which the worker cannot recover (e.g., amputation of a limb), or does not or is not expected to recover fully to pre-injury health status within 6 months (e.g., fracture with complications).
- Includes injuries as a result of commuting incidents only where transport has been organized by the organization (business-use travel).
- External Workers are those who are not employees but whose work and/or workplace is controlled by the organization (typically those who are working on our premises). Common examples include construction workers and independent contractors.
- Rate of Injuries have been calculated using 200,000 hours worked normalization factor.
- Previous years' total hours worked includes External Workers.

Consolidation of Social Data (continued)

Training and Development

| Indicators | 2025 | 2024 |
|--|----------------|---------|
| Total Number of Hours of Training Received by Employees | 669,624 | 737,725 |
| Average Hours of Training per Employee | 13.9 | 15.8 |
| By Gender | | |
| Female | 13 | 14.6 |
| Male | 14 | 16.5 |
| Non-Binary | 22 | 18.3 |
| By Employment Category | | |
| C-Suite | 3.8 | 2.0 |
| Director or Above | 8.9 | 13.7 |
| Managerial | 15.6 | 22.2 |
| General Employee | 13.6 | 15.0 |
| Percentage of Employees Receiving Training – E-Learning | 41% | 36% |
| By Gender | | |
| Female | 34% | 31% |
| Male | 45% | 39% |
| Non-Binary | 78% | 25% |
| By Employment Category | | |
| C-Suite | 100% | 100% |
| Director or Above | 75% | 70% |
| Managerial | 85% | 73% |
| General Employee | 35% | 31% |

| Indicators | 2025 | 2024 |
|--|-------------|------|
| Percentage of Employees Receiving Training – Other Training | 45% | 35% |
| By Gender | | |
| Female | 42% | 42% |
| Male | 47% | 32% |
| Non-Binary | 26% | 20% |
| By Employment Category | | |
| C-Suite | 100% | 100% |
| Director or Above | 34% | 40% |
| Managerial | 56% | 30% |
| General Employee | 44% | 36% |
| Percentage of Employees Receiving Formal Performance Review | 74% | 74% |
| By Gender | | |
| Female | 72% | 73% |
| Male | 76% | 74% |
| Non-Binary | 87% | 90% |
| By Employment Category | | |
| C-Suite | 100% | 100% |
| Director or Above | 90% | 91% |
| Managerial | 94% | 96% |
| General Employee | 72% | 71% |

LEGEND AND LIST OF BUSINESS UNITS UNDER EACH REGION

| Region/Name of Business Division | Abbreviation | Country/Location |
|--|---------------------------|------------------|
| Asia | | |
| Techtronic Industries (Dongguan) Company Limited | AIP | Dongguan, PRC |
| TechPower Engineering (Dongguan) Company Limited | AIP | Dongguan, PRC |
| TTI Power (Dongguan) Company Limited | AIP | Dongguan, PRC |
| Techtronic Asia Company Limited | TTI HK | Hong Kong |
| Techtronic Industries Company Limited | TTI HK | Hong Kong |
| Techtronic Trading Limited | TTI HK | Hong Kong |
| Techtronic Product Development Limited | TTI HK | Hong Kong |
| TTI Investments (Dongguan) Company Limited | TTI HK | Hong Kong |
| Techtronic Industries Korea LLC | TTI Korea | Korea |
| Techtronic Cordless GP – Sucursal De Macau | TTI Macau | Macau |
| Techtronic Power Tools (M) Sdn Bhd | TTI Malaysia | Malaysia |
| Techtronic Product Development Limited Philippines Branch Office | TTI Philippines | Philippines |
| Techtronic Trading (Shanghai) Limited | TTI Shanghai | Shanghai, PRC |
| Techtronic Industries (Taiwan) Company Limited | TTI Taichung | Taichung, Taiwan |
| Techtronic Tools Limited Taiwan Branch | TTI Taipei | Taipei, Taiwan |
| Milwaukee Tool (Thailand) Company Limited | TTI Thailand | Thailand |
| Milwaukee Asia HPC Company Limited | TTI Thailand | Thailand |
| Milwaukee Tool (Vietnam) Company Limited | TTI Vietnam | Vietnam |
| Milwaukee Asia Company Limited | TTI Vietnam | Vietnam |
| Techtronic Tools (Vietnam) Company Limited | TTI Vietnam | Vietnam |
| Techtronic Products (Vietnam) Company Limited | TTI Vietnam | Vietnam |
| Techtronic Industries Company Pte. Ltd. | TTI Singapore | Singapore |
| TTI Singapore SPV Pte. Limited | TTI Singapore | Singapore |
| Milwaukee Tool (Singapore) Pte. Limited | TTI Singapore | Singapore |
| Techtronic Trading Limited India Branch Office | TTI India | India |
| PT Milwaukee Tool Indonesia | TTI Indonesia | Indonesia |
| Milwaukee Tool Japan GK | TTI Japan | Japan |
| Techtronic Industries Vietnam Manufacturing Co Ltd | TTI Vietnam Manufacturing | Vietnam |
| Green Planet Distribution Centre Company Limited | TTI Vietnam Manufacturing | Vietnam |
| Techtronic Industries (Zhuhai) Company Limited | TTI Zhuhai | Zhuhai, PRC |
| ANZ | | |
| Techtronic Industries Australia Pty Limited | TTI ANZ | Australia |
| Techtronic Industries N.Z. Limited | TTI ANZ | New Zealand |
| Vax Appliances (Australia) Pty. Ltd. | TTIANZ | Australia |

| Region/Name of Business Division | Abbreviation | Country/Location |
|--|--------------------|----------------------|
| Americas | | |
| Techtronic Industries Canada, Inc. | TTI Canada | Canada |
| Techtronic Industries Mexico, S.A. de C.V. | TTI Mexico | Mexico |
| Techtronic Industries Co. Mexico, S. De R. L. de C. V. | TTI Mexico | Mexico |
| DreBo America Inc. | DreBo US | North America |
| Milwaukee Electric Tool Corporation | Milwaukee Tool | North America |
| TTI Floor Care North America | TTI FC | North America |
| Techtronic Industries North America, Inc. | TTI NA | North America |
| TTI Outdoor Power Equipment, Inc. | TTI PE | North America |
| Hart Consumer Products, Inc. | Hart | North America |
| Techtronic Cordless GP | TCGP | North America |
| TTI Consumer Power Tools, Inc. | TTI CPT | North America |
| TTI Power Equipment Manufacturing, Inc. | TTI PT | North America |
| Techtronic Industries Medical, Inc. | | |
| Techtronic Industries Factory Outlets, Inc. | | |
| TTI Aviation LLC | | |
| Esstar, Inc | | |
| Esstar Industries, Inc. | | |
| Milwaukee Tool Panama, SA | | |
| METCO Battery Technologies, LLC | | |
| Comercial Milwaukee Tool Chile Limitada | | |
| EMEA | | |
| Techtronic Industries Central Europe GmbH | TTI Central Europe | Germany |
| Techtronic Industries Manufacturing s.r.o. | TTI CZ | Czech Republic |
| Techtronic Industries Eastern Europe Sp. z o.o. | TTI Eastern Europe | Eastern Europe |
| Techtronic Industries France SAS | TTI France | France |
| DreBo Werkzeugfabrik GmbH | DreBo Germany | Germany |
| Techtronic Industries ELC GmbH | TTI ELC | Germany |
| Techtronic Industries GmbH | TTI GMBH | Germany |
| Techtronic Industries Italia SRL | TTI Italia | Italy |
| Techtronic Industries Nordic ApS | TTI Nordic | Denmark |
| Techtronic Industries Iberia SL | TTI Iberia | Spain |
| Techtronic Industries Switzerland AG | TTI Switzerland | Switzerland |
| Techtronic Industries Middle East and Africa FZE | TTI MEA | United Arab Emirates |
| Techtronic Industries EMEA Limited | TTI UK | United Kingdom |
| Techtronic Industries UK Limited | TTI UK | United Kingdom |
| Vax Limited | VAX UK | United Kingdom |

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HKEX ESG GUIDE CONTENT INDEX

Part B: Mandatory Disclosure Requirements

This part sets out disclosure requirements that must be included in an issuer’s ESG report on a mandatory basis.

| Framework | Report Location | Page Number |
|---|---|-----------------------|
| Governance Structure | | |
| A statement from the board containing the following elements: | | |
| (i) a disclosure of the board’s oversight of ESG issues; | Corporate Governance | p. 78 |
| (ii) the board’s ESG management approach and strategy, including the process used to evaluate, prioritise and manage material ESG-related issues (including risks to the issuer’s businesses); and | Corporate Governance | p. 78-81 |
| (iii) how the board reviews progress made against ESG-related goals and targets with an explanation of how they relate to the issuer’s businesses. | Corporate Governance | p. 78-81 |
| Reporting Principles | | |
| A description of, or an explanation on, the application of the following Reporting Principles in the preparation of the ESG report: | | |
| Materiality | | |
| (i) The process to identify and the criteria for the selection of material ESG factors | Double Materiality | p. 10-11 |
| (ii) If a stakeholder engagement is conducted, a description of significant stakeholders identified, and the process and results of the issuer’s stakeholder engagement. | Stakeholder Engagement | p. 8-9 |
| Quantitative | | |
| Information on the standards, methodologies, assumptions and/or calculation tools used, and source of conversion factors used, for the reporting of emissions/energy consumption (where applicable) should be disclosed. | Double Materiality Performance Metrics | p. 10-11 p. 90-103 |
| Consistency | | |
| The issuer should disclose in the ESG report any changes to the methods or KPIs used, or any other relevant factors affecting a meaningful comparison. | About This Report | p. 144 |
| Reporting Boundary | | |
| A narrative explaining the reporting boundaries of the ESG report and describing the process used to identify which entities or operations are included in the ESG report. If there is a change in the scope, the issuer should explain the difference and reason for the change. | About This Report | p. 144 |

Part C: “Comply or explain” Provisions

This part sets out provisions to be reported on by an issuer in the ESG report on a “comply or explain” basis.

| Framework | Disclosure | Report Location | Page Number |
|--|--|--|----------------------|
| Environment | | | |
| Aspect A1: Emissions | | | |
| Information on: | | | |
| (a) the policies | | Water, Pollution, Biodiversity, and Ecosystems | p. 54-59 |
| (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air emissions, discharges into water and land, and generation of hazardous and non-hazardous waste. | | Water, Pollution, Biodiversity, and Ecosystems | p. 54-59 |
| KPI A1.1 | The types of emissions and respective emissions data. | Environmental KPIs | p. 90-91 |
| KPI A1.2 | [Repealed 1 January 2025] | | |
| KPI A1.3 | Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility). | Environmental KPIs | p. 93 |
| KPI A1.4 | Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility). | Environmental KPIs | p. 93 |
| KPI A1.5 | Description of emission target(s) set and steps taken to achieve them. | Target Progress Climate Change | p. 42-43 p. 44-47 |
| KPI A1.6 | Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them. | Target Progress Resource Use and Circular Economy | p. 42-43 p. 48-53 |

| Framework | Disclosure | Report Location | Page Number |
|---|--|--|--|
| Aspect A2: Use of Resources | | | |
| | Policies on the efficient use of resources, including energy, water and other raw materials. | Environmental Management Target Progress Climate Change Resource Use and Circular Economy Water, Pollution, Biodiversity, and Ecosystems | p. 38-41 p. 42-43 p. 44-47 p. 48-53 p. 54-59 |
| KPI A2.1 | Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility). | Environmental KPIs | p. 92 |
| KPI A2.2 | Water consumption in total and intensity (e.g. per unit of production volume, per facility). | Environmental KPIs | p. 92 |
| KPI A2.3 | Description of energy use efficiency target(s) set and steps taken to achieve them. | Target Progress Climate Change | p. 42-43 p. 44-47 |
| KPI A2.4 | Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them. | Water, Pollution, Biodiversity, and Ecosystems | p. 54-59 |
| KPI A2.5 | Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced. | Environmental KPIs | p. 93 |
| Aspect A3: The Environment and Natural Resources | | | |
| | Policies on minimising the issuer's significant impacts on the environment and natural resources. | Environmental Management Target Progress Climate Change Resource Use and Circular Economy Water, Pollution, Biodiversity, and Ecosystems | p. 38-41 p. 42-43 p. 44-47 p. 48-53 p. 54-59 |
| KPI A3.1 | Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them. | Environmental Management Target Progress Climate Change Resource Use and Circular Economy Water, Pollution, Biodiversity, and Ecosystems | p. 38-41 p. 42-43 p. 44-47 p. 48-53 p. 54-59 |
| Aspect A4: Climate Change | | | |
| | [Repealed 1 January 2025] | | |
| KPI A4.1 | [Repealed 1 January 2025] | | |

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| Social – Employment and Labor Practices | | | |
| Aspect B1: Employment | | | |
| | Information on: | Our People | p. 62-63 |
| | (a) the policies; and | Workforce | p. 64-69 |
| | (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare. | Our People Workforce | p. 62-63 p. 64-69 |
| KPI B1.1 | Total workforce by gender, employment type (for example, full- or part-time), age group and geographical region. | Workforce KPIs | p. 94-99 |
| KPI B1.2 | Employee turnover rate by gender, age group and geographical region. | Workforce KPIs | p. 96-97 |
| Aspect B2: Health and Safety | | | |
| | Information on: | | |
| | (a) the policies; and | Workforce | p. 70-71 |
| | (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards. | Workforce | p. 70-71 |
| KPI B2.1 | Number and rate of work-related fatalities occurred in each of the past three years including the reporting year. | Occupational Health and Safety KPIs | p. 100-101 |
| KPI B2.2 | Lost days due to work injury. | Occupational Health and Safety KPIs | p. 100-101 |
| KPI B2.3 | Description of occupational health and safety measures adopted, and how they are implemented and monitored. | Workforce | p. 70-71 |

| Framework | Disclosure | Report Location | Page Number |
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| Aspect B3: Development and Training | | | |
| | Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities. | Workforce | p. 66-69 |
| | Note: Training refers to vocational training. It may include internal and external courses paid by the employer. | | |
| KPI B3.1 | The percentage of employees trained by gender and employee category (e.g. senior management, middle management). | Training and Development KPIs | p. 102-103 |
| KPI B3.2 | The average training hours completed per employee by gender and employee category. | Training and Development KPIs | p. 102 |
| Aspect B4: Labor Standards | | | |
| General Disclosure | Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labor. | Workforce Workforce | p. 65-66 p. 65-66 |
| KPI B4.1 | Description of measures to review employment practices to avoid child and forced labor. | Workforce Business Conduct | p. 65-66 p. 82-83 |
| KPI B4.2 | Description of steps taken to eliminate such practices when discovered. | Workforce Business Conduct | p. 65-66 p. 82-83 |
| Social – Operating Practices | | | |
| Aspect B5: Supply Chain Management | | | |
| | Policies on managing environmental and social risks of the supply chain. | Business Conduct | p. 86-89 |
| KPI B5.1 | Number of suppliers by geographical region. | Business Conduct | p. 87 |
| KPI B5.2 | Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored. | Business Conduct | p. 86-89 |

| Framework | Disclosure | Report Location | Page Number |
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| KPI B5.3 | Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored. | Business Conduct | p. 86-89 |
| KPI B5.4 | Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored. | Business Conduct | p. 86-89 |
| Aspect B6: Product Responsibility | | | |
| | Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress. | Sustainable Products Sustainable Products | p. 28-35 p. 28-35 |
| KPI B6.1 | Percentage of total products sold or shipped subject to recalls for safety and health reasons. | <1% | – |
| KPI B6.2 | Number of products and service related complaints received and how they are dealt with. | During the reporting period, there were no substantive product or service related complaints received. | – |
| KPI B6.3 | Description of practices relating to observing and protecting intellectual property rights. | Business Conduct | p. 86 |
| KPI B6.4 | Description of quality assurance process and recall procedures. | Sustainable Products | p. 33 |
| KPI B6.5 | Description of consumer data protection and privacy policies, and how they are implemented and monitored. | Business Conduct | p. 85 |

| Framework | Disclosure | Report Location | Page Number |
|-----------------------------------|--|------------------|-------------|
| Aspect B7: Anti-corruption | | | |
| Information on: | | | |
| (a) | the policies; and | Business Conduct | p. 84-85 |
| (b) | compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering. | Business Conduct | p. 84-85 |
| KPI B7.1 | Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases. | Business Conduct | p. 84 |
| KPI B7.2 | Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored. | Business Conduct | p. 84 |
| KPI B7.3 | Description of anti-corruption training provided to directors and staff. | Business Conduct | p. 84 |

Social – Community

Aspect B8: Community Investment

| | | | |
|--|---|-------------|----------|
| Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests. | | Communities | p. 72-75 |
| KPI B8.1 | Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport). | Communities | p. 72-75 |
| KPI B8.2 | Resources contributed (e.g. money or time) to the focus area. | Communities | p. 72-75 |

Part D: Climate-related Disclosures

| Framework | Disclosure | Report Location | Page Number |
|---|---|---|----------------------|
| Governance | | | |
| An issuer shall disclose information about: | | | |
| (a) | the governance body(s) (which can include a board, committee or equivalent body charged with governance) or individual(s) responsible for oversight of climate-related risks and opportunities. Specifically, the issuer shall identify that body(s) or individual(s) and disclose information about: | Corporate Governance | p. 78 |
| <small>Note: The responsibilities of such body(s) or individual(s) should be reflected in the terms of reference, mandates, role descriptions and other related policies applicable to that body(s) or individual(s).</small> | | | |
| (i) | how the body(s) or individual(s) determines whether appropriate skills and competencies are available or will be developed to oversee strategies designed to respond to climate-related risks and opportunities; | Corporate Governance | p. 78-79 |
| (ii) | how and how often the body(s) or individual(s) is informed about climate-related risks and opportunities; | Corporate Governance | p. 79 |
| (iii) | how the body(s) or individual(s) takes into account climate-related risks and opportunities when overseeing the issuer's strategy, its decisions on major transactions, and its risk management processes and related policies, including whether the body(s) or individual(s) has considered trade-offs associated with those risks and opportunities; | Corporate Governance Climate Risks and Opportunities | p. 79-80 p. 14-15 |
| (iv) | how the body(s) or individual(s) oversees the setting of, and monitors progress towards, targets related to climate-related risks and opportunities (see paragraphs 37 to 40), including whether and how related performance metrics are included in remuneration policies (see paragraph 35); and | Corporate Governance Climate Risks and Opportunities 2025 Annual Report, Corporate Governance Report | p. 78-80 p. 14-15 |

| Framework | Disclosure | Report Location | Page Number |
|-----------|---|----------------------|-------------|
| (b) | management’s role in the governance processes, controls and procedures used to monitor, manage and oversee climate-related risks and opportunities, including information about: | | |
| (i) | whether the role is delegated to a specific management-level position or management-level committee and how oversight is exercised over that position or committee; and | Corporate Governance | p. 78 |
| (ii) | whether management uses controls and procedures to support the oversight of climate-related risks and opportunities and, if so, how these controls and procedures are integrated with other internal functions. | Corporate Governance | p. 78-79 |

Strategy – Climate-Related Risks and Opportunities

An issuer shall disclose information to enable an understanding of climate-related risks and opportunities that could reasonably be expected to affect the issuer’s cash flows, its access to finance or cost of capital over the short, medium or long term. Specifically, the issuer shall:

| | | | |
|-----|---|--|----------------------|
| (a) | describe climate-related risks and opportunities that could reasonably be expected to affect the issuer’s cash flows, its access to finance or cost of capital over the short, medium or long term; | Impacts, Risks, and Opportunities Climate Risks and Opportunities | p. 12-13 p. 14-15 |
| (b) | explain, for each climate-related risk the issuer has identified, whether the issuer considers the risk to be a climate-related physical risk or climate-related transition risk; | Climate Risks and Opportunities | p. 14 |
| (c) | specify, for each climate-related risk and opportunity the issuer has identified, over which time horizons – short, medium or long term – the effects of each climate-related risk and opportunity could reasonably be expected to occur; and | Climate Risks and Opportunities | p. 14-15 |
| (d) | explain how the issuer defines ‘short term’, ‘medium term’ and ‘long term’ and how these definitions are linked to the planning horizons used by the issuer for strategic decision-making. | Climate Risks and Opportunities | p. 14 |

Strategy – Business Model and Value Chain

An issuer shall disclose information that enables an understanding of the current and anticipated effects of climate-related risks and opportunities on the issuer’s business model and value chain. Specifically, the issuer shall disclose:

| | | | |
|-----|---|--|----------------------|
| (a) | a description of the current and anticipated effects of climate-related risks and opportunities on the issuer’s business model and value chain; and | Impacts, Risks, and Opportunities Climate Risks and Opportunities | p. 12-13 p. 14-15 |
|-----|---|--|----------------------|

| Framework | Disclosure | Report Location | Page Number |
|-----------|---|---------------------------------|-------------|
| (b) | a description of where in the issuer’s business model and value chain climate-related risks and opportunities are concentrated (for example, geographical areas, facilities and types of assets). | Climate Risks and Opportunities | p. 14 |

Strategy – Strategy and Decision-Making

An issuer shall disclose information that enables an understanding of the effects of climate-related risks and opportunities on its strategy and decision-making. Specifically, the issuer shall disclose:

| | | | |
|-------|---|---|--|
| (a) | information about how the issuer has responded to, and plans to respond to, climate-related risks and opportunities in its strategy and decision-making, including how the issuer plans to achieve any climate-related targets it has set and any targets it is required to meet by law or regulation. Specifically, the issuer shall disclose information about: | | |
| (i) | current and anticipated changes to the issuer’s business model, including its resource allocation, to address climate-related risks and opportunities; | Impacts, Risks, and Opportunities Climate Risks and Opportunities Target Progress Climate Change | p. 12-13 p. 14-15 p. 42-43 p. 44-47 |
| (ii) | current and anticipated adaptation and mitigation efforts (whether direct or indirect); | Impacts, Risks, and Opportunities Climate Risks and Opportunities Target Progress Climate Change | p. 12-13 p. 14-15 p. 42-43 p. 44-47 |
| (iii) | any climate-related transition plan the issuer has (including information about key assumptions used in developing its transition plan, and dependencies on which the issuer’s transition plan relies), or an appropriate negative statement where the issuer does not have a climate-related transition plan; and | Impacts, Risks, and Opportunities Climate Risks and Opportunities | p. 12-13 p. 14-15 |
| (iv) | how the issuer plans to achieve any climate-related targets (including any greenhouse gas emissions targets (if any)), described in accordance with paragraphs 37 to 40; and | Impacts, Risks, and Opportunities Climate Risks and Opportunities Target Progress Climate Change | p. 12-13 p. 14-15 p. 42-43 p. 44-47 |
| (b) | information about how the issuer is resourcing, and plans to resource, the activities disclosed in accordance with paragraph 22(a). | Impacts, Risks, and Opportunities Climate Risks and Opportunities Climate Change | p. 12-13 p. 14-15 p. 44-47 |
| | An issuer shall disclose information about the progress of plans disclosed in previous reporting periods in accordance with paragraph 22(a). | Target Progress | p. 42-43 |

| Framework | Disclosure | Report Location | Page Number |
|---|------------------|---------------------------------|-------------|
| Strategy – Financial Position, Financial Performance and Cash Flows | | | |
| Current financial effect | | | |
| An issuer shall disclose qualitative and quantitative information about: | | | |
| (a) how climate-related risks and opportunities have affected its financial position, financial performance and cash flows for the reporting period; and | | 2025 Annual Report | |
| (b) the climate-related risks and opportunities identified in paragraph 24(a) for which there is a significant risk of a material adjustment within the next annual reporting period to the carrying amounts of assets and liabilities reported in the related financial statements. | None identified. | – | – |
| Anticipated financial effect | | | |
| The issuer shall provide qualitative and quantitative disclosures about: | | | |
| (a) how the issuer expects its financial position to change over the short, medium and long term, given its strategy to manage climate-related risks and opportunities, taking into consideration: | | | |
| (i) its investment and disposal plans; and | | 2025 Annual Report | |
| (ii) its planned sources of funding to implement its strategy; and | | 2025 Annual Report | |
| (b) how the issuer expects its financial performance and cash flows to change over the short, medium and long term, given its strategy to manage climate-related risks and opportunities. | | 2025 Annual Report | |
| Strategy – Climate Resilience | | | |
| An issuer shall disclose information that enables an understanding of the resilience of the issuer’s strategy and business model to climate-related changes, developments and uncertainties, taking into consideration the issuer’s identified climate-related risks and opportunities. An issuer shall use climate-related scenario analysis to assess its climate resilience using an approach that is commensurate with an issuer’s circumstances. In providing quantitative information, the issuer may disclose a single amount or a range. Specifically, the issuer shall disclose: | | | |
| (a) the issuer’s assessment of its climate resilience as at the reporting date, which shall enable an understanding of: | | | |
| (i) the implications, if any, of the issuer’s assessment for its strategy and business model, including how the issuer would need to respond to the effects identified in the climate-related scenario analysis; | | Climate Risks and Opportunities | p. 14-15 |

| Framework | Disclosure | Report Location | Page Number |
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| (ii) the significant areas of uncertainty considered in the issuer’s assessment of its climate resilience; and | | Climate Risks and Opportunities | p. 15 |
| (iii) the issuer’s capacity to adjust, or adapt its strategy and business model to climate change over the short, medium or long term; | | Climate Risks and Opportunities | p. 14-15 |
| (b) how and when the climate-related scenario analysis was carried out, including: | | | |
| (i) information about the inputs used, including: | | | |
| (1) which climate-related scenarios the issuer used for the analysis and the sources of such scenarios; | | Climate Risks and Opportunities | p. 14 |
| (2) whether the analysis included a diverse range of climate-related scenarios; | | Climate Risks and Opportunities | p. 14 |
| (3) (3) whether the climate-related scenarios used for the analysis are associated with climate-related transition risks or climate-related physical risks; | | Climate Risks and Opportunities | p. 14 |
| (4) whether the issuer used, among its scenarios, a climate-related scenario aligned with the latest international agreement on climate change; | | Climate Risks and Opportunities | p. 14 |
| (5) why the issuer decided that its chosen climate-related scenarios are relevant to assessing its resilience to climate-related changes, developments or uncertainties; | | Climate Risks and Opportunities | p. 14 |
| (6) time horizons the issuer used in the analysis; and | | Climate Risks and Opportunities | p. 14 |
| (7) what scope of operations the issuer used in the analysis (for example, the operation, locations and business units used in the analysis); | | Climate Risks and Opportunities | p. 14 |
| (ii) the key assumptions the issuer made in the analysis; and | | Climate Risks and Opportunities | p. 14 |
| (iii) the reporting period in which the climate-related scenario analysis was carried out. | | Climate Risks and Opportunities | p. 14 |

| Framework | Disclosure | Report Location | Page Number |
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| Risk Management | | | |
| An issuer shall disclose information about: | | | |
| (a) | the processes and related policies it uses to identify, assess, prioritise and monitor climate-related risks, including information about: | | |
| (i) | the inputs and parameters the issuer uses (for example, information about data sources and the scope of operations covered in the processes); | Climate Risks and Opportunities | p. 14-15 |
| (ii) | whether and how the issuer uses climate-related scenario analysis to inform its identification of climate-related risks; | Double Materiality Impacts, Risks, and Opportunities Climate Risks and Opportunities | p. 10-11 p. 12-13 p. 14-15 |
| (iii) | how the issuer assesses the nature, likelihood and magnitude of the effects of those risks (for example, whether the issuer considers qualitative factors, quantitative thresholds or other criteria); | Double Materiality Impacts, Risks, and Opportunities Climate Risks and Opportunities | p. 10-11 p. 12-13 p. 14-15 |
| (iv) | whether and how the issuer prioritises climate-related risks relative to other types of risks; | Double Materiality Impacts, Risks, and Opportunities Climate Risks and Opportunities | p. 10-11 p. 12-13 p. 14-15 |
| (v) | how the issuer monitors climate-related risks; and | Climate Risks and Opportunities | p. 14-15 |
| (vi) | whether and how the issuer has changed the processes it uses compared with the previous reporting period; | Climate Risks and Opportunities | p. 14-15 |
| (b) | the processes the issuer uses to identify, assess, prioritise and monitor climate-related opportunities (including information about whether and how the issuer uses climate-related scenario analysis to inform its identification of climate-related opportunities); and | Double Materiality Impacts, Risks, and Opportunities Climate Risks and Opportunities | p. 10-11 p. 12-13 p. 14-15 |
| (c) | the extent to which, and how, the processes for identifying, assessing, prioritising and monitoring climate-related risks and opportunities are integrated into and inform the issuer's overall risk management process. | Climate Risks and Opportunities | p. 15 |

| Framework | Disclosure | Report Location | Page Number |
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| Metrics and Targets – Greenhouse Gas Emissions | | | |
| An issuer shall disclose its absolute gross greenhouse gas emissions generated during the reporting period, expressed as metric tons of CO2 equivalent, classified as: | | | |
| (a) | Scope 1 greenhouse gas emissions; | Environmental KPIs | p. 90-91 |
| (b) | Scope 2 greenhouse gas emissions; and | Environmental KPIs | p. 90-91 |
| (c) | Scope 3 greenhouse gas emissions. | Environmental KPIs | p. 90-91 |
| An issuer shall: | | | |
| (a) | measure its greenhouse gas emissions in accordance with the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004) unless required by a jurisdictional authority or another exchange on which the issuer is listed to use a different method for measuring greenhouse gas emissions; | | |
| (b) | disclose the approach it uses to measure its greenhouse gas emissions including: | | |
| (i) | the measurement approach, inputs and assumptions the issuer uses to measure its greenhouse gas emissions; | Environmental KPIs | p. 90-93 |
| (ii) | the reason why the issuer has chosen the measurement approach, inputs and assumptions it uses to measure its greenhouse gas emissions; and | Environmental KPIs | p. 90-93 |
| (iii) | any changes the issuer made to the measurement approach, inputs and assumptions during the reporting period and the reasons for those changes; | Environmental KPIs | p. 90-93 |
| (c) | for Scope 2 greenhouse gas emissions disclosed in accordance with paragraph 28(b), disclose its location-based Scope 2 greenhouse gas emissions, and provide information about any contractual instruments that is necessary to enable an understanding of the issuer's Scope 2 greenhouse gas emissions; and | Environmental KPIs | p. 90 |
| (d) | for Scope 3 greenhouse gas emissions disclosed in accordance with paragraph 28(c), disclose the categories included within the issuer's measure of Scope 3 greenhouse gas emissions, in accordance with the Scope 3 categories described in the Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard (2011). | Environmental KPIs | p. 91 |

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| Metrics and Targets – Climate-Related Transition Risks | | | |
| An issuer shall disclose the amount and percentage of assets or business activities vulnerable to climate-related transition risks. | 100% | – | – |
| Metrics and Targets – Climate-Related Physical Risks | | | |
| An issuer shall disclose the amount and percentage of assets or business activities vulnerable to climate-related physical risks. | 100% | – | – |
| Metrics and Targets – Climate-Related Opportunities | | | |
| An issuer shall disclose the amount and percentage of assets or business activities aligned with climate-related opportunities. | 71% | – | – |
| Metrics and Targets – Capital Deployment | | | |
| An issuer shall disclose the amount of capital expenditure, financing or investment deployed towards climate-related risks and opportunities. | \$54,721,486 | – | – |
| Metrics and Targets – Internal Carbon Prices | | | |
| An issuer shall disclose: | The Company does not currently apply carbon pricing as part of its decision-making process. | – | – |
| (a) an explanation of whether and how the issuer is applying a carbon price in decision-making (for example, investment decisions, transfer pricing, and scenario analysis); and | | | |
| (b) the price of each metric tonne of greenhouse gas emissions the issuer uses to assess the costs of its greenhouse gas emissions; or an appropriate negative statement that the issuer does not apply a carbon price in decision-making. | | | |

| Framework | Disclosure | Report Location | Page Number |
|--|--|-----------------|-------------|
| Metrics and Targets – Remuneration | | | |
| An issuer shall disclose whether and how climate-related considerations are factored into remuneration policy, or an appropriate negative statement. This may form part of the disclosure under paragraph 19(a)(iv). | Compensation delivered to the Executive Directors, including the CEO, is conditional on the Company's performance as assessed on a number of operational and financial metrics as well as progress against key strategic objectives. The Remuneration Committee believes it is extremely important to align executive compensation with both short-term and long-term results and in shareholder value creation. Executive compensation also takes into account the company's overall progress on key sustainability priorities. These include efforts to reduce environmental impact, enhance product safety, and promote employee health and well-being. The Board considers performance against these objectives as part of its holistic assessment when determining annual and long-term incentive outcomes. | – | – |
| Metrics and Targets – Industry-Based Metrics | | | |
| An issuer is encouraged to disclose industry-based metrics that are associated with one or more particular business models, activities or other common features that characterise participation in an industry. In determining the industry-based metrics that the issuer discloses, an issuer is encouraged to refer to and consider the applicability of the industry-based metrics associated with disclosure topics described in the IFRS S2 Industry-based Guidance on implementing Climate-related Disclosures and other industry-based disclosure requirements prescribed under other international ESG reporting frameworks. | The Company considered the applicability of relevant industry-based climate metrics in preparing these disclosures. | – | – |

| Framework | Disclosure | Report Location | Page Number |
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| Metrics and Targets – Climate-Related Targets | | | |
| | An issuer shall disclose (a) the qualitative and quantitative climate-related targets the issuer has set to monitor progress towards achieving its strategic goals; and (b) any targets the issuer is required to meet by law or regulation, including any greenhouse gas emissions targets. For each target, the issuer shall disclose: | | |
| | (a) the metric used to set the target; | Target Progress | p. 42-43 |
| | (b) the objective of the target (for example, mitigation, adaptation or conformance with science-based initiatives); | Target Progress | p. 42-43 |
| | (c) the part of the issuer to which the target applies (for example, whether the target applies to the issuer in its entirety or only a part of the issuer, such as a specific business unit or geographic region); | Target Progress Environmental KPIs | p. 42-43 p. 90-93 |
| | (d) the period over which the target applies; | Target Progress | p. 42-43 |
| | (e) the base period from which progress is measured; | Target Progress | p. 42-43 |
| | (f) milestones or interim targets (if any); | Target Progress | p. 42-43 |
| | (g) if the target is quantitative, whether the target is an absolute target or an intensity target; and | Target Progress | p. 42-43 |
| | (h) how the latest international agreement on climate change, including jurisdictional commitments that arise from that agreement, has informed the target. | Target Progress | p. 42-43 |
| | An issuer shall disclose information about its approach to setting and reviewing each target, and how it monitors progress against each target, including: | | |
| | (a) whether the target and the methodology for setting the target has been validated by a third party; | Target Progress | p. 42-43 |
| | (b) the issuer's processes for reviewing the target; | Target Progress | p. 42-43 |
| | (c) the metrics used to monitor progress towards reaching the target; and | Target Progress | p. 42-43 |
| | (d) any revisions to the target and an explanation for those revisions. | Target Progress | p. 42-43 |
| | An issuer shall disclose information about its performance against each climate-related target and an analysis of trends or changes in the issuer's performance. | Target Progress | p. 42-43 |
| | For each greenhouse gas emissions target disclosed in accordance with paragraphs 37 to 39, an issuer shall disclose: | | |
| | (a) which greenhouse gases are covered by the target; | Target Progress Environmental KPIs | p. 42-43 p. 90-91 |
| | (b) whether Scope 1, Scope 2 or Scope 3 greenhouse gas emissions are covered by the target; | Target Progress | p. 42-43 |

| Framework | Disclosure | Report Location | Page Number |
|-----------|---|---|-------------|
| (c) | whether the target is a gross greenhouse gas emissions target or a net greenhouse gas emissions target. If the issuer discloses a net greenhouse gas emissions target, the issuer is also required to separately disclose its associated gross greenhouse gas emissions target; | The reporting period's GHG emissions target disclosed is a net target. The associated gross GHG emissions target is not disclosed but is in development, pending supporting data and methodologies. | – |
| (d) | whether the target was derived using a sectoral decarbonisation approach; and | The targets are not derived using a sectoral decarbonisation approach. | – |
| (e) | the issuer's planned use of carbon credits to offset greenhouse gas emissions to achieve any net greenhouse gas emissions target. In explaining its planned use of carbon credits, the issuer shall disclose: | The Company does not currently use carbon credits to offset greenhouse gas emissions. | – |
| | (i) the extent to which, and how, achieving any net greenhouse gas emissions target relies on the use of carbon credits; | The Company does not currently use carbon credits to offset greenhouse gas emissions. | – |
| | (ii) which third-party scheme(s) will verify or certify the carbon credits; | The Company does not currently use carbon credits to offset greenhouse gas emissions. | – |
| | (iii) the type of carbon credit, including whether the underlying offset will be nature-based or based on technological carbon removals, and whether the underlying offset is achieved through carbon reduction or removal; and | The Company does not currently use carbon credits to offset greenhouse gas emissions. | – |
| | (iv) any other factors necessary to enable an understanding of the credibility and integrity of the carbon credits the issuer plans to use (for example, assumptions regarding the permanence of the carbon offset). | The Company does not currently use carbon credits to offset greenhouse gas emissions. | – |

Metrics and Targets – Applicability of Cross-Industry Metrics and Industry-Based Metrics

| | | | |
|--|--|---|---|
| | In preparing disclosures to meet the requirements in paragraphs 21 to 26 and 37 to 38, an issuer shall refer to and consider the applicability of cross-industry metrics (see paragraphs 28 to 35) and (ii) industry-based metrics (see paragraph 36). | In preparing these disclosures, the Company considered the applicability of relevant cross-industry and industry-based climate metrics. | – |
|--|--|---|---|

GRI CONTENT INDEX

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| GRI 1: Foundation 2021 | | | | | |
| GRI 2: General Disclosures 2021 | | | | | |
| 2-1 | Organizational details | – | – | About Our Business About This Report Legend and List of Business Units Under Each Region | p. 4-5 p. 144 p. 104-105 |
| 2-2 | Entities included in the organization's sustainability reporting | All entities included in TTI's Annual Report published simultaneously as this report are included in the GRI report. | – | Legend and List of Business Units Under Each Region | p. 104-105 |
| 2-3 | Reporting period Frequency | – Annual reporting cycle Sustainability Report Publication Date – March 30, 2026 Financial Report Publication Date – March 30, 2026 | – | About This Report | p. 144 |
| | Contact point | ir@tti.hq.com | | | |
| 2-4 | Restatements of information | – | – | Performance Metrics | p. 90-103 |
| 2-5 | External assurance | – | – | See 2025 'Assurance Statement' at ttigroup.com . | |
| 2-6 | Activities, value chain and other business relationships | – | – | About Our Business | p. 4 |
| 2-7 | Employees | – | 8, 10 | Consolidated Social Data | p. 94-99 |
| 2-8 | Workers who are not employees | – | 8 | Consolidated Social Data | p. 94-99 |

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| 2-9 | Governance structure and composition | The Board of Directors is designed to provide independent oversight of the company and management to establish and review progress on short-term and long-term strategy, risk, and culture; environmental, social, and governance oversight; and executive compensation. This framework ensures accountability to our shareholders through governance policies aligned with best practices. Audit Committee, Nomination Committee and Remuneration Committee. A member of the committee holds one Chair position maximum. | 5,16 | See the 'Corporate Governance Report' in the 2025 Annual Report | |
| 2-10 | Nomination and selection of the highest governance body | – | – | See the 'Corporate Governance Report' in the 2025 Annual Report | |
| 2-11 | Chair of the highest governance body | The Executive Chairman of the Board of Directors is not a senior director at TTI | 16 | – | – |
| 2-12 | Role of the highest governance body in overseeing the management of impacts | – | 16 | Stakeholder Engagement Double Materiality Impacts, Risks, and Opportunities Corporate Governance | p. 8-9 p. 10-11 p. 12-13 p. 76-79 |
| 2-13 | Delegation of responsibility for managing impacts | – | – | See the 'Corporate Governance Report' in the 2025 Annual Report | |
| 2-14 | Role of the highest governance body in sustainability reporting | – | – | Corporate Governance About This Report | p. 76-79 p. 144 |

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| 2-15 | Conflicts of Interest | <p>Acting in TTI's best interests and demonstrating loyalty to our Company is critical. If each of us acted out of our own self-interest to the detriment of the Company, or took a Company opportunity for personal gain, our Company would suffer. We would hurt our coworkers, shareholders, customers and communities. That is why we must be mindful of situations that could present a conflict between our personal interests (or the interests of our immediate family) and the interests of our Company, and if presented with such a situation, we must fully disclose the facts to a supervisor or the Legal Department & seek guidance on how to handle the situation.</p> <p>Conflicts of interest can also arise when we receive improper personal benefits as a result of our position at TTI. These can include:</p> <ul style="list-style-type: none"> • Kickbacks • Lavish gifts • Payments • The use, loan or transfer of cash, goods or property • Interest in a business • Services <p>It is not possible to list, in detail, all of the potential conflicts that may arise in the course of our work for TTI. This makes it all the more important to exercise caution and good judgment in entering into any business relationships, investments or activities that could interfere with TTI's operations or interests or influence our judgment or behavior in a way that favors our personal interests over those of the Company.</p> <p>https://www.ttigroup.com/sites/default/files/2024-10/Code_of_Ethics-English-20241024.pdf</p> | — | — | — |

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| 2-16 | Communication of critical concerns | <p>Our Audit Committee routinely discusses with management the Company's financial risk exposures and the steps management has taken to monitor and control such exposures, including cybersecurity risk, the Company's risk assessment, and compliance policies. The Audit Committee regularly reviews compliance and disclosure control procedures, including cybersecurity policies, procedures, and disclosures. The Committee also reviews our enterprise risk management process. Our Remuneration Committee oversees the operation of the Company's compensation programs to ensure that the compensation programs do not encourage unnecessary or excessive risk-taking.</p> <p>In addition, the full Board reviews the Company's risk management program and its efforts to mitigate risks to the Company from extraordinary liabilities or losses on at least on an annual basis. The Board is committed to having individuals experienced in risk management on the Audit Committee and the Remuneration Committee, as well as on the full Board.</p> <p>Our CEO and CFO are responsible for ensuring critical concerns are communicated to all board members.</p> | — | — | — |
| 2-17 | Collective knowledge of the highest governance body | <p>All Directors participate in continuous professional development as set out in code provision C.1.4 of the Corporate Governance Code. According to the records of training provided by each Director to the Company, the training received by the Directors in 2025 is summarized in the 'Corporate Governance' section of the Annual Report.</p> | — | Corporate Governance | p. 79 |
| 2-18 | Evaluation of the performance of the highest governance body | <p>Under our annual incentive award program, awards are typically earned or forfeited at the end of the performance year depending on the achievement of Revenue, Gross Profit, EBIT, Diluted EPS, and Total Shareholder Return performance goals.</p> | — | See the 'Corporate Governance Report' | in the 2025 Annual Report |

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| 2-19 | Remuneration policies | The responsibilities of the Remuneration Committee include, but not limited to, developing and administering a fair and transparent procedure for setting policy on the overall human resources strategy of the Group and the remuneration of Directors and senior management of the Group, and determining their remuneration packages, on the basis of their merit, competence and qualifications, and having regard to individual performance, the Company's operating results and return to shareholders, and comparable market statistics. The Remuneration Committee makes recommendations to the Board on the remuneration packages of Executive Directors and senior management, including, without limitation, base salaries, benefits in kind, incentive payments and grants, and consults the Chairman and/or Chief Executive Officer for the proposals of other Executive Directors' remuneration packages. The Remuneration Committee also makes recommendations to the Board on the remuneration of Non-executive Directors and Independent Non-executive Directors. The Remuneration Committee reports directly to the Board on its decisions or recommendations and with access to sufficient resources and professional advice if necessary. | – | See the 'Corporate Governance Report' in the 2025 Annual Report | |
| 2-20 | Process to determine remuneration | The Group engages a global executive compensation consulting firm as an independent third party to assess the competitiveness of compensation of the Chairman, the CEO and other Executive Directors. The compensation packages of the Group's Executive Directors were assessed relative to similar positions at 20 peer companies operating in the same or adjacent industries. The consultant's assessment took into account the Group's absolute share price, financial and operational performance, as well as that performance relative to the peer companies. | – | See the 'Corporate Governance Report' in the 2025 Annual Report | |
| 2-21 | Annual total compensation ratio | Based on our CEO's annualized total compensation compared to the compensation for the estimated median employee, our estimated pay ratio as calculated pursuant to GRI standards is 240:1. | – | – | – |

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| 2-22 | Statement on sustainable development strategy | | – | Executive Vice Chairman's Message TTI's ESG Approach and Strategic Framework | p. 2-3 p. 7 |
| 2-23 | Policy commitments | https://www.ttigroup.com/cg/codes | 16 | Product Safety Stewardship Environmental Management Waste Management Water, Pollution, Biodiversity, and Ecosystems Our People Workforce Communities Corporate Governance Business Conduct | p. 35 p. 38-41 p. 50 p. 54-59 p. 62-63 p. 64-71 p. 72-75 p. 78-81 p. 82-89 |
| 2-24 | Embedding policy commitments | – | – | Our People Workforce Corporate Governance Business Conduct | p. 62-63 p. 64-71 p. 78-81 p. 82-89 |
| 2-25 | Processes to remediate negative impacts | – | – | Our People Workforce Corporate Governance Business Conduct | p. 62-63 p. 64-71 p. 78-81 p. 82-89 |
| 2-26 | Mechanisms for seeking advice and raising concerns | – | 16 | Workforce Business Conduct | p. 64-71 p. 82-89 |
| 2-27 | Compliance with laws and regulations | In this index, there were no significant instances of non-compliance with laws and regulations during the reporting period. | 16 | - | - |
| 2-28 | Membership associations | – | – | Business Conduct | p. 82-89 |
| 2-29 | Approach to stakeholder engagement | – | – | Stakeholder Engagement | p. 8-9 |
| 2-30 | Collective bargaining agreements | The percentage of total employees covered by collective bargaining agreements at TTI is 25%. | 8 | Workforce | p. 64-67 |

| Item | Description- Disclosure Items | Response/ Reason for Omission | SDG | Section | Page |
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| GRI 3: Material Topics 2021 | | | | | |
| 3-1 | Process to determine material topics | – | – | Double Materiality Sustainable Products Climate Change Resource Use and Circular Economy Water, Pollution, Biodiversity, and Ecosystems Workforce Communities Business Conduct | p. 10-11 p. 28-35 p. 44-47 p. 48-53 p. 54-59 p. 64-71 p. 72-75 p. 82-89 |
| 3-2 | List of material topics | – | – | Double Materiality | p. 10-11 |
| 3-3 | Management of material topics | – | – | Double Materiality Sustainable Products Climate Change Resource Use and Circular Economy Water, Pollution, Biodiversity, and Ecosystems Workforce Communities Business Conduct | p. 10-11 p. 28-35 p. 44-47 p. 48-53 p. 54-59 p. 64-71 p. 72-75 p. 82-89 |

| Item | Description- Disclosure Items | Response/ Reason for Omission | SDG | Section | Page |
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| Reporting Section: Products | | | | | |
| Material Topic: Sustainable Products | | | | | |
| GRI 3: Material Topics 2021 | | | | | |
| 3-3 | Management of material topics | – | 9, 12 | Sustainable Products | p. 28-35 |
| GRI 416 Customer Health and Safety 2016 | | | | | |
| 416-1 | Assessment of the health and safety impacts of product and service categories | – | 3 | Sustainable Products | p. 33-35 |
| 416-2 | Incidents of non-compliance concerning the health and safety impacts of products and services | In 2025, we initiated five product recalls across the U.S. and Canadian markets, impacting a total of approximately 1,322,835 units. We conducted comprehensive investigations into the root causes of each issue and implemented swift corrective actions to restore trust in our brands and safeguard consumer well-being. | 16 | – | – |
| GRI 417 Marketing and Labeling 2016 | | | | | |
| 417-1 | Requirements for product and service information and labeling | We provide information on all our products regarding the country of origin, and comply with local regulations in relation to substances that may produce environmental or social impact. We also provide information on the safe usage of our products and disposal of the same. This information is available on our products, packaging and/or our owner's manuals. The marketing of our products is managed by individual regions, but we have a robust global system to assess and substantiate all claims to ensure that they are true and match the product's performance. | 12 | Sustainable Products | p. 33-35 |
| 417-2 | Incidents of non-compliance concerning product and service information and labeling | – | 16 | Sustainable Products | p. 34 |
| 417-3 | Incidents of non-compliance concerning marketing communications | – | 16 | Sustainable Products | p. 34 |

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| Reporting Section: Environment | | | | | |
| Material Topic: Climate Change | | | | | |
| GRI 3: Material Topics 2021 | | | | | |
| 3-3 | Management of material topics | – | 7, 11, 12, 13, 17 | Climate Change | p. 44-47 |
| GRI 201 Economic Performance 2016 | | | | | |
| 201-2 | Financial implications and other risks and opportunities due to climate change | Reason for Omission: Information unavailable – Financial implications, costs and methods used to manage the risk or opportunity will be disclosed in subsequent reports. | 8, 13 | Climate Risks and Opportunities Climate Change | p. 14-15 p. 44-47 |
| GRI 302 Energy 2016 | | | | | |
| 302-1 | Energy consumption within the organization | – | 7, 8, 12, 13 | Environmental KPIs | p. 92 |
| 302-3 | Energy intensity | – | 7, 8, 12, 13 | Environmental KPIs | p. 92 |
| 302-4 | Reduction of energy consumption | – | 7, 8, 12, 13 | Climate Change Environmental KPIs | p. 44-47 p. 92 |
| GRI 305 Emissions 2016 | | | | | |
| 305-1 | Direct (Scope 1) GHG emissions | – | 12, 13 | Climate Change Environmental KPIs | p. 44-47 p. 90 |
| 305-2 | Energy indirect (Scope 2) GHG emissions | – | 12, 13 | Climate Change Environmental KPIs | p. 44-47 p. 90 |
| 305-3 | Other indirect (Scope 3) GHG emissions | – | 12, 13 | Climate Change Environmental KPIs | p. 44-47 p. 91 |
| 305-4 | GHG emissions intensity | – | 13 | Climate Change Environmental KPIs | p. 44-47 p. 90 |
| 305-5 | Reduction of GHG emissions | – | 12, 13 | Climate Change Environmental KPIs | p. 44-47 p. 90-91 |
| 305-7 | Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions | NOx: 2284.61 kg SOx: 139.55 kg VOC: 4784.50 kg HAP: 14.68 kg PM: 11,607.97 kg HCFCs: 162.60 kg | 13 | | |

| Item | Description- Disclosure Items | Response/ Reason for Omission | SDG | Section | Page |
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| Material Topic: Resource Use and Circular Economy | | | | | |
| GRI 3: Material Topics 2021 | | | | | |
| 3-3 | Management of material topics | – | – | Resource Use and Circular Economy | p. 48-53 |
| GRI 301 Materials 2016 | | | | | |
| 301-1 | Materials used by weight or volume | Reason for Omission: Information unavailable – Percentage of renewable input materials is not available for reporting yet. TTI will further review the data for subsequent reports. | 8, 12 | Resource Use and Circular Economy | p. 48-53 |
| GRI 306 Waste 2020 | | | | | |
| 306-1 | Waste generation and significant waste-related impacts | – | 3, 6, 11, 12 | Resource Use and Circular Economy | p. 48-53 |
| 306-2 | Management of significant waste related impacts | – | 3, 6, 8, 11, 12 | Resource Use and Circular Economy | p. 48-53 |
| 306-3 | Waste generated | – | 3, 6, 11, 12 | Environmental KPIs | p. 93 |
| 306-4 | Waste diverted from disposal | – | 3, 11, 12 | Environmental KPIs | p. 93 |
| 306-5 | Waste directed to disposal | – | 12 | Environmental KPIs | p. 93 |

| Item | Description- Disclosure Items | Response/ Reason for Omission | SDG | Section | Page |
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| Material Topic: Water, Pollution, Biodiversity, and Ecosystems | | | | | |
| GRI 3: Material Topics 2021 | | | | | |
| 3-3 | Management of material topics | – | – | Water, Pollution, Biodiversity, and Ecosystems | p. 54-59 |
| GRI 303 Water and Effluents 2018 | | | | | |
| 303-1 | Interactions with water as a shared resource | Reason for omission: Information unavailable – TTI withdraws water in each of its business unit locations but has not yet engaged with stakeholders on local water impacts. TTI will further review the data for subsequent reports. | 6, 12 | Water, Pollution, Biodiversity, and Ecosystems | p. 54-59 |
| 303-3 | Water withdrawal | – | 6 | Environmental KPIs | p. 92 |
| 303-5 | Water consumption | – | 6 | Environmental KPIs | p. 92 |
| GRI 304 Biodiversity 2016 | | | | | |
| 304-1 | Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas | Reason for Omissions: information unavailable :Information unavailable – Information in relation to operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas are not available for reporting yet. TTI will further review the this for subsequent reports. | 6, 13, 15 | Water, Pollution, Biodiversity, and Ecosystems | p. 59 |
| 304-2 | Significant impacts of activities, products and services on biodiversity | Reason for omission: Information unavailable and will be disclosed in subsequent reports. TTI is engaging with industry partners to expand initiatives to assess biodiversity impacts in the supply chain. | 6, 13, 15 | Water, Pollution, Biodiversity, and Ecosystems | p. 59 |
| 304-3 | Habitats protected or restored | Reason for omission: Information unavailable – Size, location and status of all habitat areas protected or restored will be disclosed in subsequent reports. | 14, 15 | Water, Pollution, Biodiversity, and Ecosystems | p. 59 |

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| Reporting Section: Social & Community | | | | | |
| Material Topic: Workforce | | | | | |
| GRI 3: Material Topics 2021 | | | | | |
| 3-3 | Management of material topics | – | 1, 3, 5 | Workforce | p. 64-71 |
| GRI 401 Employment 2016 | | | | | |
| 401-1 | New employee hires and employee turnover | – | 8 | Workforce KPIs | p. 94-97 |
| 401-2 | Benefits provided to full-time employees that are not provided to temporary or parttime employees | Detail on specific benefits provided above legal requirements at each location of operation varies across our global business. | 3 | Workforce | p. 67 |
| 401-3 | Parental leave | – | 3 | Workforce Workforce KPIs | p. 67 p. 99 |
| GRI 404 Training and Education 2016 | | | | | |
| 404-1 | Average hours of training per year per employee | – | 4, 5, 8, 10 | Training and Development | p. 102-103 |
| 404-2 | Programs for upgrading employee skills and transition assistance programs | – | 8 | Workforce | p. 68-69 |
| 404-3 | Percentage of employees receiving regular performance and career development reviews | – | 5, 8, 10 | Workforce | p. 68-69 |
| GRI 405 Diversity and Equal Opportunity 2016 | | | | | |
| 405-1 | Diversity of governance bodies and employees | – | 5, 8 | Workforce Corporate Governance 2025 Annual Report | p. 64-71 p. 78-81 |
| 405-2 | Ratio of basic salary and remuneration of women to men | Our pay ratio of female to male as calculated pursuant to GRI standards is 0.91:1.00. Reason for omission: Information unavailable – Data by category is not available for reporting yet. TTI will further review the data for subsequent reports. | 5 | – | – |
| GRI 406 Non-discrimination 2016 | | | | | |
| 406-1 | Incidents of discrimination and corrective actions taken | No incident of discrimination have been reported in 2025. | 5, 8 | Workforce | p. 64-71 |

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| GRI 407 Freedom of Association and Collective Bargaining 2016 | | | | | |
| 407-1 | Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk | – | 8 | Our People Workforce Business Conduct | p. 62-63 p. 64-71 p. 82-87 |
| GRI 408 Child Labor 2016 | | | | | |
| 408-1 | Operations and suppliers at significant risk for incidents of child labor | – | 8, 16 | Our People Workforce Business Conduct | p. 62-63 p. 64-71 p. 82-87 |
| GRI 409 Forced or Compulsory Labor 2016 | | | | | |
| 409-1 | Operations and suppliers at significant risk for incidents of forced or compulsory labor | – | 8 | Our People Workforce Business Conduct | p. 62-63 p. 64-71 p. 82-87 |
| GRI 403 Occupational Health and Safety 2018 | | | | | |
| 403-1 | Occupational health and safety management system | – | 8 | Our People Workforce Business Conduct | p. 62-63 p. 64-71 p. 82-87 |
| 403-2 | Hazard identification, risk assessment, and incident investigation | As part of TTI's health and safety management system, hazards and risks are assessed and mitigated, training is provided and incidents investigated with preventive and corrective actions implemented as needed. | 8 | Our People Workforce Business Conduct | p. 62-63 p. 64-71 p. 82-87 |
| 403-3 | Occupational health services | – | 8 | Workforce | p. 70-71 |
| 403-4 | Worker participation, consultation, and communication on occupational health and safety | – | 8, 16 | Workforce | p. 70-71 |
| 403-5 | Worker training on occupational health and safety | – | 8 | Workforce | p. 70-71 |
| 403-6 | Promotion of worker health | – | 3 | Workforce | p. 70-71 |

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| 403-7 | Prevention and mitigation of occupational health and safety impacts directly linked by business relationships | – | 8 | Workforce | p. 70-71 |
| 403-8 | Workers covered by an occupational health and safety management system | The organization has implemented an occupational health and safety management system based on legal requirements and/or recognized standards/guidelines. | 3 | Workforce | p. 70-71 |
| 403-9 | Work-related injuries | – | 3, 8, 16 | Workforce Workforce KPIs | p. 70-71 p. 100-101 |
| 403-10 | Work-related ill health | – | 3 | Workforce Workforce KPIs | p. 70-71 p. 100-101 |

Material Topic: Communities

GRI 3: Material Topics 2021

| | | | | | |
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| 3-3 | Management of material topics | – | 1, 4, 10, 11, 17 | Communities | p. 72-75 |
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GRI 203 Indirect Economic Impacts 2016

| | | | | | |
|-------|---|---|----------|-------------|----------|
| 203-1 | Infrastructure investments and services supported | – | 5, 9, 11 | Communities | p. 72-75 |
| 203-2 | Significant indirect economic impacts | – | 1, 3, 8 | Communities | p. 72-75 |

GRI 413 Local Communities 2016

| | | | | | |
|-------|--|--|----|-------------|----------|
| 413-1 | Operations with local community engagement, impact assessments, and development programs | – | 17 | Communities | p. 72-75 |
| 413-2 | Operations with significant actual and potential negative impacts on local communities | TTI does not have any direct operations that have potential negative impacts on local communities. | 17 | Communities | p. 72-75 |

| Item | Description- Disclosure Items | Response/ Reason for Omission | SDG | Section | Page |
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| Reporting Section: Governance | | | | | |
| Material Topic: Business Conduct | | | | | |
| GRI 3: Material Topics 2021 | | | | | |
| 3-3 | Management of material topics | – | 9, 16, 17 | Business Conduct | p. 82-89 |
| GRI 205 Anti-corruption 2016 | | | | | |
| 205-1 | Operations assessed for risks related to corruption | TTI conducts regular risk assessments related to corruption. | 16 | Business Conduct | p. 84-85 |
| 205-2 | Communication and training about anti-corruption policies and procedures | 100% of governance body members, employees and suppliers have received communication. 100% of governance body members and 95% of employees have received training. | 16 | Business Conduct | p. 84-85 |
| 205-3 | Confirmed incidents of corruption and actions taken | – | 16 | Business Conduct | p. 84-85 |
| GRI 206 Anti-competitive Behavior 2016 | | | | | |
| 206-1 | Legal actions for anti-competitive behavior, anti-trust, and monopoly practices | No confirmed incidents of anti-competitive behavior, anti-trust, or monopoly practices took place during the reporting year. There was one case of anti-competitive behavior that was concluded this reporting year. | 16 | Business Conduct | p. 84-85 |
| GRI 415 Public Policy 2016 | | | | | |
| 415-1 | Political contributions | TTI historically has not and did not make any contributions to political campaigns, political organizations in the reporting year. | 16 | Business Conduct | p. 84 |
| GRI 418 Customer Privacy 2016 | | | | | |
| 418-1 | Substantiated complaints concerning breaches of customer privacy and losses of customer data | In 2025, there were no complaints concerning breaches of customer privacy or data loss. | 16 | Business Conduct | p. 85-86 |

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| GRI 308 Supplier Environmental Assessment 2016 | | | | | |
| 308-1 | New suppliers that were screened using environmental criteria | 456 out of 602 audited suppliers identified as having significant actual and potential negative impacts. 100% of suppliers identified, agreed upon improvements as a result of assessment. | 12, 13 | Business Conduct | p. 86-89 |
| 308-2 | Negative environmental impacts in the supply chain and actions taken | – | 12, 14 | Business Conduct | p. 86-89 |
| GRI 414 Supplier Social Assessment 2016 | | | | | |
| 414-1 | New suppliers that were screened using social criteria | 456 out of 602 audited suppliers identified as having significant actual and potential negative impacts. 100% of suppliers identified, agreed upon improvements as a result of assessment. | 12, 13 | Business Conduct | p. 86-89 |
| 414-2 | Negative social impacts in the supply chain and actions taken | – | | Business Conduct | p. 86-89 |

SASB CONTENT INDEX

TTI publishes disclosures under three Sustainability Accounting Standards Board (SASB) Standards: Industrial Machinery & Goods; Appliance Manufacturing; and Electrical & Electronic Equipment.

| Accounting Metric | Disclosure/ Notes | Report Section | Page |
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| Energy Management | | | |
| RT-EE-130a.1 & RT-IG-130a.1 | Total Consumption: 2,239,437 GJ | Environmental Management | p. 38-41 |
| | Grid Electricity: 70% | Target Progress | p. 42-43 |
| (1) Total energy consumed, | Renewable Energy: 22% | Climate Change | p. 44-47 |
| (2) percentage grid electricity, | | Environmental KPIs | p. 90 |
| (3) percentage renewable | | | |
| Hazardous Waste Management | | | |
| RT-EE-150a.1 | Hazardous Waste: 3,250 metric tons | Environmental Management | p. 38-41 |
| Amount of hazardous waste generated, percentage recycled | Hazardous Waste Recycled: 96% | Target Progress | p. 42-43 |
| | | Resource Use and Circular Economy | p. 48-53 |
| | | Environmental KPIs | p. 93 |
| RT-EE-150a.2 | There were no reportable spills during the reporting period. | – | – |
| Number and aggregate quantity of reportable spills, quantity recovered | | | |
| Product Safety | | | |
| CG-AM-250a.1 & RT-EE-250a.1 | In 2025, we initiated five major product recalls across the U.S. and Canadian markets, impacting a total of approximately 1,322,835 units. | Sustainable Products | p. 28-35 |
| Number of (1) recalls issued and (2) total units recalled | We conducted comprehensive investigations into the root causes of each issue and implemented swift corrective actions to restore trust in our brands and safeguard consumer well-being. | | |
| CG-AM-250a.2 | See TTI's Approach. | Sustainable Products | p. 28-35 |
| Discussion of process to identify and manage safety risks associated with the use of its products | | | |
| CG-AM-250a.3 & RT-EE-250a.2 | Not Applicable. | – | – |
| Total amount of monetary losses as a result of legal proceedings associated with product safety | | | |

| Accounting Metric | Disclosure/ Notes | Report Section | Page |
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| Product Lifecycle Management | | | |
| RT-EE-410a.1 | Percentage of products by revenue that contain IEC 62474 Declarable Substances: 80.97% (represents portion of Cordless & Corded Power Equipment, Batteries, and Chargers). We seek to use viable alternatives to declarable substances when feasible. We manage the use of declarable substances on a case-by-case basis, including by working with our suppliers to control their manufacturing processes to meet relevant thresholds and performing substitute assessments for certain product categories. | Resource Use and Circular Economy | p.48-53 |
| RT-EE-410a.2 | Percentage of eligible products, by revenue, that meet ENERGY STAR criteria | Not Applicable. | – |
| RT-EE-410a.3 | Revenue from renewable energy-related and energy efficiency-related products: \$10.8 Billion. | – | – |
| Product Lifecycle Environmental Impact | | | |
| CG-AM-410a.1 | Percentage of eligible products by revenue certified to the ENERGY STAR program | Not Applicable. | – |
| CG-AM-410a.2 | Percentage of eligible products certified to an Association of Home Appliance Manufacturers (AHAM) sustainability standard | Not Applicable. | – |
| CG-AM-410a.3 | To manage end-of-life impacts, please see the following principles: 3.1 TTI continually explores the use of various materials that are easily and commonly recyclable in existing recycling infrastructure. 3.2 TTI complies with local requirements for its markets including but not limited to HSF, CP65, RoHS and REACH in order to eliminate or minimize the use of hazardous materials or materials that may otherwise pose environmental harm upon disposal (e.g., refrigerants with ozone depleting potential and/or global warming potential). 3.3 Designing products for easy repairability and disassembly (i.e., designing products so they can easily, rapidly, and cost-effectively be disassembled with commonly available tools). 3.4 Proper labelling of products and their component materials (mainly plastics) to facilitate disassembly and recycling. | Sustainable Products Resource Use and Circular Economy | p. 28-35 p. 48-53 |

| Accounting Metric | Disclosure/ Notes | Report Section | Page |
|---|---|--|---------------------------------|
| Business Ethics | | | |
| RT-EE-510a.1 Description of policies and practices for prevention of: (1) corruption and bribery and (2) anti-competitive behavior | – | Corporate Governance Business Conduct | p. 78 p. 82-85 |
| RT-EE-510a.2 Total amount of monetary losses as a result of legal proceedings associated with bribery or corruption | No legal proceedings associated with bribery or corruption in the reporting year. | Business Conduct | p. 82-85 |
| RT-EE-510a.3 Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations | Not Material. | Business Conduct | p. 82-85 |
| Employee Health & Safety | | | |
| RT-IG-320a.1 (1) Total recordable incident rate (TRIR), (2) fatality rate, and (3) near miss frequency rate (NMFR) | TRIR: 0.63 Fatality rate in 2025: 0.0 NMFR: 8.32 | Workforce Corporate Governance Occupational Health & Safety KPIs | p. 70-71 p. 78 p. 100-101 |
| Fuel Economy and Emissions in Use-phase | | | |
| RT-IG-410a.1 Sales-weighted fleet fuel efficiency for medium - and heavy- duty vehicles | Not Applicable. | Target Progress Climate Change | p. 42-43 p. 44-47 |
| RT-IG-410a.2 Sales-weighted fuel efficiency for non-road equipment | May be applicable, but not available. | Target Progress Climate Change | p. 42-43 p. 44-47 |
| RT-IG-410a.3 Sales-weighted fuel efficiency for stationary generators | May be applicable, but not available. | Target Progress Climate Change | p. 42-43 p. 44-47 |
| RT-IG-410a.4 Sales-weighted emissions of (1) nitrogen oxides (NOx) and (2) particulate matter (PM): (a) marine diesel engines, (b) locomotive diesel engines, (c) on-road medium - and heavy-duty engines, and (d) other non -road diesel engines | May be applicable, but not available. | Target Progress Climate Change | p. 42-43 p. 44-47 |

| Accounting Metric | Disclosure/ Notes | Report Section | Page |
|--|--|-----------------------------------|----------|
| Materials Sourcing | | | |
| RT-IG-440a.1 & RT-EE-440a.1 Description of the management of risks associated with the use of critical materials | TTI has a global and diverse supply chain and the risk associated with the use of critical materials are regularly assessed and mitigated. | Resource Use and Circular Economy | p. 48-53 |
| Remanufacturing Design and Services | | | |
| RT-IG-440b.1 Revenue from remanufactured products and remanufacturing services | Revenue from remanufactured products and remanufacturing services: \$10.94M | Resource Use and Circular Economy | p. 48-53 |
| Number of units produced by product category | | | |
| RT-EE-000.A 1. Provide the number of units produced by the following product categories: – Energy generation – Energy delivery – Lighting and indoor climate control electronics | Proprietary information not to be disclosed | – | – |
| Number of units produced by product category | | | |
| RT-IG-000.A Provide the number of units produced by the product categories in the table below. – Vehicles and agricultural and construction equipment – Engines and power generation equipment – Parts and components | Proprietary information not to be disclosed | – | – |
| Annual production | | | |
| CG-AM-000.A Provide the number of units produced by product category | Proprietary information not to be disclosed | – | – |
| Number of Employees | | | |
| RT-IG-000.B, RT-EE-000.B Provide the total number of employees working in the industrial manufacturing facilities | As of December 31, 2025, TTI employed 48,318 employees globally. | – | – |

*Activity Metrics table to include 3 columns: Metric, Code, Response.

ABOUT THIS REPORT

We present the 11th Annual Environmental, Social, and Governance (ESG) Report of Techtronic Industries Company Limited's (the "Company's", the "Group's" or "TTI's") for the 2025 calendar year (January 1, 2025, to December 31, 2025). This report serves as a continuation of our commitment to transparency, showcasing our approach, initiatives, and performance regarding ESG as a testament to the growing importance of sustainability efforts in our business operations and across our value chain.

Report Content

The content of this report is guided by the ESG Reporting Code as set out in Appendix C2 to the Rules Governing the Listing Rules of Securities (Listing Rules) on The Stock Exchange of Hong Kong Limited (the Hong Kong Stock Exchange), the Global Reporting Initiative (GRI) Standards, and the needs of TTI's stakeholders. This report has been prepared with reference to the GRI 2021 Standards and in accordance with the ESG Reporting Guide of the Hong Kong Stock Exchange. The GRI content index and the Hong Kong Stock Exchange's ESG Reporting Guide content index are included in the Appendix of this report. The Company has complied with all mandatory disclosure requirements and "comply or explain" provisions, including following the reporting principles, as set out in the ESG Reporting Guide of the Hong Kong Stock Exchange. Detailed content indexes outlining our compliance with these standards and recommendations can be found on pages 106 to 143 of this report.

TTI adheres to the following reporting principles in preparing the report:

Materiality – TTI conducts regular materiality assessments and stakeholder engagement to identify and report on material ESG issues to investors and other stakeholders.

Quantitative – TTI, where appropriate, sets targets with the aim to reduce its impacts and to evaluate and validate its efforts in a measurable manner.

Balance – TTI aims to present information in a transparent and unbiased manner to provide a holistic view of its overall ESG performance.

Consistency – TTI aims to use consistent methodologies to allow for meaningful comparisons of ESG data over time and provide information where there are significant changes.

External Assurance

Accredited third parties have provided verification services for certain energy, greenhouse gas (GHG) emissions, waste, and water data in this report. Please see TTI's 2025 Assurance Statement published separately at ttigroup.com for more details.

Scope of This Report

The data in this Report, unless otherwise stated, covers our operations in Asia, Australia and New Zealand (ANZ), Central, North, and South America (Americas), and Europe and the Middle East (EMEA). Our consolidation approach regarding environmental information and data from TTI business units (BUs) is presented by region. This Report contains restatements from prior years which are explained in the Performance Metrics section on p.90. For a full list of TTI BUs covered under each region, refer to p.104 to 105. All disclosures and results are for the Group's progress in FY 2025 unless otherwise noted. The scope of this report was determined using the operational control approach guided by the Global Reporting Initiative. This Report received endorsement from the Board of Directors (the "Board") on March 3, 2026.

Basis of Calculations

All financial data is denoted in US Dollars. TTI acknowledges that performance measurement can involve complexities. Any contingencies related to the data will be clearly identified and documented.

Methodology

Please see TTI's ESG Reporting Methodology published separately at ttigroup.com for more details.

Contact Information

We welcome all feedback and questions, please don't hesitate to contact us through our Investor Relations Department at ir@ttihq.com.

