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2026 ANALYST PRESENTATION

August 4th, 2026

HORST PUDWILL

EXECUTIVE CHAIRMAN

FRANK CHAN

CHIEF FINANCIAL OFFICER

2026 FIRST HALF RESULTS

Delivered strong first half results with record high EBIT Margin of 9.9%

	2025	2026	CHANGE
SALES	$7,833	$8,292	+5.9%
GROSS PROFIT %	40.3%	42.9%	+258 bps
SGA %	31.3%	33.0%	+173 bps
EBIT	$709	$822	+15.9%
% OF SALES	9.1%	9.9%	
NET PROFIT	$628	$738	+17.5%
% OF SALES	8.0%	8.9%	
EPS (US CENTS)	34.37¢	40.50¢	+17.8%
DIVIDEND (HK CENTS)	125.00¢	150.00¢	+20.0%

EBIT MARGIN GROWTH

+86bps

PAYOUT RATIO

47.8%

2026 FIRST HALF SEGMENT RESULTS

SEGMENT	2025 RESTATED SALES	2025 RESTATED EBIT	2026 SALES	2026 EBIT	CHANGE SALES	CHANGE EBIT	CHANGE MARGIN
PROFESSIONAL	$5,372	$534	$5,891	$619	+9.7%	+16.0%	+57bps
% OF SALES		9.9%		10.5%			
CONSUMER	$2,461	$176	$2,401	$204	-2.5%	+15.8%	+133bps
% OF SALES		7.1%		8.5%			

2026 FIRST HALF INCOME STATEMENT

	2025	2026	CHANGE
SALES	$7,833	$8,292	+5.9%
GROSS PROFIT	$3,156	$3,555	+12.6%
% OF SALES	40.3%	42.9%	+258 bps
SELLING, DISTRIBUTION, & ADVERTISING	$1,350	$1,583	+17.3%
ADMINISTRATIVE EXPENSES	$743	$773	+4.0%
RESEARCH & DEVELOPMENT	$359	$383	+6.7%
TOTAL SG&A EXPENSES	$2,452	$2,739	+11.7%
% OF SALES	31.3%	33.0%	+173 bps
NET FINANCE COST	$28	$20	-29.4%
PROFIT BEFORE INCOME TAX	$681	$803	+17.8%
INCOME TAX EXPENSE	$53	$65	+20.8%
NET PROFIT	$628	$738	+17.5%
% OF SALES	8.0%	8.9%	+88 bps

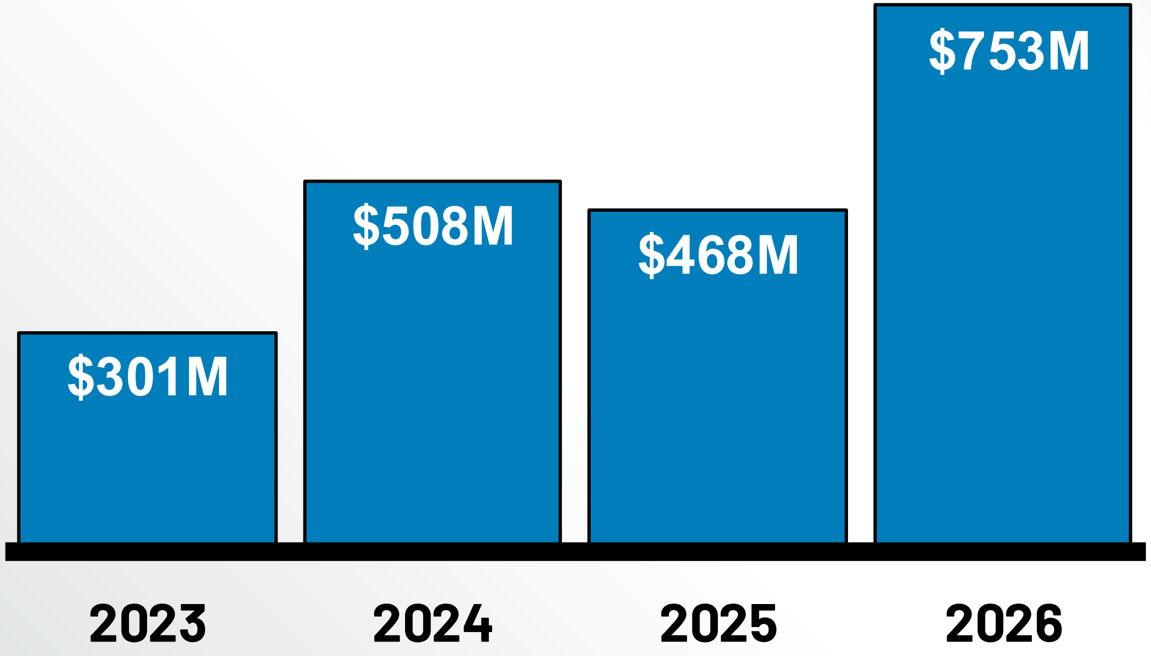
2026 FIRST HALF FINANCIAL POSITION

	2025	2026	CHANGE
NON-CURRENT ASSETS	$5,136	$4,803	-6.5%
CURRENT ASSETS	$8,758	$8,995	+2.7%
CURRENT LIABILITIES	$5,676	$5,120	-9.8%
NET CURRENT ASSETS	$3,082	$3,875	+25.8%
LONG-TERM LIABILITIES	$1,563	$1,231	-21.2%
EQUITY	$6,655	$7,447	+11.9%

2026 H1 FINANCIAL FIGURES

	2025	2026	CHANGE
INVENTORY	$4,293	$4,315	
DAYS	103	100	- 3 DAYS
RECEIVABLES	$2,492	$2,369	
DAYS	60	55	- 5 DAYS
PAYABLES	$4,248	$4,068	
DAYS	102	94	- 8 DAYS
NET WORKING CAPITAL	$2,537	$2,616	
% OF SALES	16.8%	16.6%	
CAPEX	$96	$92	-4.2%
% OF SALES	1.2%	1.1%	

H1 FREE CASH FLOW



CONVERSION:	63%	92%	74%	102%

H1 2026 Net Cash

+$1,066m

Internal Target: Deliver FY FCF +$1.3B USD

Free Cash Flow equals net cash from operating activities, less purchase of property, plant and equipment, less additions to intangible assets, and adds proceeds from disposal of property, plant and equipment. Free Cash Flow Conversion equals Free Cash Flow divided by profit attributable to owners of the company.

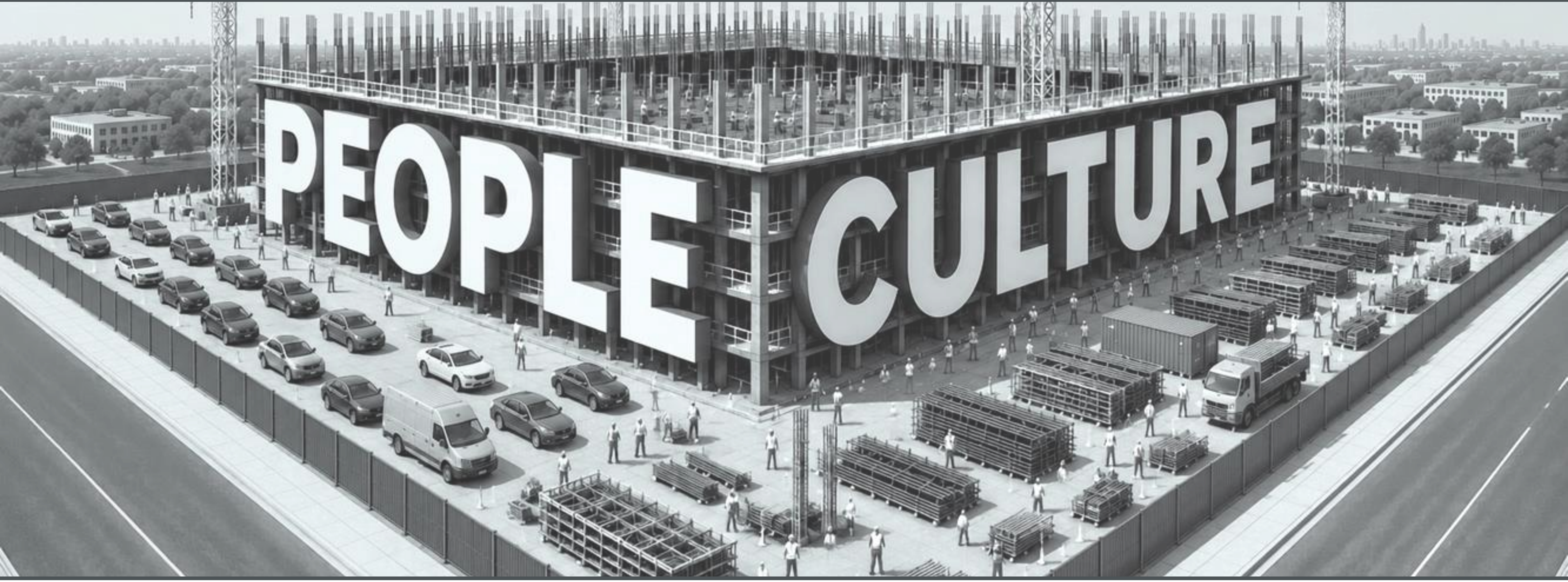
2026 FIRST HALF DEBT PROFILE

	2025		2026		CHANGE
CASH BALANCE		$1,608		$1,889	+17.5%
DEBTS WITH FIXED MATURITIES		$1,016		$773	-23.9%
WORKING CAPITAL FINANCING		$466		$50	-89.3%
TOTAL DEBTS		$1,482		$823	-44.5%
TOTAL NET (DEBTS) / CASH		$126		$1,066	+746.0%
FLOATING RATE	39%	$583	20%	$165	-71.7%
FIXED RATE	61%	$899	80%	$658	-26.8%
LT DEBTS – DUE AFTER 1 YEAR	51%	$752	54%	$448	-40.4%
ST DEBTS – DUE WITHIN 1 YEAR	49%	$730	46%	$375	-48.6%

STEVE RICHMAN

CHIEF EXECUTIVE OFFICER

BOOKENDS OF SUCCESS



ONE TEAM | GREAT LEADERS

TTi 2026

H1 Record Results | Strong Future

GROWTH

EMEA
EXPAND

LATAM & ASIA
INVEST

N. AMERICA & ANZ
DOMINATE

PROFITABILITY

GLOBAL
LEVERAGE & ALIGNMENT

COST
OUT

RYOBI
vax

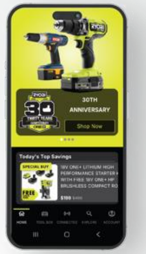
TARGETED
MARGIN EXPANSION

Milwaukee

EXECUTION

MANAGING
COMMODITY PRESSURE

OWNING
THE CONSUMER WITH INNOVATION



EXPANDING
HIGH GROWTH PROFESSIONAL END-MARKETS

FINANCIAL FOCUS AREAS

1

SALES GROWTH

INTERNAL TARGET:
+MSD TO +HSD GROWTH

2

EBIT ACCRETION

INTERNAL TARGET:
DRIVING TO 10% OF SALES IN 2027

3

FREE CASH FLOW

INTERNAL TARGET:
DELIVER OVER US$1B

2026 FIRST HALF SALES BY BRAND

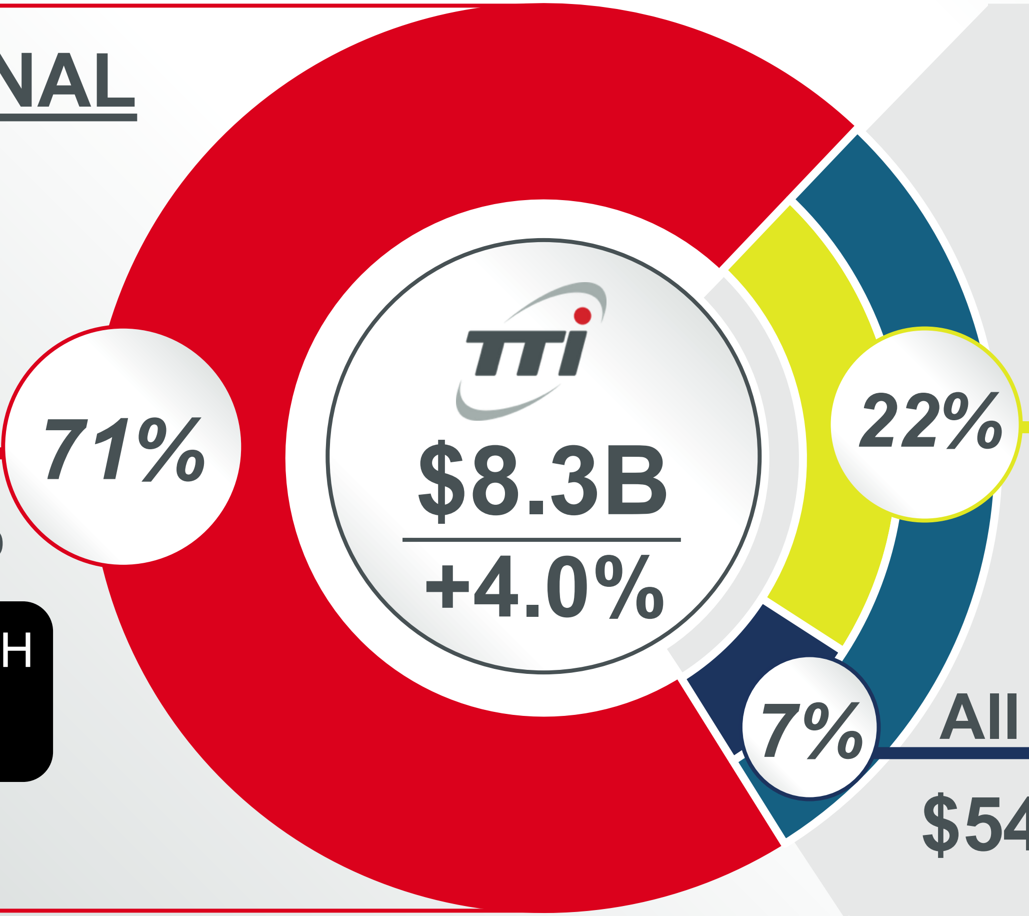
Milwaukee & Ryobi account for 93% of total sales

PROFESSIONAL

Milwaukee

$5.9B | +7.7%

UNDERLYING GROWTH
+10.5%



CONSUMER

RYOBI

$1.9B | +1.7%

All Other

$547M | -19.4%

Growth in local currency

$160B+ GLOBAL OPPORTUNITY

OUR CORE TRADES

MECHANICAL

ELECTRICAL

PLUMBING

REMODELING

UTILITY

TRANSPORTATION MAINTENANCE

GENERAL CONTRACTING

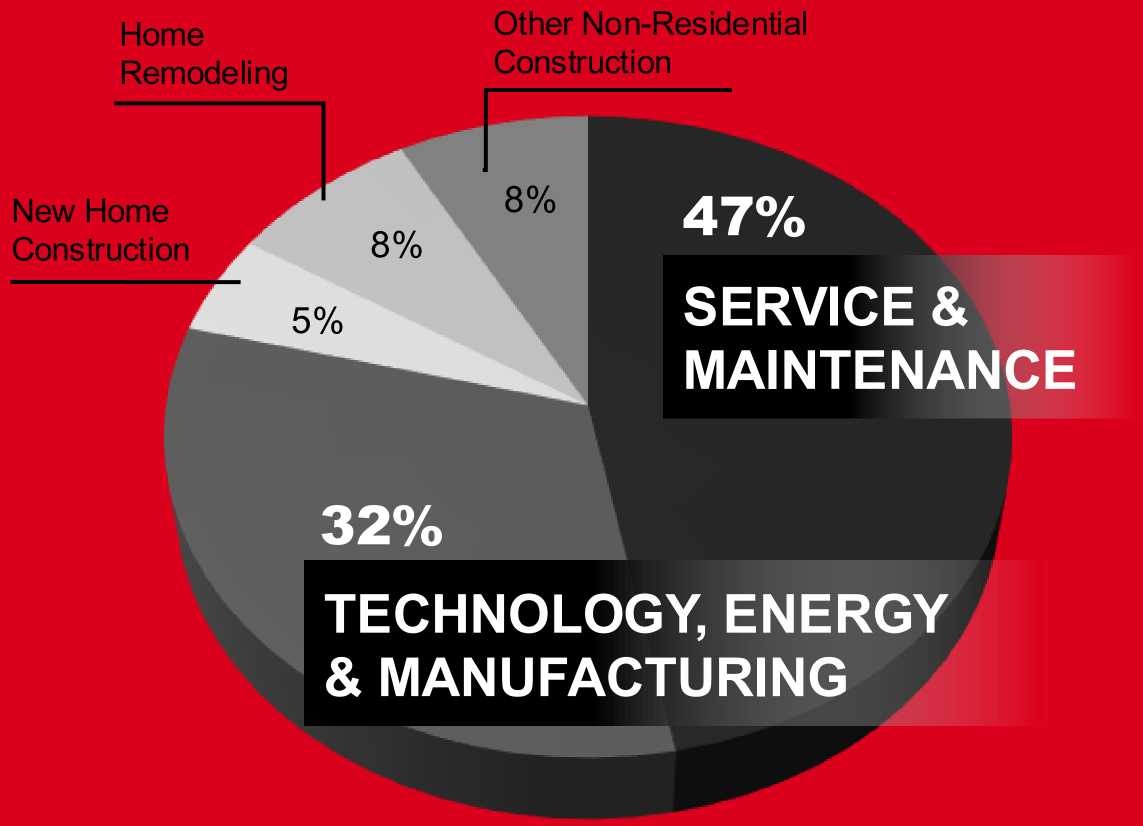
LANDSCAPING & TREE CARE

ENERGY

MINING

DEMAND BY END-MARKET

HIGH-GROWTH ENTRENCHMENT



END-MARKET GROWTH

THE BRAND DISTRIBUTION COUNTS ON

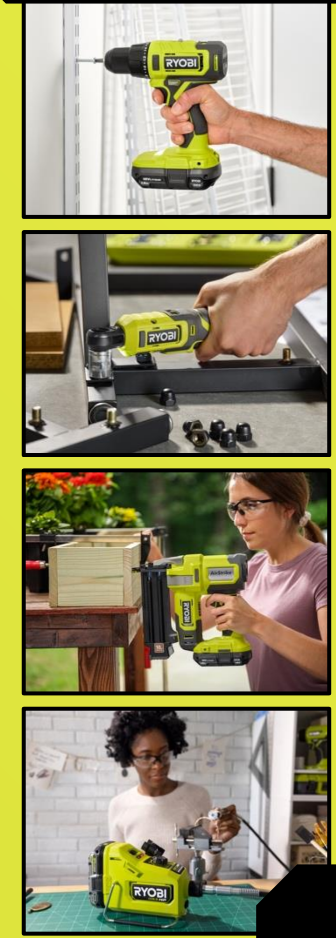
DELIVERING SALES AND PROFITABILITY

STRONG SUPPORT
FOR OUR CORE TRADES

RYOBI

$80B+ GLOBAL OPPORTUNITY

LIGHT DIY



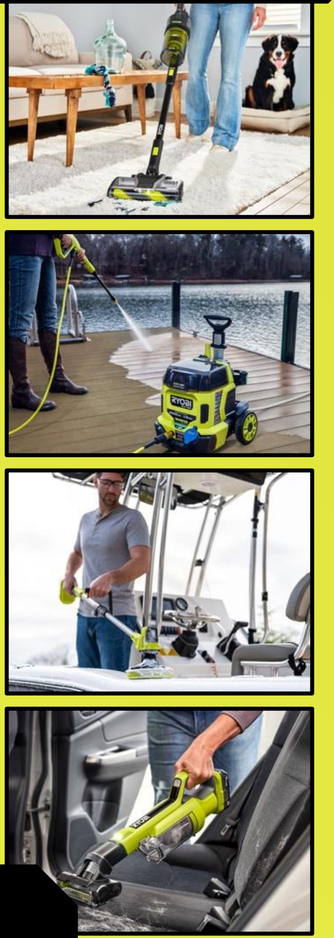
HEAVY DIY

TRANSPORTATION MAINTENANCE

LAWN & GARDEN

LIFESTYLE & RECREATION

CLEANING



DO IT YOURSELF **USER STRATEGY**

RYOBI GROWTH STRATEGY

TY STAVISKI

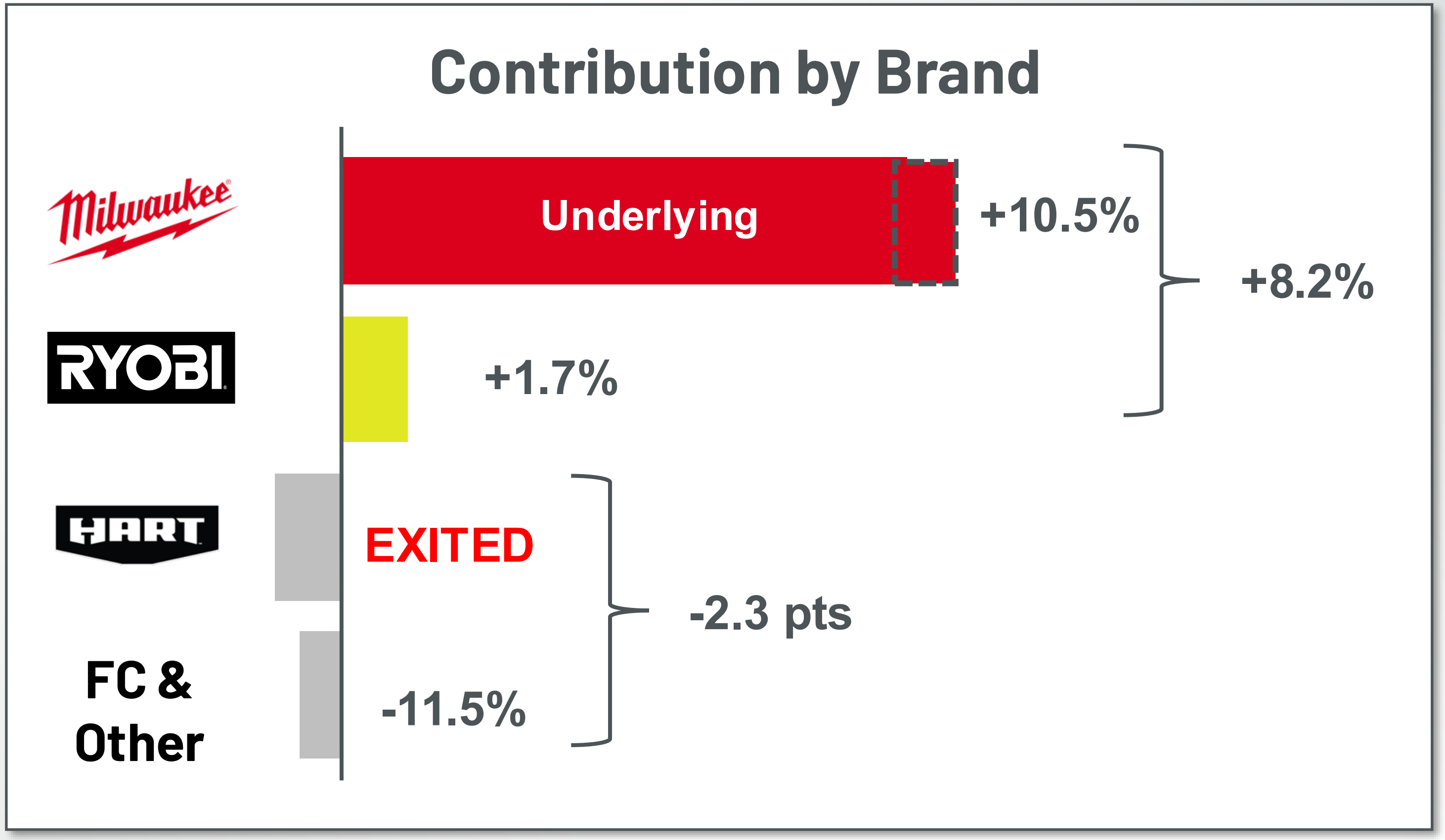
GROUP DEPUTY CFO

SALES GROWTH BY BRAND

MILWAUKEE & RYOBI growth of 8.2%
offset by noncore sales rationalization and HART exit

+5.9%

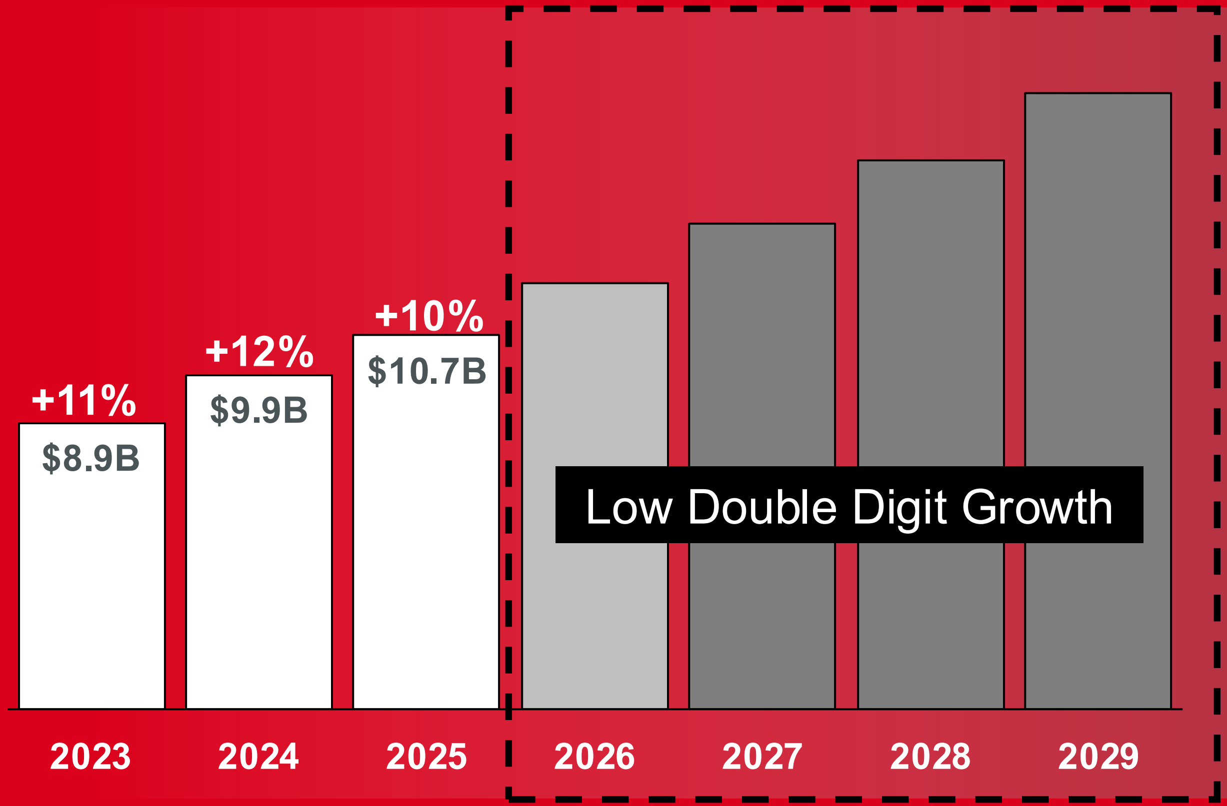
Underlying sales growth
In Local Currency



STRONG SALES MOMENTUM

On Track to internal target of Low Double Digit Growth

FY SALES



INTERNAL TARGET

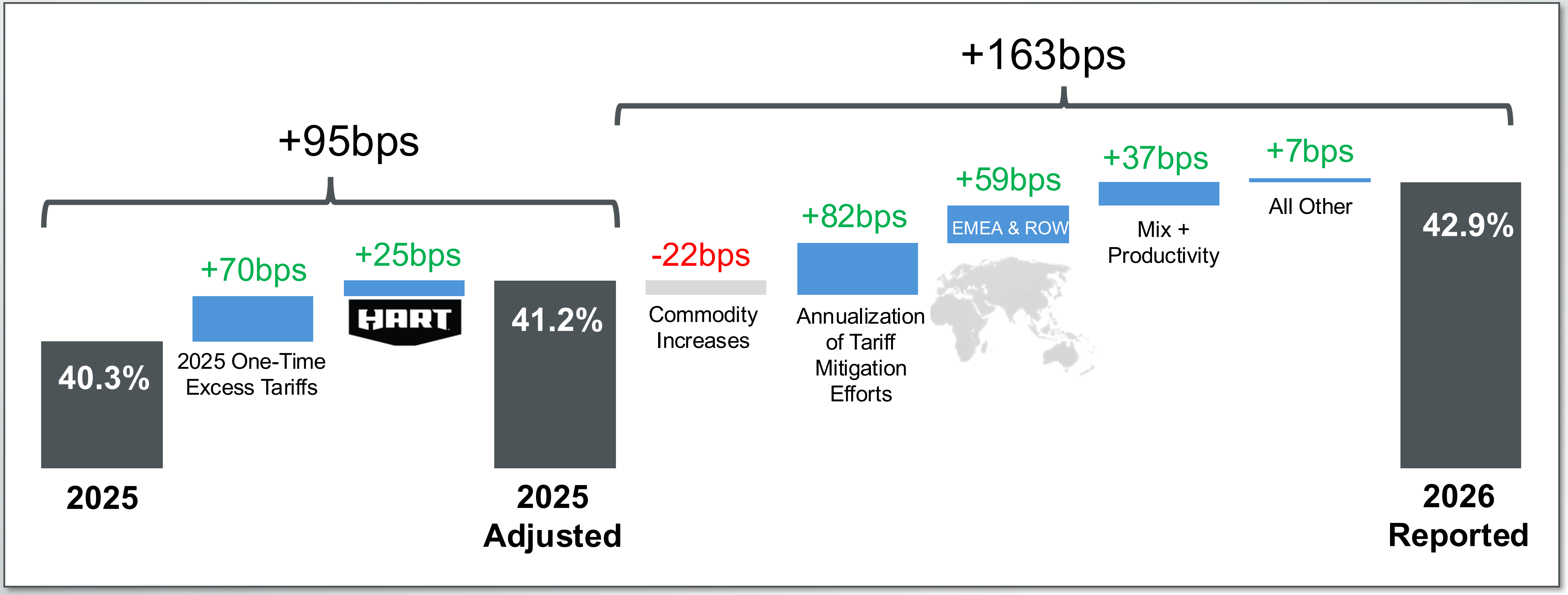
$1B+

ANNUAL SALES GROWTH

2023 – 2025 Growth in Local Currency, 2025 presented on an underlying basis in Local Currency

GROSS MARGIN WALK

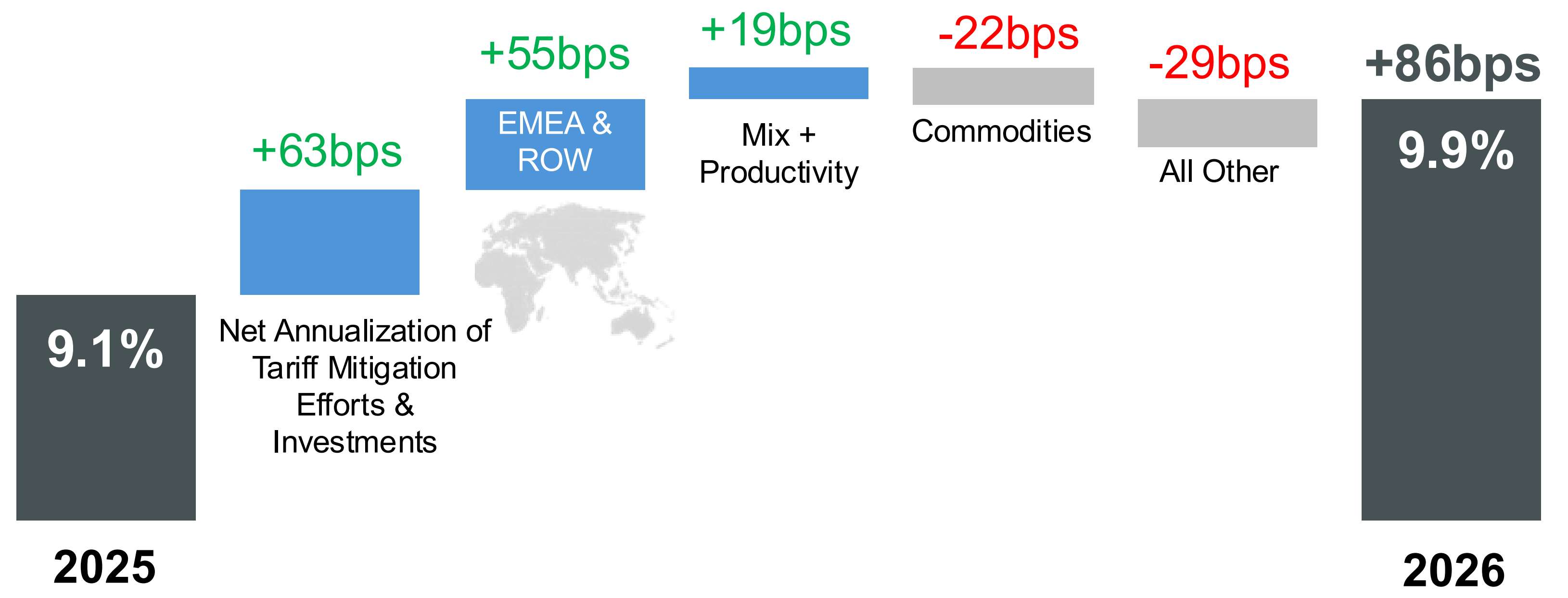
Gross Margin up +163bps after adjusting for Hart exit and excess tariffs in 2025



EBIT MARGIN WALK

Well positioned to meet or exceed our internal 10.0% Target by 2027

H1 EBIT Margin Walk



+10.0%

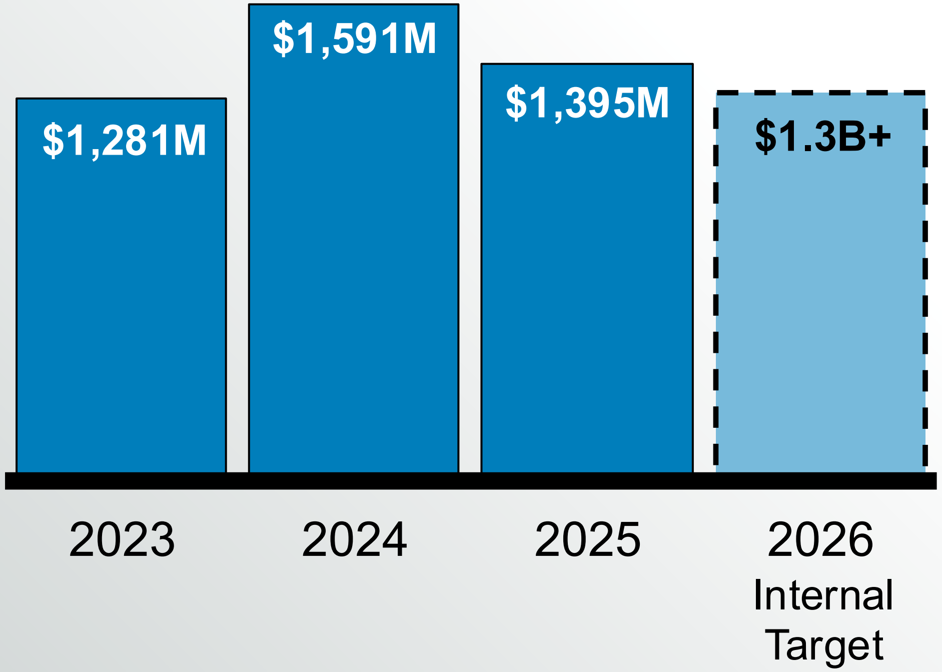
Internal Target:
EBIT Margin By 2027

DELIVERING VALUE FOR INVESTORS

We anticipate the ability to further increase returns to shareholders in the years to come

Strong Free Cash Flow

On track to deliver another year of strong FCF



H1 Dividend

$1.50 HKD

+20.0% vs. H1 2025

Share Buy Back Program

Up to $500m

Commenced June 1st, 2026

THANK YOU