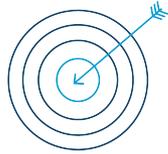


# Long Term Value Creation Thesis is Stronger Than Ever



## REFOCUSED PORTFOLIO

**Divested low performance businesses**

**#1 share position in North America (MDA)**

**#1 share position in Latin America (MDA)**

**#1 mixer brand in the world (SDA Global)**



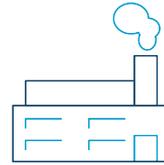
## BEST BRANDS AND PRODUCTS

**Regional and local scale**

**Strongest brand portfolio and leading product and innovation**

**Largest product transition in over a decade in 2025 (MDA NAR)**

**Strong and growing direct-to-consumer business**



## DOMESTIC PRODUCER

**80% of major appliances sold in the US are produced in the U.S.**

**75% of small appliances sold in the U.S. are produced in the U.S.**

**Competitors are largely importers in the U.S.**

**Largest domestic producer in LAR**



## U.S. HOUSING MARKET RECOVERY

**Multi year housing recovery to restore discretionary demand**

**U.S. government actions to address housing affordability**

**#1 builder position with 3-4M housing units undersupply**

**Strong replacement base with increased useage**