Cautionary Statements

This presentation contains “forward-looking statements,” that is, statements that address future, not past events. In this context, forward-looking statements often address our expected future business and financial performance and financial condition, and often contain words such as: “expect,” “anticipate,” “intend,” “plan,” “believe,” “seek,” or “will.” Forward-looking statements by their nature address matters that are, to different degrees, uncertain. These statements are based on assumptions of future events that may not prove accurate. They are also based on our current plans and strategy and such plans and strategy could change in the future. Actual results may differ materially from those projected or implied in any forward-looking statements. Please refer to our most recent SEC filings, including our 2021 Annual Report on Form 10-K, subsequently filed Quarterly reports on Form 10-Q, as well as our other filings with the SEC, for detailed information regarding factors that could cause or contribute to actual results differing materially from those expressed or implied in such forward-looking statements. We do not undertake to update our forward-looking statements.
A Global Leader With World Class Franchises

STANLEY BLACK & DECKER (NYSE: SWK)

2021 Revenue: $15.6B  
Market Cap: $30B  
Cash Dividend Yield: 1.7%

Dividend Paid Consecutively For 145 Years; Increased For Past 54 Consecutive Years

Tools & Outdoor

2021 Revenue: $12.8B

- Hand Tools, Storage & Accessories: 28%
- Power Tools: 47%
- Outdoor Equipment*: 25%

World-Wide Leader In Tools & Outdoor

Industrial

2021 Revenue: $2.5B

- Infrastructure: 25%
- Engineered Fastening: 75%

Platform Of Highly-Engineered B-2-B Businesses

Vision

Known For Innovation  
Continued Top Quartile Performance  
Social Responsibility

Market Cap & Dividend Yield As Of Market Close 12/31/2021  $188.62  
Dividend Yield Based On 4Q'21 Annualized Dividend & Stock Price As Of Market Close 12/31/2021

*2021 Pro Forma Revenue For MTD & Excel Acquisitions $2.8B  
**3B FY'21  
**$15.6B Full Year Pro Forma Total Revenue Tools & Outdoor
### Proven Market Outperformance...

<table>
<thead>
<tr>
<th>Product Category</th>
<th>5-Year CAGR</th>
<th>Market Growth Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Power Tools</td>
<td>Double-Digit</td>
<td>GDP+</td>
</tr>
<tr>
<td>Hand Tools, Accessories &amp; Storage</td>
<td>Double-Digit</td>
<td>GDP</td>
</tr>
<tr>
<td>Outdoor Power Equipment</td>
<td>High-Teens</td>
<td>GDP</td>
</tr>
</tbody>
</table>

**11% Total Tools & Outdoor 5-Year CAGR VS. ~3% Average GDP**

### ...Driven By Our Powerful Growth Formula

**COMMERCIALIZATION | INNOVATION | BRAND**

- **Across 4 Major Product Categories**
  - POWER TOOLS // HAND TOOLS
  - ACCESSORIES // STORAGE

**And 4 Major Customer Segments**

- CONSUMER / DIY
- AUTO REPAIR
- CONSTRUCTION
- INDUSTRIAL

**Well Positioned For A Multi-Year Runway For Growth & Margin Expansion**
Focused Portfolio Positioned For Growth

Demand Remains Robust & Our Multi-Year Runway For Growth & Margin Expansion Is Compelling...

**Strong Record Of Performance**

- Diluted Adjusted EPS*
  - '20: $8.04
  - '21: $10.48
  - '22 Guide: $12.50

  +30%  +15% - +19%

Successfully Navigating A Dynamic Environment

**Growth + Margin Expansion**

- RECONNECTION WITH HOME & GARDEN
- ELECTRIFICATION
- MARGIN RESILIENCY

**Driven By Our Vision & Purpose**

- To Be A Force For Good
  1. Continue Delivering Top Quartile Long-Term Performance
  2. Be Recognized As One Of The World’s Most Innovative Companies
  3. Elevate Our Commitment To Corporate Social Responsibility

* Excludes Acquisition-Related & Other Charges

For Those Who Make The World™

Performance Driven By Our People & Guided By Our Purpose – For Those Who Make The World
THANK YOU