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.
STANLEY BLACK & DECKER (NYSE: SWK)

2021 Revenue: $15.6B
Market Cap: $27B
Cash Dividend Yield: 1.9%

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

Tools & Outdoor
2021 Revenue: $12.8B

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

World-Wide Leader In Tools & Outdoor

Industrial
2021 Revenue: $2.5B

- Infrastructure: 75%
- Engineered Fastening: 25%

Platform Of Highly-Engineered B-2-B Businesses

Vision
Known For Innovation
Continued Top Quartile Performance
Social Responsibility

StanleyBlack&Decker

Market Cap & Dividend Yield As Of Market Close 2/28/2022 $162.70
Dividend Yield Based On 4Q’21 Annualized Dividend & Stock Price As Of Market Close 2/28/2022
*2021 Pro Forma Revenue For MTD & Excel Acquisitions $2.8B | ~$3B FY’21 | ~$15.6B Full Year Pro Forma Total Revenue Tools & Outdoor

Raymond James Institutional Investors Conference
Stanley Black & Decker Value Creation Model

World Class Brands

Attractive Growth Platforms

Scalable, Defensible Franchises

Differentiable Through Innovation

Strong, Innovation-Driven Businesses In Diverse, Global Markets

Powered By:

Outsized, Capital-Efficient Organic Growth
Attractive, Expandable OM Rate
Outstanding FCF Conversion

Investor-Friendly Capital Allocation

~1/2 M&A
~1/2 Return Cash To Shareholders

Long Term Financial Objectives

- 4-6% Organic Growth
- 10-12% Total Revenue Growth
- 10-12% EPS Growth*
- FCF ≥ Net Income
- 10+ Working Capital Turns
- CFROI In 12-15% Range

World Class Branded Franchises With Sustainable Strategic Characteristics That Create Exceptional Shareholder Value

*10-12% Total EPS Growth (7-9% Organically) Excluding Acquisition Related Charges

Raymond James Institutional Investors Conference
The World’s Leading Tool Company

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

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

…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**
Focused Portfolio Positioned For Growth

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

Strong Record Of Performance

Growth + Margin Expansion

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

For Those Who Make The World™

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