UBS Global Industrials And Transportation Conference

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StanleyBlack&Decker

Cautionary Statement

Certain Statements Contained In This Presentation Are Forward Looking. These Are Based On Assumptions Of Future Events Which May Not Prove To Be Accurate. They Involve Risk And Uncertainty. Actual Results May Differ Materially From Those Expected Or Implied. We Direct You To The Cautionary Statements Detailed In The Corresponding Press Release And Form 8-K And Our Recent '34 Act SEC Filings.

More Streamlined Company With Great Franchises

StanleyBlack&Decker

2022 Revenue[1]: $16.9B

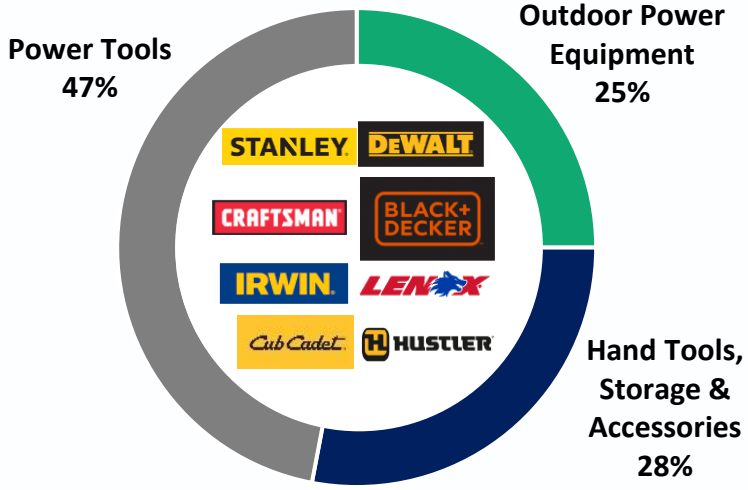
Market Cap: ~$13B

Cash Dividend Yield: 3.8%

Dividend Paid Consecutively For 146 Years; Increased For Past 55 Consecutive Years (NYSE: SWK)

Tools & Outdoor

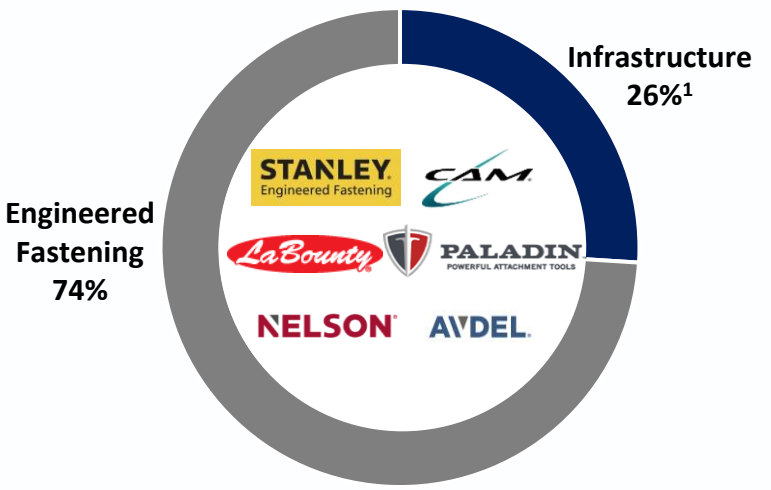
2022 Revenue: $14.4 Billion



World-Wide Leader In Tools & Outdoor

Industrial[1]

2022 Revenue: $2.5 Billion



Highly-Engineered B-2-B Businesses

Core Capabilities

1. ***Portfolio Of Iconic Brands***
2. ***Powerful Innovation***
3. ***Broadest Category & Channel Coverage***
4. ***Leverage SBD Operating Model***

Powered By Our People And Guided By Our Purpose – For Those Who Make The World

Market Cap & Dividend Yield As Of Market Close 5/18/2023 $83.14

[1] Includes Divested Oil & Gas Business | Oil & Gas FY'22 Revenues ~$90M Through August 2022 Date Of Sale

Transforming To Accelerate Organic Growth

Executing On Our Clear Vision And Strategy For Long-Term Success…

Reduce Complexity – ~$2B 3-Year Cost Savings	***Invest In Core Growth $300M - $500M***	***Enhance Shareholder Return***
OPTIMIZE CORPORATE STRUCTURE	INNOVATION	Organic Revenue Growth* 2-3X Market
FOCUS OPERATING MODEL	ELECTRIFICATION	35%+ Adjusted Gross Margin* By 2025
TRANSFORM SUPPLY CHAIN	MARKET LEADERSHIP	100%+ Free Cash Flow* Conversion
	MORE RESPONSIVE SUPPLY CHAIN	Powerful Innovation
		Customer Fill Rate Improvement

…As A More Focused, Purpose Driven Company

* Non-GAAP Financial Measure

Business Streamlining & Transformation On-Track

Generating Cost Savings, Reducing Inventory & Advancing The Transformation Plan…

Progress Achieved

Cost Savings

$230M
1Q'23 Run-Rate Savings

$430M
Run-Rate Savings Program-To-Date

Inventory Reduction

$200M
1Q'23 Inventory Reduction

$1B
Inventory Reduction Since Mid-2022

Supply Chain Transformation

- ***SKU Reduction & Product Platforming***
- ***Strategic Sourcing***
- ***Facility Consolidation***
- ***Ops Excellence***

Expect $1.5 Billion Annualized Savings By 2025 Enabling 35%+ Adjusted Gross Margins*

Complexity Reduction In SG&A

- ✓ Simplify Corporate & Investment Prioritization
  - *~$200 Million Annualized*
- ✓ New Organizational Structure Largely In Place (Spans & Layers)
  - *~$100 Million Annualized*
- ✓ Reduce Indirect Spend
  - *Targeting $200 Million By YE'23*

$500 Million Annualized Pre-Tax Savings By YE'23 Supporting Reinvestment To Drive Organic Growth

…Continued Momentum On Our Journey To Streamline And Optimize Stanley Black & Decker

*Non-GAAP Financial Measure

Focused Company With Great Franchises

Centered Around Our Core Market Leadership Positions And Built Upon The Strength Of Our People And Culture



Talented People



Iconic Brands



Powerful Innovation

Q&A

Thank You







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