

Wolfe Research Global Transportation & Industrials 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 Revenue¹: \$16.9B

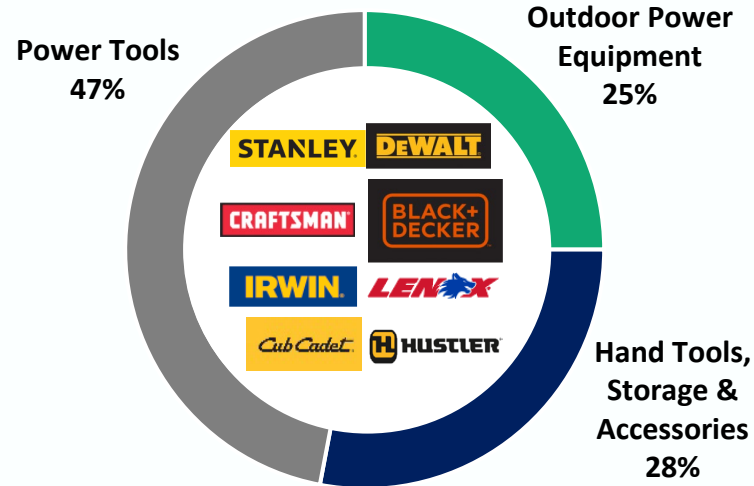
Market Cap: ~\$13B

Cash Dividend Yield: 3.8%

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

Tools & Outdoor

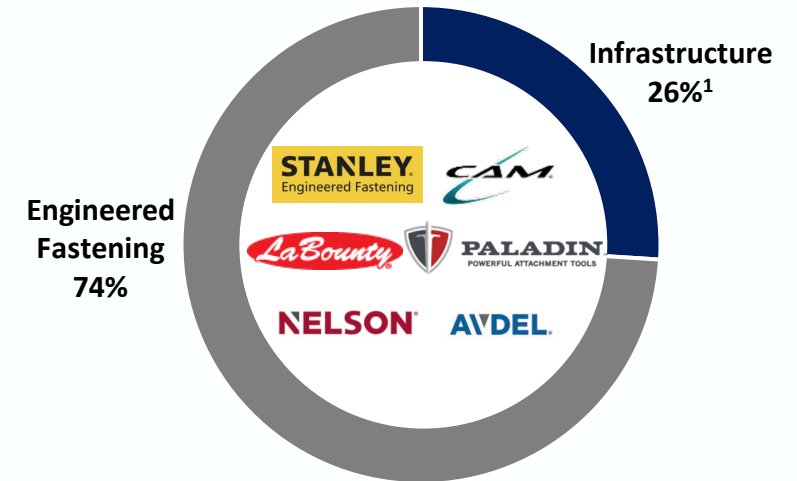
2022 Revenue: \$14.4 Billion



World-Wide Leader In Tools & Outdoor

Industrial¹

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

Transforming To Accelerate Organic Growth

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

**Reduce Complexity –
~\$2B 3-Year Cost Savings**

OPTIMIZE
CORPORATE STRUCTURE

FOCUS
OPERATING MODEL

TRANSFORM
SUPPLY CHAIN

**Invest In Core Growth
\$300M - \$500M**



INNOVATION



ELECTRIFICATION



MARKET LEADERSHIP



MORE RESPONSIVE
SUPPLY CHAIN

**Enhance
Shareholder Return**

Organic Revenue
Growth* 2-3X Market

35%+ Adjusted Gross Margin*
By 2025

100%+ Free Cash Flow*
Conversion

Powerful Innovation

Customer Fill Rate
Improvement

...As A More Focused, Purpose Driven Company

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

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

StanleyBlack&Decker

