Second Quarter **2022 Overview**

July 28, 2022

StanleyBlack&Decker

Participants

Don Allan

President & CEO

Corbin Walburger

VP, Interim CFO

Dennis Lange

VP, Investor Relations

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.

The Company's results represent continuing operations and exclude the Security divestiture. Supplementary historical financial information reflecting the Security divestiture recorded in discontinued operations is available on the investor section of the website or can be accessed directly through the following link: Supplemental Historical Financial Information

2Q 2022 Key Messages

2Q Revenue +16% Driven By Strategic Acquisitions And Price Execution

- Delivered $4.4 Billion Of Revenue, Up 16% Versus Prior Year, Driven By Strategic Outdoor Power Equipment Acquisitions & 7% Price Realization
- Implementing Global Cost Reduction Program Expected To Deliver Annualized Pre-Tax Savings Of $1 Billion By End Of 2023 And Approximately $2 Billion Within 3 Years
- Completion Of Security Divestitures In July Generating $4.1 Billion In Cash Proceeds, Strengthening The Balance Sheet And Fueling Capital Allocation Priorities
- Reached Agreement To Sell Oil & Gas Business, Further Advancing Portfolio Transformation
- Updating Adjusted Diluted EPS* To A Range Of $5.00 - $6.00 | Second Half Free Cash Flow Excluding Taxes From Security Sale Expected To Approximate $1.0-$1.5 Billion ($0.4-$1.0 Billion Including Tax Payments Associated With Security Sale)
- Intensifying The Focus On Operational Efficiency, While Aligning Organization & Operating Model Around Streamlined Portfolio To Unlock Runway For Growth & Margin Expansion While Investing In Our Core Businesses

Key Financials

$4.4B
Total Revenue

+16%
Total Revenue Growth

(6%)
Organic Growth*

+7%
Price Realization

$1.77
Adjusted Diluted EPS*

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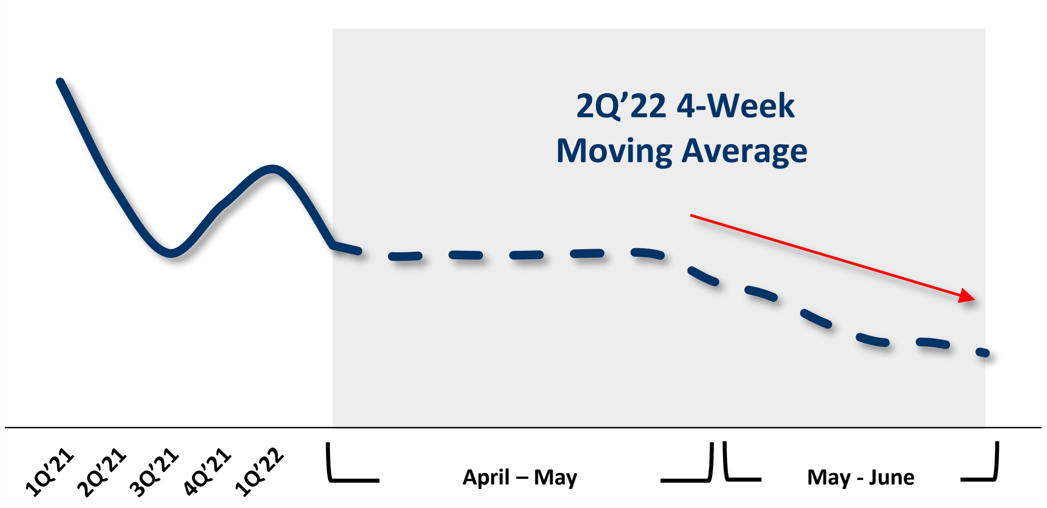
*Non-GAAP Financial Measures. See Appendix For Reconciliation of GAAP To Non-GAAP Measures Used in This Presentation.

Market Demand Environment

Demand Environment Softened Across The Last Portion Of The Quarter...

US Retail POS Trends Moderating Versus 2019…



Last 4 Weeks High-Single Digit Growth Versus 2019 – Decelerating ~10pts During The Qtr.

…Short Cycle Markets Signaling Demand Slowdown

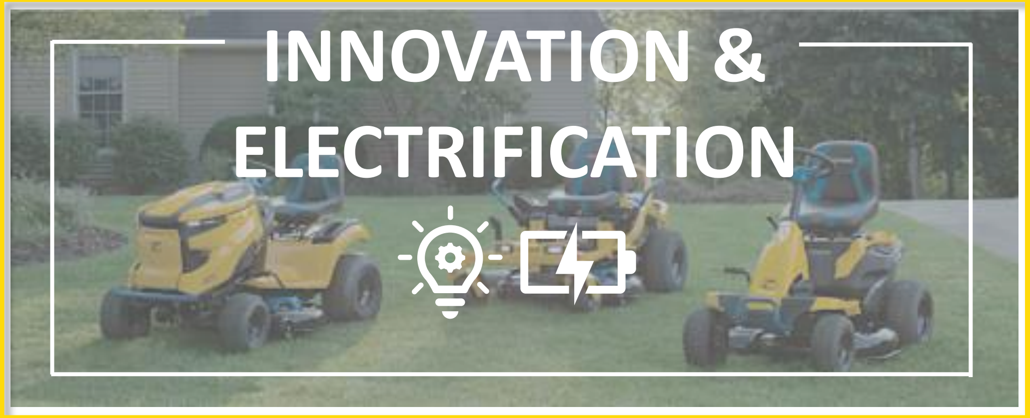
- Slowing Trends Across Global Tools Markets
  - US Retail POS Moderating
  - European DIY Demand Slowing Amid Higher Customer Inventories
- Pro Power Tool Demand Remains Healthy | Semi Constraints Eased In 2Q … Full Capacity Expected In 3Q
- Outdoor Customer Inventories High | Shortened Season & Weak Consumer Demand Impacting Replenishment
- Industrial Backlogs Remain Strong | Aero & Automotive Recoveries Continue Albeit Choppy

…Preparing Organization For A Tools & Outdoor Demand Scenario Closer To 2019 Levels

Note: Customer POS Is Reported On An Approximately One-Week Lag Basis

Streamlining Company To Advance Our Core Businesses

Investing In The Core To Unlock Runway For Growth & Margin Expansion…



…Vision & Strategy: Improve Our Great Franchises, Better Serve Our Customers & Create Shareholder Value

Global Cost Reduction Plan To Deliver ~$2 Billion Within 3 Years

Rapidly Aligning Organization & Operating Model Around More Focused Portfolio...

✓ **Simplify Corporate Structure** *2023 Annualized Savings: $0.2B*
- Redeploy Corporate Centers Of Excellence Into Businesses
- Eliminate Longer Payback Investments

3Q **Reduce Indirect Spend** *2023 Annualized Savings: $0.2B*
- Professional Services
- MRO Spend

2H **Optimize Org Spans & Layers** *2023 Annualized Savings: $0.1B*
- Improve Speed & Agility Of Decision Making By Reducing Layers Closer To 7-8 From Low Double Digits
- Prioritizing Investments In Core Business

In Process **Supply Chain Transformation** *2023 Annualized Savings: $0.5B*
- Product Platforming
- Strategic Sourcing
- Facility Consolidation
- Operational Excellence

$150-$200 Million Savings In 2H'22 | ~$1 Billion In Savings By End Of 2023

Total Cumulative Cost Savings

~$2 Billion

Within 3 Years

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$0.5 Billion
- Simplify Corporate Structure
- Reduce Indirect Spend
- Optimize Spans & Layers

+

Supply Chain Transformation

$1.5 Billion

...Leverage Savings To Navigate Current Macro And Accelerate Investment When Macro Improves

Supply Chain Transformation To Deliver $1.5 Billion Within 3 Years

Operational Mandate To Reshape Our Supply Chain...

Closer To Our Customer | **More Responsive To Demand**

Faster Innovation Cycle | **Efficiency & Resiliency Benefits**

Product Platforming
$300 Million

- Complexity Reduction
- Economies Of Scale
- 40%+ SKU Reduction

Strategic Sourcing
$500 Million

- Localized Supply Chains
- Contract Manufacturing
- Supplier Consolidation

Facility Consolidation
$300 Million

- ~120 Facilities In Network
- Targeting 30%+ Reduction

Operational Excellence
$400 Million

- Factory Efficiency
- Ops Organizational Design
- Inventory Optimization

$0.5 Billion Cumulative Savings By End Of 2023

$1.5 Billion Cumulative Savings Within 3 Years

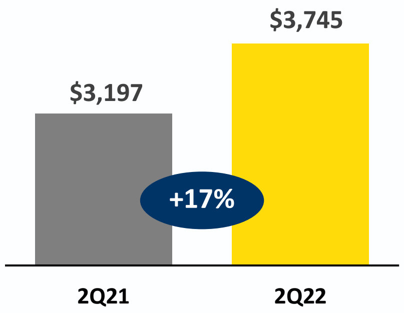
...To Better Serve Our Customers & Improve Our Cost Position

2Q'22 Segment Overview

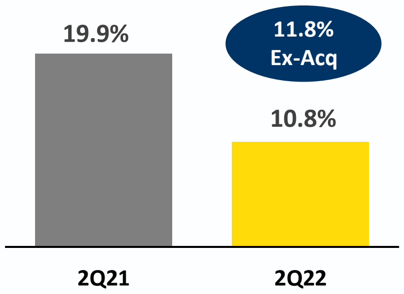
Slowing Demand Trends Emerging In Tools & Outdoor Amid Continued Dynamic Economic Backdrop

Tools & Outdoor

Revenue



Operating Margin*

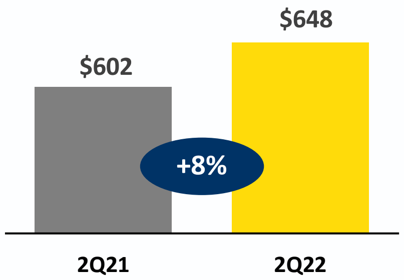


- **2Q Organic Growth* (9%)**
  - (11%) N.A., (10%) Europe, Flat EM | (6%) PT, (8%) HTAS, (8%) OPG ProForma
- **Price Contributed +7% Accelerating ~1.5 Pts Vs. 1Q'22**
- **Outdoor Acquisition Revenue Contributed ~$900 Million, Down On A Proforma Basis Driven By Poor Weather & The Impact Of Slowing Consumer Demand In The Last Portion Of The Quarter**
- **U.S. Retail Point-Of-Sale Demand Versus Prior Year Softened During The Last Portion Of The Quarter & Total Dollars Appear To Be Stabilizing Above 2019 Levels, Supported By Price Increases & Pro Demand**

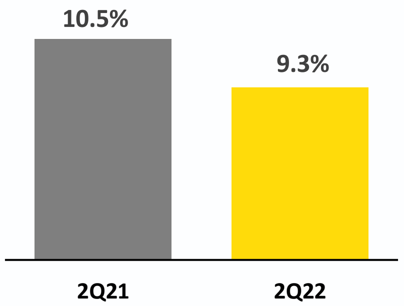
OM Rate* 10.8% | Down VPY As Price Realization Was More Than Offset By Inflation, Higher Supply Chain Costs, And Lower Volume

Industrial

Revenue



Operating Margin*



- **2Q Organic Growth* +12%**
  - +7% Engineered Fastening | +26% Infrastructure
- **Pricing Contributed +8% Accelerating ~3 Pts. Vs. 1Q'22**
- **Engineered Fastening: Growth In Aerospace, General Industrial & Automotive Fasteners**
- **Infrastructure: Attachment Tools Delivered 17% Growth While Maintaining A Healthy Backlog**

OM Rate* 9.3% | Down VPY As Volume Growth & Price Were More Than Offset By Commodity Inflation, Higher Supply Chain Costs, And Adverse Mix

*Non-GAAP Financial Measures. See Appendix For Reconciliation of GAAP To Non-GAAP Measures Used in This Presentation.

Acting With Urgency To Reduce Inventory

Slowing Demand, Elongated Supply Chain & Inflation Contributing To Record Inventory Levels...

2Q Ending Inventory ~$6.6 Billion

1. Congested & Elongated Supply Chain Leading To Higher Goods In Transit, Raw Materials & WIP
2. Inflation ~25-30% Higher Versus Year-End 2020
3. Higher Finished Goods Above Current Required Demand Levels
4. Acquisitions ~$1 Billion

Targeting To Reduce Working Capital By ~$1.0 To 1.5 Billion In The Second Half Of 2022

Inventory Action Plan

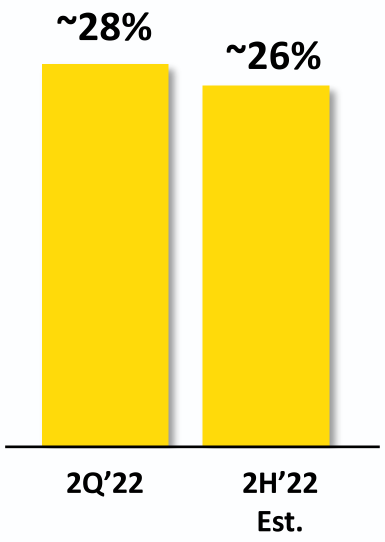
- **Production Curtailments**
- **Focused Commercial Actions**
- **Safety Stock Optimization**
- **Goods In Transit Reduction**
- **Attack Raw Materials & WIP**

...Implementing Actions To Significantly Reduce Working Capital By ~$1.0 To $1.5 Billion In The Second Half

Path Back To Historical Gross Margins*

Gross Margin* Remains Pressured Due To The Confluence Of Supply Chain, Inflation & Slowing Demand...

Current Situation – Gross Margin*



1. Plan For 2H’22 Surgical Price Increases In Light Of Slowing Demand
2. Global Supply Chain Inefficiencies Now Turning Through Inventory
3. Lowering Plant Output To Accelerate Inventory Reduction

Expect 3-4 Qtr. Impact | 3-Point Benefit To Gross Margins As Inventory & Plant Output Normalizes

Responding Aggressively To Improve Pace & Trajectory Of Improvement

Accelerate Gross Margin* To Low-30s

1. **Immediately Attack Fixed & Semi-Fixed Spend**
   Phase 1 Supply Chain Transformation
2. **Aggressively Capture Recent Moderation In Commodities**
   2023 Opportunity

3-Year Journey To 35%+ Gross Margin*

3. **Accelerate Supply Chain Transformation**
   $1.5 Billion Cumulative Value By 2025
   - Product Platforming
   - Strategic Sourcing
   - Facility Consolidation
   - Operational Excellence

Targeting 35%+ Gross Margins* By 2025

...Expect GM%* To Return To 30%-32% During 2023 As Plant Curtailments Subside And Cost Savings Are Realized

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* Excludes Acquisition-Related & Other Charges

2022 Guidance

Expect Low Double-Digit Total Revenue Growth Vs. Prior Year And Adjusted EPS Of $5.00 To $6.00*...

2022 Updated Outlook

Organic Growth* & Segments

Tools & Outdoor*

Organic: Mid-To-High Single Digit Decline

Margin: Down YoY From Inflation, Acquisition Mix & Volume Deleverage

Industrial*

Organic: High-Single Digits To Low-Double Digits

Margin: Down YoY From Inflation & Mix

Low Double Digits Total Company Revenue Growth

P&L And Other

- **Diluted EPS:** 2022 GAAP EPS $0.80-$2.05 | 2022 Adjusted EPS* $5.00-$6.00
- **Pretax Acquisition-Related & Other Charges:** ~$760M-$810M
- **Shares:** ~157M
- **Tax Rate:** ~3%
- **Free Cash Flow**: 2H Expected To Approximate $0.4-$1.0B | Excluding Tax Payments From Security Sale, 2H Free Cash Flow Expected To Be ~$1.0-$1.5B
- Q3 Expected To Approximate ~13% Of FY Adjusted EPS

Drivers For Updated Adjusted Diluted EPS*

Apr'22 Guidance (Midpoint)	**$10.00**
Lower 2H Revenue Due To Slowing Consumer Demand In Tools & Outdoor And Moderated Price Expectations	**($4.25)**
Currency Translation, Below-The-Line Items & 2Q Performance	**($0.55)**
Impact From Plant Production Curtailments	**($0.50) – ($0.70)**
2022 Impact From Cost Savings Initiatives	**+$0.80 – +$1.00**
Jul'22 Guidance (Midpoint)	**$5.50**

...Second Half Free Cash Flow Excluding Taxes From Security Sale Expected To Approximate $1.0-$1.5 Billion

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* Excludes Acquisition-Related & Other Charges Noted Above

Clear Path Forward

Stanley Black & Decker Has The Best Brands, Innovation & People...

More Focused Company With Great Franchises

Reducing Organizational Complexity Enabling Speed & Agility

Reinvesting In Our Core Businesses

...Our Vision Will Better Serve Our Customers, Accelerate Growth And Deliver Strong Shareholder Value

Q&A

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2Q 2022 Free Cash Flow*

Slowing Demand, Elongated Supply Chain & Inflation Contributing To Higher Working Capital …

	QTD			YTD		
	2Q'21	2Q'22	V$	2Q'21	2Q'22	V$
Net Earnings from Continuing Operations	$ 433	$ 79	$ (354)	$ 892	$ 234	$ (658)
Net Earnings from Discontinued Operations	26	9	(17)	53	29	(24)
Deprec / Amort	142	143	1	286	287	1
Working Capital	(196)	(568)	(372)	(917)	(1,904)	(987)
Other	39	(107)	(146)	(27)	(331)	(304)
Operating CF	**444**	**(444)**	**(888)**	**287**	**(1,685)**	**(1,972)**
CapEx	(105)	(146)	(41)	(194)	(286)	(92)
Free Cash Flow	**$ 339**	**$ (590)**	**$ (929)**	**$ 93**	**$ (1,971)**	**$ (2,064)**

…Leveraging SBD Operating Model To Significantly Reduce Working Capital Through Balance Of Year

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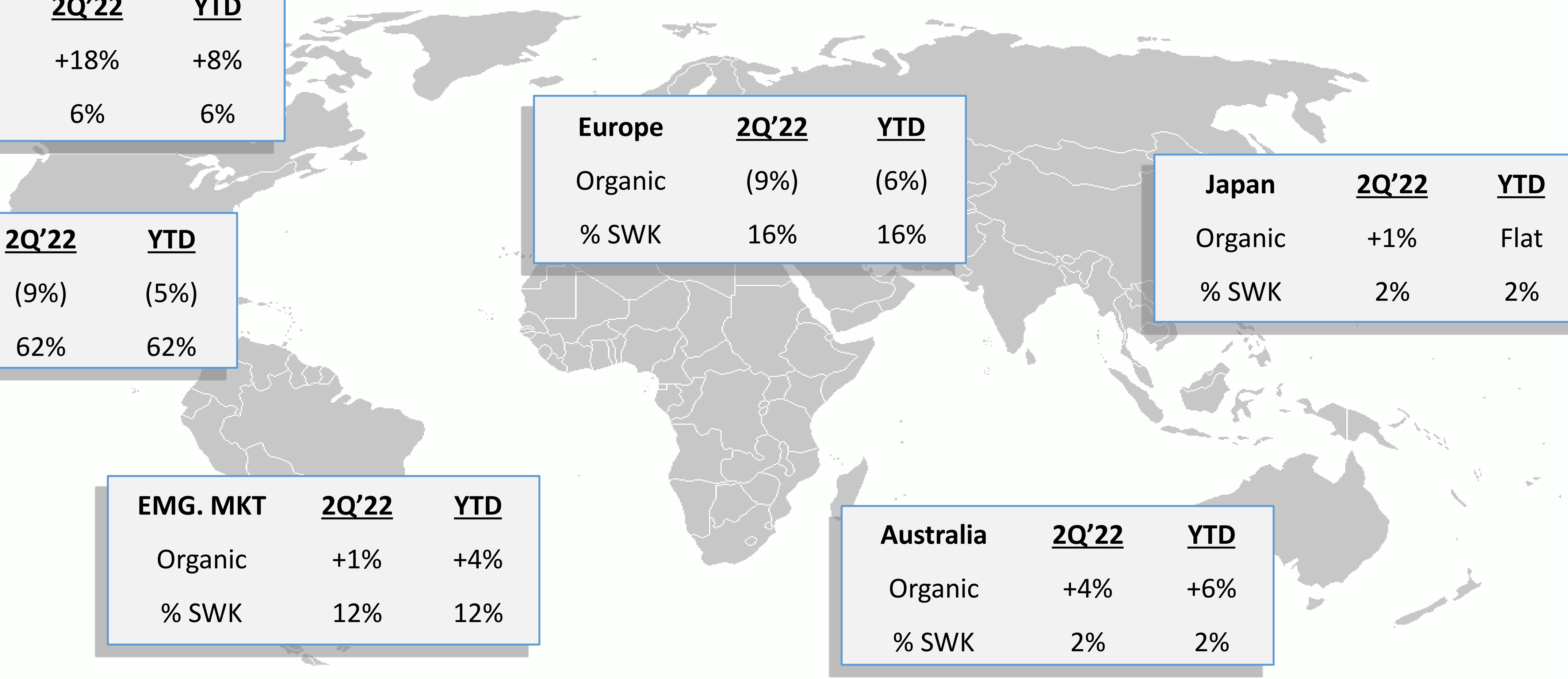
*Non-GAAP Financial Measure

Global Presence



Canada	2Q'22	YTD
Organic	+18%	+8%
% SWK	6%	6%

U.S.	2Q'22	YTD
Organic	(9%)	(5%)
% SWK	62%	62%

Europe	2Q'22	YTD
Organic	(9%)	(6%)
% SWK	16%	16%

Japan	2Q'22	YTD
Organic	+1%	Flat
% SWK	2%	2%

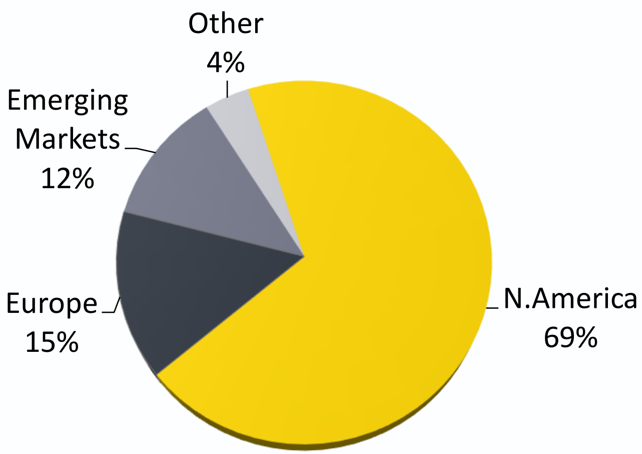
EMG. MKT	2Q'22	YTD
Organic	+1%	+4%
% SWK	12%	12%

Australia	2Q'22	YTD
Organic	+4%	+6%
% SWK	2%	2%

2Q 2022 Regional Revenue Breakout

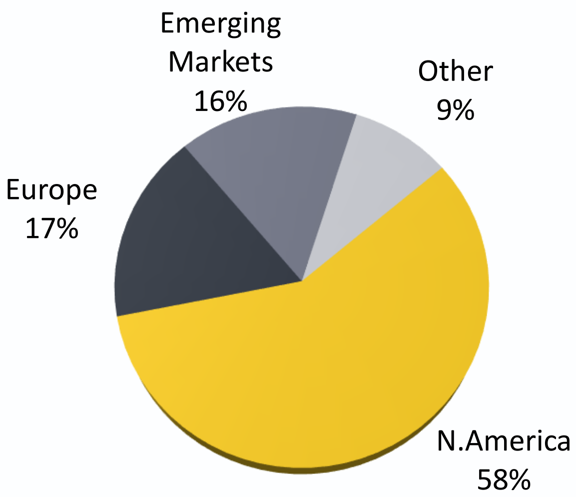
Tools & Outdoor

$3,745M



Industrial

$648M



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Reconciliation Of GAAP To Non-GAAP Measures

Q2 2021

	GAAP	+ Acquisition-Related Charges & Other	= Non-GAAP
Gross Profit	$1,361.8 *35.8%*	$1.3	$1,363.1 *35.9%*
Operating Profit	$594.7 *15.7%*	$19.7	$614.4 *16.2%*
Diluted EPS	$2.60	$0.21	$2.81

Q2 2022

	GAAP	+ Acquisition-Related Charges & Other	= Non-GAAP
Gross Profit	$1,207.1 *27.5%*	$16.6	$1,223.7 *27.9%*
Operating Profit	$354.4 *8.1%*	$49.5	$403.9 *9.2%*
Diluted EPS	$0.51	$1.26	$1.77

Reconciliation Of GAAP To Non-GAAP Segment Profit

Tools & Outdoor

	GAAP Segment Profit	+	Acquisition-Related Charges & Other	=	Non-GAAP Segment Profit
Q2 2021	$627.0 *19.6%*	+	$9.2	=	$636.2 *19.9%*
Q2 2022	$361.6 *9.7%*	+	$41.3	=	$402.9 *10.8%*

Industrial

	GAAP Segment Profit	+	Acquisition-Related Charges & Other	=	Non-GAAP Segment Profit
Q2 2021	$60.5 *10.0%*	+	$3.0	=	$63.5 *10.5%*
Q2 2022	$58.3 *9.0%*	+	$1.9	=	$60.2 *9.3%*

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Reconciliation Of GAAP To Non-GAAP Sales Growth

	GAAP Sales Growth	-	Acquisitions	+	Divestitures	-	Currency	=	Non-GAAP Organic Sales Growth
Stanley Black & Decker – Q2 '22 QTD	16%	-	24%	+	0%	-	-2%	=	-6%
Tools & Outdoor QTD	17%	-	28%	+	0%	-	-2%	=	-9%
Industrial QTD	8%	-	0%	+	0%	-	-4%	=	12%

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Non-GAAP Financial Measures

Organic sales growth, or organic growth, is defined as the difference between total current and prior year sales less the impact of companies acquired and divested in the past twelve months and any foreign currency impacts divided by prior year sales. Operating profit is defined as sales less cost of sales and selling, general and administrative expenses. Operating margin is operating profit as a percentage of sales. Operating profit and operating margin are shown both inclusive and exclusive of acquisition-related and other charges. Management uses operating profit and operating margin as key measures to assess the performance of the Company as a whole, as well as the related measures at the segment level. Diluted EPS, excluding charges, or adjusted EPS, is diluted GAAP EPS excluding the impacts of acquisition-related and other charges. Free cash flow is defined as cash flow from operations less capital and software expenditures. Management considers free cash flow an important indicator of its liquidity, as well as its ability to fund future growth and to provide a return to the shareowners, and is useful information for investors. Free cash flow does not include deductions for mandatory debt service, other borrowing activity, discretionary dividends on the Company's common and preferred stock and business acquisitions, among other items. Free cash flow conversion is defined as free cash flow divided by net income. The Non-GAAP statement of operations and business segment information is reconciled to GAAP on pages 14 through 17 of the press release. The Company considers the use of the Non-GAAP financial measures above relevant to aid analysis and understanding of the Company's results, business trends and outlook measures aside from the material impact of acquisition-related and other charges and ensures appropriate comparability to operating results of prior periods.