Third Quarter
2023 Overview

October 27, 2023

StanleyBlack&Decker

Participants

Don Allan

President & CEO

Chris Nelson

COO, Executive Vice President And President, T&O

Pat Hallinan

Executive Vice President, CFO

Dennis Lange

Vice President, Investor Relations

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.

3Q 2023 Key Messages

Advanced Strategic Business Transformation With Cost And Inventory Reduction Improvements Versus Prior Year

- 3Q’23 Revenues Of $4.0 Billion, Down Versus Prior Year Primarily Due To Lower Outdoor And DIY Volume As Well As Attachment Tool Customer Destocking
- Global Cost Reduction Program Delivered $875 Million Of Pre-Tax Run-Rate Savings Since Initiation; On-Track For Expected $2 Billion Run-Rate Savings By 2025
- Adjusted Gross Margin* Was 27.6%, Up 290 Basis Points Versus Prior Year And 400 Basis Points Sequentially
- $880 Million Inventory Reduction Year-To-Date; Approximately $1.7 Billion Reduction Since Mid-2022
- Cash Provided From Operating Activities Was Approximately $440 Million And Free Cash Flow* In The Third Quarter Was Approximately $360 Million
- 3Q’23 Adjusted EPS* Was $1.05, Up Versus Prior Year Due To Ongoing Inventory Optimization Actions And Benefits From Lower Supply Chain Costs
- Updating 2023 Guidance Ranges With Full Year Adjusted EPS* Of $1.10 To $1.40 (From $0.70 To $1.30) | Maintaining Free Cash Flow* Range Of $0.6 Billion To $0.9 Billion

3Q’23 Key Financials

$4.0B
Total Revenue

(4%)
Organic Revenue*

+400 Bps
Adj. Gross Margin* vs. 2Q’23
+290 Bps VPY

Quarter-To-Date	Program-To-Date
$215M	**$875M**

Pre-Tax Run-Rate Cost Savings

$1.05
Adjusted EPS*

StanleyBlack&Decker

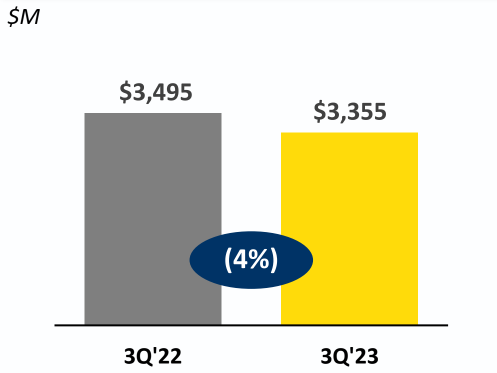
*Non-GAAP Financial Measures. Refer To Appendix For Additional Information On GAAP And Non-GAAP Financial Measures

3Q 2023 Segment Overview

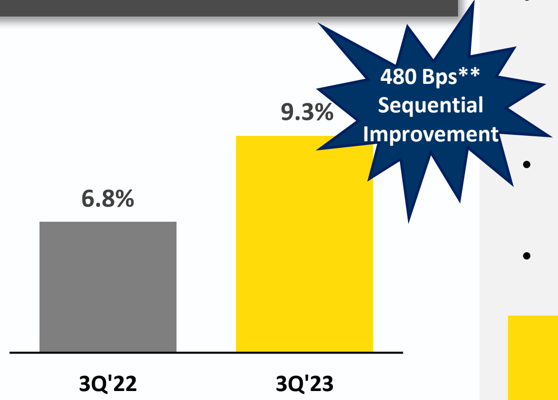
Improved Profitability From Lower Inventory Destocking Costs, Transformation Benefits & Reduced Shipping

Tools & Outdoor

Revenue



Adjusted Operating Margin*

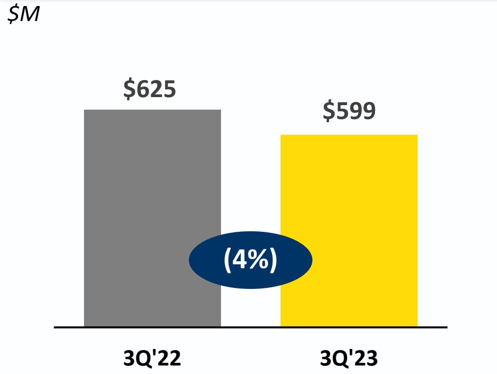


- **3Q Organic Revenue* (5%)**
  - (5%) N.A., (3%) Europe, (4%) EM (Mid-Single Digit Organic Growth Excluding Russia)
  - (2%) PT, +2% HTAS, (23%) OPG
  - The Tools SBUs (PT + HTAS) Were Positive Organically In 3Q Excl. Russia Business Exit
- **Organic* Decline Was Primarily The Result Of Lower Consumer Outdoor And DIY Market Demand**
- **U.S. Retail Point-Of-Sale Demand For The Quarter Remained Above Pre-Pandemic 2019 Levels, Supported By Strength In Professional Demand And Price**

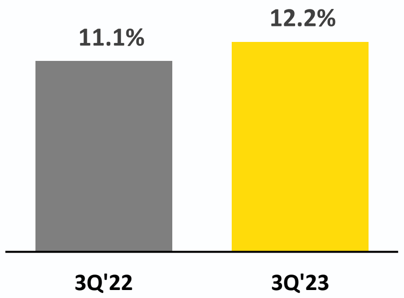
Adj. OM Rate* 9.3% | Up VPY As Reduced Sell-Through Of High-Cost Inventory, Supply Chain Transformation Savings And Reduced Shipping Costs Were Partially Offset By Lower Organic Revenue

Industrial

Revenue



Adjusted Operating Margin*



- **3Q Organic Revenue* (2%)**
  - +6% Engineered Fastening | (26%) Attachment Tools
- **Price Contributed +2% And Currency +1% Which Was More Than Offset By Volume (4%) And The Oil & Gas Divestiture (3%)**
- **Engineered Fastening: Double Digit Organic* Growth In Aerospace And High-Single Digit Organic* Growth In Automotive Which Was Partially Offset By Customer Destocking In Industrial Markets**
- **Attachment Tools Organic* Decline Due To Continued Customer Inventory Reductions**

Adj. OM Rate* 12.2% | Up VPY Due To Price Realization And Cost Control

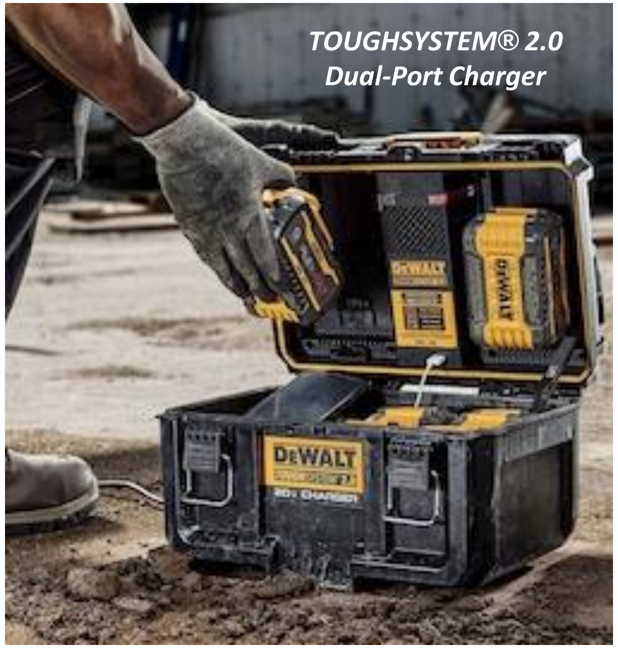
StanleyBlack&Decker

*Non-GAAP Financial Measures. Refer To Appendix For Additional Information On GAAP And Non-GAAP Financial Measures
The Term "Organic" Refers To Organic Revenue, Refer To Appendix For Additional Information On GAAP And Non-GAAP Financial Measures
**2Q'23 Tools & Outdoor GAAP Operating Margin Was 2.9%. 2Q'23 Tools & Outdoor Adjusted Operating Margin Was 4.5%

Investing For Growth

Evolving Our Offerings Focused On The Trades And Cordless Outdoor Expansion…

Innovating For The Trades



High-Powered Cordless Electrification For The Winter Season

…Penetrating Expansive End-User Applications Through Our Battery Platforms

* Maximum initial battery voltage is 20 volts (measured without a workload). Nominal voltage is 18
** Maximum initial battery voltage is 60 volts (measured without a workload). Nominal voltage is 54

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

StanleyBlack&Decker

* Non-GAAP Financial Measures. Refer To Appendix For Additional Information On GAAP And Non-GAAP Financial Measures

Business Streamlining & Transformation On-Track

On-Track For $2.0 Billion Pre-Tax Run-Rate Cost Savings By 2025…

Progress Achieved

Pre-Tax Run-Rate Cost Savings

$215M
3Q’23 Quarter-To-Date

$875M
Program-To-Date

Supply Chain Transformation

- *Strategic Sourcing*
- *Facility Consolidation*
- *Complexity Reduction (SKU Reduction & Platforming)*
- *Ops Excellence*

Program-To-Date Primarily Driven By SG&A Efficiencies, Strategic Sourcing And Ops Excellence

On-Track With Expectations With Program-To-Date Savings Ahead Of Plan

…Enabling $300 - $500 Million Growth Investment And 35%+ Adjusted Gross Margins*

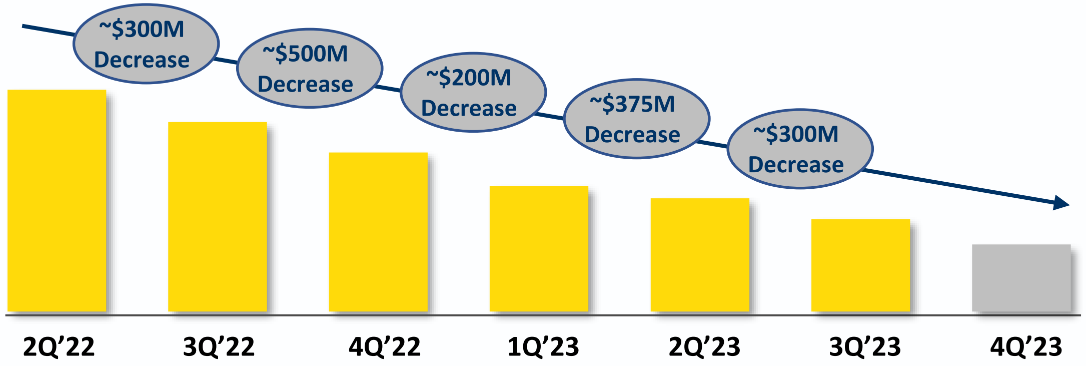
StanleyBlack&Decker

* Non-GAAP Financial Measure. Refer To Appendix For Additional Information On GAAP And Non-GAAP Financial Measures

Inventory & Gross Margin Update

Adjusted Gross Margin Improvements And Inventory Reductions Contribute To ~$360 Million FCF In 3Q'23…

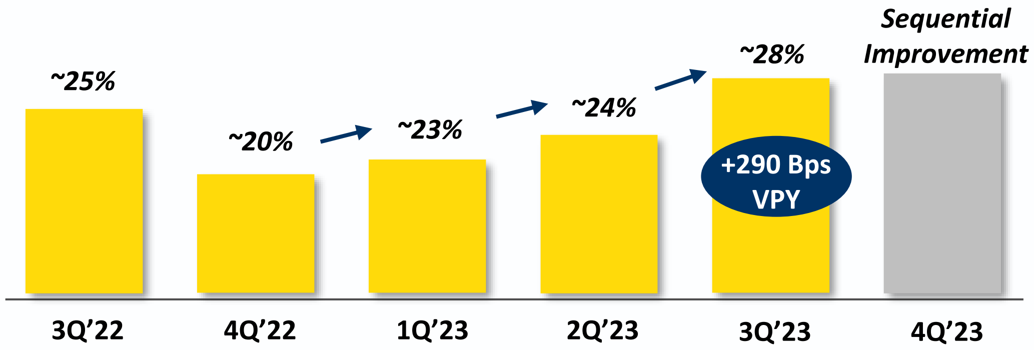
On-Track To Deliver ~$1 Billion Inventory Reduction In 2023



- ~$0.9 Billion Inventory Reduction Year-To-Date 2023
- Five Straight Quarters Of Inventory Reduction Totaling $1.7 Billion Since Mid-2022
- $0.2 Billion Free Cash Flow* Year-To-Date With FY'23 Free Cash Flow* Expected To Approximate $0.6 Billion To $0.9 Billion

Continued Inventory Reduction A Priority For 2024 And 2025
Expect Multi-Year Reductions To Be Driven By Efficiency Gains

Continued Adjusted Gross Margin* Improvement



- +400 Bps Sequential Adjusted Gross Margin* Improvement
- Adj. GM* Expansion VPY As Lower Inventory Destocking Costs, Supply Chain Transformation Benefits And Lower Shipping Costs More Than Offset The Impact From Lower Organic Revenue*
- Expect Adjusted Gross Margin* To Build Sequentially Into 1H'24

Long Term Target: 35%+ Adjusted Gross Margins*

…Prioritizing Cash Generation, Profitability Improvement And Balance Sheet Strength

StanleyBlack&Decker

* Non-GAAP Financial Measures. Refer To Appendix For Additional Information On GAAP And Non-GAAP Financial Measures

2023 Guidance

2023 EPS Guidance Range To Be GAAP ($1.45)-($1.00) And Adjusted* $1.10-$1.40 | Free Cash Flow* $0.6B-$0.9B

2023 Guidance Assumptions

FY'23 Organic Revenue* **Down Mid-Single Digits**	**Tools & Outdoor** **Down Mid-To-High Single Digits**	**Industrial** **Relatively Flat**
Normalized Production	**Fourth Quarter 2023**	
Investments	**Approximately $125M Annualized**	
4Q Adj. Operating Margin*	**Expect To Maintain 3Q Adjusted Operating Margin* Gains**	
FY'23 Other Items	**Other Net: Includes ~$190M Non-Cash Intangible Amortization** **Pre-Tax Acquisition-Related & Other Charges: $425M - $450M**	

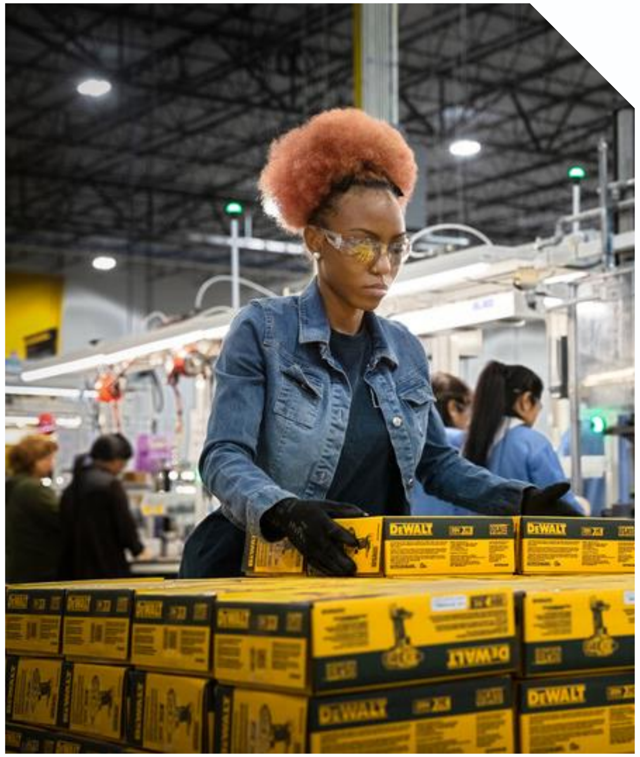
* Non-GAAP Financial Measures. Refer To Appendix For Additional Information On GAAP And Non-GAAP Financial Measures

Stronger And More Focused Enterprise

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

Unleashing Brand Power

End-User Inspired Innovation



Empowering People

Q&A

StanleyBlack&Decker

Free Cash Flow* & Liquidity

3Q'23 Free Cash Flow

$M	QTD 3Q'22	QTD 3Q'23	QTD V$	YTD 3Q'22	YTD 3Q'23	YTD V$
Net Earnings (Loss) from Continuing Operations	$ 37	$ 5	$ (32)	$ 271	$ (5)	$ (276)
Net Earnings (Loss) from Discontinued Operations	808	-	(808)	837	(1)	(838)
Deprec / Amort	138	151	13	425	477	52
Working Capital	(393)	156	549	(2,297)	253	2,550
Pre-tax Loss on Sales of Businesses	9	-	(9)	8	8	-
Pre-tax (Gain) Loss on Sales of Discontinued Operations	(1,220)	-	1,220	(1,220)	1	1,221
Income Taxes for Gain on Sales of Discontinued Operations	391	-	(391)	391	-	(391)
Asset impairment charges	-	124	124	168	124	(44)
Other	(196)	8	204	(694)	(435)	259
Operating CF	**(426)**	**444**	**870**	**(2,111)**	**422**	**2,533**
CapEx	(114)	(80)	34	(400)	(216)	184
Free Cash Flow	**$ (540)**	**$ 364**	**$ 904**	**$ (2,511)**	**$ 206**	**$ 2,717**

- **3Q'23 Free Cash Flow:** $364 Million Of Free Cash Flow Generation Primarily Driven By Inventory Reduction

Liquidity Key Points

- Maintain Investment Grade Credit Ratings
- $4.0B In Credit Facilities Backed By A Well Capitalized, Diversified Bank Group
- No Term Debt Maturities Until 1Q 2025 | Next Maturity 1Q 2026

Liquidity Sources As Of 3Q'23

Cash On Hand	$0.3B
Addl. Commercial Paper Capacity ($3.5B Max)	$2.0B
Addl. Credit Facility Capacity	$0.5B
Total Additional Liquidity	**$2.8B**

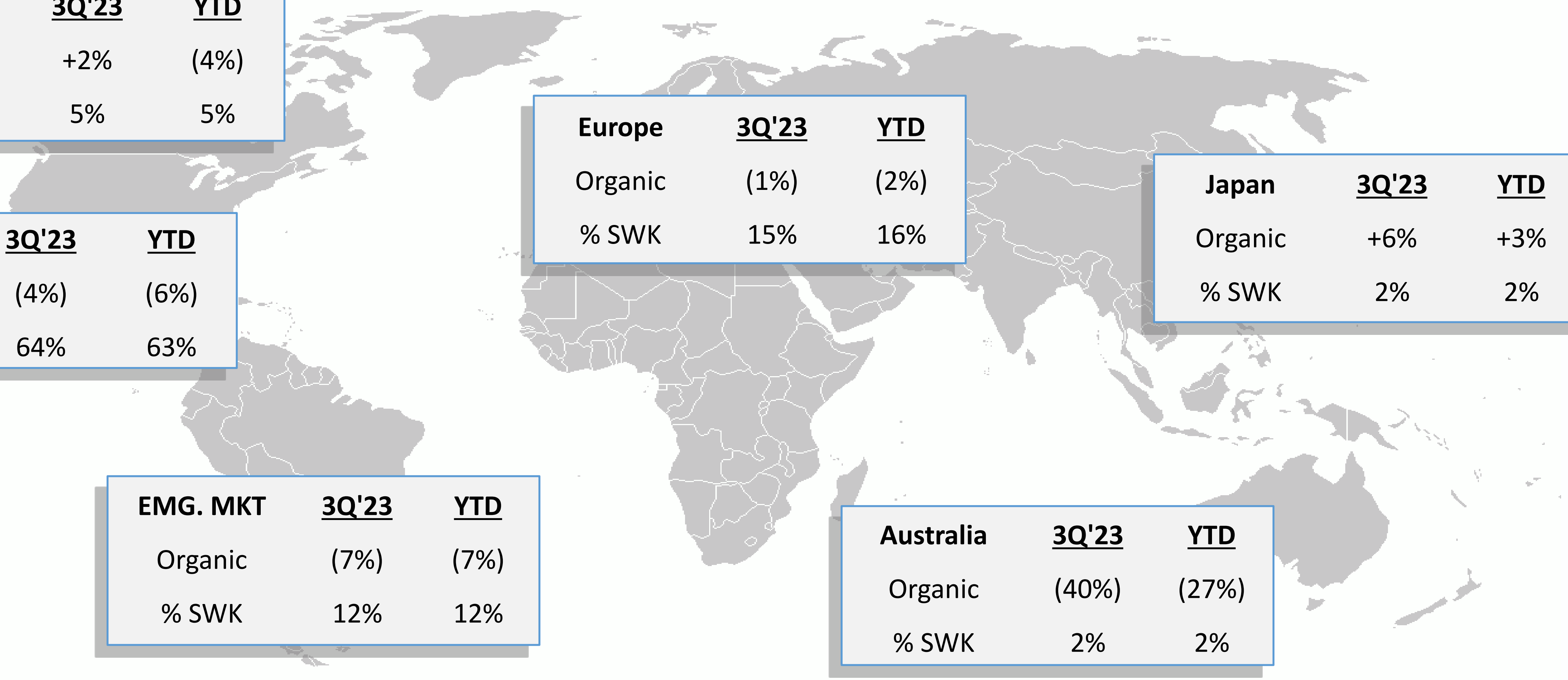
Focused On Debt Reduction In 2023 & Beyond

Financial Flexibility In A Challenging And Dynamic Environment

StanleyBlack&Decker

* Non-GAAP Financial Measure. Refer To Appendix For Additional Information On GAAP And Non-GAAP Financial Measures

Global Presence



Canada	3Q'23	YTD
Organic*	+2%	(4%)
% SWK	5%	5%

Europe	3Q'23	YTD
Organic	(1%)	(2%)
% SWK	15%	16%

Japan	3Q'23	YTD
Organic	+6%	+3%
% SWK	2%	2%

U.S.	3Q'23	YTD
Organic	(4%)	(6%)
% SWK	64%	63%

EMG. MKT	3Q'23	YTD
Organic	(7%)	(7%)
% SWK	12%	12%

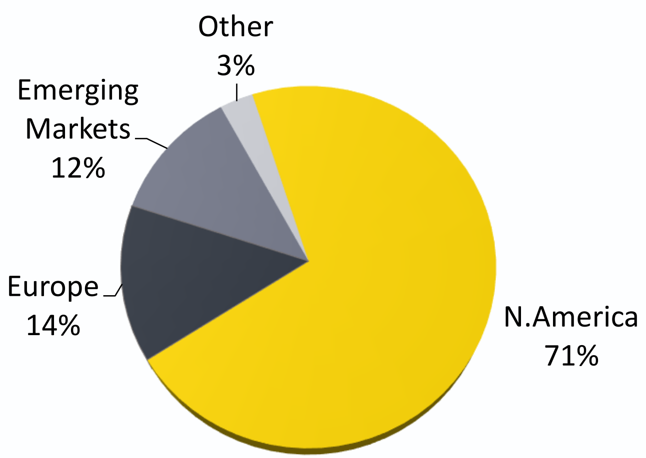
Australia	3Q'23	YTD
Organic	(40%)	(27%)
% SWK	2%	2%

* The Term “Organic” Refers To Organic Revenue, Refer To Appendix For Additional Information On GAAP And Non-GAAP Financial Measures

3Q 2023 Regional Revenue Breakout

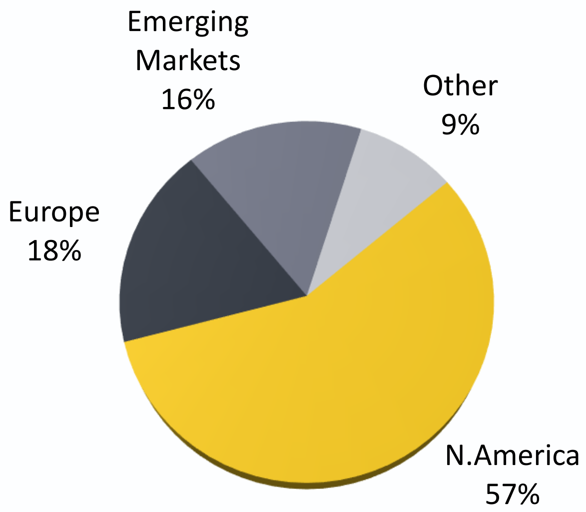
Tools & Outdoor

$3,355M



Industrial

$599M



StanleyBlack&Decker

Reconciliation Of GAAP To Non-GAAP Measures

Q3 2022

GAAP Gross Profit		Acquisition-Related Charges & Other		Non-GAAP Gross Profit
$1,018.1 *24.7%*	+	($2.5)	=	$1,015.6 *24.7%*

Q2 2023

GAAP Gross Profit		Acquisition-Related Charges & Other		Non-GAAP Gross Profit
$932.1 *22.4%*	+	$51.4	=	$983.5 *23.6%*

Q3 2023

GAAP Gross Profit		Acquisition-Related Charges & Other		Non-GAAP Gross Profit
$1,060.6 *26.8%*	+	$32.2	=	$1,092.8 *27.6%*

GAAP EPS		Acquisition-Related Charges & Other		Non-GAAP Adjusted EPS
$0.03	+	$1.02	=	$1.05

Reconciliation Of GAAP To Non-GAAP Operating Profit

Tools & Outdoor

	Q3 2022			Q3 2023		
	GAAP Operating Profit	Acquisition-Related Charges & Other	Non-GAAP Operating Profit	GAAP Operating Profit	Acquisition-Related Charges & Other	Non-GAAP Operating Profit
Tools & Outdoor	$228.4 *6.5%*	+ $10.6	= $239.0 *6.8%*	$273.4 *8.1%*	+ $39.4	= $312.8 *9.3%*
Industrial	$68.4 *10.9%*	+ $1.0	= $69.4 *11.1%*	$62.5 *10.4%*	+ $10.5	= $73.0 *12.2%*

StanleyBlack&Decker

Reconciliation Of GAAP To Non-GAAP Sales Growth (Decline)

	GAAP Sales Growth (Decline)	-	Acquisitions	+	Divestitures	-	Currency	=	Non-GAAP Organic Sales Growth (Decline)
Stanley Black & Decker – QTD	-4%	-	0%	+	1%	-	1%	=	-4%
Tools & Outdoor QTD	-4%	-	0%	+	0%	-	1%	=	-5%
Industrial QTD	-4%	-	0%	+	3%	-	1%	=	-2%

StanleyBlack&Decker

Non-GAAP Financial Measures

Organic revenue or organic sales 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. Organic revenue growth, organic sales growth or organic growth is organic revenue or organic sales divided by prior year sales. Gross profit is defined as sales less cost of sales. Gross margin is gross profit as a percentage of 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. Gross profit, gross margin, SG&A, operating profit and operating margin are shown both inclusive and exclusive of acquisition-related and other charges. Management uses gross profit, gross margin, 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. Adjusted earnings per share 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 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 12 through 15 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.

The Company also provides expectations for the non-GAAP financial measures of adjusted EPS, presented on a basis excluding acquisition-related and other charges, as well as free cash flow. Forecasted adjusted EPS is reconciled to GAAP on slide 10. Due to high variability and difficulty in predicting items that impact cash flow from operations, a reconciliation of forecasted free cash flow to its most directly comparable GAAP estimate has been omitted. The Company believes such a reconciliation would also imply a degree of precision that is inappropriate for this forward-looking measure.