Second Quarter
2025 Overview

July 29, 2025

StanleyBlack&Decker

For those who make the world.™

Participants

Don Allan
President & CEO

Chris Nelson
COO, EVP And President, Tools & Outdoor

Pat Hallinan
Executive Vice President, CFO

Dennis Lange
Vice President, Investor Relations

Cautionary Statement

This Presentation and related discussions contain “forward-looking statements” within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. All such statements other than statements of historical fact are “forward-looking statements” for purposes of federal and state securities laws, including, but not limited to: any statements of goals, targets, projections or guidance of earnings, EPS, planning assumptions or scenarios, income, revenue, profit, margins, cash flow, costs of sales, sales, growth, profitability, demand volume, market share, credit ratings, SG&A, shareholder value or other financial items; any statements of the plans, strategies and objectives of management for future operations including expectations around the Company’s ongoing transformation, run-rate cost savings, or debt reduction; any statements concerning market share gain, proposed new products, services, developments, investments, or innovation; any statements regarding future economic conditions or performance; any statements concerning future dividends or share repurchases; any statements and assumptions regarding geopolitical events, possible tariff and tariff impact projections (including the amount, timing and materiality thereof) and related mitigation plans including obtaining price increases and supply chain adjustments, and related mitigation timing; any statements of beliefs, plans, intentions or expectations; and any assumptions underlying any of the foregoing; and any such statements may include, among others, the words “may,” “will,” “estimate,” “intend,” “could,” “project,” “plan,” “continue,” “believe,” “expect,” “anticipate”, “run-rate”, “annualized”, “forecast”, “commit”, “design”, “positioned or positioning”, “guidance” “looking forward”, “future”, “vision”, “strategy”, “long-term”, or any other similar words. You are cautioned not to rely on these forward-looking statements, which are based on the Company’s current expectations and assumptions of future events. Each of the forward-looking statements involves risks and uncertainties that could cause actual results to differ materially from those expressed or implied in these forward-looking statements. Factors that might cause actual results, performance and achievements to differ materially from estimates or projections contained in forward-looking statements include, but are not limited to: the Company’s continued success with its ongoing transformation, complexity reduction, cost containment, and supply chain improvements; changes in macroeconomic conditions, including interest rates and geopolitical events; changes in trade-related regulations and restrictions such as import and export controls, tariffs, raw material and rare earth related clearances or controls and other monetary and non-monetary trade regulations or barriers, and the Company’s ability to predict the timing, extent, materiality, impact or disruptiveness to the Company of such regulations, restrictions, tariffs and import/export controls or clearances; the Company’s ability to successfully mitigate or respond to such macroeconomic, geopolitical, or trade, tariff and rare earth policy changes including, obtaining price increases from customers, repositions of supply chain, reprioritizing resources all within estimated time frames and costs and successful government engagement efforts; and those factors set forth in the Company’s corresponding Press Release and Form 8-K and its Annual Report on Form 10-K, Quarterly Reports on Form 10-Q and its other filings with the SEC. Forward-looking statements in this Presentation speak only as of the date hereof, and forward-looking statements in documents that are incorporated by reference herein speak only as of the date of those documents. The Company undertakes no obligation or intention to update or revise any forward-looking statements, whether because of future events or circumstances, new information or otherwise, except as required by law.

Additionally, Non-GAAP Financial Measures Are Referenced In This Presentation And Related Discussions. For Applicable Reconciliations To The Related GAAP Financial Measure And Additional Information, As Applicable, Please Refer To The Appendix Of These Materials And The Corresponding Press Release Which Are Available On Our Website Under The “Investors” Heading.

2Q 2025 Key Messages

Solid 2Q Amid The Dynamic Operating Environment With The Continued Growth Of Our Professional DEWALT Brand

- Announced Leadership Transition Plan. Effective October 1, 2025, Chris Nelson To Become President And CEO. Don Allan To Become Executive Chair Of The Board
- Revenues Of $3.9 Billion, Down 2% Versus Prior Year Due To A Slow Outdoor Buying Season And Tariff-Related Shipment Disruptions. DEWALT Delivered Topline Growth Due To Relatively Resilient Professional Demand
- Adjusted Gross Margin* Was 27.5%, Down Versus Prior Year Due To A 3-Point Gross Impact From Tariffs And Lower Volume Partially Offset By The Supply Chain Transformation Efficiencies And The Initial Benefits From Our Second Quarter Price Increase
- EPS Was $0.67; Adjusted EPS* Was $1.08 Inclusive Of A Tax Rate Benefit
- Net Cash From Operating Activities Was $214 Million; Free Cash Flow* Was $135 Million
- Management Will Provide More Details Regarding Its Current 2025 Planning Assumptions And Scenario Planning On Today's Earnings Call. The 2025 EPS For Management's Base Planning Scenario Is $3.45 (+/- $0.10) On A GAAP Basis And Approximately $4.65 On An Adjusted* Basis. The Company Is Targeting Free Cash Flow* To Approximate $600 Million

2Q'25 Key Financials

$3.9 Billion
Total Revenue

(3%)
Organic Revenue*

27.5%
Adj. Gross Margin*

Quarter-To-Date	Program-To-Date
$150M	**$1.8B**

Pre-Tax Run-Rate Cost Savings

$1.08
Adjusted EPS*

We Are Positioning The Company To Embark On The Next Chapter Of Delivering Sustainable Growth And Long Term Shareholder Returns

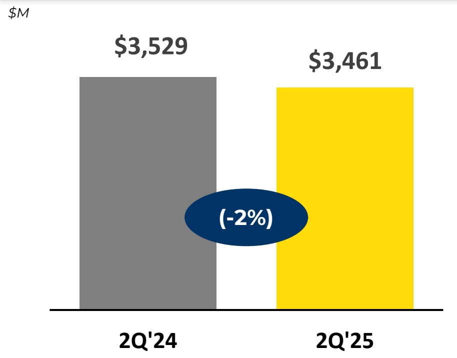
*Non-GAAP Financial Measures. Refer To Appendix For Additional Information On Revenue, Gross Margin, EPS, Cash From Operating Activities, And Other GAAP And Non-GAAP Financial Measures

2Q 2025 Segment Overview

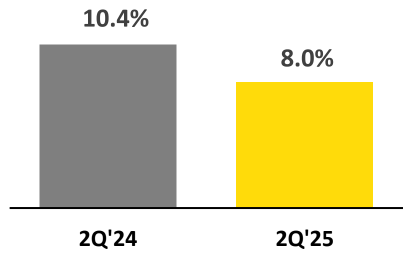
Delivered Growth In DEWALT And Aerospace

Tools & Outdoor

Revenue



Adjusted Segment Margin*

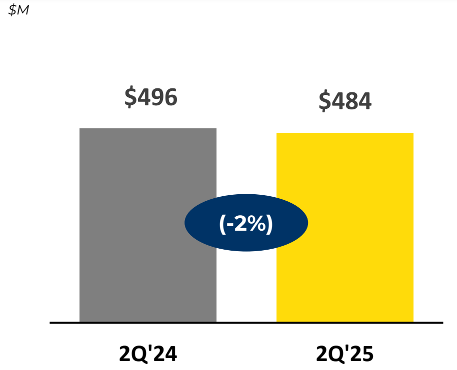


- **2Q Organic Revenue* (-3%) With +1% PT, (-5%) HTAS, (-7%) OPG**
  - (-4%) N.A., (-1%) Europe, +1% Rest Of World
- **Volume (-5%) Was Partially Offset By Price (+2%) And Currency (+1%)**
- **DEWALT Delivered Topline Growth Due To Relatively Resilient Pro Demand**
- **Volume Declines Largely Due To A Slow Outdoor Buying Season And Tariff-Related Shipment Disruptions**

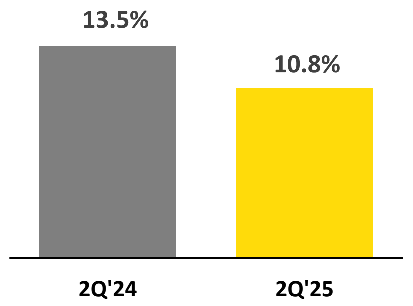
2Q'25 Adj. Segment Margin Rate* 8.0% | Down VPY Due To The Impact From Tariffs, Lower Volume, And Investments In Growth Initiatives, Partially Offset By The Supply Chain Transformation Efficiencies, Price And Cost Control

Engineered Fastening

Revenue



Adjusted Segment Margin*



- **2Q Organic Revenue* (-1%)**
- **Volume (-2%) And A Product Line Transfer To Tools & Outdoor (-3%) Was Partially Offset By Price (+1%) And Currency (+2%)**
- **Strength In Aerospace Was More Than Offset By Declines In Industrial And Automotive**

2Q'25 Adj. Segment Margin Rate* 10.8% | Down VPY Due To Lower Volume In Higher Margin Automotive

*Non-GAAP Financial Measures. Refer To Appendix For Additional Information On Revenue, Segment Margin, And Other GAAP And Non-GAAP Financial Measures

Transforming To Accelerate Organic Growth

Building A Solid Foundation And Cultivating A Growth Culture: Operational Excellence | Share Growth

Targeting Successful Completion Of The Transformation In 2025

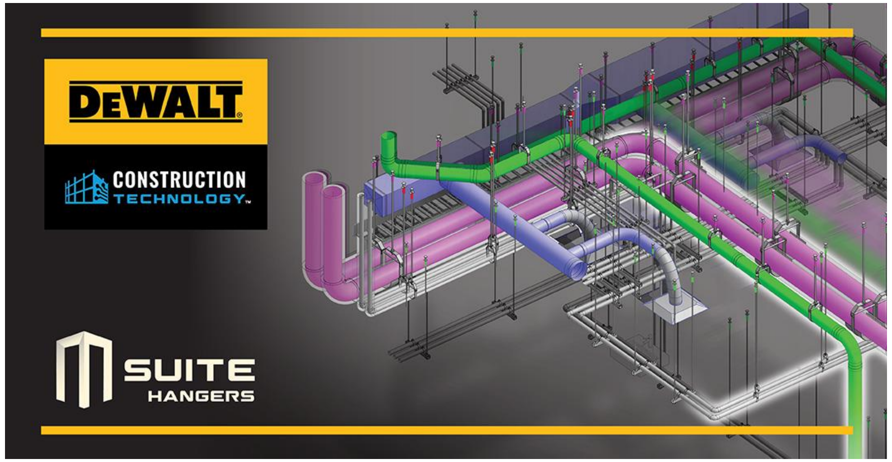
Pre-Tax Run-Rate Cost Savings

$150M
2Q'25 Quarter-To-Date

$1.8B
Program-To-Date

- Material Productivity
- Ops Excellence
- Footprint Rationalization
- Complexity Reduction

Accelerate Our Organic Growth Engine



Advancing Construction Technology Solutions That Deliver Productivity For Our End Users

To Better Serve Customers, Accelerate Growth, And Deliver Shareholder Value Creation

Strategy To Successfully Navigate Tariffs

Take Decisive Actions Designed To Position The Business For Success
With A Focus On Achieving Our Long Term Financial Objectives, Including 35%+ Adjusted Gross Margins*

Guiding Principles

- **Serve Our Customers And End Users During A Dynamic Period**
- **Minimize Cost Increases Through Supply Chain Moves With Focus On Leveraging North American Footprint & Reducing China Production For The U.S. By 2026 Or Early 2027**
- **Implement Price Increases With A Long Term Perspective And To Protect Cash Flow**
- **Continue To Proactively Engage With The U.S. Administration**

Mitigation Update

Accelerating Strategic Adjustments To Supply Chain

- Initial Contributions Expected To Begin In 2H25

Judicious Approach To Pricing Actions

- Initial Price Contribution Began In 2Q25
- Additional Modest Increase Expected In Early 4Q25

Exploring All Options As We Seek To Minimize The Impact Of Tariffs On End Users While Balancing The Need To Protect Our Business

Current Situation

Planning Scenario Assumptions (Incremental Tariff)	Potential Impact (As Of 07/29/2025)	
China: 30%	Annualized Gross Impact:	$800M
Mexico (Non-USMCA): 30%	FY25 Net Impact**:	$0.65 EPS
ROW: July Country Rates Or ~20%		
Section 232 Metal Tariffs: 50%		

Monitoring Trade Policy, Impacts On Input Costs And Demand

*Non-GAAP Financial Measure. Refer To Appendix For Additional Information On Gross Margin And Other GAAP And Non-GAAP Financial Measures
**Net Of Price Adjustments, Supply Shifts, And The Timing And Costs Required To Implement Mitigation Countermeasures

2025 Planning Assumptions

2025 Planning Scenario

Total Company

Total Revenue** VPY	Flat To (-1%)
Currency & Divestitures VPY	*Net Neutral*
*Organic Revenue**	*Flat To (-1%)*
Price	*+Mid Single Digits*
Volume	*(-Mid Single Digits)*
Adjusted EBITDA Margin*	Positive YoY
Earnings Per Share	$3.45 (+/- $0.10)
Adjusted EPS*	~$4.65
Free Cash Flow*	~$600M

Segments

Tools & Outdoor

*Organic Revenue**	*~(-1%)*
*Adj. Segment Margin**	*Positive YoY*

Engineered Fastening

*Organic Revenue**	*~+1%*
*Adj. Segment Margin**	*Declining YoY*

Other Planning Assumptions

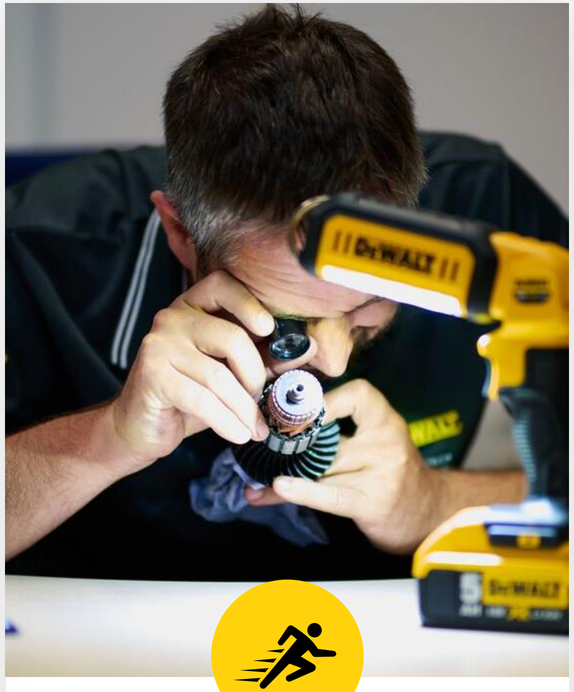
Pre-Tax Non-GAAP Adjustments: ~$205M-$250M
Other Net*: ~$275M
Net Interest Expense: ~$320M
Depreciation*: ~$365M | **Intangible Amortization:** ~$150M
Capex: ~$0.3B
Adjusted Tax Rate*: ~15% | **Shares:** ~152M
3Q Adjusted EPS*: To Approximate 25% Of $4.65 Adj. EPS* Midpoint

*Non-GAAP Financial Measures. Refer To Appendix For Additional Information On EPS, Cash From Operating Activities, Revenue, Earnings And Other GAAP And Non-GAAP Financial Measures
**Forecasted Total Revenue Reflects The Impact Of Forecasted Foreign Currency Assuming The End Of June 2025 Rates And Excludes The Impact Of Acquisitions And Divestitures Not Yet Consummated

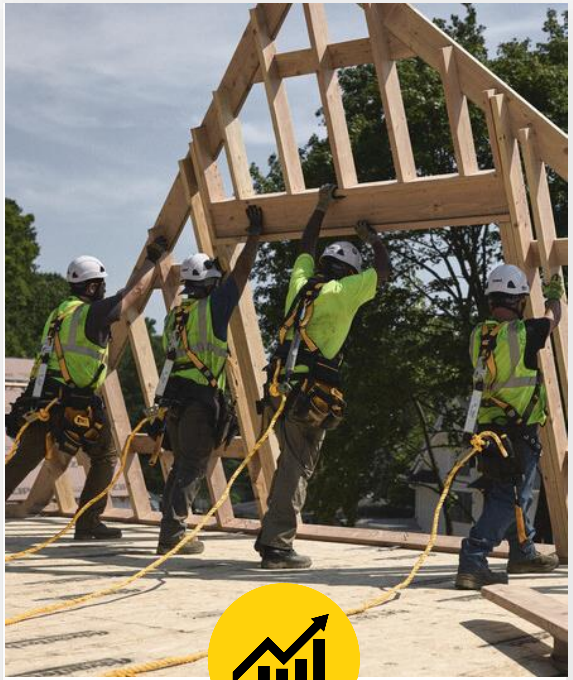
Our Transformation Journey

We're Accelerating Our Growth Culture With Operational Excellence At Its Core

More
Focused Company



Delivering
Strong Execution



Building a
Growth Culture

Compelling
Shareholder Value Creation Opportunity

Q&A

Liquidity And Free Cash Flow Reconciliation

2Q'25 Free Cash Flow

$M	Second Quarter 2024	Second Quarter 2025	Second Quarter V$	Year-to-Date 2024	Year-to-Date 2025	Year-to-Date V$
Net Earnings	$ (11)	$ 102	$ 113	$ 8	$ 192	$ 184
Deprec / Amort	155	130	(25)	295	259	(36)
Working Capital	398	128	(270)	38	(341)	(379)
Other	31	(146)	(177)	(199)	(316)	(117)
Cash From Operating Activities	**573**	**214**	**(359)**	**142**	**(206)**	**(348)**
CapEx	(87)	(79)	8	(153)	(144)	9
Free Cash Flow	**$ 486**	**$ 135**	**$ (351)**	**$ (11)**	**$ (350)**	**$ (339)**

Solid Free Cash Generation In The Second Quarter Supported By Working Capital Management

Liquidity Key Points

- Target: Maintain Solid Investment Grade Credit Ratings
- $3.5B In Credit Facilities Backed By A Well Capitalized, Diversified Bank Group Which Supports The Commercial Paper Program
- Upcoming Debt Maturities 1Q 2026: $850M

Liquidity Sources As Of 2Q'25

Cash On Hand	$0.3B
Addl. Commercial Paper Capacity ($3.5B Max)	$2.4B
Total Additional Liquidity	**$2.7B**

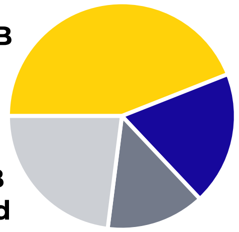
Debt Reduction Remains A Top Priority

Financial Flexibility In A Challenging And Dynamic Environment

Planning Assumption Sensitivities *Consistent With Prior Disclosure*

Total Company U.S. Supply

~$6.8B U.S. Adjusted Cost Of Sales Based On Country Of Origin***



Industry Leading North American Footprint (>60% COS)

<u>U.S. Volume Sensitivity (Annual Basis)</u>

~$0.13 Adj. EPS* = 1-Point Of U.S. Volume

Contains Decremental To 20%-25% With Cost Control.

Similar Incremental Net of Growth Investment

*Non-GAAP Financial Measure. GAAP Consolidated Cost Of Sales Was $10,851.3 Million For The Year Ended December 28, 2024. Excluding Certain Gains And Charges Of $88.8 Million, Consolidated Adjusted Cost Of Sales was $10,762.5 Million. Of the $88.8 Million Of Non-GAAP adjustments, Approximately $76 Million Related To The U.S. Refer To Appendix For Additional Information On EPS And Other GAAP And Non-GAAP Financial Measures
**2024 Approximate Split Based On 2024 Country Of Origin

Reconciliation Of GAAP To Non-GAAP Measures

	SECOND QUARTER 2025		
	GAAP	Non-GAAP Adjustments	Non-GAAP[1]
Gross profit	$ 1,066.5	$ 20.0	$ 1,086.5
% of Net Sales	*27.0%*		*27.5%*
Diluted earnings per share of common stock - Continuing operations	$ 0.67	$ 0.41	$ 1.08

[1] The Non-GAAP 2025 information, as reconciled to GAAP above, is considered relevant to aid analysis and understanding of the Company's results and business trends aside from the material impact of certain gains and charges and ensures appropriate comparability to operating results of prior periods.

Reconciliation Of GAAP To Non-GAAP Segment Profit

	SECOND QUARTER 2025		
	GAAP	Non-GAAP Adjustments[1]	Non-GAAP[2]
SEGMENT PROFIT			
Tools & Outdoor	**$ 238.1**	**$ 38.4**	**$ 276.5**
Engineered Fastening	**$ 35.0**	**$ 17.3**	**$ 52.3**
CORPORATE OVERHEAD	**$ (79.7)**	**$ 16.9**	**$ (62.8)**
Segment Profit as a Percentage of Net Sales			
Tools & Outdoor	**6.9%**		**8.0%**
Engineered Fastening	**7.2%**		**10.8%**

	SECOND QUARTER 2024		
	GAAP	Non-GAAP Adjustments[1]	Non-GAAP[2]
SEGMENT PROFIT			
Tools & Outdoor	$ 316.1	$ 52.6	$ 368.7
Engineered Fastening	$ 66.8	$ 0.3	$ 67.1
CORPORATE OVERHEAD	$ (70.3)	$ 8.2	$ (62.1)
Segment Profit as a Percentage of Net Sales			
Tools & Outdoor	9.0%		10.4%
Engineered Fastening	13.5%		13.5%

[1] Non-GAAP adjustments for the business segments relate primarily to separation benefit costs associated with a voluntary retirement program as well as footprint actions and other costs associated with the supply chain transformation. Non-GAAP adjustments for Corporate overhead primarily consist of voluntary retirement program costs and transition services costs related to previously divested businesses.

[2] The Non-GAAP 2025 and 2024 business segment and corporate overhead information, as reconciled to GAAP above, is considered relevant to aid analysis and understanding of the Company's results and business trends aside from the material impact of certain gains and charges and ensures appropriate comparability to operating results of prior periods.

Reconciliation Of GAAP To Non-GAAP Measures

STANLEY BLACK & DECKER, INC. AND SUBSIDIARIES
RECONCILIATION OF GAAP REVENUE GROWTH TO ORGANIC GROWTH
(Unaudited)

	SECOND QUARTER 2025					
	GAAP Revenue Growth	Less: Acquisitions	Plus: Divestitures	Less: Product Line Transfer	Less: Currency	Non-GAAP Organic Growth[1]
Stanley Black & Decker	-2%	- %	- %	- %	1%	-3%
Tools & Outdoor	-2%	- %	- %	- %	1%	-3%
PT	2%	- %	- %	- %	1%	1%
HTAS	-4%	- %	- %	- %	1%	-5%
OPG	-7%	- %	- %	- %	- %	-7%
North America	-4%	- %	- %	- %	- %	-4%
Europe	5%	- %	- %	- %	6%	-1%
Rest of World	-2%	- %	- %	- %	-3%	1%
Engineered Fastening	-2%	- %	- %	-3%	2%	-1%

[1] Non-GAAP Organic Growth, as reconciled to GAAP Revenue Growth above, is utilized to describe the change in the Company's sales excluding the impacts of foreign currency fluctuations, acquisitions during their initial 12 months of ownership, divestitures, and transfers of product lines between segments. Organic growth is also referred to as organic sales growth and organic revenue growth.

EBITDA Reconciliation

	SECOND QUARTER	
	2025	2024
Net earnings (loss) from continuing operations	**$ 101.9**	$ (19.2)
% of Net Sales	***2.6%***	*(0.5)%*
Interest - net	**80.2**	78.4
Income taxes on continuing operations	**(75.2)**	(2.9)
Depreciation	**92.7**	114.3
Amortization	**37.4**	40.7
EBITDA[1]	**$ 237.0**	$ 211.3
% of Net Sales	***6.0%***	*5.3%*
Non-GAAP adjustments before income taxes	**83.0**	239.3
Less: Accelerated depreciation included in Non-GAAP adjustments before income taxes	**1.8**	21.3
Adjusted EBITDA[1]	**$ 318.2**	$ 429.3
% of Net Sales	***8.1%***	*10.7%*

[1] EBITDA is earnings before interest, taxes, depreciation and amortization. Adjusted EBITDA represents EBITDA excluding certain gains and charges, as summarized below. EBITDA and Adjusted EBITDA, both Non-GAAP measures, are considered relevant to aid analysis and understanding of the Company's operating results and ensures appropriate comparability to prior periods.

Summary of Non-GAAP Adjustments

	SECOND QUARTER	
	2025	**2024**
Supply Chain Transformation Costs:		
Footprint Rationalization[1]	$ **5.4**	$ 24.0
Material Productivity & Operational Excellence	**3.3**	7.6
Voluntary retirement program[2]	**11.9**	-
Facility-related costs	**-**	1.6
Other (gains) charges	**(0.6)**	0.3
Gross profit	$ **20.0**	$ 33.5
Supply Chain Transformation Costs:		
Footprint Rationalization[1]	$ **5.0**	$ 15.5
Complexity Reduction & Operational Excellence[3]	**10.5**	1.5
Acquisition & integration-related costs	**-**	3.9
Transition services costs related to previously divested businesses	**3.1**	4.7
Voluntary retirement program[2]	**33.5**	-
Other charges	**0.5**	2.0
Selling, general and administrative	$ **52.6**	$ 27.6
Income related to providing transition services to previously divested businesses	$ **(3.5)**	$ (4.7)
Voluntary retirement program[2]	**6.2**	-
Environmental charges	**-**	153.8
Deal-related costs and other[4]	**(11.1)**	(0.7)
Other, net	$ **(8.4)**	$ 148.4
Loss on sale of business	$ **-**	$ -
Asset impairment charge	**-**	-
Restructuring charges	**18.8**	29.8
Non-GAAP adjustments before income taxes	$ **83.0**	$ 239.3

[1] Footprint Rationalization costs in 2025 and 2024 primarily relate to accelerated depreciation of manufacturing and distribution center equipment and site transformation and re-configuration costs. Facility exit costs related to site closures are reported in Restructuring charges.

[2] In June 2025, the Company implemented a voluntary retirement program ("VRP") to right-size the Company's corporate and support functions to align with a more focused portfolio following recent divestitures and more streamlined operations as part of the supply chain transformation. The costs associated with the VRP relate to separation benefits provided to eligible employees who voluntarily retired from the Company.

[3] Complexity Reduction & Operational Excellence costs in 2025 primarily relate to third-party consulting fees to provide expertise in identifying business model changes and quantifying related cost savings opportunities within the Company's Engineered Fastening business, developing a detailed program and related governance, and assisting the Company with the implementation of actions necessary to achieve the identified objectives.

[4] Includes an $8.1 million gain on sale of a distribution center in the second quarter of 2025 as part of the supply chain transformation.

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, foreign currency fluctuations, and transfers of product lines between segments. 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. Segment profit is defined as sales less cost of sales and selling, general and administrative ("SG&A") expenses (aside from corporate overhead expense). Segment margin is segment profit as a percentage of sales. EBITDA is earnings before interest, taxes, depreciation and amortization. EBITDA margin is EBITDA as a percentage of sales. Gross profit, gross margin, SG&A, segment profit, segment margin, earnings, EBITDA and EBITDA margin are adjusted for certain gains and charges, such as supply chain transformation costs, environmental charges, acquisition and divestiture-related items, asset impairments, restructuring, and other adjusting items.

Management uses these metrics 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 certain gains and 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 13 through 18 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 certain gains and charges and ensures appropriate comparability to operating results of prior periods.

The Company provides expectations for the non-GAAP financial measures of full-year 2025 adjusted EPS, presented on a basis excluding certain gains and charges, as well as 2025 organic revenue growth. Forecasted full-year 2025 adjusted EPS and 2025 organic revenue growth are reconciled to forecasted full-year 2025 GAAP EPS and total 2025 revenue growth, respectively, on slide 8. Consistent with past methodology, forecasted full-year 2025 GAAP EPS excludes the impacts of potential acquisitions and divestitures, future regulatory changes or strategic shifts that could impact the Company's contingent liabilities or intangible assets, respectively, potential future cost actions in response to external factors that have not yet occurred, and any other items not specifically referenced on slide 8. Forecasted 2025 organic revenue growth assumes the impact of foreign currency using historical rates and excludes the impacts of potential acquisitions and divestitures.

In addition to 2025 adjusted EPS and 2025 organic revenue growth, the Company also provides additional expectations for forward-looking non-GAAP financial measures, presented on a basis excluding certain gains and charges, as well as forecasted free cash flow (slide 8). A reconciliation of forecasted free cash flow to its most directly comparable GAAP estimate generally is not available without unreasonable effort due to high variability and difficulty in predicting items that impact cash flow from operations, which could be material to the Company's results in accordance with U.S. GAAP. A reconciliation of the differences between other forward-looking non-GAAP measures and the most directly comparable GAAP measures is not available without unreasonable effort due to the inherent difficulty of forecasting the timing and/or amount of various items that have not yet occurred, including the high variability and low visibility with respect to certain gains or charges that would generally be excluded from non-GAAP financial measures and which could be material to the Company's results in accordance with U.S. GAAP. Additionally, estimating such GAAP measures and providing a meaningful reconciliation consistent with the Company's accounting policies for future periods requires a level of precision that is unavailable for these future periods and cannot be accomplished without unreasonable effort. The Company believes such reconciliations would also imply a degree of precision that is inappropriate for these forward-looking measures.