Cautionary Statement

This presentation contains “forward-looking statements,” that is, statements that address future, not past events. In this context, forward-looking statements often address our expected future business and financial performance and financial condition, and often contain words such as: “expect,” “anticipate,” “intend,” “plan,” “believe,” “seek,” or “will.” Forward-looking statements by their nature address matters that are, to different degrees, uncertain. These statements are based on assumptions of future events that may not prove accurate. They are also based on our current plans and strategy and such plans and strategy could change in the future. Actual results may differ materially from those projected or implied in any forward-looking statements. Please refer to our most recent SEC filings, including our 2021 Annual Report on Form 10-K, subsequently filed Quarterly reports on Form 10-Q, as well as our other filings with the SEC, for detailed information regarding factors that could cause or contribute to actual results differing materially from those expressed or implied in such forward-looking statements. We do not undertake to update our forward-looking statements. This presentation does not constitute an offer to sell or a solicitation of an offer to buy any securities of Stanley Black & Decker, Inc. (the "Company"). If the Company were to conduct an offering of securities in the future, it would be made under an effective registration statement, and a prospectus relating to that offering could be obtained from the underwriters of that offering or from the Company. Refer to the Appendix included herein for non-GAAP and other financial measures.
Contents

SWK Overview  Pages 4 – 22
Tools & Outdoor  Pages 23 – 34
Industrial  Pages 35 – 41
Appendix  Pages 42 – 49

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More Streamlined Company With Great Franchises

**StanleyBlack&Decker**

- **2021 Revenue**: $15.3B | $18.1B (Pro Forma)
- **Market Cap**: $13B
- **Cash Dividend Yield**: 3.6%

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

**Tools & Outdoor**

2021 Revenue: $12.8 Billion | $15.6 Billion (Pro Forma)

- **Power Tools**: 47%
- **Outdoor Power Equipment**: 25%
- **Hand Tools, Storage & Accessories**: 28%

**World-Wide Leader In Tools & Outdoor**

**Industrial**

2021 Revenue: $2.5 Billion

- **Infrastructure**: 25%
- **Engineered Fastening**: 75%

**Highly-Engineered B-2-B Businesses**

**Core Capabilities**

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

**Portfolio Of Iconic Brands**

**Powerful Innovation**

**Broadest Category & Channel Coverage**

**Leverage SBD Operating Model**

**World-Wide Leader In Tools & Outdoor**

**Highly-Engineered B-2-B Businesses**

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


1. Includes ~$2.8B 2021 Pro Forma Revenue For MTD & Excel Acquisitions | Total Outdoor = $1.2B + $2.8B Pro Forma Revenue = ~$4B | Tools & Outdoor FY’21 Total Pro Forma Revenue = ~$15.6B
2. Includes Divested Oil & Gas Business | Oil & Gas FY’21 Revenues ~$140M
3. 2021 Revenue Of $15.3B As Reported In 8-K Issued 6/30/2022 | Pro Forma Revenue $18.1B = $15.6B T&O + $2.5B Industrial

**Investor Presentation**
Expanding Geographic Reach

Stanley Black & Decker

- U.S.: 60%
- Europe: 17%
- Emerging Markets: 14%
- ROW: 9%

Segments

- Tools & Outdoor
  - U.S.: 61%
  - Europe: 17%
  - Emerging Markets: 13%
  - ROW: 9%

- Industrial*
  - U.S.: 51%
  - Europe: 17%
  - Emerging Markets: 18%
  - ROW: 14%

Diversified Globally With Approximately 60% Of Our Revenues Generated In The U.S.

Percentages As Of Fiscal Year 2021 Totals
* Includes Divested Oil & Gas Business
Streamlining Company To Advance Our Core Businesses

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

More Focused Portfolio

Reduce Complexity

Reinvest In Core Businesses

Optimize
Corporate Structure

Focus
Operating Model

Transform
Supply Chain

Our Vision Will Better Serve Our Customers, Accelerate Growth And Deliver Strong Shareholder Value
Global Cost Reduction Plan In Progress

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

~$2 Billion
Total Cumulative Cost Savings Within 3 Years | $1 Billion By 2023

Supply Chain Transformation
$1.5 Billion Total | $0.5 Billion By 2023
- Strategic Sourcing
  $500 Million
- Operational Excellence
  $400 Million
- Facility Consolidation
  $300 Million
- Product Platforming
  $300 Million

SG&A Initiatives
$0.5 Billion Total By 2023
- Simplify Corporate Structure
  $200 Million
- Reduce Indirect Spend
  $200 Million
- Optimize Org Spans & Layers
  $100 Million

...Improving Our Cost Position And Enabling Reinvestment In Core Businesses
Supply Chain Transformation To Deliver $1.5 Billion Within 3 Years

Operational Mandate To Reshape Our Supply Chain...

<table>
<thead>
<tr>
<th>Closer To Our Customer</th>
<th>More Responsive To Demand</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Faster Innovation Cycle</strong></td>
<td><strong>Efficiency &amp; Resiliency Benefits</strong></td>
</tr>
<tr>
<td>Product Platforming $300 Million</td>
<td>Facility Consolidation $300 Million</td>
</tr>
<tr>
<td>• Complexity Reduction</td>
<td>• ~120 Facilities In Network</td>
</tr>
<tr>
<td>• Economies Of Scale</td>
<td>• Targeting 30%+ Reduction</td>
</tr>
<tr>
<td>• 40%+ SKU Reduction</td>
<td>• Factory Efficiency</td>
</tr>
<tr>
<td>Strategic Sourcing $500 Million</td>
<td>• Ops Organizational Design</td>
</tr>
<tr>
<td>• Localized Supply Chains</td>
<td>• Inventory Optimization</td>
</tr>
<tr>
<td>• Contract Manufacturing</td>
<td></td>
</tr>
<tr>
<td>• Supplier Consolidation</td>
<td></td>
</tr>
</tbody>
</table>

$1.5 Billion Cumulative Savings Within 3 Years

$0.5 Billion Cumulative Savings By End Of 2023

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

**Inventory Action Plan**

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

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

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

2022 Updated Outlook

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

Organic Growth* & Segments

• Pretax Acquisition-Related & Other Charges: ~$760M-$810M
• Shares: ~157M
• Tax Rate: ~3%
• Diluted EPS: 2022 GAAP EPS $0.80-$2.05 | 2022 Adjusted EPS* $5.00-$6.00
• 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

P&L And Other

Low Double Digits Total Company Revenue Growth

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

* Excludes Acquisition-Related & Other Charges Noted Above
Global Franchises – Long Term Value Drivers

A Company That Has Built Well Established, Global Franchises...

<table>
<thead>
<tr>
<th>Business Value Drivers</th>
<th>The Tool &amp; Outdoor Company To Own</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Brands</td>
<td></td>
</tr>
<tr>
<td>• Innovation &amp; Outdoor Electrification</td>
<td></td>
</tr>
<tr>
<td>• Global Scale</td>
<td></td>
</tr>
<tr>
<td>» Power &amp; Hand Tools</td>
<td></td>
</tr>
<tr>
<td>» Construction, DIY, Auto Repair &amp; Industrial</td>
<td></td>
</tr>
<tr>
<td>» Developed &amp; Developing Market Presence</td>
<td></td>
</tr>
</tbody>
</table>

A Global Leader In Engineered Fastening

• Highly Engineered, Value-Added Innovative Solutions
• Recurring Revenue Model
• Global Scale

High Profitability; GDP + Growth

…With Asset Efficiency And Customer Level Execution Aided By The SBD Operating Model
Stanley Black & Decker Value Creation Model

**World Class Brands**

**Attractive Growth Platforms**

**Scalable, Defensible Franchises**

**Differentiable Through Innovation**

**Strong, Innovation-Driven Businesses In Diverse, Global Markets**

**Powered By:**

- Outsized, Capital-Efficient Organic Revenue Growth
- Attractive, Expandable OM Rate
- Outstanding FCF Conversion

**Investor-Friendly Capital Allocation**

- ~1/2 M&A
- ~1/2 Return Cash To Shareholders

**Key Metrics:**

- Organic Revenue Growth: 2-3x Market
- 35%+ Gross Margin* By 2025
- 100%+ Free Cash Flow Conversion
- Powerful Innovation
- Customer Fill Rate Improvement

*Non-GAAP Financial Metric

**World Class Branded Franchises With Sustainable Strategic Characteristics That Create Long-Term Shareholder Value**
SBD Operating Model

Our Leadership Principles
- Create Clarity
- Inspire Engagement
- Grow and Deliver

Our Purpose
FOR THOSE WHO MAKE THE WORLD™

Our Values
- COURAGE & INNOVATION
- AGILITY & PERFORMANCE
- INCLUSIVITY & COLLABORATION
- INTEGRITY & ACCOUNTABILITY

Our Vision
- FINANCIAL PERFORMANCE
- KNOWN FOR INNOVATION
- CORPORATE SOCIAL RESPONSIBILITY

StanleyBlack&Decker
Global Brand Power

A Powerful Portfolio Of Well Managed Brands

STANLEY
BLACK+DECKER
DEWALT
CRAFTSMAN
BOSTITCH
PROTO
MAC TOOLS
FACOM
LISTA
Powers
FASTENING INNOVATIONS
SIDCHROME
VIDMAR
PORTER CABLE
IRWIN TOOLS
LENOX
TROY-BILT
Cub Cadet
HUSTLER
Global Brand Support

- **2.3 Billion +** Potential Fan Reach
- **404 Million** Sponsorship Social Media Followers
- **48.6 Million** Brand Website Visits
- **1.9 Million** Brand Mentions

Web Visits: Primary web domains for SBD, STANLEY, CRAFTSMAN, B+D, DEWALT, MAC TOOLS, Porter Cable, Proto, IRWIN
Brand Mentions: Crisp Monitoring Services
Potential Fan Reach: Formula 1, EPL, FC Barcelona, NASCAR, NHRA, MLB, NCAA Football
Our Approach To ESG

**Grounded By Stakeholder Capitalism**

**Rooted In Our Purpose - For Those Who Make The World™**

**ENVIRONMENT**
- **Planet**
  - Protecting The Planet

**SOCIAL**
- **People**
  - Furthering Progress At Work
- **Prosperity**
  - Fostering Communities

**GOVERNANCE**
- **Governance**
  - Purpose & Progress Against Key ESG Milestones

**OUR 2030 STRATEGY**

**CREATE A MORE SUSTAINABLE WORLD**
- Positively impact the environment through our operations

**INNOVATE WITH PURPOSE**
- Innovate our products to enhance the lives of 500 million people and improve environmental impacts

**EMPOWER PEOPLE**
- Enable 10 million makers to thrive in a changing world, and practice DE&I in everything we do
Leading The Charge

**ESG FOCUS AREAS**

**Climate Change**
- Go Beyond Carbon Neutral By 2030
- Zero Waste to Landfill
- Sustainable Water Use

**DEI & Talent Development**
- Racial Equity Plan
- Gender Parity
- Skillset Development

**Governance**
- Diverse & Inclusive Board
- Shareholder Rights
- Risk Management & Oversight

**PRODUCT & STRATEGY EXAMPLES**

- Electrification
- Circular Design
- Sustainable Supply Chain

**ADOPTED LEADING STANDARDS**

**HIGHLY RECOGNIZED FOR ESG**

**ENVIRONMENT**
- CDP
  - 4th Consecutive Year—CDP A List for Climate Change & Water Security

**REPUTATION**
- FORTUNE
  - World’s Most Admired Companies

**DE & I**
- FORBES
  - America’s Best Large Employers
  - America’s Best Employers for Women
  - America’s Best Companies for Diversity

- FAST COMPANY
  - #41 Best Workplace for Innovators

- CORPORATE EQUALITY INDEX
  - Best Places to Work for LGBTQ Equality

**StanleyBlack&Decker**
**Electrification: We Have A Significant Growth & ESG Opportunity**

**Electrification Supports Carbon Reduction And Is A Multibillion Dollar Growth Opportunity**

**ELECTRIC VEHICLES**
- Electrification Drives 3x To 6x Higher Content $ Potential Per Vehicle
- EV & Hybrids Are Forecasted To Be The Majority Of Vehicle Production In 2026

<table>
<thead>
<tr>
<th>Internal Combustion (ICE) Vehicle</th>
<th>Electric &amp; Hybrid-Electric Vehicle</th>
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</thead>
<tbody>
<tr>
<td>SBD Average Content</td>
<td>SBD Projected Content</td>
</tr>
<tr>
<td>$10 Per Car</td>
<td>$30 - $60 Per Car</td>
</tr>
</tbody>
</table>

**OUTDOOR PRODUCTS**
- SBD + MTD = Best Position In The World To Achieve
- ~$25B Global Outdoor Products Equipment

**SMOG-FORMING POLLUTION FROM LAWN & GARDEN EQUIPMENT VS. CARS**
- 1 hour gas-powered lawn mower use = Driving 300 miles from LA to Vegas
- 1 hour gas-powered leaf blower use = Driving 1,100 miles from LA to Denver

Source: California Air Resources (CARB)

Investor Presentation
ESG: Measuring Our Progress

Our 2030 Strategy/Overall Objectives*

**People**

Enable 10 million creators and makers to thrive in a changing world

**Product**

Innovate with Purpose
Innovate our products to enhance the lives of 500 million people

**Planet**

Create a More Sustainable World
Positively impact the environment through our operations

**Sustainability Performance**

- **Energy** (KWH/HR)
  - 2021: 32.1
  - 2020: 31.0
  - 2019: 29.4
- **Carbon** (MT/HR)
  - 2021: 3.29
  - 2020: 2.97
  - 2019: 2.84
- **Water** (GAL/HR)
  - 2021: 3.26
  - 2020: 3.12
  - 2019: 3.24

We Remain Focused On Our 2030 Goals

*Results Include The Convergent Security Solutions ("CSS") Business, Access Technologies, And Exclude Recent Acquisitions
Corporate Governance

Board Composition And Governance Features

- Independent Chairperson
- 5 New Non-Management Directors In The Last 3 Years
- Balance Of Institutional Knowledge And Fresh Perspective
- Key Governance Features:
  - Proxy Access
  - Annual Say-On-Pay Vote
  - Recoupment Policy Relating To Unearned Management Compensation
  - Robust Stock Ownership Guidelines For Directors & Management

Board Refreshment And Tenure*

<table>
<thead>
<tr>
<th>Average Tenure Of 6 Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;= 3 years: 6 Years</td>
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<tr>
<td>&gt; 6 years: 6 Years</td>
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</table>

<table>
<thead>
<tr>
<th>Average Age Of 59 Years</th>
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</thead>
<tbody>
<tr>
<td>Age Range 48-72 Years</td>
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</table>

Management Incentives Support Our Long-Term Objectives

Annual Incentives On Performance Against:
- Adj. EPS**
- Cash Flow Multiple
- Adj. Gross Margin**
- Organic Sales Growth

Long-Term Incentives On Pre-Established Performance Goals On:
- CFROI
- EPS
- Relative TSR

In Order To Fully Evaluate The Most Appropriate, Quantifiable Metrics Aligned With Our Long-Term ESG And Broad Company Strategy, We Aim To Further Embed And Monitor ESG Performance In Business Reviews Throughout 2022, As Our Baseline Year, As We Anticipate More Formally Incorporating ESG Within Our Incentive Program In Future Years

Corporate Governance Policies That Align The Interests Of Management With Shareholders

* As Of August 4th, 2022
** Non-GAAP Financial Metric
Long Track Record Of Improvement (Return On Operating Assets)

SBD Operating Model Drives Organic Growth, Margin Improvement, Asset Efficiency And Resiliency...

...Improvement Over Two Decades Best In Class In Industrials & In 90th Percentile Of S&P 1500

Balance Sheet & Long-Term Capital Allocation Strategy

Maintain A Hybrid Model: A Company Focused On Growth...

<table>
<thead>
<tr>
<th>Balance Sheet - 2021 Actual</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Free Cash Flow ($M)*</td>
<td>$144</td>
</tr>
<tr>
<td>Book Debt/EBITDA</td>
<td>2.8x</td>
</tr>
<tr>
<td>Book Debt/Capital</td>
<td>36%</td>
</tr>
<tr>
<td><strong>Target ~2.0X Debt To EBITDA</strong></td>
<td></td>
</tr>
</tbody>
</table>

| SWK Credit Rating (LT | ST)          | |
|----------------------|--|
| S&P:                 | A | A1 |
| Moody’s:             | Baa1 | P2 |
| Fitch:               | A- | F1 |

<table>
<thead>
<tr>
<th>Capital Allocation Strategy</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>• Continue To Invest In Our Core Franchises</td>
<td>Capital Expenditures ~3.0%-3.5% Of Net Sales</td>
</tr>
<tr>
<td>• Long-Term Capital Allocation Strategy Is To Return ~50% To Shareholders Through Dividends &amp; Share Repurchases</td>
<td></td>
</tr>
<tr>
<td>• The Remaining 50% Of Excess Capital Will Be Deployed Towards Acquisitions</td>
<td></td>
</tr>
<tr>
<td>• For The Next 2-3 Years, We Expect Excess Capital To Be Deployed To Shareholder Return</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Dividend Policy</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Committed To Continued Dividend Growth</td>
<td></td>
</tr>
<tr>
<td>• Target Payout Ratio: 30%-35%, Consistent With Peers</td>
<td></td>
</tr>
</tbody>
</table>

…That Returns Approximately 50% Of Its Excess Capital To Shareholders

*Non-GAAP Financial Measure. See Appendix For Reconciliation Of Free Cash Flow.
The World’s Largest Tool Company… Well Positioned For Sustained Growth

2021 Results

Revenue

- Revenue: $12.8B
- 20% Organic Growth*

Operating Profit

- +16% VPY*
- +39% Vs. 2019

Operating Margin

- 16.9%*

5 Year Scorecard

Overview

- Integrated Acquisitions Worth Over $5B (Craftsman, Irwin/Lenox, MTD, Hustler Brands)

Revenue Growth

- +11% Revenue CAGR
- +10% Average Organic Growth

New Product Development

- ~$3B Gross
- ~$2B Incremental


**Includes ~$2.8B 2021 Pro Forma Revenue For MTD & Excel Acquisitions | Total Outdoor = $1.2B + $2.8B Pro Forma Revenue = ~$4B | Tools & Outdoor FY’21 Total Pro Forma Revenue = ~$15.6B

Tools & Outdoor: 2021 Revenues: $12.8B | $15.6B Pro Forma

Power Tools: $7.3B

Hand Tools Accessories & Storage: $4.3B

Outdoor Equipment: ~$4B Pro Forma**

By Region

By End Market
The World’s Leading Tool & Outdoor Company

Proven Market Outperformance Driven By Our Powerful Growth Formula...

A POWERFUL GROWTH FORMULA:

<table>
<thead>
<tr>
<th>COMMERCIALIZATION</th>
<th>INNOVATION</th>
<th>BRAND</th>
</tr>
</thead>
<tbody>
<tr>
<td>POWER TOOLS // OUTDOOR // HAND TOOLS // ACCESSORIES // STORAGE</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CONSUMER / DIY</td>
<td>AUTO REPAIR</td>
<td></td>
</tr>
<tr>
<td>CONSTRUCTION</td>
<td>INDUSTRIAL</td>
<td></td>
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</tbody>
</table>

Across 5 Major Product Categories
And 4 Major Customer Segments

...Well Positioned For A Multi-Year Runway For Growth & Margin Expansion
2020 Market Position*

Global Market Share Leader For 11 Straight Years And Running...

Tools Global Served Market Size ~$67B*

- TTI
- Bosch
- Makita
- Snap On
- Hikoki
- Hilti
- Private Label
- ITW

GTS Global Served Market Share

...Positioned Well For Continued Market Share Leadership

*Other Brands Not Displayed Accounting For ~43% Of Total Tools Market Experienced Declines in 2020 Share

*Excludes Outdoor Gas Equipment
Mission: Driving Organic Growth

To Be The WORLDWIDE LEADER (#1 Or #2 Position) In Defined Market Categories In Which Our Products Compete Through:

- Innovation
- Supply Chain Excellence
- Globalization
- Brand Building
- World-Class Organization

From $600M Hand Tool Company To $14B Diversified Tools And Outdoor Industry Leader
Hand & Power Tool Brand Positioning

- Consumer
- Tradesman
- Professional
- Automotive / Industrial

Hand & Power Tool Positioning Matrix

- **HPP**: High Professional Positioning
- **MPP**: Medium Professional Positioning
- **OPP**: Low Professional Positioning

Brands:
- **CRAFTSMAN**
- **STANLEY**
- **BOSTITCH**
- **DEWALT**
- **PORTER CABLE**
- **IRWIN**
- **MAC TOOLS**
- **PROTO**
- **BLACK+DECKER**
- **LENOX**

Stanley Black & Decker
Investments In Technology

**Electrical**
- Motors & Electronics
- Battery Cells

**Charging**
- Faster Speed
- Multiple Batteries

**Digital**
- Asset Tracking

- Most Power Dense Cordless Solutions In The Industry
- Broader Range Of Charging Solutions In The Industry
- Most Comprehensive Loss Prevention Solutions In The Industry
### Applying Technology Across Our Cordless Platform

#### Smaller
- **Body Grip Tools**
- 12V MAX Lithium Ion
- XTREME Hi-Compact Series
- ATOMIC Compact Series

#### Smarter
- **20V Core Tools**
- 20V MAX Lithium Ion
- XR

#### Stronger
- **20V Expansion Tools**
- 20V MAX Brushless
- XR Power Detect
- XR Brushless with FLEXVOLT Advantage

#### High Power Tools
- **60V MAX Lithium Ion**
- FLEXVOLT
- PERFORM PROTECT

---

**POWER**

---

*Stanley Black & Decker*
DEWALT Wave Of Innovation

Power Of Cordless Freedom With The Largest PRO Tool Brand In The World

125+ New Products
Cordless System

Fastest Growing Brand In The Industry... $1B+ In Power Tools
Hand Tools, Accessories & Storage Opportunities

$4B Global Business...
$25B Addressable Market
#1/#2 In 22+ Categories

THREE KEY AREAS OF FOCUS TO SERVE EVERY END USER, JOB SITE & AUTO SHOP IN THE WORLD:

Elite Construction Cutting
Unmatched Cutting Durability Serving The World’s Toughest Jobsites

Own The Toolbox
Storage For Every Tool That Does The Job

Mechanics Tools Of The Future
State Of The Art Materials, Coatings And Geometry To Capture A Vast End User Market

100+ Year Innovation Legacy | 35% New Product Vitality
Outdoor Growth Opportunity

**Completed Two Major Complementary Acquisitions In 4Q 2021...**

~$4 Billion Lawn & Garden Platform With Broad Coverage Across $25B+ Outdoor Category

2021 Combined Pro Forma Revenue ~$3B

2021 Revenue ~$0.9B

MTD & Excel Acquisitions Provide Compelling Capacity Expansion & Multi-Year Runway For Growth

1. Electrification & Autonomous
   - Lead Large Format Gas & Electric Expansion

2. Win With The Professional
   - Apply Innovation Leadership & Dealer Network To Expand Into Higher-End Pro Categories

3. Optimize Brand & Channel
   - Strong Position In Retail & Expansion In Pro Dealer Network

4. Parts & Service
   - Further Penetrate ~$4B Global Lawn & Garden Parts & Accessories Category

...Creating Significant ESG, Growth & Margin Opportunities
Industrial
Engineered Fastening Infrastructure
Stanley Industrial Overview

$2.5 BILLION - DIVERSIFIED INDUSTRIAL SEGMENT*

<table>
<thead>
<tr>
<th>Vision</th>
<th>Mission</th>
<th>Our Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>A Global Leader Of Highly Engineered, Application Based Solutions, Where Safety, Reliability &amp; Productivity Are Critical</td>
<td>The #1 Innovation Catalyst &amp; Solution Partner For Industrial Customers</td>
<td>FOR THOSE WHO MAKE THE WORLD ADVANCE</td>
</tr>
</tbody>
</table>

- Highly Engineered B2B Businesses
- Customer-Trusted Brands
- Deep Domain Knowledge & Customer Intimacy
- Ability To Differentiate Through Innovation
- Leveraging Functional Expertise
- Best Practice Sharing & Professional Development

Platform Of Highly Engineered B2B Businesses, Underpinned By Trusted Brands

* Includes Divested Oil & Gas Business | Oil & Gas FY’21 Revenues ~$140M
Engineered Fastening Business Overview

2021 Revenue: ~$1.8B

- Global Fastener Market - $85B
- Americas: 46%
- Europe: 23%
- Asia: 31%

End Market
- Automotive: 50%
- Industrial: 41%
- Aerospace: 9%

Our Competition

Fasteners:
- ITW
- NIFCO
- lisi
- ARaymond
- SFS

Tools & Fasteners:
- PennEngineering
- BÜHLHOF
- HOWMET Aerospace
- Atlas Copco

Most Extensive Portfolio Of Assembly Technology & Engineered Solutions
Engineered Fastening Advantage

Vision

To Be The Worldwide Leader In Highly Engineered Products With Opportunities To Grow Organically & Through Acquisitions

Engineering Capabilities

Leading Industry Technologies

Inorganic Growth Strategy

Enhance The Core

New Fastening Markets & Technologies

Build Regional Scale

Think Global... Act Local

M&A Adjacencies

Diverse Engineered Components Business

Disrupt The Core

Patented New Materials

Multi-Vertical Platform

Global Scale

Think Global... Act Local
Addressable Market Increases Significantly For EV vs ICE

**Internal Combustion (ICE) Vehicle - Average Content**

- Chassis / BIW: $9.5/car
- Interior Trim
- Exterior Trim
- Low Voltage Wiring
- Auto Electronics

**Fully Electric & Hybrid Electric Vehicle - Projected Content**

- $30-$60/car
- $15/car

**Common Applications To ICE & EV**

- $10/car

**Eliminated**

- Fuel & Exhaust System: $0.5/car
- Engine: $0.5/car

**Added**

- EV Only: $15-$50/car
  - Cooling Systems
  - Battery System
  - On board Charger
  - Inverters & Converters
  - High Voltage Wiring
  - E Motor & Controller

**Electrification Drives 3x to 6x Higher Content $ Potential per Vehicle**
Electrification Opportunities In STANLEY Industrial

**SELECTIONS**

- **ELECTRIC BUS & TRUCK**
  - $400M '20 Market
  - 12% CAGR
- **ELECTRIC TWO WHEELER**
  - $75M '20 Market
  - 9% CAGR
- **ENERGY STORAGE**
  - $250M '20 Market
  - 17% CAGR

**FOCUS AREAS**

- **Chassis Applications**
- **EV Tier Suppliers**
- **Wire Harness Mgmt.**
- **Battery System**
- **Li Ion Cell**
- **Grid Storage OEMs**

**WHY WE WIN**

- **Extensive Customer Relationships**
- **Auto–Industrial Platform**
- **Local Manufacturing Footprint**
- **Supplier: 20+ Critical Components**
- **Supply Top 7 Two-Wheeler Makers**
- **India Manufacturing Presence**
- **Panasonic Design Partnership**
- **Google & Amazon DC Leading Supplier**
- **$2M content at Li Ion Cell Level**

**Well Positioned In Attractive Adjacencies With Strong Growth**
Attachment Tools: 2021 Revenues: $480M

Segment Overview

- Provider Of Tools For Applications That Build And Maintain The World’s Infrastructure

- Leader In Specialized Attachments For Off-Highway Construction Equipment

- IES Attachments Acquisition In 2019 Broadened Offerings & Scale Of Attachment Tools Business → Platform For Growth

Paladin Sweeper, Bucket, & Fork
Legend Series Shear Jobsite Intelligence
Stanley MB10
Appendix
Non-GAAP & Other Financial Measures

This presentation also contains non-GAAP and other financial measures, including organic sales growth, operating profit, free cash flow, working capital turns and cash flow return on investment ("CFROI").

Organic sales 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. Management uses operating profit and its percentage of net sales as key measures to assess the performance of the Company as a whole, as well as the related measures at the segment level.

Free cash flow is defined as cash flow from operations less capital and software expenditures. Management considers free cash flow an important indicator of liquidity, as well as its ability to fund future growth and to provide a return to shareholders 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.

Working capital turns are computed as annualized sales divided by working capital (accounts receivable, inventory, accounts payable, and deferred revenue). Management considers working capital turns important as it measures how efficiently working capital is being used to generate sales.

CFROI is defined as cash flow from operations plus after-tax interest expense divided by a 2-point average of debt and equity. CFROI is considered important as it is a cash-based measure of value creation that ties our strategic focus to returns.

Reconciliations of non-GAAP measures are provided in our quarterly and annual SEC filings announcing financial results and may be found in this appendix. We believe that this information may be informative to investors.
Reconciliation Of FCF & EBITDA

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Free Cash Flow</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net Cash Provided By</td>
<td>663</td>
<td>2,022</td>
<td>1,506</td>
</tr>
<tr>
<td>Operating Activities</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less: Capital And</td>
<td>(519)</td>
<td>(348)</td>
<td>(425)</td>
</tr>
<tr>
<td>Software Expenditures</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Free Cash Flow</td>
<td>144</td>
<td>1,674</td>
<td>1,081</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EBITDA</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(MILLIONS OF DOLLARS)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net earnings before</td>
<td>$1,580</td>
<td>$1,177</td>
<td>$968</td>
</tr>
<tr>
<td>equity interest</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest income</td>
<td>(10)</td>
<td>(18)</td>
<td>(52)</td>
</tr>
<tr>
<td>Interest expense</td>
<td>185</td>
<td>223</td>
<td>282</td>
</tr>
<tr>
<td>Income taxes</td>
<td>61</td>
<td>43</td>
<td>127</td>
</tr>
<tr>
<td>Depreciation and</td>
<td>517</td>
<td>514</td>
<td>496</td>
</tr>
<tr>
<td>amortization</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EBITDA</td>
<td>$2,333</td>
<td>$1,939</td>
<td>$1,821</td>
</tr>
<tr>
<td>Pre-tax acquisition-</td>
<td>195</td>
<td>326</td>
<td>262</td>
</tr>
<tr>
<td>related charges and</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>other</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adjusted EBITDA</td>
<td>$2,528</td>
<td>$2,265</td>
<td>$2,083</td>
</tr>
</tbody>
</table>

*As reported in the Company’s 2021 Annual Report. 2019-2021 EBITDA excludes the results of the Electronic Security Solutions and Healthcare businesses.
## End Markets

<table>
<thead>
<tr>
<th>End Market</th>
<th>Industrial</th>
<th>Tools &amp; Outdoor</th>
<th>SWK</th>
</tr>
</thead>
<tbody>
<tr>
<td>Existing Residential / Repair / DIY</td>
<td>0%</td>
<td>29%</td>
<td>25%</td>
</tr>
<tr>
<td>New Residential Construction</td>
<td>0%</td>
<td>23%</td>
<td>20%</td>
</tr>
<tr>
<td>Non-Resi. / Commercial Construction</td>
<td>0%</td>
<td>15%</td>
<td>13%</td>
</tr>
<tr>
<td>Industrial / Electronics</td>
<td>31%</td>
<td>5%</td>
<td>9%</td>
</tr>
<tr>
<td>Retail</td>
<td>0%</td>
<td>3%</td>
<td>2%</td>
</tr>
<tr>
<td>Automotive Production</td>
<td>37%</td>
<td>0%</td>
<td>5%</td>
</tr>
<tr>
<td>Automotive Aftermarket</td>
<td>0%</td>
<td>4%</td>
<td>3%</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>25%</td>
<td>0%</td>
<td>4%</td>
</tr>
<tr>
<td>Outdoor</td>
<td>0%</td>
<td>19%</td>
<td>16%</td>
</tr>
<tr>
<td>Aerospace</td>
<td>7%</td>
<td>0%</td>
<td>1%</td>
</tr>
<tr>
<td>Other</td>
<td>0%</td>
<td>2%</td>
<td>2%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100%</strong></td>
<td><strong>100%</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

*2021 Actual Revenue Plus $~3B Pro Forma Impact From MTD & Excel Acquisitions.


Industrial Includes Manufacturing, Utilities, Distribution, Power, Rail, Oil & Gas, Etc.

Infrastructure Includes Pipe Construction And Services & Equipment

Other Includes Logistics & Transportation, And Hospitality

"28% Exposure To U.S. Residential Construction (~1/2 Existing/Repair/DIY, ~1/2 New) ~8% Exposure To U.S. Commercial Construction"
# Portfolio Transformation

~$10B Has Been Invested In Acquisitions Since 2005 To Advance Growth Opportunities

## Tools & Outdoor

<table>
<thead>
<tr>
<th>Year</th>
<th>Company</th>
<th>Purchase Price ($M)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>National</td>
<td>$170</td>
</tr>
<tr>
<td>2006</td>
<td>Facom</td>
<td>$480</td>
</tr>
<tr>
<td>2011 / 2012</td>
<td>CribMaster / Lista N.A.</td>
<td>$120</td>
</tr>
<tr>
<td>2012</td>
<td>Powers</td>
<td>$220</td>
</tr>
<tr>
<td>2012 / 2013</td>
<td>Tong Lung, Bajaj, GQ, Emirian (GEM)</td>
<td>~$100</td>
</tr>
<tr>
<td>2017</td>
<td>Craftsman Brand</td>
<td>~$935</td>
</tr>
<tr>
<td>2017</td>
<td>Newell Tools</td>
<td>$1,860</td>
</tr>
<tr>
<td>2019</td>
<td>MTD Products (20% Equity Investment)</td>
<td>$235</td>
</tr>
<tr>
<td>2021</td>
<td>MTD Products (Remaining 80% Option)</td>
<td>~$1,500</td>
</tr>
<tr>
<td>2021</td>
<td>Excel</td>
<td>$375</td>
</tr>
</tbody>
</table>

## Industrial

<table>
<thead>
<tr>
<th>Year</th>
<th>Company</th>
<th>Purchase Price ($M)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>CRC-Evans (Infrastructure)</td>
<td>$445</td>
</tr>
<tr>
<td>2013</td>
<td>Infastech (SEF)</td>
<td>$850</td>
</tr>
<tr>
<td>2018</td>
<td>Nelson Fastener Systems (SEF)</td>
<td>$425</td>
</tr>
<tr>
<td>2019</td>
<td>IES Attachments (Infrastructure)</td>
<td>$655</td>
</tr>
<tr>
<td>2020</td>
<td>Consolidated Aerospace Manufacturing (SEF)</td>
<td>$1,400</td>
</tr>
</tbody>
</table>

## Divestitures

<table>
<thead>
<tr>
<th>Year</th>
<th>Company</th>
<th>Purchase Price ($M)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>HHI (Security)</td>
<td>$1,400</td>
</tr>
<tr>
<td>2017</td>
<td>Mechanical Security Businesses (Security)</td>
<td>$725</td>
</tr>
<tr>
<td>2021</td>
<td>Commercial Electronic Security &amp; Healthcare</td>
<td>$3,200</td>
</tr>
<tr>
<td>2022</td>
<td>Stanley Access Technologies</td>
<td>$900</td>
</tr>
</tbody>
</table>
Material Spend

**Direct Material Spend**

<table>
<thead>
<tr>
<th>2021* ($M)</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Finished Goods</td>
<td>$2,000</td>
<td>29%</td>
</tr>
<tr>
<td>Components</td>
<td>3,300</td>
<td>47%</td>
</tr>
<tr>
<td>Steel</td>
<td>570</td>
<td>8%</td>
</tr>
<tr>
<td>Resin / Plastic Moldings</td>
<td>640</td>
<td>9%</td>
</tr>
<tr>
<td>Packaging</td>
<td>350</td>
<td>5%</td>
</tr>
<tr>
<td>Base Metals</td>
<td>100</td>
<td>1%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$6,960</strong></td>
<td></td>
</tr>
</tbody>
</table>

*Raw Material Spend Includes Conversion Costs

**Top Three Raw Material Exposures**

(Finished Goods + Direct + Components)

1. Steel  
2. Resin  
3. Packaging

For Directional Analysis Only
Liquidity

### Near Term Liquidity Sources

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount ($B)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash Position*</td>
<td>$0.3B</td>
</tr>
<tr>
<td>Revolving Credit Facilities</td>
<td>$7.0B</td>
</tr>
<tr>
<td>Jan 2023 Facility**</td>
<td>($2.5B)</td>
</tr>
<tr>
<td>Total Near Term Liquidity</td>
<td>$4.8B</td>
</tr>
</tbody>
</table>

#### June 2022

- **Cash Position**: $0.3B
- **Revolving Credit Facilities**: $7.0B
- **Jan 2023 Facility** ($2.5B)
- **Total Near Term Liquidity**: $4.8B

- **5-Year Agreement – Sep 2026**: $2.5B
- **364-Day Facility – Sep 2022**: $1.0B
- **364-Day Facility – Nov 2022**: $1.0B
- **364-Day Facility – Jan 2023** ($2.5B)

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### Adequate Liquidity To Meet The Needs Of The Company

*As Of 2Q’22. Cash Position includes ~$20M of cash classified as held for sale.

**Jan 2023 Facility liquidated and closed post-Security transaction finalization in July.