Cautionary Statements

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.
Company Overview & Strategy
A Global Leader With World Class Franchises

STANLEY BLACK & DECKER (NYSE: SWK)

2021 Revenue: $15.6B
Market Cap: $27B
Cash Dividend Yield: 1.9%

Dividend Paid Consecutively For 145 Years; Increased For Past 54 Consecutive Years

Tools & Storage
2021 Revenue: $12.8B

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

World-Wide Leader In Tools & Storage

Industrial
2021 Revenue: $2.5B

Infrastructure: 75%
Engineered Fastening: 25%

Platform Of Highly-Engineered B-2-B Businesses

Vision

Known For Innovation
Continued Top Quartile Performance
Social Responsibility

*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
### Strategic & Financial Objectives

**Strategic Framework**

**Continue Organic Growth Momentum**
- Utilize SBD Operating Model As A Catalyst
- Mix Into Higher Growth, Higher Margin Businesses
- Increase SBD Weighting Of Emerging Markets

**Be Selective And Operate In Markets Where**
- Brand Is Meaningful
- Innovation Drives Definable & Sustainable Value Proposition
- Global Cost Leadership Is Achievable

**Pursue Acquisitive Growth**
- Build Upon Global Tools & Outdoor Platform
- Expand Industrial Platform (Engineered Fastening | Infrastructure)

| Revenue Growth | • ~4-6% Organic  
|                | • ~10-12% Total |
| Financial Performance | • ~10-12% EPS Growth*
|                   | • FCF ≥ Net Income
|                   | • CFROI In 12-15% Range
|                   | • 10+ Working Capital Turns |
| Dividend | • Continued Growth |
| Credit Rating | • Strong Investment Grade |

---

**Key Themes: Sustain Above-Market Organic Growth And Margin Expansion**
Global Franchises – Long-Term Value Drivers

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

<table>
<thead>
<tr>
<th>#1 In Tools &amp; Outdoor</th>
<th>Business Value Drivers</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Brands</td>
<td>• Innovation &amp; Outdoor Electrification</td>
</tr>
<tr>
<td>• Global Scale</td>
<td>• Global Scale</td>
</tr>
<tr>
<td>» Power &amp; Hand Tools</td>
<td>» Power &amp; Hand Tools</td>
</tr>
<tr>
<td>» Construction, DIY, Auto Repair &amp; Industrial</td>
<td>» Construction, DIY, Auto Repair &amp; Industrial</td>
</tr>
<tr>
<td>» Developed &amp; Developing Market Presence</td>
<td>» Developed &amp; Developing Market Presence</td>
</tr>
</tbody>
</table>

A Global Leader In Engineered Fastening

| • Highly Engineered, Value-Added Innovative Solutions | High Profitability; GDP + Growth |
| • Recurring Revenue Model | STANLEY |
| • Global Scale | |

...With Asset Efficiency And Customer Level Execution Aided By The SBD Operating Model

StanleyBlack&Decker
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 Growth
- Attractive, Expandable OM Rate
- Outstanding FCF Conversion

Investor-Friendly Capital Allocation
- ~1/2 M&A
- ~1/2 Return Cash To Shareholders

Long-Term Financial Objectives
- 4-6% Organic Growth
- 10-12% Total Revenue Growth
- 10-12% EPS Growth*
- FCF ≥ Net Income
- 10+ Working Capital Turns
- CFROI In 12-15% Range

World Class Branded Franchises With Sustainable Strategic Characteristics That Create Exceptional Shareholder Value

*10-12% Total EPS Growth (7-9% Organically) Excluding Acquisition Related Charges
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
Our Approach To ESG
TO BE A FORCE FOR GOOD

1. **Continue Delivering** Top-Quartile Long-Term Performance
2. **Be Recognized** As One Of The World’s Most Innovative Companies
3. **Elevate** Our Commitment To Corporate Social Responsibility

**World Class Businesses With A Track Record Of Performance**

- **The World’s Leading Tool Company**
- **Highly Engineered, Application Based Solutions**

**Stanley Black & Decker**

**Powered By Purpose: For Those Who Make The World™**
## Our Approach To ESG

### Grounded By Stakeholder Capitalism

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

### ALIGNED TO WORLD ECONOMIC FORUM FRAMEWORK

<table>
<thead>
<tr>
<th>ENVIRONMENT</th>
<th>SOCIAL</th>
<th>GOVERNANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planet</td>
<td>People</td>
<td>Governance</td>
</tr>
<tr>
<td>Protecting The Planet</td>
<td>Furthering Progress At Work</td>
<td>Purpose &amp; Progress Against Key ESG Milestones</td>
</tr>
</tbody>
</table>

### OUR 2030 STRATEGY

<table>
<thead>
<tr>
<th>EMPOWER MAKERS</th>
<th>INNOVATE WITH PURPOSE</th>
<th>CREATE A MORE SUSTAINABLE WORLD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enable 10 million creators and makers to thrive in a changing world</td>
<td>Innovate our products to enhance the lives of 500 million people and improve environmental impacts</td>
<td>Positively impact the environment through our operations</td>
</tr>
</tbody>
</table>
# Leading The Charge

## ESG FOCUS AREAS

<table>
<thead>
<tr>
<th>Climate Change</th>
<th>DEI &amp; Talent Development</th>
<th>Governance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Go Beyond Carbon Neutral By 2030</td>
<td>Racial Equity 10 Point Plan</td>
<td>Diverse &amp; Inclusive Board</td>
</tr>
<tr>
<td>Zero Waste to Landfill</td>
<td>Gender Parity</td>
<td>Shareholder Rights</td>
</tr>
<tr>
<td>Sustainable Water Use</td>
<td>Skillset Development</td>
<td>Risk Management &amp; Oversight</td>
</tr>
</tbody>
</table>

## PRODUCT & STRATEGY EXAMPLES

- Electrification // Circular Design // Product Lifecycle

## ADOPTED LEADING STANDARDS

- CDP
- SASB
- GRI
- International Sustainability Standards Board

## HIGHLY RECOGNIZED FOR ESG

<table>
<thead>
<tr>
<th>Environment</th>
<th>Reputation</th>
<th>DE &amp; I</th>
</tr>
</thead>
<tbody>
<tr>
<td>CDP</td>
<td>FORTUNE</td>
<td>FORBES</td>
</tr>
<tr>
<td>4th Consecutive Year—CDP A List for Climate Change &amp; Water Security</td>
<td>World’s Most Admired Companies</td>
<td>America’s Best Large Employers</td>
</tr>
<tr>
<td>DOW JONES SUSTAINABILITY INDEX</td>
<td>FAST COMPANY</td>
<td>America’s Best Employers for Women</td>
</tr>
<tr>
<td>4th Consecutive Year—World Index</td>
<td>#41 Best Workplace for Innovators</td>
<td>America’s Best Companies for Diversity</td>
</tr>
<tr>
<td>11th Consecutive Year—North America Index</td>
<td></td>
<td>CORPORATE EQUALITY INDEX</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Best Places to Work for LGBTQ Equality</td>
</tr>
</tbody>
</table>
## 2030 ESG Strategy – Public Goals

<table>
<thead>
<tr>
<th>Environment</th>
<th>Social (People)</th>
<th>Social (Product)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Carbon Neutral &amp; Beyond</strong></td>
<td><strong>Empower Makers</strong></td>
<td><strong>Innovate with Purpose</strong></td>
</tr>
<tr>
<td>By 2030, as part of our science-based target commitment, SBD will</td>
<td>By 2030, SBD will empower 10 million makers to thrive in a changing world</td>
<td>By 2030, SBD will address unmet societal needs by delivering products that are</td>
</tr>
<tr>
<td>reduce absolute Scope 1 and Scope 2 carbon emissions 100%, then move</td>
<td>through STEAM education, vocational and trade skills, makerspace training, and</td>
<td>innovative and purposeful to improve the lives of 500 million people.</td>
</tr>
<tr>
<td>beyond, meaning our carbon capture is greater than our carbon emission.</td>
<td>employee (60,000) career mobility.</td>
<td></td>
</tr>
<tr>
<td><strong>Sustainable Water Use</strong></td>
<td><strong>Racial Equity</strong></td>
<td><strong>Circular Design</strong></td>
</tr>
<tr>
<td>By 2030, SBD will identify water risks and set and meet targets to</td>
<td>By 2025, SBD will support communities by building a strong network through</td>
<td>By 2025, SBD will design products for circularity across material selection,</td>
</tr>
<tr>
<td>address site-specific concerns in each river basin where it operates.</td>
<td>outreach and donating at least $10.5M to strategically aligned racial equity</td>
<td>use and end-of-life considerations, with a goal of 100% reusable, recyclable,</td>
</tr>
<tr>
<td></td>
<td>related organizations.</td>
<td>or compostable packaging, as part of the Ellen MacArthur Foundation.</td>
</tr>
<tr>
<td><strong>Zero Waste to Landfill</strong></td>
<td><strong>Supplier Diversity</strong></td>
<td><strong>Sustainable Supply Chain</strong></td>
</tr>
<tr>
<td>By 2030, SBD will achieve zero waste to landfill (ZWTL) across direct</td>
<td>By 2025, SBD will expand our partnerships with minority- and women-owned</td>
<td>By 2025, two-thirds of SBD's supply chain will develop science-based Scope 1</td>
</tr>
<tr>
<td>operations (one-off construction and other events may be excluded).</td>
<td>businesses to increase supplier diversity spend from 3% to 10%.</td>
<td>and Scope 2 targets. By 2030, SBD will reduce our absolute Scope 3 emissions</td>
</tr>
<tr>
<td><strong>Gender Parity</strong></td>
<td></td>
<td>by 35% compared to a 2017 baseline.</td>
</tr>
<tr>
<td>By 2030, SBD will achieve 50-50 gender parity in leadership, as an early</td>
<td></td>
<td></td>
</tr>
<tr>
<td>member of Paradigm for Parity®.</td>
<td></td>
<td></td>
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<tr>
<td><strong>Circular Design</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>By 2025, SBD will design products for circularity across material</td>
<td></td>
<td></td>
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<tr>
<td>selection, use and end-of-life considerations, with a goal of 100%</td>
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<tr>
<td>reusable, recyclable, or compostable packaging, as part of the Ellen</td>
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<tr>
<td>MacArthur Foundation.</td>
<td></td>
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<tr>
<td><strong>Sustainable Supply Chain</strong></td>
<td></td>
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</tr>
<tr>
<td>By 2025, two-thirds of SBD's supply chain will develop science-based</td>
<td></td>
<td></td>
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<tr>
<td>Scope 1 and Scope 2 targets. By 2030, SBD will reduce our absolute</td>
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<tr>
<td>Scope 3 emissions by 35% compared to a 2017 baseline.</td>
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</tbody>
</table>
Our 2030 Strategy

Our 2030 Strategy/Overall Objectives*

People
EMPOWER MAKERS
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 (KTLU/HR)

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>16</td>
<td>32.1</td>
<td>31.0</td>
<td>29.4</td>
</tr>
</tbody>
</table>

CARBON (MTK/HR)

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>17</td>
<td>3.29</td>
<td>2.97</td>
<td>2.84</td>
</tr>
</tbody>
</table>

WATER (GAL/HR)

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>18</td>
<td>3.26</td>
<td>3.12</td>
<td>3.24</td>
</tr>
</tbody>
</table>

*Results Include The Convergent Security Solutions (“CSS”) Business And Exclude Recent Acquisitions

Link: 2020 Online ESG Report

Elevating & Executing On Our Commitment To Corporate Social Responsibility

We Remain Focused On Our 2030 Goals
Enable 10 million creators and makers to thrive in a changing world

Action Plan – Empower Makers

Actions To 2030 Goal

Employee Career Mobility
Prepare Employees For Career Mobility Relevant For Industry 4.0 By Supporting Their Upskilling & Repurposing.

STEAM Education
Enable People To Access STEAM Education & Training To Improve Livelihoods And Help Support The Workforce Of Tomorrow.

Vocational And Trade Skills
Help People Develop Cutting-Edge Vocational And Trade Skills.

Makerspace Training
Enrich The Education, Creativity And Hands-On Job Experience Of People Through Makerspaces Around The World.

Helping Our Employees & Communities Gain The Skills & Expertise To Thrive In This Changing World

StanleyBlack&Decker
Innovate our products to enhance the lives of 500 million people and improve environmental impacts.

**LIVES ENHANCED**

Sustainable Innovation from Within and Through Collaboration

Actions To 2030 Goal

**Addressing Unmet Societal Needs**
Deliver “Innovation With Purpose” Projects That Enhance The Lives Of 500 Million People.

**Embrace Circular Design**
Design Products For Circularity Across Material Selection, Use And End-of-life Considerations, With A Near Term Goal Of 100% Reusable, Recyclable Or Compostable Packaging By 2025.

**Achieve A More Sustainable Supply Chain**
Work With Suppliers To Achieve Superior Social And Environmental Performance. By 2025, Two-thirds Of Our Supply Chain By Spend Will Develop Science-based Scope 1 And Scope 2 Targets. By 2030, We’ve Committed To Reducing Our Absolute Scope 3 Emissions By 35% Compared To A 2017 Baseline.

**Electrification**
Opportunities Include Outdoor Products, Fully Electric & Hybrid Electric Vehicles.

Developing New Products & Services That Fulfill Critical Societal Needs & Help To Create A Better World
Our Commitment To Environmental Sustainability Remains Core To the Way We Operate

Actions To 2030 Goal

Go Beyond Carbon Neutral Operations
By 2030, We Aim To Reduce Our Operational (Scope 1 & 2) Carbon Emissions To Zero And Eliminate Additional Emissions Through Means Of Carbon Capture, Such As Carbon Removal And Other Mitigation Technologies.

Sustainable Water Use
We Aim To Use Water Sustainably Wherever We Do Business. We Are Identifying Water Risks And Set And Meet Targets That Address Site-Specific Concerns In Each River Basin, A Key Consideration Due To Localized Water Availability And Risk.

Zero Waste Landfill (ZWTL)
We Continue To Work Toward Achieving ZWTL, Across Our Daily, Direct Operations (One-Off Construction And Other Events May Be Excluded). We Encourage Waste Minimization, Reuse And Recycling In All Instances As Reflected In Our 2023 Interim Goals.

Note: Our 2030 Carbon | Water | Waste Goals Exclude Those Factory Outlets | Service Centers | Offices Where We Are Unable To Directly Influence The Purchase Of Energy, Water And Disposal Of Waste Due To Tenant Or Other Status.
Attracting World Class Talent

Launched A Number Of Initiatives To Create A More Contemporary Workplace & Infuse Talent...

- Longevity Learning (Skills)
- Recruiting & Onboarding
- University & Tech School Partnerships
- Leadership Development
- Industry 4.0 Skilling/Reskilling Efforts
- Diversity & Inclusion
- Employment Branding

Combined With Our Purpose, Values & Leadership Principles

For Those Who Make The World™

...A Culture Committed To Lifelong Learning, Innovation & Growth
Diversity, Equity & Inclusion

Building A Purpose-Driven Culture Where Inclusivity Is A Reflex, Not An Initiative

Employee Resource Groups & Diversity Councils

A Cornerstone Of Our Culture:
• 9 ERGs & 2 DE&I Councils
• 90+ Global Chapters
• 12,000+ Engaged Employees

<table>
<thead>
<tr>
<th>Employee Resource Groups &amp; Diversity Councils</th>
<th>R.I.S.E.: Reach</th>
<th>Inspire</th>
<th>Support</th>
<th>Engage</th>
<th>A Unified Commitment To Equity &amp; Opportunity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building A Purpose-Driven Culture Where Inclusivity Is A Reflex, Not An Initiative</td>
<td></td>
<td></td>
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</tbody>
</table>

Gender & Racial Equity Actions Reflect Our Commitment To:
- A Culture Of Inclusion
- Robust Career Development Opportunities For All
- Support For Our Global Communities.

Our Current Gender Parity Efforts Include:
• An Executive Sponsor Program That Enables Aspiring Leaders To Advance Their Careers.
• A Workforce Returner’s Program, To Augment Our Talent Pipeline With Professionals Who’ve Exited The Workforce For 2+ Years.
• Total Rewards And Benefits That Help Our Employees Manage Daily Responsibilities And Life Challenges.

Our Current Racial Equity Efforts Include:
• The R.I.S.E Community Program To Support & Develop Racially Diverse Middle And High School Students.
• Leadership Scholarship At 5 Leading HBCUs.
• Significant Participation In A Leadership Academy For Black, Asian & Hispanic/Latino Current & Emerging Leaders.

Fostering A Culture Where Diversity Can Thrive

Additional Disclosure Provided Within The Company’s EEO-1 Report, Which Is Available On Our Website

As Of January 1, 2022:

CEO & Direct Staff

<table>
<thead>
<tr>
<th>Women (Global)</th>
<th>Men (Global)</th>
<th>Total Workforce</th>
</tr>
</thead>
<tbody>
<tr>
<td>36%</td>
<td>64%</td>
<td>33%</td>
</tr>
<tr>
<td>36%</td>
<td>64%</td>
<td>34%</td>
</tr>
</tbody>
</table>

U.S. Diverse

Women (Global): 36%

9 ERGs & 2 DE&I Councils
90+ Global Chapters
12,000+ Engaged Employees

A Culture Of Inclusion
Robust Career Development Opportunities For All
Support For Our Global Communities.

**StanleyBlack&Decker**

Investor Presentation: Strategy & ESG 19
Building A Culture To Be Proud Of

Well Positioned To Build On Our Accomplishments

Listed Awards And Recognition Received Between 2020 - 2022

Investor Presentation: Strategy & ESG
Governance
ESG & Disclosure Enhancements

- Amended Our Governance Documents To Allow Shareholders To Act By Written Consent
- Eliminated All Express Or Default Supermajority Vote Provisions Applicable To The Company Under The Connecticut Business Corporation Act
- Adopted A Majority Voting Standard For An Uncontested Election Of Directors
- Continued Commitment To Board Diversity And Inclusion With The Board Comprising 36% Women And 18% Racial/Ethnic Diversity
- Added Robust Human Capital Management Disclosure Inclusive of Diversity, Equity & Inclusion, Lifelong Learning, Talent Attraction, Advancement & Retention And Employee Wellness, Health & Safety
- Proactively Amended Our By-Laws To Reduce Minimum Aggregate Stock Ownership Threshold For Calling A Special Meeting From 35% To 25%
- Enhanced Disclosures On Board Refreshment & Qualifications Through The Board Skills Matrix
- Enhanced Disclosures On the Board’s Commitment To Diversity - The Charter Of The Corporate Governance Committee Confirms The Board’s Commitment To Consideration Of Diversity In The Process Of Identifying Director Candidates
- Enhanced Disclosure Explaining How Our Governance And Compensation Practices Are Linked To Our Corporate Vision, Strategy And Long-Term Financial Objectives
- Enhanced Disclosure Of Our ESG Commitments, Including The Corporate Governance Committee’s Oversight Of The Company’s Policies, Objectives And Practices Regarding Our Environmental Management, Sustainability, And Corporate Social Responsibility Initiatives
- Proactive Adoption Of A Proxy Access Provision
Governance Policies Aligned With Shareholders

✓ Robust Stock Ownership Guidelines For Directors And Executive Officers
✓ Policy Against Hedging And Pledging Applicable To All Directors And Executive Officers
✓ Recoupment Policy Relating To Unearned Equity & Cash Incentive Compensation
✓ Proactive Lowering Of Minimum Threshold For Shareholders To Call Special Meeting From 35% To 25%
✓ No Poison Pill
✓ Annual Board & Committee Self-Evaluation That Focuses On Areas For Improvement
✓ Annual Director Elections Drive Accountability
✓ Annual Say-On-Pay Vote
✓ Proxy Access
✓ Code Of Business Ethics For All Directors, Officers & Employees | Code Of Ethics For The CEO & Senior Financial Officers
✓ Robust Director Refreshment Process
Board Independence

✓ Independent Chair Or Independent Lead Director Since 2000
✓ Board Adopted Director Independence Standards
  » Standardized, Specific Criteria For Determining Independence
✓ Supermajority, Independent Board (10 Of 11 Directors; >90%)
✓ Four Independent Directors Added In The Last Three Years
✓ 55% Of Directors Have Public Company CEO Experience
✓ Average SWK Board Tenure 7 Years
✓ Annual Election Of Directors | Right Balance Of Institutional Knowledge & Fresh Perspective
✓ Independent Directors Meet In Executive Session Every Board Meeting
✓ Fully Independent Audit, Corporate Governance, Compensation & Finance Committees

Board Diversity

- Gender And Racial/Ethnic Diversity* (a)
  - 36% Are Women, Including A Veteran (9%) And A Woman Of Diverse National Origin (9%)
  - 18% Are Racially/Ethnically Diverse

- Global Experience* (b)
  - 55% of Directors

- CEO Experience* (b)
  - 55% of Directors

*As Of 2022 Proxy, Dated March 9, 2022
(a) The Board Includes Four Women, Including A Woman Of Diverse National Origin And A Veteran, And Two Racially/Ethnically Diverse Directors, An African American Man And An Asian Man
(b) Our Directors Whose Global Experience Includes Living Outside The U.S. And/Or Who Hold Dual Citizenship
Corporate Governance

Board Composition And Governance Features

- Independent Chair
- 4 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

- Average Tenure Of 7 Years
  - <= 3 years: 4
  - > 6 years: 7

- Average Age Of 59 Years

Management Incentives Support Our Long-Term Objectives

Annual Incentives On Performance Against:
- EPS | Cash Flow Multiple | 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

StanleyBlack&Decker

As Of 2022 Proxy, Dated March 9, 2022

Investor Presentation: Strategy & ESG 25
Independent, Experienced & Diverse Board Of Directors

George W. Buckley
Chairman
Stanley Black & Decker
(Retiring April 2022)
✓ Expertise Managing Large, Multi-National Corporations
✓ Former Chairman, President & CEO At 3M & Brunswick Corporation

Andrea J. Ayers
Retired President & CEO
Convergys
(Assuming Chair Role April 2022)
✓ Expertise In Multi-Channel Customer Experience, Customer Management Analytics & Technology
✓ Led Transformation Of Convergys From A Company With Three Business Lines To A Customer Management Solutions Company With ~125K Employees Worldwide

James M. Loree
President & CEO
Stanley Black & Decker
✓ Integral Knowledge Of The Daily Workings Of The Company Enhanced By Prior Roles As CFO & COO
✓ 19 Years In Financial & Operating Management Positions At General Electric

Patrick D. Campbell
Former SVP & CFO
3M
✓ Expertise In Finance, M&A & Information Technology
✓ 25 Years At General Motors With Extensive International CFO Experience

Carlos M. Cardoso
Principal
CMPC Advisors
✓ Expertise In Managing The Daily Operations Of A Complex Company
✓ Former Chairman, President & CEO At Kennametal

Robert B. Coutts
Former EVP Electronic Systems
Lockheed Martin & Chairman Sandia National Labs
✓ Expertise In Manufacturing, Program & Supply Chain Management, Cyber Technology & Government Contracting
✓ 20 Years In Management Positions With General Electric
Independent, Experienced & Diverse Board Of Directors

Debra A. Crew  
President, North America  
Diageo  
✓ Expertise In Consumer/Retail, Branding, Marketing, Operations & Strategy  
✓ Global Perspective With Proven Commercial Capabilities And Exposure To World-Class Innovation Planning Processes  

Michael D. Hankin  
President & CEO  
Brown Advisory  
✓ Expertise In Financial & Investment Planning, Capital Structure, Valuation & Cybersecurity  
✓ Grew Brown Advisory From $1.5B To Over $130B In AUM  

Adrian V. Mitchell  
EVP & CFO  
Macy’s, Inc.  
✓ Leads All Of Macy’s Finance Functions  
✓ Expert Knowledge In Corporate Strategy And Finance Coupled With Operations Experience And Extensive Experience With Technology, Digital, Data And Advanced Analytics  

Jane M. Palmieri  
President, Industrial Intermediates & Infrastructure  
Dow Inc.  
✓ Oversees A Leading Portfolio Of Industrial Operating Segments And Has Executive Oversight For Dow Business In Asia Pacific  
✓ Experienced In Sales, Digital Marketing Innovation, M&A And Operations With Background In Engineering & Product Design  

Modjah Poul  
EVP, Health Care  
3M Company  
✓ Leads 3M’s Health Care Business Group, Which Includes Medical Solutions, Health Information Systems, Drug Delivery Systems And Food Safety  
✓ Prior To 3M, Led Teams In Highly Regulated Industries And Businesses Requiring Strong Product Engineering And Market Development Expertise  

Irving Tan  
EVP, Global Operations  
Western Digital Corporation  
✓ Expertise In Operating Strategy, M&A, Innovation & Digitalization  
✓ Global Perspective & Deep Knowledge Of Asian Markets
Management Compensation Aligned With Performance

The Right Compensation Structure For Our Long-Term Strategy

Pay For Performance
- Pay Is Strongly Aligned With Financial Performance Including TSR Relative To Our Compensation Peer Group
- Rewards Long-Term Growth And Value Creation And Limits Pay In Case Of Underperformance
- Annual Incentives Based On Performance Against EPS, Cash Flow Multiple, Gross Margin Expansion And Organic Sales Growth
- Long-Term Incentives Based On Pre-Established Performance Goals On Cash Flow Return On Investment (CFROI), EPS And Relative TSR

Align Pay With Shareholder Interests
- Alignment Through Stock-Based Compensation, Stock Ownership Requirements And Performance Metrics
- Robust Stock Ownership Guidelines For All Executive Officers
- “Hold Until Met Ownership Policy” Requires Post-Vesting Share Retention
- Executive Compensation Opportunity Is Benchmarked At The 50th Percentile Of Compensation Peer Group

Manage Risk
- Compensation Committee Conducts Annual Risk Assessment
- Independent Compensation Consultant, Pay Governance
- Prohibits Hedging And Discourages Pledging Of Stock
- Prohibits Option Repricing And Cash Buyouts Of “Out-Of-The-Money” Options Without Shareholder Approval
- Forfeiture Of Incentive Awards In The Event Of A Financial Restatement Under Certain Conditions

Delivering Value For Our Shareholders

Pay For Performance Philosophy

- Rewards Long-Term Growth And Value Creation And Limits Pay In Case Of Underperformance
- Annual Incentives Based On Performance Against EPS, Cash Flow Multiple, Gross Margin Expansion And Organic Sales Growth
- Long-Term Incentives Based On Pre-Established Performance Goals On Cash Flow Return On Investment (CFROI), EPS And Relative TSR

- Long-Term Incentive Program Awards Tied To Achievement Of Pre-Established Financial Goals Linking Pay With Our Strategic Initiatives

- Vesting Period Of 4 Years
- Robust Stock Retention Guidelines
- CEO LTI At Least 50% Performance Units

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Well Positioned To Generate Long-Term Shareholder Value

Demand Remains Robust & Our Multi-Year Runway For Growth & Margin Expansion Is Compelling...

Strong Record Of Performance

Growth + Margin Expansion

Driven By Our Vision & Purpose

To Be A Force For Good

1. Continue Delivering Top Quartile Long-Term Performance
2. Be Recognized As One Of The World’s Most Innovative Companies
3. Elevate Our Commitment To Corporate Social Responsibility

For Those Who Make The World™

...Performance Driven By Our People & Guided By Our Purpose – For Those Who Make The World

* Excludes Acquisition-Related & Other Charges

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Investor Presentation: Strategy & ESG
Reconciliation Of GAAP To Non-GAAP Measures

<table>
<thead>
<tr>
<th></th>
<th>GAAP Diluted EPS</th>
<th>Acquisition-Related Charges &amp; Other*</th>
<th>Non-GAAP Diluted EPS**</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY19</td>
<td>$6.10</td>
<td>$1.49</td>
<td>$7.59</td>
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<td>FY21</td>
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* Please refer to the Company’s 2021 Annual Report available at https://www.stanleyblackanddecker.com/investors for a discussion of items that make up Acquisition-Related Charges & Other.

** The non-GAAP 2021, 2020 and 2019 information, as reconciled to GAAP above, is considered 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.