

Raymond James Institutional Investors Conference

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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.

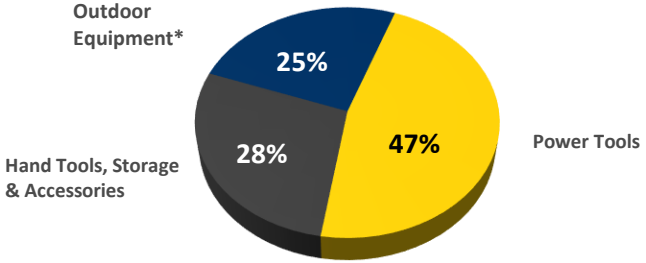
A Global Leader With World Class Franchises

STANLEY BLACK & DECKER (NYSE: SWK)

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

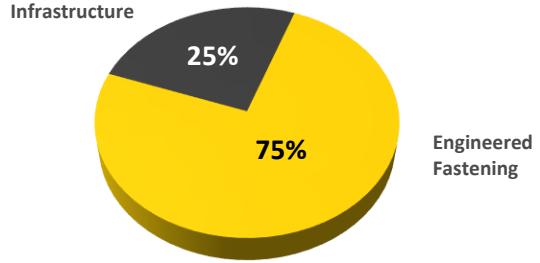
Dividend Paid Consecutively For 145 Years; Increased For Past 54 Consecutive Years

Tools & Outdoor
2021 Revenue: $12.8B



World-Wide Leader In Tools & Outdoor

Industrial
2021 Revenue: $2.5B



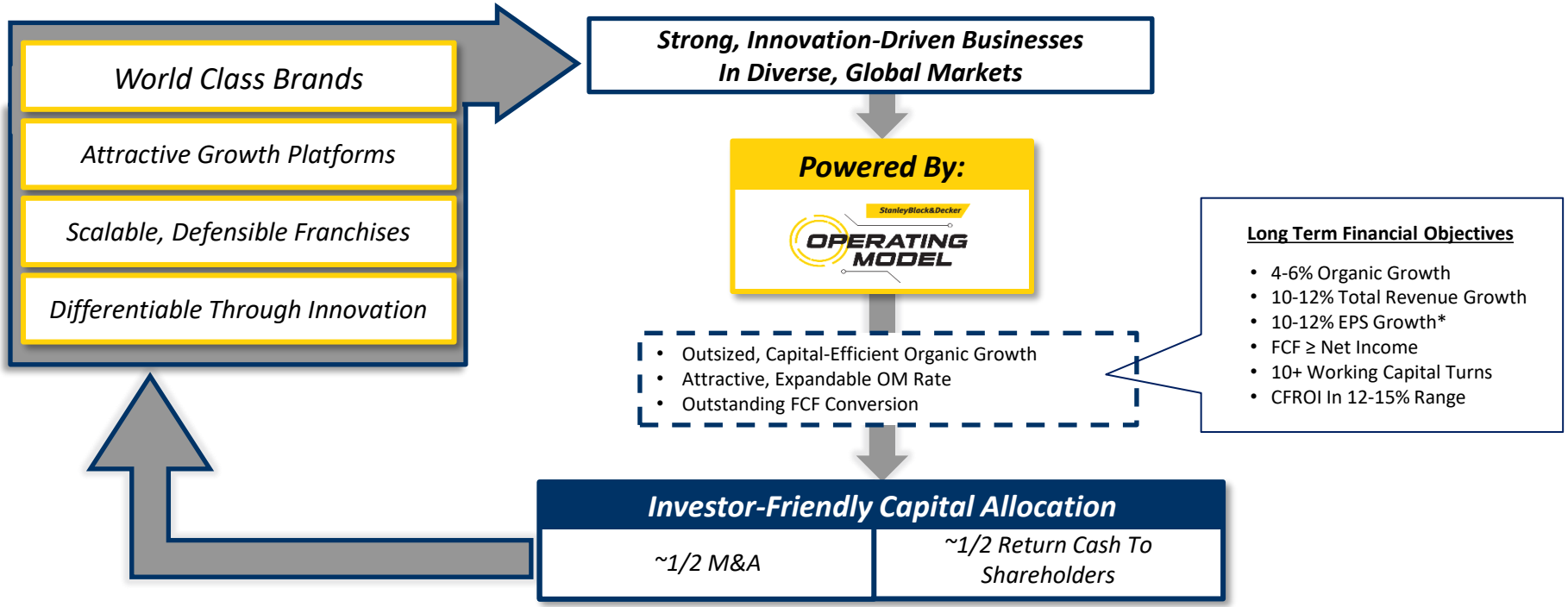
Platform Of Highly-Engineered B-2-B Businesses

Vision

- **Known For Innovation**
- **Continued Top Quartile Performance**
- **Social Responsibility**

Market Cap & Dividend Yield As Of Market Close 2/28/2022 $162.70
Dividend Yield Based On 4Q'21 Annualized Dividend & Stock Price As Of Market Close 2/28/2022
*2021 Pro Forma Revenue For MTD & Excel Acquisitions $2.8B | ~$3B FY'21 | ~$15.6B Full Year Pro Forma Total Revenue Tools & Outdoor

Stanley Black & Decker Value Creation Model



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

The World's Leading Tool Company

Proven Market Outperformance…

	5-Year CAGR	Market Growth Rate
Power Tools	Double-Digit	GDP+
Hand Tools, Accessories & Storage	Double-Digit	GDP
Outdoor Power Equipment	High-Teens	GDP

11% Total Tools & Outdoor 5-Year CAGR VS. ~3% Average GDP

…Driven By Our Powerful Growth Formula

STANLEY | BLACK+DECKER | DEWALT | CRAFTSMAN | IRWIN | LENOX | FACOM | MAC TOOLS

COMMERCIALIZATION | INNOVATION | BRAND

Across 4 Major Product Categories

POWER TOOLS // HAND TOOLS
ACCESSORIES // STORAGE

And 4 Major Customer Segments

CONSUMER / DIY	AUTO REPAIR
CONSTRUCTION	INDUSTRIAL

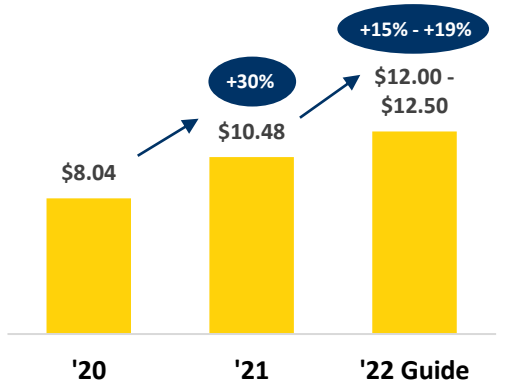
Well Positioned For A Multi-Year Runway For Growth & Margin Expansion

Focused Portfolio Positioned For Growth

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

Strong Record Of Performance

Diluted Adjusted EPS*



Successfully Navigating A Dynamic Environment

Growth + Margin Expansion



RECONNECTION WITH HOME & GARDEN



eCOMMERCE

ELECTRIFICATION



MARGIN RESILIENCY

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


StanleyBlack&Decker
Q&A
THANK YOU
CRAFTSMAN
JOHN DEERE
Cub Cadet