Goldman Sachs Industrials And Materials Conference

Don Allan | President and CFO

May 12, 2022







StanleyBlack&Decker

Cautionary Statement

Certain Statements Contained In This Presentation Are Forward Looking. These Are Based On Assumptions Of Future Events Which May Not Prove To Be Accurate. They Involve Risk And Uncertainty. Actual Results May Differ Materially From Those Expected Or Implied. We Direct You To The Cautionary Statements Detailed In The Corresponding Press Release And Form 8-K And Our Recent '34 Act SEC Filings.

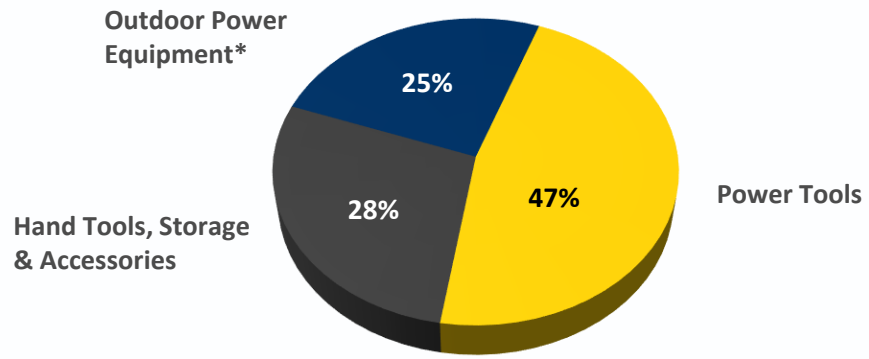
A Global Leader With World Class Franchises

STANLEY BLACK & DECKER (NYSE: SWK)

2021 Revenue: $15.6B | **Market Cap:** $18.5B | **Cash Dividend Yield:** 2.6%

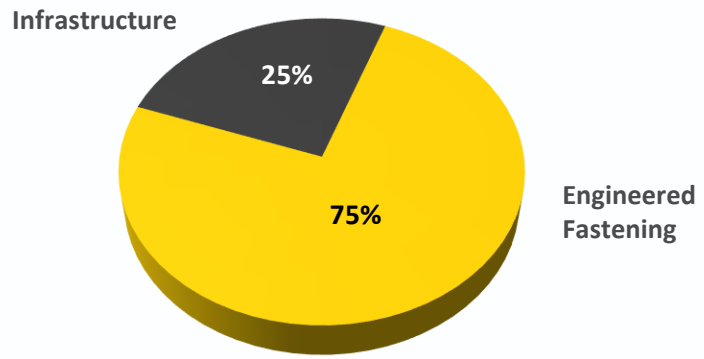
Dividend Paid Consecutively For 146 Years; Increased For Past 54 Consecutive Years

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 High Performance** | **Social Responsibility**

StanleyBlack&Decker

Market Cap & Dividend Yield As Of Market Close 5/02/2022 $122.81
Dividend Yield Based On 4Q'21 Annualized Dividend & Stock Price As Of Market Close 5/02/2022
*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

The World's Leading Tool & Outdoor Company

Proven Market Outperformance Driven By Our Powerful Growth Formula…



A POWERFUL GROWTH FORMULA:

COMMERCIALIZATION | INNOVATION | BRAND

Across 5 Major Product Categories	POWER TOOLS // OUTDOOR // HAND TOOLS // ACCESSORIES // STORAGE	
And 4 Major Customer Segments	CONSUMER / DIY	AUTO REPAIR
	CONSTRUCTION	INDUSTRIAL

FY'21 POS Exceeded Both Major Home Centers' Reported Growth Rates For Tools & Outdoor Categories

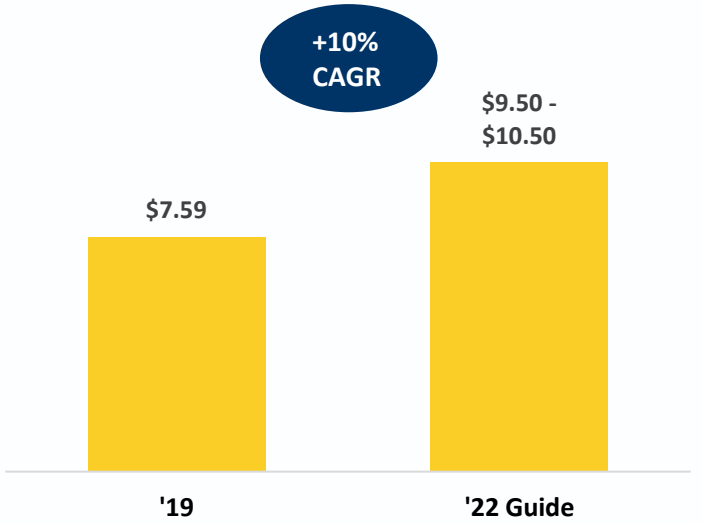
…Well Positioned For A Multi-Year Runway For Growth & Margin Expansion

Summary

Portfolio Actions Result In A More Focused Company & Support $4 Billion Return Of Capital To Shareholders…

Strong Record Of Performance

Diluted Adjusted EPS*



Continued Earnings Growth Through A Turbulent Period

Growth + Margin Expansion



INNOVATION



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

* Excludes Acquisition-Related & Other Charges. Please Refer To The Company's Most Recent 10-K Filing For Reconciliation Of GAAP To Non-GAAP Adjusted Diluted EPS. 2019 EPS Includes The Results Of The Access Business.

Q&A







StanleyBlack&Decker