

Baird 2022 Industrial Conference

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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.

More Streamlined Company With Great Franchises

StanleyBlack&Decker

2021 Revenue³: \$15.3B | \$18.1B Pro Forma

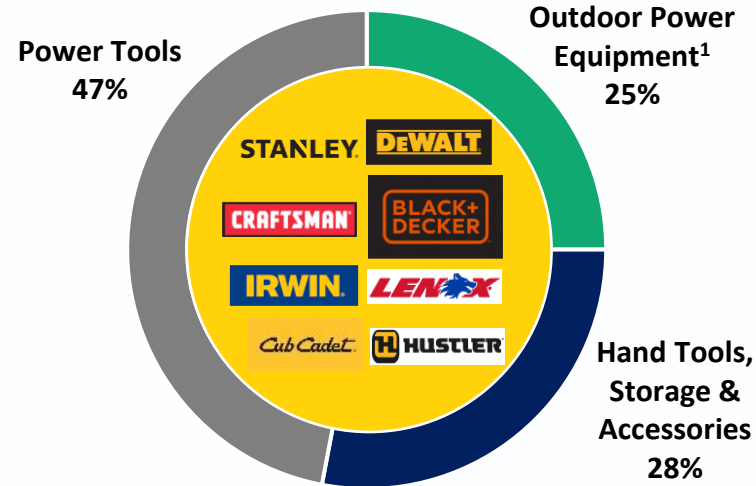
Market Cap: \$11.3B

Cash Dividend Yield: 4.2%

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

Tools & Outdoor

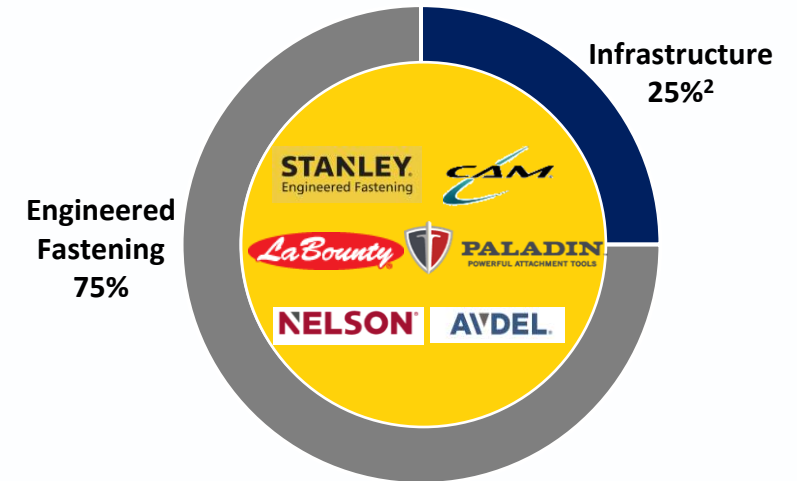
2021 Revenue: \$12.8 Billion | \$15.6 Billion Pro Forma¹



World-Wide Leader In Tools & Outdoor

Industrial²

2021 Revenue: \$2.5 Billion



Highly-Engineered B-2-B Businesses

Core Capabilities

1 Portfolio Of
Iconic Brands

2 Powerful
Innovation

3 Broadest Category &
Channel Coverage

4 Leverage SBD
Operating Model

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

Cost Reduction Plan On Track

Delivered \$65 Million 3Q Savings Primarily In SG&A And On Track To Deliver \$150-200M In 2022...

SG&A Actions Implemented

- ✓ Simplify Corporate & Investment Prioritization
 - ~\$200 Million Annualized
- ✓ New Organizational Structure Largely In Place (Spans & Layers)
 - ~\$100 Million Annualized
- ✓ Reduce Indirect Spend
 - Initial Savings Started To Contribute In 3Q
 - Savings To Build To \$200 Million By 2023

\$500 Million In Savings By 2023 Supporting Reinvestment To Drive Organic Growth

Activating Phase 1 Of Supply Chain Transformation



SKU Reduction & Product Platforming

- ~50% Of Target Reduction Approved And Being Executed (~50K SKUs)



Strategic Sourcing

- Activating Quick Wins
- Wave 1 Defined (~\$1.8B Addressable Spend – '23 Implementation)



Facility Consolidation

- Detailed Planning Underway – Implementation To Begin In '23
- Distribution Network Optimization To Begin 4Q'22



Ops Excellence

- Validated Savings & Execution Plan
- New Organization Deployed

\$1.5 Billion In Supply Chain Savings By 2025 Enabling 35%-Plus Gross Margins

...Supply Chain Transformation Building Momentum | On Track To Deliver \$2B Total Program Savings By 2025

Transforming To Accelerate Organic Growth

A Clear Vision And New Strategy For Long-Term Success...

**Reduce Complexity –
~\$2B Cost Savings In 3 Years**

OPTIMIZE
CORPORATE STRUCTURE

FOCUS
OPERATING MODEL

TRANSFORM
SUPPLY CHAIN

**Invest in Core Growth
\$300M - \$500M**



INNOVATION



ELECTRIFICATION



MARKET LEADERSHIP



MORE RESPONSIVE
SUPPLY CHAIN

**Enhance
Shareholder Return**

Organic Revenue
Growth 2-3X Market

35%+ Gross Margin By 2025

100%+ Free Cash Flow
Conversion

Powerful Innovation

Customer Fill Rate
Improvement

...More Focused, Purpose-Driven Company, Delivering Value For Our Stakeholders

Q&A

Thank You

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