Investor Presentation: Strategy & ESG

May 2022
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: $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

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

World-Wide Leader In Tools & Outdoor

Industrial
2021 Revenue: $2.5B

- 25% Infrastructure
- 75% Engineered Fastening

Platform Of Highly-Engineered B-2-B Businesses

Vision

- Known For Innovation
- Continued High 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

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

StanleyBlackDecker
**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)

### Our Long-Term Financial Goals

**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

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*~10-12% Total EPS Growth (7-9% Organically) Excluding Acquisition Related Charges*
Global Franchises – Long-Term Value Drivers

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

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

<table>
<thead>
<tr>
<th>A Global Leader In Engineered Fastening</th>
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<tbody>
<tr>
<td>• Highly Engineered, Value-Added Innovative Solutions</td>
</tr>
<tr>
<td>• Recurring Revenue Model</td>
</tr>
<tr>
<td>• Global Scale</td>
</tr>
</tbody>
</table>

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 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
World Class Businesses With A Track Record Of Performance

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

The World’s Leading Tool Company

Highly Engineered, Application Based Solutions
# Our Approach To ESG

**Grounded By Stakeholder Capitalism**

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

<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</td>
<td>Purpose &amp; Progress</td>
</tr>
<tr>
<td></td>
<td>People</td>
<td>Fostering</td>
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<td></td>
<td>Prosperity</td>
<td>Communities</td>
</tr>
</tbody>
</table>

## ALIGNED TO WORLD ECONOMIC FORUM FRAMEWORK

### 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

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**ESG FOCUS AREAS**

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

**DEI & Talent Development**
- Racial Equity 10 Point Plan
- Gender Parity
- Skillset Development

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

**PRODUCT & STRATEGY EXAMPLES**
- Electrification // Circular Design // Sustainable Supply Chain

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**Adopted Leading Standards**

**HIGHLY RECOGNIZED FOR ESG**

**Environment**
- CDP
  - 4th Consecutive Year—CDP A List for Climate Change & Water Security
- Dow Jones Sustainability Index
  - 4th Consecutive Year—World Index
  - 11th Consecutive Year—North America Index

**Reputation**
- FORTUNE
  - World’s Most Admired Companies
- FAST COMPANY
  - #41 Best Workplace for Innovators

**DE & I**
- FORBES
  - America’s Best Large Employers
  - America’s Best Employers for Women
  - America’s Best Companies for Diversity
- CORPORATE EQUALITY INDEX
  - Best Places to Work for LGBTQ Equality

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StanleyBlack&Decker
2030 ESG Strategy – Public Commitments

**Environment**

**Carbon Neutral and Beyond**
By 2030, as part of our science-based target commitment, SBD will reduce absolute Scope 1 and Scope 2 carbon emissions 100%, against a 2015 baseline, and then move beyond, meaning our carbon capture is greater than our carbon emission.

**Sustainable Water Use**
By 2030, SBD will set and meet context-based water targets, where relevant and necessary.

**Zero Waste to Landfill**
By 2030, SBD will achieve zero waste to landfill (ZWTL) across direct operations (one-off construction and other events may be excluded).

**Social**

**Innovate with Purpose**
By 2030, SBD will address unmet societal needs by delivering products that are innovative and purposeful to improve the lives of 500 million people.

**Circular Design**
SBD will design products for circularity across material selection, use and end-of-life considerations, with a goal of 100% reusable, recyclable or compostable packaging.

**Sustainable Supply Chain**
By 2025, two-thirds of SBD’s supply chain will develop science-based Scope 1 and Scope 2 targets. By 2030, SBD will reduce our absolute Scope 3 emissions by 35% compared to a 2017 baseline.

**Empower Makers**
By 2030, SBD will empower 10 million makers to thrive in a changing world through STEAM education, vocational and trade skills, makerspace training, and employee (60,000) career mobility.

**Racial Equity**
By 2025, SBD will support communities by building a strong network through outreach and donating at least $10.5M to strategically aligned racial equity related organizations.

**Supplier Diversity**
By 2025, SBD will expand our partnerships with minority- and women-owned businesses to increase supplier diversity spend from 3% to 10%.

**Gender Parity**
By 2030, SBD will strive for 50-50 gender parity in leadership, as an early member of Paradigm for Parity®.
Our 2030 Strategy

Our 2030 Strategy/Overall Objectives*

We Remain Focused On Our 2030 Goals

Elevating & Executing On Our Commitment To Corporate Social Responsibility

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

Investor Presentation: Strategy & ESG
Our Commitment To Environmental Sustainability Remains Core To the Way We Operate

**Positively impact the environment through our operations**

**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 Will Set And Meet Targets Where Relevant and Necessary 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.
Innovate our products to enhance the lives of 500 million people and improve environmental impacts.

**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.

**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**
Action Plan – Empower Makers

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

- **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.
Attracting World Class Talent

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

- Lifelong 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**

<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>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A Cornerstone Of Our Culture:</strong></td>
<td>A Unified Commitment To Equity &amp; Opportunity</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• 9 ERGs &amp; 2 DE&amp;I Councils</td>
<td>- Inclusive Leadership And Ally Competency Building</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• 90+ Global Chapters</td>
<td>- Robust Career Development Opportunities For All</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• 12,000+ Engaged Employees</td>
<td>- Support For Our Global Communities.</td>
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</tr>
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</table>

**Gender & Racial Equity Actions Reflect Our Commitment To:**

- Inclusive Leadership And Ally Competency Building
- 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 to Career Initiative To Support & Develop Racially Diverse Middle School, High School Students and College Students
- **Leadership Scholarship** At 5 Leading HBCU and 3 not-for-profit educational organizations.
- **Augmented Employee and Leadership Development Opportunities** For Black, Asian & Hispanic/Latino Current & Emerging Leaders.

**Fostering A Culture Where Diversity Can Thrive**

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As Of January 1, 2022:

<table>
<thead>
<tr>
<th>CEO &amp; Direct Staff</th>
<th>Total Workforce</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Women</strong></td>
<td><strong>Women</strong></td>
</tr>
<tr>
<td>(Global) 36%</td>
<td>(Global) 33%</td>
</tr>
<tr>
<td>U.S. Diverse</td>
<td>U.S. Diverse</td>
</tr>
</tbody>
</table>

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

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**Women (Global)**

- 36% U.S. Diverse

**Total Workforce**

- 33% Women (Global)
- 34% U.S. Diverse

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**StanleyBlack&Decker**
Building A Culture To Be Proud Of

<table>
<thead>
<tr>
<th>Year</th>
<th>Award Description</th>
<th>Recognizer</th>
<th>Year</th>
<th>Award Description</th>
<th>Recognizer</th>
<th>Year</th>
<th>Award Description</th>
<th>Recognizer</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021</td>
<td>Best Workplace for Innovators</td>
<td>Fast Company</td>
<td>2022</td>
<td>Best Places for LGBTQ Equality</td>
<td>Corporate Equality Index</td>
<td>2022</td>
<td>5th Year on World’s Most Admired Companies</td>
<td>Fortune</td>
</tr>
<tr>
<td>2021</td>
<td>2nd Year Innovation Leader</td>
<td>American Innovation Index</td>
<td>2021</td>
<td>14 Tool Awards</td>
<td>Popular Mechanics</td>
<td>2021</td>
<td>46 Products Named</td>
<td>Pro Tool Innovation Awards</td>
</tr>
<tr>
<td>2022</td>
<td>11th Consecutive Year</td>
<td>Dow Jones Sustainability World Index</td>
<td>2022</td>
<td>4th Consecutive Year</td>
<td>Dow Jones Sustainability NA Index</td>
<td>2022</td>
<td>9 Years on CDP Climate Change A List &amp; 6 Years on Water A List</td>
<td></td>
</tr>
<tr>
<td>2022</td>
<td>World’s Top Female Friendly Company</td>
<td>Forbes</td>
<td>2021</td>
<td>Best Places for LGBTQ Equality</td>
<td>Corporate Equality Index</td>
<td>2021</td>
<td>America’s Best Large Employers</td>
<td>Forbes</td>
</tr>
</tbody>
</table>

Well Positioned To Build On Our Accomplishments
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*
- 55% of Directors

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*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 Chairperson
✓ 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

<table>
<thead>
<tr>
<th>&lt;= 3 years</th>
<th>&gt; 6 years</th>
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<tbody>
<tr>
<td>4</td>
<td>7</td>
</tr>
</tbody>
</table>

Average Age Of 59 Years

Age Range 48-72 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
Independent, Experienced & Diverse Board Of Directors

Andrea J. Ayers
Chair
Stanley Black & Decker
Former President & CEO Convergys
✓ 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

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
Independent, Experienced & Diverse Board Of Directors

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

Modjeh 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 & Digitization
✓ 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

<table>
<thead>
<tr>
<th>Revenue (In Billions)</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
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</thead>
<tbody>
<tr>
<td>$12.9</td>
<td>$13.1</td>
<td>$15.6</td>
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<table>
<thead>
<tr>
<th>EPS (GAAP Diluted)</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
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<tr>
<td>$6.10</td>
<td>$7.16</td>
<td>$9.62</td>
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Total Shareholder Return Annualized

- 3-Year: 18.5%
- 5-Year: 12.4%
- 10-Year: 13.1%

Pay For Performance Philosophy

- Executives Are Strongly Aligned With Financial Performance Including TSR Relative To Our Compensation Peer Group
- Executives Receive Compensation That Is Competitive In The Market
- Executives Receive Compensation That Is Performance-Based And Aligned With Shareholder Interests

Pay Governance

- President & CEO
- Other NEOs

- Vesting Period Of 4 Years
- Long-Term Incentive Program Awards Tied To Achievement Of Pre-Established Financial Goals Linking Pay With Our Strategic Initiatives
- Robust Stock Retention Guidelines
- CEO LTI At Least 50% Performance Units


2. As Of Year End 2021, As Reported In 2022 Proxy, Dated March 9, 2022

* Non-GAAP Financial Measure. See Appendix For Reconciliation Of GAAP To Non-GAAP Measures.
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**

<table>
<thead>
<tr>
<th></th>
<th>'19</th>
<th>'20</th>
<th>'21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diluted Adjusted EPS*</td>
<td>$7.59</td>
<td>$8.04</td>
<td>$10.48</td>
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</tbody>
</table>

Continued Earnings Growth Through A Turbulent Period

**Growth + Margin Expansion**

- Innovation
- E-Commerce
- Electrification
- Margin Resiliency

**Driven By Our Vision & Purpose**

1. **To Be A Force For Good**
   - 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**

*Excludes Acquisition-Related & Other Charges

For Those Who Make The World™

Performance Driven By Our People & Guided By Our Purpose – For Those Who Make The World
# 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>
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<tbody>
<tr>
<td>FY19</td>
<td>$6.10</td>
<td>$1.49</td>
<td>$7.59</td>
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<tr>
<td>FY20</td>
<td>$7.16</td>
<td>$0.88</td>
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<tr>
<td>FY21</td>
<td>$9.62</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.