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Cautionary Statement

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. Refer to the Appendix included herein for non-GAAP and other financial measures.
More Streamlined Company With Great Franchises

**Stanley Black & Decker**

- **2021 Revenue**: $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)

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

**World-Wide Leader In Tools & Outdoor**

- **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**

**Tools & Outdoor**
- **2021 Revenue**: $12.8 Billion | $15.6 Billion Pro Forma

**Industrial**
- **2021 Revenue**: $2.5 Billion

**Leverage SBD Operating Model**


- 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

- Includes Divested Oil & Gas Business | Oil & Gas FY’21 Revenues ~$140M

- 2021 Revenue Of $15.3B As Reported In 8-K Issued 6/30/2022 | Pro Forma Revenue $18.1B = $15.6B T&O + $2.5B Industrial
Expanding Geographic Reach

Stanley Black & Decker

- U.S.: 60%
- Europe: 17%
- Emerging Markets: 14%
- ROW: 9%

Segments

- Tools & Outdoor: 61%
- Industrial*: 51%

Diversified Globally With Approximately 60% Of Our Revenues Generated In The U.S.

* Includes Divested Oil & Gas Business

Percentages As Of Fiscal Year 2021 Totals
Transforming To Accelerate Organic Growth

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

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

Invest in Core Growth $300M - $500M

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

OPTIMIZE CORPORATE STRUCTURE

INNOVATION

FOCUS OPERATING MODEL

ELECTRIFICATION

TRANSFORM SUPPLY CHAIN

MARKET LEADERSHIP

MORE RESPONSIVE SUPPLY CHAIN

...More Focused, Purpose-Driven Company, Delivering Value For Our Stakeholders
Rapidly Aligning Organization & Operating Model Around More Focused Portfolio...

~$2 Billion
Total Cumulative Cost Savings By 2025 | $1 Billion Annualized By 2023

Supply Chain Transformation
$1.5 Billion Total | $0.5 Billion By 2023
- Strategic Sourcing $500 Million
- Operational Excellence $400 Million
- Facility Consolidation $300 Million
- Product Platforming $300 Million

SG&A Initiatives
$0.5 Billion Total By 2023
- Simplify Corporate Structure $200 Million
- Reduce Indirect Spend $200 Million
- Optimize Org Spans & Layers $100 Million

...Improving Our Cost Position And Enabling Reinvestment In Core Businesses
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
2022 Guidance
2022 Guidance

Expect Low Double-Digit Total Revenue Growth Vs. Prior Year And Adjusted EPS Of $4.15 To $4.65*...

2022 Updated Outlook

Organic Growth & Segments*

Tools & Outdoor*
Organic: Mid-To-High Single Digit Decline
Margin: Down YoY From Inflation, Acquisition Mix & Volume Deleverage

Industrial*
Organic: High-Single Digits To Low-Double Digit Increase
Margin: Down YoY From Inflation & Mix

Low Double-Digit Total Company Revenue Growth

P&L And Other

• Diluted EPS: 2022 GAAP EPS $0.10-$0.80 | 2022 Adjusted EPS* $4.15-$4.65
• Pretax Acquisition-Related & Other Charges: ~$755M-$795M
• Shares: ~157M
• Core Tax Rate: ~(3%)
• Free Cash Flow: 4Q Expected To Approximate $0.3-$0.6 Billion

...Fourth Quarter Free Cash Flow Expected To Approximate $0.3 - $0.6 Billion

As Presented On 11/27/2022
* Excludes Acquisition-Related & Other Charges Noted Above
Currency Impact

Currency Headwinds Due To Stronger USD...

Currency Trends Vs. USD (12/31/20 – 9/30/2022)

(18%) (8%) (20%) (4%) (17%)

Hedging Approach
- Hedge Key Currency Exposures (CAD, EUR, GBP, & AUD, Among Other)
- Intent Is To Dampen Volatility And Allow Time For Business Teams To Mitigate Fluctuations With Cost & Price Actions

Estimated 2022 OM Annual Impact
- CAD 1% Move: $5.5M - $6.5M
- EUR 1% Move: $6.0M - $7.0M
- GBP 1% Move: $2.0M - $3.0M
- BRL 1% Move: $1.0M - $2.0M
- AUD 1% Move: $1.0M - $2.0M

...With Total FX OM ~(170M) Unfavorable To Prior Year

As of 9/30/22
Global Franchises – Long Term Value Drivers

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

Business Value Drivers

#1 In Tools & Outdoor
- Brands
- Innovation & Outdoor Electrification
- Global Scale
  » Power & Hand Tools
  » Construction, DIY, Auto Repair & Industrial
  » Developed & Developing Market Presence

A Global Leader In Engineered Fastening
- Highly Engineered, Value-Added Innovative Solutions
- Recurring Revenue Model
- Global Scale

The Tool & Outdoor Company To Own

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 Revenue Growth
- Attractive, Expandable OM Rate
- Outstanding FCF Conversion

**Investor-Friendly Capital Allocation**

- ~1/2 M&A
- ~1/2 Return Cash To Shareholders

**Key Metrics:**

- Organic Revenue Growth: 2-3x Market
- 35%+ Gross Margin* By 2025
- 100%+ Free Cash Flow Conversion
- Powerful Innovation
- Customer Fill Rate Improvement

*Non-GAAP Financial Metric

World Class Branded Franchises With Sustainable Strategic Characteristics That Create Long-Term Shareholder Value
SBD Operating Model

Our Purpose
FOR THOSE WHO MAKE THE WORLD™

Our Values
COURAGE & INNOVATION  AGILITY & PERFORMANCE  INCLUSIVITY & COLLABORATION  INTEGRITY & ACCOUNTABILITY

Our Leadership Principles
Create Clarity  Inspire Engagement  Grow and Deliver

Our Vision
FINANCIAL PERFORMANCE  KNOWN FOR INNOVATION  CORPORATE SOCIAL RESPONSIBILITY
Global Brand Power

A Powerful Portfolio Of Well Managed Brands

STANLEY
BLACK+DECKER
DEWALT
CRAFTSMAN
BOSTITCH
PROTO
MAC TOOLS
FACOM
LISTA
POWERS
FASTENING INNOVATIONS
SIDCHROME
VIDMAR
PORTER CABLE
IRWIN TOOLS
LENOX
TROY-BILT
Cub Cadet
HUSTLER
Global Brand Support

- 2.3 Billion + Potential Fan Reach
- 404 Million Sponsorship Social Media Followers
- 48.6 Million Brand Website Visits
- 1.9 Million Brand Mentions

Web Visits: Primary web domains for SBD, STANLEY, CRAFTSMAN, B+D, DEWALT, MAC TOOLS, Porter Cable, Proto, IRWIN
Brand Mentions: Crisp Monitoring Services
Potential Fan Reach: Formula 1, EPL, FC Barcelona, NASCAR, NHRA, MLB, NCAA Football

Investor Presentation
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>
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</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**

- **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

---

**ESG FOCUS AREAS**

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

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

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

---

**PRODUCT & STRATEGY EXAMPLES**

- Electrification // Circular Design // Sustainable Supply Chain

---

**ADOPTED LEADING STANDARDS**

- CDP
- SASB
- GRI
- World Economic Forum
- targets

**HIGHLY RECOGNIZED FOR ESG**

- FORTUNE
- Forbes
- Dow Jones Sustainability Indexes
- Fast Company

---

Re-baselining ESG Objectives For New Portfolio In 2022
Electrification: We Have A Significant Growth & ESG Opportunity

**Electrification Supports Carbon Reduction And Is A Multibillion Dollar Growth Opportunity**

**ELECTRIC VEHICLES**

- Electrification Drives 3x To 6x Higher Content $ Potential Per Vehicle
- EV & Hybrids Are Forecasted To Be The Majority Of Vehicle Production In 2026

---

**OUTDOOR PRODUCTS**

- Well-Positioned To Be An Electrification Leader
- ~$25B Global Outdoor Products Equipment

**Internal Combustion (ICE) Vehicle SBD Average Content**

- $10 Per Car

**Electric & Hybrid-Electric Vehicle SBD Projected Content**

- $30 - $60 Per Car

---

**SMOG-FORMING POLLUTION FROM LAWN & GARDEN EQUIPMENT VS. CARS**

- 1 hour gas-powered lawn mower use = Driving 300 miles from LA to Vegas
- 1 hour gas-powered leaf blower use = Driving 1,100 miles from LA to Denver

**GROWTH vs MARKET**

- 63% = Gas
- 15% = Battery
- 10% = Electric
- 12% = Parts

Source: California Air Resources (CARB)
ESG: Measuring Our Progress

Our 2030 Strategy/Overall Objectives*

**People**
- **EMPOWER MAKERS**
  Enable 10 million creators and makers to thrive in a changing world
- **PEOPLE EMPOWERED**
  Empowering Makers Through Partnerships
  Upskilling Our Employee Base

**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 (KBTU/HR)**
  - 2021: 32.1
  - 2020: 31.0
  - 18: 29.4
- **CARBON (MT/KHR)**
  - 2021: 3.29
  - 2020: 2.97
  - 18: 2.64
- **WATER (GAL/KHR)**
  - 2021: 3.26
  - 2020: 3.12
  - 18: 3.24
  - 2021: 2.80

- **SCOPE 1 & 2 EMISSIONS**
  SBT trajectory - starting in 2018, maintain an ~8% annual reduction in our absolute carbon emissions from our 2018 baseline

Link: 2021 Online ESG Report

We Remain Focused On Our 2030 Goals

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

Board Composition And Governance Features

- Independent Chairperson
- 5 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*

<table>
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<th>Average Tenure Of 6 Years</th>
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<tr>
<td>&lt;= 3 years</td>
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<tr>
<td>&gt; 6 years</td>
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<tr>
<td>6</td>
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</table>

<table>
<thead>
<tr>
<th>Average Age Of</th>
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<tr>
<td>Age Range</td>
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<tr>
<td>59 Years</td>
</tr>
<tr>
<td>48-72 Years</td>
</tr>
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</table>

Management Incentives Support Our Long-Term Objectives

Annual Incentives On Performance Against:
- Adj. EPS**
- Cash Flow Multiple
- Adj. 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

* As Of August 4th, 2022
** Non-GAAP Financial Metric
Remain A Top Performer (Return On Operating Assets)

Top Performer Compared To Industrial And Tools & Outdoor Peers...

Catalysts For Continued Improvement

- Organic Revenue Growth 2-3X Market
- Gross Margin Expansion
- DSI Reduction

...Targeting Further Improvement Through Company-Wide Transformation Initiatives

Represented Fiscal Year Ended Dec’21 For All Companies Except EMR And JCI (Sep’21), Makita (Mar’22) And Toro (Oct’21)

Defined as \(\text{NOPAT plus rent, R&D, amortisation and depreciation) / invested capital. NOPAT defined as EBIT \times (1 - \text{statutory tax rate). Invested capital defined as total assets plus 8x rent plus 5x R&D plus accumulated depreciation less equity method investments less non-interest-bearing current liabilities less goodwill & intangibles. SWK’s ROIC is shown pro-forma for the acquisition of MTD in 2021.}\)}
Maintain A Hybrid Model: A Company Focused On Growth...

**Balance Sheet - 2021 Actual**

<table>
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<th>Metric</th>
<th>Value</th>
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<tbody>
<tr>
<td>Free Cash Flow ($M)*</td>
<td>$144</td>
</tr>
<tr>
<td>Book Debt/EBITDA</td>
<td>2.8x</td>
</tr>
<tr>
<td>Book Debt/Capital</td>
<td>36%</td>
</tr>
</tbody>
</table>

*Target ~2.0X Debt To EBITDA

**Capital Allocation Strategy**

- Continue To Invest In Our Core Franchises | Capital Expenditures ~3.0%-3.5% Of Net Sales
- Long-Term Capital Allocation Strategy Is To Return ~50% To Shareholders Through Dividends & Share Repurchases
- The Remaining 50% Of Excess Capital Will Be Deployed Towards Acquisitions
- For The Next 2-3 Years, We Expect Excess Capital To Be Deployed To Shareholder Return

**Dividend Policy**

- Committed To Continued Dividend Growth
- Target Payout Ratio: 30%-35%, Consistent With Peers

...That Returns Approximately 50% Of Its Excess Capital To Shareholders

**SWK Credit Rating (LT | ST)**

<table>
<thead>
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<th>Rating</th>
<th>S&amp;P:</th>
<th>Moody's:</th>
<th>Fitch:</th>
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<td>A-</td>
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<td></td>
<td>A1</td>
<td>P2</td>
<td>F1</td>
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</table>

*Non-GAAP Financial Measure. See Appendix For Reconciliation Of Free Cash Flow.
Tools & Outdoor

StanleyBlack&Decker
Investor Presentation

Tools & Outdoor: 2021 Revenues: $12.8B | $15.6B Pro Forma

- **Power Tools:** $7.3B
- **Hand Tools, Accessories & Storage:** $4.3B
- **Outdoor Equipment:** $1.2B | ~$4B Pro Forma**

Revenue

![Revenue Chart](chart)

**By Region**

- **U.S.:** 51%
- **ROW:** 13%
- **Emerging Markets:** 9%
- **Europe:** 17%

**By End Market**

- **Pro Construction:** 60%
- **DIY:** 30%
- **Industrial & Automotive:** 10%

**Revenue**

- **2021 Results**
  - **Revenue:** $12.8B
  - **Operating Profit:** +16% VPY*
  - **Operating Margin:** 16.9%*

**Operating Profit**

- **2021 Results**
  - **Revenue:** +20% Organic Growth*
  - **Operating Profit:** +39% Vs. 2019

**Revenue Growth**

- **Overview**
  - Integrated Acquisitions Worth Over $5B (Craftsman, Irwin/Lenox, MTD, Hustler Brands)
- **Revenue Growth**
  - +11% Revenue CAGR
  - +10% Average Organic Growth

**New Product Development**

- **~$3B Gross**
- **~$2B Incremental**

**The World's Largest Tool Company... Well Positioned For Sustained Growth**


**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:

<table>
<thead>
<tr>
<th>COMMERCIALIZATION</th>
<th>INNOVATION</th>
<th>BRAND</th>
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<tbody>
<tr>
<td>Across 5 Major Product Categories</td>
<td>POWER TOOLS // OUTDOOR // HAND TOOLS // ACCESSORIES // STORAGE</td>
<td></td>
</tr>
<tr>
<td>And 4 Major Customer Segments</td>
<td>CONSUMER / DIY</td>
<td>AUTO REPAIR</td>
</tr>
<tr>
<td></td>
<td>CONSTRUCTION</td>
<td>INDUSTRIAL</td>
</tr>
</tbody>
</table>

...Well Positioned For A Multi-Year Runway For Growth & Margin Expansion
Mission: Driving Organic Growth

To Be The WORLDWIDE LEADER (#1 Or #2 Position) In Defined Market Categories In Which Our Products Compete Through:

- Innovation
- Supply Chain Excellence
- Globalization
- Brand Building
- World-Class Organization

From $600M Hand Tool Company To $14B Diversified Tools And Outdoor Industry Leader
Hand & Power Tool Brand Positioning

- **HPP**: High Performance Products
- **MPP**: Mid Performance Products
- **OPP**: Low Performance Products

- **Consumer**
  - Craftsman
  - Stanley
  - Porter Cable
  - Irwin
  - Black & Decker

- **Tradesman**
  - Dewalt
  - Lenox
  - Stanley
  - Bostitch

- **Professional**
  - Facom
  - Mac Tools
  - Proto

- **Automotive / Industrial**
  - Stanley Black & Decker

Stanley Black & Decker
Investments In Technology

**Electrical**
- Motors & Electronics
- Battery Cells

- Most Power Dense Cordless Solutions In The Industry

**Charging**
- Faster Speed
- Multiple Batteries

- Broader Range Of Charging Solutions In The Industry

**Digital**
- Asset Tracking

- Most Comprehensive Loss Prevention Solutions In The Industry
Applying Technology Across Our Cordless Platform

<table>
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<tr>
<th>Smaller</th>
<th>Smarter</th>
<th>Stronger</th>
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<tbody>
<tr>
<td>Body Grip Tools</td>
<td>20V Core Tools</td>
<td>High Power Tools</td>
</tr>
<tr>
<td>12V MAX Lithium Ion</td>
<td>20V MAX Lithium Ion</td>
<td>60V MAX Lithium Ion</td>
</tr>
<tr>
<td>XTREME HIGH-COMPACT SERIES</td>
<td>ATOMIC COMPACT SERIES</td>
<td>FLEXVOLT</td>
</tr>
<tr>
<td>Smaller</td>
<td>Smarter</td>
<td>Stronger</td>
</tr>
<tr>
<td>Smaller</td>
<td>Smarter</td>
<td>Stronger</td>
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DEWALT Wave Of Innovation

Power Of Cordless Freedom With The Largest PRO Tool Brand In The World

125+ New Products
Cordless System

Fastest Growing Brand In The Industry... $1B+ In Power Tools

30 Products

~95 Products

Coming Soon
Hand Tools, Accessories & Storage Opportunities

$4B Global Business...
$25B Addressable Market
#1/#2 In
22+ Categories

THREE KEY AREAS OF FOCUS TO SERVE EVERY END USER, JOB SITE & AUTO SHOP IN THE WORLD:

Elite Construction Cutting
Unmatched Cutting Durability Serving The World’s Toughest Jobsites

Own The Toolbox
Storage For Every Tool That Does The Job

Mechanics Tools Of The Future
State Of The Art Materials, Coatings And Geometry To Capture A Vast End User Market

100+ Year Innovation Legacy | 35% New Product Vitality
Outdoor Growth Opportunity

**Completed Two Major Complementary Acquisitions In 4Q 2021…**

**~$4 Billion Lawn & Garden Platform With Broad Coverage Across $25B+ Outdoor Category**

**MTD & Excel Acquisitions Provide Compelling Capacity Expansion & Multi-Year Runway For Growth**

1. **Electrification & Autonomous**
   - Lead Large Format Gas & Electric Expansion

2. **Win With The Professional**
   - Apply Innovation Leadership & Dealer Network To Expand Into Higher-End Pro Categories

3. **Optimize Brand & Channel**
   - Strong Position In Retail & Expansion In Pro Dealer Network

4. **Parts & Service**
   - Further Penetrate ~$4B Global Lawn & Garden Parts & Accessories Category

...Creating Significant ESG, Growth & Margin Opportunities
Industrial
Engineered Fastening Infrastructure
Stanley Industrial Overview

$2.5 BILLION - DIVERSIFIED INDUSTRIAL SEGMENT*

Vision
- A Global Leader Of Highly Engineered, Application Based Solutions, Where Safety, Reliability & Productivity Are Critical

Mission
- The #1 Innovation Catalyst & Solution Partner For Industrial Customers
  - A Scalable, Profitable, High Performing Industrial Segment

Our Purpose
- FOR THOSE WHO MAKE THE WORLD ADVANCE

Highly Engineered B2B Businesses
Customer-Trusted Brands
Deep Domain Knowledge & Customer Intimacy
Ability To Differentiate Through Innovation
Leveraging Functional Expertise
Best Practice Sharing & Professional Development

Platform Of Highly Engineered B2B Businesses, Underpinned By Trusted Brands

* Includes Divested Oil & Gas Business | Oil & Gas FY'21 Revenues ~$140M
Engineered Fastening Business Overview

2021 Revenue: ~$1.8B

Global Fastener Market - $85B

Our Competition

Fasteners:

Tools & Fasteners:

Most Extensive Portfolio Of Assembly Technology & Engineered Solutions
Engineered Fastening Advantage

Vision

To Be The Worldwide Leader In Highly Engineered Products With Opportunities To Grow Organically & Through Acquisitions

Engineering Capabilities

Leading Industry Technologies

Inorganic Growth Strategy

- Enhance The Core
- New Fastening Markets & Technologies
- Build Regional Scale
- Think Global... Act Local
- M&A Adjacencies
- Diverse Engineered Components Business
- Disrupt The Core
- Patented New Materials

Multi-Vertical Platform

Global Scale
Addressable Market Increases Significantly For EV vs ICE

Internal Combustion (ICE) Vehicle - Average Content
- Chassis / BIW: $9.5/car
- Interior Trim
- Exterior Trim
- Low Voltage Wiring
- Auto Electronics

Fully Electric & Hybrid Electric Vehicle - Projected Content
- Interior Trim
- Exterior Trim
- Auto Electronics
- Inverters & Converters
- Cooling Systems
- High Voltage Wiring
- Battery System
- On board Charger
- E Motor & Controller

Common Applications To ICE & EV
- Eliminated: $0.5/car (ICE Only)
- Added: $15-$50/car (EV Only)

Electrification Drives 3x to 6x Higher Content $ Potential per Vehicle
Electrification Opportunities In STANLEY Industrial

**SECTIONS**

**ELECTRIC BUS & TRUCK**
- $400M '20 Market
- 12% CAGR

**ELECTRIC TWO WHEELER**
- $75M '20 Market
- 9% CAGR

**ENERGY STORAGE**
- $250M '20 Market
- 17% CAGR

**FOCUS AREAS**

- **Chassis Applications**
- **EV Tier Suppliers**

- **Wire Harness Mgmt.**
- **Battery System**

- **Li Ion Cell**
- **Grid Storage OEMs**

**WHY WE WIN**

- **Extensive Customer Relationships**
- **Auto–Industrial Platform**
- **Local Manufacturing Footprint**

- **Supplier: 20+ Critical Components**
- **Supply Top 7 Two-Wheeler Makers**
- **India Manufacturing Presence**

- **Panasonic Design Partnership**
- **Google & Amazon DC Leading Supplier**
- **$2M content at Li Ion Cell Level**

**Well Positioned In Attractive Adjacencies With Strong Growth**
Attachment Tools: 2021 Revenues: $480M

Segment Overview

- Provider Of Tools For Applications That Build And Maintain The World’s Infrastructure
- Leader In Specialized Attachments For Off-Highway Construction Equipment
- IES Attachments Acquisition In 2019 Broadened Offerings & Scale Of Attachment Tools Business → Platform For Growth

Paladin Sweeper, Bucket, & Fork
Legend Series Shear Jobsite Intelligence
Stanley MB10
Non-GAAP & Other Financial Measures

This presentation also contains non-GAAP and other financial measures, including organic sales growth, operating profit, free cash flow, working capital turns and cash flow return on investment (“CFROI”).

Organic sales growth is defined as the difference between total current and prior year sales less the impact of companies acquired and divested in the past twelve months and any foreign currency impacts divided by prior year sales.

Operating profit is defined as sales less cost of sales and selling, general and administrative expenses. Management uses operating profit and its percentage of net sales as key measures to assess the performance of the Company as a whole, as well as the related measures at the segment level.

Free cash flow is defined as cash flow from operations less capital and software expenditures. Management considers free cash flow an important indicator of liquidity, as well as its ability to fund future growth and to provide a return to shareholders and is useful information for investors. Free cash flow does not include deductions for mandatory debt service, other borrowing activity, discretionary dividends on the Company’s common and preferred stock and business acquisitions, among other items. Free cash flow conversion is defined as free cash flow divided by net income.

Working capital turns are computed as annualized sales divided by working capital (accounts receivable, inventory, accounts payable, and deferred revenue). Management considers working capital turns important as it measures how efficiently working capital is being used to generate sales.

CFROI is defined as cash flow from operations plus after-tax interest expense divided by a 2-point average of debt and equity. CFROI is considered important as it is a cash-based measure of value creation that ties our strategic focus to returns.

Reconciliations of non-GAAP measures are provided in our quarterly and annual SEC filings announcing financial results and may be found in this appendix. We believe that this information may be informative to investors.
# Reconciliation Of FCF & EBITDA

<table>
<thead>
<tr>
<th>Free Cash Flow</th>
<th>EBITDA*</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2021</td>
</tr>
<tr>
<td>Net Cash Provided By Operating Activities</td>
<td>663</td>
</tr>
<tr>
<td>Less: Capital And Software Expenditures</td>
<td>(519)</td>
</tr>
<tr>
<td>Free Cash Flow</td>
<td>144</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>(MILLIONS OF DOLLARS)</th>
<th>2021</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net earnings before equity interest</td>
<td>$1,580</td>
<td>$1,177</td>
<td>$968</td>
</tr>
<tr>
<td>Interest income</td>
<td>(10)</td>
<td>(18)</td>
<td>(52)</td>
</tr>
<tr>
<td>Interest expense</td>
<td>185</td>
<td>223</td>
<td>282</td>
</tr>
<tr>
<td>Income taxes</td>
<td>61</td>
<td>43</td>
<td>127</td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>517</td>
<td>514</td>
<td>496</td>
</tr>
<tr>
<td>EBITDA</td>
<td>$2,333</td>
<td>$1,939</td>
<td>$1,821</td>
</tr>
<tr>
<td>Pre-tax acquisition-related charges and other</td>
<td>195</td>
<td>326</td>
<td>262</td>
</tr>
<tr>
<td>Adjusted EBITDA</td>
<td>$2,528</td>
<td>$2,265</td>
<td>$2,083</td>
</tr>
</tbody>
</table>

*As reported in the Company’s 2021 Annual Report. 2019-2021 EBITDA excludes the results of the Electronic Security Solutions and Healthcare businesses.
## End Markets

<table>
<thead>
<tr>
<th>End Market</th>
<th>Industrial</th>
<th>Tools &amp; Outdoor</th>
<th>SWK</th>
</tr>
</thead>
<tbody>
<tr>
<td>Existing Residential / Repair / DIY</td>
<td>0%</td>
<td>29%</td>
<td>25%</td>
</tr>
<tr>
<td>New Residential Construction</td>
<td>0%</td>
<td>23%</td>
<td>20%</td>
</tr>
<tr>
<td>Non-Resi. / Commercial Construction</td>
<td>0%</td>
<td>15%</td>
<td>13%</td>
</tr>
<tr>
<td>Industrial / Electronics</td>
<td>31%</td>
<td>5%</td>
<td>9%</td>
</tr>
<tr>
<td>Retail</td>
<td>0%</td>
<td>3%</td>
<td>2%</td>
</tr>
<tr>
<td>Automotive Production</td>
<td>37%</td>
<td>0%</td>
<td>5%</td>
</tr>
<tr>
<td>Automotive Aftermarket</td>
<td>0%</td>
<td>4%</td>
<td>3%</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>25%</td>
<td>0%</td>
<td>4%</td>
</tr>
<tr>
<td>Outdoor</td>
<td>0%</td>
<td>19%</td>
<td>16%</td>
</tr>
<tr>
<td>Aerospace</td>
<td>7%</td>
<td>0%</td>
<td>1%</td>
</tr>
<tr>
<td>Other</td>
<td>0%</td>
<td>2%</td>
<td>2%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100%</strong></td>
<td><strong>100%</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

*2021 Actual Revenue Plus $5-3B Pro Forma Impact From MTD & Excel Acquisitions.
Industrial Includes: Manufacturing, Utilities, Distribution, Power, Rail, Oil & Gas, Etc.
Infrastructure Includes: Pipe Construction And Services & Equipment
Other Includes: Logistics & Transportation, And Hospitality

~28% Exposure To U.S. Residential Construction (~1/2 Existing/Repair/DIY, ~1/2 New)
~8% Exposure To U.S. Commercial Construction
Portfolio Transformation

~$10B Has Been Invested In Acquisitions Since 2005 To Advance Growth Opportunities

### Tools & Outdoor

<table>
<thead>
<tr>
<th>Year</th>
<th>Company</th>
<th>Purchase Price ($M)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>National</td>
<td>$170</td>
</tr>
<tr>
<td>2006</td>
<td>Facom</td>
<td>$480</td>
</tr>
<tr>
<td>2011 / 2012</td>
<td>CribMaster / Lista N.A.</td>
<td>$120</td>
</tr>
<tr>
<td>2012</td>
<td>Powers</td>
<td>$220</td>
</tr>
<tr>
<td>2012 / 2013</td>
<td>Tong Lung, Bajaj, GQ, Emirian (GEM)</td>
<td>~$100</td>
</tr>
<tr>
<td>2017</td>
<td>Craftsman Brand</td>
<td>~$935</td>
</tr>
<tr>
<td>2017</td>
<td>Newell Tools</td>
<td>$1,860</td>
</tr>
<tr>
<td>2019</td>
<td>MTD Products (20% Equity Investment)</td>
<td>$235</td>
</tr>
<tr>
<td>2021</td>
<td>MTD Products (Remaining 80% Option)</td>
<td>~$1,500</td>
</tr>
<tr>
<td>2021</td>
<td>Excel</td>
<td>$375</td>
</tr>
</tbody>
</table>

### Industrial

<table>
<thead>
<tr>
<th>Year</th>
<th>Company</th>
<th>Purchase Price ($M)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>CRC-Evans (Infrastructure)</td>
<td>$445</td>
</tr>
<tr>
<td>2013</td>
<td>Infastech (SEF)</td>
<td>$850</td>
</tr>
<tr>
<td>2018</td>
<td>Nelson Fastener Systems (SEF)</td>
<td>$425</td>
</tr>
<tr>
<td>2019</td>
<td>IES Attachments (Infrastructure)</td>
<td>$655</td>
</tr>
<tr>
<td>2020</td>
<td>Consolidated Aerospace Manufacturing (SEF)</td>
<td>$1,400</td>
</tr>
</tbody>
</table>

### Divestitures

<table>
<thead>
<tr>
<th>Year</th>
<th>Company</th>
<th>Purchase Price ($M)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>HHI (Security)</td>
<td>$1,400</td>
</tr>
<tr>
<td>2017</td>
<td>Mechanical Security Businesses (Security)</td>
<td>$725</td>
</tr>
<tr>
<td>2021</td>
<td>Commercial Electronic Security &amp; Healthcare</td>
<td>$3,200</td>
</tr>
<tr>
<td>2022</td>
<td>Stanley Access Technologies</td>
<td>$900</td>
</tr>
</tbody>
</table>
Material Spend

### Direct Material Spend

<table>
<thead>
<tr>
<th>Material Type</th>
<th>2021* ($M)</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finished Goods</td>
<td>$2,000</td>
<td>29%</td>
</tr>
<tr>
<td>Components</td>
<td>3,300</td>
<td>47%</td>
</tr>
<tr>
<td>Steel</td>
<td>570</td>
<td>8%</td>
</tr>
<tr>
<td>Resin / Plastic Moldings</td>
<td>640</td>
<td>9%</td>
</tr>
<tr>
<td>Packaging</td>
<td>350</td>
<td>5%</td>
</tr>
<tr>
<td>Base Metals</td>
<td>100</td>
<td>1%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$6,960</strong></td>
<td></td>
</tr>
</tbody>
</table>

*For Directional Analysis Only

*Raw Material Spend Includes Conversion Costs
Liquidity

Near Term Liquidity Sources

<table>
<thead>
<tr>
<th>September 2022</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash Position</td>
<td>$0.4B</td>
</tr>
<tr>
<td>Revolving Credit Facilities</td>
<td>$4.5B</td>
</tr>
<tr>
<td>Total Near Term Liquidity</td>
<td>$4.9B</td>
</tr>
</tbody>
</table>

- 5-Year Agreement – Sep 2026 $2.5B
- 364-Day Facility – Sep 2023 $1.5B
- 364-Day Facility – Sep 2023 $0.5B

Combined Debt Outstanding ($M)

Adequate Liquidity To Meet The Needs Of The Company