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. Refer to the Appendix included herein for non-GAAP and other financial measures.
## Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>SWK Overview</td>
<td>4 – 24</td>
</tr>
<tr>
<td>2022 Outlook</td>
<td>25 – 28</td>
</tr>
<tr>
<td>Tools &amp; Storage</td>
<td>29 – 46</td>
</tr>
<tr>
<td>Industrial</td>
<td>47 – 54</td>
</tr>
<tr>
<td>SBD Operating Model</td>
<td>55 – 62</td>
</tr>
<tr>
<td>Appendix</td>
<td>63 – 70</td>
</tr>
</tbody>
</table>

## Contacts

- **Dennis Lange**  
  Vice President, Investor Relations  
  860-827-3833  
  dennis.lange@sbdinc.com

- **Cort Kaufman**  
  Senior Director, Investor Relations  
  860-515-2741  
  cort.kaufman@sbdinc.com

- **Christina Francis**  
  Director, Investor Relations  
  860-438-3470  
  christina.francis@sbdinc.com

- **Tandra Hall**  
  Sr. Financial Analyst, Investor Relations  
  410-832-8993  
  tandra.hall@sbdinc.com

1000 Stanley Drive  
New Britain, CT 06053  
investorrelations@sbdinc.com
A Global Leader With World Class Franchises

STANLEY BLACK & DECKER (NYSE: SWK)

2021 Revenue: $15.6B  
Market Cap: $31B  
Cash Dividend Yield: 1.7%

*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

Tools & Storage  
2021 Revenue: $12.8B

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

World-Wide Leader In Tools & Storage

Industrial  
2021 Revenue: $2.5B

75% Infrastructure  
25% Engineered Fastening

Platform Of Highly-Engineered B-2-B Businesses

Vision

Known For Innovation  
Continued Top Quartile Performance  
Social Responsibility

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

Market Cap & Dividend Yield As Of Market Close 12/31/2021: $188.62
Dividend Yield Based On 4Q’21 Annualized Dividend & Stock Price As Of Market Close 12/31/2021

StanleyBlackDecker

INVESTOR PRESENTATION  |  4
Expanding Geographic Reach

Stanley Black & Decker

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

Segments

- Tools & Storage
  - U.S.: 61%
  - Europe: 17%
  - Emerging Markets: 13%
  - ROW: 9%

- Industrial
  - U.S.: 51%
  - Europe: 18%
  - Emerging Markets: 14%
  - ROW: 17%

Diversified Globally With Approximately 60% Of Our Revenues Generated In The U.S.
### Strategic & Financial Objectives

#### Strategic Framework

<table>
<thead>
<tr>
<th>Continue Organic Growth Momentum</th>
</tr>
</thead>
<tbody>
<tr>
<td>Utilize SBD Operating Model As A Catalyst</td>
</tr>
<tr>
<td>Mix Into Higher Growth, Higher Margin Businesses</td>
</tr>
<tr>
<td>Increase SBD Weighting Of Emerging Markets</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Be Selective And Operate In Markets Where</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brand Is Meaningful</td>
</tr>
<tr>
<td>Innovation Drives Definable &amp; Sustainable Value Proposition</td>
</tr>
<tr>
<td>Global Cost Leadership Is Achievable</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Pursue Acquisitive Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Build Upon Global Tools &amp; Outdoor Platform</td>
</tr>
<tr>
<td>Expand Industrial Platform (Engineered Fastening</td>
</tr>
</tbody>
</table>

#### 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

---

*10-12% Total EPS Growth (7-9% Organically) Excluding Acquisition Related Charges

---

**Key Themes: Sustain Above-Market Organic Growth And Margin Expansion**
## Global Franchises – Long Term Value Drivers

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

<table>
<thead>
<tr>
<th>Business Value Drivers</th>
<th>The Tool &amp; Outdoor Company To Own</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>#1 In Tools &amp; Outdoor</strong></td>
<td></td>
</tr>
<tr>
<td>• Brands</td>
<td></td>
</tr>
<tr>
<td>• Innovation &amp; Outdoor Electrification</td>
<td></td>
</tr>
<tr>
<td>• Global Scale</td>
<td></td>
</tr>
<tr>
<td>» Power &amp; Hand Tools</td>
<td></td>
</tr>
<tr>
<td>» Construction, DIY, Auto Repair &amp; Industrial</td>
<td></td>
</tr>
<tr>
<td>» Developed &amp; Developing Market Presence</td>
<td></td>
</tr>
<tr>
<td><strong>A Global Leader In Engineered Fastening</strong></td>
<td></td>
</tr>
<tr>
<td>• Highly Engineered, Value-Added Innovative Solutions</td>
<td></td>
</tr>
<tr>
<td>• Recurring Revenue Model</td>
<td></td>
</tr>
<tr>
<td>• Global Scale</td>
<td></td>
</tr>
<tr>
<td><strong>High Profitability; GDP + Growth</strong></td>
<td></td>
</tr>
</tbody>
</table>

...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

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

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
Substantial Long Term Value Creation

A Track Record Of Long-Term Value Creation

967% StanleyBlack&Decker

791% Peer Group*

Average

394% S&P 500

Data From: Jan 2000 – Dec 2021

Note: Data As Of 12/31/2021; Median Excludes Stanley Black & Decker And S&P 500

TSR Defined As: Total Share Price Appreciation / (Depreciation) Including Any Dividends Reinvested In The Company / Index
*Peer Group Includes DHR, DOV, EMR, GE, HON, IR, RTW, MMM, SPXC, TXT And RTX
Our Evolving 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
Acquisitive Growth

**Active Pipeline For Potential Acquisition Targets...**

### Acquisition Criteria

- **Strategic Fit**
- **Organizational Capacity**
- **Financial Evaluation**
  - Organic Growth & Profitability Consistent With Company Targets
  - Accretive Year 1 Excluding Charges
  - Achieve 12-15% CFROI, Consistent With Our Long-Term Financial Objectives
  - Value Creation Opportunity > Share Repurchase

### Acquisitive Growth Areas

- **Tool Industry Consolidation**
- **Outdoor Expansion**
- **Industrial Segment Expansion**

...Acquisitions Remain An Important Element Of Growth Formula
Global Brand Power

A Powerful Portfolio Of Well Managed Brands

STANLEY
BLACK+DECKER
DEWALT
CRAFTSMAN
BOSTITCH
PROTO
MAC MEDICAL 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
Our Approach To ESG

Grounded By Stakeholder Capitalism

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

ALIGNED TO WORLD ECONOMIC FORUM FRAMEWORK

**ENVIRONMENTAL**
- Planet
  - Protecting The Planet

**SOCIAL**
- People
  - Furthering Progress At Work
- Prosperity
  - Fostering Communities

**GOVERNANCE**
- Governance
  - Purpose & Progress Against Key ESG Milestones

OUR 2030 CSR STRATEGY

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

**INNOVATE WITH PURPOSE**
Innovate our products to enhance the lives of 500 million people and improve environmental impacts

**CREATE A MORE SUSTAINABLE WORLD**
Positively impact the environment through our operations
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 10 Point Plan
- Gender Parity
- Skillset Development

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

PRODUCT & STRATEGY EXAMPLES

Electrification // Circular Design // Product Lifecycle

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
  - #50 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
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**

- SBD + MTD = Best Position In The World To Achieve
- ~$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**

- CORDLESS/BATTERY
- CORDED ELECTRIC
- GAS

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

Sustainability Performance

<table>
<thead>
<tr>
<th>ENERGY (KBTU/HR)</th>
<th>CARBON (MT/KHR)</th>
<th>WATER (GAL/HR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>28.9 27.9 26.3 25.3</td>
<td>3.26 3.00 2.62 2.47</td>
<td>3.48 3.26 3.26 3.17</td>
</tr>
</tbody>
</table>

2017 2018 2019 2020

Exceeded All Five-Year Sustainability Goals Set In 2015

Global 2030 CSR Strategy

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

PRODUCT
INNOVATE WITH PURPOSE
Innovate our products to enhance the lives of 500 million people and improve environmental impacts

PLANET
CREATE A MORE SUSTAINABLE WORLD
Positively impact the environment through our operations

Link: 2020 Online ESG Report

Elevating & Executing On Our Commitment To Corporate Social Responsibility
Corporate Governance

**Board Composition And Governance Features**

- ✓ Independent Chairman
- ✓ 5 New Non-Management Directors In The Last 5 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>
<thead>
<tr>
<th>Average Tenure Of</th>
<th>6.8 Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;= 3 years</td>
<td>4</td>
</tr>
<tr>
<td>4 - 5 years</td>
<td>2</td>
</tr>
<tr>
<td>&gt; 6 years</td>
<td>6</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Average Age Of</th>
<th>60.4 Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age Range</td>
<td>50-74 Years</td>
</tr>
</tbody>
</table>

**Management Incentives Support Our Long-Term Objectives**

**Annual Incentives On Performance Against:**

- EPS | Cash Flow Multiple | Gross Profit
- Organic Sales Growth

**Long-Term Incentives On Pre-Established Performance Goals On:**

- CFROI | EPS | Relative TSR

**Corporate Governance Policies That Align The Interests Of Management With Shareholders**

As Of March 29, 2021
Created World Class Global Franchises...  

Revenue ($B)  
4%  
2021 Three-Year CAGR***

Adjusted EPS*  
9%  
2021 Three-Year CAGR***

Free Cash Flow ($B)**  
$1B  
2021 Three-Year Avg. Cash Generation

Prioritized Inventory To Meet Strong Demand | Expect At Least $500M 2022 Benefit

Revenue  
2019  $12.9  2020  $13.1  2021  $15.6

Adjusted EPS*  
2019  $7.59  2020  $8.04  2021  $10.48

Free Cash Flow ($B)**  
2019  $1.1  2020  $1.7  2021  $0.1


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

***3-Year Revenue And EPS CAGR Calculations Use 2018 Revenue And EPS As Previously Reported And, As Such, Year Not Been Adjusted For Discontinued Operations.
Long Track Record Of Improvement (Return On Operating Assets)

SBD Operating Model Drives Organic Growth, Margin Improvement, Asset Efficiency And Resiliency...

...Improvement Over Two Decades Best In Class In Industrials & In 90th Percentile Of S&P 1500

Excess Cash Balance

Defined As ((Net Operating Profit Plus Rent, R&D And Depreciation) X (1-Statutory Tax Rate)) / Invested Capital. Invested Capital Defined As Total Assets Plus 8x Rent Plus 5x R&D Plus Accumulated Depreciation Less Non-Interest-Bearing Current Liabilities Less Goodwill & Intangibles.
Remain A Top Performer (Return On Operating Assets)

Top Quartile Performance Against Industrial Peers...

Top Tier Asset Efficiency
- High Working Capital Turns
- Disciplined Capital Expenditures
- Efficient Management Of Cash Balances

Runway For Continued Margin Expansion
- Operating Leverage
- Margin Resiliency

...With A Runway For Further Improvement

2020 Is DEC-20 For All Companies Except EMR (SEP-20).
Defined As ((Net Operating Profit Plus Rent, R&D And Depreciation) X (1 - Statutory Tax Rate)) / Invested Capital. Invested Capital Defined As Total Assets Plus 8x Rent Plus 5x R&D Plus Accumulated Depreciation Less Non-Interest-Bearing Current Liabilities Less Goodwill & Intangibles.
Balance Sheet & Long-Term Capital Allocation Strategy

**Maintain A Hybrid Model: A Company Focused On Growth...**

<table>
<thead>
<tr>
<th>Balance Sheet - 2021 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Free Cash Flow ($M)*</td>
</tr>
<tr>
<td>Book Debt/EBITDA</td>
</tr>
<tr>
<td>Book Debt/Capital</td>
</tr>
</tbody>
</table>

**Target ~2.0X Debt To EBITDA**

| SWK Credit Rating (LT | ST)         |
|-----------------------|
| S&P:                  | A | A1   |
| Moody’s:              | Baa1 | P2 |
| Fitch:                | A- | F1  |

<table>
<thead>
<tr>
<th>Capital Allocation Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Continue To Invest In Our Core Franchises</td>
</tr>
<tr>
<td>• Long-Term Capital Allocation Strategy Is To Return ~50% To Shareholders Through Dividends &amp; Share Repurchases</td>
</tr>
<tr>
<td>• The Remaining 50% Of Excess Capital Will Be Deployed Towards Acquisitions</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Dividend Policy</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Committed To Continued Dividend Growth</td>
</tr>
<tr>
<td>• Target Payout Ratio: 30%-35%, Consistent With Peers</td>
</tr>
</tbody>
</table>

*Non-GAAP Financial Measure. See Appendix For Reconciliation Of Free Cash Flow.*
Focused Portfolio Positioned For Growth

Secular Trends & Growth Catalysts

Reconnection With Home & Garden

Innovation

eCommerce

Electrification

Outdoor Integration & Advancements

Electrification & Autonomous

**Lead Large Format Gas & Electric Expansion**

Win With The Professional

**Apply Innovation Leadership & Dealer Network To Expand Into Higher-End Pro Categories**

Optimize Brand & Channel

**Strong Position In Retail & Expansion In Pro Dealer Network**

Parts & Service

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

Demand Remains Robust | Our Multi-Year Runway For Growth & Margin Expansion Is Compelling
Why Invest In Stanley Black & Decker?

**POWERED BY PURPOSE**

*World Class Businesses With A Track Record Of Performance*

1. **Empower Makers**
   - Enable 10 million creators and makers to thrive in a changing world.

2. **Innovate with Purpose**
   - Innovate our products to enhance the lives of 500 million people and improve environmental impacts.

3. **Create a More Sustainable World**
   - Positively impact the environment through our operations.

**With An ESG Orientation**

**Global 2030 CSR Strategy**

**BUILT TO LAST**

*Defined Path For Growth & Margin Expansion*

**Strong Growth & Shareholder Return**

<table>
<thead>
<tr>
<th>EPS*</th>
<th>2010</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>$3.54</td>
<td>$10.48</td>
<td>&gt;2X</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Dividend</th>
<th>2010</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>$1.34</td>
<td>$2.98</td>
<td>&gt;2X</td>
</tr>
</tbody>
</table>

**Vision**

1. **Continue Delivering Top-quartile Financial Performance**
2. **Be Recognized As One Of The World’s Most Innovative Companies**
3. **Elevate Our Commitment To Corporate Social Responsibility**

*Non-GAAP Financial Measure. Adjusted Diluted Earnings Per Share Exclude Acquisition-Related And Other Charges. For Full Financial Data And Non-GAAP Reconciliations, Please Refer To Stanley Black & Decker’s Fourth Quarter And Full Year Earnings Release Issued On February 1, 2022, Available At [Here](https://ir.stanleyblackanddecker.com/news-events/events/event-details/2022/Q4-2021-Stanley-Black-Decker-Inc-Earnings-Conference-Call/default.aspx). EPS CAGR Calculation Uses 2010 EPS As Previously Reported And, As Such, Has Not Been Adjusted For Discontinued Operations.*
2022 Guidance

Expect ~7-8% Organic Growth, GAAP EPS Of $10.10 - $10.70 And Adjusted EPS Of $12.00 To $12.50*...

2022 Outlook

<table>
<thead>
<tr>
<th>Organic Growth &amp; Segments</th>
<th>Tools &amp; Outdoor</th>
<th>Industrial</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organic: High Single Digits</td>
<td>Organic: High-Single To Low-Double Digits</td>
<td></td>
</tr>
<tr>
<td>Margin: Core Positive YoY – Down With Acquisitions</td>
<td>Margin: Positive YoY</td>
<td></td>
</tr>
</tbody>
</table>

Total Company Organic Growth ~7% - 8%

- Diluted EPS: 2022 GAAP EPS $10.10-$10.70 | 2022 Adjusted EPS* $12.00- $12.50
- Pretax Acquisition-Related & Other Charges: ~$380M
- Shares: ~155M
- Tax Rate: ~10%
- Free Cash Flow: Expected To Approximate $2.0 Billion
- Q1 Expected To Approximate ~13.5% Of FY Adjusted EPS* | 2H Expected To Approximate ~60% Of FY Adjusted EPS*

EPS* Assumptions At The Mid-Point

- Price To Exceed Carryover Headwinds** +$1.20 - $1.30
- Carryover Growth Investments, Net Of Cost Containment ($0.20)
- Outdoor Acquisition Accretion +$0.60
- 2022 Impact Of Share Repurchase Program Offsetting Tax & Other Below-The-Line Items +$0.10

Adjusted EPS* Guidance $12.00 - $12.50 | +15%-19% VPY

...Free Cash Flow To Approximate $2.0 Billion

* Excludes Acquisition-Related & Other Charges Noted Above
** Assuming Current Input Cost & Demand Environment
Cost & Actions Update

**Implemented 4Q Price Actions To Offset Inflation...**

**Inflation & Supply Chain Environment Remain Dynamic...**

**Cost Headwinds Rapidly Accelerated During 2021**

<table>
<thead>
<tr>
<th>FY'21 Headwind</th>
<th>$1.5B Annualized</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan’21 Call</td>
<td>$75M</td>
</tr>
<tr>
<td>Apr’21 Call</td>
<td>$190M</td>
</tr>
<tr>
<td>Jul’21 Call</td>
<td>$415M</td>
</tr>
<tr>
<td>Oct’21 Call</td>
<td>$675M</td>
</tr>
<tr>
<td>2021 Actual</td>
<td>$700M</td>
</tr>
<tr>
<td>2022 Guide</td>
<td>$800M</td>
</tr>
</tbody>
</table>

- 2022 Guidance Includes ~$800M Of Headwinds (Currency, Commodity & Higher Costs To Serve)
- Shipping & Transport Rates Remain At Historically High Levels
- Potential Opportunity If Commodities Moderate

**...Executing On Multiple Fronts To Support Margin Recovery**

**Robust Price Recovery Actions In Place**

<table>
<thead>
<tr>
<th>1Q'21</th>
<th>2Q'21</th>
<th>3Q'21</th>
<th>4Q'21</th>
<th>2022 Guide</th>
</tr>
</thead>
<tbody>
<tr>
<td>2%</td>
<td>2%</td>
<td>2%</td>
<td>5%</td>
<td>6% To 7%</td>
</tr>
</tbody>
</table>

- Initial Set Of Price Actions & NA Surcharge Fully Implemented
- Initiating Additional Price Actions In 1Q
- Expect Price To Recover Total Annualized Headwind
- Productivity Providing Further Support

**...Expect Pricing And Productivity To Exceed Carryover Headwinds Supporting Margin Recovery**
Currency Impact

*Currency Headwind Due To Strong USD...*

Currency Trends Vs. USD (12/31/20 – 12/31/2021)

- 3%  2%  10%  (23%)  9%

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

Estimated 2021 OM Annual Impact
- CAD 1% Move: $5.5 - $6.5M
- EUR 1% Move: $6.0 - $7.0M
- GBP 1% Move: $2.0 - $3.0M
- BRL 1% Move: $1.0M - $2.0M
- AUD 1% Move: $1.0 - $2.0M

...With 2022 Total FX ~$100M Unfavorable Versus Prior Year
Tools & Storage
2021 Revenues: $12.8B

**Revenue**

**By Region**
- U.S.: 61%
- Europe: 17%
- ROW: 9%
- Emerging Markets: 13%

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

**2021 Results**
- **Revenue**: $12.8B
  - 20% Organic Growth*
- **Operating Profit**:
  - +16% VPY
  - +39% Vs. 2019
- **Operating Margin**: 16.9%*

**5 Year Scorecard**
- **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**
The World’s Leading Tool Company

---

### A Powerful Growth Formula:

<table>
<thead>
<tr>
<th>COMMERCIALIZATION</th>
<th>INNOVATION</th>
<th>BRAND</th>
</tr>
</thead>
<tbody>
<tr>
<td>POWER TOOLS // HAND TOOLS // ACCESSORIES // STORAGE</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CONSUMER / DIY</td>
<td>AUTO REPAIR</td>
<td></td>
</tr>
<tr>
<td>CONSTRUCTION</td>
<td>INDUSTRIAL</td>
<td></td>
</tr>
</tbody>
</table>

---

Across 4 Major Product Categories

And 4 Major Customer Segments
Accelerating Core Growth With Strategic Investments

**eCommerce**
- Global Expansion
  - Investing +$75M
  - New Business Models
  - World Class Content
- New Talent +400
- Customer Loyalty
- Expanded Assortment

**Core Programs**
- Total Trade Solutions
- End To End Digital Solutions
  - Investing +$175M Over Three Years

**Innovation**
- Growth Initiatives
  - IRWIN | LENOX | 2-Step
  - Black + Decker
  - DEWALT 20V System
  - DEWALT FLEXVOLT

**Investing In Our Internal Capabilities To Drive Sustained Growth And Market Share**
2020 Market Position*

**Global Market Share Leader For 11 Straight Years And Running**

Tools Global Served Market Size ~$67B*

GTS Global Served Market Share

*Other Brands Not Displayed Accounting For ~43% Of Total Tools Market Experienced Declines in 2020 Share

*Excludes Outdoor Gas Equipment
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 $10B Diversified Tool Industry Leader
Vision

Key Pillars:

CUSTOMER OBSESSION

EXEMPLARY INNOVATION

NEW GLOBAL GROWTH

Enabled By:

PEOPLE Diversity, Equity & Inclusion

+ TECHNOLOGY Digital & Data Solutions
Hand & Power Tool Brand Positioning

- **HPP** (High Performance Purpose) brands: DEWALT, PROTO, MAC TOOLS
- **MPP** (Medium Performance Purpose) brands: STANLEY, LENOX
- **OPP** (Low Performance Purpose) brands: BLACK+DECKER, IRWIN, PORTER+CABLE

Brands positioned across different market segments:
- **Consumer**
- **Tradesman**
- **Professional**
- **Automotive / Industrial**

Stanley Black & Decker logo
Diversified Innovation Fueled By Customer Insights

“J need to work in tight spaces for long periods of time.”

“J need a powerful, cordless platform.”

“J need more solutions to fit my lifestyle.”

“Technology is changing the way I do my job. J need tools that will change with me.”

“I need a safer jobsite.”

62+ Innovation Awards Since Q1 2020

22,000 New Products Launched Over 3 Years @ >35% Vitality Rate
Investments In Technology

**Electrical**
- Motors & Electronics
- Battery Cells
  - Most Power Dense Cordless Solutions In The Industry

**Charging**
- Faster Speed
  - 60 min
- 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

- Smaller: Body Grip Tools
  - 12v MAX Lithium Ion
  - 20v MAX Lithium Ion
  - XTREME Non-Compact Series
  - ATOMIC Compact Series

- Smarter: 20V Core Tools
  - 20v MAX Lithium Ion
  - XR

- Stronger: 20V Expansion Tools
  - 20v MAX Lithium Ion
  - XR POWER DETECT
  - XR BRAHSLESS WITH FLEXVOLT ADVANTAGE

- High Power Tools:
  - 60v MAX Lithium Ion
  - FLEXVOLT
  - PERFORM PROTECT

POWER
DEWALT Wave Of Innovation

125+ New Products

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

Fastest Growing Brand In The Industry... $1B+ In Power Tools
Hand Tools, Accessories & Storage Opportunities

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
eCommerce Hypergrowth Is A Key Strategy

**CORE ACCELERATION**

**People**

+400 New Talent

**Expanded Markets**

Global Marketplaces

- B2C
- B2B
- B2B2C
- E-Commerce Channels

Direct To Consumer

- Germany
- North America

**Strategic Focus**

Accelerate In China

- Commercial Partnerships
- Strengthen Brand Equity
- Omni Channel GTM
- High Growth Segment

**E-Captain**

- .Com Acceleration
- Advanced Analytics

- Partner Of First Call
- Superior Insights

**Capabilities**

- Premium Content
- B2B Platform
- Advanced Analytics
- Fulfillment & Customer Service

**Pro Consumers**

Black + Decker Revitalization

- Black + Decker
- DEWALT

**Investment Across Our Key Pillars Continues To Drive Market Share**
Growth In Outdoor

Brand & Product Portfolio Positioned For Growth

Electrification & Autonomous
Lead Large Format Gas & Electric Expansion

Optimize Brand & Channel
Strong Position In Retail & Expansion In Pro Dealer Network

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

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

2021 Acquisition Pro Forma Results*

~$3B Revenue
~7-8% Operating Margin

Adjusted EPS Contribution Ahead Of Expectations

'22 Total Adjusted EPS Contribution

2025

'22 Total Adjusted EPS Contribution +$0.20 Vs. Prior Estimate Representing $0.60 Of YoY Accretion

Creating Significant ESG, Growth & Margin Opportunities

* Proforma FY'21
SBD And MTD Combination - Highly Complementary Capabilities

Two Industry Leading Companies...

Stanley Black & Decker

MTD

Electrification
(Batteries, Motors & Modules)

Leading Brands
(Partnered with Large Retailer)

Global Sales
(Worldwide Distribution)

Manufacturering Expertise
(Local Footprint)

Engineering Expertise
(Grass Cutting & Snow)

Dealer Channel
(Professional Distribution)

Robotics Expertise
(Consumer & Professional)

Complexity Management

Complexity Management

Operating Model

Industry 4.0

SBD And MTD

Manufacturing
Expertise

Leading Brands

Manufacturing
Expertise

Electrification

Robotics
Expertise

Manufacturing
Expertise

...Together Developing World Class Technical & Commercial Capabilities

Stanley Black & Decker
Outdoor Growth Journey Over Next 36 Months

Clear Strategies To Drive Organic Growth And Share Gain...

**Lead Large Format Gas & Electric**
- A Complete Gas Lineup To Meet The Needs Of The Pro
- Electrification of Large Format
- To Deliver Cordless Large Format Solutions For All End-Users

**Customer Partnerships**
- Global Retail & eCommerce Alignments
- Commercialization Excellence
- Enabling Consumer Reconnection With Lawn & Garden

**Independent Dealer Channel**
- Expand Into Higher-End Lawn & Garden Professional Products
- Assess Existing Network, Dealer Productivity & Value Proposition
- Drive Dealer Coverage, Composition And Performance

**Parts & Accessories**
- Further Penetrate ~$4B Global OPE Parts & Accessories Category
- Improve Channel & End User Experience Through P&A Support
- Unique Value Proposition Delivering Margin Accretive Growth

...Supported By Secular Trends In The Lawn & Garden Industry
Stanley Industrial Overview

$2.5 BILLION - DIVERSIFIED INDUSTRIAL SEGMENT

<table>
<thead>
<tr>
<th>Vision</th>
<th>Mission</th>
<th>Our Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>A Global Leader Of Highly Engineered, Application Based Solutions, Where Safety, Reliability &amp; Productivity Are Critical</td>
<td>The #1 Innovation Catalyst &amp; Solution Partner For Industrial Customers A Scalable, Profitable, High Performing Industrial Segment</td>
<td>FOR THOSE WHO MAKE THE WORLD ADVANCE</td>
</tr>
</tbody>
</table>

| 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 |

- **Mission**
  - Infrastructure: 25%
  - Engineered Fastening: 75%

- **Our Purpose**
  - U.S.: 51%
  - ROW: 18%
  - Emerging Markets: 14%
  - Europe: 17%
  - General Industrial: 50%
  - Aerospace: 37%
  - Oil & Gas: 6%
  - Automotive: 7%

Platform Of Highly Engineered B2B Businesses, Underpinned By Trusted Brands
Engineered Fastening Business Overview

2021 Revenue: ~$1.8B

Global Fastener Market - $85B

Geographic Breakdown:
- Americas: 46%
- Europe: 23%
- Asia: 31%

End Market Breakdown:
- Automotive: 50%
- Industrial: 41%
- Aerospace: 9%

Our Competition

Fasteners:
- ITW
- NiCo
- lisí
- A Raymond
- SFS

Tools & Fasteners:
- Penn Engineering
- Böllhoff
- Howmet Aerospace
- Atlas Copco

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

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

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

Vision

Engineering Capabilities

Leading Industry Technologies

Multi-Vertical Platform

Global Scale

StanleyBlack&Decker
Customized Value Proposition

**Global Leader In Technology-Based Fasteners + Systems With Data & Analytics Capabilities...**

- **Product Design**
- **Fastener Design**
- **IoT Enabled Common Systems Platform**
- **Analytics**
- **Insights**

**Complete Assembly Solution**

**Helping Our Customers Achieve:**
- Cost Efficiencies
- Improved Quality
- Lower Warranty Cost
- Reduced Inventory
- Increased Output
- Safety Critical

For All Our Market Segments

...And A Recurring Revenue Model Over The Life Of The Program
Addressable Market Increases Significantly For EV vs ICE

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

**SEGMENTS**

**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*
Infrastructure

2021 Revenues: $621M

Attachment Tools
~$480M

- 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

Oil & Gas
~$140M

- A Niche Market Leader In Oil & Gas Infrastructure & Integrity Services
- A Global Service Company Combining Equipment, Technology, And Field Services To Deliver A Proven Pipeline Construction Process Boosting Efficiency, Reliability, And Productivity
- Comprehensive Product Offerings With Proprietary Technology

Stanley Black & Decker
Operational Excellence: SFS & Customer-Focused Service

SFS Delivers Breakthrough Value To The Customer As Well As High Asset Efficiency...

Operational Excellence

Customer-Driven Service Metrics

Agile Supply Chain

Lean/Industry 4.0

Make Where We Sell

8+ WCT

...Industry 4.0 Adoption To Enhance Capability & Support “Make Where We Sell” Strategy

2021 FCF Conversion 5YR-Average*

- ~81%

- 118%

2021 WCT 5YR-Average**

- 8.8

- 5.5

FCF Conversion Defined As (Cash from Operations - CapEx) / Net Income | Source: Bloomberg

Peers: FCF Conversion: WCT: Ind, DHR, ETN, ITW, MAN, NWL, SNA, BLM


**5-Year WCT Average Calculation Uses 2017 And 2018 Data As Previously Reported And, As Such, Has Not Been Adjusted For Discontinued/Operations.
Technology Solutions

**AI & Machine Learning**
- Yield Optimization
- Predictive Algorithms
- Pro-active Maintenance Work

**Robotics**
- Eliminate Repetitive Tasks
- Real Time Fault Detection & Resolution

**Digital Apps**
- Guided Digital Work From Remote Experts

**Digital Twins**
- Remote Problem Solving Expertise
- Benchmarking & Optimization

---

Prioritized Technology Solutions To Deliver Maximum Value
Stanley Production System

Our Industry 4.0 Journey Has Accelerated Due To Our COE & Data Capabilities...

Connecting Our Factories...

- To Capture The Data

One Standard...

- Based Upon Lean Workflow

Transformed With Automation...

- Fueling “Make Where We Sell”

...Accelerating Our Strategy To Deliver Breakthrough Operations Performance
Margin Resiliency Value Pools

Our Capabilities Have Been Firmly Established In These 4 Focus Areas...

- **Price & Margin Excellence**
  - Center Of Excellence To Deliver Standardized Digital Tools & Processes

- **Next Generation Procurement**
  - Integrated Data Structure, AI & Robotics To Enable Flexible, Agile Procurement

- **Supply Chain & Industry 4.0**
  - Accelerating Make Where We Sell & Digitizing The Factory Floor To Drive Productivity, Efficiency & Optimize Footprint

- **Indirect Cost & Functional Excellence**
  - Improve Efficiency & Effectiveness Of Indirect Spend While Delivering Sustainable Cost Reductions

...And Serve As Foundation Of Our $100-$150M Of Annual Margin Opportunity
Lifelong Learning

**A2E Essentials**

**Individual**
- New skills
  - 15% of jobs will be new, e.g. UX designer
- Up-skilling
  - 55% of jobs will involve new content, e.g. Marketing
- Re-skilling
  - 30% of today's jobs will disappear, e.g. mailman

**Enterprise**
- Culture of lifelong learning
- Spirit of experimentation and innovation
- Building new organizational capabilities

*Embracing New Ways Of Learning As Talent & Technology Transform Our Future Work & Skillsets*
Extreme Innovation: Our Ecosystem

Innovation Ecosystem Expanding At An Impressive Rate

1 Of Only 2 Companies That Qualified As High-leverage Innovators Over 15 Years
Extraordinary Customer Experience

Rapid Changes In Technology & Information Are Changing How We Engage With Our Customers...

- Commercial Excellence
- Personalized Execution
- Distinctive Brands
- Products & Solutions
- World Class Service

...Embedding Creative & Deliberate Best In Class Customer Experiences To Drive Profitable Growth
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>(MILLIONS OF DOLLARS)</td>
</tr>
<tr>
<td></td>
<td>Net earnings before equity</td>
</tr>
<tr>
<td></td>
<td>interest</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>

*Free Cash Flow is shown as previously reported which excludes the impacts from the 2018 adoption of ASU 2016-15, “Classification of Certain Cash Receipts and Cash Payments” and ASU 2016-18, “Restricted Cash”*
## End Markets

<table>
<thead>
<tr>
<th>End Market</th>
<th>Industrial</th>
<th>Tools &amp; Storage</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>Total</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

*2021 Actual Revenue Plus $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

<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>

<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>

<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>
</tbody>
</table>
Material Spend

**Direct Material Spend**

2021* ($M)

<table>
<thead>
<tr>
<th>Material Type</th>
<th>Amount ($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>

*Raw Material Spend Includes Conversion Costs

**Top Three Raw Material Exposures**

(Finished Goods + Direct + Components)

1. Steel  
2. Resin  
3. Packaging
### Near Term Liquidity Sources

<table>
<thead>
<tr>
<th>December 2021</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cash Position</strong></td>
<td>$0.3B</td>
</tr>
<tr>
<td><strong>Revolving Credit Facilities</strong></td>
<td>$4.5B</td>
</tr>
<tr>
<td><strong>Total Near Term Liquidity</strong></td>
<td>$4.8B</td>
</tr>
</tbody>
</table>

**5-Year Agreement – Sep 2026** $2.5B

**364-Day Facility – Sep 2022** $1.0B

**364-Day Facility – Nov 2022** $1.0B

---

### Combined Debt Outstanding ($M)

**Notes/Bonds**

- 2022: $555
- 2026: $700
- 2028: $750
- 2030: $500
- 2040: $400
- 2048: $750
- 2050: $750
- 2060: $750

---

**Adequate Liquidity To Meet The Needs Of The Company**

*As Of 4Q21. Cash Position includes ~$145M of cash classified as held for sale.*