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.
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A Global Leader With World Class Franchises

STANLEY BLACK & DECKER (NYSE: SWK)

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

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

Tools & Outdoor
2021 Revenue: $12.8B

World-Wide Leader In Tools & Outdoor

Industrial
2021 Revenue: $2.5B

Platform Of Highly-Engineered B-2-B Businesses

Vision

Known For Innovation
Continued High Performance
Social Responsibility

StanleyBlack&Decker

Market Cap & Dividend Yield As Of Market Close 5/02/2022 $122.81
Dividend Yield Based On 4Q’21 Annualized Dividend & Stock Price As Of Market Close 5/02/2022
*Includes ~$2.8B 2021 Pro Forma Revenue For MTD & Excel Acquisitions | Total Outdoor = $1.2B + ~$4B | Tools & Outdoor FY’21 Total Pro Forma Revenue = ~$15.6B

INVESTOR PRESENTATION | 4
Expanding Geographic Reach

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

*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>
</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>
</tbody>
</table>

The Tool & Outdoor Company To Own

<table>
<thead>
<tr>
<th>The Tool &amp; Outdoor Company To Own</th>
</tr>
</thead>
<tbody>
<tr>
<td>• DEWALT</td>
</tr>
<tr>
<td>• STANLEY</td>
</tr>
<tr>
<td>• BLACK &amp; DECKER</td>
</tr>
<tr>
<td>• CRAFTSMAN</td>
</tr>
<tr>
<td>• IRWIN</td>
</tr>
<tr>
<td>• LENOX</td>
</tr>
<tr>
<td>• Cub Cadet</td>
</tr>
<tr>
<td>• TROY-BILT</td>
</tr>
<tr>
<td>• HUSTLER</td>
</tr>
</tbody>
</table>

A Global Leader In Engineered Fastening

| • Highly Engineered, Value-Added Innovative Solutions |
| • Recurring Revenue Model                           |
| • Global Scale                                      |

High Profitability; GDP + Growth

| STANLEY                                      |

...With Asset Efficiency And Customer Level Execution Aided By The SBD Operating Model

StanleyBlack&Decker
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
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

Our Operating Model
EXTRAORDINARY CUSTOMER EXPERIENCE
EXEMPLARY INNOVATION
PERFORMANCE RESILIENCY
OPERATIONS EXCELLENCE
## 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 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

<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 Progress At Work</td>
<td>Purpose &amp; Progress Against Key ESG Milestones</td>
</tr>
</tbody>
</table>

Our 2030 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

---

**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

---

**ESG FOCUS AREAS**

---

**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
  - #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
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

<table>
<thead>
<tr>
<th>Internal Combustion (ICE) Vehicle</th>
<th>Electric &amp; Hybrid-Electric Vehicle</th>
</tr>
</thead>
<tbody>
<tr>
<td>SBD Average Content</td>
<td>SBD Projected Content</td>
</tr>
<tr>
<td>$10 Per Car</td>
<td>$30 - $60 Per Car</td>
</tr>
</tbody>
</table>

**OUTDOOR PRODUCTS**

- SBD + MTD = Best Position In The World To Achieve
- ~$25B Global Outdoor Products Equipment

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

<table>
<thead>
<tr>
<th>SMOG FORMING POLLUTION</th>
<th>GAS</th>
<th>ELECTRIC</th>
<th>BATTERY</th>
<th>Parts</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 hour gas-powered lawn mower use</td>
<td>63%</td>
<td>12%</td>
<td>10%</td>
<td>15%</td>
</tr>
<tr>
<td>1 hour gas-powered leaf blower use</td>
<td>Driving 300 miles from LA to Vegas</td>
<td>Driving 1,100 miles from LA to Denver</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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

ELEVATED PEOPLE
Empowering Makers Through Partnerships
Upskilling Our Employee Base

Product
INNOVATE WITH PURPOSE
Innovate our products to enhance the lives of 500 million people

INNOVATION VOLUME
Sustainable Innovation from Within and Through Collaboration

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

SUSTAINABILITY PERFORMANCE

We Remain Focused On Our 2030 Goals

Link: 2021 Online ESG Report

Elevating & Executing On Our Commitment To Corporate Social Responsibility

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

<table>
<thead>
<tr>
<th>Average Tenure Of 7 Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;= 3 years</td>
</tr>
<tr>
<td>&gt; 6 years</td>
</tr>
</tbody>
</table>

**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**

As Of 2022 Proxy, Dated March 9, 2022
## Historical Performance

### Created World Class Global Franchises...

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue ($B)</th>
<th>Adjusted EPS*</th>
<th>Free Cash Flow ($B)**</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>$12.9</td>
<td>$7.59</td>
<td>$1.1</td>
</tr>
<tr>
<td>2020</td>
<td>$13.1</td>
<td>$8.04</td>
<td>$1.7</td>
</tr>
<tr>
<td>2021</td>
<td>$15.6</td>
<td>$10.48</td>
<td>$0.1</td>
</tr>
</tbody>
</table>


**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, Have Not Been Adjusted For Discontinued Operations.

...And Achieved Strong Growth Track Record

Prioritized Inventory To Meet Strong Demand | Expect At $1.0B-$1.5B In 2022
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


Bursting Of The Dot.com
Housing Crisis & Global Recession
Eurozone Debt Crisis
Brexit Referendum
Tariffs & Trade
COVID-19 Pandemic

Excess Cash Balance

24.7%
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
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>
<th>Capital Allocation Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Free Cash Flow ($M)*</td>
<td>• Continue To Invest In Our Core Franchises</td>
</tr>
<tr>
<td>$144</td>
<td></td>
</tr>
<tr>
<td>Book Debt/EBITDA</td>
<td></td>
</tr>
<tr>
<td>2.8x</td>
<td></td>
</tr>
<tr>
<td>Book Debt/Capital</td>
<td></td>
</tr>
<tr>
<td>36%</td>
<td></td>
</tr>
<tr>
<td>Target ~2.0X Debt To EBITDA</td>
<td></td>
</tr>
</tbody>
</table>

SWK Credit Rating (LT | ST)

| S&P: | A | A1 |
| Moody’s: | Baa1 | P2 |
| Fitch: | A- | F1 |

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

*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**
  - DeWALT
  - CRAFTSMAN
  - STANLEY
  - Cub Cadet

- **Innovation**
  - 20v MAX
  - XTREME PERFORMANCE SERIES
  - ATOMIC
  - POWERSTACK
  - FLEXVOLT
  - V20 Lithium Ion

- **eCommerce**

- **Electrification**
  - Expanding Capabilities
  - DeWALT
  - MTD Tools
  - BLACK+DECKER
  - STANLEY
  - Engineered Fastening

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. **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

**With An ESG Orientation**

**Our 2030 Strategy**

- **Empower Makers**
  - Enable 10 million creators and makers to thrive in a changing world
- **Innovate With Purpose**
  - Innovate 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

### BUILT TO LAST

**Defined Path For Growth & Margin Expansion**

**Strong Growth & Shareholder Return**

- **EPS**
  - 2010: $3.54
  - 2021: >2X
  - 2010 EPS CAGR: >12%
  - 2021 EPS: $10.48

- **Dividend**
  - 2010: $1.34
  - 2021: >2X
  - 2021 Dividend: $2.98

---


| EPS CAGR Calculation Uses 2010 EPS As Previously Reported And, As Such, Has Not Been Adjusted For Discontinued Operation|
2022 OUTLOOK
## 2022 Guidance

**Expect Mid-Twenties Total Revenue Growth Vs. Prior Year And Adjusted EPS Of $9.50 To $10.50***...**

### 2022 Updated Outlook

<table>
<thead>
<tr>
<th>Tools &amp; Outdoor</th>
<th>Industrial</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organic: Mid-To-High Single Digits</td>
<td>Organic: High-Single Digits To Low-Double Digits</td>
</tr>
<tr>
<td>Margin: Pressured YoY By Inflation And Acquisition Mix</td>
<td>Margin: Flat To Positive YoY</td>
</tr>
</tbody>
</table>

### Mid-Twenties Total Company Revenue Growth

- **Diluted EPS**: 2022 GAAP EPS $7.20-$8.30 | 2022 Adjusted EPS* $9.50-$10.50
- **Pretax Acquisition-Related & Other Charges**: ~$460M
- **Shares**: ~158M
- **Tax Rate**: ~8.5%
- **Free Cash Flow**: Expected To Approximate $1.0-$1.5 Billion
- **Q2 Expected To Approximate ~21% Of FY Adjusted EPS**

### Drivers For Updated Adjusted Diluted EPS*

| Jan’22 Guidance (Midpoint) | $12.25 |
| Access Technologies Divestiture | ($0.30) |
| Russia Business Closure | ($0.15) |
| **Midpoint After Portfolio Decisions** | $11.80 |
| Commodity & Transport Inflation | ($3.50) |
| Pricing Actions, 1Q Performance & Other | +$1.70 |
| **Apr’22 Guidance (Midpoint)** | $10.00 |

---

* Excludes Acquisition-Related & Other Charges Noted Above

---

*Free Cash Flow To Approximate $1.0-$1.5 Billion*
**Cost & Actions Update**

**Incremental Inflation Headwinds Necessitating Additional Price Actions...**

**Incremental Commodity & Transport Inflation Emerged In 2Q...**

**Jan'22 Call**

**Updated '22 Guidance**

**FY'22 Headwinds $1.4B | +$0.6B Versus Prior Guidance**

**...Focused Response And Actions To Latest Headwinds**

**Key Commodity Spot Price* Changes Since Guidance**

<table>
<thead>
<tr>
<th>Commodity</th>
<th>Change Vs. Jan 31st</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lithium</td>
<td>+93%</td>
</tr>
<tr>
<td>Nickel</td>
<td>+48%</td>
</tr>
<tr>
<td>Cobalt</td>
<td>+7%</td>
</tr>
<tr>
<td>Aluminum</td>
<td>+11%</td>
</tr>
<tr>
<td>Copper</td>
<td>+8%</td>
</tr>
<tr>
<td>US HR Steel</td>
<td>+33%</td>
</tr>
<tr>
<td>China HR Steel</td>
<td>+15%</td>
</tr>
<tr>
<td>Oil</td>
<td>+15%</td>
</tr>
</tbody>
</table>

**Actions To Offset External Headwinds**

- Executing Additional Global Price Increases In Response To Incremental Inflation
- Expect Price To Contribute High-Single Digit Growth In 2022
- Productivity Providing Further Support

*Spot Price Sources: Metals & HR Steel= London Metal Exchange Spot Prices; Oil = United Kingdom, Spot Price, Crude Oil, Brent Blend

...Remain Focused On Recovering 100% Of Headwinds & Restoring Normalized Margin Levels In 2023
Currency Impact

Currency Headwinds Due To Stronger USD...

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 ~$115M Unfavorable To Prior Year
Tools & Outdoor
2021 Revenues: $12.8B

Revenue

By Region

61% U.S.
17% Europe
13% ROW
9% Emerging Markets

By End Market

60% Pro Construction
30% DIY
10% Industrial & Automotive
10% Pro Construction

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
A POWERFUL GROWTH FORMULA:

COMMERCIALIZATION | INNOVATION | BRAND

POWER TOOLS // HAND TOOLS // ACCESSORIES // STORAGE

- CONSUMER / DIY
- AUTO REPAIR
- CONSTRUCTION
- INDUSTRIAL

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
- Growth Initiatives
  - IRWIN | LENOX | 2-Step
  - Black + Decker
  - DEWALT 20V System
  - DEWALT FLEXVOLT
- End To End Digital Solutions
- Brand
  - DeWALT
  - CRAFTSMAN
  - STANLEY
  - BLACK+DECKER

**Innovation**
- Investing +$175M Over Three Years
- Key Processes
  - Artificial Intelligence
  - Business Intelligence
  - Data Analytics
- ARTIFICIAL INTELLIGENCE

**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

Positioned Well For Continued Market Share Leadership In 2021

*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

EXTREME INNOVATION

NEW GLOBAL GROWTH

Enabled By:

PEOPLE
Diversity, Equity & Inclusion

TECHNOLOGY
Digital & Data Solutions
Hand & Power Tool Brand Positioning

- Consumer
- Tradesman
- Professional
- Automotive / Industrial

Brand positioning:
- HPP: CRAFTSMAN, STANLEY
- MPP: BLACK+DECKER, PORTER+CABLE, IRWIN, BOSTITCH
- OPP: DEWALT, LENOX, MAC TOOLS, PROTO, FACOM
Diversified Innovation Fueled By Customer Insights

Application-Based Innovation

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

Cordless & High-Powered Solutions

“I need a powerful, cordless platform.”

62+ Innovation Awards Since Q1 2020

Lifestyle Products & Solutions

“I need more solutions to fit my lifestyle.”

Technology & Digital Solutions

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

Safety

“I need a safer jobsite.”

Tethered Tools

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
- Multiple Batteries

- Brodest 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>
<thead>
<tr>
<th>Smaller</th>
<th>Smarter</th>
<th>Stronger</th>
</tr>
</thead>
<tbody>
<tr>
<td>Body Grip Tools</td>
<td>20V Core Tools</td>
<td>20V Expansion Tools</td>
</tr>
<tr>
<td>High Power Tools</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**POWER**

- **Smaller**
  - Body Grip Tools
- **Smarter**
  - 20V Core Tools
  - 20V Expansion Tools
- **Stronger**
  - High Power Tools
DEWALT Wave Of Innovation

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

125+ New Products
Fastest Growing Brand In The Industry... $1B+ In Power Tools
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
eCommerce Hypergrowth Is A Key Strategy

**CORE ACCELERATION**

**People**

+400 New Talent

**E-Captain**

Advanced Analytics

- Partner Of First Call
- Superior Insights

**Capabilities**

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

**EXPANDED MARKETS**

**Global Marketplaces**

B2C

B2B

B2B2C

- E-commerce Channels

**Direct To Consumer**

- Germany
- North America

**Pro Consumers**

- Black + Decker
- MAC Tools

**STRICTLY Focus**

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

**Accelerate In China**

- Black + Decker Revitalization

**Exponential Growth**

**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: ~$0.85
- 2025 Total Adjusted EPS Contribution: ~$1.40

Creating Significant ESG, Growth & Margin Opportunities

* Proforma FY'21

INVESTOR PRESENTATION | 43
SBD And MTD Combination - Highly Complementary Capabilities

Two Industry Leading Companies...

Stanley Black & Decker

Electrification
(Batteries, Motors & Modules)

Leading Brands
(Partnered with Large Retailer)

Global Sales
(Worldwide Distribution)

Complexity Management

Operating Model

Industry 4.0

DTV

MTD

For A Growing World™

Dealer Channel
(Professional Distribution)

Manufacturing Expertise
(Local Footprint)

Engineering Expertise
(Grass Cutting & Snow)

Robotics Expertise
(Consumer & Professional)

...Together Developing World Class Technical & Commercial Capabilities
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

StanleyBlack&Decker
Stanley Black & Decker

INDUSTRIAL Engineered Fastening Infrastructure
Stanley Industrial Overview

$2.5 BILLION - DIVERSIFIED INDUSTRIAL SEGMENT

<table>
<thead>
<tr>
<th>Vision</th>
<th>Mission</th>
<th>Our Purpose</th>
</tr>
</thead>
</table>
| A Global Leader Of Highly Engineered, Application Based Solutions, Where Safety, Reliability & Productivity Are Critical | The #1 Innovation Catalyst & Solution Partner For Industrial Customers
A Scalable, Profitable, High Performing Industrial Segment | 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
Engineered Fastening Business Overview

2021 Revenue: ~$1.8B

Global Fastener Market - $85B

Geographic

End Market

Geographic

Americas 46%

Europe 23%

Asia 31%

End Market

Automotive 50%

Aerospace 9%

Industrial 41%

Our Competition

Fasteners:

ITW

NIICO

lisi

ARaymond

SFS

Tools & Fasteners:

PEM

BOLLHOFF

HOWMET

Atlas Copco

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
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**

- **Well Positioned In Attractive Adjacencies With Strong Growth**

- **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
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

Paladin Sweeper, Bucket, & Fork
Legend Series Shear
Jobsite Intelligence
Stanley MB10

NEXRAY
Digital Radiography
Onshore Pipeline Installation
Wind Turbine Inspection

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*

-89% SWK

118% Industrial Peers

2021 WCT 5YR-Average**

8.8 SWK

5.5 Industrial Peers

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

Peers: FCF Conversion: WCT: Ind. - DHR, ETN, ITW, MAS, NWL, SNA, SHW


**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

**Connected Factory**

*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...**
- **One Standard...**
- **Transformed With Automation...**

...To Capture The Data

...Based Upon Lean Workflow

...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...

<table>
<thead>
<tr>
<th>Price &amp; Margin Excellence</th>
<th>Next Generation Procurement</th>
<th>Supply Chain &amp; Industry 4.0</th>
<th>Indirect Cost &amp; Functional Excellence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Center Of Excellence To Deliver Standardized Digital Tools &amp; Processes</td>
<td>Integrated Data Structure, AI &amp; Robotics To Enable Flexible, Agile Procurement</td>
<td>Accelerating Make Where We Sell &amp; Digitizing The Factory Floor To Drive Productivity, Efficiency &amp; Optimize Footprint</td>
<td>Improve Efficiency &amp; Effectiveness Of Indirect Spend While Delivering Sustainable Cost Reductions</td>
</tr>
</tbody>
</table>

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

**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

StanleyBlack&Decker

3X Market Cap Growth
2.6X Revenue Growth

R&D Spend

- 2015: $188M
- 2021: $276M
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
APPENDIX
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></th>
<th>2021</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Free Cash Flow</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Net Cash Provided</strong></td>
<td>663</td>
<td>2,022</td>
<td>1,506</td>
</tr>
<tr>
<td>By Operating Activities</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less: Capital And Software</td>
<td>(519)</td>
<td>(348)</td>
<td>(425)</td>
</tr>
<tr>
<td>Expenditures</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Free Cash Flow</strong></td>
<td>144</td>
<td>1,674</td>
<td>1,081</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EBITDA</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(MILLIONS OF DOLLARS)</td>
<td></td>
<td></td>
<td></td>
</tr>
<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>
## 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 $13B Pro Forma Impact From MTD & Excel Acquisitions.
Comm. Const. Includes Non-Retail, Office Building, Arenas/Stadiums, Hotels, Resorts, Cinemas, Etc.
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>Component</th>
<th>2021* ($M)</th>
<th>%</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 Mouldings</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

**Top Three Raw Material Exposures**

(Finished Goods + Direct + Components)

1. Steel  
2. Resin  
3. Packaging
Liquidity

Near Term Liquidity Sources

<table>
<thead>
<tr>
<th>March 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash Position*</td>
</tr>
<tr>
<td>Revolving Credit Facilities</td>
</tr>
<tr>
<td>Credit Revolver Draw</td>
</tr>
<tr>
<td>Total Near Term Liquidity</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
364-Day Facility – Jan 2023 $2.5B

Combined Debt Outstanding ($M)

Adequate Liquidity To Meet The Needs Of The Company

*As Of 1Q'22. Cash Position includes ~$151M of cash classified as held for sale.