Investor Presentation

Version 2.20.2024

StanleyBlack&Decker

For those who make the world.™

Contents

Contacts

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

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

Christopher Capela
Director, Investor Relations
860-827-5556
christopher.capela@sbdinc.com

1000 Stanley Drive
New Britain, CT 06053
investorrelations@sbdinc.com

Cautionary Statement

This presentation contains “forward-looking statements,” that is, statements that address anything other than historical facts. 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,” “transform,” “target,” “will,” “on-track,” “goal,” “positioning,” “opportunity” or “guidance.” 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, press release announcing Fourth Quarter And Full Year 2023 Results on Form 8-K, 2022 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

StanleyBlack&Decker

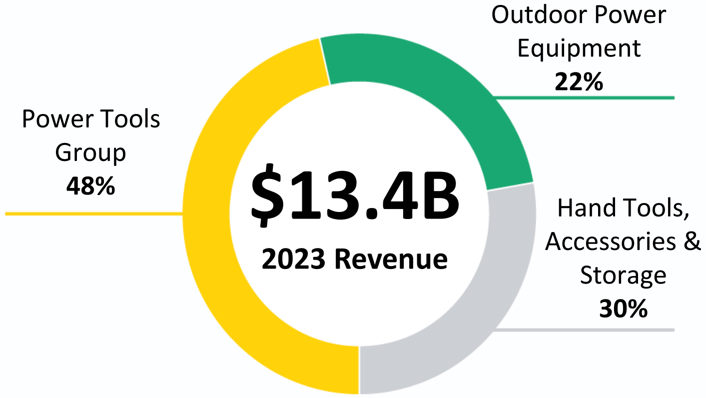
2023 Revenue*: $15.8B

Market Cap: ~$14B

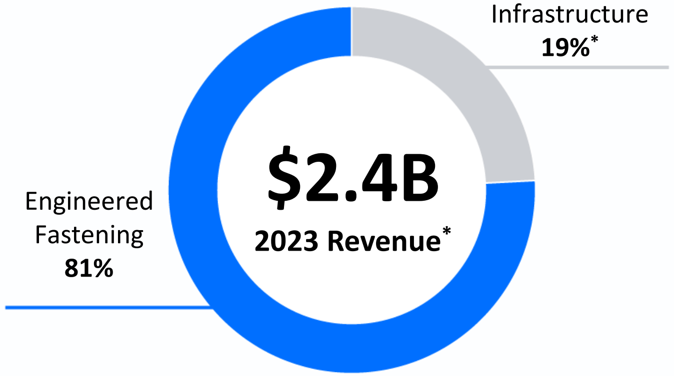
Cash Dividend Yield: 3.6%

Dividend Paid Consecutively For 147 Years; Increased For Past 56 Consecutive Years (NYSE: SWK)

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



Industrial
Highly-Engineered B-2-B Businesses



Core Capabilities

1 ***Portfolio Of Iconic Brands***

2 ***Powerful Innovation***

3 ***Broadest Category & Channel Coverage***

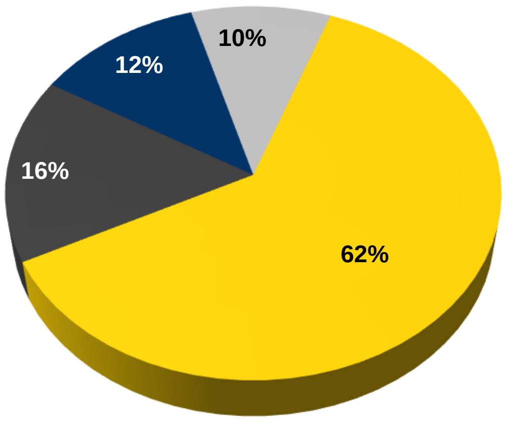
4 ***Operational Excellence***

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

Market Cap & Dividend Yield As Of Market Close 2/2/2024 $90.63
*Includes Previously Announced Pending Divestiture Of STANLEY Infrastructure

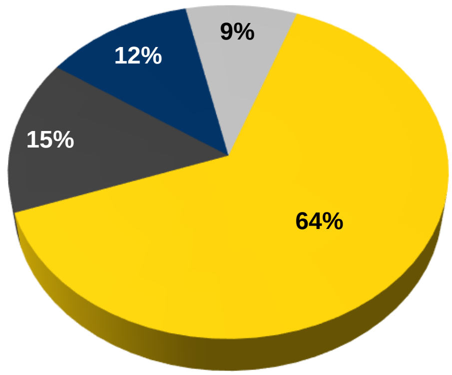
Geographic Reach

Stanley Black & Decker

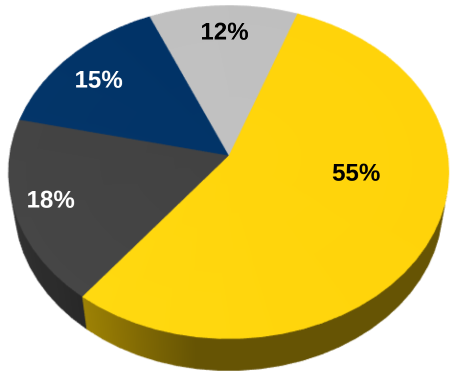


Segments

Tools & Outdoor



Industrial*



U.S. Europe Emerging Markets ROW

Diversified Globally With 60%-65% Of Our Revenues Generated In The U.S.

StanleyBlack&Decker

Percentages As Of Fiscal Year 2023 Totals
*Includes Previously Announced Pending Divestiture Of STANLEY Infrastructure

Transforming To Accelerate Organic Growth

Executing On Our Clear Vision And Strategy For Long-Term Success…

Reduce Complexity – ~$2B Savings By End Of '25**	Invest In Core Growth $300M - $500M	Enhance Shareholder Return
OPTIMIZE CORPORATE STRUCTURE	INNOVATION	Organic Revenue* Growth 2-3X Market
FOCUS OPERATING MODEL	ELECTRIFICATION	35%+ Adjusted Gross Margin* By 2025
TRANSFORM SUPPLY CHAIN	MARKET LEADERSHIP	100%+ Free Cash Flow* Conversion
	MORE RESPONSIVE SUPPLY CHAIN	Powerful Innovation
		Customer Fill Rate Improvement

…As A More Focused, Purpose Driven Company

StanleyBlack&Decker

*Non-GAAP Financial Measures. Refer To Appendix For Additional Information On Organic Revenue, Cash From Operating Activities, Gross Margin And Other GAAP And Non-GAAP Financial Measures

**$2 Billion Pre-Tax Run-Rate Cost Savings By The End Of 2025

Strategic Transformation On-Track

Expect To Generate $2.0 Billion Pre-Tax Run-Rate Cost Savings By End Of 2025…

Progress Achieved

Pre-Tax Run-Rate Cost Savings

$160M	$1B+
4Q'23 Quarter-To-Date	*Program-To-Date*

Supply Chain Transformation

- *Strategic Sourcing*
- *Facility Consolidation*
- *Complexity Reduction*
- *Ops Excellence*

Program-To-Date Savings Exceeded $1 Billion Target By End Of 2023

Targeting To Achieve ~$1.5 Billion Of Pre-Tax Run-Rate Savings By End Of 2024

…Supporting Goal Of $300 - $500 Million Growth And Share Gain Reinvestment And 35%+ Adjusted Gross Margin*

*Non-GAAP Financial Measure. Refer To Appendix For Additional Information On Gross Margin and Other GAAP And Non-GAAP Financial Measures

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:

OPERATIONS EXCELLENCE

- Outsized, Capital-Efficient Organic Revenue* Growth
- Attractive, Expandable Margin Rates
- Outstanding FCF* Conversion

Key Long-Term Metrics/Targets:

- Organic Revenue* Growth: 2-3x Market
- 35%+ Adjusted Gross Margin* By 2025
- 100%+ Free Cash Flow* Conversion
- Powerful Innovation
- Customer Fill Rate Improvement
- CFROI* Between 12-15%

Current Capital Allocation Focus

In The Near Term, The Company Intends To Direct Any Capital In Excess Of The Quarterly Dividend On Its Common Stock Toward Debt Reduction And Internal Investments

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

*Non-GAAP Financial Measure. Refer To Appendix For Additional Information On Organic Revenue, Cash From Operating Activities, Gross Margin and Other GAAP And Non-GAAP Financial Measures

Balance Sheet & Liquidity

2023 Actuals

Free Cash Flow ($M)*	$853
Book Debt/ EBITDA*| Adj. EBITDA*	11.5x | 6.3x
Book Debt/Capital	44%

SWK Credit Rating (LT | ST)

S&P	A- | A2
Moody's	Baa3 | P3
Fitch	BBB+ | F2

Remain Committed To Investment Grade Credit Ratings

Liquidity Key Points

- Maintain Investment Grade Credit Ratings
- $4.0B In Credit Facilities Backed By A Well Capitalized, Diversified Bank Group
- Long-Term Debt Maturity 1Q 2025 | Next Maturity 1Q 2026

Liquidity Sources As Of 4Q'23

Cash On Hand	$0.4B
Addl. Commercial Paper Capacity ($3.5B Max)	$2.4B
Addl. Credit Facility Capacity	$0.5B
Total Additional Liquidity	**$3.3B**

Debt Reduction Remains A Top Priority In 2024

Financial Flexibility In A Challenging And Dynamic Environment

*Non-GAAP Financial Measure. Refer To Appendix For Additional Information On Cash From Operating Activities, Net Earnings, EBITDA and Other GAAP And Non-GAAP Financial Measures

2024 Guidance

StanleyBlack&Decker

2024 Guidance

Anticipating Relatively Flat Organic Growth Representing Modest Share Gain Against A Tough Macro Environment…

2024 Outlook

Organic Revenue* And Adjusted Margins*	Total Company	Tools & Outdoor	Industrial
	Organic: Relatively Flat YoY +/- 2pts **Adjusted EBITDA Margin:** ~10%	**Organic:** Relatively Flat YoY +/- 2pts **Segment Margin:** Up YoY	**Organic:** Flat To Low Single Digit Growth YoY **Segment Margin:** Relatively Flat YoY

Other Guidance Items At The Midpoint

Assumes Infrastructure Divestiture Closes End Of 1Q'24 Including ~$100M Sales in 1Q

Pre-Tax Non-GAAP Adjustments: ~$290M-$340M, Driven Predominately By Transformation

Other Net: ~$310M | **Interest Expense:** ~$350M

Depreciation: ~$400M | **Intangible Amortization:** ~$165M | **Capex:** ~$400M-$500M

Adjusted Tax Rate: ~10%

Shares: ~151M

1Q Adjusted EPS: To Approximate 13% Of FY Adjusted EPS

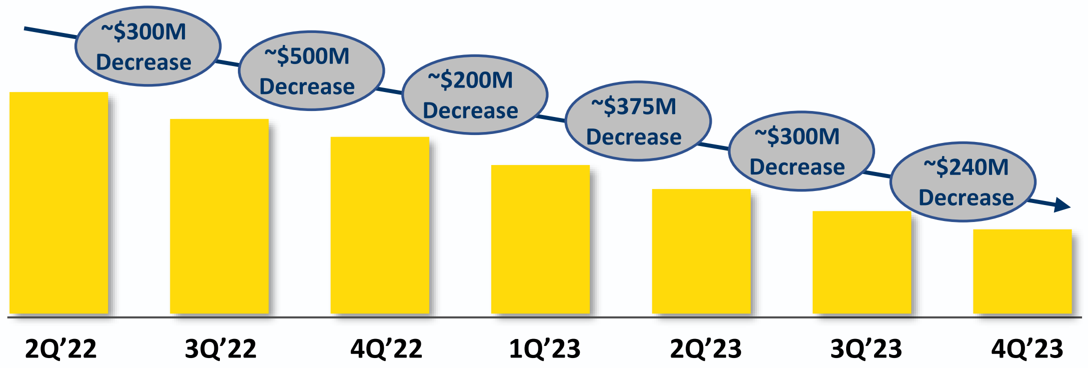
…2024 EPS Guidance Range To Be GAAP $1.60-$2.85 And Adjusted* $3.50-$4.50 | Free Cash Flow* $0.6B-$0.8B

*Non-GAAP Financial Measures. Refer To Appendix For Additional Information On Revenue, EPS, Cash From Operating Activities, Gross Margin And Other GAAP And Non-GAAP Financial Measures

Inventory & Gross Margin Update

~$850 Million Free Cash Flow* And Gross Margin Improvements In FY'23…

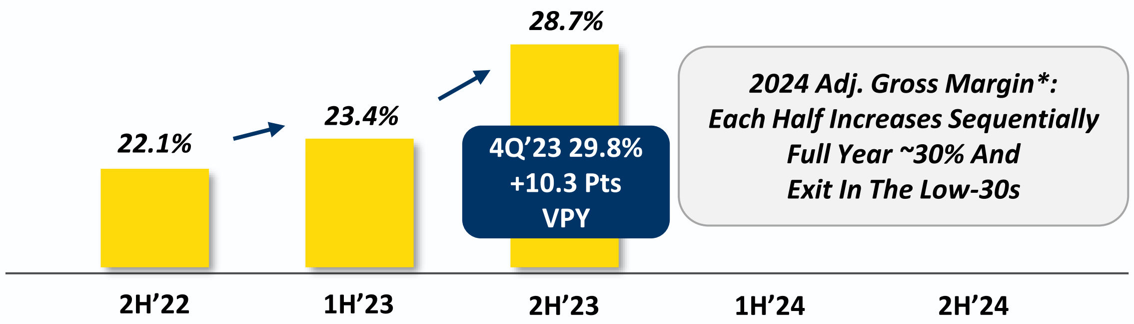
Delivered Over $1 Billion Inventory Reduction In 2023



- ~$1.1 Billion Inventory Reduction In 2023 And Inventory Reduction Totaling $1.9 Billion Since Mid-2022**
- Working Capital Reduction A Continued Priority…Expect Multi-Year Inventory Reductions To Be Driven By Efficiency Gains
- 2024 Working Capital Reduction Supported By Lower Inventory ($0.4B-$0.5B)

~$850 Million Free Cash Flow* In FY'23… FY'24 Free Cash Flow* Expected To Approximate $0.6 Billion To $0.8 Billion

Exiting 2023 Approaching ~30% Adjusted Gross Margin*



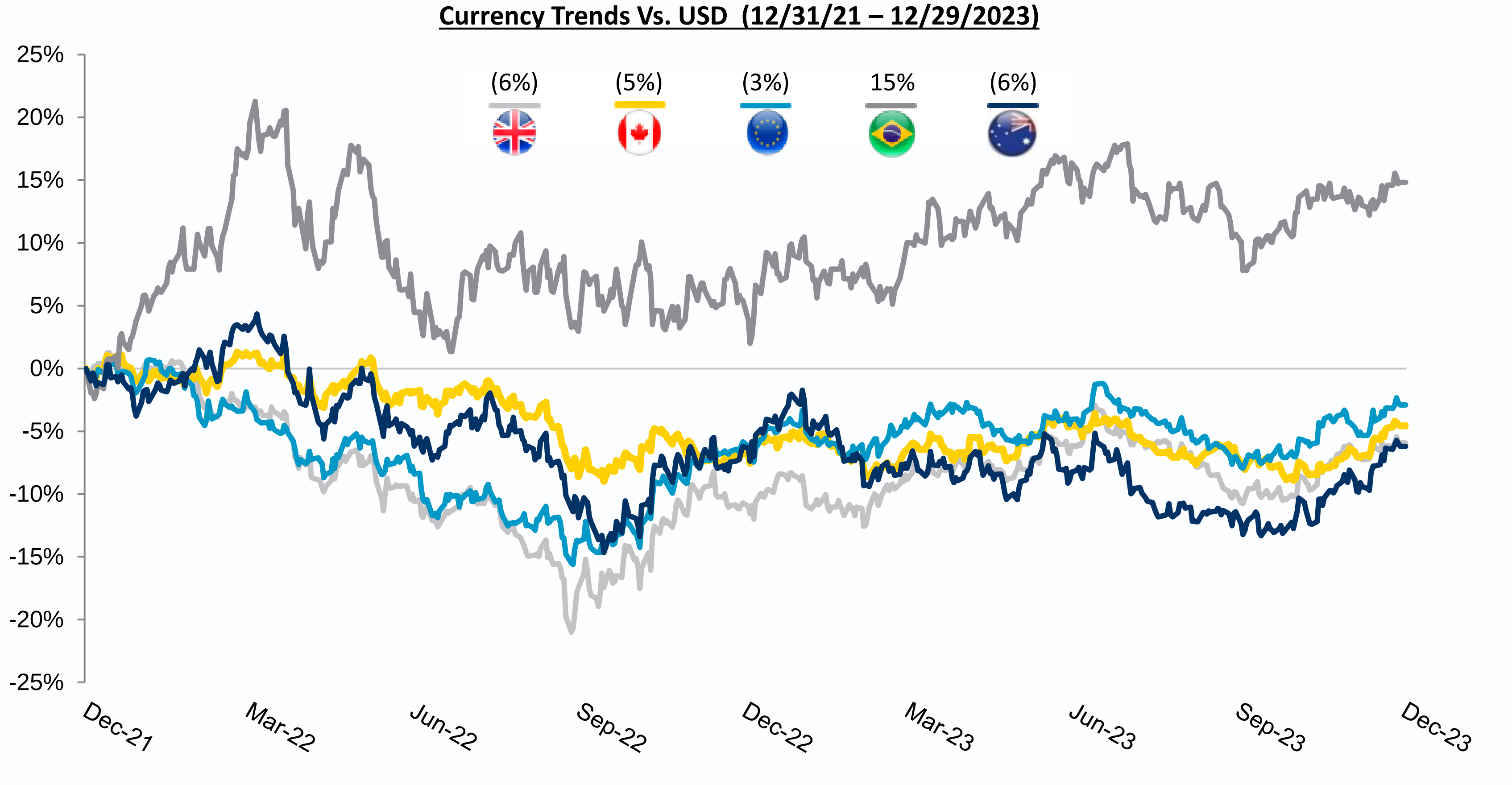
- 4Q'23 Adjusted Gross Margin* Up +220 Bps Sequentially; Four Consecutive Quarters Of Adjusted Gross Margin* Improvement
- 4Q'23 Adjusted Gross Margin* Expansion VPY As Lower Inventory Destocking Costs, Supply Chain Transformation Benefits And Lower Shipping Costs More Than Offset The Impact From Lower Volume

Long Term Target: 35%+ Adjusted Gross Margins*

…Strong Foundation To Grow Profitability In 2024 While Prioritizing Cash Generation And Balance Sheet Strength

*Non-GAAP Financial Measures. Refer To Appendix For Additional Information On Cash From Operating Activities, Gross Margin, And Other GAAP And Non-GAAP Financial Measures
**Approximately $100 Million Inventory Reduction Attributable To The Infrastructure Business Held For Sale Accounting

Currency Impact



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 Annual Impact

- CAD 1% Move: $4.5M - $5.5M
- EUR 1% Move: $3.0M - $4.0M
- GBP 1% Move: $1.0M - $2.0M
- BRL 1% Move: $1.0M - $2.0M
- AUD 1% Move: $1.0M - $2.0M

2022 Currency Headwinds From Stronger US Dollar Against Major Currencies

As of 12/29/23. FY Impact Using December Month End Rates.

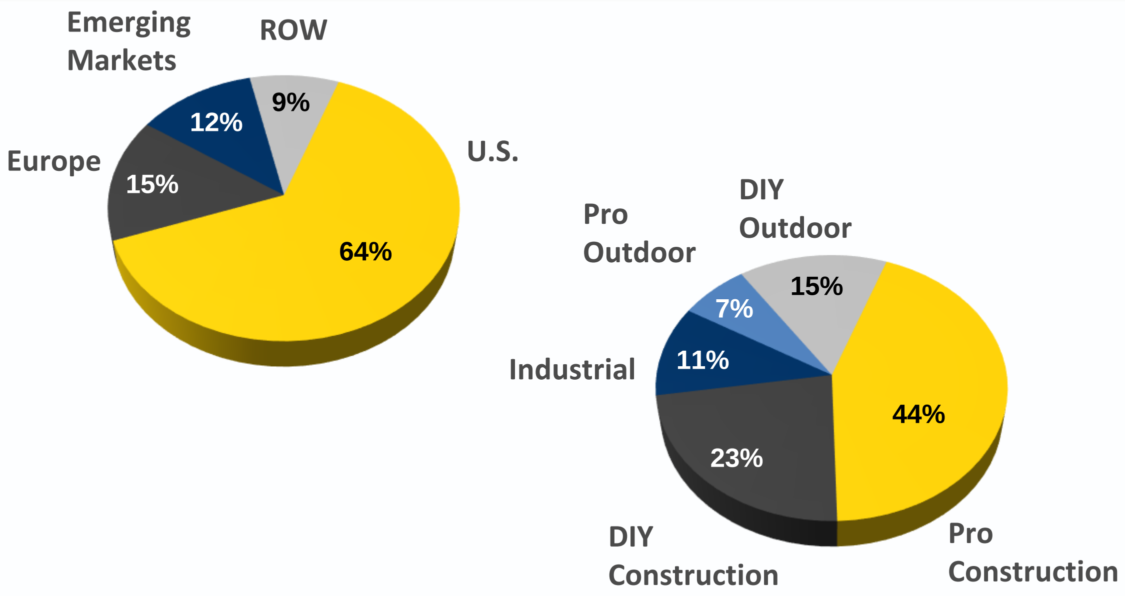
Tools & Outdoor

StanleyBlack&Decker

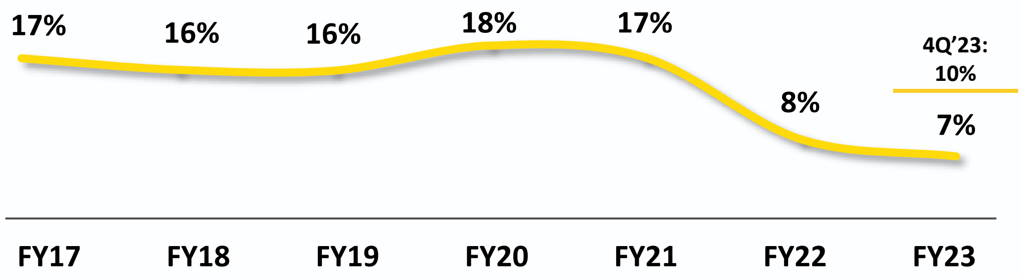
Tools & Outdoor

2023 Revenues: $13.4B
Power Tools: $6.4B | Hand Tools Accessories & Storage: $4.0B | Outdoor Equipment: $3.0B

2023 Revenue Profile



Adjusted Segment Margin*



Significant Margin Expansion Opportunity From Supply Chain Transformation Through 2025

- Strategic Sourcing
- Facility Consolidation
- Operational Excellence
- Complexity Reduction

A Worldwide Leader In Tools And Outdoor… Well-Positioned For Sustained Growth

StanleyBlack&Decker

*Non-GAAP Financial Measure. Refer To Appendix For Additional Information On Segment Margin And Other GAAP And Non-GAAP Financial Measures. Refer To Prior Form 8-K Filings For The Respective Years Shown Above For Reconciliation Of GAAP To Non-GAAP Segment Margin. Stanley Black & Decker's Fourth Quarter And Full Year Earnings Release Issued On February 1, 2024 Is Available At https://ir.stanleyblackanddecker.com/news-events/events/event-details/2024/Q4-and-FY-2023-Stanley-Black--Decker-Inc-Earnings-Conference-Call/default.aspx

A Global Leader In Tools & Outdoor

Proven Market Outperformance Driven By Our Powerful Growth Formula…

DEWALT | CRAFTSMAN | STANLEY | BLACK+DECKER | Cub Cadet | IRWIN | LENOX | HUSTLER | TROY-BILT | MAC TOOLS | PROTO | FACOM

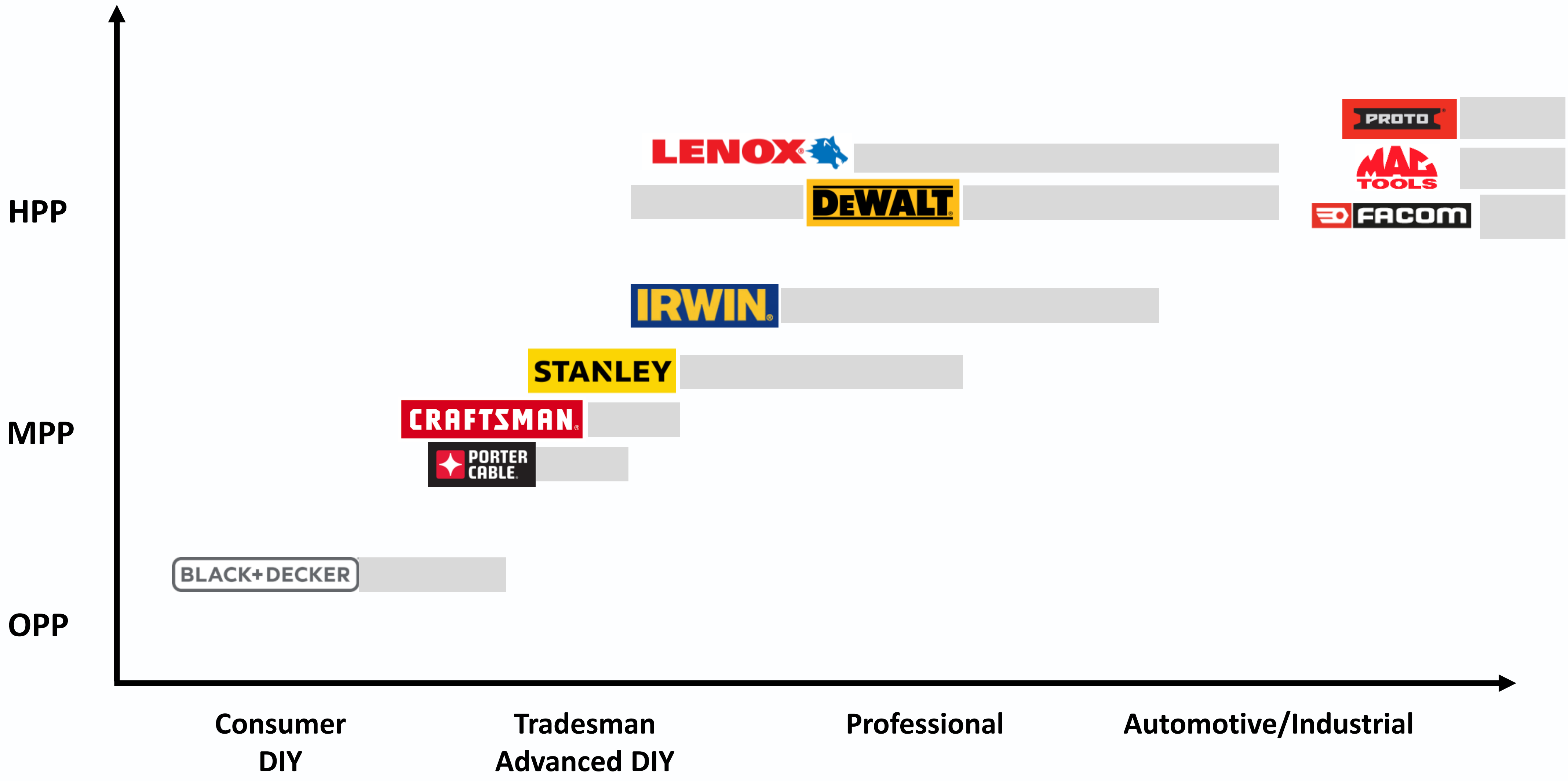
A POWERFUL GROWTH FORMULA:

COMMERCIALIZATION | INNOVATION | BRAND

Across 5 Major Product Categories	POWER TOOLS // OUTDOOR // HAND TOOLS // ACCESSORIES // STORAGE
And 4 Major Customer Segments	CONSUMER / DIY; OUTDOOR PRODUCTS; CONSTRUCTION; INDUSTRIAL & AUTO REPAIR

…Positioning The Business For Future Growth And Margin Expansion

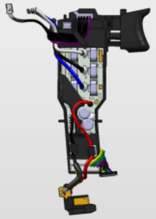
Hand & Power Tool Brand Positioning



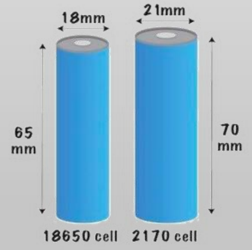
Investments In Technology

Electrical

Motors & Electronics



Battery Cells



Power Dense Cordless Solutions

Charging

Faster Speed

Multiple Batteries

Broad Range Of Charging Products And Solutions

Digital

Asset Tracking

Comprehensive Loss Prevention Products And Services

Applying Technology Across Our Cordless Platform

Smaller

Body Grip Tools

12V MAX LITHIUM ION

20V MAX LITHIUM ION

XTREME SUB-COMPACT SERIES

ATOMIC COMPACT SERIES

Smarter

20V Core Tools

20V MAX LITHIUM ION

XR

20V Expansion Tools

20V MAX LITHIUM ION

XR POWER DETECT

20V MAX BRUSHLESS WITH FLEXVOLT ADVANTAGE

Stronger

High Power Tools

60V MAX LITHIUM ION

FLEXVOLT

PERFORM PROTECT

DEWALT TOOL CONNECT

POWER

DEWALT Innovation

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

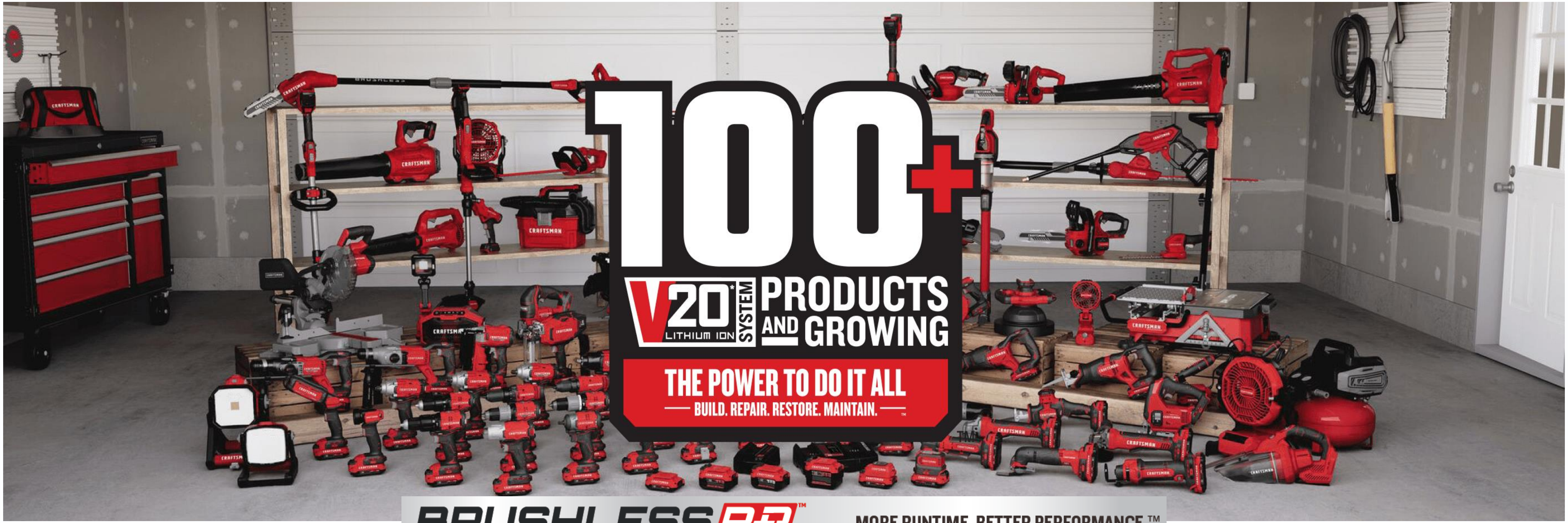
Heavy Duty Platform Expansion In 2024

Revolutionary Platform Of Cordless Solutions For The Concrete Industry…

Heavy Duty Line Of Concrete Solutions Debuted At World Of Concrete

…Advancing The Trade With The Impressive Power, Runtime, Reliability Of Our Battery-Operated Solutions

CRAFTSMAN V20 LITHIUM ION Cordless System



BRUSHLESS RP™ MORE RUNTIME. BETTER PERFORMANCE.™

Focused On Increased Penetration Through Expanding The Cordless Power Tools System

Hand Tools, Accessories & Storage Opportunities

HTAS
HAND TOOLS, ACCESSORIES & STORAGE

$4B Global Business…
$42B Total Market - $34B Addressable

Leader In
30+ Categories

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

Elite Series Accessories

Unmatched Performance Serving The World's Toughest Jobsites

Own The Toolbox

Storage For Every Tool That Does The Job

Mechanics Tools Of The Future

Disruptive Innovation in Access, Precision, and Gripping Technology To Capture A Vast End User Market

100+ Year Legacy Of Innovation

Outdoor Opportunities

Completed Two Major Complementary Acquisitions In 4Q 2021…

~$3 Billion Lawn & Garden Platform With Broad Coverage Across $25B+ Outdoor Category

MTD For A Growing World

Excel Industries

Cub Cadet

Troy-Bilt Built for Life

Hustler

\+

StanleyBlack&Decker

Fastest Growing Franchise In Cordless/Electric Outdoor Power Equipment

DeWALT

CRAFTSMAN

BLACK+DECKER

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

…Driving Sustainability, Growth & Margin Opportunities

Industrial

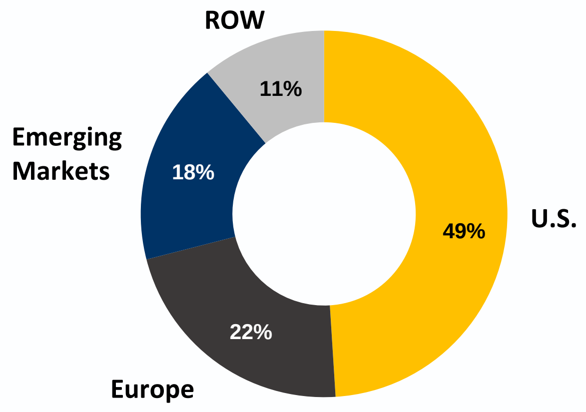
Engineered Fastening

StanleyBlack&Decker

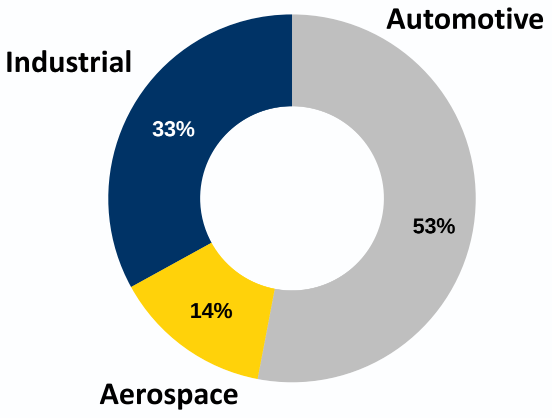
Industrial Overview: Engineered Fastening

2023 Revenue: ~$2.0B

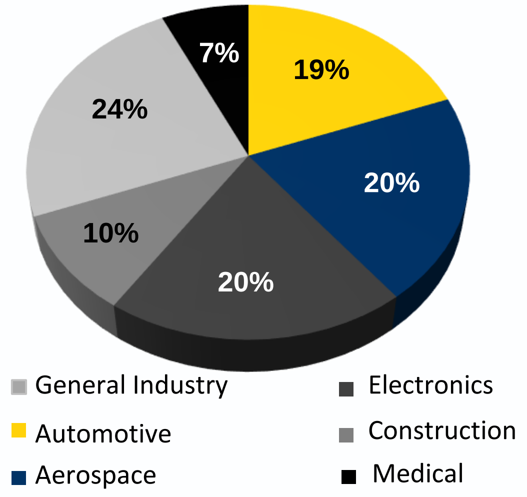
Geographic



End Categories



Global Fastener Segment - $85B



~$29B

Value Add Market Segments

Vision

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

Mission

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

Other Players

Fasteners: ITW, NIFCO, lisi, ARaymond, SFS

Tools & Fasteners: PEM PennEngineering, BÖLLHOFF, HOWMET AEROSPACE, Atlas Copco

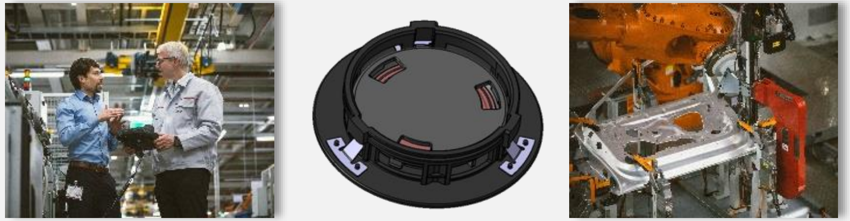
Extensive Portfolio Of Assembly Technology & Engineered Solutions

Engineered Fastening Advantage

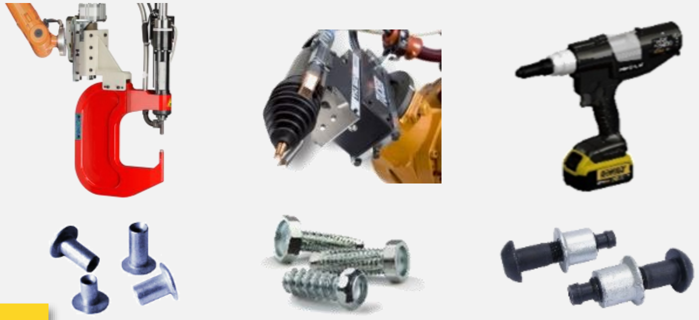
Vision

To Be The Worldwide Leader In Highly Engineered Products
With Opportunities To Grow

Engineering Capabilities



Leading System Solutions



STANLEY
Engineered Fastening

Multi-Vertical Platform

Global Scale

Engineered Fastening Growth Strategy

High-Growth Verticals

Automotive EV, Aerospace, Construction, And Solar

Defendable Customer Value

Solving Critical Industry Challenges

Expand Customer Relationships

Advance Innovation, Depth Of Offerings, And Improve Profitability

Build Regional Scale

Think Global… Act Local

Addressable Market Increases Significantly For EV vs ICE

Internal Combustion (ICE) Vehicle - Average Content

Fully Electric & Hybrid Electric Vehicle - Projected Content

Common Applications To ICE & EV

- Chassis / BIW
- Interior Trim
- Exterior Trim
- Low Voltage Wiring
- Auto Electronics

$9.5/car (ICE)

$15/car (EV)

$10/car

$30-$60/car

Eliminated

Fuel & Exhaust System Engine	$0.5/car	ICE Only

Added

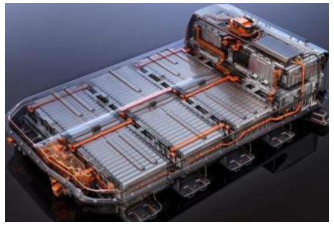
EV Only	$15-$50/car	Cooling Systems Battery System On board Charger Inverters & Converters High Voltage Wiring E Motor & Controller

Electrification Drives 3x To 6x Higher Content $ Potential Per Vehicle

Electrification Opportunities In STANLEY Industrial

Electrification Across The Industrial Platform

Auto



Thermal Management

Solutions For EV Battery Makers

Industrial

Heavy Equip Transfer

Cordless Tools Replace Hydraulic, Corded And Pneumatic Equipment

Why We Win

Customer Intimacy	Deep Design Integration With Major OEMs
Technology Leadership	Most Credible Full Systems Partner (Fasteners, Tools, Automation, Services & Software)
Supply Chain Excellence	Engineering & Manufacturing Hubs Close To Customer

Focus Areas

- **Chassis Applications**
- **EV Tier Suppliers**
- **Wire Harness Mgmt.**
- **EV Battery System And Safety**
- **Li Ion Cell**
- **Grid Storage OEMs**
- **Cordless Assembly Tools**
- **Cordless Welding**

Well-Positioned To Address The Electrification Market Transformation

Appendix

StanleyBlack&Decker

For those who make the world.™

Non-GAAP & Other Financial Measures

This presentation may include non-GAAP and other financial measures as defined below.

Organic revenue or organic sales 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. Organic revenue growth, organic sales growth or organic growth is organic revenue or organic sales divided by prior year sales. Gross profit is defined as sales less cost of sales. Gross margin is gross profit as a percentage of sales. Segment profit is defined as sales less cost of sales and selling, general and administrative (“SG&A”) expenses (aside from corporate overhead expense). Segment margin is segment profit as a percentage of sales. EBITDA is earnings before interest, taxes, depreciation and amortization. EBITDA margin is EBITDA as a percentage of sales.

Gross profit, gross margin, SG&A, segment profit, segment margin, EBITDA and EBITDA margin are adjusted for certain gains and charges, such as supply chain transformation costs, acquisition and divestiture-related items, asset impairments, restructuring, and other adjusting items. Management uses these metrics as key measures to assess the performance of the Company as a whole, as well as the related measures at the segment level. Adjusted earnings per share or adjusted EPS, is diluted GAAP EPS excluding certain gains and charges.

Free cash flow (“FCF”) is defined as cash flow from operations less capital and software expenditures. Management considers free cash flow an important indicator of its liquidity, as well as its ability to fund future growth and to provide a return to the shareowners 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 stock and business acquisitions, among other items. Free cash flow conversion is defined as free cash flow divided by net income.

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.

The Company considers the use of the Non-GAAP financial measures above relevant to aid analysis and understanding of the Company’s results, business trends and outlook measures aside from the material impact of certain gains and charges and ensures appropriate comparability to operating results of prior periods.

The Company also provides expectations for the non-GAAP financial measures of adjusted EPS, presented on a basis excluding certain gains and charges, as well as free cash flow. Forecasted adjusted EPS is reconciled to GAAP EPS on slide 11. Due to high variability and difficulty in predicting items that impact cash flow from operations, a reconciliation of forecasted free cash flow to its most directly comparable GAAP estimate has been omitted. The Company believes such a reconciliation would also imply a degree of precision that is inappropriate for this forward-looking measure.

Reconciliation Of GAAP To Non-GAAP Measures

Millions of Dollars

	Q4 2022			Q3 2023			Q4 2023	
GAAP Gross Profit	**Non-GAAP Adjustments**	**Non-GAAP Gross Profit**	**GAAP Gross Profit**	**Non-GAAP Adjustments**	**Non-GAAP Gross Profit**	**GAAP Gross Profit**	**Non-GAAP Adjustments**	**Non-GAAP Gross Profit**
$753.5 *18.9%*	+ $24.5	= $778.0 *19.5%*	$1,060.6 *26.8%*	+ $32.2	= $1,092.8 *27.6%*	$1,104.4 *29.6%*	+ $9.9	= $1,114.3 *29.8%*

Reconciliation Of GAAP To Non-GAAP Measures

Free Cash Flow

Millions of Dollars	FY'23	FY'22	FY'21
Net Cash Provided By (Used In) Operating Activities	$1,191	$(1,460)	$663
Less: Capital And Software Expenditures	(338)	(530)	(519)
Free Cash Flow	$853	$(1,990)	$144

Adjusted EBITDA* *(Continuing Operations)*

Millions of Dollars	FY'23	FY'22	FY'21
Net (loss) earnings before equity interest	$ (282)	$ 170	$ 1,532
Interest income	(187)	(55)	(10)
Interest expense	560	339	186
Income taxes	(94)	(132)	55
Depreciation and amortization	625	572	514
EBITDA	$ 622	$ 894	$ 2,277
Non-GAAP Adjustments Before Income Taxes	566	642	194
Accelerated Depreciation Included In Non-GAAP Pre-Tax Adjustments	(50)	(8)	(8)
Adjusted EBITDA	$ 1,138	$ 1,528	$ 2,463
Debt	7,177		
Debt/EBITDA	11.5x		
Debt/Adjusted EBITDA	6.3x		

*Adjusted EBITDA For All Years Reflects Continuing Operations

End Categories

***End Categories** - % Of Revenue**	*Industrial*	*Tools & Outdoor*	*SWK*
Existing Residential / Repair / DIY	0%	23%	20%
New Residential Construction	0%	27%	23%
Non-Resi. / Commercial Construction	0%	16%	14%
Industrial & Automotive Repair	33%	11%	14%
Automotive OEM	53%	0%	7%
Aerospace	14%	0%	2%
Outdoor Professional	0%	7%	6%
Outdoor Consumer / DIY	0%	15%	13%
Other	0%	1%	1%
Total	**100%**	**100%**	**100%**

~40%-45% Exposure To Residential Construction (~30% U.S.) And ~20% Exposure To The Outdoor Pro And Consumer

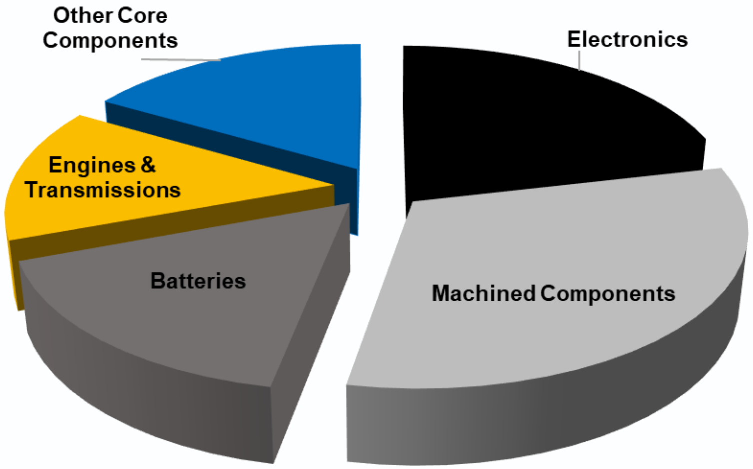
*2023 Actual Revenue Excluding The Previously Announced Pending Divestiture Of STANLEY Infrastructure
Comm. Const. Includes Non-Retail, Office Buildings, Arenas/Stadiums, Hotels, Resorts, Cinemas, Etc.
Industrial Includes Manufacturing, Utilities, Distribution, Power, Rail, Auto Repair, Etc.
Other Includes Logistics & Transportation, And Hospitality

Material Spend

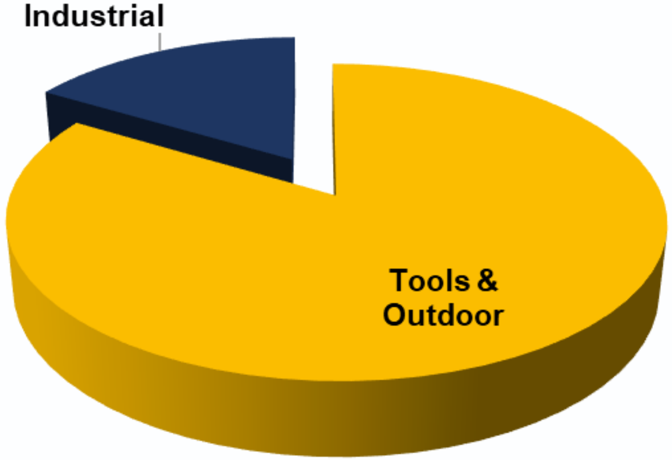
Direct Material Spend*

2023 ($M)		
Finished Goods	$1,660	27%
Components	3,200	53%
Steel	490	8%
Resin / Plastic Moldings	390	6%
Packaging	230	4%
Base Metals	110	2%
	$6,080	

Components



Finished Goods



Top Three Raw Material Exposures

(Finished Goods + Direct + Components)

1. Steel 2. Resin 3. Packaging

For Directional Analysis Only

*Raw Material Spend Includes Conversion Costs

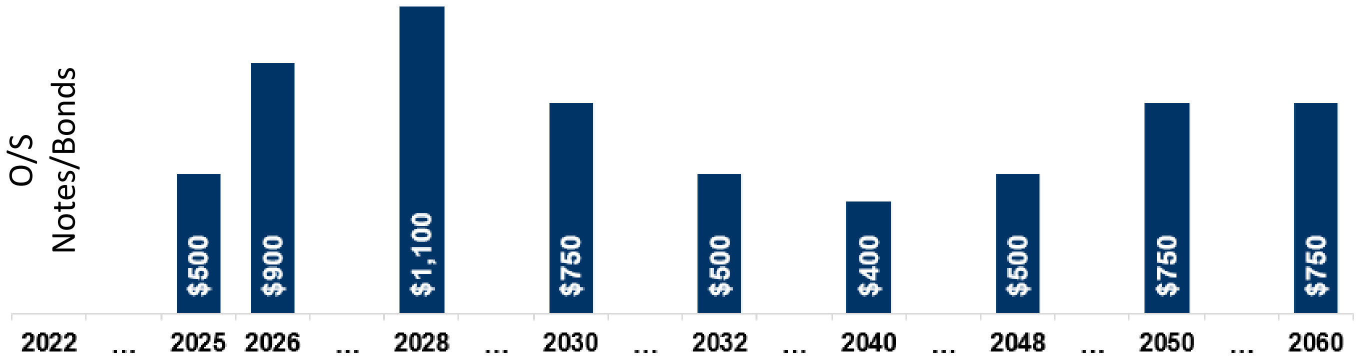
Liquidity

Near Term Liquidity Sources

December 2023	
Cash Position	$0.4B
Revolving Credit Facilities	$4.0B
Total Near-Term Liquidity	$4.4B

5-Year Agreement – Sep 2026	$2.5B
364-Day Facility – Sep 2024	$1.5B

Long-Term Debt Outstanding ($M)



Adequate Liquidity To Meet The Needs Of The Company

Investor Presentation

Version 2.20.2024

StanleyBlack&Decker

For those who make the world.™