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INVESTOR PRESENTATION

StanleyBlack&Decker

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Cautionary Statement

This Presentation contains “forward-looking statements” within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. All such statements other than statements of historical fact are “forward-looking statements” for purposes of federal and state securities laws, including, but not limited to: any statements of goals, targets, priorities, projections, guidance, or planning assumptions or scenarios; any statements of the plans, strategies, and objectives of management for future operations including expectations around the Company’s productivity and efficiency goals and future operational strategies, leverage ratios, debt reduction or liquidity; any statements concerning market share gain, proposed new products, services, developments, investments, or innovation and brand prioritization strategies; any statements regarding future economic conditions or performance; any statements concerning future dividends, share repurchases, shareholder returns or any potential M&A transactions; any statements and assumptions regarding geopolitical events, possible tariff and tariff impact projections (including the amount, timing and materiality thereof), tariff refunds and related tariff mitigation plans (including obtaining price increases and supply chain adjustments) or timing or anticipated benefits; the impact of the CAM transaction to fund debt reduction and support the Company’s capital allocation strategy; and any statements of assumptions underlying any of the foregoing. Any such statements may include, among others, the words “may,” “will,” “estimate,” “intend,” “could,” “project,” “plan,” “continue,” “believe,” “expect,” “anticipate,” “run-rate,” “annualized,” “forecast,” “commit,” “design,” “positioned or positioning,” “guidance” “looking forward,” “future,” “vision,” “strategy,” “long-term,” “on-track” or any other similar words;. You are cautioned not to rely on these forward-looking statements, which are based on the Company’s current expectations and assumptions of future events. Each of the forward-looking statements involves risks and uncertainties that could cause actual results to differ materially from those expressed or implied in these forward-looking statements. Factors that might cause actual results, performance and achievements to differ materially from estimates or projections contained in forward-looking statements include, but are not limited to: the Company’s continued success with its productivity and efficiency initiatives post-transformation, complexity reduction, cost containment, and supply chain improvements and disciplined capital deployment; changes in macroeconomic conditions, including interest rates and geopolitical events; changes in trade-related regulations and restrictions such as import and export controls, tariffs, trade barriers, clearances and raw material and rare earth related clearances or controls and other monetary and non-monetary trade regulations or barriers, and the Company’s ability to predict the timing, extent, materiality, impact or disruptiveness to the Company of such regulations, restrictions, tariffs barriers, clearances and controls; the Company’s ability to successfully mitigate or respond to such macroeconomic, geopolitical, or trade, tariff and rare earth policy changes including, obtaining price increases from customers, repositions of supply chain and ability to obtain rare earth related supply clearances reprioritizing resources, all within anticipated timeframes and costs, and successful government engagement efforts; the timing and amount of any tariff refunds; the Company successfully developing, marketing and achieving sales from new products and services and the continued acceptance of current products and services as well as successful execution of, and realization of expected benefits from, the Company’s brand prioritization and investment strategy, including potential licensing initiatives and related restructuring efforts, and its ability to estimate and mitigate negative consequences from the same including, but not limited to, reduced ability to generate sales; and failure to realize the expected benefits of the Company’s value creation, debt reduction and capital allocation strategy; and those factors set forth in the Company’s Annual Report on Form 10-K, Quarterly Reports on Form 10-Q, the section of its Quarterly Earnings Releases entitled “Cautionary Statements Concerning Forward Looking Statements” and in its other filings with the SEC. Forward-looking statements in this Presentation speak only as of the date hereof, and forward-looking statements in documents that are incorporated by reference herein speak only as of the date of those documents. The Company undertakes no obligation or intention to update or revise any forward-looking statements, whether because of future events or circumstances, new information or otherwise, except as required by law

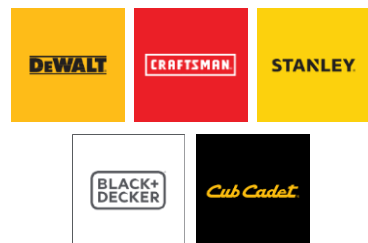
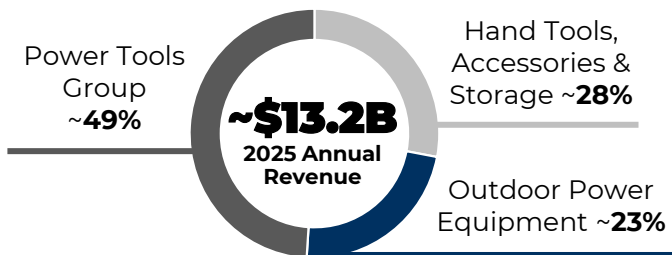
Non-GAAP financial measures are referenced in this Presentation. Refer to the Appendix included herein for applicable GAAP reconciliations and additional information, as applicable, regarding the use of non-GAAP and other financial measures.

An Industry Leader with World Class Brands

Well-positioned businesses in attractive industries that are forecasted to grow over a multi-year period

Businesses

Tools & Outdoor (87% of SWK Revenue) A Worldwide Leader in Tools & Outdoor



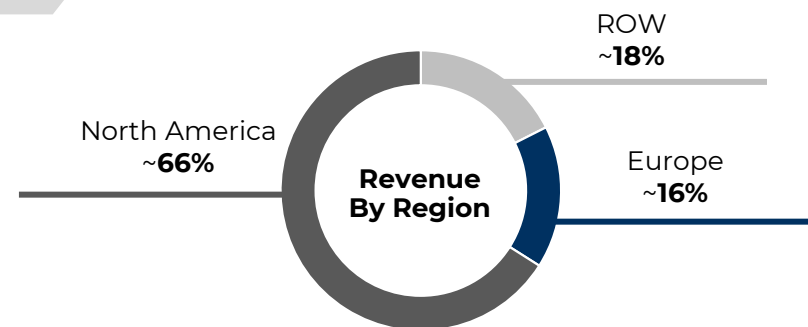
Key Industries

- Residential Construction
- Non-Residential Construction
- Outdoor & DIY

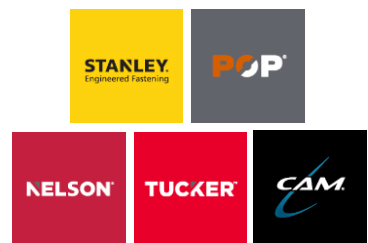
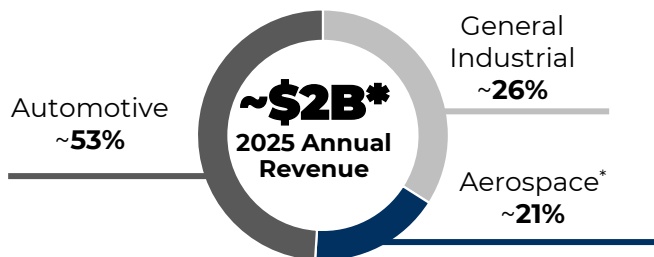
StanleyBlack&Decker

*For those who make the world.™
Since 1843*

**2025 Revenue
~\$15.1B***



Engineered Fastening (13% of SWK Revenue*) A Leading Supplier of Fasteners, Tools, Systems & Services



Key Industries

- Automotive
- General Industrial
- Aerospace

Product line percentages as of 2025 revenue

*2025 revenue for SWK and Engineered Fastening includes \$414M related to the Consolidated Aerospace Manufacturing ("CAM") business, which was successfully divested on April 6, 2026. 1Q 2026 CAM revenues were \$117M.

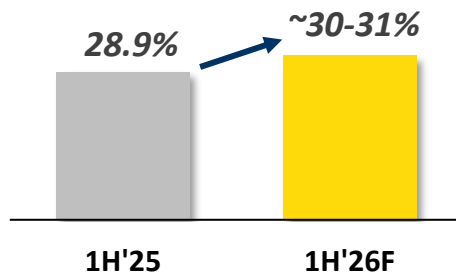
Margin Expansion Firmly On-Track & Debt Reduction Effectively Completed in April (2Q'26) after CAM Divestiture

Executing our strategic plans to attain our near-term and long-term objectives

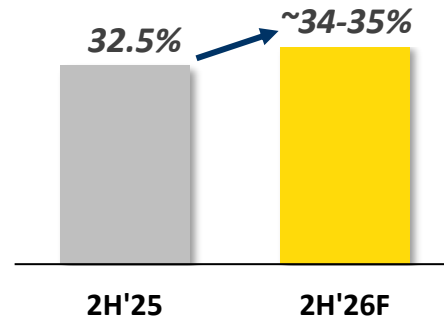
As Presented On 4.29.26 Earnings Call

YoY Adj. Gross Margin* Expansion Forecast by Half-Year

1H Up ~150 bps YoY



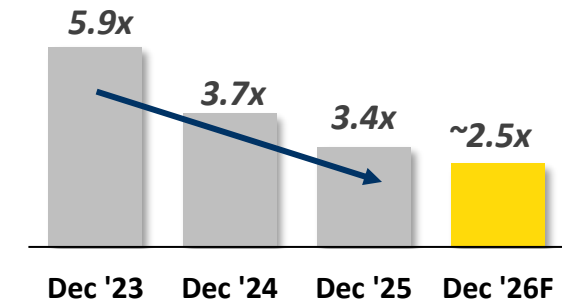
2H Up ~200 bps YoY



- Driving margin expansion to support incremental growth investments to accelerate brand building and innovation
- Long-term target: 35% - 37%

Leverage Ratio Improvement

Net Debt to Adjusted EBITDA*



- CAM net proceeds plus strong FCF* expected to drive leverage down even further by end of 2026

Intent on returning cash to shareholders efficiently with a bias toward share repurchases

Building a World Class, Branded Industrial Company

Delivering long-term value by solving our end users' most pressing and complex challenges

Strategic Imperatives

**ACTIVATE
Brands with
Purpose**

**DRIVE
Operational
Excellence**

**ACCELERATE
Innovation**

Long-Term Financial Goals – Expect to Reflect in 2028 Financials**

Organic Revenue Growth*: MSD in an LSD market

Adj. Gross Margin*: 35% to 37%

Adj. EBITDA*: Mid-to-High Teens % of sales

**Free Cash Flow
Conversion*:** ~100% +/- 10pts of GAAP NI in any given year

CFROI*: Low-to-Mid Teens by 2028
≥Mid-Teens beyond 2028

Credit Rating: Solid Investment Grade

**Focused on organic growth*, margin expansion, cash generation, and shareholder return;
Committed to achieving 35%+ AGM* and preserving a solid investment grade balance sheet**

*Non-GAAP financial measure: Refer to appendix for additional information on all non-GAAP financial measures.

**These goals assume the current tariff landscape, low single digit market growth, and inflation around 2% per year

Capital Structure and Capital Deployment

Vast majority of 2Q'26 CAM divestiture proceeds used to pay down debt (as of 4.29.2026)

Solid Investment Grade Credit Rating

Focused on achieving ~2.5x net debt to adj. EBITDA*

- Supported by organic cash generation and proceeds from Consolidated Aerospace Manufacturing ('CAM') divestiture completed April 6, 2026 (2Q'26).

Current Credit Ratings

Agency	LT	ST
S&P	BBB+	A2
Moody's	Baa3	P3
Fitch	BBB+	F2

Disciplined Capital Deployment Priorities

1 Fund Organic Growth*

2 Return Excess Capital To Shareholders Efficiently

- Opportunistic share repurchases (present bias)
- Committed to persisting dividend, with limited growth

3 Consider Bolt-On M&A

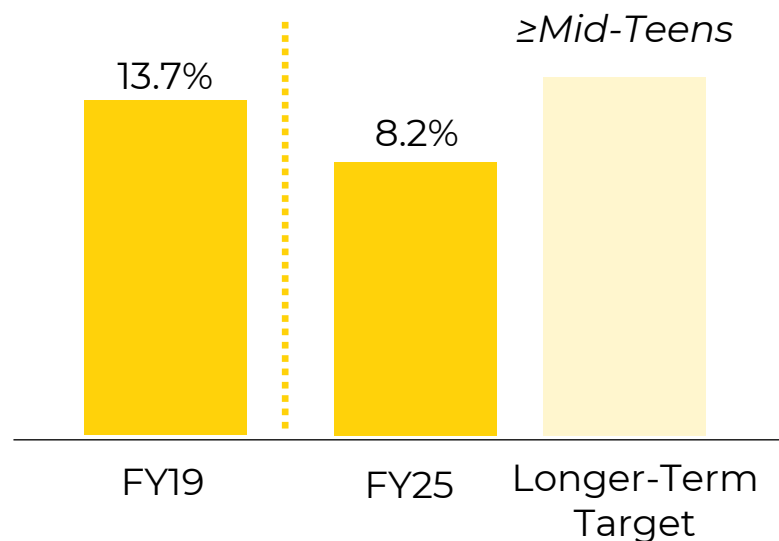
- If, and when appropriate

The Board of Directors approved a \$500m common stock repurchase authorization on April 23, 2026.

Returns Are a Key Measure of Our Long Term Success

We are focused on improving returns to \geq Mid-teens level

Cash Flow Return on Investment*



Contributing Factors

Asset Efficiency

- Inventory of 120-130 DSI**
- Disciplined capex

Margin Improvement and Growth

- Transformation program savings captured
- Organic growth* with operating leverage

Judicious Capital Allocation

- Debt reduction to target levels
- Share repurchase
- Opportunistic M&A

With multiple defined pathways for improvement

*Non-GAAP Financial Measure. Refer to appendix for additional information on all non-GAAP financial measures

**Days Sales in Inventory (DSI) measures the average number of days inventory is held prior to selling it. ~150 DSI as of year-end 2025. 2025 DSI calculated as Net Inventory/12 Mo Cost of Goods Sold multiplied by 371 days (days in 53 week fiscal year)

Guidance

StanleyBlack&Decker



2026 Guidance¹

As Presented On 4.29.26 Earnings Call

TOTAL COMPANY

TOTAL NET SALES² YoY	~Flat
Organic Revenue*	Up LSD %
Currency	Up ~1 %
CAM Divestiture (2Q-4Q) & Licensing OPG Gas Walk Behind ³	Down ~3% (inorganic)
ADJ. EBITDA MARGIN*	Positive YOY
EPS	\$4.15 to \$5.35
ADJUSTED EPS*	\$4.90 to \$5.70
FREE CASH FLOW*	~ \$500M to \$700M
<i>FCF* ex-CAM taxes/fees</i>	<i>~ \$700M to \$900M</i>

	TOOLS & OUTDOOR	ENGINEERED FASTENING
ORGANIC REVENUE*	<i>Up LSD %</i>	<i>Up LSD to MSD % (CAM included through April 6)</i>
ADJ. SEGMENT MARGIN*	<i>Positive YoY</i>	<i>Positive YoY</i>

OTHER METRICS

Pre-Tax Non-GAAP Adjustments⁴: ~\$10-\$65M

Other Net*: ~\$240M

Net Interest Expense: ~\$270M

Depreciation*: ~\$350M | **Intangible Amortization:** ~\$110M

Capex: ~\$0.3B

Adjusted Tax Rate*: ~19% | **Shares:** ~153M

2Q'26: ~\$3.9B Net Sales; ~\$1.15-\$1.25 Adj. EPS*

Tariffs & Middle East Conflict Assumptions

In line with February 20th Supreme Court decision, current Tariffs scenario assumes:

- o Section 122 tariffs apply for 150 days (through late July)
- o After 150 days, Section 301 tariffs are expected at IEEPA-equivalent levels

Middle East conflict assumptions limited to the following for now:

- o Inflation from conflict expected to partially offset temporary tariff tailwind in 2026
- o Pressure to sales in the Middle East managed within guidance
- o Assumes US/EU/UK consumers remain status quo through the year

*Non-GAAP financial measure: Refer to appendix for additional information on all non-GAAP financial measures.

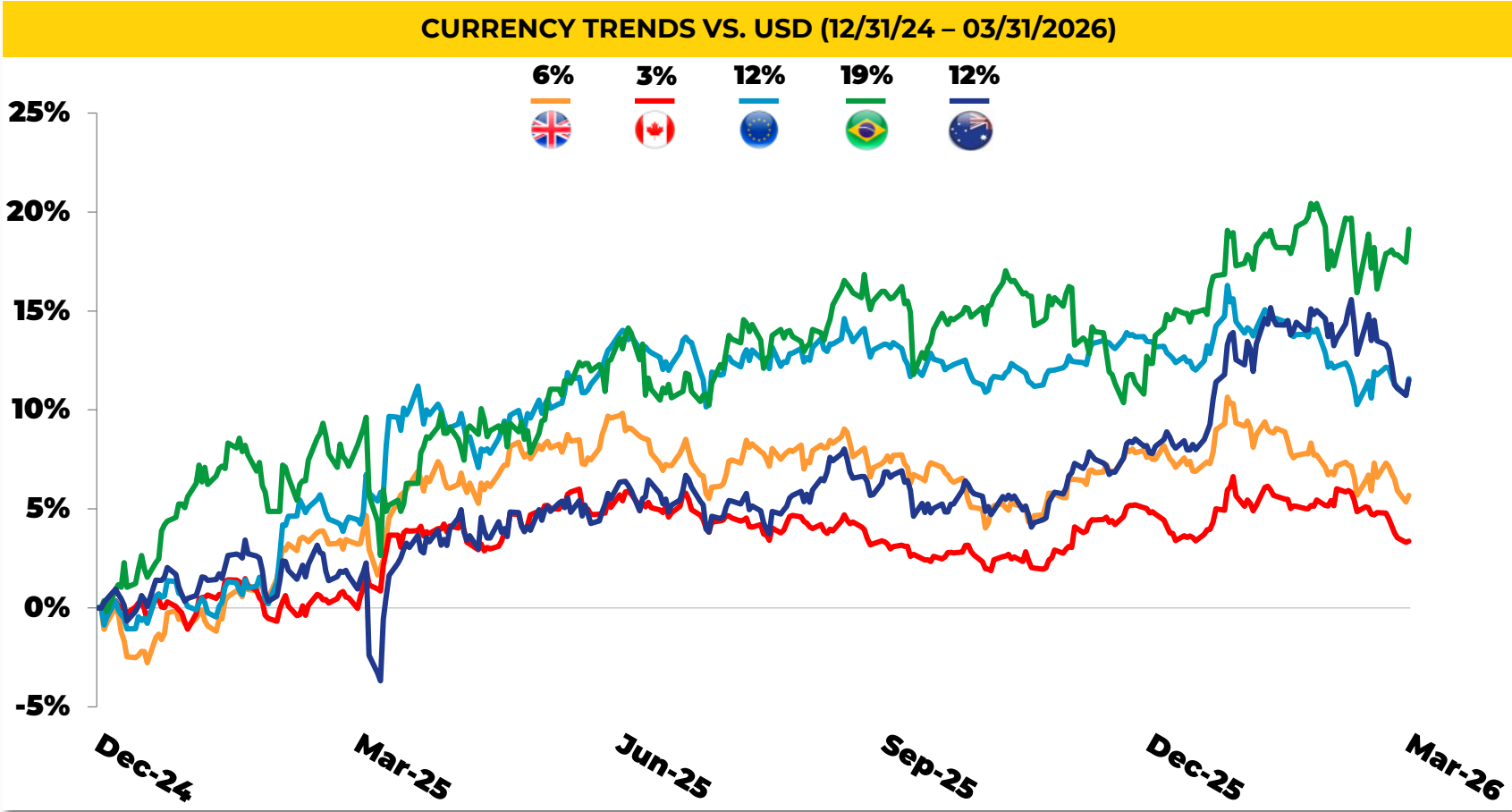
¹ This guidance excludes the results of the CAM business as of April 6, 2026, and the impacts of any potential future tariff refunds.

² Forecasted total net sales reflects the impact of forecasted foreign currency, assuming the end of March 2026 rates.

³ Reflects strategic decision to transition from manufacturing gas-powered walk-behind products to a licensing model. Impact from CAM in 2Q-4Q and OPG Gas Walk Behind is excluded from Organic change calculation.

⁴ Includes an expected gain of \$260M to \$280M on the CAM divestiture. Excluding that gain, the estimated pre-tax non-GAAP adjustments remain the same as on Feb. 4, 2026 at \$270M to \$345M (~20% non-cash).

Currency Impact



HEDGING APPROACH

- Partially 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 2026 OM ANNUAL IMPACT

- CAD 1% move: \$3.0M - \$4.0M
- EUR 1% move: \$1.5M - \$2.5M
- GBP 1% move: \$3.0M - \$4.0M
- BRL 1% move: \$1.5M - \$2.5M
- AUD 1% move: \$1.5M - \$2.5M

U.S. dollar weakness supports an improving currency profile

As of 03/31/26. Impact Using March Month End Rates



Tools & Outdoor

StanleyBlack&Decker

A Global Leader in Tools & Outdoor

Five brands represent
~80% of our T&O segment

DEWALT ✓

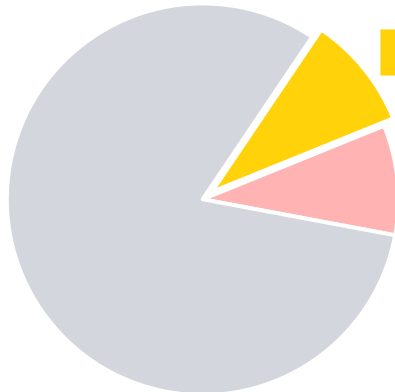
CRAFTSMAN ✓

STANLEY ✓

**BLACK+
DECKER**

Cub Cadet

T&O total addressable market
represents >\$100B*
(as presented at Nov 2024 Capital Markets Day)



StanleyBlack&Decker

Top 2 manufacturers
represent less than 25%
of addressable market

✓ Global
Priority Brands

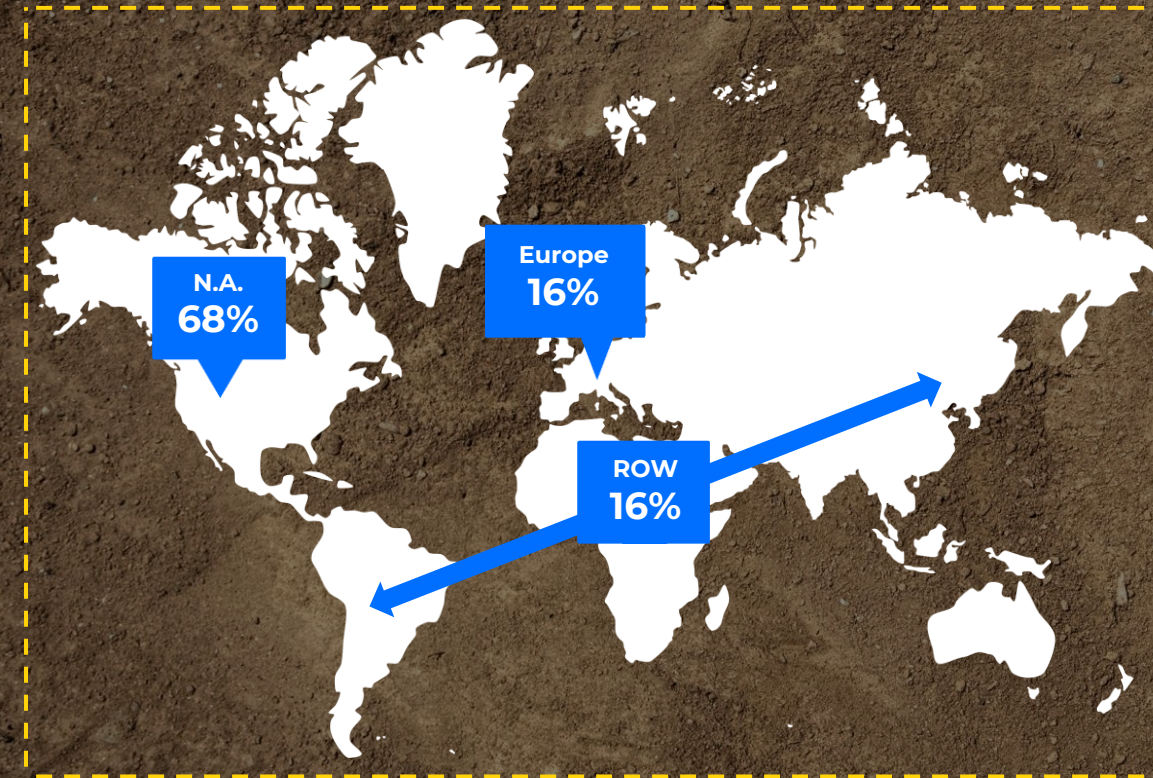
T&O 2025 Annual Revenue \$13.2B

Power Tools
Group
~49%

Hand Tools,
Accessories & Storage
~28%

Outdoor Power
Equipment
~23%

% Of 2025 Revenue



*Source: 2023 reported company results, Euromonitor
The share numbers presented may not accurately reflect the full competitive landscape & may fluctuate significantly year-to-year due to industry developments

What It Takes to Win in the Tools & Outdoor Industry

Starting from a position of strength...



Iconic Brands



**Rapid Innovation
Focused on
End-User Needs**



**Broad Channel &
Geographical
Coverage**

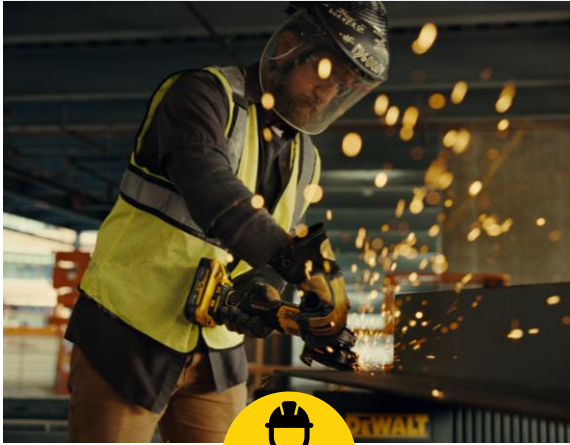


**Operational Excellence
Funds Growth**

...Building on this solid foundation to accelerate growth

Innovation Addresses Professional End-User Needs

Research suggests >50% of new tool purchasers are trading up for innovation...



Safety is critical to a productive jobsite

Safety



Product quality drives reliability and uptime on the jobsite

Quality



End users willing to pay a premium for more productive tools

Productivity



Platform integration and tech enablement

Innovation

...With >60% of respondents valuing safety, quality, and brand reputation as the most important buying factor*

Focused Brands | Targeted Users

Clear differentiation across our global priority brands



DEWALT

LEADERSHIP
The World's Most Demanding Pros

Strengthen

- Develop end-to-end workflow solutions
- Strengthen the DEWALT ecosystem



STANLEY

REPUTATION
Resi Construction Professionals

Focus

- Products and solutions that are essential for small construction professionals



CRAFTSMAN

ACCOMPLISHMENT
Ambitious DIY Enthusiast

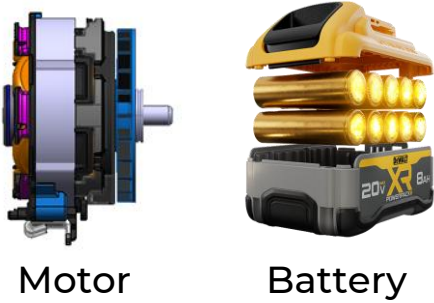
Scale

- Win in DIY verticals with DIY enthusiasts
- Focus on margin expansion

Elevating Our End-User Inspired Innovation Capabilities

Leading Technologies

Core technology enablers

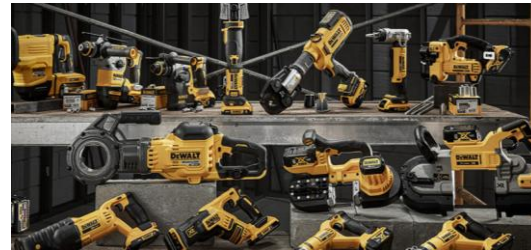


End-To-End Solutions

Total carpentry solutions



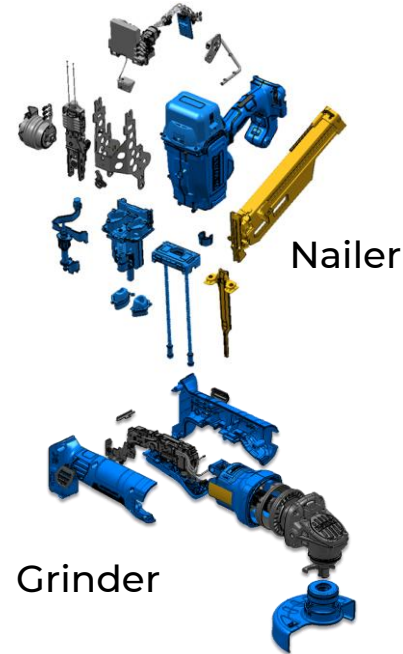
Total mechanical, electrical, plumbing solutions



Platforming

Drive modular, yet customizable designs

Product Platforms



Connected Ecosystems

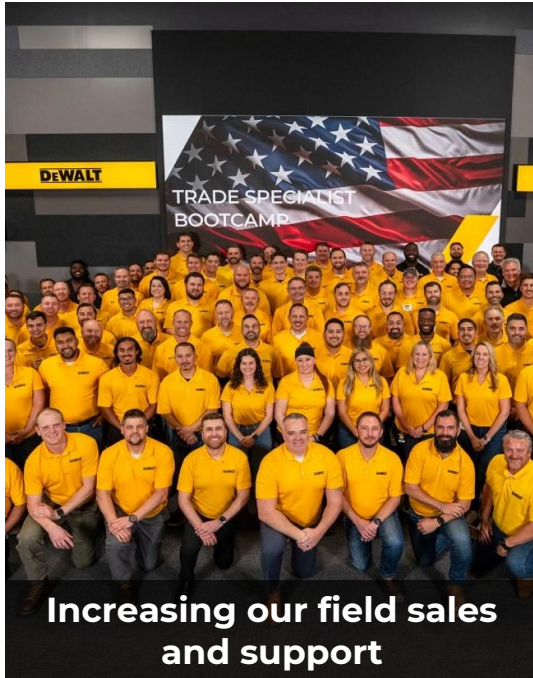
Provide end users safety features & productivity through tool connectivity & actionable data



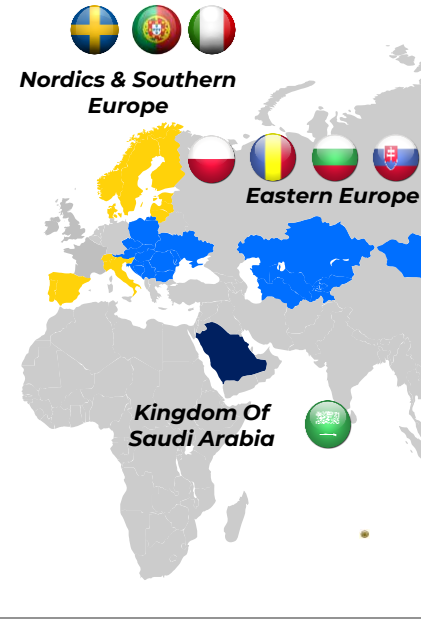
Multiple pathways to foster growth and meet end-user needs

Enhance End-User Engagement

Marketplace Activation



Global Expansion



High Growth



Emerging



Core Markets

Drive growth in international markets

Access to end users and understanding user needs critical to execute

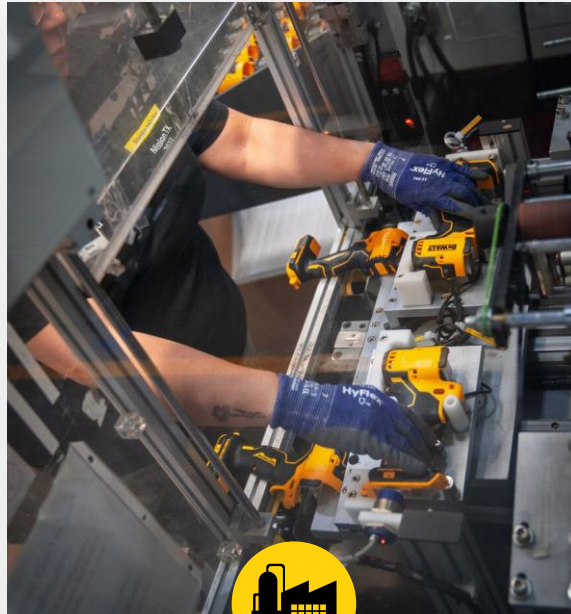
Developing Supply Chain to Deliver a Competitive Advantage

An engine for future margin expansion



Innovation Excellence

Fast, reliable and efficient innovation + design to value



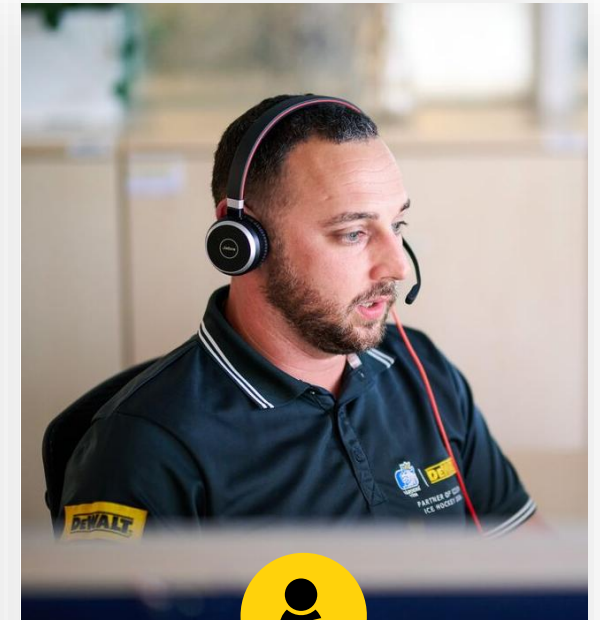
Network Strategy and Agility

Cost and cash efficiency + low-cost manufacturing + tariff mitigation



Material Productivity Leadership

Supply chain program + platforming + sustainable productivity



Service Excellence

Supplier of choice



Engineered Fastening

StanleyBlack&Decker

Engineered Fastening

A Global Leader in Fastening Systems

A leading supplier of fasteners, tools, systems & services with a **total system approach** to fastening & joining applications and **deep engineering expertise**



Blind & Threaded Fastening



Plastics & Engineered Components



Installation Equipment

Broad Portfolio: Fastener + Equipment

Where We Play

	Revenue 2025*	Industry <small>(as presented at Nov 2024 Capital Markets Day)</small>
Automotive	\$1.0B	\$10B
Industrial	\$0.5B	\$11B
Aerospace**	\$0.4B	\$4B
Segment*	~\$2B	\$25B

Industry Players



*2025 revenue for Engineered Fastening includes \$414M related to the Consolidated Aerospace Manufacturing ("CAM") business, which was successfully divested on April 6, 2026. 1Q 2026 CAM revenues were \$117M.

**Aerospace exposure in 2025 was 100% CAM, which was divested successfully on April 6, 2026.

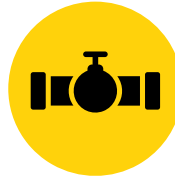
How We Win

Revenue growth expected to be 200-300bps above market



AUTOMOTIVE

Application engineering
investment & even deeper
partnerships with global NEV OEMs



INDUSTRIAL

Focus on high growth verticals

Solving Critical Customer Challenges



Light Weighting



Safety



Productivity

1

Deeply Embedded Design Partnerships



- **Application engineering & manufacturing** expertise
- Technology leadership in **automation** striving for zero defects

2

Connected Value Streams



- Combined technology **drives additional customer value**
- Clip → stud → equipment → service → spares

3

Leadership in Automation



- **Productivity** - driving workflow efficiency
- **Profitability** - optimized total cost of ownership

Driving sustainable share growth and gross margin expansion

Appendix

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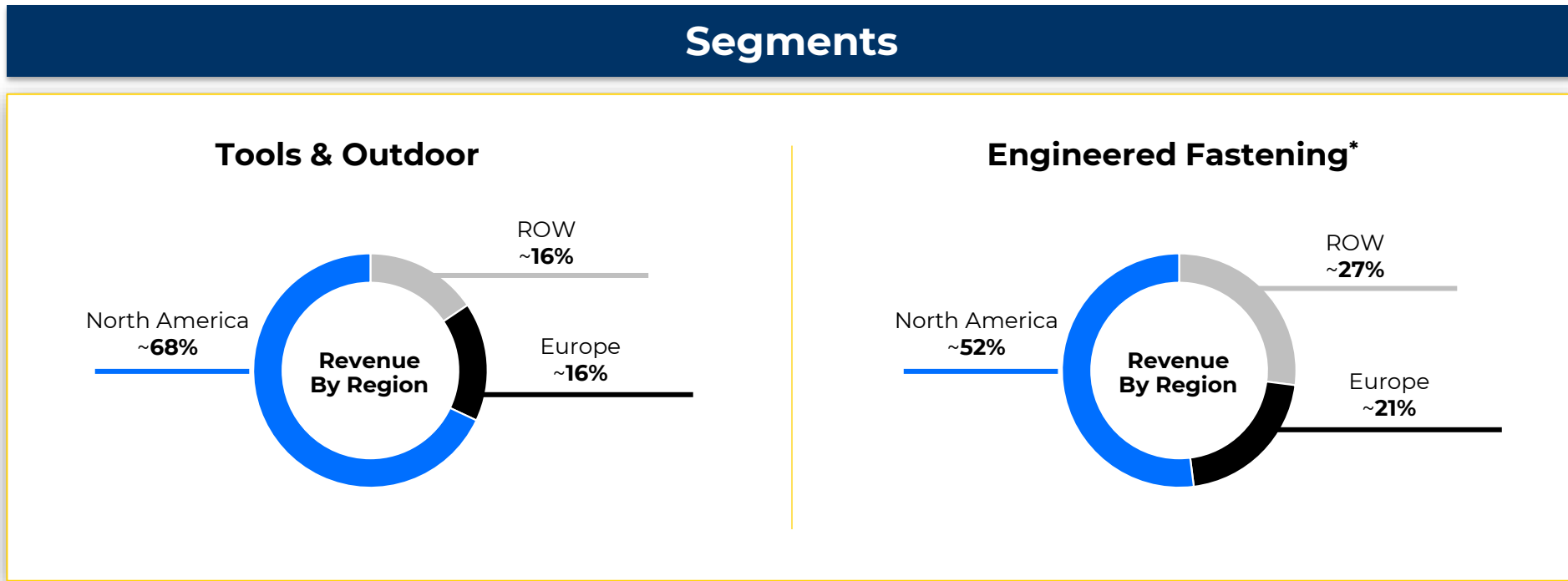
End Categories

<i>End Categories - % of Net Sales*</i>	<i>Engineered Fastening</i>	<i>Tools & Outdoor</i>	<i>SWK</i>
Existing Residential / Repair / DIY	0%	23%	20%
New Residential Construction	0%	27%	23%
Non-Resi. / Commercial Construction	0%	16%	14%
Industrial & Automotive Repair	26%	11%	13%
Automotive OEM	53%	0%	7%
Aerospace	21%	0%	3%
Outdoor Professional	0%	6%	5%
Outdoor Consumer / DIY	0%	17%	15%
Total	100%	100%	100%

~40%-45% Exposure to residential construction (~30% U.S.)

*2025 revenue for SWK and Engineered Fastening includes revenue related to the CAM business, which was successfully divested on April 6, 2026.
Comm. Const. includes non-retail, office buildings, arenas/stadiums, hotels, resorts, cinemas, etc.
Industrial includes manufacturing, utilities, distribution, power, rail, auto repair, etc.

Geographic Reach



Percentages as of fiscal year 2025 totals

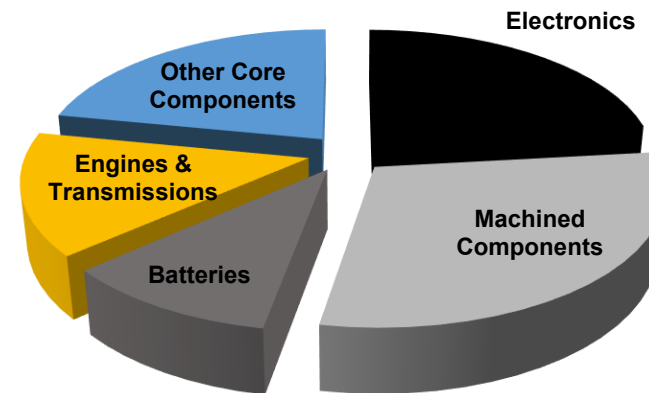
*2025 revenue for Engineered Fastening includes \$414M related to the Consolidated Aerospace Manufacturing ("CAM") business, which was successfully divested on April 6, 2026. 1Q 2026 CAM revenues were \$117M.

Material Spend

Direct Material Spend*

2025 (\$B)		
Finished Goods	1.5	26%
Components	3.1	53%
Steel	0.4	6%
Resin / Plastic Moldings	0.4	8%
Packaging	0.2	4%
Base Metals	0.2	3%
	\$5.8	

Components



Top Three Raw Material Exposures

(Finished Goods + Direct + Components)

1. Steel
2. Resin
3. Packaging

Liquidity

Near Term Liquidity Sources

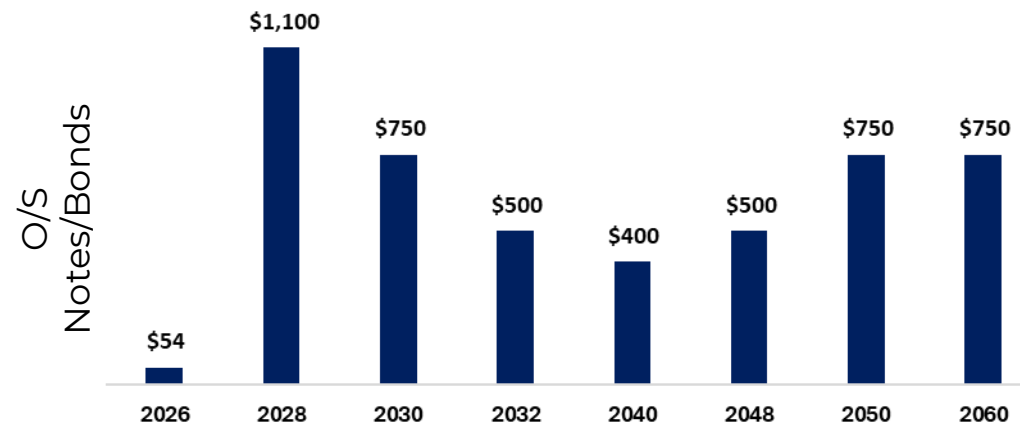
March 2026

Cash Position	\$0.3B
Revolving Credit Facilities	\$3.5B
Total Near-Term Liquidity	\$3.8B

5-Year Agreement – June 2029 \$2.25B

364-Day Facility – June 2026 \$1.25B

Long-Term Debt Outstanding (\$M)



Completed Consolidated Aerospace Manufacturing ('CAM') divestiture for ~\$1.6B of net proceeds on April 6, 2026, with vast majority of net proceeds already used to reduce debt in 2Q'26.

Adequate liquidity to meet the needs of the company

*The 2026 maturities are on the balance sheet under current maturities of long-term debt, as of April 4, 2026

Non-GAAP Financial Measures

This presentation may include the following Non-GAAP measures.

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, foreign currency fluctuations, transfers of product lines between segments, and outdoor product line exits (as previously communicated). 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 percent 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 percent of sales. EBITDA is earnings before interest, taxes, depreciation and amortization. EBITDA margin is EBITDA as a percent of sales. Gross profit, gross margin, SG&A, depreciation, segment profit, segment margin, other, net earnings, EBITDA and EBITDA margin are adjusted for certain gains and charges, such as costs related to supply chain transformation and footprint actions, asset impairments, voluntary retirement program costs, environmental charges, divestiture-related items, restructuring, gains or losses on sales of businesses and other adjusting items. Income taxes attributable to Non-GAAP adjustments are determined by calculating income taxes on pre-tax earnings, both inclusive and exclusive of Non-GAAP adjustments, taking into consideration the nature of the Non-GAAP adjustments and the applicable statutory income tax rates.

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 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. Cash Flow Return On Investment ("CFROI") is computed as cash from operations plus after-tax interest expense, divided by the two-point average of debt and equity. Operating leverage is the change in pre-tax adjusted earnings divided by the change in sales. Net Debt to Adjusted EBITDA is total debt less cash on hand divided by adjusted EBITDA. 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 provides expectations for the non-GAAP financial measures of full-year 2026 adjusted EPS, presented on a basis excluding certain gains and charges, as well as 2026 organic revenue growth and free cash flow. Forecasted full-year 2026 adjusted EPS and 2026 organic revenue growth are reconciled to forecasted full-year 2026 GAAP EPS and total 2026 revenue growth, respectively, on slide 10. Consistent with past methodology, the forecasted full-year 2026 GAAP EPS excludes the impacts of potential acquisitions and divestitures (unless otherwise noted), future regulatory changes or strategic shifts that could impact the Company's contingent liabilities or intangible assets, respectively, potential future cost actions in response to external factors that have not yet occurred, and any other items not specifically referenced on slide 10. Forecasted 2026 organic revenue growth assumes the impact of foreign currency using historical rates and excludes the impacts of potential acquisitions and divestitures.

In addition to 2026 adjusted EPS and 2026 organic revenue growth, the Company also provides additional expectations for forward-looking non-GAAP financial measures, presented on a basis excluding certain gains and charges, (slides 5, 6, 7, 8, 10) as well as forecasted free cash flow (slide 6 and 10). A reconciliation of forecasted free cash flow to its most directly comparable GAAP estimate is not available without unreasonable effort due to high variability and difficulty in predicting items that impact cash flow from operations, which could be material to the Company's results in accordance with U.S. GAAP. The Company believes such a reconciliation would also imply a degree of precision that is inappropriate for this forward-looking measure. The Company may also provide multi-year strategic goals or partial year forward-looking expectations for the non-GAAP financial measures of adjusted gross margin, adjusted EPS, adjusted EBITDA, and net debt to adjusted EBITDA, presented on a basis excluding certain gains and charges, as well as organic revenue or organic growth, free cash flow conversion, and CFROI. A reconciliation for these non-GAAP measures is not available without unreasonable effort due to the inherent difficulty of forecasting the timing and/or amount of various items that have not yet occurred, including the high variability and low visibility with respect to certain gains or charges that would generally be excluded from non-GAAP financial measures and which could be material to the Company's results in accordance with U.S. GAAP. Additionally, estimating such GAAP measures and providing a meaningful reconciliation consistent with the Company's accounting policies for future periods requires a level of precision that is unavailable for these future multi-year periods and cannot be accomplished without unreasonable effort. The Company believes such a reconciliation would also imply a degree of precision that is inappropriate for these forward-looking measures.

Reconciliation of GAAP to Non-GAAP Measures

\$ in millions

	FIRST HALF 2025		
	GAAP	Non-GAAP Adjustments	Non-GAAP ¹
Gross profit	\$ 2,187.3	\$ 36.7	\$ 2,224.0
<i>% of Net Sales</i>	28.4%		28.9%
	SECOND HALF 2025		
	GAAP	Non-GAAP Adjustments	Non-GAAP ¹
Gross profit	\$ 2,401.0	\$ 13.9	\$ 2,414.9
<i>% of Net Sales</i>	32.3%		32.5%

¹ The Non-GAAP 2025 information, as reconciled to GAAP above, is considered relevant to aid analysis and understanding of the Company's results and business trends aside from the material impact of certain gains and charges and ensures appropriate comparability to operating results of prior periods.

Reconciliation of GAAP to Non-GAAP Measures

CASH FLOW RETURN ON INVESTMENT ("CFROI") (Millions of Dollars)

	<u>FY 2019</u>	<u>FY 2025</u>
Cash flow from operations	\$ 1,505.7	\$ 971.2
Interest expense (after-tax)	182.0	251.1
	<u>\$ 1,687.7</u>	<u>\$ 1,222.3</u>
LT debt*	\$ 3,498.1	\$ 5,153.0
ST borrowings*	356.7	302.8
CP of LT debt*	2.8	527.6
Equity*	8,491.1	8,887.3
Average capital	<u>\$ 12,348.7</u>	<u>\$ 14,870.7</u>
CFROI¹	<u>13.7%</u>	<u>8.2%</u>

* 2-point average

¹CFROI is computed as cash flow from operations plus after-tax interest expense, divided by the 2-point average of debt and equity (i.e., beginning and end of year).

EBITDA Reconciliation

\$ in millions

	YEAR-TO-DATE		
	2025	2024	2023
Net earnings (loss) from continuing operations	\$ 401.9	\$ 286.3	\$ (281.7)
<i>% of Net Sales</i>	2.7%	1.9%	-1.8%
Interest - net	317.9	319.5	372.5
Income taxes on continuing operations	16.0	(45.2)	(94.0)
Depreciation	365.6	426.3	432.4
Amortization	146.8	163.2	192.7
EBITDA¹	\$ 1,248.2	\$ 1,150.1	\$ 621.9
<i>% of Net Sales</i>	8.2%	7.5%	3.9%
Non-GAAP adjustments before income taxes	396.2	466.0	566.2
Less: Accelerated depreciation included in Non-GAAP adjustments before income taxes	6.1	59.5	50.0
Adjusted EBITDA¹	\$ 1,638.3	\$ 1,556.6	\$ 1,138.1
<i>% of Net Sales</i>	10.8%	10.1%	7.2%

¹ EBITDA is earnings before interest, taxes, depreciation and amortization. Adjusted EBITDA represents EBITDA excluding certain gains and charges. EBITDA and Adjusted EBITDA, both Non-GAAP measures, are considered relevant to aid analysis and understanding of the Company's operating results and ensures appropriate comparability to prior periods.

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INVESTOR PRESENTATION

StanleyBlack&Decker

