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 2020 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.
A Global Leader With World Class Franchises

STANLEY BLACK & DECKER (NYSE: SWK)

2020 Revenue: $14.5B
Market Cap: $32B
Cash Dividend Yield: 1.6%

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

Industrial $2.3B
- STANLEY Engineered Fastening
- Infrastructure

Security $1.9B
- Commercial Electronic Security
- Automatic Doors

Tools & Storage $10.3B
- Power Tools & Equipment
- Hand Tools, Accessories & Storage

Vision

Known For Innovation
Continued Top Quartile Performance
Social Responsibility

Market Cap & Dividend Yield As Of Market Close 11/12/2021 $196.61
Dividend Yield Based On 4Q'21 Annualized Dividend & Stock Price As Of Market Close 11/12/2021
Expanding Geographic Reach

Stanley Black & Decker

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

Strategic Framework

<table>
<thead>
<tr>
<th>Continue Organic Growth Momentum</th>
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<tbody>
<tr>
<td>• Utilize SBD Operating Model As A Catalyst</td>
</tr>
<tr>
<td>• Mix Into Higher Growth, Higher Margin Businesses</td>
</tr>
<tr>
<td>• Increase SBD Weighting Of Emerging Markets</td>
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<table>
<thead>
<tr>
<th>Be Selective And Operate In Markets Where</th>
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<tbody>
<tr>
<td>• Brand Is Meaningful</td>
</tr>
<tr>
<td>• Innovation Drives Definable &amp; Sustainable Value Proposition</td>
</tr>
<tr>
<td>• Global Cost Leadership Is Achievable</td>
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<table>
<thead>
<tr>
<th>Pursue Acquisitive Growth</th>
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</thead>
<tbody>
<tr>
<td>• Build Upon Global Tools Platform</td>
</tr>
<tr>
<td>• Expand Industrial Platform (Engineered Fastening</td>
</tr>
<tr>
<td>• Commercial Electronic Security Acquisitions [Pending Transformation]</td>
</tr>
</tbody>
</table>

Our Long-Term Financial Goals

<table>
<thead>
<tr>
<th>Revenue Growth</th>
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<tr>
<td>• ~4-6% Organic</td>
</tr>
<tr>
<td>• ~10-12% Total</td>
</tr>
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<table>
<thead>
<tr>
<th>Financial Performance</th>
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<tbody>
<tr>
<td>• ~10-12% EPS Growth*</td>
</tr>
<tr>
<td>• FCF ≥ Net Income</td>
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<tr>
<td>• CFROI In 12-15% Range</td>
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<table>
<thead>
<tr>
<th>Dividend</th>
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<tbody>
<tr>
<td>• Continued Growth</td>
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<table>
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<tr>
<th>Credit Rating</th>
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</thead>
<tbody>
<tr>
<td>• Strong Investment Grade</td>
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</table>

Key Themes: Sustain Above-Market Organic Growth And Margin Expansion

*10-12% Total EPS Growth (7-9% Organically) Excluding Acquisition Related Charges
Global Franchises – Long Term Value Drivers

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

<table>
<thead>
<tr>
<th>Business Value Drivers</th>
<th>The Tool Company To Own</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>#1</strong> In Tools &amp; Storage</td>
<td><strong>The Tool Company To Own</strong></td>
</tr>
<tr>
<td>Brands</td>
<td>Dewalt</td>
</tr>
<tr>
<td>Innovation</td>
<td>Black &amp; Decker</td>
</tr>
<tr>
<td>Global Scale</td>
<td>Irwin</td>
</tr>
<tr>
<td>» Power &amp; Hand Tools</td>
<td></td>
</tr>
<tr>
<td>» Construction, DIY, Auto Repair &amp; Industrial</td>
<td></td>
</tr>
<tr>
<td>» Developed &amp; Developing Market Presence</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>#2</strong> In Commercial Electronic Security</th>
<th>Potential Margin Accretion Opportunity Longer Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>High Value Added Solutions</td>
<td>Stanley</td>
</tr>
<tr>
<td>Recurring Revenue Model</td>
<td></td>
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<tr>
<td>CapEx Light Vs. Resi Model</td>
<td></td>
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<tr>
<td>Global Footprint</td>
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<table>
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<tr>
<th><em>A Global Leader</em> In Engineered Fastening</th>
<th>High Profitability; GDP + Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highly Engineered, Value Added Innovative Solutions</td>
<td>Stanley</td>
</tr>
<tr>
<td>Recurring Revenue Model</td>
<td></td>
</tr>
<tr>
<td>Global Scale</td>
<td></td>
</tr>
</tbody>
</table>

*With Asset Efficiency And Customer Level Execution Aided By The SBD Operating Model*
Stanley Black & Decker Value Creation Model

**World Class Brands**

**Attractive Growth Platforms**

**Scalable, Defensible Franchises**

**Differentiable Through Innovation**

**Strong, Innovation-Driven Businesses**

**In Diverse, Global Markets**

**Powered By:**

- Outsized, Capital-Efficient Organic Growth
- Attractive, Expandable OM Rate
- Outstanding FCF Conversion

**Investor-Friendly Capital Allocation**

~1/2 M&A

~1/2 Return Cash To Shareholders

**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

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

**World Class Branded Franchises With Sustainable Strategic Characteristics**

**That Create Exceptional Shareholder Value**
Substantial Long Term Value Creation

A Track Record Of Long-Term Value Creation

1008%  StanleyBlack&Decker

771%  Peer Group* Average

384%  S&P 500

Data From: Dec 2000 – Nov 2021

Note: Data As Of 11/12/2021; Median Excludes Stanley Black & Decker And S&P 500
TSR Defined As: Total Share Price Appreciation / (Depreciation) Including Any Dividends Reinvested In The Company / Index
*Peer Group Includes DHR, DOV, EMR, GE, HON, IR, ITW, MMM, SPXC, TXT And RTX
Our Evolving Operating Model

Our Leadership Principles

Create Clarity  Inspire Engagement  Grow and Deliver

Our Purpose

FOR THOSE WHO MAKE THE WORLD™

Our Values

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

Our Vision

FINANCIAL PERFORMANCE  KNOWN FOR INNOVATION  CORPORATE SOCIAL RESPONSIBILITY

Our Operating Model

EXTREME TECHNOLOGY

EXTRAORDINARY CUSTOMER EXPERIENCE

OPERATIONS EXCELLENCE

PEOPLE

PERFORMANCE RESILIENCY

EXTREME INNOVATION
### 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
- Industrial Segment Expansion
- Lawn & Garden
- Commercial Electronic Security
  - Pending Transformation

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

A Powerful Portfolio Of Well Managed Brands

STANLEY
BLACK+DECKER
DEWALT
PORTER-CABLE
BOSTITCH
PROTO
MAC TOOLS
FACOM
AeroScout
POWERS
FASTENING INNOVATIONS
SIDCHROME
VIDMAR
SONITROL
LISTA
CRAFTSMAN
LENOX
IRWIN TOOLS
Global Brand Support

- 626 Million Global Fan/Followers Reach
- 45 Million Website Visits
- 1 Million + Brand Mentions/Month
- 24 Billion Global Media Impressions
Our Approach To ESG

**Grounded By Stakeholder Capitalism**

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

### ALIGNED TO WORLD ECONOMIC FORUM FRAMEWORK

- **ENVIRONMENTAL**
  - **Planet**
    - Protecting The Planet

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

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

### OUR 2030 CSR STRATEGY

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

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

- **CREATE A MORE SUSTAINABLE WORLD**
  - Positively impact the environment through our operations
Leading The Charge

ESG FOCUS AREAS

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

**DEI & Talent Development**
- Racial Equity 10 Point Plan
- Gender Parity
- Skillset Development

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

PRODUCT & STRATEGY EXAMPLES

- Electrification // Circular Design // Product Lifecycle

ADOPTED LEADING STANDARDS

**Environment**
- CDP
  - 3rd Consecutive Year—CDP A List for Climate Change & Water Security
- Dow Jones Sustainability Index
  - 3rd Consecutive Year—World Index
  - 10th Consecutive Year—North America Index

**Reputation**
- Fortune
  - World’s Most Admired Companies
- Fast Company
  - #50 Best Workplace for Innovators

**DE & I**
- Forbes
  - America’s Best Large Employers
  - America’s Best Employers for Women
  - America’s Best Companies for Diversity
- Corporate Equality Index
  - Best Places to Work for LGBTQ Equality

HIGHLY RECOGNIZED FOR ESG

StanleyBlack&Decker
ESG: Measuring Our Progress

**Sustainability Performance**

- **ENERGY** (KBTU/Hour): 28.9, 27.9, 26.3, 25.3 from 2017 to 2020
- **CARBON** (MT/KHR): 3.26, 3.00, 2.62, 2.47 from 2017 to 2020
- **WATER** (GAL/HR): 3.48, 3.26, 3.26, 3.17 from 2017 to 2020
- **WASTE** (LBS/HR): 1.63, 1.66, 1.58, 1.60 from 2017 to 2020

Exceeded All Five-Year Sustainability Goals Set In 2015

**Global 2030 CSR Strategy**

- **PEOPLE EMPOWER MAKERS**
  - Enable 10 million creators and makers to thrive in a changing world
- **PRODUCT INNOVATE WITH PURPOSE**
  - Innovate our products to enhance the lives of 500 million people and improve environmental impacts
- **PLANET CREATE A MORE SUSTAINABLE WORLD**
  - Positively impact the environment through our operations

Link: 2020 Online ESG Report

---

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

Board Composition And Governance Features

✓ Independent Chairman
✓ 5 New Non-Management Directors In The Last 5 Years
✓ Balance Of Institutional Knowledge And Fresh Perspective
✓ Key Governance Features:
  ✓ Proxy Access
  ✓ Annual Say-On-Pay Vote
  ✓ Recoupment Policy Relating To Unearned Management Compensation
  ✓ Robust Stock Ownership Guidelines For Directors & Management

Board Refreshment And Tenure

Average Age Of 60.4 Years
Average Tenure Of 6.8 Years

Age Range
60-74 Years
<= 3 years
4
4 - 5 years
2
> 6 years
6

Management Incentives Support Our Long-Term Objectives

Annual Incentives On Performance Against:
- EPS
- Cash Flow Multiple
- Gross Profit
- Organic Sales Growth

Long-Term Incentives On Pre-Established Performance Goals On:
- CFROI
- EPS
- Relative TSR

Corporate Governance Policies That Align The Interests Of Management With Shareholders

Stanley Black & Decker

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

Revenue ($B) 5%

2016 $11.6
2017 $13.0
2018 $14.0
2019 $14.4
2020 $14.5

2020 Five-Year CAGR

Adjusted EPS* 9%

2016 $6.53
2017 $7.46
2018 $8.15
2019 $8.40
2020 $9.04

2020 Five-Year CAGR

Free Cash Flow ($M)** 111%

2016 $1,138
2017 $976
2018 $769
2019 $1,081
2020 **$1,674

2020 Five-Year Avg. Conversion%***

...And Achieved Strong Growth Track Record

**Non-GAAP Financial Measure. Free Cash Flow Prior To 2018 Is Shown As Previously Reported Which Includes The Impact From The Q1 ’18 Adoption Of ASU 2016-15 Classification Of Certain Cash Receipts And Cash Payments, And 2016-18 Restricted Cash. See Appendix For Reconciliation Of Free Cash Flow.
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

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

Top Quartile Performance Against Industrial Peers...

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

Runway For Continued Margin Expansion
- Operating Leverage
- Margin Resiliency

2020 Is DEC-20 For All Companies Except EMR (SEP-20).
Cash Flow Return On Investment (CFROI)

Maintained Target Levels While Resuming Acquisitions…

CFROI

Definition:
(Cash From Operations + After Tax Interest Expense) 
2 Point Average Capital (Debt + Equity)

- Cash Based Measure Of Value Creation
- Ties Our Strategic Focus To Returns
- Included In Long-Term Compensation Program

SWK CFROI Trend

Target Range 12-15%

...Focused On Building Long-Term Shareholder Value

2017 and 2016 CFROI is shown as previously reported which excludes the impacts from the Q1’18 adoption of ASUs 2016-15, Classification of Certain Cash Receipts and Cash Payments, and 2014-09, Revenue from Contracts with Customers
Balance Sheet & Long-Term Capital Allocation Strategy

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

<table>
<thead>
<tr>
<th>Balance Sheet - 2020 Actual</th>
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<tbody>
<tr>
<td>Free Cash Flow ($M)</td>
</tr>
<tr>
<td>Book Debt/EBITDA</td>
</tr>
<tr>
<td>Book Debt/Capital</td>
</tr>
</tbody>
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**Target ~2.0X Debt To EBITDA**

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

**Capital Allocation Strategy**

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

**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**
Looking Ahead

**Well Positioned With Significant Growth Catalysts**

**SECTORAL DRIVERS**

- **GROWTH CATALYSTS**
  - **eCommerce**
  - **Reconnection With The Home & Garden**
  - **Electrification**
  - **Health & Safety**

---

**Margin Resiliency $300 - $500M Opportunity Over Next 3+ Years**

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

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

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

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

---

Continuing To Position Company For Above Market Growth With Operating Leverage
Electrification: We Have A Significant Growth & ESG 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>
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<tr>
<td>SBD Average Content</td>
<td>SBD Projected Content</td>
</tr>
<tr>
<td><strong>$10 Per Car</strong></td>
<td><strong>$30 - $60 Per Car</strong></td>
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**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**

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

Source: California Air Resources (CARB)
MTD Opportunity

2020 MTD Financials – Top & Bottomline On Track With Expectations

- ~$2.6B Revenue
- ~6% Operating Margin

Unique Deal Structure Increases Presence In $25B+ Outdoor Power Equipment Industry

- Outdoor Power Equipment Industry
  - 10%-15% Battery Powered
  - Deal Structure: 11x Base EBITDA + 5.5x EBITDA Growth
  - 7-8x All-In Multiple

Accelerating Growth Opportunities

- Professional
- Electrification & Autonomous
- Brand & Channel

Leveraging Our Brands & Partnership In 2021 With A Host Of New Products

Supports >$100M* Organic Growth For SWK In 2021

*Includes Organic Volume & License Revenue | Excludes MTD Volume Growth
** Includes Snowblowers, Tillers, Etc.

Bringing The Vision To Life In 2021
SBD And MTD Partnership - Highly Complementary Capabilities

Two Industry Leading Companies...

- **StanleyBlack&Decker**: World Class Processes, Manufacturing Expertise, Leading Brands (Partnered with Large Retailer), Global Sales (Worldwide Distribution), Electrification (Batteries, Motors & Modules), Complexity Management, Operating Model, Industry 4.0, SPS, DTV, SBD And MTD Partnership

- **MTD**: Manufacturing Expertise (Local Footprint), Engineering Expertise (Grass Cutting & Snow), Dealer Channel (Professional Distribution), Robotics Expertise (Consumer & Professional), Global Sales (Worldwide Distribution)

...Together Developing World Class Technical & Commercial Capabilities
OGP And MTD Growth Journey Over Next 36 Months

Clear Strategies To Drive OPG + MTD Organic Growth And Share Gain...

**Lead Large Format Gas & Electric**
A Complete Gas Lineup To Meet The Needs Of The Pro

SBD/MTD Collaboration on 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

Dealer Channel Strategy

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
Why Invest In Stanley Black & Decker?

**POWERED BY PURPOSE**

*World Class Businesses With A Track Record Of Performance*

- **Empower Makers**
- **Innovate with Purpose**
- **Create a More Sustainable World**

*With An ESG Orientation*

**Global 2030 CSR Strategy**

- Enable 10 million creators and makers to thrive in a changing world.
- Innovate our products to enhance the lives of 500 million people and impetus environmental impacts.
- Positively impact the environment through our operations.

**BUILT TO LAST**

*Defined Path For Growth & Margin Expansion*

- **eCommerce**
- **Reconnection With The Home & Garden**
- **Electrification**
- **Security, Health & Safety**

**Strong Free Cash Flow* & Shareholder Return**

- **FCF**
  - 2010: $0.6
  - 2020: $3.0
  - 3X
- **Dividend**
  - 2010: $1.34
  - 2020: $2.78
  - >2X

**Vision**

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

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# 2021 Guidance

**Expect 16%-17% Organic Growth And EPS Of $10.70-$10.90*, Up 18%-21% Versus Prior Year...**

## 2021 Updated Outlook

<table>
<thead>
<tr>
<th>Organic Growth &amp; Segments</th>
<th>Tools &amp; Storage</th>
<th>Industrial</th>
<th>Security</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Margin: Down YoY</td>
<td>Margin: Down YoY</td>
<td>Margin: Down YoY</td>
</tr>
</tbody>
</table>

**Total Company Organic Growth 16%-17%**

## Initial View On 2022

- **Targeting $1 EPS Accretion In 2022**
  - *Mid-Single Digit Volume Growth*
  - *Positive Price /Cost*
    - ~$0.90 - $1.10
  - *MTD & Excel Accretion*
    - ~$0.50
  - *Below-The-Line (Tax)*
    - (~$0.50)

## P&L And Other

- **Diluted EPS:** 2021 GAAP EPS $10.00 - $10.25 | 2021 Adjusted EPS* $10.70 - $10.90
- **Cost Structure Considerations:** $125M In Net Cost Savings Carryover | Inflation & Cost-To-Serve Headwind ~$690M | FX Tailwind ~$15M
- **Other Items:** Other, Net: ~$210M | Interest ~$180M | Pretax Acquisition-Related & Other Charges ~$130M
- **Free Cash Flow:** Expected To Approximate $1.1-1.3 Billion | CapEx ~3%-3.5% Of Sales

---

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

...**Free Cash Flow To Approximate $1.1 To $1.3 Billion**

---

*StanleyBlack&Decker*
Cost & Actions Update

Taking Actions To Set The Business Up For Positive Net Carryover In 2022...

Supply Chain Environment Remains Dynamic...

- Productivity Actions
- 3Q Price Increases Completed
- Communicated 5% Surcharge In NA Tools & Storage Effective Nov. 8th & Global Price Increases Across The Businesses During 4Q
- 2022 Opportunity Of $100-$150M Margin Resiliency Benefits Incremental To Above Actions

...Necessitating Incremental Pricing & Productivity Actions

Key Trends Driving Incremental Pressure

- Inputs Continued To Move Higher During 3Q | Steel, Resins & Purchased Components Were Key Drivers
- Spot Container Prices ↑ ~6-7X | Transit Times ↑ From ~40 Days To ~85 Days Resulting In Higher Costs To Meet Demand

Pricing/Margin Actions Sized To Exceed 2022 Headwinds

...Offsetting Cost Impacts That Accelerated During The Third Quarter

StanleyBlack&Decker
Currency Impact

Currency Tailwinds Due To Weaker USD...

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

Estimated 2021 OM Annual Impact
- CAD 1% Move: $2.9 - $3.9M
- EUR 1% Move: $3.8 - $4.8M
- GBP 1% Move: $1.0 - $2.0M
- BRL 1% Move: $1.1M - $2.1M
- AUD 1% Move: $0.4 - $1.4M

...With Total FX OM ~$15M Favorable To Prior Year
Tools & Storage
2020 Revenues: $10.3B

Revenue By Region

- Power Tools | $6.1B
- Hand Tools Accessories & Storage | $3.6B
- Outdoor Equipment | $0.6B

2020 Results

- Revenue: $10.3B, 4% Organic Growth
- Profitability: 18.3% Profit Rate*, +260 Bps VPY
- Working Capital Turns: 11.5T

5 Year Scorecard

- Overview: Combined CDIY + IAR Business & Integrated Acquisitions Worth Over $1B (Craftsman, Irwin/Lenox Brands)
- Revenue Growth: +8% Revenue CAGR, +6% Average Organic Growth
- New Product Development: ~$4B Gross, ~$2B Incremental

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

The World’s Leading Tool Company

A powerful tools & storage growth formula:

- Commercialization
- Innovation
- Brand

Across 4 major product categories:
- Power tools // Hand tools // Accessories // Storage

And 4 major customer segments:
- Consumer / DIY
- Auto repair
- Construction
- Industrial
Accelerating Core Growth With Strategic Investments

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

**Core Programs**
- Total Trade Solutions
  - Industrial
  - Commercial, Construction
  - Emerging (Renewable)
  - Transportation
  - Infrastructure
- Growth Initiatives
  - IRWIN | LENOX | 2-Step
  - Black + Decker
  - DEWALT 20V System
  - DEWALT FLEXVOLT
- End To End Digital Solutions
  - Key Processes
  - Artificial Intelligence
  - Business Intelligence
  - Data Analytics
- Brand Strength
  - DeWALT
  - STANLEY
  - BLACK+DECKER

**Innovation**
- Investing +$175M Over Three Years

*StanleyBlack&Decker*

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

Positioned Well For Continued Market Share Leadership In 2021

Global Market Share Leader For 11 Straight Years And Running

GTS Global Served Market Size ~$67B

TTI
Bosch
Makita
Snap On
Hikoki
Hilti
Private
Label
ITW

0%
5%
10%
15%

GTS Global Served Market Share

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

Diversity, Equity & Inclusion
Brand Positioning

HPP

MPP

OPP

Consumer Tradesman Professional Automotive / Industrial

StanleyBlack&Decker
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.”

**Safety**

“I need a safer jobsite.”

**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.”

**40+ Innovation Awards Since Q1 2020**

**22,000 New Products Launched Over 3 Years @ >35% Vitality Rate**

Stanley Black & Decker
Investments In Technology

**Electrical**
- Motors & Electronics
- Battery Cells
  - 18650 cell
  - 2170 cell

**Charging**
- Faster Speed
  - 60 min
- Multiple Batteries

**Digital**
- Asset Tracking
- Most Comprehensive Loss Prevention Solutions In The Industry

Most Power Dense Cordless Solutions In The Industry

Broatest Range Of Charging 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>High Power Tools</td>
</tr>
<tr>
<td>12vMAX Lithium ION</td>
<td>20vMAX Lithium ION</td>
<td>60vMAX Lithium ION</td>
</tr>
<tr>
<td>XTREME COMPACT SERIES</td>
<td>ATOMIC COMPACT SERIES</td>
<td>FLEXVOLT</td>
</tr>
<tr>
<td></td>
<td></td>
<td>PERFORM PROTECT</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

POWER

Stanley Black & Decker
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
- Fulfillment & Customer Service

**EXPANDED MARKETS**

**Global Marketplaces**

- B2C
- B2B

**Direct To Consumer**

- Germany
- North America

**Pro Consumers**

- Black + Decker Revitalization

**STRAATEGIC Focus**

- Accelerate In China

**Exponential Growth**

- Com Acceleration
- Digital Marketing
- Content
- Ratings & Reviews

**Investment Across Our Key Pillars Continues To Drive Market Share**
INDUSTRIAL Engineered Fastening Infrastructure
Stanley Industrial Overview

Platform Of Highly Engineered B2B Businesses, Underpinned By Trusted Brands

$2.3 BILLION - DIVERSIFIED INDUSTRIAL SEGMENT

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

Automotive
Engineered Fastening
$825M

Industrial
Engineered Fastening
$645M

Attachment Tools
$410M

Aerospace
CAM
$245M

Oil & Gas
$225M

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

OUR PURPOSE
For Those Who Make The World Advance

VISION
A Global Leader of Highly Engineered, Application Based Solutions, Where Safety, Reliability & Productivity Are Critical
Industrial Portfolio Transformation

2017 Revenue - ~$2.0B

- Automotive: 52%
- General Industrial: 27%
- Attachment Tools: 7%
- Oil & Gas: 14%
- Aerospace & Defense: 5%

2020 Pro Forma Revenue* - ~$2.4B

- Automotive: 34%
- General Industrial: 27%
- Attachment Tools: 17%
- Oil & Gas: 10%
- Aerospace & Defense: 12%

Diversifying Industrial End Market Exposure Through Acquisitive Growth

*2020 Actual Revenue Plus $50M Pro Forma Impact From CAM
Engineered Fastening Business Overview

2020 Revenue*: ~$1.8B

- **Geographic***
  - Americas: 51%
  - Europe: 22%
  - Asia: 27%

- **End Market***
  - Automotive: 47%
  - Aerospace: 16%
  - Industrial: 37%

Global Fastener Market - $85B

- **Value Add Market Segments**
  - Automotive: 19%
  - Aviation: 24%
  - Aerospace: 20%
  - Construction: 10%
  - Electronics: 7%
  - General Industry: 19%
  - Medical: 27%

Our Competition

Fasteners:

Tools & Fasteners:

Most Extensive Portfolio Of Assembly Technology & Engineered Solutions

*2020 Actual Revenue Plus $50M Pro Forma Impact From CAM
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

Internal Combustion (ICE) Vehicle - Average Content

- $9.5/car
- Chassis / BIW
- Interior Trim
- Exterior Trim
- Low Voltage Wiring
- Auto Electronics

Fully Electric & Hybrid Electric Vehicle - Projected Content

- $15/car
- Interior Trim
- Exterior Trim
- Low Voltage Wiring
- Auto Electronics

Common Applications To ICE & EV

Eliminated

- Fuel & Exhaust System
- Engine
- $0.5/car

Added

- E Motor & Controller
- High Voltage Wiring
- Inverters & Converters
- On board Charger
- Battery System
- Cooling Systems
- $30-$60/car

$10/car

$10/car

Electrification Drives 3x to 6x Higher Content $ Potential per Vehicle

$15-$50/car

$0.5/car

ICE Only

EV Only
Electrification Opportunities In STANLEY Industrial

**SEGMENTS**

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

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

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

**FOCUS AREAS**

- **Chassis Applications**
- **EV Tier Suppliers**
- **Wire Harness Mgmt.**
- **Battery System**
- **Li Ion Cell**
- **Grid Storage OEMs**

**WHY WE WIN**

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

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

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

**Well Positioned In Attractive Adjacencies With Strong Growth**
Infrastructure
2020 Revenues: $635M

Oil & Gas
$225M

- 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
- 2020 Business Mix:
  - ~50% Onshore, ~20% Offshore, ~30% Inspection

Attachment Tools
$410M

- 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

NEXRAY Digital Radiography
Onshore Pipeline Installation
Wind Turbine Inspection
Paladin Sweeper, Bucket, & Fork
Legend Series Shear
Jobsite Intelligence
Stanley MB10
Stanley Security

2020 Financials

~$1.9B Revenue
~10% Adjusted Operating Margin*

Revenue Mix

Geographic
- U.S.: 53%
- Europe: 40%
- Emerging Markets: 2%
- ROW: 5%

End Market
- Retail: 24%
- Commercial: 21%
- Residential: 19%
- Healthcare: 16%
- Government: 9%
- Infrastructure: 6%

Electronic Security
- Install: 57%
- Product: 39%
- Recurring: 4%

For Those Who Make The World Safer, Caring & Accessible

Vision

Building A Safer, Healthier, & More Efficient World

Business Units

COMMERCIAL ELECTRONIC SECURITY (2020 Revenue ~$1.4B)
- Deliver Consistent, Profitable Growth Through Innovation, Advanced Analytics & Cost To Serve

DOOR AUTOMATION (2020 Revenue ~$300M)
- Develop & Commercialize Market Leading Smart Access Building Solutions With Predictive Maintenance

HEALTHCARE SOLUTIONS (2020 Revenue ~$150M)
- Create Organic Growth Engine Through Technology Offerings Across Hospital, Senior Living And Home

## Healthcare & Access Technologies Growth

### Stanley Healthcare

- **Hospital**
  - Fragmented NA Healthcare Space ~$8B
  - New Management & Commercial Team With Significant Healthcare Experience
  - Leader In RTLS, Infant & Wander Management
  - Empowering Caregivers By Improving And Optimizing Environments Of Care

- **Senior Living**

- **Health@Home**

### Stanley Access Technologies

- **#1 In North America Automatic Doors**
  - #1 In NA Automated Door Market (~$1B)
  - Commercializing Innovative New Products For Retail & Healthcare Applications
  - Focusing On Service Growth Initiatives
  - Developing Digital Tools & Solutions To Enhance Service Delivery Model & Grow Customer Value

### Empowering Caregivers

### Leader In Smarter Building Access Solutions
Electronic Security Overview

**Market Landscape**

- $25B Global Commercial Electronic Security Services Market & Growing 3-5% Annually
- Highly Fragmented W/ Top 15 < 20% Share
- New Entrants & Traditional Security Commoditizing

**Key Value Drivers**

- Technology Which Delivers Innovative Data Solutions & New Recurring Revenue Offerings
- Simple, Standard & Repeatable Offerings With A Seamless Digital Experience
- World Class Service Delivery & Execution Across Customer Multi-Site Locations
- Consolidation Opportunities With Proven Economies Of Scale
Disruptive Innovation: Health, Safety & Security

Back To Work

Cloud Hosted Video

Touchless Doors

Contact Tracing | Asset Management

Buildings Workflow Management Platforms

In Today’s Environment, Companies Need Solutions To Ensure Their Workplace Stays Secure & Safe And Their Policies Are Being Followed

Leveraging Video As The Verifier

Hosting Video On The Cloud Helps With A Leaner Setup And Lower Maintenance, Flexible Remote Access, Resilient & Cyber Secure, Rapid Scalability

Seamless User Experience

Renewed Value Proposition Leveraging Health & Safety To Automate Interior Doors Within Priority Segments Of Healthcare, Education And Office Buildings

Building Confidence In Safety For Everyone

Improving Confidence In Workplace Safety In Markets Like K-12, Manufacturing, Universities & Corporations

Opportunities Support Consistent Organic Growth & Share Gains
Financial Resiliency As A Health, Safety & Security Company

Capitalizing On Market Shifts
Uniquely Suited To Meet Customer Demand For Cloud Based Health, Safety & Security Solutions And Advanced Analytics

Extreme Innovation
Leveraging Existing Footprint & Innovative Ecosystem To Accelerate Growth

Performance Resiliency
Business Transformation & Agile Crisis Response Driving Scale Through Innovation

Organic Growth & Operating Margin*

Positioned For Accelerated Growth & Margin Expansion

*OM Improvement Excludes Future Acquisitions, Acquisition-Related And Other Charges, And Assumes A Stable Input Cost Environment
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

10+ WCT

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

2020 FCF Conversion

- SWK: ~136%
- Industrial Peers: 135%
- Security Peers: 129%

2020 WCT

- SWK: 10.4
- Industrial Peers: 6.3
- Security Peers: 6.7

FCF Conversion Defined As (Cash from Operations – CapEx) / Net Income | Source: Bloomberg
Peers: FCF Conversion / WCT: Ind - DHR, ETN, ITW, IT, MAS, NWL, SVA, SMV; FCF/WCT: Sec. - ASSA, HDN, SIE, JCI, DBD

StanleyBlack&Decker
Technology Solutions

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

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

Digital Apps
- Guided Digital Work From Remote Experts

Digital Twins
- Remote Problem Solving Expertise
- Benchmarking & Optimization

Prioritized Technology Solutions To Deliver Maximum Value
Stanley Production System

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

Connecting Our Factories...

...To Capture The Data

One Standard...

...Based Upon Lean Workflow

Transformed With Automation...

...Fueling “Make Where We Sell”

...Accelerating Our Strategy To Deliver Breakthrough Operations Performance
Strong Track Record Of Proven Results

Working Capital Turns

WCT for years prior to 2017 are shown as previously reported which excludes the impacts from the adoption of New Revenue Recognition Standard.
Margin Resiliency Value Pools

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

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

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

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

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

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

**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

3X Market Cap Growth
2.6X Revenue Growth
### Extraordinary Customer Experience

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

<table>
<thead>
<tr>
<th>Commercial Excellence</th>
<th>Personalized Execution</th>
<th>Distinctive Brands</th>
<th>Products &amp; Solutions</th>
<th>World Class Service</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image1.png" alt="Image" /></td>
<td><img src="image2.png" alt="Image" /></td>
<td><img src="image3.png" alt="Image" /></td>
<td><img src="image4.png" alt="Image" /></td>
<td><img src="image5.png" alt="Image" /></td>
</tr>
</tbody>
</table>

*...Embedding Creative & Deliberate Best In Class Customer Experiences To Drive Profitable Growth*
Non-GAAP & Other Financial Measures

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

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

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

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

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

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

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

<table>
<thead>
<tr>
<th>Free Cash Flow</th>
<th>EBITDA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Cash Provided By Operating Activities</td>
<td>2,022</td>
</tr>
<tr>
<td>Less: Capital And Software Expenditures</td>
<td>(348)</td>
</tr>
<tr>
<td>Free Cash Flow</td>
<td>1,674</td>
</tr>
</tbody>
</table>

**EBITDA**

(MILLIONS OF DOLLARS)

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net earnings before equity interest</td>
<td>$1,226</td>
<td>$969</td>
</tr>
<tr>
<td>Interest income</td>
<td>(18)</td>
<td>(54)</td>
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<tr>
<td>Interest expense</td>
<td>223</td>
<td>284</td>
</tr>
<tr>
<td>Income taxes</td>
<td>41</td>
<td>161</td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>578</td>
<td>560</td>
</tr>
<tr>
<td><strong>EBITDA</strong></td>
<td>$2,050</td>
<td>$1,920</td>
</tr>
<tr>
<td>Pre-tax acquisition-related charges and other</td>
<td>400</td>
<td>363</td>
</tr>
<tr>
<td><strong>Adjusted EBITDA</strong></td>
<td>$2,450</td>
<td>$2,283</td>
</tr>
</tbody>
</table>

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

Estimates Based On 2020 Revenues*

<table>
<thead>
<tr>
<th>End Market</th>
<th>Security</th>
<th>Industrial</th>
<th>Tools &amp; Storage</th>
<th>SWK</th>
</tr>
</thead>
<tbody>
<tr>
<td>Existing Residential / Repair / DIY</td>
<td>1%</td>
<td>0%</td>
<td>37%</td>
<td>26%</td>
</tr>
<tr>
<td>New Residential Construction</td>
<td>5%</td>
<td>0%</td>
<td>31%</td>
<td>22%</td>
</tr>
<tr>
<td>Non-Resi. / Commercial Construction</td>
<td>9%</td>
<td>0%</td>
<td>17%</td>
<td>13%</td>
</tr>
<tr>
<td>Industrial / Electronics</td>
<td>10%</td>
<td>27%</td>
<td>7%</td>
<td>11%</td>
</tr>
<tr>
<td>Retail</td>
<td>24%</td>
<td>0%</td>
<td>2%</td>
<td>5%</td>
</tr>
<tr>
<td>Automotive Production</td>
<td>1%</td>
<td>34%</td>
<td>0%</td>
<td>6%</td>
</tr>
<tr>
<td>Automotive Aftermarket</td>
<td>1%</td>
<td>0%</td>
<td>5%</td>
<td>4%</td>
</tr>
<tr>
<td>Healthcare</td>
<td>16%</td>
<td>0%</td>
<td>0%</td>
<td>2%</td>
</tr>
<tr>
<td>Government</td>
<td>9%</td>
<td>0%</td>
<td>0%</td>
<td>1%</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>5%</td>
<td>27%</td>
<td>0%</td>
<td>5%</td>
</tr>
<tr>
<td>Financial / Banking</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Education</td>
<td>3%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Other</td>
<td>16%</td>
<td>12%</td>
<td>1%</td>
<td>5%</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

*2020 Actual Revenues Plus $50M Pro Forma Impact From CAM
Industrial Includes Manufacturing, Utilities, Distribution, Power, Rail, Oil & Gas, Etc.
Infrastructure Includes Pipe Construction And Services & Equipment
Other Includes Logistics & Transportation, And Hospitality

~30% Exposure To U.S. Residential Construction (~1/2 Existing/Repair/DIY, ~1/2 New)
~8% Exposure To U.S. Commercial Construction
Portfolio Transformation

**Tools & Storage**

<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>
</tbody>
</table>

**Security**

<table>
<thead>
<tr>
<th>Year</th>
<th>Company</th>
<th>Purchase Price ($M)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>HSM</td>
<td>$545</td>
</tr>
<tr>
<td>2008</td>
<td>Sonitrol</td>
<td>$275</td>
</tr>
<tr>
<td>2008</td>
<td>GdP</td>
<td>$165</td>
</tr>
<tr>
<td>2011</td>
<td>Niscayah</td>
<td>$1,200</td>
</tr>
<tr>
<td>2012</td>
<td>AeroScout</td>
<td>$240</td>
</tr>
<tr>
<td>2016 - 2018</td>
<td>Various Bolt-On Security Acquisitions</td>
<td>$245</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>
</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>
Material Spend

Direct Material Spend

<table>
<thead>
<tr>
<th>2020* ($M)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Finished Goods</td>
<td>$1,850</td>
</tr>
<tr>
<td>Components</td>
<td>2,400</td>
</tr>
<tr>
<td>Steel</td>
<td>500</td>
</tr>
<tr>
<td>Resin / Plastic Moldings</td>
<td>470</td>
</tr>
<tr>
<td>Packaging</td>
<td>240</td>
</tr>
<tr>
<td>Base Metals</td>
<td>140</td>
</tr>
<tr>
<td></td>
<td>$5,600</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>December 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash Position*</td>
</tr>
<tr>
<td>Revolving Credit Facilities</td>
</tr>
<tr>
<td>Total Near Term Liquidity</td>
</tr>
<tr>
<td>5-Year Agreement – Sep 2023</td>
</tr>
<tr>
<td>364-Day Facility – Sep 2021</td>
</tr>
</tbody>
</table>

Combined Debt Outstanding ($M)

- *As Of 4Q’20

Adequate Liquidity To Meet The Needs Of The Company