

Investor Presentation

Version 8.9.2024

StanleyBlack&Decker

For those who make the world.™



Contents

SWK Overview

Pages 4 – 13

Tools & Outdoor

Pages 14 – 23

Industrial

Pages 24 – 28

Appendix

Pages 29 – 36

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,” “estimate,” “anticipate,” “intend,” “plan,” “believe,” “seek,” “transform,” “target,” “will,” “on-track,” “goal,” “positioning,” “opportunity,” “objective” 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 releases announcing 2024 Quarterly Results and Fourth Quarter And Full Year 2023 Results, respectively, on Form 8-K, 2023 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, which may include, but are not limited to, changes in macroeconomic conditions and customer preferences and demand. 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 applicable GAAP reconciliations and additional information regarding the use of non-GAAP and other financial measures.

More Streamlined Company With Great Franchises

StanleyBlack&Decker

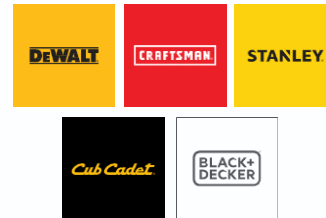
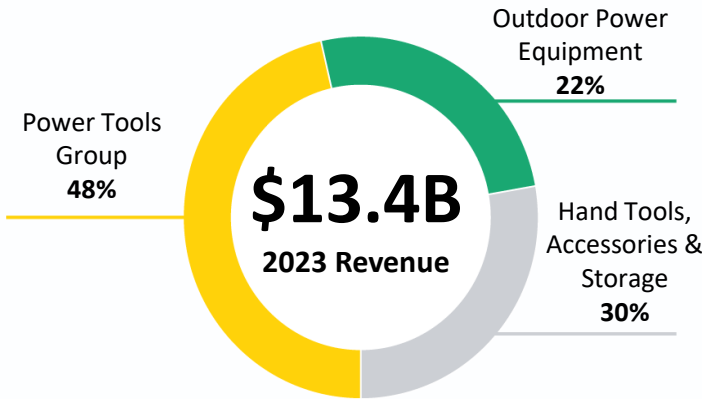
2023 Revenue*: \$15.8B

Market Cap: ~\$15B

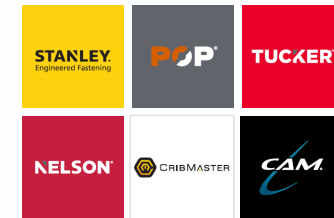
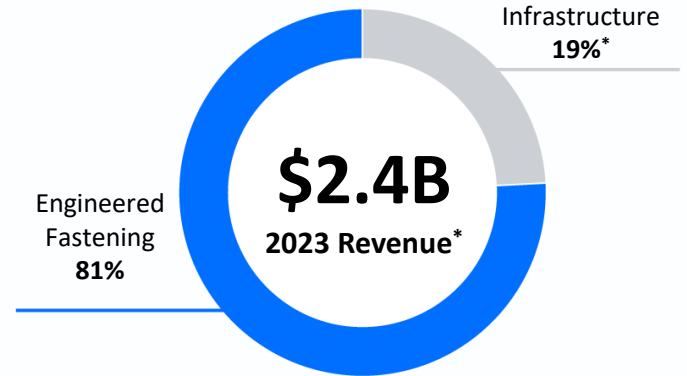
Cash Dividend Yield: 3.3%

Dividend Paid Consecutively For 148 Years; Increased For Past 57 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

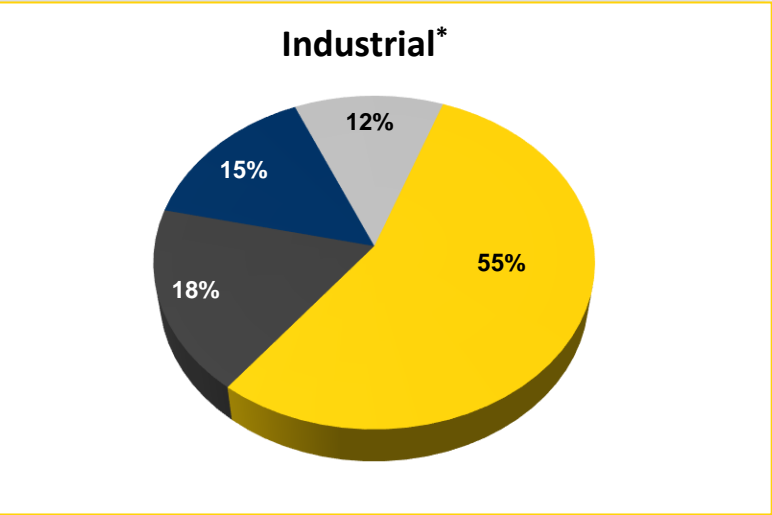
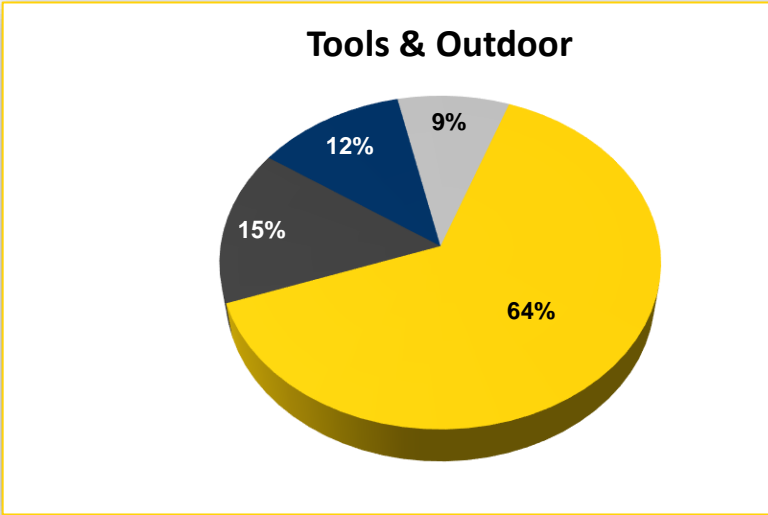
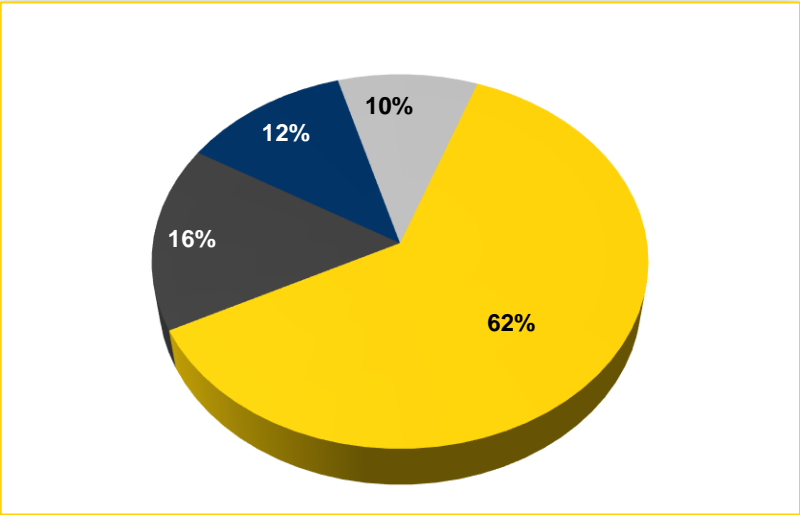
Powered By Our People And Guided By Our Purpose – For Those Who Make The World

Geographic Reach



Stanley Black & Decker

Segments



U.S. Europe Emerging Markets ROW

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

Transforming To Accelerate Organic Growth

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

**Reduce Complexity –
~\$2B Savings By End Of '25****

OPTIMIZE
CORPORATE STRUCTURE

FOCUS
OPERATING MODEL

TRANSFORM
SUPPLY CHAIN

**Invest In Core Growth
\$300M - \$500M**



INNOVATION



ELECTRIFICATION



MARKET LEADERSHIP



MORE RESPONSIVE
SUPPLY CHAIN

**Enhance
Shareholder Return**

Organic Revenue*
Growth 2-3X Market

35%+ Adjusted Gross Margin*
By 2025

100%+ Free Cash Flow*
Conversion

Powerful Innovation

Customer Fill Rate
Improvement

...As A More Focused, Purpose Driven Company

Strategic Transformation

On-Track For Expected \$2.0 Billion Pre-Tax Run-Rate Cost Savings By End Of 2025...

Progress Achieved

Pre-Tax Run-Rate Cost Savings

\$150M

2Q'24 Quarter-To-Date

\$1.3B

Program-To-Date

Supply Chain Transformation



Strategic Sourcing



Footprint Rationalization



Complexity Reduction



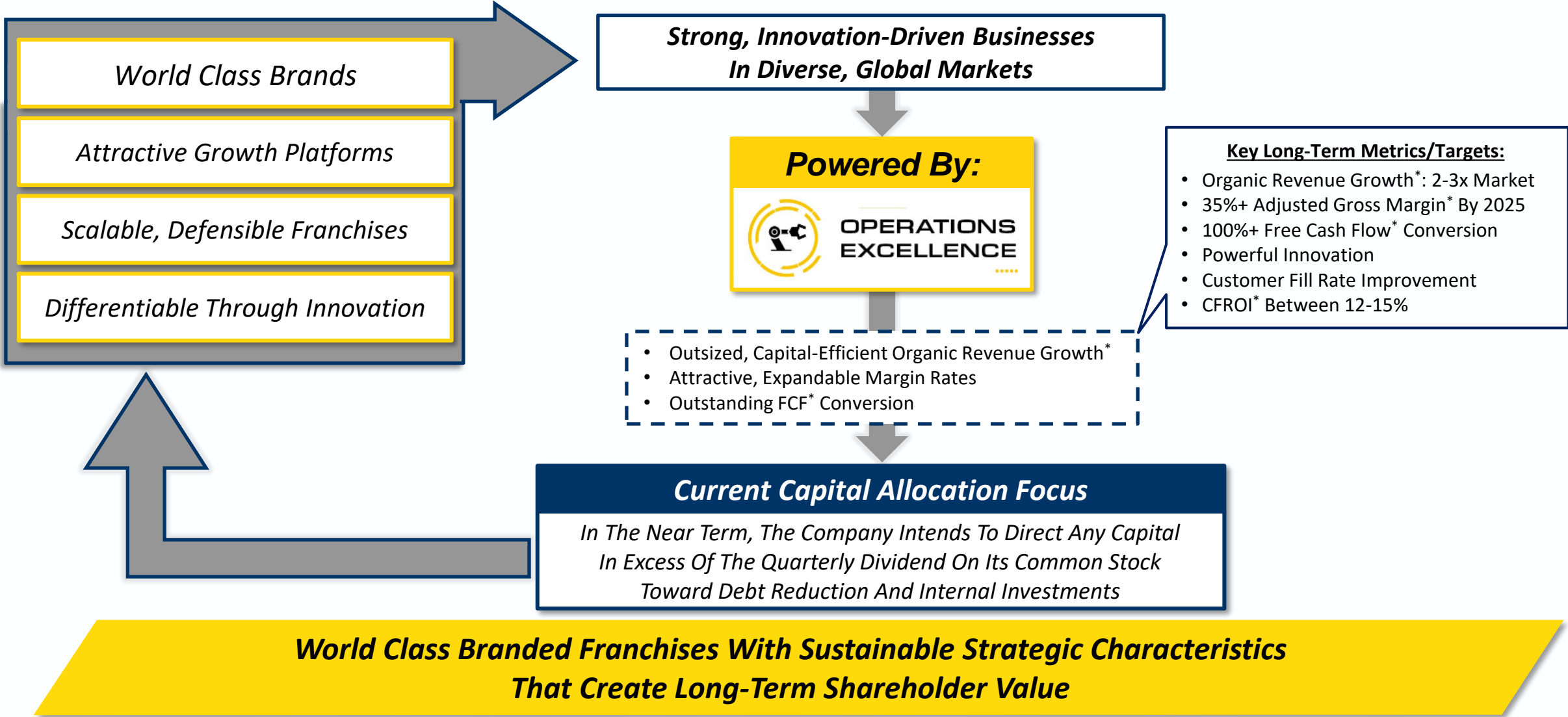
Ops Excellence

2024 Savings Led By Sourcing Initiatives And Operational Excellence

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

...Enabling \$300 - \$500 Million Growth Investment And 35%+ Adjusted Gross Margins*

Stanley Black & Decker Value Creation Model



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

- Target: Maintain Investment Grade Credit Ratings
- \$3.5B 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 2Q'24

Cash On Hand	\$0.3B
Addl. Commercial Paper Capacity (\$3.5B Max)	\$3.0B
Total Additional Liquidity	\$3.3B

Debt Reduction Remains A Top Priority In 2024 And 2025

Financial Flexibility In A Challenging And Dynamic Environment

2024 Guidance



StanleyBlack&Decker

2024 Guidance

(0.5%) Organic Revenue* Midpoint Amid Soft Macro, With Focus On 2nd Half Margin Expansion & Cost Management...

2024 Outlook

**Organic Revenue*
And Adjusted
Margins***

Total Company

Organic: ~(0.5%) YoY +/- 130 Bps
Adj. EBITDA Margin: ~10%

Tools & Outdoor

Organic: +/- Low Single Digits
Adj. Segment Margin: Up YoY

Industrial

Organic: Flat To Low Single Digit Growth
Adj. Segment Margin: Flat To Up YoY

**Other Guidance
Items At The
Midpoint**

Pre-Tax Non-GAAP Adjustments: ~\$445M-\$495M, Driven By Transformation And Environmental Reserve
Other Net: ~\$335M | **Interest Expense:** ~\$320M
Depreciation: ~\$400M | **Intangible Amortization:** ~\$165M | **Capex:** ~\$375M To \$475M
Adjusted Tax Rate: ~10%
Shares: ~151M
3Q Adjusted EPS*: To Approximate 25% Of FY Adjusted EPS*

...Revising GAAP EPS: \$0.90-\$2.00 And Raising Adjusted EPS*: \$3.70-\$4.50. Raising Free Cash Flow*: \$650M-\$850M

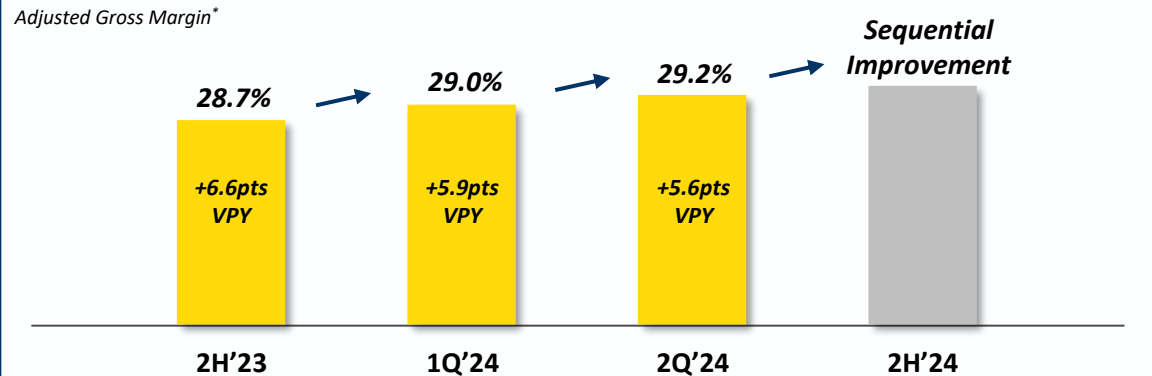
Cash & Gross Margin Update

Reshaping Cost Structure, Expanding Margins, Delivering Earnings Growth, Generating Strong Free Cash Flow* ...

**2Q'24 Free Cash Flow* Was \$486M
Raising 2024 Free Cash Flow* Target To \$650M to \$850M**

- Strong Cash Generation And Proceeds From Infrastructure Divestiture Supported \$1.2B Debt Reduction In The Second Quarter
- Accelerated Working Capital Improvements And Timing Driving ~\$0.4B Reduction
- Over \$2B Inventory Reduction Since Mid-2022
- FY'24 Free Cash Flow* Expected To Approximate \$650M To \$850M From \$600M To \$800M
- Capital Deployment Priorities Remain Consistent:
 - Investing In Organic Growth And The Transformation
 - Funding Cash Dividend
 - Strengthening The Balance Sheet

**Advancing Our Strategic Transformation To
Further Gross Margin Improvement**

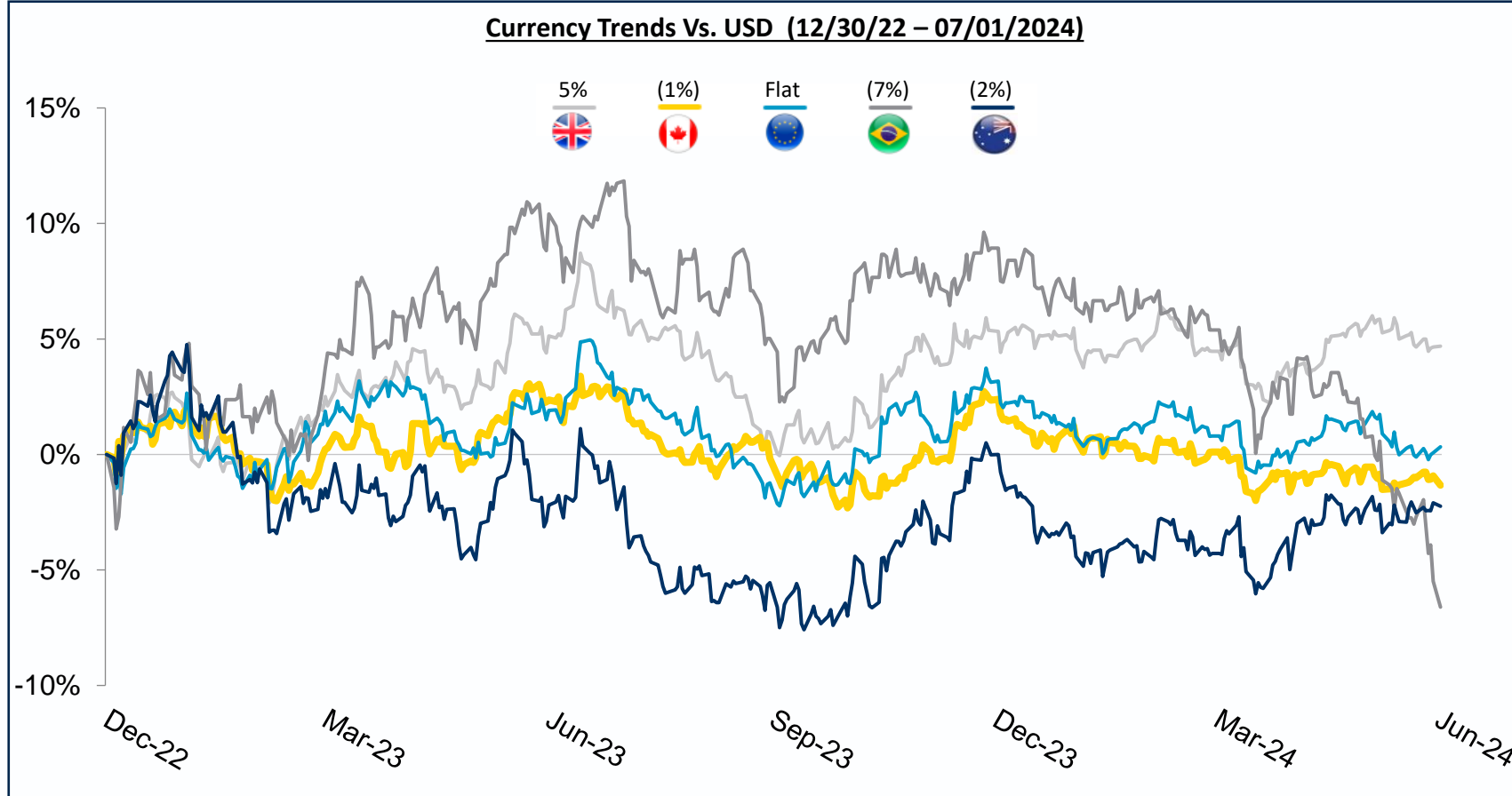


- 2Q'24 Adjusted Gross Margin* Expansion Versus Prior Year Driven By Lower Inventory Destocking Costs, Supply Chain Transformation Benefits And Reduced Shipping Costs
- Planning For ~30% Full Year 2024 Adjusted Gross Margin* And Exiting The Year In The Low-30s

Long Term Target: 35%+ Adjusted Gross Margins*

...Reinvesting To Further Strengthen Our Powerful Brands, Accelerate Innovation & Capture Growth Opportunities

Currency Impact



Hedging Approach

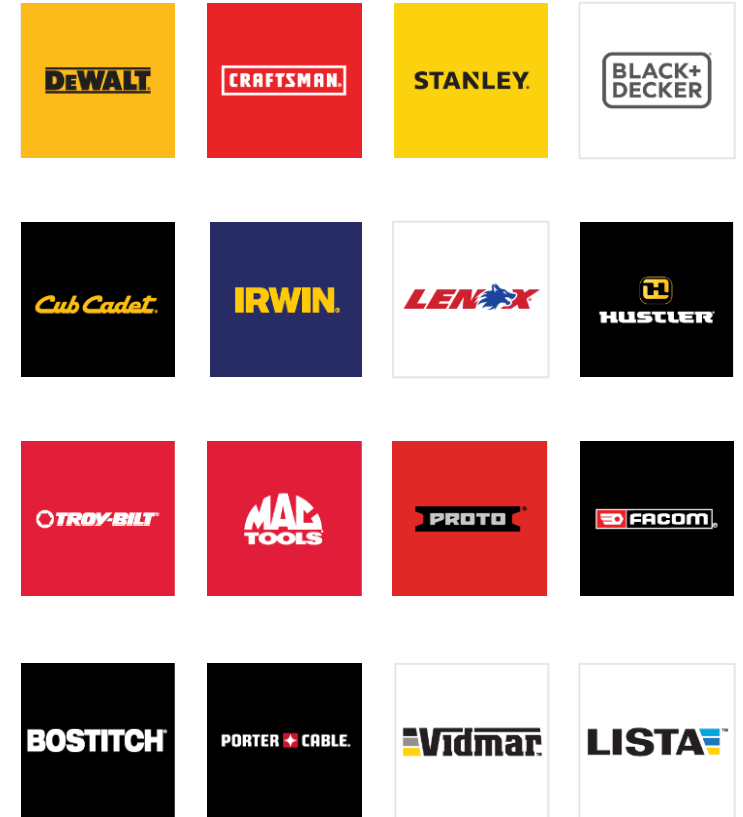
- Partially Hedge Key Currency Exposures (CAD, EUR, GBP, & AUD, Among Other)
- Intent Is To Dampen Volatility And Allow Time For Business Teams To Mitigate Fluctuations With Cost & Price Actions

Estimated 2024 OM Annual Impact

- CAD 1% Move: \$4.5M - \$5.5M
- EUR 1% Move: \$4.0M - \$5.0M
- GBP 1% Move: \$3.0M - \$4.0M
- BRL 1% Move: \$1.0M - \$2.0M
- AUD 1% Move: \$1.0M - \$2.0M

Broad U.S. Dollar Strength Contributes To Currency Headwinds

Tools & Outdoor



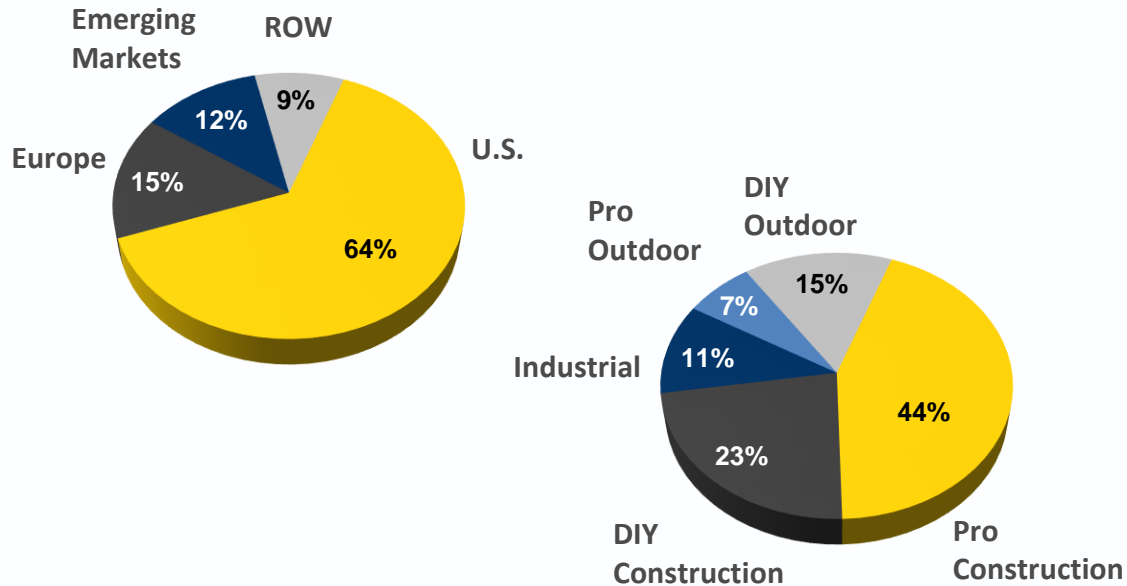
StanleyBlack&Decker

Tools & Outdoor

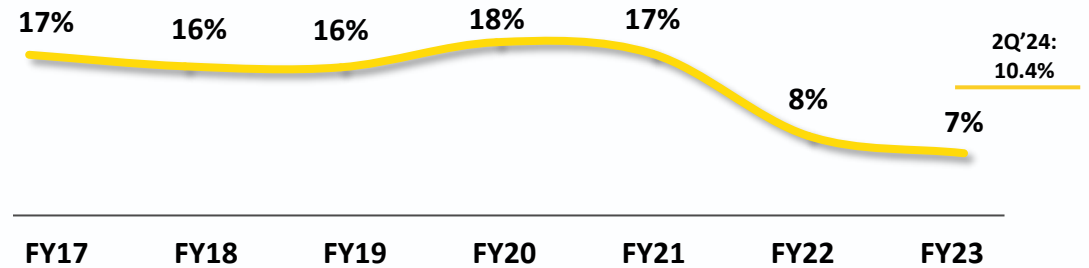
2023 Revenues: \$13.4B

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

Footprint Rationalization

Operational Excellence

Complexity Reduction

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

A Global Leader In Tools & Outdoor

Proven Market Outperformance Driven By Our Powerful Growth Formula...



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

Investments In Technology

Electrical

Motors & Electronics



Battery Technology



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



DEWALT Innovation



Power Of Cordless Freedom With A Leading Global PRO Tool Brand

Heavy Duty Platform Expansion In 2024

Revolutionary Platform Of Cordless Solutions For The Concrete Industry...

DEWALT **POWER SHIFT**

NO GAS. NO CORDS. NO JOB TOO BIG.

50 YEARS SOLID
WORLD OF CONCRETE

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



Focused On Increased Penetration Through Expanding The Cordless Power Tools System

Hand Tools, Accessories & Storage Opportunities



\$4B Global Business...
\$42B Total Market - \$34B Addressable

A 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 & 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

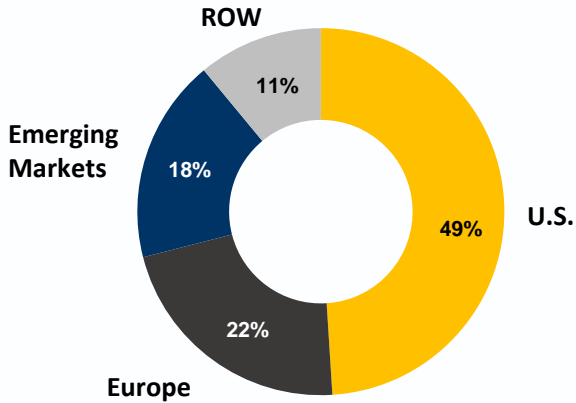


StanleyBlack&Decker

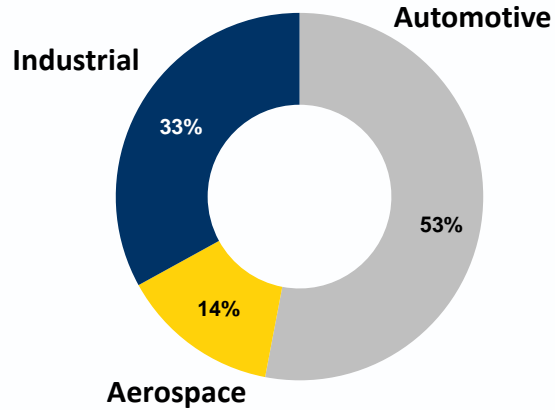
Industrial Overview: Engineered Fastening

2023 Revenue: ~\$2.0B

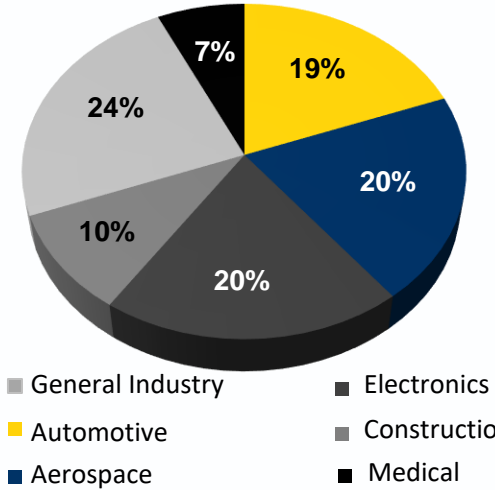
Geographic



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:



Tools & Fasteners:



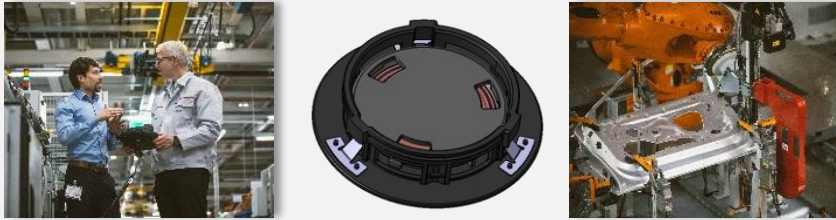
Extensive Portfolio Of Assembly Technology & Engineered Solutions

Engineered Fastening Advantage

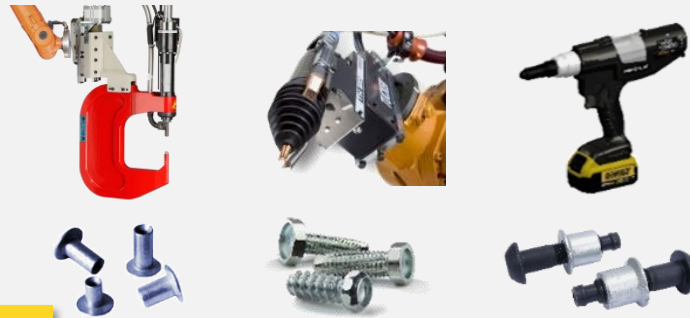
Vision

*To Be A Worldwide Leader In Highly Engineered Products
With Opportunities To Grow*

Engineering Capabilities



Leading System Solutions



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

STANLEY
Engineered Fastening

Multi-Vertical Platform



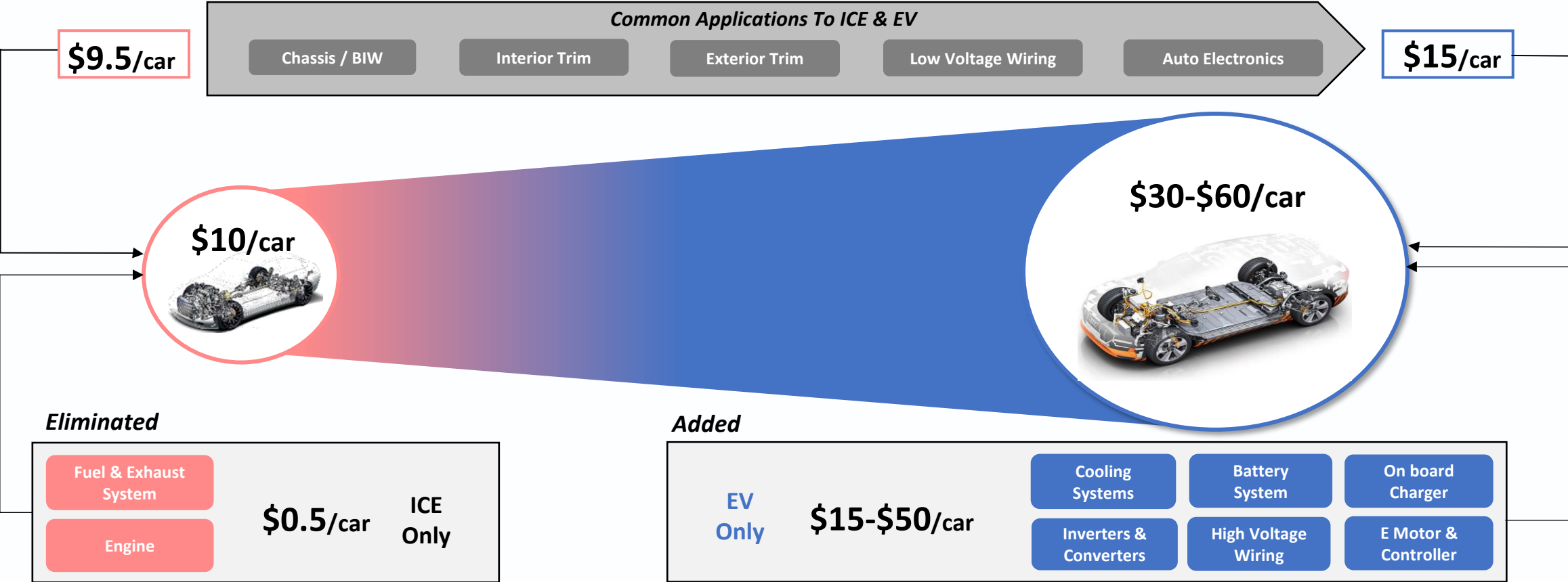
Global Scale



Addressable Market Increases Significantly For EV vs ICE

Internal Combustion (ICE) Vehicle - Average Content

Fully Electric & Hybrid Electric Vehicle - Projected Content



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.™



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

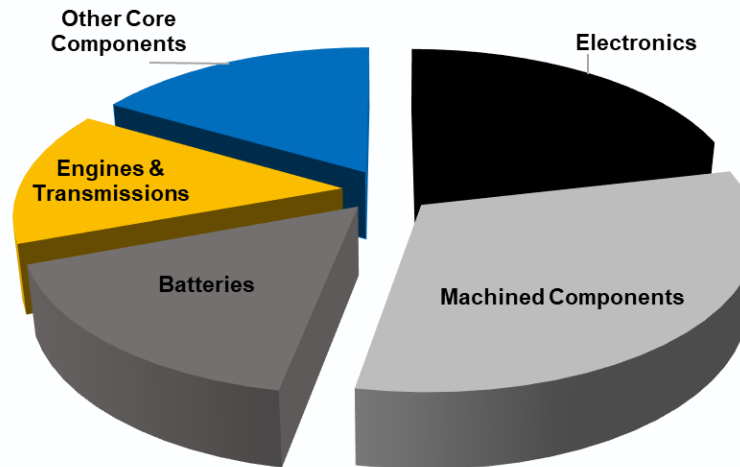
Material Spend

Direct Material Spend*

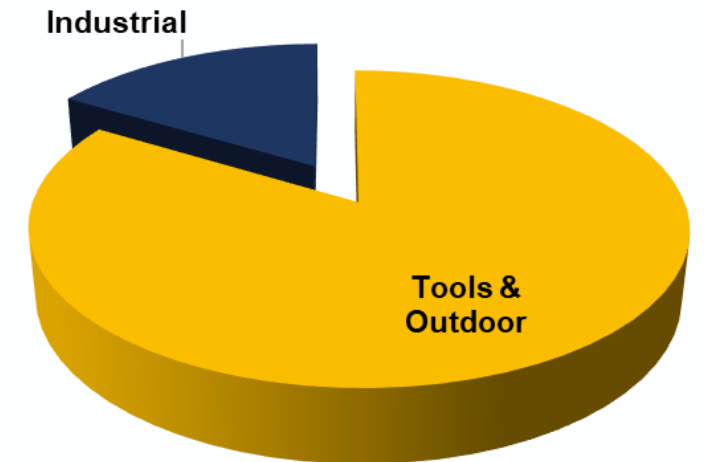
2023 (\$M)

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

Liquidity

Near Term Liquidity Sources

June 2024

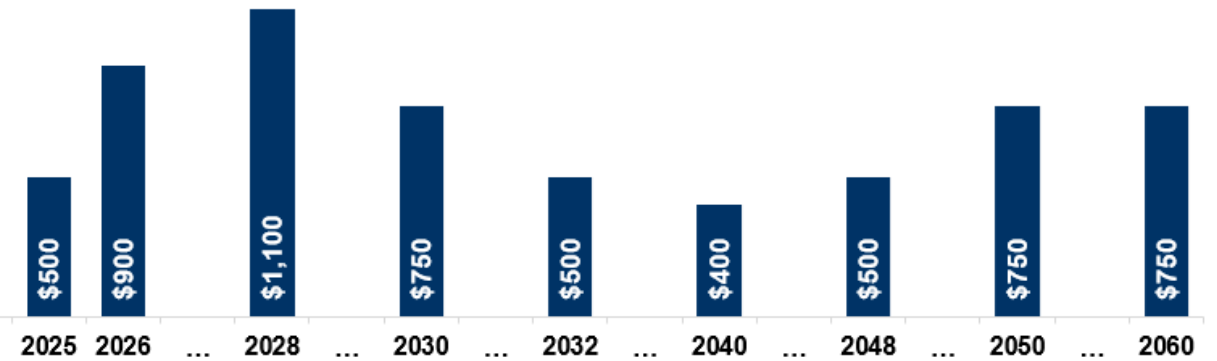
Cash Position	\$0.3B
Revolving Credit Facilities	\$3.5B
Total Near-Term Liquidity	\$3.8B

5-Year Agreement – June 2029 \$2.25B

364-Day Facility – June 2025 \$1.25B

Long-Term Debt Outstanding (\$M)

O/S
Notes/Bonds



Adequate Liquidity To Meet The Needs Of The Company

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, earnings, EBITDA and EBITDA margin are adjusted for certain gains and charges, such as environmental charges, 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

Stanley Black & Decker

Millions of Dollars

	GAAP Gross Profit	Non-GAAP Adjustments	Non-GAAP Gross Profit
2H'23	\$ 2,165.0 28.2%	\$ 42.1	\$ 2,207.1 28.7%
1Q'24	\$ 1,108.5 28.6%	\$ 14.4	\$ 1,122.9 29.0%
2Q'24	\$ 1,141.2 28.4%	\$ 33.5	\$ 1,174.7 29.2%

Tools & Outdoor

Millions of Dollars

	GAAP Segment Profit	Non-GAAP Adjustments	Non-GAAP Segment Profit
FY'17	\$ 1,450.1 16.4%	\$ 81.8	\$ 1,531.9 17.3%
FY'18	\$ 1,439.0 14.7%	\$ 96.7	\$ 1,535.7 15.6%
FY'19	\$ 1,533.3 15.2%	\$ 44.3	\$ 1,577.6 15.7%
FY'20	\$ 1,820.3 17.6%	\$ 46.4	\$ 1,866.7 18.1%
FY'21	\$ 1,985.4 15.5%	\$ 178.4	\$ 2,163.8 16.9%
FY'22	\$ 971.9 6.7%	\$ 235.4	\$ 1,207.3 8.4%
FY'23	\$ 687.6 5.1%	\$ 196.7	\$ 884.3 6.6%

Reconciliation Of GAAP To Non-GAAP Measures

Free Cash Flow

<i>Millions of Dollars</i>	<u>1H'24</u>	<u>2Q'24</u>	<u>FY'23</u>	<u>FY'22</u>	<u>FY'21</u>
Net Cash Provided By (Used In) Operating Activities	\$142	\$573	\$1,191	\$(1,460)	\$663
Less: Capital And Software Expenditures	(153)	(87)	(338)	(530)	(519)
Free Cash Flow	<u>\$ (11)</u>	<u>\$ 486</u>	<u>\$ 853</u>	<u>\$(1,990)</u>	<u>\$ 144</u>

Adjusted EBITDA* (Continuing Operations)

<i>Millions of Dollars</i>	<u>FY'23</u>	<u>FY'22</u>	<u>FY'21</u>
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	<u>\$ 1,138</u>	<u>\$ 1,528</u>	<u>\$ 2,463</u>
Debt	7,177		
Debt/EBITDA	11.5x		
Debt/Adjusted EBITDA	6.3x		

Investor Presentation

Version 8.9.2024

StanleyBlack&Decker

For those who make the world.™

