



Engineered Fastening Business Overview

Thomas Ehrhardt
President,
Stanley Engineered Fastening

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Key Takeaways



We Deliver Highly **Engineered Solutions**, Working With **Customer Engineers** Where It Matters: **Safety, Productivity & Sustainability**



We Serve **Large & Growing Markets** And Are **Well-Positioned** To Deliver **Profitable Growth** And Share Gain



We Have An Opportunity To Drive **Margin Expansion** By

- Continued Focus On **Solving The Most Critical Customer Challenges** In High Growth Industries (**Differentiated** Products)
- **Competitive Global** Supply Chain

STANLEY 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

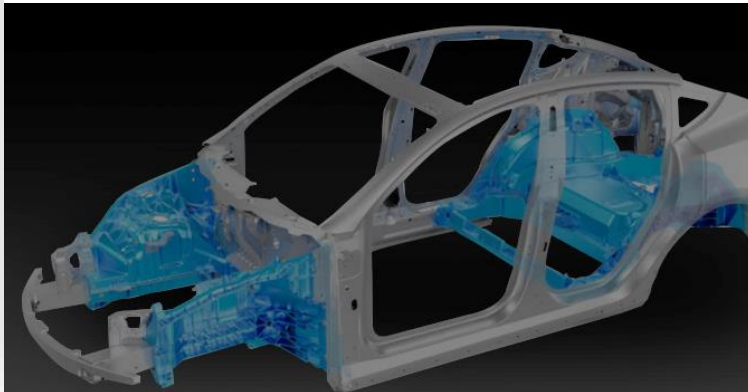
	Revenue 2024E	Industry	Share Trend
 Automotive	\$1.0B	\$10B	
 Aerospace	\$0.3B	\$4B	
 Industrial	\$0.7B	\$11B	
Segment	~\$2B	\$25B	

What We Do

We Aim To Solve The Most Critical Challenges Of Our Customers...



Light Weighting



Automotive



Safety



Aerospace



Productivity



Industrial

How We Win

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

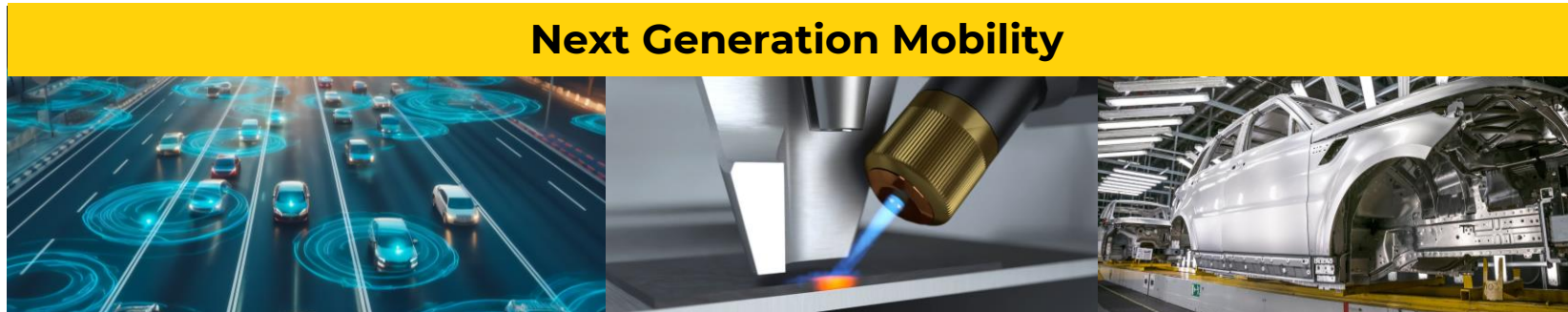
Leadership In Automation



- **Productivity** - Driving Workflow Efficiency
- **Profitability** - Optimized Total Cost Of Ownership



Spotlight: Partnering In Automotive Transformation



1 Deeply Embedded Design Partnerships



OEMs Outsource Car Body Expertise While Using Complex Materials & Transforming To Electrified Powertrains
SEF As Bodyshop Technology Partner & Thought-Leader

2 Connected Value Streams



Autonomous Driving
Increased Demand For Fastening & Automation

3 Leadership In Automation



Sustainable New Energy Vehicles (Repair / 2nd Life)
Removable Automated Fastening For Electric Powertrains

Spotlight: Aerospace Runway For Growth

Next Generation Airplanes



1 Deeply Embedded Design Partnerships



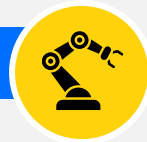
Composite, Multi-Material Structures, Weight Control & Lightning Strike
Corrosion Resistant Titanium Fasteners

2 Connected Value Streams



Efficient Assembly | Fastener & Tool
Next Generation Blind And Self Piercing Bolts

3 Leadership In Automation



Design For Automated Manufacturing
Robotic & Semi-Automated Fastening Systems

Spotlight: Industrial Acceleration

Installation Efficiency In High Growth Verticals



1

Deeply Embedded Design Partnerships



Renewable Energy: *Faster Installation In Remote Environments*
Fastener Design For Cordless Installation Systems

2

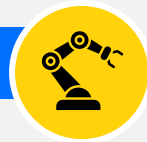
Connected Value Streams



Truck/Trailer: *Automation In Low-Medium Volume Applications*
Scalable Automation Systems For Blind Fastening

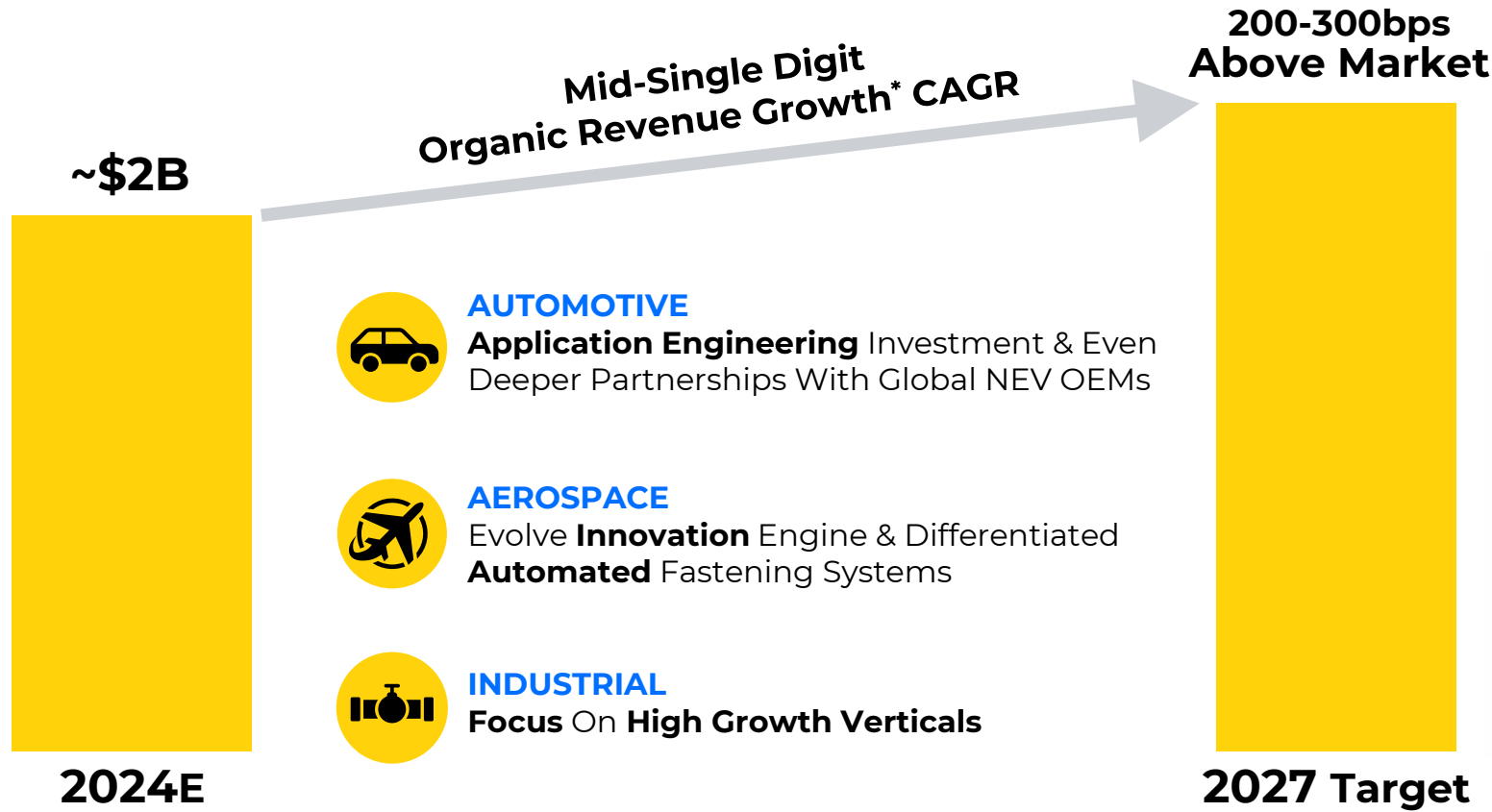
3

Leadership In Automation



Datacenters: *Prefabrication To Meet Aggressive Build Schedule*
Industrial Automated Stud Welding Solutions

Well-Positioned For Profitable Growth



Margin Expansion Levers

-  Differentiated Products, Value Pricing & 80/20
-  Operational Excellence
-  Strategic Sourcing

Driving Sustainable Market Share Growth And Gross Margin Expansion

Key Takeaways



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Appendix



Reconciliation Of GAAP To Non-GAAP 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 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, depreciation, segment profit, segment margin, other, net, earnings, EBITDA and EBITDA margin are adjusted for certain gains and charges, which may include acquisition and divestiture related items, asset impairments, restructuring, transformation costs, environmental charges, and other adjusting items.

Management considers these metrics as key measures to assess actual, forecasted or targeted performance of the Company as a whole, as well as the applicable 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 defined as cash from operations plus after-tax interest expense, divided by the two-point average (beginning and end of the year) of debt plus 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 may also provide future expectations for certain non-GAAP financial measures. Due to high variability and difficulty in predicting items that impact cash flow from operations, reconciliations of forecasted free cash flow, forecasted free cash flow conversion and forecasted CFROI to the most directly comparable GAAP estimates have been omitted. The Company believes such reconciliations would also imply a degree of precision that is inappropriate for these forward-looking measures.