Second Quarter
2024 Overview

July 30, 2024

StanleyBlack&Decker

For those who make the world.™

Participants

Don Allan

President & CEO

Chris Nelson

COO, Executive Vice President And President, T&O

Pat Hallinan

Executive Vice President, CFO

Dennis Lange

Vice President, Investor Relations

Cautionary Statement

Certain Statements Contained In This Presentation Are Forward Looking 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. For These Purposes, Forward-Looking Statements Are Statements That Address Activities, Events, Conditions Or Developments That Stanley Black & Decker Expects Or Anticipates May Occur In The Future, Including Expectations Around Its Ongoing Transformation And Future Results Of Operation And Financial Position. You Are Cautioned Not To Rely On These Forward-Looking Statements, Which Are Based On Current Expectations Of Future Events. All Forward-Looking Statements Involve Risks, Uncertainties And Other Factors That May Cause Actual Results To Differ Materially From Those Expressed Or Implied In The Forward-Looking Statements. Factors That Might Cause The Company's Actual Results, Performance and Achievements, Or Industry Results To Differ Materially From Statements Contained In Its Forward-Looking Statements Include, But Are Not Limited To, Changes In Macroeconomic Conditions, Changes In Customer Preferences And Demand And Ability To Implement And Achieve Expected Benefits Under Its Global Cost Reduction Program. Additional Factors That Could Cause Actual Results To Differ Materially From Forward-Looking Statements Are Set Forth In The Corresponding Press Release And Form 8-K And Our Recent '34 Act SEC Filings.

Additionally, We May Also Reference Non-GAAP Financial Measures During This Presentation. For Applicable Reconciliations To The Related GAAP Financial Measure And Additional Information, Please Refer To The Appendix Of These Materials And The Corresponding Press Release Which Are Available On Our Website Under The "Investors" Heading.

Transforming To Accelerate Organic Growth

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

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

…As A More Focused, Purpose Driven Company

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

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

2Q 2024 Key Messages

Extended Our Trajectory Of Solid Execution Against Our Operational Priorities In The Second Quarter…

- 2Q'24 Revenues Of $4.0 Billion, Down 3% Versus Prior Year As 1% Organic Revenue Growth* Led By DEWALT, Outdoor Products And Engineered Fastening Was More Than Offset By The Previously Announced Infrastructure Divestiture And Currency
- Global Cost Reduction Program Remains On-Track For Expected Pre-Tax Run-Rate Savings Of $1.5 Billion By End Of 2024 And $2 Billion By End Of 2025
- 2Q'24 Adjusted Gross Margin* Was 29.2%, Up 560 Basis Points Versus Prior Year Driven By Lower Inventory Destocking Costs, Supply Chain Transformation Benefits And Reduced Shipping Costs
- 2Q'24 Cash From Operating Activities Was $573 Million And Free Cash Flow* Was $486 Million
- Strong Cash Generation And Proceeds From Infrastructure Divestiture In Second Quarter Supported $1.2 Billion Debt Reduction
- Revising GAAP EPS Range To $0.90 To $2.00 (From $1.60 To $2.85), Raising Adjusted EPS* To $3.70 To $4.50 (From $3.50 To $4.50) And Raising Free Cash Flow* To $650 Million To $850 Million (From $600 Million To $800 Million)

2Q'24 Key Financials

$4 Billion
Total Revenue

+1%
Organic Revenue*

+560 Bps
Adj. Gross Margin* vs. 2Q'23

Quarter-To-Date	Program-To-Date
$150M	**$1.3B**

Pre-Tax Run-Rate Cost Savings

$1.09
Adjusted EPS*

…Which Drove Gross Margin Improvement Versus The Prior Year And Strong Cash Generation

StanleyBlack&Decker

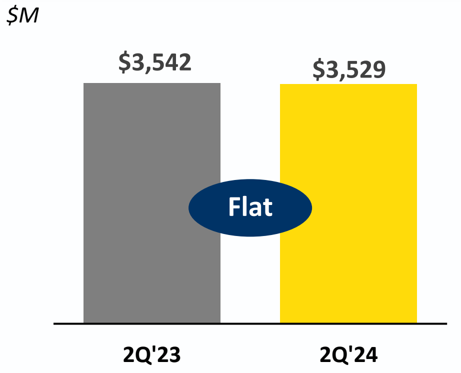
*Non-GAAP Financial Measures. Refer To Appendix For Additional Information On Revenue, Gross Margin, EPS, Cash From Operating Activities And Other GAAP And Non-GAAP Financial Measures

2Q 2024 Segment Overview

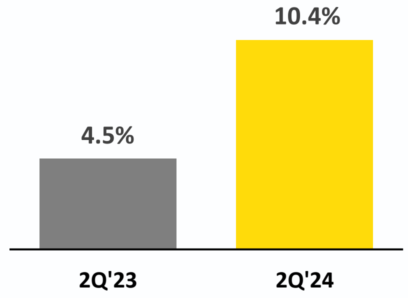
Organic Growth* Driven By Strength In DEWALT, Outdoor And Aerospace Fasteners

Tools & Outdoor

Revenue



Adjusted Segment Margin*

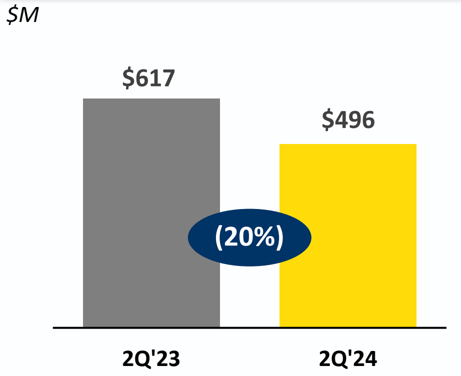


- **2Q Organic Revenue* +1%**
  - +1% N.A., (3%) Europe, +5% Rest Of World
  - (2%) PT, Flat HTAS, +6% OPG
- **DEWALT And Outdoor Leading Volume Gains (+2%) That Were Partially Offset By Price (-1%) And Currency (-1%)**
- **2Q U.S. Retail Point-Of-Sale Demand Was Up Modestly Versus The Prior Year Led By Outdoor Growth And Recaptured DEWALT Cordless Promotions**

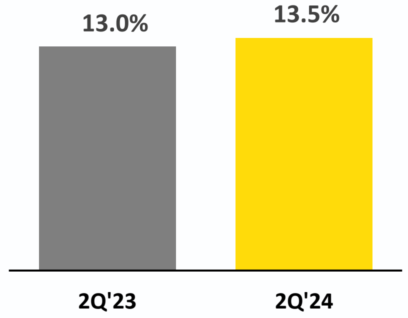
2Q'24 Adj. Segment Margin Rate* 10.4% | Up VPY As Lower Inventory Destocking Costs, Supply Chain Transformation Benefits, And Lower Shipping Costs Were Partially Offset By Growth Investments

Industrial

Revenue



Adjusted Segment Margin*



- **2Q Organic Revenue* +2%**
- **Price Contributed +2% Which Was More Than Offset By The Infrastructure Divestiture (-20%) And Currency (-2%)**
- **Aerospace Growth Offset Market Softness In Automotive And General Industrial**

2Q'24 Adj. Segment Margin Rate* 13.5% | Up VPY Due To Price Realization And Cost Control

*Non-GAAP Financial Measures. Refer To Appendix For Additional Information On Revenue, Segment Margin, And Other GAAP And Non-GAAP Financial Measures

Prioritizing Resources To Accelerate Organic Growth

Moving With Speed And A Clear Mandate: Executing Our Transformation Plan And Accelerating Share Gain

Starting From A Compelling Position

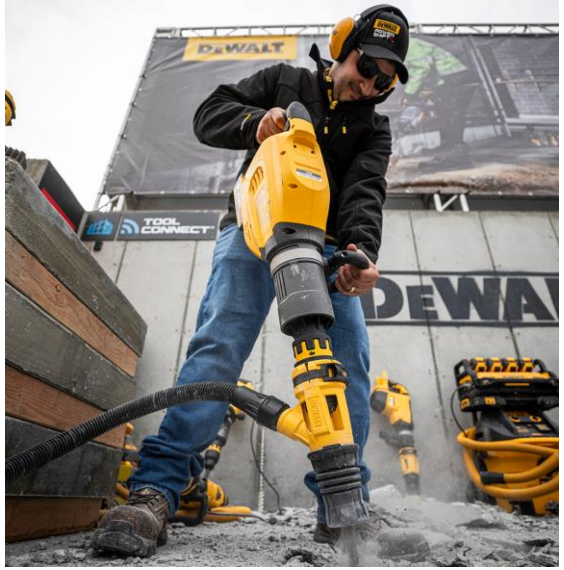
1) Industry With Strong Long-Term Growth Characteristics
2) Iconic Brands
3) Differentiated Innovation Engine
4) Deep Customer Relationships & Loyal End Users

Brand-Led	Pro-Focused	Market-Facing

DEWALT

CRAFTSMAN

STANLEY



Investing To Advance End-User Inspired Innovation And High Impact Market Activation

*Maximum Initial Battery Voltage (Measured Without A Workload) Is 20 Volts. Nominal Voltage Is 18 Volts
**Regarding Battery, Based On Longer Life (Charge Cycles) And More Power, Not In Application vs. DEWALT 20V MAX* Batteries With Comparable Amp Hours

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	$1.3B
2Q'24 Quarter-To-Date	*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*

StanleyBlack&Decker

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

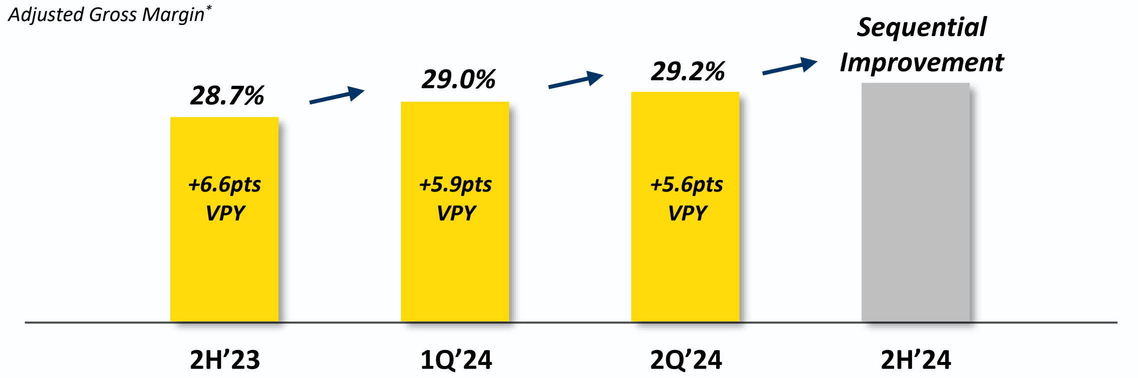
Cash & Gross Margin Update

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

StanleyBlack&Decker

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

2024 Guidance

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

2024 Outlook

	Total Company	Tools & Outdoor	Industrial
Organic Revenue* And Adjusted Margins*	**Organic:** ~(0.5%) YoY +/- 130 Bps **Adj. EBITDA Margin:** ~10%	**Organic:** +/- Low Single Digits **Adj. Segment Margin:** Up YoY	**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

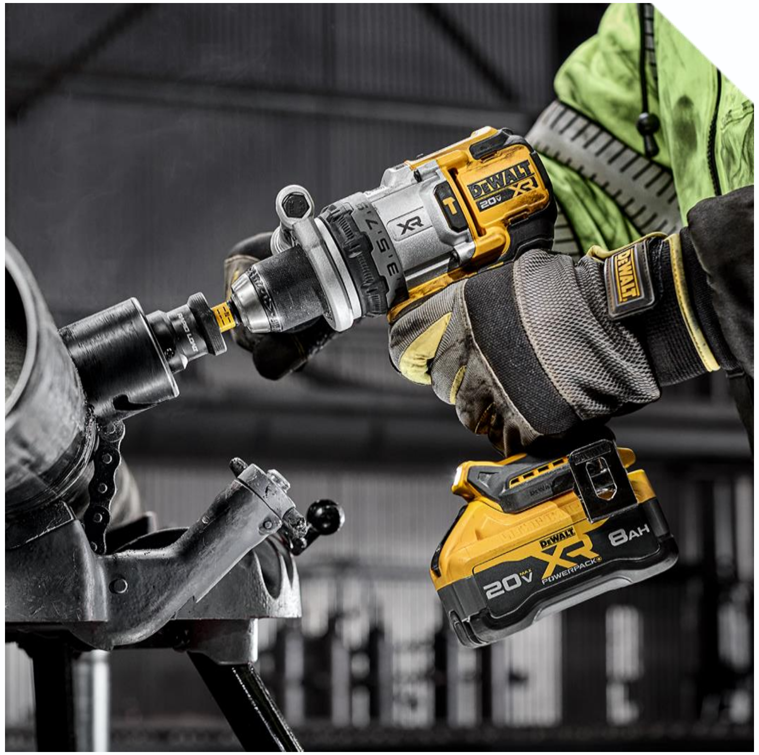
3Q Adjusted EPS*: To Approximate 25% Of FY Adjusted EPS*

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

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

Stronger And More Focused Enterprise

Centered Around Our Core Market Leadership Positions And Built Upon The Strength Of Our People And Culture



Unleashing Brand Power

End-User Inspired Innovation

Empowering People

Q&A

StanleyBlack&Decker

For those who make the world.™

Liquidity And Free Cash Flow Reconciliation

2Q'24 Free Cash Flow

$M	QTD 2Q'23	QTD 2Q'24	QTD V$	YTD 2Q'23	YTD 2Q'24	YTD V$
Net Earnings (Loss)	$ 177	$ (11)	$ (188)	$ (11)	$ 8	$ 19
Deprec / Amort	164	155	(9)	326	295	(31)
Working Capital	279	398	119	98	38	(60)
Other	(356)	31	387	(435)	(199)	236
Cash From Operating Activities	**264**	**573**	**309**	**(22)**	**142**	**164**
CapEx	(68)	(87)	(19)	(136)	(153)	(17)
Free Cash Flow	**$ 196**	**$ 486**	**$ 290**	**$ (158)**	**$ (11)**	**$ 147**

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

Financial Flexibility In A Challenging And Dynamic Environment

Reconciliation Of GAAP To Non-GAAP Measures

2Q 2023

GAAP Gross Profit		Non-GAAP Adjustments		Non-GAAP Gross Profit
$932.1 *22.4%*	+	$51.4	=	$983.5 *23.6%*

2H 2023

GAAP Gross Profit		Non-GAAP Adjustments		Non-GAAP Gross Profit
$2,165.0 *28.2%*	+	$42.1	=	$2,207.1 *28.7%*

1Q 2024

GAAP Gross Profit		Non-GAAP Adjustments		Non-GAAP Gross Profit
$1,108.5 *28.6%*	+	$14.4	=	$1,122.9 *29.0%*

2Q 2024

GAAP Gross Profit		Non-GAAP Adjustments		Non-GAAP Gross Profit
$1,141.2 *28.4%*	+	$33.5	=	$1,174.7 *29.2%*

GAAP Diluted EPS		Non-GAAP Adjustments		Non-GAAP Diluted EPS
$(0.13)	+	$1.22	=	$1.09

StanleyBlack&Decker

Reconciliation Of GAAP To Non-GAAP Segment Profit

	2Q 2023 GAAP Segment Profit	2Q 2023 Non-GAAP Adjustments	2Q 2023 Non-GAAP Segment Profit	2Q 2024 GAAP Segment Profit	2Q 2024 Non-GAAP Adjustments	2Q 2024 Non-GAAP Segment Profit
Tools & Outdoor	$102.0 *2.9%*	$55.8	$157.8 *4.5%*	$316.1 *9.0%*	$52.6	$368.7 *10.4%*
Industrial	$71.6 *11.6%*	$8.5	$80.1 *13.0%*	$66.8 *13.5%*	$0.3	$67.1 *13.5%*

StanleyBlack&Decker

Reconciliation Of GAAP To Non-GAAP Sales Growth

	GAAP Sales Growth	-	Acquisitions	+	Divestitures	-	Currency	=	Non-GAAP Organic Sales Growth
Stanley Black & Decker – 2Q '24 QTD	-3%	-	0%	+	3%	-	-1%	=	1%
Tools & Outdoor QTD	0%	-	0%	+	0%	-	-1%	=	1%
Industrial QTD	-20%	-	0%	+	20%	-	-2%	=	2%

StanleyBlack&Decker

EBITDA Reconciliation

	SECOND QUARTER 2024	SECOND QUARTER 2023	YEAR-TO-DATE 2024	YEAR-TO-DATE 2023
Net (loss) earnings from continuing operations	$ (19.2)	$ 177.5	$ 0.3	$ (10.3)
% of Net Sales	*-0.5%*	*4.3%*	*0.0%*	*-0.1%*
Interest - net	78.4	99.4	166.3	190.5
Income taxes on continuing operations	(2.9)	(253.3)	25.9	(229.6)
Depreciation and amortization	155.0	164.4	295.2	325.6
EBITDA[1]	**$ 211.3**	**$ 188.0**	**$ 487.7**	**$ 276.2**
% of Net Sales	*5.3%*	*4.5%*	*6.2%*	*3.4%*
Non-GAAP Adjustments before income taxes	239.3	71.1	310.8	177.9
Less: Accelerated depreciation included in Non-GAAP Adjustments before income taxes	21.3	20.6	26.6	38.1
Adjusted EBITDA[1]	**$ 429.3**	**$ 238.5**	**$ 771.9**	**$ 416.0**
% of Net Sales	*10.7%*	*5.7%*	*9.8%*	*5.1%*

[1] EBITDA is earnings before interest, taxes, depreciation and amortization. Adjusted EBITDA represents EBITDA excluding certain gains and charges, as summarized below. 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.

Non-GAAP Financial 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, 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 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. The Non-GAAP statement of operations and business segment information is reconciled to GAAP on pages 12 through 16 of the press release. 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 14. 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.