



**StanleyBlack&Decker**

**Wolfe Research Virtual Global  
Transportation & Industrials Conference**

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# 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 2019 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.

# Navigating The COVID-19 Pandemic

## Aligning The Organization Around Key Priorities...



ENSURE THE HEALTH AND SAFETY OF OUR EMPLOYEES & SUPPLY CHAIN PARTNERS



MAINTAIN BUSINESS CONTINUITY AND FINANCIAL STRENGTH AND STABILITY



SERVING OUR CUSTOMERS AS THEY PROVIDE ESSENTIAL PRODUCTS AND SERVICES TO THE WORLD



DOING OUR PART TO HELP MITIGATE THE IMPACT OF THE VIRUS ACROSS THE GLOBE

**...Taking Actions To Protect Our Employees & The Business While Positioning The Company To Thrive**

# 2Q Scenario Planning Update

## Assumed 2Q Revenue Impact

(As Presented On 4/30 Earnings Call)

Larger Initial Decline

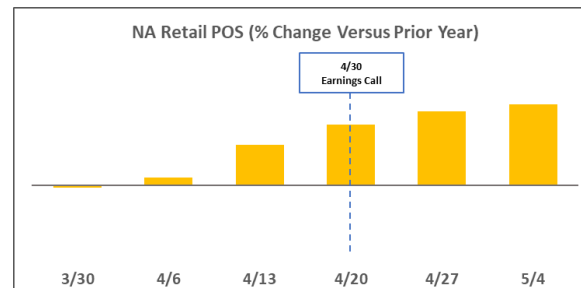
	Indicator	Shipments MTD 4/26
Auto Fasteners	Light Vehicle Prod.	●
Aero Fasteners*	Com. Aero Prod.	●
Tools & Storage	GDP + Cons Conf	● NA: ● EU: ● ● LA: ● Asia: ●
Ind. Fasteners	IPI	●
Attachment Tools*	NA Const Equip	●
Security	GDP + Com. Const.	●
Oil & Gas	Pipeline Const.	●

● Below 2Q Mid-Point   ● Approx. (40%)   ● Above 2Q Mid-Point

Initial 2Q Est. Organic Revenue: (35%) – (45%)

## Week Of May 18<sup>th</sup> Update

- Tools & Storage NA Retail POS Growth Has Continued Since The Earnings Call



- Tools & Storage Reorder Occurring In May Leading To Stronger 2Q Revenue Outlook
- Industrial Remains Aligned With Initial 2Q Assumptions
- Security Trending Favorable Versus Initial Outlook

Updated 2Q Est. Organic Revenue: (20%) - (30%)

**Better Visibility Of Improved Performance In Tools & Storage US Retail Channel & Global Security**

# Responding With Cost Reduction

## Cost Actions

*~\$1B Annualized Savings | ~\$500M 2020*

### Indirect Cost

*Prof Services, MRO, IT, Marketing, T&E, Etc.*

### Compensation

*Furloughs, Reductions In Force & Salary Red.*

### Benefits

*Temporary Reductions Implemented*

### Deflation

*Fin. Goods, Components, Commodities & Transport*

**Adjusting Mfg. & Supply Chain To Align With Current Demand Environment**

**Actions Necessitated By Current Environment**

# Remain Well Positioned With Growth Catalysts

## Organic Growth Catalysts

**CRAFTSMAN**

**STANLEY**

**STANLEY  
FATMAX**

**FLEXVOLT**

**XTREME**  
SUB-COMPACT SERIES

**ATOMIC**  
COMPACT SERIES



Breakthrough  
Innovation



eCommerce

## Future Acquisitions



*Executing A Number Of Growth Catalysts That Will Help Us Perform In This Environment*





*StanleyBlack&Decker*

**Q&A**

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**THANK YOU**