

**STANLEY BLACK & DECKER, INC. AND SUBSIDIARIES**  
**CONDENSED CONSOLIDATED STATEMENTS OF OPERATIONS**  
(Unaudited, Millions of Dollars Except Per Share Amounts)

	THIRD QUARTER		YEAR-TO-DATE	
	2021	2020	2021	2020
<b>NET SALES</b>	<b>\$ 4,263.2</b>	<b>\$ 3,850.2</b>	<b>\$ 12,761.2</b>	<b>\$ 10,127.0</b>
<b>COSTS AND EXPENSES</b>				
Cost of sales	<u>2,871.7</u>	<u>2,473.9</u>	<u>8,261.8</u>	<u>6,714.9</u>
Gross profit	<u>1,391.5</u>	<u>1,376.3</u>	<u>4,499.4</u>	<u>3,412.1</u>
% of Net Sales	<u>32.6%</u>	<u>35.7%</u>	<u>35.3%</u>	<u>33.7%</u>
Selling, general and administrative	<u>898.8</u>	<u>738.9</u>	<u>2,653.3</u>	<u>2,219.4</u>
% of Net Sales	<u>21.1%</u>	<u>19.2%</u>	<u>20.8%</u>	<u>21.9%</u>
Operating profit	<u>492.7</u>	<u>637.4</u>	<u>1,846.1</u>	<u>1,192.7</u>
% of Net Sales	<u>11.6%</u>	<u>16.6%</u>	<u>14.5%</u>	<u>11.8%</u>
Other - net	<u>39.5</u>	<u>74.3</u>	<u>152.3</u>	<u>236.1</u>
Loss on sales of businesses	<u>-</u>	<u>-</u>	<u>3.6</u>	<u>-</u>
Restructuring charges	<u>5.8</u>	<u>42.8</u>	<u>22.1</u>	<u>74.6</u>
Income from operations	<u>447.4</u>	<u>520.3</u>	<u>1,668.1</u>	<u>882.0</u>
Interest - net	<u>43.5</u>	<u>50.7</u>	<u>131.9</u>	<u>155.1</u>
<b>EARNINGS BEFORE INCOME TAXES AND EQUITY INTEREST</b>	<u>403.9</u>	<u>469.6</u>	<u>1,536.2</u>	<u>726.9</u>
Income taxes	<u>(0.4)</u>	<u>78.4</u>	<u>192.8</u>	<u>(26.0)</u>
<b>NET EARNINGS BEFORE EQUITY INTEREST</b>	<u>404.3</u>	<u>391.2</u>	<u>1,343.4</u>	<u>752.9</u>
Share of net earnings of equity method investment	<u>9.8</u>	<u>4.0</u>	<u>16.0</u>	<u>14.1</u>
<b>NET EARNINGS</b>	<u>414.1</u>	<u>395.2</u>	<u>1,359.4</u>	<u>767.0</u>
Less: Net (losses) earnings attributable to non-controlling interests	<u>(0.1)</u>	<u>0.3</u>	<u>(1.7)</u>	<u>0.5</u>
<b>NET EARNINGS ATTRIBUTABLE TO STANLEY BLACK &amp; DECKER, INC.</b>	<u>414.2</u>	<u>394.9</u>	<u>1,361.1</u>	<u>766.5</u>
Less: Preferred stock dividends	<u>-</u>	<u>9.4</u>	<u>14.2</u>	<u>14.1</u>
<b>NET EARNINGS ATTRIBUTABLE TO COMMON SHAREOWNERS</b>	<u>\$ 414.2</u>	<u>\$ 385.5</u>	<u>\$ 1,346.9</u>	<u>\$ 752.4</u>
<b>EARNINGS PER SHARE OF COMMON STOCK</b>				
Basic	<u>\$ 2.60</u>	<u>\$ 2.47</u>	<u>\$ 8.50</u>	<u>\$ 4.91</u>
Diluted	<u>\$ 2.56</u>	<u>\$ 2.44</u>	<u>\$ 8.36</u>	<u>\$ 4.86</u>
<b>DIVIDENDS PER SHARE OF COMMON STOCK</b>	<u>\$ 0.79</u>	<u>\$ 0.70</u>	<u>\$ 2.19</u>	<u>\$ 2.08</u>
<b>WEIGHTED-AVERAGE SHARES OUTSTANDING (in thousands)</b>				
Basic	<u>159,444</u>	<u>156,370</u>	<u>158,494</u>	<u>153,345</u>
Diluted	<u>161,476</u>	<u>157,971</u>	<u>161,031</u>	<u>154,759</u>

**STANLEY BLACK & DECKER, INC. AND SUBSIDIARIES**  
**CONDENSED CONSOLIDATED BALANCE SHEETS**  
(Unaudited, Millions of Dollars)

	October 2, 2021	January 2, 2021
<b>ASSETS</b>		
Cash and cash equivalents	\$ 292.7	\$ 1,381.0
Accounts and notes receivable, net	1,989.0	1,512.2
Inventories, net	4,134.4	2,737.4
Other current assets	460.3	405.4
<i>Total current assets</i>	6,876.4	6,036.0
Property, plant and equipment, net	2,051.3	2,053.8
Goodwill and other intangibles, net	13,837.0	14,093.5
Other assets	1,561.9	1,383.0
<i>Total assets</i>	\$ 24,326.6	\$ 23,566.3
 <b>LIABILITIES AND SHAREOWNERS' EQUITY</b>		
Short-term borrowings	\$ 152.2	\$ 1.5
Accounts payable	3,055.7	2,446.4
Accrued expenses	2,372.9	2,110.4
<i>Total current liabilities</i>	5,580.8	4,558.3
Long-term debt	4,246.9	4,245.4
Other long-term liabilities	3,180.7	3,696.2
Stanley Black & Decker, Inc. shareowners' equity	11,316.3	11,059.6
Non-controlling interests' equity	1.9	6.8
<i>Total liabilities and shareowners' equity</i>	\$ 24,326.6	\$ 23,566.3

**STANLEY BLACK & DECKER, INC. AND SUBSIDIARIES**  
**SUMMARY OF CASH FLOW ACTIVITY**  
(Unaudited, Millions of Dollars)

	THIRD QUARTER		YEAR-TO-DATE	
	2021	2020	2021	2020
<b>OPERATING ACTIVITIES</b>				
Net earnings	\$ 414.1	\$ 395.2	\$ 1,359.4	\$ 767.0
Depreciation and amortization	144.2	145.3	430.6	431.1
Loss on sales of businesses	-	-	3.6	-
Share of net earnings of equity method investment	(9.8)	(4.0)	(16.0)	(14.1)
Changes in working capital <sup>1</sup>	(456.7)	51.6	(1,373.5)	(667.5)
Other	(87.2)	89.1	(112.9)	83.7
<i>Net cash provided by operating activities</i>	4.6	677.2	291.2	600.2
<b>INVESTING AND FINANCING ACTIVITIES</b>				
Capital and software expenditures	(129.1)	(62.1)	(322.5)	(209.5)
Business acquisitions, net of cash acquired	(9.3)	1.4	(10.8)	(1,300.6)
Purchases of investments	(3.5)	(1.0)	(14.5)	(14.6)
Net investment hedge settlements	(1.3)	-	(53.9)	41.0
Proceeds from debt issuances, net of fees	-	-	-	1,482.6
Stock purchase contract fees	(9.9)	(9.8)	(29.5)	(49.9)
Net short-term borrowings (repayments)	149.6	(712.9)	150.7	(341.8)
Proceeds from issuances of common stock	7.7	42.5	108.1	843.8
Purchases of common stock for treasury	(2.8)	(1.9)	(20.1)	(11.2)
Redemption and conversion of preferred stock	-	-	(750.0)	-
Craftsman deferred purchase price	-	-	-	(250.0)
Craftsman contingent consideration	(7.6)	(6.0)	(21.5)	(39.0)
Termination of forward starting interest rate swaps	-	-	-	(20.5)
Cash dividends on common stock	(126.0)	(109.6)	(347.7)	(321.0)
Cash dividends on preferred stock	-	(9.4)	(18.9)	(9.4)
Effect of exchange rate changes on cash	(15.5)	16.3	(45.9)	(7.9)
Other	(3.0)	(5.2)	(9.6)	(10.7)
<i>Net cash used in investing and financing activities</i>	(150.7)	(857.7)	(1,386.1)	(218.7)
<i>(Decrease) increase in cash, cash equivalents and restricted cash</i>	(146.1)	(180.5)	(1,094.9)	381.5
<i>Cash, cash equivalents and restricted cash, beginning of period</i>	449.5	876.6	1,398.3	314.6
<i>Cash, cash equivalents and restricted cash, end of period</i>	\$ 303.4	\$ 696.1	\$ 303.4	\$ 696.1
<b>Free Cash Flow Computation<sup>2</sup></b>				
Net cash provided by operating activities	\$ 4.6	\$ 677.2	\$ 291.2	\$ 600.2
Less: capital and software expenditures	(129.1)	(62.1)	(322.5)	(209.5)
Free cash flow (before dividends)	\$ (124.5)	\$ 615.1	\$ (31.3)	\$ 390.7
<b>Reconciliation of Cash, Cash Equivalents and Restricted Cash</b>				
	<b>October 2, 2021</b>	<b>January 2, 2021</b>		
Cash and cash equivalents	\$ 292.7	\$ 1,381.0		
Restricted cash included in Other current assets	10.7	17.3		
Cash, cash equivalents and restricted cash	\$ 303.4	\$ 1,398.3		

<sup>1</sup> Working capital is comprised of accounts receivable, inventory, accounts payable and deferred revenue.

<sup>2</sup> Free cash flow is defined as cash flow from operations less capital and software expenditures. Management considers free cash flow an important measure of its liquidity, as well as its ability to fund future growth and to provide a return to the 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.

**STANLEY BLACK & DECKER, INC. AND SUBSIDIARIES**  
**BUSINESS SEGMENT INFORMATION**  
(Unaudited, Millions of Dollars)

	THIRD QUARTER		YEAR-TO-DATE	
	2021	2020	2021	2020
<b>NET SALES</b>				
Tools & Storage	\$ 3,185.9	\$ 2,804.1	\$ 9,445.3	\$ 7,072.1
Industrial	593.5	586.6	1,853.4	1,694.8
Security	483.8	459.5	1,462.5	1,360.1
<i>Total</i>	\$ 4,263.2	\$ 3,850.2	\$ 12,761.2	\$ 10,127.0
<b>SEGMENT PROFIT</b>				
Tools & Storage	\$ 485.8	\$ 597.1	\$ 1,772.2	\$ 1,177.0
Industrial	43.8	63.8	207.4	136.7
Security	39.6	39.3	111.1	69.4
<i>Segment Profit</i>	569.2	700.2	2,090.7	1,383.1
Corporate Overhead	(76.5)	(62.8)	(244.6)	(190.4)
<i>Total</i>	\$ 492.7	\$ 637.4	\$ 1,846.1	\$ 1,192.7
<b>Segment Profit as a Percentage of Net Sales</b>				
Tools & Storage	15.2%	21.3%	18.8%	16.6%
Industrial	7.4%	10.9%	11.2%	8.1%
Security	8.2%	8.6%	7.6%	5.1%
<i>Segment Profit</i>	13.4%	18.2%	16.4%	13.7%
Corporate Overhead	(1.8%)	(1.6%)	(1.9%)	(1.9%)
<i>Total</i>	11.6%	16.6%	14.5%	11.8%

**STANLEY BLACK & DECKER, INC. AND SUBSIDIARIES**  
**RECONCILIATION OF GAAP EARNINGS FINANCIAL MEASURES TO CORRESPONDING**  
**NON-GAAP FINANCIAL MEASURES**  
(Unaudited, Millions of Dollars Except Per Share Amounts)

	<b>THIRD QUARTER 2021</b>		
	<b>GAAP</b>	<b>Acquisition- Related Charges &amp; Other<sup>1</sup></b>	<b>Non-GAAP<sup>3</sup></b>
Gross profit <i>% of Net Sales</i>	\$ 1,391.5 32.6%	\$ 5.0	\$ 1,396.5 32.8%
Selling, general and administrative <i>% of Net Sales</i>	898.8 21.1%	(23.8)	875.0 20.5%
Operating profit <i>% of Net Sales</i>	492.7 11.6%	28.8	521.5 12.2%
Earnings before income taxes and equity interest	403.9	42.7	446.6
Income taxes	(0.4)	9.3	8.9
Share of net earnings of equity method investment	9.8	-	9.8
Net earnings attributable to common shareowners	414.2	33.4	447.6
Diluted earnings per share of common stock	\$ 2.56	\$ 0.21	\$ 2.77

<sup>1</sup> Acquisition-related and other charges relate primarily to functional transformation initiatives, deal costs, facility-related costs and restructuring.

	<b>THIRD QUARTER 2020</b>		
	<b>GAAP</b>	<b>Acquisition- Related Charges &amp; Other<sup>2</sup></b>	<b>Non-GAAP<sup>3</sup></b>
Gross profit <i>% of Net Sales</i>	\$ 1,376.3 35.7%	\$ 7.0	\$ 1,383.3 35.9%
Selling, general and administrative <i>% of Net Sales</i>	738.9 19.2%	(36.0)	702.9 18.3%
Operating profit <i>% of Net Sales</i>	637.4 16.6%	43.0	680.4 17.7%
Earnings before income taxes and equity interest	469.6	89.0	558.6
Income taxes	78.4	21.0	99.4
Share of net earnings of equity method investment	4.0	2.7	6.7
Net earnings attributable to common shareowners	385.5	70.7	456.2
Diluted earnings per share of common stock	\$ 2.44	\$ 0.45	\$ 2.89

<sup>2</sup> Acquisition-related charges and other relate primarily to a cost reduction program, Security business transformation and margin resiliency initiatives, and inventory step-up charges.

<sup>3</sup> The non-GAAP 2021 and 2020 information, as reconciled to GAAP above, is considered relevant to aid analysis of the Company's profit and earnings results aside from the material impact of the acquisition-related charges and other items.

**STANLEY BLACK & DECKER, INC. AND SUBSIDIARIES**  
**RECONCILIATION OF GAAP EARNINGS FINANCIAL MEASURES TO CORRESPONDING**  
**NON-GAAP FINANCIAL MEASURES**  
(Unaudited, Millions of Dollars Except Per Share Amounts)

	YEAR-TO-DATE 2021		
	GAAP	Acquisition- Related Charges & Other <sup>1</sup>	Non-GAAP <sup>3</sup>
Gross profit	\$ 4,499.4	\$ 12.3	\$ 4,511.7
<i>% of Net Sales</i>	<i>35.3%</i>		<i>35.4%</i>
Selling, general and administrative	2,653.3	(67.4)	2,585.9
<i>% of Net Sales</i>	<i>20.8%</i>		<i>20.3%</i>
Operating profit	1,846.1	79.7	1,925.8
<i>% of Net Sales</i>	<i>14.5%</i>		<i>15.1%</i>
Earnings before income taxes and equity interest	1,536.2	115.6	1,651.8
Income taxes	192.8	27.5	220.3
Share of net earnings of equity method investment	16.0	11.2	27.2
Net earnings attributable to common shareowners	1,346.9	99.3	1,446.2
Diluted earnings per share of common stock	\$ 8.36	\$ 0.62	\$ 8.98

<sup>1</sup> Acquisition-related and other charges relate primarily to functional transformation initiatives, restructuring, deal costs and facility-related costs.

	YEAR-TO-DATE 2020		
	GAAP	Acquisition- Related Charges & Other <sup>2</sup>	Non-GAAP <sup>3</sup>
Gross profit	\$ 3,412.1	\$ 58.7	\$ 3,470.8
<i>% of Net Sales</i>	<i>33.7%</i>		<i>34.3%</i>
Selling, general and administrative	2,219.4	(145.0)	2,074.4
<i>% of Net Sales</i>	<i>21.9%</i>		<i>20.5%</i>
Operating profit	1,192.7	203.7	1,396.4
<i>% of Net Sales</i>	<i>11.8%</i>		<i>13.8%</i>
Earnings before income taxes and equity interest	726.9	320.2	1,047.1
Income taxes	(26.0)	193.5	167.5
Share of net earnings of equity method investment	14.1	6.9	21.0
Net earnings attributable to common shareowners	752.4	133.6	886.0
Diluted earnings per share of common stock	\$ 4.86	\$ 0.86	\$ 5.72

<sup>2</sup> Acquisition-related charges and other relate primarily to a cost reduction program, inventory step-up charges, deal costs, Security business transformation and margin resiliency initiatives, and a one-time tax benefit related to a supply chain reorganization.

<sup>3</sup> The non-GAAP 2021 and 2020 information, as reconciled to GAAP above, is considered relevant to aid analysis of the Company's profit and earnings results aside from the material impact of the acquisition-related charges and other items.

**STANLEY BLACK & DECKER, INC. AND SUBSIDIARIES**  
**RECONCILIATION OF GAAP SEGMENT PROFIT FINANCIAL MEASURES TO CORRESPONDING**  
**NON-GAAP FINANCIAL MEASURES**  
(Unaudited, Millions of Dollars)

THIRD QUARTER 2021			
	GAAP	Acquisition- Related and Other Charges <sup>1</sup>	Non-GAAP <sup>3</sup>
<b>SEGMENT PROFIT</b>			
Tools & Storage	\$ 485.8	\$ 14.2	\$ 500.0
Industrial	43.8	3.2	47.0
Security	39.6	5.0	44.6
<i>Segment Profit</i>	569.2	22.4	591.6
Corporate Overhead	(76.5)	6.4	(70.1)
<i>Total</i>	\$ 492.7	\$ 28.8	\$ 521.5
 <b>Segment Profit as a Percentage of Net Sales</b>			
Tools & Storage	15.2%		15.7%
Industrial	7.4%		7.9%
Security	8.2%		9.2%
<i>Segment Profit</i>	13.4%		13.9%
Corporate Overhead	(1.8%)		(1.6%)
<i>Total</i>	11.6%		12.2%

<sup>1</sup> Acquisition-related and other charges relate primarily to functional transformation initiatives and facility-related costs.

THIRD QUARTER 2020			
	GAAP	Acquisition- Related and Other Charges <sup>2</sup>	Non-GAAP <sup>3</sup>
<b>SEGMENT PROFIT</b>			
Tools & Storage	\$ 597.1	\$ 5.6	\$ 602.7
Industrial	63.8	8.4	72.2
Security	39.3	11.1	50.4
<i>Segment Profit</i>	700.2	25.1	725.3
Corporate Overhead	(62.8)	17.9	(44.9)
<i>Total</i>	\$ 637.4	\$ 43.0	\$ 680.4
 <b>Segment Profit as a Percentage of Net Sales</b>			
Tools & Storage	21.3%		21.5%
Industrial	10.9%		12.3%
Security	8.6%		11.0%
<i>Segment Profit</i>	18.2%		18.8%
Corporate Overhead	(1.6%)		(1.2%)
<i>Total</i>	16.6%		17.7%

<sup>2</sup> Acquisition-related and other charges relate primarily to a cost reduction program, inventory step-up charges, Security business transformation and margin resiliency initiatives.

<sup>3</sup> The non-GAAP 2021 and 2020 business segment information, as reconciled to GAAP above, is considered relevant to aid analysis of the Company's segment profit results aside from the material impact of the acquisition-related and other charges.

**STANLEY BLACK & DECKER, INC. AND SUBSIDIARIES**  
**RECONCILIATION OF GAAP SEGMENT PROFIT FINANCIAL MEASURES TO CORRESPONDING**  
**NON-GAAP FINANCIAL MEASURES**

(Unaudited, Millions of Dollars)

	YEAR-TO-DATE 2021		
	GAAP	Acquisition- Related and Other Charges <sup>1</sup>	Non-GAAP <sup>3</sup>
<b>SEGMENT PROFIT</b>			
Tools & Storage	\$ 1,772.2	\$ 27.6	\$ 1,799.8
Industrial	207.4	9.8	217.2
Security	111.1	16.8	127.9
<i>Segment Profit</i>	2,090.7	54.2	2,144.9
Corporate Overhead	(244.6)	25.5	(219.1)
<i>Total</i>	\$ 1,846.1	\$ 79.7	\$ 1,925.8
 <i>Segment Profit as a Percentage of Net Sales</i>			
Tools & Storage	18.8%		19.1%
Industrial	11.2%		11.7%
Security	7.6%		8.7%
<i>Segment Profit</i>	16.4%		16.8%
Corporate Overhead	(1.9%)		(1.7%)
<i>Total</i>	14.5%		15.1%

<sup>1</sup> Acquisition-related and other charges relate primarily to functional transformation initiatives and facility-related costs.

	YEAR-TO-DATE 2020		
	GAAP	Acquisition- Related and Other Charges <sup>2</sup>	Non-GAAP <sup>3</sup>
<b>SEGMENT PROFIT</b>			
Tools & Storage	\$ 1,177.0	\$ 37.1	\$ 1,214.1
Industrial	136.7	59.4	196.1
Security	69.4	57.5	126.9
<i>Segment Profit</i>	1,383.1	154.0	1,537.1
Corporate Overhead	(190.4)	49.7	(140.7)
<i>Total</i>	\$ 1,192.7	\$ 203.7	\$ 1,396.4
 <i>Segment Profit as a Percentage of Net Sales</i>			
Tools & Storage	16.6%		17.2%
Industrial	8.1%		11.6%
Security	5.1%		9.3%
<i>Segment Profit</i>	13.7%		15.2%
Corporate Overhead	(1.9%)		(1.4%)
<i>Total</i>	11.8%		13.8%

<sup>2</sup> Acquisition-related and other charges relate primarily to a cost reduction program, inventory step-up charges, Security business transformation and margin resiliency initiatives.

<sup>3</sup> The non-GAAP 2021 and 2020 business segment information, as reconciled to GAAP above, is considered relevant to aid analysis of the Company's segment profit results aside from the material impact of the acquisition-related and other charges.