



StanleyBlack&Decker

**Raymond James 41st Annual
Institutional Investors Conference**

Don Allan | EVP & CFO

March 2, 2020

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 2018 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.

A Global Leader With World Class Franchises

STANLEY BLACK & DECKER (NYSE: SWK)

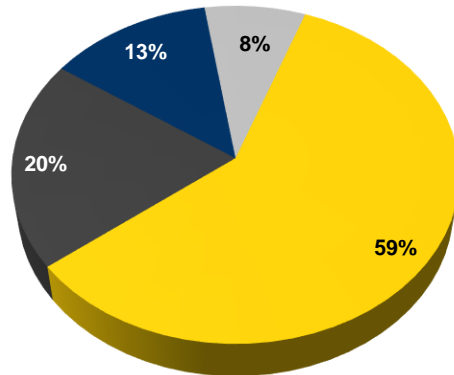
2019 Revenue: \$14.4B

Market Cap: \$22.1B

Cash Dividend Yield: 1.7%

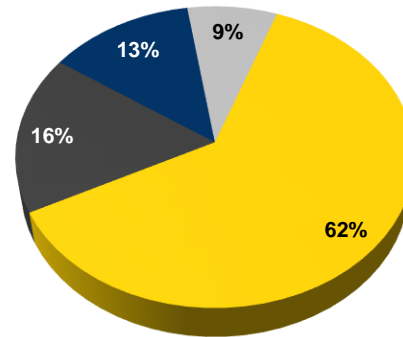
Dividend Paid Consecutively For 143 Years; Increased For Past 52 Consecutive Years

Stanley Black & Decker

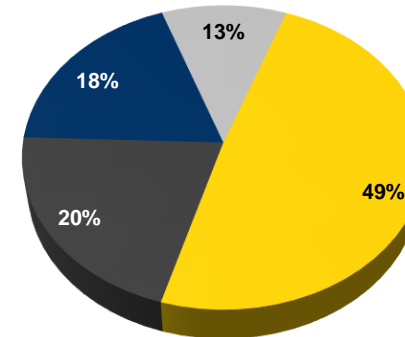


Segments

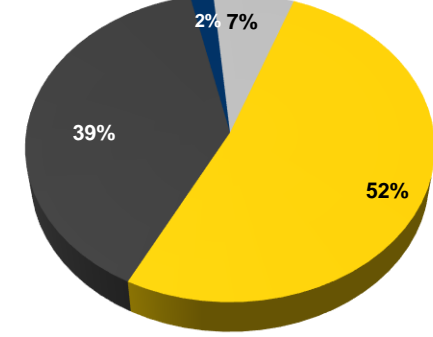
Tools & Storage



Industrial



Security



U.S.
 Europe
 Emerging Markets
 ROW

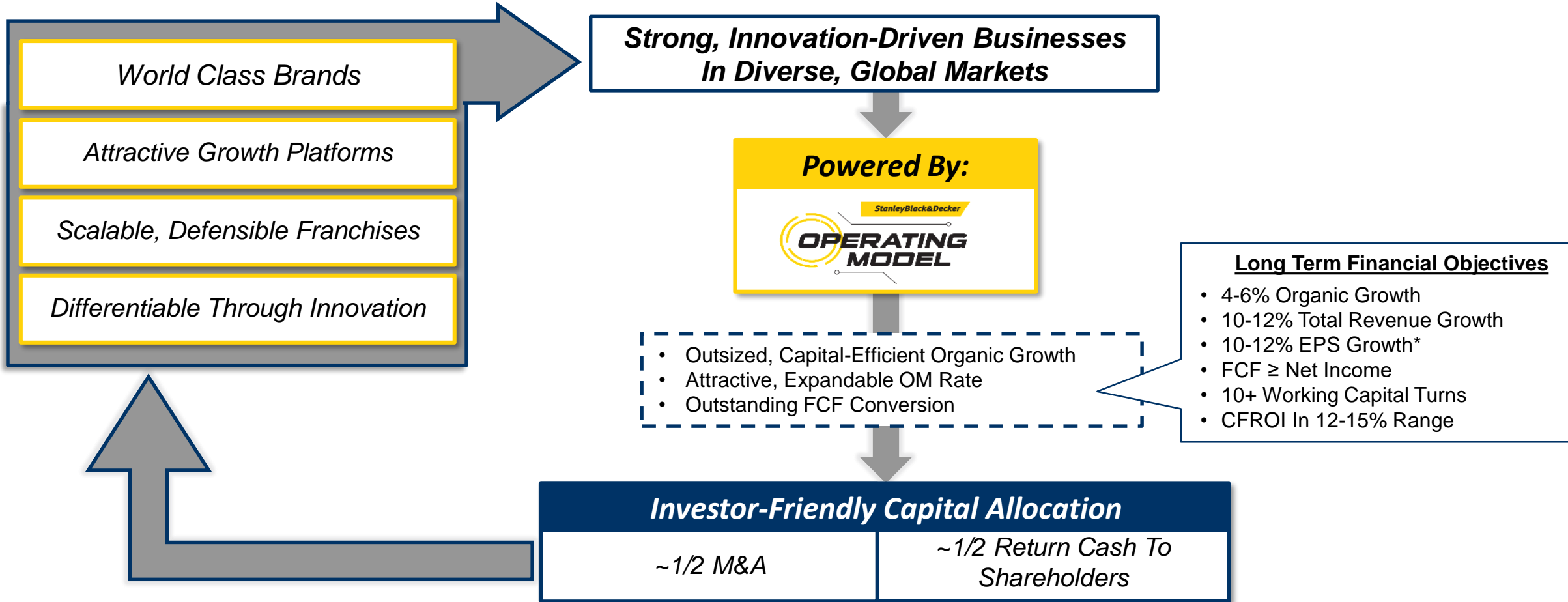
Vision

Known For Innovation

Continued Top Quartile Performance

Social Responsibility

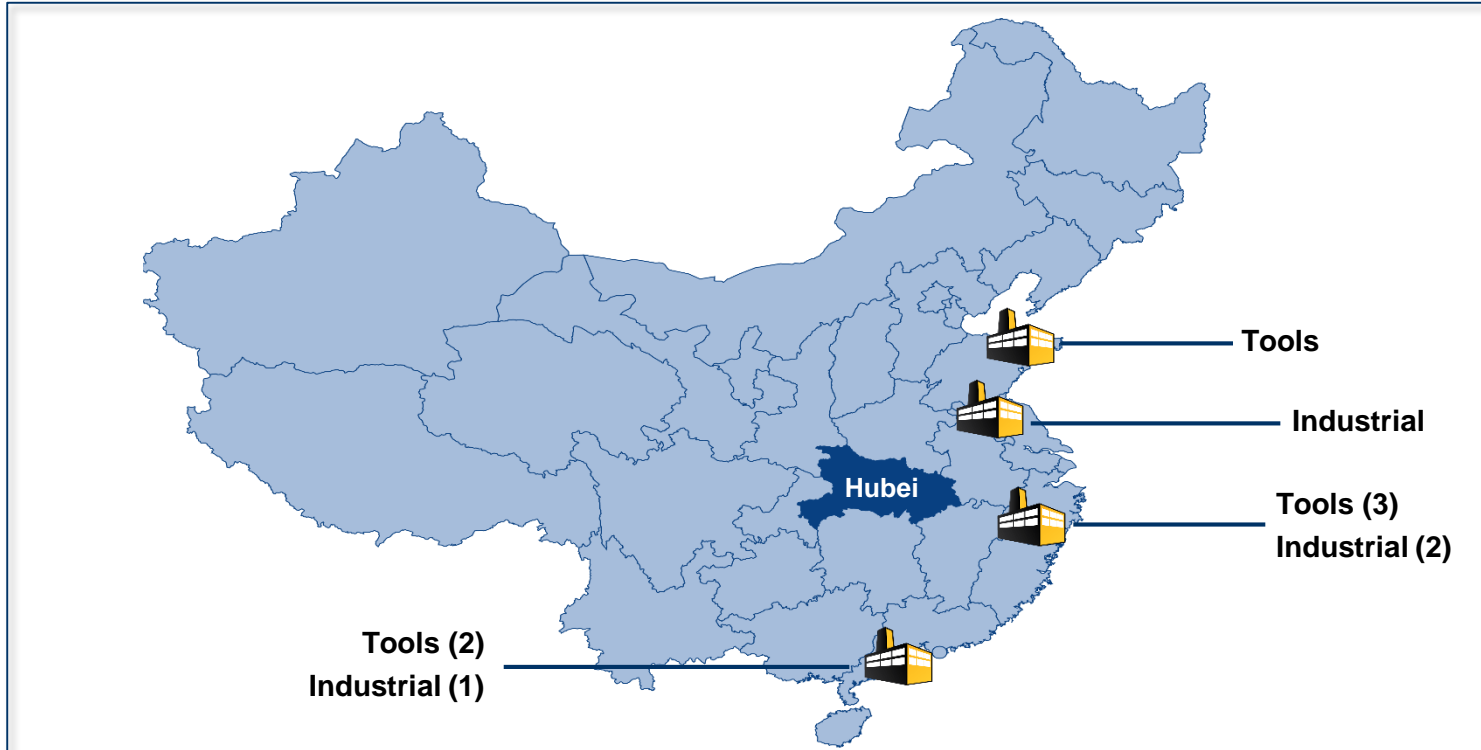
Stanley Black & Decker Value Creation Model



World Class Branded Franchises With Sustainable Strategic Characteristics That Create Exceptional Shareholder Value

Covid-19 Update

China Manufacturing Footprint



10 SWK Manufacturing Plants & Supply Base
Located Outside Of Hubei Province

Current Situation

Supply Chain Exposure

- 10 Plants In China Supporting Both Tools (6) & Industrial (4) – All Operational
- China Supply Chain Supports ~40% Of Tools & Storage Global Sales | Industrial Plants Focused On Local Business
- Current Constraints: Employees Ability To Return To Work & Suppliers Ramping Up

China Sales Exposure

- Annualized Sales In China ~\$250M | ~80% Industrial Segment

Organization Focused On Safely
Returning To Full Production

Situation Remains Dynamic | Organization Is Mobilized

Looking Ahead

Margin Resiliency

~\$300M - \$500M By 2022

Advanced Analytics

- 1 Price/Margin Excellence
- 2 Next Generation Procurement
- 3 Supply Chain & Industry 4.0
- 4 Indirect Spend & Functional Excellence

Technology Enabled | Scalable Framework |
Gross & Operating Margin Focus

Well Positioned For Share Gain

Organic

CRAFTSMAN

STANLEY

**STANLEY
FATMAX**

FLEXVOLT

XTREME
SUB-COMPACT SERIES

ATOMIC
COMPACT SERIES



Breakthrough
Innovation

LENOX

IRWIN

Revenue Synergies



eCommerce

Inorganic



PALADIN
POWERFUL ATTACHMENT TOOLS

PENGO



MTD
For A Growing World

CAM

Future M&A

Continuing To Position Company For Above Market Growth With Operating Leverage



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Q&A

THANK YOU