



StanleyBlack&Decker

Stanley Black & Decker Investor Day
May 16, 2019

Innovation Ecosystem Driven Growth

Mark Maybury | Chief Technology Officer

Future: Our 2030 Global Innovation Strategy

Inspiring Makers To Create A More Innovative World

Pillars

Engage Ecosystems



Our 2030 Ambition

Understand And Influence 10 Major Ecosystems In A Dynamic World

Our Priorities

- Engage External Ecosystems
- Demonstrate Thought Leadership In Key Technologies

Accelerate Innovation



Become Known As One Of The World's Great Innovation Companies

- Advance Core Products
- Enhance Intellectual Property
- Incubate Startups & Accelerate External Companies

Create a More Innovative World



Harness The Power Of Innovation To Supercharge Revenue Growth With Social Impact

- Create New Businesses
- Upskill Employees
- Innovate With Positive Social/Environmental Impact

Ecosystem Partners

**Venture Capitalists | Startup Entrepreneurs | Industrial Innovators |
Government Laboratories | University Centers Of Excellence**

Our Innovation Journey...



TECHCOUNCIL



2015

Breakthrough
Innovation
Pilot



the
**DRAWING
BOARD**



STANLEY
Ventures

2016



Breakthrough Innovation
Expansion

2017



2018



STANLEY | **techstars**
ADDITIVE MANUFACTURING ACCELERATOR

2019



Our Innovation Ecosystem

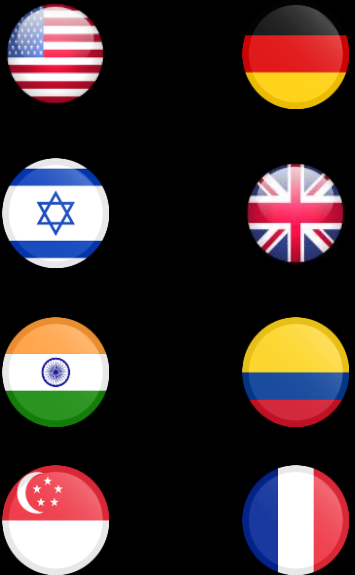


Innovation Ecosystem Expanding At An Impressive Rate

Breakthrough Innovation

Diverse Breakthrough Innovation Network Across Businesses And Regions...

Diverse Teams From Multiple Countries



Breakthrough Teams By Business Units

FIRST
INNOVATION

Futures
Purpose Driven Innovation

GEMINNOVATION

HTAS
BREAKTHROUGH
INNOVATION

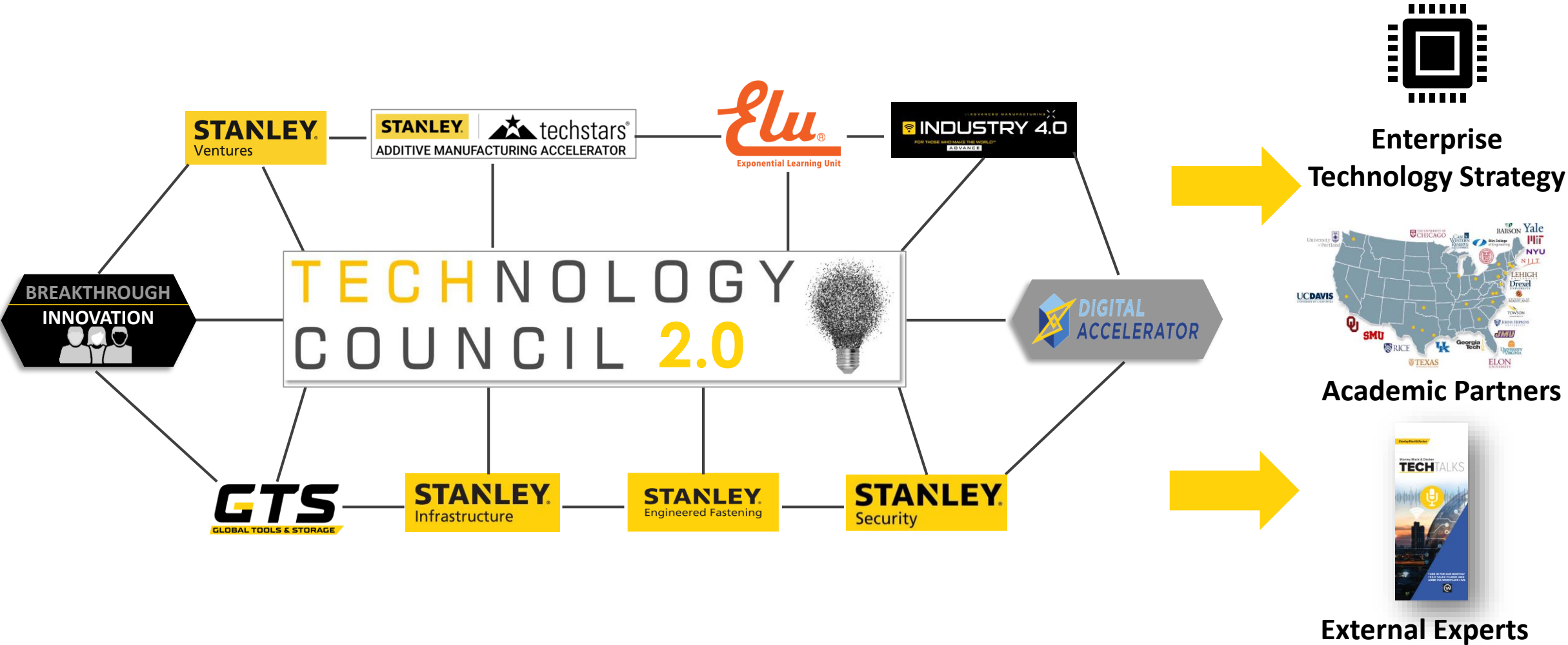
**INFRASTRUCTURE
INNOVATION
CENTER**

**SPECIAL
FORCES**

STANLEY
Oil & Gas

...With A Pipeline Of Products To Be Introduced In 2019 And Beyond

Tech Council Serving As Our Center Of Excellence



Technology Council Disseminates Knowledge & Capabilities Throughout The Enterprise

Priority SBD Technologies

TECHNOLOGIES



RESOURCES & CAPABILITIES



STANLEY
Infrastructure

STANLEY
Engineered Fastening

GTS
GLOBAL TOOLS & STORAGE

STANLEY
Oil & Gas

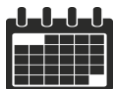
STANLEY
Security

*Matching Disruptive Technologies With Best Internal Resources And Capabilities
To Maximize Opportunity Across The Business*

Graduated First 10 Companies From Accelerator



5K+
Events



160+
Countries



12k+
Mentors



1,700k+
Alumni



\$19B+
Portfolio Market Cap



Leveraging Techstars Network To Attract Additive Manufacturing Startups



inventaprint



Astroprint



MICRON3DP

CASTOR



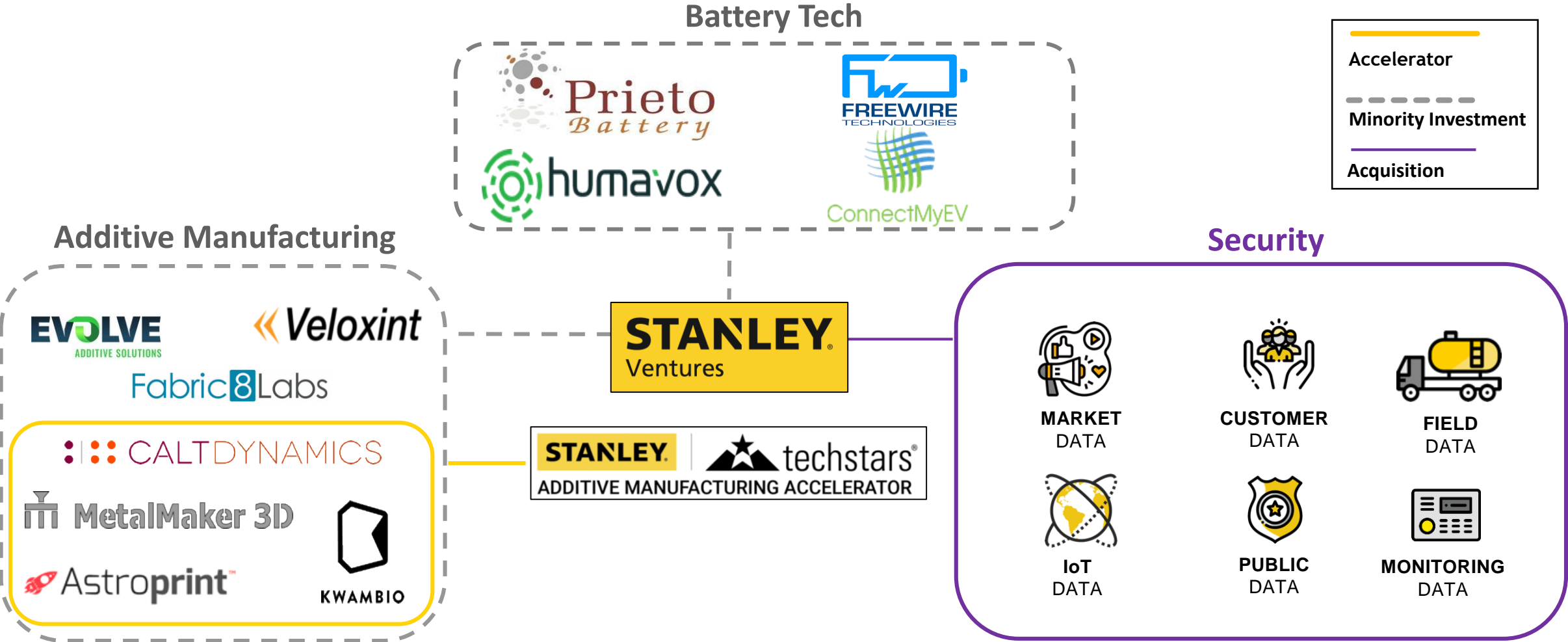
CALTDYNAMICS



Kwambio

2019 Accelerator Focused On Additive Manufacturing & Eco-Friendly Sustainable Packaging Solutions

External Ecosystem Engagement: Investment and Acceleration



Incorporating Technology And Capabilities From External Partnerships Into Core Businesses

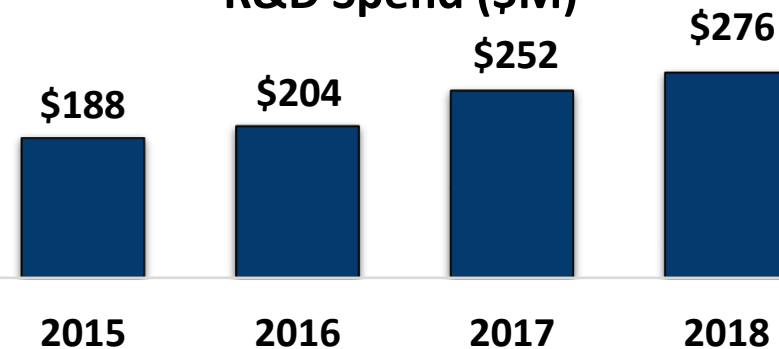
Recognized as Leading High-Leverage Innovator



StanleyBlack&Decker

3X Market Cap Growth
2.6X Revenue Growth

R&D Spend (\$M)



1 Of Only 2 Companies That Qualified As High-leverage Innovators Over 15 Years

Summary



Innovation Ecosystem Has Progressed & Evolved With Company's Needs & Capabilities

Breakthrough Innovation Teams Leveraging Multiple Internal Resources & External Partnerships To Enhance Strengths

Innovation Driven Growth Driving Social Impact

Our Innovation Ecosystem Becoming A Key Differentiator For Our Products & Services



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THANK YOU