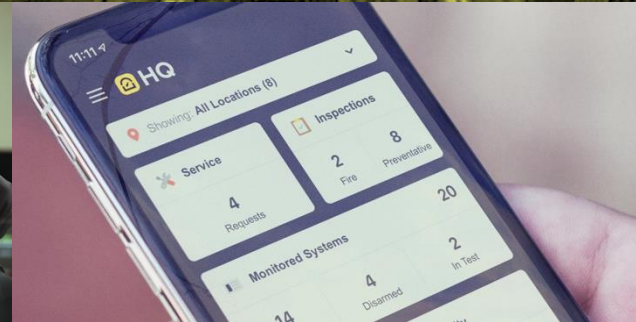
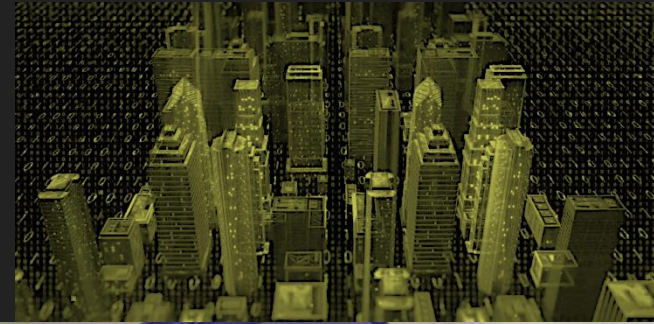


# We Are A Health, Safety & Security Company



## 2019

### INVESTING IN THE FOUNDATION

People: Feet On Street,  
Technicians, Training & Marketing  
Standardize System Platforms

## 2020

### ACCELERATING THROUGH CRISIS

Maintaining Resiliency, While  
Doubling Down On What We Do Best

## 2021+

### SCALING THROUGH INNOVATION

Agile, Data-Driven, Tech/Software-  
Based Organization Scaling Via  
Growth Initiatives

# Business Overview

## ELECTRONIC SECURITY (2020 Revenue ~\$1.4B)



Deliver Consistent, Profitable Growth Through Innovation, Advanced Analytics & Efficient Cost To Serve

## DOOR AUTOMATION (2020 Revenue ~\$0.3B)



Develop & Commercialize Market Leading Smart Access Building Solutions With Predictive Maintenance

## HEALTHCARE SOLUTIONS (2020 Revenue ~\$0.2B)



Create Organic Growth Engine Through Technology Offerings Across Hospital, Senior Living, Workplaces And Homes

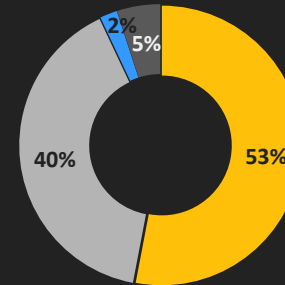
## 2020 Financials

**~\$1.9B**  
Revenue

**~10%**  
Adjusted Operating Margin\*

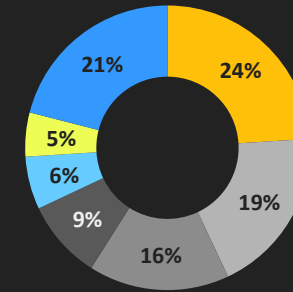
## Revenue Mix

### Geographic



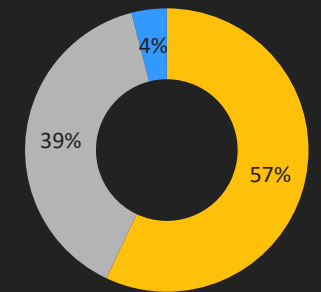
■ U.S. ■ Europe  
■ Emerging Markets ■ ROW

### End Market



■ Retail ■ Commercial  
■ Healthcare ■ Government  
■ Residential ■ Infrastructure  
■ Other

### Electronic Security



■ Install ■ Recurring ■ Product

**FOR THOSE WHO MAKE THE WORLD SAFER, CARING & ACCESSIBLE**

\*Adjusted Operating Margin excludes M&A related and other charges. For full financial data and non-GAAP reconciliations, please refer to Stanley Black & Decker's fourth quarter and full year earnings release issued on January 28, 2021, available at <https://ir.stanleyblackanddecker.com/events/eventdetails/q4-and-fy-2020-stanley-black-decker-inc-earnings-conference-call>

# Trends Changing The Way We Live And Do Business

## AS A SERVICE

- Remote Work Rapidly Shifting To An Already Growing Trend With Need To Stay Connected
- Expanded Use Of Security Services Becoming More Widely Adopted
- COVID Accelerating Technology Adaption And Closing Gaps In Security Industry

## DATA / PRIVACY

- Big Data, AI / ML, IoT Devices Having Big Impact On Shifts In Security Industry
- Data Remains Biggest Driver In Many Tech Partnerships / Questions
- Growing Need For Control Of Our Digital Identity

## HEALTH / SAFETY

- Increased Recognition Of Need To Provide Safer Environments For Employees/Customers
- Rethinking Long-Term Safety Norms In The Workplace; Allowing Data To Drive Intervention
- Increased Demand For Security Driven By Recent National Events Heightening Awareness

## MARKET SHIFTS

- Safety, Health & Security Market Accounting For ~\$400B+ In Annual Revenues
- Security Continues To Be A Highly Fragmented And Rapidly Evolving Industry
- Land Grab Taking Place As Value Shifts To Software And Monitoring Solutions, Attracting New Entrants



**CREATING NEW GROWTH OPPORTUNITIES**

# Business Transformation: **Our Opportunity**

**COVID ACCELERATING CUSTOMER CHANGES** - Remote Work, Connectivity, Health And Safety, People Visibility

**CONFLUENCE OF FACTORS CREATING AN OPPORTUNITY TO DRIVE A MORE PROFITABLE AND VALUABLE SECURITY BUSINESS ...**

PERFORMANCE // INNOVATION // RESPONSIBILITY

### OUR FOCUS

- OPTIMIZE OPERATIONS**  
Increase Rigor On Total Margin...  
Price, Labor, Material... Align Cost To Serve
- 'HEALTH, SAFETY AND SECURITY' AS A SERVICE**  
Cloud Solutions Driving New Applications And Innovation
- PORTFOLIO PARTICIPATION**  
Mix Management And Inorganic Approach (Divestiture | Acquisition)

CLOUD & DATA SOLUTIONS >>>

SECURITY TRANSFORMATION >>>

COVID X BEHAVIOR CHANGE >>>

**The Path To Scalable Growth**

**MINDSET SHIFT IN PROCESS** - Not All RMR Is Created Equal | Install Is A Means For RMR | SaaS Sale Impact On Organic

**NEW TALENT INFUSION**- Profile Of Salespeople, Technical Sales Engineers, Inside Sales... Accelerate And Trade Up

**OPERATIONS** - Opportunity To Simplify Delivery And Drive Efficiency In Install And RMR Portfolio Value

**A FUTURE RETURN TO A 15% OM FRANCHISE WITH HIGHER MIX OF RMR**

ECOSYSTEM APPROACH

# Disruptive Innovation: Health, Safety And Security



## BUILDINGS WORKFLOW MANAGEMENT PLATFORMS

In Today's Environment, Companies Need Solutions To Ensure Their Workplace Stays Safe And Secure And Their Policies Are Being Followed

## LEVERAGING VIDEO AS THE VERIFIER

Hosting Video On The Cloud Helps With A Leaner Setup And Lower Maintenance, Flexible Remote Access, Resilient And Cyber Secure, Rapid Scalability

## SEAMLESS USER EXPERIENCE

Renewed Value Proposition Leveraging Health And Safety To Automate Interior Doors Within Priority Segments Of Healthcare, Education And Office Buildings

## BUILDING CONFIDENCE IN SAFETY FOR EVERYONE

Improving Confidence In Workplace Safety In Markets Like K-12, Manufacturing, Universities, Corporations.

**Opportunities Support Consistent Organic Growth And Share Gain**

PERFORMANCE // INNOVATION // RESPONSIBILITY



# Financial Resiliency As A Health, Safety & Security Company

## CAPITALIZING ON MARKET SHIFTS

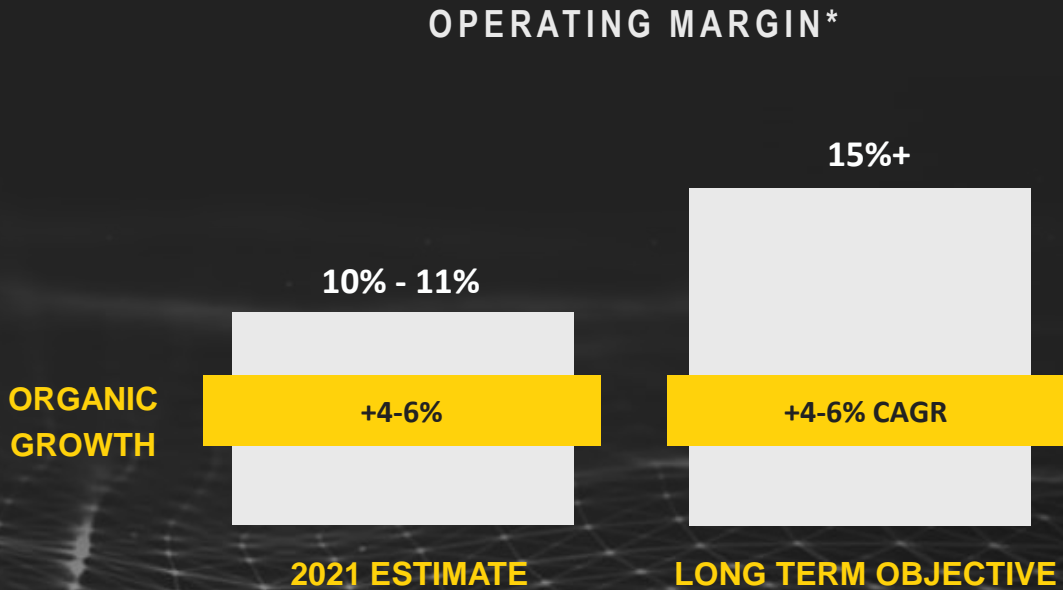
Uniquely Suited To Meet Customer Demand For Cloud Based Health, Safety & Security Solutions And Advanced Analytics

## EXTREME INNOVATION

Leveraging Existing Footprint & Innovative Ecosystem To Accelerate Growth

## PERFORMANCE RESILIENCY

Business Transformation & Agile Crisis Response Driving Scale Through Innovation



**Positioned For Accelerated Growth & Margin Expansion**