



StanleyBlack&Decker

Stanley Black & Decker 2021 Growth Summit
May 13, 2021

Welcome

Dennis Lange | VP, Investor Relations

Cautionary Statements



The 2021 Growth Summit presentations contain “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 2020 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. This presentation does not constitute an offer to sell or a solicitation of an offer to buy any securities of Stanley Black & Decker, Inc. (the "Company"). If the Company were to conduct an offering of securities in the future, it would be made under an effective registration statement, and a prospectus relating to that offering could be obtained from the underwriters of that offering or from the Company.



**Reconnection
With The Home
& Garden**



eCommerce



Electrification



Health & Safety



POWERED BY PURPOSE.

BUILT TO LAST.

GROWTH SUMMIT

Welcome & Opening Remarks

**Shaping The Wave Of Digital Transformation
In Health, Safety & Security**

Accelerating Extreme Power Tool Innovation

Accelerating eCommerce Growth

The Auto Electrification Growth Opportunity

BLACK+DECKER Accelerator

Runway For Hand Tools Innovation

Winning In The 2020s: Tools & Storage

Outdoor Product Electrification & MTD

Margin Resiliency Fueled By Technology

Financial Overview

Q&A

StanleyBlack&Decker

POWERED BY PURPOSE.
BUILT TO LAST.

GROWTH SUMMIT

Event Appendix



Non-GAAP & Other Financial Measures



The 2021 Growth Summit presentations also contain non-GAAP and other financial measures, including free cash flow, working capital turns and cash flow return on investment (“CFROI”).

Free cash flow is defined as cash flow from operations less capital and software expenditures. Management considers free cash flow an important indicator of liquidity, as well as its ability to fund future growth and to provide a return to shareholders. 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. Free cash flow conversion is defined as free cash flow divided by net income.

Working capital turns are computed as annualized sales divided by working capital (accounts receivable, inventory, accounts payable, and deferred revenue). Management considers working capital turns important as it measures how efficiently working capital is being used to generate sales.

CFROI is defined as cash flow from operations plus after-tax interest expense divided by a 2-point average of debt and equity. CFROI is considered important as it is a cash-based measure of value creation that ties our strategic focus to returns.

Reconciliations of non-GAAP measures are provided in our quarterly and annual SEC filings announcing financial results and may be found in this appendix. We believe that this information may be informative to investors.

Reconciliation Of GAAP To Adjusted Operating Profit

Q3'20 – Q1'21 Adjusted Operating Profit			
Total Company	Q3'20 – Q1'21 GAAP Operating Profit	Acquisition-Related Charges & Other	Q3'20 – Q1'21 Adjusted Operating Profit
	\$2,034.4 16.3%	+	\$111.8 = \$2,146.2 17.2%

Q3'20 – Q1'21 Adjusted Operating Profit			
Tools & Storage	Q3'20 – Q1'21 GAAP Operating Profit	Acquisition-Related Charges & Other	Q3'20 – Q1'21 Adjusted Operating Profit
	\$1,913.1 21.0%	+	\$19.1 = \$1,932.2 21.2%

Q3'19 – Q1'20 Adjusted Operating Profit			
Tools & Storage	Q3'19 – Q1'20 GAAP Operating Profit	Acquisition-Related Charges & Other	Q3'19 – Q1'20 Adjusted Operating Profit
	\$1,062.3 14.7%	+	\$27.3 = \$1,089.6 15.1%