

Fourth Quarter And Full Year **2024 Overview**

February 5, 2025

StanleyBlack&Decker

For those who make the world.™



Participants



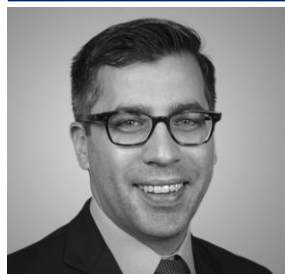
Don Allan
President & CEO



Chris Nelson
COO, EVP And President, Tools & Outdoor



Pat Hallinan
Executive Vice President, CFO



Dennis Lange
Vice President, Investor Relations

Cautionary Statement

This Presentation and related discussions contain “forward-looking statements” within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. All such statements other than statements of historical fact are “forward-looking statements” for purposes of federal and state securities laws, including, but not limited to: any statements of goals, targets, projections or guidance of earnings, income, revenue, margins, cash flow, costs of sales, sales, growth, profitability, market share, credit ratings, SG&A, shareholder value or other financial items; any statements of the plans, strategies and objectives of management for future operations including expectations around the Company’s ongoing transformation, run-rate cost savings, or debt reduction; any statements concerning market share gain, proposed new products, services, developments, investments, or innovation; any statements regarding future economic conditions or performance; any statements concerning future dividends or share repurchases; any statements of beliefs, plans, intentions or expectations and may include, among others, the words “may,” “will,” “estimate,” “intend,” “could,” “project,” “plan,” “continue,” “believe,” “expect,” “anticipate,” “run-rate,” “annualized,” “forecast,” “commit,” “design,” “positioned or positioning,” “guidance” “looking forward,” “future,” “vision,” “strategy,” “long-term”, or any other similar words; any statements and assumptions regarding geopolitical events, possible tariff and tariff impact projections (including the amount, timing and materiality thereof) and related mitigation plans or timing; and any statements of assumptions underlying any of the foregoing. You are cautioned not to rely on these forward-looking statements, which are based on the Company’s current expectations and assumptions of future events. Each of the forward-looking statements involves risks and uncertainties that could cause actual results to differ materially from those expressed or implied in these forward-looking statements. Factors that might cause actual results, performance and achievements to differ materially from estimates or projections contained in forward-looking statements include, but are not limited to: the Company’s continued success with its ongoing transformation, complexity reduction and supply chain improvements; changes in macroeconomic conditions, including interest rates and geopolitical events; changes in trade-related regulations and restrictions such as import and export controls and tariffs, and the Company’s ability to predict the timing, extent, materiality or disruptiveness to the Company of such regulations, restrictions and tariffs; the Company’s ability to successfully mitigate or respond to such macroeconomic, geopolitical, or trade and tariff policy changes including, obtaining price increases from customers, repositions of supply chain, reprioritizing resources and successful government engagement efforts; and those factors set forth in the Company’s corresponding Press Release and Form 8-K and its Annual Report on Form 10-K, Quarterly Reports on Form 10-Q and its other filings with the SEC. Forward-looking statements in this Presentation speak only as of the date hereof, and forward-looking statements in documents that are incorporated by reference herein speak only as of the date of those documents. The Company undertakes no obligation or intention to update or revise any forward-looking statements, whether because of future events or circumstances, new information or otherwise, except as required by law.

Additionally, Non-GAAP Financial Measures Are Referenced In This Presentation. For Applicable Reconciliations To The Related GAAP Financial Measure And Additional Information, As Applicable, Please Refer To The Appendix Of These Materials And The Corresponding Press Release Which Are Available On Our Website Under The “Investors” Heading.

2024 Year In Review

Delivered Across Key Focus Areas In 2024 Against A Mixed Macroeconomic Backdrop...

By The Numbers...

~\$15.4B
Revenue

~Flat
Organic Revenue*



Led By Growth In DEWALT And Aerospace Fasteners

30%
Adjusted Gross Margin*



+400 Bps Versus 2023 As Global Cost Reduction Program Continues Driving Margin Expansion

~\$1.6B
Adj. EBITDA*

10.1%

Adj. EBITDA Margin*



+290 Bps VPY From Gross Margin Expansion With New Investments For Market Share Growth

\$4.36
Adjusted EPS*



Consistent Transformation Execution While Prioritizing Investments In Core Brands

\$753M
Free Cash Flow*

~\$1.1B

Debt Reduction



Supports Progress Towards Achieving Our Leverage Target

...With Relentless Focus And Dedication To Serving Our Customers And Achieving These Results

4Q 2024 Key Messages

Accelerating Our Growth Culture With Operational Excellence At Its Core...

- 4Q'24 Revenues Of \$3.7 Billion, Flat Versus Prior Year With 3% Organic Growth* Offset By Infrastructure Divestiture (-2%) And Currency (-1%)
- 4Q'24 Adjusted Gross Margin* Was 31.2%, Up 140 Basis Points Versus Prior Year As The Global Cost Reduction Program Continues Driving Margin Expansion
- Fourth Quarter EPS Was \$1.28; Adjusted EPS* Was \$1.49
- 4Q'24 Cash From Operating Activities Was \$679 Million And Free Cash Flow* Was \$565 Million
- Strong Fourth Quarter Cash Generation Supports Ongoing Capital Allocation Priorities Focused On Shareholder Dividends And Further Debt Reduction
- The 2025 Planning Assumptions Will Include Management's Base Case View (Pre-Tariffs) And Tariff Scenario Planning
- Excluding New Tariffs, The Company's Planning Assumption Is For 2025 EPS To Be \$4.05 (+/- \$0.65) On A GAAP Basis And \$5.25 (+/- \$0.50) On An Adjusted Basis* And Free Cash Flow* Of \$750 Million (+/- \$100 Million)

4Q'24 Key Financials

\$3.7 Billion

Total Revenue

+3%

Organic Revenue*

+140 Bps

Adj. Gross Margin* vs. 4Q'23

Quarter-To-Date Program-To-Date

\$110M | \$1.5B

Pre-Tax Run-Rate Cost Savings

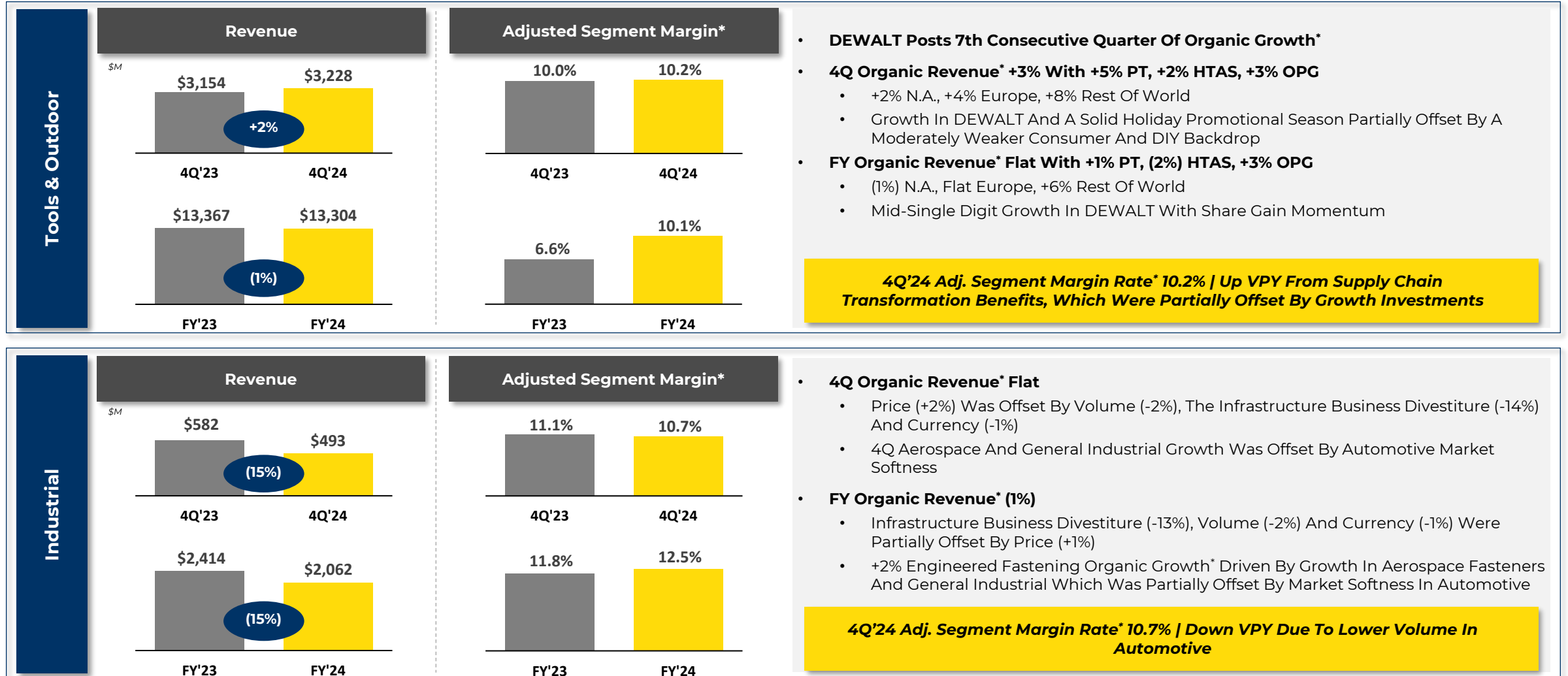
\$1.49

Adjusted EPS*

...Delivering Our Adjusted Gross Margin* And Cash Generation Milestones

4Q & FY 2024 Segment Overview

Led By Growth In DEWALT And Aerospace Offset By A Weak Consumer & Auto Production Backdrop



Building Brand Equity With The Trades

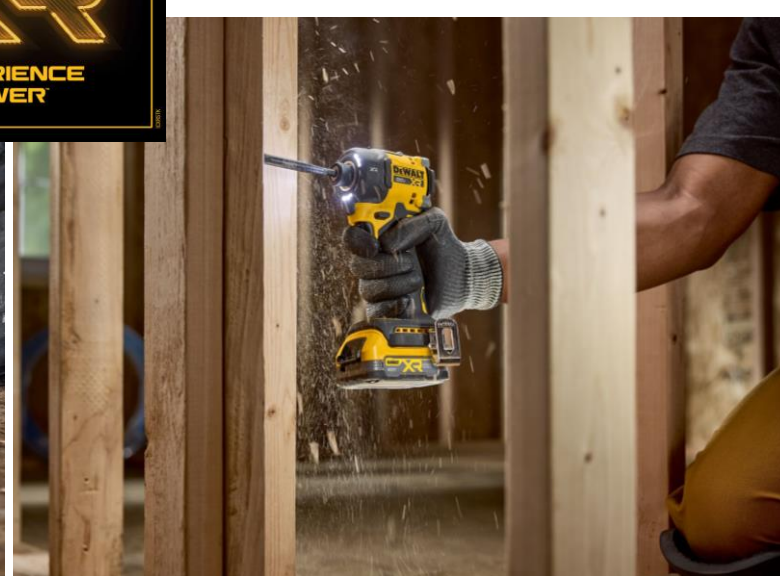
DEWALT Has End-To-End Product Solutions For Carpenters



20V MAX* XR®
3-Speed Hammer Drill



20V MAX* XR® ¼" Quiet
Hydraulic Impact Driver



**A Great End-User Experience, With Features Designed To Drive Productivity,
Safety, Efficiency, And Profitability**

*Maximum Initial Battery Voltage (Measured Without A Workload) Is 20 Volts. Nominal Voltage Is 18 Volts.

Strategic Transformation

Expected To Generate \$2 Billion Pre-Tax Run-Rate Cost Savings By The End Of 2025...

Supply Chain Transformation



**Material
Productivity**



**Ops
Excellence**



**Footprint
Rationalization**



**Complexity
Reduction**

Savings Progress Achieved

Pre-Tax Run-Rate Cost Savings

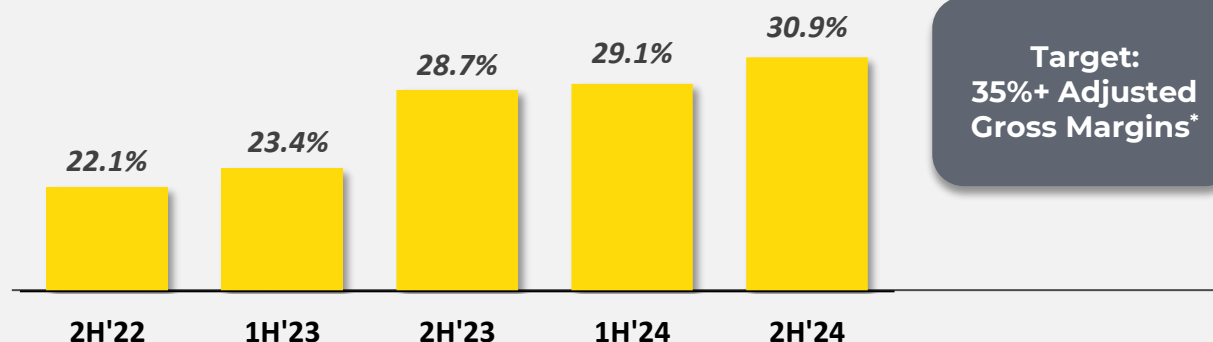
\$110M

4Q'24 Quarter-To-Date

\$1.5B

Program-To-Date

Adjusted Gross Margin* Progression



...To Return Adjusted Gross Margins* To Historical 35%+ Levels While Funding Investments That Accelerate Organic Growth*

Cash & Gross Margin Update

Supply Chain Transformation Driving Margin Expansion And Cash Generation...

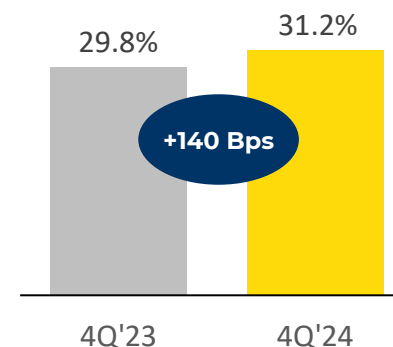
~\$750M FY'24 Free Cash Flow* Along With Infrastructure Divestiture Proceeds Reduced Debt By ~\$1.1B In FY'24

	Full Year		
\$M	2023	2024	V\$
Net (Loss) Earnings	\$ (311)	\$ 294	\$ 605
Deprec / Amort	625	590	(35)
Working Capital	769	322	(447)
Other	108	(99)	(207)
Cash From Operating Activities	1,191	1,107	(84)
CapEx	(338)	(354)	(16)
Free Cash Flow	\$ 853	\$ 753	\$ (100)

- Strong 4Q'24 Cash Generation Supports Ongoing Capital Allocation Priorities Focused On Shareholder Dividends And Further Debt Reduction

Continued AGM* Expansion Supports Incremental Growth Investments To Accelerate Share Gain

Adjusted Gross Margin*



- 4Q'24 Adjusted Gross Margin* Expansion Versus Prior Year Primarily Driven By The Global Cost Reduction Program
- FY'24 Adjusted Gross Margin* 30.0%, +400 Bps Versus 2023

...Top Priorities Remain Margin Expansion, Cash Generation And Restoring Balance Sheet Strength

2025 Planning Assumptions

2025 Base Case View (Pre-Tariffs)

Total Company

Total Sales:**
~Flat YoY +/- 150 Bps

Organic*:
~+2% YoY +/- 150 Bps

Adj. EBITDA Margin*:
Positive YoY

Tools & Outdoor

Organic*:
+Low Single Digits

Adj. Segment Margin*:
Positive YoY

*Note: Transferring Small Storage
Business To T&O From Industrial*

Industrial

Organic*:
+Low Single Digits

Adj. Segment Margin*:
Declining YoY Due
To Challenged
Automotive Market

Other Base Case Assumptions (Pre-Tariffs)

Pre-Tax Non-GAAP Adjustments: ~\$195M-\$260M, Primarily Related To The Transformation

Other Net*: ~\$310M | **Net Interest Expense:** ~\$320M

Depreciation*: ~\$365M | **Intangible Amortization:** ~\$150M

Capex: ~\$350M To \$400M

Adjusted Tax Rate*: ~15%

Shares: ~153M

1Q Adjusted EPS*: To Approximate 12-13% Of \$5.25 FY Adjusted EPS* Midpoint

Base Case Implies EPS \$4.05 (+/- \$0.65)

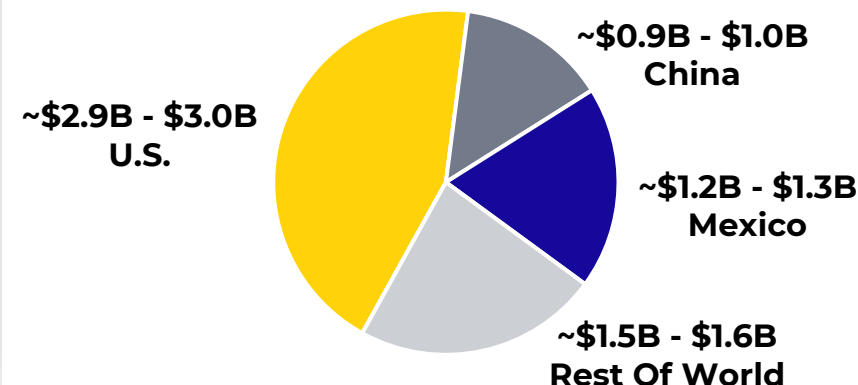
Adjusted EPS* \$5.25 (+/- \$0.50)

Free Cash Flow* \$750M (+/- \$100M)

Tariff Scenario Planning

Total Company U.S. Supply

~\$6.8B U.S. Adjusted Cost Of Sales* Based On Country Of Origin***



- Incremental China Tariffs Of 10%:
 - ~\$90M-\$100M Annualized Gross Impact
 - ~\$10M-\$20M Expected 2025 Net Impact
- Supply Chain And Price Mitigation Lag Policy Formalization By ~2-3 Months With Goal To Fully Mitigate
- Situation Remains Dynamic. Expect To Wait For Greater Clarity Before Enacting Any New Measures Beyond Supply Chain Moves Out Of China

**We Expect To Mitigate The Impact Of Tariffs With
Supply Chain And Price Adjustments**

*Non-GAAP Financial Measures. Refer To Appendix For Additional Information On EPS, Cash From Operating Activities, Revenue, Earnings And Other GAAP And Non-GAAP Financial Measures

**Forecasted Total Sales Reflects The Impact Of Forecasted Foreign Currency Assuming The Midpoint Of January 2025 Rates And Excludes The Impact Of Acquisitions And Divestitures Not Yet Consummated 4Q And FY 2024 Earnings Call

***2024 Approximate Split Based On 2024 Country Of Origin

Our Transformation Journey

We're Accelerating Our Growth Culture With Operational Excellence At Its Core



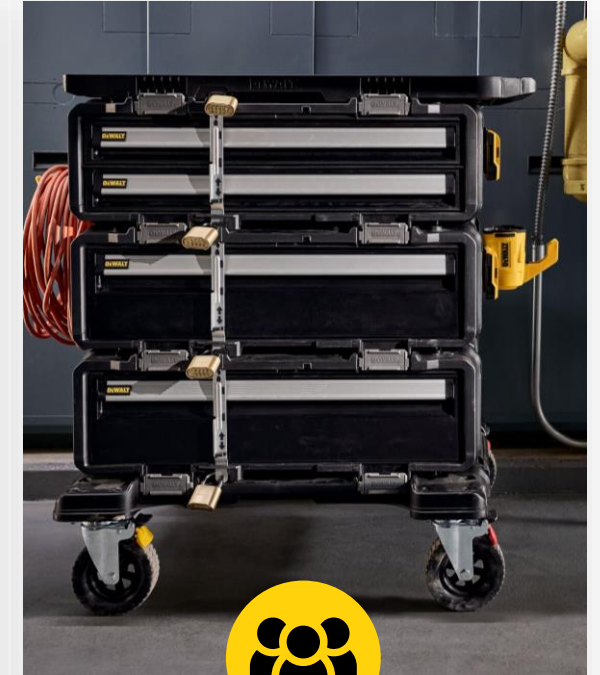
More
Focused Company



Delivering
Strong Execution



Building a
Growth Culture



Compelling
**Shareholder Value
Creation Opportunity**

Q&A



Liquidity And Free Cash Flow Reconciliation

4Q'24 Free Cash Flow

	Fourth Quarter			Full Year		
	2023	2024	V\$	2023	2024	V\$
\$M						
Net (Loss) Earnings	\$ (304)	\$ 195	\$ 499	\$ (311)	\$ 294	\$ 605
Deprec / Amort	148	140	(8)	625	590	(35)
Working Capital	516	344	(172)	769	322	(447)
Other	409	-	(409)	108	(99)	(207)
Cash From Operating Activities	769	679	(90)	1,191	1,107	(84)
CapEx	(122)	(114)	8	(338)	(354)	(16)
Free Cash Flow	\$ 647	\$ 565	\$ (82)	\$ 853	\$ 753	\$ (100)

Liquidity Key Points

- Target: Maintain Solid Investment Grade Credit Ratings
- \$3.5B In Credit Facilities Backed By A Well Capitalized, Diversified Bank Group
- Upcoming Debt Maturity 1Q 2025
- Next Long-Term Maturity 1Q 2026

Liquidity Sources As Of 4Q'24

Cash On Hand \$0.3B

Addl. Commercial Paper Capacity (\$3.5B Max) \$3.5B

Total Additional Liquidity \$3.8B

Debt Reduction Remains A Top Priority In 2025 And Beyond

Financial Flexibility In A Challenging And Dynamic Environment

Reconciliation Of GAAP To Non-GAAP Measures

Q4 2024

GAAP Gross Profit		Non-GAAP Adjustments		Non-GAAP Gross Profit
\$1,144.1 30.8%	+	\$16.1	=	\$1,160.2 31.2%

GAAP Diluted EPS		Non-GAAP Adjustments		Non-GAAP Diluted EPS
\$1.28	+	\$0.21	=	\$1.49

Q4 2023

GAAP Gross Profit		Non-GAAP Adjustments		Non-GAAP Gross Profit
\$1,104.4 29.6%	+	\$9.9	=	\$1,114.3 29.8%

FY 2024

GAAP Gross Profit		Non-GAAP Adjustments		Non-GAAP Gross Profit
\$4,514.4 29.4%	+	\$88.8	=	\$4,603.2 30.0%

GAAP Diluted EPS		Non-GAAP Adjustments		Non-GAAP Diluted EPS
\$1.89	+	\$2.47	=	\$4.36

FY 2023

GAAP Gross Profit		Non-GAAP Adjustments		Non-GAAP Gross Profit
\$3,932.6 24.9%	+	\$166.9	=	\$4,099.5 26.0%

Reconciliation Of GAAP To Non-GAAP Measures

2H 2022		
GAAP Gross Profit	Non-GAAP Adjustments	Non-GAAP Gross Profit
\$1,771.6 21.9%	+	\$22.0 = \$1,793.6 22.1%

1H 2024		
GAAP Gross Profit	Non-GAAP Adjustments	Non-GAAP Gross Profit
\$2,249.7 28.5%	+	\$47.9 = \$2,297.6 29.1%

1H 2023		
GAAP Gross Profit	Non-GAAP Adjustments	Non-GAAP Gross Profit
\$1,767.6 21.8%	+	\$124.8 = \$1,892.4 23.4%

2H 2024		
GAAP Gross Profit	Non-GAAP Adjustments	Non-GAAP Gross Profit
\$2,264.7 30.3%	+	\$40.9 = \$2,305.6 30.9%

2H 2023		
GAAP Gross Profit	Non-GAAP Adjustments	Non-GAAP Gross Profit
\$2,165.0 28.2%	+	\$42.1 = \$2,207.1 28.7%

Reconciliation Of GAAP To Non-GAAP Measures

Q4 2023				Q4 2024			
Tools & Outdoor	GAAP Segment Profit		Non-GAAP Adjustments		Non-GAAP Segment Profit		
	\$293.5 9.3%	+	\$22.3	=	\$315.8 10.0%		
	GAAP Segment Profit		Non-GAAP Adjustments		Non-GAAP Segment Profit		
	\$298.1 9.2%	+	\$32.1	=	\$330.2 10.2%		
Industrial	GAAP Segment Profit		Non-GAAP Adjustments		Non-GAAP Segment Profit		
	\$65.0 11.2%	+	\$(0.6)	=	\$64.4 11.1%		
	GAAP Segment Profit		Non-GAAP Adjustments		Non-GAAP Segment Profit		
	\$52.7 10.7%	+	\$0.2	=	\$52.9 10.7%		

Reconciliation Of GAAP To Non-GAAP Measures

		FY 2023			FY 2024					
Tools & Outdoor	GAAP Segment Profit		Non-GAAP Adjustments		Non-GAAP Segment Profit	GAAP Segment Profit		Non-GAAP Adjustments		Non-GAAP Segment Profit
	\$687.6 5.1%	+	\$196.7	=	\$884.3 6.6%	\$1,197.4 9.0%	+	\$143.1	=	\$1,340.5 10.1%
Industrial	GAAP Segment Profit		Non-GAAP Adjustments		Non-GAAP Segment Profit	GAAP Segment Profit		Non-GAAP Adjustments		Non-GAAP Segment Profit
	\$266.5 11.0%	+	\$18.7	=	\$285.2 11.8%	\$254.9 12.4%	+	\$3.6	=	\$258.5 12.5%

Reconciliation Of GAAP To Non-GAAP Measures

Stanley Black & Decker – 4Q '24 QTD	GAAP Sales Growth		Acquisitions		Divestitures		Currency		Non-GAAP Organic Sales Growth
	0%	-	0%	+	2%	-	-1%	=	3%
Tools & Outdoor QTD	GAAP Sales Growth		Acquisitions		Divestitures		Currency		Non-GAAP Organic Sales Growth
	2%	-	0%	+	0%	-	-1%	=	3%
Industrial QTD	GAAP Sales Growth		Acquisitions		Divestitures		Currency		Non-GAAP Organic Sales Growth
	-15%	-	0%	+	14%	-	-1%	=	0%

Reconciliation Of GAAP To Non-GAAP Measures

Stanley Black & Decker – '24 YTD	GAAP Sales Growth	-3%	-	Acquisitions	0%	+	Divestitures	2%	-	Currency	-1%	=	Non-GAAP Organic Sales Growth	0%
Tools & Outdoor YTD	GAAP Sales Growth	-1%	-	Acquisitions	0%	+	Divestitures	0%	-	Currency	-1%	=	Non-GAAP Organic Sales Growth	0%
Industrial YTD	GAAP Sales Growth	-15%	-	Acquisitions	0%	+	Divestitures	13%	-	Currency	-1%	=	Non-GAAP Organic Sales Growth	-1%

EBITDA Reconciliation

	FOURTH QUARTER		YEAR-TO-DATE	
	2024	2023	2024	2023
Net earnings (loss) from continuing operations	\$ 194.9	\$ (276.1)	\$ 286.3	\$ (281.7)
<i>% of Net Sales</i>	<i>5.2%</i>	<i>-7.4%</i>	<i>1.9%</i>	<i>-1.8%</i>
Interest - net	74.6	87.6	319.5	372.5
Income taxes on continuing operations	(69.5)	197.3	(45.2)	(94.0)
Depreciation and amortization	139.6	148.4	589.5	625.1
EBITDA¹	\$ 339.6	\$ 157.2	\$ 1,150.1	\$ 621.9
<i>% of Net Sales</i>	<i>9.1%</i>	<i>4.2%</i>	<i>7.5%</i>	<i>3.9%</i>
Non-GAAP Adjustments before income taxes	49.3	197.3	466.0	566.2
Less: Accelerated depreciation included in Non-GAAP Adjustments before income taxes	10.6	4.2	59.5	50.0
Adjusted EBITDA¹	\$ 378.3	\$ 350.3	\$ 1,556.6	\$ 1,138.1
<i>% of Net Sales</i>	<i>10.2%</i>	<i>9.4%</i>	<i>10.1%</i>	<i>7.2%</i>

¹ EBITDA is earnings before interest, taxes, depreciation and amortization. Adjusted EBITDA represents EBITDA excluding certain gains and charges, as summarized below. EBITDA and Adjusted EBITDA, both Non-GAAP measures, are considered relevant to aid analysis and understanding of the Company's operating results and ensures appropriate comparability to prior periods.

Non-GAAP Financial Measures

Organic revenue or organic sales is defined as the difference between total current and prior year sales less the impact of companies acquired and divested in the past twelve months and any foreign currency impacts. Organic revenue growth, organic sales growth or organic growth is organic revenue or organic sales divided by prior year sales. Gross profit is defined as sales less cost of sales. Gross margin is gross profit as a percentage of sales. Segment profit is defined as sales less cost of sales and selling, general and administrative ("SG&A") expenses (aside from corporate overhead expense). Segment margin is segment profit as a percentage of sales. EBITDA is earnings before interest, taxes, depreciation and amortization. EBITDA margin is EBITDA as a percentage of sales. Gross profit, gross margin, SG&A, segment profit, segment margin, earnings, EBITDA and EBITDA margin are adjusted for certain gains and charges, such as environmental charges, supply chain transformation costs, acquisition and divestiture-related items, asset impairments, restructuring, and other adjusting items.

Management uses these metrics as key measures to assess the performance of the Company as a whole, as well as the related measures at the segment level. Adjusted earnings per share or adjusted EPS, is diluted GAAP EPS excluding certain gains and charges. Free cash flow is defined as cash flow from operations less capital and software expenditures. Management considers free cash flow an important indicator of its liquidity, as well as its ability to fund future growth and to provide a return to the shareowners 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 stock and business acquisitions, among other items. Free cash flow conversion is defined as free cash flow divided by net income. The Non-GAAP statement of operations and business segment information is reconciled to GAAP on pages 13 through 17 of the press release. The Company considers the use of the Non-GAAP financial measures above relevant to aid analysis and understanding of the Company's results, business trends and outlook measures aside from the material impact of certain gains and charges and ensures appropriate comparability to operating results of prior periods.

The Company provides expectations for the non-GAAP financial measures of full-year 2025 adjusted EPS, presented on a basis excluding certain gains and charges, as well as 2025 organic revenue growth. Forecasted full-year 2025 adjusted EPS and 2025 organic revenue growth are reconciled to forecasted full-year 2025 GAAP EPS and total 2025 revenue growth, respectively, on slide 10. Consistent with past methodology, forecasted full-year 2025 GAAP EPS excludes the impacts of potential acquisitions and divestitures, future regulatory changes or strategic shifts that could impact the Company's contingent liabilities or intangible assets, respectively, potential future cost actions in response to external factors that have not yet occurred, and any other items not specifically referenced on slide 10. Forecasted 2025 organic revenue growth assumes the impact of foreign currency using historical rates and excludes the impacts of potential acquisitions and divestitures.

In addition to 2025 adjusted EPS and 2025 organic revenue growth, the Company also provides additional expectations for forward-looking non-GAAP financial measures, presented on a basis excluding certain gains and charges, (slides 8 & 10) as well as forecasted free cash flow (slide 5). A reconciliation of forecasted free cash flow to its most directly comparable GAAP estimate generally is not available without unreasonable effort due to high variability and difficulty in predicting items that impact cash flow from operations, which could be material to the Company's results in accordance with U.S. GAAP. A reconciliation of the differences between other forward-looking non-GAAP measures and the most directly comparable GAAP measures is not available without unreasonable effort due to the inherent difficulty of forecasting the timing and/or amount of various items that have not yet occurred, including the high variability and low visibility with respect to certain gains or charges that would generally be excluded from non-GAAP financial measures and which could be material to the Company's results in accordance with U.S. GAAP. Additionally, estimating such GAAP measures and providing a meaningful reconciliation consistent with the Company's accounting policies for future periods requires a level of precision that is unavailable for these future periods and cannot be accomplished without unreasonable effort. The Company believes such reconciliations would also imply a degree of precision that is inappropriate for these forward-looking measures.