

eastec®

Inspiring Innovation & Sustainability

Marty Guay

VP, Business Development

Stanley Black & Decker



Official Media Partner



Agenda

1. Company Intro

2. Tech Strategy & Innovation

3. Regional Impact

4. Purpose & Culture

WE ARE A GLOBAL DIVERSIFIED LEADER



\$2.2B

INDUSTRIAL

Engineered Fastening,
Infrastructure

\$9.8B

TOOLS & STORAGE

Power Tools & Equipment
Hand Tools, Accessories, & Storage



\$14B
2018 REVENUE



\$2.0B

SECURITY

Commercial Electronic Security
Mechanical Access

MARKET CAP | 22B

CASH DIVIDEND YIELD | 2.3%

NYSE

SWK

Dividend Paid Consecutively For 141 Years
Increase For The Past 50 Years

22/22
VISION

KNOWN FOR INNOVATION | CONTINUED TOP QUARTILE PERFORMANCE | SOCIAL RESPONSIBILITY



ABOUT STANLEY BLACK & DECKER

#1



**Tools
& Storage**

#2



**Commercial
Electronic
Security
Services**

**GLOBAL
LEADER**



**Engineered
Fastening**

A GLOBAL DIVERSIFIED INDUSTRIAL LEADER

StanleyBlack&Decker

A GLOBAL DIVERSIFIED SET OF BUSINESSES

HAND TOOLS & STORAGE



INDUSTRIAL



SECURITY



WITH A POWERFUL PORTFOLIO OF WELL MANAGED BRANDS





Our Vision

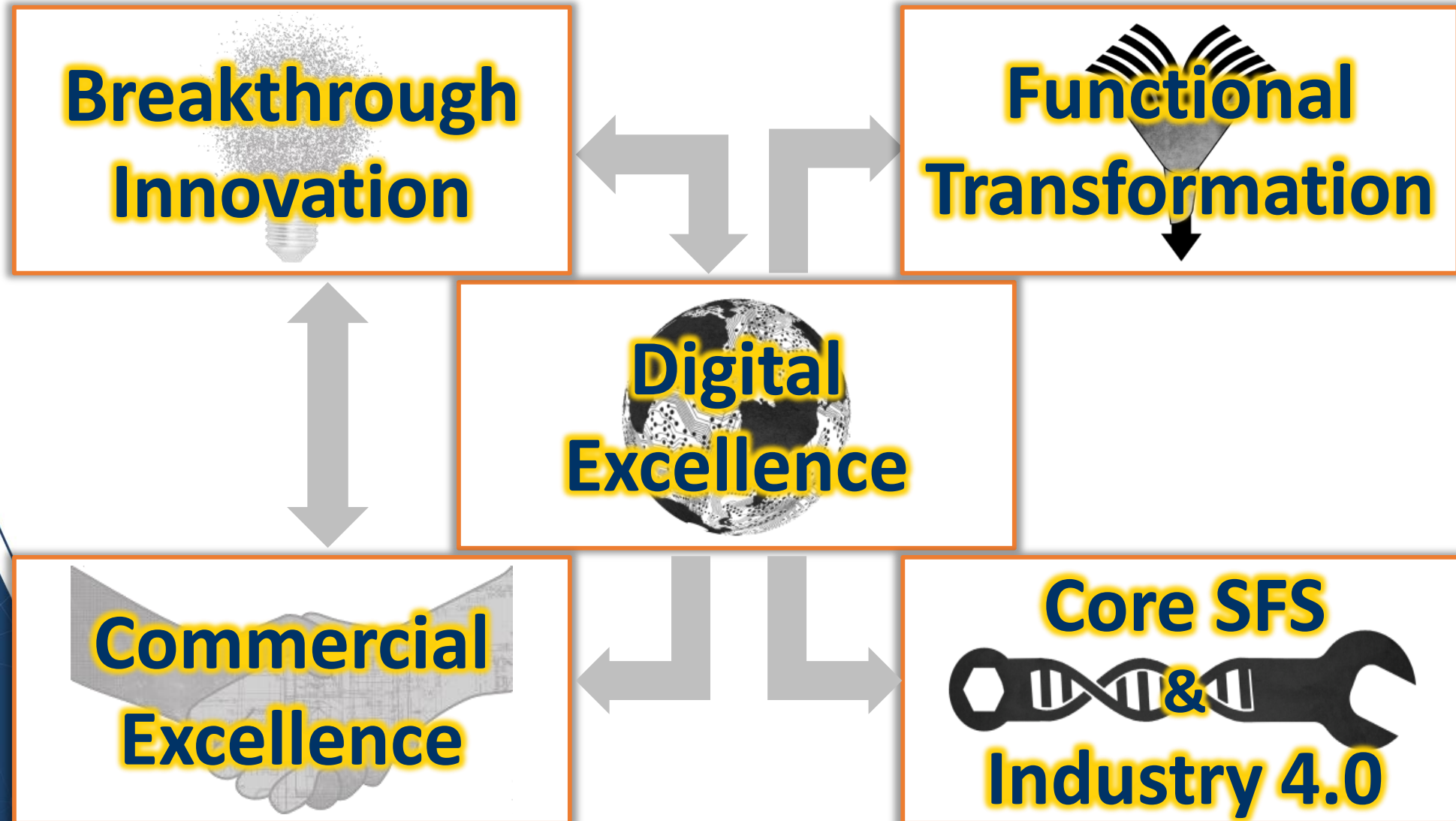
To Achieve Our Vision.....

- Continue To Deliver Top Quartile Performance
- Become Known As One Of The World's Leading Innovators
- Elevate Our Commitment To Corporate Social Responsibility

FOR THOSE WHO MAKE THE WORLD™

Since 1843





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Our Innovation Journey...



Breakthrough Innovation Expansion

2015

2016

2017

2018

2019

Breakthrough Innovation Pilot

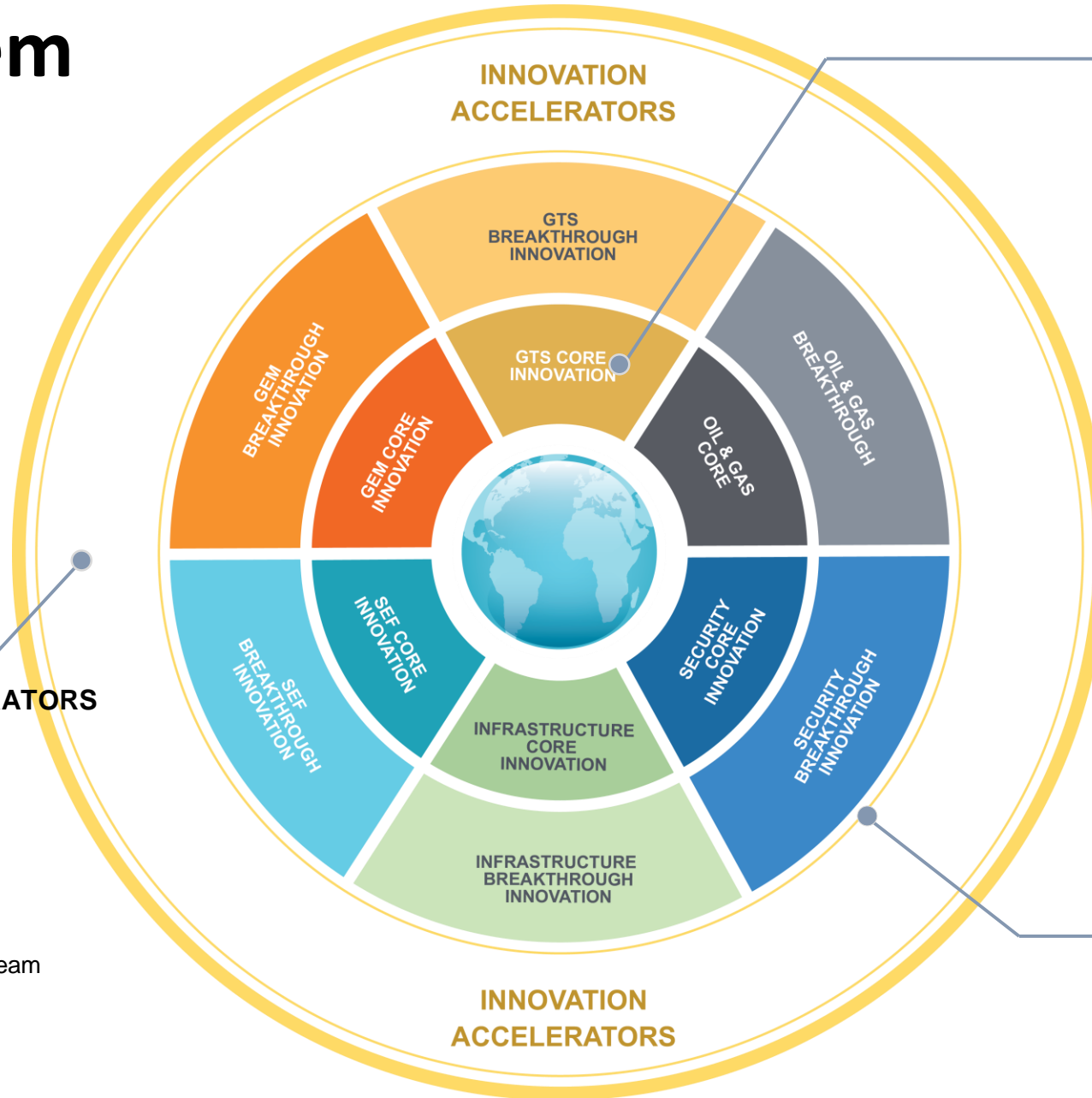


The Innovation Ecosystem

- The SBD Innovation Ecosystem Was Formally Launched In 2014 And Has Been Evolving And Morphing Since That Time
- Each Business Unit Has At Least One Breakthrough Team As Well As Core Innovation And A Supporting Innovation Accelerator Network
- Every Team Has Made Progress Toward Commercialization, Or Have Launched Products Or Transitioned Technologies Back To The Core Teams



The Ecosystem



CORE INNOVATION

Our world class innovation starts with our core businesses who design, manufacture and distribute industry leading products & services translating critical end-user CTQs into a robust, commercially vibrant product development pipeline.

INNOVATION ACCELERATORS

- ELU
- Techstars
- Industry 4.0
- Stanley Ventures
- Digital Accelerator
- Technology Council 2.0
- Technology Connectors
- Digital Product Security Team

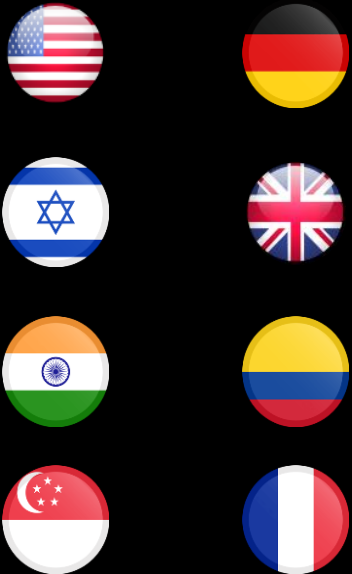
BREAKTHROUGH INNOVATION

Dedicated breakthrough teams operate independently from our core and leverage a highly agile model to experiment with large scale, industry shaping innovations and leading edge technologies.

Breakthrough Innovation

Diverse Breakthrough Innovation Network Across Businesses And Regions...

Diverse Teams From Multiple Countries



Breakthrough Teams By Business Units



Futures™
Purpose Driven Innovation

GEMINNOVATION

HTAS
BREAKTHROUGH
INNOVATION



SPECIAL
INNOVATION
FORCES

STANLEY.
Oil & Gas

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

Technology Sharing - Successes



By connecting thru means such as the Technology Council and regular team interactions the sharing of technology and learnings have further accelerated the path to global commercialization

Intern Challenge + GEM

Moisture Detection With IOT Dashboard + CleanTech Solar Powered Irrigation Pump

INNOVATION CHALLENGES

TECHCOUNCIL + LENOX 360

LeaderMES + SawStar Analytics Dashboard

Field Study visit to Israel 2018 uncovered Startup company - LeaderMES

STARTUPS

GEM India + GTS Technology

Brushless Motor and Solar Technology + Brushless motor, solar grid, Batteries

BATTERY AND MOTOR TECHNOLOGY

Oil & Gas + GTS Technology

ORBIS Small Diameter Internal Inspection System + Brushless motor, solar grid, Batteries

BATTERY AND MOTOR TECHNOLOGY

FUTURES + B&D BRAND

PILLO technology + Will launch as a B&D product

BRAND PENETRATION

SEF + HTAS

Ultra High Strength Fasteners + Socket material replacement

Rivet And Nano Material Technology

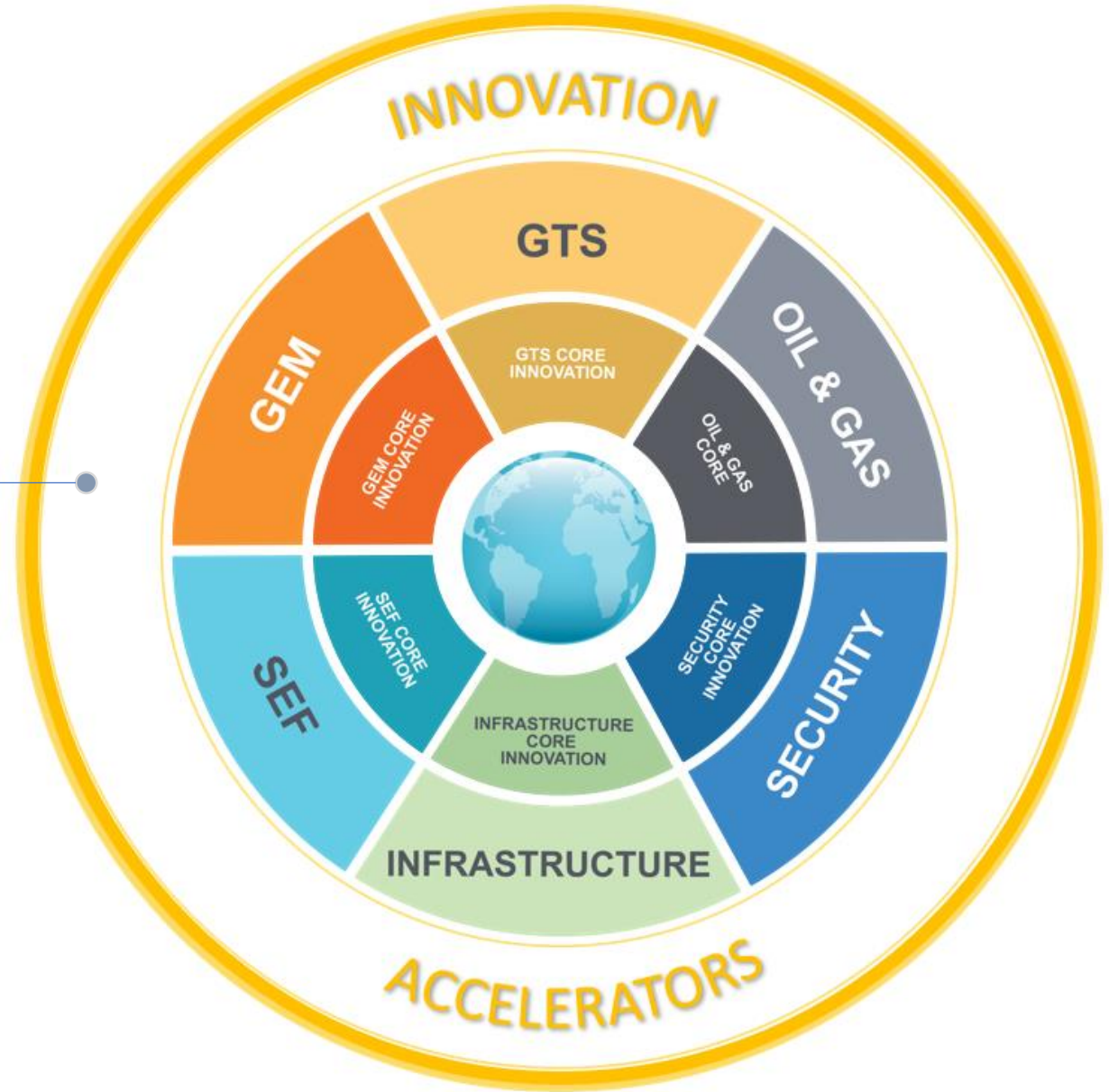
ADVANCED MATERIALS

Technology Sharing – Connections

Professional




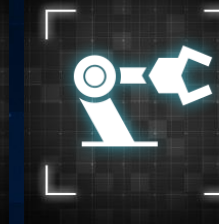
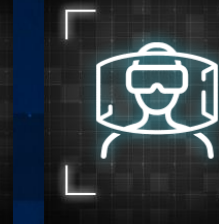
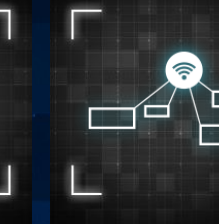
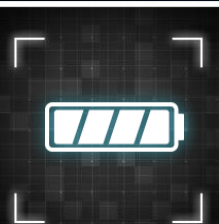


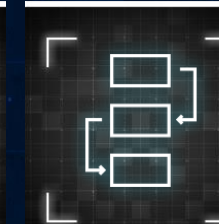




Academic



Priority SBD Technologies

TECHNOLOGIES

 AI/ML	 IoT WIRELESS	 ADDITIVE MANUFACTURING	 ROBOTICS	 AR/VR	 ASSET TRACKING
 ENERGY STORAGE	 GENERATIVE DESIGN	 ADVANCED MATERIALS	 RPA	 CYBER SECURITY	 BIO TECH

RESOURCES & CAPABILITIES

 COMMERCIAL STRATEGY	 INCUBATION	 DIGITAL MARKETING
 VENTURE CAPITAL	 TALENT INNOVATION	

STANLEY.
Infrastructure

STANLEY.
Oil & Gas

GTS
GLOBAL TOOLS & STORAGE

STANLEY.
Engineered Fastening

STANLEY.
Security

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

eastec® Our Innovation Ecosystem

Our Innovation Ecosystem Continues To Transform...



...As We Continue Our Journey To Become One Of The World's Leading Innovators

Manufactory 4.0: Our Advanced Manufacturing Center Of Excellence

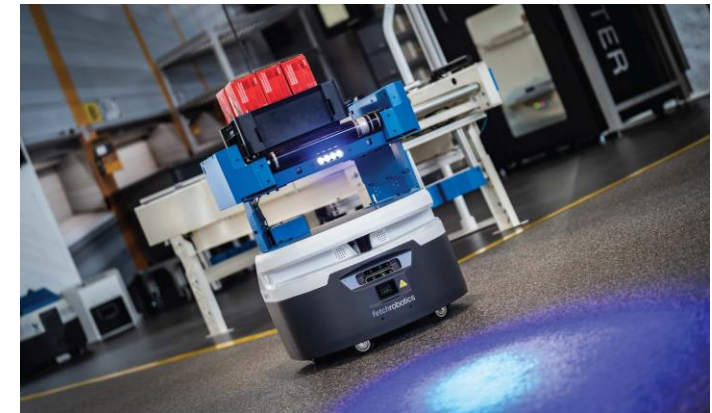
Companies And Individuals Need To Be Able To Expand Their Capacity To Absorb Rapid Change And Adapt Faster Than Ever Before...

SFS 2.0 Elements Combined With Industry 4.0 Technology

- Manufactory 4.0, A 23,000-Square-Foot Facility In Hartford, Connecticut, Is The Epicenter For The Company's Global Industry 4.0 "Smart Factory" And Workforce Upskilling

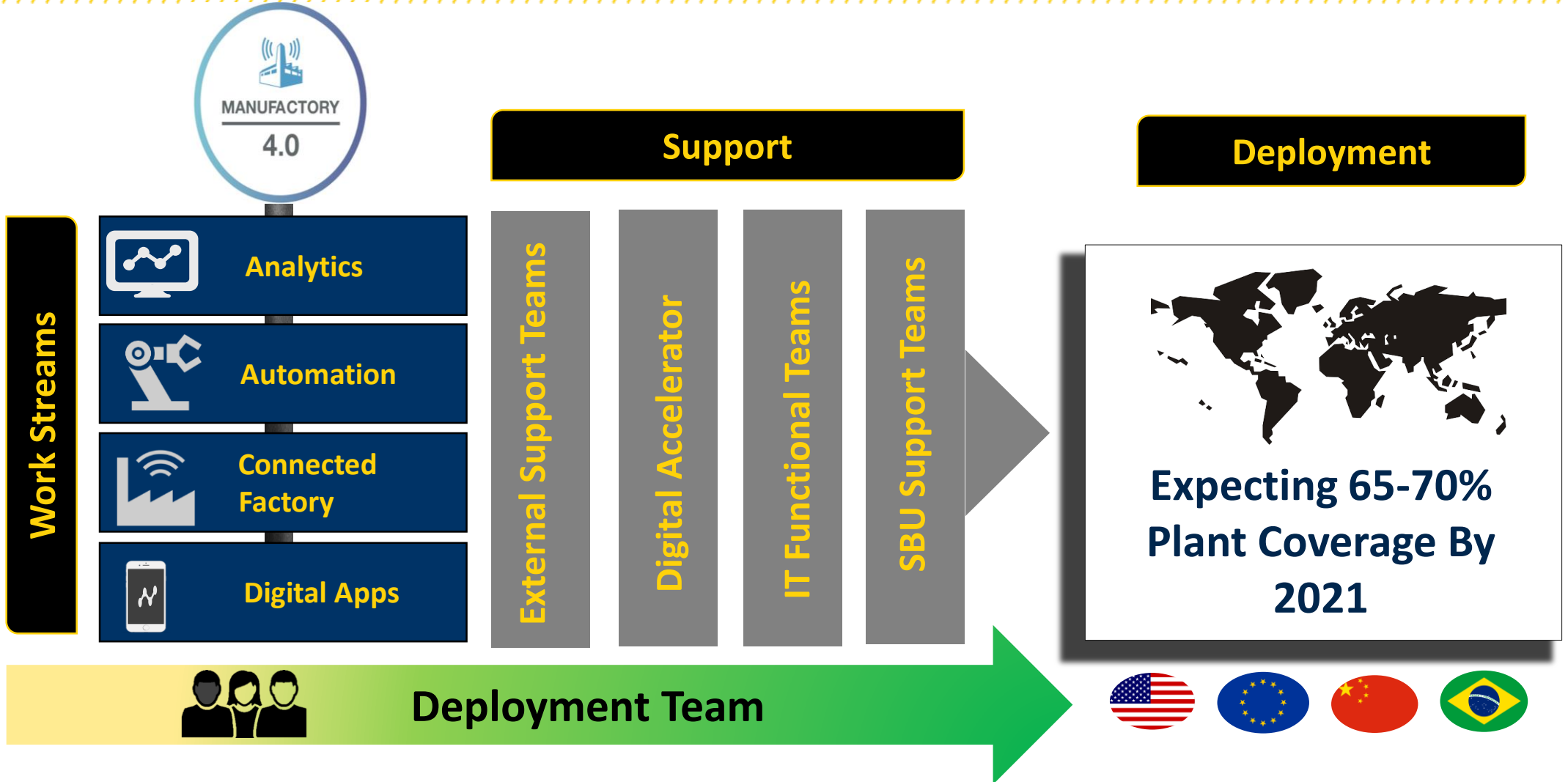
- ~50 Industry 4.0 Experts Focus On Innovations Such As Art Modular Robotic Automation Cells, Mobile Robots And Collaborative Robots

- Our Manufactory 4.0 Allows Us To Better Serve Customers Through Greater Flexibility Of Production And Resource Optimization



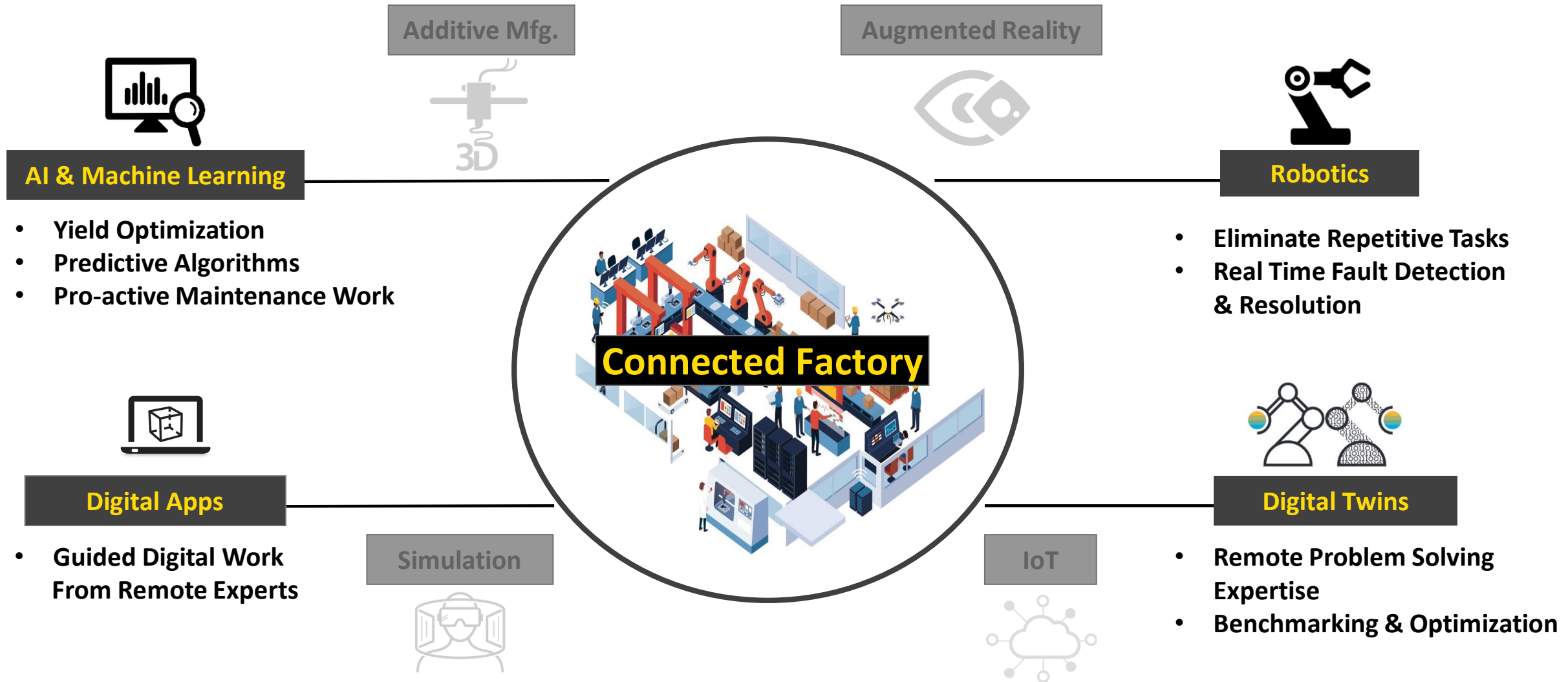
...Manufactory 4.0 Serves As The Heartbeat Of Our Company's Industry 4.0 Efforts

Organized For Rapid Deployment



Organized For Quick Incubation And Rapid Deployment

Industry 4.0 Technology Solutions



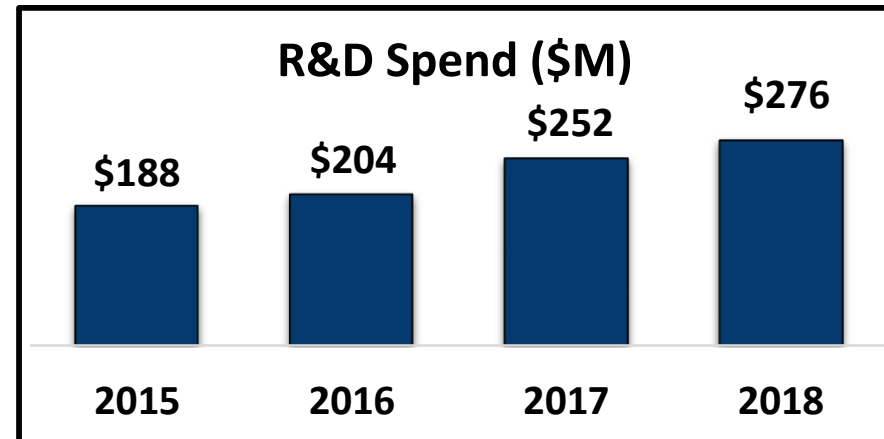
Prioritized Technology Solutions To Deliver Maximum Value

Recognized as Leading High-Leverage Innovator



StanleyBlack&Decker

**3X Market Cap Growth
2.6 Revenue Growth**



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

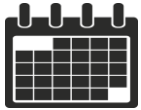
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5K+ Events



160+ Countries



12k+ Mentors



1,700k+ Alumni



~1,600 Total
Companies



\$19B+ Portfolio
Market Cap



\$6.2B Total
Funding

Multiple Partnerships Across Various Industries

Voice Powered
Technology



Internet of
Things



FinTech



Healthcare



Artificial
Intelligence



Retail



Mobility



Leveraging Techstars Network To Attract Additive Manufacturing Startups

Graduated First 10 Companies From Accelerator



inventaprint



Astroprint



MICRON3DP

CASTOR



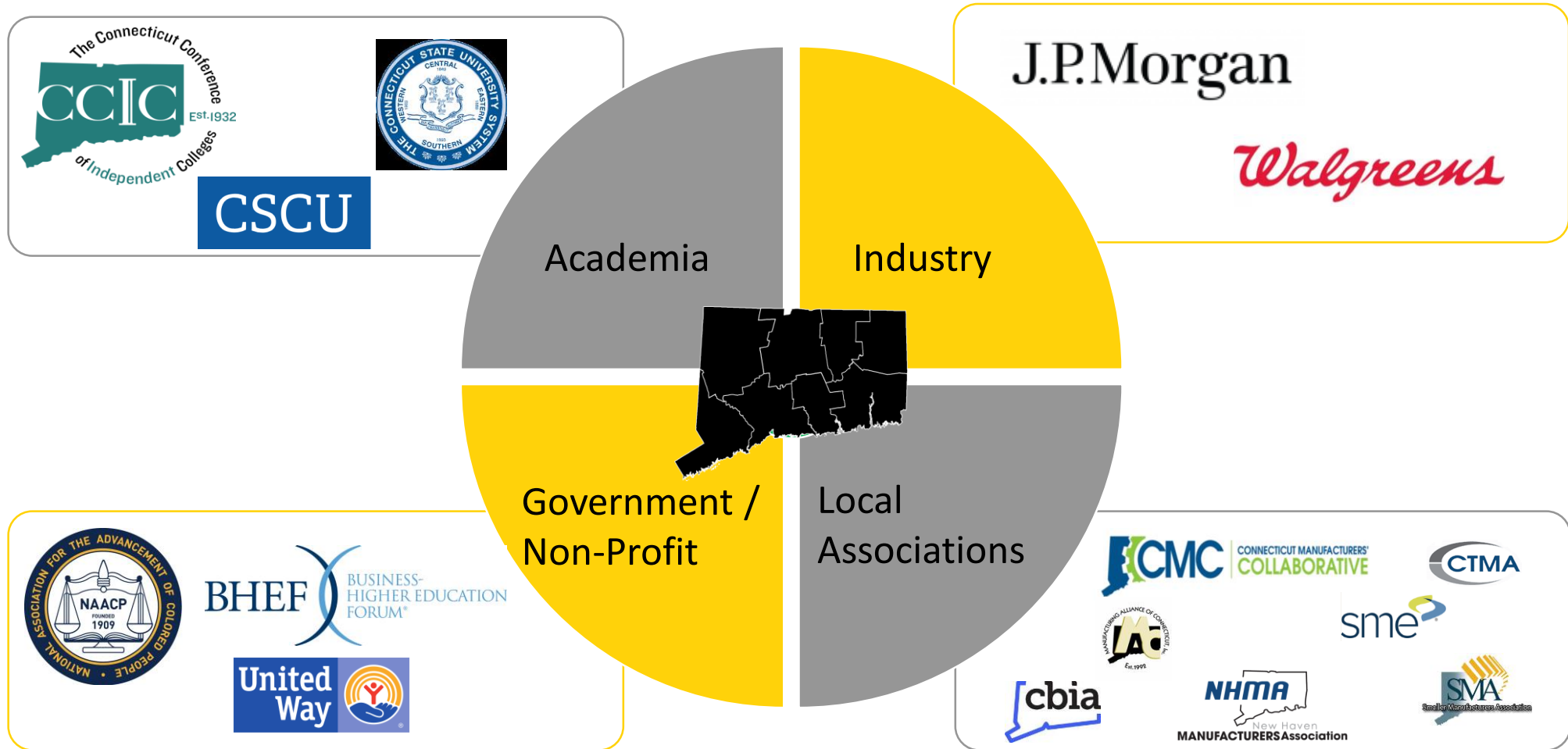
CALTDYNAMICS



Kwambio

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

Transform CT's STEM Talent Pipeline



Build An Ecosystem To Develop & Support STEM Talent

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2030 CSR Strategy Launched In 2018



EMPOWER MAKERS

Enable **10 Million** Creators And Makers To Thrive In A Changing World



INNOVATE WITH PURPOSE

Innovate Our Products To Enhance The Lives Of **500 Million** People And Improve Environmental Impacts



CREATE A MORE SUSTAINABLE WORLD

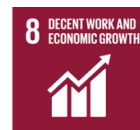
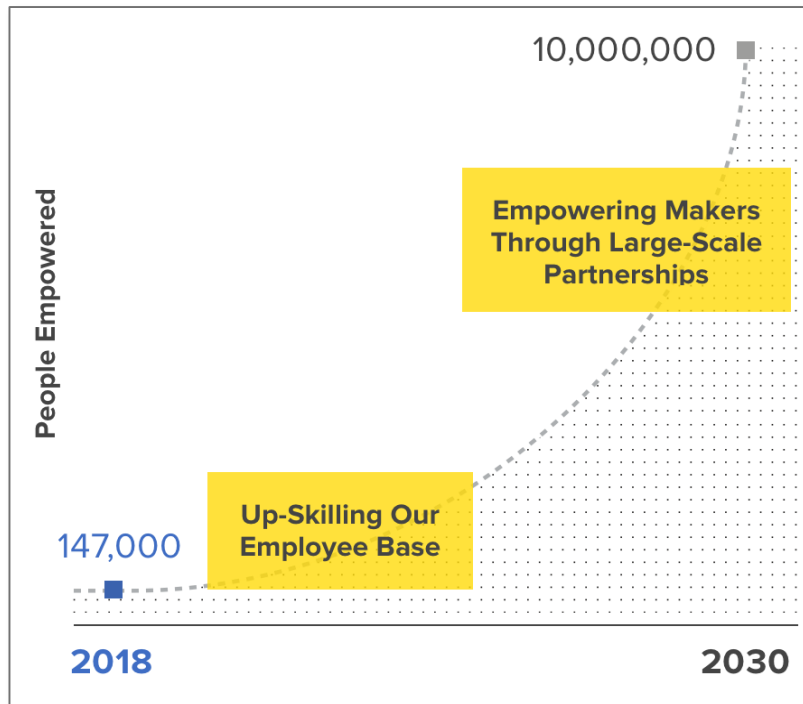
Positively Impact The Environment Through Our Operations

Inspiring Makers And Innovators To Create A More Sustainable World

CSR Action Plan – Empower Makers



Empower Makers



Actions To 2030 Goal

Employee Career Mobility

Prepare Employees For Career Mobility Relevant For Industry 4.0 By Supporting Their Upskilling & Repurposing



STEAM Education

Enable People To Access STEAM Education & Training To Improve Livelihoods And Help Support The Workforce Of Tomorrow



Vocational And Trade Skills

Help People Develop Cutting-Edge Vocational And Trade Skills



Makerspace Training

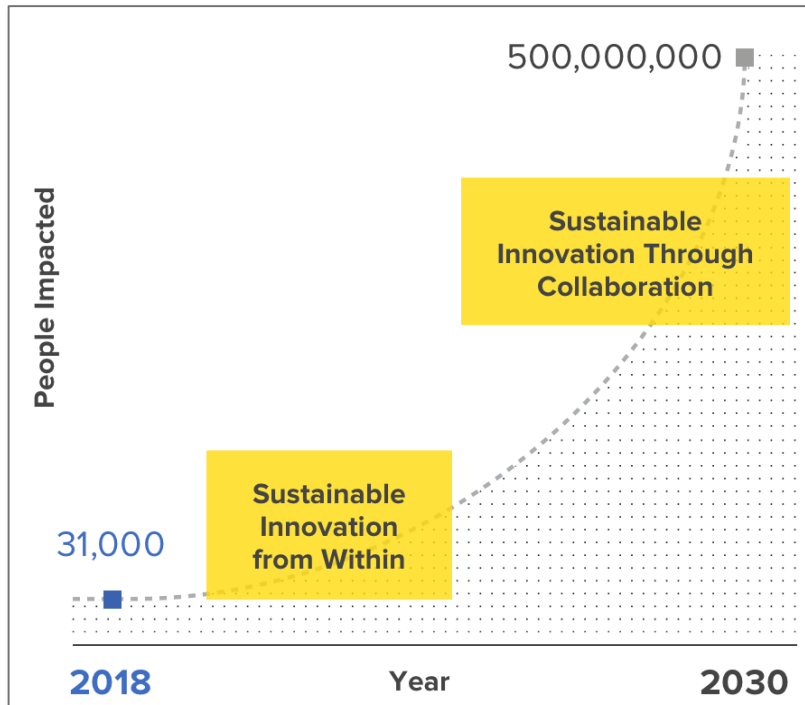
Enrich The Education, Creativity And Hands-On Job Experience Of People Through Makerspaces Around The World



Enable 10 Million Creators And Makers To Thrive In A Changing World

CSR Action Plan – Innovate With Purpose

Innovate With Purpose



Actions To 2030 Goal

Addressing Unmet Societal Needs

Deliver “Innovation With Purpose” Projects, Which Address Unmet Societal Needs, Improve The Lives Of 500 Million People, & Contribute 10% Of Stanley Black & Decker Revenue



Global Battery Alliance

Circular Design

Design Products For Circularity Across Material Selection, Use And End-of-life Considerations



Sustainable Supply Chain

Source RM, FG, Components & Services From Suppliers Meeting Environmental & Social Sustainability Criteria; Reduce Supply Chain Emissions By 35% By 2030, Based On A 2017 Baseline. Complete CDP Supply Chain Climate Change Assessments For 80% Of Our Supplier Spend By 2020

New Business Models

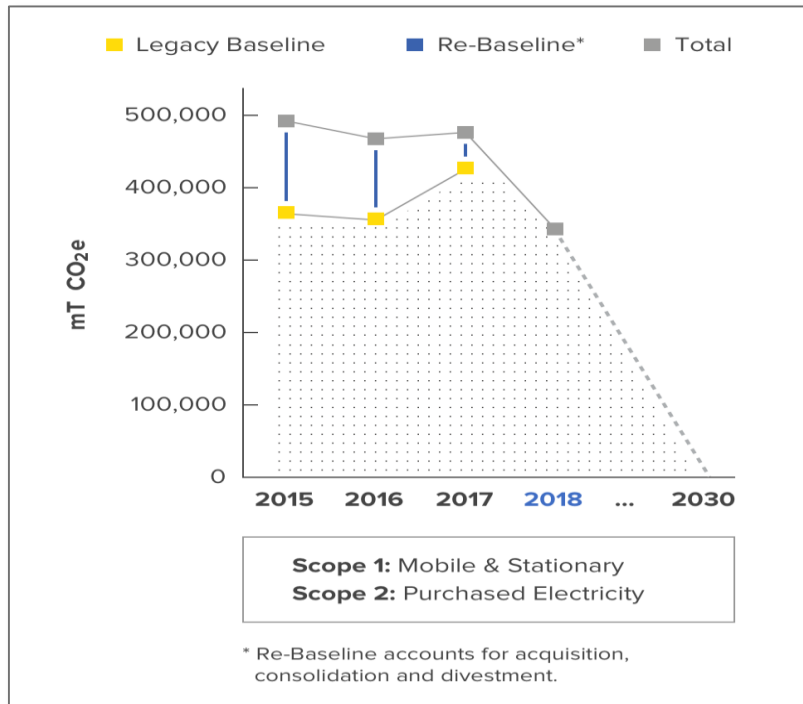
Decouple Revenue From Resource Use By Increasing the Share Of Revenue From Services Versus Products

Innovate Our Products To Enhance The Lives Of 500 Million People By 2030

CSR Action Plan – Create A More Sustainable World



Create A More Sustainable World



Actions To 2030 Goal

Carbon Positive Operations

By 2030, We Plan To Be Carbon Positive In Our Operations On A Global Basis, Meaning Our Carbon Capture Is Greater Than Carbon Emissions



Sustainable Water Use

We Are Mapping Water Risks & Setting Context-Based Targets That Address Site-Specific Concerns In Each River Basin — Important Given That Water Availability & Risks Are Highly Localized



WORLD
RESOURCES
INSTITUTE

Zero Waste Landfill

We Continue To Work Towards Achieving ZWTL, Across Our Operations. This Goal Applies To Our Daily Direct Operations. We Encourage Reuse & Recycling In All Instances*

**One-Off Construction & Other Events May Be Excluded*

Carbon Positive Across Our Operations By 2030

FOR THOSE WHO MAKE THE WORLD™

WE ARE BOLD AND AGILE, YET THOUGHTFUL AND DISCIPLINED



**WE ARE BOLD TO
BREAK THE MOLD**

COURAGE & INNOVATION



**WE CUT THROUGH
CHALLENGES**

AGILITY & PERFORMANCE



**WE JOIN FORCES FOR
SUSTAINABILITY**

INCLUSIVITY & COLLABORATION



**WE ARE RELIABLE
TO THE CORE**

INTEGRITY & ACCOUNTABILITY

Our Values And Behaviors Aligned With Purpose

eastec®

FOR THOSE WHO
MAKE THE WORLD

StanleyBlack&Decker



StanleyBlack&Decker

THANK YOU