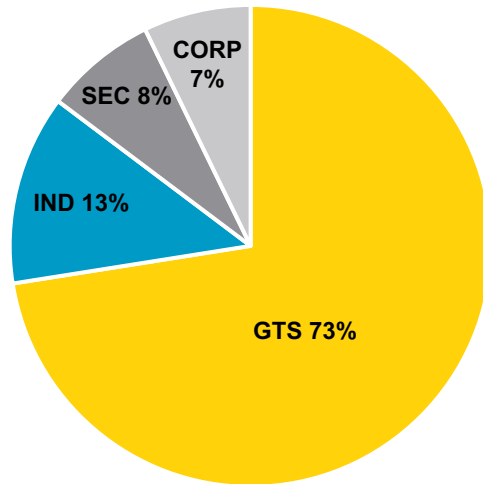


Supply Spend Analysis 2021

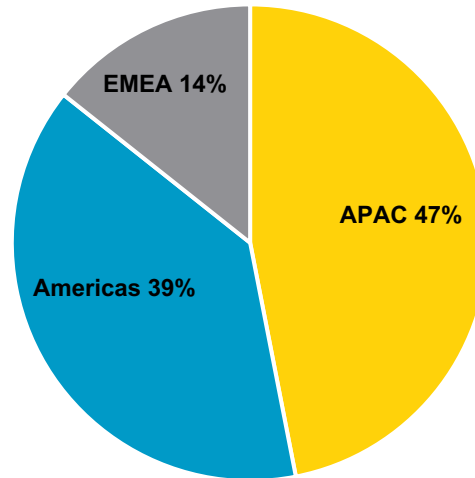
GLOBAL SPEND ~ \$11.84B

THE TOTAL NUMBER OF STANLEY BLACK & DECKER SUPPLIERS IS 40,430 (Harmonized)

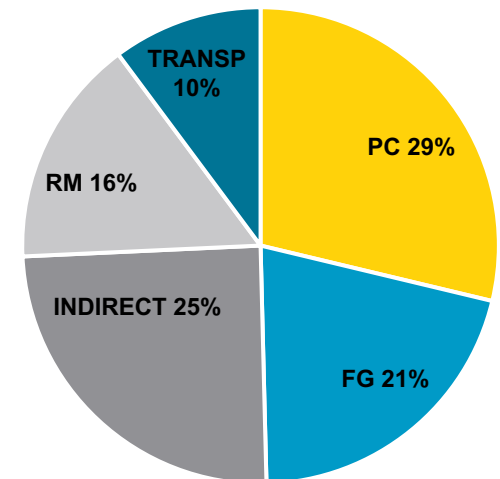
BUSINESS



REGION



COMMODITY TYPE



~ 4% to 5%

Gross
Productivity

Synergy

Outperform
Targets

WCT

Working Capital
Turns

CSR

Corporate Social
Responsibility