

StanleyBlack&Decker

**Bank Of America Merrill Lynch
Global Industries Conference**

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Cautionary Statements

This presentation contains “forward looking statements,” that is, statements that address future, not past events. Such statements include financial projections and estimates of various elements used to reach those projections. These statements are based on assumptions of future events that may not prove to be accurate; they also are based on the Company’s plans and strategy as of the date hereof, which could change in the future. Actual results may differ materially from those projected or implied. Please refer to the Company’s most recent SEC filings for any updates and for more detailed information regarding the factors that could affect the forward looking statements contained herein. This presentation contains reconciled non-GAAP measurements which are to GAAP in the appendix. The Company undertakes no obligation to publicly update or revise any statements contained herein based on events or circumstances that may arise after the date hereof.

Stanley Black & Decker

Investor Highlights

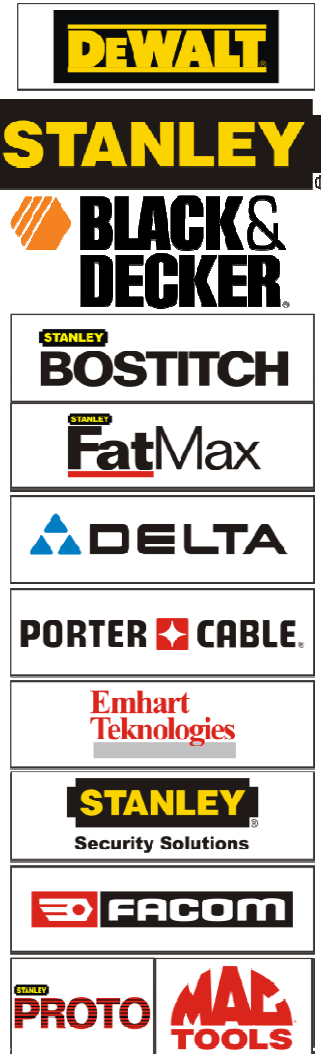
- NYSE: SWK / S&P500
 - \$10.9B Market Cap
- 2.1% Cash Dividend Yield
 - Increased for 43 years
 - Paid consecutively for 134 years

Credit Ratings

- S&P: A
- Moody's: Baa1
- Fitch: A-

Business Segments (PF2009)

- CDiy \$5.0B
- Security \$2.1B
- Industrial \$1.4B



Core Financial Objectives

Long-Term Financial Objectives In Place Since 2004

Sales Growth

- 4-6% Organic
- ~10-12% Total

Financial Performance

- Mid-teens % EPS Growth
- FCF \geq Net Income
- ROCE In The Range Of 12-15%

Dividend

- Continued Growth

Credit Rating

- Strong Investment Grade

Stanley Black & Decker Outlook: Markets/Economy

As Economy Continues To Bump Along The Bottom...

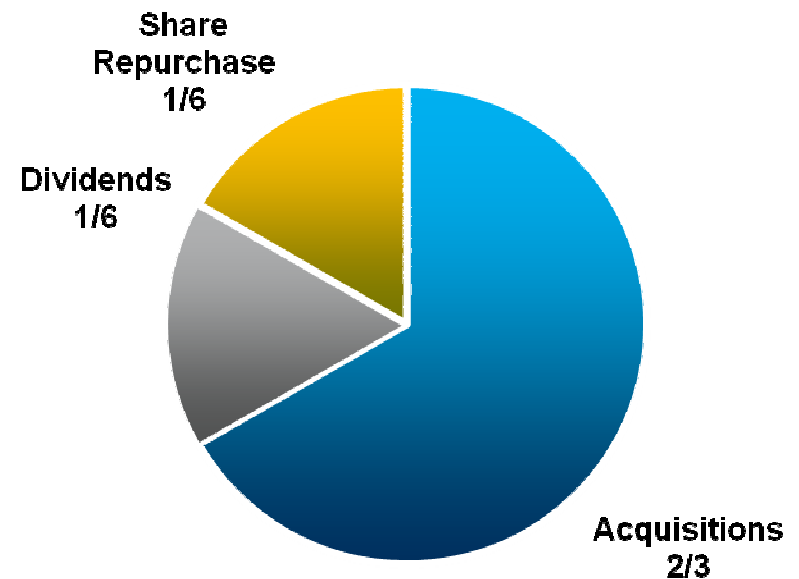
- The Integration Of Black & Decker Remains A Top Priority And Will Continue To Be in 2011
- Growth In Emerging Markets Like Latin America And Asia Will Far Outpace U.S. And Europe; Solid BDK Footprint Puts SWK On Fast Track In Latin America
 - Currently ~12% Of Revenues
- Customer Relationships Remain Stronger Than Ever; Very Pleased With New Products Across The Board
- Pricing Center Of Excellence And History Of 80%+ Inflation Recovery Over Past 5 Years To Help Offset Likely Headwind From Commodity Inflation in 2011
- Housing Starts At Such Low Levels, Further Declines Won't Have Noticeable Impact

...SWK Positioned To Outperform In 2011 With Share Gains & Revenue Synergies

Long-Term Capital Allocation Strategy

We Remain Extremely Focused On Shareholder Value...

- Committed To Continued Dividend Growth
- Return Approximately 1/3 To Shareholders
- Target Strong Investment Grade Credit Rating
- Invest Approximately 2/3 In Acquisitions And Growth



...Capital Allocation Strategy Supports Strong Balance Sheet, Shareholder Returns & Continued Growth

Growth Platforms

Capital Focused On Driving Growth Within Both Core and New Platforms

Five Growth Platforms

Convergent Security

Mechanical Security

Engineered Fastening

Infrastructure

Healthcare

- **Grow Organically**
- **Expand Internationally Via Acquisitions**
- **Expand Into Adjacent Markets**
- **Intensify Innovation And Product Development**
- **Streamline Manufacturing Footprint And Product Platforms**

Summary

Stanley Black & Decker ...

- Is Focused On Continued Global Organic Growth, Particularly In The Emerging Markets And Fueled By Ongoing Innovation
- Has A World-Class Integration Process As Evidenced By Success With Black & Decker, SSDS & CRC-Evans
- Harnesses Powerful Free Cash Flow Generating Potential
 - SFS Will Unlock A Significant Source Of Cash Within BDK
- Remains Extremely Focused On Shareholder Return In The Way Of Dividends And Selective Stock Buy Backs
- Roadmap For Diversification And Profitable Growth Via Acquisitions