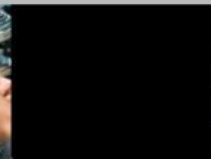


StanleyBlack&Decker

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Don Allan, Senior Vice President & CFO
Robert W. Baird Industrial Conference
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Cautionary Statements

This presentation contains “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 2012 Annual Report on Form 10-K, subsequently filed Quarterly Reports on Form 10-Q, as well as our other filings with the Securities and Exchange Commission, 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 also contains non-GAAP financial information. Reconciliations of non-GAAP measures are provided in our quarterly press releases announcing financial results. We use this information in our internal analysis of results and believe that this information may be informative to investors.

A Diversified Global Leader

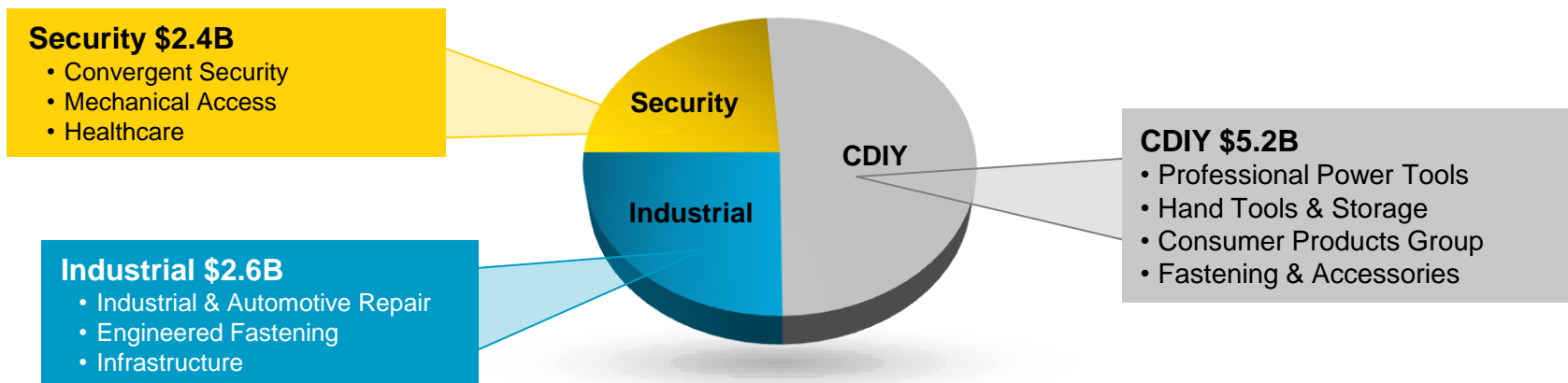
Stanley Black & Decker (NYSE: SWK)

2012 Revenue: ~\$10.2B

Market Cap: \$12.4B

Cash Dividend Yield: 2.5%

Dividend Paid Consecutively For 137 Years; Increased For 46 Consecutive Years



Building World Class Branded Franchises With Sustainable Strategic Characteristics That Create Exceptional Shareholder Value

Stanley Black & Decker

A Company That Has Built World Class, Global Franchises

#1 In Tools & Storage

**#2 In Commercial
Electronic Security**

#2 In Engineered Fastening

- Stanley Black & Decker's Tested And Proven Management Team Has Successfully Transformed The Company Over The Past Decade To Position Itself For Growth
- Organic Growth Initiatives Remain On Track To Achieve Goals And Are A Key Enabler Of Maximizing Long-Term Value
 - Innovation And World Class Brands Are Core To The Company; Competitive Advantages Are Clear And Best In Class New Product Development As Well As Go-To-Market Strategy Drive Market Share Gains
- We Are Committed To Being An Innovative Growth Company That Returns A Large Percentage Of Cash To Shareholders
- Ongoing Evaluation Of Portfolio Strategy Ensures That Stanley Benefits From A Strategic Mix Of Businesses
- SFS Has Been And Will Continue To Be A Competitive Advantage For The Company On Its Journey To 10x WCT By 2016 / 2017
- Consistent Execution Of Core Competencies Underpinned By Proven M&A Integration Processes Over The Last Ten Years Has Resulted In Significant Shareholder Returns
 - The Black & Decker Transaction Has Far Exceeded Expectations, Creating Shareholder Value
 - Capturing Synergy Value For Shareholders Has Required Heightened Levels Of Investment Over The Past Several Years

Remain Focused On Driving Organic Growth & Efficiencies Across The Entire Company, Maximizing Synergies Across Our Lines Of Business & Allocating Capital In Ways That Provide Excellent Returns For Our Shareholders

Near Term Operational Focus

Operational Priorities Targeted To A Few Key Areas...

Continuous Operating Improvement

- Finalizing Plans For Targeted Cost Reductions Across The Businesses To Improve Operating Leverage – Planning Commenced In Early October And Details Will Be Provided In Mid-December
- Committed To Pacing Organic Growth Initiative Spend To Revenue Expectations To Attain Accretive EPS Performance In 2014

Stanley Security

- Focused On Enhancing Security's Margins In NA & Europe
 - NA: Expanding Vertical Market Focus, Improving Field Efficiency, Leveraging Commercial Lock Business Model Transition
 - Europe: Reducing Recurring Revenue Attrition, Assimilating New Sales Force, Replacing Regional Leadership
- Aligning Cost Base With Revenue Expectations To Accelerate Margin Expansion
- Remain Confident In Our Ability To Restore The Attractive Margin And Growth Characteristics Of The Business
 - We Have A Track Record Of Portfolio Improvement Actions For Businesses That Underperform

...Aligning Costs With Revenues To Drive Operating Leverage In 2014

Capital Allocation

SWK Capital Allocation Priorities Remain Intact...

Extending Self Imposed M&A Hiatus On Major Transactions For Another 1-2 Years

- Consistent With Our Operational Priorities, The Current Focus Is On Overall Company Profitability And Addressing Security Performance
- Reduce One-Time Costs To Significantly Lower Levels In 2014
- Pursuit Of Small Bolt-On Acquisitions Will Continue Where Overseas Cash Is Trapped To Enable Incremental Emerging Market Growth

Maintaining A Strong Investment Grade Credit Rating

- Capital Structure Comprised Of Debt, Equity & Hybrid Capital
- Considering Near-Term Use Of Hybrid Capital – Committed To Offsetting Any Resulting Share Dilution
- Deleveraging Remains A Near Term Priority To Achieve Debt To EBITDA* Commitment Of ~2.0X
- Protects Access To Credit In Virtually Any Market And Ability To Maintain An Active Commercial Paper Program

Deploying Excess FCF To Share Repurchases Will Be The Primary Use Of Cash After Deleveraging

- Approximately \$1 Billion Of Equity Derivatives Will Be Used Opportunistically To Lock In Attractive Prices Over The Next Two Years
- SWK Will Return Capital To Shareholders In Excess Of 50% Until Acquisition Target Valuation Levels Become Attractive Again

...Actions Demonstrating Commitment To Maximizing Total Shareholder Return

Consistent Long-Term Strategic Framework

Continue Portfolio Transition Momentum

- Accelerate Organic Growth
- Mix Into Higher Growth, Higher Margin Businesses
- Increase Relative Weighting Of Emerging Markets (Goal = 20%+ By 2016/2017)

Be Selective And Operate In Markets Where:

- Brand Is Meaningful
- Value Proposition Is Definable And Sustainable Through Innovation
- Global Cost Leadership Is Achievable

Pursue Acquisitive Growth On Multiple Fronts – **On Hiatus:**

- Opportunistically Consolidate Tool Industry And Strengthen The Core
- Build On Existing Growth Platforms (Security And Engineered Fastening)
- Develop Infrastructure Growth Platform

Accelerate Progress Via Stanley Fulfillment System

Strategic Framework Intact And Effective | Near Term Operational Priorities Sharpened

Summary

Operational Priorities & Capital Allocation Actions Well Defined...

- Restoring The Attractive Margin And Growth Characteristics Of The Security Business
- Delivering Targeted Cost Reductions Across The Company In 2014 – Improving Operating Leverage
- Extending Self Imposed M&A Hiatus On Major Transactions For Another 1-2 Years – Focusing On Improving Security & Overall Company Profitability
- Executing ~\$1 Billion Of Share Repurchases Over The Next Two Years With Excess FCF After Meeting Deleveraging Goals

...And Clearly Focused On Enhancing Shareholder Value

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