

StanleyBlack&Decker

STANLEY BLACK & DECKER

John Lundgren, Chairman & CEO
Electrical Products Group
Monday, May 19, 2014



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 2013 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)

2013 Revenue: ~\$11.0B

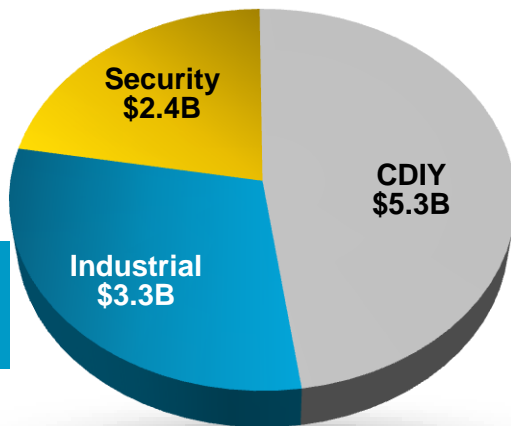
Market Cap: \$13.4B

Cash Dividend Yield: 2.4%

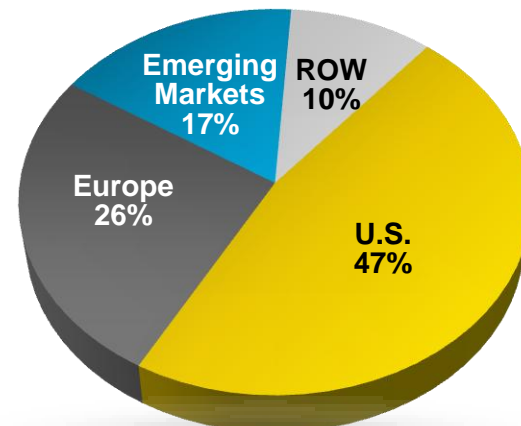
Dividend Paid Consecutively For 137 Years; Increased For Past 46 Consecutive Years

- Convergent Security
- Mechanical Access
- Healthcare

- IAR
- Engineered Fastening
- Infrastructure



- Professional Power Tools
- Hand Tools & Storage
- Consumer Products Group
- Fastening & Accessories



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

Global Franchises

A Company With Established, Global Franchises With A Portfolio Of Well Managed Brands

<p>#1 In Tools & Storage</p> <ul style="list-style-type: none"> - CDIY - IAR 	<p>The Tool Company To Own</p>				
<p>#2 In Engineered Fastening</p>	<p>High Profitability; GDP+ Growth</p>				
<p>#2 In Commercial Electronic Security Services</p>	<p>Niscayah Situation Provides Margin Accretion Opportunity</p>				
					

Asset Efficiency And Customer Level Execution Aided By Stanley Fulfillment System

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 – **Moratorium:**

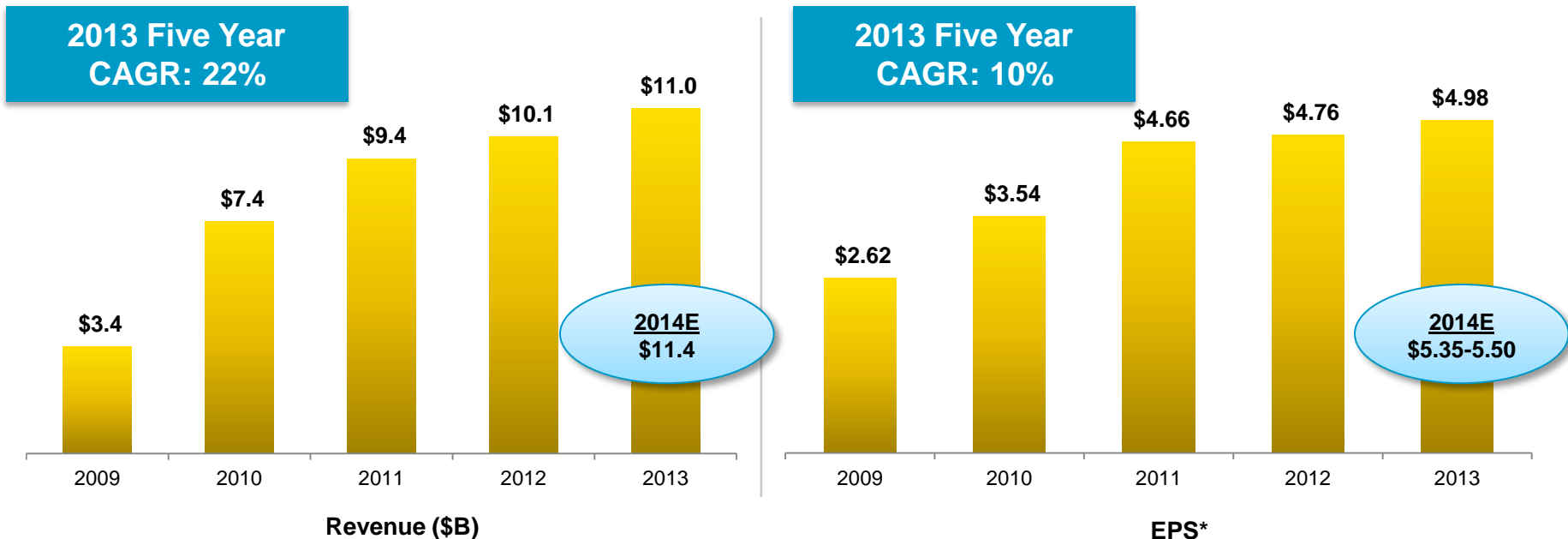
- Opportunistically Consolidate Tool Industry And Strengthen The Core
- Build On Existing Growth Platforms (Security And Engineered Fastening)
- Develop Infrastructure Growth Platform

Accelerate Progress Via Stanley Fulfillment System

Strategic Framework Intact And Effective | Near Term Operational Priorities Sharpened

Revenue & EPS: Historical & Projected Performance

Merger With Black & Decker Drove Step Function Increase In Size



Solid EPS Growth Track Record... \$5.35 – \$5.50 EPS Guided For 2014

2014/15 Operational Focus

Company Is Committed To Driving Both Long-Term And Near-Term Shareholder Value...

- First Priority Remains To Protect And Continuously Improve The Value Of Our Well Established, Global Franchises
- Several Actions Underway To Improve Near Term Returns And Relative Performance
 - Organic Growth Initiative | Driving ~2 Points Of Growth In 2014
 - Security Margin Improvement | OM Rate To Increase Versus Prior Year In 2H'14, Which Includes \$45M Savings From Cost Actions
 - Surgical Cost Actions To Ensure Operating Leverage | \$40M Savings Across Corporate, CDIY & Industrial While Funding Growth Investments And Sharp Indirect Cost Focus
 - Ongoing Working Capital Focus | Leveraging SFS To Deliver Continued Progress Towards 10 WCT Long Term Goal

...Long-Term Strategy And Financial Objectives Remain Intact

Capital Allocation Strategy

Maintain A Hybrid Model...

Long-Term Objectives

- Target Strong Investment Grade Credit Rating
- Invest Approximately 50% In Acquisitions
- Return Approximately 50% To Shareholders In The Form Of Dividends And Share Repurchases
 - Since 2004, SWK Has Returned 56% Of Its FCF (GAAP) & 42% Of Normalized FCF To Shareholders*
- Committed To Continued Dividend Growth

Near Term Capital Allocation Focus (2014/15)

- Deleveraging Remains A Near Term Priority To Achieve Debt To EBITDA Commitment
- Deploying Up To \$1B FCF To Share Repurchases After Deleveraging

...A Growth Company That Returns Approximately 50% Of Its Free Cash Flow To Shareholders

Vision

Continued Journey To Building A Global Industrial Leader

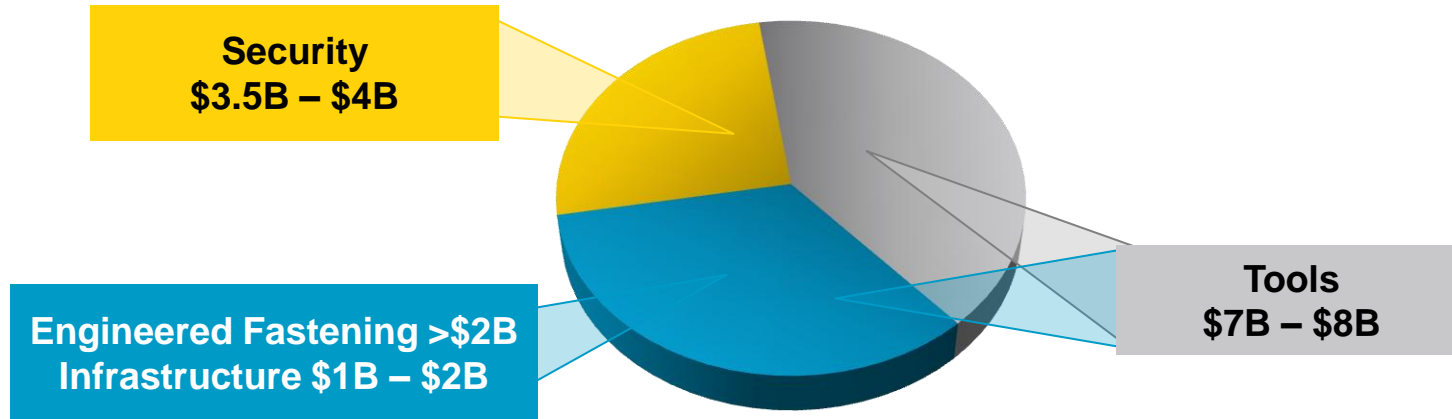
Revenues: 4 - 6% Organic Growth

20%+ From Emerging Markets

10 Working Capital Turns

15%+ Operating Margin

12-15% CFROI



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

Stanley Black & Decker Summary

A Company That Has Built World Class, Global Franchises

#1 In Tools & Storage

#2 In Engineered Fastening

**#2 In Commercial
Electronic Security**

- Organic Growth Initiative Continues To Gain Traction & We Remain On Track To Achieve Our Goals Of \$850M In Revenue And \$200M In Operating Profit By 2015
- Stanley Black & Decker Possesses Tested And Proven Management Depth And Breadth Combined With A World Class Approach To Successful, Profitable Growth In The Emerging Markets
- The Stanley Fulfillment System Has Been And Will Continue To Be A Competitive Advantage For The Company On Our Journey To 10 WCT
- 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
- Capital Allocation Strategy Represents An Attractive Hybrid Value Proposition: A Growth Company That Returns A Large Percentage Of Cash To Shareholders

Mission:

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

StanleyBlack&Decker

STANLEY BLACK & DECKER

John Lundgren, Chairman & CEO
Electrical Products Group
Monday, May 19, 2014

