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IN THE CHASE FOR THE CUP



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STANLEY BLACK & DECKER

StanleyBlack&Decker

Third Quarter 2015 Overview

October 22, 2015

Participants

John Lundgren

Chairman & CEO

Jim Loree

President & COO

Don Allan

Senior VP & CFO

Greg Waybright

***VP Investor & Government
Relations***

Cautionary Statements

Certain Statements Contained In This Presentation Are Forward Looking. These Are Based On Assumptions Of Future Events Which May Not Prove To Be Accurate. They Involve Risk And Uncertainty. Actual Results May Differ Materially From Those Expected Or Implied. We Direct You To The Cautionary Statements Detailed In The Corresponding Press Release And Form 8-K And Our Recent 1934 Act SEC Filings.

3Q 2015 Highlights

- 3Q'15 Organic Growth Of 6% | Currency A Negative 8% Impact
 - Fifth Consecutive Quarter Of Organic Growth At Or Above 6%
 - Strong Growth Once Again From Tools & Storage (+9%)
- Operating Margin Rate Expands To Post-Merger Record Of 14.8% (+ 70 Bps VPY)
 - Volume With Sharp Cost Focus, Price Realization And Commodity Deflation Delivered Robust Operating Leverage Despite \$70M In Foreign Currency Pressure
- Opportunistically Repurchased ~\$200 Million Of Shares Within The Quarter Capitalizing On Recent U.S. Equity Market Declines
- 3Q'15 Diluted EPS Was \$1.55, Up 1% VPY As Strong Operational Performance More Than Offset Tax And Restructuring Headwinds
- Increasing 2015 Full Year GAAP EPS Guidance Range To \$5.80 To \$5.95 From \$5.70 To \$5.90, Up 8% To 11% VPY

Organization Demonstrating Agility By Delivering Organic Growth & Operating Leverage In A Dynamic Market Environment

3Q 2015 Sources Of Growth

Organic Growth Remains Strong...

Sources Of Growth

	3Q'15	YTD'15
Volume	+ 5%	+ 6%
Price	+ 1%	+ 1%
Organic	+ 6%	+ 7%
Acquisitions	Flat	Flat
Currency	- 8%	- 7%
SWK	- 2%	Flat

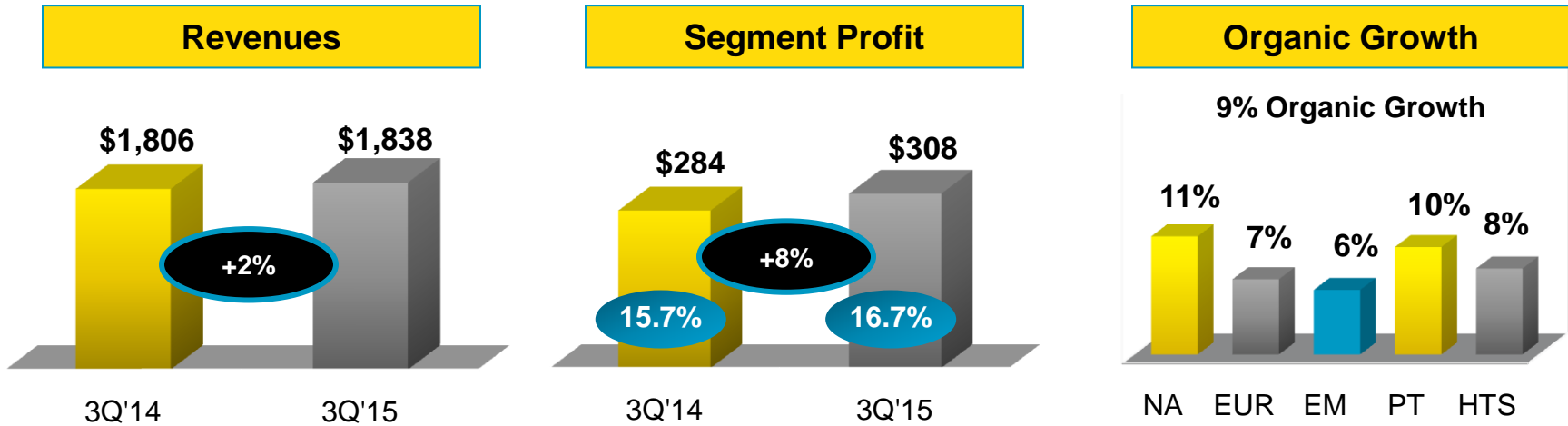
Regional Organic Growth

	3Q'15	YTD'15
United States	+ 7%	+ 10%
Europe	+ 5%	+ 5%
Emerging Markets	+ 6%	+ 5%
Rest Of World	+ 4%	+ 5%
SWK	+ 6%	+ 7%

...Despite Tough Comparables And Challenging Economic Backdrop

3Q 2015 Tools & Storage

Organic Growth Momentum Continues With Another Record Operating Margin Rate...

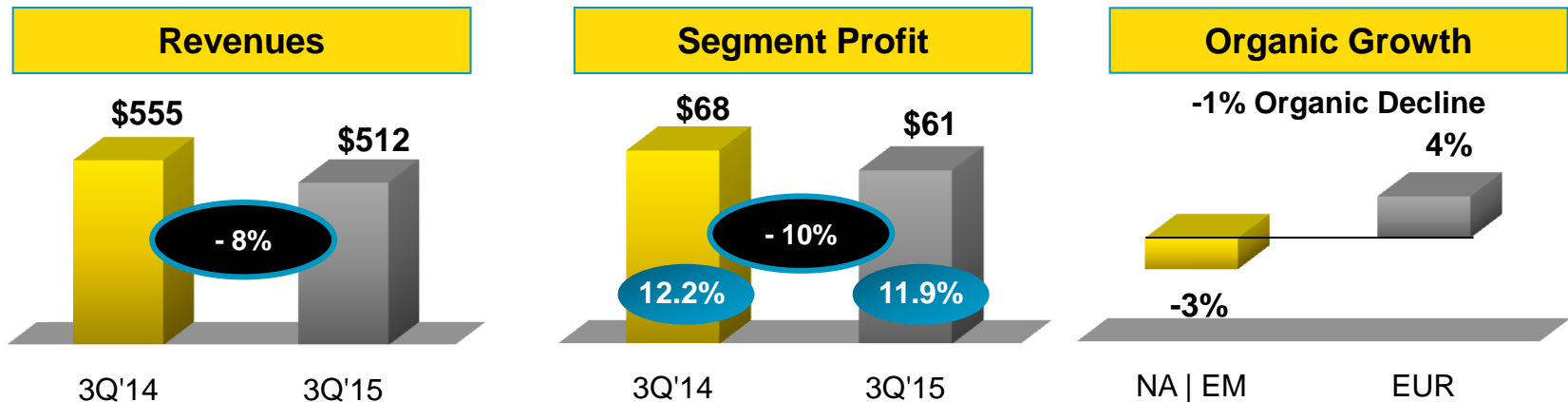


- Organic Growth:
 - NA: Share Gains Resulting From New Products & Brand Extensions On Top Of A Solid U.S. Tool Market
 - Europe: Share Growth Continues Behind New Product Development & Expanded Retail Partnerships
 - EM: Benefits From MPP Offerings & Pricing Actions | Growth Within Latin America & Portions Of Asia Offset By Slow Markets In Russia & China
 - Power Tools: Brushless Expansion | DEWALT Pneumatics | Successful Outdoor Season
 - Hand Tools & Storage: Growth Led By MAC Tools And New Product Development
- Profitability: Volume Leverage, Price, Productivity, Cost Management And Lower Commodity Prices More Than Offset Significant Currency Pressures

...Growth Across All Regions And Businesses Units

3Q 2015 Security

Security Operating Margin Improves Sequentially And Relatively Consistent Versus Prior Year...

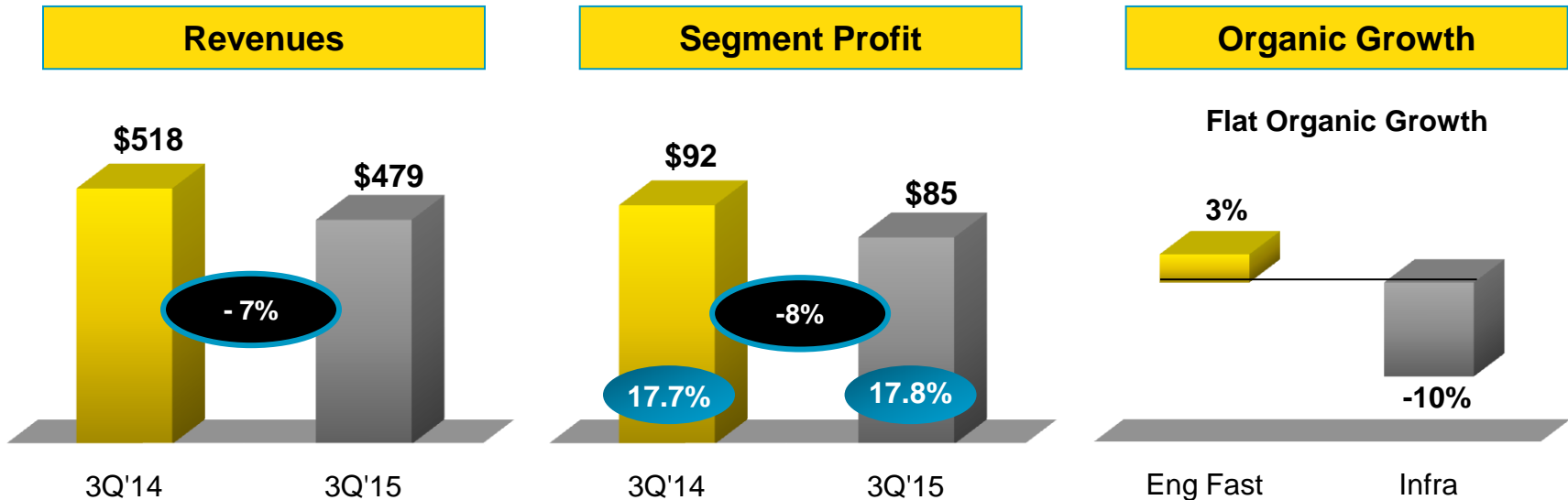


- Organic Revenues (-1%) As Europe And NA Mechanical Growth Is Offset By Declines Within NA Electronics & China
- OM Rate Improves Sequentially As Continued Progress In Europe And Within North America Mechanical Locks And Electronics
- Europe Continues Its Multi-Year Transformation | Operating Margin In The High Single Digits
 - Organic Revenue Accelerates To +4% | Organic Growth Delivered Across All Major Markets
 - Order Rates Once Again Expand Double Digits
 - Attrition Within 10-12% Target Range | RMR Portfolio Stabilized
- North America Electronics Backlog Continuing To Build | Team Focused On Cost Control And Field Efficiency

...Encouraged By Momentum In Europe And Strong Order Rates Across Electronics

3Q 2015 Industrial

Engineered Fastening Organic Growth Continues...



- Flat Organic Growth: Strong Automotive & Electronics Growth In Engineered Fastening Offset By Headwinds In Global Industrial And Infrastructure Markets
- OM Rate Up 10 Bps Versus Prior Year As Pricing Actions, Productivity, And Cost Controls More Than Offset Currency Headwinds And Lower Infrastructure Volumes
- Engineered Fastening: Strong Global Automotive And Electronics Revenues Offset Lower Industrial Volumes
- Infrastructure: Organic Decline Due To Difficult Market Dynamics Within Oil & Gas And Hydraulics

...Strong Margin Performance Despite Foreign Exchange And Market Related Headwinds

3Q 2015 Free Cash Flow

Working Capital Requirements To Support Higher Levels Of Growth Impacting FCF Performance...

6.4 WCT

	3Q'14	3Q'15	V\$	YTD'14	YTD'15	V\$
Net Income	\$ 236	\$ 228	\$ (8)	\$ 616	\$ 616	\$ -
Deprec / Amort	113	104	(9)	337	308	(29)
Working Capital	(169)	(173)	(4)	(443)	(602)	(159)
Other	69	80	11	24	32	8
Operating CF	249	239	(10)	534	354	(180)
CapEx	(60)	(68)	(8)	(179)	(180)	(1)
Free Cash Flow	\$ 189	\$ 171	\$ (18)	\$ 355	\$ 174	\$ (181)

...Free Cash Flow Approaching \$1B For FY 2015

Stanley Black & Decker 2015 Outlook

**Raising 2015 GAAP EPS Outlook To \$5.80 - \$5.95 From \$5.70 - \$5.90
Free Cash Flow Expected To Approach \$1.0B**

FY2015 Guidance		FY2015 Segment Outlook			
Item	Impact	Organic Rev. Growth	Margin Rate	Drivers	
2015 EPS & FCF Guidance	2015 EPS (GAAP)				
	P&L Restructuring Charges Per Share				
	Free Cash Flow				
Assumption Changes:					
EPS Guidance	- Stronger Business Performance Combined With Better Than Previously Expected Commodity Deflation				
	- Foreign Exchange Headwind Expected To Approximate \$220M Versus Prior Assumption Of \$200 - \$220M				
2016	We Expect To Face Elevated Currency Headwinds Of Approximately \$100M For 2016. We Will Seek To Identify Cost, Commodity Deflation And Pricing Opportunities To Partially Mitigate This Impact And Allow Us To Demonstrate Reasonable Earnings Growth In 2016.				
		Tools & Storage	High-Single Digit	Increase Y-O-Y	<ul style="list-style-type: none"> OM% Increase Due To Volume Leverage, Cost Actions, Price & Commodity Deflation More Than Offsetting FX
		Security	Relatively Flat	Relatively Flat	<ul style="list-style-type: none"> OM%: Cost Actions, Volume Leverage And Continued Operational Improvements In Europe Offset By NA Electronics Project Mix And Lower EM Volume
		Industrial	Low-To Mid-Single Digit	Flat To Up Y-O-Y	<ul style="list-style-type: none"> OM%: Volume Leverage In Engineered Fastening And Cost Actions Offset By Infrastructure Declines

On-Track For 8-11% EPS Growth Despite Severe Currency Headwinds (~\$1.10 Of EPS)

Summary

Strong Year-To-Date Performance...

- Strong Operational Performance Delivered In 3Q
 - Strong Organic Growth (+6%) | Fifth Consecutive Quarter At Or Above 6%
 - Tight Cost Focus & Surgical Customer Pricing Actions Across Enterprise Enabled Operating Margin Rate Expansion Despite \$70M In Currency Headwinds
 - Progress Continues With Security Multi-Year Plan
- Actions Have Reduced The Share Count By The Equivalent Of ~\$1.2B Since The Beginning Of 4Q'14
- Focused On Leveraging Our World Class Franchises And Brands, Strong Free Cash Flow Generation And Continued Shareholder Friendly Capital Allocation
 - Organic Growth Focus With Total Growth Supplemented By Acquisitions
 - Security Multi-Year Roadmap
 - Surgical Cost & Pricing Actions To Mitigate Currency Impacts And Ensure Operating Leverage
 - Ongoing Working Capital Focus

...Well Positioned To Continue Our Strong Performance Trend

APPENDIX

Global Presence

Canada	<u>3Q'15</u>	<u>3Q YTD</u>
Organic	+ 2%	+ 3%
% SWK	5%	5%

US	<u>3Q'15</u>	<u>3Q YTD</u>
Organic	+ 7%	+ 10%
% SWK	54%	53%

Europe	<u>3Q'15</u>	<u>3Q YTD</u>
Organic	+ 5%	+ 5%
% SWK	21%	22%

Japan	<u>3Q'15</u>	<u>3Q YTD</u>
Organic	+ 8%	+ 9%
% SWK	2%	2%

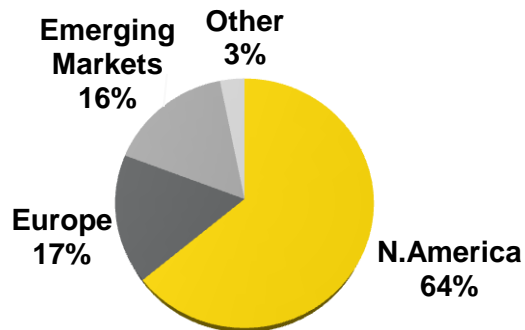
Emg Mkt	<u>3Q'15</u>	<u>3Q YTD</u>
Organic	+ 6%	+ 5%
% SWK	16%	16%

Australia	<u>3Q'15</u>	<u>3Q YTD</u>
Organic	+ 3%	+ 7%
% SWK	2%	2%

Regional Revenue Breakout 3Q 2015

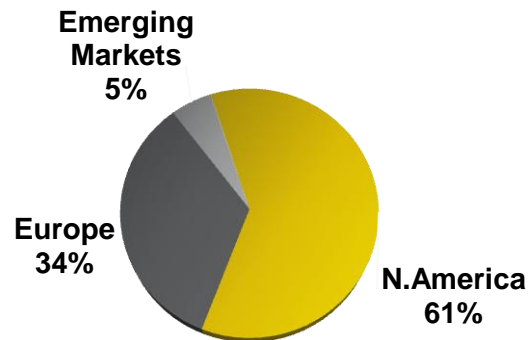
Tools & Storage

\$1,838M



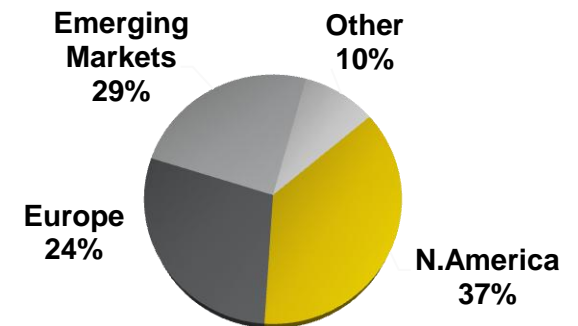
Security

\$512M



Industrial

\$479M



These results reflect the Company's continuing operations. In 4Q'14, the Company classified the results of the Security segment's Spain and Italy operations as held for sale based on management's intention to sell these operations. In July 2015, the Company completed the sale of these operations. The operating results of Security Spain and Italy have been reported as discontinued operations for 3Q'15 through the date of the sale and 3Q'14. In 3Q'13, the Company classified two small businesses within the Security and Industrial segments as held for sale based on management's intention to sell these businesses; these businesses were sold during 2014. The operating results of these businesses have been reported as discontinued operations for 3Q'14. Total sales reported as discontinued operations were \$3.9 million and \$28.4 million for 3Q'15 and 3Q'14, respectively.

In the first quarter of 2015, the Company combined the Construction & Do-It-Yourself ("CDIY") business with certain complementary elements of the Industrial and Automotive Repair ("IAR") and Healthcare businesses (formerly part of the Industrial and Security segments, respectively) to form one Tools & Storage business. As a result of this change, the legacy CDIY segment was renamed Tools & Storage. The Company recast segment net sales and profit for 3Q'14 to align with this change in organizational structure. There is no impact to the consolidated financial statements of the Company as a result of this change.

Organic sales growth is defined as total sales growth less the sales of companies acquired in the past twelve months and any foreign currency impacts. Operating margin is defined as sales less cost of sales and selling, general and administrative expenses. Management uses operating margin and its percentage of net sales as key measures to assess the performance of the Company as a whole, as well as the related measures at the segment level. Free cash flow is defined as cash flow from operations less capital and software expenditures. Management considers free cash flow an important indicator of its liquidity, as well as its ability to fund future growth and to provide a return to the shareowners. Free cash flow does not include deductions for mandatory debt service, other borrowing activity, discretionary dividends on the Company's common stock and business acquisitions, among other items. Normalized free cash flow, as reconciled from the associated GAAP measures on page 10 of the press release for 3Q'15 and 3Q'14 is considered a meaningful pro forma metric to aid the understanding of the Company's cash flow performance aside from the material impact of M&A-related payments and charges.