



StanleyBlack&Decker

2015 INVESTOR DAY

INTRODUCTION

Greg Waybright

VP, Investor & Government Relations

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 2014 Annual Report on Form 10-K, subsequently filed Quarterly reports on Form 10-Q, as well as our other filings with the SEC, 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, including CFROI. CFROI is defined as cash flow from operations plus after-tax interest expense divided by a 2-point average of debt and equity. CFROI is considered important as it is a cash-based measure of value creation that ties our strategic focus to returns. Reconciliations of other non-GAAP measures are provided in our annual SEC filings announcing financial results, and may be found in the accompanying appendix. We use this information in our internal analysis of results and believe that this information may be informative to investors.

Key Messages | Content

- Long-Term Strategy And Key Financial Objectives
 - » What's Next | Where Are We Heading?
 - » Leveraging SFS To Enhance A Culture Of Growth
 - » Financial Roadmap -- Next Three Years
- Security
 - » State Of The Business
 - » Turnaround Status | Plans For Security
- Capital Allocation
 - » Overall Capital Allocation Objectives
 - » M&A Framework Post-Moratorium
- Business Reviews
 - » Tools & Storage
 - » Engineered Fastening
 - » Emerging Markets

Mission:
***Building World Class Branded Franchises With Sustainable Strategic Characteristics
That Create Shareholder Value***

Agenda

9:00 – 9:35 AM

Welcome Remarks / Introductory Comments

- » Greg Waybright, VP, Investor & Government Relations (1)

A Look Back & A Look Ahead

- » John Lundgren, Chairman & CEO (2)
 - » Jim Loree, President & COO (3)
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9:35 – 11:10 AM

A Look Into Our World Class Franchises

- » Jim Cannon, President, Stanley Security (4)
- » JoAnna Sohovich, President, Stanley Engineered Fastening (5)
- » Jaime Ramirez, SVP & President, Global Emerging Markets (6)
- » Jeff Ansell, SVP & GE – Global Tools & Storage (7)
- » Q&A And Break

11:10 AM – 12:20 PM

A Blueprint For The Future

- » Core SFS – Steve Stafstrom, VP, Operations, GTS & EM (8)
 - » Digital Excellence – JoAnna Sohovich (9)
 - Frank Mannarino, President, Professional Products, GTS (10)
 - » Breakthrough Innovation
 - Bill Taylor, President, Power Tools, GTS (11)
 - Stephen Subasic, VP, Human Resources, GTS (12)
 - » Commercial Excellence – John Wyatt, President, Global Sales & Marketing, GTS (13)
 - James O’Sullivan, President, NA Retail, GTS (14)
 - Robert Raff, President, NA Commercial, GTS (15)
 - John Cowley, President, EANZ, GTS (16)
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12:20 – 1:00 PM

Financial Overview

- » Don Allan, Senior Vice President & CFO (Book #2)

Q&A And Closing Remarks

Lunch / Product Displays / Informal Management Interactions