

StanleyBlack&Decker



Morgan Stanley 7th Annual Laguna Conference

Don Allan | Executive VP & CFO

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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 2018 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.

A Global Leader With World Class Franchises

STANLEY BLACK & DECKER (NYSE: SWK)

2018 Revenue: \$14.0B

Market Cap: \$20.4B

Cash Dividend Yield: 2.0%

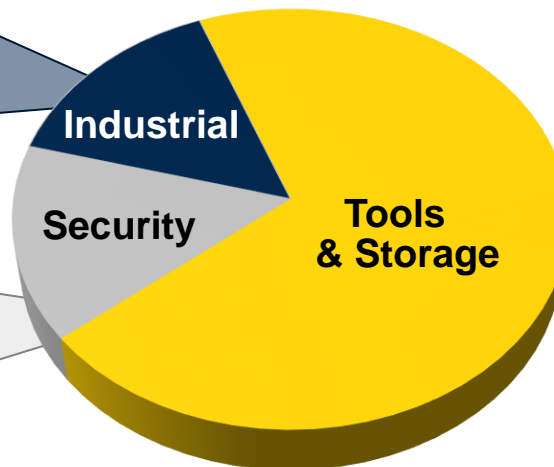
Dividend Paid Consecutively For 143 Years; Increased For Past 52 Consecutive Years

Industrial \$2.2B

- STANLEY Engineered Fastening
- Infrastructure

Security \$2.0B

- Commercial Electronic Security
- Mechanical Access



Tools & Storage \$9.8B

- Power Tools & Equipment
- Hand Tools, Accessories & Storage

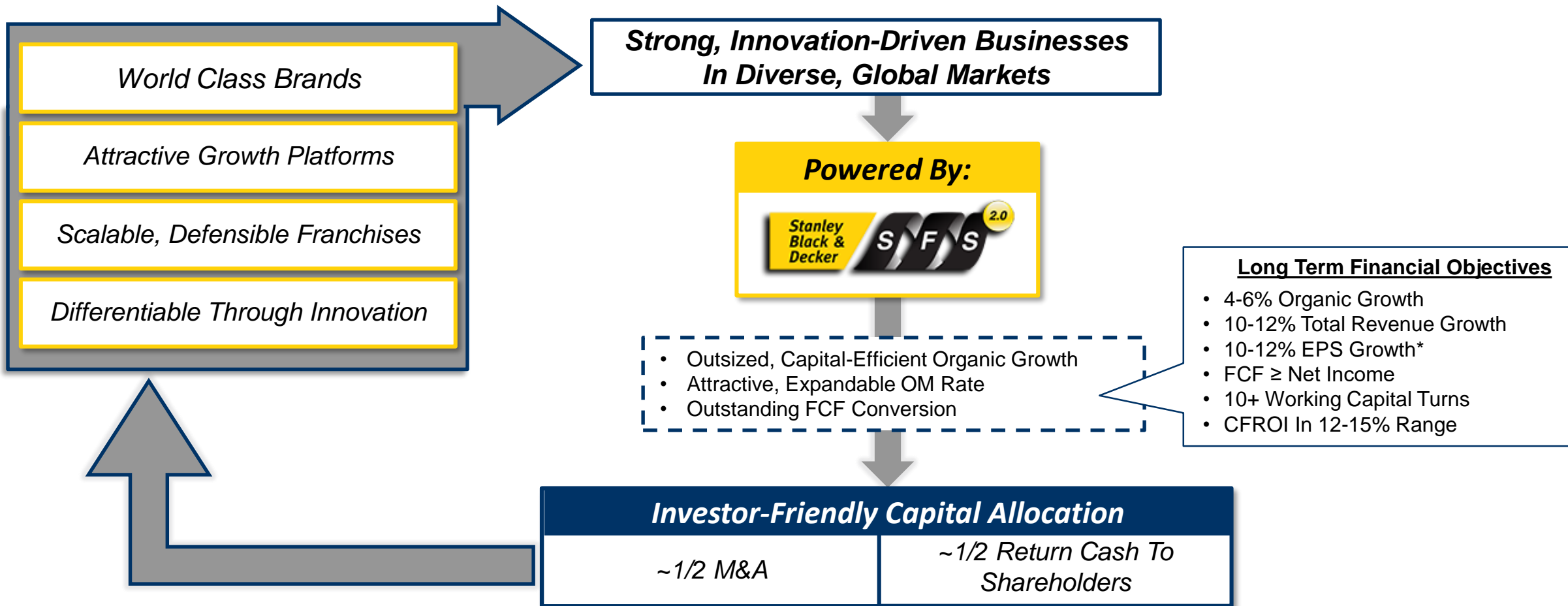
Vision

Known For Innovation

Continued Top Quartile Performance

Social Responsibility

Stanley Black & Decker Value Creation Model



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

Looking Ahead

Growth Catalysts Abound



Supporting Margin Expansion

~\$300M - \$500M By 2022

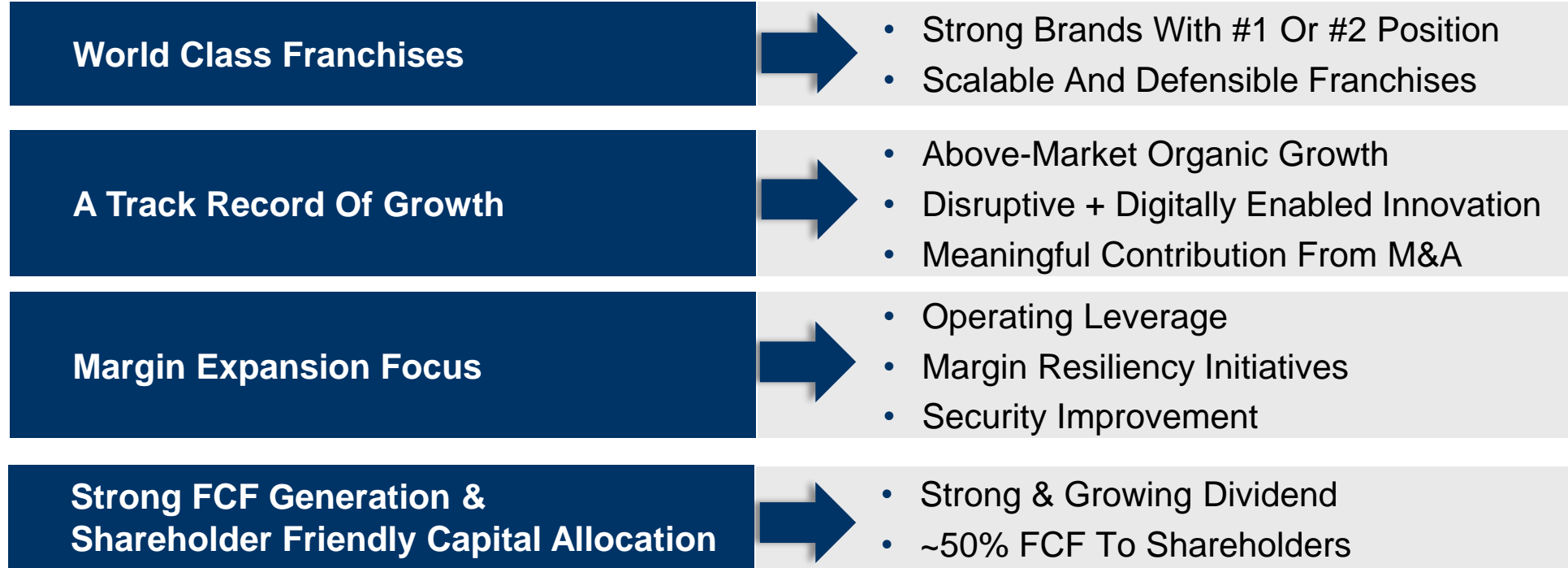
Advanced Analytics

- 1 Price/Margin Excellence
- 2 Next Generation Procurement
- 3 Supply Chain & Industry 4.0
- 4 Indirect Spend & Functional Excellence

Technology Enabled | Scalable Framework |
Gross & Operating Margin Focus

Continuing To Position Company For Above Market Growth With Operating Leverage

Why Invest In Stanley Black & Decker?



StanleyBlack&Decker

Q&A

THANK YOU