

StanleyBlack&Decker

2019

INVESTOR DAY

May 16, 2019



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INTRODUCTION

Dennis Lange | Vice President, Investor 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 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.

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.



TODAY'S AGENDA

8:00 – 8:35 AM

Welcome Remarks / Introductory Comments

- › *Dennis Lange, VP Investor Relations*

Strategic Update – Path Forward

- › *Jim Loree, President & CEO*

8:35 – 9:10 AM - Growth Catalysts

- › *Jeff Ansell, EVP & President – Global Tools & Storage*
- › *Allison Nicolaidis, President – Lawn & Garden and CMO, Tools & Storage*
- › *Jaime Ramirez, SVP & President – Global Emerging Markets*

9:10 – 9:55 AM – Business Overview

- › *John Wyatt, President – Stanley Engineered Fastening*
- › *Jeff Ansell, EVP & President – Global Tools & Storage*
- › *Q&A/Break*

9:55 AM – 11:05 PM - Transformation/SFS 2.0

- › *Robert Raff, President – STANLEY Security*
- › *Mike Simpson, Chief Marketing Officer*
- › *Steve Brodrick, VP Corporate FP&A*
- › *Sudhi Bangalore, VP – Industry 4.0*
- › *Mark Maybury, Chief Technology Officer*
- › *Janet Link, SVP – General Counsel & Secretary*

11:05 – 11:35 PM - Financial Overview

- › *Don Allan, EVP & CFO*

Closing Remarks And Q&A

Lunch / Informal Management Interaction

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THANK YOU