



StanleyBlack&Decker

Barclays Industrial Select 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 2017 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: \$20.2B

Cash Dividend Yield: 2.0%

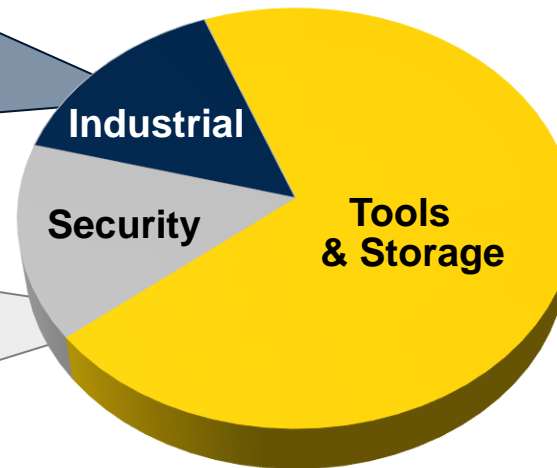
Dividend Paid Consecutively For 142 Years; Increased For Past 51 Consecutive Years

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

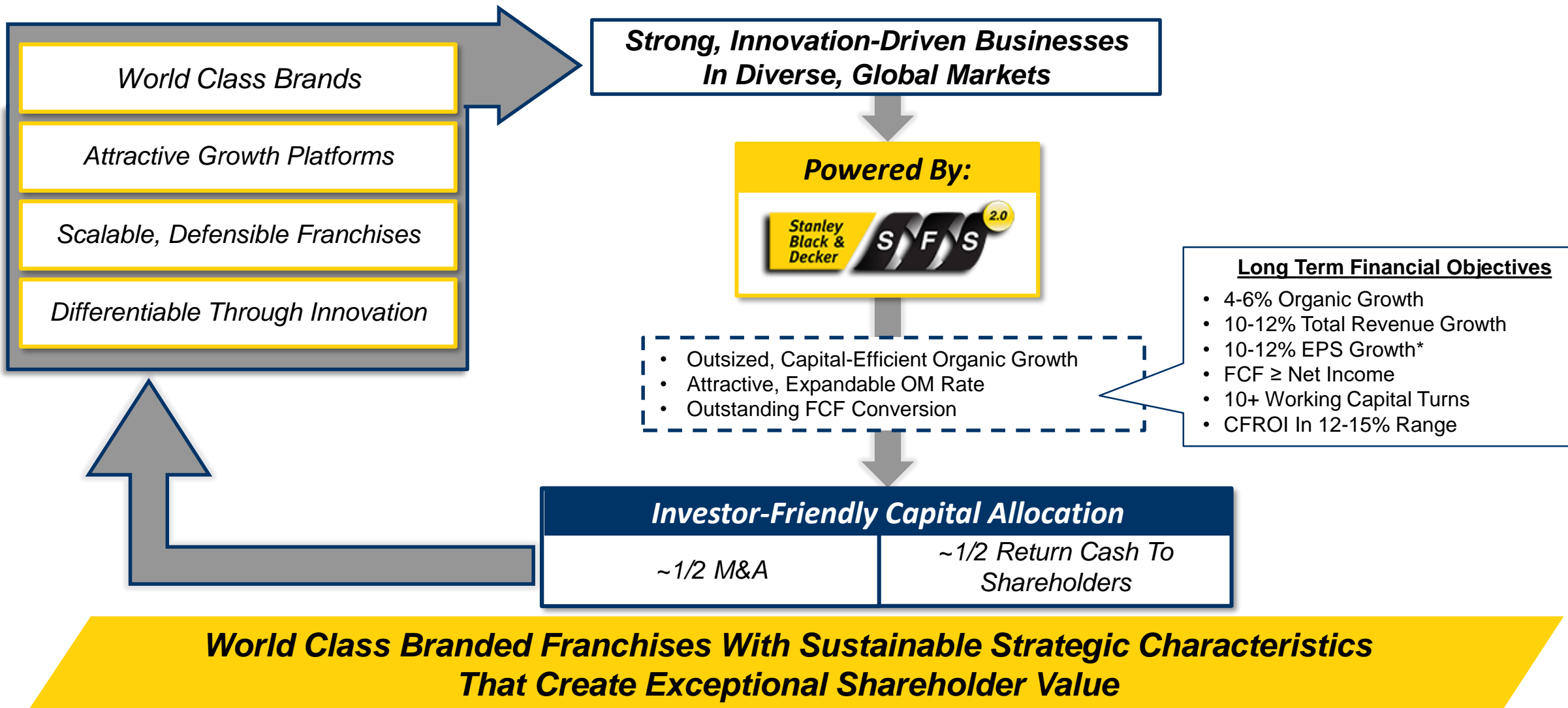


Known For Innovation

Continued Top Quartile Performance

Social Responsibility

Stanley Black & Decker Value Creation Model



2019 Focus

Focused On Key Value Drivers...

1

Organic Growth Catalysts

CRAFTSMAN

FLEXVOLT

STANLEY

**STANLEY
FATMAX**

LENOX

IRWIN

Revenue Synergies



2

Acquisitions

CRAFTSMAN

LENOX

IRWIN

IES

MTD
For A Growing World.

NELSON
FASTENER
SYSTEMS

3

Margin Enhancement Initiatives

...Continue Pursuit Of 22/22 Vision



StanleyBlack&Decker

Q&A

THANK YOU