

StanleyBlack&Decker

JP Morgan Diversified Industrials Conference

June 9th, 2010

Cautionary Statements

This presentation contains “forward looking statements,” that is, statements that address future, not past events. Such statements include financial projections and estimates of various elements used to reach those projections. These statements are based on assumptions of future events that may not prove to be accurate; they also are based on the Company’s plans and strategy as of the date hereof, which could change in the future. Actual results may differ materially from those projected or implied. Please refer to the Company’s most recent SEC filings for any updates and for more detailed information regarding the factors that could affect the forward looking statements contained herein. The Company undertakes no obligation to publicly update or revise any statements contained herein based on events or circumstances that may arise after the date hereof.

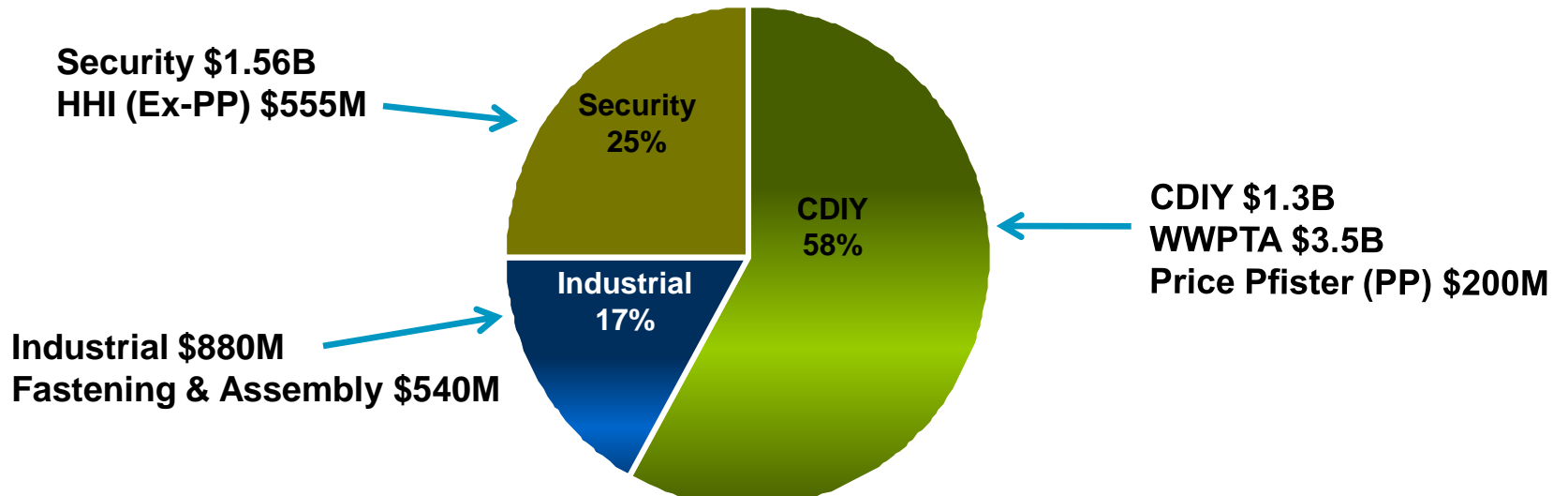
Current State Of Affairs

Integration Continues To Progress Without Surprises

- Remain Vigilant In Europe; Have Not Seen Impact On Orders Or Top Line To Date
- Rule Of Thumb: 1% Change In EUR vs. USD = \$0.01 - \$0.02 EPS Impact On Annualized Basis
- Inflation Pressures Discussed In April Have Moderated; RMB Remains A Question Mark
- Mild Restocking In CDIY Channels In 1Q; More Sizeable Restocking Within Industrial Channels
- Integration Continues To Progress Well; Remain Confident In \$350 Million Cost Synergy Estimate
- Full Year 2010 EPS Guidance For Combined Company Of \$3.10 - \$3.30, Excluding One-Time Charges

A Diversified Global Leader

Stanley Black & Decker 2009 Revenue: \$8.5B



	2002	2008	2009 Pro Forma
Largest Customer	22%	6%	~12%
U.S. Home Centers & Mass Merchants	~40%	~13%	~31%

} Back to Stanley 2006 Levels

Strategy Remains To Diversify End Market Exposures

Solid BDK Integration Progress In First Six Weeks

Major Milestones

Focus On Customers And Employees



- Executed Upon Goal Of A Smooth Close And First 30 Days As Combined Company
- Proactive And Positive Communication With Employees And Customers; Numerous Town Hall Meetings And Market Visits
- Avoided Major Pitfalls; Came Across No Major Surprises

Focus On Cost Synergies



- Finalize Bottoms-Up Synergy Identification Process – Present To Executive Steering Committee In Late May
- All Findings Thus Far Have Supported \$350 Million Target

Focus On Execution



- Rigorous Processes In Place To Track Cost Synergy Extraction
- Deployment Of Stanley Fulfillment System On BDK Framework
- Identification Of Revenue Synergies And Corresponding Implementation Plans

Successful Integration Well Underway

The Stanley Fulfillment System

Complexity Management

- Complexity Management Uses Techniques To Examine Existing Processes And Identify And Eliminate Unnecessary Activities, Thereby Reducing Costs and Increasing Productivity.
- Complexity Is Only Tolerated When It Creates Customer Value.

Transformational Lean™

- Stanley's Proprietary Methodology Used To Minimize Inventories And Overhead By Streamlining Our Supply Chain, Manufacturing and Back-Office Processes.
- Thoroughly Integrated With Other Aspects Of SFS.



S&OP

- Critical Business Process That Keeps Supply & Demand In Balance.
- S&OP Involves Tight Controls Across The Supply Chain Through Synchronization And Rapid Response To Demand Variations.

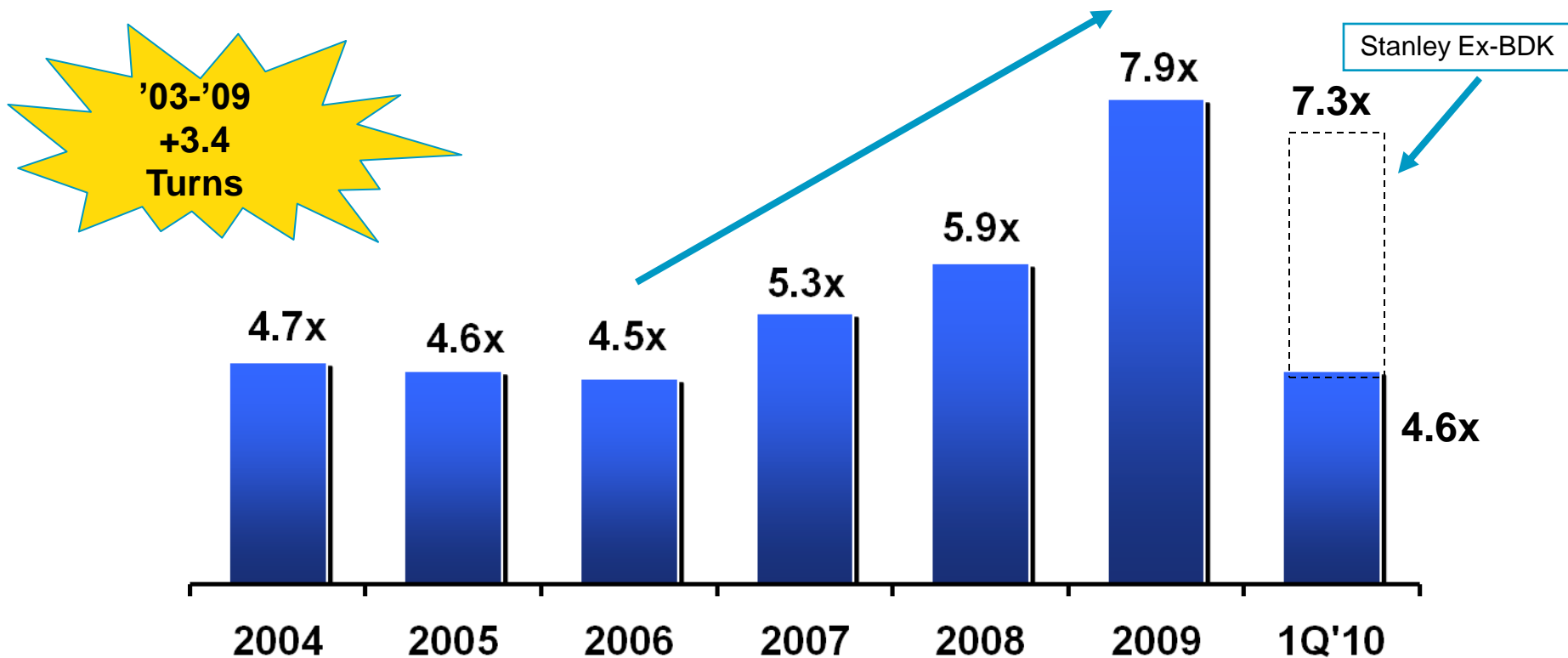
Common Platforms

- Operating On Common Platforms Is An Essential Component Of Utilization Of Technology To Facilitate Organic Growth And Integration Of Acquired Companies.
- SFS Involves Development Of Standardized Business Processes And System Platforms To Reduce Costs And Provide Scalability.

Embedded Processes, Culture Of Continuous Improvement

Proven Results

SFS Drove Favorable Trend In Working Capital Turns...

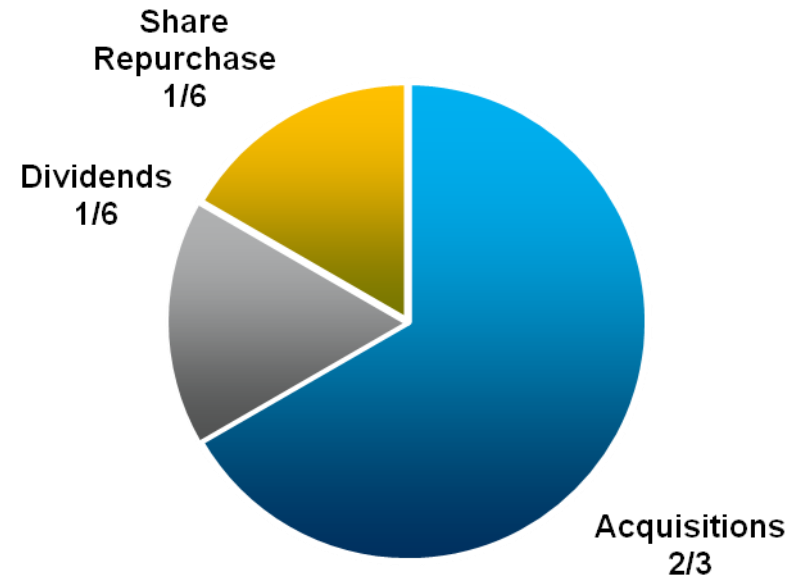


...The Challenge To Deploy The Principles Of SFS On Legacy BDK Is Clear

Long-Term Capital Allocation Strategy

Long-Term Capital Allocation Objectives

- Target Strong Investment Grade Credit Rating
- Invest Approximately 2/3 In Acquisitions And Growth
- Return Approximately 1/3 To Shareholders
- Committed To Continued Dividend Growth



*Capital Allocation Strategy Supports Strong Balance Sheet,
Shareholder Returns & Continued Growth*

Growth Platforms

Capital Focused On Driving Growth Within Both Core and New Platforms...

Five Growth Platforms

Convergent Security

Mechanical Security

Engineered Fastening

Infrastructure

Healthcare

- **Grow Organically**
- **Expand Internationally Via Acquisitions**
- **Expand Into Adjacent Markets**
- **Intensify Innovation And Product Development**
- **Streamline Manufacturing Footprint And Product Platforms**

Summary

- Successful Progress In Execution Of Integration With Black & Decker; The \$350M Cost Synergy Target Is Achievable
- Select Customer Restocking Activity And Signs Of Pick Up In End Market Demand Point To 4-5% Revenue Growth In 2010
- Focus On Strong New Product Launches To Gain Market Share And Boost Top Line Growth
- Clear Operating Leverage Demonstrated By Margin Expansion In CDIY And Industrial Segments
- SFS Will Continue To Play Integral Role In Successful Integration Of Black & Decker