

StanleyBlack&Decker

STANLEY BLACK & DECKER

Jim Loree, President & COO

Bernstein Strategic Decisions Conference

Wednesday, May 29, 2013





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 Annual Report on Form 10-K, subsequently filed Quarterly Reports on Form 10-Q, as well as our other filings with the Securities and Exchange Commission, 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. We use this information in our internal analysis of results and believe that this information may be informative to investors. For reconciliation of non-GAAP measures presented in this document, see the accompanying appendix.

Stanley Black & Decker

A Company That:

- Has Built World Class, Global Franchises
 - #1 In Tools & Storage
 - #2 In Commercial Electronic Security
 - Highly Attractive Engineered Fastening Business
- Has Grown Revenues An Average Of 14% For 10 Years
- Has Averaged Greater Than 125% FCF Conversion Over The Past Five Years
- Has Returned Greater Than 50% Of Cash Generated To Shareholders Since 2000
 - Dividends
 - Repurchases

**And Has Significantly
Outperformed The
S&P 500**

	3-Year	5-Year	10-Year
SWK	+ 44%	+ 53%	+ 114%
S&P 500	+28%	- 3%	+ 62%

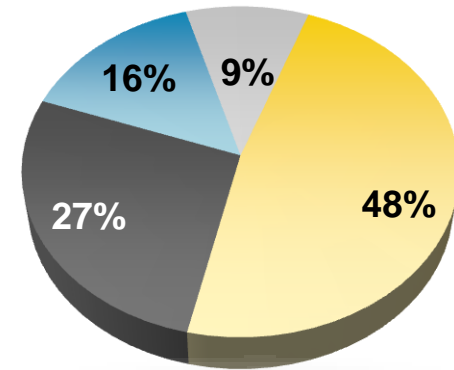
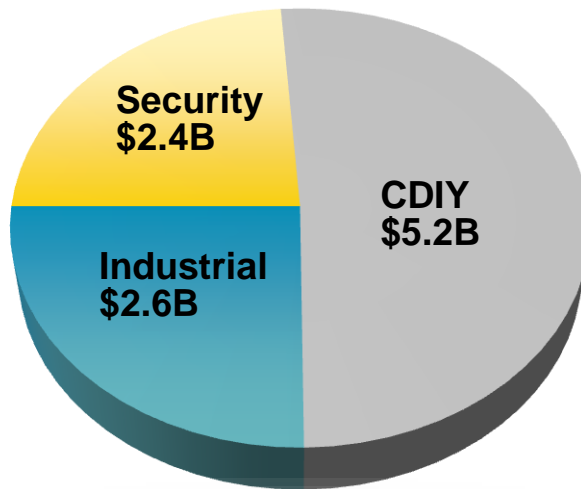
A Diversified Global Leader

Stanley Black & Decker (NYSE: SWK)

2012 Revenue: \$10.2B
2012 Adj. Operating Margin: 13.3%

Expanding Geographic Reach

- 52% of Revenues Generated Outside US
- ~16% In Emerging Markets



US
Europe
Emerging Markets
ROW
(Canada 5%, Australia 2%, Japan 2%)

...With Diversified End Market Exposures

CDIY

2012 Revenues: \$5.2 Billion Global Franchise

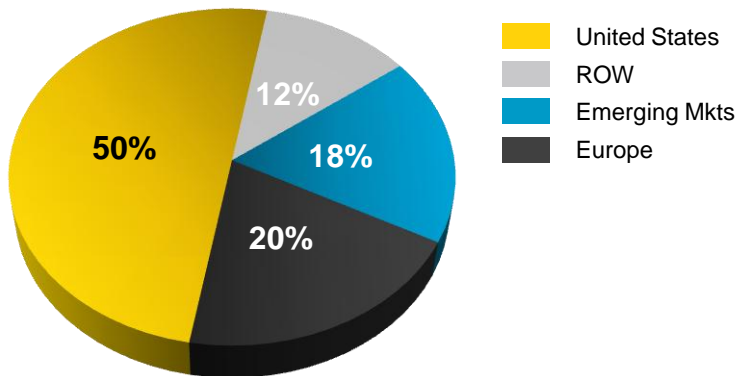
Professional Power
Tools (~\$2B)

Hand Tools & Storage
(\$1B+)

Consumer Products
Group (\$1B+)

Fastening &
Accessories (\$1B+)

2012 Geographic Mix



Power Brands

STANLEY

DEWALT
GUARANTEED TOUGH.

BLACK & DECKER

BOSTITCH

POWERS
FASTENERS

PORTER CABLE

- Broadest | Deepest Geographic Footprint
- Only Company With Scale In Both Power Tools & Hand Tools
- Only Company With Scale In Both Construction And IAR Markets

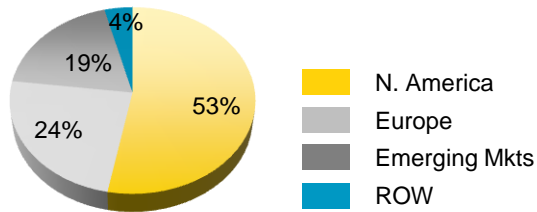
30-40% Of Business Tied To New/Existing US Residential Construction & 13% Tied To US Commercial Construction

Industrial

2012 Revenues: \$2.6 Billion Global Portfolio

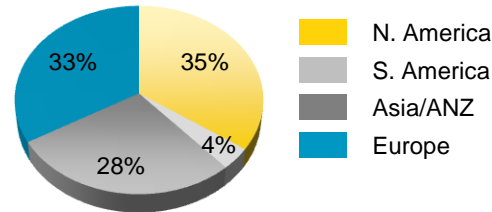
Industrial & Automotive Repair (\$1.3B)

2012 Geographic Mix



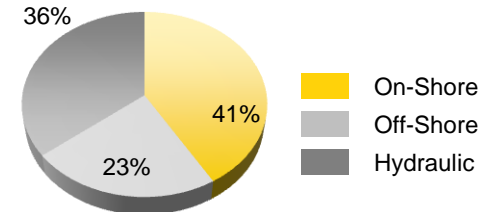
Engineered Fastening (\$930M)

2012 Geographic Mix



Infrastructure (\$390M)

Business Mix



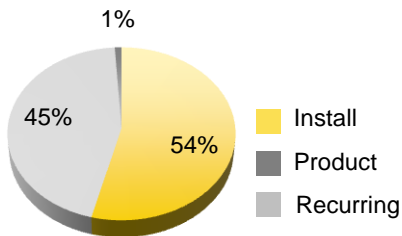
Leading Brands Tied To Growth Verticals | Delivering 15%+ OM

Security

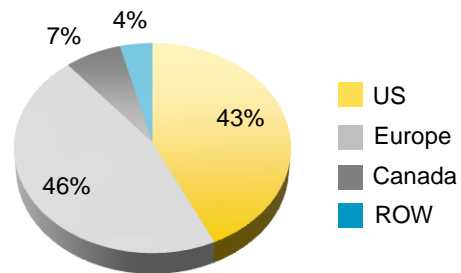
2012 Revenues: \$2.4 Billion Global Franchise

Focused On Commercial Markets

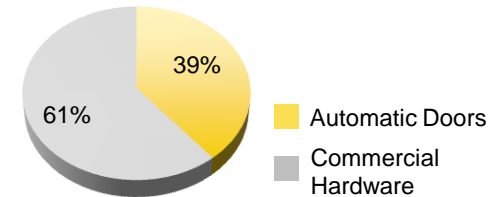
Convergent (\$1.6B)



2012 Geographic Mix



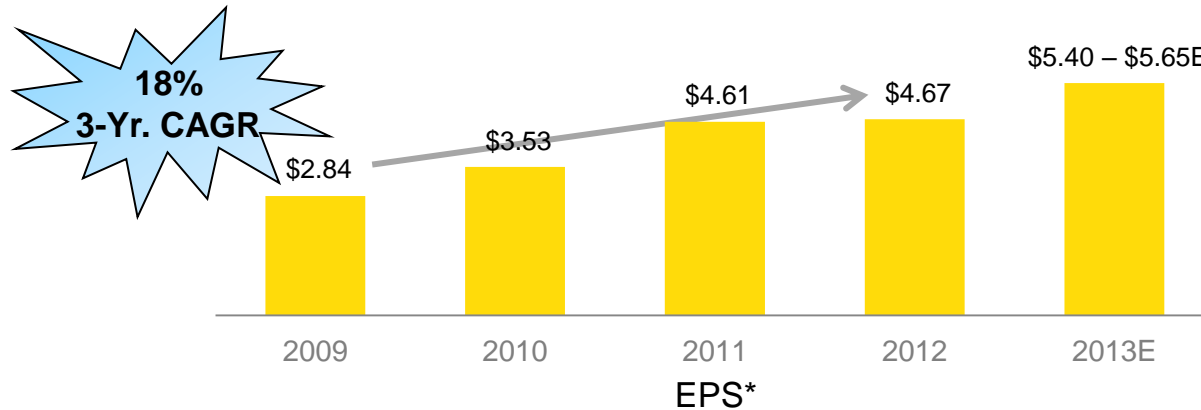
Mechanical (\$600M)



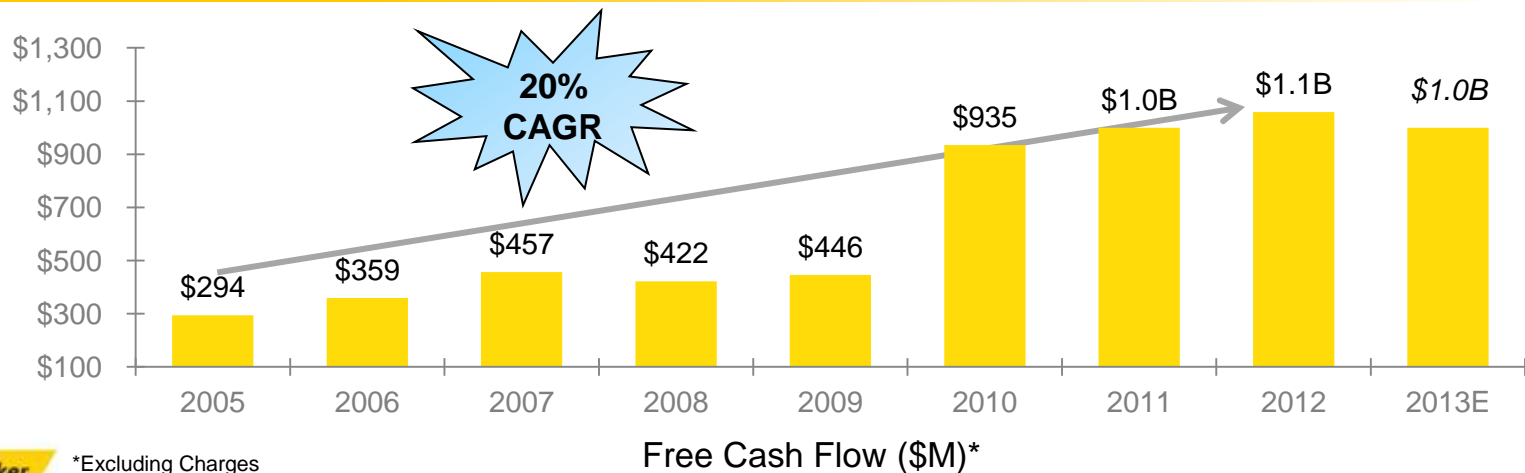
- #2 Commercial Electronic Security Company
- Only Player With Meaningful Positions In All Three Segments
 - Electronic Services
 - Mechanical
 - Electro-Mechanical
- Best Coordinated Global Footprint
- Differentiated Technology: RTLS | Iris Identification

EPS & Free Cash Flow: Historical & Projected Performance

Solid EPS Growth Track Record... \$5.40 – \$5.65 EPS Guided For 2013



Significant Free Cash Flow Generation

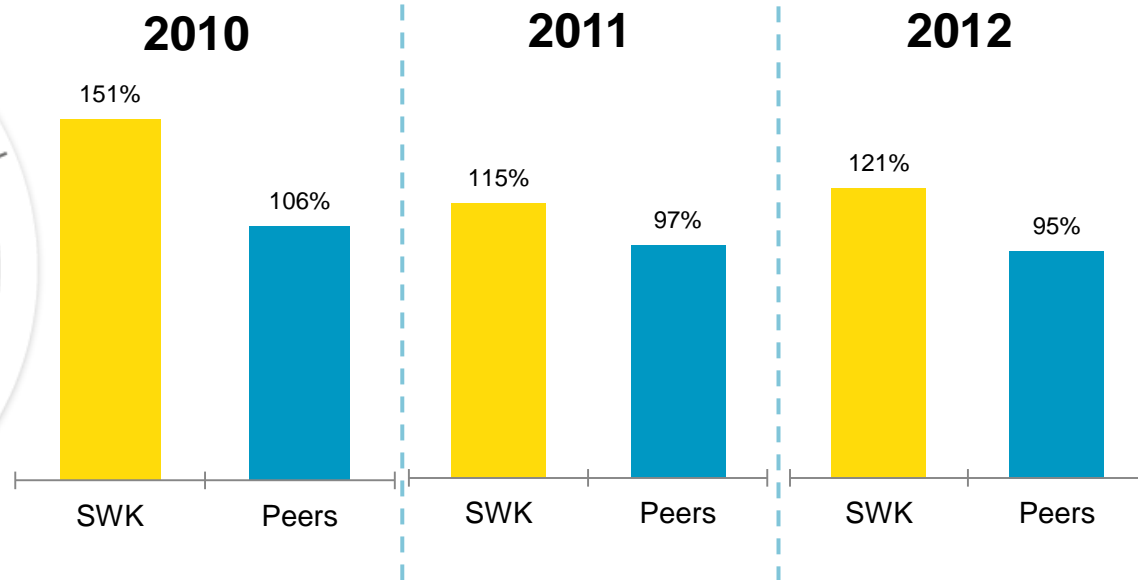


SFS Drives Superior Working Capital Efficiency & Cash Flow Conversion

The Stanley Fulfillment System



Free Cash Flow Conversion



Peers: Danaher, Dover, Eaton, Emerson Electric, Illinois Tool Works, Ingersoll-Rand, Jarden, Masco, Newell Rubbermaid, Parker Hannifin, Sherwin Williams, SPX, Textron, Tyco, W.W. Grainger, Whirlpool

Revving Up Organic Growth

Powerful Organic Growth Initiatives In Place...

Emerging Markets SBU's For MPP Hand Tools / Power Tools / Commercial Hardware	\$350M
Advanced Industrial Solutions "Smart" Tools & Storage	\$100M
Vertical Penetration Healthcare / Security	\$150M
US Government Healthcare / Security / Industrial	\$100M
Offshore Oil & Gas Pipeline Services Spool Bases / Coating Tech. / Inspection	\$100M
Continuing To Capture BDK Integration Revenue Synergies	\$50M
Total: \$850M	
Incremental OM: \$200M – Or \$1.00 EPS	

~3 Yr. Incremental Revenue (Annualized)

3 Pts Of Incremental Organic Growth To Achieve 4-6% Target

...Enable Achievement Of Long Term Organic Growth Targets Of 4-6% With No Help From Market



Stanley Black & Decker Summary

We Will Continue To Drive Increased Shareholder Value...

- Highly Attractive Global Franchises
- Compelling Organic Growth Initiatives
 - Adds 3 Points To Growth Rate By 2015 = \$1.00 EPS
- Sufficient Cash Generation To Fuel Growth And Return Capital
 - Track Record Of Success
- Agile, Active Organization/Performance-Based Culture

...With Outperformance Our Principal Objective

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