Corporate Global Real Estate
Stanley Black & Decker, Inc.

Scott Kosswig
Director of Real Estate
Stanley Black & Decker
Stanley Black & Decker Portfolio Summary

• Stanley Works (2006) Portfolio Size
  • Approximately 350 locations (15M square feet)

• Approximately 50 global acquisitions between 2006 to 2014
  • Examples:
    • Black & Decker, Inc. (Dewalt, Emhart, Porter & Cable)
    • Niscayah, Inc. (spun off of Securitas)
    • HSM, Sonitrol & ADT France
    • CRC Evans (oil and gas)
    • Healthcare (Hugs, WanderGuard)

• Revenue growth (2006 to present)
  • $4B to ~$12B

• Global portfolio diversification
Diverse Real Estate

- Retail
- Distribution center
- Office
- Manufacturing
- High-tech
- Monitoring centers
- Service branches
Stanley Black & Decker Summary

SBD Revenues per Region
- NA, 47%
- Europe, 26%
- EM, 17%
- ROW, 10%

SBD Locations and SF per Region
- NA, 16MSF, 388
- Europe, 8MSF, 365
- EM, 6MSF, 120
- ROW, 1MSF, 46
EMEA Growth Example

- Countries: 32
- Locations: 379
- Team: 8.2M SF
- Size (SF): 2 FT

# locations EMEA 2010 - 2013

- 2010: 100
- 2011: 200
- 2012: 403
- 2013: 379
- Forecast end 2013: 370

StanleyBlack&Decker
Corporate Global Real Estate Team

- **Gregory Smulski** – Vice President, Real Estate
- **Alan Carswell** – Director of Real Estate
- **Scott Kosswig** – Director of Real Estate
- **Lindsay Friedman** – Manager, Real Estate
- **Connie Gagnon** – Real Estate Analyst
- **Johan Veulemans** – EMEA Real Estate Planner
CRE Responsibilities

- Review and recommend strategy to the businesses
- Lease negotiation
- Financial analysis
- Construction

- Due diligence and integration
- Lease administration
- Manage approvals and present business to upper management
- Manage overall real estate process
Challenges

• Integration (separate ERP systems, change, operations, trust, etc)

• Strategy versus being “reactionary”

• Control (centralized versus decentralized)

• Cost pressures (payback, integration costs to achieve, financial hurdles)

• Geographic challenges
Challenges (cont.)

- International, cultural and legal challenges
- Managing large project loads and very complex projects
- Dealing with prior owners (real estate)
- Dispositions and acquisitions (in challenging markets)
- Insurance and risk management
Process and CRE Strategy

• Process changes/improvements/workarounds
• Standardization (guidelines, lease, RFP, process templates)
• Results (savings, efficiencies and opportunities)
• Scaling resources
• CRE collaboration and teamwork
• Developing workarounds
• Results (capex savings, run-rate savings, efficiencies)
Q & A