

INCREMENTAL GROWTH

In addition to organic growth, FBHS intends to continue to maximize shareholder value and drive incremental growth by using cash flow and leveraging the balance sheet.

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5 YEAR CAPITAL DEPLOYMENT

Cash Deployed

Source:	
Cash	1,632
Added Debt	<u>1,021</u>
Total	2,653

Capital Allocation

Acquisitions	1,361
Share Repurchases	977
Dividend	<u>315</u>
Total	2,653
Net Debt to EBITDA ¹	1.5x

3 YEAR FUTURE POTENTIAL

Cash Available to Drive Incremental Value

Source:	
Cash	1,500
Debt	<u>1,200 - 1,800</u>
Total	2,700 - 3,300

Potential Capital Allocation

Acquisitions & Share Repurchases	~2,300 - 2,900
Dividend	<u>~400</u>
Total	2,700 - 3,300
Net Debt to EBITDA ¹	2.0x to 2.5x

¹Before Charges/Gains on a Continuing Operations Basis.

*Data 12/31/11 through 12/31/16.

DISCLAIMER

This presentation contains certain “forward-looking statements” regarding business strategies, market potential, future financial performance and other matters, including all statements with respect to “Continued Performance,” “Three Year Growth,” “Outlook,” “Future Potential” and “guidance” and statements with words such as “will,” “should,” “could,” “expects,” “potential,” “estimates” or “projected.” Where, in any forward-looking statement, we express an expectation or belief as to future results or events, such expectation or belief is based on the current plans and expectations at the time of this presentation. Although we believe that these statements are based on reasonable assumptions, they are subject to numerous factors, risks and uncertainties that could cause actual outcomes and results to be materially different from those indicated in such statements, including the risks described in our Annual Report on Form 10-K as filed with the Securities and Exchange Commission. Except as required by law, we undertake no obligation to update or revise any forward-looking statements to reflect changed assumptions, the occurrence of anticipated or unanticipated events, new information or changes to future results over time or otherwise.

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