

**Spectrum**  
Brands

# Barclays Global Consumer Staples Conference

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September 9, 2020

# Forward-Looking Statements

This presentation contains, and certain oral and written statements made by our representatives from time to time may contain, forward-looking statements, including, without limitation, statements or expectations regarding our Global Productivity Improvement Plan, our business strategy, future operations, financial condition, estimated revenues, projected costs, projected synergies, prospects, plans and objectives of management, information concerning expected actions of third parties, retention and future compensation of key personnel, our ability to meet environmental, social, and governance goals, the expected impact of the COVID-19 pandemic, economic, social and political conditions or civil unrest in the U.S. and other countries, and other statements regarding the Company's ability to meet its expectations for its fiscal 2020. When used in this document, the words future, anticipate, pro forma, seeks, intend, plan, envision, estimate, believe, belief, expect, project, forecast, outlook, goal, target, could, would, will, can, should, may and similar expressions are also intended to identify forward-looking statements, although not all forward-looking statements contain such identifying words.

Since these forward-looking statements are based upon our current expectations of future events and projections and are subject to a number of risks and uncertainties, many of which are beyond our control and some of which may change rapidly, actual results or outcomes may differ materially from those expressed or implied herein, and you should not place undue reliance on these statements. Important factors that could cause our actual results to differ materially from those expressed or implied herein include, without limitation: (1) the impact of the COVID-19 pandemic on our customers, employees, manufacturing facilities, suppliers, the capital markets and our financial condition, and results of operations, all of which tend to aggravate the other risks and uncertainties we face; (2) the impact of our indebtedness on our business, financial condition and results of operations; (3) the impact of restrictions in our debt instruments on our ability to operate our business, finance our capital needs or pursue or expand business strategies; (4) any failure to comply with financial covenants and other provisions and restrictions of our debt instruments; (5) the effects of general economic conditions, including the impact of, and changes to tariffs and trade policies, inflation, recession or fears of a recession, depression or fears of a depression, labor costs and stock market volatility or monetary or fiscal policies in the countries where we do business; (6) the impact of fluctuations in commodity prices, costs or availability of raw materials or terms and conditions available from suppliers, including suppliers' willingness to advance credit; (7) interest rate and exchange rate fluctuations; (8) the loss of, significant reduction in, or dependence upon, sales to any significant retail customer(s); (9) competitive promotional activity or spending by competitors, or price reductions by competitors; (10) the introduction of new product features or technological developments by competitors and/or the development of new competitors or competitive brands; (11) the impact of actions taken by significant stockholders; (12) changes in consumer spending preferences and demand for our products, particularly in light of the COVID-19 pandemic and economic stress; (13) our ability to develop and successfully introduce new products, protect our intellectual property and avoid infringing the intellectual property of third parties; (14) our ability to successfully identify, implement, achieve and sustain productivity improvements (including our Global Productivity Improvement Plan), cost efficiencies (including at our manufacturing and distribution operations), and cost savings; (15) the seasonal nature of sales of certain of our products; (16) the effects of climate change and unusual weather activity, as well as further natural disasters and pandemics; (17) the cost and effect of unanticipated legal, tax or regulatory proceedings or new laws or regulations (including environmental, public health and consumer protection regulations); (18) our discretion to conduct, suspend or discontinue our share repurchase program (including our discretion to conduct purchases, if any, in a variety of manners including open-market purchases or privately negotiated transactions); (19) public perception regarding the safety of products that we manufacture and sell, including the potential for environmental liabilities, product liability claims, litigation and other claims related to products manufactured by us and third parties; (20) the impact of existing, pending or threatened litigation, government regulations or other requirements or operating standards applicable to our business; (21) the impact of cybersecurity breaches or our actual or perceived failure to protect company and personal data, including our failure to comply with new and increasingly complex global data privacy regulations; (22) changes in accounting policies applicable to our business; (23) our ability to utilize net operating loss carry-forwards to offset tax liabilities from future taxable income; (24) the impact of expenses resulting from the implementation of new business strategies, divestitures or current and proposed restructuring activities; (25) our ability to successfully implement further acquisitions or dispositions and the impact of any such transactions on our financial performance; (26) the unanticipated loss of key members of senior management and the transition of new members of our management teams to their new roles; (27) the impact of economic, social and political conditions or civil unrest in the U.S. and other countries; (28) the effects of political or economic conditions, terrorist attacks, acts of war, natural disasters, public health concerns or other unrest in international markets; (29) our ability to achieve our goals regarding environmental, social and governance practices; (30) our increased reliance on third-party partners, suppliers, and distributors to achieve our business objectives; and (31) the other risk factors set forth in the securities filings of Spectrum Brands Holdings, Inc. and SB/RH Holdings, LLC, including their most recently filed Annual Report on Form 10-K and subsequent Quarterly Report(s) on Form 10-Q.

Some of the above-mentioned factors are described in further detail in the sections entitled "Risk Factors" in our annual and quarterly reports, as applicable. You should assume the information appearing in this document is accurate only as of the date hereof, or as otherwise specified, as our business, financial condition, results of operations and prospects may have changed since such date. Except as required by applicable law, including the securities laws of the United States and the rules and regulations of the United States Securities and Exchange Commission, we undertake no obligation to publicly update or revise any forward-looking statement, whether as a result of new information, future events or otherwise, to reflect actual results or changes in factors or assumptions affecting such forward-looking statements.

# Reconciliation of Non-GAAP Financial Measurements



Management believes that certain non-GAAP financial measures may be useful in certain instances to provide additional meaningful comparisons between current results and results in prior operating periods. Within this presentation, including the tables that follow, reference is made to organic net sales, adjusted earnings before interest, taxes, depreciation and amortization (EBITDA) and adjusted EBITDA margin.

Management believes that organic net sales provide for a more complete understanding of underlying business trends of regional and segment performance by excluding the impact of currency exchange fluctuations and the impact of acquisitions (when applicable) when there is no comparable sales in the prior period. Organic growth is calculated by comparing organic net sales to net sales in the prior year. The effect of changes in currency exchange rates is determined by translating the period's net sales using the currency exchange rates that were in effect during the prior comparative period. Adjusted EBITDA is a metric used by management to evaluate segment performance and frequently used by the financial community which provides insight into an organization's operating trends and facilitates comparisons between peer companies, because interest, taxes, depreciation and amortization can differ greatly between organizations as a result of differing capital structures and tax strategies. Adjusted EBITDA can also be a useful measure for determining Spectrum Brands' debt covenant compliance. Adjusted EBITDA excludes certain items that are unusual in nature or not comparable from period to period. Adjusted EBITDA margin reflects adjusted EBITDA as a percentage of net sales. Management uses adjusted diluted EPS as a useful measure for providing further insight into our operating performance because it eliminates the effects of certain items that are not comparable from one period to the next.

Spectrum Brands provides this information to investors to assist in comparisons of past, present and future operating results and to assist in highlighting the results of on-going operations. While Spectrum Brands' management believes that non-GAAP measurements are useful supplemental information, such adjusted results are not intended to replace the Spectrum Brands' GAAP financial results and should be read in conjunction with those GAAP results. Supplemental tables have been provided within this presentation to demonstrate reconciliation of non-GAAP measurements discussed in the most relevant GAAP financial measurements.

The Company provides this information to investors to assist in comparisons of past, present and future operating results and to assist in highlighting the results of on-going operations. While Spectrum Brands' management believes that non-GAAP measurements are useful supplemental information, such adjusted results are not intended to replace the Spectrum Brands' GAAP financial results and should be read in conjunction with those GAAP results. Reconciliations of all non-GAAP measures to the most comparable GAAP measure have been provided in the Appendix to this presentation.

# The New Spectrum Brands

## DIVERSE BUSINESS UNITS

### Hardware & Home Improvement

36% of Net Sales  
45% of Adjusted EBITDA\*

### Home & Personal Care

28% of Net Sales  
15% of Adjusted EBITDA\*

### Global Pet Care

23% of Net Sales  
25% of Adjusted EBITDA\*

### Home & Garden

13% of Net Sales  
19% of Adjusted EBITDA\*

## GEOGRAPHIC CONCENTRATION



North America  
(\$2,818 million)



Latin America  
(\$205 million)



Europe  
(\$657 million)



Asia-Pacific  
(\$122 million)

## PRODUCT CONCENTRATION\*

Top 15 Brands = 80% of FY19 Revenue



Note: Fiscal 2019 Financials

\* Total Company Adjusted EBITDA includes (4%) of corporate costs not allocated to the segments.

# Decisive Action in 2020 to Strengthen Spectrum

Spectrum is strongly positioned for long-term growth

### COVID Response

Following the outbreak of the pandemic, Spectrum chose to play offense


- Implemented measures to protect health and safety of employees
- Launched timely new products – Cutter hand sanitizer and Nature’s Miracle disinfectant



### Home Essentials

Introduced Spectrum as a “Home Essentials” company to stakeholders and investors, portraying a stable and defensive business


- Despite challenging backdrop, YTD net sales and adjusted EBITDA are approximately flat vs. last year
- Majority of retailers also deemed essential



### GPIP Savings

Continued laser-focus on Global Productivity Improvement Plan (GPIP)


- Expect gross annualized savings to be at least \$100M; will be at full run rate in next 9 to 12 months
- Most of the savings being reinvested back into growth initiatives, R&D, consumer insights and marketing



### Balance Sheet

Enhanced liquidity and maintained a strong balance sheet to provide financial flexibility

- Refinanced existing revolver with new 5-year revolver
- Executed new bond offering thereby extending debt maturities



DRIVING GROWTH

**SPB A HOME ESSENTIALS COMPANY – We Leaned into COVID and Invested in our Great Brands**



HPC

**GEORGE FOREMAN**

**BLACK+DECKER**

**Russell Hobbs**

**REMINGTON**



GPC

**NATURE'S  
MIRACLE**

**DreamBone**

**SmartBones**



HHI

**Kwikset**

**Pfister**



H&G

**Cutter**

**Spectracide**

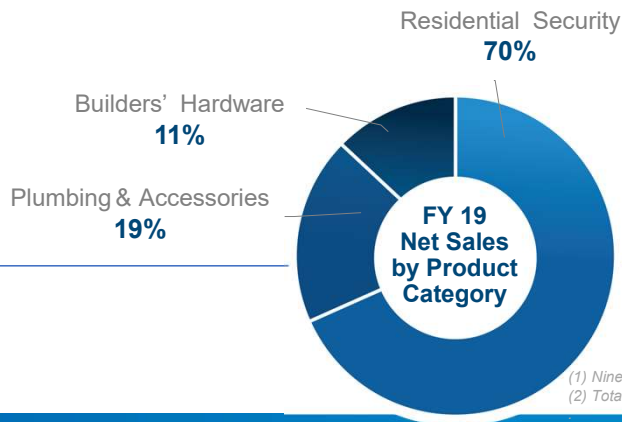
# Hardware & Home Improvement



## YTD 2020 Financials

Net Sales <sup>(1)</sup>	\$908 million	(8.3)%
Adjusted EBITDA <sup>(1) (2)</sup>	\$156 million	(11.3)%

- Leading provider of residential **security**, builders' **hardware**, and **plumbing** fixtures
- Leading market positions:
  - **#1** in U.S. residential and luxury security
  - **#1** in U.S. builders' hardware
  - **#1** in Canada residential security
  - **#3** in U.S. retail plumbing fixtures
- **Well-recognized brands** with outstanding new product innovation and execution
- **Large installed lock base** with positive market trends in **home automation**
- **Vertically integrated** global supply chain



**Kwikset**

BALDWIN

Pfister

**National Hardware**

(1) Nine Month Period Ended June 28, 2020 financials  
 (2) Total Company Adjusted EBITDA includes (5%) of corporate costs not allocated to the segments.

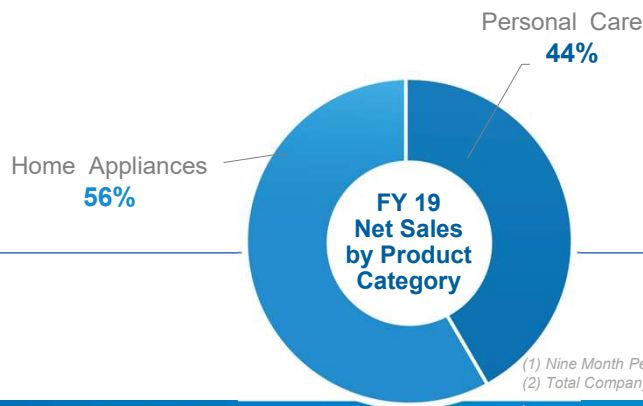
# Home & Personal Care



## YTD 2020 Financials

<b>Net Sales</b> <sup>(1)</sup>	\$805 million	3.0%
<b>Adjusted EBITDA</b> <sup>(1) (2)</sup>	\$69 million	20.3%

- A **global** provider of **Home** and **Personal Care** appliances
- Leading market positions:
  - **#1** brand in indoor grills worldwide
  - **#1** brand in toaster ovens, garment care in US
  - **#1** brand in kitchen/home products in UK
  - **#1** hair appliance brand in Europe, Australasia and several Latin American markets
- **Trusted brands** with a history of delivering **approachable innovation** that simplifies consumer's everyday lives
- Proven agile and efficient **new product development and supply chain** capabilities delivering competitive high quality products



<sup>(1)</sup> Nine Month Period Ended June 28, 2020 financials  
<sup>(2)</sup> Total Company Adjusted EBITDA includes (5%) of corporate costs not allocated to the segments.



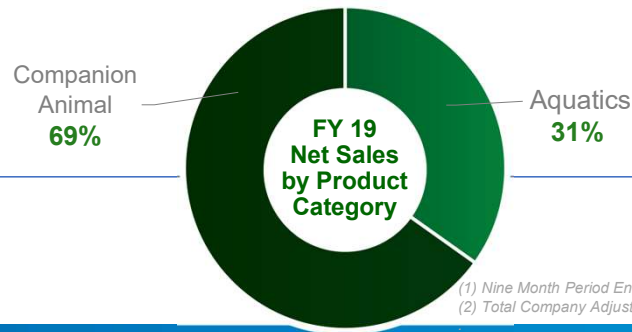
# Global Pet Care



## YTD 2020 Financials

<b>Net Sales<sup>(1)</sup></b>	\$684 million	6.7%
<b>Adjusted EBITDA<sup>(1) (2)</sup></b>	\$122 million	21.0%

- **Global Market Leader**
  - #1 in Aquatics
  - #1 in Dog Chews
  - #1 in Pet Grooming
  - #1 in Pet Stain & Odor
- **Large Portfolio of Recognized Brands**
- **Diverse & Growing Categories**
- **Strong Global IP Portfolio**



(1) Nine Month Period Ended June 28, 2020 financials

(2) Total Company Adjusted EBITDA includes (5%) of corporate costs not allocated to the segments.

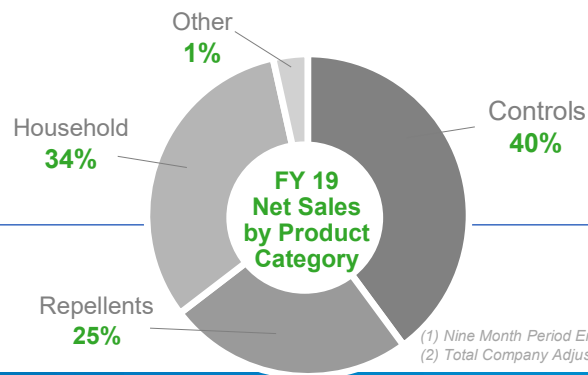
# Home & Garden



## YTD 2020 Financials

<b>Net Sales</b> <sup>(1)</sup>	\$396 million	0.2%
<b>Adjusted EBITDA</b> <sup>(1) (2)</sup>	\$81 million	(6.2)%

- **Leading provider** of consumer pest control solutions in the US
- **Leading market positions:**
  - #1 in Outdoor Insect control
  - #1 in Mosquito Area Repellents
  - #1 in Bed Bug control
- **Strong new product pipeline** developed from consumer-led innovation process
- **Growing distribution from new products** and core product expansion
- **Agile and efficient, US-centric manufacturing**



(1) Nine Month Period Ended June 28, 2020 financials  
 (2) Total Company Adjusted EBITDA includes (5%) of corporate costs not allocated to the segments.



# Key Investment Highlights

- 1 Business restructuring including divestitures has resulted in four leading segments and much stronger balance sheet / liquidity position
- 2 Diverse portfolio of strong brands with barriers to entry and long-standing retailer relationships
- 3 Innovation and better execution leading to distribution wins across the business
- 4 Global Productivity Improvement Plan underway to improve margins and free cash flow generation
- 5 Experienced and proven management team
- 6 Formed a dedicated global COVID-19 response team

# Appendix

**SPECTRUM BRANDS HOLDINGS, INC.**  
**RECONCILIATION OF GAAP NET INCOME TO ADJUSTED EBITDA AND ADJUSTED EBITDA MARGIN (Unaudited)**

<b>Twelve Month Period Ended Sept. 30, 2019 (in millions, except %)</b>	<b>HHI</b>	<b>HPC</b>	<b>GPC</b>	<b>H&amp;G</b>	<b>Corporate</b>	<b>Consolidated</b>
Net income (loss) from continuing operations	\$ 214.6	\$ (127.8)	\$ 63.4	\$ 84.9	\$ (421.8)	\$ (186.7)
Income tax expense	—	—	—	—	(7.1)	(7.1)
Interest expense	—	—	—	—	222.1	222.1
Depreciation and amortization	33.5	64.6	48.8	19.3	14.6	180.8
EBITDA	248.1	(63.2)	112.2	104.2	(192.2)	209.1
Share and incentive based compensation	—	—	—	—	53.7	53.7
Restructuring and related charges	4.7	8.1	7.6	1.8	43.5	65.7
Transaction related charges	0.9	7.4	2.5	—	11.0	21.8
Write-off from impairment of goodwill	—	116.0	—	—	—	116.0
Write-off from impairment of intangible assets	—	18.8	16.6	—	—	35.4
Unrealized loss on Energizer investment	—	—	—	—	12.1	12.1
Foreign currency loss on multicurrency divestiture loans	—	—	—	—	36.2	36.2
Legal and environmental remediation reserves	—	—	—	—	10.0	10.0
GPC safety recall	—	—	0.7	—	—	0.7
Salus	—	—	—	—	1.6	1.6
Other	—	0.1	3.0	(0.5)	2.1	4.7
Adjusted EBITDA	\$ 253.7	\$ 87.2	\$ 142.6	\$ 105.5	\$ (22.0)	\$ 567.0
Net Sales	\$ 1,355.7	\$ 1,068.1	\$ 870.2	\$ 508.1	\$ —	\$ 3,802.1
Adjusted EBITDA Margin	18.7%	8.2%	16.4%	20.8%	—	14.9%
<b>Twelve Month Period Ended Sept. 30, 2018 (in millions, except %)</b>	<b>HHI</b>	<b>HPC</b>	<b>GPC</b>	<b>H&amp;G</b>	<b>Corporate</b>	<b>Consolidated</b>
Net income from continuing operations	\$ 155.9	\$ 93.7	\$ 34.9	\$ 88.0	\$ 54.5	\$ 427.0
Income tax benefit	—	—	—	—	(462.7)	(462.7)
Interest expense	—	—	—	—	264.0	264.0
Depreciation and amortization	40.0	8.8	42.3	18.8	15.4	125.3
EBITDA	195.9	102.5	77.2	106.8	(128.8)	353.6
Share based compensation	—	—	—	—	11.9	11.9
Restructuring and related charges	52.8	0.7	13.2	0.8	8.1	75.6
Transaction related charges	6.0	15.2	6.2	—	2.8	30.2
Write-off from impairment of intangible assets	—	—	20.3	—	—	20.3
Inventory acquisition step-up	—	—	0.8	—	—	0.8
GPC safety recall	—	—	18.9	—	—	18.9
Spectrum merger related transaction charges	—	—	—	—	45.9	45.9
Non-recurring HRG operating costs and interest income	—	—	—	—	18.9	18.9
Salus	—	—	—	—	1.1	1.1
Other	—	0.4	—	(0.1)	3.8	4.1
Adjusted EBITDA	\$ 254.7	\$ 118.8	\$ 136.6	\$ 107.5	\$ (36.3)	\$ 581.3
Net Sales	\$ 1,377.7	\$ 1,110.4	\$ 820.5	\$ 500.1	\$ —	\$ 3,808.7
Adjusted EBITDA Margin	18.5%	10.7%	16.6%	21.5%	—	15.3%

**SPECTRUM BRANDS HOLDINGS, INC.**  
**NET SALES SUMMARY (Unaudited)**

(in millions, except %)	Three Month Periods Ended			Nine Month Periods Ended		
	June 28, 2020	June 30, 2019	Variance	June 28, 2020	June 30, 2019	Variance
HHI	\$ 281.6	\$ 354.6	\$ (73.0) (20.6)%	\$ 908.4	\$ 990.7	\$ (82.3) (8.3)%
HPC	250.6	243.4	7.2 3.0 %	805.4	782.3	23.1 3.0 %
GPC	241.5	221.7	19.8 8.9 %	684.2	641.3	42.9 6.7 %
H&G	210.6	202.5	8.1 4.0 %	395.6	394.9	0.7 0.2 %
Net Sales	<u>\$ 984.3</u>	<u>\$ 1,022.2</u>	<u>(37.9) (3.7)%</u>	<u>\$ 2,793.6</u>	<u>\$ 2,809.2</u>	<u>(15.6) (0.6)%</u>

**SPECTRUM BRANDS HOLDINGS, INC.**  
**RECONCILIATION OF GAAP NET SALES TO ORGANIC NET SALES (Unaudited)**

Three Month Periods Ended (in millions, except %)	June 28, 2020						Net Sales June 30, 2019	Variance
	Net Sales	Effect of Changes in Currency	Net Sales Excluding Effect of Changes in Currency	Effect of Acquisitions	Organic Net Sales			
HHI	\$ 281.6	\$ 0.8	\$ 282.4	\$ -	\$ 282.4	\$ 354.6	(72.2) (20.4)%	
HPC	250.6	8.6	259.2	-	259.2	243.4	15.8 6.5 %	
GPC	241.5	1.5	243.0	(2.9)	240.1	221.7	18.4 8.3 %	
H&G	210.6	0.1	210.7	-	210.7	202.5	8.2 4.0 %	
Total	<u>\$ 984.3</u>	<u>\$ 11.0</u>	<u>\$ 995.3</u>	<u>\$ (2.9)</u>	<u>\$ 992.4</u>	<u>\$ 1,022.2</u>	<u>(29.8) (2.9)%</u>	

Nine Month Period Ended (in millions, except %)	June 28, 2020						Net Sales June 30, 2019	Variance
	Net Sales	Effect of Changes in Currency	Net Sales Excluding Effect of Changes in Currency	Effect of Acquisitions	Organic Net Sales			
HHI	\$ 908.4	\$ 0.8	\$ 909.2	\$ -	\$ 909.2	\$ 990.7	(81.5) (8.2)%	
HPC	805.4	19.4	824.8	-	824.8	782.3	42.5 5.4 %	
GPC	684.2	4.3	688.5	(3.7)	684.8	641.3	43.5 6.8 %	
H&G	395.6	0.1	395.7	-	395.7	394.9	0.8 0.2 %	
Total	<u>\$ 2,793.6</u>	<u>\$ 24.6</u>	<u>\$ 2,818.2</u>	<u>\$ (3.7)</u>	<u>\$ 2,814.5</u>	<u>\$ 2,809.2</u>	<u>5.3 0.2 %</u>	

**SPECTRUM BRANDS HOLDINGS, INC.**  
**RECONCILIATION OF GAAP NET INCOME TO ADJUSTED EBITDA AND ADJUSTED EBITDA MARGIN (Unaudited)**

<b>Three Month Period Ended June 28, 2020 (in millions, except %)</b>	<b>HHI</b>	<b>HPC</b>	<b>GPC</b>	<b>H&amp;G</b>	<b>Corporate</b>	<b>Consolidated</b>
Net income from continuing operations	\$ 34.8	\$ 12.9	\$ 35.8	\$ 50.4	\$ 3.7	\$ 137.6
Income tax expense	-	-	-	-	53.6	53.6
Interest expense	-	-	-	-	36.1	36.1
Depreciation and amortization	8.5	8.7	9.2	5.1	3.5	35.0
<b>EBITDA</b>	<b>43.3</b>	<b>21.6</b>	<b>45.0</b>	<b>55.5</b>	<b>96.9</b>	<b>262.3</b>
Share and incentive based compensation	-	-	-	-	14.2	14.2
Restructuring and related charges	0.3	0.7	2.1	-	9.1	12.2
Transaction related charges	-	3.0	2.4	-	0.7	6.1
Gain on Energizer investment	-	-	-	-	(60.1)	(60.1)
Loss on assets held for sale	-	-	1.1	-	-	1.1
Foreign currency translation on multicurrency divestiture loans	-	(0.3)	-	-	4.8	4.5
Salus	-	-	-	-	0.2	0.2
Salus CLO debt extinguishment	-	-	-	-	(76.2)	(76.2)
Other	-	-	-	-	0.1	0.1
<b>Adjusted EBITDA</b>	<b>\$ 43.6</b>	<b>\$ 25.0</b>	<b>\$ 50.6</b>	<b>\$ 55.5</b>	<b>\$ (10.3)</b>	<b>\$ 164.4</b>
Net Sales	<b>\$ 281.6</b>	<b>\$ 250.6</b>	<b>\$ 241.5</b>	<b>\$ 210.6</b>	<b>\$ -</b>	<b>\$ 984.3</b>
<b>Adjusted EBITDA Margin</b>	<b>15.5%</b>	<b>10.0%</b>	<b>21.0%</b>	<b>26.4%</b>	<b>-%</b>	<b>16.7%</b>
<b>Three Month Period Ended June 30, 2019 (in millions, except %)</b>						
	<b>HHI</b>	<b>HPC</b>	<b>GPC</b>	<b>H&amp;G</b>	<b>Corporate</b>	<b>Consolidated</b>
Net income (loss) from continuing operations	\$ 58.2	\$ 5.7	\$ 25.9	\$ 48.0	\$ (162.5)	\$ (24.7)
Income tax expense	-	-	-	-	44.2	44.2
Interest expense	-	-	-	-	33.9	33.9
Depreciation and amortization	8.4	8.5	10.8	4.8	3.4	35.9
<b>EBITDA</b>	<b>66.6</b>	<b>14.2</b>	<b>36.7</b>	<b>52.8</b>	<b>(81.0)</b>	<b>89.3</b>
Share and incentive based compensation	-	-	-	-	15.6	15.6
Restructuring and related charges	1.1	3.2	1.4	0.4	14.6	20.7
Transaction related charges	-	0.7	0.7	-	3.4	4.8
Loss on Energizer investment	-	-	-	-	33.2	33.2
Foreign currency translation on multicurrency divestiture loans	-	-	-	-	7.7	7.7
Other	-	0.1	0.2	0.1	1.2	1.6
<b>Adjusted EBITDA</b>	<b>\$ 67.7</b>	<b>\$ 18.2</b>	<b>\$ 39.0</b>	<b>\$ 53.3</b>	<b>\$ (5.3)</b>	<b>\$ 172.9</b>
Net Sales	<b>\$ 354.6</b>	<b>\$ 243.4</b>	<b>\$ 221.7</b>	<b>\$ 202.5</b>	<b>\$ -</b>	<b>\$ 1,022.2</b>
<b>Adjusted EBITDA Margin</b>	<b>19.1%</b>	<b>7.5%</b>	<b>17.6%</b>	<b>26.3%</b>	<b>-</b>	<b>16.9%</b>

**SPECTRUM BRANDS HOLDINGS, INC.**  
**RECONCILIATION OF GAAP NET INCOME TO ADJUSTED EBITDA AND ADJUSTED EBITDA MARGIN (Unaudited)**

<b>Nine Month Period Ended June 28, 2020 (in millions, except %)</b>	<b>HHI</b>	<b>HPC</b>	<b>GPC</b>	<b>H&amp;G</b>	<b>Corporate</b>	<b>Consolidated</b>
Net income from continuing operations	\$ 130.0	\$ 31.5	\$ 9.7	\$ 64.9	\$ (195.3)	\$ 40.8
Income tax expense	-	-	-	-	35.3	35.3
Interest expense	-	-	-	-	106.5	106.5
Depreciation and amortization	25.1	26.5	35.1	15.4	11.0	113.1
EBITDA	155.1	58.0	44.8	80.3	(42.5)	295.7
Share and incentive based compensation	-	-	-	-	43.3	43.3
Restructuring and related charges	0.9	3.6	18.8	0.3	38.0	61.6
Transaction related charges	-	7.3	7.4	-	2.7	17.4
Loss on Energizer investment	-	-	-	-	8.2	8.2
Loss on assets held for sale	-	-	26.8	-	-	26.8
Write-off from impairment of intangible assets	-	-	24.2	-	-	24.2
Foreign currency translation on multicurrency divestiture loans	-	0.4	-	-	4.6	5.0
Salus	-	-	-	-	0.6	0.6
Salus CLO debt extinguishment	-	-	-	-	(76.2)	(76.2)
Other	-	0.1	0.1	-	0.2	0.4
Adjusted EBITDA	\$ 156.0	\$ 69.4	\$ 122.1	\$ 80.6	\$ (21.1)	\$ 407.0
Net Sales	\$ 908.4	\$ 805.4	\$ 684.2	\$ 395.6	\$ -	\$ 2,793.6
Adjusted EBITDA Margin	17.2%	8.6%	17.8%	20.4%	-	14.6%
<b>Nine Month Period Ended June 30, 2019 (in millions, except %)</b>						
	<b>HHI</b>	<b>HPC</b>	<b>GPC</b>	<b>H&amp;G</b>	<b>Corporate</b>	<b>Consolidated</b>
Net income (loss) from continuing operations	\$ 145.4	\$ (9.0)	\$ 57.3	\$ 70.8	\$ (372.1)	\$ (107.6)
Income tax expense	-	-	-	-	18.2	18.2
Interest expense	-	-	-	-	185.1	185.1
Depreciation and amortization	25.3	55.7	32.0	14.4	11.0	138.4
EBITDA	170.7	46.7	89.3	85.2	(157.8)	234.1
Share based compensation	-	-	-	-	38.7	38.7
Restructuring and related charges	4.3	4.7	6.4	1.4	25.4	42.2
Transaction related charges	0.9	6.3	1.6	-	7.6	16.4
GPC safety recall	-	-	0.7	-	-	0.7
Loss on Energizer investment	-	-	-	-	38.2	38.2
Foreign currency translation on multicurrency divestiture loans	-	-	-	-	29.5	29.5
Other	-	-	2.9	(0.7)	1.7	3.9
Adjusted EBITDA	\$ 175.9	\$ 57.7	\$ 100.9	\$ 85.9	\$ (16.7)	\$ 403.7
Net Sales	\$ 990.7	\$ 782.3	\$ 641.3	\$ 394.9	\$ -	\$ 2,809.2
Adjusted EBITDA Margin	17.8%	7.4%	15.7%	21.8%	-	14.4%





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