

Spectrum Brands

Global Batteries
& Appliances



Pet, Home
& Garden



Hardware &
Home Improvement



Global
Auto Care



Spectrum Brands Investor Day

October 12, 2016

Forward-Looking Statements

Certain matters discussed in this presentation, with the exception of historical matters, may be forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. All statements, other than statements of historical facts, regarding our business strategy, future operations, financial condition, estimated revenues, projected costs, projected synergies, prospects, plans and objectives of management, as well as information concerning expected actions of third parties, are forward-looking statements. These statements are subject to a number of risks and uncertainties that could cause results to differ materially from those anticipated as of the date of this presentation. Important factors that could cause our actual results to differ materially from those expressed or implied herein include, without limitation: our ability to manage and otherwise comply with our covenants with respect to our significant outstanding indebtedness or maintain our credit ratings; changes and developments in external competitive market factors, such as introduction of new product features or technological developments; development of new competitors or competitive brands or competitive promotional activity or spending or industry consolidation; the cost and effect of unanticipated legal, tax or regulatory proceedings or new accounting policies, laws or regulations (including environmental, public health and consumer protection regulations); seasonality of our products and changes in consumer demand for the various types of products we offer resulting in the loss of, or a significant reduction in, sales to significant retail customers; our ability to develop and successfully introduce new products, protect our intellectual property and avoid infringing the intellectual property of third parties; public perception regarding the safety of our products, including the potential for environmental liabilities, product liability claims, litigation and other claims; unfavorable developments in the global credit markets; the impact of overall economic conditions, terrorist attacks, acts of war or other unrest in international markets on consumer spending; fluctuations in commodities prices, supply shortages, the costs or availability of raw materials or terms and conditions available from suppliers; changes in the general economic conditions in countries and regions where we do business, such as stock market prices, interest rates, currency exchange rates, inflation and consumer spending; our ability to successfully implement manufacturing, distribution and other cost efficiencies and to continue to benefit from our cost-cutting initiatives; the impact of expenses resulting from the implementation of new business strategies, divestitures or restructuring activities; our ability to integrate, and to realize synergies from, the combined businesses of Spectrum Brands, Inc. and Russell Hobbs, Inc.; our ability to identify, develop and retain key employees; unfavorable weather conditions or climate change and various other risks and uncertainties, including those discussed herein and those set forth in our filings with the Securities and Exchange Commission ("SEC").

We also caution the reader that undue reliance should not be placed on any forward-looking statements, which speak only as of the date of this presentation. We undertake no duty or responsibility to update any of these forward-looking statements to reflect events or circumstances after the date of this presentation or to reflect actual outcomes. Additional factors that may affect future results and conditions are described in our filings with the SEC, which are available at the SEC's web site at www.sec.gov or at Spectrum Brands' website at www.spectrumbrands.com.

The information contained in this presentation is summary information that is intended to be considered in the context of our SEC filings, and other public announcements that we may make, by press release or otherwise, from time to time. In addition, information related to past performance, while helpful as an evaluative tool, is not necessarily indicative of future results, the achievement of which cannot be assured. You should not view our past performance, or information about the market, as indicative of our future results. Further, performance information respecting investment returns on portfolio transactions is not directly equivalent to returns on an investment in our common stock.

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. Excluding the impact of current exchange rate fluctuations may provide additional meaningful reflection of underlying business trends. In addition, within this presentation, including the tables that follow, reference is made to adjusted earnings before interest, taxes, depreciation and amortization (EBITDA), free cash flow and adjusted gross profit.

Adjusted EBITDA is a metric used by management 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 of a company's ability to service debt and is one of the measures used for determining the Company's debt covenant compliance. Adjusted EBITDA excludes certain items that are unusual in nature or not comparable from period to period.

In addition, the Spectrum Brands' management uses adjusted gross profit as one means of analyzing the Spectrum Brands' current and future financial performance and identifying trends in its financial condition and results of operations. Management believes that adjusted gross profit is a useful measure for providing further insight into Spectrum Brands' operating performance because it eliminates the effects of certain items that are not comparable from one period to the next.

Also, management believes that free cash flow is useful to both management and investors in their analysis of Spectrum Brands' ability to service and repay its debt and meet its working capital requirements. Free cash flow should not be considered in isolation or as a substitute for pretax income (loss), net income (loss), cash provided by (used in) operating activities or other statement of operations or cash flow statement data prepared in accordance with GAAP or as a measure of profitability or liquidity. In addition, the calculation of free cash flow does not reflect cash used to service debt and therefore, does not reflect funds available for investment or discretionary uses.

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.

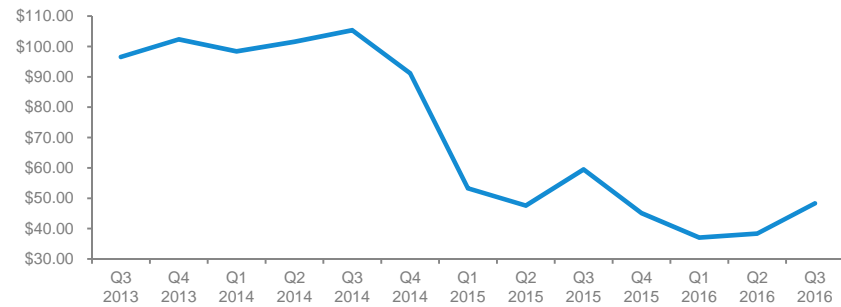
All GAAP reconciliations are available at www.spectrumbrands.com

Rewarding And Safe Investment Opportunities?

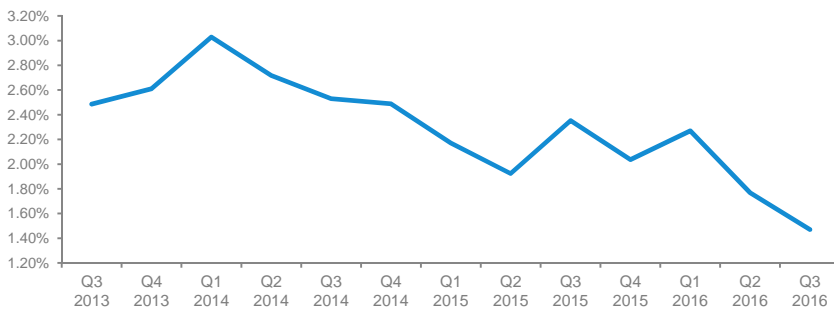
EUR/USD Rate^(a)



Crude Oil Prices^(a)



10-Year U.S. Bond Rate^(a)



Political Risks

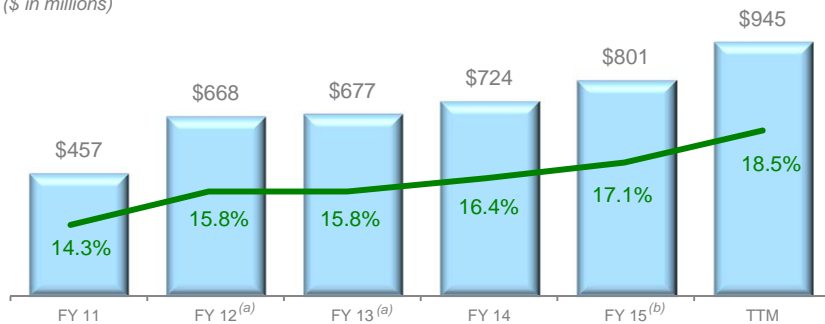


(a) Reflects average values during quarterly periods from 6/28/2013 to 6/30/2016

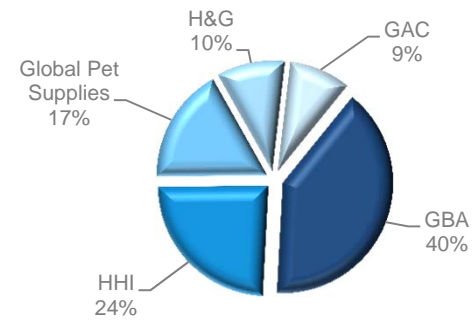
How About Spectrum Brands?

Adjusted EBITDA / Margin Performance

(\$ in millions)



TTM Net Sales By Division

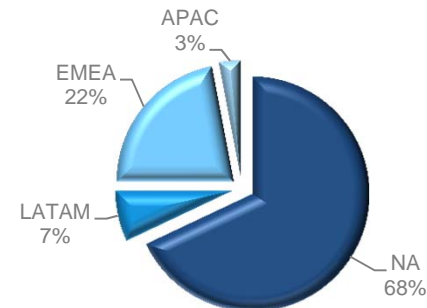


Adjusted Free Cash Flow

(\$ in millions)



TTM Net Sales By Geographic Region



(a) Reflects pro forma as if HHI acquired at beginning of respective period. The pre-acquisition earnings and capital expenditures of HHI do not include the TLM Taiwan business as stand alone financial data is not available for the periods presented. The TLM Taiwan business is not deemed material to the Company's operating results.
 (b) Reflects results for GAC from acquisition date of May 21, 2015 through September 30, 2015.
 (c) As of October 12, 2016, the Company expects to somewhat exceed adjusted free cash flow of \$515 million in FY16.
 Note: TTM reflects the trailing 12 months ended June 30, 2016

Who Is Spectrum Brands?

A **global consumer products** company with annualized sales of over \$5 billion focused on

- **non-discretionary** consumer products used in households daily
- market-leading brands in **categories with barriers to entry**
- delivering **superior value** to customers and consumers

Global Batteries & Appliances

TTM Revenue \$2,043M

RAYOVAC

REMINGTON

GEORGE FOREMAN

VARTA

Russell Hobbs

BLACK+DECKER

Pet, Home & Garden

TTM Revenue \$1,361M

NATURE'S MIRACLE

REPEL

Critter

Spectracide

BLACK FLAG

Tetra

IAMS

FURminator

Hardware & Home Improvement

TTM Revenue \$1,244M

BALDWIN

Kwikset

Pfister

National Hardware

Global Auto Care

TTM Revenue \$449M

ARMOR ALL

STP

A/C PRO

THE BRANDS YOU TRUST UNDER ONE ROOF

www.spectrumbrands.com



Spectrum
Brands

RAYOVAC

GEORGE FOREMAN

BLACK+DECKER

REMINGTON

Spectracide

Cutter

Tetra

Kwikset

HOT SHOT

PFISTER

DINGO

AC PRO

ARMORALL

Agenda

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| 1. Strategic Overview & Growth Initiatives | Andreas Rouvé |
| 2. Global Auto Care | Guy Andrysick |
| 3. Global Batteries & Appliances | Steve Fraundorfer |
| 4. Pet, Home & Garden | Randy Lewis |
| 5. Hardware & Home Improvement | Phil Szuba |
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Spectrum Brands

Global Batteries
& Appliances



Pet, Home
& Garden



Hardware &
Home Improvement



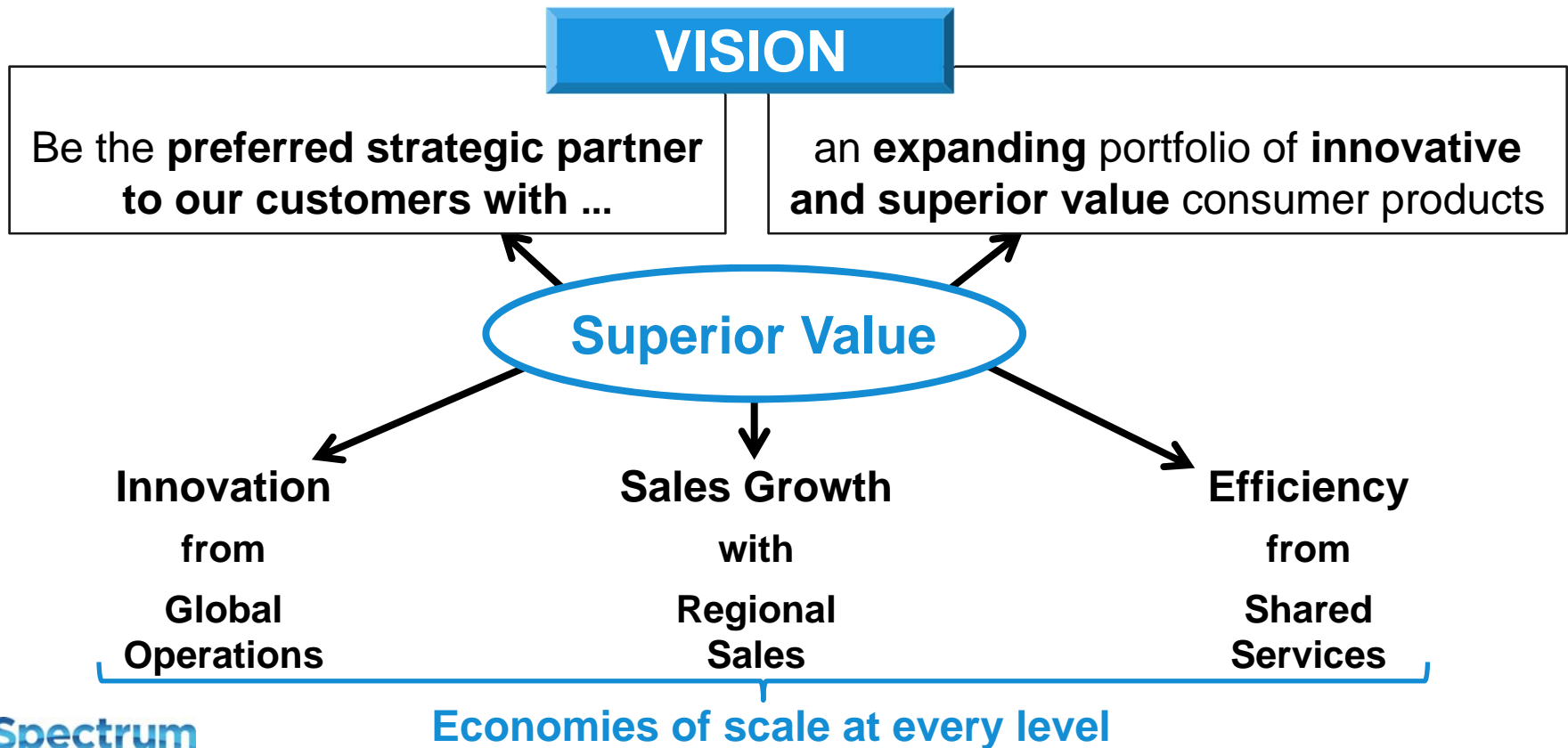
Global
Auto Care



Strategic Overview & Growth Initiatives

Andreas Rouvé
Chief Executive Officer

Our Vision & Our Organization



Major Market Challenges



Consumer
Better
Informed

Speed to
Market

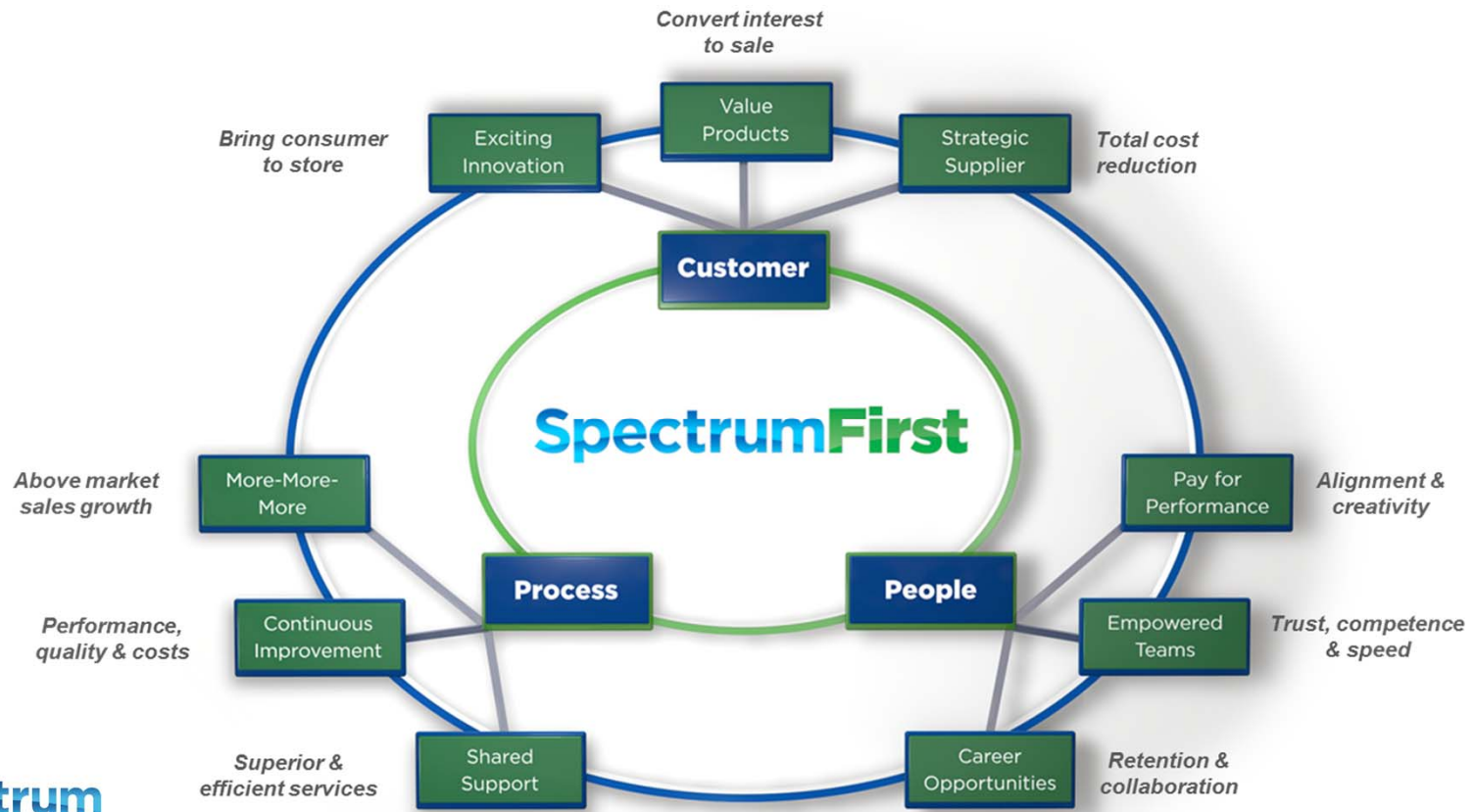
Retailer
Pressured

Consumer
Focus on
Value

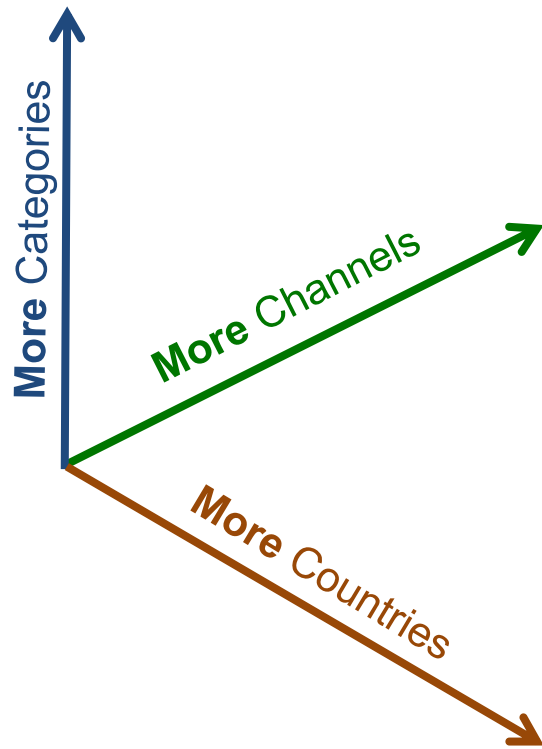
Retailer
Focus on
Innovation

Retailer
Focus on
**Direct
Sourcing**

Roadmap To Become A Large Cap Stock



Above Market Sales Growth



Spectrum
Brands

More categories into existing retailers

- Security into NA mass retailers
- Rawhide into U.S. club channel



More channels in existing markets

- Insect repellent into auto channel
- Batteries into food/drug and dollar



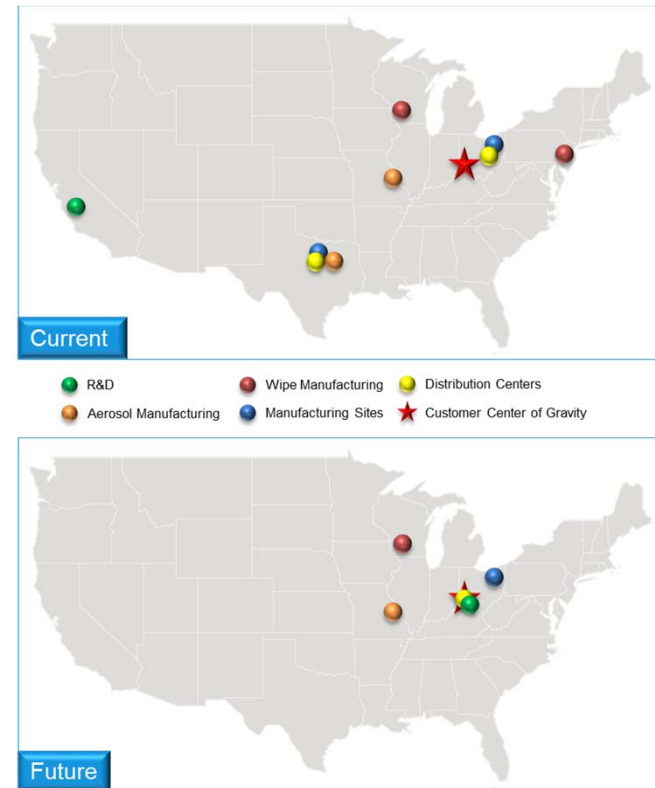
More countries

- Hearing aid batteries into APAC
- Pet products into Latin America



Continuous Improvement Of Processes

- ✓ GAC integration completed ahead of schedule (SAP go-live, International & Shared Services)
- ✓ Significant new U.S. supply chain optimization program under way to deliver additional efficiencies
- ✓ New manufacturing and logistics facility to open in Dayton, Ohio in early calendar 2017. More than half of the U.S. population located within 600 miles of Dayton
- ✓ Footprint transformation will reduce expenses and improve working capital



Investment Into Improved Manufacturing Capabilities

\$19M investment in new aerosol manufacturing facility in St. Louis

- ✓ Significant annual manufacturing cost savings
- ✓ Working capital reduction from avoiding seasonal pre-build
- ✓ Improves customer service – responsive to unexpected demand
- ✓ Supports Latin American repellent expansion
- ✓ Allows insourcing of Pet & Auto Care aerosol products



Spectrum
Brands



Spectrum Brands

Our Mission

Build Spectrum Brands into a large cap stock with superior shareholder returns

through above market organic **growth**

with unwavering focus on building **sustainable free cash flow**

and further **acquisitions**



Accelerated by **SpectrumFirst**

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- | | |
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Spectrum Brands

Global Batteries
& Appliances



Pet, Home
& Garden



Hardware &
Home Improvement



Global
Auto Care

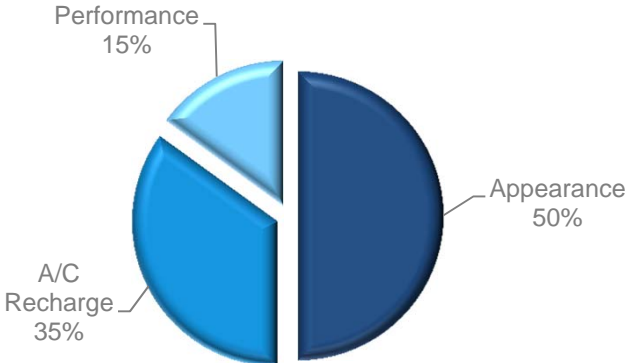


Global Auto Care

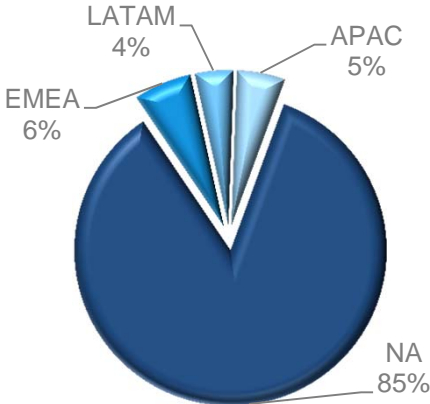
Guy Andrysick
Sr. Vice President & General Manager

Global Auto Care Overview

Net Sales By Product Category (TTM)

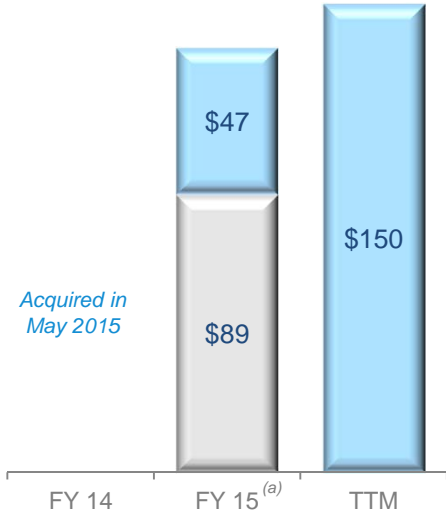


Net Sales by Geography (TTM)



Adjusted EBITDA Performance

(\$ in millions)



TTM Revenue \$449M; TTM Adj. EBITDA \$150M



(a) Global Auto Care (GAC) was acquired by Spectrum Brands on May 21, 2015. Actual results are for the period of May 21, 2015 through September 30, 2015 and pro forma trailing 12 months for fiscal 2015.

Note: TTM reflects the trailing 12 months ended June 30, 2016

Global Auto Care - Growth Drivers

Strengthen Core

- Accelerate innovation
- Drive awareness and education



Extend Portfolio

- Adjacencies
- Non-automotive innovation



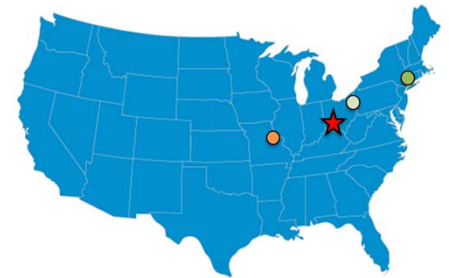
Expand Reach

- International
- Alternative channel distribution



Improve Value

- Simplified sourcing, distribution and manufacturing
- Low-cost producer



Reinvesting In Protectants To Drive Growth


✓ Research-Based Insights

- Shopping simulations
- Computer eye-tracking study
- Attitudinal interviews



✓ Improve Consumer Experience

- Better label communication
- Consistent graphic architecture
- Modernized imagery



✓ National Brand Support

- Fully integrated 360 campaign
- Multiple consumer touchpoints
- Education and awareness building



New 2016 Armor All TV Ad



Build category awareness




Build brand awareness and superiority



Innovation And Simplification Driving Core Growth


✓ **Creation of All-In-One Charging Segment**



✓ **Product Enhancements Add Value**



✓ **New Innovation And National Brand Support**



New 2016 A/C PRO TV Ad



Build category awareness



Build brand awareness and superiority



Expanding The STP Brand



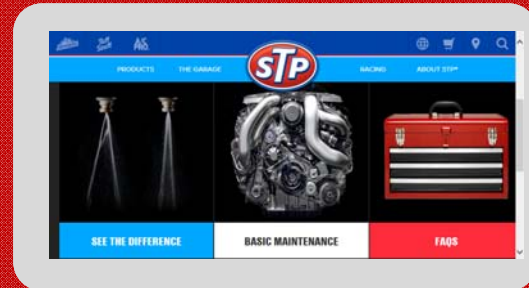
PROTECT THE CORE

Defend our position in fuel and oil additives



INNOVATE

Continue to ensure product relevancy – meeting the needs of today's changing vehicle technology



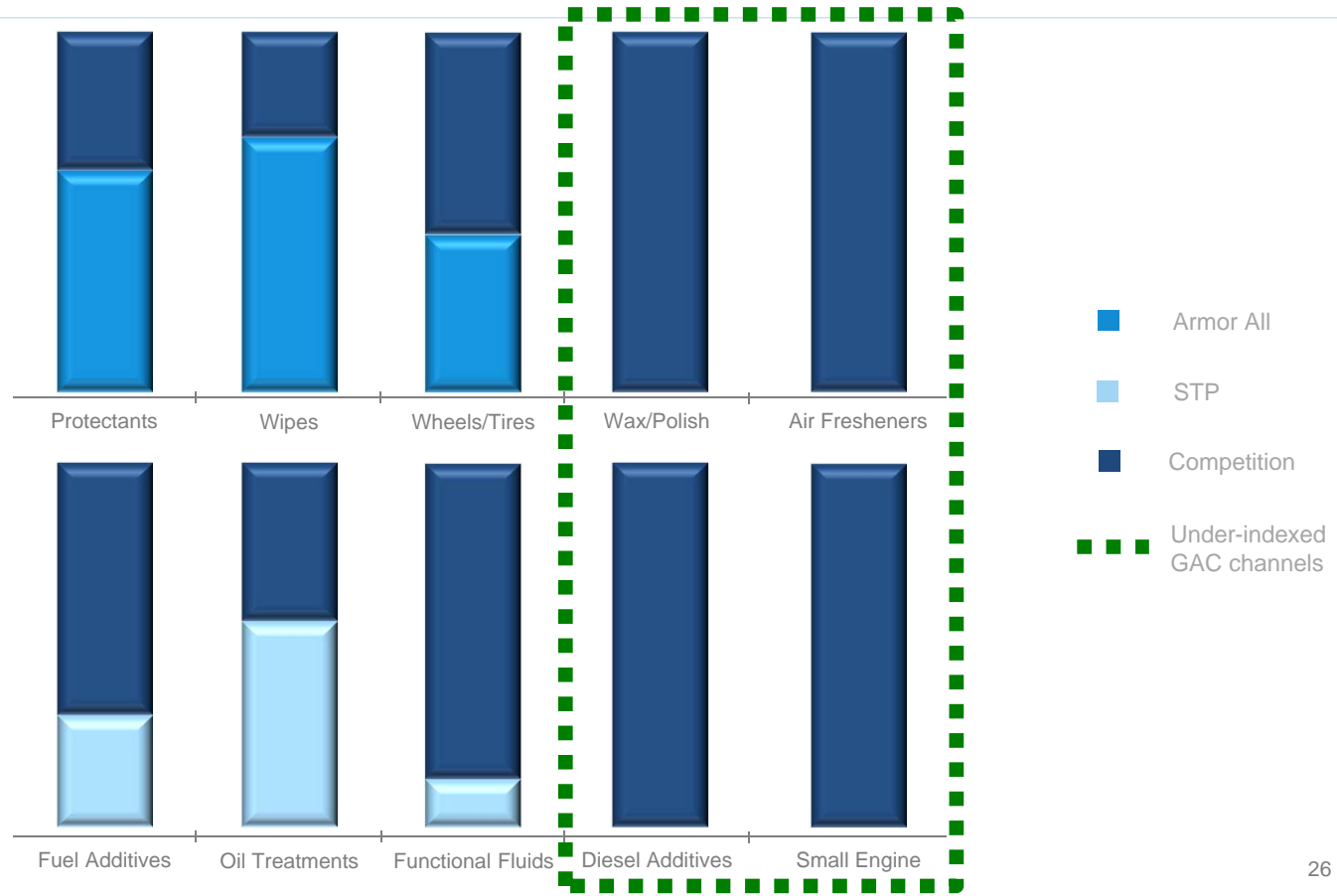
EDUCATE

Execute a fully integrated traditional and digital communication plan with a focus on product education

Adjacency Opportunities In The United States

Appearance
 Total U.S. 52 Weeks
 Ended July 2016:
 \$827M at Retail

Performance
 Total U.S. 52 Weeks
 Ended July 2016:
 \$1.3B at Retail



New Product Growth Drivers

Wash & Wax Wipes



Key Consumer Benefits



- One-step wash
- One-step wax
- No waiting, no buffing
- Wipe on and enjoy the clean....enjoy the shine!

TV Support



- DRTV (build awareness and drive trial)
- Social media engagement
- Sampling at trade shows, races and events

Grow Through New Channels And Adjacencies



RETAIL

Capitalize on growing segment and deliver value-added products for passenger cars and light trucks



COMMERCIAL

Channel expansion through partnership with heavy duty diesel manufacturer and distributor



ADJACENCIES

Expand into Home and Hardware with small engine line

Leverage Retailer POP And Digital Marketing To Target White Space



Mass Channel Growth Strategy: Consumer Trade-Up



Walmart

Tiered offering with stepped value proposition

Accelerate International Growth

- Leverage Spectrum Brands scale and distribution
- New go-to-market model
- Competitive cost structure
- Cross-selling



Europe



Latin America



Asia / Pacific



What You Can Expect From Global Auto Care

- **Strong first full year** with Spectrum Brands
- Executing core business growth with **advertising** and **innovation**
- Leveraging Spectrum Brands scale and distribution to **accelerate international growth**
- Simplifying supply chain to **improve margin** and reduce working capital
- Building on **strong relationships** across multiple channels

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|---|--------------------------|
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Spectrum Brands

Global Batteries
& Appliances



Pet, Home
& Garden



Hardware &
Home Improvement



Global
Auto Care

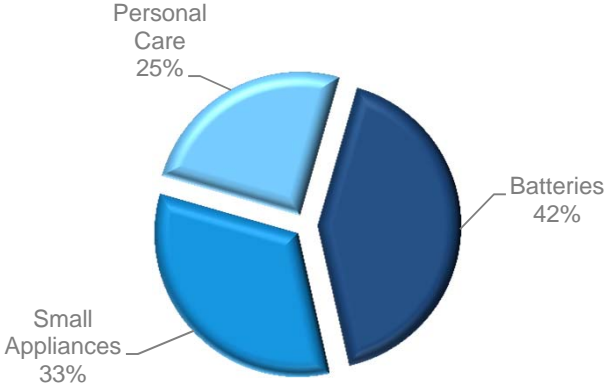


Global Batteries & Appliances

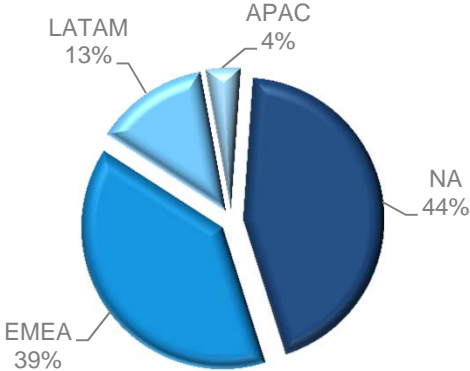
Steve Fraundorfer
Sr. Vice President & General Manager

Global Batteries & Appliances Overview

Net Sales By Product Category (TTM)



Net Sales By Geography (TTM)



Adjusted EBITDA Performance^(a)



TTM Revenue \$2,043M; TTM Adj. EBITDA \$306M



(a) FY15 and TTM include Fx impacts of \$(67)M and \$(84)M, respectively.
 Note: TTM reflects the trailing 12 months ended June 30, 2016

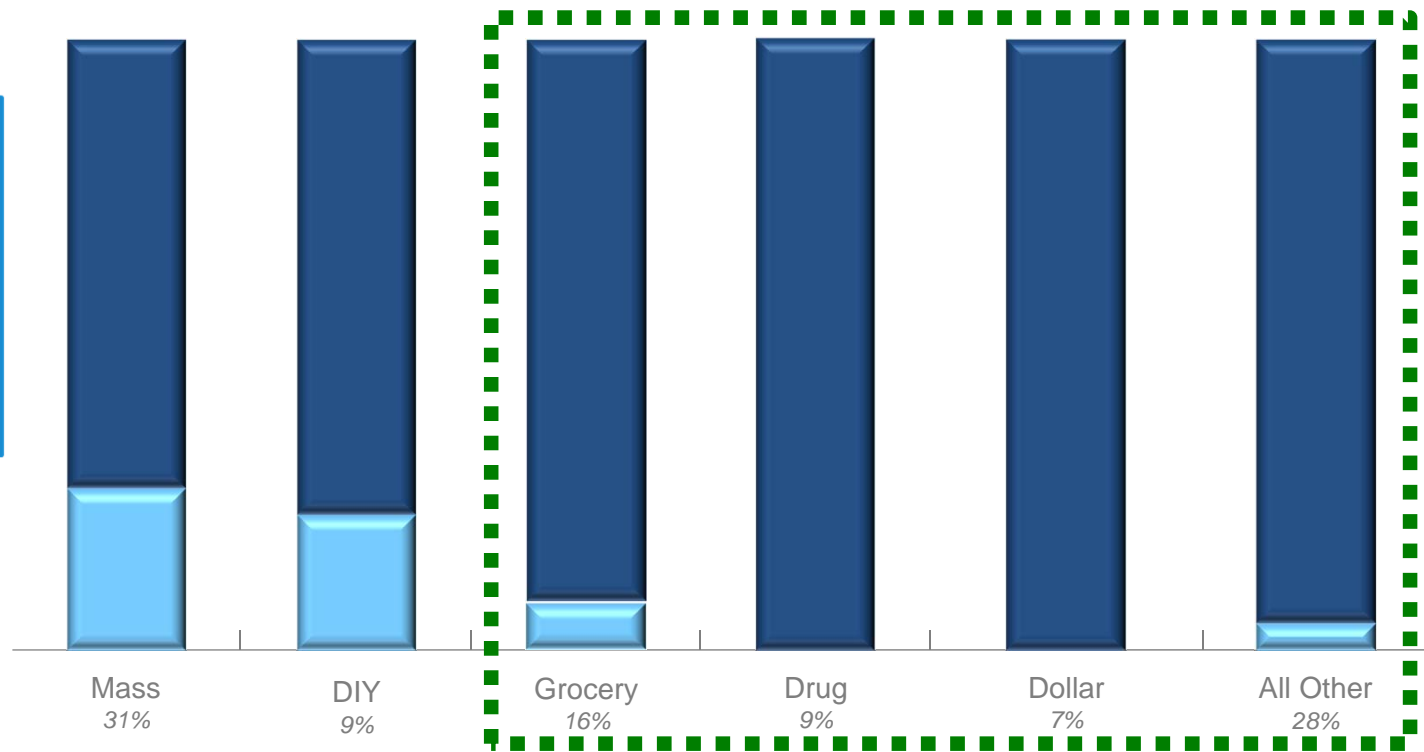
Battery Distribution Opportunities

Expanding With Rayovac Into More Channels In North America

Total Market:
\$4.5B

Rayovac*:
\$500M

**Alkaline, HD, Rechargeable.
Excludes private label*



■ Rayovac
 ■ Competition
 ■ ■ | Rayovac Development Opportunity

Source: Nielsen Scan & Panel Data, annual period ended June 2016
*excludes private label supplies

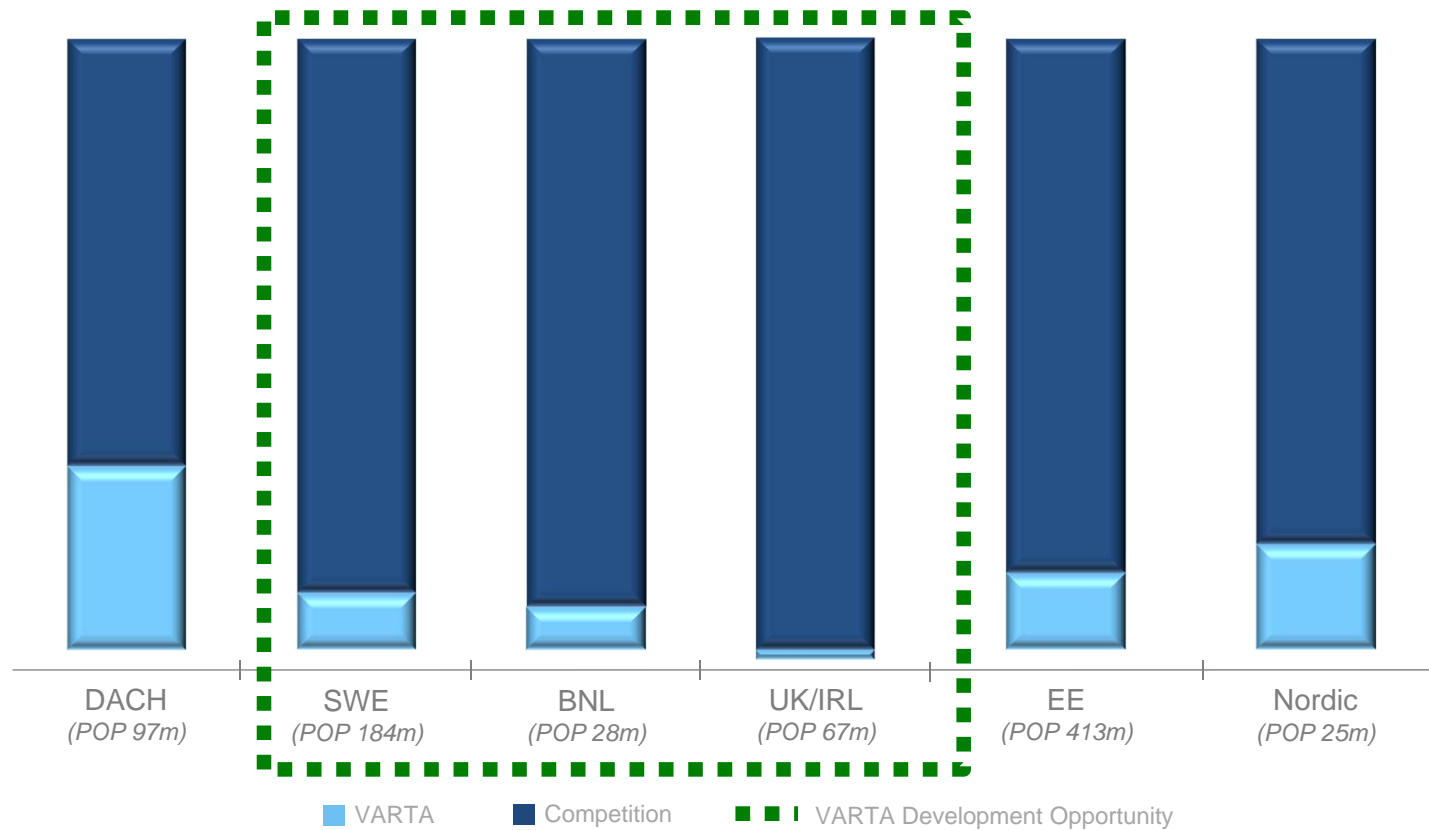
Additional Battery Distribution Opportunities

Expanding With VARTA Into More Countries In Europe

Total Market:
\$3.5B

VARTA*:
\$485M

*Alkaline, HD, Rechargeable.
Excludes private label*



Rayovac Brand Initiatives

More Investment Into Awareness And Performance

Enhance Our Brand

- Leverage our differentiated brand personality
- Contemporize our brand



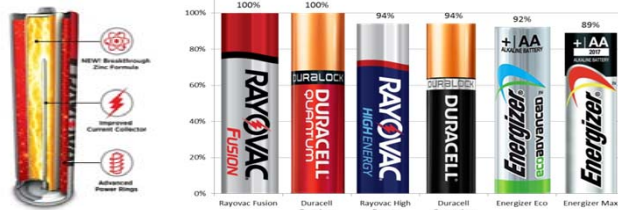
Improve Packaging

- Clarify product performance differences



Invest In Technology

- Continuously improve performance to maintain parity with leading brand



**AA ANSI average performance source of the data is internal testing

Get The Word Out

- Highlight our 110-year brand history
- Connect on social media with our target consumer



**Batteries Matter.
Choose Rayovac.**

Rayovac Lights & Portable Power Complement Core Offerings And Drive Brand Awareness

Hero Product Launches



Media & Market Promotion



Indestructible
ABC news feature

#IndestructibleStories

Oprah Magazine

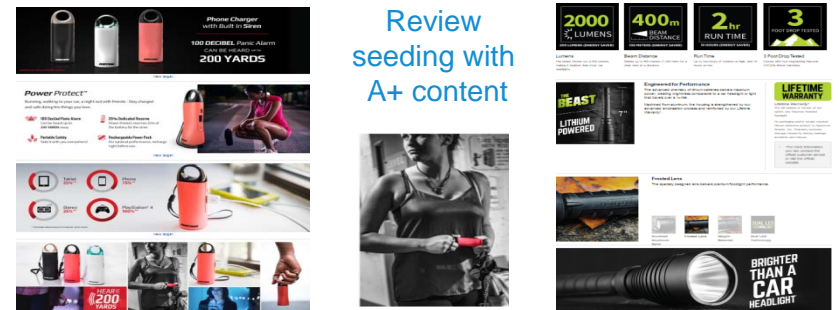
Merchandising



Clip strips

Counter displays

Online Outreach



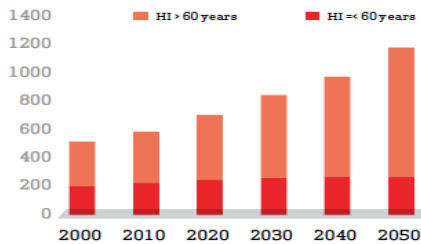
Review seeding with
A+ content

Hearing Aid Batteries

Gaining Share In A Growing Market

Aging Population

Est. world population suffering from hearing loss >25 dBHL in both ears (2000 to 2050)



Font: Lin et al. Arch Intern Med. 2011 and UN - Department of Economic and Social Affairs - Population Division.

- Hearing loss increases with age
- Baby boomer generation is within the target demographic
- Teen hearing loss is steadily increasing

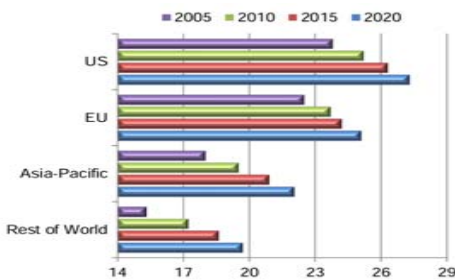
Improved Technology & User Differentiation



- High rate performance
- High humidity resistance
- Packaging ease of use
- Form factor specialization

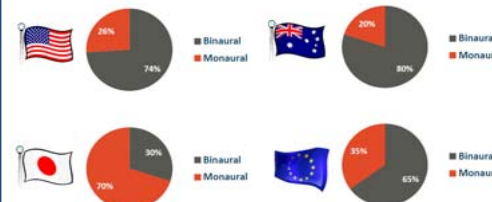
Penetration

% of Population Over Age 65



- Developing markets are significantly under-penetrated
- Fittings becoming more "successful"
- Spectrum Brands is under-represented in LA and APAC regions

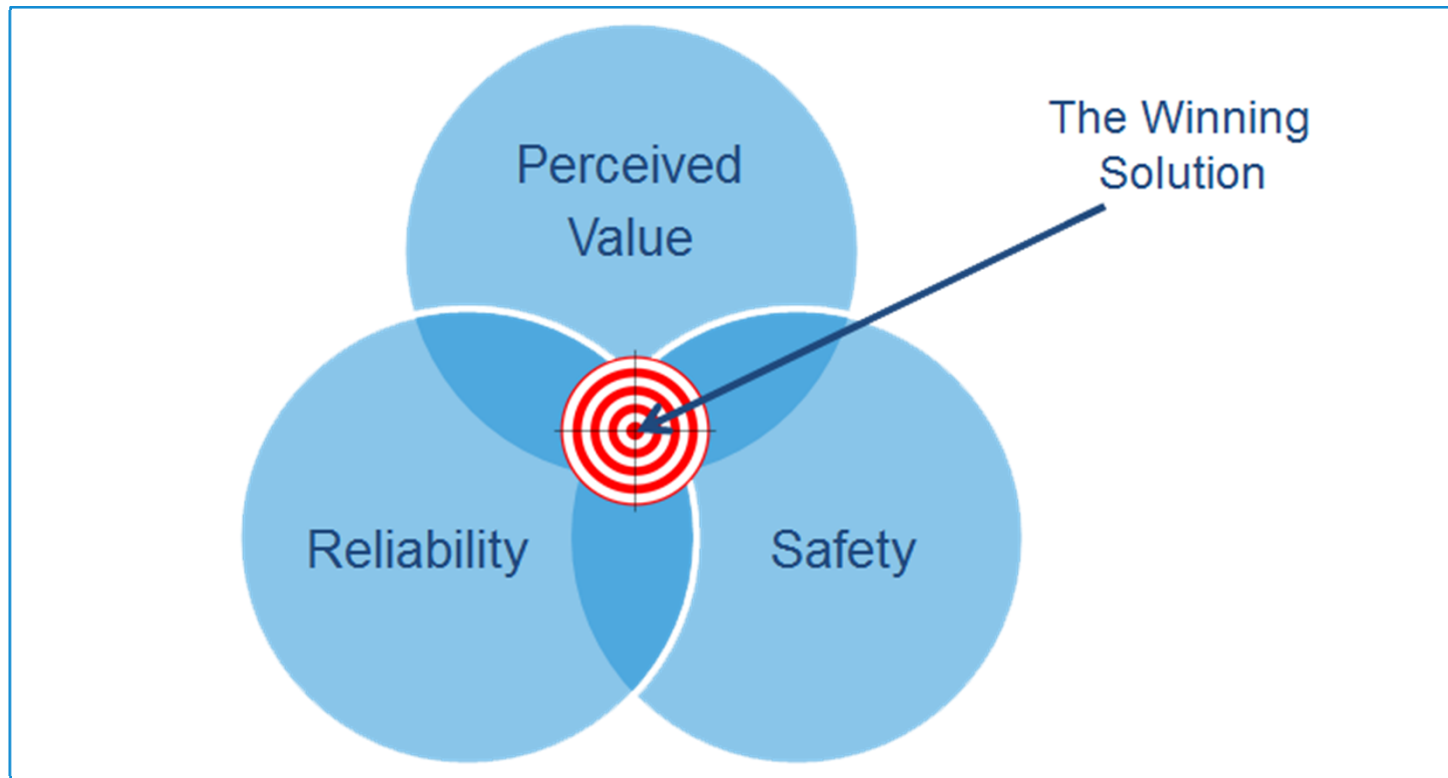
Binaural Fitting



- Currently low binaural fitting rates for Europe/Japan vs. the U.S.
- However, consumer affinity is growing, driven by technology, streaming, etc.

Personal Care And Small Appliances

Delivering Meaningful, Consumer-Focused Innovation Without Compromise



Small Electric Appliances

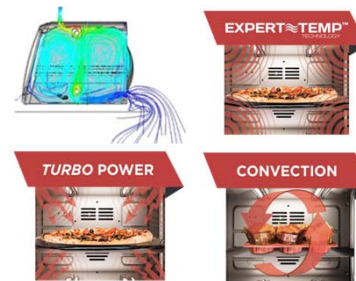
Providing Superior Value With Meaningful Innovation

Blenders



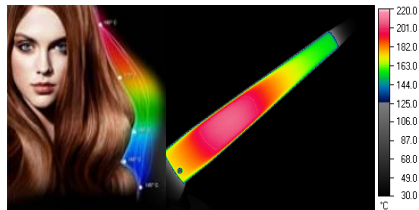
- New blades shred ice into snow
- Quiet technology
- Mess-free serving

Toaster Ovens



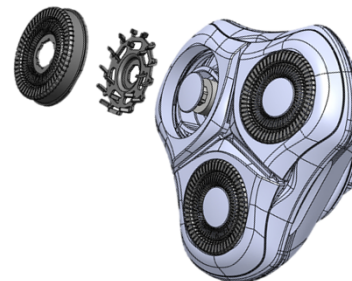
- Save time - no preheat
- Cooks faster
- Expert results

Hair Care



- Better styling
- Longer lasting
- Optimized heating

Shave & Groom



- Closer shave
- More comfort
- Increased flexibility

Small Electric Appliances

Multi-Channel/Country Strategy Enabled By Industrial Design & Technology

Toaster Ovens



Mass



Department



Premium

Blenders



Mass



Department



Premium

Hair Care



Mass



Department



Premium

Shavers



Mass



Department



Premium

Small Electric Appliances

Major Opportunities To Expand Into More Categories

Small Appliances



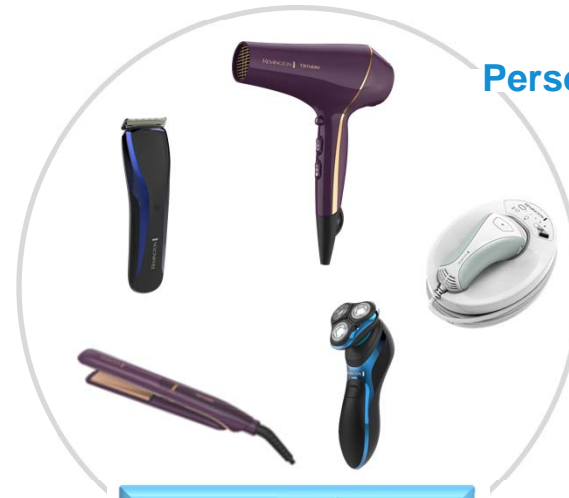
Expansion



Spectrum Brands

Core

Personal Care



Expansion



E-Commerce

Increased Investment In Digital Marketing To Drive Awareness And Communicate Innovations



Spectrum
Brands

Accelerate
Growth

amazon.com

Support
Online Retail

RETAILER.COM



Engage,
Entertain,
Educate

End User



What You Can Expect From Global Batteries & Appliances

- Continuous growth from expanding distribution in the U.S. and globally
- Apply design and technological innovation for price and channel differentiation
- Broaden product portfolio and expand into adjacent categories
- Increase digital marketing to drive brand awareness and consumer loyalty
- Leverage online channel to launch innovative, higher price point products

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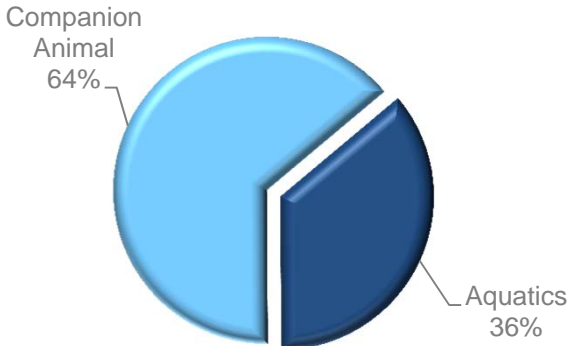


Pet, Home & Garden

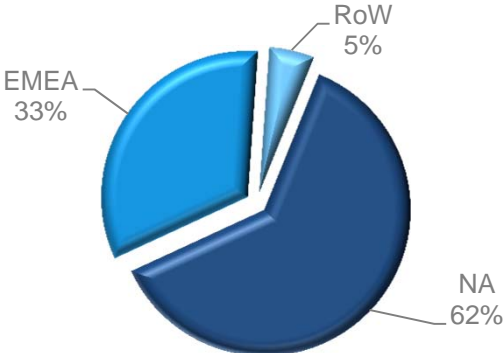
Randy Lewis
Sr. Vice President & General Manager

Global Pet Supplies Overview

Net Sales By Product Category (TTM)



Net Sales By Geography (TTM)



Adjusted EBITDA Performance^(a)



TTM Revenue \$838M; TTM Adj. EBITDA \$141M



(a) FY14, FY15 and TTM include Fx impacts of \$(1)M, \$(4)M and \$(2)M, respectively.
 Note: TTM reflects the trailing 12 months ended June 30, 2016

An Improved Business Poised For Strategic Growth



Improved Strategies

- Customer and consumer
- Brands and products
- Categories and channels



Integrated Globally

- Global platforms
- Regional teams
- Local control



Invested Operationally

- Capacity and efficiency
- Quality and compliance
- NPD and insights



Strong Portfolio Of Leading Brands

PET CARE

Premium performing products designed to allow pet parents to care for their pets, keeping them healthy and happy



Aquatics

Food, Water Care and Equipment for animals suitable for an aquarium



Chews & Care

Rawhide, Clean-Up, Grooming, Healthcare, Accessories and Small Animal Care



Dog & Cat Food

Dry and Wet Food for Dogs and Cats



Spectrum
Brands

New & Improved Product Growth Drivers

Companion Animal



Dog & Cat Food

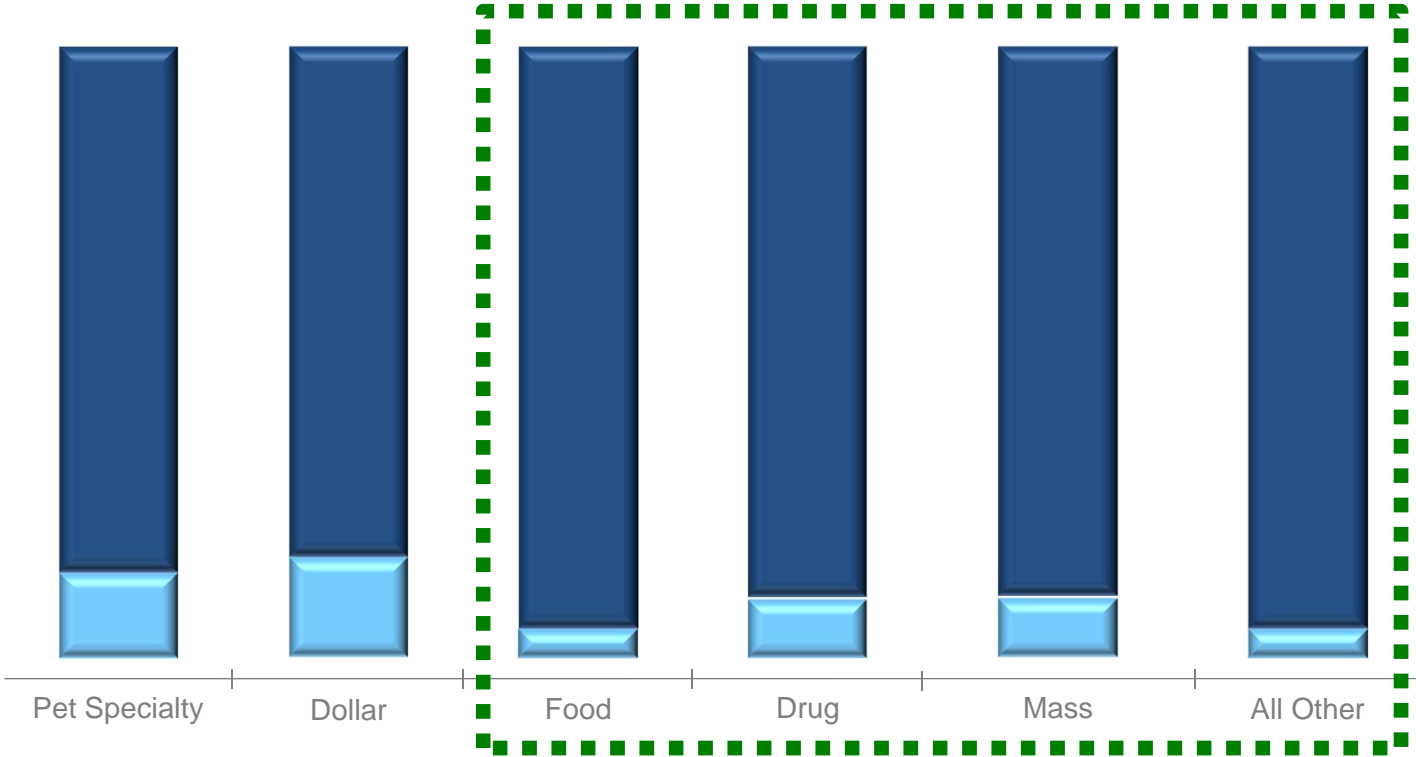


Aquatics



Pet Channel Opportunities In The United States

Total 2015
U.S. Category:
\$14B at Retail



Driving Chews & Treats Growth With Brand & Category Leadership

Best	 	
Better	 	
Good		
OPP		

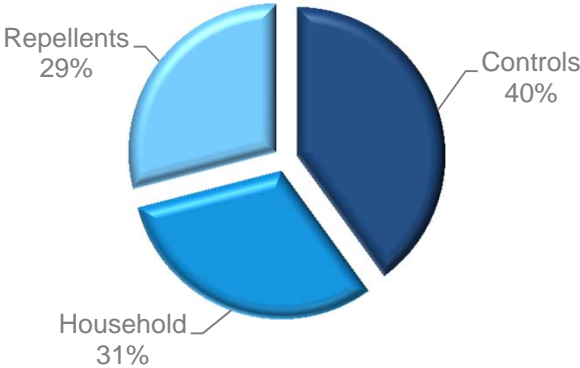


- Speed to market
- Form factor flexibility
- Quality control
- FSMA compliant

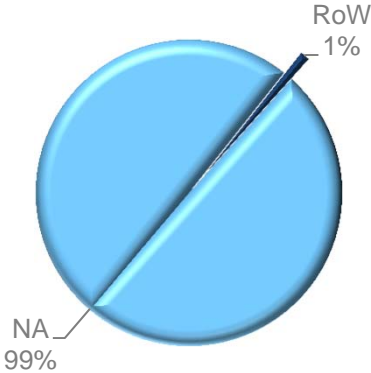
Vertically Integrated Supply Chain

Home & Garden Overview

Net Sales By Product Category (TTM)

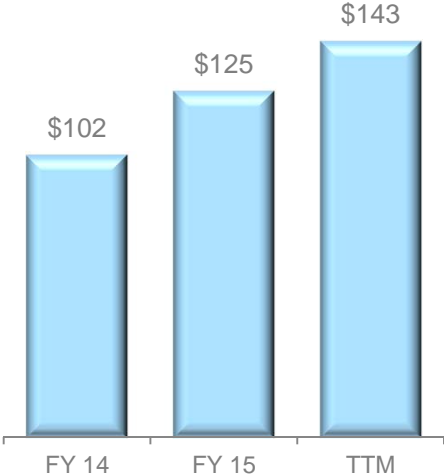


Net Sales By Geography (TTM)



Adjusted EBITDA Performance

(\$ in millions)



TTM Revenue \$523M; TTM Adj. EBITDA \$143M



Note: TTM reflects the trailing 12 months ended June 30, 2016

Strong Portfolio of Recognized Brands



HOME & GARDEN

Pesticides as defined by FIFRA^(a) include Insecticides, Herbicides, Fungicides, Repellents & Rodenticides)

Controls

Outdoor pesticides used to control insects, weeds and animals around the home



Household

Indoor pesticides used to control insects and rodents inside the home



Repellents

Personal use pesticides used to repel mosquitoes and ticks



(a) Federal Insecticide, Fungicide, and Rodenticide Act (FIFRA) provides EPA with the authority to oversee the sale and use of pesticides. However, because FIFRA does not fully preempt state/tribal or local law, each state/tribe and local government may also regulate pesticide use.

New & Improved Product Growth Drivers

Repellents



Outdoor Controls

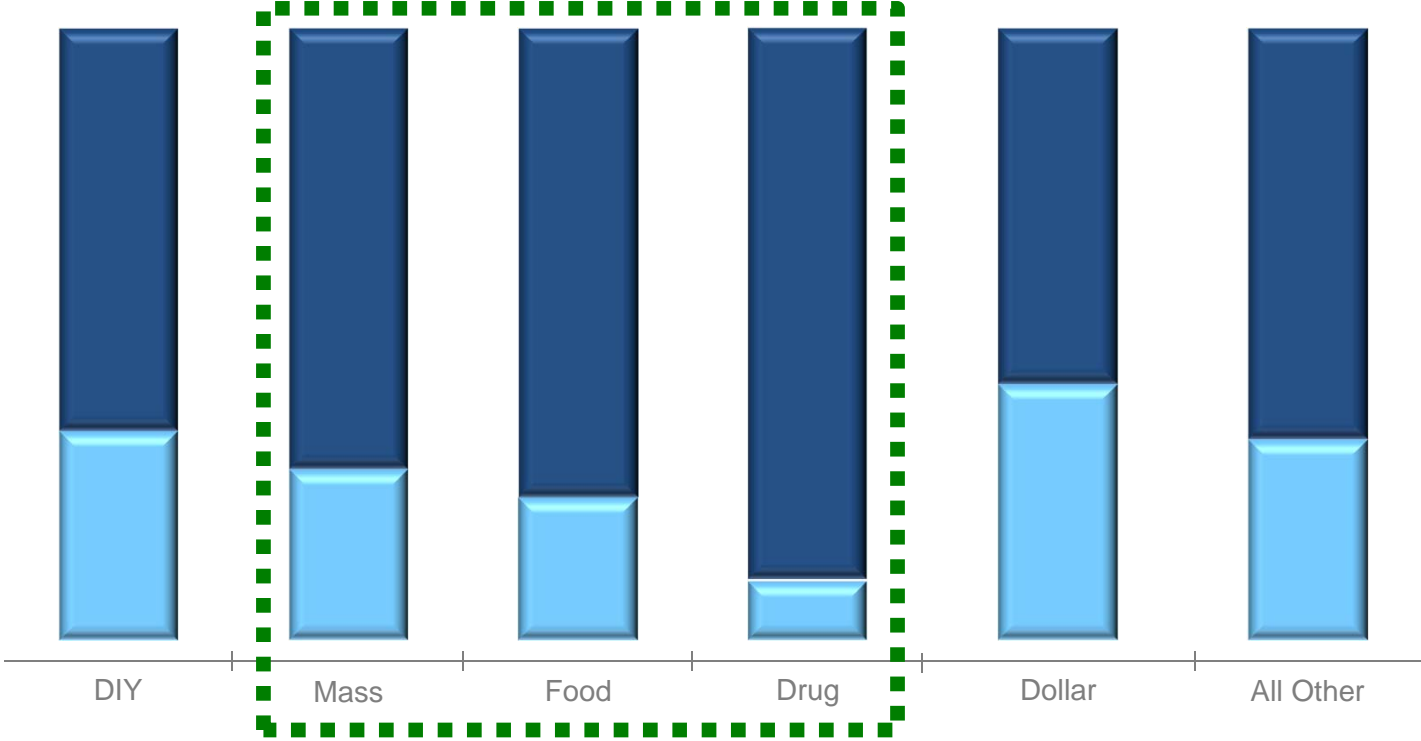


Household



Home & Garden Channel Opportunities In The United States

Total 2015
U.S. Category:
\$3.2B at Retail



The Answer To Consumer Needs

Give Them **MORE** of What They Want...

-Better Access-



-Better Value-



-Better Experience-



-Better Results-



Protecting You And Your Family With Cutter



VALUE

Provide consumers with value pricing, combo packs and coupon offers

VISIBILITY

Draw attention at retail through compelling off-shelf displays and educational materials

PROMOTION

Promote the brand in venues where consumers are looking for protection

Expanding The Black Flag Brand



STRENGTHEN

Modernize brand imagery and delivery systems to reflect premium position



EXPAND

Expand into outdoor chemicals, with premium efficacy that trades consumers up



PROMOTE

Comprehensive traditional and digital media campaign to drive awareness for Black Flag and its new products

Leveraging Spectrum First To Expand Beyond United States Market



Initial Launch Strategy: *Win With Core Line*

- 2 Brands: RapidRepel (Repellents); Black Flag (Insecticides)
- Core assortment of drive items
- Hybrid of U.S.-manufactured and LATAM-sourced

Spectrum
Brands

Source: Nielsen, Euromonitor, Management Estimates

What You Can Expect From Pet, Home & Garden

- Winning with **strong brands** and a strong **innovation** engine
- Leveraging vertically-integrated, **lowest-cost** supply chain
- Investing in **capacity** to **drive productivity** and growth
- **Consistent history** of highly profitable **growth in the H&G** business
- **Solid investments** to return **Pet business** to profitable growth

-
- | | |
|--|-------------------|
| 1. Strategic Overview & Growth Initiatives | Andreas Rouvé |
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Spectrum Brands

Global Batteries
& Appliances



Pet, Home
& Garden



Hardware &
Home Improvement



Global
Auto Care

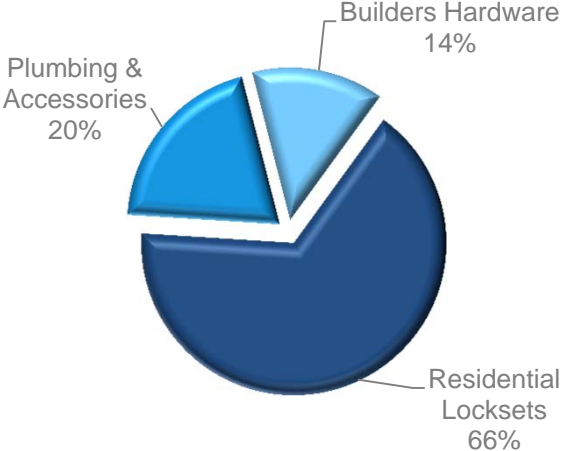


Hardware & Home Improvement

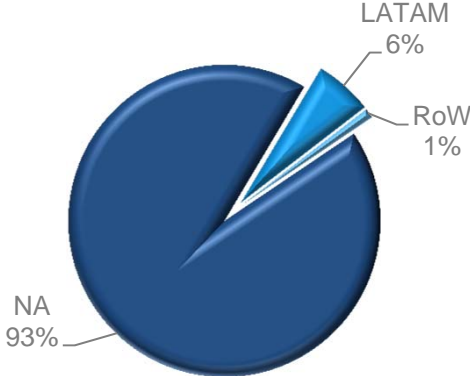
Phil Szuba
Sr. Vice President & General Manager

Hardware & Home Improvement Overview

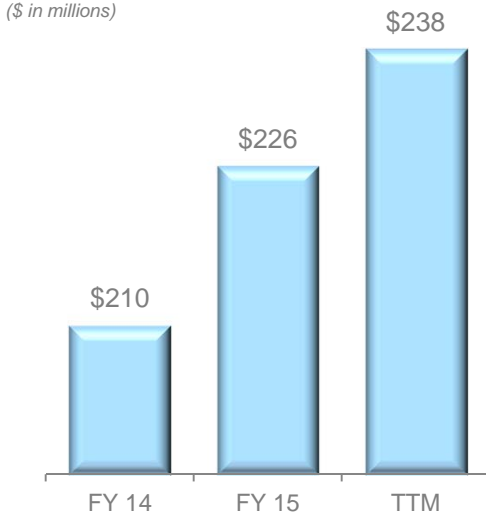
Net Sales By Product Category (TTM)



Net Sales By Geography (TTM)



Adjusted EBITDA Performance^(a)



TTM Revenue \$1,244M; TTM Adj. EBITDA \$238M



(a) FY14, FY15 and TTM include Fx impacts of \$(10)M, \$(3)M and \$(1)M, respectively.
 Note: TTM reflects the trailing 12 months ended June 30, 2016

Hardware & Home Improvement – Product Categories

Security (66%)



Spectrum
Brands

Plumbing (20%)



Hardware (14%)



Great Brands, Market-Leading Positions, Compelling Value Propositions

Kwikset.

Est. 1946

#1 U.S. lock brand

Kwikset - Made for the world you live in!

**National
Hardware®**

Est. 1901

#1 U.S. Builders Hardware brand

National - The most trusted brand in hardware!

Pfister.

Est. 1910

Pfister - the people's choice for great design & quality at the best value

Faucets done right - Let our confidence inspire yours!

WEISER.

Est. 1904

Canada's #1 lock brand

Weiser - Security & Innovation since 1904!

BALDWIN®

Est. 1946

#1 brand in luxury hardware

Baldwin - 70 Years Bold!


Tell
Manufacturing, Inc.

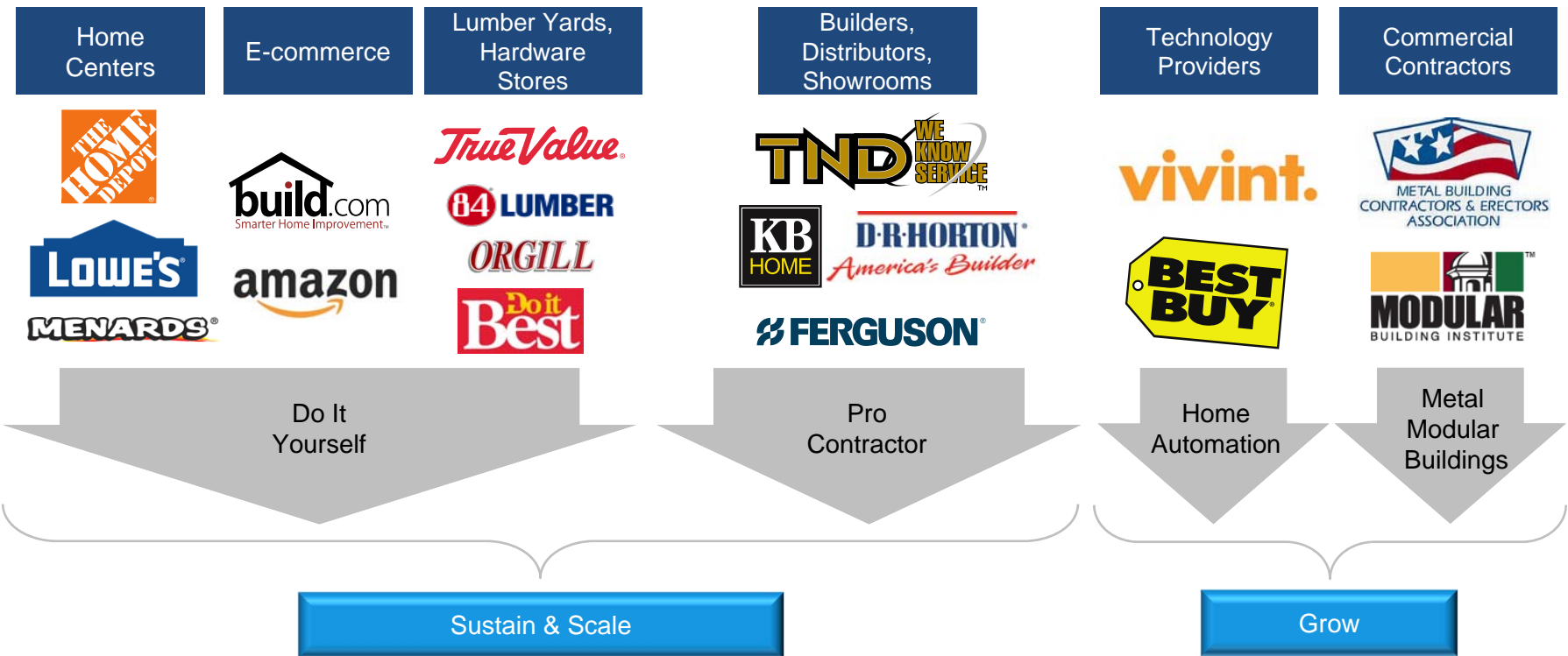
Est. 1986

#1 commercial hardware retail brand

Tell - The Retailers Choice!

Spectrum
Brands

How Our Brands Reach Our Customers And Consumers



Market-Leading Growth In Electronics And IoT - Locksets




Spectrum
Brands



Growth – Commercial Hardware Expansion



Tell | Model # LC568CTL-6SD 124 T SCC | Internet # 2069236fx
Cortland Satin Chrome Entry Lever
Write the First Review • Ask the first question



\$69.99 each

Ship to Home **FREE**
 Estimated Arrival: APR 5
See Shipping Options

Ship to Store **FREE**
 Available for Pick Up: APR 7 - APR 12


1 **ADD TO CART** **SAVE TO MY LIST**

OR See how with **PayPal**

Item cannot be shipped to the following state(s): GU,PR,VI

PRODUCT NOT SOLD IN STORES

Tell | Model # 14143 P.A.L. | Internet # 2069236fx
Heavy Duty Aluminum Adjustable 1-4 Door Closer
Write the First Review • Ask the first question



\$64.97 each

Ship to Home **FREE**
 Estimated Arrival: APR 5
See Shipping Options

Ship to Store **FREE**
 Available for Pick Up: APR 7 - APR 12

1 **ADD TO CART** **SAVE TO MY LIST**

OR See how with **PayPal**

Item cannot be shipped to the following state(s): GU,PR,VI

PRODUCT NOT SOLD IN STORES



Growth – Multifamily And Wholesale



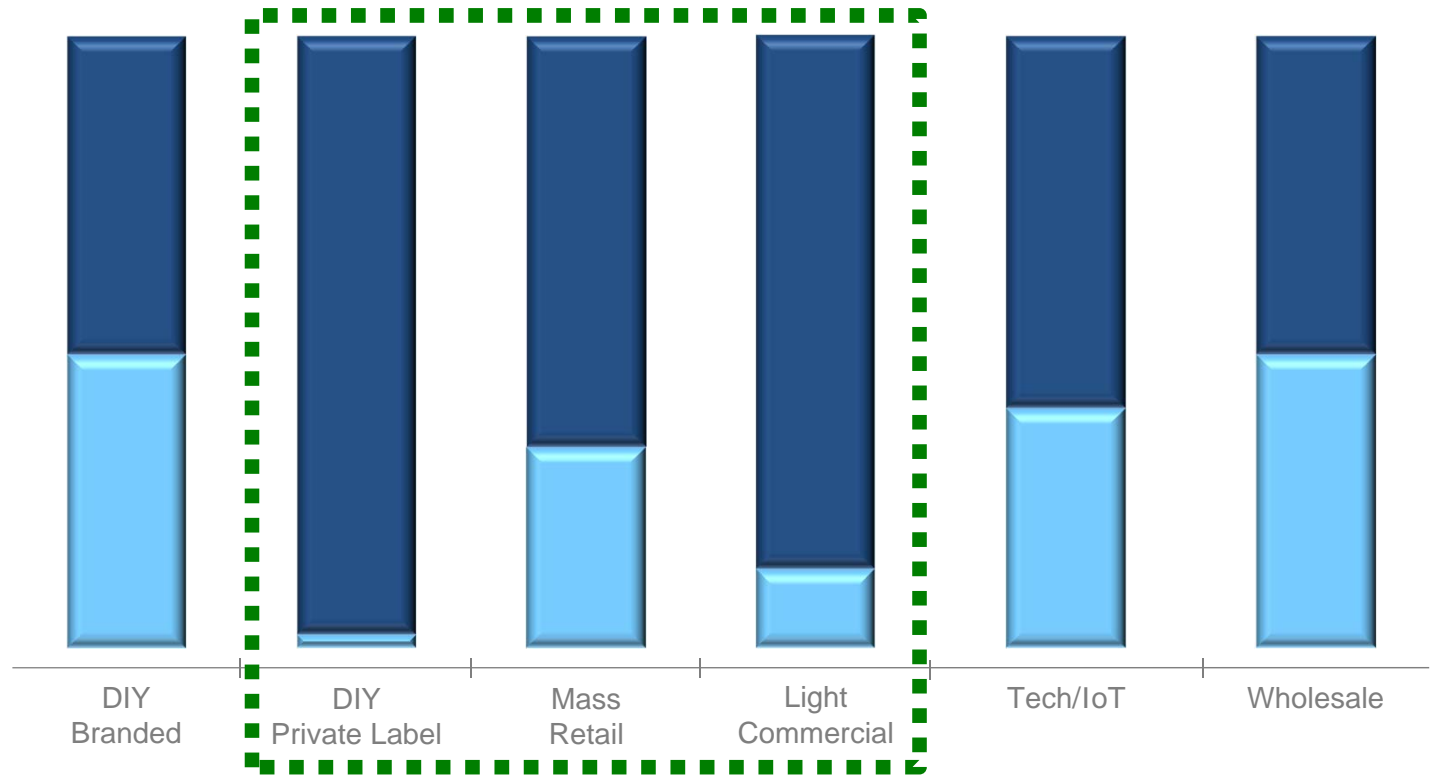
International Growth

Large Market Opportunity Focused On Americas

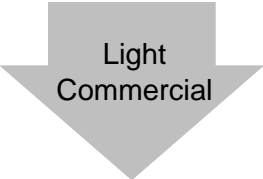
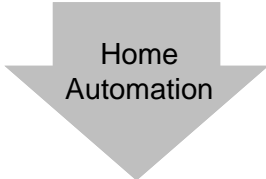
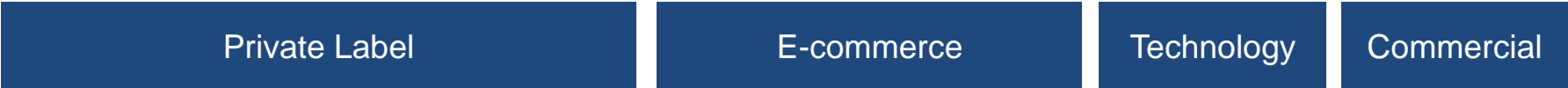
		Situation	Focus
CANADA	WEISER BALDWIN PFISTER Tell	<ul style="list-style-type: none">• Strong anchor brand• Strong margins• Strong Tell growth opportunity	<ul style="list-style-type: none">• Grow Tell retail and wholesale• Leverage in other brands with “more, more, more...”
LATAM	Geo BLACK+DECKER Kwikset PFISTER Tell	<ul style="list-style-type: none">• Large, profitable sales base• Fragmented market• Low HHI brand share	<ul style="list-style-type: none">• Continue effective greenfield growth• Tell growth• Gain scale through acquisition

Security – Clear Channel Opportunities In The United States












U.S. Residential Security Market: \$1.5B



White Space – Extending Share Positions



Continuous Improvement Drives Value

Evolving Platform	Lowest Cost	Keep It Simple
 Scalable systems	 High volume vertical integration	 Chassis harmonization
 China factory relocation	 Automation	 SKU rationalization
 Spectrum Brands synergy	 Philippines cost position	 Non-strategic segments
	 Insourcing	

What You Can Expect From Hardware & Home Improvement

- Winning with **#1 brands** and a strong **innovation** engine
- Leveraging vertically-integrated, **lowest-cost** supply chain
- Growing with **strong markets** in housing and electronics
- **Growth opportunities** in accessible but under-indexed markets
- Track record of strong, consistent **sales and EBITDA growth** that will continue

-
- | | |
|--|--------------------|
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Spectrum Brands

Global Batteries
& Appliances



Pet, Home
& Garden



Hardware &
Home Improvement



Global
Auto Care

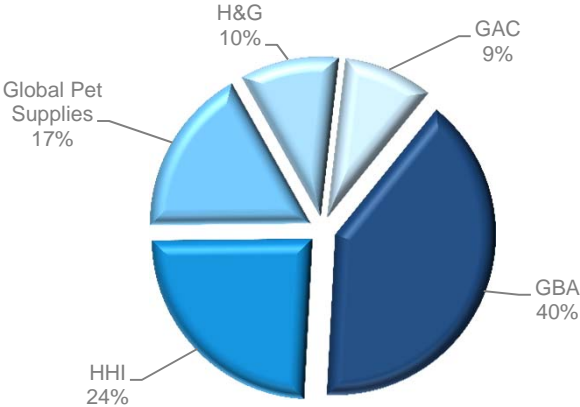


Financial Overview

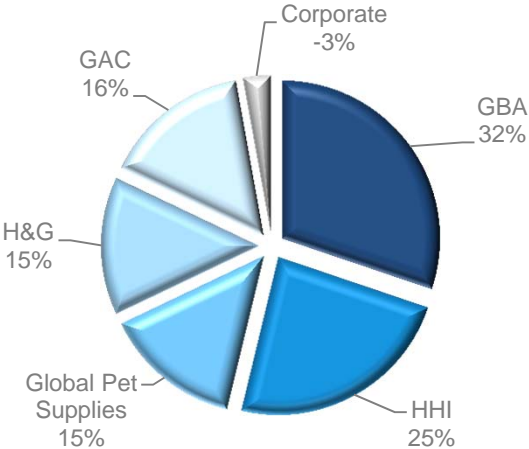
Doug Martin
Executive Vice President & Chief Financial Officer

We Have A Strong, Well-Balanced Portfolio Of Categories

TTM Net Sales - \$5,098 Million



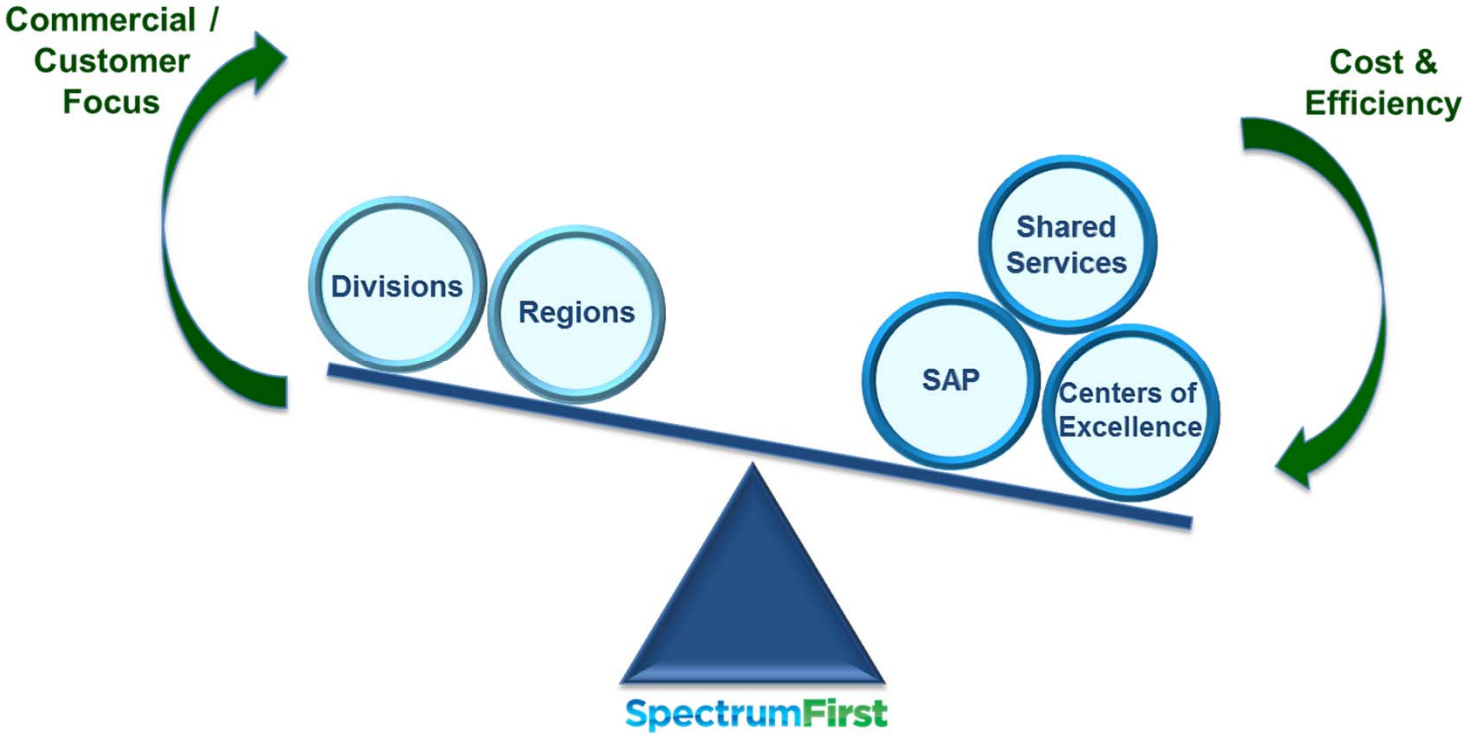
TTM Adjusted EBITDA - \$945 Million



The Spectrum Value Model drives adjusted EBITDA growth

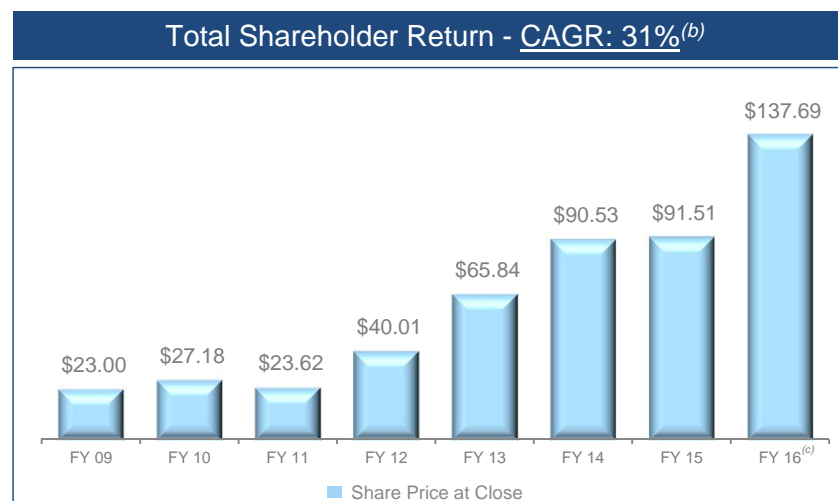
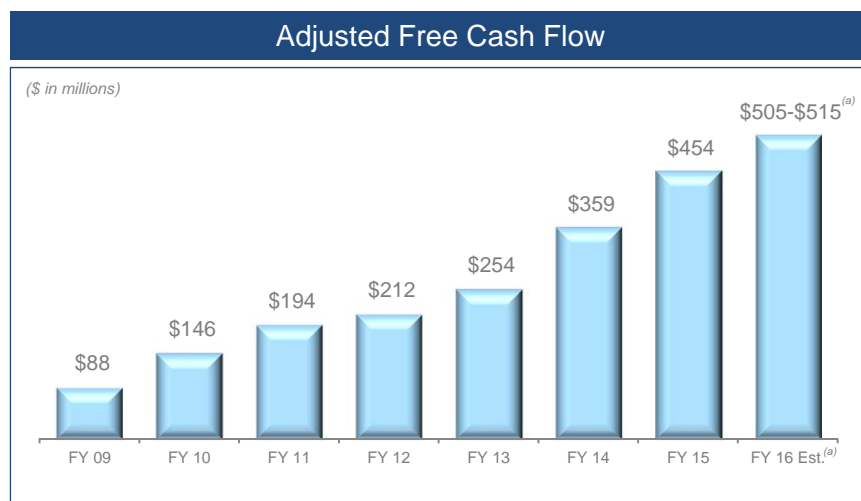
Note: TTM reflects the trailing 12 months ended June 30, 2016

Global Shared Services Are Efficient & Scalable



We Drive Sustainable Free Cash Flow And Shareholder Returns

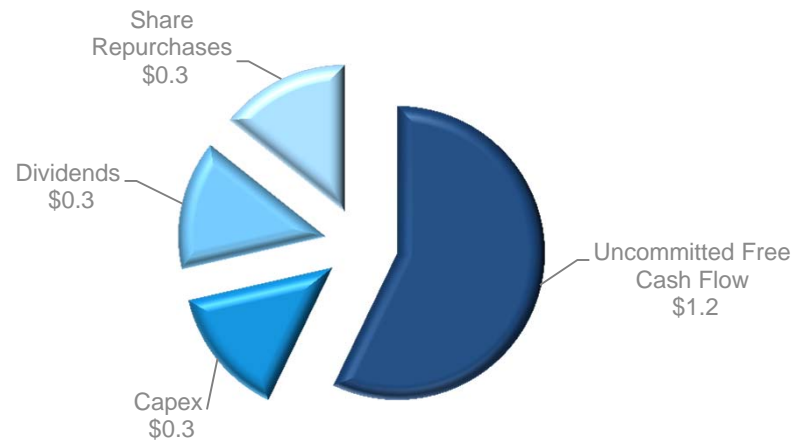
- Strong and expanding EBITDA
- Opportunity for further working capital improvement
- Modest capital requirements



Anticipated Future Cash Flow Results In Additional Value Creation Flexibility

2016-2018 Operating Cash Flow = ~\$2.1 Billion

(\$ in millions)



Uncommitted Cash Optionality

- Pay down debt
- Acquisitions
- Share repurchases
- Further increase dividends

Supporting Growth Through Synergistic Bolt-On Acquisitions

Global Pet Supplies

Home & Garden

Hardware &
Home Improvement

Global Auto Care

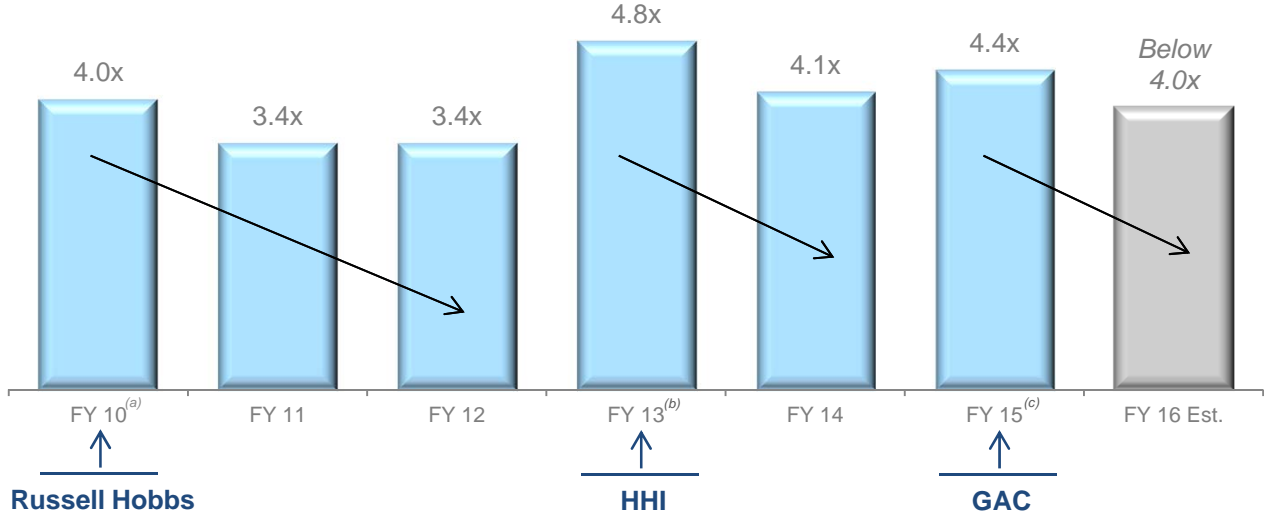


Spectrum Brands continually evaluates synergistic, bolt-on acquisitions to expand its product lines, extend market penetration and grow its geographic footprint

Successful Track Record Of Delevering After Acquisitions

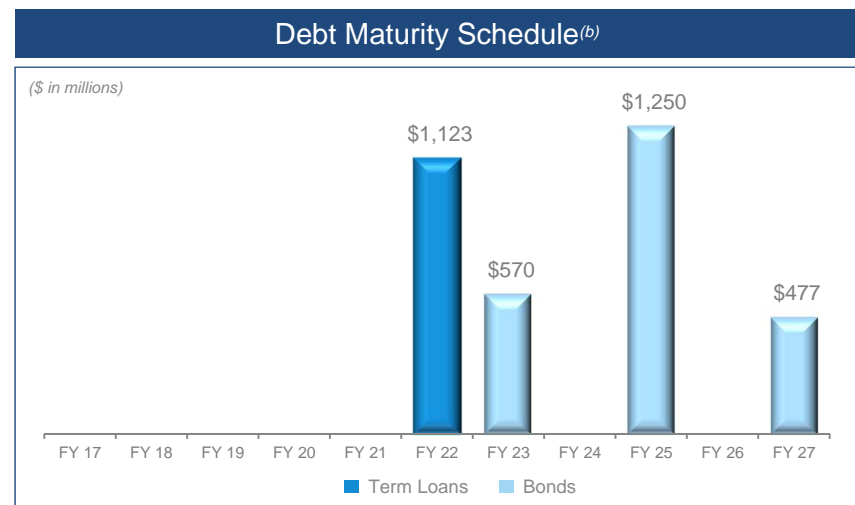
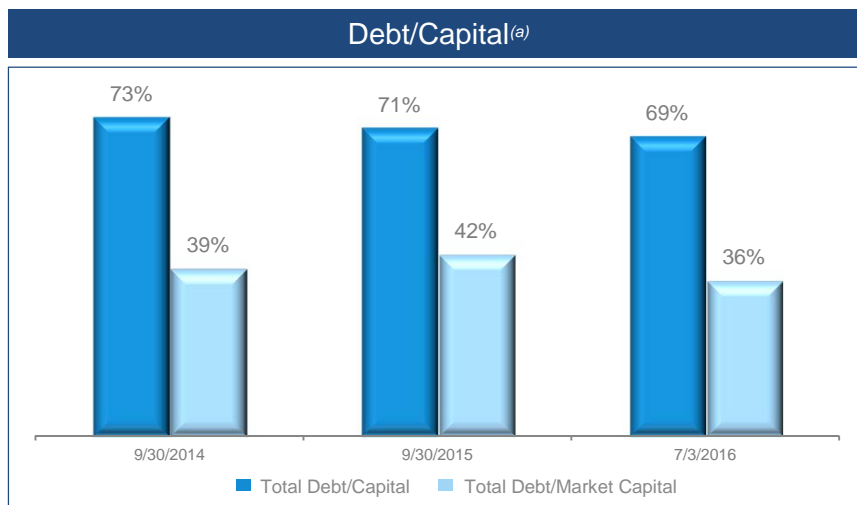
- Strong free cash flow used to manage capital structure and drive value
- Proven integrator – Russell Hobbs, HHI, FURminator, Black Flag/TAT, Tong Lung, Liquid Fence, Tell, Salix, IAMS/Eukanuba, Global Auto Care

Fiscal Year-end Total Leverage



(a) Reflects pro forma as if Russell Hobbs merger completed at the beginning of respective period.
 (b) Reflects pro forma as if HHI acquired at the beginning of respective period.
 (c) Reflects pro forma as if GAC acquired at the beginning of respective period.

We Have A Strong Capital Structure



(a) Net of cash, excluding operating leases
 (b) Pro forma September 30, 2016 assuming full redemption of 2020 bonds (\$520M) on October 21, 2016.

Summary

- Stable, non-discretionary product categories
- Strong innovation pipeline
- Global infrastructure and investment to support above market growth
- Strong financial profile
- Focus on sustainable EBITDA and free cash flow growth

-
- | | |
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Spectrum Brands

Global Batteries
& Appliances

Pet, Home
& Garden

Hardware
& Home Improvement

Global
Auto Care

RAYOVAC

VARTA

 Russell Hobbs

REMINGTON 

DINGO

Cutter

GEORGE FOREMAN

LITTERMÄD

PRO-SENSE.

8in1



FORTIS
FWD DESIGN ITALIANO

TAT
INSECTICIDES

HOT SHOT

Spectracide

BLACK FLAG

ULTRA **PRO**

REPEL

Tetra

STP

Kwikset

Garden Safe

WEISER
SECURITY & INNOVATION SINCE 1987

iLIGHT
PRO
professional hair removal results at home

MARINELAND

Instant **Ocean**

STANLEY

FURminator
PROFESSIONAL PET PRODUCTS

NATURE'S MIRACLE

BALDWIN

WET2
STRAIGHT

PfISTER.

GEO
BLACK+DECKER

Wild Harvest

A/C PRO

EZSET

IAMS

smooth & silky.

Tell
Manufacturing, Inc.

Sportsman

BIRDOLA
Wildlife feeding specialists

Digestease

Breadman

Jungle

FreshResults

Balanced-by-Nature
ecOTRITION

National Hardware

Tuff Stuff

Perfect Coat
Every Dog Has Its Perfect Coat

»EUKANUBA

LIQUID FENCE

BLACK+DECKER

FARBERWARE

Juiceman

Excel

PRO LINE
ADVANCED

ARMOR ALL