

THE ROADMAP

HOW WE MAXIMIZE SHAREHOLDER VALUE



Fortune Brands
A home and security company

VISION/MISSION:

To be the foremost consumer home products company that fulfills the dreams of homeowners and helps people feel more secure:

- We expand on our unique competitive advantages.
- We consistently outperform our markets & competitors.
- We focus on performance by inspiring associates and creating opportunities to thrive.

VALUES:

- **We value our people** — We expect high performance through honesty, integrity, dignity, respect, passion, empowerment and diversity.
- **Our culture drives performance** — We expect transparency and accountability through openness, partnership, teamwork and esprit de corps.
- **Our approach to business** is honest, ethical and done with disciplined decision making; we offer safe workplaces; and we continuously improve our processes.

STRATEGY:

Everyone can play a role in bringing the roadmap to life through at least one element found in our strategy, which are the activities we engage in every day:

OUR BUSINESS:

- Implement our growth strategies
- Drive an aggressive pace of innovation
- Deliver the best consumer insights
- Employ debt capacity and strong cash flow to create shareholder value

OUR STAKEHOLDERS:

- Create leadership and career opportunities
- Deepen customer relationships; deliver quality and style
- Collaborate on improving the consumer shopping experience

OUR SYSTEMS & PROCESSES:

- Focus on continuous improvement
- Evolve our supply chains
- Keep safety at the forefront
- Make decisions to manage risks and our reputation

PERFORMANCE GOAL:

By 2018, we want to become a company with net sales of approximately \$6 billion.