Newell Rubbermaid
Brands That Matter

March 4, 2015

GROWTH
GAME PLAN INTO ACTION

Sharpie
LENOX
IRWIN TOOLS
Paper Mate
Goody
LEVOLOR
Rubbermaid
PARKER
GRACO
DYMO
Calphalon
Rubbermaid Commercial Products
contigo
Aprica

Raymond James Institutional Investors Conference

John K. Stipancich – Executive Vice President, Chief Financial Officer

Forward-looking Statements

Statements in this presentation that are not historical in nature constitute forward-looking statements. These forward-looking statements relate to information or assumptions about the effects of sales, income/(loss), earnings per share, operating income, operating margin or gross margin improvements or declines, Project Renewal, capital and other expenditures, cash flow, dividends, restructuring and restructuring-related costs, costs and cost savings, inflation or deflation, particularly with respect to commodities such as oil and resin, debt ratings, changes in exchange rates, product recalls, expected benefits and financial results from recently completed acquisitions and planned divestitures and management's plans, projections and objectives for future operations and performance. These statements are accompanied by words such as "anticipate," "expect," "project," "will," "believe," "estimate" and similar expressions. Actual results could differ materially from those expressed or implied in the forward-looking statements. Important factors that could cause actual results to differ materially from those suggested by the forward-looking statements include, but are not limited to, our dependence on the strength of retail, commercial and industrial sectors of the economy in light of the continuation or escalation of the global economic slowdown or regional sovereign debt issues; currency fluctuations; competition with other manufacturers and distributors of consumer products; major retailers' strong bargaining power; changes in the prices of raw materials and sourced products and our ability to obtain raw materials and sourced products in a timely manner from suppliers; our ability to develop innovative new products and to develop, maintain and strengthen our end-user brands; product liability, product recalls or regulatory actions (including any fines or penalties resulting from governmental investigations into the circumstances related thereto); our ability to expeditiously close facilities and move operations while managing foreign regulations and other impediments; a failure of one of our key information technology systems or related controls; the potential inability to attract, retain and motivate key employees; future events that could adversely affect the value of our assets and require impairment charges; our ability to improve productivity and streamline operations; changes to our credit ratings; significant increases in the funding obligations related to our pension plans due to declining asset values, declining interest rates or otherwise; the imposition of tax liabilities greater than our provisions for such matters; the risks inherent in our foreign operations, including exchange controls and pricing restrictions; our ability to realize the expected benefits and financial results from our recently acquired businesses and planned divestitures; and those factors listed in Item 1A of our most recently filed Annual Report on Form 10-K filed with the Securities and Exchange Commission. Changes in such assumptions or factors could produce significantly different results. The information contained in this presentation is as of the date indicated. The company assumes no obligation to update any forward-looking statements contained in this presentation as a result of new information or future events or developments.

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GROWTH GAME PLAN INTO ACTION

Newell Rubbermaid Brands That Matter

Leading brands with tremendous potential

Mr. Sketch Scented | IRWIN Tools | Rubbermaid Commercial Products | Paper Mate | LEVOLOR

LENOX | baby jogger | Goody | PARKER | contigo

Aprica | GRACO | Sharpie | EXPO | bubba

hilmor | Calphalon | rotring | DYMO | Rubbermaid

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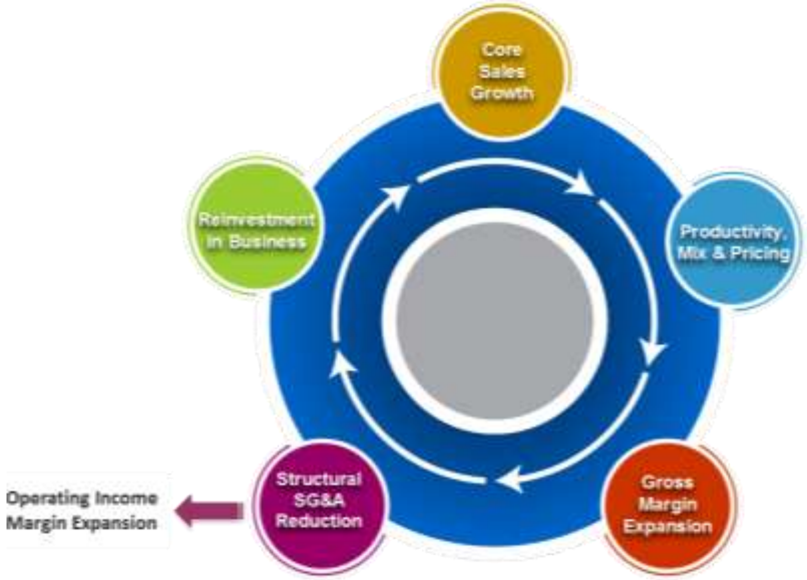
Brands That Matter

For those new to the story . . .

Strategic Opportunity

- Change restructuring focus to profitable growth culture
- Clear corporate strategy rather than 13 GBU strategies
- Consistent commitment to building geographic footprint
- Scale best repeatable growth models and lead trends
- Improve growth impact by channelling resources effectively

Virtuous Circle



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Three phase transformation

We are here

2012	2013	2014	2015	2016/2017

DELIVERY

consistently do what we say

Core Sales +2-3%
EPS* +3-6%

STRATEGIC

shape the future

Core Sales +3-4%
EPS* +5-8%

ACCELERATION

accelerate performance

Core Sales >4%
EPS* >10%

* Normalized EPS

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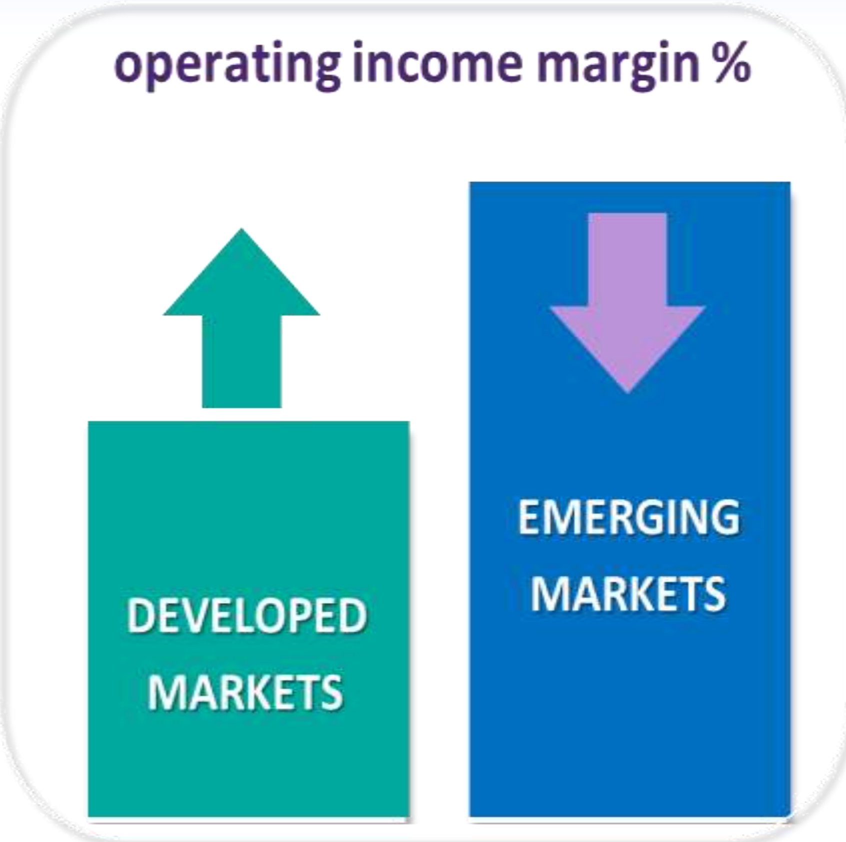
Clear set of choices

Where to Play

How to Win

- Make our Brands Really Matter
- Build an Execution Powerhouse
- Unlock the Trapped Capacity for Growth
- Build the Team for Growth
- Extend Beyond our Borders

Coupled with financial algorithm change



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Drive market share growth in home markets

WINNING SHARE IN HOME MARKETS

Innovation

Brand building

e-Commerce

Extend brands into faster growing markets

Launched major initiative to unlock costs

Reshaped the company

Holding Company (2011)

- Corporate
- 3 Groups
- 13 GBUs
- Functions in GBUs

Operating Company (2013)

- Corporate
- Functions
- Writing
- Commercial
- Tools
- Baby
- Home

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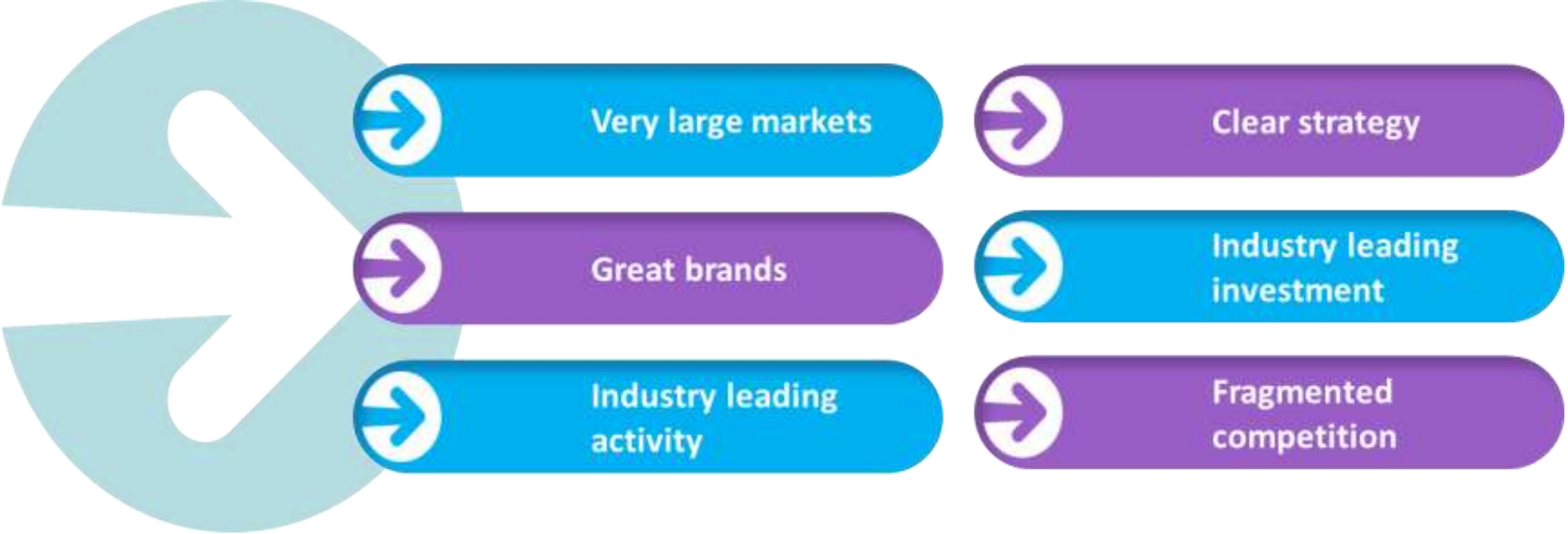
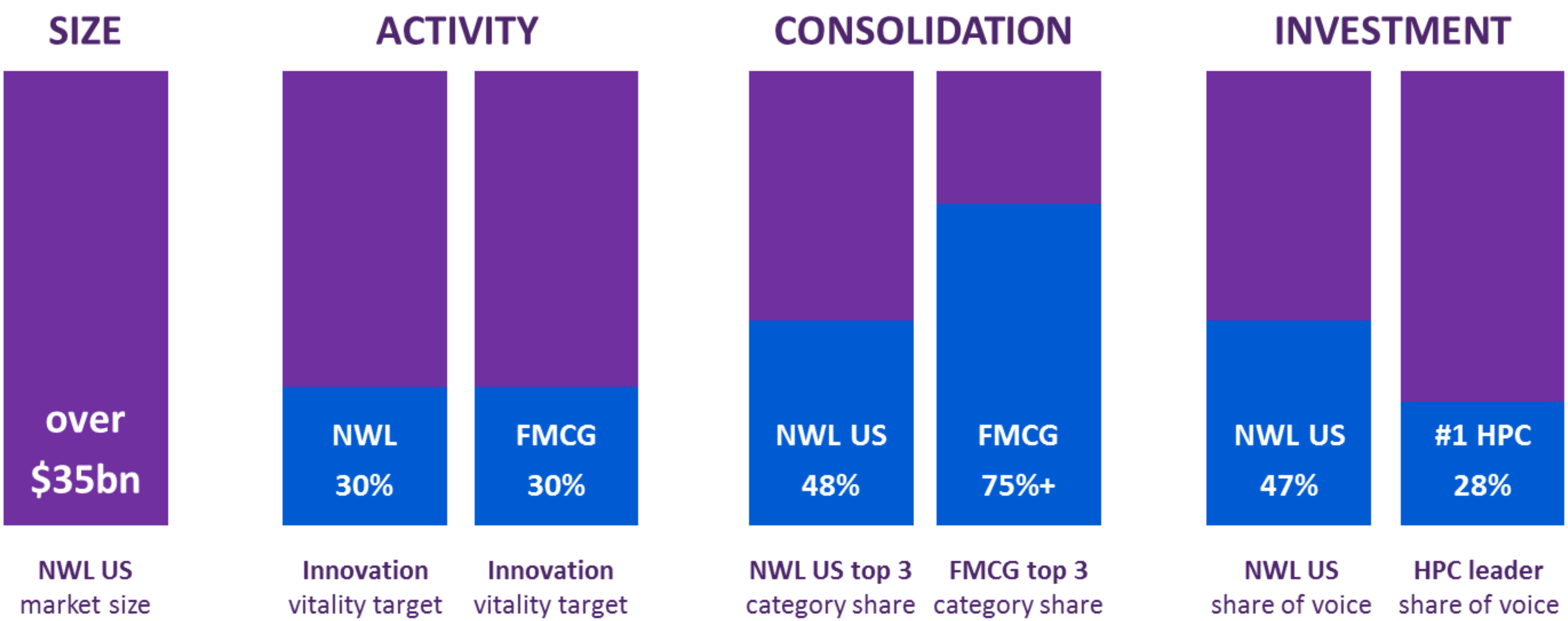
Captured in clear corporate strategy

The Growth Game Plan opportunity



Reasons to believe – market dynamics



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Reasons to believe – growth responsiveness

Win Bigger Winning

2014 Core Sales Growth

	Writing	Commercial	Tools
2014	+7.8%	+7.2%	+6.3%
13 FY	(0.5)%	+3.9%	+3.4%

LATAM Core Sales Growth*

2010	+14.0%
2011	+14.9%
2012	+14.6%
2013	**+26.6%**
2014	**+22.6%**

*2010 to 2012 do not reflect impact of discontinued operations (impact not material)

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Reasons to believe – margin responsiveness

Doubled EMEA Normalized Operating Income

$51m
2011

$100m
2014

EMEA Norm OI margin equal to North America

OI Margin	2012	2014
EMEA	7.2	**14.7**
North America	14.3	**14.7**
Total NWL	13.2	13.8

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Reasons to believe – resilience of new NWL

2014 Results

+3% Core Growth

+9.9% Normalized EPS

Growth Headwinds

EMEA exits

Rubbermaid storage exits

Baby recall

Earnings Impacts

~-$0.17 forex

~-$0.13 advertising

~-$0.10 disposal and stranded cost

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Model gaining momentum

Delivering Savings

Project Renewal

$ Millions	Renewal 1 & 2	Renewal 3	Total Project Renewal
Costs	$340 - $375M	$200M	$540 - $575
Savings*	$270 - $325M	$200M	$470 - $525
		payback ~1.5 years	

* Annualized Savings

Reducing Overhead

Headcount[1]	2011	2014	Change
G15/SVP/VP	224	113	(50%)
Directors	414	300	(28%)
Managers	7055	5775	(18%)
Total	7693	6188	(20%)

[1] Headcount as of mid-2011 and year end 2014

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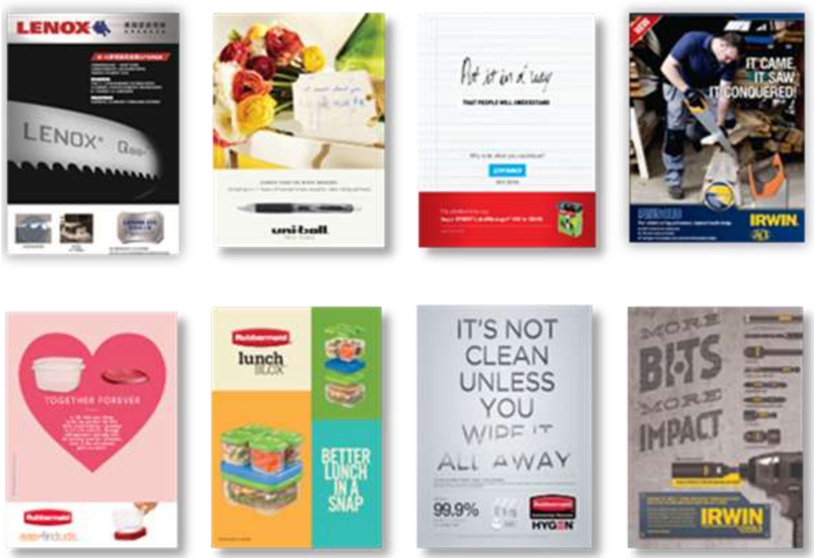
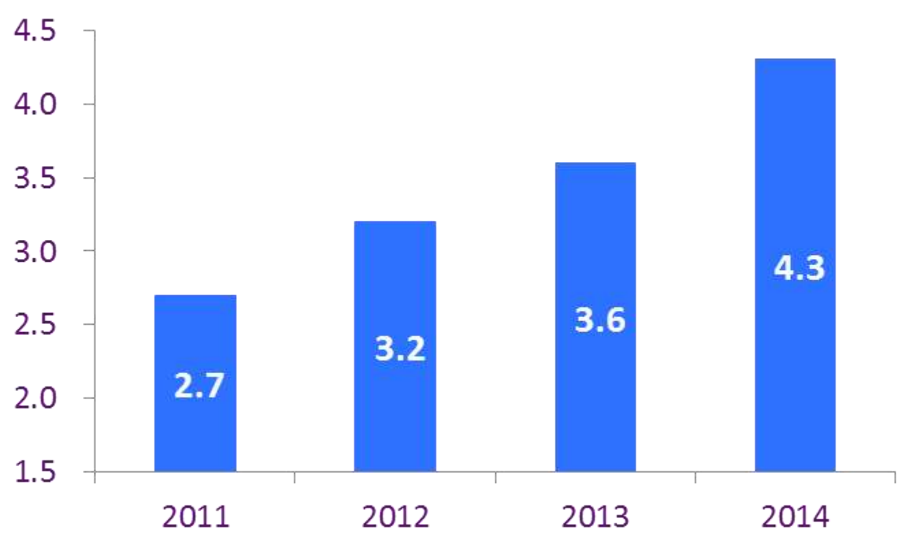
Enabling investment in capabilities and brands

Capabilities



A&P % of Revenue



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Core growth rate strengthening

Core Sales Growth Rate Progression 2011 to 2014[1]

+2.4%	+2.7%	+3.0%	+3.0%[2]
2011	2012	2013	2014

1 Restated to exclude discontinued operations;
2 2014 includes about $25m in EMEA exits from certain product lines and countries and about $15m Rubbermaid Consumer Storage exits in North America

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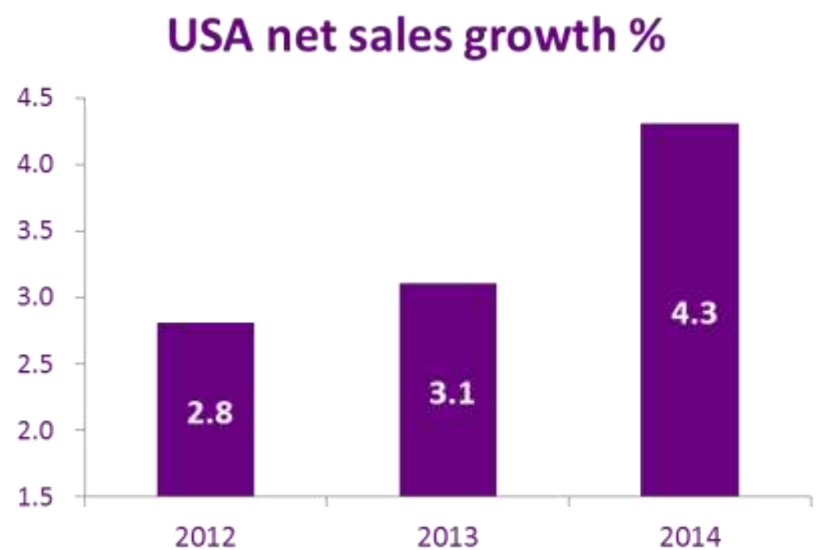
Strong growth in tough home markets



Note: 2014 growth approximately 60% base business and 40% acquisitions

	POS $	$ share	bps∆
Writing	+5.0%	45.8%	+82bps
Food Storage	+3.3%	39.2%	+134bps
Beverage	+23.1%	28.2%	+317bps
Hair Accessories	flat	17.7%	+55bps

*Source: IRI sell-out data; retail coverage varies by category and is only indicative of sell-through

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Growth accelerating in priority emerging markets

Latin America Results

LATAM Core Sales Growth*

2010	+14.0%
2011	+14.9%
2012	+14.6%
2013	**+26.6%**
2014	**+22.6%**

*2010 to 2012 do not reflect impact of discontinued operations (impact not material)

Paper Mate Market Share Mexico

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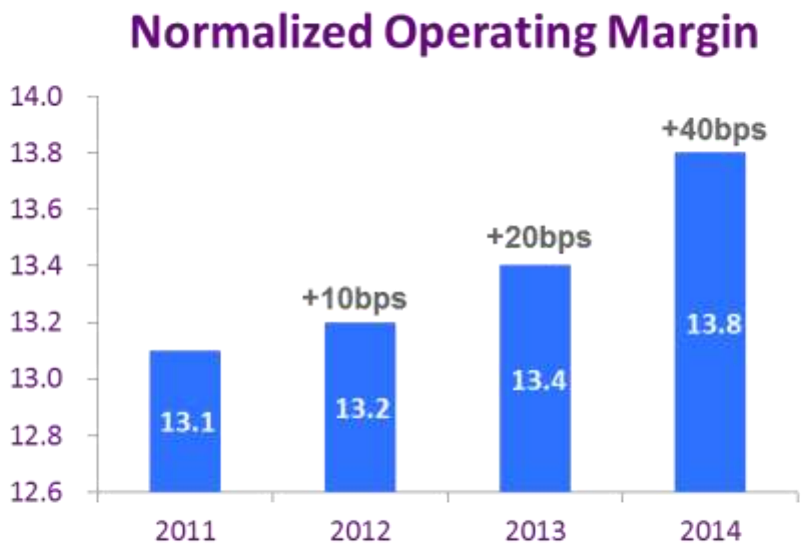
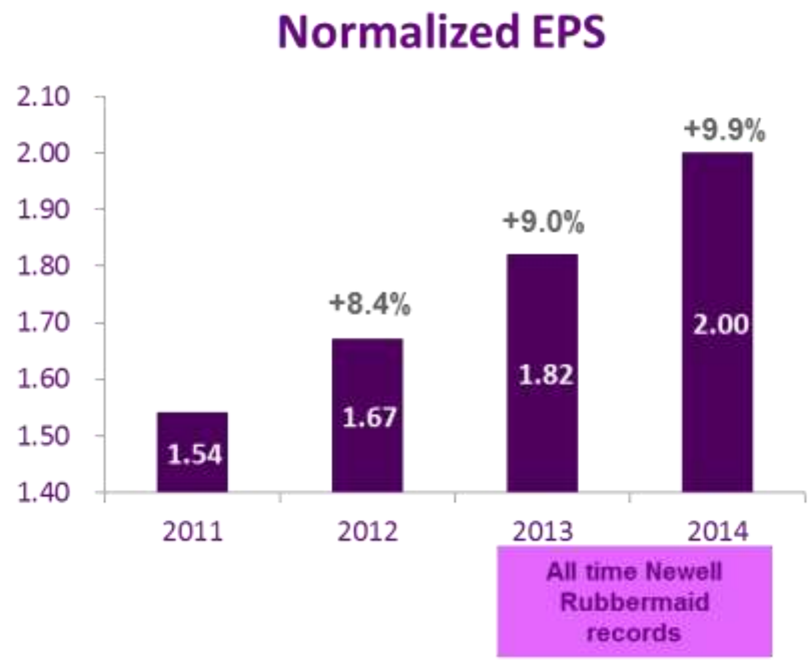
Normalized operating margin and EPS growth accelerating





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Competitive results valued by investors

Share Price

Dividend

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More cost reduction and optimization ahead

Renewal 3 Transformation

- Procurement
- Supply Chain Overheads
- Complexity Reduction
- North American D&T

Customer Programming Optimization

- $1bn in GTN (US)
- Performance-based Program
- Deal Simplification
- CDO Overheads

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Huge opportunity to make NWL lean and efficient

USA Complexity Metrics 2014

USA

25,000 SKUs

6900 Customers

1.6 million orders

Top 25% 80% sales

Top 14% 81% sales

Top 11% 82% sales

Project Renewal Phase 3 Incremental Savings $200m

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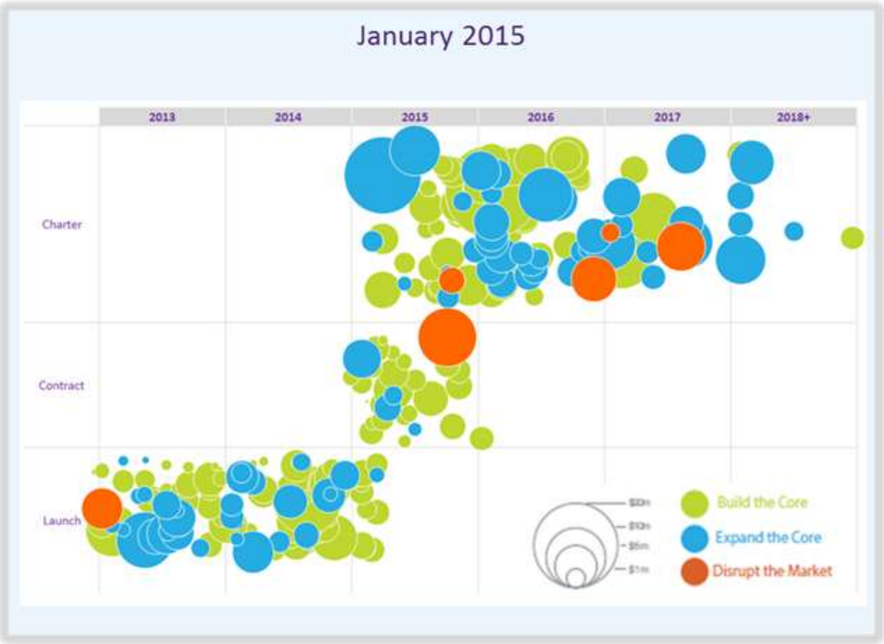
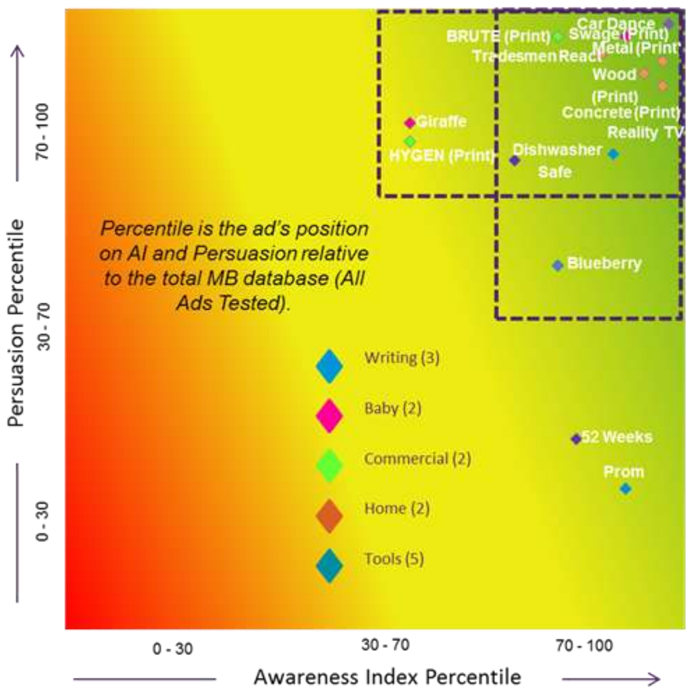
To fund strengthened innovation and advertising

Latest Innovation Funnel



Aired Advertising Testing



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Innovation getting traction in 2014

Graco Modes™ Stroller

Vented Brute® Container

Impact Performance Series®

More to come in 2015

4Ever™ Car Seat

RCP Maximizer™ Mop

RCP Heavy Duty Cart

Sharpie® Extreme

Sharpie® ElectroPop

Mr. Sketch® Washable

Vise-Grip® Cutting Pliers

Vise-Grip® Multi-Tool

Lenox® Curved Recip

InkJoy® Mini

InkJoy® Stylus

Expo® Vibrant Colors

uni-ball® 307 Gels

uni-ball® Air

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More to come in 2015

Vise-Grip® Cutting Pliers

Vise-Grip® Multi-Tool

Lenox® Curved Recip

More to come in 2015

Sharpie® Extreme

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Brands That Matter

Acquisitions accretive, performing strongly

contigo®

bubba®

baby jogger®

Acquisitions accretive, performing strongly

contigo®

bubba® drinkware people love!

Leading brands including Contigo®, Avex® and bubba®

Large, fast-growing unconsolidated category

Opportunity to accelerate growth through increased marketing investment, leveraging Newell's merchandising and shopper marketing skills, and broadening distribution at-home and internationally

Growth, operating margin and EPS accretive

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Acquisitions accretive, performing strongly

baby jogger

Leading brands including City Mini® and City Select®

Premium position complements Graco®

International footprint will help accelerate geographic expansion

Growth, operating margin and EPS accretive

Significant challenges - but manageable

Foreign Exchange

Changing Retail Landscape

Reigniting Baby Growth

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Brands That Matter

2015 guidance reaffirmed

FY 2015 Guidance*	
Core Sales	**3.5% to 4.5%**
Currency	(4.0)% to (5.0)%
Acquisitions	3.5% to 4.5%
Net Sales Growth	3.0% to 4.0%
Normalized EPS**	**$2.10 to $2.18**

* Reflects outlook communicated in the January 30, 2015 Q4 2014 Earnings Release and Earnings Call

** See reconciliation included in the appendix

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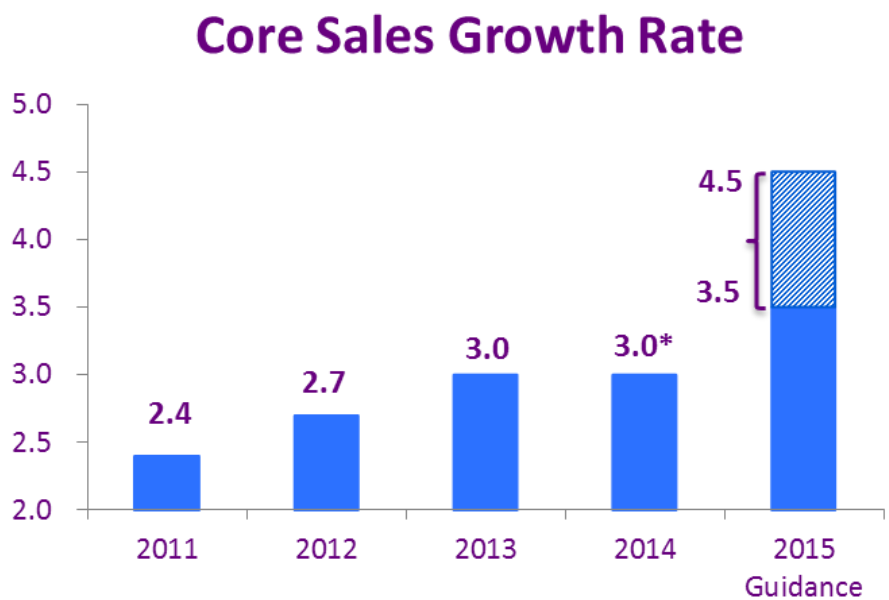
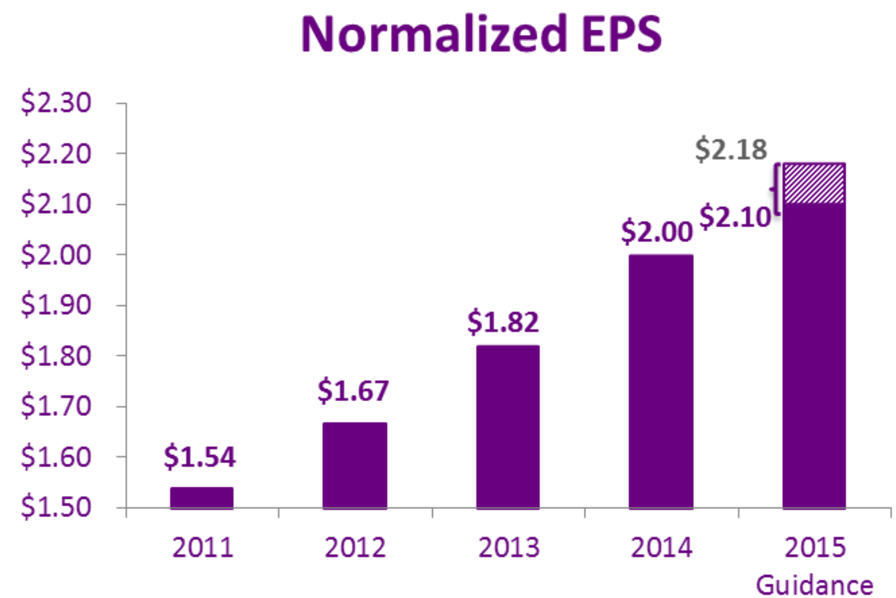
Expect another year of competitive results





* Includes negative impact of $25m EMEA exits and $15m RC Storage exits; combined 60bps negative impact

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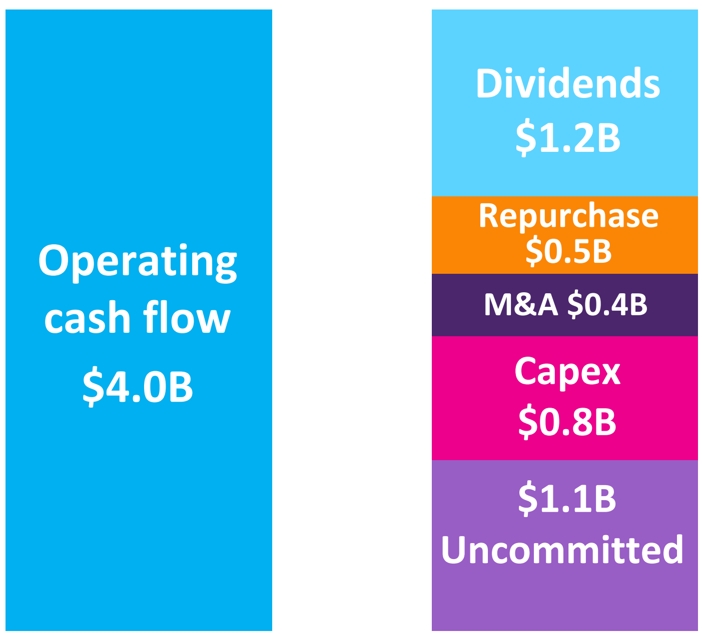
Cash provides further options on future

2014 to 2018 source and use of cash



Uncommitted cash provides flexibility to:

- Increase dividend
- Increase share repurchases
- Bolt on M&A in the core

Borrowing capacity at current credit ratings provides further flexibility

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Growth Game Plan remains our blueprint

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We have made good progress

Since 2012

Launched new operating model

Activated our portfolio choices

Delivered strong savings

Invested in new capabilities

Strengthened innovation pipeline

Increased brand investment

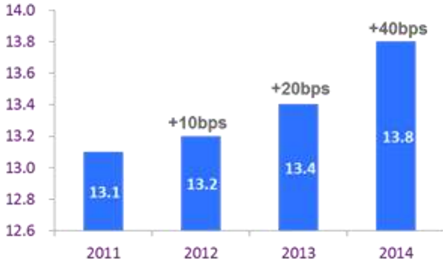
Began international expansion

Initiated bolt-on M&A

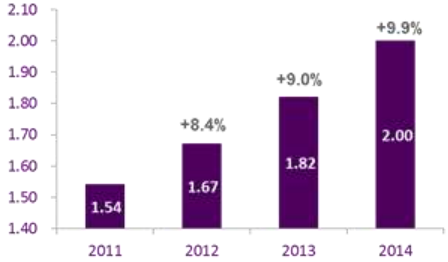
Core Sales Growth Rate Progression 2011 to 2014[1]

1 Restated to exclude discontinued operations;
2 2014 includes about $25m in EMEA exits from certain product lines and countries and about $15m Rubbermaid Consumer Storage exits in North America

Normalized Operating Margin



Normalized EPS



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Much more opportunity ahead than behind

What comes next

Drive complexity out

Transform gross margin

Make Newell lean and efficient

Increase brand investment further

Broaden international expansion

Build outstanding leadership community

Make even sharper choices

Strengthen, focus, and scale portfolio

The next chapter of the GGP (2018+)

Long Term Guidance

>4% Core Sales Growth

>10% Normalized EPS

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Investment thesis is strong

Growth Game Plan is our strategic framework

Savings provide opportunity for investment and earnings

Sharper portfolio choices, strengthened capabilities, and increased investment accelerates growth

Strong, growing free cash flow enables returns to shareholders and external development

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John K. Stipancich – Executive Vice President, Chief Financial Officer

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Appendix

Segment Core Sales

Newell Rubbermaid
Non-GAAP Reconciliation
Segment Core Sales
Years Ended December 31, 2014 and 2013
($ amounts in millions)

Year Ended December 31, 2014	As Reported			Core Sales				Year-Over-Year		
	2014	2013	Increase (Decrease)	2014	2013	Increase (Decrease)	Currency Impact	Excluding Currency	Including Currency	Currency Impact
Writing	$ 1,708.9	$ 1,653.6	$ 55.3	$ 1,785.4	$ 1,656.1	$ 129.3	$ (74.0)	7.8%	3.3%	(4.5)%
Commercial Products	837.1	785.9	51.2	842.7	786.4	56.3	(5.1)	7.2%	6.5%	(0.7)%
Tools	852.2	817.9	34.3	871.4	820.1	51.3	(17.0)	6.3%	4.2%	(2.1)%

Year Ended December 31, 2013	As Reported			Core Sales				Year-Over-Year		
	2013	2012	Increase (Decrease)	2013	2012	Increase (Decrease)	Currency Impact	Excluding Currency	Including Currency	Currency Impact
Writing	$ 1,653.6	$ 1,682.0	$ (28.4)	$ 1,674.7	$ 1,683.7	$ (9.0)	$ (19.4)	(0.5)%	(1.7)%	(1.2)%
Commercial Products	785.9	759.7	26.2	789.6	760.0	29.6	(3.4)	3.9%	3.4%	(0.5)%
Tools	817.9	806.1	11.8	835.5	807.9	27.6	(15.8)	3.4%	1.5%	(1.9)%

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Latin America Core Sales Growth

Newell Rubbermaid
Non-GAAP Reconciliation
LATAM Core Sales Growth
Years Ended December 31, 2014, 2013, 2012, 2011 and 2010
($ amounts in millions)

	As Reported			Core Sales (1)				Year-Over-Year Increase (Decrease)		
	Current Year	Prior Year	Change	Current Year	Prior Year	Change	Currency Impact	Excluding Currency	Including Currency	Currency Impact
2014 Core Sales Growth	$ 409.9	$ 392.6	$ 17.3	$ 485.5	$ 395.9	$ 89.6	$ (72.3)	22.6%	4.4%	(18.2)%
2013 Core Sales Growth	$ 392.6	$ 335.5	$ 57.1	$ 426.9	$ 337.2	$ 89.7	(32.6)	26.6%	17.0%	(9.6)%
2012 Core Sales Growth*	$ 338.9	$ 318.6	$ 20.3	$ 365.1	$ 318.6	$ 46.5	(26.2)	14.6%	6.4%	(8.2)%
2011 Core Sales Growth*	$ 318.6	$ 267.0	$ 51.6	$ 306.9	$ 267.0	$ 39.9	11.7	14.9%	19.3%	4.4%
2010 Core Sales Growth*	$ 269.8	$ 262.9	$ 6.9	$ 299.7	$ 262.9	$ 36.8	(29.9)	14.0%	2.6%	(11.4)%

(1)"Core Sales" is determined by applying a fixed exchange rate, calculated as the 12-month average in the prior year, to the current and prior year local currency sales amounts, with the difference between the change in "As Reported" sales and the change in "Core Sales" reported in the table as "Currency Impact".

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North America & EMEA Normalized Operating Margin

Newell Rubbermaid
Non-GAAP Reconciliation
NA & EMEA Normalized Operating Margin
Years Ended December 31, 2014 and 2012
($ amounts in millions)

	NA		EMEA	
	2012	2014	2012	2014
Net Sales	$ 3,993.8	$ 4,229.4	$ 706.9	$ 683.5
Operating income-reported	$ 529.6	$ 467.9	$ 6.8	$ 82.0
Restructuring-related costs	10.0	28.4	24.5	4.6
Restructuring costs	29.7	30.3	19.5	13.7
Venezuela inventory charges	-	-	-	-
Product recall costs	-	15.0	-	-
Advisory costs	-	10.2	-	-
Acquisition & integration costs	-	5.5	-	-
Pension settlement charge	-	65.4	-	-
Operating income-normalized	$ 569.3	$ 622.7	$ 50.8	$ 100.3
Normalized operating margin	14.3%	14.7%	7.2%	14.7%

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Consolidated Core Sales

Newell Rubbermaid
Non-GAAP Reconciliation
Consolidated Core Sales
Years Ended December 31, 2014, 2013, 2012 and 2011
($ amounts in millions)

	As Reported			Core Sales (1)						Year-over-year Increase (Decrease)				Core
	Current Year	Prior Year	Increase	Current Year	Prior Year	Increase	Acquisitions	Incr. Excl. Acquisitions	Currency Impact	Excluding Currency	Including Currency	Currency Impact	Acquisitions	Sales Growth (1)
2014 Sales	$ 5,727.0	$ 5,607.0	$ 120.0	$ 5,848.5	$ 5,613.2	$ 235.3	$ 68.9	$ 166.4	$ (115.3)	4.2%	2.1%	-2.1%	1.2%	3.0%
2013 Sales	$ 5,607.0	$ 5,508.5	$ 98.5	$ 5,677.5	$ 5,512.6	$ 164.9	$ -	$ 164.9	$ (66.4)	3.0%	1.8%	-1.2%	0.0%	3.0%
2012 Sales	$ 5,508.5	$ 5,451.5	$ 57.0	$ 5,598.5	$ 5,450.6	$ 147.9	$ -	$ 147.9	$ (90.9)	2.7%	1.0%	-1.7%	0.0%	2.7%
2011 Sales	$ 5,451.5	$ 5,224.0	$ 227.5	$ 5,349.5	$ 5,224.0	$ 125.5	$ -	$ 125.5	$ 102.0	2.4%	4.4%	2.0%	0.0%	2.4%

(1) "Core Sales" is determined by applying a fixed exchange rate, calculated as the 12-month average in 2013, to the current and prior year local currency sales amounts, with the difference between the change in "As Reported" sales and the change in "Core Sales" reported in the table as "Currency Impact". Core Sales Growth excludes the impact of currency and acquisitions.

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Normalized Operating Margin

Newell Rubbermaid
Non-GAAP Reconciliation
Normalized Operating Margin
Years Ended December 31, 2014, 2013, 2012 and 2011
($ amounts in millions)

	2014	2013	2012	2011
Net sales	$ 5,727.0	$ 5,607.0	$ 5,508.5	$ 5,451.5
Operating income, as reported	$ 604.7	$ 615.1	$ 637.7	$ 306.8
Restructuring costs	52.8	110.3	52.9	47.9
Restructuring-related costs	33.8	24.9	34.5	37.4
Product recall costs	15.0	-	-	-
Venezuela inventory charges	5.2	-	-	-
Advisory costs	10.2	-	-	-
Acquisition & integration costs	5.5	-	-	-
Pension settlement charge	65.4	-	-	-
Impairment charges	-	-	-	317.9
CEO transition costs	-	-	-	6.3
Normalized operating income	$ 792.6	$ 750.3	$ 725.1	$ 716.3
Normalized operating margin	13.8%	13.4%	13.2%	13.1%
Change-basis points	40	20	10	

GROWTH GAME PLAN INTO ACTION

Newell Rubbermaid Brands That Matter

Normalized EPS

Newell Rubbermaid
Non-GAAP Reconciliation
Normalized EPS
Years Ended December 31, 2014, 2013, 2012 and 2011

	2014	2013	2012	2011
Diluted EPS, as reported	$ 1.35	$ 1.63	$ 1.37	$ 0.42
Restructuring & restructuring-related costs	0.25	0.39	0.23	0.23
Product recall costs	0.03	-	-	-
Venezuela devaluation	0.11	0.02	-	-
Venezuela inventory charges	0.02	-	-	-
Advisory costs	0.02	-	-	-
Acquisition & integration costs	0.01	-	-	-
Pension settlement charge	0.15	-	-	-
Losses on extinguishment of debt	0.08	-	0.02	0.01
Impairment charges	-	-	-	0.83
CEO transition costs	-	-	-	0.02
Nonrecurring tax items	(0.01)	(0.03)	0.08	(0.17)
Discontinued operations	(0.02)	(0.20)	(0.04)	0.20
Normalized EPS*	$ 2.00	$ 1.82	$ 1.67	$ 1.54
% increase	9.9%	9.0%	8.4%	

* Totals may not add due to rounding.

GROWTH GAME PLAN INTO ACTION

Newell Rubbermaid Brands That Matter

Normalized EPS and Core Sales Growth Outlook

Newell Rubbermaid
Non-GAAP Reconciliation
Normalized EPS
Year Ending December 31, 2015
($ amounts in millions)

	2015
Diluted Earnings per Share	$1.82 to $1.90
Restructuring, restructuring-related and other project costs	0.21 to 0.35
Normalized EPS	$2.10 to $2.18

Core sales growth	3.5% to 4.5%
Currency impact	(4.0%) to (5.0%)
Impact of acquisitions	3.5% to 4.5%
Net sales growth	3.0% to 4.0%

GROWTH GAME PLAN INTO ACTION

Newell Rubbermaid Brands That Matter