

# GROWTH

GAME PLAN INTO ACTION

## Acquisition of Ignite Holdings, LLC

Sharpie.

LENOX

IRWIN.

Paper Mate

Goody.

LEVOLOR

Rubbermaid

PARKER.

GRACO

DYMO

Calphalon

Rubbermaid  
Commercial Products

WATERMAN  
PARIS

Aprica.



# Forward-Looking Statements

This presentation contains forward-looking information based on management's current views and assumptions. Actual events may differ materially. Factors that may affect actual results include, but are not limited to: whether and when the required regulatory approvals will be obtained, whether and when the closing conditions will be satisfied and whether and when the transaction will close, whether and when the Company will be able to realize the expected financial results and accretive effect of the transaction, and how customers, competitors, suppliers and employees will react to the transaction. Please refer to the cautionary statements set forth in the "Forward-Looking Statements" section of the Company's most recently filed Quarterly Report on Form 10-Q as well as the risk factors set forth in Exhibit 99.1 thereto, for other factors that could affect our business.

# Ignite Holdings, LLC

- Leading designer and marketer of on-the-go thermal and hydration beverage containers
- Growing double digits (4 year historical CAGR >35%)
- Expected 2014 net sales of approximately \$125 million
- Leader in innovation with significant IP
- Premium brands: Contigo® and Avex®
- Strong sourcing relationships
- Primarily North American footprint with opportunity to expand internationally



# Durable Beverage Container Category Is Attractive

- Big category in our home markets: est. \$1.5+ billion U.S.
- Fast growing category; double digit growth
- Fragmented category; leading brands hold relatively low shares
- Trends support continued market growth
  - Functionality that supports active on-the-go lifestyles
  - Affordable products that help consumers save money
  - Sustainable alternative to the 20bn disposable bottles used annually in US
  - Health benefits of hydration and drinking more water
- Expanding retail presence across multiple channels
- Attractive retail margins



# Strategic Rationale for Acquisition

- Large, fast growing, and unconsolidated category
- On trend category dynamics: sustainability, health benefits of hydration, active lifestyles and affordability
- Opportunity to accelerate growth of the combined businesses by
  - Building brands through increased marketing investment
  - Strengthening innovation and product performance on Rubbermaid
  - Building the category with Newell's merchandizing and shopper marketing skills
  - Leveraging Newell's Customer Development Organization to broaden distribution
  - Combining Ignite's design capabilities with Newell's scale and design investment
  - Using Newell's infrastructure and footprint to accelerate international growth

# Transaction Terms

- Purchase price \$308 million
- The acquisition is expected to be accretive to Newell Rubbermaid's growth rate, normalized operating income margin and normalized EPS in the first year
- Newell plans to reinvest a portion of Ignite's profitability to sustain its double digit growth rate and build the brands
- Significant cash tax benefit
- Closing expected late Q3 2014 pending customary regulatory clearance

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