Newell Rubbermaid
Brands That Matter

June 17, 2014

GROWTH GAME PLAN INTO ACTION

Deutsche Bank Global Consumer Conference

Michael B. Polk
President and Chief Executive Officer

Sharpie
LENOX
IRWIN
Paper Mate
Goody
LEVOLOR
Rubbermaid
PARKER
GRACO
DYMO
Calphalon
Rubbermaid Commercial Products
WATERMAN PARIS
Aprica

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 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 the ultimate resolution of the potential recall of harness buckles on certain infant car seats); 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; and those factors listed in the company's most recently filed Quarterly Report on Form 10-Q and Exhibit 99.1 thereto, 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 news release as a result of new information or future events or developments.

This presentation contains non-GAAP financial measures within the meaning of Regulation G promulgated by the Securities and Exchange Commission and includes a reconciliation of these non-GAAP financial measures to the most directly comparable financial measures calculated in accordance with GAAP. While the company believes that these non-GAAP financial measures are useful in evaluating the company's performance, this information should be considered as supplemental in nature and not as a substitute for or superior to the related financial information prepared in accordance with GAAP. Additionally, these non-GAAP financial measures may differ from similar measures presented by other companies.

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GROWTH GAME PLAN INTO ACTION

Newell Rubbermaid Brands That Matter

Nearly $6bn business of leading brands

IRWIN
Goody
LENOX
Rubbermaid
Sharpie

Calphalon
PARKER
LEVOLOR
Rubbermaid Commercial Products

WATERMAN PARIS
GRACO
DYMO
Aprica
Paper Mate

Clear corporate strategy

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Three phase transition

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*	+6-9%

* Normalized EPS

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Clear portfolio choices

grow aggressively

- Writing
- Commercial
- Tools

strengthen brands, innovation and support

grow profitably

- Home Solutions
- Baby

self fund innovation and support

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Requires financial algorithm change

operating income margin %

DEVELOPED MARKETS

EMERGING MARKETS

SG&A %

A & P

OVERHEADS

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Holding company to operating company

26
Global Business Units

13
Global Business Units

5
Global Operating Segments

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New operating model for growth

1. GROWTH GAMEPLAN
2. Core Activity Systems
3. Partnering Functions
4. Winning Capabilities
5. Operating Segments

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Four winning capabilities

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Project Renewal savings enable investment

$ Millions	Program to date through Q1 14	Total Project Renewal
Costs	$239	$340 - $375
Savings*	On Plan $223M	$270 - $325

payback ~1.5 years (ahead of plan)

* Annualized Savings

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More savings and efficiency to come

Simplification Next Generation of Savings and Efficiency

>75,000 stock keeping units

>30,000 selling partners

>10,000 sourcing partners

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Growth accelerating while simultaneously changing

+2.6%*
2011

+2.9%*
2012

+3.2%
2013

*Restated to reflect the reclassification of divested businesses to discontinued operations

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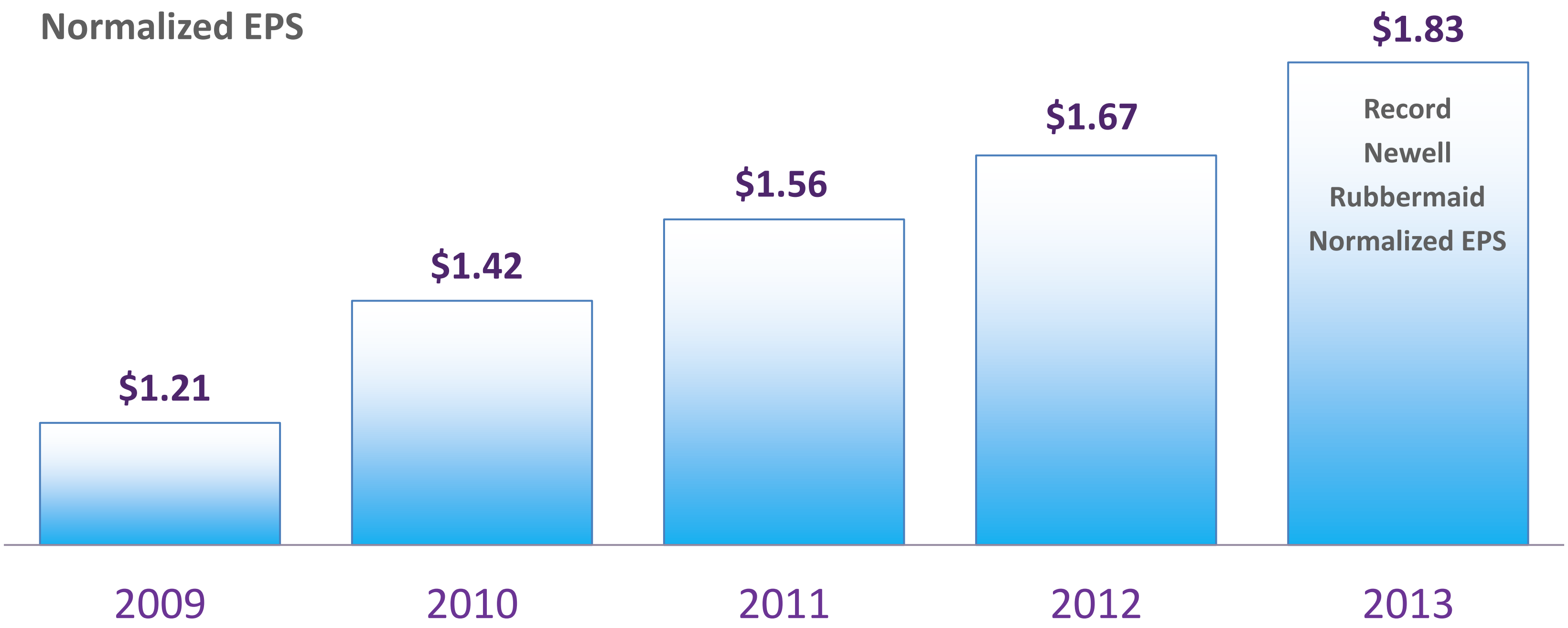
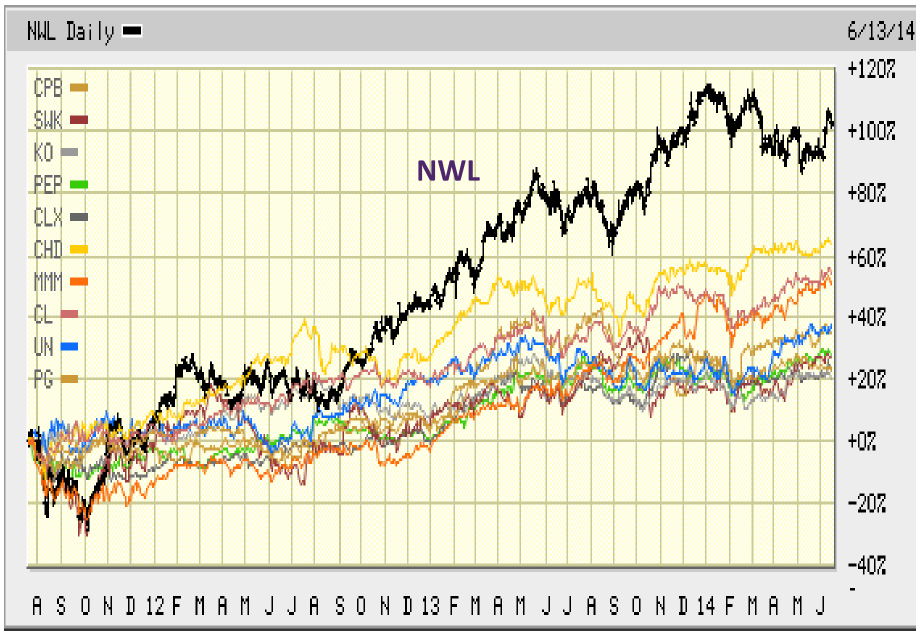
Earnings performance strengthening



See reconciliation of reported EPS to normalized EPS in the appendix

Creating value for shareholders

Strong Share Price Appreciation



Source: Bigcharts.com (July 1, 2011 to June 13, 2014)

Significant Dividend Increase

$0.20
Dividend
2010

$0.68
Dividend
2014

Annualized Dividend

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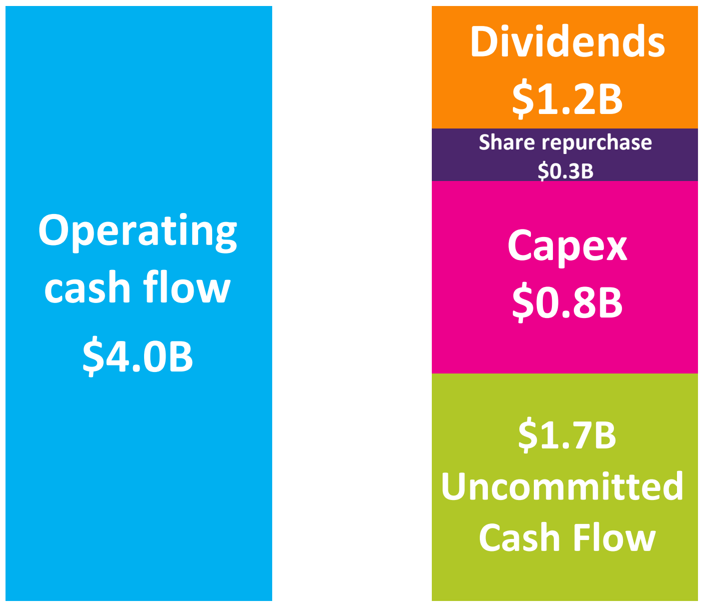
Cash provides options on the future

2014 to 2018



Uncommitted cash flow provides flexibility to:

- Increase dividend beyond 35% payout ratio
- Increase share repurchases beyond existing authorizations
- M&A

Plus, nearly $2B borrowing capacity at current credit ratings

GROWTH GAME PLAN INTO ACTION

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Building large, profitable anchor categories

Five Segments each $1 to 2 billion (revenue)

- Writing
- Tools
- Commercial Products
- Baby
- Home Solutions

Investment thesis strong

Growth Game Plan is clear strategic blueprint

Cost savings give visibility to 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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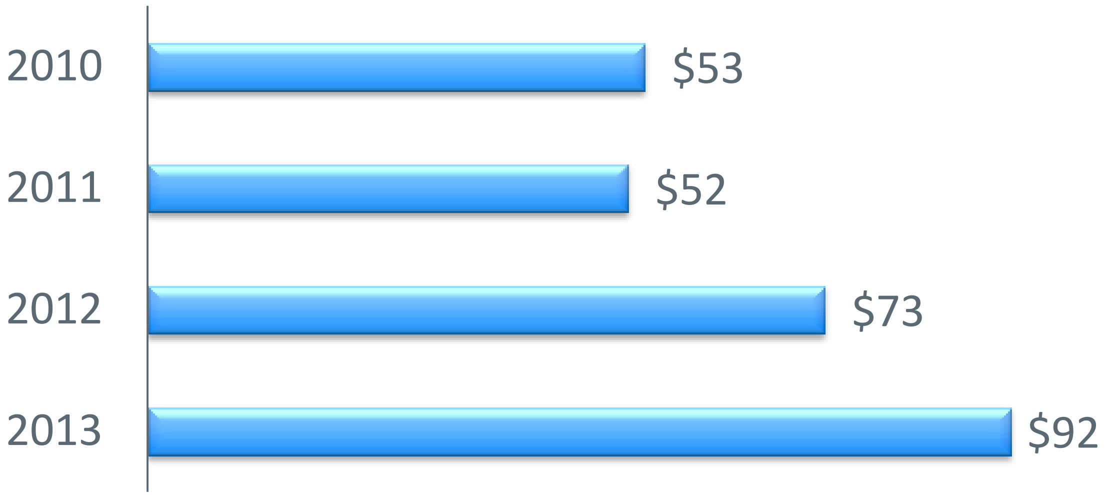
Baby demonstrates model at work

Baby Segment GRACO Aprica

+9.8% 2012 core growth
+10.2% 2013 core growth

Normalized Operating Income $M



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As does progress in Latin America

LATAM Core Sales Growth*

2010	+14.0%
2011	+14.9%
2012	+14.6%
2013	+26.6%
Q1 14	+16.6%**

*2010 and 2011 do not reflect impact of discontinued operations (impact not material)

** Q1 14 adjusted for SAP

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Writing USA market share results encouraging

USA Value Market Share Growth 2014 YTD through May 18th

Total Writing	1	46.5%	+260bps
Pens	1	34.3%	+110bps
Permanent Markers	1	83.6%	+130bps
Dry Erase Markers	1	78.5%	+200bps
Mechanical Pencils	1	39.6%	+520bps
Highlighters	1	62.4%	+70bps

IRI Syndicated (Food, Drug, Mass, WMT, Dollar, Military, Club x Costco)

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Writing strengthening beyond USA

Pen Value Market Share and POS

Mexico Market

POS Increase	Share Gain
+34%	+880bps

ANZ Market

POS Increase	Share Gain
+55%	+480bps

Canada Market

POS Increase	Share Gain
+40%	+220bps

NEW CREATIVE CAMPAIGNS DOUBLED IN 2014

Paper Mate InkJoy™

GRACO®

Sharpie®

Calphalon®

IRWIN®

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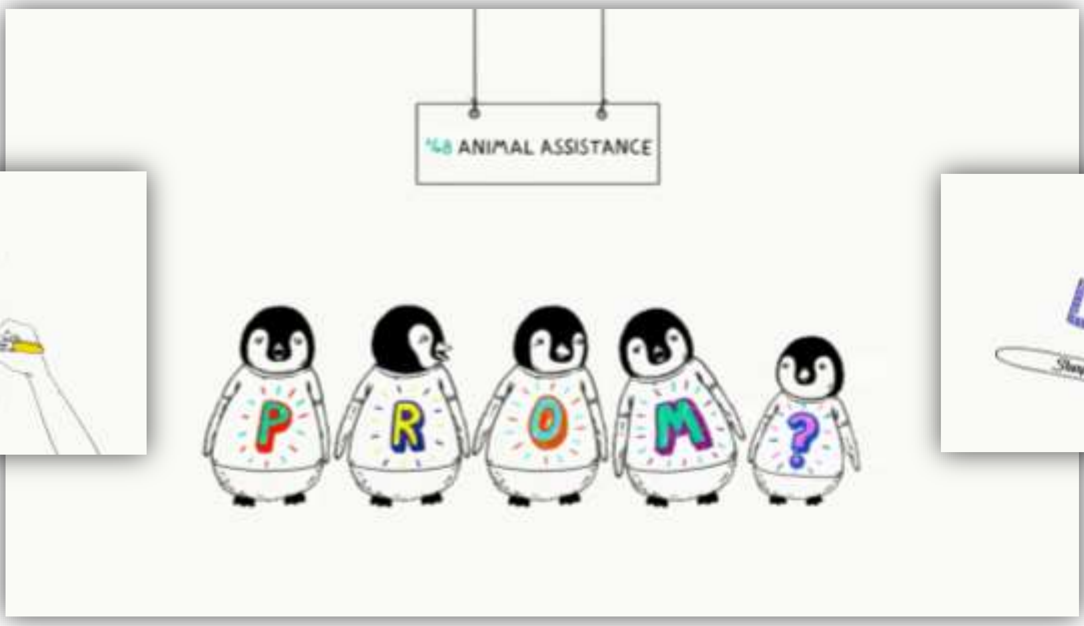
SIGNIFICANT INCREASE IN

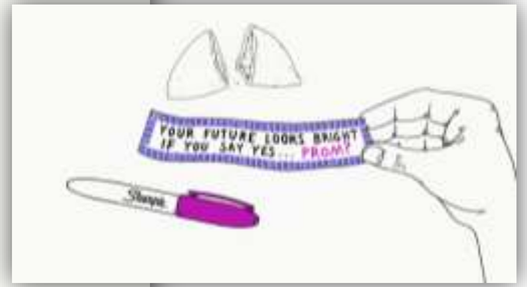
ADVERTISING IN 2014

nearly double the spend

SHARPIE

PROM TV AD





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SHARPIE®

CLEAR VIEW™ HIGHLIGHTER

Unique see-through tip eliminates blind spots

Allows for precise highlighting, so you can highlight only what matters

PAPER MATE®
CLEARPOINT® MIX & MATCH

Paper Mate
Clearpoint Mix & Match

Builds on our current #1 selling mechanical pencil in North America

25 unique combinations for students/kids

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CALPHALON®

CERAMIC NON-STICK

ECO FRIENDLY PFOA-free Nonstick

Releases food easily for fast cleanup and delicious results

Eco-friendly PFOA-free nonstick

PTFE-free nonstick

Silicone grip handles stay cool on the stovetop

BABY & PARENTING

NEW STROLLERS & JOGGER

Innovative design meets comfort & convenience

Expanding the Modes family

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IRWIN BRAZIL

WAVE 2

New Products 6 New Categories

Tradesman Day Brazil

Van Program

Sampling 1M Blades

Merchandising

More to come as new ways of working take hold

2015 Growth Planning Summit

COLLABORATE TO GREAT!

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And new capabilities gain traction

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Reaffirm full year guidance

FY 2014 Outlook*	
Core Sales	**3% to 4%**
Currency	~ -2.0%
Net Sales Growth	1% to 2%
Normalized Operating Margin	**Up to +40 basis points**
Normalized EPS**	**$1.94 to $2.00**
Cash Flow from Operations	**$600 to $650 million**
Capital Expenditures	$150 to $175 million

* Reflects outlook communicated in the May 2, 2014 Q1 2014 Earnings Release and Earnings Call

** See reconciliation included in the Appendix posted online

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Growth Game Plan is our blueprint

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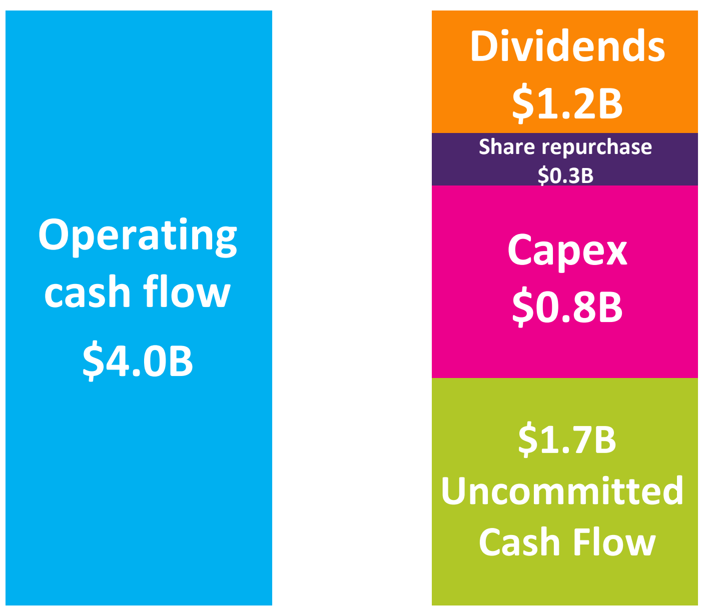
Cash generative business provides options on future

2014 to 2018



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Building large, profitable anchor categories

Five Segments each $1 to 2 billion (revenue)

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- Tools
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Combination of organic growth and external development

Our confidence has strengthened

Clear strategy

Strong, seasoned leadership team

Major increase in funds for investment <u>or</u> earnings

Disciplined, strategic approach to resource allocation

Organization consistently delivers while driving change

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President and Chief Executive Officer

Appendix: Non-GAAP reconciliations

Reconciliation: Normalized earnings per share

	2013	2012	2011	2010	2009
Diluted earnings per share, as reported	$ 1.63	$ 1.37	$ 0.42	$ 0.96	$ 0.97
Impairment charges	-	-	0.83	-	-
Restructuring and restructuring-related charges	0.40	0.23	0.23	0.24	0.28
Currency impacts - Venezuela	0.02	-	-	(0.01)	0.01
Discontinued operations	(0.19)	(0.03)	0.21	(0.09)	(0.11)
CEO transition costs	-	-	0.02	-	-
Convertible notes dilution	-	-	-	0.10	0.06
Losses on extinguishments of debt*	-	0.02	0.01	0.44	-
Income tax items	(0.03)	0.08	(0.17)	(0.21)	0.01
Diluted earnings per share, normalized	$ 1.83	$ 1.67	$ 1.56	$ 1.42	$ 1.21
Normalized EPS growth	10%	7%	10%	17%	

* For 2010, includes certain share impacts of the Capital Structure Optimization Plan.

Totals may not add due to rounding.

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Reconciliation: Total company core sales

	As Reported			Core Sales (1)				Year-Over-Year Increase (Decrease)		
	2013	2012	Change	2013	2012	Change	Currency Impact	Excluding Currency	Including Currency	Currency Impact
2013 Sales	$ 5,692.5	$ 5,579.9	$ 112.6	$ 5,763.0	$ 5,584.0	$ 179.0	$ (66.4)	3.2%	2.0%	(1.2)%
	2012	2011	Change	2012	2011	Change	Currency Impact	Excluding Currency	Including Currency	Currency Impact
2012 Sales	$ 5,579.9	$ 5,511.7	$ 68.2	$ 5,670.0	$ 5,510.8	$ 159.2	$ (91.0)	2.9%	1.2%	(1.7)%
	2011	2010	Change	2011	2010	Change	Currency Impact	Excluding Currency	Including Currency	Currency Impact
2011 Sales	$ 5,511.7	$ 5,270.5	$ 241.2	$ 5,409.7	$ 5,270.5	$ 139.2	$ 102.0	2.6%	4.6%	2.0%

(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".

Reconciliation: Baby segment core sales

	As Reported			Core Sales (1)				Year-Over-Year Increase (Decrease)		
	2013	2012	Change	2013	2012	Change	Currency Impact	Excluding Currency	Including Currency	Currency Impact
2013 Sales	$789.3	$736.1	$ 53.2	$811.4	$736.5	$ 74.9	$ (21.7)	10.2%	7.2%	(3.0)%
	2012	2011	Change	2012	2011	Change	Currency Impact	Excluding Currency	Including Currency	Currency Impact
2012 Sales	$736.1	$680.4	$ 55.7	$746.6	$679.7	$ 66.9	$ (11.2)	9.8%	8.2%	(1.6)%

(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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Reconciliation: Baby segment operating income

		2013
Operating income, normalized	**$**	**92.0**
Restructuring-related charges (1)		**(0.8)**
Operating income, as reported	**$**	**91.2**

(1) Restructuring-related charges incurred during the year ended December 31, 2013 relate to Project Renewal.

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Reconciliation: Latin America core sales

	As Reported			Core Sales (1)				Year-Over-Year Increase (Decrease)		
	Q1 2014	Q1 2013	Change	Q1 2014	Q1 2013	Change	Currency Impact	Excluding Currency	Including Currency	Currency Impact
Q1 2014 Core Sales Growth	92.0	93.2	(1.2)	97.8	88.9	8.9	(10.1)	10.0%	(1.3)%	(11.3)%
Q1 2014 Core Sales Growth, excluding Brazil SAP (2)				97.8	83.9 (2)	13.9		16.6% (2)		
	2013	2012	Change	2013	2012	Change	Currency Impact	Excluding Currency	Including Currency	Currency Impact
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	2011	Change	2012	2011	Change	Currency Impact	Excluding Currency	Including Currency	Currency Impact
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	2010	Change	2011	2010	Change	Currency Impact	Excluding Currency	Including Currency	Currency Impact
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	2009	Change	2010	2009	Change	Currency Impact	Excluding Currency	Including Currency	Currency Impact
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".

(2) In contemplation of the Brazil SAP conversion in April 2013, the Company communicated with key customers about their interest in accelerating orders to mitigate the risk of potential business disruption. The Company estimated the impact of the timing shift related to the Brazil SAP conversion by tracking orders from customers that accelerated their normal order patterns as a result of the Company's communications. The calculation of core sales excluding the impact of the Brazil SAP conversion is shown below:

	2014 Core Sales (1)	2013 Core Sales	Increase	Core Sales Growth	Brazil SAP Conversion	2013 Core Sales Excl Brazil SAP	Increase	Core Sales Excl Brazil SAP
LATAM	$ 97.8	$ 88.9	$ 8.9	10.0%	$ (5.0)	$ 83.9	$ 13.9	16.6%

*2010 - 2012 Core Sales Growth was not adjusted for discontinued operations

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Reconciliation: FY 2014 normalized earnings per share

	FY 2014
Diluted earnings per share	$1.50 to $1.56
Restructuring and restructuring-related costs	$0.29 to $0.37
Costs associated with harness buckle recall	$0.02
Currency devaluation - Venezuela	$0.09
Normalized EPS	$1.94 to $2.00

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