



Deutsche Bank Global Consumer Conference

Michael B. Polk
Chief Executive Officer

16 June 2016

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, earnings per share, operating income, operating margin or gross margin improvements or declines, Project Renewal, capital and other expenditures, cash flow, dividends, restructuring and other project costs, costs and cost savings, inflation or deflation, particularly with respect to commodities such as oil and resin, debt ratings, changes in exchange rates, expected benefits and financial results from the Jarden transaction and other 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 and consolidation of our retail customers; 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, including the ability to realize anticipated benefits of increased advertising and promotion spend; product liability, product recalls or regulatory actions; 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; our ability 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 complete planned divestitures; our ability to successfully integrate acquired businesses, including the recently acquired Jarden business; our ability to realize the expected benefits and financial results from our recently acquired businesses and planned divestitures; the potential for the substantial indebtedness incurred in connection with the Jarden transaction to adversely impact our financial position, decrease our business flexibility, increase our borrowing costs and negatively impact our credit ratings, and those factors listed in our most recently filed Quarterly Report on Form 10-Q filed with the Securities and Exchange Commission and exhibit 99.1 thereto. 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.

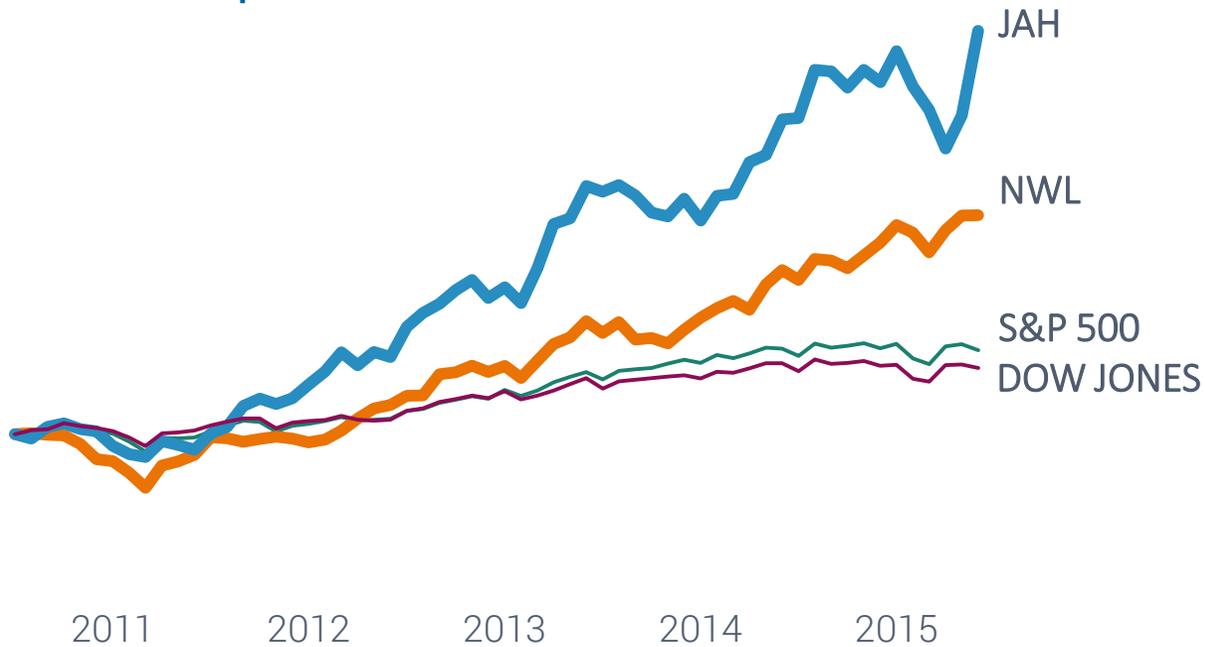
This presentation contains non-GAAP financial measures within the meaning of Regulation G promulgated by the Securities and Exchange Commission and includes a reconciliation of these non-GAAP financial measures to the most directly comparable financial measures calculated in accordance with GAAP. While 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.

\$16 billion branded consumer goods company

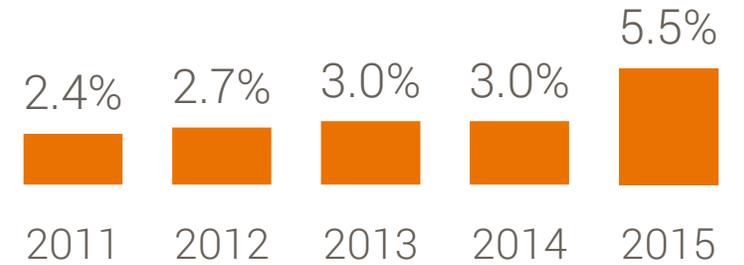


Shared track record of strong performance

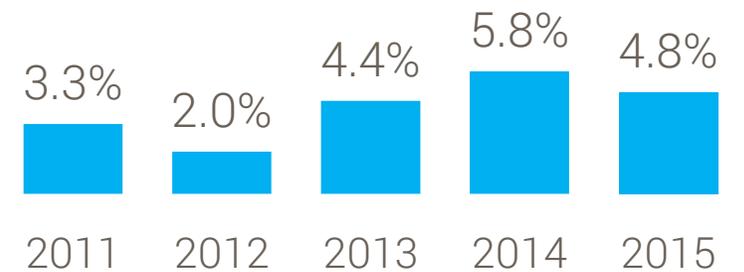
Stock price evolution



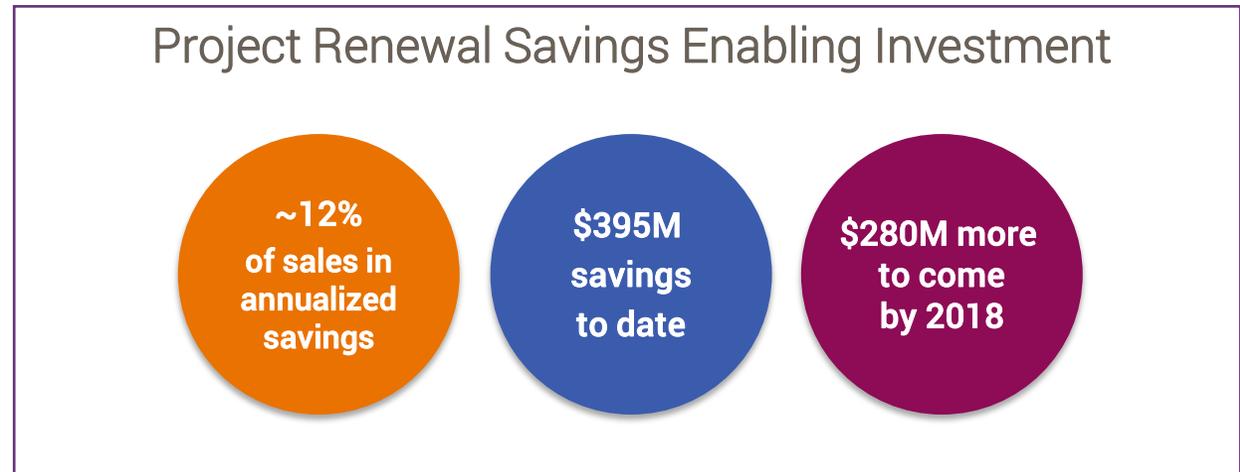
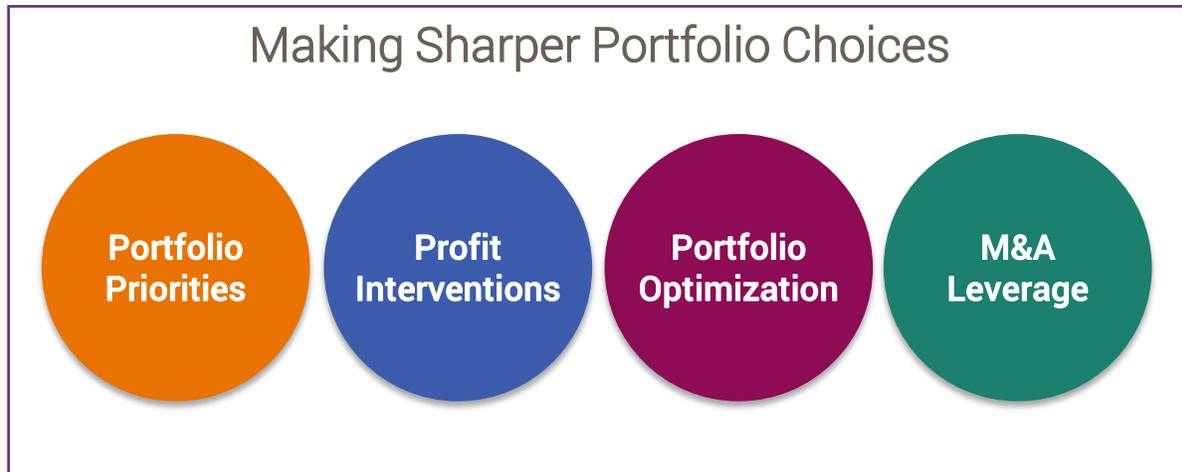
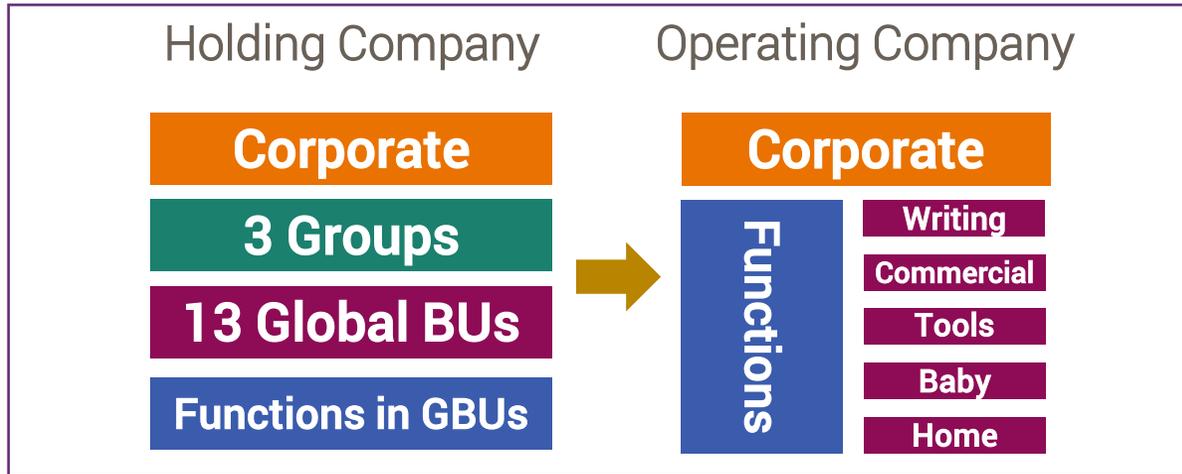
Core sales growth



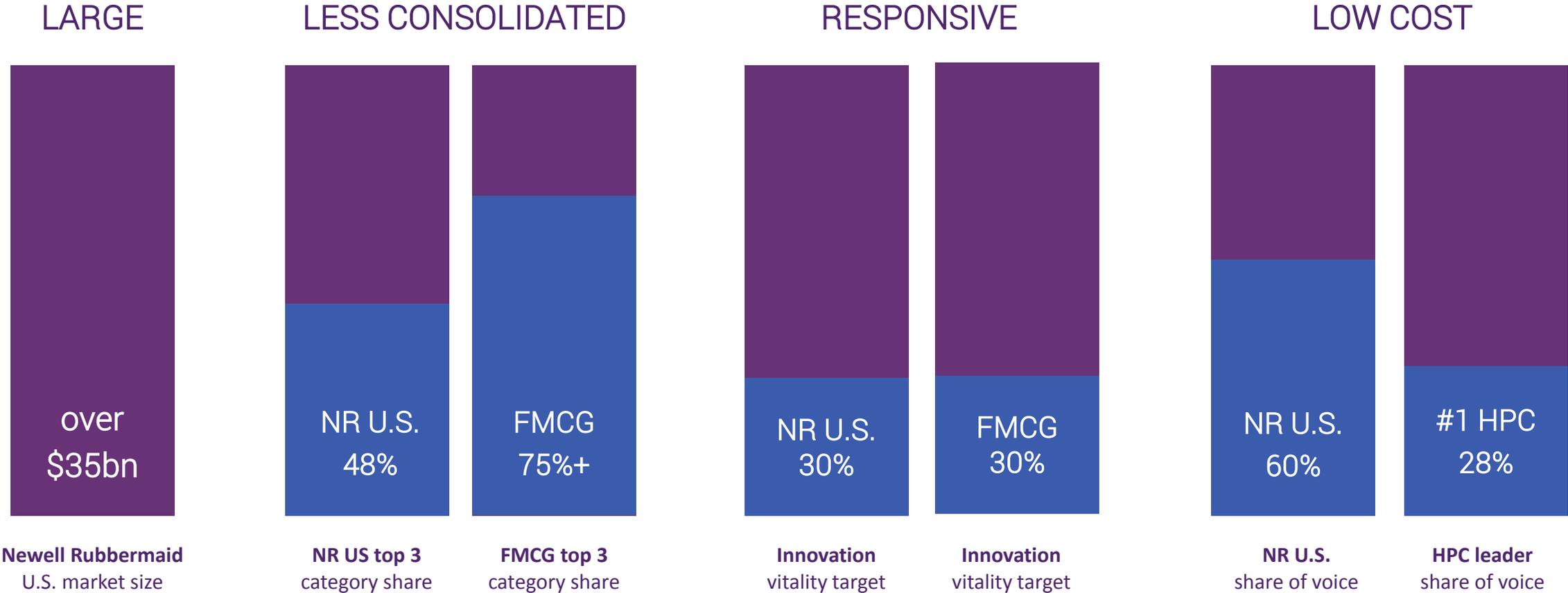
Organic sales growth



Newell playbook creates a competitive advantage

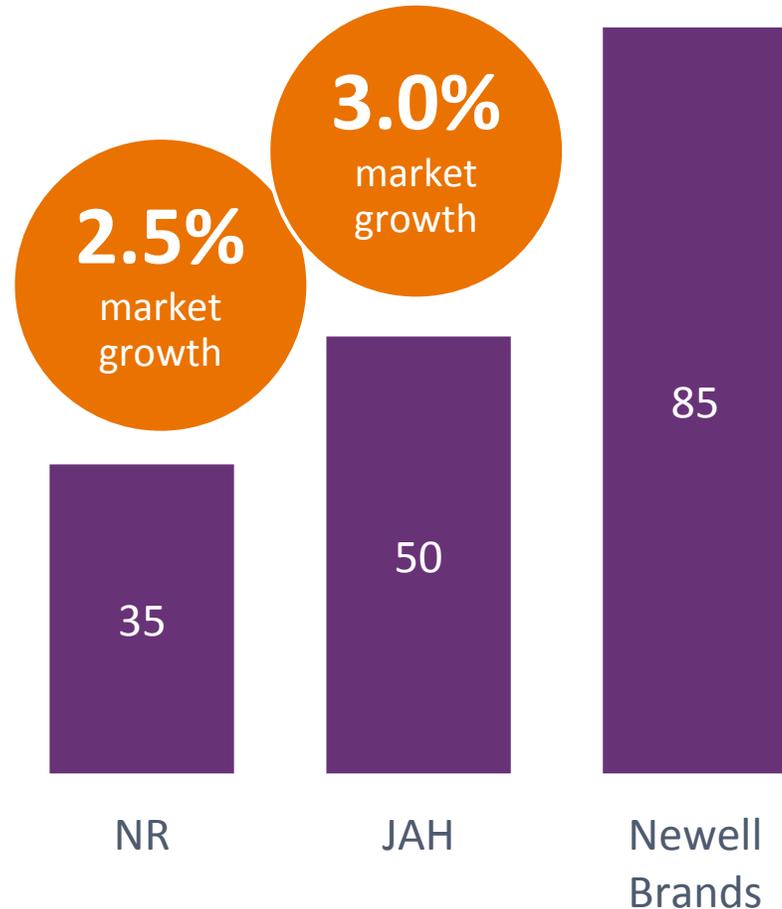


Opportunity to apply Newell business model

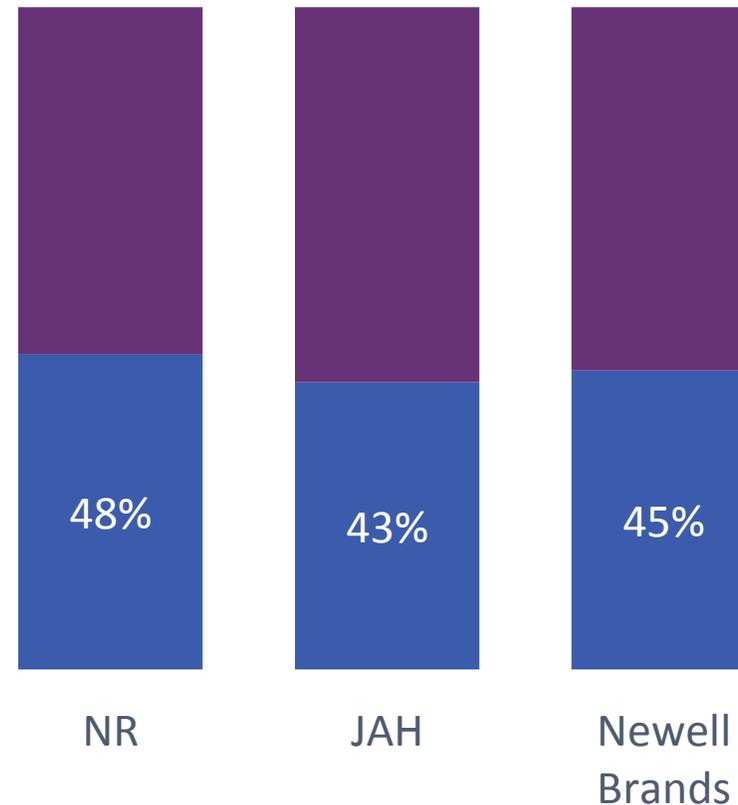


Across the broader combined portfolio

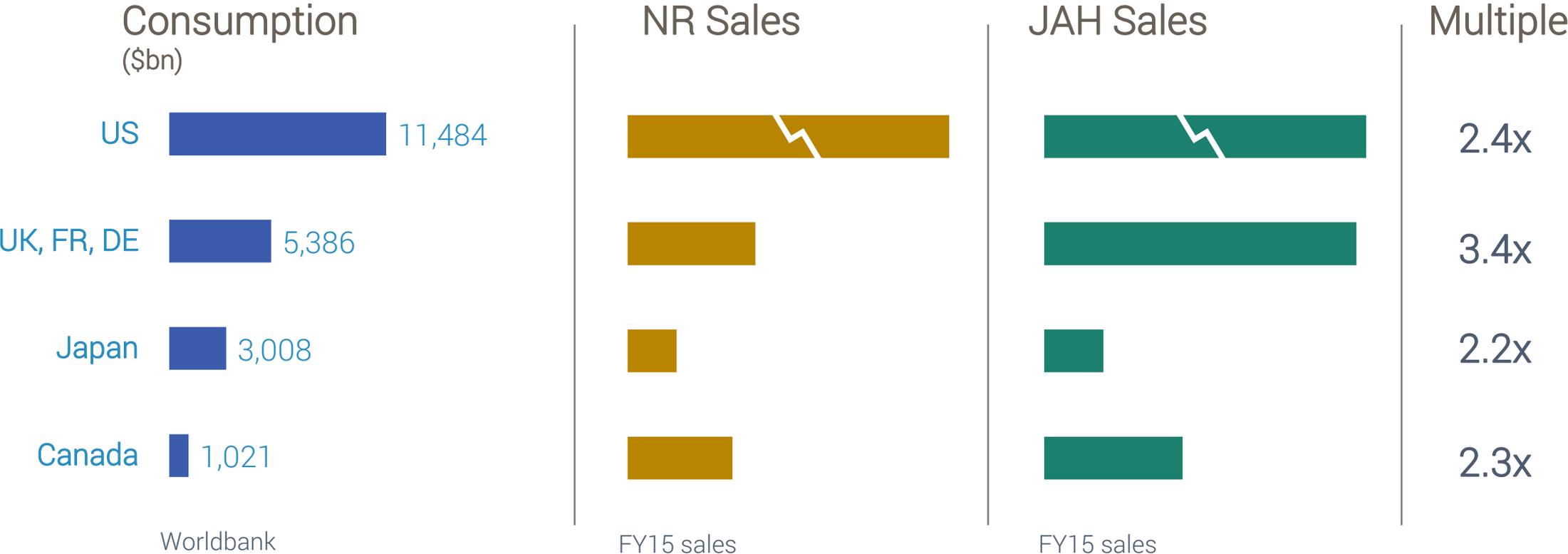
U.S. market size (\$bn)



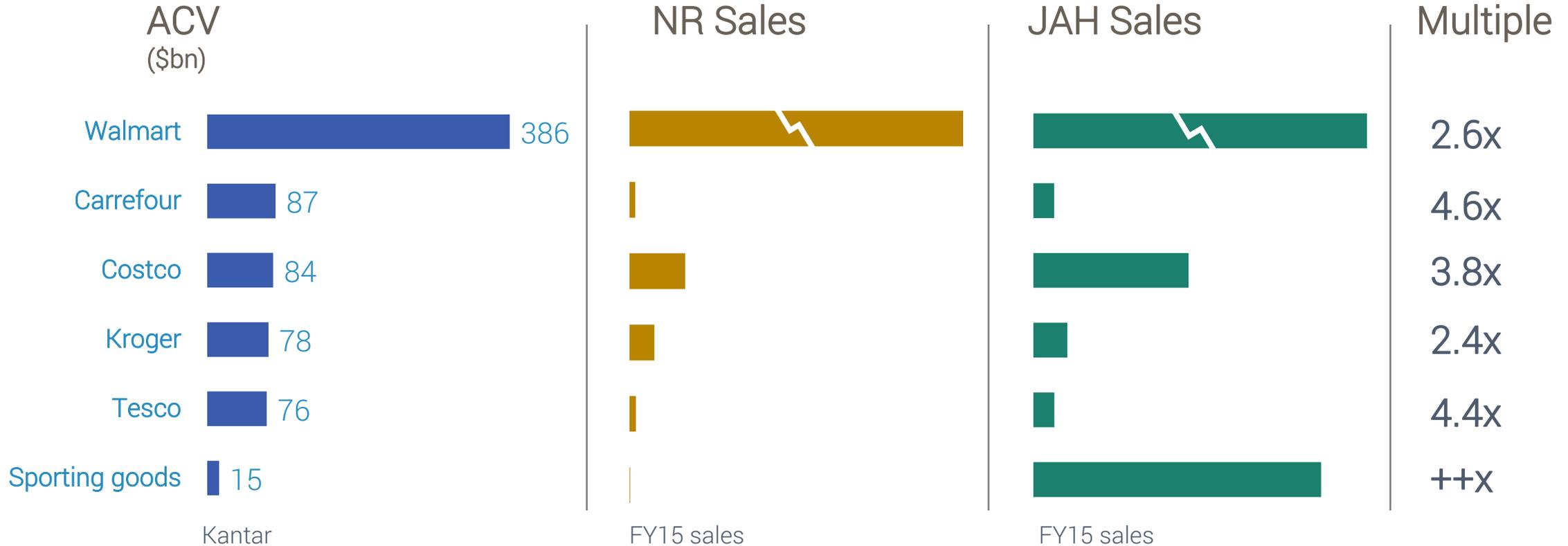
U.S. market fragmentation (share of top 3 players)



Scaled positions in key geographies



Scaled positions in key channels and customers



Meaningful but prudent synergies with upside

\$500m of synergies



**Corporate
Duplication**

**Executive
Leaders**

Procurement

**Cost to
Serve**

**Shared
Services**

**Supply Chain
Complexity**

**Operating
Model**

**Tax &
Working
Capital**

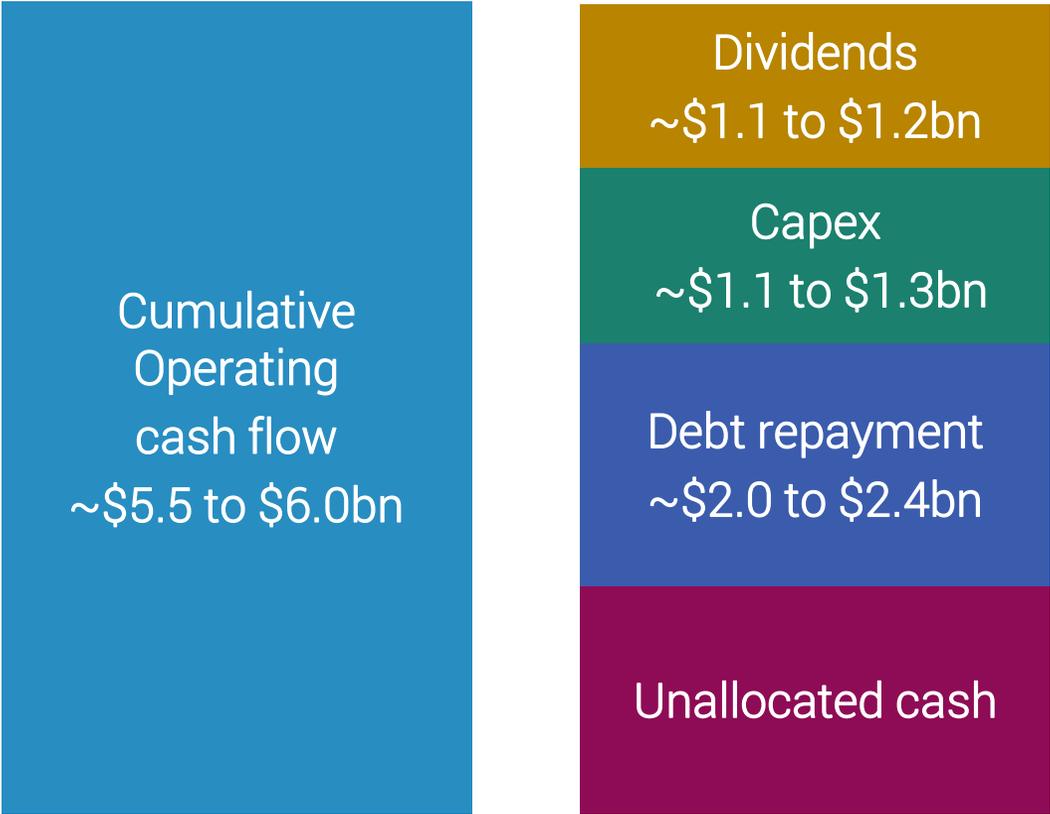
**Revenue
Synergies**

Reaffirm FY 2016 outlook

	Twelve Months Ending December 31, 2016
Core Sales Growth	3.0% to 4.0%
Legacy Newell Rubbermaid Core Sales Growth	4% to 5%
Legacy Jarden Core Sales Growth	2% to 4%
Normalized EPS	\$2.75 to \$2.90

Strong cash generation and financial flexibility

NWL 2016 to 2018



Capital Allocation Priorities

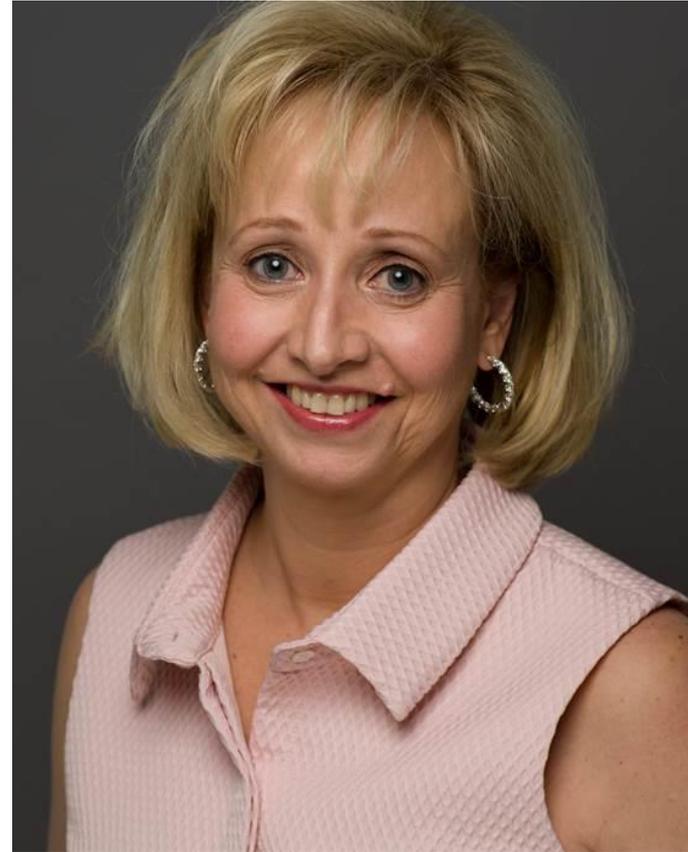
- 2016/17 free cash to fund planned debt reduction, leaving significant unallocated cash over period
- No material share repurchase or acquisitions until leverage ratio range achieved
- Opportunity for incremental synergies (net of costs) and working capital benefits further strengthen unallocated cash position
- Achieve target leverage ratio of 3.0 to 3.5x within 2 to 3 years

Source: Newell Brands Financial Model 2016 through 2018 and Amended S-4 filing; model assumes dividend increase in 2017 and 2018; 3.0X - 3.5X within two to three years

Building a strong top team



Ralph Nicoletti
Chief Financial Officer



Fiona Laird
Chief Human Resources
and Communications Officer

Next steps

Significant work underway to deliver 2016 and build the 2017+ plans

Deliver the 2016 plan

Deliver Synergies/Renewal Savings

Develop Portfolio/Geographic Prioritization

Socialize Corporate Strategy

Align Structure to Strategy

Drive Strategy to Action (2017+)



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Michael B. Polk
Chief Executive Officer

16 June 2016

Non-GAAP Reconciliations

Newell Rubbermaid Core Sales

Newell Rubbermaid
Non-GAAP Reconciliation
Consolidated Core Sales
Years Ended December 31, 2015, 2014, 2013, 2012 and 2011
(\$ amounts in millions)

	As Reported			Core Sales (1)							Year-over-year Increase (Decrease)			Planned Divestitures	Core Sales Growth (1)		
	Current Year	Prior Year	Increase	Current Year	Prior Year	Increase	Acquisitions (2)	2015 Completed & Planned Divestitures (3)	2014 Completed & Planned Divestitures (3)	Incr. Excl. Acquisitions and Divestitures	Currency Impact	Excluding Currency	Including Currency			Currency Impact	
2015 Sales	\$ 5,915.7	\$ 5,727.0	\$ 188.7	\$ 6,255.8	\$ 5,736.1	\$ 519.7	\$ 272.1	\$ 178.1	\$ 233.1	\$ 302.6	\$ (331.0)	9.1%	3.3%	-5.8%	4.7%	-1.1%	5.5%
2015 Win Bigger Sales (4)	\$ 3,422.1	\$ 3,193.6	\$ 228.5	\$ 3,654.8	\$ 3,198.8	\$ 456.0	\$ 156.3	\$ -	\$ -	\$ 299.7	\$ (227.5)	14.3%	7.2%	-7.1%	4.9%	0.1%	9.4%
2014 Sales (5)	\$ 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%	0.0%	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%	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%	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%	0.0%	2.4%

(1) "Core Sales" is determined by applying a fixed exchange rate, calculated as the 12-month average of the respective 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". Core Sales Growth excludes the impact of currency, acquisitions and planned and actual divestitures from the period the intent to divest is determined through the date of sale.

(2) Acquisitions reflects approximately one year of sales after the acquisition dates of the following companies at constant currency rates:

- Elmer's Products in October 2015
- Baby Jogger Holdings in December 2014
- The assets of bubba brands in October 2014
- Ignite Holdings in September 2014

(3) Actual and planned divestitures represent the Rubbermaid medical cart business on a year-to-date basis (such business was sold in August 2015) and Levolor and Kirsch window coverings brands ("Décor") for the third quarter and fourth quarter which the Company is planned to sell.

(4) Win Bigger businesses include Writing & Creative Expression, which is included in the Writing segment, Tools, Commercial Products (excluding Medical) and Food & Beverage, which is included in the Home Solutions segment.

(5) As adjusted for the estimated impacts of EMEA product and geographic exits and Rubbermaid Consumer Store product exits, which totaled \$37M, the increase excluding acquisitions and divestitures for 2014 was \$203.4M, or 3.6%.

Jarden Core Sales

Jarden Corporation
 Non-GAAP Reconciliation
 Organic Net Sales Growth
 Years ended December 31, 2015, 2014, 2013, 2012 and 2011

	2015	2014	2013	2012	2011
Net sales growth	3.8%	12.7%	9.9%	0.3%	10.9%
Foreign exchange impacts	5.5%	1.4%	1.7%	1.6%	-1.7%
(Acquisitions)/exited businesses and other, net	-4.5%	-8.3%	-7.2%	0.1%	-5.9%
Organic net sales growth	4.8%	5.8%	4.4%	2.0%	3.3%

FY 2016 Newell Brands Core Sales

Newell Brands Inc.
Reconciliation of Core Sales Growth
Year Ending December 31, 2016

	Year Ending		
	December 31, 2016		
Estimated net sales growth (GAAP)	122.0%	to	127.0%
Less: Jarden net sales growth included in pro forma base	115.0%	to	120.0%
Net sales growth, pro forma (1)	7.0%	to	8.0%
Less: Currency	(1.0%)	to	(2.0%)
Acquisitions, net of divestitures (2)	6.0%	to	7.0%
Venezuela deconsolidation		(1.0%)	
Core Sales Growth, pro forma (1)	3.0%	to	4.0%

(1) Pro forma as if the Jarden transaction was completed April 15, 2015.

(2) Acquisitions, net of divestitures represents estimated sales of The Waddington Group, Inc., Jostens, Inc. and Elmer's Products, Inc. until the one year anniversary of their respective dates of acquisition, net of the impacts of the divestiture of the Rubbermaid medical cart business in August 2015 and the planned divestiture of the Levolor and Kirsch window coverings brands ("Décor") in 2016.

FY 2016 Newell Brands Normalized EPS

Newell Brands Inc.
Reconciliation of Normalized EPS Guidance
December 31, 2016

	Year Ending			
	December 31, 2016			
		to		
Diluted earnings per share	\$ 1.45		\$ 1.60	
Project Renewal and Project Lean restructuring and other costs	\$ 0.35		\$ 0.45	
Integration costs to drive synergies	\$ 0.10		\$ 0.15	
Estimated gain on sale of Décor	\$ (0.25)		\$ (0.35)	
Jarden transaction-related costs	\$ 0.20		\$ 0.30	
Acquisition-related amortization* and inventory step-up	\$ 0.75		\$ 0.95	
Normalized earnings per share	\$ 2.75		\$ 2.90	

* Represents amortization of acquisition-related intangibles beginning in the second quarter of 2016.