Winning Differently with Consumer

Penny McIntyre, President, Newell Consumer Group
This presentation includes forward looking statements. Forward-looking statements are not guarantees since there are inherent difficulties in predicting future results, and actual results could differ materially from those expressed or implied. For a list of major factors that could cause actual results to differ materially from those projected, refer to Newell Rubbermaid’s most recently filed quarterly report on Form 10-Q and Exhibit 99.1 thereto. The presentations also include certain non-GAAP financial measures within the meaning of SEC Regulation G, including normalized operating income and earnings per share. Reconciliations of these financial measures are available in the appendix and in the archived presentation available in the Investor Relations section of the Newell Rubbermaid website.
Consumer group

$3.1B business

Sales 2011

Home Organization & Style

Fine Writing

Culinary

Writing & Creative Expression
Portfolio of leading brands in $80B+ markets

- Sharpie
- Paper Mate
- Parker
- Calphalon
- Rubbermaid
- Goody
- Levolor

Home market position:
- #1
- #1
- #1
- #1
- #1
- #2
- #2
### Headroom for lead brands to win share

<table>
<thead>
<tr>
<th>NWL home mkt position</th>
<th>top 2 brands share</th>
</tr>
</thead>
<tbody>
<tr>
<td>#1</td>
<td>&lt;10%</td>
</tr>
<tr>
<td>#2</td>
<td>&lt;20%</td>
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**Brand Logos**

- **Rubbermaid**
- **Goody**
- **Levolor**
- **PaperMate**
- **Sharpie**
- **Parker**
- **Waterman Paris**
- **Calphalon**
- **Sterilite**
- **Conair**
- **Hunter Douglas**
- **Bic**
- **Mont Blanc**
- **All-Clad**

*Source: Analyst Day 2012*
Changing our geographic footprint

2011 NET SALES TO CONSUMERS IN THESE MARKETS

- Asia
- Latin America
- EMEA
- North America

2011 CORE SALES GROWTH FROM CONSUMERS IN THESE MARKETS

- Asia
- Latin America
- EMEA
- North America
Consumer drives ~40% of NWL’s growth in next 5 years
Clear choices on expansion

Win bigger
- Writing & Creative Expression
- Fine Writing

Win where we are
- Home Org & Style
- Culinary Lifestyles

% of revenue 2011
% of 5 year growth
Will lead to a different GBU footprint and growth rates
Investing to drive Win Bigger expansion

- Market growth
- Share gain home markets
- Portfolio deployment
5 Strategic growth drivers

- Consumer business model
- New selling system
- New marketing approach
- Geographic expansion
- Re-invention of untapped core
Strong brands
Our Consumer brands win @ the point of decision through excellence in *performance, design and innovation*

Insights are the foundation
5 Strategic growth drivers

- Consumer business model
- New selling system
New selling systems

One senior voice enables us to build bigger partnerships and do bigger things

Previous Coverage Model

Sales Org #1
Sales Org #2
Sales Org #3
Sales Org #4

New Coverage Model

Newell Rubbermaid
Brands That Matter

Previous Coverage Model

Sales Org #1
Sales Org #2
Sales Org #3
Sales Org #4

New Coverage Model

Newell Rubbermaid
Brands That Matter
Customer business development

Walgreens
Bed Bath & Beyond
Target
Walmart
CVS
Publix
Meijer
Kroger
Office Depot
Win with winning channels: build e-commerce

% of NWL consumer sales

on-line

traditional channels
5 Strategic growth drivers

- Consumer business model
- New selling models
- New marketing approach
New marketing approach

E-brand building

Case for change

900 million active users and 100 billion friendships

Every minute 60 hours of video is uploaded, and 4 billion videos are viewed each day

250 million active users; 200 million tweets each day
New marketing models

Increasing investment and focus of investment

2012 advertising %
- tv
- print
- digital
- other

Future advertising %
- tv
- print
- digital
- other
New marketing approach

E-brand building: Calphalon®

Calphalon.com

Hulu

Retail Partners
Sharpie leading the industry
New marketing approach: innovation platforms

- Fewer
- Bigger
- Global
- Multi-generation
New marketing approach

Platform innovation:

- Joy of writing
- Launched globally
- New ink and nib technology generates unbelievably smooth writing experience
- From stick pen to premium retractable
New marketing approach

Platform innovation: across the portfolio

Home Org & Style

Culinary

Writing & Creative Expression

Fine Writing
New marketing approach

Platform innovation: across the portfolio

- Home Org & Style
- Culinary
- Writing & Creative Expression
- Fine Writing
5 Strategic growth drivers

- Consumer business model
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- Geographic expansion
Major trends for Win Bigger

- rise of the megacity
- Social development
Fine Writing: deploying a repeatable model

China

Japan
Paper Mate global footprint

% brand sales

Emerging

Developed
InkJoy developed for emerging markets

Latin America

Asia
Sharpie global footprint

% brand sales

Rest of world

United States

Newell Rubbermaid
Brands That Matter
Expanding Sharpie in Latin America
Exploring additional opportunities

NWL Writing & Creative Expression net sales

Writing & creative expression market

North America

Europe

Asia Pacific

Latin America

North America

Europe

Asia Pacific

Latin America
Geographic expansion: priorities

• Drive Writing & Creative Expression in Latin America
• Turbo-charge Fine Writing in North Asia
• Develop plans for Writing & Creative Expression in Asia
5 Strategic growth drivers

- Consumer business model
- New selling system
- New marketing approach
- Geographic expansion
- Re-invention of untapped core
Re-invention opportunities

When life is in order, you’re free to live it.

Rubbermaid

Newell Rubbermaid
Brands That Make Brands
Re-invention opportunities
Re-invention opportunities
Re-invention opportunities
Consumer drives ~40% of NWL’s growth in next 5 years
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Portfolio of leading brands in $80B+ markets

Home market position

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2. Paper Mate
3. Calphalon
4. Rubbermaid
5. Goody
6. Levolor
Winning at the Point of Decision

Excellence in performance, design and innovation
5 Strategic growth drivers

- Consumer business model
- New selling system
- New marketing approach
- Geographic expansion
- Re-invention of untapped core