Driving delivery,
Driving change

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Forward Looking Statement

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.
Three phases to strengthened performance

- **Delivery**
  - Consistently do what we say

- **Strategic**
  - Shape the future

- **Acceleration**
  - Accelerate performance
Driving more consistent delivery

Core sales growth

- Half 1 11: 0.1%
- Q3 11: 3.2%
- Q4 11: 3.7%
- Q1 12: 2.9%*

* excludes impact of SAP sell in Q1 2012
Driving change

- Project Renewal
- SAP/EPC EMEA
- Décor and Baby recovery plans
- One NWL Customer Development Organization
- One NWL Indirect procurement program
- One NWL Working Capital reduction
Writing the Next Chapter
Growth led business model

- Core sales growth
  - Gross margin expansion
  - Productivity, mix, pricing
  - Reinvest in strategic SG&A
  - Structural SG&A reduction

- Operating margin expansion
Strong team of number 1 or 2 brands
Brands that can win in fragmented markets

Global market size estimates for top categories ($B)

- Market size globally
  - $120B+
- Average NWL global share
  - 5%

- $35
- $20
- $12
- $11
- $10
- $9
- $8
- $5
- $4
- $3
Leveraging five major trends

- rise of the megacity
- social development
- sustainable living
- channel reinvention
- connected generation

buy online

Facebook
Going where the growth in the world is

- NWL net sales
- World GDP@PPP


$35tn +81%
Bigger, faster growing, more global

NWL Today
- emerging: ~13% growth
- developed: ~1% growth
- ~3% growth

NWL in 10 years
- emerging: ~15% growth
- developed: ~2% growth
- >5% growth
Growth Game Plan will direct efforts
Two fields of play

**Common capabilities**

- Brand led growth
- Insights at foundation
- Superior products & innovation

**CONSUMER**
- Calphalon®
- LEVOLOR
- GRACO
- Goody
- Rubbermaid
- Sharpie®
- Paper Mate
- PARKER

**PROFESSIONAL**
- LENOX
- IRWIN
- DYMOCO
- Rubbermaid
- Mimio®
- Rubbermaid
- Medical Solutions
Two repeatable models

**CONSUMER**
Win at the point of decision through excellence in performance, design and innovation

**PROFESSIONAL**
Win the loyalty of the chooser through improving the productivity and performance of the user

**common capabilities**
- brand led growth
- insights at foundation
- superior products & innovation
Sharper portfolio choices

Win bigger

Win where we are

Incubate for growth
Resources focused to portfolio roles

Win bigger
- Writing
- Fine Writing
- Commercial Products
- CT&A
- IP&S
- Labeling

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

Incubate for growth
- Baby
- Mimio
- Endicia
- Medical Solutions

consumer facing professional facing
Win Bigger will drive 75% of NWL growth

5 Year Growth Contribution

Win Bigger: 75%
Win Where Are: 15%
Incubate: 10%
5 Ways to Win shapes activities

- Make brands really matter
- Build an execution powerhouse
- Unlock trapped capacity for growth
- Extend our boundaries
- Develop a growth team
Make brands really matter: Big brand ideas

HELP TRADESMEN SEE THE POSSIBILITIES
Recognize the ultimate contributions of those who work with their hands. A brick layer is not just a brick layer; he is also a cathedral builder.

EXTEND THE CAPABILITIES OF THE TRADESMEN
Develop and manufacture tools that exceed expectations and never let our users down on the job.
Make brands really matter: Big brand ideas

IT STARTS WITH SHARPIE.

PLAIN JANE TO STAINED. WITH NEW STAINED BY SHARPIE™
FLEXIBLE BRUSH TIPS. FLUO DESIGNS
ALL BOLD. NO BORDERS.
CREATIVE IDEA INTO SHARPIE® FOOLS AND PAPER CUPS AND TURNED THEM INTO AN ARTFUL WORK OF ART. MOST OF US FEEL ARTLESS.
WHAT ARE YOU GONNA START?

IT STARTS WITH SHARPIE.

COFFEE CUP TO CANVAS. WITH SHARPIE® PEN.
ALL BOLD. NO BORDERS.
CREATIVE IDEA INTO SHARPIE® FOOLS AND CUPS AND TURNED THEM INTO AN ARTFUL WORK OF ART. MOST OF US FEEL ARTLESS.
WHAT ARE YOU GONNA START?

IT STARTS WITH SHARPIE.

SKATEBOARD TO BILLBOARD. WITH SHARPIE® MINI.
CREATIVITY DOESN'T STOP.
CREATIVE IDEA INTO SHARPIE® FOOLS AND PAPER CUPS AND TURNED THEM INTO AN ARTFUL WORK OF ART. MOST OF US FEEL ARTLESS.
WHAT ARE YOU GONNA START?
Make brands really matter: Big brand ideas

When life is in order, you’re free to live it.
Make brands really matter: Big innovation platforms
Make brands really matter: Digital first

Evolution of spend

<20%  →  >60%

% advertising on digital

Easy Find Lids
Easy Find Lids food storage containers are easy to find and organize for everyday food storage.

Coffee Cup to Canvas

Calhakler

A Cut Above

Facebook

Brand that Maker
Build an execution powerhouse: Win with winning customers

One NWL Customer Development Organization (USA)

Strategic Channels

- Food & Drug / Mass
- Club & e-tail
- Office
- Depart & Specialty

Strategic Accounts

- Bed Bath & Beyond
- Walmart
- Target
- Lowe's

Distribution depth
Distribution breadth
Channel development

Joint business planning
Value creation across enterprise
Market development
Build an execution powerhouse: Reach shoppers where they shop

Evolution of sales

<10%  →  >30%

% global revenue in e-commerce
Unlock trapped capacity for growth: Sources and uses of funds

Sources
- PROJECT RENEWAL
- EMEA Transformation
- ONENWL Indirect procurement
- Hit working capital targets

Uses
- WHERE TO PLAY
- 5 WAYS TO WIN
Extend our borders: Portfolio deployment main growth driver

5 year growth contribution

- Market Growth: 30%
- Market Share Gain (Home Markets): 25%
- Portfolio Deployment (Emerging Markets): 45%
Extend our borders:
Geographic footprint evolution
Extend our borders: Geographic footprint evolution

North America

EMEA

APAC

Latin America

10 year absolute growth

APAC and L America > 30% of revenue

N America ~60% of revenue

EMEA ~10% of revenue

revenue
Extend our borders: Portfolio footprint evolution from 10 year absolute growth:
- incubate
- win where we are
- win bigger
Extend our borders: Portfolio footprint evolution

10 year absolute growth

incubate

win where we are

win bigger

Win Bigger 75% of NWL growth

APAC/Latin America ~50% of Win Bigger
Extend beyond our borders: Requires reset of algorithm

operating income margin %

devolved

full portfolio, local needs and local price points

full investment in sales and marketing

enabled by tackling high cost in developed world

emerging
Develop a team for growth: Build international perspective

marketing & sales headcount

- emerging
- developed

2011

- key international development roles
- increased international experience
- invest in people and infrastructure
Develop a team for growth: Incentivized to perform

one program/one set of targets

- core sales growth
- operating cash flow
- EPS
- relative TSR

annual

long term
Develop a team for growth: Aligned and energized
Clear corporate strategy: Growth Game Plan

- NWL is a growing brand-led business with a strong home in the United States and global ambition
- Our Consumer brands win at the point of decision through excellence in performance, design and innovation
- Our Professional brands win the loyalty of the chooser by improving the productivity and performance of the user
- We collaborate with our supplier and customer partners across the total enterprise in a shared commitment to growth and creating value
- We deliver competitive returns to our shareholders through consistent, sustainable and profitable growth

Newell Rubbermaid helps people flourish every day, where they live, learn, work and play

- Sharpen brand strategies on highest impact growth levers
- Partner to win with customers and suppliers
- Launch new USA customer development organization
- Develop joint business plans for new channel penetration and broader distribution
- Deliver European Transformation, Project Renewal savings, and working capital reduction
- Simplify everything to release costs for growth
- Drive performance culture aligned to business strategy
- Build a more global perspective and talent base
- Accelerate Latin America and Asia in Win Bigger Categories.
- Strategic insight program in China

EDGE: EVERY DAY GREAT EXECUTION
Base case:
Performance accelerates over time

**Delivery**
Consistently do what we say
- Core sales: +2 to 3%
- EPS: +3 to 6%

**Strategic**
Shape the future
- Core sales: +3 to 4%
- EPS: +5 to 8%

**Acceleration**
Accelerate performance
- Core sales: > +4%
- EPS: +6 to 9%
Base case:
Compelling value creation story

**Delivery**
Consistently do what we say
2012/2013

**Strategic**
Shape the future
2013/2014

**Acceleration**
Accelerate performance
2015 and beyond

**Consistent growth (sales, EPS)**
Strengthened leverage metrics
Increased dividends
Repurchased shares

**Accelerated growth (sales, EPS)**
Strong earnings and cash flow
Increased dividends
Surplus cash
Opportunity to accelerate timetable and strengthen impact (growth, EPS)

- Consistent growth and results
- Capacity/speed to tackle costs (beyond SAP/EPC, Renewal, 5 Ways to $50m)
- Strong base case cash flow as enabler
Everything flows from the Growth Game Plan
Driving delivery,
Driving change

Michael Polk
President & Chief Executive Officer