



# CAGNY

**Ravi Saligram** – Chief Executive Officer

**Chris Peterson** – President

**Mark Erceg** – Chief Financial Officer

FEBRUARY 24, 2023

# Forward Looking Statements

Some of the statements in this presentation and its exhibits, particularly those anticipating future financial performance, business prospects, growth, operating strategies, the benefits and savings associated with Project Phoenix, future macroeconomic conditions and similar matters, are forward looking statements within the meaning of the U.S. Private Securities Litigation Reform Act of 1995. These statements generally can be identified by the use of words or phrases, including, but not limited to, "guidance," "outlook," "intend," "anticipate," "believe," "estimate," "project," "target," "plan," "expect," "setting up," "beginning to," "will," "should," "would," "could," "resume," "are confident that," "remain optimistic that," "seek to," or similar statements. We caution that forward-looking statements are not guarantees because there are inherent difficulties in predicting future results. Actual results may differ materially from those expressed or implied in the forward-looking statements, including impairment charges and accounting for income taxes. 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 ability to optimize costs and cash flow and mitigate the impact of retailer inventory rebalancing through discretionary and overhead spend management, advertising and promotion expense optimization, demand forecast and supply plan adjustments and actions to improve working capital;
- our dependence on the strength of retail and consumer demand and commercial and industrial sectors of the economy in various countries around the world;
- our ability to improve productivity, reduce complexity and streamline operations;
- our ability to manage the actual or perceived effects of the COVID-19 pandemic, including as a result of any additional variants of the virus or the efficacy and distribution of vaccines;
- competition with other manufacturers and distributors of consumer products;
- major retailers' strong bargaining power and consolidation of our customers;
- supply chain and operational disruptions in the markets in which we operate, whether as a result of the actual or perceived effects of the COVID-19 pandemic or broader geopolitical and macroeconomic conditions, including the military conflict between Russia and Ukraine;
- changes in the prices and availability of labor, transportation, raw materials and sourced products, including significant inflation, and our ability to offset cost increases through pricing and productivity in a timely manner;
- the cost and outcomes of governmental investigations, inspections, lawsuits, legislative requests or other actions by third parties, the potential outcomes of which could exceed policy limits, to the extent insured;
- our ability to develop innovative new products, to develop, maintain and strengthen end-user brands and to realize the benefits of increased advertising and promotion spend;
- our ability to consistently maintain effective internal control over financial reporting;
- the risks inherent to our foreign operations, including currency fluctuations, exchange controls and pricing restrictions;
- future events that could adversely affect the value of our assets and/or stock price and require additional impairment charges;
- unexpected costs or expenses associated with dispositions;
- our ability to effectively execute our turnaround plan, including Project Ovid and Project Phoenix;
- risks related to our substantial indebtedness, potential increases in interest rates or changes in our credit ratings;
- a failure or breach of one of our key information technology systems, networks, processes or related controls or those of our service providers;
- the impact of U.S. and foreign regulations on our operations, including the impact of tariffs and environmental remediation costs and legislation and regulatory actions related to data privacy and climate change;
- the potential inability to attract, retain and motivate key employees;
- changes in tax laws and the resolution of tax contingencies resulting in additional tax liabilities;
- product liability, product recalls or related regulatory actions;
- our ability to protect intellectual property rights;
- significant increases in the funding obligations related to our pension plans; and
- other factors listed from time to time in our SEC filings, including but not limited to our Annual Report on Form 10-K, Quarterly Reports on Form 10-Q and our other SEC filings.

The consolidated condensed financial statements are prepared in conformity with accounting principles generally accepted in the United States ("U.S. GAAP"). Management's application of U.S. GAAP requires the pervasive use of estimates and assumptions in preparing the condensed consolidated financial statements. The company continues to be impacted by the COVID-19 pandemic, inflationary and supply chain pressures, and the indirect macroeconomic impact of the Russia-Ukraine conflict, which has required greater use of estimates and assumptions in the preparation of our condensed consolidated financial statements. Although we have made our best estimates based upon current information, actual results could materially differ and may require future changes to such estimates and assumptions, including reserves, which may result in future expense.

The information contained in this presentation and the tables is as of the date indicated. The company assumes no obligation to update any forward-looking statements as a result of new information, future events or developments.

This presentation and the accompanying remarks contain non-GAAP measures. An explanation of most directly comparable GAAP measures and if available, reconciliations to U.S. GAAP are contained in the Appendix.

# Key Messages

Significantly strengthened the company's foundation

Taking action to improve financial performance with focus on cash and profits

Continuing to reduce complexity and leverage scale

Operationalizing the new organizational structure and operating model

Enhance consumer value and come out stronger once macros improve

# Newell at a Glance

**\$9.5B**  
sales

**~28K**  
employees

**25 brands**  
~85% of sales\*

**~22%**  
of sales via  
eCommerce

**10 countries**  
~90% of sales

**~35%**  
international sales

## Top 10 Brands



## Top 10 International Markets



UK



Canada



France



Japan



Mexico



Brazil



Germany



Australia



Colombia



Italy

# Positioned to Win as One Newell

## Vision

Become a **consumer led, innovation powerhouse** and growth engine that is a **force for good** and an amazing place to work, grow and thrive!

## Purpose

Our **beloved, planet friendly brands** enhance and **brighten consumers lives** at home and outside by **creating moments of joy**, building confidence and providing peace of mind.

## Values

Passionate employees **seeking the "TRUTH"**, being **"TRANSPARENT"**, revering **"TEAMWORK"** and building **"TRUST"**.

## Aspirational Perceptions



### Consumers

Trusted, innovative brands, reliable quality, great value, omni present with a deep, personal connection to consumers' lives



### Customers

Committed, reliable, strategic partner of choice, thought leader, easy to work with



### Shareholders

Reliable, predictable, transparent company that delivers top quartile returns and is committed to ESG



### Employees

"One Newell" that provides opportunities to grow, thrive and fulfill potential while encouraging diverse, authentic voices and fostering inclusion and belonging



### Suppliers

Promotes respectful, collaborative, mutually beneficial strategic partnerships

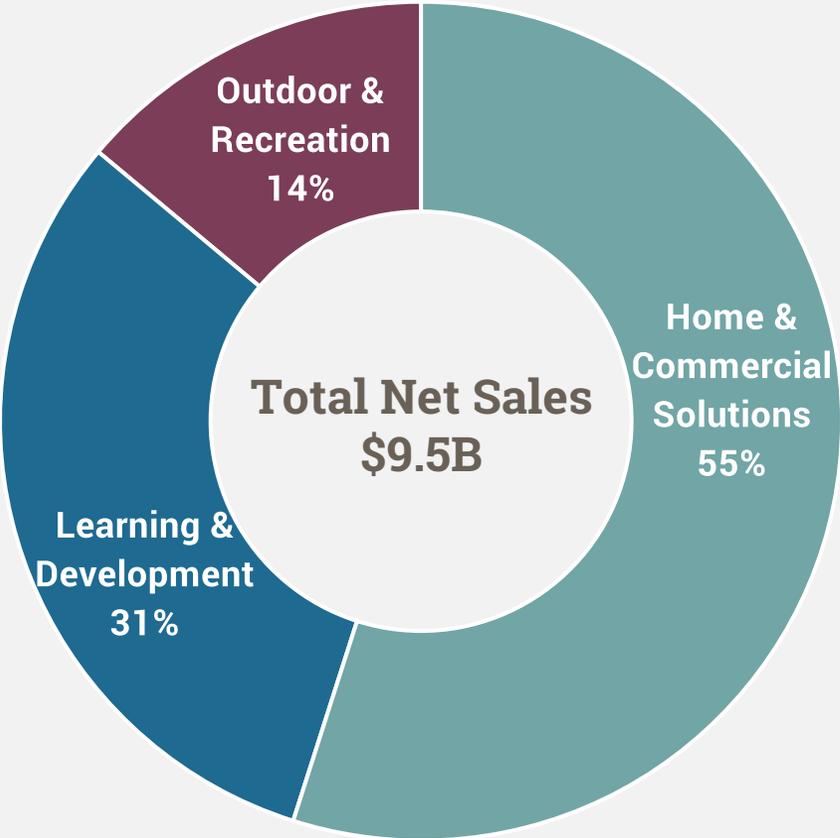


### Communities

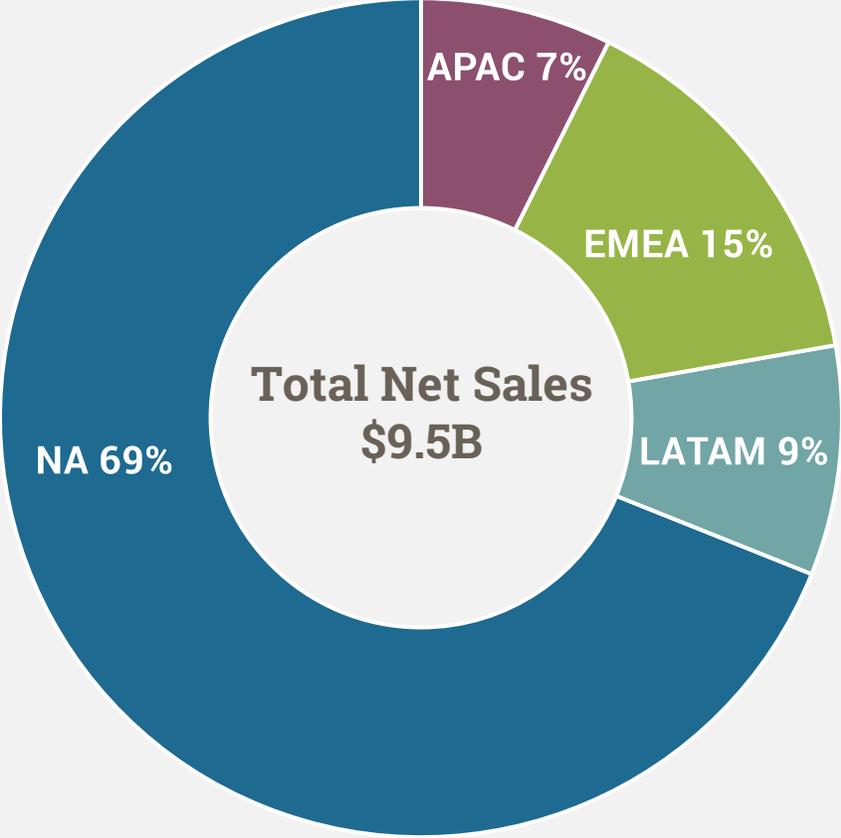
A visible and cherished neighbor that enhances life in the community and a champion of inclusiveness

# Segment and Regional Revenue

## 2022 Segment Revenue



## 2022 Regional Revenue



# Progress Made in Recent Years

## Consumers, Customers & Channels

- Making key brands more relevant/modern
- Launched innovations that leveraged Covid trends
- Nearly doubled global eCommerce since 2018 – built Omni capabilities
- First-ever pan-Newell customer marketing campaigns
- Strengthened in-house content capabilities
- Enhanced partnership with key customers and increased distribution in grocery

## Complexity Reduction/ Ops Excellence

- 73% SKU reduction vs. 2018
- 42 ERP's to 2 on 95% of sales; 7,000 apps to 700
- Consolidated real estate site count by over 35% since 2019
- \$1 billion plus of FUEL productivity since 2018
- Significantly reduced overhead
- Implemented Ovid
- Scaling automation

## Culture

- Significantly increased employee engagement to benchmark levels, with One Newell mindset
- Diversity, Inclusion & Belonging emphasis
- Front line focus
- Best in class leadership team
- Employee camaraderie, secret sauce

# Major Innovations Since 2020



**RCP Skin Care  
Dispensers/Refills**



**Yankee Candle  
Signature Collection**



**Rubbermaid  
Brilliance Relaunch**



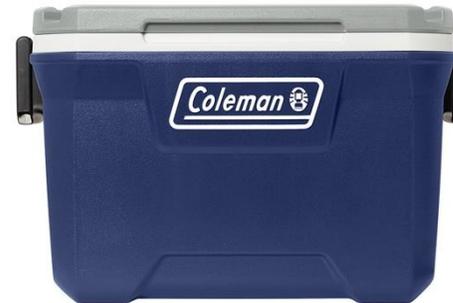
**Sharpie S-Gel**



**Mr. Coffee Iced**



**Graco Turn2Me/ Baby  
Jogger City Turn**

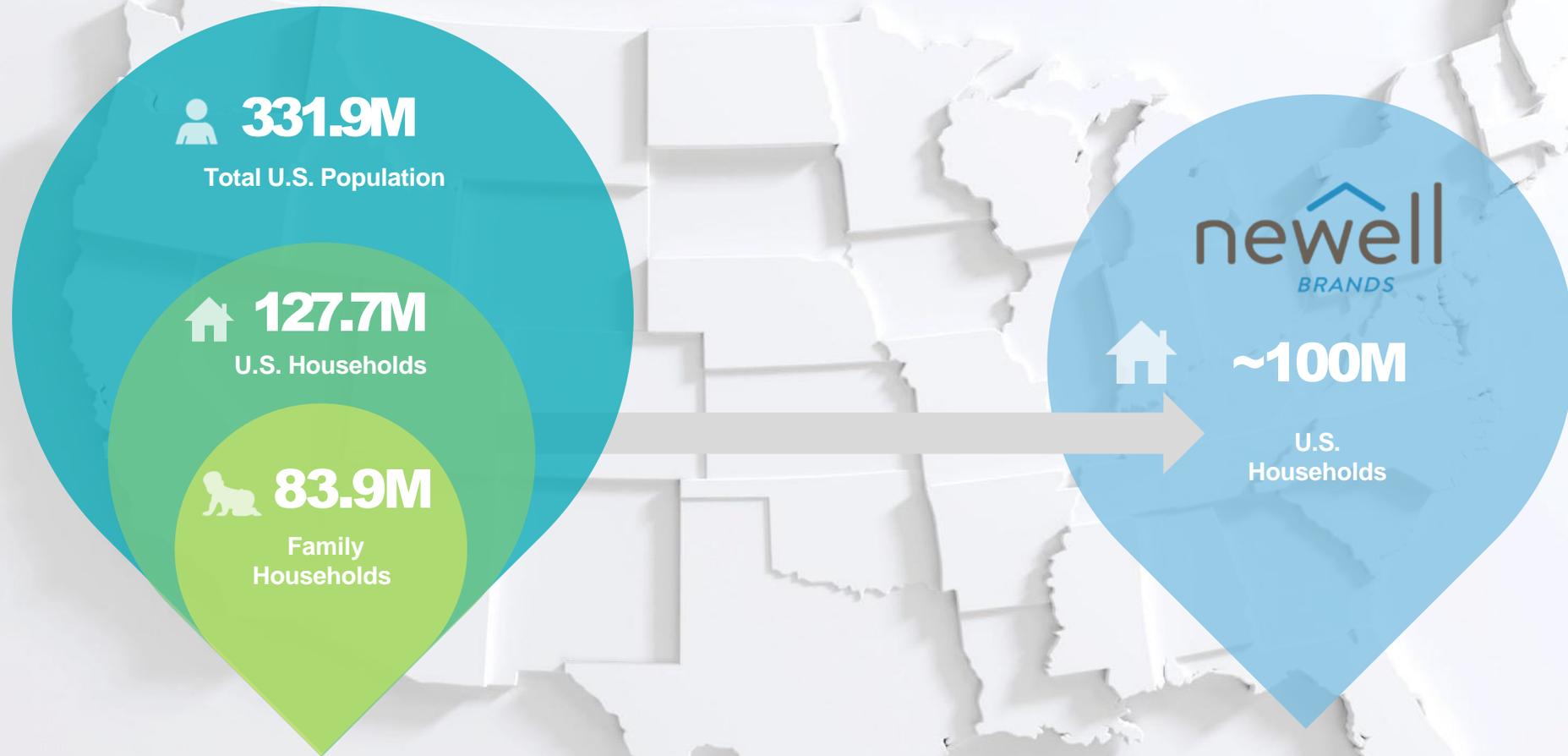


**Coleman 316  
Hard Coolers**



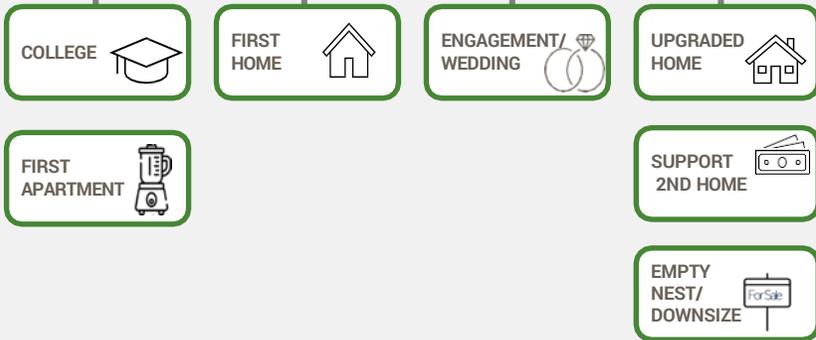
**FoodSaver VS 3000**

# Together, Newell Brands Plays a Key Role in the Lives of Nearly Every U.S. Household



# Newell Life Moments

## Establish a "Home"



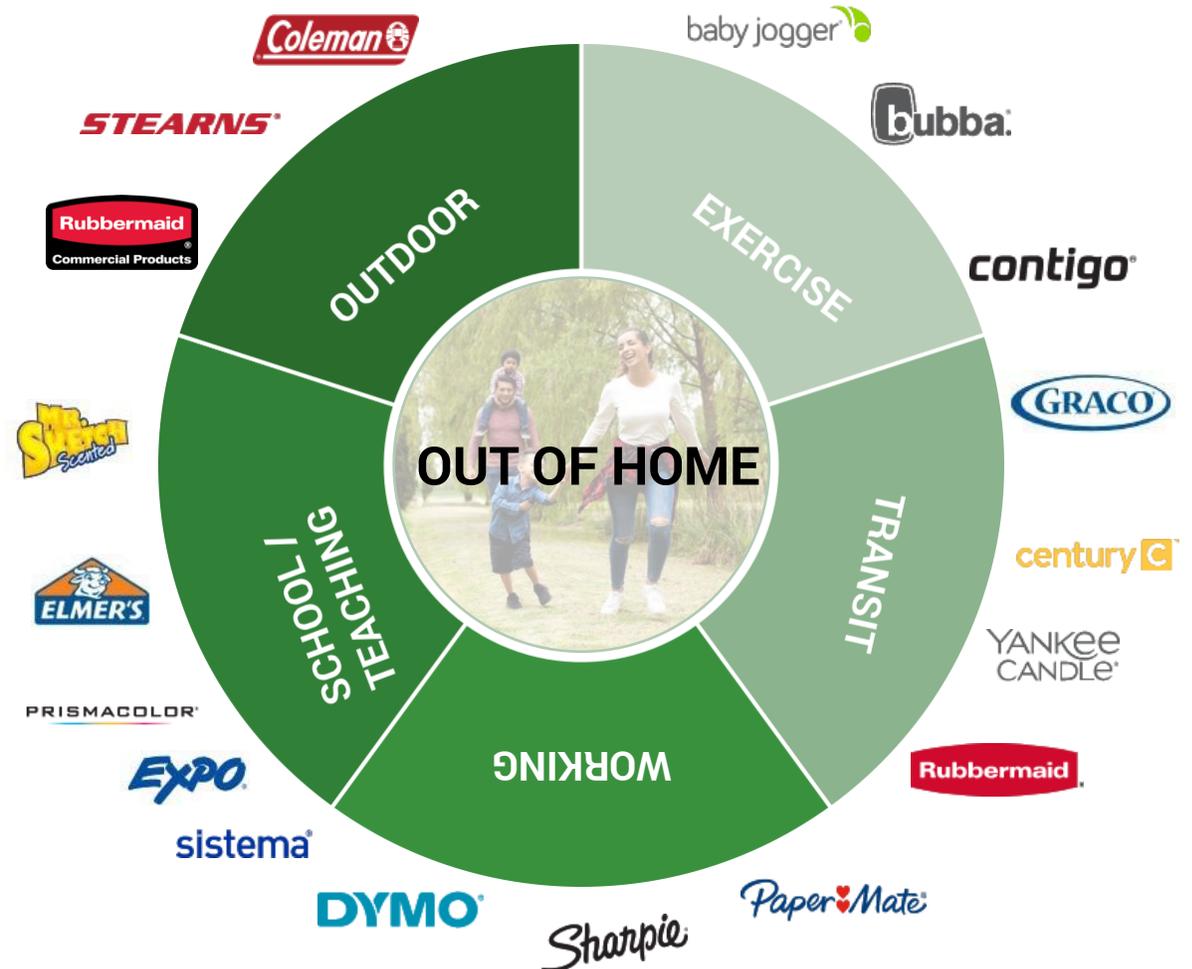
## Growing a "Family"



## Transition to School



# Newell Serves Consumers and Shoppers Through Major Life Moments and Occasions



# Evolving Our Operating Model Through Project Phoenix

*Strengthening our company by leveraging scale to reduce complexity, streamline operations, and drive efficiency*



**Business Consolidation**

**3 Segments:**  
Learning & Development  
Home & Commercial Solutions  
Outdoor & Recreation

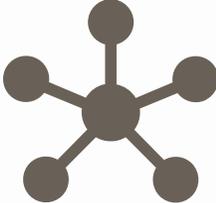
- Reduce duplication
- Yield greater efficiencies
- More consumer/customer-centric



**One Newell International Go-to-Market**

One Newell go-to-market sales teams in key geographies

- Reduce fragmentation
- Accelerate growth and profit trajectory over time
- Increase depth of brand franchise



**One Newell Sales Model**

Customer scale & simplification for top 4 customers

- Simplify customer interactions
- Enable multi-functional selling design
- Common customer strategy & planning design



**Unified Supply Chain**

One Supply Chain organization + centralized manufacturing

- Become the Supply Chain partner of choice
- Increase scale and leverage expertise to create value

# Our New Segment Leaders



**Mike McDermott**  
Segment CEO, Home &  
Commercial Solutions



**Kris Malkoski**  
Segment CEO, Learning  
& Development



**Jim Pisani**  
Segment CEO,  
Outdoor & Recreation

# Home & Commercial Solutions

## Newell Brands



30% of Sales Outside  
North America



#1 consumer brand in Food Storage in US<sup>1</sup>



#1 brand awareness in Commercial Refuse & Material Handling in US<sup>2</sup>



America's #1 Vacuum Sealing brand<sup>3</sup>



Used by over 86% in the category in US<sup>4</sup>



#1 in Europe for Cleaning/Scouring Tools<sup>5</sup>

*Ball* and Ball® TMs Ball Corporation, used under license.

Source: <sup>1</sup>IRI; <sup>2</sup>August 2022 Brand Health Tracker; <sup>3</sup>NPD; <sup>4</sup>Ipsos April 2022 Food Preservation: US Brand Health Wave 2; <sup>5</sup>Nielsen/IRI, Cleaning Tools without Floor MS G6.

# Learning & Development



**Newell Brands**



**27% of Sales Outside  
North America**



#1 Baby Gear Brand in US<sup>1</sup>  
#1 Car Seat Brand in US<sup>1</sup>



#1 Brand in Writing in US<sup>1</sup>, CA<sup>2</sup>, AU<sup>3</sup>  
#1 Permanent Marker in US<sup>1</sup>, CA<sup>2</sup>, MX<sup>1</sup>, UK<sup>4</sup>, AU<sup>3</sup>  
#1 Highlighter in US<sup>1</sup>, CA<sup>2</sup>



#1 Brand in Presentation Markers in US<sup>1</sup>, CA<sup>2</sup>, AU<sup>3</sup>

# Outdoor & Recreation



**44% of Sales Outside  
North America**

 #2 Tent share US<sup>1</sup>  
#3 Hard Cooler share US<sup>1</sup>  
#1 Stoves share US<sup>1</sup>

 #1 Thermal share US<sup>2</sup>  
#3 Kids share US<sup>2</sup>

# Evolving Our Operating Model Through Project Phoenix

*Strengthening our company by leveraging scale to reduce complexity, streamline operations, and drive efficiency*



**Business Consolidation**

**3 Segments:**  
Learning & Development  
Home & Commercial Solutions  
Outdoor & Recreation

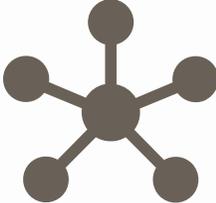
- Reduce duplication
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**One Newell International Go-to-Market**

One Newell go-to-market approach in key geographies

- Reduce fragmentation
- Accelerate growth and profit trajectory over time
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**One Newell Sales Model**

Customer scale & simplification for top 4 customers

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**Unified Supply Chain**

One Supply Chain organization + centralized manufacturing

- Become the Supply Chain partner of choice
- Increase scale and leverage expertise to create value

# Harnessing Scale of Portfolio & Domain Expertise to Win As One Newell

## Where to Play



Win With the Winning Customers & Distributors

## How to Win



Category Leadership



Omni Selling & Activation



Build Operational & Financial Acumen of Frontline



Simplify & Scale One Newell Culture

# Commercials



# Building Operational Excellence

## One Newell : Project Ovid

Build a scaled “One Newell” customer centric supply chain

## Enterprise Procurement

Optimize scale and strategic supplier partnerships

## Operations Reimagined

Operate plants and DCs as a “best place to work” that are highly automated and digitized

## Customer Experience To The Power Of Newell

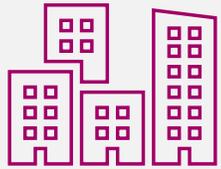
Be the reliable retailer partner of choice

**People:** Right resources and structure, highly competent, tenured, engaged, diversity & inclusion

**Process:** Standardize Newell processes to enable efficiencies; common analytics and tools

**Technology:** Newell standards with best-in-class systems and platforms at scale

# Significant Simplification Achieved in Recent Years



**Office Locations**



**Manufacturing & Distribution Sites**



**Launched Ariba**



**Applications**



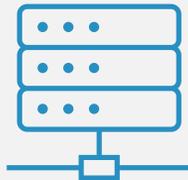
**Data Center Consolidation**



**Legal Entities**

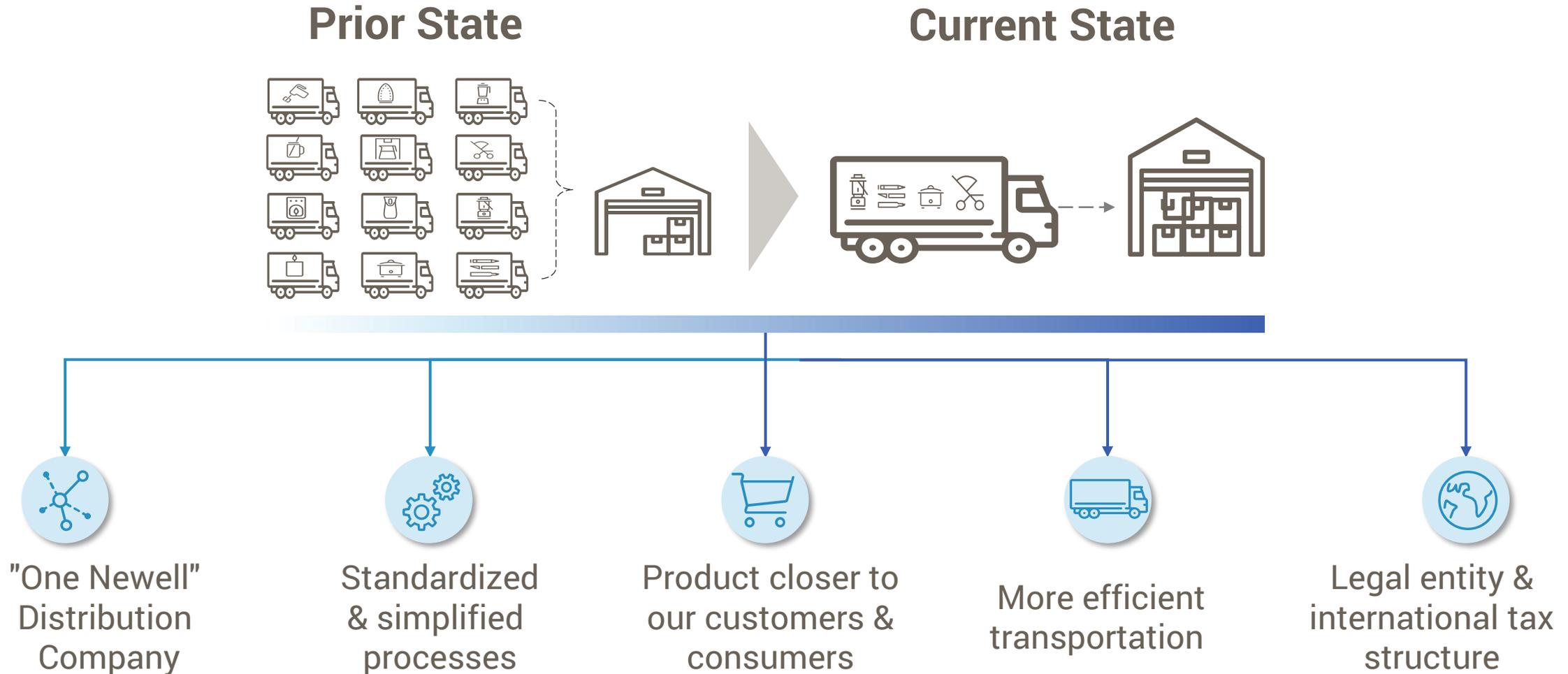


**IT Service Management**



**ERP Integration**

# Key Tenets of Project Ovid



# We Completed Project Ovid Wave 2 Go-Live on February 1

## Ovid Timeline

### Concept

*Defined program scope, principles, and approach*

### Execution

*Established program governance around six integrated workstreams, built the new distribution network and negotiated with customers*

*We are here*

### Wave 2 Go-Live

*Transitioned remaining Food categories, Writing, Commercial, and Outdoor & Recreation*

Nov  
2020

May  
2021

Nov  
2021

Jul  
2022

Feb  
2023

### Future State Design

*Centralized the Customer Service and Distribution & Transportation functions*

### Wave 1 Go-Live

*Transitioned Baby, Home Appliance and parts of Food*

One Newell Vision  
**newell**  
BRANDS



One Order



One Truck



One Invoice

# Two New Service Centers Expand the Newell Service Network

## Newville



Lease to first ship (Jul 2022) in 10 months

## Gastonia



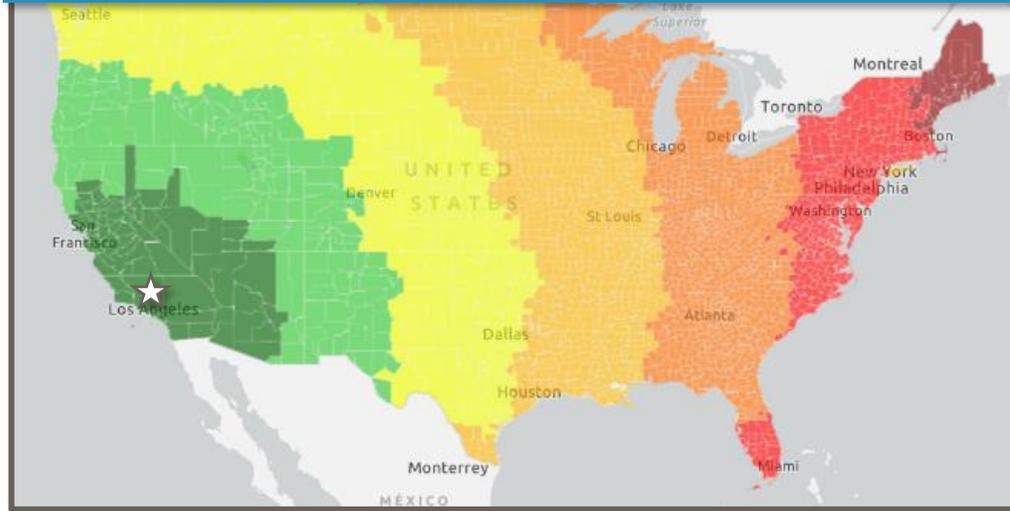
Groundbreaking through first ship (Nov 2022) in 11 months

# Multi-Node Network and Mixed Deliveries Fully Operational

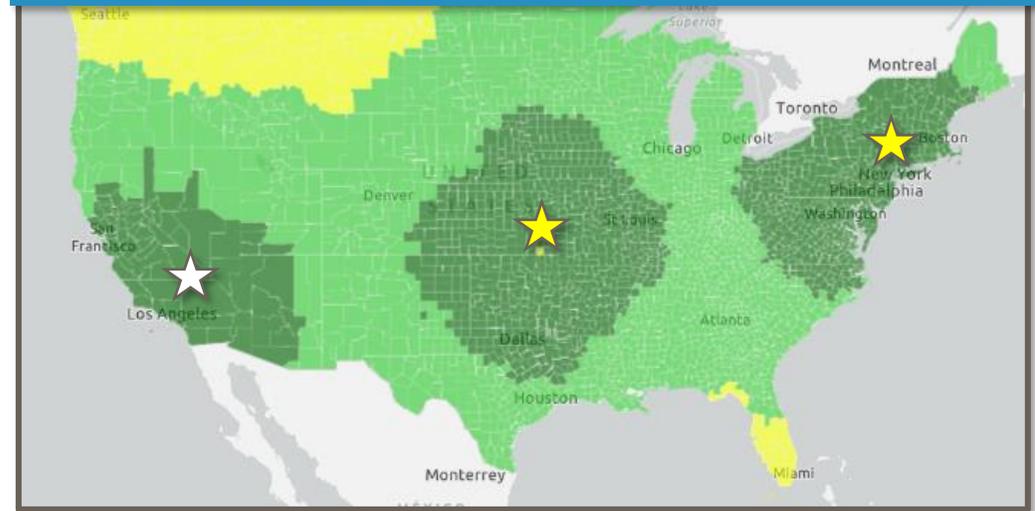


# Ovid Implementation for Baby Gear

## Pre-Ovid Network



## Post-Ovid Network



### Map Key

- ☆ Existing DC
- ★ Post-Ovid DC

### Transit Days

Color	FTL
Dark Green	1
Light Green	2
Yellow	3
Orange	4
Red-Orange	5
Red	6
Dark Red	7

# Ovid Has Transformed Newell Distribution and Customer Service Operations

 Unified Face to Customer			 Transportation
Consolidated Legal Entity	Harmonized Receivables Terms	Simplified Customer Count	Centralized and Outsourced
 Distribution Network	 Multiple Nodes	 Enhanced Planning	 Sustainability
Diversified Ports	Improved Fulfillment Time	Improved Fill Rate and On-time Performance	Expect Fewer Miles Driven Annually at Maturity



One Order



One Truck



One Invoice

# Ovid Enables a One Newell Mindset

Simplicity and standardization

Leverage resources and scale

End-to-end enterprise mindset

Marketplace differentiation



Enhanced opportunities for our people

## Ovid Sets the Foundation for One Newell

Go-to-market strategies

Centralized manufacturing

Unified customer fulfillment

Enterprise customer teams

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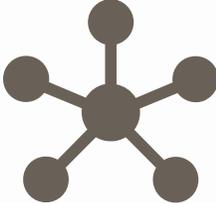
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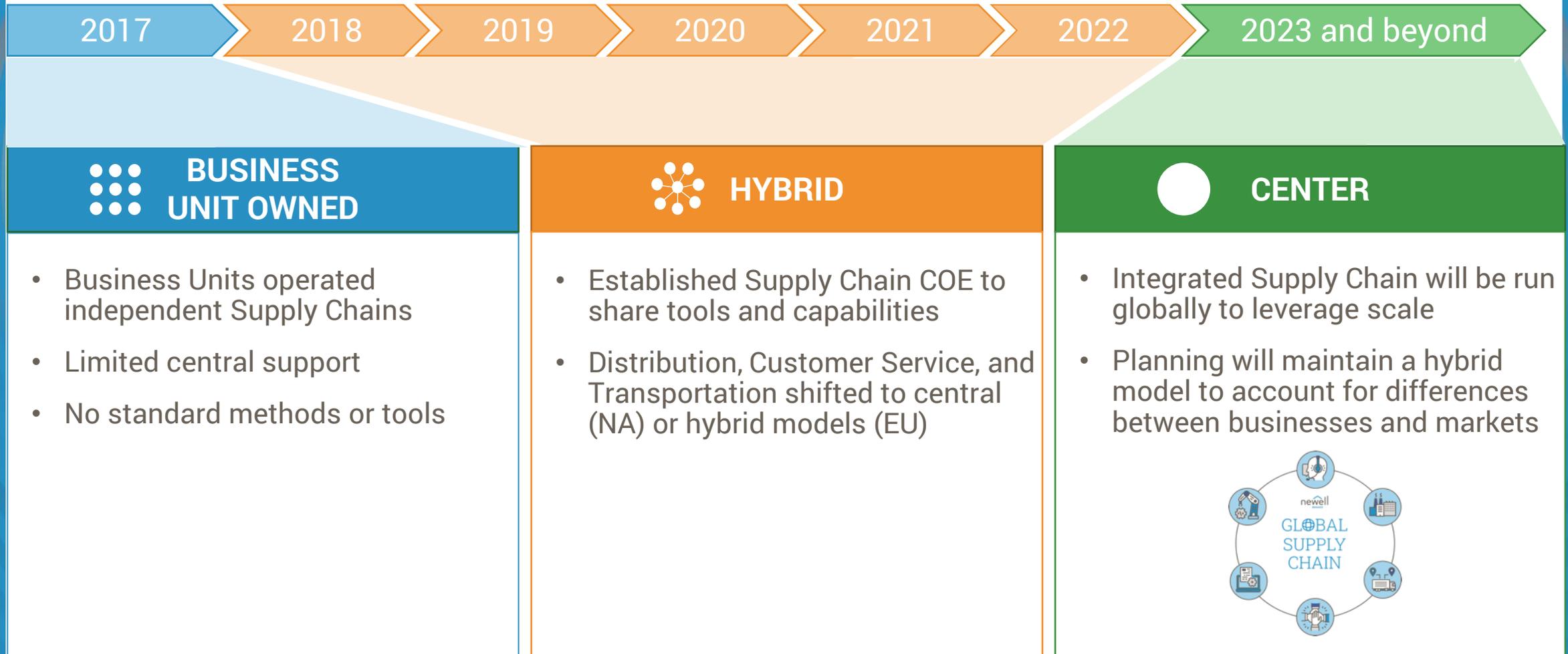


**Unified Supply Chain**

One Supply Chain organization + centralized manufacturing

- Become the Supply Chain partner of choice
- Increase scale and leverage expertise to create value

# Newell's Supply Chain Has Been Evolving to Better Leverage Scale and Reduce Complexity



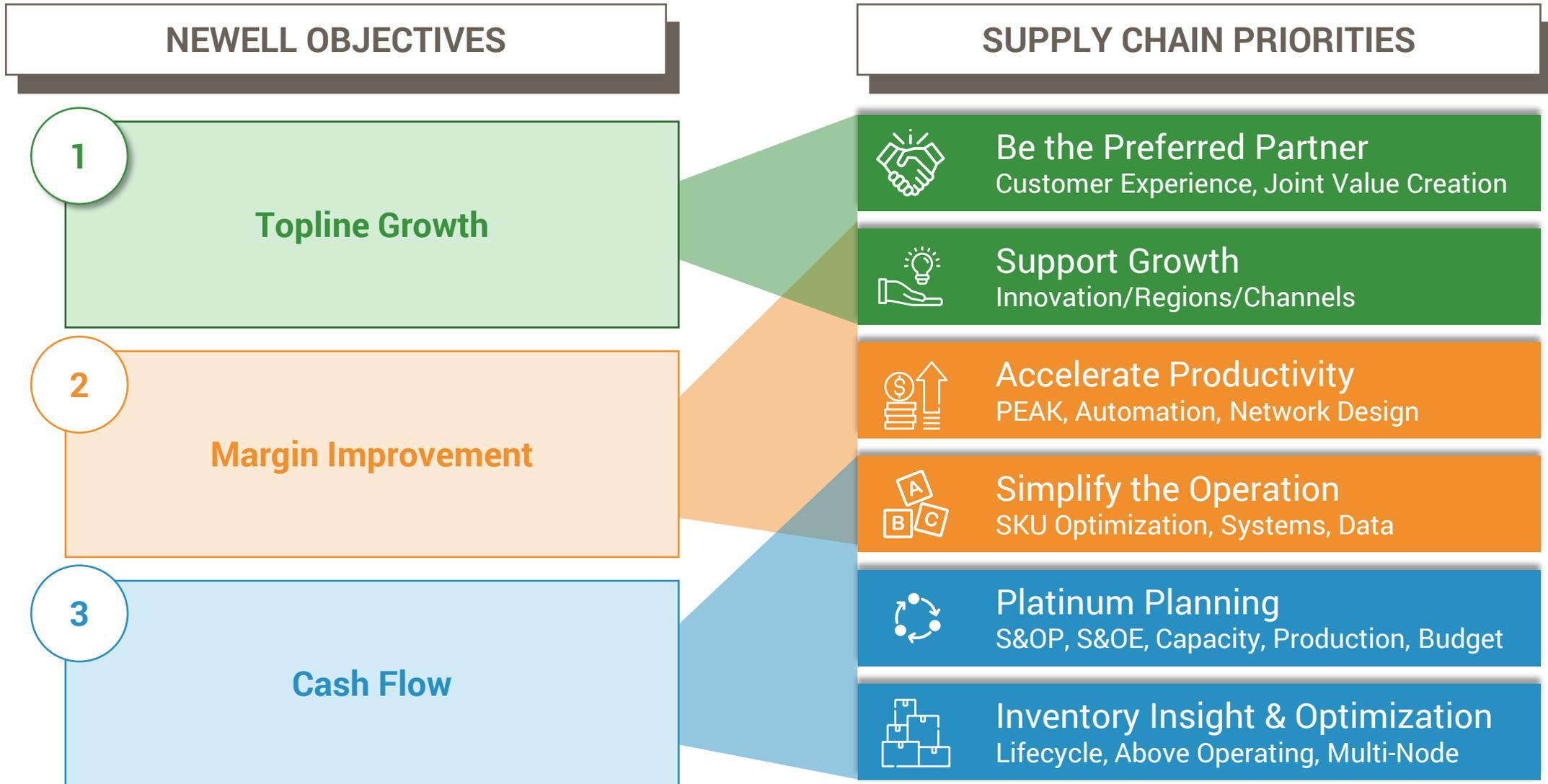
# Further Complexity Reduction to be Unlocked Through a Unified Supply Chain

- **Drive operational excellence** through common standards, technologies, processes, skills, and a highly engaged workforce that adds value
- **Leverage scale** for end-to-end supply chain optimization
- **Remove duplications and redundancies**
- **>90% of global manufacturing sites are single node** with limited scale leverage
- **Optimize the network:** cost, speed, service to customer & consumer, etc.





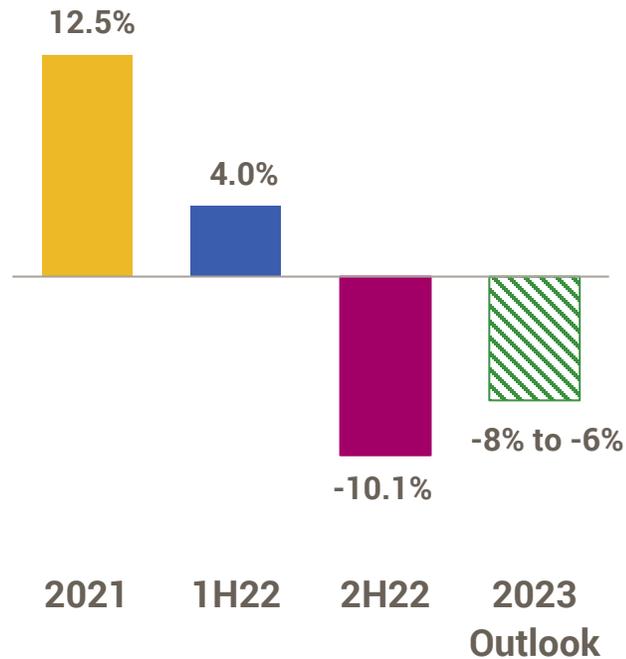
# Creating a World-Class Supply Chain



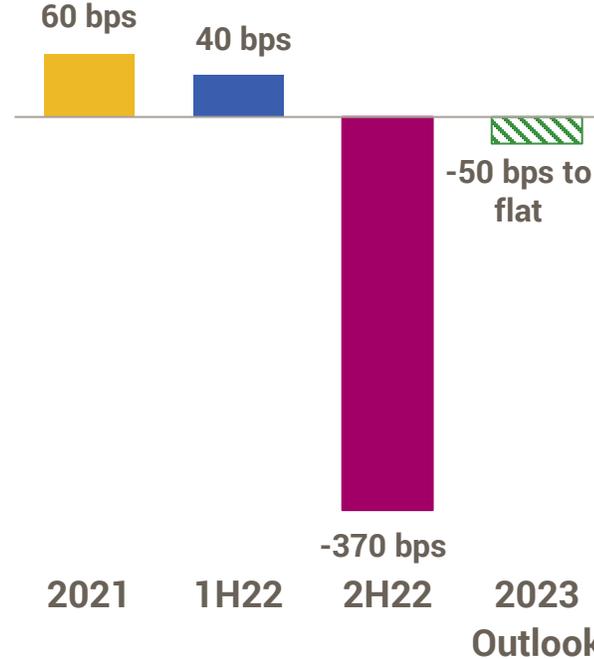
# A Challenging 2022 Expected to Spill Over Into 2023...

Expect much stronger performance in 2H23 vs. 1H23

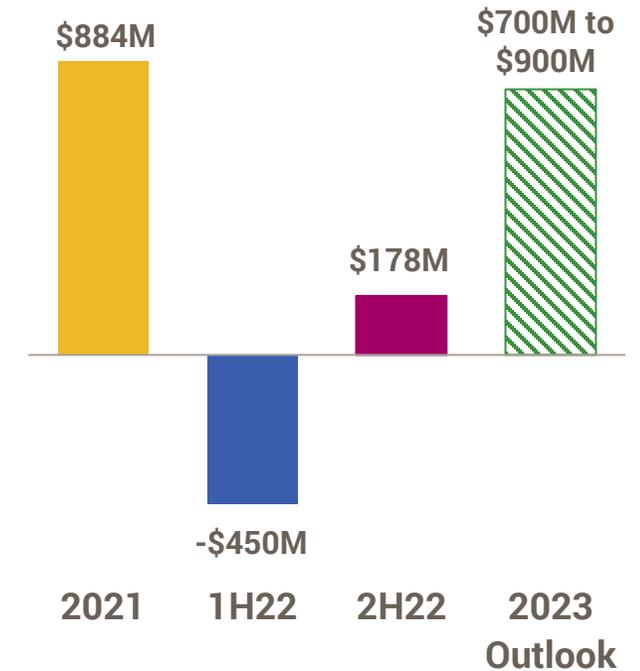
## Core Sales Growth



## YoY Chg. in Normalized Operating Margin



## Operating Cash Flow



2023 Outlook issued as of February 10, 2023.

Please see the Appendix for further information and reconciliations of Core Sales Growth and Normalized Operating Margin. We are unable to present a quantitative reconciliation of forward-looking Normalized Operating Margin to its most directly comparable forward-looking GAAP financial measure because such information is not available, and management cannot reliably predict all of the necessary components of such GAAP measure without unreasonable effort or expense.

# ...Helped Shape Key Priorities for 2023



## Strengthen Cash Flow and Balance Sheet

- Right-sizing inventories
- Carefully managing the forecasting process
- Staying close to evolving consumer trends, thereby maintaining agility in the planning process



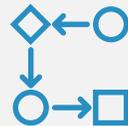
## Drive Gross Margin Improvement

- Accelerating FUEL productivity savings
- Advancing automation initiatives
- Operationalize Project Ovid D&T benefits
- Pricing internationally for currency
- Greater financial discipline surrounding innovations



## Drive Overhead Savings Through Project Phoenix

- Tight spending controls to offset the impact of incentive compensation reset to normal levels, wage inflation and select capability investments



## Continue SKU Count Reduction Progress

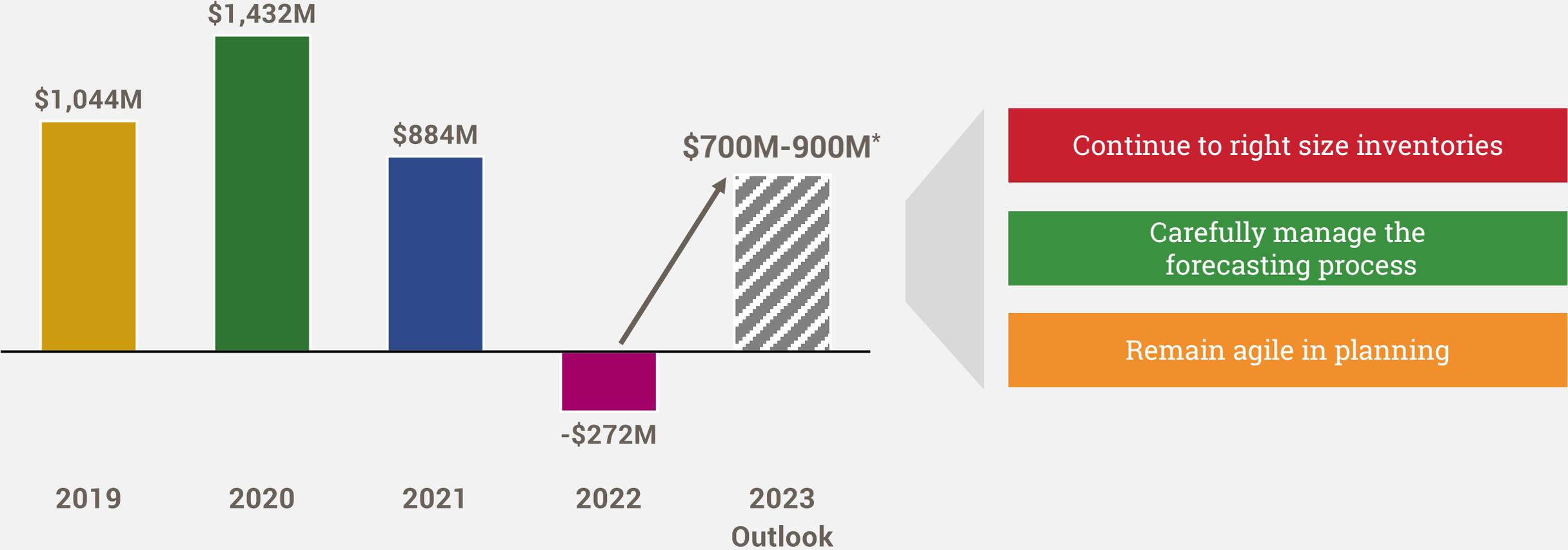
- Initiate a bottom-up white sheet SKU approach to enable next phase of reduction



## Operationalize the New Company Structure

- Enable faster transformation progress
- Drive high performance organization in new operating model

# Laser Focused On Generating Strong Operating Cash Flow in 2023

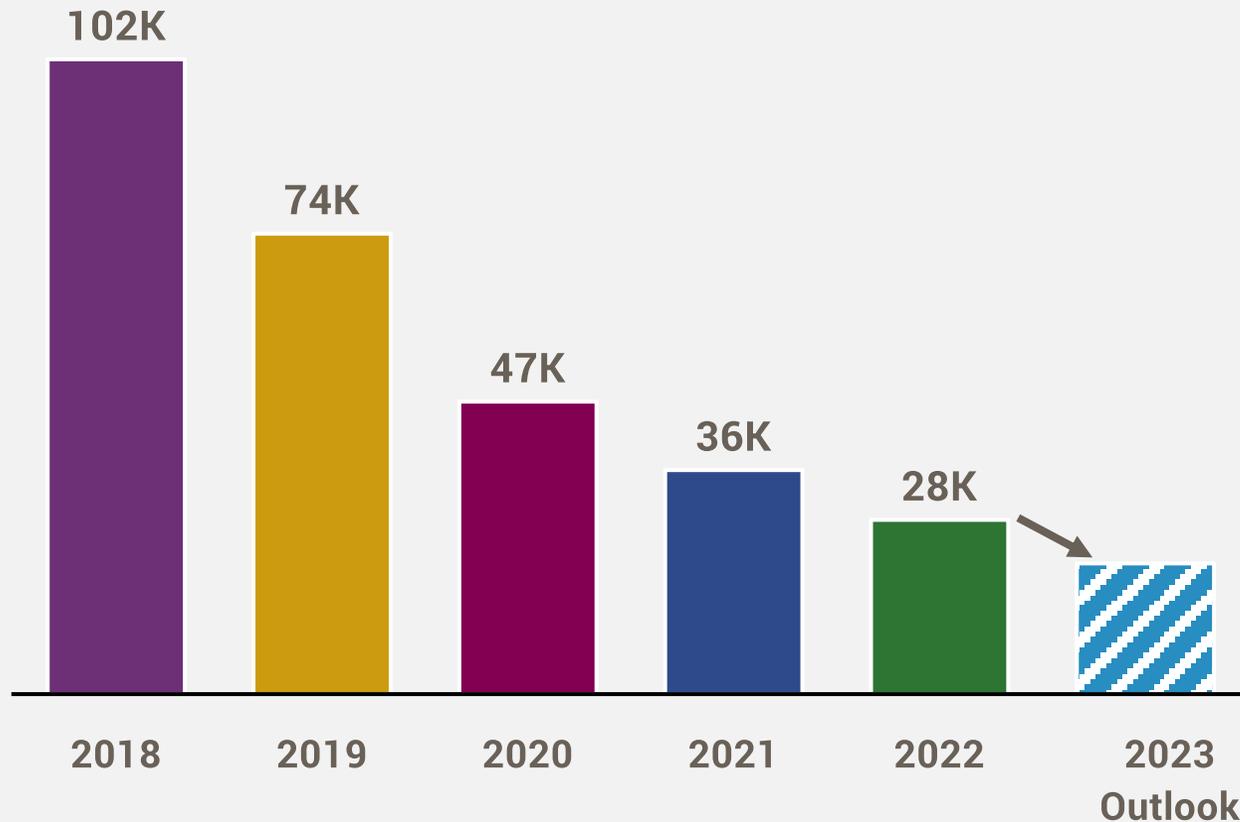


2023 Outlook issued as of February 10, 2023.

\*Includes ~\$95 million to \$120 million in cash expenditures from Project Phoenix.

# Continuing to Make Progress on Complexity Reduction

## Over 70% SKU Reduction Since 2018



## Average Revenue Per SKU

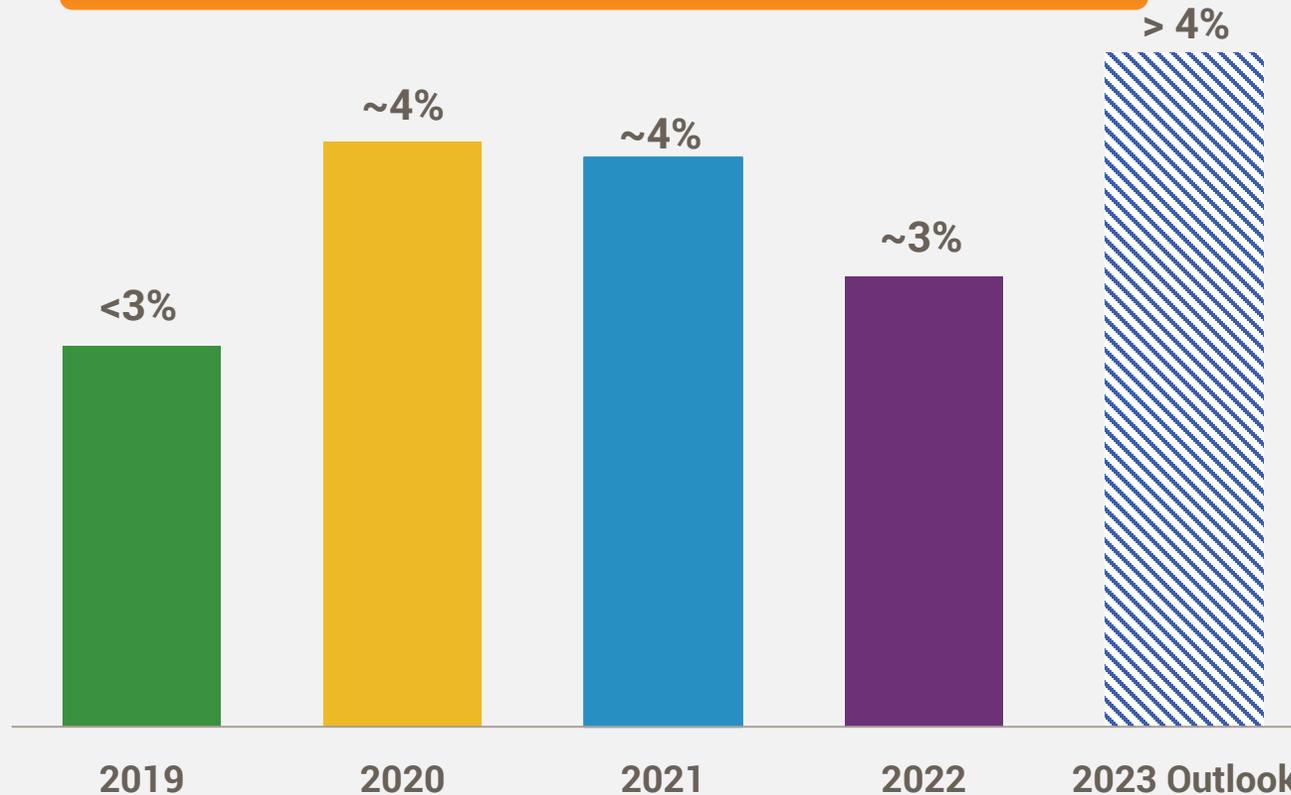


# Continuing to Drive a Culture of Productivity

## FUEL Productivity Savings

% of COGS

Annual FUEL savings target ~3-4% of COGS



# Key Messages

Significantly strengthened the company's foundation

Taking action to improve financial performance with focus on cash and profits

Continuing to reduce complexity and leverage scale

Operationalizing the new organizational structure and operating model

Enhance consumer value and come out stronger once macros improve

# Expect a Smooth Leadership Transition

On May 16<sup>th</sup>, Ravi Saligram will retire, with Chris Peterson appointed as President and CEO



**Ravi Saligram**  
Chief Executive Officer



**Chris Peterson**  
President



**Mark Erceg**  
Chief Financial Officer

# Appendix

## Non-GAAP Reconciliations

# Non-GAAP Information

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

The company uses certain non-GAAP financial measures that are included in this presentation and the additional financial information both to explain its results to stockholders and the investment community and in the internal evaluation and management of its businesses. The company's management believes that these non-GAAP financial measures and the information they provide are useful to investors since these measures (a) permit investors to view the company's performance and liquidity using the same tools that management uses to evaluate the company's past performance, reportable segments, prospects for future performance and liquidity, and (b) determine certain elements of management incentive compensation.

The company's management believes that core sales provides a more complete understanding of underlying sales trends by providing sales on a consistent basis as it excludes the impacts of acquisitions, divestitures, retail store openings and closings, certain market and category exits, and changes in foreign exchange from year-over-year comparisons. The effect of changes in foreign exchange on reported sales is calculated by applying the prior year average monthly exchange rates to the current year local currency sales amounts (excluding acquisitions and divestitures), with the difference between the 2022 reported sales and constant currency sales presented as the foreign exchange impact increase or decrease in core sales. The company's management believes that "normalized" gross margin, "normalized" operating income, "normalized" operating margin, "normalized" EBITDA, "normalized" net income, "normalized" diluted earnings per share, "normalized" interest and "normalized" income tax benefit or expense, which exclude restructuring and restructuring-related expenses and one-time and other events such as costs related to the extinguishment of debt, certain tax benefits and charges, impairment charges, pension settlement charges, divestiture costs, costs related to the acquisition, integration and financing of acquired businesses, amortization of acquisition-related intangible assets, inflationary adjustments, expenses related to a large customer bankruptcy in Latin America and certain other items, are useful because they provide investors with a meaningful perspective on the current underlying performance of the company's core ongoing operations and liquidity. "Normalized EBITDA" is an ongoing liquidity measure (that excludes non-cash items) and is calculated as normalized earnings before interest, tax depreciation, amortization and stock-based compensation expense.

The company determines the tax effect of the items excluded from normalized diluted earnings per share by applying the estimated effective rate for the applicable jurisdiction in which the pre-tax items were incurred, and for which realization of the resulting tax benefit, if any, is expected. In certain situations in which an item excluded from normalized results impacts income tax expense, the company utilizes a "with" and "without" approach to determine normalized income tax benefit or expense.

While the company believes these non-GAAP financial measures are useful in evaluating the company's performance and liquidity, 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.

For all reported periods, SKU count excludes Technical Apparel and third party items sold through the Yankee Candle flagship store. For periods prior to 2021, SKU count also excludes Mapa Professional.

The company has presented forward-looking statements regarding core sales and normalized operating margin. These non-GAAP financial measures are derived by excluding certain amounts, expenses or income, from the corresponding financial measures determined in accordance with GAAP. The determination of the amounts that are excluded from these non-GAAP financial measures is a matter of management judgement and depends upon, among other factors, the nature of the underlying expense or income amounts recognized in a given period in reliance on the exception provided by Item 10(e)(1)(i)(B) of Regulation S-K. We are unable to present a quantitative reconciliation of forward-looking normalized operating margin to its most directly comparable forward-looking GAAP financial measure because such information is not available, and management cannot reliably predict all of the necessary components of such GAAP measures without unreasonable effort or expense. In addition, we believe such reconciliations would imply a degree of precision that would be confusing or misleading to investors. The unavailable information could have a significant impact on the company's future financial results. These non-GAAP financial measures are preliminary estimates and are subject to risks and uncertainties, including, among others, changes in connection with quarter-end and year-end adjustments. Any variation between the company's actual results and preliminary financial data set forth above may be material.

**NEWELL BRANDS INC.**  
**RECONCILIATION OF GAAP AND NON-GAAP INFORMATION (UNAUDITED)**  
**CERTAIN LINE ITEMS**  
**FOR THE TWELVE MONTHS ENDED DECEMBER 31, 2020**  
(Amounts in millions)

	As Reported Under LIFO <sup>[1]</sup>	Impact of Change to FIFO <sup>[2]</sup>	As Adjusted GAAP Measure	Normalization Adjustments <sup>[3]</sup>	Non-GAAP Measure Normalized
Net sales	\$ 9,385	\$ —	\$ 9,385	\$ —	\$ 9,385
Cost of products sold	6,306	(5)	6,301	(10)	6,291
Gross profit	3,079	5	3,084	10	3,094
<i>Gross margin</i>	<i>32.8 %</i>		<i>32.9 %</i>		<i>33.0 %</i>
Selling, general and administrative expenses	2,189	—	2,189	(138)	2,051
	<i>23.3 %</i>		<i>23.3 %</i>		<i>21.9 %</i>
Restructuring costs, net	21	—	21	(21)	—
Impairment of goodwill, intangibles and other assets	1,503	—	1,503	(1,503)	—
Operating income (loss)	<b>\$ (634)</b>	<b>\$ 5</b>	<b>\$ (629)</b>	<b>\$ 1,672</b>	<b>\$ 1,043</b>
<i>Operating margin</i>	<i>(6.8)%</i>		<i>(6.7)%</i>		<i>11.1 %</i>

[1] As reported on the Company's Form 8-K furnished on February 11, 2022.

[2] Reflects the impact of the Company's election to change its method of accounting for certain inventory in the U.S. from the last-in, first-out ("LIFO") method to first-in, first-out ("FIFO") method.

[3] The twelve months ended December 31, 2020 normalized items consists of \$1.5 billion of non-cash impairment charges primarily for goodwill, intangible assets and other assets; \$99 million of acquisition amortization costs; \$44 million of restructuring and restructuring-related charges; \$16 million fees for certain legal proceedings; \$4 million Argentina hyperinflationary adjustment; \$4 million of costs related to completed divestitures and \$2 million related to a product recall.

**NEWELL BRANDS INC.**  
**RECONCILIATION OF GAAP AND NON-GAAP INFORMATION (UNAUDITED)**  
**CERTAIN LINE ITEMS**  
**FOR THE TWELVE MONTHS ENDED DECEMBER 31, 2021**  
(Amounts in millions)

	As Reported Under LIFO <sup>[1]</sup>	Impact of Change to FIFO <sup>[2]</sup>	As Adjusted GAAP Measure	Normalization Adjustments <sup>[3]</sup>	Non-GAAP Measure Normalized
Net sales	\$ 10,589	\$ —	\$ 10,589	\$ —	\$ 10,589
Cost of products sold	7,293	(67)	7,226	(24)	7,202
Gross profit	3,296	67	3,363	24	3,387
<i>Gross margin</i>	<i>31.1 %</i>		<i>31.8 %</i>		<i>32.0 %</i>
Selling, general and administrative expenses	2,274	—	2,274	(121)	2,153
	<i>21.5 %</i>		<i>21.5 %</i>		<i>20.3 %</i>
Restructuring costs, net	16	—	16	(16)	—
Impairment of goodwill, intangibles and other assets	60	—	60	(60)	—
Operating income	<b>\$ 946</b>	<b>\$ 67</b>	<b>\$ 1,013</b>	<b>\$ 221</b>	<b>\$ 1,234</b>
<i>Operating margin</i>	<i>8.9 %</i>		<i>9.6 %</i>		<i>11.7 %</i>

[1] As reported on the Company's Form 8-K furnished on February 11, 2022.

[2] Reflects the impact of the Company's election to change its method of accounting for certain inventory in the U.S. from the LIFO method to FIFO method.

[3] The twelve months ended December 31, 2021 normalized items consist of \$78 million of acquisition amortization costs; \$60 million of non-cash impairment charges for indefinite-lived intangible assets; \$46 million of restructuring and restructuring-related charges; \$21 million of costs related to completed divestitures; \$14 million related to expenses for certain legal proceedings and \$2 million related to Argentina hyperinflationary adjustment.

**NEWELL BRANDS INC.**  
**RECONCILIATION OF GAAP AND NON-GAAP INFORMATION (UNAUDITED)**  
**CERTAIN LINE ITEMS**  
**FOR THE SIX MONTHS ENDED JUNE 30, 2021**  
(Amounts in millions)

	As Reported Under LIFO <sup>[1]</sup>	Impact of Change to FIFO <sup>[2]</sup>	As Adjusted GAAP Measure	Normalization Adjustments <sup>[3]</sup>	Non-GAAP Measure Normalized
Net sales	\$ 4,997	\$ —	\$ 4,997	\$ —	\$ 4,997
Cost of products sold	3,384	(30)	3,354	(9)	3,345
Gross profit	1,613	30	1,643	9	1,652
<i>Gross margin</i>	<i>32.3 %</i>		<i>32.9 %</i>		<i>33.1 %</i>
Selling, general and administrative expenses	1,106	—	1,106	(55)	1,051
	<i>22.1 %</i>	—	<i>22.1 %</i>		<i>21.0 %</i>
Restructuring costs, net	10	—	10	(10)	—
Operating income	<b>\$ 497</b>	<b>\$ 30</b>	<b>\$ 527</b>	<b>\$ 74</b>	<b>\$ 601</b>
<i>Operating margin</i>	<i>9.9 %</i>		<i>10.5 %</i>		<i>12.0 %</i>

[1] As reported on the Company's Form 8-K furnished on July 29, 2022.

[2] Reflects the impact of the Company's election to change its method of accounting for certain inventory in the U.S. from the LIFO method to FIFO method.

[3] The six months ended June 30, 2021 normalized items consist of \$40 million of acquisition amortization; \$21 million of restructuring and restructuring-related costs; \$9 million related to expenses for certain legal proceedings; \$2 million of costs related to completed divestiture and \$2 million of Argentina hyperinflationary adjustment.

**NEWELL BRANDS INC.**  
**RECONCILIATION OF GAAP AND NON-GAAP INFORMATION (UNAUDITED)**  
**CERTAIN LINE ITEMS**  
**FOR THE SIX MONTHS ENDED DECEMBER 31, 2021**  
(Amounts in millions)

	As Reported Under LIFO <sup>[1]</sup>	Impact of Change to FIFO <sup>[2]</sup>	As Adjusted GAAP Measure	Normalization Adjustments <sup>[3]</sup>	Non-GAAP Measure Normalized
Net sales	\$ 5,592	\$ —	\$ 5,592	\$ —	\$ 5,592
Cost of products sold	3,909	(37)	3,872	(15)	3,857
Gross profit	1,683	37	1,720	15	1,735
<i>Gross margin</i>	<i>30.1 %</i>		<i>30.8 %</i>		<i>31.0 %</i>
Selling, general and administrative expenses	1,168	—	1,168	(66)	1,102
	<i>20.9 %</i>		<i>20.9 %</i>		<i>19.7 %</i>
Restructuring costs, net	6	—	6	(6)	—
Impairment of goodwill, intangibles and other assets	60	—	60	(60)	—
Operating income	<b>\$ 449</b>	<b>\$ 37</b>	<b>\$ 486</b>	<b>\$ 147</b>	<b>\$ 633</b>
<i>Operating margin</i>	<i>8.0 %</i>		<i>8.7 %</i>		<i>11.3 %</i>

[1] As reported on the Company's Form 8-K furnished on October 29, 2022 for the three months ended September 30, 2021 and on February 11, 2022 for the three months ended December 31, 2021.

[2] Reflects the impact of the Company's election to change its method of accounting for certain inventory in the U.S. from the LIFO method to FIFO method.

[3] The six months ended December 31, 2021 normalized items consist of \$60 million of non-cash impairment of goodwill and indefinite-lived intangible assets; \$38 million of acquisition amortization costs; \$25 million of restructuring and restructuring-related charges; \$19 million of costs related to completed divestitures and \$5 million related to expenses for certain legal proceedings.

**NEWELL BRANDS INC.**  
**RECONCILIATION OF GAAP AND NON-GAAP INFORMATION (UNAUDITED)**  
**CERTAIN LINE ITEMS**  
**FOR THE SIX MONTHS ENDED JUNE 30, 2022**  
(Amounts in millions)

	As Reported Under LIFO <sup>[1]</sup>	Impact of Change to FIFO <sup>[2]</sup>	As Adjusted GAAP Measure	Normalization Adjustments <sup>[3]</sup>	Non-GAAP Measure Normalized
Net sales	\$ 4,922	\$ —	\$ 4,922	\$ —	\$ 4,922
Cost of products sold	3,357	(11)	3,346	(10)	3,336
Gross profit	1,565	11	1,576	10	1,586
<i>Gross margin</i>	<i>31.8 %</i>		<i>32.0 %</i>		<i>32.2 %</i>
Selling, general and administrative expenses	1,022	—	1,022	(45)	977
	<i>20.8 %</i>		<i>20.8 %</i>		<i>19.8 %</i>
Restructuring costs, net	9	—	9	(9)	—
Operating income	<b>\$ 534</b>	<b>\$ 11</b>	<b>\$ 545</b>	<b>\$ 64</b>	<b>\$ 609</b>
<i>Operating margin</i>	<i>10.8 %</i>		<i>11.1 %</i>		<i>12.4 %</i>

[1] As reported on the Company's Form 8-K furnished on July 29, 2022.

[2] Reflects the impact of the Company's election to change its method of accounting for certain inventory in the U.S. from the LIFO method to FIFO method.

[3] The six months ended June 30, 2022 normalized items consist of \$35 million of acquisition amortization; \$17 million of restructuring and restructuring-related costs; \$6 million of expenses for certain legal proceedings; \$4 million of costs related to completed divestitures; and \$2 million of Argentina hyperinflationary adjustment.

**NEWELL BRANDS INC.**  
**RECONCILIATION OF GAAP AND NON-GAAP INFORMATION (UNAUDITED)**  
**CERTAIN LINE ITEMS**  
**FOR THE SIX MONTHS ENDED DECEMBER 31, 2022**  
**(Amounts in millions)**

	As Reported Under LIFO <sup>[1]</sup>	Impact of Change to FIFO <sup>[2]</sup>	As Adjusted GAAP Measure	Normalization Adjustments <sup>[3]</sup>	Non-GAAP Measure Normalized
Net sales	\$ 4,537	\$ —	\$ 4,537	\$ —	\$ 4,537
Cost of products sold	3,280	(1)	3,279	(16)	3,263
Gross profit	1,257	1	1,258	16	1,274
<i>Gross margin</i>	<i>27.7 %</i>		<i>27.7 %</i>		<i>28.1 %</i>
Selling, general and administrative expenses	1,011	—	1,011	(84)	927
	<i>22.3 %</i>		<i>22.3 %</i>		<i>20.4 %</i>
Restructuring costs, net	6	—	6	(6)	—
Impairment of goodwill, intangibles and other assets	474	—	474	(474)	—
Operating income (loss)	<b>\$ (234)</b>	<b>\$ 1</b>	<b>\$ (233)</b>	<b>\$ 580</b>	<b>\$ 347</b>
<i>Operating margin</i>	<i>(5.2)%</i>		<i>(5.1)%</i>		<i>7.6 %</i>

[1] As reported on the Company's Form 8-K furnished on October 29, 2022 for the three months ended September 30, 2022 and on February 10, 2023 for the three months ended December 31, 2022.

[2] Reflects the impact of the Company's election to change its method of accounting for certain inventory in the U.S. from the LIFO method to FIFO method.

[3] The six months ended December 31, 2022 normalized items consist of \$474 million of non-cash impairment of goodwill and indefinite-lived intangible assets; \$32 million of acquisition amortization; \$22 million of restructuring and restructuring-related costs; \$24 million related to expenses for certain legal proceedings; \$15 million of prior year impact related to an indirect tax reserve for an international entity; \$9 million of bad debt reserve related to an international customer; \$2 million of costs related to completed divestitures and \$2 million of Argentina hyperinflationary adjustment.

**NEWELL BRANDS INC.**  
**RECONCILIATION OF GAAP AND NON-GAAP INFORMATION (UNAUDITED)**

**CORE SALES GROWTH - TOTAL COMPANY**

	<u>Net Sales (REPORTED)</u>	<u>Acquisitions, Divestitures Other, Net <sup>[2]</sup></u>	<u>Currency Impact <sup>[3]</sup></u>	<u>Core Sales <sup>[1][4]</sup></u>
For the twelve months ended December 31, 2021	12.8 %	0.6 %	(0.9)%	12.5 %
For the six months ended June 30, 2022	(1.5)%	3.1 %	2.4 %	4.0 %
For the six months ended December 31, 2022	(18.9)%	5.6 %	3.2 %	(10.1)%

[1] "Core Sales" provides a consistent basis for year-over-year comparisons in sales as it excludes the impacts of acquisitions, completed divestitures (including the sale of the Connected Home & Security business unit at the end of the first quarter of 2022), retail store openings and closings, certain market and category exits, as well as changes in foreign currency.

[2] Divestitures include the sale of the Connected Home & Security business unit, certain market and category exits and current and prior period net sales from retail store closures (consistent with standard retail practice).

[3] "Currency Impact" represents the effect of foreign currency on current year reported sales and is calculated by applying the prior year average monthly exchange rates to the current year local currency sales amounts (excluding acquisitions and divestitures) and comparing to current year reported sales.

[4] Totals may not add due to rounding.

# Reconciliation of Core Sales Outlook

NEWELL BRANDS INC.  
RECONCILIATION OF GAAP AND NON-GAAP INFORMATION (UNAUDITED)  
CORE SALES OUTLOOK

	Three Months Ending March 31, 2023			Twelve Months Ending December 31, 2023		
Estimated net sales change (GAAP)	(25)%	to	(23)%	(11)%	to	(9)%
Estimated currency impact, divestitures and exits, net [1]			~ 7%			~ 3%
Core sales change (NON-GAAP)	(18)%	to	(16)%	(8)%	to	(6)%

[1] “Currency Impact” represents the effect of foreign currency on 2023 estimated sales and is calculated by applying the 2022 average monthly exchange rates to the current year local currency sales amounts (excluding divestitures) and comparing to 2022 reported sales.

The logo for Newell Brands features the word "newell" in a dark grey, lowercase, rounded sans-serif font. A blue chevron symbol is positioned above the "w". Below "newell", the word "BRANDS" is written in a blue, uppercase, italicized sans-serif font.

newell  
*BRANDS*