

SCHEDULE 14A
(Rule 14a-101)
INFORMATION REQUIRED IN PROXY STATEMENT

**Proxy Statement Pursuant to Section 14(a) of
the Securities Exchange Act of 1934
(Amendment No.)**

Filed by the Registrant Filed by a Party other than the Registrant

Check the appropriate box:

- Preliminary Proxy Statement
- Confidential, for Use of the Commission Only (as permitted by Rule 14a-6(e)(2))**
- Definitive Proxy Statement
- Definitive Additional Materials
- Soliciting material Pursuant to Rule 14a-12

Newell Brands Inc.
(Name of Registrant as Specified In Its Charter)

(Name of Person(s) Filing Proxy Statement, if other than the Registrant)

PAYMENT OF FILING FEE (Check the appropriate box):

- No fee required.
- Fee computed on table below per Exchange Act Rules 14a-6(i)(1) and 0-11.
 - 1) Title of each class of securities to which transaction applies:

 - 2) Aggregate number of securities to which transaction applies:

 - 3) Per unit price or other underlying value of transaction computed pursuant to Exchange Act Rule 0-11 (Set forth the amount on which the filing fee is calculated and state how it was determined):

 - 4) Proposed maximum aggregate value of transaction:

 - 5) Total fee paid:

- Fee paid previously with preliminary materials.
- Check box if any part of the fee is offset as provided by Exchange Act Rule 0-11(a)(2) and identify the filing for which the offsetting fee was paid previously. Identify the previous filing by registration statement number, or the Form or Schedule and the date of its filing.
 - 1) Amount Previously Paid:

 - 2) Form, Schedule or Registration Statement No.:

 - 3) Filing Party:

 - 4) Date Filed:

On March 27, 2018, Newell Brands Inc. (the "Company") will host an event in Kalamazoo, Michigan for certain Company investors. During the event, the Company will make available certain materials that contain information about the Company's business plans, research and development progress and other operational analyses. Copies of these materials are attached as Exhibits 1 through 9.

Additional Information

In connection with Newell Brands' 2018 Annual Meeting of Shareholders, Newell Brands will file with the U.S. Securities and Exchange Commission (the "SEC") and mail to the shareholders of record entitled to vote at the 2018 Annual Meeting a definitive proxy statement and other documents, including a WHITE proxy card. SHAREHOLDERS ARE ENCOURAGED TO READ THE PROXY STATEMENT AND ALL OTHER RELEVANT DOCUMENTS WHEN FILED WITH THE SEC AND WHEN THEY BECOME AVAILABLE BECAUSE THOSE DOCUMENTS WILL CONTAIN IMPORTANT INFORMATION. When filed with the SEC, the definitive proxy statement and WHITE proxy card will also be mailed to shareholders of record. Investors and other interested parties will be able to obtain the documents free of charge at the SEC's website, www.sec.gov, or from Newell Brands at its website, www.newellbrands.com, or through a request in writing sent to Newell Brands at 221 River Street, Hoboken, New Jersey, 07030, Attention: General Counsel.

Participants in Solicitation

The Company and its directors and executive officers may be deemed to be participants in the solicitation of proxies in connection with the 2018 Annual Meeting. The participants in the solicitation of proxies in connection with the 2018 Annual Meeting are currently anticipated to be the Company, Patrick D. Campbell, James R. Craigie, Debra A. Crew, Brett Icahn, Andrew Langham, Courtney R. Mather, Michael B. Polk, Judith A. Sprieser, Steven J. Strobel, Michael A. Todman, Ralph Nicoletti, Mark S. Tarchetti, William A. Burke, Bradford Turner, Nancy O'Donnell, Sofya Tsinis, High River Limited Partnership, Hopper Investments LLC, Barberry Corp., Icahn Partners Master Fund LP, Icahn Offshore LP, Icahn Partners LP, Icahn Onshore LP, Icahn Capital LP, IPH GP LLC, Icahn Enterprises Holdings L.P., Icahn Enterprises G.P. Inc., Beckton Corp. and Carl C. Icahn.

As of the date hereof, Ms. Crew beneficially owns 30 shares of common stock of the Company, par value \$1.00 (the "Common Stock"). Mr. Craigie beneficially owns 3,175 shares of Common Stock, which includes 1,594 shares held in trusts, 797 shares each, for the benefit of Mr. Craigie's children. Mr. Polk beneficially owns 1,353,392 shares of Common Stock, which includes 225,872 shares of Common Stock issuable pursuant to stock options and RSUs currently exercisable or exercisable or vesting within 60 days and includes 332,925 shares held in grantor retained annuity trusts for the benefit of Mr. Polk's children and 47,303 shares held in trust by Mr. Polk's wife. Mr. Strobel beneficially owns 50,707 shares of Common Stock. Mr. Todman beneficially owns 54,949 shares of Common Stock. Mr. Nicoletti beneficially owns 14,788 shares of Common Stock, which includes 25 shares held in a revocable trust by Mr. Nicoletti's wife, 193 shares in an IRA and 14,570 held in a revocable trust. Mr. Tarchetti beneficially owns 260,949 shares of Common Stock. Mr. Burke beneficially owns 175,046 shares of Common Stock. Mr. Turner beneficially owns 14,134 shares of Common Stock. Ms. O'Donnell beneficially owns 6,855 shares of Common Stock. As of the date hereof, Ms. Sprieser and Ms. Tsinis do not beneficially own any shares of Common Stock.

As of the date hereof, High River Limited Partnership has sole voting power and sole dispositive power with regard to 6,658,602 shares of Common Stock (including shares of Common Stock underlying forward contracts). Each of Hopper Investments LLC, Barberry Corp. and Mr. Carl C. Icahn has shared voting power and shared dispositive power with regard to such shares of Common Stock. Icahn Partners Master Fund LP has sole voting power and sole dispositive power with regard to 10,836,710 shares of Common Stock (including shares of Common Stock underlying forward contracts). Each of Icahn Offshore LP, Icahn Capital LP, IPH GP LLC, Icahn Enterprises Holdings L.P., Icahn Enterprises G.P. Inc., Beckton Corp. and Mr. Carl C. Icahn has shared voting power and shared dispositive power with regard to such shares of Common Stock. Icahn Partners LP has sole voting power and sole dispositive power with regard to 15,797,701 shares of Common Stock (including shares of Common Stock underlying forward contracts). Each of Icahn Onshore LP, Icahn Capital LP, IPH GP LLC, Icahn Enterprises Holdings L.P., Icahn Enterprises GP, Beckton Corp. and Mr. Carl C. Icahn has shared voting power and shared dispositive power with regard to such shares of Common Stock. Mr. Brett Icahn has sole voting power and sole dispositive power with regard to 500,000 shares of Common Stock, including 250,000 shares of Common Stock beneficially owned by a charitable foundation controlled by Mr. Brett Icahn. As of the date hereof, Messrs. Campbell, Langham and Mather do not beneficially own any shares of Common Stock.

Certain information concerning these participants is also set forth in the Company's definitive proxy statement, dated March 30, 2017, for its 2017 annual meeting of shareholders as filed with the SEC on Schedule 14A and the Company's Current Reports, dated August 24, 2017, January 21, 2018, February 16, 2018, February 22, 2018 and March 19, 2018, as filed with the SEC on Form 8-K. Additional information regarding the interests of these participants in the solicitation of proxies in respect of the 2018 Annual Meeting and other relevant materials will be filed with the SEC when they become available.

Caution Concerning Forward-Looking Statements

Statements in these materials, other than those of historical fact, particularly those anticipating future financial performance, business prospects, growth, operating strategies and similar matters, are forward-looking statements within the meaning of the U.S. Private Securities Litigation Reform Act of 1995 and other federal securities laws. These statements generally can be identified by the use of words such as “intend,” “anticipate,” “believe,” “estimate,” “project,” “target,” “plan,” “expect,” “will,” “should,” “would” or similar statements and also comprise projections of the development and impact of future products and revenues arising from our various research and development funnels. The Company cautions that forward-looking statements are not guarantees because there are inherent difficulties in predicting future results. In addition, there are no assurances that the Company will complete any or all of the potential product developments, business plans and other initiatives referenced in these materials. Even if such developments, plans and other initiatives are completed, actual results may differ materially from those expressed or implied in the forward-looking statements. As such, investors should not place undue reliance on any forward-looking statement or projection included in these materials. Important factors that could cause actual results to differ materially from those suggested by the forward-looking statements include, but are not limited to:

- uncertainties regarding future actions that may be taken by Starboard Value LP (together with its affiliates, “Starboard”) in furtherance of its stated intention to nominate director candidates for election at Newell Brands’ 2018 Annual Meeting;
- potential operational disruption caused by Starboard’s actions that may make it more difficult to maintain relationships with customers, employees or suppliers;
- the Company’s dependence on the strength of retail, commercial and industrial sectors of the economy in various parts of the world;
- competition with other manufacturers and distributors of consumer products;
- major retailers’ strong bargaining power and consolidation of the Company’s customers;
- the Company’s ability to improve productivity, reduce complexity and streamline operations;
- the Company’s 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;
- risks related to the Company’s substantial indebtedness, potential increases in interest rates or changes in the Company’s credit ratings;
- the Company’s ability to effectively accelerate its transformation plan and explore and execute its strategic options;
- the Company’s ability to complete planned acquisitions and divestitures, to integrate Jarden and other acquisitions and unexpected costs or expenses associated with acquisitions or dispositions;
- changes in the prices of raw materials and sourced products and the Company’s ability to obtain raw materials and sourced products in a timely manner;
- the risks inherent to the Company’s foreign operations, including currency fluctuations, exchange controls and pricing restrictions;
- a failure of one of the Company’s key information technology systems or related controls;
- future events that could adversely affect the value of the Company’s assets and require impairment charges;
- the impact of United States or foreign regulations on the Company’s operations, including environmental remediation costs;
- the potential inability to attract, retain and motivate key employees;
- the resolution of tax contingencies resulting in additional tax liabilities;
- product liability, product recalls or related regulatory actions;
- the Company’s ability to protect its intellectual property rights;
- significant increases in the funding obligations related to the Company’s pension plans; and
- other factors listed from time to time in the Company’s filings with the SEC including, but not limited to, the Company’s most recent Annual Report on Form 10-K.

The information contained in these materials 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.



LIVE
LEARN
WORK
PLAY

Keeping Up With the Consumer



Ecommerce Division

Retail is changing at a rapid pace, driven by **consumer expectations and technology innovations.**



A new retail ecosystem is emerging



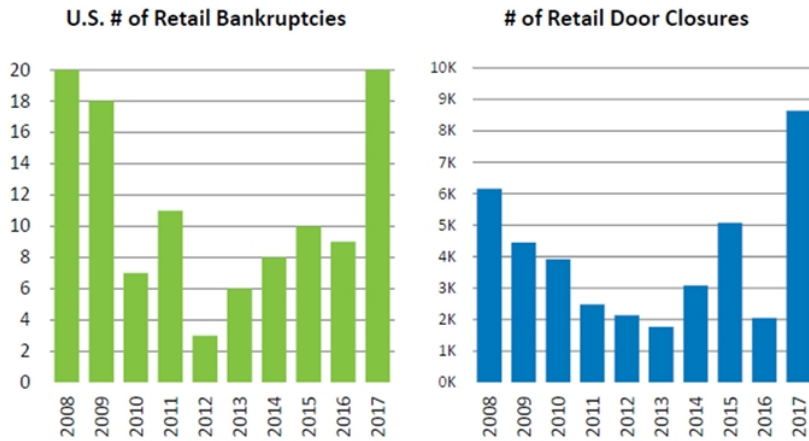
Amazon continues to evolve and differentiate



Digital-fueled brand relationships are driving new innovative shopping experiences

2017 saw the highest number of bankruptcies and closures since 2008

US retail health



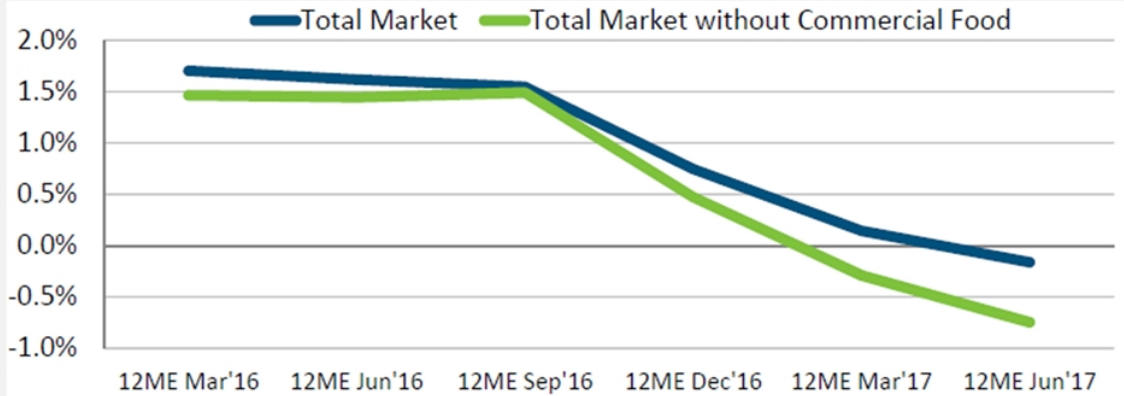
8,640 vs. 6,100
More stores to close this year than during the Great Recession

2017 Bankruptcies predicted to meet **2008** levels

Source: NPD

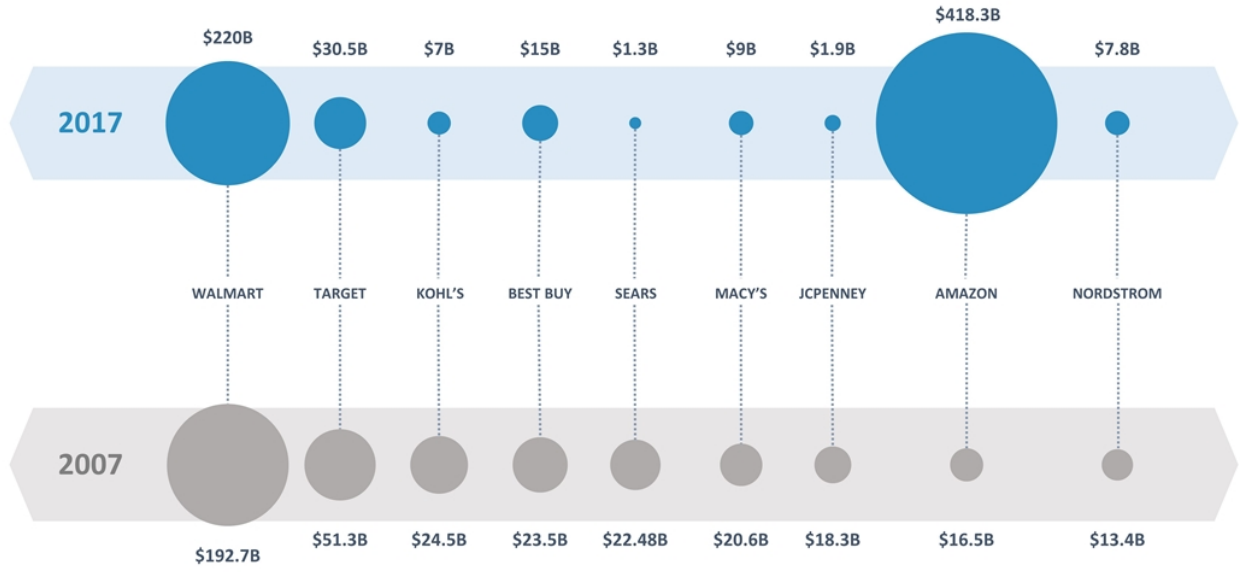
Retail growth is slowing

Rolling 12 months % growth



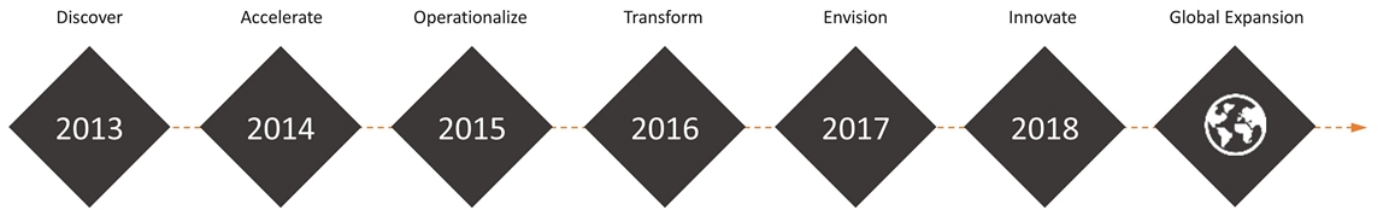
Source: NPD

Now Amazon is bigger than most B&M put together



Source: Inc. Magazine

OUR STRATEGY



Our purpose has always been to collaboratively **build toward a future vision rather than react to a current one.**

Our strategy is to **predict and quickly adapt to changing consumer behavior and trends.** Evolving consumer habits guide our priorities so that we can deliver exceptional consumer experiences.



This strategy has uniquely positioned
Newell Brands to **deliver growth in new ways.**

YESTERDAY...



commerce

WE BROKE FROM A **STORE-FIRST** APPROACH...



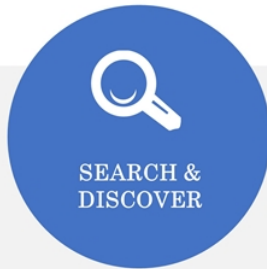
newell
BRANDS

e commerce

...TO A **DIGITAL-FIRST** APPROACH

Though consumers were increasingly shopping our brands online, **they lacked the confidence to hit the buy button**. To make it easier for them to choose our products, we updated our capabilities to deliver on digital (rather than physical) shelf expectations.

We assessed both our online presence and our back-end capabilities, narrowing in on the **opportunities and activities needed to quickly accelerate growth.**



- Earned
- Paid
- Organic
- SEO

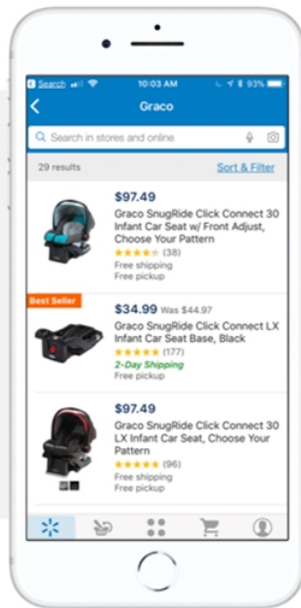


- Content
- Assortment
- Promotions
- Pricing

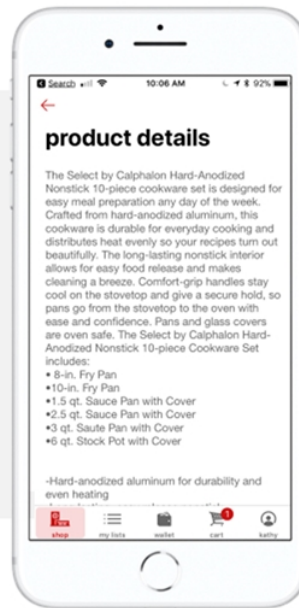


- Analytics
- Supply chain
- Operations
- Technology

In response to consumer content needs, we amplified our focus on **optimizing the digital shelf, impacting 25K product listings.**



Improved SEO keyword integration for search results



Improved product copy for consideration and conversion




Improved imagery for consideration and conversion

Calphalon Unison:
BEFORE


Calphalon Unison:
AFTER

In response to consumer content needs, we amplified our focus on optimizing the digital shelf, impacting 25K product listings.

From the Manufacturer



Calphalon Unison Nonstick Cookware
Professional performance with a choice of four non-toxic nonstick finishes for the ultimate cooking experience. These pieces are designed for easy release of food and cleanup. They're built to last, with a lifetime warranty and a choice of finishes, including stainless steel, aluminum, and copper. Available in 10, 12, 14, and 16 inch sizes. The pieces are designed for easy release of food and cleanup. They're built to last, with a lifetime warranty and a choice of finishes, including stainless steel, aluminum, and copper. Available in 10, 12, 14, and 16 inch sizes.



	Calphalon Unison Nonstick	Calphalon Contemporary Nonstick	Simply Calphalon Easy Clean Nonstick	Simply Calphalon Ceramic Nonstick	Simply Calphalon Titanium Nonstick
Material	3-Layer PFOA-Free Nonstick. The ultimate easy cleanup. 4.5L, 6.5L, 8.5L, 10.5L, 12.5L, 14.5L, 16.5L. A specially formulated nonstick finish that lasts a lifetime.	3-Layer PFOA-Free Nonstick. The ultimate easy cleanup. 4.5L, 6.5L, 8.5L, 10.5L, 12.5L, 14.5L, 16.5L. A specially formulated nonstick finish that lasts a lifetime.	3-Layer PFOA-Free Nonstick. The ultimate easy cleanup. 4.5L, 6.5L, 8.5L, 10.5L, 12.5L, 14.5L, 16.5L. A specially formulated nonstick finish that lasts a lifetime.	3-Layer PFOA-Free Nonstick. The ultimate easy cleanup. 4.5L, 6.5L, 8.5L, 10.5L, 12.5L, 14.5L, 16.5L. A specially formulated nonstick finish that lasts a lifetime.	3-Layer PFOA-Free Nonstick. The ultimate easy cleanup. 4.5L, 6.5L, 8.5L, 10.5L, 12.5L, 14.5L, 16.5L. A specially formulated nonstick finish that lasts a lifetime.
Construction	Hard-anodized aluminum for superior durability.	Hard-anodized aluminum for superior durability.	Hard-anodized aluminum for superior durability.	Hard-anodized aluminum for superior durability.	Hard-anodized aluminum for superior durability.
Handle	Cast, brushed, stay-cool stainless steel.	Cast, brushed, stay-cool stainless steel.	Stainless steel with silicone grip.	Stainless steel with silicone grip.	Stainless steel with silicone grip.
Cooking & Care	Dishwasher safe.	Dishwasher safe.	Hand wash.	Hand wash.	Hand wash.
Open Pads In	ASPT	ASPT	ASPT	ASPT	ASPT
Warranty	Full Lifetime	Full Lifetime	Full Lifetime	Full Lifetime	Full Lifetime

Calphalon Unison Nonstick Cookware
Professional performance with a choice of four non-toxic nonstick finishes for the ultimate cooking experience. These pieces are designed for easy release of food and cleanup. They're built to last, with a lifetime warranty and a choice of finishes, including stainless steel, aluminum, and copper. Available in 10, 12, 14, and 16 inch sizes.

- Dishes dishwasher safe
- Stainless steel handles
- Free lifetime warranty
- The type of nonstick finish
- Dishwasher safe
- Dishes safe to 350 degrees (to handle safely)

ADDITIONAL INFO

- Lifetime warranty
- Free and available, limited stock in some markets

Calphalon Unison Nonstick 10-Piece Cookware Set

Good Life is Professional
The Calphalon Unison Nonstick Cookware Set is the ultimate in professional performance. It's built to last, with a lifetime warranty and a choice of finishes, including stainless steel, aluminum, and copper. Available in 10, 12, 14, and 16 inch sizes. The pieces are designed for easy release of food and cleanup. They're built to last, with a lifetime warranty and a choice of finishes, including stainless steel, aluminum, and copper. Available in 10, 12, 14, and 16 inch sizes.




What's in the Box
The Calphalon Unison Nonstick 10-Piece Cookware Set includes:
 • 1 x 12" Skillet
 • 1 x 10" Skillet
 • 1 x 8" Skillet
 • 1 x 6" Skillet
 • 1 x 4" Skillet
 • 1 x 3" Skillet
 • 1 x 2" Skillet
 • 1 x 1.5" Skillet
 • 1 x 1" Skillet
 • 1 x 0.5" Skillet

Product Features

- Stay Safe with Stay-Cool Handles**
The handles are made of cast stainless steel, which is safe to use in the oven and dishwasher.
- Clean up with Your Dishwasher**
The pieces are dishwasher safe, making cleanup a breeze.
- See What's Cooking**
The pieces are made of hard-anodized aluminum, which is safe to use in the oven and dishwasher.
- Go from Stovetop to Oven**
The pieces are made of hard-anodized aluminum, which is safe to use in the oven and dishwasher.

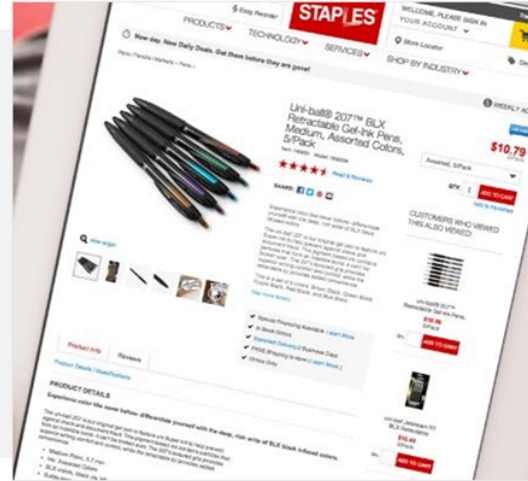
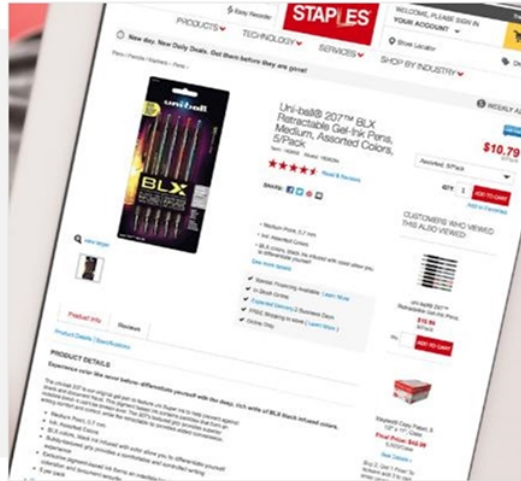


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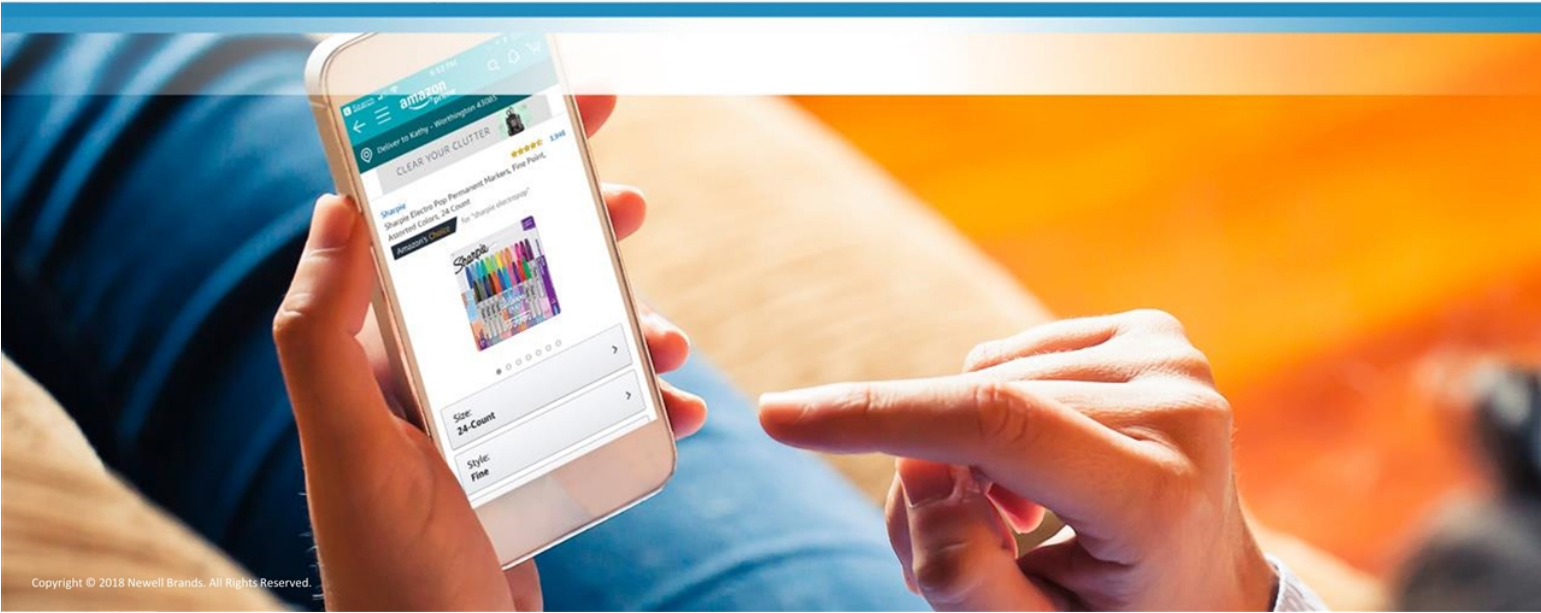
Staples:
BEFORE

Staples:
AFTER

In response to consumer content needs, we amplified our focus on **optimizing the digital shelf, impacting 25K product listings.**

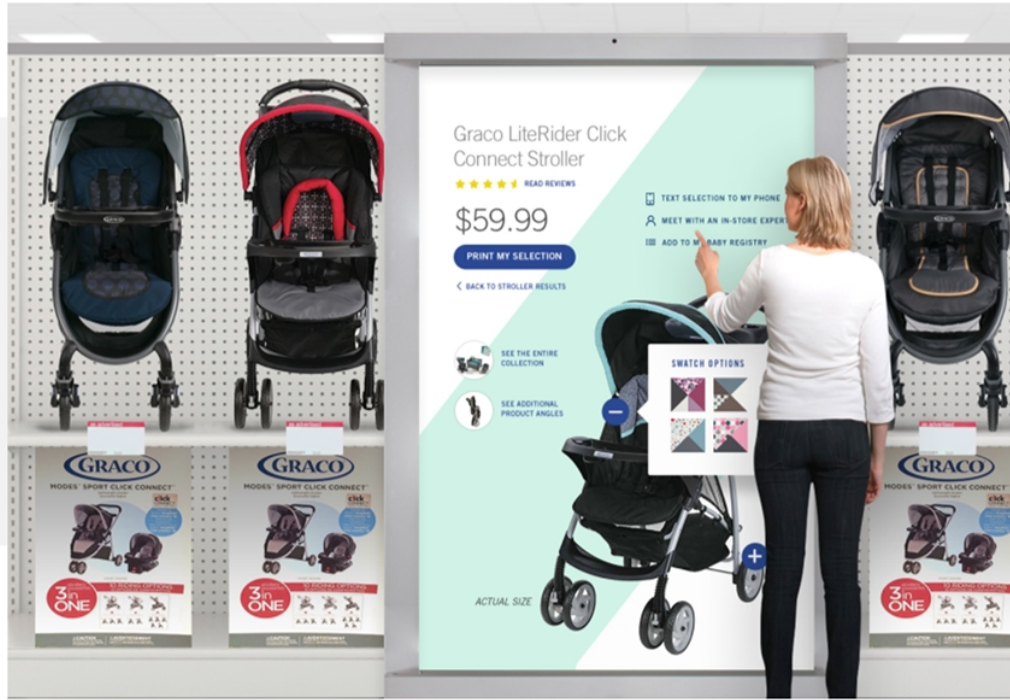


Though a much smaller business for Newell five years ago, consumer adoption of Amazon was growing at an unprecedented pace. So, **we went all in to build up our Amazon capabilities.**



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Consumer demand for an endless aisle shifted our thinking toward assortment and distribution strategy, leading to improvements in lifecycle planning, selection and store-to-site promotion.



YESTERDAY...

Discover

2013

1 FTE in Atlanta

- Prioritized indirect over direct commerce for near-term growth
- Supported in-market acceleration over infrastructure building for quick wins

Accelerate

2014

35 FTEs in Atlanta

- Implemented action plans for 10 retailers to deliver digital shelf improvements
- Introduced analytics transparency through customer and category dashboards and roadmap
- Consolidated the digital technology functions into a central group for more efficient, broad solution focus across brands

Operationalize

2015

100 FTEs across Atlanta / New York City

- Completed content syndication, impacting 25K product listings across the eCommerce marketplace
- Ramped up organizational structure with dedicated customer and category teams, as well as demand-generation activities to support them
- Developed eCommerce thought-leadership ideation capabilities and category growth strategies for key segments
- Tested and began migration to cloud commerce solutions

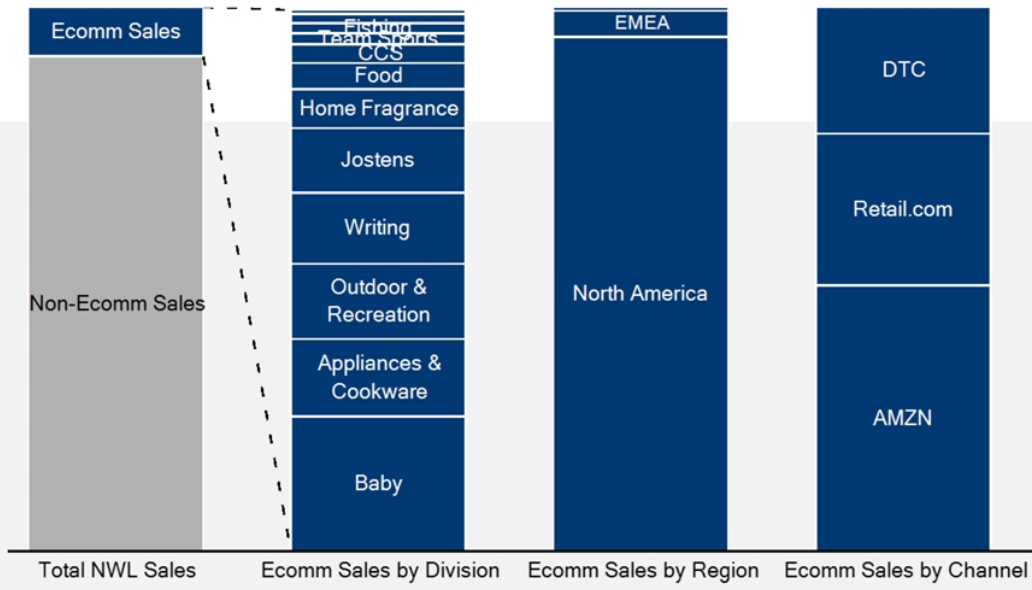
Transform

2016

125 FTEs across Atlanta / New York City / Hoboken / Seattle

- Realigned Retail.com P&L accountability and org structure to eCommerce team
- Delivered company-wide eCommerce summit
- PIM system implementation with content process improvements
- Developed a new technical architecture vision state for delivery of cross-branded digital experiences

Our efforts paid off and by the end of 2016 we began impacting all categories and channels



TODAY...

eCommerce is part of our consumers' daily routines. Now, they expect more from brands and seek out great experiences **that understand their needs and reflect the life they want to live.**



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Our legacy Newell Rubbermaid efforts modeled the way for Jarden brands after the acquisition, so we could more quickly integrate and accelerate growth.

But with a large and diverse portfolio, we needed to prioritize and make some **big bets with our top brands and partners in order to deliver the best-in-class experiences shoppers expect.**

Today's Deal Takeover

Launched Amazon's first ever manufacturer takeover of the *Today's Deals* section, cycling in all of Newell's major brands over a two-day period January 23 and 24, 2017.

KEY CALLOUTS

- 500+ ASINs on promotion over two days
- Event generated more than 466M Impressions and +1.6M Detail Page Views on Amazon.com

The image displays a screenshot of the Amazon.com website during a 'Today's Deal Takeover' event. At the top, two banners indicate the dates: 'DAY 1 • MONDAY 1/23' and 'DAY 2 • TUESDAY 1/24'. Below these are two yellow buttons labeled 'LIVE / LEARN' and 'WORK / PLAY'. The main content area is divided into three sections, each featuring a '100+ exclusive deals' banner:

- Kitchen:** This section highlights deals on various kitchen appliances. Products shown include a Crock-Pot 6-Quart Programmable Slow Cooker (off \$27.99), a FoodSaver 2-in-1 Vacuum Sealing System (off \$129.99), a FoodSaver V3240 Vacuum Sealing System (off \$199.99), a FoodSaver FFP50V125-FFP High-Cut System (off \$119.99), and a Cuisinart 2-Pound ExpressDeluxe Bread Maker (off \$239.99).
- Home Fragrances:** This section features deals on home fragrances. Products shown include a Fire 45W ColorReful Pen (off \$14.99), a Crock-Pot 6-Quart Programmable Slow Cooker (off \$27.99), a FoodSaver 2-in-1 Vacuum Sealing System (off \$129.99), and a Graco 4-in-1 High Chair (off \$149.99).
- Outdoor Advertising:** This section highlights deals on outdoor advertising equipment. Products shown include a Coleman Portable Cooler (off \$29.99), a Coleman Portable Cooler (off \$29.99), a Coleman Portable Cooler (off \$29.99), a Coleman Portable Cooler (off \$29.99), a Coleman Portable Cooler (off \$29.99), a Coleman Portable Cooler (off \$29.99), a Coleman Portable Cooler (off \$29.99), and a Coleman Portable Cooler (off \$29.99).

On the right side of the screenshot, there are three mobile device mockups showing the Amazon app interface. The top one shows the search bar and navigation menu. The middle one shows a search result for 'fire 45w colorreful pen' with a price of \$14.99. The bottom one shows a search result for 'must ask' with a price of \$149.99.

Prime Day 2017

Newell's Prime Day shook things up during July 10-12, 2017.

KEY CALLOUTS

- 138 Lightning Deals
- 37 Deal of the Day
- 139 Prime Member Promotions
- 600+ items were promoted (more than double the amount YoY)
- 90% lift in total Newell Brands sales on Prime Day YoY
- #1 Newell Brands sales day on Amazon 2017



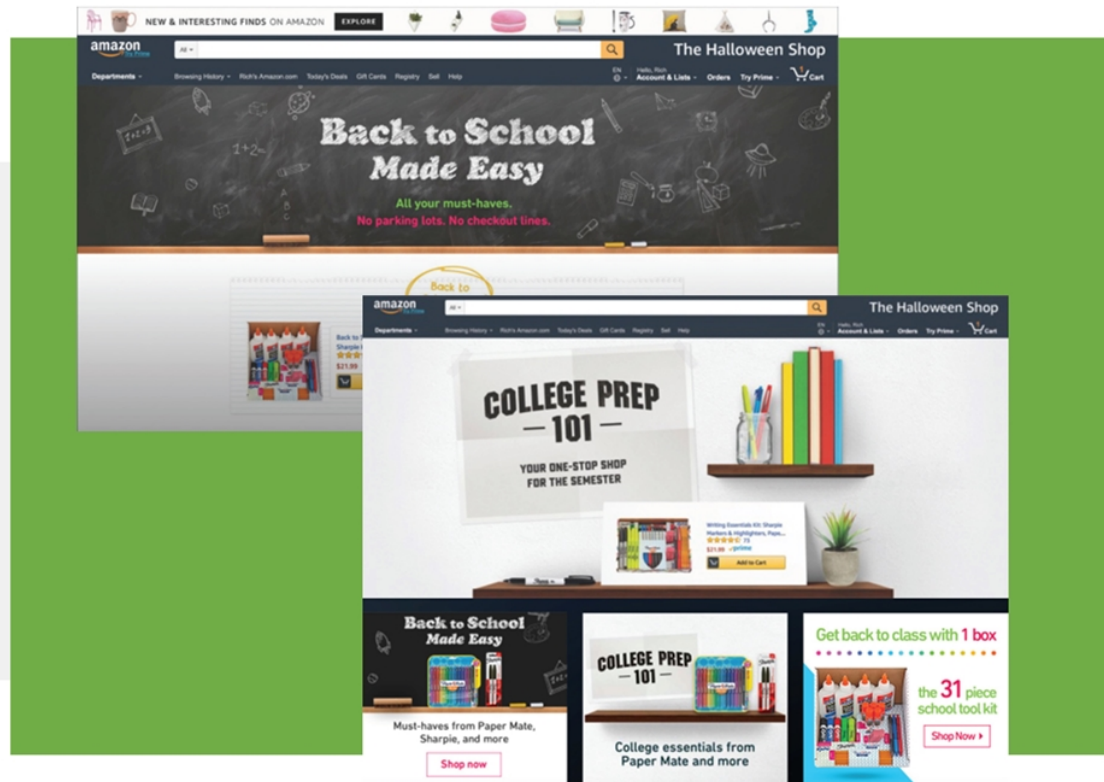
30 CONTINUOUS HOURS!

Back to School & Off to College

Drive sales and consideration for relevant products during key BTS/OTC season.

KEY CALLOUTS

- High Impact media drove noticeable sales upticks vs. category and accounted for over 30% of attributed campaign sales
- Over 80% of the landing page engagement came from mobile/tablet
- 46% YoY retail POS growth



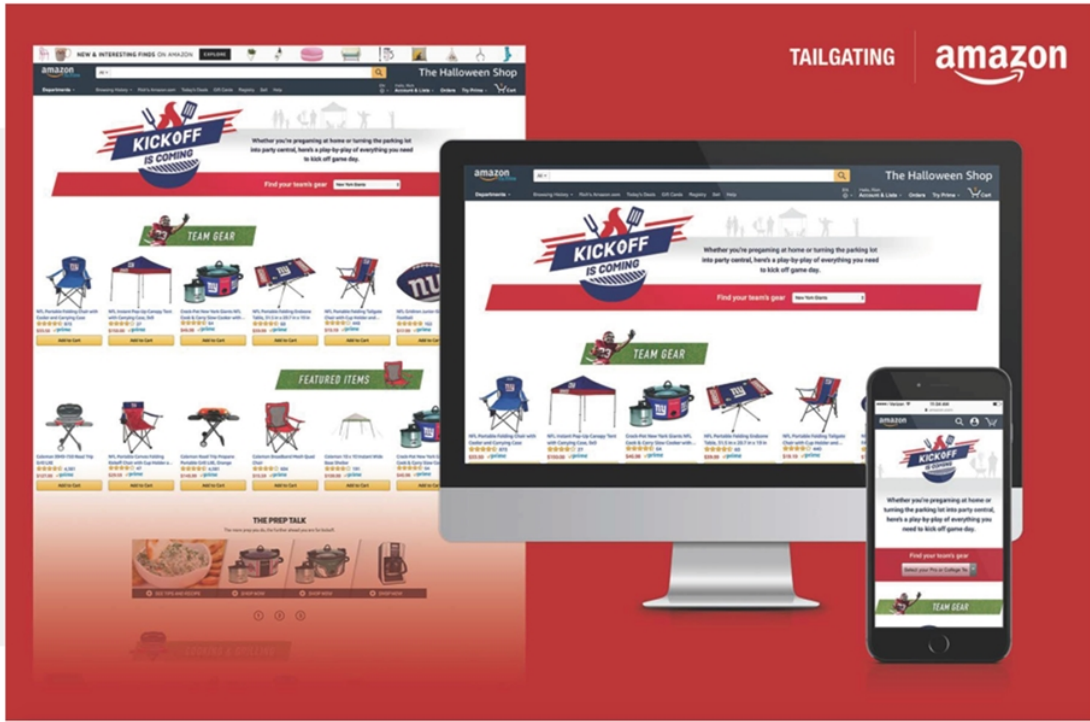
Tailgating

Feature assortment of NFL team-branded products leading up to and throughout the football season.

KEY CALLOUTS

- Created custom content for the user experience
- Promoted ASINs grew 50% YoY, beating Amazon outdoor category trends

TAILGATING | amazon

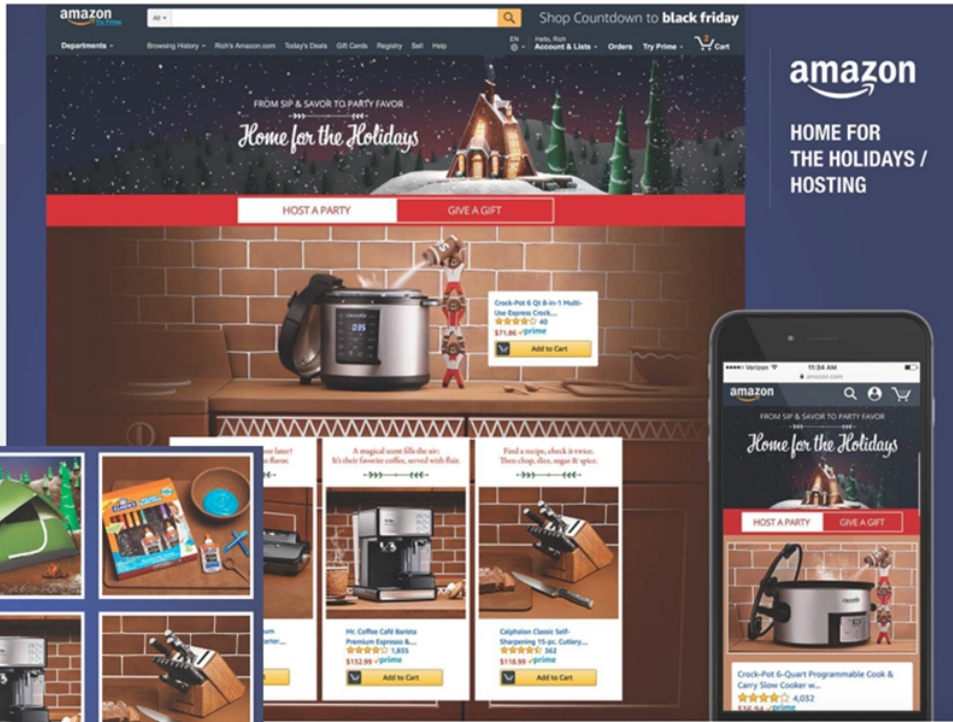


Holiday

Drive sales and considerations for Newell products leading up to and throughout holiday season.

KEY CALLOUTS

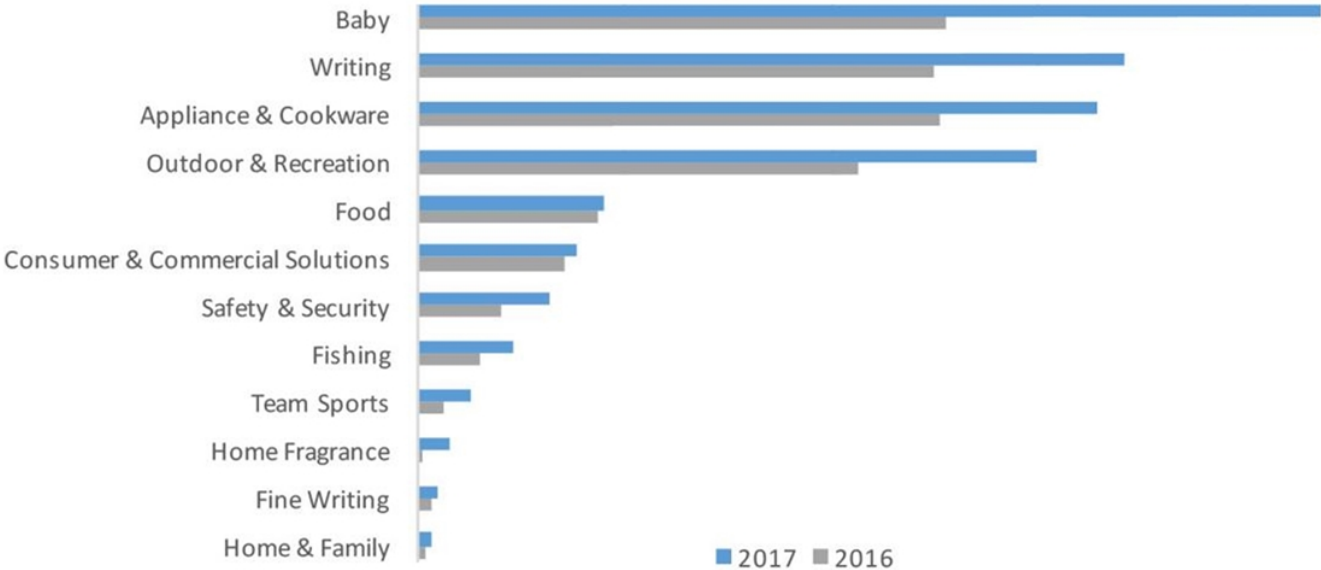
- Sales for the promoted ASINs trended 45% higher than the kitchen category during the promotional period
- 21% YoY retail POS growth



amazon

HOME FOR THE HOLIDAYS / HOSTING

Concentrated efforts on Amazon drove significant year over year growth



Overdrive on Walmart



Walmart's acquisition and investment strategies mirrors Newell's aggressive growth ambition. We prioritized our efforts with them, including those beyond the Walmart banner.



Hiring Against Anticipated Growth: Hiring trade and sales teams dedicated to driving Walmart.com to high teens growth in '17

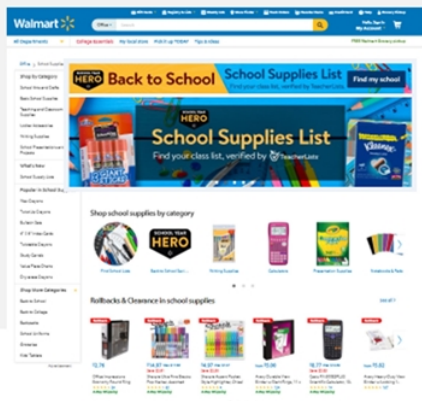


Focused on Building the Base: Similar to Amazon, the Ecommerce division focused on optimizing the top 5K product pages, accelerating internal search efforts and driving bigger, more disruptive activation in '17



Driving Fair-Share Online: Currently Newell has low penetration in most categories but is growing share YoY

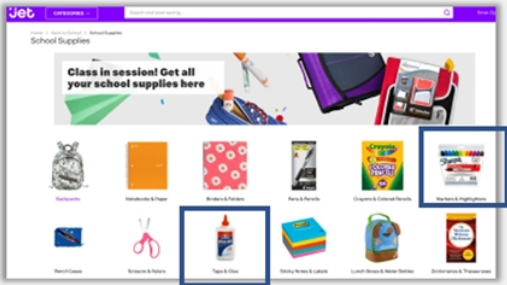
Back to School Page Placements



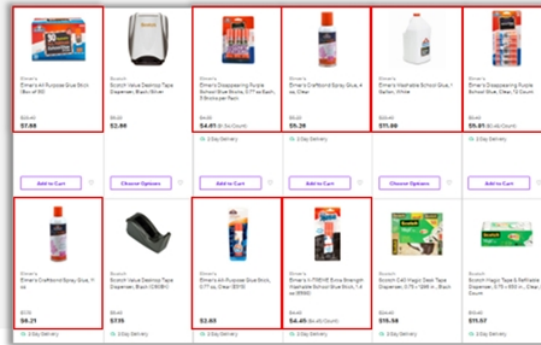
Exclusive Teacher's List Coverage



JET.com Homepage



Page 1 Placements



Off-site Placements



Marmot Brand Page



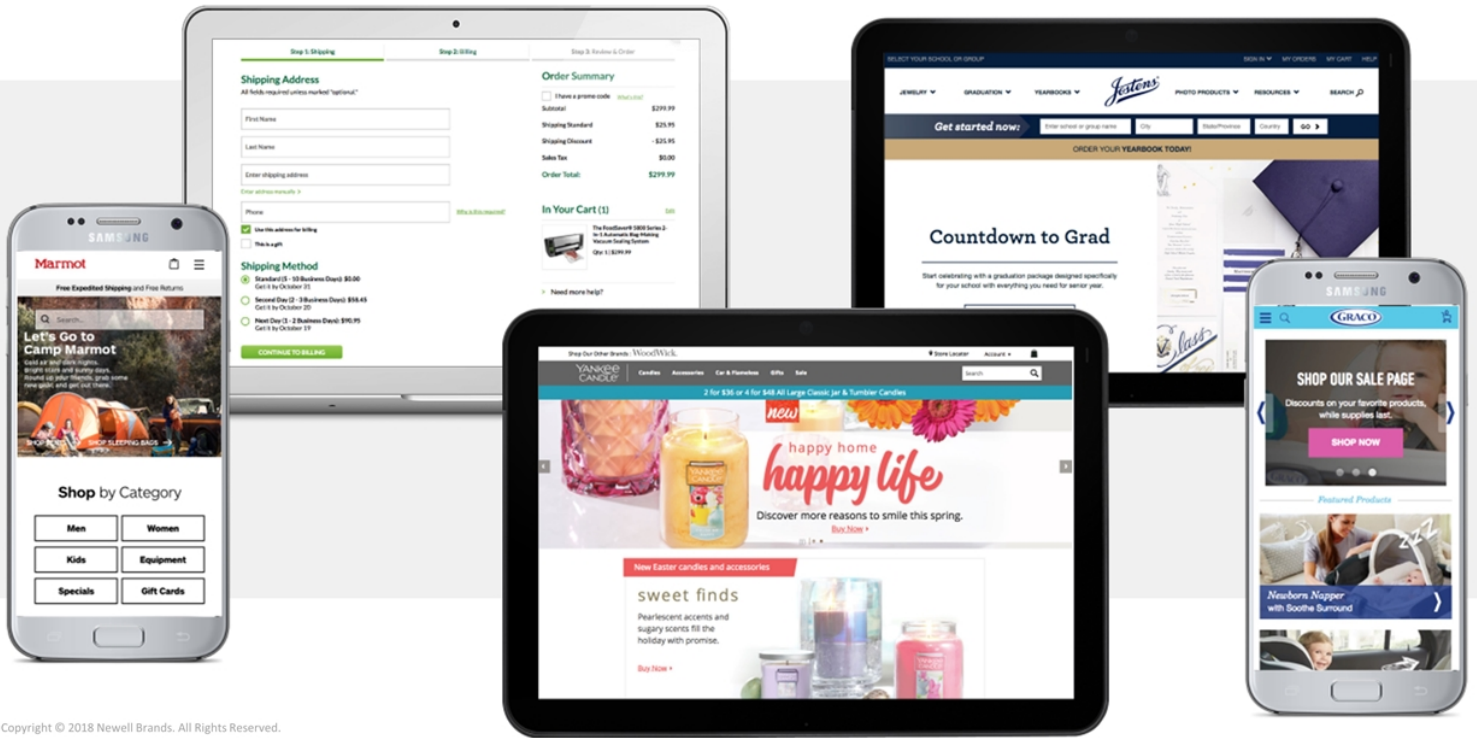
Holiday Campaign



Social Media Campaign



Direct-to-Consumer enhancements targeted at consumer experience



TODAY...

Envision

2017

425 FTEs across
New York City /
Hoboken / Seattle

- Integrated Jarden into eCommerce infrastructure
- Delivered rapid UX enhancements to meet consumer brand.com expectations
- Developed VR shopping pilot
- Launched first-ever Today's Deals takeover
- Developed global DTC strategy roadmap and a platform rationalization strategy to simplify the operations and lower costs

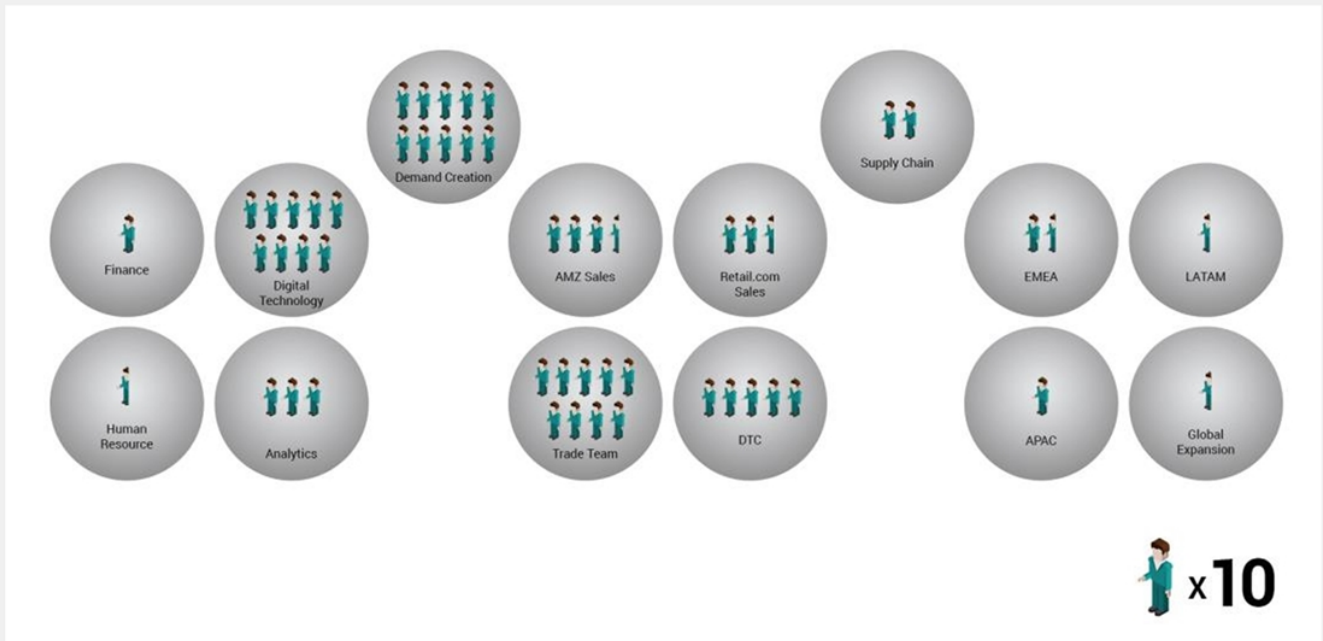
Innovate

2018

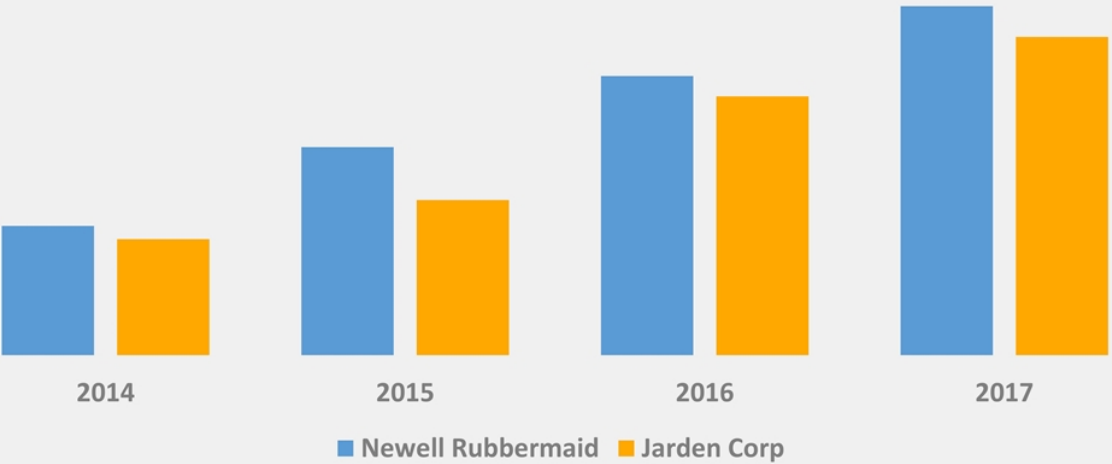
Est. 500 FTEs across
Brooklyn / Hoboken
Seattle / London

- Staying ahead of trends with conversational commerce, voice assist commerce, social commerce and augmented commerce
- Execution of operational efficiencies including streamline packing
- Expansion of Ecommerce into established and expanding global markets
- Creation and execution of new @Heart of Life shopping experiences

Current state of Ecommerce team



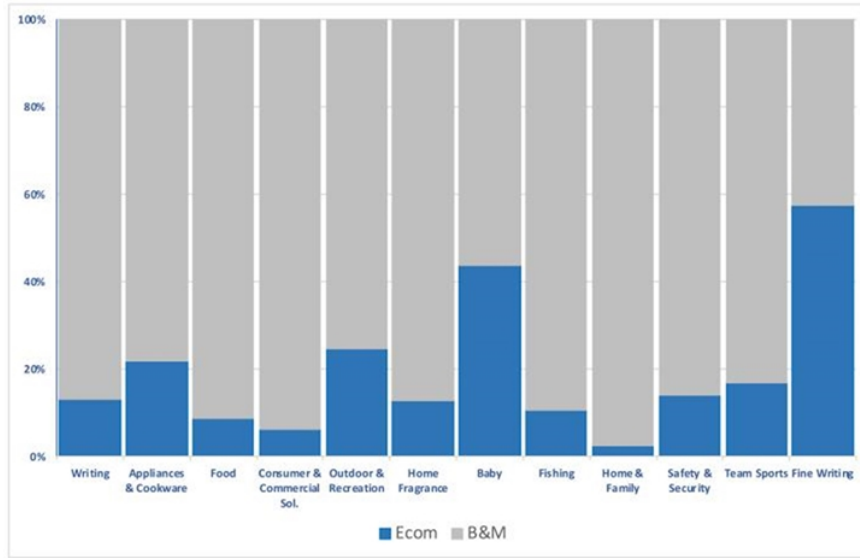
Our future is bright, and on target to be a significant contributor to Newell Brands' top and bottom line growth



Ecommerce penetration increasing

FY 2017, US, % of total sales from eCommerce

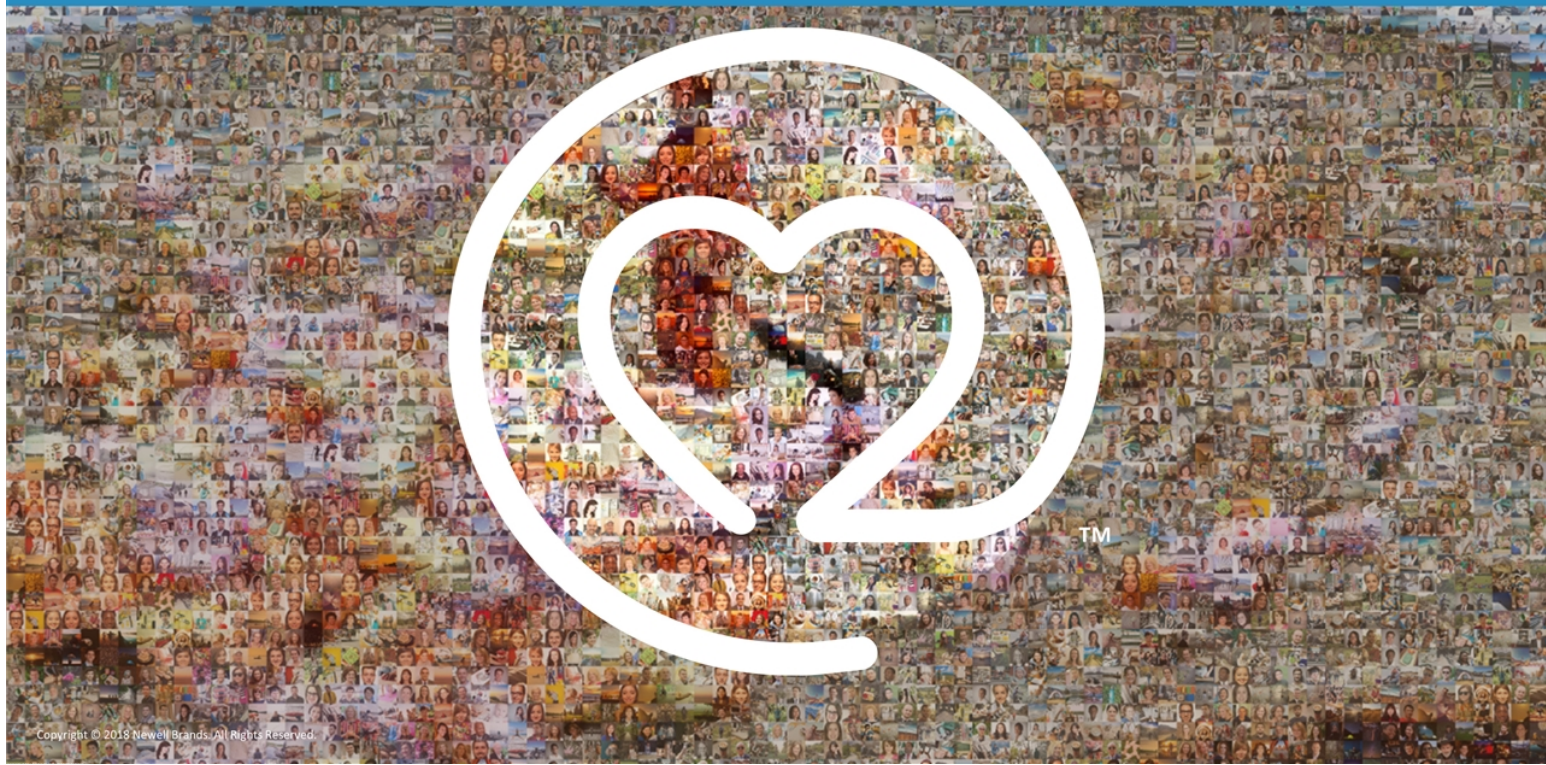
Ecommerce Penetration 2017 US POS



TOMORROW...

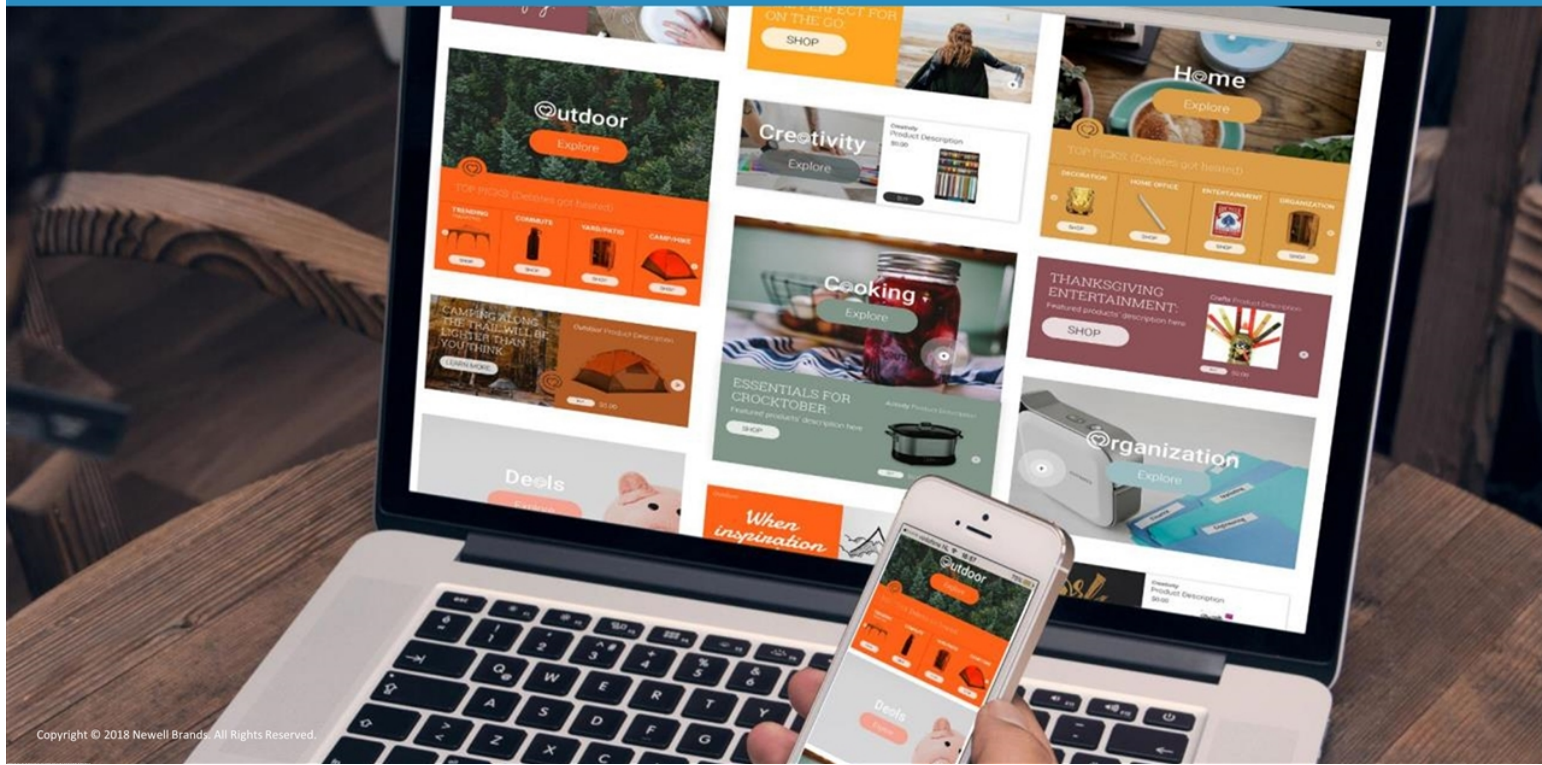
We continue to build upon the success of our eCommerce work, focusing on **making significant impacts to operations, direct to consumer, and our international presence.**

PLACING NEWELL BRANDS AT THE HEART OF LIFE...



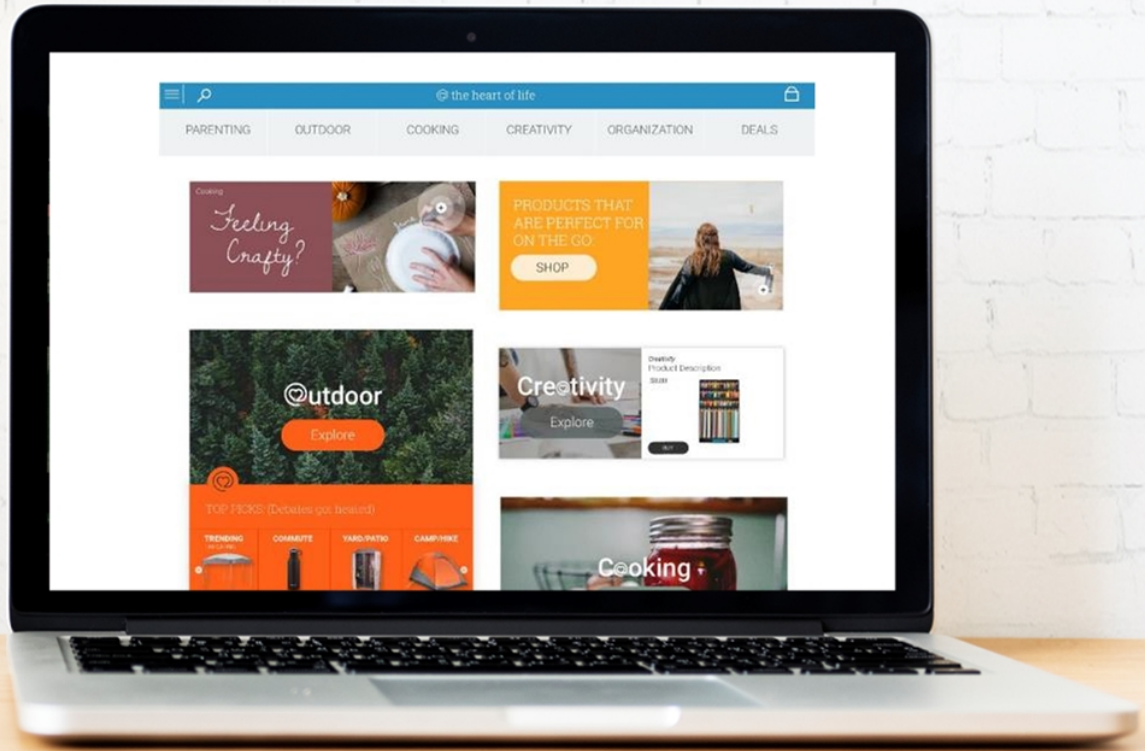
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...WHEREVER THEY ARE OR WHATEVER THEY'RE LOOKING FOR

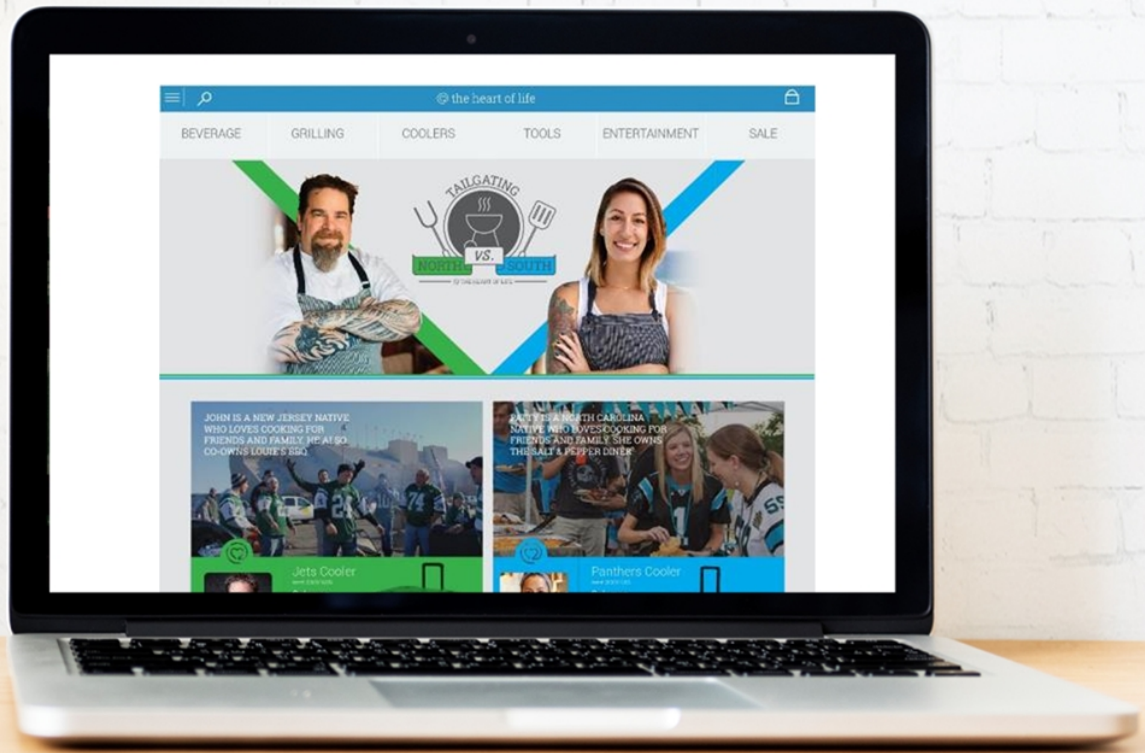


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Portal



Stories



Personalization



Optimizing efficiency without compromising quality

Redesigned packaging is a first-step in a larger effort to streamline operations.

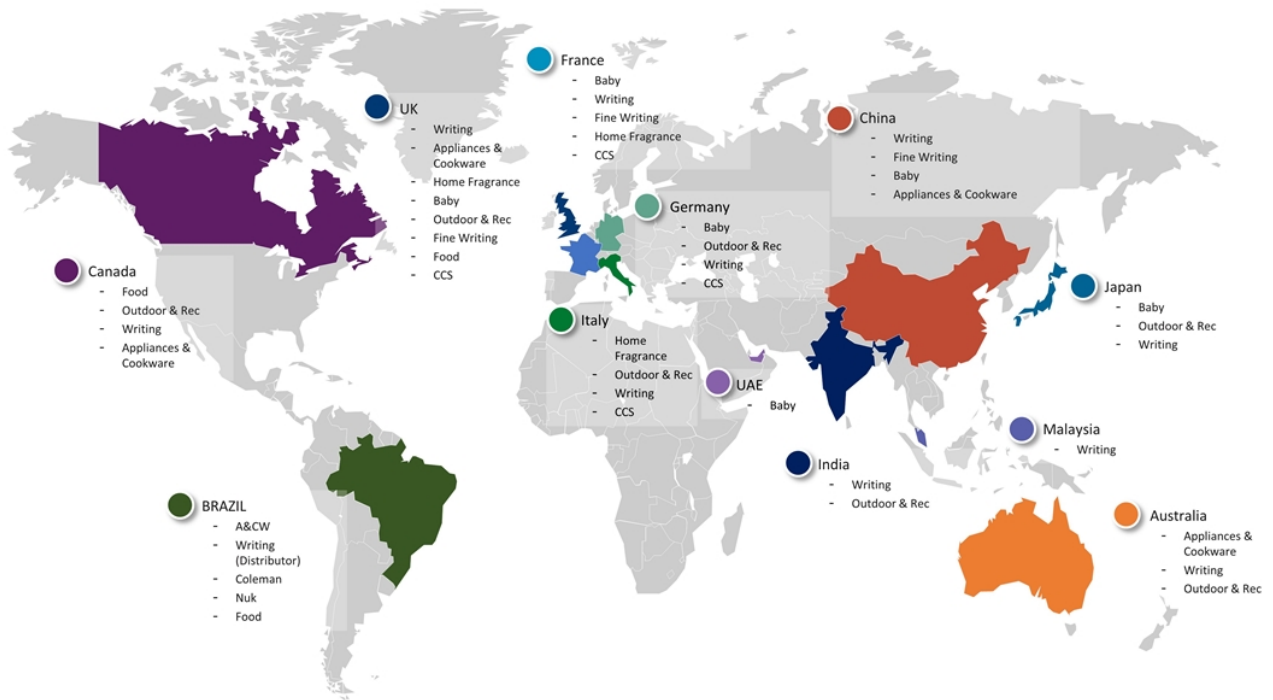
The goal is to drive efficiencies in ways that betters the customer and consumer experience, rather than asking them to compromise.

KEY CALLOUTS

- Frustration-free packaging roll-out began with Amazon, but will continue across all eCommerce platforms
- Increases operational efficiency by driving down size and complexity, decreasing production/shipping costs



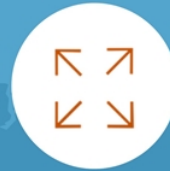
Scaling our business to meet growing demands internationally





WINNING OUR FAIR SHARE

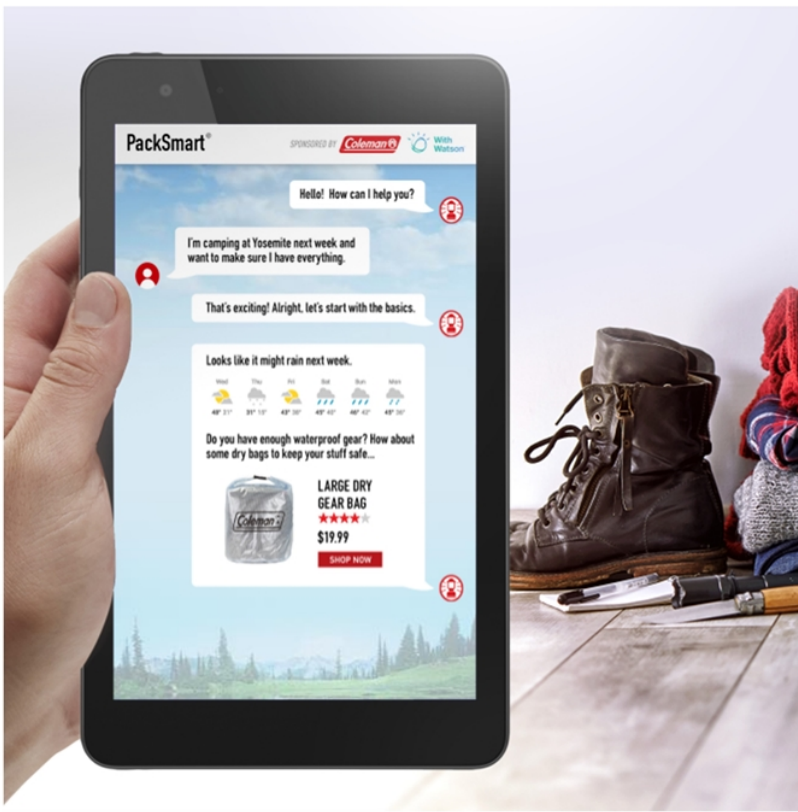
United Kingdom
Germany
France
Canada
Japan



EXPAND WITH DEVELOPING ECOMMERCE MARKETS

China
Australia
Mexico
India
Brazil

Our growth strategy is still centered around our consumer and developing innovative solutions for the ways they are shopping **now and next.**



a

b

c commerce

d

e

f

g

h

CONVERSATIONAL

38%

of consumers now consider using conversational tools, like chat bots, for help when shopping

60%

of leading brand marketers intend to experiment with conversational commerce by 2020

67%

of millennials would likely purchase a product recommended through a chat-bot service

Source: eMarketer, Conversational Commerce 2017: Chatbots & Virtual Assistants Report



q
r
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v commerce

w
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VOICE ASSIST

20%

of search queries are made via voice

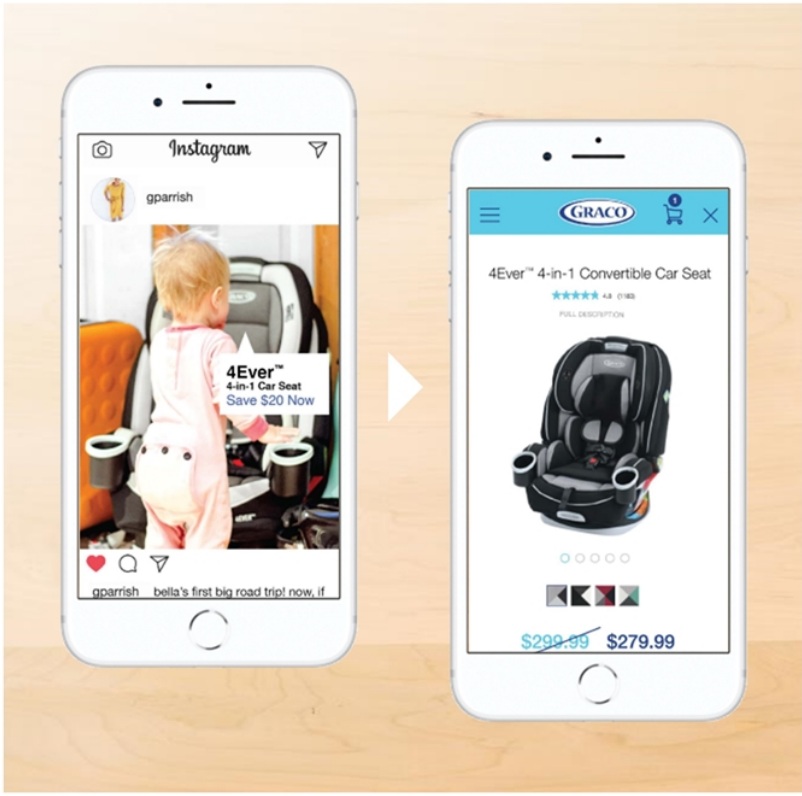
1/3

Millennials will use an assistant this year

130%

Increase in assistants usage over LY

Source: Mary Meeker, Internet Trends, May 2017



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commerce

SOCIAL

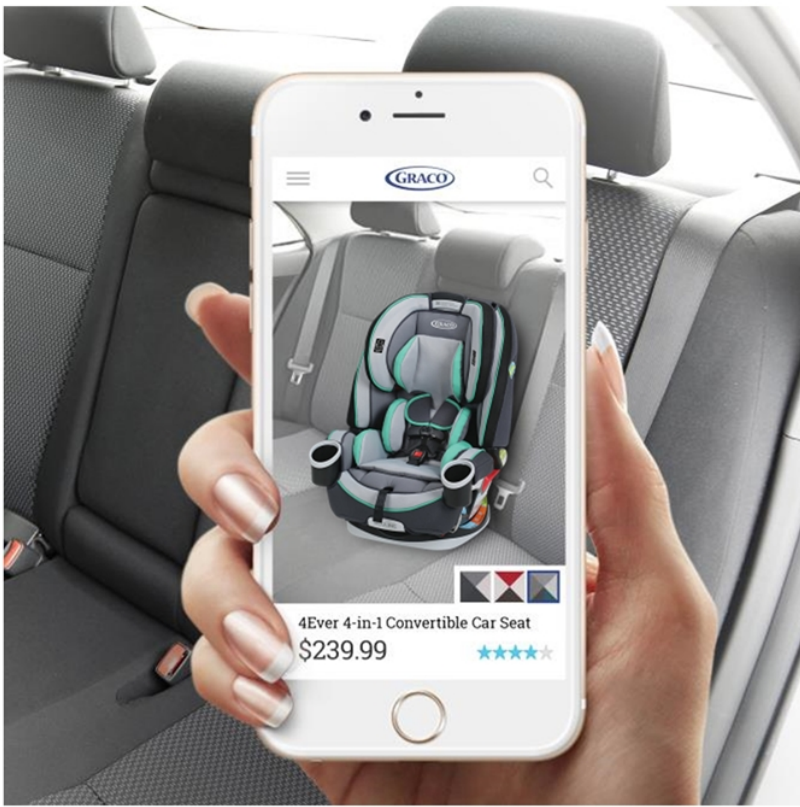
\$6.5B

of 2017 revenue for the top 500 retailers from social shopping

+24%

Increase in revenue compared to LY

Source: Digital Commerce 360, Retailers Need Invest Social Commerce, 2018



a commerce

AUGMENTED REALITY

77%

of consumers want to use AR to see product differences

20%

of consumers expect their retailers to have an AR tool now

49%

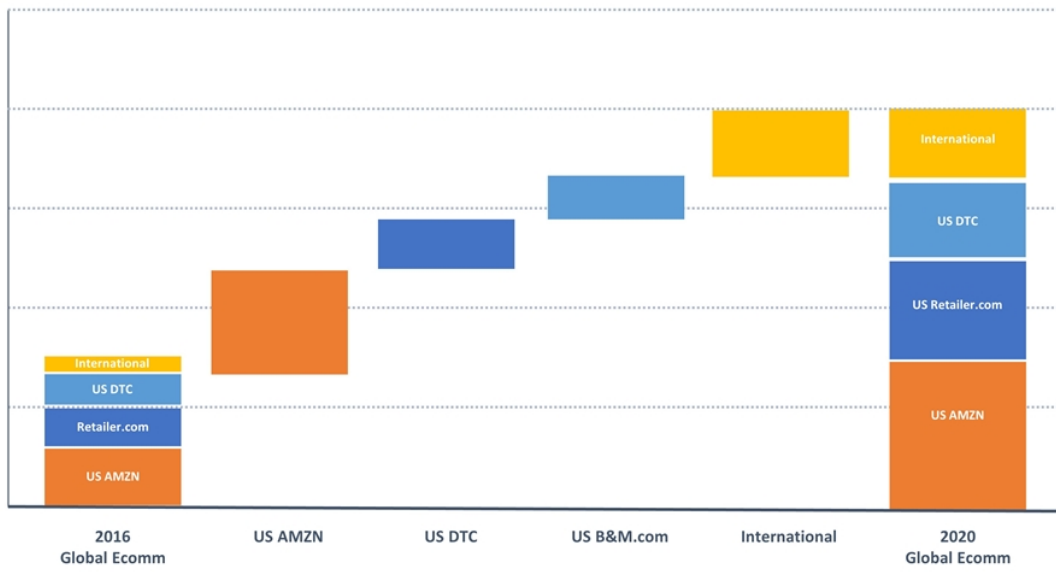
of consumers expect retailers to have an AR tool within the next 6 months

Sources: Retail Touchpoints, AR Advances Spark Consumer Interest, 2017; Forbes, How Augmented Reality Is Changing The World Of Consumer Marketing, 2017

b
c
d
e
f

Growth opportunities across all eCommerce Channels

Projected US Ecomm growth from 2016-2020



Projected US Ecomm growth from 2016-2020 (Invoice sales, \$M)

DISCLAIMER

Additional Information

In connection with Newell Brands' 2018 Annual Meeting of Shareholders, Newell Brands will file with the U.S. Securities and Exchange Commission (the "SEC") and mail to the shareholders of record entitled to vote at the 2018 Annual Meeting a definitive proxy statement and other documents, including a WHITE proxy card. SHAREHOLDERS ARE ENCOURAGED TO READ THE PROXY STATEMENT AND ALL OTHER RELEVANT DOCUMENTS WHEN FILED WITH THE SEC AND WHEN THEY BECOME AVAILABLE BECAUSE THOSE DOCUMENTS WILL CONTAIN IMPORTANT INFORMATION. When filed with the SEC, the definitive proxy statement and WHITE proxy card will also be mailed to shareholders of record. Investors and other interested parties will be able to obtain the documents free of charge at the SEC's website, www.sec.gov, or from Newell Brands at its website, www.newellbrands.com, or through a request in writing sent to Newell Brands at 221 River Street, Hoboken, New Jersey, 07030, Attention: General Counsel.

Participants in Solicitation

The Company and its directors and executive officers may be deemed to be participants in the solicitation of proxies in connection with the 2018 Annual Meeting. The participants in the solicitation of proxies in connection with the 2018 Annual Meeting are currently anticipated to be the Company, Patrick D. Campbell, James R. Craigie, Debra A. Crew, Brett Icahn, Andrew Langham, Courtney R. Mather, Michael B. Polk, Judith A. Spriester, Steven J. Strobel, Michael A. Todman, Ralph Nicoletti, Mark S. Tarchetti, William A. Burke, Bradford Turner, Nancy O'Donnell, Sofya Tolnis, High River Limited Partnership, Hopper Investments LLC, Barbary Corp., Icahn Partners Master Fund LP, Icahn Offshore LP, Icahn Onshore LP, Icahn Capital LP, IPH GP LLC, Icahn Enterprises Holdings L.P., Icahn Enterprises G.P. Inc., Becton Corp. and Carl C. Icahn.

As of the date hereof, Ms. Crew beneficially owns 30 shares of common stock of the Company, par value \$1.00 (the "Common Stock"). Mr. Craigie beneficially owns 3,175 shares of Common Stock, which includes 1,594 shares held in trusts, 797 shares each, for the benefit of Mr. Craigie's children. Mr. Polk beneficially owns 1,353,392 shares of Common Stock, which includes 225,872 shares of Common Stock issuable pursuant to stock options and RSUs currently exercisable or exercisable or vesting within 60 days and includes 332,925 shares held in grantor retained annuity trusts for the benefit of Mr. Polk's children and 47,303 shares held in trust by Mr. Polk's wife. Mr. Strobel beneficially owns 50,707 shares of Common Stock. Mr. Todman beneficially owns 54,949 shares of Common Stock. Mr. Nicoletti beneficially owns 14,788 shares of Common Stock, which includes 25 shares held in a revocable trust by Mr. Nicoletti's wife, 193 shares in an IRA and 14,570 held in a revocable trust. Mr. Tarchetti beneficially owns 260,949 shares of Common Stock. Mr. Burke beneficially owns 175,046 shares of Common Stock. Mr. Turner beneficially owns 14,134 shares of Common Stock. Ms. O'Donnell beneficially owns 6,855 shares of Common Stock. As of the date hereof, Ms. Spriester and Ms. Tolnis do not beneficially own any shares of Common Stock.

As of the date hereof, High River Limited Partnership has sole voting power and sole dispositive power with regard to 6,658,602 shares of Common Stock (including shares of Common Stock underlying forward contracts). Each of Hopper Investments LLC, Barbary Corp. and Mr. Carl C. Icahn has shared voting power and shared dispositive power with regard to such shares of Common Stock. Icahn Partners Master Fund LP has sole voting power and sole dispositive power with regard to 10,836,710 shares of Common Stock (including shares of Common Stock underlying forward contracts). Each of Icahn Offshore LP, Icahn Capital LP, IPH GP LLC, Icahn Enterprises Holdings L.P., Icahn Enterprises G.P. Inc., Becton Corp. and Mr. Carl C. Icahn has shared voting power and shared dispositive power with regard to such shares of Common Stock. Icahn Partners LP has sole voting power and sole dispositive power with regard to 15,797,701 shares of Common Stock (including shares of Common Stock underlying forward contracts). Each of Icahn Onshore LP, Icahn Capital LP, IPH GP LLC, Icahn Enterprises Holdings L.P., Icahn Enterprises G.P. Inc., Becton Corp. and Mr. Carl C. Icahn has shared voting power and shared dispositive power with regard to such shares of Common Stock. Mr. Brett Icahn has sole voting power and sole dispositive power with regard to 500,000 shares of Common Stock beneficially owned by a charitable foundation controlled by Mr. Brett Icahn. As of the date hereof, Messrs. Campbell, Langham and Mather do not beneficially own any shares of Common Stock.

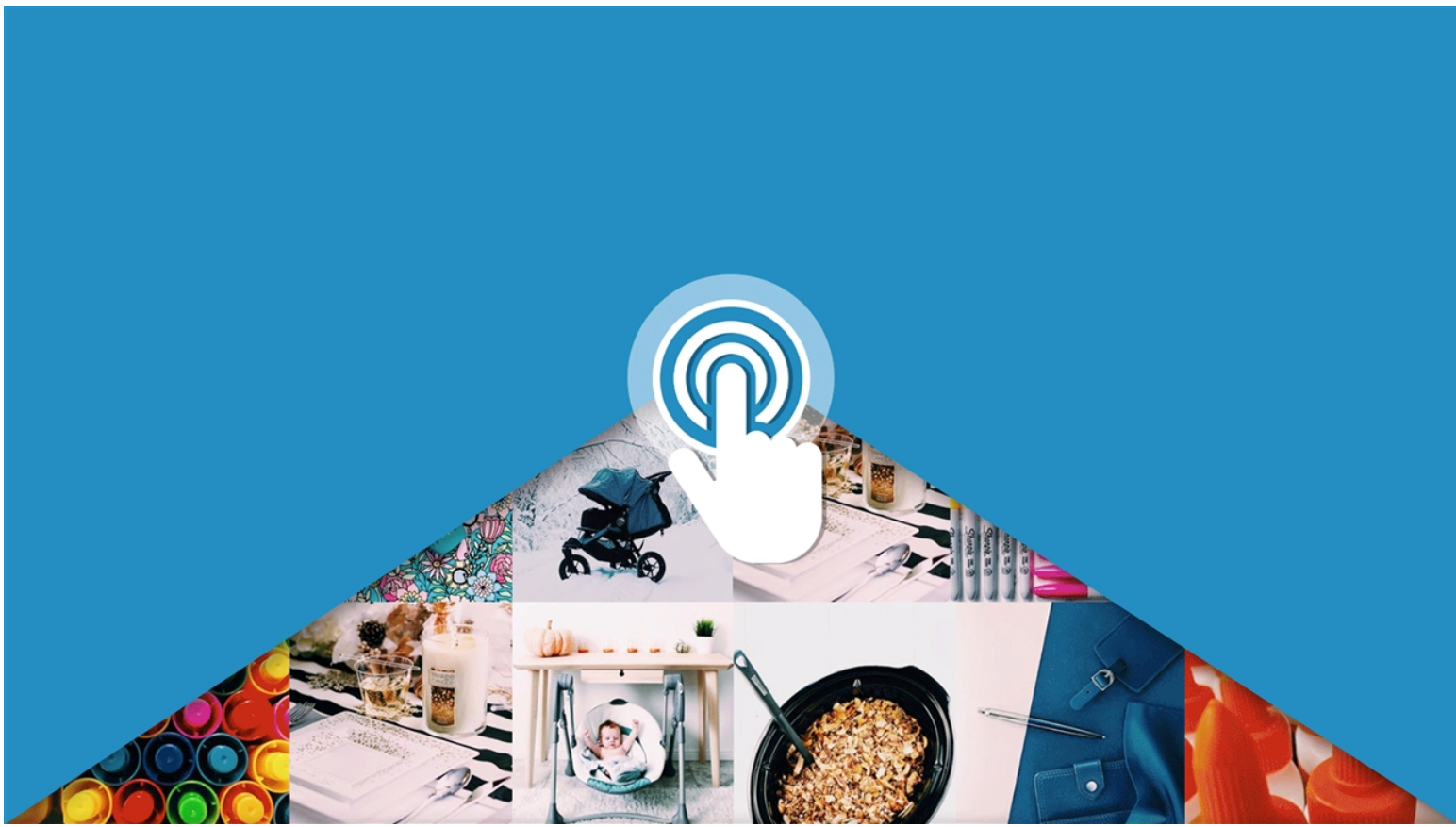
Certain information concerning these participants is also set forth in the Company's definitive proxy statement, dated March 30, 2017, for its 2017 annual meeting of shareholders as filed with the SEC on Schedule 14A and the Company's Current Reports, dated August 24, 2017, January 21, 2018, February 16, 2018, February 22, 2018 and March 19, 2018, as filed with the SEC on Form 8-K. Additional information regarding the interests of these participants in the solicitation of proxies in respect of the 2018 Annual Meeting and other relevant materials will be filed with the SEC when they become available.

Caution Concerning Forward-Looking Statements

Statements in these materials, other than those of historical fact, particularly those anticipating future financial performance, business prospects, growth, operating strategies and similar matters, are forward-looking statements within the meaning of the U.S. Private Securities Litigation Reform Act of 1995 and other federal securities laws. These statements generally can be identified by the use of words such as "intend," "anticipate," "believe," "estimate," "project," "target," "plan," "expect," "will," "should," "would" or similar statements. The Company cautions that forward-looking statements are not guarantees because there are inherent difficulties in predicting future results. In addition, there are no assurances that the Company will complete any or all of the potential transactions, and other initiatives referenced in this release. Actual results may 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:

- uncertainties regarding future actions that may be taken by Starboard Value LP (together with its affiliates, "Starboard") in furtherance of its stated intention to nominate director candidates for election at Newell Brands' 2018 Annual Meeting;
- potential operational disruption caused by Starboard's actions that may make it more difficult to maintain relationships with customers, employees or suppliers;
- the Company's dependence on the strength of retail, commercial and industrial sectors of the economy in various parts of the world;
- competition with other manufacturers and distributors of consumer products;
- major retailers' strong bargaining power and consolidation of the Company's customers;
- the Company's ability to improve productivity, reduce complexity and streamline operations;
- the Company's 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;
- risks related to the Company's substantial indebtedness, potential increases in interest rates or changes in the Company's credit ratings;
- the Company's ability to effectively accelerate its transformation plan and explore and execute its strategic options;
- the Company's ability to complete planned acquisitions and divestitures, to integrate Jarden and other acquisitions and unexpected costs or expenses associated with acquisitions or dispositions;
- changes in the prices of raw materials and sourced products and the Company's ability to obtain raw materials and sourced products in a timely manner;
- the risks inherent to the Company's foreign operations, including currency fluctuations, exchange controls and pricing restrictions;
- a failure of one of the Company's key information technology systems or related controls;
- future events that could adversely affect the value of the Company's assets and require impairment charges;
- the impact of United States or foreign regulations on the Company's operations, including environmental remediation costs;
- the potential inability to attract, retain and motivate key employees;
- the resolution of tax contingencies resulting in additional tax liabilities;
- product liability, product recalls or related regulatory actions;
- the Company's ability to protect its intellectual property rights;
- significant increases in the funding obligations related to the Company's pension plans; and
- other factors listed from time to time in the Company's filings with the SEC including, but not limited to, the Company's most recent Annual Report on Form 10-K.

The information contained in these materials 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.





Shape of the funnel

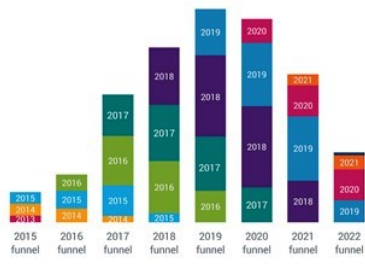
number of projects



Only charter+ projects included
Excludes divestitures (D&D businesses only (incl. Fishing, CCS))
RCP included in 2013

Revenue from innovation

risk adjusted revenue, \$m



% risk adjusted revenue

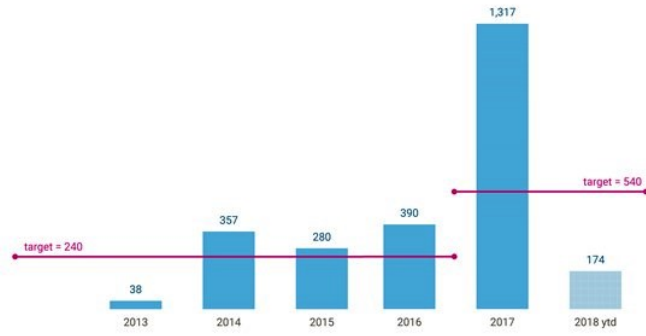
external target is 30%



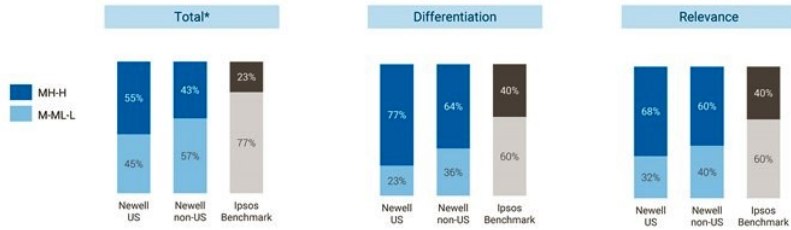
Excludes divestitures | D&D businesses only (sect. Fishing, CCI) | 2015-2018 includes NRG Only

Concepts tested per year

ideas and concepts tested per year



*All data in this deck only includes the current 6 DAD businesses and brands
*Base size of n=2,556 total



* Achieves MH-H on both Differentiation and Relevance

*All data in this deck only includes the current 6 DAD businesses and brands
*Base size of n=2,656 total, Q4 2017 n=464

	2013 – Q4 2017*			Number Tested
	OPPORTUNITY SCORE	RELEVANCE	DIFFERENTIATION	
TOTAL NEWELL	110	MH	MH	2556
Appliances & Cookware	112	MH	MH	590
Food	116	MH	MH	299
Baby	106	MH	MH	516
Outdoor & Recreation	108	MH	MH	296
Writing	110	MH	MH	734
Home Fragrance	111	MH	MH	121

*Caution Low Base Size
 *All data in this deck only includes the current 6 D&D businesses and brands

APPLIANCES & COOKWARE:
Calphalon Premier™ Space Saving Cookware



The new Calphalon Premier™ Space Saving Cookware securely stacks to save 30% more space. The unique design allows for the cookware to stack and nest in any order**, making it convenient to stack any way you want. Available in nonstick and stainless steel.*



APPLIANCES & COOKWARE:
Crock-Pot Express



The all-new Crock-Pot® Express Crock is an 8-in-1 Multi-Cooker that can cook meals up to 70% faster than traditional cooking, while also offering the versatility of slow cooking, steaming, and sautéing.



APPLIANCES & COOKWARE:

Renue® Neck Wrap



122
OPPORTUNITY
SCORE

H

RELEVANCE

H

DIFFERENTIATION

The Sunbeam Renue® Neck Wrap can help provide soothing relief for the back of the head, neck, and shoulders. The adjustable, comfortable neck collar contours to the shape of the neck to provide high-level, concentrated heat for targeted relief.



BABY:

Graco EZ TIGHT™ LATCH Car Seats



122
OPPORTUNITY
SCORE

H

RELEVANCE

MH

DIFFERENTIATION

EZ Tight™ Latch provides an easy, secure and simple installation in 3 easy steps. The EZ Tight™ Latch, is available on 2 car seats: Graco® 4Ever® Extend2Fit® Platinum 4-in-1 Car Seat and the Graco® Extend2Fit® Platinum Convertible Car Seat.



BABY:
Graco SnugRide® SnugLock™ Infant Car Seat



The new infant car seat base features SnugLock™ Installation Technology, a hassle-free installation using either vehicle seat belt or LATCH. In three easy steps caregivers can feel confident they've got a secure install.



BABY:
Graco 4Ever™ Extend2Fit® Car Seat



Helps protect rear-facing infants from 4-50 lb and forward-facing toddlers from 22-65 lb. 4-position extension panel provides 5" additional leg room, allowing your child to ride safely rear-facing longer.



BABY:
Graco Multi-Motion Swing



Keep baby smiling with 8 ways to and 2 directions for 16 soothing motions. Seat doubles as a removable rocker for use throughout the home. 6 swing speeds allow Mom to adjust speed to baby's preference.



BABY:
Graco Table2Table Premium Highchair



7 growing stages including a toddler table and chair. Foldable highchair allows for compact storage. 5 height adjustments provide the best fit for your dining table. 3-position removable footrest.



BABY:
Baby Jogger Stroller City Select Lux V2



The City Select® LUX pushchair converts from a single to double and even triple, so your growing family is always ready for any adventure. With over 20 riding configurations, it is one of the most versatile single to double pushchairs. The fold is considerably smaller than many competitors.



FOOD:
BRILLIANCE™ On-The-Go



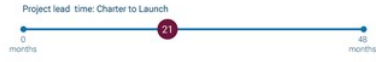
The Rubbermaid Brilliance On-The-Go leak proof containers keep food safe and secure even for the most demanding commuters. Designed with stain and odor resistant plastic, these containers are 100% leak-proof, microwavable and dishwasher safe.



FOOD:
BRILLIANCE™ Pantry



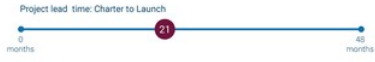
The Rubbermaid Brilliance Pantry is a new system of 100% Airtight Pantry Food Storage containers that are designed to be space efficient while providing superior material durability and 360 degree crystal clarity.



FOOD:
EasyFindLids™ with Tabs



Store food with peace of mind with Rubbermaid Easy Find Lids Tabs food storage containers. Designed to resist spills, these BPA-free containers feature four tabs and an inserted gasket to help securely lock the container lid to the base.



FOOD:
Ball Vintage Jar



The NEW Ball Vintage Jars are a call back to the turn of the century. Made in the USA, these BPA Free Jars feature a two-piece canning closure designed for a modern seal with a vintage look



HOME FRAGRANCE:
Personalized Photo Candle



Personalized photos now available to customers in US retail stores. A personal photo and great Yankee Candle® fragrance make the perfect statement or personal gift.



OUTDOOR & RECREATION:
AutoSeal® Stop Spills Campaign



Finally the perfect reusable bottle that won't spill. Only the new Contigo AutoSeal reusable Beverageware provides 100% spill-proof performance with its patented lid technology that seals shut between sips. Drink confidently with Contigo!™



OUTDOOR & RECREATION:
Spill-Proof Straw Tumblers



Introducing Contigo's Spill-Proof Kids Tumbler, a win for both parents and children. A no-spill valve in the straw eliminates spills completely, and a soft-grip pad helps prevent it from getting knocked over by accident. It will fit most car cup holders, making it a perfect road trip companion.



WRITING:
Elmer's Slime Kits



Elmer's unique themed Slime kits, such as Halloween, Galaxy and Frosty. The kits include a new Magical Liquid, a one step solution for making slime. Kits comes with Elmer's kid friendly recipes – making the slime experience worry-free and fun for the whole family.



WRITING:
Reynolds India Relaunch



Reynolds has been a household name in India for the last 40 years, trusted by generations and a pen carried by every Indian. The brand was relaunched in 2017, entering 57,000 stationery stores across India with new branded storefronts and merchandising.



WRITING:
 DYMO Label Writer Phase 1 Wireless



112
 OPPORTUNITY
 SCORE

H
 RELEVANCE

MH
 DIFFERENTIATION

*Print labels without cables using Wi-Fi!®
 The new DYMO LabelWriter Wireless label printer and updated DYMO
 Connect mobile app allows consumers to print labels directly from Macs,
 PCs, smartphones and tablets using the built-in Wi-Fi.®*



WRITING:
 EXPO Ink Indicator



141
 OPPORTUNITY
 SCORE

H
 RELEVANCE

H
 DIFFERENTIATION

*EXPO Dry Erase Markers with Ink Indicator, featuring a clear-view window
 and indicator gauge showing the marker's ink levels, exclusive technology
 ensuring the barrel is always clear, and consistent ink flow creating
 a smoother writing experience.*



WRITING:
Coloring Kits



A series of Adult Coloring kits for Prismacolor, Sharpie and PaperMate. Each kit features our great coloring tools and a new, custom-created coloring book.



20
18 INNOVATIONS

APPLIANCES & COOKWARE:
Calphalon Electric



123-136
OPPORTUNITY
SCORE

H
RELEVANCE

H
DIFFERENTIATION

Launching Calphalon into small electric appliances with a family of products, positioned around precision for improved performance and better results.



APPLIANCES & COOKWARE:
Intelligent Blender Technology – Auto Sense



121
OPPORTUNITY
SCORE

H
RELEVANCE

H
DIFFERENTIATION

The Oster® AutoSense Blender adapts to changing conditions in the blending jar using patented programs that use sensors to adjust blade speed and direction as well as the length of blending time based on the ingredients and desired results. Results are perfectly blended smoothies, milkshakes and salsas in one step no matter the recipe.



APPLIANCES & COOKWARE:
Build a Burger



An appliance that simultaneously cooks the patty to the desired doneness, warms the bun and melts the cheese, all in 7 minutes or less.



APPLIANCES & COOKWARE:
Air Fryer with DuraCeramic



An Air Fryer with DuraCeramic that cooks perfectly crisp food using only a tablespoon of oil making it the ideal, healthy solution to enjoy the great taste and texture of fried food, with less fat.



APPLIANCES & COOKWARE:
Heated Patches



116
OPPORTUNITY SCORE

H
RELEVANCE

MH
DIFFERENTIATION

A portable, discreet, high-temperature pain relief option in the form of flexible patches.



APPLIANCES & COOKWARE:
Heated Back Wrap



128
OPPORTUNITY SCORE

H
RELEVANCE

MH
DIFFERENTIATION

New Sunbeam® Heated Back Wrap with Shiatsu Massage applies heat to the affected area and adds deep, kneading massage to relax the muscles. Wear it for completely hands-free use, and adjust it for a firm fit.



APPLIANCES & COOKWARE:
Sonic Hand Mixer with Heated Beaters



118
OPPORTUNITY SCORE

H
RELEVANCE

MH
DIFFERENTIATION

The Oster® Hand Mixer with softening technology speeds up any baking project. No need to wait for butter to soften or have to warm and stir chocolate in a separate pan. The mixer uses warm air to heat the beaters and gets ingredients to the right temperature while mixing, in one step.



BABY:
Aprica Smart Brake

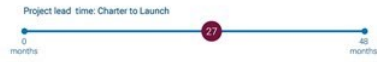


120
OPPORTUNITY SCORE

MH
RELEVANCE

MH
DIFFERENTIATION

Smart Brake system that requires user to engage to move stroller forward



FOOD:
Global Expansion (UK and ANZ)

112-119
OPPORTUNITY
SCORE

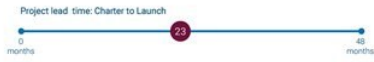
H
RELEVANCE
H
DIFFERENTIATION

sistema
BRILLIANCE

sistema
fresh works.
-PRODUCE SAVER-

sistema
Take Along

Grow Food Storage globally in new geographies by launching differentiated products under Sistema® brand



FOOD:
Vented Lids

130
OPPORTUNITY
SCORE

H
RELEVANCE
H
DIFFERENTIATION

Splatter resistant and more convenient reheating in the microwave



FOOD:
Amber Jars



Ball® Amber Jars effectively block 99.7% of damaging UV rays. Designed to deliver a performance-driven benefit to keep herbs and spices at the peak of freshness and efficacy



FOOD:
Insulated On-the-Go



Insulated containers with the ability to transport both hot and cold foods together. The insulated thermal leak-proof containers keep multiple foods hot up to 5 hours and cold up to 6 hours



FOOD:
Hydroponics Kit



The Ball® DIY Herb Growing Kit is an at-home gardening system featuring a hydro wick that keeps soil perfectly hydrated, eliminating the need to water each day.



FOOD:
TakeAlongs® Meal Prep



Expanding the TakeAlong® platform by better targeting unmet needs for high frequency occasions such as weekly meal preparation.



HOME FRAGRANCE:
Square Vessels with Integrated Lid



The new square candle is a form that is more relevant to her lifestyle through a unique silhouette and stylish aesthetic that is enhanced by integrating the lid as a pedestal base while the candle is in use.



OUTDOOR & RECREATION:
Coleman Dark Room Tent



A tent that blocks 90% of sunlight and reduces heat within tent to allow users to get restful sleep regardless of the time of day.



OUTDOOR & RECREATION:
Tech Pack Tent



105
OPPORTUNITY
SCORE

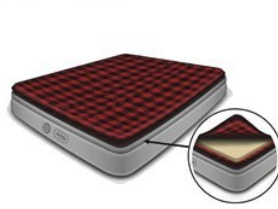
MH
RELEVANCE

MH
DIFFERENTIATION

A tent with an attached charger pack that allows campers to recharge their devices



OUTDOOR & RECREATION:
Insulated Topper Airbed



111
OPPORTUNITY
SCORE

MH
RELEVANCE

MH
DIFFERENTIATION

An airbed with an insulated topper to make sure the bed stays warm throughout the night when camping outdoors



OUTDOOR & RECREATION:

Layered Sleeping Bag



A sleeping bag with a layering system that allows the user to add or take away layers for comfort in all weather conditions



OUTDOOR & RECREATION:

360 degree Light and Sound lantern



The 360 Light & Sound lantern combines a lantern and Bluetooth speaker into one so everyone can clearly see and hear during an evening get-together



OUTDOOR & RECREATION:
Coleman Roadtrip Refresh



124
OPPORTUNITY SCORE

H
RANGE

H
DIFFERENTIATION

A new grill platform that delivers portability and temperature adjustability, allowing consumers to cook a broader range of foods on the go.



OUTDOOR & RECREATION:
Contigo Evoke Quick Release Lid



116
OPPORTUNITY SCORE

H
RELEVANCE

MH
DIFFERENTIATION

A leak-proof water bottle line with no loose parts that has a sophisticated and elegant industrial design and uses premium materials.



OUTDOOR & RECREATION:
Bubba 2-in-1 Cooler



116
OPPORTUNITY SCORE

H
RELEVANCE

H
DIFFERENTIATION

A 40QT wheeled cooler that separates into two coolers for easy transportation and organization of food and drinks.



OUTDOOR & RECREATION:
Coleman 2018 Camping Growth Accelerator



115-125
OPPORTUNITY SCORE

MH-H
RELEVANCE

MH
DIFFERENTIATION

A complete assortment of camping innovation: tent with an attached charger pack for charging electronics, airbed with an insulated top, multi-layered sleeping bag, and a lantern that combines light with a Bluetooth speaker.



OUTDOOR & RECREATION:
Coleman Temp Comfort Chair



117
OPPORTUNITY SCORE

H
RELEVANCE

H
DIFFERENTIATION

A chair that uses temperature control fabric to help regulate the chair's surface temperature and keep users comfortable in all seasons.



OUTDOOR & RECREATION:
Coleman Connecting Pod Tent



111
OPPORTUNITY SCORE

H
RELEVANCE

MH
DIFFERENTIATION

A tent that can connect to other like tents so that separate rooms can be built based on the amount of campers in the group.



OUTDOOR & RECREATION:
Puddle Jumper Vest



A life vest with built-in sunscreen so parents have one less task throughout a day on the water.



WRITING:
Sharpie Metallic Colors



145 OPPORTUNITY SCORE

M RELEVANCE

H DIFFERENTIATION

Sharpie introduces three NEW Sharpie Metallic colors in vibrant red, green and blue, that provide bright and brilliant sheen on dark surfaces.



WRITING:
Elmer's Extra Strength School Glue Stick



119
OPPORTUNITY SCORE

H
RELEVANCE

MH
DIFFERENTIATION

This Elmer's glue stick features a new glue formula that is 2X stronger than Elmer's Disappearing Purple glue stick, thus working on more materials than before, allowing kids to bring their ideas to life. This new innovative formula now bonds ceramic, wood, fabric, and more!



WRITING:
Sharpie Pro



115
OPPORTUNITY SCORE

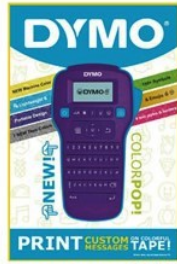
H
RELEVANCE

M
DIFFERENTIATION

New Sharpie PRO permanent markers write on wet, oily, dusty, and abrasive surfaces. Available in three tip sizes (Fine, Chisel, XL Chisel) and three colors, these markers are perfect for tough jobsite conditions.



WRITING:
Labeling Platform for Teens



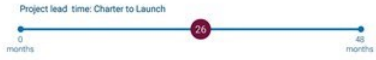
A new fashionable handheld printer from Dymo, the easy way to add style and flair to personal organization. Use the printer to create quick easy-to-use labels with text and 60+ different emojis and symbols on a wide selection of fun label designs.



WRITING:
New InkJoy Gel Stick



The NEW capped version of Paper Mate InkJoy Gel with the same bold vibrant colors and fast drying ink technology.



WRITING:
Elmer's Slime Phase III



New, premium extensions of Elmer's liquid glues featuring new benefits, including glow in the dark glue, to fuel and accelerate the slime-making trend in US, Canada, LATAM, ANZ & Philippines.



APPLIANCES & COOKWARE:
Quiet Blender Technology



The Oster® Quiet Blender reduces noise by 4x's, without sacrificing blending power, consumers can use their blender anytime during the day without disruption.



APPLIANCES & COOKWARE:
Coffee for One Platform



A suite of "Coffee for One" products to produce great tasting fresh coffee in single serving sizes at home or away from home. It includes 4 coffee maker platforms that include 2 automatic units (grind & brew and brew only) as well as 2 manual units (portable brewer with and without a grinder).



APPLIANCES & COOKWARE:
Countertop Oven with Air Fryer

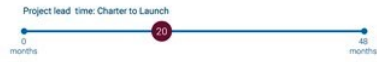


141
OPPORTUNITY SCORE

H
RELEVANCE

MH
DIFFERENTIATION

A toaster oven with a unique air-fryer technology for a healthier and yet crispy fried like consistency. Ovens can already be used for many cooking occasions so the additional air fryer feature can reduce the need to buy an additional stand alone appliance.



APPLIANCES & COOKWARE:
UV Cleaning Technology



ULTRA VIOLET LAUNDRY BASQUET



THE UV CLOTHES REFRESHER



CLEANING TECHNOLOGY ON THE GO
THE FRESHEN UP GYM BAG

108-116
OPPORTUNITY SCORE

MH
RELEVANCE

MH-H
DIFFERENTIATION

A suite of UV Light technology products that help to elongate the life of a consumer's garments. The UV technology eliminates odors and germs from their clothes in between washes.



APPLIANCES & COOKWARE:
Oil Infused Ceramic Cookware

Calphalon®
CLASSIC
select
Calphalon®



123
OPPORTUNITY
SCORE

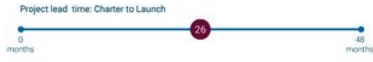
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RELEVANCE

MH

DIFFERENTIATION

Calphalon Classic and Select by Calphalon ceramic cookware that provides the PFOA- and PFPE- free qualities of ceramic, infused with oil for higher performance.



APPLIANCES & COOKWARE:
Headache Relief System



139
OPPORTUNITY
SCORE

H

RELEVANCE

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DIFFERENTIATION

The Sunbeam® Therapeutic Head Pain Relief System is specifically designed for drug-free, effective relief of pain from sinus and tension headaches. It combines heat, cold, and massage therapy to relax the muscles and alleviate pain.



APPLIANCES & COOKWARE:
Countertop Oven with Slide-Away Door



133
OPPORTUNITY
SCORE

MH

RELEVANCE

MH

DIFFERENTIATION

*Saves countertop space by sliding the door underneath the oven.
Easier access for inserting or removing food to the oven.*



APPLIANCES & COOKWARE:
Air Fryer with DuraCeramic



141
OPPORTUNITY
SCORE

H

RELEVANCE

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DIFFERENTIATION

*An Air Fryer with DuraCeramic that cooks perfectly crisp food using only
a tablespoon of oil making it the ideal, healthy solution to enjoy
the great taste and texture of fried food, with less fat.*



APPLIANCES & COOKWARE:
Centrepiece One Pot Multicooker

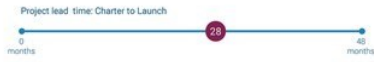


125
OPPORTUNITY
SCORE

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RELEVANCE

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DIFFERENTIATION

A Multicooker with a removable cooking vessel that can be placed directly on the table for serving. The cool touch exterior and easy grip handles make it easy to serve from. Five cooking features include Slow Cooking, Sauteing, Steaming, Baking, and Roasting.



APPLIANCES & COOKWARE:
Versa Glide Corded-Cordless Iron



133
OPPORTUNITY
SCORE

H
RELEVANCE

H
DIFFERENTIATION

The Sunbeam Cordless iron makes ironing easier. It can be used up to 60 seconds in cordless mode to maximize consumer flexibility, or in corded mode for batch ironing.



APPLIANCES & COOKWARE:
Sneak Peek Toaster



132
OPPORTUNITY SCORE

H
RELEVANCE

MH
DIFFERENTIATION

A toaster with a lever that can be raised and lowered without cancelling the toasting process. Quickly check whether the toast needs more time or is ready to serve.



APPLIANCES & COOKWARE:
Tiana Clever Cookie and Cake Kit



113
OPPORTUNITY SCORE

H
RELEVANCE

MH
DIFFERENTIATION

The Oster® Tiana Clever Cookie Kit baking kit includes a hand mixer, beaters, whisk, spatula, mixing bowl, measuring cups, and silicone baking pans. The mixing bowl and cake pan form the container for the tools, saving consumers space in their cabinets.



APPLIANCES & COOKWARE:
All-in-One Coffeemaker



An all-in-one coffeemaker that brews drip coffee, espresso and pod/capsule. It will provide high quality coffee beverages within a compact easy-to-use appliance.



APPLIANCES & COOKWARE:
Calphalon Vertical Waffle Maker



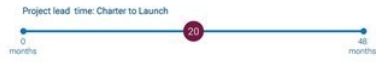
The Calphalon Vertical Waffle Maker provides a quick, easy way to cook delicious waffles. It features a proprietary ceramic coating to allow batter to flow through the waffle maker evenly and reach all sides of the plates for a complete and crispy, yet fluffy waffle.



APPLIANCES & COOKWARE:
 Linus Blend Active Performance



The unique blade easily blends tough, nutrient-boosting ingredients and effortlessly breaks down hard seed husks, ensuring a smooth tasting blend every time. Preprogramed auto-blend settings are timed to break down ingredients without losing any of their vital nutrients.



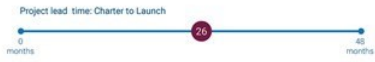
APPLIANCES & COOKWARE:
 Texture Select Blender



ADDITIONAL TEXTURE SETTINGS



Pre-programmed texture settings included on the control panel, with options ranging from Smooth, Medium & Chunky. This is an expansion of the current programmable user interface within the Master and Pro series.



APPLIANCES & COOKWARE:
Heat Tape



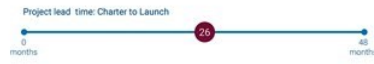
The New Heated Kinesio Tape combines muscle support for recovery with heat therapy for pain relief. The stretchy tape holds muscles in place, and uses a thin, flexible heated material to provide maximum heat directly to the pain source.



APPLIANCES & COOKWARE:
Heated Body Pillow



Body pillow with heating wire enhances the benefits of a body pillow including relieving discomforts, supporting alignment and keeping you warm.



APPLIANCES & COOKWARE:
Auto Frappe Maker



The Mr. Coffee Auto Frappe & Coffee Maker automatically creates fresh coffeehouse style frappes as well as traditional hot drip coffee at home in one simple appliance. It brews coffee over ice then automatically blends with flavoured ingredients for frappes at home.



APPLIANCES & COOKWARE:
Easy Clean Slow Cooker



Duraceramic infused stoneware coating that is PTFE and PFOA-free and makes clean up easy.



APPLIANCES & COOKWARE:
Hot & Cold Joint Wrap



The Sunbeam® Hot and Cold Wrap is a uniquely shaped product specifically designed to deliver high-level therapeutic heat or anti-inflammatory cold therapy to the knee, elbow, and shoulder joints.



APPLIANCES & COOKWARE:
Elite Nonstick



Elite Nonstick cookware that delivers improved durability, updated design, induction capability and a new technology that indicates when the pan is properly preheated. Precise preheat technology notifies you when your pan is preheated, improving overall cooking performance and nonstick release.



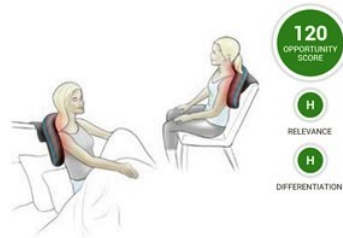
APPLIANCES & COOKWARE:
Counter Top Safe Bakeware



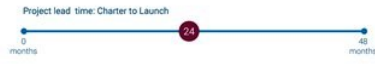
A new line of bakeware with stay cool silicone feet. Ideal for taking straight out of the oven and placing directly on the countertop without damaging surfaces.



APPLIANCES & COOKWARE:
Hands-free Heated Massager



This project will be a variation to our Sunbeam® Heated Shoulder with Shirts® Massage. Instead of strapping to the body, it will clamp onto a chair or headboard. It will be the second wave of massaging and heating products that Sunbeam® will introduce to the market.



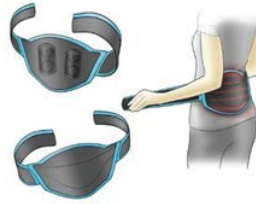
APPLIANCES & COOKWARE:
Dishwasher Safe ADC



A coffeemaker with a detachable electrical system, allowing it to be easily disassembled and placed in the dishwasher.



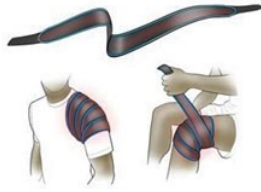
APPLIANCES & COOKWARE:
Cordless Heated Back Wrap with Shiatsu



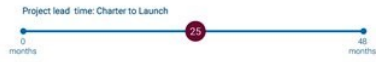
A cordless version of the Sunbeam® Heated Back Wrap with Shiatsu Massage. This will allow consumers to move around the house or use while on the go and still get the heat and massage therapy.



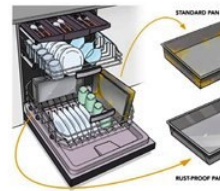
APPLIANCES & COOKWARE:
Wraparound Heating Pad



The Sunbeam® Wraparound Heating Pad is designed to allow users to customize the shape of their heat treatment to their specific sources of pain for more effective pain relief. The long and slim pad easily wraps around and attaches to itself with fastening tabs.



APPLIANCES & COOKWARE:
Rust Proof Bakeware



Rustproof bakeware resists rust and surface damage caused by washing so it stays looking and performing like new. A unique design prevents water from getting trapped in corners and edges. A newly developed nonstick surface provides long-lasting nonstick performance.



APPLIANCES & COOKWARE:
Dishwasher Safe Cutlery



119
OPPORTUNITY
SCORE

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RELEVANCE

MH

DIFFERENTIATION

A new line of premium cutlery that is now dishwasher safe. They do not need to be hand washed to maintain durability, they can go straight into the dishwasher, making clean-up easy.



APPLIANCES & COOKWARE:
Bread Select Toaster



122
OPPORTUNITY
SCORE

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RELEVANCE

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DIFFERENTIATION

With the abundant variety of bread types and thicknesses being introduced in the marketplace, it is often difficult to get consistent toasting results with the standard toasting options offered today.



APPLIANCES & COOKWARE:
Classic DWS + No Boil Over Lids



Calphalon
CLASSIC



Calphalon Classic cookware with no boil over lids prevents messy boil over spills.



APPLIANCES & COOKWARE:
Hotter Heating Pad



The Sunbeam® Hotter heating pad uses new and improved fabric that transfers more heat to the skin and muscles, for maximum pain relief.



APPLIANCES & COOKWARE:
Fast-Heating Electric Skillet



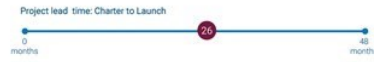
The dimpled surface of the skillet will provide consumers with faster heat up and cooking time, with superior non-stick performance (12" and 16" skillet line for Mass and 16" for Department/Specialty).



APPLIANCES & COOKWARE:
Galvatron – Airless Blender



The Oster® Airless Blender uses a built-in vacuum pump to remove air from the jar prior to blending. Eliminating contact to air keeps ingredients fresh and protects essential nutrients to create vitamin-packed meals and drinks.



FOOD:
BRILLIANCE® New Sizes



128
OPPORTUNITY
SCORE

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RELEVANCE
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DIFFERENTIATION

This program seeks to launch additional sizes for the Rubbermaid BRILLIANCE® platform, under both General Use and Pantry lines, which will extend the range of sizes offered to cover additional common food container usage occasions, helping gain incremental market share.



FOOD:
FreshWorks™ Herb Saver



123
OPPORTUNITY
SCORE

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RELEVANCE
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DIFFERENTIATION

Rubbermaid FreshWorks™ Herb Saver is an easy-to-use container specifically designed for herb storage and preservation, maintaining the optimal environment for a variety of herbs, prolonging their shelf-life. Multiple herbs can be stored and grabbed quickly while preparing meals.



FOOD:
Freezer Burn



Rubbermaid FreshWorks™ Freezer Saver reduces freezer burn by 50% for less wasted frozen food. The container features a rigid base with a flexible lid that presses together to eliminate excess air. This surface contact protects food from exposure and locks in moisture.



FOOD:
Ultimate Food Preservation



FreshWorks™ Cheese Saver will launch a solution to keep cheeses fresh and flavorful. With a premium design consistent with the FreshWorks™ platform the Cheese Saver will deliver superior organization in the refrigerator. The containers should perfectly fit: deli, sliced and blocked cheeses.



FOOD:
One Piece Leak Proof Storage Cap



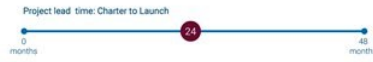
The Gal® One Piece Storage Cap project introduces a leak proof and air tight lid that offers a significant benefit over existing plastic storage caps in our current portfolio. In existing mason jar closure sizes: regular mouth (70mm) and wide mouth (86mm). Dishwasher-safe and BPA-free.



FOOD:
Handheld Vacuum



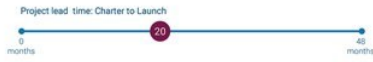
The New FoodSaver® Handheld Vacuum Sealer will introduce a compact, easy solution designed to keep food fresh up to 2X longer in the fridge or pantry. Quickly and quietly seals foods and convenient docking station keeps the unit charged and takes up minimal counter space.



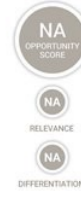
HOME FRAGRANCE:
Yankee Candle Ribbonwick Relaunch



Ambience is an important driver of candle purchase. The flowing, elongated wick and low, tapered vessel provides a unique flame pattern and memorable lighting experience.



HOME FRAGRANCE:
High Intensity Candles



High Intensity Candles contain highly concentrated fragrance specially formulated to fill an entire room.



HOME FRAGRANCE:
Elevation Collection Spring/Summer New Fragrances



125
OPPORTUNITY
SCORE

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RELEVANCE

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DIFFERENTIATION

The new elevation collection brings consumers a unique silhouette and up-to-date look that is enhanced by integrating the lid as a pedestal base while the candle is in use.



HOME FRAGRANCE:
Scenterpiece Relaunch



123
OPPORTUNITY
SCORE

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RELEVANCE

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DIFFERENTIATION

Wax melt warmers provide continuous fragrance but are messy to clean. The new Scenterpiece is the easy to clean wax melt system with high quality Yankee Candle Fragrances in all new modernized warmer designs.



HOME FRAGRANCE:
Pre-fragranced Reeds



120
OPPORTUNITY
SCORE

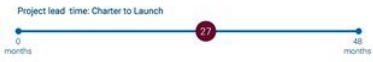
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RELEVANCE

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DIFFERENTIATION

Decorative reed diffusers with fragrance in the reeds themselves rather than in oil to eliminate concerns around mess and surface damage caused by spilled fragrance oil.



HOME FRAGRANCE:
Story Telling Gift Set



NA
OPPORTUNITY
SCORE

NA

RELEVANCE

NA

DIFFERENTIATION

The story telling gift set comes with a themed candle, story book and link to play a Spotify playlist with themed sounds to create the perfect story telling experience during the holidays.



HOME FRAGRANCE:
Target Exclusive Special Collections



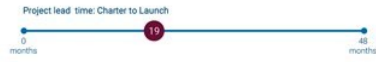
Three specialty candle collections inspired by trends in fragrance, food, gifting and home décor, providing a unique opportunity to gain incremental sales by creating a fashion layer to complement the core range. These collections are exclusive to Target stores in the US, also available in EMEA.



HOME FRAGRANCE:
WoodWick Spill-Proof Fragrance Diffuser



Reed diffusers are a great way to fragrance a small space in a home, but can be messy with fragrance oil spills. The WoodWick Spillproof Diffuser provides the fragrance experience without any worry of messy spills.



HOME FRAGRANCE:
Adjustable Fragrance Beads



124
OPPORTUNITY SCORE

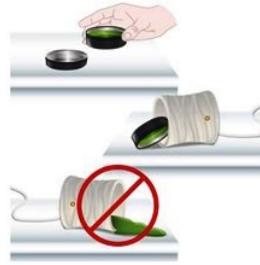
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RELEVANCE

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DIFFERENTIATION

Fragrance beads provide a constant source of fragrance for small spaces in the home, but it's not possible to control fragrance intensity. Adjustable fragrance beads allow for control of the amount of fragrance that is released from the decorative vessel.



HOME FRAGRANCE:
Fragrance Gel Tins



119
OPPORTUNITY SCORE

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RELEVANCE

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DIFFERENTIATION

Gel tins provide a spill proof, no mess solution in signature Yankee Candle fragrances that offer five times the fragrance of a typical wax melt. They're room-filling fragrances, for the largest rooms in your home.



HOME FRAGRANCE:
Pre-Fragranced Reed Diffuser



Millefiori
M I L A N O



Millefiori is a leader in Reeds in Europe with the Naturals range. This new range will complement Naturals with a pre-fragranced option for consumers who don't want the risk of oil spills with their reeds.



HOME FRAGRANCE:
Fragrance Burst



Aerosol sprays are a quick, easy way to add fragrance to a room but are not attractive and need to be stored out of sight. Fragrance burst provides a decorative and easily accessible solution for a room spray.



HOME FRAGRANCE:
Fall 2019 New Fragrances – Flameless



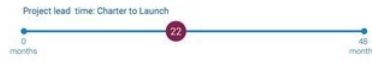
Yankee Candle is famous for high quality, true-to-life season fragrances. This program will introduce the latest fall fragrances to Yankee Candle home décor products.



HOME FRAGRANCE:
Winter 2019 New Fragrances – Flameless



Yankee Candle is famous for high quality, true-to-life season fragrances. This program will introduce the latest holiday fragrances to Yankee Candle home décor products.



OUTDOOR & RECREATION:
Bubba All in One Cooler



The Bubba "All in One" Cooler is the perfect hard-sided cooler for spending the day outdoors. Equipped with a cooler compartment to keep food and drinks cold, a separate dry storage compartment to keep items protected and secure and drop-down cup holders to keep beverages within reach.



OUTDOOR & RECREATION:
Coleman Mosquit-No Lantern



A lantern that emits citronella while turned on to keep mosquitos away.



OUTDOOR & RECREATION:
Contigo Autoseal Lux



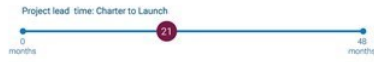
The new Contigo Luxe platform provides premium, sophisticated style and maximum performance. This product features patented Autoseal technology with an elevated, metallic finish.



OUTDOOR & RECREATION:
Contigo Adult Spill Proof Tumbler



A new Luxe platform that provides premium, sophisticated style and maximum performance. This product features a unique straw that is 100% spill-proof even when tipped or dropped. Similar to the Luxe Autoseal product line, it includes an elevated, metallic finish.



OUTDOOR & RECREATION:
Coleman Waterproof Backpack



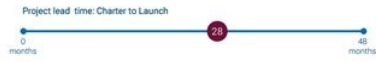
The Coleman Waterproof Backpack will deliver a product that allows consumers to protect technology and other goods from water. By having an integrated waterproof compartment, consumers will never have to worry about damaging their gear.



OUTDOOR & RECREATION:
Coleman 3-in-1 Light



A flashlight, lantern, and headlamp integrated into an all-in-one light source, allowing for wider usage in a variety of locations and situations.



OUTDOOR & RECREATION:
Coleman USB Cooler



120
OPPORTUNITY SCORE

H
RELEVANCE

H
DIFFERENTIATION

Staying connected while enjoying the outdoors just became a whole lot easier! The new Coleman USB cooler incorporates a USB charger for charging small electronic devices into a 60QT wheeled cooler.



OUTDOOR & RECREATION:
Coleman Rain Jacket Backpack



118
OPPORTUNITY SCORE

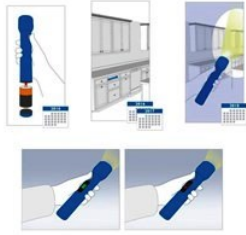
MH
RELEVANCE

H
DIFFERENTIATION

The Coleman Rain Wear Backpack allows consumers to protect themselves and their bag from varying weather while on the go. With the rain wear being integrated into the backpack, consumers will never have to worry about getting stuck in the rain unprepared.



OUTDOOR & RECREATION:
Coleman Anti-Corrosion Flashlights



127
OPPORTUNITY SCORE

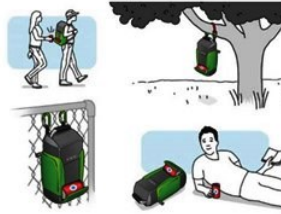
H
RELEVANCE

H
DIFFERENTIATION

A flashlight with a special coating in the battery compartment to prevent battery corrosion, giving the flashlight longer life. The Flashlight also includes a battery indicator allowing for replacement of the battery prior to the battery dying.



OUTDOOR & RECREATION:
Coleman Can Dispensing Cooler



108
OPPORTUNITY SCORE

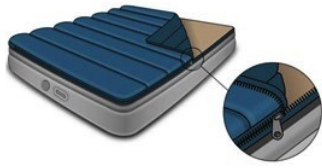
M
RELEVANCE

H
DIFFERENTIATION

The Coleman Can Dispensing Cooler is a soft cooler backpack that dispenses cans, making it easier than ever to grab a beverage on the go!



OUTDOOR & RECREATION:
Coleman 2-in-1 Sleeping Bag & Airbed



110
OPPORTUNITY SCORE

MH
RELEVANCE

H
DIFFERENTIATION

The Coleman integrated 2-in-1 Sleeping Bag & Airbed and Sleeping Bag & Camp Pad for an optimized outdoor sleep experience. The patented Coleman technology zips the sleeping bag onto the airbed and camp pad so campers will be able to enjoy a secure and comfortable night's sleep.



OUTDOOR & RECREATION:
Puddle Jumper Brand Refresh



120
OPPORTUNITY SCORE

H
RELEVANCE

H
DIFFERENTIATION

This project gives the Puddle Jumper brand the opportunity to refresh all designs and branding within the global market. By updating all regions at once, the brand will be able to launch with one unified look & feel with new and improved designs, packaging, and branding.



OUTDOOR & RECREATION:
Coleman Cooling Topper Airbed



111
OPPORTUNITY
SCORE

MH
RELEVANCE

H
DIFFERENTIATION

An airbed with a cooling gel topper to keep the sleeper cool throughout the night when camping outside.



OUTDOOR & RECREATION:
Coleman Multi Drink Jugs



127
OPPORTUNITY
SCORE

H
RELEVANCE

H
DIFFERENTIATION

A large jug that can dispense different drinks from different sections, allowing for multiple drink options in one container.



OUTDOOR & RECREATION:
Puddle Jumper Kickboard Life Vest



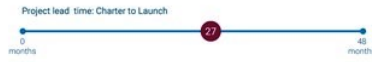
A life vest that comes with an attachable kick-board to encourage proper swim development and technique with young children.



OUTDOOR & RECREATION:
Coleman Solar Collection



A tent, shelter, and backpack with built-in, flexible solar panels to power an integrated lighting system, personal electronics, and more.



OUTDOOR & RECREATION:
Coleman AutoPitch Tent



120
OPPORTUNITY
SCORE

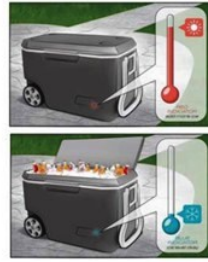
H
RELEVANCE

H
DIFFERENTIATION

A poleless tent with an integrated pump and pressure indicator that automatically inflates and deflates the tent with a push of a button.



OUTDOOR & RECREATION:
Coleman Optimal Temp Cooler

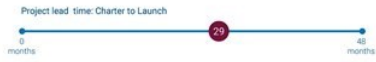


118
OPPORTUNITY
SCORE

H
RELEVANCE

H
DIFFERENTIATION

A cooler with an integrated temperature gauge to ensure food and beverages stay at their optimal temperature.



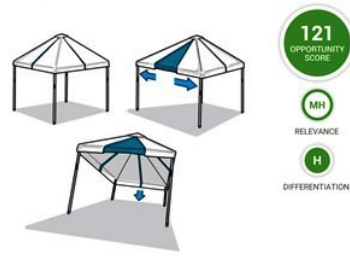
OUTDOOR & RECREATION:
Insect Repelling Tent



A tent that has a mosquito-repellant coating that keeps mosquitoes from flying into the tent, even when the door is open



OUTDOOR & RECREATION:
Adaptable Shelter



A shelter with a pole and canopy system that can be adjusted into different shapes, sizes, and heights, allowing for shelter set up in locations with limited or unique space constraints



OUTDOOR & RECREATION:
Rubbermaid 360 Travel Mug & Tumbler



The Rubbermaid 360 Tumbler line will deliver premium design aesthetics and intuitive functionality. Featuring a lid that allows for 360 degree drinking to take the guesswork out of sipping on-the-go, the bottles will be leak-proof and insulated for either hot or cold beverages.



WRITING:
Prismacolor Premier Graphics Refresh



This project will refresh all graphics (except markers) and merchandising. Prismacolor is a key player in the Fine Art category, known for its artist-quality products and wide color variety.



WRITING:
Automatic & Break Resistant Mechanical Pencil

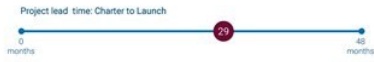


137
OPPORTUNITY SCORE

H
RELEVANCE

H
DIFFERENTIATION

The new Paper Mate Automatic and Break Resistant Mechanical Pencil is equipped with an auto-feed tip and loaded with a spring to absorb shock and prevent lead breakage. This new pencil will continuously feed lead while reducing lead breakage so writing never has to stop.



WRITING:
Woodcase Break Resistant Lead



137
OPPORTUNITY SCORE

H
RELEVANCE

H
DIFFERENTIATION

A break-resistant pencil designed with a reinforced graphite core that resists lead breakage even with heavy handwriting pressure and over-sharpening.



WRITING:
Sharpie Intense



129
OPPORTUNITY SCORE

H
RELEVANCE
H
DIFFERENTIATION

Sharpie Intense Permanent Markers deliver rich, vibrant colors that contrast against any background, including dark, translucent, and non-traditional surfaces. The highly saturated ink leaves a silky, smooth finish on surfaces such as black paper, plastic bags, glass, ceramic, wood and canvas.



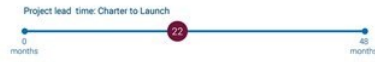
WRITING:
New and Improved EXPO Eraser



126
OPPORTUNITY SCORE

H
RELEVANCE
H
DIFFERENTIATION

New and improved EXPO foam eraser a new EXPO eraser cloth that will trade consumers up from disposable eraser alternatives. Using a new material that quickly and easily removes new and existing marks from dry erase surfaces significantly better than the current EXPO foam eraser.



WRITING:

Elmer's Launch in UK and France



This project continues to establish Elmer's brand in UK / France by offering a full range of core school glue items. This will build upon the 2018 launch that leverages the global slime trend.



WRITING:

Woodcase Grip Pencil



Woodcase pencils that feature a special texture along the full length of the pencil for a secure grip when writing.



WRITING:

Paper Mate Handwriting Note-Taking Pen



124
OPPORTUNITY
SCORE

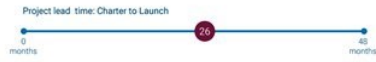
H

RELEVANCE

H

DIFFERENTIATION

The Paper Mate Handwriting Note-Taking Pen features two ink colors, allowing kids to write and underline important notes without having to switch between two writing instruments.



WRITING:

Elmer's Crafting Kits



116-119
OPPORTUNITY
SCORE

H

RELEVANCE

MH

DIFFERENTIATION

Elmer's crafting kits offer a great way for moms to bond and interact with their kids, move away from screen time, and develop physical and cognitive skills through crafting. Each kit contains all the ingredients for a Diorama, Sensory Bottle, 3D customer colored scene, or water colored painting.



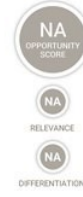
WRITING:
New Paper Mate Economy Pen



This economy pen will launch as the refresh of Paper Mate's Write Bros ballpoint to strengthen Paper Mate's presence in the value pen market. The additional benefit of an extra-long write life in retail will allow for stronger claims, and in the contract space, it will beat competitors on price.



WRITING:
Label Extension for Teens



An extension to phase 1 of the labeling platform for teens, this project will launch an assortment of patterned decorative labels that will aid in continuing growth for the brand with teens.



WRITING:
Krazy Glue Instant Wood Glue



125
OPPORTUNITY SCORE

H
RELEVANCE

MH
DIFFERENTIATION

Krazy Glue instant wood glue allows users to complete their wood working projects and repairs significantly faster than current wood glues. It sets in a fraction of the time (less than one minute) and eliminates the need to use bulky wood clamps. Sandable, stainable & paintable.



WRITING:
Prismacolor Hand Lettering and Sketching Sets



111
OPPORTUNITY SCORE

H
RELEVANCE

MH
DIFFERENTIATION

Capitalizing on the Hand Lettering & Sketching trends, Prismacolor Beginner & Advanced Hand Lettering/Sketching Kits will provide the perfect assortment of premium tools and instructional tips to empower artists of all skill levels to achieve their best work.



WRITING:
Elmer's Precision Glue for Adult Crafters

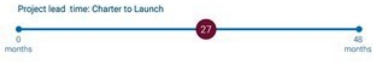


125
OPPORTUNITY
SCORE

H
RELEVANCE

H
DIFFERENTIATION

NEW Elmer's Precision Glue Applicator features a precise tip, making it easier to apply glue to small, detailed spaces, so users can complete even the most elaborate projects.



WRITING:
Embossing Range for Crafters



NA
OPPORTUNITY
SCORE

NA
RELEVANCE

NA
DIFFERENTIATION

This project will introduce an embossing range targeted specifically towards crafters and DIYers. It will include our existing Organizer Xpress embosser and existing embossing label colors in new packaging, as well as introduce new label colors.



WRITING:
EXPO Activity Board



124
OPPORTUNITY
SCORE

H
RELEVANCE

MH
DIFFERENTIATION

The EXPO Dry Erase Activity Board can transform any worksheet into a dry erase activity by slipping the paper into the transparent activity board. Now, teachers can reuse the same handout from one class to the next without needing extra copies.



WRITING:
DYMO LetraTag Refresh

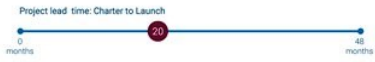


NA
OPPORTUNITY
SCORE

NA
RELEVANCE

NA
DIFFERENTIATION

Will introduce a new color variant of the existing LetraTag 100H, an assortment of labels in new colors and patterns, and a dissolvable label SKU in addition to a packaging refresh to existing LetraTag printers and labels.



Additional Information

In connection with Newell Brands' 2018 Annual Meeting of Shareholders, Newell Brands will file with the U.S. Securities and Exchange Commission (the "SEC") and mail to the shareholders of record entitled to vote at the 2018 Annual Meeting a definitive proxy statement and other documents, including a WHITE proxy card. SHAREHOLDERS ARE ENCOURAGED TO READ THE PROXY STATEMENT AND ALL OTHER RELEVANT DOCUMENTS WHICH ARE FILED WITH THE SEC AND WHEN THEY BECOME AVAILABLE BECAUSE THESE DOCUMENTS WILL CONTAIN IMPORTANT INFORMATION. When filed with the SEC, the definitive proxy statement and WHITE proxy card will also be mailed to shareholders of record. Investors and other interested parties may be able to obtain the documents free of charge at the SEC's website, www.sec.gov, or from Newell Brands at its website, www.newellbrands.com, or through a request in writing sent to Newell Brands at 221 River Street, Hoboken, New Jersey 07030. Attention: General Counsel.

Participation in Solicitation

The Company and its directors and executive officers may be deemed to be participants in the solicitation of proxies in connection with the 2018 Annual Meeting. The participants in the solicitation of proxies in connection with the 2018 Annual Meeting are currently anticipated to be the Company, Patrick D. Campbell, James R. Craigie, Debra A. Crow, Brett Kahan, Andrew Langham, Courtney R. Mathew, Michael R. Polk, Judith A. Sprague, Steven J. Strubel, Michael A. Todman, Ralph Nusslein, Mark S. Turchetti, William A. Burke, Bradford Turner, Henry (Clayton) Salya Yasin, High River Limited Partnership, Hopper Investments LLC, Barbary Corp., Kahan Partners Master Trust LP, Kahan Offshore LP, Kahan Partners LP, Kahan Onshore LP, Kahan Capital LP, Kahan Capital LP, Kahan Enterprises Holdings LP, Kahan Enterprises G.P. Inc., Beckton Corp. and Carl C. Kahan.

As of the date hereof, Mr. Crow beneficially owns 30 shares of common stock of the Company, par value \$1.00 (the "Common Stock"). Mr. Craigie beneficially owns 3,375 shares of Common Stock, which includes 1,594 shares held in trust, 797 shares each for the benefit of Mr. Craigie's children. Mr. Polk beneficially owns 1,262,702 shares of Common Stock, which includes 225,872 shares of Common Stock issuable pursuant to stock options and RSUs currently exercisable or exercisable or vesting within 60 days and includes 33,925 shares held in greater retained annuity trusts for the benefit of Mr. Polk's children and 47,303 shares held in trust by Mr. Polk's wife. Mr. Strubel beneficially owns 10,707 shares of Common Stock. Mr. Todman beneficially owns 64,649 shares of Common Stock. Mr. Nusslein beneficially owns 14,739 shares of Common Stock, which includes 25 shares held in a revocable trust by Mr. Nusslein's wife, 193 shares in an IRA and 14,739 held in a revocable trust. Mr. Turchetti beneficially owns 260,849 shares of Common Stock. Mr. Burke beneficially owns 175,949 shares of Common Stock. Mr. Turner beneficially owns 14,134 shares of Common Stock. Mr. O'Donnell beneficially owns 656 shares of Common Stock. As of the date hereof, Mr. Sprague and Mr. Yasin do not beneficially own any shares of Common Stock.

As of the date hereof, High River Limited Partnership has sole voting power and sole dispositive power with regard to 6,658,602 shares of Common Stock (including shares of Common Stock underlying forward contracts). Each of Hopper Investments LLC, Barbary Corp. and Mr. Carl C. Kahan has shared voting power and shared dispositive power with regard to such shares of Common Stock. Kahan Partners Master Fund LP has sole voting power and sole dispositive power with regard to 16,266,710 shares of Common Stock (including shares of Common Stock underlying forward contracts). Each of Kahan Offshore LP, Kahan Capital LP, Kahan Enterprises Holdings LP, Kahan Enterprises G.P. Inc., Beckton Corp. and Mr. Carl C. Kahan has shared voting power and shared dispositive power with regard to such shares of Common Stock. Kahan Partners LP has sole voting power and sole dispositive power with regard to 15,792,703 shares of Common Stock (including shares of Common Stock underlying forward contracts). Each of Kahan Onshore LP, Kahan Capital LP, Kahan Capital LP, Kahan Enterprises Holdings LP, Kahan Enterprises G.P. Inc., Beckton Corp. and Mr. Carl C. Kahan has shared voting power and shared dispositive power with regard to such shares of Common Stock. Mr. Brett Kahan has sole voting power and sole dispositive power with regard to 500,000 shares of Common Stock, including 200,000 shares of Common Stock beneficially owned by a charitable foundation controlled by Mr. Brett Kahan. As of the date hereof, Messrs. Campbell, Langham and Mathew do not beneficially own any shares of Common Stock.

Certain information concerning these participants also set forth in the Company's definitive proxy statement, dated March 30, 2017, for its 2017 annual meeting of shareholders as filed with the SEC on Schedule 14A and the Company's Current Reports, dated August 24, 2017, January 21, 2018, February 16, 2018, February 22, 2018 and March 15, 2018, as filed with the SEC on Form 8-K. Additional information regarding the interests of these participants in the solicitation of proxies in respect of the 2018 Annual Meeting and other relevant materials will be filed with the SEC when they become available.

Caution Concerning Forward-Looking Statements

Statements in these materials, other than those of historical fact, particularly those anticipating future financial performance, business prospects, growth, operating strategies and similar matters, are forward-looking statements within the meaning of the U.S. Private Securities Litigation Reform Act of 1995 and other federal securities laws. These statements generally can be identified by the use of words such as "anticipate," "estimate," "project," "target," "expect," "may," "should," "would" or similar statements. The Company cautions that forward-looking statements are not guarantees because there are inherent difficulties in predicting future results. In addition, there are no assurances that the Company will complete any or all of the potential transactions, and other initiatives referenced in this release. Actual results may 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:

- uncertainties regarding future actions that may be taken by Starboard Value LP (together with its affiliates, "Starboard") in furtherance of its stated intention to nominate director candidates for election at Newell Brands' 2018 Annual Meeting;
 - potential operational disruption caused by Starboard's actions that may make it more difficult to maintain relationships with customers, employees or suppliers;
 - the Company's dependence on the strength of retail, commercial and industrial sectors of the economy in various parts of the world;
 - competition with other manufacturers and distributors of consumer products;
 - major volatility in foreign exchange rates and consolidation of the Company's customers;
 - the Company's ability to improve productivity, reduce complexity and streamline operations;
 - the Company's 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;
 - risks related to the Company's substantial indebtedness, potential increases in interest rates or changes in the Company's credit ratings;
 - the Company's ability to effectively accelerate its transformation plan and explore and execute its strategic options;
 - the Company's ability to complete planned acquisitions and divestitures, to integrate Jordan and other acquisitions and unexpected costs or expenses associated with acquisitions or dispositions;
 - changes in the prices of raw materials and sourced products and the Company's ability to obtain raw materials and sourced products in a timely manner;
 - the risks inherent to the Company's foreign operations, including currency fluctuations, exchange controls and pricing restrictions;
 - a failure of one of the Company's key information technology systems or related controls;
 - future events that could adversely affect the value of the Company's assets and require impairment charges;
 - the impact of United States or foreign regulations on the Company's operations, including environmental remediation costs;
 - the potential inability to attract, retain and motivate key employees;
 - the resolution of tax contingencies resulting in additional tax liabilities;
 - product liability, product recalls or related regulatory actions;
 - the Company's ability to protect its intellectual property rights;
 - significant increases in the funding obligations related to the Company's pension plans; and
 - other factors listed from time to time in the Company's filings with the SEC including, but not limited to, the Company's most recent Annual Report on Form 10-K.
- The information contained in these materials 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.







Investing in our People



Own Grown | Career Progression | Career Planning | Leadership Development | Training and Skills Competencies | Recruitment | Diversity | SWAP Program | Culture and Engagement

We have invested heavily in developing our own people over the last 5 years with a view to being best-in-class. Not only is this well-aligned to the Newell Brands guiding principle of Own Grown but it also makes strong financial sense.

Own Grown:
We grow the people that own the future of our brands. Newell is a place where personal and business potential gets unlocked.

Develop and grow from within

We want people for the long term. We believe that's good for them, and we know it's good for Newell Brands. To be able to do this, we need a compelling proposition for our employees in the Development organization:



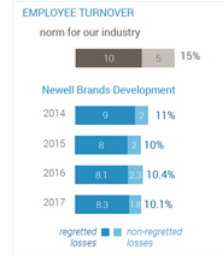
Career progression

We lay out a clear career progression, for careers across the function.

Time in role is closely aligned with companies that we compete with in the FMCG industries.

Employee Turnover

To help us understand the 'health' of our organization, we review employee turnover every month, and conduct regular, but less frequent, engagement surveys (see page 3).



MARKETING CAREER PROGRESSION



time in role by level
> 2-3 years | > 8 years | > 8 years | > 8 years

years of experience
2-3 years to Manager
10 years to Director
18-20 years to VP
26+ years to CMO

R&D CAREER PROGRESSION



time in role by level
1.5 years | 2 years | 3 years | 5 years | 8 years

years of experience
7 years to Leader
12 years to Director
20 years to VP



Career Planning

Career planning at Newell Brands is designed to ensure that every employee has a career plan with a clear understanding of their career progression.

Plans are managed by the **Functional Resource Committee (FRC)** and developed through a series of formal career discussions to identify an employee's next role, and their subsequent role(s), laying out the steps that will help them prepare for and achieve their career aspirations including the skills that they will develop along the way.

MARKETING	4 FRCs	career plans for 91 directors
R&D / QUALITY	2 FRCs	career plans for 45 directors

FRCs enable us to manage careers **COLLECTIVELY** and therefore **OBJECTIVELY**.

Skills Assessment and Training Curriculum

Our aim in our skills program is to:

- Define the skills needed to be successful at Newell Brands
- Set proficiency expectations based on career level
- Create a consistent framework for assessing skills across the organization
- Develop a cadence of assessing skills and highlighting development opportunities
- Provide robust training curriculum / development opportunities to enhance individual skills and organizational capabilities

Brand Development skills

We have just held the 4th annual Skills Assessment exercise for Brand Development, with 558 participants. Each year every marketer and their manager rate themselves on each of 23 skills areas that make up the 5 key capabilities (Insights, Brand Strategy, Innovation, Pricing and Activation) to identify any potential gaps in development.

R&D skills

Once the skills 'gap' has been identified, then a curriculum for the year is agreed upon and implemented.

Most of the training is facilitated internally.

in 2017
66 courses
1,372 people trained

Competencies

In addition to technical and professional skills, Newell Brands identifies 5 competencies that we aspire to in our approach to our work.



Leadership Development

We have a number of initiatives in place to develop and inspire our leaders of the future:

- **360 program:** providing feedback to help us support leaders through more objective and more focused individual development plans. Piloted with Directors, this program has now been extended to Senior Managers across Development.
- **Mentoring program:** pilot underway with 12 Directors (mentors) and Senior Managers (mentees) from different disciplines, geographies and backgrounds. A two-day workshop provided them with the tools and resources to help them establish a successful and fulfilling mentoring relationship. Plans to roll-out the program during the course of 2018.
- **Inspiring Leadership workstream:** the remit of this workstream is to develop leadership competencies within the context of the relevant function.



INNOVATION number of people trained in 2017 1,043 on GfM 1,043 on Networks 1,221 on Market Logic 443 on Concept Writing	DIRECTOR TRAINING WEEK 84 Directors	LEGACY JARDEN SKILLS WEEK 51 participants
	FIRST TIME MANAGER TRAINING 46 participants	IBP WORKSHOPS integrated brand planning pilot program with Writing and Home Fragrance

In Development, we have brought these to life by translating them into specific behaviors that we expect from people at every level.

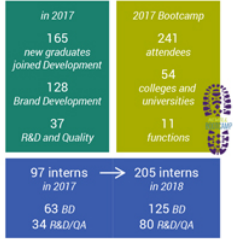
We've introduced competency guides for each function, with detailed descriptions and example behaviors for each work level. Feedback is provided against these competencies to help create a culture that raises performance.



Graduate recruitment and internships

Our graduate recruitment and intern program is aimed at attracting entry level talent in order to develop and promote from within at all other levels in the organization and reduce the need to recruit externally for talent at mid career.

New graduates start their training at **Bootcamp**: an intensive five day program aimed at a deep understanding of our company, our strategy, and our model.



And last year, our internship program ranked #4 in the top 100, nominated by current interns, in a survey by career website WayUp, ahead of Google, Facebook, GE, Apple, P&G, Nike and Unilever.

SWAP program

Our SWAP program offers Assistant and Associate level employees, generally 1-3 years in career, the opportunity of a short-term 4-5 month assignment changing places with a colleague from another part of the world.



The SWAP program began in 2015 in the Marketing function. By end of 2017 we will have had over 28 SWAP assignees in 8 cities, 6 countries and all 4 regions. The program is now expanding to R&D and Quality.

Through SWAP, we aim to accelerate the development of these high potential employees, increasing their global or regional business knowledge, giving them the opportunity to learn new work practices, enhance their language skills and cultural diversity, and help them develop a network across the globe.

Diversity in R&D - our partnership with SWE the Society of Women Engineers

In Brand Development, the ratio of females to males is 65:35. It was clear that an intervention was required for R&D.

In October, the R&D graduate recruitment team attended the SWE Conference and Job Fair in Austin, Texas. This is the world's largest conference and career fair for women in engineering and technology in the world. More than 15,000 women attended this year.



to date
20 interns
27 grads
hired through
SWE

Our booth attracted a lot of interest. We conducted 51 onsite interviews for associate level positions, as well as for interns. We received more than 500 resumes and our VP R&D Baby and Food participated in the plenary panel for 'Men as Diversity Partners: Being a Champion of Women in Engineering.'

SWE's mission: "Stimulate women to achieve full potential in careers as engineers and leaders, expand the image of the engineering profession as a positive force in improving the quality of life, and demonstrate the value of diversity"



Our strengthening partnership with SWE offers:

- major presence at the annual SWE conference
- year round posting of all R&D positions on the SWE national job site
- on-campus information sessions hosted by SWE
- participation in additional activities and SWE events on target campuses
- leveraging their Executive Training program for on-going development

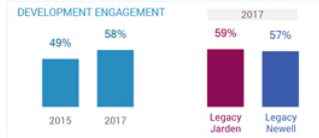
Culture and Engagement

The objective of the Culture and Engagement workstream is to build a connection-based Development culture around 4 key pillars:



With workstream champions on each campus, the team is responsible for a calendar of activities including brand showcases, monthly toasts, leadership lunches, forums to share best practices, a quarterly newsletter, as well as our participation in Newell Brands corporate events such as the Global Day of Service.

At the end of 2017 we undertook an engagement survey using external partners. The results, whilst pleasing, have provided the impetus for an even greater focus in 2018.



Additional Information

In connection with Newell Brands' 2018 Annual Meeting of Shareholders, Newell Brands will file with the U.S. Securities and Exchange Commission (the "SEC") and mail to the shareholders of record entitled to vote at the 2018 Annual Meeting a definitive proxy statement and other documents, including a WHITE proxy card. SHAREHOLDERS ARE ENCOURAGED TO READ THE PROXY STATEMENT AND ALL OTHER RELEVANT DOCUMENTS WHEN FILED WITH THE SEC AND WHEN THEY BECOME AVAILABLE BECAUSE THOSE DOCUMENTS WILL CONTAIN IMPORTANT INFORMATION. When filed with the SEC, the definitive proxy statement and WHITE proxy card will also be mailed to shareholders of record, investors and other interested parties who will be able to obtain the documents free of charge at the SEC's website, www.sec.gov, or from Newell Brands at its website, www.newellbrands.com, or through a request in writing sent to Newell Brands at 221 River Street, Hoboken, New Jersey, 07030, Attention: General Counsel.

Participants in Solicitation

The Company and its directors and executive officers may be deemed to be participants in the solicitation of proxies in connection with the 2018 Annual Meeting. The participants in the solicitation of proxies in connection with the 2018 Annual Meeting are currently anticipated to be the Company, Patrick D. Campbell, James R. Craigie, Debra A. Crew, Brett Icahn, Andrew Langham, Courtney R. Mather, Michael B. Polk, Judith A. Spieser, Steven J. Strobel, Michael A. Todman, Ralph Nicoletti, Mark S. Tarchetti, William A. Burke, Bradford Turner, Nancy O'Donnell, Sofya Tsinis, High River Limited Partnership, Hopper Investments LLC, Barbey Corp., Icahn Partners Master Fund LP, Icahn Offshore LP, Icahn Partners LP, Icahn Onshore LP, Icahn Capital LP, IPH GP LLC, Icahn Enterprises Holdings L.P., Icahn Enterprises G.P. Inc., Becton Corp. and Carl C. Icahn.

As of the date hereof, Ms. Crew beneficially owns 30 shares of common stock of the Company, par value \$1.00 (the "Common Stock"). Mr. Craigie beneficially owns 3,175 shares of Common Stock, which includes 1,594 shares held in trusts, 797 shares each, for the benefit of Mr. Craigie's children. Mr. Polk beneficially owns 1,353,392 shares of Common Stock, which includes 225,872 shares of Common Stock issuable pursuant to stock options and RSUs currently exercisable or exercisable or vesting within 60 days and includes 332,925 shares held in grantor retained annuity trusts for the benefit of Mr. Polk's children and 47,303 shares held in trust by Mr. Polk's wife. Mr. Strobel beneficially owns 30,707 shares of Common Stock. Mr. Todman beneficially owns 54,949 shares of Common Stock. Mr. Nicoletti beneficially owns 14,788 shares of Common Stock, which includes 25 shares held in a revocable trust by Mr. Nicoletti's wife, 193 shares in an IRA and 14,570 held in a revocable trust. Mr. Tarchetti beneficially owns 260,949 shares of Common Stock. Mr. Burke beneficially owns 175,046 shares of Common Stock. Mr. Turner beneficially owns 14,134 shares of Common Stock. Ms. O'Donnell beneficially owns 6,855 shares of Common Stock. As of the date hereof, Ms. Spieser and Ms. Tsinis do not beneficially own any shares of Common Stock.

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Statements in these materials, other than those of historical fact, particularly those anticipating future financial performance, business prospects, growth, operating strategies and similar matters, are forward-looking statements within the meaning of the U.S. Private Securities Litigation Reform Act of 1995 and other federal securities laws. These statements generally can be identified by the use of words such as "intend," "anticipate," "believe," "estimate," "project," "target," "plan," "expect," "will," "should," "would" or similar statements. The Company cautions that forward-looking statements are not guarantees because there are inherent difficulties in predicting future results. In addition, there are no assurances that the Company will complete any or all of the potential transactions, and other initiatives referenced in this release. Actual results may 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:

- uncertainties regarding future actions that may be taken by Starboard Value LP (together with its affiliates, "Starboard") in furtherance of its stated intention to nominate director candidates for election at Newell Brands' 2018 Annual Meeting;
- potential operational disruption caused by Starboard's actions that may make it more difficult to maintain relationships with customers, employees or suppliers;
- the Company's dependence on the strength of retail, commercial and industrial sectors of the economy in various parts of the world;
- competition with other manufacturers and distributors of consumer products;
- major retailers' strong bargaining power and consolidation of the Company's customers;
- the Company's ability to improve productivity, reduce complexity and streamline operations;
- the Company's 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;
- risks related to the Company's substantial indebtedness, potential increases in interest rates or changes in the Company's credit ratings;
- the Company's ability to effectively accelerate its transformation plan and explore and execute its strategic options;
- the Company's ability to complete planned acquisitions and divestitures, to integrate Jarden and other acquisitions and unexpected costs or expenses associated with acquisitions or dispositions;
- changes in the prices of raw materials and sourced products and the Company's ability to obtain raw materials and sourced products in a timely manner;
- the risks inherent to the Company's foreign operations, including currency fluctuations, exchange controls and pricing restrictions;
- a failure of one of the Company's key information technology systems or related controls;
- future events that could adversely affect the value of the Company's assets and require impairment charges;
- the impact of United States or foreign regulations on the Company's operations, including environmental remediation costs;
- the potential inability to attract, retain and motivate key employees;
- the resolution of tax contingencies resulting in additional tax liabilities;
- product liability, product recalls or related regulatory actions;
- the Company's ability to protect its intellectual property rights;
- significant increases in the funding obligations related to the Company's pension plans; and
- other factors listed from time to time in the Company's filings with the SEC including, but not limited to, the Company's most recent Annual Report on Form 10-K.

The information contained in these materials 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.



Advertising and Communication



Effective Advertising - Our Approach | Pre Test Results | 15 Second TVCs | Websites and Apps
 Agency Partners | How We Use PR and Social

In 2013, and again in 2016, we were confronted with brands and categories using multiple (hundreds of) agencies across the advertising media and promotional spectrum. The end result of this was poor quality and expensive advertising.

As a consequence we centralized creative development to one agency and media to one agency, ensuring that we were an important client. This allows us access to much improved creative resource and at reasonable rates.

Our approach to effective advertising

Creating advertising that will resonate with our consumers is a fine balance of creativity and insights. The key is to root the creative in meaningful insights. Getting this right, means a collaboration between Brand, our global creative agency of record J. Walter Thompson (JWT), and CMI.

Our starting point is a clear advertising brief created by the brand team, building on insights from CMI using concept results, innovation work and strategic consumer learnings.

We invest heavily in training our Brand teams on judging and evaluating advertising. We also believe that the best advertising is a result of a partnership with our agency, that is formed through a clear and compelling brief.

Testing our advertising

Testing with consumers is essential in the advertising process. Depending on needs, there are different approaches:

1. Qualitative work.

In an ideal world, all advertising ideas would be explored with consumers before moving to executions, because early input generally leads to a stronger execution. To-date, this work has typically been done when we are trying to land a major campaign and/or it becomes clear that there are gaps in our understanding (eg how consumers will react to a particular idea, style, use of language, or just different ways we could bring it to life).

2. Quantitative work.

Once the ad idea is brought to life as an execution (through animatic or print depending on objectives), the team aligns on what will be submitted for a LINK test. This is a quantitative test among our target consumers that helps us predict how our ad will perform in-market.

Action standards are put in place, based on GKM guidelines and the research brief (main message). These action standards guide us as we determine if it's an ad we want to pursue further. In addition to action standards, Link captures a robust set of measures and insights that will help optimize the ad further (if needed).

DYMO 'Three Little Labels' ad
 The ad idea brought to life in an animatic:

The LINK ad test results:

ACTION STANDARDS	
THREE LITTLE LABELS	
Branded Breakthrough (AI) - based on DYMO Top 30% for AI = 6	6 ✓
Branded Linkage - based on DYMO at least meets or exceeds the norm for Parent Branding = 4.09	4.07 ✓
Key Benefit Top 30% for Total Spontaneous Communication of Key Benefit = 45%	67% ✓
LT Adj Persuasion Score - based on DYMO Mobile Labeler Top 30% LT Adjusted Persuasion = 2.88	3.22 ✓

RAINBOW BOX PERFORMANCE

There is much evidence that advertising executions don't always travel well. To this end, we test ads in different countries to ensure that they are effective in changing behaviour.

ADS TESTED IN MULTIPLE COUNTRIES, 2013-2018	
Ink.Joy/Spirograph	US, Thailand
Sharpie Roommates/Flatmates	US, Mexico, France, UK, China, Thailand
Ink.Joy 50 Fingers	US, China, France, Thailand
Ink.Joy Cat Rub	US, China, Thailand
Yankee Candle Valentine's Day, Holiday/Christmas, Fall/Autumn, Mom's Day, Anniversary, Birthday	US, UK
Rubbermaid Airlock	US, UK, ANZ
Rubbermaid Freshworks	US, UK, ANZ
Car Seat Dance	US, UK

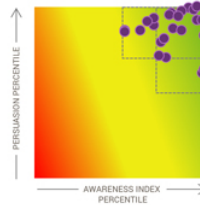


How effective is our advertising?

We've made significant improvements to the quality of our advertising since 2013.



ADS AIRED 2013-2017 tv and print



The 15 second TV ad

Most companies use on average 30 second tv spots. However, we believe, based on empirical data, that this is wasteful, and that a 15 second ad can be just as effective in changing behaviour but, obviously, twice as efficient.

Refreshing our websites

A project is underway to redesign key Newell Brands websites to better reflect our branding, allow access to our sites on mobile devices, give consumers the opportunity to purchase products quickly and effectively from us or our customers, re-platform the sites so we can efficiently maintain them and, overall, exceed the expectations of our customers and consumers.

redesigned websites for Graco and Baby Jogger launched in April 2017
refreshes for Paper Mate, Sharpie, Elmer's, Expo and Prismacolor followed

Get outdoors with the Coleman app



Just released, the Coleman Get Outdoors app makes it easy for you to go camping with your friends and loved ones.

Find stunning campsites, delicious recipes, expert gear recommendations and get advice from camping pros. We want to make your next outdoor adventure an amazing one.

Developed in 6 months, this is our second app. With the Coleman app, we aim to:

- deliver product information relevant to a consumer's chosen outdoor activity
- increase trial of Coleman products
- drive brand engagement through the app to owned and earned platforms
- create a Coleman community that is inspired and confident to spend more time outdoors
- create loyalty and build trust in the Coleman brand and products as the ones that enable lasting memories



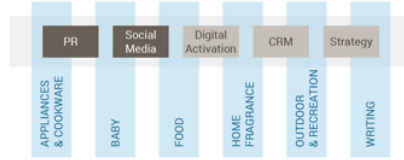


The value of PR & Social Media in the marketing mix



Supporting the business

PR & Social Media teams sit within Marketing Operations, which supports brands centrally.



PR & Social Media offer consumer driven support across the Newell Brands portfolio. In 2017, our brands enjoyed unprecedented publicity as a result of best in class campaigns

in 2017 ...



Current PR & Social partners

- Cohn & Wolfe** – Our PR Agency of Record responsible for developing annual PR plans, executing those plans, and providing regular monitoring reports.
- JWT** – Consulted with top-tier or celebrity 360-campaign influencers, particularly when video content is generated.
- Splash** – Responsible for nearly advertising video production.
- PHD** – Responsible for paid media.
- Edelman** – Responsible for issues management.
- Social Native** – Tool used by the social media and PR teams to run influencer programs.

What we measure: PR & Social KPIs

Impressions = The number of times the coverage or content was seen.

Placements = The number of media hits secured. Placements include blog posts, influencer social channel posts, online articles, print articles, and TV broadcast placements.

Message Penetration = How often our designated messaging appeared in the media coverage.

Share of Voice = How much our brands are mentioned in the media vs. our competitors.

Sentiment = Whether coverage and content was positive, negative, or neutral.

Engagements = The number of consumers who took action on a post (Likes + comments + shares + retweets + @replies + clicks)

Paid CPM = Cost per thousand impressions of paid social media

Demand Generation = Driving conversion to brand.com



Best in class PR & Social programs

The PR and Social Media teams have conducted award-winning communications programs for Paper Mate, Sharpie, Newell fishing brands, Yankee Candle, and more.

Sharpie named the most "amazingly creative" Instagramming brand

Sharpie's Instagram account truly allows you to see what you can do with the product. Many posts are motivational and others are simply beautiful. The account also posts drawings made from Sharpies for holidays and other seasonal events.



Yankee Candle opens its first SoHo Pop-Up Shop

earned media coverage in 72 outlets to drive 301 million impressions

"Immerse yourself in scented candle bliss at this Yankee Candle pop-up"



19 million social media impressions and 952K engagements, 1.9 million video views

EXTERNAL RECOGNITION

Our PR and Social Media teams were recognized recently by the Public Relations Society of America (PRSA) and the SABRE Awards for their work.



Paper Mate: Stop Smears, Spread Joy with Paper Mate InkJoy

- Sabre Award for as the best Marketing to Youth campaign
PRSA Georgia Award of Excellence Events & Observances - More than Seven Days

- Sharpie: Sharpie Extreme: Launching a Brand From 20,000 Feet
PRSA Georgia recognition for Marketing Consumer Products - Packaged Goods
PRSA Georgia Phoenix Award, top scoring entry for category

- Yankee Candle Gets Personal with Fans
PRSA Georgia Award of Excellence from PRSA Georgia for Marketing Consumer Products - Non-packaged Goods

Baby Jogger lands a placement on Good Morning America

The PR team worked with The Wirecutter, a New York Times-owned review site, to provide information needed to rank the City Mini as the best full-size stroller.



wirecutter



37.2 m impressions

The coverage was so credible that it was picked up by several other news outlets - including Good Morning America.

Elmer's launches Glow-in-the-Dark Glue

results from March 1-7 launch:

- 80.5 million impressions from earned media
203,139 organic social media impressions
40,205 organic social media engagements
5,000 new followers in less than a week
nearly 6.7k views on our profile (average is 1-1.5k)

RED TRICYCLE

You Can Now Make Glow-in-the-Dark Slime with Elmer's Newest Product



Sharpie finds an authentic spokesperson in Jason Wu

influencer partnership:

- sponsored dinner at NYFW
media event with target editors and influencers
custom social media content posted on Jason Wu's channels
brand video with Jason Wu professing his love for Sharpie
brand coverage in ...



+50m impressions

VOGUE, EDECOR, FASHIONISTA

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Accelerating Innovation

How we Manage the Innovation Funnel | Shape and Quality of the Funnel | Concept Testing | Revenue from Innovation | Accelerating the Funnel | Action Standards

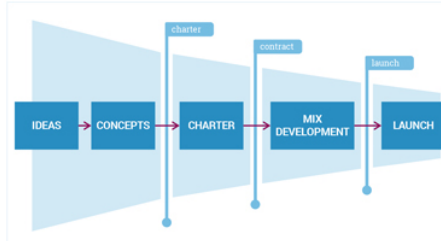
Newell Brands uses a conventional three-stage and gate funnel approach for managing innovation. Over the past five years this has been refined as the volume of ideas has increased dramatically. The amount of innovation required has been set at 30% of revenue over a three year period. Funnel values are discounted to take into consideration risk in the funnel and success once launched. These rates are reviewed every 6 months. Different substitution factors are applied.

The Newell Brands innovation funnel

Almost all the ideas that enter the funnel are quantitatively tested prior to passing the cart stage of the funnel.

Action standards (hurdle rates) are raised as projects progress through the funnel. Time to market and delays to launch are monitored frequently.

Success rates (that impact funnel value) are updated frequently.



How we manage our innovation funnel

At the center of our funnel management process is the Gatekeeping Meeting. GKM – a single, corporate gate keeping meeting where leaders from Development (Marketing, CMI, R&D), Delivery (Sales, Supply Chain) and Finance agree on the flow of projects through the funnel.

Additionally, the MNM and BDM meetings are monthly stakeholder meetings that provide visibility and ensure alignment on key decisions as projects progress through GKM.

MONTHLY NETWORK MEETING MNM	BRAND DEVELOPMENT MEETING BDM	GATE KEEPING MEETING GKM
<p>MNM provides detailed project updates, highlighting any network concerns, risk mitigation plans, and resource issues.</p> <p>Teams should highlight any projects planned for the next GKM.</p> <p>Delivery functions should be in attendance for visibility to any issues affecting launch.</p> <p><i>monthly</i> co-chaired by S/VP Brand Development, VP R&D, and PMO lead</p>	<p>BDM serves three main purposes – reviewing the quality of innovation funnel, sharing mid-long term opportunities/ideas, and providing key updates on GKM projects.</p> <p>Teams should highlight any areas of concern, align on key decisions, and escalate any issues that put a project at risk.</p> <p><i>monthly</i> chaired by Chief Development Officer</p>	<p>The role of the GKM is to:</p> <ul style="list-style-type: none"> ensure that the value and balance of the innovation funnel meets Newell's growth requirements approve the passage of projects through the funnel only CDI and some CDO projects go through GKM <p><i>monthly</i> chaired by Chief Development Officer</p>

Types of innovation

We classify our innovations into three types:

- Build the Core
- Expand the Core
- and Disrupt the Market





Shape of the innovation funnel

Over the past five years, we have shifted our innovation funnel to focus on fewer, bigger, more impactful innovations and away from the many small, short shelf-life innovations that were diverting scarce resources.

Our funnel management process is designed to get us to Big Hit innovations, a better balanced funnel, still incorporating some near term renovation, and the best possible allocation of limited resources.

We are now applying the same rigour to the Legacy Jarden businesses – a way to go yet, but we're making good progress.

SHAPE OF THE FUNNEL

number of projects

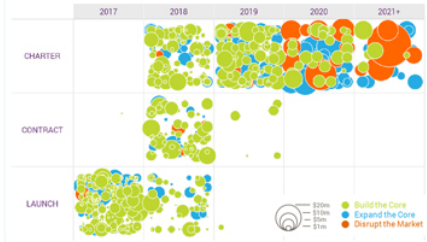
	NRG 2013	NRG Q4'16 2017*	Q4'17 funnel 2017*
very large	8	66	307
large	1	138	119
medium	64	340	452
small	307	22	328

Quality of the funnel

We strive for more, better quality projects, and further out – our innovation funnel is already filling up for 2022 and beyond.

The projects typically would require a greater contribution from R&D.

MORE PROJECTS AND FURTHER OUT



We are achieving a better balance of funnel in terms of consumer benefits and technological advance, with more **Disrupt the Market** projects than ever before.

In looking at this balance, it is important that revenue aligns with both the contribution from technology and the impact on the consumer.

A BETTER BALANCE OF THE FUNNEL



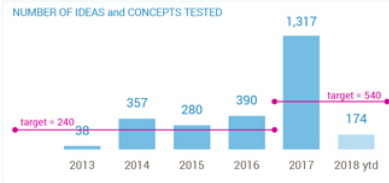


Ideas and concepts

Ideas and concepts allow us to capture the essence of new products and services in order to validate them with consumers prior to full product development and commercialization.

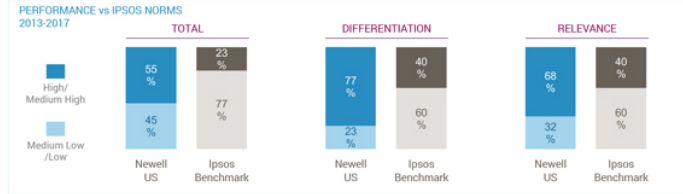
A strong concept is the blueprint for successful product claims, design and communication brief development.

The number of concepts we test per month has accelerated significantly over the last five years, and we are stretching – and achieving – the targets we set, in order to accelerate our innovation rate.

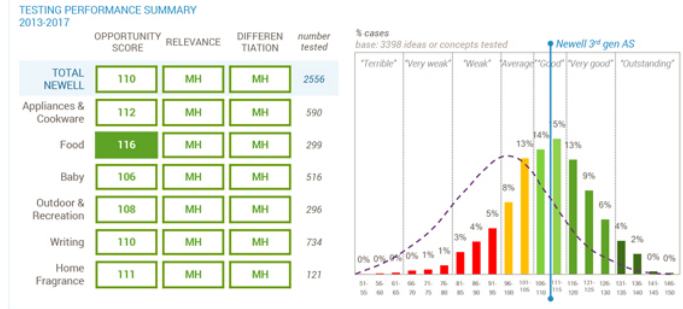


How good are our concepts?

We judge the strength of our concepts by how relevant they are to our consumers, and how differentiated they are in the consumers mind from other products on the market. Compared to the industry benchmark, our concepts achieve outstanding scores.



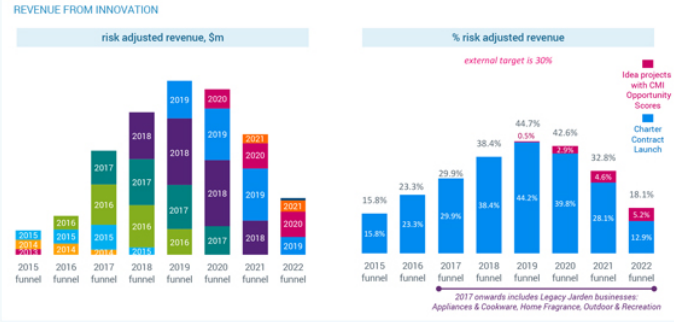
The table immediately below shows concept scores for each Category, whilst the chart bottom left shows the distribution of results relative to the Ipsos database. Our third, and most challenging, set of action standards, introduced in late 2017, appears as the blue vertical line.





Revenue from innovation

Our external benchmarks for innovation have been set at 30% of revenue over a three year period, and this shown below, is adjusted for risk in the funnel and at launch.

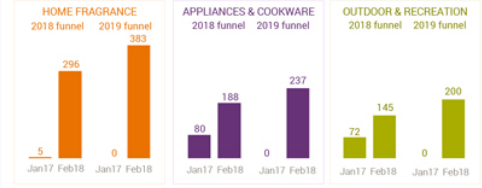


At the start of 2017, legacy Jarden funnels were focussed on short-term projects, with nothing in the funnel for 2019.

Significant progress has been made since then.

For example, in just 12 months, our Appliances & Cookware team conducted 8 ideation sessions, generated 4,000 idea fragments, and tested 500 concepts (165 of them global) with a 60% pass rate.

ACCELERATING FUNNEL REVENUE



Action standards – we're raising the bar

Concept testing of our innovations is a cornerstone of our approach to brand and product development. We have established a track record of setting increasingly progressive stretch targets, or **action standards**, for the concepts we test.

In 2014, and again at the end of 2017, we raised the bar on the standards we set ourselves, and more importantly, on the quality of the solutions we bring to our consumers.

By making this change, we stretch ourselves to deliver even stronger ideas leading to bigger, better, more successful and impactful innovations.

In doing so, not only will we surpass the expectations of our consumers and contribute even further to the success of Newell Brands, we will also build towards our vision of becoming the best Development organization in the world.

ACTION STANDARDS: OPPORTUNITY SCORE

	pre 2018	2018
CHARTER		
Build the Core	90	105
Expand the Core	95	110
Disrupt the Market	105	120
CONTRACT		
Build the Core	105	110
Expand the Core	110	120
Disrupt the Market	115	130

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- changes in the prices of raw materials and sourced products and the Company's ability to obtain raw materials and sourced products in a timely manner;
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- the resolution of tax contingencies resulting in additional tax liabilities;
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Creating a Consumer Centric Organization

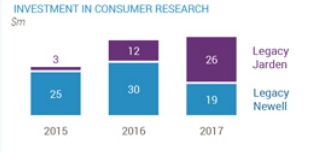


Investment in Consumer Understanding | CMI | Consumer Connects | Strategic Studies | Agency Partners
Global Studies | Knowledge Cube | Market Logic | Shopper Research | Market Mix Modelling | Trends

One of the most fundamental changes in our company, in 2013 with legacy Newell, and again in 2016 with Jarden, has been the move to a consumer-focussed organization.

Investing in consumer understanding

Understanding the consumer is at the heart of everything we do in Newell Brands. Over the last five years we have invested heavily to improve our knowledge of consumers and shoppers across all categories.

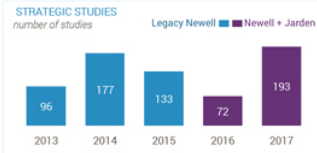


in 2017

- >400 consumer studies across all Divisions
- collected data from 360,000 consumers
- qualitative interviews with >1,000 consumers

Getting our Legacy Jarden businesses up to speed

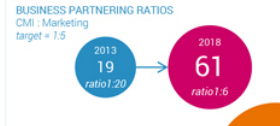
When Jarden joined us in 2016, we invested early in understanding the Appliances and Home Fragrance categories. This was a key factor in helping us to fill the innovation funnel rapidly.



To achieve this, we have made significant investment in research and capabilities, in order to provide the insights necessary for success.

CMI - our Consumer & Market Insights function

Key to a consumer centric organization is an independent Consumer Insights function that partners our Divisions and acts as the voice of the consumer in all our innovation projects. We have built a world class CMI team, from 19 people in 2013, to 61 today providing effective partnering for the marketing organizations.



Connecting with our consumers

We travel around the globe to hear directly from consumers and to observe how they live, learn, work, and play.

A few examples from 2017 include:

- Exploring suburban London consumers' existing associations with the Rubbermaid and Sistema brand names, to guide Newell's food storage strategy in the UK market
- Qualitative concept co-creation for InkJoy Reynolds in India
- Focus groups and in-home ethnographies to explore technical and outdoor apparel features in NYC, Minneapolis, and Denver
- Camping ethnographies in Japan, Australia and the USA to understand unmet needs, pain points and current workarounds

since 2013 we've talked to **1 million** consumers

Agency Partners

Market Perceptor	Ipsos
Brand Perceptor	Ipsos
Habits & Usage	Ipsos or TNS
Needscope	TNS
Idea/Concept Testing	Ipsos
Product Testing	Ipsos
Package Testing	Ipsos or PRS
Ad Testing	Millward Brown
Shopper Understanding	Ipsos
Omnichannel Shopper	Ipsos/Kantar
Market Sizing	EMI

We adopt the best techniques available, with the right degree of validation, always making sure the techniques span categories and countries allowing comparisons to be made. Consolidating budgets among fewer suppliers allows further efficiencies.



A global approach to consumer understanding

We've built up our knowledge base not only in the US but in all the regions in which we operate. It's not a given that consumers behave the same way across regions, countries or even cities within a country. Understanding the differences in our markets and in our consumers creates further opportunities for us to build our brands and categories.

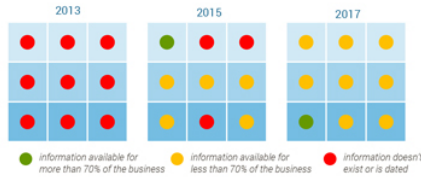


How are we doing? - the Knowledge Cube

We regularly assess our understanding of the consumer against 9 criteria, shown in our Knowledge Cube. We do this for each category and sub-category, and use the results of the analysis to guide us in where we need to improve and invest further.

consumer lifestyle	consumer as shopper	consumer and media
market definition	market habits	market drivers
brand image	brand delivery	brand communication

At an aggregate, company level, our knowledge of the consumer has improved over the last five years, but we still have a way to go as we bring the legacy Jarden businesses up to speed.



Market Logic - a repository for our consumer insights

Market Logic is a workflow and central repository tool which has been adopted by Newell Brands in order to move efficiently and collaboratively as an organization as it pertains to innovation, advertising, and consumer insights.

Market Logic has a robust and customizable approval system capability to allow Newell Brands strong governance over all of its consumer facing assets and brand planning activities.

Having these approval governances ingrained into our processes enables us to ensure that the appropriate cross functional feedback is being considered, that we are being transparent in our dialogue, and most importantly that decisions are being funneled to the appropriate level of responsibility.

In addition to being a workflow and governance tool, Market Logic serves as a repository for research materials and historical approved work.

The research and documents stored in the system are used by the Development team as a way to better understand their consumers and shoppers, and serves as a resource to inform future innovations and decisions.

All Research studies are routed, approved and housed in Market Logic to create a consumer insights repository for all of our brands.





Omnichannel shopper understanding

Inspired by the current macro trends of consumer focus on health and wellness, as well as the growing role of technology/social media in healthy home cooking, the CMI Brand Building team interviewed shoppers to understand their omnichannel approach to purchasing (or not purchasing) cookware.

We interviewed eCommerce shoppers/intenders in Atlanta and Denver in a quant + qual longitudinal study spanning three months, and learned that shoppers are often inundated with information, particularly when searching online where selections are seemingly endless.

OMNICHANNEL RESEARCH

the arduous journey sometimes leaves the shopper uninspired, and they actually spend fewer \$ than they'd planned or abandon their cart altogether



The Omnichannel Shopper Framework is a phased, modular research approach that identifies shoppers that are "in the market" and are on a path to purchase.

Outcomes allow Newell Brands to optimize efforts across brick and mortar and digital channels by providing an integrated behavioral and attitudinal understanding of the shopper journey.

THE SHOPPER JOURNEY



Market Mix Modelling, MMM

Understanding the drivers of POS growth is critical and we continue to invest in MMM.

Over the last few years we've carried out studies for a number of different categories and brands:

FORMAL MMM WITH THIRD PARTIES:

2014	Food Storage
2015	Paper Mate InkJoy
2016	Sharpie
2018	FoodSaver

INFORMAL MMM WITH INTERNAL MODELERS:

2017	Home Fragrance Baby Amazon
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Trends

Our ability to predict the future is critical to our success. All the more so given that we can be working on projects 3-4 years out. It's important that we try to get a clear sense of where consumers and shoppers will be in 2022.

We partner with several agencies to ensure we have the best picture possible of what the future may hold for us.

We established a Trends Team to work with business partners in identifying relevant trends and embedding yearly US and global consumer survey results across the Divisions.

TRENDS ACTIVITIES



Monthly Webinars
each month focusing on a new trends topic

Monthly Trends Newsletters
distributed to Development & Delivery teams

Consumer Culture Share
events that give employees the opportunity to learn about a different culture

Bi-annual in-person presentations
on a hot trends topic
live presentation and webex

Built custom Kantar Futures Gateway site designed just for Newell Brands
Kantar Futures >600 accounts

Custom Questions built into US & Global Surveys
for different categories

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Building Research & Development

Intellectual Property | Tech Talk Technical Ideas Database | Product Lifecycle Management
Testing Capabilities | Laboratory Buildouts

Over the course of the last five years, we've made enormous strides in building our R&D function. We have invested in up-skilling our workforce with more PhDs, specialists, and scientists than ever before, strengthening our depth of expertise

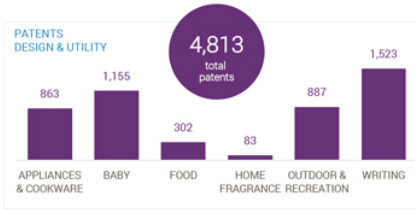
in core areas of technical development. The right people with the right development tools and world-class laboratory facilities makes R&D a core strategic area for delivering on all of our growth initiatives.

Intellectual Property

We have benefited over the last five years from increased rigor, tools, and knowledge in the area of intellectual property (IP).

Improved operating rhythms, tools, templates, training curriculum, analytics, and strategic alignment are all required to elevate our use of IP for opportunity scouting, landscaping, infringement avoidance, and bolstering protection of our innovation investments.

This year we also held our first IP Awards ceremony where we celebrated and honored the creativity of all inventors who received a patent grant in 2017.



Tech Talk

Tech Talk is an idea database designed, developed and implemented by Newell engineers in 2017. It is used to store new innovative ideas, technologies and trends related to the Newell Brands businesses discovered through our research. This resource ensures we keep up-to-speed on outside world technology advances and gives us the opportunity to cross-fertilize ideas across product categories. Each day ends with an email blast "Tech Talk Daily Summary".

Since the inception of the program, there have been over 12,000 visits to the site, with many innovation sources and leads for new product development technology.

PLM (Product Lifecycle Management) through Windchill Implementation

A robust product and packaging specification and change management system frees trapped capacity, reduces risk, eliminates redundancies, speeds up quoting and implementation, facilitates employee movement, and improves product quality. This has been a key priority for Newell Brands R&D over the last five years.

PHASE 1

At the start of 2017, Windchill was implemented and standardized across all Legacy Newell R&D, with a resulting estimated saving of **\$11.2M/year** through:

- improved sourcing productivity gains
- lower spec-related quality costs
- obsoleting duplicate IT systems
- lower legal discovery costs
- speed to market / speed to savings
- increased vendor non-conformance payback

PHASE 2

We are now in Phase 2 of this transformational project to embed into Jarden the harmonized specification system and change management processes deployed in legacy NWL.

some Tech Talk examples ...

TECH TALK since launch 8 months
292 submissions
80 people submitted
12,282 visits to the website
MULTIPLE innovation leads for npd



Keego water bottle uses squeezable titanium in place of plastic

Carbon harnessing light and oxygen to produce objects from a pool of resin

RFID technology to quantify and track liquids and bulk goods

Phase 2 Objectives:

STANDARDIZE

- create and manage harmonized specs, data storage, test requests, and engineering change approval processes across a widely disparate set of Jarden businesses within the Development & Delivery organization.
- transition Jarden to Creo 3D CAD software.

ELEVATE

- implement new best practices for BOM creation, document storage and control, GKM process adherence.

OPTIMIZE

- continue refining the Windchill environment both in legacy Newell and during onboarding of legacy Jarden divisions.

UPGRADE

- develop vendor specification portal
- update to newest Windchill version

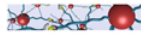


Testing capabilities: our Materials Testing Lab, Huntersville, NC

Accelerated investment in our testing and prototyping capabilities has unlocked great opportunity as our new product development funnel increases year over year with innovation that is "high and to the left" of our Consumer Technology Matrix. These programs are the most technically complex, the most radical, to develop, and drive the highest sustainable competitive advantage through proprietary technology.

Featured here are three sets of key materials characterization testing capabilities: Polymers and Plastics, Coatings and Surfaces, Metals and Textiles, as well as 3D Prototyping capability and the 2017 Rapid Prototyping pilot program.

POLYMER & PLASTICS



Our capabilities include:

- FT-IR, Nicolet 380 with Continuum Microscope
identification of plastic samples eg competitive benchmarking, quality concerns, analysis of failure and contamination.
- Thermogravimetric Analyzer TGA
moisture content, filler percentages, degradation studies and chemical bond analysis.
- Differential Scanning Calorimeter DSC
contamination percentages, copolymer identification, melting and crystallinity points.
- Thermomechanical Analysis TMA
supplements DSC in determining glass transition temperatures that might be hard to analyze with the DSC.
- Capillary Rheometer and Melt Flow Indexer
predicts the viscosity of a material which corresponds to the extrusion and injection molding process, evaluates shear effects.
- Keyence 3D Digital Microscope
magnification up to 5000X, observe any object entirely in focus with 3D full color image capabilities.

COATINGS & SURFACES



Our capabilities include:

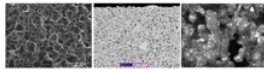
- Profilometer: Keyence VK-S1100 Laser Confocal Microscope
images topological surface profiles in 3D, measures surface roughness, linear roughness and other geometrical surface features such as the angle of a knife blade edge.
- Ramehart Model 290 Coniometer
measures liquid droplet contact angle on solid surfaces, can determine liquid surface tension and/or substrate surface energy.
- Scanning Electron Microscope
charges the surface of a sample, back scattered electrons are captured to take images up to 300,000x magnification; uses include images of metal, textile or plastic surfaces.
- EDS (Energy Dispersive Spectroscopy)
performs elemental analysis on a selected area within a SEM image; uses include most materials and composites - metal, sandpaper, velcro, marker ribs etc.

METALS & TEXTILES



Our capabilities include:

- Microhardness
determines hardness of a metal, used as a surrogate for strength, ductility and wear resistance, uses include measurements on cutlery after heat treatment to determine supplier quality, evaluating case hardness, change in hardness due to welding.
- Spectro MaxX Spectrometer
determines the exact grade of metal; uses include evaluating new supplier grades, competitive benchmarking and quality control.
- Scanning Electron Microscope with EDS Attachment
uses include images of metal, textiles, and other substrates.
- Optical Microscope: Zeiss Stereoscope
magnification up to 50x; uses include taking images of large fractures, defects on a material surface, textile samples, general purpose sample identification.



left to right: quench crack, carbide surface, and a metallic rib sample

3D PROTOTYPING



- Our 3D Prototyping Council ensures that in this rapidly changing environment, Newell Brands is leveraging relevant, new technologies in the support of its new product development.
- A pilot program in 2017 placed 10 Rapid Prototyping printers (Stereolithography and Fused Deposition Modeling) in six of our R&D hubs. In five months, over 2,500 parts were printed and tested for form, fit and ergonomics.
- Having a common technology across brands allows for easy sharing of files, development of best practices, and repeatable part quality regardless of location.
- The printers are valuable tools for engineers to allow for faster prototyping and more iterations.

our 3D-prototyping capabilities:

- bending • bench • painting
- material prep • manual milling
- manual turning • shear/punch forming • welding • grinding • EDM
- CNC machining • CNC turning
- drilling • molding • sawing





World-Class Laboratory Facilities

Significant investment in laboratory facilities for product, materials, and packaging testing and analysis has been ongoing for 5+ years. In 2017, we started the build-out plans for Appliances & Cookware, Home Fragrance, Writing, Materials and Packaging in support of new product development, Quality Assurance, and VAVE productivity initiatives.

CENTRALIZED PACKAGING TEST LAB, HUNTERSVILLE, NC



A \$3.5M 6K sq ft centralized packaging testing and prototyping lab is being built out with new capability to drive world-class, consumer delighting, packaging innovation.

This Huntersville, NC based lab will support all six Development & Delivery divisions plus our e-Commerce division for Newell Brands, and is located where our of the 70+ person packaging team resides.

The lab will enable rapid package prototyping for early innovative concept evaluation and throughout the development process, quality and compliance testing for structural development and all channel/customer specific packaging requirements.

Capabilities cover the full array of packaging material, prototype, and transit performance testing for any distribution mode using International Safe Transit Authority (ISTA) compliant test methods.

We are also on track to be the first consumer products company to self-certify with Amazon.

WRITING LAB CHENNAI, INDIA

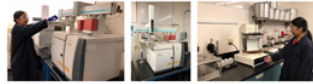


A \$2M, 10K sq ft facility in Chennai, India is now up and running to support our growing market in pens as we revitalize the Reynolds brand. The hub will have 62 R&D employees, a mechanical lab, chemistry lab, and test facility.

India provides access to highly educated and qualified engineers across most engineering disciplines, giving us the opportunity to recruit top product engineers, chemists, testing engineers, data management admins (PLM), and predictive modelers.

An initial team is already in place supporting the Writing business, and our R&D Council (all VPs R&D for Development and Delivery) is looking at future opportunities to off-shore based on the success of Chennai for Writing.

HOME FRAGRANCE TEST LAB SOUTH DEERFIELD, MA



A \$10.5M 30K sq ft R&D testing facility that will increase our capability and capacity to develop, prototype and test new innovations for the Home Fragrance market. This facility will align with our growth agenda, particularly in flameless categories, and enable a 20% increase in innovation rate, \$200m in additional revenue annually, and \$20m/year of iRev.

This world-class facility will have capability to:

- maintain existing candle development and testing capability, yet expand to include non-candle testing and prototyping needs
- evolve existing analytical testing capabilities
- create new CMI testing capabilities via our own fragrance evaluation booths (vs fragrance supplier booths) and our ability to replicate a consumer environment (eg living room, automobile).

APPLIANCES & COOKWARE TEST LAB BOCA RATON, FL



A \$10M 25,000 sq ft lab that consolidates our Appliances & Cookware test lab capabilities, provides efficiency of a lab location near the engineers and enables rapid development and testing for our innovation pipeline.

New and updated capabilities include: food science testing, blade sharpness testing, sensory testing, laser particle size analysis, product performance and life testing, prototyping, and claims testing.

WRITING LAB ATLANTA, GA



Mechanical, Writing Performance and Chemistry labs

A \$1.4M 13K sq ft upgrade to the Writing Lab is underway. The core lab, new wet lab, X-ACTO lab, and write test lab have increased capability in performance testing and ink development. Lab throughput has increased by 140%.

Additional Information

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As of the date hereof, Ms. Crew beneficially owns 30 shares of common stock of the Company, par value \$1.00 (the "Common Stock"). Mr. Craigie beneficially owns 3,175 shares of Common Stock, which includes 1,594 shares held in trusts, 797 shares each, for the benefit of Mr. Craigie's children. Mr. Polk beneficially owns 1,353,392 shares of Common Stock, which includes 225,872 shares of Common Stock issuable pursuant to stock options and RSUs currently exercisable or exercisable or vesting within 60 days and includes 332,925 shares held in grantor retained annuity trusts for the benefit of Mr. Polk's children and 47,303 shares held in trust by Mr. Polk's wife. Mr. Strobel beneficially owns 30,707 shares of Common Stock. Mr. Todman beneficially owns 54,949 shares of Common Stock. Mr. Nicoletti beneficially owns 14,788 shares of Common Stock, which includes 25 shares held in a revocable trust by Mr. Nicoletti's wife, 193 shares in an IRA and 14,570 held in a revocable trust. Mr. Tarchetti beneficially owns 260,949 shares of Common Stock. Mr. Burke beneficially owns 175,046 shares of Common Stock. Mr. Turner beneficially owns 14,134 shares of Common Stock. Ms. O'Donnell beneficially owns 6,855 shares of Common Stock. As of the date hereof, Ms. Spieser and Ms. Tsinis do not beneficially own any shares of Common Stock.

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Caution Concerning Forward-Looking Statements

Statements in these materials, other than those of historical fact, particularly those anticipating future financial performance, business prospects, growth, operating strategies and similar matters, are forward-looking statements within the meaning of the U.S. Private Securities Litigation Reform Act of 1995 and other federal securities laws. These statements generally can be identified by the use of words such as "intend," "anticipate," "believe," "estimate," "project," "target," "plan," "expect," "will," "should," "would" or similar statements. The Company cautions that forward-looking statements are not guarantees because there are inherent difficulties in predicting future results. In addition, there are no assurances that the Company will complete any or all of the potential transactions, and other initiatives referenced in this release. Actual results may 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:

- uncertainties regarding future actions that may be taken by Starboard Value LP (together with its affiliates, "Starboard") in furtherance of its stated intention to nominate director candidates for election at Newell Brands' 2018 Annual Meeting;
- potential operational disruption caused by Starboard's actions that may make it more difficult to maintain relationships with customers, employees or suppliers;
- the Company's dependence on the strength of retail, commercial and industrial sectors of the economy in various parts of the world;
- competition with other manufacturers and distributors of consumer products;
- major retailers' strong bargaining power and consolidation of the Company's customers;
- the Company's ability to improve productivity, reduce complexity and streamline operations;
- the Company's 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;
- risks related to the Company's substantial indebtedness, potential increases in interest rates or changes in the Company's credit ratings;
- the Company's ability to effectively accelerate its transformation plan and explore and execute its strategic options;
- the Company's ability to complete planned acquisitions and divestitures, to integrate Jarden and other acquisitions and unexpected costs or expenses associated with acquisitions or dispositions;
- changes in the prices of raw materials and sourced products and the Company's ability to obtain raw materials and sourced products in a timely manner;
- the risks inherent to the Company's foreign operations, including currency fluctuations, exchange controls and pricing restrictions;
- a failure of one of the Company's key information technology systems or related controls;
- future events that could adversely affect the value of the Company's assets and require impairment charges;
- the impact of United States or foreign regulations on the Company's operations, including environmental remediation costs;
- the potential inability to attract, retain and motivate key employees;
- the resolution of tax contingencies resulting in additional tax liabilities;
- product liability, product recalls or related regulatory actions;
- the Company's ability to protect its intellectual property rights;
- significant increases in the funding obligations related to the Company's pension plans; and
- other factors listed from time to time in the Company's filings with the SEC including, but not limited to, the Company's most recent Annual Report on Form 10-K.

The information contained in these materials 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.



Building our Brands

Mapping our Brands | NeedScope Maps | Perceptor Maps | PQ Scores | Brand Positioning
Brand Extensions | Brand Guidelines

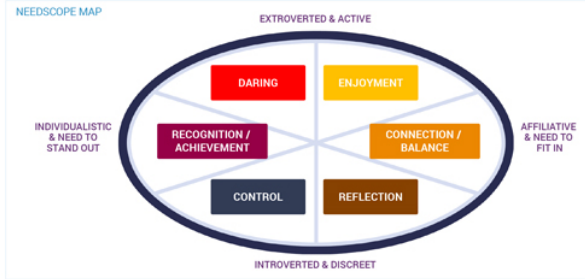
After our people, our brands are our most valuable assets. They need to be nurtured and protected. We employ several industry-leading techniques to help us understand where are our brands are today in the mind of the consumer and where we want them

to be tomorrow. Once identified and validated, brand positions are articulated using the Brand Pyramid. The way in which we bring our brands to life around the world is encapsulated in the Brand Guidelines.

How we map our brands

NeedScope maps

NeedScope (Kantar) is a psychological model that illustrates how emotion operates in any category and the relationship consumers have with a brand. In any market there are six archetypal spaces that brands can occupy. This approach is particularly helpful in determining the right portfolio of brands, minimizing substitution and maximizing coverage in any market. It also enables us to see how well constituent parts of a mix are helping to build the totality of the brand.



Many of our brands are seen as 'family brands', sitting on the far right of the map. Depending on the size of the space, there are clear opportunities for Newell Brands to fit into other spaces on the map as well.

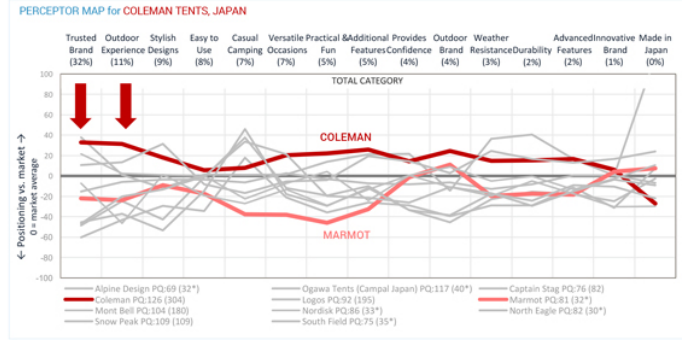




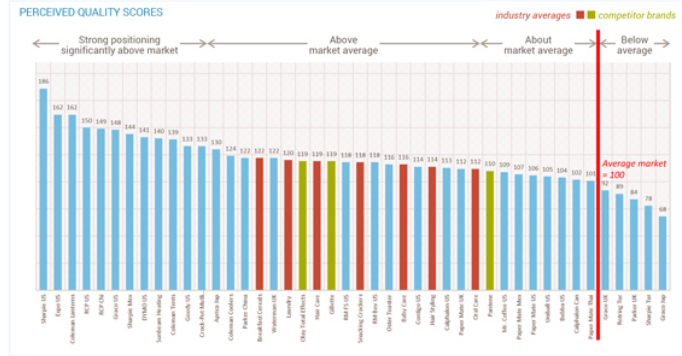
How we map our brands *continued*

Perceptor maps and PQ scores

The Perceptor (IPSOS) map allows us to look at how consumers measure brands on the attributes they consider the most important. It is a true measure of Brand Equity, in that it isolates the impact of awareness.



Perceived Quality (PQ) measures a brand's positioning strength relative to the market. It takes into account both how well a brand is positioned on a driver as well as how important that driver is in explaining preference. A score of 100 is regarded as average.





Articulating the position of our brands

The brand positioning pyramid

The Brand Positioning Pyramid articulates in a succinct and vivid form the unique core essence of a brand's identity. Sometimes that identity is already strongly established and the Brand Positioning Pyramid encapsulates it. But more often, a Brand Positioning expresses the ideal 'best state' towards which Marketing is helping to build and navigate.

Articulating the optimum positioning for a brand is a critical foundational step for any marketing plan. It is not easy to do well. It requires you to take account of many different forms of consumer research findings and other information, and it takes both rigor and flair to do well.

It's worth the effort though – because with a strong Brand Positioning articulated and in place, other elements of marketing strategy and activity become significantly easier to both judge and develop.

BRAND PYRAMID example



Brand extensions

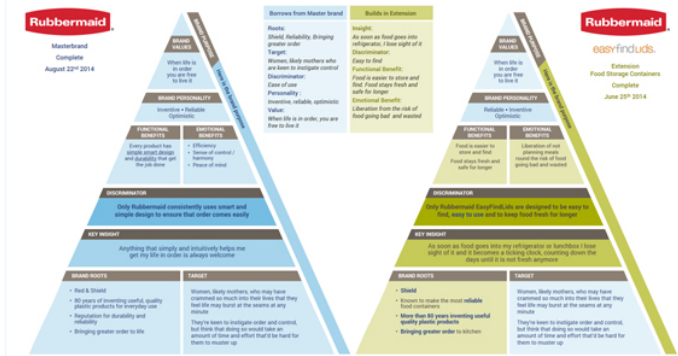
It is important for any line extension that it helps build the equity of the master brand.

Too often extensions simply "borrow" from the master brand and this is not a recipe for brand longevity.

THE BUILD v BORROW LIST

- In what way does the sub brand borrow from the core parent brand?
- What strengths does the sub brand confer to the parent brand?
- Is the Build list longer and more meaningful than the Borrow list?

BRAND EXTENSIONS example





Brand guidelines

For each of our brands, the Brand Guidelines document provides a single reference point on the **positioning** and **communication** of the brand. 12 Brand Guidelines documents were developed in 2017, and there are 12 more on the way.

Each document includes:

- brand voice – tone and examples
- fundamentals – pyramids, architecture and pricing
- photography – product, lifestyle and packaging specific

For any brand, the Brand Guidelines document ensures the seamless handover from Development to Delivery for quality, consistency and integrity of the appearance and messaging of our brands.

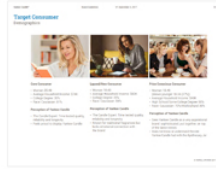
Brand Guidelines are used to guide advertising, strategic pricing, photography and website content, in-store activation, DTC email design, consumer events and trade shows.



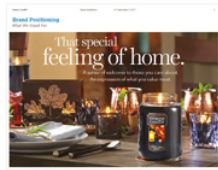
Brand History



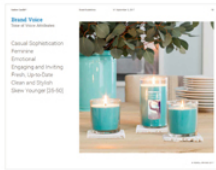
Target Consumer



Brand Positioning



Brand Voice



Logo



Photography



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An overview of innovation



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Participants in Solicitation

The Company and its directors and executive officers may be deemed to be participants in the solicitation of proxies in connection with the 2018 Annual Meeting. The participants in the solicitation of proxies in connection with the 2018 Annual Meeting are currently anticipated to be the Company, Patrick D. Campbell, James R. Craigie, Debra A. Cies, Brett Icahn, Andrew Langham, Courtney R. Mather, Michael S. Polk, Judith A. Spritzer, Steven J. Szobel, Michael A. Tooman, Ralph Vaccaro, Mark S. Turchetti, William A. Burke, Bradford Turner, Nancy O'Donnell, Sofia Tains, High River Limited Partnership, Hopper Investments LLC, Barbary Corp., Icahn Partners Master Fund LP, Icahn Offshore LP, Icahn Capital LP, Icahn Onshore LP, Icahn GP LLC, Icahn Enterprises Holdings LP, Icahn Enterprises GP, Inc., Beckton Corp. and Carl C. Icahn.

As of the date hereof, Ms. Cies beneficially owns 30 shares of common stock of the Company, par value \$1.00 (the "Common Stock"). Mr. Craigie beneficially owns 3175 shares of Common Stock, which includes 1,094 shares held in trusts, 787 shares each, for the benefit of Mr. Craigie's children. Mr. Polk beneficially owns 1,253,932 shares of Common Stock, which includes 223,872 shares of Common Stock issuable pursuant to stock options and RSUs currently exercisable or exercisable or vesting within 60 days and includes 322,825 shares held in grantor retained annuity trusts for the benefit of Mr. Polk's children and 47,303 shares held in trust by Mr. Polk's wife. Mr. Szobel beneficially owns 52,727 shares of Common Stock. Mr. Tooman beneficially owns 84,349 shares of Common Stock. Mr. Vaccaro beneficially owns 14,788 shares of Common Stock, which includes 25 shares held in a revocable trust by Mr. Vaccaro's son, 193 shares in an IRA and 14,570 held in a revocable trust. Mr. Turchetti beneficially owns 250,949 shares of Common Stock. Mr. Burke beneficially owns 175,048 shares of Common Stock. Mr. Turner beneficially owns 14,134 shares of Common Stock. Ms. O'Donnell beneficially owns 6,652 shares of Common Stock. As of the date hereof, Ms. Spritzer and Ms. Tains do not beneficially own any shares of Common Stock.

As of the date hereof, High River Limited Partnership has sole voting power and sole dispositive power with regard to 6,658,002 shares of Common Stock, including shares of Common Stock underlying forward contracts). Each of Hopper Investments LLC, Barbary Corp. and Mr. Carl C. Icahn has shared voting power and shared dispositive power with regard to such shares of Common Stock. Icahn Partners Master Fund LP has sole voting power and sole dispositive power with regard to 15,836,710 shares of Common Stock, including shares of Common Stock underlying forward contracts). Each of Icahn Offshore LP, Icahn Capital LP, Icahn GP LLC, Icahn Enterprises Holdings LP, Icahn Enterprises GP, Inc., Beckton Corp. and Mr. Carl C. Icahn has shared voting power and shared dispositive power with regard to such shares of Common Stock. Icahn Onshore LP has sole voting power and sole dispositive power with regard to 15,797,703 shares of Common Stock, including shares of Common Stock underlying forward contracts). Each of Icahn Onshore LP, Icahn Capital LP, Icahn GP LLC, Icahn Enterprises Holdings LP, Icahn Enterprises GP, Beckton Corp. and Mr. Carl C. Icahn has shared voting power and shared dispositive power with regard to such shares of Common Stock. Mr. Brett Icahn has sole voting power and sole dispositive power with regard to 500,000 shares of Common Stock, including 250,000 shares of Common Stock beneficially owned by a charitable foundation controlled by Mr. Brett Icahn. As of the date hereof, Messrs. Campbell, Langham and Mather do not beneficially own any shares of Common Stock.

Certain information concerning these participants is also set forth in the Company's definitive proxy statement, dated March 20, 2017, for its 2017 annual meeting of shareholders as filed with the SEC on Schedule 14a, and the Company's Current Reports, dated August 24, 2017, January 21, 2018, February 16, 2018, February 22, 2018 and March 16, 2018, as filed with the SEC on Form 8-K. Additional information regarding the interests of these participants in the solicitation of proxies in respect of the 2018 Annual Meeting and other relevant materials will be filed with the SEC when they become available.

Caution Concerning Forward-Looking Statements

Statements in these materials, other than those of historical fact, particularly those anticipating future financial performance, business prospects, growth, operating strategies and similar matters, are forward-looking statements within the meaning of the U.S. Private Securities Litigation Reform Act of 1995 and other federal securities laws. These statements generally can be identified by the use of words such as "intend," "anticipate," "believe," "estimate," "project," "target," "plan," "expect," "will," "should," "would" or similar statements. The Company cautions that forward-looking statements are not guarantees because there are inherent difficulties in predicting future results. In addition, there are no assurances that the Company will complete any or all of the potential transactions, and other initiatives referenced in this release. Actual results may 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:

- uncertainties regarding future actions that may be taken by Starboard Value LP (together with its affiliates, "Starboard") in furtherance of its stated intention to nominate director candidates for election at Newell Brands' 2018 annual meeting;
- potential operational disruption caused by Starboard's actions that may make it more difficult to maintain relationships with customers, employees or suppliers;
- the Company's dependence on the strength of retail, commercial and industrial sectors of the economy in various parts of the world;
- competition with other manufacturers and distributors of consumer products;
- major retailers' strong bargaining power and consolidation of the Company's customers;
- the Company's ability to improve productivity, reduce complexity and streamline operations;
- the Company's 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;
- risks related to the Company's substantial indebtedness, potential increases in interest rates or changes in the Company's credit ratings;
- the Company's ability to effectively accelerate its transformation plan and explore and execute its strategic options;
- the Company's ability to complete planned acquisitions and divestitures, to integrate Jarden and other acquisitions and unexpected costs or expenses associated with acquisitions or dispositions;
- changes in the prices of raw materials and sourced products and the Company's ability to obtain raw materials and sourced products in a timely manner;
- the risks inherent to the Company's foreign operations, including currency fluctuations, exchange controls and pricing restrictions;
- a failure of one of the Company's key information technology systems or related controls;
- future events that could adversely affect the value of the Company's assets and require impairment charges;
- the impact of United States or foreign regulations on the Company's operations, including environmental remediation costs;
- the potential inability to attract, retain and motivate key employees;
- the resolution of tax contingencies resulting in additional tax liabilities;
- product liability, product recalls or related regulatory actions;
- the Company's ability to protect its intellectual property rights;
- significant increases in the funding obligations related to the Company's pension plans; and
- other factors listed from time to time in the Company's filings with the SEC including, but not limited to, the Company's most recent Annual Report on Form 10-K.

The information contained in these materials 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.

Our approach



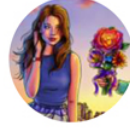
a deep understanding
of the consumer



insourced design



that allows us to ideate



best in class advertising



high hurdle rates
to move ideas and concepts
through the funnel



validating with consumers
at every step

Consumer understanding



at the heart of what we do



testing at much higher levels than most FMCG companies

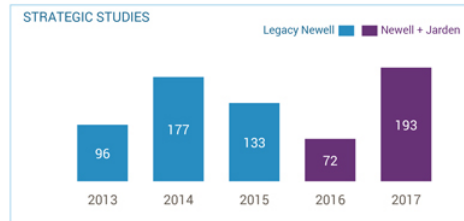
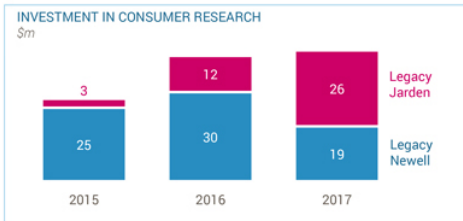


best in class global suppliers
IPSOS/Kantar for both strategic and mix development work



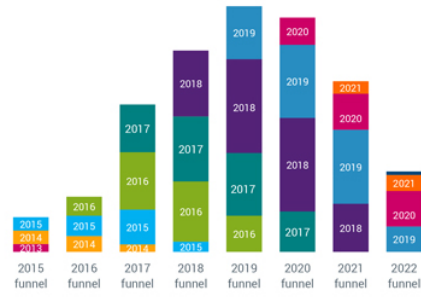
outperforming other FMCG companies in testing

Consumer understanding



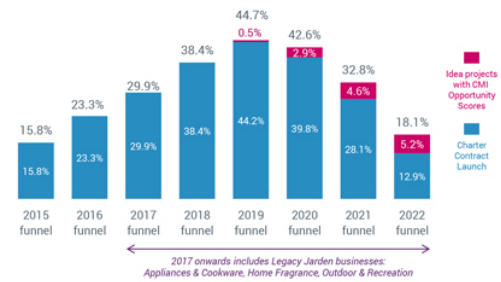
Revenue from innovation

risk adjusted revenue, \$m



% risk adjusted revenue

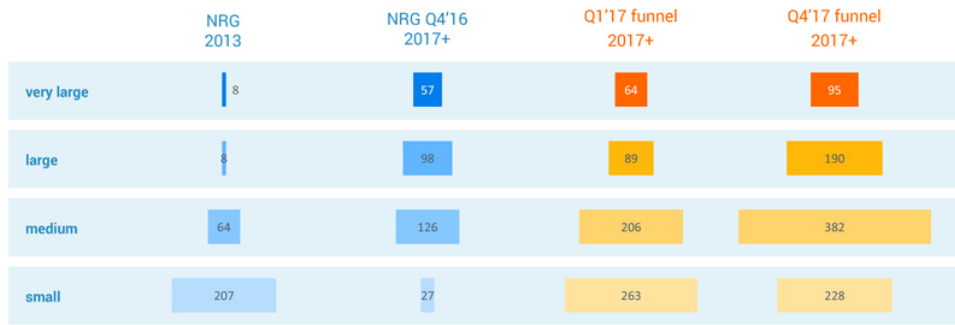
external target is 30%



Excludes divestitures | D&D businesses only (excl. Fishing, CCS) | 2015-2016 includes NRG Only

Shape of the funnel

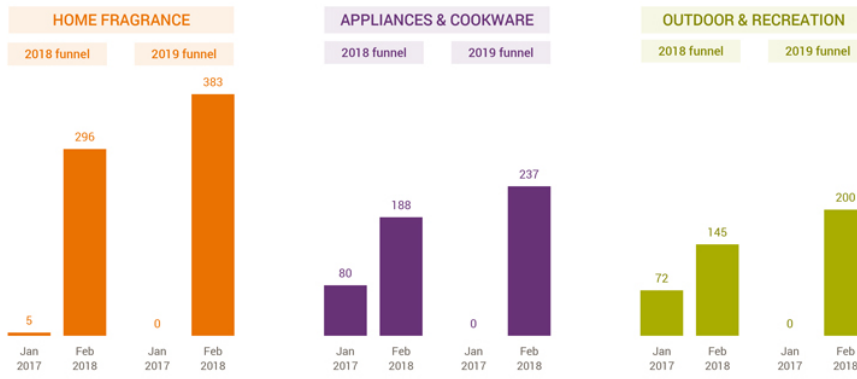
number of projects



Only charter+ projects included
Excludes divestures | D&D businesses only (excl. Fishing, CCS)
RCP included in 2013

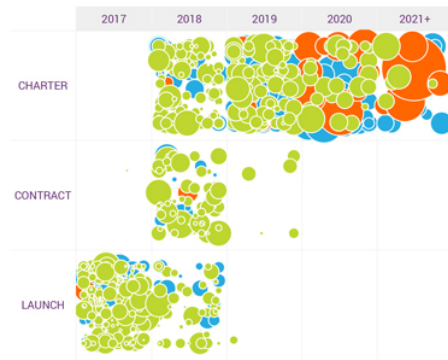
Accelerating funnel revenue

funnel value, revenue \$m



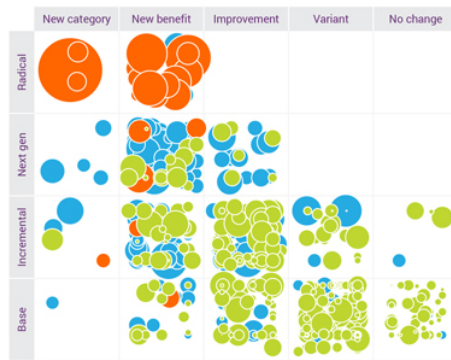
The quality of our funnel

more charters and further out



Excludes divestitures | D&D businesses only
 Bubble size = OhaC
 Left hand graph: Pre-2017 projects not shown
 Right hand graph: Excludes launched projects

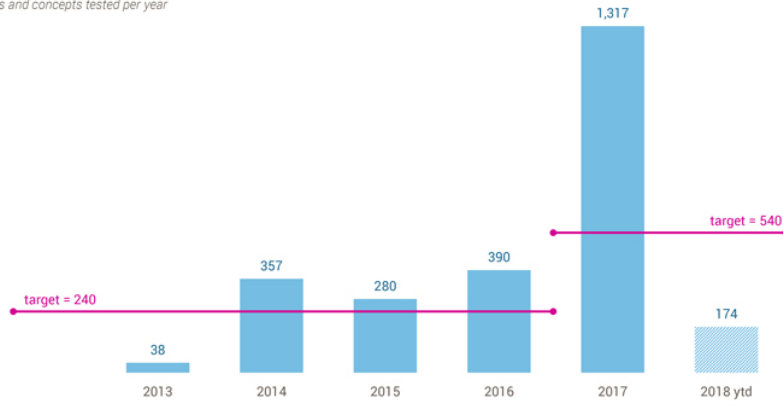
a better balance of the funnel



● Build the Core
● Expand the Core
● Disrupt the Market

Concepts tested per year

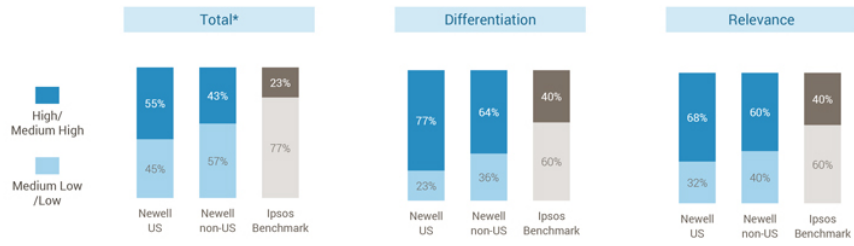
ideas and concepts tested per year



*All data in this deck only includes the current 6 D&D businesses and brands
*Base size of n=2,596 total

Global benchmarks and Concept scores

2013– Q4 2017



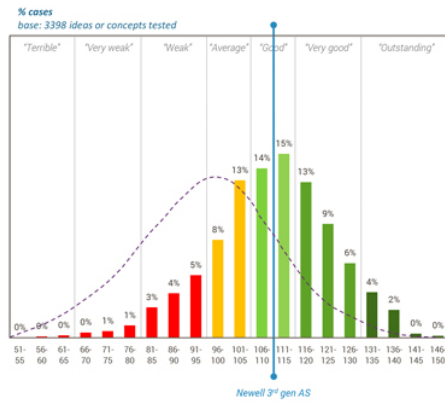
* Achieves High/Medium High on **both** Differentiation and Relevance

*All data in this deck only includes the current 6 D&D businesses and brands
 *Base size of n=2,596 total, Q4 2017 n=464

Testing performance summary

2013– Q4 2017

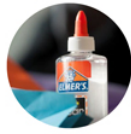
	OPPORTUNITY SCORE	RELEVANCE	DIFFERENTIATION	Number Tested
TOTAL NEWELL	110	MH	MH	2556
Appliances & Cookware	112	MH	MH	590
Food	116	MH	MH	299
Baby	106	MH	MH	516
Outdoor & Recreation	108	MH	MH	296
Writing	110	MH	MH	734
Home Fragrance	111	MH	MH	121



*Caution Low Base Size
 *All data in this deck only includes the current 6 D&D businesses and brands
 *Base size of n=2,596 total, Q4 2017 n=464

Data included within 2013 – present timeframe will include legacy Newell Rubbermaid businesses

Branding and communication



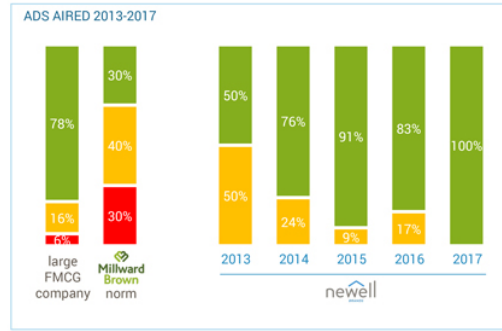
we continue to refine the positioning and the articulation of our brands



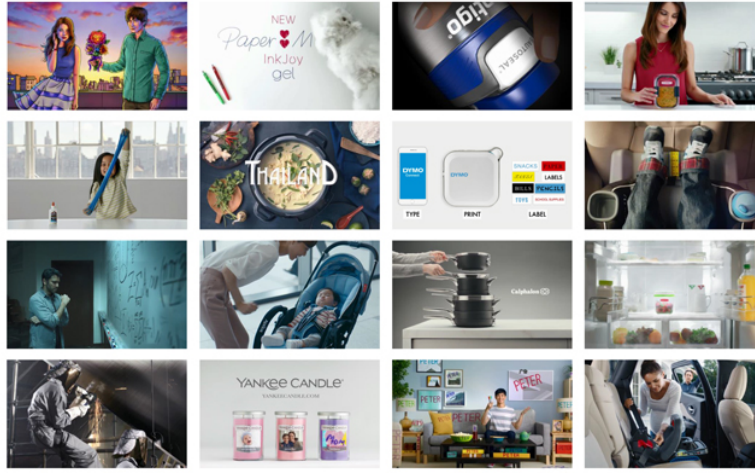
our focus has been to prioritize news to consumer but in a way that reinforces equity



we quant test all our ads to ensure we achieve this



Some great advertising



Some great advertising



Maximizing media ROI



budgets are zero based - media flows to innovation, and where we have distribution and where the margins are good



we set minimum and maximum weekly strike rates on TRPS and the agency is bonused accordingly



we have a rigorous approach to developing advertising using 15 second tvcs



we are raising the action standards on our funnel gates

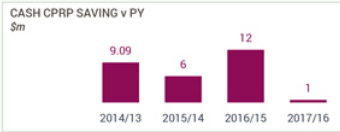
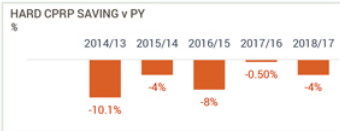
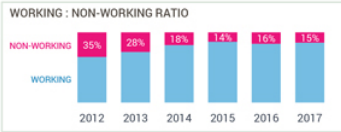
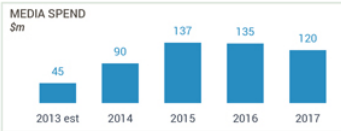


all communication is quant tested before launch



changing perception is good but we also need to change behavior- purchase intent

Media buying



BUYING PERFORMANCE

Media pricing is an actual 22% below the 2012 levels. Recent RFP slightly improves this year's rates. Media Market inflation is not included in this equation.

DIGITAL ALLOCATION

Increasing above 20% in 2018 with greater focus on OLV and paid social with brand safety systems in place.

WORKING : NON-WORKING SPEND

15% for 2017.

PRIME TIME ALLOCATION

% of overall advertising in prime time viewing maintained at 55%.

MINIMISING WASTAGE BY MANAGING WEEKLY WEIGHTS

Slight drop in % of weekly weights achieving target range to 83% as viewing to TV in the USA becomes more volatile.

Capability development

- develop and grow from within
- graduate recruitment
- functional skill development
- leadership capabilities
- driving employee engagement



UPSKILLING JARDEN

INNOVATION <i>number of people trained in 2017</i> 1,043 <i>on G&M</i> 1,043 <i>on Networks</i> 1,221 <i>on Market Logic</i> 443 <i>on Concept Writing</i>	DIRECTOR TRAINING WEEK 84 <i>Directors</i>	LEGACY JARDEN SKILLS WEEK 51 <i>participants</i>
	FIRST TIME MANAGER TRAINING 46 <i>participants</i>	IBP WORKSHOPS <i>integrated brand planning</i> <i>pilot program with Writing and Home Fragrance</i>

Capability development

