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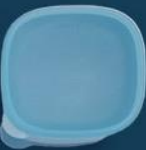
February 2026

Chris Peterson

President & Chief Executive Officer

Mark Erceg

Chief Financial Officer



FORWARD LOOKING STATEMENTS

Some of the statements in this presentation and its exhibits, particularly those anticipating future financial performance, business prospects, growth, operating strategies, future macroeconomic conditions and similar matters, are forward-looking statements within the meaning of the federal securities laws. These statements generally can be identified by the use of words or phrases, including, but not limited to, "guidance," "outlook," "intend," "anticipate," "believe," "estimate," "project," "target," "plan," "expect," "setting up," "beginning to," "will," "should," "would," "could," "resume," "remain confident," "remain optimistic," "seek to," or similar statements. We caution that forward-looking statements are not guarantees because there are inherent difficulties in predicting future results. Actual results may differ materially from those expressed or implied in the forward-looking statements. Important factors that could cause actual results to differ materially from those suggested by the forward-looking statements include, but are not limited to:

- the Company's ability to optimize costs and cash flow and mitigate the impact of soft global demand and retailers' inventory rebalancing through discretionary and overhead spend management, advertising and promotion expense optimization, demand forecast and supply plan adjustments and actions to improve working capital;
- the Company's dependence on the strength of retail and consumer demand and commercial and industrial sectors of the economy in various countries around the world;
- the Company's ability to improve productivity, reduce complexity and streamline operations;
- risks related to the Company's substantial indebtedness and current leverage profile, ability to refinance upcoming revolver and bond maturities on favorable terms, and potential increases in interest rates or changes in the Company's credit ratings including the failure to maintain financial covenants which if breached could subject us to cross-default and acceleration provisions in our debt documents;
- the impact on the Company's operations and financial condition resulting from the current global macroeconomic environment, including the impact of tariffs imposed by the U.S. and retaliatory tariffs imposed by foreign countries, and the Company's ability to effectively execute its mitigation plans;
- competition with other manufacturers and distributors of consumer products;
- major retailers' strong bargaining power and consolidation of the Company's customers;
- supply chain and operational disruptions in the markets in which we operate, including as a result of geopolitical and macroeconomic conditions and any global military conflicts including those between Russia and Ukraine and in the Middle East;
- changes in the prices and availability of labor, transportation, raw materials and sourced products, including significant inflation, and the Company's ability to offset cost increases through pricing and productivity in a timely manner;
- the Company's ability to effectively execute its turnaround plan, including the Global Productivity Plan announced in December 2025 and other restructuring and cost saving initiatives;
- 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;
- the risks inherent to the Company's foreign operations, including currency fluctuations, exchange controls and pricing restrictions;
- future events that could adversely affect the value of the Company's assets and/or stock price and require additional impairment charges;
- unexpected costs or expenses associated with dispositions;
- the cost and outcomes of governmental investigations, inspections, lawsuits, legislative requests or other actions by third parties, the potential outcomes of which could exceed policy limits, to the extent insured;
- the Company's ability to maintain effective internal control over financial reporting;
- risk associated with the use of artificial intelligence in the Company's operations and the Company's ability to properly manage such use;
- a failure or breach of one of the Company's key information technology systems, networks, processes or related controls or those of the Company's service providers;
- the impact of United States and foreign regulations on the Company's operations, including environmental remediation costs and legislation and regulatory actions related to product safety, data privacy and climate change;
- the potential inability to attract, retain and motivate key employees;
- changes in tax laws and the resolution of tax contingencies resulting in additional tax liabilities;
- product liability, product recalls or related regulatory actions;
- the Company's ability to protect its intellectual property rights;
- the impact of climate change and the increased focus of governmental and non-governmental organizations and customers on sustainability issues, as well as external expectations related to environmental, social and governance considerations;
- significant increases in the funding obligations related to the Company's pension plans; and
- other factors listed from time to time in our SEC filings, including but not limited to our Annual Report on Form 10-K and Quarterly Reports on Form 10-Q and other filings.

The consolidated condensed financial statements are prepared in conformity with accounting principles generally accepted in the United States ("U.S. GAAP"). Management's application of U.S. GAAP requires the pervasive use of estimates and assumptions in preparing the condensed consolidated financial statements. The company continues to be impacted by inflationary pressures, soft global demand, major retailers' focus on tight control over inventory levels, elevated interest rates and indirect macroeconomic impacts from geopolitical conflicts, which has required greater use of estimates and assumptions in the preparation of our condensed consolidated financial statements. Although we believe we have made our best estimates based upon current information, actual results could differ materially and may require future changes to such estimates and assumptions, including reserves, which may result in future expense or impairment charges.

The information contained in this presentation and the tables is as of the date indicated. The Company assumes no obligation to update any forward-looking statements as a result of new information, future events or developments. In addition, there can be no assurance that the Company has correctly identified and assessed all of the factors affecting the Company or that the publicly available and other information the Company receives with respect to these factors is complete or correct.

This presentation and the accompanying remarks contain non-GAAP measures. Reconciliations of such non-GAAP measures to the most directly comparable GAAP measures are contained in the Appendix.



Chris Peterson

President & Chief Executive Officer

NEWELL AT A GLANCE

\$7.2B

Net sales

\$882M

Normalized¹
EBITDA

25

brands

~90% of net sales

10

countries

~90% of net sales

39%

international
sales

~22k

employees

Top 10 Brands



Top 10 International Markets



UK



Canada



France



Japan



Mexico



Brazil



Germany



Australia



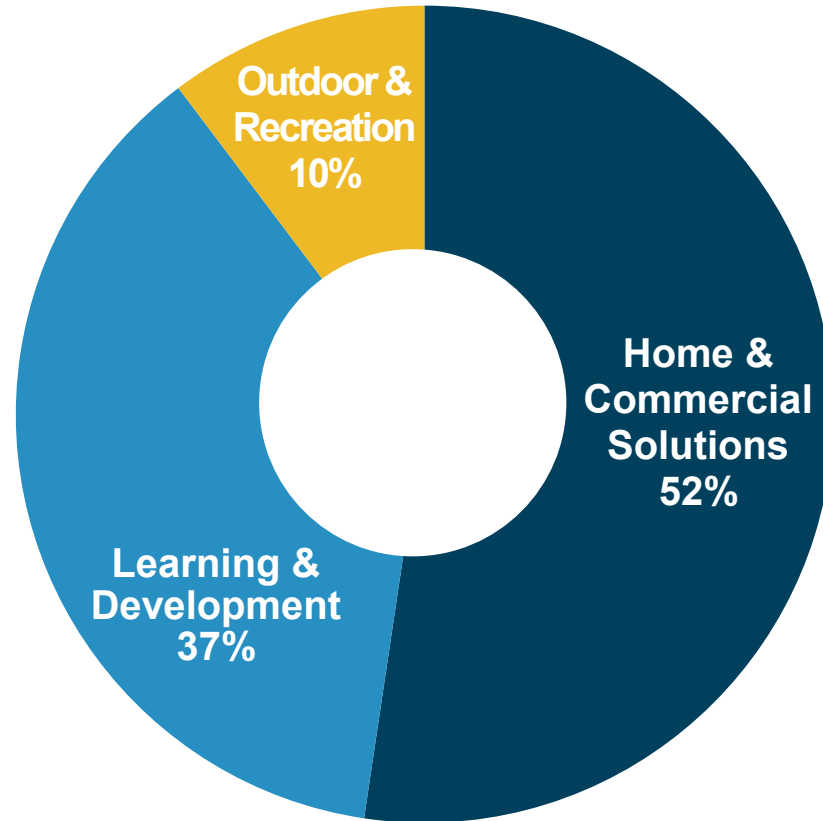
Italy



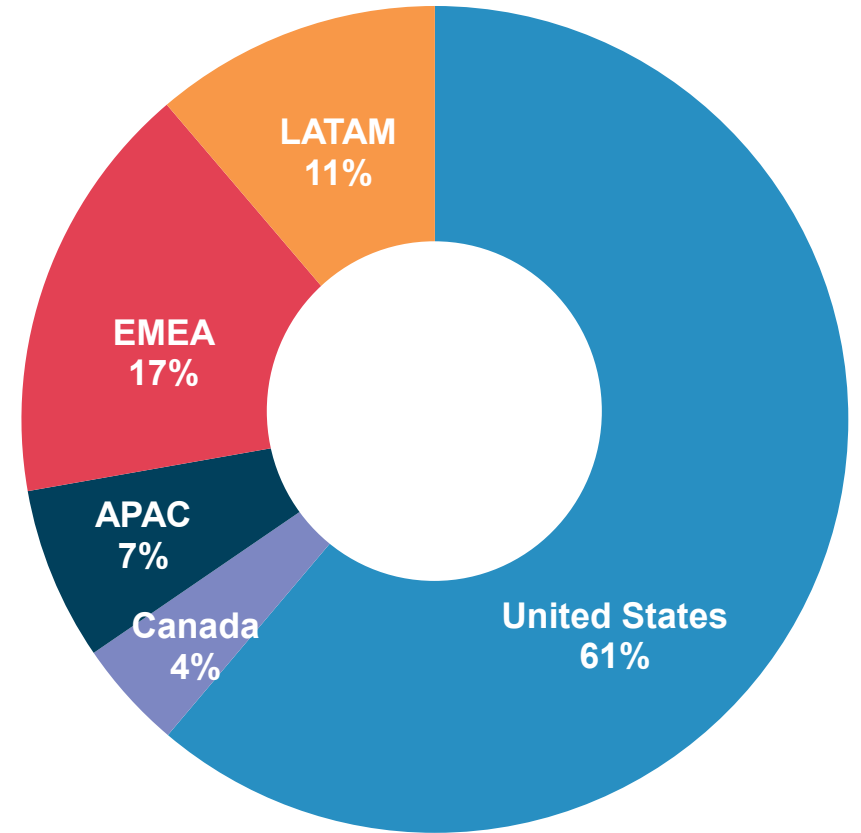
Spain

A DIVERSE PORTFOLIO WITH GLOBAL REACH

FY 2025 SEGMENT REVENUE



FY 2025 REGIONAL REVENUE



KEY MESSAGES

1 | **Newell Brands' multi-year capability-based turnaround remains on-track**

2 | Early, broad and deep executive sponsorship of AI (Quantum Leap) is further strengthening NWL's capabilities and accelerating innovation and distribution wins

3 | AI harvested simplification efforts and a strong domestic manufacturing footprint support NWL's long-term financial algorithm and shareholder value proposition



IN 2023, NWL BEGAN A MULTI-YEAR TURNAROUND BASED ON A CAPABILITY ASSESSMENT...



NWL'S CAPABILITY SET WAS WORST IN CLASS AMONG CONSUMER PRODUCT COMPANIES

NWL'S NEW STRATEGY HAS FIVE VERY CLEAR WHERE TO PLAY & HOW TO WIN CHOICES

WHERE TO PLAY

1

Distort investment to our **largest and most profitable brands**

2

Expand distribution, focusing on **fastest-growing channels and winning retailers**

3

US is top priority.
Grow internationally as One Newell

4

Disproportionately invest in **mid- and high-price-point segments**

5

Target **Millennial and Gen Z consumers**

HOW TO WIN

1

Invest in proprietary **consumer understanding** for superior innovation

2

Create compelling **brand building and brand communications** capabilities

3

Win with the shopper with **category and go-to-market expertise**

4

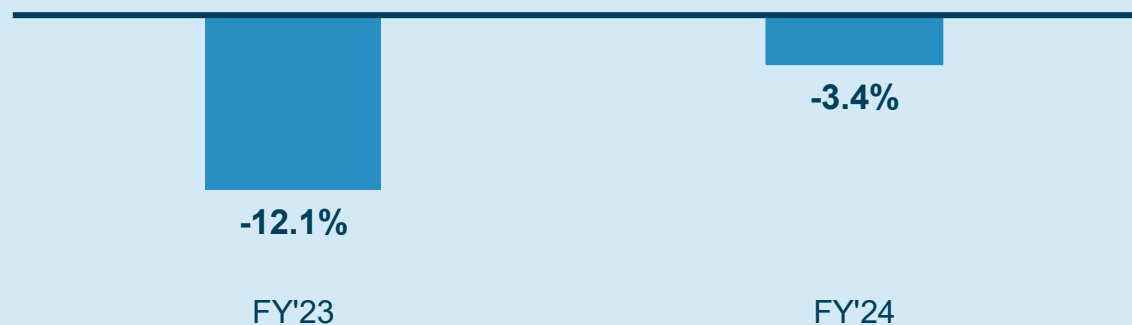
Build a **global, scaled and advantaged supply chain**

5

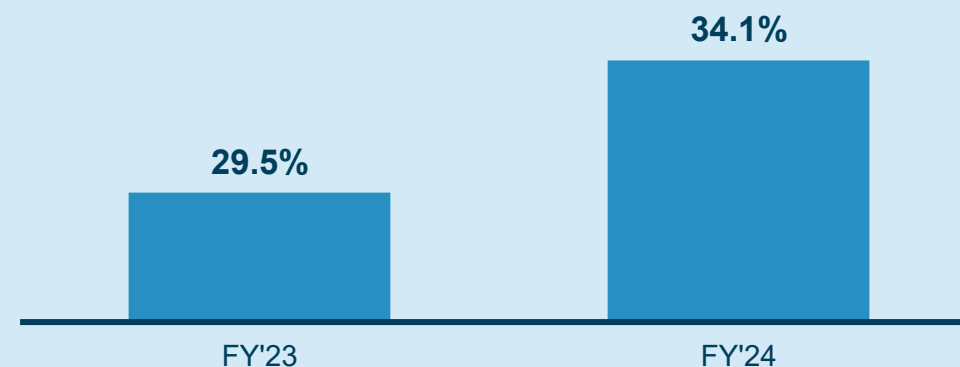
Become a **high-performance organization**

NWL'S CAPABILITY FOCUS & CLEAR STRATEGY CHOICES DROVE A VERY FAST START

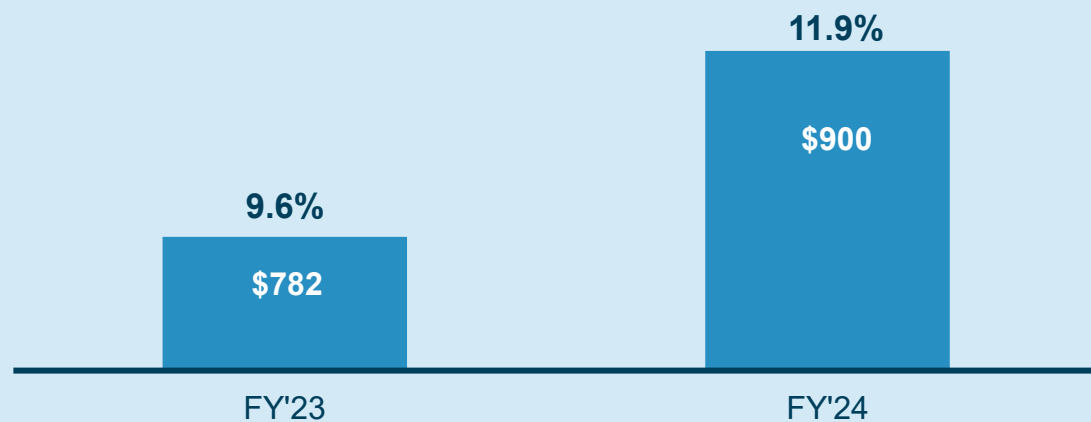
Core Sales Growth (y/y change) ¹



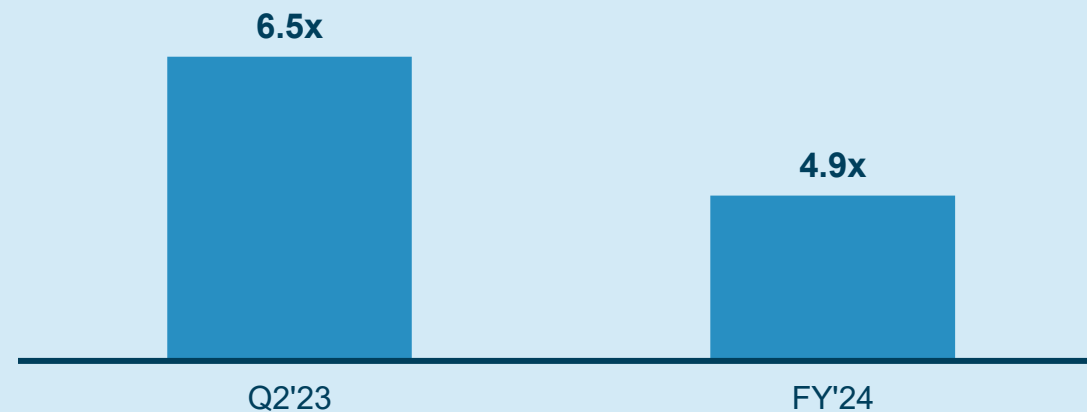
Normalized Gross Margin ¹



Normalized EBITDA to Net Sales (\$M) ¹



Net Leverage Ratio ¹



1. Refer to appendix for reconciliations to GAAP figures

UNTIL GLOBAL TRADE WAS SWIFTLY REALIGNED TO ENCOURAGE DOMESTIC MANUFACTURING



NWL's US Business is 57% Domestic Manufacturing & 43% Imports ¹

TARIFF RESPONSE: PROTECTING STRUCTURAL ECONOMICS & CAPABILITIES TOP 2 PRIORITIES

WHAT HAPPENED:

2025 Tariff Headwind

- \$174M cash impact
- \$114M P&L impact (~\$0.23/share)

WHAT WE DID:

Sourcing

- Qualified alternate sourcing
- Country of origin shifts

Productivity

- Incremental FUEL supply chain savings
- OH & discretionary spend control

Pricing

- Three rounds executed
1. April 1
 2. May 1
 3. July 28

WHAT WAS PROTECTED:

Normalized
Gross Margin ¹
+10 bps

Normalized
Operating Margin ¹
+20 bps

A&P
Investment
+50 bps

Net Leverage
Ratio ¹
~5x

1. Refer to appendix for reconciliations to GAAP figures

BUT THIS CAME AT THE EXPENSE OF TOP LINE SALES AS COMPETITION WAS SLOW TO PRICE

MANY OF OUR BRANDS ARE CATEGORY LEADERS IN THE US

Sharpie

GRACO

EXPO

YANKEE
CANDLE

Rubbermaid

Coleman

Ball

FoodSaver

Rubbermaid
Commercial Products

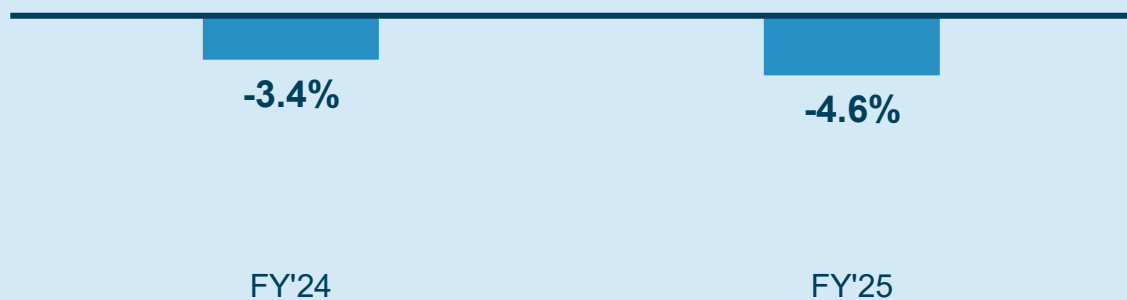
ELMER'S

NUK

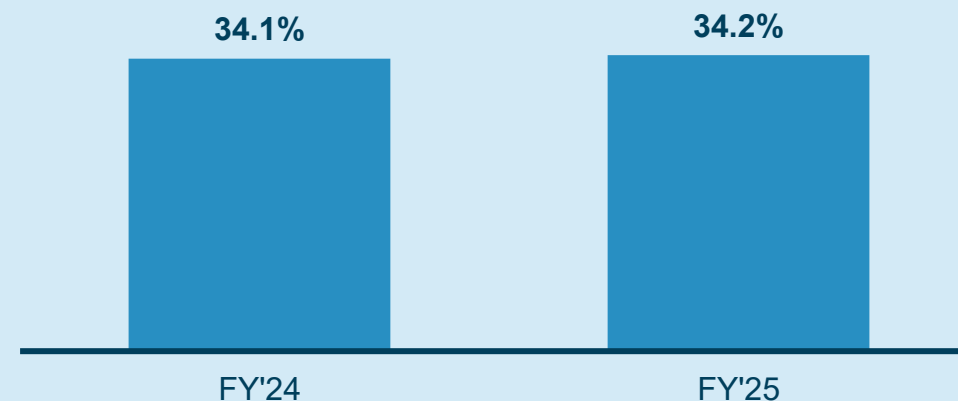
Mr. Coffee

THE NET EFFECT WAS TARIFFS DELAYED NWL'S FINANCIAL PROGRESSION BY A YEAR

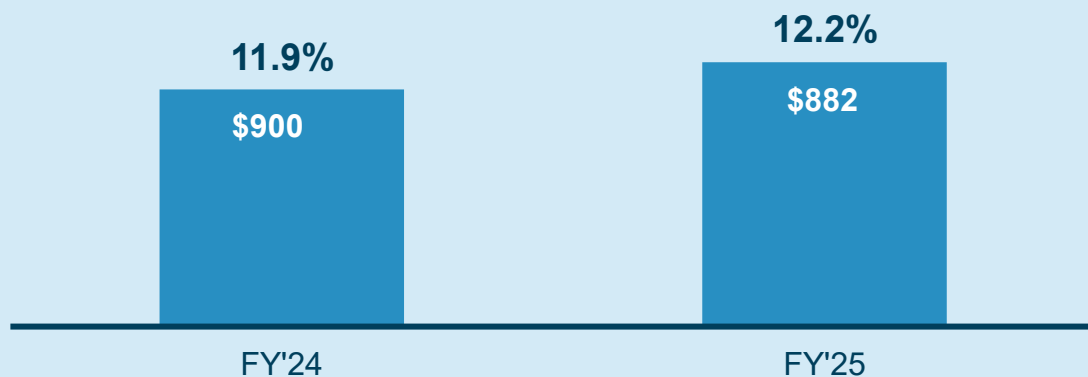
Core Sales Growth (y/y change) ¹



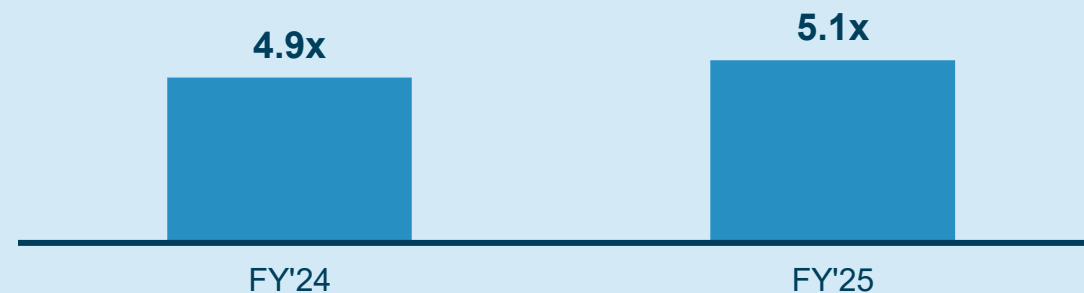
Normalized Gross Margin ¹



Normalized EBITDA to Net Sales (\$M) ¹



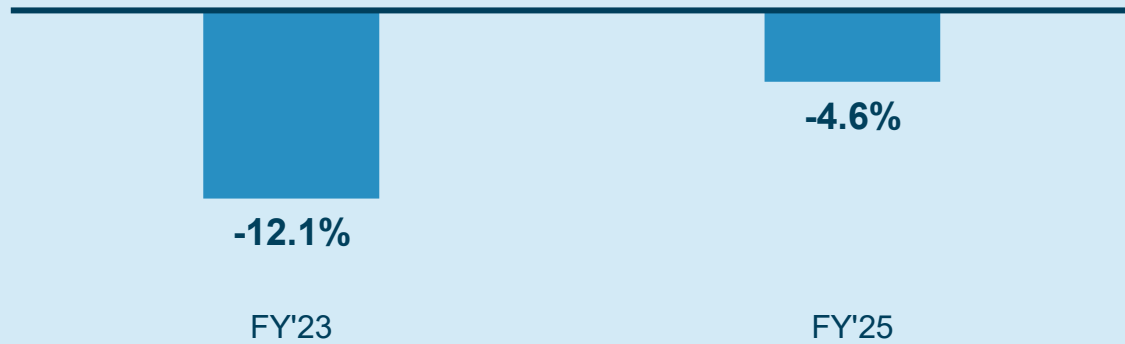
Net Leverage Ratio ¹



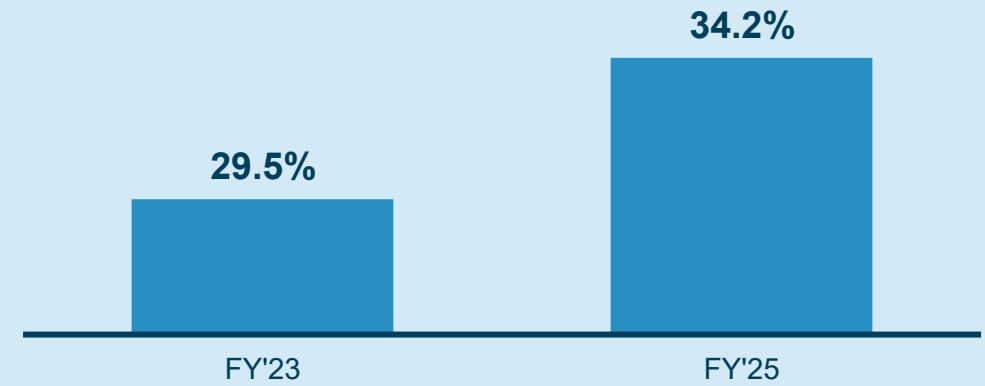
1. Refer to appendix for reconciliations to GAAP figures

BUT WE SHOULD NOT LOSE SIGHT OF THE FACT THAT VERY STRONG PROGRESS HAS BEEN MADE

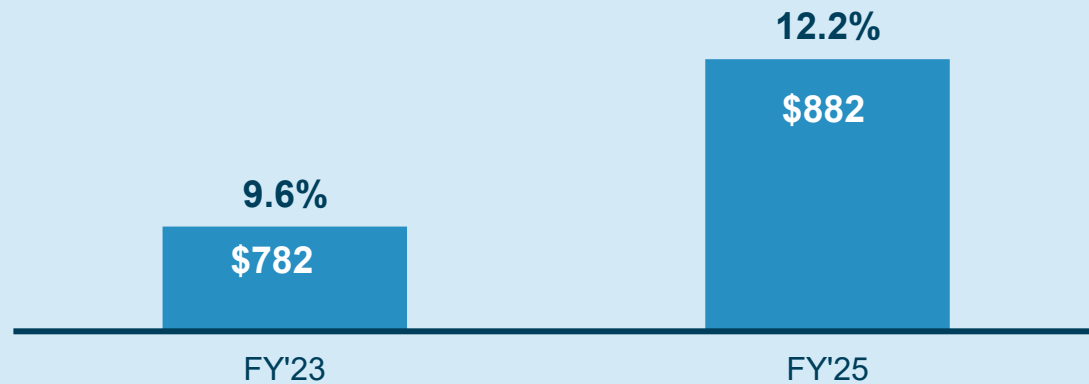
Core Sales Growth (y/y change) ¹



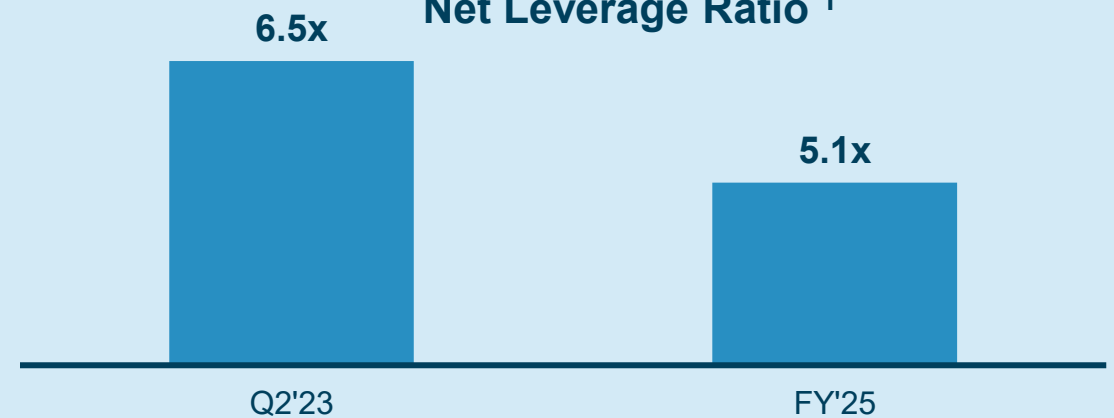
Normalized Gross Margin ¹



Normalized EBITDA to Net Sales (\$M) ¹



Net Leverage Ratio ¹



1. Refer to appendix for reconciliations to GAAP figures

AND WHILE WE WERE ADJUSTING TO TARIFFS, WORK TO DRAMATICALLY IMPROVE NWL'S CAPABILITY SET CONTINUED...



NWL'S KEY CAPABILITIES HAVE IMPROVED RAPIDLY, POSITIONING FOR FUTURE GROWTH



KEY MESSAGES

- 1 | Newell Brands' multi-year capability-based turnaround remains on-track
- 2 | **Early, broad and deep executive sponsorship of AI (Quantum Leap) is further strengthening NWL's capabilities and accelerating innovation and distribution wins**
- 3 | AI harvested simplification efforts and a strong domestic manufacturing footprint support NWL's long-term financial algorithm and shareholder value proposition

AI ENABLEMENT: AN OPERATIONAL APPROACH BUILT TO DRIVE SPEED, EFFECTIVENESS & EFFICIENCY

EXECUTIVE MEMBER STEERING COMMITTEE

QUANTUM LEAP TEAM

FUNCTIONAL LEVEL NAVIGATORS

Foundational

Build the base for
AI adoption and
culture change

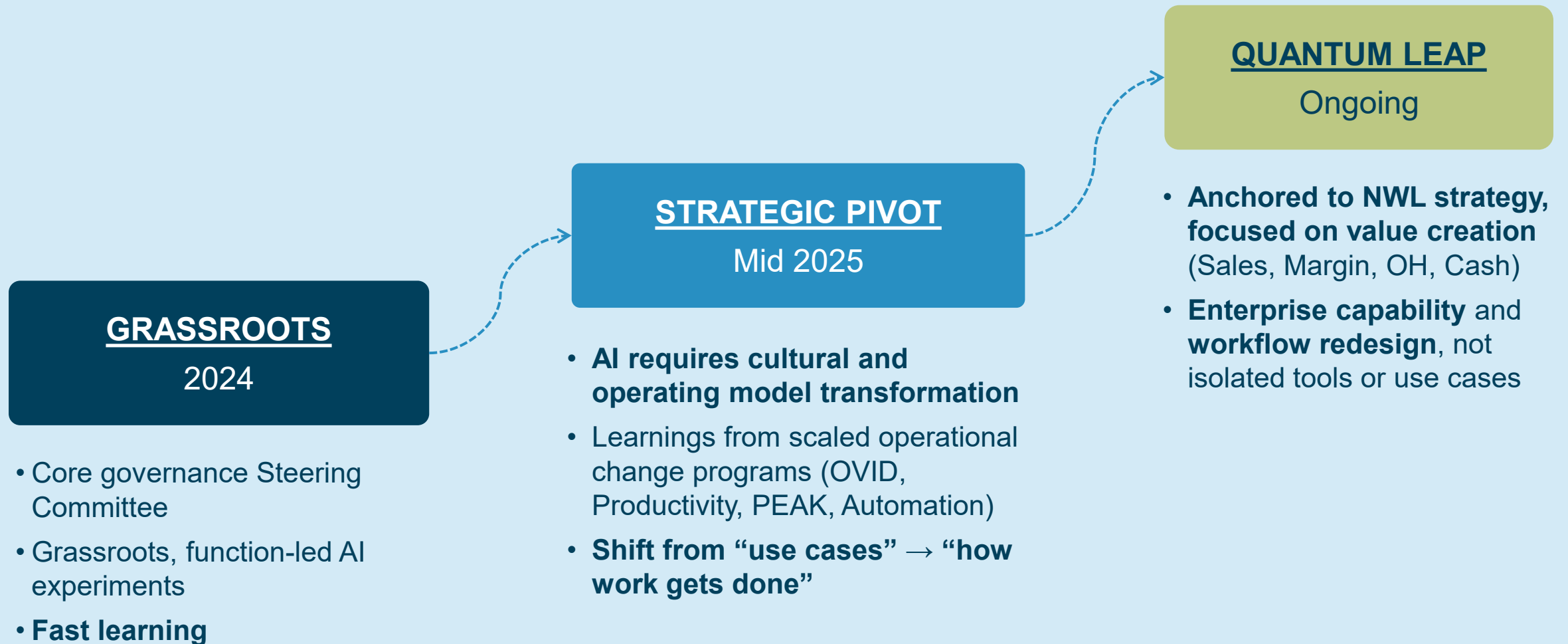
Functional

Re-imagine
workflows and
functions

Enterprise

Transform entire
value chains at
scale

THE QUANTUM LEAP JOURNEY: FROM EXPERIMENTS TO ENTERPRISE OPERATING TRANSFORMATION



AI OPERATIONALIZED ACROSS THE BUSINESS TO ACCELERATE PROFITABLE TOP-LINE GROWTH

- **AI Steering Committee** is CEO & executive-sponsored, cross-functional, with top technologists
- **Workflow redesigns** are driving productivity, improving outcomes and accelerating cycle time
- **33 AI Navigators** providing embedded, functional AI leadership across the enterprise
- **2,000+ employees actively enabled** as AI is deployed across the enterprise
- **100+ active use cases** deployed across multiple functions

NWL IS INNOVATING AGAIN...

GREATER BREADTH, SPEED & INVESTMENT SUPPORTING GROWTH

Innovation, Speed & Capability

- AI-enabled ideation, design and prototyping
- AI-enabled consumer understanding, co-creation and testing
- Faster iteration cycles from concept to launch

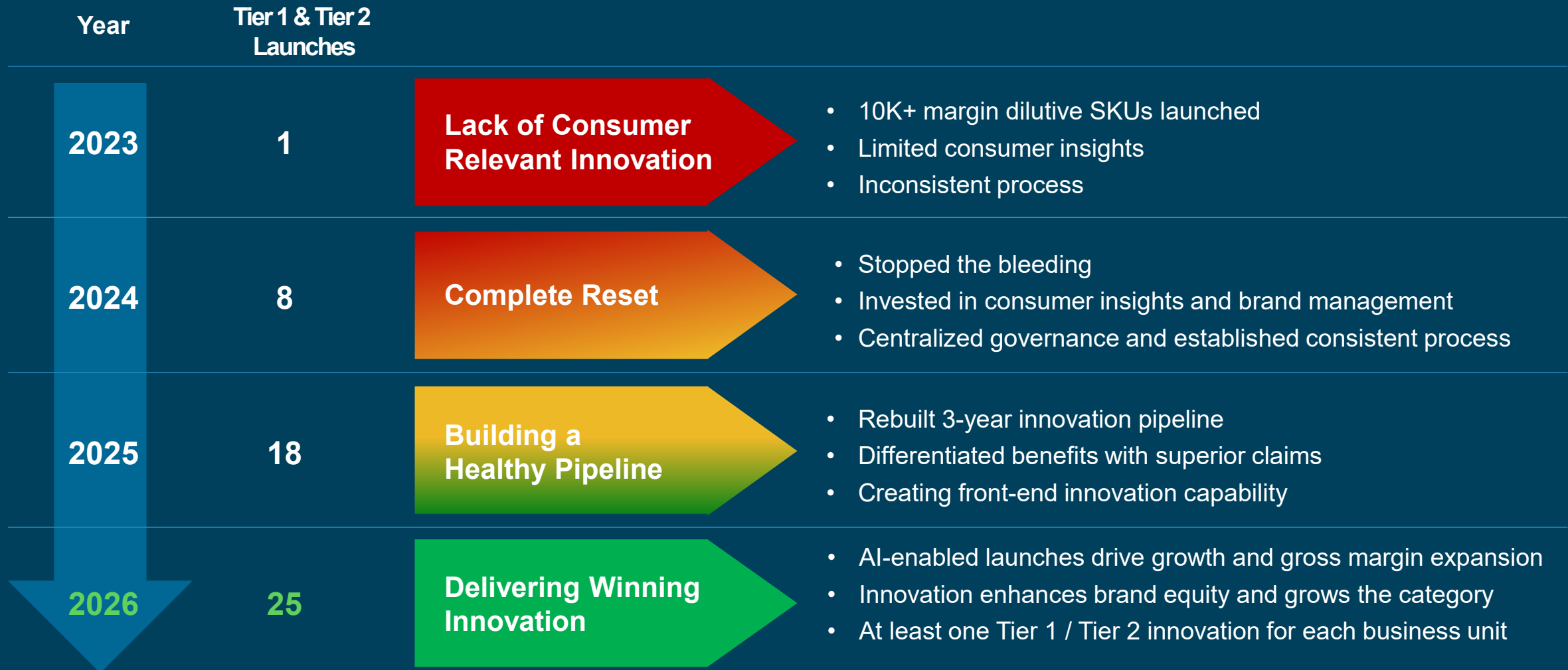
Marketing Activation

- AI-enabled digital content creation
- AI-enabled marketing activation

Investment & Retail Execution

- Highest A&P investment in company history ¹
- Strong retailer activation behind key launches
- Improved go-to-market execution

INNOVATION... A MULTI-YEAR JOURNEY ACCELERATED BY AI ENABLEMENT



INNOVATION... WRITING

EXPO
WET ERASE
Permanent Until You Want It Gone!
Smudge Free

Sharpie S-GEL
INTRODUCING THE **STYLE**
ICON
Polished Performance
NO SMEAR
NO SMUDGE
NO BLEED
TECHNOLOGY
SETTING THE BAR FOR PERFORMANCE

Sharpie CREATIVE MARKERS
METALLIC
10 NEW METALLIC COLORS
3 TIPS
BULLET, BRUSH, & FINE
COLLECT THEM ALL!
46 COLORS IN 3 TIPS AND 2 FINISHES
NO BLEED THROUGH ON PAPER

INNOVATION...
BABY

Turns to face you
for easy in and out



The safest place outside your arms™



EasyTurn™ 360
2-in-1 Convertible Car seat



+860bps
share ¹

Since January 2025 Launch

1. Based on 2024 Baby Gear Brand Health Tracker Data
Source: Circana YTD thru Nov 2025, Turning Car Seat Market

Turn. Slide. Smile.

Slides to you for seamless ins and outs.



SnugRide® Turn & Slide Infant Car Seat

Market Set

FEB 2026

Turns and slides to you for easy ins & outs, even in tight parking spaces!



The safest place outside your arms™

INNOVATION... KITCHEN

EXTREME MIX BLENDER

A unique 10-blade stack features 4 titanium-coated blades to process whole fruits and vegetables in seconds



**TURBOCHARGED BLENDING
LIKE NEVER BEFORE**

Effortlessly power through ice,
frozen fruit and so much more

- **POWER**
- **QUALITY BLADES**
- **EASY TO CLEAN**
- **MULTI-FUNCTIONAL**
- **DURABLE**

INNOVATION... HOME FRAGRANCE



INNOVATION... OUTDOOR & RECREATION



contigo®



DRINK IT ALL IN

**BIG LIKE
bubba.**



**the antidote to average:
bubba isn't just big in capacity,
it's big in attitude**

COUNT ON 

SNAP 'N GO
COOLER

THE WORLD'S FIRST
COLLAPSIBLE
HARD-SIDED COOLER

DRIVING DISTRIBUTION GAINS THROUGH...

Improved Go-to-market Capabilities,
Stronger Innovation & Tariff Advantaged Manufacturing

DISTRIBUTION MOMENTUM HAS TURNED POSITIVE

1H'25 

FY'25 

FY'26E 

EXTENSIVE LINE UP OF BLENDERS LEADING TO INCREASED POINTS OF DISTRIBUTION



\$22.98



\$199.99

Tariff Advantaged Manufacturing

FROM EXECUTION TO ECONOMICS

Translating capabilities and commercial
momentum into financial outcomes

Mark Erceg

Chief Financial Officer

KEY MESSAGES

1 | Newell Brands' multi-year capability-based turnaround remains on-track

2 | Early, broad and deep executive sponsorship of AI (Quantum Leap) is further strengthening NWL's capabilities and accelerating innovation and distribution wins

3 | **AI harvested simplification efforts and a strong domestic manufacturing footprint support NWL's long-term financial algorithm and shareholder value proposition**

NWL HAS DRIVEN DRAMATIC SIMPLIFICATION OVER THE PAST SEVERAL YEARS

SKU Count

~80% SKU Rationalization P5Y

Brand Reduction

~80 brands in 2023
<55 brands today

Supply Chain

23 standalone supply chains fully integrated

OVID (U.S.)

One Order
One Truck
One Invoice

Suppliers

25% reduction in total suppliers since 2022

Distributors

Reduced international distributors by >40%

Legal Entities

212 entities currently, down from ~550 in 2016

Office Footprint

Closed 27 locations since 2022

Global Fill Rate

96% in 2025 highest rate ever achieved ¹

E&O Inventory

Down 50% since 2022

Customer Fines

Down 50% since 2022

ERP Integration

Will be completed by Fall of 2026

1. Refers to period following Jarden acquisition in 2016

ERP INTEGRATION: A HIGHLY FRAGMENTED STARTING POINT

N. AMERICA

22

10

LATAM

13

EMEA

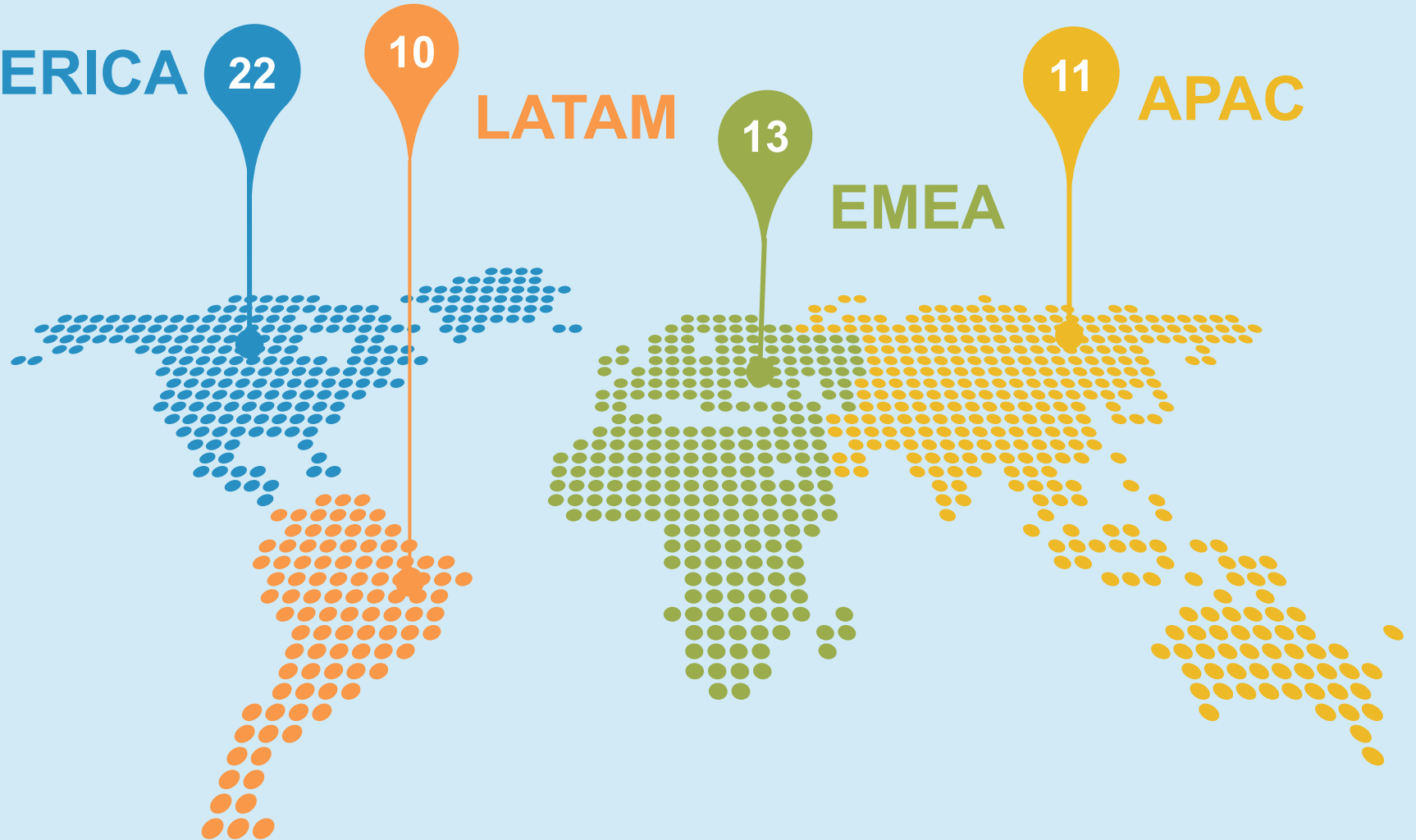
11

APAC

2016 Baseline

(Post-Jarden Acquisition)

- Exceedingly complicated ERP landscape
- Multiple local ERPs by country & business unit
- Numerous instances within SAP
- Core SAP global sales coverage only ~35%



ERP INTEGRATION: PLANNED COMPLETION FALL 2026

N. AMERICA

EMEA

APAC

End State

One consolidated global IT backbone / ERP system¹ ***with*** ***~95%*** of the global business on ***one core instance*** of SAP



Enabling scale, speed & facilitating AI deployment across the enterprise

1. Core SAP + Brazil (regulatory) + Turkey (regulatory) + Tech Apparel (business model considerations)

ERP INTEGRATION: A SIMPLIFIED FOUNDATION FOR AI-POWERED GROWTH

Simplify the Core	Unify Governance & Focus on Data Quality	Accelerate the AI Journey
 <p data-bbox="333 948 856 1036">~95% of global business on core instance of SAP</p>	 <p data-bbox="1034 948 1526 1036">Establishes framework for leveraging data effectively</p>	 <p data-bbox="1735 948 2196 1036">Data foundation enables AI Readiness</p>

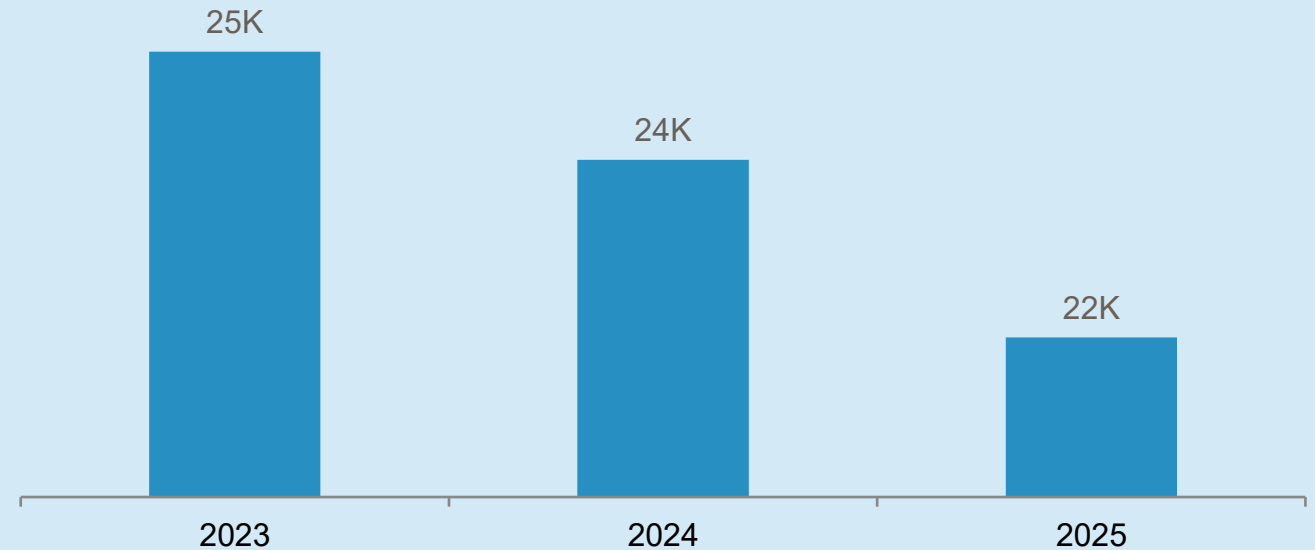
NWL's digital / simplification transformation is no longer about managing complexity; it is about harnessing high-quality data to drive faster, AI-augmented cycle-times across the global enterprise

SIMPLIFICATION EFFORTS ARE BEING HARVESTED: AI ENABLEMENT PROVIDES SIGNIFICANT RUNWAY

Progress Made ¹

- ✓ In Q3'25, OH declined for the **first** time in ~3 years
- ✓ In Q4'25, OH declined for the **second** time in ~3 years

NWL Headcount



More Efficient Ways of Working Should Enable Faster Growth

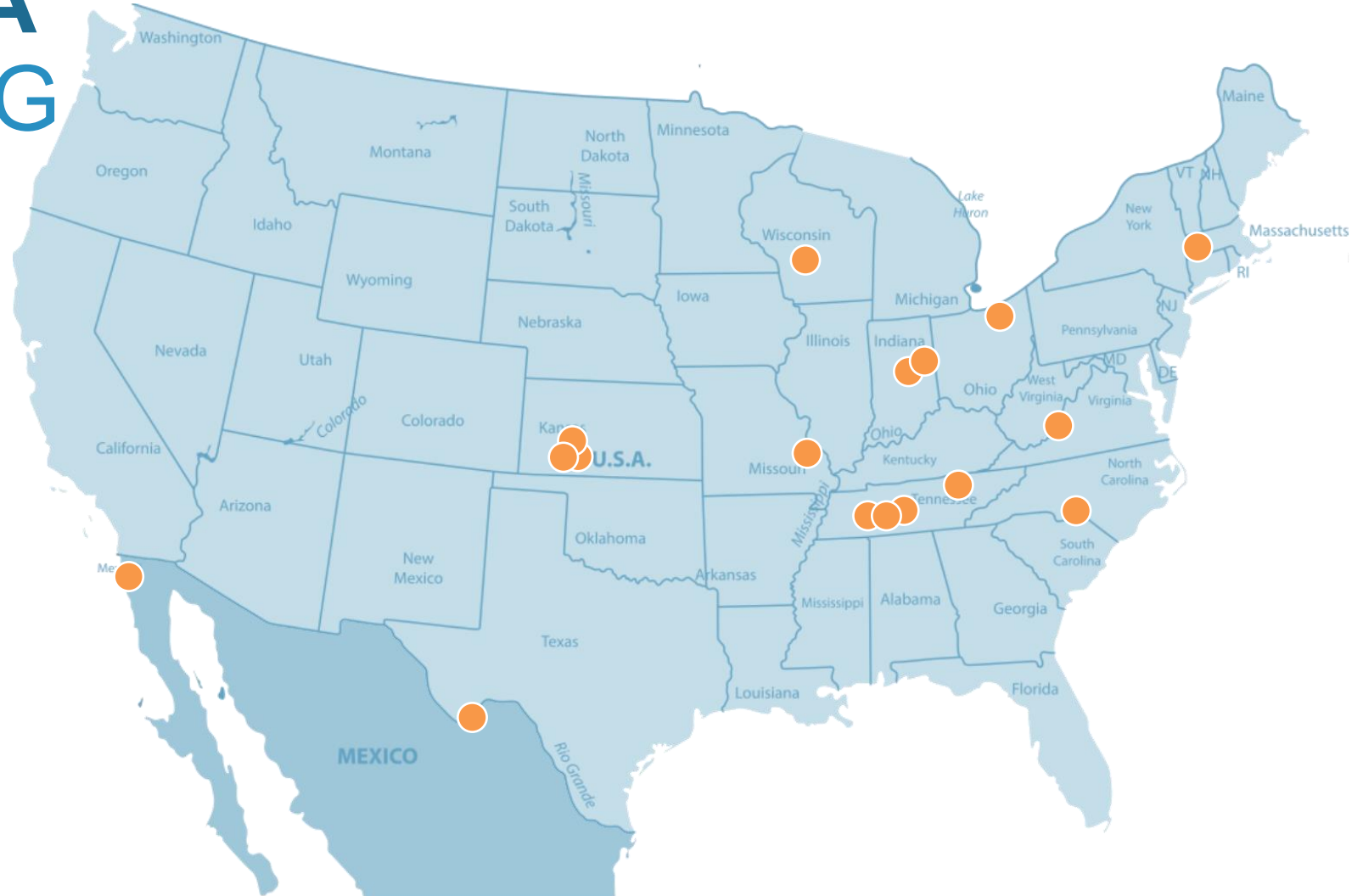
END-TO-END SUPPLY CHAIN & PROCUREMENT / STRATEGIC SOURCING HIGHLIGHTS

- Invested ~\$2B in U.S. manufacturing since 2017 Tax Cuts & Jobs Act
- 41 plants strategically located around the world
- China to U.S. sourcing reduced from ~35%¹ (several years ago) to <10%¹
- Generating significant year-over-year cost savings through FUEL productivity program
- Global Fill Rate 96%

1. As a percentage of total COGS
Note: FUEL = Finding Untapped Efficiencies & Leverage

NORTH AMERICA MANUFACTURING FOOTPRINT

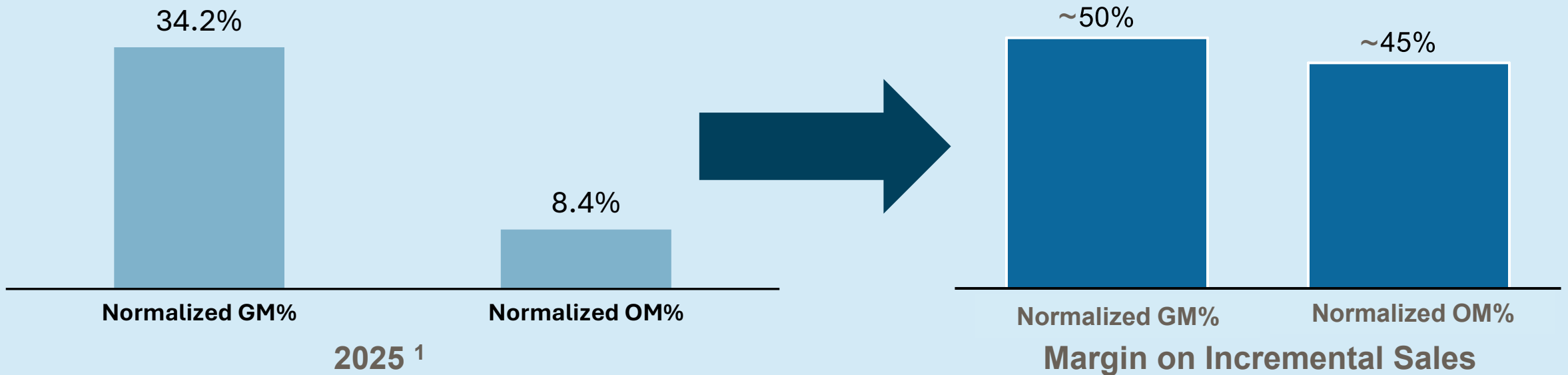
Location	# of Plants
Acuna, MEX	1
Indiana	2
Kansas	3
Massachusetts	1
Mexicali, MEX	1
Missouri	1
North Carolina	1
Ohio	1
Tennessee	4
Virginia	1
Wisconsin	1



Significant domestic manufacturing footprint provides NWL with 19 tariff advantaged categories

CAPACITY UTILIZATION & MARGIN IMPACT

NWL's highly automated Supply Chain has very favorable marginal economics on incremental sales



Incremental sales deliver outsized profitability gains

1. Refer to appendix for reconciliations to GAAP figures

CASE STUDY: SHARPIE MARKER AUTOMATION



BEFORE

6
workers

~150
units/min



AFTER

1
operator

~500
units/min

THE ALGORITHM: HISTORIC ACTUALS VS. TARGETED STRUCTURAL ECONOMICS

	2023	2024	2025	2026E ²	Future State ³
Normalized Gross Margin ¹	29.5%	34.1%	34.2%	About Flat ⁴	37% to 38%
A&P	4.6%	5.5%	6.0%	Up slightly	6% to 7%
Normalized Overheads ¹	<u>18.8%</u>	<u>20.4%</u>	<u>19.8%</u>	<u>Down ~80 bps</u>	<u>17% to 18%</u>
Normalized Operating Margin ¹	6.1%	8.2%	8.4%	8.6% to 9.2%	12% to 15%

1. Refer to appendix for reconciliations to GAAP figures

2. Based on FY 2026 guidance, as of February 6, 2026

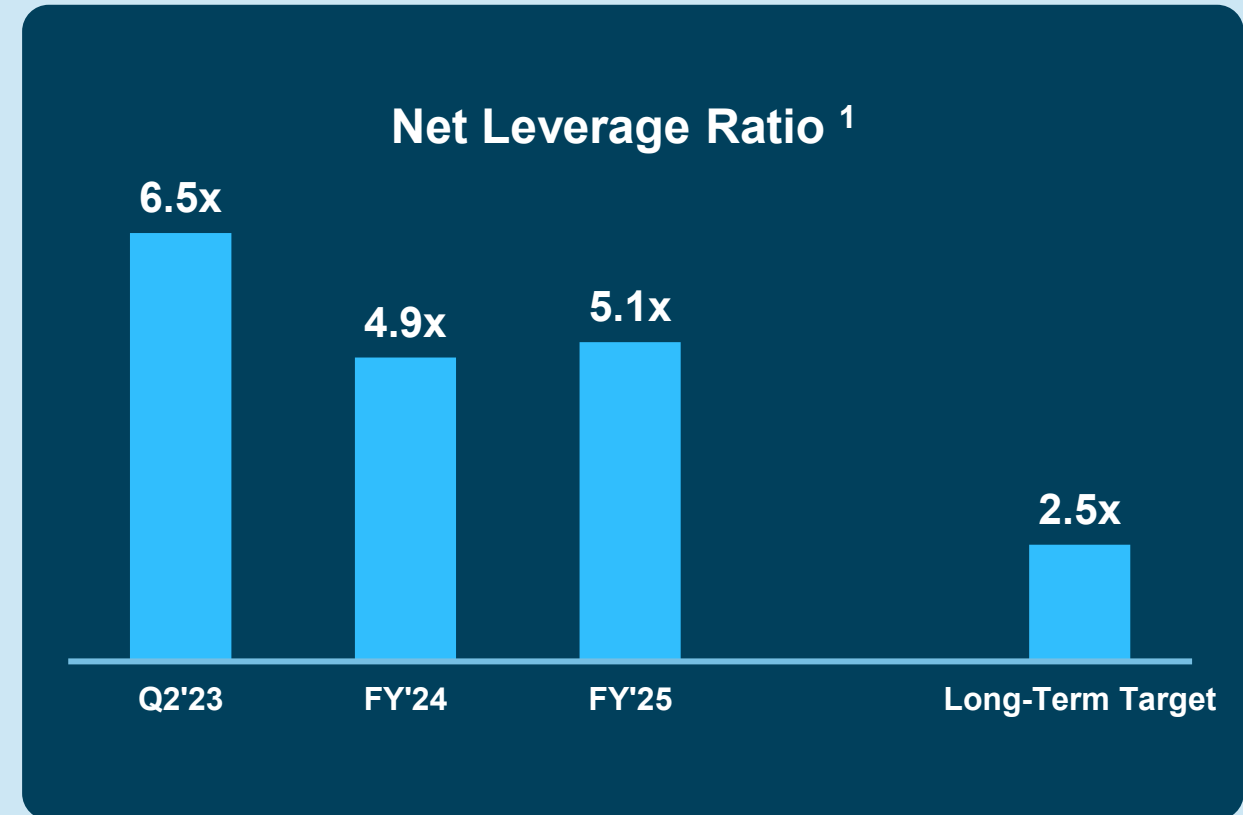
3. Not time bound

4. 2026 Gross Margin expected to be negatively impacted by ~\$0.07/share of annualized tariff impacts

STRONG CASH GENERATION SUPPORTS DELEVERAGING OVER TIME

Cash Generation & Capital Discipline

- 2026 Operating Cash Flow expected to be up ~+40% vs 2025 ¹
 - ✓ Normalized EBITDA growth
 - ✓ Lower cash taxes
 - ✓ Lower cash bonus payout
 - ✓ Shorter cash conversion cycle
- CAPEX reduced to ~\$200M/year
 - ✓ ERP integration nearing completion
 - ✓ Supply chain network in good regard



1. Based on midpoint of FY 2026 guidance, as of February 6, 2026



WE ARE COMMITTED TO PROFITABLE GROWTH AND STRONG CASH FLOW

Long-Term Evergreen Financial Annual Targets

Low Single-Digit Core Sales Growth

50 bps Operating Margin Improvement ¹

~90% FCF Productivity

Capital Allocation Strategy

Fund high return internal growth opportunities

De-lever to 2.5x investment grade leverage ratio

Target 30% to 35% dividend payout ratio

1. Refers to normalized operating margin; on average and net of capability investments and anticipated higher advertising & promotion (A&P) spending

WHY NEWELL BRANDS NOW

A stronger, more capable Newell — positioned to grow & create value

Capabilities Rebuilt:

Simplified, AI-enabled platform with strong domestic manufacturing

Commercial Momentum:

Innovation at scale, improving distribution, increased A&P support

Disciplined Financial Algorithm:

Attractive marginal production economics, multi-year OH optimization glidepath

Clear Path to Shareholder Value:

Top line growth, margin expansion, strong cash flow & balance sheet de-leveraging



Appendix

NON-GAAP INFORMATION

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

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

The Company's management believes that core sales provides a more complete understanding of underlying sales trends by providing sales on a consistent basis as it excludes the impacts of acquisitions, divestitures, retail store openings and closings, certain market and category exits, changes in foreign exchange and customer returns due to a product recall from year-over-year comparisons. The effect of changes in foreign exchange on reported sales is calculated by applying the prior year average monthly exchange rates to the current year local currency sales amounts (excluding acquisitions and divestitures), with the difference between the current year reported sales and constant currency sales presented as the foreign exchange impact increase or decrease in core sales. The Company's management believes that "normalized" gross margin, "normalized" overheads, "normalized" operating income, "normalized" operating margin, "normalized" EBITDA, "normalized" net income, "normalized" diluted earnings per share and "normalized" income tax benefit or expense, which exclude restructuring and restructuring-related expenses; impairment charges; amortization of acquisition-related intangible assets; divestiture costs; costs related to the acquisition, integration and financing of acquired businesses; inflationary adjustments and one-time and other events such as expenses related to certain legal proceedings, costs related to the extinguishment of debt; certain tax benefits and charges; pension settlement charges; costs related to a product recall; certain facility fire related costs; write-off of assets not placed into service and certain other items, are useful because they provide investors with a meaningful perspective on the current underlying performance of the Company's core ongoing operations and liquidity. "Normalized Overhead" refers to SG&A expense excluding normalized expenses and advertising and promotion expense. The Company defines "net debt" as short-term debt, current portion of long-term debt and long-term debt less cash and cash equivalents. "Net leverage ratio" is a liquidity measure calculated as the ratio of net debt to Normalized EBITDA. For all reported periods, SKU count excludes Technical Apparel and third party items sold through the Yankee Candle flagship store. For periods prior to 2021, SKU count also excludes Mapa Professional. "Normalized EBITDA" is an ongoing liquidity measure (that excludes non-cash items) and is calculated as normalized earnings before interest, tax, depreciation, amortization and stock-based compensation expense.

The Company uses a "with" and "without" approach to calculate normalized income tax expense or benefit. At an interim period, the Company determines the year-to-date tax effect of the pretax items excluded from normalized results by allocating the difference between the calculated GAAP and calculated normalized tax expense or benefit.

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

Commencing in the third quarter of 2024, the Company changed its normalization practice. Historically, the Company has excluded from normalized results inventory write-downs and accelerated depreciation charges relating to restructuring and exit activities that were reflected within its restructuring-related costs non-GAAP adjustment. Beginning in the third quarter of 2024, the Company no longer excludes these charges from its normalized results. The Company has also ceased to exclude from normalized results prior period adjustments related to a bad debt reserve and subsequent recovery with respect to the bankruptcy of an international customer. We have recast prior periods presented in this presentation to conform to current period presentation. The company will continue to provide normalized measures which exclude the impact of restructuring costs and restructuring-related costs (other than inventory write-downs and accelerated depreciation), acquisition-related amortization expense and impairment charges, pension settlement losses and other items.

While the Company believes these non-GAAP financial measures are useful in evaluating the Company's performance and liquidity, this information should be considered as supplemental in nature and not as a substitute for or superior to the related financial information prepared in accordance with GAAP. Additionally, these non-GAAP financial measures may differ from similar measures presented by other companies.

Reconciliation of GAAP and Non-GAAP Information (Unaudited)

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

The following tables present a reconciliation of certain non-GAAP financial measures to the most directly comparable financial measures in accordance with GAAP for the twelve months ended December 31, 2025, 2024 and 2023. The Company has chosen to present the following non-GAAP measures to investors to enable additional analyses of past, present and future operating performance and as a supplemental means of evaluating the Company's performance and operating results absent the effect of certain items that are deemed to be stand-alone items apart from the Company's core operations ("Normalized Adjustments"). While these costs or gains are not expected to continue for any individual transaction on an ongoing basis, similar types of costs, expenses and charges or gains have occurred in prior periods.

Normalized Adjustments include the following:

Restructuring and restructuring-related costs	The company incurs restructuring and restructuring-related costs in connection with various discrete initiatives, including our Global Productivity Plan (announced in December 2025) and previously disclosed initiatives such as the 2024 Realignment Plan, Project Phoenix, as well as other discrete actions. Restructuring charges primarily relate to severance and other employee termination costs as well as contract termination and other costs. Restructuring-related costs are costs that are directly attributable to a restructuring action or exit activity and would not have been incurred absent the action. Restructuring-related costs primarily relate to duplicative costs pending facility closure, asset valuation adjustments and disposal gains and consulting costs. Restructuring-related costs primarily related to manufacturing and distribution personnel, facilities and assets are generally recorded in cost of products sold, while restructuring-related costs primarily related to office facilities and assets and professional or clerical personnel are generally recorded in selling, general and administrative expenses in the Consolidated Statements of Operations. Restructuring charges primarily related to Global Productivity Plan and Realignment Plan for the twelve months ended December 31, 2025 and 2024 and to Project Phoenix for the twelve months ended December 31, 2023.
Amortization expense and impairments of acquired intangible assets	Represents the amortization expense and impairment charges associated with acquired intangible assets.
Argentina hyperinflationary currency movements	Represents the favorable or unfavorable movement in Argentine pesos related to our subsidiary operating in Argentina, which is considered a hyperinflationary economy.
(Gain) loss on divestitures and transaction costs	Represents the gain or loss on disposal of business or investment, which represents the difference between the fair value (less costs to sell) and carrying value of the business or investment being disposed, as well as transaction costs associated with acquisitions and divestitures.
Loss on pension settlement	Represents charges associated with settlement of certain of the Company's defined benefit plans, which relates to the recognition of previously unrecognized actuarial losses in accumulated other comprehensive loss.
Other adjustments	Includes losses on the extinguishment and modification of debt; recall costs for certain French Door Countertop Ovens; fire-related costs, net of insurance recoveries (including an insurance recovery related to fire-related costs previously normalized); impairment of lease right-of-use asset; write-off of assets not placed into service; inventory write-downs resulting from regulatory restrictions that ban the salability of certain of the Company's products in certain jurisdictions; legal expenses related to a completed U.S. Securities and Exchange Commission investigation and completed shareholder securities class action and derivative litigation (as disclosed in Footnote 18—Litigation and Contingencies to the Company's audited consolidated financial statements included in its Annual Report on Form 10-K for the fiscal year ending December 31, 2023); expenses related to a legal proceeding in the U.S. Tax Court (as disclosed in Footnote 10—Income Taxes to the Company's condensed consolidated financial statements included in its Quarterly Report on Form 10-Q filed October 31, 2025); the portion of a tax reserve associated with prior periods recorded as a result of a judicial ruling relating to indirect taxes in an international entity; and gains or losses arising from the mark-to-market of an investment with a readily determinable fair value.
Normalized income tax adjustments	The Company uses a "with" and "without" approach to calculate normalized income tax expense or benefit. At an interim period, the Company determines the year-to-date tax effect of the pretax items excluded from normalized results by allocating the difference between the calculated GAAP and calculated normalized tax expense or benefit. In addition, normalized income tax adjustments includes the income tax expense (\$44 million for each of the twelve months ended December 31, 2025 and 2024 and \$40 million for the twelve months ended December 31, 2023) that results from the amortization of a prior year normalized tax benefit. The twelve months ended December 31, 2025 also includes a net charge of \$31 million related to certain discrete items including (1) an incremental tax charge relating to the Company's transition tax associated with the implementation of the Tax Cuts and Jobs Act in 2017 and (2) remeasurement of deferred taxes resulting from a change in a U.S. state income tax rate and surrender of insurance policies previously accounted for as a permanent difference.

Reconciliation of GAAP and Non-GAAP Information (Unaudited)

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

	Twelve Months Ended December 31,		
	2025	2024	2023
Net sales change (Reported)	(5.0)%	(6.8)%	(14.0)%
Divestitures and other, net ^[2]	0.4%	0.5%	1.5%
Currency impact ^[3]	—%	2.9%	0.4%
Core sales ^{[1][4]}	(4.6)%	(3.4)%	(12.1)%

[1] "Core Sales" provides a consistent basis for year-over-year comparisons in sales as it excludes the impacts of acquisitions and divestitures, retail store openings and closings, certain market and category exits, as well as changes in foreign currency.

[2] "Divestitures and other, net" includes certain product line exits, returns related to the French Door Countertop Ovens recall (during 2025) and current and prior period net sales from retail store closures (consistent with standard retail practice).

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

[4] Totals may not add due to rounding.

Reconciliation of GAAP and Non-GAAP Information (Unaudited)

NEWELL BRANDS INC.
RECONCILIATION OF GAAP AND NON-GAAP INFORMATION (UNAUDITED)
NET DEBT AND NORMALIZED EBITDA RECONCILIATION
(Amounts in millions)

	Twelve Months Ended December 31,			Trailing 12-Months Ended June 30, 2023
	2025	2024	2023	
NET DEBT RECONCILIATION:				
Short-term debt and current portion of long-term debt	\$ 130	\$ 87	\$ 329	\$ 597
Long-term debt	4,543	4,508	4,575	4,753
Gross debt	4,673	4,595	4,904	5,350
Less: Cash and cash equivalents	203	198	332	317
Net debt ⁽¹⁾	\$ 4,470	\$ 4,397	\$ 4,572	\$ 5,033
Net loss, as reported under GAAP	\$ (285)	\$ (216)	\$ (388)	\$ (314)
Normalized Adjustments:				
Restructuring:				
Severance and other employee termination costs	60	40	89	62
Contract termination and other costs	2	5	6	4
Restructuring-related costs:				
Asset valuation adjustments and disposal gains or losses	17	29	13	(4)
Duplicative costs pending facility closure or exit of business activity	12	9	11	14
Consulting costs	(1)	8	4	1
Amortization of acquired intangible assets	92	99	76	70
Impairment of acquired intangible assets	340	345	339	482
(Gain) loss on divestitures and transactions costs	(6)	6	17	6
Loss on pension settlement	—	—	126	5
Argentina hyperinflationary charge	16	16	30	16
Other, net	43	10	23	53
Normalized income tax adjustments	(50)	(65)	(69)	(82)
Total normalized adjustments, net of tax	525	502	665	627
Normalized net income	240	286	277	313
Normalized income tax provision (benefit)	34	21	(86)	(56)
Interest expense, net	321	295	283	265
Normalized depreciation and amortization ⁽²⁾	219	224	258	238
Stock-based compensation expense ⁽³⁾	68	74	50	9
NORMALIZED EBITDA	\$ 882	\$ 900	\$ 782	\$ 769
NET LEVERAGE RATIO	5.1X	4.9X	5.8X	6.5X
NET SALES	\$7,204	\$7,582	\$8,133	
Normalized EBITDA to Net Sales	12.2%	11.9%	9.6%	

[1] The Company defines net debt as gross debt less the total of cash and cash equivalents. The Company believes net debt is meaningful to investors as it considers net debt and its components to be an important indicator of liquidity and a guiding measure of capital structure strategy.

[2] Normalized depreciation and amortization excludes from GAAP depreciation and amortization acquisition amortization expense of \$92 million, \$99 million and \$76 million for the twelve months ended December 31, 2025, 2024 and 2023, respectively, and \$70 million for the trailing-twelve-months ended June 30, 2023, associated with amortization of intangible assets recognized in purchase accounting.

[3] Represents non-cash expense associated with stock-based compensation.

Reconciliation of GAAP and Non-GAAP Information (Unaudited)

NEWELL BRANDS INC.
 RECONCILIATION OF GAAP AND NON-GAAP INFORMATION (UNAUDITED)
NORMALIZED GROSS AND OPERATING MARGIN
(Amounts in millions)

	Twelve Months Ended December 31,		
	2025	2024	2023
Gross profit, as reported under GAAP	\$ 2,432	\$ 2,548	\$ 2,353
<i>As a % of net sales</i>	33.8 %	33.6 %	28.9 %
Normalized Adjustments:			
Restructuring-related costs:			
Asset valuation adjustments and disposal gains or losses	1	21	19
Duplicative costs pending facility closure or exit of business activity	3	4	6
Argentina hyperinflationary charge	7	11	9
Other, net	22	—	11
Normalized gross profit	\$ 2,465	\$ 2,584	\$ 2,398
<i>As a % of net sales</i>	34.2 %	34.1 %	29.5 %
Operating income (loss), as reported under GAAP			
	\$ 39	\$ 67	\$ (85)
<i>As a % of net sales</i>	0.5 %	0.9 %	(1.0)%
Normalized Adjustments:			
Restructuring:			
Severance and other employee termination costs	60	40	89
Contract termination and other costs	2	5	6
Restructuring-related costs:			
Asset valuation adjustments and disposal gains or losses	17	29	13
Duplicative costs pending facility closure or exit of business activity	12	9	11
Consulting costs	(1)	8	4
Amortization of acquired intangible assets	92	99	76
Impairment of acquired intangible assets	340	345	339
Loss on divestitures and transactions costs	7	7	13
Argentina hyperinflationary charge	7	11	9
Other, net	31	(2)	24
<i>Total normalized adjustments to operating loss, as reported under GAAP</i>	567	551	584
Normalized operating income	\$ 606	\$ 618	\$ 499
<i>As a % of net sales</i>	8.4 %	8.2 %	6.1 %

Reconciliation of GAAP and Non-GAAP Information (Unaudited)

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

CORE SALES OUTLOOK

	Twelve months ending December 31, 2026		
Estimated net sales change (GAAP)	(1.0)%	to	1.0%
Estimated currency impact ^[1] and divestitures ^[2] , net		~ (1)%	
Core sales change (Non-GAAP) ^[3]	(2.0)%	to	—%

[1] "Currency Impact" represents the effect of foreign currency on 2026 estimated sales and is calculated by applying the 2025 average monthly exchange rates to the current year local currency sales amounts (excluding divestitures) and comparing to 2026 estimated sales.

[2] "Divestitures and other, net" includes certain product line exits, current and prior period net sales from retail store closures (consistent with standard retail practice).

[3] Totals may not add due to rounding.

Reconciliation of GAAP and Non-GAAP Information (Unaudited)

NEWELL BRANDS INC.
RECONCILIATION OF GAAP AND NON-GAAP INFORMATION (UNAUDITED)
NORMALIZED OVERHEADS
(Amounts in millions)

	Year Ended December 31, 2025			
	QUARTER 1	QUARTER 2	QUARTER 3 ^[1]	QUARTER 4 ^[2]
Selling, general and administrative expenses, as reported under GAAP	\$ 471	\$ 508	\$ 492	\$ 514
Normalized Adjustments:				
Amortization of acquired intangible assets	23	23	24	22
Restructuring-related costs:				
Asset valuation adjustments and disposal gains or losses	8	3	3	2
Duplicative costs pending facility closure or exit of business activity	3	2	1	3
Consulting costs	—	—	(1)	—
Loss on divestitures and transactions costs	—	—	2	8
Normalized selling, general and administrative expenses	437	480	463	479
Advertising and promotion costs	77	105	124	123
<i>As a % of net sales</i>	4.9 %	5.4 %	6.9 %	6.5 %
Normalized overheads	\$ 360	\$ 375	\$ 339	\$ 356
<i>As a % of net sales</i>	23.0 %	19.4 %	18.7 %	18.7 %

[1] For the third quarter, normalized overheads as a percentage of net sales is calculated using net sales that excludes the \$5 million impact of returns related to the French Door Countertop Ovens recall for purposes of comparability.

[2] For the fourth quarter, normalized overheads as a percentage of net sales is calculated using net sales that excludes the \$4 million impact of returns related to the French Door Countertop Ovens recall for purposes of comparability.

Reconciliation of GAAP and Non-GAAP Information (Unaudited)

NEWELL BRANDS INC.
RECONCILIATION OF GAAP AND NON-GAAP INFORMATION (UNAUDITED)
NORMALIZED OVERHEADS
(Amounts in millions)

	Year Ended December 31, 2024			
	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Selling, general and administrative expenses, as reported under GAAP	\$ 462	\$ 520	\$ 536	\$ 565
Normalized Adjustments:				
Amortization of acquired intangible assets	25	25	25	24
Restructuring-related costs:				
Asset valuation adjustments and disposal gains or losses	3	(3)	3	(3)
Duplicative costs pending facility closure or exit of business activity	1	1	1	2
Consulting costs	1	5	1	1
(Gain) loss on divestitures and transactions costs	(1)	—	1	5
Normalized selling, general and administrative expenses	433	492	505	536
Advertising and promotion costs	74	109	118	116
As a % of net sales	4.5 %	5.4 %	6.1 %	6.0 %
Normalized overheads	\$ 359	\$ 383	\$ 387	\$ 420
As a % of net sales	21.7 %	18.8 %	19.9 %	21.5 %

Reconciliation of GAAP and Non-GAAP Information (Unaudited)

NEWELL BRANDS INC.
RECONCILIATION OF GAAP AND NON-GAAP INFORMATION (UNAUDITED)
NORMALIZED OVERHEADS
(Amounts in millions)

	Year Ended December 31, 2023			
	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Selling, general and administrative expenses, as reported under GAAP	\$ 480	\$ 476	\$ 501	\$ 544
Normalized Adjustments:				
Amortization of acquired intangible assets	19	19	19	19
Restructuring-related costs:				
Asset valuation adjustments and disposal gains or losses	2	(15)	4	3
Duplicative costs pending facility closure or exit of business activity	1	3	—	1
Consulting costs	—	1	1	2
Loss on divestitures and transactions costs	7	9	1	6
Normalized selling, general and administrative expenses	451	459	476	513
Advertising and promotion costs	63	97	110	101
<i>As a % of net sales</i>	3.5 %	4.4 %	5.4 %	4.9 %
Normalized overheads	\$ 388	\$ 362	\$ 366	\$ 412
<i>As a % of net sales</i>	21.5 %	16.4 %	17.9 %	19.8 %

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

newell
BRANDS