

Hain Celestial Overview

November 2025



Forward-Looking Statements

This presentation contains forward-looking statements within the meaning of the safe harbor provisions of the Private Securities Litigation Reform Act of 1995. Such statements involve risks, uncertainties and assumptions. If the risks or uncertainties ever materialize or the assumptions prove incorrect, our results may differ materially from those expressed or implied by such forward-looking statements. The words “believe,” “expect,” “anticipate,” “may,” “should,” “plan,” “intend,” “potential,” “will” and similar expressions are intended to identify such forward-looking statements. Forward-looking statements include, among other things: our beliefs or expectations relating to our future performance, results of operations and financial condition; our strategic initiatives and business strategy, including statements related to our personal care business; our supply chain, including the impact of tariffs and the availability and pricing of raw materials; our brand portfolio; pricing actions and product performance; inflation rates; and current or future macroeconomic trends.

Risks and uncertainties that may cause actual results to differ materially from forward-looking statements include: challenges and uncertainty resulting from the impact of competition; changes to consumer preferences; our ability to execute our business strategy; our ability to manage our supply chain effectively; input cost inflation, including as a result of tariffs; reliance on independent contract manufacturers; disruption of operations at our manufacturing facilities; customer concentration; reliance on independent distributors; risks associated with operating internationally; risks associated with outsourcing arrangements; risks associated with geopolitical conflicts or events; our reliance on independent certification for a number of our products; our ability to attract and retain highly skilled people; risks related to tax matters; compliance with our credit agreement and our ability to refinance our indebtedness; foreign currency exchange risk; general economic conditions; impairments in the carrying value of goodwill or other intangible assets; the reputation of our company and our brands; our ability to use and protect trademarks; cybersecurity incidents; disruptions to information technology systems; pending and future litigation, including litigation relating to Earth’s Best® baby food products; potential liability if our products cause illness or physical harm; the highly regulated environment in which we operate; our ability to manage our financial reporting and internal control systems and processes; compliance with data privacy laws; the adequacy of our insurance coverage; climate impacts; liabilities, claims or regulatory change with respect to environmental matters; and other risks and matters described in our most recent Annual Report on Form 10-K and our other filings from time to time with the U.S. Securities and Exchange Commission.

We undertake no obligation to update forward-looking statements to reflect actual results or changes in assumptions or circumstances, except as required by applicable law.



Non-GAAP Financial Measures

This presentation and the accompanying tables include non-GAAP financial measures, including, among others, organic net sales, adjusted operating income and its related margin, adjusted gross profit and its related margin, adjusted net income and its related margin, adjusted earnings per diluted share, adjusted EBITDA and its related margin, free cash flow and net debt. The reconciliations of historic non-GAAP financial measures to the comparable GAAP financial measures are provided in the tables below. These non-GAAP financial measures should not be considered in isolation or as a substitute for the comparable GAAP measures. In addition, these non-GAAP measures may not be the same as similar measures provided by other companies due to potential differences in methods of calculation and items being excluded. They should be read only in connection with the company's consolidated financial statements presented in accordance with GAAP.

We define our non-GAAP financial measures as follows:

- Organic net sales (for fiscal 2024): net sales excluding the impact of acquisitions, divestitures, discontinued brands and exited product categories. To adjust organic net sales for the impact of acquisitions, the net sales of an acquired business are excluded from fiscal quarters constituting or falling within the current period and prior period where the applicable fiscal quarter in the prior period did not include the acquired business for the entire quarter. To adjust organic net sales for the impact of divestitures, discontinued brands and exited product categories, the net sales of a divested business, discontinued brand or exited product category are excluded from all periods.
- Organic net sales (for fiscal 2025): net sales excluding the impact of acquisitions, divestitures, discontinued brands and exited product categories and foreign exchange. To adjust organic net sales for the impact of acquisitions, the net sales of an acquired business are excluded from fiscal quarters constituting or falling within the current period and prior period where the applicable fiscal quarter in the prior period did not include the acquired business for the entire quarter. To adjust organic net sales for the impact of divestitures, discontinued brands and exited product categories, the net sales of a divested business, discontinued brand or exited product category are excluded from all periods. To adjust organic net sales for the impact of foreign exchange, current period net sales for entities reporting in currencies other than the U.S. dollar are translated into U.S. dollars at the average monthly exchange rates in effect during the corresponding period of the prior fiscal year, rather than at the actual average monthly exchange rate in effect during the current period of the current fiscal year.
- Adjusted gross profit and its related margin: gross profit, before plant closure related costs, net, warehouse and manufacturing consolidation and other costs, net, and other costs.
- Adjusted operating income and its related margin: operating loss before certain litigation expenses, net, plant closure related costs, net, productivity and transformation costs, CEO succession costs, warehouse and manufacturing consolidation and other costs, net, costs associated with acquisitions, divestitures and other transactions, and intangibles and long-lived asset impairments.
- Adjusted net income and its related margin and diluted net income per common share, as adjusted: net loss, adjusted to exclude the impact of certain litigation expenses, net, plant closure related costs, net, productivity and transformation costs, CEO succession costs, warehouse and manufacturing consolidation and other costs, net, costs associated with acquisitions, divestitures and other transactions, (gains) losses on sales of assets, intangibles and long-lived asset impairments, unrealized currency (gains) losses and the related tax effects of such adjustments, and other costs.
- Adjusted EBITDA: net loss before net interest expense, income taxes, depreciation and amortization, equity in net loss of equity-method investees, stock-based compensation, net, unrealized currency losses, certain litigation and related costs, plant closure related costs, net, productivity and transformation costs, CEO succession costs, warehouse and manufacturing consolidation and other costs, costs associated with acquisitions, divestitures and other transactions, (gains) losses on sales of assets, transaction and integration costs, net, goodwill impairment, intangibles and long-lived asset impairments and other adjustments.
- Free cash flow: net cash provided by operating activities less purchases of property, plant and equipment.
- Net debt: total debt less cash and cash equivalents.

We believe that the non-GAAP financial measures presented provide useful additional information to investors about current trends in the company's operations and are useful for period-over-period comparisons of operations. We provide:

- Organic net sales to demonstrate the growth rate of net sales excluding the impact of acquisitions, divestitures and discontinued brands (and, starting in fiscal 2025, foreign exchange), and believe organic net sales is useful to investors because it enables them to better understand the growth of our business from period to period.
- Adjusted results as important supplemental measures of our performance and believe they are frequently used by securities analysts, investors and other interested parties in the evaluation of our Company and companies in our industry.
- Free cash flow as one factor in evaluating the amount of cash available for discretionary investments.
- Net debt as a useful measure to monitor leverage and evaluate the balance sheet.





Company Overview



We are a global leader in
Better-For-You
food and beverage



Attractive, consumer-centric better-for-you (BFY) global platforms



BFY leadership in 5 priority markets



Portfolio of strong brands with a right to win

\$1.6 billion

Net sales in FY 2025

Snacks



Baby/Kids



Beverages



Meal prep



Personal care*

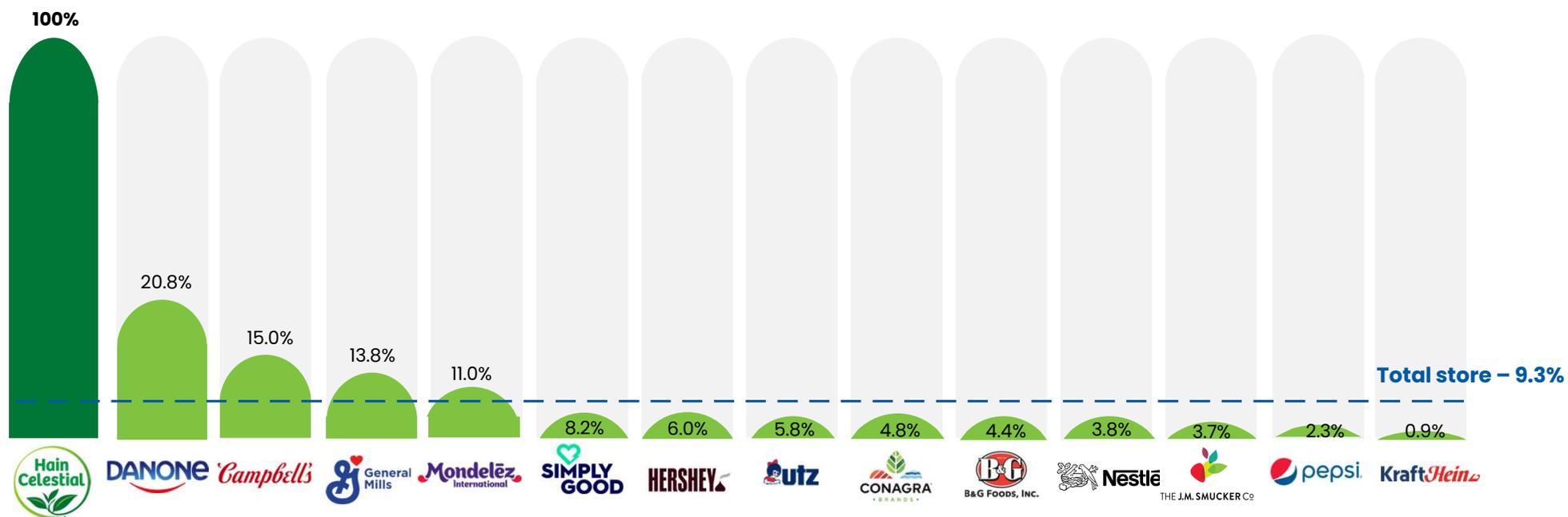


* Held for Sale

Note: Not all brands in portfolio shown

Our unique BFY focus is a competitive advantage with strong consumer tailwinds

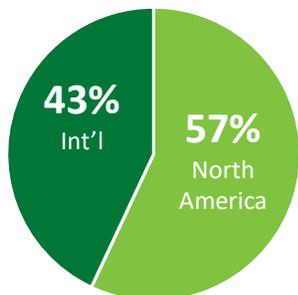
'Better-for-you' / 'Natural' share of US sales (%)



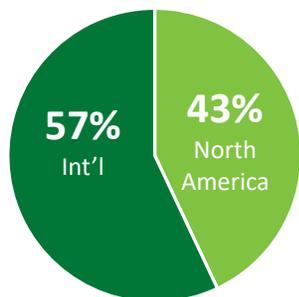
Source: Based on SPINS NPI Product definition/methodology to calculate "natural" sales; Across MULO + C for 52 WE 9/07/25; Total store represents all departments sold in the retailers captured in MULO + C

Two Empowered Regions to Drive Executional Speed, Simplicity, and Impact

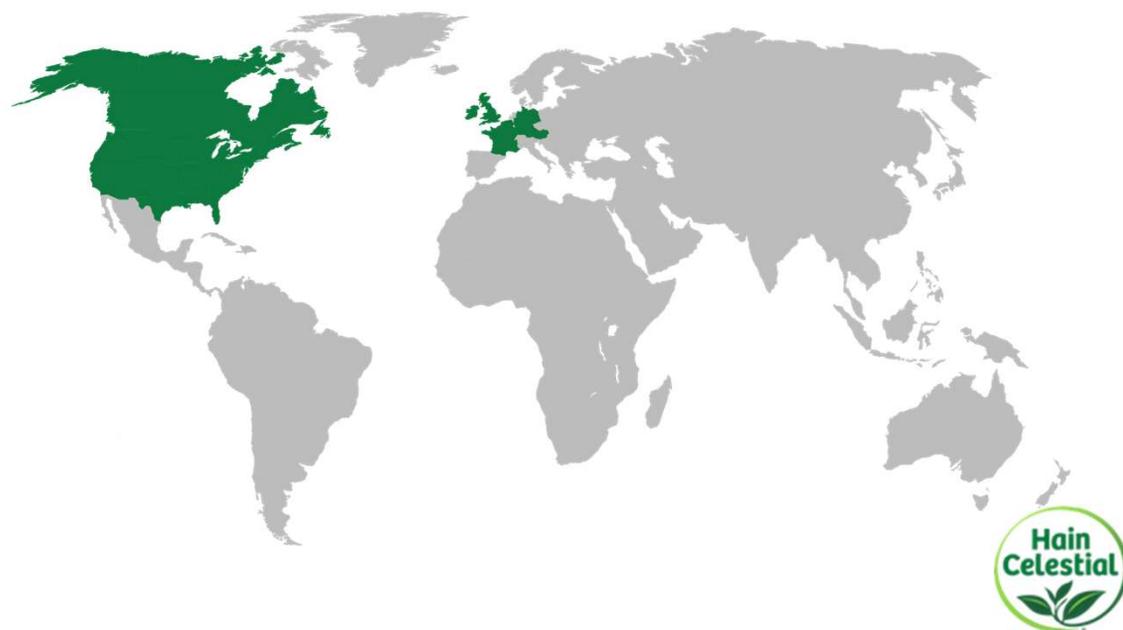
FY25 Geographic Mix



~2,600 Employees



Core Geographies U.S., Canada, UK, Ireland & Western Europe



Our organization is guided by one common purpose, mission, and vision



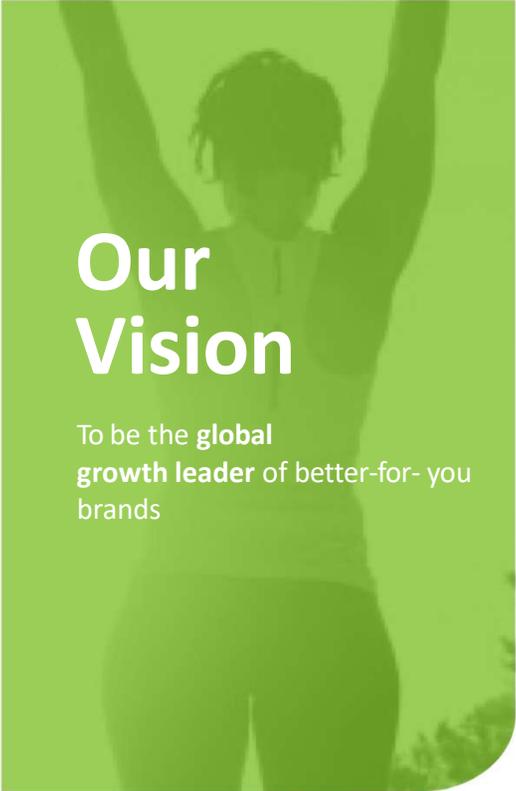
Our Purpose

To inspire healthier living for people, communities & the planet through better-for-you brands



Our Mission

To build purpose-driven brands that make healthier living more attainable by empowering our people, engaging our partners, and living our values



Our Vision

To be the **global growth leader** of better-for-you brands



Turnaround Strategy

5 Actions to Win in the Marketplace



Streamlining the portfolio



Accelerating brand renovation and innovation



Implementing strategic revenue growth management & pricing



Driving productivity and working capital efficiency



Strengthening digital capabilities

Streamlining the Business

Reducing complexity

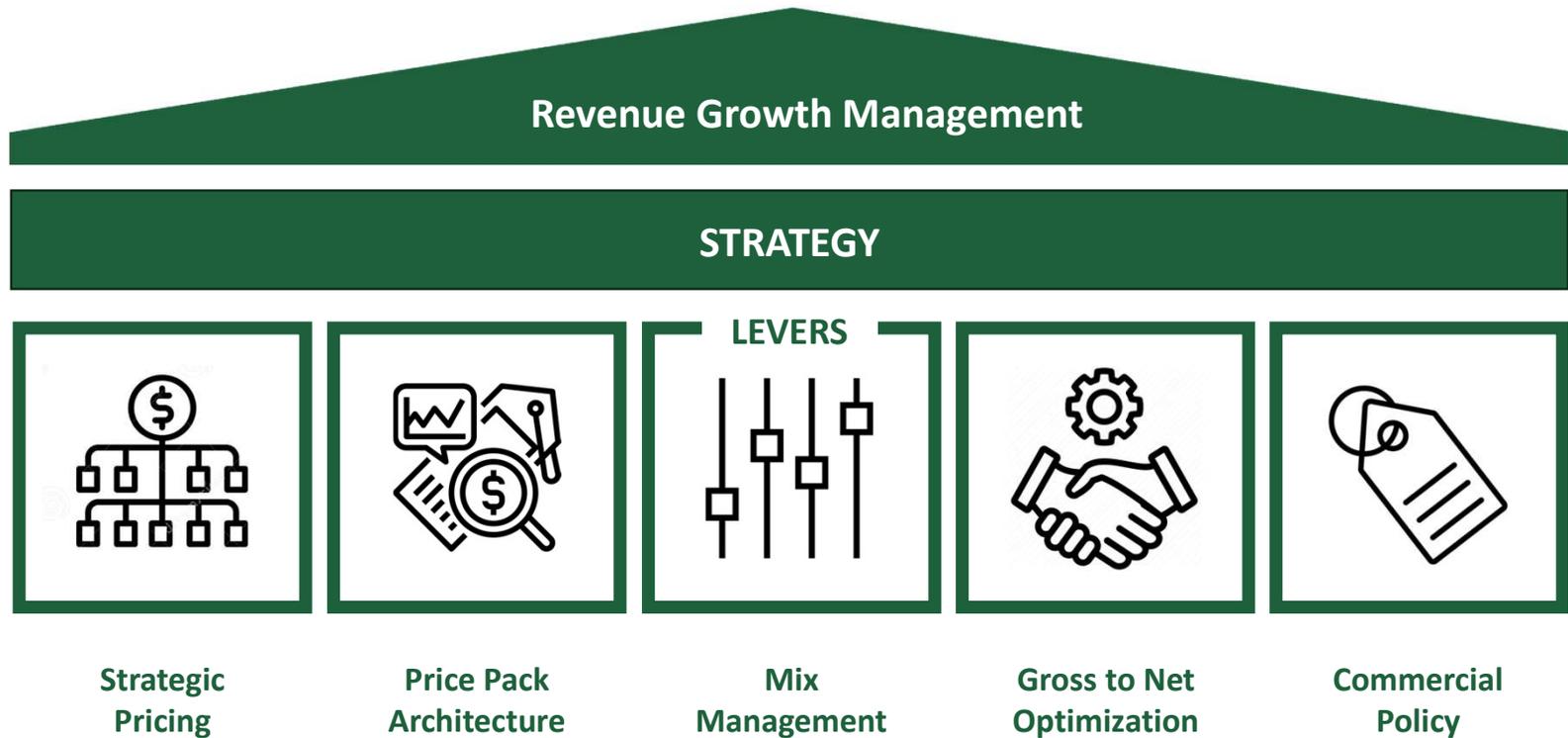
- Portfolio optimization with embedded portfolio management reviews to continuously assess portfolio simplicity
- Exiting or selling businesses where we are structurally disadvantaged



Accelerating Brand Renovation and Innovation

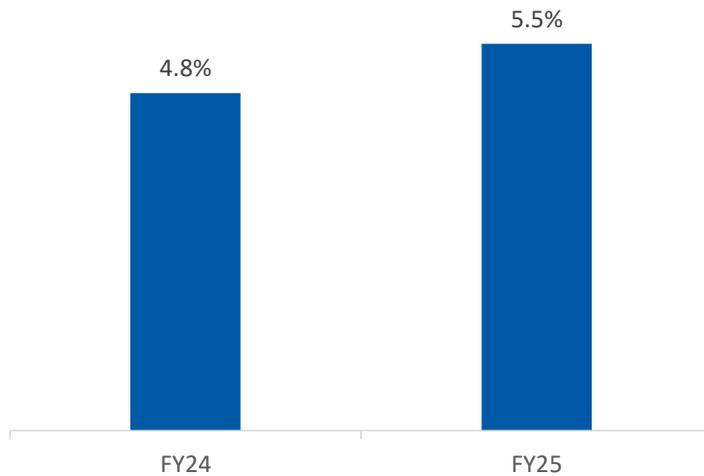


Implementing Strategic Revenue Growth Mgmt. & Pricing



Driving Productivity and Working Capital Efficiency

Productivity
(% of COGS)



Working Capital

Accounts Payable

- Overdelivered in FY25
- Further improvement expected in FY26

Inventory

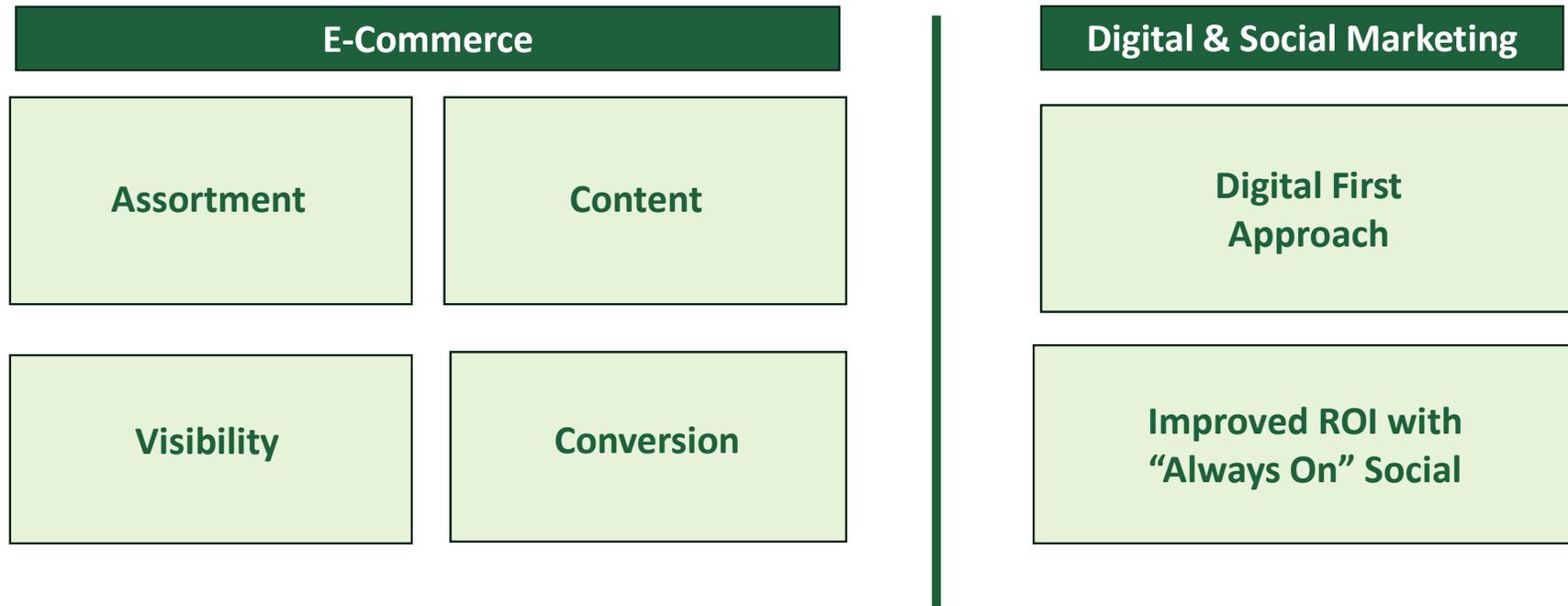
- Reduction expected in FY26

Cash Generation



Strengthening Digital Capabilities

Two areas of focus to increase efficiency, profitability and connectivity





Fiscal 2025 Results

FY25 Key Takeaways

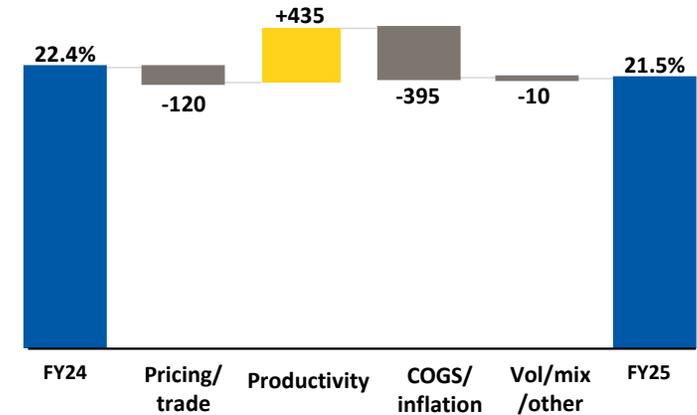
- Taking action to **stabilize sales, improve profitability, optimize cash, and deleverage our balance sheet**
- Creating greater financial flexibility by **rapidly resetting cost structure and eliminating non-strategic spending**
- Operating model anchored on **empowered regions to prioritize speed, simplicity, and impact**
- Focused turnaround strategy anchored on **5 actions to win in the marketplace**



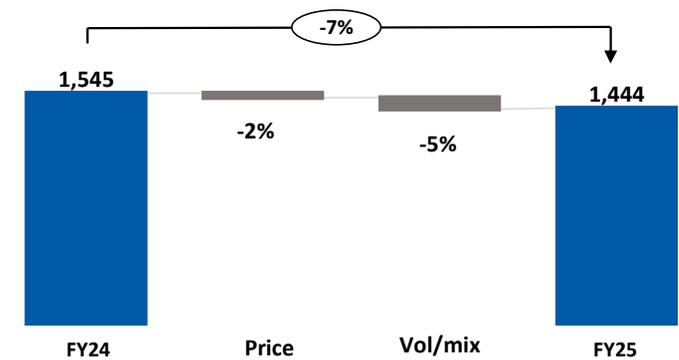
Performance Summary

\$'s in millions	FY 2025	FY 2025 vs. LY
Net Sales	\$1,560	-10%
Organic Net Sales	\$1,444	-7%
Adjusted Gross Margin	21.5%	-90 bps
Adjusted EBITDA	\$114	-26%
Adjusted EBITDA Margin	7.3%	-160 bps
Adjusted Net Income	\$8	-73%
Adjusted EPS	\$0.09	-73%

Adjusted Gross Margin Bridge FY25



Organic Net Sales Growth Decomposition (\$'s millions)



See Appendix for reconciliation between non-GAAP and comparable GAAP financial measures.

FY25 Segment Results – North America

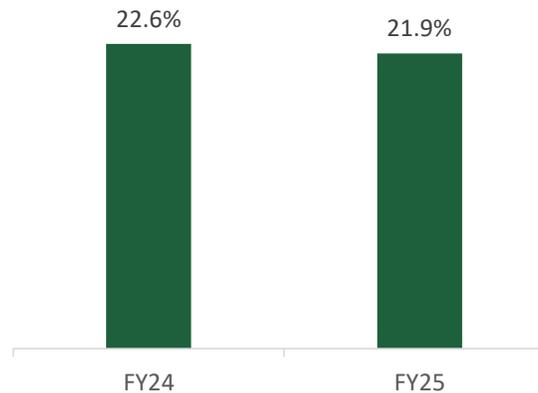
-9%

Organic Net Sales
(\$'s millions)



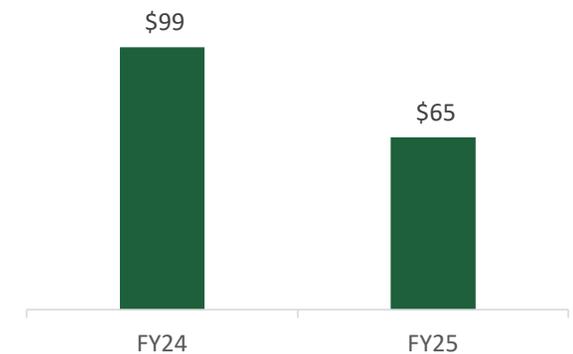
-70 bps

Adjusted Gross Margin



-34%

Adjusted EBITDA
(\$'s millions)



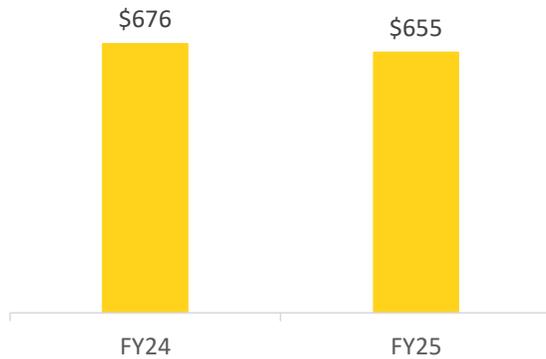
See Appendix for reconciliation between non-GAAP and comparable GAAP financial measures.



FY25 Segment Results – International

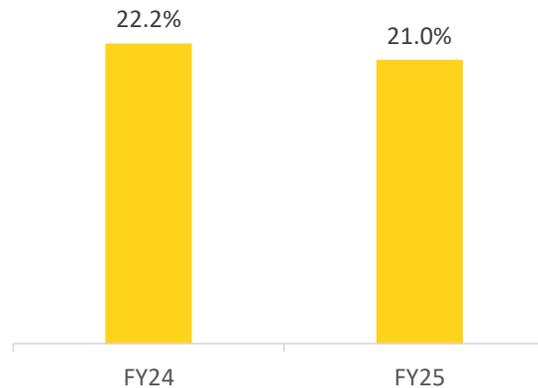
-3%

Organic Net Sales
(\$'s millions)



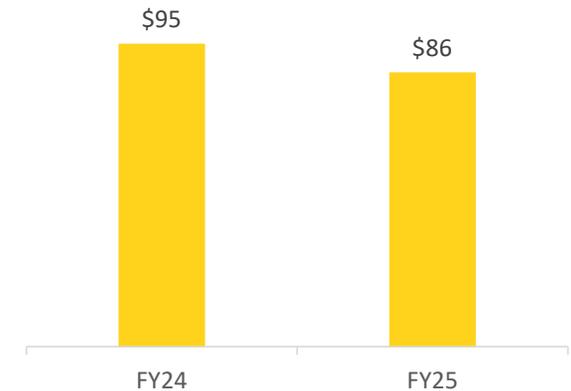
-110 bps

Adjusted Gross Margin



-9%

Adjusted EBITDA
(\$'s millions)



See Appendix for reconciliation between non-GAAP and comparable GAAP financial measures.

Category Performance

Organic Net Sales	FY25 \$'s in millions	FY25 vs. FY24
Snacks	\$367	-14%
Baby & Kids	\$239	-5%
Beverages	\$244	-3%
Meal Prep	\$593	-4%

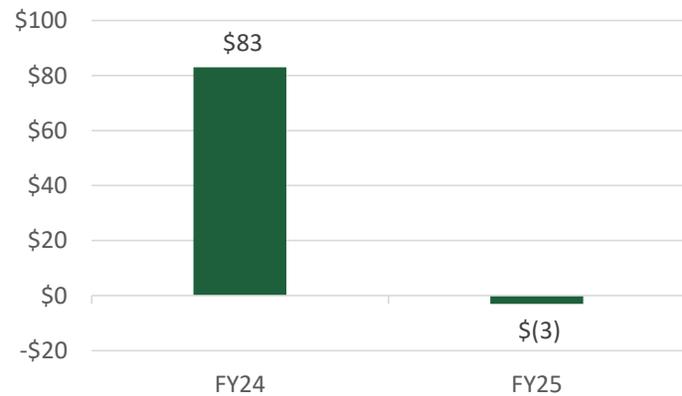
Executing 5 Actions to Win in the Marketplace to Drive Improved Performance



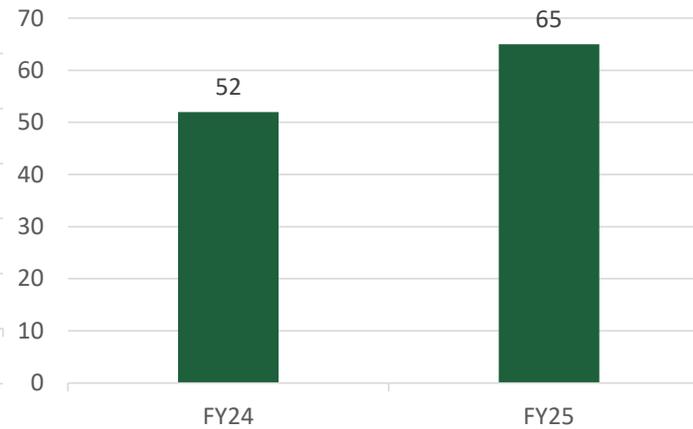
See Appendix for reconciliation between non-GAAP and comparable GAAP financial measures.

Free Cash Flow And Working Capital Management

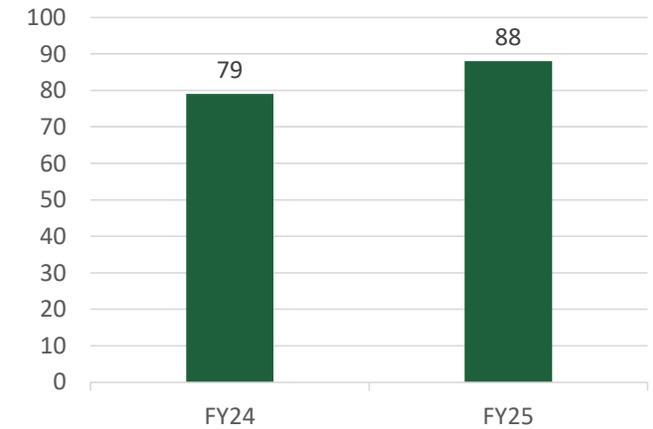
Free Cash Flow
(\$ millions)



Days Payable Outstanding

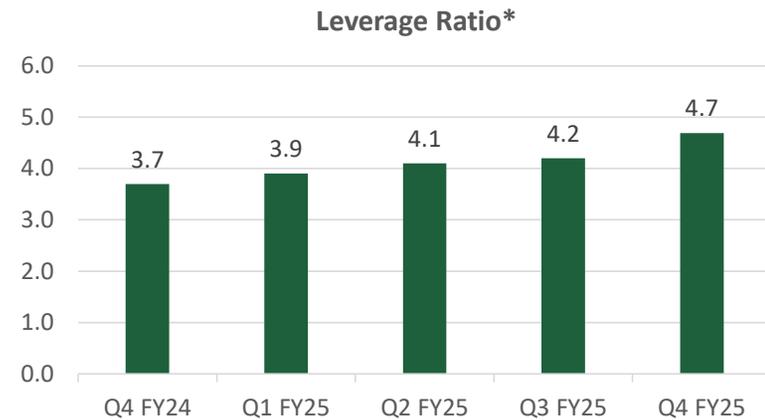
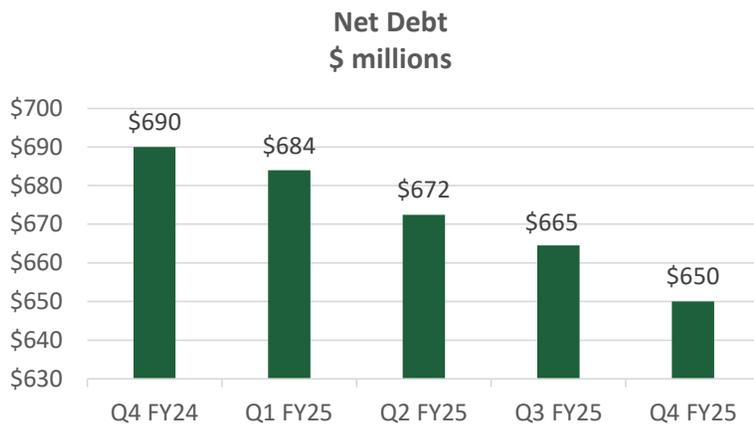


Days Inventory Outstanding



**Continued Progress Towards FY27 DPO Target of 70+ Days
Opportunity for Improvement in Days Inventory Outstanding**

Continued Improvement In Net Debt



**Reduced Net Debt by \$40 Million in FY25
Long-Term Leverage Ratio Goal of <3x**



** Credit agreement consolidated secured leverage ratio
Note: maximum consolidated secured leverage ratio under our credit agreement is 5.5x for the quarter ending 9/30/2025 and thereafter*

In Summary



- Hain has **uniquely focused on better-for-you** for more than 30 years, a **competitive advantage**
- **Strong tailwinds** in better-for-you
- Taking action to **stabilize sales, improve profitability, optimize cash, and deleverage our balance sheet**
- Creating greater financial flexibility by **rapidly resetting cost structure and eliminating non-strategic spending**
- Operating model anchored on **empowered regions to prioritize speed, simplicity, and impact**
- Focused turnaround strategy anchored on **5 actions to win in the marketplace**

Appendix



Net Sales, Gross Profit, Adjusted Gross Profit & Adjusted EBITDA by Segment (FY25 and FY24)

THE HAIN CELESTIAL GROUP, INC. AND SUBSIDIARIES
Net Sales, Gross Profit and Adjusted EBITDA by Segment
(unaudited and in thousands)

	<u>North America</u>	<u>International</u>	<u>Corporate/Other</u>	<u>Hain Consolidated</u>
Net Sales				
Net sales - Q4 FY25 YTD	\$ 888,626	\$ 671,154	\$ -	\$ 1,559,780
Net sales - Q4 FY24 YTD	\$ 1,055,527	\$ 680,759	\$ -	\$ 1,736,286
% change - FY25 net sales vs. FY24 net sales	(15.8)%	(1.4)%		(10.2)%
Gross Profit				
Q4 FY25 YTD				
Gross profit	\$ 192,910	\$ 141,148	\$ -	\$ 334,058
Non-GAAP adjustments ⁽¹⁾	1,764	-	-	1,764
Adjusted gross profit	\$ 194,674	\$ 141,148	\$ -	\$ 335,822
% change - FY25 gross profit vs. FY24 gross profit	(16.4)%	(6.0)%		(12.3)%
% change - FY25 adjusted gross profit vs. FY24 adjusted gross profit	(18.5)%	(6.5)%		(13.8)%
Gross margin	21.7%	21.0%		21.4%
Adjusted gross margin	21.9%	21.0%		21.5%
Q4 FY24 YTD				
Gross profit	\$ 230,689	\$ 150,143	\$ -	\$ 380,832
Non-GAAP adjustments ⁽¹⁾	8,157	804	-	8,961
Adjusted gross profit	\$ 238,846	\$ 150,947	\$ -	\$ 389,793
Gross margin	21.9%	22.1%		21.9%
Adjusted gross margin	22.6%	22.2%		22.4%
Adjusted EBITDA				
Q4 FY25 YTD				
Adjusted EBITDA	\$ 65,470	\$ 86,000	\$ (37,681)	\$ 113,789
% change - FY25 adjusted EBITDA vs. FY24 adjusted EBITDA	(33.7)%	(9.4)%	3.8%	(26.4)%
Adjusted EBITDA margin	7.4%	12.8%		7.3%
Q4 FY24 YTD				
Adjusted EBITDA	\$ 98,728	\$ 94,974	\$ (39,180)	\$ 154,522
Adjusted EBITDA margin	9.4%	14.0%		8.9%

⁽¹⁾ See accompanying table "Adjusted Gross Profit, Adjusted Operating Income, Adjusted Net (Loss) Income and Adjusted Net (Loss) Income per Diluted Share"

Adjusted Gross Profit, Adjusted Operating Income, Adjusted Net Income and Adjusted Net Income per Diluted Share (FY25 and FY24)

THE HAIN CELESTIAL GROUP, INC. AND SUBSIDIARIES
Adjusted Gross Profit, Adjusted Operating Income, Adjusted Net Income and Adjusted Net Income per Diluted Share
(unaudited and in thousands, except per share amounts)

Reconciliation of Gross Profit, GAAP to Gross Profit, as Adjusted:

	Fourth Quarter Year to Date	
	2025	2024
Gross profit, GAAP	\$ 334,058	\$ 380,832
<i>Adjustments to Cost of sales:</i>		
Plant closure related costs, net	1,380	6,523
Warehouse/manufacturing consolidation and other costs, net	384	995
Other	-	1,443
Gross profit, as adjusted	<u>\$ 335,822</u>	<u>\$ 389,793</u>

Reconciliation of Operating Loss, GAAP to Operating Income, as Adjusted:

	Fourth Quarter Year to Date	
	2025	2024
Operating loss, GAAP	\$ (461,603)	\$ (18,948)
<i>Adjustments to Cost of sales:</i>		
Plant closure related costs, net	1,380	6,523
Warehouse/manufacturing consolidation and other costs, net	384	995
Other	-	1,443
 <i>Adjustments to Operating expenses^(a):</i>		
Goodwill impairment	428,882	-
Intangibles and long-lived asset impairment	66,940	76,143
Productivity and transformation costs	21,530	27,741
CEO succession	4,774	-
Certain litigation expenses, net ^(b)	3,473	7,262
Transaction and integration costs, net	(488)	(34)
Plant closure related costs, net	(165)	154
Operating income, as adjusted	<u>\$ 65,107</u>	<u>\$ 101,279</u>

^(a) Operating expenses include amortization of acquired intangibles, selling, general and administrative expenses, productivity and transformation costs, intangibles and long-lived asset impairment, and goodwill impairment.

^(b) Expenses and items relating to securities class action, baby food litigation and SEC investigation.

Adjusted Gross Profit, Adjusted Operating Income, Adjusted Net Income and Adjusted Net Income per Diluted Share (FY25 and FY24) cont.

THE HAIN CELESTIAL GROUP, INC. AND SUBSIDIARIES
Adjusted Gross Profit, Adjusted Operating Income, Adjusted Net Income and Adjusted Net Income per Diluted Share
(unaudited and in thousands, except per share amounts)

Reconciliation of Net Loss, GAAP to Net Income, as Adjusted:

	Fourth Quarter Year to Date	
	2025	2024
Net loss, GAAP	\$ (530,841)	\$ (75,042)
<i>Adjustments to Cost of sales:</i>		
Plant closure related costs, net	1,380	6,523
Warehouse/manufacturing consolidation and other costs, net	384	995
Other	-	1,443
<i>Adjustments to Operating expenses^(a):</i>		
Goodwill impairment	428,882	-
Intangibles and long-lived asset impairment	66,940	76,143
Productivity and transformation costs	21,530	27,741
CEO succession	4,774	-
Certain litigation expenses, net ^(b)	3,473	7,262
Transaction and integration costs, net	(488)	(34)
Plant closure related costs, net	(165)	154
<i>Adjustments to Interest and other expense, net^(c):</i>		
(Gain) loss on sale of assets	(3,194)	4,384
Unrealized and certain realized currency losses	3,941	9
<i>Adjustments to Provision (benefit) for income taxes:</i>		
Net tax impact of non-GAAP adjustments	11,453	(19,605)
Net income, as adjusted	<u>\$ 8,069</u>	<u>\$ 29,973</u>
Net loss margin	(34.0)%	(4.3)%
Adjusted net income margin	0.5%	1.7%
Diluted shares used in the calculation of net loss per common share:	90,127	89,750
Diluted shares used in the calculation of adjusted net income per common share:	90,380	89,923
Diluted net loss per common share, GAAP	\$ (5.89)	\$ (0.84)
Diluted net income per common share, as adjusted	\$ 0.09	\$ 0.33

^(a) Operating expenses include amortization of acquired intangibles, selling, general and administrative expenses, productivity and transformation costs, intangibles and long-lived asset impairment, and goodwill impairment.

^(b) Expenses and items relating to securities class action, baby food litigation and SEC investigation.

^(c) Interest and other expense, net includes interest and other financing expenses, net, (gain) loss on sale of assets, unrealized and certain realized currency losses, and other expense, net.

Organic Net Sales by Segment (FY25 and FY24)

THE HAIN CELESTIAL GROUP, INC. AND SUBSIDIARIES
Organic Net Sales Growth by Segment
(unaudited and in thousands)

	<u>North America</u>	<u>International</u>	<u>Hain Consolidated</u>
Q4 FY25 YTD			
Net sales	\$ 888,626	\$ 671,154	\$ 1,559,780
Less: Impact of divestitures, held for sale businesses, discontinued brands and exited product categories	101,789	2,771	104,560
Less: Impact of foreign currency exchange	(2,074)	13,691	11,617
Organic net sales	<u>\$ 788,911</u>	<u>\$ 654,692</u>	<u>\$ 1,443,603</u>
Q4 FY24 YTD			
Net sales	\$ 1,055,527	\$ 680,759	\$ 1,736,286
Less: Impact of divestitures, held for sale businesses, discontinued brands and exited product categories	186,979	4,709	191,688
Organic net sales	<u>\$ 868,548</u>	<u>\$ 676,050</u>	<u>\$ 1,544,598</u>
Net sales decline	(15.8)%	(1.4)%	(10.2)%
Less: Impact of divestitures, held for sale businesses, discontinued brands and exited product categories	(6.4)%	(0.2)%	(4.4)%
Less: Impact of foreign currency exchange	(0.2)%	2.0%	0.7%
Organic net sales decline	<u>(9.2)%</u>	<u>(3.2)%</u>	<u>(6.5)%</u>

Organic Net Sales by Category (Q4 FY25 and FY24)

THE HAIN CELESTIAL GROUP, INC. AND SUBSIDIARIES
Organic Net Sales Growth by Category
(unaudited and in thousands)

	<u>Snacks</u>	<u>Baby & Kids</u>	<u>Beverages</u>	<u>Meal Prep</u>	<u>Personal Care</u>	<u>Hain Consolidated</u>
Q4 FY25 YTD						
Net sales	\$ 371,012	\$ 241,552	\$ 245,147	\$ 639,507	\$ 62,562	\$ 1,559,780
Less: Impact of divestitures, held for sale businesses, discontinued brands and exited product categories	4,071	178	-	37,749	62,562	104,560
Less: Impact of foreign currency exchange	(519)	2,632	709	8,795	-	11,617
Organic net sales	<u>\$ 367,460</u>	<u>\$ 238,742</u>	<u>\$ 244,438</u>	<u>\$ 592,963</u>	<u>\$ -</u>	<u>\$ 1,443,603</u>
Q4 FY24 YTD						
Net sales	\$ 463,261	\$ 252,480	\$ 253,008	\$ 662,117	\$ 105,420	\$ 1,736,286
Less: Impact of divestitures, held for sale businesses, discontinued brands and exited product categories	38,095	1,615	-	46,558	105,420	191,688
Organic net sales	<u>\$ 425,166</u>	<u>\$ 250,865</u>	<u>\$ 253,008</u>	<u>\$ 615,559</u>	<u>\$ -</u>	<u>\$ 1,544,598</u>
Net sales decline	(19.9)%	(4.3)%	(3.1)%	(3.4)%	(40.7)%	(10.2)%
Less: Impact of divestitures, held for sale businesses, discontinued brands and exited product categories	(6.2)%	(0.5)%	0.0%	(1.0)%	n/a	(4.4)%
Less: Impact of foreign currency exchange	(0.1)%	1.0%	0.3%	1.3%	n/a	0.7%
Organic net sales decline	<u>(13.6)%</u>	<u>(4.8)%</u>	<u>(3.4)%</u>	<u>(3.7)%</u>	<u>n/a</u>	<u>(6.5)%</u>

Adjusted EBITDA (FY25 and FY24)

THE HAIN CELESTIAL GROUP, INC. AND SUBSIDIARIES

Adjusted EBITDA

(unaudited and in thousands)

	Fourth Quarter Year to Date	
	2025	2024
Net loss	\$ (530,841)	\$ (75,042)
Depreciation and amortization	44,259	44,665
Equity in net loss of equity-method investees	1,813	2,581
Interest expense, net	47,773	54,232
Provision (benefit) for income taxes	15,297	(7,820)
Stock-based compensation, net	8,149	12,704
Unrealized and certain realized currency losses (gains)	3,823	17
Certain litigation expenses, net ^(a)	3,473	7,262
Restructuring activities		
Productivity and transformation costs	21,530	27,741
Plant closure related costs, net	1,215	5,251
Warehouse/manufacturing consolidation and other costs, net	384	995
CEO succession	4,774	-
Acquisitions, divestitures and other		
(Gain) loss on sale of assets	(3,194)	4,384
Transaction and integration costs, net	(488)	(34)
Impairment charges		
Goodwill impairment	428,882	-
Intangibles and long-lived asset impairment	66,940	76,143
Other	-	1,443
Adjusted EBITDA	<u>\$ 113,789</u>	<u>\$ 154,522</u>

^(a) Expenses and items relating to securities class action, baby food litigation and SEC investigation.

Net Debt (Q4 FY25 – Q4 FY24)

THE HAIN CELESTIAL GROUP, INC. AND SUBSIDIARIES

Net Debt

(unaudited and in thousands)

	<u>June 30, 2025</u>	<u>March 31, 2025</u>	<u>December 31, 2024</u>	<u>September 30, 2024</u>	<u>June 30, 2024</u>
Debt					
Long-term debt, less current portion	\$ 697,168	\$ 701,401	\$ 721,076	\$ 732,799	\$ 736,523
Current portion of long-term debt	7,653	7,554	7,564	7,567	7,569
Total debt	<u>704,821</u>	<u>708,955</u>	<u>728,640</u>	<u>740,366</u>	<u>744,092</u>
Less: Cash and cash equivalents	54,355	44,425	56,200	56,853	54,307
Net debt	<u>\$ 650,466</u>	<u>\$ 664,530</u>	<u>\$ 672,440</u>	<u>\$ 683,513</u>	<u>\$ 689,785</u>

Free Cash Flow (FY25 and FY24)

THE HAIN CELESTIAL GROUP, INC. AND SUBSIDIARIES

Free Cash Flow

(unaudited and in thousands)

	Fourth Quarter Year to Date	
	2025	2024
Net cash (used in) provided by operating activities	\$ 22,115	\$ 116,355
Purchases of property, plant and equipment	(25,284)	(33,461)
Free cash flow	<u>\$ (3,169)</u>	<u>\$ 82,894</u>

Thank You!

