



Welcome to Investor Day 2023



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; our business strategy; our supply chain, including the availability and pricing of raw materials; our brand portfolio, pricing actions and product performance; foreign exchange and inflation rates; current or future macroeconomic trends; and future corporate acquisitions or dispositions.

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; our ability to manage our supply chain effectively; input cost inflation, including with respect to freight and other distribution costs; disruption of operations at our manufacturing facilities; reliance on independent contract manufacturers; changes to consumer preferences; customer concentration; reliance on independent distributors; risks associated with operating internationally; pending and future litigation, including litigation relating to Earth’s Best® baby food products; the reputation of our Company and our brands; compliance with our credit agreement; foreign currency exchange risk; the availability of organic ingredients; risks associated with outsourcing arrangements; our ability to execute our cost reduction initiatives and related strategic initiatives; risks arising from the Russia-Ukraine war; our ability to identify and complete acquisitions or divestitures and our level of success in integrating acquisitions; our reliance on independent certification for a number of our products; our ability to use and protect trademarks; general economic conditions; cybersecurity incidents; disruptions to information technology systems; changing rules, public disclosure regulations and stakeholder expectations on ESG-related matters; the impact of climate change; liabilities, claims or regulatory change with respect to environmental matters; potential liability if our products cause illness or physical harm; the highly regulated environment in which we operate; compliance with data privacy laws; our ability to issue preferred stock; the adequacy of our insurance coverage; impairments in the carrying value of goodwill or other intangible assets; 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 includes non-GAAP financial measures, including organic sales, adjusted EBITDA and adjusted EBITDA margin. The Company defines organic sales as net sales excluding the impact of acquisitions, divestitures and discontinued brands. The Company defines adjusted EBITDA as net (loss) income before net interest expense, income taxes, depreciation and amortization, equity in net (gain) loss of equity-method investees, stock-based compensation, net, unrealized currency losses (gains), certain litigation and related costs, CEO succession costs, plant closure related costs, net, productivity and transformation costs, warehouse and manufacturing consolidation and other costs, costs associated with acquisitions, divestitures and other transactions, gains on sales of assets, certain inventory write-downs, intangibles and long-lived asset impairments and other adjustments.

Management believes that the non-GAAP financial measures presented provide useful information to investors about trends in the Company’s operations and are useful for period-over-period comparisons of operations. 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.

The forward-looking non-GAAP financial measures included in this presentation, such as the Company’s projections, expectations or outlook for organic sales, adjusted EBITDA and adjusted EBITDA margin, are not reconciled to the comparable forward-looking GAAP financial measures. We are not able to reconcile these forward-looking non-GAAP financial measures to their most directly comparable forward-looking GAAP financial measures without unreasonable efforts because we are unable to predict with a reasonable degree of certainty the type and extent of certain items that would be expected to impact GAAP measures but would not impact the non-GAAP measures. With respect to organic sales, such items may include the impact of unknown future acquisitions, divestitures and discontinued brands. With respect to adjusted EBITDA and adjusted EBITDA margin, such items may include certain litigation and related expenses, transaction costs associated with acquisitions and divestitures, productivity and transformation costs, impairments, gains or losses on sales of assets and businesses, foreign exchange movements and other items. The unavailable information could have a significant impact on our GAAP financial results.



We are proud to share the strategy and vision for the next chapter of Hain Celestial



Welcome



Wendy Davidson

President and
Chief Executive Officer



Our leadership team

 Presenting today



Wendy Davidson

President and
Chief Executive Officer



Chris Bellairs

Former
Chief Financial Officer



Ari Labell

President of
North America



Wolfgang Goldenitsch

President of
International



Jennifer Davis

Chief Communications
Officer



Kristy Meringolo

Chief Legal and
Corporate Affairs
Officer



Ken Thomas

Chief Information
Officer and Head of
Business Services



Steve Gollhofer

Chief Supply
Chain Officer



Arlene Karan

Chief R&D
Officer



JoAnn Murray

Chief People
Officer



Lee Boyce

Incoming Chief
Financial Officer



Agenda

- ✓ **Strategic context** Wendy Davidson
- ✓ **Shared vision** Wendy Davidson
- ✓ **Our strategy – Hain Reimagined** Wendy Davidson
- ✓ **Our plans to win** Ari Labell & Wolfgang Goldenitsch
- ✓ **Fuel to fund growth** Ken Thomas & Steve Golliher
- ✓ **Financial algorithm** Chris Bellairs
- ✓ **What to expect** Wendy Davidson
- ✓ **Q&A**



Strategic context



Wendy Davidson

President and
Chief Executive Officer





We are a global leader in
Better-For-You
food, beverage, & personal care



5 attractive, consumer-centric
BFY global platforms



BFY leadership in 5 priority
markets



Portfolio of strong brands
with a right to win



Energized team globally

\$1.8 billion

Net sales in FY 2023

Snacks



Baby/Kids



Beverages



Meal prep



Personal care



Note: Not all brands in portfolio shown

Hain is uniquely focused in better-for-you (BFY)

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



Our BFY portfolio allows us to meet consumers across multiple life stages and consumption occasions



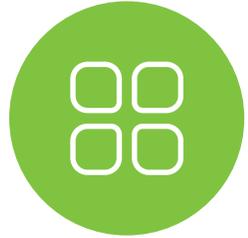
Note: Not all brands in portfolio shown

Our brand portfolio spans BFY platforms, giving us reach across our focused geographies

	US + Canada	UK / Ireland	Europe
BFY Snacks	   	 	
BFY Baby/Kids			
BFY Beverages			  
BFY Meal Preparation	    	       	
BFY Personal Care	   		

Note: Europe includes Austria, Germany, Benelux. France, Spain, Eastern Europe; Not all brands in portfolio shown

We've experienced internal and external challenges over the last 2 years, which have started to abate



Softening demand



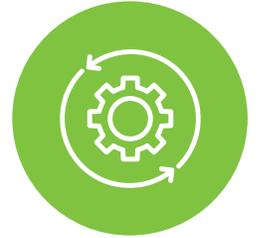
Supply chain disruptions



Inflationary cost pressure



Competitive intensity



Executional challenges

However, we continue to be confident about the opportunity in better-for-you



Nearly all US shoppers buy some category of better-for-you products every year¹



67% of UK consumers actively seek out healthier options when food shopping²



Globally, **all consumers cutting down on sugar & fat** – especially Gen Z & Millennials³



We've conducted a
holistic review
of our business



We've begun a **bold transformation** agenda



Go-to-market



**P&L & cost
structure**



Organization



Culture



Shared vision



Wendy Davidson

President and
Chief Executive Officer



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



Impact is – and has always been – at the core of Hain Celestial and who we are



**Healthier
planet**

Reduce environmental footprint and resource use



**Healthier
products**

Provide healthier and accessible products and purpose-driven brands



**Healthier
people**

Positively impact the lives of our employees and communities

Hain Reimagined



Wendy Davidson

President and
Chief Executive Officer



Our strategy will blend the best of traditional CPG models with disruptive start-up models



“Out-small” the big and “out-big” the small

Traditional scale CPG growth model

- Focus on attractive categories
- Broad reach
- Mass consumer appeal
- Benefits of scale
- Global talent model

HAIN  **REIMAGINED**



Disruptive growth model

- Focus on solving consumer needs
- Focused distribution
- Purpose-driven brands
- “Test and learn” playbook
- Entrepreneurial culture



Hain Reimagined is grounded in executing 4 strategic pillars to drive shareholder return

Focus

Winning Portfolio

Simplified Footprint

Global Operating Model

Fuel

Revenue Growth Management

Working Capital Management

Operational Efficiency



Grow

BFY Snacks

BFY Baby/Kids

BFY Beverages

Build

Brand Building

Channel Expansion

Innovation

Focus



We have organized our portfolio around 5 consumer-centric global platforms



BFY Snacks



BFY Baby/Kids



BFY Beverages



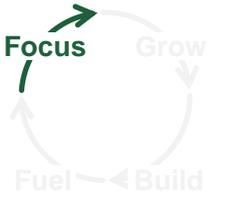
BFY Meal Prep



BFY Personal Care



We defined clear roles for brands in our portfolio



BFY Snacks

BFY Baby/Kids

BFY Beverages

BFY Meal Prep

BFY Personal Care

Grow



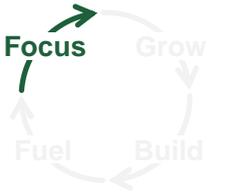
Maintain



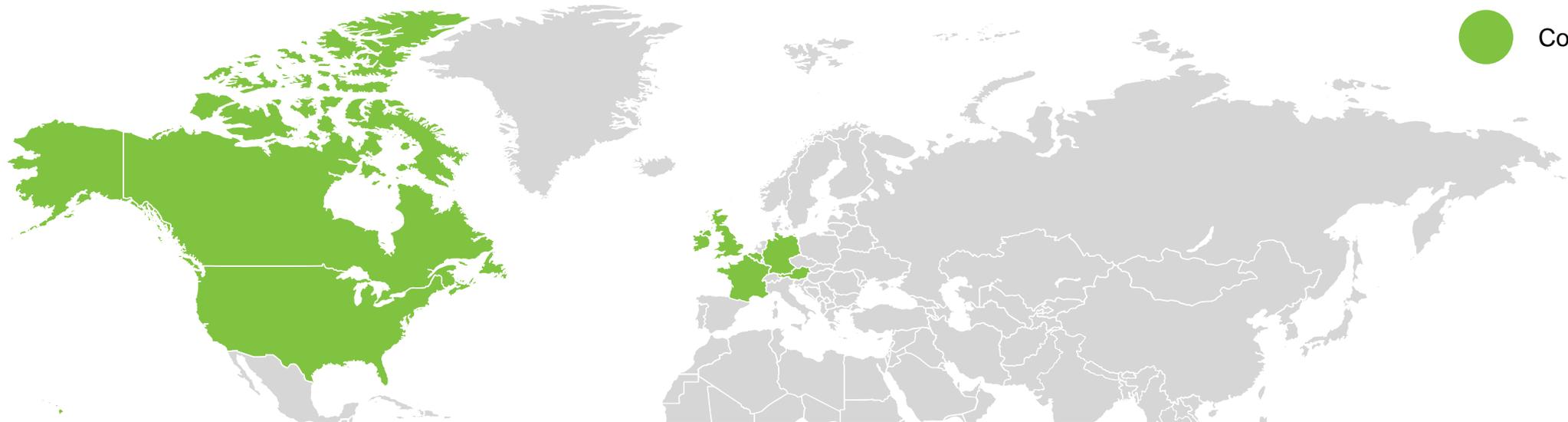
Stabilize



We will simplify our footprint



 Core markets



United States

Canada

UK

Ireland

Europe

Direct presence in 5 markets where we...

Operate

our business

Manufacture

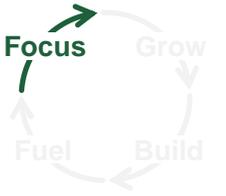
our products

Distribute

our products



We will align our global operating model to our scale and footprint



Better leveraging our global resources

North America
Commercial

International
Commercial

Global Corporate Centers of Excellence

R&D

Supply
Chain

IT

HR

Finance

Corporate
Affairs &
Legal

Global Shared Services

Driving global synergies in our business

Baby/Kids



Meat-free



Global coordination across...
Marketing, product, innovation



Grow

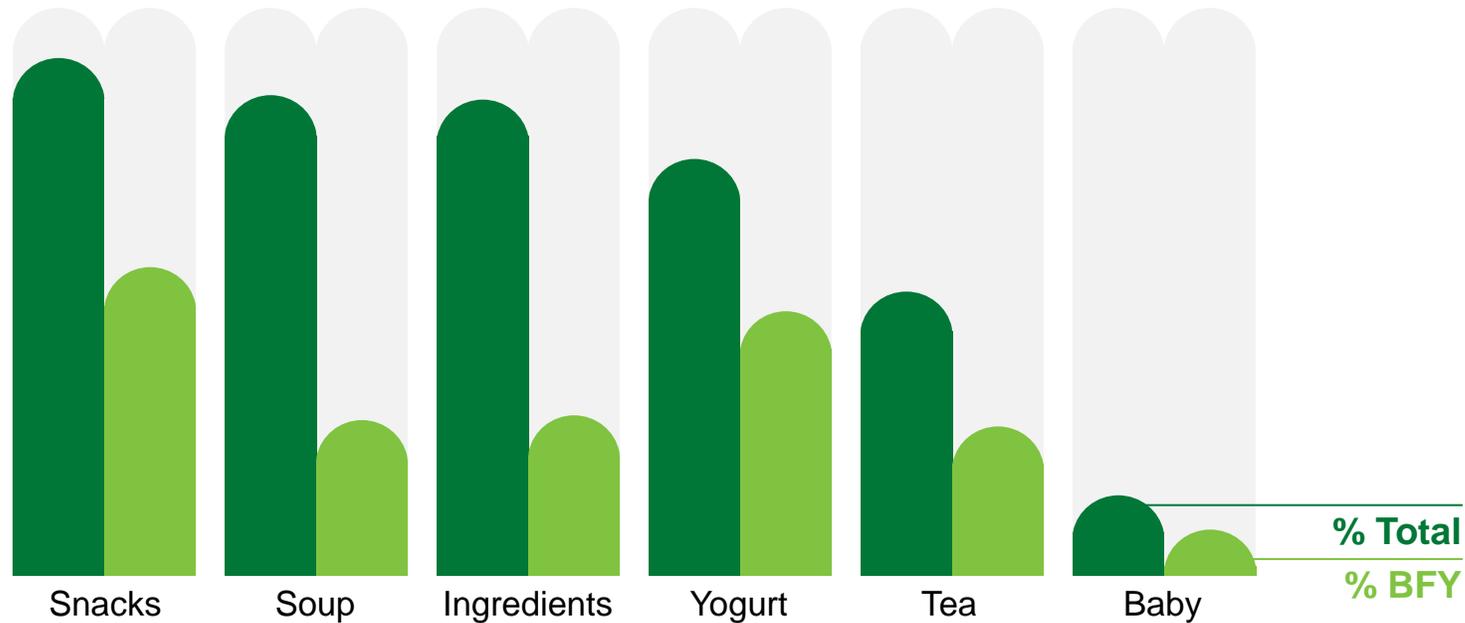


We believe in the strong underlying growth of better-for-you across our categories



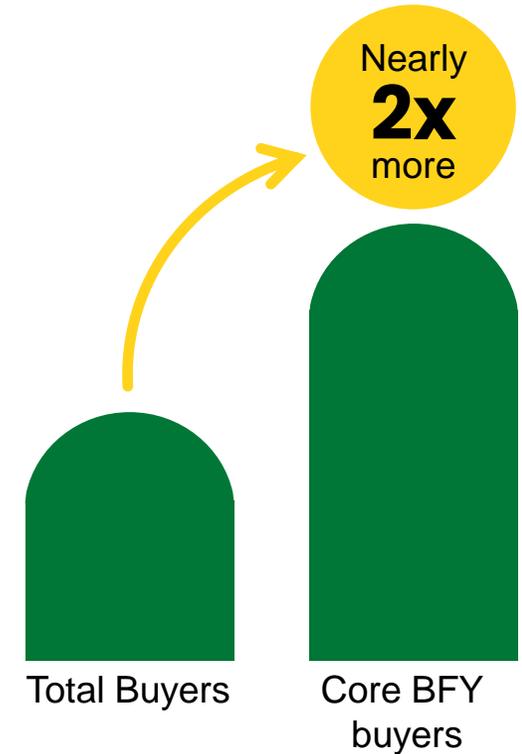
Significant headroom for continued growth in BFY

% Households buying products in category¹

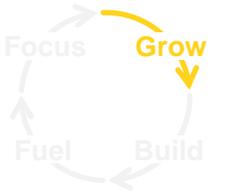


Attractive core BFY buyers

Total spend per household¹



Our growth plan will drive share gain in our key platforms



Drive penetration in Away From Home

Activate distinctive and fun branding

Innovate in snacks & older kids

Grow e-commerce sales

Expand distribution in Wellness

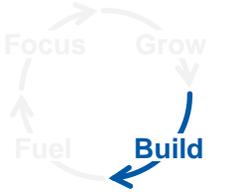
Innovate to address consumer needs



Build



Our growth is enabled by a set of critical capabilities



Brand building



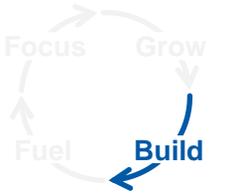
Channel expansion



Innovation



We are enhancing our brand building capability to increase brand awareness & penetration



Focusing where we expect to win



Snacks



Beverages



Baby/Kids

Improving the productivity of our marketing spend

Working

Non-working

FROM **50%**

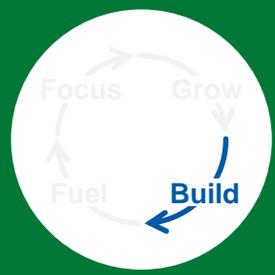
TO **70%**

Elevating our approach to Brand Building: Agile & AMPED

- ✓ Rooted in deep consumer insights
- ✓ Always-on brand support
- ✓ Integrated brand, performance marketing, and omnichannel



We are activating our brand building playbook in several key areas in our portfolio



Strong focus on the consumer

Obsession with little ones and parents



Memorable messaging

'Good Food Made Fun'



Activation on shelf

Cohesive, standout packaging & branding

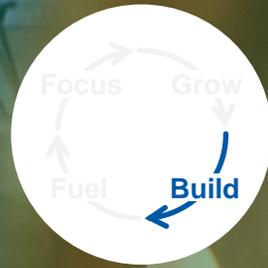


New marketing approaches

Test & learn in digital channels



We are doubling down on omnichannel e-comm to meet consumers where they want to purchase



Omnichannel e-commerce will play a key role in our growth plan

Integrated strategy to accelerate performance

↑ **12%** E-comm penetration growth ('21-'22 F&B)¹

Elevating **dedicated omnichannel team**

↑ **9%** Hain e-comm growth ('20-'22)

Invest in critical **e-commerce tools**



Build **increased awareness** for our brands

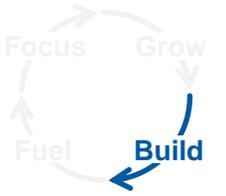
Leverage real-time **digital shelf data**



Margin accretive channel

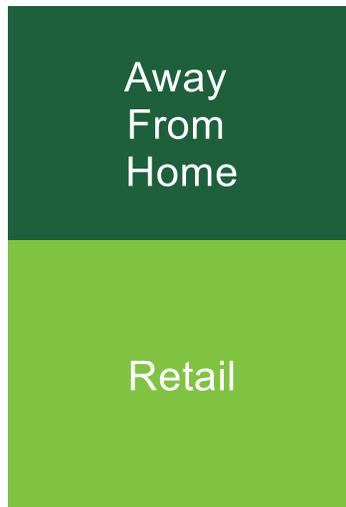


Away From Home will extend the reach of our brands to more consumption occasions



AFH doubles our addressable market...

US food sales by channel¹



...and expands our reach

1.5M food service

points of sale¹

vs.

63K

grocery stores

in the US²

...which we aim to capture through



Dedicated Away From Home **team**



Focus on **Snacks, Tea and Yogurt**



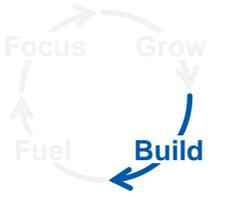
Tailored offering for Away From Home



Augmented **industry presence**



Enhancing our innovation capability will more effectively address evolving needs of consumers



Innovation Leader in better-for-you
Margin accretive innovations

Innovation in our global platforms

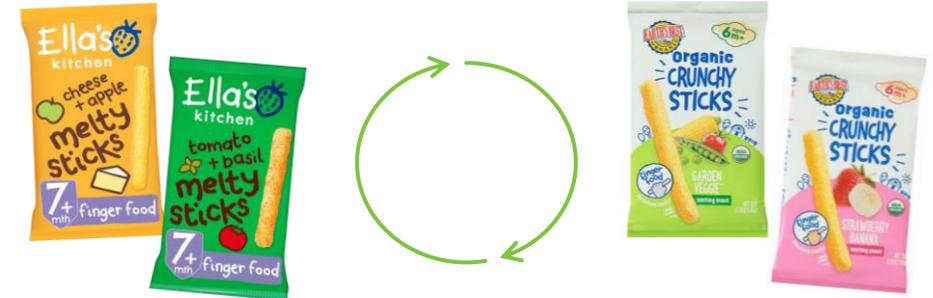
Ella's Melty Sticks
were a hit
in the UK...



...so we brought them
to the US with Earth's
Best Crunchy Sticks

Strategic innovation in core categories: *Focused, bigger, better innovation*

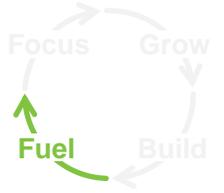
- ✓ Rooted in deep **consumer insights**
- ✓ Cross-functional **collaboration**
- ✓ Accelerate **speed to market**
- ✓ Product and **packaging innovation**



Fuel



We launched a holistic Fuel program to fund the transformation and improve margins



Fuel our business

01 Revenue growth management

02 Working capital management

03 Operational efficiency

Enabled by complexity reduction in our portfolio & processes

Adjusted gross margin improvement: **~400–500 bps** by FY27¹

Working capital improvement: **\$165M+** by FY27¹



1. Preliminary estimate. Actual results will be influenced by future developments and other factors, many of which are difficult to predict and not within the company's control, and may differ from the expected results

Hain Reimagined delivers compelling and achievable financial results¹

Long-term financial algorithm

3%+

Organic sales growth CAGR
(FY2023-27)

10%+

Adj. EBITDA growth CAGR²
(FY2023-27)

12%+

Adj. EBITDA margin²
(by FY2027)

1. Preliminary estimates. Actual results will be influenced by future developments and other factors, many of which are difficult to predict and not within the company's control, and may differ from the expected results
2. Adjusted basis. See "Non-GAAP Financial Measures" on the introductory slide of this presentation.



Our plans to win



Ari Labell
President
North America



**Wolfgang
Goldenitsch**
President International



We have organized our portfolio around 5 consumer-centric global platforms



BFY Snacks



BFY Baby/Kids



BFY Beverages



BFY Meal Prep

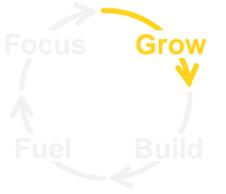


BFY Personal Care



**We are growing our Snacks,
Baby/Kids, and Tea Portfolios**





BFY Snacks



77% awareness for Garden Veggie



Market leader in BFY Puffed Snacks

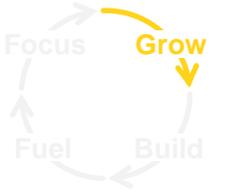


Strong distribution & HH penetration



Outperforming category growth¹





BFY Snacks



Plan to win

Amplify **distinctive brand identity**

Expand availability in **Away From Home**

Expand distribution with major retailers

Innovate in segment, flavor, and pack-size



Recent momentum

Accepted into several **large C-store chains**

Distribution gains in major retailers





BFY Snacks



Strong **brand health** with high awareness & trial



Unique product – first ever whole vegetable snack

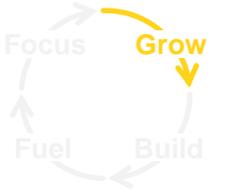


Premium positioning in snacks





BFY Snacks



Plan to win

Optimize **distribution** in underpenetrated retailers

Always-on **brand support**

Drive share gain in **Away From Home**

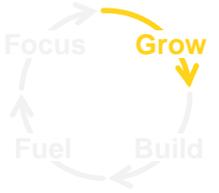


Recent momentum

Distribution gains in H2 FY23

New campaign with positive consumer feedback





“**Birth to backpack**” offering from formula to toddler meals



#1 brand in **toddler snacks**¹
#2 brand in **organic formula**¹

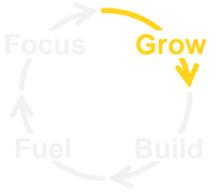


Gaining share in toddler snacks (>7 p.p. since Jan 2021)¹



BFY Baby/Kids





Plan to win

Grow awareness via **consistent branding**

Optimize distribution in underpenetrated retailers

Innovate in 'baby finger foods'



Recent momentum

Strong consumer feedback on recent campaign

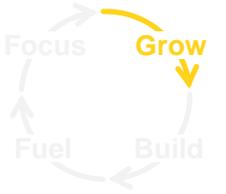
+19% distribution points in last quarter¹

Launched Snacks in **Canada**



BFY Baby/Kids





BFY Baby/Kids



Certified B Corp and market leader
with >30% share ¹



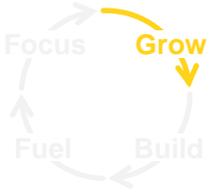
'Most loved by UK parents'
with 85% awareness ²



Loyal consumer base
with strong digital engagement

Source: 1. Circana; 2. Loyalty card data from major retail partner





BFY Baby/Kids



Plan to win

Launch snack innovations in **3+ age segment**

Expand presence in **new aisles**

Bolster new launches with **promotional support**

Implement focused **e-commerce plan**



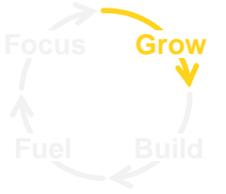
Recent momentum

Entered **3+ age category** in key retailers

Introduced **fully recyclable pouch**

Increased **online engagement**





High-margin with leadership position



#1 in Herbal (~30% share)¹
#3 in Wellness (~15% share)¹



Strong brand equity and awareness

BFY Beverages





BFY Beverages



Plan to win

Build on Sleepytime success to **expand distribution**

Relaunch **Green and Black tea varieties**

Innovate to address customer needs

Expand reach in **Away From Home**



Recent momentum

Share gain in bagged tea in last quarter¹

Distribution gains in grocery





**We have a plan to stabilize Non-Dairy
Beverages, Meat-free & Personal Care**





Growing category
with **private label tailwinds**¹



Balanced portfolio
in both private label and branded



Stabilized sales
with growth in core markets¹

BFY Beverages



BFY Beverages



Plan to win

Expand private label with scale customers

Strengthen position in **key channels**

Optimize promotions in branded

Innovate with new packaging sizes



Recent momentum

New **private label contracts**

Signs of turnaround with growing brands

Drugstore distribution wins





**BFY Meal Prep /
Meat-free**



Global platform

with leading brands in UK and Canada



#2 meat-free brand in UK
(20% share of Frozen)¹



#1 meat-free brand in Canada
(40% share of Fresh)²





BFY Meal Prep / Meat-free

Source: 1. Circana; 2. Nielsen



Plan to win

Gain distribution as market consolidates

Leverage scale to drive innovation

Relaunch in **Away From Home**

Strengthen omnichannel marketing



Recent momentum

Increased penetration & volume growth in UK¹

Share gain in Fresh & Frozen in Canada²

Secured Fresh exclusivity in mass retailer



Personal Care: We are repositioning our brands where they have distinct rights to win



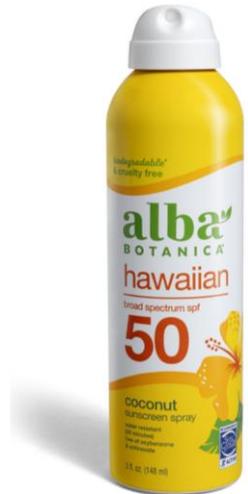
Leader in natural sun and skin care

Certified organic hair care

Natural body care for the whole family



Leader in full range, value better-for-you



Personal Care: We have developed detailed plans to stabilize our brands



alba
BOTANICA™

Leader in natural sun and skin care



Plan to win

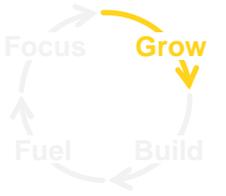
✔ **Streamline our portfolio & be more targeted** in how we go to market

✔ **Diversify channel mix** into omnichannel, Mass, and Drugstore

✔ **Reach and convert new consumers with digital-first strategy**

✔ **Optimize pricing and promotional support**

Our growth plan will drive share gain in our key platforms



Drive penetration in Away From Home

Activate distinctive and fun branding

Innovate in snacks & older kids

Grow e-commerce sales

Expand distribution in Wellness

Innovate to address consumer needs



Fuel to fund growth



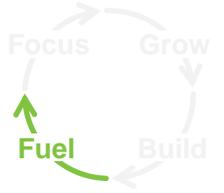
Ken Thomas
Chief Information Officer
and Head of Business
Services



Steve Gollither
Chief Supply
Chain Officer



We launched a holistic Fuel program to fund the transformation and improve margins



Fuel our business

01 Revenue growth management

Optimizing our pricing, price pack architecture, mix, and promotions

02 Working capital management

Improving cash conversion cycles via days payable outstanding & inventory positions

03 Operational efficiency

Pursuing strategic opportunities within planning, sourcing, manufacturing, automation, and network optimization

Enabled by complexity reduction in our portfolio & processes

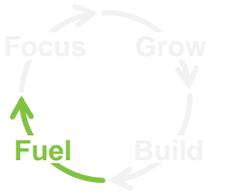
Adjusted gross margin improvement: **~400–500 bps** by FY27¹

Working capital improvement: **\$165M+** by FY27¹



1. Preliminary estimate. Actual results will be influenced by future developments and other factors, many of which are difficult to predict and not within the company's control, and may differ from the expected results

We have identified opportunities to drive efficiency and cost optimization



		From	To	
01	Revenue growth management	Portfolio	Tactical approach to RGM focused on pricing to offset inflation	Global discipline to across pricing, promo, price pack architecture
02	Working capital management	Payables	~40 Days Payable Outstanding	~70+ DPO in line with peers
		Inventory	~80 Days Inventory Outstanding	~50-60 DIO in line with peers
03	Operational efficiency	Planning	Demand planning challenges	75-80%* forecast accuracy
		Sourcing	Fragmented supply base	Streamlined, strategic supplier partnerships
		Manufacturing	~50% average Overall Equipment Effectiveness	20-30 pt.+ OEE improvement



*North America

Revenue Growth Management: We are deploying a best-in-class playbook across RGM levers



Point of Departure

Limited centralized RGM capability

Limited standard processes to drive multi-year price realization

Key Actions & Sources of Value

Formalizing RGM teams in NA and Int'l to drive coordinated optimization of:

- Pricing & promotions, mix management, price pack architecture, and total customer investment
- Global CoE to leverage new playbook, tools, and analytics

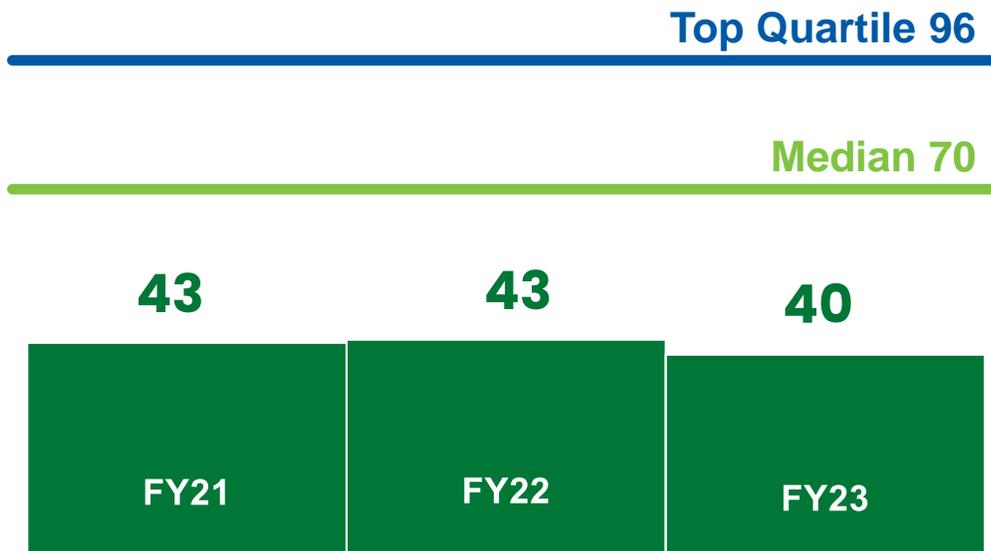
Payables (Working Capital): We are optimizing our Payables terms to unlock working capital



Point of Departure: Declining DPO, below peer median

Key Actions & Sources of Value

Days payable outstanding (Avg days. FY21-23)



Eliminating early payments and improving efficiency of internal payments processes

Renegotiating payment terms with suppliers to extend days

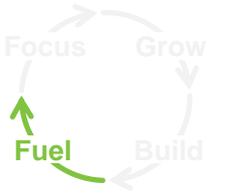
Optimizing discount terms

Harmonizing terms across supplier base



End-to-end supply chain (Operational Efficiency)

Driving efficiency at every step of our supply chain



Sourcing

Building scale relationships via global buying agreements for our most critical categories



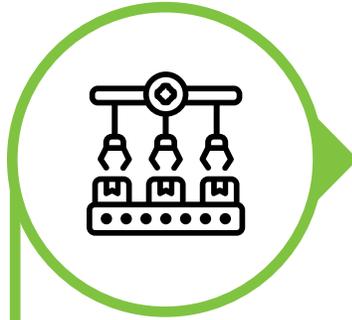
Logistics

Reimagining the optimal global warehouse network to improve cost efficiency and service levels



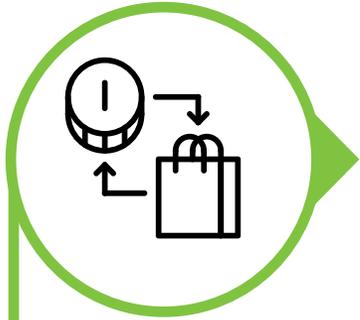
Manufacturing

Installing a global manufacturing execution system to unlock shop floor visibility & investing in automation to drive performance



Planning

Implementing next generation digital tools and analytics to drive efficiency across integrated business planning



Customer

Creating products that meet customers needs & are competitively positioned



Digitized & efficient end-to-end supply chain



Planning (Operational Efficiency):

Building leading planning capabilities



Point of Departure

Limited standardization and immature integrated business planning drumbeat

Varying processes by BU

Limited technology solutions to support analytics

Key Actions & Sources of Value

Creating one source of truth for sales & operational data

Installing standardized processes

Driving consistent performance measurement across markets

Upgrading technology platforms to support end-to-end planning visibility

Sourcing (Operational Efficiency)

Significant effort underway across
Direct & Indirect Procurement

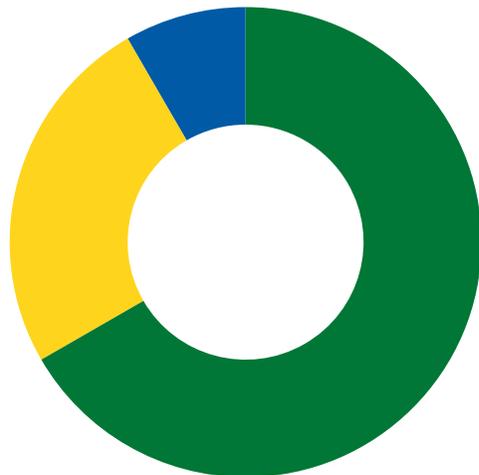
Point of Departure

Fragmented Supplier Base

Co-man

Direct

Indirect



Key Actions & Sources of Value

Strengthening relationships with strategic suppliers

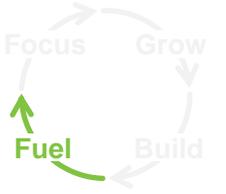
Consolidating volumes locally, regionally, and globally

Increasing cost transparency with suppliers

Harmonizing components via design-to-value efforts

Implementing global procurement policies & spend controls

We have begun to mobilize, with multiple initiatives already underway



01 Revenue growth management

Focus on pricing, promo, mix, PPA, & total customer investment

Global CoE leveraging new tools & analytics

02 Working Capital management

Global payables sprint recently mobilized

Meaningful inventory improvements from integrated business planning changes

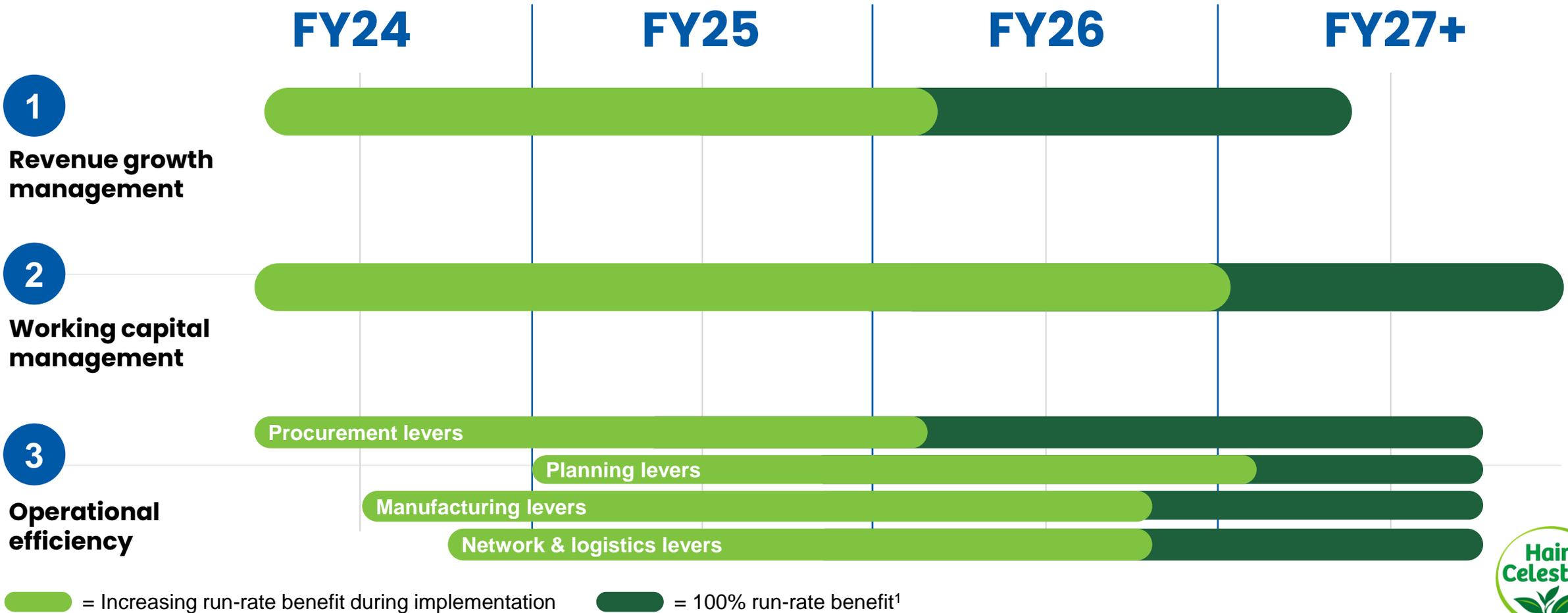
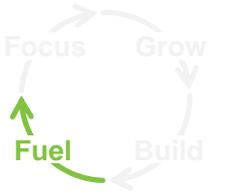
03 Operational efficiency

Integrated business planning transformation underway

Logistics optimization in flight

Manufacturing footprint optimization mobilized

We expect our Fuel program to deliver material margin and working capital improvements



1. Preliminary estimate. Actual results will be influenced by future developments and other factors, many of which are difficult to predict and not within the company's control, and may differ from the expected results



Financial algorithm



Chris Bellairs
Former
Chief Financial Officer



Hain Reimagined creates long-term shareholder value

- ✓ Focused approach to long term organic topline growth
- ✓ Strategically invest to drive growth
- ✓ Fuel to fund growth
- ✓ Balanced capital deployment



Growth will come from our core categories and geographies, as well as channel expansion



Core categories

Annual growth
FY2023-27¹

Snacks: **6%+**

Baby/Kids: **3%+**

Beverage: **3%+**

Core geographies

Annual growth
FY2023-27¹

NA growth: **4%+**

Intl. growth: **1%+**

Channel expansion

By FY27¹

5%+ of sales from
Away From Home

10%+ from Omni e-
commerce

1. Preliminary estimate. Actual results will be influenced by future developments and other factors, many of which are difficult to predict and not within the company's control, and may differ from the expected results

We will build to invest \$50M annually by FY27 in critical capabilities that enable our growth



Brand building

Focus on building our brands in our core platforms of Snacks, Baby/Kids, and Beverages



Channel expansion

Expanding the reach and availability of our brands in AFH and omnichannel e-commerce



Innovation

Focusing innovation efforts on meeting evolving needs of our consumers



Investment of \$50M annually by FY27



Preliminary estimate. Actual results will be influenced by future developments and other factors, many of which are difficult to predict and not within the company's control, and may differ from the expected results

We launched a holistic Fuel program to fund the transformation and improve margins

Fuel our business

01 Revenue growth management

02 Working capital management

03 Operational efficiency

Enabled by complexity reduction in our portfolio & processes

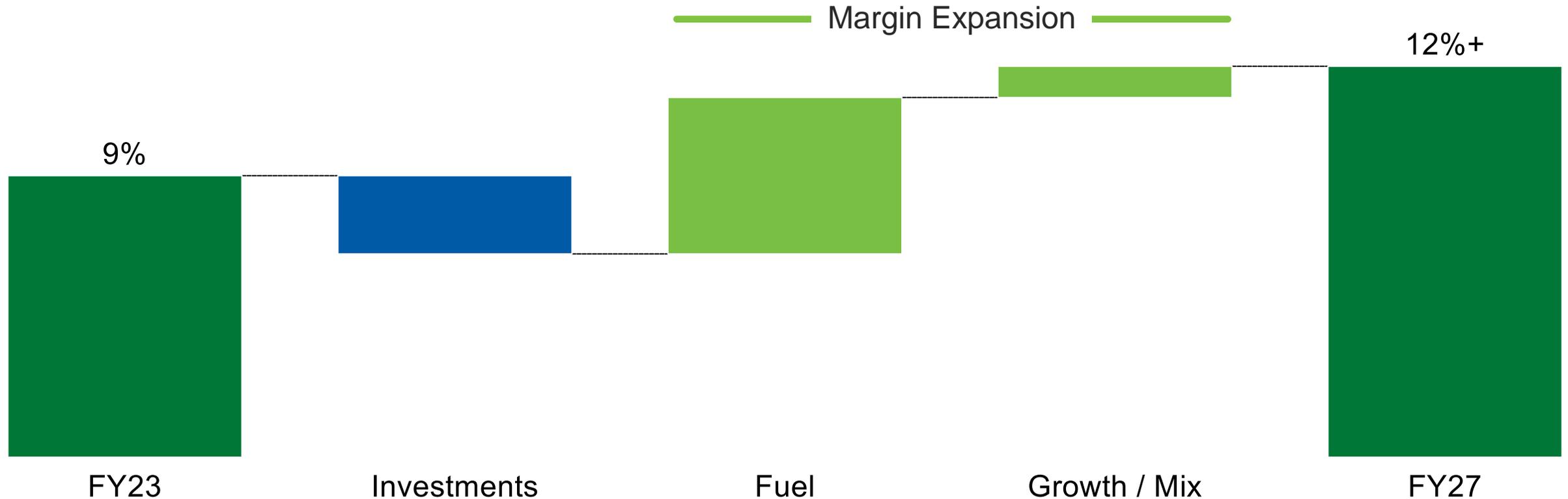
Adjusted gross margin improvement: **~400–500 bps** by FY27¹

Working capital improvement: **\$165M+** by FY27¹



We have a path to delivering double-digit margins

Adjusted EBITDA margin (%)¹



1. Preliminary estimates. Actual results will be influenced by future developments and other factors, many of which are difficult to predict and not within the company's control, and may differ from the expected results. Adjusted basis. See "Non-GAAP Financial Measures" on the introductory slide of this presentation.



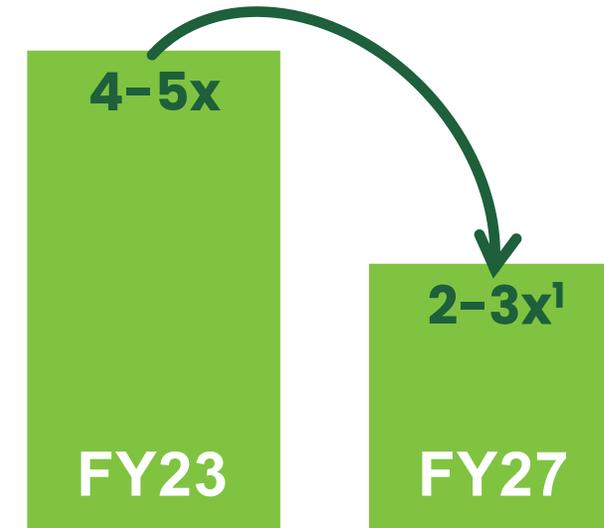
In the near-term, we are going to prioritize paying down debt, using free cash flow from our Fuel program

\$400M⁺¹
cumulative free cash flow

Stronger adjusted EBITDA from margin expansion and SG&A savings

Cash conversion cycle optimization

Improving net debt leverage ratio



1. Preliminary estimate. Actual results will be influenced by future developments and other factors, many of which are difficult to predict and not within the company's control, and may differ from the expected results

We have an achievable and compelling multi-year financial algorithm through FY27¹

NSV

Organic sales growth FY2023-27 CAGR

3%+



Adjusted EBITDA growth²

FY2023-27 CAGR

10%+



Adjusted EBITDA margin²

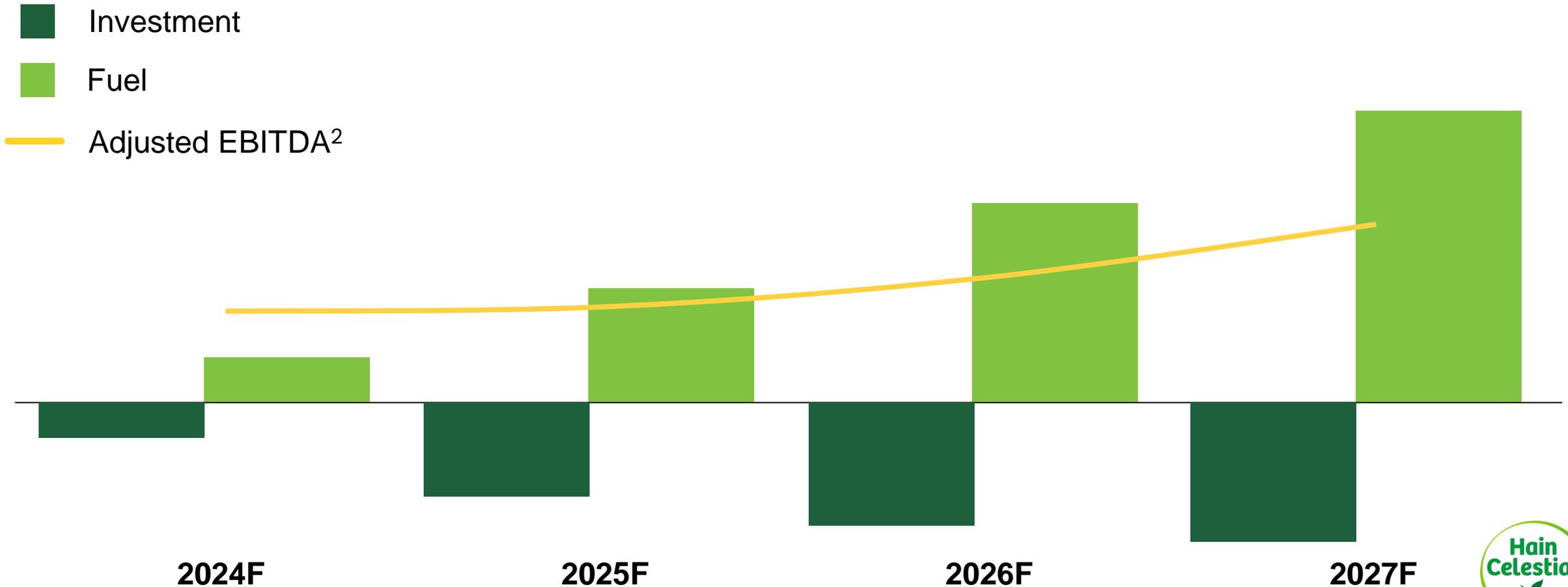
By FY2027

12%+



1. Preliminary estimates. Actual results will be influenced by future developments and other factors, many of which are difficult to predict and not within the company's control, and may differ from the expected results.
2. Adjusted basis. See "Non-GAAP Financial Measures" on the introductory slide of this presentation.; 3. Adjusted basis. See "Non-GAAP Financial Measures" on the introductory slide of this presentation.

We will fund and pace our investment to be profit accretive over the period¹



1. Preliminary estimates. Actual results will be influenced by future developments and other factors, many of which are difficult to predict and not within the company's control, and may differ from the expected results.

2. Adjusted basis. See "Non-GAAP Financial Measures" on the introductory slide of this presentation.; 3. Adjusted basis. See "Non-GAAP Financial Measures" on the introductory slide of this presentation.

We will initiate a restructuring program to create flexibility during this transformation period

Annual run-rate P&L savings
by FY27

\$130–150M¹

Cumulative cash release from
working capital improvement

\$165M+¹

We expect a

~\$115–125M¹

restructuring cost over
the next 2 years

including one-time costs
related to brand portfolio,
global operating model,
end-to-end supply chain, and
working capital transformation

1. Preliminary estimate. Actual results will be influenced by future developments and other factors, many of which are difficult to predict and not within the company's control, and may differ from the expected results



What to expect



Wendy Davidson

President and
Chief Executive Officer





Hain Reimagined is grounded in executing 4 strategic pillars to drive shareholder return

Focus

Winning Portfolio

Simplified Footprint

Global Operating Model

Fuel

Revenue Growth Management

Working Capital Management

Operational Efficiency



Grow

BFY Snacks

BFY Baby/Kids

BFY Beverages

Build

Brand Building

Channel Expansion

Innovation

Our transformation journey

Reset the Foundation FY24

- Global operating model
- Investments for growth
- Improved cash conversion
- Reset culture

Invest for Growth FY25-26

- Fuel for growth
- Channel expansion
- Brand building & Innovation

Realize our Full Potential FY27 and beyond

- Reimagined Supply Chain
- Modern digital infrastructure
- Leading talent & culture





Exclusive focus on better-for-you with a purpose to inspire healthier living



Exposure to **growing categories** with better-for-you tailwinds



Portfolio of brands with **strong positions and share gain potential**



Clear financial algorithm for **sustained shareholder return**



Capable, experienced, and energized global team

Q&A



Thank you

