Hain Celestial

William Blair 44th Annual Growth Stock Conference
6/6/24

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 (including the related assumptions); our strategic initiatives (including statements related to Hain Reimagined, the consolidation of our Personal Care manufacturing, SKU rationalization, innovation and brand building, and our related investments in our business); our business strategy; our brand portfolio; product performance; production and distribution of our products; 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; 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; impairments in the carrying value of goodwill or other intangible assets; 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 associated with conflicts in Eastern Europe and the Middle East and other geopolitical events; 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; 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, among others, organic net sales, adjusted operating income and its related margin, adjusted gross profit and its related margin, adjusted EBITDA and its related margin, 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*: net sales excluding the impact of acquisitions, divestitures and discontinued brands. 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 and discontinued brands, the net sales of a divested business or discontinued brand are excluded from all periods.
- *Adjusted operating income and its related margin*: operating loss before certain litigation expenses, net, inventory write-downs related to exited categories, 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 gross profit and its related margin*: gross profit, before inventory write-downs related to exited categories, plant closure related costs, net and warehouse and manufacturing consolidation and other costs, net.
- *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, inventory write-downs related to exited categories, 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, intangibles and long-lived asset impairments and other adjustments.
- *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 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 companies in our industry.
- Net debt as a useful measure to monitor leverage and evaluate the balance sheet.

Wendy Davidson
President & Chief Executive Officer

We are a global leader in

Better-For-You

food, beverage, & personal care

- 5 attractive, global better-for-you (BFY) categories
- BFY leadership in 5 core markets
- Portfolio of strong brands with a right to win
- Energized, integrated global team

$1.8 billion

Net sales in FY 2023

Snacks

Garden Veggie Snacks, TERRA real vegetable chips, Garden of Eatin', Parm Crisps, Hartley's

Baby/Kids

Earth's Best Organic, Ella's Kitchen

Beverages

Celestial Seasonings, Natumi, Joya

Meal prep

Yves Veggie Cuisine, Linda McCartney, Clarks The Natural Sweeteners, Frank Cooper's "Oxford", Robertson's, MaraNatha, Sun-Pat, Spectrum Culinary, New Covent Garden Soup Co, Yorkshire Provender, Rose's, The Greek Gods Greek Yogurt, Imagine, Cully & Sully

Personal care

Alba Botanica, Jāsön, Avalon Organics, Live Clean

Note: Not all brands in portfolio shown

Hain has been uniquely focused on better-for-you for more than 30 years

Established through brand acquisition & run as independent businesses until the launch of Hain Reimagined, a multiyear strategy to transform Hain into a globally integrated, scalable enterprise

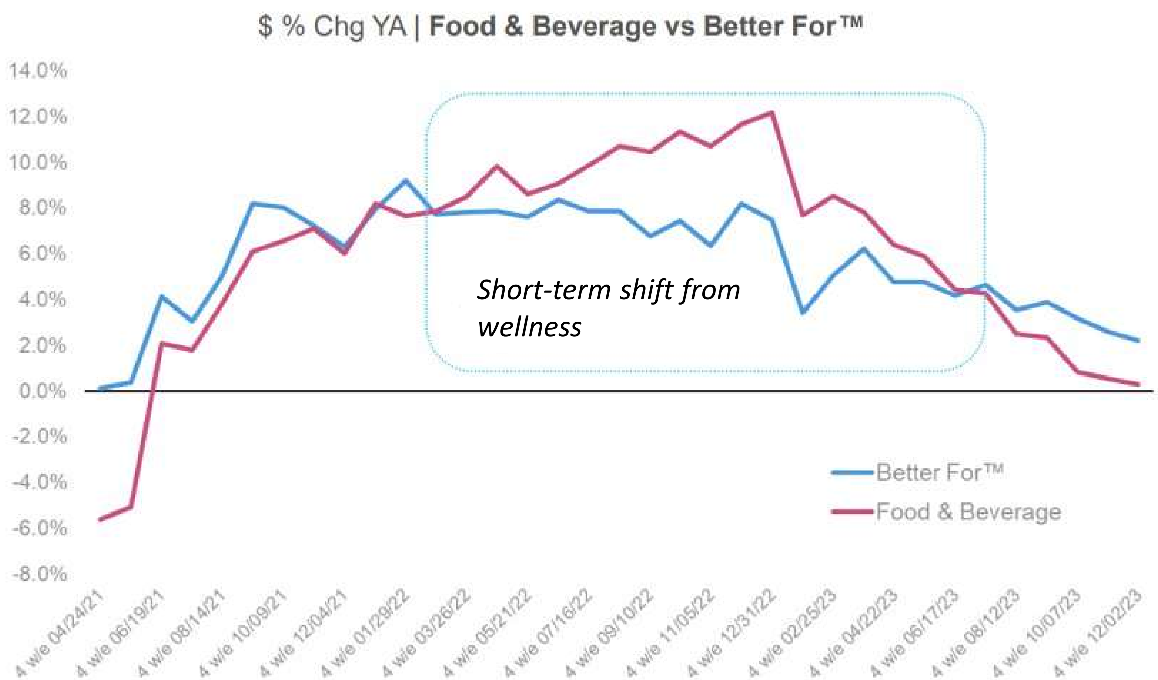
Not a comprehensive brand list.

Our better-for-you focus is a Competitive Advantage

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

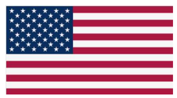
Source: Based on SPINS NPI Product definition/methodology to calculate “natural” sales; Across MULO + C for 52 WE 7/16/23; Total store represents all departments in Food/Bev & General Merch sold in the retailers captured in MULO + C

BFY historically outperformed the market, and has returned to outperformance since mid 2023



Source: NIQ, Retail Measurement Services – NIQ Product Insight, powered by Label Insight; Total US xAOC;
Total Food & Beverage vs Better For segment; $ % Change vs year ago; 4-week trended through week ending September 9, 2023

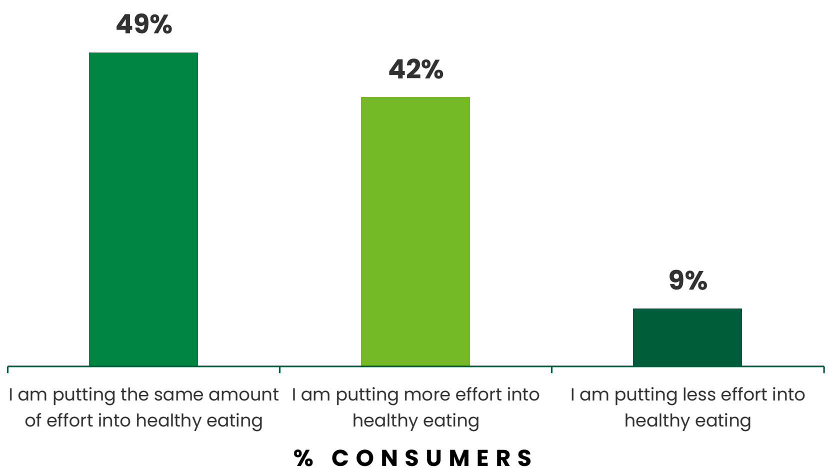
BFY is more relevant than ever for the majority of consumers

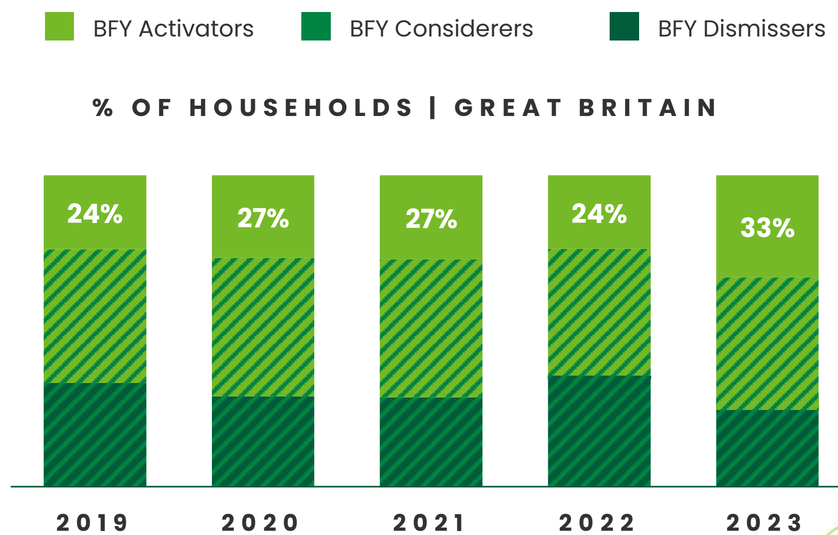


BFY INFLUENCES 91% CHOICES

BFY INFLUENCES 75% CHOICES

USA | CHANGES IN EFFORT TOWARD HEALTHY EATING, 2023





Sources: Kantar, Europanel, GfK - Who Cares? Who Does? 2023- UK

Hain Reimagined is designed to “out-small” the BIG and “out-big” the SMALL

Hain Celestial

BIG
Traditional
Scale CPG

- ✓ Large Multi-Category
- ✓ Broad/National Distribution
- ✓ Mature Processes
- ✓ Digital Systems Integration
- ✓ Scale and Reach
- ✓ Attract and Develop Top Talent

HAIN REIMAGINED

SMALL
Disruptive &
Challenger Startup

- ✓ Consumer-Obsessed
- ✓ Targeted Distribution
- ✓ Purpose-Driven Brands
- ✓ “Test and Learn” Playbook
- ✓ Agile & Nimble

New leadership has extensive expertise to achieve Hain Reimagined

Wendy Davidson
President and Chief Executive Officer

Lee Boyce
Executive Vice President Chief Financial Officer

Wolfgang Goldenitsch
President of International

Chad Marquardt
President of North America

Steve Golliher
Chief Supply Chain Officer

Kristy Meringolo
Chief Legal and Corporate Affairs Officer

Jennifer Davis
Chief Communications Officer

Amber Jefferson
Chief People Officer

Arlene Karan
Chief R&D and Quality Officer

Ken Thomas
Chief Information Officer and Head of Business Services

Key Competencies

- **Ave. 20+ Years of CPG Experience**
- **Business Turnaround**
- **Leading through Transformation**
- **Global Integration**
- **Driving Synergies & Scale**
- **Digital Transformation**
- **Multi-Market Brand Building**
- **Breakthrough Innovation**
- **Omni Channel Expansion**
- **Mergers & Acquisitions**
- **Expertise in Highly Regulated Industries**
- **Business Entrepreneur/Founder**
- **Driving Performance-Based Culture**
- **Enterprise Risk Management**

We are in year 1 of our transformation

Reset the Foundation
FY24

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

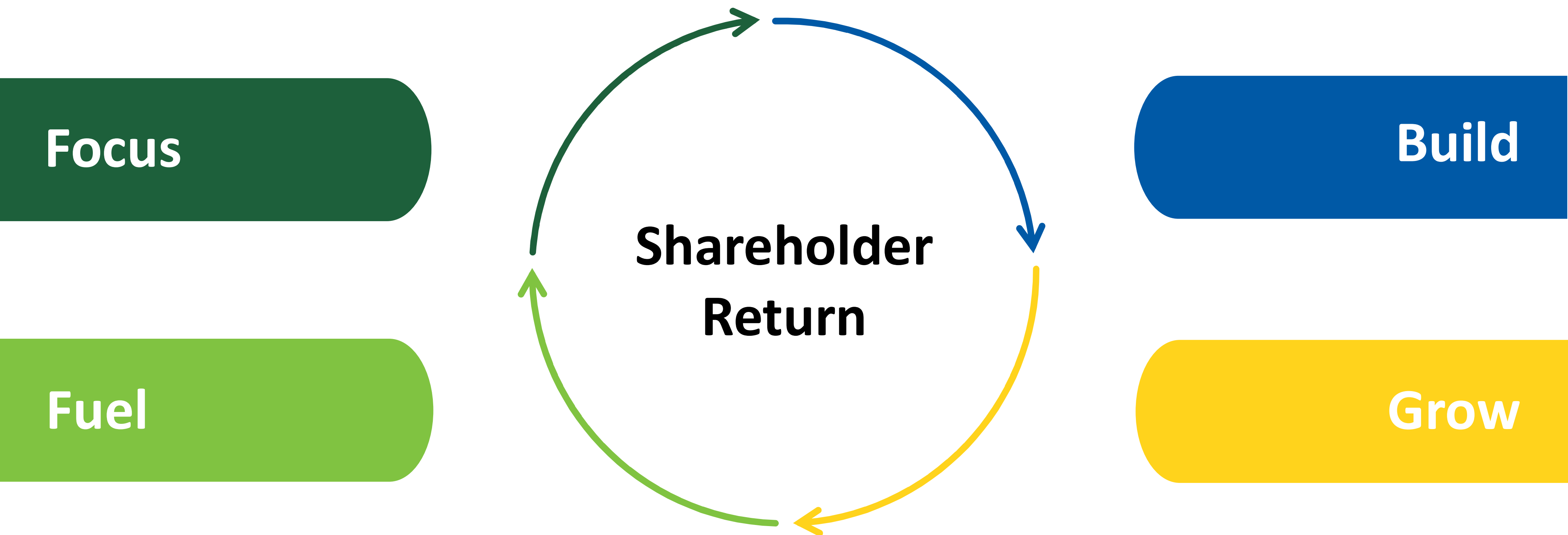
Invest for Growth
FY25-26

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

Realize our Full Potential
FY27+

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

Hain Reimagined is grounded in executing 4 strategic pillars to drive sustainable growth and attractive shareholder returns



Focus

Aggressively designing a winning portfolio & operating footprint to reduce complexity & drive margin expansion

We have organized a winning portfolio around 5 global categories and defined clear roles for our brands

Snacks	Baby/Kids	Beverages	Meal prep	Personal care

GROW

Garden Veggie Snacks
Celestial Seasonings
Ella's Kitchen
Garden of Eatin'
Terra real vegetable chips
Earth's Best Organic – Good Food Made Fun

MAINTAIN

Cully & Sully
Yorkshire Provender
New Covent Garden Soup Co
Imagine
MaraNatha
Sun-Pat
Hartley's
The Greek Gods Greek Yogurt
Clarks
Rose's
Spectrum Culinary
Joya
Natumi

STABILIZE

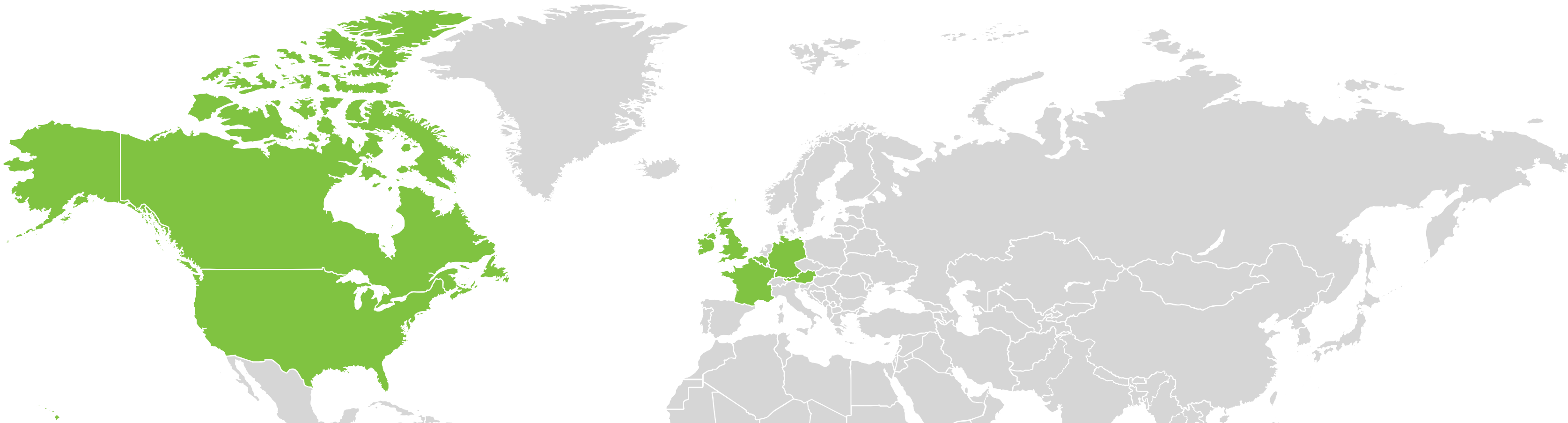
Oven-Baked Parm Crisps
Earth's Best (Formula)
Formula
Linda McCartney
Yves Veggie Cuisine
alba Botanica
live clean
Jāsön
Avalon Organics

Demonstrated Progress

- Refining portfolio to focus on highest velocity
- 6% SKU reduction globally across all five categories YTD
- Divestitures of non-strategic brands clarifies BFY portfolio
- 62% reduction in underperforming SKUs in Personal Care (PC) underway
- Actions to further improve portfolio growth and drive margin expansion

**Not all brands in portfolio shown*

We focused on five core markets & simplified our global footprint to leverage scale and reduce complexity



United States | Canada | UK | Ireland | Western Europe

Demonstrated Progress

- Consolidation of manufacturing footprint in both NA and International
- Announced elimination of 60% of co-manufacturers in Personal Care
- Ceased production and operations with non-strategic JV in India
- Opened new global “Hub” location, reduced annual cost by ~50% vs. prior HQ

We are integrating our global operating model to leverage capabilities, synergies to drive scale

Creation of Global Functional Centers of Excellence

Global Coordination Across Marketing, Product, Innovation

Baby/Kids

Meat-free

Demonstrated Progress

- End-to-end supply chain effectiveness resulted in improved service levels: in-stock rates above 94%, better than peer set[1]
- Leveraging innovation best practices across regions to drive growth
- Unified digital communications and engagement platform
- Shift to global procurement to streamline supplier network

[1] *Circana Proprietary In-Stock Tool 12 WE 3/31/24*

Investing in capabilities to drive growth for key brands in core geographies

Build

We have enhanced brand building to increase mental & physical availability "First to Mind, First to Find"

Improved the productivity of our marketing spend

Working **Non-working**

FROM 50%

TO 70%

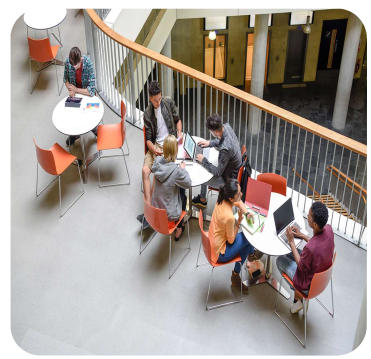
Demonstrated Progress

- Implemented Agile & Amped global brand building playbook
- Launched first national multi-brand merchandising program in Snacks
- Activating multiple omni-channel retail programs
- Implemented 360 integrated marketing campaign approach

We are driving greater reach and channel mix diversification





Demonstrated Progress

- **Driving channel mix/expansion across food, convenience, mass, & e-commerce**
- **Focused expansion driving revenues in margin accretive channels**
- **Revenue growth in Away from Home YTD (+13% in NA, + 8% EU)**

We have improved our innovation process to more effectively address the evolving needs of consumers

Innovation Leader in better-for-you

Margin accretive innovation

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

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

Source: 1. YTD Ending 3/24/24, MULO+C

Demonstrated Progress

Innovative Platform Disruptors
& Expansion of Core Portfolio

#1 New Product Launch in BFY Snacks in 2024![1]

Driving Growth

in Key Better-For-You Categories

Snacks, Baby/Kids, Beverages

Grow

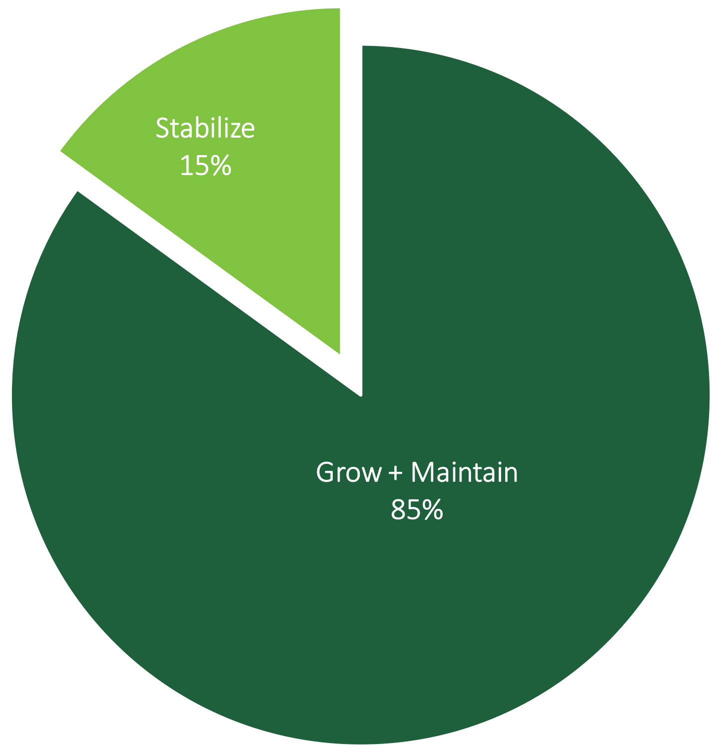
Our Grow + Maintain brands are in growth +3% year to date

GROW

Garden Veggie Snacks, Celestial Seasonings, Ella's Kitchen, Garden of Eatin', Terra, Earth's Best*

MAINTAIN

Cully & Sully, Yorkshire Provender, New Covent Garden Soup Co, Imagine, MaraNatha, Sun-Pat, Hartley's, The Greek Gods, Clarks, Spectrum Culinary, Joya, Rose's, Natumi



*Earth's Best excluding formula

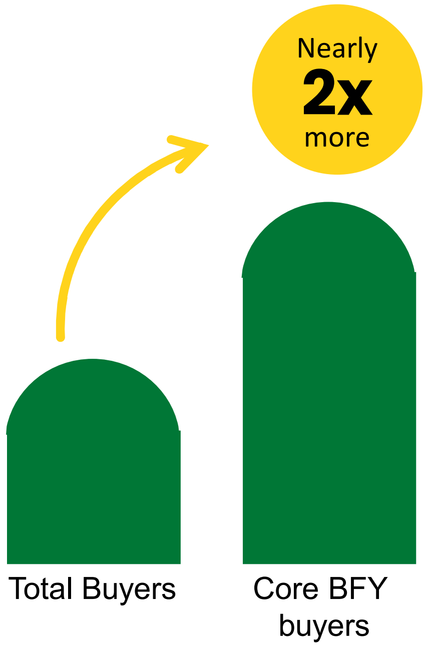
We believe in the strong underlying growth of better-for-you across our categories

Significant headroom for continued growth in BFY

% Households buying products in category[1]

Attractive core BFY buyers

Total spend per household[1]

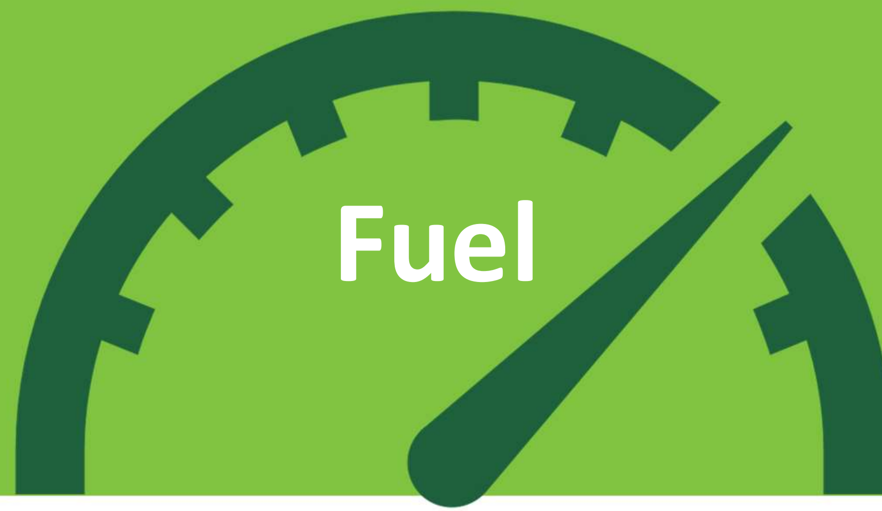


Source: 1. SPINS Consumer Trends

Our growth plan will drive accelerated share gain in our core platforms

Snacks	Baby/Kids	Beverages
Distribution reach & penetration in Away From Home	Innovation from "birth to backpack"	Distribution expansion
Distinctive & disruptive branding	Acceleration in e-commerce	Innovation across consumer need states

Unlocking Fuel to fund our global transformation



Our holistic Fuel program is funding the transformation and driving margin improvement

Revenue growth management

Working capital management

Operational efficiency

Adjusted gross margin improvement:
~400-500 bps by FY27[1]

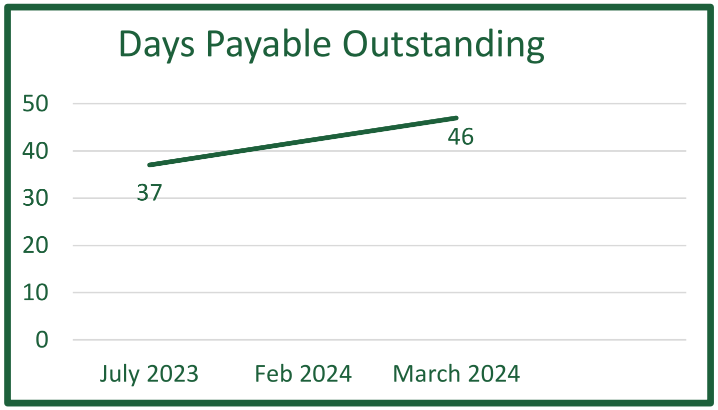
Working capital improvement:
$165M+ by FY27[1]

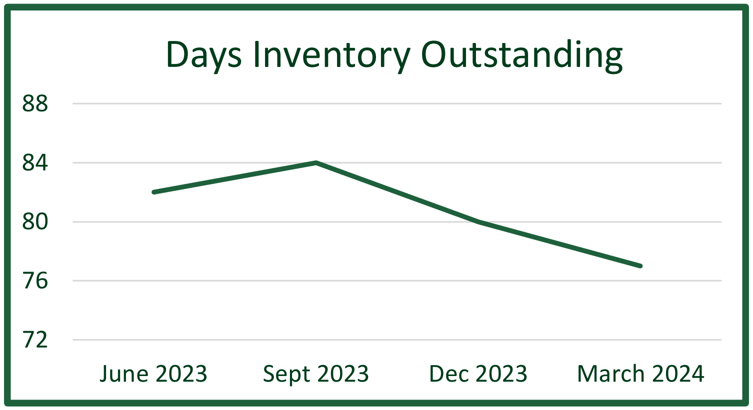
Demonstrated Progress

- **Optimizing price pack architecture, mix, and trade promotions**
- **Improving cash conversion cycles via days payable outstanding & inventory**
- **Driving efficiency across our end-to-end supply chain**

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 are unlocking Fuel for growth through strong RGM, working capital management, and operational efficiency

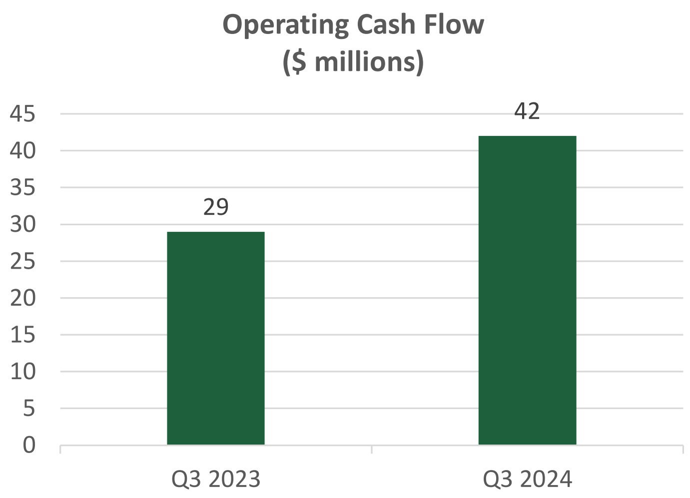


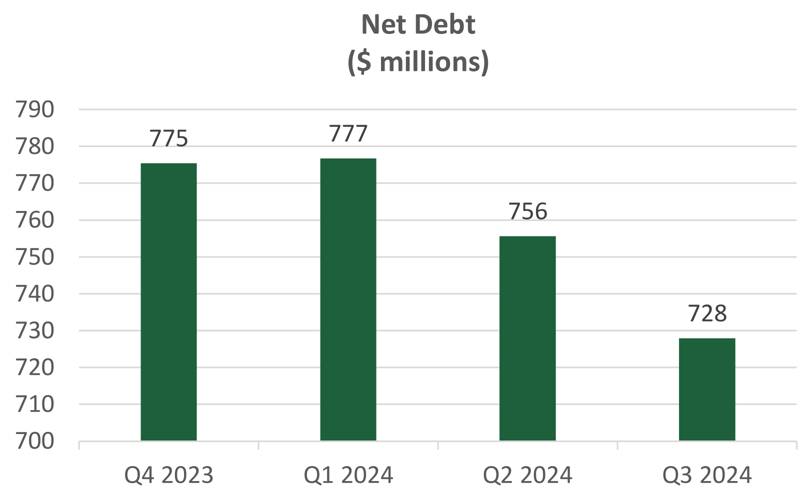


Global RGM Efforts Unlocked 70 bps of Trade Spend Efficiency YTD

End-to-End Operational Efficiency to Deliver >$60 Million in Productivity in FY24

We are delivering strong growth in operating cash flow & reducing net debt





Reduced Net Debt by $47 million since June 2023, Driven by Working Capital Improvement

Making Progress Towards FY27 Goal of 2-3x Leverage Ratio

Hain Reimagined will deliver compelling and achievable financial results[1]

NSV

3%+

Organic sales growth FY2023-27 CAGR

Adjusted EBITDA growth[2]

10%+

FY2023-27 CAGR

Adjusted EBITDA margin[2]

12%+

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.;

In Summary

- A **stronger company today** than we were one year ago
- Our portfolio of brands have **strong positions and share gain potential**
- We have a clear financial algorithm for **sustained shareholder return**
- Our strategy is progressing **gross margin expansion**, **strong operating cash flow, & leverage improvement**
- **85% of the business is in growth**, and we are working aggressively to stabilize the balance
- **We have an experienced**, and aligned globally **integrated** team
- **We remain fully confident** in our ability to reach the full potential of Hain Reimagined

Thank You!

Hain Celestial

Appendix

Net Debt (Q4 FY23 – Q3 FY24)

THE HAIN CELESTIAL GROUP, INC. AND SUBSIDIARIES
Net Debt
(unaudited and in thousands)

	June 30, 2023	September 30, 2023	December 31, 2023	March 31, 2024
Debt				
Long-term debt, less current portion	$ 821,181	$ 807,401	$ 801,675	$ 769,948
Current portion of long-term debt	7,567	7,568	7,569	7,569
Total debt	$ 828,748	$ 814,969	$ 809,244	$ 777,517
Less: Cash and cash equivalents	53,364	38,280	53,672	49,549
Net debt	$ 775,384	$ 776,689	$ 755,572	$ 727,968