



# Barclays Global Consumer Staples Conference

*Unique Growth Opportunity in Organic, Natural  
and Better-For-You Products Company*

September 7, 2017



# Safe Harbor Statement



## Cautionary Statement Regarding Forward-Looking Statements

Certain statements contained herein constitute "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995. Forward-looking statements are predictions based on expectations and projections about future events, and are not statements of historical fact. You can identify forward-looking statements by the use of forward-looking terminology such as "plan", "continue", "expect", "anticipate", "intend", "predict", "project", "estimate", "likely", "believe", "might", "seek", "may", "will", "remain", "potential", "can", "should", "could", "future" and similar expressions, or the negative of those expressions, or similar words or phrases that are predictions of or indicate future events or trends and that do not relate solely to historical facts. You can also identify forward-looking statements by discussions of guidance for the fiscal year 2018, strategy, plans or intentions related to our capital resources, performance and results of operations. Such forward-looking statements involve known and unknown risks, uncertainties and other factors which may cause the actual results, levels of activity, performance or achievements of the Company, or industry results, to be materially different from any future results, levels of activity, performance or achievements expressed or implied by such forward-looking statements, and you should not rely on them as predictions of future events. Forward-looking statements depend on assumptions, data or methods that may be incorrect or imprecise and may not be able to be realized. We do not guarantee that the transactions and events described will happen as described (or that they will happen at all). Such factors, include, among others, the Company's beliefs or expectations relating to (i) the Company's guidance for Fiscal Year 2018 Outlook; (ii) the Company's strategic plan and execution against such plan and (iii) the Company's ability to deliver significant shareholder value creation; and the other risks detailed from time-to-time in the Company's reports filed with the Securities and Exchange Commission, including the Annual Report on Form 10-K for the fiscal year ended June 30, 2016, and our quarterly reports. As a result of the foregoing and other factors, no assurance can be given as to the future results, levels of activity and achievements of the Company, and neither the Company nor any person assumes responsibility for the accuracy and completeness of these statements. All forward-looking statements contained herein apply as of the date hereof or as of the date they were made and, except as required by applicable law, the Company disclaims any obligation to publicly update or revise any forward-looking statement to reflect changes in underlying assumptions or factors of new methods, future events or other changes.

## Non-GAAP Financial Measures

Management believes that the non-GAAP financial measures presented in this presentation provide useful additional information to investors about current 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. They should be read only in connection with the Company's Consolidated Statements of Income presented in accordance with GAAP.

The Company believes presenting net sales at constant currency provides useful information to investors because it provides transparency to underlying performance in the Company's consolidated net sales by excluding the effect that foreign currency exchange rate fluctuations have on year-to-year comparability given the volatility in foreign currency exchange markets. To present this information for historical periods, 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. As a result, the foreign currency impact is equal to the current year results in local currencies multiplied by the change in average foreign currency exchange rate between the current fiscal period and the corresponding period of the prior fiscal year.

The Company defines EBITDA as net income or loss (a GAAP measure) before income taxes, net interest expense, depreciation and amortization, equity in net (income) loss of equity method investees, stock based compensation expense, impairment of long lived assets and intangibles, goodwill impairment, and unrealized currency gains and losses. Adjusted EBITDA is defined as EBITDA before acquisition-related expenses, including integration and restructuring charges, and other non-recurring items. The Company's management believes that these presentations provide useful information to management, analysts and investors regarding certain additional financial and business trends relating to its results of operations and financial condition. In addition, management uses these measures for reviewing the financial results of the Company as well as a component of performance-based executive compensation.

Reconciliations of non-GAAP financial measures to GAAP financial measures are provided in the Appendix of this presentation. Numbers in this presentation may not sum due to rounding.



# Hain Celestial Overview – Irwin Simon

# Hain Celestial

To Create and Inspire a Healthier Way of Life™



~\$3B<sup>1</sup>

Worldwide Net Sales

80+

Countries with Products

7,800+

Employees

37

Global Manufacturing Facilities

Strategic Plan to  
Accelerate Growth

Project Terra Cost Savings  
to Fund Growth Investments  
and Drive Margin  
Improvement



Increased Brand and  
Marketing Investment

Enhanced Leadership Team  
to Deliver Strategic Plan

Leader in Authentic, On-Trend,  
Organic, Natural and Better-For-You Brand and Products

<sup>1</sup> FY17 Net Sales

# Leading Natural and Organic, Better-For-You Brands



Brands that are positioned as the No. 1 or 2 in their respective categories. Hain Celestial U.S. sales from these represent 45% of consumption.

## U.S.



## Rest of World



## Hain Pure Protein



## U.K.





# Diversified, Multi-Channel, Global Customer Base



# Invest in Top Brands and Capabilities to Grow Globally



## Key Brand Resources

<p>Better-for-You Snacking</p>	
<p>Fresh Living</p>	
<p>Better-for-You Baby</p>	
<p>Better-for-You Pantry</p>	
<p>Beverages</p>	
<p>Pure Personal Care</p>	
<p>Cultivate Ventures</p>	

## Capabilities

First Mover in On-Trend Categories

Breadth of Distribution

Procurement Scale

Product Innovation

Broad Geographic Presence

Operational Expertise

M&A Execution and Integration

## Priorities

- Drive innovation through **sharing of intellectual, process and go-to-market expertise** across platforms
- Focus on **brand-building initiatives** in **existing markets** and continued **expansion of brand footprint globally**
- Leverage scale in **procurement, geographies and distribution** to identify **on-trend, tuck-in opportunities**

# The Benefit of Organic

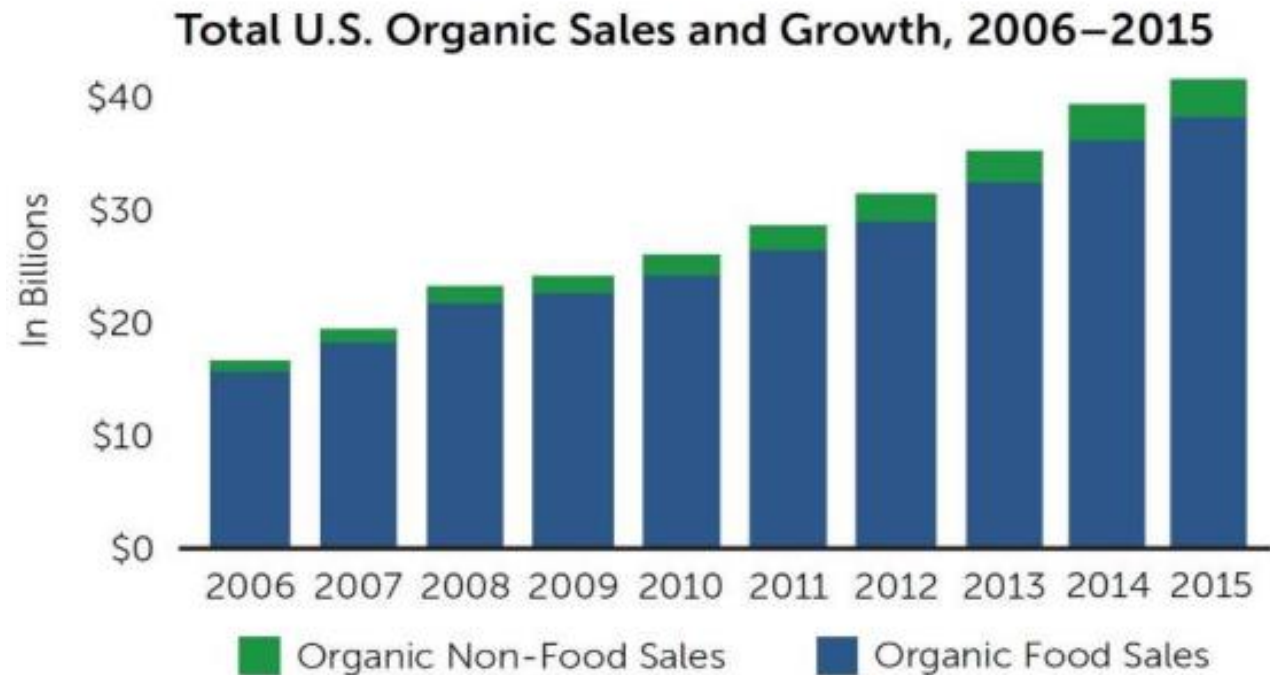


## Health Benefits

- Reduces health risks to farm workers, their families, and consumers by minimizing their exposure to toxic and persistent chemicals on the farm and in food.
- Growing evidence that organic products have better nutritional profile to their conventional counterpart.

## Environmental Benefits

- Organic agriculture is based on practices that not only protect environmental health, but also strive to improve it.



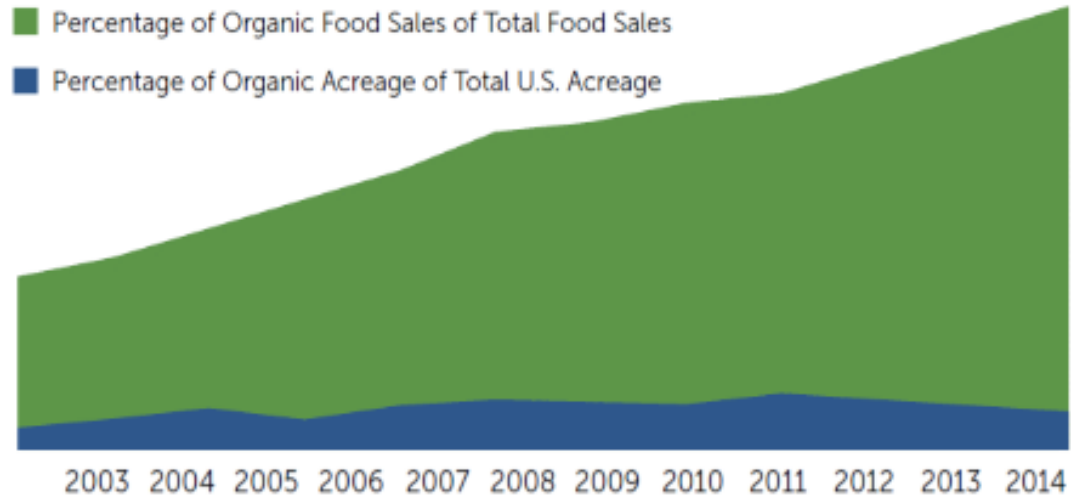


# Organic – Barriers to Entry



**Natural (Non-GMO) and Organic products are more complex than conventional products due to:**

- Sourcing of Organic Ingredients with limited supply
- Third Party Certifications
- Manufacturing Process
- Cleaning and Sanitation
- **Hain Celestial has 20+ years of experience cultivating relationships with organic ingredient suppliers**
- 40% of products are certified organic
- 99% of our food products are non-GMO



# Power in Innovation



## Best of Breed

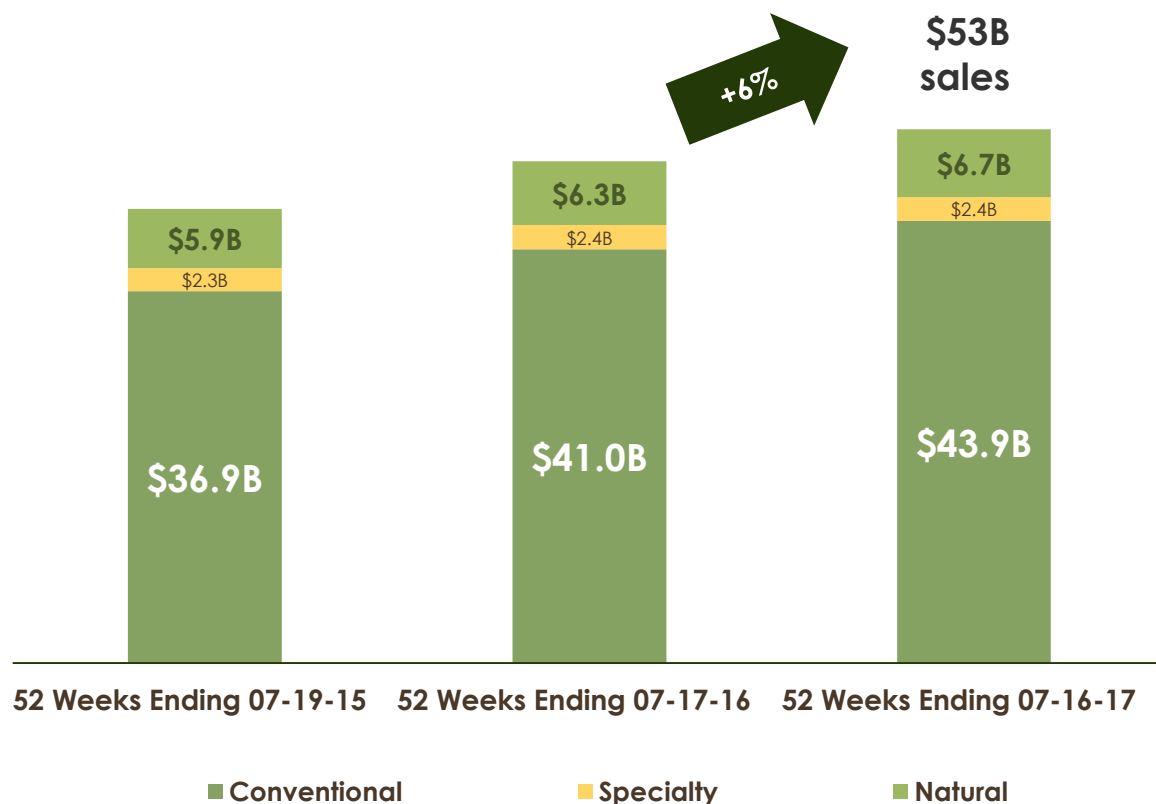
- R&D/Innovation Developed over 200 New Products in FY17
- Strong Procurement/Relationships with Farmers and Diverse Supply Chain Platform
- Company-owned Facilities/Network of Manufacturing Partners
- Robust Category Management/Consumer Insights
- Unique Positioning Across Multiple Categories
- Network of 3<sup>rd</sup> Party/Independent Certifiers including Organic, Non-GMO, GFCO, Fair Trade and RSPO



# Consumers Want Pure Foods They Can Trust



Retail sales of organic and natural products across channels in the \$800 Billion U.S. Grocery Market, includes produce and other commodity products



"81% of consumers are willing to pay more for products that are healthier or contain natural or organic ingredients"



"We've experienced double-digit growth over the last five years [in N&O]; Millennials are driving this whole department category"



# Natural and Organic Products Have a 3x Greater Share of Sales Online

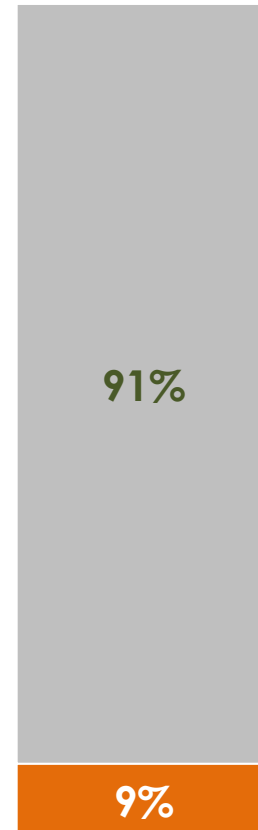


**Natural Products' Share is 3X Greater Online vs. Brick & Mortar Stores**

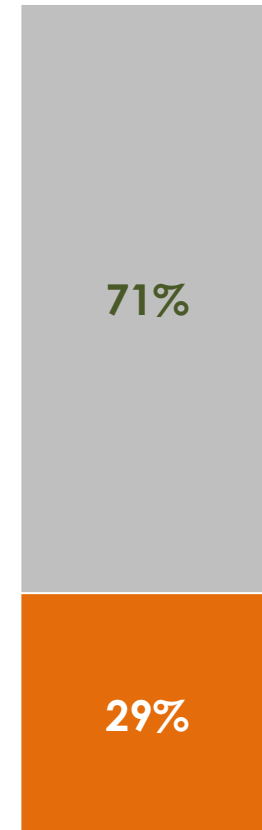


## Food & Beverage Categories Natural Organic vs. Conventional Dollar Share

Brick & Mortar



Internet



# Millennial Parents—Future Growth Driver for Natural and Organic Products



- 52% of parents buying organic products are Millennials
- Represent the largest group of organic consumers in the US
- Over-index in stating that choosing organic products is an integral part of living green compared to older generations
- Online demographic is at a tipping point
- Strategic focus online: double digit top line growth





# Brands Realize More Exclusive Buyers Than Private Label



Level of Interaction between Brand and Private Label Varies by Category

## Total Dry Grocery

Branded Exclusivity  
Natural/Organic

Private Label Exclusivity  
Natural/Organic

49%

13%

- Private Label has existed in the U.S. market for 20+ years, yet has an approximate 20% market share.
- Brands realize more exclusive buyers than Private Label.
- Exclusivity and overlap vary by category.
- Private Label exclusivity is strongest in commoditized categories including Dairy and Produce
- Branded exclusivity is greatest in highly promoted and innovative categories such as Snacks

# Fiscal Year 2017 Achievements



## **Concluded Accounting Review with No Material Changes to Previously Reported Financial Statements**

- Self-initiated, exhaustive review process including review of fiscal years back to FY2014.
- Fully independent review by Outside Counsel, Audit Committee, Third Party experts.
- Implemented improved financial controls with strong finance team including new hires.

## **Financial Highlights**

- \$2.9 billion net sales, up 3% in constant currency as Hain Celestial U.S. returned to growth in Q4FY17.
- Generated Operating Free Cash Flow of \$217 million and spent \$63 million on Capital Expenditures, resulting in \$154 Million Free Cash Flow and
- Repaid \$111 million in debt, decreasing bank leverage ratio to 3.1X at 6/30/17.

## **Project Terra**

- Established new core category platforms:
  - Better-For-You Baby, Better-For-You Pantry, Better-For-You Snacking, Fresh Living, Tea, Pure Personal Care and Cultivate Ventures.
- Implemented stock-keeping unit ("SKU") rationalization, eliminating \$24 million in net sales, or 20% of the SKUs in the United States.
- Expanded global cost savings initiative to \$350 million through fiscal year 2020 including annual productivity.

# Fiscal Year 2017 Achievements



## Invested in Top Brands and Capabilities Globally

- Increased strategic investments and consumer engagement in brand building assets.
- Enhanced in-market and online retail activation.
- Introduced over 200 new products worldwide.

## Strategic Transactions

- Expanded branded portfolio through two strategic acquisitions (\$19.5 million) in the growing chilled category:
  - Yorkshire Provender™ under Hain Daniels and
  - Better Bean™ under Cultivate Ventures.
- Entered into strategic joint venture with Future Group in India.
- Licensed Rosetto® brand to Rosetto Foods LLC, a joint venture in which the Company holds a minority interest.

## Enhanced Leadership Team to Deliver Strategic Plan

- Strengthened management team with seasoned professionals including deep consumer products, brand building and natural product experience as well as financial industry expertise.

## Corporate Governance and Shareholder Communication

- Andrew Heyer appointed Lead Independent Director
- In active discussions with accomplished executives to refresh Board of Directors
- Continuing dialogue with shareholders outside of quiet periods

# Clear Plan in Place to Drive Value



## Four-Point Strategic Plan

1

Invest in Top Brands and Capabilities to Grow Globally

2

Expand Project Terra Cost Savings

3

Enhanced Leadership Team to Deliver Strategic Plan

4

Capital Allocation Return to Shareholders

## Approach

- We have **assembled an advantaged portfolio** of brands in some of the most exciting and attractive CPG categories
- **Focused on improving efficiency and investing to drive growth** while expanding margins
- Continue **to evaluate all opportunities to build platform strength, eliminate complexity and enhance margins**
- **Accretive acquisitions** and non-core divestitures **will remain a tool...**
- ...however, **primary focus will be base business growth**

# **Review of U.S. Strategy – Gary Tickle**



# Brands Organized Around Core Growth Platforms that Talk to Consumer Need States



To Create and Inspire a Healthier Way of Life™



Better-for-You Snacking



Fresh Living



Better-for-You Baby



Better-for-You Pantry



Tea



Pure Personal Care



Cultivate Ventures



# Strategic Plan to Increase Long-Term Growth and Profitability



## Strategies

- Focus on top-selling brands and products
- Drive costs and complexity out of business
- Increase strategic investments and consumer engagement
- Enhance in-market and online retail activation

## Goals

- ✓ **Net Sales growth in low- to mid-single digits**
- ✓ **Increase market share and household penetration**
- ✓ **Increase operating margins**

# Focus on Top-Selling Products and Increased Efficiency



## Focus on Top 500 SKUs

- Accounted for 90% of MULO+C consumption
  - Top 500 SKUs growing greater than 5%, excluding SKU rationalization, and 6% in distribution across Natural, MULO, Club, and Amazon last 12 & 52 weeks ending August 13, 2017
- 

## Streamline Portfolio, eliminating ~600 SKUs

- Short-term drag on top-line growth (~150 bps)
- Reduces planning and manufacturing complexity

# Top 11 Brand Focus



These brands are:

- Celestial Seasonings®
- Dream™
- Earth's Best®
- Garden of Eatin'®
- Imagine®
- MaraNatha®
- Sensible Portions®
- Spectrum®
- Terra®
- The Greek Gods®
- Alba Botanica®



- Represent 81% of sales, 12 weeks ended August 20, 2017 in MULO+C
- 8 of Top 11 Brands increasing Household Penetration 52 weeks ending July 9<sup>th</sup>, 2017

# Enhance In-Market and Online Retail Activation



## Broaden Household Penetration

- Online brand presence and reviews
- Shopper marketing – in-store activation

## Review Price/Value Mapping

- Competitive price points
- Commodity price shifts

## Invest With Strategic Partners

- Customer-centric dedicated teams
- Category thought leadership and insights

- ✓ 3 of the top 10 snack brands in MULO+C<sup>1</sup>



- ✓ Strong unit share growth in MaraNatha®



- ✓ Double-digit growth with major mass retailer







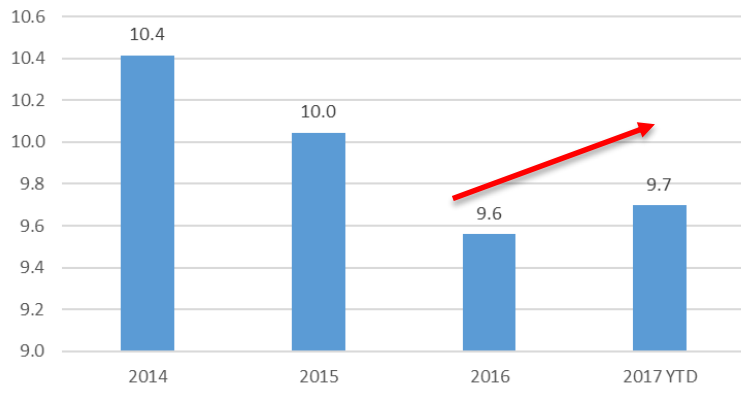
# A Journey of Transformation

# MaraNatha® Relaunch F17



## WHERE WE ARE TODAY

MaraNatha Dollar Share of Nut & Seed Butters<sup>1</sup>



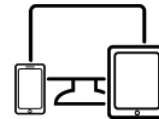
- MaraNatha is back to growth +4.9% and poised to grow share
- Price decrease in early 2017
- Distribution/ in-store execution gains
- Successful innovations

Mid-September media activation

- Brand awareness and shelf impact opportunities

## WHAT WE WILL DO

- Invest unprecedented media to drive awareness & trial



285MM+ Impressions



- Execute packaging refresh



- Continue to lead category innovation



# Spectrum® Relaunch FY18



## WHERE WE ARE TODAY

- Commoditized coconut oil and recent competition contributed to Spectrum decline
- Brand awareness opportunities
- Continuing price investment
- Mid-September activation rolling out through FY18

## WHAT WE WILL DO

- New Culinary positioning and packaging

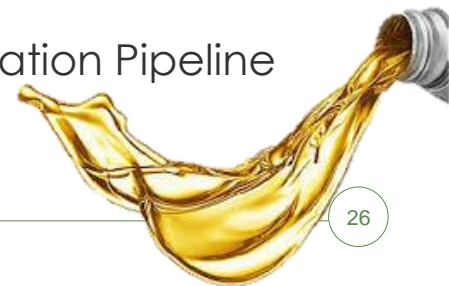


- Robust Marketing spend and campaign

**8x vs. YAGO**  
Over 74 million impressions



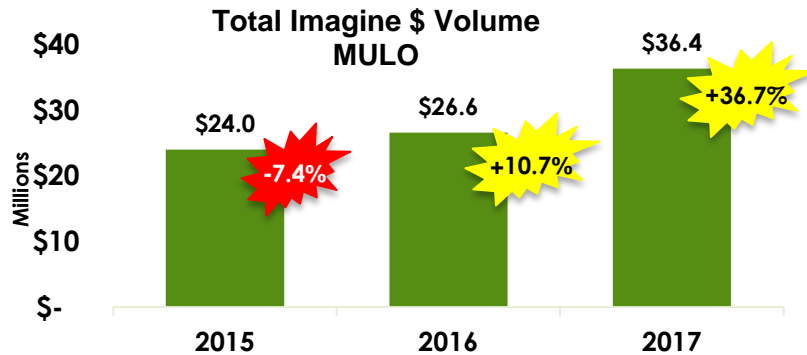
- Culinary Inspired Innovation Pipeline



# Imagine® Accelerating Growth



## FIXING THE FUNDAMENTALS



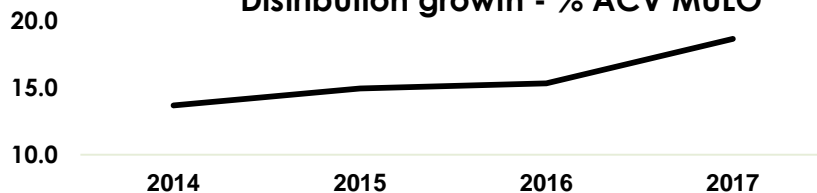
### New packaging



### Successful Innovation

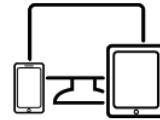


### Distribution growth - % ACV MULO



## WHAT WE WILL DO

- 7X increase in media investment aimed at growing awareness & trial



70MM+ Impressions

- Accelerate distribution gains
- Continue to drive category innovation



2017

# The Greek Gods® Innovation



- New listings encouraging built to base business
- Gained distribution on all 4 SKUs of new Seriously Indulgent yogurt
- Total distribution +28% through mid-July
- Activation program initiated: strong early results rate of sale +48% in Week 1 of promo as of week ending August 18, 2017
- Total brand consumption is growing +4.5% with large mass customer as of 4-weeks ended August 18, 2017 and expected to gain momentum with repeat purchases and strong demo program





# Live Clean® U.S. Expansion



**Democratize natural products with clean formulas, affordable prices and easy access**

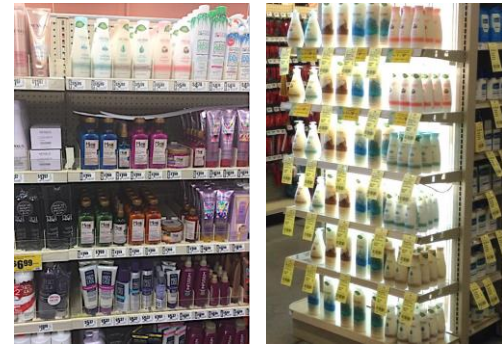
## Proposition:

- 3 collections of Shampoos & Conditioners, Body Wash and Hand Soaps
- 5 SKU assortment of Baby Personal Care (washes, diaper cream, lotions)
- \$5.99 SRP across line (\$3.99 on hand soaps)
- Available adjacent to conventional products in mainstream retailers

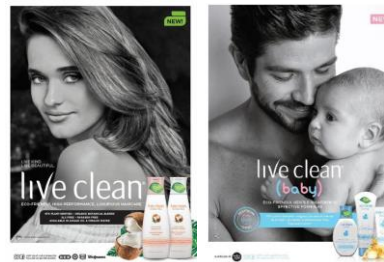
## Results:

- Available in over 15,000 doors
- Distribution across all channels (Drug, Grocery, Mass, Natural)

### In-Store Execution



### Print Campaign

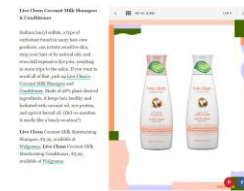


### Sampling



LIVE CLEAN  
11/10/2017 10:12 PM  
Winter essentials: Warm tea, check  
Cozy blanket, check. Moisturizing  
body wash, check. Link in bio.  
136  
total engagement

### Digital & Social Media & Partnerships



# Focus on Execution—Sales Mix in Retail



## Hain Celestial Perfect Store (PS)

- 80 Perfect Store SKUs make up +43% of sales in Natural Channel
- Leveraging Retail Technology, Customer Data Analytics and Consumer Insights
- Account Segmentation

## Direct Retail Team (DRT) Perfect Store Early Results

- DRT Routed Stores (Natural Channel)
  - PS Items L12 Weeks TDP 109 Index
- Non Routed Stores (Natural Channel)
  - PS Items L12 Weeks TDP 94 Index
- DRT – Whole Foods
  - PS Items L12 Weeks TDP 113 Index
  - Dollar Index L12 Weeks 104 Index



# U.S. Revenue Growth and Consumption Expected to Accelerate in FY2018



## FY2017 IRI MULO+C vs. Revenue Growth

- IRI MULO+C represents only 60% of U.S. sales
- Remaining 40% comes from
  - Other customers in the natural, club and online channels (non-measured), some of whom grew at significantly faster rates than measured channel customers
  - Ella's Kitchen® (U.K. based-business) that grew double digit in FY2017. In FY2018, Ella's Kitchen will be reported in U.K. segment

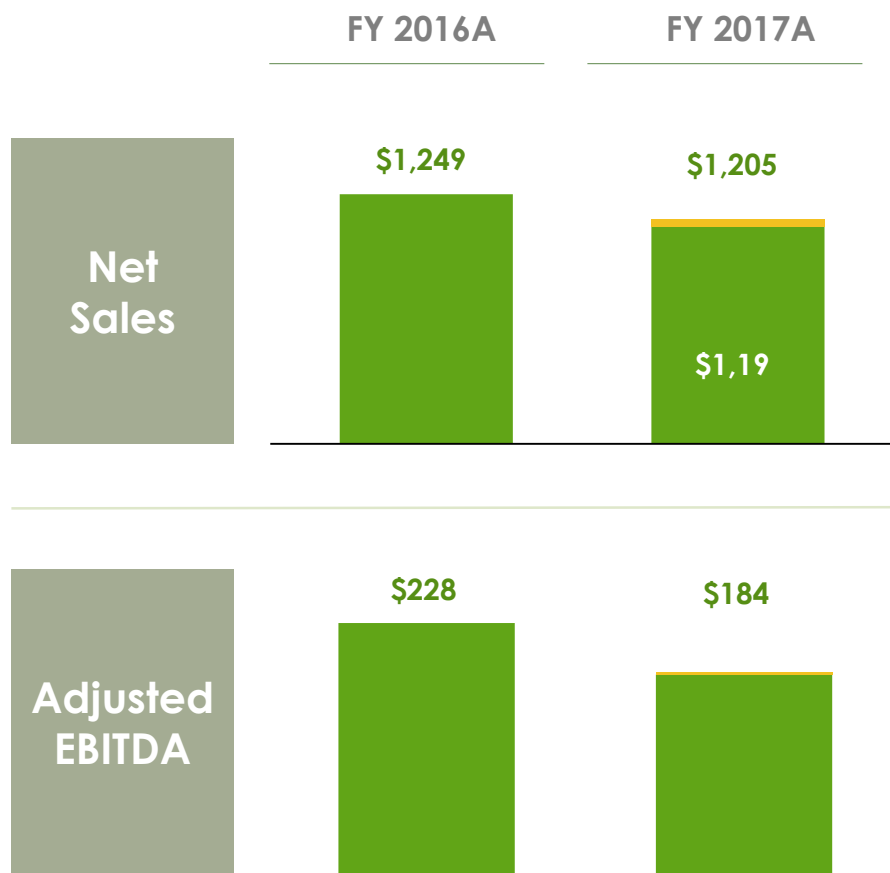
## U.S. Net Sales Growth



## Growth Drivers

- Continued growth in non-measured channels
- Roll-off of near term headwinds from the SKU rationalization and inventory realignment
- Modest uptick in 2<sup>nd</sup> half as brand investments start to gain traction and reinvigorate topline sales

# U.S. Financial Performance and Outlook



## FY 2018E Outlook













- Low to mid single-digit net sales growth over FY17
- Reduced impact from inventory realignment
- Continued SKU rationalization through mid-FY2018
- Low double-digit EBITDA growth over FY17
- Project Terra cost savings and SG&A rationalization efficiencies
- 50% increase in brand marketing spend over FY17
- Efficiencies fund increased marketing investment and improved operating margins

# **Review of International and HPP Strategy – Irwin Simon**

# Review of UK Positioning and Strategy



## Scale Business with Growth Potential

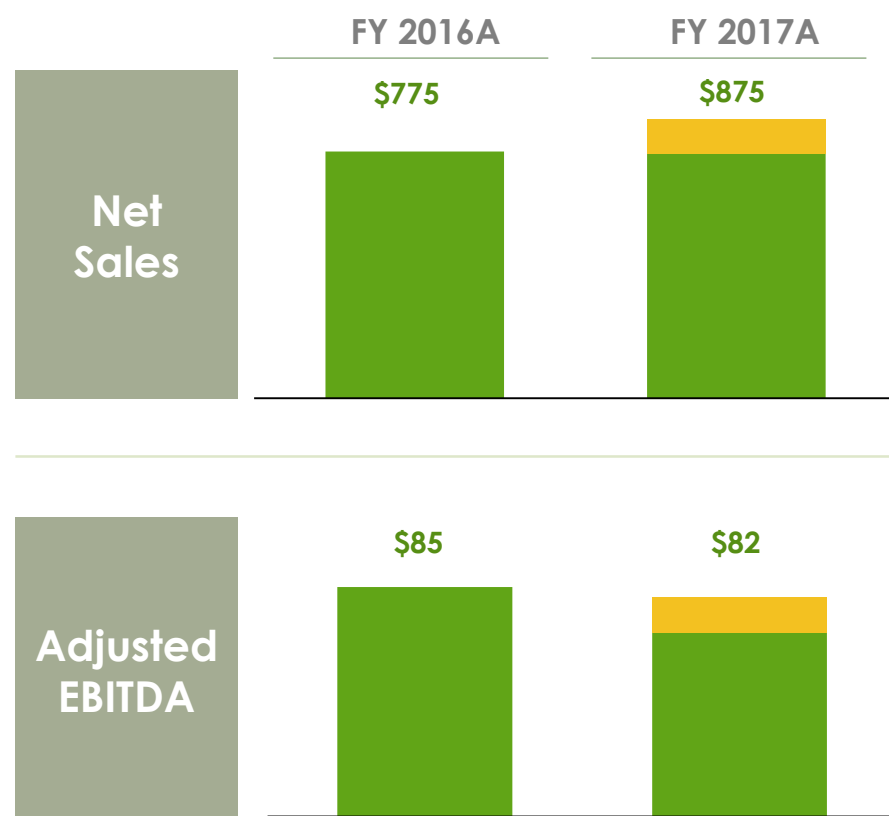
Key Brands	Current Positioning	Growth Strategies
	<ul style="list-style-type: none"> <li>#1 basmati rice broadening everyday use with Super Grains, Pulses &amp; Rice and Limited Edition products</li> </ul>	<ul style="list-style-type: none"> <li>✓ <b>Expand geographic footprint in Europe and IMEA</b></li> <li>✓ <b>Seek new customers and sales channels</b></li> <li>✓ <b>Continue product innovation</b></li> <li>✓ <b>Pursue local manufacturing in the UK</b></li> </ul>
	<ul style="list-style-type: none"> <li>#1 baby food in the UK</li> <li>Growing food and snacks product lines for kids and toddlers</li> </ul>	
  	<ul style="list-style-type: none"> <li>#1 fresh soup positions in both UK and Ireland</li> <li>Growing strongly with planned launches in new channels and geographies</li> </ul>	
	<ul style="list-style-type: none"> <li>#1 frozen meat free in the UK</li> <li>Strongly outperforming overall market with branded offerings; planning additional production capacity</li> </ul>	
<p>Other UK Brands</p>   	<ul style="list-style-type: none"> <li>#1 and/or fast-growing positions including jams, nut butter and prepared fruit</li> <li>Provides scale and channel strength across the UK business</li> </ul>	
<p>Successful Global Brands</p>   	<ul style="list-style-type: none"> <li>Expansion and/or introduction of selected global brands</li> </ul>	



# UK Financial Performance and Outlook



Net Sales +13% Adjusted for Constant Currency



## FY 2018E Outlook

- High single-digit net sales growth over FY17
- FX-related price increases successfully realized starting Q4 FY 2017
- Strong top-line contribution from Tilda® rice and Linda McCartney® meat-free
- Recovery in prepared fresh fruit and expansion of Yorkshire Provender™ chilled soups
- EBITDA expected to rebound strongly, representing double-digit growth over FY 16A levels
- Strong contribution from top-line growth
- Recovery driven by Project Terra cost savings – warehouse and manufacturing integration, and back-office consolidation

# Review of Europe Positioning and Strategy



## Fast-Growing Plant-Based Business and Achieving Scale Elsewhere

### Key Brands



### Current Positioning

- 2<sup>nd</sup> largest volume producer of plant-based beverages
  - Leading plant-based food and desserts in health food and grocery channels
  - High-single to low double-digit growth driven by expanding channel presence and new product introductions
- 
- Leading brands in Benelux, France and Germany in health food channels
  - Double-digit growth supported by product innovation



### Successful Global Brands



- Expansion and/or introduction of selected global brands

### Growth Strategies

- ✓ **Accelerate growth of branded and private label products**
- ✓ **Broaden household penetration through leadership in grocery and health food channels**
- ✓ **Continue pace of new product introductions**

# Review of Canada Positioning and Strategy



## Business Well-Positioned to Achieve Scale

### Key Brands



- #1 meat-alternative in Canada with growing position in the U.S. market
- New product launches broaden appeal beyond vegetarian consumers



- #1 natural shampoo, conditioner and body wash in Canada
- Expanding product lines and geographic footprint



- Support small brands with Hain infrastructure and dedicated sales and R&D



- #1 branded frozen fruit
- Growing presence in various Canadian regions

### Successful Global Brands



- Expansion and/or introduction of selected global brands

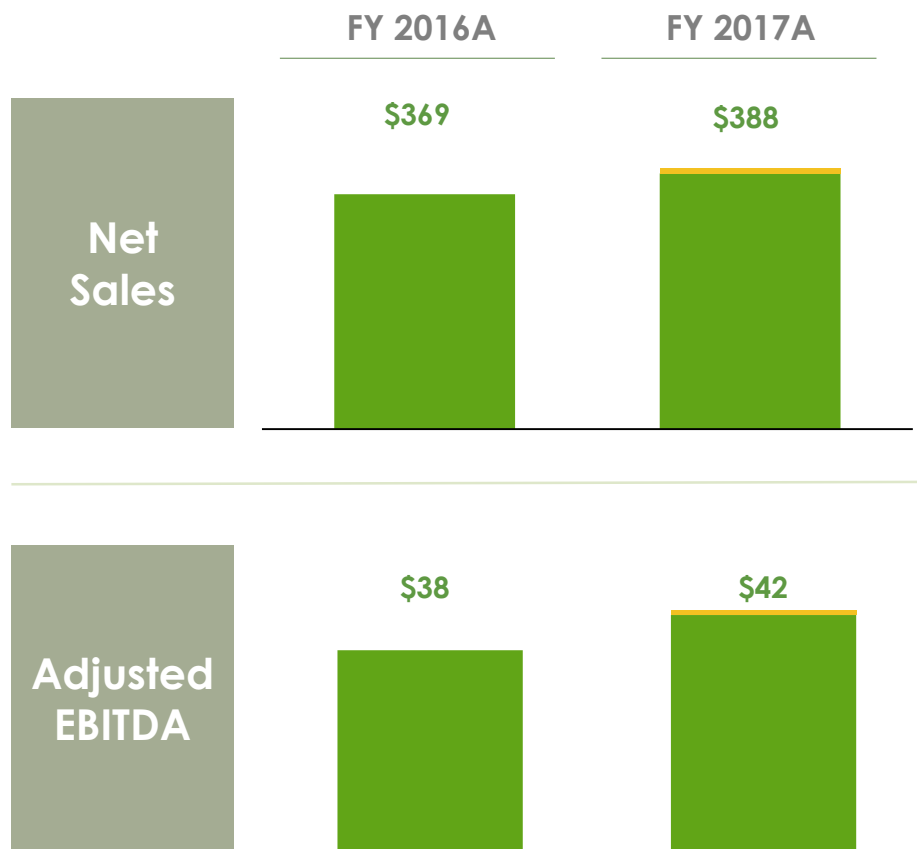
### Growth Strategies

- ✓ **Streamline portfolio toward top-selling products**
- ✓ **Leverage production capacity in personal care products**
- ✓ **Reposition Cultivate portfolio through brand investments and new leadership**

# ROW Financial Performance and Outlook



Net Sales +5% in Constant Currency and +11% in Constant Currency without Cultivate Ventures



## FY 2018E Outlook

- High single-digit net sales growth over FY 17E
- Low double-digit net sales growth from Europe driven by plant-based non-dairy products
- Mid single-digit net sales growth from Canada driven by Yves® and Live Clean®
- Low double-digit EBITDA growth over FY 17E
- Margin improvement driven by strong top-line growth and increased contribution from Cultivate
- Project Terra cost savings – lean practices, reduced waste and improvement, equipment effectiveness

# HPP Positioning and Strategy



## Leadership Positioning in Fast Growing Fresh Protein Category

### Business Positioning

- Innovator and disruptor in on-trend fresh, anti-biotic-free and organic poultry category
- Organic protein category growing double digits
- Creates a presence for Hain Celestial in food service, fast-casual as well as the fast growing meal-kit delivery areas



### FY 2017 Review

#### YTD 2017 challenges

- Pricing at multi-year lows from oversupply
- FreeBird plant start-up inefficiencies
- Plainville warehouse disruptions pre Thanksgiving

#### Expecting strong rebound starting Q4 FY 17

- New leadership with proven track record in place
- Plant start-up delays behind us
- Cost-cutting initiatives taking hold

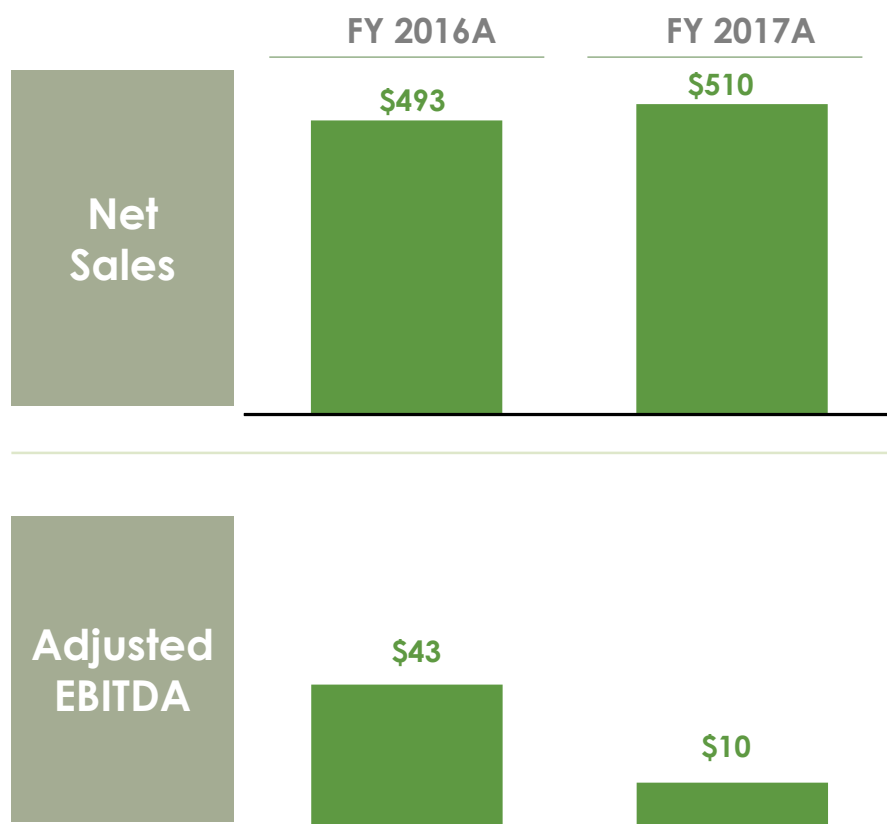
### Growth Strategies

- Drive operational turnaround (that does not depend on pricing)
- Consolidate poultry infrastructure
- Improve mix through value-added (e.g. deli) and branded product sales
- Expand fast-casual and meal-kit delivery
- Access food service channels for other Hain Celestial products

# HPP Financial Performance and Outlook



Net Sales +3%, Volume +9%



## FY 2018E Outlook

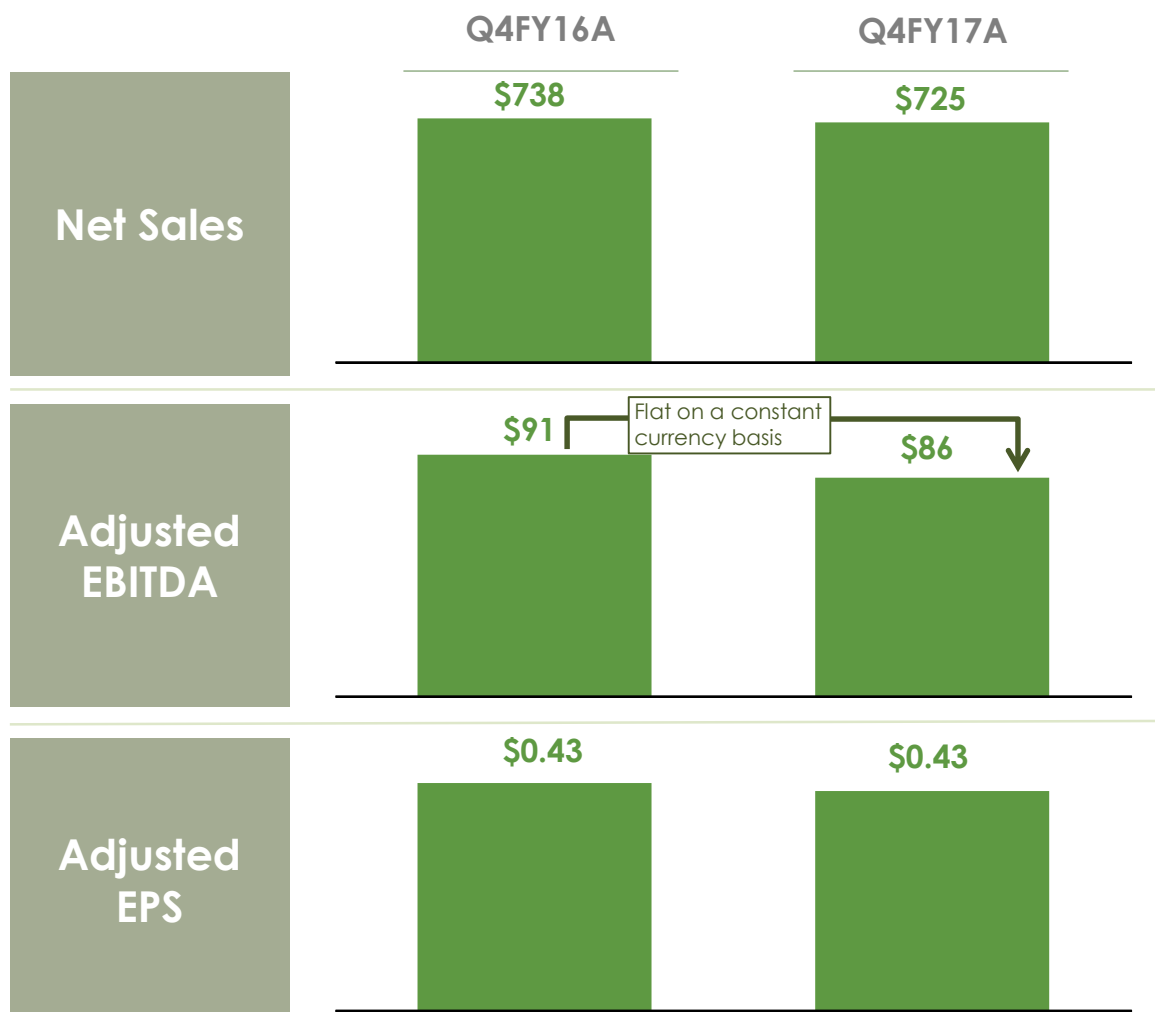
- Low to mid single-digit net sales growth over FY 17E
- Does not assume any increases in pricing over current depressed levels – multi-year lows
- Secure advance orders for crucial holiday season
- EBITDA recovers back to FY 16 levels – without depending on price recovery
- Primarily driven by operational turnaround
  - New plant inefficiencies behind us
  - Rationalizing turkey production
  - Significant labor and cost reduction
- Q4 momentum reinforces recovery potential





# **Fiscal Year 2018 Outlook – Irwin Simon**

# Momentum in Q4 FY 2017



## Q4 FY 17A Commentary

### Net Sales

- Up 2% on a constant currency basis

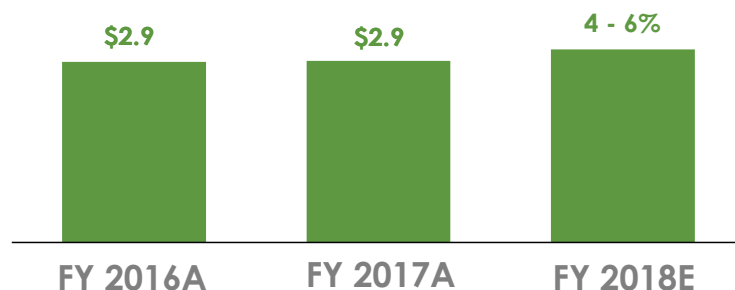
### Adjusted EBITDA

- ~ Flat vs. Q4 FY16A on a constant currency basis
- HPP recovery
- FX-related price realization in UK
- Brand/Marketing investments in the U.S.

# Guiding to Strong Recovery in FY 2018



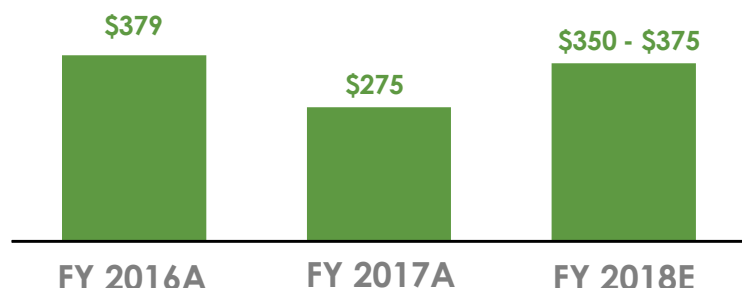
## Net Sales



## Expected Strong Sales Growth

- 4 – 6% growth
- Low to mid single-digit sales growth in U.S. and HPP
- Mid to high single-digit growth in international businesses
- SKU rationalization abating

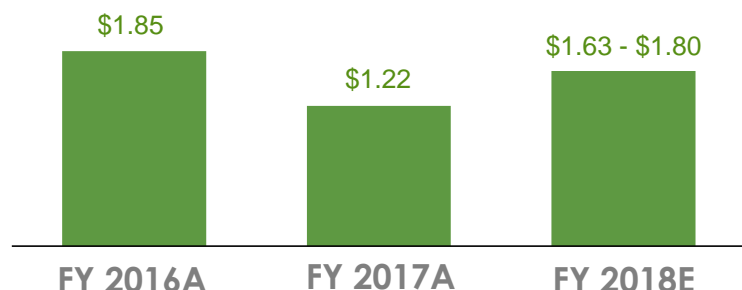
## Adjusted EBITDA



## Expected Strong EBITDA Growth

- Margin contribution from top-line growth
- ~\$100M in productivity and cost savings including recovery in HPP
- Planned marketing investments of ~\$40-\$50M

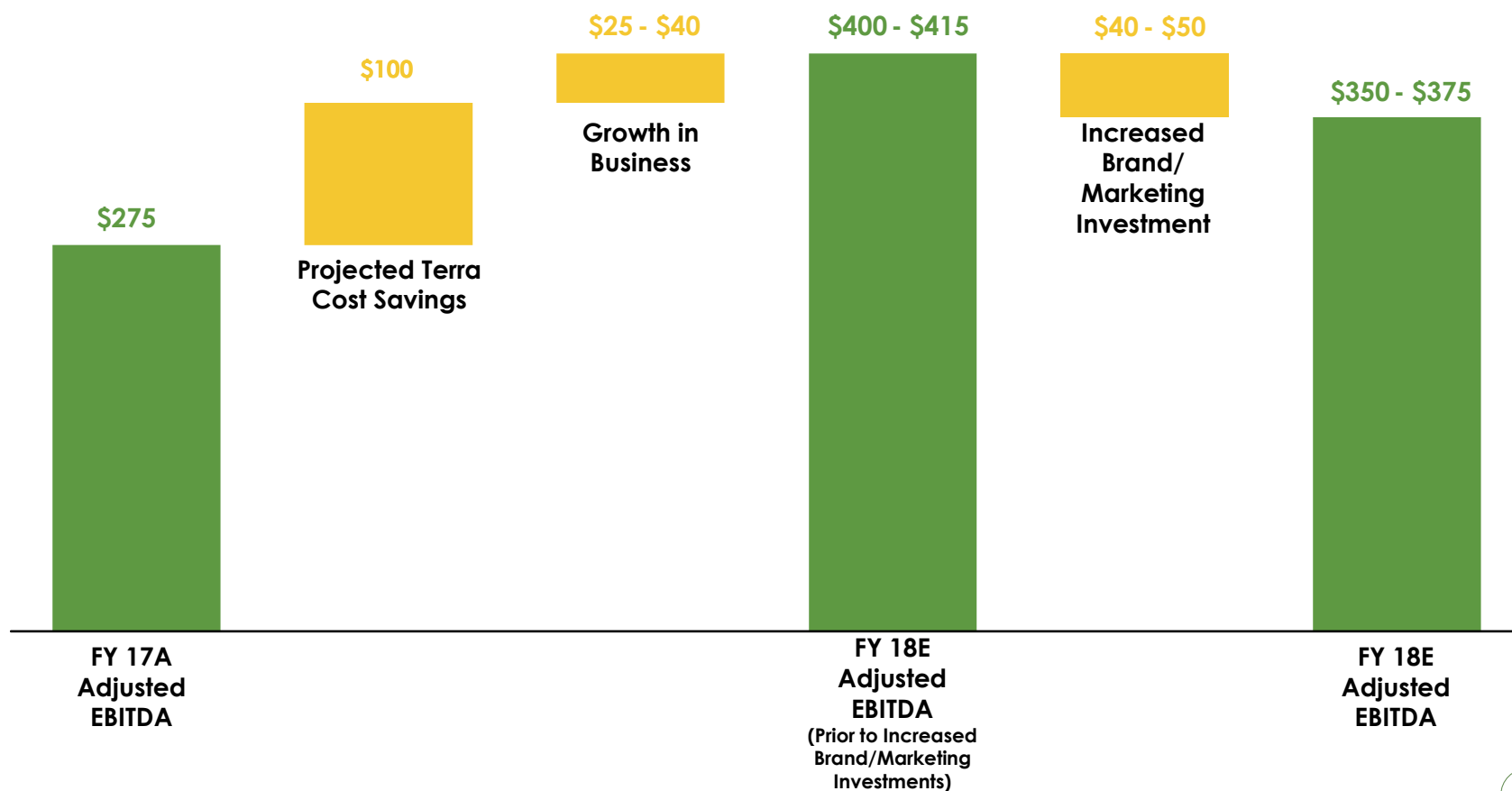
## Adjusted EPS



## Expected Strong EPS Growth

- EPS growth to generate meaningful operating free cash flow of \$160-\$205 million after capital expenditures
- Planned deployment of excess cash to reduce leverage by 1.2 to 1.3x

# Strong Profit Recovery in FY 2018 With Increased Marketing Investments



Note: Adjusted EBITA in Millions; For Adjusted EBITDA refer to the Appendix for Reconciliation of Non-GAAP Information

# Four-Point Strategic Plan



1 Invest in Top Brands and Capabilities to Grow Globally

---

2 Expand Project Terra Cost Savings

---

3 Enhanced Leadership Team to Deliver Strategic Plan

---

4 Capital Allocation – Return to Shareholders

---

# Expand Project Terra Cost Savings



Expect to realize ~\$350 million in cost savings through FY20 while reducing business complexity

Reinvest savings in strategic growth initiatives

Improve operating margins

Dedicated team led by Hain Veteran John Carroll to execute on cost savings

## Global Productivity Initiatives

- **Manufacturing:** Plant productivity, co-pack savings, network optimization
- **Logistics** Sourcing and productivity improvements
- **Supply Chain:** Investments to drive efficiencies and lower costs across manufacturing, logistics and planning infrastructure

## Expected Incremental Cost Savings Timeline

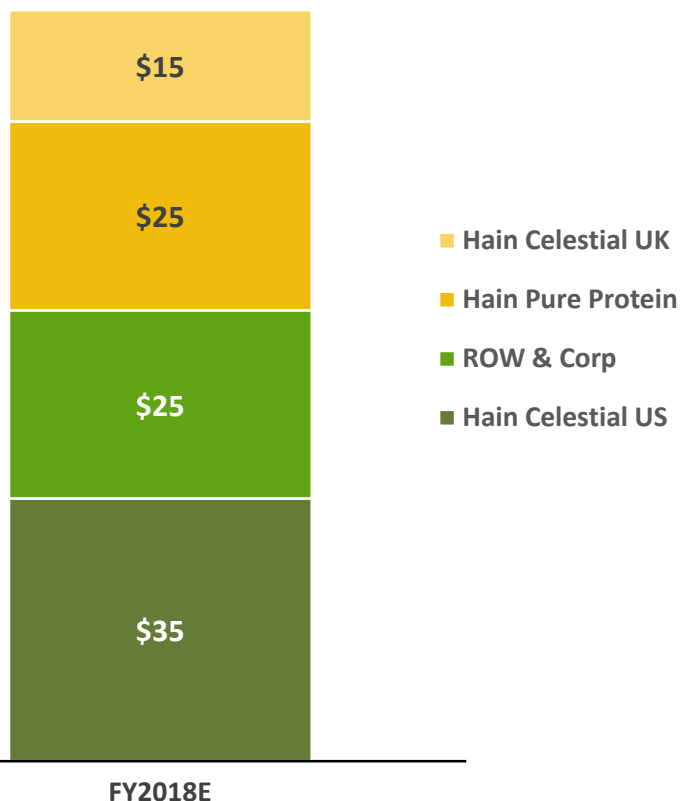




# Project Terra Initiatives FY2018



## FY2018 Project Terra Savings



## Selected Initiatives

### Hain Celestial UK:

- Project Castle – private-label dessert business

### Hain Pure Protein:

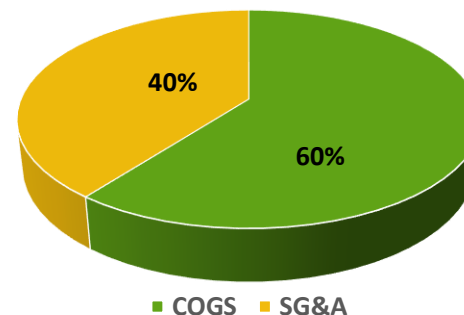
- Increased Yield, and Labor Savings

### ROW & Corporate:

- Indirect Spend Savings

### Hain Celestial US:

- Optimization of Warehousing Handling and Freight Utilization
- Established Continuous Improvement Team



# Enhanced Leadership Team to Deliver Strategic Plan



## Corporate/ Finance/Legal

### **James Langrock**

**EVP, Chief Financial Officer**

Formerly Monster Worldwide,  
Motorola

### **John Carroll**

**EVP, Project Terra, Global  
Brands, Categories and New  
Business Ventures**

Formerly H.J. Heinz

### **Michael McGuinness**

**SVP, Chief Accounting Officer**

Formerly Monster Worldwide, Arthur  
Andersen

### **James Presser**

**SVP, Internal Audit**

Formerly Cablevision Systems,  
Arthur Andersen

### **Kristy Meringolo**

**SVP, Senior Litigation Counsel  
and Chief Compliance Officer**

Formerly Avon Products, DLA Piper

## U.S.

### **Gary Tickle**

**CEO, Hain Celestial North  
America**

Formerly Nestlé for 20+ years (U.S.  
& International)

### **Jim Meiers**

**CEO, Hain Pure Protein**

Formerly H.J. Heinz and Kraft  
Foods

### **Jeffrey Brown**

**President, Hain Pure Protein**

Formerly CEO of Empire, Ahold,  
Pennsylvania Department of  
Labor and Industry

## International

### **Mark Cuddigan**

**Managing Director,  
Ella's Kitchen**

Formerly Annabel Karmel,  
Lovedean Granola, Dormen  
Food

### **Bart Dobbelaere**

**CEO, Hain Celestial Europe**

Formerly Alpro and Campofrio  
Food Group

### **Beena Goldenberg**

**CEO, Canada and Cultivate**

Formerly Borden Foods Canada  
and Pillsbury

### **Wolfgang Goldenitsch**

**CEO, Hain Celestial Europe  
Grocery and Global Plant-  
Based Beverages**

Formerly Mona Group, Senna

### **Rajnish Ohri**

**Managing Director,**

**Tilda Hain IMEA,**

Formerly Coram, Zeus, Shriam

### **James Skidmore**

**CEO, Hain Daniels**

Formerly Orchard House Foods,  
Wellness Foods, Kerry Foods

# Capital Allocation, Return to Shareholders



## Investing in Highest Return Opportunities



### Review Current Portfolio

- High ROI investments in growth and productivity
- Potentially divest brands and categories that do not meet ROI targets or are no longer a strategic fit

### Pursue Strategic Bolt-on Acquisitions

- Target scale and synergies in core platforms
- Maintain pricing discipline

### Shareholder Return

- \$250M repurchase authorization
- Potential dividend or special dividend from asset sales

# Hain Celestial

To Create and Inspire a Healthier Way of Life™



~\$3B<sup>1</sup>

Worldwide Net Sales

80+

Countries with Products

7,800+

Employees

37

Global Manufacturing Facilities

Strategic Plan to  
Accelerate Growth

Project Terra Cost Savings  
to Fund Growth Investments  
and Drive Margin  
Improvement



Increased Brand and  
Marketing Investment

Enhanced Leadership Team  
to Deliver Strategic Plan

Leader in Authentic, On-Trend,  
Organic, Natural and Better-For-You Brand and Products

<sup>1</sup> FY17 Net Sales

# Appendix

# Appendix

## Reconciliation of EBITDA Non-GAAP Financial Information



	Three Months Ended		Twelve Months Ended		
	6/30/2017	6/30/2016	6/30/2017	6/30/2016	6/30/2015
Net income (loss)	\$ 313	\$ (88,597)	\$ 67,430	\$ 47,429	\$ 164,962
Provision for income taxes	2,520	11,086	21,842	70,932	48,535
Interest expense, net	4,922	4,866	18,446	22,231	23,174
Depreciation and amortization	17,397	17,524	68,697	65,622	57,380
Equity in net (income) loss of equity-method investees	(84)	(61)	(129)	47	(628)
Stock based compensation expense	2,139	2,683	9,658	12,688	12,197
Long-lived asset and tradename impairment	40,452	43,200	40,452	43,200	1,004
Goodwill impairment	-	84,548	-	84,548	-
Unrealized currency loss	14,056	7,739	12,570	14,831	5,324
<b>EBITDA</b>	<u>81,715</u>	<u>82,988</u>	<u>238,966</u>	<u>361,528</u>	<u>311,948</u>
Acquisition, restructuring, integration, severance, and other charges	6,095	2,156	9,694	13,904	11,631
Chilled desserts contract related termination costs	2,583	-	2,583	-	-
HPPC production interruption related to chiller breakdown and factory start-up costs	-	594	-	4,705	-
Inventory costs for products discontinued or with redesigned packaging	-	3,050	5,359	3,050	-
Costs incurred due to co-packer default	-	770	-	770	-
U.K. deferred synergies due to CMA Board decision	-	949	918	949	-
U.K. factory start-up costs	-	-	-	743	11,407
U.S. warehouse consolidation project	-	197	-	623	-
Recall and other related costs	-	-	809	-	30,110
Accounting review costs	9,473	-	29,562	-	-
Litigation expenses	-	1,200	-	1,200	7,203
Celestial Seasonings marketing support and Keurig transition	-	-	-	1,000	-
Tilda fire insurance recovery costs	-	112	-	342	1,666
Luton closure costs	-	-	1,804	-	-
Gain on Tilda fire related fixed assets	-	(739)	-	(9,752)	-
Realized currency gain on repayment of GBP denominated debt	(14,290)	-	(14,290)	-	-
European non-dairy beverage withdrawal	-	-	-	-	2,187
Ashland factory and related expenses	-	-	-	-	4,146
Fakenham inventory allowance for fire	-	-	-	-	900
Foxboro roof collapse	-	-	-	-	532
Gain on pre-existing investment in HPPC and Empire	-	-	-	-	(9,669)
Gain on disposal of investment in held for sale	-	-	-	-	(314)
<b>Adjusted EBITDA</b>	<u>\$ 85,576</u>	<u>\$ 91,277</u>	<u>\$ 275,405</u>	<u>\$ 379,062</u>	<u>\$ 371,747</u>

# Appendix

## Reconciliation of Adjusted EBITDA Non-GAAP Financial Information



	Twelve Months Ended June 30, 2017			
	US	UK	ROW	HPP
<b>EBITDA</b>	\$ 175,861	\$ 66,410	\$ 41,177	\$ 10,449
Acquisition, restructuring, integration, severance, and other charges	300	647	-	-
Chilled desserts contract related termination	-	942	-	-
Inventory costs for products discontinued or with redesigned packaging	5,359	-	-	-
U.K. deferred synergies due to CMA Board decision	-	918	-	-
Recall and other related costs	70	385	354	-
Luton closure costs	-	1,804	-	-
<b>Adjusted EBITDA</b>	\$ 181,590	\$ 71,106	\$ 41,531	\$ 10,449
Impact of foreign currency exchange	2,215	10,734	454	-
<b>Adjusted EBITDA on a constant currency basis</b>	\$ 183,805	\$ 81,840	\$ 41,985	\$ 10,449



# Appendix

## Reconciliation of Non-GAAP Financial Information



**THE HAIN CELESTIAL GROUP, INC.**  
**Reconciliation of GAAP Results to Non-GAAP Measures**  
(unaudited and in thousands, except per share amounts)

	Three Months Ended June 30,					
	2017 GAAP	Adjustments	2017 Adjusted	2016 GAAP	Adjustments	2016 Adjusted
Net sales	\$ 725,085	\$ -	\$ 725,085	\$ 737,547	\$ -	\$ 737,547
Cost of sales	575,366	(942)	574,424	587,466	(5,061)	582,405
Operating expenses (a)	123,923	(40,452)	83,471	213,063	(129,559)	83,504
Acquisition related expenses, restructuring and integration charges, and other	7,736	(7,736)	-	2,156	(2,156)	-
Accounting review costs	9,473	(9,473)	-	-	-	-
Operating income	8,587	58,603	67,190	(65,138)	136,776	71,638
Interest and other expenses (income), net (b)	5,838	234	6,072	12,434	(7,000)	5,434
Provision for income taxes	2,520	14,332	16,852	11,086	9,844	20,930
Net income (loss)	313	44,037	44,350	(88,597)	133,932	45,335
Earnings (loss) per share - diluted	-	0.43	0.43	(0.86)	1.29	0.43

Detail of Adjustments:

	Three Months Ended June 30, 2017	Three Months Ended June 30, 2016
HPP chiller breakdown related costs	\$ -	\$ 594
Inventory costs for products discontinued or having redesigned packaging	-	3,050
UK deferred synergies due to CMA Board decision	-	450
Costs incurred due to co-packer default	-	770
Acquisition related integration costs	-	197
Chilled desserts write off of maintenance parts & packaging	942	-
Cost of sales	942	5,061
UK deferred synergies due to CMA Board decision	-	499
Tilda fire insurance recovery costs and other	-	112
setup/integration costs	-	1,200
Litigation expenses	-	84,548
Goodwill impairment	-	39,724
Tradename impairment	14,079	3,476
Fixed asset impairment	26,373	3,476
Operating Expenses (a)	40,452	129,559
Acquisition related expenses, restructuring and integration charges, and other	7,736	2,156
Acquisition related expenses, restructuring and integration charges, and other	7,736	2,156
Accounting review costs	9,473	-
Accounting review costs	9,473	-
Operating income	58,603	136,776
Unrealized currency loss	14,056	7,739
Realized currency gain on repayment of GBP denominated debt	(14,290)	-
Gain on insurance recovery on Tilda related fixed asset purchases	-	(739)
Interest and other expenses (income), net (b)	(234)	7,000
Income tax related adjustments	14,332	9,844
Provision for income taxes	14,332	9,844
Net income	\$ 44,037	\$ 133,932

<sup>(a)</sup> Operating expenses include amortization of acquired intangibles, selling, general, and administrative expenses and goodwill, long-lived assets and tradename impairment.

<sup>(b)</sup> Interest and other expenses, net include interest and other financing expenses, net, other (income)/expense, net, and gain on fire insurance recovery.

# Appendix

## Reconciliation of Non-GAAP Financial Information



**THE HAIN CELESTIAL GROUP, INC.**  
**Reconciliation of GAAP Results to Non-GAAP Measures**  
(unaudited and in thousands, except per share amounts)

	Twelve Months Ended June 30,					
	2017 GAAP	Adjustments	2017 Adjusted	2016 GAAP	Adjustments	2016 Adjusted
Net sales	\$ 2,853,111	\$ -	\$ 2,853,111	\$ 2,885,374	\$ -	\$ 2,885,374
Cost of sales	2,311,739	(7,205)	2,304,534	2,271,243	(10,639)	2,260,604
Operating expenses (a)	390,617	(44,026)	346,591	450,380	(131,093)	319,287
Acquisition related expenses, restructuring and integration charges, and other	10,388	(10,388)	-	13,391	(13,391)	-
Accounting review costs	29,562	(29,562)	-	-	-	-
Operating Income	110,805	91,181	201,986	150,360	155,123	305,483
Interest and other expenses, net (b)	21,662	1,720	23,382	31,952	(5,293)	26,659
Provision for income taxes	21,842	29,883	51,725	70,932	14,958	85,890
Net income	67,430	59,578	127,008	47,429	145,458	192,887
Earnings per share - diluted	0.65	0.57	1.22	0.46	1.39	1.85

	Twelve Months Ended June 30, FY 2017	Twelve Months Ended June 30, FY 2016
HPPC production interruption related to chiller breakdown and factory start up costs	\$ -	\$ 4,489
UK factory start up costs	-	743
US warehouse consolidation	-	426
Inventory costs for products discontinued or having redesigned packaging	5,359	3,050
Recall and other costs	73	-
UK deferred synergies due to CMA Board decision	367	450
Luton closure costs	464	-
Costs incurred due to co-packer default	-	770
Acquisition related integration costs	-	711
Chilled desserts write off of maintenance parts & packaging	942	-
Cost of sales	7,205	10,639
Luton closure costs	1,340	-
Tilda fire insurance recovery costs and other	947	342
UK deferred synergies due to CMA Board decision	551	499
Recall and other costs	736	-
Keurig transition	-	1,304
Litigation expenses	-	1,200
Goodwill impairment	-	84,548
Tradename impairment	14,079	39,724
Fixed asset impairment	26,373	3,476
Operating Expenses (a)	44,026	131,093
Acquisition related expenses, restructuring and integration charges, and other	10,388	13,391
Acquisition related expenses, restructuring and integration charges, and other	10,388	13,391
Accounting review costs	29,562	-
Accounting review costs	29,562	-
Operating income	91,181	155,123
Unrealized currency loss	12,570	14,831
Realized currency gain on repayment of GBP denominated debt	(14,290)	-
Gain on insurance recovery on Tilda related fixed asset purchases	-	(9,752)
HPP chiller disposal	-	214
Interest and other expenses, net (b)	(1,720)	5,293
Income tax related adjustments	29,883	14,958
Provision for income taxes	29,883	14,958
Net income	\$ 59,578	\$ 145,458

<sup>(a)</sup> Operating expenses include amortization of acquired intangibles, selling, general, and administrative expenses and goodwill, long-lived assets and tradename impairment.

<sup>(b)</sup> Interest and other expenses; net include interest and other financing expenses; net, other (income)/expense; net, and gain on fire insurance recovery.

# Appendix

## Reconciliation of Non-GAAP Financial Information – Segments



(unaudited and dollars in thousands)

### NET SALES

Net sales - Three months ended 06/30/17

Net sales - Three months ended 06/30/16

% change - FY'17 net sales vs. FY'16 net sales

United States	United Kingdom	Hain Pure Protein	Rest of World	Corporate/Other	Total
\$ 308,988	\$ 194,760	\$ 122,193	\$ 99,144	\$ -	\$ 725,085
\$ 306,423	\$ 216,608	\$ 113,050	\$ 101,466	\$ -	\$ 737,547
0.8%	-10.1%	8.1%	-2.3%		-1.7%

### OPERATING INCOME

Three months ended 06/30/17

Operating income

Non-GAAP Adjustments <sup>(1)</sup>

Adjusted operating income

Adjusted operating income margin

Three months ended 06/30/16

Operating income

Non-GAAP Adjustments <sup>(1)</sup>

Adjusted operating income

Adjusted operating income margin

\$ 46,053	\$ 16,957	\$ 1,413	\$ 10,117	\$ (65,953)	\$ 8,587
-	942	-	-	57,661	58,603
\$ 46,053	\$ 17,899	\$ 1,413	\$ 10,117	\$ (8,292)	\$ 67,190
14.9%	9.2%	1.2%	10.2%		9.3%
\$ 54,653	\$ 11,907	\$ 480	\$ 10,252	\$ (142,430)	\$ (65,138)
2,967	1,062	795	850	131,102	136,776
\$ 57,620	\$ 12,969	\$ 1,275	\$ 11,102	\$ (11,328)	\$ 71,638
18.8%	6.0%	1.1%	10.9%		9.7%

(unaudited and dollars in thousands)

### NET SALES

Net sales - Twelve months ended 06/30/17

Net sales - Twelve months ended 06/30/16

% change - FY'17 net sales vs. FY'16 net sales

United States	United Kingdom	Hain Pure Protein	Rest of World	Corporate/Other	Total
\$ 1,191,262	\$ 768,301	\$ 509,606	\$ 383,942	\$ -	\$ 2,853,111
\$ 1,249,123	\$ 774,877	\$ 492,510	\$ 368,864	\$ -	\$ 2,885,374
-4.6%	-0.8%	3.5%	4.1%		-1.1%

### OPERATING INCOME

Twelve months ended 06/30/17

Operating income

Non-GAAP Adjustments <sup>(1)</sup>

Adjusted operating income

Adjusted operating income margin

Twelve months ended 06/30/16

Operating income

Non-GAAP Adjustments <sup>(1)</sup>

Adjusted operating income

Adjusted operating income margin

\$ 157,506	\$ 39,749	\$ 1,382	\$ 32,010	\$ (119,842)	\$ 110,805
6,193	4,696	-	(110)	80,402	91,181
\$ 163,699	\$ 44,445	\$ 1,382	\$ 31,900	\$ (39,440)	\$ 201,986
13.7%	5.8%	0.3%	8.3%		7.1%
\$ 203,481	\$ 56,000	\$ 31,558	\$ 27,898	\$ (168,577)	\$ 150,360
5,858	2,082	4,734	1,438	141,011	155,123
\$ 209,339	\$ 58,082	\$ 36,292	\$ 29,336	\$ (27,566)	\$ 305,483
16.8%	7.5%	7.4%	8.0%		10.6%

# Appendix

## Reconciliation of Non-GAAP Financial Information—Constant Currency



### THE HAIN CELESTIAL GROUP, INC.

(unaudited and in thousands)

#### Net Sales Growth at Constant Currency:

	Hain Consolidated	United States	United Kingdom	Canada	Europe
Net sales - Three months ended 06/30/17	\$ 725,085	\$ 308,988	\$ 194,760	\$ 40,239	\$ 44,774
Impact of foreign currency exchange	28,169	2,899	22,292	1,731	1,247
	<u>\$ 753,254</u>	<u>\$ 311,887</u>	<u>\$ 217,052</u>	<u>\$ 41,970</u>	<u>\$ 46,021</u>
Net sales - Three months ended 06/30/16	\$ 737,547	\$ 306,423	\$ 216,608	\$ 39,289	\$ 43,743
	2.1%	1.8%	0.2%	6.8%	5.2%
Net sales - Twelve months ended 06/30/17	\$ 2,853,111	\$ 1,191,262	\$ 768,301	\$ 151,456	\$ 172,604
Impact of foreign currency exchange	124,319	14,032	106,650	303	3,334
	<u>\$ 2,977,430</u>	<u>\$ 1,205,294</u>	<u>\$ 874,951</u>	<u>\$ 151,759</u>	<u>\$ 175,938</u>
Net sales - Twelve months ended 06/30/16	\$ 2,885,374	\$ 1,249,123	\$ 774,877	\$ 141,851	\$ 154,589
	3.2%	-3.5%	12.9%	7.0%	13.8%

#### Net Sales Growth at Constant Currency and Adjusted for Acquisitions/Divestitures:

	United Kingdom
Net sales on a constant currency basis - Three months ended 06/30/17	\$ 217,052
Net sales - Three months ended 06/30/16	\$ 216,608
Acquisitions	1,175
Divestitures	(7,188)
	<u>\$ 210,595</u>
	3.1%
Net sales on a constant currency basis - Twelve months ended 06/30/17	\$ 874,951
Impact of foreign currency exchange on acquisitions	15,804
	<u>\$ 890,755</u>
Net sales - Twelve months ended 06/30/16	\$ 774,877
Acquisitions	86,190
Divestitures	(21,024)
	<u>\$ 840,043</u>