



# 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.

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## 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



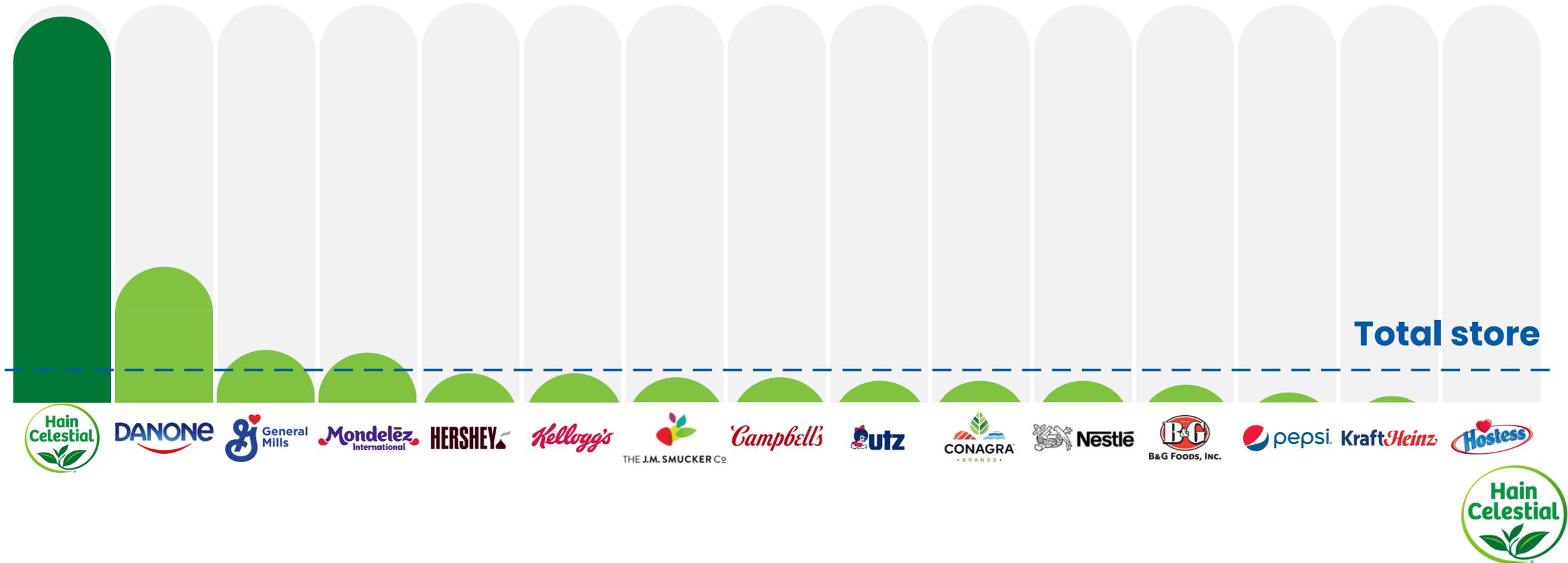
### Personal care



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



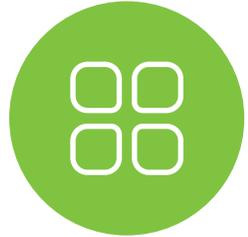
Note: Not all brands in portfolio shown

# 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**



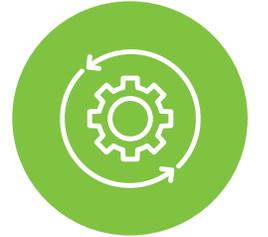
**Supply chain disruptions**



**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 year<sup>1</sup>



**67% of UK consumers actively seek out healthier options** when food shopping<sup>2</sup>



Globally, **all consumers cutting down on sugar & fat** – especially Gen Z & Millennials<sup>3</sup>



We've conducted a  
**holistic review**  
of our business



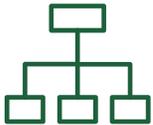
# We've begun a **bold transformation** agenda



**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

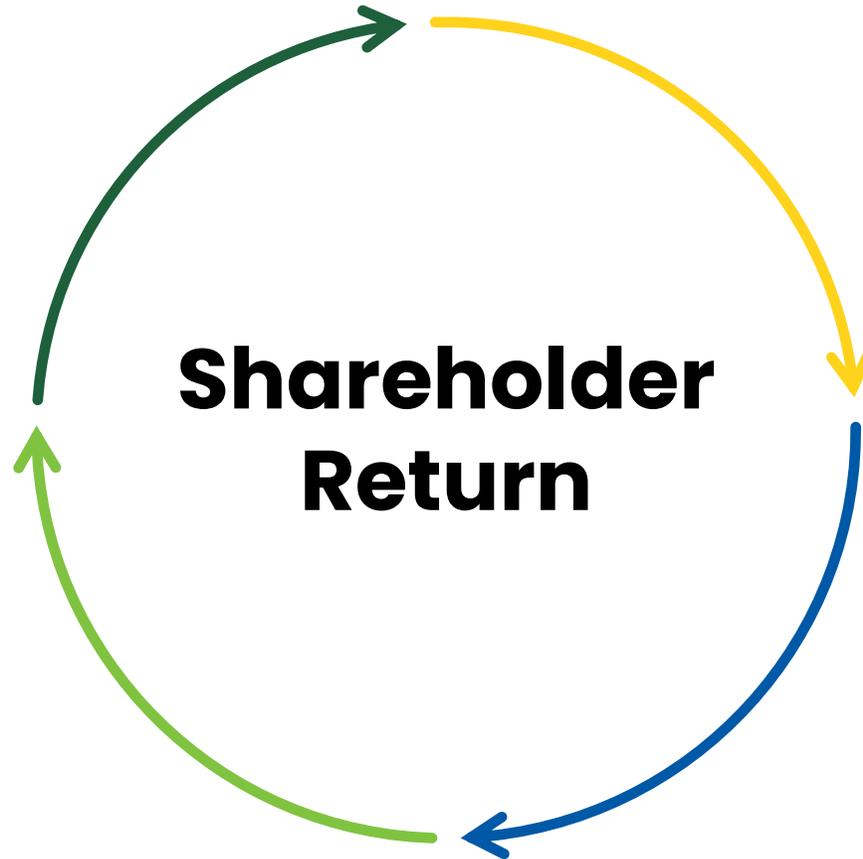
Global Operating Model

## 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



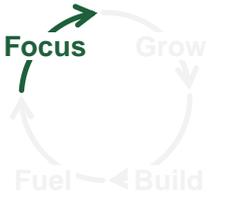
## BFY Meal Prep



## 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

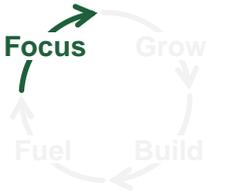


Stabilize

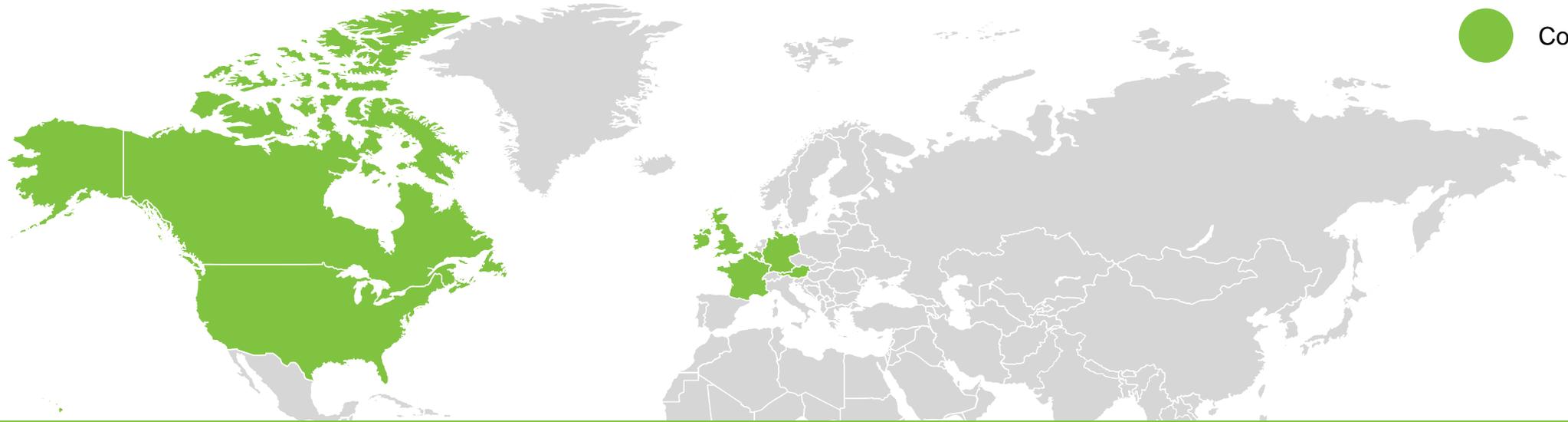


Note: Not all brands in portfolio shown

# We will simplify our footprint



 Core markets



United States

Canada

UK

Ireland

Europe

## Direct presence in 5 markets where we...

**Operate**

our business

**Manufacture**

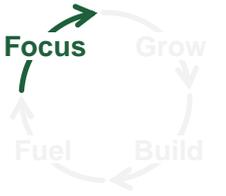
our products

**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



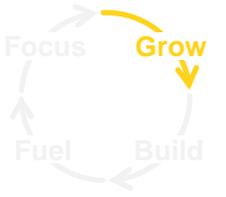
Global coordination across...  
Marketing, product, innovation



Grow

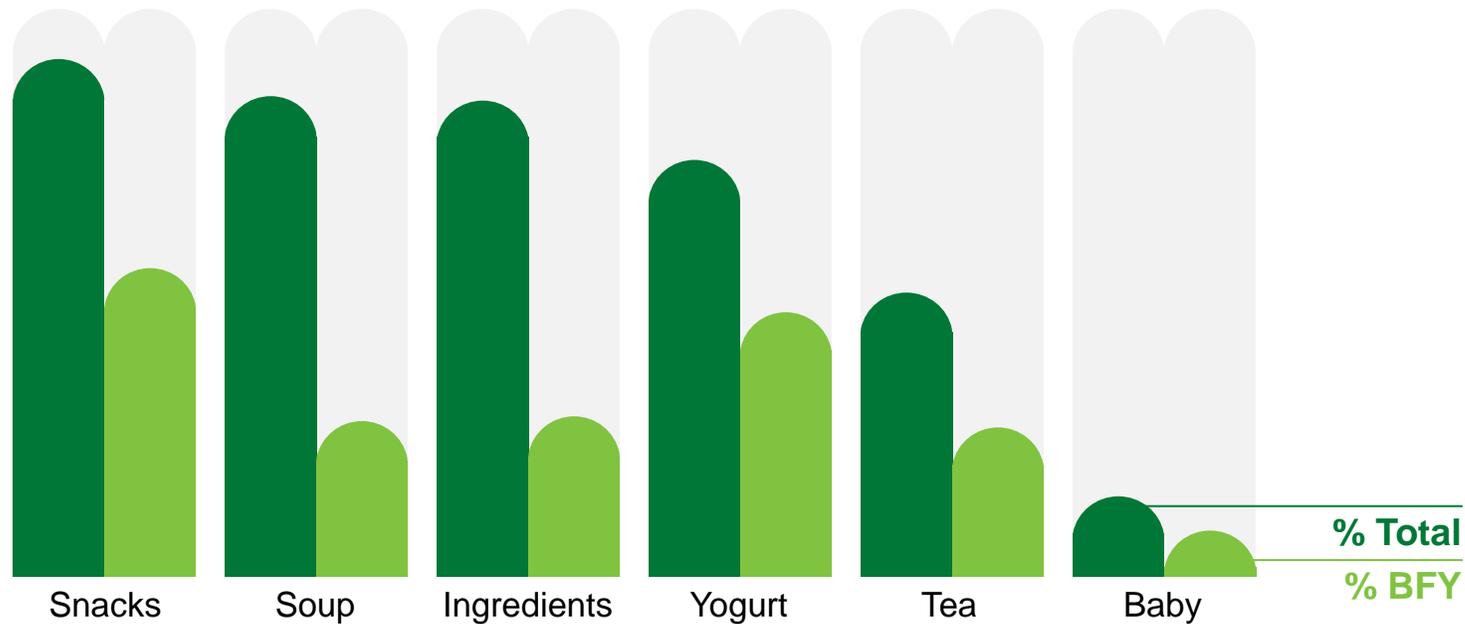


# We believe in the strong underlying growth of better-for-you across our categories



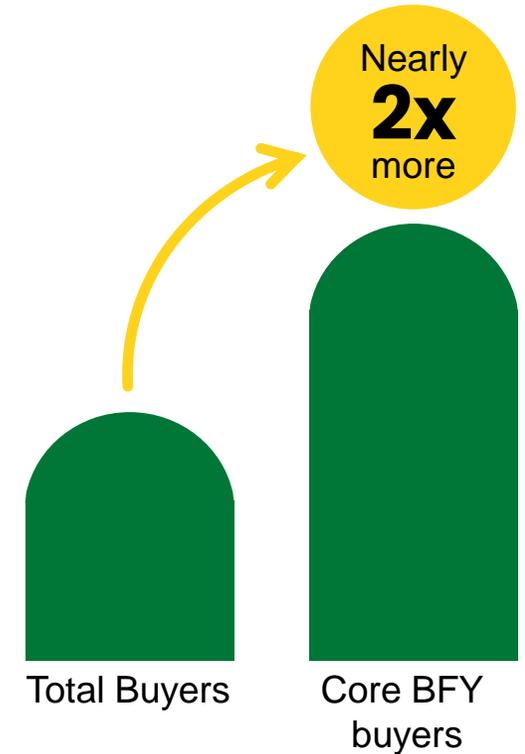
## Significant headroom for continued growth in BFY

% Households buying products in category<sup>1</sup>

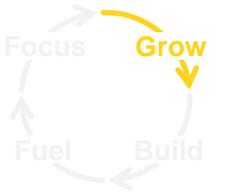


## Attractive core BFY buyers

Total spend per household<sup>1</sup>



# 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

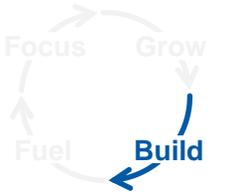
Innovate to address consumer needs



# Build



# Our growth is enabled by a set of critical capabilities



**Brand building**



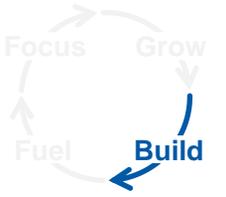
**Channel expansion**



**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%**

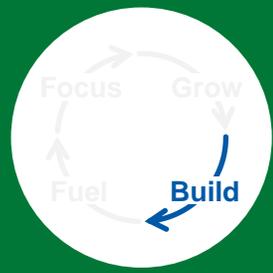
TO **70%**

### 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

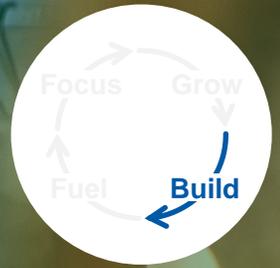


## New marketing approaches

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)<sup>1</sup>

Elevating **dedicated omnichannel team**

↑ **9%** Hain e-comm growth ('20-'22)

Invest in critical **e-commerce tools**



Build **increased awareness** for our brands

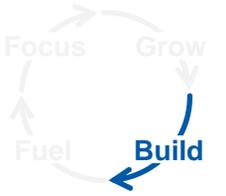
Leverage real-time **digital shelf data**



**Margin accretive** channel

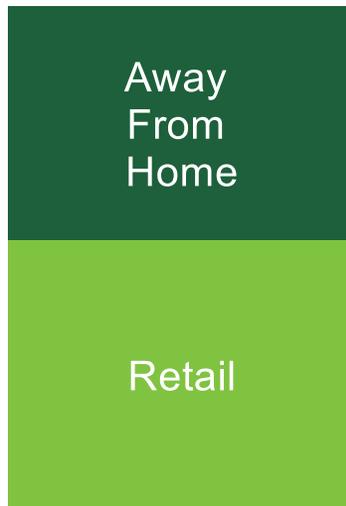


# Away From Home will extend the reach of our brands to more consumption occasions



**AFH doubles our addressable market...**

US food sales by channel<sup>1</sup>



**...and expands our reach**

**1.5M food service**

points of sale<sup>1</sup>

**vs.**

**63K**

grocery stores

in the US<sup>2</sup>

**...which we aim to capture through**



**Dedicated** Away From Home **team**



Focus on **Snacks, Tea and Yogurt**



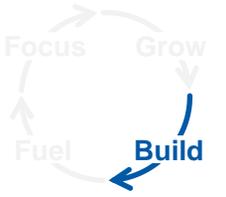
**Tailored offering for** Away From Home



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

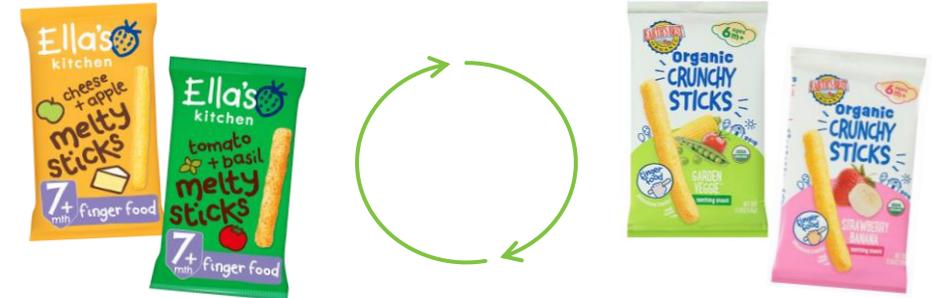
Ella's Melty Sticks  
were a hit  
in the UK...



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

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

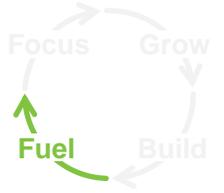
- ✓ Rooted in deep **consumer insights**
- ✓ Cross-functional **collaboration**
- ✓ Accelerate **speed to market**
- ✓ Product and **packaging innovation**



# 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 FY27<sup>1</sup>

Working capital improvement: **\$165M+** by FY27<sup>1</sup>



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 results<sup>1</sup>

## Long-term financial algorithm

**3%+**

Organic sales growth CAGR  
(FY2023-27)

**10%+**

Adj. EBITDA growth CAGR<sup>2</sup>  
(FY2023-27)

**12%+**

Adj. EBITDA margin<sup>2</sup>  
(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

A collection of logos for the BFY Snacks platform, including Garden Veggie Snacks, Terra, Garden of Eatin', Parm Crisps, and Hartley's.

## BFY Baby/Kids

A collection of logos for the BFY Baby/Kids platform, including Earth's Best Organic and Ella's Kitchen.

## BFY Beverages

A collection of logos for the BFY Beverages platform, including Celestial Seasonings, Joya, and Natumi.

## BFY Meal Prep

A collection of logos for the BFY Meal Prep platform, including Yves Veggie Cuisine, Linda McCartney's, MaraNatha, Sun-Pat, Yorkshire Provender, New Covent Garden Soup Co., Imagine., Cully & Sully, Spectrum Culinary, The Greek God Greek Yogurt, Rose's, and Clarks.

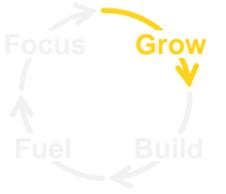
## BFY Personal Care

A collection of logos for the BFY Personal Care platform, including alba Botanica, JASON, Avalon Organics, and live clean.

Note: Not all brands in portfolio shown

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





**BFY Snacks**



**77% awareness** for Garden Veggie



**Market leader** in BFY Puffed Snacks

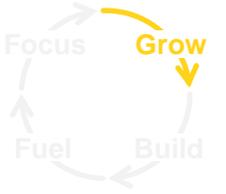


**Strong distribution** & HH penetration



**Outperforming category** growth<sup>1</sup>





**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**

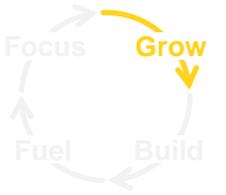
Accepted into several **large C-store chains**

**Distribution gains** in major retailers





**BFY Snacks**



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



**Unique product** – first ever whole vegetable snack

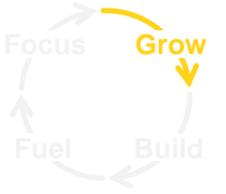


**Premium positioning** in snacks





**BFY Snacks**



## **Plan to win**

Optimize **distribution** in underpenetrated retailers

Always-on **brand support**

Drive share gain in **Away From Home**

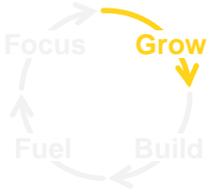


## **Recent momentum**

**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**<sup>1</sup>  
**#2** brand in **organic formula**<sup>1</sup>

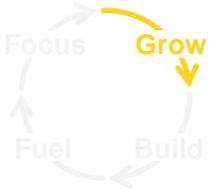


**Gaining share** in toddler snacks (>7 p.p. since Jan 2021)<sup>1</sup>



**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

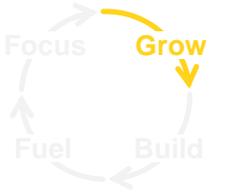
**+19% distribution points** in last quarter<sup>1</sup>

Launched Snacks in **Canada**



# BFY Baby/Kids





**BFY Baby/Kids**



**Certified B Corp and market leader**  
with >30% share <sup>1</sup>

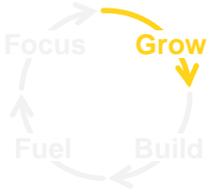


**'Most loved by UK parents'**  
with 85% awareness <sup>2</sup>



**Loyal consumer base**  
with strong digital engagement





**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**



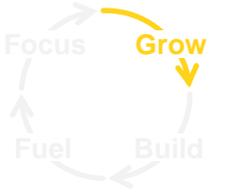
## Recent momentum

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

Introduced **fully recyclable pouch**

Increased **online engagement**





**BFY Beverages**



**High-margin** with leadership position

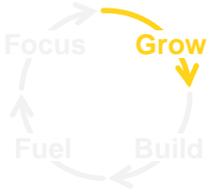


**#1** in Herbal (~30% share)<sup>1</sup>  
**#3** in Wellness (~15% share)<sup>1</sup>



**Strong brand equity** and awareness





**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 quarter<sup>1</sup>

**Distribution gains** in grocery





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





**Growing category**  
with **private label tailwinds**<sup>1</sup>

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**Balanced portfolio**  
in both private label and branded

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**Stabilized sales**  
with growth in core markets<sup>1</sup>

**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

Source: 1. Circana; 2. Nielsen



## Global platform

with leading brands in UK and Canada



**#2** meat-free brand in UK  
(20% share of Frozen)<sup>1</sup>



**#1** meat-free brand in Canada  
(40% share of Fresh)<sup>2</sup>





## 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 UK<sup>1</sup>

**Share gain** in Fresh & Frozen in Canada<sup>2</sup>

**Secured Fresh exclusivity** in mass retailer



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



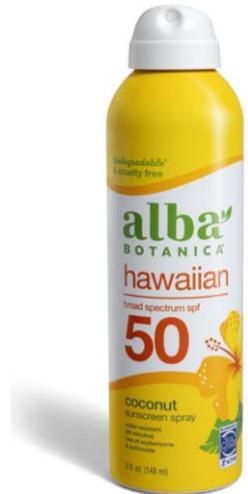
Leader in natural sun and skin care

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



Leader in natural sun and skin care



## Plan to win

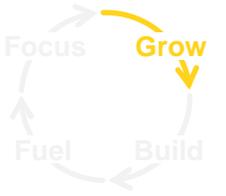
✔ **Streamline our portfolio & be more targeted** in how we go to market

✔ **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



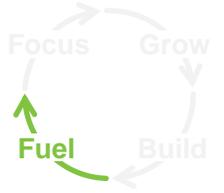
**Ken Thomas**  
Chief Information Officer  
and Head of Business  
Services



**Steve Gollhofer**  
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

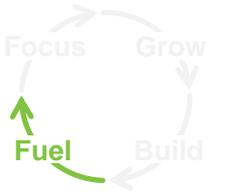
Adjusted gross margin improvement: **~400–500 bps** by FY27<sup>1</sup>

Working capital improvement: **\$165M+** by FY27<sup>1</sup>



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

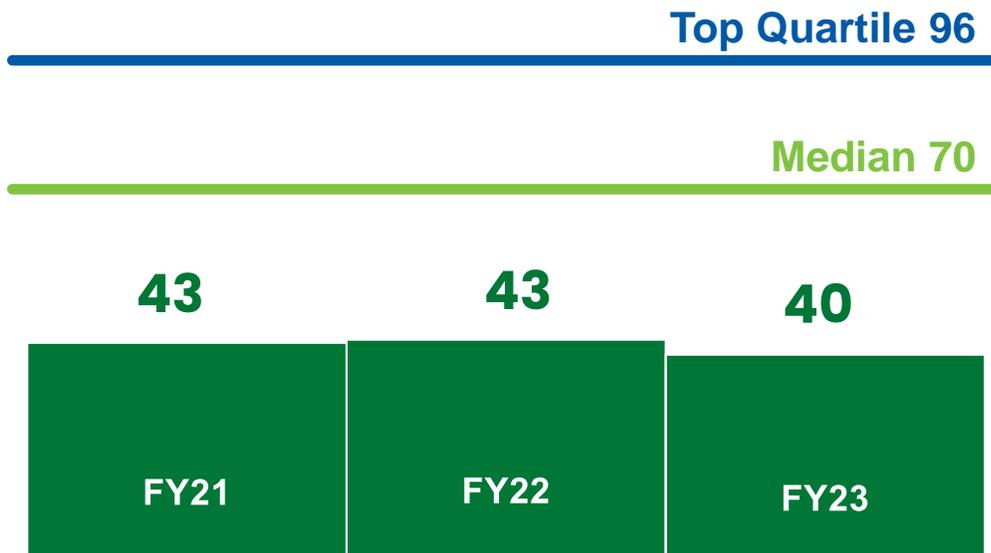
# Payables (Working Capital): We are optimizing our Payables terms to unlock working capital



**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

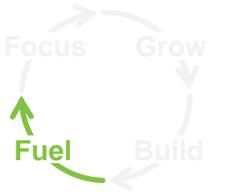
Harmonizing terms across supplier base



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  
Source: Capital IQ

# 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



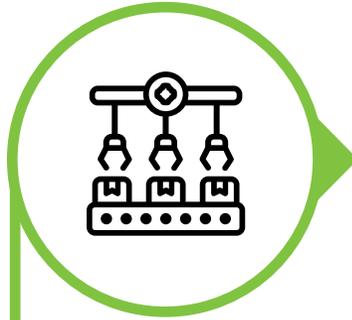
## Logistics

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



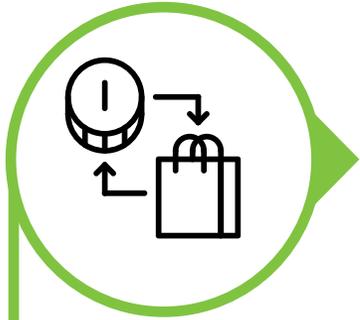
## Manufacturing

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

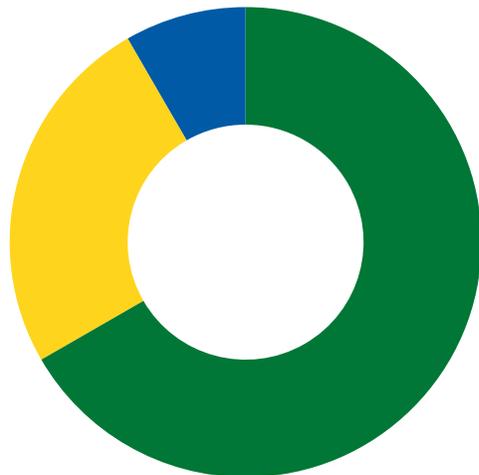
## Point of Departure

### Fragmented Supplier Base

Co-man

Direct

Indirect



## Key Actions & Sources of Value

Strengthening relationships with strategic suppliers

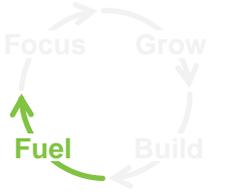
Consolidating volumes locally, regionally, and globally

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

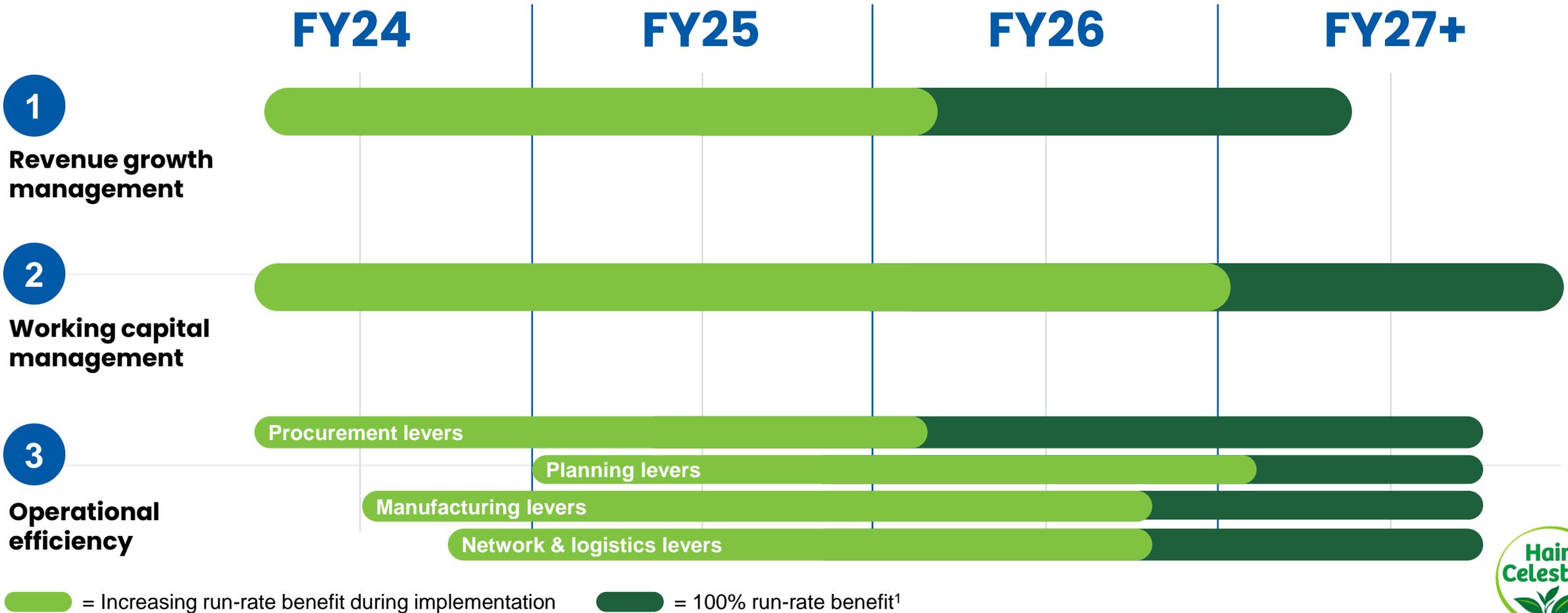
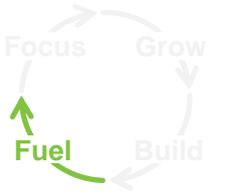
## 03 Operational efficiency

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  
FY2023-27<sup>1</sup>

Snacks: **6%+**

Baby/Kids: **3%+**

Beverage: **3%+**

## Core geographies

Annual growth  
FY2023-27<sup>1</sup>

NA growth: **4%+**

Intl. growth: **1%+**

## Channel expansion

By FY27<sup>1</sup>

**5%+** of sales from  
Away From Home

**10%+** from Omni e-  
commerce

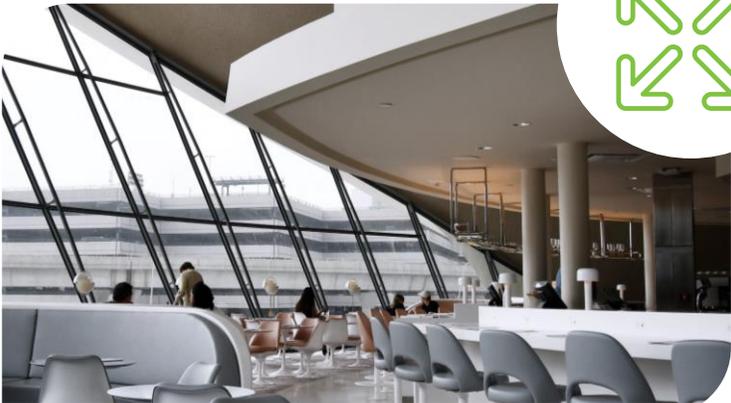
1. Preliminary estimate. Actual results will be influenced by future developments and other factors, many of which are difficult to predict and not within the company's control, and may differ from the expected results

# 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

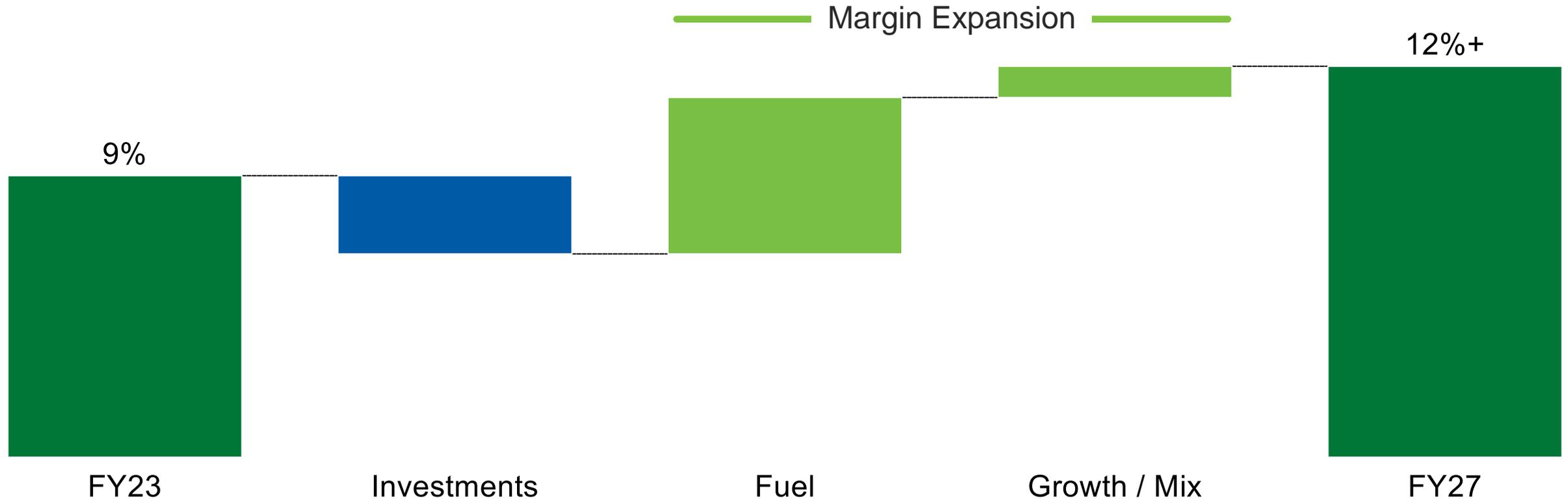
Adjusted gross margin improvement: **~400–500 bps** by FY27<sup>1</sup>

Working capital improvement: **\$165M+** by FY27<sup>1</sup>



# We have a path to delivering double-digit margins

Adjusted EBITDA margin (%)<sup>1</sup>



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.



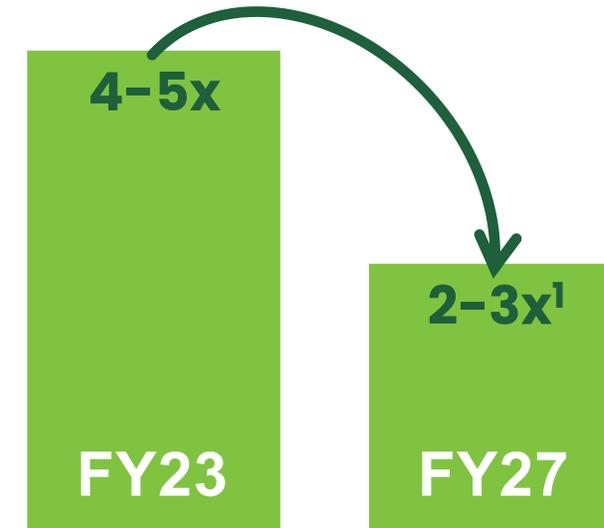
# In the near-term, we are going to prioritize paying down debt, using free cash flow from our Fuel program

**\$400M+<sup>1</sup>**  
**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 FY27<sup>1</sup>

## NSV

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Organic sales growth FY2023-27 CAGR

3%+



## Adjusted EBITDA growth<sup>2</sup>

---

FY2023-27 CAGR

10%+



## Adjusted EBITDA margin<sup>2</sup>

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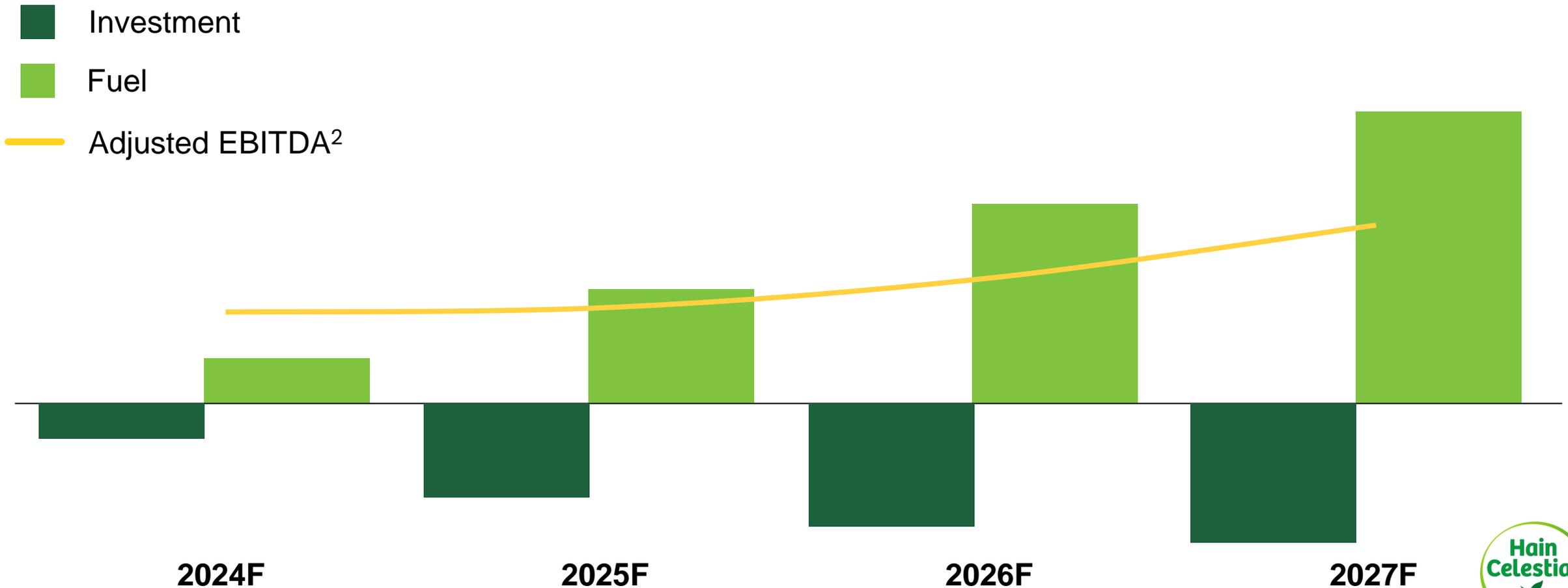
By FY2027

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 period<sup>1</sup>



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

**\$130–150M<sup>1</sup>**

Cumulative cash release from  
working capital improvement

**\$165M+<sup>1</sup>**

We expect a

**~\$115–125M<sup>1</sup>**

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

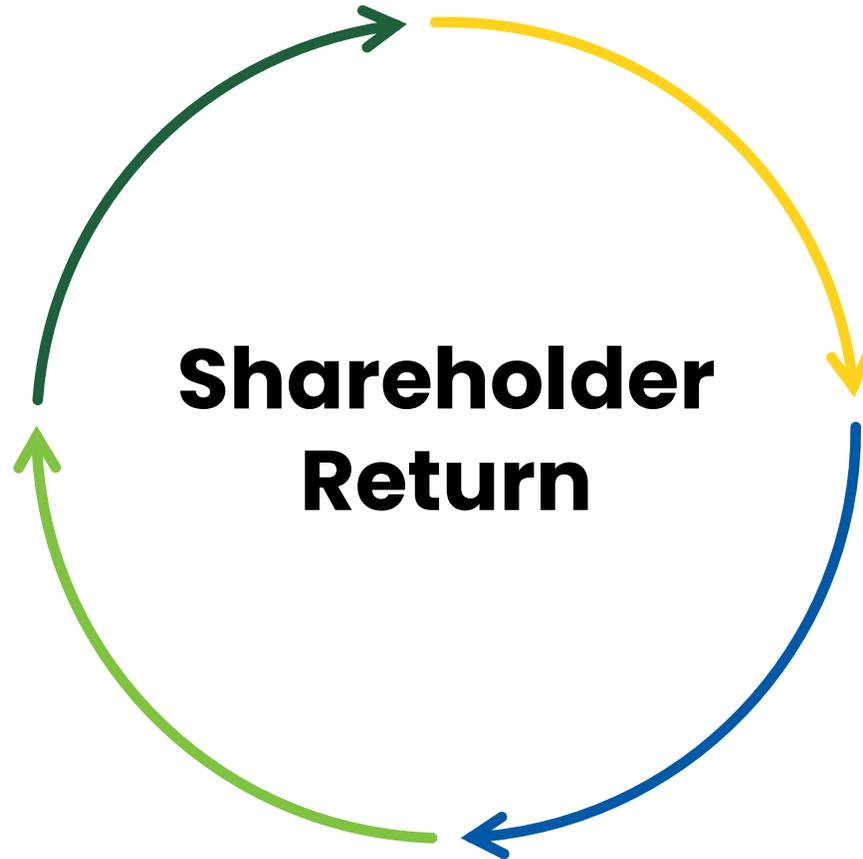
Global Operating Model

## 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

