



SHAPE WHAT  
MATTERS FOR  
TOMORROW™

HILLENBRAND

# Investor Presentation

August 2024

# Disclosure Regarding Forward-Looking Statements

Throughout this investor presentation, we make a number of “forward-looking statements,” that are within the meaning of Section 27A of the Securities Act of 1933, as amended, Section 21E of the Securities Exchange Act of 1934, as amended, and the U.S. Private Securities Litigation Reform Act of 1995, and that are intended to be covered by the safe harbor provided under these sections. As the words imply, these are statements about future sales, earnings, cash flow, results of operations, uses of cash, financings, share repurchases, ability to meet deleveraging goals, and other measures of financial performance or potential future plans or events, strategies, objectives, beliefs, prospects, assumptions, expectations, and projected costs or savings or transactions of the Company that might or might not happen in the future, as contrasted with historical information. Forward-looking statements are based on assumptions that we believe are reasonable, but by their very nature are subject to a wide range of risks. If our assumptions prove inaccurate or unknown risks and uncertainties materialize, actual results could vary materially from Hillenbrand’s expectations and projections.

Words that could indicate that we are making forward-looking statements include the following:

|        |           |          |         |          |           |        |            |          |        |
|--------|-----------|----------|---------|----------|-----------|--------|------------|----------|--------|
| intend | believe   | plan     | expect  | may      | goal      | would  | project    | position | future |
| become | pursue    | estimate | will    | forecast | continue  | could  | anticipate | remain   | likely |
| target | encourage | promise  | improve | progress | potential | should | impact     | strategy |        |

This is not an exhaustive list, but is intended to give you an idea of how we try to identify forward-looking statements. The absence of any of these words, however, does not mean that the statement is not forward-looking.

**Here is the key point:** Forward-looking statements are not guarantees of future performance or events, and actual results or events could differ materially from those set forth in any forward-looking statements. Any number of factors, many of which are beyond our control, could cause our performance to differ significantly from what is described in the forward-looking statements. These factors include, but are not limited to: global market and economic conditions, including those related to the continued volatility in the financial markets; the risk of business disruptions associated with information technology, cyber-attacks, or catastrophic losses affecting infrastructure; increasing competition for highly skilled and talented workers, as well as labor shortages; closures or slowdowns and changes in labor costs and labor difficulties; uncertainty related to environmental regulation and industry standards, as well as physical risks of climate change; uncertainty related to environmental regulation including the Securities and Exchange Commission’s (“SEC”) final climate rules and litigation regarding its enforceability; increased costs, poor quality, or unavailability of raw materials or certain outsourced services and supply chain disruptions; economic and financial conditions, including volatility in interest and exchange rates, commodity and equity prices and the value of financial assets; uncertainty in U.S. global trade policy; our level of international sales and operations; the impact of incurring significant amounts of indebtedness and any inability of the Company to respond to changes in its business or make future desirable acquisitions; the ability of the Company to comply with financial or other covenants in debt agreements; negative effects of acquisitions, including the Schenck Process Food and Performance Materials (“FPM”) business and Linxis Group SAS (“Linxis”) acquisitions, on the Company’s business, financial condition, results of operations and financial performance (including the ability of the Company to maintain relationships with its customers, suppliers, and others with whom it does business); the possibility that the anticipated benefits from acquisitions including the FPM and Linxis acquisitions cannot be realized by the Company in full or at all, or may take longer to realize than expected; risks that the integrations of FPM or Linxis or other acquired businesses disrupt current operations or pose potential difficulties in employee retention or otherwise affect financial or operating results; competition in the industries in which we operate, including on price; cyclical demand for industrial capital goods; the ability to recognize the benefits of any acquisition or divestiture, including potential synergies and cost savings or the failure of the Company or any acquired company to achieve its plans and objectives generally; impairment charges to goodwill and other identifiable intangible assets; impacts of decreases in demand or changes in technological advances, laws, or regulation on the net revenues that we derive from the plastics industry; changes in food consumption patterns due to dietary trends, or economic conditions, or other reasons; our reliance upon employees, agents, and business partners to comply with laws in many countries and jurisdictions; the impact to the Company’s effective tax rate of changes in the mix of earnings or in tax laws and certain other tax-related matters; exposure to tax uncertainties and audits; involvement in claims, lawsuits, and governmental proceedings related to operations; uncertainty in the U.S. political and regulatory environment; adverse foreign currency fluctuations; labor disruptions; and the effect of certain provisions of the Company’s governing documents and Indiana law that could decrease the trading price of the Company’s common stock. Shareholders, potential investors, and other readers are urged to consider these risks and uncertainties in evaluating forward-looking statements and are cautioned not to place undue reliance on the forward-looking statements. For a more in-depth discussion of certain factors that could cause actual results to differ from those contained in forward-looking statements, see the discussion under the heading “Risk Factors” in Part I, Item 1A of Hillenbrand’s Form 10-K for the year ended September 30, 2023, filed with the SEC on November 15, 2023, and in Part II, Item 1A of Hillenbrand’s Form 10-Q for the quarter ended June 30, 2024, filed with the SEC on August 7, 2024. Any forward-looking statement made in this presentation is based only on information currently available to us and speaks only as of the date on which it is made. We undertake no obligation to publicly update or revise any forward-looking statement, whether written or oral, made from time to time, whether as a result of new information, future developments or otherwise.

# Company Overview

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# Hillenbrand Today

Founded

**2008**

Market Cap<sup>1</sup>

**\$2.4B**

Global Locations<sup>3</sup>

**60+**

Employees

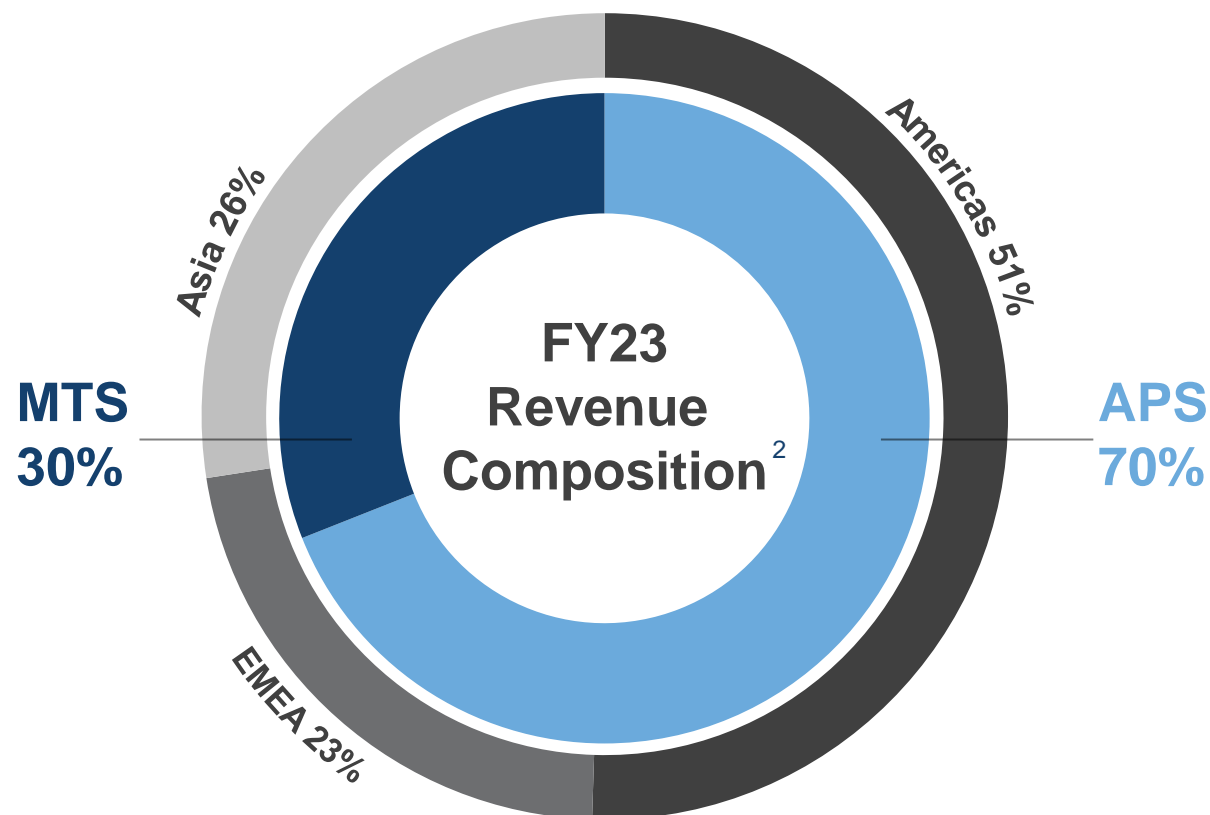
**~10k**

Revenue<sup>2</sup>

**\$3.3B**

Adj. EBITDA Margin<sup>2</sup>

**16.4%**



**Global Leader in Highly-Engineered Industrial Processing Equipment and Solutions**

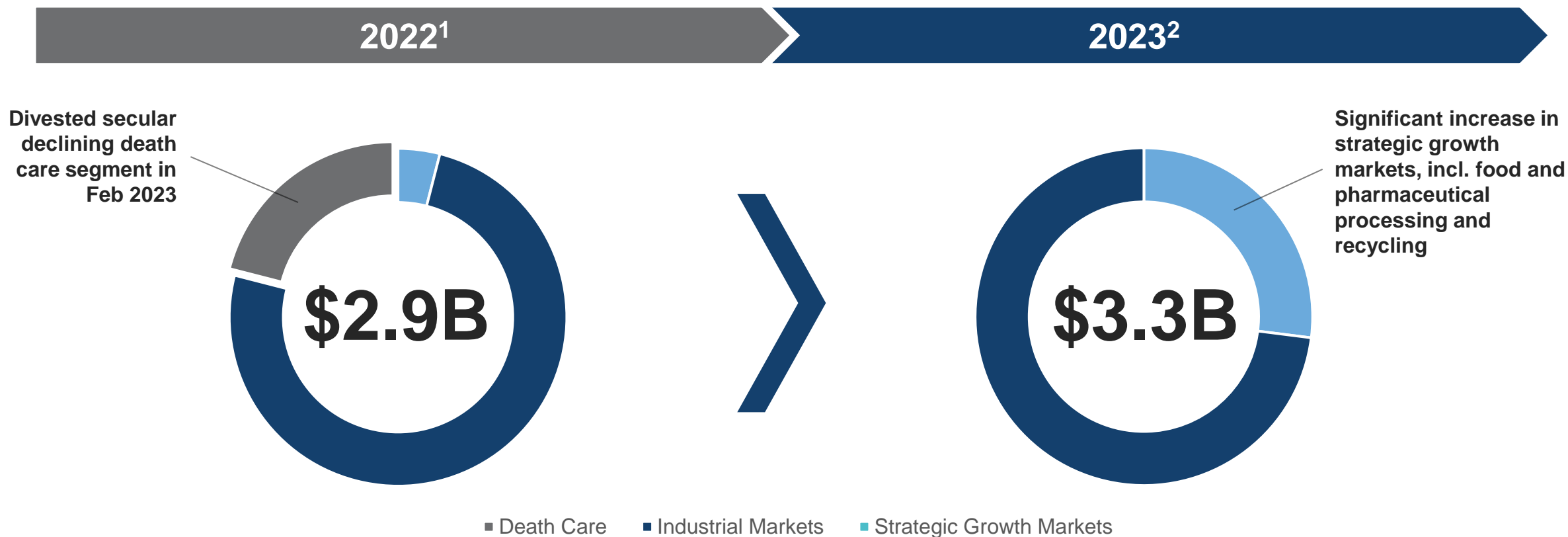
<sup>1</sup> Market cap as of 8/15/2024

<sup>2</sup> Represents combined TTM performance as of 9/30/2023, including pre-ownership period results for FPM and Hillenbrand's 9/30/23 as-reported results on a continuing operations basis. Revenue that has been adjusted for acquisitions and adjusted EBITDA are non-GAAP measures. See appendix for additional information and GAAP reconciliations.

<sup>3</sup> Includes headquarters, significant manufacturing and sales & service locations.

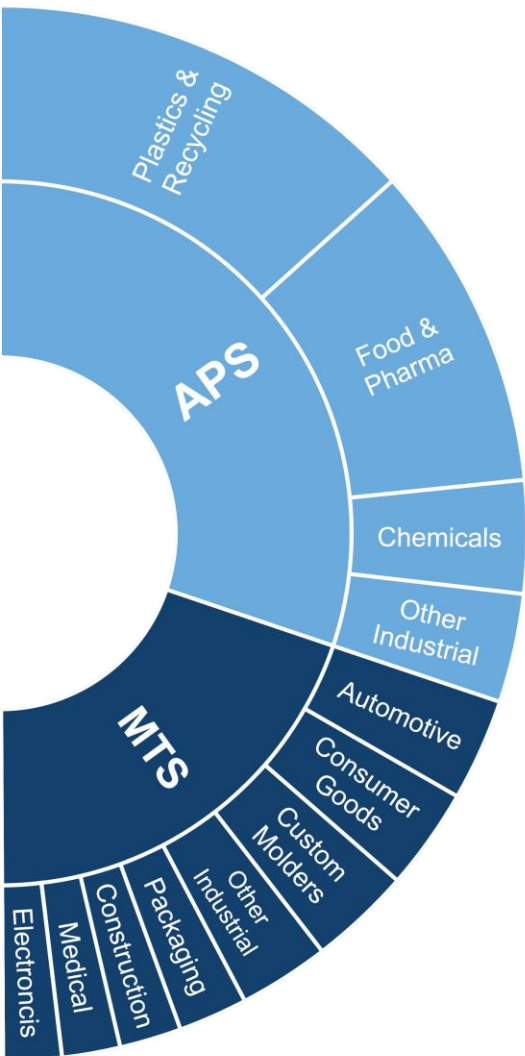


# Evolution of Portfolio Mix



**Transformed Portfolio through Divestiture of Secularly Declining Death Care Segment and Expansion of Strategic Growth End Markets of Food and Recycling, Which are Underpinned by Long-term Secular Demand Trends**

# Our Segments: Leading Industrial Processing Solutions



## Advanced Process Solutions

Highly-engineered equipment and integrated solutions used to process a wide variety of materials including plastics, recycled plastics, chemicals, food, and pharmaceuticals

**70%**  
of total HI revenues<sup>1</sup>

*feeding / extrusion / mixing / material handling / separation*

## Molding Technology Solutions

Highly-engineered equipment and systems used to mold plastic products across a wide variety of applications including automotive, consumer goods, packaging, construction

**30%**  
of total HI revenues<sup>1</sup>

*injection molding / extrusion / hot runners / mold bases*

## Shared Core Strengths & Characteristics

Strong brands with **leadership positions**

**Highly-engineered** and mission-critical solutions

Complementary **processing capabilities** and applications expertise

Longstanding **customer relationships**

High-margin **aftermarket opportunity**

Common **manufacturing, engineering** and **procurement processes**

# Global Macro Trends Drive Demand for Our Products & Solutions

**Global Macro Trends**









**Expanding Global Middle Class**



**Sustainability**



**Future of Supply Chain**

| Opportunities   | Our Processing Solutions                                    |   |
|---|---|---|
|  <p><b>Material substitution for durability, lightweighting, and lower maintenance</b></p> | <p><b>Advanced materials and durable plastics</b></p>       |   |
|  <p><b>Safe, healthy and accessible food</b></p>   | <p><b>Baked goods, snacks, pet food</b></p>                 |   |
|  <p><b>Sustainable food sources</b></p>  | <p><b>Alternative proteins</b></p>                          |   |
|  <p><b>Electrification</b></p>   | <p><b>Continuous production battery</b></p>                 |   |
|  <p><b>Recycling; recycled and bio-based content in products</b></p>                     | <p><b>Mechanical, solvent, and chemical recycling</b></p>   | <p><b>Biodegradable and post-consumer recycled plastics</b></p> |
|  <p><b>Reshoring operations</b></p>  | <p><b>Global manufacturing and service capabilities</b></p> |   |

# Enhancing Performance with Continuous Improvement Culture



## Focus Areas for Value Creation

Innovation and aftermarket growth

Productivity and working capital optimization

Leveraging playbook to integrate and grow acquisitions

Focused on Building Upon Our Proven Track Record of Performance using the Hillenbrand Operating Model



A blue-tinted photograph of two women wearing safety glasses and work shirts, looking at a document together in an industrial environment with yellow railings in the background.

# Operating Segments

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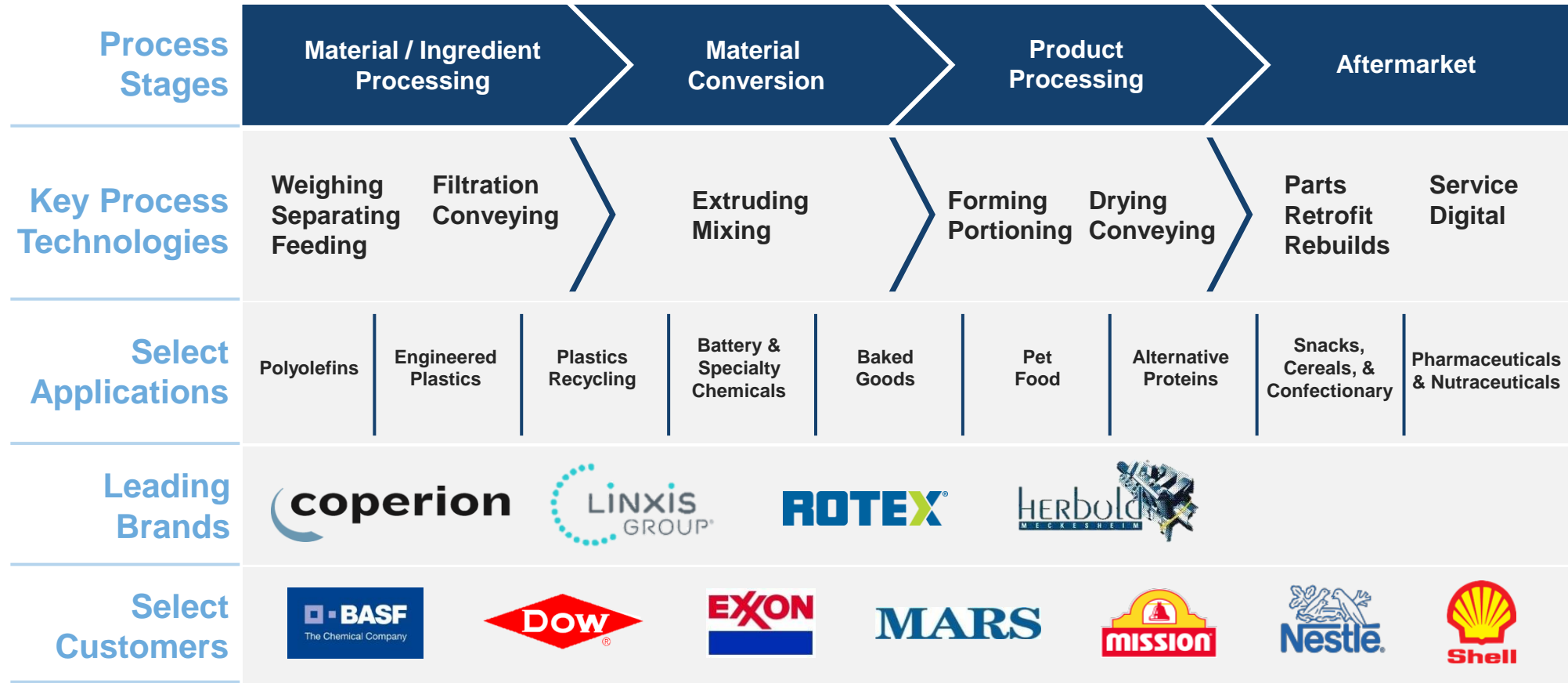


# Advanced Process Solutions (APS)

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# APS Overview

*Global Leader in Highly-Engineered Processing Equipment, Systems, and Aftermarket Parts and Service for the Plastics, Food, and Recycling Industries*



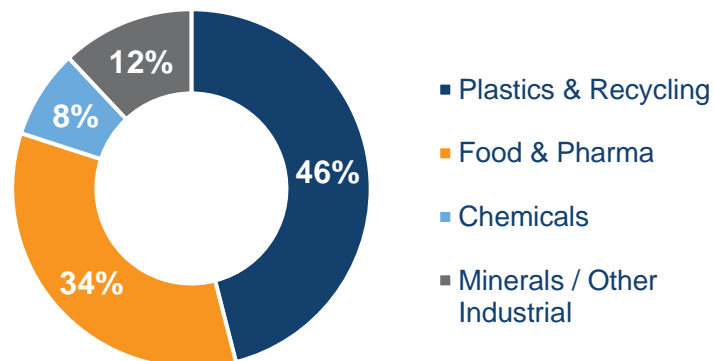
# APS Financial Profile

## FY23 Key Metrics

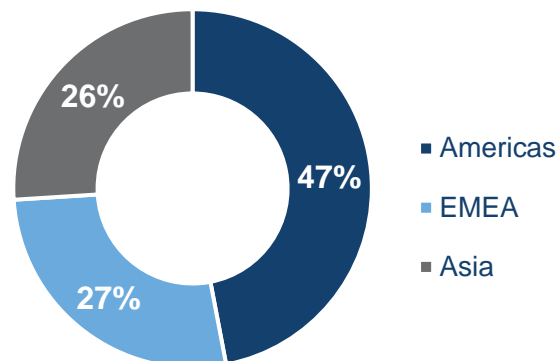
|                      |                                 |                  |                               |
|----------------------|---------------------------------|------------------|-------------------------------|
| Revenue <sup>1</sup> | Adj. EBITDA Margin <sup>1</sup> | TAM <sup>2</sup> | LT Market Growth <sup>2</sup> |
| <b>\$2.3B</b>        | <b>18.0%</b>                    | <b>&gt;\$35B</b> | <b>GDP+</b>                   |

## FY23 Revenue Composition<sup>1,3</sup>

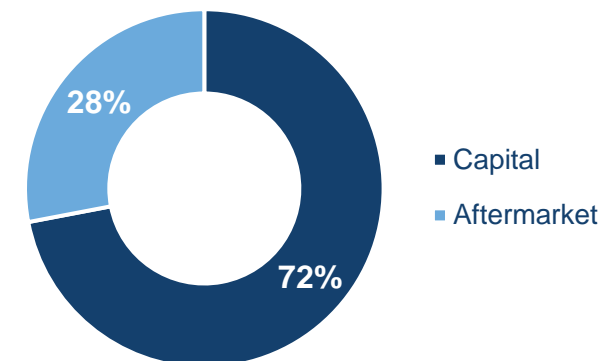
Revenue by End Market



Revenue by Geography



Capital Equipment vs. Aftermarket





# APS Key Differentiators

## Leading Characteristics

- Portfolio of **highly-engineered, mission-critical technologies**, including complete systems and subsystems to create enhanced customer solutions
- **Leading applications expertise** to provide innovative product and service solutions to solve customers' challenges
- **Global engineering and service capabilities** to follow capital equipment sales with a suite of related **aftermarket offerings**
- **Industry-leading brands** recognized by customers
- **Longstanding relationships with global blue-chip customers**

## Growth Catalysts & Opportunities

- **Macro trends support long-term growth** for key industries of durable plastics, food, and recycling
- **Evolution of durable plastics**, including increased requirements for quality and output, **drive resilient demand outlook**
- **Accelerating above-market growth** through increased aftermarket revenue, product innovation, and strategic acquisitions that build scale and expand capabilities
- **Deploying the HOM** to integrate recent acquisitions and drive synergy realization

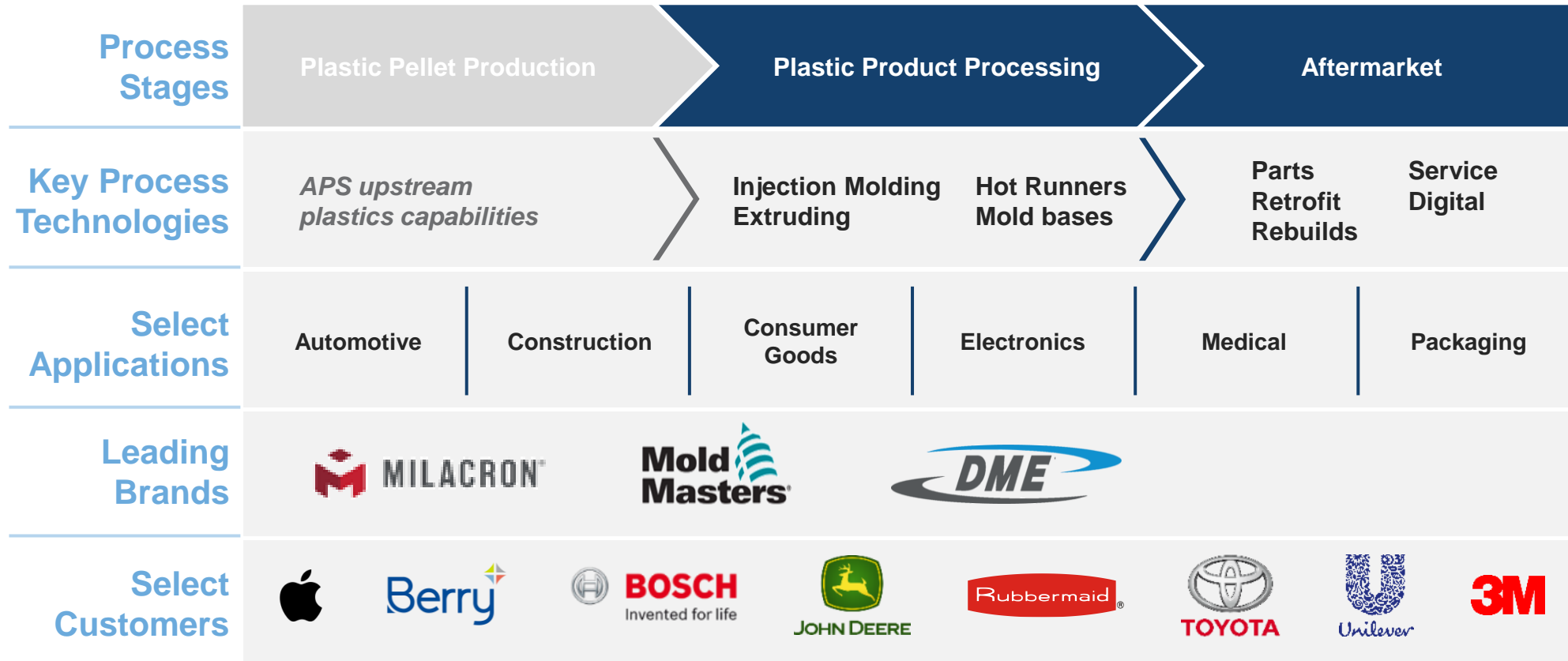


# Molding Technology Solutions (MTS)

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# MTS Overview

**Global Leader in Highly-Engineered Equipment and Systems and Aftermarket Solutions for the Plastics Processing Industry**



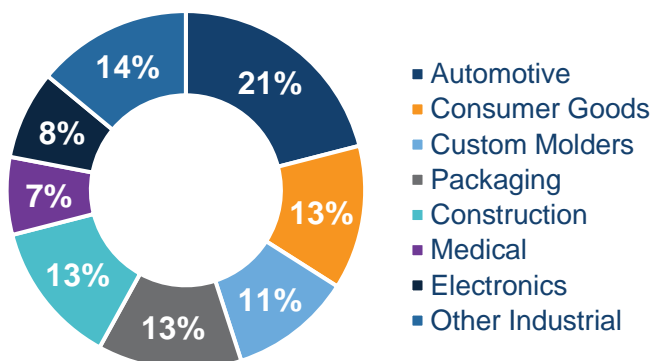
# MTS Financial Profile

## FY23 Key Metrics

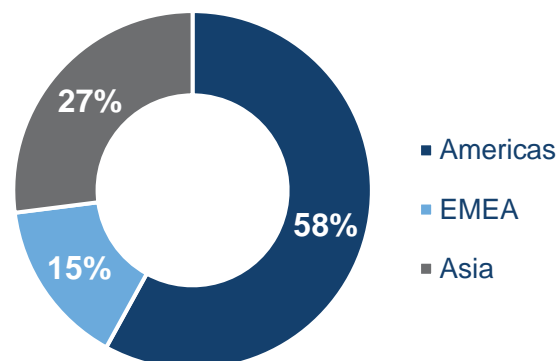
|               |                                 |                  |                               |
|---------------|---------------------------------|------------------|-------------------------------|
| Revenue       | Adj. EBITDA Margin <sup>1</sup> | TAM <sup>2</sup> | LT Market Growth <sup>2</sup> |
| <b>\$1.0B</b> | <b>18.7%</b>                    | <b>&gt;\$20B</b> | <b>GDP</b>                    |

## FY23 Revenue Composition<sup>3</sup>

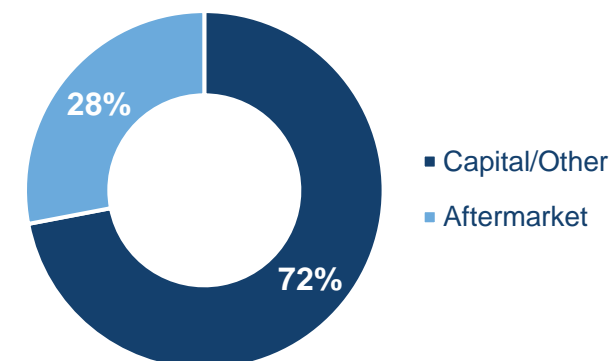
Revenue by End Market



Revenue by Geography



Capital Equipment vs. Aftermarket





# MTS Key Differentiators

## Leading Characteristics

- **Portfolio of highly-engineered plastics processing technologies and systems, including hot runners, injection molding, and extrusion equipment**
- **Leading applications expertise to provide innovative product and service solutions to solve customers' challenges**
- **Global engineering and service capabilities to follow capital equipment sales with a suite of related aftermarket offerings**
- **Industry-leading brands recognized by customers**
- **Longstanding relationships with global blue-chip customers**

## Growth Catalysts & Opportunities

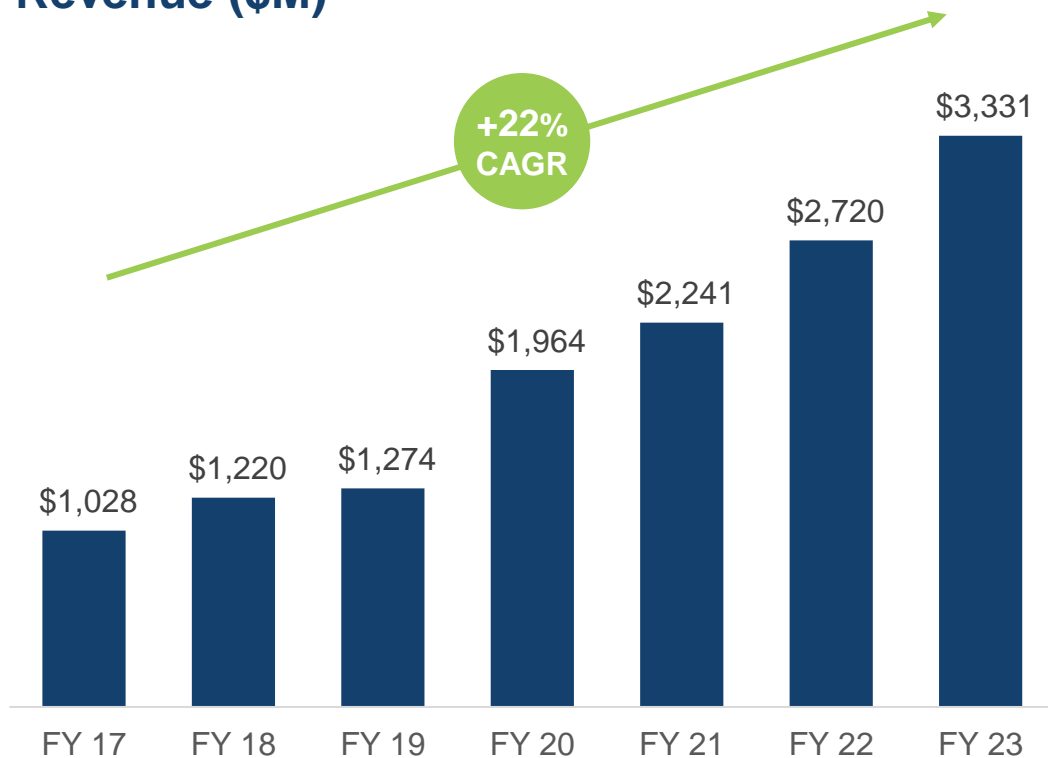
- **Macro trends support long-term demand for plastics products in key applications, including automotive, packaging, consumer goods, medical, and electronics**
- **Increasing production of products using recycled-content and bio-based materials**
- **Accelerating above-market growth through increased aftermarket revenue, product innovation, and systems sales strategy**
- **Deploying the HOM to drive improved operational and working capital performance**

# Financial Overview

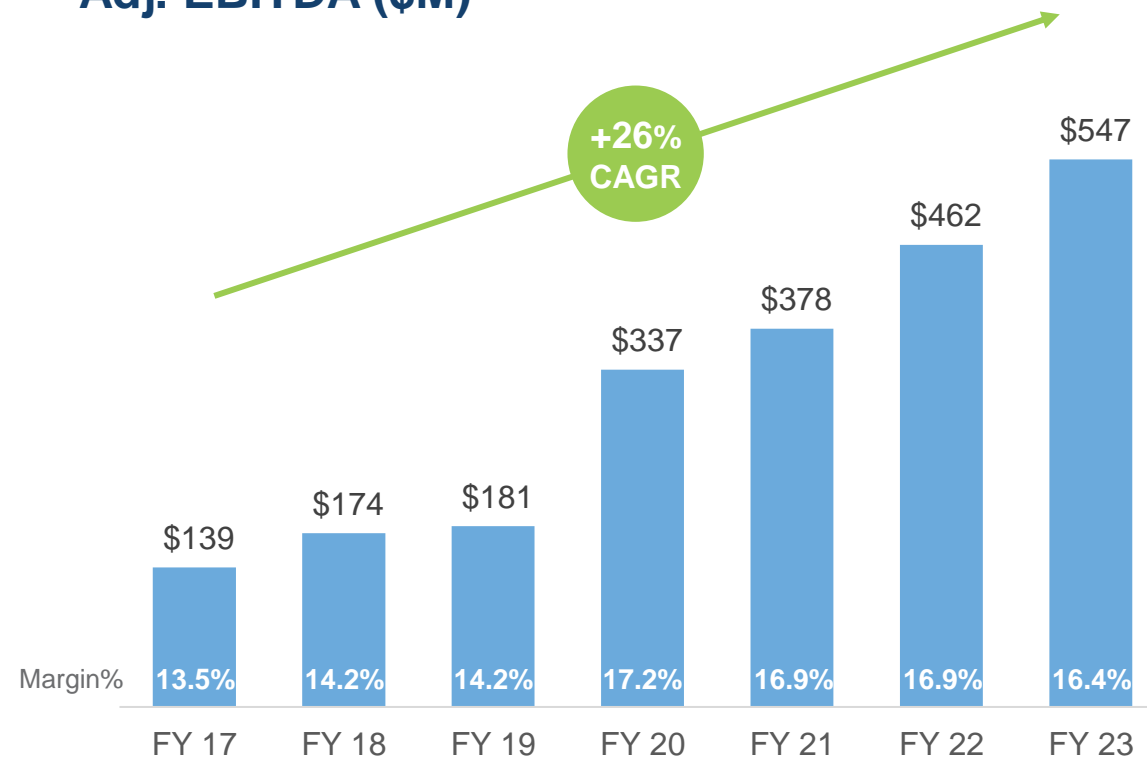
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# Strong Track Record of Growth

Revenue (\$M)<sup>1</sup>



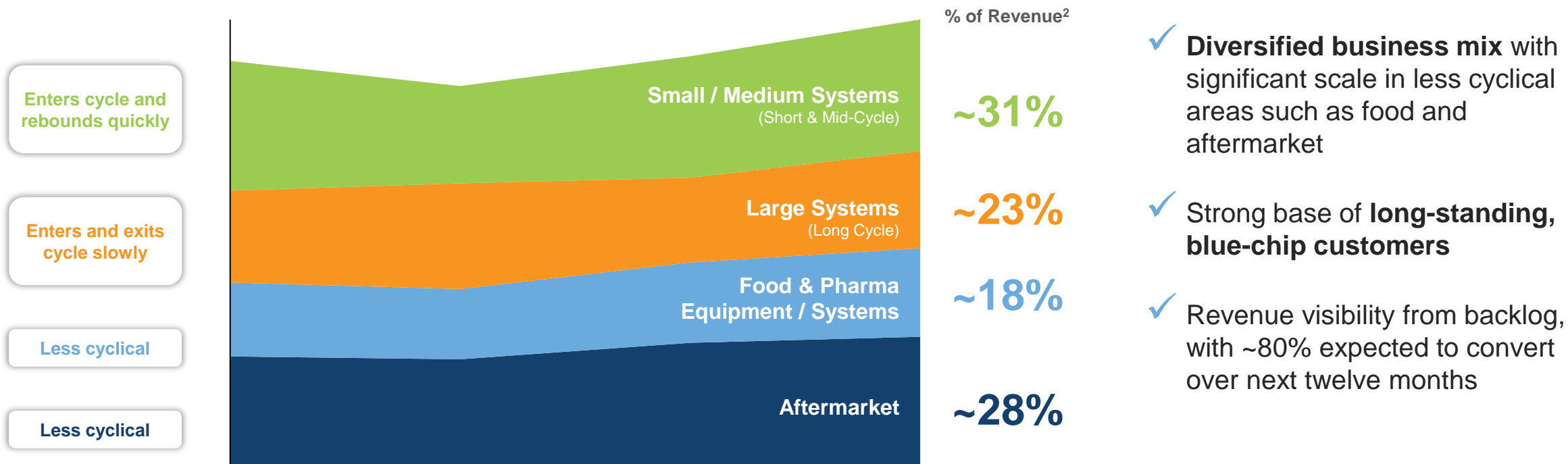
Adj. EBITDA (\$M)<sup>1</sup>



## Strong Performance Driven by HSD Organic Growth in APS and Strategic Acquisitions

# Focused on Reducing Cyclicity Across Our Portfolio

## Illustrative Revenue Performance through Economic Cycle<sup>1</sup>



## Allowing for More Consistent Performance through Economic Cycles



# Capital Deployment / Capital Position

## Maintain Appropriate Leverage

- Desired net leverage<sup>1</sup> range of 1.7x – 2.7x
- Top priority for cash flow is reducing leverage to return to preferred range

## Reinvest in the Business

- Drive innovation & new product development, expand into new end markets & geographies, and improve operational efficiency via automation & digitization
- Annual capex target of ~2-2.5% of revenue

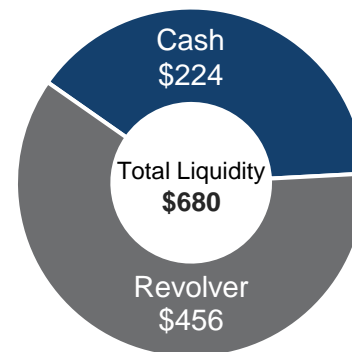
## Strategic Acquisitions

- **On pause** until leverage returns to within guardrails
- Strategic focus: strong brands with key technologies in attractive end markets
- Disciplined approach: seek acquisitions with compelling financial returns

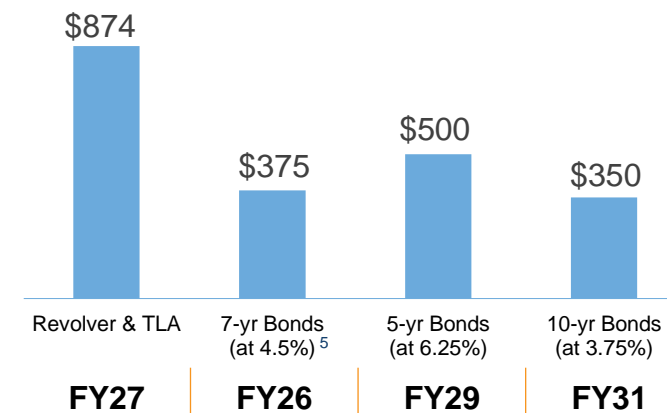
## Return Cash to Shareholders

- Dividend yield of 2.6%<sup>2</sup>
- Opportunistic share repurchases (on pause until leverage returns to within guardrails)

## Liquidity<sup>3</sup> (\$M)



## Debt Maturity Schedule<sup>4</sup> (\$M)



- Net debt of \$1.87 billion; net leverage<sup>1</sup> of 3.5x as of June 30, 2024
- Q3 weighted average interest rate of 5.5%

<sup>1</sup> Defined as ("Total Debt – Cash") / TTM adjusted EBITDA, including pre-ownership period results for FPM and Hillenbrand's 9/30/23 as-reported results on a continuing operations basis. Adjusted EBITDA is a non-GAAP measure. See appendix for additional information and GAAP reconciliation.

<sup>2</sup> Dividend yield as of 8/15/2024

<sup>3</sup> Cash and credit facility amounts as of 6/30/2024.

<sup>4</sup> Debt maturity schedule is shown on a fiscal year basis and reflects date of final payment due.

<sup>5</sup> Interest rates subsequently increased to 5.0% (7-yr Bonds).

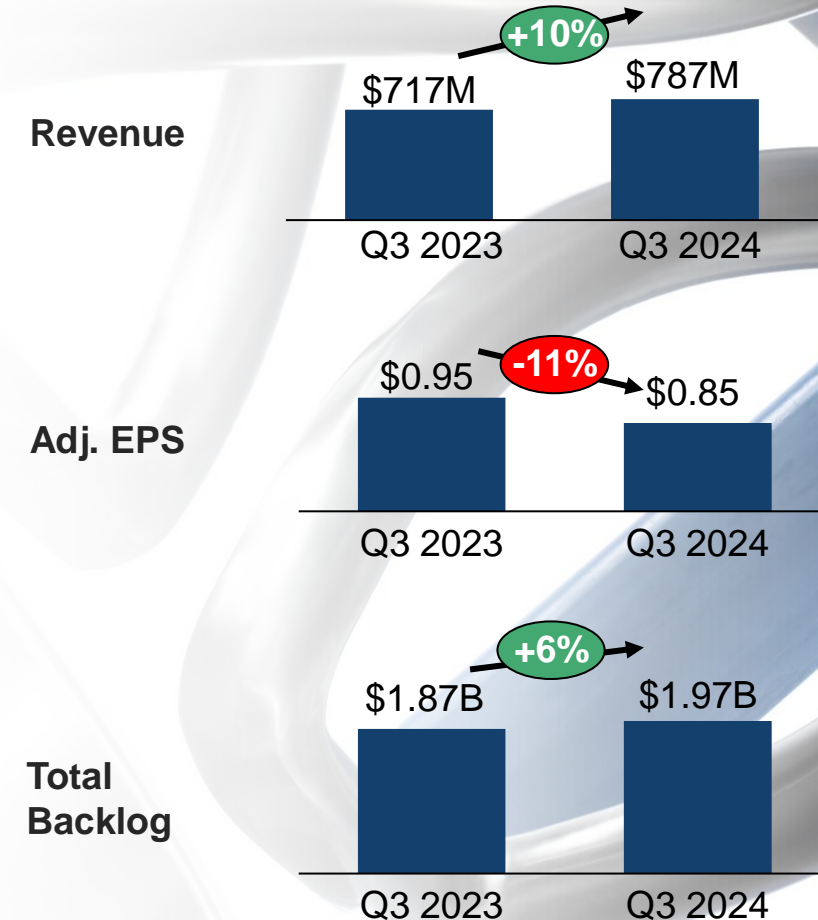
# Q3 FY24 Update

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# Q3 Overview

- Lower than expected orders and revenue in APS driven by significant customer delays across key regions and end markets
- MTS orders up YOY and stable compared to prior quarter but have yet to rebound, primarily due to North America softness; non-cash impairment charge taken in the quarter
- Adj. EBITDA margin down 90 bps YOY primarily due to lower volumes and price-cost pressure in MTS
- Adj. EPS at high end of expectations as cost actions and accelerated synergies within FPM helped mitigate volume headwinds
- Lowering FY24 guidance range to reflect reduced revenue as a result of lower-than-expected orders

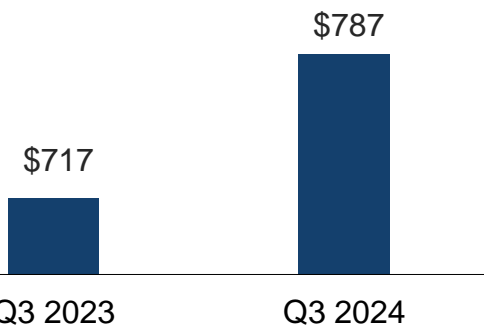
## Q3 2024 Key Metrics<sup>1,2</sup>



# Q3 Consolidated Performance<sup>1</sup>

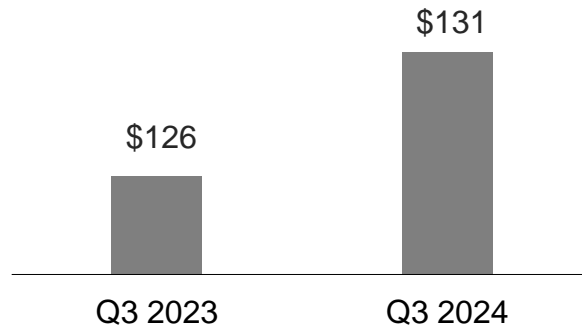
## Revenue

+10%  
-8% organic<sup>2</sup>



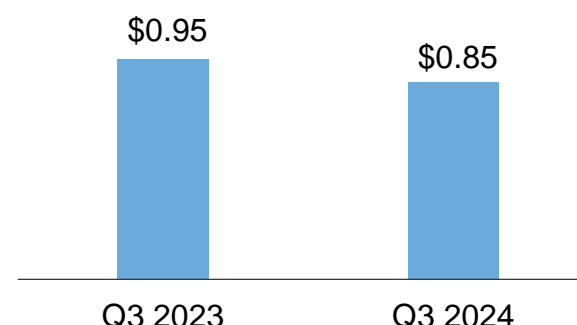
## Adj. EBITDA<sup>2</sup>

+4%  
-14% organic<sup>2</sup>



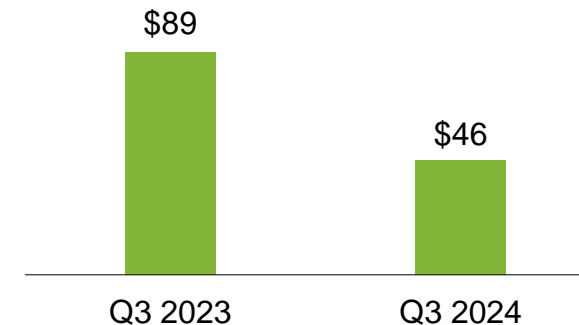
## Adj. EPS<sup>2</sup>

-11%



## Operating Cash Flow

-\$43M



## Performance Highlights<sup>1,2,3</sup>

- Revenue increased 10%, primarily driven by FPM acquisition; organic revenue decreased 8%, primarily due to lower capital volume, partially offset by pricing and higher aftermarket revenue
- Adj. EBITDA of \$131 million increased 4% due to FPM; organically, adj. EBITDA decreased 14%, as pricing, cost actions, and favorable product mix were more than offset by cost inflation and lower volume; adj. EBITDA margin decreased 90 bps
- GAAP EPS of \$(3.53) decreased from \$0.60 in the prior year largely due to a non-cash impairment charge taken in MTS; adj. EPS of \$0.85 decreased \$0.10 or 11%
- Operating Cash Flow was \$46 million, lower than the prior year by \$43 million primarily due to lower customer advances and timing of working capital requirements on large orders
- Total backlog of \$1.97B increased 6% compared to the prior year due to the FPM acquisition, but was down 8% organically; sequentially, backlog was down 6%

## Business Update<sup>3</sup>

- Headwinds from a challenging macroeconomic environment impacted demand across key regions and end markets, particularly in APS
- Inflection point in MTS has yet to materialize, but modest signs of improvement in India/Asia; North America remains weak
- Driving improved pricing and accelerated cost synergies in FPM, where adj. EBITDA margins were significantly stronger than expected
- Execution of MTS restructuring remains on track to achieving run-rate savings of ~\$20M by FY25; focused on accelerating additional cost actions across enterprise
- Net leverage of 3.5x remains flat to prior quarter as debt reduction remains challenged in the near- to medium-term as lower customer advances and timing of working capital on large projects continues to pressure cash flow; continued focus on cost actions and working capital efficiencies to help mitigate shortfall

# FY24 Outlook

|   | Updated Outlook          |                            |                              | Previous Outlook         |                            |                              |
|---|--------------------------|----------------------------|------------------------------|--------------------------|----------------------------|------------------------------|
|   | Hillenbrand              | Advanced Process Solutions | Molding Technology Solutions | Hillenbrand              | Advanced Process Solutions | Molding Technology Solutions |
| <b>Revenue</b>                          | <b>\$3,130 - \$3,160</b> | <b>\$2,260 - \$2,280</b>   | <b>\$870 - \$880</b>         | <b>\$3,230 - \$3,300</b> | <b>\$2,350 - \$2,400</b>   | <b>\$880 - \$900</b>         |
| <i>Total YoY</i>                        | 11% - 12%                | 24% - 25%                  | (13%) - (12%)                | 14% - 17%                | 29% - 32%                  | (12%) - (10%)                |
| <i>Acquisitions<sup>1</sup></i>         | ~17%                     | ~27%                       | N/A                          | ~17%                     | ~27%                       | N/A                          |
| <i>FX</i>                               | ~0%                      | ~0%                        | ~0%                          | ~0%                      | ~0%                        | ~0%                          |
| <i>Organic YoY<sup>2</sup></i>          | (6)% - (5)%              | (3)% - (2)%                | (13)% - (12)%                | (3)% - 0%                | 2% - 5%                    | (12)% - (10)%                |
| <b>Adj. EBITDA / Margin<sup>3</sup></b> | <b>\$502 - \$512</b>     | <b>18.4% - 18.5%</b>       | <b>15.8% - 16.3%</b>         | <b>\$512 - \$536</b>     | <b>18.3% - 18.6%</b>       | <b>15.5% - 16.5%</b>         |
| <i>Total YoY</i>                        | 4% - 6%                  | (110) - (100) bps          | (290) - (240) bps            | 6% - 11%                 | (120) - (90) bps           | (320) - (220) bps            |
| <b>Adj. EPS<sup>3</sup></b>             | <b>\$3.20 - \$3.30</b>   |                            |                              | <b>\$3.30 - \$3.50</b>   |                            |                              |
| <i>YoY</i>                              | (9)% - (6)%              |                            |                              | (6)% - 0%                |                            |                              |
| <b>Q4 Adj. EPS<sup>3</sup></b>          | <b>\$0.90 - \$1.00</b>   |                            |                              | N/A                      |                            |                              |

## Other FY 2024 Assumptions

|                             |                      |              |                         |                       |                       |                     |
|-----------------------------|----------------------|--------------|-------------------------|-----------------------|-----------------------|---------------------|
| ~\$100M                     | ~\$55M               | ~\$55M       | ~\$100M                 | ~\$120M               | ~28%                  | ~71M                |
| Free Cash Flow <sup>1</sup> | Capital Expenditures | Depreciation | Intangible Amortization | Interest Expense, Net | Adj. ETR <sup>3</sup> | Avg. Diluted Shares |

<sup>1</sup> Reflects incremental impact of the FPM and Peerless acquisitions.

<sup>2</sup> Organic outlook excludes the incremental impact from the FPM and Peerless acquisitions and the impact of foreign currency exchange. See appendix for further information.

<sup>3</sup> Adjusted EBITDA margin, adjusted EPS, free cash flow, and adjusted effective tax rate are non-GAAP measures. Hillenbrand does not attempt to provide reconciliations for forward-looking non-GAAP earnings guidance. See appendix for further information.



# Appendix

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# Disclosure Regarding Non-GAAP Measures

In addition to the financial measures prepared in accordance with United States generally accepted accounting principles (GAAP), this investor presentation also contains non-GAAP operating performance measures. These non-GAAP financial measures are referred to as “adjusted” measures and exclude the following items:

- business acquisition, divestiture, and integration costs;
- restructuring and restructuring related charges;
- impairment charges;
- intangible asset amortization;
- pension settlement charge;
- inventory step-up charges;
- costs associated with debt financing activities;
- other non-recurring costs related to a discrete commercial dispute;
- other individually immaterial one-time costs;
- the related income tax impact for all of these items; and
- certain tax items related to acquisitions and divestitures, the revaluation of deferred tax balances resulting from fluctuations in currency exchange rates and non-routine changes in tax rates for certain foreign jurisdictions, and the impact that the Molding Technology Solutions reportable operating segment’s loss carryforward attributes have on tax provisions related to the imposition of tax on Global Intangible Low-Taxed Income (GILTI) earned by certain foreign subsidiaries, the Foreign Derived Intangible Income Deduction (FDII), and the Base Erosion and Anti-Abuse Tax (BEAT).

Refer to the Reconciliation of Non-GAAP Measures for further information on these adjustments. Non-GAAP information is provided as a supplement to, not as a substitute for, or as superior to, measures of financial performance prepared in accordance with GAAP. Hillenbrand uses this non-GAAP information internally to measure operating segment performance and make operating decisions and believes it is helpful to investors because it allows more meaningful period-to-period comparisons of ongoing operating results. The information can also be used to perform trend analysis and to better identify operating trends that may otherwise be masked or distorted by items such as the above excluded items. Hillenbrand believes this information provides a higher degree of transparency.

One important non-GAAP financial measure Hillenbrand uses is adjusted earnings before interest, income tax, depreciation, and amortization (“adjusted EBITDA”). A part of our strategy is to selectively acquire companies that we believe can benefit from the Hillenbrand Operating Model to spur faster and more profitable growth. Given that strategy, it is a natural consequence to incur related expenses, such as amortization from acquired intangible assets and additional interest expense from debt-funded acquisitions. Accordingly, we use adjusted EBITDA, among other measures, to monitor our business performance. We also use “adjusted net income” and “adjusted diluted earnings per share (EPS),” which are defined as net income and earnings per share, respectively, each excluding items described in connection with adjusted EBITDA. Adjusted EBITDA, adjusted net income, and adjusted diluted EPS are not recognized terms under GAAP and therefore do not purport to be alternatives to net income or to diluted EPS, as applicable. Further, Hillenbrand’s measures of adjusted EBITDA, adjusted net income, and adjusted diluted EPS may not be comparable to similarly titled measures of other companies.

Organic revenue and organic adjusted EBITDA are defined respectively as net revenue and adjusted EBITDA excluding recent acquisitions, including FPM and Peerless Food Equipment, and adjusting for the effects of foreign currency exchange. In addition, the ratio of net debt to adjusted EBITDA is a key financial measure that is used by management to assess Hillenbrand’s borrowing capacity (and is calculated as the ratio of total debt less cash and cash equivalents over the trailing twelve months adjusted EBITDA, including adjusted EBITDA directly attributable to FPM in the trailing twelve-month period prior to Hillenbrand’s acquisition of FPM). Hillenbrand uses acquisition adjusted and organic measures to assess performance of its reportable operating segments and the Company in total and without the impact of recent acquisitions and divestitures.

Hillenbrand calculates the foreign currency impact on net revenue, adjusted EBITDA, and backlog in order to better measure the comparability of results between periods. We calculate the foreign currency impact by translating current year results at prior year foreign exchange rates. This information is provided because exchange rates can distort the underlying change in sales, either positively or negatively.

In addition, forward-looking revenue, adjusted EBITDA, adjusted EBITDA margin, free cash flow conversion, and adjusted earnings per share for fiscal 2024 exclude potential charges or gains that may be recorded during the fiscal year, including among other things, items described above in connection with these and other “adjusted” measures. Hillenbrand thus also does not attempt to provide reconciliations of such forward-looking non-GAAP earnings guidance to the comparable GAAP measure, as permitted by Item 10(e)(1)(i)(B) of Regulation S-K, because the impact and timing of these potential charges or gains is inherently uncertain and difficult to predict and is unavailable without unreasonable efforts. In addition, the Company believes such reconciliations would imply a degree of precision and certainty that could be confusing to investors. Such items could have a substantial impact on GAAP measures of Hillenbrand’s financial performance.

## OTHER OPERATING MEASURES

Another important operational measure used is backlog. Backlog is not a term recognized under GAAP; however, it is a common measurement used in industries with extended lead times for order fulfillment (long-term contracts), like those in which our reportable operating segments compete. Backlog represents the amount of net revenue that we expect to realize on contracts awarded to our reportable operating segments. For purposes of calculating backlog, 100% of estimated net revenue attributable to consolidated subsidiaries is included. Backlog includes expected net revenue from large systems and equipment, as well as aftermarket parts, components, and service. The length of time that projects remain in backlog can span from days for aftermarket parts or service to approximately 18 to 24 months for larger system sales within the Advanced Process Solutions reportable operating segment. The majority of the backlog within the Molding Technology Solutions reportable operating segment is expected to be fulfilled within the next twelve months. Backlog includes expected net revenue from the remaining portion of firm orders not yet completed, as well as net revenue from change orders to the extent that they are reasonably expected to be realized. We include in backlog the full contract award, including awards subject to further customer approvals, which we expect to result in net revenue in future periods. In accordance with industry practice, our contracts may include provisions for cancellation, termination, or suspension at the discretion of the customer. Hillenbrand expects that future net revenue associated with our reportable operating segments will be influenced by order backlog because of the lead time involved in fulfilling engineered-to-order equipment for customers. Although backlog can be an indicator of future net revenue, it does not include projects and parts orders that are booked and shipped within the same quarter. The timing of order placement, size, extent of customization, and customer delivery dates can create fluctuations in backlog and net revenue. Net revenue attributable to backlog may also be affected by foreign exchange fluctuations for orders denominated in currencies other than U.S. dollars. See appendix of this presentation for reconciliations of GAAP operating performance measures to the most directly comparable non-GAAP (adjusted) financial performance measures. Given that backlog is an operational measure and that the Company’s methodology for calculating backlog does not meet the definition of a non-GAAP financial measure, as that term is defined by the U.S. Securities and Exchange Commission, a quantitative reconciliation is not required or provided. However, we provide a reconciliation of as reported backlog to organic backlog in order to assess performance of the Company’s reportable operating segments and to assess the Company’s total performance without the impact of recent acquisitions and divestitures.

## Combined Net Revenue by End Market

| (in millions)<br>End Market | TTM 9/30/2023              |                             |                         |                              |                         |  |
|-----------------------------|----------------------------|-----------------------------|-------------------------|------------------------------|-------------------------|--|
|                             | Advanced Process Solutions |                             |                         | Molding Technology Solutions | Hillenbrand             |  |
|                             | As reported <sup>(1)</sup> | Acquisitions <sup>(2)</sup> | Combined <sup>(3)</sup> | As reported <sup>(1)</sup>   | Combined <sup>(3)</sup> |  |
| Plastics and recycling      | \$ 1,033.3                 | \$ 37.6                     | \$ 1,070.9              | \$ -                         | \$ 1,070.9              |  |
| Automotive                  | -                          | -                           | -                       | 208.4                        | 208.4                   |  |
| Chemicals                   | 126.3                      | 48.3                        | 174.6                   | -                            | 174.6                   |  |
| Consumer goods              | -                          | -                           | -                       | 134.4                        | 134.4                   |  |
| Food and pharmaceuticals    | 470.5                      | 328.4                       | 798.9                   | -                            | 798.9                   |  |
| Custom molders              | -                          | -                           | -                       | 110.1                        | 110.1                   |  |
| Packaging                   | -                          | -                           | -                       | 135.0                        | 135.0                   |  |
| Construction                | -                          | -                           | -                       | 131.8                        | 131.8                   |  |
| Minerals                    | 62.6                       | -                           | 62.6                    | -                            | 62.6                    |  |
| Electronics                 | -                          | -                           | -                       | 75.4                         | 75.4                    |  |
| Medical                     | -                          | -                           | -                       | 67.0                         | 67.0                    |  |
| Other industrial            | 130.8                      | 91.0                        | 221.8                   | 140.4                        | 362.2                   |  |
| Total                       | <u>\$ 1,823.5</u>          | <u>\$ 505.3</u>             | <u>\$ 2,328.8</u>       | <u>\$ 1,002.5</u>            | <u>\$ 3,331.3</u>       |  |

(1) TTM 9/30/2023 as reported, excluding Batesville reportable operating segment.

(2) Management estimates for TTM period ending 9/30/2023 for period prior to ownership related to the acquisitions of Peerless and FPM.

(3) FY2023 revenue as reported plus management estimates of acquisition revenue for period prior to ownership.

## Combined Net Revenue Reconciliation<sup>4</sup>

| (in millions)  | Year Ended September 30, |                   |                   |                   |                   |                   | TTM               |
|--|--------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
|  | 2017                     | 2018              | 2019              | 2020              | 2021              | 2022              | 9/30/2023         |
| Consolidated net revenue, as reported                | \$ 1,590.2               | \$ 1,770.1        | \$ 1,807.3        | \$ 1,964.4        | \$ 2,241.5        | \$ 2,315.3        |                   |
| Less: Batesville net revenue <sup>(1)</sup>          | 562.0                    | 550.6             | 532.9             | -                 | -                 | -                 |                   |
| Net revenue from continuing operations               | 1,028.2                  | 1,219.5           | 1,274.5           | 1,964.4           | 2,241.5           | 2,315.3           | \$ 2,826.0        |
| Add: Net revenue from acquisitions <sup>(2)(3)</sup> | -                        | -                 | -                 | -                 | -                 | 404.2             | 505.3             |
| Combined net revenue                                 | <u>1,028.2</u>           | <u>1,219.5</u>    | <u>1,274.5</u>    | <u>1,964.4</u>    | <u>2,241.5</u>    | <u>2,719.5</u>    | <u>3,331.3</u>    |
| Advanced Process Solutions net revenue               | 1,028.2                  | 1,219.5           | 1,274.4           | 1,228.6           | 1,245.7           | 1,269.8           | 1,823.5           |
| Add: Net revenue from acquisitions <sup>(2)(3)</sup> | -                        | -                 | -                 | -                 | -                 | 404.2             | 505.3             |
| Advanced Process Solutions combined net revenue      | 1,028.2                  | 1,219.5           | 1,274.4           | 1,228.6           | 1,245.7           | 1,674.0           | 2,328.8           |
| Molding Technology Solutions net revenue             | -                        | -                 | -                 | 735.8             | 995.7             | 1,045.5           | 1,002.5           |
| Combined net revenue                                 | <u>\$ 1,028.2</u>        | <u>\$ 1,219.5</u> | <u>\$ 1,274.4</u> | <u>\$ 1,964.4</u> | <u>\$ 2,241.4</u> | <u>\$ 2,719.5</u> | <u>\$ 3,331.3</u> |

(1) Batesville reportable operating segment results excluded from acquisition results.

(2) Revenue from FY'22 related to the acquisitions of Herbold, Linxis, Gabler, and Peerless; includes management estimate for period prior to ownership.

(3) Revenue from TTM 9/30/2023 related to the acquisitions of Peerless and FPM; includes management estimate for period prior to ownership.

(4) Figures reflected for FY'17-21 do not incorporate acquisitions closed during FY'22-23 and are as previously reported.



# Revenue By Geography and Products and Services

| TTM 9/30/2023                       |                            |                             |                   |                              |                   |
|-------------------------------------|----------------------------|-----------------------------|-------------------|------------------------------|-------------------|
| (in millions)                       | Advanced Process Solutions |                             |                   | Molding Technology Solutions | Hillenbrand       |
|                                     | As reported                | Acquisitions <sup>(1)</sup> | Combined          | As reported                  | Combined          |
| <b>Geographical Markets</b>         |                            |                             |                   |                              |                   |
| Americas                            | \$ 670.1                   | \$ 435.4                    | \$ 1,105.5        | \$ 579.3                     | \$ 1,684.8        |
| Asia                                | 586.2                      | 10.0                        | 596.2             | 270.9                        | 867.1             |
| Europe, the Middle East, and Africa | 567.2                      | 59.9                        | 627.1             | 152.3                        | 779.4             |
| <b>Total</b>                        | <b>\$ 1,823.5</b>          | <b>\$ 505.3</b>             | <b>\$ 2,328.8</b> | <b>\$ 1,002.5</b>            | <b>\$ 3,331.3</b> |

<sup>(1)</sup> Management estimates for TTM period ending 9/30/2023 for period prior to ownership related to the acquisitions of Peerless and FPM.

| TTM 9/30/2023                |                            |                             |                   |                              |                   |
|------------------------------|----------------------------|-----------------------------|-------------------|------------------------------|-------------------|
| (in millions)                | Advanced Process Solutions |                             |                   | Molding Technology Solutions | Hillenbrand       |
|                              | As reported                | Acquisitions <sup>(1)</sup> | Combined          | As reported                  | Combined          |
| <b>Products and Services</b> |                            |                             |                   |                              |                   |
| Equipment                    | \$ 1,319.5                 | \$ 353.0                    | \$ 1,672.5        | \$ 658.1                     | \$ 2,330.6        |
| Parts and services           | 504.0                      | 152.3                       | 656.3             | 281.4                        | 937.7             |
| Other                        | -                          | -                           | -                 | 63.0                         | 63.0              |
| <b>Total</b>                 | <b>\$ 1,823.5</b>          | <b>\$ 505.3</b>             | <b>\$ 2,328.8</b> | <b>\$ 1,002.5</b>            | <b>\$ 3,331.3</b> |

<sup>(1)</sup> Management estimates for TTM period ending 9/30/2023 for period prior to ownership related to the acquisitions of Peerless and FPM.

# TTM 9/30/2023 Acquisition Adjusted EBITDA Reconciliation

| (in millions)  | TTM 9/30/23 |
|--|-------------|
| Consolidated net income                                  | \$ 576.7    |
| Interest expense, net                                    | 77.7        |
| Income tax expense                                       | 102.8       |
| Depreciation and amortization                            | 125.6       |
| Consolidated EBITDA                                      | 882.8       |
| Total income from discontinued operations                | (462.6)     |
| Business acquisition, disposition, and integration costs | 46.2        |
| Restructuring and restructuring-related charges          | 5.1         |
| Inventory step-up  | 11.7        |
| Adjusted EBITDA from continuing operations               | 483.2       |
| Plus: Adjusted EBITDA from acquisitions <sup>(1)</sup>   | 64.2        |
| Acquisition adjusted EBITDA from continuing operations   | \$ 547.4    |
| Advanced Process Solutions adjusted EBITDA               | \$ 355.7    |
| Plus: Adjusted EBITDA from acquisitions <sup>(1)</sup>   | 64.2        |
| Advanced Process Solutions acquisition adjusted EBITDA   | 419.9       |
| Molding Technology Solutions adjusted EBITDA             | 187.1       |
| Corporate adjusted EBITDA                                | (59.6)      |
| Acquisition adjusted EBITDA from continuing operations   | \$ 547.4    |

<sup>(1)</sup> Adjusted EBITDA related to the acquisitions of Peerless and FPM; includes management estimate for period prior to ownership.

# Reconciliation of Adjusted EBITDA to Consolidated Net (Loss) Income

| (in millions)  | Three Months Ended June 30, |                | Nine Months Ended June 30, |                 |
|--|-----------------------------|----------------|----------------------------|-----------------|
|  | 2024                        | 2023           | 2024                       | 2023            |
| Adjusted EBITDA:   |                             |                |                            |                 |
| Advanced Process Solutions   | \$ 109.2                    | \$ 93.6        | \$ 306.0                   | \$ 238.1        |
| Molding Technology Solutions   | 34.6                        | 50.8           | 100.3                      | 141.4           |
| Corporate  | (12.8)                      | (18.3)         | (38.5)                     | (43.5)          |
| Add:   |                             |                |                            |                 |
| Income (loss) from discontinued operations (net of income tax expense (benefit)) | -                           | 1.0            | (0.3)                      | 461.4           |
| Less:  |                             |                |                            |                 |
| Interest expense, net  | 32.2                        | 15.8           | 92.8                       | 55.9            |
| Income tax (benefit) expense   | (10.5)                      | 23.8           | 3.7                        | 50.2            |
| Depreciation and amortization  | 38.7                        | 31.1           | 118.8                      | 93.1            |
| Impairment charges   | 265.0                       | -              | 265.0                      | -               |
| Pension settlement charges   | 26.9                        | -              | 35.2                       | -               |
| Business acquisition, divestiture, and integration costs                         | 24.9                        | 10.6           | 39.6                       | 28.5            |
| Inventory step-up charges  | -                           | -              | 0.6                        | 11.1            |
| Restructuring and restructuring-related charges                                  | 0.7                         | 0.8            | 24.8                       | 2.3             |
| Other non-recurring costs related to a discrete commercial dispute               | -                           | -              | 6.1                        | -               |
| Consolidated net (loss) income   | <u>\$ (246.9)</u>           | <u>\$ 45.0</u> | <u>\$ (219.1)</u>          | <u>\$ 556.3</u> |

# Reconciliation of (Loss) Income to Adjusted Net Income & Diluted EPS to Adjusted Diluted EPS for Continuing Operations

| (in millions, except per share data)                                       | Three Months Ended June 30, |         | Nine Months Ended June 30, |          |
|--|-----------------------------|---------|----------------------------|----------|
|  | 2024                        | 2023    | 2024                       | 2023     |
| (Loss) income from continuing operations                                   | \$ (246.9)                  | \$ 44.0 | \$ (218.8)                 | \$ 94.9  |
| Less: Net income attributable to noncontrolling interests                  | 2.0                         | 1.7     | 6.5                        | 4.8      |
| (Loss) income from continuing operations attributable to Hillenbrand       | (248.9)                     | 42.3    | (225.3)                    | 90.1     |
| Impairment charges   | 265.0                       | -       | 265.0                      | -        |
| Business acquisition, divestiture, and integration costs                   | 24.9                        | 10.6    | 39.6                       | 28.5     |
| Restructuring and restructuring-related charges                            | 1.0                         | 0.8     | 27.2                       | 2.3      |
| Inventory step-up charges  | -                           | -       | 0.6                        | 11.1     |
| Intangible asset amortization  | 25.5                        | 19.7    | 76.7                       | 58.6     |
| Pension settlement charges   | 26.9                        | -       | 35.2                       | -        |
| Costs associated with debt financing activities                            | 1.1                         | -       | 1.1                        | -        |
| Other non-recurring costs related to a discrete commercial dispute         | -                           | -       | 6.1                        | -        |
| Tax adjustments  | (0.1)                       | 0.6     | (0.2)                      | 2.2      |
| Tax effect of adjustments  | (35.3)                      | (7.1)   | (63.3)                     | (25.7)   |
| Adjusted net income from continuing operations attributable to Hillenbrand | \$ 60.1                     | \$ 66.9 | \$ 162.7                   | \$ 167.1 |

|   | Three Months Ended June 30, |         | Nine Months Ended June 30, |         |
|---|-----------------------------|---------|----------------------------|---------|
|   | 2024                        | 2023    | 2024                       | 2023    |
| Diluted EPS from continuing operations attributable to Hillenbrand          | \$ (3.53)                   | \$ 0.60 | \$ (3.20)                  | \$ 1.29 |
| Impairment charges  | 3.76                        | -       | 3.76                       | -       |
| Business acquisition, divestiture, and integration costs                    | 0.35                        | 0.15    | 0.56                       | 0.41    |
| Restructuring and restructuring-related charges                             | 0.01                        | 0.01    | 0.39                       | 0.03    |
| Inventory step-up charges   | -                           | -       | 0.01                       | 0.16    |
| Intangible asset amortization   | 0.36                        | 0.28    | 1.08                       | 0.84    |
| Pension settlement charges  | 0.38                        | -       | 0.50                       | -       |
| Costs associated with debt financing activities                             | 0.02                        | -       | 0.02                       | -       |
| Other non-recurring costs related to a discrete commercial dispute          | -                           | -       | 0.09                       | -       |
| Tax adjustments   | -                           | 0.01    | -                          | 0.03    |
| Tax effect of adjustments   | (0.50)                      | (0.10)  | (0.90)                     | (0.37)  |
| Adjusted Diluted EPS from continuing operations attributable to Hillenbrand | \$ 0.85                     | \$ 0.95 | \$ 2.31                    | \$ 2.39 |



# Reconciliation of Consolidated Net (Loss) Income to Organic Adjusted EBITDA

| (in millions)  | Three Months Ended June 30, |          | Nine Months Ended June 30, |          |
|--|-----------------------------|----------|----------------------------|----------|
|  | 2024                        | 2023     | 2024                       | 2023     |
| Consolidated net (loss) income   | \$ (246.9)                  | \$ 45.0  | \$ (219.1)                 | \$ 556.3 |
| Interest expense, net  | 32.2                        | 15.8     | 92.8                       | 55.9     |
| Income tax (benefit) expense   | (10.5)                      | 23.8     | 3.7                        | 50.2     |
| Depreciation and amortization  | 38.7                        | 31.1     | 118.8                      | 93.1     |
| EBITDA   | (186.5)                     | 115.7    | (3.8)                      | 755.5    |
| (Income) loss from discontinued operations (net of income tax (expense) benefit) | -                           | (1.0)    | 0.3                        | (461.4)  |
| Business acquisition, divestiture, and integration costs                         | 24.9                        | 10.6     | 39.6                       | 28.5     |
| Inventory step-up charges  | -                           | -        | 0.6                        | 11.1     |
| Restructuring and restructuring-related charges                                  | 0.7                         | 0.8      | 24.8                       | 2.3      |
| Impairment charges   | 265.0                       | -        | 265.0                      | -        |
| Pension settlement charges   | 26.9                        | -        | 35.2                       | -        |
| Other non-recurring costs related to a discrete commercial dispute               | -                           | -        | 6.1                        | -        |
| Adjusted EBITDA  | 131.0                       | 126.1    | 367.8                      | 336.0    |
| Less: Acquisitions adjusted EBITDA <sup>(1)</sup>                                | 23.8                        | -        | 70.2                       | -        |
| Foreign currency impact  | 1.4                         | -        | (0.9)                      | -        |
| Organic adjusted EBITDA  | \$ 108.6                    | \$ 126.1 | \$ 296.7                   | \$ 336.0 |
| Advanced Process Solutions adjusted EBITDA                                       | \$ 109.2                    | \$ 93.6  | \$ 306.0                   | \$ 238.1 |
| Less: Acquisitions adjusted EBITDA <sup>(1)</sup>                                | 23.8                        | -        | 70.2                       | -        |
| Foreign currency impact  | 1.0                         | -        | (1.6)                      | -        |
| Advanced Process Solutions organic adjusted EBITDA                               | \$ 86.4                     | \$ 93.6  | \$ 234.2                   | \$ 238.1 |
| Molding Technology Solutions adjusted EBITDA                                     | \$ 34.6                     | \$ 50.8  | \$ 100.3                   | \$ 141.4 |
| Foreign currency impact  | 0.4                         | -        | 0.7                        | -        |
| Molding Technology Solutions organic adjusted EBITDA                             | \$ 35.0                     | \$ 50.8  | \$ 101.0                   | \$ 141.4 |

<sup>(1)</sup> The impact of the acquisitions of Peerless (October and November) and FPM.

## Reconciliation of Reported Revenue to Organic Revenue

| (in millions)                                    | Three Months Ended June 30, |          | Nine Months Ended June 30, |            |
|--|-----------------------------|----------|----------------------------|------------|
|  | 2024                        | 2023     | 2024                       | 2023       |
| Advanced Process Solutions net revenue           | \$ 569.4                    | \$ 464.7 | \$ 1,696.9                 | \$ 1,308.0 |
| Less: Acquisitions <sup>(1)</sup>                | 136.7                       | -        | 412.2                      | -          |
| Foreign currency impact                          | 3.9                         | -        | (10.8)                     | -          |
| Advanced Process Solutions organic net revenue   | 436.6                       | 464.7    | 1,273.9                    | 1,308.0    |
| Molding Technology Solutions net revenue         | 217.2                       | 251.9    | 648.3                      | 755.2      |
| Foreign currency impact                          | 2.0                         | -        | 0.6                        | -          |
| Molding Technology Solutions organic net revenue | 219.2                       | 251.9    | 648.9                      | 755.2      |
| Consolidated organic net revenue                 | \$ 655.8                    | \$ 716.6 | \$ 1,922.8                 | \$ 2,063.2 |

<sup>(1)</sup> The impact of the acquisitions of Peerless (October and November) and FPM.

## Reconciliation of Reported Backlog to Organic Backlog

| (in millions)                                | June 30,<br>2024 |         | June 30,<br>2023 |         |
|--|------------------|---------|------------------|---------|
| Advanced Process Solutions backlog           | \$               | 1,735.7 | \$               | 1,604.0 |
| Less: Acquisitions <sup>(1)</sup>            |                  | 288.6   |                  | -       |
| Foreign currency impact                      |                  | 24.2    |                  | -       |
| Advanced Process Solutions organic backlog   |                  | 1,471.3 |                  | 1,604.0 |
| Molding Technology Solutions backlog         |                  | 238.5   |                  | 266.4   |
| Foreign currency impact                      |                  | 1.8     |                  | -       |
| Molding Technology Solutions organic backlog |                  | 240.3   |                  | 266.4   |
| Consolidated organic backlog                 | \$               | 1,711.6 | \$               | 1,870.4 |

(1) The impact of the FPM acquisition.

## Ratio of Net Debt to TTM Adjusted EBITDA

| (in millions)   | June 30,<br>2024 |         |
|---|------------------|---------|
| Current portion of long-term debt                                   | \$               | 19.9    |
| Long-term debt  |                  | 2,068.9 |
| Total debt  |                  | 2,088.8 |
| Less: Cash and cash equivalents                                     |                  | 223.8   |
| Net debt  | \$               | 1,865.0 |
| Adjusted EBITDA for the trailing twelve months ended <sup>(1)</sup> |                  | 526.3   |
| Ratio of net debt to pro forma adjusted EBITDA                      |                  | 3.5     |

<sup>(1)</sup> Includes adjusted EBITDA directly attributable to FPM in the trailing twelve-month period, including the period prior to Hillenbrand's acquisition of FPM



## Reconciliation of Net Cash Flows

| (in millions)   | Nine Months Ended June 30, |          |
|---|----------------------------|----------|
|   | 2024                       | 2023     |
| Cash flows provided by (used in):                     |                            |          |
| Operating activities from continuing operations       | \$ 24.8                    | \$ 133.6 |
| Investing activities from continuing operations       | (40.2)                     | 25.0     |
| Financing activities from continuing operations       | 13.4                       | 21.4     |
| Total cash used in discontinued operations            | (23.3)                     | (117.0)  |
| Effect of exchange rates on cash and cash equivalents | (0.3)                      | (9.3)    |
| Net cash flows  | (25.6)                     | 53.7     |
| Cash and cash equivalents:                            |                            |          |
| At beginning of period                                | 250.2                      | 237.6    |
| At end of period                                      | \$ 224.6                   | \$ 291.3 |