

SHAPE WHAT
MATTERS FOR
TOMORROW™

HILLENBRAND

Investor Presentation

March 2023



Disclosure Regarding Forward-Looking Statements

Throughout this earnings 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 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.

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

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 financial markets; the impact of contagious diseases, such as the outbreak of the novel strain of coronavirus (“COVID-19”) and the escalation thereof due to variant strains of the virus and the societal, governmental, and individual responses thereto, including supply chain disruptions, loss of contracts and/or customers, erosion of some customers’ credit quality, downgrades of the Company’s credit quality, closure or temporary interruption of the Company’s or its suppliers’ manufacturing facilities, travel, shipping and logistical disruptions, domestic and international general economic conditions, such as inflation, exchange rates and interest rates, loss of human capital or personnel, and general economic calamities; risks related to the Russian Federation’s invasion of Ukraine and resulting geopolitical instability and uncertainty, which could have a negative impact on our ability to sell to, ship products to, collect payments from, and support customers in certain regions, in addition to the potential effect of supply chain disruptions that could adversely affect profitability; the risk of business disruptions associated with information technology, cyber-attacks, or catastrophic losses affecting infrastructure; negative effects of the Linxis Group SAS (“Linxis”) acquisition or other 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 the Linxis acquisition and other 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 Linxis or other acquired businesses disrupt current operations or pose potential difficulties in employee retention or otherwise affect financial or operating results; potential adverse effects of the Batesville divestiture on the market price of the Company’s common stock or on the ability of the Company to develop and maintain relationships with its personnel and customers, suppliers and others with whom it does business or otherwise on the Company’s business, financial condition, results of operations and financial performance; risks related to diversion of management’s attention from our ongoing business operations due to the Batesville divestiture; the impact of the Batesville divestiture on the ability of the Company to retain and hire key personnel; unexpected costs, or similar risks, from the Batesville divestiture and associated transition services, including potential adverse reactions or changes to business relationships with customers, employees, or suppliers, making it more difficult to maintain business and operational relationships or to realize the intended benefits of the divestiture; increasing competition for highly skilled and talented workers as well as labor shortages; 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; cyclical demand for industrial capital goods; the ability to recognize the benefits of any acquisition or disposition, 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; competition in the industries in which we operate, including on price; impacts of decreases in demand or changes in technological advances, laws, or regulation on the revenues that we derive from the plastics industry; our reliance upon employees, agents, and business partners to comply with laws in many countries and jurisdictions; increased costs, poor quality, or unavailability of raw materials or certain outsourced services and supply chain disruptions; the dependence of our business units on relationships with several large customers and providers; the impact to the Company’s effective tax rate of changes in the mix of earnings or 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 United States political and regulatory environment or global trade policy; 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 these and other factors that could cause actual results to differ from those contained in forward-looking statements, see the discussions under the heading “Risk Factors” in Part I, Item 1A of Hillenbrand’s Form 10-K for the year ended September 30, 2022, filed with the Securities and Exchange Commission (“SEC”) on November 16, 2022, and in Part II, Item 1A of Hillenbrand’s Form 10-Q for the quarter ended December 31, 2022, filed with the SEC on February 8, 2023. The forward-looking information in this presentation speaks only as of the date hereof, and we assume no obligation to update or revise any forward-looking information.

FY 2023 Q1 Results

Q1 2023 Highlights

- Completed transformation into a pure-play industrial with close of the Batesville sale
- Revenue up 16%, driven by acquisitions, higher aftermarket parts and service revenue, and favorable pricing; organic revenue³ up 4%
- Backlog of \$1.96 billion, up 14%, or 5% organically³; organic APS backlog³ remains at near-record levels
- Robust demand pipeline across our key growth platforms of durable plastics, recycling and food
 - Integration of recent acquisitions on track with strong volume in food and recycling
 - Recycling innovation center expected to be completed in April 2023

Q1 2023 Performance Milestones^{1,2}



¹ CY and PY results reflect continuing operations, excluding Batesville discontinued operations.

² Adjusted EPS is a non-GAAP measure. See appendix for GAAP reconciliation. See appendix for additional information concerning backlog.

³ Organic comparisons exclude the impacts of the Linxis, Herbold, Peerless, and Gabler acquisitions, the discontinued operations of Batesville, the divested TerraSource Global business, and foreign currency exchange. See appendix for GAAP reconciliations.



Hillenbrand Overview & Strategy

Hillenbrand: A Compelling Investment

Transformed into a pure-play global industrial leader in highly-engineered, mission-critical processing solutions serving customers throughout the product lifecycle

Embedded purpose throughout our organization to drive our commitment to support a more sustainable future for all stakeholders

Well positioned for long-term growth in attractive end markets aligned with secular growth trends

Proven track record of performance enabled by the Hillenbrand Operating Model

Focused on **maximizing shareholder value** through our disciplined capital allocation framework

Our Transformation Journey

Diversify

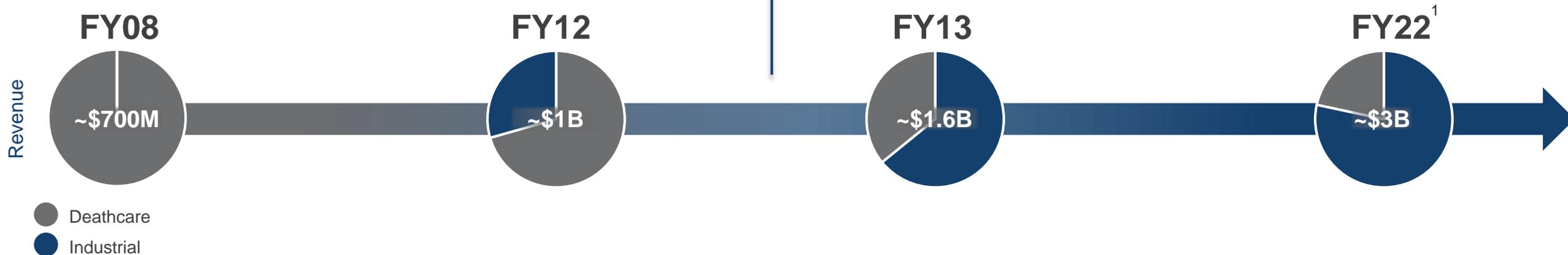
Diversifying from secular declining deathcare into higher-growth industrial end markets through acquisition

Leveraging core capabilities of talent development, strategy management, and lean tools to drive improved performance

Build

Building upon industrial growth platform both organically and through acquisition

Enhancing the Hillenbrand Operating Model into a complete business system for continuous improvement



Batesville Sale in February 2023 Represented Major Milestone in Our Transformation

**Created a
Leading
Pure-Play
Industrial
Company**

**Focused
Portfolio
Aligned to
Secular Growth
Trends**

**Attractive,
Higher
Growth
Financial
Outlook**

Hillenbrand Today: A Pure-Play Industrial Company

Founded

2008

Market Cap¹

~\$3.1B

Global Locations^{2,3}

60+

Employees²

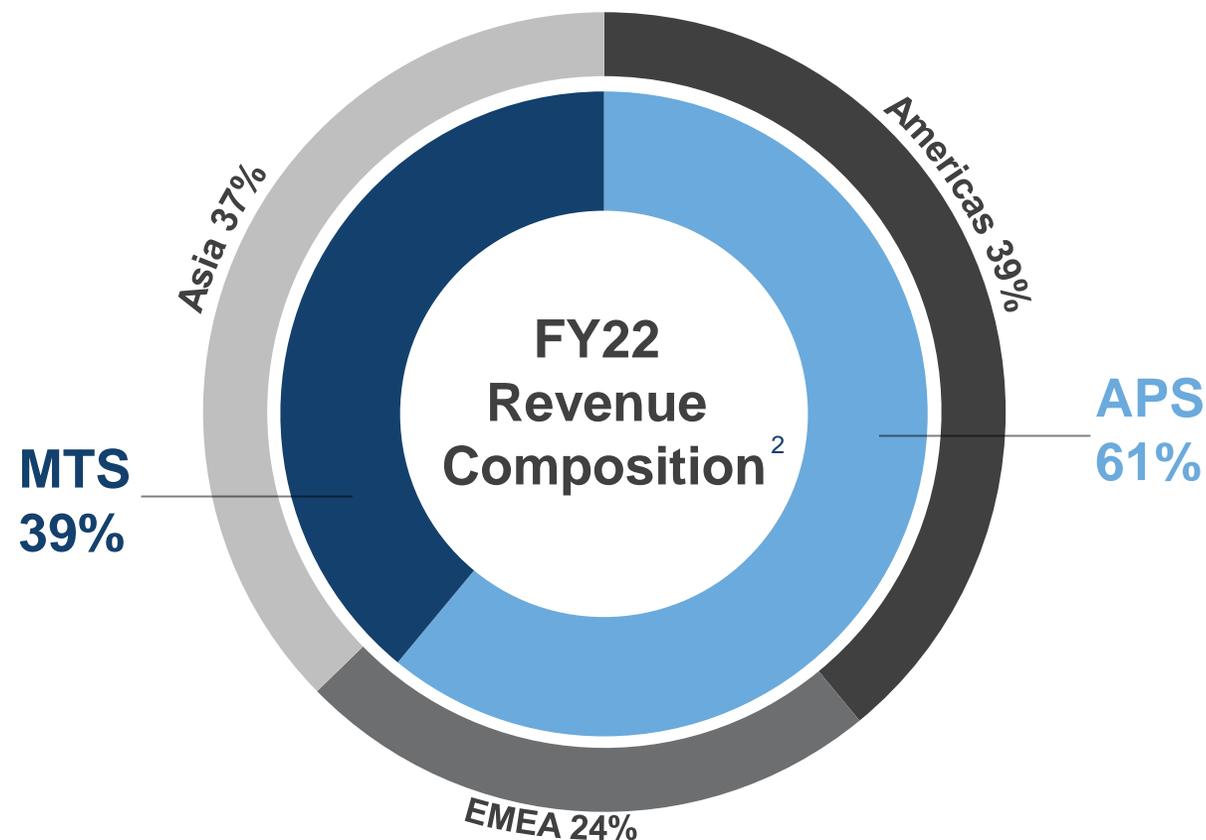
~9k

PF Revenue²

\$2.7B

PF Adj. EBITDA Margin²

17.0%



Global Leader in Highly-Engineered Industrial Processing Equipment and Solutions

Hillenbrand's Shareholder Value Equation



Our Purpose Drives Our Culture

Our Purpose

SHAPE WHAT
MATTERS FOR
TOMORROW™

Our Core Values

Win as One
Partner with Possibility
Make it Matter
Drive to Deliver

How We Embed It

Our People
Our Products
Our Partnerships

Our Renewed Strategy to Drive the Next Chapter of Growth



**Deliver World-Class
Products, Solutions, and
Service to our Customers**



**Continuous Improvement
Driven by Hillenbrand
Operating Model (HOM)**



**Effective Capital
Allocation for Long-Term
Shareholder Value**

Key Platforms for Growth

Established



Plastics & Chemicals

\$15B+

GDP



Molded Products

\$20B+

GDP



Platform

TAM¹

HI Revenue²

Building



Food & Pharma

\$20B+

GDP+



Recycling

\$2B+

GDP++



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

Partnering with Customers Throughout the Product Lifecycle

Aftermarket Revenue

TODAY¹

~\$730M

FY 2025E

~\$900M

High-Single Digit CAGR

Targeting aftermarket to grow faster than capital equipment at **>1.5x the margin**

Key Capabilities



Global Engineering

Differentiated parts and service offerings



Global Footprint

Deploy solutions around the globe to capture opportunity across installed base



Digital / IOT

Digital solutions to avoid machine downtime and productivity loss

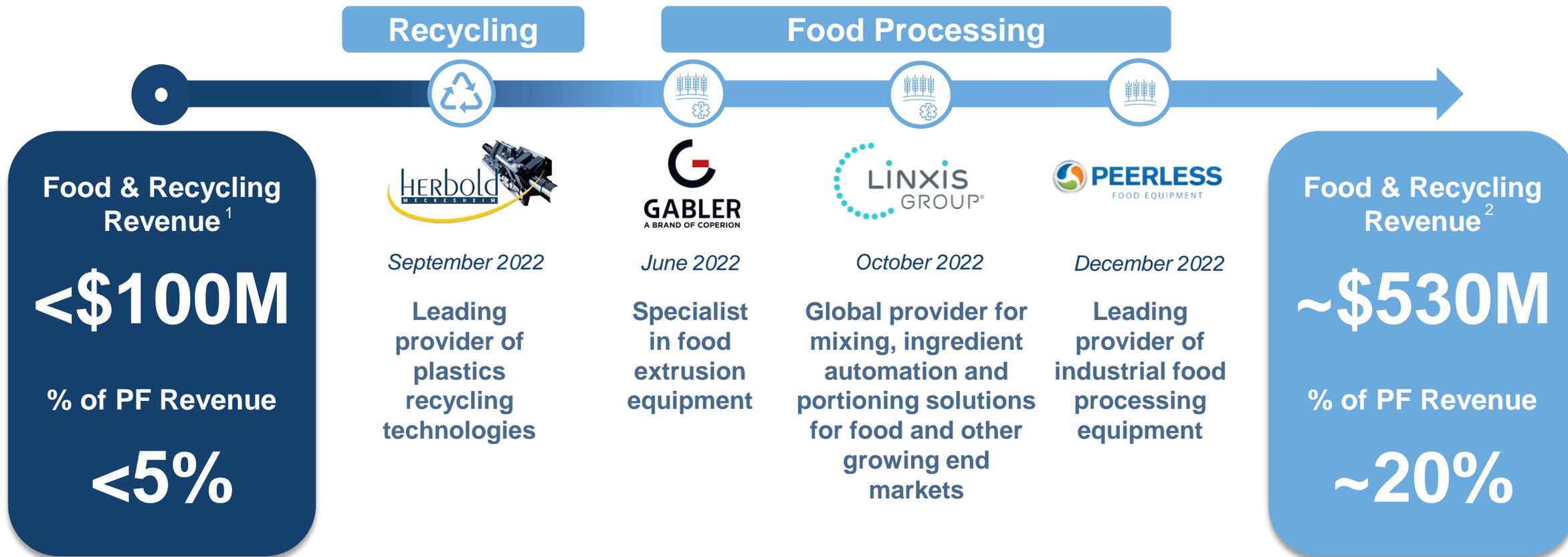


Modernization

Maximizing value through improved efficiency, quality, and output

Supporting Mission-Critical Processes with Equipment Lasting up to 30 Years

Recent Acquisitions Driving Value



Building Scale in Attractive End Markets Underpinned by Secular Growth Trends

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

The HOM Enables Our Proven Track Record of Integration

Our Integration Playbook

- Rapid Strategic Management Process
- 90/180/365 Day **Integration Plan**
- Senior Leader **HOM Immersion**
- Operational & Commercial **Quick Win Identification** & Execution
- Functional Integration into Center of Excellence
- Technology and Infrastructure Assessment
- **Long-Term Synergy Roadmap** – Products, Technology, Operations

Integration Success Highlights

 **coperion** acquired in FY2013

~ **6%**

FX adjusted revenue
CAGR

> **700bps**

of margin expansion¹

 **MILACRON** acquired in FY2020

~ **200bps**

of margin expansion¹

~ **\$80M**

of enterprise-wide run-rate
cost synergy achieved

Applying the Playbook to Recent Acquisitions of Herbold, Linxis Group, & Peerless

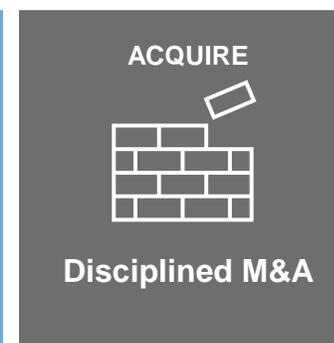
Disciplined Capital Allocation

Maintaining Appropriate Leverage

- Net leverage¹ targets of 1.7x – 2.7x
- Current pro forma leverage¹ of 2.6x

Returning Capital to Shareholders

- Current dividend yield of 1.8%²
- \$325M of share repurchases since FY21



Driving Innovation, Growth, and Efficiency

- Test labs, new product development, sales channel, automation
- Capex target of ~2-2.5% of revenue

Enhancing Growth with Strategic Acquisitions

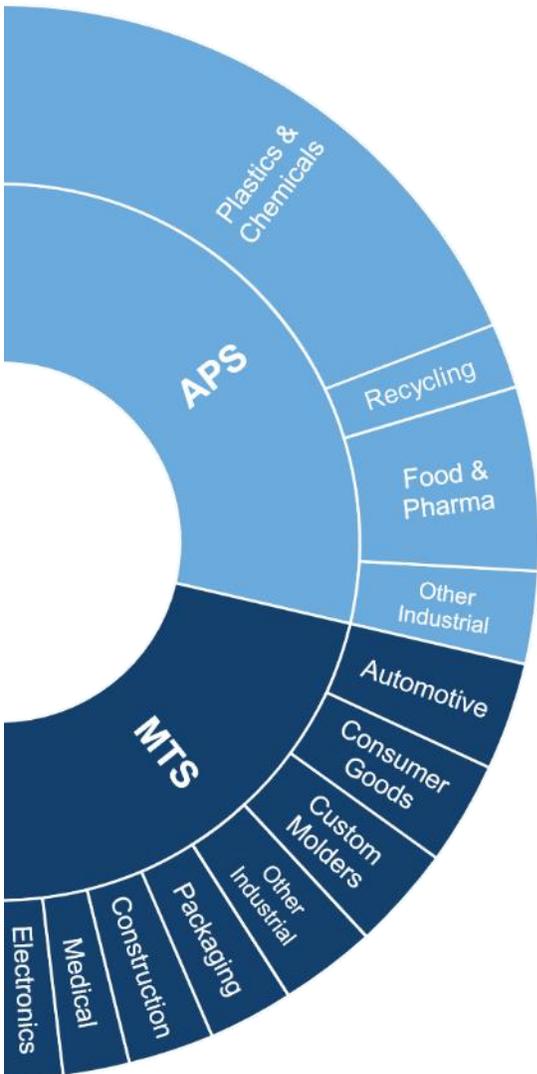
- High strategic fit with compelling financial return targets
 - Accretive to EPS in first full year
 - ROIC > Cost of capital in 3-5 years

~\$1B of Operating Cash Flow Expected to be Generated Over Next 3 Years

A photograph of two women in a factory or industrial setting, wearing safety glasses and work clothes. They are looking at a tablet together. The image is overlaid with a dark blue semi-transparent filter.

Our Operating Segments

Leading Industrial Brands Serving Large, Attractive End Markets



Advanced Process Solutions

>\$35B TAM¹ | GDP¹



Molding Technology Solutions

>\$20B TAM¹ | GDP¹



Shared Core Strengths & Characteristics

Strong brands with **leadership positions**

Highly-engineered and mission-critical solutions

Complementary **processing capabilities** and applications expertise

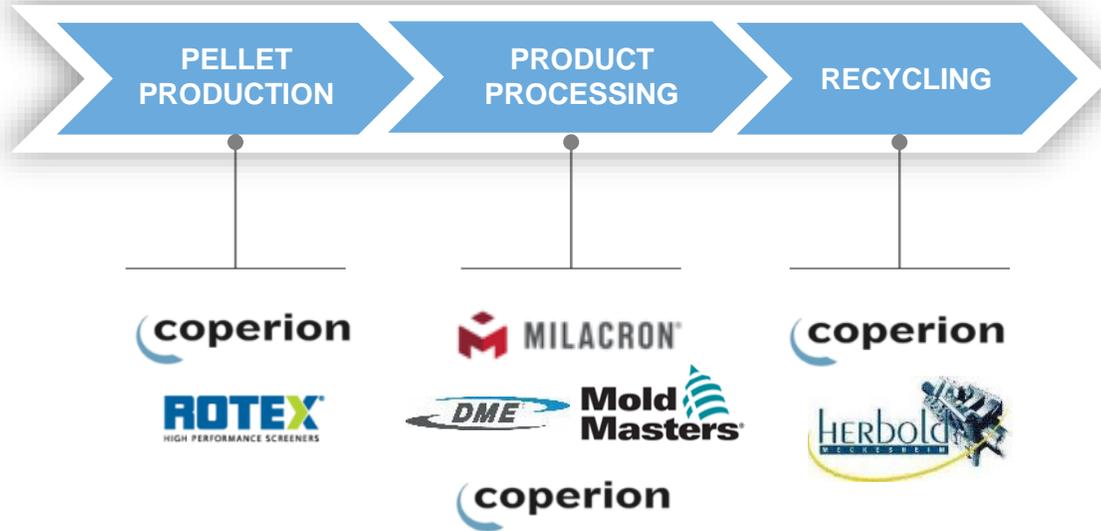
Common **manufacturing, engineering and procurement processes**

Longstanding **customer relationships**

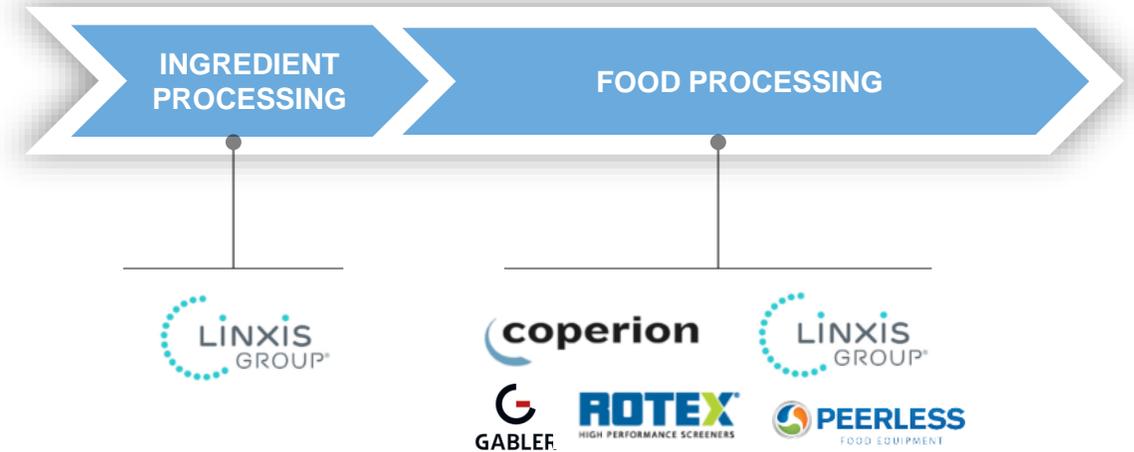
High-margin **aftermarket opportunity**

Leadership Positions Across Plastics and Food Value Chains

PLASTICS VALUE CHAIN



FOOD VALUE CHAIN



Complementary processing requirements allow us to leverage our applications and systems expertise

Highly-engineered, mission-critical equipment serving key processing steps

Deep customer relationships with strong aftermarket capabilities

Advanced Process Solutions (APS)

APS at a Glance

Segment Profile

PF Revenue¹

\$1.7B

PF Adj. EBITDA Margin¹

18.5%

TAM²

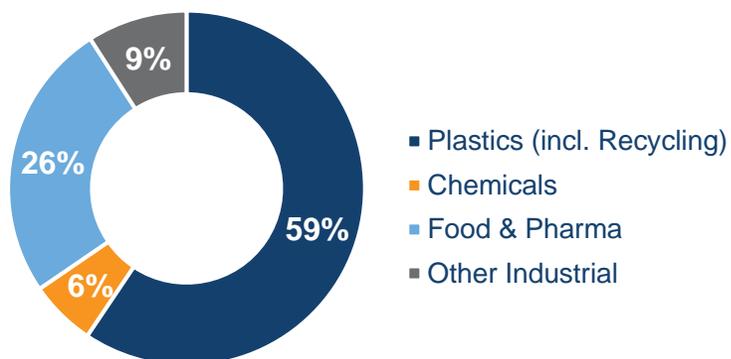
>\$35B

Market Growth²

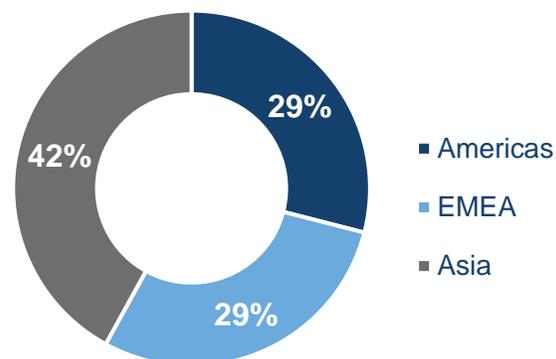
GDP+

Revenue Composition¹

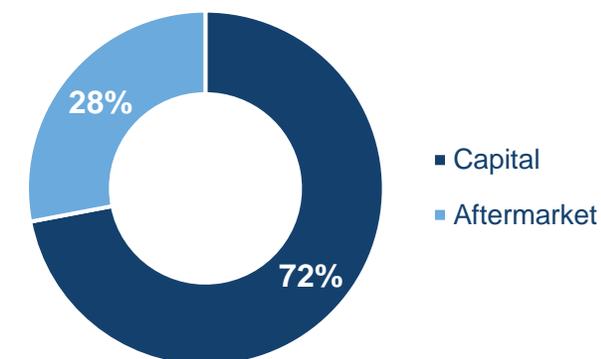
Revenue by End Market



Revenue by Geography



Capital Equipment vs. Aftermarket



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

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)

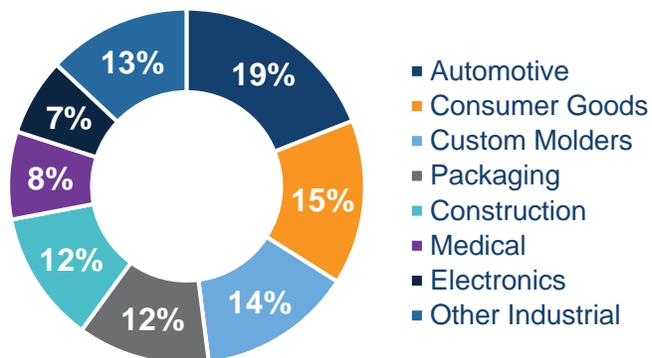
MTS at a Glance

Segment Profile

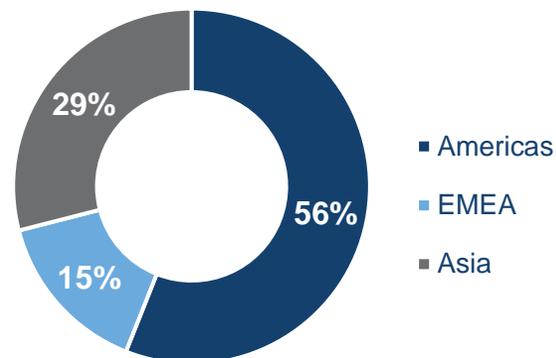
Revenue ¹	Adj. EBITDA Margin ¹	TAM ²	Market Growth ²
\$1.0B	20.7%	>\$20B	GDP

Revenue Composition¹

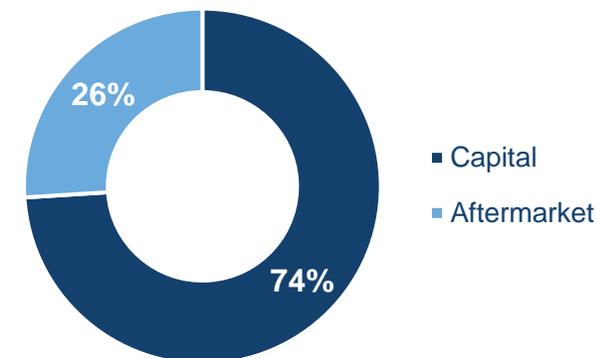
Revenue by End Market



Revenue by Geography



Capital Equipment vs. Aftermarket



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

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**

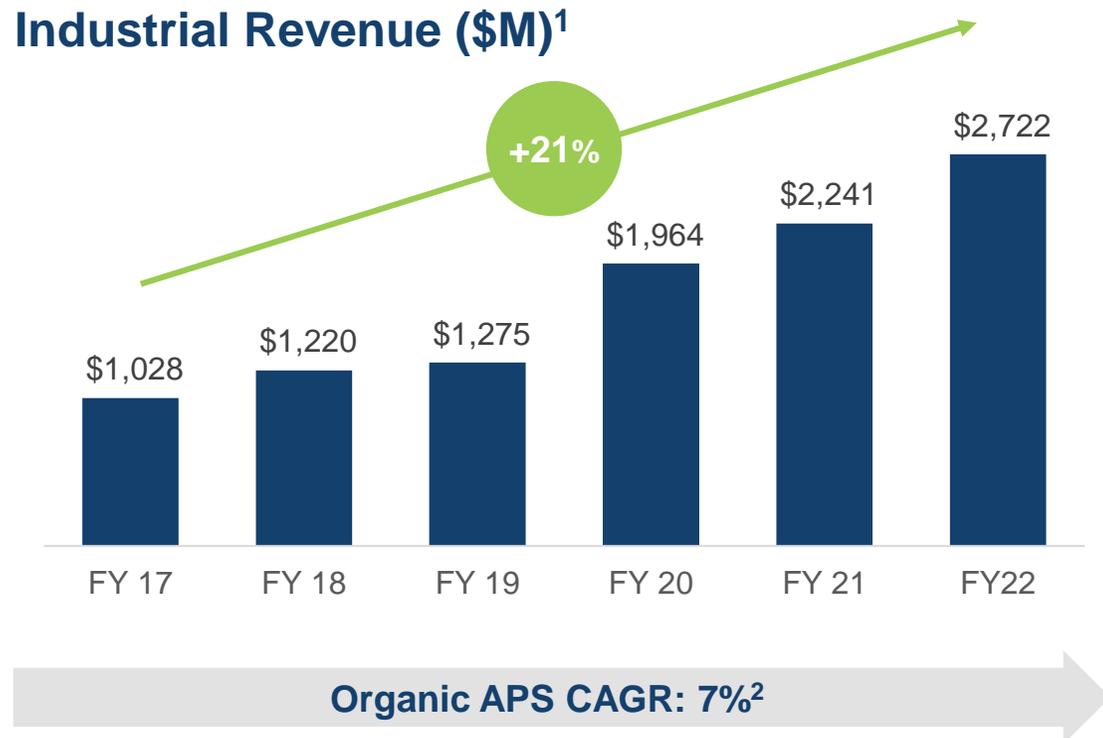
Growth Catalysts & Opportunities

- **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**

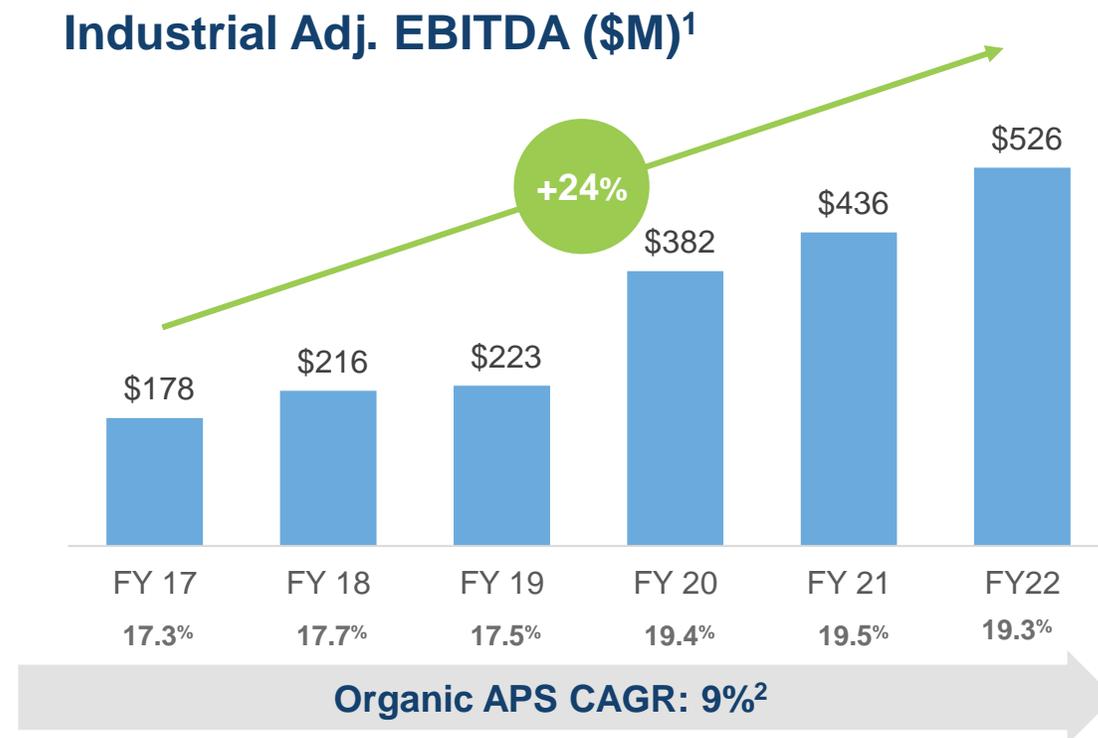
Financial Overview

Strong Track Record of Growth

Industrial Revenue (\$M)¹



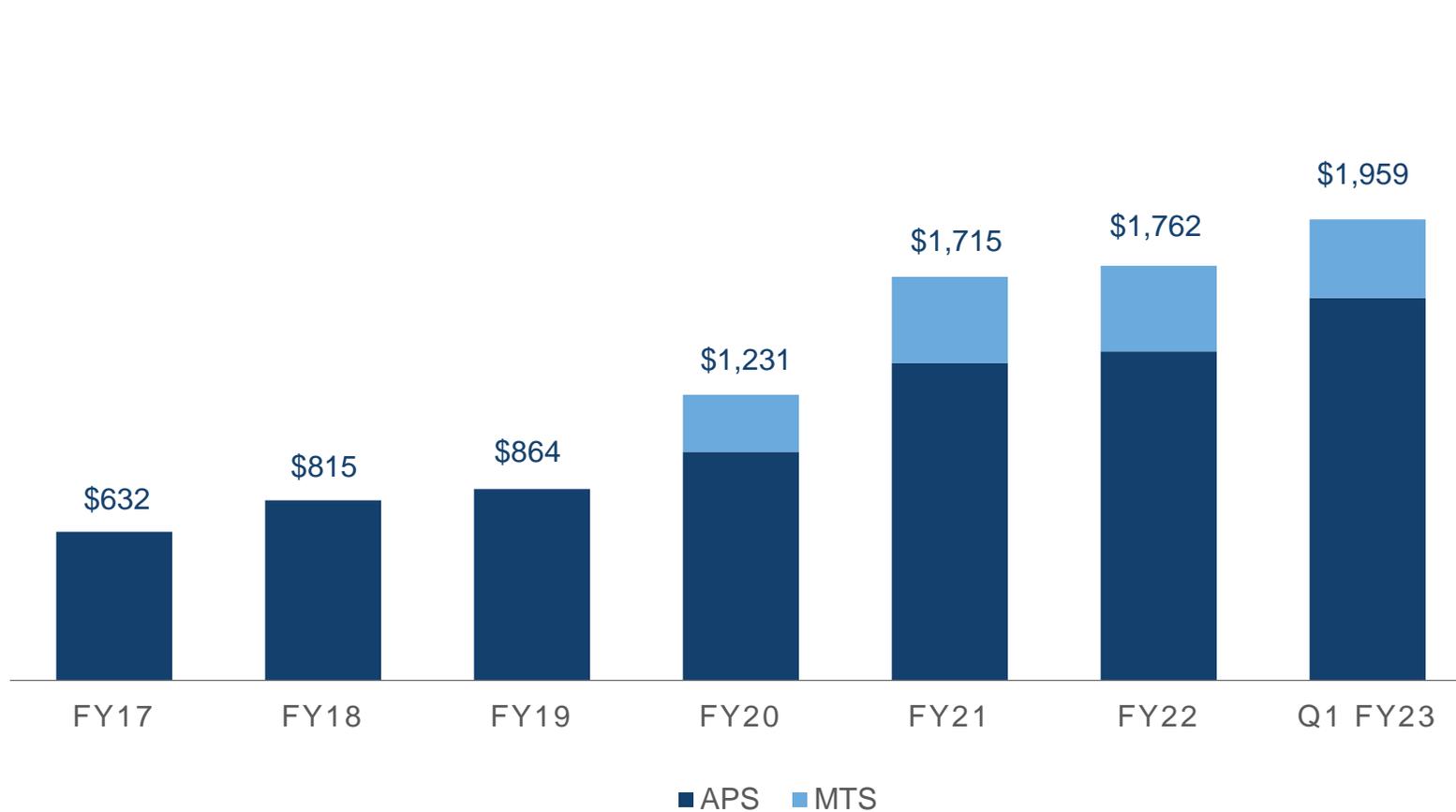
Industrial Adj. EBITDA (\$M)¹



Strong Growth and Margin Expansion Driven by Recent Acquisitions and Aftermarket Mix

Robust Backlog Provides Confidence and Visibility

Backlog (\$M)



Resilient and growing backlog

>20% of backlog scheduled beyond 12 months

Strong pricing practices in place to deliver price-cost coverage >100%

Continued Focus on Driving Working Capital Fundamentals to Generate Strong Cash Flow from Industrial Segments

FY20 – FY22¹

Cumulative Operating Cash Flow

~\$740

Average FCF Conversion²

~125%

Working Capital Turns

~7X

FY23 – FY25E¹

Cumulative Operating Cash Flow

~\$1B

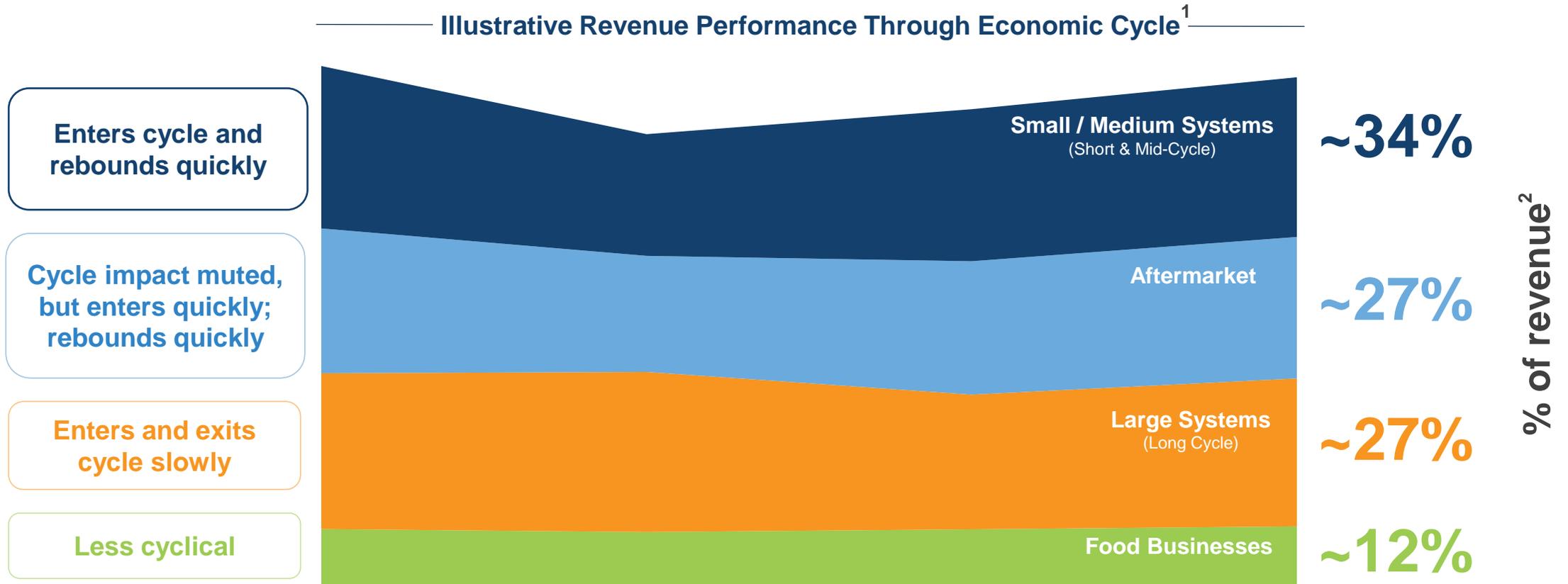
Average FCF Conversion²

~100%

Working Capital Turns

~10X

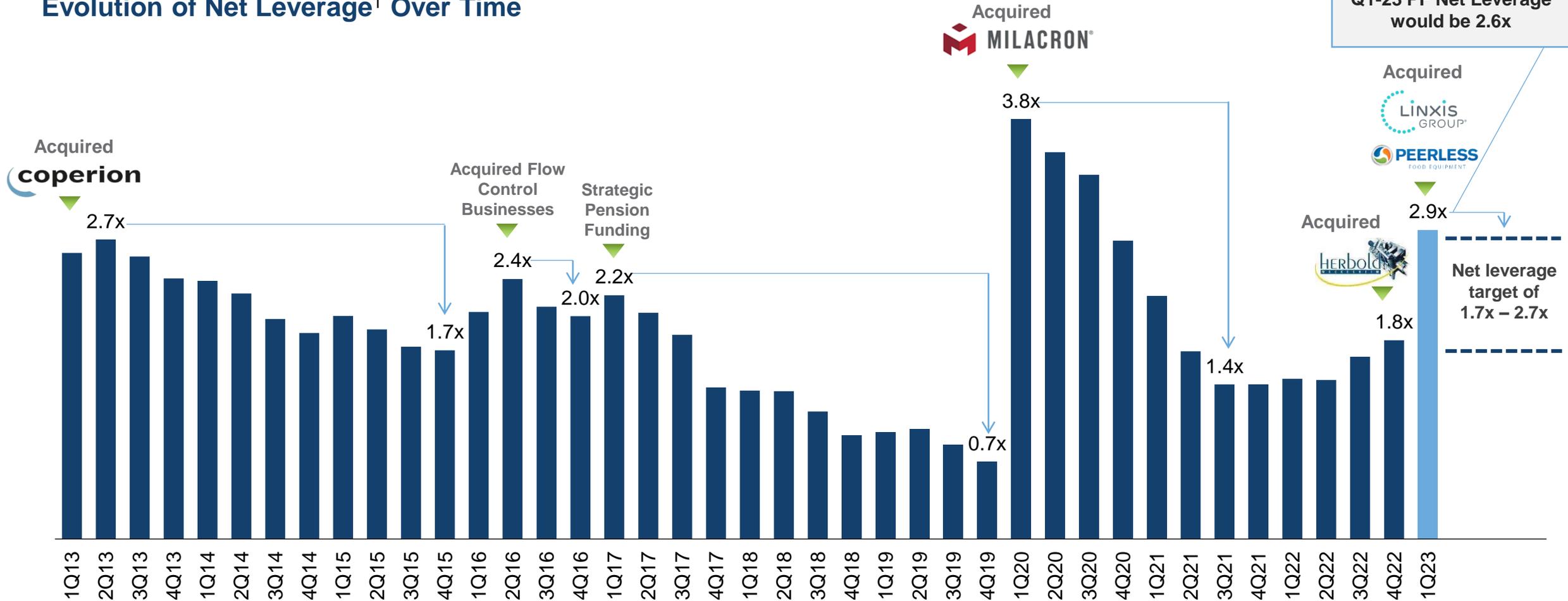
Balanced Industrial Portfolio Reduces Cyclicalty



Allowing for More Stable Overall Performance Through Economic Cycles

Strong Track Record of De-Leveraging

Evolution of Net Leverage¹ Over Time



Appendix

Disclosure Regarding Non-GAAP Measures

While we report financial results in accordance with United States generally accepted accounting principles (GAAP), we also provide certain non-GAAP operating performance measures. We believe this information provides a higher degree of transparency. These non-GAAP measures are referred to as “adjusted” measures and exclude the following items:

- business acquisition, disposition, and integration costs;
- restructuring and restructuring related charges;
- intangible asset amortization;
- Inventory step-up charges;
- certain debt financing activities;
- gains and losses on divestitures;
- other individually immaterial one-time costs;
- the related income tax impact for all of these items; and
- certain tax items related to the divestiture of TerraSource, 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).

One important non-GAAP measure Hillenbrand uses is adjusted earnings before interest, income tax, depreciation, and amortization (“adjusted EBITDA”). A part of our strategy is to pursue acquisitions that strengthen or establish leadership positions in key markets. 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 (loss) income or to diluted EPS, as applicable. Further, Hillenbrand’s measures of adjusted EBITDA, adjusted net income, or 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 net revenue and adjusted EBITDA directly attributable to TerraSource, which was divested on October 22, 2021, as well as recent acquisitions, including Linxis, Herbold Meckesheim, Peerless Food Equipment, and Gabler Engineering, and adjusting for the effects of foreign currency exchange. In addition, the ratio of net debt to pro forma 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 to the trailing twelve months pro forma adjusted EBITDA). Hillenbrand uses organic and pro forma measures to assess performance of its reportable operating segments and the Company in total without the impact of recent acquisitions and divestitures and foreign currency exchange.

Free cash flow (“FCF”) is defined as cash flow from operations less capital expenditures. Hillenbrand considers FCF an important indicator of the Company’s liquidity, as well as its ability to fund future growth and to provide a return to shareholders. FCF does not include deductions for debt service (repayments of principal), other borrowing activity, dividends on the Company’s common stock, repurchases of the Company’s common stock, business acquisitions, and other items.

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, and adjusted earnings per share for fiscal 2023 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 the Advanced Process Solutions and Molding Technology Solutions reportable operating segments compete. Backlog represents the amount of net revenue that we expect to realize on contracts awarded to Advanced Process Solutions and Molding Technology Solutions 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 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. Hillenbrand includes in backlog the full contract award, including awards subject to further customer approvals, which we expect to result in revenue in future periods. In accordance with industry practice, Hillenbrand’s contracts may include provisions for cancellation, termination, or suspension at the discretion of the customer. 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 measure, as that term is defined by the SEC, a quantitative reconciliation is not required or provided.

Q1 FY23 GAAP Reconciliations

Reconciliation of Income to Adjusted Net Income & Diluted EPS to Adjusted Diluted EPS for continuing operations

(in millions)	Three Months Ended December 31,	
	2022	2021
Income from continuing operations	\$ 26.8	\$ 22.2
Less: Net income attributable to noncontrolling interests	2.3	1.1
Income from continuing operations attributable to Hillenbrand	24.5	21.1
Business acquisition, disposition, and integration costs	10.7	7.6
Restructuring and restructuring-related charges	1.0	0.7
Inventory step-up charges	8.0	-
Intangible asset amortization	19.1	13.7
Loss on divestiture	-	3.1
Tax adjustments	(3.5)	(0.2)
Tax effect of adjustments	(11.2)	(4.8)
Adjusted net income from continuing operations attributable to Hillenbrand	<u>\$ 48.6</u>	<u>\$ 41.2</u>

	Three Months Ended December 31,	
	2022	2021
Diluted EPS from continuing operations	\$ 0.35	\$ 0.29
Business acquisition, disposition, and integration costs	0.16	0.10
Restructuring and restructuring-related charges	0.01	0.01
Inventory step-up charges	0.12	-
Intangible asset amortization	0.27	0.19
Loss on divestiture	-	0.04
Tax adjustments	(0.05)	-
Tax effect of adjustments	(0.16)	(0.07)
Adjusted Diluted EPS from continuing operations	<u>\$ 0.70</u>	<u>\$ 0.56</u>

Reconciliation of Reported Revenue to Organic Revenue

(in millions)	Three Months Ended December 31,	
	2022	2021
Advanced Process Solutions net revenue	\$ 412.8	\$ 317.1
Less: TerraSource Global net revenue ⁽¹⁾	-	(2.4)
Less: Acquisitions ⁽²⁾	(105.8)	-
Foreign currency impact	23.6	-
Advanced Process Solutions organic net revenue	330.6	314.7
Molding Technology Solutions net revenue	242.9	248.8
Foreign currency impact	11.2	-
Molding Technology Solutions organic net revenue	254.1	248.8
Consolidated organic net revenue	\$ 584.7	\$ 563.5

⁽¹⁾ The TerraSource business, which was included within the Advanced Process Solutions reportable operating segment, was divested on October 22, 2021.

⁽²⁾ The impact of the acquisitions of Gabler, Herbold, Linxis, and Peerless.

Reconciliation of Reported Backlog to Organic Backlog

(in millions)	December 31, 2022	December 31, 2021
Advanced Process Solutions backlog	\$ 1,625.2	\$ 1,318.4
Less: Acquisitions ⁽¹⁾	(230.9)	-
Foreign currency impact	72.5	-
Advanced Process Solutions organic backlog	1,466.8	1,318.4
Molding Technology Solutions backlog	334.1	406.4
Foreign currency impact	8.1	-
Molding Technology Solutions organic backlog	342.2	406.4
Consolidated organic backlog	\$ 1,809.0	\$ 1,724.8

⁽¹⁾ The impact of the acquisitions of Gabler, Herbold, Linxis, and Peerless.

Ratio of Net Debt to Pro Forma Adjusted EBITDA

(in millions)	December 31, 2022	
Current portion of long-term debt	\$	10.0
Long-term debt		1,890.4
Total debt		1,900.4
Less: Cash and cash equivalents		(193.9)
Less: Cash and cash equivalents held for sale		(0.9)
Net debt	\$	1,705.6
Pro forma adjusted EBITDA for the trailing twelve months ended	\$	583.6
Ratio of net debt to pro forma adjusted EBITDA		2.9

Annual GAAP Reconciliations

Pro Forma Industrial Net Revenue Reconciliation

(in millions)	Year Ended September 30,					
	2017	2018	2019	2020	2021	2022
Consolidated net revenue	\$ 1,590.2	\$ 1,770.1	\$ 1,807.3	\$ 2,517.0	\$ 2,864.8	\$ 2,940.9
Less: Batesville net revenue ⁽¹⁾	(562.0)	(550.6)	(532.9)	(552.6)	(623.4)	(625.6)
Plus: Net revenue from acquisitions ⁽²⁾	-	-	-	-	-	406.2
Pro forma industrial net revenue	<u>1,028.2</u>	<u>1,219.5</u>	<u>1,274.5</u>	<u>1,964.4</u>	<u>2,241.48</u>	<u>2,721.5</u>
Advanced Process Solutions net revenue	1,028.2	1,219.5	1,274.5	1,228.6	1,245.7	1,269.8
Plus: Net revenue from acquisitions ⁽²⁾	-	-	-	-	-	406.2
Advanced Process Solutions pro forma net revenue	<u>1,028.2</u>	<u>1,219.5</u>	<u>1,274.5</u>	<u>1,228.6</u>	<u>1,245.7</u>	<u>1,676.0</u>
Molding Technology Solutions net revenue	-	-	-	735.8	995.7	1,045.5
Pro forma industrial 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>\$ 2,721.5</u>

Note:

⁽¹⁾ Batesville reportable operating segment results excluded from pro forma industrial results

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

Pro Forma Industrial Adjusted EBITDA Reconciliation

(in millions)	Year Ended September 30,					
	2017	2018	2019	2020	2021	2022
Consolidated net income	\$ 128.4	\$ 81.2	\$ 126.2	\$ (53.4)	\$ 255.2	\$ 215.2
Interest income	(0.9)	(1.4)	(1.1)	(3.2)	(3.4)	(5.5)
Interest expense	25.2	23.3	27.4	77.4	77.6	69.8
Income tax expense	59.9	65.3	50.5	34.9	98.6	98.8
Depreciation and amortization	56.6	56.5	58.5	130.6	115.2	108.2
EBITDA	269.2	224.9	261.5	186.3	543.2	486.5
Impairment charges	-	63.4	-	144.8	11.2	-
Business acquisition, disposition, and integration costs	1.1	3.5	16.6	77.2	34.5	31.3
Restructuring and restructuring-related charges	10.7	2.5	10.6	9.3	14.5	3.2
Inventory step-up	-	-	0.2	40.7	-	-
Loss (gain) on divestitures	-	-	-	3.5	(67.1)	3.1
Other	-	-	-	2.6	1.9	3.3
Loss on settlement of interest rate swaps	-	-	6.4	-	-	-
Adjusted EBITDA	281.0	294.3	295.3	464.4	538.2	527.4
Less: Batesville adjusted EBITDA ⁽¹⁾	(141.9)	(120.8)	(114.1)	(127.1)	(160.2)	(127.1)
Plus: Adjusted EBITDA from acquisitions ⁽²⁾	-	-	-	-	-	60.5
Pro forma adjusted EBITDA	\$ 139.1	\$ 173.5	\$ 181.2	\$ 337.3	\$ 378.0	\$ 460.8
Less: Corporate adjusted EBITDA ⁽³⁾	38.6	42.3	42.2	44.2	58.2	65.0
Pro forma industrial adjusted EBITDA	\$ 177.7	\$ 215.8	\$ 223.3	\$ 381.5	\$ 436.3	\$ 525.8
Advanced Process Solutions adjusted EBITDA	\$ 177.7	\$ 215.8	\$ 223.3	\$ 234.5	\$ 234.5	\$ 249.1
Plus: Adjusted EBITDA from acquisitions ⁽²⁾	-	-	-	-	-	60.5
Advanced Process Solutions pro forma adjusted EBITDA	177.7	215.8	223.3	234.5	234.5	309.6
Molding Technology Solutions adjusted EBITDA	-	-	-	147.0	201.8	216.2
Pro forma industrial adjusted EBITDA	\$ 177.7	\$ 215.8	\$ 223.3	\$ 381.5	\$ 436.3	\$ 525.8

Note:

⁽¹⁾ Batesville reportable operating segment results excluded from pro forma industrial results

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

⁽³⁾ Corporate results excluded from pro forma industrial results

Reconciliation of Industrial Cash Flow and FCF Conversion

(in millions)	Twelve Months Ended September 30,			Cumulative FY'20-22
	2020	2021	2022	
Net cash provided by operating activities	\$ 354.8	\$ 528.4	\$ 191.1	\$ 1,074.3
Less:				
Batesville net cash provided by operating activities ⁽¹⁾	(106.0)	(128.7)	(105.3)	(340.0)
Industrial net cash provided by operating activities ⁽²⁾	248.8	399.7	85.8	734.3
Capital expenditures	35.9	40.0	50.3	126.2
Less:				0.0
Batesville capital expenditures ⁽¹⁾	(8.8)	(11.8)	(12.0)	(32.6)
Industrial capital expenditures ⁽²⁾	27.1	28.2	38.3	93.6
Industrial free cash flow	\$ 221.7	\$ 371.5	\$ 47.5	\$ 640.7
Adjusted net income attributable to Hillenbrand ⁽³⁾	\$ 234.6	\$ 285.7	\$ 283.6	\$ 803.9
Less:				
Batesville adjusted net income ⁽¹⁾	(88.8)	(114.1)	(88.6)	(291.5)
Industrial adjusted net income ⁽²⁾	\$ 145.8	\$ 171.6	\$ 195.0	\$ 512.4
Industrial free cash flow to net income conversion rate ⁽²⁾	152%	216%	24%	125%

Note:

⁽¹⁾ Batesville reportable operating segment results excluded from pro forma industrial results

⁽²⁾ Corporate is included

⁽³⁾ See reconciliation on following slide

Adjusted Net Income Reconciliation

(in millions)	Year Ended September 30,		
	2020	2021	2022
Net income attributable to Hillenbrand	\$ (60.1)	\$249.9	\$208.9
Impairment charges	144.8	11.2	-
Business acquisition, disposition, and integration costs	77.2	35.4	31.3
Restructuring and restructuring-related charges	9.3	14.5	3.2
Inventory step-up	40.7	-	-
Intangible asset amortization	71.9	55.7	54.0
Loss (gain) on divestitures	3.5	(67.1)	3.1
Debt financing activities	2.7	2.9	-
Loss on settlement of interest rate swaps	-	-	-
Other	2.6	1.9	3.3
Tax adjustments	(86.0)	9.6	2.1
Tax effect of adjustments	28.0	(28.3)	(22.3)
Adjusted net income attributable to Hillenbrand	<u>\$234.6</u>	<u>\$285.7</u>	<u>\$283.6</u>

Industrial Revenue By End Market

(in millions) End Market	Year Ended September 30, 2022					
	Advanced Process Solutions			Molding Technology Solutions	Total Industrial	
	As reported	Acquisitions	Pro forma	As reported	Pro forma	
Plastics ⁽¹⁾	\$ 925.2	\$ 70.1	\$ 995.3	\$ -	\$ 995.3	
Automotive	-	-	-	196.7	196.7	
Chemicals	101.0	-	101.0	-	101.0	
Consumer goods	-	-	-	159.4	159.4	
Food and pharmaceuticals	91.1	336.1	427.2	-	427.2	
Custom molders	-	-	-	143.9	143.9	
Packaging	-	-	-	130.3	130.3	
Construction	-	-	-	121.3	121.3	
Minerals	49.3	-	49.3	-	49.3	
Electronics	-	-	-	77.6	77.6	
Medical	-	-	-	82.2	82.2	
Other industrial	103.2	-	103.2	134.1	237.3	
Total	\$ 1,269.8	\$ 406.2	\$ 1,676.0	\$ 1,045.5	\$ 2,721.5	

Note:

⁽¹⁾ Revenue related to recycling included in plastics end market

Industrial Revenue By Geographical Markets

Year Ended September 30, 2022						
(in millions) Geographical Markets	Advanced Process Solutions			Molding Technology Solutions	Total Industrial	
	As reported	Acquisitions	Pro forma	As reported	Pro forma	
Americas	\$ 308.4	\$ 170.7	\$ 479.1	\$ 583.0	\$ 1,062.1	
Asia	646.5	60.8	707.3	308.1	1,015.4	
Europe, the Middle East, and Africa	314.9	174.7	489.6	154.4	644.0	
Total	<u>\$ 1,269.8</u>	<u>\$ 406.2</u>	<u>\$ 1,676.0</u>	<u>\$ 1,045.5</u>	<u>\$ 2,721.5</u>	

Industrial Revenue By Products And Services

Year Ended September 30, 2022						
(in millions) Products and Services	Advanced Process Solutions			Molding Technology Solutions	Total Industrial	
	As reported	Acquisitions	Pro forma	As reported	Pro forma	
Equipment	\$ 892.8	\$ 318.3	\$ 1,211.1	\$ 718.2	\$ 1,929.3	
Parts and services	377.0	87.9	464.9	261.9	726.8	
Other	-	-	-	65.4	65.4	
Total	<u>\$ 1,269.8</u>	<u>\$ 406.2</u>	<u>\$ 1,676.0</u>	<u>\$ 1,045.5</u>	<u>\$ 2,721.5</u>	