

Herbalife[®]

Company Overview

September 2025



Forward-Looking Statements

This presentation contains "forward-looking statements" within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. All statements other than statements of historical fact are "forward-looking statements" for purposes of federal and state securities laws, including any projections of earnings, revenue or other financial items; any statements of the plans, strategies and objectives of management, including for future operations, capital expenditures, or share repurchases; any statements concerning proposed new products, services, or developments; any statements regarding future economic conditions or performance; any statements of belief or expectation; and any statements of assumptions underlying any of the foregoing or other future events. Forward-looking statements may include, among others, the words "may," "will," "estimate," "intend," "continue," "believe," "expect," "anticipate" or any other similar words.

Although we believe that the expectations reflected in any of our forward-looking statements are reasonable, actual results or outcomes could differ materially from those projected or assumed in any of our forward-looking statements. Our future financial condition and results of operations, as well as any forward-looking statements, are subject to change and to inherent risks and uncertainties, many of which are beyond our control. Important factors that could cause our actual results, performance and achievements, or industry results to differ materially from estimates or projections contained in or implied by our forward-looking statements include the following: the potential impacts of current global economic conditions, including inflation, unfavorable foreign exchange rate fluctuations, and tariffs or retaliatory tariffs, on us; our Members, customers, and supply chain; and the world economy; our ability to attract and retain Members; our relationship with, and our ability to influence the actions of, our Members; our noncompliance with, or improper action by our employees or Members in violation of, applicable U.S. and foreign laws, rules, and regulations; adverse publicity associated with our Company or the direct-selling industry, including our ability to comfort the marketplace and regulators regarding our compliance with applicable laws; changing consumer preferences and demands and evolving industry standards, including with respect to climate change, sustainability, and other environmental, social, and governance matters; the competitive nature of our business and industry; legal and regulatory matters, including regulatory actions concerning, or legal challenges to, our products or network marketing program and product liability claims; the Consent Order entered into with the Federal Trade Commission, or FTC, the effects thereof and any failure to comply therewith; risks associated with operating internationally and in China; our ability to execute our growth and other strategic initiatives (such as restructuring efforts and increased market penetration in existing markets); the effectiveness and acceptance of new technology-driven initiatives; any material disruption to our business caused by natural disasters, other catastrophic events, acts of war or terrorism, including the wars in Ukraine and the Middle East, cybersecurity incidents, pandemics, and/or other acts by third parties; our ability to adequately source ingredients, packaging materials, and other raw materials and manufacture and distribute our products; our reliance on our information technology infrastructure, and our ability to successfully develop, deploy and integrate artificial intelligence into our business; noncompliance by us or our Members with any privacy laws, rules, or regulations or any security breach involving the misappropriation, loss, or other unauthorized use or disclosure of confidential information; contractual limitations on our ability to expand or change our direct-selling business model; the sufficiency of our trademarks and other intellectual property; product concentration; our reliance upon, or the loss or departure of any member of, our senior management team; our ability to integrate and capitalize on acquisition transactions; restrictions imposed by covenants in the agreements governing our indebtedness; risks related to our convertible notes; changes in, and uncertainties relating to, the application of transfer pricing, income tax, customs duties, value added taxes, and other tax laws, treaties, and regulations, or their interpretation; our incorporation under the laws of the Cayman Islands; and share price volatility related to, among other things, speculative trading and certain traders shorting our common shares.

Additional factors and uncertainties that could cause actual results or outcomes to differ materially from our forward-looking statements are set forth in the Company's filings with the Securities and Exchange Commission, including the Annual Report on Form 10-K for the fiscal year ended December 31, 2024, filed with the Securities and Exchange Commission on February 19, 2025, as supplemented by the Quarterly Report on Form 10-Q for the fiscal quarter ended June 30, 2025 filed on August 6, 2025, including under the headings "Risk Factors" and "Management's Discussion and Analysis of Financial Condition and Results of Operations" and in our Consolidated Financial Statements and the related Notes included therein. In addition, historical, current, and forward-looking sustainability-related statements may be based on standards for measuring progress that are still developing, internal controls and processes that continue to evolve, and assumptions that are subject to change in the future.

Forward-looking statements made in this presentation speak only as of the date hereof. We do not undertake any obligation to update or release any revisions to any forward-looking statement or to report any events or circumstances after the date of this presentation or to reflect the occurrence of unanticipated events, except as required by law.

Non-GAAP Measures

This presentation includes non-GAAP financial measures, including adjusted SG&A, adjusted EBITDA and credit agreement EBITDA. The Company believes that these non-GAAP measures and presentation, which are defined and discussed in greater detail and reconciled elsewhere in this presentation, provide additional useful information to management and investors for assessing our financial performance, as well as other business trends. These non-GAAP measures and presentation do, however, have certain limitations and should not be considered as an alternative to or in isolation from information calculated in accordance with U.S. GAAP. Refer to the Appendix.

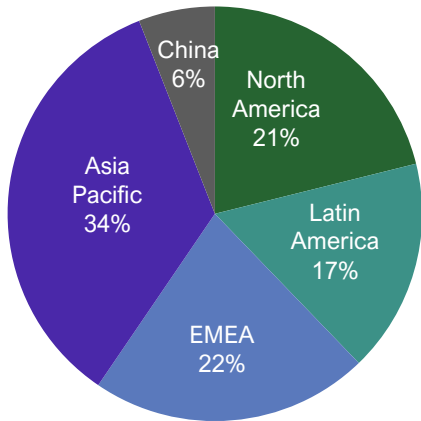
Herbalife-at-a-Glance



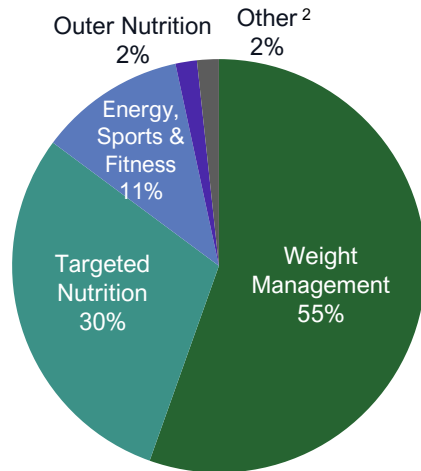
Herbalife is a premier health and wellness company, community and platform that has been changing people’s lives with great nutrition products and a business opportunity for its independent distributors since 1980

- ~140 high-quality branded product types primarily in the categories of weight management, targeted nutrition and sports nutrition
- Use a direct-selling business model to distribute and market our products through a global network of independent members
- Scalable and industry-leading infrastructure driven by “Seed-to-Feed” strategy
 - ~47% of inner nutrition products in 2024 were self-manufactured in our facilities (U.S. and China)
- ~8,600 employees worldwide, ~2,300 in U.S. as of Dec 31 ‘24

2024 Net Sales by Geography



2024 Net Sales by Product Category



\$5.0B
2024
Net Sales

1.7%
2017 – 2024
Net Sales CAGR

12.7%
2024
Adjusted
EBITDA Margin¹

#1
**Protein
Shake**
in the World³

6.2M
Global Members⁴
Across 95 Markets

~64K
Nutrition Clubs
Worldwide⁵
~9.2K
in U.S.⁵

(1) Non-GAAP Measure. Refer to Appendix for further details and reconciliation to most directly comparable U.S. GAAP measure.

(2) Literature, Promotional and Other. Product buybacks and returns in all product categories are included in the Literature, Promotional and Other category

(3) Euromonitor; CH2025ed, protein shake as sports protein powder, sports protein RTDs, meal replacement, supplement nutrition drinks & protein supplements; combined % RSP share GBO for 2024
RSP = Retail Selling Price; GBO = Global Brand Owner

(4) As of Dec 31 ‘24. Members include consumers who purchase products for their own household use and distributors who also wish to resell products or build a sales organization

(5) As of Jun 30 ‘25

Vision

**To be the world's premier
health and wellness company,
community and platform.**

Why Herbalife?



**Competitive Advantage
Through Distribution
Channel and Branding**



**A Global Market Leader
with Well-Recognized
Brand**



**Science-Backed,
High-Quality,
Nutrient Dense Products**



**Large, Growing Global
TAM with Strong
Secular Tailwinds**



**Recent Acquisitions
Drive Growth
and Innovation**



**Excellent Geographic
Diversification**



**Positive Cash Flow
Generation**



**Engaged and Passionate
Management Team with
Proven Track Record**

1 The Power of Our Distribution Channel

Herbalife Generated \$50B of Net Sales Over Last 10 Years

- One-on-One Support
- Personal Connection
- Community Localization
- Celebrating Results
- Relevance Among Emerging Generations



1 Nutrition Club: An Industry Differentiator

Physical Location, Single Servings, Community and Support

- Originated in Mexico in early 2000s
- Brick-and-mortar fosters connection and community
- Independently run and branded by our distributors
- Powered by Herbalife products and technology
- Expanded addressable customer audience through affordable single-serve option
- Offer programs based on interests and needs of their community, including weight-loss challenges and fit clubs, which integrate nutrition with a workout
- Popular go-to-market method worldwide



1 Geographic Spread of ~64,000 Nutrition Clubs Worldwide¹

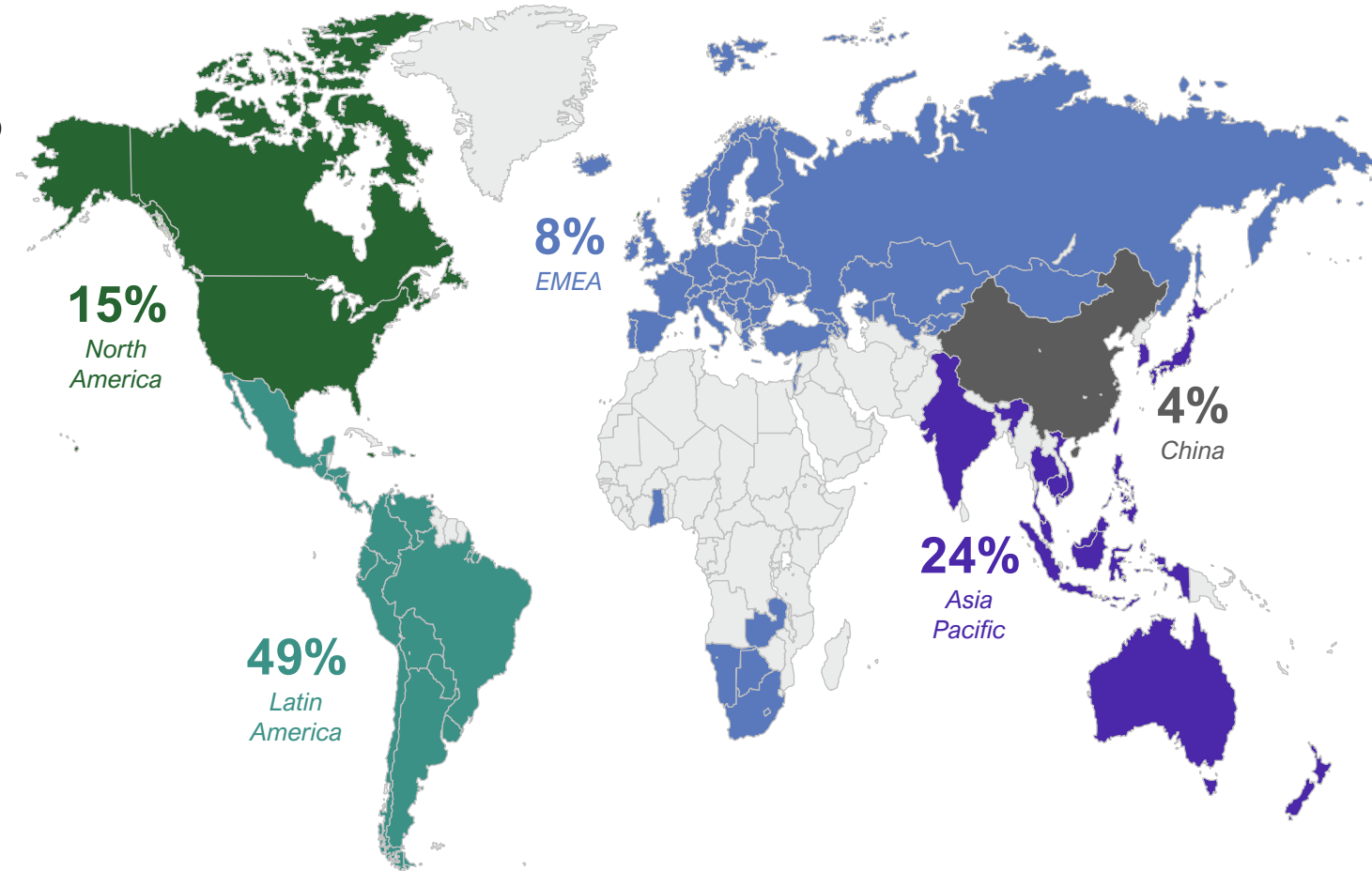
Nutrition Club Overview

- Provide an activity center and community hub
- Model adjusted based upon regional nuances
- Many U.S. clubs moved to food-service style retail model, spawning enhanced growth

2024 U.S. Nutrition Clubs

~9.6K nutrition clubs²
~3.9M unique customers
~50M retail transactions
~\$17.40 average transaction value
~\$870M retail business for our clubs

A Strong Foundation to Grow From



Percentage calculated based on number of regional nutrition clubs to number of global nutrition clubs as of Jun 30 '25

1 Strong Sales Leader Retention Across Markets

Distributors are Key Go-to-Market Differentiators

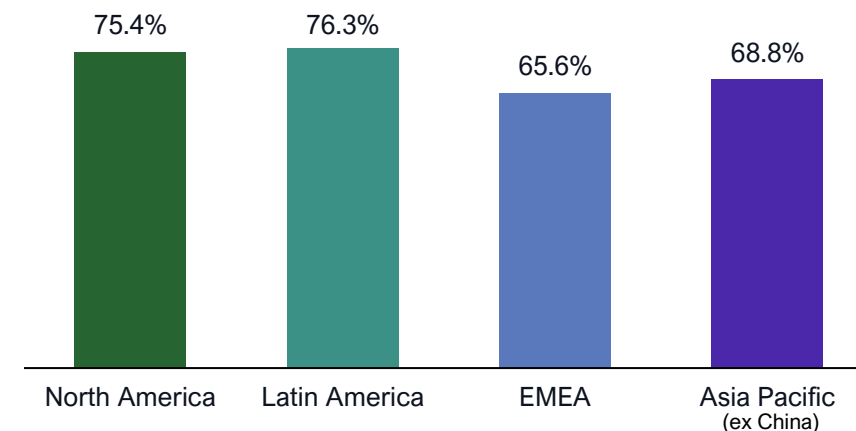
- Supported by Herbalife experts in nutrition, wellness and fitness
- Education and training provided by Herbalife and distributor leaders is believed to strengthen credibility and results with customers
- Proven track record of delivering results by combining Herbalife products with the know-how and support of our distributors
- Customer results supported by positive distributor communities



Sales Leader Retention Rate by Region¹

As of Jan 31 '25

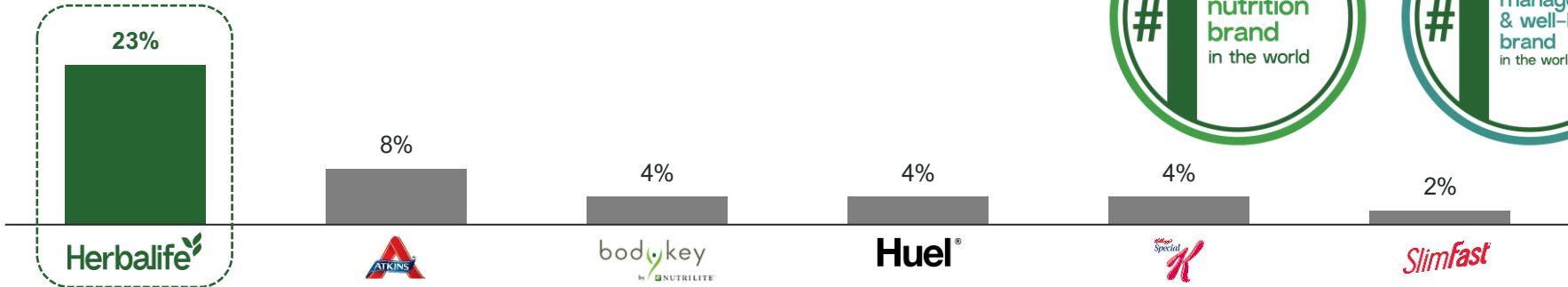
70.3% Global (ex China)



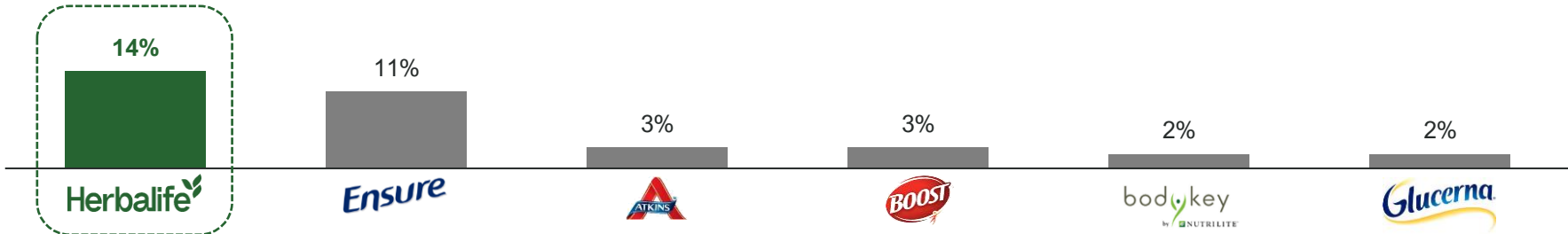
2 A Global Market Leader with Well-Recognized Brand

2025 Global Market Share

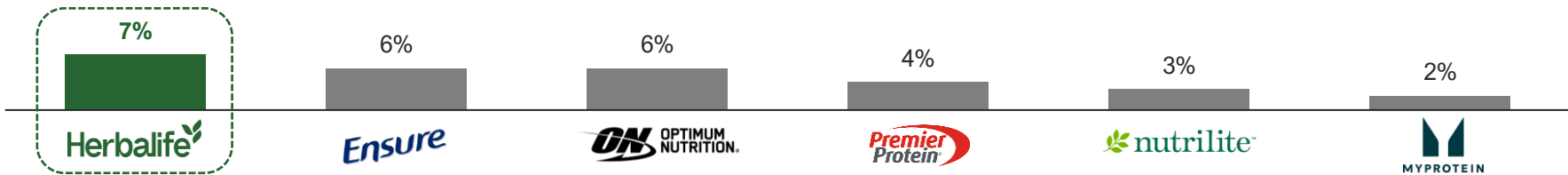
Leaders in Meal Replacement



Leaders in Weight Management¹



Leaders in Protein Shake²



#1 Claims Source: Euromonitor; CH2025ed, **Active & Lifestyle Nutrition** as weight management & wellbeing, sports nutrition, and vitamins & dietary supplements definitions; combined % RSP share GBO for 2024; **Weight Management & Wellbeing** definition; combined % RSP share GBO for 2024; and **Protein Shake** as sports protein powder, sports protein RTDs, meal replacement, supplement nutrition drinks & protein supplements; combined % RSP share GBO for 2024. RSP = Retail Selling Price; GBO = Global Brand Owner

Market Share Source: Euromonitor. Data as of Sept '25.

(1) Weight Management includes: meal replacement, slimming teas, supplement nutrition drinks and weight loss supplements

(2) Protein Shake includes: sports protein powder, sports protein RTDs, meal replacement, supplement nutrition drinks & protein supplements

3 Seed-to-Feed: Cornerstone of Herbalife Excellence

- Seed-to-Feed strategy is rooted in using quality ingredients from traceable sources
- Procurement process for many of Herbalife's botanical products stretches back to farms and includes self-processing of teas and herbal ingredients into finished raw materials at Herbalife's facilities
- Involves high-quality manufacturing of ingredients into finished products, which are produced at both Herbalife's manufacturing facilities and third-party manufacturers
- Supported by significant investments in quality assurance, scientific personnel, product testing and self-manufacturing
- Herbalife has 7 state-of-the-art quality control laboratories around the world conducting robust testing of our raw materials and finished goods, in addition to numerous third-party partners conducting testing on our products
- In-house R&D, manufacturing capability and proprietary distribution channel create a strategic advantage



Herbalife Partners with High-Quality Suppliers to Produce its Formula 1 Meal Replacement Shake and Vegan Line

3 Product Portfolio

Since 1980, Herbalife's science-backed products have helped customers achieve weight loss goals, improve health and experience life-changing results

Category

Weight Management

Targeted Nutrition

Energy, Sports & Fitness

Skincare

Representative Products



MultiBurn™



Herbal Tea



Formula 1
Healthy Meal



Protein Chips



Active Fiber
Complex



Herbalifeline®



Herbalife V
Plant Based
Digestive Support*



Herbalife24
Rebuild Strength



Herbalife24
CR7 Hydration



Herbalife24
Liftoff, Liftoff Max



Herbalife SKIN®



Herbalife SKIN®
Collagen Beauty Booster



vritilife®



Herbalife products are not intended to treat, cure or prevent any disease. These products have been formulated and registered for use and consumption by adults.
* These statements have not been evaluated by the Food and Drug Administration

3 Innovation and R&D Enhances Product and Widens Competitive Moat

Products Formulated for Regional Preferences...



Korea
Pycno® Plus

North America
Herbalife24
Creatine

EMEA¹
Formula 1 Express
Healthy Meal Bars
Cranberry & White Chocolate

Brazil
Shape Control



EMEA¹
Night Mode

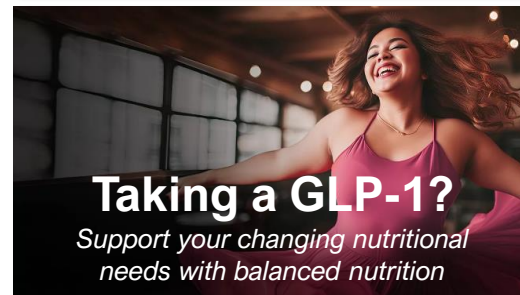
Mexico
Beverage Enhancers

Brazil
OnActive® Drink

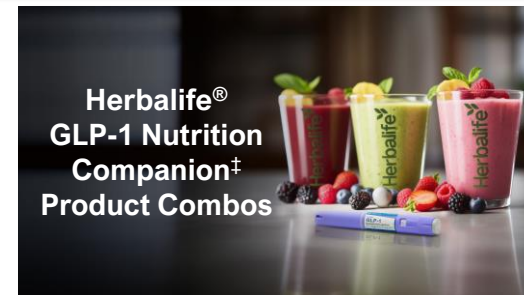
Latin America¹
Golden Beverage

(1) Available in select markets

...And Evolving Consumer Trends



Classic



Vegan
Herbalife V



- Formula 1 Healthy Meal Nutritional Shake Mix
- Protein Drink Mix
- Active Fiber Complex



- Plant-Based Protein Shake
- Plant-Based Digestive Support*
- Plant-Based Greens Booster



Herbalife products are not intended to treat, cure or prevent any disease. These products have been formulated and registered for consumption by adults.

Herbalife does not endorse or sponsor any weight-loss drugs, including GLP-1s.

† The Herbalife® GLP-1 Nutrition Companion is not a drug and has not been clinically evaluated in GLP-1 patients. Consult your physician before you make changes to your diet during medically supervised weight loss.

* These statements have not been evaluated by the Food and Drug Administration

Launched Innovative Non-Pharmaceutical Weight Loss Solutions

MultiBurn™



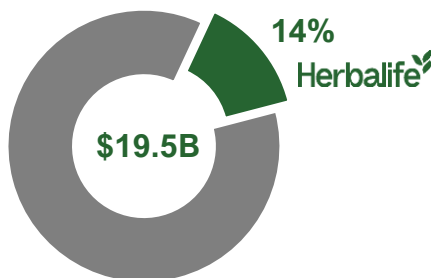
- **All-new, multifunctional weight-loss supplement**
- Next-generation formula supporting metabolic health and weight management*
- Clinically studied botanicals and supporting functional ingredients
 - **Morosil™** supports weight loss, including reduced hip and waist size, and a healthy BMI‡*
 - **Metabolaid®** helps with healthy fat reduction and enhances post-meal satiety‡*
 - **Capsifen™** supports healthy energy expenditure*
 - **Caffeine** stimulates metabolism and provides a feeling of energy and alertness*
 - **Chromium** helps maintain blood sugar levels already within the normal range*
- Designed for daily use, 3 capsules per day
- Easily integrates with a comprehensive weight-loss program, including the Herbalife Evolve Weight Loss Program
- Gluten-free, suitable for vegans and made without synthetic colors or dyes
- Available in U.S.

Herbalife Evolve Weight Loss Program Bundle

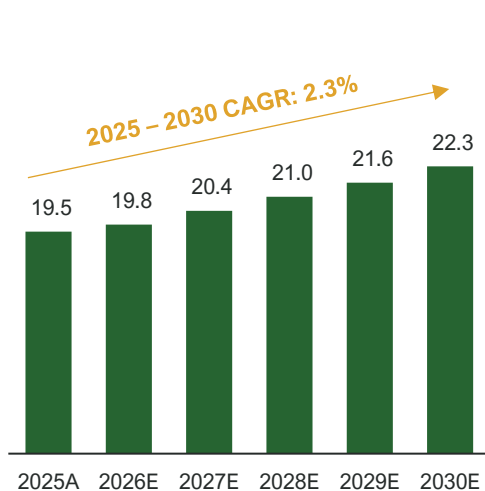


4 Large, Growing Global TAM with Strong Secular Tailwinds

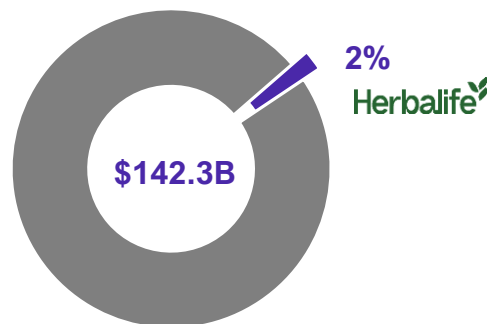
Weight Management¹



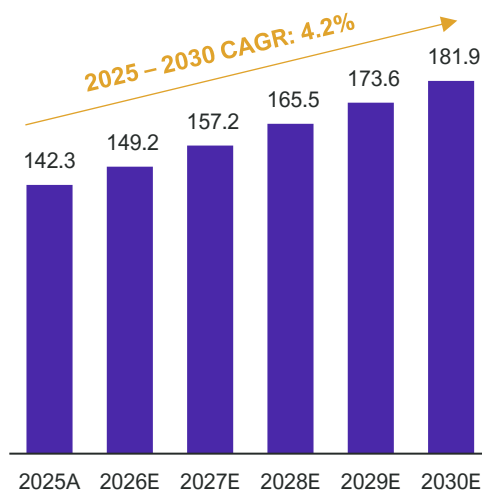
Weight Management Market Size
(RSV \$ billion)



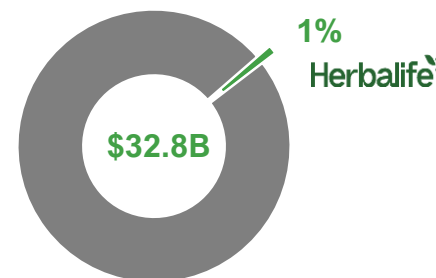
Targeted Nutrition²



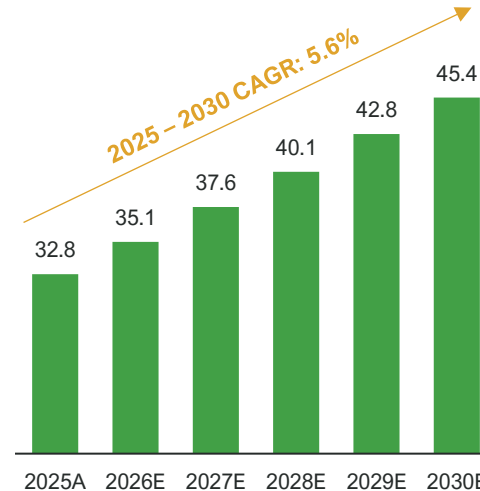
Targeted Nutrition Market Size
(RSV \$ billion)



Sports Nutrition



Sports Nutrition Market Size
(RSV \$ billion)



Secular Tailwinds

- Aging population
- Obesity epidemic
- Increased consumer focus on health and wellness
- Growth of health-conscious middle class in emerging markets
- Attractive demographics and rise of entrepreneurship

5 Recent Acquisitions Drive Growth and Innovation



- Health and wellness digital application company
- Platform designed to deliver tailored health and longevity protocols
- Uses individual biometrics to provide personalized nutrition recommendations
- Platform designed to include features such as:
 - Digital diagnostic
 - AI health assistant
 - Behavior and results tracking

Asset Acquisition



- Established, personalized nutrition manufacturing company
- Unique, proprietary equipment
- Proprietary algorithm software to formulate nutritional supplements
- Ability to leverage Pro2col platform to formulate personalized nutritional supplements
- Facility located in Texas

Asset Acquisition & 51% Ownership*



- Direct-seller of patented ketone supplements
- ~19K independent distributors
- In 37 countries
- Formed in 2014

Asset Acquisition

\$25.5M Total Cash Consideration Paid in April '25

Additional Cash Contingent Payments Possible Based on Future Performance

5 Pro2col: Unlocking Scalable Growth Through a Personalized Wellness Platform

Pro2col



Key features include:

- ✓ Pro2Score and Subscores
- ✓ Hydration tracking
- ✓ Steps and workouts tracking
- ✓ Eating window timer
- ✓ AI food camera
- ✓ AI wellness chat
- ✓ Smart supplement reminders
- ✓ Daily goals and streaks

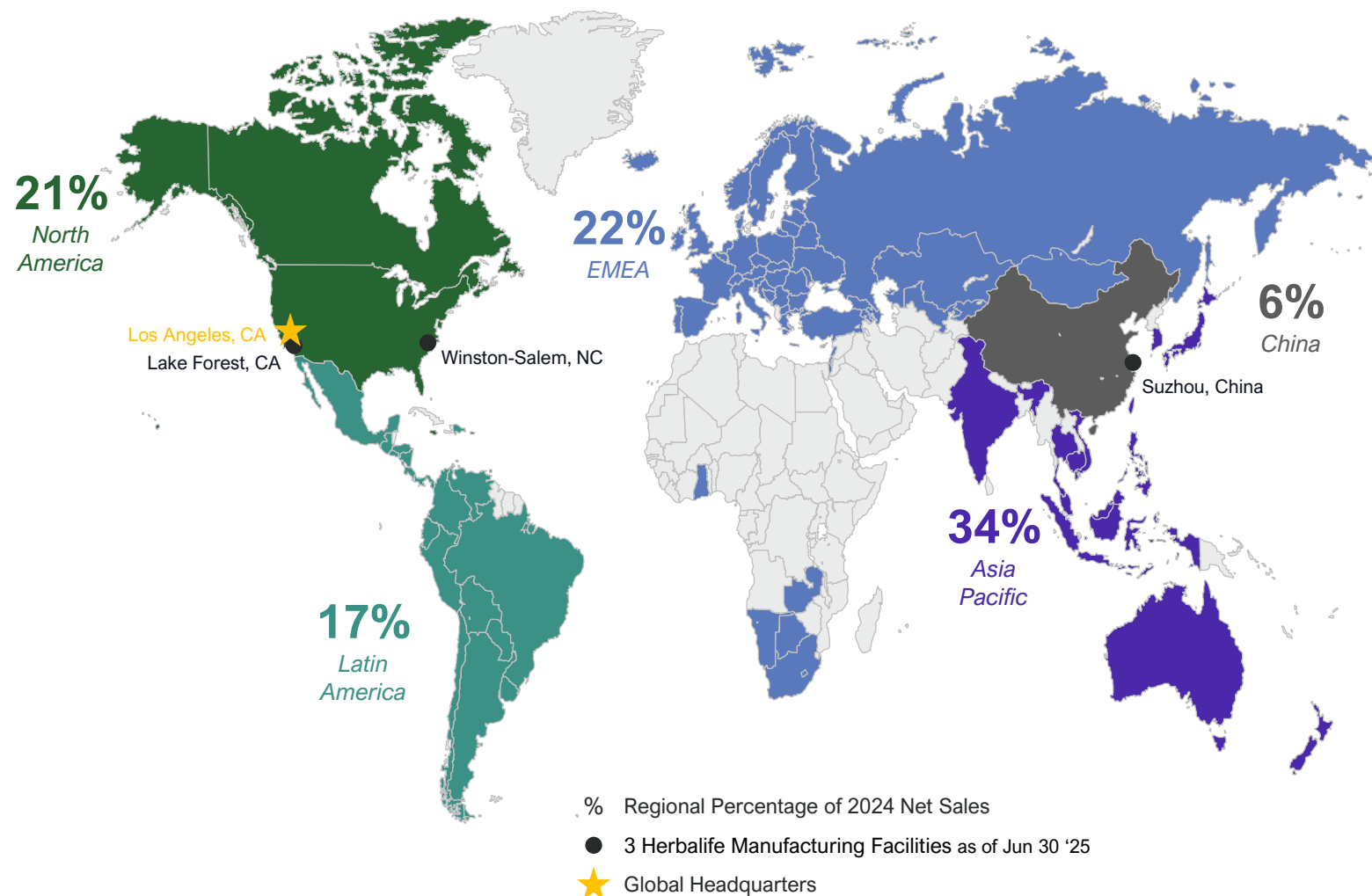
Beta Version Unveiled in July '25

What is Pro2col?

- **Herbalife's next-generation personalized wellness platform**
Built to make healthy lifespan simple, measurable and personal
- **Combines personal data, biomarkers, targeted supplementation, lifestyle habits, coaching and community**
An integrated platform that can turn insights into daily action
- **Featuring Pro2Score**
A proprietary wellness scoring system that visualizes health progress, estimates biological age and breaks down key wellness subscores – designed to bring clarity, motivation and measurable outcomes to customers
- **Delivers a personalized daily plan—your “Pro2col”**
Guiding users through consistent, trackable behavior change to drive long-term health results

6 Excellent Geographic Diversification

Diverse Product Portfolio Sold in 95 Markets Across the Globe



Top 4 Markets Represent
54% of 2024 Net Sales



\$1,026M



\$845M

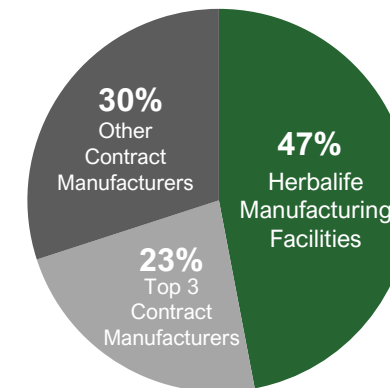


\$539M



\$298M

~47% of Inner Nutrition Products
Produced in Herbalife Facilities

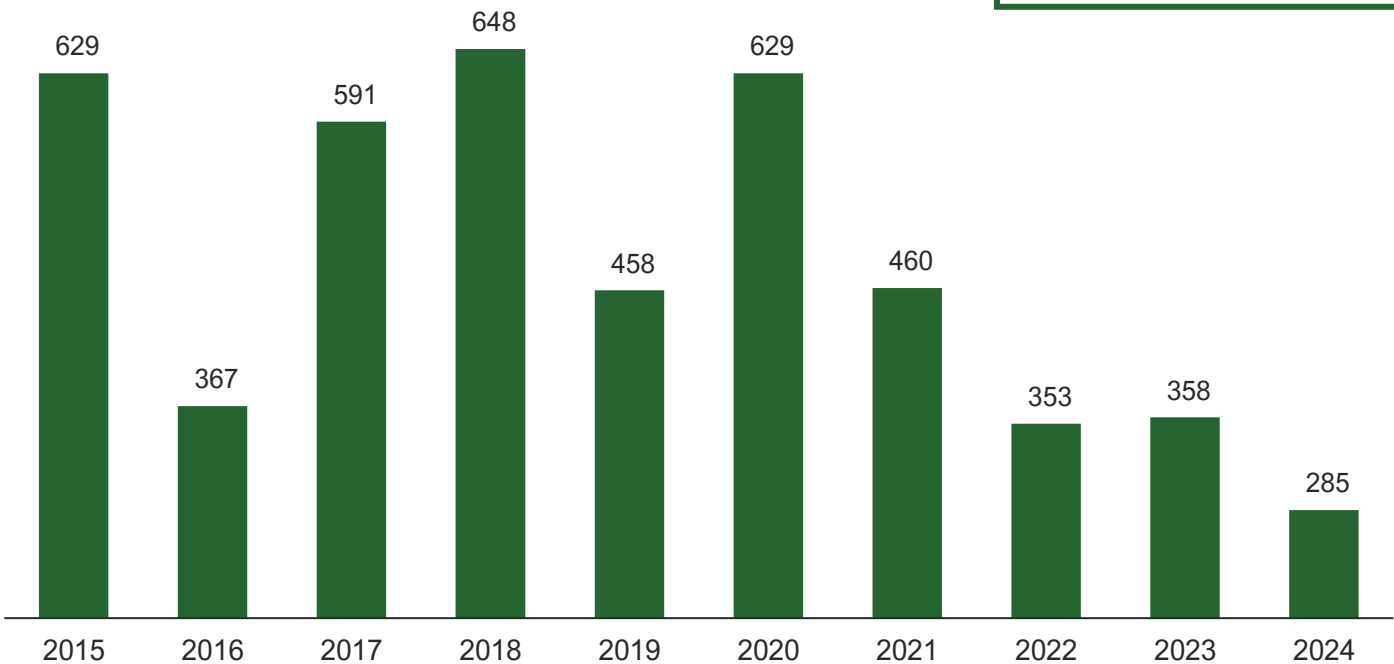


2024 Inner Nutrition
Manufacturing Profile

7 Positive Cash Flow Generation

- Strategic cash flow optimization
- Efficient working capital
- Highly variable cost structure

Cash Flows from Operations
\$ million



(2015 – 2024) 10-Year Cumulative
Cash Flows from Operations:

\$4.8B

Capital Expenditures

79	143	96	84	106	112	151	156	135	122
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Capital Expenditures as a percentage of Net Sales

1.8%	3.2%	2.2%	1.7%	2.2%	2.0%	2.6%	3.0%	2.7%	2.4%
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8 Engaged and Passionate Management Team with Proven Track Record



Michael Johnson
Executive Chairman



Stephan Gratziani
Chief Executive Officer



Rob Levy
President



John DeSimone
Chief Financial Officer



Frank Lamberti
Chief Commercial Officer



Troy Hicks
Chief Operating Officer



Henry Wang
Chief Legal Officer



Blake Mallen
Chief Strategy Officer
President of Pro2col



Michelle Kwait
Chief Human
Resources Officer



Marcus Sengol
Chief Information Officer



Bobby Irani
Chief Accounting Officer



Hanan Wajih
Chief Marketing Officer



Thien Ho
Global Corporate
Communications



Ibi Montesino
Managing Director
North America



Jesus Alvarez
Managing Director
Mexico



Raúl Manrique
Vice President
South and Central America



Chris Stirk
Managing Director
Europe and Africa



Nina Kandelaki
Vice President
Eurasia



Thomas Harms
Managing Director
Asia Pacific



Ajay Khanna
Managing Director
India



Stella Tsai
Managing Director
China

Regional Leaders



● Denotes years of engagement with Herbalife as of Sept '25

Financial Overview

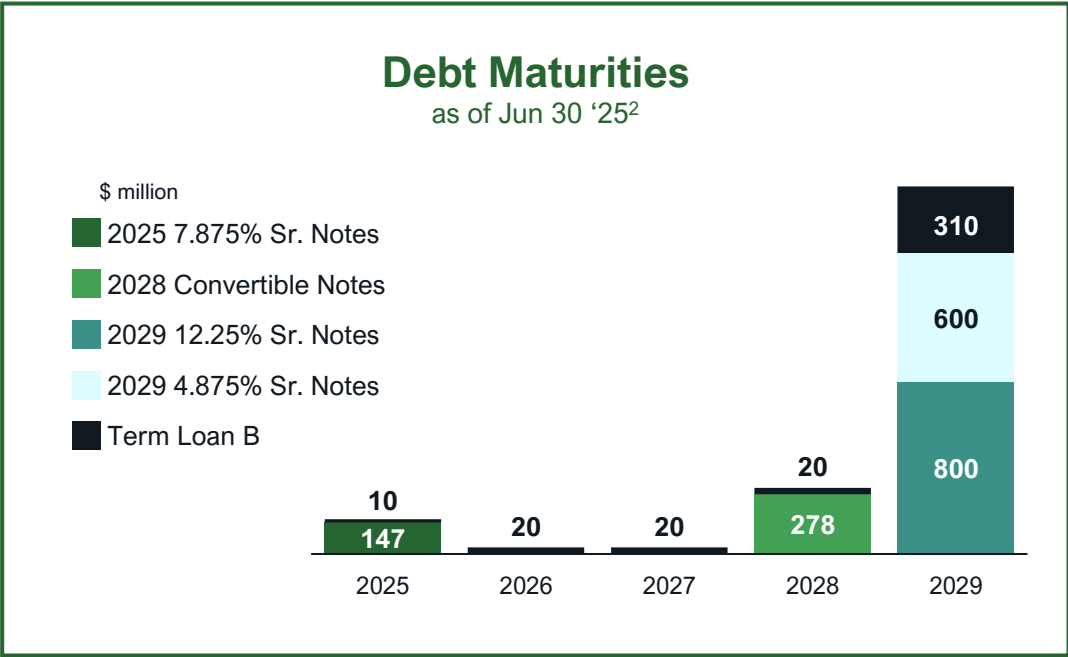
Refer to the Investor Relations section of Herbalife's website at <https://ir.herbalife.com/> for quarterly earnings materials, including financial outlook and other information

Historical Financial Summary

\$ million	2020	2021	2022	2023	2024
Regional net sales:					
North America	1,372.9	1,428.9	1,262.2	1,131.4	1,054.4
Latin America	803.3	822.9	785.8	820.9	832.5
EMEA	1,208.3	1,335.4	1,078.5	1,068.8	1,084.8
Asia Pacific	1,347.7	1,586.1	1,686.9	1,713.9	1,723.8
China	809.6	629.5	391.0	327.4	297.6
Worldwide net sales	5,541.8	5,802.8	5,204.4	5,062.4	4,993.1
YoY % Change	+13.6%	+4.7%	(10.3)%	(2.7)%	(1.4)%
Gross profit	4,391.2	4,563.5	4,030.8	3,871.4	3,888.8
Gross profit margin	79.2%	78.6%	77.4%	76.5%	77.9%
Royalty overrides	1,690.1	1,833.7	1,690.1	1,659.2	1,633.0
Royalty overrides as a percentage of net sales	30.5%	31.6%	32.5%	32.8%	32.7%
Selling, general, and administrative expenses (SG&A)	2,075.0	2,012.1	1,810.4	1,866.0	1,875.4
SG&A as a percentage of net sales	37.4%	34.7%	34.8%	36.9%	37.6%
Adjusted SG&A excluding China service fees ¹	1,522.3	1,635.7	1,580.3	1,606.1	1,620.4
Adjusted SG&A excluding China service fees ¹ as a percentage of net sales	27.5%	28.2%	30.4%	31.7%	32.5%
Adjusted EBITDA¹	848.0 ²	873.5	694.5	570.6	634.8
Adjusted EBITDA ¹ margin	15.3%	15.1%	13.3%	11.3%	12.7%
Credit Agreement EBITDA¹	958.4 ²	979.1	783.5	670.1	728.8

Capital Structure

- \$321M cash on hand as of Jun 30 '25
- \$400M revolving credit facility undrawn as of Jun 30 '25; ~\$355M available for borrowing¹
- Total leverage ratio of 3.0x at Jun 30 '25
- No significant cash repatriation limitations
- In-house bank structure provides ability to consolidate local cash



**Committed to Reduce Debt to \$1.4B Outstanding
by End of 2028, a \$1B Reduction From Q2 '24**

(1) Available borrowings reduced by issued but undrawn letter of credit of ~\$45M against the revolving credit facility as of Jun 30 '25
(2) Represents principal amounts outstanding as of Jun 30 '25

Appendix

Herbalife Network Marketing Program

Herbalife relies on a direct-selling business model to distribute and market our nutrition products to and through a global network of independent members, or Members. Members include consumers who purchase products for their own household use and distributors who wish to resell products or build a sales organization.

Volume Points

- Volume Point (“VP”) values are assigned to each of our products for use by the Company to determine a Member’s sales achievement level and for recognition purposes
- The specific number of VPs assigned to a product is generally consistent across markets
- For strategic reasons, from time-to-time Volume Point values may be adjusted in particular markets or regions

Members

- To become a Member, a person must be sponsored by an existing Distributor and purchase an Herbalife Distributor/Member Pack
- Members can either be Preferred Members¹ or Distributors
- Members receive a 15 – 50% discount
 - Preferred Members¹ / Distributors can renew annually for a nominal fee and retain discounted pricing

Sales Leaders

- To become a Sales Leader, Members must achieve specified VP thresholds of product sales during specified time periods
 - Qualification criteria can vary somewhat by market
- Members, with the exception of China, earn the right to receive royalty overrides upon attaining level of Sales Leader and above, and production bonuses upon achieving level of Global Expansion Team and above
- Requalification occurs January of following full year with status
 - Sales Leaders need to re-qualify every year in order to maintain their 50% discount on products and be eligible to receive additional income
- Sales Leader retention rates vary by country; Global (ex China) is 70.3%²

Supplemental Information

Non-GAAP Financial Measures (unaudited)

Adjusted SG&A, Adjusted EBITDA and Credit Agreement EBITDA

In addition to its reported results calculated in accordance with U.S. GAAP, the Company has included in this presentation adjusted SG&A, adjusted EBITDA and credit agreement EBITDA, performance measures that the Securities and Exchange Commission defines as “non-GAAP financial measures.” Adjusted EBITDA and credit agreement EBITDA are calculated as net income attributable to Herbalife excluding the impact of certain unusual or non-recurring items such as expenses related to restructuring initiatives, expenses related to the digital technology program, gains or losses from sale of property, gains or losses from extinguishment of debt and certain tax expenses and benefits. Adjusted SG&A is selling, general, and administrative expenses calculated in accordance with U.S. GAAP and excludes the impact of certain unusual or non-recurring items, such as those described above. Refer to the reconciliations included herein for further details. Adjusted EBITDA margin represents adjusted EBITDA divided by net sales. Credit agreement EBITDA represents EBITDA adjusted for items permitted under the Company’s senior secured credit facilities.

Management believes that such non-GAAP performance measures, when read in conjunction with the Company’s reported results, calculated in accordance with U.S. GAAP, can provide useful supplemental information for investors because they facilitate a period to period comparative assessment of the Company’s operating performance relative to its performance based on reported results under U.S. GAAP, while isolating the effects of some items that vary from period to period without any correlation to core operating performance and eliminate certain charges that management believes do not reflect the Company’s operations and underlying operational performance.

The Company’s definitions and calculations as set forth in the reconciliations of adjusted SG&A, adjusted EBITDA and credit agreement EBITDA included herein, may not be comparable to similarly titled measures used by other companies because other companies may not calculate them in the same manner as the Company does and should not be viewed in isolation from, nor as alternatives to, selling, general, and administrative expenses or net income attributable to Herbalife calculated in accordance with U.S. GAAP.

Reconciliation of SG&A to Adjusted SG&A

\$ million	2020	2021	2022	2023	2024
Net sales	5,541.8	5,802.8	5,204.4	5,062.4	4,993.1
Selling, general, and administrative expenses (SG&A)	2,075.0	2,012.1	1,810.4	1,866.0	1,875.4
<i>SG&A as a percentage of net sales</i>	37.4%	34.7%	34.8%	36.9%	37.6%
Expenses related to Restructuring Program	—	—	—	—	(69.1)
Expenses related to Transformation Program	—	(12.9)	(12.1)	(54.2)	(13.4)
Digital technology program costs	—	—	(11.9)	(32.1)	(26.7)
Gain on sale of property	—	—	—	—	4.0
Korea tax settlement	—	—	—	(8.6)	—
Russia-Ukraine conflict charges	—	—	(5.5)	—	—
Net expenses related to COVID-19 pandemic	(12.8)	(8.3)	(4.4)	—	—
Non-income tax items, net	—	7.4	—	—	—
Expenses related to regulatory inquiries and legal accruals	(85.9)	(12.5)	—	—	—
Adjusted SG&A	1,976.3	1,985.8	1,776.5	1,771.1	1,770.2
<i>Adjusted SG&A as a percentage of net sales</i>	35.7%	34.2%	34.1%	35.0%	35.5%
China independent service providers service fees included in SG&A	(454.0)	(350.1)	(196.2)	(165.0)	(149.8)
Adjusted SG&A excluding China service fees	1,522.3	1,635.7	1,580.3	1,606.1	1,620.4
<i>Adjusted SG&A excluding China service fees as a percentage of net sales</i>	27.5%	28.2%	30.4%	31.7%	32.5%

Reconciliation of Net Income Attributable to Herbalife to Adjusted EBITDA to Credit Agreement EBITDA and Total Leverage Ratio

\$ million	2020	2021	2022	2023	2024	TTM Jun 2025
Net sales	5,541.8	5,802.8	5,204.4	5,062.4	4,993.1	4,928.5
Net income attributable to Herbalife	372.6	447.2	321.3	142.2	254.3	325.0
Interest expense, net	124.2	148.7	133.2	154.4	206.0	216.0
Income taxes	143.8	113.6	103.5	60.8	(84.9)	(51.9)
Depreciation and amortization	100.3	107.6	115.4	113.3	121.4	120.8
EBITDA	740.9	817.1	673.4	470.7	496.8	609.9
Amortization of SaaS implementation costs	—	—	—	6.0	22.3	21.4
Expenses related to Technology Realignment Program	—	—	—	—	—	3.6
Expenses related to Restructuring Program	—	—	—	—	69.1	7.6
Expenses related to Transformation Program	—	12.9	12.1	54.2	13.4	4.0
Digital technology program costs	—	—	11.9	32.1	26.7	12.5
Gain on sale of property	—	—	—	—	(4.0)	(4.0)
Loss (gain) on extinguishment of debt	—	24.6	(12.8)	(1.0)	10.5	—
Korea tax settlement	—	—	—	8.6	—	—
Russia-Ukraine conflict charges	—	—	5.5	—	—	—
Net expenses related to COVID-19 pandemic	21.2	13.8	4.4	—	—	—
Expenses related to regulatory inquiries and legal accruals	85.9	12.5	—	—	—	—
Non-income tax items, net	—	(7.4)	—	—	—	—
Adjusted EBITDA	848.0 ¹	873.5	694.5	570.6	634.8	655.0
Interest income	8.8	4.4	6.1	11.5	12.3	10.2
Inventory write-downs	20.6	28.8	38.4	28.5	18.9	22.4
Share-based compensation expenses	51.0	54.1	44.4	48.0	50.0	48.3
Other expenses ²	30.0	18.3	0.1	11.5	12.8	9.8
Credit Agreement EBITDA	958.4 ¹	979.1	783.5	670.1	728.8	745.7
Credit Agreement Total Debt³	2,537.2	2,845.8	2,716.9	2,581.1	2,332.7	2,206.5
Credit Agreement Total Leverage Ratio	2.6x	2.9x	3.5x	3.9x	3.2x	3.0x
<i>Net income margin</i>	<i>6.7%</i>	<i>7.7%</i>	<i>6.2%</i>	<i>2.8%</i>	<i>5.1%</i>	<i>6.6%</i>
<i>Adjusted EBITDA margin</i>	<i>15.3%</i>	<i>15.1%</i>	<i>13.3%</i>	<i>11.3%</i>	<i>12.7%</i>	<i>13.3%</i>



(1) Historical amounts have been adjusted to reflect current period presentation

(2) Other expenses include certain non-cash items such as bad debt expense, unrealized foreign currency gains and losses, and other gains and losses

(3) Represents the outstanding principal amount of total debt as of the respective period end

