

HILLENBRAND



**FY2025
SUSTAINABILITY
REPORT**

WELCOME MESSAGE

LETTER FROM THE PRESIDENT & CEO



Dear Stakeholders,

I am pleased to share Hillenbrand's 2025 Sustainability Report which highlights our accomplishments over the past year. 2025 marked a year of significant changes both for Hillenbrand and for our sustainability journey. At the center of the actions we take and the commitments we make is our Purpose to **Shape What Matters For Tomorrow**, which reminds us that we manufacture industrial equipment and systems that positively impact the world around us.

Over the past few years, Hillenbrand has undergone a significant transformation, one that allows us to focus on our core businesses and achieve growth in key end markets. We are determined to face global challenges head-on, support the circular economy, and help our customers meet their critical needs in the areas of durable plastics, food, and recycling.

To help us achieve this commitment, Hillenbrand continued our portfolio transformation this year through the sale of our majority interest in the Milacron injection molding and extrusion business, and the divestiture of our minority stake in TerraSource Holdings. These transactions helped us further focus on our core businesses.

In October 2025, Hillenbrand announced that it had entered into a definitive agreement to be acquired by an affiliate of Lone Star Funds. We anticipate this transaction will close by the end of the first calendar quarter of 2026.

Despite the significant changes to our portfolio, our commitment to advancing our sustainability journey continued in 2025 and continues to be recognized publicly. Hillenbrand was included on Newsweek Magazine's list of America's Most Responsible Companies for the second time, underscoring our ongoing commitment to lead with our Purpose and make a meaningful difference through our sustainable business practices. This recognition, and all that we receive are the result of the hard work of so many people on our team.

I am proud of what we accomplished together in 2025, including how our cross-functional teams worked to mitigate the impacts of tariffs on our business, launched a global performance review process to provide even greater clarity into our strengths and weaknesses and remained resilient through our continued transformation and uncertainties.

Ultimately, despite business changes and shifting reporting regulations, each of us continued to focus

on and execute our sustainability strategy because what matters to our customers, suppliers, and associates matters to us. I hope that you find this report to be a demonstration of Hillenbrand's continued commitment to achieving progress and transparency, and to positively impacting the environments where we operate through our people, products, and partnerships.

Sincerely,

A handwritten signature in blue ink that reads "Kim Ryan". The signature is fluid and cursive.

Kim Ryan
President and Chief Executive Officer

NOTE FROM HILLENBRAND'S CHIEF SUSTAINABILITY OFFICER



Since the start of our fiscal year in October 2024, the ‘sustainability pendulum’ has swung dramatically from one side to the other. Sustainability, if done right, should be focused on pragmatism: doing what is right to meet your stakeholders’ needs. So, as the pendulum swung, our global teams were focused on what we always have been, making meaningful progress for our stakeholders.

Last year, we published a “Sustainability Update” as a step toward the European Union Corporate Sustainability Reporting Directive (CSRD), providing additional disclosures for our stakeholders as we transitioned away from a May reporting period to a January one. Accurately reporting on our progress and demonstrating our commitments in the face of changing requirements is a vital piece of this ever-changing environment.

While these regulations have continued to become a moving target due to a broader geopolitical background, we have spent time ensuring that our actions, and the data that we collect in support of those actions, paints a robust picture of how we uphold our Sustainability program. We have embraced data collection and automation, as well as the shift to Artificial Intelligence (AI) to further support our program.

Charles Kettering, an American inventor, once said, “while the world hates change, it is the only thing that has delivered progress.” I think that theme is fitting for the macro environment that we are in today, shifting regulations, disruptive technology, and a shift of

Hillenbrand’s portfolio. While change is sometimes a challenge, it delivers progress – and without progress there is no growth.

Our spirit of continuous improvement directs us to keep advancing in the face of change or other unknowns and to drive progress for the benefit of our customers, our stakeholders, our associates, and the communities in which we operate around the world.

I am grateful for your ongoing support and for the hard work of thousands of Hillenbrand associates around the world who have contributed to this report. I couldn’t be prouder to lead this work and am grateful to the work of so many people, which are reflected in the pages ahead.

Sincerely,

A handwritten signature in black ink that reads "Tory Flynn". The signature is written in a cursive, flowing style.

Tory Flynn
Chief Sustainability Officer (CSO), VP Corporate Affairs

ABOUT HILLENBRAND



NAME, LOCATION, AND LEGAL STRUCTURE

Hillenbrand (NYSE: HI) (the “Company”/“Enterprise”) is a global industrial company that provides highly engineered, mission-critical processing equipment and solutions to customers in over 100 countries around the world. Sustainability is an interwoven and integral part of our business strategy, and we lead our industries by delivering innovative products and solutions that help address today’s challenges and tomorrow’s needs.

The Company’s Corporate headquarters is located in a leased facility in Batesville, Indiana, United States of America (USA). We own or lease several manufacturing and assembly plants, warehouse distribution centers, service centers, and sales offices located all over the world. The map [on page 11](#) shows our major operations.



Our ~8,200¹ global associates operate from more than 60 locations and are united by a shared Purpose—to Shape What Matters For Tomorrow. Each of our Core Values, Win As One, Partner With Possibility, Make It Matter, and Drive To Deliver helps activate our Purpose

to Shape What Matters For Tomorrow, guides our decision-making, and continually challenges us to be better. Our Code of Ethical Business Conduct (“Code”) serves as a guide to understanding and holding each other accountable to our ethics and compliance standards. Collectively, we work to shape a sustainable world and are committed to positively impacting the environments in which we operate through our people, products, and partnerships.

The Board of Directors (“Board”) oversees Hillenbrand’s Sustainability program through three standing committees: the Audit Committee, Compensation and Management Development Committee, and the Nominating/Corporate Governance Committee (NCGC).

Hillenbrand’s Sustainability Steering Committee, consisting of executive leaders from across the organization, drives the program including reviewing strategies, action plans, key performance indicators, and makes key decisions. Hillenbrand’s CSO, who reports directly to the Company’s President and CEO, reports on the program’s progress to the NCGC each quarter.

This governance structure forms a critical path for the flow of information between Hillenbrand’s businesses and the Board. This structure helps ensure sustainability is fully aligned with our business strategy and is embedded in all stages of our processes at all levels of the organization.

HILLENBRAND OPERATING MODEL

Our strategy and continuous improvement mindset are underpinned by the Hillenbrand Operating Model (HOM), a consistent and repeatable framework designed to produce sustainable business results. It is embedded within our Purpose and continues to evolve to meet the needs of the future. By leveraging HOM, we focus on driving value creation through engineering expertise, innovation and technology, commercial excellence, and service.

The HOM describes the Company’s Purpose, mission, vision, values, and mindset as leaders; applies our management practices in Strategy, People, Operational Excellence, and Innovation & Technology; and prescribes four steps (Understand, Focus, Execute, and Grow) designed to make the Company’s businesses deliver sustainable revenue expansion, profitable growth, and substantial free cash flow.

The Company’s goal is to continue developing Hillenbrand as a world-class global industrial company through the deployment of the HOM to drive product innovation, best-in-class pricing and commercial practices, and margin enhancement through productivity and integration-related synergy realization.

The HOM helps us serve customers through two operating segments: Advanced Process Solutions (APS) and Molding Technology Solutions (MTS).



Hillenbrand was named to America’s Most Responsible Companies 2025 and 2026 lists by Newsweek, highlighting efforts to advance sustainability practices.

1. Employment figure as of September 30, 2025.

Advanced Process Solutions

Our customers are seeking alternative materials that offer durability, lower maintenance, and light weighting opportunities, and we are there to meet their needs with process solutions for advanced materials, including durable plastics.

As plastic usage increases, so does the demand for a circular plastics economy. To provide superior value to our customers, we

offer a full suite of mission-critical recycling technologies and the ability to test entire processes at our recycling innovation center.

Ensuring that the growing global population has access to safe, healthy food is critical. By leveraging innovative technologies across the APS portfolio, we are developing fully integrated systems that help our customers reduce costs and deliver safe, healthy food.



Molding Technology Solutions

Our molding and manufacturing technologies play a key role in a wide range of industries. Driven to innovate, we use our technical expertise to deliver molding solutions for a wide variety of applications including automotive, consumer goods, and packaging.

Consumer and regulatory demands are driving an increased use of recycled materials and recycled content. We partner with our customers to maximize post-consumer recycled (PCR) content to ensure product quality and enable customers to do more with less.



BUSINESS MODEL & STRATEGY

We lead our industries by delivering innovative products and solutions that help address today's challenges and tomorrow's needs. In 2025, we generated combined net revenue of \$2.4 billion* through leading brands in our portfolio that provide solutions for a wide variety of applications, including durable plastics, food and pharmaceuticals, and recycling. We remain committed to delivering on our strategy to grow, enhance, and optimize our business through three key steps:

1. Deliver world-class products, solutions, and services to our customers.
2. Focus on continuous improvement through the deployment of the HOM.
3. Drive long-term shareholder value through disciplined capital allocation.

*Combined net revenue is a non-GAAP measure. See appendix for GAAP reconciliation.

SUSTAINABILITY DRIVEN INNOVATION

Innovation is central to Hillenbrand's strategy for delivering sustainable value to our customers and investors. We see significant opportunities to address global challenges such as waste reduction, plastics recycling, circular economy, energy efficiency, food security, and the light-weighting of electric vehicles through our advanced products and solutions.

Our approach focuses on helping customers overcome these challenges by engineering equipment that enhances efficiency and reduces energy consumption, waste, and raw material use. Each of our brands considers environmental impact throughout the product lifecycle, ensuring our solutions support both performance and sustainability.

Leveraging our deep expertise in industrial processing, we design machinery tailored to specific customer needs, collaborating closely to foster technological innovation and improve quality. Our partnerships extend across the lifespan of our equipment, emphasizing total cost of ownership, optimized energy use, and alignment with customer sustainability objectives.

With a global footprint and proven experience in managing complex technical systems, Hillenbrand delivers lasting value through continuous improvement and lean operational practices. Our commitment to operational excellence drives ongoing product innovation and efficiency gains.

Hillenbrand's products are developed with sustainability in mind - promoting responsible energy and water use, optimizing materials, and minimizing emissions. Guided by the evolving needs of our customers, we are dedicated to accelerating progress toward a more sustainable future.

END MARKETS

Global macro trends, including an expanding global middle class, an increased focus on sustainability, and future supply chain needs, continue to drive demand for our products and solutions. For example:

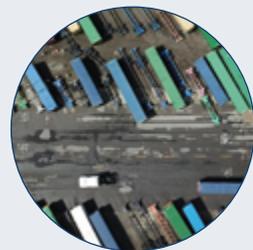
Global Macro Trends



Expanding Global Middle Class



Sustainability



Future of Supply Chain



Opportunities

Material substitution for durability, lightweighting, and lower maintenance
Safe, healthy and accessible food
Sustainable food sources
Electrification
Recycling; recycled and bio-based content in products
In-Region, For-Region



Our Processing Solutions

Advanced materials and durable plastics	
Baked goods, snacks, pet food	
Alternative proteins	
Continuous production battery	
Mechanical, solvent, and chemical recycling	Biodegradable and post-consumer recycled plastics
Global manufacturing and service capabilities	

RECYCLING END-MARKET FOCUS

Through our brands and businesses, we hold leadership positions across the plastics value chain. Our highly engineered, mission-critical equipment is key to several integral processing steps, including pellet production, product processing, and recycling. Plastics play an indispensable role in our lives, and the demand among consumers for plastics, including recycled plastics, continues to surge. The increased demand for recycled plastics is driven by heightened consumer awareness and legislative efforts to promote the circular economy.

In response to this growing market and demand, we are strategically investing in research and development and continuing to develop innovative technical solutions and processes that contribute to long-term waste reduction and support a circular economy.

Our global test centers are a vital part of our Sustainability program. These state-of-the-art facilities have the capacity for testing and development but also incorporate advanced technologies that enable more efficient and precise material processing evaluations. Utilization of our global test centers allows us to continue supporting our customers in achieving their specific and unique sustainability goals.



Coperion Recycling Innovation Center

FOOD END MARKET

Hillenbrand continues to see growth in the food end market due to the necessity for sustainable transformation, innovative processing capabilities, and the adoption of eco-friendly practices beneficial to both the environment and stakeholders.

Customers seek solutions that offer enhanced flexibility, increased efficiency, and less waste in the manufacturing process. To support this, we deliver highly technical solutions that ensure accessibility and minimize food waste while focusing on safe food production, alternative proteins, and packaging.

Technology is used across the food value chain for key processing steps, including ingredient automation, feeding, dosing, material handling, extrusion, mixing,

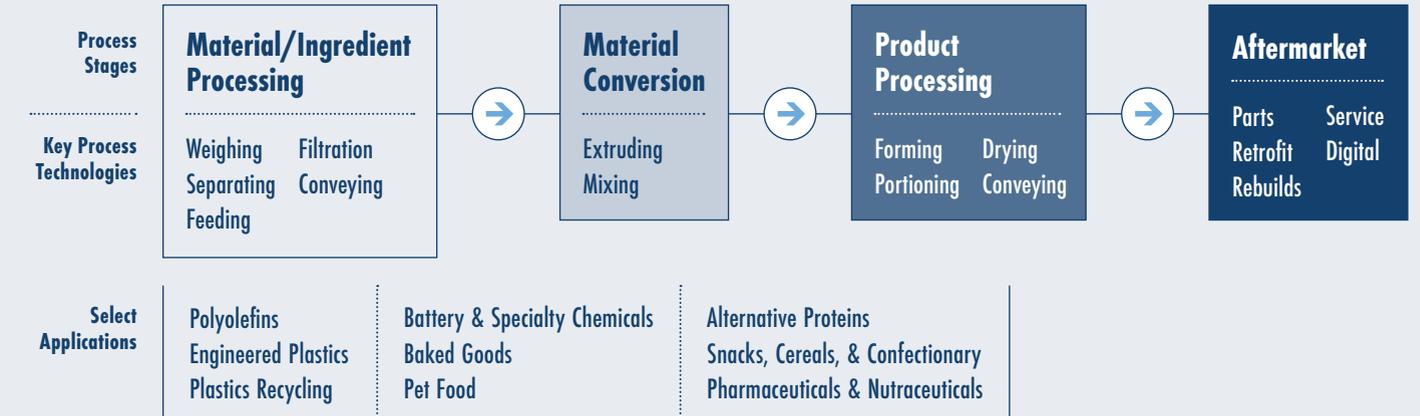
and portioning. By leveraging our process knowledge, application expertise, and technology from across our portfolio, we can develop comprehensive solutions and systems that meet the standards of food safety, efficiency, and quality. We also work to help our customers achieve their production and quality goals and provide them with access to enabling tools.

We are committed to helping our customers create a food-safety culture and are proud of the role our equipment plays in helping them achieve their goals. Our quality assurance team proactively monitors the quality of the products that we source and develop. In addition, our brands develop safety procedures and training for their equipment.

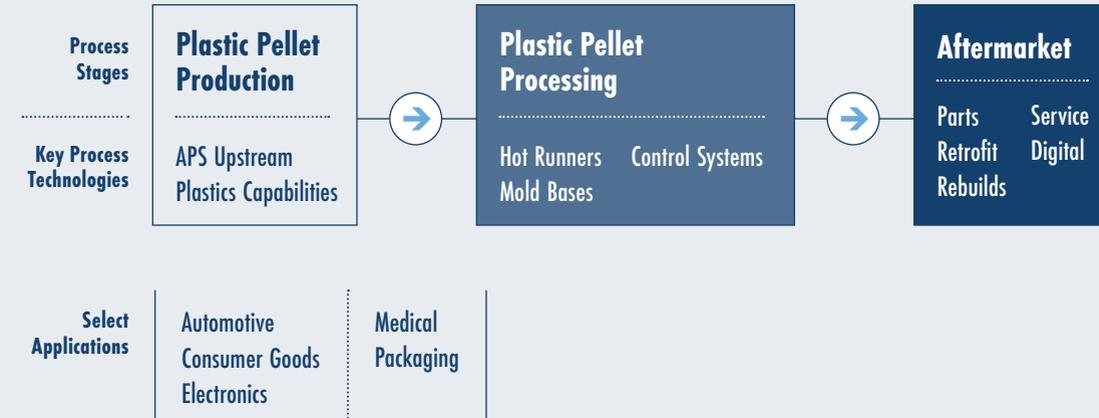


OPERATING SEGMENTS

Advanced Process Solutions



Molding Technology Solutions



Location Of Hillenbrand and Major Operations



- ★ **Hillenbrand Headquarters**
- **APS Major Operations**
Excluding warehouse distribution centers, service centers, and sales offices.
- **MTS Major Operations**
Excluding warehouse distribution centers, service centers, and sales offices.

*Major locations as of September 30, 2025

GOVERNANCE



EVERYONE WHO WORKS for or on behalf of Hillenbrand must follow our Code in addition to all related laws and policies. This includes associates, officers, and agents, as well as members of our Board, who view these topics as an integral part of our compliance program. In 2023, we updated our Code to align more closely with our Purpose and updated some focus areas to guide new topics, including human rights, social media, and sustainability.

Additionally, Hillenbrand provides guidance to all associates regarding corruption in the form of a Global Anti-Bribery, Anti-Corruption Policy Statement, and Compliance Guide (“ABAC Policy”). The ABAC Policy supplements our Code and applies globally to all associates, officers, agents, and Board members of Hillenbrand. Hillenbrand’s anti-corruption program is designed to prevent, detect, and remediate risks of corruption against multiple anti-corruption standards, including, but not limited to, the U.S. Foreign Corrupt Practices Act, the U.K. Bribery Act of 2010, and France’s Sapin II Law.

We work with each business to implement controls on a risk-adjusted basis to increase awareness, limit improper or undesirable behavior, and test the effective implementation of key controls. Compliance with the ABAC Policy and the Code is mandatory. Depending on their respective areas of responsibility, associates, officers, agents, and Board members may be asked to certify their understanding of and compliance with the ABAC Policy and the Code.

We are committed to our ABAC Policy, which is why we continue to maintain the standards we have developed over many years. These standards are consistent with requirements in multiple jurisdictions. In 2025, our ABAC Policy remained the same as international standards did not change.

TRAINING

We provide several targeted training courses on ethics and compliance-related issues throughout the year for our associates, select functional teams, and our Board. These include training courses on relevant policies for associates with responsibility for the respective subject matter. All full-time and part-time associates are trained in the Code. In addition, we deploy an annual recertification process for the ABAC Policy to relevant managers and above, as well as to associates with relevant responsibilities.

COMPLIANCE CONCERN REPORTING

We believe that everyone, without exception, must do their part to maintain our high standards of ethics and integrity. Associates, officers, and Board members are expected to speak up and ask questions, and they are required to make a prompt and full disclosure regarding any concerns they have about potential ethics or compliance-related issues. All agents, business partners, and other third parties are encouraged to speak up if they have a concern or question related to Company business dealings.

As detailed in our Code and communicated in our annual Code training, potential concerns or questions may be reported confidentially to any member of Hillenbrand’s Ethics & Compliance Department, Legal Department, Audit Committee of the Board, or an associate’s manager, supervisor, or Human Resources representative. Additionally, a toll-free Code of Ethics & Compliance Help Line and a web portal are available to

confidentially raise concerns or questions. Anonymous reporting is also supported, where allowed by law, as part of our concern-raising process, and is sometimes referred to as the “whistleblower” process by outside parties. Since 2023, we have taken steps to ensure that we are implementing concern reporting requirements around the European Union (EU) Whistleblower Directive and the German Supply Chain Law (LkSG).

Hillenbrand believes that it is in the best interest of the Company to vigorously enforce the Code. When a violation of the Code, applicable policies, or the law occurs, appropriate disciplinary action will be taken, up to and including termination of employment. Hillenbrand will not tolerate retaliation against anyone who reports a problem in good faith, nor will we tolerate retaliation against anyone who participates in an investigation.

Any information reported through our third-party reporting hotline, or any other channel will be treated confidentially. If an investigation is needed, information may be shared on a need-to-know basis. Hillenbrand may also be required by law to report certain types of activities.

As an indication of our efforts to encourage a healthy environment for reporting, in fiscal year 2025, the Ethics & Compliance Department logged 159 reports about potential concerns or questions, which is in line with the external benchmarks on which the Company focuses. In fiscal year 2024, we logged 151 reports. All reports were duly investigated or resolved in accordance with the Code and applicable procedures.

EXECUTIVE COMPENSATION

We believe that Hillenbrand’s executives should be fairly compensated for creating appropriate long-term returns for shareholders. Our Compensation Committee has adopted an executive compensation philosophy that is published in our annual proxy statement and describes the principles of our executive compensation program.

The central theme of the compensation philosophy of Hillenbrand and our Compensation Committee is that a significant portion of executive officer compensation will be performance-based and, therefore, at risk. In other words, it is not guaranteed, as it is based on Company and individual performance.

Hillenbrand’s executive compensation program and annual incentive payouts for executives include various qualitative performance goals for the Executive Management Team (EMT), including efforts on sustainability, inclusion and talent management priorities.

In addition, at each Annual Meeting of Hillenbrand’s shareholders since 2011, we have held a “Say on Pay vote,” which is a non-binding advisory resolution that states that shareholders approve the compensation paid to Hillenbrand’s named executive officers. The Compensation Committee carefully considers the results of this vote each year. Company shareholders have approved the “Say on Pay vote” with more than 94% support each year for the past 10 years, including 98.46% support in February 2025.

HOW WE APPROACH SUSTAINABILITY



SINCE THE INCEPTION of our Sustainability program, Hillenbrand has been committed to positively impacting the environments where we operate through our people, products, and partnerships. We formally established our program with the publication of our 2020 Sustainability Report and have since released a new report every year.

Our sustainability strategy is informed through our double materiality assessment and tied to our overall business strategy. We implement sustainability through the HOM and use it to drive standards in performance across the organization. Each Sustainability Report further emphasizes our commitment to heightened transparency, showcasing our progress in areas deemed by stakeholders as “material”, as well as the evolution of our sustainability strategy. Further, our data is reviewed consistently through our Performance Operating Metrics throughout the Enterprise.

The use of “material” or “materiality” in this report is not related to, or intended to convey, matters or facts that could be deemed “material” to a reasonable investor as referred to under U.S. securities laws or similar requirements of other jurisdictions.

To enhance transparency, we published a Sustainability Update in May 2025. In this update we provided a “mid-year” update and realigned our data to shift our reporting to Fiscal Year to further align to the CSRD and other sustainability-related regulations which require that we adjust our reporting to align our data to our fiscal year. With this report, and as we move forward, our Sustainability Report aligns with our financial data and upcoming sustainability regulatory timelines.

As such, data in this report represents that of all business entities owned on September 30, 2025, unless otherwise

noted. Notable changes in the Company’s portfolio during 2025 include the sale of our majority interest in the Milacron injection molding and extrusion business (“Milacron”), which took place at the end of March, and the divestiture of our minority stake in TerraSource Holdings at the beginning of July. These transactions helped us further focus on our core businesses.

In October, Hillenbrand announced that it had entered into a definitive agreement to be acquired by an affiliate of Lone Star Funds. We anticipate this transaction will close by the end of the first calendar quarter of 2026.

We remain committed to embedding sustainability into our business decisions and overall strategy, recognizing that this approach not only strengthens long-term value but also supports our customers and the broader value chain. As global regulators introduce mandatory Sustainability Reporting Standards, we have proactively adapted our reporting timeline and content this year to further align with these requirements. These changes reflect our dedication to operating a pragmatic Sustainability program, transparency, and the integration of sustainability as part of how we do business.

The European Sustainability Reporting Standards (ESRS) informed the structure and content of this Sustainability Report as we prepare for future CSRD-aligned reporting. However, this is not a full ESRS report, and it does not include all disclosure requirements contained within the standards. As we draft this, the EU is still undergoing additional changes to the ESRS, which we will be addressed when finalized. In the interest of avoiding repetition, we refer to other sections of the combined management report when reporting on certain mandatory disclosures where the disclosures have been explained in greater detail in those other sections.

The disclosures made in this Sustainability Report relate to all subsidiaries over which Hillenbrand has operational control, as reflected in our consolidated financial statements. Hillenbrand’s acquisition and divestiture activities during the years presented are included or excluded from data and narrative descriptions as referenced throughout this document. The reporting period for this report is consistent with that of the Company’s financial statements, with a fiscal year-end of September 30, 2025. Currency translation is also consistent with the method used in financial statements. Information regarding associates applies to all associates. Any exceptions have been noted in the respective sections either in the commentary or the footnotes. Disclosures based on data estimates are noted in the context of the relevant metric, and the basis for preparation has been described. The methods used to calculate greenhouse gas (GHG) emissions are described in the designated section. There is certain content required under the ESRS included in this report; any references to external sources are merely intended to provide more detailed information on those specific topics.

As a global company, uncertainties may sometimes occur when collecting data from a wide range of facilities and operations. We reserve the right to change the internal guidelines applicable to the collection of the data published in this report without prior notice. Due to

rounding, some of the numbers presented in this report may not add up exactly to the presented totals, and percentages may not exactly reflect the absolute figures to which they refer. The data included in this report (other than audited financial data) are good faith estimates and have not been externally assured. We expect our data collection systems to evolve, and we seek to continually improve our processes for collecting and disclosing data.

Hillenbrand’s Internal Audit Department conducts a limited review of select quantitative data in the Sustainability Report, including any related to safety, energy and emissions, water, and associate data. The scope of such a limited review includes an evaluation of the design and operating effectiveness of controls related to identification, calculation, and disclosure in the report.



USE OF AI IN OUR SUSTAINABILITY REPORTING

Our Company is leveraging technology and AI through advanced software platforms to strengthen the integrity of our sustainability reporting, regulatory compliance, and to expand the capacity of our team. In 2025, we trained an AI software system to automate data ingestion, validation, and analysis across complex operational and supply-chain sources.

The software uses machine learning to detect anomalies, fill data gaps, and standardize disparate inputs into consistent, audit-ready formats. Natural-language and predictive models help forecast emissions, identify reduction opportunities, and translate raw environmental data into clear insights aligned with major reporting frameworks. We hope to fully deploy this system in 2026.

The AI software system increases our accuracy in disclosures and enables us to move faster as an organization which helps to reduce compliance costs, mitigate reputational and regulatory risks, and provide our stakeholders with greater confidence in the reliability of our sustainability metrics.

Beyond supporting us in meeting the compliance requirements around the world, our technology investments create a scalable framework for future growth, enabling us to adapt quickly as standards tighten and expectations rise. This means our sustainability strategy is not only transparent but also resilient, positioning us as a company prepared to thrive in a regulatory environment where accountability and performance are increasingly linked.

SUSTAINABILITY GOVERNANCE STRUCTURE



Hillenbrand's Sustainability program is overseen by the Board, which maintains the following standing committees:

Audit Committee

The Audit Committee oversees the integrity of our financial statements, compliance with legal and regulatory requirements (including our Code), the independence and qualifications of the external auditors engaged to audit the Company's financial statements, and the performance of our internal audit function and our external auditors. In fulfilling these responsibilities, the Audit Committee also discusses with senior management Hillenbrand's guidelines and policies that govern our Enterprise Risk Management (ERM) process, as well as reviews cybersecurity threats and risks. Potential risks related to sustainability have been included as a formal category in this process since 2022, although prior ERM discussions naturally covered certain sustainability topics.

Compensation and Management Development Committee

This committee has overall responsibility for evaluating and approving the structure of our executive compensation plans, policies, and programs. This includes determining whether compensation arrangements with officers and key management personnel appropriately balance short-term and long-term incentives while attracting, motivating, and retaining superior leadership talent that will advance the long-term interests of our shareholders. The Compensation Committee also oversees plans for executive officer development and succession, related disclosures, and other human capital management matters.

Nominating/Corporate Governance Committee

All independent directors serve on this committee, which is responsible for ensuring that Hillenbrand is operated in accordance with prudent and practical corporate governance standards. It also oversees the composition of the Board by regularly reviewing membership and nominating prospective members. This committee has authority from the Board to review the Company's objectives, progress, practices, and strategy relating to sustainability topics, including climate change and human rights.



Sustainability Governance Structure*



*Chief Sustainability Officer role added in 2021; responsible for building the framework, developing a strategy to accelerate progress, and overseeing all sustainability activities.

Executive Responsibility for Sustainability

Hillenbrand’s CSO, who reports directly to the Company’s President and CEO, also reports quarterly to the NCGC on the progress of our Sustainability program, as driven by our Sustainability Steering Committee. The Sustainability Steering Committee consists of executive leaders from across the organization with varied functional expertise who meet quarterly to review strategies, action plans, and key performance indicators and to make key decisions about the Sustainability program. The full Sustainability Steering Committee includes people serving in these individual positions:

- President and CEO
- Interim CFO, Vice President, Corporate Controller, and Chief Accounting Officer
- Senior Vice President, General Counsel, Secretary
- Senior Vice President, Chief Human Resources Officer
- Senior Vice President, Chief Procurement Officer
- Senior Vice President, Group Presidents
- VP, Corp. Affairs, Chief Sustainability Officer
- Executive Director, Investor Relations
- Director, Global Environment, Health & Safety

ENTERPRISE RISK MANAGEMENT PROCESS

Hillenbrand has a well-developed Enterprise Risk Management (ERM) process. It includes an annual assessment of material risks facing the Company, during which participants rank risks based on potential financial impact and likelihood of occurrence. We formally consider sustainability topics including social, environmental, climate, and human rights risks within this framework when material, including risks within the supply chain. The results are reviewed by Hillenbrand’s EMT and the Board.

As part of assessing Company risk, we have a member of the Sustainability team sit on the ERM committee and look at risks across the Company related to sustainability. In addition, each risk is assigned to an ESG category that our Sustainability Working Groups are made aware of and pull insights and support as needed from the risk owner.

TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

In FY25, we took the next step in expanding our insights on climate-related risk and opportunity by aligning with the Task Force on Climate-Related Financial Disclosures (TCFD). Not only does this framework form the basis of many upcoming global regulations, but it also provides a standardized approach to reporting and disclosing climate-related risks and opportunities. TCFD is important because it enhances transparency for the investment community, enables more consistent and comparable climate-related reporting across industries, and strengthens strategic decision-making by integrating

climate considerations into governance, risk management, and long-term planning. By applying a widely recognized global framework, companies can better demonstrate resilience, build stakeholder trust, and prepare for a transition to a lower-carbon economy.

Assessing these potential risks, including market risks, extreme weather events, regulatory and policy constraints, cost of energy, and supply chain disruption, improves our ability to proactively mitigate and minimize any adverse effects. Conversely, assessing potential opportunities, such as product innovation, market expansion, modern technologies, and supply chain optimization, allows Hillenbrand to maximize the benefit to customers and shareholders and continually grow our potential as a pure-play industrial company. An updated TCFD report can be found in the appendix of this report.



Kim Ryan, President & CEO, Hillenbrand, has been recognized as one of the region’s most influential business leaders on Cincinnati Magazine’s Cincinnati 300 list. She was also named to the Indianapolis Business Journal’s Indiana 250, a list of the state’s most influential and impactful business and community leaders.

DOUBLE MATERIALITY ASSESSMENT

Process

Hillenbrand's first Double Materiality Assessment (DMA) was conducted and disclosed in our 2023 Sustainability Report. This year, we carried out a DMA in accordance with the CSRD standards for the first time. The assessment was performed based on our previous DMA but with increased granularity and alignment to the ESRS topics outlined in the CSRD. It also involved accounting for material business changes, such as the divestiture of Hillenbrand's majority interest in Milacron. We plan to update this assessment on an annual basis.

Under the CSRD, the DMA is a foundational process that evaluates sustainability topics including potential and actual material impacts, risks and opportunities from two perspectives: impact materiality (how the Company affects society and the environment) and financial materiality (how sustainability issues affect the Company's financial position and performance). An impact, risk, or opportunity is a concept used in the double materiality assessment process that identifies the most significant ways an organization affects the world and the most important risks and opportunities that affect the organization. The process involves stakeholder engagement, the identification of relevant sustainability matters, stakeholder engagement, and analysis of impacts, risks, and opportunities across the value chain. Using this dual lens has allowed Hillenbrand to collect new insights into key sustainability topics, and the results have enabled the continued evolution of the Company's sustainability strategy.

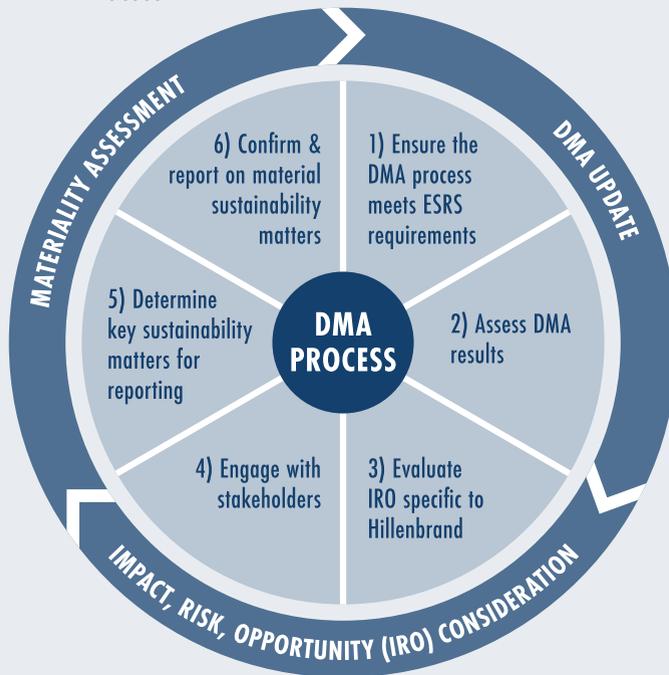
Conducting this type of assessment is also aligned with the standards set by the International Sustainability Standards Board, Sustainability Accounting Standards Board (SASB), and Global Reporting Initiative (GRI).

The finalized topics and methodology were presented for approval to the EMT and Hillenbrand's NCGC, reinforcing our commitment to transparent and compliant sustainability reporting.

Results

In completing this assessment, the Company identified several material topics. After feedback was collected and procedures were completed, the priority topics were laid out in a double materiality matrix, with Hillenbrand's impact on the economy, people, and the environment on one axis, and their impact on Hillenbrand on the other. These outcomes inform strategic priorities and reporting disclosures, ensuring alignment with CSRD and stakeholder expectations. Results can be seen to the right.

DMA Process



2025 Double Materiality Matrix

- Environment
- Social
- Governance



ENVIRONMENT



ENERGY AND EMISSIONS

Hillenbrand has continued to advance the initiatives launched in 2021, when we formally founded our Sustainability program. At the start of FY25, we released our first TCFD report. This report highlights the climate-related risks and opportunities in our business approach and our sustainability strategy in managing the challenges posed by climate change, described our ERM program, and took into consideration three different climate-related scenarios, including a 1.5-degree scenario model that aligns to the Paris Agreement.

Through the TCFD framework, the report analyzed the impact of these potential scenarios and delivered an assessment of risks and opportunities. Hillenbrand utilized the Network for Greening the Financial System's (NGFS) climate scenario models to model its risk impacts. The latest version of this report, updated to cover the FY25 reporting year, can be found in the index of this report.

Due to a challenging year with many headwinds, we focused on opportunities to continue our decarbonization projects that were low or no cost initiatives. Working across the business, we built a robust pipeline of cost-effective, actionable energy efficiency initiatives which were planned to deliver energy reduction and cost savings within the next five years, prioritizing those

GHG emissions (tCO ₂ e)	FY2023	FY2024	FY2025
Scope 1	12,744	11,713	12,519
Scope 2	31,729	29,926	29,453
Scope 3.1 Purchased goods and services ¹	404,449	395,037	584,089
Scope 3.11 Use of sold products ²	31,531,316	13,591,438	31,671,750
Scope 3	31,935,766	13,986,475	32,255,840
Total	31,980,239	14,028,113	32,297,812

Note: All data is market-based unless otherwise stated.

GHG emissions per \$M of revenue (tCO ₂ e per USD)	FY2023	FY2024	FY2025
Scope 1	4.70	4.43	5.16
Scope 2	11.71	11.32	12.13
Scope 3	11,787	5,292	13,283
Total	11,804	5,308	13,301

Energy consumption by region (MWh)	FY2023	FY2024	FY2025
APAC – Non-renewable	24,269	22,440	24,168
APAC – Renewable	6,480	6,719	6,794
NAM – Non-renewable	56,351	50,966	49,816
NAM – Renewable	14,468	13,427	12,985
EMEA – Non-renewable	32,595	30,782	35,178
EMEA – Renewable	13,210	12,819	13,778
LATAM – Non-renewable	7,016	7,003	7,016
LATAM – Renewable	1,381	1,297	1,385
Total – Renewable ⁴ energy consumption	35,539	34,261	34,941
Total – Non-renewable energy consumption	120,230	111,192	116,179
Total energy consumption	155,769	145,453	151,120

Energy consumption and mix	FY2023	FY2024	FY2025
Fuel consumption from coal and coal products (MWh)	2	2	3
Fuel consumption from crude oil and petroleum products (MWh)	7,038	7,415	6,542
Fuel consumption from natural gas (MWh)	57,678	51,417	57,198
Fuel consumption from other fossil sources (MWh)	136	127	15
Consumption of purchased or acquired electricity, heat, steam, and cooling from fossil sources (MWh)	43,554	41,308	41,181
Total fossil energy consumption (MWh)	108,408	100,270	104,939
Share of fossil sources in total energy consumption (%)	69.6%	68.9%	69.4%
Consumption from nuclear sources (MWh)	11,822	10,922	11,240
Share of consumption from nuclear sources in total energy consumption (%)	7.6%	7.5%	7.4%
Fuel consumption for renewable sources, including biomass (also comprising industrial and municipal waste of biologic origin, biogas, renewable hydrogen, etc.) (MWh)	327	418	325
Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources (MWh)	33,722	32,336	32,649
The consumption of self-generated non-fuel renewable energy (MWh)	1,491	1,507	1,968
Share of renewable sources in total energy consumption (%)	22.8%	23.6%	23.1%
Total energy consumption per \$M of revenue (MWh per USD)	57	55	62
Total energy consumption per M of working hours (MWh per hour)	7,559	8,769	10,338
Location-based ³ Scope 2 emissions (tCO ₂ e)	32,231	30,505	30,294
Grid electricity (%)	84.4%	83.9%	83.1%
Clean electricity (%)	15.6%	16.1%	16.9%

Methodology & Footnotes:

Data reported represents 100% of Hillenbrand locations and considers the current state of our operations, excluding divestitures and including acquisitions, unless otherwise stated*. Up to 25% of data was estimated using a robust, research-based building benchmark methodology, primarily on behalf of our smaller, non-manufacturing locations which were historically excluded from our reporting. In line with the GHG Protocol, we define the reporting boundary for our climate-related impacts in terms of operational control.

1) Scope 3.1 data represents approximately 90% of all manufacturing sites by energy footprint, excluding divestitures and including acquisitions. Emissions were calculated following a spend-based methodology, using emissions factors from suppliers where available and of high quality (55% of all spend), and averages from the Comprehensive Environmental Data Archive for the remainder.

2) Scope 3.11 data represents approximately 80% of all manufacturing sites by energy footprint, excluding divestitures and including acquisitions. Emissions were calculated using the estimated annual electricity consumption and average lifespan of each product. FY22 and FY23 includes CY data as a proxy only where FY data was unavailable.

3) A location-based methodology uses exclusively locally-generated electricity as a basis for emissions calculation, while market-based emissions are calculated using the emissions factors associated with any purchased energy, including supplier-specific emissions factors and renewable energy credits (RECs).

(4) Renewable energy here consists of on-site energy generation, off-site renewable energy procurement, renewables embedded in local utility grids, and biofuels.

Hillenbrand has a small number of leased vehicles but does not have a dedicated service fleet.

with a strong return on investment. We have already instituted many of the energy initiatives that had a quicker return on investment, ranging from one to three years. However, with recent acquisitions of Linxis and Schenck FPM, we found additional opportunities. These initiatives include LED lighting upgrades, HVAC efficiencies, forklift electrification, and solar panel installations, among others. We also reviewed potential strategies for reaching across the value chain and partnering with suppliers and customers in joint emissions reduction practices.

Additionally, we continue to expand the automation of data collection, analysis, and output by leveraging new software and external partnerships. Through technology and AI applications, we are able to better understand the footprint of our entire Enterprise, and we can ensure that our emissions calculations are prepared with the latest databases and methodologies. Our partners in utility bill management have also worked closely with us to reduce manual intervention in our data collection process, automating nearly 300 monthly datapoints in FY25. By streamlining these practices, we strive for continuous improvement in data quality and transparency, expand our understanding, and enable more effective actions to reduce our footprint.

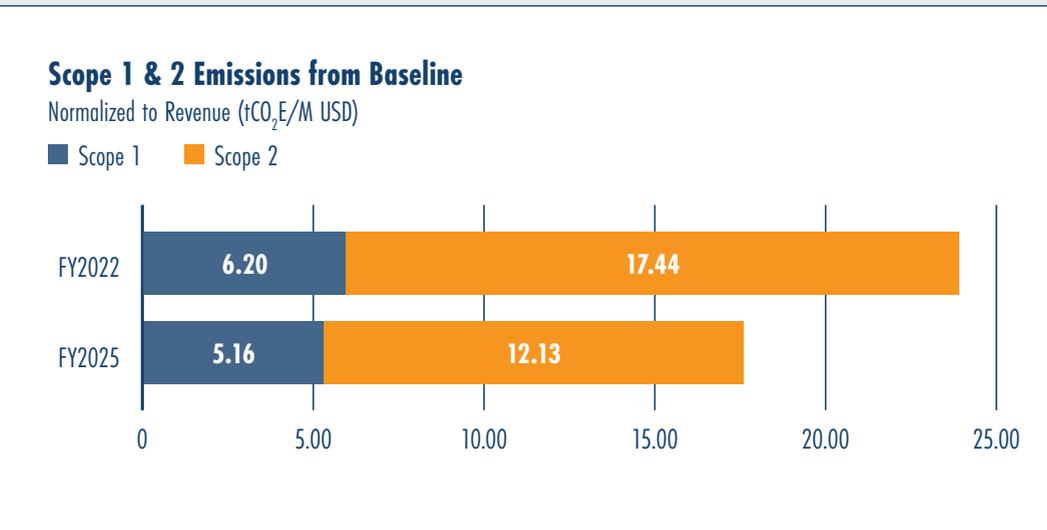
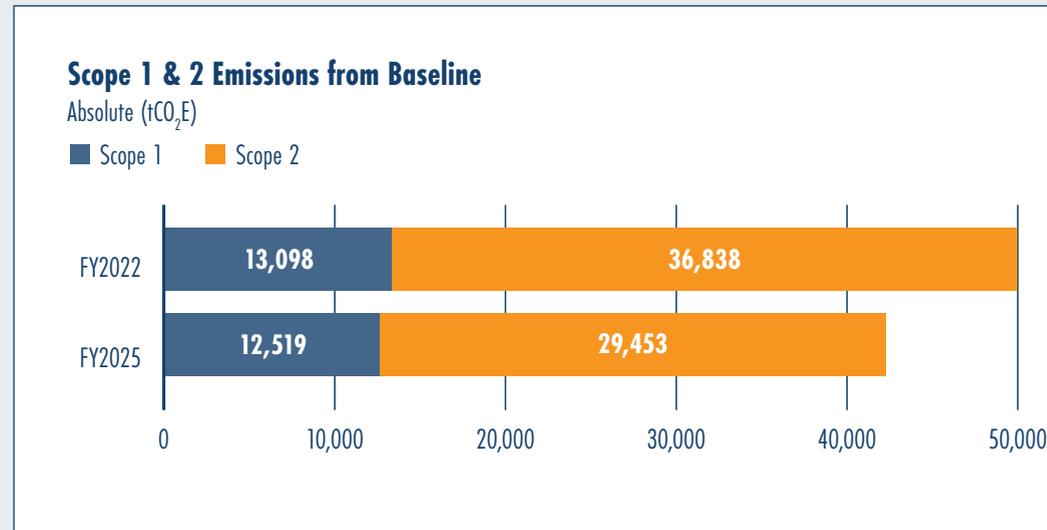
Scope 1 and 2 Emissions

Understanding the emissions generated by our operations is critical for reducing our carbon footprint and better supporting our customers' supply chain reduction goals. Electricity constitutes the largest portion of Hillenbrand's energy consumption, accounting for approximately half of the total energy used in FY25, and we continue to convert Scope 1 emissions to Scope 2 emissions through the electrification of gas-fueled equipment and processes.

From FY24 to FY25, we observed that our absolute emissions remained largely flat, while emissions normalized to revenue increased by about 10%. Ultimately, production volatility and the economic environment heavily impacted the overall emissions generated by our operations. As such, improving energy efficiency remains

a top priority for Hillenbrand to ensure our energy and emissions reduction remains on track even as production volumes grow.

Other factors mitigating our absolute emissions include the expansion of renewable energy across our operations, with clean electricity comprising an increasing proportion of our total electricity usage year over year and renewable energy at 23% of our total energy mix, as well as the execution of planned energy reduction initiatives across the Enterprise. These sustained efforts have resulted in a 16% decrease in our absolute Scope 1 and 2 emissions, and a 27% decrease in our Scope 1 and 2 emissions by revenue, compared to our FY22 baseline. This can be seen in the charts below, demonstrating our commitment to the continued decarbonization of our operations.



Scope 3 Emissions

Scope 3 emissions comprise all indirect emissions resulting from upstream and downstream activities as part of Hillenbrand's value chain, including raw material sourcing, processing, transportation, use phase, and end-of-life. In FY25, we continued our focus on the two categories material to Hillenbrand: Category 1 (Purchased Goods and Services), and Category 11 (Use of Sold Products). Category 1, which includes the footprint of the raw materials we procure, makes up nearly 2% of our Scope 3 emissions, while more than 98% of Hillenbrand's Scope 3 emissions can be categorized into Category 11.

This significant Category 11 allocation reflects the durability of our products, which in some cases have a projected lifespan of more than 20 years. The benefits of this longevity are not captured in Scope 3 accounting, which includes the requirement to evaluate emissions over the product's lifetime. Our equipment is designed to be

long-lasting to meet customer needs and help reduce waste over the lifetime of the equipment.

In FY24, we saw a reduction in our Category 11 emissions. Due to its ties to sold product volume, the challenging economic environment contributed significantly to this reduction, with lower sales of large, energy-intensive equipment as the primary driver. In FY25, as sales of this equipment returned to previous levels, so did the associated emissions. To mitigate these ties to product volume, the business has worked to improve the energy efficiency of our products. We also offer aftermarket services to further improve the efficiency of our equipment and our customers' processes. Our businesses are encouraged to incorporate energy efficiency assessments and product carbon footprinting into product development to help customers meet energy and emissions goals.



Mold-Masters Solar Installation, Kunshan City, China

Approach to the Energy Transition

We have established a standardized energy transition approach across all of our businesses. This approach is outlined below:

1. Continually collect and analyze data to understand our current state and future trends
2. Uncover low-hanging fruit and take immediate action
3. Determine what we can do in-house, and build public-private partnerships when needed
4. Understand and leverage the regulatory landscape to accelerate progress
5. Embed technology and digitization
6. Identify commercial-ready technologies to meet customer needs
7. Prioritize technology based on cost, risk, need, and positive impact
8. Communicate progress for understanding, education, and transparency
9. Implement standards for renewable investments

This strategy is reviewed by our Sustainability Steering Committee and is updated based on our ERM and Strategic Framework processes, which include environmental, economic, and social considerations. Additionally, we follow a mitigation hierarchy, as established in partnership with HOM and featured in our energy reduction toolkit. This methodology includes opportunities to avoid, reduce, replace, and offset emissions within our operations, providing a standard of work that can be applied to all sites, regardless of whether the site is just starting on its sustainability journey or has already established baseline practices.

Whether for our operations or our customers, our goal remains the same: to minimize energy use within our processes. Sustainability is an integral part of our

business strategy, and we lead our industry by delivering innovative products and solutions that help to address today's challenges and tomorrow's needs. Innovation, new product development, and strategic acquisitions contribute to our success in key end markets. We are committed to delivering on our strategy to deliver world-class products, solutions, and service to our customers.

Through innovation, we support the advancement of our customers' sustainability goals, and we seek to better understand their needs and develop solutions through our extensive applications expertise. We achieve this by developing equipment and solutions that increase efficiency, reduce energy, time, waste and raw material usage. We partner with customers to extend a product's lifespan through recommended and preventive maintenance, and our aftermarket services. This includes considering total cost of ownership, more effective energy consumption, and aligning services with customers' sustainability goals. Our work on product carbon footprinting has also continued through close customer partnerships, following an approach that is tailored to meeting their needs. By gathering this data across the different processes within our value chain, we have also identified priority areas for improvement, and can implement product optimizations aimed at reducing emissions, resource consumption, and cost.

Progress Made in FY25

In FY25, we undertook the following climate-related actions:

- Aligned our energy efficiency strategy with our product development teams,
- Established a cross-functional energy strike team to improve our energy management,
- Developed a decarbonization project pipeline of nearly 100 initiatives across more than 20 key manufacturing locations over the next 5 years, and
- Updated our Human Rights Policy, Supplier Standards, and Supply Chain Transparency Policy to include new environmental- and climate-related provisions

In FY25, our procurement, operations, and sustainability functions established a cross-functional energy strike team to improve our ability to manage and forecast energy consumption. This team monitors risks such as geopolitical tensions and market volatility and assesses our purchasing strategy on an ongoing basis to reduce costs and ensure stability of supply. This team also evaluates opportunities to expand our use of renewable energy, supporting our sustainability strategy and advancing the decarbonization of our operations.

To date, Hillenbrand's German manufacturing facilities in Stuttgart, Weingarten, Baden-Baden, Osnabrück, and Burg, and its Swiss manufacturing facility in Niederlenz, are all powered by 100% renewable electricity. These programs are certified through Guarantees of Origin (GoO). GoO warrants that no CO2 emissions or radioactive waste are generated during energy production. Participating German locations have also contracted to offset their natural gas consumption through power purchase agreements that invest in reforestation

projects, renewable energy generation projects in small communities, the provision of cookstoves, and more.

On-site renewable energy production also continues to grow, with new renewable energy projects which came online and additional energy partnerships.

Mold-Masters brought its first rooftop solar project online in Kunshan City, China, at the end of 2022, and it continues to provide energy savings and reduce dependency on grid electricity (pictured, below). Its second solar panel project was installed in Baden-Baden (pictured, right) at the start of FY25. Its ground-mounted panels frequently generate more electricity than the facility can consume and have reduced purchased energy by nearly 40%.

In 2025, **DME** joined them by adding rooftop solar panels to its Želetava location in the Czech Republic, which have already met 14% of the facility's monthly electricity demand.



Also in 2025, **VMI Mixing Solutions**, a technology brand of Coperion Food, Health & Nutrition division, joined a Collective Solar Initiative in Montaigu-Vendée, France, alongside 11 other local companies. The project is led by the community of municipalities and aims to reduce energy costs, increase the use of locally produced, renewable electricity, and increase local energy autonomy and resilience. Five companies are already equipped with photovoltaic panels, and together they will supply solar energy that can meet between 9% and 40% of each company’s electricity needs.

Looking ahead to FY26, Hillenbrand remains focused on customer support, resource efficiency, and cost management. In support of these goals, we have identified energy- and waste-reduction projects which will be tracked through our project management system and reported quarterly to business leadership and our Sustainability Steering Committee.

Assessing Climate-Related Risks and Opportunities

Every entrepreneurial activity has far-reaching effects on the environment, and this is particularly true for manufacturing industries. Locally, our manufacturing processes generate various waste streams which must be properly treated and disposed of. Our operations also result in GHG emissions, not just at our facilities, but across our value chain. Given this, we work closely with the communities where we operate to bring about positive change, engaging in partnerships to support biodiversity. Where we see opportunities we invest in renewable energy, and we engage with our customers and suppliers to support their sustainability goals.

We have aligned our sustainability strategy and disclosures with the four key pillars of the TCFD framework—governance, strategy, risk management,

and metrics and targets—to strengthen our resilience, more accurately assess risk and allocate capital, and improve our long-term strategic planning. Our current annual process includes assessing climate-related risks and opportunities in partnership with ERM, reviewing our overall strategy, and completing a scenario analysis of physical and transitional risks. With this, we continue to position Hillenbrand to grow, rising to the challenges and opportunities ahead as we align our strategy to Shape What Matters For Tomorrow.

Short-, medium- and long-term time horizons have been defined, and we have policies in place to manage material impacts and risks and opportunities related to climate change mitigation and adaptation. These include our Environmental and Human Rights policies, owned by our CSO, and our Supplier Standards and Supply Chain Transparency Policy, owned by our Chief Procurement Officer. They include:

- Recognition of the risk of climate change and associated impacts
- Our internal goal of recording and managing our environmental impact, in close cooperation with our suppliers
- The expectation that Hillenbrand’s businesses seek and implement cost-effective methods, technologies, and practices to minimize emissions and promote the efficient use of energy
- The expectation that our suppliers establish an appropriate environmental management system
- The expectation that our suppliers identify, manage, and reduce their GHG emissions
- A detailed description of our risk assessment, prevention, mitigation, and remediation program

In particular, our Supply Chain Transparency Policy, alongside our ERM process, governs our approach to risk.

This policy was developed and continues to be informed by our cross functional teams, including procurement, legal, sustainability, compliance, and HR.

We also conducted a scenario analysis to assess the potential risks and opportunities Hillenbrand may face under three hypothetical future scenarios. The climate scenarios used for this analysis were developed by the NGFS, in collaboration with several external climate scientists and economists. Based on these analyses, we estimate that our potential incurred costs would primarily be due to various short-term market-related risks (e.g., inability to recover costs). Conversely, our identified opportunities focus on long-term customer support and product innovation, which is further supported as an opportunity by our Scope 3 calculations. We also screen whether assets and business activities may be exposed to climate-related hazards through multiple avenues, including our ERM process and our insurance partners.

For more details and a list of our identified risks and opportunities, refer to the TCFD section [on page 49](#).

Coperion Equipment Modernization Focus

As a complete scope provider with a focus on complex, technical systems, Coperion is committed to delivering maximum value to customers through efficiency upgrades, process optimization, and lifelong support. By modernizing a plant with retrofitted state-of-the-art solutions, plants can experience reduced energy use and a decrease in GHG emissions. Coperion provides integrated solutions to upgrade and modernize the production process, analyzing and identifying improvements to both individual components and overall operational excellence. The results are reduced energy consumption and increased efficiency, plant throughput, and profitability.

Coperion’s C-Beyond is an advanced digital platform designed for efficient management of machinery and production facilities. It continuously monitors and records operational data in real time, enabling precise analysis of equipment performance and overall plant effectiveness. Additionally, C-Beyond tracks energy use and CO2 emissions per unit of product, helping improve environmental performance. The platform also enhances remote service capabilities, ensuring faster and more effective support.

Collaboration between three Coperion locations in Germany and one in the Middle East resulted in the securing of a significant modernization project for a Korean engineering contractor. This followed an inventory of a nearly twenty-year-old machine and aggregates at the customer’s site in Saudi Arabia and then an engineering study. The study examined, among other things, the condition of the machine and aggregates and bottlenecks in order to ultimately increase the throughput of the plant.



The Rotex Group was named, “Seed and Grain Cleaning Equipment Company of the Year 2025” by Agri Business Review, recognizing the Rotex Group as an industry leader in seed and grain that transforms “inefficiencies into opportunities.”

POLLUTION

Hazardous and Non-Hazardous Waste

Each of Hillenbrand’s businesses continues to take steps to minimize or eliminate hazardous chemicals consumed and hazardous waste produced in our operations. We currently report how much hazardous waste and non-hazardous waste is generated and properly disposed of, beginning with our facilities in the U.S. and Canada, and are expanding the tracking globally.

It is required that all existing hazardous waste is disposed of in accordance with the applicable local regulations and restrictions around safety, disposal, and reporting. In previous years, reporting included U.S. and Canadian locations. However, in FY25, we have continued to standardize our reporting definitions and best practices globally at our major sites and utilize best practices and develop recycling programs or waste minimization plans.

We have added a monthly Employee Health & Safety (EHS) Environmental Regulatory Review Working Group that addresses topics such as Per- and Polyfluoroalkyl substances or PFAS as well as other global regulatory environmental compliance matters. Separate working groups have been developed to track detailed actions and progress with complying with these evolving regulations. The regulatory aspects that impact our locations in the region are also applied to all our sites to help develop best practices, prepare for regulatory reporting such as with CSRD, or align faster when the regulations are updated. Looking ahead to FY26, we plan to fold in additional sites to our waste data.

Pounds of Waste Disposed (lbs)	FY2024 ¹	FY2025 ²
Hazardous Waste	217,490	1,709,949
Non-Hazardous Waste	797,098	5,584,369

(1) FY24 data represents waste generated in the U.S. and Canada, and includes 20% of Hillenbrand’s global manufacturing sites

(2) FY25 data represents waste generated in Brazil, Canada, China, the Czech Republic, France, Germany, Mexico, Switzerland, and the United States, and includes 63% of Hillenbrand’s global manufacturing sites.

WATER RESOURCES

Water is a critical resource in our everyday lives and in the ecological systems sustaining our planet. As climate change impacts businesses around the world, Hillenbrand recognizes that improving our understanding of our water usage will help us to be better water stewards.

Water usage (m ³)	FY2023	FY2024	FY2025
Water withdrawn	153,185	145,020	124,583
Water discharged	146,800	130,301	80,993
Total consumed	6,385	14,719	43,590

Water usage in water-stressed areas (m ³)	FY2023	FY2024	FY2025
Water withdrawn	31,817	36,670	32,642
Water discharged	27,196	29,666	24,931
Total consumed	4,621	7,004	7,711

Methodology & Footnotes:

Data reported represents 100% of Hillenbrand locations within our operational boundaries, excluding divestitures and including acquisitions. Differentiation from previously disclosed data can be attributed to updated conversion factors and the inclusion of smaller, non-manufacturing locations which were historically excluded from our reporting.

Hillenbrand has adopted multiple policies incorporating water usage provisions, including our Global Environmental Policy and our Supplier Standards. These policies are owned by the CSO and CPO respectively, and they include our commitment to:

- Make environmental considerations a priority in our business planning and manufacturing processes
- Seek and implement cost-effective methods, technologies, and practices to prevent pollution
- Follow (and ensure our suppliers follow) all legal requirements and industry standards for water
- Encourage our suppliers to reduce water consumption

Hillenbrand also conducts a water risk assessment annually using the World Resources Institute’s Aqueduct Water Risk Atlas. Areas are considered water-stressed if they are in a region with a “High” or “Extremely High” water risk indicator. In FY25, this assessment identified that 18% of our water consumption took place in areas of high-water stress, primarily in the APAC region.



To mitigate these risks, we undertake partnerships to improve groundwater recharge, support local communities, and mitigate flood risks, including rainwater harvesting, water body rehabilitation, and watershed development. We are also committed to improving our own water efficiency. Key to our efforts to reduce both our impact and our physical climate change risk is developing effective strategies to reduce our water consumption through an Enterprise-wide water management system. Our internal water management toolkit, first developed in 2023, describes strategies to eliminate, reduce, reuse, recycle, and correctly dispose of wastewater. Once our sites have assessed the current status of their water management practices, they may use the provided water usage checklist to ensure that their equipment and systems are regularly inspected for water leaks or inefficiencies.

Water use is also something we take into consideration as we upgrade our equipment. **Rotex** recently invested in a new fiber-optic laser system (pictured below) to modernize cutting operations at its Cincinnati facility. This new fiber laser, prioritized due to its environmental benefits, enabled Rotex to eliminate two legacy systems, consolidating them into a single, high-efficiency unit that reduces energy consumption and increases throughput. The new system also reduces water and resource use by eliminating the need for tri-mix gas and increasing controls around water usage, including supplier-managed handling and disposal. It also incorporates modern safety controls, such as automatic light-curtain guarding. This process change enhances our operational efficiency, environmental sustainability, and product quality, positioning Rotex for more cost-effective, sustainable manufacturing in the future.



RESOURCES AND CIRCULAR ECONOMY

Adapting to evolving consumer behaviors and aligning with the regulatory environment is a priority that dictates a shift toward more sustainable production methods. Hillenbrand supports a closed-loop system in which plastics are made, recycled, and repurposed to keep them in our global economy and out of the environment. Recycling plays a significant role in responsibly managing the life cycle of plastics. Building a circular plastics economy involves a wide range of players: companies, governments, supply chains, non-profit groups, and consumers.

Hillenbrand and our businesses have taken steps to strengthen our position in the recycling end market and to help drive innovative solutions that support a circular plastics economy. One of these is through building partnerships to help drive innovation.

Together with Net Impact and the Coca-Cola Company, Hillenbrand has sponsored the Circular Plastics Challenge since 2022, which calls upon students and professionals to develop innovative solutions that facilitate keeping plastics in the economy and out of the environment.

2025's challenge included 53 applications from 11 countries, focused on harnessing AI across the plastics value chain to drive material circularity and transform the industry. The winning team, Polysorter, from the University of California, Berkeley, integrated cutting-edge technologies to ensure higher material sorting accuracy, reduced contamination, and an increase in the volume of high-quality Post-Consumer Resin available for use in manufacturing.

Hillenbrand created this partnership out of a need to build the next generation of workforce for, and innovators within, the plastics industry and to engage a diverse audience more broadly in the quest to solve some of the greatest challenges regarding how we innovate around plastics and recycling.



“ One of the best parts of this experience, besides getting to build Polysorter with my team, was seeing all the creative and thoughtful solutions the other finalist teams came up with. It was really inspiring to see how much passion and innovation are going into tackling the challenges of the circular economy. There’s no easy fix, but it’s clear that there are a lot of smart, motivated people working hard to make progress.

– James Wang, University of California, Berkeley, Team Leader, Polysorter

OUR PEOPLE



Purpose

SHAPE WHAT
MATTERS FOR
TOMORROW™

HILLENBRAND

Core Values



DRIVE TO
DELIVER



MAKE IT
MATTER



PARTNER WITH
POSSIBILITY



WIN AS
ONE

PURPOSE AND CORE VALUES

Our Purpose unifies Hillenbrand's evolving portfolio and inspires our associates to bring it to life every day through our Core Values: **Win As One**, **Partner With Possibility**, **Make It Matter**, and **Drive To Deliver**.

We are continually expanding how our Purpose is integrated across the business. Leaders play a key role in facilitating meaningful conversations that connect teams to our shared Purpose and reinforce our Core Values.

New associates learn about Hillenbrand's foundation and explore how individual behaviors contribute to our collective ambition during their onboarding process. We embed Purpose in our culture and core processes which strengthens alignment, build connections, and ensure that our Core Values are not just understood—but lived.

PEOPLE MANAGEMENT

Our people drive our Purpose. For Hillenbrand to be its best, we must focus on supporting our associates while encouraging them to grow and contribute to the business in meaningful ways. This year, we continued to enhance the associate experience across our Talent Cycle through the launch and completion of several key initiatives.

Attracting Top Talent

We recognize that the associate experience begins when a candidate considers Hillenbrand as a future employer. Our global recruitment process is designed to offer consistent, positive experiences for candidates.

We leverage local and virtual hiring opportunities, including online interviewing events, on-site hiring events, and weekly open interviews. We also maintain beneficial partnerships with educational institutions, including the Company's partnership with Avinashilingam University for Women in Coimbatore, India. This partnership helps build relationships with female engineering and business students to place them in roles upon graduation.

We strive for diverse qualified external candidate slates and interview panels for our leadership roles. We also have an internal recruiting policy that provides guidance for how we interview for internal roles and promote our career opportunities internally.

Engaging Across the Associate Experience

Talent management is vital to effective associate retention. It begins with effective onboarding, clear performance expectations, ongoing feedback, skill and experience development, meaningful rewards, and opportunities for career growth.

The Human Resources function has experienced a multi-year transformation aimed at enhancing the associate experience. This transformation focused on integrating digital tools and implementing a global human capital management system to support associates' career journeys within Hillenbrand.

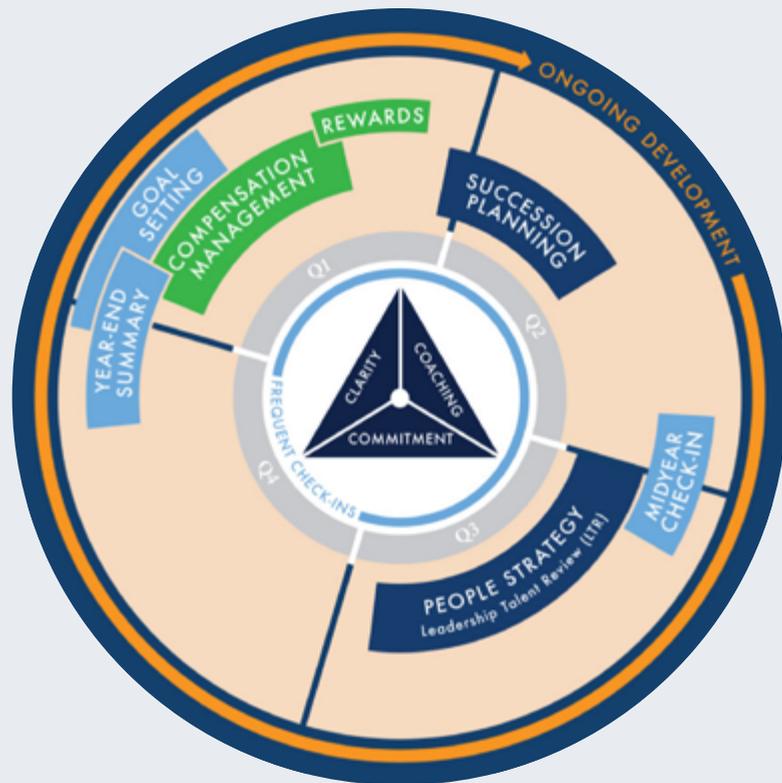
Building on this strengthened foundation, this year we launched and mechanized a comprehensive performance management process.¹ This new process incorporates greater accountability for results and requires goal setting aligned to global business priorities.

¹Performance Management program not applicable to select associate groups, including those bound by Collective Bargaining or Company Agreements and select direct labor.

We also reinforced our commitment to our Purpose and Core Values by addressing performance as not only “what” teams achieved, but “how” they achieved their goals. This includes requiring showcasing of how individuals demonstrated the Company’s Core Values to achieve their goals.

This achievement represents a significant milestone in our journey to foster a performance-driven culture, build talent pipelines, and promote associate-driven learning. Our new process enhances transparency, streamlines performance evaluations, and creates stronger linkages between business goals, performance, development, and rewards.

Looking ahead, we remain committed to continuously enhancing and evolving these programs to ensure our talent management practices remain effective, relevant, and aligned with our strategic objectives.



Training and Development

For decades we have been builders, creators, inventors, and makers of solutions that impact the world. Our associates and their unique skills are our competitive edge. As the needs of the world and our business evolve, we strive to help associates expand their skills while empowering them to advance their careers. We do this through development plans and an annual focus on both traditional learning programs and meaningful work assignments.

During FY25, professional and hourly associates completed approximately 41,335 training hours on topics such as information technology systems, leadership, communication, and AI. On average, employees completed 5.04 hours of training in FY25.

Compliance with Training courses	FY2025 population completed	FY2025 Total training hours
Code of Ethical Business Conduct	7,765	5,830
Anti-Bribery and Anti-Corruption	4,905	2,289
Trade Controls	4,805	3,203
Living our Purpose & Core Values	739	123

In partnership with an external third party in 2025, we launched an enterprise skill building program that more than 3,000 of our associates have completed to date, focused on practical skills, mindset shifts, and a structured approach to drive transformation and sustain organizational change.

Our associate-driven learning platform through LinkedIn Learning also provided advancement opportunities for associates this year, empowering them to identify their own personal development wants and needs, and then engage in a range of other digital training programs delivered by industry experts.

Beyond associate-led learning, the Company continues to reinforce a culture of compliance through the completion of annual certifications for compliance training programs. Full- and part-time associates are trained on our Code, and the Company provides several other targeted training courses on ethics- and compliance-related issues throughout the year. Additional courses are assigned by role, and progress is monitored monthly.

HILLENBRAND WORKFORCE GLOBAL OVERVIEW

Employee Numbers	FY2025
Employees full-time	7,808
Employees part time	397
Non-Executive Members	8,196
Executive Members ¹	9
Total hours worked	16,582,989
Total number of employees	8,205
Total percentage of associates who have had a review	61%

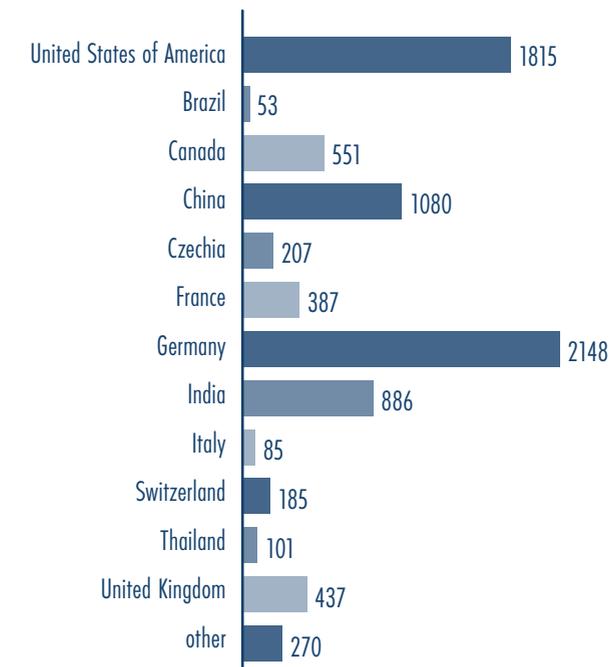
Hillenbrand Workforce Global Gender²

		FY 2023	FY 2024	FY2025
Board	Men	50%	55%	55%
	Women	50%	45%	45%
Executive Members ¹	Men	55%	50%	44%
	Women	45%	50%	56%
Leadership ¹	Men	80%	77%	78%
	Women	20%	23%	22%
Workforce	Men	83%	81%	80%
	Women	17%	19%	20%

(1) Defined as CEO and direct reports to the CEO.

(2) Data excludes Milacron injection molding and extrusion data as of 9/30/2024. "Executive Members" is defined as CEO and Senior Vice President and Vice President direct reports. Data as of 09/30/2024. "Leadership" is defined by job levels and includes Vice Presidents not reporting to CEO, Executive Directors, Senior Directors, and Directors. Board data as of January 22, 2026.

Number of associates by country in FY2025



Hillenbrand Age of Workforce

Total Population Age	FY2023	FY2024	FY2025
Under 30	16%	12%	15%
30-50	54%	56%	56%
Over 50	29%	31%	29%

COMPENSATION AND BENEFITS: CHOOSE WELL, LIVE WELL

Compensation Philosophy

Despite regional variations in compensation and benefits practices, Hillenbrand is committed to offering market-competitive packages to attract and retain top talent. Our compensation programs are thoughtfully designed to ensure associates are fairly rewarded through a combination of base salary, incentive pay, and comprehensive benefits that support health and wellness. A key aspect of our approach to performance management is linking individual performance to pay, fostering a culture of accountability and motivation. We aim to align our compensation within externally benchmarked market ranges while considering internal pay equity.

We use the ESRS definition of annual total remuneration, which is the ratio of the highest-paid individual to the median annual total remuneration for all employees (excluding the highest-paid individual), and for FY 2025 this is approximately 42:1.

U.S. Benefits and Wellness

We are committed to the health and wellness of our associates and we offer benefits to support associates and their families as they navigate changes in work and life. In the U.S., this includes the choice of several health and welfare plans, various paid leave plans (including short-term disability, long-term disability, vacation, parental leave, sick leave, bereavement, and holidays), and associate assistance programs.

Our programs evolve to meet the changing needs of our associates, and we proudly introduce new benefits to support our associates' well-being and diverse needs. In 2025, we introduced new benefits for our U.S. associates including hearing aid coverage, a virtual musculoskeletal program, and a virtual health management platform.

Elective Coverage for U.S. Associates:

- Medical
- Dental
- Health savings account (HSA), if enrolled in an eligible plan
- Health care flexible spending account (FSA)
- Dependent care FSA
- Transit and parking FSA
- Adoption assistance FSA
- Voluntary group term life insurance
- Voluntary accidental death and dismemberment (AD&D) insurance

- Critical illness insurance
- Accident insurance
- Dependent care and special leave, as offered under the Family and Medical Leave Act (FMLA)
- Hospital indemnity insurance
- Identity theft insurance
- Pet insurance
- 401(k) retirement plan

Automatic Coverage for U.S. Associates:

- Basic life insurance
- Basic AD&D insurance
- Short-term disability insurance
- Long-term disability insurance (if eligible)
- Business travel accident insurance (if eligible)
- Employee Assistance Program (EAP)
- Virtual health management platform
- Virtual musculoskeletal program
- Paid parental leave (for both mothers and fathers) for birth, adoption, or foster care
- Telemedicine (if enrolled in the medical plan)
- Prescription advocacy program (if enrolled in the medical plan)
- Care management program (if enrolled in the medical plan)
- Company contribution to 401(k) Retirement Plan (if eligible)

Global Benefits

Outside of the U.S., Hillenbrand provides an array of benefits to support associates and their families, complying with all local, regional, and federal regulations. Highlights of key benefits in our most populated countries are as follows:

Germany

- Retirement plan
- Medical
- AD&D (some)
- Short-term disability
- Long-term disability (some)
- Paid leaves
- Paid holidays

China

- Retirement
- Medical
- Life insurance (some)
- AD&D (some)
- Paid leaves
- Paid holidays

Canada

- Retirement plan
- Medical and prescription
- Dental
- Vision
- Life insurance
- Short-term disability
- Paid leaves
- Paid holidays
- EAP

India

- Medical
- Personal accident
- Life insurance
- Short-term disability
- Long-term disability
- Paid leaves
- Paid holidays

UK

- Retirement
- Medical
- Life insurance
- AD&D
- Short-term disability
- Paid leaves
- Paid holidays

Mental Health and Well-Being Benefits

Hillenbrand believes in supporting associates' mental health in addition to their physical well-being. Mental health care is a covered service under all U.S. Company medical plans, including inpatient care facility services, inpatient professional services, office visits, and outpatient care. The U.S. and Canada EAP provide the following:

- Assessment
- Action planning
- Crisis intervention assistance
- Short-term problem resolution
- Referral services for a variety of issues affecting mental and emotional well-being, including marital, family, work, and other relationship matters, financial, legal, education and school problems, childcare issues, and addictions

The EAP plans also provide access to publications, recordings, and online resources on a variety of subjects.

In Germany, in addition to the mental health costs covered by standard health insurance, Hillenbrand offers supplemental mental health support via an external service.

Mental Health First Aid Training Program

Addressing mental health and helping those in need is the focus of key workplace requirements in the U.K. Associates at our locations in the U.K. have access to basic first aid training and, additionally, can access and receive online mental health training.

Managers receive mental health awareness training to make them aware of mental health issues in and out of the workplace, and training to provide well-being management techniques to reduce workplace stigmas. Associates, partners, spouses, and adult students have access to the employee assistance program to treat a wide range of health concerns.

Learning and best practices are shared internally through Business Resource Groups and our EHS function to further expand the discussions around mental health and support.

Collective Bargaining

Hillenbrand recognizes and respects the rights of associates to join or not join any lawful organization of their choice. We are committed to complying with laws concerning freedom of association and collective bargaining. As of September 30, 2025, approximately 3,500 Hillenbrand associates were covered under collective bargaining agreements, including unions and workers' councils. Hillenbrand strives to maintain respectful relationships with all associates, including the unions and workers' councils representing those associates. As a result, we have not experienced a significant work stoppage due to labor relations in more than 20 years.

HEALTH AND SAFETY

Every one of us at Hillenbrand is responsible for following the START With Safety guidelines to ensure our own well-being and that of our colleagues so everybody returns home safely at the end of each day. The health and safety of our associates remain our top priority, and each one of us is a key component of the safety culture at Hillenbrand.

Structure & Responsibilities

Maintaining a safe working environment for our associates is essential for how we run our businesses. It is also a critical part of our overall sustainability strategy.

In 2025, the Hillenbrand EMT made the decision to centralize EHS as a global function under our CSO to drive quicker learnings cycles, centralized oversight, have a united program where global standards are implemented and applied, and give greater global visibility to safety topics to better support each of our sites. Our Global EHS Director reports to our CSO to further align Company strategy with execution through one EHS team.

Regional EHS leaders now report to the Global EHS Director. Under the new structure, EHS team members



SHAPE WHAT MATTERS FOR TOMORROW
HILLENBRAND

Stop work if it isn't safe
It is everyone's job to take part in health and safety. Stop yourself and others from performing any unsafe tasks.

Train and maintain awareness
Make sure you are properly trained and aware of all compliance standards before beginning a task.

Always wear protective gear
Wear the appropriate personal protective equipment whenever a task requires it.

Report all safety incidents and near misses
Immediately report all safety incidents and unsafe working conditions to your supervisor. Stop work if it isn't safe.

Treat the environment with respect
Minimize our environmental footprint by reducing waste and complying with environmental regulations.

START WITH SAFETY

Hillenbrand makes things that matter, so it matters how we make them. We operate with integrity and work with one another, our customers, and our suppliers. We safely manufacture mission critical products that keep our world moving.

HILLENBRAND

can respond more quickly and effectively to incidents as they manage a more centralized region. This new structure also optimizes learning cycles and the development of a team serving as subject matter experts in safety and environmental regulations applicable to each location. The EHS team can become more focused on its function and build key expertise and better oversight of regional nuanced regulations within the team.

Hillenbrand's Global EHS Director leads the Environmental Health and Safety and Sustainability Working Group, which is composed of EHS representatives. The Working Group meets monthly to focus on key sustainability initiatives within EHS and updates on regulatory matters that may change data collection, KPIs, reporting or EHS policies. Our global EHS team also meets monthly to discuss key topics, collaborate, and discuss operational improvements.

Building a Safety Culture

At Hillenbrand, the health and safety of our associates is a top priority. In 2025, we continued this practice by further evolving our EHS program and transforming it into a global function. Through this new model, we were able to drive learning, and culture shifts more quickly through policies as well.

First published in 2022, our Global Health and Safety Policy (H&S Policy) reflects Hillenbrand's commitment to providing a safe working environment across all our operations. The H&S Policy provides requirements and

recommendations to empower each site while recognizing that exact requirements may vary depending on local laws and regulations.

We strengthened the H&S Policy by incorporating standard work now that we have one global function to address key areas such as workplace violence, Life Saving Rules specific to our business including Confined Spaces, Machine Guarding, Energy Isolation, Hot Work, Line of Fire, Cranes and Lifting, and Working from Heights, STOP work authority of all associates, alignment with Hillenbrand's START With Safety program, and fitness for duty. Additionally, we focused on standardizing our safety practice across all sites, by taking our internal best practices and external standards to provide one Enterprise-wide Hillenbrand Safety Standard, which serves as our Safety Management System.

Embedding Safety Communication in How We Do Business

At our sites, safety is a topic addressed daily. At the highest levels of our organization, we meet monthly to review recordable incidents, discuss safety data, and share any key focus areas on safety. To collaborate and communicate key EHS initiatives and priorities, the EHS Global Function meets monthly with key business stakeholders to help ensure alignment on safety performance.

Meetings include a review of incidents, root cause analysis and Five Why's so leadership teams can drive improvements as well in safety.

Safety is everyone's job – not just the EHS team and we make sure that it is highlighted in our communications with the organization. This process allows the EHS teams to also receive any feedback on observations, or any risks that businesses would like the team to help mitigate.

To further embed our START With Safety culture, we have built safety into the start of all key meetings. All Town Halls, Business Reviews, and Sustainability and EHS Working Group calls begin with a safety moment to set the tone and outline the expectation that all associates play an important role in our safety program. In addition, this communication is encouraged not to be driven by EHS, displaying for the organization once again that safety is everyone's responsibility.

Training & Awareness

Associates in our businesses, including those in service and sales centers, are provided with all necessary safety training to carry out their required job function. Upon entering a facility, site safety rules are displayed to ensure clear expectations and safety of all visitors, contractors, and associates entering the site. Additional training is provided to associates based upon their role within the Company, such as new hire onboarding training, Hot Work, heat stress, respirator training, and Lockout/Tagout. Hillenbrand also developed a new global safety training in FY25, uniting the Company under one training program, covering workplace violence, safety, environmental expectations, and START With Safety.

To ensure the global EHS team is equipped with the necessary skills and abilities, regional leaders in the EHS global function review the qualifications of team members to identify and address any skills gaps. This has led to the development of subject matter experts within the team who will train and serve as mentors for others.

Working Conditions

We are committed to providing associates and visitors with a safe and healthy workplace and minimizing potential harm to people, which includes conducting appropriate risk assessments. We strive to create a space that is free from discrimination and harassment, where every voice is heard and respected, and we encourage our associates to report any concerns via our Ethics Hotline. Through these principles, which are outlined in our Human Rights Policy and EHS Policy, we aim to foster a work environment that champions a positive and safe environment for our associates.

Safety Recognition

While driving additional structures for global process and standards, 2025 marked the first year in which we introduced global recognition for sites with strong or most improved safety practices.

Building on the START With Safety program, the EHS team administered a safety recognition program for sites with an outstanding safety record and reporting culture. Key sites were chosen based upon their safety performance, improvement, leadership commitment, and active associate involvement. Moving into the second year, the number of qualifying sites has increased by 50%. In addition, this has sparked some additional on-site associate recognition at sites globally.

The Safety Star award is given to sites with strong site EHS engagement and an injury rate less than half the

Hillenbrand average. Coperion's FHN Gabler facility in Germany (pictured, right) earned this recognition in 2025. The site has leveraged visual management practices to engage the workers, provide easy ways for associates to understand the risks and protective measures, ensure that well-being is part of every meeting, and ensure that all associates are sharing safety ideas.

Our Most Improved Site award is given to a site that has reduced its injuries and changed its safety culture in a year or less. Coperion's FHN Whitewater, Wisconsin (U.S.) facility earned this year's recognition, after reducing their injuries by 70% in one year by leveraging associate engagement to increase their safety observation reporting. The site had previously recorded zero observations and is now one of the leaders, with over 20 observations per month. They also lead the sites in reporting and correcting near misses.

Additional Support

In 2025, we introduced a program to further support sites that may have an increase in injuries. Through our Site Improvement Program (SIP), sites with increased injuries are put on a SIP to help improve safety culture and reduce future injuries. Senior leadership in the Company reviews these sites every month, driving increased focus and awareness to improve performance. Added layers of analysis, 5 Whys, and management involvement and collaboration help support and drive site performance, so sites eventually improve and are taken off the SIP.

Safety Audits

Businesses are required to assess the safety conditions of their sites on a regular basis. Methods of assessment may include behavior-based safety observations, safety audits conducted by site-specific safety committees, and other events and initiatives designed to identify opportunities to



make work safer and remove potential hazards. In FY25, the focus has been on improving associate participation in our behavior-based safety program focused on reporting safety observations. The observations include both opportunities for improvement, which are tracked at the site level for closure, and noting positive or best safety practices. These best practices are then shared across sites and incorporated into unified Hillenbrand standards.

With the formation of EHS as a Global Function, regional EHS leaders will individually audit sites against local and regional compliance standards for health, safety, and the environment in addition to Hillenbrand EHS

standards. These results are reviewed with local operations and tracked for resolution. To increase the frequency of site visits, the team has also leveraged remote auditing practices using the available IT technology.

A new internal safety audit program was developed to help further assess sites' compliance with critical safety standards. This allows sites to audit their facilities to ensure that Hillenbrand's expectations are met. The process consists of a simple questionnaire, reference to the procedure, and verification of compliance.

International Organization for Standardization (ISO) Certifications

ISO certification verifies that a management system, process, service, or documentation procedure meets all applicable requirements for standardization and quality assurance.

While we do not require all sites to have specific ISO certifications, many of them do so to meet customer or supplier requirements or to establish consistent practices across their businesses. Twenty-four of our sites are currently ISO 9001 Quality Management System Certified, eight are ISO 14001 Environmental Management System Certified, eight are ISO 45001 Occupational Health and Safety Management Certified, and three are ISO 50001 Energy Management Systems Certified. Locations without official ISO certifications have internal methodologies for managing these areas.

ISO 9001:2015 Quality Management Certifications

49% of total manufacturing operations

Coperion

- Stuttgart, Germany
- Weingarten, Germany
- Niederbiegen, Germany
- Niederlenz, Switzerland
- Ferrara, Italy
- Wytheville, Virginia, U.S.
- Nanjing, China
- Noida, India
- Greater Noida, India
- Coperion Middle East, Kingdom of Saudi Arabia

Coperion FHN

- Osnabrück, Germany
- Peterborough, United Kingdom
- Manchester, United Kingdom
- Whitewater, Wisconsin, U.S.
- Montaigu-Vendée, France

DME

- Madison Heights, Michigan, U.S.
- Windsor, Ontario, Canada (Warehouse)
- Shinoli, India
- Zeletava, Czech Republic

Mold-Masters

- Georgetown, Ontario, Canada
- Baden-Baden, Germany
- Kunshan City, China
- Coimbatore, India

Rotex

- Runcorn, United Kingdom

ISO 14001:2015 Environmental Management Certifications

16% of total manufacturing operations

Coperion

- Noida, India
- Greater Noida, India
- Nanjing, China
- Stuttgart, Germany
- Weingarten, Germany
- Niederbiegen, Germany

Rotex

- Runcorn, United Kingdom

Coperion FHN

- Montaigu-Vendée, France

ISO 45001:2015 Occupational Health And Safety Certification

9% of total manufacturing operations

Coperion

- Stuttgart, Germany (Field Service Department)
- Weingarten, Germany (Field Service Department)
- Ferrara, Italy
- Bresso, Italy
- Noida, India
- Greater Noida, India
- Nanjing, China

Rotex

- Runcorn, United Kingdom

ISO 50001: Energy Management Systems Certified

5% of total manufacturing operations

Coperion

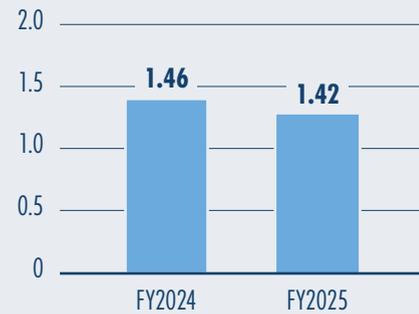
- Stuttgart, Germany
- Weingarten, Germany
- Niederbiegen, Germany



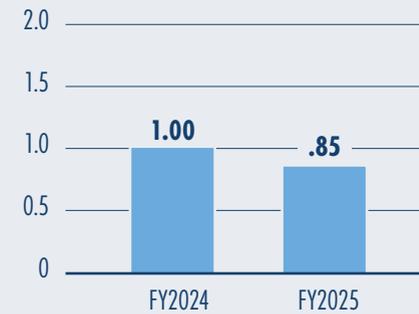
Recordable and Lost Time Incident Rates

As part of our EHS strategy, we continue to increase transparency and expand our disclosures; for example, we initially reported our Lost Time Incident Rate (LTIR) for the U.S. only, but recently expanded this globally using OSHA definitions. An update to LTIR is a recordable injury resulting in time off work for the associate. Not only can this be an indicator of the injury’s severity, but such downtime also has a lasting effect on productivity and represents the long-term impact of injuries on the health of our organization. Therefore, tracking this data is vital to a strategic approach that improves long-term productivity, mitigates financial risk, minimizes disruption, and keeps our associates safe.

Recordable Incident Rate (RIR)



Lost Time Incident Rate (LTIR)



Methodology & Footnotes:

Excludes Milacron.

The total rolling RIR is calculated on a 100-full-time-equivalent-employee basis and includes all current global sites.

The total rolling LTIR is calculated on a 100-full-time-equivalent-employee basis. We define LTIR per US regulations and requirements. The incident rate represents the majority of our manufacturing sites within Hillenbrand, including:

Coperion PM: Wytheville, VA, U.S.; Sewell, NJ, U.S.; Stuttgart, Germany; Niederbiegen, Germany; Niederlenz, Switzerland; Nanjing, China; Al-Jubail, Saudi Arabia; Noida, India; Greater Noida, India; Meckesheim, Germany; Bresso, Italy; Ferrara, Italy; Weingarten, Germany

Coperion FHN: Malsch, Germany; Goes, Netherlands; Rians, France; Kansas City, KS, U.S.; Burg, Germany; Osnabrück, Germany; Richmond, British Columbia, Canada; Montaigu-Vendée, France; Sidney, OH, U.S.; Tremembé, Brazil; Sabetha, KS, U.S.; Grand Rapids, MI, U.S.; Solon, OH, U.S.; Bang Pu Mai Muang, Thailand; Whitewater, WI, U.S.; Peterborough, U.K.; Poynton, U.K.; Naperville, IL, U.S.

Rotex: Cincinnati, OH, U.S.; Wuxi City, China; Runcorn, U.K.; Surrey, British Columbia, Canada

MM/DME: Georgetown, Ontario, Canada; Kunshan City, China; Hereford, U.K.; Kawasaki, Japan; Baden-Baden, Germany; Daegu, S. Korea; Gyeonggi-do, S. Korea; Želetava, Czech Republic; Jurong East, Singapore; Madison Heights, MI, U.S.; Coimbatore, India; Campinas, Brazil; Windsor, Ontario, Canada; Bangalore, India; Shinoli, India

Natural Disaster Crisis Management

To improve our incident command process, and the shifts in the environment caused by climate change, the EHS team prepared a Natural Disaster Crisis Management plan. The plan reviews critical risks relating to floods, earthquakes, wildfires, hurricanes, and tornados. The sites’ local Incident Response Plan feeds into the overall Crisis Management Plan and incorporates training and drills to ensure the plan is effective.

Compliance with Environmental Regulation

Per Hillenbrand’s Global Environmental Policy, we are committed to complying with all applicable environmental laws and regulations. This includes the acquisition of environmental permits and close monitoring of the management and disposal of regulated materials. Additionally, our businesses are responsible for conducting periodic reviews of our activities to ensure ongoing compliance with all local regulations and established internal practices and procedures. Key requirements pertaining to permits, ordinances, or certificates have been developed within a specific EHS Compliance Calendar created for every major site where site leaders and our EHS teams track legal requirements, due dates, and management commitment.

OUR SUPPLY CHAIN



AS WE CONTINUE ADVANCING our sustainability journey, we recognize that the strength of our impact depends on the strength of our partnerships. A resilient, transparent, and collaborative supply chain is essential not only to our shared success but also to the long-term well-being of the communities and environments in which we operate.

As part of our commitment to build a **resilient and ethical supply chain** that reflects our Core Values, supports long-term sustainability, and adheres to evolving regulatory obligations, we recognize our responsibility to uphold human rights, fair labor practices, and ethical conduct across our entire network of suppliers and partners. Over the past few years, we have implemented a comprehensive set of policies centered on ethical and sustainable practices throughout our supply chain, reinforcing our expectations and strengthening transparency across all tiers.

This year, we have continued to sharpen our focus on **building resiliency across our supply chain**—anticipating disruptions, reducing volatility, and ensuring continuity of service. Central to this effort is our commitment to **local-to-local sourcing and production**, which reduces the distance materials travel, minimizes emissions, supports regional economies, and creates more predictable lead times and tariff exposures. These actions help us collectively reduce operational interruptions, enhance responsiveness, and strengthen our ability to adapt in a rapidly changing global landscape.

By working together to localize operations where possible, improve visibility, and adopt more sustainable practices, we can create supply networks that are cleaner, faster, more reliable, and aligned with our shared ethical commitments. Our goal is to build a supply chain that not only meets today's needs but is resilient enough to support tomorrow's opportunities.

HUMAN RIGHTS

In January 2025, Coperion GmbH demonstrated its commitment to responsible supply chain management by publishing its inaugural LkSG report. This comprehensive report rigorously evaluates human rights within our global supply chain, detailing our proactive measures to uphold our human rights and environmental due diligence obligations. It includes an in-depth disclosure of our risk analysis methodology, preventive strategies, and progress tracking mechanisms, underscoring our dedication to transparency and accountability.

In May 2025, Mold-Masters reaffirmed its leadership in responsible business practices by releasing its second annual [Canada S-211 report](#), in accordance with Canada's Forced Labour in Supply Chains Act. This report exemplifies the commitment to transparency, outlining the concrete steps we are taking to identify, prevent, and mitigate the risks of forced labor, child labor, and other human rights violations within our operations and supply chains. Publishing this report not only fulfills our legal obligations but also signals to our stakeholders that we prioritize ethical sourcing and responsible business conduct. We are actively holding ourselves accountable, illuminating our supply chain practices, and implementing robust measures to ensure respect for human rights at every stage of our business.

Hillenbrand recognizes that human rights are fundamental to sustainable growth and corporate integrity. We view our supply chain's impact on individuals, communities, and environments worldwide as a core responsibility. Consequently, effective supply chain management is critical to addressing human rights challenges. We are committed to upholding fair labor practices and safeguarding human rights for all

our associates and partners. Our ongoing engagement with suppliers emphasizes alignment with international standards to eradicate forced labor, child labor, and human trafficking. Additionally, we conduct annual training across our procurement teams to reinforce diligence in combating human trafficking, covering essential topics such as fair wages, collective bargaining, freedom of association, non-discrimination, and health and safety—particularly within high-risk regions.

SUPPLIER STANDARDS

Our suppliers are obligated to adhere to all relevant legal requirements in the regions and countries where they operate, and comply with Hillenbrand's policies, including our Supplier Standards, Human Rights Policy, Global Environmental Policy, Supply Chain Transparency Policy, Anti-Corruption Policy, and our Code. In the supplier onboarding process, all new suppliers must confirm they have reviewed and are following our Supplier Standards, which include specific



requirements that align with Hillenbrand's Core Values, international labor and human rights standards, and applicable laws and regulations. Our Supplier Standards also mirror the requirements of our Supply Chain Transparency Policy, which includes the following binding principles.

- Prohibition of child labor
- Free choice of employment (no forced labor)
- Prohibition of discrimination
- Adherence to the principle of equal opportunity and equal treatment
- Remuneration, as per local law
- Freedom of collective bargaining and association
- Compliance with occupational safety regulations
- Prohibition of deprivation of natural resources
- Prohibition of certain commissioning of security forces

Per our Supplier Standards, suppliers should provide products to Hillenbrand and conduct their business operations in a way that protects and sustains the environment in accordance with applicable laws and regulations. This includes the reduction of substances of concern, hazardous waste, excess packaging, and water and energy usage.

Our Supplier Standards include environmental practices extending to soil, water, air, biodiversity protection, and GHG emissions. We may request data on Scope 1 and Scope 2 emissions from our suppliers to better understand Hillenbrand's overall environmental impact. Our standards also address conflict minerals, land rights, and the use of private and statutory security forces.

SUPPLIER DUE DILIGENCE AND RISK MANAGEMENT PROCESS

Hillenbrand maintains a comprehensive due diligence and compliance framework designed to proactively identify, assess, and address potential adverse impacts stemming from our business activities. Our approach includes continuous monitoring of changing political, logistical, and climate conditions to anticipate emerging risks and develop effective mitigation strategies. This proactive stance is supported by regular assessments of our supplier footprint and stress testing of alternative strategies and supply options to ensure resilience and supply chain stability.

Key Due Diligence Activities Include:

- **Risk Assessments:** Evaluating geopolitical, environmental, and logistical risks that could impact supply chain operations.
- **Supplier Screening and Evaluation:** Conducting thorough assessments of new and existing suppliers based on compliance with our standards, human rights, environmental criteria, and restricted party screening.
- **Audits and Inspections:** Performing regular on-site and remote audits to verify adherence to our Supplier Standards and ethical practices.
- **Monitoring and Data Analysis:** Utilizing advanced systems to track supplier performance, emissions reporting (supporting Scope 3 calculations), and compliance metrics.
- **Stress Testing and Scenario Planning:** Analyzing supply chain vulnerabilities through stress tests and developing contingency plans for alternative sourcing options.

- **Stakeholder Reporting and Feedback:** Encouraging and facilitating reporting of potential misconduct via our secure whistleblower system, ensuring transparency and accountability.

Our global procurement team leverages an integrated system to oversee supplier human rights due diligence and risk management. To reinforce our commitment, we have recently updated our Supply Chain Transparency Policy and Supplier Standards to explicitly address critical areas such as environmental, health, and safety (EHS) diligence, emissions reporting, vendor diversity, and biodiversity protection.

In addition to risk assessment, we implement both preventive and remedial strategies to manage potential risks:

- **Preventive Strategies:** Designed to proactively identify and address issues before they escalate, including supplier training, capacity building, and early warning systems.
- **Remedial Measures:** Focused on swiftly addressing violations or risks identified during assessments, including corrective action plans, supplier engagement, and, when necessary, termination of non-compliant suppliers.

Through these rigorous and multi-layered due diligence activities, Hillenbrand demonstrates its unwavering commitment to responsible sourcing, human rights, and environmental stewardship. Our goal is to foster a resilient, transparent supply chain that aligns with our values and meets stakeholder expectations for sustainability and ethical business practices. Hillenbrand and its stakeholders (including suppliers) are also encouraged to report any potential misconduct via our whistleblower hotline.

SUPPLY CHAIN ENVIRONMENTAL IMPACT

Our procurement team plays a pivotal role in monitoring waste management, recycling, and water usage across our suppliers. We are dedicated to reducing waste and encouraging recycling in our operations.

As part of our In Region For Region strategy, we often focus on identifying suppliers that are geographically close to our sites and to our customers. This strategy creates efficiencies for our business, reduces our carbon footprint, and helps us mitigate the risk of supply chain disruption, while increasing our resilience in an unpredictable global environment.

Hillenbrand records and manages its environmental impact in close cooperation with our suppliers and business partners. We ensure that our suppliers follow strict limits set by national and international laws, including those governing work with hazardous materials.

CONFLICT MINERALS

We are committed to complying with applicable legislation and federal regulations where we do business, including those related to conflict minerals as required by the SEC in the U.S., and we work to ensure we understand the content and sourcing of materials in our products and our supply chain.

Conflict minerals refer to tin, tantalum, tungsten, and gold (3TG), regardless of where they are sourced, processed, or sold. Hillenbrand's Operating Companies purchase materials and parts within a complex minerals supply chain that includes raw mineral sourcing, smelters,



and refiners. We do not purchase raw ore or unrefined 3TG and do not directly purchase regulated materials or parts from countries covered by applicable law.

We rely on the information provided by our direct suppliers to determine the origins of the 3TG contained in the parts and materials supplied to us, including the 3TG provided to Hillenbrand's suppliers from sub-tier suppliers. As required by SEC rules, we prepare a Conflict Minerals Report annually and post the content on our website once that report is filed with the SEC. Further information can be found in the most recent report.

GLOBAL TRADE COMPLIANCE

At Hillenbrand, adherence to applicable human rights, environmental, import and export laws and regulations is a fundamental component of our commitment to responsible and compliant global trade practices. Our processes and personnel are dedicated to compliance through a combination of tools, training programs, and ongoing monitoring.

Our compliance framework includes:

- **Automated Compliance Tools:** Utilizing sophisticated software systems to monitor and manage import/export activities, ensure adherence to sanctions and embargoes, and facilitate accurate documentation and reporting.
- **Regular Training and Education:** Conducting comprehensive onboarding for new associates involved in trade activities, followed by targeted training sessions on export controls, import procedures,

procurement requirements, sanctions, and embargoes. This continuous education ensures our team remains current with evolving regulations and best practices.

- **Policy and Governance:** Maintaining clear, transparent policies that define our standards for trade compliance, reinforced by strong governance structures to oversee adherence and address potential issues proactively.

Through these measures, Hillenbrand continues to mitigate risks within our value chain. Our testing and monitoring as well as other key controls help enable us to identify potential vulnerabilities, allowing us to implement appropriate mitigation strategies. To date, we believe we are materially in compliance with applicable human rights, environmental, import and export laws and regulations within our value chain.

We firmly believe that protecting workers and respecting human rights within our value chain is not only a legal obligation but also a moral imperative. Our commitment is reflected in our Code, policies, and stakeholder engagement, including our core governance processes. By fostering a resilient and ethical supply chain, we aim to uphold our Core Values, support long-term sustainability, and contribute positively to the communities and environments in which we operate.

SERVING OUR STAKEHOLDERS



COLLABORATION is critical to advancing our sustainability strategy, whether we are releasing new products and services to customers or developing a partnership with a research university or community organization. We all must work closely together to find the right solutions.

By working together, we can find the best solutions to today's challenges and remain well-positioned to tackle future challenges in the markets and communities we serve.



Hillenbrand maintains its MSCI All Country Public + Private Equity Index Environmental, Social, Governance (ESG) AA Rating, placing us among the top performers in environmental, social, and governance practices in the industry.

COMMUNITIES

In line with our Purpose, we aim to have a positive impact on the communities in which we operate. Our Make It Matter Core Value highlights our commitment to communities by conveying our intention to help improve the living and working environments of our associates and build resiliency from an environmental, economic, and services standpoint within our local communities.

Engaging with communities is important to our Company and to our customers, and our global community partnership strategy provides opportunities for associates to engage in the communities where they live and work. By aligning our partnership and giving strategy with our Core Values, we are able to:

- Connect our products to end markets
- Meet customers' needs by engaging with local communities
- Better understand our connection to and impact on broader society
- Focus on our people and help build our culture

Our charitable giving approach is structured around the support of educational, environmental, health, and social causes. Specific policies and standards of our charitable giving are outlined in our Charitable Giving Guidelines, which help us identify and establish appropriate donations to eligible institutions. These guidelines mandate that any organization benefiting from our donations must have anti-discrimination policies in place and fall within our predefined categories for charitable giving.

Programs and Partnerships

At Hillenbrand, we prioritize not only the health and safety of our associates but also of our communities and are committed to helping improve the welfare of those around us.

- **Hillenbrand's** partnership with Net Impact led to the creation of the Circular Plastics Challenge to engage innovators to rethink the challenges of the plastics value chain. In its third year, participating students and professionals developed innovative solutions that leverage AI for circularity in plastics. Finalists presented concepts to a panel of judges

comprising industry leaders from Hillenbrand, The Coca-Cola Company, and Clefs Advisory LLC. The winners were announced in June 2025. The winning concept, Polysorter, developed by a team from the University of California, Berkeley, integrates AI-powered scanning, robotic sorting arms, and ultrasonic cleaning into the advanced sorting process of recycling, resulting in higher sorting accuracy, reduced contamination, and a higher volume of quality post-consumer resin.

- **Hillenbrand** has supported the Kids Discovery Factory since 2018. Since its inception in 2013, its Science, Technology, Engineering, and Mathematics (STEM) camp has grown into a regional tradition with over 150 K-6 students from 16 different U.S. ZIP Codes attending in 2025. While many industrial and manufacturing organizations have struggled to engage girls and young women, Kids Discovery Factory regularly achieves parity with its participants, seeing a 51:49 male-to-female ratio in 2025.
- **Coperion** supports Herzenssache (A Matter of the Heart), a children's aid campaign dedicated to helping disadvantaged children and young people in southwestern Germany. This campaign collects and distributes donations to select non-profit organizations, and since the association was founded in 2000, it has supported almost 1,600 aid projects.
- **Mold-Masters** in India proudly supports the Coimbatore Cancer Foundation. Associates and leadership from Mold-Masters chose to donate to this foundation because of their deep ties to the community. The foundation provides care and education - from raising awareness of the dangers of adolescent smoking to working with those suffering from terminal cancer.
- **Mold-Masters** in India has supported the Kovai Kulangal Padhukappu Amaippu (Coimbatore Ponds Protection System), a watershed development project near its operations in Coimbatore. This project supports the construction of a dam, strengthens the embankment and rehabilitates the channels of local waterways, and installs artificial rainwater harvesting to store water and mitigate flood risk.



- **Rotex** is a supporter of the American Heart Association (AHA), including engagement with the 2025 Cincinnati Heart Mini-Marathon & Walk (pictured, above). Serving communities across the U.S, the AHA is the nation's oldest and largest voluntary organization dedicated to fighting heart disease and stroke.
- **Rotex** hosts exchange students through the World Affairs Council TechGirls program (pictured, above left). TechGirls is an international summer exchange program designed to empower and inspire young women to pursue higher education and careers in STEM fields through immersive skills development training. After the program, TechGirls participants implement community-based projects to transfer what they learned back home. During this year's two-day visit, high school students from Tunisia, Morocco and Lebanon learned about processing equipment, manufacturing, engineering, and much more from Rotex subject matter experts.
- **Coperion** and Kansas State University Olathe partnered to deliver an intensive three-day course on advanced pneumatic conveying (pictured, left). This hands-on training with the Advanced Manufacturing Hub used real components and operating conveying systems from Coperion's test lab in Kansas City, providing participants with valuable practical experience.



FY25 Key Community Partners and Charitable Contributions

In 2025, we partnered with multiple non-profit organizations, universities, research groups, and trade associations to support educational, environmental, health, and social causes among the communities in which we operate.

- American Heart Association – U.S.
- Batesville Chamber of Commerce – U.S.
- British Columbia Children's Hospital – Canada
- Chamber of Commerce Southern New Jersey – U.S.
- Coimbatore Cancer Foundation – India
- Forschungs-Gesellschaft Verfahrens-Technik (Process Technology Network) – Germany
- Forschungskreis der Ernährungsindustrie (Research Association of the German Food Industry) – Germany
- Greater Sabetha Community Foundation – U.S.
- Herzenssache (A Matter of the Heart) – Germany
- Hochschule Heilbronn (Heilbronn University of Applied Sciences) – Germany
- Institut für Kunststoffverarbeitung (Institute of Plastics Processing) – Germany
- Kids Discovery Factory – U.S.
- Kompetenznetz Verfahrenstechnik Pro3 (Process Engineering Competence Network) – Germany
- Kovai Kulangal Padhukappu Amaippu (Coimbatore Ponds Protection System) – India
- Prime Minister's National Relief Fund – India
- Residents Awareness Association of Coimbatore – India
- Ripley County Community Foundation – U.S.
- South Delta Food Bank – Canada
- Tamil Nadu State Disaster Management – India
- United Way – U.S.

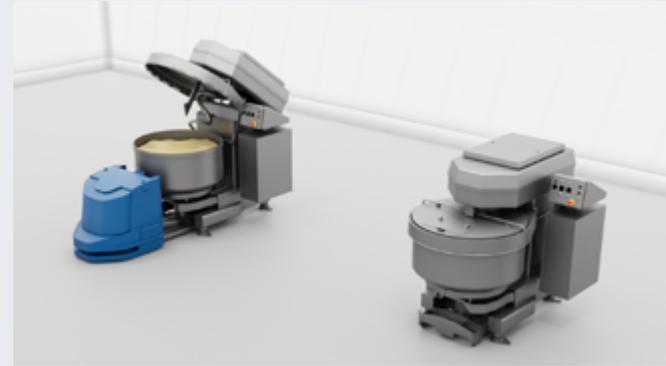
PARTNERING WITH CUSTOMERS

Through our businesses, we hold leadership positions across the durable plastics, recycling, and food end markets. Leveraging our deep expertise in industrial processing, we design and engineer machinery and systems tailored to meet each customer's unique product requirements. We collaborate closely with our clients to drive technological advancements and enhance product quality. Our partnership extends beyond installation; we support customers throughout the entire lifecycle of their equipment, focusing on the total cost of ownership, optimizing energy efficiency, and aligning our services with their sustainability objectives.



Coperion and **Herbold Meckesheim** engineer and build plants for a wide variety of plastics recycling applications, excelling in their reliability and the high product quality they achieve. From mechanical processing – shredding, washing, separating, drying, and agglomerating plastics – to bulk material handling as well as feeding and

extrusion, all the way to compounding and pelletizing, such plants cover the entire plastics recycling process chain. Together, Coperion and Herbold Meckesheim offer solutions for different recycling processes, such as mechanical recycling of post-industrial and post-consumer waste, chemical recycling, PET recycling, and solvent-based recycling.



Coperion Food, Health & Nutrition technology brands **DIOSNA** and **VMI Mixing Solutions**, featured their integrated capabilities in automated guided vehicle (AGV) solutions engineered to transform customers baked goods production at the International Baking Industry Exposition (IBIE) Trade Show. The AGVs (pictured, above) offer scalable logistics for dough handling—transporting mixing bowls and dough resting tubs efficiently.

Highlights include:

- Flexible solutions for tight spaces and complex layouts
- Optimized room concepts for smooth production flows
- Efficient, autonomous operation with adaptive speed control
- Agile and adaptable solutions for easy production scale up and cleaning with no down time
- Safe operation alongside works



DME's LT-Series LifeTime Side Interlocks help customers overcome the unintentional movement of plates that can occur over the lifecycle of the tool due to thermal expansion and affect molding performance. With poor alignment, part quality can suffer, cycle times can be reduced, unnecessary production downtime can occur, and the tool itself can be damaged. These issues can be minimized using an interlock that has been designed and tested for the best possible lifetime performance, offering a strategic solution to manage heat variations and maintain precise mold alignment.

Customer Engagement and Feedback

Customers are essential stakeholders, and understanding their satisfaction with our Company and products is key to our success. Our businesses actively seek customer feedback at important project milestones through satisfaction surveys and quality assurance initiatives. We analyze this data to identify common themes and areas

where we can improve. This direct communication allows us to make quick, informed decisions and adjust strategies to address customer concerns effectively. The insights gained from this feedback drive the ongoing development of our products and the continuous improvement of our sites across the Hillenbrand portfolio.

Supporting Our Customers

Mold-Masters opened a new service facility in the southwestern U.S. to expand its aftermarket support for customers. The facility is fully equipped to provide comprehensive aftermarket services including spare parts, technical support, service and repairs, system cleanings, refurbishments, preventative maintenance, and training programs. Offering a rapid response helps reduce production downtime, and enables our customers to achieve their goals, and demonstrates our commitment to delivering best-in-class service and support where and when customers need it.

SHAREHOLDERS

Engaging proactively with stakeholders helps us gather valuable feedback to shape our sustainability efforts, identify potential risks, and guide business decisions. Throughout 2024 and up to our fiscal year-end of September 30, 2025, we continued our regular investor relations activities while also connecting with shareholders annually on topics they care about, such as recycling, product innovation, associate well-being, diversity and inclusion, supply chain management, and governance. These engagements involved reaching out to covered parties presenting approximately 80% of our outstanding shares, ensuring we listen to a wide range of perspectives to support our sustainability goals.



Shareholder Right to Call a Meeting

As part of our commitment to good corporate governance, we reach out annually to key shareholders to discuss a variety of sustainability, corporate governance, and executive compensation topics.

This outreach program also provides an opportunity for our management to understand and examine the issues that matter most to our shareholders. In addition, our bylaws provide that special meetings of the shareholders may be called by shareholders holding not less than one-fourth of the outstanding shares of our common stock who are entitled to vote on the applicable matter. Our management and directors consider feedback from shareholder meetings, along with market best practices, policies at peer companies, and our specific circumstances, in making decisions and recommendations regarding our overall governance profile.

SUPPLIERS

Our supplier partnerships are essential in helping us serve our diverse stakeholders. We value these relationships and recognize that strategic collaborations enable us to positively influence our businesses.

We actively engage with our suppliers through individual interactions and larger conferences. Hillenbrand's global strategic sessions foster trust, transparency, and collaboration on key topics such as costs, lead times, design, forecasting, innovation, risk mitigation, supply chain laws, compliance, and sustainability. These sessions facilitate the sharing of strategies, addressing challenges, and developing joint action plans for our shared priorities.

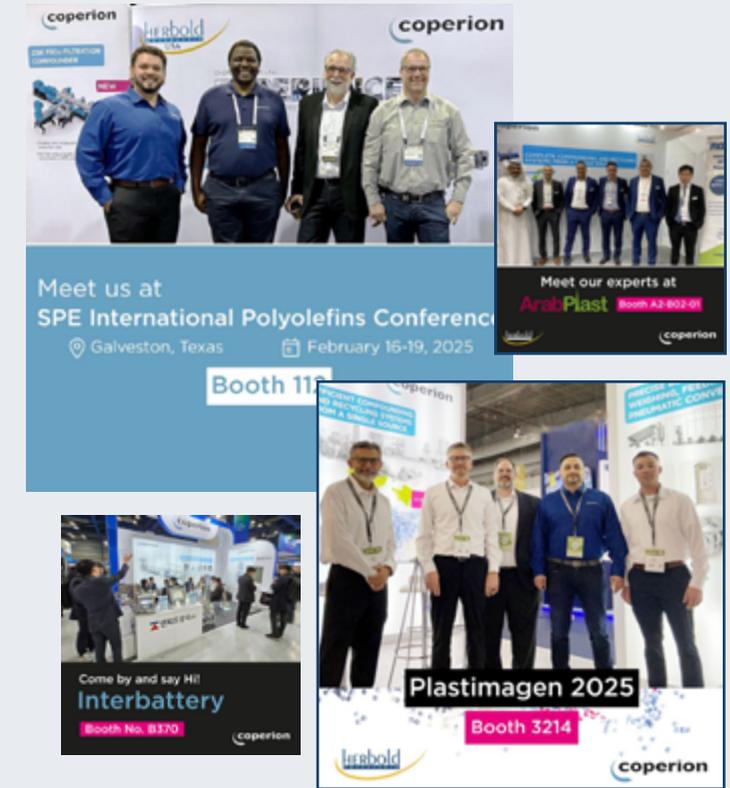
TRADE SHOWS AND ASSOCIATIONS

We believe regular involvement with trade and industry organizations, as well as engagement with lawmakers, is key to building constructive discourse in the political and regulatory environments in support of our business priorities and enhancing shareholder value as we continue along our sustainability journey.

Throughout the year, our teams proudly showcase a range of solutions designed to help customers advance their businesses through innovations in durable plastics, recycling, and food. We meet current and potential customers at relevant trade shows and other events around the world and focus on demonstrating our commitments to building partnerships and developing solutions to achieve our customers' goals, advancing sustainability, and positively impacting the world around us.

To support these efforts, Hillenbrand and our businesses maintain memberships in several industry and trade groups, including the Plastics Industry Association, the Manufacturers Alliance, the National Association of Manufacturers, the American Bakers Association (ABA), the Bakery Equipment Manufacturers and Allied (BEMA), and the Process Equipment Manufacturers' Association. Several Hillenbrand leaders also serve on trade organization committees, non-profit boards, and governing bodies, including members of our EMT. We strive to participate in organizations that align with our business priorities, and our participation is subject to management oversight and approval.

These organizations may engage in activities beyond Hillenbrand's key issues. Our membership in these



groups is maintained with the understanding we may not always agree with all views of each organization or its members on every issue; however, we strive to play a leading role in helping our trade associations.

POLITICAL CONTRIBUTIONS

Our political activities are guided by our Code. Accordingly, Hillenbrand does not operate a political action committee or make contributions to elected officials.

CYBERSECURITY & DATA PRIVACY



WE RECOGNIZE that cybersecurity and data privacy are critical to maintaining the trust of our customers, associates, and business partners. Our approach to cybersecurity is guided by our Code and Core Values, which emphasize integrity and the protection of sensitive information. We are committed to safeguarding the confidentiality, integrity, and availability of data across our global operations.

GOVERNANCE

Cybersecurity oversight is integrated into our ERM framework, and our leadership remains committed to cybersecurity, consistently emphasizing vigilance and compliance across the organization. The Audit Committee of our Board is responsible for monitoring cybersecurity risks and receives quarterly updates from management. Our cybersecurity program is overseen by the Chief Information Officer and led by the Chief Information Security Officer (CISO). The CISO provides regular updates to executive leadership and the Audit Committee on cyber-risk management, emerging threats, and program enhancements.

RISK MANAGEMENT AND STRATEGY

We maintain an Enterprise-wide cybersecurity program designed to identify, assess, and manage the risks associated with cybersecurity threats. Our program is aligned with industry-recognized frameworks, including the National Institute of Standards and Technology Cybersecurity Framework and ISO 27001 standards. Key elements of the program include:

- **Defense-in-Depth Strategy:** Deployment of layered security controls and continuous monitoring, along with comprehensive security and privacy policies to safeguard systems and data.
- **Testing and Validation:** Regular internal and external penetration testing, vulnerability assessments, and independent third-party evaluations.
- **Third-Party Risk Management:** Assessment of suppliers' cybersecurity posture through questionnaires, interviews, and program reviews. Where applicable, we incorporate security and privacy requirements into supplier contracts and require notification of cybersecurity incidents.

Despite these measures, we acknowledge that no system is immune to cyber threats and that a successful attack could result in operational disruption, reputational harm, or financial loss.

INCIDENT RESPONSE AND RESILIENCE

We maintain an incident response program designed to detect, contain, and remediate cybersecurity events. We conduct regular tabletop exercises and simulations to validate our preparedness. Additionally, we provide ongoing cybersecurity awareness training to associates to promote a culture of security vigilance.

ARTIFICIAL INTELLIGENCE & DIGITAL TRANSFORMATION

Our business is built on speed and innovation, and we are leveraging Generative AI and automation technologies

to enhance operational efficiency and streamline our processes. By integrating these advanced tools, we aim to reduce waste, improve accuracy, and accelerate decision-making across our organization.

At the same time, we are committed to ensuring the ethical use of AI, prioritizing transparency, fairness, and privacy in all applications. Our approach balances innovation with responsibility, ensuring that AI-driven efficiencies contribute positively to our sustainability goals and uphold our values.

2025 welcomed version 2.0 of our internal AI tool, SOPHiE. This upgraded version of the Company's original platform features new functionality including multiple file upload, a multilingual interface, and an improved user experience.



The updated experience is equipped to accommodate evolving Hillenbrand use cases through access to advanced assistants and several programs designed to read, understand, and write language, driving productivity gains across the Enterprise in a safe and secure environment.

Legal and procurement teams are using the power of AI to analyze contracts and other documents such as proposals, while sales and marketing teams are using AI-based email marketing to increase aftermarket sales

leads. Advances in AI have unlocked deeper insights through dramatically richer, more accurate, and context-aware responses for use in language translation and coding, where associates use AI for writing, editing, and documenting code, as well as troubleshooting.

In 2025, Hillenbrand made significant strides in developing policies and procedures to guide associates through the use of AI, including outlining the governance structure to meet best practices and ensure a safe and responsible use of AI.

The AI Governance Council includes representatives from various business functions, including IT, Cyber security, HR, legal, data protection, and other subject matter experts on a case-by-case basis. The Council meets monthly to ensure the consideration of the significant impact of AI.

The Company also developed the AI Tool Usage Approval Procedure designed to protect associates, customers, contractors, and shareholders from unintended outcomes from the use of AI in the workplace. Hillenbrand requires approval for the use of any new AI tool – the AI Governance Council reviews a risk assessment and scores the request prior to authorizing any request.

Hillenbrand's Digital Center of Excellence is focused on creating value by integrating cutting-edge digital business processes and technologies into every facet of our organization. With a focus on enhancing operational efficiency, elevating customer experiences, and driving overall growth, Hillenbrand is committed to driving forward its digital journey.

INDICIES



ABOUT THIS REPORT

This is Hillenbrand’s seventh annual Sustainability Report outlining our efforts to address the topics that matter to our stakeholders as determined by our updated double materiality assessment, organized around key topics material to our stakeholders. The use of “material” or “materiality” in this report is not related to, or intended to convey, matters or facts that could be deemed “material” to a reasonable investor as referred to under U.S. securities laws or similar requirements of other jurisdictions.

This report is written in conformance with GRI Universal Standards 2021, the GRI Topic Standards, the Sustainability Accounting Standards Board, Industrial and Machinery Goods standard, and the TCFD.

This report partially applies the International Financial Reporting Standards (IFRS) Sustainability Disclosure Standards IFRS S1 and IFRS S2 as issued by the International Sustainability Standards Board (ISSB). This report additionally partially applies the European Sustainability Reporting Standards (ESRS) as issued by the European Financial Reporting Advisory Group (EFRAG). The Company plans to achieve full compliance with the ESRS when the standards are finalized and when sufficient sustainability data becomes available, after the Company has further refined its controls systems and processes for sustainability disclosure.

Hillenbrand’s Internal Audit Department conducts a limited review of select quantitative data in the Sustainability Report, including any related to safety, energy and emissions, water, waste, and associate training. The scope of such a limited review includes an evaluation of the design and operating effectiveness of controls related to identification, calculation, and disclosure in the report.

The data in this report represents all businesses owned at the end of FY25. In a global company such as Hillenbrand, uncertainties may sometimes occur when collecting data from a wide range of facilities and operations. We reserve the right to change the internal guidelines applicable to the collection of the data published in this report without prior notice.

Due to rounding, some of the numbers presented in this report may not add up exactly to the presented totals, and percentages may not exactly reflect the absolute figures to which they refer. Included data, other than audited financial data, represents a good faith estimate and has not been externally assured. Our data collection systems are evolving, and we seek to continually improve our processes for collecting and disclosing data.

This report is reviewed internally by a panel of the Company’s subject matter experts to ensure accuracy and our ESG Disclosure Committee attests to the data and information herein. Please direct any questions, comments, or concerns about our Sustainability Report to sustainability@hillenbrand.com.

TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD)

Introduction

The following report was generated by Hillenbrand in accordance with TCFD reporting guidance. This report details Hillenbrand’s Governance, Strategy, Risk Management, and Metrics and Targets as they relate to our climate-related risk and opportunity assessment and monitoring processes.

Hillenbrand engaged an external consultant in 2024 to evaluate and prioritize climate-related risks and opportunities and to review our existing ERM process in alignment with recommendations from the TCFD. In 2025, Hillenbrand performed risk assessments to ensure these results remained consistent with prior conclusions. The results of the risk assessment, as well as an overview of Hillenbrand’s processes and strategies related to climate, are outlined in the report below.

Governance

Describe the board’s oversight of climate-related risks and opportunities.

Hillenbrand’s Board of Directors has the ultimate oversight of all ESG risks, including climate-related risks.

- The NCGC of the Board of Directors conducts quarterly reviews of Hillenbrand’s objectives, progress, practices, and strategies related to sustainability, including risk management of sustainability and climate change.
- The Audit Committee of the Board of Directors annually reviews with senior management the ERM evaluation, which includes climate-related risks, and the steps management has taken to monitor and control such risks.

Describe the management’s role in assessing and managing climate-related risks and opportunities.

Sustainability at Hillenbrand is a shared commitment embedded at all levels of the organization. The risks identified through this structure are integrated into our ERM process, as outlined in the Risk Management section of this report.

- The Sustainability Steering Committee consists of executive leaders from across the organization who meet quarterly to review ESG strategies, action plans, and key performance indicators. This committee is led by the CSO, who also reports quarterly to the NCGC.
- The ESG Council consists of subject matter experts across global functions and Operating Companies. This Council meets every other month to review progress made by the Sustainability Working Groups in preparation for the Sustainability Steering Committee.
- The Sustainability Working Groups are typically led by subject-matter experts from key global functions and by representatives from each of Hillenbrand’s Operating Companies. The Working Groups meet to discuss sustainability initiatives, gather feedback on business concerns and recommendations, and align on implementation and resource planning.

Strategy

Describe the resiliency of the organization’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.

We conducted a scenario analysis to assess the potential risks and opportunities Hillenbrand may face under three hypothetical future scenarios. The climate scenarios used for this analysis were developed by the NGFS, in collaboration with a number of external climate scientists and economists.

NGFS Net Zero 2050 Scenario

- An ambitious climate scenario that would limit global warming to 1.5°C through stringent climate policies and immediate action, allowing net zero CO2 emissions to be reached around 2050.
- The global climate policy landscape assumed to have medium variation.
- A focus on innovation, with CO2 removal used to accelerate decarbonization alongside bioenergy production and electrification.
- Physical climate risks are relatively low, with the most limited global warming of the scenarios, but transition risks are high due to the immediate and decisive change.

NGFS Delayed Transition Scenario

- Assumes business-as-usual until 2030 with no decrease in global emissions during this time; strong and rapid climate action is then required following 2030 in order to limit global warming to below 2°C.
- The global climate policy landscape assumed to have high variation.
- Development of CO2 removal technology is assumed to be low, leading to high carbon prices to increase decarbonization.
- Physical climate risks are medium, given the actions being taken to limit global warming, but transition risks are very high due to the rapid change in policy and market preferences around 2030.

NGFS Current Policies Scenario

- A business-as-usual scenario that assumes only currently implemented climate policies are maintained without the implementation of any new climate action.
- Emissions would continue to grow, leading to global warming of 3°C or higher.

- Physical climate risks are severe and result in irreversible damage, but transition risks are minimal as market preferences are not expected to change significantly.

Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.

With the support of an external consultant, Hillenbrand assessed the potential climate-related risks and opportunities facing the organization. The following process was used to identify and prioritize climate-related risks and opportunities:

1. Pertinent climate-related risks and opportunities were identified by compiling recommendations from the TCFD, industry research, and peer analysis.
2. Internal stakeholder interviews and a comprehensive survey were used to prioritize a subset of risks and opportunities for further quantitative and qualitative review.
3. The time horizon, likelihood of occurrence, and magnitude of financial impact were analyzed for the prioritized risks and opportunities.
4. Three climate-related risks and three climate-related opportunities were identified using the scenario analysis described above.

Risk 1 - Relying on energy efficiency improvements and product pricing to recover sustainability-related investments.

The sustainability and decarbonization efforts required from Hillenbrand to meet market and stakeholder expectations may exceed the savings gained through energy efficiency improvements. If additional sustainability-related costs are not absorbed, and instead impact Hillenbrand's product pricing, this could impact Hillenbrand's market competitiveness.

Hillenbrand's Internal Perspective on Risk

- Risk Type: Market
- Time Horizon: Mid-term
- Likelihood of Occurrence: Low
- Magnitude of Financial Impact: High
- Primary Potential Financial Effect: Competitive Landscape Losses

Scenario Analysis of Modeled, Hypothetical Futures

While the likelihood of Hillenbrand experiencing additional sustainability-related costs is high under all three scenarios analyzed, the magnitude of the financial impact varies significantly. Under the Current Policies scenario, this risk is expected to have a lower financial impact due to the lower cost and Hillenbrand's ability to absorb such costs, whereas under the Delayed Transition and Net Zero 2050 scenarios, the cost to decarbonize is expected to be high, and the potential loss of business derived by passing on such costs through product pricing is expected to have a much higher financial impact.

Considering both Hillenbrand's internal perspective and the scenario analysis results, this risk is an overall low priority for the Company. As concluded through our ERM process, the priority lies with the absorption of cost, rather than passing them on to the customer, from which the loss of business would exceed the cost of absorption according to current business estimates. As pressures to decarbonize continue to evolve, Hillenbrand will continue to monitor sustainability-related costs and the associated market risk.

Risk 2 - The cost of compliance with emissions regulations and value chain analysis

As state, regional, and country regulatory bodies continue to implement more rigorous emissions-related disclosures or require emissions reductions, Hillenbrand may incur additional costs to comply with these requirements or incur fines for noncompliance. Additional headcount and systems may also be required to meet the information disclosure requirements.

Hillenbrand's Internal Perspective on Risk

- Risk Type: Policy and Legal
- Time Horizon: Short-term
- Likelihood of Occurrence: High
- Magnitude of Financial Impact: Medium
- Primary Potential Financial Effect: Increased Controls Costs

Scenario Analysis of Modeled, Hypothetical Futures

Under the Net Zero 2050 scenario, the risk of additional compliance costs is expected to have a very high likelihood of occurrence and a very high financial impact due to the significant cost required to comply with such ambitious decarbonization policies, as well as the cost associated with the risk of noncompliance. The likelihood of this risk is high in both the Delayed Transition and Current Policies scenarios; however, the magnitude of the impact is expected to be lower in the Current Policies scenario, as investments would be focused primarily on supporting customers and avoiding non-compliance.

Considering both Hillenbrand's internal perspective and the scenario analysis results, this risk is an overall high priority for the Company. Particularly, the risk of non-compliance with ESG regulation has been identified as a risk through our ERM process and disclosed in our Annual Report on 10-K, noting that regulations to address climate change and other environmental risks could increase our expenses and potentially disrupt operations due to the physical impacts of climate change. Hillenbrand is closely monitoring emerging climate-related policies and has begun to plan accordingly for existing policies, including the EU CSRD, as well as California's Climate Disclosure Rules, among others.

Risk 3 - New regulations, including policies and taxation, could have a substantial impact on hillenbrand's core markets.

Policies and taxation that affect Hillenbrand's core end markets, such as plastic regulations, could affect the demand for Hillenbrand's products or services.

Hillenbrand's Internal Perspective on Risk

- Risk Type: Policy and Legal
- Risk Horizon: Long-term
- Likelihood of Occurrence: Medium
- Magnitude of Financial Impact: Low
- Primary Potential Financial Effect: Sales Revenue

Scenario Analysis of Modeled Hypothetical Futures
As new regulations are implemented, a continuation but not expansion of today's policies is expected across all three scenarios. This analysis reveals an insignificant impact on Hillenbrand's core markets, especially when compared to other macroeconomic factors. Virgin resin demand is projected to remain steady across all three scenarios, and the durable plastics end market is not anticipated to be significantly impacted by plastics regulation, resulting in both the expected financial impact and likelihood of this risk remaining low.

Considering both Hillenbrand's internal perspective and the scenario analysis results, this risk is considered low for the Company. Hillenbrand will continue to monitor changes in market demand related to plastics, but no impact on demand has yet been observed. As indicated in our Annual Report on 10-K, Hillenbrand is working towards the regulatory requirements it is subject to and is taking the necessary actions to comply where required.

Opportunity 1 – Addressing market demand for products that use less energy and produce fewer emissions.

With an increased focus on decarbonization, cost savings, and energy demand, customers may demand products that use less energy. Hillenbrand has the opportunity to meet this demand through product innovation.

Hillenbrand's Internal Perspective on Opportunity

- Opportunity Type: Products and Services
- Time Horizon: Long-term
- Likelihood of Occurrence: Medium
- Magnitude of Financial Impact: High
- Primary Potential Financial Effect: Sales Revenue Increases

Scenario Analysis of Modeled, Hypothetical Futures

Under the Current Policies scenario, the likelihood of this opportunity occurring is high, as demand for products using lower energy is already being observed with a moderate financial impact. Under the Net Zero 2050 scenario released in 2023 however, the magnitude of the impact is expected to grow, as demands for low-carbon, energy-efficient products would increase and remain strong throughout the projected timelines.

Considering both Hillenbrand's internal perspective and the scenario analysis results, this opportunity is an overall high priority for the Company. Hillenbrand remains focused on helping to support customer goals around energy and emissions, whether through innovative product offerings, aftermarket upgrades, and modernization projects, to provide a low total cost of ownership and a high compatibility with decarbonization.

Opportunity 2 – Addressing customers' need to meet regulatory requirements.

As more countries continue to implement strict regulatory requirements related to value chain emissions and materials requirements, Hillenbrand has an opportunity to support customers in meeting these requirements.

Hillenbrand's Internal Perspective on Opportunity

- Opportunity Type: Products and Services
- Time Horizon: Mid-term
- Likelihood of Occurrence: Medium
- Magnitude of Financial Impact: Low to Medium
- Primary Potential Financial Effect: Sales Revenue Increases

Scenario Analysis of Modeled, Hypothetical Futures

The likelihood of occurrence and magnitude of the financial impact for this opportunity are expected to range from low to medium across all three scenarios. While some policies such as those for recycled material percentages are already in place, the financial opportunity is not expected to grow significantly beyond the current state. Low-carbon needs prompted by regulatory requirements around decarbonization are expected to grow the most quickly in a Net Zero scenario, prompting a modest financial opportunity.

Considering both Hillenbrand's internal perspective and scenario analysis results, this opportunity is one that allows us to serve our customers in a transitioning regulatory world. Customer service remains a high priority for Hillenbrand, but we assess this impact as low due to the gradual nature of the transition. The Company will continue to monitor changes in market demand due to regulations as we assess how best to support the needs of our customers.

OPPORTUNITY 3 – ADDRESSING MARKET DEMAND FOR RECYCLED MATERIALS AND RECYCLING SYSTEMS.

Innovating products to support the need for plastic recycling systems could provide Hillenbrand with an opportunity to meet additional customer needs. However, for this scenario to truly be an opportunity, we believe post-consumer resin (PCR) needs to be at a similar price point to virgin resin.

Hillenbrand's Internal Perspective on Opportunity

- Opportunity Type: Products and Services
- Time Horizon: Short to Mid-term
- Likelihood of Occurrence: Low
- Magnitude of Financial Impact: High
- Primary Potential Financial Effect: Sales Revenue Increases

Scenario Analysis of Modeled, Hypothetical Futures

While the potential financial opportunity is considered high from an internal perspective, both the likelihood of occurrence and the predicted magnitude for this opportunity are low across all three scenarios, as current market forecasting anticipates customer demand to not be significantly impacted by Net Zero requirements. Demand for virgin resin in particular is anticipated to remain strong across all three scenarios and is currently at a lower price point than PCR, which makes it the more appealing choice for customers.

Considering both Hillenbrand's internal perspective and the scenario analysis results, this opportunity is an overall low priority for the Company. Hillenbrand will continue to monitor changes in market demand for PCR content and plastic recycling systems as we remain well positioned to meet the existing demand. However, no additional action is deemed necessary at this time.

Risk Management

Describe the organization's processes for identifying and assessing climate-related risks.

Since 2022, Hillenbrand has included climate-related risks in our ERM process. Annually, the Sustainability Team, led by Hillenbrand's CSO, compiles and discusses a list of potential risks from global sources. In collaboration with our Sustainability Working Groups embedded across Hillenbrand's Operating Companies, potential climate-related risks are evaluated based on their consequences, likelihood, immediacy, dollar impact, and reputational impact. Results from this process are reviewed with Hillenbrand's EMT and Board of Directors, and the steps taken to monitor and control risks are evaluated.

Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization’s overall risk management.

The Sustainability Team, in collaboration with external advisors, focused on expanding climate-related risk and opportunity identification, evaluation, and prioritization. Hillenbrand intends this to be an ongoing process with an annual review of risks and opportunities as required by the CSRD. Additionally, improvements have been implemented to align Hillenbrand’s existing ERM process more closely with the TCFD recommendations.

Describe the organization’s processes for managing climate-related risks.

Following the annual climate-related risk identification process, a risk response plan is developed and communicated to relevant stakeholders and our Sustainability Working Groups within Hillenbrand’s businesses. In 2025, Hillenbrand expanded the annual ERM process to include a mid-year Risk Committee review to summarize updates to risk mitigation actions, increase the visibility and review of identified risks, allow a mid-year reprioritization of Enterprise risk, and formally tie the impacts of the ERM review to the Strategic Forecast process.

Metrics And Targets

Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.

Hillenbrand recognizes the urgency to address climate change and the risks posed by inaction. In our 2024 Sustainability Update, we disclosed our Scope 1, 2, and 3 emissions, by which we have been able to identify the most significant emissions across the full value chain

of our products. Every year, we look to expand our decarbonization initiatives, which include energy audits, expanding renewable energy across our operations, and converting Scope 1 into Scope 2 emissions through the electrification of gas-fuel equipment and processes. We partner with customers and our supply chain on Scope 3 emissions reductions. Whether for our operations or our customers, our goal remains the same: to minimize energy use within our processes.

In addition to energy and emissions, Hillenbrand monitors several other metrics related to climate risks and opportunities. In the 2024 Sustainability Update, Hillenbrand disclosed our annual water usage (including withdrawal, discharge, and consumption) as well as results from water stress analyses and our mitigation strategy. Waste generation and biodiversity impacts are also monitored and disclosed.

Disclose Scope 1 And Scope 2, And If Appropriate, Scope 3 GHG Emissions, And The Related Risks.

The 2025 emissions inventory includes emissions generated from Hillenbrand’s own operations (Scopes 1 and 2), as well as the most significant Scope 3 emissions from across the value chain. The following table provides an overview of Hillenbrand’s reported emissions in 2025. Emissions calculations were performed in accordance with the GHG Protocol, by which we define the reporting boundary for our climate-related impacts in terms of operational control.

Scope	FY2025 Emissions (Tons CO2e)
Scope 1	12,519
Scope 2 ¹	29,453
Scope 3	32,255,840

¹See Methodology & Footnotes on Pg. 20.

The most significant risk to decarbonization lies in Hillenbrand’s Scope 3 emissions, which account for over 99% of our total emissions, and more than 98% of which can be categorized into Category 11: Use of Sold Products. This reflects the durability of our products, which in some cases have a projected lifespan of more than 20 years. The benefits of this longevity are not captured in Scope 3 GHG accounting since it requires evaluating emissions over the product’s lifetime. Any increase in the durability of our products could therefore counter increases in efficiency and jeopardize our ability to reduce our Scope 3 emissions. In response, we are working to incorporate energy efficiency assessments and product carbon footprinting into the product development process where needed and to expand our aftermarket service offerings, including modernization of our equipment to further improve the energy efficiency of our products. These changes could then be captured in the ongoing restatement of our historic data, mitigating the impact of Category 11 on our overall emissions.

Another risk lies in our ability to electrify operations and processes that currently rely on natural gas and other fuels, as cost and operational downtime present significant barriers to decarbonization. As part of our energy audits, a cross-functional team of experts has examined the viability of various electrification and renewable energy projects, comparing their GHG emissions reduction potential and return on investment to develop a customized approach to decarbonization for our customers. Subsequent discussions have transformed these outcomes into an actionable project pipeline, which will guide our priorities as we continue to monitor for any potential disruption.

Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.

With a comprehensive understanding of our organization’s GHG emissions, Hillenbrand has established internal GHG emissions reduction targets for Scope 1 and Scope 2. Hillenbrand recognizes the importance of setting reduction targets not only to mitigate the effects of climate change, but also to address stakeholder expectations and better anticipate regulatory, policy, and market developments.

GLOBAL REPORTING INITIATIVE (GRI)

Hillenbrand has reported the information cited in this GRI content index for the period 1 October 2024 – 30 September 2025 with reference to the GRI Standards. GRI Content Index items that do not appear in the below index can be counted as “not disclosed.”

GRI Standard	Disclosure	Location
GRI 2: General Disclosures 2021	2-1 Organizational details	Hillenbrand, Inc. Hillenbrand is a publicly traded corporation listed on the New York Stock Exchange: HI 118 Cross County Plaza, Unit C, Batesville, Indiana 47006, USA Location of Hillenbrand and Major Operations, on page 11
	2-2 Entities included in the organization’s sustainability reporting	About Hillenbrand, on pages 6–11 Hillenbrand Operating Model, on page 6 How We Approach Sustainability, on pages 15–17
	2-3 Reporting period, frequency, and contact point	Sustainability reporting period: 1 October 2024–30 September 2025 (fiscal year), reported annually Financial reporting period: 1 October 2024–30 September 2025 (fiscal year), reported quarterly and annually Publication of this update: February 2026 Contact: Tory Flynn, Chief Sustainability Officer, sustainability@hillenbrand.com
	2-4 Restatements of information	How We Approach Sustainability, on page 15
	2-5 External assurance	This report is not externally assured but did undergo limited internal assurance.
	2-6 Activities, value chain, and other business relationships	About Hillenbrand, on pages 6–11 Hillenbrand Operating Model, on page 6 How We Approach Sustainability, on pages 15–17 2025 Annual Form 10-K , p. 8-14
	2-7 Employees	2024 Sustainability Update , p. 7 2025 Annual Form 10-K , p. 7
	2-9 Governance structure and composition	Governance, on page 13 2025 Proxy Statement , p. 38
	2-10 Nomination and selection of the highest governance body	2025 Proxy Statement , p. 38
	2-11 Chair of the highest governance body	2025 Proxy Statement , p. 19
	2-12 Role of the highest governance body in overseeing the management of impacts	How We Approach Sustainability, on pages 16–17 Governance, on page 13
	2-13 Delegation of responsibility for managing impacts	Governance, on page 13
	2-14 Role of the highest governance body in sustainability reporting	How We Approach Sustainability, on pages 16–17
	2-15 Conflicts of interest	2025 Proxy Statement , p. 39
	2-16 Communication of critical concerns	2025 Proxy Statement , p. 33

GLOBAL REPORTING INITIATIVE (GRI)

	2-17 Collective knowledge of the highest governance body	Governance, on page 13
	2-18 Evaluation of the performance of the highest governance body	2025 Proxy Statement , p. 31
	2-19 Remuneration policies	2025 Proxy Statement , p 47-53 Our People, on page 31
	2-20 Process to determine remuneration	Our People, on page 31
	2-21 Annual total compensation ratio	Compensation and Benefits: Choose Well, Live Well, on page 31
	2-22 Statement on sustainable development strategy	Welcome Message—Letter from Kim, on page 3 Note from Hillenbrand’s Chief Sustainability Officer, on page 4
	2-23 Policy commitments	https://hillenbrand.com/policies/
	2-24 Embedding policy commitments	How We Approach Sustainability, on page 14 Governance, on page 13 Our Supply Chain, on pages 38–40
	2-25 Processes to remediate negative impacts	Human Rights, on pages 38–39
	2-26 Mechanisms for seeking advice and raising concerns	Compliance Concern Reporting, on page 13
	2-27 Compliance with laws and regulations	Such material incidents, if any, would be disclosed in Hillenbrand’s 2025 Annual Report Form 10-K .
	2-28 Membership associations	Trade Shows and Associations, on page 45
	2-29 Approach to stakeholder engagement	Serving our Stakeholders, on pages 42–45
	2-30 Collective bargaining agreements	Compensation and Benefits: Choose Well, Live Well, on page 31
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Double Materiality Assessment, on page 18
	3-2 List of material topics	Double Materiality Assessment, on page 18
	3-3 Management of material topics	Double Materiality Assessment, on page 18
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	2025 Annual Form 10-K , p. 53-57
	201-2 Financial implications and other risks and opportunities due to climate change	Task Force on Climate-Related Financial Disclosure (TCFD) Report, on page 49 2025 Annual Form 10-K , p. 16-27
	201-3 Defined benefit plan obligations and other retirement plans	Compensation and Benefits: Choose Well, Live Well, on page 31
	201-4 Financial assistance received from government	2025 Annual Form 10-K , p. 49
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Enterprise Risk Management Process, on page 17
	205-2 Communication and training about anti-corruption policies and procedures	Governance, on page 13
	205-3 Confirmed incidents of corruption and actions taken	Governance, on page 13

GLOBAL REPORTING INITIATIVE (GRI)

GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Governance, on page 12
GRI 207: Tax 2019	207-1 Approach to tax	2025 Annual Form 10-K , p. 65
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Energy and Emissions, on page 20
	302-3 Energy intensity	Energy and Emissions, on page 20
	302-4 Reduction of energy consumption	Energy and Emissions, on page 20
	302-5 Reductions in energy requirements of products and services	Energy and Emissions, on page 20
	GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource
	303-3 Water withdrawal	Water Resources, on page 25
	303-4 Water discharge	Water Resources, on page 25
	303-5 Water consumption	Water Resources, on page 25
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Energy and Emissions, on page 20
	305-2 Energy indirect (Scope 2) GHG emissions	Energy and Emissions, on page 20
	305-3 Other indirect (Scope 3) GHG emissions	Energy and Emissions, on page 20
	305-4 GHG emissions intensity	Energy and Emissions, on page 20
	305-5 Reduction of GHG emissions	Energy and Emissions, on pages 20–24
GRI 306: Waste 2020	306-2 Management of significant waste-related impacts	Pollution, on page 25
	306-3 Waste generated	Pollution, on page 25
GRI 401: Employment 2016	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Compensation and Benefits: Choose Well, Live Well, on page 31
	401-3 Parental leave	Compensation and Benefits: Choose Well, Live Well, on page 31
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Health and Safety, on pages 33–35
	403-2 Hazard identification, risk assessment, and incident investigation	Health and Safety, on pages 32–36 Compliance Concern Reporting, on page 13
	403-3 Occupational health services	Health and Safety, on pages 32–34
	403-4 Worker participation, consultation, and communication on occupational health and safety	Health and Safety, on pages 32–34
	403-5 Worker training on occupational health and safety	Health and Safety, on pages 32–34
	403-6 Promotion of worker health	Health and Safety, on pages 32–34

GLOBAL REPORTING INITIATIVE (GRI)

	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Health and Safety, on pages 32–35
	403-8 Workers covered by an occupational health and safety management system	Health and Safety, on pages 33–35
	403-9 Work-related injuries	Health and Safety, on page 36
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Our People, on page 30
	404-2 Programs for upgrading employee skills and transition assistance programs	Our People, on pages 30–32
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Health and Safety, on pages 32–36 Compliance Concern Reporting, on page 13
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Communities, on page 42
GRI 415: Public Policy 2016	415-1 Political contributions	Political Contributions, on page 45
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Such material incidents, if any, would be disclosed in Hillenbrand's 2025 Annual Report Form 10-K .

SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB)

Topic	Metric	Unit of Measure	Disclosure
Energy Management*	Total energy consumed	MWh	151,120
	Percentage grid electricity	Percentage (%)	83%
	Percentage renewable energy	Percentage (%)	23%
Employee Health & Safety**	Total recordable incident rate (TRIR)	Rate	1.42
	Fatality rate	Rate	Not disclosed
	Near miss frequency rate	Rate	Not disclosed
Fuel Economy & Emissions in Use-phase	Sales-weighted fleet fuel efficiency for medium- and heavy-duty vehicles	Gallons per 1,000 ton-miles	Not applicable
	Sales-weighted fuel efficiency for non-road equipment	Gallons per hour	Not applicable
	Sales-weighted fuel efficiency for stationary generators	Watts per gallon	Not applicable
	Sales-weighted emissions of nitrogen oxides (NOx) and particulate matter (PM) for marine diesel engines, locomotive diesel engines, on-road medium- and heavy-duty engines, and other non-road diesel engines	Grams per kilowatt-hour	Not applicable
Materials Sourcing	Description of the management of risks associated with the use of critical materials	n/a	LkSG Report Canada S211 Report Conflict minerals report
Remanufacturing Design & Services	Revenue from remanufactured products and remanufacturing services	Reporting Currency	Not disclosed
Activity Metrics	Number of units produced by product category	Number	Not disclosed
	Number of employees	Number	-8,200

EUROPEAN SUSTAINABILITY REPORTING STANDARDS (ESRS) INDEX

As the EU is still updating the ESRS at the time of drafting the report, we are only publishing areas in this section where we are currently ESRS-aligned.

ESRS Disclosure Requirement	Disclosure Requirement	Links
ESRS 2	General Disclosures	About Hillenbrand, on page 5 Hillenbrand Operating Model, on page 6 How We Approach Sustainability, on page 14
BP-1	General basis for the preparation of sustainability statements	How We Approach Sustainability, on page 15 About This Report, on page 49
BP-2	Disclosures in relation to specific circumstances	How We Approach Sustainability, on page 15 About This Report, on page 49
GOV-1	The role of the administrative, management and supervisory bodies	Hillenbrand Operating Model, on page 6 How We Approach Sustainability, on page 16 Governance, on page 13
GOV-2	Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies	Governance, on page 13
GOV-5	Risk management and internal controls over sustainability reporting	Governance, on page 13
SBM-1	Strategy, business model and value chain	About Hillenbrand, on pages 6–11 Hillenbrand Operating Model, on page 6 How We Approach Sustainability, on pages 15–18
SBM-2	Interests and views of stakeholders	Serving Our Stakeholders, on pages 42–45
IRO-1	Description of processes to identify and assess material impacts, risks and opportunities	About This Report, on page 49 Double Materiality Assessment, on page 18
IRO-2	Disclosure Requirements in ESRS covered by the undertaking's sustainability statement	About This Report, on page 49 How We Approach Sustainability, on page 15
MDR-P	Policies adopted to manage material sustainability matters	Governance, on page 13
E1 Climate Change		
E1-2	Policies related to climate change mitigation and adaptation	Energy and Emissions, on pages 23–24 Task Force on Climate-Related Financial Disclosure (TCFD) Report, on page 49
E1-5	Energy consumption and mix	Energy and Emissions, on pages 20–21
E1-6	Gross Scopes 1, 2, 3 and Total GHG emissions	Energy and Emissions, on pages 20–22
E2 Pollution		
E2-1	Policies related to pollution	Pollution, on page 25–26
E2-4	Pollution of air, water and soil	Pollution, on page 25

EUROPEAN SUSTAINABILITY REPORTING STANDARDS (ESRS) INDEX

E3 Water and marine resources		
E3-1	Policies related to water and marine resources	Water resources, on page 25–26
E3-4	Water consumption	Water resources, on page 25
E5 Resource Use and Circular Economy		
E5-1	Policies related to resource use and circular economy	Resources and Circular Economy, on page 26
S1 Own Workforce		
S1-1	Policies related to own workforce	Our People, on pages 28–32
S1-2	Processes for engaging with own workers and workers’ representatives about impacts	Our People, on pages 28–32
S1-6	Characteristics of the undertaking’s employees	Our People, on pages 28–30
S1-10	Adequate wages	Our People, on page 31
S1-14	Health and safety metrics	Health and Safety, on page 36
S1-17	Incidents, complaints and severe human rights impacts	Health and Safety, on pages 32–34 LkSG Report Canada S211 Report Compliance Concern Reporting, on page 13
S2 Workers in the Value Chain		
S2-1	Policies related to value chain workers	Our Supply Chain, on pages 38–40 LkSG Report Canada S211 Report
S2-2	Processes for engaging with value chain workers about impacts	Our Supply Chain, on pages 38–40
S2-3	Processes to remediate negative impacts and channels for value chain workers to raise concerns	Our Supply Chain, on pages 38–40
S3 Affected Communities		
S3-1	Policies related to affected communities	Communities, on page 42
S3-2	Processes for engaging with affected communities about impacts	Communities, on page 42
G1 Business Conduct		
G1-1	Business conduct policies and corporate culture	Governance, on page 13
G1-3	Prevention and detection of corruption and bribery	Governance, on page 13

IFRS SUSTAINABILITY DISCLOSURE STANDARDS INDEX

IFRS table shows progress in alignment to regulatory standard.

Category	Disclosure Requirement	Disclosure
IFRS S1 – General Sustainability Disclosure		
Governance	Disclose governance processes, controls, and procedures for managing sustainability risks/opportunities	How We Approach Sustainability, on pages 16–17 Hillenbrand Operating Model, on page 6 Task Force on Climate-Related Financial Disclosure (TCFD) Report, on page 49
Strategy	Explain how sustainability risks/opportunities affect business model, strategy, and financial planning	Assessing Climate-Related Risks and Opportunities, on page 24 Hillenbrand Operating Model, on page 6 How We Approach Sustainability, on pages 15–18 Task Force on Climate-Related Financial Disclosure (TCFD) Report, on page 49
Risk Management	Describe processes for identifying, assessing, and managing sustainability risks	Task Force on Climate-Related Financial Disclosure (TCFD) Report, on page 49
IFRS S2 – Climate-related Disclosure		
Objective	Provide detailed disclosures on climate-related risks and opportunities, aligned with TCFD framework	Task Force on Climate-Related Financial Disclosure (TCFD) Report, on page 49
Scope	Focused specifically on climate-related issues: transition risks, physical risks, and opportunities	Task Force on Climate-Related Financial Disclosure (TCFD) Report, on page 49
Governance	Disclose board and management oversight of climate-related risks and opportunities	About Hillenbrand, on page 6–7 How We Approach Sustainability, on page 15–18 Task Force on Climate-Related Financial Disclosure (TCFD) Report, on page 49
Strategy	Explain resilience of strategy under different climate scenarios (e.g., 1.5°C pathway)	Task Force on Climate-Related Financial Disclosure (TCFD) Report, on page 49
Risk Management	Describe processes for identifying, assessing, and managing climate risks (transition & physical)	Task Force on Climate-Related Financial Disclosure (TCFD) Report, on page 49

The above noted disclosures in this report also align with IFRS S1 and IFRS S2 requirements.

RECONCILIATION TABLE & DISCLOSURE REGARDING NON-GAAP MEASURES

Disclosure Regarding Non-GAAP Measures

Hillenbrand, Inc. (NYSE: HI) is a publicly traded company in the United States and is subject to U.S. securities laws, including the filing of certain financial information with the U.S. Securities and Exchange Commission, some of which information is replicated within this document for convenience. 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. This non-GAAP measure is referred to as “combined net revenue.”

Combined net revenue is defined as net revenue including management estimates for fiscal year 2023 for the acquisitions of Peerless and FPM and excludes the results of our historical Batesville reportable operating segment following its divestiture on February 1, 2023, and excludes the results of Milacron. LINXIS Group and Peerless '22E figures included in net revenue from acquisitions for LINXIS Group's and Peerless' fiscal year ending December 31, 2022, as of September 30, 2022, are based on unaudited prospective financial information prepared and provided to the Company by LINXIS Group and Peerless, respectively.

LINXIS Group's and Peerless' actual results could differ materially from these projections that were used in management's estimates prior to acquisition. In addition, prior to the acquisition by the Company, LINXIS Group's financial statements were prepared in accordance with French GAAP, which differ in certain material respects from U.S. GAAP. For instance, when compared to U.S. GAAP, French GAAP (i) differs in its requirements for over time revenue recognition and (ii) consolidates only proportionally for less than 100% owned entities, which impact revenue and EBITDA as presented thereunder. French GAAP may also (1) include amortization of capitalized research and development costs rather than immediate expense recognition; (2) requires recognition of actuarial gains or losses from pension plans immediately in the period incurred; (3) have potentially different timing of EBITDA recognition of foreign currency balances for nonmonetary assets and liabilities; and (4) set different requirements for sale-leaseback transactions, resulting in differences in timing of expense recognition, each of which may impact EBITDA as presented thereunder. LINXIS Group defined EBITDA as net income before interest, income tax, depreciation and amortization (in each case, determined in accordance with French GAAP). No quantitative reconciliation of these forward-looking measures is provided, as underlying factors are inherently uncertain and difficult to predict, and such a reconciliation would not be available without unreasonable efforts. In addition, the Company believes such reconciliations would imply a degree of precision and certainty that could be confusing to investors.

Combined Industrial Net Revenue Reconciliation⁴

(in millions)	Year Ended September 30,									
	2017	2018	2019	2020	2021	2022	2023	2024	2025	
Consolidated net revenue, as reported	\$1,590.2	\$1,770.1	\$1,807.3	\$1,964.4	\$2,241.5	\$2,315.3	\$2,826.0	\$3,182.8	\$2,673.8	
Less: Batesville net revenue ¹	562.0	550.6	532.9	–	–	–	–	–	–	
Net revenue from continuing operations	1,028.2	1,219.5	1,274.4	1,964.4	2,241.5	2,315.3	2,826.0	3,182.8	2,673.8	
Add: Net revenue from acquisitions ^{2,3}	–	–	–	–	–	404.2	505.3	–	–	
Less: Milacron net revenue ⁵	–	–	–	(367.4)	(551.4)	(607.2)	(622.0)	(540.0)	(245.5)	
COMBINED NET REVENUE	1,028.2	1,219.5	1,274.4	1,597.0	1,690.1	2,112.3	2,709.3	2,642.8	2,428.3	
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	2,288.0	2,069.4	
Add: Net revenue from acquisitions ^{2,3}	–	–	–	–	–	404.2	503.3	–	–	
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	2,288.0	2,069.4	
Molding Technology Solutions net revenue	–	–	–	735.8	995.7	1,045.5	1,002.5	894.8	604.4	
Less: Milacron net revenue ⁵	–	–	–	(367.4)	(551.4)	(607.2)	(622.0)	(540.0)	(245.5)	
Molding Technology Solutions combined net revenue	–	–	–	368.4	444.3	438.3	380.5	354.8	358.9	
COMBINED NET REVENUE	1,028.2	1,219.5	1,274.4	1,597.0	1,690.0	2,112.3	2,709.3	2,642.8	2,428.3	

(1) Batesville reportable operating segment net revenue excluded from combined net revenue.

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

(3) Revenue from FY'23 included net revenue related to the acquisitions of Peerless and FPM; includes management estimate for period prior to ownership.

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

(5) Milacron net revenue excluded from net revenue.

DISCLOSURE REGARDING FORWARD-LOOKING STATEMENTS AND FACTORS THAT MAY AFFECT FUTURE RESULTS

This Current Report on Form 8-K includes “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995, including statements regarding Hillenbrand’s preliminary financial results for the three months ended December 31, 2025, as contrasted with historical information. Forward-looking statements are based on assumptions that Hillenbrand believes are reasonable, but by their very nature are subject to a wide range of risks. If Hillenbrand’s assumptions prove inaccurate or unknown risks and uncertainties materialize, actual results could vary materially from Hillenbrand’s expectations and projections. The following list, though not exhaustive, contains words that could indicate a forward-looking statement:

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

Forward-looking statements are not guarantees of future performance, and Hillenbrand’s actual results could differ materially from those set forth in any forward-looking statements. Any number of factors, many of which are beyond Hillenbrand’s 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, risks and uncertainties related to Hillenbrand’s preliminary financial results for the three months ended December 31, 2025, including that final results may differ due to completion of financial closing and review procedures; the risk that the proposed

acquisition of Hillenbrand by an affiliate of Lone Star Funds through a merger transaction (the “Merger”) may not be consummated in a timely manner or at all; the possible inability of the parties to the definitive agreement for the Merger (the “Merger Agreement”) to obtain the required regulatory approvals for the Merger and to satisfy the other conditions to the closing of the Merger, on a timely basis or at all; the possible occurrence of any event, change or other circumstance that could give rise to the termination of the Merger Agreement; the risk that the Merger Agreement may be terminated in circumstances that require Hillenbrand to pay a termination fee; the risk that the relevant affiliates of Lone Star Funds fail to obtain on a timely basis or at all the financing necessary to complete the Merger; potential litigation relating to the Merger and the outcome of any such litigation; the potential adverse impact on Hillenbrand of contractual restrictions under the Merger Agreement that limit Hillenbrand’s ability to pursue business opportunities or strategic transactions; risks relating to significant transaction costs associated with the Merger and the possibility that the Merger may be more expensive to complete than anticipated; competitors’ responses to the Merger; global market and economic conditions, including those related to the continued volatility in the financial markets, including as a result of the United States (“U.S.”) administration’s imposition of tariffs and changing trade policies; 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; 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 and risks with governmental instability in certain parts of the world; Hillenbrand’s level of international sales and operations; negative effects of acquisitions, including the Schenck Process Food and Performance Materials business and Linxis Group SAS acquisitions, on Hillenbrand’s business, financial condition, results of operations and financial performance; competition in the industries in which Hillenbrand operates, including on price; cyclical demand for industrial capital goods; the ability to recognize the benefits of any acquisition or divestiture including the Milacron injection molding and extrusion business sale (the “Disposition”), including potential synergies and cost savings or the failure of Hillenbrand or any acquired company, or the Disposition, to achieve its plans and objectives generally; any strategic and operational initiatives implemented by the parties to the Disposition after the consummation of the Disposition; potential adverse effects of the announcement or results of the Disposition or the announcement or pendency of the Merger, or any failure to complete the Merger, on the market price of Hillenbrand common stock or on the ability of Hillenbrand to develop and maintain relationships with its personnel and customers, suppliers and others with whom it does business or otherwise on Hillenbrand’s business, financial condition, results of operations and financial performance; risks related to diversion of management’s attention from Hillenbrand’s ongoing business operations due to the Disposition or the Merger; 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; the impact to Hillenbrand’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; and labor disruptions. 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 discussion under the heading “Risk Factors” in Part I, Item 1A of Hillenbrand’s Annual Report on Form 10-K for the year ended September 30, 2025, filed with the SEC on November 19, 2025, and other risks and uncertainties detailed in Hillenbrand’s filings with the SEC from time to time. Any forward-looking statement in this Current Report on Form 8-K is based only on information currently available to Hillenbrand and speaks only as of the date on which it is made. Hillenbrand undertakes no obligation to publicly update or revise any forward-looking statement, whether written or oral, to reflect new information or future developments or otherwise.



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