



Forward-Looking Statements and Reconciliation of Non-GAAP Financial Measures

Forward-Looking Statements:

Certain written and oral statements made by the Company and subsidiaries of the Company may constitute “forward-looking statements” as defined under the Private Securities Litigation Reform Act of 1995. This includes statements made in this presentation, in other filings with the SEC, and in certain other oral and written presentations. Generally, the words “anticipates”, “assumes”, “believes”, “expects”, “plans”, “may”, “will”, “might”, “would”, “should”, “seeks”, “estimates”, “project”, “predict”, “potential”, “currently”, “continue”, “intends”, “outlook”, “forecasts”, “targets”, “reflects”, “could”, and other similar words identify forward-looking statements. All statements that address operating results, events or developments that the Company expects or anticipates may occur in the future, including statements related to sales, expenses, including cost reduction measures, earnings per share results, and statements expressing general expectations about future operating results, are forward-looking statements and are based upon its current expectations and various assumptions. The Company currently believes there is a reasonable basis for these expectations and assumptions, but there can be no assurance that the Company will realize these expectations or that these assumptions will prove correct. Forward-looking statements are only as of the date they are made and are subject to risks, many of which are beyond the Company's control, that could cause them to differ materially from actual results. Accordingly, the Company cautions readers not to place undue reliance on forward-looking statements. The forward-looking statements contained in this presentation should be read in conjunction with, and are subject to and qualified by, the risks described in the Company's Form 10-K for the year ended February 28, 2025, and in the Company's other filings with the SEC. Investors are urged to refer to the risk factors referred to above for a description of these risks. Such risks include, among others, the geographic concentration of certain United States (“U.S.”) distribution facilities which increases its risk to disruptions that could affect the Company's ability to deliver products in a timely manner, the occurrence of cyber incidents or failure by the Company or its third-party service providers to maintain cybersecurity and the integrity of confidential internal or customer data, a cybersecurity breach, obsolescence or interruptions in the operation of the Company's central global Enterprise Resource Planning systems and other peripheral information systems, the Company's ability to develop and introduce a continuing stream of innovative new products to meet changing consumer preferences, actions taken by large customers that may adversely affect the Company's gross profit and operating results, the Company's dependence on sales to several large customers and the risks associated with any loss of, or substantial decline in, sales to top customers, the Company's dependence on third-party manufacturers, most of which are located in Asia, and any inability to obtain products from such manufacturers or diversify production to other regions or source the same product in multiple regions or implement potential tariff mitigation plans, the Company's ability to deliver products to its customers in a timely manner and according to their fulfillment standards, the risks associated with trade barriers, exchange controls, expropriations, and other risks associated with domestic and foreign operations including uncertainty and business interruptions resulting from political changes and events in the U.S. and abroad, and volatility in the global credit and financial markets and economy, the Company's dependence on the strength of retail economies and vulnerabilities to any prolonged economic downturn, including a downturn from the effects of macroeconomic conditions, any public health crises or similar conditions, risks associated with weather conditions, the duration and severity of the cold and flu season and other related factors, the Company's reliance on its Chief Executive Officer and a limited number of other key senior officers to operate its business, risks associated with the use of licensed trademarks from or to third parties, the Company's ability to execute and realize expected synergies from strategic business initiatives such as acquisitions, including Olive & June, divestitures and global restructuring plans, including Project Pegasus, the risks of significant tariffs or other restrictions continuing to be placed on imports from China, Mexico or Vietnam, including by the current U.S. presidential administration which has promoted and implemented plans to raise tariffs and pursue other trade policies intended to restrict imports, or any retaliatory trade

measures taken by China, Mexico or Vietnam, the risks of potential changes in laws and regulations, including environmental, employment and health and safety and tax laws, and the costs and complexities of compliance with such laws, the risks associated with increased focus and expectations on climate change and other sustainability matters, the risks associated with significant changes in or the Company's compliance with regulations, interpretations or product certification requirements, the risks associated with global legal developments regarding privacy and data security that could result in changes to its business practices, penalties, increased cost of operations, or otherwise harm the business, the Company's dependence on whether it is classified as a “controlled foreign corporation” for U.S. federal income tax purposes which impacts the tax treatment of its non-U.S. income, the risks associated with legislation enacted in Bermuda and Barbados in response to the European Union's review of harmful tax competition and additional focus on compliance with economic substance requirements by Bermuda and Barbados, the risks associated with accounting for tax positions and the resolution of tax disputes, the risks associated with product recalls, product liability and other claims against the Company, and associated financial risks including but not limited to, increased costs of raw materials, energy and transportation, significant additional impairment of the Company's goodwill, indefinite-lived and definite-lived intangible assets or other long-lived assets, risks associated with foreign currency exchange rate fluctuations, the risks to the Company's liquidity or cost of capital which may be materially adversely affected by constraints or changes in the capital and credit markets, interest rates and limitations under its financing arrangements, and projections of product demand, sales and net income, which are highly subjective in nature, and from which future sales and net income could vary by a material amount. The Company undertakes no obligation to publicly update or revise any forward-looking statements as a result of new information, future events or otherwise.

Reconciliation of Non-GAAP Financial Measures:

This presentation includes non-GAAP financial measures. Adjusted Operating Income, Adjusted Operating Margin, Adjusted Income, Adjusted Diluted EPS, EBITDA, Adjusted EBITDA, Adjusted EBITDA Margin, Adjusted Effective Tax Rate, and Free Cash Flow (“Non-GAAP Financial Measures”) that are discussed in this presentation or in the accompanying tables may be considered non-GAAP financial measures as defined by SEC Regulation G, Rule 100. Accordingly, the Company is providing the tables within this presentation that reconcile these measures to their corresponding GAAP-based financial measures. The Company believes that these Non-GAAP Financial Measures provide useful information to management and investors regarding financial and business trends relating to its financial condition and results of operations. The Company believes that these Non-GAAP Financial Measures, in combination with the Company's financial results calculated in accordance with GAAP, provide investors with additional perspective regarding the impact of certain charges and benefits on applicable income, margin and earnings per share measures. The Company also believes that these Non-GAAP Financial Measures reflect the operating performance of its business and facilitate a more direct comparison of the Company's performance with its competitors. The material limitation associated with the use of the Non-GAAP Financial Measures is that the Non-GAAP Financial Measures do not reflect the full economic impact of the Company's activities. These Non-GAAP Financial Measures are not prepared in accordance with GAAP, are not an alternative to GAAP financial measures, and may be calculated differently than non-GAAP financial measures disclosed by other companies. Accordingly, undue reliance should not be placed on non-GAAP financial measures.

Who is Helen of Troy

We are a leading global consumer products company offering creative products and solutions for our customers through a diversified portfolio of well-recognized and widely trusted brands. We have built leading market positions through new product innovation, product quality and competitive pricing through our two business segments: Beauty & Wellness and Home & Outdoor. Helen of Troy Limited trades on NASDAQ under the symbol: HELE.

Business Segments



Beauty & Wellness
FY25 Net Sales:
\$1,001.3M



Home & Outdoor
FY25 Net Sales:
\$906.3M

A Diversified House of Brands

Helen
of Troy

OXO

Hydro Flask

OSPREY

BRAUN

PUR

Honeywell

VICKS

HOT TOOLS

drybar

CURLSMITH

REVLON

OLIVE & JUNE

Leadership Features Balance of Fresh Perspective and Extensive Company & Industry Expertise



G. Scott Uzzell

Chief Executive Officer and Director

- Appointed Chief Executive Officer, September 1, 2025
- Corporate Vice President & General Manager of Nike Inc.'s North America operating unit, July 2023 to December 2024
- Board Member of SC Johnson, January 2020 to Present
- President & CEO of Converse, Inc., January 2019 to June 2023
- President of the Venturing & Emerging Brands Group, The Coca-Cola Company, January 2015 to December 2018
- President, EVP Commercial Officer of ZICO (The Coca-Cola Company) October 2012 to December 2014



Brian L. Grass

Chief Financial Officer

- Served as interim Chief Executive Officer from May 2 to August 31, 2025
- Appointed CFO, including principal financial officer and principal accounting officer, in April 2023
- Rejoined the Company in March 2023
- Promoted to CFO from 2014 until his retirement in 2021
- Served as Helen of Troy assistant CFO from 2006 to 2014
- Prior to Helen of Troy, served seven years in public accounting at the Big Four firm KPMG, LLP and six years in various financial leadership roles at Tenet Healthcare Corporation, a healthcare services company

From Stabilization to Scale: Building Our Growth Foundation

3QFY26 Results In-Line with Outlook:

- Grew Osprey, OXO, and Olive & June
- Exceeded Olive & June expectations
- Increased Organic DTC revenue 21%

FY26 YTD Highlights:

- Delivered \$29M of free cash flow despite \$58M tariff drag
- Advanced our tariff mitigation strategies
- Reignited “Power of One” culture work to re-energize our organization, our brands, and our people

Key Priorities:

- Consumer as our North Star, invest in innovation, and sharpen our focus
- Preserving key investments in our people and our brands
- Optimize spending to capitalize on innovation and marketing to drive revenue
- Manage our balance sheet to drive cash flow and pay down debt

Q3 Fiscal 2026 Results

Key Financial Metrics

Net Sales Revenue (\$M)

\$512.8

vs. \$530.7 in Q3 FY25

Gross Margin

46.9%

vs. 48.9% in Q3 FY25

Adjusted Operating Margin

12.9%

vs. 16.6% in Q3 FY25

Adjusted EBITDA Margin

14.7%

vs. 18.2% in Q3 FY25

Adjusted Diluted EPS

\$1.71

vs. \$2.67 in Q3 FY25

Year to Date Free Cash Flow (\$M)

\$28.8

vs. \$56.1 YTD FY25

Quarter Highlights vs. Prior Year Period

- Consolidated net sales declined -3.4%
 - Organic net sales decreased by -10.8% with -3.3%, or -\$17.3M, of the decline due to tariff related revenue disruptions
- Gross margin decreased -200 basis points primarily due to:
 - Net impact of higher tariffs and less favorable inventory obsolescence
 - Partially offset by Olive & June and lower commodity and product costs, which are exclusive of tariffs
- Adjusted EBITDA margin decreased -350 basis points primarily due to:
 - lower gross profit margin; and
 - a higher SG&A rate driven by:
 - the impact of the Olive & June acquisition;
 - higher outbound freight costs;
 - an increase in annual incentive compensation expense YOY; and
 - the impact of unfavorable operating leverage
- Adjusted diluted EPS declined primarily due to lower adjusted operating income and higher interest expense, partially offset by a decrease in adjusted income tax expense.

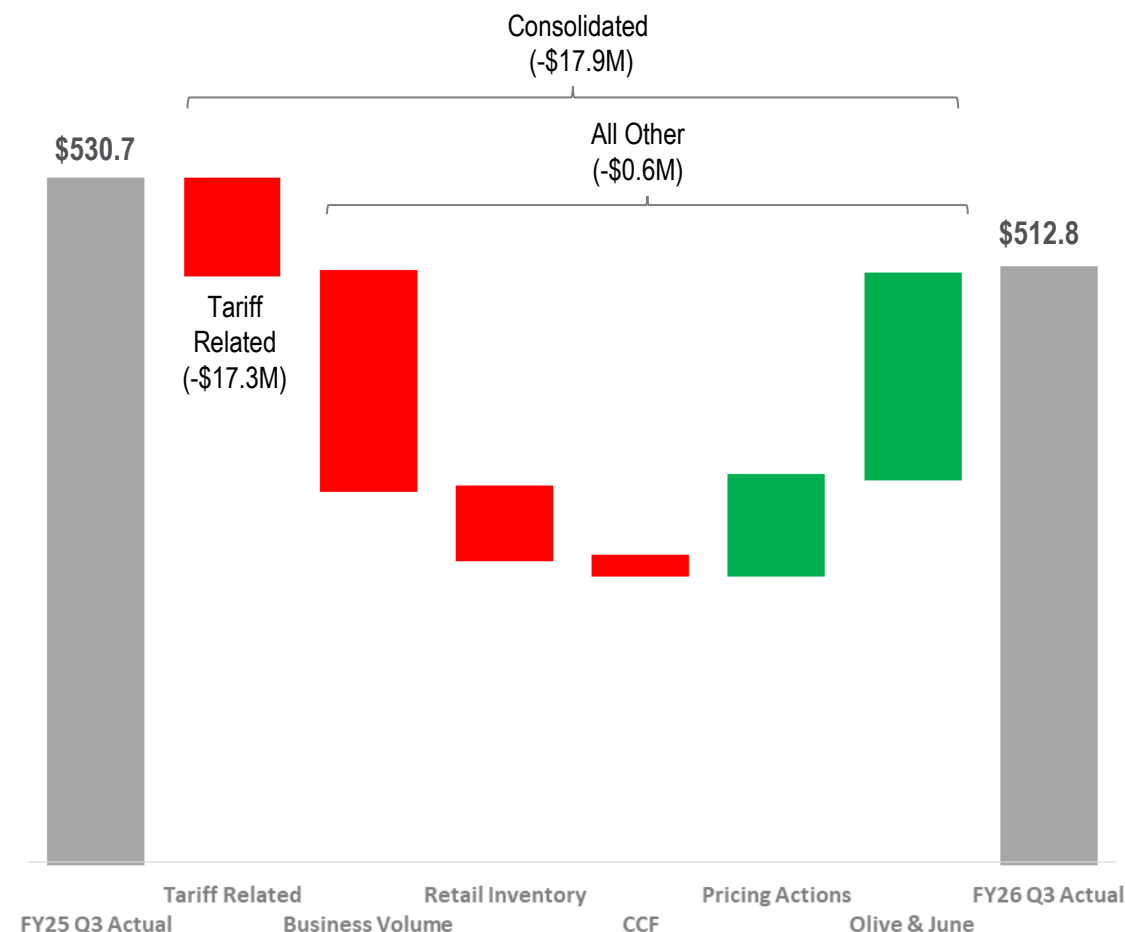
Q3 Consolidated Revenue Decline Driven by Tariff-Related Revenue Disruption, Softness at Retail, and Retail Inventory Reductions

Tariff-Related:

- Decrease is driven by the pause or reduction of direct import orders from China by key Mass and Clubs retailers
- Evolving dynamics in the China market reflecting a shift towards localized fulfillment models and heightened competition from domestic sellers who are benefiting from government subsidies
- Impact of stop-shipments to support consistent price adoption by our retail partners

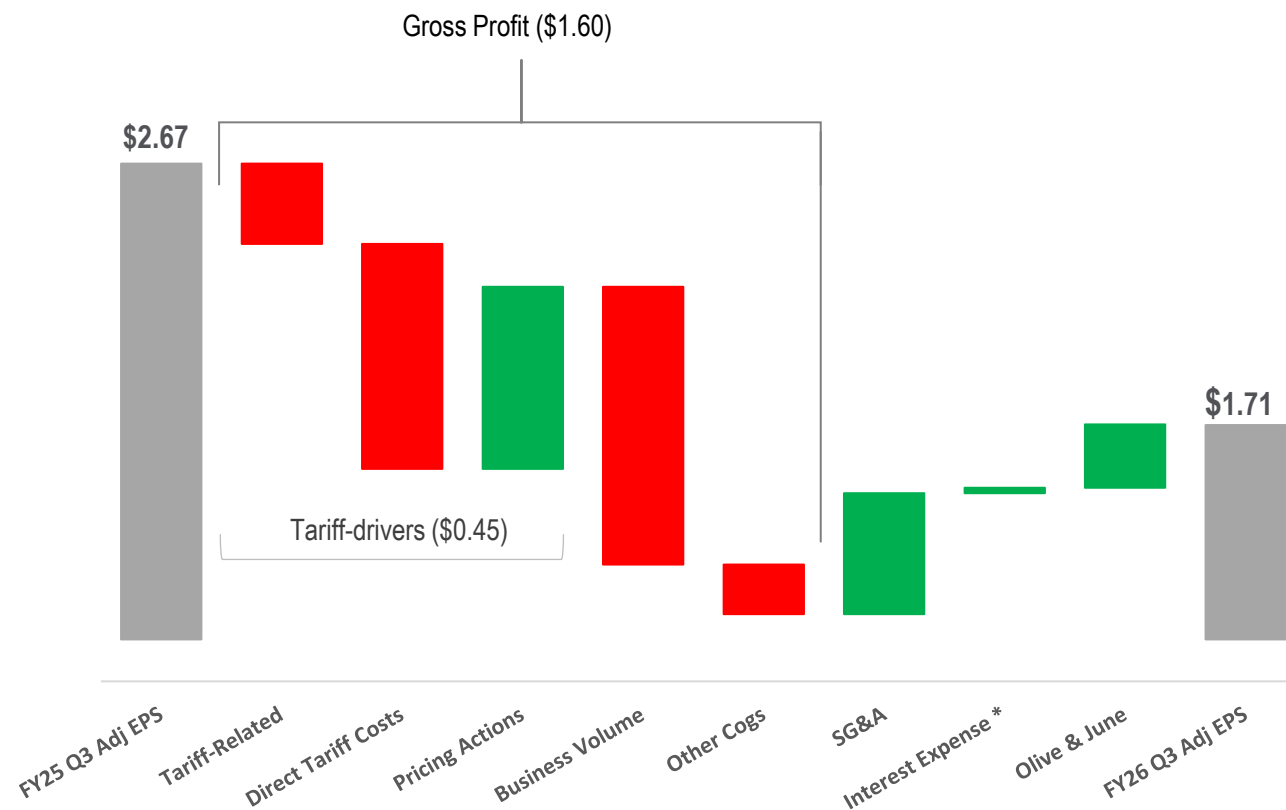
All Other:

- Business Volume: includes overall Point-of-Sale (POS) softness, driven by changing consumer behaviors, including prioritization of essential categories amid concerns regarding inflation and overall economic uncertainty, as well market dynamics related to pricing actions taken in response to tariffs
- Retail Inventory: Conservative inventory management and normalization efforts by retailers amid evolving consumer trends and external environment uncertainty
- CCF (Cough, Cold, Flu): Slower U.S. replenishment driven by a below average illness season
- Pricing Actions: Strategic price increase benefit, excluding broader market dynamics and price elasticity impacts captured within business volume
- Olive & June: Favorable impact of the Olive & June acquisition within the Beauty & Wellness segment



Q3 Adjusted EPS Impacted by Revenue Shortfall and Trade Policy, Mitigated by Cost Discipline and Olive & June

- Tariff-Related: Disruption attributed to the pause or reduction of direct import orders from China by key Mass and Clubs retailers in response to higher tariffs and trade policy uncertainty, shift toward localized fulfillment models and heightened competition from domestic sellers benefiting from government subsidies, and isolated stop-shipments implemented to support consistent price adoption
- Direct Tariff Costs: includes incremental tariff expense resulting from U.S. tariff policy changes in effect as of March 4, 2025, including policy evolution subsequent to this date, operating costs associated with Southeast Asia diversification and dual sourcing strategies, and interest expense related to tariff-driven cash outflows
- Pricing Actions: Strategic price increases largely implemented by end of September, separate from broader market dynamics captured within business volume
- Business Volume: includes overall POS softness, partially driven by changing consumer behaviors, including prioritization of essential categories amid concerns regarding inflation and overall economic uncertainty, as well as broader market dynamics related to pricing actions taken in response to tariffs
- Reductions in SG&A and Interest Expense
- Favorable impact of the acquisition of Olive & June



On Track with Mitigation and Supplier Diversification Plans

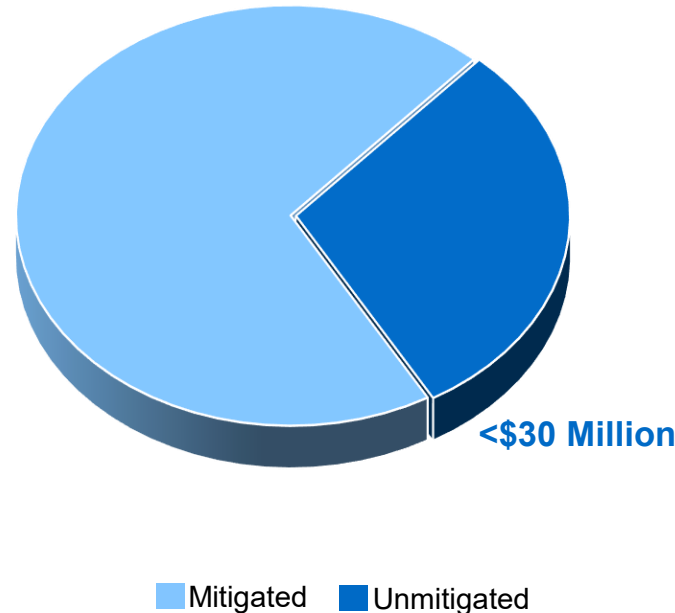
Net Sales % Change & Tariff-Related Impact (\$MM)

Q3 Net Sales Decline



Expected Tariff Impact⁽²⁾

- Employing our mitigation actions and cost reduction measures, we now believe we can:
 - reduce the remaining unmitigated impact to less than \$30 million in Fiscal 2026
 - compared to our previous expectation of approximately \$20 million



Mitigation Action Plan

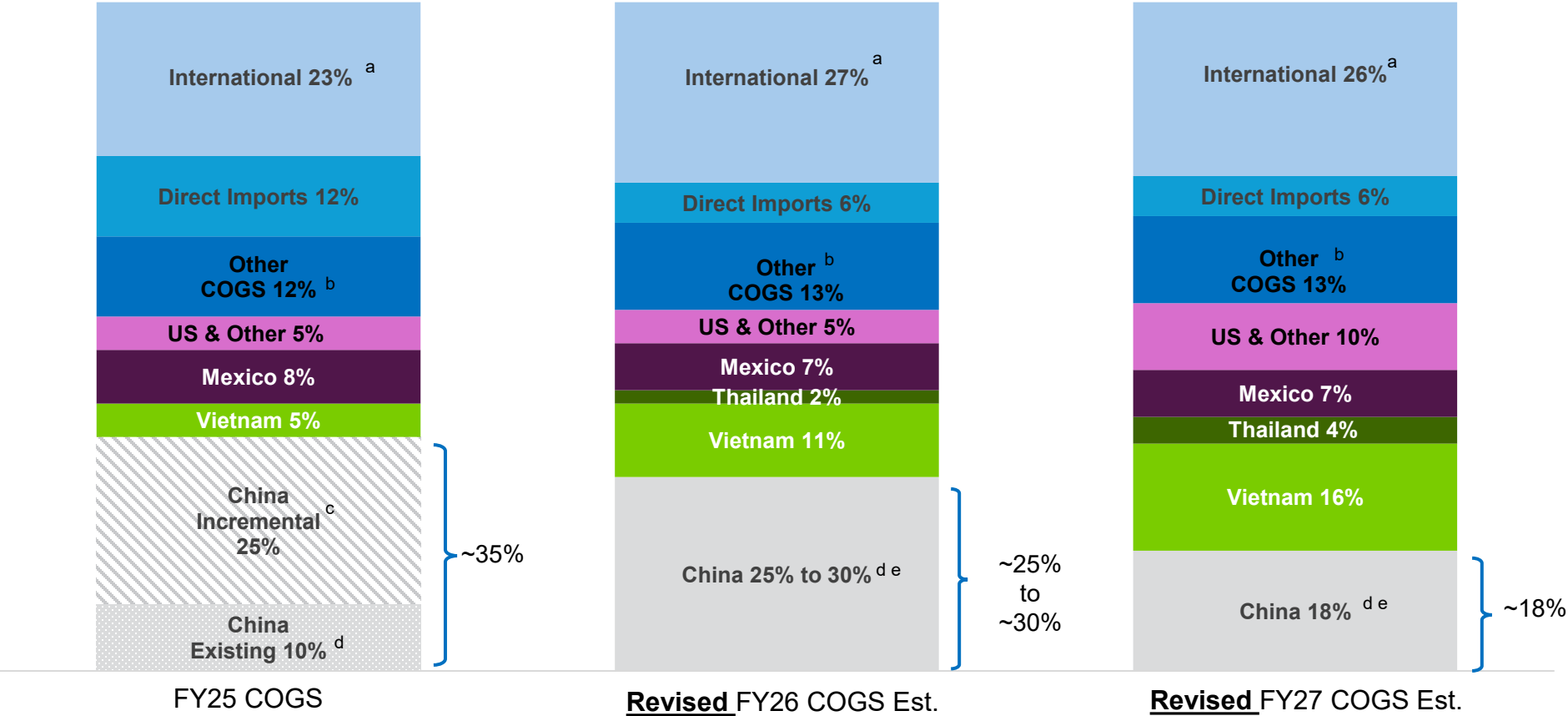
- Each of our mitigation actions are levers to be pulled. Depending on how tariffs evolve, we can increase or decrease emphasis on these levers
 - One critical initiative in the mitigation plan is supplier diversification to lessen our exposure to China manufacturing for products sent to the U.S.
 - We break out the change in COGS exposure from these efforts from FY25 actual to planned FY26 and FY27 on **slide ten**
- We believe we have employed a comprehensive and disciplined approach to developing our mitigation plan scenarios while also preserving priority new product development and marketing investment to further improve the health of our brands

1) Organic business decline of 13.7% is partially offset by contribution from Olive & June which contributed 13.2% to segment performance

2) Our calculations are based on tariffs as of January 7, 2026, and assumes that these are in effect through our fiscal year 2026. These include: 20% on China (reduced from 30% effective November 2025 and subject to a one-year pause through November 2026), 20% on Vietnam, and 19% on Thailand. Includes the estimated indirect revenue impacts on unit demand related to tariff-driven pricing actions.

Supply Chain Built for Dynamic Tarriff Environment

China Exposure 25% to 30% of Cost of Goods Sold by FYE 2026



Dual Sourcing Strategy

We have been committed to a dual sourcing strategy over the past several years as part of our supplier diversification plan. By end of FY26, 40% of our remaining China-based supply will be dual sourced, increasing to 60% of remaining China-based supply by end of FY27

^a Represents shipments outside the U.S. not subject to U.S. tariffs
^b Cost of Goods Sold not subject to tariffs includes freight in, sourcing overhead, duties, etc.
^c Tariffs on Cost of Goods Sold from China enacted in 2025 (as of April 23, 2025)
^d Existing tariffs on Cost of Goods Sold from China that were put in place prior to 2025
^e Tariffs on Cost of Goods Sold from China enacted in 2025 (as of Jan 7, 2026)
Note: Excludes the Olive & June acquisition in all periods

Tariff Impact Nearly Mitigated by FY27

	FY 2026	FY 2027
Gross unmitigated tariff impact	\$50 - \$55 Million	\$70 - \$80 Million
Less: Tariff mitigation actions	<ul style="list-style-type: none"> • Supplier & Cost Negotiations • Portfolio management (Product Optimization) • Directing new product development activities outside of China • Strategic & selective pricing actions 	
Less: Cost reduction measures	<ul style="list-style-type: none"> • Suspended costs that are not critical or in support of supplier diversification or dual sourcing actions • Actions to reduce overall personnel costs • Resumed optimized marketing, promotion & NPD investments focused on highest returns • Working capital and balance sheet productivity 	
Equals: Net remaining impact on operating income	Less than \$30 million	Less than \$10 million ⁽¹⁾

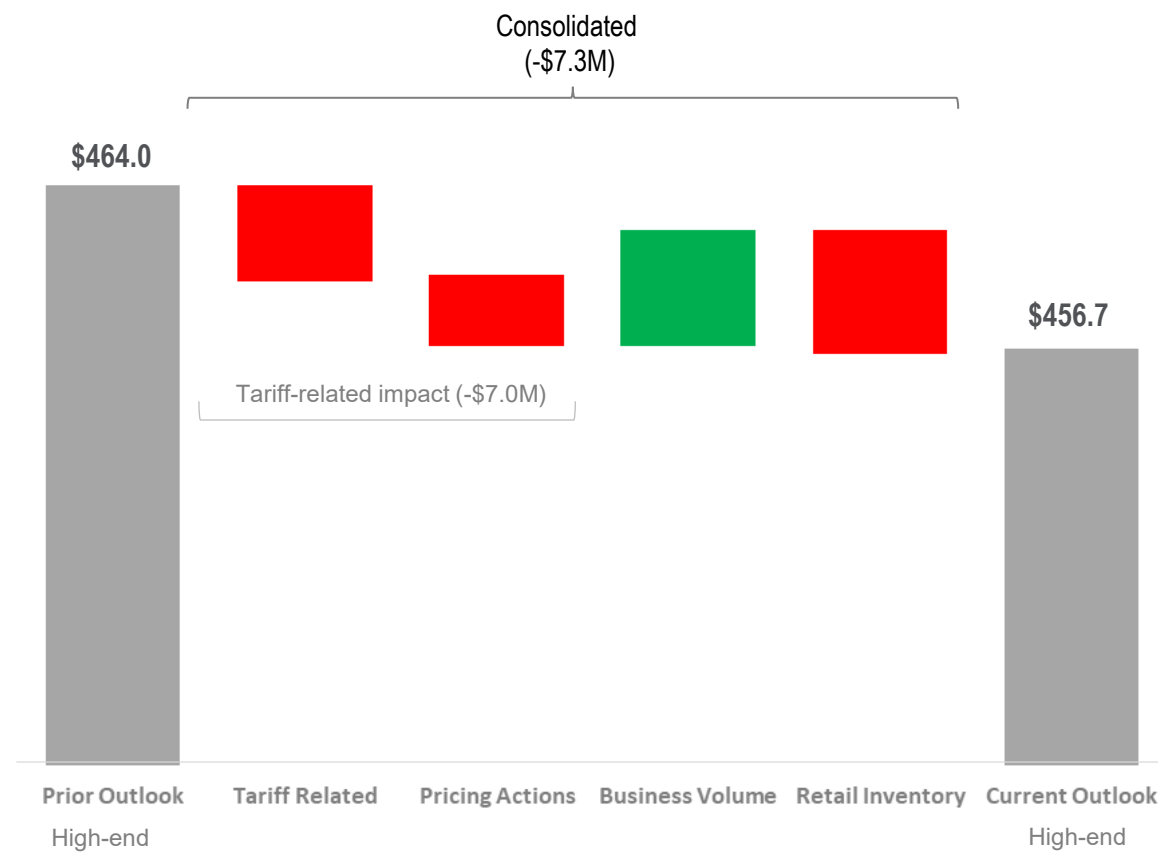
1) Reduction in net remaining impact on an annualized basis is primarily driven by the full-year effect of price increases and increased supplier diversification. FY27 assumes reduced China tariff rates (from 30% to 20%) effective November 2025, subject to a one-year pause through November 2026, with tariff rates of 20% in Vietnam and 19% in Thailand. Any resulting tariff cost savings are assumed to be reinvested to maintain competitive positioning until tariff permanency is determined. Any benefits would likely fall into FY27.

Full Year Fiscal 2026 Outlook

Consolidated Net Sales	\$1.758 to \$1.773 BN
<i>Home & Outdoor net sales</i>	\$812 to \$819 MM
<i>Beauty & Wellness net sales</i>	\$946 to \$954 MM
<hr/>	
SG&A Ratio	38% to 40%
<hr/>	
Interest Expense	\$58 to \$59 MM
<hr/>	
Non-GAAP Adjusted Effective Tax Rate	13.4% to 14.7%
<hr/>	
Weighted average diluted shares outstanding	23.0 MM
<hr/>	
Adjusted diluted EPS (non-GAAP)	\$3.25 to \$3.75

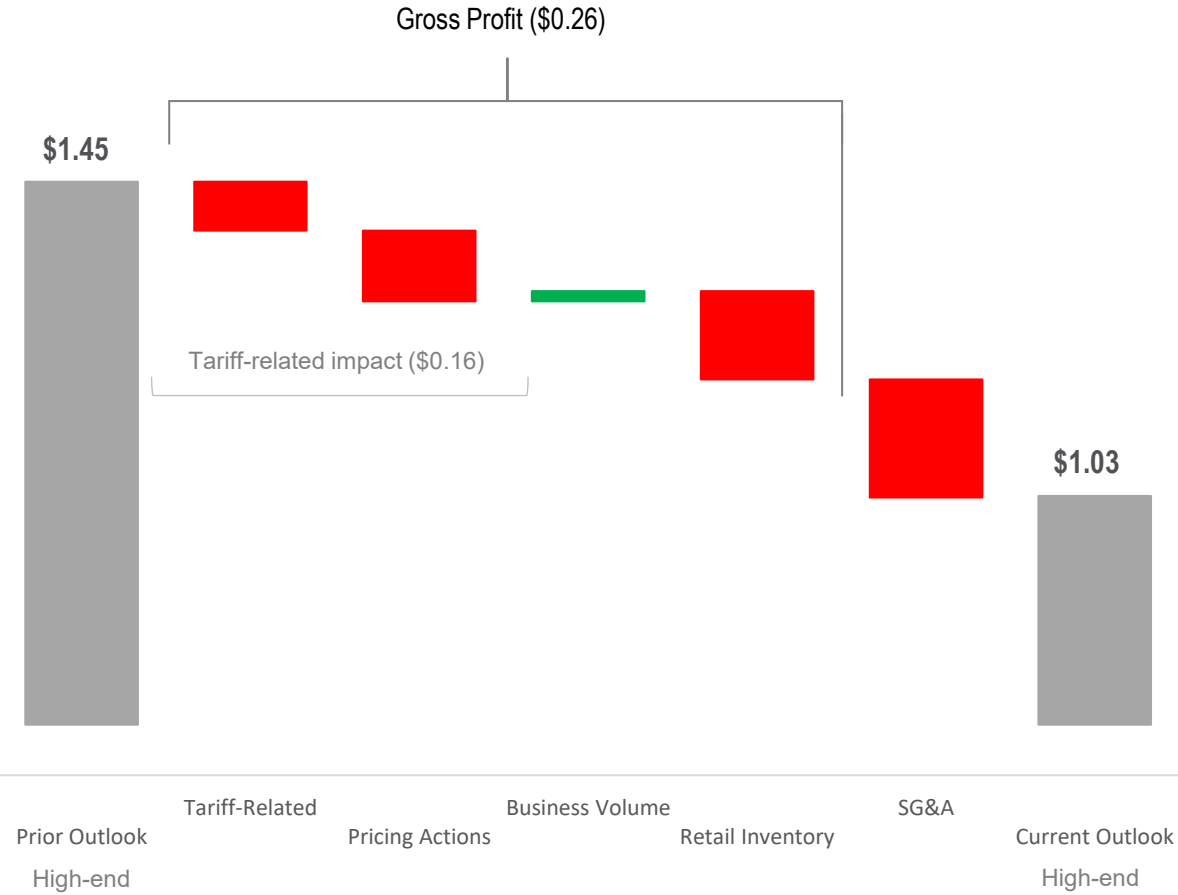
Q4 Outlook Revision: Base Business Growth Offset by Tariff-Related Pressures, Lower Pricing Benefits, and Post-Holiday Inventory Rebalancing

- Tariff-Related: Impact of stop-shipments to support consistent price adoption
- Pricing Actions: Reduced pricing actions benefit reflecting delays, partial effectiveness, and mix impact
- Business Volume: includes increased closeout activity to reduce inventory levels and stronger demand within technical packs, partially offset by slower CCF season, slower-than-expected ecommerce ramp within Olive & June, consumer trade down behavior and higher trade and promotion expense
- Retail Inventory: Reflects post-holiday inventory rebalancing following strong replenishment activity in the third quarter



Q4 Outlook Revision: Adjusted EPS Impacted by Tariff-Related Pressures, Retail Inventory Rebalancing, and Preservation of Investments

- Tariff-Related: Impact of stop-shipments to support consistent price adoption
- Pricing Actions: Reduced pricing actions benefit reflecting delays, partial effectiveness, and mix impact
- Business Volume: includes increased closeout activity to reduce inventory levels, which pressures margins, and stronger demand within technical packs, partially offset by slower CCF season, slower-than-expected ecommerce ramp within Olive & June, consumer trade down behavior and higher trade and promotion expense
- Retail Inventory: Reflects post-holiday inventory rebalancing following strong replenishment activity in the third quarter



Why Invest in Helen of Troy



- ✓ New CEO brings fresh perspective and extensive brand building expertise



- ✓ Outstanding talent and re-energized culture



- ✓ An innovative assortment of value oriented & premium products showcasing clever product solutions tailored to serve all consumers



- ✓ Exceptional go-to-market capabilities designed to be where the shopper shops



- ✓ Our state-of-the-art Tennessee distribution center provides long-term efficiency and scalability opportunities



- ✓ Our asset-light approach emphasizes flexibility, efficiency, and agility



- ✓ Shareholder-friendly approach with thorough and transparent disclosures



- ✓ Normalized free cash flow yield

Home & Outdoor Innovation

Osprey X Houdini Collaboration

Circular by Design

ALLT 20

EVERYDAY TO SUMMIT PACK

I
LARGE ROLL-TOP
CLOSURE SEALS
OUT ELEMENTS
& fine-tunes volume

II
DUAL SIDE
COMPRESSION
reinforced for
A-frame ski carry

III
CUSTOM
AIRSCAPE™
BACKPANEL
adapted to shed
snow during
winter use

IV
DIMENSION-
POLYANT RX36
ABRASION PANELS
for when failure
is not an option



ALLT 30

4-SEASON TECH PACK

I
EXTERNAL
CINCH WITH
INTERNAL ROLL
TOP CLOSURE
protects contents
in all conditions

II
CUSTOM
AIRSCAPE™
BACKPANEL
adapted to shed
snow during
winter use

III
ALPINE
ORGANIZATION
secures rope,
avalanche kit,
helmet and more

IV
DIMENSION-
POLYANT RX36
ABRASION PANELS
for when failure is
not an option



OSPREY X HOUDINI ALLT SERIES

WE THOUGHT OF EVERYTHING
AND CAME UP WITH ALLT

Osprey Mountain Bound

World Class Winter Travel Gear

Osprey Mountain Bound Roller

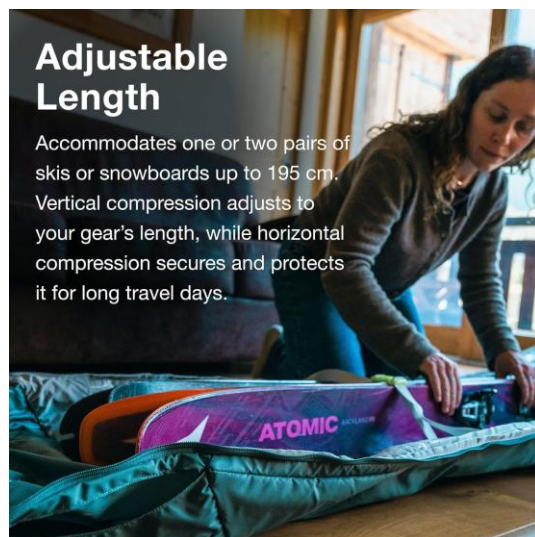


Osprey Mountain Bound Ski & Snowboard Boot Bag



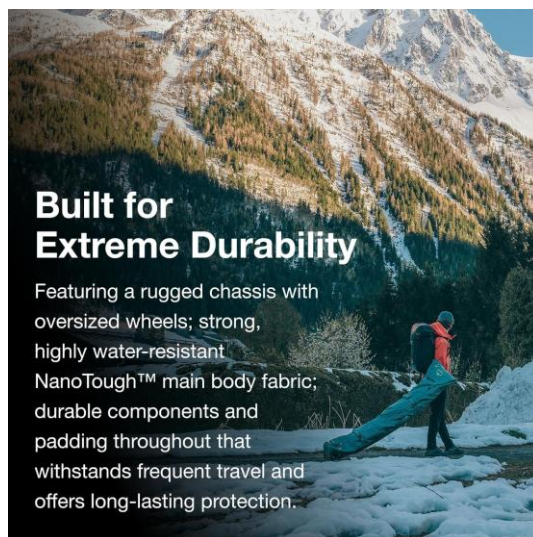
Adjustable Length

Accommodates one or two pairs of skis or snowboards up to 195 cm. Vertical compression adjusts to your gear's length, while horizontal compression secures and protects it for long travel days.



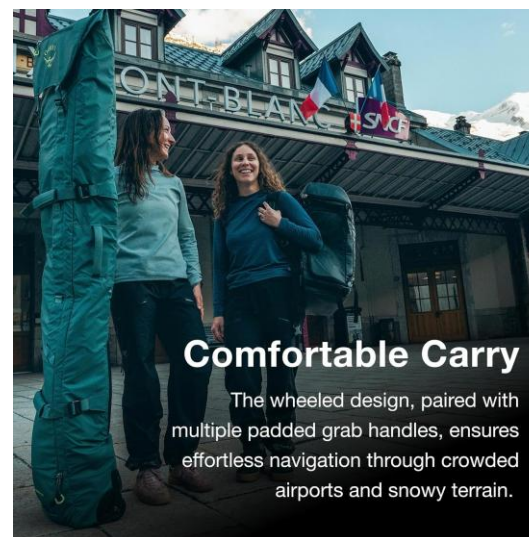
Built for Extreme Durability

Featuring a rugged chassis with oversized wheels; strong, highly water-resistant NanoTough™ main body fabric; durable components and padding throughout that withstands frequent travel and offers long-lasting protection.



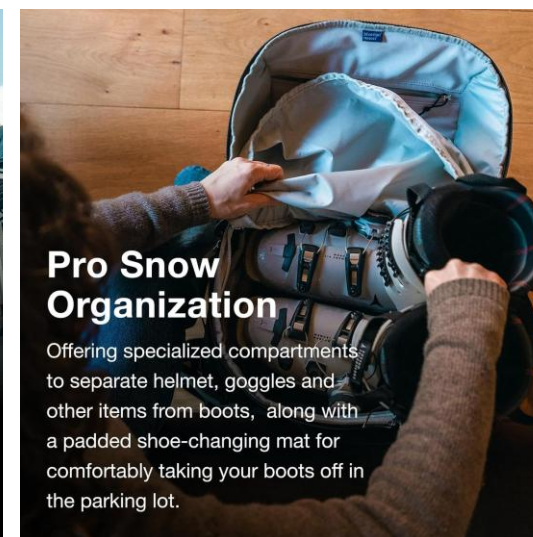
Comfortable Carry

The wheeled design, paired with multiple padded grab handles, ensures effortless navigation through crowded airports and snowy terrain.



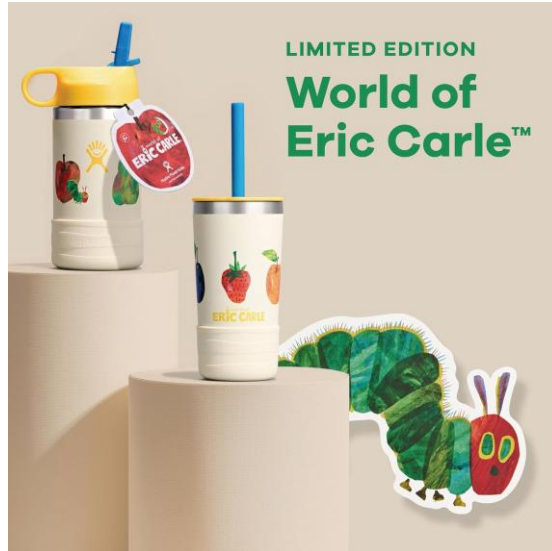
Pro Snow Organization

Offering specialized compartments to separate helmet, goggles and other items from boots, along with a padded shoe-changing mat for comfortably taking your boots off in the parking lot.



Hydro Flask Kids 12 Oz Tumbler with Lid and Straw for School

Insulated Stainless Steel World of Eric Carle™ Caterpillar



Hydro Flask Limited Edition Collaborations with U.S. Snowboard & Arbor Collaboration



Limited Edition

U.S. Snowboard Bottle

Designed to shine on and off the slopes.

[Shop Now](#)

Own it.
Unstoppable, bold and ready to hit the slopes.

Hydro Flask | ARBOR®

A bottle inspired by board culture

[Shop Limited Edition Rain Bottle](#)

ARBOR / RAIN

Built in collaboration with snowboarder Pat Moore and photographer Ian Ruhter, the Rain Bottle is a functional piece of art—ready for mountain days, travel days and everything in between.

THIS IS A RAD PARTNERSHIP.
Learn more about the Hydro Flask U.S. Snowboard Team

[Learn More](#)



Hydro Flask Limited Edition & Holiday Innovations



THE WAIT IS OVER

Semi-Formal for all

We invited our friends, and they're here in style. Dress it up with gold accents that are ready to gift.

[Shop The Collection](#)

Dressed to impress this holiday

Limited Edition fancy sips.

Your 2026 energy:

Shine Bright

Step into the new year with high-shine Silver and Gold.

[Shop Metallics](#)



All style. No chill.

(Except for what's inside.)



Create your year

Build the bottle for your moment.

[Build Your Bottle](#)

My Hydro™

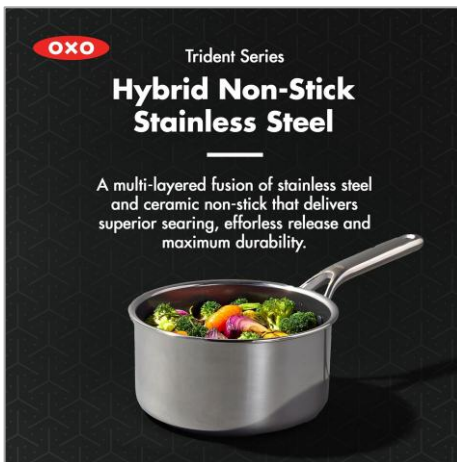
Fuel your momentum

[Build Your Tumbler](#)



OXO Trident Series Cookware

Durable, leakproof, stain-resistant, BPA free, dishwasher safe, microwave safe, freezer safe



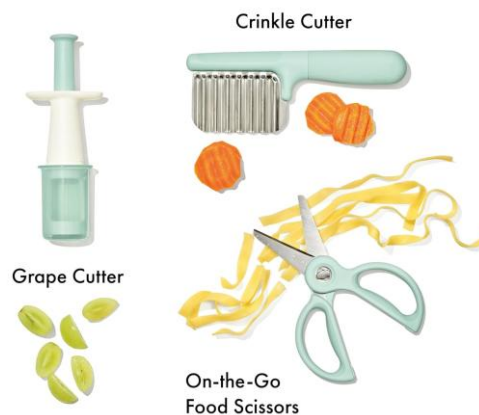
OXO Tot Baby-Led Weaning Suite

A range of self-feeding solutions aimed to give baby and parents more confidence during this feeding milestone



Cut & Prep Set – 3-Piece

3-piece set includes:



Help baby explore solids

Comfy, soft-touch handles



Cut easy-grasp shapes

Quarter grapes and cherry tomatoes



Snug case for transport



Sharp scissors for quick, smooth snipping



OXO Good Grips Non-Stick Pro Ceramic Coated Metal Bakeware

Wide range of products—sheet, cake, muffin, loaf, pizza pans and more



Beauty & Wellness Innovation

Olive & June and Peachybbies Collaboration



Press & Play Slime + Nail Set



Gingerbread Frosting French

Pressies - For Kids + Tweens
XS/S Round



Axolotl Velvet Illusion French

Glue Press-Ons
Short Round



Frosted Candy Pink French

Glue Press-Ons
Medium Oval



Kawaii Cow Chrome

Pressies - For Kids + Tweens
XS/S Round



Kawaii Cow Chrome French

Glue Press-Ons
Medium Almond



Winter Glitter Velvet

Glue Press-Ons
Short Squoval



Fuzzy Winter Cow French

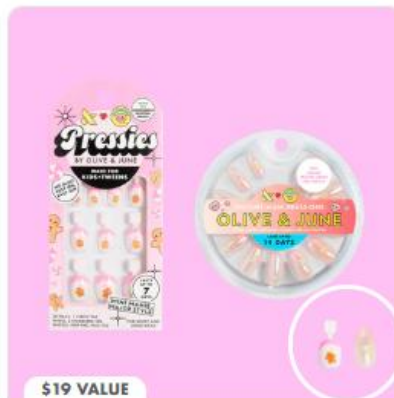
Pressies - For Kids + Tweens
XS/S Round



\$19 VALUE

Axolotl Set

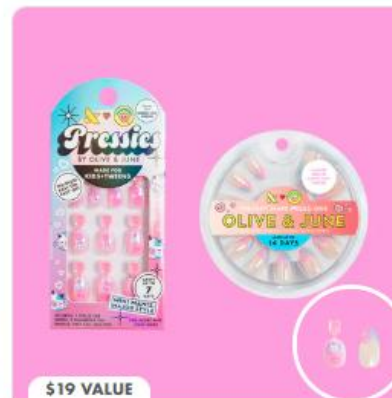
Pressies - For Kids + Tweens



\$19 VALUE

Gingerbread Set

Pressies - For Kids + Tweens



\$19 VALUE

Kawaii Cow Set

Pressies - For Kids + Tweens



\$19 VALUE

Winter Cow Set

Pressies - For Kids + Tweens

Olive & June Holiday: 2026 The Year My Nails Turned Pretty



The 2025 Allure Best of Beauty Awards



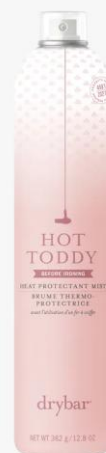
BEST CURL ENHANCER
Curlsmith Curl Defining Styling Soufflé



BEST CURL ENHANCER
Curlsmith Curl Defining Styling Soufflé



BEST BREAKTHROUGHS
Olive & June The Gel Mani System



BEST HEAT PROTECTOR
Drybar Hot Toddy Heat Protectant Mist



BEST BRUSH DRYER
Revlon One-Step Volumizer Plus



BEST STATIC CURLING IRON
Hot Tools Pro Artist 24K Gold Extended Barrel Curling Iron

Drybar Sparkling Soda Finishing Spray Collection, Ultra-Fine Mist, Adds Shine to Finished Look



ALL-DAY UV PROTECTION

Adds instant weightless shine

All-day protection against UV damage*

Quick-dry formula

*Based on third-party testing

PROTECTS AGAINST COLOR FADING DUE TO UV EXPOSURE

Protects hair from damaging effects of UV exposure all-day*

*Based on third-party testing

THIS IS WHAT WE'RE MADE OF

OIL-SOLUBLE VITAMIN C
Helps brighten the appearance of dull hair for radiant shine

BRAZILIAN PRACAXI OIL
Encourages more resilient hair

TWIST-LOCK NOZZLE

QUICK-DRYING SPRAY
Swivel the cap and start spraying

EASY TO STORE
Lock the nozzle in place when you're done

SPARKLING SODA

SHINY FINISH
With all-day UV protection

FINAL CALL

MATTE FINISH
Tames frizz and flyaways for 72 hours*

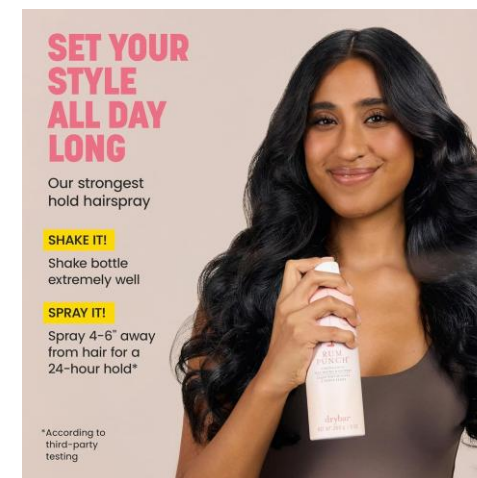
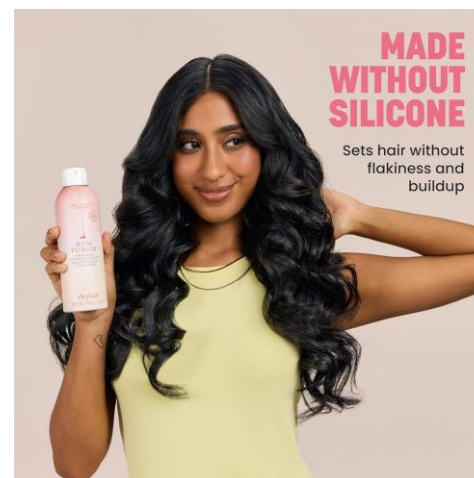
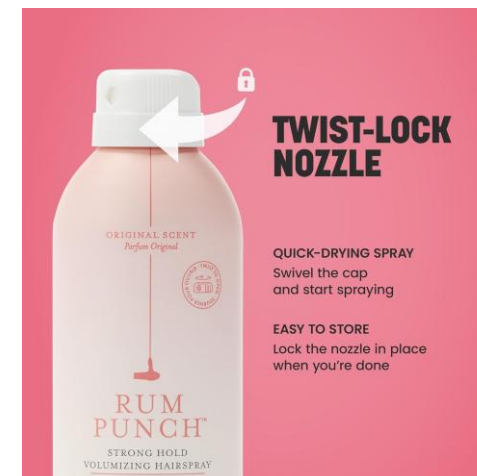
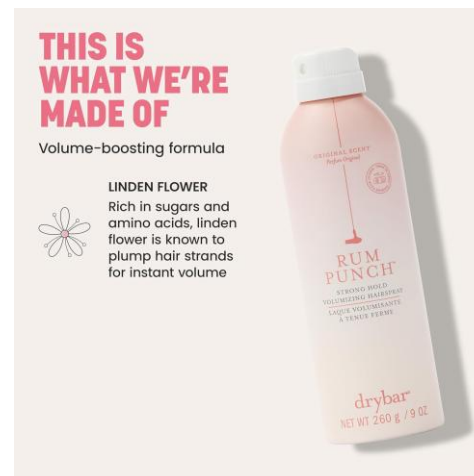
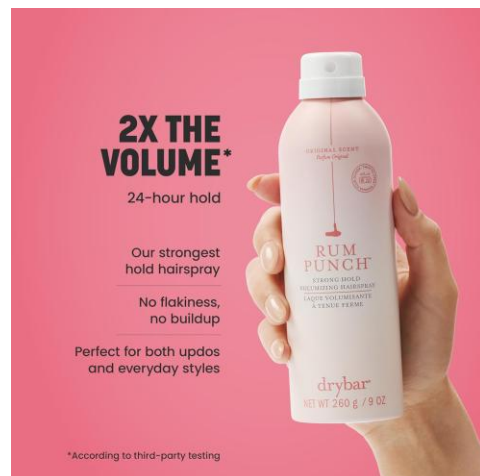
*According to third-party testing

MADE WITHOUT

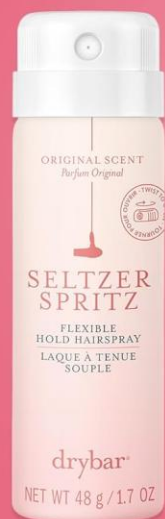
Parabens	Keratin
Nuts	Sulfites
Gluten	Honey

VEGAN AND CRUELTY FREE!

Drybar Rum Punch Strong Hold Volumizing Hairspray | Holds Style for 24 Hours, No Flakiness or Buildup, Maximum Hold for Hair Styles and Updos, Vegan & Cruelty Free



Drybar Seltzer Spritz Flexible Hold Hairspray | Holds Style for 8 Hours* with Touchable Finish, Adds Softness, Ultrafine Mist Diffuser for Even, Quick Drying Application, Vegan & Cruelty Free



TRAVEL
1.7 oz



FULL SIZE
9 oz

8-HOUR FLEXIBLE HOLD*

No flakiness,
no buildup

Soft, touchable,
brushable finish

Perfect for
natural-looking
style setting

*According to third-party testing



THIS IS WHAT WE'RE MADE OF

Nourishing formula



AMA LEAF & ROSEMARY
Nourishing plant-based
blend designed to add
softness without weighing
hair down



GET AN 8-HOUR* FLEXIBLE, SOFT HOLD

*According to
third-party testing



MAINTAIN STYLE & NATURAL MOVEMENT

Flexible hold that's
never stiff or sticky

SHAKE IT!

Shake bottle
extremely well

SPRAY IT!

Spray 4-6" away
from hair for an
8-hour hold*

*According to
third-party testing



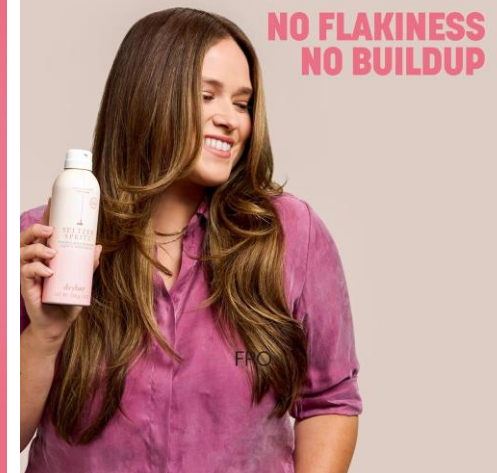
TWIST-LOCK NOZZLE

QUICK-DRYING SPRAY
Swivel the cap
and start spraying

EASY TO STORE
Lock the nozzle in place
when you're done



NO FLAKINESS NO BUILDUP

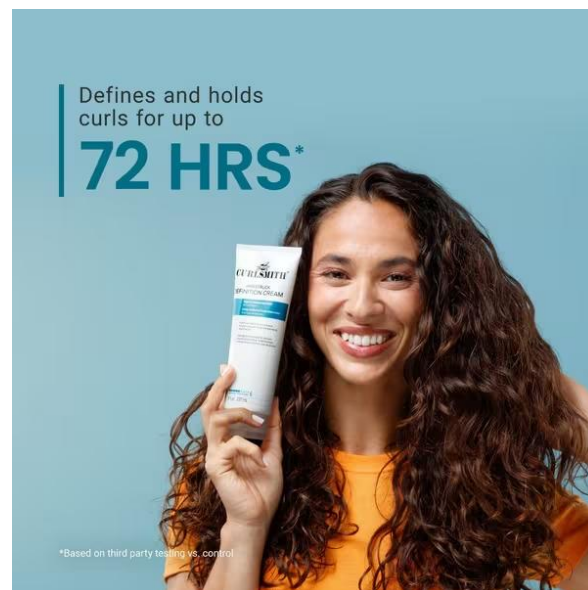
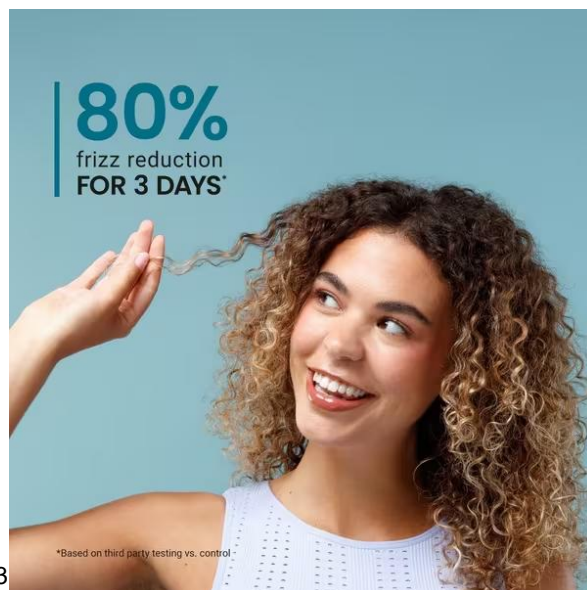
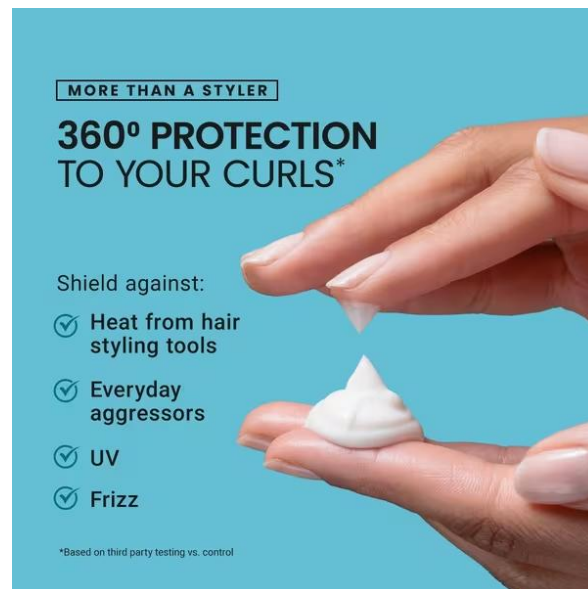


Curlsmith – “It's a Curl's World”

IT'S A
CURL'S
WORLD



Curlsmith – Awestruck Definition Cream



Curlsmith – *Moisture Memory Release*

IMPROVED FORMULA



WE KEPT YOUR FAVORITE THINGS

- ✓ Lightweight formula
- ✓ Moisturizing
- ✓ Light conditioning

AND REFINED THE FORMULA

- ✓ Contains 3 types of ceramides
- ✓ All-day moisture*
- ✓ Up to 72 hours nourished curls*

*Based on third party testing vs. control

Time-release moisture technology

3 days of hydration*


Instantly detangles

Contains 3 types of ceramides

Best for Very fine to fine hair

*Based on third party testing vs. control

Instantly boosts curl hydration up to **6X***



*Based on third party testing vs. control

Up to **3 DAYS** of hydration*



*Based on third party testing vs. control



PUR 8 Cup Slim Pitcher



**SMALLER IN SIZE,
BIGGER IN CAPACITY**

**PUR
8 CUP
SLIM PITCHER**

**LEADING
BRAND
6 CUP
PITCHER**



**MORE WATER
LESS SPACE**

**THAN
OUR
7 CUP
PITCHER**



**Save up to
\$75
per month
vs. bottled water.***

*Based on comparing a year's worth of bottled water (\$6.99) to a PUR system and 3 filters. Based on National US sales.



Braun ExactFit 1 Upper Arm Blood Pressure Monitor

Upper Arm Blood Pressure Monitor with professional, clinically proven accuracy



BRAUN

ExactFit™ 1E
Blood Pressure Monitor

Take control of your health and monitor your heart with clinical accuracy.

FSA/HSA
Eligible



Universal cuff to fit adult arms

Big, easy to read display

1x memory recall

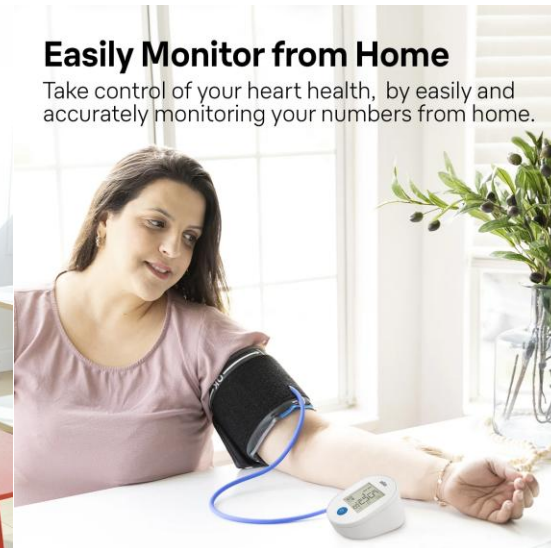
Easy one touch operation



 **US Based Customer Support**




Clinically Validated Accuracy
Easy to use and easy to understand.
Accuracy made easy.



Easily Monitor from Home
Take control of your heart health, by easily and accurately monitoring your numbers from home.

Braun ExactFit 3 Upper Arm Blood Pressure Monitor

Upper Arm Blood Pressure Monitor with professional, clinically proven accuracy



BRAUN

ExactFit™ 3

Blood Pressure Monitor

Take control of your health and monitor your heart with clinical accuracy.

FSA/HSA Eligible



Accurate Blood Pressure Monitoring

Caring for your family made easy



BRAUN | A Trusted Name for 100 Years



Clinically Validated Accuracy

Following internationally recognized testing protocols



Irregular Heartbeat Detection

Detects and notifies you of irregularities in your pulse

Supports Your Family's Health with 2 User Profiles

Simple controls allow you to change users easily



Stores 40 memories per user

User Friendly Readings



Extra Large Display

Don't miss a thing with large, easy to read display



Average Function

Use a 3 day average for more accurate results



Color Coded Indicator

A visual interpretation based on American Heart Association ranges



Intelligent Technology with Extra Large Display



Color Coded Indicator
Understand your results easily



Average Function
To understand patterns over time



Honeywell Allergen Plus™ 3-in-1 HEPA Air Purifier, Fan & Adjustable Airflow

3-IN-1 POWER

1. Air Purifier
2. Air Circulator
3. Fan



HEPA PURIFIED AIR YOUR WAY

Choose from 3 settings

1. 360° Rotation
2. 90° Vertical
3. Cooling Fan



THE ONLY AIR PURIFIER WITH TURBO360™

For full room coverage



90° CIRCULATOR MODE

Purifies air & distributes your heat

- Improves comfort by circulating rising warm air*
- Promotes fresher, cleaner, well-circulated air



*Heat naturally rises, leaving cooler air near the floor. 90° circulation helps balance airflow. Comfort and energy savings may vary.

THE FAN THAT PURIFIES

Cool comfort, HEPA-clean



IDEAL FOR ALLERGY SUFFERERS

Helps remove the following allergens, odors, and airborne particles:**



SET & FORGET WITH AUTO A MODE

Senses, adjusts, and purifies air automatically

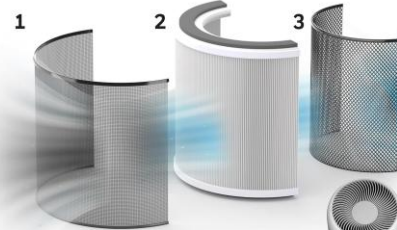
Good Air Quality

Moderate Air Quality

Poor Air Quality

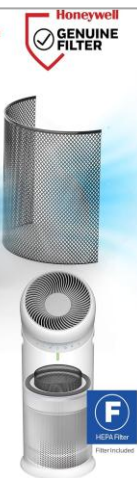


3-IN-1 POWERFUL HEPA FILTER



1. Pre-Filter for Dust, Hair, and Fur
2. HEPA 99.97% Capture Rate*
3. Carbon Reduces Odors and Chemical Fumes

* From air that passes through the filter. 0.3 microns and larger. The filter is a single, all-in-one unit and should not be disassembled.



DESIGNED FOR LARGE SPACES



Cleans the air up to **1926 sq. ft.** every hour*



* Based on space for 98 sq. ft. at 0.5 Air Changes per hour

THIRD PARTY TESTED, CERTIFIED, AND VERIFIED



Trusted for 25+ Years

Honeywell



HPA6000W

Honeywell Allergen Plus™ - Table Fan

TRUST THE AIR YOU BREATHE™
CERTIFIED HEPA

Helps capture up to **99.97%** of the following microscopic airborne allergens and particles**

Dust

Pollen

Pet Dander

Smoke

Wildfire Smoke



360°

CERTIFIED
Honeywell
HEPA Filter

*Non-Living Allergens
**From the air that passes through the filter 0.3 microns and larger



Honeywell

ALLERGEN PLUS™
HEPA AIR PURIFIER





LIMITED
5 YEAR
WARRANTY

HPA120W

*Non-Living Allergens



COMPACT AND SPACE SAVING DESIGN

Ideal for bedrooms, offices, and small living areas



6.92" L

10.94" H

6.92" W



3-IN-1
CERTIFIED HEPA FILTRATION



1. Pre-Filter
for Dust, Hair, and Fur

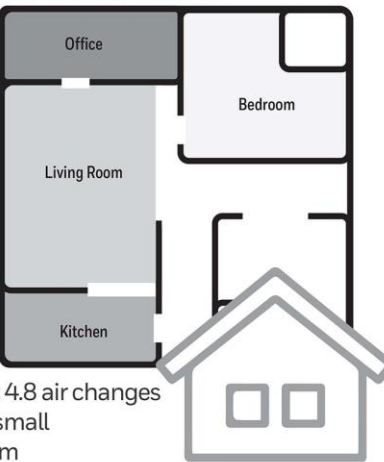
2. CERTIFIED HEPA
99.97% capture rate*

3. Carbon
Reduces Odors
and VOCs



Replace every
9-12 months

ROOM SIZE
530 SQ. FT.
1X AIR CHANGE PER HOUR



Air Cleanings: 4.8 air changes per hour in a small 110 sq. ft. room

ULTRA-QUIET OPERATION
with Whisper Quiet Sleep Mode



Sleep Mode



Auto-Off
Timer



20.81dB
Sleep Mode



0 dB Faint Loud

0dB
Human
Hearing
Range

20dB
Quiet
Study Room

40dB
Light
Rainfall

50dB
Background
Noise

80dB
Vacuum
Cleaner

Elevating Lives, Soaring Together

Glossary of Terms

Adjusted Diluted Earnings per Share (Adjusted Diluted EPS or Adjusted EPS) – Non-GAAP Adjusted Income divided by diluted shares outstanding

Adjusted EBITDA – Earnings before interest, taxes, depreciation, asset impairment charges, restructuring charges, non-cash share-based compensation expense, and intangible asset amortization expense (as applicable)

Adjusted EBITDA Margin – Non-GAAP Adjusted EBITDA divided by net sales

Adjusted Income – GAAP net income (loss) excluding asset impairment charges, intangible asset reorganization, CEO succession costs, restructuring charges, non-cash share-based compensation expense, and intangible asset amortization expense (as applicable)

Adjusted Operating Income – GAAP operating income (loss) excluding asset impairment charges, restructuring charges, non-cash share-based compensation expense, and intangible asset amortization expense (as applicable)

Adjusted Operating Margin – Non-GAAP Adjusted Operating Income divided by net sales

Asset Impairment Charges – Non-cash asset impairment charges were recognized, during the first, second, and third quarters of fiscal 2026, to reduce goodwill and other intangible assets, which impacted both the Beauty & Wellness and Home & Outdoor segments

CEO Succession Costs – Represents costs incurred in connection with the departure of the Company's former CEO primarily related to severance and recruitment costs

EBITDA – Earnings before interest, taxes, depreciation and amortization expense, as reported

Free Cash Flow (FCF) – Net cash provided by operating activities less capital and intangible asset expenditures

FY – Fiscal year ending on the last day of February of the respective year

Growth Investment – The percentage of revenue used for growth investments

Intangible Asset Reorganization – Represents income tax expense from the recognition of a valuation allowance on a deferred tax asset related to the Company's intangible asset reorganization in fiscal 2025

Restructuring Charges – Charges in connection with the Company's restructuring plan, Project Pegasus during Q3 FY25 and costs related to personnel terminations in Q2 FY26

Reconciliation of Non-GAAP Financial Measures – GAAP Operating (Loss) Income and Operating Margin to Adjusted Operating Income and Adjusted Operating Margin (Non-GAAP) (Unaudited) (in thousands)

Three Months Ended November 30, 2025						
	Home & Outdoor		Beauty & Wellness		Total	
Operating loss, as reported (GAAP)	\$	(72)	— %	\$	(8,298)	(2.9)%
Asset impairment charges		24,000	10.5 %		41,906	14.8 %
Subtotal		23,928	10.4 %		33,608	11.9 %
Amortization of intangible assets		1,377	0.6 %		2,331	0.8 %
Non-cash share-based compensation		2,013	0.9 %		3,017	1.1 %
Adjusted operating income (non-GAAP)	\$	27,318	11.9 %	\$	38,956	13.8 %

Three Months Ended November 30, 2024						
	Home & Outdoor		Beauty & Wellness		Total	
Operating income, as reported (GAAP)	\$	40,313	16.4 %	\$	34,805	12.2 %
Restructuring charges		770	0.3 %		2,748	1.0 %
Subtotal		41,083	16.7 %		37,553	13.2 %
Amortization of intangible assets		1,770	0.7 %		2,777	1.0 %
Non-cash share-based compensation		2,476	1.0 %		2,254	0.8 %
Adjusted operating income (non-GAAP)	\$	45,329	18.4 %	\$	42,584	15.0 %

Reconciliation of Non-GAAP Financial Measures – GAAP Net (Loss) Income to EBITDA (Earnings (Loss) Before Interest, Taxes, Depreciation and Amortization), Adjusted EBITDA and Adjusted EBITDA Margin (Non-GAAP) (Unaudited) (in thousands)

	Three Months Ended November 30,			
	2025		2024	
Net (loss) income, as reported (GAAP)	\$ (84,056)	(16.4) %	\$ 49,616	9.3 %
Interest expense	15,855	3.1 %	12,164	2.3 %
Income tax expense	60,042	11.7 %	13,536	2.6 %
Depreciation and amortization	12,837	2.5 %	13,222	2.5 %
EBITDA (non-GAAP)	4,678	0.9 %	88,538	16.7 %
Add: Asset impairment charges	65,906	12.9 %	—	— %
Restructuring charges	—	— %	3,518	0.7 %
Non-cash share-based compensation	5,030	1.0 %	4,730	0.9 %
Adjusted EBITDA (non-GAAP)	<u>\$ 75,614</u>	<u>14.7 %</u>	<u>\$ 96,786</u>	<u>18.2 %</u>

Reconciliation of Non-GAAP Financial Measures – GAAP (Loss) Income and Diluted (Loss) Earnings Per Share to Adjusted Income and Adjusted Diluted Earnings Per Share (Non-GAAP) (Unaudited) (in thousands, except per share data)

Three Months Ended November 30, 2025						
	(Loss) Income			Diluted (Loss) Earnings Per Share		
	Before Tax	Tax	Net of Tax	Before Tax	Tax	Net of Tax
As reported (GAAP)	\$ (24,014)	\$ 60,042	\$ (84,056)	\$ (1.04)	\$ 2.61	\$ (3.65)
Asset impairment charges	65,906	(6,232)	72,138	2.84	(0.27)	3.11
Intangible asset reorganization	—	(44,056)	44,056	—	(1.90)	1.90
Subtotal	41,892	9,754	32,138	1.81	0.42	1.39
Amortization of intangible assets	3,708	638	3,070	0.16	0.03	0.13
Non-cash share-based compensation	5,030	521	4,509	0.22	0.02	0.19
Adjusted (non-GAAP)	\$ 50,630	\$ 10,913	\$ 39,717	\$ 2.18	\$ 0.47	\$ 1.71
Weighted average shares of common stock used in computing:						
Diluted loss per share, as reported						23,035
Adjusted diluted earnings per share (non-GAAP)						23,180

Three Months Ended November 30, 2024						
	Income			Diluted Earnings Per Share		
	Before Tax	Tax	Net of Tax	Before Tax	Tax	Net of Tax
As reported (GAAP)	\$ 63,152	\$ 13,536	\$ 49,616	\$ 2.76	\$ 0.59	\$ 2.17
Restructuring charges	3,518	316	3,202	0.15	0.01	0.14
Subtotal	66,670	13,852	52,818	2.91	0.61	2.31
Amortization of intangible assets	4,547	664	3,883	0.20	0.03	0.17
Non-cash share-based compensation	4,730	354	4,376	0.21	0.02	0.19
Adjusted (non-GAAP)	\$ 75,947	\$ 14,870	\$ 61,077	\$ 3.32	\$ 0.65	\$ 2.67
Weighted average shares of common stock used in computing reported and non-GAAP diluted earnings per share						
						22,882

Reconciliation of Non-GAAP Financial Measures – GAAP Net Cash Provided by Operating Activities to Free Cash Flow (Non-GAAP) (Unaudited) (in thousands)

	Nine Months Ended November 30,	
	2025	2024
Net cash provided by operating activities (GAAP)	\$ 59,813	\$ 78,236
Less: Capital and intangible asset expenditures	(31,006)	(22,155)
Free cash flow (non-GAAP)	\$ 28,807	\$ 56,081

Fiscal 2026 Outlook for Net Sales Revenue (Unaudited) (in thousands)

Consolidated:	Fiscal 2025		Fiscal 2026 Outlook		
Net sales revenue	\$	1,907,665	\$	1,758,000	—
Net sales revenue decline			(7.8)%	—	(7.1)%

Reconciliation of Non-GAAP Financial Measures – Fiscal 2026 Outlook for GAAP Diluted (Loss) Earnings Per Share to Adjusted Diluted Earnings Per Share (Non-GAAP) and GAAP Effective Tax Rate to Adjusted Effective Tax Rate (Non-GAAP) (Unaudited)

	Nine Months Ended November 30, 2025	Outlook for the Balance of the Fiscal Year (Three Months)			Fiscal 2026 Outlook			Tax Rate Fiscal 2026 Outlook		
Diluted (loss) earnings per share, as reported (GAAP)	\$ (36.70)	\$ 0.63	—	\$ 1.13	\$ (36.07)	—	\$ (35.57)	(8.7)%	—	(8.9)%
Asset impairment charges	34.99	—	—	—	34.99	—	34.99			
CEO succession costs	0.15	—	—	—	0.15	—	0.15			
Restructuring charges	0.13	—	—	—	0.13	—	0.13			
Amortization of intangible assets	0.55	0.20	—	0.20	0.75	—	0.75			
Non-cash share-based compensation	0.64	0.22	—	0.22	0.86	—	0.86			
Income tax effect of adjustments	2.86	(0.42)	—	(0.42)	2.44	—	2.44	23.4 %	—	22.3 %
Adjusted diluted earnings per share (non-GAAP)	<u>\$ 2.72</u>	<u>\$ 0.53</u>	<u>—</u>	<u>\$ 1.03</u>	<u>\$ 3.25</u>	<u>—</u>	<u>\$ 3.75</u>	<u>14.7 %</u>	<u>—</u>	<u>13.4 %</u>