



HONEST[®]

Investor Strategic Update 2025

Forward Looking Statements

This presentation contains certain forward-looking statements within the meaning of the federal securities laws, including statements about the outlook of our business and industry and other matters referenced in our earnings release and SEC filings. All statements other than statements of historical fact contained in this presentation, including statements on our business strategy, plans, objectives, financial results, operating results, potential market and growth opportunities, or competitive position, are forward-looking statements. These forward-looking statements involve a number of risks and uncertainties, some of which management cannot predict, that could cause actual results to differ materially. Please refer to our SEC filings and earnings releases for a more detailed description of the risk factors that may affect our results.

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A modern CPG company poised for growth

Strengthened
financial
foundation



Modern brand



Dynamic
leadership and
culture



Scalable growth



- Launched in 2012 with the goal to create **a new personal care company with clean ingredients and sustainability at its core**
- The portfolio resonated with a new generation of families



The Honest Company is a personal care company **on a mission to challenge ingredients, ideals and industries so people can protect who they love.**



A higher standard of Clean that we call

The Honest Standard

① Clean ingredients

We ban 3,500+ ingredients

② In-house labs

Innovative, proprietary formulas

③ Toxicologist audited

Rigorous research and testing

Number of ingredients not permitted in products

- No parabens
- No sulfates
- No phthalates
- No synthetic fragrances
- No petro-derived emollients
- No PEGs
- No mineral oil
- No PFAS



#1

natural brand in
baby personal
care¹



#1

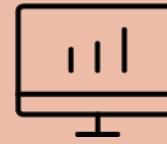
natural brand
in baby wipes⁶



7%

household penetration

+20%
Since 2021³



Honest baby wipes, baby
personal care, and
apparel all growing share²

#1

climate-pledge friendly
mascara on Amazon⁴



Oprah's Favorite Things⁵:
“Fam Jams”
4 years in a row



Strengthened financial foundation



Strengthened financial foundation

Honest is on a transformation journey focused on three Pillars:

● 2023

Transform

● 2024 – 2025

Strengthen

● 2026+

Grow & Scale

Brand Maximization - *leverage brand to drive growth through innovation & improved marketing*

Margin Enhancement - *expand margins through mix and cost savings activities*

Operating Discipline - *build a culture of executional excellence*

Transformation Pillars delivering strong results

Brand Maximization

+10%
YoY revenue growth¹

7%
Household penetration²

Margin Enhancement

+900 bps
YoY gross margin¹

+\$37M
YoY Adj. EBITDA¹

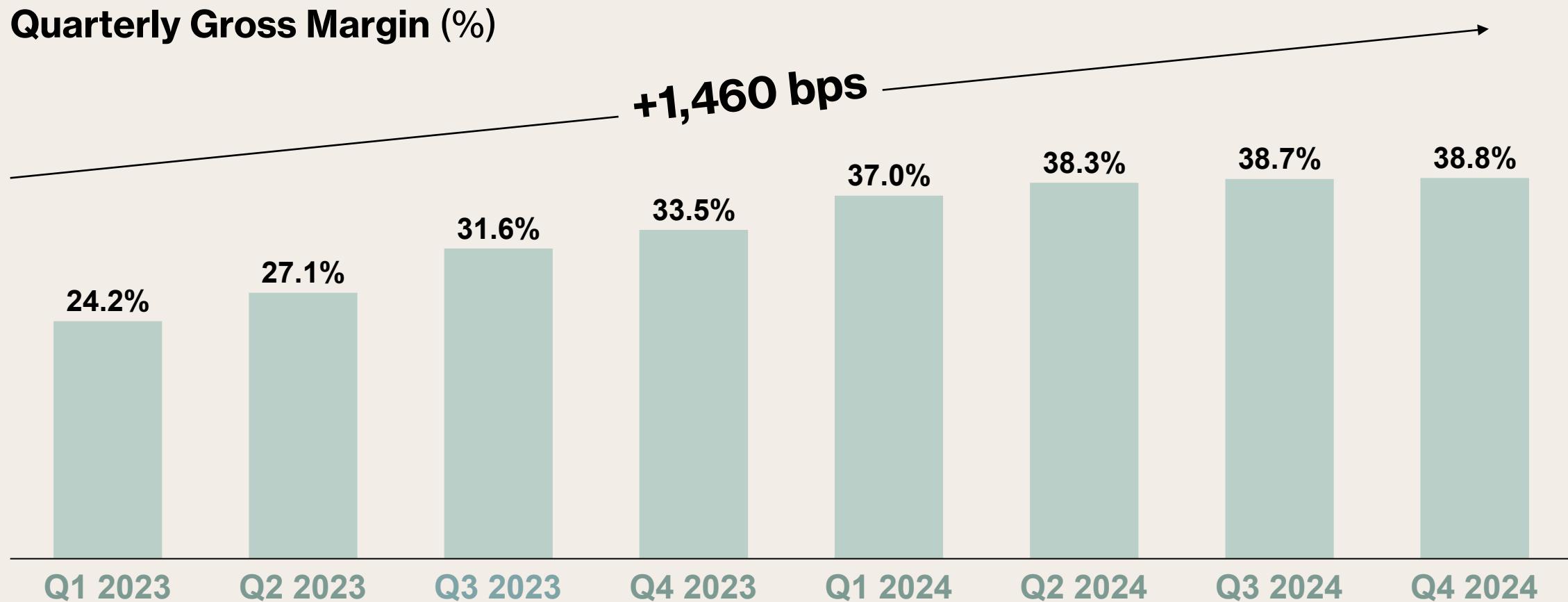
Operating Discipline

\$75M Cash
\$0 Debt¹

High-performing
practices from leading
CPG, Tech and Retail

Strengthened financial foundation

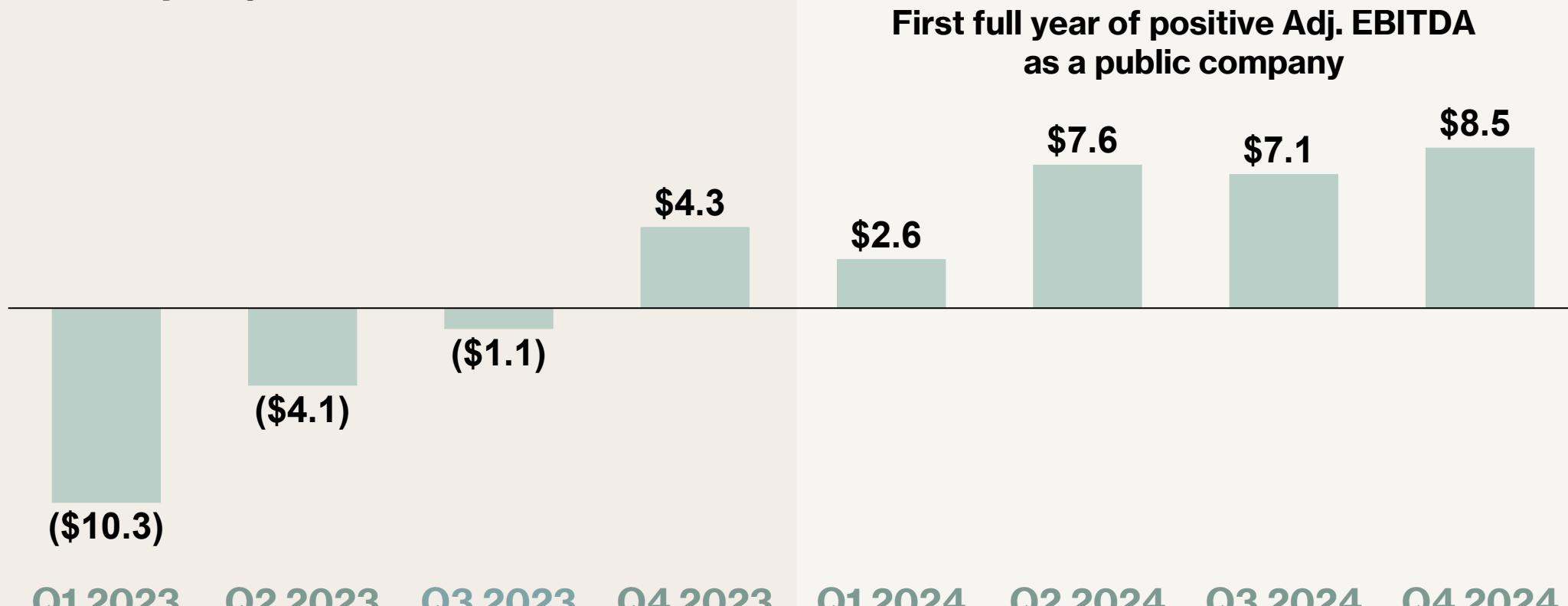
Sequential gross margin improvement through 2024



Strengthened financial foundation

Achieved Adj. EBITDA profitability

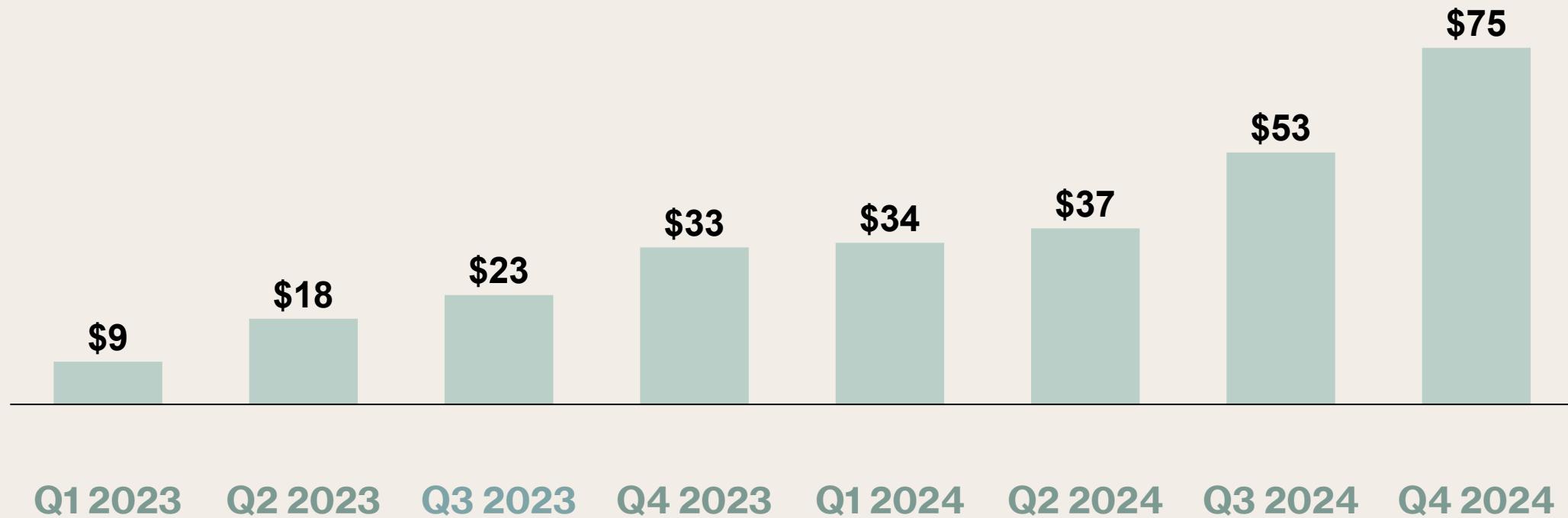
Quarterly Adj. EBITDA (\$ in M)



Strengthened financial foundation

Improved cash position

Quarterly Cash Balance (\$ in M)



Strengthened financial foundation

2024 financial summary

Revenue	\$378M	+10% vs. LY
Gross Margin %	38%	+900 bps vs. LY
Adj. EBITDA	\$26M	+\$37M vs. LY
Debt	\$0	Flat vs. LY



Strengthened financial foundation

Q1 2025 Results

Revenue	\$97M	+13% vs. LY
Gross Margin %	39%	+170 bps vs. LY
Adj. EBITDA	\$7M	+\$4M vs. LY
Debt	\$0	Flat vs. LY



Strengthened financial foundation

Q2 2025 Results

Revenue	\$93M	+0.4% vs. LY
Gross Margin %	40%	+210 bps vs. LY
Adj. EBITDA	\$8M	Flat vs. LY
Debt	\$0	Flat vs. LY



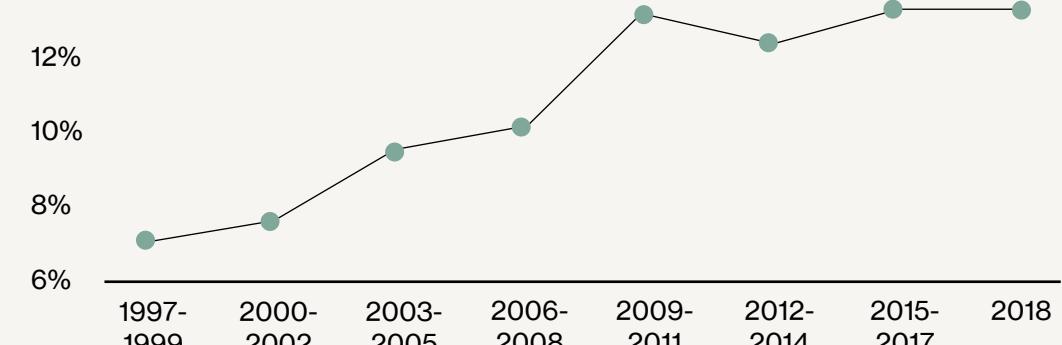
Modern brand



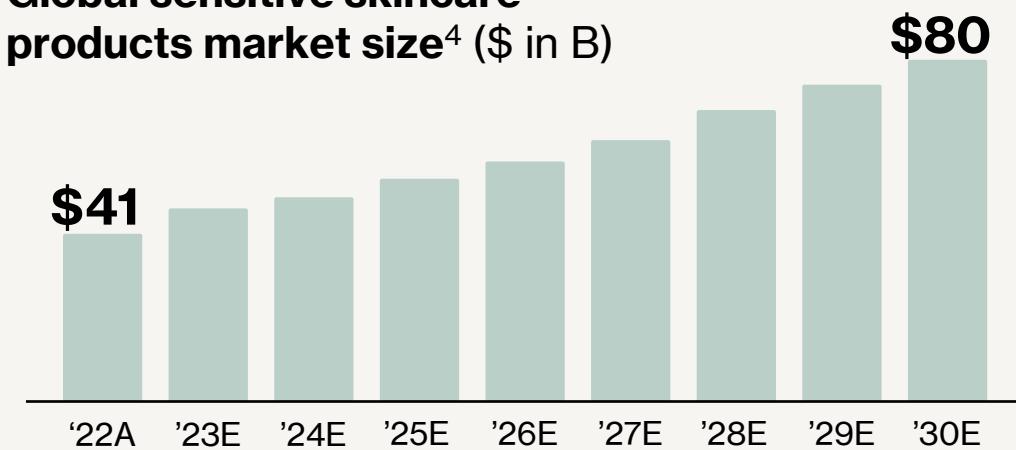
Consumers have new needs

- Growing focus on **ingredients and safety**
 - **Skin allergies** among children have nearly doubled since 1997
 - 72% of consumers are concerned about the **long-term effects of certain chemicals**²
 - **Sensitive skin affects 71% of adults**³
- Market for **sensitive skin products** expected to nearly double by 2030⁴
- **Natural Personal Care** expected to grow 3x faster than conventional⁵

Children (0-17) with a skin allergy the past 12 months over 3 year period¹ (%)



Global sensitive skincare products market size⁴ (\$ in B)

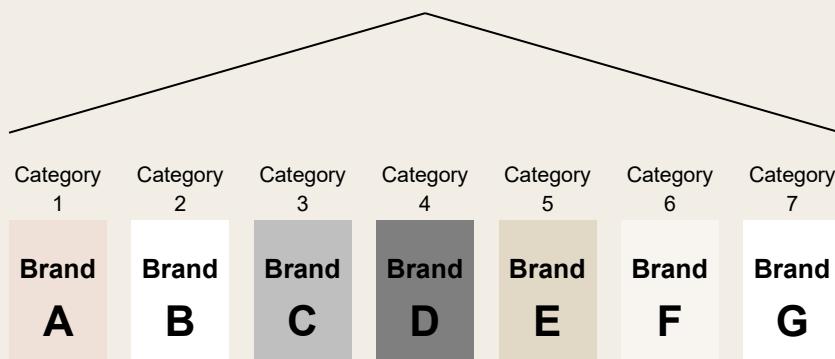


Modern brand

Single powerful brand across aisles

Conventional CPGs

Many Brands • Multiple Categories



Honest is a Branded House
One Brand • Many Categories



Modern brand

Revolutionized Baby Care



Brought modern designs to diaper category

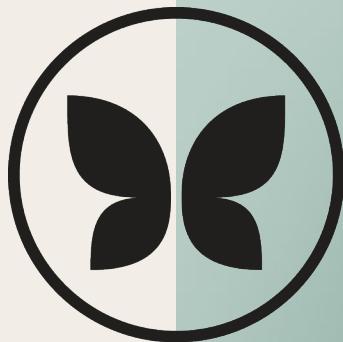
Launched organic apparel to match diapers

Created baby spa moments

Baby gifting

Online community

Scalable growth



Distribution expansion a focal point of growth

- 1 Increasing Total Distribution Points reflects the most significant growth opportunity
- 2 Distribution remains underpenetrated relative to competition
- 3 Innovation supports our objective of increased availability



Scalable growth

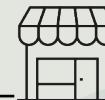
Widely available with room to grow

Our retail partners today

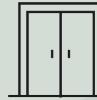


Multiple levels of opportunity

Stores



Doors



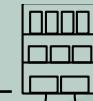
Aisles



Shelves



Facings



Innovation



Large runway for growth into more doors

2024 year-end total doors selling

- Year-end doors selling
- Remaining doors available

Honest

~45,000

~65,000

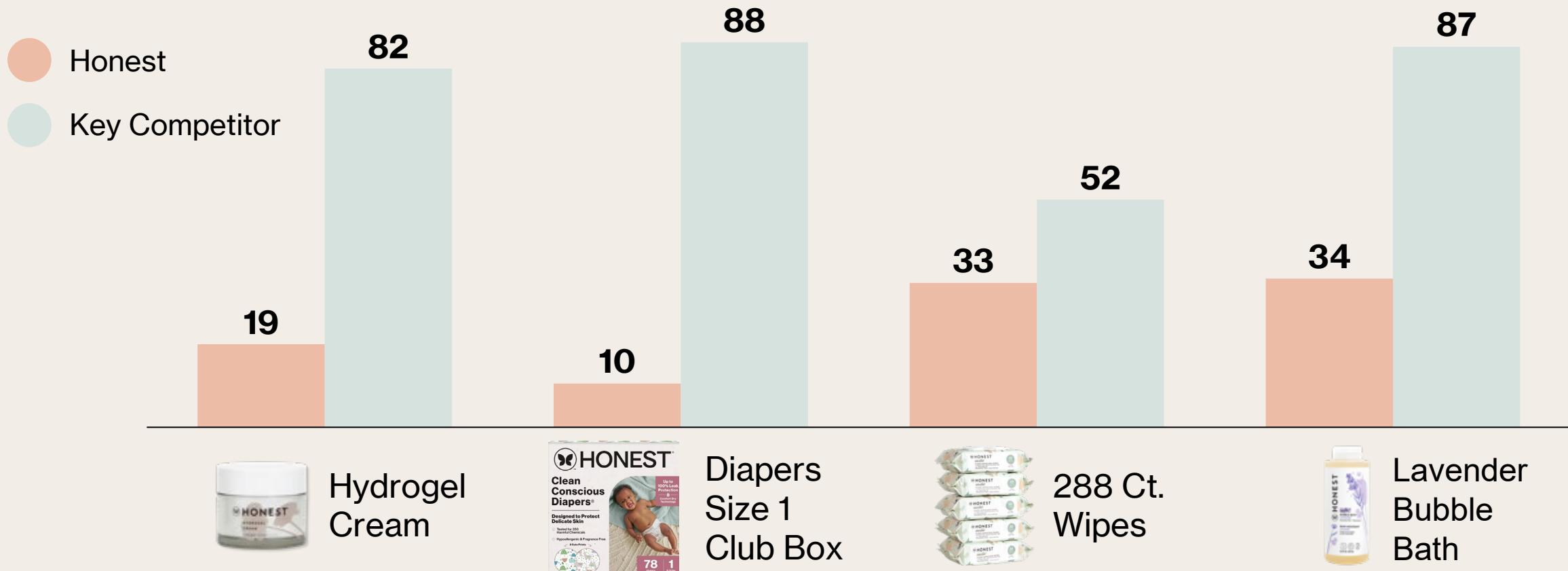
Leading Competitor

~90,000

~20,000

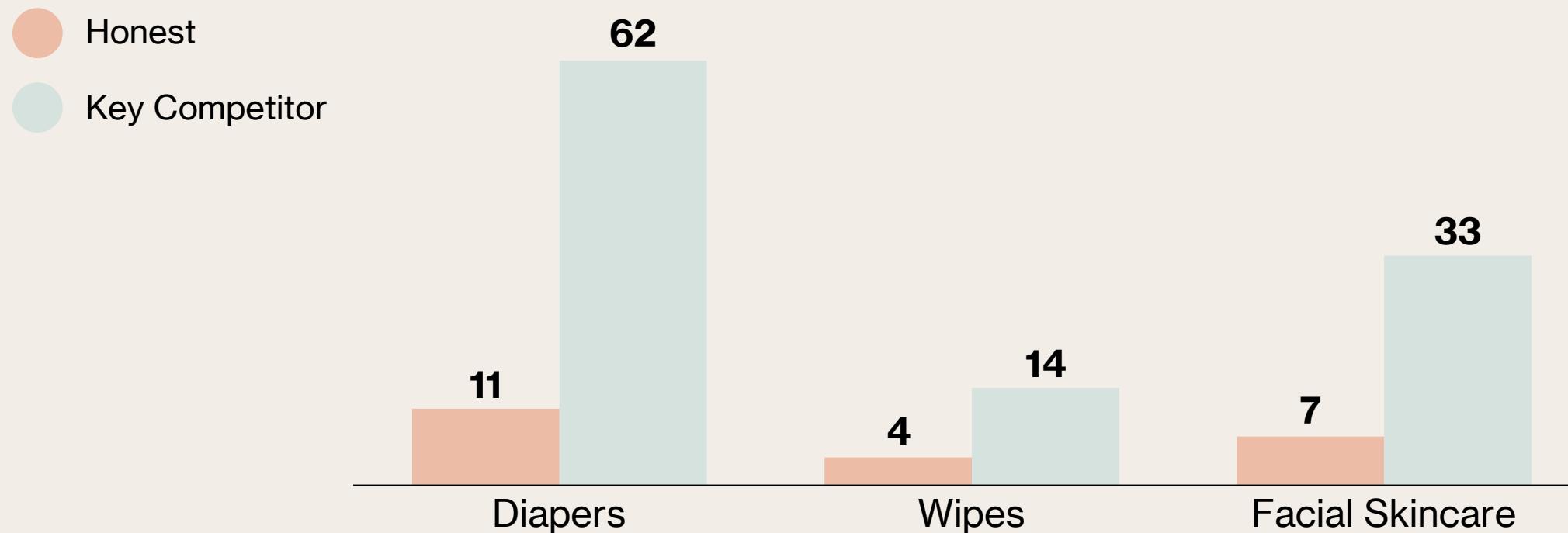
Hero products under-distributed

Max ACV % by SKU



Opportunity for larger presence on shelf

Average products on shelf per store selling



Dynamic leadership & culture

The right leaders for the mission

Broadly experienced leadership team:



ESTĒE LAUDER

Neutrogena

Mondelēz
International

THE CLOROX COMPANY



HONEST



Carla Vernón

Chief Executive Officer

Curtiss Bruce

Chief Financial Officer

2025 and long-term outlook



2025 Financial Outlook



Revenue Growth

2025 Outlook

4% - 6%

Adjusted EBITDA

\$27 million - \$30 million range

Long-Term Algorithm

4% - 6% annually

Continued Adj. EBITDA margin expansion

**Q2 2025 Earnings:
Reaffirmed FY 2025 Outlook**



Reasons to invest

- ❖ Business model transformed for profitability
- ❖ Leadership team with broad CPG industry expertise
- ❖ Strong runway for growth
- ❖ Growing consumer need, large market potential
- ❖ Vibrant brand built for today's family needs
- ❖ Proven success in omnichannel



Appendix



Reconciliation of GAAP and Non-GAAP Financial Measures

Adjusted EBITDA (\$ millions)

	Q1 2023	Q2 2023	Q3 2023	Q4 2023	FY 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024	FY 2024
Net income (loss)	(\$18.9)	(\$13.4)	(\$8.1)	\$1.1	(\$39.2)	(\$1.4)	(\$4.1)	\$0.2	(\$0.8)	(\$6.1)
Interest and other (income) expense, net	0.2	0.0	0.1	(0.0)	0.3	0.0	0.0	(0.1)	(0.2)	(0.3)
Income tax provision	0.0	0.0	0.0	0.0	0.1	0.0	0.0	0.0	0.0	0.1
Depreciation and amortization	0.7	0.7	0.7	0.7	2.7	0.7	0.7	0.7	0.7	2.8
Stock-based compensation	3.8	6.4	3.7	1.9	15.8	2.5	8.9	2.2	2.1	15.7
Securities Litigation expense	1.2	1.8	1.4	0.4	4.7	0.4	1.3	4.1	6.7	12.4
CEO and CFO transition expense	1.3	0.0	0.8	0.0	2.1	0.2	0.7	0.0	0.0	0.9
Restructuring costs	1.4	0.4	0.4	0.1	2.2	0.0	0.0	0.0	0.0	0.0
Payroll tax expense related to stock-based compensation	0.1	0.0	0.0	0.0	0.1	0.2	0.1	0.1	0.1	0.4
Adj. EBITDA	(\$10.3)	(\$4.1)	(\$1.1)	\$4.3	(\$11.2)	\$2.6	\$7.6	\$7.1	\$8.5	\$25.9