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Q2 2026 Earnings Update

August 5, 2026

Forward Looking Statements

This presentation contains forward-looking statements within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. In some cases, you can identify forward-looking statements because they contain words such as "anticipate," "believe," "contemplate," "continue," "could," "estimate," "expect," "intend," "may," "plan," "potential," "predict," "project," "should," "target," "will" or "would" or the negative of these words or other similar terms or expressions. These forward-looking statements include, but are not limited to, statements concerning the Company's expectations regarding future results of operations and financial condition, including revenue, Adjusted EBITDA, Organic Revenue and Adjusted Gross Margin outlook for full year 2026; the durability of growth in the Company's fastest-growing product platforms; the Company's ability to drive shareholder value in line with its long-term algorithm; and the Company's ability to remain profitable, reinvest in its brand and accelerate household penetration. Our financial outlook reflects assumptions, including current tariff levels and our tariff mitigation measures, which are subject to change given the macroeconomic environment.

These statements involve substantial risks and uncertainties that could cause actual results to differ materially. We have based the forward-looking statements in this presentation primarily on our current expectations and projections about future events and trends. The outcome of the events described in these statements is subject to risks, uncertainties and other factors described in the section titled "Risk Factors" in our Annual Report on Form 10-K for the year ended December 31, 2025, filed with the SEC on February 25, 2026, as updated by our Quarterly Reports on Form 10-Q and subsequent SEC filings. We undertake no obligation to update any forward-looking statements except as required by law. You should not rely upon forward-looking statements as predictions of future events.

Market data and industry information used in this presentation are based on management's knowledge of the industry and good faith estimates. We have not independently verified third-party data and make no representation as to its accuracy or completeness. This presentation may contain trademarks, service marks and copyrights of other companies, which are the property of their respective owners.

Our Team

Carla Vernón
Chief Executive Officer

Curtiss Bruce
Chief Financial & Operating Officer

Q2 2026 Key Messages

1 **Top-Line Momentum Continues Behind Higher-Margin Growth Platforms**

2 **Record Profitability & Durable Foundation Enable Accelerated Reinvestment for Sustainable Growth**

3 **Raising Full Year 2026 Financial Outlook**

Q2 2026 Highlights

Robust Top-Line Growth and Margin Expansion

REVENUE EXPANSION

+6.7%

Organic Revenue Growth[1]

PROFITABILITY

+340bps

44% Underlying Adj. Gross Margin[1]

CONSUMER DEMAND

+7.7%

Consumption Growth[2]

BRAND REACH

8.1%

Household Penetration[3]

Notes: 1. Non-GAAP measure. See appendix for reconciliation 2. MULO+ dollar consumption growth for the 13 weeks ending 06.28.26. 3. Numerator Insights 52 weeks ending 06.28.26

Platform Momentum

Higher-Growth, Higher-Margin Businesses Driving Outperformance

TOTAL WIPES

+26% (vs. +2% Category)[1]

ALL PURPOSE

+16%

(vs. Flat Category)[1]

FLUSHABLES

+201%

(vs. +12% Category)[1]

SANITIZING

+55%

(vs. +13% Category)[1]

TOTAL PERSONAL CARE

+19%

(vs. +5% Category)[1]

DIAPERS

-21%

(vs. -2% Category)[1]

Expected declines to be offset by growth platforms

Notes: 1. MULO+ dollar consumption growth for the 13 weeks ending 06.28.26. Weighted category growth represents retail consumption growth for subcategories, weighted by the Company's subcategory growth consumption growth for the 13 weeks ending 06.28.26

A Modern Personal Care Company Built to Last

Anchored by The Honest Standard & Driven by Disciplined Execution

Strengthened financial foundation

Modern brand

Dynamic leadership & culture

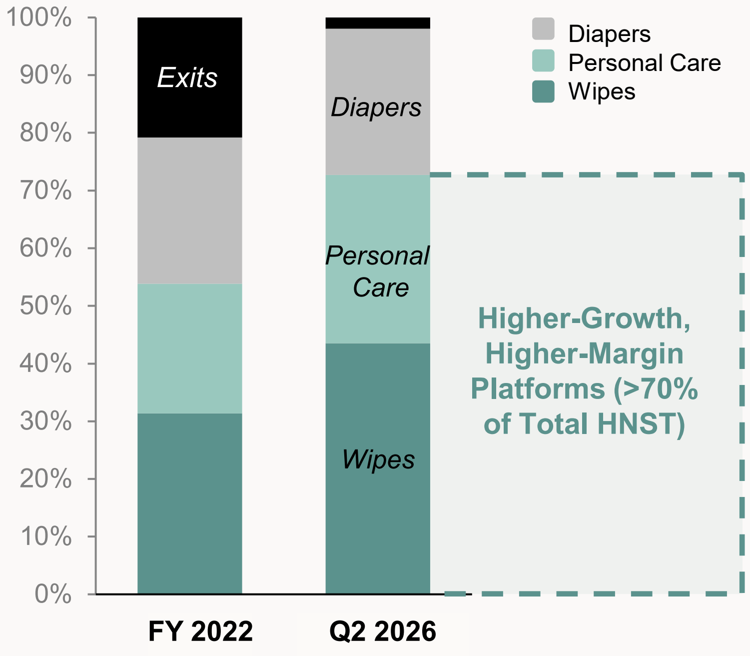
Scalable growth

Focused, Growth-Driven & More Profitable

A Durable Financial Foundation to Fuel Continued Reinvestment

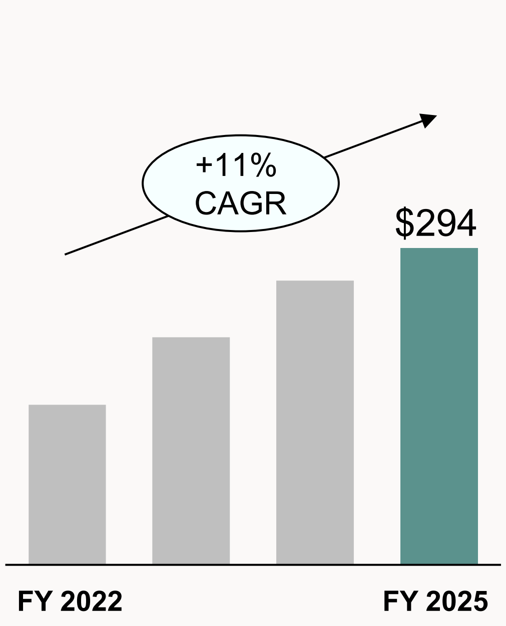
STRATEGICALLY FOCUSED

Revenue Mix[1]



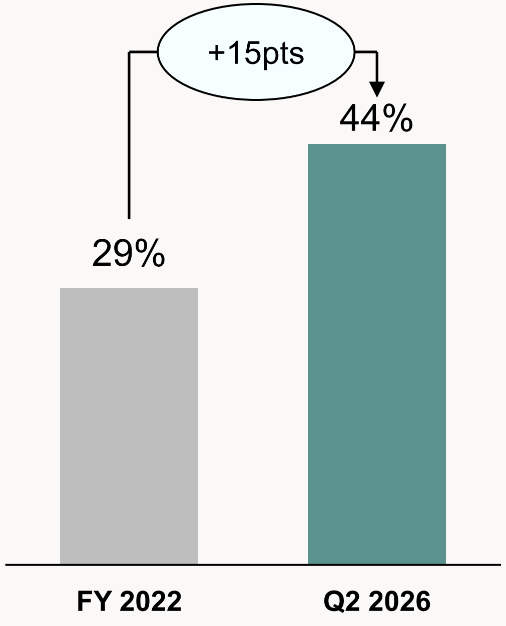
GROWTH-DRIVEN

Consumption Growth[2]
$ Millions



STRUCTURALLY PROFITABLE

Underlying Adj. Gross Margin[3]



Enables Investment for Growth

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Notes: 1. Represents categories as a percentage of total net revenue. 2. MULO+ dollar consumption growth for the 13 weeks ending 06.28.26. 3. Non-GAAP measure. See appendix for reconciliation.


HONEST
Gentle
Gel Cleanser
Gel Nettoyant Doux
HONEST
Flushable Wipes
HONEST
Flushable Wipes

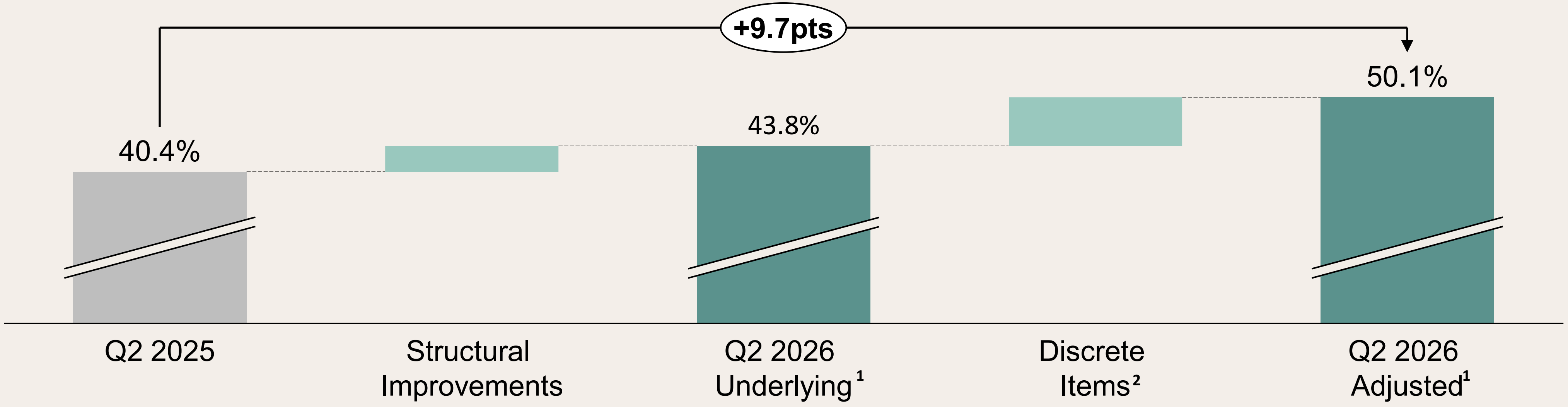
Financials

Q2 2026 Financial Results

Strong Organic Growth & Structural Margin Improvement Deliver Record Profitability

ORGANIC REVENUE[1]	MARKETING AS % OF REVENUE	UNDERLYING ADJ. EBITDA%[1]
+6.7% YoY	**17.4%**	**9.8%**
$80.2M	+390bps YoY	+160bps YoY | $7.8M

Adj. Gross Margin Bridge[1]



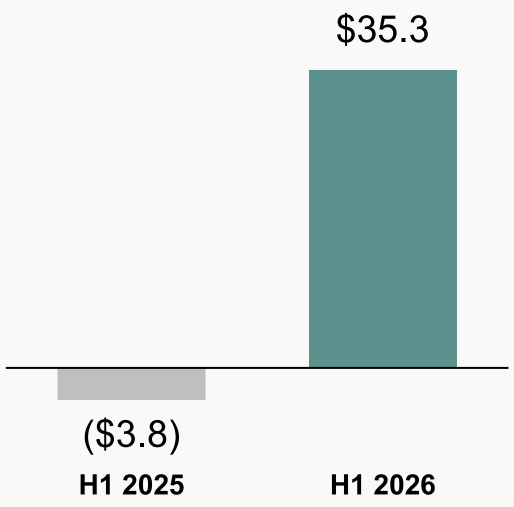
Notes: 1. Non-GAAP measure. See appendix for reconciliation. 2. Discrete items include tariff refunds and apparel liquidation. See Appendix for Reconciliation

Balance Sheet & Cash Flow

Asset-light, Highly Cash Generative; Partially Benefiting from Timing of Inventory

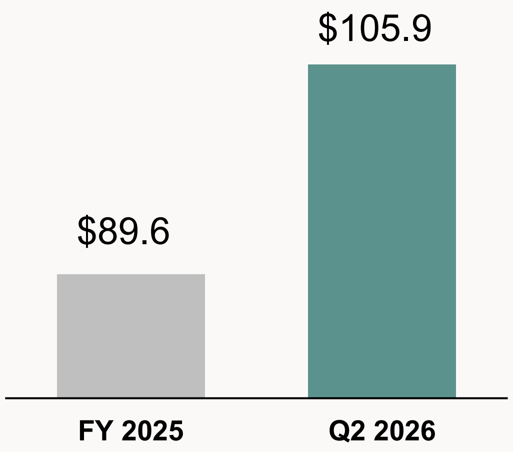
FREE CASH FLOW[1]

$ Millions



CASH & CASH EQUIVALENTS

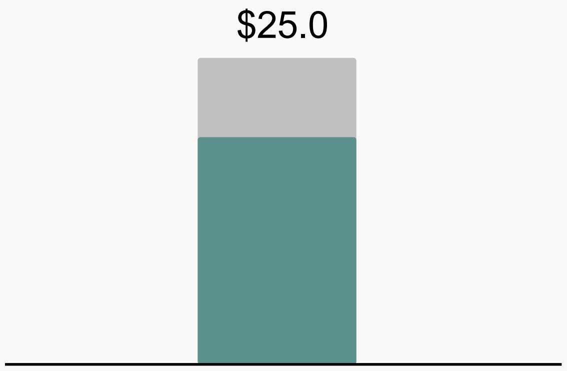
$ Millions



$0M
Debt

SHARE REPURCHASE

$ Millions



$18.7M
Executed

Notes: 1. Non-GAAP measure. See appendix for reconciliation

FY 2026 Financial Outlook

Raising Outlook on Strong First Half Results & to Reflect Accelerated Reinvestment

Metric	Updated Guidance	Prior Guidance
Revenue	**$319M to $325M** Inc. $10M Apparel Inventory Revenue	$306M to $312M
Organic Revenue Growth	**5% to 7%** Continued Momentum (2H vs. 1H)	4% to 6%
Adjusted Gross Margin	**Mid 40%s**	Low 40%s
Adjusted EBITDA	**$23M to $25M**	$20M to $23M


HONEST
Sanitizing Wipes
Fragrance Free
50 wipes
Kills 99.99% of Germs
HONEST
Sanitizing Wipes
Lavender
DO NOT FLUSH
HONEST
Sanitizing Wipes
Grapefruit
Keep wipes wet with flexible seal
65% Alcohol
15 wipes
Kills 99.99% of Germs
DO NOT FLUSH

Appendix

Non-GAAP Financial Measures

This presentation includes non-GAAP financial measures, including Organic Revenue, Adjusted EBITDA, Adjusted EBITDA Margin, Underlying Adjusted EBITDA, Underlying Adjusted EBITDA Margin, Adjusted Gross Margin, Underlying Adjusted Gross Margin, Adjusted Operating Expenses, Adjusted Net Income, Underlying Adjusted Net Income, Underlying Adjusted Net Income Margin, and Free Cash Flow. These measures are not prepared in accordance with GAAP and should be considered alongside, not as substitutes for, financial measures prepared in accordance with GAAP.

Management believes that these non-GAAP financial measures provide investors with additional useful information in evaluating the Company's performance and facilitate internal comparisons of historical operating performance on a more consistent basis by excluding certain items that may not be indicative of ongoing business results. Management also uses these measures in assessing the health of the business, determining incentive compensation and evaluating operating performance, as well as for internal planning and forecasting purposes.

Reconciliations of each non-GAAP financial measure to the most directly comparable GAAP financial measure for historical periods are provided in this presentation's Appendix and in the Company's earnings press release furnished as Exhibit 99.1 to the Company's Current Report on Form 8-K filed on August 5, 2026, available at http://investors.honest.com and on the SEC's EDGAR system at http://www.sec.gov.

With respect to full year 2026 guidance for Organic Revenue growth, Adjusted Gross Margin, and Adjusted EBITDA, the Company does not provide guidance for the most directly comparable GAAP measures (revenue, gross margin, and net income, respectively) and cannot provide a reconciliation without unreasonable effort due to the unavailability of reliable estimates for certain components, including restructuring-related costs and interest and other (income) expense, net. These items are not within the Company's control, may vary greatly between periods and could significantly impact future results calculated in accordance with GAAP.

Organic Revenue Reconciliation

($ Millions)	For Three Months Ended June 30, 2026	2025
Revenue	**$83.3**	**$93.5**
Less revenue from:		
Apparel	3.1	7.8
Honest.com	—	9.8
Canada	—	0.7
Organic Revenue	**$80.2**	**$75.1**
Organic Revenue Growth	***6.7%***	

Adjusted Gross Margin Reconciliation

(percent of revenue)	For Three Months Ended June 30, 2026	2025
Gross Margin	**48.4%**	**40.4%**
Restructuring-related costs	1.7%	–%
Adjusted Gross Margin	**50.1%**	**40.4%**
Tariff refunds	(7.9)%	–%
Apparel liquidation	1.6%	—%
Underlying Adjusted Gross Margin	**43.8%**	**40.4%**

Adjusted Operating Expenses Reconciliation

($ Millions)	For Three Months Ended June 30, 2026	2025
Total Operating Expenses	**$30.8**	**$34.9**
Restructuring costs	(0.4)	—
Adjusted Operating Expenses	**$31.2**	**$34.9**

Adjusted Net Income Reconciliation

($ Millions)	For Three Months Ended June 30, 2026	2025
Net Income	**$10.7**	**$3.9**
Restructuring-related costs	1.0	–
Adjusted Net Income	$11.7	$3.9
Tariff refunds	6.6	—
Apparel liquidation	—	—
Underlying Adjusted Net Income	**$5.1**	**$3.9**
Underlying Adjusted Net Income Margin	**6.3%**	**4.1%**

Adjusted EBITDA Reconciliation

($ Millions)	For Three Months Ended June 30, 2026	2025
Net income	**$10.7**	**$3.9**
Interest and other (income) expense, net	(1.2)	(1.0)
Income tax provision	0.1	—
Depreciation and amortization	0.7	0.7
Stock-based compensation	3.0	2.7
Securities litigation expense	—	0.1
Executive officer transition expense	0.1	1.1
Restructuring related-costs	1.0	—
Payroll tax expense related to stock-based compensation	—	0.1
Adj. EBITDA	**$14.5**	**$7.6**
Tariff refunds	6.6	—
Apparel liquidation	—	—
Underlying Adjusted EBITDA	**$7.8**	**$7.6**
Underlying Adjusted EBITDA Margin	**9.8%**	**8.2%**

Free Cash Flow Reconciliation

($ Millions)	For Six Months Ended June 30, 2026	2025
Net cash provided by (used in) operating activities	**$37.8**	**($3.7)**
Purchases of property and equipment	(2.5)	(0.1)
Free Cash Flow	**$35.3**	**($3.8)**

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Thank You


HONEST
Sanitizing Wipes
Lavender
Kills 99.99% of Germs
DO NOT FLUSH
50 wipes
Not for use on baby's bottom
HONEST
Sanitizing Wipes
Fragrance Free
HONEST
Sanitizing Wipes
Grapefruit