HONEST®

Q3 2026

Earnings Update

November 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 or rate 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 grow 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

Q3 2026

Key Messages

1. Delivered Another Quarter of Strong Organic Growth and Margin Expansion
2. Investing to Build This Generation's Most Iconic Personal Care Brand
3. Raising Full Year 2026 Outlook
4. Announcing New $30M Share Repurchase Authorization



Q3 2026 Highlights

Sustained Growth and Margin Improvement

Revenue Expansion

+9.2%

Organic Revenue Growth[1]

Self-funding Reinvestment

+1,160bps

48.9% Underlying Adj. Gross Margin[1]

Profitability

+300bps

7.9% Underlying Adj. EBITDA Margin[1]

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

Q3 2026 Wipes Platform

Growing >5x Faster Than Categories



+15%
Honest

vs

+3%
Category

All Purpose
+4%
vs. +1% Category

Flushables
+169%
vs. +12% Category

Sanitizing
+41%
vs. +19% Category

Notes: 1. MULO+ dollar consumption growth for the 13 weeks ending 09.27.26. Weighted category growth represents retail consumption growth for the comparable subcategories, weighted by the Company's subcategory mix.

Q3 2026 Personal Care Platform

Outpacing Categories by **Nearly 3x**



+11%
Honest

vs

+4%
Category

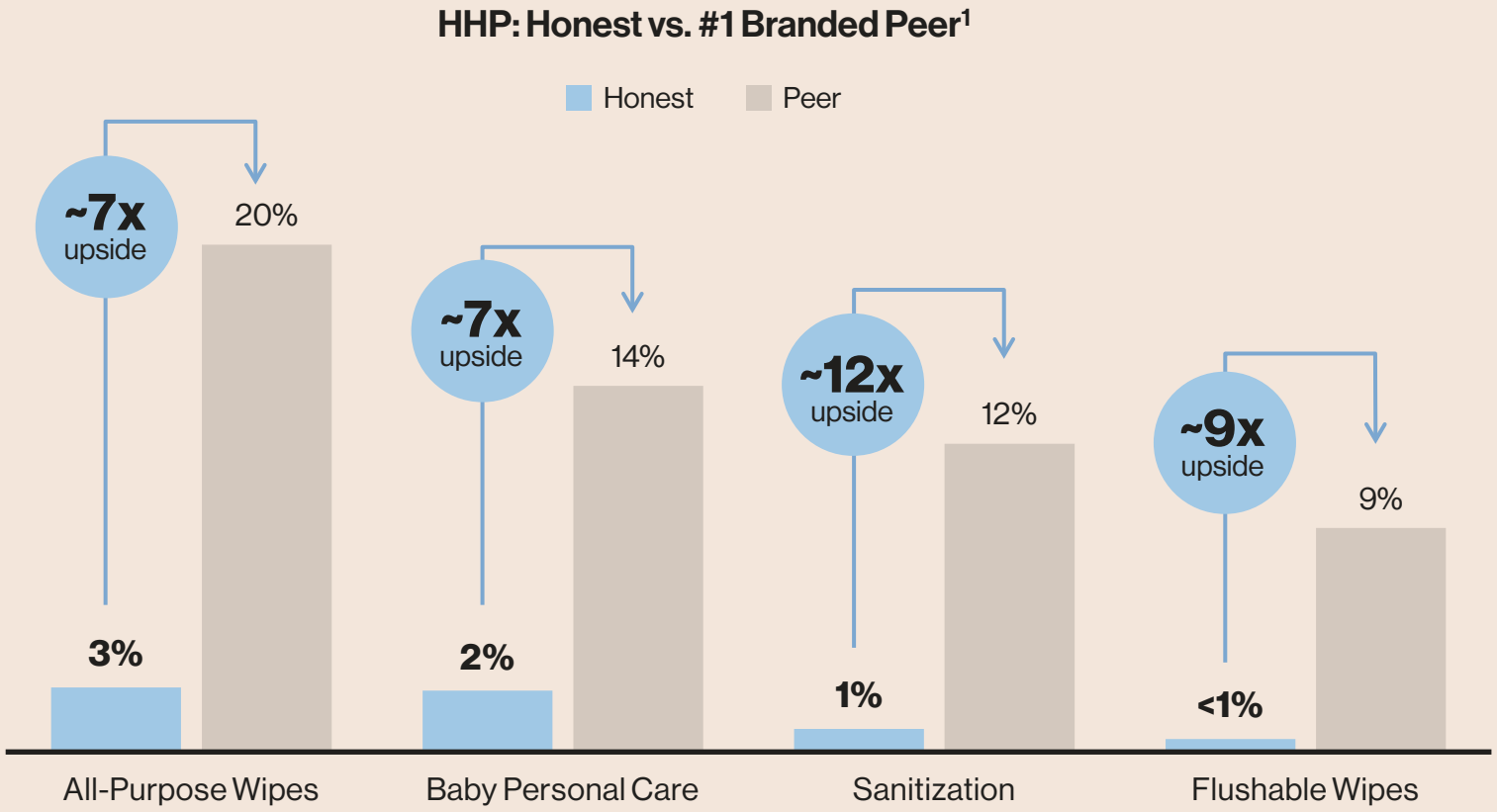
Category Position
No. 2
Brand in Total Baby Personal Care

Category Share
>10%
Share of Total Baby Personal Care

Newest Collection
>2%
Kids Personal Care Category Share, in Under a Year

Notes: 1. MULO+ dollar consumption growth for the 13 weeks ending 09.27.26. Weighted category growth represents retail consumption growth for the comparable subcategories, weighted by the Company's subcategory mix.

Significant Room to Grow Household Penetration



HHP Upside Opportunity

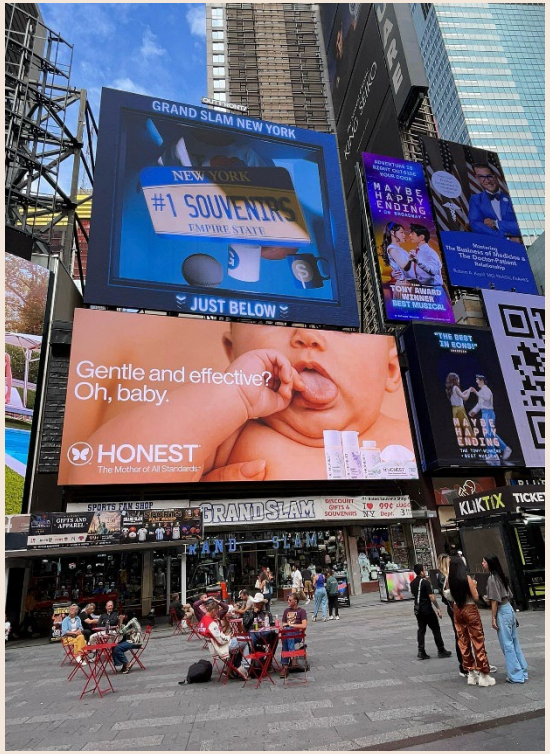
$25-$30M

in annual retail sales for **every** additional point of household penetration

Notes: 1. Numerator Insights, for the 52 weeks ending 09.27.26; #1 branded peer = highest-ranked brand in each category, excluding Private Label.

The Mother of All Standards™

Bringing the Honest Standard to Center Court



Times Square Takeover





Out of Home and Streaming Surround



Influencer Activation



World-Champions Maria Sharipova & Allyson Felix Fireside

Honest is well positioned to be the

Most **Iconic Personal Care Brand** of This **Generation**

Brand Maximization

Margin Enhancement

Operating Discipline



Financials


DO NOT FLUSH
HONEST
Sanitizing Wipes
Grapefruit
Designed to Be Gentle on Hands
HONEST
Flushable Wipes
Fragrance Free
flushable
sewer + septic safe
DO NOT FLUSH
HONEST
Sanitizing Wipes
Fragrance Free
HONEST
Hydrorich Cream
HONEST

Q3 2026 Financial Results

Record Underlying Gross Margin, Strong Profit Growth

Organic Revenue[1]

+9.2% YoY

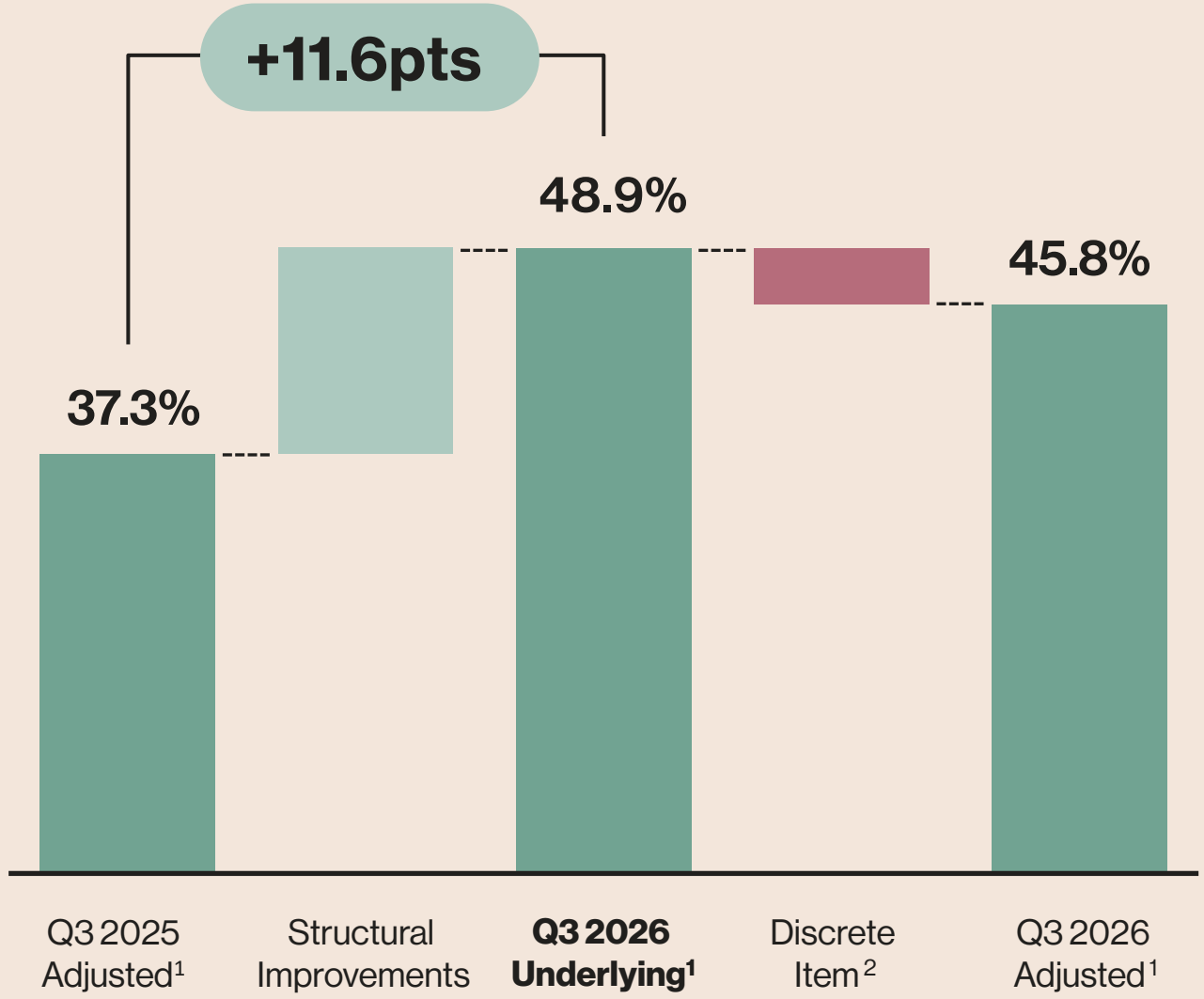
$79.3M

Underlying Adj. EBITDA %[1]

7.9%

+300bps YoY | $6.3M

Adj. Gross Margin Bridge[1]



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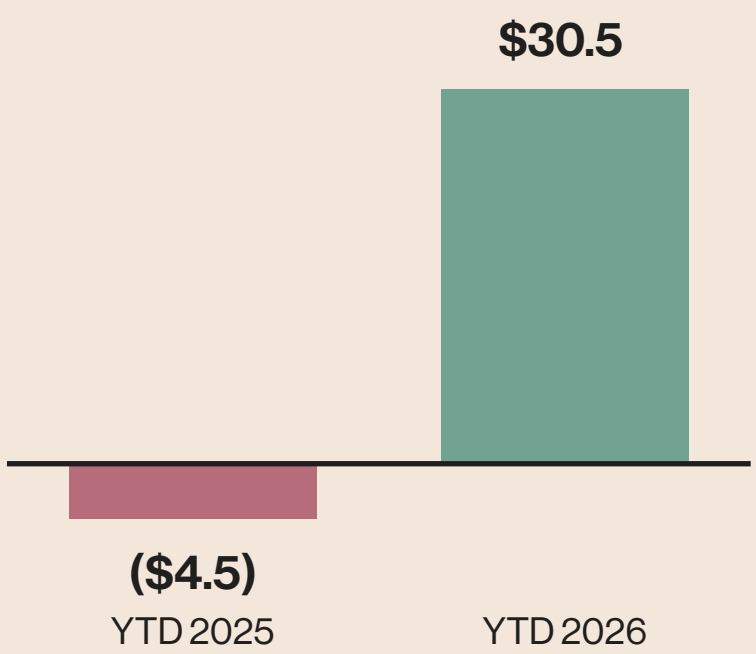
Notes: 1. Non-GAAP measure. See appendix for reconciliation. 2. Discrete item includes apparel liquidation. See Appendix for Reconciliation

Balance Sheet & Cash Flow

Durable Profitability Supporting Continued Investment and Capital Returns

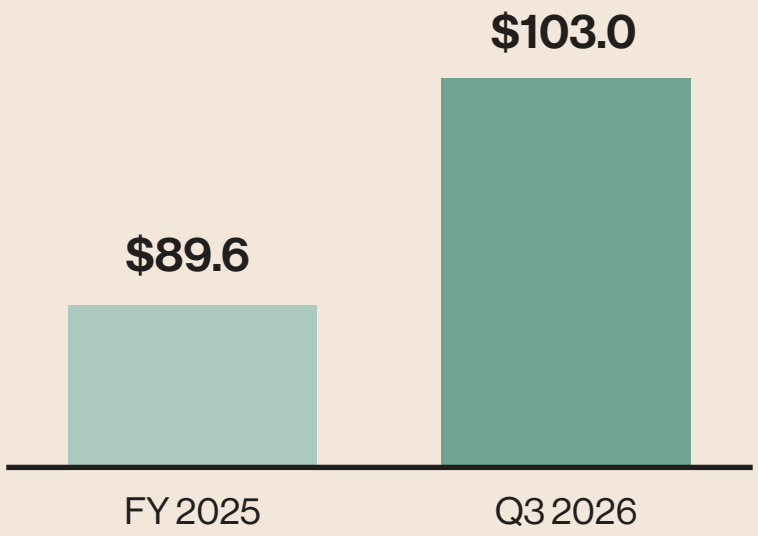
Free Cash Flow[1]

$ Millions



Cash & Cash Equivalents

$ Millions



$0

Debt

$30M

New Share Repurchase Authorization

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

FY2026 Financial Outlook

Raising the Full Year Outlook on Strong Year-to-Date Execution

	Updated Guidance	Prior Guidance
Revenue	**$322M to $325M**	$319M to $325M
Organic Revenue Growth	**6% to 7%**	5% to 7%
Adjusted Gross Margin	**45.5% to 46.5%**	Mid 40%s
Adjusted EBITDA	**$25M to $26M**	$23M to $25M

Appendix


HONEST
Makeup Remover Facial Wipes
HONEST
Flushable Wipes
Fragrance Free
HONEST
Sanitizing Wipes
Fragrance Free
HONEST
Hydrorich Cream
HONEST

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 November 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 Adjusted Gross Margin, and Adjusted EBITDA, the Company does not provide guidance for the most directly comparable GAAP measures (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.

Q3 2026 Financial Results

($ Millions)	**Q3 2026**	**vs. LY**
Revenue	$84.6	(8.6)%
Organic Revenue[1]	**$79.3**	**9.2%**
Gross Margin	45.0%	770bps
Adj. Gross Margin[1]	45.8%	850bps
Underlying Adj. Gross Margin[1]	**48.9%**	**1,160bps**
Operating Expenses	$36.9	$2.7
Adj. Operating Expenses[1]	**$36.5**	**$2.3**
Net Income[2]	$91.3	$90.6
Adj. Net Income[1]	**$3.1**	**$2.3**
Adj. Net Income Margin[1]	3.8%	300bps
Adj. EBITDA[1]	**$6.3**	**$2.8**
Adj. EBITDA Margin[1]	7.4%	360bps

Notes: 1. Non-GAAP measure. See appendix for reconciliation. 2. Includes deferred income tax benefit of $89.4 million

Organic Revenue Reconciliation

($ Millions)	For three months ended September 30 2026	2025
Revenue	**$84.6**	**$92.6**
Less revenue from:		
Apparel	5.3	10.4
Honest.com	—	8.8
Canada	—	0.8
Organic Revenue	**$79.3**	**$72.6**
Organic Revenue Growth	**9.2%**	

Underlying Adjusted Gross Margin Reconciliation

(percent of revenue)	For three months ended September 30 2026	2025
Gross Margin	**45.0%**	**37.3%**
Restructuring-related costs	0.8%	—%
Adjusted Gross Margin	**45.8%**	**37.3%**
Apparel liquidation	3.1%	—%
Underlying Adjusted Gross Margin	**48.9%**	**37.3%**

Adjusted Operating Expenses Reconciliation

($ Millions)	For three months ended September 30 2026	2025
Total Operating Expenses	**$36.9**	**$34.2**
Restructuring costs	0.4	—
Adjusted Operating Expenses	**$36.5**	**$34.2**

Underlying Adjusted Net Income Reconciliation

($ Millions)	For three months ended September 30 2026	2025
Net income	**$91.3**	**$0.8**
Restructuring-related costs	1.1	—
Income tax benefit	(89.4)	—
Adjusted Net Income	**$3.1**	**$0.8**
Apparel liquidation	—	—
Underlying Adjusted Net Income	**$3.1**	**$0.8**
Revenue	$84.6	$92.6
Net Income Margin	107.9%	0.8%
Organic Revenue	$79.3	$72.6
Underlying Adjusted Net Income Margin	**3.9%**	**1.0%**

Underlying Adjusted EBITDA Reconciliation

($ Millions)	For three months ended September 30 2026	2025
Net income	**$91.3**	**$0.8**
Interest and other (income) expense, net	(0.8)	(0.6)
Income tax provision	(89.4)	0.1
Depreciation and amortization	0.7	0.7
Stock-based compensation	3.1	2.4
Securities litigation expense	0.1	0.0
Restructuring-related costs	1.1	—
Payroll tax expense related to stock-based compensation	0.1	0.0
Adjusted EBITDA	**$6.3**	**$3.5**
Apparel liquidation	—	—
Underlying Adjusted EBITDA	**$6.3**	**$3.5**
Revenue	$84.6	$92.6
Organic Revenue	$79.3	$72.6
Underlying Adjusted EBITDA Margin	**7.9%**	**4.9%**

Free Cash Flow Reconciliation

($ Millions)	For nine months ended September 30 2026	2025
Net cash provided by (used in) operating activities	**$33.3**	**($4.2)**
Purchases of property and equipment	(2.8)	(0.3)
Free Cash Flow	**$30.5**	**($4.5)**
Net cash used in investing activities	($2.8)	($0.3)
Net cash (used in) provided by financing activities	($17.1)	$0.5

Thank You


HONEST
Hydration Cream
DO NOT FLUSH
HONEST
Sanitizing Wipes
Lavender
HONEST
Clean Conscious Diap
HONEST
Sanitizing Wipes
Fragrance Free
DO NOT FLUSH
HONEST
Clean Conscious Wipes
Fragrance Free
72
HONEST
Sanitizing Wipes
HONEST