

UNITED STATES
SECURITIES AND EXCHANGE COMMISSION
WASHINGTON, D.C. 20549
FORM 10-K

☒ Annual Report Pursuant to Section 13 or 15(d) of the Securities Exchange Act of 1934
For the fiscal year ended September 30, 2025

OR

☐ Transition Report Pursuant to Section 13 or 15(d) of the Securities Exchange Act of 1934
For the transition period from ____ to ____

Commission File No. 001-33794

HILLENBRAND, INC.

(Exact name of registrant as specified in its charter)

IN

(State or other jurisdiction of incorporation or organization)

26-1342272

(I.R.S. Employer Identification No.)

**One Batesville Boulevard
Batesville, IN**

(Address of principal executive offices)

47006

(Zip Code)

Registrant's telephone number, including area code: **(812) 931-5000**

Securities registered pursuant to Section 12(b) of the Act:

Title of Each Class	Trading Symbol(s)	Name of Each Exchange on Which Registered
Common Stock, without par value	HI	New York Stock Exchange

Securities registered pursuant to Section 12(g) of the Act: **None**

Indicate by check mark if the registrant is a well-known seasoned issuer, as defined in Rule 405 of the Securities Act. Yes ☒ No ☐

Indicate by check mark if the registrant is not required to file reports pursuant to Section 13 or 15(d) of the Securities Exchange Act of 1934. Yes ☐ No ☒

Indicate by check mark whether the registrant (1) has filed all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports), and (2) has been subject to such filing requirements for the past 90 days. Yes ☒ No ☐

Indicate by check mark whether the registrant has submitted electronically every Interactive Data File required to be submitted pursuant to Rule 405 of Regulation S-T during the preceding 12 months (or for such shorter period that the registrant was required to submit such files). Yes ☒ No ☐

Indicate by check mark whether the registrant is a large accelerated filer, an accelerated filer, a non-accelerated filer, smaller reporting company, or an emerging growth company. See definitions of "large accelerated filer," "accelerated filer," "smaller reporting company" and "emerging growth company" in Rule 12b-2 of the Exchange Act.

Large accelerated filer	☒	Accelerated filer	☐	Emerging growth company	☐
Non-accelerated filer	☐	Smaller reporting company	☐		

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act. ☐

Indicate by check mark whether the registrant has filed a report on and attestation to its management's assessment of the effectiveness of its internal control over financial reporting under Section 404(b) of the Sarbanes-Oxley Act (15 U.S.C. 7262(b)) by the registered public accounting firm that prepared or issued its audit report. Yes ☒ No ☐

If securities are registered pursuant to Section 12(b) of the Act, indicate by check mark whether the financial statements of the registrant included in the filing reflect the correction of an error to previously issued financial statements. ☐

Indicate by check mark whether any of those error corrections are restatements that required a recovery analysis of incentive-based compensation received by any of the registrant's executive officers during the relevant recovery period pursuant to § 240.10D-1(b). ☐

Indicate by check mark whether the registrant is a shell company (as defined in Rule 12b-2 of the Exchange Act). Yes ☐ No ☒

The aggregate market value of capital stock (consisting solely of shares of common stock) held by non-affiliates of the registrant as of March 31, 2025 was \$1,682,990,619. As of November 14, 2025, 70,506,819 shares of common stock were outstanding.

Documents Incorporated by Reference

Portions of our definitive proxy statement for the 2026 Annual Meeting of Shareholders are incorporated by reference into Part III of this report.

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(monetary amounts in millions, except per share data)

PART I

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

Throughout this Annual Report on Form 10-K (“Form 10-K”), we make a number of “forward-looking statements,” including statements that are within the meaning of Section 27A of the Securities Act of 1933, as amended, Section 21E of the Securities Exchange Act of 1934, as amended, and the Private Securities Litigation Reform Act of 1995, and that are intended to be covered by the safe harbor provided under these sections. As the words imply, these are statements about future sales, earnings, cash flow, results of operations, uses of cash, financings, share repurchases, ability to meet deleveraging goals, and other measures of financial performance or potential future plans or events, strategies, objectives, beliefs, prospects, assumptions, expectations, and projected costs or savings or transactions of the Company, including the proposed acquisition of Hillenbrand by Lone Star through a merger transaction (the “Merger”), that might or might not happen in the future, as contrasted with historical information. Forward-looking statements are based on assumptions that we believe are reasonable, but by their very nature are subject to a wide range of risks. If our 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	believe	plan	expect	may	goal	would	project	position	future	outlook
become	pursue	estimate	will	forecast	continue	could	anticipate	remain	likely	
target	encourage	promise	improve	progress	potential	should	impact	strategy	assume	

Any number of factors, many of which are beyond our 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: the risk that the Merger may not be consummated in a timely manner or at all; the possible inability of the parties to consummate 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, including approval of the Merger Agreement by Hillenbrand’s shareholders, 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; our 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 the Company’s business, financial condition, results of operations and financial performance; competition in the industries in which we operate, including on price; cyclical demand for industrial capital goods; the ability to recognize the benefits of any acquisition or divestiture, including the sale of the Milacron injection molding and extrusion business (the “Disposition”), including potential synergies and cost savings or the failure of the Company 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 the Company’s common stock or on the ability of the Company to develop and maintain relationships with its personnel and customers, suppliers and others with whom it does business or otherwise on the company’s business, financial condition, results of operations and financial performance; risks related to diversion of management’s attention from our 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 the Company’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 discussions under the heading “Risk Factors” in Part I, Item 1A of this Form 10-K. Any forward-looking statement made by us in this Form 10-K is based only on information currently available to us and speaks only as of the date on which it is made. We undertake no obligation to publicly update or revise any forward-looking statement, whether written or oral, that may be made from time to time, to reflect new information or future developments or otherwise.

Item 1. BUSINESS

In this section of the Form 10-K, we provide you with a general overview of the Company, including a high-level review of our reportable segments and how we operate. We then present our reportable operating segments in greater detail, including the products we manufacture and sell, how those products are distributed and to whom, with whom we compete, the key inputs to production, and an explanation of our business strategies. We also provide you information on any key patents, trademarks, and regulatory matters important to our business. Finally, we provide you with a brief background on our executive officers so that you can understand their experience and qualifications.

GENERAL

Hillenbrand (www.Hillenbrand.com) is a global industrial company that provides highly-engineered processing equipment and solutions to customers around the world. Our portfolio is composed of leading industrial brands that serve large, attractive end markets, including durable plastics, food, and recycling. Guided by our Purpose, Shape What Matters For Tomorrow™, we pursue excellence, collaboration, and innovation to shape solutions that best serve our people, our customers, and our communities. Customers choose Hillenbrand due to our reputation for designing, manufacturing, and servicing highly-engineered, mission-critical equipment and solutions that meet their unique and complex processing requirements.

Hillenbrand’s portfolio is composed of two reportable operating segments: Advanced Process Solutions and Molding Technology Solutions. Advanced Process Solutions is a leading global provider of highly-engineered process and material handling equipment, systems, and aftermarket parts and services for a variety of industries, including durable plastics, food, and recycling. Key technologies within the Advanced Process Solutions portfolio include compounding, extrusion, material handling, conveying, mixing, ingredient automation, portion process, and screening and separating equipment. Molding Technology Solutions is a global leader in highly-engineered equipment, systems, and aftermarket parts and service for the plastic technology processing industry. Molding Technology Solutions has a comprehensive product portfolio that includes hot runner systems, process control systems, mold bases and components, and maintenance, repair, and operating (“MRO”) supplies. These reportable operating segments are characterized by well-known brands that are recognized for technological capabilities and process expertise that can be shared across the reportable operating segments to serve customers globally. These reportable operating segments address macro trends supported by a growing middle class driving demand for plastics in a variety of applications, such as construction, food safety, and recycling, and demand for more sustainable food sources such as plant-based proteins.

Hillenbrand was incorporated on November 1, 2007, in the state of Indiana and began trading on the NYSE under the symbol “HI” on April 1, 2008. “Hillenbrand,” “the Company,” “we,” “us,” “our,” and similar words refer to Hillenbrand, Inc. and its subsidiaries unless context otherwise requires. Although Hillenbrand has been a publicly traded company since 2008, the brands owned by Hillenbrand have been in operation for many decades.

Over the past several years, we have significantly transformed our business through not only the completion of several strategic acquisitions, but also the divestiture of our historical Batesville reportable operating segment, as well as the divestiture of certain other non-core brands. The acquisitions provided leading brands, complementary technologies, and enhanced scale in attractive end markets, including food and recycling. These end markets are attractive to Hillenbrand because they have strong, long-term growth characteristics, and allow us to leverage our existing expertise in process technology and systems engineering to provide comprehensive solutions to our customers.

Divestitures

On February 1, 2023, the Company completed the divestiture of its historical Batesville reportable operating segment. This divestiture represented a strategic shift in Hillenbrand’s business and qualified as a discontinued operation. Accordingly, the operating results and cash flows related to the historical Batesville reportable operating segment have been reflected as

discontinued operations in the Consolidated Statements of Operations and the Consolidated Statements of Cash Flows for all periods presented. Unless otherwise noted, discussion within this Form 10-K relates to continuing operations only and excludes the historical Batesville reportable operating segment.

On March 31, 2025, the Company completed the divestiture of its majority interest in the Milacron injection molding and extrusion business (“Milacron”) pursuant to the Contribution and Purchase Agreement (“Agreement”) between the Company and an affiliate of Bain Capital (“Bain”). In accordance with the terms of the Agreement, Hillenbrand contributed the net assets of Milacron, and its wholly-owned subsidiaries, to a newly formed limited liability company, Milacron Holdings, LLC (“Milacron Holdings”). Hillenbrand retained 48.74% minority ownership of Milacron Holdings upon contribution of Milacron. The Company determined that the divestiture of Milacron does not represent a strategic shift in Hillenbrand’s business and that the divestiture, and ongoing equity method investment accounting, does not have significant effect on its consolidated results of operations or cash flows, and therefore the Milacron divestiture does not qualify as a discontinued operation. The results of operations for Milacron are included within the Molding Technology Solutions reportable operating segment until the completion of the sale on March 31, 2025. The loss on the divestiture is recorded in corporate expenses.

For further information, see Note 4 to our Consolidated Financial Statements included in Part II, Item 8, of this Form 10-K.

Acquisition by Lone Star

As announced on October 15, 2025, on October 14, 2025, Hillenbrand entered into an Agreement and Plan of Merger (the “Merger Agreement”) with LSF12 Helix Parent, LLC, a Delaware limited liability company (“Parent”), and LSF12 Helix Merger Sub, Inc., an Indiana corporation and a wholly owned subsidiary of Lone Star (“Merger Sub”), providing for the merger of Merger Sub with and into Hillenbrand (the “Merger”), with Hillenbrand surviving the Merger as a wholly owned subsidiary of Parent. Parent and Merger Sub are affiliates of Lone Star Fund XII, L.P. At the effective time of the Merger (the “Effective Time”), on the terms and subject to the conditions set forth in the Merger Agreement, each share of the Company’s common stock issued and outstanding immediately prior to such time, other than shares of the Company’s common stock owned by Hillenbrand, any wholly owned subsidiary of Hillenbrand, Parent, Merger Sub or any other wholly owned subsidiary of Parent (each of which will be cancelled), will be converted into the right to receive \$32.00 in cash, without interest. The transactions contemplated by the Merger Agreement were unanimously approved by Hillenbrand’s Board of Directors, and the Merger is expected to close by the end of the first quarter of calendar year 2026, subject to customary closing conditions, including approval by Hillenbrand shareholders and receipt of required regulatory approvals.

Reportable Operating Segments

Advanced Process Solutions

Advanced Process Solutions is a leading global provider of highly-engineered process and material handling equipment, systems, and aftermarket parts and services for a variety of industries, including durable plastics, food, and recycling. Key technologies within the Advanced Process Solutions portfolio include compounding, extrusion, material handling, conveying, mixing, ingredient automation, portion process, and screening and separating equipment.

We believe Advanced Process Solutions has attractive fundamentals including:

- Strong product and technology positions with substantial brand value and recognition;
- Industry-leading applications and engineering expertise;
- Comprehensive solutions capabilities through a differentiated suite of complementary processing technologies;
- A large installed base that supports an aftermarket parts and service business with historically stable revenue and attractive margins;
- A customer base that is highly diversified, including a strong history of long-term relationships with blue-chip end user customers; and
- A strong global footprint for sales, manufacturing, engineering, and service, including established operations in high growth countries such as India and China.

Molding Technology Solutions

Molding Technology Solutions is a global leader in highly-engineered equipment, systems, and aftermarket parts and service for the plastic technology processing industry. Molding Technology Solutions has a comprehensive product portfolio that includes hot runner systems, process control systems, mold bases and components, and maintenance, repair, and operating (“MRO”) supplies.

We believe Molding Technology Solutions has attractive fundamentals including:

- Strong product and technology positions with substantial brand value and recognition;
- Strong market positions and engineering expertise;
- A large installed base that supports an aftermarket parts and service business with historically stable revenue and attractive margins;
- A customer base that is highly diversified in end markets and applications, with a strong history of long-term customer relationships; and
- Geographic diversification, including established operations in high growth countries such as India and China.

How We Operate

Guided by our Purpose, Shape What Matters for Tomorrow, we strive to provide superior return for our shareholders, exceptional value for our customers, great professional opportunities for our employees, and to be responsible to our communities through the execution of our profitable growth strategy. We aim to deliver sustainable revenue expansion, profit growth, and substantial free cash flow through our world-class products, solutions, and service, drive continuous improvement through the deployment of the Hillenbrand Operating Model (“HOM”), and effectively deploy our cash flow to maximize shareholder value creation.

Driving Long-Term Growth

Our growth is driven by several key factors, including:

- Our leading positions in large, attractive end markets that are supported by long-term macro demand trends, including the expanding global middle class, the desire for more sustainable products and solutions, and the evolution of the global supply chain;
- Our strong global footprint and large installed base, which supports profitable aftermarket expansion; and
- A disciplined mergers and acquisitions framework that accelerates our growth with a focus on leading brands that enhance our technological capabilities and build scale in key end markets or geographies.

The Hillenbrand Operating Model

Our continuous improvement culture is fueled by the HOM. The HOM is a consistent and repeatable framework designed to produce sustainable and predictable results. 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, profit 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.

Sustainability

Hillenbrand’s sustainability program is overseen by the Board of Directors. The Chief Sustainability Officer, who reports directly to Hillenbrand’s President and CEO, also reports quarterly to the Board’s Nominating Corporate Governance Committee on the progress of our sustainability program, as driven by our Sustainability Steering Committee. This committee consists of executive leaders from across the organization with diverse functional expertise who meet quarterly to review strategies, action plans, and key performance indicators and to make key decisions about the sustainability program, forming a critical path for the flow of information between the operating locations and the Hillenbrand Board of Directors.

The HOM pushes us to deliver excellence through a consistent framework and key management practices. Since the establishment of our sustainability program, we have leveraged our HOM to drive sustainability performance in our operations throughout the Company. Among other things, we believe climate change will require meaningful action on a global scale, however, to date, our costs relating to addressing climate change have not been material. We have taken steps to better understand the risks and opportunities that climate change poses to our business and those risks and opportunities that result from our business. This includes reporting under the Task Force on Climate-related Financial Disclosures (the “TCFD”), starting in fiscal 2025, which forms the basis of many upcoming global regulations and provides a standardized approach to reporting on and disclosing climate-related risks and opportunities and further aligning this report to additional climate disclosures. 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 be proactive in mitigating and minimizing any adverse effects. Conversely, assessing potential opportunities — such as product innovation, market expansion, new technologies, and supply chain optimization — allows us to maximize the benefit to our customers and shareholders and

continually grow our potential as a pure-play industrial company. The TCFD Report can be found on our website under the “Sustainability” section at www.hillenbrand.com.

Sustainability is an 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. Innovation, new product development, and strategic acquisitions help support our success in key end markets, and we are dedicated to maximizing customer value, focusing on efficiency, and driving continuous improvement through HOM, all of which contribute to our operational excellence. 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, as well as modernization projects, which are designed to minimize impact on the environment by promoting sustainable energy and water use, optimizing material use, and reducing emissions. Our operating locations also partner with customers to extend a product’s lifespan through recommended and preventative maintenance, and our aftermarket services demonstrate how we take responsibility for the full life cycle of our products. This includes looking at the total cost of ownership, how to be more effective with energy use, and how to help align services with their sustainability goals. Guided by customer needs, Hillenbrand aims to create solutions that expedite progress towards a sustainable future.

Capital Allocation Framework

Our capital allocation framework is built around three core priorities in the following order:

- Safety and financial sustainability
 - Maintaining adequate liquidity to support and sustain our ongoing operations;
 - Maintaining an appropriate capital structure with a net debt to consolidated adjusted earnings before interest, income tax, depreciation, and amortization (“adjusted EBITDA”) target range of 1.7x to 2.7x.
- Growing our business
 - Reinvesting in the business organically to drive innovation, growth, and operating efficiency;
 - Enhancing our growth with strategic acquisitions that expand our technological capabilities, accelerate scale in key end markets or geographies, and provide an appropriate return for our shareholders
- Return capital
 - Providing cash return to our shareholders through our dividend;
 - Opportunistic share repurchases to return capital to our shareholders.

We intend to continue to prioritize cash flow deployment to pay down debt, invest in organic initiatives for growth and operating efficiencies, as well as integration-related activities.

Human Capital Management

Purpose and Core Values

Purpose remains our clear foundation. It is the “why” behind everything we do. Purpose shapes the actions we take and the business decisions we make. Our employees are at the center of everything we do because without them, we can’t move the world forward. They are the designers, engineers, manufacturers, makers, and shapers that bring our products and brands to life and strengthen our communities.

Hillenbrand employees around the world 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, guides our decision-making, and continually challenges us to be better.

We remain focused on bringing our Purpose to life locally through our daily practices. Purpose and Core Values are an important part of our onboarding as we welcome new employees and integrate new companies. We connect the new capabilities and experiences of these companies to our shared Purpose. As we continue to grow as a company, living out our Purpose empowers us to better serve one another, our communities, and our customers while we continue to pursue exceptional performance and long-term shareholder value.

As we commit to our Purpose, together, we strive to ensuring a respectful and inclusive culture that enables career growth, development, and support for well-being. We are steadfast in our commitment to building a purpose-driven workplace where our people understand our mission and are empowered to achieve their full potential in support of it.

People

People are a key pillar of the HOM, and our talent management philosophy is to develop and promote internal employees and supplement with external hires where we require new or different skills and capabilities. This approach has yielded a deep understanding among our employee base of our products and our customers, while encouraging new employees to bring innovative ideas in support of our continuous improvement mindset. We believe that our average employee tenure across the globe — 10.6 years as of the end of the fiscal year 2025 — reflects the high engagement and dedication of our employees. Our talent acquisition team uses internal and external resources to recruit highly skilled and talented employees, and we encourage employee referrals for open positions.

Once employees are hired, performance expectations are established and tracked annually. Additionally, development plans are created and monitored for critical roles to ensure progress is made along established timelines. Development plans also intersect with our mission, helping us increase our commitment to serve the needs of the local communities in which we operate, while simultaneously providing leadership development opportunities for our employees. Effectively managing employee performance and linking pay to performance management is a critical part of our approach.

Our culture is underpinned by a track record of performance and innovation. We have standardized our global performance management approach along with employee driven and manager supported development tools. We remain committed to growing the skills we need to be successful today and continue to innovate for tomorrow.

Workplace Demographics

Hillenbrand is committed to the growth of our employees by developing talent and building a growth-minded culture. We believe our employees give us the strength and skills to compete, and we must in turn help our employees reach their potential.

As of September 30, 2025, we had approximately 8,200 employees worldwide. Approximately 1,800 employees were located within the United States (“U.S.”) and 6,400 employees were located outside of the U.S., primarily throughout Europe and Asia. Approximately 69% of our workforce globally is composed of manufacturing direct labor, and the remaining population includes all other selling, general and administrative professional employees.

As of September 30, 2025, approximately 3,500 employees globally work under collective bargaining agreements or works councils. Hillenbrand strives to maintain satisfactory relationships with all its employees, including the unions and works councils representing those employees. As a result, we have not experienced a significant work stoppage due to labor relations in more than 20 years.

Health and Safety

The health and safety of our employees is our highest priority. We have developed a Safety Framework that sets the foundational safety standards and expectations for every one of our associates, whether sitting at a desk or working on the plant floor. Maintaining a safe working environment for our associates is critical; setting standards, structure, systems, and a safety culture has been a primary focus. This work has been led by a coalition of Environment, Health, and Safety (“EHS”) and other professionals. This group, under the direction of our Global EHS Director, leads our safety strategy, has oversight for EHS data collection, and drives training and awareness on safety and other key topics throughout our enterprise. Safety data can be found in our Sustainability Report.

Diversity, Equity and Inclusion

Diversity, Equity, and Inclusion (“DEI”) at Hillenbrand is embedded in how we live and work and is part of our Core Values. By listening and acting with respect, embracing our individuality, and trusting in each other’s strengths, we create an inclusive culture that brings our Purpose to life. We also hold ourselves accountable through measurement and transparency, including sharing our diversity, equity, and inclusion progress regularly with our Board of Directors and publicly disclosing our global gender and U.S. ethnically diverse representation in our annual Sustainability Report.

Total Rewards

Hillenbrand offers rewards programs focused on supporting employees and their families as they navigate work and life. Hillenbrand’s programs are designed to ensure employees are effectively compensated in terms of base salary, incentive compensation, and other benefits that support the health and wellness of themselves and their families. While specific compensation and benefits vary worldwide and are based on regional practices, we offer market-competitive compensation and benefits to retain and attract top talent. Our compensation programs focus on pay for performance, and we strive to pay within pay ranges developed based on market data and internal pay equity. We focus many benefit programs on employee wellness

and have implemented solutions including a biometric screening program, mental health support, and telemedicine. We believe that these solutions have helped us successfully manage healthcare and prescription drug costs for our employee population.

Hillenbrand believes in supporting employee's mental health in addition to 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.

Hillenbrand recognizes the importance of preparing for retirement. Employees are encouraged to participate in their own retirement savings where available. In the U.S., most employees are eligible to participate in company 401(k) savings plans.

Outside of the U.S., Hillenbrand offers an array of benefits to support employees and their families. These include benefits such as paid leaves of absence, medical insurance, disability coverage and life insurance, among others.

Hillenbrand is committed to attracting, developing, engaging, and retaining the best people from around the world to make our businesses run and grow. In everything we do, we strive to provide great professional opportunities for our people and recognize the critical role our human capital plays in supporting our strategy.

As Hillenbrand acquires companies, it will take time to integrate them into our overall programs.

REPORTABLE OPERATING SEGMENTS

Advanced Process Solutions

Advanced Process Solutions designs, engineers, manufactures, markets, and services differentiated process and material handling equipment and systems for a wide variety of industries, including plastics, food and pharmaceuticals, chemicals, fertilizers, minerals, energy, recycling, and other general industrials. Advanced Process Solutions uses its strong applications and process engineering expertise to solve problems for customers. Its highly engineered capital equipment and systems offerings require aftermarket service or parts replacement, providing an opportunity for ongoing revenue at attractive margins.

Advanced Process Solutions: Products and Services

Advanced Process Solutions' product portfolio has grown through a series of acquisitions and includes products and services for compounding, extrusion, material handling, conveying, mixing, ingredient automation, portion process, and screening and separating equipment. Advanced Process Solutions' product lines are supported by aftermarket parts and services, which represented approximately 35% of Advanced Process Solutions' total net revenue during fiscal 2025. Products are offered under brand names that are recognized as leaders in their respective categories.

- ***Compounding, extrusion, and material handling equipment and equipment system design***
 - Twin screw compounding and extrusion machines range from small laboratory compounding machines to high performance, high throughput extrusion systems. Small and mid-sized compounders are used by customers in engineered plastics, masterbatch, PVC, recycling, biodegradable products, and other applications for the plastics, chemical, food, and pharmaceutical industries. With the acquisition of FPM in 2023, the Company now offers broader application solutions to support these industries. Extrusion systems are sold to customers in multiple industries. These extrusion products are sold under the Coperion® brand.
 - Material handling equipment includes pneumatic and hydraulic conveying equipment for difficult-to-move materials; high-precision feeders that can operate at both very high and very low fill rates; blenders for pellets and powders; and rotary valves, diverter valves, and slide-gate valves used for feeding, dosing, discharge, and distribution during pneumatic conveying. The proprietary equipment is highly engineered and designed to solve the needs of customers for customized solutions. Material handling equipment is sold to a variety of industries, including plastics, food and pharmaceuticals, chemicals, minerals, and recycling. With the acquisition of FPM in 2023, the Company offers expanded material handling capabilities in each of these industries. These products are sold under the Coperion®, Coperion K-Tron®, and Herbold® brands.
 - Compounding, extrusion, and material handling equipment can be sold as a complete system, where strong application and process engineering expertise is used to design and create a broad system solution for customers. Systems can range from a single manufacturing line to large scale manufacturing lines and turnkey systems. Larger system sales are generally fulfilled over 18 to 24 months. A considerable portion of revenue for large system sales typically comes from third-party-sourced products that carry only a small up-charge. As a result, margin percentages tend to be lower on these large system sales when compared to the

rest of the reportable operating segment. The Company offers complete, innovative recycling solutions. From mechanical processing — shredding, washing, separating, drying, and agglomerating of plastics — to bulk material handling, feeding and extrusion, as well as compounding and pelletizing, our recycling product offering encompasses the complete process chain. With the acquisition of FPM in 2023, the Company offers end-to-end systems and full production line capabilities, as well as broader expertise in food and pet food applications. These products are sold under the Coperion and Herbold brands.

- ***Mixing technology, ingredient automation, and portion process***

- Mixing machines for both solids and liquids range from small laboratory mixers to large industrial equipment. These products are primarily sold under the VMI, Shaffer, Peerless, and Diosna brands. Ingredient automation provides complete systems for bulk ingredient storage, micro automation, liquid handling, and process control. These products are primarily sold under the Shick Esteve brand. Portion process provides processing equipment, portioning, and equipment solutions. These products are primarily sold under Unifiller and BAKON brands. Primary industries served include food, pharmaceutical, and cosmetics.

- ***Screening and separating equipment***

- Screening and separating equipment sorts dry, granular products based on the size of the particles being processed. These products are sold under the Rotex® and BM&M® brands to customers in a variety of industries including proppants, fertilizers, chemicals, agricultural goods, plastics, forest products, and food processing. A majority of the products use a unique technology based on a specific gyratory-reciprocating motion that provides an optimal material distribution on the screens, gentle handling of particles, and accurate separations.

- ***Aftermarket parts and service***

- Aftermarket parts and service are a major component of most of Advanced Process Solutions' product lines. Service engineers and technicians are located around the globe to better respond to customers' machines and systems service needs. Advanced Process Solutions offers its customers services such as installation, consulting, training, maintenance and repairs, spare parts, and modernization solutions.

Advanced Process Solutions: Sales, Distribution, and Operations

Advanced Process Solutions sells equipment and systems throughout the world using a combination of direct sales and a global network of independent sales representatives and distributors. A part of Advanced Process Solutions' sales is made through independent sales representatives who are compensated by commission.

Equipment and systems orders are often for unique, engineered-to-order items. Products are either assembled and tested at an Advanced Process Solutions facility and then shipped to a customer or are assembled at the customer's desired location.

We expect that future net revenue associated with Advanced Process Solutions will be influenced by order backlog because of the lead time involved in fulfilling engineered-to-order equipment and solutions for customers. Backlog represents the amount of net revenue that we expect to realize on contracts awarded to Advanced Process Solutions. Though backlog can be an indicator of future net revenue, it does not include projects and aftermarket orders that are booked and shipped within the same quarter. The timing of order placement, size of order, extent of customization, and customer delivery dates can create fluctuations in backlog and net revenue. Net revenue attributable to backlog may also be affected by foreign exchange fluctuations for orders denominated in currencies other than U.S. dollars or by provisions for cancellation, termination, or suspension at the discretion of the customer.

Advanced Process Solutions: Customers

Advanced Process Solutions has customers in a wide range of industries, including plastics, food and pharmaceuticals, chemicals, fertilizers, minerals, and recycling. These customers range from large, Fortune 500 global companies to regional and local businesses. No one Advanced Process Solutions customer accounted for more than 10% of Hillenbrand's consolidated net revenue during the years ended September 30, 2025, 2024, or 2023. For large or customized orders, customers generally pay a deposit and make progress payments in accordance with the project progress. Often, long-term relationships are established with these customers.

Advanced Process Solutions' net revenue is diversified by end markets, and further penetration of these end markets is an important element of its strategy. Geographically, approximately 45% of Advanced Process Solutions' net revenue in fiscal 2025 came from the Americas, 26% from Asia, and 29% from EMEA (Europe, the Middle East, and Africa).

We believe that long-term growth for this segment is driven by megatrends such as a rapidly growing middle class in certain geographies, such as China and India and a growing global population, resulting in rising demand for products sold in many of the end markets that Advanced Process Solutions serves, including plastic goods, food, and recycling. These trends include increased use of lightweight plastics in the automotive industry which helps reduce emissions; more effective packaging in emerging markets to improve food shelf life, freshness, and safety; increased consumption of processed foods in emerging markets; innovation in a variety of applications in the medical space designed to improve safety, drug and therapy delivery, and durability; increased use of engineered plastics in construction that are more durable, lightweight and require little maintenance; increased use of biopolymers to help meet customer content goals; and more sustainable food sources such as plant-based proteins. Additionally, we expect Advanced Process Solutions to be able to leverage its technical know-how to win in emerging end markets such as recycling and biodegradable plastics. While overall demand for these products is expected to increase over the long run, we expect short-term periodic fluctuations in demand from time-to-time.

Advanced Process Solutions: Competition

Advanced Process Solutions holds leading positions in key industries and has strong brand name recognition because of its commitment to serving the broad needs of customers through the design and quality of products, extensive application and process engineering expertise, product support services, and its unique ability to provide compounding, extrusion, and material handling equipment as a complete system that optimizes output, quality, and energy efficiency to achieve a lower overall cost of ownership for its customers.

Advanced Process Solutions brands face strong competition. Competitors range in size from small, privately-held companies serving narrow market segments or geographical areas to larger, well-known global companies serving national and international markets with multiple product lines. We believe Advanced Process Solutions' diversification into multiple industries and markets, its base of aftermarket business, and its strong worldwide network of suppliers and dealers will allow it to maintain leadership positions even during economic downturns.

Advanced Process Solutions: Raw and Component Materials

The manufacturing of Advanced Process Solutions' products involves the machining and welding of raw materials (primarily sheet metals and steel) and castings that are assembled with other component parts purchased from third-party suppliers that generally require particular specifications or qualifications. Although most of these raw materials and components are generally available from several sources, some of these items are currently purchased from single sources. Volatility in the prices Advanced Process Solutions pays for raw materials used in its products has a direct effect on profitability. Advanced Process Solutions regularly takes steps designed to mitigate the impact of volatility in raw and component material prices, including executing Lean initiatives through the application of HOM and various pricing and sourcing actions. In instances where third-party suppliers are depended upon for outsourced products or components, there is risk of customer dissatisfaction with the quality or performance of the products sold due to supplier failure. Difficulties experienced by third-party suppliers can interrupt Advanced Process Solutions' ability to obtain the outsourced product and ultimately to supply products to customers. While global supply chains have recently suffered from various headwinds, those supporting our products have generally remained intact, providing access to sufficient inventory of the key materials needed for manufacturing. Advanced Process Solutions continues to identify and qualify alternative sources to mitigate risk associated to single or sole source supply continuity, and has and may continue to purchase certain materials in safety stock where we have supply chain continuity concerns. See Part I, Item 1A of this Form 10-K for a more in-depth discussion of Risk Factors that could impact Advanced Process Solutions' ability to fulfill customer obligations.

Advanced Process Solutions: Strategy

Advanced Process Solutions seeks profitable growth through the following strategic initiatives:

- ***Strengthen leadership positions and build targeted platforms***
 - Grow platforms to critical mass to achieve benefits of leadership and scale in attractive end markets organically and through acquisitions.

- Capitalize on emerging trends in end markets such as food, recycling, and biopolymers.
- Leverage global footprint to provide leading aftermarket support to customers.
- ***Drive innovation and new product development***
 - Provide innovative product and service solutions to solve customers' challenges.
 - Extend applications expertise to win in adjacent markets with high growth potential.
 - Develop new products driven by voice of customer input and changing needs.
 - Provide value-added end-to-end solutions from individual components to integrated systems.
- ***Leverage HOM to drive margin expansion and profitable growth***
 - Apply HOM principles and tools, including voice of customer and segmentation, for profitable growth.
 - Drive best-in-class lead times to grow share in aftermarket business.
 - Implement strategic supplier relationships to improve cost and quality.
 - Enhance productivity through process standardization.

Molding Technology Solutions

Molding Technology Solutions is a global leader in highly-engineered equipment, systems, and aftermarket parts and service for the plastic technology processing industry. Molding Technology Solutions has a comprehensive product portfolio that includes hot runner systems, process control systems, mold bases and components, and MRO supplies. The product lines within Molding Technology Solutions have strong brand recognition and an established global footprint, and we believe are well-positioned to benefit from continued robust industry growth in both developed and emerging markets. Molding Technology Solutions' breadth of products, long history, and global reach have resulted in a large installed base of hot runner systems.

Molding Technology Solutions: Products and Services

Molding Technology Solutions has a product portfolio that includes hot runner systems and process controller technology. Molding Technology Solutions maintains leadership positions across these product lines, as well as leading positions in process control systems, mold bases and components, and MRO supplies. The Molding Technology Solutions product lines are supported by aftermarket parts and services, which represented approximately 37% of Molding Technology Solutions' total net revenue during fiscal 2025. Products are offered under brand names that are recognized as being among the leaders in their respective industries.

- ***Hot runner and process control systems***
 - Molding Technology Solutions designs, manufactures and sells highly-engineered, technically advanced hot runner and process control systems. Hot runner and controller systems are sold under the Mold-Masters® brand and designed for each product a customer manufactures on an injection molding machine. Hot runner systems are end product-specific and replaced frequently due to design changes and innovation in customers' end products, with a typical aftermarket cycle of one to five years. Recurring sales are supported by a large installed base of hot runner systems worldwide.
- ***Mold bases and components***
 - Molding Technology Solutions designs, manufactures, and sells high-quality mold bases and plates available in various configurations to meet the needs of customers for a variety of applications under the DME® brand. Pre-engineered assemblies, plates and components provide the economic and technical benefits of interchangeability.
- ***Aftermarket parts and service***
 - Aftermarket parts and service are a major component of most of the Molding Technology Solutions product lines. Service engineers and technicians are located around the globe to better respond to customers' equipment and service needs. Molding Technology Solutions offers its customers service, consulting, training, maintenance and repairs, spare parts, and rebuilds.

Molding Technology Solutions: Sales, Distribution, and Operations

Molding Technology Solutions sells equipment and systems throughout the world using a combination of direct sales and a global network of independent sales representatives and distributors. A part of Molding Technology Solutions' sales is made through independent sales representatives who are compensated by commission.

Molding Technology Solutions does not typically have long-term supply agreements with customers, and terms are generally negotiated on an individual order basis. Pricing is set at the time of order, typically on a customized basis for each product. Raw materials and component purchases are managed based on order trends and mid-term contracts with strategic vendors, allowing Molding Technology Solutions to partially mitigate the risk of short-term changes in raw material and components pricing. The majority of hot runner and mold base equipment orders are fulfilled within three months. Backlog represents the amount of net revenue that we expect to realize on contracts awarded to Molding Technology Solutions. Though backlog can be an indicator of future net revenue, it does not include projects and aftermarket parts orders that are booked and shipped within the same quarter. The timing of order placement, size of order, extent of customization, and customer delivery dates can create fluctuations in backlog and net revenue. Net revenue attributable to backlog may also be affected by foreign exchange fluctuations for orders denominated in currencies other than U.S. dollars, or by provisions for cancellation, termination, or suspension at the discretion of the customer.

Molding Technology Solutions: Customers

Molding Technology Solutions has customers in a wide range of industries, including automotive, medical, consumer goods, packaging, construction, and electronics. These customers range from large, Fortune 500 global companies to regional and local businesses, including original equipment manufacturers ("OEMs"), molders and mold-makers. Molding Technology Solutions has long-standing relationships with its largest customers, having served many of them for over 30 years. No one Molding Technology Solutions customer accounted for more than 10% of Hillenbrand's consolidated net revenue during the years ended September 30, 2025, 2024, or 2023.

Molding Technology Solutions' net revenue is further diversified by end markets, and continued expansion into these end markets is an important element of its strategy. Geographically, approximately 46% of Molding Technology Solutions' net revenue in fiscal 2025 came from the Americas, 34% from Asia, and 20% from EMEA (Europe, the Middle East, and Africa).

Global population growth, coupled with continued urbanization, increased purchasing power and improved lifestyle in emerging markets and technical innovation has resulted in greater demand for a broad range of finished plastic products in many segments of the economy, including automotive, medical, construction, and consumer products. We believe Molding Technology Solutions' strong global presence positions it well to benefit from this growth. Molding Technology Solutions has made significant investments in China and India in order to capitalize on the projected growth in plastics in these markets.

Molding Technology Solutions: Competition

Molding Technology Solutions holds leading positions in key industries because of design and quality of products, extensive application and process engineering expertise, product support services, brand name recognition, and commitment to serving the broad needs of its customers.

Molding Technology Solutions brands face strong competition in the markets where they compete. Competitors range in size from small, privately-held companies serving niche industries or geographical areas to larger, well-known global companies serving national and international markets with multiple product lines. We believe Molding Technology Solutions' leading product quality and design inclusion in a number of flagship products, diversification into multiple industries and markets, its base of aftermarket parts business, and its strong worldwide network of suppliers and dealers will allow it to maintain leadership positions even during economic downturns.

Molding Technology Solutions: Raw and Component Materials

Steel, which Molding Technology Solutions sources both directly and indirectly through its component suppliers, is the primary material used in the manufacturing of its products. Molding Technology Solutions does not enter into derivative financial instruments to hedge its commodity price risk but it does have some long-term supply contracts with key suppliers. Molding Technology Solutions has developed a global network of reliable, low-cost suppliers in order to secure its supply needs. Difficulties experienced by third-party suppliers can interrupt Molding Technology Solutions' ability to obtain materials or components and ultimately to supply products to customers. While global supply chains have recently suffered from various headwinds, those supporting Molding Technology Solutions products have generally remained intact, providing access to sufficient inventory of the key materials needed for manufacturing. However, Molding Technology Solutions has experienced significant delays of certain raw materials and components, but has largely been able to mitigate the impact on our consolidated results of operations. Molding Technology Solutions continues to identify and qualify alternative sources to mitigate risk associated to single or sole source supply continuity, and has and may continue to purchase certain materials in safety stock where there are supply chain continuity concerns.

Volatility in the prices Molding Technology Solutions pays for raw materials used in its products, including sheet metals and steel, has a direct effect on profitability. Molding Technology Solutions regularly takes steps designed to mitigate the impact of volatility in raw and component material prices, including executing Lean initiatives and various pricing and sourcing actions. Where possible, Molding Technology Solutions seeks alternative sources and, in some situations, is able to reformulate product with alternative materials without impacting performance, environmental, and health and safety features. We believe that Molding Technology Solutions has taken reasonable steps to mitigate recent increases to these risks. See Part I, Item 1A of this Form 10-K for a more in-depth discussion of Risk Factors that could impact Molding Technology Solutions' ability to source the necessary materials to fulfill customer obligations.

Molding Technology Solutions: Strategy

Molding Technology Solutions seeks to execute its strategy through the following initiatives:

- ***Strengthen leadership positions in global markets***
 - Leverage core technologies and applications expertise to expand presence in current end markets.
 - Leverage Hillenbrand's strong positions across the plastics value chain to cross-sell product lines.
 - Expand product offering in key end markets, including emerging markets and new segments such as recycling and biodegradable plastics.
- ***Drive innovation and new product development***
 - Provide innovative product and service solutions to solve customers' challenges, leveraging shared research and development and technology across the enterprise.
 - Develop new products that are focused on solidifying Molding Technology Solutions' current market positions and expanding the market through the introduction of technology that displaces other materials, primarily metal and glass.
 - Provide value-added end-to-end solutions from individual components to integrated systems.
 - Enable the customer in key end markets to fulfill sustainability requirements (e.g., reduction of virgin resin).
- ***Leverage HOM to drive margin expansion and profitable growth***
 - Apply HOM principles and tools, including voice of customer and segmentation with a goal to drive profitable growth.
 - Leverage Hillenbrand's global footprint and enhance support to customers through the entire lifecycle of their equipment usage to expand sales of aftermarket parts and services.
 - Drive global supply strategy to achieve operating efficiencies to improve cost and quality.
 - Enhance productivity through process standardization.

HILLENBRAND INTELLECTUAL PROPERTY

We own a number of patents on our products and manufacturing processes and maintain trade secrets related to manufacturing processes. These are important patents and trade secrets, but we do not believe any single patent or trade secret, or related group of patents or trade secrets is of material significance to our business as a whole. We also own a number of trademarks

and service marks relating to products and services which are of importance. We believe the marks Coperion, Coperion K-Tron, K-Tron, Rotex, BM&M, Herbold, VMI, Bakon, Shaffer, Peerless, Shick Esteve, Unifiller, DIOSNA, and Coperion Food Equipment brands are material to our Advanced Process Solutions reportable operating segment. We believe the Mold-Masters mark is material to our Molding Technology Solutions reportable operating segment.

Coperion, Coperion K-Tron, K-Tron, Rotex, BM&M, Herbold, VMI, Bakon, Shaffer, Peerless, Shick Esteve, Unifiller, DIOSNA, and Mold-Masters, as well as other registered or common law trade names, trademarks or service marks appearing in this Annual Report on Form 10-K are the property of Hillenbrand or its subsidiaries. Except as set forth above and solely for convenience, the trademarks, trade names or service marks in this Form 10-K are generally referred to without the TM and ® symbols, but such references should not be construed as any indicator that their respective owners will not assert their rights thereto.

Our ability to compete effectively depends, to an extent, on our ability to maintain the proprietary nature of our intellectual property. In the past, certain of our products have been copied and sold by others and could continue to be. Hillenbrand vigorously seeks to enforce its intellectual property rights. However, we may not be sufficiently protected by our various patents, trademarks, and service marks, and they may be challenged, invalidated, cancelled, narrowed, or circumvented. Beyond that, we may not receive the pending or contemplated patents, trademarks, or service marks for which we have applied or filed.

HILLENBRAND REGULATORY MATTERS

The Advanced Process Solutions and Molding Technology Solutions reportable operating segments are subject to a variety of federal, state, local, and foreign laws and regulations relating to environmental, health, and safety concerns, including relating to the handling, storage, discharge, and disposal of hazardous materials used in or derived from our manufacturing processes. We are committed to operating all our businesses in a manner that protects the environment and makes us good corporate citizens in the communities in which we operate. We have established various cross-functional sustainability working groups, which include top operational leaders and other key team members, to support our sustainability strategy and to facilitate and drive key priorities, including those related to the environment. In addition, we maintain standards for our global suppliers in support of critical environmental policies and other regulatory requirements, and Hillenbrand's Global Supply Management department engages with our suppliers to support compliance with applicable standards and legal requirements. While we believe that continued compliance with current federal, state, local, and foreign laws relating to the protection of the environment and supply chain diligence will not have a material effect on our capital expenditures, earnings, or competitive position, future events or changes in existing laws and regulations or their interpretation may require us to make additional expenditures in the future. The cost or need for any such additional expenditure is not known.

INFORMATION ABOUT OUR EXECUTIVE OFFICERS

Our Board of Directors is responsible for electing the Company's executive officers annually and from time to time as necessary. Executive officers serve in the ensuing year and until their respective successors are elected and qualified. There are no family relationships between any of our executive officers or between any of them and any members of the Board of Directors. The following is a list of our executive officers as of November 19, 2025.

Kimberly K. Ryan, 58, has served as a director and as President and Chief Executive Officer of the Company since December 2021. Prior to becoming Chief Executive Officer, Ms. Ryan was the Company's Executive Vice President, beginning in June 2021. Prior to that role, she served as President of the Company's Coperion business beginning in September 2015, also overseeing Hillenbrand's Rotex business during part of that period. She previously served as President of the Company's historical Batesville reportable operating segment (death care) beginning in April 2011, at which time she was also named a Senior Vice President of Hillenbrand. Ms. Ryan began her career with Batesville in 1989, holding positions of increasing responsibility within Batesville and the Company's former parent in finance, strategy, operations, logistics, and information technology.

Since 2024 Ms. Ryan has served on the Board of Directors of Timken Company, a global manufacturer of engineered bearings and industrial motion products. From 2014 to 2023, Ms. Ryan served on the Board of Directors of Kimball International, Inc., a public manufacturing company ("Kimball"), including as a member of the Audit Committee. She also served as Kimball's Board Chair from November 2018 to October 2021, during which time she also served on the Compensation Committee and Governance Committee.

Aneesha Arora, 47, has served as the Company's Senior Vice President and Chief Human Resources Officer since January 2022. She brings to this role more than two decades of diverse experience in human resources across multiple industries. Prior

to joining Hillenbrand, Ms. Arora was Vice President of Global HR Services for Honeywell International Inc. (“Honeywell”), a diversified technology and manufacturing company, from October 2019 through December 2021. Prior to that, she served as Vice President, Global Human Resources and Communications, Safety and Productivity Solutions at Honeywell from November 2016 to October 2019. Since September 2020, Ms. Arora has also served on the Board of Advisors of the Michigan State University School of Human Resources and Labor Relations.

Ulrich Bartel, 65, was appointed Senior Vice President of Hillenbrand in June 2021 and serves as Group President, overseeing our Coperion Performance Materials and Aftermarket divisions, as well as Rotex. Since June 2021, he has served as President of the Company's Coperion business. Prior to these roles, Mr. Bartel served as President of Coperion's Polymer Division from March 2020 to June 2021 and as Coperion's Vice President of Compounding Machines from October 2013 to February 2020. Mr. Bartel began his career at Coperion in 1990 as a process engineer, holding positions of increasing responsibility within Coperion in sales, service, process technology, engineering, manufacturing, and research.

Nicholas R. Farrell, 46, is the Company's Senior Vice President, General Counsel, and Secretary. He has served as General Counsel and Secretary since 2015 and also served as the Company's Chief Compliance Officer from 2016 until 2023. Mr. Farrell began his career with the Company in 2011 as Corporate and Securities Counsel, and in 2014 was named Vice President, Associate General Counsel and Assistant Secretary. Prior to joining Hillenbrand, Mr. Farrell was in private practice for six years with global law firm Troutman Pepper. Mr. Farrell is also Chair of the Board of Trustees of Cure SMA, an international not-for-profit organization committed to developing a treatment and cure for spinal muscular atrophy, the number one genetic cause of death for infants.

Tamara Morytko, 54, was appointed Senior Vice President of Hillenbrand in September 2023 and serves as Group President, overseeing our Molding Technology Solutions and Food, Health and Nutrition divisions along with oversight of our Hillenbrand Operating Model and Operations Center of Excellence. Ms. Morytko has more than two decades of leadership in regional and global business operations. Prior to joining Hillenbrand, she served most recently as President of the Pumps Division at Flowserve Corporation, a manufacturer of pumps, valves, and seals, beginning in September 2020. Prior to that role, she served as Chief Operating Officer of Norsk Titanium, an aerospace-grade components manufacturer, beginning in February 2018, and previously held positions of increasing responsibility in finance, executive general management, and supply chain leadership, including at Baker Hughes (energy technology) and Pratt & Whitney (aircraft engines). She began her career as an auditor at accounting firm Arthur Andersen LLP. From May 2019 through December 2022, Ms. Morytko served on the board for The Crosby Group (rigging, lifting, and material handling applications), a KKR company, as well as Pioneer Energy Services (oilfield services applications), a former publicly traded company. She currently serves on the Board of Directors of EnerSys (stored energy solutions for industrial applications), a position she has held since December 2022, including as a member of its Compensation and Audit Committees. In November 2024, Ms. Morytko became a Trustee of the Board for Harpswell Foundation, a young woman leadership building organization in Cambodia and APAC that empowers young women to live impactful lives, and is Vice-Chair of its Finance Committee.

Carole A. Phillips, 54, became the Company's Senior Vice President, Chief Procurement Officer in January 2023. Ms. Phillips joined the Company as Vice President, Procurement for a transition period beginning September 2022, from Stanley Black & Decker (“Stanley”), a global provider of power and hand tools, mechanical access solutions, and electronic monitoring systems, where she was Vice President, Global Supply Management – M&A, Integrations, and Divestitures (from July 2021). Prior to that role, Ms. Phillips served at Stanley as Vice President, Global Supply Management – Outdoor (from October 2019 to July 2021) and Vice President, Global Supply Management – Industrial Division (from January 2015 to October 2019), as part of more than 25 years of experience in global manufacturing environments.

Bhavik N. Soni, 52, was elected Senior Vice President, Chief Information Officer effective January 2023, prior to which he served as Vice President, Chief Information Officer beginning May 2017. Mr. Soni joined the Company from Honda Aircraft Company, a jet airplane manufacturer, where he served as Chief Information Officer – IT & Engineering Systems Division from 2015 to 2017. Prior to that, he served as Chief Information Officer for Artificial Lift, GE Oil & Gas at General Electric Company (“GE”), an energy technology company, from 2013 to 2015, preceded by fifteen years in other information technology related roles of increasing responsibility at GE. Mr. Soni's experience prior to GE included software engineering roles at Rockwell Collins, Inc. (aerospace) and General Dynamics Corporation (aerospace and defense).

Megan A. Walke, 46, was appointed Interim Chief Financial Officer in June 2025, prior to which she was named Vice President, Corporate Controller and Chief Accounting Officer in December 2024, and was previously elected Vice President, Chief Accounting Officer in May 2022. Prior to that time, she served as the Company's Director, Financial Reporting since August 2014 and prior to that in roles of increasing responsibility in the Company's finance organization. Ms. Walke began her career with nearly a decade in public accounting at the firm of Ernst and Young LLP. She served as a member of the Board of

Trustees of Oldenburg Academy, a private high school in Indiana, from 2013 to 2024. Ms. Walke also has served on the board of the Ripley County Community Foundation since February 2023.

J. Michael Whitted, 53, was elected Senior Vice President, Strategy and Corporate Development effective June 2018. Prior to joining the Company, Mr. Whitted served as Vice President, Corporate Development for SPX Corporation and SPX Flow, Inc., diversified global suppliers of infrastructure equipment to various industries, from 2001 to 2015. Prior to that, he served as a Vice President for Bear Stearns from 1998 to 2001, where he led corporate finance and M&A advisory transactions. Mr. Whitted's experience prior to Bear Stearns included corporate finance and M&A advisory roles at CIBC World Markets, Bankers Trust, and First Chicago NBD.

AVAILABILITY OF REPORTS AND OTHER INFORMATION

Our website is www.hillenbrand.com. We make available on this website, free of charge, access to press releases, conference calls, our annual and quarterly reports, and other documents filed with or furnished to the Securities and Exchange Commission ("SEC") as soon as reasonably practicable after these reports are filed or furnished. We also make available through the "Investors" section of this website information related to the corporate governance of the Company, including position specifications for the Chairperson and each of the members of the Board of Directors, as well as for committee chairpersons and vice chairpersons; the Corporate Governance Standards of our Board of Directors; the charters of each of the standing committees of the Board of Directors; our Code of Ethical Business Conduct; our Global Anti-Corruption Policy; and our Supply Chain Transparency Policy. All of these documents are also available to shareholders in print upon request.

All reports and documents filed with the SEC are also available via the SEC website, www.sec.gov.

Item 1A. RISK FACTORS

In this section of the Form 10-K, we describe the risks we believe are most important for you to think about when you consider investing in, selling, or owning our securities. This information should be assessed along with the other information we provide you in this Form 10-K and that we file from time to time with the SEC. Like most companies, our business involves risks. The risks described below are not the only risks we face, but these are the ones we currently think have the potential to significantly affect stakeholders in our Company if they were to develop adversely (due to size, volatility, or both). We exclude risks that we believe are inherent in all businesses broadly as a function of simply being "in business." Additional risks not currently known or considered immaterial by us at this time and thus not listed below could also result in adverse effects on our business.

1. *The announcement and pendency of the proposed acquisition of the Company could adversely impact the Company's business, financial condition and results of operations.*

Uncertainty about the effect of the Merger on the Company's employees, customers, and other parties may have an adverse effect on the Company's business, financial condition and results of operation regardless of whether the Merger is completed. These risks to the Company's business include the following, all of which could be exacerbated by a delay in the completion of, or failure to complete, the Merger:

- the impairment of the Company's ability to attract, retain, and motivate its employees, including key personnel;
- the diversion of significant management time and resources towards the completion of the Merger;
- difficulties maintaining relationships with customers, suppliers, and other business partners;
- delays or deferments of certain business decisions by the Company's customers, suppliers, and other business partners;
- the inability to pursue alternative business opportunities or make changes to the Company's business because the Merger Agreement requires the Company to use commercially reasonable efforts to conduct its business in the ordinary course consistent with past practice, and to preserve its organization intact and business relations with employees, customers, suppliers, joint venture partners, lenders, governmental authorities and others having material business relations with the Company, and refrain from taking certain actions without Lone Star's consent prior to the completion of the Merger, including a prohibition on paying dividends other than one cash dividend on or prior to December 31, 2025 in an amount not to exceed \$0.2275 per share;
- litigation relating to the Merger and the costs related thereto; and
- the occurrence of significant costs, expenses, and fees for professional services and other transaction costs in connection with the Merger.

2. *Litigation relating to the Merger may be filed against the Company, its Board of Directors, or others, which could prevent or delay the completion of the Merger or result in the payment of damages.*

Litigation relating to the Merger may be filed against the Company, its Board of Directors, or others. Among other remedies, these claimants could seek damages and/or to enjoin the Merger and the other transactions contemplated by the Merger Agreement. If the Merger is not consummated for any reason, litigation could be filed in connection with the failure to consummate the Merger. The outcome of any litigation is uncertain and any such lawsuits could prevent or delay the completion of the Merger and result in significant costs. Any such actions may create uncertainty relating to the Merger and may be costly and distracting to management.

3. *Failure to consummate the Merger within the expected timeframe or at all could adversely impact the Company's business, financial condition and results of operations.*

The completion of the Merger is subject to the satisfaction or waiver of certain closing conditions, including the approval of the Merger Agreement by holders of a majority of the outstanding shares of Company common stock, the expiration or termination of applicable waiting periods under the Hart-Scott-Rodino Antitrust Improvements Act of 1976, as amended, and specified non-U.S. antitrust and foreign investment laws and CFIUS Approval (as defined in the Merger Agreement). Many of the closing conditions are outside our control, and regulatory authorities have broad discretion in administering relevant laws. Regulatory authorities may impose requirements, limitations, require divestitures, or restrictions on our business as a condition to approval or clearance of the Merger, any of which could delay, jeopardize, or prevent the consummation of the Merger. There can be no assurance that these conditions and the other conditions set forth in the Merger Agreement will be satisfied in a timely manner or at all or that the Merger will be completed.

If the Merger is not completed, including as a result of the Company's stockholders failing to approve the Merger Agreement, the Company's stockholders will not receive any payment for their shares in connection with the Merger. Instead, the Company will remain an independent public company, and the shares will continue to be traded on the New York Stock Exchange. The Company's ongoing business may be materially adversely affected and the Company would be subject to a number of risks, including the following:

- the Company may experience negative publicity, which could have an adverse effect on its ongoing operations including, but not limited to, retaining and attracting customers, suppliers, and other business partners;
- the Company would incur significant costs in future periods relating to the Merger, such as legal, accounting, financial advisor, printing and other professional services fees, which may relate to activities that the Company would not have undertaken other than to complete the Merger;
- the Merger Agreement places certain restrictions on the conduct of the Company's business, which may have delayed or prevented the Company from undertaking business opportunities that, absent the Merger Agreement, it may have pursued.

If the Merger is not consummated, the risks described above may materialize and they may have a material adverse effect on the Company's business operations, financial condition, results of operations, and stock price, especially to the extent that the current market price of the Company's common stock reflects an assumption that the Merger will be completed.

4. *The Merger Agreement contains restrictions on solicitation that limit our ability to pursue alternatives to the Merger. If the Merger Agreement is terminated, we may, under certain circumstances, be required to pay a termination fee to Parent, using cash that would otherwise have been available for other purposes.*

Under the Merger Agreement, the Company is restricted from soliciting, initiating, or knowingly encouraging or facilitating alternative acquisition proposals from third parties, and/or providing non-public information to third parties relating to any inquiries, proposals or offers that would reasonably be expected to lead to certain transactions involving a third party, including a merger, business combination or similar transaction, subject to specified exceptions. The Merger Agreement also contains customary termination provisions for both the Company and Lone Star, including the right of the Company to terminate the Merger Agreement, subject to and in accordance with the terms and conditions of the Merger Agreement, and provides that, in connection with certain terminations of the Merger Agreement by the Company, the Company will pay Lone Star a cash termination fee of \$69.0. Payment of a termination fee may require the Company to use available cash that would have otherwise been available for general corporate purposes or other uses and could affect the structure, pricing and terms proposed by a third party seeking to acquire or merge with the Company or deter such third party from making a competing acquisition proposal.

5. *Global market and economic conditions, including those related to the financial markets, could have a material adverse effect on our consolidated results of operations, financial condition, and liquidity.*

Our business is sensitive to changes in general economic conditions, both inside and outside the United States. Instability in the global economy and financial markets can adversely affect our business in several ways, including limiting our customers' ability to obtain sufficient credit or to pay for our products within the terms of sale. Competition could further intensify among the manufacturers and distributors with whom we compete for volume and market share, resulting in lower net revenue due to steeper discounts and product mix-down. In addition, if certain key or sole suppliers were to become capacity constrained or insolvent, it could result in a reduction or interruption in supplies or a significant increase in the price of supplies.

6. *We may be unable to successfully integrate with the businesses of FPM or Linxis, or other acquired companies, or to realize the anticipated benefits of such acquisitions.*

The successes of these acquisitions will depend, in part, on the Company's ability to successfully combine and integrate these and other acquired businesses and realize the anticipated benefits, including synergies, cost savings, revenue and innovation opportunities, and operational efficiencies, in a manner that does not materially disrupt existing customer, supplier, and employee relations, or result in decreased revenue due to losses of, or decreases in orders by, customers. If the Company is unable to achieve these objectives within the anticipated time frame, or at all, the anticipated benefits may not be realized fully or at all, or may take longer to realize than expected, and the value of the Company's common stock may decline.

The integration of these companies may result in material challenges, including, but without limitation:

- the diversion of management's attention from ongoing business concerns, and performance shortfalls as a result of the devotion of management's attention to the integration;
- managing a larger combined business;
- maintaining employee morale and retaining key management and other employees;
- retaining existing business and operational relationships, including customers, suppliers and other counterparties, and attracting new business and operational relationships;
- the possibility of faulty assumptions underlying expectations regarding the integration process;
- consolidating corporate and administrative infrastructures and eliminating duplicative operations;
- coordinating geographically separate organizations; and
- unanticipated issues in integrating information technology, communications and other systems.

As discussed elsewhere in our risk factors, some of these factors are outside of the Company's control, and any one of them could result in delays, increased costs, decreases in the amount of expected net revenue or synergies, and diversion of management's time and energy, which could materially affect our financial position, consolidated results of operations, and cash flows.

We have incurred substantial expenses in connection with the completion of the acquisitions of FPM and Linxis, and we expect to incur further expenses in order to integrate a large number of processes, policies, procedures, operations, technologies, and systems in connection with these acquisitions.

7. *Increasing competition for highly skilled and talented workers, as well as labor shortages, could adversely affect our business.*

The successful implementation of our business strategy depends, in part, on our ability to attract and retain a skilled and talented workforce. Because of the complex nature of many of our products and services, we are generally dependent on a thoroughly trained and highly skilled workforce, including, for example, our engineers. In many of the geographies where we operate, we face a potential shortage of qualified employees.

A number of factors may adversely affect the labor force available to us or increase labor costs, including high employment levels, and government regulations. Although we have not experienced any material labor shortages to date, the labor market has become increasingly competitive. The increasing competition for highly skilled and talented employees could result in higher compensation costs, difficulties in maintaining a capable workforce, and leadership succession planning challenges. Although we believe we will be able to attract and retain talented personnel and replace key personnel should the need arise, if we are unable to hire and retain employees capable of performing at a high-level, or if mitigation measures we may take to respond to a decrease in labor availability, such as overtime and third-party outsourcing, have unintended negative effects, our business could be adversely affected. A sustained labor shortage, lack of skilled labor, or increased turnover or labor inflation could lead to increased costs, such as increased overtime to meet demand and increased wage rates to attract and retain

employees, which could negatively affect our ability to efficiently operate our manufacturing and distribution facilities and overall business and have other material adverse effects on our business, financial condition, and consolidated results of operations.

8. Sustainability-related regulations could adversely impact the Company's reputation, consolidated results of operations, financial condition, and liquidity.

Sustainability-related regulations could require the Company to change its manufacturing processes or obtain substitute materials that may cost more or be less available for its manufacturing operations. For example, various jurisdictions in which the Company does business have implemented, or in the future could implement or amend, a tax on carbon emissions or restrictions of greenhouse gases. Regulations on energy management and material management and other rules and regulations to address climate change and other sustainability-related risks may increase the Company's expenses and adversely affect its consolidated results of operations. Any future increased regulatory activity relating to these matters could expand the nature, scope, and complexity of matters that the Company is required to control, assess, and report. If environmental laws or sustainability regulations or industry standards are either changed or adopted and impose significant operational restrictions and compliance requirements upon the Company, this could impact suppliers, customers, products, or consolidated results of operations. Further, any failure to comply with sustainability-related regulations with respect to environment, supply chain, or governance matters may adversely impact our reputation, business, consolidated results of operations, financial condition, and liquidity.

9. The performance of the Company may suffer from business disruptions associated with information technology, cyber-attacks or unauthorized access, or catastrophic losses affecting infrastructure.

The Company relies heavily on computer systems to manage and operate its businesses and record and process transactions. Computer systems are important to production planning, customer service, and order management, as well as other critical processes.

Despite efforts to prevent such situations and the existence of established risk management practices that partially mitigate these risks, the Company's systems may be affected by damage or interruption from, among other causes, power outages, system failures, or computer viruses. Computer hardware and storage equipment that is integral to efficient operations, such as email, telephone and other functionality, is concentrated in certain physical locations in the various geographies in which the Company operates.

In addition, cybersecurity threats and sophisticated computer crime pose a potential risk to the security of the Company's information technology systems, operational technology systems, networks, and services, as well as the confidentiality and integrity of the Company's data. Cyber-attacks, security breaches, and other cyber incidents could include, among other things, computer viruses, malicious or destructive code, ransomware, social engineering attacks (including phishing and impersonation), hacking, denial-of-service attacks, and other attacks. These risks may be heightened given our employees' increased use of remote working environments. Sensitive information is also stored by our vendors and on the platforms and networks of third-party providers. Cyber-attacks on the Company, our vendors, or our third-party providers of service and software could result in inappropriate access to intellectual property, personally identifiable information of our global workforce, suppliers, or customers, or personal credit card or other payment information of our customers. Potential consequences of a successful cyber-attack or other cybersecurity incident include remediation costs, increased cybersecurity protection costs, lost revenue resulting from the unauthorized use of proprietary information or the failure to retain or attract customers following an attack, litigation and legal risks including governmental or regulatory enforcement actions, increased insurance premiums, reputational damage that adversely affects customer or investor confidence, and damage to the Company's competitiveness, stock price, and long-term shareholder value. The Company has been subject to cyber-attacks and unauthorized access in the past, which it deemed immaterial to its business and operations, and may be subject to cyber-attacks or unauthorized access of its systems in the future. There can be no assurance that any future cyber-attacks or unauthorized access to the Company's information systems will not be material to the Company's business, operations, or financial condition. While we believe that our insurance plan provides appropriate levels of coverage for cyber risks and have taken steps to address these risks by implementing enhanced security technologies, internal controls, and business continuity plans, these measures may not be adequate to cover or prevent all potential losses nor remedy related damage to our reputation.

Regulators globally are increasingly imposing greater fines and penalties for privacy and data protection violations. For example, the European Union and other jurisdictions, including China and some U.S. states, have enacted, and others may enact, new and expanded sets of compliance requirements on companies, like ours, that collect or process personal data. Failure to comply with these or other data protection regulations could expose us to potentially significant liabilities. If the Company suffers a loss or disclosure of protected information due to security breaches or other reasons, and if business continuity plans

do not effectively address these issues on a timely basis, the Company may incur fines or penalties, or suffer interruption in its ability to manage operations, as well as reputational, competitive, or business harm, which could have a material adverse effect on our business, financial condition, and consolidated results of operations.

The development and use of artificial technologies are still in their early stages, and we are in the initial phase of incorporating artificial intelligence into our business. Artificial intelligence presents risks and challenges that could adversely impact our business. The legal and regulatory landscape surrounding artificial intelligence technologies is rapidly evolving and uncertain, including in the areas of intellectual property, cybersecurity, privacy, and data protection. Compliance with new or changing laws, regulations, or industry standards relating to artificial intelligence may impose significant costs and may limit our ability to develop, deploy, or use artificial intelligence technologies. Failure to appropriately respond to this evolving landscape may result in legal liability, regulatory action, or brand and reputational harm.

10. *We have a significant amount of debt, which could adversely affect the Company and limit our ability to respond to changes in our business or make future desirable acquisitions.*

As of September 30, 2025, our outstanding debt was \$1,524.8, and this amount could increase if additional levels of liquidity are needed. This amount of debt (and additional debt we may incur) has important consequences to our businesses. For example:

- We may be more vulnerable to general adverse economic and industry conditions, because we have lower borrowing capacity.
- We may be required to dedicate a larger portion of our cash flow from operations to payments on our indebtedness, thereby reducing the availability of our cash flow for other purposes, including business development efforts and acquisitions, working capital requirements, and capital expenditures.
- We could be exposed to the risk of increased interest rates, because our capital structure target normally includes a component of variable rate debt in addition to fixed rate debt.
- We may be more limited in our flexibility in planning for, or reacting to, changes in our businesses and the industries in which they operate, thereby placing us at a competitive disadvantage compared to competitors that may have less indebtedness.

We may be vulnerable to credit rating downgrades, which could have an impact on our ability to secure future financing on terms commercially acceptable to us, to access the credit and capital markets, or to negotiate favorable covenants in any future amendments to our financial documents or new financings.

11. *If we are unable to comply with the financial and other covenants in our debt agreements, our business, financial condition, and liquidity could be materially adversely affected.*

Our credit arrangements, including the Amended Credit Agreement and the 2025 Amended L/G Facility Agreement (each as defined below) contain financial and other restrictive covenants. These covenants could adversely affect us by limiting our financial and operating flexibility as well as our ability to plan for and react to market conditions, including as a result of global financial, socioeconomic, and political uncertainty and the effect on our business, and to meet our capital needs. Our failure to comply with these covenants could result in events of default which, if not cured or waived, could result in us being required to repay indebtedness before its due date, and we may not have the financial resources or be able to arrange alternative financing to do so. Any event that requires us to repay any of our debt before it is due could require us to borrow additional amounts at unfavorable borrowing terms, cause a significant reduction in our liquidity, and impair our ability to pay amounts due on our indebtedness. Moreover, if we are required to repay any of our debt before it becomes due, we may be unable to borrow or draw additional amounts under the Amended Credit Agreement and 2025 Amended L/G Facility Agreement or otherwise obtain the cash necessary to repay that additional debt when due, which could materially adversely affect our business, financial condition, and liquidity. Furthermore, interest rates we pay on our borrowings and our ability to borrow or draw under the Amended Credit Agreement and 2025 Amended L/G Facility Agreement or any other credit facility in the future, or pursuant to other available sources, could be adversely affected by matters including market volatility, economic downturns, or other instability or uncertainty. In addition, in light of the impacts to our ability to generate cash from operations during periods of global financial, socioeconomic, and political uncertainty, our results may be further negatively impacted by our payment obligations (including interest) with respect to our outstanding borrowings under our credit arrangements.

12. *A disease outbreak, a pandemic, or other health crisis, could have a material adverse effect on our business and consolidated results of operations, the nature and extent of which are highly uncertain and unpredictable.*

We have global operations, and a widespread pandemic, disease outbreak, or other health crisis, and the various government, industry and consumer actions related thereto, including mandated or voluntary shutdowns, could have negative impacts on our business and have created, and could in the future create or intensify adverse conditions described in our other risk factors. These impacts and conditions include, but may not be limited to, potential significant volatility or decreases in demand for our products, changes in customer behavior and preferences, disruptions in or closures of our manufacturing operations or those of our customers and suppliers, disruptions within our supply chain, limitations on our employees' ability to work and travel, potential increased vulnerability to cybersecurity incidents, including breaches of information systems security that could be due to widespread remote working arrangements or other conditions, potential financial difficulties of customers and suppliers, significant changes in economic or political conditions, including rapidly changing government orders and regulations and our efforts to comply with them, and related financial and commodity volatility, including volatility in raw material and other input costs (including but not limited to oil prices), any of which could last for extended periods. Disruption caused by a pandemic and the Company's response thereto could also increase the Company's exposure to claims from customers, suppliers, financial institutions, regulators, payment card associations, employees and others, and to other workforce related risks, any of which could have a material adverse effect on the Company's financial condition and consolidated results of operations.

Despite our efforts to manage through a widespread pandemic, disease outbreak, or other health crisis, the degree to which these events ultimately impact our business, financial position, consolidated results of operations, and cash flows may depend on certain factors beyond our control, including the duration, spread, and severity of the event, the actions taken to contain the event and mitigate its public health effects, the impact on the U.S. and global economies and demand for our products, and how quickly and to what extent normal economic and operating conditions resume or become impacted by long-lasting changes. The extent to which a disease outbreak, or any other health crisis, could impact our business cannot be predicted with certainty.

13. *Increased prices for, poor quality of, or extended inability to source raw materials used in our products or associated services, or supply chain disruptions, could adversely affect profitability.*

Our profitability is affected by the prices of the raw materials used in the manufacture of our products. These prices fluctuate based on a number of factors beyond our control, including changes in supply and demand, general economic conditions, labor costs, fuel-related delivery costs, competition, import duties, tariffs, currency exchange rates, and, in some cases, government regulation. Significant increases in the prices of raw materials, similar to the inflationary increases we have experienced in the past, that cannot be recovered through increases in the price of our products and services could adversely affect our consolidated results of operations and cash flows.

We cannot guarantee that the prices we are paying for raw materials today will continue in the future or that the marketplace will continue to support current prices for our products or that such prices can be adjusted to fully or partially offset raw material price increases in the future. Any increases in prices of these or other commodities or services could adversely affect our profitability. We do not engage in hedging transactions for raw material purchases, but we do enter into some fixed-price supply contracts, in an attempt to delay or suppress the impacts of higher prices in the market.

Our dependency upon regular deliveries of supplies and the quality of those supplies upon delivery from particular suppliers means that interruptions, stoppages, or deterioration of quality in such deliveries could adversely affect our operations until arrangements with alternate suppliers could be made. Some of the raw materials used in the manufacture of our products currently are procured from a single source. In some cases, we also outsource certain services to suppliers, including but not limited to, engineering, assembly, shipping, and commissioning services. If a supplier were unable to deliver these materials or services, or unable to deliver quality materials or services, for an extended period of time as a result of financial difficulties, catastrophic events affecting their facilities, or other factors, including recent supply chain disruptions we have experienced, or if we were unable to negotiate acceptable terms for the supply of materials or services with these suppliers, our business could be adversely affected. We may not be able to find acceptable alternatives, and any such alternatives could result in increased costs. We believe that our supply management and production practices are based on an appropriate balancing of the foreseeable risks and the costs of alternative practices. Nonetheless, reduced availability or interruption in supplies, whether resulting from more stringent regulatory requirements, increases in duties or tariff costs, disruptions in transportation, severe weather, the occurrence or threat of wars or other conflicts, or any other reason, could have an adverse effect on our financial condition, consolidated results of operations, and cash flows. Extended inability to source a necessary raw material or service could cause us to cease manufacturing one or more products for a period of time, which could also lead to loss of customers, as well as reputational, competitive, or business harm, which could have a material adverse effect on our business, financial condition, and consolidated results of operations.

14. *Uncertainty in United States global trade policy and risks with governmental instability in certain parts of the world could negatively impact our business.*

The U.S. government has at times indicated a willingness to significantly change, and has in some cases significantly changed, trade policies or agreements. Specific proposals that could have a material impact on us involve matters including (but not limited to) changes to existing trade agreements or entry into new trade agreements, sanctions policies, import and export regulations, tariffs or proposed tariffs, taxes and customs duties, public company reporting requirements, environmental regulation, and antitrust enforcement.

The U.S. administration has recently announced or proposed multiple new tariffs on certain industry sectors or imports from various countries, including India, the European Union, Switzerland, Mexico, Canada, and China. These tariffs may increase the cost of certain products and may negatively impact our results of operations.

Because the situation is fluid and trade negotiations may be ongoing, we cannot at this time predict future trade policy or what additional actions, if any, will be taken by the U.S. government with respect to trade agreements or the imposition of additional tariffs or other measures, including ongoing trade negotiations between U.S. and other nations, as trade agreements are negotiated. As a result, an increase in tariffs on imported goods, the suspension, reversal, or reinstatement of originally announced agreements, or the occurrence of a trade war or other governmental action related to tariffs or trade agreements, could potentially adversely impact demand for our products, our costs, our customers, our suppliers, and the U.S. or global economy, which in turn could adversely impact our business, financial condition, and results of operations.

In addition, certain countries that are central to our businesses have imposed or been subject to imposition or have threatened imposition of retaliatory tariffs in response to tariffs imposed by the U.S. While the implementation of the tariffs from certain countries or Section 232 investigations are currently under negotiation or investigations, these actions, along with recent governmental instability in certain parts of the world, expose us to risk. In addition, support for protectionism and rising anti-globalization sentiment in the U.S. and in other countries could lead to disruption and cost increases in our established patterns for sourcing our raw materials and create increased uncertainties in planning our sourcing strategies and forecasting our margins. Changes or threats in U.S. tariffs, quotas, trade relationships or agreements, or tax law, or similar actions taken by other countries, could reduce the supply of goods available to us or increase our cost of goods. Although such changes would in many cases have implications across the entire industry, we may fail to effectively adapt to and manage the adjustments in strategy that would be necessary in response to those changes. As we make business decisions in the face of uncertainty, we may incorrectly anticipate the outcomes, miss out on business opportunities or fail to effectively adapt our business strategies and manage the adjustments that are necessary in response to those changes. These risks could materially and adversely impact our business, consolidated results of operations, and financial condition.

15. *International economic, political, legal, and business factors could negatively affect our consolidated results of operations, cash flows, financial condition, and growth.*

We derived approximately 63%, 59%, and 62% of our net revenue from our operations outside the U.S. for the years ended September 30, 2025, 2024, and 2023, respectively. This net revenue was primarily generated in Europe, the Middle East, Asia, South America, and Canada. In addition, we have manufacturing operations, suppliers, and employees located outside the U.S. Since our growth strategy depends in part on our ability to further penetrate markets outside the U.S., we expect to continue to increase our revenue and presence outside the U.S., including in emerging markets.

Our international business is subject to risks that are often encountered in non-U.S. operations, including:

- interruption in the transportation of materials to us and finished goods to our customers, including conditions where recovery from natural disasters may be delayed due to country-specific infrastructure and resources;
- threat of wars or other conflicts;
- differences in terms of sale, including payment terms;
- local product preferences and product requirements;
- changes in a country's or region's political or economic condition, including with respect to safety and health issues;
- trade protection measures and import or export licensing requirements;
- unexpected changes in laws or regulatory requirements, including unfavorable changes with respect to tax, trade, sanctions compliance, or climate change related matters;
- limitations on ownership and on repatriation of earnings and cash;
- difficulty in staffing and managing widespread operations;
- differing labor regulations;
- difficulties in enforcing contract and property rights under local law;
- difficulties in implementing restructuring actions on a timely or comprehensive basis; and
- differing protection of intellectual property.

Such risks may be more likely or pronounced in emerging markets, where our operations may be subject to greater uncertainty due to increased volatility associated with the developing nature of their economic, legal, and governmental systems.

If we are unable to successfully manage the risks associated with expanding our global business or to adequately manage operational fluctuations, it could adversely affect our business, financial condition, or consolidated results of operations.

16. *We operate in highly competitive industries, many of which are currently subject to intense price competition, and if we are unable to compete successfully, it could have a material adverse effect on our business, financial condition, and consolidated results of operations.*

Many of the industries in which we operate are highly competitive. Our products may not compete successfully with those of our competitors. The markets for plastic processing equipment and related products, material handling equipment, complete equipment systems, and mold components are highly competitive and include a number of North American, European, and Asian competitors. Principal competitive factors in the plastic processing industry, material handling equipment, and complete equipment systems include price, lead time, product features, technology, total cost of ownership, performance, reliability, quality, delivery, and customer service. Principal competitive factors in the mold components industry include technology, price, quality, performance, and delivery.

Our competitors may be positioned to offer more favorable pricing to customers, resulting in reduced volume and profitability. In certain cases, we have lost business to competitors who offered prices lower than ours. Competition may also limit our ability to pass on the effects of increases in our cost structure. In addition, some of our competitors may have greater financial resources and less debt than we do, which may place us at a competitive disadvantage in the future. These competitors may be better able to withstand and respond to changes in conditions within our industry.

Additionally, the Company's competitors may adopt new technologies and technological advancements using artificial intelligence and machine learning to pursue new products and services more quickly, successfully and effectively than the Company.

Competition in any of these areas may reduce our sales and adversely affect our earnings or cash flow by resulting in decreased sales volumes, reduced prices, and increased costs of manufacturing, distributing, and selling our products.

17. *We operate in cyclical industries.*

As an industrial capital goods supplier, we serve industries that are cyclical and sensitive to changes in general economic conditions, such as packaging, automotive, construction, consumer goods, electronics, chemicals, and plastics industries. The performance of many of our businesses is directly related to the production levels of our customers. In particular, prices for plastic resins used to make plastic products and parts tend to fluctuate to a greater degree than our customers can adjust for in the pricing of their products. When resin prices increase, certain of our customers' profit margins decrease, which may result in lower demand for our products. Therefore, our business is affected by fluctuations in the price of resin, which could have an adverse effect on our business and ability to generate operating cash flows.

During periods of economic expansion, when capital spending normally increases, our businesses generally benefit from greater demand for our products. During periods of economic contraction, when capital spending normally decreases, they generally are adversely affected by declining demand for new equipment orders, and may be subject to increases in uncollectible receivables from customers who become insolvent. There can be no assurance that economic expansion or increased demand will occur or be sustainable, and our financial condition, consolidated results of operations, and cash flows could be materially adversely affected.

18. *A key component of our growth strategy is making significant acquisitions, some of which may be outside the industries in which we currently operate. We may not be able to achieve some or all of the benefits that we expect to achieve from these acquisitions. If an acquisition were to perform unfavorably, it could have an adverse impact on our business and consolidated results of operations.*

All acquisitions, including the FPM and Linxis acquisitions, involve inherent uncertainties, which may include, among other things, our ability to:

- successfully identify the most suitable targets for acquisition;
- negotiate reasonable terms;
- properly perform due diligence and determine all the significant risks associated with a particular acquisition;

- successfully achieve the desired performance of the acquired company;
- avoid diversion of Company management's attention from other important business activities; and
- where applicable, implement restructuring activities without an adverse impact to business operations.

We may acquire businesses with unknown liabilities, contingent liabilities, internal control deficiencies, or other risks. We have plans and procedures to review potential acquisition candidates for a variety of due diligence matters, including compliance with applicable regulations and laws prior to acquisition. Despite these efforts, realization of any of these liabilities or deficiencies may increase our expenses, adversely affect our financial position, or cause us to fail to meet our public financial reporting obligations.

We generally seek indemnification covering these matters from sellers or other sources including insurance policies; however, the liability of the sellers or other sources is often limited, and certain former owners may be unable to meet their indemnification responsibilities. We cannot be assured that these indemnification provisions will fully protect us, and as a result we may face unexpected liabilities that adversely affect our profitability and financial position.

We may not achieve the intended benefits of our acquisitions. Under such circumstances, management could be required to spend significant amounts of time and resources in the transition of the acquired business, and we may not fully realize benefits anticipated from key initiatives, including the application of the HOM. We may also decide to sell previously acquired businesses, or portions thereof, that no longer meet our strategic objectives, potentially resulting in a loss, accounting charge, or other negative impact. As a result of these factors, our business, cash flows, and consolidated results of operations could be materially impacted.

If we acquire a company that operates in an industry that is different from the ones in which we currently operate, our lack of experience with that company's industry could have a material adverse impact on our ability to manage that business and realize the benefits of that acquisition.

19. *We have completed several divestitures, including the divestiture of our historical Batesville reportable operating segment and a majority interest in Milacron, and we continually assess the strategic fit of our existing businesses. We may divest or otherwise dispose of businesses that are deemed not to fit with our strategic plan or are not achieving the desired return on investment, and we cannot be certain that our business, consolidated results of operations, and financial condition will not be materially and adversely affected.*

A successful divestiture depends on various factors, including reaching an agreement with potential buyers on terms we deem attractive, as well as our ability to effectively transfer liabilities, contracts, facilities, and employees to any purchaser, identify and separate the intellectual property to be divested from the intellectual property that we wish to retain, reduce fixed costs previously associated with the divested assets or business, and collect the proceeds from any divestitures. These efforts require varying levels of management resources, which may divert our attention from other business operations. If we do not realize the expected benefits of any divestiture transaction or experience unexpected costs or similar risks, our consolidated financial position, consolidated results of operations, and cash flows could be negatively impacted. In addition, divestitures of businesses involve a number of risks, including significant costs and expenses, the potential loss of or changes to customer, employee, or supplier relationships, potential adverse impacts to volume-based pricing under existing and future purchasing arrangements, and a decrease in net revenue and earnings associated with the divested business. Furthermore, any divestiture may result in a dilutive impact to our future earnings if we are unable to offset the dilutive impact from the associated loss of revenue, and may also result in significant write-offs, including those related to goodwill and other intangible assets, any of which could have a material adverse effect on our consolidated results of operations and financial condition.

In addition, divestitures, in particular the divestitures of our historical Batesville reportable operating segment and majority interest in Milacron, potentially involve significant post-closing separation and transition activities, which could involve the expenditure of material financial resources and significant employee resources. These activities may require diversion of significant capital and other resources that otherwise could have been used in our business operations. There can be no assurance that divestitures, including the Batesville and Milacron business divestitures noted above, will be ultimately beneficial to us or have a positive effect on shareholder value.

20. *Goodwill and other identifiable indefinite-lived intangible assets, which are subject to periodic impairment evaluations, represent a significant portion of our total assets. An impairment charge on these assets could have a material adverse impact on our financial condition and consolidated results of operations.*

We maintain intangible assets related to a number of historical acquisitions, portions of which were identified as either goodwill or indefinite-lived assets. We periodically assess these assets to determine if they are impaired. Significant negative industry or

economic trends, disruptions to our business, inability to effectively integrate acquired businesses, unexpected significant changes or planned changes in use of the assets, divestitures, and market capitalization declines may impair these assets, and any of these factors may be increasingly impactful during a period of ongoing global supply chain disruption or macroeconomic uncertainty.

As required by applicable accounting standards, we review goodwill and other identifiable intangible assets for impairment either annually or whenever changes in circumstances indicate that the carrying value may not be recoverable. The risk of impairment to goodwill and other indefinite-lived intangible assets is generally higher during the early years following an acquisition, because the fair values of these assets align very closely with what we paid to acquire them. As a result, and especially if the acquired business is a separate reporting unit, the difference between the carrying value of the reporting unit and its fair value (typically referred to as “headroom”) is smaller at the time of acquisition. If the acquired business is included in an existing reporting unit, this impact often can be less significant. In any case, until this headroom grows over time, due to business growth or lower carrying value of the reporting unit, a small decline in reporting unit fair value may trigger impairment charges. When impairment charges are triggered, they tend to be material due to the size of the assets involved. Future acquisitions could present these same risks as with acquisitions we have made to date.

Any charges relating to such impairments, similar to those recorded for the years ended September 30, 2025 and 2024, could adversely affect our consolidated results of operations in the periods recognized.

- 21. *We derive significant net revenue from the plastics industry. Decrease in demand for base resin or engineering plastics or equipment used in the production of these products, changes in technological advances, or changes in laws or regulations could have a material adverse effect on our business, financial condition, and consolidated results of operations.***

The majority of net revenue from our Molding Technology Solutions reportable operating segment is realized from the manufacture, distribution, and service of highly engineered and customized systems within the plastic technology and processing market. Advanced Process Solutions also sells equipment, including highly engineered extruders, feeders, and conveying systems, to the plastics industry for the production of base resins, durable engineering grade plastics, and other compounded plastics (including bioplastics and recycled plastic product). Sales volume is dependent upon the need for equipment used to produce these products, which may be significantly influenced by the demand for plastics, the capital investment needs of companies in the plastics industry, changes in technological advances, or changes in laws or regulations such as, but not limited to, those related to single-use plastics, expanded-polystyrene and polystyrene foams, extended producer responsibility, content requirements for products, recycled content requirements, and reduction mandates. Unfavorable developments in the plastics industry could impact our customers and, as a result, have a material adverse effect on our business, financial condition, and consolidated results of operations.

- 22. *Changes in economic conditions, food consumption patterns due to dietary trends, or other reasons may adversely affect our business, financial condition, consolidated results of operations, and cash flows.***

Rising food and other input costs, as well as recessionary fears, may negatively impact our customers’ ability to forecast consumer demand for various food products, including pet food, and as a result negatively impact demand for our goods and services. Dietary trends can positively or negatively impact demand for certain types of food, including, for example, proteins or carbohydrates, or for certain packaging or categories of food products, including, for example, easy to prepare, transportable meals, or traditional canned food products. Because demand for different food types, packagings, or categories can quickly fluctuate as a function of dietary, health, convenience, sustainability, or other trends, food processors can be challenged in accurately forecasting their needed manufacturing capacity and the related investment in equipment and services. A demand shift away from protein products or processed foods could have a material adverse effect on our business, financial condition, consolidated results of operations, and cash flows.

- 23. *We rely upon our employees, agents, and business partners to comply with laws in many different countries and jurisdictions. We establish policies and provide training to assist them in understanding our policies and the regulations most applicable to our business; however, our reputation, ability to do business, and consolidated results of operations may be impaired by improper conduct by these parties.***

We cannot provide assurance that our internal controls and compliance systems will always protect us from acts committed by our employees, agents, or business partners that would violate U.S. or non-U.S. laws, including laws governing payments to government officials, bribery, fraud, anti-kickback, false claims, competition, export and import compliance, including the U.S. Commerce Department’s Export Administration Regulations, trade sanctions promulgated by the Office of Foreign Asset Control (“OFAC”), anti-money laundering, and data privacy. In particular, the U.S. Foreign Corrupt Practices Act, the U.K.

Bribery Act, and similar anti-bribery laws in other jurisdictions generally prohibit companies and their intermediaries, including us, from making improper payments to government officials or other parties for the purpose of obtaining or retaining business, and we operate in many parts of the world that have experienced corruption to some degree. Consequently, we are subject to the jurisdiction of various governments and regulatory agencies outside of the U.S., which may bring our personnel into contact with foreign officials responsible for issuing or renewing permits, licenses, or approvals or for enforcing other governmental regulations. In addition, some of the international locations in which we operate lack a developed legal system and have elevated levels of corruption. Our global operations expose us to the risk of violating, or being accused of violating, the foregoing or other anti-corruption laws. Any such improper actions could subject us to civil or criminal investigations in the U.S. and in other jurisdictions; could lead to substantial civil and criminal, monetary and non-monetary penalties, and related shareholder lawsuits; could cause us to incur significant legal fees; and could damage our reputation.

24. *The effective tax rate of the Company may be negatively impacted by changes in the mix of earnings as well as future changes to tax laws in global jurisdictions in which we operate.*

We are subject to income taxes in the U.S. and various other global jurisdictions. Our effective tax rate could be adversely affected by changes in the mix of earnings by jurisdiction and the valuation of deferred tax assets and liabilities. There is a global effort among developed countries to enact international tax reform that would change the way multinational organizations are taxed. If the tax reform proposals are enacted, they could have a material impact on our tax provision and value of deferred tax assets and liabilities. We recognize deferred tax assets and liabilities based on the differences between the consolidated financial statement carrying amounts and the tax basis of assets and liabilities. Significant judgment is required in determining our provision for income taxes. We regularly review our deferred tax assets for recoverability and establish a valuation allowance if it is more likely than not that some portion or all of a deferred tax asset will not be realized. If we are unable to generate sufficient future taxable income, if there is a material change in the actual effective tax rates, or if there is a change to the time period within which the underlying temporary differences become taxable or deductible, we could be required to increase our valuation allowance against our deferred tax assets, which could result in a material increase in our effective tax rate.

Changes in tax laws or tax rulings could have a material impact on our effective tax rate. Many countries in the European Union, as well as several other countries and organizations such as the Organization for Economic Cooperation and Development, are actively considering changes to existing tax laws. Certain proposals could include recommendations that could increase our tax obligations in those countries where we do business. Any changes in the taxation of our activities in such jurisdictions may result in a material increase in our effective tax rate.

25. *We are exposed to a number of different tax uncertainties, which could have a material adverse effect on our consolidated results of operations.*

We are required to pay taxes in multiple jurisdictions. We determine the tax liability we are required to pay based on our interpretation of applicable tax laws and regulations in the jurisdictions in which we operate. We may be subject to unfavorable changes, including retroactive changes, in the tax laws and regulations to which we are subject.

We are subject to tax audits by governmental authorities in the U.S. and numerous non-U.S. jurisdictions, which are inherently uncertain. Negative or unexpected results from one or more such tax audits could adversely affect our consolidated results of operations. Tax controls and changes in tax laws or regulations or the interpretation given to them may expose us to negative tax consequences, including interest payments and potential penalties, which could have a material adverse effect on our consolidated results of operations.

26. *We are involved from time to time in claims, lawsuits, and governmental proceedings relating to our operations, including environmental, antitrust, patent infringement, business practices, commercial transactions, and other matters. The ultimate outcome of these claims, lawsuits, and governmental proceedings cannot be predicted with certainty but could have a material adverse effect on our financial condition, consolidated results of operations, and cash flows.*

We are subject to potential claims, including environmental, antitrust, patent infringement, business practices, commercial transactions, product and general liability, cybersecurity and privacy matters, workers' compensation, auto liability, employment-related, and other matters. While we maintain insurance for certain of these exposures, the policies in place are often high-deductible policies. It is difficult to measure the actual loss that might be incurred related to litigation or other potential claims, and the ultimate outcome of claims, lawsuits, and proceedings could have a material adverse effect on our financial condition, consolidated results of operations, and cash flows. For a more detailed discussion of claims, see Note 12 to our Consolidated Financial Statements included in Part II, Item 8, of this Form 10-K.

27. *Uncertainty in the U.S. political and regulatory environment could negatively impact our business.*

The U.S. political and regulatory environment may create uncertainty with respect to, and could result in additional changes in, or potential gridlock hindering legislation, regulation, international relations, and government policy, or could result in possible civil unrest or other disturbances in connection therewith. Additionally, the scope, clarity of guidance from regulators, and uncertain enforcement and implementation times allowed for new regulations in the U.S. and other jurisdictions may result in increased costs or temporarily impact business operations. While it is not possible to predict whether and when any such additional changes or disturbances could occur, any such events, whether at the local, state, or federal level, or outside the U.S., could significantly impact our business and the industries in which we compete. To the extent such disturbances or changes in the political or regulatory environment have a negative impact on the Company or the markets in which we operate, it may materially and adversely impact our business, consolidated results of operations, and financial condition.

28. *We are subject to risks arising from currency exchange rate fluctuations, which may adversely affect our consolidated results of operations and financial condition.*

We are subject to currency exchange rate risk to the extent that our costs are denominated in currencies other than those in which we earn revenue. In addition, since our Consolidated Financial Statements are denominated in U.S. dollars, changes in currency exchange rates between the U.S. dollar and other currencies have had, and will continue to have, an impact on our consolidated results of operations. The Company's predominant exposures are to the Euro, Canadian dollar, Swiss franc, Mexican peso, Chinese Renminbi, Japanese Yen, Indian Rupee, and British pound sterling. In preparing financial statements for foreign operations with functional currencies other than the U.S. dollar, asset and liability accounts are translated at current exchange rates and income and expenses are translated using weighted-average exchange rates. With respect to the effects on translated earnings, if the U.S. dollar strengthens relative to local currencies, as happens from time to time, the Company's earnings could be negatively impacted. Although we address currency risk management through regular operating and financing activities and through the use of derivative financial instruments, those actions may not prove to be fully effective.

29. *The Company could face labor disruptions that interfere with operations.*

As of September 30, 2025 and 2024, approximately 43% and 32%, respectively, of Hillenbrand's employees work under collective bargaining agreements or works councils. Although we have not experienced any significant work stoppages in the past 20 years as a result of labor disagreements, we will need to negotiate new labor agreements in coming years and cannot ensure that such a stoppage will not occur in the future. Inability to negotiate satisfactory new agreements or a labor disturbance at one or more of our facilities could have a material adverse effect on our consolidated results of operations.

30. *Business disruptions due to physical risks of climate change, such as catastrophic weather events and natural disasters, could adversely impact the Company's consolidated results of operations, financial condition, and liquidity.*

The physical risks of climate change are highly uncertain and may differ in the geographic regions in which the Company operates. These physical risks may impact the availability and cost of materials, sources and supply of energy, or product demand and manufacturing, and could increase insurance and other operating costs. There may be operational risk due to the significant impact climate change could pose to employees' lives, the Company's supply chain, or electrical power availability from climate-related weather events. Climate-related events have the potential to disrupt our business, including the business of our suppliers, and may cause us to experience higher attrition, losses, and additional costs to resume operations.

31. *Provisions in our Articles of Incorporation and By-laws and facets of Indiana law may prevent or delay an acquisition of the Company, which could decrease the trading price of our common stock.*

Our Articles of Incorporation and By-laws, as well as Indiana law, contain provisions that could delay or prevent changes in control if our Board of Directors determines that such changes in control are not in the best interests of our shareholders. While these provisions have the effect of encouraging persons seeking to acquire control of our Company to negotiate with our Board of Directors, they could enable our Board of Directors to hinder or frustrate a transaction that the Board of Directors believes is not in the best interests of shareholders, but which some, or a majority, of our shareholders might believe to be in their best interests.

These provisions include, among others:

- the division of our Board of Directors into three classes with staggered terms;
- the inability of our shareholders to act by less than unanimous written consent;
- rules regarding how shareholders may present proposals or nominate directors for election at shareholder meetings;
- the right of our Board of Directors to issue preferred stock without shareholder approval; and
- limitations on the right of shareholders to remove directors.

Indiana law also imposes some restrictions on mergers and other business combinations between the Company and any holder of 10% or more of our outstanding common stock.

We believe these provisions are important for a public company and protect our shareholders from coercive or otherwise potentially unfair takeover tactics by encouraging potential acquirers to negotiate with our Board of Directors and by providing our Board of Directors with appropriate time to assess any acquisition proposal. These provisions are not intended to make our Company immune from takeovers; however, they may apply if the Board of Directors determines that a takeover offer is not in the best interests of our shareholders, even if some shareholders believe the offer to be beneficial.

Item 1B. UNRESOLVED STAFF COMMENTS

We have not received any comments from the staff of the SEC regarding our periodic or current reports that remain unresolved.

Item 1C. CYBERSECURITY

Risk management and strategy

We recognize the importance of assessing, identifying, and managing material risks associated with cybersecurity threats, which include, among other things: operational risks, intellectual property theft, fraud, extortion, harm to employees or customers, and violation of data privacy or security laws.

We have developed and implemented a cybersecurity risk management program to protect critical assets, scale with business growth, identify and mitigate threats, and enable us to conduct our business securely. The program's design utilizes the National Institute of Standards and Technology (NIST) Cybersecurity Framework, while adapting certain elements to align with our specific operational needs and objectives. The program and other cybersecurity processes have been integrated into our overall risk management framework.

Certain key components of our cybersecurity program include the following:

Protecting our technology and information systems: We use various tools to help manage our overall program including unauthorized access detection, 24x7 security monitoring, email protection, network intrusion prevention systems, security training, penetration testing, and other similar tools to protect the Company's data. When adopting or changing technology, we conduct risk-based security and privacy impact assessments and deploy administrative, physical, and technical safeguards that are designed to reasonably protect us from cybersecurity threats. We actively monitor and proactively research potential cybersecurity threats to our technologies and information systems and use what we learn to evolve our security controls over time to mitigate risks posed by such threats.

Incident response and recovery planning: We maintain incident response and recovery plans that direct our response to cybersecurity incidents. These plans guide how we evaluate and assign incident severity levels and reporting thresholds, escalate and engage cross functional incident response teams, perform materiality assessments, and manage and mitigate the related risks. We also maintain a cybersecurity insurance program to reimburse covered costs, losses and claims relating to a data or security breach.

Third-party risk management: We maintain a risk-based approach to identifying and managing cybersecurity threats presented by third-party systems that support our operations, as well as third-party users of our data and systems, including vendors, service providers, and subcontractors. Further, we require third-party users with such access to our data and systems to adhere to industry policies and standards that are comparable to or exceed our policies and standards. For third-party users that do not have access to our data and systems, we require those users to maintain cybersecurity practices that align with industry standards and applicable laws.

Training and awareness: We have a cybersecurity training program designed to educate and train employees on how to identify and report cybersecurity threats, which includes regular phishing exercises and recurring cybersecurity awareness training to all our associates and third parties who have access to Company email and networks. Training programs are conducted on a

periodic basis and are focused on giving employees awareness and tools to manage the most relevant and prevalent cybersecurity risks to us. Specialized training is also offered to employees in sensitive roles.

Assessments and testing: We use third party specialists to conduct periodic assessment and testing of our policies, standards, processes, and practices that are designed to address cybersecurity threats. These efforts include tabletop exercises, risk assessments, vulnerability testing, and other exercises focused on evaluating the effectiveness of our cybersecurity measures and planning. Where appropriate we adjust our cybersecurity policies, standards, processes, and practices accordingly based on internal and external assessment and testing results.

As of the date of this Form 10-K, we are not aware of any cybersecurity threats or incidents that have materially affected us or are reasonably likely to materially affect us, including our business strategy, consolidated results of operations, or financial condition. However, despite our security measures, we cannot assure that we or our third-party partners will not experience a future cybersecurity incident that could materially affect us.

Governance

Our Board of Directors oversees overall cybersecurity risk and strategy, and the Audit Committee of the Board of Directors oversees information security compliance as part of its broader compliance oversight mandate. Together, this ensures that the Board of Directors has a comprehensive view of the Company's cybersecurity risk profile and framework. The Board of Directors and its Audit Committee include directors with knowledge, skills, and cybersecurity and information technology experience.

Our Company's Executive Management Team ("EMT") receives periodic briefings, and the Board of Directors and its Audit Committee receives annual and quarterly briefings, respectively, on cybersecurity matters. These briefings may include updates on critical information security and cybersecurity risks and the threat landscape; cybersecurity improvement initiatives and the internal control environment; and, if relevant, the status of actions taken with respect to any cybersecurity incidents.

The Chief Information Security Officer ("CISO") is responsible for assessing, identifying, and managing cybersecurity risks, including implementation of our cybersecurity risk management program. The CISO works in partnership with the information technology, legal, finance, and internal audit functions to review information technology-related policies and internal controls in managing the cyber risk.

The CISO has information technology and information security experience, including enterprise risk management leadership, and holds a Certified Information Security Manager certification from the Information Systems Audit and Control Association (ISACA). The CISO reports to the Chief Information Officer ("CIO"), who is a member of the EMT and reports directly to the CEO. The CIO has extensive experience overseeing and executing technology strategies and implementations in complex, global organizations.

As a part of our incident response plan, the CISO also reports and escalates cybersecurity incidents to the EMT and the Audit Committee as appropriate.

Item 2. PROPERTIES

Our corporate headquarters is located in Batesville, Indiana, in a facility that we lease. At September 30, 2025, Advanced Process Solutions operated 14 significant manufacturing facilities located in the U.S. (in Kansas, Missouri, Ohio, Virginia and Wisconsin), Germany, France, Switzerland, China, and the United Kingdom. Five of these facilities are owned and nine are leased. Advanced Process Solutions also leases or owns a number of warehouse distribution centers, service centers, and sales offices located in the U.S., Canada, Europe, Asia, and South America.

At September 30, 2025, Molding Technology Solutions operated five significant manufacturing facilities located in Germany, China, India, Canada, and the Czech Republic. Two of these facilities are owned and three are leased. Molding Technology Solutions also leases or owns a number of warehouse distribution centers, service centers, and sales offices located in the U.S., Mexico, Canada, Europe, Asia, and South America.

Facilities often serve multiple purposes, such as administration, sales, manufacturing, testing, warehousing, and distribution. We believe our current facilities will provide adequate capacity to meet expected demand for the next several years.

Item 3. LEGAL PROCEEDINGS

From time to time, we are involved in claims, lawsuits, and government proceedings relating to our operations, including environmental, antitrust, patent infringement, business practices, commercial transactions, product and general liability,

cybersecurity and privacy matters, workers’ compensation, auto liability, employment-related, and other matters. The ultimate outcome of any claims, lawsuits, and proceedings cannot be predicted with certainty. We carry various forms of commercial, property and casualty, cybersecurity, product liability, and other forms of insurance; however, such insurance may not be applicable or adequate to cover the costs associated with a judgment against us, and in most instances have deductibles and self-funded retentions up to \$0.5 per occurrence or per claim, depending upon the type of coverage and policy period. It is difficult to measure the actual loss that might be incurred related to litigation, and the ultimate outcome of these claims, lawsuits, and proceedings could have a material adverse effect on our financial condition, consolidated results of operations, and cash flows.

For more information on various legal proceedings, see Note 12 to our Consolidated Financial Statements included in Part II, Item 8, of this Form 10-K. That information is incorporated into this Item 3 by reference.

Item 4. MINE SAFETY DISCLOSURES

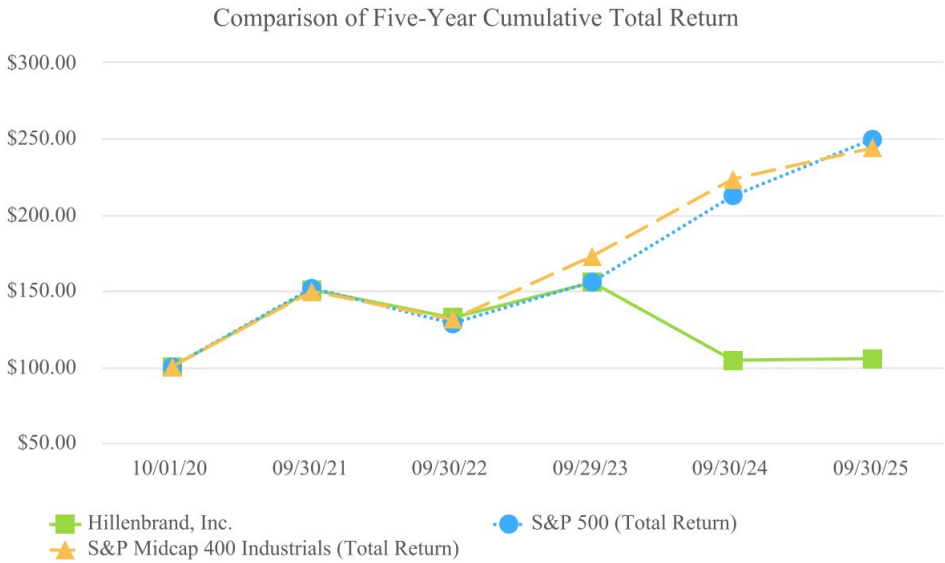
Not applicable.

PART II

Item 5. MARKET FOR REGISTRANT’S COMMON EQUITY, RELATED STOCKHOLDER MATTERS, AND ISSUER PURCHASES OF EQUITY SECURITIES

Hillenbrand common stock is traded on the New York Stock Exchange under the ticker symbol “HI.”

As of November 14, 2025, we had approximately 1,351 shareholders of record.



Share Repurchases

On December 2, 2021, our Board of Directors authorized a new share repurchase program of up to \$300.0, which replaced the previous \$200.0 share repurchase program authorized on December 7, 2018. The repurchase program has no expiration date but may be terminated by the Board of Directors at any time. No purchases of our common stock were made during the year ended September 30, 2025.

Dividend Policy

We returned \$63.4 to shareholders in fiscal 2025 in the form of quarterly dividends. We increased our quarterly dividend in fiscal 2025 to \$0.2250 per common share from \$0.2225 per common share paid in fiscal 2024. The Merger Agreement includes

certain limitations on our ability to pay dividends. Pursuant to the terms of the Merger Agreement, we currently expect to pay approximately \$16.0 in the first quarter of fiscal 2026 based on our outstanding common stock at September 30, 2025, subject to the discretion of our Board of Directors.

Item 6. Reserved

Item 7. MANAGEMENT’S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

(dollars in millions throughout Management’s Discussion and Analysis of Financial Condition and Results of Operations)

(unless otherwise stated, references to years relate to fiscal years)

The following discussion compares our results for the year ended September 30, 2025, to the year ended September 30, 2024. The discussion comparing our results for the year ended September 30, 2024, to the year ended September 30, 2023, is included within Management’s Discussion and Analysis of Financial Condition and Results of Operation in our Annual Report on Form 10-K for the year ended September 30, 2024, filed with the SEC on November 19, 2024. We begin the discussion at a consolidated level and then provide separate detail about Advanced Process Solutions and Molding Technology Solutions reportable operating segments, as well as Corporate. These financial results are prepared in accordance with United States (“U.S.”) generally accepted accounting principles (“GAAP”).

We also provide certain non-GAAP operating performance measures. These non-GAAP measures are referred to as “adjusted” measures and generally exclude expenses associated with business acquisitions, divestiture, and integration costs, restructuring and restructuring-related charges, impairment charges, gains on sale of property, plant, and equipment, gain on equity method investments, pension settlement (gain) charges, inventory step-up costs related to acquisitions, other non-recurring costs related to a discrete commercial dispute, and gains and losses on divestitures.

Non-GAAP information is provided as a supplement to, not as a substitute for, or as superior to, measures of financial performance prepared in accordance with GAAP.

We use this non-GAAP information internally to make operating decisions and believe it is helpful to investors because it allows more meaningful period-to-period comparisons of our ongoing operating results. The information can also be used to perform trend analysis and to better identify operating trends that may otherwise be masked or distorted by items such as the above excluded items. We believe this information provides a higher degree of transparency.

An important non-GAAP measure that we use is adjusted EBITDA. A part of Hillenbrand’s strategy is to selectively acquire companies that we believe can benefit from the Hillenbrand Operating Model (“HOM”) to spur faster and more profitable growth. Given that strategy, it is a natural consequence to incur related expenses, such as amortization from acquired intangible assets and additional interest expense from debt-funded acquisitions. Accordingly, we use adjusted EBITDA, among other measures, to monitor our business performance. Adjusted EBITDA is not a recognized term under GAAP and therefore does not purport to be an alternative to consolidated net income (loss). Further, the Company’s measure of adjusted EBITDA may not be comparable to similarly titled measures of other companies.

We expect that future net revenue associated with our reportable operating segments will be influenced by order backlog because of the lead time involved in fulfilling engineered-to-order equipment and solutions for customers. Although backlog can be an indicator of future net revenue, it does not include projects and aftermarket parts orders that are booked and shipped within the same quarter. The timing of order placement, size, extent of customization, and customer delivery dates can create fluctuations in backlog and net revenue. Net revenue attributable to backlog may also be affected by foreign exchange fluctuations for orders denominated in currencies other than U.S. dollars.

We calculate the foreign currency impact on net revenue, gross profit, selling, general and administrative expenses, consolidated net income (loss) and consolidated adjusted EBITDA, in order to better measure the comparability of results between periods. We calculate the foreign currency impact by translating current year results at prior year foreign exchange rates. This information is provided because exchange rates can distort the underlying change in these metrics, either positively or negatively. The cost structure for Corporate is generally not significantly impacted by the fluctuation in foreign exchange rates, and we do not disclose the foreign currency impact in the Operations Review below where the impact is not significant.

Another important operational measure used is backlog. Backlog is not a term recognized under GAAP; however, it is a common measurement used in industries with extended lead times for order fulfillment (long-term contracts), like those in which our reportable operating segments compete. Backlog represents the amount of net revenue that we expect to realize on contracts awarded to our reportable operating segments. For purposes of calculating backlog, 100% of estimated net revenue attributable to consolidated subsidiaries is included. Backlog includes expected net revenue from large systems and equipment, as well as aftermarket parts, components, and service. The length of time that projects remain in backlog can span from days for aftermarket parts or service to approximately 18 to 24 months for larger system sales within the Advanced Process Solutions reportable operating segment. The majority of the backlog within the Molding Technology Solutions reportable operating

segment is expected to be fulfilled within the next twelve months. Backlog includes expected net revenue from the remaining portion of firm orders not yet completed, as well as net revenue from change orders to the extent that they are reasonably expected to be realized. We include in backlog the full contract award, including awards subject to further customer approvals, which we expect to result in net revenue in future periods. In accordance with industry practice, our contracts may include provisions for cancellation, termination, or suspension at the discretion of the customer.

See page 41 for reconciliation of adjusted EBITDA to consolidated net income, the most directly comparable GAAP measure. We use non-GAAP measures in certain other instances and include information reconciling such non-GAAP measures to the respective most directly comparable GAAP measures. Given that backlog is an operational measure and that the Company's methodology for calculating backlog does not meet the definition of a non-GAAP measure, as that term is defined by the SEC, a quantitative reconciliation is not required or provided.

Acquisition by Lone Star

As announced on October 15, 2025, on October 14, 2025, Hillenbrand entered into the Merger Agreement with affiliates of Lone Star Fund XII, L.P. referred to in this Form 10-K as Parent and Merger Sub. The Merger Agreement provides for the merger of Merger Sub with and into Hillenbrand, with Hillenbrand surviving the Merger as a wholly owned subsidiary of Parent. At the Effective Time, on the terms and subject to the conditions set forth in the Merger Agreement, each share of the Company's common stock issued and outstanding immediately prior to such time, other than shares of the Company's common stock owned by Hillenbrand, any wholly owned subsidiary of Hillenbrand, Parent, Merger Sub or any other wholly owned subsidiary of Parent (each of which will be cancelled), will be converted into the right to receive \$32.00 in cash, without interest. The transactions contemplated by the Merger Agreement were unanimously approved by Hillenbrand's Board of Directors, and the Merger is expected to close by the end of the first quarter of calendar year 2026, subject to customary closing conditions, including approval by Hillenbrand shareholders and receipt of required regulatory approvals.

Other than transaction expenses associated with the Merger of \$3.3 for the year ended September 30, 2025, recorded in selling, general and administrative expenses in our Consolidated Statements of Operations, the Merger Agreement did not affect the Company's Consolidated Financial Statements for the year ended September 30, 2025.

CRITICAL ACCOUNTING POLICY AND ESTIMATE

Our financial results are affected by the selection and application of accounting policies and methods. Significant accounting policies which require management's judgment are discussed below. A detailed description of our accounting policies is included in the Notes to Consolidated Financial Statements included in Part II, Item 8, of this Form 10-K.

Revenue Recognition (Critical Accounting Policy)

Net revenue is measured as the amount of consideration the Company expects to receive in exchange for transferring goods or providing services and is recognized when performance obligations are satisfied under the terms of contracts with customers.

A performance obligation is deemed to be satisfied by the Company when control of the product or service is transferred to the customer. The transaction price of a contract, or the amount the Company expects to receive upon satisfaction of the performance obligation, is determined by reference to the contract's terms and includes adjustments, if applicable, for any variable consideration, such as sales discounts. The majority of sales discounts are included on the invoice to the customer and therefore, involved no estimation. If an estimate is required, these allowances are determined using the expected value method, which is typically based upon historical rates.

The timing of revenue recognition for the contract's performance obligation is either over time or at a point in time. We recognize revenue over time for contracts that have an enforceable right to collect payment for performance completed to date upon customer cancellation and provide one or more of the following: (i) service over a period of time, (ii) highly customized equipment, or (iii) parts which are highly engineered and have no alternative use. Net revenue generated from standard equipment and highly customized equipment or parts contracts without an enforceable right to payment for performance completed to date, as well as net revenue from non-specialized parts sales, is recognized at a point in time.

We use the input method of "cost-to-cost" to recognize net revenue over time. Accounting for these contracts involves management judgment in estimating total contract revenue and cost. Contract revenue is largely determined by negotiated contract prices and quantities. Contract costs are incurred over longer periods of time and, accordingly, the estimation of these costs requires judgment. We measure progress based on costs incurred to date relative to total estimated cost at completion. Incurred cost represents work performed, which corresponds with, and we believe thereby best depicts, the transfer of control to

the customer. Contract costs include labor, material, and certain overhead expenses. Cost estimates are based on various assumptions to project the outcome of future events, including the complexity and length of the work to be performed, the cost of materials, and the performance of suppliers and subcontractors. Significant factors that influence these estimates include inflationary trends, technical and schedule risk, internal performance trends, business volume assumptions, and anticipated labor agreements. Net revenue and cost estimates are regularly monitored and revised based on changes in circumstances. Anticipated losses on long-term manufacturing contracts are recognized immediately when such losses become evident, which is rare. We maintain financial controls over the customer qualification, contract pricing, and estimation processes designed to reduce the risk of contract losses.

Standalone service net revenue is recognized either over time proportionately over the period of the underlying contract or as invoiced, depending on the terms of the arrangement. Standalone service net revenue is not material to the Company.

Intangible Asset Impairment Determinations (Critical Accounting Estimate)

Impairment of goodwill and indefinite-lived intangible assets

Goodwill and other intangible assets with indefinite lives, primarily tradenames, are tested for impairment at least annually and upon the occurrence of certain triggering events or substantive changes in circumstances that indicate that the fair value may be below carrying value.

Impairment of goodwill is tested at the reporting unit level. A reporting unit is an operating segment or one level below an operating segment if discrete financial information is prepared and regularly reviewed by operating segment management. The Company currently has five reporting units. For the purpose of the goodwill impairment test, the Company can elect to perform a quantitative or qualitative analysis. If the qualitative test is elected, qualitative factors are assessed to determine whether it is more likely than not that the fair values of its reporting units are less than the respective carrying values of those reporting units. Such factors we consider in a qualitative analysis include, but are not limited to, macroeconomic conditions, industry and market considerations, cost factors, Company-specific events, events affecting the reporting unit, and the overall financial performance of the reporting unit. If after performing the qualitative analysis, the Company determines that it is more likely than not that the fair value of a reporting unit is less than its carrying value, then the Company must perform the quantitative goodwill impairment test.

If we elect to perform or are required to perform a quantitative analysis, we compare the carrying amount of the reporting unit's carrying value, including goodwill, to the fair value of the reporting unit. If the fair value exceeds the carrying value, no further evaluation is required, and no impairment loss is recognized. If the carrying value exceeds the fair value, an impairment charge is recognized for the difference between carrying amount and fair value, not to exceed the original amount of goodwill.

In determining the estimated fair value of the reporting units when performing a quantitative analysis, we consider both the market approach and the income approach. For purposes of the goodwill impairment test, weighting is equally attributed to both the market and income approaches in arriving at the fair value of the reporting units. To determine the reasonableness of the calculated fair values of our reporting units, the Company reviews the assumptions described below to ensure that neither the market approach nor the income approach yields significantly different valuations. We selected these valuation approaches because we believe the combination of these approaches, along with our best judgment regarding underlying assumptions and estimates, provides us with the best estimate of fair value of our reporting units. We believe these valuation approaches are appropriate for the industry and widely accepted by investors.

Under the market approach, we utilize the guideline company method, which involves calculating valuation multiples based on financial data from comparable publicly traded companies. Multiples derived from these companies provide an indication of how much a knowledgeable investor in the marketplace would be willing to pay for a company. These multiples are then applied to the financial data for our reporting units to arrive at an indication of value.

Under the income approach, the fair value of the reporting unit is based on the present value of estimated future cash flows utilizing a market-based weighted-average cost of capital determined separately for each reporting unit.

The key assumptions for the market and income approaches we use to determine fair value of our reporting units are updated at least annually. Those assumptions and estimates include macroeconomic conditions, competitive activities, cost containment, achievement of synergy initiatives, market data and market multiples (5.5-13.0 times adjusted EBITDA), discount rates (12.0-16.0%), as well as future levels of net revenue growth, adjusted EBITDA, and working capital requirements, which are based upon the Company's strategic plan. Hillenbrand's strategic plan is updated as part of its annual planning process and is reviewed and approved by management and the Board of Directors. The strategic plan may be revised as necessary during a

fiscal year, based on changes in market conditions or other changes in the reporting units. The discount rate assumption is based on the overall after-tax rate of return required by a market participant whose weighted-average cost of capital includes both equity and debt, including a risk premium. The discount rates may be impacted by adverse changes in the macroeconomic environment, volatility in the equity and debt markets or other factors. While the Company can implement and has implemented certain strategies to address these events, changes in operating plans or adverse changes in the future could reduce the underlying cash flows used to estimate reporting unit fair values and could result in a further decline in fair value that would trigger a future material impairment charge of the reporting units' goodwill balance.

Determining the fair value of a reporting unit requires us to make significant judgments, estimates, and assumptions. The Company believes these estimates and assumptions are reasonable. However, future changes in the judgments, assumptions and estimates that are used in the impairment testing for goodwill, including discount rates or future cash flow projections, could result in significantly different estimates of the fair values. As a result of these factors and the limited cushion (or headroom, as commonly referred) due to a number of recent acquisitions and prior year impairments, and the impact of macroeconomic conditions, goodwill for certain of the reporting units within the Molding Technology Solutions and Advanced Process Solutions reportable operating segments may be more susceptible to impairment risk.

Although there are always changes in assumptions to reflect changing business and market conditions, our overall valuation methodology and the types of assumptions we use have remained consistent. While we use the best available information to prepare the cash flow and discount rate assumptions, actual future cash flows or market conditions could differ significantly resulting in future impairment charges related to recorded goodwill balances.

Similar to goodwill, the Company can elect to perform the annual impairment test for indefinite-lived intangible assets other than goodwill (primarily trade names) using a qualitative analysis, considering similar factors as outlined in the goodwill discussion above in order to determine if it is more likely than not that the fair values of the trade names are less than the respective carrying values. If we elect to perform or are required to perform a quantitative analysis, the test consists of a comparison of the fair value of the indefinite-lived intangible asset to the carrying value of the asset as of the impairment testing date. We estimate the fair value of indefinite-lived intangible assets using the relief-from-royalty method, which we believe is an appropriate and widely used valuation technique for such assets. The fair value derived from the relief-from-royalty method is measured as the discounted cash flow savings realized from owning such trade names and not being required to pay a royalty for their use. The royalty rates utilized by the Company range from 1.5% to 3.0% and are consistent with industry standards.

Annual impairment assessment

The Company performed its annual July 1 goodwill and indefinite-lived intangible assets impairment assessment during the fourth quarter of fiscal 2025 for all reporting units and indefinite-lived intangible assets.

For the three reporting units within the Advanced Process Solutions reportable segment, the fair value was determined to exceed the carrying value, resulting in no impairment to goodwill as part of the annual assessment. The estimated fair value, as calculated on July 1, 2025, for the three units within the Advanced Process Solutions reportable operating segment ranged from approximately 12% to 96% greater than their carrying value (29% to 93% at the previous annual goodwill impairment assessment date).

For the two reporting units within the Molding Technology Solutions reportable segment, the Company concluded that the carrying value for the Mold-Masters and DME reporting units exceeded their fair values, resulting in a goodwill impairment charge of \$82.3 as of July 1, 2025. As a result of the limited cushion (or headroom as commonly referred) due to the prior year impairment of the Mold-Masters reporting unit and recent acquisitions, changes to exchange rates during 2025 that increased the carrying value of the reporting units, and modified revenue and cash flow projections utilized as inputs to estimating the fair value of the reporting units within the Molding Technology Solutions reportable operating segment, the Company concluded that the carrying value for those reporting units exceeded their fair value.

Additionally, under the relief-from-royalty fair value method, the Company concluded that the carrying value of the trade name associated with that Mold-Masters reporting unit exceeded its fair value, resulting in an impairment charge of \$1.2 as of July 1, 2025. The goodwill and indefinite-lived intangible asset impairment charges are nondeductible for tax purposes.

EXECUTIVE OVERVIEW

Hillenbrand (www.Hillenbrand.com) is a global industrial company that provides highly-engineered processing equipment and solutions to customers around the world. Our portfolio is composed of leading industrial brands that serve large, attractive end markets, including durable plastics, food, and recycling. Guided by our Purpose, Shape What Matters For Tomorrow™, we

pursue excellence, collaboration, and innovation to shape solutions that best serve our people, our customers, and our communities. Customers choose Hillenbrand due to our reputation for designing, manufacturing, and servicing highly-engineered, mission-critical equipment and solutions that meet their unique and complex processing requirements.

Hillenbrand's portfolio is composed of two reportable operating segments: Advanced Process Solutions and Molding Technology Solutions. Advanced Process Solutions is a leading global provider of highly-engineered process and material handling equipment, systems, and aftermarket parts and services for a variety of industries, including durable plastics, food, and recycling. Key technologies within the Advanced Process Solutions portfolio include compounding, extrusion, material handling, conveying, mixing, ingredient automation, portion process, and screening and separating equipment. Molding Technology Solutions is a global leader in highly-engineered equipment, systems, and aftermarket parts and service for the plastic technology processing industry. Molding Technology Solutions has a comprehensive product portfolio that includes hot runner systems, process control systems, mold bases and components, and MRO supplies. These reportable operating segments are characterized by well-known brands that are recognized for technological capabilities and process expertise that can be shared across the reportable operating segments to serve customers globally. These reportable operating segments address macro trends supported by a growing middle class driving demand for plastics in a variety of applications, such as construction, food safety, and recycling.

We strive to provide superior return for our shareholders, exceptional value for our customers, great professional opportunities for our employees, and to be responsible to our communities through the execution of our profitable growth strategy. We aim to deliver sustainable revenue expansion, profit growth, and substantial free cash flow through our world-class products, solutions, and service, drive continuous improvement through the deployment of the Hillenbrand Operating Model ("HOM"), and effectively deploy our cash flow to maximize shareholder value creation.

During the year ended September 30, 2025, the following operational decisions and economic developments had an impact on our current and may impact our future cash flows, consolidated results of operations, and financial position.

Impairment recorded during the year ended September 30, 2025

The Company performed its July 1, 2025 annual goodwill and indefinite-lived intangible asset impairment assessments for all five of its reporting units. For the two reporting units within the Molding Technology Solutions reportable segment, the Company concluded that the carrying value for the Mold-Masters and DME reporting units exceeded their fair values, resulting in a goodwill impairment charge of \$82.3 as of July 1, 2025. As a result of the limited cushion (or headroom as commonly referred) due to the prior year impairment of the Mold-Masters reporting unit and recent acquisitions, changes to exchanges rates during 2025 that increased the carrying value of the reporting units and modified revenue and cash flow projections utilized as inputs to estimating the fair value of the reporting units within the Molding Technology Solutions segment, the Company concluded that the carrying value for those reporting units exceeded their fair value. Additionally, under the relief-from-royalty fair value method, the Company concluded that the carrying value of the trade name associated with that Mold-Masters reporting unit exceeded its fair value, resulting in an impairment charge of \$1.2 as of July 1, 2025.

Divestiture of Milacron

On March 31, 2025, the Company completed the divestiture of its majority interest in the Milacron injection molding and extrusion business ("Milacron") pursuant to the Contribution and Purchase Agreement ("Agreement") between the Company and an affiliate of Bain Capital ("Bain"). In accordance with the terms of the Agreement, Hillenbrand contributed \$222.6 of net assets of Milacron, and its wholly-owned subsidiaries, to a newly formed limited liability company, Milacron Holdings, LLC ("Milacron Holdings"). Hillenbrand retained a 48.74% minority ownership of Milacron Holdings upon contribution of Milacron. Hillenbrand received total consideration of \$286.0 for its contribution of Milacron. The total consideration was comprised of \$98.0 of cash proceeds paid by Bain and \$188.0 of debt assumed by Bain (as described below), in exchange for obtaining a 51.26% majority ownership of Milacron Holdings.

In connection with the closing of the transactions contemplated by the Agreement, certain wholly-owned subsidiaries of Milacron entered into a long-term credit agreement with Midcap Financial Trust, which included initial term loans in an aggregate principal amount of \$188.0, which were then assumed by Bain as described above. The maturity date of the long-term credit agreement is March 31, 2032 and includes standard financial and non-financial covenants. The long-term credit agreement also included revolving credit loans available to certain wholly-owned subsidiaries of Milacron not to exceed \$30.0.

As a result of the Milacron divestiture, the Company recorded a pre-tax loss of \$57.2, after post-closing adjustments, in the Consolidated Statement of Operations during year ended September 30, 2025. The Company incurred \$8.9 of transaction costs associated with the divestiture during the year ended September 30, 2025, which were recorded within the Molding Technology Solutions reportable operating segment. Upon the divestiture of Milacron, the Company's equity interest in Milacron Holdings is accounted for under the equity method of accounting as prescribed by GAAP.

Divestiture of TerraSource Investment

On July 1, 2025, the Company, in conjunction with its majority stake joint-venture partner in TerraSource Holdings, LLC ("TerraSource"), completed the divestiture of its 46% interest in TerraSource to Astec Industries for \$245.0. The sale included proceeds to the Company of \$116.7, including post-closing adjustments. During the year ended September 30, 2025, the Company recorded a pre-tax gain of \$68.1. During the years ended September 30, 2025, 2024, and 2023, Hillenbrand's consolidated results included its proportionate share of TerraSource's net income, and the TerraSource equity method investment was recorded on the Consolidated Balance Sheet as of September 30, 2024.

OPERATIONS REVIEW — CONSOLIDATED

	Year Ended September 30,			
	2025		2024	
	Amount	% of Net Revenue	Amount	% of Net Revenue
Net revenue	\$ 2,673.8	100.0	\$ 3,182.8	100.0
Gross profit	900.8	33.7	1,056.5	33.2
Selling, general and administrative expenses	650.0	24.3	713.6	22.2
Amortization expense	94.3		102.4	
Impairment charges	83.5		265.0	
Gain on sale of property, plant, and equipment	—		(36.0)	
Gain on equity method investments	(74.6)		(5.8)	
Pension settlement (gain) charges	(1.7)		35.2	
Loss on divestiture	57.2		—	
Interest expense, net	94.5		121.5	
Income tax (benefit) expense	(54.5)		64.8	
Net income (loss) attributable to Hillenbrand	43.1		(211.0)	

Year Ended September 30, 2025 Compared to Year Ended September 30, 2024

Net revenue decreased \$509.0 (16%).

- Advanced Process Solutions' net revenue decreased \$218.6 (10%) primarily driven by a decrease in capital equipment sales volume and lower aftermarket parts and service net revenue, partially offset by favorable pricing. Foreign currency impact increased net revenue by 1%.
- Molding Technology Solutions' net revenue decreased \$290.4 (32%), primarily driven by the divestiture of Milacron.

Gross profit decreased \$155.7 (15%). Gross profit margin improved 50 basis points to 33.7%. On an adjusted basis, which excluded restructuring and restructuring-related charges (\$11.5 in 2025 and \$20.3 in 2024), business acquisition, divestiture, and integration costs (\$1.3 in 2025), and inventory step-up costs related to acquisitions (\$0.6 in 2024), adjusted gross profit decreased \$164.0 (15%), and adjusted gross profit margin improved 30 basis points to 34.2%.

- Advanced Process Solutions' gross profit decreased \$109.3 (13%), primarily driven by lower volume, unfavorable product mix, and cost inflation, partially offset by favorable pricing and productivity improvements. Foreign currency impact increased gross profit by 1%. Gross profit margin decreased 150 basis points to 34.0% in 2025,

Advanced Process Solutions' gross profit included business acquisition, divestiture, and integration costs (\$1.3 in 2025), restructuring and restructuring-related charges (\$9.9 in 2025 and \$0.3 in 2024), and inventory step-up costs

related to acquisitions (\$0.6 in 2024). Excluding these charges, adjusted gross profit decreased \$99.0 (12%) and adjusted gross profit margin decreased 100 basis points to 34.5%.

- Molding Technology Solutions' gross profit decreased \$46.4 (19%), primarily driven by the divestiture of Milacron and cost inflation, partially offset by a decrease in restructuring and restructuring-related charges and productivity improvements. Gross profit margin improved 550 basis points to 32.8% in 2025, primarily driven by a decrease in restructuring and restructuring-related charges and productivity improvements, including savings from restructuring actions, and favorable product mix, partially offset by cost inflation.

Molding Technology Solutions' gross profit included restructuring and restructuring-related charges (\$1.6 in 2025 and \$20.0 in 2024). Excluding these charges, adjusted gross profit decreased \$64.9 (25%) and adjusted gross profit margin improved 340 basis points to 33.0%.

Selling, general and administrative expenses decreased \$63.6 (9%), primarily driven by the divestiture of Milacron, productivity improvements, and decreases in business acquisition, divestiture, and integration costs and other non-recurring costs in the prior year related to a discrete commercial dispute stemming from a customer contract entered into prior to the acquisition of the Molding Technology Solutions reporting units, partially offset by cost inflation. Foreign currency impact increased selling, general and administrative expenses by 1%. Selling, general and administrative expenses as a percentage of net revenue increased 210 basis points to 24.3%. Selling, general and administrative expenses included the following items:

	Year Ended September 30,	
	2025	2024
Business acquisition, divestiture, and integration costs ⁽¹⁾	\$ 63.8	\$ 72.0
Restructuring and restructuring-related charges	9.9	8.4
Other non-recurring costs related to a discrete commercial dispute	—	6.1

⁽¹⁾ Business acquisition, divestiture, and integration costs during 2025 and 2024 primarily included costs associated with the integration of recent acquisitions. Includes acquisition costs of \$0.0 and \$0.0 for 2025 and 2024, respectively, divestiture costs of \$8.9 and \$0.4 for 2025 and 2024, respectively, and integration costs of \$54.9 and \$71.6 for 2025 and 2024, respectively.

On an adjusted basis, which excludes business acquisition, divestiture, and integration costs, restructuring and restructuring-related charges, and other non-recurring costs in the current year related to the discrete commercial dispute described above, selling, general and administrative expenses decreased \$57.3 (9%), which included unfavorable foreign currency impact (1%). Adjusted selling, general and administrative expense as a percentage of net revenue increased 180 basis points to 21.3%.

Amortization expense decreased \$8.1 (8%), primarily due to the impact of the divestiture of Milacron.

Impairment charges were \$83.5 in 2025 and \$265.0 in 2024 due to goodwill and indefinite-lived intangible asset impairments. See Note 2 to our Consolidated Financial Statements included in Part II, Item 8 of this Form 10-K for further information on the impairment charges.

Gain on sale of property, plant, and equipment decreased \$36.0 primarily due to the gain on sale of property located in Ohio during the year ended September 30, 2024. No such transaction occurred in 2025.

Gain on equity method investments increased \$68.8 as a result of the sale of the Company's minority interest investment in TerraSource during the year ended September 30, 2025. No such transaction occurred in 2024.

Pension settlement (gain) charges decreased \$36.9 due to lump-sum payments made from the Company's U.S. pension plan to former employees who elected to received such payments in 2024, partially offset by premium refunds received in 2025. See Note 7 our Consolidated Financial Statements included in Part II, Item 8 of this Form 10-K for further information on the pension settlement (gain) charges.

Loss on divestiture of \$57.2 was due to the loss realized on the divestiture of Milacron during the year ended September 30, 2025. See Note 4 to our Consolidated Financial Statements included in Part II, Item 8 of this Form 10-K for more information.

Interest expense decreased \$27.0 (22%), primarily due to lower weighted average borrowings. For further information, see Note 6 to our Consolidated Financial Statements included in Part II, Item 8 of this Form 10-K.

The effective tax rate was 2,270.8% in fiscal 2025 compared to (46.5)% in fiscal 2024. The increase in the effective tax rate was primarily driven by non-recurring tax benefits of restructuring activities completed during the fiscal year, non-recurring tax benefits recognized for redetermining prior period taxes related to the provisions of the 2017 tax act, and a decrease in the accrual for uncertain tax positions primarily related to current year corporate restructuring activities. This increase is partially offset by the negative effect of the loss from continuing operations before income taxes, taxable gains from the divestitures of Milacron and the Company's minority interest in TerraSource, non-deductible impairment charges in the current year, and an increase in withholding tax expense for repatriation of foreign earnings.

OPERATIONS REVIEW — ADVANCED PROCESS SOLUTIONS

	Year Ended September 30,			
	2025		2024	
	Amount	% of Net Revenue	Amount	% of Net Revenue
Net revenue	\$ 2,069.4	100.0	\$ 2,288.0	100.0
Gross profit	702.6	34.0	811.9	35.5
Selling, general and administrative expenses	433.4	20.9	451.1	19.7
Amortization expense	65.0		67.2	

Year Ended September 30, 2025 Compared to Year Ended September 30, 2024

Net revenue decreased \$218.6 (10%) primarily driven by a decrease in capital equipment sales volume and lower aftermarket parts and service net revenue, partially offset by favorable pricing. Foreign currency impact increased net revenue by 1%.

We expect future net revenue for Advanced Process Solutions to continue to be influenced by order backlog because of the lead time involved in fulfilling engineered-to-order equipment and solutions for customers. Though backlog can be an indicator of future net revenue, it does not include projects and aftermarket parts orders that are booked and shipped within the same quarter. The timing of order placement, size of orders, extent of order customization, and customer delivery dates can create fluctuations in backlog and net revenue. Net revenue attributable to backlog is also affected by foreign exchange rate fluctuations for orders denominated in currencies other than U.S. dollars. Order backlog decreased \$159.0 (9%) from \$1,681.4 at September 30, 2024, to \$1,522.4 at September 30, 2025. The decrease in order backlog was primarily driven by a decrease in capital equipment orders, partially offset by a favorable foreign currency impact (2%). On a sequential basis, order backlog decreased \$47.2 (3%) to \$1,522.4 at September 30, 2025, down from \$1,569.6 at June 30, 2025, primarily driven by a decrease in capital equipment orders.

Gross profit decreased \$109.3 (13%), primarily driven by lower volume, unfavorable product mix, and cost inflation, partially offset by favorable pricing and productivity improvements. Foreign currency impact increased gross profit by 1%. Gross profit margin decreased 150 basis points to 34.0% in 2025.

Advanced Process Solutions' gross profit included business acquisition, divestiture, and integration costs (\$1.3 in 2025), restructuring and restructuring-related charges (\$9.9 in 2025 and \$0.3 in 2024), and inventory step-up costs related to acquisitions (\$0.6 in 2024). Excluding these charges, adjusted gross profit decreased \$99.0 (12%) and adjusted gross profit margin decreased 100 basis points to 34.5%.

Selling, general and administrative expenses decreased \$17.7 (4%), primarily driven by productivity improvements, including savings from restructuring actions, partially offset by cost inflation. Foreign currency impact decreased selling, general and administrative expenses by 1%. Selling, general and administrative expenses as a percentage of net revenue increased 120 basis points to 20.9%.

Selling, general and administrative expenses included business acquisition, divestiture, and integration costs (\$29.6 in 2025 and \$30.3 in 2024) and restructuring and restructuring-related charges (\$6.7 in 2025 and \$1.6 in 2024). Excluding these items, adjusted selling, general and administrative expenses decreased \$22.1 (5%). Adjusted selling, general and administrative expenses as a percentage of net revenue increased 90 basis points to 19.2%.

Amortization expense decreased \$2.2 (3%), primarily driven by favorable foreign currency impact and an intangible asset that became fully amortized during the year ended September 30, 2025.

OPERATIONS REVIEW — MOLDING TECHNOLOGY SOLUTIONS

	Year Ended September 30,			
	2025		2024	
	Amount	% of Net Revenue	Amount	% of Net Revenue
Net revenue	\$ 604.4	100.0	\$ 894.8	100.0
Gross profit	198.2	32.8	244.6	27.3
Selling, general and administrative expenses	127.3	21.1	175.1	19.6
Amortization expense	29.3		35.2	
Impairment charges	83.5		265.0	
Gain on sale of property, plant, and equipment	—		(36.0)	

Year Ended September 30, 2025 Compared to Year Ended September 30, 2024

Net revenue decreased \$290.4 (32%), primarily driven by the divestiture of Milacron.

Order backlog decreased \$179.3 (78%) from \$231.1 at September 30, 2024, to \$51.8 at September 30, 2025 primarily due to the Milacron divestiture. On a sequential basis, order backlog decreased \$2.8 (5%) to \$51.8 at September 30, 2025, down from \$54.6 at June 30, 2025. The decrease in order backlog was primarily driven by the execution of existing backlog.

Gross profit decreased \$46.4 (19%) primarily driven by the divestiture of Milacron and cost inflation, partially offset by a decrease in restructuring and restructuring-related charges and productivity improvements. Gross profit margin improved 550 basis points to 32.8% in 2025, primarily driven by a decrease in restructuring and restructuring-related charges and productivity improvements, including savings from restructuring actions, and favorable product mix, partially offset by cost inflation.

Molding Technology Solutions' gross profit included restructuring and restructuring-related charges (\$1.6 in 2025 and \$20.0 in 2024). Excluding these charges, adjusted gross profit decreased \$64.9 (25%) and adjusted gross profit margin improved 340 basis points to 33.0%.

Selling, general and administrative expenses decreased \$47.8 (27%), primarily driven by the divestiture of Milacron, a decrease in restructuring and restructuring-related charges, and a decrease in business acquisition, divestiture and integration costs. Selling, general and administrative expenses as a percentage of net revenue increased 150 basis points to 21.1%.

Selling, general and administrative expenses included business acquisition, divestiture, and integration costs (\$11.5 in 2025 and \$16.0 in 2024) and restructuring and restructuring-related charges (\$2.7 in 2025 and \$6.7 in 2024). Excluding these charges, adjusted selling, general and administrative expenses as a percentage of net revenue increased 240 basis points to 18.7%.

Amortization expense decreased \$5.9 (17%), primarily driven by the impact of the divestiture of Milacron.

Impairment charges of \$83.5 in 2025 and \$265.0 in 2024 were due to goodwill and indefinite-lived intangible asset impairments. See Note 2 to our Consolidated Financial Statements included in Part II, Item 8 of this Form 10-K for further information on the impairment charges.

Gain on sale of property, plant, and equipment decreased \$36.0 primarily due to the gain on sale of property located in Ohio during the year ended September 30, 2024. No such transaction occurred in 2025.

REVIEW OF CORPORATE EXPENSES

	Year Ended September 30,			
	2025		2024	
	Amount	% of Net Revenue	Amount	% of Net Revenue
Core corporate expenses	\$ 66.0	2.5	\$ 61.7	1.9
Business acquisition, divestiture, and integration costs	22.7	0.8	25.7	0.8
Restructuring and restructuring-related charges	0.6	—	—	—
Corporate expenses	<u>\$ 89.3</u>	<u>3.3</u>	<u>\$ 87.4</u>	<u>2.7</u>

Corporate expenses include the cost of providing management and administrative services to each reportable operating segment. These services include treasury management, human resources, legal, business development, information technology, tax compliance, procurement, sustainability, and other public company support functions such as internal audit, investor relations, and financial reporting. Corporate expenses also include costs related to business acquisition, divestiture, and integration, which we incur as a result of our strategy to grow through selective acquisitions. Core corporate expenses primarily represent corporate expenses excluding costs related to business acquisition, divestiture, and integration costs.

Business acquisition, divestiture, and integration costs include legal, tax, accounting, and other advisory fees and due diligence costs associated with investigating opportunities (including acquisitions and divestitures) and integrating completed acquisitions, as well as accelerating synergies and cost saving initiatives across the Company. These expenses are incurred in the Advanced Process Solutions and Molding Technology Solutions reportable operating segments, and at Corporate.

Corporate expenses increased \$1.9 (2%) in 2025, primarily due to cost inflation and higher variable compensation, partially offset by lower business acquisition, divestiture and integration costs. Corporate expenses as a percentage of net revenue were 3.3%, an increase of 60 basis points from the prior year.

Core corporate expenses increased \$4.3 (7%) in 2025, primarily due to cost inflation and higher variable compensation. Core corporate expenses as a percentage of net revenue were 2.5%, an increase of 60 basis points from the prior year.

NON-GAAP OPERATING PERFORMANCE MEASURES

The following is a reconciliation from consolidated net income (loss), the most directly comparable GAAP operating performance measure, to our non-GAAP adjusted EBITDA.

	Year Ended September 30,	
	2025	2024
Consolidated net income (loss)	\$ 52.1	\$ (202.0)
Interest expense, net	94.5	121.5
Income tax (benefit) expense	(54.5)	64.8
Depreciation and amortization	138.5	158.0
Consolidated EBITDA	<u>230.6</u>	<u>142.3</u>
Income from discontinued operations (net of income tax benefit)	—	(2.2)
Impairment charges ⁽¹⁾	83.5	265.0
Pension settlement (gain) charges ⁽²⁾	(1.7)	35.2
Business acquisition, divestiture, and integration costs ⁽³⁾	65.1	72.2
Inventory step-up costs	—	0.6
Restructuring and restructuring-related charges ⁽⁴⁾	21.4	26.2
Loss on divestiture ⁽⁵⁾	57.2	—
Gain on sale of property, plant, and equipment	—	(33.7)
Gain on equity method investments ⁽⁶⁾	(68.1)	—
Other non-recurring costs related to a discrete commercial dispute	—	6.1
Adjusted EBITDA from Continuing Operations	<u>\$ 388.0</u>	<u>\$ 511.7</u>

(1) Hillenbrand recorded impairment charges to goodwill and certain indefinite-lived intangible assets within the Molding Technology Solutions reportable operating segment during 2025 and 2024.

- (2) The pension settlement gain during 2025 was due to one-time premium refunds received related to the termination of the Company's U.S. pension plan. The pension settlement charges during 2024 were due to lump-sum payments made from the Company's U.S. pension plan to former employees who elected to receive such payments.
- (3) Business acquisition, divestiture, and integration costs during 2025 and 2024 primarily included costs associated with the integration of recent acquisitions. Includes acquisition costs of \$1.3 and \$0.2 for 2025 and 2024, respectively, divestiture costs of \$8.9 and \$0.4 for 2025 and 2024, respectively, and integration costs of \$54.9 and \$71.6 for 2025 and 2024, respectively.
- (4) Restructuring and restructuring-related charges primarily included severance costs during 2025 and 2024.
- (5) The current year amount represents the loss on the divestiture of Milacron during 2025. See Note 4 of Part II, Item 8 of this Form 10-K for more information.
- (6) The current year amount represents the gain on the sale of the 46% minority interest in TerraSource during 2025. See Note 2 of Part II, Item of this form 10-K for more information.

Consolidated net income (loss) for 2025 compared to 2024 increased \$254.1 (126%). The increase was primarily due to a decrease in non-cash impairment charges recorded related to the hot runner product line within the MTS segment, a decrease in income taxes, gain on sale of our minority stake in TerraSource, and favorable pricing and productivity improvements, partially offset by the loss on the divestiture of Milacron and lower Advance Process Solutions reportable operating segment volume and cost inflation.

Consolidated adjusted EBITDA for 2025 compared to 2024 decreased \$123.7 (24%). The decrease was primarily driven by lower Advance Process Solutions reportable operating segment volume and cost inflation, partially offset by favorable pricing and productivity improvements.

LIQUIDITY AND CAPITAL RESOURCES

In this section, we discuss our ability to access cash to meet business needs. We discuss how we see cash flow being affected for the next twelve months. We describe actual results in generating and using cash by comparing 2025 to 2024. Finally, we identify other significant matters, such as contractual obligations and contingent liabilities and commitments that could affect liquidity on an ongoing basis.

Ability to Access Cash

Our debt financing has historically included revolving credit facilities, term loans, and long-term notes as part of our overall financing strategy. We regularly review and adjust the mix of fixed-rate and variable-rate debt within our capital structure in order to achieve a target range based on our financing strategy.

We have taken proactive measures to maintain financial flexibility. We believe the Company ended the fiscal year with and continues to have sufficient liquidity to operate in the current business environment.

With respect to our Facility (defined below), as of September 30, 2025, the Company had an outstanding balance of \$225.0. As of September 30, 2025, the Company had \$15.5 in outstanding letters of credit issued and \$459.5 of available borrowing capacity under the Facility, of which \$208.5 was immediately available based on our most restrictive covenant. The Company may request an increase of up to \$600.0 in the total borrowing capacity under the Amended Credit Agreement (defined below), subject to approval of the lenders.

In the normal course of business, the Company provides, primarily to certain customers, bank guarantees and other credit arrangements in support of performance, warranty, advance payment, and other contractual obligations. This form of trade finance is customary in the industry and, as a result, we maintain adequate capacity to provide the guarantees. As of September 30, 2025, we had guarantee arrangements totaling \$666.1, under which \$374.3 was utilized for this purpose. These arrangements include the 2025 Amended L/G Facility Agreement (defined below) under which unsecured letters of credit, bank guarantees, or other surety bonds may be issued. The Company may request an increase to the total capacity under the 2025 Amended L/G Facility Agreement by an additional €100.0, subject to approval of the lenders.

We have significant operations outside the U.S. We continue to assert that the basis differences in the majority of our foreign subsidiaries continue to be permanently reinvested outside of the U.S. We have recorded tax liabilities associated with distribution taxes on expected distributions of available cash and current earnings. The Company has made, and intends to continue to make, substantial investments in our businesses in foreign jurisdictions to support the ongoing development and growth of our international operations. The cash at our international subsidiaries, including U.S. subsidiaries participating in

non-U.S. cash pooling arrangements, totaled \$140.5 at September 30, 2025. We continue to actively evaluate our global capital deployment and cash needs.

12-month Outlook

On December 2, 2021, the Board of Directors authorized a new share repurchase program of up to \$300.0, which replaced the previous \$200.0 share repurchase program. The repurchase program has no expiration date but may be terminated by the Board of Directors at any time. As of September 30, 2025, we repurchased 4,143,000 shares under the December 2, 2021 share repurchase program for approximately \$175.0 in the aggregate. At September 30, 2025, we had approximately \$125.0 remaining for share repurchases under the existing authorization by the Board of Directors. No repurchases of our common stock were made during the year ended September 30, 2025.

Our anticipated contribution to our defined benefit pension plans in 2026 is \$10.1. We will continue to monitor plan funding levels, performance of the assets within the plans, and overall economic activity, and we may make additional discretionary funding decisions based on the net impact of the above factors.

The Merger Agreement includes certain limitations on our ability to pay dividends. Pursuant to the terms of the Merger Agreement, we currently expect to pay approximately \$16.0 in cash dividends in the first quarter of fiscal 2026 based on our outstanding common stock at September 30, 2025. We increased our quarterly dividend in 2025 to \$0.2250 per common share from \$0.2225 per common share paid in 2024.

We believe existing cash and cash equivalents, cash flows from operations, borrowings under existing arrangements, and the issuance of debt will be sufficient to fund our operating activities and cash commitments for investing and financing activities. Based on these factors, we believe our current liquidity position is sufficient and will continue to meet all of our financial commitments in the current business environment.

Merger Agreement

The Merger Agreement contains customary covenants regarding the conduct of the business of the Company and its subsidiaries prior to the closing of the Merger. In addition, pursuant to the Merger Agreement, the Company has agreed, subject to certain exceptions, not to take, authorize or agree or commit to do certain actions, including incurring indebtedness for borrowed money or guaranteeing any such indebtedness, or issuing or selling any debt securities or warrants or other rights to acquire any debt security of the Company or any of its subsidiaries. Notwithstanding the foregoing, the Merger Agreement permits the Company and its subsidiaries to incur indebtedness pursuant to agreements in effect prior to the execution of the Merger Agreement, including under the Amended Credit Agreement, the 2025 Amended L/G Facility Agreement and the indentures governing the 2024 Notes and 2021 Notes, (each as defined in Note 6 to our Consolidated Financial Statements included in Part II, Item 8, of this Form 10-K). The Merger Agreement also prohibits the aggregate principal amount of all outstanding letters of credit, bank guarantees, credit support instruments (other than surety bonds or similar instruments) or similar obligations in respect of the Company and/or any of its subsidiaries to exceed \$350 million in the aggregate at any time prior to the consummation of the Merger, subject to certain exceptions. We do not believe that these restrictions or other restrictions in the Merger Agreement will prevent us from meeting our debt obligations, ongoing costs of operations, working capital needs or capital expenditure requirements.

Key Liquidity Events

\$700 Revolving Credit Facility, \$175 Term Loan, and €240 Term Loan Commitment

On July 9, 2025, the Company entered into a Fifth Amended and Restated Credit Agreement (the “Amended Credit Agreement”), which governs the multi-currency revolving credit facility (the “Facility”), by and among Hillenbrand and certain of its affiliates, the lenders party thereto and JPMorgan Chase Bank, N.A., as administrative agent. The Amended Credit Agreement decreased the maximum principal amount available for borrowing under the Facility to \$700.0. The aggregate principal amount available for borrowing under the Amended Credit Agreement may be expanded, subject to the approval of the lenders, by an additional \$600.0. The Amended Credit Agreement extended the maturity date of the Facility to July 9, 2030. The Amended Credit Agreement further provided for a U.S. Dollar denominated \$175.0 term loan facility (the “\$175 Term Loan”) and a delayed-draw term loan facility in an aggregate principal amount of up to €240.0 (the “€240 Term Loan”). The €240 Term Loan commitment was subject to ticking fees if not drawn within 60 days of closing.

€325 L/G Facility Agreement

On July 17, 2025 (the “LG Effective Date”), the Company completed an amendment (the “2025 Amended L/G Facility Agreement”) to its €325 Syndicated L/G Facility Agreement, dated as of June 21, 2022 (as amended or modified prior to the LG Effective Date, the “Amended L/G Facility Agreement”). The 2025 Amended L/G Facility Agreement amends the Amended L/G Facility Agreement by, among other things, increasing the maximum permitted leverage ratio to (i) 4.25x for the fiscal quarters ended June 30, 2025 through and including June 30, 2026; (ii) 4.00x for the fiscal quarter ending September 30, 2026; (iii) 3.75x for the fiscal quarter ending December 31, 2026; and (iv) 3.50x for the fiscal quarter ending March 31, 2027, and each fiscal quarter thereafter. Except for the amendments applicable during the Adjustment Period (as defined in Note 6 to our Consolidated Financial Statements included in Part II, Item 8, of this Form 10-K), the 2025 Amended L/G Facility Agreement contains substantially the same affirmative and negative covenants and events of default as the Amended L/G Facility Agreement. The 2025 Amended L/G Facility Agreement matures on June 22, 2027.

Cash Flows

(in millions)	Year Ended September 30,		
	2025	2024	2023
Cash flows provided by (used in):			
Operating activities from continuing operations	\$ 56.2	\$ 191.3	\$ 207.0
Investing activities from continuing operations	192.7	26.8	(722.3)
Financing activities from continuing operations	(279.4)	(227.1)	693.4
Net cash flows from discontinued operations	—	(23.3)	(144.4)
Effect of exchange rate changes on cash and cash equivalents	(6.0)	10.0	(21.1)
Net cash flows	<u>\$ (36.5)</u>	<u>\$ (22.3)</u>	<u>\$ 12.6</u>

Operating Activities

Operating activities from continuing operations provided \$56.2 of cash during 2025, and provided \$191.3 of cash during 2024, a \$135.1 (71%) decrease. The decrease in operating cash flow provided by continuing operations was primarily due to lower earnings from decreased order volume and unfavorable timing of working capital requirements related to capital equipment sales. We utilize a trade receivables financing agreement with a deferred purchase price feature. Under applicable accounting guidance, the proceeds received (collections) from the deferred purchase price component of our trade receivables financing agreement is required to be classified as a cash flow provided by investing activities from continuing operations. Had the proceeds received instead been classified as an operating cash flow with other trade receivables activity, cash flows provided by operating activities from continuing operations would have been \$20.8 and \$25.6 higher for the years ended September 30, 2025 and 2024, respectively. See Note 2 to our Consolidated Financial Statements included in Part II, Item 8, of this Form 10-K for further information on collections of deferred purchase price receivables associated with our factoring arrangement.

Working capital requirements for our reportable operating segments fluctuate and may continue to fluctuate in the future due primarily to the type of product and geography of customer projects in process at any point in time. Working capital needs are lower when advance payments from customers are more heavily weighted toward the beginning of the project. Conversely, working capital needs are higher when a larger portion of the cash is to be received in later stages of manufacturing.

Investing Activities

The \$165.9 increase in net cash flows from investing activities from continuing operations during 2025 was primarily due to the divestiture of the Company’s minority interest in TerraSource and divestiture of Milacron. See Notes 2 and 4 to our Consolidated Financial Statements included in Part II, Item 8, of this Form 10-K for further information on these divestitures.

Financing Activities

Cash used in financing activities from continuing operations was largely impacted by net borrowing activity. Our general practice is to use available cash to pay down debt unless it is needed for an acquisition. Cash used in financing activities from continuing operations during 2025 was \$279.4, primarily due to the repayment of the \$375 senior unsecured notes that were due September 2026 using the net proceeds from the TerraSource divestiture and draw down from the €240 term loan due July 2030, repayment of the €185 term loan with proceeds from the Milacron divestiture, net repayments on the multi-currency revolving credit facility of \$86.9, and payment of dividends on common stock. Cash used in financing activities from continuing operations during 2024 was \$227.1, primarily due to repayment of the \$400.0 of senior unsecured notes that were due June 2025, net repayments on the multi-currency revolving credit facility of \$228.4, and payment of dividends on common stock, partially offset by the proceeds from the issuance of the \$500.0 of senior unsecured notes due February 2029.

We returned \$63.4 to shareholders in 2025 in the form of quarterly dividends compared to \$62.5 in 2024. We increased our quarterly dividend in 2025 to \$0.2250 per common share from \$0.2225 paid during 2024.

Off-Balance Sheet Arrangements

As part of its normal course of business, Hillenbrand is a party to various financial guarantees and other commitments. These arrangements involve elements of performance and credit risk that are not included in the Consolidated Balance Sheets. The possibility that Hillenbrand would have to make actual cash expenditures in connection with these obligations is largely dependent on the performance of the guaranteed party, or the occurrence of future events that Hillenbrand is unable to predict. We have no off-balance sheet financing agreements or guarantees as of September 30, 2025 that we believe are reasonably likely to have a current or future effect on our financial condition, consolidated results of operations, or cash flows.

Contractual Obligations and Contingent Liabilities and Commitments

The following table summarizes our future obligations not quantified and disclosed elsewhere in this Form 10-K as of September 30, 2025. This will help provide an understanding of the significance of cash outlays that are fixed beyond the normal accounts payable and other obligations we have already incurred, have recorded, and disclosed in the Consolidated Financial Statements included in Part II, Item 8, of this Form 10-K.

(in millions)	Payment Due by Period				
	Total	Less Than 1 Year	1-3 Years	4-5 Years	After 5 Years
Interest on financing agreements ⁽¹⁾	\$ 293.0	\$ 72.1	\$ 141.0	\$ 74.4	\$ 5.5
Purchase obligations ⁽²⁾	302.1	283.7	18.3	0.1	—
Other obligations ⁽³⁾	38.2	37.0	0.6	0.3	0.3
Total contractual obligations ⁽⁴⁾⁽⁵⁾	<u>\$ 633.3</u>	<u>\$ 392.8</u>	<u>\$ 159.9</u>	<u>\$ 74.8</u>	<u>\$ 5.8</u>

⁽¹⁾ Cash obligations for interest requirements relate to our fixed-rate debt obligations at the contractual rates and our variable-rate debt obligations at the current rates as of September 30, 2025.

⁽²⁾ Agreements to purchase goods or services that are enforceable and legally binding and that specify all significant terms, including fixed or minimum quantities to be purchased; fixed, minimum or variable price provisions; and the approximate timing of the transaction.

⁽³⁾ Primarily includes estimated payments for the transition tax liability, the estimated liquidation of liabilities related to both our self-insurance reserves, and severance payments.

⁽⁴⁾ We have excluded from the table our \$47.0 liability related to uncertain tax positions as the current portion is not significant, and we are not able to reasonably estimate the timing of the long-term portion.

⁽⁵⁾ See Notes 5, 6, and 7 to our Consolidated Financial Statements included in Part II, Item 8, of this Form 10-K for lease, financing, and pension obligations, respectively.

Summarized Financial Information for Guarantors and the Issuer of Guaranteed Securities

Summarized financial information of Hillenbrand (the “Parent”) and our subsidiaries that are guarantors of our senior unsecured notes (the “Guarantor Subsidiaries”) is shown below on a combined basis as the “Obligor Group.” The Company’s senior unsecured notes are guaranteed by certain of our wholly-owned domestic subsidiaries and rank equally in right of payment with all of our existing and financial information of the Obligor Group. All intercompany balances and transactions between the Parent and Guarantor Subsidiaries have been eliminated and all information excludes subsidiaries that are not issuers or guarantors of our senior unsecured notes, including earnings from and investments in these entities.

Upon the divestiture of Milacron on March 31, 2025, certain subsidiaries of Milacron that were Guarantor Subsidiaries ceased to be a guarantor of the senior unsecured notes.

	September 30, 2025	September 30, 2024
Combined Balance Sheets Information:		
Current assets ⁽¹⁾	\$ 1,968.0	\$ 2,077.4
Non-current assets	5,667.2	6,453.1
Current liabilities	1,575.7	753.3
Non-current liabilities	1,342.2	1,591.6
	Year Ended September 30, 2025	Year Ended September 30, 2024
Combined Statements of Operations Information:		
Net revenue ⁽²⁾	\$ 369.8	\$ 784.3
Gross profit	126.7	215.2
Net income (loss) attributable to Obligor	125.6	(84.2)

⁽¹⁾ Current assets include intercompany receivables from non-guarantors of \$877.5 and \$1,487.7 as of September 30, 2025 and September 30, 2024, respectively.

⁽²⁾ Net revenue includes intercompany sales with non-guarantors of \$16.8 and \$11.3 for the years ended September 30, 2025 and September 30, 2024, respectively.

Recently Issued and Adopted Accounting Standards

For a summary of recently issued and adopted accounting standards applicable to us, see Note 2 to our Consolidated Financial Statements included in Part II, Item 8, of this Form 10-K, none of which has or is expected to have a material impact on the Consolidated Financial Statements.

Item 7A. QUANTITATIVE AND QUALITATIVE DISCLOSURES ABOUT MARKET RISK

In this section, we tell you about market risks we think could have a significant impact on our bottom line or the financial strength of our Company. The term “market risk” generally means how consolidated results of operations and the value of assets and liabilities could be affected by market factors such as interest rates, currency exchange rates, the value of commodities, and debt and equity price risks. If those factors change significantly, it could help or hurt our bottom line, depending on how we react to them.

We are exposed to various market risks. We have established policies, procedures, and internal processes governing our management of market risks and the use of financial instruments to manage our exposure to such risks. Our primary exposures are typically to: fluctuations in market prices for purchases of certain commodities; volatility in interest rates associated with the Facility; volatility in the fair value of the assets held by our pension plans; and variability in exchange rates in foreign locations.

We are subject to market risk from fluctuating market prices of certain purchased commodity raw materials including steel. While these materials are typically available from multiple suppliers, commodity raw materials are subject to market price fluctuations. We generally buy these commodities based upon market prices that are established with the supplier as part of the purchasing process. We generally attempt to obtain firm pricing from our larger suppliers for volumes consistent with planned production. To the extent that commodity prices increase and we do not have firm pricing from our suppliers, or if our

suppliers are not able to honor such prices, we may experience a decline in our gross margins to the extent we are not able to increase selling prices of our products or obtain supply chain efficiencies, including as a result of current global supply chain disruptions, to offset increases in commodity costs.

At September 30, 2025, our variable rate debt obligations were \$681.3, which included borrowings on the Facility. We are subject to interest rate risk associated with such borrowings, which bear a variable rate of interest that is based upon, at the Company's option, (A) if denominated in U.S. dollars, at the Term SOFR Rate or the Alternate Base Rate (each as defined in the Amended Credit Agreement), (B) if denominated in Japanese Yen, Canadian dollars or Euros, at rates based on the rates offered for deposits in the applicable interbank markets for such currencies and (C) if denominated in Pounds Sterling or Swiss Francs, at SONIA and SARON, respectively (each as defined in the Amended Credit Agreement), plus, in each case, a margin based on the Company's leverage ratio. The interest we pay on such borrowings is dependent on interest rate conditions and the timing of our financing needs. If we assumed borrowings under our variable rate debt obligations remained unchanged for the next fiscal year, a one percentage point change in the related interest rates would decrease or increase our annual interest expense by approximately \$6.8.

We are subject to variability in foreign currency exchange rates in our international operations. Exposure to this variability is periodically managed through the use of natural hedges and also by entering into currency exchange agreements. The aggregate notional amount of all derivative instruments was \$1,143.3 and \$900.3 at September 30, 2025 and 2024, respectively. The carrying value of all of the Company's derivative instruments at fair value resulted in assets of \$12.5 and \$19.0 (included in prepaid expenses and other current assets) and liabilities of \$81.3 and \$40.5 (included in other current liabilities and other long-term liabilities) at September 30, 2025 and 2024, respectively. The fair value of these financial instruments would hypothetically change by \$8.1 and \$4.1 as of September 30, 2025 and 2024, respectively, if there were a 10% movement in end-of-period market rates.

The translation of the financial statements of our non-U.S. operations from local currencies into U.S. dollars is also sensitive to changes in foreign exchange rates. These translation gains or losses are recorded as cumulative translation adjustments ("CTA") within accumulated other comprehensive loss on our Consolidated Balance Sheets. The hypothetical change in CTA is calculated by multiplying the net assets of our non-U.S. operations by a 10% change in the applicable foreign exchange rates. The result of the appreciation or depreciation of all applicable currencies against the U.S. dollar would be a change in shareholders' equity of \$131.5 and \$125.3 as of September 30, 2025 and 2024, respectively.

Item 8. FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA

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MANAGEMENT'S REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING

Management is responsible for establishing and maintaining adequate internal control over financial reporting for the Company. In order to evaluate the effectiveness of internal control over financial reporting, management has conducted an assessment, including testing, using the criteria set forth by the Committee of Sponsoring Organizations (COSO) of the Treadway Commission in *Internal Control — Integrated Framework (2013 Framework)*. The Company's internal control over financial reporting, as defined in Rule 13a-15(f) under the Securities Exchange Act of 1934, as amended, is a process designed to provide reasonable assurance regarding the reliability of our financial reporting and the preparation of financial statements for external purposes in accordance with accounting principles generally accepted in the United States of America. Because of its inherent limitations, internal control over financial reporting may not prevent or detect misstatements. Also, projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

Based on our assessment under the criteria established in *Internal Control — Integrated Framework (2013 Framework)*, issued by the COSO, management has concluded that the Company maintained effective internal control over financial reporting as of September 30, 2025.

The effectiveness of the Company's internal control over financial reporting as of September 30, 2025, has been audited by Ernst & Young LLP, an independent registered public accounting firm, as stated in their report included herein.

By: /s/ Megan A. Walke
Megan A. Walke
Interim Chief Financial Officer, Vice President, Corporate Controller and Chief Accounting Officer

By: /s/ Kimberly K. Ryan
Kimberly K. Ryan
President and Chief Executive Officer

Report of Independent Registered Public Accounting Firm

To the Shareholders and Board of Directors of Hillenbrand, Inc.

Opinion on Internal Control over Financial Reporting

We have audited Hillenbrand, Inc.'s internal control over financial reporting as of September 30, 2025, based on criteria established in Internal Control—Integrated Framework issued by the Committee of Sponsoring Organizations of the Treadway Commission (2013 framework) (the COSO criteria). In our opinion, Hillenbrand, Inc. (the Company) maintained, in all material respects, effective internal control over financial reporting as of September 30, 2025, based on the COSO criteria.

We also have audited, in accordance with the standards of the Public Company Accounting Oversight Board (United States) (PCAOB), the consolidated balance sheets of the Company as of September 30, 2025 and 2024, the related consolidated statements of operations, comprehensive income (loss), shareholders' equity and cash flows for each of the three years in the period ended September 30, 2025, and the related notes and financial statement schedule listed in the Index at Item 15(a)(2) and our report dated November 19, 2025, expressed an unqualified opinion thereon.

Basis for Opinion

The Company's management is responsible for maintaining effective internal control over financial reporting and for its assessment of the effectiveness of internal control over financial reporting included in the accompanying Management's Report on Internal Control over Financial Reporting. Our responsibility is to express an opinion on the Company's internal control over financial reporting based on our audit. We are a public accounting firm registered with the PCAOB and are required to be independent with respect to the Company in accordance with the U.S. federal securities laws and the applicable rules and regulations of the Securities and Exchange Commission and the PCAOB.

We conducted our audit in accordance with the standards of the PCAOB. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether effective internal control over financial reporting was maintained in all material respects.

Our audit included obtaining an understanding of internal control over financial reporting, assessing the risk that a material weakness exists, testing and evaluating the design and operating effectiveness of internal control based on the assessed risk, and performing such other procedures as we considered necessary in the circumstances. We believe that our audit provides a reasonable basis for our opinion.

Definition and Limitations of Internal Control Over Financial Reporting

A company's internal control over financial reporting is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal control over financial reporting includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorizations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

Because of its inherent limitations, internal control over financial reporting may not prevent or detect misstatements. Also, projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

/s/ Ernst & Young LLP

Cincinnati, Ohio
November 19, 2025

Report of Independent Registered Public Accounting Firm

To the Shareholders and the Board of Directors of Hillenbrand, Inc.

Opinion on the Financial Statements

We have audited the accompanying consolidated balance sheets of Hillenbrand, Inc. (the Company) as of September 30, 2025 and 2024, the related consolidated statements of operations, comprehensive income (loss), shareholders' equity and cash flows for each of the three years in the period ended September 30, 2025, and the related notes and financial statement schedule listed in the Index at Item 15(a)(2) (collectively referred to as the "consolidated financial statements"). In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of the Company at September 30, 2025 and 2024, and the results of its operations and its cash flows for each of the three years in the period ended September 30, 2025, in conformity with U.S. generally accepted accounting principles.

We also have audited, in accordance with the standards of the Public Company Accounting Oversight Board (United States) (PCAOB), the Company's internal control over financial reporting as of September 30, 2025, based on criteria established in Internal Control—Integrated Framework issued by the Committee of Sponsoring Organizations of the Treadway Commission (2013 framework) and our report dated November 19, 2025, expressed an unqualified opinion thereon.

Basis for Opinion

These financial statements are the responsibility of the Company's management. Our responsibility is to express an opinion on the Company's financial statements based on our audits. We are a public accounting firm registered with the PCAOB and are required to be independent with respect to the Company in accordance with the U.S. federal securities laws and the applicable rules and regulations of the Securities and Exchange Commission and the PCAOB.

We conducted our audits in accordance with the standards of the PCAOB. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement, whether due to error or fraud. Our audits included performing procedures to assess the risks of material misstatement of the financial statements, whether due to error or fraud, and performing procedures that respond to those risks. Such procedures included examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements. Our audits also included evaluating the accounting principles used and significant estimates made by management, as well as evaluating the overall presentation of the financial statements. We believe that our audits provide a reasonable basis for our opinion.

Critical Audit Matter

The critical audit matter communicated below is a matter arising from the current period audit of the financial statements that was communicated or required to be communicated to the audit committee and that: (1) relates to accounts or disclosures that are material to the financial statements and (2) involved our especially challenging, subjective or complex judgments. The communication of the critical audit matter does not alter in any way our opinion on the consolidated financial statements, taken as a whole, and we are not, by communicating the critical audit matter below, providing a separate opinion on the critical audit matter or on the accounts or disclosures to which they relate.

Evaluation of Goodwill and Indefinite-Lived Intangible Assets Impairment for A Reporting Unit and Indefinite-Lived Intangible Asset within the Molding Technology Solutions reportable operating segment

Description of the Matter

At September 30, 2025, the Company had \$142.6 million and \$60.4 million of goodwill and indefinite-lived intangible assets, respectively, within the Molding Technology Solutions reportable operating segment. As discussed in Note 2 to the consolidated financial statements, goodwill and indefinite-lived intangible assets are tested for impairment annually on July 1st, or more frequently upon the occurrence of triggering events or substantive changes in circumstances that indicate that the fair value of the reporting unit or indefinite-lived intangible asset may have decreased below the carrying value. As a result of the annual impairment assessment, the Company recorded a \$82.3 million goodwill impairment charge related to reporting units within the Molding Technology Solutions reportable operating segment. Additionally, as a result of the annual impairment assessment, the Company recorded a \$1.2 million impairment charge related to an indefinite-lived intangible asset within the Molding Technology Solutions reportable operating segment.

Auditing management's annual goodwill and indefinite-lived intangible assets impairment assessment related to the Mold-Masters reporting unit and indefinite-lived intangible asset within the Molding Technology Solutions reportable operating segment was challenging due to the complexity of forecasting the long-term cash flows of this reporting unit and indefinite-lived intangible asset and the significant estimation uncertainty of certain assumptions included within such forecasts. The significant estimation uncertainty was primarily due to the sensitivity of the reporting unit's and indefinite-lived intangibles asset's fair value to changes in the significant assumptions used in the income and relief-from-royalty approaches, as applicable, such as forecasted net revenue, earnings before income taxes, depreciation and amortization (EBITDA) margin, discount rates, and royalty rate. These significant assumptions require a high degree of estimation and judgment based on an evaluation of historical performance, current and forecasted industry trends, and macroeconomic conditions.

How We Addressed the Matter in Our Audit

We obtained an understanding, evaluated the design, and tested the operating effectiveness of internal controls over the Company's annual goodwill and indefinite-lived intangible assets impairment process of the Mold-Masters reporting unit, including internal controls over management's review of the significant assumptions described above as well as internal controls over management's review of its financial forecasts and carrying values of its reporting units and indefinite-lived intangible assets.

To test the estimated fair value of the Mold-Masters reporting unit and indefinite-lived intangible asset within the Molding Technology Solutions reportable operating segments, we performed audit procedures that included, among others, using an internal valuation specialist to assist in our evaluation of the methodologies and certain significant assumptions used by the Company, specifically the discount rates. We assessed the reasonableness of the Company's assumptions around forecasted net revenue, EBITDA margin, discount rates, and royalty rate by comparing those assumptions to recent historical performance, current and forecasted economic and industry trends, recent transactions and financial forecasts. We also assessed the reasonableness of estimates included in the Company's financial forecasts by evaluating how such assumptions compared to economic, industry, and peer expectations. We evaluated management's historical accuracy of forecasting net revenue and EBITDA margin by comparing past forecasts to subsequent actual activity. We performed various sensitivity analyses around these significant assumptions to understand the impact on the reporting unit and indefinite-lived intangible asset fair value calculations.

/s/ Ernst & Young LLP

We have served as the Company's auditor since 2019.

Cincinnati, Ohio
November 19, 2025

HILLENBRAND, INC.
CONSOLIDATED STATEMENTS OF OPERATIONS
(in millions, except per share amounts)

	Year Ended September 30,		
	2025	2024	2023
Net revenue	\$ 2,673.8	\$ 3,182.8	\$ 2,826.0
Cost of goods sold	1,773.0	2,126.3	1,877.8
Gross profit	900.8	1,056.5	948.2
Selling, general and administrative expenses	650.0	713.6	574.1
Amortization expense	94.3	102.4	79.6
Impairment charges	83.5	265.0	—
Gain on sale of property, plant, and equipment	—	(36.0)	—
Gain on equity method investments	(74.6)	(5.8)	(0.1)
Pension settlement (gain) charges	(1.7)	35.2	—
Loss on divestiture	57.2	—	—
Interest expense, net	94.5	121.5	77.7
(Loss) income from continuing operations before income taxes	(2.4)	(139.4)	216.9
Income tax (benefit) expense	(54.5)	64.8	102.8
Income (loss) from continuing operations	52.1	(204.2)	114.1
Income from discontinued operations (net of income tax (benefit) expense)	—	2.2	19.5
Gain on divestiture of discontinued operations (net of income tax expense)	—	—	443.1
Total income from discontinued operations	—	2.2	462.6
Consolidated net income (loss)	52.1	(202.0)	576.7
Less: Net income attributable to noncontrolling interests	9.0	9.0	7.0
Net income (loss) attributable to Hillenbrand	\$ 43.1	\$ (211.0)	\$ 569.7
Earnings (loss) per share			
Basic earnings (loss) per share			
Income (loss) from continuing operations attributable to Hillenbrand	\$ 0.61	\$ (3.03)	\$ 1.53
Income from discontinued operations	—	0.03	6.63
Net income (loss) attributable to Hillenbrand	\$ 0.61	\$ (3.00)	\$ 8.16
Diluted earnings (loss) per share			
Income (loss) from continuing operations attributable to Hillenbrand	\$ 0.61	\$ (3.03)	\$ 1.53
Income from discontinued operations	—	0.03	6.60
Net income (loss) attributable to Hillenbrand	\$ 0.61	\$ (3.00)	\$ 8.13
Weighted-average shares outstanding — basic	70.7	70.4	69.8
Weighted-average shares outstanding — diluted	70.8	70.4	70.1

See Notes to Consolidated Financial Statements

HILLENBRAND, INC.
CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME (LOSS)
(in millions)

	Year Ended September 30,		
	2025	2024	2023
Consolidated net income (loss)	\$ 52.1	\$ (202.0)	\$ 576.7
Changes in other comprehensive (loss) income, net of tax:			
Currency translation adjustment ⁽¹⁾	2.0	51.6	6.5
Pension and postretirement	1.8	18.9	(1.7)
Change in net unrealized (loss) gain on derivative instruments	(36.8)	(20.1)	3.6
Total other comprehensive (loss) income, net of tax	(33.0)	50.4	8.4
Consolidated comprehensive income (loss)	19.1	(151.6)	585.1
Less: Comprehensive income attributable to noncontrolling interests	7.5	8.9	6.9
Comprehensive income (loss) attributable to Hillenbrand	\$ 11.6	\$ (160.5)	\$ 578.2

⁽¹⁾ Includes gains and losses on intra-entity foreign currency transactions that are of a long-term investment nature.

See Notes to Consolidated Financial Statements

HILLENBRAND, INC.
CONSOLIDATED BALANCE SHEETS
(in millions)

	September 30,	
	2025	2024
ASSETS		
Current Assets		
Cash and cash equivalents	\$ 164.8	\$ 199.3
Trade receivables, net	297.3	350.1
Receivables from long-term manufacturing contracts	278.8	302.7
Inventories, net	344.0	525.2
Prepaid expenses and other current assets	156.6	132.6
Total current assets	1,241.5	1,509.9
Property, plant, and equipment, net	238.5	316.6
Operating lease right-of-use assets, net	104.1	168.7
Intangible assets, net	1,136.0	1,285.9
Goodwill	1,601.4	1,835.7
Equity method investments	69.2	9.4
Other long-term assets	76.4	112.5
Total Assets	\$ 4,467.1	\$ 5,238.7
LIABILITIES		
Current Liabilities		
Trade accounts payable	\$ 364.4	\$ 444.8
Liabilities from long-term manufacturing contracts and advances	241.9	315.2
Current portion of long-term debt	22.8	20.6
Accrued compensation	109.0	122.0
Other current liabilities	282.6	286.5
Total current liabilities	1,020.7	1,189.1
Long-term debt	1,502.0	1,872.4
Accrued pension and postretirement healthcare	82.5	109.3
Operating lease liabilities	77.1	141.1
Deferred income taxes	190.0	314.3
Other long-term liabilities	170.6	155.1
Total Liabilities	3,042.9	3,781.3
Commitments and contingencies (Note 12)		
SHAREHOLDERS' EQUITY		
Common stock, no par value (75.8 and 75.8 shares issued, 70.5 and 70.2 shares outstanding)	—	—
Additional paid-in capital	717.9	712.6
Retained earnings	1,024.0	1,045.2
Treasury stock (5.3 and 5.6 shares), at cost	(227.1)	(238.2)
Accumulated other comprehensive loss	(128.1)	(96.6)
Hillenbrand Shareholders' Equity	1,386.7	1,423.0
Noncontrolling interests	37.5	34.4
Total Shareholders' Equity	1,424.2	1,457.4
Total Liabilities and Equity	\$ 4,467.1	\$ 5,238.7

See Notes to Consolidated Financial Statements

HILLENBRAND, INC.
CONSOLIDATED STATEMENTS OF CASH FLOWS
(in millions)

	Year Ended September 30,		
	2025	2024	2023
Operating activities from continuing operations			
Consolidated net income (loss)	\$ 52.1	\$ (202.0)	\$ 576.7
Adjustments to reconcile income (loss) from continuing operations to cash provided by operating activities:			
Total income from discontinued operations (net of income tax (benefit) expense)	—	(2.2)	(462.6)
Depreciation and amortization	138.5	158.0	125.6
Impairment charges	83.5	265.0	—
Gain on sale of property, plant, and equipment	—	(36.0)	—
Gain on equity method investments	(74.6)	(5.8)	(0.1)
Pension settlement charges	—	35.2	—
Deferred income taxes	(131.1)	(39.6)	(5.6)
Amortization of deferred financing costs	7.7	6.2	3.8
Share-based compensation	17.9	20.3	18.8
Loss on divestiture	57.2	—	—
Trade receivables and receivables from long-term manufacturing contracts	(1.6)	(5.9)	(30.8)
Inventories, net	33.9	83.1	57.2
Prepaid expenses and other current assets	(17.3)	(17.8)	19.5
Trade accounts payable	(25.3)	(17.8)	(14.7)
Liabilities from long-term manufacturing contracts and advances, accrued compensation, and other current liabilities	(83.0)	(70.9)	(95.8)
Income taxes payable	6.1	(6.6)	29.4
Accrued pension and postretirement	(3.3)	20.3	(9.4)
Other, net	(4.5)	7.8	(5.0)
Net cash provided by operating activities from continuing operations	56.2	191.3	207.0
Investing activities from continuing operations			
Capital expenditures	(38.3)	(54.2)	(69.3)
Proceeds from sales of property, plant, and equipment	2.1	56.3	0.8
Acquisitions of businesses, net of cash acquired	—	(0.9)	(1,350.9)
Proceeds from sale of equity method investment	114.7	—	—
Proceeds from divestiture, net of cash divested	83.9	—	696.7
Cross-currency swap settlement	9.1	—	—
Collection of deferred purchase price receivables	20.8	25.6	—
Other, net	0.4	—	0.4
Net cash provided by (used in) investing activities from continuing operations	192.7	26.8	(722.3)
Financing activities from continuing operations			
Proceeds from issuance of long-term debt	468.5	500.0	401.4
Repayments of long-term debt	(579.0)	(420.1)	(107.5)
Proceeds from revolving credit facilities	388.5	895.8	1,467.4
Repayments on revolving credit facilities	(475.4)	(1,124.2)	(1,009.4)
Payment of deferred financing costs	(7.4)	(7.4)	(3.3)
Payment of dividends on common stock	(63.4)	(62.5)	(61.3)
Proceeds from stock option exercises and other	1.0	2.4	21.0
Payments for employee taxes on net settlement equity awards	(3.4)	(7.0)	(12.7)
Other, net	(8.8)	(4.1)	(2.2)
Net cash (used in) provided by financing activities from continuing operations	(279.4)	(227.1)	693.4
Cash (used in) provided by continuing operations	(30.5)	(9.0)	178.1
Cash used in discontinued operations:			
Operating cash flows	—	(23.3)	(136.8)
Investing cash flows	—	—	(7.6)
Total cash used in discontinued operations	—	(23.3)	(144.4)
Effect of exchange rates on cash and cash equivalents	(6.0)	10.0	(21.1)
Net cash flows	(36.5)	(22.3)	12.6
Cash, cash equivalents, and restricted cash:			
At beginning of period	227.9	250.2	237.6
At end of period	\$ 191.4	\$ 227.9	\$ 250.2
Cash paid for interest	\$ 89.5	\$ 123.4	\$ 80.6
Cash paid for income taxes	\$ 67.9	\$ 115.8	\$ 238.6

See Notes to Consolidated Financial Statements

HILLENBRAND, INC.
CONSOLIDATED STATEMENTS OF SHAREHOLDERS' EQUITY
(in millions)

Shareholders of Hillenbrand, Inc.								
	Common Stock Shares	Additional Paid-in Capital	Retained Earnings	Treasury Stock Shares	Treasury Stock Amount	Accumulated Other Comprehensive Loss	Noncontrolling Interests	Total
Balance at September 30, 2022	75.8	\$ 723.8	\$ 812.0	6.9	\$ (297.3)	\$ (155.6)	\$ 25.1	\$ 1,108.0
Total other comprehensive income (loss), net of tax	—	—	—	—	—	8.5	(0.1)	8.4
Net income	—	—	569.7	—	—	—	7.0	576.7
Issuance/retirement of stock for stock awards/options	—	(37.3)	—	(1.0)	45.6	—	—	8.3
Share-based compensation	—	22.2	—	—	—	—	—	22.2
Dividends (\$0.8800 per share)	—	0.8	(62.1)	—	—	—	(1.6)	(62.9)
Acquisition of non-controlling interest	—	—	—	—	—	—	3.0	3.0
Purchase of non-controlling interest	—	—	—	—	—	—	(0.8)	(0.8)
Balance at September 30, 2023	75.8	709.5	1,319.6	5.9	(251.7)	(147.1)	32.6	1,662.9
Total other comprehensive income (loss), net of tax	—	—	—	—	—	50.5	(0.1)	50.4
Net (loss) income	—	—	(211.0)	—	—	—	9.0	(202.0)
Issuance/retirement of stock for stock awards/options	—	(18.1)	—	(0.3)	13.5	—	—	(4.6)
Share-based compensation	—	20.3	—	—	—	—	—	20.3
Dividends (\$0.8900 per share)	—	0.9	(63.4)	—	—	—	(4.1)	(66.6)
Purchase of non-controlling interest	—	—	—	—	—	—	(3.0)	(3.0)
Balance at September 30, 2024	75.8	712.6	1,045.2	5.6	(238.2)	(96.6)	34.4	1,457.4
Total other comprehensive loss, net of tax	—	—	—	—	—	(31.5)	(1.5)	(33.0)
Net income	—	—	43.1	—	—	—	9.0	52.1
Issuance/retirement of stock for stock awards/options	—	(13.5)	—	(0.3)	11.1	—	—	(2.4)
Share-based compensation	—	17.9	—	—	—	—	—	17.9
Dividends (\$0.9000 per share)	—	0.9	(64.3)	—	—	—	(4.4)	(67.8)
Balance at September 30, 2025	75.8	\$ 717.9	\$ 1,024.0	5.3	\$ (227.1)	\$ (128.1)	\$ 37.5	\$ 1,424.2

See Notes to Consolidated Financial Statements

HILLENBRAND, INC.
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
(in millions, except share and per share data)

1. Background

Hillenbrand, Inc. (“Hillenbrand” or the “Company”) is a global industrial company that provides highly-engineered processing equipment and solutions to customers around the world. Our portfolio is composed of leading industrial brands that serve large, attractive end markets, including durable plastics, food, and recycling. Guided by our Purpose, Shape What Matters For Tomorrow™, we pursue excellence, collaboration, and innovation to shape solutions that best serve our people, our customers, and our communities. Customers choose Hillenbrand due to our reputation for designing, manufacturing, and servicing highly-engineered, mission-critical equipment and solutions that meet their unique and complex processing requirements.

Hillenbrand is composed of two reportable operating segments: Advanced Process Solutions and Molding Technology Solutions. Advanced Process Solutions is a leading global provider of highly-engineered process and material handling equipment, systems, and aftermarket parts and services for a variety of industries, including durable plastics, food, and recycling. Key technologies within the Advanced Process Solutions portfolio include compounding, extrusion, material handling, conveying, mixing, ingredient automation, portion process, and screening and separating equipment. Molding Technology Solutions is a global leader in highly-engineered equipment, systems, and aftermarket parts and service for the plastic technology processing industry. Molding Technology Solutions has a comprehensive product portfolio that includes hot runner systems, process control systems, mold bases and components, and maintenance, repair, and operating (“MRO”) supplies.

2. Summary of Significant Accounting Policies

Basis of presentation — The accompanying Consolidated Financial Statements include the accounts of Hillenbrand and its subsidiaries, as well as three subsidiaries where the Company’s ownership percentage is less than 100%. The portion of the businesses that are not owned by the Company is presented as noncontrolling interests within shareholders’ equity in the Consolidated Balance Sheets. Income attributable to the noncontrolling interests is separately reported within the Consolidated Statements of Operations. All significant intercompany accounts and transactions have been eliminated. Certain prior period balances have been reclassified to conform to the current presentation.

For the year ended September 30, 2024, \$9.4 of equity method investments were reclassified from other long-term assets on the accompanying Consolidated Balance Sheet for comparability with the September 30, 2025 Consolidated Balance Sheet. There was no change to total assets for the year ended September 30, 2024 as a result of this reclassification. For the years ended September 30, 2024 and 2023, respectively, \$5.8 and \$0.1 of gain on equity method investments were reclassified from selling, general and administrative expense in the Consolidated Statements of Operations. There was no change to total net income (loss) from continuing operations for the years ended September 30, 2024 and 2023, respectively, as a result of this change.

Use of estimates — The Company prepared the Consolidated Financial Statements in conformity with United States (“U.S.”) generally accepted accounting principles (“GAAP”). GAAP requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the Consolidated Financial Statements and the reported amounts of net revenue and expenses during the reporting period. The Company’s results are affected by economic, political, legislative, regulatory, and legal actions. Economic conditions, such as recessionary trends, inflation, interest and monetary exchange rates, government fiscal policies, and changes in the prices of raw materials, can have a significant effect on operations. These factors and other events may cause actual results to differ from management’s estimates.

Foreign currency translation — The financial statements of the Company’s foreign subsidiaries are translated into U.S. dollars using period-end exchange rates for assets and liabilities and average exchange rates for operating results. Unrealized translation gains and losses are included in accumulated other comprehensive loss in shareholders’ equity in the Consolidated Balance Sheets. When a transaction is denominated in a currency other than the subsidiary’s functional currency, the Company recognizes a transaction gain or loss in selling, general and administrative expenses within the Consolidated Statements of Operations when the transaction is settled.

Cash, cash equivalents, and restricted cash include short-term investments with original maturities of three months or less. The carrying amounts reported in the Consolidated Balance Sheets for cash and cash equivalents and restricted cash are valued at cost, which approximates their fair value.

The following table provides a reconciliation of cash, cash equivalents, and restricted cash reported within the Consolidated Balance Sheets that sum to the total of the same amounts shown in the Consolidated Statements of Cash Flows:

	September 30,	
	2025	2024
Cash and cash equivalents	\$ 164.8	\$ 199.3
Short-term restricted cash included in other current assets	6.5	7.0
Long-term restricted cash included in other long-term assets	20.1	21.6
Total cash, cash equivalents, and restricted cash shown in the Consolidated Statements of Cash Flows	\$ 191.4	\$ 227.9

In connection with the termination and liquidation of the U.S. defined benefit pension plan (the “Plan”), as discussed in Note 7 – Retirement Benefits, certain surplus assets within the Plan were returned to the Company. Under Internal Revenue Code (“IRC”) Section 4980, employers that transfer surplus assets from a terminated defined benefit plan to a qualified replacement plan, such as a defined contribution plan, can avoid excise taxes provided that the entire surplus is transferred and that the excess assets are assigned to cover future non-matching contributions. The Company intends to use 100% of these surplus assets to offset non-elective contributions in our defined contribution plans, which represent qualified replacement plans in accordance with the IRC Section 4980, and therefore we consider these surplus assets restricted. Upon return to the Company, these surplus assets are invested in cash equivalents, and represent substantially all of our restricted cash at September 30, 2025 and 2024. While the underlying cash equivalents have maturities of three months or less, the restricted cash is classified on the Consolidated Balance Sheets based on the intended timing of future contributions to our defined contribution plans.

Trade receivables are recorded at the invoiced amount and generally do not bear interest, unless they become past due. The allowance for credit losses is a best estimate of the amount of probable credit losses and collection risk in the existing trade receivables portfolio. Account balances are charged against the allowance when the Company believes it is probable the trade receivables will not be recovered. The Company generally holds trade receivables until they are collected. At September 30, 2025 and 2024, the Company had an allowance for credit losses against trade receivables of \$11.3 and \$13.6, respectively.

Inventories are generally valued at the lower of cost or net realizable value, unless the inventories are acquired in a business combination, at which time it is recorded at fair value. Costs of inventories have been determined principally by the first-in, first-out (“FIFO”) and average cost methods. Inventories are comprised of the following amounts at:

	September 30,	
	2025	2024
Raw materials and components	\$ 164.7	\$ 247.0
Work in process	81.9	127.6
Finished goods	97.4	150.6
Total inventories	\$ 344.0	\$ 525.2

Property, plant, and equipment are carried at cost less accumulated depreciation, unless the property, plant and equipment is acquired in a business combination, at which time is recorded at fair value. Depreciation is computed using principally the straight-line method based on estimated useful lives of three to 50 years for buildings and improvements and three to 25 years for machinery and equipment. Major improvements that extend the useful lives of such assets are capitalized while expenditures for maintenance, repairs, and minor improvements are expensed as incurred. Upon disposal or retirement, the cost and accumulated depreciation of assets are eliminated. Any gain or loss is reflected within gain on sale of property, plant, and equipment on the Consolidated Statements of Operations. The Company reviews these assets for impairment whenever events or changes in circumstances indicate that the carrying value may not be recoverable. An impairment loss would be recognized when estimated future undiscounted cash flows relating to the asset (i.e. fair value) are less than its carrying amount. The impairment loss is measured as the amount by which the carrying amount of an asset exceeds its fair value. There was no impairment loss during the years ended September 30, 2025, 2024, or 2023. Total depreciation expense for the years ended September 30, 2025, 2024, and 2023 was \$39.8, \$51.4, and \$42.1, respectively. Property, plant, and equipment are summarized as follows at:

	September 30, 2025		September 30, 2024	
	Cost	Accumulated Depreciation	Cost	Accumulated Depreciation
Land and land improvements	\$ 23.7	\$ (0.4)	\$ 28.6	\$ (0.8)
Buildings and building equipment	133.6	(52.0)	143.0	(51.1)
Machinery and equipment	326.2	(192.6)	410.6	(213.7)
Total	<u>\$ 483.5</u>	<u>\$ (245.0)</u>	<u>\$ 582.2</u>	<u>\$ (265.6)</u>

Leases — The Company's lease portfolio is comprised of operating leases primarily for manufacturing facilities, offices, vehicles, and certain equipment. At the inception of an arrangement, the Company determines whether the arrangement is or contains a lease based on whether the contract conveys the right to control the use of identified property, plant or equipment for a period of time in exchange for consideration. Leases are classified as operating or finance leases at the commencement date of the lease. Operating leases are recorded within operating lease right-of-use assets, other current liabilities, and operating lease liabilities in the Consolidated Balance Sheets. The Company's finance leases were insignificant as of September 30, 2025 and 2024. Leases with an initial term of 12 months or less are not recorded on the Consolidated Balance Sheets. The Company elected an accounting policy to combine lease and non-lease components for all leases.

Operating lease right-of-use assets and liabilities are recognized at the commencement date based on the present value of lease payments over the lease term. As the implicit rate is generally not readily determinable for most leases, the Company uses an incremental borrowing rate based on the information available at the commencement date in determining the present value of lease payments. The incremental borrowing rate reflects the estimated rate of interest that the Company would pay to borrow on a collateralized basis over a similar term in a similar economic environment. Lease expense for operating leases is recognized on a straight-line basis over the lease term.

Leases may include renewal options, and the renewal option is included in the lease term if the Company concludes that it is reasonably certain that the option will be exercised. A certain number of the Company's leases contain rent escalation clauses, either fixed or adjusted periodically for inflation of market rates, that are factored into the calculation of lease payments to the extent they are fixed and determinable at lease inception. The Company also has variable lease payments that do not depend on a rate or index, primarily for items such as common area maintenance and real estate taxes, which are recorded as variable costs when incurred.

Goodwill is not amortized, but is tested for impairment at least annually, or on an interim basis upon the occurrence of triggering events or substantive changes in circumstances. Goodwill has been assigned to reporting units. The Company assesses the carrying value of goodwill annually, or more often if events or changes in circumstances indicate there may be impairment. Impairment testing is performed at a reporting unit level.

The following table summarizes the changes in the Company's goodwill, by reportable operating segment, for the years ended September 30, 2025 and 2024:

	Advanced Process Solutions	Molding Technology Solutions	Total
Balance September 30, 2023	\$ 1,394.9	\$ 633.2	\$ 2,028.1
Impairment charges	—	(238.0)	(238.0)
Acquisition measurement period adjustments	(1.3)	—	(1.3)
Foreign currency adjustments	36.6	10.3	46.9
Balance September 30, 2024	1,430.2	405.5	1,835.7
Divestiture of Milacron	—	(180.0)	(180.0)
Impairment charges	—	(82.3)	(82.3)
Foreign currency adjustments	28.6	(0.6)	28.0
Balance September 30, 2025	<u>\$ 1,458.8</u>	<u>\$ 142.6</u>	<u>\$ 1,601.4</u>

Testing for impairment of goodwill and indefinite-lived intangible assets must be performed annually, or on an interim basis upon the occurrence of triggering events or substantive changes in circumstances that indicate that the fair value of the indefinite-lived intangible asset or reporting unit may have decreased below the carrying value. The Company's annual goodwill and indefinite-lived intangible asset assessment is performed on July 1 at the indefinite-lived intangible asset and

reporting unit level, which consists of determining each indefinite-lived intangible asset or reporting unit's current fair value compared to its current carrying value.

For purposes of the quantitative goodwill impairment assessment, weighting is equally attributed to both the market and income approaches in arriving at the fair value of the reporting units. The key assumptions for the market and income approaches we use to determine fair value of our reporting units are updated at least annually. Those assumptions and estimates include macroeconomic conditions, competitive activities, cost containment activities, achievement of synergy initiatives, market data and market multiples, discount rates, as well as future levels of net revenue growth and EBITDA margins, which are based upon the Company's strategic plan. The strategic plan is updated as part of its annual planning process and is reviewed and approved by management and the Board of Directors. The strategic plan may be revised as necessary during a fiscal year, based on changes in market conditions or other changes in the reporting units. The most significant assumptions used in the determination of the estimated fair value of the indefinite-lived intangible assets and reporting units are the net revenue and EBITDA growth rates and the discount rate. The discount rate, which is consistent with a weighted-average cost of capital that is likely to be expected by a market participant, is based upon industry required rates of return, including consideration of both debt and equity components of the capital structure. The discount rates may be impacted by adverse changes in the macroeconomic environment, volatility in the equity and debt markets, or other factors.

Determining the fair value of a reporting unit requires the Company to make significant judgments, estimates, and assumptions. Although there are always changes in assumptions to reflect changing business and market conditions, our overall valuation methodology and the types of assumptions we use have remained consistent and reasonable. However, future changes in the judgments, assumptions, and estimates that are used in the impairment assessment for goodwill, including discount rates and future cash flow projections, could result in significantly different estimates of fair values, resulting in future impairment charges related to recorded goodwill balances.

2025 Impairment

The Company performed its July 1, 2025 annual goodwill and indefinite-lived intangible asset impairment assessments for all five of its reporting units.

For the three reporting units within the Advanced Process Solutions reportable segment, the fair value was determined to exceed the carrying value, resulting in no impairment to goodwill as part of the annual assessment.

For the two reporting units within the Molding Technology Solutions reportable segment, the Company concluded that the carrying value for the Mold-Masters and DME reporting units exceeded their fair values, resulting in a goodwill impairment charge of \$82.3 as of July 1, 2025. As a result of the limited cushion (or headroom as commonly referred) due to the prior year impairment of the Mold-Masters reporting unit (see below) and recent acquisitions, changes to exchange rates during 2025 that increased the carrying value of the reporting units, and modified revenue and cash flow projections utilized as inputs to estimating the fair value of the reporting units within the Molding Technology Solutions reportable operating segment, the Company concluded that the carrying value for those reporting units exceeded their fair value.

Additionally, under the relief-from-royalty fair value method, the Company concluded that the carrying value of the trade name associated with that Mold-Masters reporting unit exceeded its fair value resulting in an impairment charge of \$1.2 recorded as of July 1, 2025. The goodwill and indefinite-lived intangible asset impairment charges are nondeductible for tax purposes.

During the twelve months ended September 30, 2025, the Company did not observe any triggering events or substantive changes in circumstances requiring the need for an interim impairment assessment prior or subsequent to the annual assessment date of July 1, 2025.

2024 Impairment

During the twelve months ended September 30, 2024, an interim impairment assessment was performed for certain reporting units within the Molding Technology Solutions reportable operating segment as a result of certain triggering events, in advance of the July 1, 2024 annual goodwill assessment date. The prior year interim impairment assessment was triggered by negative macroeconomic conditions and changing market fundamentals, which resulted in an interim downward revision to the forecast and a new five-year operating plan for certain reporting units within the Molding Technology Solutions reportable operating segment. As a result of the change to expected future cash flows within the revised five-year operating plan and the comparable market information used in the market approach for estimating the fair value of the Mold-Masters reporting unit, the Company concluded that the carrying value for the Mold-Masters reporting unit exceeded its fair value, resulting in a goodwill impairment charge of \$238.0.

Additionally, under the relief-from-royalty fair value method, the Company concluded that the carrying value of the trade name associated with that Mold-Masters reporting unit exceeded its fair value. As a result, an impairment charge of \$27.0 was recorded during the twelve months ended September 30, 2024. There were no other interim indicators of impairment in 2024, and it was determined that the fair value of all other reporting units that were assessed on the July 1 annual assessment date exceeded the carrying value of each reporting unit. The goodwill and indefinite-lived intangible asset impairment charges were nondeductible for tax purposes.

Summary

As a result of these factors and other factors discussed above, goodwill and indefinite-lived intangible assets for the reporting units within the Molding Technology Solutions reportable operating segment are more susceptible to impairment risk. The estimated fair value, as calculated during the annual impairment assessment, equaled the carrying value as a result of the impairments recognized.

Each of the reporting units within the Advanced Process Solutions reportable operating segment had sufficient cushion or headroom at the annual impairment assessment date.

The Company is required to provide additional disclosures about fair value measurements as part of the Consolidated Financial Statements for each major category of assets and liabilities measured at fair value on a non-recurring basis (including impairment assessments). Goodwill and indefinite-lived intangible assets were valued using Level 3 inputs, which are unobservable by nature, and included internal estimates of future cash flows (income approach). Significant increases (decreases) in any of those unobservable inputs in isolation would result in a significantly higher (lower) fair value measurement.

Intangible assets are stated at the lower of cost or fair value. With the exception of certain trade names, intangible assets are amortized on a straight-line basis over periods ranging from three to 21 years, representing the period over which the Company expects to receive future economic benefits from these intangible assets. The Company assesses the carrying value of indefinite-lived trade names annually, or more often if events or changes in circumstances indicate there may be impairment. Estimated amortization expense related to intangible assets for the next five years is: \$91.3 in 2026, \$91.3 in 2027, \$91.3 in 2028, \$90.3 in 2029, and \$90.0 in 2030. Intangible assets are summarized as follows at:

	September 30, 2025		September 30, 2024	
	Cost	Accumulated Amortization	Cost	Accumulated Amortization
Finite-lived assets:				
Customer relationships	\$ 1,239.7	\$ (419.1)	\$ 1,316.9	\$ (379.4)
Technology, including patents	189.0	(113.4)	192.3	(100.9)
Software	66.5	(39.2)	53.0	(35.3)
Trade names	53.9	(16.7)	52.5	(10.6)
	1,549.1	(588.4)	1,614.7	(526.2)
Indefinite-lived assets:				
Trade names	175.3	—	197.4	—
Total	\$ 1,724.4	\$ (588.4)	\$ 1,812.1	\$ (526.2)

Finite-lived intangible assets, net of \$638.1 and \$693.0 are included in the Advanced Process Solutions reportable operating segment at September 30, 2025 and 2024, respectively. Indefinite-lived intangible assets of \$114.8 and \$112.3 are included in the Advanced Process Solutions reportable operating segment at September 30, 2025 and 2024, respectively. The net change in intangible assets in the Advanced Process Solutions reportable operating segment during the years ended September 30, 2025 and 2024, was driven primarily by acquisition measurement period adjustments, amortization, and foreign currency adjustments.

Finite-lived intangible assets, net of \$306.2 and \$388.3 are included in the Molding Technology Solutions reportable operating segment at September 30, 2025 and 2024, respectively. Indefinite-lived intangible assets of \$60.5 and \$85.1 are included in the Molding Technology Solutions reportable operating segment at September 30, 2025 and 2024. The net change in indefinite-lived intangible assets in the Molding Technology Solutions reportable operating segment during the years ended September 30, 2025 and 2024, was driven primarily by impairment charges of \$1.2 in 2025 and \$27.0 in 2024 as discussed previously, and foreign currency adjustments. The net change in finite-lived intangible assets in the Molding Technology Solutions reportable operating

segment during the years ended September 30, 2025 and 2024, was driven primarily by amortization and foreign currency adjustments.

Annual impairment assessment

As a result of the required annual indefinite-lived intangible asset impairment assessment performed in the fourth quarter of 2025 and 2024, as discussed in the goodwill section above, the Company concluded that the carrying value of the trade name associated with the Mold-Masters reporting unit exceeded its fair value. As a result, impairment charges of \$1.2 and \$27.0 were recorded during the twelve months ended September 30, 2025 and 2024, respectively. There was no impairment to indefinite-lived trade names at the annual indefinite-lived intangible asset impairment assessment date during the year ended 2023. The key assumptions used to determine the fair value of the Company's indefinite-lived trade names are consistent with those described in the goodwill section above, with the exception of the royalty rate utilized in the relief-from-royalty method, which ranged from 1.5% to 3.0%.

The indefinite-lived intangible assets within the Advanced Process Solutions reportable operating segment have significant cushion or headroom at the annual impairment assessment date.

Equity method investments — The Consolidated Financial Statements includes certain investments, which are accounted for using the equity method of accounting as we have significant influence over the operating and financial policies but not controlling interests. When we record our proportionate share of net income or loss, we record it as an increase to gain on equity method investments in the Consolidated Statements of Operations and adjust the carrying value of our equity method investments. The maximum exposure to loss as a result of the Company's involvement with the equity method investments cannot be quantified. The value of our equity method investments, which is recorded in equity method investments in the Consolidated Balance Sheets, was \$68.8 and \$9.2 at September 30, 2025 and 2024, respectively. We recorded our proportionate share of net income from equity method investments of \$5.6, \$5.8, and \$0.1 for the years ended September 30, 2025, 2024, 2023, respectively, as an increase to gain on equity method investments.

On July 1, 2025, the Company, in conjunction with its majority stake joint-venture partner in TerraSource Holdings, LLC ("TerraSource"), completed the divestiture of its 46% interest in TerraSource to Astec Industries for \$245.0. The sale included proceeds to the Company of \$116.7, including post-closing adjustments. During the twelve months ended September 30, 2025, the Company recorded a pre-tax gain of \$68.1. During the years ended September 30, 2025, 2024, and 2023, Hillenbrand's consolidated results included its proportionate share of TerraSource's net income and the TerraSource equity method investment was recorded on the Consolidated Balance Sheet as of September 30, 2024.

See Note 4 for additional discussion related to equity method investment activity during the year ended September 30, 2025.

Pension benefit plans — The Company sponsors retirement benefit plans covering a select number of our employees located outside the U.S. The funded status of the Company's retirement benefit plans is recognized in the Consolidated Balance Sheets. The funded status is measured as the difference between the fair value of plan assets and the benefit obligation at September 30, the measurement date. For defined benefit retirement plans, the benefit obligation is the projected benefit obligation ("PBO"). The PBO represents the actuarial present value of benefits expected to be paid upon retirement based on estimated future compensation levels. These valuations reflect the terms of the plans and use participant-specific information such as compensation, age and years of service, as well as certain key assumptions that require significant judgment, including, but not limited to, estimates of discount rates, expected return on plan assets, rate of compensation increases, interest rates and mortality rates. The Company recognizes the change in the fair value of plan assets and net actuarial gains and losses annually in the fourth quarter of each fiscal year and whenever a plan is determined to qualify for a remeasurement. The remaining components of net pension (benefit) costs are recorded ratably on a quarterly basis.

Treasury stock consists of the Company's common shares that have been issued but subsequently reacquired. The Company accounts for treasury stock purchases under the cost method. When these shares are reissued, the Company uses an average-cost method to determine cost. Proceeds in excess of cost are credited to additional paid-in capital.

There were no shares repurchased during the years ended September 30, 2025, 2024 and 2023. During the years ended September 30, 2025, 2024, and 2023, there were shares of approximately 300,000, 300,000, and 1,000,000, respectively, issued from treasury stock under stock compensation programs.

Preferred stock — The Company has authorized 1,000,000 shares of preferred stock (no par value), of which no shares were issued or outstanding at September 30, 2025 and 2024.

Accumulated other comprehensive loss — Includes all changes in Hillenbrand shareholders' equity during the period except those that resulted from investments by or distributions to shareholders. Accumulated other comprehensive loss was comprised of the following amounts as of:

	September 30,	
	2025	2024
Currency translation	\$ (51.9)	\$ (55.4)
Pension and postretirement (net of taxes of \$4.8 and \$4.9)	(13.8)	(15.6)
Unrealized loss on derivative instruments (net of taxes of \$0.2 and \$(0.4))	(62.4)	(25.6)
Accumulated other comprehensive loss	<u>\$ (128.1)</u>	<u>\$ (96.6)</u>

Revenue recognition — Net revenue is measured as the amount of consideration the Company expects to receive in exchange for transferring goods or providing services and is recognized when performance obligations are satisfied under the terms of contracts with customers.

A performance obligation is deemed to be satisfied by the Company when control of the product or service is transferred to the customer. The transaction price of a contract, or the amount the Company expects to receive upon satisfaction of the performance obligation, is determined by reference to the contract's terms and includes adjustments, if applicable, for any variable consideration, such as sales discounts. The majority of sales discounts are included on the invoice to the customer and therefore, involved no estimation. If an estimate is required, these allowances are determined using the expected value method, which is typically based upon historical rates.

The timing of revenue recognition for the contract's performance obligation is either over time or at a point in time. We recognize revenue over time for contracts that have an enforceable right to collect payment for performance completed to date upon customer cancellation and provide one or more of the following: (i) service over a period of time, (ii) highly customized equipment, or (iii) parts which are highly engineered and have no alternative use. Net revenue generated from standard equipment and highly customized equipment or parts contracts without an enforceable right to payment for performance completed to date, as well as net revenue from non-specialized parts sales, is recognized at a point in time.

We use the input method of "cost-to-cost" to recognize net revenue over time. Accounting for these contracts involves management judgment in estimating total contract revenue and cost. Contract revenue is largely determined by negotiated contract prices and quantities. Contract costs are incurred over longer periods of time and, accordingly, the estimation of these costs requires judgment. We measure progress based on costs incurred to date relative to total estimated cost at completion. Incurred cost represents work performed, which corresponds with, and we believe thereby best depicts, the transfer of control to the customer. Contract costs include labor, material, and certain overhead expenses. Cost estimates are based on various assumptions to project the outcome of future events, including the complexity and length of the work to be performed, the cost of materials, and the performance of suppliers and subcontractors. Significant factors that influence these estimates include inflationary trends, technical and schedule risk, internal performance trends, business volume assumptions, and anticipated labor agreements. Net revenue and cost estimates are regularly monitored and revised based on changes in circumstances. Anticipated losses on long-term manufacturing contracts are recognized immediately when such losses become evident, which is rare. We maintain financial controls over the customer qualification, contract pricing, and estimation processes designed to reduce the risk of contract losses.

Standalone service net revenue is recognized either over time proportionately over the period of the underlying contract or as invoiced, depending on the terms of the arrangement. Standalone service net revenue is not material to the Company.

Contract balances

The Company often requires an advance deposit based on the terms and conditions of contracts with customers for many of its contracts. Payment terms generally require an upfront payment at the start of the contract, and the remaining payments during the contract or within a certain number of days of delivery. Typically, net revenue is recognized within one year of receiving an advance deposit. For certain contracts within the Advanced Process Solutions reportable operating segment where an advance payment is received greater than one year from expected net revenue recognition, or a portion of the payment due extends beyond one year, the Company has determined it does not constitute a significant financing component.

The timing of revenue recognition, billings, and cash collections can result in trade receivables, advance payments, and billings in excess of net revenue recognized. Customer receivables include amounts billed and currently due from customers and are

included in trade receivables, net, as well as unbilled amounts (contract assets) which are included in receivables from long-term manufacturing contracts on the Consolidated Balance Sheets. Amounts are billed in accordance with contractual terms or as work progresses in accordance with contractual terms. Unbilled amounts arise when the timing of billing differs from the timing of net revenue recognized, such as when contract provisions require specific milestones to be met before a customer can be billed. Unbilled amounts primarily relate to performance obligations satisfied over time when the cost-to-cost method is used and the revenue recognized exceeds the amount billed to the customer as there is not yet a right to payment in accordance with contractual terms. Unbilled amounts are recorded as a contract asset when the net revenue associated with the contract is recognized prior to billing and derecognized when billed in accordance with the terms of the contract.

Advance payments and billings in excess of net revenue recognized are included in liabilities from long-term manufacturing contracts and advances on the Consolidated Balance Sheets. Advance payments and billings in excess of net revenue recognized represent contract liabilities and are recorded when customers remit contractual cash payments in advance of us satisfying performance obligations under contractual arrangements, including those with performance obligations satisfied over time. Billings in excess of net revenue recognized primarily relate to performance obligations satisfied over time when the cost-to-cost method is used and revenue cannot yet be recognized as the Company has not completed the corresponding performance obligation. Contract liabilities become unrecognized when net revenue is recognized and the performance obligation is satisfied.

The balance in receivables from long-term manufacturing contracts at September 30, 2025 and 2024 was \$278.8 and \$302.7, respectively. The change was driven by the impact of net revenue recognized prior to billings. The balance in the liabilities from long-term manufacturing contracts and advances at September 30, 2025 and 2024 was \$241.9 and \$315.2, respectively, and consists primarily of cash payments received or due in advance of satisfying performance obligations. Substantially all of the liabilities from long-term manufacturing contracts and advances at September 30, 2024 and 2023, were recognized as net revenue during the years ended September 30, 2025 and 2024. During the years ended September 30, 2025, 2024, and 2023, the adjustments related to performance obligations satisfied in previous periods were immaterial.

Costs incurred to obtain a customer contract are not material to the Company. The Company elected to apply the practical expedient to not capitalize contract costs to obtain contracts with a duration of one year or less, which are expensed as incurred.

Cost of goods sold consists primarily of purchased material costs, fixed manufacturing expense, variable direct labor, and overhead costs. It also includes costs associated with the distribution and delivery of products.

Research and development costs are expensed as incurred as a component of selling, general and administrative expenses and were \$34.1, \$36.7, and \$25.4 for the years ended September 30, 2025, 2024, and 2023, respectively.

Warranty costs — The Company records the estimated warranty cost of a product at the time net revenue is recognized. Warranty expense is accrued based upon historical information and may also include specific provisions for known conditions. Warranty obligations are affected by actual product performance and by material usage and service costs incurred in making product corrections. The Company's warranty provision takes into account the best estimate of amounts necessary to settle future and existing claims on products sold. The Company engages in extensive product quality programs and processes in an effort to minimize warranty obligations, including active monitoring and evaluation of the quality of component suppliers. Warranty reserves were \$46.0 and \$47.9 as of September 30, 2025 and 2024, respectively. Warranty costs are recorded as a component of cost of goods sold and were \$12.3, \$19.4, and \$15.2 during the years ended September 30, 2025, 2024, and 2023, respectively.

Income taxes — The Company establishes deferred tax assets and liabilities for the expected future tax consequences of events that have been included in the Consolidated Financial Statements. Deferred tax assets and liabilities are determined in part based on the differences between the accounting treatment of tax assets and liabilities under GAAP and the tax basis of assets and liabilities using statutory tax rates in effect for the year in which the differences are expected to reverse. The effect of a change in statutory tax rates on deferred tax assets and liabilities is recognized in consolidated net income in the period that includes the enactment date. The Company asserts that a portion of the cash at certain foreign subsidiaries represents earnings considered to be permanently reinvested for which deferred taxes have not been recorded in the Consolidated Financial Statements, as the Company does not intend, nor does the Company foresee a need, to repatriate these funds. The Company provides deferred taxes for the portion of the cash at the foreign subsidiaries for which it does not assert permanent reinvestment of these funds. The Company continues to actively evaluate its global capital deployment and cash needs.

The Company has a variety of deferred income tax assets in numerous tax jurisdictions. The recoverability of these deferred income tax assets is assessed periodically, and valuation allowances are recognized if it is determined that it is more likely than not that the benefits will not be realized. When performing this assessment, the Company considers the ability to carryback

losses to prior tax periods, future taxable income, the reversal of existing temporary differences, and tax planning strategies. The Company accounts for accrued interest and penalties related to unrecognized tax benefits in income tax expense.

Derivative financial instruments — The Company has hedging programs in place to manage its currency exposures. The objectives of the Company's hedging programs are to mitigate exposures in gross margin and non-functional-currency-denominated assets and liabilities. Under these programs, the Company uses derivative financial instruments to manage the economic impact of fluctuations in currency exchange rates. These include foreign currency exchange forward contracts, which generally have terms up to 24 months. Additionally, the Company periodically enters into interest rate swaps to manage or hedge the risks associated with indebtedness and interest payments. The Company's objectives in using these interest rate swaps are to add stability to interest expense and to manage exposure to interest rate movements.

Contracts designated as cash flow hedges for customer orders or intercompany purchases have an offsetting tax-adjusted amount in accumulated other comprehensive loss. Foreign exchange contracts intended to manage foreign currency exposures within the Consolidated Balance Sheets have an offsetting amount recorded in selling, general and administrative expenses. The cash flows from such hedges are presented in the same category in the Consolidated Statement of Cash Flows as the items being hedged.

Hillenbrand participates in cross-currency swap agreements aiming to hedge the variability in the movement of foreign currency exchange rates for its operations in Europe, while simultaneously lowering the Company's overall borrowing costs. The maturity dates of these agreements range from 2027 to 2029. These agreements qualify for hedge accounting and accordingly the changes in fair value of the derivatives are recorded in other comprehensive income (loss) and remain in accumulated other comprehensive loss attributable to Hillenbrand in shareholders' equity until the hedged item is recognized in earnings. We assess the effectiveness of cross-currency swap contracts using the spot method, and the difference between the interest rate received and paid under the cross-currency swap agreements is recorded in interest expense, net, in the Consolidated Statements of Operations. As a result of participating in these cross-currency swap agreements, Hillenbrand recorded a reduction in interest expense, net of \$11.9 and \$3.9 during the years ended September 30, 2025 and 2024, respectively. Hillenbrand presents the cross-currency swap agreements' periodic settlements in operating activities in the Consolidated Statements of Cash Flows.

The Company measures all derivative instruments at fair value and reports them on the Consolidated Balance Sheets as assets or liabilities. Changes in the fair value of derivatives are accounted for depending on the intended use of the derivative, designation of the hedging relationship, and whether or not the criteria to apply hedge accounting have been satisfied. If a derivative is designated as a fair value hedge, the gain or loss on the derivative and the offsetting loss or gain on the hedged asset or liability are recognized in earnings. For derivative instruments designated as a cash flow hedge, the effective portion of the gain or loss on the derivative instrument is reported as a component of accumulated other comprehensive loss and reclassified to earnings in the same period that the hedged transaction affects earnings. The portion of the gain or loss that does not qualify for hedge accounting is immediately recognized in earnings.

The aggregate notional value of the cross currency swap agreements was \$778.0 and \$727.8 at September 30, 2025 and 2024, respectively. The aggregate notional value of the foreign currency exchange forward contract derivatives was \$365.3 and \$172.5 at September 30, 2025 and 2024, respectively. The carrying value of all of the Company's derivative instruments at fair value resulted in assets of \$12.5 and \$19.0 (included in prepaid expenses and other current assets) and liabilities of \$81.3 and \$40.5 (included in other current liabilities and other long-term liabilities) at September 30, 2025 and 2024, respectively. See Note 13 for additional information on the fair value of the Company's derivative instruments.

Other financial instruments —

Supply chain financing programs

The Company has agreements with third-party financial institutions to facilitate supply chain finance ("SCF") programs. The SCF programs allow qualifying suppliers to sell their receivables, on an invoice level at the selection of the supplier, from the Company to the financial institutions and negotiate their outstanding receivable arrangements and associated fees directly with the financial institutions. Hillenbrand is not party to the agreements between the supplier and the financial institutions. The supplier invoices that have been confirmed as valid under the SCF programs require payment in full by the financial institutions to the supplier by the original maturity date of the invoice, or discounted payment at an earlier date as agreed upon with the supplier. The Company's obligations to its suppliers, including amounts due and scheduled payment terms, are not impacted by a supplier's participation in the SCF programs.

All outstanding amounts related to suppliers participating in the SCF programs are recorded upon confirmation with the third-party financial institutions in trade accounts payable in the Consolidated Balance Sheets, and associated payments are included in cash used in operating activities in the Consolidated Statements of Cash Flows. The Company's outstanding obligations included in trade accounts payable as of September 30, 2025 and 2024, were \$13.7 and \$16.0, respectively.

The roll forward of outstanding obligations confirmed as valid under the supplier finance program is as follows:

	Year Ended September 30, 2025
Beginning balance	\$ 16.0
Invoices confirmed during the year	60.4
Invoices settled during the year	(62.9)
Foreign currency translation adjustments	0.2
Ending balance	\$ 13.7

Trade receivables financing agreements

The Company sells a small percentage of its trade receivables to outside financial institutions in the normal course of business. These trade receivable financing agreements are accounted for as a true sale of assets under the provisions of Accounting Standards Codification ("ASC") 860, Transfer and Servicing ("ASC 860"). During fiscal 2024, the Company executed an amendment of one of its trade receivables financing agreements (as amended, the "Amended Agreement") with a financial institution. In accordance with ASC 860, this Amended Agreement is deemed a true sale, as the Company retains no rights or interest and has no obligations with respect to the trade receivables, and has no continuing involvement with the trade receivables once transferred to the financial institution. As part of the Amended Agreement, we receive the majority of the proceeds of the trade receivables sold to the financial institution upon sale in cash (level 1 fair value measurement) with the remaining portion of the proceeds held by the financial institution as a deferred purchase price ("DPP") (level 2 fair value measurement) until the collection of the trade receivables sold. The DPP receivables are ultimately realized by the Company following the collection of the underlying trade receivables sold to the financial institution (typically within 90 - 120 days). As defined in the Amended Agreement, the financial institution is responsible for any credit risk associated with the sold trade receivables. There is no limit on the amount of trade receivables that can be sold under the Amended Agreement; however, all trade receivables must be accepted by the financial institution prior to sale.

Sales of trade receivables under the Agreement and other trade receivable factoring arrangements were \$277.4, \$250.0, and \$25.4, and cash collections from customers on trade receivables sold were \$280.4, \$243.4 and \$25.4 during the fiscal years ended September 30, 2025, 2024 and 2023, respectively. The Company acts as a servicer (collects customer cash on behalf of the financial institution) for one of its trade receivables factoring arrangements. The servicing fee associated with this trade receivables factoring arrangement was not material to the Company for the years ended September 30, 2025, 2024, and 2023. Amounts collected on behalf of the financial institution under this trade receivables factoring arrangement and owed to the financial institution were \$4.2 and \$3.1 at September 30, 2025 and 2024, respectively. The loss on the sale of trade receivables under the Amended Agreement and other trade receivables factoring arrangements was not material to the Company for the years ended September 30, 2025, 2024, and 2023. As of September 30, 2025 and 2024, trade receivables in the amount of \$28.3 and \$34.2, respectively, were sold to the financial institution and are not reflected in trade receivables in the Consolidated Balance Sheets.

The following roll forward summarizes the activity related to the DPP receivables:

	Year Ended September 30, 2025	Year Ended September 30, 2024
Beginning DPP receivables balance	\$ 6.7	\$ —
Non-cash additions to DPP receivables	17.8	32.3
Cash collections on DPP receivables	(20.8)	(25.6)
Ending DPP receivables balance	\$ 3.7	\$ 6.7

Business acquisition and integration costs — Business acquisition and integration costs are expensed as incurred and are reported as a component of cost of goods sold and selling, general and administrative expenses depending on the nature of the cost. The Company defines these costs to include finder's fees, advisory, legal, accounting, valuation, and other professional or consulting fees, as well as travel associated with investigating opportunities (including acquisition and divestitures). Business

acquisition and integration costs also include costs associated with acquisition tax planning, retention bonuses, and related integration costs. These costs exclude the ongoing expenses of the Company's business development department.

Restructuring costs may occur when the Company takes action to exit or significantly curtail a part of the Company's operations or change the deployment of assets or personnel. A restructuring charge can consist of an impairment or accelerated depreciation of affected assets, severance costs associated with reductions to the workforce, costs to terminate an operating lease or contract, and charges for legal obligations for which no future benefit will be derived.

Recently issued accounting standards

In November 2023, the Financial Accounting Standards Board ("FASB") issued ASU 2023-07, *Segment Reporting (Topic 280): Improvements to Reportable Segment Disclosures*. ASU 2023-07 requires additional disclosures pertaining to significant expenses and other items of an entity's reportable operating segments. This standard was adopted by the Company on September 30, 2025, and did not have a material impact on the Company's Consolidated Financial Statements.

In December 2023, the FASB issued ASU 2023-09, *Income Taxes (Topic 740): Improvements to Income Tax Disclosures*, which expands disclosures in an entity's income tax rate reconciliation table and regarding cash taxes paid both in the U.S. and foreign jurisdictions. ASU 2023-09 will be effective for annual periods beginning after December 15, 2024 (fiscal 2026). The Company is currently evaluating the impact of ASU 2023-09 on the Consolidated Financial Statements.

In November 2024, the FASB issued ASU 2024-03, *Income Statement - Reporting Comprehensive Income - Expense Disaggregation Disclosures (Subtopic 220-40): Disaggregation of Income Statement Expenses* (ASU 2024-03), which requires, among other items, additional disaggregated disclosures in the notes to financial statements for certain categories of expenses that are included on the face of the Consolidated Statement of Operations. ASU 2024-03 is effective for fiscal years beginning after December 15, 2026 (fiscal 2028), and for interim periods within fiscal years beginning after December 15, 2027 (fiscal 2029), with early adoption permitted. The Company is currently evaluating the impact of ASU 2024-03 on the Consolidated Financial Statements.

No other new accounting pronouncements recently adopted or issued had or are expected to have a material impact on the Consolidated Financial Statements.

3. Revenue Recognition

Net revenue is measured as the amount of consideration the Company expects to receive in exchange for transferring goods or providing services and is recognized when performance obligations are satisfied under the terms of contracts with customers.

Transaction price allocated to the remaining performance obligations

As of September 30, 2025, the aggregate amount of transaction price of remaining performance obligations, which corresponds to backlog, as defined in Part II, Item 7 of this Form 10-K, for the Company was \$1,574.2. Approximately 74% of these remaining performance obligations are expected to be satisfied over the next twelve months, and the remaining performance obligations, primarily within one to three years.

Disaggregation of net revenue

The following tables present net revenue by geographical markets:

	Year Ended September 30, 2025			Year Ended September 30, 2024		
	Advanced Process Solutions	Molding Technology Solutions	Total	Advanced Process Solutions	Molding Technology Solutions	Total
Geographical Markets						
Americas	\$ 923.6	\$ 276.8	\$ 1,200.4	\$ 1,062.2	\$ 485.1	\$ 1,547.3
Asia	538.1	204.0	742.1	565.1	262.3	827.4
Europe, the Middle East, and Africa	607.7	123.6	731.3	660.7	147.4	808.1
Total	<u>\$ 2,069.4</u>	<u>\$ 604.4</u>	<u>\$ 2,673.8</u>	<u>\$ 2,288.0</u>	<u>\$ 894.8</u>	<u>\$ 3,182.8</u>

The following tables present net revenue by timing of transfer:

	Year Ended September 30, 2025			Year Ended September 30, 2024		
	Advanced Process Solutions	Molding Technology Solutions	Total	Advanced Process Solutions	Molding Technology Solutions	Total
Timing of Transfer						
Point in time	\$ 1,118.3	\$ 570.8	\$ 1,689.1	\$ 1,137.1	\$ 825.6	\$ 1,962.7
Over time	951.1	33.6	984.7	1150.9	69.2	1220.1
Total	<u>\$ 2,069.4</u>	<u>\$ 604.4</u>	<u>\$ 2,673.8</u>	<u>\$ 2,288.0</u>	<u>\$ 894.8</u>	<u>\$ 3,182.8</u>

4. Divestitures

Milacron

On March 31, 2025, the Company completed the divestiture of its majority interest in the Milacron injection molding and extrusion business (“Milacron”) pursuant to the Contribution and Purchase Agreement (“Agreement”) between the Company and an affiliate of Bain Capital (“Bain”). In accordance with the terms of the Agreement, Hillenbrand contributed \$222.6 of net assets of Milacron, and its wholly-owned subsidiaries, to a newly formed limited liability company, Milacron Holdings, LLC (“Milacron Holdings”). Hillenbrand retained 48.74% minority ownership of Milacron Holdings upon contribution of Milacron. Hillenbrand received total consideration of \$286.0 for its contribution of Milacron. The total consideration was comprised of \$98.0 of cash proceeds paid by Bain and \$188.0 of debt assumed by Bain (as described below), in exchange for obtaining 51.26% majority ownership of Milacron Holdings.

In connection with the closing of the transactions contemplated by the Agreement, certain wholly-owned subsidiaries of Milacron entered into a long-term credit agreement with Midcap Financial Trust, which included initial term loans in an aggregate principal amount of \$188.0, which were then assumed by Bain as described above. The maturity date of the long-term credit agreement is March 31, 2032 and includes standard financial and non-financial covenants. The long-term credit agreement also included revolving credit loans available to certain wholly-owned subsidiaries of Milacron not to exceed \$30.0.

The Company is required to provide additional disclosures about fair value measurements as part of the Consolidated Financial Statements for each major category of assets and liabilities measured at fair value on a nonrecurring basis (including the initial equity method investment in Milacron Holdings). Due to the variability of the required rates of return, established by the members of Milacron Holdings in connection with the Agreement, for Bain as the majority member, and the Company, as the minority member, the Company’s initial equity method investment was valued using Level 3 inputs, which are unobservable by nature, and included an option pricing methodology (“OPM”) and a debt like liquidation preference of the pro rata ownership of the members. Inputs to the OPM valuation were volatility, time to exit, equity value and estimated strike price. Significant increases (decreases) in any of those unobservable inputs, as of the date of the valuation, in isolation could result in a significantly lower (higher) fair value measurement. Management used a third-party valuation firm to assist in the determination of the initial equity method investment of Milacron Holdings, and specifically those considered Level 3 measurements. Management ultimately oversaw the third-party valuation firm to ensure that the transaction-specific assumptions are

appropriate for the Company. As of the transaction date, the Company recorded an initial fair value of \$68.7 related to its 48.74% ownership in Milacron Holdings.

As a result of the Milacron divestiture, the Company recorded a pre-tax loss of \$57.2, after post-closing adjustments, in the Consolidated Statement of Operations during year ended September 30, 2025. The Company incurred \$8.9 of transaction costs associated with the divestiture during the year ended September 30, 2025, which were recorded within the Molding Technology Solutions reportable operating segment. Upon the divestiture of Milacron, the Company's equity interest in Milacron Holdings is accounted for under the equity method of accounting as prescribed by GAAP.

The Company determined that the divestiture of Milacron does not represent a strategic shift in Hillenbrand's business and that the divestiture, and ongoing equity method investment accounting, does not have significant effect on its consolidated results of operations or cash flows, and therefore the Milacron divestiture does not qualify as a discontinued operation. The results of operations for Milacron are included within the Molding Technology Solutions reportable operating segment until the completion of the sale on March 31, 2025. The loss on the divestiture is recorded in corporate expenses. Subsequent to the completion of the divestiture, the Company expects to provide certain transition services to Milacron Holdings. The transition services are expected to vary in duration, depending upon the type of services provided, but are not expected to be provided for more than a year after the date of divestiture.

Batesville

On February 1, 2023, the Company completed the divestiture of Batesville to BL Memorial Partners, LLC, a Delaware limited liability company owned by funds affiliated with LongRange Capital, L.P., for \$761.5, including an \$11.5 subordinated note.

This divestiture represented a strategic shift in Hillenbrand's business and qualified as a discontinued operation. Accordingly, the operating results and cash flows related to Batesville have been reflected as discontinued operations in the Consolidated Statements of Operations and the Consolidated Statements of Cash Flows for all periods presented. The Company recognized a \$586.0 pre-tax gain on divestiture, recorded within gain on divestiture of discontinued operations (net of income tax expense) in the Consolidated Statement of Operations for the year ended September 30, 2023.

Components of amounts reflected in the Consolidated Statements of Operations related to discontinued operations are presented in the table, as follows:

	Year Ended September 30,		
	2025	2024	2023
Net revenue	\$ —	\$ —	\$ 213.7
Cost of goods sold	—	—	142.2
Gross profit	—	—	71.5
Selling, general and administrative expenses	—	1.1	42.3
(Loss) income from discontinued operations before income taxes	—	(1.1)	29.2
Income tax (benefit) expense	—	(3.3)	9.7
Income from discontinued operations (net of income tax (benefit) expense)	—	2.2	19.5
Gain on divestiture of discontinued operations ⁽¹⁾	—	—	443.1
Total income from discontinued operations	\$ —	\$ 2.2	\$ 462.6

⁽¹⁾ Net of income tax expense of \$142.9 during the twelve months ended September 30, 2023

5. Leases

For the years ended September 30, 2025 and 2024, the Company recognized \$35.9 and \$33.5 of operating lease expense, including short-term lease expense and variable lease costs, which were immaterial, in both periods.

The following table presents supplemental Consolidated Balance Sheet information related to the Company's operating leases as of:

	September 30,	
	2025	2024
Operating lease right-of-use assets, net	\$ 104.1	\$ 168.7
Other current liabilities	19.6	22.0
Operating lease liabilities	77.1	141.1
Total operating lease liabilities	<u>\$ 96.7</u>	<u>\$ 163.1</u>
Weighted-average remaining lease term (in years)	5.6	10.3
Weighted-average discount rate	4.3 %	6.3 %

As of September 30, 2025, the maturities of the Company's operating lease liabilities were as follows:

2026	\$ 23.7
2027	20.6
2028	17.8
2029	15.7
2030	14.4
Thereafter	16.8
Total lease payments	109.0
Less: imputed interest	(12.3)
Total present value of lease payments	<u>\$ 96.7</u>

Supplemental Consolidated Statements of Cash Flows information is as follows:

	Year Ended September 30,	
	2025	2024
Cash paid for amounts included in the measurement of operating lease liabilities	\$ 24.9	\$ 26.9
Operating lease right-of-use assets obtained in exchange for new operating lease liabilities	18.5	66.5
Operating leases acquired in business combinations	—	3.1

The Company entered into a one-time sale-leaseback transaction during the year ended September 30, 2024 for two of its industrial properties. The Company received net proceeds of \$53.7 and recognized a gain of \$33.7, which is included in gain on sale of property, plant, and equipment in the Consolidated Statement of Operations for the year ended September 30, 2024.

6. Financing Agreements

The following table summarizes Hillenbrand's current and long-term debt as of:

	September 30,	
	2025	2024
\$700 revolving credit facility (excluding outstanding letters of credit)	\$ 225.0	\$ 298.5
€240 term loan	281.3	—
\$200 term loan	—	182.5
\$175 term loan	175.0	—
€185 term loan	—	196.5
\$500 senior unsecured notes ⁽¹⁾	495.8	494.6
\$375 senior unsecured notes ⁽²⁾	—	373.6
\$350 senior unsecured notes ⁽³⁾	347.7	347.1
Other	—	0.2
Total debt	1,524.8	1,893.0
Less: current portion	22.8	20.6
Total long-term debt	\$ 1,502.0	\$ 1,872.4

⁽¹⁾ Includes unamortized debt issuance costs of \$4.2 and \$5.4 at September 30, 2025 and 2024, respectively.

⁽²⁾ Includes unamortized debt issuance costs of \$1.2 at September 30, 2024.

⁽³⁾ Includes unamortized debt issuance costs of \$2.3 and \$2.9 at September 30, 2025 and 2024, respectively.

The following table summarizes the scheduled maturities of long-term debt for 2026 through 2030:

	Amount
2026	\$ 22.8
2027	22.9
2028	22.9
2029	534.2
2030	578.5

Primary Financing Facilities

\$700 Revolving Credit Facility, \$175 Term Loan, and €240 Term Loan

On July 9, 2025, the Company entered into a Fifth Amended and Restated Credit Agreement (the “Amended Credit Agreement”), which governs the multi-currency revolving credit facility (the “Facility”), by and among Hillenbrand and certain of its affiliates, the lenders party thereto and JPMorgan Chase Bank, N.A., as administrative agent. The Amended Credit Agreement decreased the maximum principal amount available for borrowing under the Facility to \$700.0. The aggregate principal amount available for borrowing under the Amended Credit Agreement may be expanded, subject to the approval of the lenders, by an additional \$600.0. The Amended Credit Agreement extended the maturity date of the Facility to July 9, 2030. The Amended Credit Agreement further provided for a U.S. Dollar denominated \$175.0 term loan facility (the “\$175 Term Loan”) and a delayed-draw term loan facility in an aggregate principal amount of up to €240.0 (the “€240 Term Loan”). The €240 Term Loan commitment was subject to ticking fees if not drawn within 60 days of closing.

Borrowings under the Amended Credit Agreement may bear interest (A) if denominated in US dollars, at the Term SOFR Rate or the Alternate Base Rate at the Company’s option, (B) if denominated in Japanese Yen, Canadian dollars or Euros, at rates based offered on deposits in the applicable interbank markets for such currencies and (C) if denominated in Pounds Sterling or Swiss Francs, at SONIA and SARON, respectively (each as defined in the Amended Credit Agreement), plus, in each case, margin based on the Company’s leverage ratio, ranging from 0% to 0.95% for borrowings bearing interest at the Alternate Base Rate and from 0.90% to 1.95% for all other borrowings. The \$175 Term Loan accrues interest, at the Company’s option, at the Term SOFR Rate or the Alternate Base Rate, and the €240 Term Loan accrues interest, at the Company’s option, at the EURIBO Rate or the Alternate Base Rate, plus a margin based on the Company’s leverage ratio, ranging from 1.00% to 2.25% for term loans bearing interest at the Term SOFR Rate and the EURIBO Rate and 0% to 1.25% for term loans bearing interest at the Alternate Base Rate.

In July 2025, the Company drew the €240 Term Loan, which is subject to quarterly amortization payments equal to €3.0 for the first full twelve calendar quarters following the funding date, and quarterly amortization payments equal to €4.5 thereafter until the maturity date. In July 2025, the Company drew the \$175 Term Loan, which is subject to quarterly amortization payments equal to \$2.2 for the first full twelve calendar quarters following the funding date, and quarterly amortization payments equal to \$3.3 thereafter until the maturity date. The \$175 Term Loan and the €240 Term Loan will mature on July 9, 2030.

The maximum permitted leverage ratio under the Amended Credit Agreement as of the last day of each of its fiscal quarters will be: (i) 4.25x for the quarter ended June 30, 2025, through and including June 30, 2026; (ii) 4.00x for the quarter ended September 30, 2026; (iii) 3.75x for the quarter ended December 31, 2026; and (iv) 3.50x for the quarter ended March 31, 2027, and each fiscal quarter thereafter. Except for the amendments applicable during the Adjustment Period (defined below), the Amended Credit Agreement contains substantially the same affirmative and negative covenants and events of default as the Amendment No. 4 to the Fourth Amended and Restated Credit Agreement. New deferred financing costs related to the Amended Credit Agreement were \$3.8, which along with existing costs of \$2.0, are being amortized to interest expense over the remaining term of the Amended Credit Agreement.

On June 8, 2022, the Company entered into a Fourth Amended and Restated Credit Agreement (such agreement, as amended from time to time as detailed below, the “Prior Credit Agreement”), which governs the Facility, by and among Hillenbrand and certain of its affiliates, the lenders party thereto and JPMorgan Chase Bank, N.A., as administrative agent. The Prior Credit Agreement increased the maximum principal amount available for borrowing under the Facility to \$1,000.0. The Prior Credit Agreement extended the maturity date of the Facility to June 8, 2027. The Prior Credit Agreement further provided for a delayed-draw term loan facility in an aggregate principal amount of up to \$200.0 (the “\$200 Term Loan”). In November 2022, the Company drew \$200.0 on the \$200 Term Loan. On July 9, 2025, the Company refinanced the remaining \$175.0 outstanding on the \$200 Term Loan with proceeds from the \$175 Term Loan under the Amended Credit Agreement.

On June 21, 2023, the Company entered into Amendment No. 1 to the Prior Credit Agreement (“Amendment No. 1”). Amendment No. 1 includes, among other changes, establishment of a euro-denominated, delayed-draw term loan facility available to the Company’s wholly owned subsidiary, Hillenbrand Switzerland GmbH, in an initial aggregate principal amount of up to €185.0 (the “€185 Term Loan”) and the inclusion of requirements that would be triggered by a Collateral Springing Event (described below). In August 2023, the Company drew €185.0 on the €185 Term Loan. The €185 Term Loan was fully repaid in April 2025.

With respect to the Facility, as of September 30, 2025 and 2024, the Company had outstanding balances of \$225.0 and \$298.5, respectively. As of September 30, 2025, the Company had \$15.5 in outstanding letters of credit issued. Under the Amended Credit Agreement, the Company had \$459.5 of available borrowing capacity as of September 30, 2025, of which \$208.5 was immediately available based on our most restrictive covenant. The weighted-average interest rate on borrowings under the Facility was 4.30% and 5.76% for the years ended September 30, 2025 and 2024, respectively. The weighted average facility fee was 0.24% and 0.23% for the years ended September 30, 2025 and 2024, respectively. The weighted-average interest rate on the \$175 Term Loan was 6.41% and 7.22% for the years ended September 30, 2025 and 2024, respectively. The weighted-average interest rate on the €240.0 Term Loan was 4.42% for the year ended September 30, 2025.

€325 L/G Facility Agreement

On June 21, 2022, Hillenbrand and certain of its subsidiaries entered into a Syndicated L/G Facility Agreement (such agreement, as amended from time to time as detailed below, the “L/G Facility Agreement”) with Commerzbank Aktiengesellschaft, as coordinator, mandated lead arranger, and bookrunner, the other financial institutions party thereto as lenders and issuing banks, and Commerzbank Finance & Covered Bond S.A., as agent. The L/G Facility Agreement replaced the Company’s Syndicated L/G Facility Agreement dated March 8, 2018, as amended, and permits Hillenbrand and certain of its subsidiaries (collectively, the “Participants”) to request that one or more of the lenders issue, on the Participants’ behalf, up to an aggregate of €225.0 in unsecured letters of credit, bank guarantees, or other surety bonds (collectively, the “Guarantees”).

The Guarantees carry an annual fee that varies based on the Company’s leverage ratio. The L/G Facility Agreement also provides for a leverage-based commitment fee assessed on the undrawn portion of the facility.

On June 22, 2023, the Company entered into an Amendment and Restatement Agreement (the “Amended L/G Facility Agreement”) which amended and restated the L/G Facility Agreement to, among other changes, increase the facility from €225.0 to €325.0 and include requirements that would be triggered by a Collateral Springing Event (described below).

On July 17, 2025, the Company, Commerzbank Aktiengesellschaft, as coordinator, mandated lead arranger, and bookrunner, and the other financial institutions party thereto as lenders and issuing banks, amended the terms of the Amended L/G Facility Agreement (“the 2025 Amended L/G Facility Agreement”) to, among other things, increase the maximum permitted leverage ratio to (i) 4.25x for the fiscal quarters ended June 30, 2025 through and including June 30, 2026; (ii) 4.00x for the fiscal quarter ending September 30, 2026; (iii) 3.75x for the fiscal quarter ending December 31, 2026; and (iv) 3.50x for the fiscal quarter ended March 31, 2027, and each fiscal quarter thereafter. Except for the amendments applicable during the Adjustment Period, the 2025 Amended L/G Facility Agreement contains substantially the same affirmative and negative covenants and events of default as the Amended L/G Facility Agreement. New deferred financing costs related to the 2025 Amended L/G Facility Agreement were \$0.5 which along with existing costs of \$0.9 are being amortized to interest expense over the remaining term of the 2025 Amended L/G Facility Agreement.

Guarantees may be issued in euros or certain other agreed-upon currencies. Specified sublimits apply, based on the specific lender and currency. The 2025 Amended L/G Facility Agreement also provides for a leverage-based commitment fee assessed on the undrawn portion of the facility. The 2025 Amended L/G Facility Agreement matures on June 22, 2027, but can be extended or terminated earlier under certain conditions. The 2025 Amended L/G Facility Agreement contains representations, warranties, and covenants that are customary for agreements of this type and contains specified customary events of default. The obligations under the 2025 Amended L/G Facility Agreement are guaranteed by Hillenbrand and certain of its domestic subsidiaries named therein.

In the normal course of business, the Company provides bank guarantees and other credit arrangements in support of performance, warranty, advance payment, and other contractual obligations. This form of trade finance is customary in the industry and, as a result, the Company maintains adequate capacity to provide the guarantees. As of September 30, 2025, the Company had credit arrangements totaling \$666.1, under which \$374.3 was utilized for this purpose. These arrangements included the facilities under the 2025 Amended L/G Facility Agreement and other ancillary credit facilities.

Collateral Springing Event

The Amended Credit Agreement and the 2025 Amended L/G Facility Agreement require the Company and certain domestic subsidiaries that are guarantors thereunder to take certain actions if a Collateral Springing Event (as defined in the agreements) occurs before the later of April 1, 2026 or January 1, 2027 if certain conditions, as defined in the Amended Credit Agreement, are met (the “Adjustment Period”). After a Collateral Springing Event, the Company and the guarantors would be required to grant liens on substantially all of their assets (subject to customary exceptions for excluded assets, including an exception for Principal Property (as defined in the Company’s indentures in respect of its senior notes) and for capital stock of entities that own any such Principal Property) in favor of the Administrative Agent and L/G Agent, as applicable, for the benefit of the secured parties.

Long Term Notes

\$500 Senior Unsecured Notes

On February 14, 2024, the Company issued \$500.0 of senior unsecured notes due February 2029 (the “2024 Notes”). The 2024 Notes were issued at par value and bear interest at a fixed rate of 6.25% per year, payable semi-annually in arrears beginning August 2024. Unamortized deferred financing costs associated with the 2024 Notes of \$4.2 are being amortized to interest expense on a straight-line basis (which approximates the effective interest method) over the term of the 2024 Notes. The 2024 Notes are unsecured unsubordinated obligations of the Company and rank equally in right of payment with all other existing and future unsubordinated obligations.

Subject to certain limitations, in the event of a change of control repurchase event (as defined in the 2024 Notes), the Company will be required to make an offer to purchase the 2024 Notes at a price equal to 101% of the principal amount of the 2024 Notes, plus any accrued and unpaid interest to, but excluding, the date of repurchase. The Company may redeem the 2024 Notes at any time in whole, or from time to time in part, prior to February 15, 2026, at its option at the “make-whole” redemption price, as described in the indenture governing the 2024 Notes. The Company may also redeem the 2024 Notes at any time in whole, or from time to time in part, on or after February 15 of the relevant year listed, as follows: 2026 at a redemption price of 103.125%; 2027 at a redemption price of 101.5625%; and 2028 and thereafter at a redemption price of 100%. At any time prior to February 15, 2026, the Company may redeem up to 40% of the aggregate principal amount of the 2024 Notes with the proceeds of one or more Equity Offerings (as defined in the Indenture) at a redemption price of 106.25% of the principal amount of the 2024 Notes being redeemed. In each of the above cases, the Company will also pay any accrued and unpaid interest to, but excluding, the applicable redemption date.

\$350 Senior Unsecured Notes

On March 3, 2021, the Company issued \$350.0 of senior unsecured notes due March 2031 (the “2021 Notes”). The 2021 Notes were issued at par value and bear interest at a fixed rate of 3.75% per year, payable semi-annually in arrears beginning September 2021. Unamortized deferred financing costs associated with the 2021 Notes of \$2.3 are being amortized to interest expense on a straight-line basis (which approximates the effective interest method) over the term of the 2021 Notes. The 2021 Notes are unsecured unsubordinated obligations of the Company and rank equally in right of payment with all other existing and future unsubordinated obligations.

Subject to certain limitations, in the event of a change of control repurchase event (as defined in the 2021 Notes), the Company will be required to make an offer to purchase the 2021 Notes at a price equal to 101% of the principal amount of the 2021 Notes, plus any accrued and unpaid interest to, but excluding, the date of repurchase. The Company may redeem the 2021 Notes at any time in whole, or from time to time in part, prior to March 1, 2026, at its option at the “make-whole” redemption price, as described in the indenture governing the 2021 Notes. The Company may also redeem the 2021 Notes at any time in whole, or from time to time in part, on or after March 1 of the relevant year listed, as follows: 2026 at a redemption price of 101.875%; 2027 at a redemption price of 101.25%; 2028 at a redemption price of 100.625%; and 2029 and thereafter at a redemption price of 100%. In each of the above cases, the Company will also pay any accrued and unpaid interest to, but excluding, the applicable redemption date.

Repayment of \$375 Senior Unsecured Notes

On September 25, 2019, the Company issued \$375.0 of senior unsecured notes due September 2026 (the “2019 Notes”). Effective July 21, 2025, the 2019 Notes were repaid by the Company, using the net proceeds from the TerraSource divestiture and the proceeds of the €240 Term Loan defined above and the remaining issuance costs of \$0.8 associated with the 2019 Notes were written off to interest expense in the Consolidated Statement of Operations.

Covenants related to current Hillenbrand financing agreements

Except as described above, the Amended Credit Agreement and the 2025 Amended L/G Facility Agreement contain the following financial covenants: a maximum leverage ratio (as described above and defined in the agreements) of 3.50 to 1.00 and minimum ratio of EBITDA (as defined in the agreements) to interest expense of 3.00 to 1.00. The Company may elect to increase the maximum permitted leverage ratio to a ratio of 4.00 to 1.00 following certain acquisitions for four full fiscal quarters (plus the fiscal quarter in which the acquisition takes place). Additionally, the Amended Credit Agreement and 2025 the Amended L/G Facility Agreement provide the Company with the ability to sell assets and to incur debt at its international subsidiaries under certain conditions.

All obligations of the Company arising under the Amended Credit Agreement, the 2024 Notes, the 2021 Notes, and the 2025 Amended L/G Facility Agreement are fully and unconditionally, and jointly and severally, guaranteed by certain of the Company’s domestic subsidiaries.

The Amended Credit Agreement and the 2025 Amended L/G Facility Agreement each contains certain other customary covenants, representations and warranties and events of default. The indentures governing the 2024 Notes and 2021 Notes do not limit our ability to incur additional indebtedness. They do, however, contain certain covenants that restrict our ability to incur secured debt and to engage in certain sale and leaseback transactions. The indentures also contain customary events of default. The indentures provide holders of the notes with remedies if the Company fails to perform specific obligations. As of September 30, 2025, the Company was in compliance with all covenants and there were no events of default.

7. Retirement Benefits

Defined Benefit Retirement Plans — Certain of the Company’s employees participate in one of eight defined benefit retirement programs, including the defined benefit retirement plans of certain of the Company’s foreign subsidiaries, and the supplemental executive defined benefit retirement plan. The Company funds the retirement plan trusts in compliance with the Employment Retirement Income Security Act (ERISA) or local funding requirements and as necessary to provide for current service and for any unfunded projected future benefit obligations over a reasonable period. The benefits for these plans are based primarily on years of service and the employee’s level of compensation during specific periods of employment. All defined benefit retirement plans have a September 30 measurement date.

Effect on the Consolidated Statements of Operations — The components of net pension (benefit) costs under defined benefit retirement plans were:

	U.S. Pension Benefits Year Ended September 30,			Non-U.S. Pension Benefits Year Ended September 30,		
	2025	2024	2023	2025	2024	2023
Service cost ⁽¹⁾	\$ —	\$ —	\$ —	\$ 2.4	\$ 1.8	\$ 1.5
Interest cost	0.8	7.2	11.1	3.5	4.5	4.2
Expected return on plan assets	—	(8.3)	(13.6)	(1.5)	(1.5)	(1.5)
Amortization of unrecognized prior service cost, net	—	—	—	0.1	0.1	0.1
Amortization of actuarial (gain) loss	(0.2)	0.3	0.3	0.2	(0.7)	(0.8)
Settlement (benefit) expense	(1.7)	35.2	—	0.5	0.5	(0.3)
Net pension (benefit) costs ⁽²⁾	<u>\$ (1.1)</u>	<u>\$ 34.4</u>	<u>\$ (2.2)</u>	<u>\$ 5.2</u>	<u>\$ 4.7</u>	<u>\$ 3.2</u>

⁽¹⁾ Service cost for U.S. Pension Benefits includes \$0.0, \$0.0 and \$0.1 included within discontinued operations for the years ended September 30, 2025, 2024 and 2023, respectively.

⁽²⁾ The components of net periodic pension (benefit) costs, excluding settlement (benefit) expense, are recorded within selling, general and administrative expenses on the Consolidated Statements of Operations.

The Company uses a full yield curve approach in the estimation of the service and interest cost components of our defined benefit retirement plans. Under this approach, the Company applies discounting using individual spot rates from a yield curve composed of the rates of return on several hundred high-quality, fixed income corporate bonds available at the measurement date. These spot rates align to each of the projected benefit obligations and service cost cash flows. The service cost component relates to the active participants in the plan, so the relevant cash flows on which to apply the yield curve are considerably longer in duration on average than the total projected benefit obligation cash flows, which also include benefit payments to retirees. Interest cost is computed by multiplying each spot rate by the corresponding discounted projected benefit obligation cash flows. The full yield curve approach reduces any actuarial gains and losses based upon interest rate expectations (e.g. built-in gains in interest cost in an upward sloping yield curve scenario), or gains and losses merely resulting from the timing and magnitude of cash outflows associated with the Company's benefit obligations. The Company uses the full yield curve approach to improve the correlation between projected benefit cash flows and the corresponding yield curve spot rates and to provide a more precise measurement of service and interest rate costs.

During 2019, the Company completed all negotiations to transition all employees at U.S. facilities from a defined benefit-based model to a defined contribution structure over three-year sunset periods, the latest of which ended January 1, 2023. These changes caused remeasurements for the U.S. defined benefit pension plan (the "Plan") for the affected populations as they were implemented. The remeasurements did not cause material changes, as the assumptions did not materially differ from the assumptions prior to the remeasurements.

On July 18, 2023, the Company announced an offer to provide former employees who are participants in the Plan the opportunity to elect a lump sum distribution of their earned Plan benefits. The Plan's fiduciaries made lump sum payments to electing eligible participants in December 2023, funded by the existing assets in the Plan. In April 2024, the remaining assets of the Plan were used to purchase annuities to support the remaining obligation, resulting in the termination and liquidation of the Plan. During the year ended September 30, 2024, the Company recorded non-cash settlement pre-tax charges of \$35.2, related to the termination and liquidation of the Plan, as well as to the lump sum payments made in December 2023.

Obligations and Funded Status — The change in benefit obligation and funded status of the Company's defined benefit retirement plans were:

	U.S. Pension Benefits September 30,		Non-U.S. Pension Benefits September 30,	
	2025	2024	2025	2024
Change in benefit obligation:				
Projected benefit obligation at beginning of year	\$ 18.0	\$ 213.6	\$ 151.0	\$ 131.5
Service cost	—	—	2.4	1.8
Interest cost	0.8	7.2	3.5	4.5
Actuarial (gain) loss	(0.2)	1.5	(8.5)	12.5
Benefits paid	(1.7)	(54.3)	(6.2)	(5.5)
Settlements	—	—	(7.7)	(5.0)
Transfer of participants benefit obligation	—	(150.0)	—	—
Employee contributions	—	—	1.5	1.4
Divestiture	—	—	(21.3)	—
Effect of exchange rates on projected benefit obligation	—	—	7.6	9.8
Projected benefit obligation at end of year	16.9	18.0	122.3	151.0
Change in plan assets:				
Fair value of plan assets at beginning of year	\$ —	\$ 219.2	\$ 56.6	\$ 49.0
Actual (loss) return on plan assets	—	(16.6)	0.5	3.2
Employee and employer contributions	1.7	1.7	10.6	10.3
Benefits paid	(1.7)	(54.3)	(6.2)	(5.5)
Settlements	—	—	(7.7)	(5.0)
Annuity premium for transferred participants	—	(150.0)	—	—
Effect of exchange rates on plan assets	—	—	2.8	4.6
Fair value of plan assets at end of year	—	—	56.6	56.6
Funded status:				
Plan assets less than benefit obligations	\$ (16.9)	\$ (18.0)	\$ (65.7)	\$ (94.4)
Amounts recorded in the Consolidated Balance Sheets:				
Prepaid pension costs, non-current	\$ —	\$ —	\$ 5.2	\$ 3.1
Accrued pension costs, current portion	(1.7)	(1.7)	(6.1)	(7.0)
Accrued pension costs, long-term portion	(15.2)	(16.3)	(64.8)	(90.5)
Plan assets less than benefit obligations	\$ (16.9)	\$ (18.0)	\$ (65.7)	\$ (94.4)

Net actuarial losses (\$18.9) and prior service costs (\$0.0), less an aggregate tax effect (\$4.9), are included as components of accumulated other comprehensive loss at September 30, 2025. Net actuarial losses (\$21.1) and prior service costs (\$0.1), less an aggregate tax effect (\$5.0), are included as components of accumulated other comprehensive loss at September 30, 2024. The amount that will be amortized from accumulated other comprehensive loss into net pension (benefit) costs in 2026 is expected to be \$0.8.

Accumulated Benefit Obligation — The accumulated benefit obligation for all defined benefit retirement plans was \$139.2 and \$169.0 at September 30, 2025 and 2024, respectively. Selected information for plans with accumulated benefit obligations in excess of plan assets was:

	U.S. Pension Benefits September 30,		Non-U.S. Pension Benefits September 30,	
	2025	2024	2025	2024
Projected benefit obligation	\$ 16.9	\$ 18.0	\$ 71.2	\$ 97.8
Accumulated benefit obligation	16.9	18.0	71.2	97.8
Fair value of plan assets	—	—	0.3	0.3

The weighted-average assumptions used in accounting for defined benefit retirement plans were:

	U.S. Pension Benefits Year Ended September 30,			Non-U.S. Pension Benefits Year Ended September 30,		
	2025	2024	2023	2025	2024	2023
Discount rate for obligation, end of year	5.0 %	4.6 %	5.7 %	2.8 %	2.7 %	3.5 %
Discount rate for (benefit) costs, during the year	N/A	5.4 %	5.4 %	2.6 %	3.5 %	3.9 %
Expected rate of return on plan assets	N/A	N/A	5.2 %	2.4 %	2.9 %	3.1 %
Rate of compensation increase	N/A	N/A	N/A	2.0 %	2.0 %	2.0 %

The discount rates are evaluated annually based on current market conditions. In setting these rates, the Company utilizes long-term bond indices and yield curves as a preliminary indication of interest rate movements, then makes adjustments to the indices to reflect differences in the terms of the bonds covered under the indices in comparison to the projected outflow of pension obligations. The overall expected long-term rate of return is based on historical and expected future returns, which are inflation-adjusted and weighted for the expected return for each component of the investment portfolio. The rate of assumed compensation increase is also based on the Company's specific historical trends of past wage adjustments in recent years.

U.S. Pension Plan Assets — As discussed above, the Plan was terminated and liquidated during 2024. Prior to the termination of the Plan, the Company had employed a 100% liability-hedging portfolio of investments in order to reduce the volatility associated with equity investments. Pension plan assets were invested by the plans' fiduciaries, which directed investments according to specific policies. Those policies subjected investments to the following restrictions in the Company's domestic plan: short-term securities had to be rated A1/P1, liability-hedging fixed income securities had an average quality credit rating of investment grade, and investments in equities in any one company may not exceed 10% of the equity portfolio.

Non-U.S. Pension Plan Assets — Long-term strategic investment objectives utilize a diversified mix of suitable assets of appropriate liquidity to generate income and capital growth that, together with contributions from participants, the Company believes will meet the cost of the current and future benefits that the plan provides. Long-term strategic investment objectives also seek to limit the risk of the assets failing to meet the liabilities over the long term.

None of Hillenbrand's common stock was directly owned by the defined benefit retirement plan trusts at September 30, 2025 or 2024.

The tables below provide the fair value of the Company's pension plan assets by asset category at September 30, 2025 and 2024. The accounting guidance on fair value measurements specifies a fair value hierarchy based upon the observability of inputs used in valuation techniques (Level 1, 2, and 3). See Note 13 for definitions.

Fair values are determined as follows:

- Cash equivalents are stated at the carrying amount, which approximates fair value, or at the fund's net asset value.
- Equity securities are stated at the last reported sales price on the day of valuation.
- Fixed income securities, including government and corporate bonds, are generally classified within Level 1 or Level 2 of the fair value hierarchy because they are valued using quoted market prices, broker or dealer quotations, or alternative pricing sources, primarily matrix pricing, with reasonable levels of price transparency. Matrix pricing, primarily used for corporate bonds, is based on quoted prices for securities with similar coupons, ratings, and maturities, rather than on specific bids and offers for the specific security.
- Government index funds are stated at the closing price reported in the active market in which the fund is traded.
- Corporate bond funds and equity mutual funds are stated at the closing price in the active markets in which the underlying securities of the funds are traded.
- Real estate is stated based on a discounted cash flow approach, which includes future rental receipts, expenses, and residual values as the highest and best use of the real estate from a market participant view as rental property.

Non-U.S. Pension Plans

	Fair Value at September 30, 2025 Using Inputs Considered as:			
	Total	Level 1	Level 2	Level 3
Non-U.S. Pension Plans				
Cash equivalents	\$ 7.9	\$ 7.9	\$ —	\$ —
Equity securities	12.9	12.9	—	—
Fixed income securities:				
Government bonds	2.4	—	2.4	—
Corporate bonds	27.4	—	27.4	—
Real estate and real estate funds	3.1	—	—	3.1
Other	2.9	—	2.9	—
Total Non-U.S. pension plan assets	\$ 56.6	\$ 20.8	\$ 32.7	\$ 3.1

	Fair Value at September 30, 2024 Using Inputs Considered as:			
	Total	Level 1	Level 2	Level 3
Non-U.S. Pension Plans				
Cash equivalents	\$ 7.5	\$ 7.5	\$ —	\$ —
Equity securities	12.0	12.0	—	—
Fixed income securities:				
Government bonds	3.4	—	3.4	—
Corporate bonds	27.8	—	27.8	—
Real estate and real estate funds	3.4	—	—	3.4
Other	2.5	—	2.5	—
Total Non-U.S. pension plan assets	\$ 56.6	\$ 19.5	\$ 33.7	\$ 3.4

Cash Flows — During 2025, 2024, and 2023 the Company contributed cash of \$10.8, \$10.6, and \$10.3, respectively, to defined benefit retirement plans. The Company expects to make estimated contributions of \$10.1 in 2026 to the defined benefit retirement plans.

Estimated Future Benefit Payments — The following represents estimated future benefit payments, including expected future service, which are expected to be paid from plan assets or Company contributions as necessary:

	U.S. Pension Plans Projected Pension Benefits Payout	Non-U.S. Pension Plans Projected Pension Benefits Payout
2026	\$ 1.7	\$ 8.9
2027	1.7	9.4
2028	1.7	8.7
2029	1.6	8.6
2030	1.6	8.4
2031-2035	6.9	37.6

Defined Contribution Plans — The Company sponsors a number of defined contribution plans. Depending on the plan, the Company may make contributions up to 4% of an employee's eligible compensation and matching contributions up to 6% of eligible compensation. Company contributions generally vest over a period of zero to three years. Expenses related to the Company's defined contribution plans were \$12.4, \$10.4, and \$10.4 for the years ended September 30, 2025, 2024, and 2023, respectively. See comments above regarding the Company's retirement strategy to transition its U.S. employees to a defined contribution structure over three-year sunset periods, the latest of which ended January 1, 2023.

8. Income Taxes

The provision for taxes based on income consists of:

	Year Ended September 30,		
	2025	2024	2023
Domestic	\$ 13.2	\$ (3.4)	\$ 50.7
Foreign	(15.6)	(136.0)	166.2
Total (loss) income before income taxes	<u>\$ (2.4)</u>	<u>\$ (139.4)</u>	<u>\$ 216.9</u>
Income tax expense:			
Current (benefit) provision:			
Federal	\$ (16.2)	\$ 49.4	\$ 24.0
State	4.0	(2.2)	2.9
Foreign	88.8	57.2	81.5
Total current provision	<u>76.6</u>	<u>104.4</u>	<u>108.4</u>
Deferred (benefit) provision:			
Federal	(73.0)	(22.8)	3.8
State	(3.7)	(0.1)	1.6
Foreign	(54.4)	(16.7)	(11.0)
Total deferred (benefit) provision	<u>(131.1)</u>	<u>(39.6)</u>	<u>(5.6)</u>
Income tax (benefit) expense	<u>\$ (54.5)</u>	<u>\$ 64.8</u>	<u>\$ 102.8</u>

A reconciliation of the statutory federal income tax rate and the effective tax rate is as follows:

	Year Ended September 30,		
	2025	2024	2023
Federal statutory rate	21.0 %	21.0 %	21.0 %
Adjustments resulting from the tax effect of:			
State income taxes, net of federal benefit	(4.2)	(0.8)	1.4
Foreign income tax rate differential	(1,133.3)	(4.3)	6.4
Share-based compensation	(75.0)	(1.2)	1.3
Foreign distribution taxes	(387.5)	(11.3)	3.6
Valuation allowance	454.2	(4.2)	3.3
Goodwill impairment charge	(595.8)	(30.2)	—
Impact of inclusion of foreign income ⁽¹⁾	612.5	7.1	3.9
Divestiture ⁽²⁾	2,287.5	—	—
Impact of foreign legislative rate changes	187.5	—	(2.9)
Transaction costs	—	(0.5)	7.2
Unrecognized tax benefits	804.2	(24.8)	(1.4)
Tax audit settlements	—	—	2.0
Other, net	99.7	2.7	1.6
Effective income tax rate	<u>2,270.8 %</u>	<u>(46.5)%</u>	<u>47.4 %</u>

⁽¹⁾ Represents Subpart F income, GILTI (less Section 250 deduction), and FDII net of associated foreign tax credits.

⁽²⁾ Represents income tax expense recognized on the Milacron divestiture, offset by income tax benefit recognized in connection with legal entity restructuring activity.

The tax effects of significant temporary differences that comprise tax balances were as follows:

	September 30,	
	2025	2024
Deferred tax assets:		
Employee benefit accruals	\$ 16.0	\$ 21.2
Loss and tax credit carryforwards	27.2	35.6
Interest limitation carryforward	47.8	48.7
Operating lease liabilities	22.6	40.7
Warranty reserves	4.8	6.4
Research and development costs	18.7	20.1
Self-insurance reserves	2.5	2.5
Capital loss	56.9	—
Allowance for doubtful accounts	4.0	3.3
Inventory, net	5.1	12.4
Other, net	7.7	10.5
Total deferred tax assets before valuation allowance	213.3	201.4
Less valuation allowance	(9.0)	(21.2)
Total deferred tax assets, net	204.3	180.2
Deferred tax liabilities:		
Depreciation	(19.8)	(26.1)
Amortization	(259.9)	(302.7)
Operating right-of-use assets	(24.5)	(42.2)
Assets and liabilities from long-term manufacturing contracts and advances	(53.7)	(93.2)
Unremitted earnings of foreign operations	(11.9)	(11.5)
Other, net	(5.0)	(1.8)
Total deferred tax liabilities	(374.8)	(477.5)
Deferred tax liabilities, net	\$ (170.5)	\$ (297.3)
Amounts recorded in the Consolidated Balance Sheets:		
Deferred tax assets, non-current	\$ 19.5	\$ 17.0
Deferred tax liabilities, non-current	(190.0)	(314.3)
Total	\$ (170.5)	\$ (297.3)

At September 30, 2025 and 2024, respectively, the Company had \$12.3 and \$8.3 of deferred tax assets related to U.S. federal and state net operating losses and tax credit carryforwards, which will begin to expire in 2026, and \$24.9 and \$44.0 of deferred tax assets related to foreign net operating loss and interest carryforwards. The majority of the foreign net operating loss and interest carryforwards have unlimited carryforward periods. Portions of the net operating loss carryforwards with expiration periods will begin to expire in 2026. Deferred tax assets as of September 30, 2025 and 2024, were reduced by a valuation allowance of \$9.0 and \$21.2, respectively, relating to foreign net operating loss carryforwards and state tax credit carryforwards. At September 30, 2025 and 2024, the Company had \$57.7 and \$16.5, respectively, of current income tax payable included in other current liabilities on the Consolidated Balance Sheets. As of September 30, 2025, the Company has a transition tax liability of \$6.2 which is included in the short-term liabilities and in 2024 the same \$6.2 was included in the long-term liabilities on the Consolidated Balance Sheets.

The Company establishes a valuation allowance for deferred tax assets when it is determined that the amount of expected future taxable income is not likely to support the use of the deduction or credit.

As of September 30, 2025 and 2024, respectively, \$11.9 and \$11.5 of deferred tax liability on unremitted earnings of foreign subsidiaries was recognized, representing the assumed tax on the future distribution and tax withholdings on the distribution of such earnings among certain of the Company's foreign subsidiaries.

Deferred tax liabilities were not recorded for any additional basis differences inherent in the Company's foreign subsidiaries (i.e., basis differences in excess of those subject to the Transition Tax) as these amounts continue to be permanently reinvested outside of the U.S. If these amounts were not considered permanently reinvested, deferred tax liabilities would be recorded for

any additional income taxes, distribution taxes, and withholding taxes payable in various countries. A determination of the unrecognized deferred tax liabilities on the permanently reinvested basis differences at September 30, 2025 is not practicable.

A reconciliation of the unrecognized tax benefits is as follows:

	September 30,		
	2025	2024	2023
Balance at beginning of year	\$ 77.9	\$ 38.9	\$ 33.9
Additions for tax positions related to the current year	6.2	31.6	0.7
Additions for tax positions of prior years	9.2	2.5	0.6
Reductions for tax positions of prior years	(32.3)	(0.8)	(2.9)
Settlements	(0.4)	(0.1)	(1.7)
Balance attributable to purchase accounting	—	5.8	8.3
Balance attributable to divestiture	(13.6)	—	—
Balance at end of year	<u>\$ 47.0</u>	<u>\$ 77.9</u>	<u>\$ 38.9</u>

The gross unrecognized tax benefit included \$47.0 and \$77.9 at September 30, 2025 and 2024, respectively, which, if recognized, would impact the effective tax rate in future periods. The balance attributable to divestiture was re-classified to noncurrent liabilities as we retained obligations with respect to the pre-acquisition tax liabilities of the divested business.

The Company recognizes accrued interest and penalties related to unrecognized tax benefits as income tax expense. During 2025 and 2024, the Company recognized \$1.4 and \$2.6, respectively, in additional interest and penalties. Excluded from the reconciliation were \$7.8 and \$7.5 of accrued interest and penalties at September 30, 2025 and 2024, respectively.

The Company operates in multiple income tax jurisdictions both inside and outside the U.S. and is currently under examination in various federal, state, and foreign jurisdictions. There are ongoing audits in India, Canada, and Germany specifically which could prove to be significant for the Company. In addition, there are other ongoing audits in various stages of completion in several state and foreign jurisdictions.

It is possible that the liability associated with the unrecognized tax benefits will increase or decrease within the next 12 months. These changes may be the result of ongoing audits or the expiration of statutes of limitations and could range up to \$0.5 based on current estimates. Audit outcomes and the timing of audit settlements are subject to significant uncertainty. Although the Company believes that adequate provision has been made for such issues, it is possible that their ultimate resolution could affect earnings. Conversely, if these issues are resolved favorably in the future, the related provision would be reduced and yield a positive impact on earnings. The Company does not expect that the outcome of these audits will significantly impact the Consolidated Financial Statements.

On July 4, 2025, legislation commonly referred to as the One Big Beautiful Bill Act (OBBBA) was signed into law. The OBBBA includes various provisions, such as the permanent extension of certain expiring provisions of the Tax Cuts and Jobs Act of 2017, modifications to the international tax framework and the restoration of favorable tax treatment for certain business provisions. Certain provisions will be effective for Hillenbrand beginning in our fiscal 2026 tax year. We are currently evaluating the future impact of these tax law changes on our Consolidated Financial Statements.

9. Earnings per Share

The dilutive effects of performance-based stock awards described in Note 10 are included in the computation of diluted earnings per share at the level the related performance criteria are met through the respective Consolidated Balance Sheet date. At September 30, 2025, 2024, and 2023, potential dilutive effects representing 552,000, 438,000, and 349,000 shares, respectively, were excluded from the computation of diluted earnings per share as the related performance criteria were not yet met, although the Company expects to meet various levels of criteria in the future.

	Year Ended September 30,		
	2025	2024	2023
Income (loss) from continuing operations	\$ 52.1	\$ (204.2)	\$ 114.1
Less: Net income attributable to noncontrolling interests	9.0	9.0	7.0
Income (loss) from continuing operations attributable to Hillenbrand	<u>\$ 43.1</u>	<u>\$ (213.2)</u>	<u>\$ 107.1</u>
Weighted average shares outstanding — basic (in millions)	70.7	70.4	69.8
Effect of dilutive stock options and unvested time-based restricted stock (in millions) ⁽¹⁾	0.1	—	0.3
Weighted average shares outstanding — diluted (in millions)	<u>70.8</u>	<u>70.4</u>	<u>70.1</u>
Basic earnings (loss) per share from continuing operations attributable to Hillenbrand	\$ 0.61	\$ (3.03)	\$ 1.53
Diluted earnings (loss) per share from continuing operations attributable to Hillenbrand	\$ 0.61	\$ (3.03)	\$ 1.53
Shares with anti-dilutive effect excluded from the computation of diluted earnings per share (millions)	1.0	1.1	0.2

⁽¹⁾ As a result of the net loss attributable to Hillenbrand during the year ended September 30, 2024, the effect of stock options and other unvested equity awards would be antidilutive. In accordance with GAAP, they have been excluded from the diluted earnings per share calculation.

10. Share-Based Compensation

The Company has share-based compensation plans under which 15,385,436 shares are registered. As of September 30, 2025, 2,417,467 shares were outstanding under these plans and 10,902,249 shares had been issued, leaving 2,049,615 shares available for future issuance. Our primary plan, the Hillenbrand, Inc. Stock Incentive Plan, provides for long-term performance compensation for management and members of the Board of Directors. Under the Stock Incentive Plan, a variety of discretionary awards for employees and non-employee directors are authorized, including incentive or non-qualified stock options, stock appreciation rights, restricted stock, restricted stock units, and bonus stock. These programs are administered by the Board of Directors and its Compensation and Management Development Committee.

	Year Ended September 30,		
	2025	2024	2023
Stock-based compensation cost	\$ 17.9	\$ 20.3	\$ 22.2
Less impact of income tax	4.2	4.7	5.1
Stock-based compensation cost, net of tax	<u>\$ 13.7</u>	<u>\$ 15.6</u>	<u>\$ 17.1</u>

The Company realized current tax benefits of \$2.3, \$3.2 and \$6.4 from the exercise of stock options and the payment of stock awards during the years ended September 30, 2025, 2024 and 2023, respectively.

Stock Options — No stock options were issued during the years ended September 30, 2025, 2024 and 2023.

A summary of outstanding stock option awards as of September 30, 2025 and changes during the year is presented below:

	Number of Shares	Weighted-Average Exercise Price
Outstanding at September 30, 2023	627,609	\$ 38.56
Granted	—	—
Exercised	(68,140)	35.85
Forfeited	—	—
Expired/cancelled	(5,578)	37.15
Outstanding at September 30, 2024	553,891	38.91
Granted	—	—
Exercised	(31,163)	32.16
Forfeited	—	—
Expired/cancelled	(6,946)	33.58
Outstanding at September 30, 2025	515,782	\$ 39.39
Exercisable at September 30, 2025	515,782	\$ 39.39

As of September 30, 2025, there was no unrecognized stock-based compensation associated with unvested stock options. As of September 30, 2025, the average remaining life of the outstanding and exercisable stock options was 2.4 years with an aggregate intrinsic value of \$0.0. The total intrinsic value of options exercised by employees and directors during the years ended September 30, 2025, 2024, and 2023 was \$0.1, \$0.7, and \$9.2, respectively. The grant-date fair value of options that vested during the years ended September 30, 2025, 2024, and 2023 was \$0.0, \$0.0, and \$2.2, respectively.

Time-Based Stock Awards and Performance-Based Stock Awards — These awards are consistent with the Company’s compensation program’s guiding principles and are designed to (i) align management’s interests with those of shareholders, (ii) motivate and provide incentive to achieve superior results, (iii) maintain a significant portion of at-risk incentive compensation, (iv) delineate clear accountabilities, and (v) ensure competitive compensation. The Company believes that the blend of compensation components provides the Company’s management with the appropriate incentives to create long-term value for shareholders while taking thoughtful and prudent risks to grow the value of the Company. The Company’s stock plan enables us to grant several types of restricted stock unit awards including time-based, performance-based contingent on the creation of shareholder value (“SV”), and performance-based based on a relative total shareholder return formula (“TSR”).

The Company’s time-based stock awards provide an unconditional delivery of shares after a specified period of service. The Company records expense associated with time-based awards on a straight-line basis over the vesting period, net of estimated forfeitures.

The vesting of the SV awards is contingent upon the creation of shareholder value as measured by the cumulative cash returns and final period net operating profit after tax compared to the established hurdle rate over a three-year period and a corresponding service requirement. The hurdle rate is a reflection of the weighted-average cost of capital and targeted capital structure. The number of shares awarded is based upon the fair value of the Company’s common stock at the date of grant adjusted for the attainment level at the end of the period. Based on the extent to which the performance criteria are achieved, it is possible for none of the awards to vest or for a range up to the maximum (200 percent) to vest. The Company records expense associated with the awards on a straight-line basis over the vesting period based upon an estimate of projected performance. The actual performance of the Company is evaluated quarterly, and the expense is adjusted according to the new projections. As a result, depending on the degree to which performance criteria are achieved or projections change, expenses related to the SV awards may become more volatile as the Company approaches the final performance measurement date at the end of the three-year period.

The vesting of TSR awards will be determined by comparing the Company’s total shareholder return during a three-year period to the respective total shareholder returns of members of the Standard & Poor’s 400 Mid Cap Industrials index (the “Index Companies”). Based on the Company’s relative ranking within the Index Companies, performance below the 25th percentile earns a zero payout, a 25 percent minimum payout for achievement at the 25th percentile, 100 percent payout at 50th percentile achievement, and 200 percent payout at 75th percentile achievement and above. Compensation expense for the TSR awards is recognized over the vesting period regardless of whether the market conditions are expected to be achieved.

The Company estimates the fair value of TSR awards using a Monte-Carlo simulation model which included the following key assumptions:

	Year Ended September 30,		
	2025	2024	2023
Expected term (years)	2.83	2.83	2.83
Risk-free interest rate	4.06 %	4.28 %	3.96 %
Share price volatility	36.00 %	32.40 %	44.70 %
Expected dividend yield	— %	— %	— %
Actual dividend yield	2.24 %	1.95 %	1.97 %

A summary of the non-vested stock awards, including dividends, as of September 30, 2025 (representing the maximum number of shares that could be vested) and changes during the year is presented below:

Time-Based Stock Awards	Number of Shares	Weighted-Average Grant Date Fair Value
Non-vested time-based stock awards at September 30, 2023	498,736	\$ 46.91
Granted	360,823	39.76
Vested	(260,712)	45.51
Forfeited	(52,159)	44.51
Non-vested time-based stock awards at September 30, 2024	546,688	43.09
Granted	496,662	31.76
Vested	(294,884)	44.13
Forfeited	(124,037)	34.88
Non-vested time-based stock awards at September 30, 2025	624,429	\$ 35.22

Performance-Based Stock Awards	Number of Shares	Weighted-Average Grant Date Fair Value
Non-vested performance-based stock awards at September 30, 2022	582,476	\$ 59.90
Granted	482,914	42.18
Vested	(48,268)	46.18
Forfeited	(259,062)	53.90
Non-vested performance-based stock awards at September 30, 2024	758,060	51.54
Granted	611,670	40.04
Vested	(16,105)	51.61
Forfeited	(446,995)	58.01
Non-vested performance-based stock awards at September 30, 2025	906,630	\$ 40.57

The total vest date fair value of shares held by Hillenbrand employees and directors which vested during the years ended September 30, 2025, 2024, and 2023 was \$12.9, \$15.6, and \$28.0 (including dividends), respectively.

As of September 30, 2025, \$11.2 and \$8.0 of unrecognized stock-based compensation was associated with the Company's unvested time-based and performance-based (including SV and TSR) stock awards, respectively. The unrecognized amount of compensation related to the SV awards is based upon projected performance to date. The unrecognized compensation cost of the time-based and performance-based awards is expected to be recognized over a weighted-average period of 1.9 and 1.7 years and includes a reduction for an estimate of potential forfeitures. As of September 30, 2025, the outstanding time-based stock awards and performance-based stock awards had an aggregate fair value of \$16.9 and \$15.9, respectively.

Dividends payable in stock accrue on both time-based and SV awards during the performance period and are subject to the same terms as the original grants. Dividends do not accrue on TSR awards during the performance period. As of September

30, 2025, a total of 54,462 shares had accumulated on unvested stock awards due to dividend reinvestments and were included in the tables above. The aggregate fair value of these shares at September 30, 2025 was \$1.5.

Vested Deferred Stock — Certain stock-based compensation programs allow or require deferred delivery of shares after vesting. As of September 30, 2025, there were 370,657 fully vested deferred shares, which were excluded from the tables above. The aggregate fair value of these shares at September 30, 2025 was \$10.0.

11. Accumulated Other Comprehensive Loss

The following table summarizes the changes in the accumulated balances for each component of accumulated other comprehensive loss during the year ended September 30, 2025:

	Pension and Postretirement	Currency Translation ⁽¹⁾	Net Unrealized (Loss) Gain on Derivative Instruments	Total Attributable to Hillenbrand, Inc.	Noncontrolling Interests	Total
Balance at September 30, 2024	\$ (15.6)	\$ (55.4)	\$ (25.6)	\$ (96.6)		
Other comprehensive income (loss) before reclassifications						
Before tax amount	8.3	9.1	(41.1)	(23.7)	\$ (1.5)	\$ (25.2)
Tax (benefit) expense	(2.5)	—	0.6	(1.9)	—	(1.9)
After tax amount	5.8	9.1	(40.5)	(25.6)	(1.5)	(27.1)
Amounts reclassified from accumulated other comprehensive loss	(4.0)	(5.6)	3.7	(5.9)	—	(5.9)
Net current period other comprehensive income (loss)	1.8	3.5	(36.8)	(31.5)	\$ (1.5)	\$ (33.0)
Balance at September 30, 2025	\$ (13.8)	\$ (51.9)	\$ (62.4)	\$ (128.1)		

⁽¹⁾ Includes gains and losses on intra-entity foreign currency transactions that are of a long-term investment nature.

⁽²⁾ Amounts are net of tax.

Reclassifications out of accumulated other comprehensive loss include:

	Year Ended September 30, 2025					
	Amortization of Pension and Postretirement ⁽¹⁾					
	Gain Recognized	Prior Service Costs Recognized	Loss (Gain) on Derivative Instruments	Gain on Currency Translation		Total
Affected Line in the Consolidated Statement of Operations:						
Net revenue	\$ —	\$ —	\$ 0.1	\$ —	\$	0.1
Cost of goods sold	—	—	(0.1)	—		(0.1)
Selling, general and administrative expenses	(1.2)	—	3.9	—		2.7
Loss on divestiture	(5.2)	—	(0.2)	(5.6)		(11.0)
Total before tax	<u>\$ (6.4)</u>	<u>\$ —</u>	<u>\$ 3.7</u>	<u>\$ (5.6)</u>		(8.3)
Tax expense						<u>2.4</u>
Total reclassifications for the period, net of tax					\$	(5.9)

⁽¹⁾ These accumulated other comprehensive loss components are included in the computation of net pension costs (benefit) (see Note 7).

The following table summarize the changes in the accumulated balances for each component of accumulated other comprehensive loss during the year ended September 30, 2024:

	Pension and Postretirement	Currency Translation ⁽¹⁾	Net Unrealized (Loss) Gain on Derivative Instruments	Total Attributable to Hillenbrand, Inc.	Noncontrolling Interests	Total
Balance at September 30, 2023	\$ (34.5)	\$ (107.1)	\$ (5.5)	\$ (147.1)		
Other comprehensive (loss) income before reclassifications						
Before tax amount	(9.4)	51.7	0.2	42.5	\$ (0.1)	\$ 42.4
Tax expense (benefit)	3.0	—	(0.1)	2.9	—	2.9
After tax amount	(6.4)	51.7	0.1	45.4	(0.1)	45.3
Amounts reclassified from accumulated other comprehensive loss ⁽²⁾	25.3	—	(20.2)	5.1	—	5.1
Net current period other comprehensive income (loss)	18.9	51.7	(20.1)	50.5	\$ (0.1)	\$ 50.4
Balance at September 30, 2024	\$ (15.6)	\$ (55.4)	\$ (25.6)	\$ (96.6)		

⁽¹⁾ Includes gains and losses on intra-entity foreign currency transactions that are of a long-term investment nature.

⁽²⁾ Amounts are net of tax.

Reclassifications out of accumulated other comprehensive loss include:

	Year Ended September 30, 2024			
	Amortization of Pension and Postretirement ⁽¹⁾		Loss (Gain) on Derivative Instruments	Total
	Loss Recognized	Prior Service Costs Recognized		
Affected Line in the Consolidated Statement of Operations:				
Net revenue	\$ —	\$ —	\$ 0.5	\$ 0.5
Cost of goods sold	—	—	0.3	0.3
Selling, general and administrative expenses	35.0	—	(20.9)	14.1
Total before tax	\$ 35.0	\$ —	\$ (20.1)	14.9
Tax benefit				(9.8)
Total reclassifications for the period, net of tax				\$ 5.1

⁽¹⁾ These accumulated other comprehensive loss components are included in the computation of net pension (benefit) costs (see Note 7).

The following table summarize the changes in the accumulated balances for each component of accumulated other comprehensive loss during the year ended September 30, 2023:

	Pension and Postretirement	Currency Translation ⁽¹⁾	Net Unrealized (Loss) Gain on Derivative Instruments	Total Attributable to Hillenbrand, Inc.	Noncontrolling Interests	Total
Balance at September 30, 2022	\$ (32.8)	\$ (113.7)	\$ (9.1)	\$ (155.6)		
Other comprehensive income (loss) before reclassifications						
Before tax amount	0.2	6.6	3.5	10.3	\$ (0.1)	\$ 10.2
Tax benefit	(0.6)	—	(0.9)	(1.5)	—	(1.5)
After tax amount	(0.4)	6.6	2.6	8.8	(0.1)	8.7
Amounts reclassified from accumulated other comprehensive loss	(1.3)	—	1.0	(0.3)	—	(0.3)
Net current period other comprehensive (loss) income	(1.7)	6.6	3.6	8.5	\$ (0.1)	\$ 8.4
Balance at September 30, 2023	<u>\$ (34.5)</u>	<u>\$ (107.1)</u>	<u>\$ (5.5)</u>	<u>\$ (147.1)</u>		

⁽¹⁾ Includes gains and losses on intra-entity foreign currency transactions that are of a long-term investment nature.

⁽²⁾ Amounts are net of tax.

Reclassifications out of accumulated other comprehensive loss include:

	Year Ended September 30, 2023			
	Amortization of Pension and Postretirement ⁽¹⁾		(Gain) Loss on Derivative Instruments	Total
	Loss (Gain) Recognized	Prior Service Costs Recognized		
Affected Line in the Consolidated Statement of Operations:				
Net revenue	\$ —	\$ —	\$ (0.1)	\$ (0.1)
Cost of goods sold	—	—	(1.3)	(1.3)
Selling, general and administrative expenses	0.1	—	2.0	2.1
Gain on divestiture of discontinued operations (net of income tax expense)	(1.4)	(0.1)	—	(1.5)
Total before tax	<u>\$ (1.3)</u>	<u>\$ (0.1)</u>	<u>\$ 0.6</u>	<u>(0.8)</u>
Tax expense				0.5
Total reclassifications for the period, net of tax				<u>\$ (0.3)</u>

⁽¹⁾ These accumulated other comprehensive loss components are included in the computation of net pension (benefit) costs (see Note 7).

12. Commitments and Contingencies

Litigation

From time to time, Hillenbrand is involved in claims, lawsuits, and government proceedings relating to its operations, including environmental, antitrust, patent infringement, business practices, commercial transactions, product and general liability, workers' compensation, auto liability, employment-related, and other matters. The ultimate outcome of any claims, lawsuits, and proceedings cannot be predicted with certainty. An estimated loss from these contingencies is recognized when the Company believes it is probable that a loss has been incurred and the amount of the loss can be reasonably estimated; however, it is difficult to measure the actual loss that might be incurred related to these matters. If a loss is not considered probable or cannot be reasonably estimated, the Company is required to make a disclosure if there is at least a reasonable possibility that a significant loss may have been incurred. Legal fees associated with claims and lawsuits are generally expensed as incurred.

Claims covered by insurance have in most instances deductibles and self-funded retentions up to \$0.5 per occurrence or per claim, depending upon the type of coverage and policy period. For auto, workers compensation, and general liability claims in the U.S., outside insurance companies and third-party claims administrators generally assist in establishing individual claim reserves. An independent outside actuary often provides estimates of ultimate projected losses, including incurred but not reported claims, which are used to establish reserves for losses. For all other types of claims, reserves are established when payment is considered probable and are based upon advice from internal and external counsel and historical settlement information for such claims.

The recorded amounts represent the best estimate of the costs the Company will incur in relation to such exposures, but it is possible that actual costs will differ from those estimates.

At September 30, 2025 and 2024, the Company had \$0.0 and \$11.2, respectively, included in other current liabilities on the Consolidated Balance Sheets. The September 30, 2024 liability related to a discrete commercial dispute which was settled and paid during the year ended September 30, 2025, that stemmed from a contract entered into with a Molding Technology Solutions' customer prior to the Company's acquisition of the Molding Technology Solutions reporting units.

13. Fair Value Measurements

Fair value is defined as the exit price, or the amount that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants as of the measurement date. The authoritative guidance establishes a hierarchy for inputs used in measuring fair value that maximizes the use of observable inputs and minimizes the use of unobservable inputs by requiring that the most observable inputs be used when available. Observable inputs are from sources independent of the Company. Unobservable inputs reflect the Company's assumptions about the factors market participants would use in valuing the asset or liability developed based upon the best information available in the circumstances. The categorization of financial assets and liabilities within the valuation hierarchy is based upon the lowest level of input that is significant to the fair value measurement. The hierarchy is broken down into three levels:

- Level 1: Inputs are quoted prices in active markets for identical assets or liabilities.
- Level 2: Inputs include quoted prices for similar assets or liabilities in active markets, quoted prices for identical or similar assets or liabilities in markets that are not active, and inputs (other than quoted prices) that are observable for the asset or liability, either directly or indirectly.
- Level 3: Inputs are unobservable for the asset or liability.

See the section below titled "Valuation Techniques" for further discussion of how Hillenbrand determines fair value for investments.

	Carrying Value at September 30, 2025	Fair Value at September 30, 2025			
		Using Inputs Considered as:			
		Level 1	Level 2	Level 3	
Assets:					
Cash and cash equivalents	\$ 164.8	\$ 164.8	\$ —	\$ —	
DPP receivables	3.7	—	3.7	—	
Restricted cash	0.6	0.6	—	—	
Restricted cash for benefit plan contributions	26.0	26.0	—	—	
Investments in rabbi trust	6.2	6.2	—	—	
Derivative instruments	12.5	—	12.5	—	
Liabilities:					
Revolving Credit Facility	225.0	—	225.0	—	
€240 term loan	281.3	—	281.3	—	
\$200 term loan	175.0	—	175.0	—	
\$350 senior unsecured notes	350.0	329.9	—	—	
\$500 senior unsecured notes	500.0	513.4	—	—	
Derivative instruments	81.3	—	81.3	—	
Contingent consideration	14.2	—	—	14.2	

	Carrying Value at September 30, 2024	Fair Value at September 30, 2024			
		Using Inputs Considered as:			
		Level 1	Level 2	Level 3	
Assets:					
Cash and cash equivalents	\$ 199.3	\$ 199.3	\$ —	\$ —	
DPP receivables	6.7	—	6.7	—	
Restricted cash	1.1	1.1	—	—	
Restricted cash for benefit plan contributions	27.5	27.5	—	—	
Investments in rabbi trust	4.8	4.8	—	—	
Derivative instruments	19.0	—	19.0	—	
Liabilities:					
Revolving Credit Facility	298.5	—	298.5	—	
\$200 term loan	182.5	—	182.5	—	
€185 term loan	196.5	—	196.5	—	
\$350 senior unsecured notes	350.0	312.9	—	—	
\$375 senior unsecured notes	374.8	373.7	—	—	
\$500 senior unsecured notes	500.0	509.8	—	—	
Derivative instruments	40.5	—	40.5	—	
Contingent consideration	14.6	—	—	14.6	

Valuation Techniques

- Cash and cash equivalents, restricted cash, restricted cash for benefit plan contributions, and investments in rabbi trust are classified within Level 1 of the fair value hierarchy. Financial instruments classified as Level 1 are based on quoted market prices in active markets. The types of financial instruments the Company classifies within Level 1 include most bank deposits, money market securities, and publicly traded mutual funds. The Company does not adjust the quoted market price for such financial instruments.
- The DPP receivables fair value is based on a discounted cash flow analysis (estimated amount expected to be received) using historical experience and inputs from similar programs, which include the estimated timing of payments and the credit quality of the underlying creditor. Significant changes in any of the inputs in isolation would not result in a

materially different fair value estimate. Based on the short-term nature of the DPP receivables, typically 90 -120 days, they are classified as a level 2 measurement.

- The Company estimates the fair value of derivative instruments using industry accepted models. The significant Level 2 inputs used in the valuation of derivatives include spot rates, forward rates, and volatility. These inputs were obtained from pricing services, broker quotes, and other sources.
- The fair values of the \$350 senior unsecured notes, \$375 senior unsecured notes, and \$500 senior unsecured notes were based on quoted prices in active markets and are classified within Level 1 of the fair value hierarchy.
- The fair value of the amounts outstanding under the Facility, €240 term loan, \$200 term loan, and €185 term loan approximate carrying value, as the Company believes their variable interest rate terms correspond to current market terms, and therefore, are classified within Level 2 of the fair value hierarchy.
- The contingent consideration reflects the estimated fair value of contingent future cash payments to the previous owners of FPM for research and development tax credits that were generated by FPM prior to the acquisition date. The Company estimated the fair value of the contingent consideration based on the technical merits of the research and development tax credits using an internally developed analysis. The key inputs to this calculation include the nature of the research and development activities, personnel involved in the research and development activities, the level of research and development spend prior to acquisition by the Company, and interpretation of applicable tax law. The value of these credits is subject to audit by the tax authorities and to the closing of the statute of limitations for the year in which the tax credits are fully utilized, the timing of which is not able to be determined at this time, but we expect to extend several years. The inputs for the liability are unobservable, and therefore, are classified within Level 3 of the fair value hierarchy.

14. Segment and Geographical Information

Hillenbrand is composed of two reportable operating segments: Advanced Process Solutions and Molding Technology Solutions. The Company's reportable operating segments maintain separate financial information for which results of operations are evaluated on a regular basis by the Company's chief operating decision maker ("CODM") in deciding how to allocate resources and in assessing performance.

The Company's CODM is the Chief Executive Officer. The Company's CODM evaluates the performance of the operating segments and allocates resources to them based on Adjusted EBITDA. Adjusted EBITDA is the Company's measure of segment performance.

The Company records the direct costs of business operations to the reportable operating segments, including stock-based compensation, asset impairments, restructuring activities, and business acquisition costs. Corporate provides management and administrative services to each reportable operating segment. These services include treasury management, human resources, legal, business development, and other public company support functions such as internal audit, investor relations, financial reporting, and tax compliance. With limited exception for certain professional services and back-office and technology costs, the Company does not allocate these types of corporate expenses to the reportable operating segments.

Financial information for the Company's reportable operating segments is presented below.

	For the year ended September 30, 2025			
	Advanced Process Solutions	Molding Technology Solutions	Corporate	Total
Net revenue	\$ 2,069.4	\$ 604.4	\$ —	\$ 2,673.8
Segment cost of goods sold	1,366.8	406.2	—	1,773.0
Adjusted other segment expenses ⁽¹⁾	357.1	99.1	56.6	512.8
Segment adjusted EBITDA	\$ 345.5	\$ 99.1	\$ (56.6)	\$ 388.0

For the year ended September 30, 2024				
	Advanced Process Solutions	Molding Technology Solutions	Corporate	Total
Net revenue	\$ 2,288.0	\$ 894.8	\$ —	\$ 3,182.8
Segment cost of goods sold	1,476.1	650.2	—	2,126.3
Adjusted other segment expenses ⁽¹⁾	388.7	102.3	53.8	544.8
Segment adjusted EBITDA	\$ 423.2	\$ 142.3	\$ (53.8)	\$ 511.7

For the year ended September 30, 2023				
	Advanced Process Solutions	Molding Technology Solutions	Corporate	Total
Net revenue	\$ 1,823.5	\$ 1,002.5	\$ —	\$ 2,826.0
Segment cost of goods sold	1,172.0	705.8	—	1,877.8
Adjusted other segment expenses ⁽¹⁾	295.8	109.6	59.6	465.0
Segment adjusted EBITDA	\$ 355.7	\$ 187.1	\$ (59.6)	\$ 483.2

⁽¹⁾ Adjusted other segment expenses consists primarily of segment selling, general and administrative expenses.

The following tables present financial information for the Company's reportable operating segments and significant geographical locations:

	Year Ended September 30,		
	2025	2024	2023
Net revenue			
Advanced Process Solutions	\$ 2,069.4	\$ 2,288.0	\$ 1,823.5
Molding Technology Solutions	604.4	894.8	1,002.5
Total net revenue	\$ 2,673.8	\$ 3,182.8	\$ 2,826.0
Adjusted EBITDA ⁽¹⁾			
Advanced Process Solutions	\$ 345.5	\$ 423.2	\$ 355.7
Molding Technology Solutions	99.1	142.3	187.1
Corporate	(56.6)	(53.8)	(59.6)
Net revenue ⁽²⁾			
United States	\$ 996.7	\$ 1,318.0	\$ 1,061.6
China	354.2	366.2	451.1
India	174.2	241.8	229.5
Germany	204.3	237.1	210.2
All other countries	944.4	1,019.7	873.6
Total net revenue	\$ 2,673.8	\$ 3,182.8	\$ 2,826.0

⁽¹⁾ Adjusted consolidated earnings before interest, income tax, depreciation, and amortization ("adjusted EBITDA") is a non-GAAP measure used by management to measure segment performance and make operating decisions.

⁽²⁾ The Company attributes net revenue to a geography based upon the location of the end customer.

	September 30,	
	2025	2024
Total assets assigned		
Advanced Process Solutions	\$ 3,438.1	\$ 3,470.8
Molding Technology Solutions	824.7	1,600.0
Corporate	204.3	167.9
Total assets assigned	<u>\$ 4,467.1</u>	<u>\$ 5,238.7</u>
Tangible long-lived assets, net		
United States	\$ 86.1	\$ 186.1
Germany	125.9	134.5
China	42.1	37.1
India	6.6	35.6
All other foreign business units	81.9	92.0
Tangible long-lived assets, net	<u>\$ 342.6</u>	<u>\$ 485.3</u>

The following schedule reconciles segment adjusted EBITDA to consolidated net income (loss):

	Year Ended September 30,		
	2025	2024	2023
Adjusted EBITDA:			
Advanced Process Solutions	\$ 345.5	\$ 423.2	\$ 355.7
Molding Technology Solutions	99.1	142.3	187.1
Corporate	(56.6)	(53.8)	(59.6)
Add:			
Income from discontinued operations (net of income tax (benefit) expense)	—	2.2	462.6
Less:			
Interest expense, net	94.5	121.5	77.7
Income tax (benefit) expense	(54.5)	64.8	102.8
Depreciation and amortization	138.5	158.0	125.6
Impairment charges	83.5	265.0	—
Pension settlement (gain) charges	(1.7)	35.2	—
Business acquisition, divestiture, and integration costs	65.1	72.2	46.2
Restructuring and restructuring-related charges	21.4	26.2	5.1
Gain on sale of property, plant, and equipment ⁽¹⁾	—	(33.7)	—
Gain on equity method investment	(68.1)	—	—
Inventory step-up costs	—	0.6	11.7
Loss on divestiture	57.2	—	—
Other non-recurring costs related to a discrete commercial dispute	—	6.1	—
Consolidated net income (loss)	<u>\$ 52.1</u>	<u>\$ (202.0)</u>	<u>\$ 576.7</u>

⁽¹⁾ The Company entered into a one-time sale-leaseback transaction during the year ended September 30, 2024 and recognized a gain of \$33.7, which is included in gain on sale of property, plant, and equipment in the Consolidated Statement of Operations for the year ended September 30, 2024 (see Note 5.)

15. Restructuring

Hillenbrand periodically undergoes restructuring activities in order to enhance profitability through streamlined operations and an improved overall cost structure. The following schedule details the restructuring charges by reportable operating segment and the classification of those charges on the Consolidated Statements of Operations.

	Year Ended September 30,								
	2025			2024			2023		
	Cost of goods sold	Selling, general and administrative expenses	Total	Cost of goods sold	Selling, general and administrative expenses	Total	Cost of goods sold	Selling, general and administrative expenses	Total
Advanced Process Solutions	\$ 8.3	\$ 5.8	\$ 14.1	\$ 0.3	\$ 1.7	\$ 2.0	\$ (0.1)	\$ 1.3	\$ 1.2
Molding Technology Solutions	1.2	1.8	3.0	14.3	5.1	19.4	2.1	0.9	3.0
Corporate	—	0.6	0.6	—	—	—	—	0.2	0.2
Total	<u>\$ 9.5</u>	<u>\$ 8.2</u>	<u>\$ 17.7</u>	<u>\$ 14.6</u>	<u>\$ 6.8</u>	<u>\$ 21.4</u>	<u>\$ 2.0</u>	<u>\$ 2.4</u>	<u>\$ 4.4</u>

During the year ended September 30, 2025, the Company incurred restructuring costs driven by footprint consolidation and operational efficiency improvements. The Company expects that substantially all of the costs will result in future cash expenditures, and we anticipate the majority of these cash expenditures to be paid in the next twelve months. During the year ended September 30, 2024, the Company announced a program to reduce costs and improve operational efficiency within the Molding Technology Solutions reportable operating segment. At September 30, 2025, \$5.6 of restructuring costs were accrued and are expected to be paid over the next twelve months.

16. Subsequent Event

As announced on October 15, 2025, on October 14, 2025, the Company entered into an Agreement and Plan of Merger (the “Merger Agreement”) with LSF12 Helix Parent, LLC, a Delaware limited liability company (“Parent”), and LSF12 Helix Merger Sub, Inc., an Indiana corporation and a wholly owned subsidiary of Parent (“Merger Sub”), providing for the merger of Merger Sub with and into Hillenbrand (the “Merger”), with Hillenbrand surviving the Merger as a wholly owned subsidiary of Parent. Parent and Merger Sub are affiliates of Lone Star Funds XII, L.P.

At the effective time of the Merger, on the terms and subject to the conditions set forth in the Merger Agreement, each share of the Company’s Common Stock issued and outstanding immediately prior to such time, other than shares of the Company’s Common Stock owned by Hillenbrand, any wholly owned subsidiary of Hillenbrand, Parent, Merger Sub or any other wholly owned subsidiary of Parent (each of which will be cancelled), will be converted into the right to receive \$32.00 in cash, without interest.

The transactions contemplated by the Merger Agreement were unanimously approved by Hillenbrand’s Board of Directors, and the Merger is expected to close by the end of the first quarter of calendar year 2026, subject to customary closing conditions, including approval by Hillenbrand shareholders and receipt of required regulatory approvals.

SCHEDULE II
HILLENBRAND, INC.
VALUATION AND QUALIFYING ACCOUNTS
FOR THE YEARS ENDED SEPTEMBER 30, 2025, 2024, AND 2023

(in millions)	Balance at Beginning of Period	Additions		Deductions Net of Recoveries (a)	Divestiture (b)	Balance at End of Period
		Charged to Revenue, Costs, and Expense	Charged to Other Accounts			
Allowance for credit losses:						
Year ended September 30, 2025	\$ 13.6	\$ 2.2	\$ 0.2	\$ (4.2)	\$ (0.5)	\$ 11.3
Year ended September 30, 2024	\$ 10.1	\$ 3.8	\$ 0.4	\$ (0.7)	\$ —	\$ 13.6
Year ended September 30, 2023	\$ 6.4	\$ 2.6	\$ 1.7	\$ (0.6)	\$ —	\$ 10.1
Allowance for inventory valuation:						
Year ended September 30, 2025	\$ 47.8	\$ 10.3	\$ 2.1	\$ (7.7)	\$ (13.1)	\$ 39.4
Year ended September 30, 2024	\$ 41.7	\$ 9.4	\$ 1.4	\$ (4.7)	\$ —	\$ 47.8
Year ended September 30, 2023	\$ 29.5	\$ 8.9	\$ 5.8	\$ (2.5)	\$ —	\$ 41.7

(a) Reflects the write-off of specific trade receivables against recorded reserves and other adjustments.

(b) Reflects the impact of the Milacron divestiture on March 31, 2025.

Item 9. CHANGES IN AND DISAGREEMENTS WITH ACCOUNTANTS ON ACCOUNTING AND FINANCIAL DISCLOSURE

None.

Item 9A. CONTROLS AND PROCEDURES

Management is responsible for establishing and maintaining adequate internal control over financial reporting for the Company. In order to evaluate the effectiveness of internal control over financial reporting, management has conducted an assessment, including testing, using the criteria set forth by the Committee of Sponsoring Organizations (COSO) of the Treadway Commission in *Internal Control — Integrated Framework (2013 Framework)*. The Company's internal control over financial reporting, as defined in Rule 13a-15(f) under the Securities Exchange Act of 1934, as amended (the "Exchange Act"), is a process designed to provide reasonable assurance regarding the reliability of our financial reporting and the preparation of financial statements for external purposes in accordance with accounting principles generally accepted in the United States of America. Because of its inherent limitations, internal control over financial reporting may not prevent or detect misstatements. Also, projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

Based on our assessment under the criteria established in *Internal Control — Integrated Framework (2013 Framework)*, issued by the COSO, management has concluded that the Company maintained effective internal control over financial reporting as of September 30, 2025.

The effectiveness of the Company's internal control over financial reporting as of September 30, 2025, has been audited by Ernst & Young LLP, an independent registered public accounting firm, as stated in their report which appears in Part II, Item 8, of this Form 10-K.

There have been no changes to our internal control over financial reporting, that have materially affected, or are reasonably likely to materially affect, our internal control over financial reporting, as defined in Rules 13a-15(f) and 15d-15(f) under the Exchange Act. Management's report on our internal control over financial reporting is included under Part II, Item 8, of this Form 10-K.

We have established disclosure controls and procedures and internal control over financial reporting to provide reasonable assurance that material information relating to us, including our consolidated subsidiaries, is made known on a timely basis to management and the Board of Directors. No control system, no matter how well designed and operated, can provide absolute assurance that the objectives of the control system are met, and no evaluation of controls can provide absolute assurance that all control issues and instances of fraud, if any, within a company have been detected.

Our management, with the participation of our President and Chief Executive Officer and the Senior Vice President and Chief Financial Officer (the "Certifying Officers"), evaluated the effectiveness of the design and operation of our disclosure controls and procedures (as defined in Rules 13a-15(e) and 15d-15(e) of the Exchange Act. Based upon that evaluation, the Certifying Officers concluded that our disclosure controls and procedures as of the end of the period covered by this report are effective.

Item 9B. OTHER INFORMATION

(b) Rule 10b5-1 Trading Plans

During the fiscal quarter ended September 30, 2025, none of our directors or executive officers (as defined in Section 16 of the Securities Exchange Act of 1934, as amended), adopted or terminated a Rule 10b5-1 trading arrangement or a non-Rule 10b5-1 trading arrangement (each as defined in Item 408(a) and (c) of Regulation S-K).

Item 9C. DISCLOSURE REGARDING FOREIGN JURISDICTIONS THAT PREVENT INSPECTIONS

Not applicable.

PART III

Item 10. DIRECTORS, EXECUTIVE OFFICERS, AND CORPORATE GOVERNANCE

Information related to executive officers is included in this report under Part I, Item 1 within the caption “Information about our Executive Officers.” Information relating to the directors will appear in the section entitled “Election of Directors” in our Proxy Statement to be filed with the Securities and Exchange Commission relating to our 2026 Annual Meeting of Shareholders (the “2026 Proxy Statement”), which section is incorporated herein by reference. Information regarding our Code of Ethical Business Conduct, compliance with Section 16(a) of the Exchange Act, and the corporate governance matters covered by this Item is incorporated by reference to the 2026 Proxy Statement, where such information will be included under the headings “The Board of Directors and Committees” and “Delinquent Section 16(a) Reports.” Information related to corporate governance of the Company, including its Code of Ethical Business Conduct, information concerning executive officers, directors and Board committees, and transactions in our securities by directors and executive officers, is also available free of charge on or through the “Investors” section of our website at www.hillenbrand.com.

Item 11. EXECUTIVE COMPENSATION

The information required by this Item is incorporated herein by reference to the 2026 Proxy Statement, where such information will be included under the headings “The Board of Directors and Committees,” “Executive Compensation,” “Security Ownership of Beneficial Owners of More than 5% of the Company’s Common Stock,” and “Compensation of Directors.”

Item 12. SECURITY OWNERSHIP OF CERTAIN BENEFICIAL OWNERS AND MANAGEMENT, AND RELATED SHAREHOLDER MATTERS

The information required by this Item is incorporated herein by reference to the 2026 Proxy Statement, where such information will be included under the headings “Election of Directors,” “Security Ownership of Directors and Management,” and “Equity Compensation Plan Information.”

Item 13. CERTAIN RELATIONSHIPS AND RELATED TRANSACTIONS, AND DIRECTOR INDEPENDENCE

The information required by this Item is incorporated herein by reference to the 2026 Proxy Statement, where such information will be included under the heading “The Board of Directors and Committees.”

Item 14. PRINCIPAL ACCOUNTANT FEES AND SERVICES

The information required by this Item is incorporated herein by reference to the 2026 Proxy Statement, where such information will be included under the heading “Ratification of Appointment of the Independent Registered Public Accounting Firm.”

PART IV

Item 15. EXHIBITS AND FINANCIAL STATEMENT SCHEDULES

(a) The following documents have been filed as a part of this report or, where noted, incorporated by reference:

(1) Consolidated Financial Statements

The financial statements of the Company and its consolidated subsidiaries listed on the Index to Consolidated Financial Statements on page 48.

(2) Consolidated Financial Statement Schedule

The financial statement schedule on page 95 is filed in response to Item 8 and Item 15(d) of Form 10-K and is listed on the Index to Consolidated Financial Statements.

(3) Exhibits

The Exhibit Index sets forth a list of those exhibits filed herewith, and includes and identifies management contracts or compensatory plans or arrangements required to be filed as exhibits to this Form 10-K by Item 601(b)(10)(iii) of Regulation S-K.

In reviewing any agreements included as exhibits to this report, please remember that they are included to provide you with information regarding their terms and are not intended to provide any other factual or disclosure information about us or the

other parties to the agreements. The agreements may contain representations and warranties by the parties to the agreements, including us. These representations and warranties have been made solely for the benefit of the other parties to the applicable agreement and:

- should not in all instances be treated as categorical statements of fact, but rather as a way of allocating the risk to one of the parties if those statements prove to be inaccurate;
- may have been qualified by disclosures that were made to the other party in connection with the negotiation of the applicable agreement, which disclosures are not necessarily reflected in the agreement;
- may apply standards of materiality in a way that is different from what may be viewed as material to you or other investors; and
- were made only as of the date of the applicable agreement or such other date or dates as may be specified in the agreement and are subject to more recent developments.

Accordingly, these representations and warranties may not describe the actual state of affairs as of the date they were made or at any other time.

Exhibit Index

Exhibit 2.1	***	Contribution and Purchase Agreement, dated February 5, 2025, between BCSS IOTA (A), LLC, as Purchaser, and Milacron LLC, as Seller (Incorporated by reference to Exhibit 2.1 to Quarterly Report on Form 10-Q filed April 29, 2025)
Exhibit 2.2	***	Securities Purchase Agreement, dated as of September 15, 2022, among Hillenbrand France Acquisition Holdings SAS and the Sellers identified therein with respect to Linxis Group (Incorporated by reference to Exhibit 2.1 to Current Report on Form 8-K filed September 15, 2022)
Exhibit 2.3	***	Share Purchase Agreement, dated as of May 23, 2023, between Milacron LLC and Schenck Process Holdings GmbH (Incorporated by reference to Exhibit 2.1 to Current Report on Form 8-K filed September 1, 2023)
Exhibit 2.4		Securities Purchase Agreement, dated as of December 15, 2022, between BL Memorial Partners, LLC and Hillenbrand, Inc. (Incorporated by reference to Exhibit 2.1 to Current Report on Form 8-K filed December 21, 2022)
Exhibit 2.5	***	Agreement and Plan of Merger, dated as of October 14, 2025, by and among Hillenbrand Inc., LSF12 Helix Parent, LLC and LSF12 Helix Merger Sub, Inc. (Incorporated by reference to Exhibit 2.1 to Current Report on Form 8-K filed October 16, 2025)
Exhibit 3.1		Restated and Amended Articles of Incorporation of Hillenbrand, Inc., effective as of February 13, 2020 (Incorporated by reference to Exhibit 3.1 to Current Report on Form 8-K filed February 14, 2020)
Exhibit 3.2		Amended and Restated Code of By-Laws of Hillenbrand, Inc., effective as of April 26, 2024 (Incorporated by reference as Exhibit 3.2 to Quarterly Report on Form 10-Q filed April 30, 2024)
Exhibit 4.1		Form of Indenture between Hillenbrand, Inc. and U.S. Bank National Association as trustee, dated July 09, 2010 (Incorporated by reference to Exhibit 4.11 to Form S-3 filed July 6, 2010)
Exhibit 4.2		Supplemental Indenture dated as of January 10, 2013, by and among Hillenbrand, Inc., Batesville Casket Company, Inc., Batesville Manufacturing, Inc., Batesville Services, Inc., Coperion Corporation, K-Tron Investment Co., TerraSource Global Corporation, Process Equipment Group, Inc., Rotex Global, LLC, and U.S. Bank National Association, as trustee (the "Trustee") (Incorporated by reference to Exhibit 4.1 to Current Report on Form 8-K filed on January 11, 2013)
Exhibit 4.3		Supplemental Indenture No.3, dated as of September 25, 2019, by and among the Company, the subsidiary guarantors party thereto and the Trustee (Incorporated by reference to Exhibit 4.2 to Current Report on Form 8-K filed September 25, 2019)
Exhibit 4.4		Form of the Company's 4.500% Senior Notes due 2026 (Incorporated by reference to Exhibit 4.2 to Current Report on Form 8-K filed September 25, 2019)
Exhibit 4.5	*	Description of the Company's Securities Registered Pursuant to Section 12 of the Exchange Act
Exhibit 4.6		Supplemental Indenture No. 4, dated as of June 16, 2020, by and among the Company, the subsidiary guarantors party thereto and the Trustee (Incorporated by reference to Exhibit 4.2 to Current Report on Form 8-K filed June 16, 2020)
Exhibit 4.7		Form of the Company's 5.7500% Senior Notes due 2025 (Incorporated by reference to Exhibit 4.2 to Current Report on Form 8-K filed June 16, 2020)

Exhibit 4.8	Supplemental Indenture No. 5, dated as of December 15, 2020, by and among the Company, the subsidiary guarantors party thereto and the Trustee (Incorporated by reference to Exhibit 4.1 to Quarterly Report on Form 10-Q filed May 4, 2021)
Exhibit 4.9	Supplemental Indenture No. 6, dated as of December 15, 2020, by and among the Company, the subsidiary guarantors party thereto and the Trustee (Incorporated by reference to Exhibit 4.2 to Quarterly Report on Form 10-Q filed May 4, 2021)
Exhibit 4.10	Supplemental Indenture No. 7, dated as of March 3, 2021, by and among the Company, the subsidiary guarantors party thereto and the Trustee (Incorporated by reference to Exhibit 4.2 to Current Report on Form 8-K filed March 3, 2021)
Exhibit 4.11	Form of the Company's 3.7500% Senior Notes due 2031 (Incorporated by reference to Exhibit 4.2 to Current Report on Form 8-K filed March 3, 2021)
Exhibit 4.12	Supplemental Indenture No. 11, dated as of February 14, 2024, by and among the Company, the subsidiary guarantors party thereto and the Trustee (Incorporated by reference to Exhibit 4.2 to current Report on Form 8-K filed February 14, 2024)
Exhibit 4.13	Form of the Company's 6.2500% Senior Notes due 2029 (included in Exhibit 4.12)
Exhibit 10.1	** Form of Indemnity Agreement between Hillenbrand, Inc. and its non-employee directors (Incorporated by reference to Exhibit 10.11 to Registration Statement on Form 10)
Exhibit 10.2	** Hillenbrand, Inc. Board of Directors' Deferred Compensation Plan (Incorporated by reference to Exhibit 10.13 to Quarterly Report on Form 10-Q filed May 14, 2008)
Exhibit 10.3	** Hillenbrand, Inc. Executive Deferred Compensation Program (Incorporated by reference to Exhibit 10.16 to Registration Statement on Form 10)
Exhibit 10.4	** Hillenbrand, Inc. Supplemental Executive Retirement Plan (As Amended and Restated July 1, 2010) (Incorporated by reference as Exhibit 10.31 to Annual Report on Form 10-K filed November 23, 2010)
Exhibit 10.5	** Hillenbrand, Inc. Supplemental Retirement Plan effective as of July 1, 2010 (Incorporated by reference to Exhibit 10.32 to Annual Report on Form 10-K filed November 23, 2010)
Exhibit 10.6	** Employment Agreement dated as of December 30, 2021, between Hillenbrand, Inc. and Kimberly K. Ryan (Incorporated by reference to Exhibit 10.2 to Quarterly Report on Form 10-Q filed February 2, 2022)
Exhibit 10.7	** Change in Control Agreement dated as of December 30, 2021, between Hillenbrand, Inc. and Kimberly K. Ryan (Incorporated by reference to Exhibit 10.3 to Quarterly Report on Form 10-Q filed February 2, 2022)
Exhibit 10.8	** Form of Change in Control Agreement dated June 26, 2025, between Hillenbrand, Inc. and Megan A. Walke (Incorporated by reference to the form filed as Exhibit 10.6 to Current Report on form 8-K filed February 11, 2021)
Exhibit 10.9	Private Shelf Agreement dated as of December 6, 2012, by and between Hillenbrand, Inc. and Prudential Investment Management, Inc. (Incorporated by reference to Exhibit 10.6 to Quarterly Report on Form 10-Q filed February 4, 2013)
Exhibit 10.10	** Amended and Restated Hillenbrand, Inc. Stock Incentive Plan (Amended and Restated as of December 3, 2020 (Incorporated by reference to Exhibit 10.1 to Current Report on Form 8-K filed February 11, 2021)
Exhibit 10.11	** Hillenbrand, Inc. Short-Term Incentive Compensation Plan (Incorporated by reference to Exhibit 10.3 to Current Report on Form 8-K filed February 27, 2014)
Exhibit 10.12	** Hillenbrand, Inc. Third Amended and Restated Short-Term Incentive Compensation Plan for Key Executives (Incorporated by reference to Exhibit 10.1 to Current Report on Form 8-K filed December 7, 2021)
Exhibit 10.13	** Employment Agreement, dated January 3, 2022, between Hillenbrand, Inc. and Aneesha Arora (Incorporated by reference to Exhibit 10.13 to Annual Report on Form 10-K filed November 16, 2022)
Exhibit 10.14	** Restricted Stock Unit Award Agreement, dated as of January 3, 2022, between Hillenbrand, Inc. and Aneesha Arora (Incorporated by reference to Exhibit 10.14 to Annual Report on Form 10-K filed November 16, 2022)
Exhibit 10.15	** Sign-on and Retention Agreement, dated as of November 17, 2021, between Hillenbrand, Inc. and Aneesha Arora (Incorporated by reference to Exhibit 10.15 to Annual Report on Form 10-K filed November 16, 2022)
Exhibit 10.16	** Cash Award Agreement, dated as of January 3, 2022, between Hillenbrand, Inc. and Aneesha Arora (Incorporated by reference to Exhibit 10.16 to Annual Report on Form 10-K filed November 16, 2022)

Exhibit 10.17	**	Employment Agreement, dated as of October 1, 2015, between Hillenbrand, Inc. and Nicholas Farrell (Incorporated by reference to Exhibit 10.17 to Annual Report on Form 10-K filed November 16, 2022)
Exhibit 10.18	**	Form of Change in Control Agreement (2021 revision) (Incorporated by reference to Exhibit 10.18 to Annual Report on Form 10-K filed November 16, 2022)
Exhibit 10.19		Amendment No. 1 to Private Shelf Agreement, dated December 15, 2014, by and among Hillenbrand, Inc., Prudential Investment Management, Inc. and each Prudential Affiliate (as therein defined) that has become or becomes bound thereby (Incorporated by reference to Exhibit 10.1 to Current Report on Form 8-K, filed December 19, 2014)
Exhibit 10.20		Amendment No. 2 to Private Shelf Agreement, dated December 19, 2014, by and among Hillenbrand, Inc., Prudential Investment Management, Inc. and each Prudential Affiliate (as therein defined) that has become or becomes bound thereby (Incorporated by reference to Exhibit 10.2 to Current Report on Form 8-K filed December 19, 2014)
Exhibit 10.21		Amendment No. 3 to Private Shelf Agreement, dated March 24, 2016, by and among Hillenbrand, Inc., PGIM, Inc. (f/k/a Prudential Investment Management, Inc.), and each Prudential Affiliate (as therein defined) that has become or becomes bound thereby (Incorporated by reference to Exhibit 10.1 to Current Report on Form 8-K filed March 30, 2016)
Exhibit 10.22		Amendment No. 4 to the Private Shelf Agreement, dated as of December 8, 2017, by and among Hillenbrand, Inc., PGIM, Inc. (f/k/a Prudential Investment Management, Inc.), the subsidiary guarantors named therein, and the additional parties thereto (Incorporated by reference as Exhibit 10.2 to Current Report on Form 8-K filed December 12, 2017)
Exhibit 10.23	**	Employment Agreement dated as of June 18, 2018, by and between Hillenbrand, Inc. and J. Michael Whitted (Incorporated by reference as Exhibit 10.33 to Annual Report on Form 10-K filed November 13, 2018)
Exhibit 10.24	**	Employment Agreement dated January 1, 2025, by and between Hillenbrand Germany Holding GmbH and Ulrich Bartel (Incorporated by reference as Exhibit 10.1 to Quarterly Report on Form 10-Q filed April 29, 2025)
Exhibit 10.25	**	Employment Agreement dated March 30, 2020, by and between Mold-Masters (2007) Limited and Ling An-Heid (Incorporated by reference as Exhibit 10.1 to Quarterly Report on Form 10-Q filed February 3, 2021)
Exhibit 10.26		Amendment No. 5 to Private Shelf Agreement, dated as of September 4, 2019, by and among Hillenbrand, Inc., PGIM, Inc. (f/k/a Prudential Investment Management, Inc.), the subsidiary guarantors named therein, and the additional parties thereto (Incorporated by reference as Exhibit 10.2 to Current Report on Form 8-K filed September 4, 2019)
Exhibit 10.27		Amendment No. 6 to Private Shelf Agreement, dated as of January 10, 2020, among Hillenbrand, Inc., PGIM, Inc. (f/k/a Prudential Investment Management, Inc.), the subsidiary guarantors party thereto, and the additional parties thereto (Incorporated by reference as Exhibit 10.2 to Current Report on Form 8-K filed January 10, 2020)
Exhibit 10.28	***	Warranty Agreement, dated as of September 15, 2022, by and between Hillenbrand France Acquisition Holding SAS and the Sellers identified therein with respect to Linxis Group (Incorporated by reference to Exhibit 10.1 to Current Report on Form 8-K filed September 15, 2022)
Exhibit 10.29		Amendment No. 7 to Private Shelf Agreement, dated as of May 19, 2020, among Hillenbrand, Inc., PGIM, Inc. (f/k/a Prudential Investment Management, Inc.), the subsidiary guarantors party thereto, and the additional parties thereto (Incorporated by reference as Exhibit 10.2 to Current Report on Form 8-K filed May 20, 2020)
Exhibit 10.30	***	Syndicated L/G Facility Agreement, dated June 21, 2022, among Hillenbrand, Inc., certain of its subsidiaries party thereto, Commerzbank Aktiengesellschaft and other lenders party thereto, and Commerzbank Finance & Covered Bond S.A., acting as agent (Incorporated by reference as Exhibit 10.1 to Current Report on Form 8-K filed June 23, 2022)
Exhibit 10.31	**	Form of Performance-Based Unit Award Agreement (Shareholder Value Delivered) (2021 revision) (Incorporated by reference to Exhibit 10.2 to Current Report on Form 8-K filed February 11, 2021)
Exhibit 10.32	**	Form of Performance Based Unit Award Agreement (Relative Total Shareholder Return) (2021 revision) (Incorporated by reference to Exhibit 10.3 to Current Report on Form 8-K filed February 11, 2021)
Exhibit 10.33	**	Form of Restricted Stock Unit Award Agreement (2021 revision) (Incorporated by reference to Exhibit 10.4 to Current Report on Form 8-K filed February 11, 2021)
Exhibit 10.34	**	Form of Restricted Stock Unit Award Agreement (Non-Employee Director) (2021 revision) (Incorporated by reference to Exhibit 10.5 to Current Report on Form 8-K filed February 11, 2021)

Exhibit 10.35	Amendment No. 8 to Private Shelf Agreement, dated as of June 9, 2022, among Hillenbrand, Inc., PGIM, Inc. (f/k/a Prudential Investment Management, Inc.), the subsidiary guarantors party thereto, and the additional parties thereto (Incorporated by reference as Exhibit 10.2 to Current Report on Form 8-K filed June 13, 2022)
Exhibit 10.36	Amendment and Restatement Agreement, dated June 22, 2023, between Hillenbrand, Inc., the subsidiary borrowers party thereto, the subsidiary guarantors party thereto, Commerzbank Aktiengesellschaft and the other financial institutions party thereto (Incorporated by reference as Exhibit 10.2 to Current Report on Form 8-K filed June 23, 2023)
Exhibit 10.37	Executive Matching Shares Program (Incorporated by reference as Exhibit 10.1 to Quarterly Report on Form 10-Q filed August 7, 2024)
Exhibit 10.38	*** Agreement for Purchase and Sale of Real Property, dated September 11, 2024, by and between Milacron LLC and HILBAOH001 LLC and HILMTOH001 LLC (Incorporated by reference as Exhibit 10.1 to Current Report on Form 8-K filed September 12, 2024)
Exhibit 10.39	Amendment, dated September 24, 2024, to the L/G facility agreement, originally dated June 21, 2022 and amended and restated on June 22, 2023, between Hillenbrand, Inc., the subsidiary borrowers party thereto, the subsidiary guarantors party thereto, Commerzbank Aktiengesellschaft and the other financial institutions party thereto (Incorporated by reference as Exhibit 10.2 to Current Report on Form 8-K filed September 24, 2024)
Exhibit 10.40	*** Fifth Amended and Restated Credit Agreement, dated as of July 9, 2025, among Hillenbrand, Inc., as a borrower, the subsidiary borrowers party thereto, the lenders party thereto and JPMorgan Chase Bank, N.A. and J.P. Morgan SE, as administrative agent (Incorporated by reference to Exhibit 10.1 to Current Report on Form 8-K filed July 9, 2025)
Exhibit 10.41	*** Consent and Amendment Request, dated July 4, 2025, among Hillenbrand, Inc., the subsidiary borrowers party thereto and the subsidiary guarantors party thereto and confirmed by Commerzbank Aktiengesellschaft, as agent, on July 17, 2025 (Incorporated by reference to Exhibit 10.1 to Current Report on Form 8-K filed July 22, 2025)
Exhibit 19	* Insider Trading and Disclosure Policy
Exhibit 21.1	* Subsidiaries of Hillenbrand, Inc.
Exhibit 22	* List of Guarantor Subsidiaries of Hillenbrand, Inc.
Exhibit 23.1	* Consent of Ernst & Young LLP
Exhibit 31.1	* Certification of Chief Executive Officer Pursuant to Section 302 of the Sarbanes-Oxley Act of 2002
Exhibit 31.2	* Certification of Chief Financial Officer Pursuant to Section 302 of the Sarbanes-Oxley Act of 2002
Exhibit 32.1	* Certification of Chief Executive Officer Pursuant to 18 U.S.C. Section 1350, as Adopted Pursuant to Section 906 of the Sarbanes-Oxley Act of 2002
Exhibit 32.2	* Certification of Chief Financial Officer Pursuant to 18 U.S.C. Section 1350, as Adopted Pursuant to Section 906 of the Sarbanes-Oxley Act of 2002
Exhibit 97.1	Hillenbrand, Inc. Clawback Policy (Incorporated by reference as Exhibit 97.1 to Annual Report on Form 10-K filed November 15, 2023)
The following documents are being filed pursuant to Inline XBRL:	
Exhibit 101	The following financial statements from the Company's Annual Report on Form 10-K for the year ended September 30, 2025, formatted in Inline XBRL: (i) Consolidated Statements of Operations, (ii) Consolidated Statements of Comprehensive Income (Loss), (iii) Consolidated Balance Sheets, (iv) Consolidated Statements of Cash Flows, (v) Consolidated Statements of Shareholders' Equity, and (vi) Notes to Consolidated Financial Statements, tagged as blocks of text and including detailed tags.
Exhibit 104	Cover Page Interactive Data File (formatted as Inline XBRL and contained in Exhibit 101)

* Filed herewith.

** Management contracts or compensatory plans or arrangements required to be filed as exhibits to this form pursuant to Item 15(a)(3) of this Form 10-K.

*** Schedules and certain exhibits have been omitted pursuant to Item 601(a)(5) of Regulation S-K.

Item 16. Form 10-K Summary

Not applicable.

SIGNATURES

Pursuant to the requirements of Section 13 or 15(d) of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned, thereunto duly authorized.

HILLENBRAND, INC.

By: /s/ Kimberly K. Ryan
Kimberly K. Ryan
President and Chief Executive Officer
November 19, 2025

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Pursuant to the requirements of the Securities Exchange Act of 1934, this report has been signed below by the following persons on behalf of the registrant and in the capacities and on the dates indicated.

<u>Signatures</u>	<u>Title</u>	<u>Date</u>
<u>/s/ Helen W. Cornell</u> Helen W. Cornell	Chairperson of the Board	November 19, 2025
<u>/s/ Kimberly K. Ryan</u> Kimberly K. Ryan	President, Chief Executive Officer, and Director (Principal Executive Officer)	November 19, 2025
<u>/s/ Megan A. Walke</u> Megan A. Walke	Interim Chief Financial Officer, Vice President, Corporate Controller and Chief Accounting Officer (Principal Financial Officer and Principal Accounting Officer)	November 19, 2025
<u>/s/ Gary L. Collar</u> Gary L. Collar	Director	November 19, 2025
<u>/s/ Joy M. Greenway</u> Joy M. Greenway	Director	November 19, 2025
<u>/s/ Daniel C. Hillenbrand</u> Daniel C. Hillenbrand	Director	November 19, 2025
<u>/s/ Joseph T. Lower</u> Joseph T. Lower	Director	November 19, 2025
<u>/s/ Neil S. Novich</u> Neil S. Novich	Director	November 19, 2025
<u>/s/ Dennis W. Pullin</u> Dennis W. Pullin	Director	November 19, 2025
<u>/s/ Jennifer W. Rumsey</u> Jennifer W. Rumsey	Director	November 19, 2025
<u>/s/ Inderpreet Sawhney</u> Inderpreet Sawhney	Director	November 19, 2025
<u>/s/ Stuart A. Taylor II</u> Stuart A. Taylor II	Director	November 19, 2025

**DESCRIPTION OF THE REGISTRANT’S SECURITIES
REGISTERED PURSUANT TO SECTION 12 OF THE
SECURITIES EXCHANGE ACT OF 1934**

The following summary of the capital stock of Hillenbrand, Inc. does not purport to be complete and is qualified in its entirety by reference to our restated and amended articles of incorporation (as amended, our “Articles of Incorporation”), our amended and restated code of by-laws (as amended, our “By-Laws”, and together with our Articles of Incorporation, our “organizational documents”), each of which are incorporated by reference as an exhibit to the Annual Report on Form 10-K of which this Exhibit is a part, and certain provisions of Indiana law. Unless the context requires otherwise, all references to “we”, “us,” “our” “the Company” and “Hillenbrand” in this section refer solely to Hillenbrand, Inc. and not to our subsidiaries.

General

Our authorized capital structure consists of:

- 199,000,000 shares of common stock, without par value: and
- 1,000,000 shares of preferred stock

Common Stock

Voting

The holders of our common stock are entitled to one vote for each share held of record on each matter submitted to a vote of shareholders, including the election of directors, and do not have any right to cumulate votes in the election of directors.

Dividends

Subject to the rights and preferences of the holders of any series of preferred stock which may at the time be outstanding, holders of our common stock are entitled to share equally in such dividends as our board of directors may declare out of funds legally available.

Liquidation Rights

The holders of our common stock are entitled to receive our net assets upon dissolution except as may otherwise be provided in an amendment to our Articles of Incorporation setting out the terms for a series of preferred stock.

Other matters

Holders of our common stock have no conversion, preemptive or other subscription rights and there are no redemption rights or sinking fund provisions with respect to the common stock.

Our common stock is traded on the New York Stock Exchange under the symbol “HI.”

The transfer agent and registrar for our common stock is Computershare Trust Company, N.A.

Preferred Stock

We are authorized to issue up to 1,000,000 shares of preferred stock in one or more series. Our Articles of Incorporation authorize our board of directors to fix the rights, preferences, privileges and restrictions granted to or imposed upon the preferred stock, including voting rights, dividend rights, conversion rights, terms of redemption, liquidation preference, sinking fund terms, subscription rights and the number of shares constituting any series or the designation of a series. All shares of preferred stock of the same series must be identical with each other in all respects.

If we issue preferred stock, we will provide specific information at that time about the particular class or series being issued. This information will include some or all of the following:

- the serial designation and the number of shares in that series;
- the dividend rate or rates, whether dividends shall be cumulative and, if so, from what date, the payment date or dates for dividends, and any participating or other special rights with respect to dividends;
- any voting powers of the shares;
- whether the shares will be redeemable and, if so, the price or prices at which, and the terms and conditions on which the shares may be redeemed;
- the amount or amounts payable upon the shares in the event of voluntary or involuntary liquidation, dissolution or winding up of us prior to any payment or distribution of our assets to any class or classes of our stock ranking junior to the preferred stock;
- whether the shares will be entitled to the benefit of a sinking or retirement fund and, if so entitled, the amount of the fund and the manner of its application, including the price or prices at which the shares may be redeemed or purchased through the application of the fund;
- whether the shares will be convertible into, or exchangeable for, shares of any other class or of any other series of the same or any other class of our stock or the stock of another issuer, and if so convertible or exchangeable, the conversion price or prices, or the rates of exchange, and any adjustments to the conversion price or rates of exchange at which the conversion or exchange may be made, and any other terms and conditions of the conversion or exchange; and
- any other preferences, privileges and powers, and relative, participating, optional, or other special rights, and qualifications, limitations or restrictions, as our board of directors may deem advisable and as shall not be inconsistent with the provisions of our Articles of Incorporation.

Depending on the rights prescribed for a series of preferred stock, the issuance of preferred stock could have an adverse effect on the voting power of the holders of common stock and could adversely

affect holders of common stock by delaying or preventing a change in control of us, making removal of our present management more difficult or imposing restrictions upon the payment of dividends and other distributions to the holders of common stock.

The preferred stock, when issued, will be fully paid and non-assessable. Unless the certificate of designation for a series of preferred stock provides otherwise, the preferred stock will have no preemptive rights to subscribe for any additional securities which may be issued by us in the future. The transfer agent and registrar for the preferred stock will be specified in the applicable prospectus supplement.

Certain Anti-Takeover Matters

Certain provisions of our organizational documents, as well as certain provisions of the Indiana Business Corporation Law (the “IBCL”), may have the effect of encouraging persons considering unsolicited tender offers or other unilateral takeover proposals to negotiate with our board of directors rather than pursue non-negotiated takeover attempts. We believe that the benefits of increased protection of our potential ability to negotiate with an unfriendly or unsolicited acquirer outweigh the disadvantages of discouraging a proposal to acquire us because negotiation of these proposals could result in an improvement of their terms. These provisions include:

Classified Board of Directors

Our Articles of Incorporation and By-Laws provide for our board of directors to be composed of not fewer than seven directors and to be divided into three classes of directors, as nearly equal in number as possible, serving staggered terms. Our By-Laws also provide that our board of directors shall not consist of more than thirteen directors. Approximately one-third of our board will be elected each year. Under our Articles of Incorporation, our directors can be removed only for cause and only upon the affirmative vote of the holders of at least two-thirds of the voting power of all shares of our capital stock entitled to vote generally in the election of directors, voting together as a single class. The provisions for our classified board may be amended, altered or repealed only upon the affirmative vote of the holders of at least two-thirds of the voting power of all shares of our capital stock entitled to vote generally in the election of directors, voting together as a single class.

Under Chapter 33 of the IBCL, a corporation with a class of voting shares registered with the SEC under Section 12 of the Exchange Act must have a classified board unless the corporation adopted a by-law expressly electing not to be governed by this provision by the later of July 31, 2009 or 30 days after the corporation’s voting shares are registered under Section 12 of the Exchange Act. The IBCL now also provides that such a corporation governed by this provision on July 1, 2021 may adopt a by-law expressly electing not to be governed by this provision. We adopted a by-law electing not to be subject to this mandatory requirement on July 15, 2009; however, the IBCL permits this election to be rescinded by subsequent action of our board.

The provision for a classified board in our Articles of Incorporation could prevent a party that acquires control of a majority of the outstanding voting stock from obtaining control of our board until the second annual shareholders’ meeting following the date the acquiror obtains the controlling stock interest. The classified board provision could have the effect of discouraging a potential acquiror from making a tender offer for our shares or otherwise attempting to obtain control of us and could increase the likelihood that our incumbent directors will retain their positions.

We believe that a classified board helps to assure the continuity and stability of our board and our business strategies and policies as determined by our board, because a majority of the directors at any given time will have prior experience on our board. The classified board provision also helps to ensure that our board, if confronted with an unsolicited proposal from a third party that has acquired a block of our voting stock, will have sufficient time to review the proposal and appropriate alternatives and to seek the best available result for all shareholders.

Our directors will serve three-year terms. At each annual meeting of shareholders, a class of directors will be elected for a three-year term to succeed the directors of the same class whose terms are then expiring.

Our Articles of Incorporation further provide that vacancies or newly created directorships in our board may only be filled by the vote of a majority of the directors then in office, and any director so chosen will hold office until the next annual meeting of shareholders.

At any annual or special meeting of directors, our By-Laws require the presence of a majority of the duly elected and qualified members then occupying office as a quorum. Our Articles of Incorporation provide for a quorum of one-third of such members unless the By-Laws otherwise specify (which they do).

Removal of Directors Only for Cause; Filling Vacancies

Our organizational documents provide that, subject to the right of holders of any series of preferred stock to elect directors, any director may be removed from office, but only for cause and only by the affirmative vote of the holders of at least two-thirds of the combined voting power of all of the shares of our capital stock entitled to vote generally in the election of directors, voting together as a single class. Our organizational documents also provide that, subject to the right of holders of any series of preferred stock to elect directors, any newly created directorships resulting from an increase in the number of directors and any vacancy on the board shall be filled by the affirmative vote of a majority of the remaining directors then in office. Any director elected in accordance with the preceding sentence will hold office for a term expiring at the next annual meeting of shareholders and until such director's successor is duly elected and qualified. No decrease in the number of directors constituting the board of directors shall shorten the term of any incumbent director.

The director removal and vacancy provisions restrict the ability of a third party to remove incumbent directors and simultaneously gain control of the board of directors by filling the vacancies created by removal with its own nominees.

Shareholder Proposals

At any meeting of shareholders, only business that is properly brought before the meeting will be conducted. To be properly brought before a meeting of shareholders, business must be specified in the notice of the meeting, brought before the meeting by or at the direction of our board of directors, our chairman of the board or our president, or properly brought before the meeting by a shareholder of record on the date such notice was provided, entitled to vote on such matter and which complied with the notice procedures.

For business to be properly brought before any meeting of shareholders by a shareholder, the shareholder must have given timely notice thereof in writing to our secretary at our principal place of business. To be timely, a shareholder's notice must be delivered to or mailed and received by our secretary not later than 100 days prior to the anniversary of the date of the immediately preceding annual meeting which was specified in the initial formal notice of such meeting (but if the date of the forthcoming annual meeting is more than 30 days after such anniversary date, such written notice will also be timely if received by our secretary by the later of 100 days prior to the forthcoming meeting date and the close of business 10 days following the date on which we first make public disclosure of the meeting date).

A shareholder's notice must set forth, as to each matter the shareholder proposes to bring before the meeting:

- a brief description of the business desired to be brought before the meeting and the proposed text of any proposal regarding such business;
- a representation that such shareholder intends to appear in person or by proxy at the meeting to bring such business;
- the name and address of the shareholder proposing such business;
- the class and number of shares that are owned beneficially or of record by the shareholder proposing such business;
- the name of any applicable nominee holders of shares;
- a description of any derivative position held by such person or its affiliates or associates;
- a description of any transaction, agreement, arrangement or understanding (including, without limitation, any short position or any borrowing or lending of shares) that has been entered into or made by, or on behalf of, the Shareholder or any of its affiliates or associates, the effect or intent of which is to mitigate loss to, manage risk or benefit of share price changes for, or increase or decrease the voting power or pecuniary or economic interest of the shareholder or any of its affiliates or associates with respect to common stock;
- a description of all agreements, arrangements, or understandings between or among such person or any affiliates or associates in connection with or relating to the Company, business, or proposal, and any material interest in or anticipated benefit of the foregoing; and
- such other information regarding each nominee proposed by such shareholder as would be required to be included in a proxy statement filed pursuant to the proxy rules of the SEC.

Shareholder Nomination of Candidates for Election to Our Board

Our By-Laws provide that nominations of persons for election to our board of directors may be made at any meeting of shareholders by or at the direction of the board of directors or by any shareholder entitled to vote for the election of members of the board of directors at the meeting. For nominations to be

made by a shareholder, the shareholder must have given timely notice thereof in writing to our secretary at our principal place of business and any nominee must satisfy the qualifications established by the board of directors from time to time as contained in the proxy statement for our immediately preceding annual meeting or posted on our website. To be timely, a shareholder's nomination must be delivered to or mailed and received by the secretary not later than (i) in the case of the annual meeting, 100 days prior to the anniversary of the date of the immediately preceding annual meeting which was specified in the initial formal notice of such meeting (but if the date of the forthcoming annual meeting is more than 30 days after such anniversary date, such written notice will also be timely if received by the secretary by the later of 100 days prior to the forthcoming meeting date and the close of business 10 days following the date on which we first make public disclosure of the meeting date) and (ii) in the case of a special meeting, the close of business on the tenth day following the date on which we first make public disclosure of the meeting date. The number of nominees that a shareholder may nominate for election shall not exceed the number of directors to be elected by shareholders generally at such meeting.

The notice given by a shareholder must set forth:

- the name and address of the shareholder who intends to make the nomination and of the person or persons to be nominated
 - the age and principal occupation of the person or persons to be nominated, and the name and place of business of the shareholder;
 - the class and number of shares that are owned beneficially or of record by the shareholder proposing such business and of the proposed nominee;
 - the name of any applicable proposed nominee holders of shares;
 - a description of any derivative position held by such proposed nominee or its affiliates or associates;
 - a description of any transaction, agreement, arrangement or understanding (including, without limitation, any short position or any borrowing or lending of shares) that has been entered into or made by, or on behalf of, the shareholder or any of its affiliates or associates, the effect or intent of which is to mitigate loss to, manage risk or benefit of share price changes for, or increase or decrease the voting power of the shareholder or any of its affiliates or associates with respect to common stock;
 - a representation that the shareholder is a holder of record, setting forth the shares so held, and intends to appear in person or by proxy as a holder of record at the meeting to nominate the person or persons specified in the notice;
 - with respect to the shareholder, a description of all agreements, arrangements or understandings between or among the nominating shareholder or any of their affiliates or associates and the proposed nominee or that otherwise relate to the Company and ownership of company securities;
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- with respect to the shareholder, a representation whether such shareholder or other applicable party(ies) will engage in a solicitation with respect to such nomination and, if so, intends to solicit proxies or votes in support in accordance with Rule 14a-19 under the Exchange Act or otherwise;
- with respect to the shareholder, or to other parties as applicable, the names and addresses of all other shareholders (including beneficial and record owners and control persons) known by such shareholder or other party(ies) to support financially the nomination, and to the extent known, the class and number of all shares of our capital stock owned beneficially or of record by such persons (including beneficial and record owners and control persons);
- with respect to the person nominated, such person's written representation and agreement that they are not and will not become a party to any agreement, arrangement, or understanding regarding (1) how they will vote or act if elected, and have not given any commitment or assurance regarding the same, (2) any direct or indirect compensation, reimbursement, or indemnification in connection with service;
- with respect to the person nominated, such person's written representation and agreement that they intend to serve for the term for which he or she is so elected and in such person's individual capacity, would be in compliance and will comply with all applicable publicly disclosed confidentiality, corporate governance, conflict of interest, Regulation FD, and stock ownership and trading policies and guidelines of the Company and all applicable publicly disclosed codes of conduct and ethics of the Company; and
- such other information regarding each nominee proposed by such shareholder as would be required to be included in a proxy statement filed pursuant to the proxy rules of the SEC.

Shareholder Action; Special Meetings of Shareholders

Our Articles of Incorporation provide that shareholder action required or permitted to be taken at any meeting of the shareholders may be taken without a meeting if a written consent setting forth the action so taken is signed by all the holders of our issued and outstanding capital stock entitled to vote thereon. Our By-Laws provide that special meetings of the shareholders can only be called by our board of directors, our president or shareholders holding not less than one-fourth of the outstanding shares of our common stock entitled to vote on such matter.

Restrictions on Certain Related Party Business Combination Transactions

Under our Articles of Incorporation, any contract or other transaction between us and (i) any of our directors or (ii) any legal entity (A) in which any of our directors has a material financial interest or is a general partner or (B) of which any of our directors is a director, officer or trustee of such other legal entity (collectively, a "Conflict Transaction") is only valid if (1) the material facts of such Conflict Transaction and our director's interest in such were disclosed to or known by our board of directors, any of our committees with authority to act on the Conflict Transaction, or our shareholders entitled to vote on such Conflict Transaction and (2) the Conflict Transaction was properly authorized, approved or ratified by, as applicable:

- Our board of directors or authorized committee, if it receives the affirmative vote of a majority of the directors who have no interest in the Conflict Transaction; provided, however, that the vote not be of a single director; and
- Our shareholders, if it receives the vote of a majority of the shares entitled to be counted, in which shares owned or voted under the contract of any director who or legal entity that has an interest in the Conflict Transaction may be counted.

Amendment of Articles and Bylaws

Except as otherwise expressly provided in our Articles of Incorporation, any proposal to amend, alter, change or repeal any provision of our Articles of Incorporation, except as may be provided in the terms of any preferred stock, requires approval by our board of directors and our shareholders. In general, such a proposal would be approved by our shareholders if the votes cast favoring the proposal exceed the votes cast opposing the proposal at a meeting at which a quorum is present, except that any amendment or repeal of the provisions of our Articles of Incorporation relating to our directors, including the number of directors, the classification of our board of directors, the filling of vacancies on our board of directors, or the removal of our directors requires the affirmative vote of the holders of at least two-thirds of the voting power of all of the shares entitled to vote generally in the election of directors, voting as a single class.

Our By-Laws may be made, altered, amended, or repealed by either (a) our board of directors by affirmative vote of a number of directors equal to a majority of the number who would constitute a full board at the time of such action, or (b) the affirmative vote, at a meeting of shareholders, of at least a majority of the votes entitled to be cast by the holders of the outstanding shares of all classes of stock of the corporation entitled to vote generally in the election of directors, considered for these purposes as a single voting group, provided, however, that no By-Law may be adopted that is inconsistent with the IBCL.

Indiana Business Corporation Law

As an Indiana corporation, we are governed by the IBCL. Under specified circumstances, the following provisions of the IBCL may delay, prevent or make more difficult unsolicited acquisitions or changes of control of us. These provisions also may have the effect of preventing changes in our management. It is possible that these provisions could make it more difficult to accomplish transactions which shareholders may otherwise deem to be in their best interest.

Control share acquisitions. Although Chapter 42 of the IBCL contains certain restrictions on control share acquisitions, our By-Laws provide that Chapter 42 of the IBCL shall not apply to control share acquisitions of shares of our capital stock.

Certain business combinations. Chapter 43 of the IBCL restricts the ability of a “resident domestic corporation” to engage in any combinations with an “interested shareholder” for five years after the date the interested shareholder became such, unless the combination or the purchase of shares by the interested shareholder on the interested shareholder’s date of acquiring shares is approved by the board of directors of the resident domestic corporation before that date. If the combination was not previously approved, the interested shareholder may effect a combination after the five-year period only if that shareholder receives approval from a majority of the disinterested shares or the offer meets specified fair price criteria. For purposes of the above provisions, “resident domestic corporation” means an Indiana

corporation that has 100 or more shareholders. “Interested shareholder” means any person, other than the resident domestic corporation or its subsidiaries, who is (i) the beneficial owner, directly or indirectly, of 10% or more of the voting power of the outstanding voting shares of the resident domestic corporation or (ii) an affiliate or associate of the resident domestic corporation, which at any time within the five-year period immediately before the date in question, was the beneficial owner, directly or indirectly, of 10% or more of the voting power of the then outstanding shares of the resident domestic corporation. Although under certain circumstances a corporation may opt out of Chapter 43 of the IBCL, our Articles of Incorporation do not exclude us from the restrictions imposed by Chapter 43 of the IBCL.

Directors’ duties and liability. Under Chapter 35 of the IBCL, directors are required to discharge their duties:

- in good faith;
- with the care an ordinarily prudent person in a like position would exercise under similar circumstances; and
- in a manner the directors reasonably believe to be in the best interests of the corporation.

However, the IBCL also provides that a director is not liable for any action taken as a director, or any failure to act, regardless of the nature of the alleged breach of duty, including alleged breaches of the duty of care, the duty of loyalty and the duty of good faith, unless the director has breached or failed to perform the duties of the director’s office in accordance with the foregoing standard and such action or failure to act constitutes willful misconduct or recklessness. The exculpation from liability under the IBCL does not affect the liability of directors for violations of the federal securities laws.

Consideration of effects on other constituents. Chapter 35 of the IBCL also provides that a board of directors, in discharging its duties, may consider, in its discretion, both the long-term and short-term best interests of the corporation, taking into account, and weighing as the directors deem appropriate, the effects of an action on the corporation’s shareholders, employees, suppliers and customers and the communities in which offices or other facilities of the corporation are located and any other factors the directors consider pertinent. Directors are not required to consider the effects of a proposed corporate action on any particular corporate constituent group or interest as a dominant or controlling factor. If a determination is made with the approval of a majority of the disinterested directors of the board, that determination is conclusively presumed to be valid unless it can be demonstrated that the determination was not made in good faith after reasonable investigation. Chapter 35 specifically provides that specified judicial decisions in Delaware and other jurisdictions, which might be looked upon for guidance in interpreting Indiana law, including decisions that propose a higher or different degree of scrutiny in response to a proposed acquisition of the corporation, are inconsistent with the proper application of the business judgment rule under that section.

Policy Category: Legal	Policy No.: LG-3	Effective Date: 8/28/2024
Insider Trading and Disclosure Policy	Version: 1.0.1	Owner: General Counsel

1. Purpose

This Insider Trading and Disclosure Policy (“**Policy**”) is made as part of the overall risk management program of Hillenbrand, Inc. (“**Hillenbrand**” or “**HI**”). References to the “**Company**” in this Policy refer to Hillenbrand and any of its subsidiaries. The Policy governs trading in HI stock and other securities by certain persons, as well as disclosure of certain information. “**Trading**” encompasses buying and selling in the open market or negotiated transactions, giving and receiving of gifts (including charitable contributions), and all other transactions in Company securities not specifically excluded hereunder.

2. Scope and Application

This Policy applies to all members of the Hillenbrand Board of Directors, all officers and employees of the Company, and any consultants, advisors, and contractors of the Company that the Company designates. The Policy also applies to the immediate families of all persons identified above and any trusts (or similar entities) controlled by or benefiting such persons. Your “**immediate family**” includes your spouse, parents, grandparents, children, grandchildren, and siblings, including any such relationship that arises through marriage or adoption. It also includes members of your household, whether or not they are related to you.

Part 4 of this Policy imposes additional restrictions on a sub-group of persons subject to this Policy, as identified in Part 4.

The Office of the General Counsel of Hillenbrand, Inc. is available to answer any questions regarding this Policy or related rules and laws. Contact information for the General Counsel's Office can be found at the end of this Policy. **Regardless of the specific requirements of this Policy, you are strongly urged to contact the General Counsel's Office well in advance of any proposed purchases or sales of Hillenbrand stock or other securities by you or any member of your family.**

3. Insider Trading

The following are the general insider trading rules that apply to **all HI directors, all Company officers and employees, and all consultants, advisors, and contractors designated by the Company**. It is very important that you understand and follow these rules. If you violate them, you may be subject to disciplinary action by the Company, including termination of your employment for cause. You could also be in violation of applicable securities laws and subject to civil and criminal penalties, including fines and imprisonment. The provisions of this Policy regarding insider trading continue to apply even after you are no longer employed or engaged by the Company. For the avoidance of doubt, this Policy is specific to the Company's trading rules and does not amend or supersede the SEC's insider trading rules, which provide broader restrictions.

It is your individual responsibility to comply with the laws against insider trading. This Policy is intended to assist you in complying with these laws, but you must always exercise appropriate judgment in connection with any trade in the Company's stock or other securities. Regulators including the staff of the U.S. Securities and Exchange Commission (SEC) use sophisticated electronic surveillance techniques and carefully scrutinize trades by directors, employees, and others to uncover any inappropriate activity.

3.1 Do not trade while in possession of material nonpublic information.

From time to time you may come into possession of “material nonpublic information” as a result of your relationship with the Company. Material nonpublic information can be generally defined as information that is not available to the public and that a reasonable investor may consider important in determining

whether to buy or sell securities of the Company. You may not buy, sell, or trade (including giving or receiving gifts) in any stock or other securities of the Company **at any time** while you possess material nonpublic information concerning the Company, whether during a closed trading (or “blackout”) period, or at any other time. You must wait to trade until any such information has been public for at least **two full trading days** (a “trading day” is a day on which the New York Stock Exchange is open).

If you are ever unsure about whether information you possess would qualify as material nonpublic information or whether you should refrain from trading, please contact the Hillenbrand General Counsel’s Office prior to any proposed transactions involving Company securities.

3.2 Refrain from trading during “blackout” periods.

The Company imposes periodic closed trading periods – commonly called “blackout periods” – during which all designated Company directors, officers, employees, and other such parties **should refrain** from dealing in Company stock or other securities (including giving or receiving gifts), whether or not you have material nonpublic information. Note, however, that **the Company directors, officers, and others who are subject to the additional restrictions set forth in Part 4 of this Policy are expressly prohibited from trading during a blackout period**, as further detailed in Part 4 below. Trading during blackout periods can carry increased risk because of the likelihood that you may have, or be viewed as having, material nonpublic information during such periods.

Closed trading periods generally begin on the day that is fourteen calendar days before the end of each fiscal quarter and run until at least two trading days after the corresponding quarterly or annual earnings announcements. In addition to regularly-scheduled (quarterly) blackout periods, the Company may from time to time designate other periods of time as special blackout periods – for example, if particular developments in the Company’s business merit suspension of trading by Company personnel.

Do not simply assume that you are free to trade in Company stock or other securities at all times during an “open trading window” (outside of imposed blackout periods). You may nonetheless have material nonpublic information during these times and, therefore, be prohibited from trading until such information has been public for at least two full trading days. Always use judgment when trading.

3.3 Do not give nonpublic information to others.

Do not provide any nonpublic information concerning the Company to any other person (commonly referred to as “tipping”), including family members, and do not make recommendations or express opinions about trading in the Company’s stock under any circumstances. Tipping liability applies not only to those persons who trade based on a tip given to them, but also to **any person who provides a tip** to another party, even if the “tipper” does not profit from any trade and, in some cases, even if the tip is given inadvertently. Consequences for tipping can be severe, including termination of employment, and civil and criminal penalties, including fines and imprisonment.

3.4 Do not use nonpublic information to trade in other companies’ stock.

In the course of your relationship with the Company, you may obtain nonpublic information regarding the Company’s customers, vendors, suppliers, or other business partners. Do not trade in the stock or other securities of any such business partner when you have material nonpublic information concerning that company that you learned in the course of your employment or service with the Company. All prohibitions relating to trading of the Company’s securities have equal applicability to trading in the securities of the Company’s business partners and other companies with whom you may have a relationship.

3.5 Do not engage in hedging or pledging transactions involving Company securities.

Directors, officers, and other employees, or any of their designees, are prohibited from purchasing financial instruments or otherwise engaging in transactions that hedge or offset, or are designed to hedge

or offset, any decrease in the market value of the Company's securities either (i) granted to the employee or director by the Company as part of the compensation of the employee or director, or (ii) held (directly or indirectly) by the employee or director.

As a result, do not purchase financial instruments (including prepaid variable forward contracts, equity swaps, collars, and exchange funds) or engage in any transactions that suggest you are speculating in, or hedging against, the Company's securities – that is, you are trying to profit in short-term movements in the Company's stock price. You **may not** engage in a "short sale" or any equivalent transaction involving the Company's securities. A short sale involves selling shares that you do not own at a specified price with the expectation that the price will go down so you can buy the shares at a lower price before you have to deliver them. These types of transactions put you in a position of conflict with your interests as a Company director, officer, or employee.

Also, do not hold Company securities in a margin account or otherwise pledge Company securities as collateral for a loan. Company securities held in a margin account as collateral for a margin loan may be sold by the broker without the customer's consent if the customer fails to meet a margin call. Similarly, securities pledged (or hypothecated) as collateral for a loan may be sold in foreclosure if the borrower defaults on the loan. To avoid the appearance of impropriety in connection with the purchase and sale of Company securities, and because a margin sale or foreclosure sale may occur at a time when the pledgor is aware of material nonpublic information or otherwise is not permitted to trade in Company securities, you are prohibited from holding Company securities in a margin account or otherwise pledging Company securities as collateral for a loan.

3.6 Make sure your family members and persons controlling trusts (and similar entities) that benefit you do not violate this Policy.

For purposes of this Policy, any transactions engaged in by members of your immediate family – or by trusts, partnerships, foundations, and similar entities over which you or members of your immediate family have control, or whose assets are held for the benefit of you or your immediate family – are the same as transactions by you. You are responsible for ensuring that such persons and entities do not engage in any transaction that would violate this Policy if you engaged in the transaction directly.

3.7 Exceptions for pre-arranged – or "10b5-1" – trading plans.

Rule 10b5-1 of the Securities Exchange Act of 1934 provides an affirmative defense against insider trading liability under federal securities laws for anyone who sells or purchases securities at a time when he or she possesses material nonpublic information, in cases where the sale or purchase was made **pursuant to a pre-determined plan that meets the criteria set forth in Rule 10b5-1**. Under the Rule, a person must show that:

- a. **Before becoming aware of any material nonpublic information**, he or she (i) entered into a **binding contract** to purchase or sell the securities, (ii) **instructed** another person to purchase or sell the securities, or (iii) **adopted a written plan** for trading the securities;
- b. The relevant contract, instructions, or plan mentioned above (i) specified the amount of securities to be purchased or sold, and at which price(s) and on which date(s) (or included a written formula for determining such information), and (ii) did not permit the person to exercise any subsequent influence over the purchase or sale; and
- c. The purchase or sale occurred according to the contract, instructions or plan.

This affirmative defense creates opportunities for you to design programs that will provide you with liquidity during times when you would otherwise be restricted, because trades made pursuant to such a plan will be permitted under this Policy, even during blackout periods and at other times when you possess material nonpublic information about the Company.

To use this affirmative defense, you must (1) enter into any trading plan in good faith, as defined under the Rule; (2) not have "overlapping" trading plans, defined as more than one plan capable of actively

trading at the same time; and (3) have no more than one “single-trade” plan per 12-month period. If you are a member of the Board of Directors or an Executive Officer (as defined by securities laws), your plan must include the following features, in addition to any other requirements under applicable law:

- i. a certification that you are not aware of any material nonpublic information and that you are adopting the trading plan in good faith and not as part of a plan or scheme to evade the prohibitions in SEC Rule 10b-5; and
- ii. a “cooling-off period” before any trading may commence, which expires on the later of (x) 90 days after plan adoption or modification, or (y) two business days following Hillenbrand’s disclosure of financial results in a Form 10-Q or Form 10-K for the fiscal quarter in which the plan was adopted (not to exceed 120 days).

For all other associates adopting a trading plan, **your cooling-off period must be 30 days** following adoption or modification of the plan.

Any 10b5-1 or similar plan, and any modification to or termination of an existing such plan, must be approved by the Office of the General Counsel of Hillenbrand before being adopted and implemented to ensure compliance with Rule 10b5-1 and Company policy. In addition, members of the Board of Directors and Section 16 officers must promptly inform the Office of the General Counsel of Hillenbrand of the execution, modification, or termination of any trading plans and any trades thereunder. A copy of the plan will be required to be provided to the Office of the General Counsel. **You may not enter into, terminate, or modify such a plan during a blackout period or at any time when you possess material nonpublic information.** The Company strongly discourages modifications to or terminations of trading plans, but will review requests under applicable facts and circumstances.

The Hillenbrand General Counsel’s Office often assists associates in the implementation of Rule 10b5-1 plans and would be pleased to assist you with your evaluation of the merits and development of such a plan. Your broker will also likely also need to be involved in adopting and implementing such a plan.

3.8 Exceptions for stock option exercises.

The mere exercise – **without a subsequent sale** – of Company stock options is exempt from this Policy, since the stock price applicable to that exercise does not vary with the market, but is fixed by the terms of the option agreement. However, any subsequent sale of shares acquired by way of option exercise is subject to this Policy.

4. Insider Trading – Additional Provisions for Certain Officers, Directors, and Associates

The following additional policies and restrictions apply to all members of the Hillenbrand Board of Directors and all “Executive Officers” of the Company (as defined by securities laws), as well as certain other officers, employees, and consultants of the Company who are expressly notified by the Company. Persons subject to these additional policies are also subject to the general policies and exceptions described in Part 3 above, with the more restrictive policy applying in any case where there may be a conflict.

4.1 Do not trade during blackout periods.

The Company **prohibits** all HI directors, all Executive Officers, and certain other designated Company officers, employees, and consultants from **trading during blackout periods** – whether regularly scheduled (quarterly) blackout periods, or special blackout periods implemented from time to time. It is your responsibility to know when the Company’s quarterly blackout periods begin (you will be notified when they end), but they generally begin on the day that is fourteen calendar days before the end of each fiscal quarter. Consequently, you generally may trade in Company stock or other securities only during the period beginning on (and including) the third trading day after an earnings announcement and ending on (and including) the day that is fifteen calendar days before the start of the next fiscal quarter.

Restrictions on trading while in possession of material nonpublic information also apply regardless of the blackout periods.

The Company may also from time to time subject certain persons to special blackout periods, which may not be widely announced since that information can itself be highly sensitive. If you become aware of, or subject to, a special blackout period, you **may not** disclose to anyone the fact that trading has been suspended, including (without limitation) to other Company employees. You should treat the imposition of a special blackout period as material nonpublic information. For this reason, among others, it is extremely important that you adhere to the preclearance procedures outlined in this Policy.

There are two questions you must always ask before you (or immediate family members) trade in Company securities. If the answer to either question is yes, you may not buy or sell (including giving or receiving gifts of) Hillenbrand securities. If the answer to each question is no, you may be permitted to trade, but nevertheless must abide by applicable preclearance and other conditions set forth in this Policy:

- a. *Is this a closed trading period?*
- b. *Am I in possession of material nonpublic information?*

4.2 Preclear all trades involving Company securities.

All HI directors, all Executive Officers, and certain other designated Company officers, employees, and consultants **must refrain from trading** in the Company's stock or other securities, **even during an open trading period, unless** they obtain the approval of the Hillenbrand General Counsel's Office **before** entering into a transaction. You should contact the General Counsel's Office **at least two trading days** before you intend to engage in any transaction, to allow enough time for preclearance procedures.

4.3 Observe the reporting, trading, and liability rules applicable to directors, executive officers, and 10% stockholders.

Federal securities laws impose heightened obligations on members of the Hillenbrand Board of Directors, certain officers of the Company, and holders of 10% or more of the Company's outstanding stock. These laws will typically apply to the same persons subject to the additional provisions of Part 4 of this Policy – generally designated as “**Section 16 officers**” and/or “**Rule 144 affiliates**.” Among other things, these laws impose restrictions on “short swing trading” and require public reporting of certain transactions. The Office of the General Counsel will notify the Company's Section 16 officers and Rule 144 affiliates of such status, and provide more detailed guidance on applicable rules, including by separate memorandum. However, it remains your individual responsibility to be aware of and comply with applicable law; failure to do so is a violation of this Policy. Where questions may arise regarding how liability may be imposed or whether certain reporting is technically required, you are strongly encouraged to choose to comply with the spirit and not the letter of the law – in other words, to err on the side of fully and promptly reporting a transaction even if not technically required to do so. When reporting is required, the Company expects full and timely cooperation by the individual.

4.4 No exceptions for gifts.

Giving and receiving gifts of HI stock or other Company securities are subject to Part 4 of this Policy in all respects as if they were trades, requiring, in particular, preclearance by the Office of General Counsel of Hillenbrand (where applicable) and public disclosure (for Section 16 officers and members of the Board of Directors) within two business days.

5. Disclosure

Nonpublic information relating to the Company or its businesses is the property of the Company. The Company prohibits the unauthorized disclosure of any such nonpublic information acquired in the workplace or otherwise as a result of an individual's employment or other relationship with the Company, as well as the misuse of any nonpublic information about the Company or its businesses. The following are general disclosure rules that apply to **all HI directors, all Company officers and employees, and all**

consultants, advisors, and contractors designated by the Company. Additional disclosure rules may apply, depending on your position or relationship with the Company. It is very important that you understand and follow these rules, as violations can result in disciplinary action by the Company, including termination of your employment for cause, as well as potential fines and imprisonment for legal violations.

5.1 Do not discuss Company information with the press, analysts, or other persons outside of the Company.

Announcements of Company information may only be made by persons specifically authorized by the Company to make such announcements. Laws and regulations govern the nature and timing of such announcements to outsiders or the public, and unauthorized disclosure could result in substantial liability for you, the Company, and its management. If you receive inquiries by any third party about the Company's financial or other information, you should notify the Hillenbrand Investor Relations Office or General Counsel's Office immediately.

5.2 Do not participate in Internet "chat rooms," social media forums, or similar dialogues in which the Company is discussed, without specific authorization.

Unless otherwise instructed, you may not participate in online dialogues (or similar activities) involving the Company, its businesses, or its securities.

6. Notifications and Questions

All preclearance requests should be directed to preclearance@hillenbrand.com for processing.

To make other appropriate notifications under the Policy, or to ask questions about it, please contact a member of the Office of General Counsel's preclearance team:

- Nick Farrell, General Counsel, at (812) 931-5395 or nick.farrell@hillenbrand.com
- David Brown, Corporate & Securities Counsel, at (217) 720-3737 or david.brown@hillenbrand.com
- Veronica McCarthy, Corporate & Securities Paralegal, at (812) 931-5727 or veronica.mccarthy@hillenbrand.com

Hillenbrand reserves the right to amend this Policy at any time.

7. Authorization and Revision History

7.1 Authorization

Date Approved	Version No.	Approved by	Position
August 28, 2024	1.0.1	Adopted by the Nominating/Corporate Governance Committee and Board of Directors	Nominating/Corporate Governance Committee and Board of Directors

7.2 Policy Owner: General Counsel

7.3 Revision History

Date	Version No.	Change Description	Author	Position
December 2018	N/A	Superseded Policy	General Counsel	N/A
February 24, 2023	1.0.0	Adopted by the Nominating/Corporate Governance Committee and Board of Directors	Nick R. Farrell; Peter V. Hilton	Sr. V.P., General Counsel, Secretary & Chief Compliance Officer; Senior Counsel – Corporate & Securities
August 28, 2024	1.0.1	Clarifications, technical corrections, and non-substantive edits	Nick R. Farrell; David Brown	Sr. V.P., General Counsel & Secretary Counsel – Corporate & Securities

7.4 CRB Review History

Date	Version No.	CRB Review	Author	Position
February 17, 2023	1.0.0	Via email	Nick R. Farrell; Peter V. Hilton	Sr. V.P., General Counsel, Secretary & Chief Compliance Officer; Senior Counsel – Corporate & Securities

HILLENBRAND, INC.
SUBSIDIARIES OF THE REGISTRANT

Subsidiaries	State or other Jurisdiction of Incorporation or Organization	Name under Which Subsidiary Does Business
1300 Holdings LLC	United States	1300 Holdings LLC
Baker Perkins Holdings Limited	United Kingdom	Baker Perkins Holdings Limited
Baker Perkins Limited	United Kingdom	Baker Perkins Limited
Baker Perkins SAS	France	Baker Perkins SAS
Baker Perkins, Inc.	United States	Baker Perkins, Inc.
Bakon Asia SDN. BHD.	Malaysia	Bakon Asia SDN. BHD.
Bakon Bakkerijmachines Holland B.V.	Netherlands	Bakon Bakkerijmachines Holland B.V.
Bakon Food Group B.V.	Netherlands	Bakon Food Group B.V.
Bakon Holding B.V.	Netherlands	Bakon Holding B.V.
Bakon Productie Holland B.V.	Netherlands	Bakon Productie Holland B.V.
BM&M Screening Solutions Ltd.	Canada	BM&M Screening Solutions Ltd.
Coperion (Nanjing) Machinery Co., Ltd.	China	Coperion (Nanjing) Machinery Co., Ltd.
Coperion (Thailand) Ltd.	Thailand	Coperion (Thailand) Ltd.
Coperion Corporation	United States	Coperion Corporation
Coperion Equipamentos Industrias Ltda.	Brazil	Coperion Equipamentos Industrias Ltda.
Coperion Food Equipment LLC	United States	Coperion Food Equipment LLC
Coperion GmbH	Germany	Coperion GMBH, LLC
Coperion Holding North America, Inc.	United States	Coperion Holding North America, Inc.
Coperion Ideal Pvt. Ltd.	India	Coperion Ideal Pvt. Ltd.
Coperion International Trading (Shanghai) Co. Ltd.	China	Coperion International Trading (Shanghai) Co. Ltd.
Coperion K.K.	Japan	Coperion K.K.
Coperion K-Tron (Schweiz) GmbH	Switzerland	Coperion K-Tron (Schweiz) GmbH
Coperion K-Tron (Shanghai) Co. Ltd.	China	Coperion K-Tron (Shanghai) Co. Ltd.
Coperion K-Tron Asia Pte. Ltd.	Singapore	Coperion K-Tron Asia Pte. Ltd.
Coperion K-Tron Deutschland GmbH	Germany	Coperion K-Tron Deutschland GmbH
Coperion K-Tron Great Britain Limited	United Kingdom	Coperion K-Tron Great Britain Limited
Coperion K-Tron Salina, Inc.	United States	Coperion K-Tron Salina, Inc.
Coperion Limited	United Kingdom	Coperion Limited
Coperion Ltda.	Brazil	Coperion Ltda.
Coperion Machinery & Systems (Shanghai) Co. Ltd.	China	Coperion Machinery & Systems (Shanghai) Co. Ltd.
Coperion Middle East Co. Ltd.	Saudi Arabia	Coperion Middle East Co. Ltd.
Coperion N.V.	Belgium	Coperion N.V.
"Coperion" OOO	Russian Federation	"Coperion" OOO
Coperion Pelletizing Technology GmbH	Germany	Coperion Pelletizing Technology GmbH
Coperion Process Solutions LLC	United States	Coperion Process Solutions LLC
Coperion Pte. Ltd.	Singapore	Coperion Pte. Ltd.
Coperion S. r. l.	Italy	Coperion S. r. l.
Coperion S.a.r.l.	France	Coperion S.a.r.l.
Coperion S.L.	Spain	Coperion S.L.
Coperion SEA Ltd.	Thailand	Coperion SEA Ltd.
DIOSNA CS s.r.o.	Czech Republic	DIOSNA CS s.r.o.
DIOSNA Dierks & Söhne GmbH	Germany	DIOSNA Dierks & Söhne GmbH
Diosna Process Solutions Private Limited	India	Diosna Process Solutions Private Limited
D-M-E (China) Limited	Hong Kong	D-M-E (China) Limited
DME (India) Private Limited	India	DME (India) Private Limited
DME Company LLC	United States	Detroit Mold Engineering (Dme) Company LLC; Detroit Mold (Dme) Company LLC;
DME Czech Republic s.r.o.	Czech Republic	DME Czech Republic s.r.o.
D-M-E Europe BV	Belgium	D-M-E Europe BV

D-M-E Mold Technology (Shenzhen) Company Ltd.	China	D-M-E Mold Technology (Shenzhen) Company Ltd.
DME Normalien GmbH	Germany	DME Normalien GmbH
Esteve SAS	France	Esteve SAS
Ferromatik Milacron France SAS	France	Ferromatik Milacron France SAS
Ferromatik Milacron GmbH	Germany	Ferromatik Milacron GmbH
Gabler Engineering GmbH	Germany	Gabler Engineering GmbH
Gabler India Private Limited	India	Gabler India Private Limited
Hardenberg Immobilien GmbH	Germany	Hardenberg Immobilien GmbH
Herbold Meckesheim GmbH	Germany	Herbold Meckesheim GmbH
Herbold Meckesheim USA - Resource Recycling Systems Inc.	United States	Herbold Meckesheim USA - Resource Recycling Systems Inc.
Hillenbrand Acquisition Holding GmbH	Germany	Hillenbrand Acquisition Holding GmbH
Hillenbrand FHN Holdings LLC	United States	Hillenbrand FHN Holdings LLC
Hillenbrand France Acquisition Holdings SAS	France	Hillenbrand France Acquisition Holdings SAS
Hillenbrand Germany Holding GmbH	Germany	Hillenbrand Germany Holding GmbH
Hillenbrand Hong Kong Limited	Hong Kong	Hillenbrand Hong Kong Limited
Hillenbrand Luxembourg Inc.	United States	Hillenbrand Luxembourg Inc.
Hillenbrand Poland Sp z o. o.	Poland	Hillenbrand Poland Sp z o. o.
Hillenbrand Switzerland GmbH	Switzerland	Hillenbrand Switzerland GmbH
Hillenbrand UK Holdings Limited	United Kingdom	Hillenbrand UK Holdings Limited
Hillenbrand, Inc.	United States	Hillenbrand, Inc.
IsernHäger GmbH	Germany	IsernHäger GmbH
Kemutec B. V.	Netherlands	Kemutec B. V.
Kemutec S. de R.L. de C.V.	Mexico	Kemutec S. de R.L. de C.V.
K-Tron Technologies, Inc.	United States	K-Tron Technologies, Inc.
Linxis Connection S.A.S.	France	Linxis Connection S.A.S.
Linxis Group SAS	France	Linxis Group SAS
MCP, Inc.	United States	MCP, Inc.
Milacron B.V.	Netherlands	Milacron B.V.
Milacron Canada Corp.	Canada	Wear Technology; Milacron Canada; D-M-E Moulding Supplies; DME Industrial Supplies
Milacron India Private Limited	India	Milacron India Private Limited
Milacron LLC	United States	
Milacron Marketing Company LLC	United States	Servtek; Wear Technology; Cangen; Cincinnati Milacron Marketing Company LLC; Cincinnati Milacron Marketing Company LLC (FN); Milacron Marketing Company LLC Of Cincinnati; Milacron Marketing Company LLC, A Limited Liability Company
Milacron Mold-Masters Sistemas de Processamento de Plasticos Ltda.	Brazil	Milacron Mold-Masters Sistemas de Processamento de Plasticos Ltda.
Milacron Plastics Machinery (Jiangyin) Co., Ltd.	China	Milacron Plastics Machinery (Jiangyin) Co., Ltd.
Milacron Plastics Technologies Group LLC	United States	Milacron Plastics Technologies Group LLC
Milacron U.K. Ltd.	United Kingdom	Milacron U.K. Ltd.
Milacron-Mexicana Sales, S.A. de C.V.	Mexico	Milacron-Mexicana Sales, S.A. de C.V.
Mold-Masters (2007) Limited	Canada	Mold-Masters (2007) Limited
Mold-Masters (Hefei) Co., Ltd. (合肥马斯特模具有限公司)	China	Mold-Masters (Hefei) Co., Ltd. (合肥马斯特模具有限公司)
Mold-Masters (Shanghai) International Trade Co. Ltd.	China	Mold-Masters (Shanghai) International Trade Co. Ltd.
Mold-Masters (Shenzhen) Co., Ltd. (马斯特模具 (深圳) 有限公司)	China	Mold-Masters (Shenzhen) Co., Ltd. (马斯特模具 (深圳) 有限公司)
Mold-Masters (U.K.) Ltd.	United Kingdom	Mold-Masters (U.K.) Ltd.
Mold-Masters Beteiligungsverwaltung GmbH	Austria	Mold-Masters Beteiligungsverwaltung GmbH
Mold-Masters Co. Ltd.	China	Mold-Masters Co. Ltd.
Mold-Masters Europa GmbH	Germany	Mold-Masters Europa GmbH
Mold-Masters France SAS	France	Mold-Masters France SAS
Mold-Masters Handelgesellschaft (GmbH)	Austria	Mold-Masters Handelgesellschaft (GmbH)
Mold-Masters Hong Kong Acquisition Limited	Hong Kong	Mold-Masters Hong Kong Acquisition Limited
Mold-Masters Kabushiki Kaisha	Japan	Mold-Masters Kabushiki Kaisha
Mold-Masters Korea Ltd.	Korea, Republic of	Mold-Masters Korea Ltd.
Mold-Masters Singapore (MMS) Pte. Ltd.	Singapore	Mold-Masters Singapore (MMS) Pte. Ltd.
NADCO, S.A. de C.V.	Mexico	NADCO, S.A. de C.V.

PEG (Wuxi) Manufacturing Co. Ltd.	China	PEG (Wuxi) Manufacturing Co. Ltd.
PEG Process Equipment India LLP	India	PEG Process Equipment India LLP
Process Components Limited	United Kingdom	Process Components Limited
Rotex Europe Ltd	United Kingdom	Rotex Europe Ltd
Rotex Global (Hong Kong) Limited	Hong Kong	Rotex Global (Hong Kong) Limited
Rotex Global, LLC	United States	Rotex Global, LLC
Rotex Japan Limited	United Kingdom	Rotex Japan Limited
Shick Solutions, Inc.	United States	Shick Esteve; Diosna North America
Terrasource Holdings, LLC	United States	Terrasource Holdings, LLC
Tirad s.r.o.	Czech Republic	Tirad s.r.o.
Unifiller Systems Canada Holdings ULC	Canada	Unifiller Systems Canada Holdings ULC
Unifiller Systems UK Ltd	United Kingdom	Unifiller Systems UK Ltd
Unifiller Systems ULC	Canada	Unifiller Systems ULC
Uni-Systems Inc.	United States	Ergomatrix-Uni-Systems
VMI North America Corp.	United States	VMI North America Corp.
VMI S.A.S.	France	VMI S.A.S.
VSI International N.V.	Belgium	VSI International N.V.
WCP, Inc.	United States	WCP, Inc.

List of Guarantor Subsidiaries of Hillenbrand, Inc.

The following subsidiaries of Hillenbrand, Inc. (the “Parent”) are guarantors with respect to our senior unsecured notes:

Hillenbrand Luxembourg Inc.
Hillenbrand Global Holdings LLC
Coperion Process Solutions LLC
Hillenbrand FHN Holdings, LLC

CONSENT OF INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM

We consent to the incorporation by reference in the following Registration Statements:

- (1) Registration Statement (Form S-8 No. 333-149893), pertaining to the Stock Incentive Plan, Board of Directors' Deferred Compensation Plan and Executive Deferred Compensation Program of Hillenbrand, Inc.,
- (2) Registration Statement (Form S-8 No. 333-167508), pertaining to the Stock Incentive Plan (as of February 24, 2010) of Hillenbrand, Inc.,
- (3) Registration Statement (Form S-8 No. 333-194367), pertaining to the Stock Incentive Plan (as of February 26, 2014) of Hillenbrand, Inc.,
- (4) Registration Statement (Form S-8 No. 333-252998) pertaining to the Amended and Restated Hillenbrand, Inc. Stock Incentive Plan

of our reports dated November 19, 2025, with respect to the consolidated financial statements and schedule of Hillenbrand, Inc. and the effectiveness of internal control over financial reporting of Hillenbrand, Inc. included in this Annual Report (Form 10-K) of Hillenbrand, Inc. as of and for the year ended September 30, 2025.

/s/ Ernst & Young LLP

Cincinnati, Ohio

November 19, 2025

CERTIFICATIONS

Certification of Chief Executive Officer Pursuant to Section 302 of the Sarbanes-Oxley Act of 2002

I, Kimberly K. Ryan, certify that:

1. I have reviewed this Annual Report on Form 10-K of Hillenbrand, Inc.;
2. Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the periods covered by this report;
3. Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the registrant as of, and for, the periods presented in this report;
4. The registrant's other certifying officer and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rules 13a-15(f) and 15d-15(f)) for the registrant and have:
 - a) designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the registrant, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared;
 - b) designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;
 - c) evaluated the effectiveness of the registrant's disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such evaluation; and
 - d) disclosed in this report any change in the registrant's internal control over financial reporting that occurred during the registrant's most recent quarter that has materially affected, or is reasonably likely to materially affect, the registrant's internal control over financial reporting; and
5. The registrant's other certifying officer and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the registrant's auditors and the audit committee of the registrant's board of directors (or persons performing the equivalent functions):
 - a) all significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the registrant's ability to record, process, summarize and report financial information; and
 - b) any fraud, whether or not material, that involves management or other employees who have a significant role in the registrant's internal control over financial reporting.

Date: November 19, 2025

/s/ Kimberly K. Ryan

Kimberly K. Ryan

President and Chief Executive Officer

CERTIFICATIONS

Certification of Chief Financial Officer Pursuant to Section 302 of the Sarbanes-Oxley Act of 2002

I, Megan A. Walke, certify that:

1. I have reviewed this Annual Report on Form 10-K of Hillenbrand, Inc.;
2. Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the periods covered by this report;
3. Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the registrant as of, and for, the periods presented in this report;
4. The registrant's other certifying officer and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rules 13a-15(f) and 15d-15(f)) for the registrant and have:
 - a.) designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the registrant, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared;
 - b.) designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;
 - c.) evaluated the effectiveness of the registrant's disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such evaluation; and
 - d.) disclosed in this report any change in the registrant's internal control over financial reporting that occurred during the registrant's most recent quarter that has materially affected, or is reasonably likely to materially affect, the registrant's internal control over financial reporting; and
5. The registrant's other certifying officer and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the registrant's auditors and the audit committee of the registrant's board of directors (or persons performing the equivalent functions):
 - a) all significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the registrant's ability to record, process, summarize and report financial information; and
 - b) any fraud, whether or not material, that involves management or other employees who have a significant role in the registrant's internal control over financial reporting.

Date: November 19, 2025

/s/ Megan A. Walke

Megan A. Walke

Interim Chief Financial Officer, Vice President, Corporate Controller and Chief Accounting Officer

Certification of Chief Executive Officer Pursuant to 18 U.S.C. Section 1350, as Adopted Pursuant to Section 906 of the Sarbanes-Oxley Act of 2002

In connection with the Annual Report of Hillenbrand, Inc. (the “Company”) on Form 10-K for the period ending September 30, 2025, as filed with the Securities and Exchange Commission on the date hereof (the “Report”), I, Kimberly K. Ryan, President and Chief Executive Officer of the Company, certify, pursuant to 18 U.S.C. Section 1350, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002, that:

- (1) The Report fully complies with the requirements of section 13(a) or 15(d) of the Securities Exchange Act of 1934; and
- (2) The information contained in the Report fairly presents, in all material respects, the financial condition and results of operations of the Company.

/s/ Kimberly K. Ryan

Kimberly K. Ryan
President and Chief Executive Officer
November 19, 2025

A signed original of this written statement required by Section 906 has been provided to Hillenbrand, Inc. and will be retained by Hillenbrand, Inc. and furnished to the Securities and Exchange Commission or its staff upon request.

Certification of Chief Financial Officer Pursuant to 18 U.S.C. Section 1350, as Adopted Pursuant to Section 906 of the Sarbanes-Oxley Act of 2002

In connection with the Annual Report of Hillenbrand, Inc. (the “Company”) on Form 10-K for the period ending September 30, 2025, as filed with the Securities and Exchange Commission on the date hereof (the “Report”), I, Megan A. Walke, Interim Chief Financial Officer, Vice President, Corporate Controller and Chief Accounting Officer of the Company, certify, pursuant to 18 U.S.C. Section 1350, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002, that:

- (1) The Report fully complies with the requirements of section 13(a) or 15(d) of the Securities Exchange Act of 1934; and
- (2) The information contained in the Report fairly presents, in all material respects, the financial condition and results of operations of the Company.

/s/ Megan A. Walke

Megan A. Walke
Interim Chief Financial Officer, Vice President, Corporate Controller and Chief
Accounting Officer
November 19, 2025

A signed original of this written statement required by Section 906 has been provided to Hillenbrand, Inc. and will be retained by Hillenbrand, Inc. and furnished to the Securities and Exchange Commission or its staff upon request.
