



HILLENBRAND

2020 Sustainability Report

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Dear Stakeholders,

2020 was a year like no other, and its long-term impacts have yet to be seen. The COVID-19 pandemic changed many lives and shed light on the inequities in our world, making our continued commitment to sustainability more urgent. The pandemic also reaffirmed the important role global partnerships play in solving societal problems. We remain committed and aligned to the United Nations Global Compact with our unwavering support for the ten principles of the compact in the areas of human rights, labor, the environment, and anti-corruption.

Our employees rose to 2020's challenges by taking extraordinary steps to serve our customers, protect our people, and support our communities. Many of our businesses were uniquely positioned to contribute in essential physical ways, as customers relied on our equipment to manufacture medical products and to aid in the prevention and treatment of infection. As the world continues to experience the impact of COVID-19, we commit to remaining resilient as a company, continuing to meet the needs of our customers and communities.

Last year's national and global challenges helped us better understand where we have opportunity to better support our employees, customers, and other stakeholders. We have greater insight to the current state of sustainability at Hillenbrand, and we believe this insight sets us on course to advance progress.

We recently hired our first Chief Sustainability Officer to provide more strategic oversight of sustainability and expand that work. When Tory Flynn joined us in March, she focused on our collective

commitment to demonstrate progress, and we look to her to provide leadership so we can better integrate UNGC principles into our company strategy, culture, and daily operations. We believe adding this role positions us to improve the social and environmental impacts of our company while pursuing long-term shareholder value and profitable growth.

We understand the global financial and physical challenges of climate change. As a company, we're continually working to increase our understanding of how it affects our company, employees, and communities. At the same time, we're also examining the company's own environmental impact and actions we can take to reduce that impact.

Last year's civil unrest brought racism and inequality into sharp focus. Hillenbrand's Chief Human Resources Officer, Pete Dyke, has oversight of our diversity, equity, and inclusion initiatives and recently hired our first Director of Diversity, Equity, and Inclusion. This new role will help focus and continue efforts to enhance a



Joe Raver, Hillenbrand President & CEO
Kim Ryan, Hillenbrand EVP

diverse company culture that fosters innovation, creativity, and collaboration among employees from different backgrounds and experiences.

In June we proudly announced that then-President of Coperion and current Executive Vice President, Kimberly Ryan, was selected by our Board of Directors to succeed me as Hillenbrand's first female CEO after I retire at the end of 2021.

Kim is a talented leader who is focused on developing our people, and I believe she is the right person to lead Hillenbrand into continued business success. She is also committed to good global citizenship through collaboration with our stakeholders and, with our other leaders, is focused on continuing Hillenbrand's sustainability journey.

I want to thank our employees, customers, and partners for remaining committed to our mission and for their many contributions throughout this unprecedented time. Both Kim and I are committed to ongoing improvement and transparency on this journey. On behalf of all of us at Hillenbrand, we look forward to continued progress.

Joe Raver

President & CEO, Hillenbrand, Inc.

NOTE FROM HILLENBRAND'S CHIEF SUSTAINABILITY OFFICER

When sustainability is part of the way a company does business, it can be a source of opportunity, innovation, and competitive advantage. I am thrilled to have the opportunity to join Hillenbrand on this journey. My focus has been aligning our sustainability strategy with the Hillenbrand Operating Model and folding it into how we do business, which positions sustainability as another valuable lens for approaching decisions, risks, and opportunities.

We are in the early stages of our sustainability journey. With this comes opportunities to drive engagement with our employees and show that sustainability can be a way to create value. Our employees are critical to this effort, and we will continue to engage them at all levels to help drive ESG goals and Key Performance Indicators (KPIs) throughout the company and improve our understanding of data, gaps, and decision-making. Because many of our past efforts have been focused within our operating companies, we continue increasing engagement with them and developing a more unified reporting mechanism for greater transparency.

In fiscal year 2022, I will be working with our operating companies to continue to develop KPIs, long-term goals, and improve our environmental alignment and transparency. We are working to make sustainability more

integral to the way we do business. In addition, we are closely monitoring and evaluating additional reporting frameworks and will further align our disclosures to them. We hope our alignment to the Global Reporting Initiative in the index provides more value and a clearer picture for our stakeholders on these matters.

Sustainability has the potential to motivate employees, create customer loyalty, reduce risk across our supply chain, and generate long-term shareholder value. As we continue to transform sustainability at Hillenbrand into a lens for all our activities, we recognize that we have made progress and are moving in the right direction.

Tory Flynn

Chief Sustainability Officer



About

Hillenbrand

Who We Are

Hillenbrand is a global diversified industrial company headquartered in Batesville, Indiana, USA. Our businesses serve a wide variety of industries around the world. We pursue profitable growth and robust cash generation to drive increased value for our shareholders. Hillenbrand is publicly traded on the NYSE under “HI.” Our corporate culture is based on five Core Values which guide our behavior and decision-making.



**INDIVIDUAL WORTH
& INTEGRITY**



**EXCELLENCE IN
EXECUTION**



**SPIRIT OF
CONTINUOUS
LEARNING &
IMPROVEMENT**



COURAGE



**CUSTOMER FOCUS &
PARTNERSHIP**

Our actions are further supported by our Code of Ethical Business Conduct (our “Code”), which serves as a guide to understanding our ethics and compliance standards. The Code helps our team apply our policies, Core Values, and beliefs to situations they may face while representing Hillenbrand and provides them with the mechanisms to get questions answered and to report concerns to management.

Our Mission

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 deployment of the Hillenbrand Operating Model (HOM).

The HOM is a consistent and repeatable framework designed to produce sustainable and predictable results. The HOM describes our mission, vision, values, and mindset as leaders; applies our management practices in Strategy Management, Segmentation, Lean, Talent Development, and Acquisitions; and prescribes three steps (Understand, Focus, and Grow) designed to make our businesses both bigger and better.

Our goal is to continue developing Hillenbrand as a world-class global diversified industrial company through the deployment of the HOM.

Our Vision

We are a world-class, global diversified industrial company with a proven record of success driven by the Hillenbrand Operating Model.

Our Core Values

At Hillenbrand, we recognize five distinct Core Values which we strive to exemplify in our everyday work.

- ▶ *Individual Worth & Integrity*
- ▶ *Excellence in Execution*
- ▶ *Spirit of Continuous Learning & Improvement*
- ▶ *Courage*
- ▶ *Customer Focus & Partnership*

Hillenbrand Operating Model (HOM)



Our Businesses



BATESVILLE is a recognized leader in the death care industry in North America through the manufacturing and sale of funeral services products, including burial caskets, cremation casket containers and urns, other personalization and memorialization products, and technology applications for funeral homes.



COPERION is the international market and technology leader in extrusion and compounding systems, feeding technology, bulk materials handling systems and services.



DME is a mold technologies leader. Its catalog remains the industry's broadest, its products are the benchmark of high quality, and it continues to provide customers with knowledge, expertise, and service.



MILACRON INJECTION MOLDING & EXTRUSION is a manufacturer of industry-leading plastics processing technology and solutions.



MOLD-MASTERS designs, manufactures, and supports a full range of products, supporting the plastic-molding industry, including hot runner systems, temperature controllers, hot halves, auxiliary injection units, and various gating technologies.



ROTEX has been an innovative pioneer in the technological development of screening machines that are used in dry separation of products from size analysis to conveying, screening, and separating.



TERRASOURCE GLOBAL is composed of three respected brands: Pennsylvania Crusher, Gundlach Equipment, and Jeffrey Rader. These companies design and manufacture high-quality, proven size reduction and material handling equipment solutions and replacement parts for mission-critical applications involving high-value materials.

Hillenbrand Operates in Three Operating Segments:

Advanced Process Solutions (APS)

Advanced Process Solutions, or APS, is a leading provider of compounding, extrusion, and material-handling equipment for a wide variety of manufacturing processes. Our two primary businesses, Coperion and Rotex, are leading brands serving blue chip customers in key end markets such as polyolefins, engineered plastics, processed food and pharma, food and agriculture, and proppants.

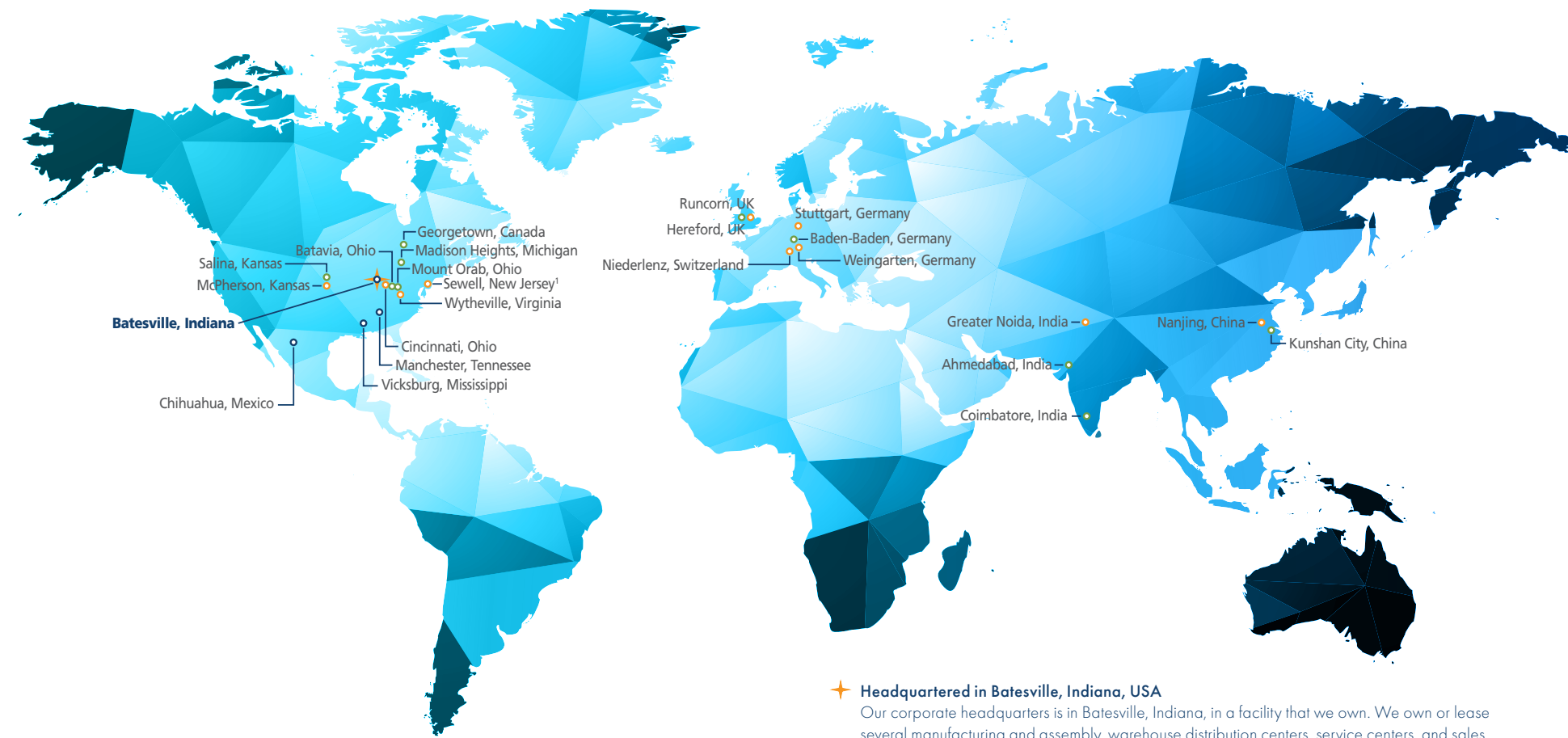
Molding Technology Solution (MTS)

Molding Technology Solutions, or MTS, is a global leader in manufacturing, distribution, and service of highly engineered/customized systems within plastics technology and processing. The product portfolio in this segment includes Mold-Masters, Milacron, and DME, three businesses which complement the APS offering. These businesses produce hot runner systems, mold bases and plates, and injection-molding systems that serve key end markets including automotive, consumer goods, packaging, construction, and medical.

Batesville

Batesville is a leading manufacturer and distributor in North America of funeral service products, including burial caskets, cremation caskets, and urns. For more than 125 years, Batesville has supported licensed funeral professionals in helping families honor the lives of those they love.[®] A history of manufacturing excellence, product innovation, superior customer service, and reliable delivery helped Batesville become—and remain—an industry leader.

Location of Hillenbrand/Major Operations



Additional information regarding markets served is included in our FY20 annual report.

Headquartered in Batesville, Indiana, USA
Our corporate headquarters is in Batesville, Indiana, in a facility that we own. We own or lease several manufacturing and assembly, warehouse distribution centers, service centers, and sales offices located all over the world. On this map above are significant manufacturing facilities.

APS Manufacturing Facilities
Excluding warehouse distribution centers, service centers, and sales offices

MTS Manufacturing Facilities
Excluding warehouse distribution centers, service centers, and sales offices

Batesville Manufacturing Facilities
Excluding warehouse distribution centers, service centers, and sales offices

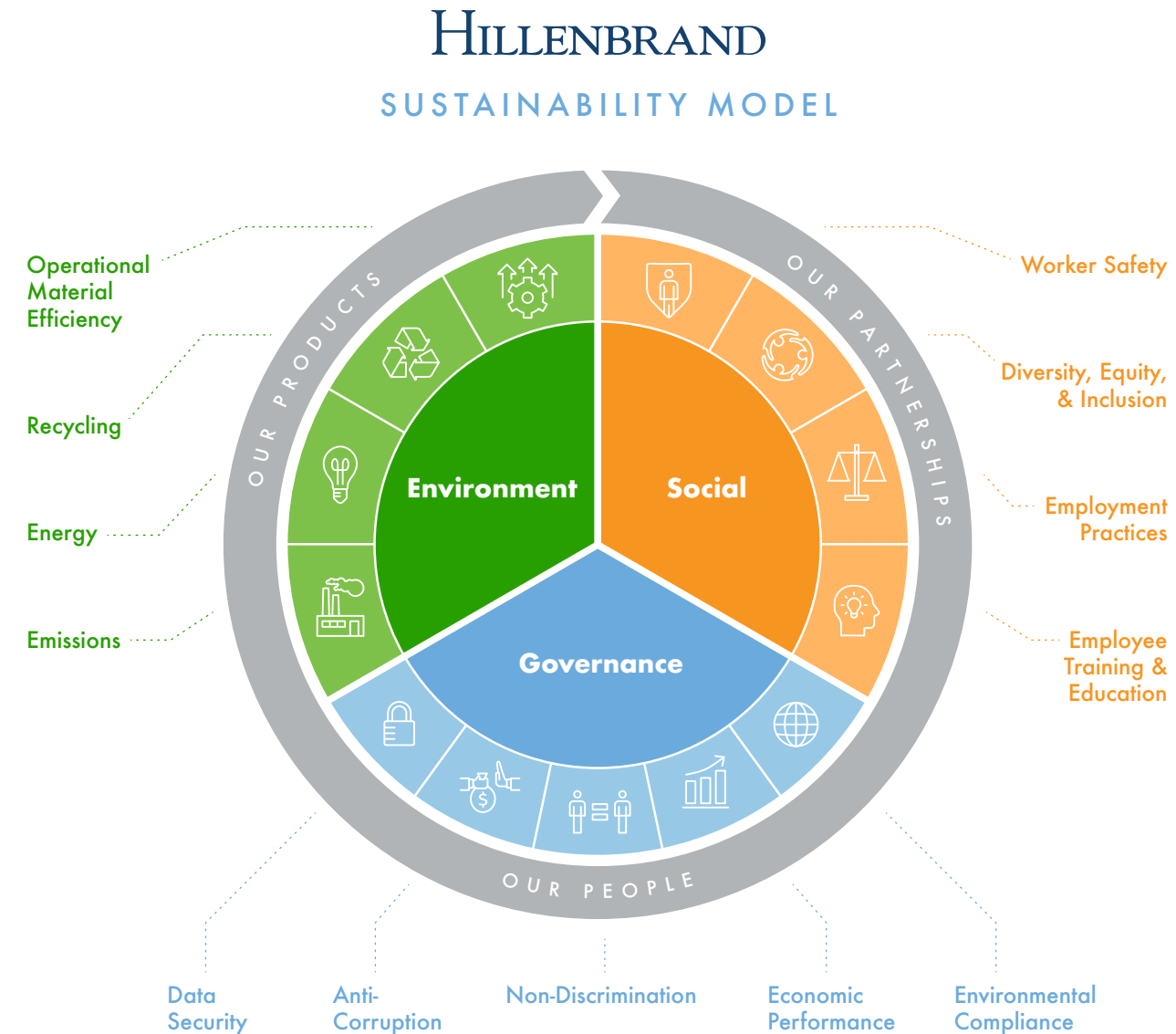
¹Manufacturing operations in our New Jersey location were moved to Kansas at the end of calendar year 2020.

How We Think About Sustainability

We are still in the preliminary stages of our sustainability evolution. Like many companies, we started with a compliance-based approach mixed with philanthropy. We then started to weave proactive and strategic sustainability aspects into our model. We reviewed our material topics and determined the need to add energy and emissions, which we believe will help us better understand our impact. This new model reflects all of our material topics in addition to energy and emissions. We have mapped these topics into the ESG categories to clearly communicate to stakeholders our focus. The outer gray ribbon—our people, partnerships, and products—will be what helps us accomplish the work we have ahead of us in these areas. We know that sustainability has the potential to create return for our shareholders, value for our customers, development opportunities for our employees, and improvements to the communities in which we operate.

In 2019, we demonstrated our commitment to sustainability by becoming an active participant in the United Nations Global Compact and pursuing the UN Sustainable Development Goals. Although we are early in our sustainability journey, we are committed to making substantial progress at an aggressive pace.

Our Sustainability Model incorporates all the topics our stakeholders deemed material, with the addition of energy and emissions.



2020 Progress Highlights



ENVIRONMENTAL

What We've Done

- ▶ Created a focused Environmental Council and continuing our work with our Health and Safety Council
- ▶ Engaged a consultant to accelerate our energy and emissions data collection progress



▶ Rolled out an educational webinar on the environmental aspect of sustainability

- ▶ Further developed our company products to support our customers' environmental goals. Some examples include:
 - Utilized our ZSK Twin Screw Extruders to develop a closed-loop approach in which up to 100% of multilayer film production waste can be reprocessed
 - Improved operational efficiency for customers with our M-powered IIOT solution

Where We're Going

- ▶ Investigating ways to further reduce our energy and emissions footprint
- ▶ Determining next steps to define our environmental footprint in areas of waste, water, etc.



SOCIAL

What We've Done

- ▶ Hired our first Director of Diversity, Equity, and Inclusion
- ▶ Launched a cross-functional "Inclusion at Hillenbrand" Council
- ▶ Supported the LGBTQ+ Equality Act (U.S.—Federal)
- ▶ Hosted "Women in Engineering Day" and invited students to participate in "Introduce a Girl to Engineering" Day

▶ Donated to the Chief Minister's fund in the state of Gujarat in India for COVID-19 disaster management **\$67,500**

- ▶ Launched unconscious bias training cascading with leader-led sessions
- ▶ Sponsored the "Girls with Goggles" program to encourage young women to join trade fields
- ▶ Supported the fight against COVID-19 by volunteering at vaccination clinics, participating in blood drives, and donating N-95 masks
- ▶ Rolling Recordable Incident Rate decreased from 2.35 to 1.80

Where We're Going

- ▶ Increasing employee training regarding social topics, including unconscious bias training
- ▶ Establishing employee business resource groups



GOVERNANCE

What We've Done

- ▶ Hired our first Chief Sustainability Officer
- ▶ Incorporated legacy-Milacron into Hillenbrand's global compliance program including Anti-Bribery and Anti-Corruption programs
- ▶ Published Supplier Standards

Percentage of women in leadership roles across the enterprise

▶ Board of Directors: **36% Women**
 ▶ Management Team: **29% Women**

- ▶ Increased training around phishing and data security
- ▶ Tied executive compensation to specific plans to increase diversity

Where We're Going

- ▶ Establishing a procurement policy to further extend environmental, ethics, and other compliance policies to our supply chain
- ▶ Incorporating diversity practices with our supply base.

REPORTING HIGHLIGHTS

What We've Done

- ▶ Became a signatory of the United Nations Global Compact and have now published two communications on progress
- ▶ Disclosed DEI data publicly for the first time
- ▶ Aligned our report to a partial Global Reporting Initiative (GRI) standards
- ▶ Aligned our material topics to sustainable Development Goals



Where We're Going

- ▶ Enhancing our current data collection methodologies and disclosures
- ▶ Exploring potential long-term sustainability goals
- ▶ Setting KPIs across our businesses
- ▶ Continuing to explore frameworks that better embed sustainability into our overall governance strategy.

KEY HIGHLIGHTS



2016 Launched Hillenbrand One Campaign designed to support communities



2019 Signed United Nations Global Compact (UNGC), a voluntary pledge to increase ESG programs and disclosure

2018 Formed Sustainability Steering Committee to guide company's efforts

2019 Engaged with key stakeholders to identify materiality assessment



2020 Published inaugural Sustainability Report, summarizing perspectives and actions on governance and business ethics, labor, human rights, and environmental responsibilities

2021



March Hired first Chief Sustainability Officer



April Hired company's first Diversity, Equity, and Inclusion (DEI) Director

July Engaged with consultant to accelerate data collection related to company energy use and emissions

August Aligned our report to a partial Global Reporting Initiative (GRI) standards



How We Manage Sustainability

For sustainability to be a source of value creation, it must be aligned with the core strategy of the company. Therefore, we are currently aligning sustainability to our Hillenbrand Operating Model to further spur opportunity, innovation, and competitive advantage.

As we continue to grow in our sustainability practice, we recognize that strategy is an enabler and the role of the employee is critical. The company is engaging employees at all levels and our Board of Directors in this effort.

- ▶ The Nominating/Corporate Governance Committee (NCGC) of our Board of Directors is composed of each of our independent directors and is responsible for approving our overall sustainability strategy.
- ▶ In 2021, we updated our structure, creating a Sustainability Steering Committee (SSC) composed of executive leaders who are responsible for establishing our sustainability strategy, which is then presented to the NCGC for approval.
- ▶ Our ESG Council was added as a working group overseeing the three key areas: E, S, and G. The council is responsible for driving the execution of the sustainability strategy developed by the SSC among the company's other working groups.
- ▶ Our working groups are closely connected to our businesses, implementing standards, KPIs, and strategy across our operations.

As we continue to integrate sustainability across the enterprise, we are focused on our performance and helping the company understand that sustainability is helping create shared value for our company and stakeholders.

Corporate Governance Structure

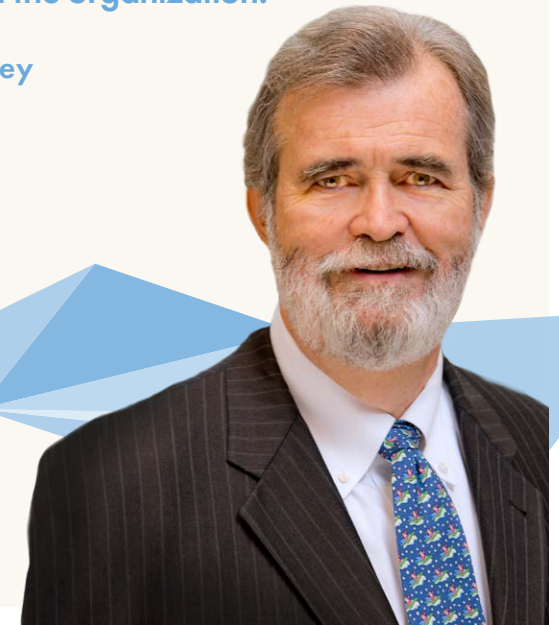
Hillenbrand's Board of Directors is responsible for supervising the overall management of the company in accordance with the requirements of the Indiana Business Corporation Law and other applicable laws. The Board is led by its Chairperson, who is an independent director under the standards of the New York Stock Exchange and U.S. Securities & Exchange Commission. Currently, the Board is composed of 11 members, including four who are women, two who are Black or African American, and one who is Asian. Since our last sustainability report, we added two new independent directors, and two of our longest-serving directors retired.

There are four standing committees of the Board: Audit, Nominating/Corporate Governance, Mergers and Acquisitions, and Compensation and Management Development. The Board as a whole is responsible for overseeing the company's exposures to risk, which include economic, labor, corruption, and environmental risks. As a part of this responsibility, the Board satisfies itself that the risk management processes implemented by management are aligned with the company's overall strategy and are functioning as directed, and that an appropriate culture of risk-adjusted decision-making exists throughout the organization. In particular, the Nominating/Corporate Governance Committee reviews the company's objectives, progress, practices, and strategy relating to sustainability and ESG topics.

As part of our commitment to good corporate governance, we annually reach out to key shareholders to discuss a variety of topics. In recent years, many of these discussions have covered, among other things, the progress of our sustainability program. We continue to review and evaluate valuable shareholder feedback in the context of our overall sustainability journey.

"The Board satisfies itself that Hillenbrand's risk management processes are aligned with the company's overall strategy and are functioning as directed, and that an appropriate culture of risk-adjusted decision-making exists throughout the organization."

Joe Loughrey
Board Chair



Integrità
 Integrität 廉正
Integridad
 Intégrité अखंडता
 Excellence Through
Integrity
Integridade

Our Approach to Ethics and Anti-Corruption

Hillenbrand's anti-corruption program is designed to prevent, detect, and remediate risks of corruption against multiple anti-corruption standards, including the U.S. Foreign Corrupt Practices Act and the U.K. Bribery Act of 2010. We work with each Operating Company on a risk-adjusted basis to implement controls to increase awareness, limit improper or undesirable behavior, and test the effective implementation of those controls.

The company provides guidance to all employees regarding corruption in the form of a Global Anti-Corruption Policy Statement and Compliance Guide ("ABAC Policy"). This policy supplements the Code and applies to all employees, officers, and agents of the company, anywhere in the world. Compliance with this ABAC Policy and the Code is mandatory. Depending on their respective areas of responsibility, employees, officers, and agents may be asked to certify as to their understanding of and compliance with the ABAC Policy and the Code. ➡

We provide several targeted trainings on ethics and compliance-related issues throughout the year for our employees and select functional teams. These include trainings on our relevant policies for the employees who need to be familiar with the respective subject matter. In 2020, Milacron was incorporated into Hillenbrand's global compliance program, including implementation of the Code of Ethical Business Conduct, Concern Reporting, Anti-Bribery and Anti-Corruption programs, and their associated trainings. All employees are provided training on the Code of Ethics, and we deploy an annual recertification to all managers. In addition, all managers and above, as well as lower level employees in certain roles, complete an annual recertification process in Anti-Bribery and Anti-Corruption.

Employees are required to make prompt and full disclosure regarding any concerns they have about a potential ethics or compliance-related issue. These potential concerns or questions may be reported confidentially to any member of the company's Ethics & Compliance Department, Ethics Committee, the company's Legal Department, the Audit Committee of the Board, or an employee's manager, supervisor, or Human Resources representative. Additionally, a toll-free Code of Ethics and Compliance Help Line and web portal is available to confidentially raise concerns or questions. Anonymous reporting is also supported, where allowed by law.

As an indication of our efforts to encourage a healthy environment for reporting, in fiscal 2020, the Ethics & Compliance Department logged 200 reports regarding potential concerns or questions, which is in line with external benchmarks on concern reporting usage. All of these were duly investigated or resolved in accordance with the Code and applicable procedures.

Commitment to Ethics

“No Company officer, employee, or agent shall, for the purpose of securing an improper advantage for the Company, offer or promise, or make or facilitate a payment or gift of, anything of value to—or accept anything of value from—any person, including, but not limited to, a foreign government official. Furthermore, every Company officer, employee, and agent is obligated by Company policy and federal law to keep books, records, and accounts that accurately and fairly reflect all transactions and any disposition of Company assets.” For more information, see page 19 of our Code. ➔

Human Rights

Our Human Rights Policy includes a commitment to maintaining harmonious relationships with all our employees, including the unions and workers’ councils representing those employees. In addition, the Hillenbrand Core Values and principles outlined in our Code of Ethics guide how we expect our employees to work and treat each other, our customers, and other stakeholders. ➔

Our annual ethics training includes course material regarding the Hillenbrand Code and “respect in the workplace” through online and in-person training. Employees can report concerns about human rights issues and culture of respect and discrimination, using our Code of Ethics and Compliance Help Line. Each complaint is logged and tracked, and an investigator is assigned to every case. Hillenbrand maintains a strict policy protecting employees against retaliation.

Executive Compensation

We believe that Hillenbrand’s executives should be fairly compensated for creating appropriate long-term returns for shareholders. Our Compensation and Management Development Committee (“Compensation Committee”) has adopted an executive compensation philosophy, which we have published in our annual proxy statement and which describes the principles of our executive compensation program. The central theme of the compensation philosophy of Hillenbrand and our Compensation Committee is that a significant portion of executive officer compensation will be “performance-based.” As Diversity, Equity, and Inclusion (DEI) is increasingly viewed as a critical component of our sustainability strategy, in 2021 we incorporated into the pay program for key executive leaders a performance element related to their short- and long-term planning and action items around DEI progress.

During 2020, in response to the COVID-19 pandemic, our Chief Executive Officer voluntarily reduced his salary by 30 percent beginning in April. Additionally, our executive officers did not receive their scheduled merit salary increases, and our Board of Directors waived its scheduled cash compensation increase for the year.

Data Security and Privacy

Data security in a global organization is an issue of increasing importance. Our company approach to data security begins with our corporate culture, which is underpinned by our Code of Ethical Business Conduct and our Core Values. These shape our mindset and approach to how we do business and are particularly relevant to how we think about the protection of the confidentiality, integrity, and availability of data pertaining to our employees, customers, suppliers, and proprietary information.

Security begins at the top of our organization, where company leadership consistently communicates the requirements for vigilance and compliance throughout the organization, and then leads by example. The cybersecurity program is led by Hillenbrand's Chief Information Officer, who provides quarterly updates to the Audit Committee of our Board of Directors and regularly reports to the Executive Management Team about the program, including information about cyber risk management governance and the status of continuous efforts to strengthen security effectiveness. Our Audit Committee charter specifically empowers the committee to monitor cybersecurity and other information technology security matters.

As a shared service, our Information Security organization provides top-down leadership, harmonized security standards, effective security tools in support of our defense in depth strategy, and an incident response program. Our security standards are modeled on the International Organization for Standardization (ISO) 27001/02 and National Institute of Standards and Technology (NIST) frameworks for information security management systems and tested by independent third parties.

We educate and share best practices globally with our employees to raise awareness of data security threats. As part of our onboarding process, we train all new employees on IT Security and maintain an annual retraining for all employees on information security standards, as well as how to recognize and properly respond to phishing and social engineering schemes. Hillenbrand has deployed the phishing detection system to report suspicious emails, which are then automatically logged for further review. This past year we implemented an automated monthly process to retrain employees who did not maintain an acceptable pass rate on our phishing recognition training.

In addition, at the corporate level, our data privacy compliance efforts are guided by our Privacy Steering Committee, which includes Management Team members. We strive to make our employees aware of the risks associated with data, training all new employees as part of their onboarding, and regularly retraining our associates on privacy and data protection. Training focuses on topics like the European Union General Data Protection Regulation (GDPR) and other applicable laws, such as the Health Insurance Portability and Accountability Act (HIPAA).

"Our Information Security organization provides top-down leadership, harmonized security standards, effective security tools in support of our defense, in-depth strategy, and an incident response program. Our security standards are modeled on the ISO 27001/02 and NIST frameworks for information security management systems and tested by independent third parties."

Bhavik Soni
Chief Information Officer





Global Supply Chain Management—Our Journey

Hillenbrand’s newly formed Global Supply Chain Management (GSM) function is continuing to build talent and processes to enable the company to achieve world-class results. We are committed to improving our processes and procedures to further mitigate risk, provide transparency, and promote compliance within our supply chain. The GSM mission is focused on cost, quality, delivery, and agility with the suppliers best suited to meet Hillenbrand business operation requirements.

Hillenbrand believes in the importance of diversity, which extends beyond our employees, and we are taking measures to incorporate diversity practices with our external supply base. We are in the process of introducing our standard 8 Step sourcing process, supplier qualification, and risk mitigation processes—all provide for assessment of diversity of suppliers. Hillenbrand will continue to measure diversity in our supply chain and increase diversity as appropriate.

Supply Chain Standards and Compliance

As valued partners, our suppliers are a critical part of Hillenbrand’s success. As part of our Core Values, we strive to conduct business with integrity. That is why we require each of our suppliers to comply with applicable legal requirements, our Human Rights Policy, our Environmental Policy, and our Code of Ethical Business Conduct (our “Code of Ethics”). We also require adherence to our Supplier Standards, which we began to implement in 2020, as we execute strategic purchasing agreements made into policy in 2021. Key elements of our supplier standards include the following topics:

- ▶ **Marking and Shipping:** All products will be accurately labeled with the country of origin in compliance with applicable laws.
- ▶ **Product Facility and Process Security:** Our suppliers must take the steps necessary to maintain product facility and process security in accordance with the directives of Hillenbrand and any applicable government agency.

- ▶ **Prison and Forced Labor:** Per our Human Rights Policy, our suppliers are not permitted to use prison or forced labor and shall use voluntary labor only.
- ▶ **Human Trafficking:** Per our Human Rights Policy, we do not tolerate human trafficking in any of our global operations.
- ▶ **Disciplinary Practices:** In conjunction with our Code of Ethics, our suppliers must create a work environment free from harassment, abusive behavior, and physical punishment in any form.
- ▶ **Child Labor:** In conjunction with our Code of Ethics, suppliers are not permitted to use child labor.
- ▶ **Working Hours:** Suppliers shall ensure their employees do not work more hours in one week than is allowable under applicable law.
- ▶ **Compensation:** Suppliers shall fairly compensate their employees by providing wages and benefits in compliance with the local laws of the location in which they are doing business.
- ▶ **Non-Discrimination & Human Rights:** Suppliers should not discriminate against their employees in hiring practices or any other condition of work, on the basis of race, ethnicity, color, religion, sex, national origin, age, sexual orientation, genetic information, disability, or any other characteristics protected by law.
- ▶ **Workplace Environment:** Suppliers shall provide their employees with safe and healthy working conditions.
- ▶ **Collective Bargaining:** Suppliers shall recognize and respect employee rights to join or not join any lawful organization of their own choosing and be committed to complying with laws pertaining to freedom of association, privacy, and collective bargaining.
- ▶ **Anti-Bribery and Anti-Corruption:** In line with Principle 10 of the UN Global Compact, we maintain a corporate policy prohibiting corruption, including any improper or unethical payments to any person anywhere in the world, and likewise expect our suppliers to abide by this policy and not offer, promise, make, or facilitate a payment or gift of anything of value to any person, including any foreign government official.
- ▶ **Environmental Standards:** Suppliers are expected to adhere to local environmental laws and work to reduce waste, emissions, and energy consumption.

- ▶ **Gifts:** Hillenbrand policy prohibits employees from accepting any gifts associated with supplier business transactions that go beyond common courtesies.
- ▶ **Competition Law:** Suppliers shall not share or exchange any price, cost, or other competitive information, or engage in any collusive conduct with any third party.
- ▶ **Conflict of Interest:** Hillenbrand employees are expected to avoid any association with a supplier that may create a conflict of interest. Employees, as well as suppliers, are required to disclose any possible conflicts of interest to the appropriate manager or in accordance with concern reporting procedures under our Code of Ethics.
- ▶ **Confidentiality:** We understand that confidentiality is key to protecting trade secrets and critical data; that is why we require our suppliers to maintain confidentiality between the supplier and Hillenbrand.
- ▶ **Data Privacy and Security:** Suppliers are required to protect the privacy of individuals and their personal information in compliance with all applicable national laws.
- ▶ **Documentation and Records:** Suppliers shall maintain appropriate documents and records to ensure regulatory compliance.

For more information on our supplier standards, see our website at www.hillenbrand.com. 

Key Risks

Hillenbrand proactively manages risks using an enterprise risk management process. This process allows for early identification of risks and actions that can be taken to address them. This top-down strategic approach utilizes cross-functional collaboration to identify the likelihood of risks, as well as their potential impact and velocity.

Cross-functional collaboration is facilitated by our risk management committee. This committee is composed of key stakeholders and strategists from each Operating Company. Each stakeholder is responsible for identifying the key risks to their area of expertise. Risks are identified in our risk register and are prioritized based on severity.

After identification, measurement, and assessment, a risk response plan is developed that outlines actions to be taken to mitigate each risk.

We actively manage these risks as part of our enterprise risk management process, however certain factors are out of our control and may pose a threat to the material, operational, and financial condition of our business. Our annual report filed with the SEC lists and describes our material risks in more detail.

Brittain Ventus, Milacron Injection Molding & Extrusion, works near spare parts on the shop floor in Batavia, Ohio.





Environmental Responsibility

We strongly believe in operating our business in a manner that reduces our environmental impacts. In 2021, we established an Environmental Council, which includes the top operational leaders at each of our Operating Companies to facilitate and drive environmental priorities. This group also has a seat on our ESG Council. Together with our Operating Companies and the Corporate Center, the Environmental Council is working to maintain environmental regulatory compliance while enhancing business performance.

As Hillenbrand continues to grow its sustainability practice, we recognize the need to enhance environmental disclosures in our reporting. Energy and emissions will be a focus for us as we move forward. Our Environmental Council is working directly with the Chief Sustainability Officer to set enterprise-wide environmental key performance indicators and data collection methodology. We will then better understand our impact and be able to manage our performance against established goals.



Volunteers plant trees at an elementary school during a 2021 Earth Day event.

Understanding Our Impacts

Understanding our environmental impacts, including energy use and resulting emissions, will be crucial to meeting our sustainability goals. In 2021, as part of our ongoing review of stakeholder input and sustainability market trends, the company added a focus on capturing reliable data about our environmental impacts. This included energy and emissions information and engaging a consultant to accelerate data collection related to Hillenbrand's energy use, residual heat energy available for use, and emissions (Scope 1 and 2). This information is important to our stakeholders, and Hillenbrand is actively working with our diverse Operating Companies to further develop this understanding.

Climate Change


We recognize that climate change is a serious concern that warrants timely, meaningful action on a global scale. As part of our commitment to creating long-term value for shareholders through our sustainable practices, we continue evaluating our role in protecting the well-being of the environment. We expect to identify key climate-related opportunities for Hillenbrand as we increase focus on improving efficiency across our production and distribution processes, better understanding our energy use, and potentially reducing our emissions.

Environmental Compliance

We are committed to business practices that protect the environment and make us good corporate citizens. The company enacted a Global Environmental Policy that, in the absence of applicable environmental laws or regulation, the company uses to make decisions. This policy includes best practices for our Operating Companies or actions otherwise determined by our Sustainability Steering Committee. Hillenbrand requires any environmental or safety issue involving notification of a government authority be reported immediately to the relevant Operating Company president, a Hillenbrand officer, or to our concern reporting system detailed in our Code of Ethical Business Conduct. We take

compliance with regulations and permitting very seriously, and failure to meet these requirements is subject to corrective action. Our company expects the environmental, health, and safety leaders of each Operating Company to support Hillenbrand's Global Environmental Policy, including our commitment to comply with applicable environmental laws and regulations. Environmental leaders at our operating companies may also be responsible for establishing environmental programs consistent with Hillenbrand policy. Among other things, we expect our operating companies and their environmental leaders to coordinate the following activities:

- ▶ Promote cooperation and constructive relationships between associates, customers, and vendors toward the shared goal of protecting our environment
- ▶ Make environmental considerations a priority in our business planning and manufacturing processes
- ▶ Seek and implement cost-effective methods, technologies, and practices to prevent pollution; minimize emissions; conserve raw materials; reduce, reuse, and recycle waste; safely dispose of waste products; and promote the efficient use of energy
- ▶ Promote the purchase and use of recycled materials
- ▶ Minimize quantities of hazardous substances in use and in storage
- ▶ Maintain, enhance, and practice internal procedures for handling environmental emergencies
- ▶ Maintain a measurement or management system, tool, or process that will support consistently managed environmental programs for each operating company and allow for collaboration across the enterprise as appropriate
- ▶ Conduct periodic reviews of our activities to monitor compliance with environmental regulations and established internal practices and procedures
- ▶ Develop emissions reporting where required by law that will provide early warning to allow corrective measures aimed at compliance within permitted limits, and where not required by law, consider appropriate emissions reporting or tracking activities
- ▶ Educate all associates on the importance of their business conduct in protecting our environment

We also expanded our commitment to environmental compliance to our supply chain. Hillenbrand now expects our suppliers to adhere to certain environmental guidelines and to the guidelines in our Code of Ethical Business Conduct as well as other Hillenbrand policies. 

Operational Efficiency and Recycling

Our Operating Companies are continually developing and implementing cost-effective processes and technologies that prevent pollution and emissions, conserve raw materials, and reduce and recycle waste.

Supporting operational efficiency at our sites:

- **Batesville** integrates waste utilization into its production process. The company's wood manufacturing plant brings in raw lumber to be transformed into boards. Once cut, the boards are placed into kilns to dry. The kilns receive their heat from boilers, that are powered by burning sawdust and scrap wood waste from the manufacturing processes. This process displaces the need for boiler fuel and results in cost savings and waste prevention. The company has also established a digital process to reduce the amount of paper used in information packets for products.
- **DME** installed energy-efficient LED lighting in production areas and installed its Power Factor Max system in Windsor, Canada. The Power Factor Max system creates a host of efficiency benefits for the plant, including increased voltage, and allows motors to run cooler which extends the life of the motor. The system also helps prevent the erosion of the electrical grid and equipment and provides access to smart energy monitoring. These combined capabilities have resulted in increased efficiencies and electricity savings. DME also recycles scrap wood and donates empty printer ink cartridges to a local school in Michigan.

- **Milacron's** site in India implemented several efficient practices, including the use of up to 150 kiloliters (27,738 gallons) per day of treated wastewater to sustain their campus greenspace. They also inspect their factory every two weeks to detect and repair any air or water leakages and have installed 119 streetlights on company property that are powered by solar energy.
- **Coperion's** primary site in Germany is using renewable energy and natural gas in its heating systems. The company recently went through an exercise of replacing old windows with more energy-efficient windows as well as replacing conventional lighting with energy-efficient LED lights.
- **Mold-Masters** has replaced much of its plant and exterior lighting with more efficient LEDs to reduce energy consumption. It has also begun a process to eliminate paper drawings, replacing them with digital models. Several of its sites actively recycle materials to decrease waste volumes. Waste streams are separated to recycle paper and corrugate. Mold-Masters' plants also recycle material scrap.
- **Rotex** has implemented a returnable container loop between its facilities in Wuxi, China, and Cincinnati, Ohio. By installing the returnable containers, Rotex is reducing cardboard and wood use at both sites. Rotex has also expanded its recycling program with the addition of a mixed recycling dumpster which gives it the ability to recycle paper, cardboard, glass, plastic, and metal.

"Our Operating Companies are continually developing and implementing cost-effective processes and technologies that prevent pollution and emissions, conserve energy and raw materials, and recycle waste. We are committed to finding innovative solutions to some of today's toughest challenges."

Kim Ryan
Executive Vice President



Supporting Operational Efficiency for Our Customers

We create operational efficiencies not only for ourselves, but also our customers. Our machines promote energy efficiency, material efficiency, and recycling. By providing this technology to our customers, we are helping reduce the environmental impact of our overall value chain.

► **Milacron M-Powered**—helping customers save on energy

–Milacron’s M-Powered tool is an observational and analytical support service. This technology leverages the industrial internet of things to run sophisticated algorithms that monitor machine health in real time. M-Powered allows customers to minimize downtime, efficiently manage operations, and reduce energy consumption and resource usage.

► **Coperion Recycling System**—helping customers recycle challenging materials

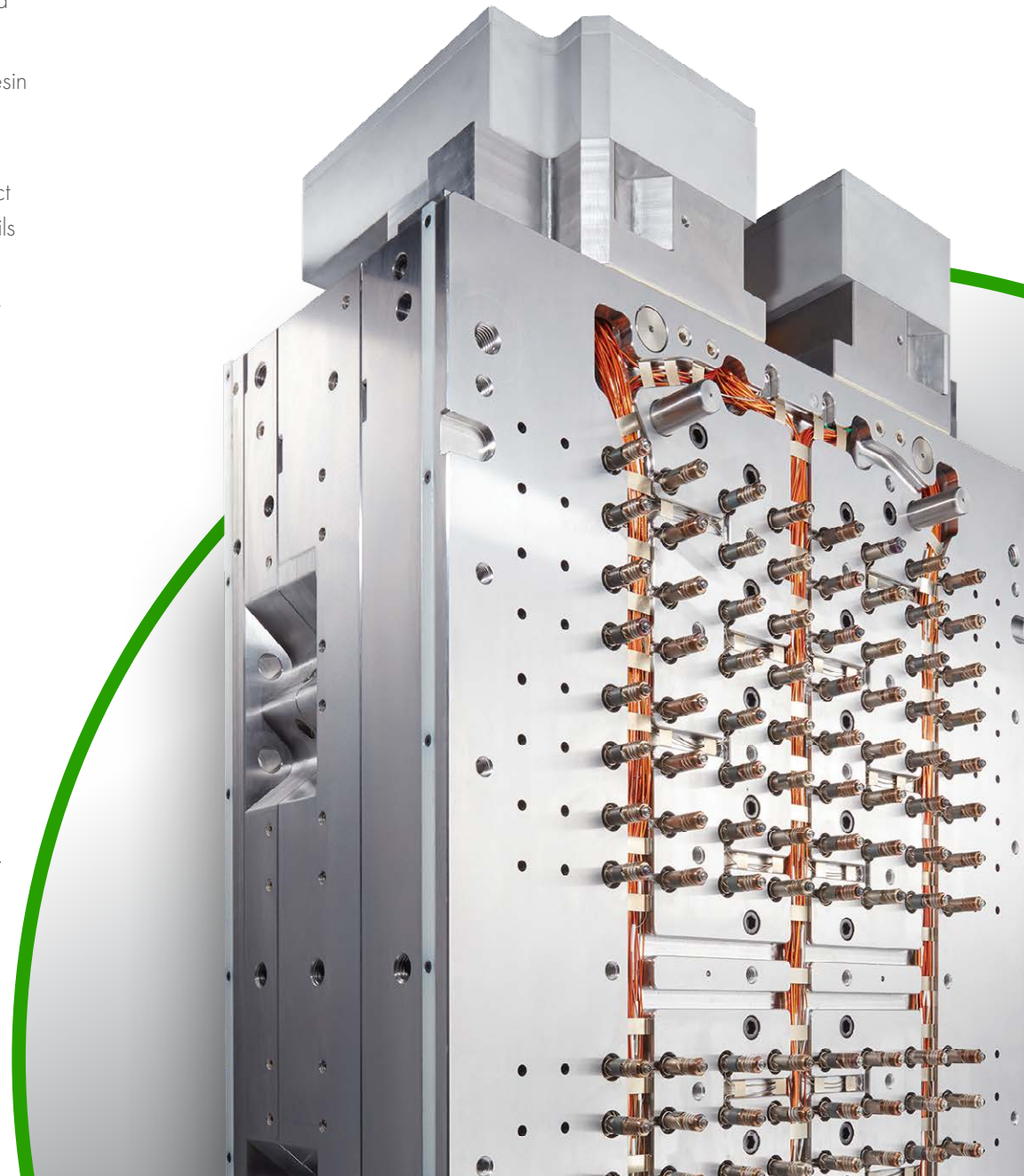
–Recycling multi-layer film, like that used for food packaging, has posed a challenge because films are difficult to reclaim and often leave behind residue. Coperion has developed a closed-loop solution in which up to 100 percent of multi-layer film production waste can be re-processed and

fed back into the production process. For example, in a recent customer project, Coperion delivered a closed-loop recycling system that included bulk material handling, feeders, and a ZSK Mc18 twin screw extruder.

► **Mold-Masters**—helping producers reduce the usage of virgin plastic resin

–The Mold-Masters co-injection technology is enabling producers to reduce the usage of virgin plastic resin. The co-injection technology creates three layers of plastic, while the inner layer can be used to inject post-consumer resins (PCR). As an example, we have molded 5-gallon pails with a Milacron injection molding machine and the Mold-Masters co-injection technology where the content of PCR has been 50 percent. This means we have consumed 50 percent less virgin resin.

Mold-Masters’ high-cavitation Master-Series hot runner system helps customers produce more parts per cycle with minimal scrap rates, lowering the cost-per-part through shorter production times and with less waste in the manufacturing stream.





Enabling the Production of Biopolymer

Hillenbrand supports the growing importance of biopolymers in helping to preserve the environment for future generations. We invested in understanding these cutting-edge materials to benefit our customers and the environment. Biopolymers, also known as bioplastics, are special materials produced by the cells of a living organism.

Biopolymers have various benefits in comparison to conventional plastic materials. Notably, they are based on renewable biomass and not dependent on limited fossil resources. Furthermore, biopolymers actively contribute to the reduction of carbon emissions and degrade over time and under certain conditions.



► **Coperion's** twin screw extruders are used in the production of bioplastics. To enable the production of this innovative thermoplastic biomaterial, Coperion provided a ZSK extrusion system to a Swedish customer. The extrusion system transforms lignin from wood into durable, reusable biomaterial. By enabling the production of bioplastic materials with their technology solutions, Coperion is contributing to the reduction of CO₂ emissions and plastics waste.



► **Mold-Masters** has tested a wide selection of biopolymers in our R&D facility and through our partnership with the University of Massachusetts. In addition, the company worked with leading converters and brand owners to select resins and to define a priority test sequence. This research allowed us to evaluate and understand their unique properties and processing requirements. Most importantly, Mold-Masters has a variety of real-world bioresin application experience which includes high-cavitation production tools that have been in long-term production.

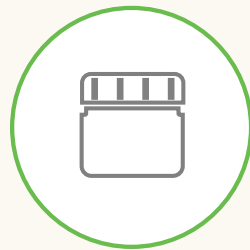


“Mold-Masters continues to be the innovation leader in the injection molding industry. Through our R&D Center, we continue to develop and incorporate advanced technologies into our products that add value to our customers and help solve their processing challenges. We push the boundaries of what is considered to be the industry standard for enhanced part quality, increased productivity, and reliability.”

An Heid
President, Mold-Masters



BROAD TRENDS IN CONSUMER DESIRE FOR ECO-FRIENDLY INNOVATIONS



Packaging

Improve food shelf life, freshness, and safety



Medical

Focus on safety, improved drug and therapy delivery, and durability/disposability



Consumer Goods

Innovation in multi-material products, design flexibility



Construction

Shift to plastics for durability, lighter weight, and lower maintenance



Electronics

Superior quality and design flexibility



Automotive

Increased use of lightweight plastics to improve fuel efficiency

Building Platforms for Growth; Being a Solutions Provider to Customers

Over the past decade, we have been on a journey to become a world-class global diversified industrial company. The acquisition of Milacron in 2019 was a significant strategic step forward and served to nearly double the size of our industrial organization. With the combination of our companies came greater focus and scale. We expect demand for our products to continue to grow over the long run driven largely by rising living standards globally.

Polymers and plastics created by our machines are often made to be durable and long-lasting given their intended use in construction, automotive, industrial, electronics, and medical applications. We actively work with our customers to design highly engineered products to further the sustainability of their production. In addition, we expect that the benefits of lightweight, durable production will support continued growth in applications like automotive, where demand for more fuel efficient and electric vehicles continues to increase.

We also see opportunities for growth in other applications, like pharmaceuticals and processed foods. For example, our customized twin screw extrusion systems are being applied to the production of texturized vegetable proteins as healthy meat substitutes gain popularity around the world. Eco-friendly materials represent some of the fastest-growing end-markets in the world.

We are committed to working with all key stakeholders to improve the capacity of our equipment to recycle, increase circularity, increase bio-materials, and reduce waste.



Our People

Our people help shape who we are and who we will become. Giving our employees the opportunity to grow, connect, and contribute, helps unite us with our local communities for us all to be our best.

Our people and communities make up the Social portion of ESG, and remain an integral part to our progress.

We believe in our company and our people. We completely embrace our values, allowing them to guide our thinking, decision-making, and culture.

- Individual Worth & Integrity
- Excellence in Execution
- Spirit of Continuous Learning & Improvement
- Courage
- Customer Focus & Partnership

With the strength of over 10,000 associates across the globe, we recognize that every associate shapes who we are and who we will become. We take great care to help our people bring their unique qualities and perspectives, and have opportunities to grow, connect, and contribute as we unite to be our best.

Diversity, Equity, and Inclusion at Hillenbrand

At Hillenbrand, our commitment to diversity, equity, and inclusion (DEI) is increasingly becoming a part of living and working in our values-centered workplace.

We believe that a diverse and inclusive workforce contributes different perspectives and innovative ideas that enable us to improve every day. Every associate at Hillenbrand should be provided equal opportunities to be heard, respected, have a sense of belonging, and to contribute in their unique way to the organization. We are committed to strengthening our culture by creating a more diverse workplace and building the core capabilities of DEI throughout our organization.

The year 2020 brought increased awareness of social and racial inequities in America and increased our conversations at the corporate level to better understand some of our gaps in DEI. Although we have made progress in this area, our Management Team is committed to continuing to formalize our efforts. We recognize the need for meaningful change within our organization and are working to weave DEI throughout our culture and operations. To that end, we hired our first Director of Diversity, Equity, and Inclusion in 2021 to guide us on our journey.

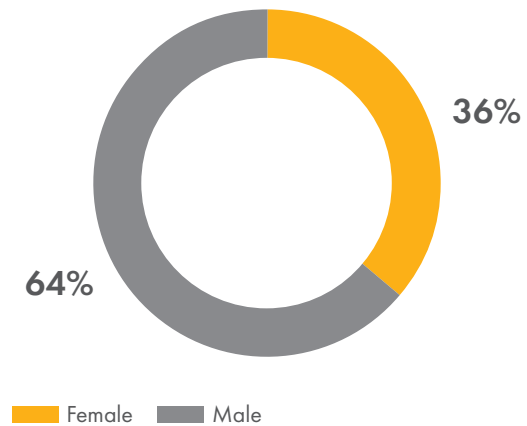
“As a global diversified company, our mission is to build an inclusive culture that celebrates diversity of thought, embraces our associates’ unique perspectives, and fosters bold decision-making, which further enhances our competitive edge. Celebrating our differences and encouraging innovative thinking are essential to serving all our internal and external stakeholders at the highest levels.”

Pete Dyke
Chief Human
Resources Officer

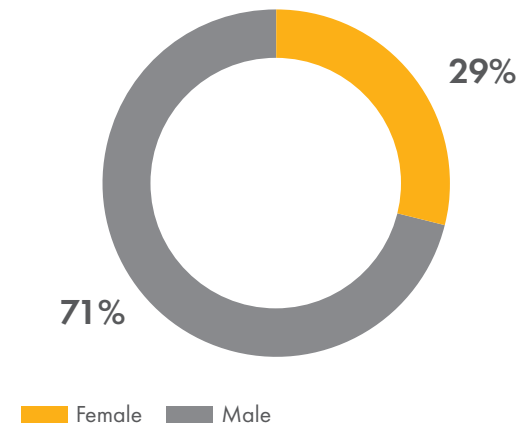


Diversity Data

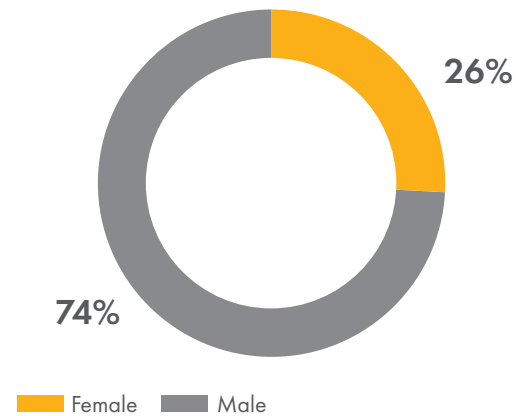
Board Gender
as of June 2021



Management Team Global Gender
as of June 2021



Leadership Global Gender
as of June 2021



Women at Hillenbrand*

36% Board
29% Management Team
26% Leadership
16% Workforce

*Scope for Management Team—team as of June 2021 to include recent CEO transition and subsequent changes. For gender and race/ethnicity self-disclosure reporting information.

Scope for Leadership Team—Leadership defined as the Direct Reports of the CEO and Management Team as of June 2021, not including Executive Administration Support. For gender and race/ethnicity self-disclosure reporting.

Scope for Workforce—workforce defined as fulltime global employees as of May 2021, as self disclosed.

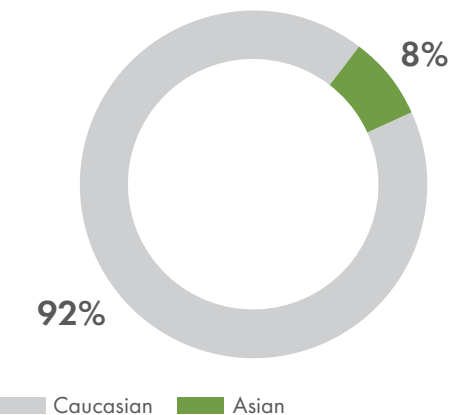
“I am excited to embed diversity, equity, and inclusion into the Hillenbrand Operating Model and our culture. I look forward to engaging and supporting all of our employees and helping them bring their authentic selves to work every day.”

Cathy C. Lively,
 Director, Diversity,
 Equity, and Inclusion

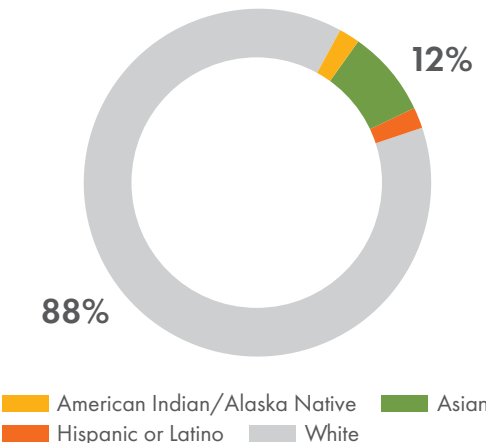


Diversity Data (Continued)

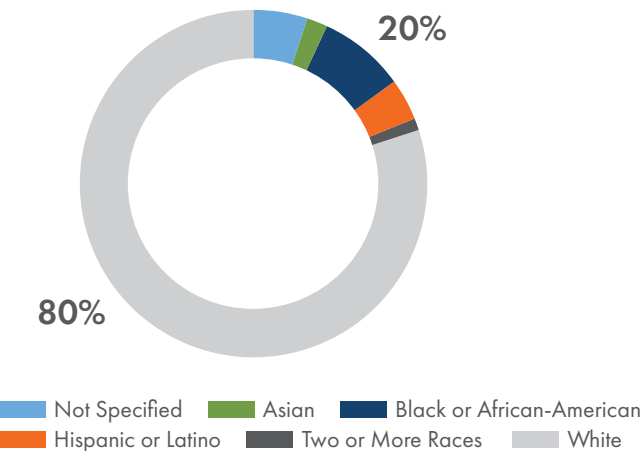
Management Team U.S. Race/Ethnicity ^{1,2}
 as of June 2021



Leadership U.S. Race/Ethnicity ³
 as of June 2021



U.S. Workforce Race/Ethnicity
 as of May 2021



Age of Workforce
 Embracing a multi-generational workforce combines new ways of thinking and deep experience. A multi-generational view provides diversity of thought and approach.

Workforce		Management Team	
Age	Organization	Age	Total
under 30 years old	18%	under 30 years old	0
30-50	52%	30-50	6
Over 50	30%	Over 50	8
Total	10,535	Total	14

¹Race/ethnicity demographics only include those represented within the population.
²Scope for Management Team—team as of June 2021 to include recent CEO transition announcement and subsequent changes. Self-disclosure of race/ethnicity for U.S. employees.
³Scope for Leadership Team—Leadership defined as the Direct Reports of the CEO and Management Team as of June 2021, not including Executive Administration Support. Self-disclosure of race/ethnicity for U.S. employees.
 Scope for Race/Ethnicity Entire Workforce U.S.—U.S. only as of May 2021, information only includes those that self-identify, race/ethnicity demographics only include those represented within the population at 1% or greater.
 Scope for Age of Workforce—Data for Date of Birth as of May 2021, Workforce defined as all fulltime employees as of May 2021.

“During my career with Hillenbrand, the opportunities to grow and develop have been much greater than I ever expected. While I appreciate the business experience I have gained, I most value the relationships built along the way and the things I have learned through working with a diverse group of people. It’s only as a team that we have been able to accomplish all that we have....and we aren’t finished yet!”



Sarah Reisman
 Sr. Director,
 Finance and Global
 Finance Shared Services

Leadership and Employee Engagement

We launched 2021 with a clear focus on specific actions targeted to advance our progress on DEI. In May of 2021, we established the Inclusion at Hillenbrand Council. The council is a cross-functional team of influential leaders at various levels who work together to shape and activate Hillenbrand's enterprise diversity, equity, and inclusion strategy and road map. In fall 2021, we will launch associate Business Resource Groups, which provide an opportunity for our employees to develop connections throughout the organization, share experiences and perspectives, support each other in professional and personal development, foster a sense of belonging across the organization, and advise the organization on important business impacts.

Hillenbrand has Signed the National Association of Manufacturers Pledge for Action

The Pledge for Action states that by 2025, manufacturers commit to taking 50,000 tangible actions to increase equity and parity for underrepresented communities, creating 300,000 pathways to job opportunities for all people of color. In doing so, the manufacturing industry will reflect the diversity of the overall U.S. workforce by 2030.

"Diverse teams help employees thrive and deliver differentiated innovative solutions to create impact for our customers, shareholders and communities. I am excited to be part of a world-class team that values diversity, equity, inclusion, and supports STEM education. My passion meets purpose as I continue to support women in STEM and be part of the Inclusion Council at Hillenbrand."

Pushpa Manukonda
Vice President,
Technology and
Innovation, Milacron





Focus on Diversity

Greater Cincinnati Area, USA



The Cincinnati area represents the largest centralized population of our employees in the United States. In 2020 and 2021, Hillenbrand's Corporate Headquarters, as well as Batesville, Milacron, and Rotex—all located in or near Cincinnati—increased their focus on diversity through the following:

- ▶ Sponsored the Human Rights Campaign Cincinnati Color Ball
- ▶ Hosted "Women in Engineering Day"
- ▶ Sponsored "Girls with Goggles," a program at Grant Technical School to encourage women to pursue careers in the trade fields
- ▶ Partnered with South Ohio Section of Society of Women Engineers on job postings, as well as opportunities to join monthly meetings and highlight the company
- ▶ Joined the Hispanic Chamber Cincinnati

Introduce a Girl to Engineering Day

Our Milacron location in Ohio invited students and staff members from a local high school to participate in an annual event called, "Introduce a Girl to Engineering Day." This day gives young female students the opportunity to explore careers in modern industrial manufacturing. Participants were able to explore engineering through motivational presentations by Milacron employees, touring Milacron's manufacturing facilities, and participating in hands-on experiments. By inspiring more women from diverse backgrounds to join the dynamic field of engineering, Milacron is the embodiment of Hillenbrand's commitment to diversity and inclusion in the Cincinnati community.

LEFT TO RIGHT:

Darci Powers, *Vice President of Global Supply Chain, Operations, and Aftermarket Sales, Rotex*

Kristen Jackson, *HR Business Advisor, Hillenbrand*

Jodi Allen, *Plant Manager, Rotex*





International Women's Day

Chihuahua, Mexico

Our Batesville location in Chihuahua, Mexico, participated in International Women's Day by celebrating the female workforce and highlighting the significant impact they have within our business. Throughout the day, these employees were able to participate in engagement activities which helped to promote gender equality in the workplace.



Kim Ryan
EVP, Hillenbrand

The Challenges of COVID-19 have put new pressures on women in our workforce. 10 million women in the workforce* are mothers of young children, and we must continue to move the needle with workplace flexibility. I'm proud of the COVID-19 policies we put in place to help women and men navigate work and life during the pandemic. **I #choosetochallenge** our ways of working in the future to meet the needs of our employees and customers we serve.

*www.census.gov



In March 2021, we recognized **International Women's Day** with programs in the U.S. and Mexico. The U.S. program featured speakers Kim Ryan, EVP, and Kristina Cerniglia, our Chief Financial Officer. Our top 50 Global Women Leaders attended, and during this event we announced our intentions to launch a women's Business Resource Group (BRG) in the fall of 2021.



Vicky Brandt, EHS Manager, with Batesville assembles camp kits during our One Campaign week of volunteering supporting Kids Discovery Factory.



Batesville employees at Chihuahua celebrate International Women's Day.

Choose Well, Live Well

Hillenbrand is committed to the health and wellness of our employees. We offer a comprehensive and market-competitive benefits program, on-site Health and Wellness clinics for over 50 percent of our U.S. employees and their families, and have provided enhanced mental health benefits during the global pandemic.

Our U.S. employees have access to Medical, Dental, Vision, and Life Insurance at lower-than-average individual rates. Over 90 percent of our U.S. employees and their families are enrolled in our wellness programs. We have seven physicians at our Medical Clinics, which serve our three largest U.S. employment areas.

Coverage employees can elect:

- ▶ Medical
- ▶ Dental
- ▶ Health Savings Account (HSA), if enrolled in eligible plan
- ▶ Health Care Flexible Spending Account (FSA)
- ▶ Dependent Care FSA
- ▶ Transit and Parking FSA
- ▶ Adoption Assistance FSA
- ▶ Voluntary Group Term Life Insurance
- ▶ Voluntary Accidental Death and Dismemberment (AD&D) Insurance
- ▶ Critical Illness Insurance
- ▶ Accident Insurance
- ▶ Hospital Indemnity Insurance
- ▶ Identity Theft Insurance

Coverage automatically provided to employees:

- ▶ Basic Life Insurance
- ▶ Basic AD&D Insurance
- ▶ Short-Term Disability Insurance
- ▶ Long-Term Disability Insurance (if eligible)
- ▶ Business Travel Accident (BTA) Insurance (if eligible)
- ▶ Employee Assistance Program (EAP)
- ▶ Expert Medical Opinion (if enrolled in the medical plan)
- ▶ Telemedicine (if enrolled in the medical plan)
- ▶ Prescription Advocacy Program (if enrolled in the medical plan)
- ▶ Care Management Program (if enrolled in the medical plan)

Milacron employees participate in BikeMS, a regional fundraising effort for the National Multiple Sclerosis Society, in Oxford, Ohio.



Learning and Development

The Learning and Development Team began the rollout of an interactive unconscious bias training course to help leaders learn strategies to create the best environment for their team members and mitigate the possible negative impacts of bias at work. Our Management Team was the first to receive training, and our Human Resources leaders have begun the rollout of this critical training to key people leaders across the enterprise.

We continue to offer an annual Culture of Respect online learning for all employees in the United States. In 2021, our goal is to expand the training to more of our workforce. In addition, to support our Talent Acquisition strategy, we plan to introduce behavioral-based interviewing in the U.S. to diminish potential influence of unconscious bias. In the U.S., we also added a diversity-specific Talent Acquisition Specialist to help our candidate slates adequately represent women and underrepresented groups in our openings.

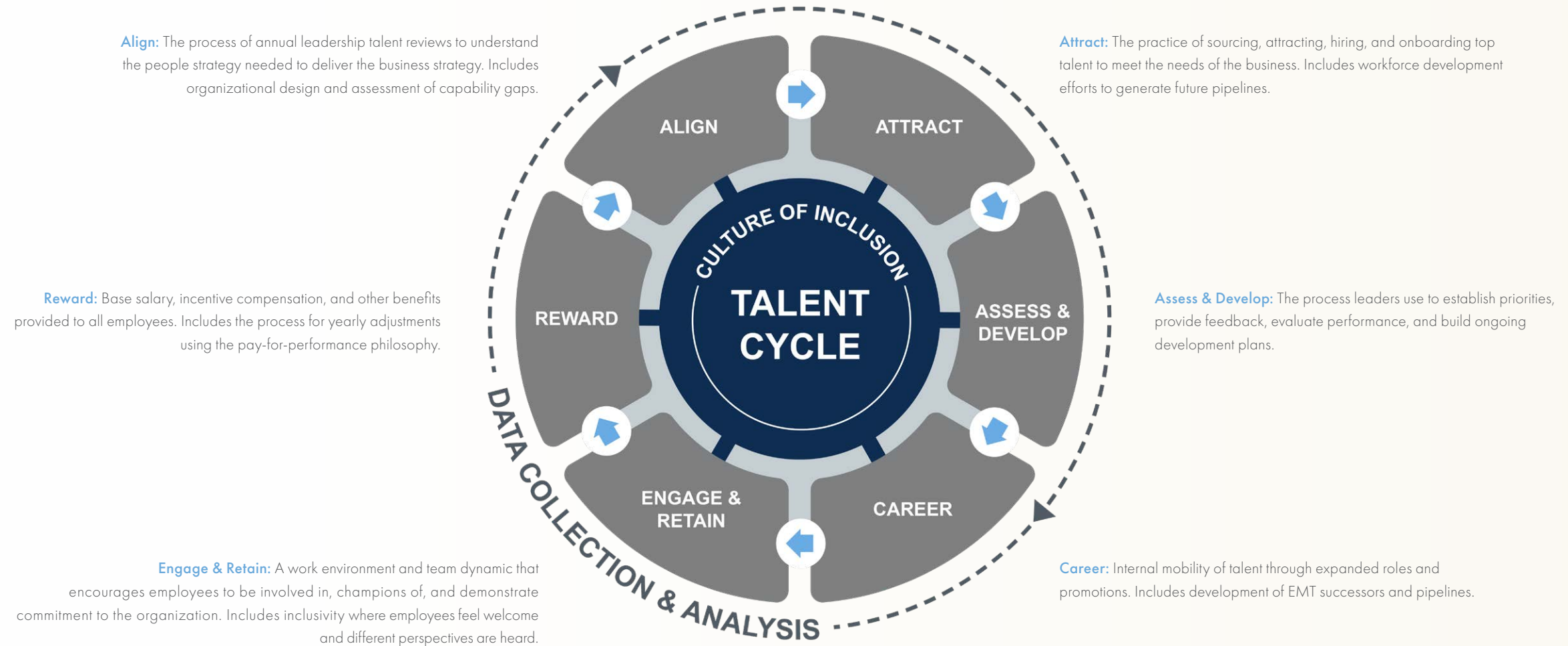
“Continuous learning and improvement is not just a core value at Batesville. It is one of the things that has fueled our success. We look for opportunities to share information to expand associates’ skills and open the door to new possibilities. From roundtable discussions and live events to online webinars with outside experts, the goal is the same—to build knowledge and capabilities to help associates achieve their full potential.”

Chris Trainor
President, Batesville



Reframing our Talent Cycle: *Focus on a Culture of Inclusion*

In 2020 we updated our Talent Cycle to reflect our commitment to a culture of inclusion, which is the center of our practice and our model. It outlines critical employee experiences within the Talent Cycle and the tools Hillenbrand uses to support its employees.



Policy Updates

Several policy changes were made in 2020 to provide our workforce additional flexibility.

▶ **In August 2020, we updated global policies on Flexible Work.**

Hillenbrand’s updated global policy on flexible work provides a variety of work arrangements: Hillenbrand now supports a variety of flexible work arrangements for employees whose work can be accomplished outside of the office or scheduled for part or all of the workweek. Flexible work arrangements may include flexibility in schedule, including flexible start and finish times or flexibility in location, including working from home or other Company sites certain days of the week.

OUR GOAL IS TO PROVIDE FLEXIBILITY TO ENABLE ASSOCIATES AND THE COMPANY TO DELIVER BUSINESS RESULTS.

Remote

Associate able to maintain effectiveness from home office and is required to or prefers to work from home regularly.

Hybrid

Associate able to maintain effectiveness from home office and associate prefers to work from home with periodic work from office as needed.

Office

Associate prefers to work only from the office/plant to maintain effectiveness.

▶ **Various paid leave policies for the U.S. workforce were updated and rolled out at start of 2021:**

- Parental Leave Policy:** “recognizes that the birth, adoption, or foster care placement of a child is a significant life event” and provides for up to two weeks of paid parental leave.
- Voting Policy:** updated to include unpaid time off, if an associate does not have sufficient time outside of the associate’s work hours.
- Holiday Policy:** now includes two floating holidays per calendar year for employees to recognize and celebrate various holidays that are meaningful to them. These are in addition to the nine holidays currently observed.
- Sick Leave Policy:** states that full-time employees are provided sick leave in one-hour increments up to six days annually.
- Vacation Policy:** was updated encouraging full-time employees to take their provided time off on an annual basis.
- Our updated **Bereavement Policy:** Employees are eligible for paid bereavement leave for spouse or domestic partner and their extended family members.

Worker Safety

The health and safety of our employees remains one of our top priorities. Safety is specifically built into one of our Core Values—Individual Worth & Integrity. As a result, we continue to work on and expand our focus on proactive safety actions to drive improvement within our operations to keep our employees safe. We believe that regularly engaging our associates in proactive safety actions (at work and at home) will reinforce our Core Values and move us to the desired safety culture.

While our biggest health and safety focus in 2020 was keeping our employees safe from COVID-19, we continued to focus on our existing safety programs. Our focus this past year was on proactive actions, such as near-miss reporting, observations, and other site-specific actions. Even with COVID-19 restrictions, we were still able to meet or exceed regulatory requirement, and drive safety improvements. Through our monthly safety score card process,

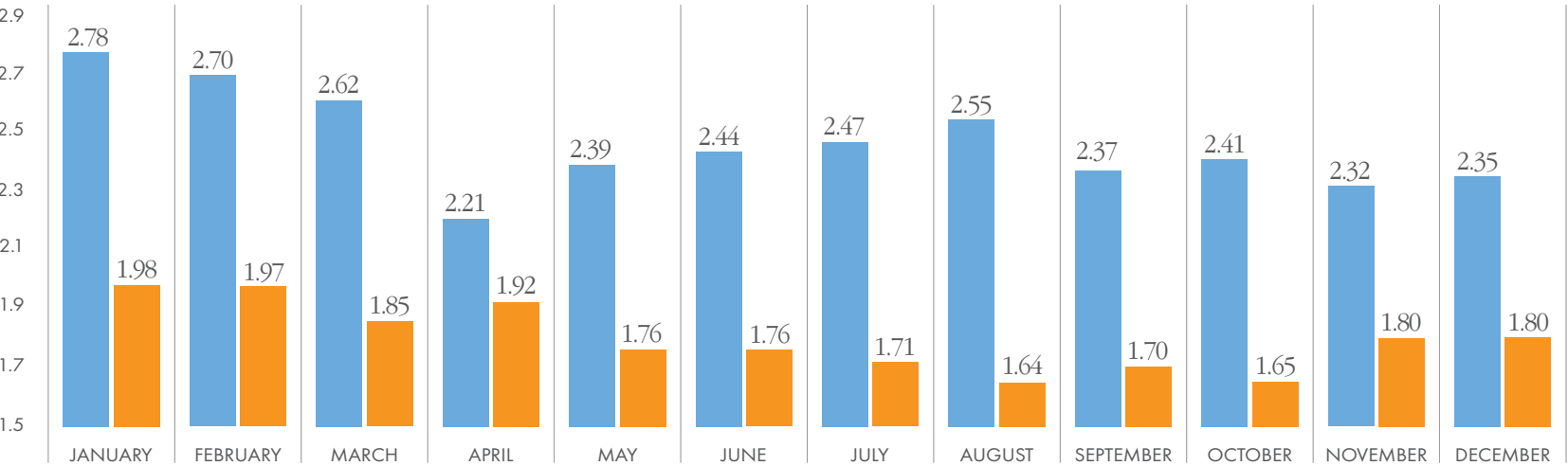
in which our operating companies partake, we share best practices, see improvements, and delve into root cause. We also discuss injuries and near-miss reporting to help minimize or eliminate future incidents. In 2020, our rolling Recordable Incident Rate (RIR) decreased. By expanding our data collection process to additional sites, our rolling RIR decreased from 2.35 to 1.80.^{1,2} Our Health & Safety (H&S) teams continue to share and adopt best practices from all of our companies to apply to our businesses.

Our H&S Council is made up of representatives across the company. They are responsible for driving and implementing a uniform H&S approach across our businesses. It provides an opportunity to share best practices and allows for more collaboration for unique and innovative solutions to other challenges shared amongst the group.

Collective Bargaining

We recognize and respect the rights of our employees to join or not join any lawful organization of their own choosing. We are committed to complying with laws pertaining to freedom of association and collective bargaining. Of Hillenbrand’s over 10,000 employees worldwide, approximately 2,900 employees in North America and Europe work under collective bargaining agreements, including unions and worker’s councils. Hillenbrand strives to maintain strong relationships with all its employees, including the unions and workers’ councils representing those employees. As a result, we have not experienced a significant work stoppage due to labor relations in more than 20 years.

Rolling Recordable Incident Rate
 ■ 2019
 ■ 2020



¹Rolling Recordable Incident Rate is calculated on a 100-full-time-equivalent-employee basis.
²The following sites were not included in 2020 data, but we are working on including them in future reports:

- Coperion—China and India
- Milacron—China and India
- Mold-Masters—Japan, South Korea, Singapore, India, and Brazil
- DME—U.S., Canada, India, and Czech Republic

 All sites except Coperion Weingarten are reporting data as the full-year. Coperion Weingarten is reporting a partial year beginning in August 2020.

Corporate Social Responsibility

Hillenbrand’s social responsibility programs weave together company, community, and commitment where we operate around the world. We added “Being Responsible to our Communities” to the company’s mission statement in 2019, signaling its importance as a key stakeholder.



Our charitable giving is employee-run, with giving committees established at many of our local sites to make local decisions. When we give to organizations through our charitable giving program, we strive to choose opportunities that will be mutually beneficial to our business and the communities in which we operate. When identifying where to give or partner, we focus on four main areas including; workforce, community enhancement, health and wellness, and diversity and inclusion. We hope to cultivate growth in these areas not just through giving, but also engagement.

Like many companies, the COVID-19 pandemic cancelled many of our planned volunteer events. As a result, we quickly pivoted our efforts during this time to support our employees and communities. Our priorities were focused on the health and safety of our employees and relief efforts in our communities.

“Our partnership with Hillenbrand allows us to provide additional educational opportunities to teachers and students in area schools and youth-serving organizations and to support projects that strengthen the community.”

Amy Streator
Executive Director,
Ripley County Community Foundation
Batesville, Indiana, U.S.



ONE CAMPAIGN

The best way to uphold our commitment to being responsible to communities and impacting global issues is by investing in local activities. One way we achieve this is through our One Campaign, which encourages employees around the world to participate in one day of service, one week of volunteering, one month of educational awareness, and a year to move the needle in their communities. The One Campaign is our way of promoting and impacting the United Nation Sustainable Development Goals (SDGs). The SDGs are a collection of 17 interlinked global goals designed to be a “blueprint to achieve a better and more sustainable future for all.” Though our 2020 One Campaign efforts were challenged by the global COVID-19 pandemic, we still managed to contribute to various community partnerships.



Employees at our Milacron business in India provided bookbags to students at a local school.



Charitable Giving Ahmedabad, Gujarat, India

By enhancing the educational experience of youth, our Milacron employees in India are helping local students to become the next generation of innovators, problem solvers, and creators. Since 2015, Milacron has been supporting three municipal schools to enhance the overall learning experience of students, based on identified needs. These needs focused on sustainable infrastructure, health and hygiene, and ensuring quality education now and into the future. Despite the COVID-19 pandemic, Milacron India managed to complete several improvements in these focus areas in 2020.

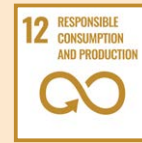
- ▶ Extended paver blocks at two schools to create improved areas for recreation and school programs.
- ▶ Procured 100 school benches, 800 food dishes, and 800 school bags for students at a third location.





Partnerships

Portsmouth, Ohio, U.S.



Milacron and DME have a long-standing relationship with Shawnee State University (SSU) based in Portsmouth, Ohio. In 2018, Milacron donated a Roboshot S110i to SSU in order to extend the equipment's life cycle and provide educational opportunities for the students studying Plastics Engineering and Technology. The partnership has provided opportunities for donation of equipment, education, and partnership even during the COVID-19 pandemic. When the pandemic began, SSU was originally producing face shields with 3-D printing and thermoforming technology to donate to the students at the school, but this technology was not suited for high-volume production. In 2020, the school partnered with DME, who was able to provide the injection-molding components necessary to implement a quicker process using the previously donated Milacron equipment. This joint effort resulted in the production of protective face shields at SSU to aid in the fight against COVID-19. SSU also donated additional face shields to local hospitals, dental offices, and other local businesses in the area that needed PPE.



Supporting Key Stakeholders

Canada and U.S.



Batesville committed \$200,000 to fund new programs to benefit funeral professionals in the U.S. and Canada in recognition of the care and compassion they provided in helping families who lost loved ones to COVID-19. The money will go toward research education for grief support, and self-care.



Volunteering

Batesville, Indiana, U.S.



Hillenbrand and Batesville proudly sponsored Kid's Discovery Factory (KDF) as they shifted to a virtual camp, to ensure STEAM opportunities (science, technology, engineering, arts, and math) were offered to children throughout the pandemic. Hillenbrand and Batesville have been working with KDF since 2018 to catalyze children's interest in STEAM. By supporting this program, we hope to cultivate the next generation of leaders, creators, and innovators. Our employees volunteered a total of 48 hours in 2020.

Hillary Wallpe, Indirect Procurement for Hillenbrand helps students during the Kids Discovery Factory summer STEAM camp.





Scholarships Program

Greater Cincinnati, Ohio, U.S.



Many of our companies support the SDGs by providing work-based learning opportunities that provide students with on-the-job training, business skills, and development. One example includes Rotex's partnership with DePaul Cristo Rey, an inner-city school in Cincinnati, Ohio, where students intern at local companies, and, in turn, the company assists the students with a percentage of their tuition.

Another way our companies support the SDGs is by providing scholarships that enhance quality education for students, including Hillenbrand's establishment of a grants and scholarships program in partnership with the Ripley County Community Foundation. The dollars received go to scholarships for students who are committed to furthering their education in STEM-related fields.



Donations through The Living Memorial Program

Canada and U.S.



Since 1976, our Batesville company has been operating the Living Memorial® Tree Planting Program, which offers families a way to honor the lives of those they love. Through this program a Funeral Director can request a tree seedling to be planted in one of several woodlands throughout the world, with the purchase of a qualifying Batesville product. The Living Memorial Program creates a living legacy to celebrate the lives of loved ones who have passed away.



Living Memorial®
PROGRAM

“I will smile when I think of a small sapling growing tall over the years to celebrate my husband's life.”

Our Response to COVID-19

The health and safety of our employees, their families, and our customers has been our top priority throughout the COVID-19 pandemic. From the outset, Hillenbrand has set safety protocols and policies based on local law and recommendations from government and health organizations including the U.S. Centers for Disease Control (CDC), OSHA, and the World Health Organization (WHO).



Employee Safety and Customer Support

Hillenbrand's Operating Companies manufacture and supply products that are essential to customers who support health care, pharmaceutical, food, agricultural, and death care industries as well as other essential infrastructure. Our employees worked to safely continue to serve our customers throughout the pandemic.

More than a year into the pandemic, Hillenbrand continues to follow the safety protocols it instituted early on. These include, but are not limited to, protocols for social distancing, face coverings, and enhanced cleaning. To protect our employees, we also instituted additional measures at various locations, as appropriate, such as temperature screenings, online and paper health screening questionnaires, and flexible work arrangements.

We leveraged an internal website and communications to provide updates to our employees as the pandemic progressed. These updates included recommendations on actions to prevent virus transmission, guidance for employees who may have contracted or come into contact with someone with COVID-19, and other information resources on topics such as the COVID-19 vaccine.

Our President and CEO, Joe Raver, has communicated with employees through a series of emails and video messages keeping employees updated on Hillenbrand's COVID-19 response and ensuring employees have the proper support and resources.

COVID-19 Response Teams

With approximately 1,400 employees working in China when the pandemic began, Hillenbrand quickly stood up an enterprise-wide COVID-19 Task Force in early February 2020 to coordinate efforts across our Operating Companies.

As the pandemic continued to spread, additional functions like IT were added to the response teams so the company could quickly assess and provide technical expertise and information necessary to allow employees who could work from home to do so efficiently. These cross-functional teams met frequently to make quick decisions to support employees, business operations, and customers.

Our teams quickly created new processes to develop Hillenbrand talent with socially distanced or virtual recruiting, interviewing, and onboarding techniques where possible, while ensuring new employees are connected and supported during this pandemic.

Health and Safety Protocols

From the onset of the COVID-19 pandemic, Hillenbrand responded quickly to protect our employees, their families, and our customers.

Our COVID-19 Task Force produced regular updates on associate health, business operations, and safety protocols. A cross-disciplinary team of human resources, EHS, legal, and operations established protocols based on guidance from the CDC, WHO, and other public health agencies that aligned with national, federal, state, provincial, and local public health orders and recommendations. This included, but was not limited to, the use of face coverings, temperature checks, and health screenings, enhanced cleaning and sanitizing procedures, and the implementation of social distancing measures. The team also developed other protocols that included enhanced employee safety protocols, contact tracing, online health screening tools, online vaccine certifications, and work-from-home and return-to-office measures.

"The year 2020 will long be etched in the memories of each one of us. Hillenbrand leadership was able to steer the company through the turmoil while ensuring calmness within the employee ranks. I was amazed how fast laptops were distributed and remote access systems set up to ensure business continuity. Feedback from all global locations was considered in the COVID-19 taskforce, and recommendations were made to suit the different global locations and cultures."

Victor Mwangi,
Project Manager Polyolefins,
Coperion



Health and Safety Protocols *(continued)*

The use of PPE, social distancing, enhanced cleaning, temperature and safety checks, and other preventive measures helped reduce potential exposure to the virus and provided additional layers of safety inside our workplaces. We took additional safety measures, including moving cubicles and workspaces to allow for social distancing, installing barriers between workstations, frequently cleaning and disinfecting high-touch surfaces and common areas, deep cleaning and/or fogging of larger areas on a regular basis, adding hand sanitizing and mask stations, and reducing capacity of restrooms, elevators, and conference rooms.

COVID-19 Associate Support

In mid-March 2020, Hillenbrand implemented a COVID-19 Emergency Leave Program in the U.S. and Canada which provided two weeks of paid leave for employees. Employees could utilize the program if they were diagnosed with COVID-19, needed to quarantine, or had COVID-19 symptoms.

The vaccination team worked with the Operating Companies to help ensure employees had access to current and reliable educational materials including posters, flyers, and frequently asked questions from the CDC, WHO, and OSHA. The team also identified employees at all levels across the enterprise who were willing to participate in an internal “I Got Mine” video about the vaccine to help encourage other employees to schedule appointments and receive their COVID-19 vaccines.

We have offered multiple on-site vaccine clinics at our global facilities. Where vaccines were not free of charge for employees, such as in certain locations in India, our Operating Companies reimbursed employees for vaccine fees.

We focused on enhanced health and wellness benefits during the pandemic, including changes to our U.S. personal leave of absence and disability policies, as well as the creation of the COVID-19 Emergency Leave Program. When new U.S. federal COVID-19 regulations were introduced, we enhanced some of our benefit plans for employees. As the pandemic reached critical points in India, we provided enhanced benefits and equipment for employees to work from their hometowns and procured oxygen concentrators for our employees to address the critical shortage.

Hillenbrand also provided employees with increased communication about our existing Employee Assistance Program (EAP) and offered mental health awareness and strategy sessions designed to help recognize the unique stressors associated with the pandemic. Mental health remained an important focus of communication. We also provided education and coaching through our EAP, and conducted self-care webinars to encourage employees to prioritize their own mental health and that of their families.

COVID-19 Community Response

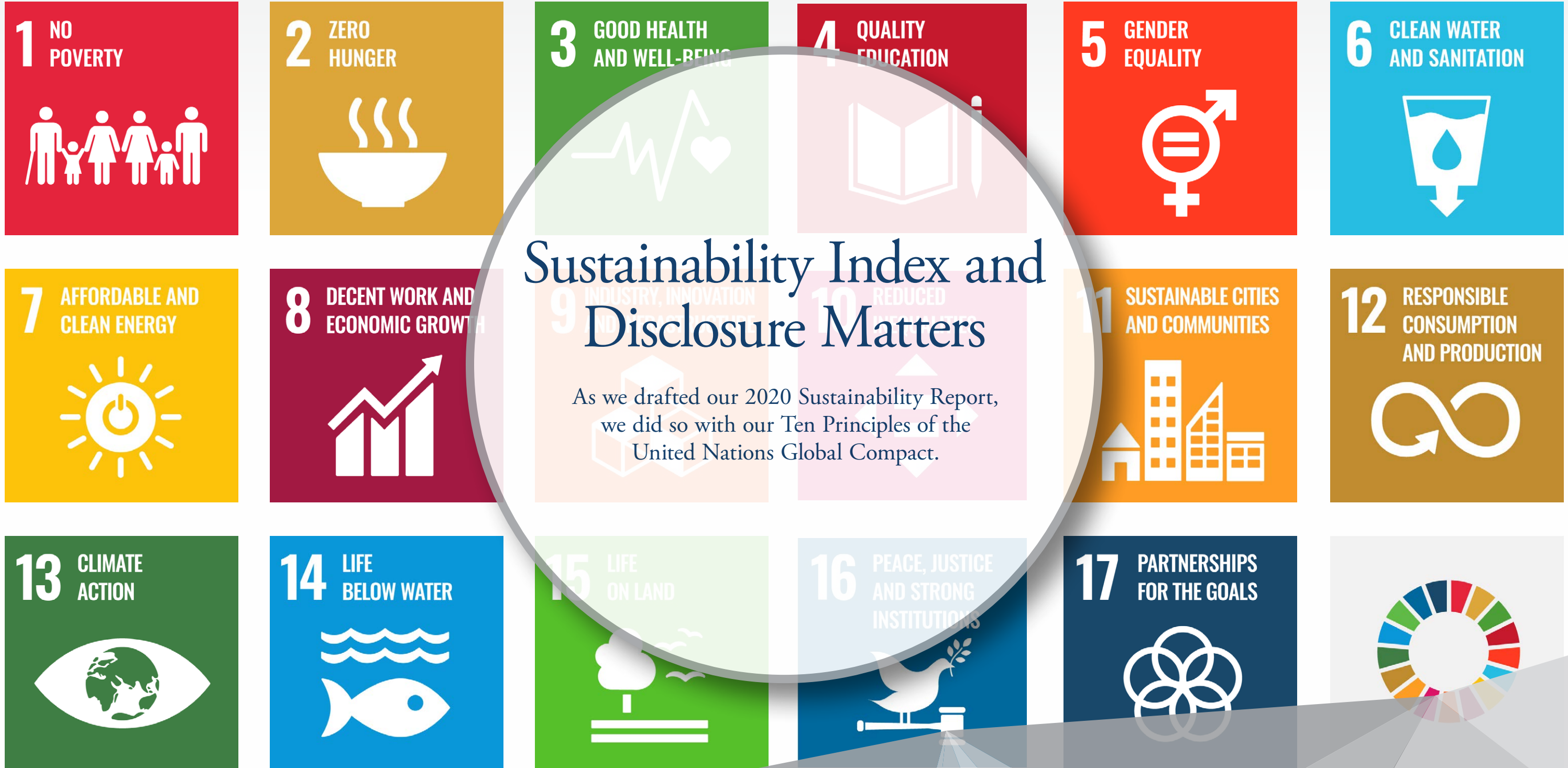
While many of our community engagement efforts were hindered by the COVID-19 pandemic, we saw this crisis as an opportunity to give back in different ways. Hillenbrand and its employees supported the fight against COVID-19 around the world by volunteering at vaccination clinics, participating in blood drives, donating N-95 masks, and providing financial donations.

Hillenbrand and Batesville employees spent close to 100 hours volunteering at a COVID-19 vaccination clinic, ensuring community members could safely receive their vaccine. Milacron Injection Molding and Extrusion partnered with Hoxworth Blood Bank to host a blood drive that helped provide blood to hospitals around the country, while many other Operating Companies donated masks to assist communities that urgently needed them.

Hillenbrand would like to extend its gratitude to our essential workers, and all essential workers, for their selfless service during the global pandemic.



Hillenbrand and Batesville employees volunteering at a drive-through vaccine clinic in partnership with a local hospital.



Stakeholder Dialogue and Material Issues

We look both inward and outward to determine what sustainability topics matter most to the Company’s stakeholders. We reference both the Global Reporting Index guidelines and UNGC principles to determine what material topics to focus on, and how to involve stakeholders in ranking their importance.

In 2019, Hillenbrand engaged an outside firm to help conduct a formal materiality assessment, including a detailed survey of our internal and external stakeholders. Stakeholders ranked topics by importance, allowing us to determine which material topics to prioritize. Our material topics are reflected in our sustainability framework and can be seen in more detail by visiting our website.

- ▶ Worker Safety
- ▶ Data Security
- ▶ Employment Practices
- ▶ Economic Performance
- ▶ Employee Training and Education
- ▶ Environmental Compliance
- ▶ Non-discrimination
- ▶ Operational Material Efficiency and Recycling
- ▶ Diversity and Inclusion
- ▶ Anti-Corruption

In hiring a Chief Sustainability Officer (CSO) in early 2021, the Company took a holistic look at sustainability priorities and the results of the materiality assessment and determined that climate change’s impact had become so crucial that we added it into our framework. We are now conducting an iterative, diligent process to better understand energy use and emissions, deploying standardized KPIs across our businesses, and evaluating science-based reduction targets.

Due to changes in our portfolio since our last materiality assessment (notably, the acquisition of Milacron Holdings Corp. and the divestiture of our flow control businesses), we plan to further revisit our materiality assessment in 2022. We expect that regardless of the timing of a refreshed materiality assessment, we will continue to engage in appropriate stakeholder dialogue.

Key stakeholders include:

- ▶ Employees
- ▶ Shareholders
- ▶ Communities
- ▶ Customers
- ▶ Trade Associations
- ▶ Suppliers
- ▶ Strategic Philanthropic Partnerships
- ▶ Local Government

The use of “material” or “materiality” in this report is not related to, or intended to convey, matters or facts that could be deemed “material” to a reasonable investor as referred to under U.S. securities laws or similar requirements of other jurisdictions.

Significant Changes to the Organization

In August 2020, Hillenbrand announced it had made the decision to exit the TerraSource and Flow Control businesses (Red Valve and Abel Pumps). The Flow Control businesses remained a part of the company portfolio until their disposition on December 31, 2020, and March 10, 2021, respectively, and their data is not reflected in this report other than with respect to information from last year’s report (2019).

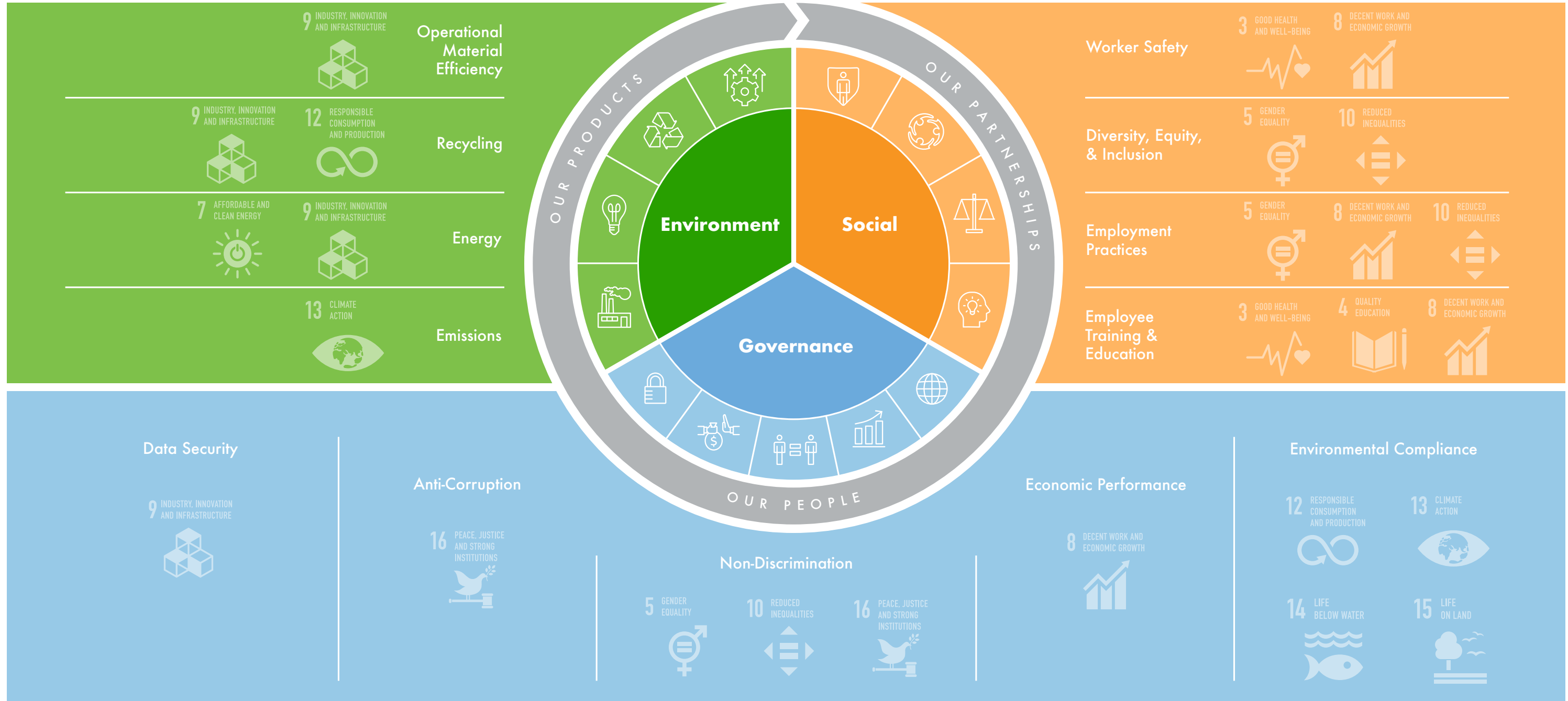
For additional information please visit the website

United Nations Global Compact Index

THE TEN PRINCIPLES OF THE UN GLOBAL COMPACT		PAGE NUMBERS
<i>Human Rights</i>		
Principle 01	Businesses should support and respect the protection of internationally proclaimed human rights	See <i>Human Rights</i> , p. 12
Principle 02	Make sure they are not complicit in human rights abuses	See <i>Human Rights</i> , p. 12 See <i>Supply Chain Standards and Compliance</i> , p. 15
<i>Labor</i>		
Principle 03	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	See <i>Collective Bargaining</i> , p. 33
Principle 04	The elimination of all forms of forced and compulsory labor	See <i>Human Rights</i> , p. 12 See <i>Supply Chain Standards and Compliance</i> , p. 15
Principle 05	The effective abolition of child labor	See <i>Human Rights</i> , p. 12 See <i>Supply Chain Standards and Compliance</i> , p. 15
Principle 06	The elimination of discrimination in respect of employment and occupation	See <i>Diversity, Equity, and Inclusion</i> , p. 23
<i>Environment</i>		
Principle 07	Businesses should support a precautionary approach to environmental challenges	See <i>Key Risks</i> , p. 15
Principle 08	Undertake initiatives to promote greater environmental responsibility	See <i>Environmental Responsibility</i> , p. 16
Principle 09	Encourage the development and diffusion of environmentally friendly technologies	See <i>Operational Material Efficiency</i> , p. 7 See <i>Environmental Responsibility</i> , p. 16
<i>Anti-corruption</i>		
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery	See <i>Code of Ethics and Anti-Corruption</i> , p. 11

United Nations Sustainable Development Goals (SDGs)

The following chart maps our material topics to the SDGs



Global Reporting Initiative (GRI)

GENERAL STANDARD DISCLOSURES		INFORMATION / LOCATION IN REPORT
GRI 101: Foundation 2016		
GR 102: General Disclosures 2016		
<i>Organizational Profile</i>		
102-1	Name of the Organization	Hillenbrand, Inc.
102-2	Activities, primary brands, products, and services	See Our Businesses, p. 5
102-3	Location of headquarters	1 Batesville Boulevard Batesville, IN, 47006, U.S.
102-4	Location of operations	Annual Report on Form 10-K for Fiscal year 2020 (our “2020 10-K”), p. 26
102-5	Nature of ownership and legal form	Publicly traded corporation listed on the New York Stock Exchange: HI
102-6	Markets served	See our 2020 10-K, pgs. 6-14
102-7	Scale of our organization	Total number of employees: 10,000+ Total number of locations: 40+ Total revenue: \$2.517 billion Please see Sept. 30, 2020 Balance sheet
102-8	Information on employees and other workers	See Our People, p. 22
102-9	Supply Chain	See Supplier Standards, p. 14
102-10	Significant changes to org and supply chain	See Significant Changes to the Organization, p. 42
102-11	Precautionary Principle approach	See Key Risks, p. 15
102-12	External initiatives	Hillenbrand is a signatory of the United Nations Global Compact
102-13	Membership associations	See https://www.hillenbrand.com/statement-on-lobbying-activity

Global Reporting Initiative (GRI) *(Continued)*

GENERAL STANDARD DISCLOSURES		INFORMATION / LOCATION IN REPORT
<i>Strategy</i>		
102-14	Statement from senior decision-maker	See Letter from CEO, p. 1
102-15	Key impacts, risks, opportunities	See our 2020 10-K, pgs. 16-26
<i>Ethics and Integrity</i>		
102-16	Values, principles, standards, and norms of behavior	See Our Vision and Our Core Values, p. 4
102-17	Mechanism for advice and concerns about ethics	See Code of Ethics, pgs. 11-12
<i>Governance</i>		
102-18	Governance structure	See Governance Section, p. 9
102-19	Delegating authority	Our Board of Directors oversees our company’s strategy and approach to environmental; economic, and social topics; see our Governance Structure for more details
102-20	Executive-level responsibility for economic, environmental, and social topics	Our Chief Sustainability Officer is responsible for overseeing our approach to sustainability. Our CSO reports directly to the highest governance body.
102-21	Consulting stakeholders on economic, environmental, and social topics	See https://www.hillenbrand.com/materiality-assessment
102-22	Composition of the highest governance body and its committees	See our Proxy Statement for our 2021 Annual Meeting of Shareholders (our “2021 Proxy Statement”), pgs. 16-23, 27-34
102-23	Chair of the highest governance body	Joe Loughrey, is the Chair of the Hillenbrand Board of Directors
102-24	Nominating and selecting the highest governance body	See our 2021 Proxy Statement, pgs. 28, 23-33
102-25	Conflicts of interest	See our 2021 Proxy Statement, pgs. 30, 34
102-26	Role of highest governance body in setting purpose, values, and strategy	See our 2021 Proxy Statement, pgs. 24, 26-27
102-27	Collective knowledge of highest governing body	See How We Manage Sustainability, p. 10

Global Reporting Initiative (GRI) *(Continued)*

GENERAL STANDARD DISCLOSURES		INFORMATION / LOCATION IN REPORT
<i>Governance (Continued)</i>		
102-28	Evaluating the highest governance body's performance	See our 2021 Proxy Statement, p. 28
102-29	Identifying and managing economic, environmental, and social impacts	See our 2021 Proxy Statement, p. 29
102-30	Effectiveness of risk management processes	See Key Risks, p. 15
102-31	Review of economic, environmental, and social topics	Economic, environmental, and social topics are reviewed annually
102-32	Highest governance body's role in sustainability reporting	The Nominating Corporate Governance Committee of the company's Board of Directors reviews the company's objectives, progress, practices, and strategy relating to sustainability and ESG topics oversees the Company's policies, objectives, practices, and progress regarding sustainability
102-33	Communicating critical concerns	See Our Approach to Ethics and Anti-Corruption, p. 11
102-34	Nature and total number of critical concerns	See Our Approach to Ethics and Anti-Corruption, p. 11
102-35	Remuneration policies	See our 2021 Proxy Statement, pgs. 41-51, 72-73, 96-98
102-36	Process for determining remuneration	See Executive Compensation, p. 12
102-37	Stakeholders' involvement in remuneration	See our 2021 Proxy Statement, pgs. 50, 51, 95
102-38	Annual total compensation ratio	Annual total compensation of the CEO compared to the median employee as determined under SEC regulations: 95:1
102-39	Percentage increase in annual total compensation ratio	Hillenbrand, Inc.'s CEO pay ratio as defined and disclosed in its 2021 Proxy Statement decreased 14.4% relative to the prior fiscal year.

Global Reporting Initiative (GRI) *(Continued)*

GENERAL STANDARD DISCLOSURES		INFORMATION / LOCATION IN REPORT
<i>Stakeholder Engagement</i>		
102-40	List of stakeholder groups	See Stakeholder Dialogue, p. 42
102-41	Collective bargaining agreements	See Collective Bargaining, p. 33
102-42	Identifying and selecting stakeholders	https://www.hillenbrand.com/materiality-assessment
102-43	Approach to stakeholder engagement	https://www.hillenbrand.com/materiality-assessment
102-44	Key topics and concerns raised	https://www.hillenbrand.com/materiality-assessment
<i>Reporting Practice</i>		
102-45	Entities included in the consolidated financial statements	See 2020 10-K, p. 114, Exhibit 21
102-46	Defining report content and topic boundaries	See 2019 COP Materiality Assessment, p. 7
102-47	List of material topics	See 2019 COP Materiality Assessment, p. 7
102-48	Restatements of information	No restatements
102-49	Changes in reporting	We have added a partial GRI Index
102-50	Reporting period	2020
102-51	Date of most recent report	2019
102-52	Reporting cycle	Annual
102-53	Contact point for questions regarding report	For comments and questions regarding the sustainability report, or Hillenbrand's sustainability program, please reach out to: Sustainability@Hillenbrand.com
102-54	Claims of reporting in accordance of GRI standards	This report contains only a partial GRI Index and is not in accordance with GRI standards
102-55	GRI content index	Please see, p. 45
102-56	External assurance	This report is not externally assured, but does have internal assurances

Global Reporting Initiative (GRI) *(Continued)*

GENERAL STANDARD DISCLOSURES		INFORMATION / LOCATION IN REPORT
<i>Economic Performance</i>		
GRI 103: Management Approach		
103-1 103-2 103-3	Management approach to significant direct economic impacts	<i>Please refer to our Annual Report</i>
GRI 201: Economic Performance		
201-1	Direct economic value generated and distributed	<i>See 2020 10-K, pgs. 27-113</i>
201-3	Defined benefit plan obligations and other retirement plans	<i>See Our People, p. 29</i> <i>See 2020 10-K, pgs. 92-96 , See 2021 Proxy pgs. 66-67</i>
<i>Indirect Economic Impacts</i>		
GRI 103: Management Approach		
103-1 103-2 103-3	Management approach to anti-corruption	<i>See Our Approach to Ethics and Anti-Corruption, p. 11</i>
GRI 203: Indirect Economic Impacts		
203-1	Significant indirect economic impacts	<i>See COVID-19 Community Response, p. 40</i>
<i>Anti-Corruption</i>		
GRI 103: Management Approach		
103-1 103-2 103-3	Management approach to anti-corruption	<i>See Our Approach to Ethics and Anti-Corruption, p. 11</i>
GRI 205: Anti-corruption		
205-1	Operations assessed for risk related to corruption	<i>See 2020 10-K, pgs.16-20</i>

Global Reporting Initiative (GRI) *(Continued)*

GENERAL STANDARD DISCLOSURES		INFORMATION / LOCATION IN REPORT
<i>Occupational Health and Safety</i>		
GRI 103: Management Approach		
103-1 103-2 103-2	Management approach to occupational health and safety	See Worker Safety, p. 33
GRI 403: Occupational Health and Safety		
403-2	Hazard identification, risk assessment, and incident investigation	See Worker Safety, p. 33
403-9	Work-related injuries	See Worker Safety, p. 33
<i>Training and Education</i>		
GRI 103: Management Approach		
103-1 103-2 103-2	Management approach to training and education	See Worker Safety, p. 33 and Learning and Development, p. 30
GRI 404: Training and Education		
404-2	Programs for upgrading employee skills and transition assistance programs	<ul style="list-style-type: none"> Our employees receive annual performance development reviews to provide an opportunity to upgrade employee skills Eligible employees qualify for tuition reimbursement
405-1	Diversity of governance bodies and employees	36% of board members are female See Diversity, Equity, and Inclusion Section, p. 23
205-1	Operations assessed for risk related to corruption	See 2020 10-K, pgs. 16-20

Global Reporting Initiative (GRI) *(Continued)*

GENERAL STANDARD DISCLOSURES		INFORMATION / LOCATION IN REPORT
<i>Non-discrimination</i>		
GRI 103: Management Approach		
103-1 103-2 103-3	Management approach to non-discrimination	See <i>Our Approach to Ethics and Anti-Corruption</i> , p. 11 and <i>Diversity, Equity, and Inclusion</i> , p. 33
GRI 406: Non-discrimination		
406-1	Incidents of discrimination and corrective actions taken	See <i>Our Approach to Ethics and Anti-Corruption</i> , p. 11 and <i>Diversity, Equity, and Inclusion</i> , p. 23
<i>Freedom of Association and Collective Bargaining</i>		
GRI 103: Management Approach		
103-1 103-2 103-3	Management approach to Freedom of Association and Collective Bargaining	See <i>Collective Bargaining</i> , p. 33
GRI 407: Freedom of Association and Collective Bargaining		
407-1	Operations and suppliers in which the right to freedom of Association and Collective Bargaining may be at risk	See <i>Collective Bargaining</i> , p. 33

Global Reporting Initiative (GRI) *(Continued)*

GENERAL STANDARD DISCLOSURES		INFORMATION / LOCATION IN REPORT
<i>Local Communities</i>		
GRI 103: Management Approach		
103-1 103-2 103-3	Management approach to local communities	See Corporate Social Responsibility, p. 34
GRI 413: Local Communities		
413-1	Operations with local community engagement, impact assessments, and development programs	See Corporate Social Responsibility, p. 34 See One Campaign, p. 35 See SDG Map, p. 34
<i>Public Policy</i>		
GRI 103: Management Approach		
103-1 103-2 103-3	Management approach to public policy	https://www.hillenbrand.com/statement-on-lobbying-activity
GRI 415: Public Policy		
415-1	Political contributions	https://www.hillenbrand.com/statement-on-lobbying-activity

Cautionary Note regarding Forward-Looking Statements

Throughout this document, we make a number of “forward-looking statements” that are within the meaning of Section 27A of the Securities Act of 1933, as amended (the “Securities Act”), 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 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 they 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 (the “Company”) expectations and projections.

Words that could indicate that we are making forward-looking statements include the following:

intend	believe	plan	expect	may	goal	would	project
become	pursue	estimate	will	forecast	continue	could	anticipate
target	encourage	promise	improve	progress	potential	should	impact

This is not an exhaustive list, but is intended to give you an idea of how we try to identify forward-looking statements. The absence of any of these words, however, does not mean that the statement is not forward-looking.

Here is the key point: *Forward-looking statements are not guarantees of future performance, and our actual results could differ materially from those set forth in any forward-looking statements.* 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 impact of contagious diseases such as the COVID-19 pandemic and the escalation thereof due to variant strains of the virus and the societal, governmental, and individual responses thereto, including supply chain disruption, loss of contracts and/or customers, erosion of some customers’ credit quality, downgrades of the Company’s credit quality, closure or temporary interruption of the Company’s or suppliers’ manufacturing facilities, travel, shipping and logistical disruptions, loss of human capital or personnel, and general economic calamities; risks that the integration of Milacron disrupts current operations or poses potential difficulties in employee retention or otherwise affects financial or operating results; the ability to recognize the benefits of the acquisition of Milacron or any other acquisition or disposition, including potential synergies and cost savings or the failure of the Company or any acquired company to achieve its plans and objectives generally; impairment charges to goodwill and other identifiable intangible assets; the risk of business disruptions associated with information technology, cyberattacks, or catastrophic losses affecting infrastructure; competition in the industries in which we operate, including on price or from nontraditional sources in the death care industry; impacts of decreases in demand or changes in technological advances, laws, or regulation on the revenues that we derive from the plastics industry; our reliance upon employees, agents, and business partners to comply with laws in many countries and jurisdictions; the impact of the significant amount of indebtedness of the Company and its ability

to meet its de-leveraging goals; the ability of the Company to comply with financial or other covenants in its debt agreements; global market and economic conditions, including those related to the financial markets; our level of international sales and operations; cyclical demand for industrial capital goods; continued fluctuations in mortality rates and increased cremations; the dependence of our business units on relationships with several large customers and providers; the impact to the Company’s effective tax rate of changes in the mix of earnings or tax laws and certain other tax-related matters; involvement in claims, lawsuits and governmental proceedings related to operations; uncertainty in the United States political environment or global trade policy; adverse foreign currency fluctuations; increased costs or unavailability of raw materials or certain outsourced services; labor disruptions; increasing competition for highly skilled and talented workers; and the effect of certain provisions of the Company’s governing documents and Indiana law that could decrease the trading price of the Company’s common stock. 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 Hillenbrand’s Form 10-K for the year ended September 30, 2020, filed with the Securities and Exchange Commission (“SEC”) on November 12, 2020, and in Part II, Item 1A of Hillenbrand’s Form 10-Q for the quarter ended June 30, 2021, filed with the SEC on August 4, 2021. The forward-looking information in this document speaks only as of the dates covered hereby, and we assume no obligation to update or revise any forward-looking information.



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