Annual Meeting of Stockholders

Tuesday, May 17, 2022
Michele Buck
Chairman of the Board, President and Chief Executive Officer

HERSHEY
today’s agenda

Welcome
Items of Business
Business Review
Question & Answer
Voting Results
Items of Business

- Election of Directors
- Ratification of Appointment of Independent Auditors
- Advise on Named Executive Officer Compensation
- Stockholder Proposal
- Voting
Election of Directors

Pamela Arway
James Brown
Victor Crawford
Robert Dutkowsky
Mary Kay Haben
James Katzman

Diane Koken
Robert Malcolm
Anthony Palmer
Juan Perez
Wendy Schoppert
Michele Buck

The Board recommends a vote FOR each of the director nominees
Ratification of Appointment of Independent Auditors

The Board recommends a vote FOR ratification of the appointment of ERNST & YOUNG LLP as independent auditors for the fiscal year ending December 31, 2022.
Advise on Named Executive Officer Compensation

The Board recommends a vote **FOR** approval, on a non-binding advisory basis, of the Company’s named executive officer compensation.
Items of Business

- Election of Directors
- Ratification of Appointment of Independent Auditors
- Advise on Named Executive Officer Compensation
- Stockholder Proposal
- Voting
David Moore
Director of Investments,
American Baptist Home Mission Societies
The Board recommends a vote AGAINST the stockholder proposal.
Items of Business

- Election of Directors
- Ratification of Appointment of Independent Auditors
- Advise on Named Executive Officer Compensation
- Stockholder Proposal

Voting
today’s agenda

Welcome

Items of Business

Business Review

Question & Answer

Voting Results
Forward-Looking Statements

This presentation contains “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. Many of these forward-looking statements can be identified by the use of words such as “anticipate,” “assume,” “believe,” “continue,” “estimate,” “expect,” “forecast,” “future,” “intend,” “plan,” “potential,” “predict,” “project,” “strategy,” “target” and similar terms, and future or conditional tense verbs like “could,” “may,” “might,” “should,” “will” and “would,” among others. These statements are made based upon current expectations that are subject to risks and uncertainties. Because actual results may differ materially from those contained in the forward-looking statements, you should not place undue reliance on the forward-looking statements when deciding whether to buy, sell or hold the company’s securities. Factors that could cause results to differ materially include, but are not limited to: risks related to the impact of the COVID-19 global pandemic on our business, suppliers, distributors, consumers, customers, and employees; the scope and duration of the pandemic; government actions and restrictive measures implemented in response to the pandemic, including the distribution of vaccinations and continuation of social distancing guidelines and stay at home orders; disruptions or inefficiencies in our supply chain due to the loss or disruption of essential manufacturing or supply elements or other factors; issues or concerns related to the quality and safety of our products, ingredients or packaging, human and workplace rights, and other environmental, social or governance matters; risks associated with climate change and other environmental impacts; changes in raw material and other costs, along with the availability of adequate supplies of raw materials; the company’s ability to successfully execute business continuity plans to address the COVID-19 pandemic and resulting changes in consumer preferences and the broader economic and operating environment; selling price increases, including volume declines associated with pricing elasticity; market demand for our new and existing products; increased marketplace competition; failure to successfully execute and integrate acquisitions, divestitures and joint ventures; changes in governmental laws and regulations, including taxes; political, economic, and/or financial market conditions, including impacts on our business arising from the conflict between Russia and Ukraine; risks and uncertainties related to our international operations; disruptions, failures or security breaches of our information technology infrastructure; our ability to hire, engage and retain a talented global workforce; our ability to realize expected cost savings and operating efficiencies associated with strategic initiatives or restructuring programs; complications with the design or implementation of our new enterprise resource planning system; and such other matters as discussed in our Annual Report on Form 10-K for the year ended December 31, 2021. All information in this presentation is as of May 17, 2022. The company undertakes no duty to update any forward-looking statement to conform the statement to actual results or changes in the company’s expectations.
Execution + Transformation

2017

- Reignite confection growth
- Accelerate diversification
- Transform the operating model

2021

- +4.1% 4-Year Retail Sales CAGR Category Share +100bps
- 5 brands acquired ~$1B retail sales, with growth of ~30% in 2021
- International profit ~$120M vs '17
- Faster decision-making
- Enhanced talent development
- Expanded ESG commitments

Source: IRI 5 years ended 12/31/21, Hershey Financials
Winning Formula

A GROWING PORTFOLIO OF BELOVED BRANDS
UNMATCHED CAPABILITIES CONNECTING US TO CONSUMERS
A DYNAMIC WORKFORCE LEADING US FORWARD
THE LONG-TERM VIEW GUIDING OUR GROWTH

Making more moments of goodness

HERSHEY
A GROWING PORTFOLIO OF

BELOVED BRANDS
Growing into a Snacking Powerhouse
UNMATCHED CAPABILITIES
CONNECTING US TO CONSUMERS
Advancing Capabilities to Drive Differentiated Performance

**Supply Chain**
- Integrated Dynamic Planning
- Agile, Efficient Supply Chain
- Incremental Capacity

**Customers**
- Category Insights & Strategies
- Macro Space Planning
- Omni-Channel Activation

**Consumers**
- Consumer Intelligence
- Agile Media Targeting
- Strategic Revenue Growth Management

**Analytics & Digital Infrastructure**
Agile and Reliable Supply Chain

- Resilient, growing team
- Disciplined investments in capacity
- Enhanced automation and technology

Record Production

+7 Manufacturing lines in 3 years

+2 Distribution & fulfillment centers in 2 years
A DYNAMIC WORKFORCE
LEADING US FORWARD
Investing in People

- Improving total rewards package
- Enhancing training and development
- Creating greater flexibility
- Continuous listening
Taking Action to Increase Diversity and Inclusion

**Hershey**
Enhancing hiring and development programs

**Stakeholders**
New goals for diverse suppliers
Increasing partnership and community support

**Transparency**
Strengthening commitments and disclosures

*Forbes 2021 WORLD’S TOP FEMALE FRIENDLY COMPANIES*
*POWERED BY STATISTA*

*Forbes 2022* TOP 50 COMPANIES FOR DIVERSITY®

*THE CIVIC 50*

*BEST PLACES TO WORK 2021 for LGBTQ Equality*
*100% CORPORATE EQUALITY INDEX*
THE LONG-TERM VIEW
GUIDING OUR GROWTH
Differentiated Relationships Across The Value Chain
Advancing our Environmental, Social and Governance Priorities

Cocoa

Responsible Sourcing and Human Rights

Environment

People

Youth

Community

Scaling our cocoa programs to achieve our commitments

Strengthening our environmental agenda

Further embedding ESG into our business strategy and operations
Peer-Leading Financial Returns
Consistent, on-Algorithm Earnings Growth

Hershey Adjusted EPS Growth

Long-Term Target
+6–8%
ADJUSTED EARNINGS PER SHARE

<table>
<thead>
<tr>
<th>Year</th>
<th>CAGR</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 YR</td>
<td>9.8%</td>
</tr>
<tr>
<td>5 YR</td>
<td>10.3%</td>
</tr>
<tr>
<td>2021</td>
<td>14.3%</td>
</tr>
<tr>
<td>2022E</td>
<td>10-12%</td>
</tr>
</tbody>
</table>

Source: Hershey Financials; See Appendix for a Reconciliation of GAAP to Adjusted EPS
Strong start to 2022

16.1%
NET SALES GROWTH

35.3%
REPORTED EPS - DILUTED

31.8%
ADJUSTED EPS - DILUTED

Raised
Sales and Earnings Guidance for 2022

All percentage comparisons presented above for Q1 2022 are with respect to Q1 2021.
Source: Hershey Financials; See Appendix for a Reconciliation of GAAP to Adjusted EPS
Healthy Cash Flow Enables Strong Investment and Shareholder Returns

3-YR Operating Cash Flow

$5.5B

• $1.3B capital expenditures
• $2.0B on acquisitions

~60% Business Investment

~40% Cash Returned to Shareholders

• $2.4B cash returned to shareholders
• 93% 3-Year Cumulative Total Shareholder Return

Source: Hershey Financials, Investment outpaced cash flow as leverage increased slightly
Investing in the Business for Long-term Growth

**Boost Consumer and Retailer Support**
- Industry leading advertising levels
- Proprietary retail sales force

**Build a Resilient Supply Chain**
- Increased manufacturing capacity
- Enhanced automation and technology

**Scale High Growth, High Margin Acquisitions**
- Incremental occasions focused on permissibility
- Acquired snacking manufacturing capabilities
Strong shareholder returns

Annualized Total Shareholder Return

10-Year
- HERSHEY: 16%
- S&P 500: 15%
- S&P Food: 11%

1-Year
- HERSHEY: 30%
- S&P 500: 29%
- S&P Food: 13%

Source: Factset
Confidence in Long-term Growth

- Balanced innovation
- Enhanced price-pack architecture
- More diversification in high-growth segments
- Supply chain scale and adaptability
- Investment in people, capabilities, and technology

2-4% Net Sales Growth
6-8% Adj. EPS Growth
Achieving an All-Time High Stock Price this Year

$143

$223

+55%

Jan ‘20

May ‘22

Stock price reflects adjusted market closing price on Thursday, May 12th. Source: Factset.
today’s agenda

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Question & Answer

Keep Questions Brief | Limit to One Topic

* All questions and answers will be posted to the Investor Relations website on May 24th, including those we were unable to address during the live meeting.
today’s agenda

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Voting Results
Appendix
Reconciliation of GAAP and Non-GAAP Information

For the quarter ended April 3,

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unaudited results in millions of dollars except per share amounts</td>
<td></td>
</tr>
</tbody>
</table>
|                             | Gross | Operating | Interest | Net | Income | Per Share-
|                              | Profit| Profit    | Expense, net | Income |        | Diluted |
| GAAP results                 | $1,245.5 | $721.0   | $677.4 | $533.5 | $2.57  |
| Adjustments:                |       |          |         |      |        |        |
| Derivative mark-to-market gains | (27.4) | (27.4)   | --      | (20.9) | (0.13) |
| Business realignment activities | --    | 1.3      | --      | 1.0   | --     |
| Acquisition-related costs   | 3.4   | 13.0     | --      | 9.9   | 0.07   |
| Tax effect of all adjustments reflected above | -- | -- | -- | - | 0.02 |
| Non-GAAP results            | $1,221.5 | $707.9   | $677.4 | $523.5 | $2.53  |

For the quarter ended April 3, 2022

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>As reported operating profit margin</td>
<td>27.0%</td>
</tr>
<tr>
<td>Non-GAAP operating profit margin (1)</td>
<td>26.6%</td>
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</tbody>
</table>

(1) Calculated as non-GAAP operating profit as a percentage of net sales for the period presented.
Reconciliation of GAAP and Non-GAAP Information

For the quarter ended April 4, 2021

<table>
<thead>
<tr>
<th>In millions of dollars except per share amounts</th>
<th>Gross Profit</th>
<th>Operating Profit</th>
<th>Interest Expense, net</th>
<th>Net Income</th>
<th>Income Per Share-Diluted</th>
</tr>
</thead>
<tbody>
<tr>
<td>GAAP results</td>
<td>$ 1,049.0</td>
<td>$ 553.0</td>
<td>$ 514.2</td>
<td>$ 395.8</td>
<td>$ 1.90</td>
</tr>
<tr>
<td>Adjustments:</td>
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<td></td>
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<tr>
<td>Derivative mark-to-market gains</td>
<td>(2.3)</td>
<td>(2.3)</td>
<td>--</td>
<td>--</td>
<td>(0.01)</td>
</tr>
<tr>
<td>Business realignment activities</td>
<td>4.0</td>
<td>6.9</td>
<td>--</td>
<td>5.7</td>
<td>0.04</td>
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<tr>
<td>Acquisition-related costs</td>
<td>--</td>
<td>0.2</td>
<td>--</td>
<td>0.1</td>
<td>--</td>
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<tr>
<td>Noncontrolling interest share of business realignment and impairment charges</td>
<td>--</td>
<td>--</td>
<td>--</td>
<td>1.1</td>
<td>0.01</td>
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<tr>
<td>Other miscellaneous benefits</td>
<td>--</td>
<td>(2.2)</td>
<td>--</td>
<td>(2.2)</td>
<td>(0.01)</td>
</tr>
<tr>
<td>Tax effect of all adjustments reflected above</td>
<td>--</td>
<td>--</td>
<td>--</td>
<td>--</td>
<td>(0.01)</td>
</tr>
<tr>
<td>Non-GAAP results</td>
<td>$ 1,050.7</td>
<td>$ 555.7</td>
<td>$ 514.2</td>
<td>$ 400.5</td>
<td>$ 1.92</td>
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For the quarter ended April 4, 2021

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>As reported operating profit margin</td>
<td>24.1%</td>
</tr>
<tr>
<td>Non-GAAP operating profit margin (1)</td>
<td>24.2%</td>
</tr>
</tbody>
</table>

(1) Calculated as non-GAAP operating profit as a percentage of net sales for the period presented.
## Reconciliation of GAAP and Non-GAAP Information

For the year ended December 31, 2021

<table>
<thead>
<tr>
<th>In millions of dollars except per share amounts</th>
<th>Gross Profit</th>
<th>Operating Profit</th>
<th>Interest Expense, net</th>
<th>Net Income</th>
<th>Income Per Share-Diluted</th>
</tr>
</thead>
<tbody>
<tr>
<td>GAAP results</td>
<td>$ 4,048.6</td>
<td>$ 2,043.7</td>
<td>$ 127.4</td>
<td>$ 1,477.5</td>
<td>$ 7.11</td>
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<tr>
<td>Adjustments:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Derivative mark-to-market gains</td>
<td>(24.4)</td>
<td>(24.4)</td>
<td>--</td>
<td>(15.2)</td>
<td>(0.12)</td>
</tr>
<tr>
<td>Business realignment activities</td>
<td>5.2</td>
<td>16.6</td>
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<td>0.09</td>
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<tr>
<td>Acquisition-related costs</td>
<td>2.7</td>
<td>33.1</td>
<td>--</td>
<td>25.5</td>
<td>0.16</td>
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<tr>
<td>Noncontrolling interest share of business</td>
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<td>--</td>
<td>5.3</td>
<td>0.03</td>
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<td>realignment and impairment charges</td>
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<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Other miscellaneous benefits</td>
<td>--</td>
<td>(15.2)</td>
<td>--</td>
<td>(13.7)</td>
<td>(0.07)</td>
</tr>
<tr>
<td>Tax effect of all adjustments reflected above</td>
<td>--</td>
<td>--</td>
<td>--</td>
<td>--</td>
<td>(0.01)</td>
</tr>
<tr>
<td>Non-GAAP results</td>
<td>$ 4,032.1</td>
<td>$ 2,053.9</td>
<td>$ 127.4</td>
<td>$ 1,492.8</td>
<td>$ 7.19</td>
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For the year ended December 31, 2021

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
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<tbody>
<tr>
<td>As reported operating profit margin</td>
<td>22.8%</td>
</tr>
<tr>
<td>Non-GAAP operating profit margin (1)</td>
<td>22.9%</td>
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</table>

(1) Calculated as non-GAAP operating profit as a percentage of net sales for the period presented.
Reconciliation of GAAP and Non-GAAP Information

<table>
<thead>
<tr>
<th>In millions of dollars except per share amounts</th>
<th>2020</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Gross Profit</td>
<td>Operating Profit</td>
<td>Interest Expense, net</td>
<td>Net Income</td>
<td>Net Income Per Share-Diluted</td>
<td></td>
</tr>
<tr>
<td>GAAP results</td>
<td>$ 3,701.3</td>
<td>$ 1,782.7</td>
<td>$ 149.4</td>
<td>$ 1,278.7</td>
<td>$ 6.11</td>
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<td>Adjustments:</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Derivative mark-to-market losses</td>
<td>6.4</td>
<td>6.4</td>
<td>--</td>
<td>5.1</td>
<td>0.03</td>
<td></td>
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<tr>
<td>Business realignment activities</td>
<td>2.2</td>
<td>31.5</td>
<td>--</td>
<td>24.0</td>
<td>0.15</td>
<td></td>
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<tr>
<td>Acquisition-related costs</td>
<td>--</td>
<td>3.6</td>
<td>--</td>
<td>2.8</td>
<td>0.03</td>
<td></td>
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<tr>
<td>Pension settlement charges relating to Company-directed initiatives</td>
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<td>--</td>
<td>--</td>
<td>2.6</td>
<td>0.02</td>
<td></td>
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<tr>
<td>Long-lived asset impairment charges</td>
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<td>9.1</td>
<td>--</td>
<td>8.8</td>
<td>0.04</td>
<td></td>
</tr>
<tr>
<td>Noncontrolling interest share of business realignment and impairment charges</td>
<td>--</td>
<td>--</td>
<td>--</td>
<td>(3.4)</td>
<td>(0.02)</td>
<td></td>
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<tr>
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<td>--</td>
<td>(3.2)</td>
<td>--</td>
<td>(2.4)</td>
<td>(0.01)</td>
<td></td>
</tr>
<tr>
<td>Tax effect of all adjustments reflected above</td>
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<td>--</td>
<td>--</td>
<td>--</td>
<td>(0.06)</td>
<td></td>
</tr>
<tr>
<td>Non-GAAP results</td>
<td>$ 3,709.9</td>
<td>$ 1,830.2</td>
<td>$ 149.4</td>
<td>$ 1,316.2</td>
<td>$ 6.29</td>
<td></td>
</tr>
</tbody>
</table>

For the year ended December 31, 2020

As reported operating profit margin 21.9%
Non-GAAP operating profit margin (1) 22.5%

(1) Calculated as non-GAAP operating profit as a percentage of net sales for the period presented.