



THE
Campbell's
COMPANY

Q3 Fiscal 2025
Earnings Presentation

Today's **Agenda**



Rebecca Gardy
Chief Investor Relations Officer

Welcome



Mick Beekhuizen
Chief Executive Officer

Business Update



Carrie Anderson
Chief Financial Officer

**Financial Results
and Outlook**

Forward-looking Statements

Safe Harbor Regarding Forward-Looking Statements

This presentation contains "forward-looking statements" within the meaning of the federal securities laws. These forward-looking statements reflect our current expectations regarding our future results of operations, economic performance, financial condition and achievements. These forward-looking statements can be identified by words such as "anticipate," "believe," "estimate," "expect," "intend," "plan," "pursue," "strategy," "target," "will" and similar expressions. One can also identify forward-looking statements by the fact that they do not relate strictly to historical or current facts and may reflect anticipated cost savings or implementation of our strategic plan. These statements reflect our current plans and expectations and are based on information currently available to us. They rely on several assumptions regarding future events and estimates which could be inaccurate and which are inherently subject to risks and uncertainties. We wish to caution the reader that the following important factors and those important factors described in our other Securities and Exchange Commission filings, or in our most recent Form 10-K, could affect our actual results and could cause such results to vary materially from those expressed in any forward-looking statements made by, or on behalf of, us: the risks associated with imposed and threatened tariffs by the U.S. and reciprocal tariffs by its trading partners; the risks related to the availability of, and cost inflation in, supply chain inputs, including labor, raw materials, commodities, packaging and transportation, including those related to tariffs; disruptions in or inefficiencies to our supply chain and/or operations, including reliance on key contract manufacturer and supplier relationships; declines or volatility in financial markets, deteriorating economic conditions and other external factors, including the impact and application of new or changes to existing governmental laws, regulations, and policies; our ability to execute on and realize the expected benefits from our strategy, including growing sales in snacks and growing/maintaining our market share position in soup; the impact of strong competitive responses to our efforts to leverage brand power with product innovation, promotional programs and new advertising; the risks associated with trade and consumer acceptance of product improvements, shelving initiatives, new products and pricing and promotional strategies; changes in consumer demand for our products and favorable perception of our brands; the risk that the cost savings and any other synergies from the Sovos Brands, Inc. ("Sovos Brands") transaction may not be fully realized or may take longer or cost more to be realized than expected, including that the Sovos Brands transaction may not be accretive within the expected timeframe or the extent anticipated; our ability to realize projected cost savings and benefits from cost savings initiatives and the integration of recent acquisitions; risks related to the effectiveness of our hedging activities and our ability to respond to volatility in commodity prices; our ability to manage changes to our organizational structure and/or business processes, including selling, distribution, manufacturing and information management systems or processes; changing inventory management practices by certain of our key customers; a changing customer landscape, with value and e-commerce retailers expanding their market presence, while certain of our key customers maintain significance to our business; product quality and safety issues, including recalls and product liabilities; the possible disruption to the independent contractor distribution models used by certain of our businesses, including as a result of litigation or regulatory actions affecting their independent contractor classification; the uncertainties of litigation and regulatory actions against us; a disruption, failure or security breach of our or our vendors' information technology systems, including ransomware attacks; impairment to goodwill or other intangible assets; our ability to protect our intellectual property rights; increased liabilities and costs related to our defined benefit pension plans; our ability to attract and retain key talent; goals and initiatives related to, and the impacts of, climate change, including from weather-related events; the costs, disruption and diversion of management's attention associated with activist investors; our indebtedness and ability to pay such indebtedness; and unforeseen business disruptions or other impacts due to political instability, civil disobedience, terrorism, geopolitical conflicts, extreme weather conditions, natural disasters, pandemics or other outbreaks of disease or other calamities. This discussion of uncertainties is by no means exhaustive but is designed to highlight important factors that may impact our outlook. We disclaim any obligation or intent to update forward-looking statements in order to reflect new information, events or circumstances after the date of this presentation.

Non-GAAP Financial Measures

This presentation refers to certain non-GAAP financial measures that are not prepared in accordance with generally accepted accounting principles in the United States ("GAAP"). These non-GAAP measures should not be considered in isolation from, or as an alternative to, financial measures determined in accordance with GAAP. See the appendix to this presentation for a reconciliation of each non-GAAP financial measure to its most directly comparable financial measure stated in accordance with GAAP.

Industry and Market Data

This presentation includes industry and market data and forecasts derived from publicly available information, various industry publications, other published industry sources and the management's knowledge of the industry and the good faith estimates of management. This data involves a number of assumptions and limitations, and there can be no assurance these forecasts and estimates will prove accurate in whole or in part. While we believe that these sources are reliable, we have not independently verified this information. Projections, assumptions and estimates of our future performance and the future performance of the industry in which we operate are necessarily subject to a high degree of uncertainty and risk due to a variety of factors.



Business Update

Mick Beekhuizen

Chief Executive Officer

Q3 FY25 key messages

» **Q3 earnings performance exceeded expectations**

M&B strength outweighed continued challenges in Snacks

» **Stable share and consumption in Leadership Brands**

Driven by Meals & Beverages brand strength as at home cooking rises






» **FY25 guidance reaffirmed, with adjusted EPS expected to be at low end of range**

Tariff impact expected to be incremental headwind of \$0.03 to \$0.05 in FY25

» **Continuing to evolve to drive long-term value creation**

Leveraging scale for growth amid dynamic operating environment to strengthen competitiveness across our brand portfolio

Key Q3 and YTD FY25 results

	vs. PY	Q3 FY25	YTD FY25
	Organic Net Sales*	+1%	(1)%
	Net Sales	+4%	+8%
	Adjusted EBIT*	+2%	+4%
	Adjusted EPS*	(3)%	(4)%
	\$ Consumption¹	(1)%	Flat

*See Non-GAAP reconciliation

¹ Circana Total US MULO+, 13 weeks ending 04/27/25 including Sovos Brands.

M&B Leadership Brands continued to outpace categories

Leadership Brands represented ~90% of total Q3 FY25 Net Sales

★ = Grew or held \$ share vs. PY²

Leadership Brands¹

Flat
\$ consumption

Flat
\$ share

Meals & Beverages¹

+2%
\$ consumption

+0.4
\$ share

Campbell's★

RAO'S
HOMEMADE★

Campbell's
CHUNKY★

SWANSON★

Pace★

Prego

V8

Pacific★
FOODS.

Snacks

(3)%
\$ consumption

(0.2)
\$ share

Goldfish

CAPE
COD

KETIE
BRAND

SNACK FACTORY★

LATE
JULY
SNACKS

PEPPERIDGE FARM★

American Pretzel Bakery Since 1909*
SNYDER'S
OF HANOVER

Lance★

¹ Consumption data for Total Leadership Brands and Meals & Beverages Leadership Brands includes Rao's. ² Circana Total US MULO+, 13 weeks ending 04/27/25.



Leadership Brands drive consumption growth

Organic Net Sales benefitted by strength in unmeasured channels and shipment timing

	Q3 FY25 vs. PY	YTD FY25 vs. PY	
	Reported	Reported	Pro forma combined ²
Organic Net Sales*	+6%	+1%	+2%
Volume/mix	+7%	+3%	+4%
Dollar consumption ¹	+2%	+2%	+2%



*See Non-GAAP reconciliation

¹ Circana Total US MULO+, 13 weeks ending 4/27/25. ² Pro forma combined basis presented to reflect results as if the Sovos Brands acquisition had occurred at the beginning of Fiscal 2024.



Q3 FY25 Soup portfolio performance

Increased at-home cooking driving strength in broth and condensed soup



	Q3 FY25 ¹	Wet Soup	Broth	Condensed	RTS
\$ Consumption	Category	3%	7%	1%	1%
	Campbell's	4%	15%	2%	(2)%
	\$ Share	+0.4pts	+3 pts	+1 pt	(1) pt

¹ Circana Total US MULO+, 13 weeks ending 4/27/25.



Unlocking Growth in Q3 in Campbell's Cooking Condensed

Highest Q3
volume growth
in 4 years

Highest **HHP gain**
in ANY quarter in 4 years

Gained **1M** new cooking buyers
(51% millennials)

Increased brand perception
among **millennial families**





Italian sauces portfolio maintains category leadership

Italian Sauce
Category
Consumption¹

+2%
Dollars

+1%
Volume

Campbell's

Consumption¹

+1% Dollars	(2)% Volume
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Share change¹

(0.4)pts Dollars	(0.8)pts Volume
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\$ Consumption¹

+2%

\$ Share Brand in Italian
Sauce Category¹

#1



\$ Consumption¹

Flat

\$ Share Brand in Italian
Sauce Category¹

#2

¹ Circana Total US MULO+, 13 weeks ending 4/27/25. All figures reflect vs. prior year

Rao's sauce has significant long-term upside

Runway in both distribution and brand awareness



Distribution

Total Points of Distribution¹

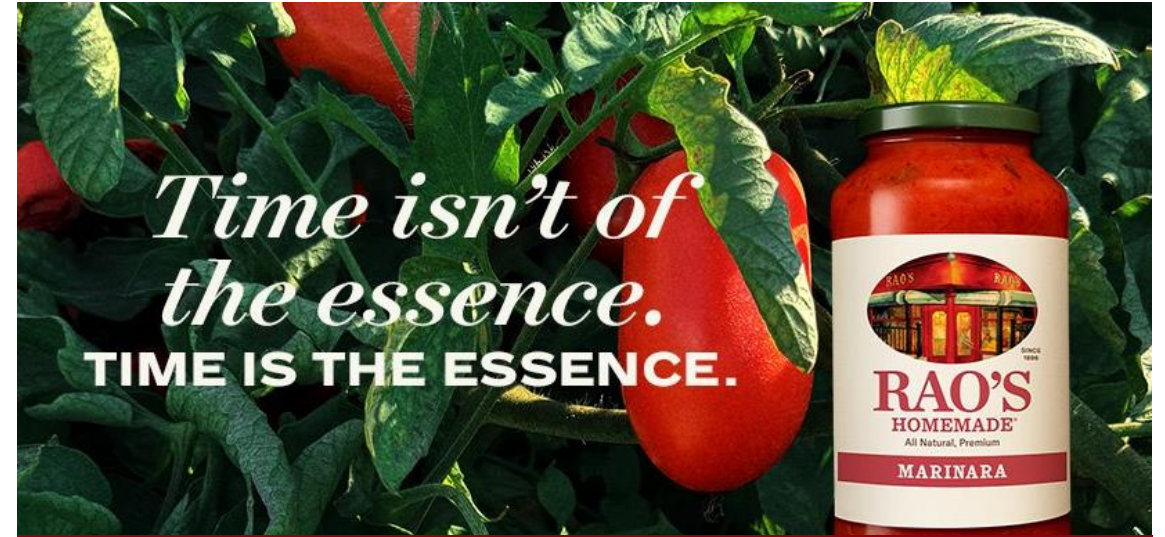
~63%

vs. Prego

Average SKU's¹

~65%

vs. Prego



Awareness

Household Penetration²

~53%

vs. Prego

Aided Awareness³

~68%

vs. Prego

¹ Source: Circana, Italian Sauce Only, MULO+ 52wks we 04.27.25

² Source: Circana, Italian Sauce Only, All Outlets 52wks we 04.27.25

³ Source: Aided Awareness Mindsight Brand health Equity study Published June 2024



Snacks facing continued competitive pressure

Q3 Organic Net Sales includes headwind from partner/contract brands

	Q3 FY25 vs. PY	YTD FY25 vs. PY
Organic Net Sales*	(5)%	(4)%
Volume/mix	(5)%	(3)%
Dollar consumption ¹	(3)%	(2)%



*See Non-GAAP reconciliation.


¹ Circana Total US MULO+, 13 weeks ending 4/27/25; Total Snacks.







Mixed share performance across Snacks portfolio

Held¹



Fresh Bakery **Cookies**

Pretzels **Chips** **Crackers**

Brand-specific action plans to navigate competitive snacking categories

- » Maintain momentum in **Bakery & Cookies** with elevated Pepperidge Farm core plus innovation
- » Accelerate trial build on Snack Factory Pop'ums and Bites to win in **Pretzel category** fueled by flavor
- » Launch **Chips** flavors for summer season with strategic promotional support that drives display on full portfolio and expand distribution of Better-for-You Kettle Brand Avocado Oil platform
- » **Renew core focus on Goldfish** with new marketing campaign, strategic promotion, and strong display heading into critical Back-to-School season

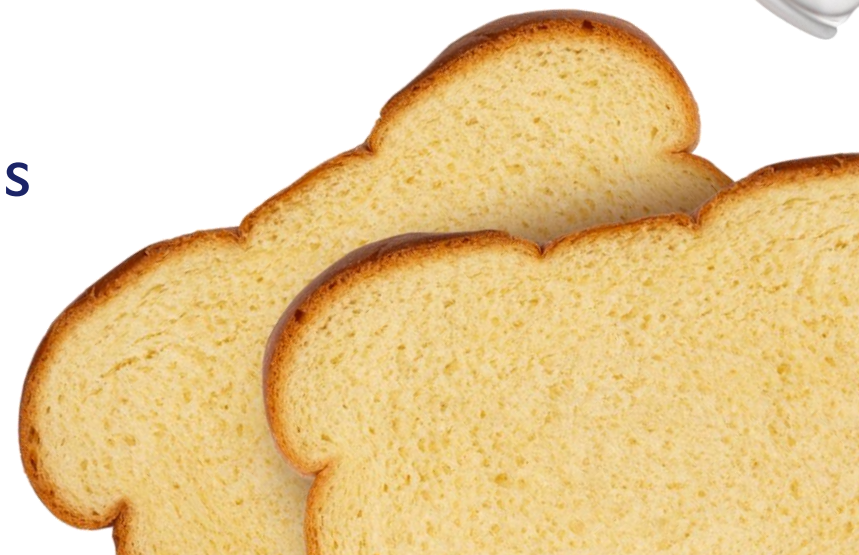
¹ Circana Total US MULO+, 13 weeks ending 4/27/25

Fresh Bakery includes – Pepperidge Farm Fresh Bakery; Cookies includes – Pepperidge Farm Cookies; Pretzels includes – *Snack Factory* and *Snyder's of Hanover* pretzels; Chips includes – *Kettle Brand* and *Cape Cod* potato chips, *Late July* tortilla chips; Crackers includes – *Goldfish* crackers and *Lance* sandwich crackers

Unlocking Growth in Pepperidge Farm

Pepperidge Farm Bakery
highest volume and dollar growth
in **9 quarters** driven by
Farmhouse Brioche platform

Pepperidge Farm Milano Cookies
strongest household penetration gains
in **9 quarters** driven by
White Chocolate platform launch



Wrap up

» Solid Q3 results with strong Meals & Beverages performance and mixed results in Snacks

» Near-term focus on in-market execution while actively mitigating potential tariff impacts

» Building a stronger foundation by improving efficiency and effectiveness across the organization to facilitate growth across our brand portfolio



Financial Results and Outlook

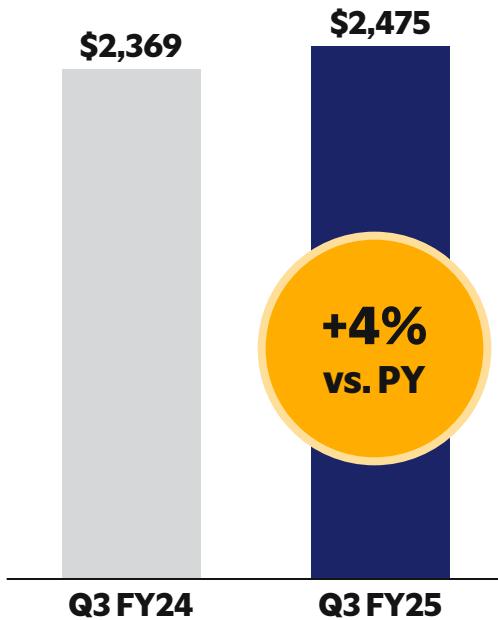
Carrie Anderson

Chief Financial Officer

Earnings ahead of our expectations driven by better topline

Sovos Brands accretive to adjusted EPS

Net Sales

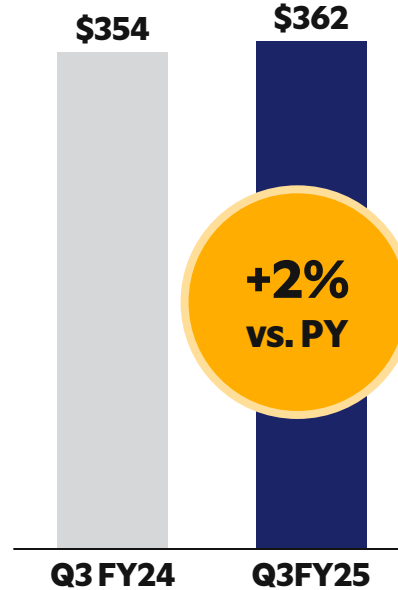


Organic Net Sales* vs. PY

Flat

1%

Adjusted EBIT*

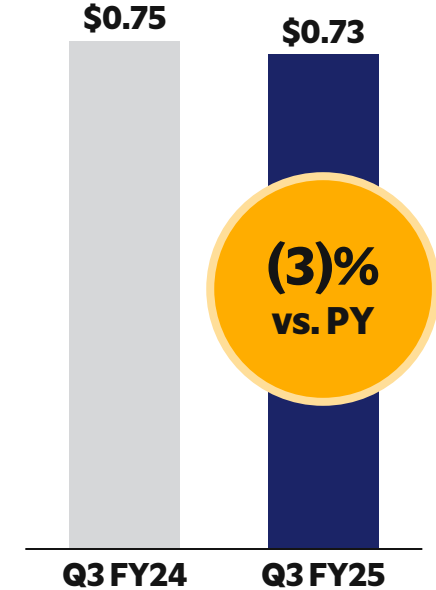


Adjusted EBIT Margin*

14.9%

14.6%

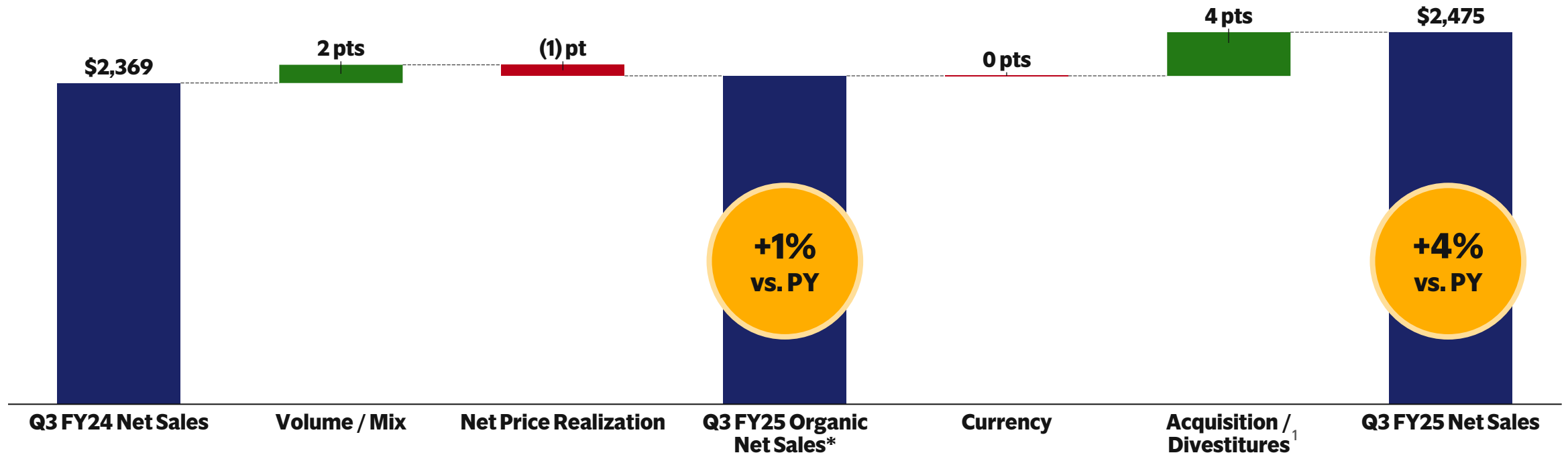
Adjusted EPS*



*See Non-GAAP reconciliation

Sovos acquisition moved into organic mid-Q3

Volume-led Organic Net Sales growth with some timing benefit in Meals & Beverages



Acquisition: Sovos Brands +6 pts	Divestitures: Pop Secret / noosa (2) pts
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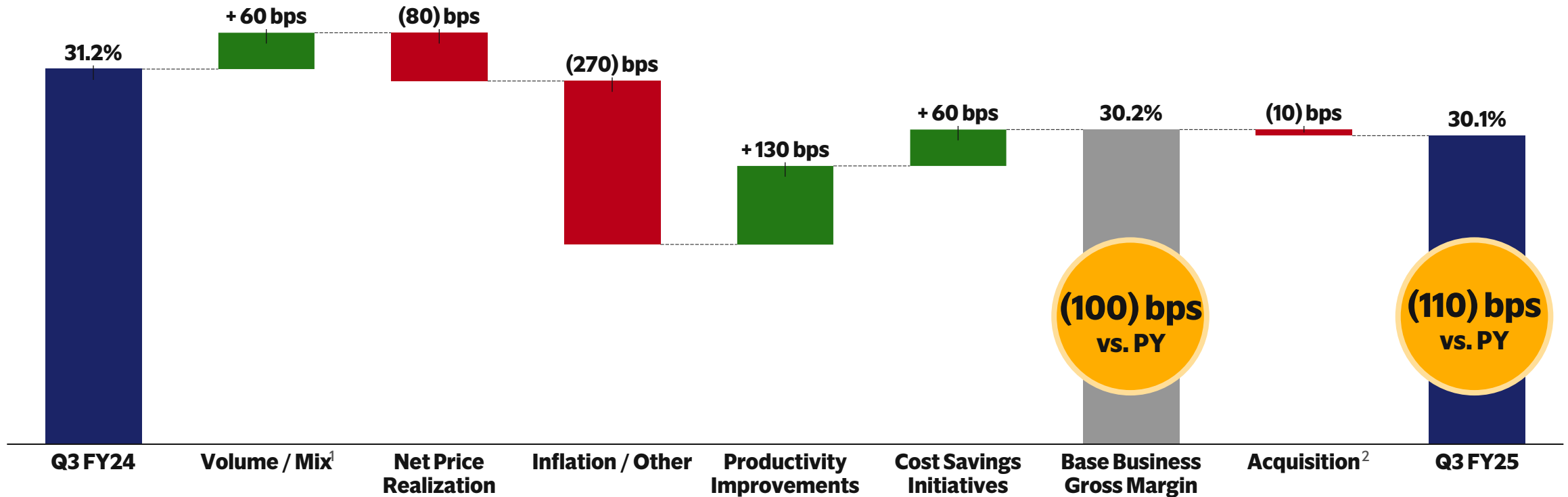
Numbers may not add due to rounding

*See Non-GAAP reconciliation

¹ Represents the loss of Net Sales associated with the divestiture of the Pop Secret popcorn business, which was completed on August 26, 2024, and the divestiture of the noosa yoghurt business which was completed on February 24, 2025

Adj. gross profit margin decrease driven primarily from lower base business margin

Productivity improvements and cost savings initiatives partially offset inflation /other and net price realization



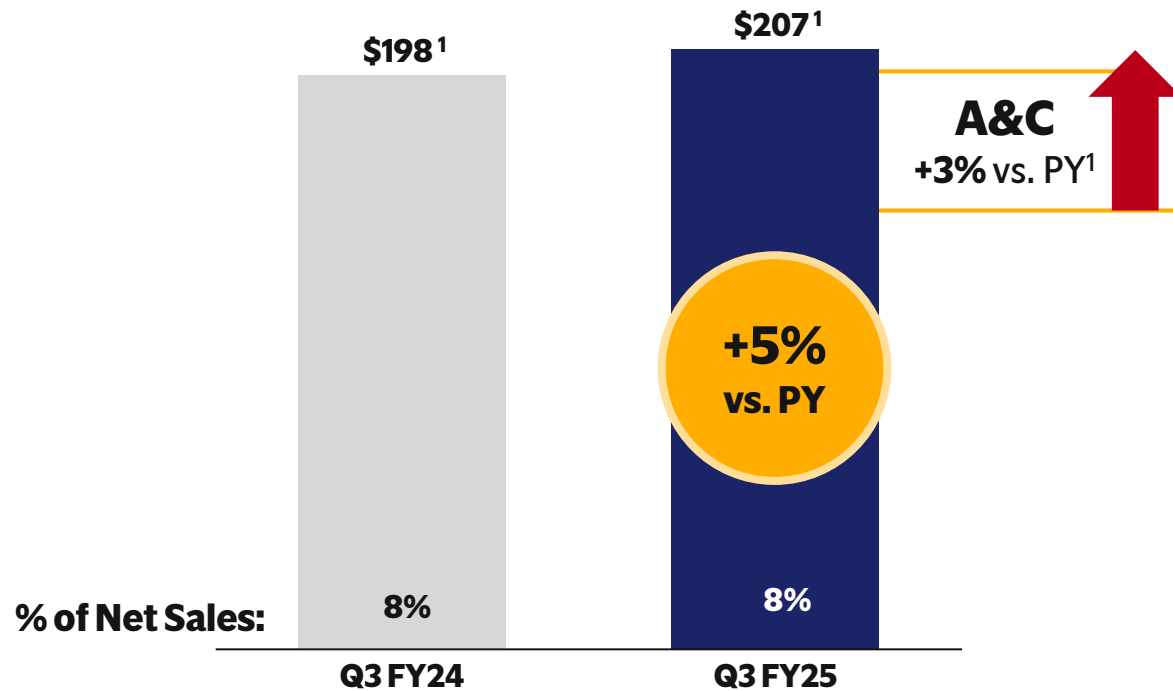
*See Non-GAAP reconciliation

¹ Volume/mix includes the impact of operating leverage

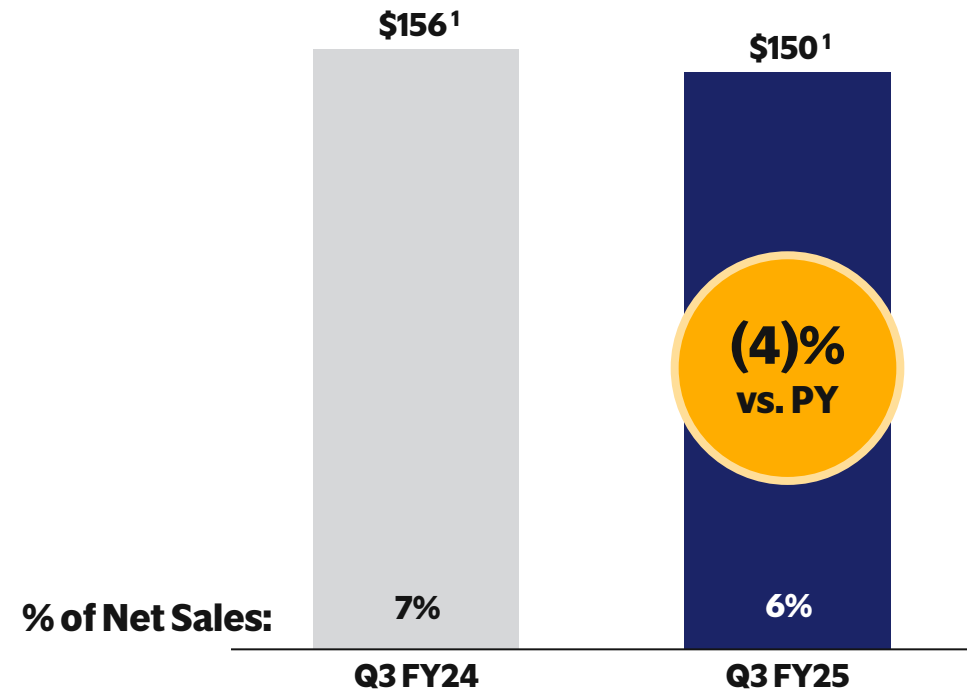
² Impact from the acquisition of Sovos Brands which was completed on March 12, 2024.

Other operating items as % of Net Sales improved vs. PY

Adjusted Marketing & Selling Expenses*



Adjusted Administrative Expenses*

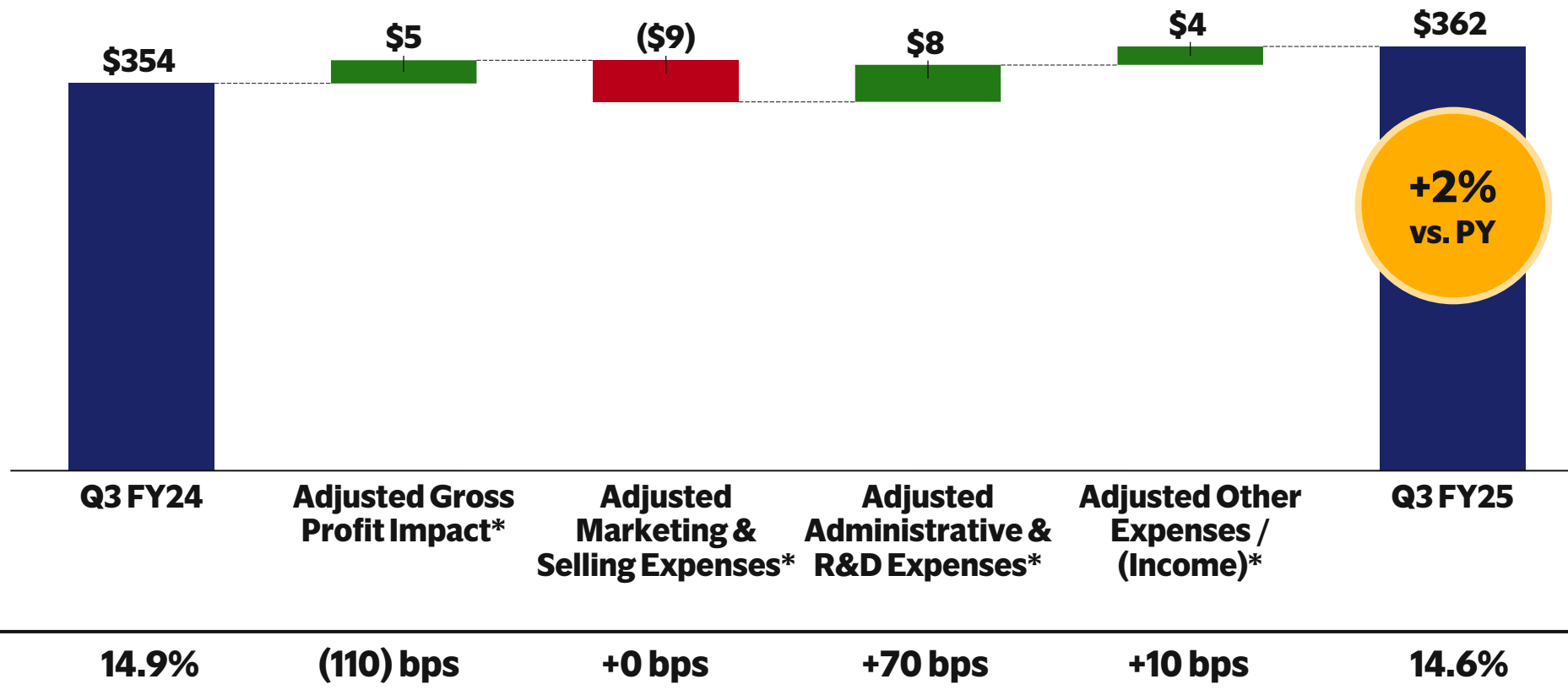


*See Non-GAAP reconciliation

¹ Includes Sovos Brands adjusted marketing & selling expenses and adjusted administrative expenses after the completion of the acquisition on March 12, 2024

Adj. EBIT growth driven by acquisition contribution

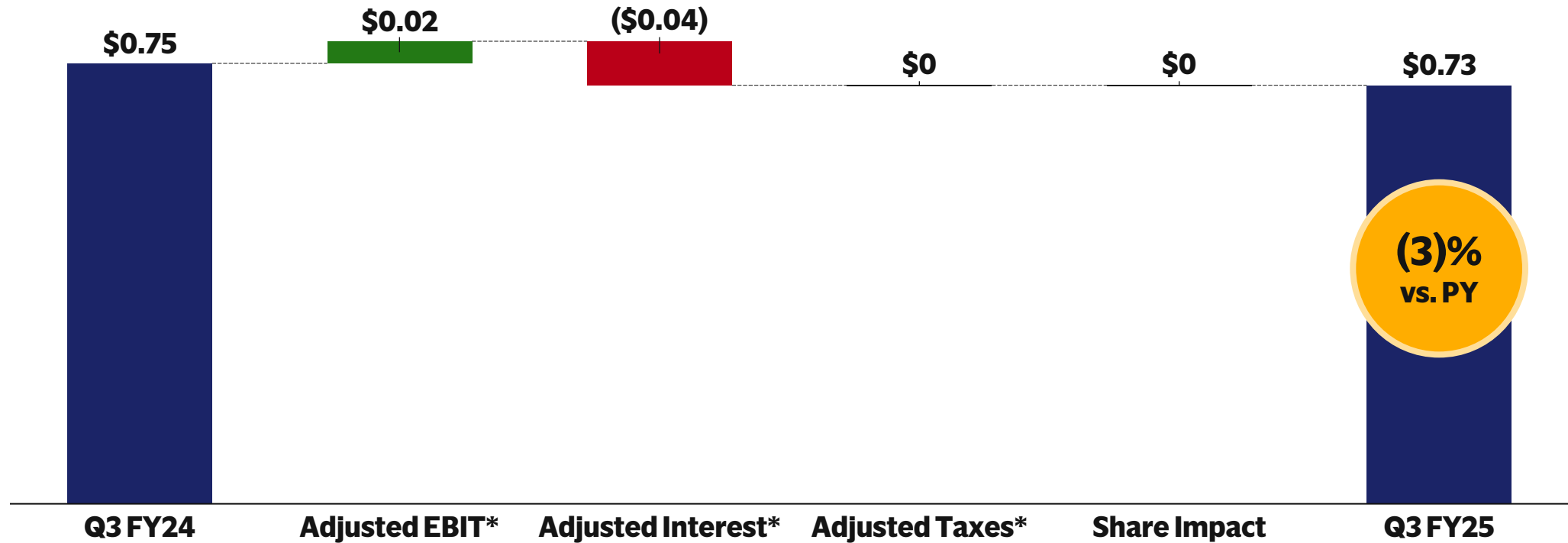
Lower adj. EBIT margin primarily reflects lower adj. gross margin



*See Non-GAAP reconciliation

Adj. EPS moved lower with adj. EBIT growth more than offset by higher interest expense

The impact of the Sovos Brands acquisition was accretive to adj. EPS



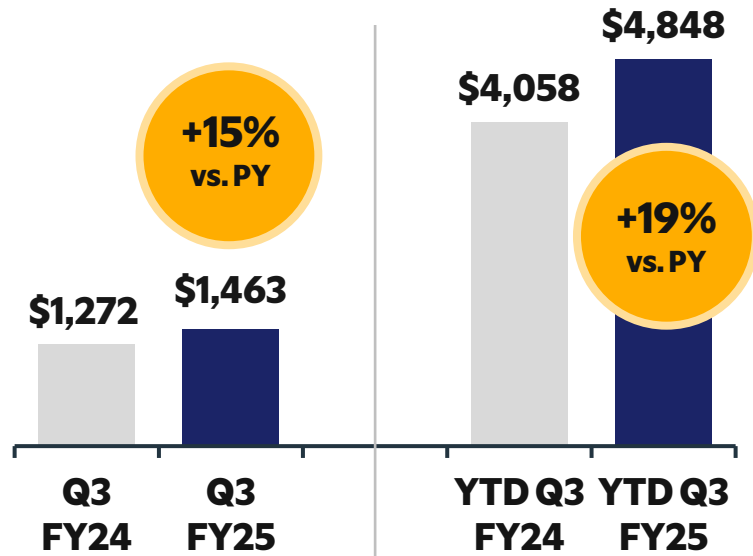
*See Non-GAAP reconciliation.

Q3 FY25 Meals & Beverages results

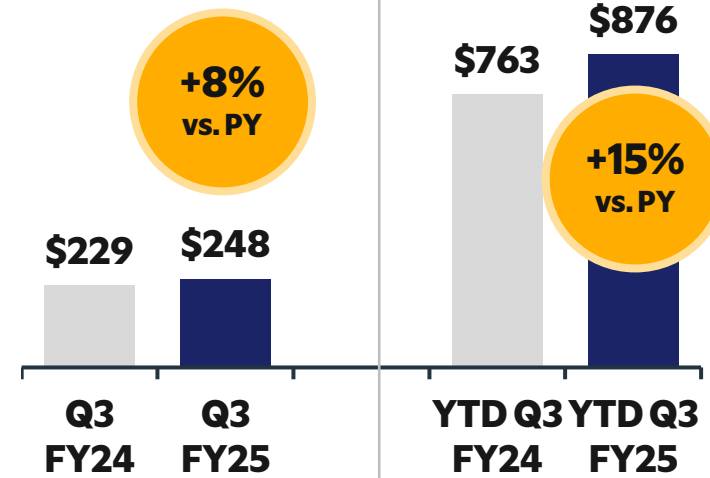
Stronger U.S. Soup, Rao's and Canada Net Sales contributed to over delivery, with some timing benefits



Net Sales



Operating Earnings



	Q3 FY24	Q3 FY25	YTD Q3 FY24	YTD Q3 FY25
Vol/Mix	1%	7%	(3)%	3%
Net Price Realization	(1)%	(1)%	1%	(2)%
Organic Net Sales* vs. PY	0%	6%	(2)%	1%

	Q3 FY24	Q3 FY25	YTD Q3 FY24	YTD Q3 FY25
Operating Margin	18.0%	17.0%	18.8%	18.1%

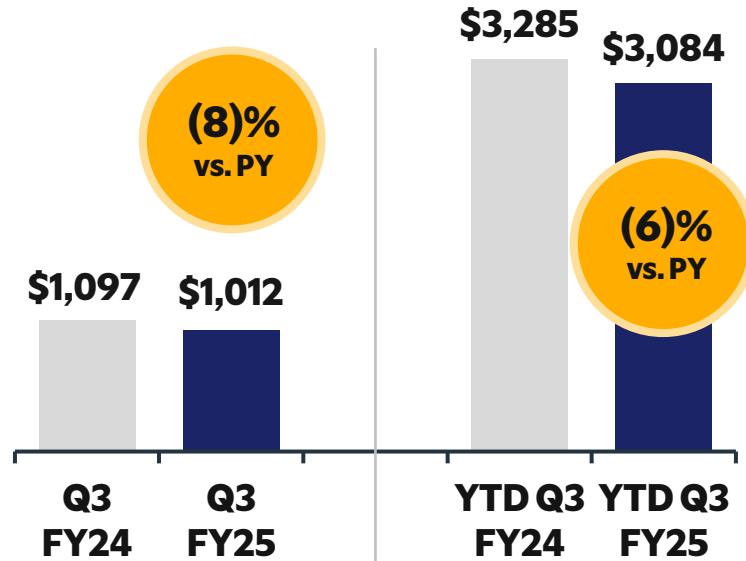
*See Non-GAAP reconciliation

Q3 FY25 Snacks results

Sequential operating margin improvement despite continued pressure on snacking

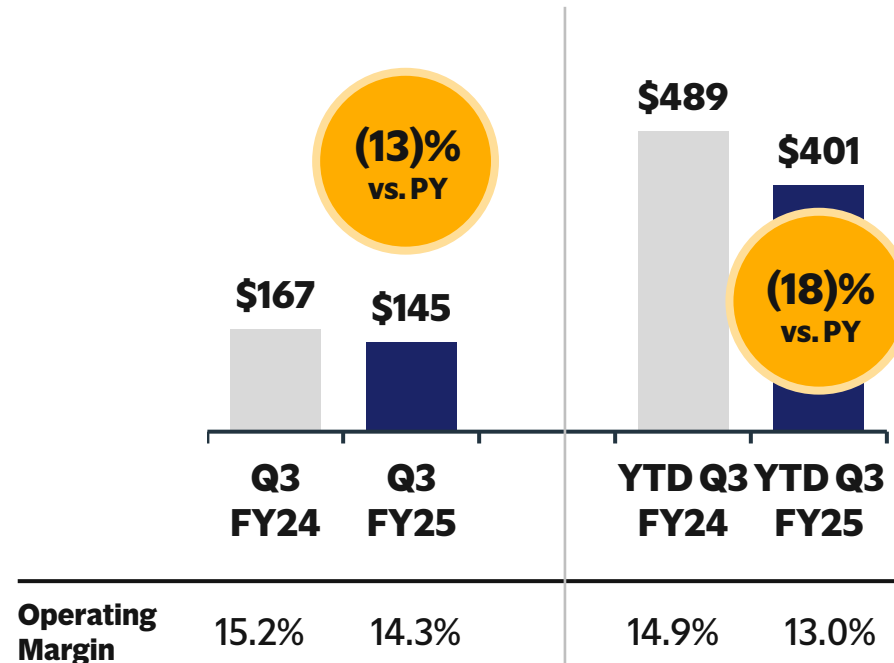


Net Sales



	Q3 FY24	Q3 FY25	YTD Q3 FY24	YTD Q3 FY25
Vol/Mix	(1)%	(5)%	(2)%	(3)%
Net Price Realization	0%	0%	3%	(1)%
Organic Net Sales* vs. PY	(1)%	(5)%	0%	(4)%

Operating Earnings



	Q3 FY24	Q3 FY25	YTD Q3 FY24	YTD Q3 FY25
Operating Margin	15.2%	14.3%	14.9%	13.0%

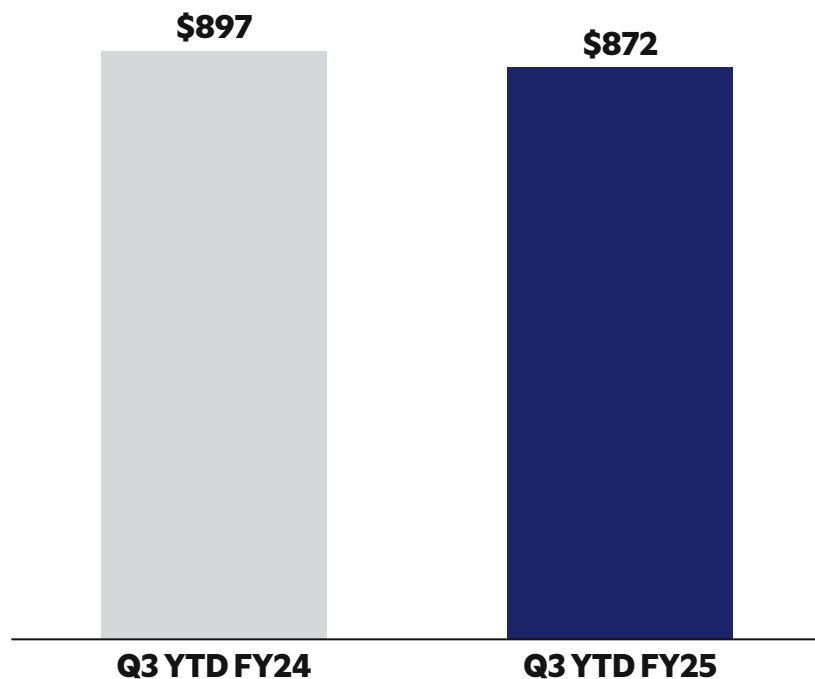
Numbers may not add due to rounding

*See Non-GAAP reconciliation

Strong cash generation and continued de-leveraging

Returned \$403M to shareholders in FY25 year-to-date, including previously announced 5% dividend increase

Net Cash Flows from Operations



Capital Allocation

	Q3 YTD FY24	Q3 YTD FY25
Invest for Growth		
Capital Expenditures	\$376	\$296
Return Cash to Shareholders		
Dividends	\$334	\$343
Share Repurchases	\$46	\$60
	\$380	\$403
Balance Sheet		
Leverage Ratio*	3.9x	3.6x

*Calculated as Net Debt to TTM Adjusted EBITDA. See Non-GAAP reconciliation.

FY25 Guidance

\$ Millions, Except Per Share

	FY24 Results	FY25 Guidance¹
Net Sales	\$9,636	+6% to +8%
Organic Net Sales	\$9,457*	(2)% to 0%
Adjusted EBIT	\$1,454*	+3% to +5%
Adjusted EPS	\$3.08*	(4)% to (1)% \$2.95 to \$3.05

¹Guidance reflects Sovos Brands which was acquired on March 12, 2024, the divestiture of the Pop Secret popcorn business which was sold on August 26, 2024, the divestiture of the noosa yoghurt business which was sold on February 24, 2025, and the impact of the 53rd week in fiscal 2025, which is estimated to be worth approximately 2 points of reported net sales and adjusted EBIT growth and \$0.05 of adjusted EPS. Organic Net Sales exclude acquisitions, divestitures, currency and the 53rd week in fiscal 2025.

*See non-GAAP reconciliation

Note: A non-GAAP reconciliation is not provided for fiscal 2025 guidance as the company is unable to reasonably estimate the full-year financial impact of items such as actuarial gains or losses on pension and postretirement plans because these impacts are dependent on future changes in market conditions. The inability to predict the amount and timing of these future items makes a detailed reconciliation of these forward-looking financial measures impracticable.

FY25 Assumptions

- Reaffirms full-year fiscal 2025 guidance with adjusted EPS expected to be at the low end of the range (excluding tariffs)
 - Tariffs are expected to be an incremental \$0.03 to \$0.05 per share headwind
 - Impact of the 53rd week estimated to be worth ~2pts Net Sales and adj. EBIT growth and \$0.05 adj. EPS
- Expected low-single digit core inflation mitigated by ~3% productivity improvements and ~\$130 million of enterprise cost savings
- Capital expenditures for the full year at ~4.5% of Net Sales
- Unchanged:
 - Marketing & Selling at the lower end of our targeted ~9% to 10% of Net Sales
 - Net interest expense of \$325 to \$330 million
 - Adjusted effective tax rate of ~24%
 - Diluted share count of ~300 million shares
- Guidance reflects Pop Secret and noosa divestitures with a ~(2)% and (\$0.05) impact on FY25 Net Sales growth and adj. EPS, respectively

Q&A



Mick Beekhuizen

President & Chief Executive Officer



Carrie Anderson

EVP & Chief Financial Officer



Appendix

Reconciliation of GAAP and Non-GAAP Financial Measures

(\$ millions)

Third Quarter

April 27, 2025

Meals & Beverages

<u>Net Sales, As Reported</u>	<u>Impact of Currency</u>	<u>Impact of Acquisition</u>	<u>Organic Net Sales</u>
\$ 1,463	\$ 6	\$ (149)	\$ 1,320

Snacks

1,012	1	-	1,013
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Total Net Sales

\$ 2,475	\$ 7	\$ (149)	\$ 2,333
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April 28, 2024

Meals & Beverages

<u>Net Sales, As Reported</u>	<u>Impact of Divestitures</u>	<u>Organic Net Sales</u>
\$ 1,272	\$ (21)	\$ 1,251

Snacks

1,097	(30)	1,067
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Total Net Sales

\$ 2,369	\$ (51)	\$ 2,318
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% Change

<u>Net Sales, As Reported</u>	<u>Organic Net Sales</u>	<u>Impact of Divestitures</u>	<u>Impact of Acquisition</u>
15%	6%	(2%)	12%
(8%)	(5%)	(3%)	0%
4%	1%	(2%)	6%

Reconciliation of GAAP and Non-GAAP Financial Measures

(\$ millions)

Nine Months

April 27, 2025

	<u>Net Sales, As Reported</u>	<u>Impact of Currency</u>	<u>Impact of Acquisition</u>	<u>Organic Net Sales</u>
Meals & Beverages	\$ 4,848	\$ 13	\$ (772)	\$ 4,089
Snacks	3,084	3	-	3,087
Total Net Sales	\$ 7,932	\$ 16	\$ (772)	\$ 7,176

April 28, 2024

	<u>Net Sales, As Reported</u>	<u>Impact of Divestitures</u>	<u>Organic Net Sales</u>
Meals & Beverages	\$ 4,058	\$ (21)	\$ 4,037
Snacks	3,285	(83)	3,202
Total Net Sales	\$ 7,343	\$ (104)	\$ 7,239

% Change

<u>Net Sales, As Reported</u>	<u>Organic Net Sales</u>	<u>Impact of Divestitures</u>	<u>Impact of Acquisition</u>
19%	1%	(1%)	19%
(6%)	(4%)	(3%)	0%
8%	(1%)	(1%)	11%

Reconciliation of GAAP and Non-GAAP Financial Measures

(\$ millions)

Third Quarter

April 28, 2024

	<u>Net Sales, As Reported</u>	<u>Impact of Currency</u>	<u>Impact of Acquisition</u>	<u>Organic Net Sales</u>
Meals & Beverages	\$ 1,272	\$ -	\$ (166)	\$ 1,106
Snacks	1,097	(1)	-	1,096
Total Net Sales	\$ 2,369	\$ (1)	\$ (166)	\$ 2,202

April 30, 2023

	<u>Net Sales, As Reported</u>	<u>Impact of Divestiture</u>	<u>Organic Net Sales</u>
Meals & Beverages	\$ 1,108	\$ -	\$ 1,108
Snacks	1,121	(16)	1,105
Total Net Sales	\$ 2,229	\$ (16)	\$ 2,213

% Change

<u>Net Sales, As Reported</u>	<u>Organic Net Sales</u>	<u>Impact of Divestiture</u>	<u>Impact of Acquisition</u>
15%	0%	0%	15%
(2%)	(1%)	(1%)	0%
6%	0%	(1%)	7%

Reconciliation of GAAP and Non-GAAP Financial Measures

(\$ millions)

Nine Months

	<u>Net Sales, As Reported</u>	<u>Impact of Currency</u>	<u>Impact of Acquisition</u>	<u>Organic Net Sales</u>	<u>% Change</u>			
	<u>Net Sales, As Reported</u>			<u>Organic Net Sales</u>	<u>Net Sales, As Reported</u>	<u>Organic Net Sales</u>	<u>Impact of Divestiture</u>	<u>Impact of Acquisition</u>
April 28, 2024								
Meals & Beverages	\$ 4,058	\$ 3	\$ (166)	\$ 3,895	2%	(2%)	0%	4%
Snacks	3,285	(2)	-	3,283	(1%)	0%	(1%)	0%
Total Net Sales	\$ 7,343	\$ 1	\$ (166)	\$ 7,178	1%	(1%)	(1%)	2%
April 30, 2023								
Meals & Beverages	\$ 3,971		\$ -	\$ 3,971				
Snacks	3,318		(46)	3,272				
Total Net Sales	\$ 7,289		\$ (46)	\$ 7,243				

Reconciliation of GAAP and Non-GAAP Financial Measures

(\$ millions)	Three Months Ended <u>April 27, 2025</u>	Three Months Ended <u>April 28, 2024</u>
Net earnings, as reported	\$ 66	\$ 133
Taxes	15	49
Interest, net	80	66
Earnings before interest and taxes, as reported	<u>\$ 161</u>	<u>\$ 248</u>

Reconciliation of GAAP and Non-GAAP Financial Measures

(\$ millions, except per share amounts)

Third Quarter

	EBIT	EBIT Margin %	Earnings	Diluted EPS*
	<u>EBIT</u>	<u>Margin %</u>	<u>Earnings</u>	<u>Diluted EPS*</u>
2025 – As Reported	\$ 161	6.5%	\$ 66	\$ 0.22
Costs associated with cost savings and optimization initiatives	31		24	0.08
Commodity mark-to-market losses	10		7	0.02
Accelerated amortization	6		5	0.02
Impairment charges	150		112	0.37
Certain litigation expenses	4		4	\$ 0.01
2025 – Adjusted	\$ 362	14.6%	\$ 218	\$ 0.73
2024 – As Reported	\$ 248	10.5%	\$ 133	\$ 0.44
Costs associated with cost savings and optimization initiatives	20		15	0.05
Commodity mark-to-market gains	(13)		(10)	(0.03)
Accelerated amortization	6		5	0.02
Costs associated with acquisition	93		81	0.27
2024 – Adjusted	\$ 354	14.9%	\$ 224	\$ 0.75
\$ Change - Adjusted	\$ 8		\$ (6)	\$ (0.02)
% Change - Adjusted	2%	(30) bps	(3%)	(3%)

*The sum of the individual per share amounts may not add due to rounding

Reconciliation of GAAP and Non-GAAP Financial Measures

(\$ millions)	Nine Months Ended	Nine Months Ended
	<u>April 27, 2025</u>	<u>April 28, 2024</u>
Net earnings, as reported	\$ 457	\$ 570
Taxes	155	193
Interest, net	243	160
Earnings before interest and taxes, as reported	<u>\$ 855</u>	<u>\$ 923</u>

Reconciliation of GAAP and Non-GAAP Financial Measures

(\$ millions, except per share amounts)

Nine Months

	EBIT	EBIT Margin %	Earnings	Diluted EPS*
2025 – As Reported	\$ 855	10.8%	\$ 457	\$ 1.52
Costs associated with cost savings and optimization initiatives	91		70	0.23
Commodity mark-to-market gains	(8)		(6)	(0.02)
Accelerated amortization	20		15	0.05
Impairment charges	176		131	0.44
Charges associated with divestitures	25		34	0.11
Certain litigation expenses	6		6	0.02
Postretirement actuarial losses	2		1	-
Cybersecurity incident recoveries	(1)		(1)	-
2025 – Adjusted	\$ 1,166	14.7%	\$ 707	\$ 2.36
2024 – As Reported	\$ 923	12.6%	\$ 570	\$ 1.91
Costs associated with cost savings and optimization initiatives	69		52	0.17
Commodity mark-to-market gains	(5)		(4)	(0.01)
Accelerated amortization	20		15	0.05
Costs associated with acquisition	112		98	0.33
Certain litigation expenses	3		3	0.01
Cybersecurity incident costs	3		2	0.01
2024 – Adjusted	\$ 1,125	15.3%	\$ 736	\$ 2.46
\$ Change - Adjusted	\$ 41		\$ (29)	\$ (0.10)
% Change - Adjusted	4%	(60) bps	(4%)	(4%)

*The sum of the individual per share amounts may not add due to rounding

Reconciliation of GAAP and Non-GAAP Financial Measures

(\$ millions)

<u>Third Quarter</u>			Net Interest			
	Gross Profit	GP %	Expense	EBT	Tax	Tax Rate
2025 – As Reported	\$ 728	29.4%	\$ 80	\$ 81	\$ 15	18.5%
Costs associated with cost savings and optimization initiatives	7		-	31	7	
Commodity mark-to-market losses	10		-	10	3	
Accelerated amortization	-		-	6	1	
Impairment charges	-		-	150	38	
Certain litigation expenses	-		-	4	-	
2025 – Adjusted	\$ 745	30.1%	\$ 80	\$ 282	\$ 64	22.7%
2024 – As Reported	\$ 732	30.9%	\$ 66	\$ 182	\$ 49	26.9%
Costs associated with cost savings and optimization initiatives	3		-	20	5	
Commodity mark-to-market gains	(13)		-	(13)	(3)	
Accelerated amortization	-		-	6	1	
Costs associated with acquisition	18		(2)	95	14	
2024 – Adjusted	\$ 740	31.2%	\$ 64	\$ 290	\$ 66	22.8%
\$ Change – Adjusted	\$ 5		\$ 16	\$ (8)	\$ (2)	
% Change – Adjusted	1%	(110) bps	25%	(3%)	(3%)	(10) bps

Reconciliation of GAAP and Non-GAAP Financial Measures

(\$ millions)

Third Quarter

	<u>Marketing & Selling Expenses</u>	<u>Other Expenses / (Income)</u>
2025 – As Reported	\$ 216	\$ 160
Costs associated with cost savings and optimization initiatives	(9)	-
Impairment charges	-	(150)
Accelerated amortization	-	(6)
2025 – Adjusted	\$ 207	\$ 4
% of Net Sales – Adjusted	8.4%	0.2%
2024 – As Reported	\$ 206	\$ 30
Costs associated with cost savings and optimization initiatives	(6)	-
Accelerated amortization	-	(6)
Costs associated with acquisition	(2)	(16)
2024 – Adjusted	\$ 198	\$ 8
% of Net Sales – Adjusted	8.4%	0.3%
% of Net Sales Change – Adjusted	- bps	(10) bps
\$ Change – Adjusted	\$ 9	\$ (4)
% Change - Adjusted	5%	(50%)

Reconciliation of GAAP and Non-GAAP Financial Measures

(\$ millions)

Third Quarter

	<u>Administrative Expenses</u>	<u>R&D Expenses</u>	<u>Total</u>
2025 – As Reported	\$ 162	\$ 23	\$ 185
Costs associated with cost savings and optimization initiatives	(8)	(1)	(9)
Certain litigation expenses	(4)	-	(4)
2025 – Adjusted	\$ 150	\$ 22	\$ 172
% of Net Sales – Adjusted	6.1%	0.9%	6.9%
2024 – As Reported	\$ 208	\$ 27	\$ 235
Costs associated with cost savings and optimization initiatives	(13)	(1)	(14)
Costs associated with acquisition	(39)	(2)	(41)
2024 – Adjusted	\$ 156	\$ 24	\$ 180
% of Net Sales – Adjusted	6.6%	1.0%	7.6%
% of Net Sales Change - Adjusted	(50) bps	(10) bps	(70) bps
\$ Change – Adjusted	\$ (6)	\$ (2)	\$ (8)
% Change - Adjusted	(4%)	(8%)	(4%)

Reconciliation of GAAP and Non-GAAP Financial Measures

(\$ millions, except per share amounts)

Third Quarter – Adjusted Diluted EPS Impact from Adjusted Net Interest Expense

	<u>Net Interest Expense</u>
2025 – Adjusted	\$ 80
2024 – Adjusted	64
\$ Change	<u>\$ (16)</u>
Deduct: 2024 Adjusted tax rate impact on EBIT	<u>\$ 4</u>
Impact to Net Earnings	<u><u>\$ (12)</u></u>
Third Quarter 2024 Diluted Shares	300
Adjusted Diluted EPS Impact	\$ (0.04)

Reconciliation of GAAP and Non-GAAP Financial Measures

(\$ millions, except per share amounts)

Third Quarter – Adjusted Diluted EPS Impact from Adjusted EBIT

	<u>EBIT</u>
2025 – Adjusted	\$ 362
2024 – Adjusted	354
\$ Change	<u>\$ 8</u>
Deduct: 2024 Adjusted tax rate impact on EBIT	<u>\$ (2)</u>
Impact to Net Earnings	<u><u>\$ 6</u></u>
Third Quarter 2024 Diluted Shares	300
Adjusted Diluted EPS Impact	\$ 0.02

Reconciliation of GAAP and Non-GAAP Financial Measures

(\$ millions, except per share amounts)

Adjusted Diluted EPS Impact from Change in Adjusted Tax Rate

	<u>Third Quarter</u>
2025 – Adjusted EBT	\$ 282
Decrease (Increase) in Adjusted Tax Rate	0.1%
Adjusted EBT multiplied by the Change in Adjusted Tax Rate	<u>\$ -</u>
Third Quarter 2024 Diluted Shares	300
Adjusted Diluted EPS Impact	\$ -

Reconciliation of GAAP and Non-GAAP Financial Measures

(\$ millions)

Fiscal 2024 Organic Sales Base for Fiscal 2025 Guidance

Full Year

<u>July 28, 2024</u>	<u>Net Sales, As Reported</u>	<u>Impact of Divestitures*</u>	<u>Organic Net Sales Base for FY2025</u>
Meals & Beverages	\$ 5,258	\$ (68)	\$ 5,190
Snacks	4,378	(111)	4,267
Total Net Sales	\$ 9,636	\$ (179)	\$ 9,457

*The Pop Secret popcorn business was sold on August 26, 2024 and the noosa yoghurt business was divested on February 24, 2025

Reconciliation of GAAP and Non-GAAP Financial Measures

(\$ millions, except per share data)

Full Year

	<u>EBIT</u>	<u>Earnings</u>	<u>Diluted EPS*</u>
2024 – As Reported	\$ 1,000	\$ 567	\$ 1.89
Costs associated with cost savings and optimization initiatives	109	83	0.28
Pension and postretirement actuarial losses	33	25	0.08
Commodity mark-to-market losses	22	16	0.05
Accelerated amortization	27	20	0.07
Costs associated with acquisition	126	109	0.36
Cybersecurity incident costs	3	2	0.01
Impairment charges	129	98	0.33
Certain litigation expenses	5	5	0.02
2024 – Adjusted	<u>\$ 1,454</u>	<u>\$ 925</u>	<u>\$ 3.08</u>

*The sum of the individual per share amounts may not add due to rounding

Reconciliation of GAAP and Non-GAAP Financial Measures

(\$ millions)

Net Debt

	<u>April 28, 2024</u>	<u>April 27, 2025</u>
Short-Term Borrowings	\$ 1,427	\$ 799
Long-Term Debt	5,752	6,097
Total Debt	<u>\$ 7,179</u>	<u>\$ 6,896</u>
Less: Cash and Cash Equivalents	(107)	(143)
Net Debt	<u><u>\$ 7,072</u></u>	<u><u>\$ 6,753</u></u>

Reconciliation of GAAP and Non-GAAP Financial Measures

	(a)	(b)	(a)+(b)
	Three Months	Nine Months	Combined
	Ended	Ended	Twelve Months Ended
(\$ millions)	<u>July 28, 2024</u>	<u>April 27, 2025</u>	<u>April 27, 2025</u>
Net Earnings, as reported	\$ (3)	\$ 457	\$ 454
Taxes	(3)	155	152
Interest, net	83	243	326
Earnings before interest and taxes, as reported	\$ 77	\$ 855	\$ 932
Costs associated with cost savings and optimization initiatives	40	91	131
Pension and postretirement actuarial losses	33	2	35
Commodity mark-to-market losses (gains)	27	(8)	19
Accelerated amortization	7	20	27
Costs associated with acquisition	14	-	14
Cybersecurity incident costs	-	(1)	(1)
Impairment charges	129	176	305
Certain litigation expenses	2	6	8
Divestiture	-	25	25
Adjusted Earnings before interest and taxes	\$ 329	\$ 1,166	\$ 1,495
Depreciation and amortization, as reported	\$ 113	\$ 328	\$ 441
Costs associated with cost savings and optimization initiatives	(10)	(23)	(33)
Accelerated amortization	(7)	(20)	(27)
Adjusted Depreciation and amortization	\$ 96	\$ 285	\$ 381
Adjusted Earnings before interest, taxes, depreciation and amortization	\$ 425	\$ 1,451	\$ 1,876
Net Debt			\$ 6,753
Net Debt to Adjusted EBITDA			3.6

Reconciliation of GAAP and Non-GAAP Financial Measures

(\$ millions)	(a)	(b)	(c)	=(a)+(b)+(c)
	Three Months Ended	Nine Months Ended	Sovos May 2023 –	Combined Trailing Twelve Months Ended (TTM)
	<u>July 30, 2023</u>	<u>April 28, 2024</u>	<u>March 11, 2024</u>	<u>April 28, 2024</u>
Net Earnings, as reported	\$ 169	\$ 570	\$ 27	\$ 766
Taxes	56	193	14	263
Interest, net	47	160	29	236
Earnings before interest and taxes, as reported	\$ 272	\$ 923	\$ 70	\$ 1,265
Costs associated with cost savings and optimization initiatives	16	69	-	85
Pension and postretirement actuarial gains	(41)	-	-	(41)
Commodity mark-to-market gains	(30)	(5)	-	(35)
Charges associated with divestiture	13	-	-	13
Accelerated amortization	7	20	-	27
Costs associated with acquisition	5	112	20	137
Cybersecurity incidents costs	-	3	-	3
Certain litigation expenses	-	3	-	3
Adjusted Earnings before interest and taxes	\$ 242	\$ 1,125	\$ 90	\$ 1,457
Depreciation and amortization, as reported	\$ 103	\$ 298	\$ 30	\$ 431
Costs associated with cost savings and optimization initiatives	(7)	(18)	-	(25)
Accelerated amortization	(7)	(20)	-	(27)
Adjusted Depreciation and amortization	\$ 89	\$ 260	\$ 30	\$ 379
Adjusted Earnings before interest, taxes, depreciation and amortization	\$ 331	\$ 1,385	\$ 120	\$ 1,836
Net Debt				\$ 7,072
Net Debt to Adjusted EBITDA				3.9

Reconciliation of GAAP and Non-GAAP Financial Measures

(\$ millions)

Net Debt

	January 26, 2025
Short-Term Borrowings	\$ 1,179
Long-Term Debt	6,496
Total Debt	\$ 7,675
Less: Cash and Cash Equivalents	(829)
Net Debt	\$ 6,846

Reconciliation of GAAP and Non-GAAP Financial Measures

(\$ millions)	(a)	(b)	(c)	(d)	= (a)-(b)+(c)+(d)
	Twelve Months Ended	Six Months Ended	Six Months Ended	Sovos February	Trailing Twelve Months Ended (TTM)
	July 28, 2024	January 28, 2024	January 26, 2025	2024 – March 11, 2024	January 26, 2025
Net Earnings, as reported	\$ 567	\$ 437	\$ 391	\$ (2)	\$ 519
Taxes	190	144	140	-	186
Interest, net	243	94	163	4	316
Earnings before interest and taxes, as reported	\$ 1,000	\$ 675	\$ 694	\$ 2	\$ 1,021
Costs associated with cost savings and optimization initiatives	109	49	60	-	120
Pension and postretirement actuarial losses	33	-	2	-	35
Commodity mark-to-market losses (gains)	22	8	(18)	-	(4)
Accelerated amortization	27	14	14	-	27
Costs associated with acquisition	126	19	-	5	112
Charges associated with divestitures	-	-	25	-	25
Cybersecurity incidents costs (recoveries)	3	3	(1)	-	(1)
Impairment charges	129	-	26	-	155
Certain litigation expenses	5	3	2	-	4
Adjusted Earnings before interest and taxes	\$ 1,454	\$ 771	\$ 804	\$ 7	\$ 1,494
Depreciation and amortization, as reported	\$ 411	\$ 192	\$ 219	\$ 5	\$ 443
Costs associated with cost savings and optimization initiatives	(28)	(10)	(17)	-	(35)
Accelerated amortization	(27)	(14)	(14)	-	(27)
Adjusted Depreciation and amortization	\$ 356	\$ 168	\$ 188	\$ 5	\$ 381
Adjusted Earnings before interest, taxes, depreciation and	\$ 1,810	\$ 939	\$ 992	\$ 12	\$ 1,875
Net Debt					\$ 6,846
Net Debt to Adjusted EBITDA					3.7

Reconciliation of GAAP and Non-GAAP Financial Measures

(\$ millions)

Nine Months

	<u>Net Sales</u>
Meals & Beverages Net Sales 2025	\$ 4,848
Add: Impact of Currency	<u>13</u>
Meals & Beverages	<u>\$ 4,861</u>
Meals & Beverages Net Sales 2024	\$ 4,058
Add: Sovos Brands, Inc. July 31, 2023 - March 11, 2024	718
Less: noosa Divestiture February 26, 2024 - April 28, 2024	<u>(27)</u>
Pro Forma Combined	<u>\$ 4,749</u>
% Change	2%