



# Q3 2025 Earnings

November 3, 2025



# Forward Looking Statements & Non-GAAP Measures

## FORWARD-LOOKING STATEMENTS

Certain statements in this presentation by Freshpet, Inc. (the "Company") constitute "forward-looking" statements within the meaning of the Private Securities Litigation Reform Act of 1995 and are based on our current expectations and assumptions. These include statements related to our ability to capture future growth in the category, strategies to address the current consumer environment, drive operational efficiencies, the timing and expected impact of new technology, expectations on capital spending, runway for growth, projected number of lines and capital efficiency plans, updated 2025 guidance, 2027 targets, expectations to be free cash flow positive. Words such as "anticipate", "believe", "could", "estimate", "expect", "guidance", "intend", "may", "might", "outlook", "plan", "predict", "seek", "will", "would" and variations of such word and similar future or conditional expressions are intended to identify forward looking statements. Such statements are subject to risks and uncertainties that could cause actual results to differ materially from those discussed in the forward-looking statements including difficulties in launching our new technologies, changes in consumer sentiment, failure of our marketing or new distribution to meet expectations, the launch of new competitive products, increases or unavailability of ingredients, difficulties in managing operational efficiencies, and most prominently, the risks discussed under the heading "Risk Factors" in the Company's latest annual report on Form 10-K and quarterly reports on Form 10-Q filed with the Securities and Exchange Commission. Such forward-looking statements are made only as of the date of this presentation. Freshpet undertakes no obligation to publicly update or revise any forward-looking statement because of new information, future events or otherwise, except as otherwise required by law. If we do update one or more forward-looking statements, no inference should be made that we will make additional updates with respect to those or other forward-looking statements.

## NON-GAAP MEASURES

Freshpet uses certain non-GAAP financial measures, including EBITDA, adjusted EBITDA, adjusted EBITDA as a % of net sales (adjusted EBITDA Margin), adjusted Gross Profit, adjusted Gross Profit

as a % of net sales (adjusted Gross Margin), adjusted SG&A and adjusted SG&A as a % of net sales. These non-GAAP financial measures should be considered as supplements to GAAP reported measures, should not be considered replacements for, or superior to, GAAP measures and may not be comparable to similarly named measures used by other companies.

Freshpet defines EBITDA as net income (loss) plus interest expense, income tax expense and depreciation and amortization expense, and adjusted EBITDA as EBITDA plus net income (loss) on equity method investment, non-cash share-based compensation, fees related to equity offerings of our common stock, implementation and other costs associated with the implementation of an ERP system, and other expenses, including loss on disposal of equipment, and organization changes designed to support long-term growth objectives. Freshpet defines adjusted Gross Profit as gross profit before depreciation expense, and non-cash share-based compensation, and adjusted SG&A as SG&A expenses before depreciation and amortization expense, non-cash share-based compensation, gain (loss) on disposal of equipment, fees related to equity offerings of our common stock, implementation and other costs associated with the implementation of an ERP system, and organization changes designed to support long term growth objectives.

Management believes that the non-GAAP financial measures are meaningful to investors because they provide a view of the Company with respect to ongoing operating results. Non-GAAP financial measures are shown as supplemental disclosures in this presentation because they are widely used by the investment community for analysis and comparative evaluation. They also provide additional metrics to evaluate the Company's operations and, when considered with both the Company's GAAP results and the reconciliation to the most comparable GAAP measures, provide a more complete understanding of the Company's business than could be obtained absent this disclosure. adjusted EBITDA is also an important component of internal budgeting and setting management compensation. The non-GAAP measures are not and should not be considered an alternative to the most comparable GAAP measures or any other figure calculated in accordance with GAAP, or as an indicator of operating performance. The Company's calculation of the

non-GAAP financial measures may differ from methods used by other companies. Management believes that the non-GAAP measures are important to an understanding of the Company's overall operating results in the periods presented. The non-GAAP financial measures are not recognized in accordance with GAAP and should not be viewed as an alternative to GAAP measures of performance.

Certain of these measures represent the Company's guidance for fiscal year 2025. The Company is unable to reconcile these forward-looking non-GAAP financial measures to the most directly comparable GAAP measures without unreasonable efforts because the Company is currently unable to predict with a reasonable degree of certainty the type and impact of certain items, including the timing of and amount of costs of goods sold and selling, general and administrative expenses, that would be expected to impact GAAP measures for these periods but would not impact the non-GAAP measures. The unavailable information could significantly impact our financial results. These items are not within the Company's control and may vary greatly between periods. Based on the foregoing, the Company believes that providing estimates of the amounts that would be required to reconcile these forecasted non-GAAP measures to forecasted GAAP measures would imply a degree of precision that would be confusing or misleading to investors for the reasons identified above.



 freshpet®

Freshpet strengthens the bond between people and our pets so that we both live longer, healthier and happier lives while being kind to the planet.



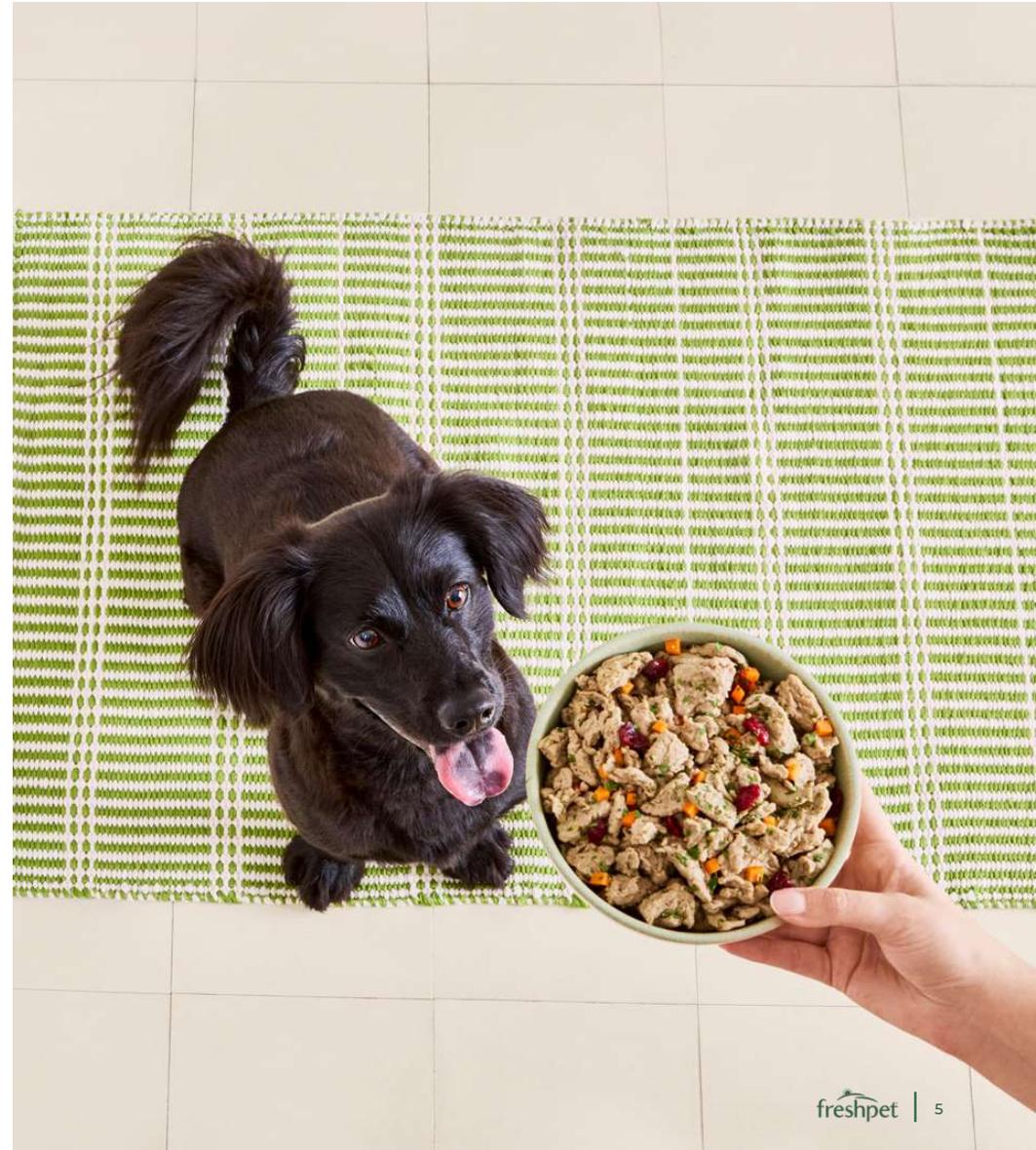
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Highlights





“We are quickly adjusting to the new economic reality and remain one of the best performing pet food businesses—with strong financial and operational results and category-leading growth.”



Q3 2025:

## Growth across nearly all metrics



### FINANCIAL

	Q3 2025	YoY Change
Net Sales	<b>\$288.8M</b>	<b>+14.0%</b>
Adjusted Gross Margin*	<b>46.0%</b>	<b>-50 bps</b>
Adjusted EBITDA	<b>\$54.6M</b>	<b>+\$11.1M</b>
Adjusted EBITDA Margin*	<b>18.9%</b>	<b>+170 bps</b>
Logistics Costs*	<b>5.5%</b>	<b>-10 bps</b>
Input Costs*	<b>29.1%</b>	<b>-50 bps</b>
Quality Costs*	<b>2.1%</b>	<b>—</b>
Operating Cash Flow	<b>\$66.8M</b>	<b>+\$10.7M</b>

\*As a percent of net sales

Source: Internal Data, Numerator for L52W ended 9/28/25

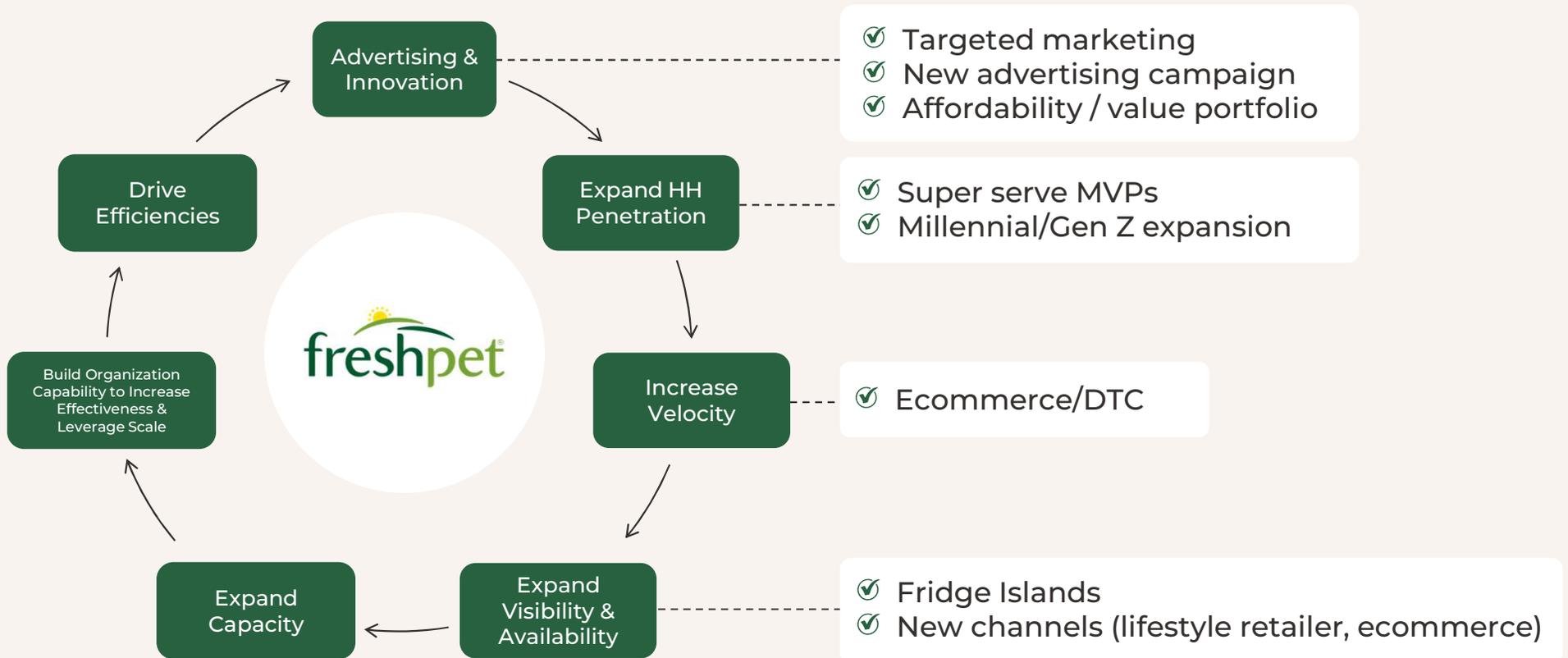
<sup>1</sup>Ecommerce includes Click & Collect, Last Mile Delivery, Pure Play, and DTC

Q3 2025 Earnings Presentation

### RETAIL

<i>Comparisons to prior year period unless otherwise noted</i>	Q3 2025
Total Household Penetration	<b>+10%</b>
Total Buy Rate	<b>+4%</b>
MVP Household Penetration	<b>+15%</b>
Cubic Feet	<b>+12%</b>
Store Count	<b>+7%</b>
Total Distribution Points	<b>+13%</b>
Ecommerce <sup>1</sup> Share of Sales	<b>14%</b>

# Adapting our model to the current environment



## Addressing the current consumer environment: Marketing our best food

- ✓ Showcasing the lengths we go to produce the best food
- ✓ New advertising campaigns launched in late August and October complement more social/digital campaigns
- ✓ Targeting MVP's through social, streaming, and retail media



August  
Launch



October  
Launch



# Addressing the current consumer environment: Strong value proposition

- ✓ Entry price point bag (Complete Nutrition)
- ✓ Multipacks/bundles now available in select retailers
- ✓ Sharpened price point on 1 lb chicken roll



## Addressing the current consumer environment: Improved accessibility

- ✓ Value-oriented channel expansion (club & mass)
  - Expanded distribution in club retailer from 125 to 590 stores
  - Started testing fridge island units in 16 stores
- ✓ Started test in rural lifestyle retailer
- ✓ Expect outsized growth in digital sales including expansion in DTC



## Driving operational and capital efficiency

### Testing new production technologies

- Aim to deliver higher quality product at lower cost through increased yields and throughput
- Designed to increase bagged product margins and decrease margin gap between bags and roll products
- Unlocks innovation capabilities

### Reducing capital spending

- Rightsizing our capital investments due to improved operational performance, new technology and slower growth
- Remaining nimble and can increase capital investments if needed
- Expect to spend \$140m in capex in 2025, and similar in 2026 unless we decide to accelerate new technology or have distribution breakthrough



## Vast runway for growth in a large category

~\$56B

U.S. pet food category<sup>1</sup>

~\$38B

Dog food category<sup>1</sup>

3.9%

Freshpet market share of dog food<sup>1</sup>



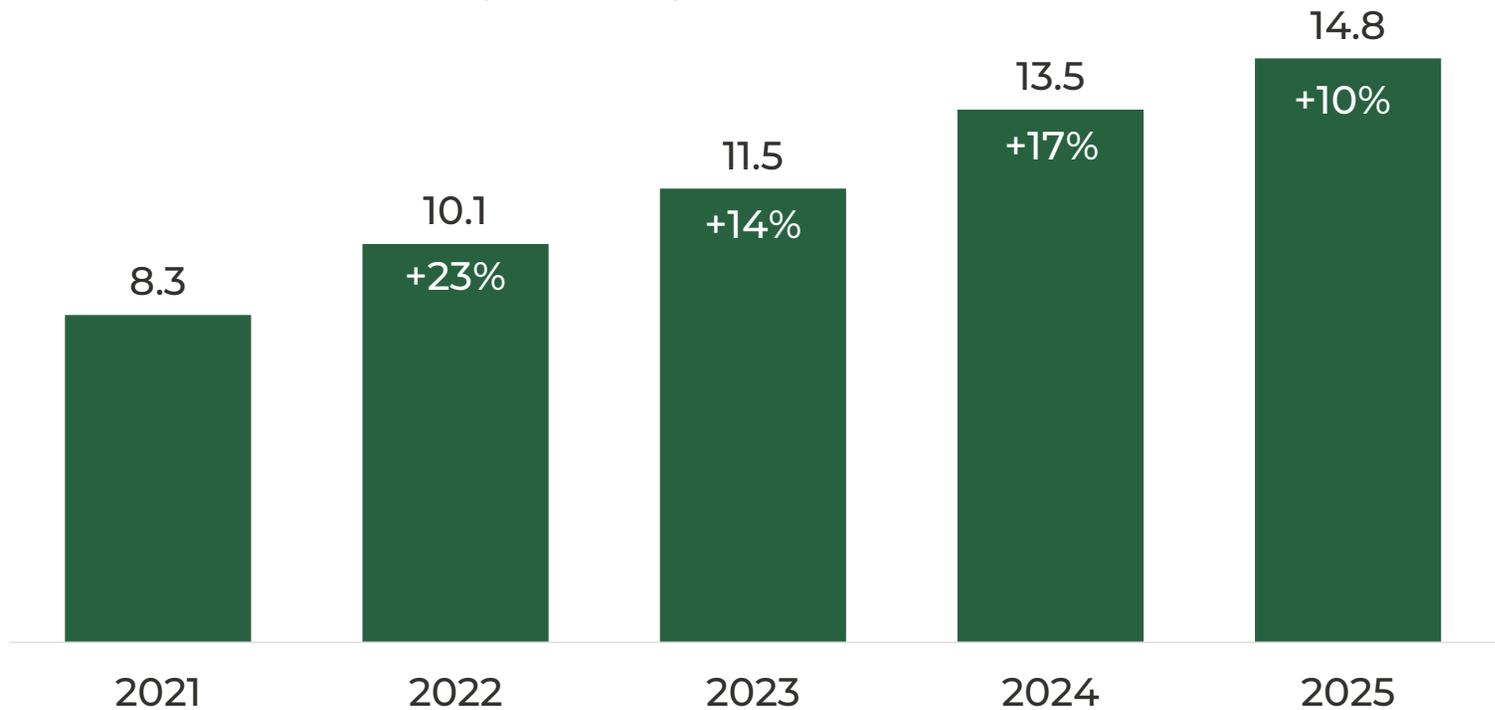
Freshpet market share  
of fresh/frozen in  
measured channels<sup>2</sup>

1. NIQ Total US Pet Food \$ - OmniChannel by Category 52 Weeks Ended 9/27/25

2. NIQ Brick & Mortar Customers (defined as XAOC + Pet) 52 Weeks Ended 9/27/25, Gently Cooked Fresh/Frozen Branded Dog Food

## Continued growth in consumer franchise; added ~1.3m households YoY

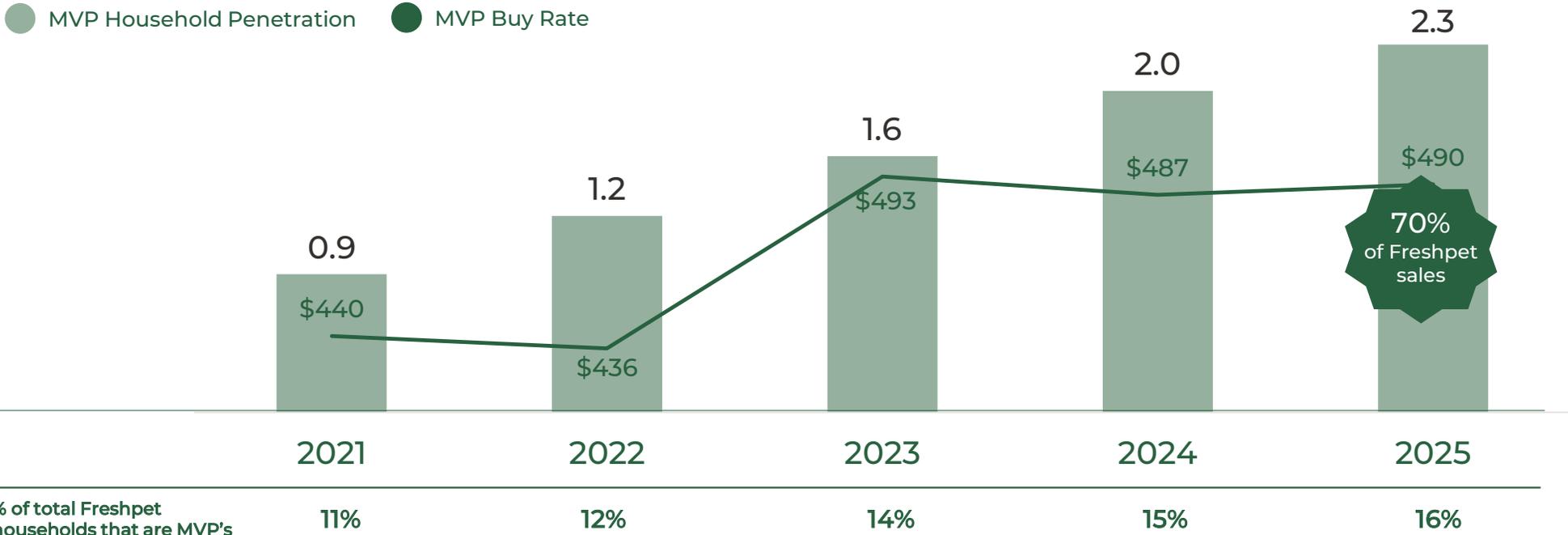
Freshpet Household Penetration Growth (in millions)  
(52 weeks)



Source: Numerator Panel data for the 52-week periods ending 10/3/21, 10/2/22, 10/1/23, 9/29/24, 9/28/25  
Q3 2025 Earnings Presentation

# Freshpet sales are increasingly concentrated in our heaviest users– now called MVP’s\* – and account for 70% of LTM net sales

Freshpet Users who are MVP’s (Ultra/Super Heavy Buyers) (in millions)

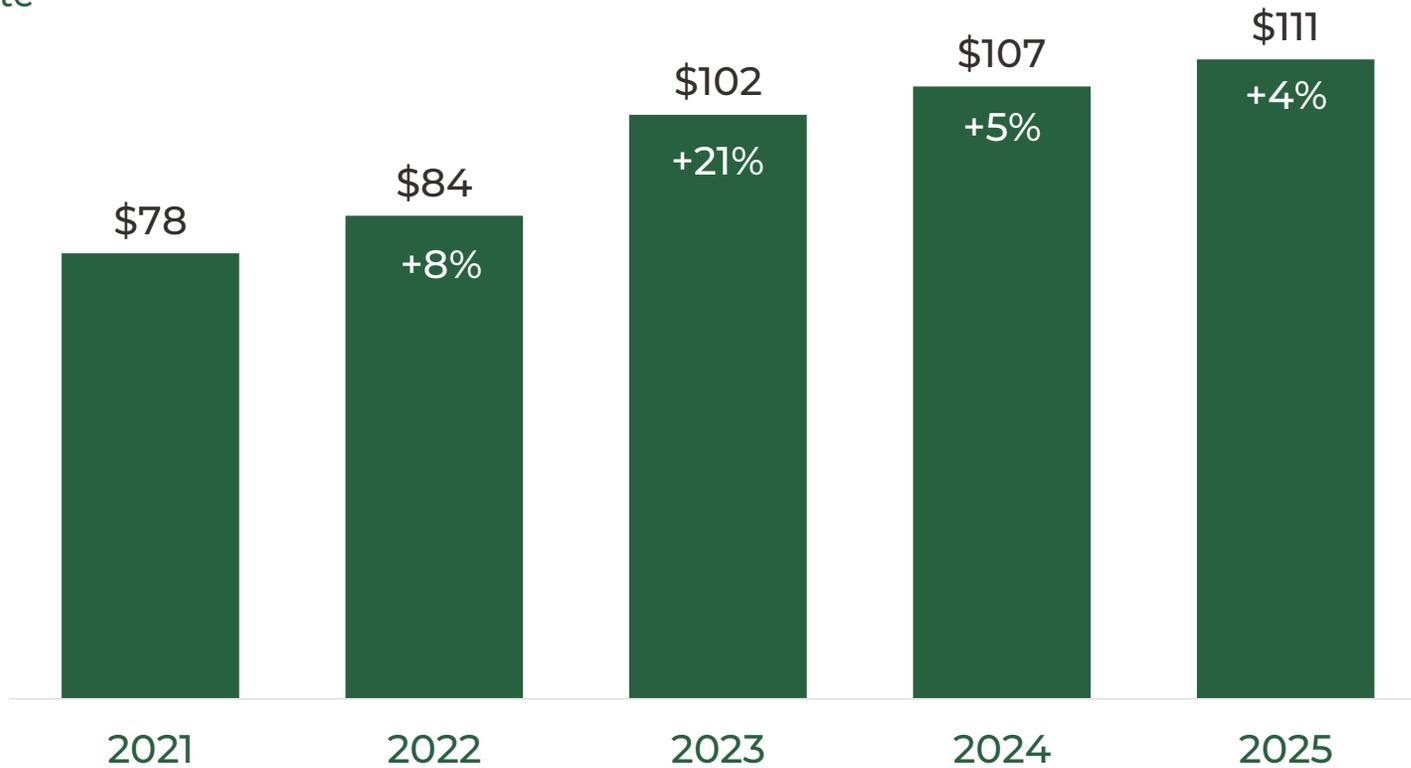


Source: Numerator Panel data for the 52-week periods ending 10/3/21, 10/2/22, 10/1/23, 9/29/24, 9/28/25

\*Most Valuable Pet Parents

## MVP growth is helping to increase buy rate

Freshpet Buy Rate  
(52 weeks)

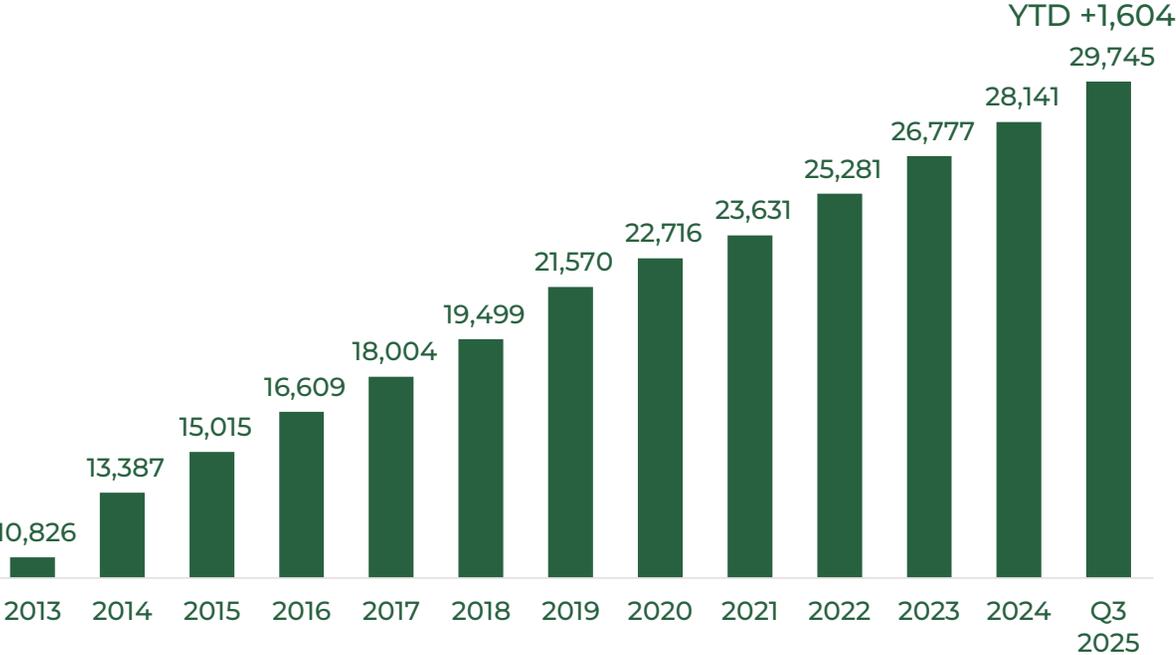


Source: Numerator Panel data for the 52-week periods ending 10/3/21, 10/2/22, 10/1/23, 9/29/24, 9/28/25  
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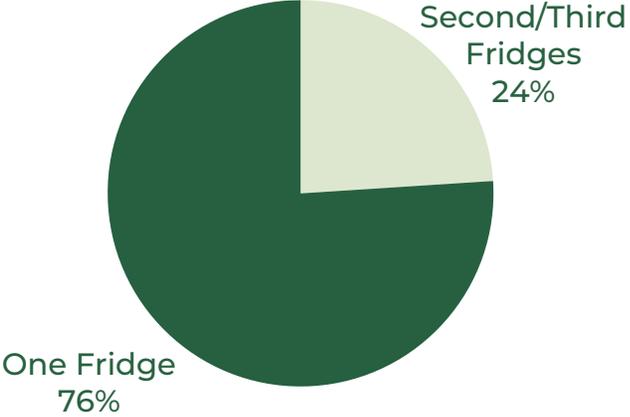
Expanding depth and breadth: **24%** of all stores have multiple fridges



Freshpet Store Count



Number of Fridges per Store\*



Source: Internal data for the period ending 9/30/25; \*U.S. and Canada Fridges  
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# Capacity Update

Facility	# Lines Today	# Lines Projected
Bethlehem Kitchen	6	7
Kitchen South	4	7
Ennis Kitchen	5	10+
<b>Total</b>	<b>15</b>	<b>24+</b>

- ✓ Ennis continues to be the most profitable Freshpet Kitchen and accounts for 38% of sales volume
- ✓ New production technology line for bagged product to be commissioned later this quarter in Bethlehem
  - Plan to retrofit existing bag lines starting Spring 2026 with “lite” version
- ✓ Reduced capital requirements to support growth plans
  - We have \$1.5 billion of installed capacity today that is not fully staffed

Source: Internal Data

Q3 2025 Earnings Presentation



# Capital Efficiency Framework



**MORE OUT OF  
EXISTING LINES**



**MORE OUT OF  
EXISTING SITES**



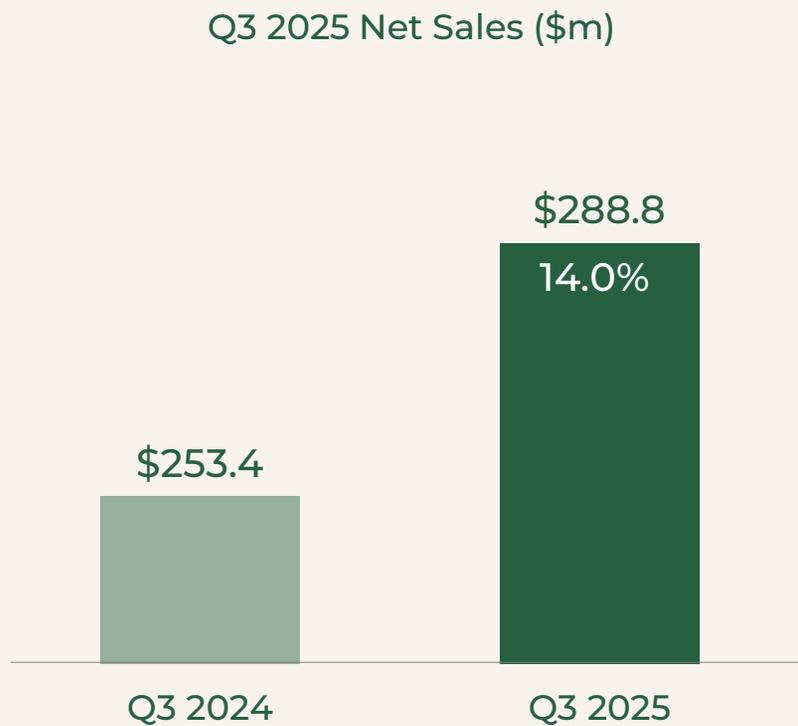
**DEVELOP & IMPLEMENT  
NEW TECHNOLOGIES**

# Q3 2025 Results

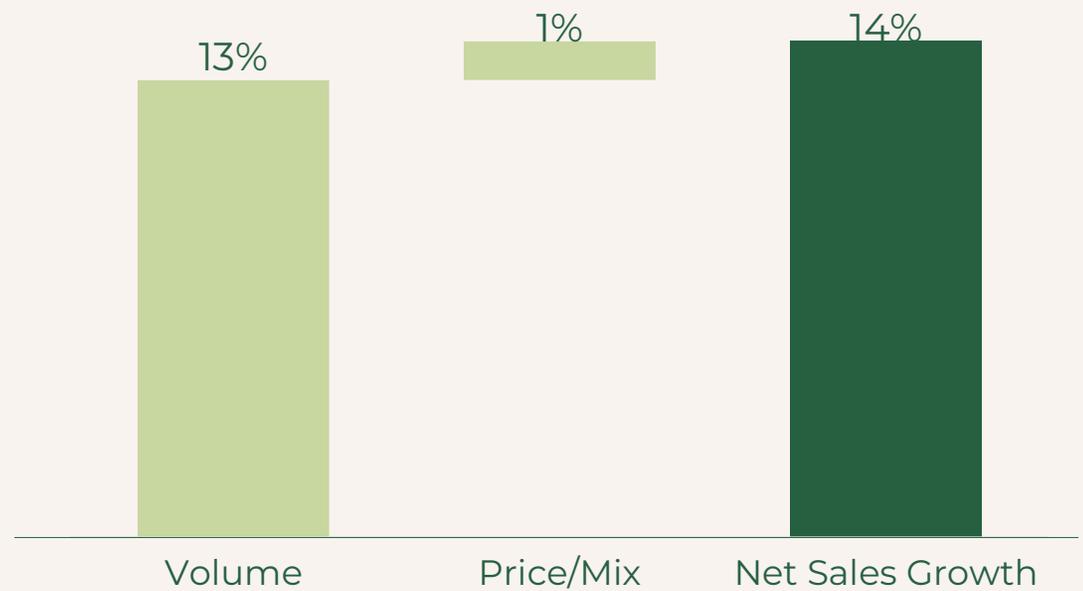


## Q3 net sales primarily driven by volume

Q3 2025 Net Sales (\$m)



Q3 2025 Net Sales Bridge

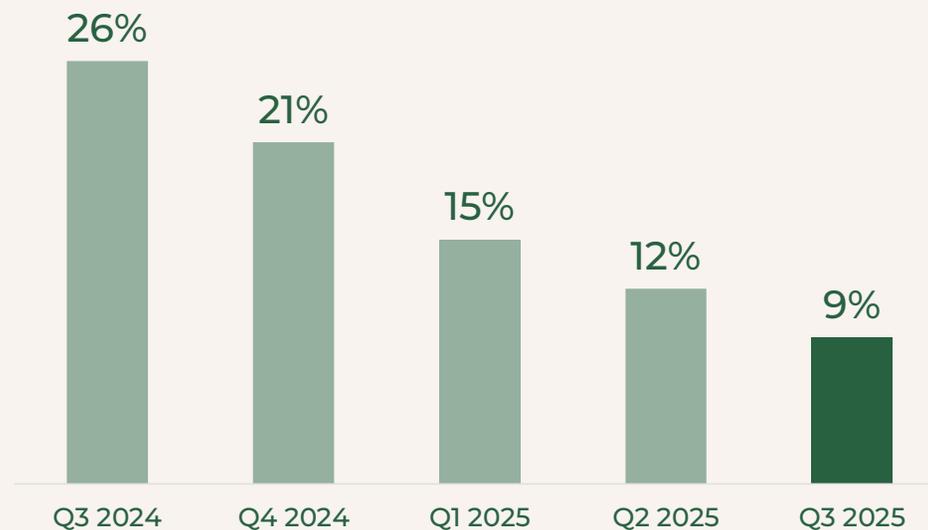


# Consumption growth across all channels

Q3 2025 Consumption Growth (\$)



Consumption Growth Trends (volume in pounds)



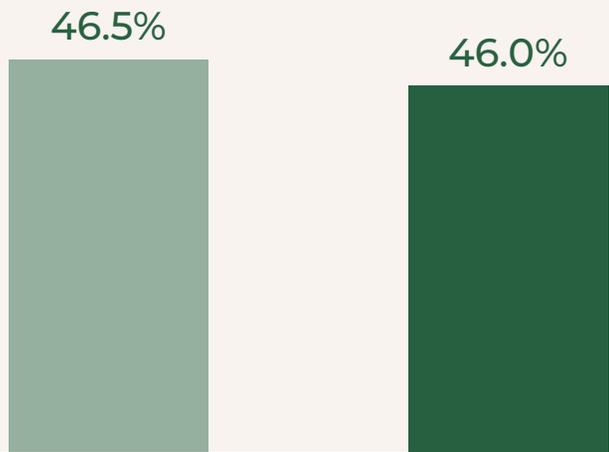
UNMEASURED CHANNEL ADDED ~2 PTS OF GROWTH

Source: NIQ consumption data, latest 13 weeks thru 9/27/25 and internal sales data

Q3 2025 Earnings Presentation

# Q3 2025 delivered strong Adjusted EBITDA improvement despite less volume growth

Q3 2025 Adj. Gross Margin  
% of net sales



Q3 2024

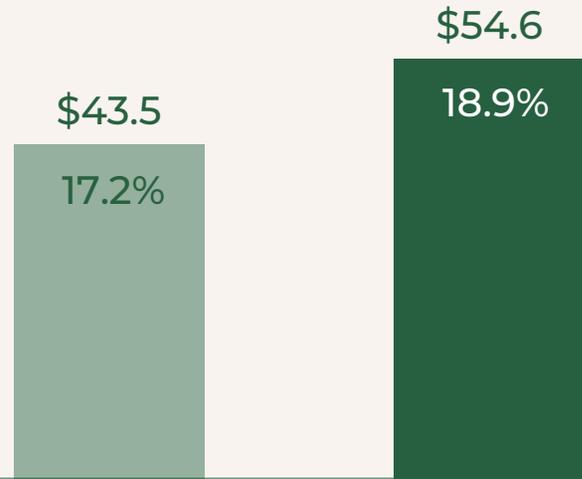
Q3 2025

40.4%

39.5%

Gross Margin (GAAP)

Q3 2025 Adj. EBITDA (\$m)  
% of net sales



Q3 2024

Q3 2025

\$11.9m

\$101.7m

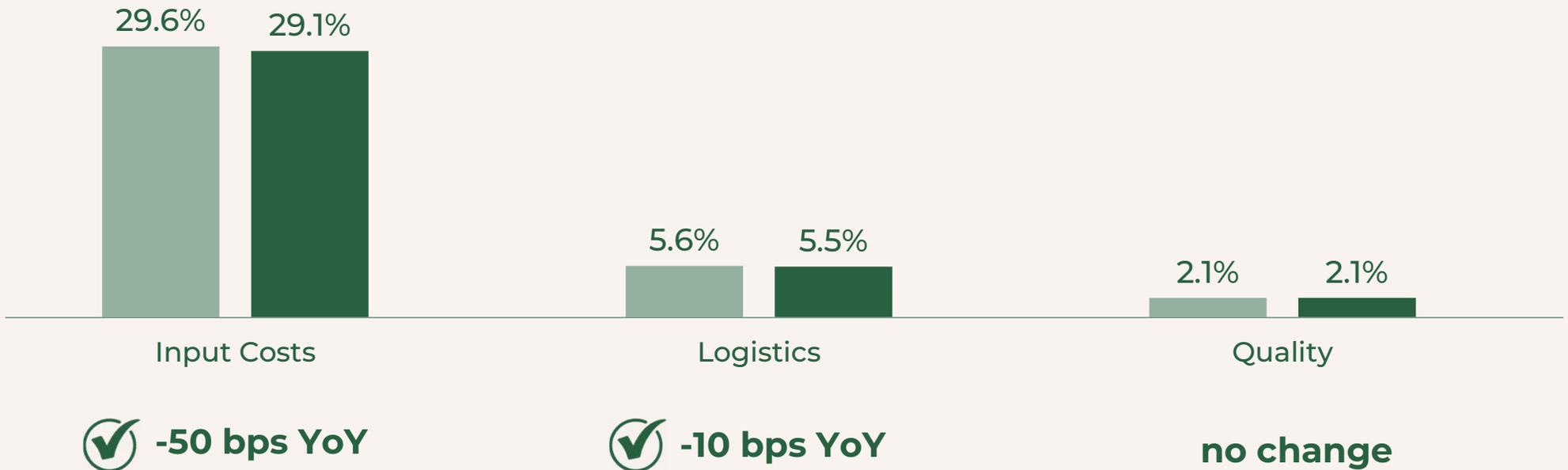
Net Income (Loss)

Source: Internal Data

Q3 2025 Earnings Presentation

# 60 basis point improvement across key focus areas in Q3 2025

Key Margin Improvement Targets & Progress ● Q3 2024 ● Q3 2025



Guidance



# FY 2025 Guidance

	Previous	Updated
Net Sales Growth YoY	13 – 16%	~13%
Adjusted EBITDA	\$190M – \$210M	\$190 - \$195M
Capital Expenditures	~\$175M	~\$140M

## Additional considerations:

- **Net Sales:** Expect to be at the low end of the previous range
- **Adjusted Gross Margin:** Now expect to be flat for the year
- **Advertising Investment:** Expect media as a percent of sales to be greater than 2024
- **Cash:** Expect to end the year with ~\$265M of cash and be free cash flow positive



# 2027 Targets



  
**48%**  
Adjusted Gross Margin Target

  
**22%**  
Adjusted EBITDA Margin Target

# Capital Spending, Cash Flow & Liquidity



## Now expect to be free cash flow positive in 2025

### ✓ Capital Spending:

- YTD Q3 2025 spend of \$95.1 million
- Estimated 2025 spending of ~\$140 million; 2026 estimated to be in-line with 2025 unless we decide to accelerate new technology or we have sizable retail expansion with new fridge islands

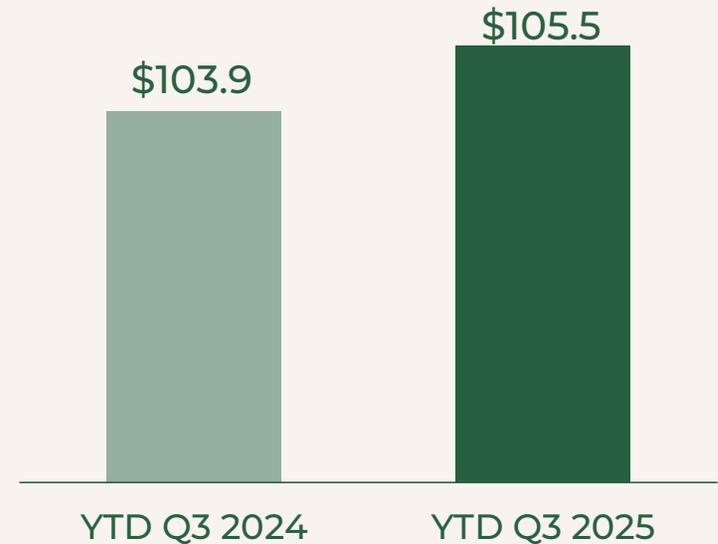
### ✓ Cash flow:

- Generated \$105.5 million of operating cash flow YTD Q3 2025, a YoY increase of \$1.6 million driven by higher net sales, partially offset by one-time items and increase in variable incentive comp payments in the first quarter of 2025
- Now expect to be free cash flow positive in 2025, a year earlier than originally anticipated

### ✓ Liquidity:

- \$274.6 million of cash-on-hand as of 9/30/25 and expect to end 2025 with ~\$265 million in cash

### Operating Cash Flow (\$m)



Source: Internal Data

Q3 2025 Earnings Presentation

# Appendix



## Freshpet, Inc. and Subsidiaries Reconciliation between Gross Profit and Adjusted Gross Profit

	For the Three Months Ended September 30,		For the Nine Months Ended September 30,	
	2025	2024	2025	2024
	(Dollars in thousands)			
Gross profit	\$ 114,192	\$ 102,247	\$ 326,170	\$ 284,357
Depreciation expense	17,115	13,197	46,024	35,698
Non-cash share-based compensation	1,503	1,610	4,617	6,451
Loss on disposal of manufacturing equipment	32	639	287	692
<b>Adjusted Gross Profit</b>	<b>\$ 132,842</b>	<b>\$ 117,693</b>	<b>\$ 377,098</b>	<b>\$ 327,198</b>
Adjusted Gross Profit as a % of Net Sales	46.0%	46.5%	46.2%	45.9%

Source: Internal Data

Q3 2025 Earnings Presentation

# Freshpet, Inc. and Subsidiaries Reconciliation between Net Income (loss) and Adjusted EBITDA

	For the Three Months Ended September 30,		For the Nine Months Ended September 30,	
	2025	2024	2025	2024
	(Dollars in thousands)			
Net income	\$ 101,663	\$ 11,895	\$ 105,322	\$ 28,803
Depreciation and amortization	23,650	18,709	64,663	51,665
Interest expense, net of interest income	1,194	(40)	3,803	(424)
Income tax (benefit) expense	(77,958)	54	(77,926)	162
<b>EBITDA</b>	<b>48,549</b>	<b>30,618</b>	<b>95,862</b>	<b>80,206</b>
Non-cash share-based compensation (a)	5,219	12,108	20,256	37,862
Loss on disposal of property, plant and equipment	126	768	773	1,054
Distributor transition costs (b)	—	—	10,680	—
Legal obligation (c)	716	—	5,703	—
International business charges (d)	—	—	1,273	—
Gain on equity investment	—	—	—	(9,918)
<b>Adjusted EBITDA</b>	<b>\$ 54,610</b>	<b>\$ 43,494</b>	<b>\$ 134,547</b>	<b>\$ 109,204</b>
Adjusted EBITDA as a % of Net Sales	18.9%	17.2%	16.5%	15.3%

- (a) Includes true-ups to share-based compensation expense. We have certain outstanding share-based awards with performance-based vesting conditions that require the achievement of certain Adjusted EBITDA margins, Adjusted EBITDA and/or Net Sales targets as a condition of vesting. At each reporting period, we reassess the probability of achieving the performance criteria and the performance period required to meet those targets. When the probability of achieving such performance conditions changes, the compensation cost previously recorded is adjusted as needed. When such performance conditions are deemed to be improbable of achievement, the compensation cost previously recorded is reversed.
- (b) Represents a non-recurring loss as a result of an accounts receivable write-off in connection with the liquidation of one of our pet specialty distributors. Concurrent with its liquidation, we transitioned to a new distribution partner, who is a leading pet specialty distributor and who we anticipate will facilitate sales to pet specialty stores. Thus, despite the transitory impact during the first quarter of 2025, our ability to continue to generate sales is consistent with what we would expect to generate within the pet specialty channel.
- (c) Represents the net settlement charges for all claims related to the litigation with Phillips.
- (d) Represents termination costs due to a business change in our international go-to-market strategy.

Source: Internal Data

# Convertible Share Dilution Calculations at Maturity

- We have run share dilution calculations to compare outcomes for the 2028 convertible notes
  - Freshpet has structured the convertible with Flexible Settlement, so we have the option to settle the convertible in shares, cash, or a combination at its option
  - We have run convertible dilution calculations once using the most dilutive physical settlement method (i.e. Freshpet delivers all underlying shares upon conversion if the convertible is in-the-money) and again using net share settlement method (i.e. Freshpet delivers the \$402.5mm principal amount in cash and any remaining in-the-money amount in shares under Treasury Stock method)

Stock Price at Maturity	Physical Settlement (mm shares) <sup>(1,2)</sup>		Net Share Settlement (mm shares)	
	Convert	Convert + Capped Call	Convert	Convert + Capped Call
\$100.00	5.8	4.0	1.8	0.0
\$110.00	5.8	3.7	2.1	0.0
\$120.00	5.8	3.4	2.4	0.0
\$130.00	5.8	3.5	2.7	0.4
\$140.00	5.8	3.7	2.9	0.8
\$150.00	5.8	3.8	3.1	1.1
\$160.00	5.8	4.0	3.3	1.4
\$170.00	5.8	4.1	3.4	1.7
\$180.00	5.8	4.2	3.5	1.9
\$190.00	5.8	4.2	3.7	2.1
\$200.00	5.8	4.3	3.8	2.3

Source: Internal Data

Q3 2025 Earnings Presentation

Note: Based on Freshpet's \$402.5mm convertible offering, a \$54.65 stock price at issue, a 27.5% conversion premium, and an up 120% capped call.

(1) If the convertible is in-the-money, Freshpet can deliver full underlying shares at its option since it has chosen a Flexible Settlement Structure.

(2) At stock prices below the conversion price, the convertible is redeemed for cash without any equity dilution.

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Thank you

