CENTRAL GARDEN & PET

Acquisition of TRIXIE

July 27, 2026

Forward-looking Statements

All statements, other than statements of historical fact, could be deemed forward-looking statements.

Statements in this presentation concerning Central's business, strategy and focus; our agreement to acquire TRIXIE Heimtierbedarf GmbH & Co. KG ("TRIXIE"); our ability to successfully manage and grow TRIXIE's business; expectations for improved margins and stronger cash flow generation, and our overall future prospects are forward-looking statements that involve a number of uncertainties and risks.

Actual results or events could differ materially from those anticipated in those forward-looking statements as a result of several factors, including, without limitation, , the failure to obtain certain required regulatory approvals or the failure to satisfy any of the other closing conditions to the completion of the transaction, our ability to close the acquisition in a timely basis or at all, challenges related to entering into international markets, risks related to disruption of management's attention from Central's ongoing business operations due to the transaction, our ability to integrate the acquired company, potential benefits of the transaction to Central and our customers, and other factors listed in our annual report on Form 10-K filed with the Securities and Exchange Commission.

All statements made in this presentation are made only as of the date of this presentation. Central undertakes no obligation to update the information in this press release in the event facts or circumstances subsequently change after the date of this presentation.

Acquisition Positions Central as a Global Leader in Pet Supplies And Pet Snacks

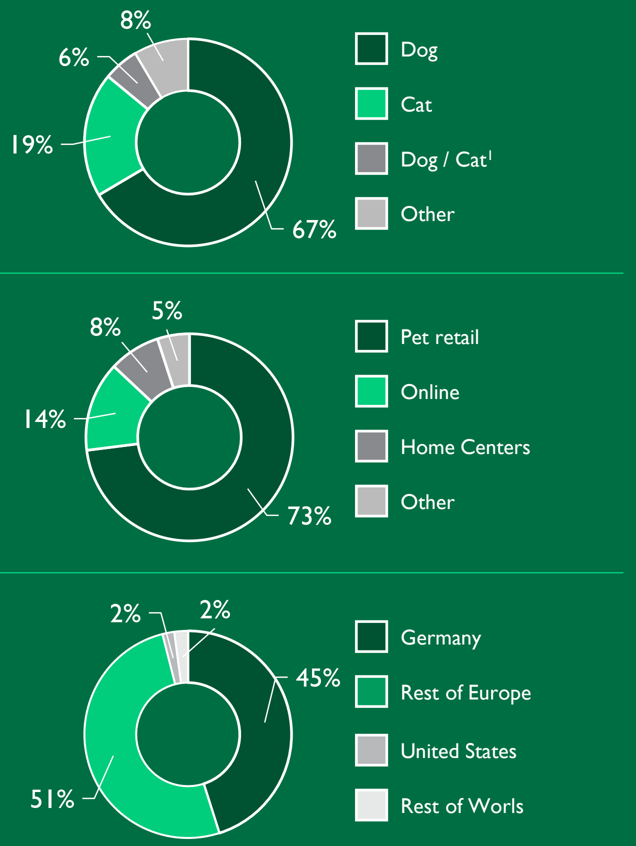
- Definitive agreement to acquire an 80% interest in TRIXIE, the leading European pet supplies and pet snacks company for €340MM upfront and a total up to 400MM if full earn-out is achieved, transaction expected to close in the first half of 2027
- Creation of global leader in Pet supplies; a major step in expanding Central's presence in Europe
- Accelerates the Central to Home strategy: builds scale in Pet, expanding owned-brand design and sourcing capabilities
- Establishes a scaled platform to consolidate the fragmented European pet specialty market
- Compelling value creation opportunity: cross-selling and sourcing synergies, improved margins and stronger cash flow generation

TRIXIE Business Overview

Overview

- Founded in 1974, TRIXIE is the leading European pet supplies and pet snacks business by a large margin
- 90% of products sold under TRIXIE brand, which is widely known across Europe
- 6,000+ item product portfolio with 500+ new product launches per year
- Category leader with in-house design, sourcing and vertical integration through strategic JVs
- State-of-the-art fulfillment facilities in Tarp, Germany, with 53k m^2 logistics area and 90k m^2 of storage spaces
- Accretive profitability
- Asset-light model with significant FCF generation

Sales Mix



Complementary product mix, a broad European footprint and attractive margins

Note: 1) Includes products that are not specific to either dogs or cats and are suitable for both

Our Long-Term Central to Home Strategy

CONSUMER

Build and grow brands Consumers love

CUSTOMER

Win with winning Customers and Channels

CENTRAL

Fortify the Central Portfolio

COST

Reduce Cost to improve margins and fuel growth

CULTURE

Balance our entrepreneurial, BU-led, growth Culture

Successful M&A Track Record

2015
IMS Dog Chews
Cadet
Adding scale in dog chews and treats

2018
Bell Nursery
Entering a new category

2019
Arden Companies
Expanding into adjacent category, extension of the backyard

2021
Green Garden Products
Expanding into attractive adjacent category

DoMyOwn
Gaining best-in-class ecommerce

D&D Commodities
Adding scale in bird feed

2023
TDBBS
Adding digitally native consumables

2025
JustiFLY
Expanding footprint in fast-growing animal health for livestock

2026
TRiXiE

Accelerating Central's presence in Pet with attractive scale and profitability profile

Fully Aligned With Central's Pet Acquisition Criteria

Builds Scale in Pet

Adds high $200MM of revenues

Extends Central's ~$1.8B Pet segment into Europe

Strengthens Brands

Focus resources on delivering branded products with the highest value to the consumer; TRIXIE has >90% owned-brand sales

TRIXIE is the leading European pet supplies brand

Expands Capabilities

In-house design

Best-in-class sourcing

Highly automated logistics

Acquisition Platform

Scaled platform to consolidate the fragmented European pet specialty market

Strong alignment with Central's strategic acquisition criteria

Combination Expands Central's Pet Platform And Reach

- Combination creates the leading player globally in pet supplies
- Adds high $200MM in revenues, expanding Central's topline and overall scale
- Drives organic growth from winning innovation and strong channel
- Drives consumables growth, particularly in Europe, through leveraging TRIXIE's industry-leading logistics and fulfillment capabilities as well as expertise in navigating the different European markets
- Geographical expansion with almost 10% sales coming from outside of the United States
- Post closing pro-forma net leverage remains ~1.5x; with ample firepower to pursue further M&A

Creates a Pet platform with a differentiated European presence

Transaction Summary

Key Deal Terms

- Acquisition of 80% of business
- Two key members of senior management rolling into the transaction
- €340MM upfront consideration paid in cash at closing and a total up to €400MM if full earn out is achieved

TRIXIE Key Financials

- 2026 estimated revenue of high $200MM

Value Creation

- Cross-selling opportunities to accelerate revenue growth starting in year 2
- Clear pathway to annual cost synergies in year 2 post-closing

Other Considerations

- Post closing net leverage to remain ~1.5x
- Closing expected first half of fiscal 2027

Compelling financial profile drives shareholder value creation