November 23, 2026

Central Garden & Pet Reports Fourth Quarter and Fiscal Year 2026 Financial Results and Provides Fiscal 2027 Outlook

Reports fiscal 2026 net sales of $2.9 billion compared with $3.1 billion in the prior year
Grows fiscal 2026 organic net sales 1%
Delivers record fiscal 2026 GAAP EPS of $3.03 and record non-GAAP EPS of $3.00
Expects fiscal 2027 non-GAAP EPS of $2.65 or better

WALNUT CREEK, Calif.--(BUSINESS WIRE)-- Central Garden & Pet Company (NASDAQ: CENT) (NASDAQ: CENTA) ("Central"), a leading consumer goods company in the pet and garden industries, today announced results for its fourth quarter and fiscal year ended September 26, 2026.

This press release features multimedia. View the full release here: https://www.businesswire.com/news/home/20261123328607/en/

“For the full year, we grew organic sales and gross margin and delivered record earnings per share in a more cautious consumer environment, reflecting sharp execution across our portfolio. Our teams delivered organic sales and profit growth in both Pet and Garden. We also announced the addition of two iconic businesses to our family of brands, Burpee in the first quarter of fiscal 2027, and TRIXIE, which is expected to close in the second quarter of fiscal 2027,” said Niko Lahanas, CEO of Central Garden & Pet. “We’re confident our Central to Home strategy and exceptional team position us to navigate near-term headwinds while continuing to invest in our long-term strategy.”

Fiscal 2026 Results
(All comparisons versus fiscal 2025)

Net sales decreased 6% to $2.9 billion, due to the exit of the pet distribution business at the beginning of the third quarter, while organic net sales increased 1%. Pet segment sales decreased 11% to $1.6 billion, while Pet organic sales increased 1%, led by growth in Professional and Dog Treats. Garden segment sales increased 1% to $1.3 billion, with growth in Fertilizer, Wild Bird, and Grass Seed.

Gross profit increased 1% to $1.0 billion, with gross margin expanding 240 basis points to 34.3%. On a non-GAAP basis, which excludes tariff refunds received during the year, gross profit decreased 1% to $990 million, with gross margin expanding 150 basis points to 33.6%, driven by mix improvement and cost savings.

SG&A was $724 million, a reduction of 3%. On a non-GAAP basis, SG&A was $705 million, a reduction of 5%, due to the exit of Central's pet distribution business and productivity improvements.

Operating income increased 14% to $286 million, with operating margin expanding 170 basis points to 9.7%. On a non-GAAP basis, operating income increased 8% to $285 million, with operating margin expanding 120 basis points to 9.7%, driven by improved gross margin and cost discipline.

Net interest expense was $29 million, compared with $33 million, benefiting from higher interest income.

Other expense was $7 million compared with $0.5 million, driven primarily by Central's share of initial losses from the pet distribution partnership.

Net income increased 15% to $188 million, or $3.03 per diluted share, an increase of $0.48. On a non-GAAP basis, net income increased 7% to $186 million, or $3.00 per diluted share, an increase of $0.27.

Adjusted EBITDA increased $16 million to $387 million, with margin expanding 130 basis points to 13.2%.

The effective tax rate was 24.5% compared with 24.4%.

Fourth Quarter Fiscal 2026 Results
(All comparisons versus Q4 FY 2025)

Net sales decreased 21% to $537 million, while organic net sales decreased 6%.

Gross profit increased 3% to $202 million, with gross margin expanding 870 basis points to 37.7%. On a non-GAAP basis, which excludes tariff refunds received during the fourth quarter, gross profit decreased 8% to $182 million, with gross margin expanding 480 basis points to 33.9%.

Operating income was $29 million, compared with an operating loss of $6 million, with operating margin expanding 630 basis points to 5.4%. On a non-GAAP basis, operating income was $11 million, compared with an operating loss of $1 million, with operating margin expanding 210 basis points to 2.0%.

Other expense increased $8 million to $9 million, driven primarily by Central's share of initial losses from the pet distribution partnership.

Net interest expense was $5 million, a reduction of $2 million.

Net income was $12 million, an increase of $21 million, or $0.19 per diluted share, an improvement of $0.35. On a non-GAAP basis, net loss was $2 million, an improvement of $3 million, or a loss of $0.04 per diluted share, an improvement of $0.05.

Adjusted EBITDA increased $10 million to $36 million, with margin expanding 290 basis points to 6.7%.

Pet Segment Fourth Quarter Fiscal 2026 Results
(All comparisons versus Q4 FY 2025)

Net sales in the Pet segment decreased 29% to $305 million, while Pet organic net sales decreased 5%. The decrease in organic net sales was due to softer consumer demand in certain categories, lost distribution in lower-margin pet beds and a temporary supply constraint in one of Central's pet businesses.

Operating income increased 85% to $51 million, with margin expanding 1,030 basis points to 16.7%. On a non-GAAP basis, operating income increased 7% to $33 million, with margin expanding 350 basis points to 10.7%.

Adjusted EBITDA increased $1 million to $42 million, with margin expanding 430 basis points to 13.8%.

Garden Segment Fourth Quarter Fiscal 2026 Results
(All comparisons versus Q4 FY 2025)

Net sales in the Garden segment decreased 7% to $232 million, due to unfavorable weather for Live Plants, and lower sales in Central's distribution business resulting from a vendor's decision to sell directly to retailers.

Operating income was $6 million, compared with an operating loss of $2 million, with margin expanding 330 basis points to 2.6%. On a non-GAAP basis, operating income was $6 million, an increase of $5 million, with margin expanding 220 basis points to 2.6%, primarily from improved mix and productivity savings.

Adjusted EBITDA increased $5 million to $16 million, with a margin expanding 240 basis points to 6.9%.

Liquidity and Debt
(All comparisons versus fiscal 2025)

Cash provided by operations was $316 million, compared with $333 million.

Cash and cash equivalents at September 26, 2026, were $1,092 million, an increase of $210 million.

Total debt was $1.2 billion, consistent with the prior year period, with strong liquidity supporting continued investment capacity and financial flexibility.

Central had no borrowings outstanding under its credit facility at year-end.

Gross leverage, calculated using the definitions for Indebtedness and EBITDA in Central's credit agreement, ended the year at 2.6x, below Central’s target range of 3.0 to 3.5x. Net leverage was 0.2x.

As of September 26, 2026, $128 million remained available for future stock repurchases under Central's authorizations.

Non-GAAP Adjustments

In fiscal 2026, non-GAAP adjustments had a minimal net impact on operating income, as tariff refunds fully offset facility closure and business exit charges.

Central recognized incremental operating expense of $24 million, of which $14 million was recognized in its Pet segment, primarily related to the exit of a minor business and the closure of two facilities, and $10 million in its Garden segment related to remaining cost associated with the closure of five distribution centers in fiscal 2025 and 2024. Of the total charges $2 million was recognized in its Garden segment during the fourth quarter.

Offsetting these charges, Central recognized incremental gross profit of $24 million for tariff refunds received, of which $22 million was recognized in its Pet segment and $2 million in its Garden segment. Of these refunds, $20 million was received in the fourth quarter, comprising $18 million in its Pet segment and $2 million in its Garden segment.

For the full year, non-GAAP adjustments reduced net income by $2 million, primarily due to a third-quarter gain recorded in other expense, net from the contribution of its pet distribution business to the formation of a new partnership and additional interest income from tariff refunds received in the fourth quarter.

Acquisitions

- **TRIXIE**

In the fourth quarter, Central entered into a definitive agreement to acquire an 80% interest in TRIXIE Heimtierbedarf GmbH & Co. KG (“TRIXIE”), the leading European pet supplies and pet snacks company, for €340 million in cash at closing plus up to €60 million in additional earn-out payments, for total consideration of up to €400 million. Together, Central and TRIXIE will create the leading global player in pet supplies.

TRIXIE serves thousands of pet retail stores internationally with a broad portfolio of pet products, approximately 90% of which are own-brand. The transaction will give Central a differentiated presence with approximately 10% of net sales generated outside of the United States and establish a scaled platform to consolidate the fragmented European pet specialty market. Members of TRIXIE's leadership team will retain a minority stake and continue in key roles.

The transaction is expected to close in the second quarter of fiscal 2027.

- **Burpee**

After fiscal year end, Central acquired W. Atlee Burpee Company (“Burpee”), an iconic brand in the packet seed and young plant categories trusted by gardeners for 150 years. Burpee offers a comprehensive horticulture portfolio of seeds, plants and garden supplies.

Founded in 1876, Burpee is recognized as the premier brand in the category based on consumer awareness, satisfaction and loyalty. Burpee's comprehensive portfolio, positioned around helping home gardeners succeed, is sold across a diversified set of channels including mass merchandise, grocery and club, eCommerce and catalog, home improvement, and farm and fleet retailers. Burpee will operate as a separate entity and continue to be headquartered in Pennsylvania.

The transaction closed on September 30, 2026.

Outlook for Fiscal 2027

Central currently expects fiscal 2027 non-GAAP EPS of $2.65 or better. The outlook reflects a prudent view of current market conditions and continued investments to support long-term growth. It also anticipates a challenging first quarter, with opportunities for improvement as the year progresses.

The outlook includes Burpee, acquired on September 30, 2026, and TRIXIE, which is expected to close in the second quarter of fiscal 2027. Purchase accounting is expected to have a meaningful impact on both acquisitions in fiscal 2027, resulting in a minimal contribution to EPS. Central expects a more meaningful EPS contribution in fiscal 2028 as these impacts moderate.

Capital spending is projected at approximately $50 million, focused on maintenance, productivity, and targeted growth initiatives across both segments.

This outlook excludes the impact of any other acquisitions, divestitures or restructuring activities that may occur during fiscal 2027 and any further tariffs.

Conference Call

Central will hold a conference call today at 4:30 p.m. Eastern Time (1:30 p.m. Pacific Time), hosted by CEO Niko Lahanas and CFO Brad Smith, to discuss these results and to provide a general business update. The conference call and related materials can be accessed at http://ir.central.com.

Alternatively, to listen to the call by telephone, dial (201) 689-8345 (domestic and international) using confirmation #13763310.

About Central Garden & Pet

Central Garden & Pet Company (NASDAQ: CENT) (NASDAQ: CENTA) is a leading consumer goods company in the pet and garden industries. Guided by the belief that home is central to life, the company's purpose is to proudly nurture happy and healthy homes. For over 45 years, its innovative and trusted solutions have helped lawns grow greener, gardens bloom bigger, pets live healthier, and communities grow stronger. Central is home to a diversified portfolio of market-leading brands including Amdro®, Aqueon®, Best Bully Sticks®, Cadet®, C&S®, Farnam®, Ferry-Morse®, Kaytee®, Nylabone®, Pennington®, Sevin® and Zoëcon®. With fiscal 2026 net sales of $2.9 billion, the company has strong manufacturing and logistics capabilities supported by a passionate, entrepreneurial growth culture that incorporates sustainability. Central is headquartered in Walnut Creek, California, and employs more than 5,200 people, primarily across North America. Visit www.central.com to learn more.

Safe Harbor Statement

“Safe Harbor” Statement under the Private Securities Litigation Reform Act of 1995: The statements contained in this release which are not historical facts, including statements

concerning evolving consumer demand and unfavorable retailer dynamics, productivity initiatives, estimated capital spending, earnings guidance for fiscal 2027, the expected timing of the closing of the acquisition of TRIXIE, and our ability to successfully manage and grow Burpee's and TRIXIE's business, are forward-looking statements that are subject to risks and uncertainties that could cause actual results to differ materially from those set forth in or implied by forward-looking statements. All forward-looking statements are based upon Central's current expectations and various assumptions. There are a number of risks and uncertainties that could cause actual results to differ materially from the forward-looking statements contained in this release including, but not limited to, the following factors:

- economic uncertainty and other adverse macroeconomic conditions, including a potential recession or inflationary pressure;
- impacts of further tariffs or a trade war;
- risks associated with international sourcing;
- the failure to satisfy any of the closing conditions to the completion of the TRIXIE transaction;
- our ability to close the TRIXIE acquisition in a timely basis or at all;
- our ability to integrate the acquired company and realize the potential benefits of the TRIXIE transaction to Central and our customers;
- risks associated with our expanded international operations following the TRIXIE acquisition, including compliance with foreign laws and regulations;
- fluctuations in energy prices, fuel and related petrochemical costs;
- the impact of the new pet distribution partnership on our financial results and ability to distribute and promote our pet branded products;
- declines in consumer spending and the associated increased inventory risk;
- seasonality and fluctuations in our operating results and cash flow;
- adverse weather conditions and climate change;
- the success of our Central to Home strategy and our Cost and Simplicity agenda;
- disruptions at our manufacturing and distribution facilities or in the operations of our suppliers and contract manufacturers;
- fluctuations in market prices for seeds and grains and other raw materials, including the impact of significant declines in grass seed market prices on our inventory valuation;
- risks associated with new product introductions, including the risk that our new products will not produce sufficient sales to recoup our investment;
- dependence on a small number of customers for a significant portion of our business;
- consolidation trends in the retail industry;
- supply shortages in pet birds, small animals and fish;
- potential credit risk associated with certain brick and mortar retailers in the pet specialty segment;
- reductions in demand for our product categories;
- competition in our industries;
- continuing implementation of an enterprise resource planning information technology system;
- regulatory issues;
- potential environmental liabilities;
- access to and cost of additional capital;
- the impact of product recalls;
- risks associated with our acquisition strategy, including our ability to successfully

integrate acquisitions and the impact of purchase accounting on our financial results;
- potential goodwill or intangible asset impairment;
- the potential for significant deficiencies or material weaknesses in internal control over financial reporting, particularly of acquired companies;
- our dependence upon our key executives;
- our ability to recruit and retain members of our management team and employees to support our businesses;
- risks associated with our and third parties' use of artificial intelligence;
- potential costs and risks associated with actual or potential cyberattacks;
- our ability to protect our trademarks and other proprietary rights;
- litigation and product liability claims;
- the impact of new accounting regulations and the possibility our effective tax rate will increase as a result of future changes in the corporate tax rate or other tax law changes;
- potential dilution from issuance of authorized shares; and
- the voting power associated with our Class B stock.

These and other risks are described in greater detail in Central's Annual Report on Form 10-K for the fiscal year ended September 27, 2025, filed with the Securities and Exchange Commission on November 26, 2025, and our upcoming Annual Report on Form 10-K for the fiscal year ended September 26, 2026 expected to be filed on November 25, 2026. Central has not filed its Form 10-K for the fiscal year ended September 26, 2026. As a result, all financial results described here should be considered preliminary, and are subject to change to reflect any necessary adjustments or changes in accounting estimates that are identified prior to the time we file the Form 10-K. Central assumes no obligation to publicly update these forward-looking statements to reflect new information, future events, or any other development.

CENTRAL GARDEN & PET COMPANY
CONSOLIDATED BALANCE SHEETS

	September 26, 2026	September 27, 2025
	(in thousands, except share and per share amounts)	
ASSETS		
Current assets:		
Cash and cash equivalents	$ 1,092,340	$ 882,488
Restricted cash	16,619	15,945
Accounts receivable, net	295,594	325,297
Inventories, net	673,566	722,106
Prepaid expenses and other	31,146	30,294
Total current assets	2,109,265	1,976,130
Plant, property and equipment, net	348,546	363,188
Goodwill	571,987	554,692
Other intangible assets, net	449,051	447,643
Operating lease right-of-use assets	179,693	222,863
Other assets	84,128	61,127
Total	$ 3,742,670	$ 3,625,643
LIABILITIES AND EQUITY		
Current liabilities:		
Accounts payable	$ 211,025	$ 234,618
Accrued expenses	243,753	247,213
Current lease liabilities	49,376	56,865
Current portion of long-term debt	56	62
Total current liabilities	504,210	538,758
Long-term debt	1,193,469	1,191,641
Long-term lease liabilities	154,909	191,739
Deferred income taxes and other long-term obligations	125,694	118,572
Equity:		
Common stock ($0.01 par value; 80 million shares authorized; 9,650,221 and 9,650,221 outstanding at September 26, 2026 and September 27, 2025, respectively)	97	97
Class A common stock ($0.01 par value; 100 million shares authorized; 51,410,740 and 51,618,682 outstanding at September 26, 2026 and September 27, 2025, respectively)	514	516
Class B stock ($0.01 par value; 3 million shares authorized; 1,602,374 and 1,602,374 outstanding at September 26, 2026 and September 27, 2025, respectively)	16	16
Additional paid-in capital	578,661	571,392
Retained earnings	1,187,307	1,015,096
Accumulated other comprehensive loss	(2,989)	(3,849)
Total Central Garden & Pet shareholders' equity	1,763,606	1,583,268
Noncontrolling interest	782	1,665
Total equity	1,764,388	1,584,933
Total	$ 3,742,670	$ 3,625,643

CENTRAL GARDEN & PET COMPANY
CONSOLIDATED STATEMENTS OF OPERATIONS

	Three Months Ended		Fiscal Year Ended	
	September 26, 2026	September 27, 2025	September 26, 2026	September 27, 2025
	(in thousands, except per share amounts)			
Net sales	$ 537,466	$ 678,178	$ 2,943,353	$ 3,129,064
Cost of goods sold	335,003	481,634	1,933,800	2,131,728
Gross profit	202,463	196,544	1,009,553	997,336
Selling, general and administrative expenses	173,224	202,944	724,001	747,294
Operating income (loss)	29,239	(6,400)	285,552	250,042
Interest expense	(13,907)	(14,357)	(56,765)	(57,697)
Interest income	9,316	7,476	27,556	24,885
Other expense, net	(8,729)	(576)	(7,387)	(480)
Income (loss) before income taxes and noncontrolling interest	15,919	(13,857)	248,956	216,750
Income tax expense (benefit)	4,778	(3,421)	60,992	52,787
Net income (loss) including noncontrolling interest	11,141	(10,436)	187,964	163,963
Net income (loss) attributable to noncontrolling interest	(449)	(630)	256	1,120
Net income (loss) attributable to Central Garden & Pet Company	$ 11,590	$ (9,806)	$ 187,708	$ 162,843
Net income (loss) per share attributable to Central Garden & Pet Company:				
Basic	$ 0.19	$ (0.16)	$ 3.05	$ 2.58
Diluted	$ 0.19	$ (0.16)	$ 3.03	$ 2.55
Weighted average shares used in the computation of net income per share:				
Basic	61,500	61,714	61,443	63,094
Diluted	62,105	61,714	61,971	63,815

CENTRAL GARDEN & PET COMPANY
CONSOLIDATED STATEMENTS OF CASH FLOWS

	Fiscal Year Ended		
	September 26, 2026	September 27, 2025	September 28, 2024
		(in thousands)	
Cash flows from operating activities:			
Net income	$ 187,964	$ 163,963	$ 109,313
Adjustments to reconcile net income to net cash provided by operating activities:			
Depreciation and amortization	80,678	84,894	90,807
Amortization of deferred financing costs	2,508	2,695	2,687
Non-cash lease expense	57,398	60,076	56,180
Stock-based compensation	21,385	21,060	20,583
Gain on divestiture	(2,479)	—	—
Deferred income taxes	6,845	(2,101)	(14,482)
Facility closures and business exit costs	6,800	9,339	27,842
Impairment of intangibles	—	1,018	12,790
Equity in losses of unconsolidated affiliates	4,497	—	—
Other asset impairments	—	—	7,462
Other operating activities	2,952	2,438	906
Changes in assets and liabilities (excluding businesses acquired):			
Accounts receivable	33,466	629	11,857
Inventories	(21,289)	31,278	84,306
Prepaid expenses and other assets	(5,300)	(2,740)	11,944
Accounts payable	752	20,107	18,373
Accrued expenses	(5,142)	1,348	17,152
Other long-term obligations	2,287	986	(12,631)
Operating lease liabilities	(57,743)	(62,484)	(50,197)
Net cash provided by operating activities	315,579	332,506	394,892
Cash flows from investing activities:			
Additions to property, plant and equipment	(44,811)	(41,418)	(43,135)
Payments to acquire companies, net of cash acquired	(57,720)	(3,318)	(60,226)
Proceeds from divestiture	30,644	—	
Payments for investments	(1,000)	—	(1,650)
Other investing activities	—	(150)	(175)
Net cash used in investing activities	(72,887)	(44,886)	(105,186)
Cash flows from financing activities:			
Repayments of long-term debt	(65)	(231)	(370)
Repurchase of common stock, including shares surrendered for tax withholding	(29,615)	(155,066)	(24,074)
Payments of contingent consideration	—	—	(95)
Distribution to noncontrolling interest	(1,139)	(1,346)	(899)
Payment of financing costs	(2,329)	—	—
Net cash used in financing activities	(33,148)	(156,643)	(25,438)
Effect of exchange rate changes on cash and equivalents	982	(947)	1,261
Net increase in cash, cash equivalents and restricted cash	210,526	130,031	265,530
Cash, cash equivalents and restricted cash at beginning of year	898,433	768,403	502,873
Cash, cash equivalents and restricted cash at end of year	$ 1,108,959	$ 898,433	$ 768,403
Supplemental information:			
Cash paid for interest	$ 56,756	$ 57,698	$ 57,531
Cash paid for income taxes – net of refunds	53,925	61,634	53,582
Non-cash investing and financing activities:			
Non-cash investment in partnership	26,100	—	—
Note receivable from divestiture - related party	4,589	—	—
Capital expenditures incurred but not paid	3409	3,146	1,936
Shares of common stock repurchased but not settled	—	—	536
Lease liabilities arising from obtaining right-of-use assets	11,569	74,007	95,391

Use of Non-GAAP Financial Measures

We report our financial results in accordance with GAAP. However, to supplement the financial results prepared in accordance with GAAP, we use non-GAAP financial measures including non-GAAP net income and diluted net income per share, non-GAAP operating income, non-GAAP gross profit and gross margin, non-GAAP selling, general and administrative expense and adjusted EBITDA. Management uses these non-GAAP financial measures that exclude the impact of specific items (described below) in making financial, operating and planning decisions and in evaluating our performance. Management believes that these non-GAAP financial measures may be useful to investors in their assessment of our ongoing operating performance and provide additional meaningful comparisons between current results and results in prior operating periods. While management believes that non-GAAP measures are useful supplemental information, such adjusted results are not intended to replace our GAAP financial results and should be read in conjunction with those GAAP results.

We have also provided organic net sales, a non-GAAP measure that excludes the impact of businesses purchased or exited in the prior 12 months, because we believe it permits investors to better understand the performance of our historical business without the impact of recent acquisitions or dispositions.

Adjusted EBITDA is defined by us as income before income tax, net other expense, net interest expense, depreciation and amortization and stock-based compensation expense (or operating income plus depreciation and amortization expense and stock-based compensation expense). Adjusted EBITDA further excludes one-time charges related to tariff refunds, facility closures, and exits of businesses. We present adjusted EBITDA because we believe that adjusted EBITDA is a useful supplemental measure in evaluating the cash flows and performance of our business and provides greater transparency into our results of operations. Adjusted EBITDA is used by our management to perform such evaluations. Adjusted EBITDA should not be considered in isolation or as a substitute for cash flow from operations, income from operations or other income statement measures prepared in accordance with GAAP. We believe that adjusted EBITDA is frequently used by investors, securities analysts and other interested parties in their evaluation of companies, many of which present adjusted EBITDA when reporting their results. Other companies may calculate adjusted EBITDA differently and it may not be comparable.

The reconciliations of these non-GAAP measures to the most directly comparable financial measures calculated and presented in accordance with GAAP are shown in the tables below.

Non-GAAP financial measures reflect adjustments based on the following items:

- *Facility closures and business exits*: we have excluded charges related to the closure of distribution and manufacturing facilities and our decisions to exit businesses as they represent infrequent transactions that impact the comparability between operating periods.
- *Tariff refunds:* we have excluded the impact of tariff refunds and the associated interest received for certain tariffs previously imposed under the International Emergency Economic Powers Act which were deemed unconstitutional. We believe the tariff refund amounts we have received represent infrequent transactions that

impact the comparability between operating periods.

- *Business contribution to partnership formation:* we have excluded the gain related to the divestiture of the pet distribution business and its contribution to the formation of a partnership as it represents an infrequent transaction that impacts the comparability between operating periods.
- *Substantially complete liquidation of a business in a foreign country*: we have excluded the loss related to the cumulative foreign currency translation loss, previously recorded in Other Comprehensive Income (OCI), due to the substantially complete liquidation of Interpet as it represents an infrequent transaction that impacts the comparability between operating periods.
- *Tax impact*: adjustment represents the impact of the tax effect of the pre-tax non-GAAP adjustments excluded from non-GAAP net income. The tax impact of the non-GAAP adjustments is calculated based on the consolidated effective tax rate on a GAAP basis, applied to the non-GAAP adjustments.

From time to time in the future, there may be other items that we may exclude if we believe that doing so is consistent with the goal of providing useful supplemental information to investors and management.

We have not provided a reconciliation of non-GAAP measures to the corresponding GAAP measures on a forward-looking basis as we cannot do so without unreasonable efforts due to the potential variability and limited visibility of excluded items; these excluded items may include facility closures and exit costs, impairment charges and restructuring costs, among others.

1. During fiscal 2026, we recognized incremental expense of $23.7 million in the consolidated statement of operations, of which $13.7 million in our Pet segment related to the exit of a minor business and the closure of two facilities, and $10.0 million in our Garden segment related to the closure of a live goods facility and three distribution centers in fiscal 2025 and 2024.
2. During fiscal 2026, we recognized incremental income of $24.1 million in the consolidated statement of operations for tariff refunds received, of which $22.0 million was recognized in our Pet segment and $2.1 million in our Garden segment. In addition, tariff-related interest of $1.0 million was recorded as interest income.
3. During fiscal 2026, we recognized incremental income of $2.5 million in Other Expense, net from the gain of the contribution of our pet distribution business to the formation of a new partnership.
4. During fiscal 2026, we recognized incremental expense of $1.4 million from the cumulative foreign currency translation loss, previously recorded in OCI, due to the substantially complete liquidation of our Interpet subsidiary.
5. During fiscal 2025, we recognized incremental expense of $5.0 million in our Garden segment in the consolidated statement of operations related to closing a distribution facility in Ontario, California and the consolidation of our Western distribution network. Additionally, the charge includes costs related to the closure of a live goods facility.
6. During fiscal 2025, we recognized incremental expense of $10.0 million in our Pet segment in the consolidated statement of operations related to our decision to wind-down our operations in the U.K. and the related facility as we move to a direct-export model.

Net Income and Diluted Net Income Per Share GAAP to Non-GAAP Reconciliation

		Three Months Ended			Fiscal Year Ended	
		September 26, 2026	September 27, 2025		September 26, 2026	September 27, 2025
		(in thousands, except per share amount)				
GAAP net income attributable to Central Garden & Pet Company		$ 11,590	$ (9,806)		$ 187,708	$ 162,843
Facility closures & business exits	(1)(5)(6)	1,988	5,751	(1)(5)(6)	23,717	15,005
Tariff refunds and related interest	(2)	(21,482)	—	(2)	(25,088)	—
Pet distribution business divestiture		—	—	(3)	(2,479)	—
Cumulative foreign currency translation loss	(4)	1,358	—	(4)	1,358	—
Tax effect of adjustments		4,381	(1,396)		611	(3,654)
Non-GAAP net income (loss) attributable to Central Garden & Pet Company		$ (2,165)	$ (5,451)		$ 185,827	$ 174,194
GAAP diluted net income (loss) per share		$ 0.19	$ (0.16)		$ 3.03	$ 2.55
Non-GAAP diluted net income (loss) per share		$ (0.04)	$ (0.09)		$ 3.00	$ 2.73
Shares used in GAAP diluted net income (loss) per share calculation		62,105	61,714		61,971	63,815
Shares used in non-GAAP diluted net income (loss) per share calculation		61,500	61,714		61,971	63,815

Operating Income GAAP to Non-GAAP Reconciliation

	Three Months Ended September 26, 2026			Fiscal Year Ended September 26, 2026		
	GAAP	Non- GAAP adjustments[1] [2]	Non-GAAP	GAAP	Non-GAAP adjustments[1] [2]	Non-GAAP
	(in thousands)					
Net sales	$ 537,466	$ —	$ 537,466	$ 2,943,353	$ 1,354	$ 2,944,707
Cost of goods sold and occupancy	335,003	20,469	355,472	1,933,800	21,115	1,954,915
Gross profit	$ 202,463	$ (20,469)	$ 181,994	$ 1,009,553	$ (19,761)	$ 989,792
Selling, general and administrative expenses	173,224	(1,988)	171,236	724,001	(19,403)	704,598
Income from operations	$ 29,239	$ (18,481)	$ 10,758	$ 285,552	$ (358)	$ 285,194
Gross margin	37.7%		33.9%	34.3%		33.6%
Operating margin	5.4%		2.0%	9.7%		9.7%

Operating Income GAAP to Non-GAAP Reconciliation

	Three Months Ended September 27, 2025			Fiscal Year Ended September 27, 2025		
	GAAP	Non-GAAP adjustments[5] [6]	Non-GAAP	GAAP	Non-GAAP adjustments[5] [6]	Non-GAAP
	(in thousands)					
Net sales	$ 678,178	$ —	$ 678,178	$ 3,129,064	$ —	$ 3,129,064
Cost of goods sold and occupancy	481,634	(921)	480,713	2,131,728	(5,582)	2,126,146
Gross profit	$ 196,544	$ 921	$ 197,465	$ 997,336	$ 5,582	$ 1,002,918
Selling, general and administrative expenses	202,944	(4,830)	198,114	747,294	(9,423)	737,871
Income (loss) from operations	$ (6,400)	$ 5,751	$ (649)	$ 250,042	$ 15,005	$ 265,047
Gross margin	29.0%		29.1%	31.9%		32.1%
Operating margin	(0.9)%		(0.1)%	8.0%		8.5%

Pet Operating Income
GAAP to Non-GAAP Reconciliation

	Three Months Ended September 26, 2026			Fiscal Year Ended September 26, 2026		
	GAAP	Non- GAAP adjustments[1] [2]	Non-GAAP	GAAP	Non-GAAP adjustments[1] [2]	Non-GAAP
	(in thousands)					
Net sales	$ 305,114	$ —	$ 305,114	$ 1,598,233	$ 1,354	$ 1,599,587
Cost of goods sold and occupancy	167,954	18,388	186,342	970,325	18,424	988,749
Gross profit	$ 137,160	$ (18,388)	$ 118,772	$ 627,908	$ (17,070)	$ 610,838
Selling, general and administrative expenses	86,153	(46)	86,107	382,461	(8,817)	373,644
Income from operations	$ 51,007	$ (18,342)	$ 32,665	$ 245,447	$ (8,253)	$ 237,194
Gross margin	45.0%		38.9%	39.3%		38.2%
Operating margin	16.7%		10.7%	15.4%		14.8%

Pet Operating Income
GAAP to Non-GAAP Reconciliation

	Three Months Ended September 27, 2025			Fiscal Year Ended September 27, 2025		
	GAAP	Non- GAAP adjustments[6]	Non-GAAP	GAAP	Non-GAAP adjustments[6]	Non-GAAP
	(in thousands)					
Net sales	$ 428,209	$ —	$ 428,209	$ 1,801,930	$ —	$ 1,801,930
Cost of goods sold and occupancy	287,729	(1,063)	286,666	1,164,117	(5,582)	1,158,535
Gross profit	$ 140,480	$ 1,063	$ 141,543	$ 637,813	$ 5,582	$ 643,395
Selling, general and administrative expenses	112,862	(1,946)	110,916	422,125	(4,436)	417,689
Income from operations	$ 27,618	$ 3,009	$ 30,627	$ 215,688	$ 10,018	$ 225,706
Gross margin	32.8%		33.1%	35.4%		35.7%
Operating margin	6.4%		7.2%	12.0%		12.5%

Garden Operating Income
GAAP to Non-GAAP Reconciliation

	Three Months Ended September 26, 2026			Fiscal Year Ended September 26, 2026		
	GAAP	Non-GAAP adjustments[1] [2]	Non-GAAP	GAAP	Non-GAAP adjustments[1] [2]	Non-GAAP
	(in thousands)					
Net sales	$ 232,352	$ —	$ 232,352	$ 1,345,120	$ —	$ 1,345,120
Cost of goods sold and occupancy	167,049	2,081	169,130	963,475	2,691	966,166
Gross profit	$ 65,303	$ (2,081)	$ 63,222	$ 381,645	$ (2,691)	$ 378,954
Selling, general and administrative expenses	59,239	(1,942)	57,297	229,241	(10,586)	218,655
Income from operations	$ 6,064	$ (139)	$ 5,925	$ 152,404	$ 7,895	$ 160,299
Gross margin	28.1%		27.2%	28.4%		28.2%
Operating margin	2.6%		2.6%	11.3%		11.9%

Garden Operating Income
GAAP to Non-GAAP Reconciliation

	Three Months Ended September 27, 2025			Fiscal Year Ended September 27, 2025		
	GAAP	Non-GAAP adjustments[5]	Non-GAAP	GAAP	Non-GAAP adjustments[5]	Non-GAAP
	(in thousands)					
Net sales	$ 249,969	$ —	$ 249,969	$ 1,327,134	$ —	$ 1,327,134
Cost of goods sold and occupancy	193,905	142	194,047	967,611	—	967,611
Gross profit	$ 56,064	$ (142)	$ 55,922	$ 359,523	$ —	$ 359,523
Selling, general and administrative expenses	57,805	(2,884)	54,921	217,121	(4,987)	212,134
Income (loss) from operations	$ (1,741)	$ 2,742	$ 1,001	$ 142,402	$ 4,987	$ 147,389
Gross margin	22.4%		22.4%	27.1%		27.1%
Operating margin	(0.7)%		0.4%	10.7%		11.1%

Organic Net Sales
GAAP to Non-GAAP Reconciliation

	Three Months Ended September 26, 2026			Fiscal Year Ended September 26, 2026		
	Net sales (GAAP)	Effect of acquisitions & divestiture on net sales	Net sales organic	Net sales (GAAP)	Effect of acquisitions & divestitures on net sales	Net sales organic
	(in millions)					
Reported net sales FY 2026	$ 537.4	$ 2.1	$ 535.3	$ 2,943.3	$ 239.3	$ 2,704.0
Reported net sales FY 2025	678.2	108.7	569.5	3,129.1	460.4	2,668.7
$ increase (decrease)	$ (140.8)		$ (34.2)	$ (185.8)		$ 35.3
% increase (decrease)	(20.8)%		(6.0)%	(5.9)%		1.3%

Organic Pet Segment Net Sales
GAAP to Non-GAAP Reconciliation

	Three Months Ended September 26, 2026			Fiscal Year Ended September 26, 2026		
	Net sales (GAAP)	Effect of acquisitions & divestitures on net sales	Net sales organic	Net sales (GAAP)	Effect of acquisitions & divestitures on net sales	Net sales organic
	(in millions)					
Reported net sales FY 2026	$ 305.1	$ 2.1	$ 303.0	$ 1,598.2	$ 239.3	$ 1,358.9
Reported net sales FY 2025	428.2	108.7	319.5	1,802.0	460.4	1,341.6
$ increase (decrease)	$ (123.1)		$ (16.5)	$ (203.8)		$ 17.3
% increase (decrease)	(28.7)%		(5.2)%	(11.3)%		1.3%

Adjusted EBITDA
GAAP to Non-GAAP Reconciliation

		Fiscal Year Ended September 26, 2026			
		Pet	Garden	Corp	Total
		(in thousands)			
Net income attributable to Central Garden & Pet		$ —	$ —	$ —	$ 187,708
Interest expense, net		—	—	—	29,209
Other expense		—	—	—	7,387
Income tax expense		—	—	—	60,992
Net income attributable to noncontrolling interest		—	—	—	256
Income (loss) from operations		245,447	152,404	(112,299)	285,552
Depreciation & amortization		39,352	40,388	938	80,678
Noncash stock-based compensation		—	—	21,385	21,385
Non-GAAP adjustments	(1)(2)	(8,253)	7,895	—	(358)
Adjusted EBITDA		$ 276,546	$ 200,687	$ (89,976)	$ 387,257

Adjusted EBITDA GAAP to Non-GAAP Reconciliation		Fiscal Year Ended September 27, 2025			
		Pet	Garden	Corp	Total
		(in thousands)			
Net income attributable to Central Garden & Pet		$ —	$ —	$ —	$ 162,843
Interest expense, net		—	—	—	32,812
Other expense		—	—	—	480
Income tax expense		—	—	—	52,787
Net income attributable to noncontrolling interest		—	—	—	1,120
Income (loss) from operations		215,688	142,402	(108,048)	250,042
Depreciation & amortization		39,916	42,301	2,677	84,894
Noncash stock-based compensation		—	—	21,060	21,060
Non-GAAP adjustments	(5)(6)	10,018	4,987	—	15,005
Adjusted EBITDA		$ 265,622	$ 189,690	$ (84,311)	$ 371,001

Adjusted EBITDA GAAP to Non-GAAP Reconciliation		Three Months Ended September 26, 2026			
		Pet	Garden	Corp	Total
		(in thousands)			
Net income attributable to Central Garden & Pet		$ —	$ —	$ —	$ 11,590
Interest expense, net		—	—	—	4,591
Other expense		—	—	—	8,729
Income tax expense		—	—	—	4,778
Net loss attributable to noncontrolling interest		—	—	—	(449)
Income (loss) from operations		51,007	6,064	(27,832)	29,239
Depreciation & amortization		9,335	10,136	230	19,701
Noncash stock-based compensation		—	—	5,686	5,686
Non-GAAP adjustments	(1)(2)	(18,343)	(138)	—	(18,481)
Adjusted EBITDA		$ 41,999	$ 16,062	$ (21,916)	$ 36,145

Adjusted EBITDA GAAP to Non-GAAP Reconciliation		Three Months Ended September 27, 2025			
		Pet	Garden	Corp	Total
		(in thousands)			
Net income attributable to Central Garden & Pet		$ —	$ —	$ —	$ (9,806)
Interest expense, net		—	—	—	6,881
Other expense		—	—	—	576
Income tax benefit		—	—	—	(3,421)
Net loss attributable to noncontrolling interest		—	—	—	(630)
Income (loss) from operations		27,618	(1,741)	(32,277)	(6,400)
Depreciation & amortization		9,947	10,344	540	20,831
Noncash stock-based compensation		—	—	5,488	5,488
Non-GAAP adjustments	(5)(6)	3,008	2,743	—	5,751
Adjusted EBITDA		$ 40,573	$ 11,346	$ (26,249)	$ 25,670

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