

## Use of Non-GAAP Financial Measures

We report our financial results in accordance with accounting principles generally accepted in the United States (GAAP). However, to supplement the financial results prepared in accordance with GAAP, we use non-GAAP financial measures including EBITDA and organic sales. Management believes these non-GAAP financial measures that exclude the impact of specific items (described below) 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.

EBITDA is defined by us as income before income tax, net other expense, net interest expense and depreciation and amortization (or operating income plus depreciation and amortization expense). We present EBITDA because we believe that 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. EBITDA is used by our management to perform such evaluation. 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 EBITDA is frequently used by investors, securities analysts and other interested parties in their evaluation of companies, many of which present EBITDA when reporting their results. Other companies may calculate EBITDA differently and it may not be comparable.

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.

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. We have not provided a reconciliation of non-GAAP guidance measures to the corresponding GAAP measures on a forward-looking basis due to the potential significant variability and limited visibility of the excluded items. We believe that the non-GAAP financial measures provide useful information to investors and other users of our financial statements by allowing for greater transparency in the review of our financial and operating performance. Management also uses these non-GAAP financial measures in making financial, operating and planning decisions and in evaluating our performance, and we believe these measures similarly may be useful to investors in evaluating our financial and operating performance and the trends in our business from management's point of view. While our management believes that non-GAAP measurements 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.

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

- Gains from the fair value remeasurement of previously held investment interests: we have excluded the impact of the fair value remeasurement of a previously held investment interest as it represents an infrequent transaction that occurs in limited circumstances that impacts the comparability between operating periods. We believe the adjustment of these gains supplements the GAAP information with a measure that may be used to assess the sustainability of our operating performance.
- Asset impairment charges: we have excluded the impact of asset impairments on intangible assets as such non-cash amounts are inconsistent in amount and frequency. We believe that the adjustment of these charges supplements the GAAP information with a measure that can be used to assess the sustainability of our operating performance.

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 information to investors and management.

The non-GAAP adjustments reflect the following:

- (1) During the second quarter of fiscal 2019, we recorded a preliminary, pending the finalization of the related purchase accounting, non-cash \$3.2 million gain in our Garden segment from the fair value remeasurement of our previously held 45% interest in Arden upon our acquisition of the remaining 55% interest. The gain was recorded as part of selling, general and administrative costs in the condensed consolidated statements of operations.
- (2) During the second quarter of fiscal 2019, we recognized a non-cash impairment charge in our Pet segment of \$2.5 million related to the impairment of intangible assets caused by a retail customer exiting the live fish business. The adjustment was recorded as part of selling, general and administrative costs.
- (3) During the third quarter of fiscal 2020, we recorded a non-cash impairment charge for two private company investments. The impairment was recorded as part of other income (expense).

Operating Income Reconciliation	GAAP to Non-GAAP Reconciliation (in thousands) For the Nine Months Ended	
	Consolidated	
	June 27, 2020	June 29, 2019
GAAP operating income	\$ 172,810	\$ 141,205
Previously held investment interest fair value (1)	—	(3,215)
Intangible asset impairment (2)	—	2,540
Non-GAAP operating income	\$ 172,810	\$ 140,530

Pet Segment Operating Income Reconciliation	GAAP to Non-GAAP Reconciliation (in thousands) For the Nine Months Ended	
	Pet	
	June 27, 2020	June 29, 2019
GAAP operating income	\$ 114,599	\$ 91,805
Intangible asset impairment (2)	—	2,540
Non-GAAP operating income	\$ 114,599	\$ 94,345

Garden Segment Operating Income Reconciliation	GAAP to Non-GAAP Reconciliation (in thousands) For the Nine Months Ended	
	Garden	
	June 27, 2020	June 29, 2019
GAAP operating income	\$ 122,439	\$ 101,821
Previously held investment interest fair value (1)	—	(3,215)
Non-GAAP operating income	\$ 122,439	\$ 98,606

Net Income and Diluted Net Income Per Share Reconciliation	GAAP to Non-GAAP Reconciliation (in thousands, except per share amounts) For the Three Months Ended		GAAP to Non-GAAP Reconciliation (in thousands, except per share amounts) For the Nine Months Ended	
	June 27, 2020	June 29, 2019	June 27, 2020	June 29, 2019
	GAAP net income attributable to Central Garden & Pet	\$ 68,800	\$ 46,152	\$ 107,087
Previously held investment interest fair value remeasurement (1)	—	—	—	(3,215)
Intangible asset impairment (2)	—	—	—	2,540
Investment impairments (3)	\$ 3,566	\$ —	3,566	—
Tax effect of remeasurement and	\$ (807)	\$ —	(800)	151
Non-GAAP net income attributable to Central Garden & Pet	\$ 71,559	\$ 46,152	\$ 109,853	\$ 89,822
GAAP diluted net income per share	\$ 1.27	\$ 0.80	\$ 1.95	\$ 1.56
Non-GAAP diluted net income per share	\$ 1.32	\$ 0.80	\$ 2.00	\$ 1.55
Shares used in GAAP and non-GAAP diluted net earnings per share calculation	54,168	57,985	54,984	57,937

## Organic Net Sales Reconciliation

We have provided organic net sales, a non-GAAP measure that excludes the impact of recent acquisitions and dispositions, because we believe it permits investors to better understand the performance of our historical business. We define organic net sales as net sales from our historical business derived by excluding the net sales from businesses acquired or exited in the preceding 12 months. After an acquired business has been part of our consolidated results for 12 months, the change in net sales thereafter is considered part of the increase or decrease in organic net sales.

	GAAP to Non-GAAP Reconciliation (in millions) For the Three Months Ended June 27, 2020					
	Consolidated		Pet Segment		Garden Segment	
		Percent change		Percent change		Percent change
Reported net sales - Q3 FY20 (GAAP)	\$ 833.5		\$ 413.3		\$ 420.2	
Reported net sales - Q3 FY19 (GAAP)	706.6		350.2		356.4	
Increase in net sales	126.9	18.0 %	63.1	18.0 %	63.8	17.9 %
Effect of acquisition and divestitures on increase in net sales	10.4		10.4		—	
Increase in organic net sales - Q3 FY20	<u>\$ 116.5</u>	<u>16.5 %</u>	<u>\$ 52.7</u>	<u>15.0 %</u>	<u>\$ 63.8</u>	<u>17.9 %</u>

	GAAP to Non-GAAP Reconciliation (in millions) For the Nine Months Ended June 27, 2020					
	Consolidated		Pet Segment		Garden Segment	
		Percent change		Percent change		Percent change
Reported net sales - Q3 FY20 YTD (GAAP)	\$ 2,019.5		\$1128.1		\$ 891.4	
Reported net sales - Q3 FY19 YTD (GAAP)	1,842.3		1028.8		813.5	
Increase in net sales	177.2	9.6 %	99.3	9.7 %	77.9	9.6 %
Effect of acquisition and divestitures on increase in net sales	58.4		29.6		28.8	
Increase in organic net sales - Q3 FY20 YTD	<u>\$ 118.8</u>	<u>6.4 %</u>	<u>\$ 69.7</u>	<u>6.8 %</u>	<u>\$ 49.1</u>	<u>6.0 %</u>

## EBITDA Reconciliation

	GAAP to Non-GAAP Reconciliation (in thousands, except per share amounts) For the Three Months Ended June 27, 2020			
	Garden	Pet	Corp	Total
Net income attributable to Central Garden & Pet	—	—	—	\$ 68,800
Interest expense, net	—	—	—	11,471
Other expense	—	—	—	3,541
Income tax expense	—	—	—	20,291
Net income attributable to noncontrolling interest	—	—	—	537
Sum of items below operating income	—	—	—	35,840
Income (loss) from operations	\$ 77,787	\$ 50,760	\$ (23,907)	\$ 104,640
Depreciation & amortization	3,538	8,374	1,371	13,283
EBITDA	<u>\$ 81,325</u>	<u>\$ 59,134</u>	<u>\$ (22,536)</u>	<u>\$ 117,923</u>

**EBITDA Reconciliation**

**GAAP to Non-GAAP Reconciliation**  
(in thousands, except per share amounts)  
For the Three Months Ended June 29, 2019

	<u>Garden</u>	<u>Pet</u>	<u>Corp</u>	<u>Total</u>
Net income attributable to Central Garden & Pet	—	—	—	\$ 46,152
Interest expense, net	—	—	—	8,498
Other income	—	—	—	(180)
Income tax expense	—	—	—	14,212
Net income attributable to noncontrolling interest	—	—	—	189
Sum of items below operating income	—	—	—	22,719
Income (loss) from operations	\$ 53,103	\$ 35,066	\$ (19,298)	\$ 68,871
Depreciation & amortization	3,497	8,083	1,502	13,082
EBITDA	\$ 56,600	\$ 43,149	\$ (17,796)	\$ 81,953

**EBITDA Reconciliation**

**GAAP to Non-GAAP Reconciliation**  
(in thousands, except per share amounts)  
For the Nine Months Ended June 27, 2020

	<u>Garden</u>	<u>Pet</u>	<u>Corp</u>	<u>Total</u>
Net income attributable to Central Garden & Pet	—	—	—	\$ 107,087
Interest expense, net	—	—	—	29,444
Other expense	—	—	—	4,215
Income tax expense	—	—	—	31,211
Net income attributable to noncontrolling interest	—	—	—	853
Sum of items below operating income	—	—	—	65,723
Income (loss) from operations	\$ 122,439	\$ 114,599	\$ (64,228)	\$ 172,810
Depreciation & amortization	10,157	25,305	4,136	39,598
EBITDA	\$ 132,596	\$ 139,904	\$ (60,092)	\$ 212,408

**EBITDA Reconciliation**

**GAAP to Non-GAAP Reconciliation**  
(in thousands, except per share amounts)  
For the Nine Months Ended June 29, 2019

	<u>Garden</u>	<u>Pet</u>	<u>Corp</u>	<u>Total</u>
Net income attributable to Central Garden & Pet	—	—	—	\$ 90,346
Interest expense, net	—	—	—	24,960
Other income	—	—	—	(488)
Income tax expense	—	—	—	26,031
Net income attributable to noncontrolling interest	—	—	—	356
Sum of items below operating income	—	—	—	50,859
Income (loss) from operations	\$ 101,821	\$ 91,805	\$ (52,421)	\$ 141,205
Depreciation & amortization	8,635	24,178	4,498	37,311
EBITDA	\$ 110,456	\$ 115,983	\$ (47,923)	\$ 178,516