Utz Brands, Inc.

Third Quarter 2025 Earnings Presentation
October 30, 2025

Disclaimer

Forward-Looking Statements
Certain statements made herein are not historical facts but are “forward-looking statements” within the meaning of the “safe harbor” provisions of the Private Securities Litigation Reform Act of 1995, as amended. The forward-looking statements generally are accompanied by or include, without limitation, statements such as "may," "can," "should," "will," "estimate," "plan," "project," "forecast," "intend," "expect," "anticipate," "believe," "seek," "target," "goal," "on track," or other similar words, phrases or expressions. These forward-looking statements include future plans for Utz Brands, Inc. (“the Company”), including updated outlook for fiscal 2025, plans related to the transformation of the Company’s supply chain, the Company’s product mix, the Company's expectations regarding its level of indebtedness and associated interest expense impacts; the Company’s cost savings plans and the Company’s logistics optimization efforts; the estimated or anticipated future results and benefits of the Company’s plans and operations; the Company’s future capital structure; future opportunities for the Company; the effects of tariffs, inflation or supply chain disruptions on the Company or its business; statements regarding the Company’s project balance sheet and liabilities, including net leverage; and other statements that are not historical facts.

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These forward-looking statements should not be relied upon as representing the Company’s assessments as of any date subsequent to the date of this communication. The Company cautions investors not to place undue reliance upon any forward-looking statements, which speak only as of the date made. The Company does not undertake or accept any obligation or undertaking to release publicly any updates or revisions to any forward-looking statements to reflect any change in its expectations or any change in events, conditions or circumstances on which any such statement is based, except as otherwise required by law.

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This presentation includes certain financial measures not presented in accordance with GAAP including, but not limited to, Organic Net Sales, Adjusted Gross Profit, Adjusted Gross Profit Margin, Adjusted SD&A, EBITDA, Adjusted EBITDA, Adjusted EBITDA Margin, Normalized Adjusted EBITDA, Adjusted Net Income, Adjusted Earnings Per Share, Adjusted COGS, and Net Leverage Ratio, and certain ratios and other metrics derived therefrom. These non-GAAP financial measures do not represent financial performance in accordance with GAAP and may exclude items that are significant in understanding and assessing financial results. Therefore, these measures should not be considered in isolation or as an alternative to net income, cash flows from operations, earnings per share or other measures of profitability, liquidity or performance under GAAP. You should be aware that the presentation of these measures may not be comparable to similarly-titled measures used by other companies. Reconciliations of these historical non-GAAP measures to the most directly comparable GAAP measures are set forth in the appendix to this presentation. We believe (i) these non-GAAP measures of financial results provide useful information to management and investors regarding certain financial and business trends relating to the financial condition and results of operations of the Company to date; and (ii) the use of these non-GAAP financial measures provides an additional tool for investors to use in evaluating ongoing operating results and trends in comparing financial measures with other similar companies, many of which present similar non-GAAP financial measures to investors. These non-GAAP financial measures are subject to inherent limitations as they reflect the exercise of judgments by management about which expense and income are excluded or included in determining these non-GAAP financial measures. 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. In addition, quantitative reconciliations are not available for the forward-looking GAAP financial measures used in this presentation without unreasonable efforts due to the high variability, complexity, and low visibility with respect to certain items which are excluded from Net Organic Sales, Adjusted EBITDA, Adjusted Earnings Per Share, and Net Leverage Ratio, respectively. We expect the variability of these items to have a potentially unpredictable, and potentially significant, impact on our future financial results.

Business Overview

Howard Friedman
Chief Executive Officer

3Q'25 Accelerating Growth, Confident in Full-Year Trajectory

- **3Q'25 Net Sales growth of 3.4% led by Branded Salty Snacks Organic Net Sales growth of 5.8%[1]**
- Dollar and Volume share gains in Salty Snacks category[2], posting our 9th consecutive quarter of volume share growth, outperforming the 0.2% decline for the Salty Snacks category
- Productivity cost savings fueling Adj. Gross Profit Margin expansion
- Adj. EBITDA growth of 11.7% y/y, driven by Adj. Gross Profit Margin and efficient SD&A investment
- Supply chain transformation projects commenced in early 2024 on-track, largely complete by YE 2025
- Accelerating California market entry with acquisition of Insignia's direct store delivery (DSD) assets
- Updating FY25 guidance to reflect stronger top-line trends; reiterating Adj. EBITDA and Adj. EPS ranges

Note: See appendix for reconciliation of Utz Non-GAAP financial measures to most directly comparable GAAP measures.
(1) Branded Salty Snacks sales as defined in 3Q'25 earnings press release dated Oct 30, 2025; excludes Independent Operator ("IO") unreported sales.
(2) Circana Total US MULO+ w/convenience, custom Utz Brands hierarchy, 13-weeks ended 9/28/25 compared to the 13-weeks ended 9/29/24 on a pro forma basis.

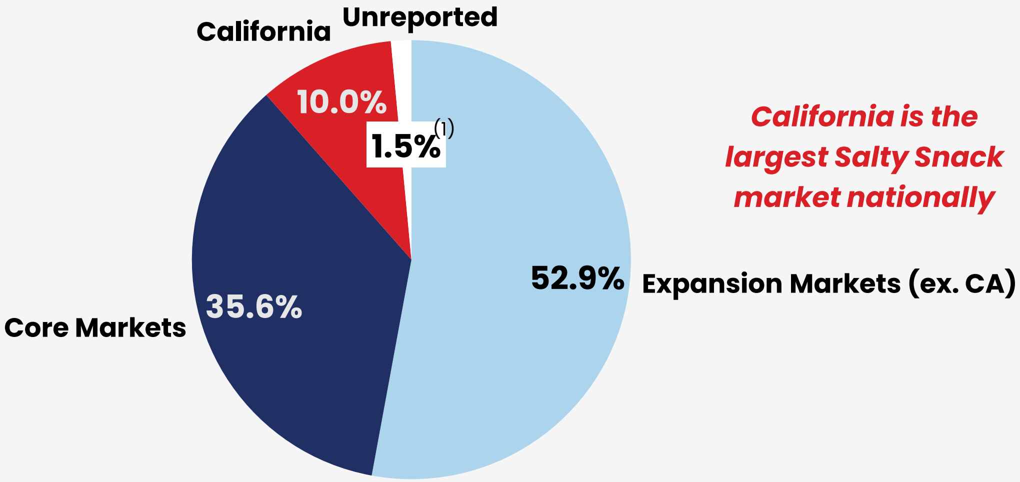
California Expansion Strategy

- Insignia direct store delivery (DSD) transaction includes routes across California and the Midwest
- Proven strategy of route acquisitions in expansion geographies, bringing our playbook to the West Coast
- Accelerates Utz's expansion in California, a key geography with significant white space
- Utz currently has ~$79M Retail Sales in California via direct-to-warehouse and other distribution partners
- **Included in the Company's 2025 guidance**
- Will begin to introduce Utz products on DSD routes in early 2026

Sizing the Opportunity

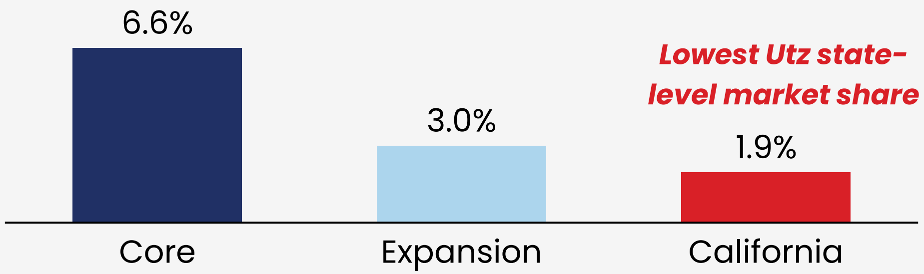
% of Salty Snacks consumed in US

~$41.4B Total Salty Snacks Consumption in US



California is the largest Salty Snack market nationally

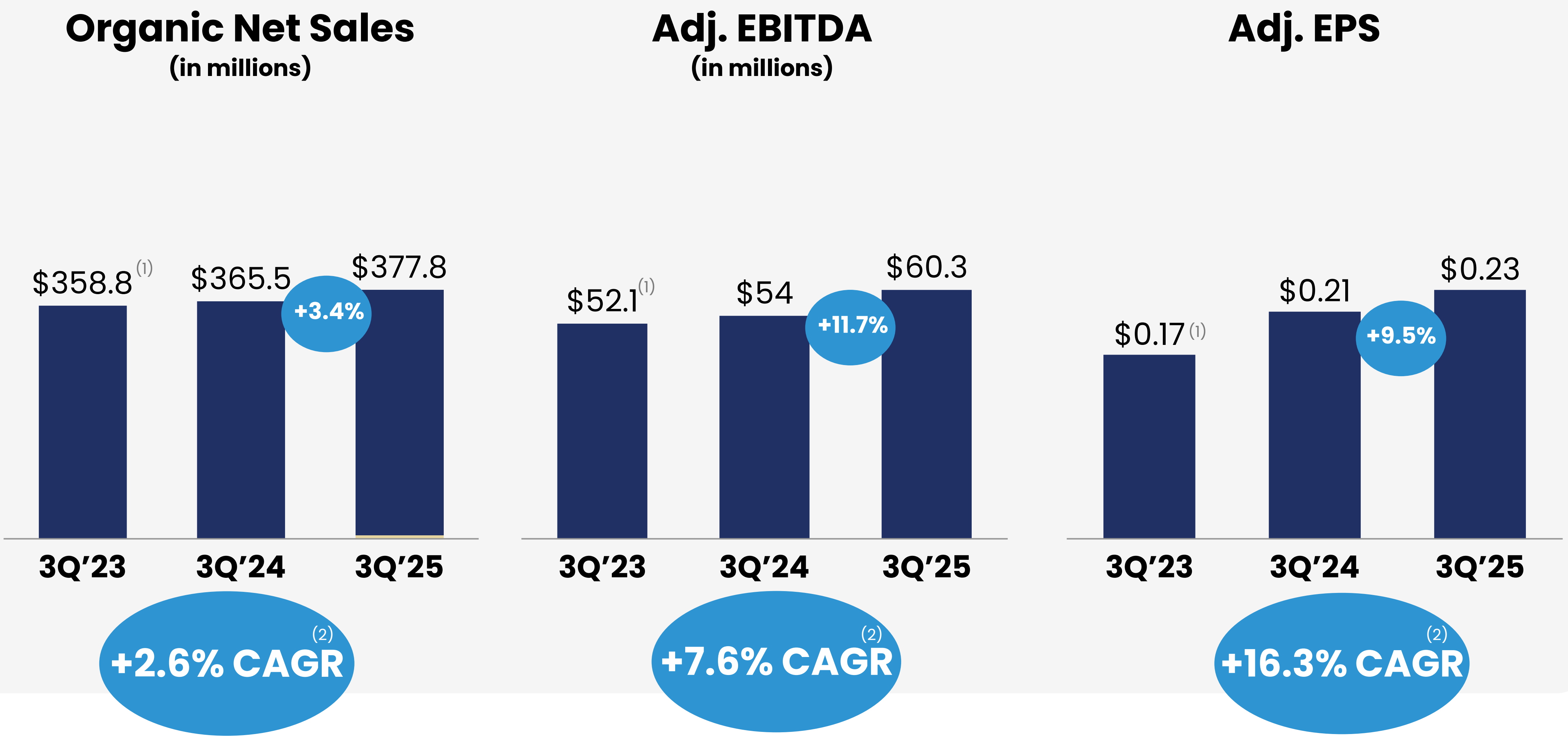
Utz Market Share (%)



Lowest Utz state-level market share

Source: Retail sales are Circana Total US MULO+ w/convenience, custom Utz Brands hierarchy, 52-weeks ended 9/28/25
(1) Unreported includes sales in Circana Total US MULO+ w/ convenience not allocated to State-level data

3Q'25 – Sales Momentum and Adj. Margin Expansion



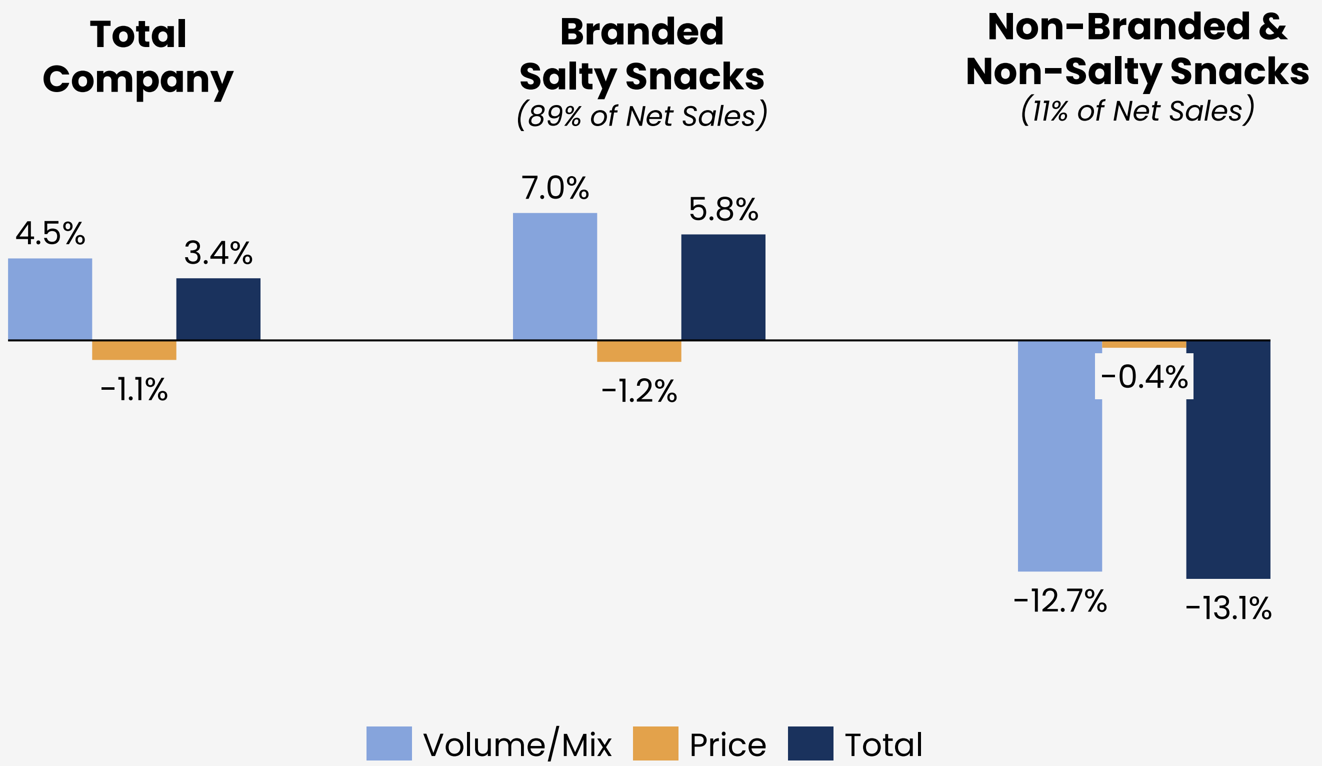
Note: See appendix for reconciliation of Utz Non-GAAP financial measures to most directly comparable GAAP measures.
(1) Not adjusted for acquisitions, divestitures
(2) Compound annual growth rates referenced are on a two-year basis

Sales Momentum Powered by Strong Dollar and Volume Gains in Branded Salty Snacks

- **Total Net Sales growth of +3.4%** led by strong volume/mix growth of +4.5%
- **Branded Salty Snacks Organic Net Sales growth of +5.8%,** led by Boulder Canyon®
- **Non-Branded & Non-Salty Net Sales declines** due to Partner Brands and Dips & Salsa, partially due to optimization of Partner Brands portfolio

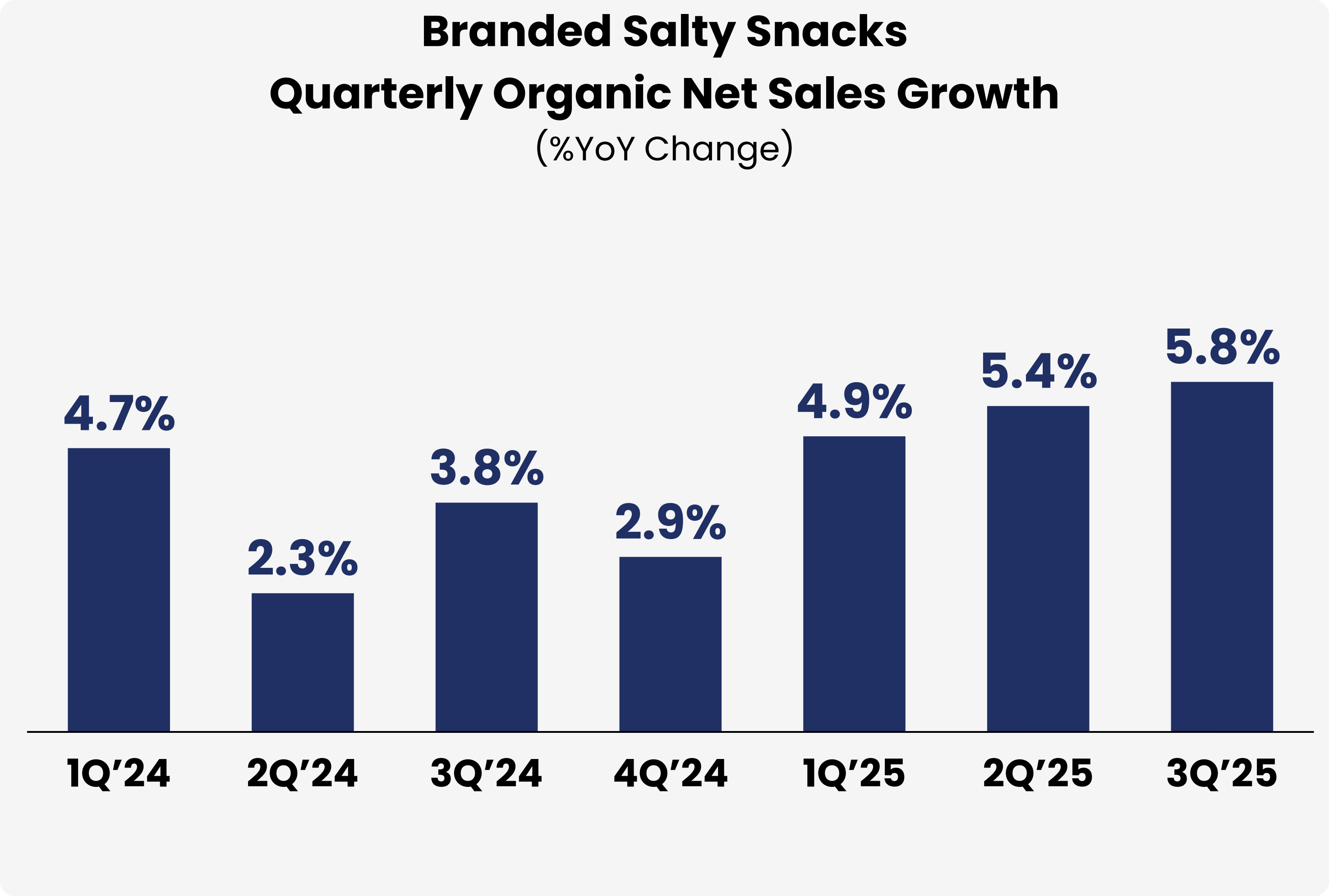
Net Sales Growth Drivers

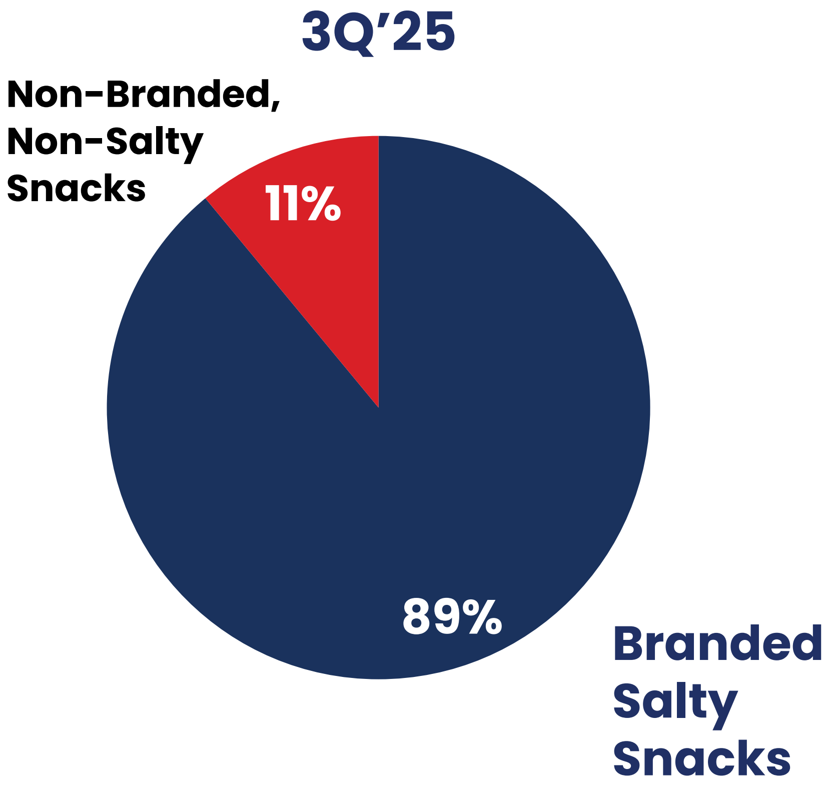
(3Q'25 % YoY Change)



Note: See appendix for reconciliation of Utz Non-GAAP financial measures to most directly comparable GAAP measures.
Note: Branded Salty Snacks is defined as Power Four Brands and Other Brands. Power Four Brands consist of the Utz® brand, On The Border®, Zapp's®, and Boulder Canyon®. Other Brands include Golden Flake®, TORTIYAHS!®, Hawaiian®, Bachman®, Tim's Cascade®, Dirty Potato Chips®, TGI Fridays® and Vitner's®.

Accelerating Growth of Branded Salty Snacks





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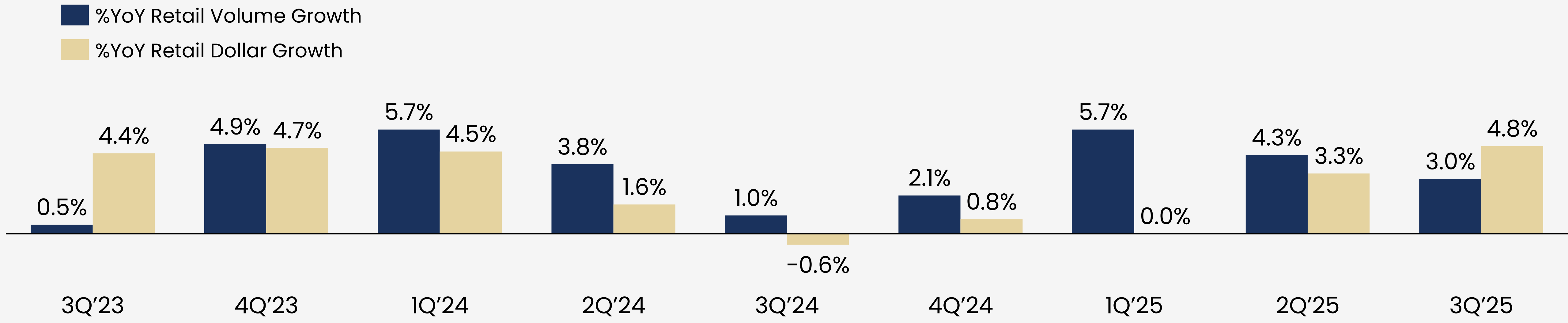
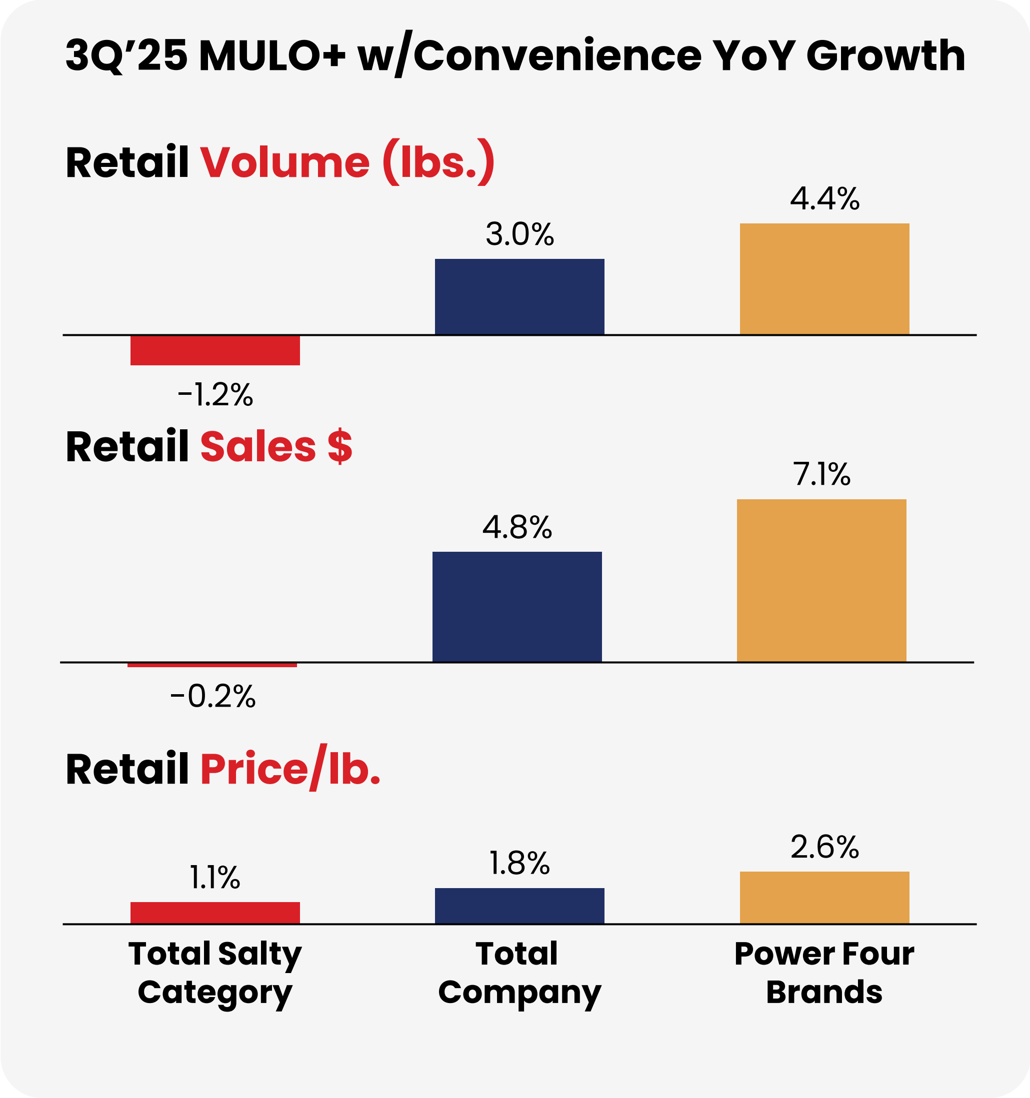
Nine Consecutive Quarters of Retail Volume Growth in Salty Snacks Category, Driven by Power Four Brands



Source: Retail sales are Circana Total US MULO+ w/convenience, custom Utz Brands hierarchy, 13-weeks ended 9/28/25; % YoY growth compared to the 13-weeks ended 9/29/24 on a pro forma basis. Utz Retail Sales breakdown is Circana Total US MULO+ w/convenience, custom Utz Brands hierarchy, 13-weeks ended 9/28/25.

Our Power Four Brands Continue to Gain Share in 3Q'25

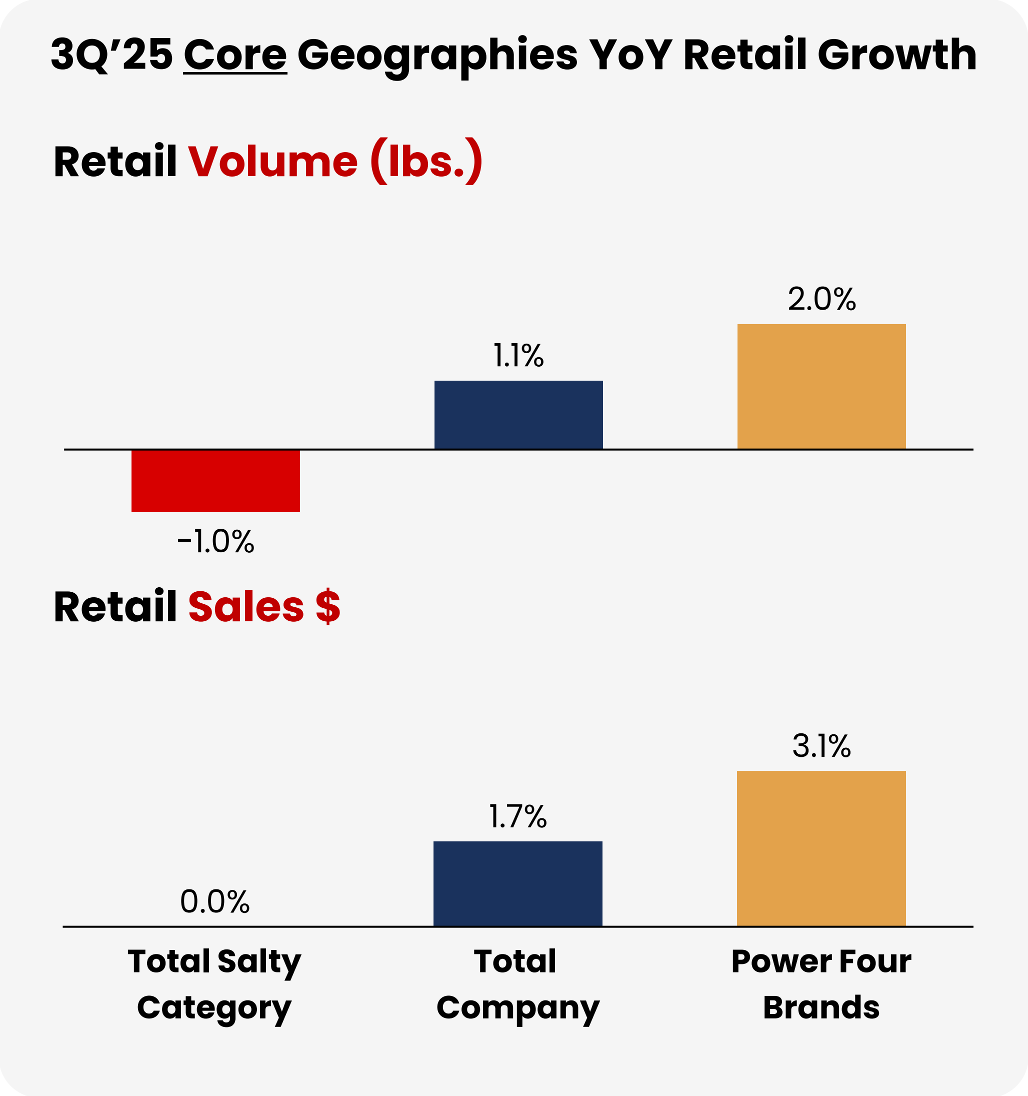
- **Dollar and volume share gains for total Company** and Power Four Brands, driven by Boulder Canyon®
- Growth led by Expansion Geographies driven by distribution and velocity gains
- Retail price per pound increased primarily due to channel and product mix



Source: Retail sales and volume are Circana Total US MULO+ w/convenience, custom Utz Brands hierarchy, 13-weeks ended 9/28/25; % YoY growth compared to the 13-weeks ended 9/29/24 on a pro forma basis.
(1) Measured using MULO+ w/Convenience and Company 3Q'25 internal Net Sales data. May not sum due to rounding

Volume and Dollar Share Gains in our Core Geographies

- **Core dollar and volume share gains for total Company and Power Four Brands**
- Dollar and volume share growth in Boulder Canyon®, Zapp's® potato chips, Utz® pretzels, & Utz® cheese
- Grew share in nearly every channel including Food (largest channel)

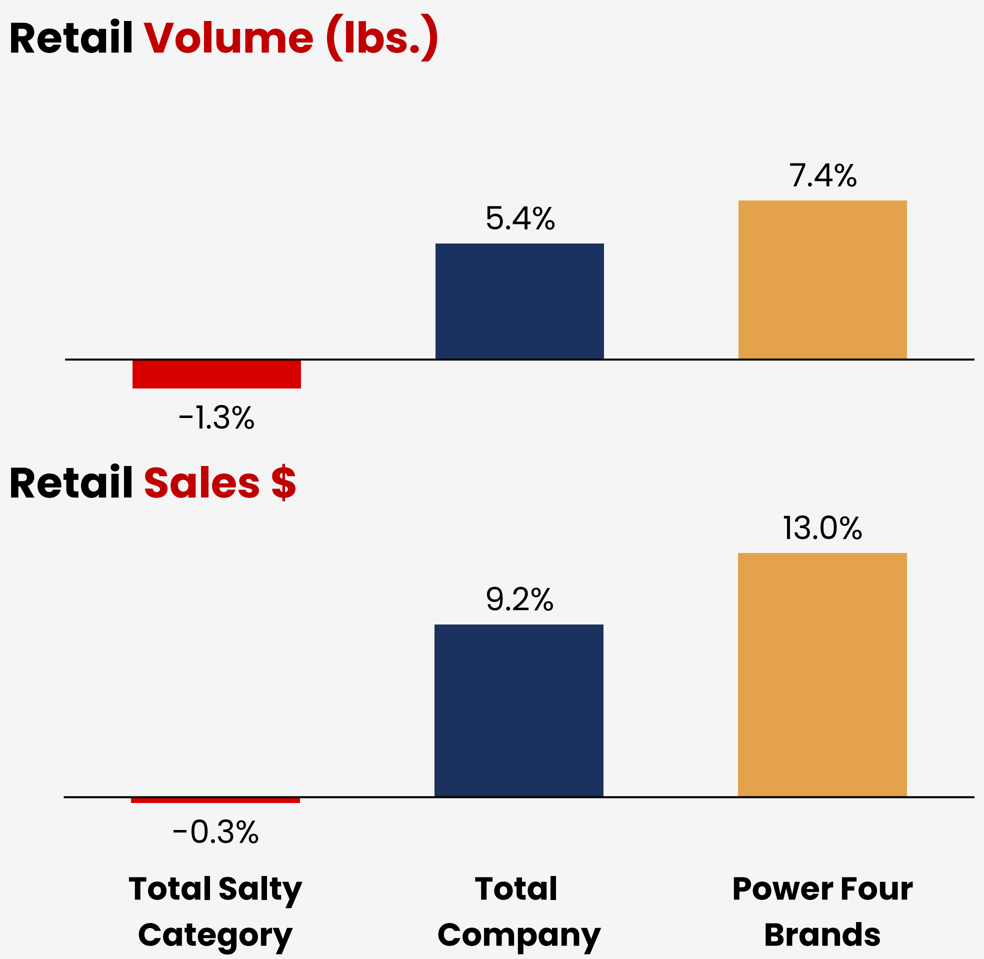


Source: Retail sales and volume are Circana Total US MULO+ w/convenience, custom Utz Brands hierarchy, 13-weeks ended 9/28/25; % YoY growth compared to the 13-weeks ended 9/29/24 on a pro forma basis.

Continued Growth in Expansion Geographies

- **Ninth consecutive quarter of both dollar and volume share gains**
- Gained dollar and volume share for total Company and Power Four Brands
- Growth driven by distribution and velocity gains
- Strong dollar growth across Utz®, Boulder Canyon® and Golden Flake® Pork Rinds

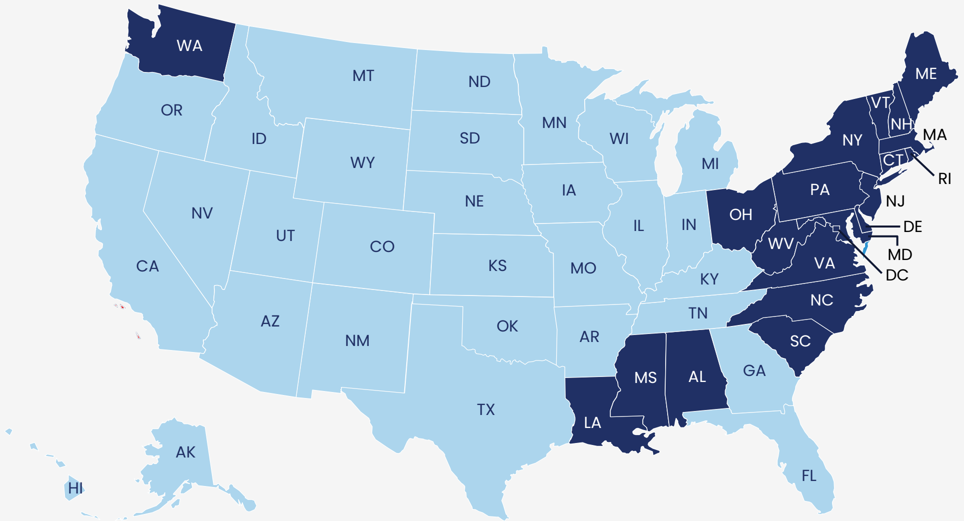
3Q'25 Expansion Geographies YoY Retail Growth



Source: Retail sales and volume are Circana Total US MULO+ w/convenience, custom Utz Brands hierarchy, 13-weeks ended 9/28/25; % YoY growth compared to the 13-weeks ended 9/29/24 on a pro forma basis.

Significant Geographic White Space Opportunity Remains

Utz Core and Expansion Geographies



Core	**20** States(3)	**55%** of Retail Sales(2)	**+1.1%** vs. prior yr(1)	**6.6%** Avg. market share(2)
Expansion	**30** States	**45%** of Retail Sales(2)	**+5.4%** vs. prior yr(1)	**3.0%** Avg. market share(2)

Executing a proven playbook

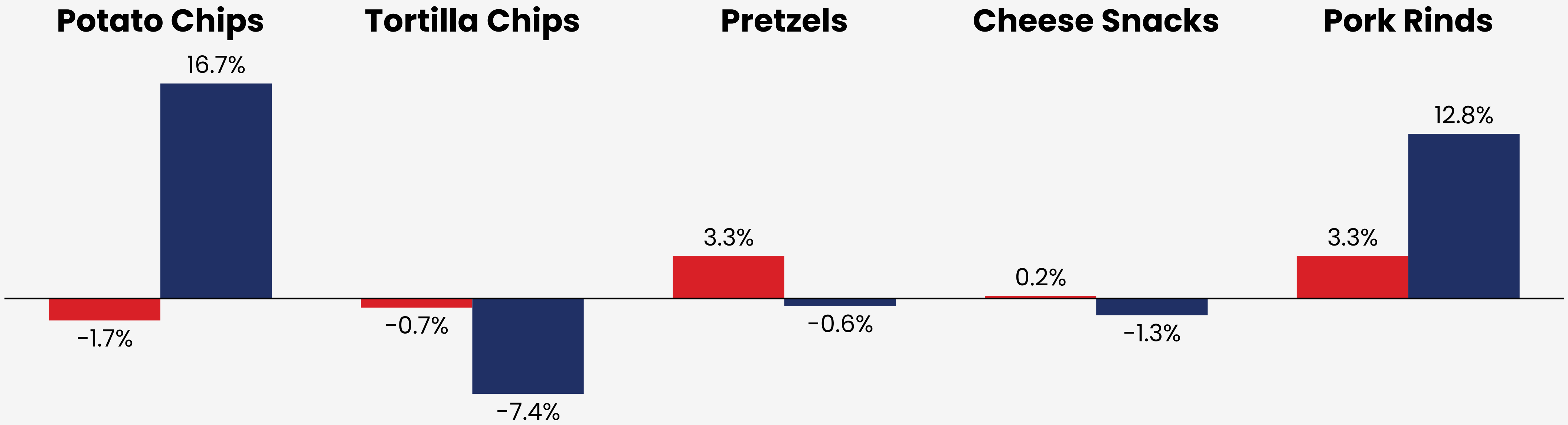
- Gained volume and dollar share in both core and expansion markets in Q3
- Growing dollar share in nearly all expansion markets
- Four expansion markets have achieved above 4% market share (FL, IL, CO, MO.) **Average retail dollar growth in these four markets (52 weeks) of 6.4% y/y**(4)

Source: Retail sales are Circana Total US MULO+ w/convenience, custom Utz Brands hierarchy, 13-weeks ended 9/28/25.
(1) Circana Total US MULO+ w/convenience Retail Volumes, custom Utz Brands hierarchy, 13-weeks ended 9/28/25.
(2) Circana Total US MULO+ w/convenience Retail Sales, custom Utz Brands hierarchy, 13-weeks ended 9/28/25.
(3) Core markets include 20 states and the District of Columbia, which is reported in Maryland.
(4) Circana Total US MULO+ w/convenience Retail Volumes, custom Utz Brands hierarchy, 52-weeks ended 9/28/25.

Share Gains in Potato Chips and Pork

Total Sub-Category

3Q’25 Sub-Category Retail Sales YoY Growth

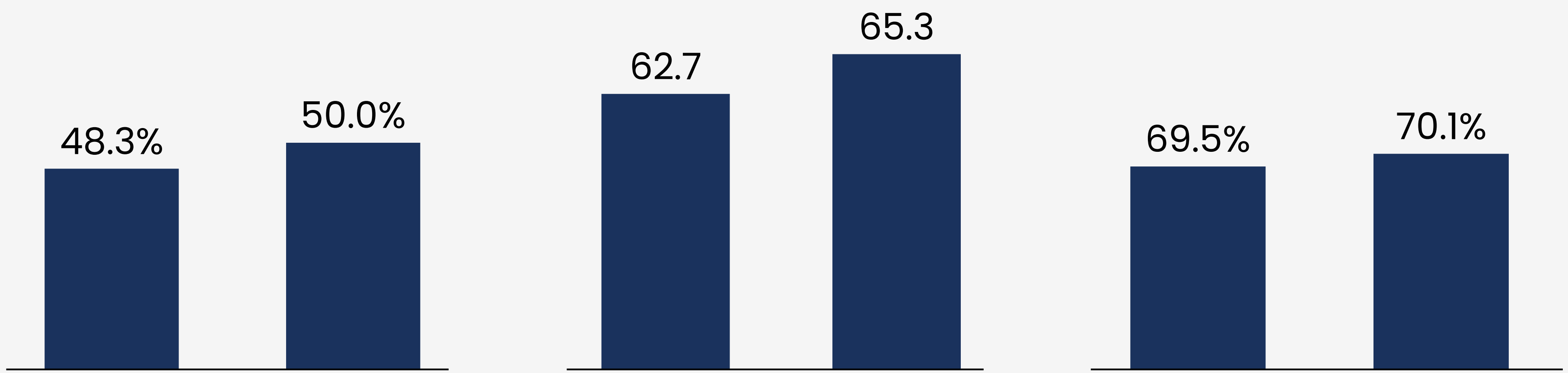


% of UBI Retail Sales	**45%**	**18%**	**12%**	**8%**	**4%**

Source: Retail sales are Circana Total US MULO+ w/convenience, custom Utz Brands hierarchy, 13-weeks ended 9/28/25; % YoY growth compared to the 13-weeks ended 9/29/24 on a pro forma basis. Utz Retail Sales breakdown is Circana Total US MULO+ w/convenience, custom Utz Brands hierarchy, 13-weeks ended 9/28/25.

Increasing Household Penetration and Adding Buyers at Strong Repeat Rates

Utz Household Penetration | **Utz Buyers (millions)** | **Total Utz Buyer Repeat Rate**



Latest 52-weeks	Utz Household Penetration 2024	Utz Household Penetration 2025	Utz Buyers 2024	Utz Buyers 2025	Total Utz Buyer Repeat Rate 2024	Total Utz Buyer Repeat Rate 2025
Total Company	+181bps	+167bps	+2.7M	+2.6M	-4bps	+60bps
Salty Snack Category	+35bps	+17bps	+1.3M	+1.0M	+16bps	+8bps

Source: Circana Scan Panel Total U.S. All Outlets 52-weeks data through 9/28/25 compared to the 52-weeks ended 9/29/24.
Note: Amounts may not sum due to rounding.

Communicating Our Ingredients Front of Pack

Three Simple Ingredients

- **Highlight 3 ingredients on select potato chip bags**
- Aligned with consumer desire for fewer ingredients and transparency

No Artificial Colors or Flavors

- Clear front of pack call-out for products without artificial colors/flavors
- In September 2025, Utz announced commitment to eliminate FD&C (Food, Drug & Cosmetic) colors from entire portfolio by end of 2027

Financial Review

BK Kelley

Chief Financial Officer

3Q'25 Financial Results Summary

- **Organic Net Sales +3.4%**
  - +4.5% volume/mix and (1.1%) price
  - Branded Salty Snacks Organic Net Sales +5.8%
- **Adj. Gross Profit Margin expansion of +210bps**
  - Benefits from productivity programs net of inflation
- **Adj. SD&A Expense increase of +5.7%**
  - Modest increase in marketing, selling, and distribution costs to support growth
- **Adj. EBITDA increased 11.7% to $60.3M**
  - Adj. EBITDA Margin increased by 120bps
- **Adj. EPS increase of 9.5% to $0.23**
  - Increased Adj. EBITDA and lower Interest Expense

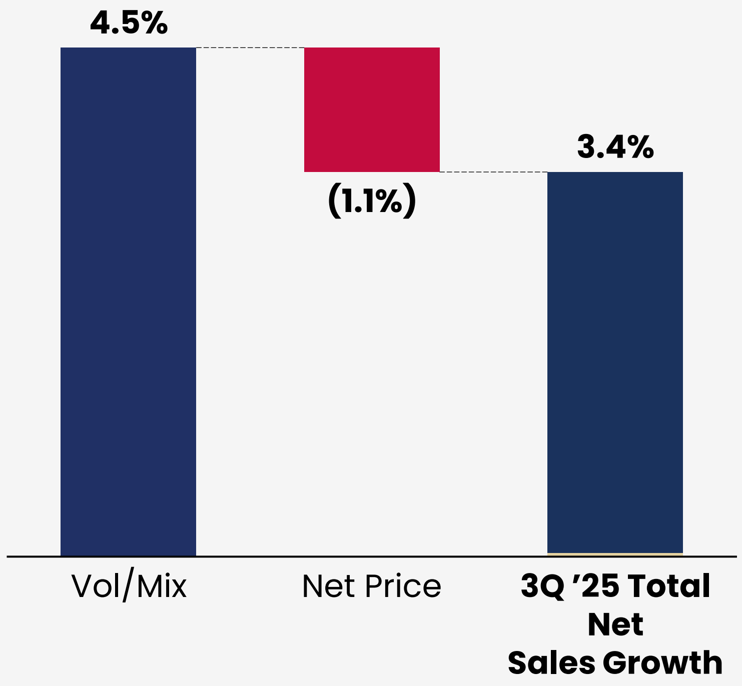
In $ millions, except per share amounts	**3Q'25** 13-weeks ended September 28, 2025	**3Q'24** 13-weeks Ended September 29, 2024	**YoY Change**
Net Sales	377.8	365.5	+3.4%
Organic Net Sales	**377.8**	**365.5**	**+3.4%**
Adj. Gross Profit	**155.2**	**142.7**	**+8.8%**
% of Net Sales	*41.1%*	*39.0%*	*+210 bps*
Adj. SD&A Expense	**93.8**	**88.7**	**5.7%**
% of Net Sales	*24.8%*	*24.3%*	*50bps*
Adj. EBITDA	**60.3**	**54.0**	**11.7%**
% of Net Sales	*16.0%*	*14.8%*	*120 bps*
Adj. Net Income	**33.5**	**29.6**	**13.2%**
Adj. EPS	**$0.23**	**$0.21**	**9.5%**

Note: See appendix for reconciliation of Non-GAAP financial measures to most directly comparable GAAP measures.
Note: Amounts may not sum due to rounding.

3Q'25 Net Sales Bridge

- **Volume/Mix growth of 4.5%**
  - Branded Salty Snacks volume/mix growth of +7.0%, led by Power Four Brands
  - Non-Branded & Non-Salty Snacks volume/mix decline of 12.7% primarily due to Partner Brands and Dips & Salsas
- **Pricing impact of (1.1%)**
  - Focused trade promotions to address consumer value needs in a rational competitive environment, in-line with our expectations

3Q'25 Net Sales YoY Growth Decomposition

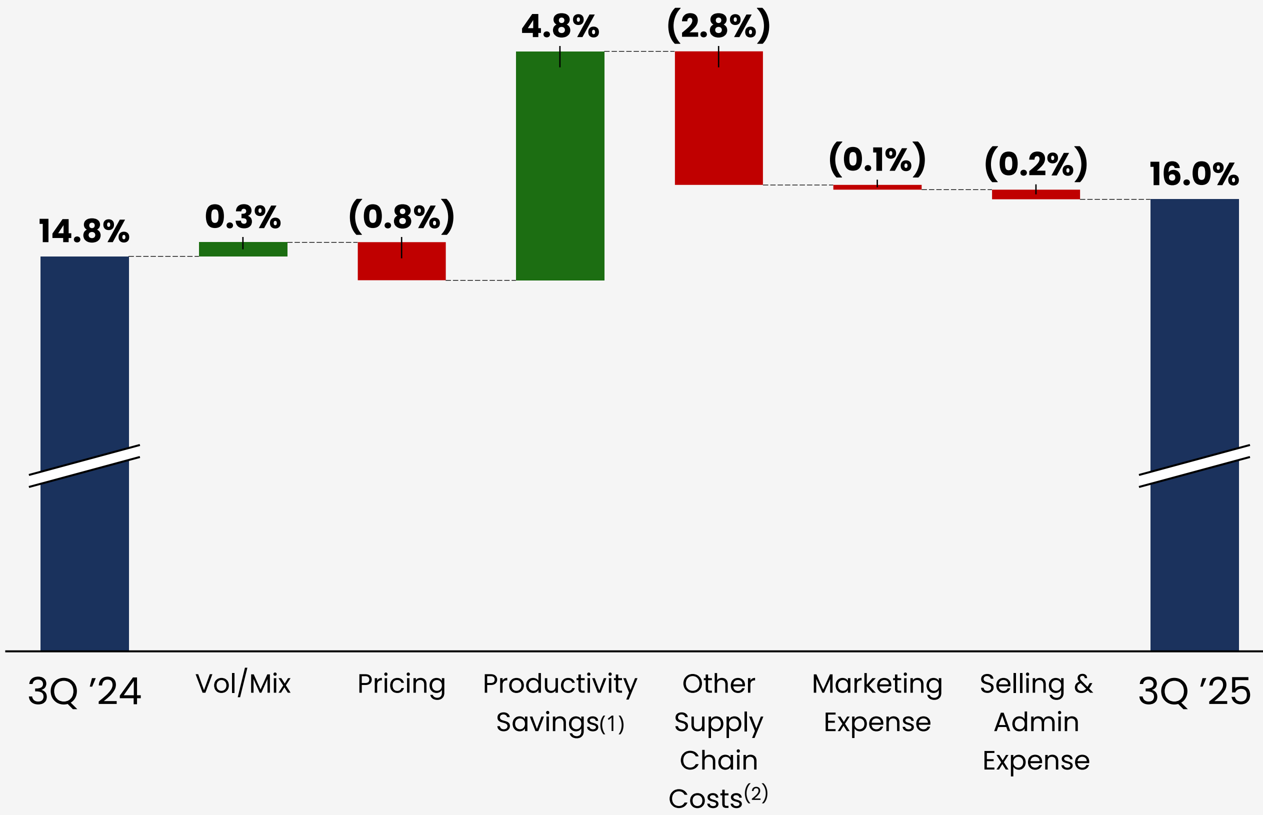


Note: See appendix for reconciliation of Non-GAAP financial measures to most directly comparable GAAP measures.

3Q'25 Adj. EBITDA Margin Bridge

- **Continued productivity savings** across manufacturing/logistics and procurement, partially offset by supply chain costs and inflation
- **Pricing** investments to support expansion and targeted promotions
- **Higher marketing spend** to support continued Branded Salty Snacks volume growth, focus on retail media in Q3
- Higher SD&A Expense primarily to **support capabilities and distribution growth** in Expansion geographies

3Q'25 Adjusted EBITDA Margin Change Decomposition



Note: See appendix for reconciliation of Non-GAAP financial measures to most directly comparable GAAP measures.
Note: Amounts may not sum due to rounding.
(1) Represents savings realized during 3Q'25 as a % of prior year Net Sales.
(2) Including investments in expansion and y/y inflation

Cash Flow and Balance Sheet Highlights

- **Cash flow** reflects pacing of net working capital, capital investments and related transformation costs
- **Capital investments** to support manufacturing plant automation and Kings Mountain build-out
  - ~90% of 2025 capex completed through Q3
- **Ample liquidity** of ~$197.7M on September 28, 2025[5]
- **Net Leverage Ratio** higher y/y due to phasing of capex, working capital initiatives, q/q improvement versus 2Q'25

Cash Flow Highlights *39-Weeks Ended September 28, 2025*

Net Cash Provided By Operations	**$47.3M**
Capital Expenditures	**$89.2M**
Dividends and Distributions Paid[1]	**$28.8M**

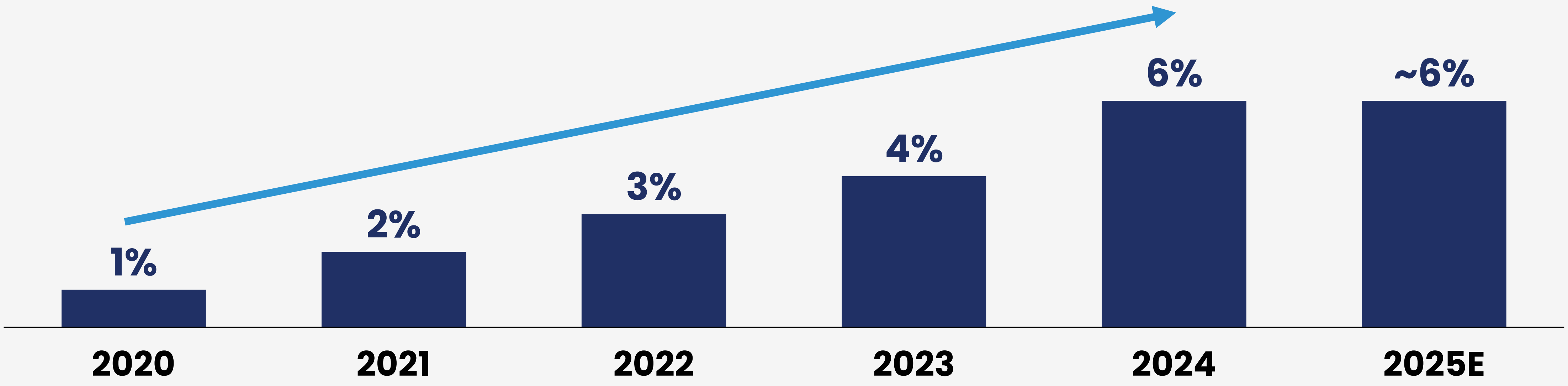
Balance Sheet Highlights *As of September 28, 2025*

Cash and Cash Equivalents	**$57.7M**
Gross Debt[2]	**$865.6M**
Net Debt[3]	**$807.9M**
Net Leverage Ratio[4]	**3.9x**

Note: See appendix for reconciliation of Non-GAAP financial measures to most directly comparable GAAP measures.
(1) Includes $11.9M of distributions to non-controlling interest holders, special excess cash dividends of $0.9M and $0.4M of dividend equivalents on equity awards.
(2) Includes Term Loan B, Real Estate Loan, ABL Facility, Equipment Loans, and Finance Leases. Excludes amounts related to guarantees on IO loans which are collateralized by routes. The Company has the ability to recover substantially all of the outstanding IO loan value in the event of a default scenario, which historically has been uncommon.
(3) Reflects Gross Debt less Cash.
(4) Net Leverage Ratio is a Non-GAAP financial measure and is Net Debt divided by last 52-weeks Normalized Adjusted EBITDA.
(5) Includes cash on hand of $57.7 million and $140.0 million available under the Company's revolving credit facility.

Continue to Deliver Best-in-Class Productivity Savings

Productivity Savings (1)(2)(3)



(1) Represents cost savings realized during each 52-week or 53-week fiscal year as a percentage of prior fiscal year Adjusted COGS. Refer to reconciliations for Adjusted COGS in the appendix.
(2) Pro Forma for acquisitions.
(3) 2020 represents the 53-week period ended 1/3/21, consisting of the Predecessor period from 12/30/19 through 8/28/20 and the Successor period from 8/29/20 through 1/3/21; 2021 represents the 52-week period ended 1/2/22 for the Successor; and 2022 represents the 52-week period ended 1/1/23 for the Successor.

Updating Full Year 2025 Outlook

FY'25 Expected Growth vs. FY'24 Actual Results	New	Previous	Key Assumptions
Organic Net Sales	**~+3%**	**+2.5% or better**	Continued Branded Salty Snacks growth, particularly the Power Four Brands, reflecting YTD outperformance through 3Q'25
Adj. EBITDA	**Unchanged**	**+7% to +10%**	Strong Adj. Gross Profit Margin expansion fueled by productivity savings and better volumes. Adj. EBITDA second half weighted due to normal seasonality, timing of investments and productivity savings
Adj. EPS	**Unchanged**	**+7% to +10%**	Adj. EPS growth in-line with Adj. EBITDA growth

Additional Outlook Assumptions:			
Effective Normalized Tax Rate[1]	**Unchanged**	**17% to 19%**	Consistent with 2024
Interest Expense	**Unchanged**	**~$46m**	Long-term debt blended rate of ~5%
Capital Expenditures	**Unchanged**	**~$100m**	Majority focused on building increased manufacturing network capacity and delivering productivity savings. Timing first half weighted and accelerated due to further supply chain optimization
Net Leverage Ratio	**Unchanged**	**Approaching 3x at YE'25**	Adj. EBITDA growth and modest scheduled debt repayment

Note: Quantitative reconciliations are not available for the forward-looking Non-GAAP financial measures used herein without unreasonable efforts due to the high variability, complexity, and low visibility with respect to certain items which are excluded from Organic Net Sales, Adjusted EBITDA, Net Leverage Ratio, normalized GAAP basis tax expense, excluding one-time items, and Adjusted Earnings Per Share, respectively. We expect the variability of these items to have a potentially unpredictable, and potentially significant, impact on our future financial results.
(1) Normalized GAAP basis tax expense, which excludes one-time items.

2026 – An Inflection Point in our Evolution

- Driving top-line growth ahead of category, driven by Expansion Markets (entering California, growing the remainder), Boulder Canyon space gains, and increased Marketing support
- Winding down supply chain investment cycle; 2026 capital expenditures expected at ~$60M-$70M, cash transformation costs declining
- Normalizing productivity savings (% of COGS) at or above best-in-class levels of ~3– 4%
- Pursuing other productivity measures in SD&A, driven by technology, to continue to fund growth
- Emphasizing accelerated free cash flow and debt pay down

Appendix

Reconciliation of Non-GAAP Financial Measures to Reported Financial Measures

Net Sales and Organic Net Sales

(dollars in millions)	13-Weeks Ended September 28, 2025	13-Weeks Ended September 29, 2024	Change	39-Weeks Ended September 28, 2025	39-Weeks Ended September 29, 2024	Change
Net Sales as Reported	$ 377.8	$ 365.5	3.4 %	$ 1,096.6	$ 1,068.2	2.7 %
Impact of Dispositions	—	—		—	(4.3)	
Organic Net Sales [1]	**$ 377.8**	$ 365.5	**3.4 %**	**$ 1,096.6**	$ 1,063.9	**3.1 %**

(1) Organic Net Sales excludes the Impact of Dispositions.

Net Sales Growth Drivers

(% change in prior year net sales)	13-Weeks Ended September 28, 2025			39-Weeks Ended September 28, 2025		
	Branded Salty Snacks [1]	**Non-Branded & Non-Salty Snacks** [2]	**Total**	**Branded Salty Snacks** [1]	**Non-Branded & Non-Salty Snacks** [2]	**Total**
Net Sales as Reported	**$ 337.4**	**$ 40.4**	**$ 377.8**	**$ 965.4**	**$ 131.2**	**$ 1,096.6**
Net Sales as Reported Growth Versus Prior Year	**5.8 %**	**(13.1)%**	**3.4 %**	**5.4 %**	**(13.8)%**	**2.7 %**
Volume/mix	7.0 %	(12.7)%	4.5 %	7.4 %	(10.5)%	4.8 %
Pricing	(1.2)	(0.4)	(1.1)	(2.0)	(0.5)	(1.7)
Organic Net Sales Growth Versus Prior Year	**5.8 %**	**(13.1)%**	**3.4 %**	**5.4 %**	**(11.0)%**	**3.1 %**
Divestiture	—	—	—	—	(2.8)	(0.4)
Net Sales as Reported Growth Versus Prior Year	**5.8 %**	**(13.1)%**	**3.4 %**	**5.4 %**	**(13.8)%**	**2.7 %**

(1) Branded Salty Snacks sales excluding IO unreported sales.
(2) Non-Branded & Non-Salty Snacks including IO unreported sales.

Reconciliation of Non-GAAP Financial Measures to Reported Financial Measures

Gross Profit and Adjusted Gross Profit

	13-Weeks Ended		39-Weeks Ended	
(dollars in millions)	**September 28, 2025**	**September 29, 2024**	**September 28, 2025**	**September 29, 2024**
Gross Profit	$ 126.9	$ 131.0	$ 371.9	$ 375.3
Gross Profit as a % of Net Sales	33.6 %	35.8 %	33.9 %	35.1 %
Depreciation and Amortization	8.5	6.6	25.5	20.5
Non-Cash and Other Cash Adjustments (1)	19.8	5.1	38.4	9.7
Adjusted Gross Profit	***$ 155.2***	***$ 142.7***	***$ 435.8***	***$ 405.5***
Adjusted Gross Profit as a % of Net Sales	41.1 %	39.0 %	39.7 %	38.0 %

(1) Non-cash and other cash adjustments includes non-cash costs related to incentive programs, asset impairments and write-offs, purchase commitments, other non-cash items, acquisition, divestiture, and integration, business transformation initiatives, and financing-related costs.

Adjusted Selling, Distribution, and Administrative Expense

	13-Weeks Ended		39-Weeks Ended	
(dollars in millions)	**September 28, 2025**	**September 29, 2024**	**September 28, 2025**	**September 29, 2024**
Selling, Distribution, and Administrative Expense	$ 123.1	$ 110.0	$ 355.8	$ 324.0
Less:				
Depreciation and Amortization in SD&A Expense	11.9	10.9	34.9	32.9
Non-Cash and Other Cash Adjustments (1)	17.4	10.4	40.4	32.5
Adjusted Selling, Distribution, and Administrative Expense	***$ 93.8***	***$ 88.7***	***$ 280.5***	***$ 258.6***
Adjusted SD&A Expense as a % of Net Sales	24.8 %	24.3 %	25.6 %	24.2 %

(1) Non-cash and other cash adjustments includes non-cash costs related to incentive programs, asset impairments and write-offs, purchase commitments, other non-cash items, acquisition, divestiture, and integration, business transformation initiatives, and financing-related costs.

Reconciliation of Non-GAAP Financial Measures to Reported Financial Measures

Adjusted Net Income

(dollars in millions, except per share data)	13-Weeks Ended September 28, 2025	13-Weeks Ended September 29, 2024	% Change	39-Weeks Ended September 28, 2025	39-Weeks Ended September 29, 2024	% Change
Net (loss) Income	$ (20.2)	$ 0.8	(2625.0)%	$ (4.4)	$ 28.6	(115.4)%
Income Tax Expense	13.4	0.2		9.6	25.4	
(Loss) Income Before Taxes	***(6.8)***	***1.0***		***5.2***	***54.0***	
Deferred Financing Fees	0.3	0.3		1.0	2.8	
Acquisition Step-Up Depreciation and Amortization	10.8	10.7		32.9	33.0	
Certain Non-Cash Adjustments	7.3	6.2		19.4	15.1	
Acquisitions, Divestitures and Investments	8.1	2.8		25.1	(34.5)	
Business Transformation Initiatives	20.1	8.1		34.6	18.4	
Financing-Related Costs	0.3	—		1.1	0.3	
Loss (gain) on Remeasurement of Warrant Liability	0.7	6.4		(22.8)	5.3	
Other Non-Cash and/or Cash Adjustments (1)	***47.6***	***34.5***		***91.3***	***40.4***	
Adjusted Earnings before Taxes	***40.8***	***35.5***		***96.5***	***94.4***	
Taxes on Earnings as Reported	*(13.4)*	*(0.2)*		*(9.6)*	*(25.4)*	
Income Tax Adjustments(2)	*6.1*	*(5.7)*		*(7.4)*	*8.9*	
Adjusted Taxes on Earnings	*(7.3)*	*(5.9)*		*(17.0)*	*(16.5)*	
Adjusted Net Income	***$ 33.5***	***$ 29.6***	***13.2 %***	***$ 79.5***	***$ 77.9***	***2.1 %***
Average Weighted Basic Shares Outstanding on an As-Converted Basis	142.3	140.9		141.7	140.8	
Fully Diluted Shares on an As-Converted Basis	143.6	144.1		143.2	144.0	
Adjusted Earnings Per Share	**$ 0.23**	**$ 0.21**	**9.5 %**	**$ 0.56**	**$ 0.54**	**3.7 %**

(1) Non-cash and other cash adjustments includes non-cash costs related to incentive programs, asset impairments and write-offs, purchase commitments, other non-cash items, acquisitions, divestitures, and investments, business transformation initiatives, and financing-related costs.

(2) Income Tax Adjustment calculated as Income before taxes plus (i) Acquisition, Step-Up Depreciation and Amortization and (ii) Other non-cash and/or cash adjustments, multiplied by a normalized GAAP effective tax rate, minus the actual tax provision recorded in the Consolidated Statement of Operations and Comprehensive Income (Loss). The normalized GAAP effective tax rate excludes one-time items such as the impact of tax rate changes on deferred taxes and changes in valuation allowances.

Reconciliation of Non-GAAP Financial Measures to Reported Financial Measures

Depreciation & Amortization

(dollars in millions)	13-Weeks Ended September 28, 2025	13-Weeks Ended September 29, 2024	39-Weeks Ended September 28, 2025	39-Weeks Ended September 29, 2024
Core D&A - Non-Acquisition-related included in Gross Profit	$ 6.3	$ 4.5	$ 18.6	$ 13.7
Step-Up D&A - Transaction-related included in Gross Profit	2.2	2.1	6.9	6.8
Depreciation & Amortization - included in Gross Profit	***8.5***	***6.6***	***25.5***	***20.5***
Core D&A - Non-Acquisition-related included in SD&A Expense	$ 3.3	2.3	$ 8.9	6.7
Step-Up D&A - Transaction-related included in SD&A Expense	8.6	8.6	26.0	26.2
Depreciation & Amortization - included in SD&A Expense	***11.9***	***10.9***	***34.9***	***32.9***
Depreciation & Amortization - Total	***$ 20.4***	***$ 17.5***	***$ 60.4***	***$ 53.4***
Core Depreciation and Amortization	$ 9.6	$ 6.8	$ 27.5	$ 20.4
Step-Up Depreciation and Amortization	$ 10.8	10.7	$ 32.9	33.0
Total Depreciation and Amortization	***$ 20.4***	***$ 17.5***	***$ 60.4***	***$ 53.4***

Reconciliation of Non-GAAP Financial Measures to Reported Financial Measures

EBITDA and Adjusted EBITDA

	13-Weeks Ended			39-Weeks Ended		
(dollars in millions)	September 28, 2025	September 29, 2024	% Change	September 28, 2025	September 29, 2024	% Change
Net (Loss) Income	$ (20.2)	$ 0.8	(2625.0) %	$ (4.4)	$ 28.6	(115.4) %
Plus non-GAAP adjustments:						
Income Tax Expense	13.4	0.2		9.6	25.4	
Depreciation and Amortization	20.4	17.5		60.4	53.4	
Interest Expense, Net	10.6	12.6		33.5	36.6	
Interest Income (IO loans)[1]	(0.4)	(0.6)		(1.4)	(1.5)	
EBITDA	**23.8**	**30.5**	**(22.0) %**	**97.7**	**142.5**	**(31.4) %**
Certain Non-Cash Adjustments[2]	7.3	6.2		18.4	15.1	
Acquisitions, Divestitures and Investments[3]	8.1	2.8		25.1	(34.5)	
Business Transformation Initiatives[4]	20.1	8.1		34.6	18.4	
Financing-Related Costs[5]	0.3	—		1.1	0.3	
Loss (gain) on Remeasurement of Warrant Liability[6]	0.7	6.4		(22.8)	5.3	
Adjusted EBITDA	**$ 60.3**	**$ 54.0**	**11.7 %**	**$ 154.1**	**$ 147.1**	**4.8 %**
Net income as a % of Net Sales	(5.3)%	0.2 %	(550)bps	(0.4)%	2.7 %	(310)bps
Adjusted EBITDA as a % of Net Sales	16.0 %	14.8 %	120 bps	14.1 %	13.8 %	30 bps

(1) **Interest Income (IO loans)** refers to interest income that we earn from IO notes receivable that has resulted from our initiatives to transition from RSP distribution to IO distribution ("Business Transformation Initiatives"). There is a notes payable recorded that mirrors most of the IO notes receivable, and the interest expense associated with the notes payable is part of the Interest Expense, Net adjustment.

(2) **Certain Non-Cash Adjustments** are comprised primarily of the following: Incentive programs – The Company incurred $4.6 million and $4.7 million of share-based compensation expense for awards to employees and directors, and compensation expense associated with the Omnibus Equity Incentive Plan (the "OEIP") for the thirteen weeks ended September 28, 2025 and September 29, 2024, respectively. The Company incurred $10.8 million and $13.1 million of share-based compensation expense for awards to employees and directors, and compensation expense associated with the OEIP for the thirty-nine weeks ended September 28, 2025 and September 29, 2024, respectively. Loss on impairment - The Company recorded an impairment charge of $0.6 million during the thirty-nine weeks ended September 28, 2025. Purchase commitments and other adjustments – We have purchase commitments for specific quantities at fixed prices for certain of our products' key ingredients. To facilitate comparisons of our underlying operating results, this adjustment was made to remove the volatility of purchase commitment related unrealized gains and losses. The adjustment related to purchase commitments and other adjustments, including cloud computing amortization, was expense of $2.7 million and $1.5 million for the thirteen weeks ended September 28, 2025 and September 29, 2024, respectively. The adjustment related to purchase commitments and other adjustments, including cloud computing amortization, was expense of $7.0 million and $2.0 million for the thirty-nine weeks ended September 28, 2025 and September 29, 2024, respectively.

(3) **Acquisitions, Divestitures and Investments** – This is comprised of start-up costs, consulting, transaction services, and legal fees incurred for acquisitions and certain potential acquisitions, in addition to expenses associated with integrating recent acquisitions and costs related to divestitures. These acquisitions and divestitures include assets related to our supply chain consolidation and transformation. Such expenses were $10.0 million and $2.8 million for the thirteen weeks ended September 28, 2025 and September 29, 2024, respectively; and $26.0 million and $9.5 million for the thirty-nine weeks ended September 28, 2025 and September 29, 2024, respectively. Also included in the thirteen weeks ended and thirty-nine weeks ended September 28, 2025 was income of $1.9 million and $0.9 million, respectively, related to the change in the liability associated with the Tax Receivable Agreement. Also, included in the thirty-nine weeks ended September 29, 2024 was a gain of $44.0 million related to the Good Health and R.W. Garcia Sale.

(4) **Business Transformation Initiatives** – This adjustment is related to start-up costs, consulting, professional and legal fees incurred for specific initiatives and structural changes to the business that do not reflect the cost of normal business operations. This adjustment also includes initiatives and structural changes related to our supply chain transformation. In addition, gains and losses realized from the sale of distribution rights to IOs and the subsequent disposal of trucks, severance costs associated with the elimination of RSP positions, and enterprise resource planning system transition costs fall into this category. The Company incurred such costs of $20.1 million and $8.1 million for the thirteen weeks ended September 28, 2025 and September 29, 2024, respectively; and $34.6 million and $18.4 million for the thirty-nine weeks ended September 28, 2025 and September 29, 2024, respectively.

(5) **Financing-Related Costs** – These costs include adjustments for various items related to raising debt and equity capital or debt extinguishment costs.

(6) **Gains and Losses on Remeasurement of Warrant Liabilities** - These liabilities are not expected to be settled in cash, and when exercised would result in a cash inflow to the Company with the warrants converting to Class A Common Stock with the liability being extinguished and the fair value of the warrants at the time of exercise being recorded as an increase to equity.

Reconciliation of Non-GAAP Financial Measures to Reported Financial Measures

Normalized Adjusted EBITDA

	FY 2024					FY 2025			
(dollars in millions)	Q1	Q2	Q3	Q4	FY 2024	Q1	Q2	Q3	TTM
Adjusted EBITDA	**$ 43.4**	**$ 49.7**	**$ 54.0**	**$ 53.1**	**$ 200.2**	**$ 45.1**	**$ 48.7**	**$ 60.3**	**$ 207.2**
Pre-Acquisition Adjusted EBITDA	—	—	—	—	—	—	—	—	—
Normalized Adjusted EBITDA	***$ 43.4***	***$ 49.7***	***$ 54.0***	***$ 53.1***	***$ 200.2***	***$ 45.1***	***$ 48.7***	***$ 60.3***	***$ 207.2***

Net Debt and Leverage Ratio

(dollars in millions)		**As of September 28, 2025**
Term Loan	$	630.3
Real Estate Loan		57.7
ABL Facility		20.7
Equipment Loans and Finance Leases[1]		156.9
Gross Debt[2]		**865.6**
Cash and Cash Equivalents		57.7
Total Net Debt	**$**	**807.9**
Last 52-Weeks Normalized Adjusted EBITDA	$	207.2
Net Leverage Ratio[3]		**3.9x**

(1) Equipment loans and finance leases include leases accounted for as finance leases under US GAAP and loans for equipment.

(2) Includes Term Loan B, ABL Facility, Equipment Loans, and Finance Leases. Excludes amounts related to guarantees on IO loans which are collateralized by routes. The Company has the ability to recover substantially all of the outstanding IO loan value in the event of a default scenario, which historically has been uncommon.

(3) Based on trailing twelve month Normalized Adjusted EBITDA of $207.2 million.

Appendix

Additional Reconciliations as Previously Disclosed

Reconciliation of Non-GAAP Financial Measures to Reported Financial Measures

Net Sales Growth Drivers

(% change in prior year net sales)	13-Weeks Ended June 29, 2025 Branded Salty Snacks [1]	Non-Branded & Non-Salty Snacks [2]	Total
Net Sales as Reported	**$ 322.0**	**$ 44.7**	**$ 366.7**
Net Sales as Reported Growth Versus Prior	**5.4 %**	**(11.8)%**	**2.9 %**
Volume/mix	6.9 %	(13.4)%	3.9 %
Pricing	(1.5)	1.6	(1.0)
Organic Net Sales Growth Versus Prior Year	**5.4 %**	**(11.8)%**	**2.9 %**
Divestiture	—	—	—
Net Sales as Reported Growth Versus Prior	**5.4 %**	**(11.8)%**	**2.9 %**

(1) Branded Salty Snacks sales excluding IO unreported sales.
(2) Non-Branded & Non-Salty Snacks including IO unreported sales.

Net Sales Growth Drivers

(% change in prior year net sales)	13-Weeks Ended March 30, 2025 Branded Salty Snacks [1]	Non-Branded & Non-Salty Snacks [2]	Total
Net Sales as Reported	**$ 305.9**	**$ 46.2**	**$ 352.1**
Net Sales as Reported Growth Versus Prior Year	**4.9 %**	**(16.0)%**	**1.6 %**
Volume/mix	8.3 %	(6.1)%	6.3 %
Pricing	(3.4)	(2.7)	(3.4)
Organic Net Sales Growth Versus Prior Year	**4.9 %**	**(8.8)%**	**2.9 %**
Divestiture	—	(7.2)	(1.3)
Net Sales as Reported Growth Versus Prior Year	**4.9 %**	**(16.0)%**	**1.6 %**

(1) Branded Salty Snacks sales excluding IO unreported sales.
(2) Non-Branded & Non-Salty Snacks including IO unreported sales.

Reconciliation of Non-GAAP Financial Measures to Reported Financial Measures

(% change in prior year net sales)	13-Weeks Ended March 31, 2024 Branded Salty Snacks [1]	13-Weeks Ended March 31, 2024 Non-Branded & Non-Salty Snacks [2]	13-Weeks Ended March 31, 2024 Total	13-Weeks Ended June 30, 2024 Branded Salty Snacks [1]	13-Weeks Ended June 30, 2024 Non-Branded & Non-Salty Snacks [2]	13-Weeks Ended June 30, 2024 Total
Net Sales as Reported	$ 291.5	$ 55.0	$ 346.5	$ 305.5	$ 50.7	$ 356.2
Net Sales as Reported Growth Versus Prior Year	4.2%	(23.4%)	(1.4%)	2.2%	(20.7%)	(1.8%)
Volume/mix	5.3%	(17.6%)	1.1%	3.2%	(8.8%)	2.3%
Pricing	(0.6%)	4.7%	0.4%	(0.9%)	0.2%	(0.7%)
Organic Net Sales Growth Versus Prior Year	4.7%	(12.9%)	1.5%	2.3%	(8.6%)	1.6%
Impact of IO Conversions	(0.5%)	0.0%	(0.4%)	(0.1%)	0.0%	(0.1%)
Divestiture	0.0%	(10.5%)	(2.5%)	0.0%	(12.1%)	(3.3%)
Net Sales as Reported Growth Versus Prior Year	4.2%	(23.4%)	(1.4%)	2.2%	(20.7%)	(1.8%)

(% change in prior year net sales)	13-Weeks Ended September 29, 2024 Branded Salty Snacks [1]	13-Weeks Ended September 29, 2024 Non-Branded & Non-Salty Snacks [2]	13-Weeks Ended September 29, 2024 Total	13-Weeks Ended December 29, 2024 Branded Salty Snacks [1]	13-Weeks Ended December 29, 2024 Non-Branded & Non-Salty Snacks [2]	13-Weeks Ended December 29, 2024 Total
Net Sales as Reported	$ 319.0	$ 46.5	$ 365.5	$ 302.5	$ 38.5	$ 341.0
Net Sales as Reported Growth Versus Prior Year	3.8%	(28.2%)	(1.7%)	2.9%	(33.9%)	(3.2%)
Volume/mix	4.7%	(12.4%)	2.4%	3.6%	(20.9%)	0.2%
Pricing	(0.9%)	2.4%	(0.5%)	(0.7%)	2.7%	(0.2%)
Organic Net Sales Growth Versus Prior Year	3.8%	(10.0%)	1.9%	2.9%	(18.2%)	0.0%
Impact of IO Conversions	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Divestiture	0.0%	(18.2%)	(3.6%)	0.0%	(15.7%)	(3.2%)
Net Sales as Reported Growth Versus Prior Year	3.8%	(28.2%)	(1.7%)	2.9%	(33.9%)	(3.2%)

(1) Branded Salty Snacks sales excluding IO unreported sales.
(2) Non-Branded & Non-Salty Snacks including IO unreported sales.

Reconciliation of Non-GAAP Financial Measures to Reported Financial Measures

	Predecessor		Successor				
					For the Year Ended		
(dollars in millions)	**Year Ended December 29, 2019**	**December 30, 2019 through August 28, 2020**	**August 29, 2020 through January 3, 2021**	**December 30, 2019 through January 3, 2021**	**January 2, 2022**	**January 1, 2023**	**December 31, 2023**
Cost of Goods Sold	$ 514.4	$ 411.6	$ 220.0	$ 631.6	$ 796.8	$ 959.3	$ 981.8
Depreciation and Amortization	16.8			31.3	35.2	40.7	33.9
Non-Cash and Other Cash Adjustments	-			1.4	6.1	14.3	23.2
Adjusted Cost of Goods Sold	497.6	$ 411.6	$ 220.0	598.9	755.5	904.3	924.7
Delivery	37.0			41.7	72.0	83.6	72.9
Adjusted Cost of Goods Sold, including delivery	**$ 534.6**			**$ 640.6**	**$ 827.5**	**$ 987.9**	**$ 997.6**

		For the Year Ended			
(dollars in millions)	**December 30, 2019 through January 3, 2021**	**January 2, 2022**	**January 1, 2023**	**December 31, 2023**	**December 29, 2024**
Productivity Delivered	6.2	$ 11.8	$ 21.9	$ 40.2	$ 60.7
Productivity Savings as a Percentage of Prior Year Adjusted Cost of Goods Sold Including Delivery	1%	2%	3%	4%	6%

Reconciliation of Non-GAAP Financial Measures to Reported Financial Measures

Net Sales and Organic Net Sales

	13-Weeks Ended			39-Weeks Ended		
(dollars in millions)	September 29, 2024	October 1, 2023	Change	September 29, 2024	October 1, 2023	Change
Net Sales as Reported	$ 365.5	$ 371.9	(1.7)%	$ 1,068.2	$ 1,086.1	(1.6)%
Impact of Dispositions	—	(13.1)		—	(33.4)	
Impact of IO Conversions	—	—		2.0	—	
Organic Net Sales [(1)]	**$ 365.5**	$ 358.8	**1.9 %**	**$ 1,070.2**	$ 1,052.7	**1.7 %**

(1) Organic Net Sales excludes the Impact of Dispositions and the Impact of IO Conversions that took place after Q3 2023.

Reconciliation of Non-GAAP Financial Measures to Reported Financial Measures

Adjusted Net Income

(dollars in millions, except per share data)	13-Weeks Ended September 29, 2024	13-Weeks Ended October 1, 2023	39-Weeks Ended September 29, 2024	39-Weeks Ended October 1, 2023
Net Income (Loss)	$ 0.8	$ 16.2	$ 28.6	$ (6.8)
Income Tax Expense (Benefit)	0.2	(10.1)	25.4	(13.4)
Income (loss) Before Taxes	***1.0***	***6.1***	***54.0***	***(20.2)***
Deferred Financing Fees	0.3	0.6	2.8	1.1
Acquisition Step-Up Depreciation and Amortization	10.7	12.0	33.0	35.6
Certain Non-Cash Adjustments	6.2	24.5	15.1	42.2
Acquisition, Divestiture and Integration	2.8	1.3	(34.5)	8.7
Business and Transformation Initiatives	8.1	1.4	18.4	19.9
Financing-Related Costs	—	0.1	0.3	0.2
Loss on Remeasurement of Warrant Liability	6.4	(16.0)	5.3	(16.6)
Other Non-Cash and/or Non-Recurring Adjustments	***34.5***	***23.9***	***40.4***	***91.1***
Adjusted Earnings before Taxes	***35.5***	***30.0***	***94.4***	***70.9***
Taxes on Earnings as Reported	(0.2)	10.1	(25.4)	13.4
Income Tax Adjustments[1]	(5.7)	(15.5)	8.9	(25.9)
Adjusted Taxes on Earnings	(5.9)	(5.4)	(16.5)	(12.5)
Adjusted Net Income	***$ 29.6***	***$ 24.6***	***$ 77.9***	***$ 58.4***
Average Weighted Basic Shares Outstanding on an As-Converted Basis	140.9	140.5	140.8	140.4
Fully Diluted Shares on an As-Converted Basis	144.1	142.8	144.0	142.9
Adjusted Earnings Per Share	**$ 0.21**	**$ 0.17**	**$ 0.54**	**$ 0.41**

(1) Income Tax Adjustment calculated as (Loss) Income before taxes plus (i) Acquisition, Step-Up Depreciation and Amortization and (ii) Other Non-Cash and/or Non-Recurring Adjustments, multiplied by a normalized GAAP effective tax rate, minus the actual tax provision recorded in the Consolidated Statement of Operations and Comprehensive Loss. The normalized GAAP effective tax rate excludes one-time items such as the impact of tax rate changes on deferred taxes and changes in valuation allowances.

Reconciliation of Non-GAAP Financial Measures to Reported Financial Measures

EBITDA and Adjusted EBITDA

(dollars in millions)	13-Weeks Ended September 29, 2024	13-Weeks Ended October 1, 2023	39-Weeks Ended September 29, 2024	39-Weeks Ended October 1, 2023
Net Income (Loss)	$ 0.8	$ 16.2	$ 28.6	$ (6.8)
Plus non-GAAP adjustments:				
Income Tax Expense (Benefit)	0.2	(10.1)	25.4	(13.4)
Depreciation and Amortization	17.5	19.7	53.4	60.1
Interest Expense, Net	12.6	15.5	36.6	44.9
Interest Income from IO loans[(1)]	(0.6)	(0.5)	(1.5)	(1.4)
EBITDA	**30.5**	**40.8**	**142.5**	**83.4**
Certain Non-Cash Adjustments[(2)]	6.2	24.5	15.1	42.2
Acquisition, Divestiture and Integration[(3)]	2.8	1.3	(34.5)	8.7
Business Transformation Initiatives[(4)]	8.1	1.4	18.4	19.9
Financing-Related Costs[(5)]	—	0.1	0.3	0.2
Gain on Remeasurement of Warrant Liability[(6)]	6.4	(16.0)	5.3	(16.6)
Adjusted EBITDA	**$ 54.0**	**$ 52.1**	**$ 147.1**	**$ 137.8**
Net income (loss) as a % of Net Sales	0.2 %	4.4 %	2.7 %	(0.6)%
Adjusted EBITDA as a % of Net Sales	14.8 %	14.0 %	13.8 %	12.7 %

(1) Interest Income from IO loans refers to Interest Income that we earn from IO notes receivable that have resulted from our initiatives to transition from RSP distribution to IO distribution ("Business Transformation Initiatives"). There is a notes payable recorded that mirrors most of the IO notes receivable, and the interest expense associated with the notes payable is part of the Interest Expense, Net adjustment.

(2) Certain Non-Cash Adjustments are comprised primarily of the following:

Incentive programs – The Company incurred $4.7 million and $3.7 million of share-based compensation expense, which was awarded to associates and directors, and compensation expense associated with the employee stock purchase plan (the "ESPP") and the omnibus equity incentive plan (the "OEIP") for the thirteen weeks ended September 29, 2024 and October 1, 2023, respectively. The Company incurred $13.1 million and $11.8 million of share-based compensation expense, which was awarded to associates and directors, and compensation expense associated with the ESPP and the OEIP for the thirty-nine weeks ended September 29, 2024 and October 1, 2023, respectively.
Asset Impairments and Write-Offs — For the thirteen weeks ended October 1, 2023, the Company recorded an adjustment for a non-cash loss on sale of $13.7 million related to fixed assets for the sale of the Bluffton, Indiana plant along with the transfer of $4.7 million from Business Transformation Initiatives in note (4) below related to the termination of a contract that was settled with the sale. During the thirteen and thirty-nine weeks ended October 1, 2023, the Company recorded impairments and non-cash loss on sale totaling $0.1 million and $23.3 million, respectively.
Purchase Commitments and Other Adjustments – We have purchase commitments for specific quantities at fixed prices for certain of our products' key ingredients. To facilitate comparisons of our underlying operating results, this adjustment was made to remove the volatility of purchase commitments related to unrealized gains and losses. The adjustment related to Purchase Commitments and Other Adjustments, including cloud computing amortization was expense of $1.5 million and $2.3 million for the thirteen weeks ended September 29, 2024 and October 1, 2023, respectively. The adjustment related to Purchase Commitments and Other Adjustments, including cloud computing amortization was $2.0 million and $2.4 million for the thirty-nine weeks ended September 29, 2024 and October 1, 2023, respectively.

(3) Adjustment for Acquisition, Divestiture and Integration Costs and (Gains) – Such expenses were $2.8 million and $1.2 million for the thirteen weeks ended September 29, 2024 and October 1, 2023, respectively; and $9.5 million and $9.5 million for the thirty-nine weeks ended September 29, 2024 and October 1, 2023, respectively. Additionally, other acquisitions and integration costs (income) of $0.1 million were recorded for the thirteen weeks ended October 1, 2023 and $(0.8) million for the thirty-nine weeks ended October 1, 2023 related to the change in the liability associated with the TRA entered into in connection with the consummation of the business combination UBI with UBH pursuant to the terms of the Business Combination Agreement, dated as of June 5, 2020. Also included for the thirty-nine weeks ended September 29, 2024 was a gain of $44.0 million related to the Good Health and R.W. Garcia Sale.

(4) Business Transformation Initiatives Adjustment – This adjustment is related to consultancy, professional and legal fees incurred for specific initiatives and structural changes to the business that do not reflect the cost of normal business operations. In addition, gains and losses realized from the sale of distribution rights to IOs and the subsequent disposal of trucks, severance costs associated with the elimination of RSP positions, and enterprise resource planning system transition costs, fall into this category. The Company incurred such costs of $8.1 million and $6.1 million for the thirteen weeks ended September 29, 2024 and October 1, 2023, respectively, and $18.4 million and $24.6 million for the thirty-nine weeks ended September 29, 2024 and October 1, 2023, respectively. Additionally, the thirteen and thirty-nine weeks ended October 1, 2023 also includes expense of $4.7 million related to a contract termination. This agreement was a continuation of the Company's response to shifting production from a manufacturing facility that was damaged by a natural disaster in 2021.

(5) Financing-Related Costs – These costs include adjustments for various items related to raising debt and equity capital or debt extinguishment costs.

(6) Gains and Losses – Such gains and losses related to the changes in the remeasurement of warrant liabilities are not expected to be settled in cash, and when exercised would result in a cash inflow to the Company with the Warrants converting to Class A Common Stock with the liability being extinguished and the fair value of the Warrants at the time of exercise being recorded as an increase to equity.