



Nourishing Pets, People and Planet



William Blair

42nd Annual Growth

Stock Conference

6/09/22



Forward Looking Statements & Non-GAAP Measures

Forward-Looking Statements

Certain statements in this presentation by Freshpet, Inc. (the “Company”) constitute “forward-looking” statements, which include any statements related to the novel coronavirus (“COVID-19”), the Freshpet Kitchens Expansion, our long-term capacity planning, our net sales and Adjusted EBITDA guidance and the Company's general operating and economic environment. These statements are based on management's current opinions, expectations, beliefs, plans, objectives, assumptions or projections regarding future events or future results. These forward-looking statements are only predictions, not historical fact, and involve certain risks and uncertainties, as well as assumptions. Actual results, levels of activity, performance, achievements and events could differ materially from those stated, anticipated or implied by such forward-looking statements. While Freshpet believes that its assumptions are reasonable, it is very difficult to predict the impact of known factors, and, of course, it is impossible to anticipate all factors that could affect actual results. There are many risks and uncertainties that could cause actual results to differ materially from forward-looking statements made herein, including our long-term capacity planning, and most prominently, the risks discussed under the heading “Risk Factors” in the Company's latest annual report on Form 10-K and quarterly reports on Form 10-Q filed with the Securities and Exchange Commission. Such forward-looking statements are made only as of the date of this presentation. Freshpet undertakes no obligation to publicly update or revise any forward-looking statement because of new information, future events or otherwise, except as otherwise required by law. If we do update one or more forward-looking statements, no inference should be made that we will make additional updates with respect to those or other forward-looking statements.

Non-GAAP Measures

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

Freshpet defines EBITDA as net income (loss) plus interest expense, income tax expense and depreciation and amortization expense, and Adjusted EBITDA as EBITDA plus net income (loss) on equity method investment, plant start-up expense, non-cash share-based compensation, launch expense, fees related to equity offerings of our common stock, implementation and other costs associated with the implementation of an ERP system, and other expenses, including loss on disposal of equipment and COVID-19 expenses.

Forward Looking Statements & Non-GAAP Measures (cont.)

Freshpet defines Adjusted Gross Profit as gross profit before depreciation expense, plant start-up expense, COVID-19 expenses and non-cash share-based compensation, and Adjusted SG&A as SG&A expenses before depreciation and amortization expense, non-cash share-based compensation, launch expense, gain (loss) on disposal of equipment, fees related to equity offerings of our common stock, implementation and other costs associated with the implementation of an ERP system and COVID-19 expenses.

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

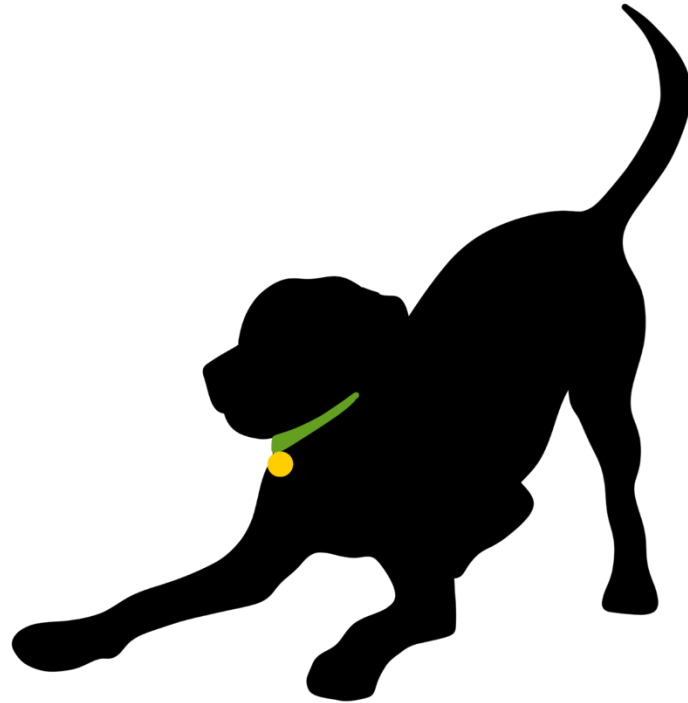
Certain of these measures represent the Company's guidance for fiscal year 2022. The Company is unable to reconcile these forward-looking non-GAAP financial measures to the most directly comparable GAAP measures without unreasonable efforts because the Company is currently unable to predict with a reasonable degree of certainty the type and impact of certain items, including the timing of and amount of costs of goods sold and selling, general and administrative expenses, that would be expected to impact GAAP measures for these periods but would not impact the non-GAAP measures. The unavailable information could significantly impact our financial results. These items are not within the Company's control and may vary greatly between periods. Based on the foregoing, the Company believes that providing estimates of the amounts that would be required to reconcile these forecasted non-GAAP measures to forecasted GAAP measures would imply a degree of precision that would be confusing or misleading to investors for the reasons identified above.

Our discussion today

- What we started building a decade ago
- How that creates advantage today
- How we see the marketplace developing
- What we are building out now -2025
- Know-how, First mover & Scale benefits



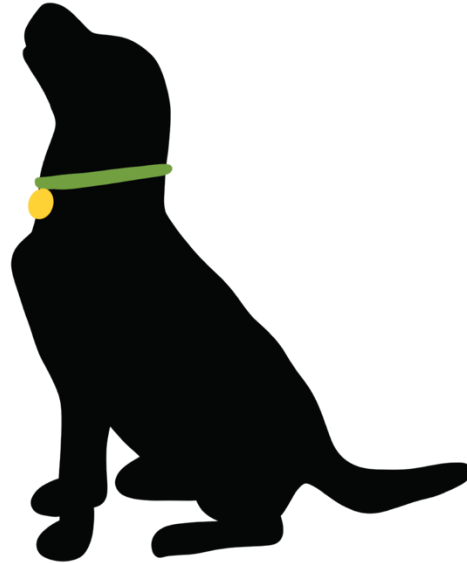
LET'S TALK FRESH.



**AND SO
DO DOGS.**



**BECAUSE FRESH IS BETTER TASTING,
HEALTHIER AND MORE NUTRITIOUS.**



**WHICH IS WHY WE
BUILT OUR ENTIRE
COMPANY ON FRESH.**



FRESH INSIGHT the real meaning behind the pet-human relationship

FRESH FOOD first all-fresh refrigerated North American pet food for healthier pets

FRESH INGREDIENTS farm-raised chicken, beef and fish, locally-sourced vegetables and fruits, never any by-products

FRESH PREPARATION gently cooked at low temps to preserve nutrients

FRESH LOOKING looks and smells like real food



FRESH DELIVERY from our kitchen to our owned refrigerators in stores

FRESH PORTFOLIO the widest range and variety, available everywhere pet parents want to buy

FRESH MISSION committed to nourishing the pet-parent bond

FRESH PURPOSE industry leader in sustainability and pet welfare - "Pets. People. Planet."

FRESH TEAM people who bring purpose and passion to power our potential



OUR OPERATING PRINCIPLES

Nourishing the lives of pets and people while being kind to our planet.

pets.

Deliver fresh healthy food and nourish the human-pet bond — we live longer, healthier lives together. Provide consistent quality, generating industry leading consumer satisfaction.



people.

Ensure that all the people that touch our company are made better in some way. Build a great team and culture.



planet.

Working to minimize our CO2 output, and develop carbon offsets to achieve carbon neutrality by 2025
Carbon neutral Now 1&2



**FRESH THINKING
CREATED AN ENTIRELY
NEW CATEGORY.**



**AND A FRESH MODEL WITH
HIGH BARRIERS TO ENTRY
KEEPS US OUT FRONT.**



WE CREATED A LARGE PORTFOLIO OF BRANDS.



ACROSS ALL CHANNELS.



THE WIDEST RANGE OF PRODUCTS.



AT PRICE POINTS FOR EVERYONE.



\$1.87/DAY

\$2.80/DAY

\$3.88/DAY

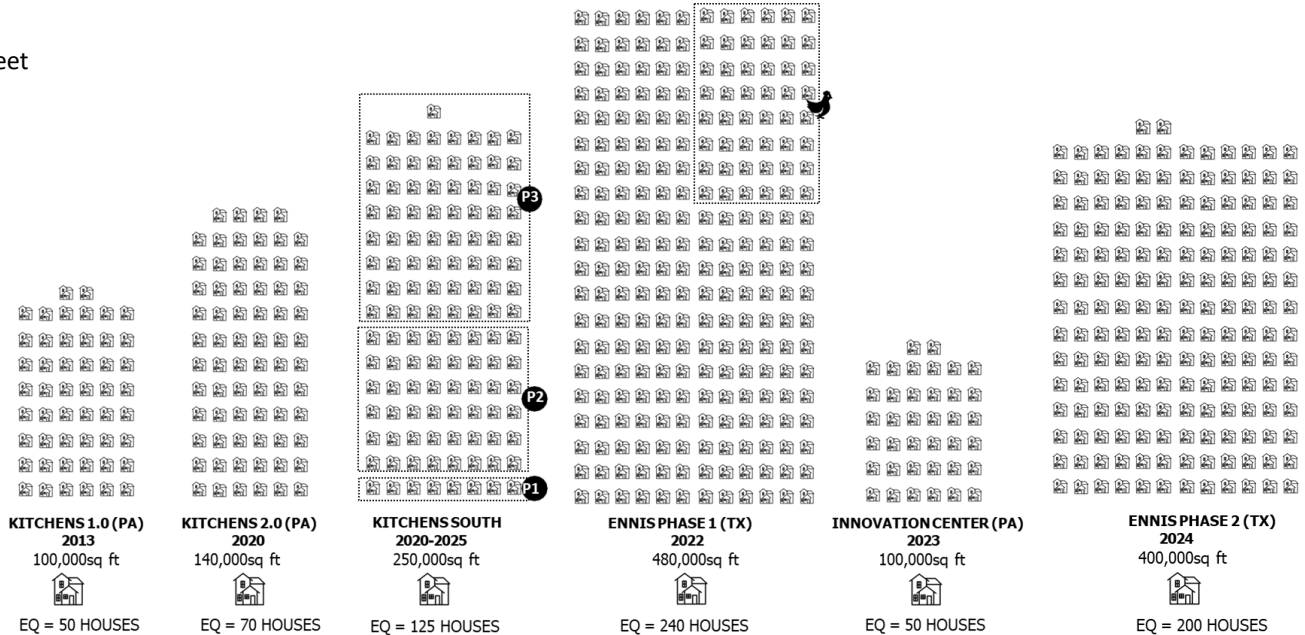


**ALL TO MEET THE
EMOTIONAL
AND RATIONAL
MOTIVATIONS
OF PET PARENTS.**



OWNED VERSUS CO-PACKED MANUFACTURING ENABLES OUR FORMS, VARIETIES AND LOWER PRICE POINTS.

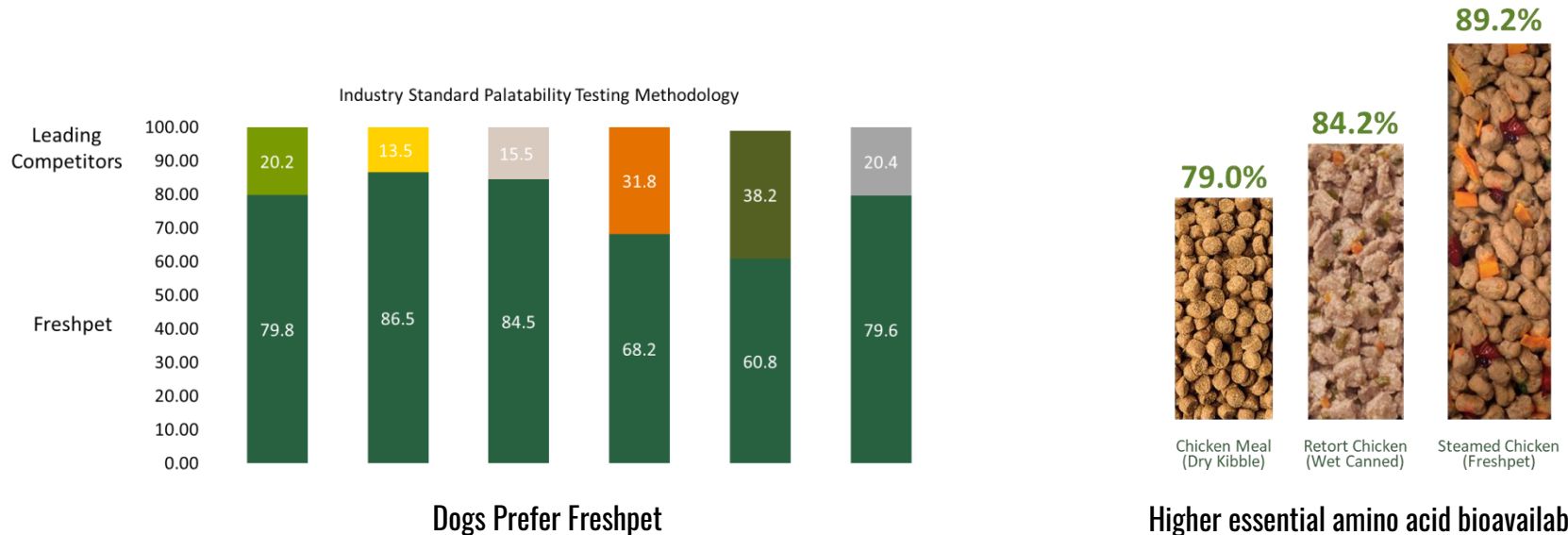
House = 2,000 sq feet



WE ARE INVESTING OVER \$1B IN PROPRIETARY PROCESSES AND KNOW-HOW FOR COOKING FRESH FOOD THAT HAVEN'T BEEN REPLICATED.



AND THAT TECHNOLOGY DELIVERS GREATER PALATABILITY, DIGESTIBILITY AND BIOAVAILABILITY.



Higher essential amino acid bioavailability
gives pets more building blocks to make proteins



**OUR APPROACH
DELIVERS
SEVERAL
MONTHS OF
REFRIGERATED
SHELF LIFE.**

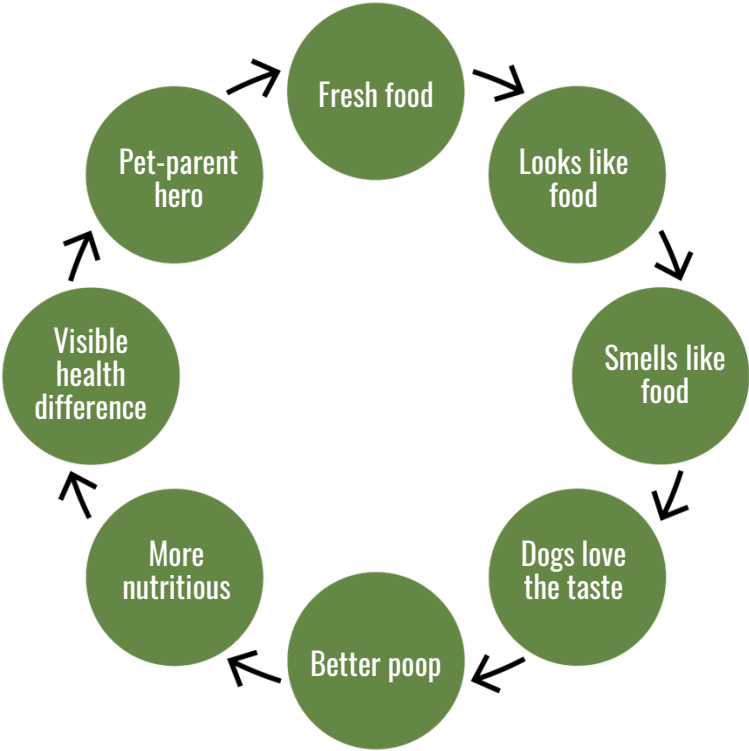


THEN OUR FOOD IS DELIVERED FRESH THROUGH OUR OWNED IN-STORE FRIDGES.

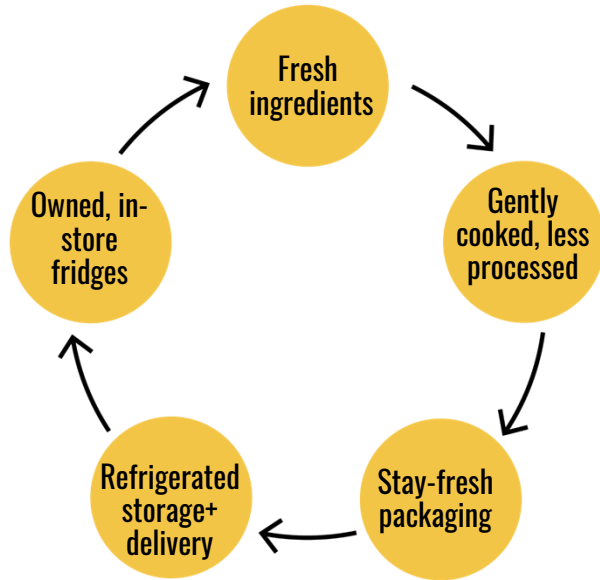


27,500 Fridges at Retail
24,000 Stores
1.3M+ cubic ft. at Retail

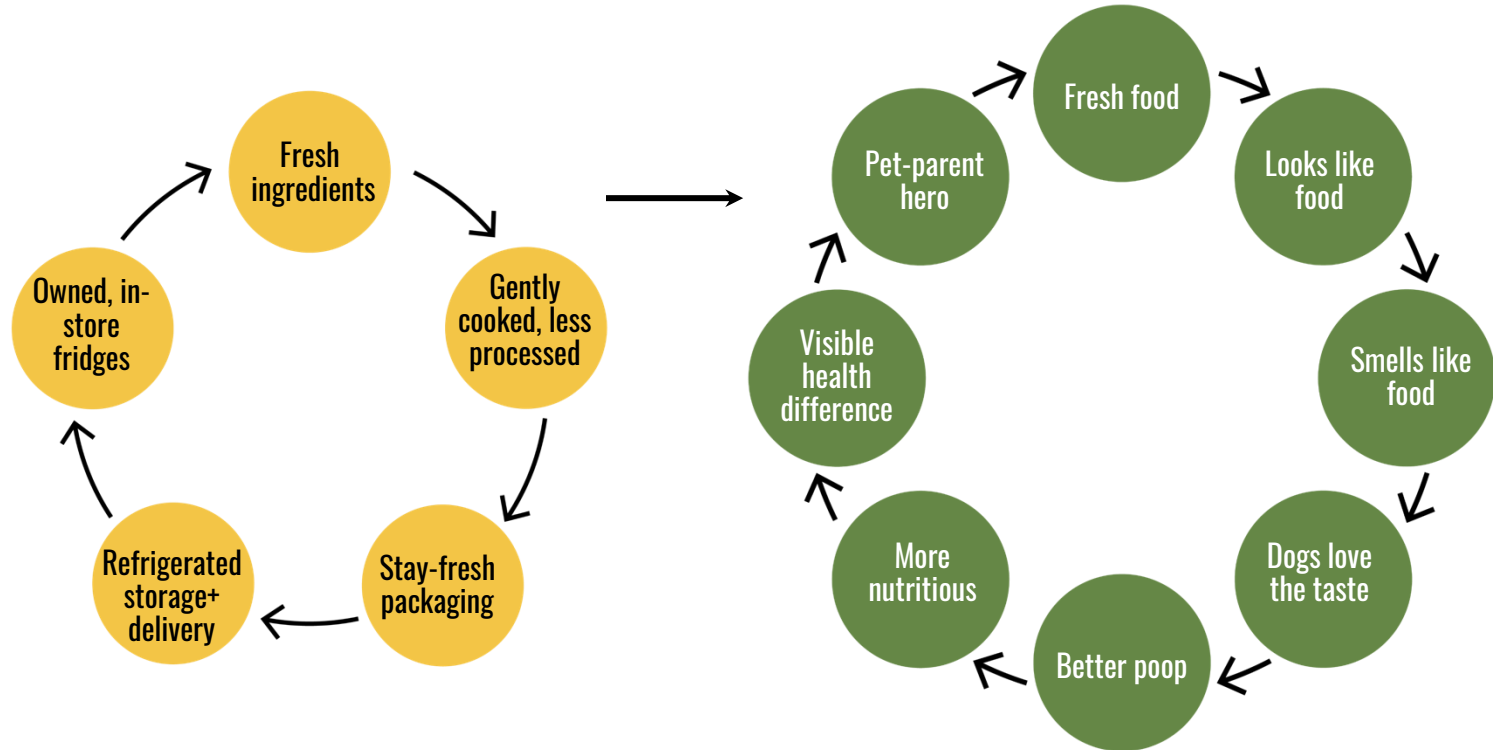
NOURISHING THE PET-PARENT BOND.



OUR UNCOMPLICATED FOOD IDEOLOGY...



...RESULTS IN A VIRTUOUS CYCLE THAT NOURISHES THE PET-PARENT BOND.



SO, HOW'S FRESHPET DOING?



PET PARENTS (AND DOGS) LOVE US.

92%

Brand Satisfaction

70%

Repeat Purchase

#2

Industry Leading NPS

#3

Price/Value
Perception

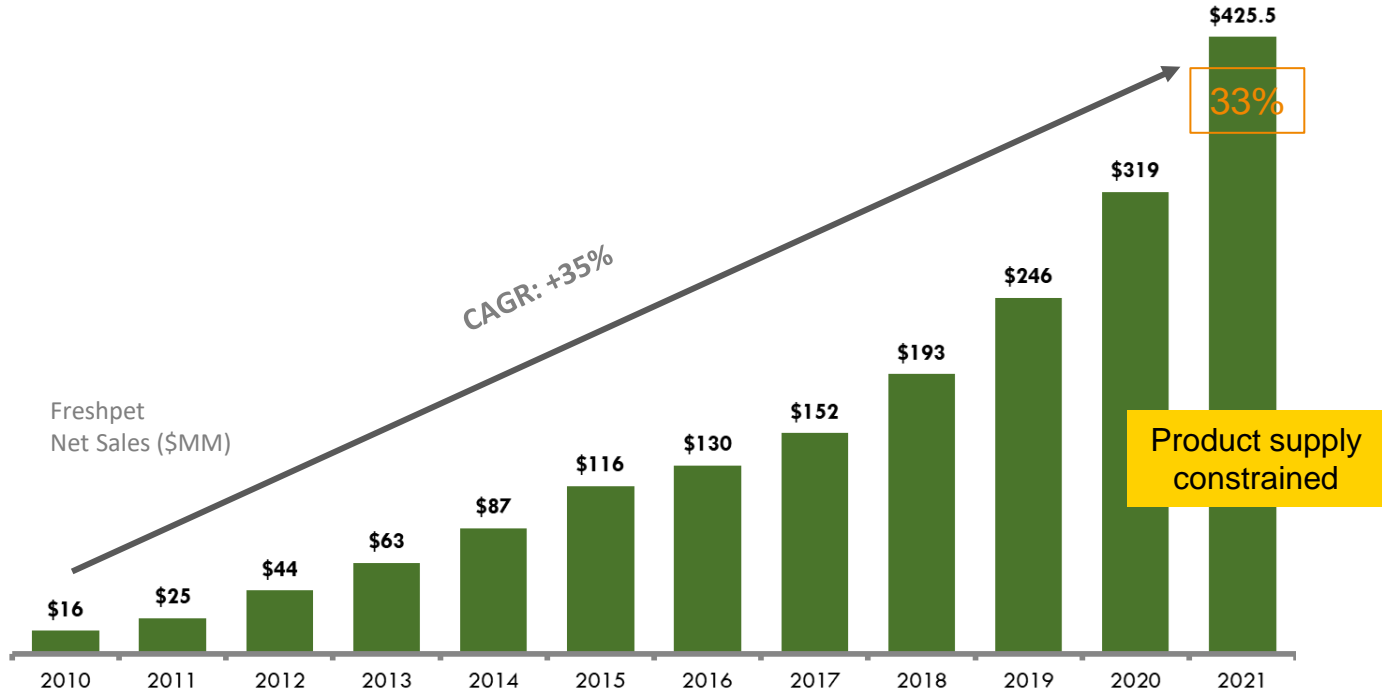
94%

See A Positive Change in
their Dog



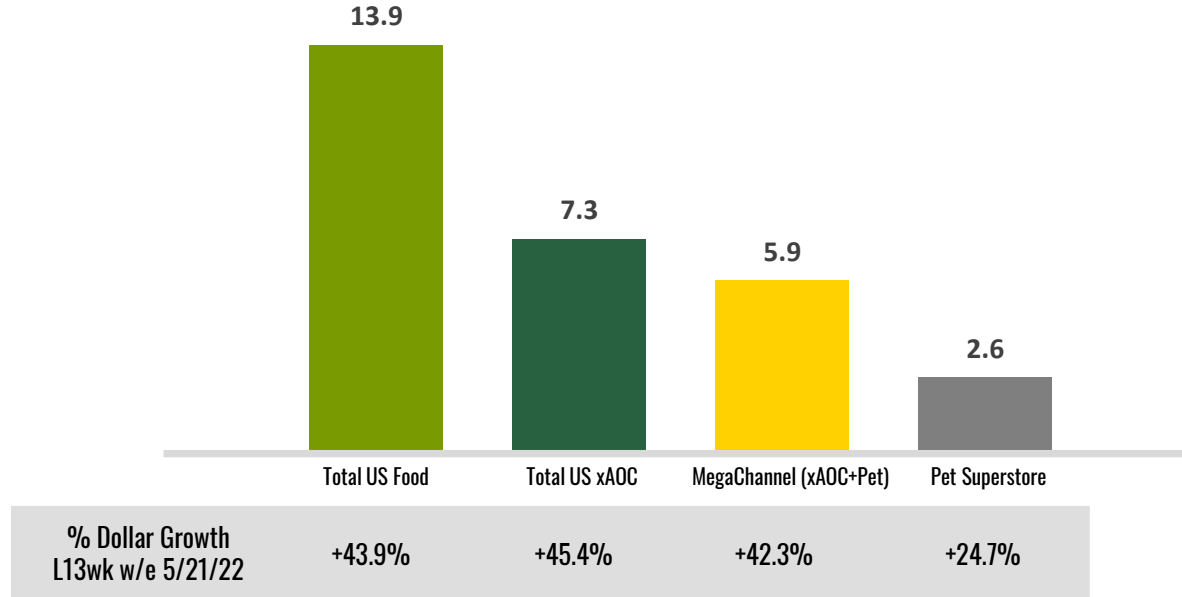
Dogs Prefer it Over Other
Brands

ACCELERATED GROWTH IS OUTPACING THE PET FOOD CATEGORY FOR OVER A DECADE.



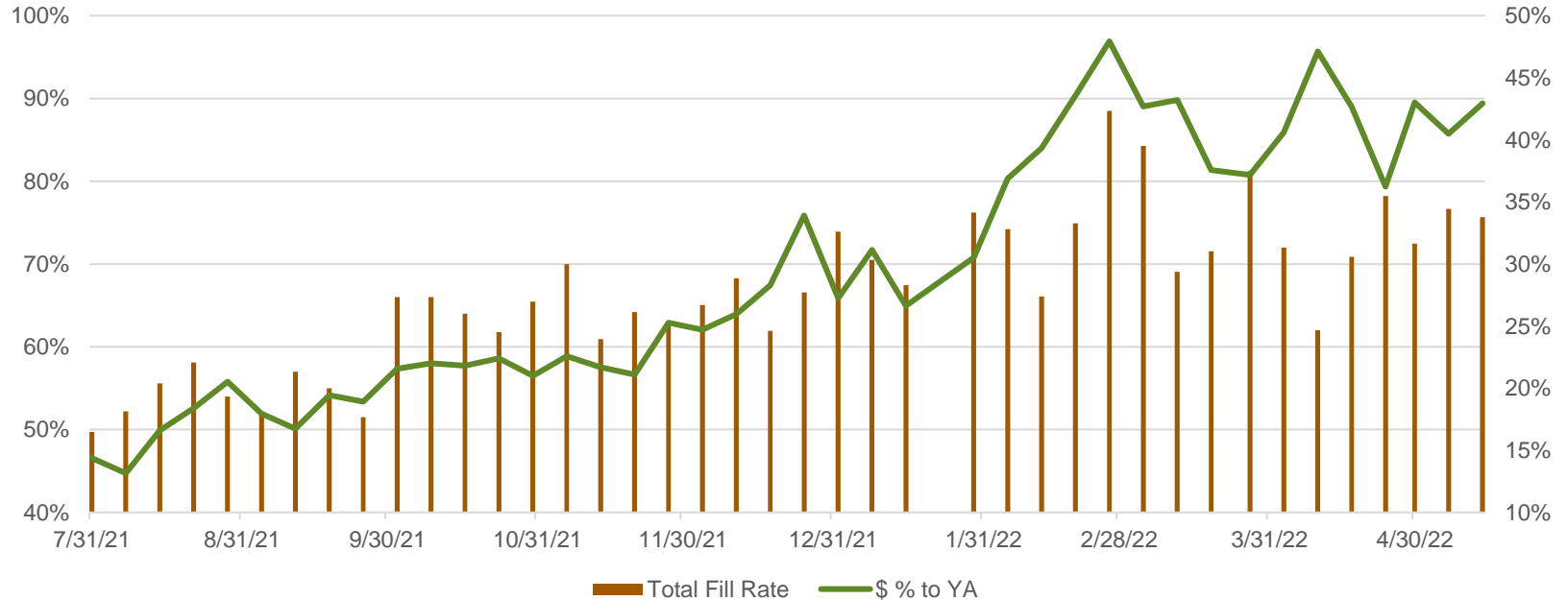
OUR CATEGORY SHARE CONTINUES TO GROW ACROSS ALL CHANNELS.

Freshpet \$ Share of Wet & Dry Dog
L13wk w/e 5/21/22

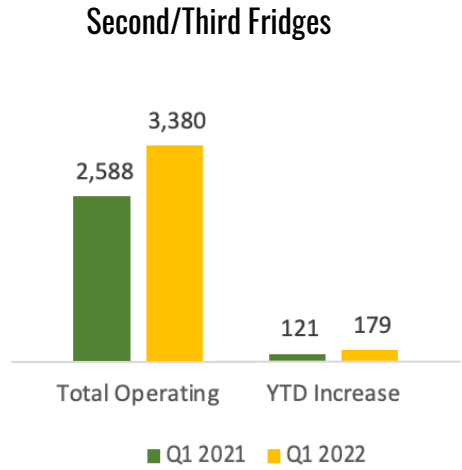
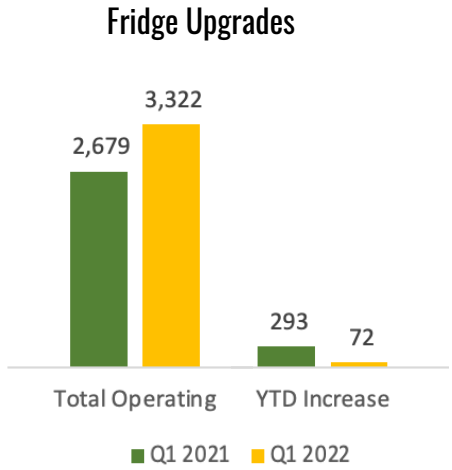
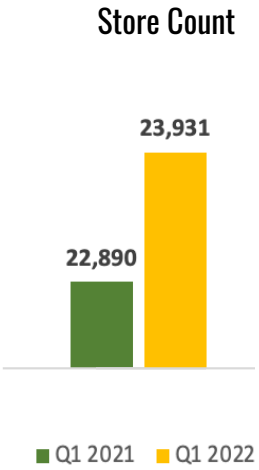


FILL RATE IS HELPING US ACCELERATE INTO OUR SCALE

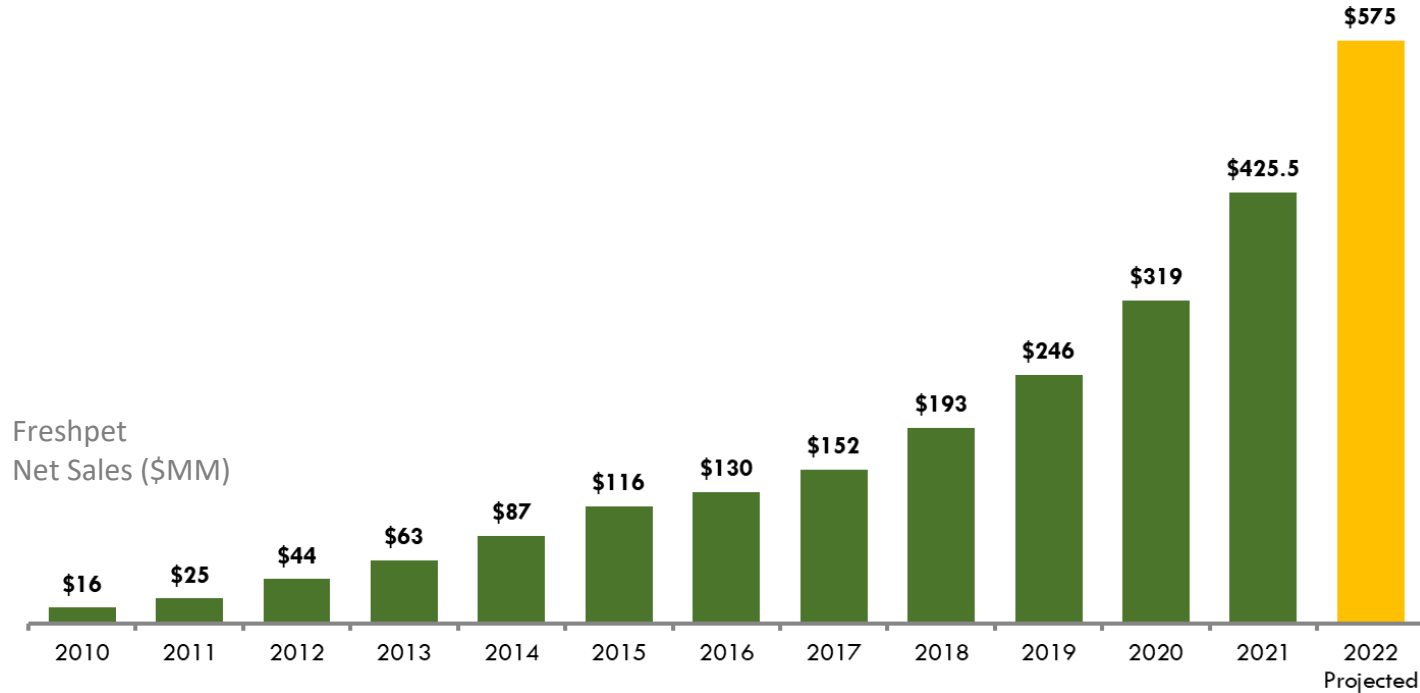
Fill rate and Growth vs YAG



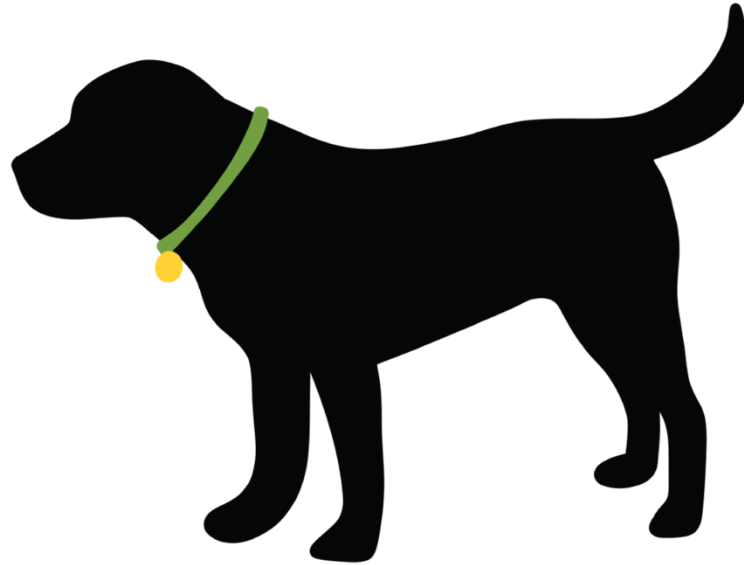
THE NUMBER OF IN-STORE FRIDGES KEEPS GROWING.



WHAT WE HAVE ACCOMPLISHED.



**IT'S TRUE, WE'RE NOT
ALONE ANYMORE, BUT....**



WITHIN FRESH REFRIGERATED, WE ARE STILL A CATEGORY OF ONE.

In 2014, a \$400MM Australian fresh pet food entered HEB with Farmers Market



We outsold them **7:1**.
They exited 4 years later

In 2018, the same company tried again at PetSmart with Billy & Margot



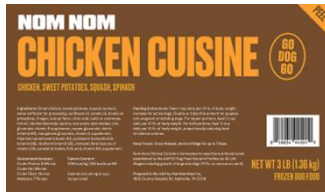
We outsold them **10:1**.
They exited in less than 2 years
and we bought their fridges

In August 2021, Cesar launched exclusively in Walmart with Cesar Fresh Chef™ (MARS)



We are outselling them **13:1+**
Freshpet velocity (\$/S/W) has increased 31%+ in Walmart since August 2021.

A SUB-SEGMENT OF “FRESH FROZEN” BRANDS ARE ENTERING PET SPECIALTY.



In Jan 2022, Nom Nom entered PetSmart (MARS)

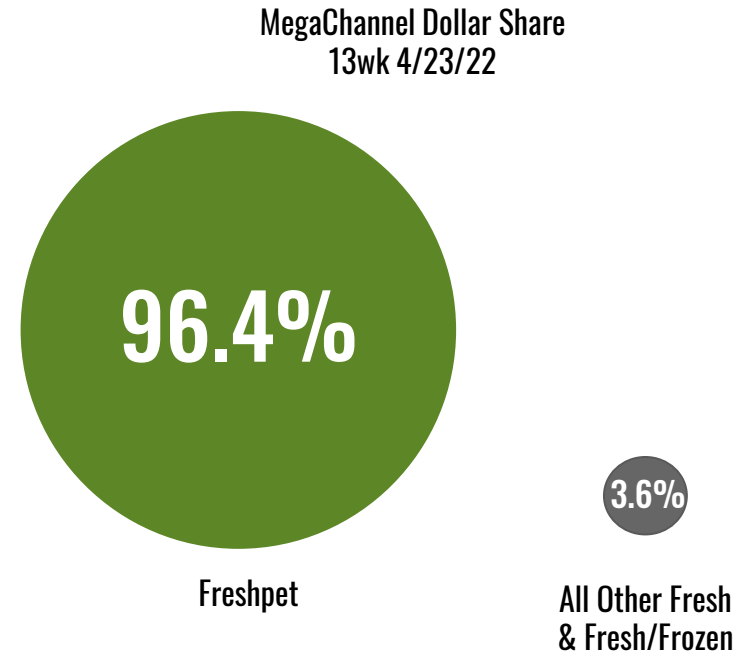
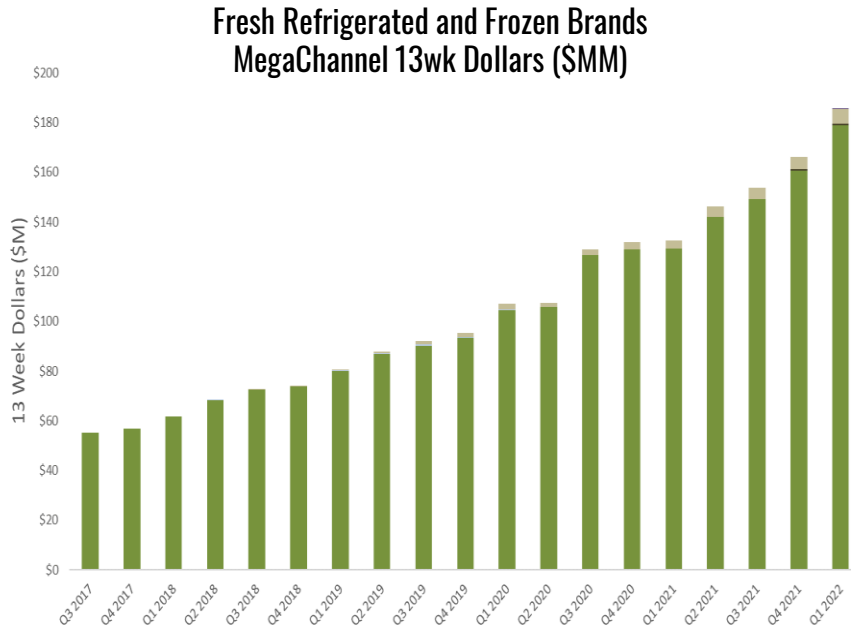
- We are outselling them **12:1**.
- Our velocity (\$/S/W) at PetSmart has increased 16% since Nom Nom entered in January 2022



In September 2018, JustFoodForDogs entered Petco, their exclusive B&M retailer through 2024

- Our velocity (\$/S/W) at Petco has increased 107% since JustFoodForDogs entered in September 2018
- *JustFoodForDogs Frozen velocity is similar to Freshpet ~\$560/S/W (fresh food)

FRESH & FROZEN COMPETITION HAS BEEN AROUND SINCE 2014 AND IS ONLY 3.6% OF THE RETAIL MARKET.

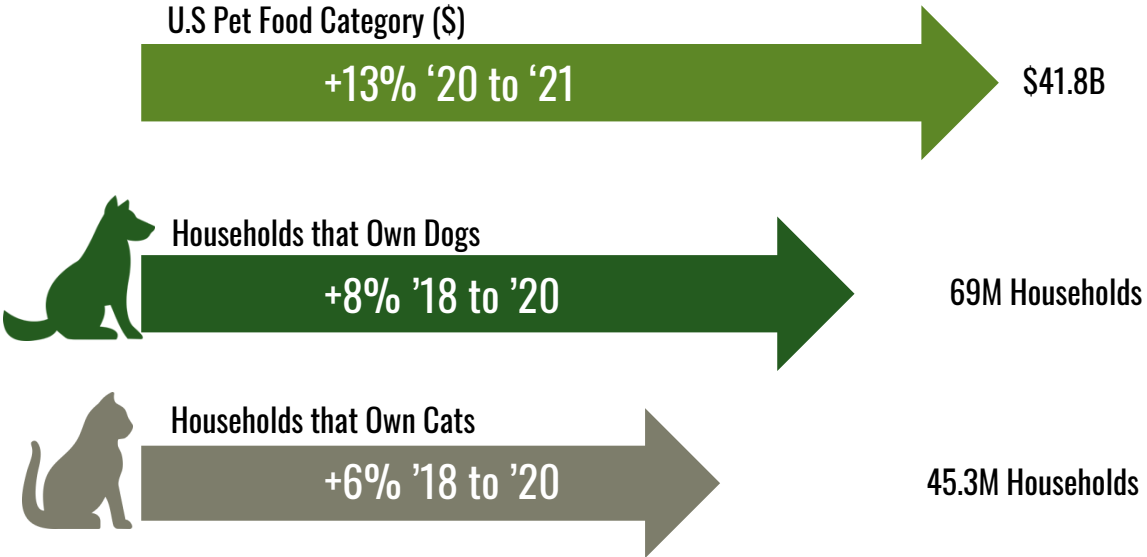


Sources: Nielsen Total MegaChannel (xAOC+Pet) 13wk Dollars, Market Share L13wks we 4/23/22 –
- All fresh frozen cooked foods (excludes ice cream & Raw). Comparable to marketplace size projections

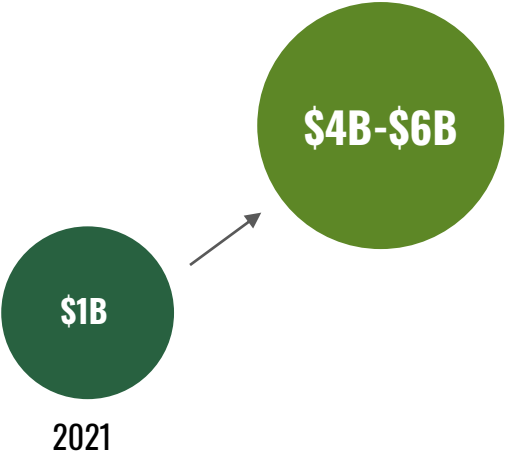
WHAT IS FRESHPET DOING TO *STAY*AHEAD?



THE CATEGORY IS GROWING, ESPECIALLY IN OUR SEGMENT.

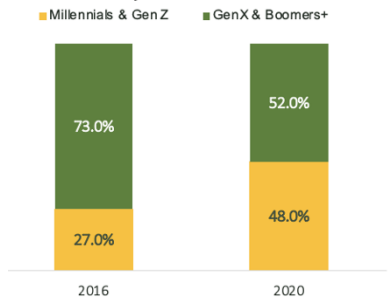


Fresh/Frozen Pet Food
Size of Market Projections



WE'RE SERVING THE NEW PET-PARENT GENERATIONS BECAUSE WE ALIGN BETTER WITH THEIR NEEDS AND VALUES.

Younger generations quickly becoming largest group of pet parents



Percent of Dog Food Buyers by Generation

Sustainably-minded



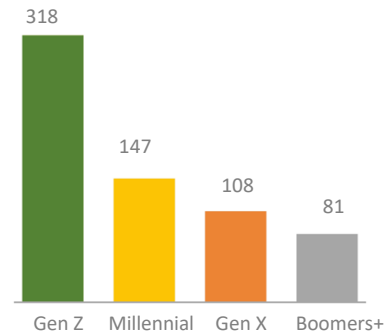
Nearly 20% of Dog Parents Consider Themselves Sustainably Minded

Expect more

81%

of Dog Parents Believe Companies Should be Doing More to Make the World a Better Place

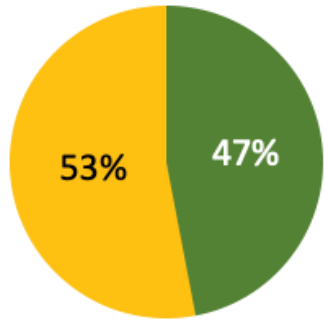
Freshpet new buyer index (New vs Existing buyers by cohort)



AND WE KNOW WE HAVE TREMENDOUS OPPORTUNITY.

Multi-faceted Growth Algorithm

Aided Awareness

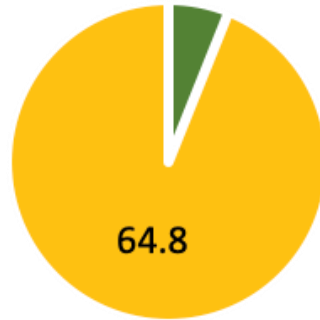


■ Aided Awareness ■ Unaware

Drive Awareness

Dog HH's (MMs)

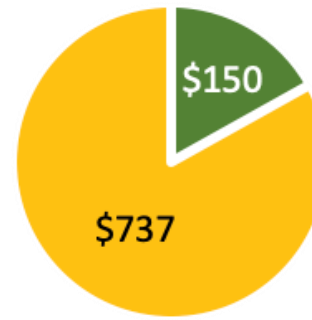
4.2



■ Freshpet ■ No Freshpet

Increase Penetration

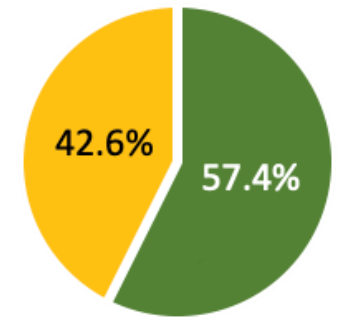
Buying Rate



■ Current ■ Average Cost to Feed 30 lb Dog

Increase Frequency of Use & Size of Dog

% ACV Distribution



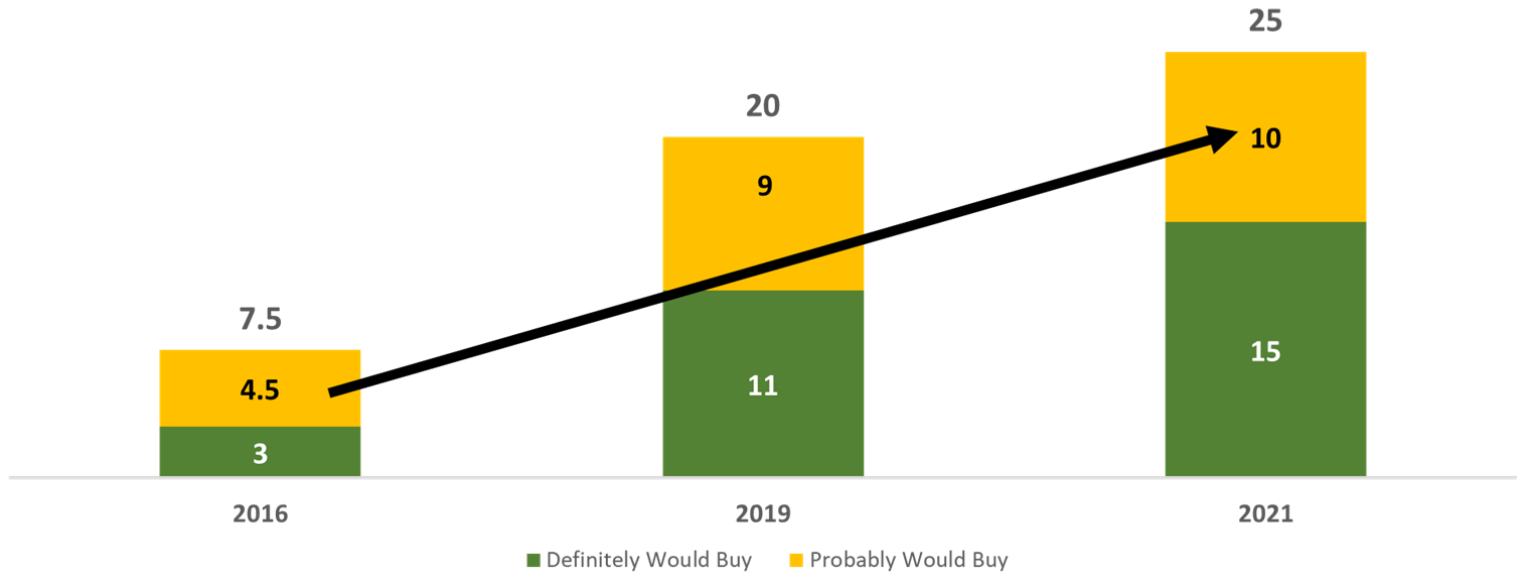
■ Available ■ Not Available

Expand Distribution



OUR ADDRESSABLE MARKET IS EXPANDING.

Freshpet Prime Prospects
(millions of HH's)



Prime Prospect Potential: Based on **Top 2 Box** Purchase Interest Among Total Dog HHs

WE ARE LEVERAGING OUR SCALE FOR CONTINUED GROWTH.

Advertising



Availability & Visibility



Innovation



WE ARE CONSTANTLY INNOVATING TO MEET THE NEEDS AND VALUES OF MORE PET PARENTS.



FRESHPET NATURE'S FRESH BEST IN INDUSTRY SUSTAINABILITY



SUSTAINABLE FOOD FOR HEALTHY PETS & PLANET™



CARBON NEUTRAL*



LANDFILL FREE KITCHENS



SUSTAINABLY MADE



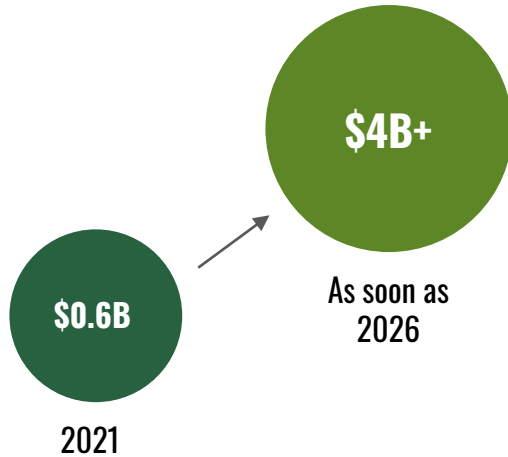
WIND-POWERED ENERGY

CLIMATE ACTION		FARMING / SOURCING			RECYCLING	ACCREDITATION		
								
CARBON NEUTRAL*	RENEWABLE ENERGY	LANDFILL FREE	SUPPORTS REGENERATIVE FARMING	ANIMAL WELFARE CERTIFIED	SUSTAINABLE FISH	RECYCLABLE PACKAGING	CERTIFIED PLASTIC NEUTRAL	ACCREDITATION



WE ARE BUILDING FOR SEGMENT GROWTH AND MAINTAINING OUR LEADERSHIP

Fresh/Frozen Pet Food
Size of MegaChannel Market Projections



Assuming a low end of \$4B
Freshpet shares

96.4%	\$3.9B	(current measured channel share)
90%	\$3.6B	
80%	\$3.2B	
70%	\$2.8B	

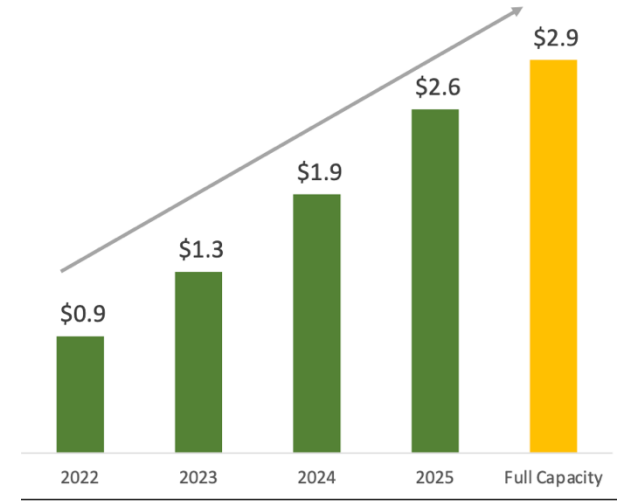
WE ARE INVESTING IN LONG-TERM CAPACITY WITH NEW TECHNOLOGY TO KEEP UP WITH DEMAND.



PA Kitchens 1.0
Kitchens South Line 1 →

PA Kitchens 2.0
Kitchens South Lines 2-4
Ennis Phase 1 →

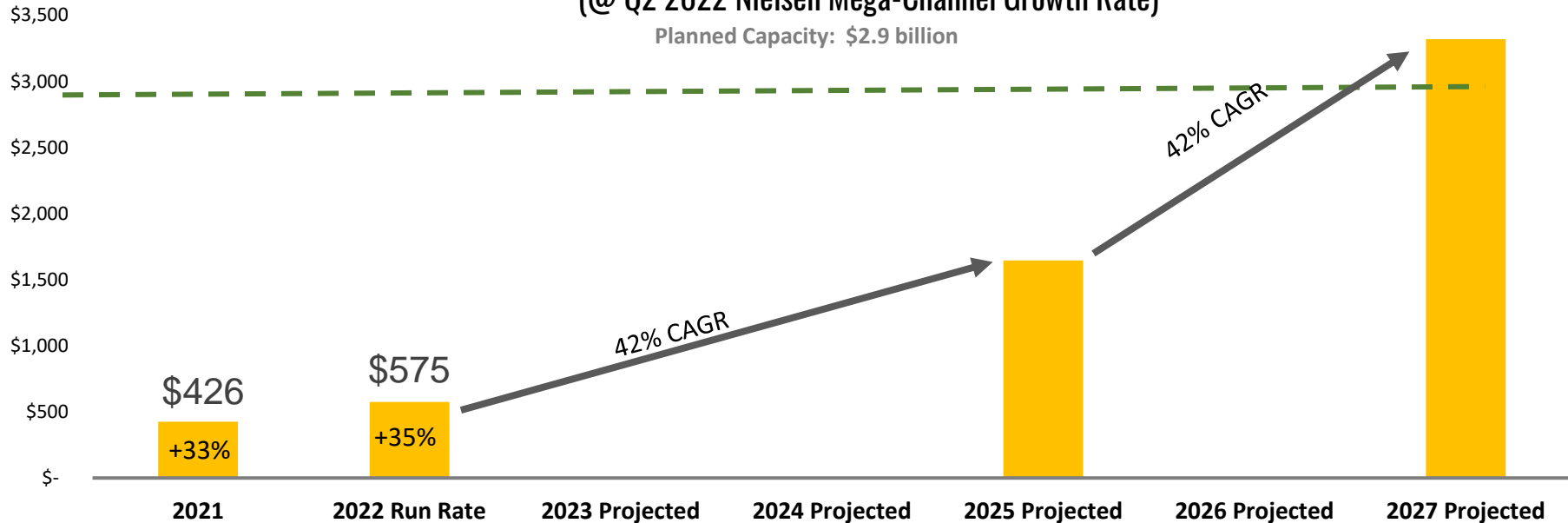
Kitchens South Expansion
Bethlehem Innovation Center
Ennis Phase 2



Targeted Annualized Net Sales Capacity (in \$B)

A \$2.9B CAPACITY PLAN IS REQUIRED GIVEN OUR CURRENT GROWTH RATE

Freshpet Net Sales Projections (@ Q2 2022 Nielsen Mega-Channel Growth Rate) Planned Capacity: \$2.9 billion



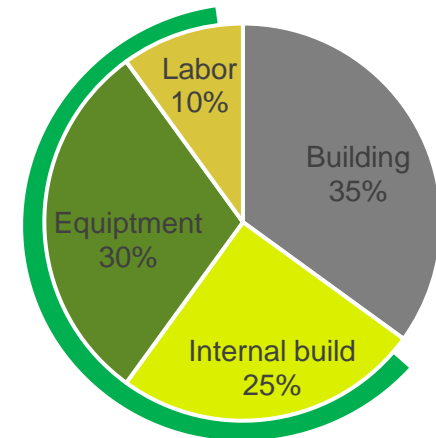
*We are not raising long-term guidance until we can assess the impact of higher pricing on HH penetration and buying rate. We intend to revisit the long-term goal by year end to better reflect the above target performance trends.

BUILDING CAPACITY HAS FOUR PHASES

Each phase has different costs and timing providing planning flexibility

1. Building the "box" - constructing the external walls of the building
 - Longest lead time ~2 years prior to startup
2. Finishing the box – finishing the inside of the box, utilities, refrigeration, drop ceiling
 - ~1 year prior to startup
3. Procure and install the equipment
 - ~9-12 months prior to startup
4. Bringing in the skilled labor
 - ~60-150 days prior to startup

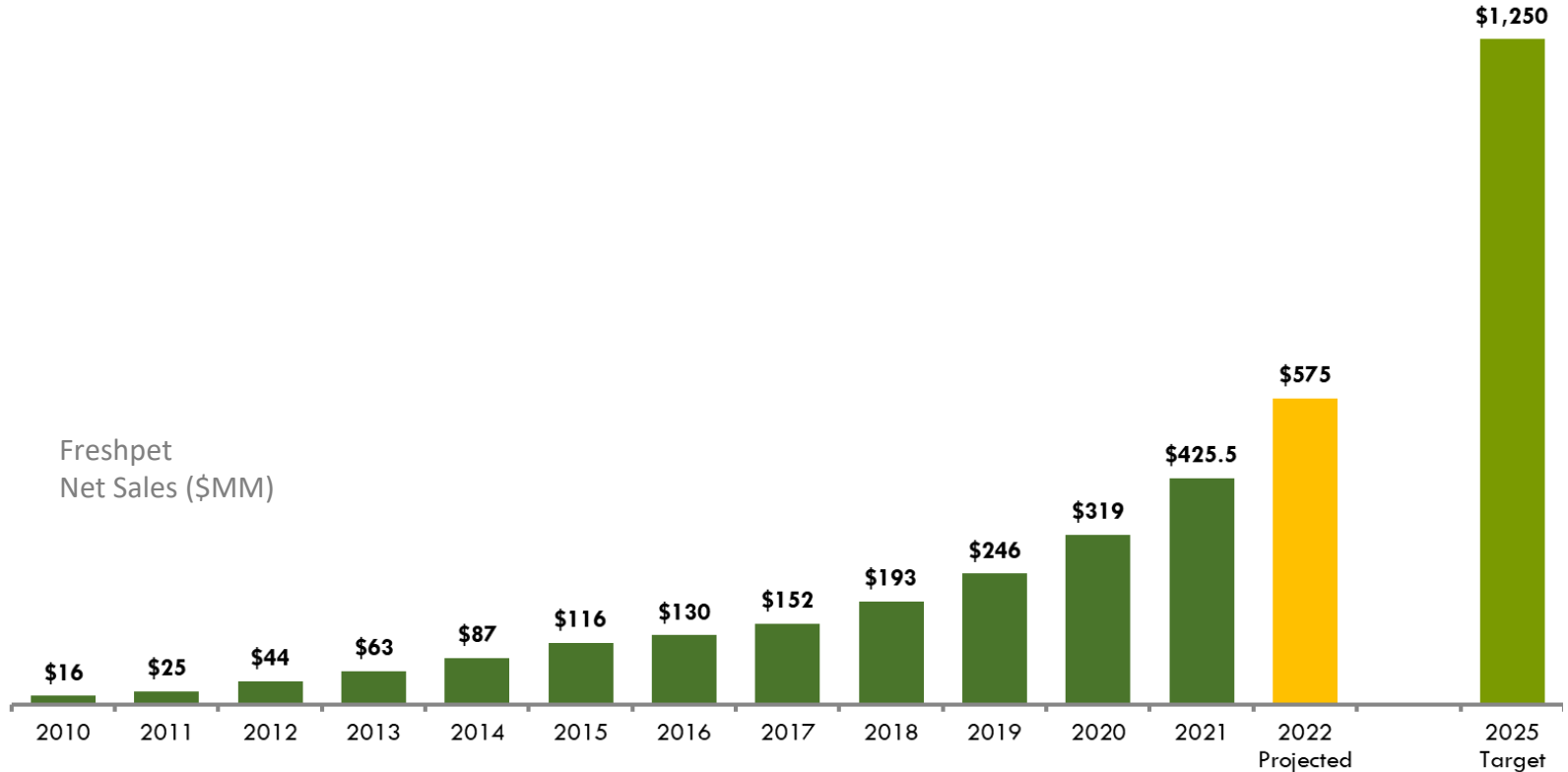
Start Up Costs By Phase
~60% are in the final 12 months



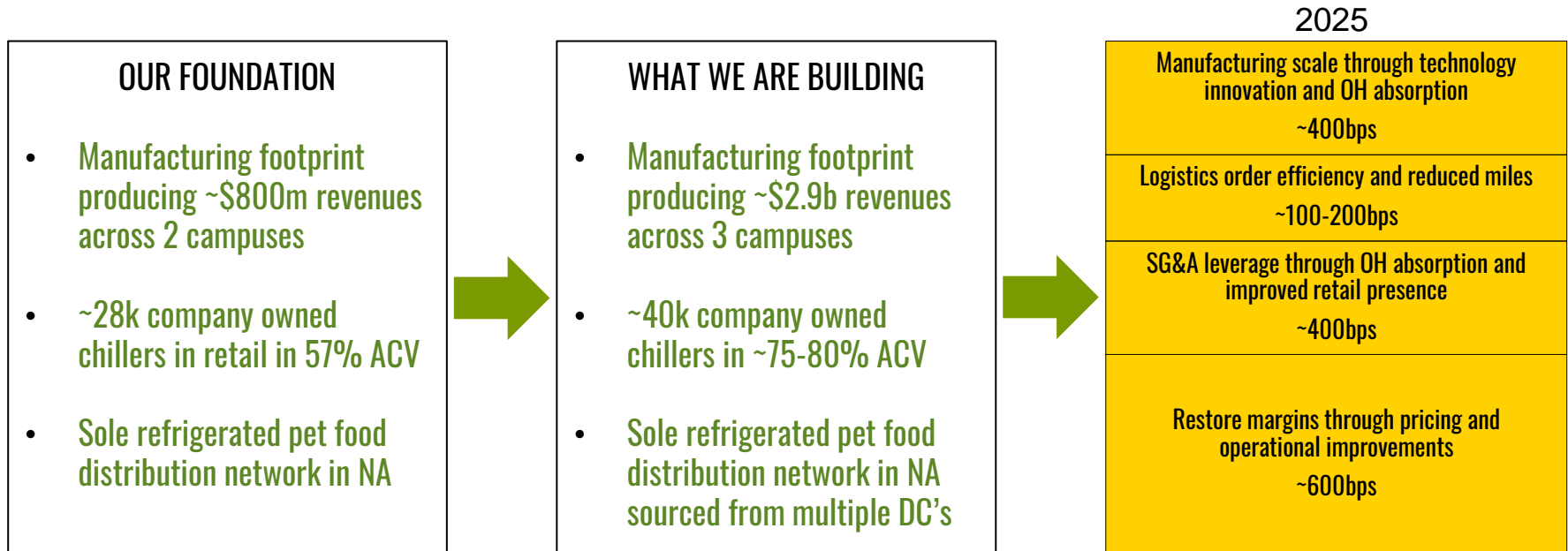
2025 TARGETS. MEETING OUR GOALS ONE FRESH BOWL AT A TIME.



WHAT WE HAVE ACCOMPLISHED.



OUR FOUNDATION BUILT OVER 10+ YEARS MAKES US THE LOWEST COST PRODUCER WITH SIGNIFICANT BENEFITS OF SCALE TO DRIVE PROFITABILITY



OUR CONSUMER CENTRIC MODEL: LEVERAGING KNOW-HOW, FIRST MOVER AND NOW SCALE BENEFITS

Our Fresh Food Ideology and Know-How:

Delivers a Healthy, Nutritious, great Tasting Product that Nourishes the Pet-Parent Bond.

Our Broad Portfolio of brands and products:

Meets all Emotional and Rational Motivations of Pet Parents.

Our Innovation Continues to Serve New Pet Parents:

We align with their needs and values.

Our Branded, Owned-Fridges:

1.3M cu ft on our way to 2M+ cu ft of real estate.

Our Scale Creates Long-Term Growth Benefits:

Advertising, Retail Presence, Logistics, and Operational Efficiencies.

Our \$1B Investment in Proprietary Tech, Processes and Infrastructure:

490K sq ft on our way to 1.4M+ sq ft.



**AT OUR COMPANY, FRESH
FOOD HAS AN EXPIRATION DATE.
FRESH THINKING DOESN'T.**

