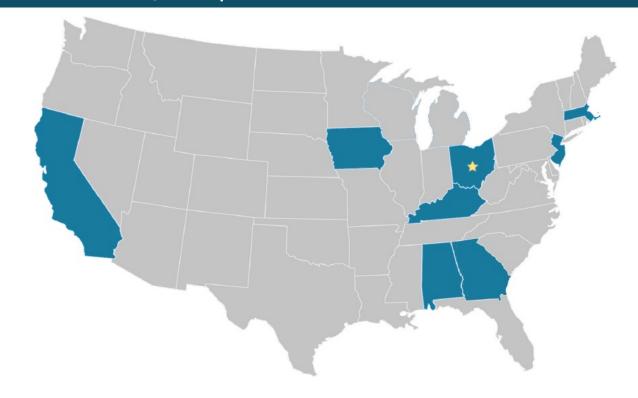
# Lancaster Colony



June 2025

This presentation was prepared by Lancaster Colony Corporation for information purposes only and is not an offer or solicitation with respect to the purchase or sale of Company securities. We desire to take advantage of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995 (the "PSLRA"). Any statements concerning the Company's future performance included in this presentation or made orally to the recipients of this presentation are "forward-looking statements" within the meaning of the PSLRA and other applicable securities laws. Such statements can be identified by the use of the forward-looking words "anticipate," "estimate," "project," "believe," "intend," "plan," "expect," "hope" or similar words. These statements discuss future expectations; contain projections regarding future developments, operations or financial conditions; or state other forward-looking information. Such statements are based upon assumptions and assessments made by us in light of our experience and perception of historical trends, current conditions, expected future developments and other factors we believe to be appropriate. These forward-looking statements involve various important risks, uncertainties and other factors that could cause our actual results to differ materially from those expressed in the forward-looking statements. Actual results may differ as a result of factors over which we have no, or limited, control. Management believes these forward-looking statements to be reasonable; however, you should not place undue reliance on such statements that are based on current expectations. For example, fluctuations in the market price of material or freight costs or general economic conditions for domestic consumers, over which we have no control, may significantly influence our financial results. Forward-looking statements speak only as of the date they are made, and we undertake no obligation to update such forward-looking statements. More detailed statements regarding significant events that could affect our financial results are included in our Annual Report on Form 10-K and Quarterly Reports on Form 10-Q as filed with the Securities and Exchange Commission and available at www.lancastercolony.com.



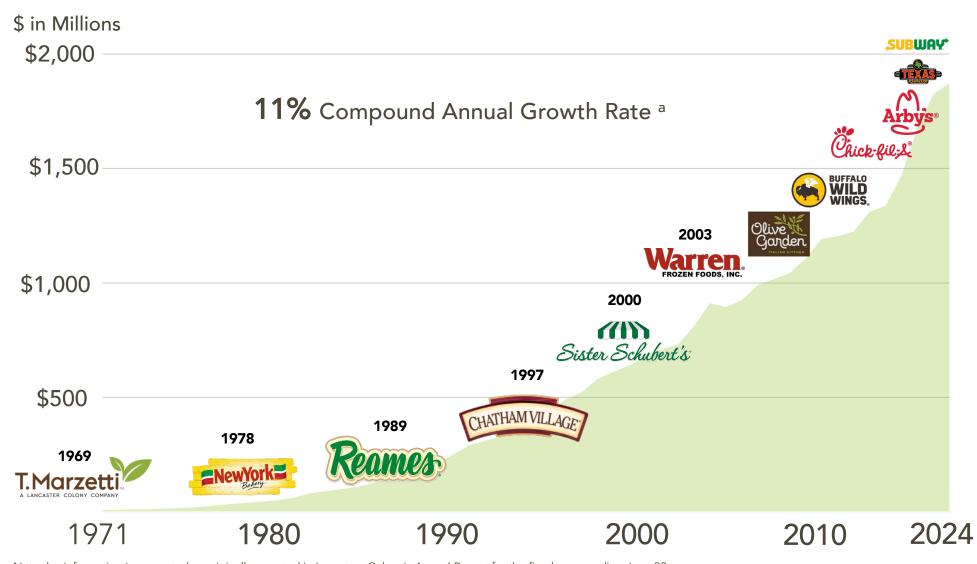
- Manufacturer and Marketer of Specialty Food Products
- Established in 1961
- Headquartered in Westerville, Ohio
- Fiscal 2024 Net Sales of \$1.9 Billion (primarily U.S.)
- 14 Production Facilities in Eight States
- Approximately 3,900 Employees







- Leading Market Share Positions in Retail Food Categories
- Supplier to 17 of the Top 30 National Restaurant Chains
- Growing and Consumer-Relevant Retail Licensing Program
- Long History of Sustained Organic Sales Growth
- Strong Cash Flows
- One of 12 U.S. Companies to have Increased Regular Cash Dividend for 62 Consecutive Years



Net sales information is presented as originally reported in Lancaster Colony's Annual Report for the fiscal years ending June 30. Therefore, certain years may not reflect adjustments for subsequent accounting changes. Note that the net sales information presented above does not include any sales attributed to non-food businesses historically owned by Lancaster Colony.

Sauces and/or dressings for Olive Garden, Buffalo Wild Wings, Chick-fil-A, Arby's, Texas Roadhouse and Subway, in addition to Texas Roadhouse dinner rolls, are produced and sold to the retail channel under exclusive licensing agreements with Lancaster Colony.

<sup>a</sup> Compound Annual Growth Rate calculated from Fiscal 1972 through Fiscal 2024.

**Lancaster Colony** 





## 1. Defined Winning - Pursue Top Quartile Financial Performance

- Grow Organic Sales Volumes Low- to Mid-Single Digit (pounds shipped basis)
- Grow Operating Margins

# 2. Developed Strategy

- Strategic Growth Initiatives
  - Accelerate Base Business Growth
  - Simplify Supply Chain
  - Expand Core with Retail Licensing
     Program and Focused M&A



# 3. Strengthened Organization

- Top-Graded Talent
- Investing in Plants to Drive Efficiency and Support Growth
- Investing in IT Infrastructure to Improve Efficiency and Effectiveness
- All Supported by a Transcendent Vision to be a Purpose-Driven Organization

Initiative	Brand	Products	Initial Ship Date	
	* Chick-fil-&	Chick-fl-Af January Chick-	NEW Chick-fil-A Sauce	Expanding Distribution Into Club Channel  Also Adding Honey Mustard and Zesty Buffalo Flavors to Core Lineup Spring 2025
Licensing	Chick-fil-x	Zesty Apple Cider Vinegetta Vinegetta Vinegetta  Accordor  Limit Ranch  Carrier  Hech Rench  Accordor  Hech Rench  Hech	NEW Parmetan Caesar Cae	Chick-fil-A Refrigerated Dressings  Adding New Parmesan Caesar flavor Spring 2025
Licen	BUFFALO * WILD WINGS.	L WICK   L W	NEW TERIYAM	Added New BWW Sauces Sweet & Sour and Teriyaki Flavors February 2025
		MILD WILD WILD WILD WILD WILD WILD WILD W		Introduced BWW Dips Parmesan Garlic, Spicy Beer Cheese and Creamy Buffalo flavors Winter 2025
	<b>SUBWAY</b> *	SUBURY THE		Subway Signature Sauces  National Launch  March 2024

<sup>\*</sup> Products for these brands are produced and sold under exclusive licensing agreements.

Initiative	Brand	Products	Initial Ship Date
	* TEXAS	STATE OF THE PROPERTY OF THE P	Texas Roadhouse Steak Sauces  National Launch  March 2024
Licensing	<u>ROADHOUGE</u> ?	NOULS CONTRACTOR OF THE PARTY O	Texas Roadhouse Dinner Rolls  Commenced National Launch September 2024
	Olive Garden  ITALIAN KITCHEN	Chive Conden Conden TALLAN RANCH CAESAR WASSIGNEE CAESAR	New Olive Garden Dressing Flavor Creamy Garlic February 2025
	=NewYork=	SNewYork  GLUTEN FREE  TEMS TOUST VICENTIAN AND AND AND AND AND AND AND AND AND A	New Frozen Garlic Bread Items Gluten Free Texas Toast Fall 2024
Innovation & Renovation	Marzetti 1896	Maryer Park	New Refrigerated Dressing Flavor Marzetti Spicy Ranch with Tabasco® Sauce February 2025
Inn	Sister Schubert's	Sister Schuberts:	New Sister Schubert's Item Glazed Maple Brown Sugar Rolls Fall 2025

<sup>\*</sup> Products for these brands are produced and sold under exclusive licensing agreements.

# Consumer-Relevant Retail Licensing Program













- Successfully Developed Exclusive Licensing Agreements Through our Proven Culinary Expertise and Demonstrated Sales Execution in the Retail Channel Combined with our Strong Reputation and Longstanding Relationships in the Foodservice Channel.
- Per Circana Scanner Data\*, Retail Channel Sales of our Licensed Brands Totaled \$530 Million for the 52-Week Period Ended March 30, 2025, an Increase of 9.7%.
- Opportunities for Continued Growth Through Established and Potential Future Agreements Supported by our Recent Investments in Increased Capacity.
- Commenced National Launch for Texas Roadhouse Dinner Rolls in September 2024.
- Total Addressable Opportunity in Shelf-Stable Dressings, Sauces and Condiments is Nearly \$13 Billion per Circana Scanner Data\*.

# FY25 Supply Chain Path Forward ...

- Maintain Continuous Supply Across the Entire Supply Chain
- With Successful Implementation of New ERP System Complete, Shift to Leveraging the System's Capabilities
- With Strategic Manufacturing Asset (Horse Cave Sauce/Dressing Plant Expansion) Up and Running, Prioritize Utilizing the Asset to Enable Growth, Improve Service and Reduce Costs
- With Supply Chain Stabilized, Increase Emphasis on Value Creation and Growth Initiatives
- Continue to Assess Manufacturing and Distribution Models to Cost-Effectively Serve Our Business Partners
- Successful Integration of Recently-Acquired Sauce and Dressing Production Facility (Atlanta, GA)



# Simplify Supply Chain and Reduce Costs

# Value Engineering (VE) to Help Offset Cost Inflation and Improve Profitability

Identify Opportunities to Reduce Product and Packaging Costs that Consumer Doesn't Value

- Lower-Cost Packaging Materials
- Alternative/Substitute Ingredients
- Coordinated/Cross-Functional Initiative Among R&D, Marketing, Procurement, Manufacturing/Engineering and Finance

# **VE Approach**

DIP

VA

LIC



Dollars in Play Costs with no consumer value

Value Added
Costs that differentiate
product from competition

Lowest
Imaginable Cost
Cost to produce
representative product

# Simplify Supply Chain and Reduce Costs

# **Strategic Procurement**

- Strategic Category Sourcing
- Extensive Competitive Bidding
- Optimize Contract Duration and Execution Timing
- Extend Payment Terms



# Investing to Drive Efficiency and Support Growth

Significant Capacity Expansion Project for Sauces and Dressings

















- Added 192,000 Square Feet to Existing Facility in Horse Cave, KY
- Fully Operational Beginning in March 2023
- Provides Increased Processing, Warehousing and Utilities to Expand Production Capacity and Support Continued Growth of our Sauce and Dressing Products in Both the Retail and Foodservice Segments
- Total Capital Expenditure of ~\$140 Million

# Investing to Drive Efficiency and Support Growth

Acquisition of Sauce and Dressing Production Facility – Atlanta, GA

- Strategic Addition to Our Manufacturing Network to Benefit Core Sauce and Dressing Operations
- Supports Improved Operational Efficiency
- Adds Capacity Approximately 250,000 Square Feet of Manufacturing Space
- Provides Closer Proximity to Certain Core Customers
- Purchase Price of Approximately \$79 Million
- A Practical and Cost-Effective Solution to Support our Continued Growth
- Transaction Closed February 18, 2025



# Simplify Supply Chain and Reduce Costs

# Transportation and Warehousing Initiatives

- Continue to Leverage Transportation
   Management System
- Utilize Carrier Segmentation and Lane Analysis to Ensure the Highest Level of Service at the Most Competitive Rate
- Improve Carrier Management Through Data Analytics and Collaborative Engagement
- Partner With Strategic 3PL Warehouse Providers to Support Growth and Reduce Cost to Serve

# **Project T<sup>2</sup>**





# Our R&D Team is a Core Strength of our Business ...

- Based at our Innovation Center in Central Ohio, our R&D Team Brings Together the Best in Culinary Arts, Food Science and Technology
- Supports Collaboration and Innovation Among our Foodservice and Retail Segments to Develop Relevant, Consumer-Centric, On-Trend Products that Serve to Strengthen Existing Customer Relationships and Build
- Recognized as Food Processing Magazine's 2024 Research & Development Team of the Year – A Testament to Our Commitment to Deliver Craveable Products and Superior Value Through a Unique Blend of Creative Inspiration and Product Innovation



 New York Bakery™ Gluten Free Texas Toast (Top Gluten-Free Item) and Texas Roadhouse™ Mini Rolls (Top Bakery Side Dish) Were Each Named 2025 Product of the Year in Their respective categories\*





Lancaster Colony

<sup>\*</sup> As recognized by Product of the Year USA – 2025 Product of the Year Awards. The largest consumer-voted award for product innovation.

# Fiscal 2025 – Summarized Year-To-Date Financial Performance

\$ in Millions
(Except Per Share Values)

## Fiscal 2025 Year-To-Date Results vs. Prior Year

(Nine Months Ended March 31, 2025)

	(Nine Months Ended March 51, 2020)				
	Value	\$ Change	% Change		
Consolidated Net Sales	\$1,433.7	\$14.7	1.0%		
Gross Profit	\$349.6	\$14.9	4.4%		
SG&A	\$168.2	\$3.3	2.0%		
Restructuring and Impairment Charges	\$0	(\$12.1)	Not Calculated		
Operating Income	\$181.4	\$23.7	15.0%		
Pension Settlement Charge (noncash item)	\$14.0	\$14.0	Not Calculated		
Earnings Per Share (Diluted)	\$4.89	\$0.39	8.7%		

Note: The Pension Settlement Charge (a noncash item) reduced Earnings Per Share (Diluted) by \$0.39. In addition, SG&A Expenditures attributed to the company's acquisition of the Atlanta-based sauce and dressing production facility reduced Earnings Per Share (Diluted) by \$0.09. The prior-year results were impacted by our decision to exit our perimeter-of-the-store bakery product lines which resulted in an inventory write-down that reduced Earnings Per Share (Diluted) by \$0.07 in addition to \$12.1 MM in Restructuring and Impairment Charges (of which \$10.7 MM was noncash) that reduced Earnings Per Share (Diluted) by \$0.34.

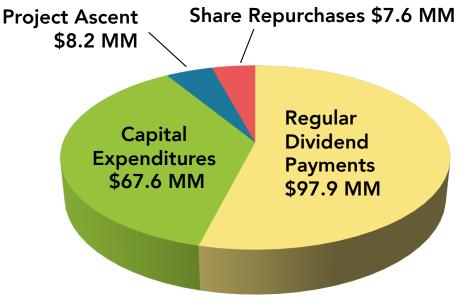
\$ in Millions		June 30	_	Mar 31
	2022	2023	2024	2025
Cash and Equivalents	\$60	\$88	\$163	\$125
Total Debt	\$0	\$0	\$0	\$0

- Debt Free
- Credit Revolver of \$150 Million, Expandable up to \$225 Million
- Fiscal Years 2022 and 2023 Included Notable Investments in Capacity Expansion Projects and ERP System (Project Ascent) to Support Continued Growth
  - Capital Expenditures for the Two-Year Period Totaled \$222 Million
  - Additional \$69 Million Invested in Project Ascent over the same Two-Year
     Period
- Acquired Sauce and Dressing Production Facility Located in Atlanta, Ga in February 2025 — Cash Payment of \$79 Million

# **Cash Priorities**

- Invest in Existing Business
  - Fiscal 2025 capital expenditures estimated at \$65 Million
- Good-Fitting Acquisitions
- Regular Dividends
  - 62 consecutive years of regular cash dividend increases
- Opportunistic Share Repurchases

# Fiscal 2024 – Major Cash Uses



# Appendix A

Supplemental Financial Information

#### RESULTS OF CONSOLIDATED OPERATIONS

(Dollars in thousands,		onths Ended irch 31,			Nine Mont Marc			
except per share data)	2025	2024	Char	nge	2025	2024	Cha	nge
Net Sales	\$457,836	\$ 471,446	\$ (13,610)	(2.9)%	\$ 1,433,695	\$ 1,418,934	\$ 14,761	1.0 %
Cost of Sales	351,874	366,952	(15,078)	(4.1)%	1,084,141	1,084,250	(109)	— %
Gross Profit	105,962	104,494	1,468	1.4 %	349,554	334,684	14,870	4.4 %
Gross Margin	23.1 9	6 22.2 %			24.4 %	23.6 %		
Selling, General and Administrative Expenses	56,085	57,211	(1,126)	(2.0)%	168,152	164,872	3,280	2.0 %
Restructuring and Impairment Charges	_	12,137	(12,137)	(100.0)%	_	12,137	(12,137)	(100.0)%
Operating Income	49,877	35,146	14,731	41.9 %	181,402	157,675	23,727	15.0 %
Operating Margin	10.9 9	<b>6</b> 7.5 %			12.7 %	11.1 %		
Pension Settlement Charge	_	_	_	N/M	(13,968)	_	(13,968)	N/M
Other, Net	1,960	1,748	212	12.1 %	5,520	4,030	1,490	37.0 %
Income Before Income Taxes	51,837	36,894	14,943	40.5 %	172,954	161,705	11,249	7.0 %
Taxes Based on Income	10,713	8,544	2,169	25.4 %	38,136	37,920	216	0.6 %
Effective Tax Rate	20.7 9	6 23.2 %			22.0 %	23.5 %		
Net Income	\$ 41,124	\$ 28,350	\$ 12,774	45.1 %	\$ 134,818	\$ 123,785	\$ 11,033	8.9 %
Diluted Net Income Per Common Share	\$ 1.49	\$ 1.03	\$ 0.46	44.7 %	\$ 4.89	\$ 4.50	\$ 0.39	8.7 %

# Reconciliation Between Reported and Adjusted Operating Income (non-GAAP) - Current Fiscal Year Periods

	7	Three Mon Marc						ths Ended ch 31,			
(Dollars in thousands)		2025		2024	Char	ige	2025	2024		Char	ige
Reported Operating Income	\$	49,877	S	35,146	\$ 14,731	41.9 %	\$ 181,402	\$ 157,675	\$	23,727	15.0 %
Cost of Sales - Inventory Write-Down for Product Line Exit		_		2,600	(2,600)	(100.0)%	_	2,600		(2,600)	(100.0)%
SG&A Expenses - Acquisition Costs		1,710		_	1,710	N/M	3,330	_		3,330	N/M
Restructuring and Impairment Charges		_		12,137	(12,137)	(100.0)%	_	12,137		(12,137)	(100.0)%
Adjusted Operating Income (non- GAAP)	\$	51,587	\$	49,883	\$ 1,704	3.4 %	\$ 184,732	\$ 172,412	s	12,320	7.1 %

#### RESULTS OF CONSOLIDATED OPERATIONS

	Years Ended June 30,					inge	
(Dollars in thousands, except per share data)	2024	2023	2022	2024 vs.	2023	2023 vs.	2022
Net Sales	\$ 1,871,759	\$ 1,822,527	\$1,676,390	\$ 49,232	2.7 %	\$ 146,137	8.7 %
Cost of Sales	1,439,457	1,433,959	1,320,671	5,498	0.4 %	113,288	8.6 %
Gross Profit	432,302	388,568	355,719	43,734	11.3 %	32,849	9.2 %
Gross Margin	23.1 %	21.3 %	21.2 %				
Selling, General and Administrative Expenses	218,065	222,091	212,098	(4,026)	(1.8)%	9,993	4.7 %
Change in Contingent Consideration	_	_	(3,470)	_	N/M	3,470	(100.0)%
Restructuring and Impairment Charges	14,874	24,969	35,180	(10,095)	(40.4)%	(10,211)	(29.0)%
Operating Income	199,363	141,508	111,911	57,855	40.9 %	29,597	26.4 %
Operating Margin	10.7 %	7.8 %	6.7 %				
Other, Net	6,152	1,789	477	4,363	243.9 %	1,312	275.1 %
Income Before Income Taxes	205,515	143,297	112,388	62,218	43.4 %	30,909	27.5 %
Taxes Based on Income	46,902	32,011	22,802	14,891	46.5 %	9,209	40.4 %
Effective Tax Rate	22.8 %	22.3 %	20.3 %				
Net Income	\$ 158,613	\$ 111,286	\$ 89,586	\$ 47,327	42.5 %	\$ 21,700	24.2 %
Diluted Net Income Per Common Share	s 5.76	\$ 4.04	\$ 3.25	s 1.72	42.6 %	\$ 0.79	24.3 %

Lancaster Colony

Fiscal Year Periods Ended June 30 (Diluted Earnings Per Share)

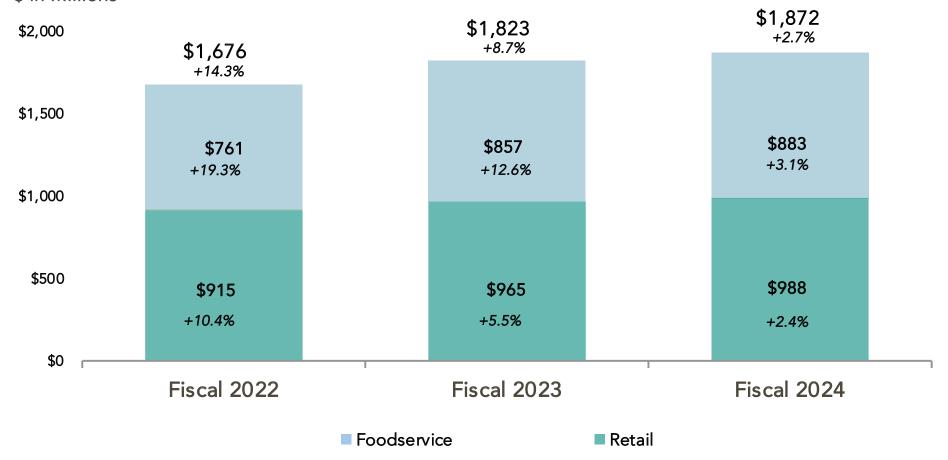


<sup>\*</sup> Includes Restructuring and Impairment Charges of \$0.42 Per Share (Diluted) and Inventory Write-Down Cost of \$0.07 Per Share (Diluted).

# **Fiscal Year Net Sales Results**

Fiscal Years Ended June 30

\$ in Millions

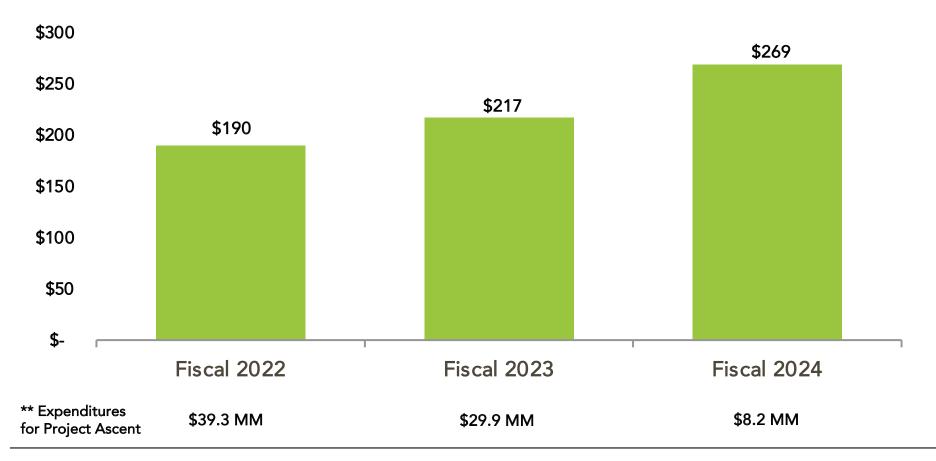


Note: Totals and year-over-year percentage changes presented above are based on unrounded dollar values. Totals may not foot and percentage values may not recalculate based on the rounded dollar values shown above.

## Fiscal Year Earnings Before Interest, Taxes, Depreciation and Amortization (EBITDA)\*

Fiscal Years Ended June 30

\$ in Millions



<sup>\*</sup> Calculation of EBITDA values excludes non-cash change in contingent consideration and restructuring and impairment charges. See Appendix page A4 for additional details.

<sup>\*\*</sup> EBITDA totals include the impact of expenditures for Project Ascent, our ERP initiative, as noted.

## **Lancaster Colony Corporation**

**Calculation of Earnings Before Interest, Taxes, Depreciation and Amortization (EBITDA)** \* (\$ in Millions)

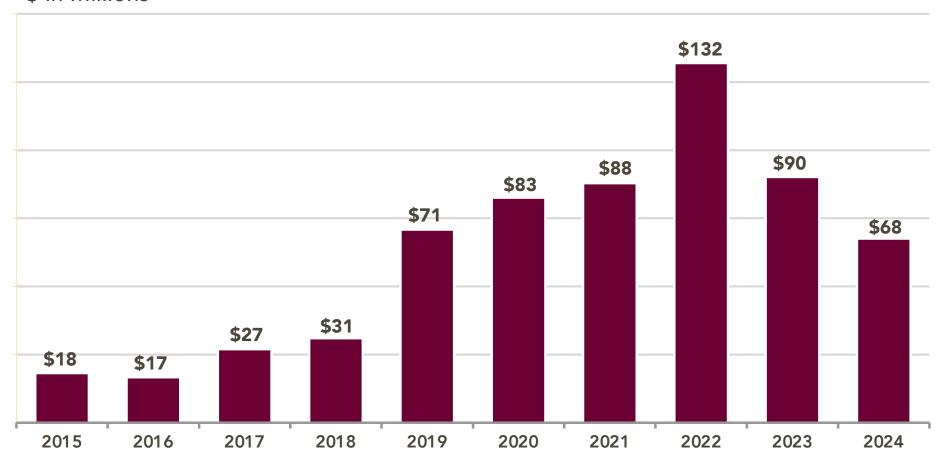
	Fiscal Years Ending June 30,			
	2022	2023	2024	
Income Before Income Taxes **	\$112	\$140	\$198	
Depreciation and Amortization	\$46	\$51	\$56	
Change in Contingent Consideration	(\$3)	\$0	\$0	
Restructuring and Impairment Charges	\$35	\$25	\$15	
EBITDA *	\$190	\$217	\$269	

<sup>\*</sup> As presented above, the EBITDA value calculation reflects adjustments to exclude Change in Contingent Consideration (a non-cash item) and Restructuring and Impairment Charges.

Note: EBITDA value may not foot to sum of line items listed due to rounding.

<sup>\*\*</sup> Excludes interest income

## \$ in Millions



Fiscal years ended June 30.

## \$ Per Share



Regular cash dividends for the fiscal years ended June 30.

<sup>\*</sup> Excludes special cash dividend of \$5.00 per share paid in FY16.

# Appendix B Retail Brand Market Share and Related Information

## **Marzetti®**

## Ref. Dressing\*\*

## <u>Dips</u>





# New York Brand® Bakery

\$ Sales: 346.4MM \$ Share: 41.6%



## Sister Schubert's®

\$ Sales: 157.0MM \$ Share: 56.2%



## **Croutons (all brands)**



## Licensed Brands ^

## Olive Garden<sup>SM</sup>

\$ Sales: 159.1MM

\$ Share: 6.1%



## Chick-fil-A®

\$ Sales: 164.7MM

\$ Share: 17.7% (Prep/Finishing Sauce Subcategory)



## **BWW**®

\$ Sales: 88.3MM

\$ Share: 9.5% (Prep/Finishing Sauce Subcategory)



\*Retailer sales and market share data for the 52 weeks ended 6/30/24. Source: Circana, Total U.S. Multi-Outlet

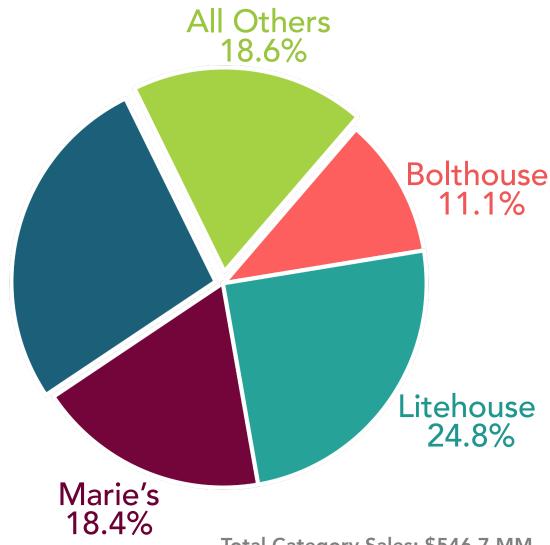
\*\* Includes Chick-fil-A® which accounted for \$40 million, or 7.3% dollar share of the refrigerated dressings category

^ Products for these brands are produced and sold under exclusive licensing agreements.

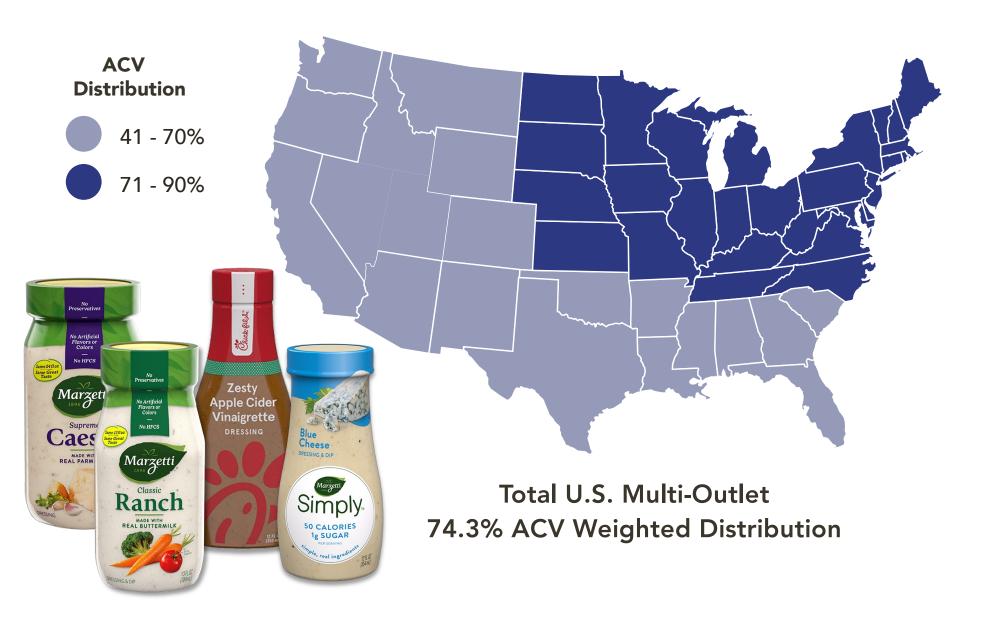
**Lancaster Colony** 

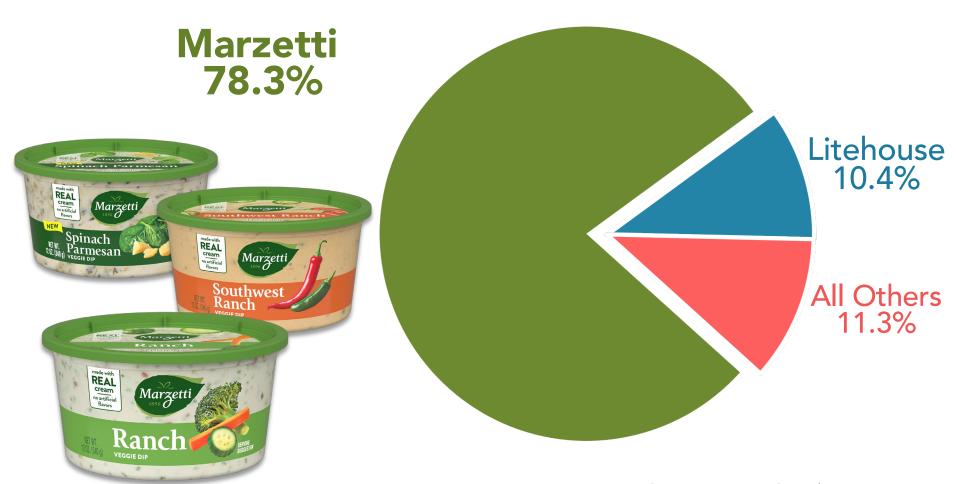




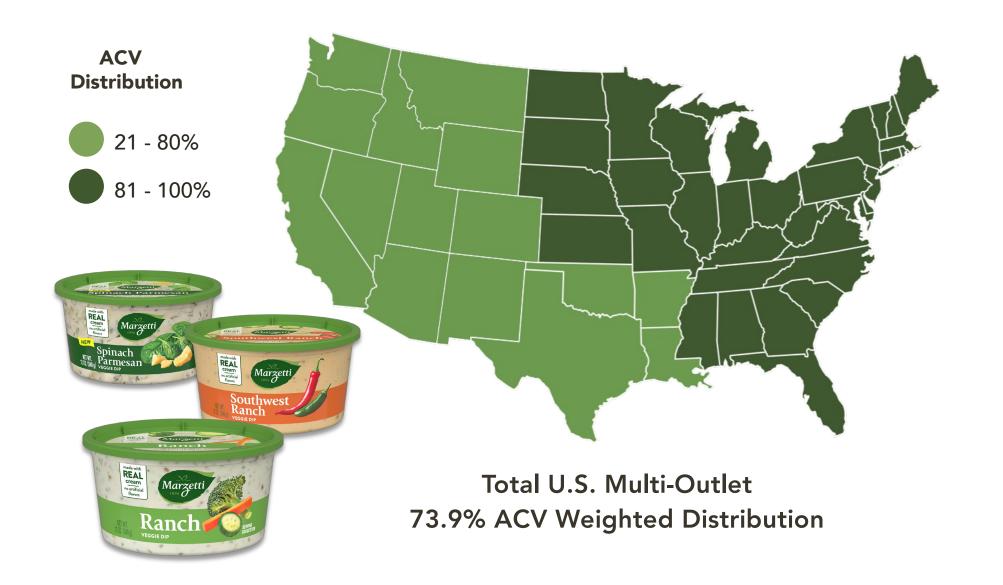


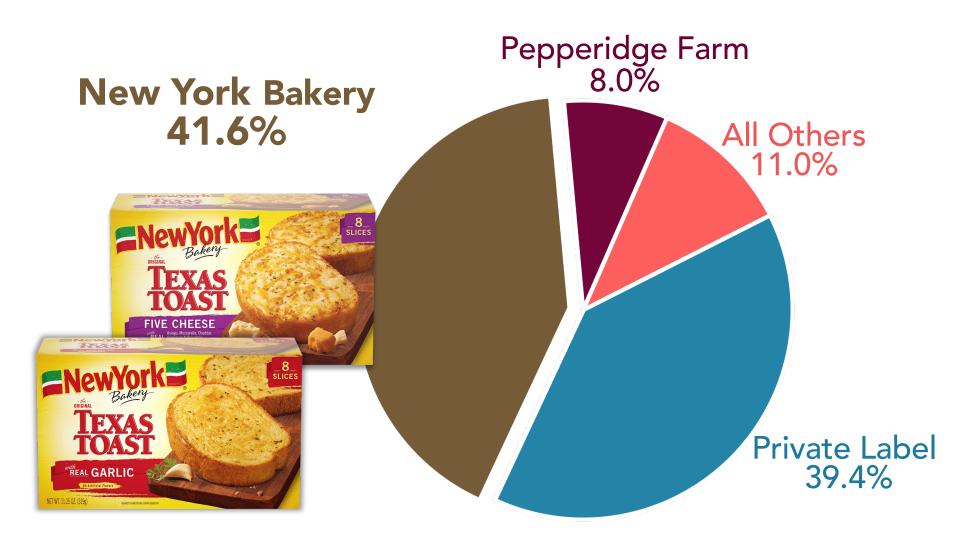
**Total Category Sales: \$546.7 MM** 



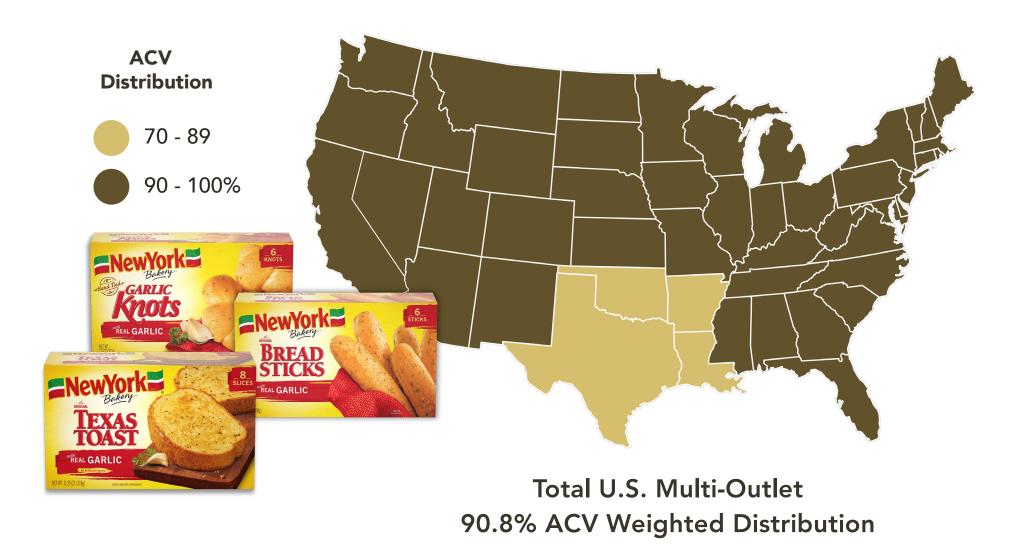


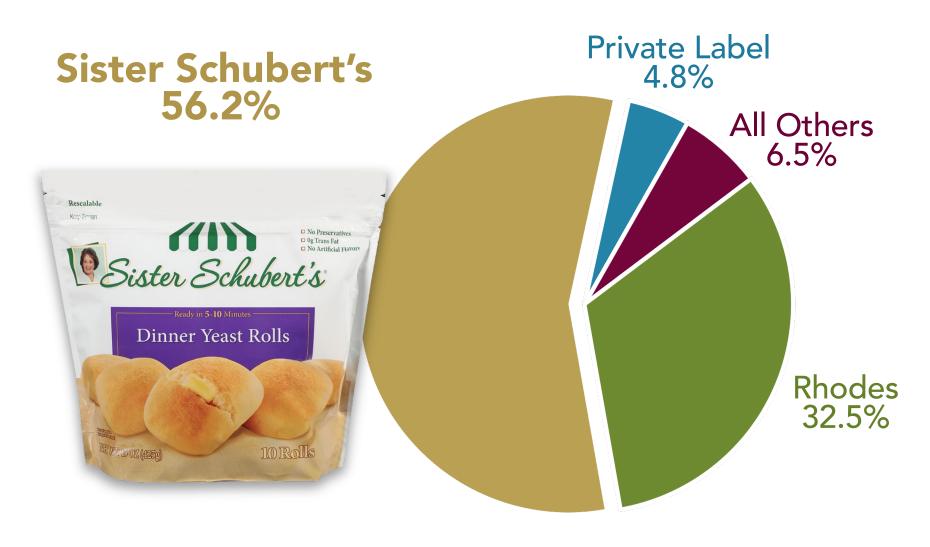
**Total Category Sales: \$176.2MM** 



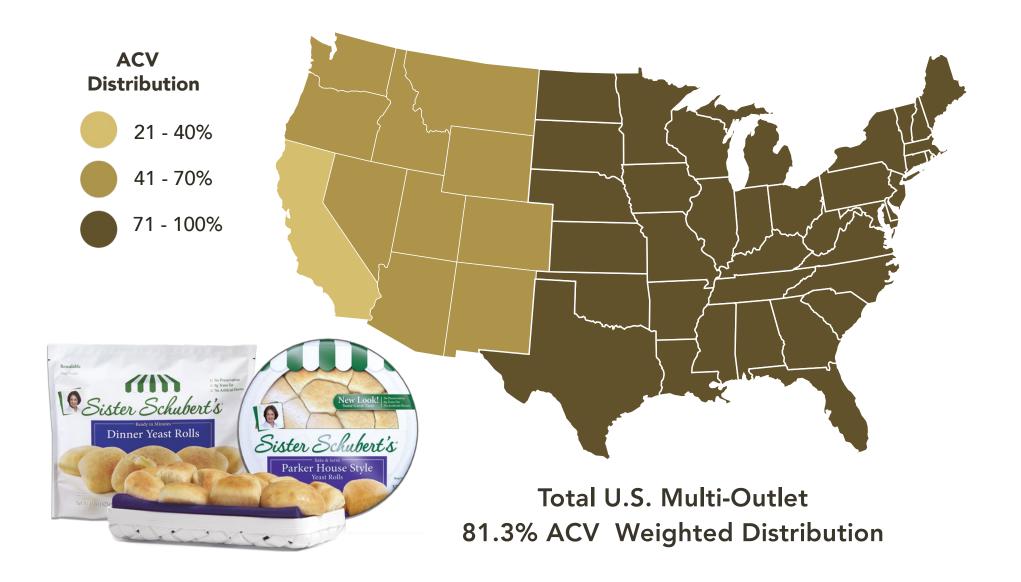


Total Category Sales: \$833.6 MM



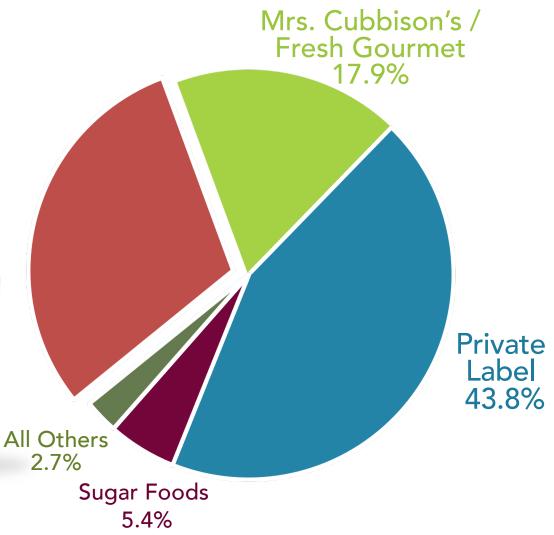


**Total Category Sales: \$279.3 MM** 



# Marzetti, Cardini's, New York Bakery, Chatham Village 30.2%





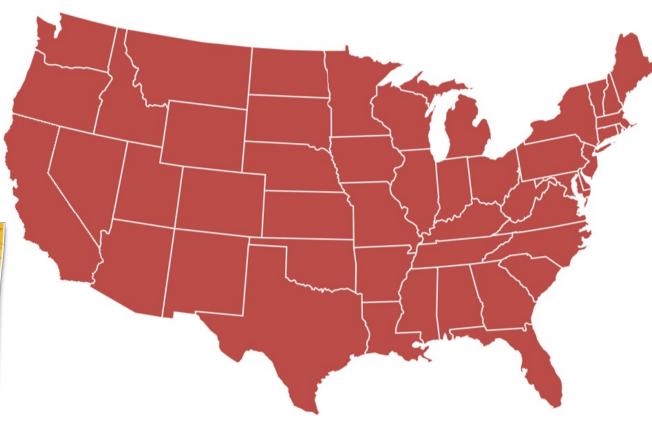
**Total Category Sales: \$307.8 MM** 





69 - 100%





Total U.S. Multi-Outlet 81.2% ACV Weighted Distribution

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ъι	Z

Compound Annual Growth Rates - Calendar Year 2021 to 2024					
	Dollar Sales				
Company	3-Yr CAGR	3-Yr CAGR			
LANCASTER COLONY	5.4%	6.1%			
Peer F	-0.6%	2.5%			
Peer B	-1.5%	2.5%			
Peer E	-3.4%	3.2%			
Peer D	-5.2%	8.1%			
Peer G	-7.2%	-1.5%			
Peer C	-7.9%	-1.8%			
Peer A	-18.0%	5.1%			

Compound Annual Growth Rates - Calendar Year 2022 to 2024					
	Sales Volume (lbs)	Dollar Sales			
Company	2-Yr CAGR	2-Yr CAGR			
LANCASTER COLONY	6.8%	5.4%			
Peer C	0.9%	1.5%			
Peer D	0.2%	2.4%			
Peer F	-1.3%	7.7%			
Peer B	-5.5%	-0.2%			
Peer G	-6.5%	-3.1%			
Peer E	-11.4%	-6.9%			
Peer A	-23.7%	3.3%			

<sup>\*</sup>Source: Circana, Total U.S. – All Outlets for the calendar year periods noted. Dollar sales and consumption volume (lbs) used for this analysis are as provided by Circana for the noted companies' branded items (excludes private label items) with no adjustments for the impact of acquisitions or divestitures.

Note - Peer companies used for this evaluation, with an enterprise value ranging from about \$1.2 Billion to \$25 Billion (average \$12 Billion), as of February 2025, were (in alphabetical order of company name): B&G Foods, Inc.; Campbell Soup Company; J&J Snack Foods Corp.; McCormick & Company, Inc.; Post Holdings, Inc.; The Hain Celestial Group, Inc.; and The JM Smucker Company.

# Lancaster Colony

Lancaster Colony Corporation • 380 Polaris Parkway, Suite 400 • Westerville, Ohio 43082 www.lancastercolony.com